

# **GENERAL ADMINISTRATION DEPARTMENT MISSION**

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

The mission of the **City Clerk's** office is to support the values of the community and to administer and safeguard the integrity of the municipal governing process by: Conducting fair and open municipal elections; overseeing the timely and accurate accumulation, organization, dissemination, and accessibility to public records; and ensuring legal compliance of all official postings, public notices, and related advertising.

The mission of the **Human Resources Division** is to support the City of Flagstaff's commitment to enhancing partnerships with the citizens of our community by providing dependable service, addressing customer's concerns (both externally and internally), providing high-quality public service, and creating a work environment where initiative, teamwork, and creativity are encouraged and valued.

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

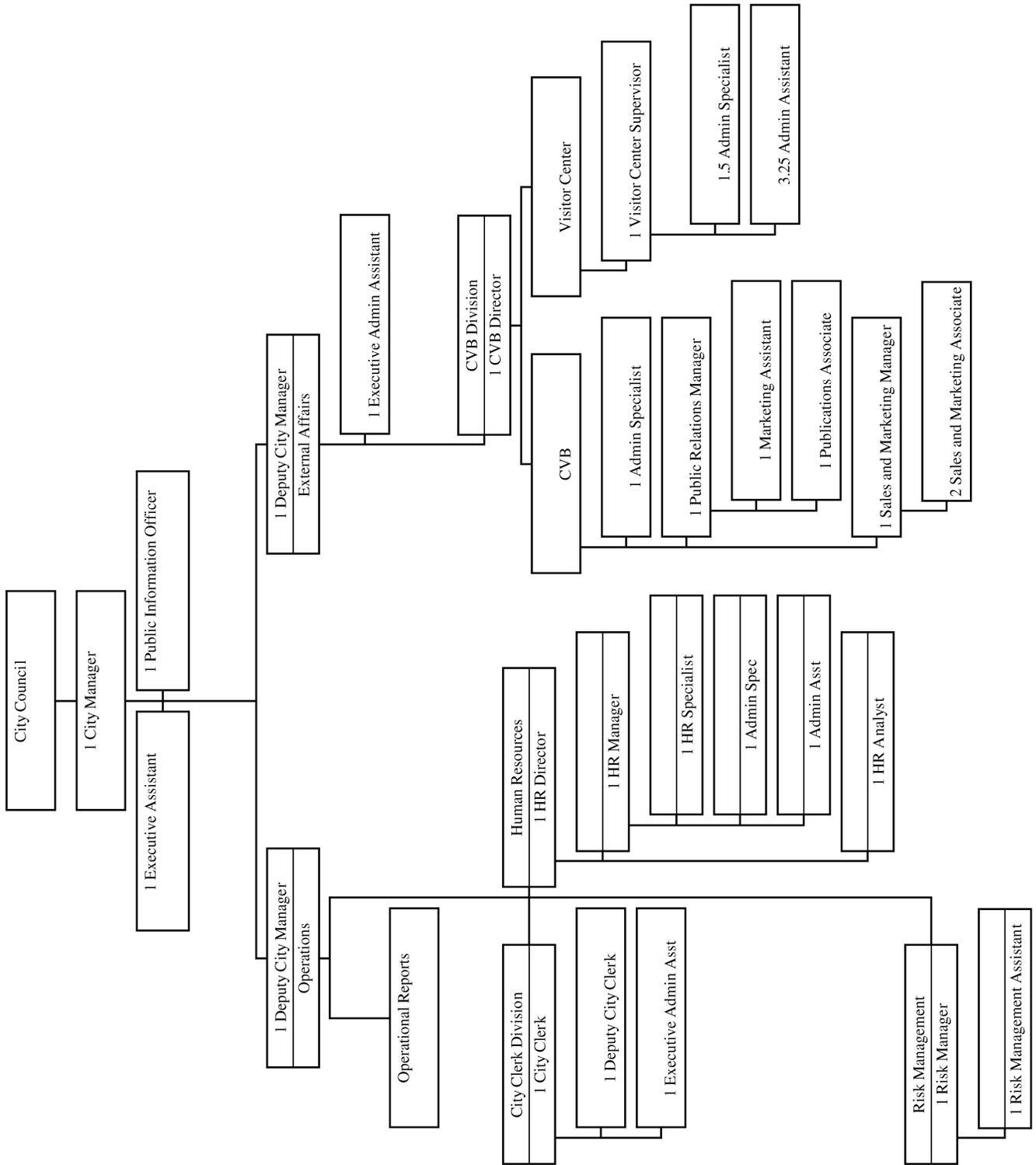
The mission of the **City Attorney's** office is to provide competent and sound legal advice and representation in matters involving or affecting the City.

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

The mission of the **Convention and Visitors Bureau** is to develop, promote, and maintain Flagstaff as a year-round visitor destination with professional visitor services that will benefit the community economically, environmentally, and socially.

The mission of **Visitor Services** is to introduce and educate visitors about the vast tourism opportunities within Flagstaff and the surrounding areas, and to increase the length of visits to Flagstaff.

# General Administration



**MISSION**

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

**PROGRAM DESCRIPTION**

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

**FY 04 GOALS AND RESULTS****GOAL: CUSTOMER SERVICE****RESULTS:**

- ❖ Citizens provided with up to date information allowing them to give knowledgeable input to Council and staff.
- ❖ Local media have a working relationship with PIO and can depend on timely information and/or direction to proper sources.
- ❖ Citizens had access to timely and accurate information through a variety of methods that suits different needs.
- ❖ Citizens were able to access City Council and staff outside of City Hall. It also gave Council an opportunity to listen to citizens about neighborhood/community issues.
- ❖ A survey was completed that provided feedback from citizens on water conservation and street maintenance issues for program and budgeting purposes, and a yearly rating of city services.
- ❖ City employees are becoming more informed and can be a knowledgeable information source to citizens they encounter.

**FY 05 GOALS AND OBJECTIVES****GOAL: ORGANIZATIONAL SUPPORT****OBJECTIVES:**

- ❖ Maintain City Manager/City Council working relationships for policy development.
- ❖ Continue Organizational Development implementation focusing on communication, customer service, and organization structure.
- ❖ Provide organization leadership and coordination toward implementation of Council goals.
- ❖ Continue to provide sufficient information to citizens to gain their understanding of City issues and implement methods to obtain meaningful citizen input.

**GOAL: COLLABORATION****OBJECTIVE:**

- ❖ Coordinate Council and staff effort toward building partnership and intergovernmental relationships to pursue policies, services, and goals in the interests of the Flagstaff community.

