

**ANNUAL BUDGET AND FINANCIAL PLAN  
OF THE  
CITY OF FLAGSTAFF, ARIZONA  
FISCAL YEAR 2005-2006**



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
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**July 1, 2004**

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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, 2004. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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## **USERS GUIDE**

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

**Transmittal** - The City Manager's message and Budget Summary provides readers with a synopsis of the resource allocation priorities established by the City Council for fiscal year 2006.

**Budget Overview** - The overview provides an overview of the key policy issues, priorities and strategies which shaped the fiscal year 2006 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 fiscal year 2005, performance indicators, expenditure history and budget, commentary on significant changes, and sources of funding. When available, the Performance Measurements through ICMA-CPM are provided within the applicable division.

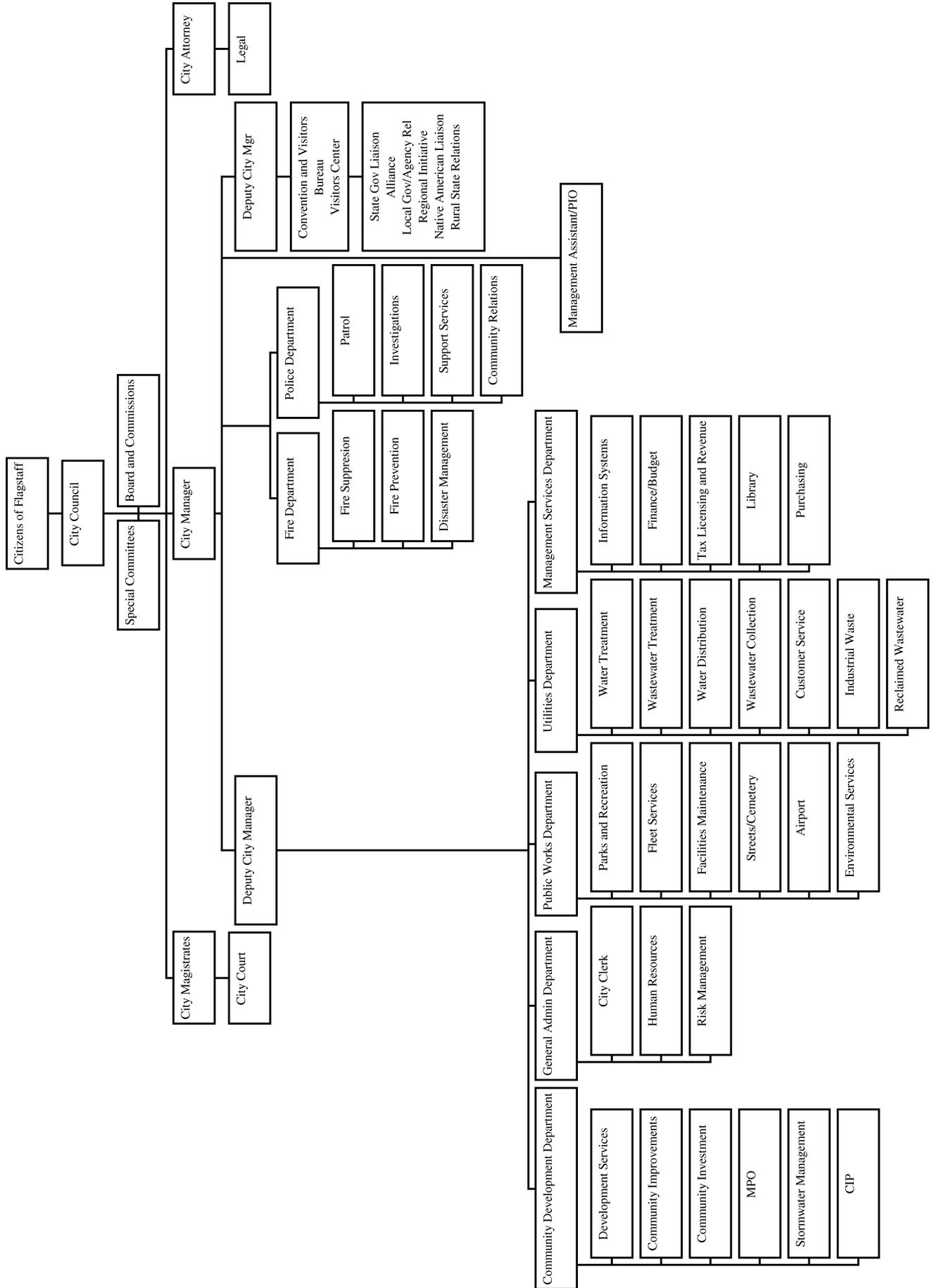
**Capital Improvements** - The current year portion of the five-year capital improvement program is listed, along with location maps and funding source. A more detailed project-planning sheet is available in the separately published five-year Capital Budget and Capital Improvement Plan.

