

# ***MANAGEMENT SERVICES***



# **MANAGEMENT SERVICES MISSION**

The mission of the **Management Services Department** is threefold as a provider of internal service functions, library services, and enforcement of the sales tax code. The mission of the internal service functions are to provide services to all City divisions and employees which will assist the users in making informed decisions and reasonably allocating resources. As an enforcement division, sales tax provides services to citizens and businesses that ensure compliance with all licensing, sales tax, audit, and collection codes.

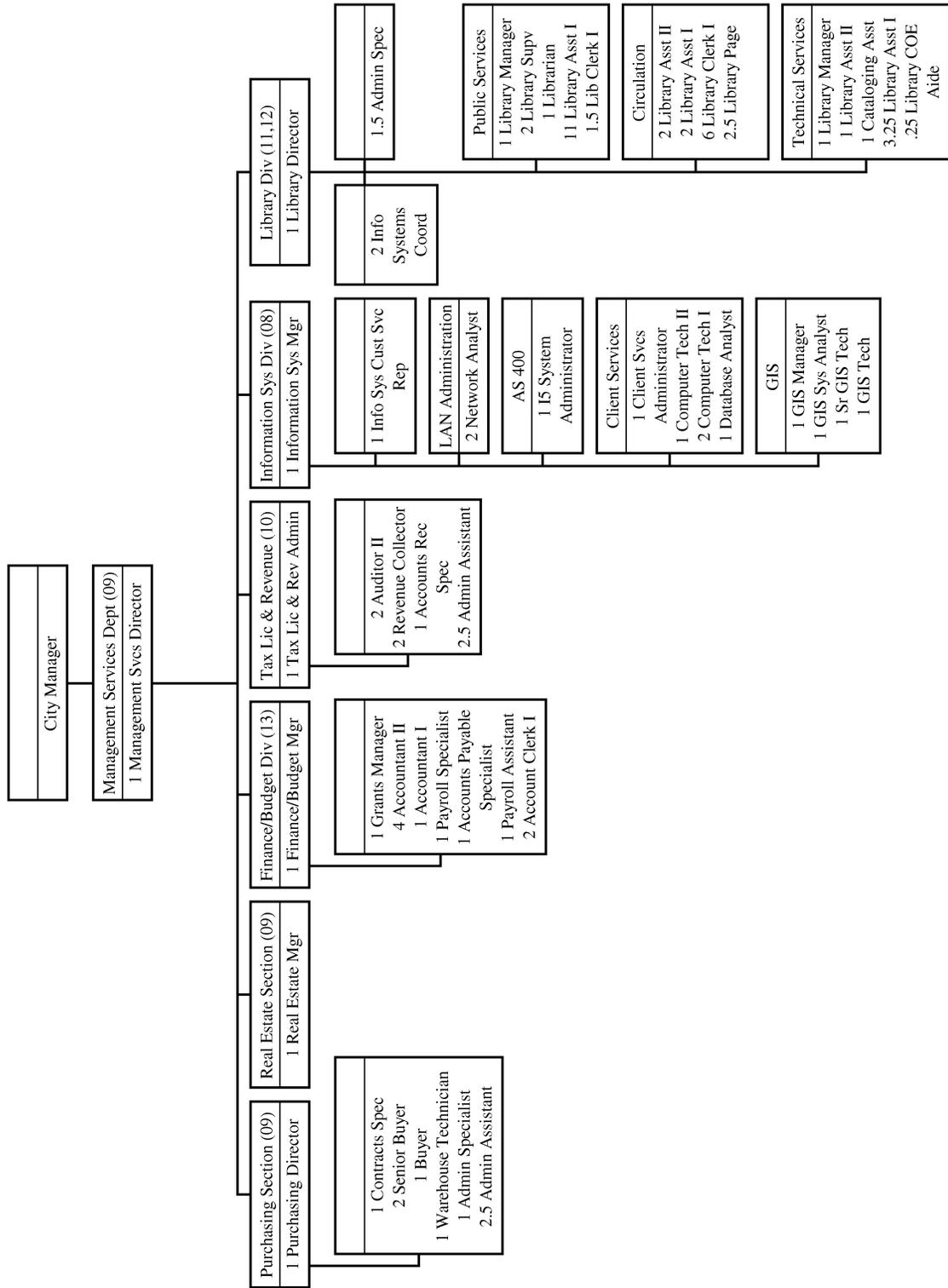
The mission of the **Information Systems Division** is to ensure City staff has the necessary resources (hardware/software) to access available data and geographical information which will assist staff in making informed decisions and to ensure the City's data resources are protected through sound security and disaster recovery management methodologies. Information Systems provides system analysis, software development, and product evaluation.

The mission of the **Tax, Licensing, and Revenue Division** 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 **Flagstaff City-County Public Library** is to provide residents of the City of Flagstaff and Coconino County with access to available recorded knowledge, which will assist them to meet their informational, recreational, educational, and cultural needs. The Library staff will deliver services to users in a professional, timely, and courteous manner.