**GOAL: CUSTOMER SERVICE/COMMUNICATION****OBJECTIVES:**

- ❖ Keep the citizens well informed and educated through the timely dissemination of information and the facilitation of community input to the Council about City issues, programs, and services.
- ❖ Maintain positive communication links with the local media by:
  - Maintaining and/or increasing City television reports providing information to the community about City programs and services.
  - Maintaining and/or increasing City radio reports providing information to the community about City programs and services.
  - Holding annual meetings with local news agency representatives to evaluate and enhance methods of City communication to the community.
- ❖ Maintain or improve communication dissemination to citizens by:
  - Improving and updating the City web page with current information on programs and services.
  - Coordinating the development, design, layout, and distribution of Cityscape four times a year.
  - Maintaining televised City Council Work Sessions on Cable Channel 4 to community with some pre-meeting announcements and interviews.

- ❖ Maintain and/or increase the City's ability to have two-way communication with citizens outside of City Hall by coordinating neighborhood meetings with the City Council, and open house/issue related type programs.

- ❖ Seek citizen feedback on City services/programs to measure improvements and/or deficiencies through a citizen survey at least annually.
- ❖ Improve the City's efforts at educating and involving employees as an information source.

<b>PERFORMANCE INDICATORS</b>	<b>CY02</b>	<b>CY03</b>	<b>CY04 EST.</b>
Maintain and/or increase City TV reports providing information to the community about City programs, services, issues	50 reports/yr	50 reports/year	50 reports/year
Maintain and/or increase City radio reports providing information to the community about City programs, services, and issues.	120 reports/year	100 reports/year	100 reports/year
Hold twice yearly meetings with local news agency representatives to evaluate and enhance methods of City communications to community	2 meetings – all agencies	1 meeting – all agencies	3 meetings 4 agencies
Improve and update City website with new information on programs and services and begin transition to more e-government services	Develop a plan for transition to e-government and added 5 new pages	RFP developed and distributed for web development and hosting company to meet short-term goals. Civic Plus hired.	New website developed and staff trained to maintain and improve on-line information and services. Planning for transition to e-government long-term goals.
Coordinate the development, design, layout, and distribution of Cityscape	4 times/year	4 times/year	4 times/year
Maintain or expand televised City Council work Sessions on Cable Channel 4 to community	48 times/year	48 times/year	48 times/year
Coordinate neighborhood meetings with the City Council, and other outreach type meetings and open houses.	4 times/year	4 times/year	7 times/year
Develop, coordinate and report the findings of a professional survey of citizen's views on City issues, programs, and services	1 survey completed	1 survey completed	1 survey completed
Develop and implement methods to distribute information to employees and get their feedback on key city programs or services	City Manager quarterly meetings started, employee focus groups, emails and flyers.	At least 4 quarterly meetings with employees and focus groups. Maintain or increase number of informational emails and or flyers	Manager held division level meetings with majority of employees. Several quarterly meetings held and informational letters/flyers distributed.

<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2002-2003	Adopted Budget 2003-2004	Estimated Expenditures 2003-2004	Proposed Budget 2004-2005	Budget-Budget Variance
PERSONAL SERVICES	\$ 569,677	\$ 593,047	\$ 601,342	\$ 631,631	\$ 38,584
CONTRACTUAL	125,775	167,560	149,015	182,645	15,085
COMMODITIES	8,392	7,860	9,202	11,340	3,480
CAPITAL	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 703,844</b>	<b>\$ 768,467</b>	<b>\$ 759,559</b>	<b>\$ 825,616</b>	<b>\$ 57,149</b>
<b>EXPENDITURES BY PROGRAM:</b>					
GENERAL ADMINISTRATION	\$ 594,250	\$ 628,067	\$ 635,605	\$ 672,931	\$ 44,864
DISABILITY AWARENESS	-	-	-	4,085	4,085
PUBLIC INFORMATION	81,136	96,350	86,045	104,550	8,200
CUSTOMER SERVICE	28,458	44,050	37,909	44,050	-
<b>TOTAL</b>	<b>\$ 703,844</b>	<b>\$ 768,467</b>	<b>\$ 759,559</b>	<b>\$ 825,616</b>	<b>\$ 57,149</b>
<b>SOURCE OF FUNDING:</b>					
GENERAL FUND				\$ 532,817	
LIBRARY FUND				37,564	
HIGHWAY USER REVENUE FUND				65,148	
WATER AND WASTEWATER FUND				101,547	
STORMWATER FUND				4,409	
AIRPORT FUND				14,980	
ENVIRONMENTAL SERVICES FUND				69,151	
				<b>\$ 825,616</b>	
<b>COMMENTARY:</b>					
The City Manager's operating budget has increased 7% and there are no capital expenditures. Personal Services increases reflect employee market and merit increases as well as an increase in the cost of health insurance. Contractual and commodity increases are due to the inclusion of the Diversity Awareness Commission, as well as publication space in the Arizona Daily Sun. There is no major capital (>\$10,000) for this division.					

**MISSION**

The mission of the City Clerk's office is to support the values of the community and to administer and safeguard the integrity of the municipal governing process by: conducting fair and open municipal elections, overseeing the timely and accurate accumulation, organization, dissemination, and accessibility to public records; and ensuring legal compliance of all official postings, public notices, and related advertising.

**PROGRAM DESCRIPTION**

As required by the City Charter, the City Clerk maintains the official documents of the City, such as Council meeting minutes, ordinances (including codification), resolutions, deeds, contracts, easements, rights-of-way, and leases. The City Clerk conducts all City elections, coordinates the Council's boards and commissions; conducts board and commission member training and maintains the board and commission member handbook; prepares the Council meeting, work session, and executive session agendas; oversees the City's record management program; oversees and maintains City's policies and procedures; administers the City Council/City Clerk postings on the website; and ensures legal requirements regarding official posting, public notices, publishing, and advertising are met.

**FY 04 GOALS AND RESULTS****GOAL: CUSTOMER SERVICE****RESULTS:**

- ❖ Conduct March, 2004 Primary Election; and May, 2004 Special Bond Authorization and General Election.
- ❖ The new website is on-line and information is posted immediately to the website as it is updated/approved. The mechanism and process for linking full agenda packets to the web remains to be established.
- ❖ Significant forward movement has been made in bringing the records management program up to date, but work remains to be accomplished. This is a lengthy, on-going process that will take at least another year to complete.

- ❖ Efforts to review, revise, and standardize policies contained in the Policy Manual, and publish and distribute the revised City Policy Manual continue to be addressed by the executive management team.