**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) 774-5281 extension 7323. This budget document may also be viewed on the City of Flagstaff website, [www.flagstaff.az.gov](http://www.flagstaff.az.gov), in Adobe Acrobat format.

# City of Flagstaff



# City Council

## CITY COUNCIL GOALS

### ECONOMIC DEVELOPMENT

GOAL: Maintain and strengthen Flagstaff as a regional center for retail, employment and hospitality, while enhancing the quality of life for our residents through technology and innovation and the attraction of employers who pay livable wages.

### FISCAL HEALTH

GOAL: Maintain written policies to provide for a balanced budget that meets a vast array of community needs, to ensure that resources are available to meet future needs and allow for community infrastructure to be maintained at adequate levels and other sound financial practices that maintain the fiscal health of the organization.

### PUBLIC SAFETY

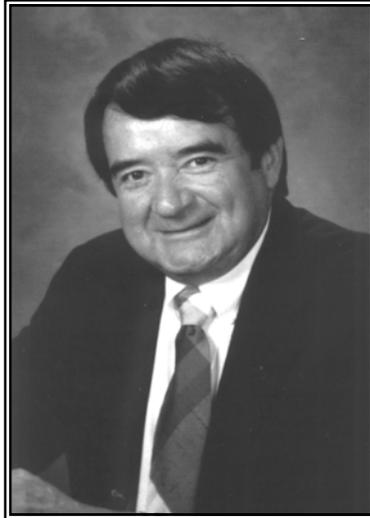
GOAL: To promote and maintain a safe community through integrated public safety systems that addresses the underlying issues affecting public safety, health and quality of life.

### AFFORDABLE HOUSING

GOAL: To insure that a variety of housing opportunities are available to a diverse population, especially those requiring entry level housing.

### PLANNING FOR GROWTH

GOAL: To shape growth, with the involvement of the community, in a manner that protects and preserves our region's natural environment, livability and sense of community.



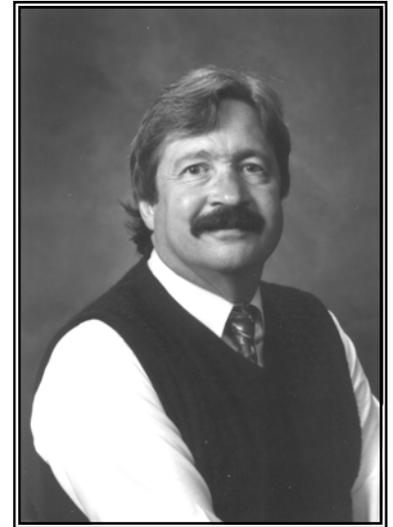
## Mayor Joseph Donaldson

Mayor Joseph Donaldson was first elected as Mayor of Flagstaff in May of 2000 and was successfully re-elected in 2002 and 2004. Mayor Donaldson holds leadership positions, or is a member, of 20 local, state, and national organizations including: Vice-Chairman of the National League of Cities, Transportation Infrastructure Services Steering Committee; Chairman of the Subcommittee on Zoning and Implementation of the Arizona Forest Health Oversight Council; and the Northern Arizona Municipal Water Users Association. Prior to becoming elected as mayor, Donaldson was a Safeway Store manager for 38 years where he excelled in his commitment to customer service. He has brought that same commitment to City

government. Mayor Donaldson is a 54-year resident of Flagstaff and was recognized as Flagstaff's Citizen of the Year in 1997 and has been voted Best Elected Local Official in 2002, 2003 and 2004.

