

ISSUES AND UPDATES

PERSONAL SERVICE COSTS

PAY PLAN

The FY 2007 budget includes a 9% pay plan adjustment. The cost of the pay plan adjustment combined with standard merit increases is approximately \$1.7 million to all funds. This adjustment is based on a complete comparative compensation analysis that included conducting an analysis of actual salaries, pay structures and midpoints. This analysis showed that the City's actual salaries were above market or at market. However, the analysis showed that the City's pay plan structure was below market by 6%, which was negatively impacting recruitment and employees at the top of their range. Given the difficulty in recruiting and filling positions it was determined that the pay structure would be adjusted by 9%. Employee forums were held to communicate the changes to the pay plan and there were several presentations to the Employee Advisory Committee (EAC). The EAC supported the 9% pay plan adjustment.

The cost to move classified employees into the new pay plan is approximately \$574,000 to all funds. On average, a classified employee will receive a 2% increase to move into the new pay plan. In addition, the average merit that classified staff will be eligible for is 3.2% costing approximately \$529,000 to all funds.

The pay plan for Administrative/Technical/ Professional (ATP) employees is still open range, which means ATP employees do not receive an automatic market adjustment; and any pay increase is based on performance. All ATP employees will be eligible to receive on average an 5.2% merit increase which is equivalent to the average increase for classified employees to move into the new pay plan and merit increase for classified employees. The total salary cost for merit increases for ATP employees is estimated to be \$597,000 to all funds.

Employees who are in the skill based pay plan are eligible for pay adjustments based on acquiring skills and knowledge that are associated with skill blocks.

The Wildcat and Rio Plants, and Collections and Distribution in the Utilities Department are under skill base pay. This fiscal year Lake Mary implemented skill base pay in their area. Skill base pay is a means to increase productivity and efficiency through use of technology and a multiple-skilled workforce and compensate employees for the increased value they bring to the job due to their knowledge and skills that are currently outside their specialty.

The Case Manager positions in Development Services will be broad banded July 1, 2006, in order to increase

productivity and efficiency as well as compensating employees for the added value they bring to the division.

HEALTH INSURANCE

Fiscal year 2007 begins the fourteenth year the City has participated in the joint purchasing of health insurance through Northern Arizona Public Employees Benefit Trust (NAPEBT). NAPEBT members are Coconino County, Flagstaff Unified School District, Coconino Community College, and the City of Flagstaff.

This year the Board of Trustees for NAPEBT made the following changes in order to manage the continued increase in health insurance costs while still providing a competitive health package:

1. Moved from being fully insured to an administrative services contract, which is very similar to a self-insured plan. This change will allow the Board to manage costs more effectively and enhance benefit offerings through more control of plan administration.
2. Require that all members in NAPEBT fund a "wellness program" in an effort to control costs.
3. Recommend that effective January 1, 2007, a three-option health insurance plan is offered to employees. This will allow employees a choice in the type of coverage and premium that best meets their needs.

The increase in health insurance this year came in at 13.25%; however, with these changes the increase will be 10% for the first six months of the year and 7% for the remainder of the fiscal year.

FY 2007's budget reflects the continuation of the City of Flagstaff paying the full premium for the employee and increasing the subsidy for dependent health insurance to 50% of the total or \$314.00 per month. For FY 2007 the total budget for employee only health insurance is \$3.7 million, which is an increase of 13% to all funds. The total cost of the dependent subsidy to the City is approximately \$1,050,000 that is approximately the same as FY 2006.

Dental insurance premiums, both employee only and dependent resulted in a rate increase of approximately 10.43%. The City pays 100% of employee coverage and employees pay 100% for dependent coverage. No plan design changes were made for FY 2007.

RECLASSES, RERANGES, RETITLES, REZONES

Maintenance of the job classification system is an ongoing process to ensure that job classifications accurately reflect the responsibilities and tasks being performed by City employees. If a department head believes that an employee(s) is functioning out of class on a regular basis or that job responsibilities have changed sufficiently, a request may be made for the Human Resources Division to conduct a review. The

Human Resources Division then conducts an audit and evaluates the request utilizing Decision Band Method (DBM) methodology.

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

1. RECLASS - An individual(s) within a classification is evaluated in regard to moving that person(s) from others in the same classification to a higher (or lower) classification. Some instances may include a title change.
2. RERANGE - A classification in a given pay range is evaluated in regard to moving that position classification to a higher (or lower) pay range. This effects all employees in the classification, including single incumbent classifications. Some instances may include a title change.
3. RETITLE - A job title is evaluated in regard to changing the job title only. This does not affect pay.

4. REZONE – An individual within a broadband may be move to a higher-level zone within the broadband based on the employee’s performance.

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

All requests from departments were submitted to Human Resources for review, and only those recommended for approval were forwarded to the Budget Review Committee for inclusion in the FY 2006 budget. Human Resources have notified all department heads of the status of their requests, whether approved or disapproved. All approved changes will be effective as of July 1, 2005.

Human Resources received a total of 27 requests for reclassification and 10 requests for rezones. The following shows those positions that were approved:

| RERANGES | | | | |
|--------------------------------------|-----------|-------------------------------------|-----------|---------------------------|
| Old Position Classification | Old Range | New Title | New Range | No. of Employees Effected |
| Public Information Officer | 12 | No Change | 13 | 1 |
| City Clerk | 12 | No Change | 13 | 1 |
| Risk Manager | 13 | No Change | 14 | 1 |
| Grants Manager | 12 | No Change | 13 | 1 |
| Payroll Specialist | 9 | Payroll Supervisor | 10 | 1 |
| Building and Safety Manager | 12 | Building Inspection Section Mgr | 13 | 1 |
| Facility Maintenance Superintendent | 13 | Facility Maintenance Manager | 14 | 1 |
| Plans Examiner | 9 | Building Plans Examiner | 10 | 3 |
| Housing and CD Specialist | 9 | Housing and Grants Administrator | 12 | 1 |
| Environmental Supervisor | 10 | Environmental Project Manager | 12 | 1 |
| Urban Designer | 13 | No Change | 14 | 1 |
| Assistant City Attorney – Prosecutor | 13 | Assistant City Attorney Prosecu. II | 14 | 1 |

| RECLASSES | | | | |
|-----------------------------------|-----------|------------------------------------|-----------|---------------------------|
| Old Position Classification | Old Range | New Title | New Range | No. of Employees Effected |
| Zoning Enforcement Officer | 7 | Community Code Enforcement Officer | 8 | 1 |
| Maintenance Worker I –Cemetery | 4 | Maintenance Worker II | 6 | 1 |
| Library Supervisor, Outreach Ser. | 10 | Library Manager | 12 | 1 |
| Administrative Assistant | BB1 | Administrative Specialist | BB2 | 1 |

| RETITLES | | | | |
|-----------------------------|-----------|------------------------|-----------|---------------------------|
| Old Position Classification | Old Range | New Title | New Range | No. of Employees Effected |
| Publications Associate | 8 | Publication Specialist | 8 | 1 |

| REZONES | | | | |
|---------------------------|----------|---------------|----------|---------------------------|
| Current Job Title | Old Zone | New Job Title | New Zone | No. of Employees Effected |
| Administrative Specialist | 1 | No Change | 2 | 2 |
| Administrative Specialist | 2 | No Change | 3 | 2 |
| Administrative Assistant | 2 | No Change | 3 | 1 |

