Flagstaff, Arizona

2008

Protecting the Future of Flagstaff through Public Safety

City of Flagstaff
Annual Budget
and Financial Plan

2007–2008

Annual Budget and Financial Plan

Fiscal Year 2007-2008
City of Flagstaff, Arizona

CITY COUNCIL

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Scott Overton, Vice-Mayor
Karen K. Cooper
Joseph P. Haughey
Kara M. Kelty
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Flagstaff

Arizona

For the Fiscal Year Beginning

July 1, 2006

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Flagstaff, Arizona for its annual budget for the fiscal year beginning July 1, 2006. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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CITY OF FLAGSTAFF, ARIZONA
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USERS GUIDE

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

Transmittal - The City Manager's message and Budget Summary provides readers with a synopsis of the resource allocation priorities established by the City Council for fiscal year 2008.

Budget Overview - The overview provides an overview of the key policy issues, priorities and strategies which shaped the fiscal year 2008 budget, the budget process fiscal policies, revenue assumptions, and expenditure highlights.

Policies and Procedures – This section provides information on fiscal and budget policies as it related to certain funds, debt performance, fund balances, expenditure limitation control, revenues, operating budget impact, and capital investments.

Issues and Updates - Excerpts from the Council Review and Discussion Book used during the two weeks of study sessions discuss specific Council decision/directions impacting the prior and current fiscal year budgets.

Financial Summaries - The schedules consolidate the major financial information and operating data elements. Several schedules also serve to meet state statutory reporting requirements. The expenditure summaries are used primarily for operational purposes, e.g., monitoring expenditures at a fund level and at a category level, and maintaining accountability at a department level, with managers accountable at the cost center level.

Department Detail - Each operating Division Summary provides a description, goals and objectives, major accomplishments of fiscal year 2007, performance indicators, expenditure history and budget, commentary on significant changes, and sources of funding.

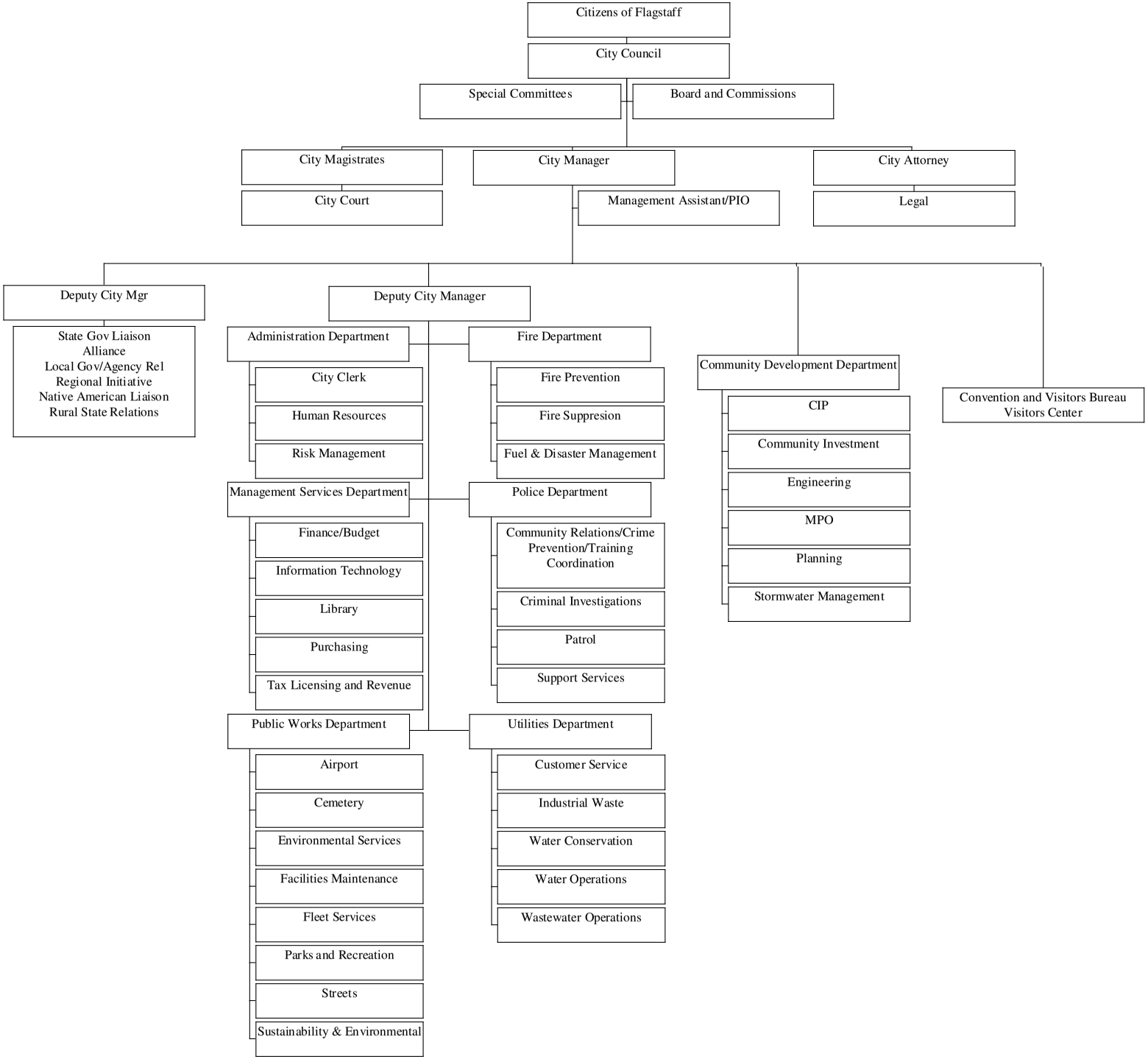
Capital Improvements - The current year portion of the five-year capital improvement program is listed, along with location maps and funding source. A more detailed project-planning sheet is available in the separately published five-year Capital Budget and Capital Improvement Plan.

Community Profile - The profile provides background information so that the budget can be viewed in the context of the factors that shape and affect budget decisions, priorities, and financial parameters within which the community operates. Also provided are select statistical tables providing historical trend information on tax rates, expenditures, and assessed valuations of property.

Appendix - In the appendices the user will find a glossary of budget terminology, ordinances/resolutions adopting the levies and budget, a summary of authorized personnel/positions by department, the city pay plan, and a summary of the cost allocation basis.

For additional information, please call the Finance and Budget Office directly at (928) 774-5281 extension 3201. This budget document may also be viewed on the City of Flagstaff website, www.flagstaff.az.gov, in Adobe Acrobat format.

City of Flagstaff



City Council

CITY COUNCIL GOALS

ECONOMIC DEVELOPMENT

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

FISCAL HEALTH

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

PUBLIC SAFETY

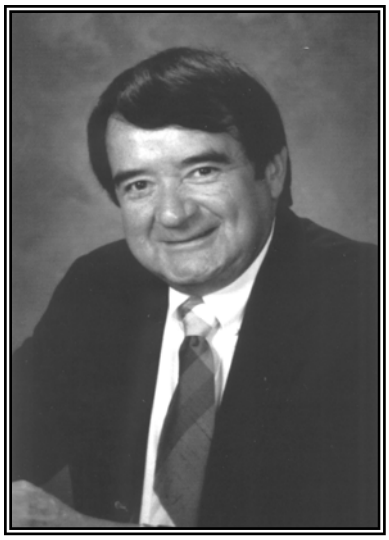
GOAL: To promote and maintain a safe community through integrated public safety systems that addresses the underlying issues affecting public safety, health and quality of life.

AFFORDABLE HOUSING

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

PLANNING FOR GROWTH

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



Mayor Joseph Donaldson

Mayor Joseph Donaldson was first elected as Mayor of Flagstaff in May of 2000 and was successfully re-elected in 2002, 2004 and 2006. Mayor Donaldson was recently awarded an Honorary Doctorate Degree in Humane Letters from Northern Arizona University and he is the Founder of the Step-Up Scholarships at Coconino Community College for Youth with potential. Mayor Donaldson holds leadership positions, or is a member, of 20 local, state, and national organizations including: Vice-Chairman of the National League of Cities, Transportation Infrastructure Services Steering Committee; Chairman of the Subcommittee on Zoning and Implementation of the Arizona Forest Health Oversight Council; and the Northern Arizona Municipal Water Users Association. Prior to becoming elected as mayor, Donaldson was a Safeway Store manager for 38 years where he excelled in his commitment to customer service. He has brought that same commitment to City government. Mayor Donaldson is a 56-year resident of Flagstaff and was recognized as Flagstaff's Citizen of the Year in 1997 and has been voted Best Elected Local Official in 2002, 2003 and 2004.

Vice-Mayor Scott Overton

Vice-Mayor Scott Overton was elected to the Flagstaff City Council in May 2006. He is a Flagstaff native and graduate of Sinagua High School and Northern Arizona University. His leadership role is based on a solid foundation of experiences as a small business owner and an instructor in the Flagstaff Unified School district teaching career and technical education courses at Flagstaff High School. Vice-Mayor Overton graduated with a Bachelor of Science degree in Industrial Technology Education in 1996 and a Master of Education degree in Educational Leadership in 2002, currently, he operates a small construction company, SR Overton Construction. Vice-Mayor Overton has an interest in providing a reasonable, common sense, working approach in addressing issues and concerns facing the citizens of Flagstaff. He will continue to utilize his personal ethics and professionalism to serve the City of Flagstaff to the best of his ability.

City Council

CITY COUNCIL GOALS

CAPITAL IMPROVEMENT

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

QUALITY OF LIFE

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

PLANNING FOR GROWTH

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

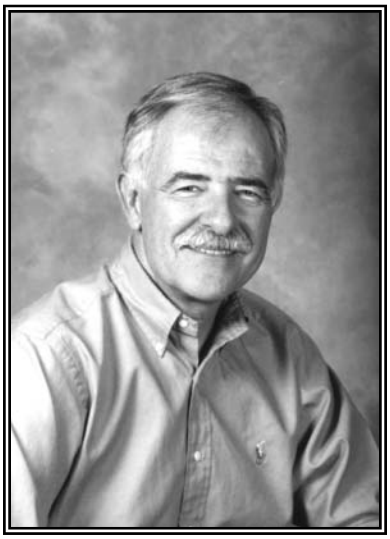
CUSTOMER SERVICE

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

Councilmember Karen Cooper

Councilmember Karen Cooper was first elected to the Flagstaff City Council in May 2000, served as Vice-Mayor through June 2002, and was re-elected in May 2004. Prior to coming to Flagstaff ten years ago, Councilmember Cooper had significant involvement in local governments in Michigan and Colorado. In Flagstaff she served on the Flagstaff Planning & Zoning Commission and served as its Chairman and Vice-Chairman. She was also a member of the Regional Planning Task Force. As a Councilmember, Cooper serves as the liaison to the P & Z Commission, the Historic Preservation Commission, Library Board, and the, Flagstaff Metropolitan Planning Organization. Councilmember Cooper is a retired administrator, community volunteer and currently serves on the Board of the Flagstaff Leadership Program. She attended Duke University and received her degree in Political Science from Aquinas College in Michigan.

Councilmember Joe Haughey



Councilmember Joe Haughey was elected to the Flagstaff City Council in May 2002 and re-elected in May 2006. He and his daughter Valerie are realtors. In his 29 years in Flagstaff, Councilmember Haughey has been involved in many volunteer organizations. He is a graduate of the Flagstaff Leadership Program and with the Flagstaff Metropolitan Planning Organization, is a past Board member of Flagstaff Cultural Partners, and is a certificate holder with the Flagstaff Medical Center. As a Councilmember he serves on the City Traffic and Water Commission. Born in Los Angeles, Councilmember Haughey spent the majority of his youth in Saudi Arabia, Jordan, and Lebanon. He returned to California to finish high school and receive his Bachelor of Science degree from Cal State Los Angeles. A private pilot and an avid outdoorsman, Councilmember Haughey served as a Seabee in the U. S. Navy. He and his wife Liz raised their four children in Flagstaff and they now have 10 grandchildren living in the community.

