

# ***PUBLIC WORKS DEPARTMENT MISSION***

The **Public Works Department**, consisting of the **Airport, Buildings, Cemetery, Fleet, Parks & Recreation, Environmental Services and Streets Divisions**, dedicate their efforts to provide customer service oriented, quality-based, cost-efficient services to the citizens of Flagstaff and their fellow City employees.

The mission of the **Parks and Recreation Division** is to bring our community together by providing exceptional opportunities for families and individuals to enjoy our outdoor environment and to participate in programs valuable to sustaining a healthy lifestyle.

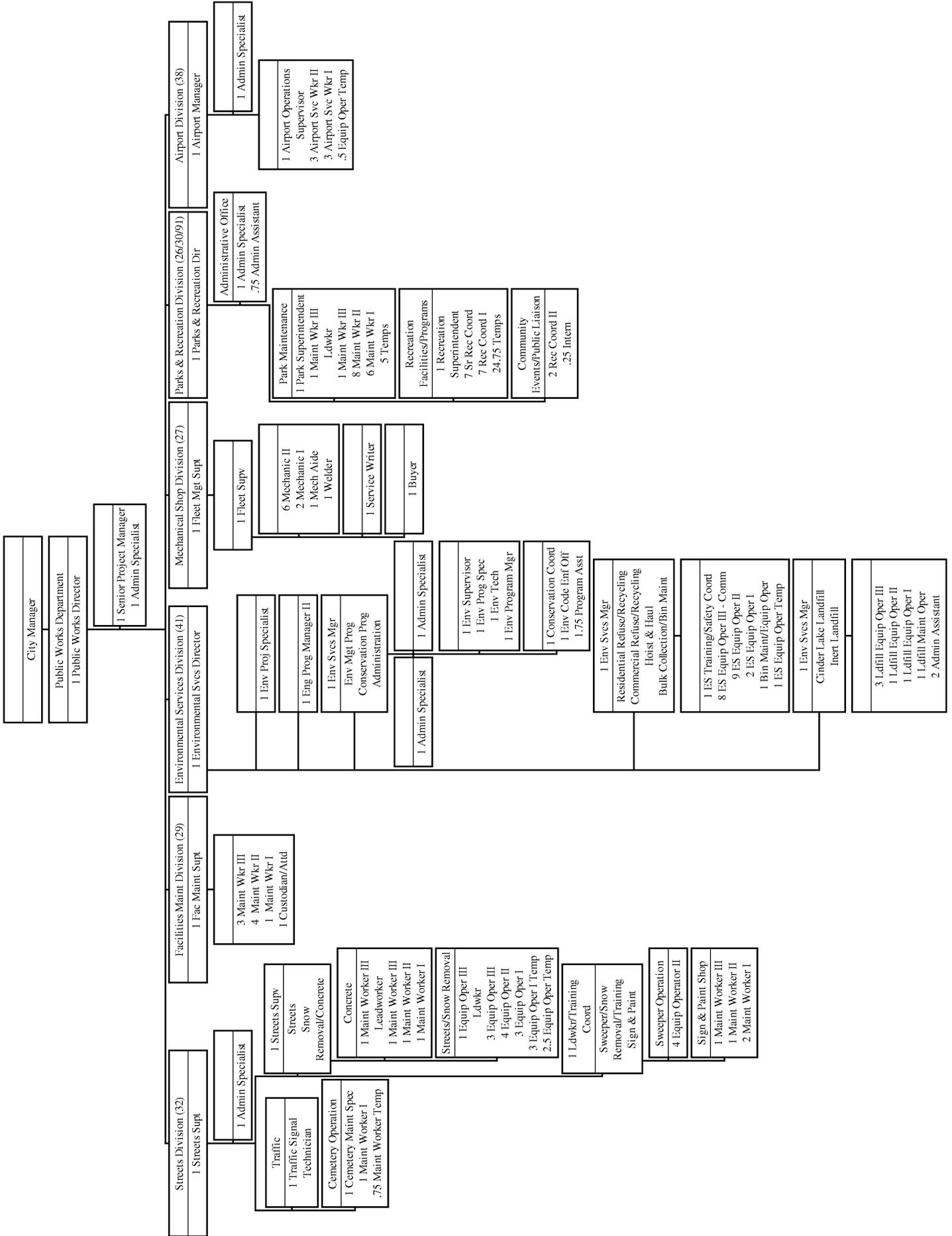
The **Mechanical Shop Division** vows to provide high quality, efficient maintenance services to City employees, and indirectly to Flagstaff citizens by keeping equipment in excellent condition.

The **Facilities** mission is to provide 100% customer service satisfaction. We are dedicated to continuously provide quality service and superior value through leadership, focus, and teamwork. We will be known for our respect for individual initiative, personal growth, and continual self-improvement. Providing a working environment that enhances our commitment to customer service above all else through excellence in reputation, honesty, and integrity.

The **Airport and Streets Divisions** dedicate their efforts to provide quality service for the ever-growing transportation needs of our community.

The **Environmental Services Division** is comprised of a valuable team of professionals committed to working together to provide the citizens of Flagstaff the best refuse and recycling service; a forward thinking and community based conservation program; and an Environmental Management and Landfill program that exceeds all Federal and industry standards.

# Public Works



**MISSION**

The Public Works Department dedicate its efforts to provide customer service oriented, quality-based cost-efficient services to the citizens of Flagstaff and their fellow City employees.

**PROGRAM DESCRIPTION**

This Division is responsible for the general administration of all the Public Works Divisions, including the Airport, Cemetery, Environmental Services, Facilities Maintenance, Mechanical Shop, Parks and Recreation, and Streets.

**FY03 GOALS/OBJECTIVES AND RESULTS**

- ❖ Continue to encourage a no-lost time year through the safety program: While the number of days increased for days lost in CY02, the overall percentage of time lost is negligible. Two employees were off two weeks each.
- ❖ Continue to reduce vehicular accidents through training and evaluation: Vehicle accidents decreased by 30% and costs were lowered due to minor nature of accidents.
- ❖ Continue to encourage employees to receive training and job enrichment in order to reduce turnovers, excluding retirements: 306 employees participated in job enrichment training courses throughout the year.

**ADDITIONAL ACCOMPLISHMENTS FY03**

- ❖ 6 employees celebrated 5 years of service, 11 employees celebrated 10 years of service, 3 employees celebrated 15 years of service, 3 employees celebrated 20 years of service.
- ❖ 27 employees received the City Manager's Excellence Awards.
- ❖ 1 employee named Flagstaff's Citizen of the Year.

**FY04 GOALS AND OBJECTIVES****GOAL: ORGANIZATIONAL SUPPORT****OBJECTIVES:**

- ❖ Continue to encourage a no-lost time year through the safety program.
- ❖ Continue to reduce vehicular accidents through training and evaluation.
- ❖ Continue to encourage employees to receive training and job enrichment in order to reduce turnovers, excluding retirements.