The mission of the **Finance and 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.

# Management Services



**MISSION**

The mission of the Information Services Division is to ensure City staff has the necessary resources (hardware/software) to access available data and geographical information which will assist staff in making informed decisions and to ensure the City's data resources are protected through sound security and disaster recovery management methodologies. Information Systems provides system analysis, software development, and product evaluation.

**PROGRAM DESCRIPTION**

This Division provides design, development, and operational assistance in meeting the management information needs of the City Council and staff. These objectives are met through various computer applications, which are modified, maintained, and updated on an ongoing basis to provide accurate information in a timely manner.

**FY 05 GOALS, OBJECTIVES, AND RESULTS****GOAL: CUSTOMER SERVICE****OBJECTIVES:**

- ❖ Ensure the delivery of digital data to City of Flagstaff staff.
  - Continue maintenance and upgrade of the City's network infrastructure.
  - Replacement of AS400 with AS400 ISeries.
  - Conversion of network operating system from Novell to Microsoft.
  - Conversion of City's email application from Novell GroupWise to Microsoft Exchange (Outlook)- ongoing
  - Timely updates of various applications – Accela, Firehouse, landfill, etc.
  - Installed and implemented Riskmaster software.
  - Worked with environmental service's to upgrade and enhance the services at the landfill.
  - Connected to the county primarily for video arraignment but will explore other shared data opportunities.

**GOAL: ORGANIZATIONAL SUPPORT****OBJECTIVES:**

- ❖ Perform daily backup of all data files and maintenance of off site storage.  
RESULT: Backup software is continually monitored, maintained, and tested to ensure it is complete and consistent.
- ❖ Maintenance of firewalls as needed and ongoing evaluation of security techniques.

RESULT: Staff is preparing to deliver web-based services to the public. Our outside vendor was consulted with one set up and design, to ensure protection and integrity.

- ❖ Continued training and certification of Information Systems staff to ensure employees knowledge and skills are at a level that is relevant to the technology utilized by the City of Flagstaff.  
RESULT: Staff is working to develop individual professional development plans.

**FY 05 ADDITIONAL ACCOMPLISHMENTS**

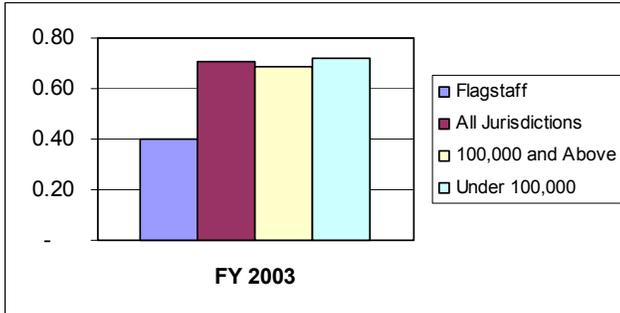
- ❖ Implemented a work order system that allows remote access by user and technical staff to review and resolve computer related programs. The system also provides an interactive inventory of software and hardware.
- ❖ Survived the major loss of the City's network disk storage and tape backup failure. Utilized numerous opportunities to restore data.
- ❖ Prepared a RFP to have a provider design and maintain the external communications for City facilities.
- ❖ Design, testing and implementation of GIS Internet mapping application.
- ❖ Assisted in the implementation of citywide aerial photography and LIDAR in the GIS database.
- ❖ Built 3D models of the city landfill to assist in capacity analysis.
- ❖ Performed initial assessment to migrate from GroupWise to Microsoft Outlook.

**FY 06 GOALS AND OBJECTIVES**

- ❖ Develop a comprehensive IT strategic plan that incorporates all current and future needs of the City.
- ❖ Work on disaster recovery procedures and processing and evaluate additional equipment needs – cluster environment, backup, SAN offsite.
- ❖ Develop a realistic and predicable work program.
- ❖ Fully implement the "Trackit" work order system with our customers.
- ❖ Continue to work on customer service issues to better address customer needs.
- ❖ Support efforts of the Egovernment Committee for successful implementations.
- ❖ Refine digit data standard for all subdivision and asbuilt submissions.
- ❖ Work on long-term plan for aerial photography and LIDAR data, standards and frequency.
- ❖ Work with individual customers to develop department specific applications.

**PERFORMANCE MEASUREMENT THROUGH ICMA - CPM**

*Ratio of Work Stations (Intelligent and Dumb Terminals) to Total Jurisdiction Employees*



The mean for all jurisdictions of the ratio of workstations to FTE's is 0.71 and Flagstaff has a mean of 0.40. Flagstaff's number may be low due to the number of field employees and shift workers (e.g. streets, utility, public safety, parks and recreation) who either do not work in an office or share equipment with others.