City Council

CITY COUNCIL GOALS

COLLABORATION

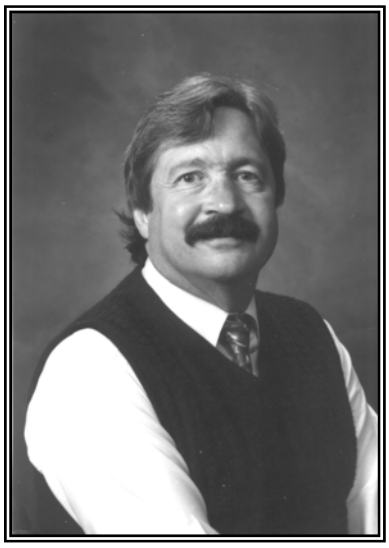
GOAL: Strengthen the community by strengthening partnerships with sovereign nations, public, non-profit and private agencies. Develop collaborative goals, through all levels of the organization, based upon common interests with these agencies to optimize the use of community resources and the delivery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

Councilmember Kara Kelty

Councilmember Kara Kelty was appointed to office in July 2002 and elected to a full term in May 2004. She represents the Council on a number of boards and commission including the Open Spaces Commission. Councilmember Kelty has been involved in a variety of civic, youth and professional organizations since moving to Flagstaff ten years ago and is a graduate of the Flagstaff Leadership Program. From 1989 to 1995 Councilmember Kelty held Program Coordinator and Technical Training positions with the Peace Corps in the Philippines and Guatemala. Councilmember Kelty holds a Bachelor of Arts degree in Political Science from the College of the Holy Cross in Worchester, Massachusetts and was awarded her Masters in Education in Counseling: Human Relations from Northern Arizona University. She is married and has two children.

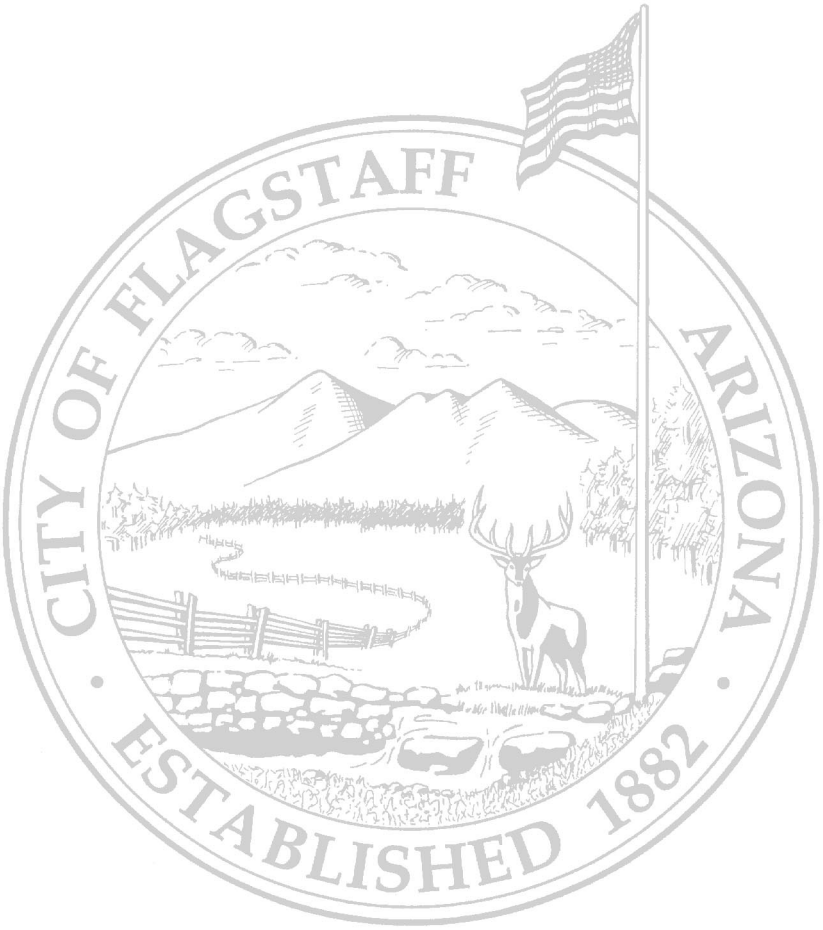
Councilmember Rick Swanson

Councilmember Rick Swanson was elected to the Flagstaff City Council in May 2006. Councilmember Swanson is the Center Director of the Northern Arizona Area Health Education Center, and he is on the management team at North Country Community Health Center in Flagstaff. He is currently directing a capital campaign to raise $3 million for a new facility. He was the director of the Northern Arizona Book Festival for the years 2000 through 2003. He has lived in Flagstaff for twenty years, and this is his second time serving a term on the Flagstaff City Council. Rick has worked at a corporation, W.L. Gore and Associates, he worked at a non-profit organization, North Country Community Health Center, and he once owned a children's bookstore in Flagstaff's historic downtown. He has served on various boards, including the Literacy Volunteers of Coconino County, and the *High Country News*, a newspaper that covers environmental and social issues of the intermountain West.



Councilmember Al White

Councilmember Al White was first elected to the Flagstaff City Council in May 2000 and re-elected in 2004 and serviced as vice-mayor for two years. He moved to Flagstaff in 1989 from the Grand Canyon where he worked in hotel management for 13 years. His career in the hospitality industry provided Councilmember White a key understanding of tourism issues in Flagstaff. His work in the recycling industry (owner/operator of New World Recycling) also afforded him an opportunity to observe the operation and actions of City government. Before running for City Council, Councilmember White furthered his involvement in his community by becoming the Chairperson of the City's Disability Awareness Commission, holding a special interest in disability issues since he became a paraplegic in 1996. Councilmember White was awarded a Bachelor of Science Degree in Communication Studies from the University of Massachusetts in Amherst, Massachusetts. He currently serves as the Council representative to the Disability Awareness Commission, the Sustainability Commission, the Tourism Commission, and on the Board for the northern Arizona Business and Technology Incubator. He remains convinced that economic growth does not have to be at the expense of conservation and environmental protection. Finding that blend is his primary concern.


CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882

April 12, 2007

Honorable Mayor, City Council, and Citizens of Flagstaff:

I am pleased to present to you the proposed FY 2007 – 2008 budget for the City of Flagstaff.

Focus on the Future

On December 14 and 15, 2006, the Mayor and City Council held a "Focusing on the Future" retreat at Coconino Community College. The retreat had a number of objectives and expected results but one theme became clear. In the summary report, Dave Latshaw, the retreat facilitator, stated that it was evident that the "Council felt the need to assert themselves more affirmatively as a means of providing a higher level of elective leadership within the proper framework of the City Charter and the Council-manager form of government."

The Council also expressed a desire to have the "opportunity to play a more active, substantive and up-front role in shaping the City's annual budget and in the formulation of the City's annual goals."

As a result of this discussion, it was evident that we needed to immediately begin the 2007-08 Budget preparation process with a serious Council session to identify priorities for the up-coming fiscal year. The initial session was held as part of a review of the Focus on the Future Retreat on January 22, 2007.

The Council discussed the base budget and indicated a desire to continue Employee Compensation as an on-going, high priority. The Council also wanted to make sure that adequate funds for the construction, opening and operation of the Aquaplex, the City's new, 50,000 square foot recreation center, are included in the Budget.

With these priorities identified, the Council listed some sixteen areas of emphasis and interest for the 2007-08 Fiscal Year. The Council Members were asked to vote on these priorities by giving each a vote ranging from 5 for high support to 1 for little support. The vote resulted in the following:

Economic Development
Police Services
Housing
Staffing to Meet Current Workload
Legal Staffing
Assure Public Works Has Adequate Funding for Community Assets
Fire Services
Airport Expansion
CVB Marketing Campaign/Events
Regional Water Issues
Impact Fees
Grant Assistance
Transit Tax Election
Education/ Cross Training
Wireless Internet Connectivity

Following this session, the staff went to work to prepare reports on various programs and options that would implement the Council's policy guidance in the next fiscal year. Another retreat was held at the Kilted Kat on February 27 and 28 at which presentations and discussions were held on the areas identified in the January meeting. The result from this retreat has served as the basis for the 2007-08 Budget proposal and the key elements are described below.

Compensation

The proposed budget increases the personnel appropriation by $5.4 million, a 10% increase from FY 2007. This increase is comprised of:

Compensation – 3.2% merit, 2% market, 5% assignment pay	$2.0 million
Retirement – State, Public Safety, Elected Officials	$0.7 million
Dependent Subsidy & Deferred Compensation	$0.3 million
Medical and dental insurance	$0.3 million
Additional positions and assignments	$2.1 million

Aquaplex

The City of Flagstaff Aquaplex is currently scheduled to open on or around May 1, 2008. Staffing and operational costs have been included in the budget for this partial year. Total staffing addition included 1.0 FTE Recreation Leader in FY 2007. FY 2008 brings the addition of 24.2 temporaries and 4.0 FTE's maintenance and administrative support. Full year revenue and expenditures have been anticipated in the five year outlook to assure ongoing general fund support for this signature project as provided for in the 2004 bond election.

Economic Development

Recruitment and Retention

Creating new, high paying jobs through retention and expansion of existing businesses and attraction of new employers is the top priority of the City Council.

There are many initiatives underway such as the Incubator Project and the Science Park, a project that includes 200,000 square feet of high tech office and lab facilities. Both of these projects are on McMillan Mesa next to the U.S.G.S. Complex. They compliment other research efforts that are or will be occurring at facilities such as the T-Gen Building at the Airport Industrial Park and the Applied Research Building on the Northern Arizona University Campus. These projects will need considerable attention in the coming years as the high tech sector grows in Flagstaff.

We are recommending that a Business Attraction Specialist be added to the staff to increase our ability to work with our private, state and regional partners in bringing new high tech and other businesses to Flagstaff. The position will play a key role in increasing businesses on the McMillan Mesa, in the Airport Industrial Park and at other industrial properties in the community.

Flagstaff is fortunate to have local businesses that are expanding operations creating more jobs. Working with existing companies to identify and address problems they might be facing is critical to our economic future. We are proposing to strengthen our business retention and retention efforts through a performance contract with an outside agency.

Air Service

Improved air service through U. S. Airways or other providers is essential to our future economic development. With the $18.9 million project to add 1800 feet to the existing runway under construction, we need to begin our discussions with air carriers to expand service to Flagstaff Pulliam Airport. Companies and institutions such as Gore, Ralston Purina, Northern Arizona University, Flagstaff Medical Center and the numerous federal and state agencies located in Flagstaff rely heavily on air service and frequently find it necessary to send employees to Phoenix for air service.

More frequent flights and direct flights to another major airport would greatly improve service and aid the City's economic development. The budget includes funds to hire a consultant familiar with the airline industry to assist with this effort.

A Major Investment in Public Safety

Police

Another top priority is providing for the safety of the community. A recent survey of cities that compete with Flagstaff for new businesses demonstrated that Flagstaff has a higher incidence of crime than Bend, Oregon, Boulder, Colorado, Prescott, Arizona and Missoula, Montana.

A disproportionate number of these crimes are occurring in the Sunnyside neighborhood / 4th Street business corridor. While this area has approximately 9% of the population, in all categories of crime except robbery, the incidence exceeded 9% in 2006.