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
"Zero" lost time accident ratio	7 days lost 403,520 hrs of work< 0.0014%	21 days lost 397,800 hrs of work 0.042%	0 days lost 400,000 hrs of work>0.0%
Reduce accidents by 15%	37 accidents 850,000 miles driven 1 accident/ 23,000 miles 14% reduction	26 accidents 850,000 miles driven 1 accident 32,700 miles 30% reduction	22 accidents 850,000 miles driven 1 accident/ 38,000 miles 15% reduction

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 156,707	\$ 168,449	\$ 168,430	\$ 179,581	\$ 11,132
CONTRACTUAL	5,106	7,545	5,733	7,098	(447)
COMMODITIES	4,215	2,887	3,490	5,872	2,985
CAPITAL	14	-	-	-	-
<b>TOTAL</b>	<b>\$ 166,042</b>	<b>\$ 178,881</b>	<b>\$ 177,653</b>	<b>\$ 192,551</b>	<b>\$ 13,670</b>
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 166,042	\$ 178,881	\$ 177,653	\$ 192,551	\$ 13,670
<b>TOTAL</b>	<b>\$ 166,042</b>	<b>\$ 178,881</b>	<b>\$ 177,653</b>	<b>\$ 192,551</b>	<b>\$ 13,670</b>
SOURCE OF FUNDING:					
	GENERAL FUND			\$ 61,766	
	LIBRARY FUND			-	
	HIGHWAY USER REVENUE FUND			41,516	
	WATER AND WASTEWATER FUND			-	
	AIRPORT FUND			45,183	
	ENVIRONMENTAL SERVICES FUND			44,086	
				<b>\$ 192,551</b>	

**COMMENTARY:**

The Public Works Administration operating budget has increased 7% and there are no capital expenditures. Personal Services increases are due to the employee merit, retirement contribution, insurance costs, and the temporary transfer of 1.0 FTE from the Capital Improvements Division. Contractual decreases are due to the reduction of travel budgets. Commodities increases are due to the temporary staff additional previously described. There is no major capital (>\$10,000) for this division.

**MISSION**

The mission of the Parks and Recreation Division is to bring our community together by providing exceptional opportunities for families and individuals to enjoy our outdoor environment and to participate in programs valuable to sustaining a healthy lifestyle.

**PROGRAM DESCRIPTION**

Parks staff is responsible for the maintenance and management of parks and sports fields; maintenance of streetscapes; maintenance of the FUTS; maintenance of Heritage Square and Historic Downtown; maintenance of 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 Parks and Recreation weed and tree plan management are also budgeted in this division.

**FY03 GOALS/OBJECTIVES AND RESULTS**

- ❖ Identify and complete maintenance upgrades in parks for improved safety, accessibility, and compliance with state and federal regulations: Installed slide mats under playground apparatus. Installed and retrofitted bleachers. Installed accessible drinking fountains, walkways and ramps. Completed first phase of Guadalupe Park ballfield fence replacement.
- ❖ Maintain safe parks through active involvement in an integrated public safety system and establish a park ranger program: Continued to work in partnership with the Police Department to identify and correct unsafe situations. Due to funding constraints, did not establish a staffed Park Ranger program. The Neighborhood Block Watch program may be used to provide volunteer Park Watch services on an "as needed, as available" basis.
- ❖ Manage plant life in the park system and at other city properties through the use of technology and a trained work force: Used irrigation software/hardware to manage water during drought conditions. Compiled and presented noxious urban weed and tree strategic plans. Two staff members were trained in the use of ArcView in order to map weeds and trees.
- ❖ Maintain parks, trails and beautification projects at the highest possible level of service: Additional staff members obtained certification as arborists and playground inspectors.

**FY04 GOALS AND OBJECTIVES****GOAL: QUALITY OF LIFE****OBJECTIVES:**

- ❖ Enhance the quality of life for our community by providing comprehensive park resources, services and programs through:
  - Managing plant life in the park system and at other City properties through the use of technology and a trained work force.
  - Maintaining parks, trails, and beautification projects at the highest possible level of service.

**GOAL: PUBLIC SAFETY****OBJECTIVES:**

- ❖ Maintain safe parks through active involvement in an integrated public safety system.
- ❖ Identify and complete maintenance upgrades in parks for improved safety, accessibility, and compliance with state/federal regulations.
- ❖ Establish a comprehensive signage system.

<b>PERFORMANCE INDICATORS</b>	<b>CY01</b>	<b>CY02</b>	<b>CY03 OR FY04 (EST)</b>
Conduct weekly safety inspections of parks and playground equipment	85%	80%	90%
Complete daily and weekly maintenance tasks at all park areas	90% large parks	90% large parks	75% large parks
	80% small parks	80% small parks	75% small parks

<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 812,817	\$ 932,015	\$ 941,240	\$ 915,199	\$ (16,816)
CONTRACTUAL	544,270	842,385	626,653	785,497	(56,888)
COMMODITIES	266,886	306,591	280,316	282,681	(23,910)
CAPITAL	170,672	396,860	103,857	367,850	(29,010)
<b>TOTAL</b>	<b>\$ 1,794,645</b>	<b>\$ 2,477,851</b>	<b>\$ 1,952,066</b>	<b>\$ 2,351,227</b>	<b>\$ (126,624)</b>
<b>EXPENDITURES BY PROGRAM:</b>					
GENERAL ADMIN	\$ 120,866	\$ 143,382	\$ 115,311	\$ 122,718	\$ (20,664)
PARK GROUNDS MAINT.	635,905	977,044	724,386	843,048	(133,996)
PARK BLDGS & FAC MAINT.	24,928	23,010	22,183	25,109	2,099
BBB-STREETScape/MEDIAN	126,440	162,307	152,013	192,214	29,907
RIGHT OF WAYS/MEDIAN	106,754	62,478	62,233	61,253	(1,225)
FUTS TRAIL SYSTEM	54,082	71,803	71,404	73,474	1,671
HERITAGE SQUARE MAINT	49,448	53,371	51,735	38,343	(15,028)
SNOW REMOVAL	(401)	-	-	-	-
BBB RECREATION FIELDS	481,276	662,479	574,203	703,480	41,001
DOWNTOWN MAINTENANCE	69,132	70,476	66,191	58,111	(12,365)
NON-PARKS GROUNDS/LANDSCAPE	90,392	251,501	112,407	233,477	(18,024)
PARKS ENHANCEMENT & IMP.	35,823	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,794,645</b>	<b>\$ 2,477,851</b>	<b>\$ 1,952,066</b>	<b>\$ 2,351,227</b>	<b>\$ (126,624)</b>
<b>SOURCE OF FUNDING:</b>					
GENERAL FUND				\$ 2,351,227	
				<b>\$ 2,351,227</b>	

**COMMENTARY:**

The Parks operating budget has decreased 5% and capital expenditures total \$367,850 resulting in an overall net decrease of 6%. Due to the economic situation and revenue shortfalls for the City, the Parks budget was reduced. Onetime expenditures for this division are \$11,480 for park entry signs and \$135,000 for carryover of money images and events. Major capital (>\$10,000) includes \$28,950 for walkways/ramps/stairs, \$10,000 for backstop and fence at Guadalupe, \$32,600 for tennis and basketball court resurfacing, \$20,000 for backstop/outfield fence improvements, \$29,800 for a 1 ton dump bed truck, \$27,000 for a 3/4 ton 4x4 truck, and \$200,000 carryover for land acquisition.