**FY 04 ADDITIONAL ACCOMPLISHMENTS**

- ❖ Fully integrated the new City Clerk into the organization.
- ❖ Improved communication within the organization by providing broader support to departments and staff.
- ❖ Additional training and certification opportunities for Deputy City Clerk and Executive Assistant to the Mayor and Council were accomplished.
- ❖ Redesigned Board and Commission member training and conducted two in-house training sessions.
- ❖ Developed a Board and Commission staff liaison-training program.
- ❖ Converted City Code to a more useable and user-friendly format.
- ❖ Participated in on-going E-Government committee and activities.

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

- ❖ Conduct possible 2004 Fall Special Election
- ❖ Update the board and commission member handbook
- ❖ Conduct biannual board and commission training sessions.
- ❖ Continue expanding website services
- ❖ Finalize the standardization, publishing, and distribution of the revised City Policy Manual.
- ❖ Bring the city's records management program into full compliance.
- ❖ Continue efforts to review, revise, and standardize policies contained in the Policy Manual, and publish and distribute the revised city Policy manual.

PERFORMANCE INDICATORS	FY02	FY03	FY04 EST.
All ordinances were codified within one week of their effective date	75%	75%	100%
All minutes prepared within three business days	N/A	100%	100%
All notices of meetings of appointments to boards and commission members distributed within three business days	N/A	100%	100%
Forward citizen requests for records to the responsible person or department for response or handling within one business day	100%	100%	100%
All records retained, stored and destroyed in compliance with federal and state laws, the City Charter, and established practices, policies and procedures on a monthly basis	100%	100%	100%
All public information provided on the City Clerk's web site updated within five days of change	75%	100%	100%
Revise and publish Board and Commission Member Handbook updates on an annual basis	100%	75%	100%
Conduct all elections in accordance with legal requirements	N/A	N/A	100%

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2002-2003	Adopted Budget 2003-2004	Estimated Expenditures 2003-2004	Proposed Budget 2004-2005	Budget-Budget Variance
PERSONAL SERVICES	\$ 169,935	\$ 176,862	\$ 175,655	\$ 187,149	\$ 10,287
CONTRACTUAL	33,367	166,740	132,165	11,550	(155,190)
COMMODITIES	2,918	2,885	2,474	1,585	(1,300)
CAPITAL	8,061	-	-	-	-
<b>TOTAL</b>	<b>\$ 214,281</b>	<b>\$ 346,487</b>	<b>\$ 310,294</b>	<b>\$ 200,284</b>	<b>\$ (146,203)</b>
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 189,566	\$ 189,012	\$ 186,732	\$ 200,284	\$ 11,272
ELECTIONS	24,715	157,475	123,562	-	(157,475)
<b>TOTAL</b>	<b>\$ 214,281</b>	<b>\$ 346,487</b>	<b>\$ 310,294</b>	<b>\$ 200,284</b>	<b>\$ (146,203)</b>
SOURCE OF FUNDING:					
	GENERAL FUND			\$ 168,616	
	LIBRARY FUND			2,912	
	HIGHWAY USER REVENUE FUND			7,342	
	WATER AND WASTEWATER FUND			12,503	
	STORMWATER FUND			392	
	AIRPORT FUND			1,611	
	ENVIRONMENTAL SERVICES FUND			6,908	
				<b>\$ 200,284</b>	

**COMMENTARY:**

The City Clerk's operating budget has decreased 42% and there are no capital expenditures. There are no capital expenditures. Personal Services increases of 5% are due to employee market and merit increases and the increase in cost of health insurance. Contractuals and commodities decrease reflects the non-election budget year. There is no major capital (>\$10,000) for this division.

**MISSION**

The mission of the Human Resources division is to support the City of Flagstaff's commitment to enhancing partnerships with the citizens of our community by providing dependable service, addressing customer's concerns (both externally and internally), providing high-quality public service, and creating a work environment where initiative, teamwork, and creativity are encouraged and valued.

**PROGRAM DESCRIPTION**

Human Resources is responsible for all areas impacting employees and potential employees. These functions include recruitment and selection, employee grievance and appeals resolution, classification and compensation, employee development and training, employee benefits and services, and equal employment opportunity and affirmative action.

**FY 04 GOALS AND RESULTS****GOAL: CUSTOMER SERVICE****RESULTS:**

- ❖ Establish a uniform process so that complaints are tracked to ensure resolutions in a timely manner. A Complaint Resolution process was adopted and is being managed by Community Development for the entire City.
- ❖ Establish a comprehensive employee recognition program that incorporates all City recognition programs, i.e. City Manager's Excellent Award, WOW, QSI. The Customer Service Committee collaborated with the Employee Recognition Committee and revamped the City Manager's Excellence Award and incorporated all employee recognition programs under one program to include developing a policy which outlines all the various ways to reward and recognize employees.
- ❖ Annual Renewal Celebration. This was incorporated into the above goal.
- ❖ Provided Performance Evaluation training to supervisors.
- ❖ Provided "ART" of Customer Service training to all employees.

**GOAL: ORGANIZATIONAL STRUCTURE****RESULTS:**

- ❖ Implement workforce development to include methodology to reduce employment through attrition and transfer – Successfully placed six individuals whose position was targeted for elimination.

- ❖ Streamline the on line employment application - For positions that are advertised City or Department wide only, city employees can now apply on line for these positions and in the past this feature was not available.
- ❖ Take Human Resources on the road – Human Resources staff attended division/department staff meetings at off site locations and provided information regarding benefits, and policy changes that impact employees.
- ❖ Continue to automate the personnel action forms. All departments are now automated. This has also resulted in a paperless personnel Action log.
- ❖ Completed the implementation of HIPAA Regulations. This has been completed to include establishing separate files for each employee and consolidating payroll and human resources records to comply with HIPAA.
- ❖ Automated the process of Delta Dental enrollment forms.

**FY 04 ADDITIONAL ACCOMPLISHMENTS**

- ❖ Revised Leave Section of Employee handbook
- ❖ Implemented Assignment Pay.
- ❖ Developed and Revised Smoking, Solicitation, and Tuition Reimbursement Policy.
- ❖ Implemented \$250 one time payment.
- ❖ Streamlined the hiring process of temporary snow removal reducing the time by 65%.
- ❖ Revised the EAC Ordinance to include meet and confer language.

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

- ❖ Integrate the "ART" of Customer Service into New Employee Orientation.
- ❖ Implement the Employee Recognition Program.

**GOAL: ORGANIZATIONAL STRUCTURE****OBJECTIVES:**

- ❖ Continue to maintain and monitor the Vacancy Review Process to address workforce reduction/development.
- ❖ Implement and Participate in Meet and Confer
- ❖ Review and Develop a Succession Plan to include reorganizing to maximize efficiency.
- ❖ Evaluate and review IS organizational structure to meet future needs.