To address this situation, we are recommending that 6 officers be added to the Patrol Section to greatly increase police presence in this part of Flagstaff. The officers will work out of a police substation that will provide residents and businesses with better access to police services. As a result of these additional positions, minimum manning for the Patrol Section, on Tuesday through Sunday, will increase from 9 to 10, including the supervisor, to the benefit of the entire City.

Flagstaff has twice the number of thefts per 100,000 residents compared to the state and the nation. Business owners, customers, visitors and residents of this community suffer from this criminal activity. Additional resources are needed to investigate these crimes. The Police Department is requesting and we are recommending a Detective position that would investigate property crimes. The Detective can provide educational programs on target hardening, increase crime analysis, identify trends and create a more pro active enforcement program. Pawn tracking, monitoring recycling operations and second hand stores will be an important part of this effort. A "pawn fee" could offset the cost of this position.

Fire

A Fire Station Relocation Analysis was completed in January, 2004. This study identified the best locations of fire stations to serve the community now and into the future. Consistent with the recommendations of this plan, the Fire Department is implementing a $16.7 million capital improve program to replace 4 of the 6 fire stations. Two do not need to be moved. Station# 1 is nearing completion and the contractor for Station # 5 will be given the Notice to Proceed in April. The General Fund is supplementing the funds for new station construction by providing $100,000 for furniture, fixtures and equipment for the two stations. In addition there is $150,000 for the lease purchase of fire apparatus.

The budget includes 2 additional paramedic assignments to increase our medical response capability and a Fire Prevention Code position to enhance our plan check services. Three firefighter positions added in FY 2007 will be used to support growing back fill needs in the attempt to control escalating overtime costs.

Dispatch

The Flagstaff 911 Center serves three law enforcement agencies, five fire departments, and one ground EMS Group and is the primary answering point for Coconino County. This coming fiscal year, the Center will be implementing Emergency Medical Dispatch (EMD). In order to have a successful program of EMD, 2 new positions are being added. An Emergency Communications Leadworker will be coordinating the training of dispatchers. A more formal program will allow dispatchers to develop the skills needed to handle the multiple agencies served by the Center. It will also enable the Center to implement and maintain the EMD program and meet the goal of having a fully trained staff in this area. A Dispatch Call Taker will answer non-emergency calls during the busy, daytime hours. This additional support will allow the Dispatchers to focus more on the 911 calls and increase the time available for EMS calls with EMD.

Housing

Finding affordable housing continues to be a challenge for individuals moving into the community or attempting to move from a rental to home ownership. Providing affordable housing, especially for the workforce, is a high priority. A Project

Coordinator and an Administrative Specialist are being proposed to be added to the Housing Section of Community development. These positions will enable affordable units to be created in a more timely manner and allow more time for planning and policy development. Some of the expected outcomes in the coming year include:

- Continue to write and obtain approval from the U.S. Department of Housing and Urban Development of the Annual Action Plan and the Consolidated Annual Performance Evaluation and Report (CAPER), as well as collect and report all the data required to be in compliance with the performance measurement system.
- Utilize results from Nexus Study to educate the community on job/housing linkage.
- Complete a Housing Element for the Regional Plan.
- Continue to participate in the Development Services processes to ensure workforce housing is included in developments as appropriate.
- Work with developers to incorporate workforce housing units into upcoming developments in the City of Flagstaff where appropriate.
- Research avenues to expand housing opportunities.
- Write, obtain Council approval and implement a Workforce Housing Incentive Ordinance (fka: Set-Aside Policy).
- Continue the implementation of Housing Policy Task Force recommendations.
- Incorporate sustainability benchmarks into projects.
- Integrate Smart Growth concepts where appropriate.
- Completion of Housing Policy to be included with the Housing Element for the Regional Plan.
- Complete the Rio Homes project, resulting in a total of 30 units being sold and owner occupied.
- Complete the Izabel Homes subdivision, resulting in 16 Community Land Trust Program homes.
- Issue 2 SOQ/RFP for Community Land Trust Program construction.
- Continue to work with the development community to promote workforce housing efforts and opportunities.
- Administer of Community Development Block Grant program and subrecipient contracts in federally compliant manner**.**
- Complete Mt. Elden Estates project.
- Develop post-purchase support program for permanently affordable homes.
- Implement outreach and community building efforts.
- Administer the Community Homebuyer Assistance Program (CHAP).

Meeting Current Workload

While the budget proposes significant increases in public safety, housing, legal services and economic development, we are recommending a number of positions to maintain the current level of internal and external customer service. These positions are:

Internal Control:
- Fleet Parts Specialist
- Streets Equipment Operator
- Airport Maintenance Worker

Community Growth
- Water Maintenance Service Worker
- Customer Service Representative
- Building Reviewer

Budgetary Growth
- Accountant
- Buyer
- Warehouse Technician

Public Safety
- Police Property Control Coordinator
- Police Dispatch Call Taker
- Magistrate Pro Tem
- Fire Prevention Code Supervisor

Legal Services

The City Attorney's Office is currently facing two challenges. There has been significant growth in the number of DUI cases that require Prosecution. In 2006, the number of cases increased 4%. Perhaps more important is the fact that the Supreme Court is implementing requirements to speed the processing of these cases. This program will require increased staffing in the City Attorney's Office and increased Magistrate time in the Municipal Court. The Budget includes the addition of a full time Prosecutor and 520 hours annually of a pro-tem magistrate in the Municipal Court.

The City Attorney's Office is experiencing an increased workload in legal work. Contracts, development and redevelopment projects with development agreements, IGA's, coordination with outside counsel, planning and zoning issues are all increasing. In order to address this workload, an additional Senior Assistant City Attorney is included in the budget proposal.

The City through an agreement with Coconino County is also adding weekend and holiday pre-trial services through an IGA with the Coconino County Adult Probation Department. Pre-trial services are important and help judges make educated decisions regarding release of potentially dangerous individuals as well as evaluate those who may take flight. It is hoped by having this staff available, costs will decrease holding as fewer individuals will be held over weekends and holidays.

Sustainability

Compliance with the U. S. Mayors Climate protection Agreement signed by the Mayor in September 2006, presents a real challenge to the Flagstaff community. The Kyoto Protocol target of a 7% greenhouse gas emission reduction by 2012 is aggressive and will require local, state and federal action to meet. The Sustainability Manager will be working to implement a Sustainability Program for the City of Flagstaff organization and for the community as a whole. The first phase is the preparation of a five year plan and that work is underway. Examples of the types of strategies that will be important include

Energy efficiency
- Increase residential, commercial, and industrial energy efficiency
- Create residential, commercial and industrial incentives program
- Strengthen and adopt energy efficiency codes and standards
- Decrease Community Water Usage
- Renewable Energy and Emissions Offset Strategies
- Support and develop green power purchasing
- Installation of renewable energy systems on City facilities
- Contribute to emission offset funds
- Create low interest loan program for residential solar energy systems

Transportation
- Increase the average fuel efficiency of municipal fleet
- Reduce vehicle miles traveled by all municipal departments
- Expand viable transportation alternatives for Flagstaff residents
- Promote smart growth development strategies

Waste Reduction & Recycling
- Mandatory residential and commercial recycling program
- Glass recycling and composting program development
- Expand construction and demolition debris recycling
- All sector waste diversion increase

A more detailed description of the elements of a plan is included in the Issue Paper prepared by the Sustainability Manager.

Other Programs

Land Development Update

The proposed budget includes $250,000 to update of the Land Development Code. This code is over thirty years old and has been amended a number of times. It has caused problems because it is not consistent with state law in some cases. For example, the City is currently rehearing the proposal for a historic district because of this inconsistency. The development and construction industry as well as staff have difficulty interpreting the code and disputes can arise. A legal review is underway as the first step in the process.

Increased Park Maintenance

The City Council discussed the need to adequately maintain parks and roadway landscaping. We have added $150,000 to the existing budget of $135,000 to bring the total amount available to $285,000. These funds will be used for "safety" related park capital improvement projects.

Facilities

Considerable progress has been made in the maintenance of city buildings and facilities. However, much more needs to be done. The Facilities budget has been increased by $400,000 to $600,000 to specifically address maintenance needs. An additional $500,000 has been added to address overall space needs for the City.

De-icing Program

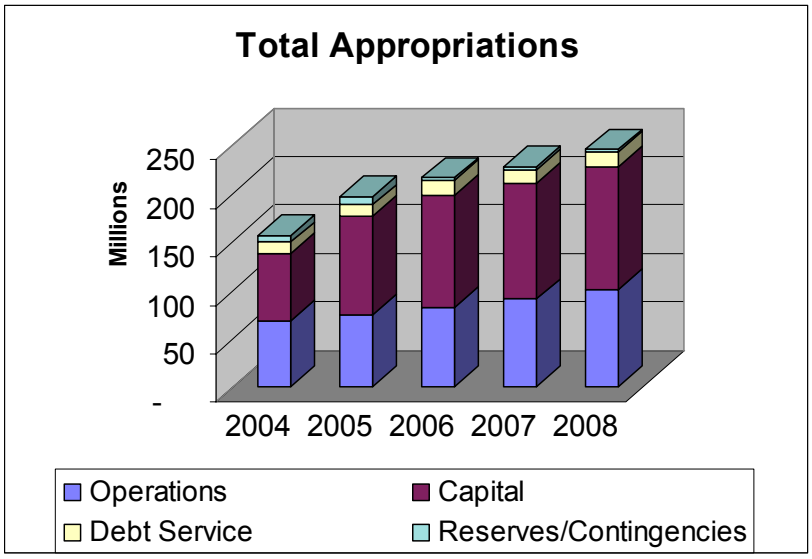
The Council has discussed the pros and cons of the use of the use of chemical de-icer on certain roads in Flagstaff and decided it would be appropriate to conduct a test. Funds in the amount of $150,000 have been included in the proposed budget for this purpose.

Stormwater Drainage Maintenance

In addition to the existing maintenance provided for drainage ways, the City will be addressing fire related issues along with flooding concerns due to litter and vegetation overgrowth that is left in drainage channels. The City has 26 miles of main channel within the city limits and another 10 miles of collector channels. A new program will begin in the spring of 2008 to clean approximately 2 – 4 miles annually in these channels depending on the overgrowth. This work is funded through the assessed stormwater fee and is provided by the city Streets division.

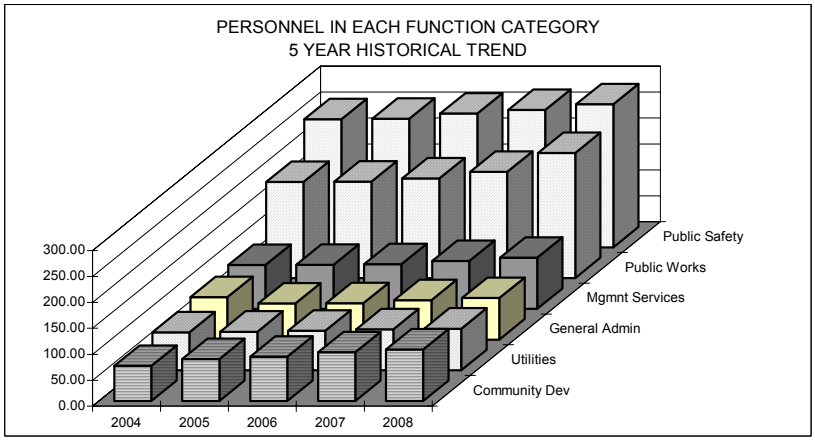
Summary

Overall the City has 7.7% budgetary growth as shown in the following chart:



In addition, staffing has grown by 64.7 FTE's (8.0%) with the majority in growth in Public Works (Recreation) for the Aquaplex, followed by Public Safety.