**MISSION**

The Mechanical Shop Division vows to provide high quality, efficient maintenance services to City employees, and indirectly to Flagstaff citizens by keeping equipment in excellent condition.

**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.

**FY03 GOALS/OBJECTIVES AND RESULTS**

- ❖ Enroll mechanics in Automobile Service Excellence testing program (ASE) to enable mechanic proficiency and certification for automotive and heavy equipment: Fleet technicians enrolled: 10 for November 2003, and 10 will be enrolled in May 2004.
- ❖ Maintain mechanic productivity at 90%, evaluate shop rates, and define direct and indirect costs: Mechanic productivity averaged 90%.
- ❖ Provide customers with repair orders when preventive maintenance is completed: Implemented new preventive maintenance service forms and provided customer copies for all services performed.
- ❖ Provide customers with form to rate preventive maintenance services and conduct two customer surveys: Conducted two customer service surveys.
- ❖ Review established replacement standards and recommend changes for vehicles and equipment: Vehicle and equipment replacement criteria reviewed and updated.
- ❖ Continue to expand flat rate standards to include jobs that are not in the flat rate manuals:
- ❖ Established flat rate standards to measure technician proficiency.
- ❖ Training for mechanical staff for proper disposal of hazardous waste and environmentally friendly housekeeping: Implemented environmental clean and green best management practices for shop pollution prevention.

**ADDITIONAL ACCOMPLISHMENTS FY03**

- ❖ Coordinated yearly study to identify under-utilized vehicles.

- ❖ Kept mechanic productivity at 90% average.
- ❖ Review vehicle and equipment replacement and provide cost data and utilization to fleet review committee.
- ❖ Set up all light duty trucks & sedans in 4,000 mile and/or six-month preventive maintenance cycle.
- ❖ Conduct ADEQ clean-green shop evaluation and implement best management practice for pollution reduction.
- ❖ Coordinated with accountant to ensure correct parts mark-up, fuel mark-up and environmental fees are being collected by the fleet computer system.
- ❖ Continued collection of data and recommended implementation of bio-diesel fuel usage.
- ❖ Develop fuel conservation policy and idling policy for adoption by City departments.

**FY04 GOALS AND OBJECTIVES****GOAL: CUSTOMER SERVICE****OBJECTIVES:**

- ❖ Provide customers with quarterly vehicle and equipment performance and operations costs reports.
- ❖ Provide user departments with mileage/hours utilization reports to better manage resources.
- ❖ Provide users with repair order at time vehicle is serviced/repaired.
- ❖ Keep preventive maintenance services within the month scheduled.
- ❖ Evaluate customer service satisfaction surveys and benchmark tracking of data to improve service levels and to better serve the needs of customers.
  - To determine technician proficiency at the highest level.
  - By providing service within industry flat rates for labor hours.
  - Provide customers with forms to rate preventive maintenance services.

**GOAL: COLLABORATION****OBJECTIVES:**

- ❖ Continue to provide fueling services for Coconino County and Pine Country Transit.
- ❖ Look into providing bio-diesel fuel services for Coconino County and Pine Country Transit.
- ❖ Look into providing additional bio-diesel fuel services for outside agencies including NAU and U.S. Forest Service.

**GOAL: FISCAL RESPONSIBILITY****OBJECTIVES:**

- ❖ We can realize an increase in cost recovery by providing fuels to additional agencies.

<b>PERFORMANCE INDICATORS</b>	<b>CY01</b>	<b>CY02</b>	<b>CY03 OR FY04 (EST)</b>
Provide customers with quarterly vehicle and equipment performance and operations cost report	50%	100%	100%
Mechanic Productivity at 90%	92%	91%	92%
Increase technician and parts specialist ASE certification program	92%	93%	94%
Services provided within Flat Rate Level	75%	92%	95%
Keep customer service survey satisfaction statistics at 90% or better	93%	95%	95%
Number of gallons sold to outside agencies	97,742	126,913	130,000

<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 129,977	\$ 94,549	\$ 142,198	\$ 112,494	\$ 17,945
CONTRACTUAL	81,953	89,896	88,689	92,914	3,018
COMMODITIES	40,662	(184,445)	(173,913)	(205,408)	(20,963)
CAPITAL	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 252,592</b>	<b>\$ -</b>	<b>\$ 56,974</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES BY PROGRAM:</b>					
GENERAL ADMINISTRATION	\$ 204,280	\$ (3,932)	\$ 39,242	\$ (1,708)	\$ 2,224
INVENTORY MANAGEMENT	51,474	52,551	53,037	57,106	4,555
PREVENTIVE MAINTENANCE	85,636	93,677	97,249	98,690	5,013
VEHICLE REPAIR	(151,849)	(219,604)	(208,295)	(231,364)	(11,760)
POOL VEHICLES-CITY HALL	-	11,500	9,500	9,500	(2,000)
POOL VEHICLES-SHOP	7,310	6,800	6,800	6,750	(50)
OTHER SHOP WORK	55,433	59,008	59,441	61,026	2,018
SHOP IMPROVEMENTS	308	-	-	-	-
<b>TOTAL</b>	<b>\$ 252,592</b>	<b>\$ -</b>	<b>\$ 56,974</b>	<b>\$ -</b>	<b>\$ -</b>
<b>SOURCE OF FUNDING:</b>					
GENERAL FUND				\$ (157,576)	
LIBRARY FUND				303	
HIGHWAY USER REVENUE FUND				59,201	
WATER AND WASTEWATER FUND				20,828	
AIRPORT FUND				4,113	
ENVIRONMENTAL SERVICES FUND				73,131	
				<b>\$ -</b>	

**COMMENTARY:**

The Fleet Management operating budget is a \$0 base budget and there are no capital expenditures. The shop rates and markups are set to fully recover operating cost of this division. Shop rate will be increased to \$44.50 per hour. Changes in the Personal Services include the elimination of one position and increases for employee merits, retirement contributions, and insurance cost. The only increase for contractuales is for stormwater fees.

**PROGRAM DESCRIPTION**

Under the direction of the Streets Superintendent, the City maintains Citizens Cemetery performing services related to opening/closing of graves, lot sales, record keeping, and facility and grounds maintenance. The Cemetery also provides opening/closing services for the Catholic Cemetery.