REORGANIZATIONS

Three mid-year reorganizations were implemented during FY 2006. The first was the reorganization of the IT Department when the new IT Director was hired. The major changes included changing the Division title from Information Systems (IS) to Information Technology (IT) implying, internally and externally, the appreciation for the hardware and software side of this industry. It also included title changes and the reclassification of the following positions: Customer Service Representative to an IT Services Supervisor, Computer Technician to an Application Specialist, Computer Technician I to an i5 Series Administrator, Client Service Administrator to Windows System Administrator, and the Programmer Analyst I to an IT Services Specialist.

The second reorganization occurred in the Project Management Section under Development Services in the Community Development Department. The Planner and Associate Planner positions were combined into one classification called Case Managers with three different levels, i.e. Case Manager I, II, III. The objective of the three levels of Case Managers is to deal with various levels of complexity and requiring various levels of technical expertise. This also addressed that the Project Management Section operate as a “single-point-of-contact” for all project review.

The third reorganization was in the Streets Section under Transportation and Maintenance Division under Public Works. The change was to reclassify the Streets Supervisor position (which became vacant) to a Streets Superintendent prior to advertising the job. The change would address the need for a higher-level of responsibility critical to the day-to-day operations of the section.

POSITION ADDITIONS/DELETIONS

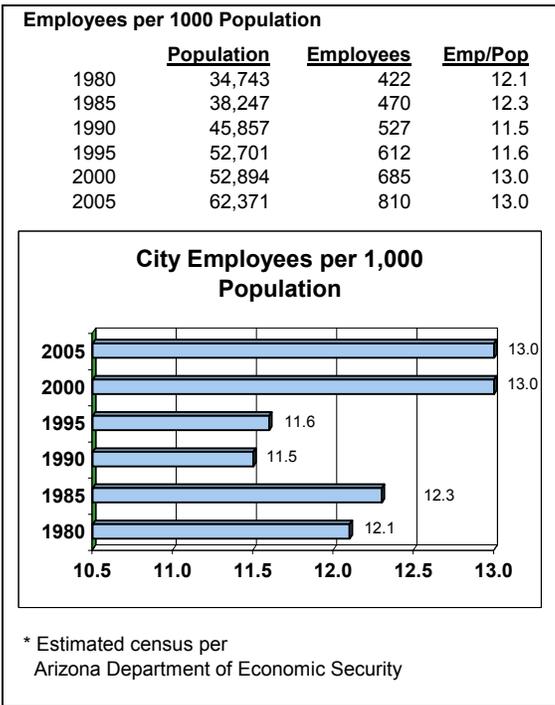
In preparing budget requests for FY 2007, new position requests would be considered for:

- 1) Those that could identify a funding source
- 2) Those needed for maintenance of effort
- 3) Those needed to fulfill Council direction

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

A total of 41.5 FTE’s were added across all funds. The following detail highlights the five year historical staffing trend as well as the City’s calculation of City staff in comparison to population.

| City of Flagstaff Authorized Personnel/Position Summary | | | | |
|--|---------------|---------------|---------------|---------------------------|
| DIVISION | 2004-2005 | 2005-2006 | 2006-2007 | Percentage Incr/(Decr) |
| Public Safety | 247.75 | 257.75 | 264.75 | 2.72% |
| Public Works | 185.95 | 192.28 | 205.67 | 6.96% |
| Mgmt Services | 85.00 | 86.00 | 92.27 | 7.29% |
| Community Development | 80.75 | 85.50 | 93.00 | 8.77% |
| Utilities | 74.50 | 76.50 | 79.00 | 3.27% |
| General Admin | 69.50 | 70.00 | 75.00 | 7.14% |
| | <u>743.45</u> | <u>768.03</u> | <u>809.69</u> | <u>5.42%</u> |



Increased Service Levels:
Staffing increases that are related to new programs include:

City Clerk (1.0) The City will add a second Deputy City Clerk to assist with both the ongoing coverage of duties in the Clerk's office and oversight of the records management system.

Human Resources (1.0) Due to greater complexity of City benefits, the City will focus a position as a Benefits Specialist to be responsible for activity related to health insurance, dental insurance, vision insurance, long term disability, life insurance, the Family Medical Leave Act, Cobra, and HIPAA.

Risk Management (1.0) This position will be responsible for investigating, managing, and paying claims within the City's self insurance retention. Some of these services are currently outsourced.

Information Services (1.0) Due to the increased complexity and dependence on the City's enterprise software, H.T.E., the City is adding a position whose

expertise will be focused on this software enabling users to maximize this tool.

Library (1.75) The City is adding the Grand Canyon Library to those managed by the local Flagstaff branch.

MPO (0.5) The Metropolitan Planning Organization is adding 0.5 FTE of an Administrative Assistant to help with various tasks.

Community Investment (3.0) A neighborhood planner position (1.0 FTE) would work on neighborhood plans including Sunnyside, Southside Plaza Vieja and Planning Reserve Areas in cooperation with the State Land Department. A Code Officer (1.0) and a Code Field Supervisor (1.0) will allow for the implementation of a property maintenance code for CDBG properties.

Police (3.0) Three police officers are being added to support security needs in the Flagstaff Municipal Court. The officers will be rotated into regular policing activities when not needed at the Court.

Parks (1.0) As the BMX Park has been completed additional staff time is needed to support the maintenance as well as other park growth throughout the City.

Recreation (1.0) A Senior Recreation Coordinator position is being budgeted in anticipation for hire in early 2007 to provide input on design and planning for the new Aquatic/ Multi-Gen Center.