- ❖ Continue to update the Employee Handbook.
- ❖ Expand outreach opportunities to improve diversity through education and informational workshops.

**DIVERSITY AWARENESS COMMISSION**

**OBJECTIVES:**

- ❖ Develop a process to recognize and award individuals or groups who support diversity and tolerance.

- ❖ Become more involved with the County Diversity Commission.
- ❖ Expand the “The Face of Our Community” event to include more schools.
- ❖ Continue to become more pro-active in the community in addressing issues and promoting diversity and tolerance.

<b>PERFORMANCE INDICATORS</b>	<b>CY02</b>	<b>CY03</b>	<b>CY04 EST.</b>
Working days for external recruitment	N/A	N/A	65 days
Working days for internal recruitment	N/A	N/A	35 Days
Working days to reclassify positions	NA	3 mo	2 mo
Turnover Rates	11.7%	10.13%	10%
Number of employee grievances	NA	2	1
Number of grievances resolved before passing to management	NA	100%	100%
Performance Reviews Completed on schedule	NA	75%	85%

<b>EXPENDITURES BY CATEGORY:</b>	Actual Expenditures 2002-2003	Adopted Budget 2003-2004	Estimated Expenditures 2003-2004	Proposed Budget 2004-2005	Budget-Budget Variance
PERSONAL SERVICES	\$ 250,803	\$ 268,733	\$ 275,566	\$ 361,323	\$ 92,590
CONTRACTUAL	25,049	116,415	76,658	101,540	(14,875)
COMMODITIES	15,819	24,205	23,723	27,039	2,834
CAPITAL	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 291,671</b>	<b>\$ 409,353</b>	<b>\$ 375,947</b>	<b>\$ 489,902</b>	<b>\$ 80,549</b>

<b>EXPENDITURES BY PROGRAM:</b>	Actual Expenditures 2002-2003	Adopted Budget 2003-2004	Estimated Expenditures 2003-2004	Proposed Budget 2004-2005	Budget-Budget Variance
GENERAL ADMINISTRATION	\$ 177,256	\$ 200,329	\$ 207,339	\$ 265,959	\$ 65,630
RECRUITMENT AND SELECTION	56,798	60,253	60,380	63,623	3,370
COMPENSATION AND CLASS.	75	200	200	200	-
TRAINING & DEVELOPMENT	57,542	148,571	108,028	158,560	9,989
DIVERSITY AWARENESS COMM.	-	-	-	1,560	1,560
<b>TOTAL</b>	<b>\$ 291,671</b>	<b>\$ 409,353</b>	<b>\$ 375,947</b>	<b>\$ 489,902</b>	<b>\$ 80,549</b>

<b>SOURCE OF FUNDING:</b>	Amount
GENERAL FUND	\$ 397,303
LIBRARY FUND	17,843
HIGHWAY USER REVENUE FUND	14,746
WATER AND WASTEWATER FUND	30,445
STORMWATER FUND	2,640
AIRPORT FUND	4,614
ENVIRONMENTAL SERVICES FUND	22,311
<b>TOTAL</b>	<b>\$ 489,902</b>

**COMMENTARY:**  
 The Human Resources operating budget has increased 20% and there are no capital expenditures. Personal Services increase is for one HR Analyst to increase to a full time position plus adding on one full time HR Operations Manager. There will also be employee market, merits, and insurance costs. Contractuals 13% decrease is for \$7,000 to be transferred from consulting fees to regular pay for temporary help in HR. There is also a reduction of \$10,000 in Education and Training.

**MISSION**

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

**PROGRAM DESCRIPTION**

The Risk Management division is responsible for control of risk and focuses on the protection of the City's human, financial and physical assets. The protection and well-being of employees and the public is of utmost priority and financial and physical assets provide us with the tools to accomplish the City's mission of service to its citizens.

**FY 04 GOALS AND RESULTS****RESULTS:**

- ❖ Responded to internal customers with an array of new training classes, and have a service expectation of contact within 24 hours with all new claimants.
- ❖ After review of the participating city's "Claim satisfaction response cards" it was determined that the ICMA benchmarking was not useful as there were few common denominators among the sample group.
- ❖ Obtained Associate in Claims designations by the Risk Manager and Assistant.
- ❖ Continue performing inspections, identifying areas of needed change, and implementing corrections to improve life safety and prevention of accidents. A recent fire affecting the City's residential sanitation trucks made it clear that the impacts of an accident extend beyond just financial loss.
- ❖ The City's Safety policies have been revised and updated and are ready for publication. The employee safety manual, a condensed version of the policies, is completing the review process. Distribution targeted for September 2004.
- ❖ Revised Accident reporting forms are on-line and training for supervisors to assist in developing recommendations for accident prevention is available.
- ❖ The City's goal of workers compensation accident reduction was not met. During the calendar year, 2003, an increase of 2 accidents over 2002 occurred, and lost workdays were up 89%.
- ❖ A successful fire evacuation drill was conducted at City Hall and a chlorine leak evacuation drill was

conducted at Wildcat identifying areas of improvement in both locations.

**FY 04 ADDITIONAL ACCOMPLISHMENTS**

- ❖ Liability claims – 66 closed during calendar year 2003.
- ❖ In excess of \$26,000 collected in restitution in calendar year 2003.
- ❖ Risk Manager and Assistant have received Defensive Driver Trainer certifications and are authorized to conduct training classes that have not been available to employees for over five years.

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

- ❖ To be responsive to both internal and external customers needs and requests.

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

- ❖ To apply risk management techniques to minimize the adverse effects of losses and long-term costs of City activities by identification, prevention, and control of risk and to serve as a cost reduction center.
- ❖ Conduct safety inspections of City facilities to identify areas that need improvement in life safety.
- ❖ Implement recommendations of Accident Review Board investigations of accidents.
- ❖ Manage Return to Work program and Sick Industrial policy.
- ❖ To protect the City against the financial consequences of accidental losses of a catastrophic nature. Stay abreast of changing insurance markets and legal climate concerning public entities to avoid self-insuring risks that are not consciously retained.

Consult with Broker concerning obtaining coverage for identified exposures, or Finance Department to be certain funding is available for retained exposures. Attend Public Risk Management seminars and Certified Risk management courses addressing public entity issues.

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

- ❖ To protect and conserve the City's assets and public service capabilities from loss, destruction, or depletion to ensure that citizens may benefit and utilize City services and facilities.