**FY03 GOALS/OBJECTIVES AND RESULTS**

- ❖ As part of proper ground maintenance, keep trees trimmed, grass mowed and edged at least one time per week. Due to budget cut of temporary hours, this goal is only being met 50%.
- ❖ Work with Service Organization annually on upgrading their private section. Started talks

with the Masons on upgrading section "E". This goal will be carried over for the next F/Y.

**ADDITIONAL ACCOMPLISHMENTS FY03**

- ❖ Applied asphalt millings on existing dirt roads within the cemetery, reducing dust when the wind blows and when it rains.

**FY04 GOALS AND OBJECTIVES**

**GOAL: CUSTOMER SERVICE**

**OBJECTIVES:**

- ❖ As part of proper grounds maintenance, keep the trees trimmed, grass mowed and edged at least one time per week.
- ❖ Work with one Service Organization annually on upgrading their private section.

<b>PERFORMANCE INDICATORS</b>	<b>CY01</b>	<b>CY02</b>	<b>CY03 OR FY04 (EST)</b>
Mowing/trimming once per week	NA	75%	80%
Upgrade one private section yearly	NA	100%	50%

<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 94,390	\$ 107,426	\$ 101,147	\$ 103,385	\$ (4,041)
CONTRACTUAL	49,351	53,840	53,955	54,930	1,090
COMMODITIES	19,103	12,365	9,288	12,457	92
CAPITAL	-	31,525	31,551	103,000	71,475
<b>TOTAL</b>	<b>\$ 162,844</b>	<b>\$ 205,156</b>	<b>\$ 195,941</b>	<b>\$ 273,772</b>	<b>\$ 68,616</b>
<b>EXPENDITURES BY PROGRAM:</b>					
GENERAL SERVICES	\$ 1,970	\$ 2,025	\$ 1,901	\$ 2,025	\$ -
OPENING & CLOSING	39,509	78,178	74,237	149,170	70,992
MAINTENANCE OF BUILDINGS	3,704	5,231	4,210	5,317	86
MAINTENANCE OF GROUNDS	117,661	119,722	115,593	117,260	(2,462)
<b>TOTAL</b>	<b>\$ 162,844</b>	<b>\$ 205,156</b>	<b>\$ 195,941</b>	<b>\$ 273,772</b>	<b>\$ 68,616</b>
<b>SOURCE OF FUNDING:</b>					
	GENERAL FUND			\$ 273,772	
				<b>\$ 273,772</b>	
<b>COMMENTARY:</b>					
The Cemetery operating budget has decreased 2% and capital expenditures total \$103,000 resulting in an overall net increase of 33%. Personal Services decreases are due to fewer hours being charged to the cemetery for ongoing maintenance. Contractual increases are due to utility increases for both the landfill and stormwater. Major capital (>\$10,000) includes \$85,000 for a backhoe and \$18,000 for a columbarium.					

**MISSION**

The Facilities mission is to provide 100% customer service satisfaction. We are dedicated to continuously provide quality service and superior value through leadership, focus, and teamwork. We will be known for our respect for individual initiative, personal growth, and continual self-improvement. Providing a working environment that enhances our commitment to customer service above all else through excellence in reputation, honesty, and integrity.

**PROGRAM DESCRIPTION**

Under the direction of the Public Works Director, the Public Facilities Maintenance division is responsible for all maintenance and upgrades of all City buildings.

**FY03 GOALS/OBJECTIVES AND RESULTS**

- ❖ Continue to provide prompt, courteous customer service: Courteous customer service provided to all City Departments.
- ❖ Monitor facilities needs and schedule timely repairs: Repairs scheduled in a timely manner. Facility needs addressed within budget constraints.

**ADDITIONAL ACCOMPLISHMENTS FY03**

- ❖ Restructure of Facilities Division.
- ❖ Established record handling program.
- ❖ Council Chamber remodel.
- ❖ Dark Skies Citywide compliance.
- ❖ Engineering area remodel.
- ❖ U.S.G.S. #6 building completed and move in.
- ❖ Library, East Flag branch move in.
- ❖ Bank One remodel and move in
- ❖ A.D.A. City Hall restrooms.
- ❖ Refrigerator refrigerant extraction program for outlying cities.

**FY04 GOALS AND OBJECTIVES****GOAL: COLLABORATION****OBJECTIVE:**

- ❖ Work with recreation staff and schools to bring swimming pool equipment to 100% operational condition.

**GOAL: CUSTOMER SERVICE****OBJECTIVE:**

- ❖ Create a customer service satisfaction survey for both internal and external customers to provide a benchmark for improving service.

- ❖ Operate within budget outlines, while providing the same level of service currently expected.
- ❖ Monitor facilities needs and repairs: Projected needs schedules have been established and response times for daily general maintenance average about 20 minutes.

**PUBLIC WORKS**

**DIVISION 29**

**FACILITIES MAINTENANCE**

<b>PERFORMANCE INDICATORS</b>	<b>CY01</b>	<b>CY02</b>	<b>CY03 OR FY04 (EST)</b>
Swimming pool equipment in 100% operational condition	80%	94%	100%
Customer satisfaction overall rating	NA	70%	100%

<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 299,593	\$ 317,262	\$ 327,409	\$ 346,299	\$ 29,037
CONTRACTUAL	250,281	164,159	183,695	165,332	1,173
COMMODITIES	98,220	210,022	96,509	247,209	37,187
CAPITAL	61,214	321,266	78,540	204,023	(117,243)
<b>TOTAL</b>	<b>\$ 709,308</b>	<b>\$ 1,012,709</b>	<b>\$ 686,153</b>	<b>\$ 962,863</b>	<b>\$ (49,846)</b>
<b>EXPENDITURES BY PROGRAM:</b>					
GENERAL ADMINISTRATION	\$ 191,623	\$ 271,962	\$ 268,588	\$ 287,195	\$ 15,233
CUSTODIAL SERVICE	63,857	72,437	78,784	76,326	3,889
STRUCTURAL & OTHER MAINT.	150,961	211,595	120,007	414,207	202,612
MAINT-MECH,ELECT & PLUMB	202,263	150,952	155,398	158,135	7,183
BEAVER ST ANNEX	21,689	-	2,015	-	-
MILLIGAN HOUSE	8,793	10,740	8,961	7,000	(3,740)
PREVENTATIVE MAINTENANCE	15	-	-	-	-
MISC. IMPROV. CITY FACIL.	19,704	130,000	32,400	20,000	(110,000)
SOILS REMEDIATION	50,403	115,023	-	-	(115,023)
UST REMOVAL	-	50,000	20,000	-	(50,000)
<b>TOTAL</b>	<b>\$ 709,308</b>	<b>\$ 1,012,709</b>	<b>\$ 686,153</b>	<b>\$ 962,863</b>	<b>\$ (49,846)</b>
<b>SOURCE OF FUNDING:</b>					
	GENERAL FUND			\$ 643,979	
	LIBRARY FUND			58,124	
	HIGHWAY USER REVENUE FUND			92,045	
	WATER AND WASTEWATER FUND			43,230	
	AIRPORT FUND			15,086	
	ENVIRONMENTAL SERVICES FUND			110,399	
				<b>\$ 962,863</b>	

**COMMENTARY:**  
 The Facilities Maintenance operating budget has increased 9% and capital expenditures total \$204,023 resulting in an overall net decrease of 5%. Personal Services increases are due to the employee merit, retirement contribution, and insurance costs. Contractual increases are due to greater anticipated vehicle maintenance. Commodities increases are due to a carryover of funds to complete outstanding facility maintenance. Major capital (> \$10,000) includes \$20,000 for soil remediation and \$184,023 for ADA improvements.