Environmental Services (2.6) Environmental Services is adding a Residential Drop-Off Center at the landfill which necessitates one FTE Landfill Equipment Operator. A 0.6 FTE will staff the Small Business Waste Acceptance Program. And a 1.0 FTE Sustainability Coordinator will work toward staff education of environmentally friendly solutions.

Maintaining Service Levels:

Information Systems (1.0) Due to the growth in current work load in all GIS programs coupled with increased work demands from other City departments, the GIS program is adding one GIS technician.

Library (1.50) The Library is adding a 0.5 FTE Page position to assist with shelving material at the Downtown branch. In addition the East Flagstaff branch is adding 1.0 FTE to respond to the dramatic increase in growth experienced to date.

Finance (1.13) The Finance department is adding 1.0 FTE Account Clerk II to assist in managing the day-to-day growth experienced. In addition the City is replacing an external contract with 0.13 FTE intern to develop and report on performance measures.

Development Services (3.0) The City continues to experience high growth in both the residential and commercial sectors. To respond to the increased demands, the City is adding 1.0 FTE Inspector with a focus on large projects; 1.0 Associate Planner to maintain the level of service and quality assurance for private development processing; and 1.0 Case Manager to also assist with managing the level of growth. One Planner position previously considered temporary was authorized to become permanent position.

Community Improvements (1.0) A 1.0 Traffic Project Manager II is being added to maintain core customer service levels that are eroding due to work load increases.

Fire (3.0) The Fire Department is adding 3.0 Firefighters to increase overall staffing to meet NFPA 1710 standards in conjunction with the opening of the new station No. 1 anticipated in the spring of 2007.

Police (1.0) An Evidence Technician (1.0) is being added to assist in handling the increased volume of items received and processed by the Police Department.

Facilities (1.0) A Maintenance Worker III-HVAC position had been reduced through the VRC process in FY 2004. This position has been restored to perform HVAC service and maintenance.

Recreation (0.24) Various temporary position hours have been increased to meet current program design.

Streets (1.0) The Streets Division is adding 1.0 FTE of a Traffic Signal Tech II as there has been a 50% increase in the number of maintained traffic signals since 2002.

Airport (0.5) Additional Maintenance Worker temp time is needed to assist with mowing and weeds maintenance on the runway surface.

Water/Wastewater (2.5) Two Water Service Technician positions are being added to continue current customer service levels following increases in infrastructure and industry driven health and safety regulations. Also a 0.5 FTE Administrative Assistant position is needed to assist with the entry and filing of various tests and reports generated by inspectors.

CVB (2.0) A Publications Associate is needed to meet current demand to produce all collateral and media for the Convention and Visitors Bureau (CVB). In addition, additional administrative time is needed at the Visitors Center as there have been dramatic service increases due to walk-ins and overall visitor demands.

Environmental Services (6.0) Due to overall City growth, the Collections function will add a Collections Manager, Equipment Operator, 2 Bulk Crew staff, and an additional Relief Driver. Also, one FTE is needed to maintain the current level of effort in environmental code enforcement.

COST ALLOCATION

The cost allocation plan has been developed utilizing a methodology that is in accordance with generally accepted accounting principles (GAAP). Incorporated within GAAP are three basic principles related to the allocation of central service support costs to operating departments that have been adhered to in the preparation of the cost allocation plan. First, costs should be necessary and reasonable for proper performance of a program. Second, costs should be charged or allocated to programs in accordance with relative benefits received. A program should only be charged for services it utilizes or benefits from, and should only be charged in relation to benefits derived from the service. Third, costs should be accorded consistent treatment as either direct or indirect. A cost should not be charged to a program as a direct cost if any other cost incurred for the same purpose in like circumstances have been allocated to the program as indirect costs. The methodology accommodates detailed analysis of all service areas through the provisions of a structure that identifies total costs (both direct and indirect) by activity and allocates/assigns costs to benefiting services utilizing a base that appropriately represents the level of benefit provided or derived from each activity by each service. The cost allocation is based on actual expenditures for the fiscal year ending June 30, 2005. The City utilized the services of a consultant to prepare this year's plan. The cost allocation plan also provides information for user fees and the ability to charge indirect cost to grants. The City also utilizes the cost allocation plan to calculate an indirect cost rate that is allowable in accordance with OMB A-87. The City will annually update the indirect cost rate based on actual expenditures, as required by OMB A-87.

METHODOLOGY

A multiple allocation base methodology has been utilized to prepare the Plan. This methodology acknowledges that the utilization of central administration and support (indirect) services by users varies by type of service. The cost of each indirect service or activity of a service is allocated to users based on an appropriate allocation base related to the service performed. For example, general accounting has been allocated to users based on total budgeted expenditures; accounts payable activities have been allocated on the number of accounts payable transactions processed during FY 2005; and human resources activities have been allocated on the number of budgeted full-time equivalent positions served.

In selecting an allocation base to be used, the objective has been to utilize a base for each service that is available and reasonably results in the allocation of a service to users based on the relative benefit they receive or derive. A list of the allocation basis is provided in the Appendix.