- ❖ Assist division safety coordinators by conducting “train the trainer” classes in defensive driver, ergonomics, risk identification, Federal and State regulations, and City policies.
- ❖ Assure that divisions have access and are aware of resources risk management can provide.
- ❖ Emergency evacuation drill scheduled at a city work site.
- ❖ “ICE” program to Identify, Communicate and Eliminate hazards to be promoted Citywide to encourage all staff to take personal responsibility to “ICE” hazards they encounter during their workday.

<b>PERFORMANCE INDICATORS</b>	<b>CY02</b>	<b>CY03</b>	<b>CY04 EST.</b>
Complete one facility inspection monthly and make recommendations	11 inspections	12 inspections	12 inspections
Reduce the number of workers compensation claims compared to previous year	5%	5%	5%
Conduct monthly Accident Review Board meetings monthly and follow through on recommended preventative actions	10 meetings	11 meetings	11 meetings
Manage Return to Work and Sick Industrial policy as measured by the number of lost workdays and compared with ICMA lost work day benchmark	No greater than 5% variance	No greater than 5% variance.	No greater than 5% variance.
Have contact with each division safety coordinator on a monthly basis	12 contacts/year	12 contacts/year	12 contacts/year
Emergency evacuation conducted at work site	12/31/02	12/31/03	12/31/04
On site accident inspections, casualty and Work Compensation	NA	12 per year	12 per year

<b>EXPENDITURES BY CATEGORY:</b>	Actual Expenditures 2002-2003	Adopted Budget 2003-2004	Estimated Expenditures 2003-2004	Proposed Budget 2004-2005	Budget-Budget Variance
PERSONAL SERVICES	\$ 98,402	\$ 105,663	\$ 105,869	\$ 118,985	\$ 13,322
CONTRACTUAL	5,249	6,370	6,477	6,370	-
COMMODITIES	2,599	2,535	2,226	2,535	-
CAPITAL	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 106,250</b>	<b>\$ 114,568</b>	<b>\$ 114,572</b>	<b>\$ 127,890</b>	<b>\$ 13,322</b>

<b>EXPENDITURES BY PROGRAM:</b>	Actual Expenditures 2002-2003	Adopted Budget 2003-2004	Estimated Expenditures 2003-2004	Proposed Budget 2004-2005	Budget-Budget Variance
ADMINISTRATION	\$ 106,250	\$ 114,568	\$ 114,572	\$ 127,890	\$ 13,322
<b>TOTAL</b>	<b>\$ 106,250</b>	<b>\$ 114,568</b>	<b>\$ 114,572</b>	<b>\$ 127,890</b>	<b>\$ 13,322</b>

<b>SOURCE OF FUNDING:</b>	
GENERAL FUND	\$ 83,258
LIBRARY FUND	6,295
HIGHWAY USER REVENUE FUND	9,641
WATER AND WASTEWATER FUND	15,148
STORMWATER FUND	888
AIRPORT FUND	2,318
ENVIRONMENTAL SERVICES FUND	10,342
	<b>\$ 127,890</b>

**COMMENTARY:**  
Risk Management has increased 12% and there are no capital expenditures. The increase is to Personal Services for employee market, merits, and insurance costs.

**MISSION**

The mission of the City Attorney's office is to provide competent and sound legal advice and representation in matters involving or affecting the City.

**PROGRAM DESCRIPTION**

The Law Division assures the legality of the official business of the City of Flagstaff by providing legal advice and opinions to the Mayor and Council, the City Manager, the City departments, and the City's boards and commissions. This division represents the City in civil litigation, and represents the City and the State of Arizona in criminal misdemeanor cases occurring within the City limits. This division also prepares or reviews all contracts, ordinances, resolutions or other legal documents involving the City.

**FY 04 GOALS AND RESULTS****GOAL: CUSTOMER SERVICE****RESULTS:**

- ❖ Provide legal advice to the City Council, City Manager, the City's departments, and boards and commissions in a timely manner: Provided legal advice on a diverse spectrum of topics as detailed in the FY 04 Additional Accomplishments.
- ❖ Prepare or review in a timely fashion all contracts, ordinances, resolutions, and other legal documents involving or affecting the City: Prepared or reviewed legal documents described above in a timely manner.

**GOAL: PUBLIC SAFETY****RESULTS:**

- ❖ Prosecute or defend all litigation initiated by or against the City after all settlement attempts have failed: All litigation pursued as appropriate.
- ❖ Provide aggressive prosecution of criminal misdemeanors occurring within the City limits: Aggressive prosecution provided as needed.

**GOAL: FISCAL RESPONSIBILITY****RESULTS:**

- ❖ Provide advice and guidance to reduce liability exposure and to reduce claims filed against the City of Flagstaff: Advice and guidance provided as needed.

**FY 04 ADDITIONAL ACCOMPLISHMENTS****Community Health & Welfare**

- ❖ Increased efforts in the water and sewer utilities, flood control and storm water areas by reviewing, drafting, or revising ordinances, resolutions, or agreements pertaining to (1) gray water amendments to Uniform Plumbing Code, (2) water conservation (3) draft Storm Water Fee Credit Manual, (4) Rio de Flag Flood Control Project, and (5) IGA with NAU for design and construction of reclaim water line extension.
- ❖ Drafted or revised counter lease and office lease and rules and regulations for Airport.
- ❖ Amended compensation schedule provisions of Norton Environmental Lease Agreement, for operation of materials recovery facility.
- ❖ Researched and prepared memorandum for City Manger and Fire Chief with recommendations for ordinance amendments to permit more flexibility to operate in emergency conditions within state statutory requirements.
- ❖ Handled litter, building and zoning cases resulting in abatement of violations.
- ❖ Worked with Police Department regarding violations of the Sexually Oriented Business ordinance.

**Redevelopment**

- ❖ Continued oversight of condemnation actions for the Butler realignment, the Soliere extension, and the Country Club widening.
- ❖ Completed development agreement providing for Nestle Purina Petcare Company expansion.
- ❖ Continued work on draft documents needed to move the mall redevelopment project forward and review drafts of documents seeking proposals for downtown conference center and hotel.
- ❖ Continued work on legal issues and complexities of developing telecommunications fiber ring at the Airport.

**Ordinances, Resolutions, Regulations, Agreements and Other Documents**

- ❖ Prepared ordinances and resolutions pertaining to Airport rules and regulations, water conservation, affordable housing projects development agreement, and numerous intergovernmental agreements.
- Prepared rezoning ordinance, participated in preparation of development agreement and prepared resolution for development agreement for Mall expansion and Auto Park.