<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2003-2004	Adopted Budget 2004-2005	Estimated Expenditures 2004-2005	Proposed Budget 2005-2006	Budget-Budget Variance
PERSONAL SERVICES	\$ 676,797	\$ 817,644	\$ 771,420	\$ 886,440	\$ 68,796
CONTRACTUAL	408,945	425,420	437,502	369,214	(56,206)
COMMODITIES	69,249	50,250	55,671	52,700	2,450
CAPITAL	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,154,991</b>	<b>\$ 1,293,314</b>	<b>\$ 1,264,593</b>	<b>\$ 1,308,354</b>	<b>\$ 15,040</b>
<b>EXPENDITURES BY PROGRAM:</b>					
GENERAL ADMINISTRATION	\$ 235,609	\$ 296,540	\$ 278,656	\$ 318,467	\$ 21,927
AS 400	192,010	181,648	252,143	149,386	(32,262)
CLIENT SERVICES	194,190	225,172	244,587	304,246	79,074
LAN/WAN	268,214	282,370	203,488	176,942	(105,428)
GIS	264,968	307,584	285,719	359,313	51,729
<b>TOTAL</b>	<b>\$ 1,154,991</b>	<b>\$ 1,293,314</b>	<b>\$ 1,264,593</b>	<b>\$ 1,308,354</b>	<b>\$ 15,040</b>
<b>SOURCE OF FUNDING:</b>					
GENERAL FUND				\$ 905,774	
LIBRARY FUND				15,464	
HIGHWAY USER REVENUE FUND				59,260	
WATER AND WASTEWATER FUND				198,980	
STORMWATER FUND				23,681	
AIRPORT FUND				4,986	
ENVIRONMENTAL SERVICES FUND				100,209	
				<b>\$ 1,308,354</b>	

**COMMENTARY:**  
 The Information Systems budget has increased 1% and there are no capital expenditures. Personal Services increases include one new position for the Network Analyst and increases for market, merit and insurance. The Contractual decreases are due to a shift in funds to pay for the new position.

**MISSION**

The mission of the Management Services Department is threefold as a provider of internal service functions, library services, and enforcement of the sales tax code. The mission of the internal service functions are to provide services to all City divisions and employees which will assist the users in making informed decisions and reasonably allocating resources. As an enforcement division, sales tax provides services to citizens and businesses that ensure compliance with all licensing, sales tax, audit, and collection codes.

**PROGRAM DESCRIPTION**

The Management Services Division is responsible for the general administration of Finance/Budget, Sales Tax, Information Systems, and Library Divisions. The Purchasing function and Real Estate Management function are also within this division.

**FY 05 GOALS, OBJECTIVES, AND RESULTS**

**GOAL: FISCAL HEALTH**

**OBJECTIVES:**

- ❖ Complete the development and implementation of a formal procurement code, incorporating alternative methods of procurements for construction services and address the use of recycled products and green building concepts.  
RESULT: This project has been put on hold in order to assist in the supervision of the IT Division.
- ❖ Continue work with the developer on the evaluation and implementation of the Hotel/Conference center proposals.  
RESULT: Despite staff's best efforts the financial capacity to have a viable project exceeded the City's ability to do so.

**GOAL: QUALITY OF LIFE**

**OBJECTIVES:**

- ❖ Provide timely acquisitions of parcels for CIP projects.  
RESULT: Staff succeeded in finalizing the purchase of property for the University /Beulah roadway extension. In participation with ADOT staff pursued the 28 parcels required for the 180 sideway project.
- ❖ Implement the results of the May 18, 2004 bond election.  
RESULT: Worked on FUTS/Open space committee to identify and prioritize land acquisitions.

**GOAL: CUSTOMER SERVICE**

**OBJECTIVES:**

- ❖ Continue to foster a high level of customer service delivery in all areas.  
RESULT: Delivery of excellent customer service is a day-to-day culture in the department.
- ❖ Work with departments on a strategic plan for IT services and technology delivery.  
RESULT: Completed quarterly work program for the IT Division.

**FY 06 GOALS AND OBJECTIVES**

**GOAL: ORGANIZATIONAL SUPPORT**

**OBJECTIVES:**

- ❖ Start planning, staffing and work program in purchasing to address current and pending retirements and vacancies.
- ❖ Work on knowledge transfer in the department through systematic processes.
- ❖ Work with all divisions on talent development and succession planning.

**GOAL: FISCAL HEALTH**

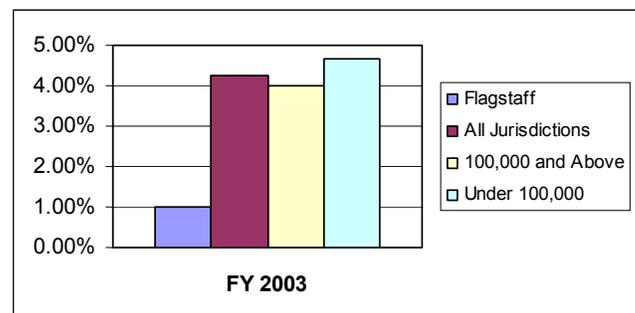
**OBJECTIVES:**

- ❖ Work with partnerships to strengthen economic development through policy development..
- ❖ Place the elimination of the sales tax expiration date on the May 2006 ballot for public vote.
- ❖ Complete the financing for the May 2004 bond initiatives,
- ❖ Work on improving the decision process for budgeting in the City.