	Fiscal Year				
	2004	2005	2006	2007	2008
Public Safety	246.75	247.75	257.75	264.75	275.75
Public Works	185.25	185.95	192.28	204.67	241.14
Mgmnt Services	84.50	85.00	86.00	92.27	98.78
General Admin	81.75	69.50	70.00	76.00	80.13
Utilities	73.00	74.50	76.50	79.00	80.25
Community Dev	67.75	80.75	85.50	94.00	99.38
	739.00	743.45	768.03	810.69	875.43



As you can tell by reviewing the Council's priorities and the recommendations we have made to support those priorities, this budget cannot be interpreted as a "caretaker" proposal. This budget will allow the City to progress in the coming year and grow in its reputation as one of the finest places to live, work and recreate in the United States!

Respectfully Submitted,

John Holmes
Acting City Manager

City of Flagstaff
Mission Statement

The mission of the City of Flagstaff is to enhance the quality of life to its citizens while supporting the values of its community.

Our Values Are:

ACCOUNTABILITY
We are accountable to the community and each other

RESPONSIVENESS
We value addressing our customer's concerns

QUALITY
We provide high-quality customer service

PROFESSIONALISM
We are honest, responsible, fair, highly-trained, and cost conscious

TEAMWORK
We are a team in partnership with citizens, other agencies, and each other for a better Flagstaff

PROBLEM SOLVING
We solve problems creatively, open-mindedly, and professionally

"Service at a Higher Elevation"

BUDGET OVERVIEW

The City of Flagstaff FY 2008 Financial Plan presents a fiscally sound and balanced budget that maintains the integrity of the City's financial condition while still meeting the service level demands of a community that expects quality services. The Financial Plan is balanced not only financially, but also equally as important, balances the allocation of resources among operating requirements, capital needs, debt burden, and strong reserves for future needs and contingencies.

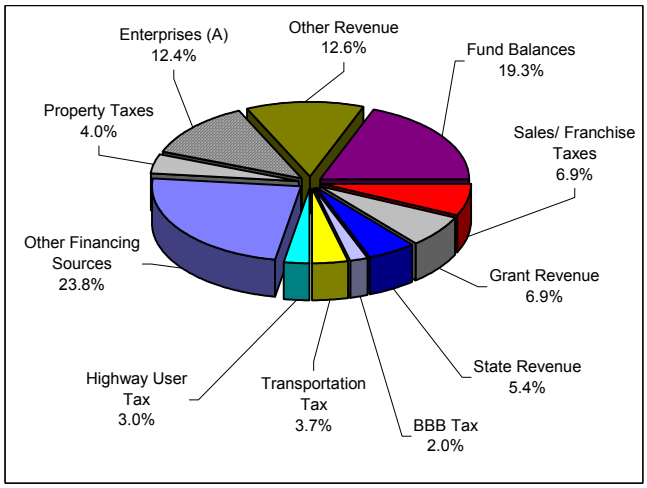
This section briefly describes the document *Format and Presentation*; the *Assumptions and Strategies* which formed the working parameters of the budget development; *Highlights of Appropriations*, *Revenues*, and *Capital Improvements Plan (CIP)* for FY 2008; *Debt Structure*; and the *Fund Balances*, which are the operating framework of the Financial Plan.

FINANCIAL RESOURCES AVAILABLE

Sales/Franchise Taxes	$ 19,320,603	6.9%
Grant Revenue	18,815,572	6.9%
State Revenue	14,931,357	5.4%
BBB Tax	5,450,366	2.0%
Transportation Tax	10,088,031	3.7%
Highway User Tax	8,083,215	3.0%
Other Financing Sources	65,200,000	23.8%
Property Taxes	10,935,835	4.0%
Enterprises (A)	33,879,048	12.4%
Other Revenue (B)	34,424,073	12.6%
Fund Balances	52,844,047	19.3%
	$ 273,972,147	100.0%

(A) Enterprises:	
Water	$ 12,880,882
Wastewater	8,612,684
Airport	1,267,164
Environmental Services	10,061,827
Stormwater Utility	1,056,491
	$ 33,879,048

(B) Other Revenue:	
Licenses and Permits	$ 2,384,888
County Vehicle Tax	2,653,020
Charges for Services	2,445,680
Fines and Forfeits	1,045,672
County Contribution	3,294,271
Interest on Investments	3,059,999
LTAF/Misc Revenue	19,540,543
	$ 34,424,073

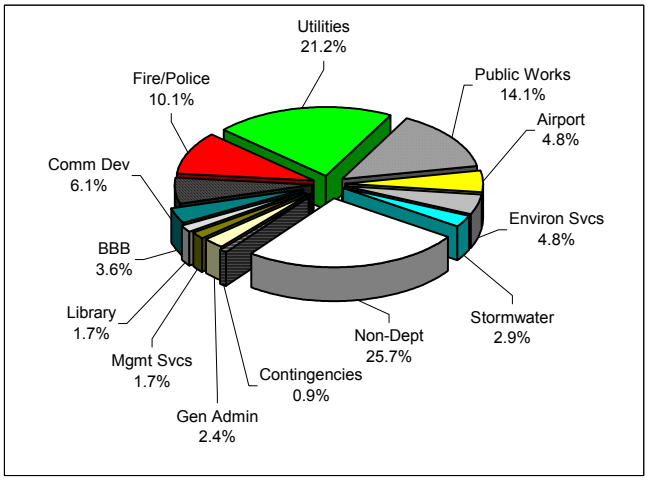


"WHERE THE MONEY COMES FROM"
$273,972,147

TOTAL APPROPRIATIONS

General Administration	$ 6,439,989	2.4%
Management Services	4,561,875	1.7%
Library	4,524,532	1.7%
BBB (A)	9,751,509	3.6%
Community Development	16,587,110	6.1%
Fire/Police	27,737,566	10.1%
Utilities	58,002,137	21.2%
Public Works	38,613,225	14.1%
Airport	13,092,085	4.8%
Environmental Services	13,243,378	4.8%
Stormwater	8,066,776	2.9%
Non Departmental	70,496,965	25.7%
Reserves/Contingencies	2,855,000	0.9%
	$ 273,972,147	100.0%

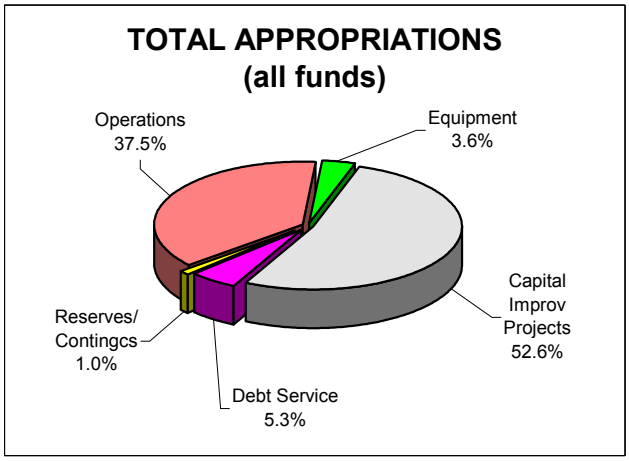
(A) BBB Tax Funds:	
Beautification	$ 6,430,718
Tourism	1,960,076
Economic Development	682,035
Arts and Science	678,680
	$ 9,751,509



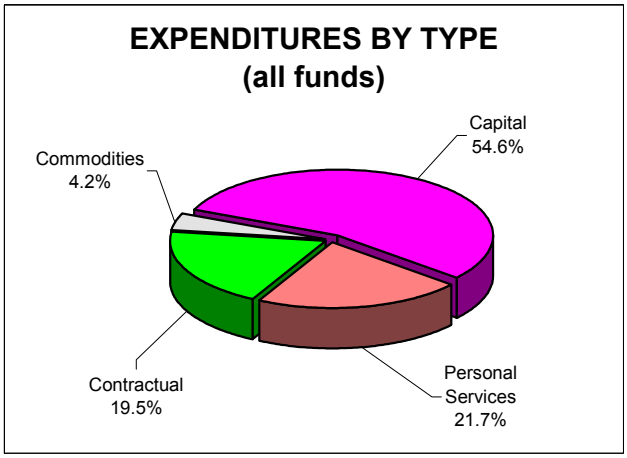
"WHERE THE MONEY GOES TO"
$273,972,147

The following graphs depict the major classifications of appropriation for the total 2007-2008 budget and expenditures by major types.

TOTAL APPROPRIATIONS		
Operations	$	102,727,930
Equipment		9,768,975
Capital Improvement Projects		144,154,142
Debt Service		14,466,100
Reserves/Contingencies		2,855,000
	$	273,972,147



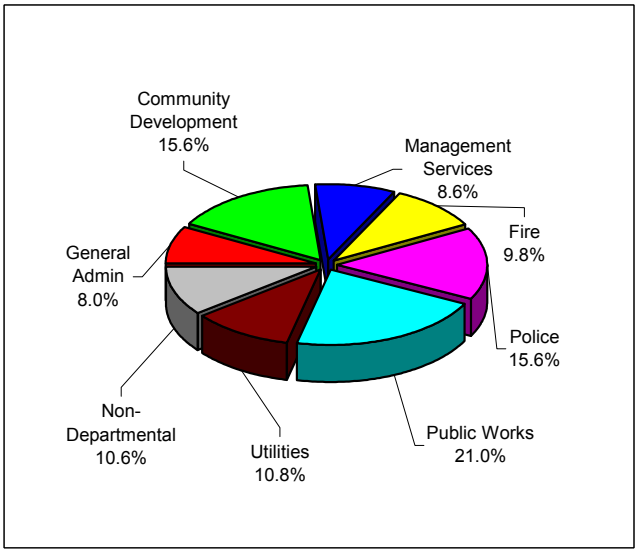
EXPENDITURES BY TYPE		
Personal Services	$	59,365,787
Contractual		53,466,716
Commodities		11,479,175
Capital		149,660,469
	$	273,972,147



OPERATING EXPENDITURES BY DEPARTMENT

City operations include the traditional municipal services citizens expect their local government to provide. Operating expenditures exclude capital improvements, capital equipment, debt service and reserves. The department budgets are presented to include division budgets and Departmental (organizational structure) responsibilities as defined by the City Code.

OPERATING BUDGET *		
General Administration	$	8,258,429
Community Development		15,977,040
Management Services		8,841,407
Fire		10,034,152
Police		16,058,630
Public Works		21,621,660
Utilities		11,094,258
Non-Departmental		10,842,354
	$	102,727,930
* Exclusive of Debt Service	$	14,466,100



General Administration activities comprise 8.0% of the budget ($8.3 million). The divisions within this Department provide for the overall management and administration of the City, as well as enforcement of municipal laws through legal support and the courts. This department consists of City Manager, City Clerk, City Attorney, City Court, Human Resources, Risk Management, Tourism and Visitor Services.

Community Development comprises 15.6% of the operating budget ($16.0 million), excluding the debt service requirements for Fourth Street ($1.9 million). The services in this Department include Development Services, Community Improvements, Community Investments, Capital Improvements, Transportation, Stormwater, MPO, Housing and Community Services, Urban Design, Arts & Sciences, and CD Administration. The services provided by these divisions meet the current needs of the community and plan for the future.

Management Services comprises 8.6% of the operating budget ($8.8 million). The department encompasses those activities that provide administrative support and services including financial services, purchasing, information systems, sales tax, and real estate. The

City/County public library system is also included within the department.

Fire Department services comprise 9.8% of the operating budget ($10.0 million). The Department's public safety programs provide both personal safety in the community with proactive attention to preventable disasters and sense of well being through timely emergency response.

Police Department activities comprise 15.6% of the operating budget ($16.1 million). Public safety programs provide personal safety in the community by promoting a community free of crime and assured response in emergency situations.