**Claims, Litigation and Hearings and Audits**

- ❖ Continued oversight of redistricting litigation.
- ❖ Saw the conclusion of several claims with a potential for large dollar exposure.
- ❖ Sales tax hearings continue to increase.
- ❖ Established positive working relationship with Department of justice attorney conducting ADA audit of City facilities and served as liaison with other City departments.

**FY 05 GOALS AND OBJECTIVES**

**GOAL: CUSTOMER SERVICE**

**OBJECTIVES:**

- ❖ Provide legal advice to City Council, City Manager, the City's departments, and Boards and Commissions in a timely manner.

- ❖ Prepare or review in a timely fashion all contracts, agreements, ordinances, resolutions, and other legal documents involving or affecting the City.

**GOAL: PUBLIC SAFETY**

**OBJECTIVES:**

- ❖ Prosecute or defend all litigation initiated by or against the City after all settlement attempts have failed
- ❖ Provide aggressive prosecution of criminal misdemeanors occurring within City limits.

**GOAL: FISCAL RESPONSIBILITY**

**OBJECTIVES:**

- ❖ Provide advice and guidance to reduce liability exposure and to reduce claims filed against the City of Flagstaff.

<b>PERFORMANCE INDICATORS</b>	<b>CY02</b>	<b>CY03</b>	<b>CY04 EST.</b>
Ordinances/Resolutions reviewed	20/90	23/73	28/80
Contracts/Leases/Agreements reviewed	135	106	115
Council meetings attended (Work/Regular/Special/Executive)	120	109	120
New Cases	4,024	3,840	3,932
Domestic Violence Cases	740	693	716
Driving under the Influence (DUI) cases	846	699	772
Juvenile Tobacco Cases	2	0	1
Criminal Traffic Cases (excluding DUI)	642	662	685
Sales Tax Cases	22	26	30
Other Cases	1,352	1,185	1,200
Underage Alcohol	135	182	210
Cases Involving a Victim	714	685	699
Pending DUI files at year end	175	218	230

<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2002-2003	Adopted Budget 2003-2004	Estimated Expenditures 2003-2004	Proposed Budget 2004-2005	Budget-Budget Variance
PERSONAL SERVICES	\$ 781,068	\$ 851,729	\$ 813,995	\$ 896,015	\$ 44,286
CONTRACTUAL	18,089	27,059	21,724	31,804	4,745
COMMODITIES	27,471	37,675	28,703	38,025	350
CAPITAL	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 826,628</b>	<b>\$ 916,463</b>	<b>\$ 864,422</b>	<b>\$ 965,844</b>	<b>\$ 49,381</b>
<b>EXPENDITURES BY PROGRAM:</b>					
GENERAL ADMINISTRATION	\$ 75,226	\$ 104,907	\$ 77,399	\$ 142,170	\$ 37,263
COUNCIL AND COMMISSIONS	392,819	409,402	426,809	402,318	(7,084)
POLICE COURT	358,583	402,154	360,214	421,356	19,202
<b>TOTAL</b>	<b>\$ 826,628</b>	<b>\$ 916,463</b>	<b>\$ 864,422</b>	<b>\$ 965,844</b>	<b>\$ 49,381</b>
<b>SOURCE OF FUNDING:</b>					
	GENERAL FUND			\$ 790,548	
	LIBRARY FUND			17,281	
	HIGHWAY USER REVENUE FUND			43,566	
	WATER AND WASTEWATER FUND			61,566	
	STORMWATER FUND			2,327	
	AIRPORT FUND			9,562	
	ENVIRONMENTAL SERVICES FUND			40,994	
				<b>\$ 965,844</b>	
<b>COMMENTARY:</b>					
The Law division operating budget has increased 5% and there are no capital expenditures. Personal Services increases is due to market, merit, and health insurance increases. Contractual increases is for required Legal Education for attorney's to remain active with the State Bar plus increased advertising costs.					

**MISSION**

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

**PROGRAM DESCRIPTION**

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

**FY 04 GOALS AND RESULTS****GOAL: PUBLIC SAFETY****RESULTS:**

- ❖ Through active case management, adjudicate 90% of all cases within 90 days, (ABA standard) excluding warrant cases.
- ❖ Complied with all Rules of Court and Statutory case handling requirements.
- ❖ Provided accurate information to the public.
- ❖ Added an additional probation officer position to handle expanded role in drug violation cases.

**GOAL: FISCAL HEALTH****RESULTS:**

- ❖ Maintained fiscal integrity in all financial transactions.
- ❖ Complied with all Minimum Accounting Standards and reported timely.
- ❖ Participated in development of statewide FARE collection program. Became a pilot court for working through collection backlog.

**GOAL: CUSTOMER SERVICE****RESULTS:**

- ❖ Developing an attitude and expectation in providing service to court customers while maintaining integrity in the application of state law.
- ❖ Had all staff complete orientation and training requirements of Arizona Judiciary.
- ❖ Completed first draft of Minimum Operational Standards for limited jurisdiction courts that can be sued on a statewide basis.
- ❖ Upgraded facilities to be in compliance with ADA standards and provide better customer service.

- ❖ Staff completed a customer service-training program targeted at court employee situations.
- ❖ Coordinated efforts across a broad range of programs with other local courts, the Arizona Supreme Court, law enforcement, and the bar.
- ❖ Continued the multi-jurisdictional Drug Court while adding a streamlined process for misdemeanor cases.
- ❖ Worked with Statewide efforts for automation coordination through the Court Automation Coordinating Committee.
- ❖ Continued implementation of the Justice 2020 strategic plan in collaboration with Justice and Superior Courts.

**FY 04 ADDITIONAL ACCOMPLISHMENTS**

- ❖ Increased amount entered into tax intercept program to over \$3M.
- ❖ Upgraded jury management system to provide better notification and customer service for citizens serving as jurors.
- ❖ Implemented an on-line payment program in coordination with FARE collections.

**FY 05 GOALS AND OBJECTIVES****GOAL: PUBLIC SAFETY****OBJECTIVES:**

- ❖ Through active case management, adjudicate 90% of all cases within 90 days, excluding warrant cases (ABA standard).
- ❖ Comply with all Rules of Court and Statutory case handling requirements.
- ❖ Provide accurate information to the public.
- ❖ Improve tracking of those who fail to comply with court orders.

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

- ❖ Expand collection efforts to increase total yearly revenues.
- ❖ Maintain fiscal integrity in all financial transactions.
- ❖ Comply with all Minimum Accounting Standards and report yearly.
- ❖ Coordinate with the AOC to implement Full Fare collection efforts, including contract tracking for collections.