City of Flagstaff, Arizona
 FY2007 Full Cost Plan
 Based on FY2005 Actuals

| CENTRAL SERVICE | GENERAL | LIBRARY | HURF | UTILITIES | STORMWTR | AIRPORT | ENVIRON. | TOTAL CHARGED OUT - GF |
|-------------------------------|---------------------|-------------------|---------------------|---------------------|-------------------|-------------------|-------------------|------------------------|
| | 001 | 030 | 040-044 | 201 | 210 | 270 | SERVICES 280 | |
| | | | | | | | | TOTAL |
| General Fund Services | | | | | | | | |
| Non-Departmental | 2,564,998 | 59,936 | 174,933 | 282,800 | 22,179 | 64,166 | 159,068 | 3,328,080 |
| Council & Commissions | 129,422 | 12,119 | 38,622 | 41,071 | 2,022 | 7,695 | 29,019 | 259,970 |
| City Manager | 409,286 | 48,757 | 101,862 | 124,052 | 8,822 | 20,534 | 91,698 | 805,011 |
| City Clerk | 146,807 | 9,513 | 29,451 | 33,457 | 1,549 | 5,689 | 22,742 | 249,208 |
| City Attorney | 373,412 | 19,200 | 59,438 | 64,196 | 3,127 | 11,482 | 45,899 | 576,754 |
| Human Resources | 332,184 | 27,109 | 24,232 | 45,117 | 3,674 | 6,786 | - | 439,102 |
| Risk Management | 86,204 | 8,627 | 15,403 | 19,843 | 1,209 | 3,301 | 8,288 | 142,875 |
| Management Services | 339,214 | 33,338 | 114,374 | 170,746 | 11,873 | 24,149 | 48,737 | 742,431 |
| Information Systems | 471,765 | - | 33,729 | 293,752 | 25,297 | - | 80,107 | 904,650 |
| Finance | 424,986 | 54,822 | 56,766 | 143,766 | 12,203 | 40,370 | 48,891 | 781,804 |
| Sales Tax & Licensing | 553,535 | 16,700 | 1,029 | 23,202 | - | 26,662 | 39,526 | 660,654 |
| Public Works Admin. | 66,607 | - | 80,941 | - | - | 45,382 | 88,446 | 281,376 |
| Public Facilities Maintenance | 420,684 | 79,452 | 35,397 | 23,434 | 8,239 | 16,344 | 25,173 | 608,723 |
| Mechanical Shop | 94,918 | 625 | 66,427 | 23,977 | 34 | 3,491 | 115,156 | 304,628 |
| Community Devel Admin | 204,008 | - | - | - | - | - | - | 204,008 |
| Engineering | 413,447 | - | 729,403 | 537,965 | 37,618 | - | - | 1,718,433 |
| Planning | 740,141 | 50,242 | 155,537 | 167,987 | 8,183 | 30,046 | 120,107 | 1,272,243 |
| Contributions | 178,876 | 11,641 | 36,921 | 63,249 | 3,833 | 24,855 | 29,767 | 349,142 |
| Total General Fund | 7,950,494 | 432,081 | 1,754,465 | 2,058,614 | 149,862 | 330,952 | 952,624 | 13,629,092 |
| BY DEPARTMENT | | | | | | | | |
| General Administration | \$ 1,347,893 | \$ 113,206 | \$ 230,386 | \$ 286,665 | \$ 18,381 | \$ 47,792 | \$ 168,627 | \$ 2,212,950 |
| Community Development | 1,357,596 | 50,242 | 884,940 | 705,952 | 45,801 | 30,046 | 120,107 | 3,194,684 |
| Management Services | 1,789,500 | 104,860 | 205,898 | 631,466 | 49,373 | 91,181 | 217,261 | 3,089,539 |
| Public Works | 582,209 | 80,077 | 182,765 | 47,411 | 8,273 | 65,217 | 228,775 | 1,194,727 |
| Non-Departmental | 2,873,296 | 83,696 | 250,476 | 387,120 | 28,034 | 96,716 | 217,854 | 3,937,192 |
| | \$ 7,950,494 | \$ 432,081 | \$ 1,754,465 | \$ 2,058,614 | \$ 149,862 | \$ 330,952 | \$ 952,624 | \$ 13,629,092 |
| Utility Fund Services | | | | | | | | |
| Customer Services | \$ 14,932 | \$ 1,195 | \$ 3,503 | \$ (180,505) | \$ 9,812 | \$ 725 | \$ 150,338 | \$ - |

FLEET MANAGEMENT

The goal of Fleet Management is to maximize vehicle and equipment usage, retain units as long as possible, and replace units that are predicted to experience high cost expenses and maintenance in the near future. The Fleet Manager uses numerous criteria in analyzing the fleet replacement needs. Initially, the age and utilization of all equipment and vehicles is reviewed to determine which equipment and vehicles are in need of replacement. In conjunction with the end user, the equipment and vehicles are then scheduled for evaluation.

The Fleet Manager, along with shop staff, evaluates each piece of equipment submitted for review. The Fleet Manager evaluates fiscal year-to-date costs to determine if the vehicle or equipment has had any recent major repairs. If engines or transmissions have been replaced or overhauled recently, retention is a strong consideration in the overall evaluation. If the units are mechanically sound and the body is in reasonably good condition, the unit is usually recommended for retention for another year.

If a unit has incurred a significant number of expenditures and is likely to experience major component failures, the unit will be recommended for replacement by the Fleet Manager and forwarded to the City Fleet Management Committee, which is comprised of line workers throughout the City. The Committee must make difficult decisions as to allocation of assets due to the thorough review by the Fleet Manager and limited financial funds.

This past fiscal year the Fleet Committee had a very busy year. Some of the major accomplishments that occurred:

- This past year Fleet Services performed 48 physical evaluation requests, 44 of them were forwarded to the Fleet Committee for consideration. The unusually high number of requests is due to the culmination of the last four successful years of rotating older, lower mileage vehicles that were deferred purchases during tight budget years. This should catch our fleet up on our replacement program in FY 06-07.
- Three hybrid vehicles were purchased for Environmental Services this year: a Toyota Prius and two (2) Ford Escapes. Fleet will track maintenance and operations expenses for comparative purposes to gasoline vehicles.
- Within Public Safety we moved forward with the purchase of a new Quint truck (bond funded), heavy rescue vehicle (grant funded) and a replacement pumper for the Fire Department. In the Police department a prisoner transport vehicle was ordered. Due to long lead-times the budget for these vehicles will be carried over to FY 06-07.
- The Police Department requested and received approval to move forward with the purchase of a grant funded ATV for off-road and remote travel.
- Within Utilities completed the purchase of two hydro vacuum sewer-cleaning units, a replacement and an additional unit for a new crew. The budget for these units has been carried over to FY 06-07.
- One large bookmobile and a 28-foot bookmobile, approved for replacement, have been ordered with donated funds. The funds for the purchase have been carried forward to FY 06-07.
- Fleet services replaced an old diesel forklift with a new propane powered forklift.