Public Works activities are provided by nine divisions that account for 21.0% of the operating budget ($21.6 million), excluding the debt service requirements for streets ($1.8 million), Airport ($0.6 million), and USGS facility ($0.5 million). The services provided include environmental service operations, cemetery operations, maintenance of all public facilities and public infrastructure including streets and parks, airport operations, fleet services, and recreation programming.

Utilities Department comprises 10.8% of the operating budget ($11.1 million), excluding $5.6 million debt service requirements. Five divisions within water operations and four divisions within wastewater operations provide services that promote a clean and healthy community by providing a safe water supply and proper waste disposal.

Non-Departmental operations comprise 10.6% of the budget ($10.8 million) exclusive of $4.0 million debt service. Some divisions are contractual in nature and include Contributions to Other Agencies, Economic Development, and the Pension Trust Fund. The Council and Commission and Non-departmental budgets account for expenditures that benefit City operations as a whole.

BUDGET FORMAT AND PROCESS

The budget and financial plan for the City of Flagstaff is the policy document that reflects the goals and objectives of the City Council. These goals and objectives are implemented through the policies and priorities established by the Council as well as the various Boards and Commissions appointed by Council. The Office of the City Manager is then responsible for implementing these policies and priorities utilizing the allocation of financial resources. The annual review process provides the community an opportunity to evaluate the services provided to the citizens of the community. Programs are identified, evaluated, and the scope of service provided is defined. The staffing level needed to provide the service level deemed appropriate by Council is determined. Additionally, funding requirements and level of effort to be provided are established.

FORMAT

The Department Detail presents each operating activity at the division level with a *division mission*, *description of programs*, specific *goals and objectives* for FY 2008, *major accomplishments* in FY 2007, and *performance indicators* that measure the efficiency and/or effectiveness at the program level.

To assist the City Manager in the management of the resources expended by the municipality, the budget also serves as an operational guide. The operating budget presentation includes, for comparative purposes, the *Actual Expenditures for FY 2006*, the *Estimated Actual for FY 2007*, and the *Adopted Budget for FY 2008*. Expenditures are shown by category as well as cost center (program/activity). The comparatives in the Financial Summaries Section are presented at the fund level and the department level to aid division and program managers in budget tracking and accountability.

Categories presented are:

- Personal Services (salaries, fringe benefits, internal labor, et al)
- Contractual (professional services, utilities, maintenance, rents, debt service, et al)
- Commodities (small equipment, parts, office supplies, operating supplies, et al)
- Capital Outlay (professional services, land, buildings, street, water and sewer construction, equipment, et al)

Fund, Department, and Division Structure:
The City uses funds to report its financial position and the results of its operations. Fund accounting segregates funds according to their intended purpose and is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain governmental functions or activities. A fund is a separate accounting entity with a self-balancing set of accounts, which includes assets, liabilities, fund equity, revenues and expenditures/expenses.

Within each Fund there may be several Departments. Departments also may encompass several Funds. The Department level is the legal level of budget authority.

Departments are groups of Divisions that serve a similar function with the City. In addition, within each Division are Programs, which capture all expenditures, related to an activity, cost center, or location of operation within a division.

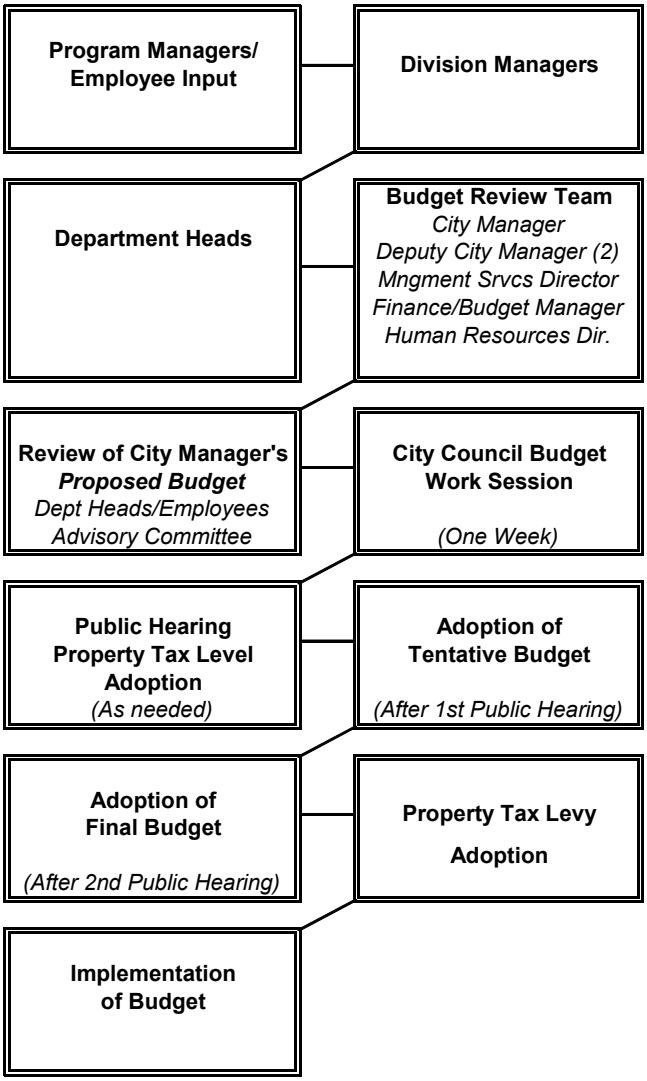
The following table represents the structure for the City.

Illustration of Relationship between Funds, Departments, and Divisions

DEPARTMENTS	General Administration	Management Services	Community Development	Fire	Police	Public Works	Utilities	Non-departmental
FUNDS								
General Fund	City Manager City Clerk Human Resources Risk Management City Attorney Municipal Court	Information Systems Management Services Administration Tax, Licensing & Revenue Finance & Budget	Administration Capital Improvements Development Services Community Improvements Community Investment	Fire	Police	Administration Parks Fleet Cemetery Facilities Maintenance Recreation		Council and Commission Contributions Non-departmental
Library		Library						
Highway User Revenue						Street Maintenance & Repairs		
Transportation			4th Street Overpass Safe to School Safety Improvements					Transit
Economic Development								Economic Development
Beautification			Beautification					
Tourism	Convention & Visitors Bureau Visitor Services							
Recreation						Recreation		
Arts & Science			Arts & Science					
Real Estate Proceeds								Real Estate Proceeds
Housing and Community Services			Housing and Community Services					
Metropolitan Planning Organization			Metropolitan Planning Organization					
G.O. Bond Fund								G.O. Bond Fund
Secondary Property Tax								Secondary Property Tax
Special Assessment								Special Assessment
Perpetual Care								Perpetual Care
Capital Projects Bond								Capital Projects Bond
Water & Wastewater							Administration Lake Mary Water Treatment Plant Customer Service Water Distribution Services Booster Stations Wastewater Treatment Plants Wastewater Collection Wastewater Monitoring	
Airport						Airport		
Environmental Services						Environmental Services		
Stormwater			Stormwater					
Expendable Trust								Firemen's Pension

PROCESS

Budget Process Flowchart:



Presentation:

- The *Transmittal* provides a summary of the key policy issues, priorities, and strategies that shaped the budget as framed by the City Manager.
- The *Budget Overview* summarizes financial resources and expenditures along with fund summaries and an overview of selected revenues.
- *Policies and Procedures* provide an overview of both fiscal and budgetary practice.
- Budget Issues were prepared for Council review and discussion during their Fall and Spring retreat and the budget study sessions. Highlights of the issues reviewed are included in the *Issues and Updates section*.
- The *Financial Summaries* section includes various schedules utilizing revenue and expenditure classifications and tax levy information in accordance with state reporting requirements as mandated by statute. Expenditures are reported at both the fund level and the department level for operational control purposes.
- The *Department Detail* section provides both narrative and financial data. The budget commentary provides an explanation of significant budget changes for FY 2008.
- The *Capital Improvement Plan* (CIP) for FY 2008 lists projects, costs, and funding sources in the Capital Improvement (CIP) Section.
- The *Community Profile* section outlines key factors that contribute to the uniqueness of our community.
- A detailed listing of personnel and changes over the last five years is provided in the *Appendix* Section.
-

BUDGET CALENDAR

January	Budget Module available to all Divisions
February 2	Capital improvement and equipment requests reviewed by Capital Improvements and Purchasing
March 1 - March 16	Review with Department Heads and City Manager
March	Personnel review of reclassification requests completed
April 25 - 27	Council Study Sessions Proposed Budget available to public
June 5	Public Hearing/Tentative Adoption of Proposed Budget Public Hearing on Tax Adoption
June 8	Publish second notice of Public Hearing for Final Adoption
June 15	Public Hearing on Budget and Final Adoption of Budget
June 19	Notify Property Tax Oversight Commission of Compliance with Truth in Taxation
July 30	Adopt Property Tax Levy

Review and Approval: Issues presented during the review and approval period include discussion topics of the Council Spring retreat. The Spring retreat was held in February, to give city staff the opportunity to present major discussion points to Council and the public. The goal is for Council to make policy decisions and direct staff in budget priorities. This provides adequate time for the Council to gather input on major budget issues prior to preparation of the budget. The City Council holds Study Sessions in April. The Council reviews and discusses the issue papers included in the Budget Review Book as well as all personnel recommendations, capital equipment recommendations, and the capital improvement plan. The Council arrives at a consensus for all decisions needed. The Study Sessions provide

the opportunity for City management, departments and the public to offer information and recommendations to the City Council.

The Proposed Budget is presented to Council for tentative adoption on or before the third Monday in July. Two public hearings are held on the content of the budget. Final adoption occurred on June 19, 2007. State law requires the operating budget to be all-inclusive. Therefore, the budget includes provisions for contingent revenues, e.g., Passengers Facility Charges, and expenditures that cannot be accurately determined when the budget is adopted, e.g., grants. The Resolution adopting the annual budget requires Council authorization for any expenditure from contingencies, as well as transfer of budget authority between departments.

Adoption: The City operates under the State Expenditure Limitation with a permanent adjustment to the base. The first adjustment provided for an increase to the base limit to allow for the expenditure of funds resulting from the addition of a 2% Bed, Board, & Booze Tax. Flagstaff is not a Home Rule city. Alternative [Home Rule] Expenditure Control municipalities require voter approval every four years.

The City received voter approval in the May 2006 general election for a second adjustment to the expenditure limitation base. This permanent adjustment was effective for the FY 2007 budget year and increased the current expenditure limitation by approximately $25,000,000.

The Adopted Budget reflects the total funds appropriated ($273,972,147). Certain exclusions are allowed by the state [e.g., bond proceeds, debt service, grants] in computing the Expenditure Limitation ($110,722,287), and this total cannot be exceeded.

Budget authority can be transferred between line items within a Division. At year-end, Department budgets are reviewed and budget authority is transferred from contingencies by Resolution as necessary. Additionally, any inter-fund transfer of appropriations requires Council approval. Council can also amend total appropriations for a fund during the year by Resolution as long as there is a corresponding increase/decrease in another fund so that the expenditure limitation is not exceeded.

ASSUMPTIONS AND STRATEGIES

ECONOMIC OVERVIEW AND REVENUE FORECAST

The City of Flagstaff continues to have mixed economic indicators for the coming Fiscal Year. Economic strength in reflected positively through the growth in local sales tax, property tax, and state shared revenues. Economic weaknesses are apparent in our community in two ways. First the average home price continues to increase beyond the means of the majority of middle class workers. Second, the community is increasingly dependent on tourism and those jobs based in the tourism industry are generally at the lower end of the wage scale.