**GOAL: CUSTOMER SERVICE**

**OBJECTIVES:**

- ❖ Develop an attitude and expectation in providing service to court customers while maintaining integrity in the application of state law.
- ❖ Have all staff complete orientation and training requirements of Arizona judiciary.
- ❖ Finalize the development of Minimum Operational Standards for the Court that can be used and implemented on a statewide basis.
- ❖ Continue with development of facilities that provide improved access and security to the Court including the creation of plans for a temporary facility in coordination with downtown development

**GOAL: COLLABORATION**

**OBJECTIVES:**

- ❖ Coordinate efforts across a broad range of programs with other local courts, the Arizona Supreme Court, law enforcement, and the bar.
- ❖ Continue the multi-jurisdictional Drug Court while expanding use in misdemeanor cases with other jurisdictions.
- ❖ Work with Statewide efforts for automation coordination through the Court Automation Coordinating Committee.
- ❖ Continue implementation of the Justice 2020 strategic plan in collaboration with Justice and Superior Courts.
- ❖ Participate with evaluation and implementation of a new Case Management System (CMS) for limited jurisdiction courts in throughout the state.

<b>PERFORMANCE INDICATORS</b>	<b>CY02</b>	<b>CY03</b>	<b>CY04 EST.</b>
Timely adjudication of all cased filed before the court			
Total # of charges filed (*change in process, excludes parking violations)	21,751*	21,004	23,000*
Cases completed 0-30 days (state average = 55%)	50%	49%	50%
Cases completed 31-60 days (state average = 24%)	29%	25%	25%
Cases completed 61-90 days (state average = 10%)	11%	8%	9%
Cases completed 91-120 days (state average = 5%)	4%	3%	3%
Cases completed 121+ days (state average = 6%)	7%	15%	13%
Consistent and accurate collection of fines imposed by the Court			
Amount of general funds collected	830,927	859,877	840,000
Amount of surcharges collected	745,010	806,607	750,000
Amount of local funds collected	231,959	249,749	233,000
Total amount collected	1,807,896	1,916,233	1,823,000

\* - Reflects changes in statistical analysis process and elimination of parking violations from total count.

<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2002-2003	Adopted Budget 2003-2004	Estimated Expenditures 2003-2004	Proposed Budget 2004-2005	Budget-Budget Variance
PERSONAL SERVICES	\$ 1,189,524	\$ 1,342,786	\$ 1,330,284	\$ 1,398,704	\$ 55,918
CONTRACTUAL	202,035	227,598	209,493	437,361	209,763
COMMODITIES	97,610	74,524	69,486	75,624	1,100
CAPITAL	22,450	50,480	50,760	-	(50,480)
<b>TOTAL</b>	<b>\$ 1,511,619</b>	<b>\$ 1,695,388</b>	<b>\$ 1,660,023</b>	<b>\$ 1,911,689</b>	<b>\$ 216,301</b>
<b>EXPENDITURES BY PROGRAM:</b>					
GENERAL ADMINISTRATION	\$ 682,214	\$ 765,006	\$ 739,732	\$ 697,463	\$ (67,543)
TRIALS & ARRAIGNMENTS	359,155	390,142	408,962	488,749	98,607
RECORDS MANAGEMENT	211,712	262,710	232,040	437,865	175,155
COURT COLLECTIONS	258,538	277,530	279,289	287,612	10,082
<b>TOTAL</b>	<b>\$ 1,511,619</b>	<b>\$ 1,695,388</b>	<b>\$ 1,660,023</b>	<b>\$ 1,911,689</b>	<b>\$ 216,301</b>
<b>SOURCE OF FUNDING:</b>					
GENERAL FUND				\$ 1,911,689	
				<b>\$ 1,911,689</b>	
<b>COMMENTARY:</b>					
The City Court operating budget has increased 16%. Personal Services increases are due to employee market, merit, and insurance costs. The main increase in Contractuals is due to a \$205,163 transfer of warrants from Police to Court. There is no major capital (>\$10,000) for this division.					

**MISSION**

The mission of the Convention and Visitors Bureau is to develop, promote, and maintain Flagstaff as a year-round visitor destination with professional visitor services that will benefit the community economically, environmentally, and socially.

**PROGRAM DESCRIPTION**

The Flagstaff Convention and Visitors Bureau is charged with administering tourism programs for the City of Flagstaff and receives an allocation of 30% of the BBB tax collected. Programs to develop tourism in Flagstaff are ongoing and include marketing to tour operators, travel agents, meeting and conference planners, consumers and media, both in domestic and international markets. The CVB is also involved in the creation and maintenance of partnership opportunities, locally and regionally.

**FY 04 GOALS AND RESULTS**

**GOAL: ECONOMIC DEVELOPMENT/ REINVESTMENT**

**RESULTS:**

- ❖ Increase visitation and lengths of stay by visitors to Flagstaff, increasing BBB and Sales Tax Revenues: for the CY02, the flagstaff RevPar was \$35.32 (a 1.8% dip from the previous year), and in CY03 it increased to \$36.03 (a 2.03% increase).
- ❖ Establish Flagstaff as a year round destination, balancing the effects of seasonality: Worked with the AZ Rocks to gain additional media attention to the region, with Marketing Committee changed

direction of advertising campaign to focus on events and seasons

**FY 04 ADDITIONAL ACCOMPLISHMENTS**

- ❖ Increased visibility to the Film industry for the Film commission, which assisted in attracting a number of commercials and a feature film shoot to Flagstaff.
- ❖ Refilled all positions at the CVB
- ❖ Continued work on Tourism Strategic plan in conjunction with Tourism Commission.
- ❖ Successful transition of Visitor Center to City.
- ❖ Increased Tourism Economy while competitors struggled to regain visitation.
- ❖ Continued to increase coverage accomplishing major media coverage worth approximately \$825,000.

**FY 05 GOALS AND OBJECTIVES**

**GOAL: ECONOMIC DEVELOPMENT/ REINVESTMENT**

**OBJECTIVES:**

- ❖ Continue to BBB Tax Collection and Citywide RevPar.
  - Continue to work with Visitor Center to develop new sales strategies and initiatives.
  - Stay involved with state and regional marketing initiatives.
  - Stay involved with initiatives that will bring more winter visitors.