**MISSION**

The mission of the Parks and Recreation Division is to bring our community together by providing exceptional opportunities for families and individuals to enjoy our outdoor environment and to participate in programs valuable to sustaining a healthy lifestyle.

**PROGRAM DESCRIPTION**

Recreation staff is responsible for the management and operation of three community centers, an adult center, a therapeutic recreation site, an ice arena, two swimming pools, and numerous sports fields. Special event and use permits are coordinated for organizations and individuals; "leisure learning" activities are programmed for all ages and abilities, and sports are facilitated for both adults and youth. All Parks and Recreation administrative functions and master plan management are also budgeted in this division.

**FY03 GOALS/OBJECTIVES AND RESULTS**

- ❖ Identify and complete equipment and facility upgrades to enhance recreation experiences and improve safety and accessibility: Replaced tiles in FHS pool locker rooms. Upgraded phone system at ice arena. Replaced pool decks at MEMS and FHS pools. Replaced gym floor at Cogdill Recreation Center. ADA renovations at Flagstaff Recreation Center, Cogdill Recreation Center, ice arena, Adult Center and Therapeutic Recreation site are in design.
- ❖ Continue and create partnerships with other community agencies: Administered contracts with HASTC, CCCY, FUSD (FACTS), and FHA for community services. Participated in "Back to School Resource Fair" and Nutrition Grant in cooperation with Coconino County.
- ❖ Develop new recreation programs: Implemented new programs including Senior Aqua Aerobics, Halloween Harvest, Soar into Spring, Racquetball League, Kayak Skills, and a variety of outdoor workshops.
- ❖ Increase recreation revenues: Exceeded FY02 revenue estimate by \$59,000. Completed program fee review and adjusted rates to comply with current policy effective January 2003.
- ❖ Implement the Recreation Bond/BBB capital program by completing design and construction of projects: Completed construction of Foxglenn Park and McMillan Mesa Park. Acquired 80 acres for Continental Park expansion. Acquired land for

Cheshire Park expansion. Created Thorpe Park Master Plan.

- ❖ Prepare for a future bond initiative: Prepared amendments to 1996 Master Plan. Prepared priority project lists and developed concept plans for Continental, Lake Mary, Buffalo, Arroyo, Cheshire and Clay Basin parks. Participated in 2003 bond exploratory process.

**FY04 GOALS AND OBJECTIVES****GOAL: QUALITY OF LIFE****OBJECTIVES:**

- ❖ Enhance the quality of life for our community by providing comprehensive recreation resources, services and programs through:
  - Identifying and completing equipment and facility upgrades to enhance recreation experiences and improve safety and accessibility.
  - Developing new recreation programs.

**GOAL: FISCAL RESPONSIBILITY****OBJECTIVES:**

- ❖ Increase recreation revenues.

**GOAL: COLLABORATION****OBJECTIVES:**

- ❖ Seek, strengthen, and enhance recreation services through new and continuing partnerships with other community agencies that optimize the delivery of services to citizens.

**GOAL: CAPITAL IMPROVEMENTS****OBJECTIVES:**

- ❖ Implement the Recreation Bond/BBB capital program by completing the design and construction of remaining projects.
- ❖ Prepare project data for future capital needs.

**PUBLIC WORKS**

**DIVISION 30**

**RECREATION**

<b>PERFORMANCE INDICATORS</b>	<b>CY01</b>	<b>CY02</b>	<b>CY03 OR FY04 (EST)</b>
Implement new events	7	8	7
Improve gross revenue & self sufficiency percentage			
Revenue	\$516,437	\$583,640	\$540,000
Self sufficiency percentage	13%	15%	15%
Complete BBB/Recreation Bond projects	Sechrist	Foxglenn, McMillan Mesa	Thorpe Master Plan and Phase I

<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 1,356,762	\$ 1,491,296	\$ 1,435,916	\$ 1,376,630	\$ (114,666)
CONTRACTUAL	403,178	455,390	421,545	427,994	(27,396)
COMMODITIES	201,153	186,384	184,493	176,450	(9,934)
CAPITAL	97,356	590,028	214,952	771,422	181,394
<b>TOTAL</b>	<b>\$ 2,058,449</b>	<b>\$ 2,723,098</b>	<b>\$ 2,256,906</b>	<b>\$ 2,752,496</b>	<b>\$ 29,398</b>
<b>EXPENDITURES BY PROGRAM:</b>					
GENERAL ADMINISTRATION	\$ 398,380	\$ 439,194	\$ 479,403	\$ 404,447	\$ (34,747)
ATHLETIC PROGRAMS	193,602	198,755	186,570	198,611	(144)
AQUATICS	207,275	288,637	212,375	275,419	(13,218)
MURDOCK CENTER	214,048	189,468	146,342	41,222	(148,246)
LEISURE LEARNING	112,654	134,676	100,798	122,899	(11,777)
FLAGSTAFF RECREATION CNTR	254,828	383,576	248,510	283,182	(100,394)
ADULT CENTER	154,905	299,522	163,807	212,863	(86,659)
COGDILL CENTER	124,107	248,068	130,841	176,887	(71,181)
YOUTH COMMISSION	7,931	-	-	-	-
JAY LIVELY ACTIVITY CENTR	348,966	502,546	348,299	404,455	(98,091)
COMMUNITY SERVICES/EVENTS	37,409	38,656	36,669	54,620	15,964
RECREATION GRANTS	1,996	-	3,292	-	-
FACILITIES ADA COMPLIANCE	2,348	-	200,000	577,891	577,891
<b>TOTAL</b>	<b>\$ 2,058,449</b>	<b>\$ 2,723,098</b>	<b>\$ 2,256,906</b>	<b>\$ 2,752,496</b>	<b>\$ 29,398</b>
<b>SOURCE OF FUNDING:</b>					
GENERAL FUND				\$ 2,752,496	
				<b>\$ 2,752,496</b>	

**COMMENTARY:**  
 The Recreation operating budget has decreased 8% and capital expenditures total \$771,422 resulting in an overall net increase of 1%. Due to the economic situation and revenue shortfalls for the City, the Recreation budget was reduced. These reductions effected personal services, contractals, and commodities. In addition, the City plans to close Murdock Recreation Center after the completion of summer programs. Onetime expenditures for this division are \$4,500 for a pool vacuum, \$3,125 for a defibrillator, \$7,315 for carpet, and \$18,935 for fire/security alarm systems at various facilities. Major capital (>\$10,000) includes \$13,500 for driveway, curb, and sidewalk repair, \$577,891 for ADA/recreation facilities renovations, \$36,000 for a dehumidifier, \$14,200 for phone lines, \$32,000 for a roof, \$73,600 for pool decks, and \$25,800 for a basketball court floor.