FLEET FISCAL YEAR 2007 REPLACEMENTS

| <u>DIVISION</u> | <u>AMOUNT</u> | <u>DIVISION</u> | <u>AMOUNT</u> |
|---------------------------------|----------------|------------------------------------|------------------|
| 16 DEVELOPMENT SERVICES | | 38 AIRPORT | |
| PICKUP, 4X4 EXT CAB | \$ 19,675 | MOWING TRACTOR | 57,900 |
| PICKUP, 3/4 TON W/LIFT | 19,675 | PICKUP, 3/4 TN 4X4 WITH PLOW | 28,000 |
| HYBIRD SUV (3) | 87,000 | | <u>85,900</u> |
| 21 FIRE | | 47 LAKE MARY WATER TREATMENT PLANT | |
| FULL SIXE SUV | 27,650 | PICKUP, 1 TON FLAT BED W/CRANE | 60,000 |
| MID SIZE SUV | 24,500 | 49 WATER DISTRIBUTION | |
| ATV, UTILITY | 13,500 | SERVICE TRUCK, 1/2 TON 4X4 (2) | 100,000 |
| 22 POLICE | | TOTAL UTILITIES FLEET | <u>160,000</u> |
| PATROL SEDANS (6) | 136,200 | 41 ENVIRONMENTAL SERVIC | |
| HYBIRD SUV (3) | 82,000 | TOPLOADER-COMMERCIAL | 230,000 |
| 23 POLICE GRANTS | | SIDELOADER-RESIDENTIAL | 215,000 |
| ATV, UTILITY | 14,000 | REBUILD DOZER | 145,000 |
| 26 PARKS | | PICKUP, 1 1/2 TON BIN MAINTENANCE | 60,000 |
| AIR COMPRESSOR | 18,500 | ROLL OFF TRUCK (2) | 350,000 |
| TRAILER, WATER TANK | 6,100 | RAPID RAIL | 195,000 |
| TRAILER, TILT | 7,200 | TOPLOADER | 220,000 |
| SKIDSTEER LOADER (2) | 64,000 | TOTAL ENVIRONMENTAL | |
| UTILITY TRACTOR | 20,000 | SERVICES FLEET | <u>1,415,000</u> |
| SKIDSTEER LOADER (TRANSFER) | - | TOTAL FLEET REPLACEMENTS | <u>2,776,400</u> |
| PICKUP, 3/4 TON (2) | 35,000 | | |
| TOTAL GENERAL FUND FLEET | <u>575,000</u> | | |
| 11 LIBRARY | | | |
| MINIVAN | 20,500 | | |
| TOTAL LIBRARY FLEET | <u>20,500</u> | | |
| 32 STREET MAINT. & REPAIR | | | |
| STREET SWEEPER | 190,000 | | |
| DUMP TRUCK, 10 WHEEL (2) | 330,000 | | |
| TOTAL HURF FLEET | <u>520,000</u> | | |

Objectives for FY 2007

- Purchase hybrid vehicles for approved replacement units if appropriate to users' needs.
- Monitor maintenance and operations costs for fleet hybrid vehicles for comparisons to gasoline vehicles.
- Review E85 ethanol fueled vehicles and encourage vendors to provide an ethanol fuel source.
- Analyze vehicles that could operate with E85 ethanol fuel that may not fit hybrid availability.
- Continue to encourage fuel economy and efficiency by recommendations to downscale appropriate vehicles the users' job performance.
- Continue to analyze vehicle utilization and recommend rotation to attain required miles and age criteria.
- Review requests for 24 new vehicles associated with new personnel and make recommendations for purchase.

FIVE-YEAR IT PLAN

The City of Flagstaff's medium term IT plan focuses on establishing a viable replacement program for end-user equipment as well as servers and other equipment. Our goal is to continually improve the quality of service IT provides to the City's employees as well as to the citizens of the Greater Flagstaff area.

Items to consider

- Creation of IT plan
- E-Government initiatives such as click2gov.
- Continued improvements in remote site connectivity, including possible build-out with NPG, and redundancy.
- Examination of permitting system options.
- Aerial imagery of the city and surrounding area.
- Establishment of digital data standards for submission to the City.
- Disaster recovery planning.
- Plan for city-wide imaging solution.
- New server consolidation effort.
- Upgrade of Xiotech SAN to latest equipment.
- Data sharing with public and private agencies.

FY2007 Acquisitions

City and Imaging Solutions

Some large expenditures in FY2007 in the areas of networks and equipment upgrades. IT will be continuing to deploy replacement PCs at an accelerated pace. Server replacement will be accompanied by a more scaleable and robust infrastructure approach.

Replacements and GIS \$525,000

- Personal computers \$240,000 – The budgeted amount should allow replacement of a majority of the remaining end-user equipment that is out of date.
- Xiotech SAN \$100,000 – The current SAN will go out of support in 2010, we have an opportunity to upgrade to the latest equipment (need of expansion).
- Network Equipment \$175,000 – This replacement budget encompasses new server purchases as well as other network equipment.
- GIS hardware and software upgrades \$10,000

Special Projects

- NPG INET \$350,000 – This initiative funds the City's obligation under the proposed INET agreement.

E-Government \$40,000

The City is working on the implementation of online utility billing access, and employee web access to payroll and online vendor registration. The committee will consider additional e-government opportunities.

New Hardware/Software and Upgrades \$979,854

Monies used for upgrading existing software to newest versions and/or ensuring we are licensed properly. New software purchases funded from these funds may include AutoCAD, Visio system and modules for enhancing existing applications.

The City has engaged their software consultant to review the City's use of HTE software. The recommendations include various business analyses of our system, training in all system areas and additional applications, a \$619,000 proposal. Staff will prioritize these recommendations for implementation. The City has had this software system for 15 years. Staff turnover has resulted in lost knowledge, which has lead to system inefficiencies. The addition of staff and software will support the consultant's recommendations.

The City has a legacy software system for the collection of sales tax. In order to meet today's customer needs we need to change the existing software. Staff has been exploring alternatives and needs to set aside \$1 million dollars over the next two years to accommodate a new system. This is based on what other cities have spent for new systems. Staff will continue to examine alternatives and bring these to council in early fall.

A work order system for the financial enterprise is still needed. A comprehensive software solution to Human Resources is being contemplated. This would include a full service system to manage the process from

application for employment through the hiring process to payroll. Funds are allocated to continue the business process analyses of our financial software systems, including fleet and work orders.

Public Safety \$515,900

The police departments MIS needs include laptop replacement and contribution to the network upgrade. The Police and Sheriff offices share the costs associated with software and radio upgrades.

2007 Carryover:

| | |
|----------------------|----------|
| Phone Switch upgrade | \$55,000 |
| PC's and laptops | 24,700 |
| Imaging Server | 30,000 |
| Software carryover: | |

| | |
|--------------------------|----------|
| Field Reporting | \$20,000 |
| CAD upgrade | 40,000 |
| Incident based reporting | 14,200 |
| E-citation (grant) | 118,000 |