The City collects three different retail sales taxes. The first is a 1% tax on all general sales, except for food. This tax is a general purpose tax that benefits the General Fund. The City collects 0.601% on the same types of general sales; however the tax is restricted in use to certain transportation projects. The third tax the City collects is a Bed, Board, and Beverage tax that collects 2% additional for motel rooms/campgrounds, restaurants, and bars. The City of Flagstaff is the only City left in the State of Arizona that has a sunset clause on the General Sales Tax. This tax must go before the voters every 10 years to be revalidated. This tax next expires in 2014. The City unsuccessfully tried to have the sunset clause removed in 2004. The City is currently looking again to either have the sunset clause removed and/or to have the tax extended. The transportation tax has four separate components. The transit portion of this tax expires in 2010 and the City is working with the Northern Arizona Intergovernmental Public Transit Authority (NAIPTA) to have this portion of the tax extended before the expiration or the city/county transit system will have to dramatically decrease service provision. The balance of the transportation tax components expire in 2020. As this funding converts from construction to maintenance the City will pursue a permanent component to this tax. The 2% BBB tax expires in 2013. As this tax has also moved from construction to maintenance, it will be important to have it extended past the 2013 date. The City is working cooperatively with the local hoteliers and restaurateurs to evaluate the allocation and the continuation of this tax to best meet the community needs.

Local sales tax has been bolstered in recent years by construction activity and steady increases in most retail categories. While the construction activity has primarily been in the residential sector, the City is also seeing regeneration in a number of commercial projects that will come to fruition in FY 2008. The overall budgeted increase in local sales tax is 14.2%. Individual components of this increase include the completion of the Flagstaff Mall expansion which is major contributor to the anticipated 33.5% growth in General Merchandise receipts. The City also anticipates the opening of the Auto Mall which contributes to the 22.5% increase in auto sales. Construction will slow in comparison to previous years, however a 0.9% overall increase is budgeted. All other sales tax categories are anticipated to increase by 6.1%.

The City is also anticipating a 10.7% increase in the Bed, Board, and Beverage (BBB) tax. This increase is primarily due to the growth in our local tourism industry. Indicators such as the Revenue per Available Room

(RevPAR) reach new levels every quarter. These estimates do not include the impact from a Conference Center to be completed on the Northern Arizona University (NAU) Campus in FY2008. The estimates haven't been included to date as NAU has only started taking reservations for further events and it is unknown at this time how successful they will be in filling their venue in the first year.

Property tax revenues were negatively impacted in FY2007 due to legislation that reset the maximum primary property tax base to the 2005 level. This legislation decreased the maximum allowable assessment for the City of Flagstaff in excess of $4 million dollars. The City is now held to annual increases of the value added by new construction and 2% on existing property, regardless of the change in assessed valuation. Property taxes will increase by 6% in FY2008. As assessed valuation increased at a much greater rate than the allowed 2% increase, the actual primary property tax rate will decrease from a mil rate of $0.7563 to $0.7153, realizing an annual savings of $12.30 to a $300,000 home.

State shared revenue consists of both a distribution of sales tax and income tax. These distributions are made based on a city or towns' relative share of population in comparison with all other cities and towns. Except during census years, Flagstaff's population is determined by the Arizona Department of Economic Security based on a number of factors including new homes and school enrollment. Flagstaff's greatest challenge is that while the population is growing, it is growing at a slower rate than some of the other communities in the state. This has translated into a decreased proportionate share in the past. Currently the City is holding a steady population percentage in relationship to the rest of the state at 1.24%.

The City is concerned about the 2010 federal census count. In the 2000 census, the City experienced a U. S. Census determined that the City has only grown by approximately 200 people from the 1995 special census. Even though the City of Flagstaff could prove the federal census was incorrect, the Census Bureau declined to make any adjustments. This cost the City in excess of $2 million dollars in reduced funding that the City is only now recouping back to the FY2002 levels.

The State of Arizona is seeing an economic rebound. Both individual and corporate income tax collections are increasing. There is a two year lag between the collection of state income tax and the distribution to the cities and towns. Receipts collected by the state in calendar year 2005 are the amounts distributed for the City's FY 2008 budget. The City is anticipating 27.2% growth for FY2008. This growth rate is not expected in the following year as the State of Arizona has reduced the income tax liability for individuals by 10% for calendar year 2006. The State has currently made an obligation to hold cities and towns harmless through a State line item transfer in FY2009 should there be decreased receipts due to the decreased rates. The State analysis also indicates that the cities and towns will not see a negative impact on the amounts distributed to the overall state growth. The City of Flagstaff is not as optimistic as the State and is making appropriately conservative estimates to account for future revenue decreases.

State sales tax collections and city sales tax collections are mirrored in a number of ways. The State is also recognizing increases in retail, contracting, and restaurant and bar uses. State sales tax distribution is anticipated to increase by 5.9% in FY2008.

Highway user tax revenues are projected to end the year over budget and to have slight growth (3.5%) in FY2008. These revenues are distributed based on a fairly complex Arizona Department of Transportation formula, based on part on the amount of fuel purchased in our region. As fuel prices continue to increase, it is difficult to determine if Flagstaff will continue to be a large drive-time destination for surrounding communities including Phoenix and Las Vegas.

In contrast to the positive indicators evidenced through revenue growth, the City must find ways to address the affordable housing crisis. Trends in housing prices in Flagstaff indicate that the average home price in 2000 was $170,372. The household income needed to purchase a house was $47,000 and the median Flagstaff household was only slightly under this at $45,500. In 2006, the average home price was $376,519. The household income needed to purchase this house is $95,000 but the median household income is only up to $54,200. While the housing market locally has stabilized, it has not decreased. The City in conjunction with a number of community partners offer a number of housing assistance programs, but for the majority of new residents to the area, the housing is unaffordable. In addition, the City is working on a land trust and requiring affordable housing components in new developments to help allay this problem.

This high cost of housing coupled with a lack of high level technical, manufacturing or administrative jobs also causes 'brain drain' from the community. With the location of one of the three major universities in our community and a well developed community college, Flagstaff has the ability to recruit for a wide array of higher level positions; however the community is challenged to recruit new business, in part due to the high cost of living. It is a very circular issue that the City works on from a number of perspectives.

EXPENDITURES

The adopted budget is based on fiscal restraint consistent with conservative and sustainable revenue estimates. The base budget approach has required operational cost reviews and redistributions of all Departments.

Efforts to Control Expenditures – The Fleet Management Committee reviews all equipment replacement requests and prioritizes those needs. A long-range planning approach is utilized to level cash flow requirements from one year to the next. The Fleet Committee has developed a five-year plan and continues the process of reviewing the plan to identify cash flow needs and develop alternatives to better allocate future resources. Due to varying demands, the Fleet budget is flexible, allowing monies to shift within the five-year planning period.

Due to the continued drought conditions experienced throughout the Southwest, the City has allocated an additional $250,000 in contingency funds to be used for wild land fire defense as needed.

Fund Balance – The carryforward of fund balances remain at a level that protects the financial integrity of the City. Moody's bond rating for the City is Aa3. The projected fund balance at the end of FY 2008 is estimated at $9,785,172 in the General Fund. A general fund balance equal to 15% of general fund revenues is anticipated to maintain a sound financial position. The General Fund balance is currently budgeted at 18.4%.

The FY 2008 budget continues to use excess fund balances for one-time capital expenditures, facilities and redevelopment. In addition, a portion of the current fund balance represents carryforward of expenditures in equipment and capital projects.

The City of Flagstaff has dual challenges in expenditure funding. The first is operational growth due to accelerated personnel cost increases. The City is trying to keep salaries in line with other communities throughout the state, as determined by a market survey. The average employee will receive a 5.2% increase for FY 2008. The City will also fund increases in health insurance, dental insurance and retirement systems.

The City has also had to use most of the reserves in most of the funds to be able to complete existing capital projects. Double digit cost increases have translated into numerous capital projects exceeding budget.

Council Guidelines – The budget guidelines set forth by the City Manager were formulated based on Council concerns and goals. The Council developed ten goals that encompass the areas of Affordable Housing, Economic Development and Redevelopment, Capital Improvement, Public Safety, Customer Service, Quality of Life, Fiscal Health, Organizational Support, Collaboration, and Planning for Growth.

- *Estimated Actual Expenditures FY 2007*. Divisions were asked to estimate expected expenditures by line item for FY 2007. Overages and underages (and reasons, theretofore) were used to adjust the recommended budget for various line items in FY 2008. This resulted in a reduction of a substantial number of line items, thereby allowing resources to be reallocated without inflating the total appropriations required.
- *Staffing Requests/Increases in Level of Service.* Departments were required to provide narratives for increases in service levels and addition of staff. New staff additions were encouraged to have an independent funding source, or were needed to maintain current service levels.
- *Fleet Management.* All fleet equipment replacement requests were reviewed and prioritized by the Fleet Management Committee within financial parameters.
- *Information Systems.* Management Information Systems Staff reviewed hardware and software needs. Funding was established to maintain funding at a level dollar amount to meet existing and future needs for current service levels including upgraded equipment and software.
- *Capital Improvements.* The Capital Improvement staff reviewed all requests of capital projects or public improvements that require time charge outs from that division.
- *Operational Impacts.* All funds are continually evaluated relative to five-year financial projections. Increased service levels due to new programs or capital construction were projected to determine operating impacts in future years.

FUND SUMMARIES

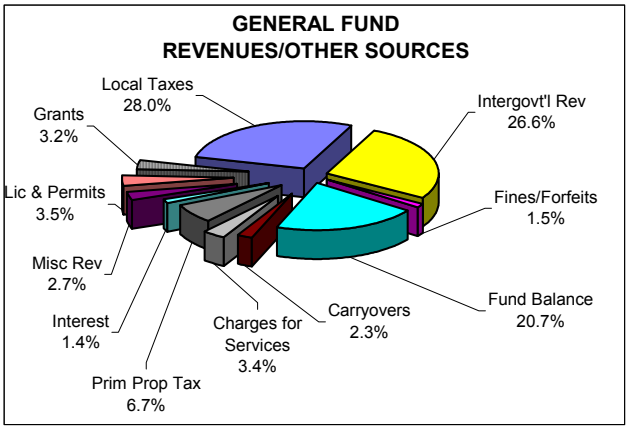
GENERAL FUND

The General Fund includes all City operations, except enterprise activities (operations which are to be self-sustaining), e.g., Utilities, Environmental Services, the Airport, and Stormwater; activities funded from a special revenue source dedicated to that activity, e.g., the BBB Tax funds, the Transportation tax funds, Streets; Library; Housing and Community Services; and Transportation Planning (MPO).

Total resources available for General Fund expenditures for FY 2008 are $69.0 million including the beginning fund balance of $25.9 million. A substantial portion of General Fund resources comes from two revenue categories: 1) local sales and franchise taxes and 2) intergovernmental revenues (specific detail including comparative data is shown in Schedule 3 of Financial Summaries Section). A more detailed review of major revenue categories, including historical trend information, is provided following the fund summaries.

General Fund revenue/other sources compared to the year-end estimates have decreased by 4.0%. The City is anticipating growth in City sales tax, state shared revenues, grants, and new development review fees in FY 2008. The decrease in financial resources is due to increased transfers out to other funds in anticipation of capital project completion.