**MISSION**

The Streets Division dedicates its efforts to provide quality service for the ever-growing transportation needs of our community.

**PROGRAM DESCRIPTION**

The Street Division is responsible for maintenance to paved and unpaved streets within the City. Providing street sweeping, snow and ice control, striping, regulatory sign maintenance, pothole patching, drainage maintenance, and streetlight checks and traffic signal.

**FY03 GOALS/OBJECTIVES AND RESULTS**

- ❖ Kept dirt streets graded and potholes patched before they deteriorate. This is currently being done, but not to the 100% satisfaction that we are looking at. We are at 85% on road grading and 80% patching potholes within 24 hours of notice.

**ADDITIONAL ACCOMPLISHMENTS FY03**

- ❖ Hired a Traffic Signal Technician to provide preventive maintenance to the 28 intersections.
- ❖ Through the cooperative effort with the Police Department, have initiated an 800 MHz radio two-way radio system.

- ❖ All Street Division employees certified in CPR in the workplace.
- ❖ Held annual equipment Roadeo sent four equipment operators to the state competition in Phoenix. There were over 300 contestants and took place over a 3-day period. One operator took second place in the snowplow event.

**FY04 GOALS AND OBJECTIVES****GOAL: CUSTOMER SERVICE****OBJECTIVE:**

- ❖ Keep dirt streets graded and potholes patched before they deteriorate.
- ❖ Shoulder asphalt streets without curbs to protect the integrity of the streets sub base.

**GOAL: PUBLIC SAFETY****OBJECTIVE:**

- ❖ Sweep cinders from roadways when winter storms subside making arterial, collectors, and bike paths a priority.

**PUBLIC WORKS**

**DIVISION 32**

**STREET MAINTENANCE  
AND REPAIRS**

<b>PERFORMANCE INDICATORS</b>	<b>CY01</b>	<b>CY02</b>	<b>CY03 OR FY04 (EST)</b>
Perform routine street sweeping, using four sweepers operating 40 hours/week	90%	90%	95%
Have all dirt street graded on a regular schedule and apply dust abatement as needed to 14 miles of dirt streets	90%	85%	90%
Shoulder dirt streets-residential streets once per year and arterial streets twice per year.	N/A	N/A	80%
Patch potholes within 24 hours of notice	75%	80%	90%

<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 1,283,128	\$ 1,734,917	\$ 1,503,182	\$ 1,683,119	\$ (51,798)
CONTRACTUAL	352,350	404,035	408,756	275,323	(128,712)
COMMODITIES	543,331	723,045	594,059	732,695	9,650
CAPITAL	112,035	638,354	474,345	614,675	(23,679)
<b>TOTAL</b>	<b>\$ 2,290,844</b>	<b>\$ 3,500,351</b>	<b>\$ 2,980,342</b>	<b>\$ 3,305,812</b>	<b>\$ (194,539)</b>
<b>EXPENDITURES BY PROGRAM:</b>					
GENERAL ADMINISTRATION	\$ 167,146	\$ 249,469	\$ 189,068	\$ 203,744	\$ (45,725)
STREET CLEANING	272,247	414,250	239,497	725,434	311,184
SNOW CONTROL	328,867	673,943	484,988	627,101	(46,842)
SIGN,SIGNAL,MARK & LIGHT	331,798	366,790	303,590	292,908	(73,882)
STREET MAINTENANCE	824,042	1,271,746	1,232,501	849,370	(422,376)
DRAINAGE WAY MAINTENANCE	45,420	59,798	63,373	78,326	18,528
TRAINING	1,339	1,900	1,116	1,900	-
STREET LIGHTS	311,694	320,430	326,841	325,430	5,000
TRAFFIC SIGNAL MAINTENANCE	-	142,025	138,221	201,599	59,574
WESTRIDGE ROADS	770	-	1,147	-	-
REPAIR AND DEMOLITION	7,521	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,290,844</b>	<b>\$ 3,500,351</b>	<b>\$ 2,980,342</b>	<b>\$ 3,305,812</b>	<b>\$ (194,539)</b>
<b>SOURCE OF FUNDING:</b>					
HIGHWAY USER REVENUE FUND				\$ 3,305,812	
				<b>\$ 3,305,812</b>	

**COMMENTARY:**

The Streets Maintenance operating budget has decreased 6% and capital expenditures total \$466,675 resulting in an overall net decrease of 6%. Personal Services increases are due to the employee merit, retirement contribution, and insurance costs.

**MISSION**

The Airport Division dedicates its efforts to provide quality service for the ever-growing transportation needs of our community.

**PROGRAM DESCRIPTION**

The Airport Division 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 division include administration, safety, operations, and maintenance of all buildings and pavements with federal mandates to provide aircraft rescue/fire-fighting, medical response, and security. Other services are provided through lease agreements with the direct service providers, (i.e. airlines, car rental agencies, fixed base operators, and other concessionaires). The division is also developing the airport Business Park.

**FY03 GOALS/OBJECTIVES AND RESULTS**

- ❖ Operate and maintain the airport in a safe and efficient manner. Administer all programs as required by federal, state and local regulations with an ever-increasing demand for safety/security and protection of the environment:
- ❖ Completed annual Federal Airport Inspection with no violations. This Division won the Public Works Department Safety Division of the Year Award for the second year in a row.
- ❖ Make necessary capital improvements in order to comply with federal requirements and to accommodate increased demand by the flying public: Completed \$9 million of taxiway and runway safety area improvements to meet FAA standards.
- ❖ Improve productivity and increase revenue in order to lessen subsidy from the general fund: New leases with Guardian Air Medical, Federal Aviation Administration, Transportation Security Administration, and restaurant will generate approximately 10% new revenues.
- ❖ Increase the availability of scheduled, as well as on-demand air service, with increased enplanements: Worked with America West Express to improve fares and promote service resulting in an 18% increase in passengers for the year.
- ❖ Develop new business opportunities in the Airport Business Park: Signed lease with Pulliam LLC II for development of their second 28,000 sq. ft. office building.