2007 Budget

| | |
|------------------------|----------|
| Equipment replacements | \$59,000 |
| Laptops | 6,800 |
| Detective Software | 9,200 |
| Radio Replacements | 20,000 |
| IT network capital | 78,000 |
| Addl CAD upgrade | 41,000 |



| MIS Five Year Projections | Budget FY2006 | Actual FY2006 | FY2007 | FY2008 | FY2009 | FY2010 | FY2011 |
|---|--------------------------|--------------------------|------------------|------------------|----------------|----------------|----------------|
| Replacement Programs | | | | | | | |
| Replacement PC's and Printers | \$ 80,000 | \$ 80,000 | 240,000 | 80,000 | 120,000 | 130,000 | 70,000 |
| GIS Workstations | - | - | - | - | - | - | - |
| Network equip | 275,000 | 275,000 | 275,000 | 200,000 | 240,000 | 320,000 | 240,000 |
| Wide Area Network | - | - | - | - | - | - | - |
| Upgrade of servers | - | - | - | - | - | - | - |
| CAD PC Replacements | - | - | - | - | - | - | - |
| Total - Replacement Programs | 355,000 | 355,000 | 515,000 | 280,000 | 360,000 | 450,000 | 310,000 |
| GIS | | | | | | | |
| Hardware upgrades/replacement | 5,000 | 5,000 | 5,000 | 10,000 | 5,000 | 10,000 | 30,000 |
| Software upgrades | 5,000 | 5,000 | 5,000 | 10,000 | 5,000 | 10,000 | 10,000 |
| Total GIS | 10,000 | 10,000 | 10,000 | 20,000 | 10,000 | 20,000 | 40,000 |
| E-Gov | 65,000 | 65,000 | 40,000 | 40,000 | 20,000 | 30,000 | 30,000 |
| New Hardware & Software and Upgrades | | | | | | | |
| Work Order Management | 25,000 | 25,000 | - | - | - | - | - |
| Sales Tax Software | - | - | 500,000 | 500,000 | - | - | - |
| Hardware & Software Purchases | 252,000 | 252,000 | 479,854 | 224,174 | 216,000 | 150,734 | 252,734 |
| Total New Hardware & Software | 277,000 | 277,000 | 979,854 | 724,174 | 216,000 | 150,734 | 252,734 |
| Public Safety | | | | | | | |
| Police Upgrades | 218,000 | 7,100 | 183,200 | 149,000 | 149,000 | 149,000 | 212,000 |
| Police Laptops | 36,000 | - | 214,700 | 125,000 | 125,000 | 125,000 | 125,000 |
| E citation | 118,000 | - | 118,000 | - | - | - | - |
| Total Public Safety | 372,000 | 7,100 | 515,900 | 274,000 | 274,000 | 274,000 | 337,000 |
| Total Expenditures | \$ 1,079,000 | \$ 714,100 | 2,060,754 | 1,338,174 | 880,000 | 924,734 | 969,734 |
| Funding | | | | | | | |
| General Fund MIS allocation | \$ 760,574 | \$ 798,603 | 798,603 | 838,533 | 880,460 | 924,483 | 970,707 |
| One time monies | - | - | 560,251 | 500,000 | - | - | - |
| Carryover | 200,000 | 200,000 | 583,900 | - | - | - | - |
| Grants | 118,000 | 118,000 | 118,000 | - | - | - | - |
| Total Funding | 1,078,574 | 1,116,603 | 2,060,754 | 1,338,533 | 880,460 | 924,483 | 970,707 |
| Expenditure Summary | | | | | | | |
| Replacement Program | 355,000 | 355,000 | 515,000 | 280,000 | 360,000 | 450,000 | 310,000 |
| Local & Wide Area Network | - | - | - | - | - | - | - |
| GIS | 10,000 | 10,000 | 10,000 | 20,000 | 10,000 | 20,000 | 40,000 |
| E-Gov | 65,000 | 65,000 | 40,000 | 40,000 | 20,000 | 30,000 | 30,000 |
| Software Upgrades | - | - | - | - | - | - | - |
| New Hardware & Software Purchases | 277,000 | 277,000 | 979,854 | 724,174 | 216,000 | 150,734 | 252,734 |
| Other Expenditures | - | - | - | - | - | - | - |
| Public Safety | 372,000 | 7,100 | 515,900 | 274,000 | 274,000 | 274,000 | 337,000 |
| Carryover | - | - | - | - | - | - | - |
| Total Expenditures | 1,079,000 | 714,100 | 2,060,754 | 1,338,174 | 880,000 | 924,734 | 969,734 |

2006 Updates

E-Government Update

The City website continues to grow providing 24/7 access to City information and services. In 2005 there were 914,859 visits to the website and nearly 12 million hits. On average, 2,506 people visit our site per day while the average hits per day is close to 33,000. The pages most frequented in 2005 included: Job Openings, Visitor Information, Community Profile, Parks & Recreation, Airport, and Resource Links.

Providing critical information and customer service to the public was the goal in FY 2005-06. Links for online community access to Cityscape, Emergency Preparedness, Council agendas with staff summaries, board and commission handbook, and election information were added. The website was also a major source of information on city projects and programs with a high level of citizen interest including: affordable housing, stormwater, and development projects like Villagio Montana.

For FY 2006-07 the City's E-Government Team will continue to improve and modify the site including new online services. This includes HTE's "Click 2 Gov" allowing customers on the City website to complete online forms, register for programs, provide customer access to billing information, and online payments. Public access to GIS will be rolled out and the team will also develop policy on website pages for city boards and commissions. There is a budget of \$30,000 in Public Information and additional funding is available in non-departmental to facilitate maintenance and any additional E-gov activities.

Brownfield Land Recycling Program Update

The Brownfield Land Recycling Program has just completed its first year of operation and is making progress on identifying Flagstaff's brownfield properties and devising strategies for cleanup and redevelopment. To date, staff has completed brownfield inventories of City owned property, underground storage tanks and leaking underground storage tanks, and tax delinquent properties that that might be suitable for brownfield redevelopment.

The City has received a Grant from the Arizona Department of Environmental Quality (ADEQ) for \$3,300 to complete a Phase I Environmental Site Assessment of the Babbitt Ford Property. Additional proposals have been submitted for community-wide assessments of brownfields in Southside, Plaza Vieja and adjacent industrial areas and to fund needed Phase I and Phase II assessment work for City owned properties along the Rio de Flag realignment corridor. Once assessment work is completed, staff will prepare a grant proposal to the EPA to fund the cleanup of these sites in preparation for the Rio de Flag flood control project.

Staff is working closely with the Community Development Department to devise a package of incentives for business owners and potential property buyers for brownfield redevelopment that will potentially include infrastructure improvements, tax abatement, and expedited permitting. Information has also been disseminated to property owners that are potentially eligible for leaking underground storage tank cleanup.

Other activities and accomplishments currently underway are:

- Identification of a suitable pilot property to test the process for acquisition, cleanup, and resale.
- Community outreach through presentations to business and community groups
- Brochure and website development
- Residential cleanup assistance for neighborhood associations
- Collaborating with other municipalities on the formation of a statewide coalition of municipal brownfield programs and an Arizona chapter of the National Brownfields Association.