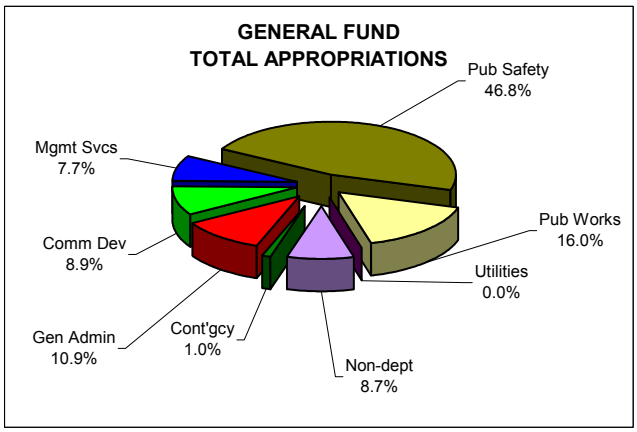
REVENUES/OTHER SOURCES	EST ACTUAL FY2007	BUDGET FY 2008
Licenses and permits	$ 2,367,984	$ 2,384,888
Grants	1,919,181	2,234,973
Local taxes	17,536,772	19,320,603
Intergovernmental	16,098,038	18,334,377
Fines and forfeits	1,034,885	1,045,672
Fund Balance, net of Transfers	23,669,400	14,265,161
Fund Balance for Carryovers	510,000	1,593,529
Charges for services	2,023,778	2,355,923
Primary Property Tax	4,417,959	4,656,831
Interest	950,000	973,750
Miscellaneous	1,331,487	1,847,282
	$ 71,859,484	$ 69,012,989



General Fund total appropriations compared to year-end estimates have increased by 29.1%. The appropriation growth is due to increases in salaries, benefits, insurance, and capital projects.

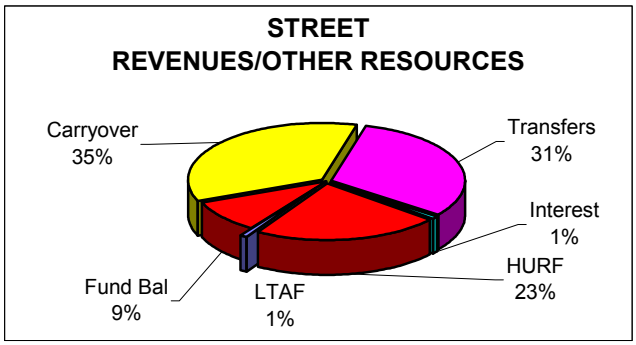
The financial position of the General Fund (after cost allocation distribution) remains strong. Accumulated funds will continue to be spent in Flagstaff for development opportunities.

APPROPRIATIONS	EST ACTUAL FY2007	BUDGET FY 2008
General Administration	$ 5,553,585	$ 6,439,989
Community Development	4,822,294	5,283,822
Management Services	3,961,551	4,561,875
Public Safety	24,363,341	27,737,566
Public Works	7,662,217	9,501,560
Utilities	14,932	21,441
Non-departmental	(587,089)	5,181,564
Contingencies	100,000	500,000
	$ 45,890,831	$ 59,227,817



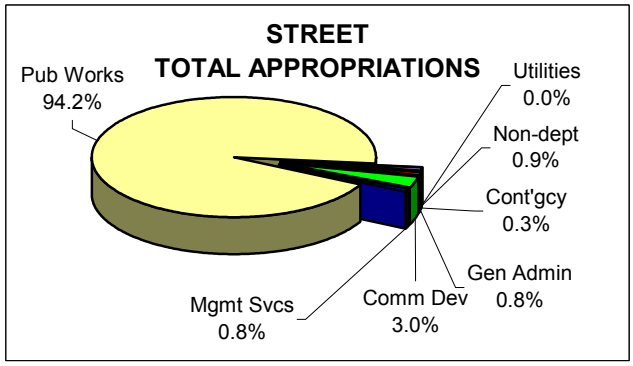
HIGHWAY USER REVENUE FUND

REVENUES/OTHER RESOURCES		
HURF	$	8,083,215
LTAF (lottery)		300,246
Fund Balance		3,369,996
Fund Balance for Carryovers		12,710,953
Transfers (net)		11,139,933
Interest		316,000
	$	35,920,343



The Highway User Revenue Fund (HURF) is mainly supported by transportation related taxes distributed to the Cities and Counties by the State. Appropriations total $31.0 million in FY 2008. Projects budgeted includes the annual pavement maintenance program, and Sunnyside Street Improvements.

APPROPRIATIONS		
General Administration	$	238,262
Community Development		934,490
Management Services		259,130
Public Works		29,276,306
Utilities		3,620
Non-departmental		270,626
Contingency		100,000
	$	31,082,434



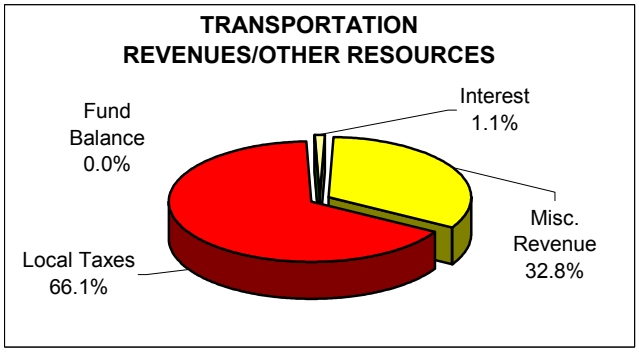
TRANSPORTATION FUND

The Transportation Fund was formed in FY 2001 as a result of voter authorization on May 16, 2000 to increase sales taxes to support four transportation issues. The tax increase is valid for twenty years. The Sales Tax revenue collected for transportation is recorded in this fund. The expenditures related to Transit and 4th Street Overpass are appropriated in this fund. Expenditures related to Safety Improvements and Street Improvements are accounted for in the HURF and Beautification funds. Appropriate transfers are made to fund the various projects that this tax supports.

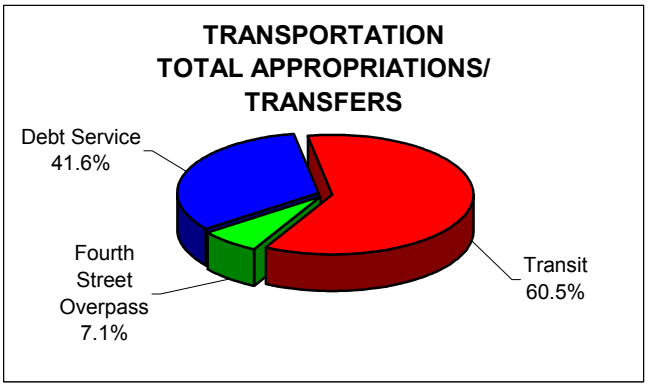
Projects		Budget FY 2008 Revenues
4th Street Overpass	$	2,685,669
Safe-to-School, Pedestrian and Bike		1,342,829
Traffic Flow and Safety Improvements		3,122,087
Transit Service Enhancements		2,937,446
Totals	$	10,088,031

Appropriations total $6.0 million in FY 2008. Appropriations are comprised of $2.3 million for transit operations, and $3.6 million for debt service. Transfers include $7.7 million to the HURF Fund for Safety and Street Improvements and $550,000 to fund FUTS projects in Beautification from Safety and Street Improvements. The combined transportation tax rate for FY 2007 is 0.601%.

REVENUES/OTHER RESOURCES		
Local Taxes	$	10,088,031
Fund Bal, net of Transfers		(8,411,406)
Interest		175,000
Misc. Revenue		5,000,000
	$	6,851,625

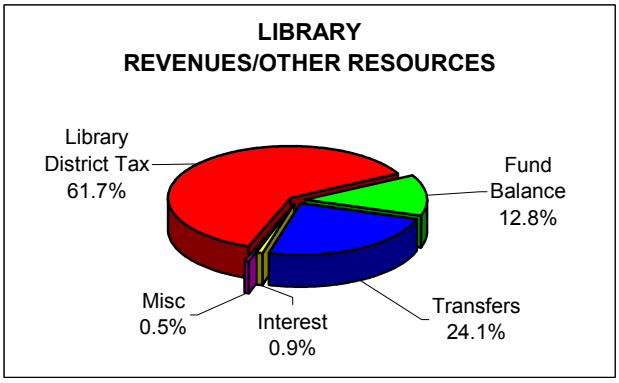


APPROPRIATIONS/TRANSFERS		
Transit	$	3,641,410
Fourth Street Overpass	$	430,000
Debt Service		1,951,358
	$	6,022,768



LIBRARY FUND

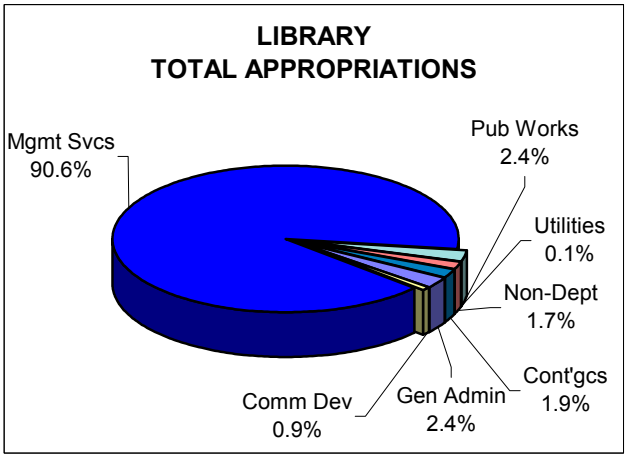
REVENUES/OTHER RESOURCES		
Library District Tax	$	3,294,271
Fund Balance		682,421
Transfers (net)		1,284,637
Interest		50,000
Miscellaneous		29,000
	$	5,340,329



The City operates a joint City-County Public Library with auxiliary programs in outlying county locations and bookmobile services. $3.3 million of the funding for library operations comes from the library district tax.

During 1997, the County, in concert with the affected entities throughout, developed a new funding formula for the distribution of the tax. The formula provides a base amount for all entities and the distribution of any additional monies as directed by the Library Council with affirmation by the County Board of Supervisors.

APPROPRIATIONS		
General Admin	$	120,593
Community Development		47,691
Management Services		4,617,335
Public Works		120,378
Utilities		3,746
Non-Departmental		85,791
Contingencies		100,000
	$	5,095,534



BBB FUNDS

A dedicated 2% Bed, Board and Booze sales tax collected on the services provided by lodging, restaurants and bars, was approved by voters in 1988 with a sunset clause in 10 years and extended by the voters for 15 years in the 1996 general election. The BBB tax approved by voters will expire in 2013. The funds were allocated into the following percentages:

Economic Development	9.5%
Beautification	20.0%
Tourism	30.0%
Recreation	33.0%
Arts & Science	7.5%

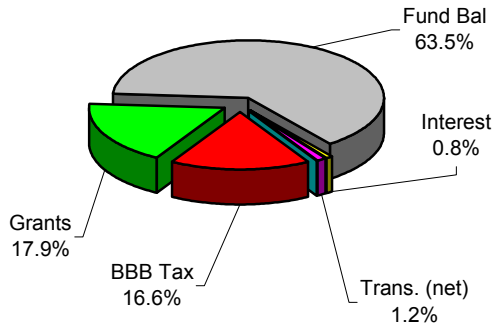
Since inception, the City has experienced a continual growth in BBB revenues. Revenue for fiscal year 2008 is anticipated to have a growth of 23.9%. Activities funded with the revenues have made operating adjustments necessary and these changes will be reflected within each five-year plan.

Beautification Fund: Total resources available for Beautification Fund activities amount to $6.9 million including carryovers and approved grants. Expenditures from this fund are primarily for capital improvements. (See the CIP Section for project list.)

REVENUES/OTHER RESOURCES		
BBB Tax	$	1,090,073
Grants		1,176,377
Fund Balance		4,168,067
Interest		50,546
Transfers (net)		79,799
	$	6,564,862

APPROPRIATIONS		
Community Development	$	6,430,718
Reserve		10,000
	$	6,440,718

BEAUTIFICATION
REVENUES/OTHER RESOURCES

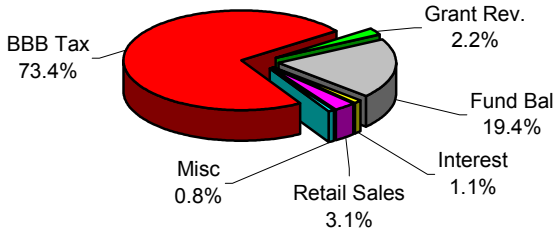


Tourism Fund: Total resources available in FY 2008 are $2.2 million. The total appropriations are $2.0 million, which includes a $50,000 reserve for contingencies.