**PERFORMANCE MEASUREMENT THROUGH ICMA - CPM**

**PURCHASING**

Percentage of Purchasing Conducted using Purchasing/Credit Cards



FY 2003 represented the third year the City of Flagstaff implement a Procurement Card (credit card) system for purchases up to \$1,000 per day, \$5,000 per month. As shown by this graph, this purchasing methodology is used on the average of over 4.0% across all other reporting jurisdictions for total purchasing. Dollar limits per transaction or per month/quarter influences

employees' ability to make purchases with purchasing cards. The p-card was available to only approximately 65 staff members throughout the entire City. The City needs to continue to investigate ways to have staff make better use of this purchasing methodology as it is very cost effective to administer.

<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2003-2004	Adopted Budget 2004-2005	Estimated Expenditures 2004-2005	Proposed Budget 2005-2006	Budget-Budget Variance
PERSONAL SERVICES	\$ 635,683	\$ 682,626	\$ 689,886	\$ 736,731	\$ 54,105
CONTRACTUAL	33,468	36,851	35,255	46,088	9,237
COMMODITIES	17,120	10,145	7,722	9,000	(1,145)
CAPITAL	-	18,000	13,513	-	(18,000)
<b>TOTAL</b>	<b>\$ 686,271</b>	<b>\$ 747,622</b>	<b>\$ 746,376</b>	<b>\$ 791,819</b>	<b>\$ 44,197</b>
<b>EXPENDITURES BY PROGRAM:</b>					
GENERAL ADMINISTRATION	\$ 145,587	\$ 158,190	\$ 168,444	\$ 184,833	\$ 26,643
PURCHASING	348,422	383,736	379,779	408,181	24,445
MAIL SERVICES	26,418	42,859	37,017	28,524	(14,335)
BOND & SURETY ADMIN	5,619	-	2,707	-	-
WAREHOUSE	76,612	78,455	77,400	83,743	5,288
PROPERTY MANAGEMENT	83,613	84,382	81,029	86,538	2,156
<b>TOTAL</b>	<b>\$ 686,271</b>	<b>\$ 747,622</b>	<b>\$ 746,376</b>	<b>\$ 791,819</b>	<b>\$ 44,197</b>
<b>SOURCE OF FUNDING:</b>					
GENERAL FUND				\$ 396,913	
LIBRARY FUND				23,169	
HIGHWAY USER REVENUE FUND				141,358	
WATER AND WASTEWATER FUND				160,206	
STORMWATER FUND				2,540	
AIRPORT FUND				15,173	
ENVIRONMENTAL SERVICES FUND				52,460	
				<b>\$ 791,819</b>	
<b>COMMENTARY:</b>					
The Management Services division operating budget has a 9% increase and there are no capital expenditures. Personal Service increase is due to market, merit and insurance increases. Contractual RSL's are mainly for travel and training for \$7,338 and equipment maintenance for \$1,170.					

**MISSION**

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

**PROGRAM DESCRIPTION**

The Tax, Licensing, and Revenue division is responsible for the licensing of new businesses and the collection of delinquent sales tax and business license accounts. Division staff disseminates City and State sales tax information to the taxpayers. This division is responsible for the collection of delinquent utility billings, delinquent library accounts, City Court fines, parking tickets, miscellaneous city billings and NSF checks. Staff has the responsibility to bill for the miscellaneous receivable accounts. This division also invests excess funds as allowed by the City Investment Policy.

**FY 05 GOALS, OBJECTIVES AND RESULTS**

**GOAL: CUSTOMER SERVICE**

**OBJECTIVES:**

- ❖ Continue the taxpayer education seminars.  
RESULT: Held five seminars with 122 attendees.
- ❖ Send audit evaluation forms to taxpayers to obtain feedback on our customer service level.  
RESULT: This objective was not pursued thus far in the current fiscal year.
- ❖ Stay up to date on retiree health insurance issues and legislation.  
RESULT: This has been successful and the retired employees have been promptly notified of changes.

**GOAL: FISCAL HEALTH**

**OBJECTIVES:**

- ❖ Reduce sales tax and miscellaneous receivables delinquencies.  
RESULT: The delinquencies, as a percentage of budgeted revenues, have been reduced.
- ❖ Invest city funds and achieve a rate of return exceeding that of the Local Government Investment Pool while investing in low risk investment.  
RESULT: Investments return should exceed the Local Government Investment Pool return by 20%.

**FY 05 ADDITIONAL ACCOMPLISHMENTS**

Began scanning sales tax returns on the laserfiche. There are a couple of benefits. Retrieving and printing copies of tax returns for taxpayers and for staff is quicker and the copies are cleaner. This has also eliminated the need to store so many tax returns on site.