Municipal Compost Program Update

Since 1994 Environmental Services began a number of efforts to educate the public on composting including:

- The education of 5400 citizens of all ages through conducting composting workshops tours of the New Start Compost Demonstration Site, and school composting programs
- The distribution of 2,660 compost bins in the community.

Since FY2005, Environmental Services staff has been researching larger scale composting methodologies. A waste analysis at the Cinder Lake Landfill indicated that up to 60% of municipal solid waste (MSW) being landfilled has the potential for composting which would then extend landfill capacity and life.

During FY06/07, staff will continue to research the economic feasibility of municipal composting. Staff are also developing a comprehensive Solid Waste Management Plan to project long term strategies in order to maximize landfill life and implement projects in a meaningful order.

A large-scale municipal composting facility requires several years of planning. Staff has identified potential phases of research and implementation including:

- Compost facility engineering consulting to determine appropriate sizing and potential for expansion to fit the Flagstaff region
- A comprehensive economic feasibility study to compare projected expenses to avoided costs.

Staff will formally update Council once there is better understanding of the feasibility of a municipal compost operation and have formulated recommendations.

Fuel Management Update

Highlights of the Fuel Management program to date include:

- Securing/managing grants of over \$1 million
- Completing/approving 9,650 acres of Forest Stewardship Plan
- Logging 10,300 hours of volunteer time
- Marking 3,750 acres
- Provide forest treatments (thinning and prescription fire) to 7,500+ acres

The challenges faced by this program is that costs have increased from \$100,000 per year to roughly \$400,000 in FY2006. Current grants will expire on-or-before Sept 30, 2007 and available grant opportunities have remained static and/or declined (with no increase likely), while competition has markedly increased. To maintain current activity levels, additional General Fund support will be needed (offset by partial grant funding as is available).

The FY2007 budget year allows for the seasonal crew to be increased to meet current service demands. These individuals would work November through April, augmenting permanent staff. Duties would focus on prescribed burning and hazard tree removals (including those killed by bark beetles), as well as selective thinning operations.

Workforce Planning, Leadership Development, and Succession Planning

Workforce planning has become one of the greatest challenges facing our organization today. The City is using succession planning and leadership development as tools to address this issue. Succession planning not only aligns recruits for vacancies but it also creates a system that has a number of employees ready to step up and take over leadership positions that will become vacant either through planned retirement or unplanned departures.

The City has now completed the second year of succession planning otherwise known as the "Leadership Talent Development Program (LTDP). The LTDP consists of the following:

- Establishing a systematic transfer of knowledge and development of talent from current leaders to potential leaders.
- Evaluating potential leaders, provide them training and development, and career opportunities.
- Providing a consistent basis for employee evaluation, recruitment, development, and retention of top performers, improve entry-level skills and compete with other industries and municipalities for talent.

By August 2006 all department managers and supervisors will have attended a two-day workshop called "Setting a Climate for Development." The workshop provides a framework and a process for managers and supervisors to start developing employees to learn and gain the competencies needed for the future. These competencies were developed specifically for the City by management and employees.

Workshops will be offered on an annual basis to cover the following areas:

- Taking Charge of Your Own Professional Development
- Getting the Job You Want
- Working with Elected Officials
- Ethics Training

Additional efforts will be comprised of a:

- Mentoring program
- Manager's/Supervisor's orientation, and
- Behavioral interviewing.

The City will measure its success through the completion of a follow up Climate Survey. The first was completed in March 2005 where issues including internal career opportunities, employee recognition, and communication were identified.

2007 ISSUES

Short Term Facility Needs and Long Term Facility Plan

Several City departments and divisions have exceeded their current office space due to increased staffing and the need for additional storage space. Also, nine new positions have been approved for FY 2007 that will reside at City Hall.

To address these short-term needs the following recommendations are made

- Begin a renovation project at the APS (ECO) building.
- Begin a renovation project at the Army Corp of Engineers building.

In addition, long term facility needs must be addressed. Growth in most of the City's major divisions will create on-going office space and parking problems.

An expansion to City Hall and the construction of a parking garage would provide the necessary office space for all departments. A new Court building housing Legal will meet all current and future needs for the Court Administration and the Legal staff. The Fire Administrative offices will be relocated to Fire Station #2 upon its completion in 2008.

To best address both the short and long term City needs it is recommended to hire an outside consultant for a complete department-by-department analysis based on

1999 – 2005 actual growth numbers. This analysis will provide detailed staffing studies required for long range planning recommendations as well as address remodels that may require code compliance and thus upgrades in both the Life Safety systems and ADA (Disabilities Act).

Parks and Recreation 10-Year Capital Needs

Both Parks and Recreation have developed 10-year plans to facilitate discussions regarding future capital needs. In addition, those plans provide a prioritization and balance of capital needs based upon safety, aesthetics, improvements, and budget allocations. These plans also demonstrate the need to increase the current annual allocation totaling \$135,000.

The current annual capital budget of \$135,000 is used to:

- Replace landscaping and park maintenance equipment
- Purchase all necessary equipment for recreational programs and services
- Perform scheduled building/facility improvements, enhancements, and/or renovation. The age of City facilities contributes to the need for structural attention on a regular basis.
- Provide for safety improvements and replacements

Planning for these improvements and/or replacements requires the prioritization of items based first upon safety for our patrons, participants and staff. Following the need to address safety, we must determine the lifespan of each piece of equipment and facility improvement and weigh the urgency with budget availability. The estimated cost for each capital item is reviewed annually for accuracy, while long-range purchase projections are updated closer to the purchase year. It has been a challenge to meet all of the needs of Parks and Recreation with the current annual allocation.

Staff is asking for Council consideration to increase the current Parks and Recreation capital allocation to better meet existing needs.

Hybrid Vehicles

Hybrid-electric vehicles (HEVs) combine the benefits of gasoline engines and electric motors and can be configured to obtain different objectives, such as improved fuel economy, increased power, or additional auxiliary power for electronic devices and power tools. The City of Flagstaff has purchased three hybrid vehicles to date including two (2) Ford Escapes and one (1) Toyota Prius. The HEVs are designed to obtain better fuel economy and reduce emissions by combining a smaller gasoline engine with a battery-powered electric motor that are capable of doubling the mileage of conventional cars. The energy from stopping and slowing down is captured and converted into electricity, which is used to recharge the high voltage battery pack.