Strengthen reputation of Film commission

<b>PERFORMANCE INDICATORS</b>	<b>CY02</b>	<b>CY03</b>	<b>CY04 EST.</b>
Increase Hotel portion of BBB tax by 2%.	2.95%	.11%	1.0%
Increase RevPar Citywide by 2%.	(1.8%)	2.03%	2.0%

<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2002-2003	Adopted Budget 2003-2004	Estimated Expenditures 2003-2004	Proposed Budget 2004-2005	Budget-Budget Variance
PERSONAL SERVICES	\$ 299,282	\$ 321,362	\$ 322,459	\$ 474,444	\$ 153,082
CONTRACTUAL	665,647	729,687	587,412	474,078	(255,609)
COMMODITIES	160,651	178,767	133,636	141,822	(36,945)
CAPITAL	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,125,580</b>	<b>\$ 1,229,816</b>	<b>\$ 1,043,507</b>	<b>\$ 1,090,344</b>	<b>\$ (139,472)</b>
<b>EXPENDITURES BY PROGRAM:</b>					
GENERAL ADMINISTRATION	\$ 348,913	\$ 422,101	\$ 395,667	\$ 515,101	\$ 93,000
MARKETING AND PROMOTION	774,326	797,715	642,365	570,243	(227,472)
FILM OFFICE	2,341	10,000	5,475	5,000	(5,000)
<b>TOTAL</b>	<b>\$ 1,125,580</b>	<b>\$ 1,229,816</b>	<b>\$ 1,043,507</b>	<b>\$ 1,090,344</b>	<b>\$ (139,472)</b>
<b>SOURCE OF FUNDING:</b>					
TOURISM FUND				\$ 1,090,344	
				<b>\$ 1,090,344</b>	
<b>COMMENTARY:</b>					
The Tourism operating budget has decreased 11% and there are no capital expenditures. Personal Services increases are due to market, merit and health insurance increases. Contractual decreases consist of Other Misc Services \$32,720, Travel & Education \$70,400, Advertising \$163,192, Memberships \$8,025 and Consulting Fees \$20,000. Commodities decreases are Promotional materials \$26,000, Photo & Microfilm \$8,995 and Office Equipment \$3,400.					

**MISSION**

The mission of Visitors Services strives to introduce and educate visitors about the vast tourism opportunities within Flagstaff and the surrounding areas, and to increase the length of visits to Flagstaff.

**PROGRAM DESCRIPTION**

The Flagstaff Visitor Center (VC) opened in the Historic Train Station in 1994. Until March of 2003 the VC was operated by the Flagstaff Chamber of Commerce; funded by the City of Flagstaff.

The Flagstaff Tourism commission sought an expanded mission for the VC and determined the operation would be more cohesive under the direction of the Flagstaff Convention and Visitor Bureau (CVB). The VC function was successfully transitioned to the CVB with existing staff becoming city employees.

**FY 04 GOALS AND RESULTS**

**GOAL: ECONOMIC DEVELOPMENT/ REINVESTMENT**

**RESULTS:**

- ❖ Increase visitation and lengths of stay by visitors to Flagstaff, increasing BBB and Sales Tax Revenues: increase in RevPar this year over last was 2.03%.
- ❖ Complete smooth transition of visitor Center to city programs: Retained all but one staff member, added Visitor Center Supervisor.
- ❖ Provide excellent customer service, create tracking mechanism to establish baselines and trends: Working with Attractions Group and NAU/HRM Research to develop comprehensive survey.
- ❖ Create programs for stakeholders that demonstrate value of Visitor Services: VC staff developing and

distributing Calendars of Events, Flagstaff Happenings and creating a rack card to promote the VC.

**FY 04 ADDITIONAL ACCOMPLISHMENTS**

- ❖ Joined Grand Circle Association to promote services regionally.
- ❖ Improved relationships within the community and networking.

**FY 05 GOALS AND OBJECTIVES**

**GOAL: ECONOMIC DEVELOPMENT/ REINVESTMENT**

**OBJECTIVES:**

- ❖ Reintroduce Visitor Center to the Community:
  - Monitor success of rack card by tracking and feedback from stakeholders.
  - Continue VC staff visitors to stakeholders.
  - Explore ideas to host events and receptions.
- ❖ Create programs for stakeholders that demonstrate value of Visitor Services:
  - Work with attractions to house exhibits at Visitor Center.
  - Work with NAU on VC internships.
  - Explore ideas to host events and receptions.
- ❖ Provide excellent customer service, create tracking mechanism to establish and trends:
  - Revamp VC reporting programs.
  - VC survey in conjunction with attractions.
- ❖ Expand the VC retail segment.
  - Work with vendors to create new market niches.
  - Work with stakeholders to display their items
  - Explore bringing in NAU items.
  -

<b>PERFORMANCE INDICATORS</b>	<b>CY02</b>	<b>CY03</b>	<b>CY04 EST.</b>
Increase Distribution of Fulfillment	4,608	12,940	18,444
Increase Hotel portion of BBB tax by 2%	2.95%	.11%	1.0%

<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2002-2003	Adopted Budget 2003-2004	Estimated Expenditures 2003-2004	Proposed Budget 2004-2005	Budget-Budget Variance
PERSONAL SERVICES	\$ 49,253	\$ 207,644	\$ 215,732	\$ 228,254	\$ 20,610
CONTRACTUAL	164,802	67,223	39,614	56,753	(10,470)
COMMODITIES	62,755	37,000	35,872	15,377	(21,623)
CAPITAL	1,427	190,000	146,519	70,000	(120,000)
<b>TOTAL</b>	<b>\$ 278,237</b>	<b>\$ 501,867</b>	<b>\$ 437,737</b>	<b>\$ 370,384</b>	<b>\$ (131,483)</b>
<b>EXPENDITURES BY PROGRAM:</b>					
GENERAL ADMINISTRATION	\$ 217,190	\$ 215,862	\$ 207,350	\$ 248,807	\$ 32,945
TRAIN STATION OPERATIONS	61,047	286,005	68,606	51,577	(234,428)
VISITOR CENTER REMODEL	-	-	161,781	70,000	70,000
<b>TOTAL</b>	<b>\$ 278,237</b>	<b>\$ 501,867</b>	<b>\$ 437,737</b>	<b>\$ 370,384</b>	<b>\$ (131,483)</b>
<b>SOURCE OF FUNDING:</b>					
TOURISM FUND				\$ 370,384	
				<b>\$ 370,384</b>	
<b>COMMENTARY:</b>					
<p>The Visitor Services operating budget has decreased 4% and capital expenditures total \$70,000 resulting in an overall net decrease of 26%. Personal Services has increased 8% due to market, merit and health insurance costs. Contractual decreases consist of Telephone costs of \$9,000 and Maintenance &amp; Equipment \$2,060. Commodities decreases are Janitorial costs of \$24,000. Major capital (&gt;\$10,000) includes \$70,000 for the rehabilitation of the Visitor's Center of which \$62,000 is a carryforward from FY 04.</p>					