**FY 06 GOALS AND OBJECTIVES**

**GOAL: CUSTOMER SERVICE**

**OBJECTIVES:**

- ❖ Continue the taxpayer education seminars.
- ❖ Send audit evaluation forms to taxpayers to obtain feedback on our customer service level.

**GOAL: FISCAL HEALTH**

**OBJECTIVES:**

- ❖ Continue To reduce sales tax and miscellaneous receivables delinquencies as a percentage of anticipated revenues.
- ❖ Invest city funds and achieve a rate of return exceeding that of the Local Government Investment Pool while investing in low risk investment.

<b>PERFORMANCE INDICATORS</b>	<b>CY03</b>	<b>CY04</b>	<b>CY05 EST.</b>
Issued Occupational and Sales Tax Licenses	1,398	1,516	1,500
Processed sales tax returns	28,750	32,853	34,500
Performed sales tax audits (FY)	53	63	72
Sales tax delinquencies as a percent of budgeted sales tax revenue	1.1%	1.4%	1.3%
Collection of delinquent miscellaneous receivable accounts	53%	64%	66%
Collection of delinquent parking tickets	70%	65%	70%
Collection of delinquent utilities payments	43%	52%	55%

<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2003-2004	Adopted Budget 2004-2005	Estimated Expenditures 2004-2005	Proposed Budget 2005-2006	Budget-Budget Variance
PERSONAL SERVICES	\$ 456,880	\$ 476,478	\$ 477,833	\$ 495,294	\$ 18,816
CONTRACTUAL	31,893	39,571	29,426	40,336	765
COMMODITIES	11,551	15,225	14,228	14,680	(545)
CAPITAL	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 500,324</b>	<b>\$ 531,274</b>	<b>\$ 521,487</b>	<b>\$ 550,310</b>	<b>\$ 19,036</b>
<b>EXPENDITURES BY PROGRAM:</b>					
GENERAL ADMINISTRATION	\$ 140,877	\$ 155,569	\$ 146,586	\$ 158,522	\$ 2,953
AUDIT	146,081	151,528	151,527	155,147	3,619
COLLECTIONS	95,057	99,819	99,818	106,205	6,386
LICENSING AND CLERICAL	73,444	76,549	76,548	74,144	(2,405)
ACCOUNTS RECEIVABLE	44,865	47,809	47,008	56,292	8,483
<b>TOTAL</b>	<b>\$ 500,324</b>	<b>\$ 531,274</b>	<b>\$ 521,487</b>	<b>\$ 550,310</b>	<b>\$ 19,036</b>
<b>SOURCE OF FUNDING:</b>					
GENERAL FUND				\$ 443,925	
LIBRARY FUND				16,380	
HIGHWAY USER REVENUE FUND				1,030	
WATER AND WASTEWATER FUND				23,024	
AIRPORT FUND				26,646	
ENVIRONMENTAL SERVICES FUND				39,305	
				<b>\$ 550,310</b>	
<b>COMMENTARY:</b>					
The Tax, Licenses, and Revenue Collection operating budget has increased 4% and there are no capital expenditures. Personal services increases are due to market, merit, and insurance cost increases. Contractual revised service levels consist mainly of travel and education increases of \$4,000, and are offset by other reductions.					

**MISSION**

The mission of the Flagstaff City-County Public Library is to provide residents of the City of Flagstaff and Coconino County with access to available recorded knowledge, which will assist them to meet their informational, recreational, educational, and cultural needs. The Library staff will deliver services to users in a professional, timely, and courteous manner.

**PROGRAM DESCRIPTION**

The City-County Library is a jointly funded public library administered by the City of Flagstaff and financed by both the City of Flagstaff and Coconino County. The Library provides residents of the City and County with access to available recorded knowledge that will assist them in meeting their informational, recreational, educational, and cultural needs. The Library staff is committed to delivering services to users in a professional, timely and courteous manner.

**FY 05 GOALS, OBJECTIVES, AND RESULTS****GOAL: COLLABORATION****OBJECTIVES:**

- ❖ Continue to nurture the Library's partnership with the Community College, in particular the Small Business Development Center and the Information Resources Center.

**RESULTS:** The Library continues to nurture our partnership with the Coconino Community College. In particular, we are assisting their staff in placing the holdings of their Information Resources Center on our SIRSI automation system, making these resources more accessible.

- ❖ Strengthen the relationship with the Nonprofit Resource Center of Northern Arizona and its founding agencies.

**RESULTS:** Public Services staff has attended workshops concerning the Nonprofit Resource Center of Northern Arizona and provides this information to the community, thus strengthening our relationship.

**GOAL: QUALITY OF LIFE****OBJECTIVES:**

- ❖ Continue to proactively meet the community's need for materials and information.

**RESULTS:** We strive to proactively meet the community's need for materials and information. There has been very close collaboration between Technical Services and other departments to work on projects that affect the quality of the collection.

- ❖ Recruit and train additional volunteers to assist the public with the use of library computers.