The technology is fairly new with very limited models of vehicles currently available; hybrids vehicles currently represent less than 2 percent of total vehicle sales. The initial investment (purchase price) for a hybrid is currently considerably more due to the technology, demand and limited supply. Our past experience has shown that the level of incentives provided to fleets in Arizona for the purchase of hybrids has not been great, primarily due to the high demand.

While it is still too early to determine what if any savings the City will realize, it is clear that hybrids consume less fuel, emit less pollutants as some hybrids vehicles are classified as partial zero emission vehicles.

The City Council has directed staff to continue purchasing hybrid vehicles and through that direction the City will add an additional 7 hybrid vehicles to the fleet for FY 2007.

IT Evolution

Information systems, applications and support of them have become more and more complex and the City of Flagstaff has used a variety of approaches to evaluate, deploy and support solutions that require Information Technology involvement. An enterprise application deployment strategy was frequently not used which has resulted in a number of applications serving departmental specific needs when the application could potentially serve a larger base within the organization. Frequently, hardware, software, and staffing support issues were not addressed prior to purchase. Going forward, a model of enterprise application deployment needs to be embraced by management and staff.

To formalize a selection and deployment process, a basic structure should be in place encompassing the following areas:

- Identify the problem to be solved, who the solution will impact, and how project success is defined.
- Identify an individual or a team as project managers who are accountable to stakeholders for the project success.
- Identify and document vendor neutral requirements that are comprehensive and incorporate Information Technology requirements.
- Evaluate products against the requirements through the formal procurement process.
- Once a solution is identified, document and agree on support burden among the stakeholders – this includes rollout tasking as well as long term support.
- Performance acceptance testing and obtain signoff from all original stakeholders that the solution does in fact meet the requirements.

This is one proposed approach which would be sufficient to establish processes to ensure the City has viable long-term application solutions.

Wireless Internet

The City of Flagstaff has an opportunity to provide wireless Internet access to the citizens of the City and potentially surrounding areas. Depending on the cost of service this initiative can contribute significantly to bridging the digital divide. The City stands to benefit by having available technology that will allow mobile staff (such as building inspectors) a way to remotely complete their regular workflows.

Legislation is changing that affects the level of involvement cities can take in the availability of wireless service so now is the time for the City to evaluate its options.

The benefits of a potential commercial wireless infrastructure extend beyond the borders proper of the City of Flagstaff into the County. As such we will involve our IT partners within governmental agencies in the Greater Flagstaff area in the solution.

The City is interested in a “franchise” type arrangement with a private company building and providing service with the City being a provider of assets. We will approach the problem initially by creating a Request for Information (RFI) that discusses our requirements as well as our items that we’d like respondents to address. We’ll evaluate responses and if we move to a Request for Proposal (RFP) process, respondents to the RFI will be invited to compete for the project.

To support this initiative going forward it may be necessary to develop an Inter-governmental Agreement (IGA) to establish the wireless “alliance”. The immediate goal is to either have a commercial wireless network or the necessary knowledge to make a decision to not move forward.

H.T.E. – Enterprise Software

The City of Flagstaff purchased H.T.E. as the city enterprise software in 1990. Modules that are currently being used include:

- GMBA (Accounting)
- Payroll
- Accounts Payable
- Customer Service (utility billing)
- Fleet
- Fixed Assets
- Purchasing
- Miscellaneous revenue

Through time, system enhancements have not been consistently utilized. The City had H.T.E. complete a system evaluation evaluating software solutions that may be available to facilitate work processes. H.T.E. had a number of recommendations including both process evaluation and onsite training so that the City could improve our efficiency with this software. The City will be looking for ways to implement the H.T.E.

recommendations in an orderly and systematic manner so that work efficiencies are achieved.

In addition, the City had already independently determined to purchase three new modules in FY 2007. The Click-2-Gov module will facilitate internet business applications. Human Resources will be analyzing the HTE HR module and Applicant Tracking for integration. And the City is purchasing the Work Order system to facilitate work planning and labor distribution.

To facilitate timely implementation, it is recommended to contract project management skills from H.T.E. to assist with both the Human Resource and Click-2-Gov implementation. For Work Orders, it is recommended to dedicate an existing City staff member to coordinate citywide efforts. In addition, the IT Division will deploy an FTE to help with all of these efforts as appropriate.

Affiliate and Branch Libraries in Coconino County

The Library Council was established as a means to maintain active communication among the libraries and allows a measure of self-direction in deciding the best means of providing service to the citizens of Coconino County. A staff member from every public library in Coconino County is a member of the Council. The role of Flagstaff City – Coconino County Public is to assist all of these libraries in areas such as planning, technical support, automation installation and repair, training and workshops, and selection and purchasing of materials and other equipment. Assistance and guidance is also provided in the operation of library services and policy issues.

Most of the public libraries in this County can be described as affiliates. They are in communities that are self-governed and receive supervision, direction and control from their local government. They also receive funding from local sources in addition to Coconino County.

Affiliate libraries are:

- Fredonia Public Library
- Havasupai Village Library
- Page Public Library
- Sedona Public Library
- Williams Public Library

The East Flagstaff Community Library, the County Bookmobile, the Correctional Facility Library, Forest Lakes Community Library, the Grand Canyon Community Library, and Tuba City Public Library are branches of the Flagstaff library system and are supervised directly by the Outreach Services Supervisor. Forest Lakes and Tuba City are branch libraries because there is no governing agency or nonprofit organization that is authorized to operate or fund the libraries in these two communities.

Street Condition & Maintenance - Short & Long Term Plan

The Public Works Department manages the annual overlay maintenance program. Yearly, half the city's streets are evaluated and the ratings are entered into our Carte Graph Pavement Management Software where the Overall Condition Index (OCI) is calculated. An OCI of 100 is considered an excellent street. The lower the OCI number the more maintenance it will require. Through this program, surface treatments are done such as chip seals, crack fill and micro seal. Should a street need new asphalt, concrete work is required to meet the American with Disabilities Act requirements.

Currently chip seals are done on streets with an OCI rating of 53 and above with an estimated turn around of 15+ years. Our resurfaced streets have an OCI rating of

40 to 52 and an estimated turn around of 22+ years. Any rating under 40 is marked for reconstruction.

The OCI listing is calculated from lowest to highest ratings and staff then prioritize the needs.

It has come to the City's attention that there are data integrity issues within the Pavement Management System. Data is missing and/or not accurate. In the short-term, it is recommended to hire a temporary employee to review the field data for accuracy and rework the data in the Pavement Management software.

For the longer term, the City will develop criteria on when streets should be chip sealed or resurfaced by using the OCI ratings. The result of this effort will be the development of a 10-year plan complete with budget implications.