## Vice-Mayor Al White

Vice-Mayor Al White was first elected to the Flagstaff City Council in May 2000 and re-elected in 2004. 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 Vice-Mayor 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, Vice-Mayor 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. Vice-Mayor 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 Clean & Green 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 Council

## CITY COUNCIL GOALS

### CAPITAL IMPROVEMENT

GOAL: Plan, program, design and construct public works and facilities capital improvements through a structured, efficient and transparent process ensuring scarce public resource expenditure for the greatest benefit to the community; creating a built environment shaped through citizen involvement, reflecting community pride.

### QUALITY OF LIFE

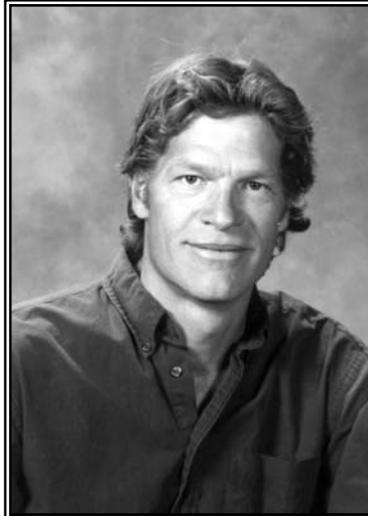
GOAL: To enhance the quality of life of our community, we will assure comprehensive programs that allow for a balance between economic development, resource protection and neighborhood concerns, that include cultural components that cross generational boundaries and strive to create cost effective and pro-active approaches to meet the social, physical and economic needs of our citizenry as we celebrate Flagstaff's heritage, diversity, and vast aesthetic appeal.

### PLANNING FOR GROWTH

GOAL: To shape growth, with the involvement of the community, in a manner that protects and preserves our region's natural environment, livability and sense of community.

### CUSTOMER SERVICE

GOAL: Instill a positive customer service culture throughout the organization and with each employee of the City in the delivery of service both externally and internally.



## Councilmember Art Babbott

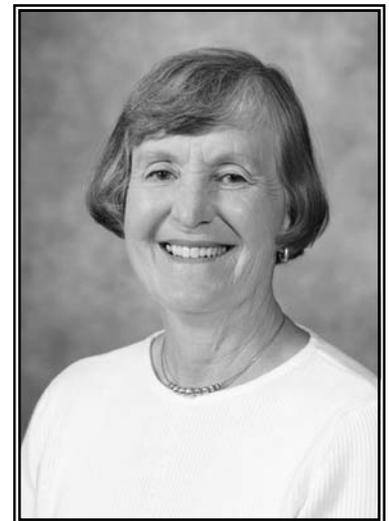
Councilmember Art Babbott was elected to the Flagstaff City Council in May 2002. Councilmember Babbott is self-employed and has a passion for protecting Flagstaff's environment through planning, sustainability and policy development. He represents the Council on the Coconino Plateau Water Advisory Council, the Flagstaff Housing Authority and helped initiate with Councilmember Kelty, the Community Housing Task Force. Councilmember Babbott has a special interest in alternative energy and is involved with the Flagstaff Community Market in Flagstaff's Southside neighborhood and business district. Born in Burlington, Vermont, Councilmember Babbott has lived in Flagstaff for the past 10

years. He received his Bachelor of Arts degree in Political Science from Amherst College in Amherst, Massachusetts and his Master of Arts Degree in Urban Affairs and Public Policy from the University of Delaware.

## Councilmember Karen Cooper

Councilmember Karen Cooper was first elected to the Flagstaff City Council in May 2000, served as Vice-Mayor through June 2002, and was re-elected in May 2004. Prior to coming to Flagstaff ten years ago, Councilmember Cooper had significant involvement in local governments in Michigan and Colorado. In Flagstaff she served on the Flagstaff Planning & Zoning Commission and served as its Chairman and Vice-Chairman. She was also a member of the Regional Planning Task Force. As a Councilmember, Cooper serves as the liaison to the P & Z Commission, the Historic Preservation Commission, Library Board, Public Art Advisory Committee, Flagstaff Metropolitan Planning Organization, and the Cocopai Resource and Development Agency.

Councilmember Cooper is a retired administrator, community volunteer and currently serves on the Board of the Flagstaff Leadership Program. She attended Duke University and received her degree in Political Science from Aquinas College in Michigan.