**RESULTS:** Volunteers have been invaluable in assisting the public with the use of library computers. In the past year, 451 members of the public attended 89 classes in the Gates Foundation computer lab.

- ❖ Create and promote new programs and services for the public at the East Flagstaff Community Library.

**RESULTS:** The popularity of the East Flagstaff Community Library continues to increase. The number of programs for children has doubled, a staff member is leading on ongoing program/discussion group, and a new project called "Get Real, Get Fit!" is about to begin. This project, funded by Libraries for the Future and MetLife Insurance, is directed at teens.

**GOAL: FISCAL HEALTH****OBJECTIVES:**

- ❖ Develop and configure a comprehensive plan to assist the City of Flagstaff in collection agency billing for lost library materials.

**RESULTS:** A comprehensive procedure is now in place to assist the City of Flagstaff in collection agency billing for lost library materials.

- ❖ Continue to seek out funding opportunities made by grant making organizations to enhance collections and improve services.

**RESULTS:** Staff members are investigating funding opportunities made by grant making organizations. In particular, we are seeking out funding to help with the cost of replacing the two bookmobiles, which mechanically are in a state of rapid decline.

**FY 05 ADDITIONAL ACCOMPLISHMENTS**

- ❖ Approximately 1,384 young people participated in the Summer Reading Program.
- ❖ In partnership with Libraries for the Future, Family place Workshops are ongoing at the Main, Branch, and Tuba City libraries.
- ❖ The Friends of the Library group sponsored a fundraising event with *Dances with Wolves* author Michael Blake. This event raised awareness of the importance of libraries. The Library Foundation also has a successful fundraising campaign.
- ❖ Staff again applied for Universal Service Fund discounts for telecommunication (e-rate) for Tuba City (\$2,200) Fredonia (\$1,100) and Flagstaff (\$10,000).
- ❖ Popular book discussion groups have been created for both adults and young people.

- ❖ Staff at the Tuba City Public Library has completed the Youth Access and Planning for Results projects.
- ❖ East Flagstaff Community Library is now open seven days a week, and the number of computers for the public has doubled.

**FY 06 GOALS AND OBJECTIVES**

**GOAL: QUALITY OF LIFE**

**OBJECTIVES:**

- ❖ Through our Outreach Services program, enhance and create new services to seniors.
- ❖ Increase the number of classes available in the Gates Foundation computer lab.
- ❖ Continue to proactively meet the community's need for services, materials and information.

**GOAL: COLLABORATION**

**OBJECTIVES:**

- ❖ In partnership with the Flagstaff Medical Center and the State Library, create another Born to Read family wellness and literacy program.
- ❖ Play an initial role in the City's succession planning project, and encourage library staff to take advantage of continuing education opportunities.
- ❖ Continue staff training with the Nonprofit Resource Center of Northern Arizona.

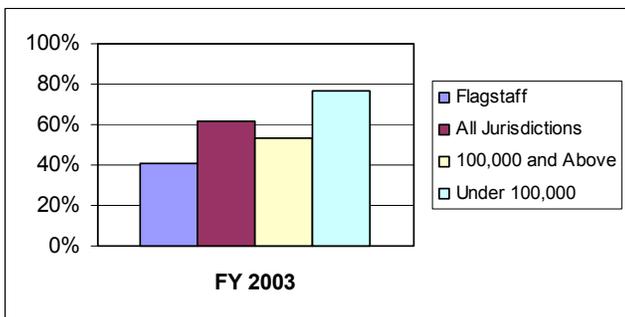
**GOAL: FISCAL HEALTH**

**OBJECTIVES:**

- ❖ Continue to seek out funding opportunities made by grant making organizations to enhance collections and improve service.

**PERFORMANCE MEASUREMENT THROUGH ICMA - CPM**

Registered Borrowers as a Percentage of Service Area Population

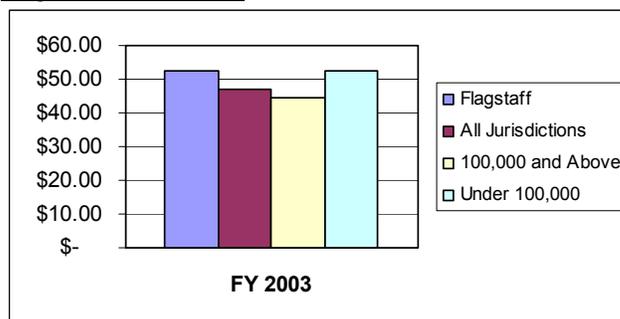


Some variation in the number of borrowers may be attributed to the frequency with which jurisdictions purge

their borrower records. All other conditions being equal, jurisdictions that purge records frequently tend to report fewer registered borrowers than jurisdictions that purge infrequently. The City purges on a monthly basis as our service contract is based on the number of active users at the library.

Also, as Flagstaff is a City/County operation, the area of service for the library encompasses all of the Coconino County area.