**ADDITIONAL ACCOMPLISHMENTS FY03**

- ❖ Initiated development of a new Airport Master Plan and FAR Part 150 Noise Impact Study.
- ❖ Began construction of additional aircraft hangar and shade hangar buildings.
- ❖ Completed construction of \$9 million in taxiway reconstruction and safety area rehabilitation on time and within budget to meet FAA standards.
- ❖ Initiated development of a new airport master plan and FAA Part 150 noise impact study.
- ❖ Facilitated start up operations of local Transportation Security Administration for 100% baggage screening and leased 1000 sq. ft. of terminal space for their offices.
- ❖ Began construction of additional aircraft storage hangars and shade hangars.
- ❖ Completed new ground lease with Pulliam LLC II for construction of phase 2 development.

**FY04 GOALS AND OBJECTIVES**

**GOAL: CAPITAL IMPROVEMENTS**

**OBJECTIVES:**

- ❖ Complete construction of additional hangars and shade hangars for aircraft storage.
- ❖ Complete new Airport Master Plan and FAR Part 150 Noise Impact Study.

**GOAL: FISCAL HEALTH**

**OBJECTIVES:**

- ❖ Continue to develop public/private partnerships with airport tenants. Continue discussions with several prospects to develop additional business leases on the Airport and Airpark.
- ❖ Secure FAA and ADOT grants for design and construction of runway extension and fire station construction and acquisition of new fire equipment.

<b>PERFORMANCE INDICATORS</b>	<b>CY01</b>	<b>CY02</b>	<b>CY03 OR FY04 (EST)</b>
All aircraft Rescue and Firefighting (ARFF) and medical responses made in less than three minutes	100%	100%	100%
Snow and ice control operations are initiated and the airfield is open by 07:00	99%	99%	100%
All airfield facilities and equipment repairs are commenced within 24 hours of notification	100%	100%	100%
Show increase in revenues	2.26%	-2%	+9%

<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 405,093	\$ 489,198	\$ 470,348	\$ 527,672	\$ 38,474
CONTRACTUAL	252,968	238,922	244,038	254,295	15,373
COMMODITIES	88,003	85,898	113,674	92,306	6,408
CAPITAL	91,838	536,265	338,700	1,102,138	565,873
<b>TOTAL</b>	<b>\$ 837,902</b>	<b>\$ 1,350,283</b>	<b>\$ 1,166,760</b>	<b>\$ 1,976,411</b>	<b>\$ 626,128</b>
<b>EXPENDITURES BY PROGRAM:</b>					
GENERAL ADMINISTRATION	\$ 364,914	\$ 387,704	\$ 362,037	\$ 477,302	\$ 89,598
SAFETY AND SECURITY	75,990	81,735	82,829	1,030,689	948,954
SNOW CONTROL	34,916	258,666	286,784	67,569	(191,097)
MAINT BLDGS AND GROUNDS	282,152	329,998	348,325	317,252	(12,746)
MAINT RUNWAY & TAXIWAY	79,930	69,853	86,785	83,599	13,746
PVMNT MAINT-WEST TAXIWAY	-	222,327	-	-	(222,327)
<b>TOTAL</b>	<b>\$ 837,902</b>	<b>\$ 1,350,283</b>	<b>\$ 1,166,760</b>	<b>\$ 1,976,411</b>	<b>\$ 626,128</b>
<b>SOURCE OF FUNDING:</b>					
AIRPORT FUND				\$ 1,976,411	
				<b>\$ 1,976,411</b>	

**COMMENTARY:**  
 The Airport operating budget has increased 7% and capital expenditures total \$1,102,138 resulting in an overall net increase of 46%. Personal Services increases are due employee merits, retirement contributions, insurance costs, and internal labor for pavement marking. Contractuals and commodities increases are for Stormwater fees, biodiesel, and custodial services. Onetime expenditures for this division is \$9,000 for carryover of economic development/marketing of the Airpark. Major capital (>\$10,000) includes \$34,639 for lease payments, \$104,949 for loan payments, \$18,000 for a replacement sedan, and \$944,550 for an aircraft rescue/firefighting vehicle. The aircraft rescue/firefighting vehicle is grant funded.

**MISSION**

The Environmental Services division is comprised of a valuable team of professionals committed to working together to provide the citizens of Flagstaff the best refuse and recycling service; a forward thinking and community based conservation program; and an Environmental Management and Landfill program that exceeds all Federal and industry standards.

**PROGRAM DESCRIPTION**

The Environmental Services Division provides the citizens of Flagstaff the best refuse and recycling service; a progressive, community-based conservation program, and an Environmental Management and Landfill program that strive to be models in the industry. We accomplish our goals through a team of professional committed to collaboration, excellent customer service, and the value of our community's quality of life.

**FY03 GOALS/OBJECTIVES AND RESULTS**

- ❖ Improve the collection program safety record through the development of a mandatory employee safety-training program for each type of equipment. Complete. Training program is in place. Accidents reduced by 50%.
- ❖ Through ADEQ funding: Implement a year round, permanent Household Hazardous Waste Program at the Cinder Lake Landfill. Complete.
- ❖ HHPCC Facility completed in October: In full operation.
- ❖ Ensure citywide compliance with environmental regulations.
- ❖ Support and expand the community-wide Recycling Program by increasing business participation and implementing customer-friendly collection programs. Completed. Business participation by seven accounts.
- ❖ Initiate and maintain comprehensive environmental advisory teams that will provide the City with environmentally sound operating options through a review of the current city purchasing and operations policies. The Environmental Advisory Team has been formed and is meeting on a regular basis.
- ❖ Heighten community awareness of litter within our community through a specialized anti-litter company.
- ❖ Establish a new and inexpensive source of labor for clean up of illegal dumpsites and special areas.

- ❖ Operate the landfill in full compliance with state and federal regulations and utilize best management practices for daily operations by:
  - Monitoring and tracking the volume of dirt being used daily to cover refuse. Complete
  - Minimize the amount of litter leaving the facility boundaries in accordance with forest service litter plan. Phase I of Wind Blown Litter Fence is under construction.
  - Fully implement the Stormwater Management Plan. Phase I implementation is in affect. Stormwater controls under construction.
- ❖ Assuring full compliance with special waste regulations while providing excellent customer service for special requests. Complete. Special waste acceptance procedures are in place. Completed four special projects: 3 for BNSF and 1 for Navajo Army Depot.
- ❖ Excel at customer service through the provision of once per week container collection. Complete.
- ❖ Respond to all customers inquires within 24 hours.

**ADDITIONAL ACCOMPLISHMENTS FY03**

- ❖ Towed 127 junked or abandoned vehicles from private properties
- ❖ Distributed 112 refurbished bikes to needy community members through Bicycle Recycle Program.
- ❖ Increased residential recycle rate by 2%.
- ❖ Delivered 589 trash and recycle bins to new residential customers.
- ❖ All environmental services drivers were certified in CPR.
- ❖ Roll Off Program serviced 2,911 roll of boxes, increase of 730 over last year.
- ❖ Opened the new Household Hazardous Products Collection Center.
- ❖ Conducted audit of all commercial customer accounts.