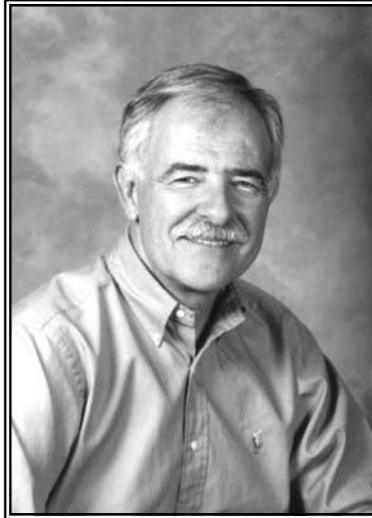


# City Council

## CITY COUNCIL GOALS

### COLLABORATION

GOAL: Strengthen the community by strengthening partnerships with sovereign nations, public, non-profit and private agencies. Develop collaborative goals, through all levels of the organization, based upon common interests with these agencies to optimize the use of community resources and the delivery of services to the citizens of Flagstaff.



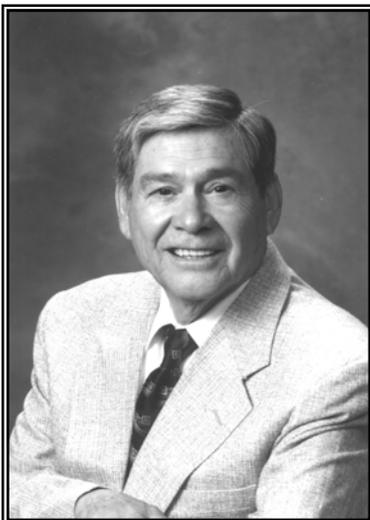
## Councilmember Joe Haughey

Councilmember Joe Haughey was elected to the Flagstaff City Council in May 2002. He and his daughter Valerie are realtors with Common Goal Realty. In his 27 years in Flagstaff, Councilmember Haughey has been involved in many volunteer organizations. He is a graduate of the Flagstaff Leadership Program, is a Board Member for the Greater Flagstaff Economic Council and with the Flagstaff Metropolitan Planning Organization, is a past Board member of Flagstaff Cultural Partners, and is a certificate holder with the Flagstaff Medical Center. As a Councilmember he serves on the City Traffic and Water Commission. Born in Los Angeles, Councilmember Haughey spent the majority of his youth in Saudi Arabia, Jordan, and Lebanon.

He returned to California to finish high school and receive his Bachelor of Science degree from Cal State Los Angeles. A private pilot and an avid outdoorsman, Councilmember Haughey served as a Seabee in the U. S. Navy. He and his wife Liz raised their four children in Flagstaff and they now have 10 grandchildren living in the community.

## Councilmember Kara Kelty

Councilmember Kara Kelty was appointed to office in July 2002 and elected to a full term in May 2004. She represents the Council on the Community Housing Policy Task Force, and the Open Spaces Commission. She is currently the Director of "Success by 6" for the United Way of Northern Arizona. Councilmember Kelty has been involved in a variety of civic, youth and professional organizations since moving to Flagstaff ten years ago. A graduate of the Flagstaff Leadership Program, she is also currently a member of the National League of Cities Equity and Opportunity Panel. From 1989 to 1995 Councilmember Kelty held Program Coordinator and Technical Training positions with the Peace Corps in the Philippines and Guatemala. Councilmember Kelty holds a Bachelor of Arts degree in Political Science from the College of the Holy Cross in Worcester, Massachusetts and was awarded her Masters in Education in Counseling: Human Relations from Northern Arizona University. She is married and has two children.



## Councilmember Libby Silva

Councilmember Libby Silva was first elected to the Flagstaff City Council in May 1998, was re-elected in 2002 and served as Vice-Mayor until May 2004. Councilmember Silva serves on the Board of Directors for the National League of Cities, is currently President of the National Organization of Hispanic Elected Local Officials, and works with the Coordinating Council on Mexican American Affairs. He is also Chairman of the Workforce Investment Act in Coconino County and is leading a group of Hispanic individuals as mentors to Hispanic high school drop outs in an effort to get them back in school. Councilmember Silva is a Korean War Veteran having served in the Air Force. He attended New Mexico Western College and has retired as the Labor Relations Manager and Affirmative Action Coordinator for Mountain Bell. Councilmember Silva is an Arizona native, born and raised in Glendale and has lived the past 17 years in Flagstaff. He is also a licensed commercial pilot.