Operating and Maintenance Expenditures per Registered Borrower



Total operating and maintenance expenditures include actual expenditures for salaries, benefits, supplies, material acquisitions, and contract services (overhead and capital improvements are excluded).

Variations in library expenditures may be attributed to differences in the number of library facilities, the hours of operation, and the size and scope of holdings and programs. Generally, Flagstaff reflects a cost in line with other jurisdictions of the same size.

PERFORMANCE INDICATORS	CY03	CY04	CY05 EST.
Shelve materials promptly when returned	972,714	938,548	967,519
Borrowers check out materials in a timely fashion	288,237	224,622	234,713
Provide successful response to requests for information	132,459	118,375	120,743
Provide successful response to reference questions from youth	51,703	43,574	44,445
Provide adequate number of materials for users (per capita)	3.8	3.6	3.6
Catalog all new materials as they are received	21,637	19,152	19,344

## Division 11-Library Operating

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2003-2004	Adopted Budget 2004-2005	Estimated Expenditures 2004-2005	Proposed Budget 2005-2006	Budget-Budget Variance
PERSONAL SERVICES	\$ 1,572,917	\$ 1,756,869	\$ 1,743,032	\$ 1,861,158	\$ 104,289
CONTRACTUAL	365,867	383,723	371,769	372,360	(11,363)
COMMODITIES	339,469	375,267	319,440	428,341	53,074
CAPITAL	40,095	348,394	260,281	325,000	(23,394)
<b>TOTAL</b>	<b>\$ 2,318,348</b>	<b>\$ 2,864,253</b>	<b>\$ 2,694,522</b>	<b>\$ 2,986,859</b>	<b>\$ 122,606</b>
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 408,353	\$ 708,489	\$ 617,267	\$ 386,445	\$ (322,044)
TECHNICAL SERVICES	561,572	588,177	570,082	651,694	63,517
PUBLIC SERVICES	939,217	1,081,363	990,748	1,413,212	331,849
COUNTY JAIL	44,594	48,000	48,042	48,000	-
COUNTY BOOKMOBILE	42,316	42,050	42,613	42,050	-
FOREST LAKES LIBRARY	29,336	62,726	36,287	67,985	5,259
TUBA CITY LIBRARY	91,157	139,910	114,640	150,074	10,164
SUPAI LIBRARY	2,283	5,500	5,142	5,500	-
EAST FLAGSTAFF LIBRARY	175,641	177,163	259,015	211,024	33,861
MAIN LIBRARY AUTOMATION	19,545	10,875	10,265	10,875	-
E. FLAG COMMUNITY LIBRARY	3,947	-	421	-	-
E. FLAG LIBRARY REMODEL	387	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,318,348</b>	<b>\$ 2,864,253</b>	<b>\$ 2,694,522</b>	<b>\$ 2,986,859</b>	<b>\$ 122,606</b>
SOURCE OF FUNDING:					
LIBRARY FUND				\$ 2,986,859	
				<b>\$ 2,986,859</b>	
COMMENTARY:					
<p>The Library operating budget has increased 6% and capital expenditures total \$325,000 resulting in an overall net increase of 4%. Personal Services increases are due to employee market, merits, insurance, retirement contribution cost increases, and the addition of 1.0 FTE for a Page/Library Clerk position. Commodities increases include the restoration of \$50,000 for circulation materials that had been previously cut due to budgetary reductions in FY2003. Major capital (&gt;\$10,000) includes carryforward of \$50,000 for the replacement of the Palsmobile (\$125,000) and for a new County Bookmobile (\$200,000).</p>					

## Division 12-Library Grants

<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2003-2004	Adopted Budget 2004-2005	Estimated Expenditures 2004-2005	Proposed Budget 2005-2006	Budget-Budget Variance
PERSONAL SERVICES	\$ 74,296	\$ 71,198	\$ 81,527	\$ 75,941	\$ 4,743
CONTRACTUAL	157,819	701,964	202,823	1,085,791	383,827
COMMODITIES	28,835	37,300	154,947	25,000	(12,300)
CAPITAL	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 260,950</b>	<b>\$ 810,462</b>	<b>\$ 439,297</b>	<b>\$ 1,186,732</b>	<b>\$ 376,270</b>
<b>EXPENDITURES BY PROGRAM:</b>					
COUNTY WIDE PROJECTS	\$ 231,306	\$ 773,162	\$ 393,039	\$ 1,161,732	\$ 388,570
STATE GRANT N AID 2002-03	1,256	-	-	-	-
STATE GRANT-IN-AID 2004	20,535	-	2,807	-	-
YOUTH ACCESS-TUBA CITY	2,087	8,500	6,117	-	(8,500)
FAMILY PLACE GRANT	3,648	3,800	4,852	-	(3,800)
STATE GRANT-IN-AID 2005	-	25,000	25,000	-	(25,000)
LITERACY BEGINS @ HOME	2,118	-	7,482	-	-
STATE GRANT IN AID 2006	-	-	-	25,000	25,000
<b>TOTAL</b>	<b>\$ 260,950</b>	<b>\$ 810,462</b>	<b>\$ 439,297</b>	<b>\$ 1,186,732</b>	<b>\$ 376,270</b>
<b>SOURCE OF FUNDING:</b>					
	LIBRARY FUND			\$ 1,186,732	
				<b>\$ 1,186,732</b>	

**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 accounting and financial reporting, budgeting, payroll, accounts payable, special financial analysis, grant management, citywide switchboard operations, and performance reporting.