**FY04 GOALS AND OBJECTIVES**

**GOAL: ORGANIZATIONAL SUPPORT**

**OBJECTIVE:**

- ❖ Expand Safety Training Program to cover all operational programs.

**GOAL: QUALITY OF LIFE**

**OBJECTIVES:**

- ❖ Ensure citywide compliance with environmental regulations.
- ❖ Expand the Household Hazardous Waste Collection Program to include electronics recycling.

- ❖ Operate the landfill in full compliance with state and federal regulations and utilize best management practices for daily operations.
  - Complete Phase I of Wind Blown Litter Fence.
  - Complete installation of Phase I Stormwater Controls.
  - Assure full compliance with Special Waste program and Regulatory compliance Program.

- ❖ Continue efforts with Environmental Advisory Team, establishing clear direction for sound operation options.

**GOAL: CUSTOMER SERVICE**

**OBJECTIVE:**

- ❖ Excel at customer service through the provision of once-per-week container collection.
- ❖ Respond to all customer inquiries within 24 hours.

<b>PERFORMANCE INDICATORS</b>	<b>CY01</b>	<b>CY02</b>	<b>CY03 OR FY04 (EST)</b>
Household hazardous waste center operational	NA	9/1/02	Complete
Operate household hazardous waste facility with zero accidents	NA	0	0
Divert to recycling 50% of the hazardous waste received	NA	6/30/03	Ongoing
Return all phone calls/respond to requests from citizens for environmental management information within 24 hours	NA	100%	100%
Respond to asbestos and indoor air quality information requests from City personnel within 24 hours. Where additional research is necessary, respond with answers within three days	NA	100%	100%
Complete Phase I environmental site assessment requests in six weeks or less	NA	100%	100%
Increase the number of business recycling at 10% by 6/30/03	NA	10%	7%
Increase the volume of glass being recycled by 25% by 6/30/03	NA	25%	Ongoing
Increase the amount of green-waste diverted by 20%	NA	20%	22%
Complete department audits and have initial report providing suggested direction to top staff	NA	6/30/03	Ongoing
Create a partnership with Coconino County Jail for clean-up crews of illegal dump sites and littered areas	NA	10/31/02	Oh Hold
Reduce accidents in the collection program by 25%	39%	20%	50%
Provide once per week container collection	100%	100%	100%
Respond to all customer inquiries within 24 hours	98%	100%	100%
Provide cross training to 25% of division Equipment Operators	NA	6/30/03	Ongoing
New employees or employees changing type of equipment will undergo complete training within 60 days of assignment and pass training test	NA	100%	100%
Maximize use of alternative daily cover; limit use of dirt to 80cy per day	NA	100%	90%
Develop system for monitoring the effectiveness of new wind blown litter fences and a play for daily placement	NA	10/31/02	Ongoing
Respond to customer requests for asbestos disposal within 24 hours and within 48 hours for wastes requiring lab analysis	NA	100%	100%

**PUBLIC WORKS**

**DIVISION 41**

**ENVIRONMENTAL SERVICES**

<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 2,147,339	\$ 2,369,041	\$ 2,390,364	\$ 2,659,832	\$ 290,791
CONTRACTUAL	2,374,893	1,934,265	2,095,022	2,343,722	409,457
COMMODITIES	718,352	762,588	775,430	841,994	79,406
CAPITAL	449,663	2,056,028	1,258,579	2,276,000	219,972
<b>TOTAL</b>	<b>\$ 5,690,247</b>	<b>\$ 7,121,922</b>	<b>\$ 6,519,395</b>	<b>\$ 8,121,548</b>	<b>\$ 999,626</b>
<b>EXPENDITURES BY PROGRAM:</b>					
GENERAL ADMINISTRATION	\$ 302,126	\$ 416,925	\$ 420,385	\$ 402,990	\$ (13,935)
RESIDENTIAL COLLECTION	1,183,524	1,252,670	1,427,487	1,511,968	259,298
COMMERCIAL COLLECTION	1,098,509	1,360,642	1,523,832	1,182,968	(177,674)
SANITARY LANDFILL	1,304,629	1,916,577	1,421,470	2,219,760	303,183
BIN MAINT-RESIDENTIAL	30,785	47,944	30,154	46,906	(1,038)
BIN MAINT-COMMERCIAL	56,771	72,918	48,541	67,975	(4,943)
HOIST & HAUL	183,981	333,101	305,083	371,854	38,753
RECYCLING-LANDFILL	46,766	90,776	82,195	96,021	5,245
HOUSEHOLD HAZ WASTE COLL	65,363	85,836	106,579	125,064	39,228
RECYCLING - CURBSIDE COLL	392,680	789,442	430,506	1,046,568	257,126
INERT MATERIAL LANDFILL	99,110	93,922	89,522	80,033	(13,889)
COMMERCIAL RECYCLING	254,131	376,984	300,484	590,554	213,570
CONSERVATION EDUCATION	35,216	53,441	51,731	73,537	20,096
CLEAN & GREEN	43,968	-	5,305	-	-
ENVIRONMENTAL MANAGEMENT	130,066	158,940	123,886	226,247	67,307
ENVIRONMENTAL CODE ENFORC	68,556	63,459	61,700	65,593	2,134
COMMERCIAL SALES	(370)	8,345	4,388	13,510	5,165
COUNTY COMMERCIAL REFUSE	18,018	-	10,038	-	-
COUNTY COMMERCIAL RECYCL	1,986	-	1,342	-	-
COUNTY - HOIST AND HAUL	293	-	409	-	-
LANDFILL SITE IMPROVEMENT	134,369	-	-	-	-
HH HAZARDOUS WASTE BUILD	239,770	-	68,855	-	-
MRF ENTRY IMPROVEMENTS	-	-	5,503	-	-
<b>TOTAL</b>	<b>\$ 5,690,247</b>	<b>\$ 7,121,922</b>	<b>\$ 6,519,395</b>	<b>\$ 8,121,548</b>	<b>\$ 999,626</b>
<b>SOURCE OF FUNDING:</b>					
ENVIRONMENTAL SERVICES FUND				\$ 8,121,548	
				<b>\$ 8,121,548</b>	
<b>COMMENTARY:</b>					
<p>The Environmental Services operating budget has increased 15% and capital expenditures total \$2,276,000 resulting in an overall net increase of 14%. Personal Services increases are due to employee merit, retirement contributions and health insurance increases. Contractual increases are due to expected increase in utilities, Shop labor charge-outs, the reclassification of a capital line item for consultant fees, and reflects the adjustment to better represent actual tonnage estimate. Commodity increases are due to fuel usage, bio-diesel, and Fleet charge-outs. Major capital (&gt;\$10,000) includes capital equipment, MRF entry site project, as well as capital improvements ongoing at the Landfill. Refer to Schedules 8 and 9 for a detailed listing.</p>					