**FY 05 GOALS, OBJECTIVES, AND RESULTS**

**GOAL: FISCAL HEALTH**

**OBJECTIVES**

- ❖ Convert to the HTE budget system.  
RESULT: Testing in the HTE Budget System continues.
- ❖ Maintain grant funding at current level.  
RESULT: FY 05 grant funding budgeted at \$17,756,771.
- ❖ Implement new user fees as directed by Council.  
RESULT: No new user fees implemented in FY2005 due to time restrictions in the City Attorney's office.
- ❖ Develop plan for retroactive infrastructure valuation to finalize GASB 34 compliance.  
RESULT: This plan will be in place by the end of FY2006, as the retroactive infrastructure valuation must be complete by the end of FY2007.

**FY 05 ADDITIONAL ACCOMPLISHMENTS**

- ❖ Received the GFOA distinguished Budget Presentation Award for the eleventh year in a row.
- ❖ Received GFOA Certificate of Achievement for Excellence in Financial Reporting for the ninth year in a row.
- ❖ Processed and paid one-time salary adjustment to all benefit-eligible staff.
- ❖ Implemented credit card acceptance at the Customer Service counter.
- ❖ Coordinated FEMA response to declared emergency for snow and flood disaster.
- ❖ Submitted information for the fifth year to ICMA for performance measurement.
- ❖ Continued support for 131 procurement card users.

**FY 06 GOALS AND OBJECTIVES**

**GOAL: FISCAL HEALTH**

**OBJECTIVES**

- ❖ Assist with Stormwater rate model review to accurately determine cost of service.
- ❖ Expand credit card acceptance for Recreation and Building Services, as appropriate.
- ❖ Complete a professional review of payroll processes to identify efficiencies through software use.
- ❖ Complete analysis of expenditure limitation to determine if any base adjustment is necessary.

PERFORMANCE INDICATORS	CY03	CY04	CY05 EST.
Mandatory fee policy developed	6/30/03	NA	NA
User fees implemented as designated by Council	NA	Fire subscription, stormwater utility, cemetery, building, DRB	Development, impact, liquor license
Receive one grant for Rio de Flag project	NA	No	No
Grant dollars received	\$2,567,314	\$1,615,178	\$9,484,819

<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2003-2004	Adopted Budget 2004-2005	Estimated Expenditures 2004-2005	Proposed Budget 2005-2006	Budget-Budget Variance
PERSONAL SERVICES	\$ 674,350	\$ 734,980	\$ 753,802	\$ 777,452	\$ 42,472
CONTRACTUAL	26,836	36,635	35,405	56,735	20,100
COMMODITIES	21,632	19,600	20,447	18,800	(800)
CAPITAL	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 722,818</b>	<b>\$ 791,215</b>	<b>\$ 809,654</b>	<b>\$ 852,987</b>	<b>\$ 61,772</b>
<b>EXPENDITURES BY PROGRAM:</b>					
GENERAL ADMINISTRATION	\$ 98,388	\$ 125,579	\$ 148,004	\$ 157,040	\$ 31,461
ACCOUNTING	290,914	319,202	315,019	327,042	7,840
PAYROLL	113,866	117,477	119,418	128,170	10,693
ACCTS PAYABLE/ RECEIVABLE	127,800	136,628	133,790	148,039	11,411
BUDGET	5,836	7,525	5,576	5,025	(2,500)
GRANTS ADMINISTRATION	86,014	84,804	87,847	87,671	2,867
<b>TOTAL</b>	<b>\$ 722,818</b>	<b>\$ 791,215</b>	<b>\$ 809,654</b>	<b>\$ 852,987</b>	<b>\$ 61,772</b>
<b>SOURCE OF FUNDING:</b>					
	GENERAL FUND			\$ 542,834	
	LIBRARY FUND			47,891	
	HIGHWAY USER REVENUE FUND			44,935	
	WATER AND WASTEWATER FUND			130,306	
	STORMWATER FUND			9,839	
	AIRPORT FUND			31,929	
	ENVIRONMENTAL SERVICES FUND			45,253	
				<b>\$ 852,987</b>	
<b>COMMENTARY:</b>					
The Finance and Budget operating budget has increased 8% and there are no capital expenditures. Personal Services increase of 6% is due to market, merit and health insurance increases. Contractual increases are mainly for a temporary help addition \$12,000 and \$5,000 for a ICMA-CPA along with \$2,000 for registration and \$900 for office equipment.					