REVENUES/OTHER RESOURCES		
BBB Tax	$	1,635,110
Grant Revenues		50,000
Fund Bal, net of Transfers		433,420
Interest		23,500
Retail Sales		70,000
Miscellaneous		17,030
	$	2,229,060

APPROPRIATIONS		
General Administration	$	1,960,076
Reserve		50,000
	$	2,010,076

TOURISM
REVENUES/OTHER RESOURCES



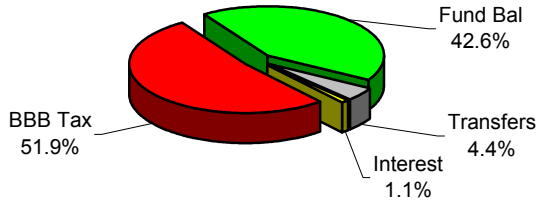
Expenditures include ongoing marketing programs and one-time expenditures for capital. Included in the budget for Tourism is a strategic plan intended to provide guidance in determining markets, promotion directed at these markets, and measurement tools.

Arts & Science Fund: Total resources available for Arts & Science activities are $787,430. Expenditures include contributions to local organizations and Art in Public Places. Contributions to Other Agencies are $300,000 and Art in Public Places has $300,000 that is derived from a 1% allocation from citywide eligible capital project expenditures and a one-time transfer of fund balance. Administrative expense of $70,000 is paid to the Flagstaff Cultural Partners. Revenues received from the BBB tax are estimated to be $408,777.

REVENUES/OTHER RESOURCES		
BBB Tax	$	408,777
Fund Balance		335,271
Transfers		35,000
Interest		8,382
	$	787,430

APPROPRIATIONS		
Community Development	$	678,680
Reserve		10,000
	$	688,680

ARTS & SCIENCE
REVENUES/OTHER RESOURCES

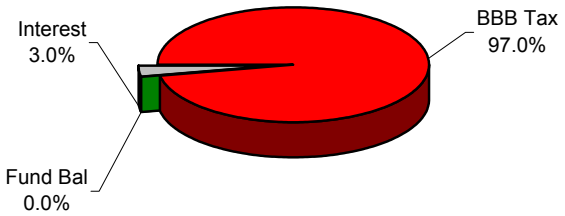


Recreation Fund: Total appropriations in FY 2008 for Recreation Fund activities are $0.0 million. Per discussion with City Council in the Spring 1996 retreat, Council concluded this funding should support the expansion of existing facilities and the associated maintenance. In 2008, the City Council elected to continue funding of maintenance and support debt service through property taxes without increasing the rate.

REVENUES/OTHER RESOURCES		
BBB Tax	$	1,798,621
Fund Bal, net of Transfers		(2,234,491)
Interest		13,500
	$	(422,370)

APPROPRIATIONS		
Public Works	$	-
	$	-

RECREATION
REVENUES/OTHER RESOURCES

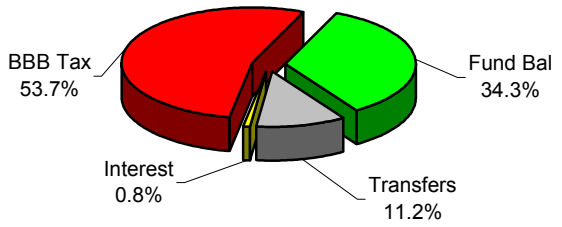


Economic Development Fund: There will be a shift in Economic Development efforts in 2008. As a result of several studies about the local economy, more emphasis will be placed on retaining and expanding local businesses. This will be accomplished through new in-house programs. Also, the region's workforce was identified as a factor for both business retention and attraction. Current employers have reported that they are having difficulties finding qualified labor. A workforce development program will be initiated to meet these demands. In addition, the City is funding a business incubation program, structured to allow university professors and local entrepreneurs to work in a supportive environment to develop ideas into commercial business models. The City will continue to seek targeted industries to relocate to the community. Those industries will be complementary to existing businesses or will be supportive of community goals such as clean energy, sustainability or BioScience. Total resources allocated to this effort are $707,035 with all monies from BBB dedicated tax for economic development and a general fund contribution of $108,000 to support the business incubator.

REVENUES/OTHER RESOURCES		
BBB Tax	$	517,785
Fund Balance		331,205
Transfers		108,000
Interest		8,000
	$	964,990

APPROPRIATIONS		
Non Departmental	$	682,035
Reserve		25,000
	$	707,035

ECONOMIC DEVELOPMENT REVENUES/OTHER RESOURCES



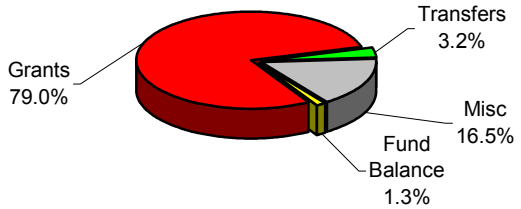
OTHER FUNDS

Metropolitan Planning Organization: This fund was established to account for funding derived from the area's status as a designated Metropolitan Planning Organization (MPO). The MPO receives Federal funding administered through the Arizona Department of Transportation (ADOT).

REVENUES/OTHER RESOURCES		
Grants	$	740,659
Transfers		30,000
Miscellaneous		155,000
Fund Balance		12,460
	$	938,119

APPROPRIATIONS		
Community Development	$	744,052
Non-Departmental		44,067
Contingency		150,000
	$	938,119

MPO REVENUES/OTHER RESOURCES



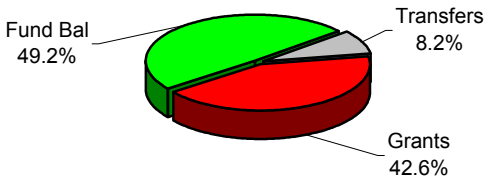
The MPO has appropriated $938,119 for this program for FY 2008. This includes operating funds for transportation and transit planning. Transit operating funds are not included in this budget since that service is contracted through Coconino County.

Housing and Community Services:

REVENUES/OTHER RESOURCES		
Grants	$	1,961,066
Fund Balance		2,262,740
Transfers		375,400
	$	4,599,206

APPROPRIATIONS		
Community Development	$	4,575,968
	$	4,575,968

HOUSING AND COMMUNITY SERVICES REVENUES/OTHER RESOURCES



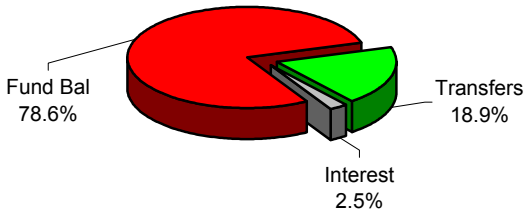
This fund finances activities in conjunction with the CDBG program and affordable housing activities. There is $4.5 million appropriated to this activity for FY 2008. Expenditures in this fund include $1.8 million for land acquisition, $1.9 million in CDBG related activities, and $666,000 in state grants activities.

Real Estate Proceeds: The Real Estate Proceeds fund is currently restricted to the purchase of real estate. The appropriations total $150,000 and fund acquisition of open spaces.

REVENUES/OTHER RESOURCES		
Fund Balance	$	623,390
Transfers		150,000
Interest		19,350
	$	792,740

APPROPRIATIONS		
Non-Departmental		150,000
	$	150,000

REAL ESTATE PROCEEDS REVENUES/OTHER RESOURCES

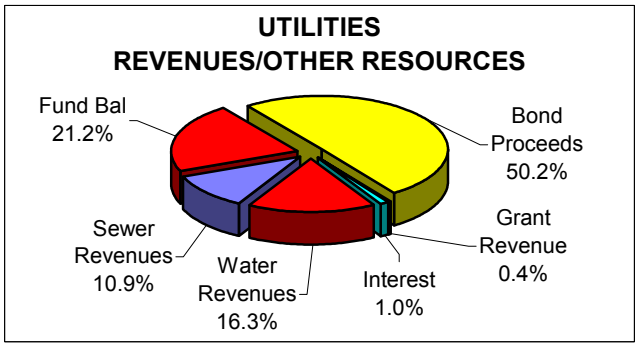


ENTERPRISE FUNDS

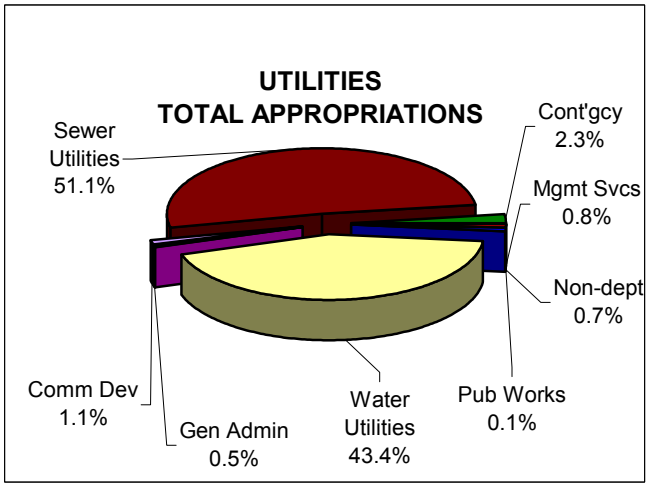
UTILITIES FUND: The City's water and wastewater operations are operated as an Enterprise Fund activity, i.e., self-sustaining operations with user fees and charges based on a "cost-of-service" methodology. The rate model determines the minimum revenue requirements needed to support operations including: all operating and maintenance costs; capital improvements considered routine in nature; principal and interest payments on bonded debt related to utility construction; and maintaining a year-end fund balance sufficient to ensure adequate working capital. Total appropriations for the Utilities Fund are $61.1 million. Resources include $12.9 million in water revenues and $8.6 million in sewer revenues.

Water Operations: Total appropriations relating to direct costs for the water operations are $26.5 million. Water fees are the major source of revenue supporting water operations. Bond funds support well development and land acquisition. Revenue estimates total $12.9 million for water sales. A rate increase was approved for FY 2008 to help repay debt service for bond projects along with a new water resource fee.

REVENUES/OTHER RESOURCES		
Water Revenues	$	12,880,882
Sewer Revenues		8,612,684
Fund Bal, net of Transfers		16,805,558
Bond Proceeds		39,700,000
Grant Revenue		311,099
Interest		424,000
	$	78,734,223



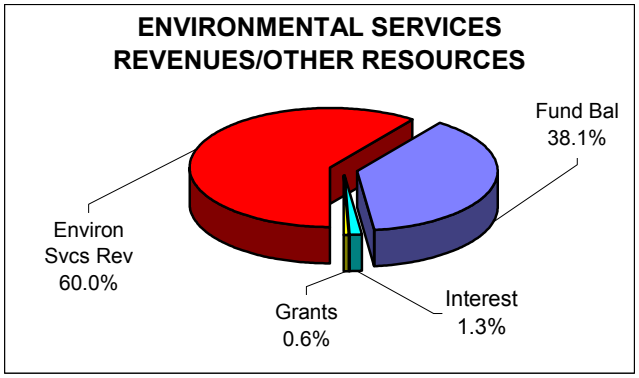
APPROPRIATIONS		
General Administration	$	307,386
Community Development		676,081
Management Services		502,681
Public Works		59,148
Non-departmental		425,357
Water Utilities		26,536,997
Sewer Utilities		31,243,291
Contingency		1,400,000
	$	61,150,941



Wastewater Operations: Total appropriations relating to the direct costs for the wastewater operations are $31.2 million. Wastewater (sewer) fees are the major source of revenue supporting wastewater operations. Bonds will fund major improvements to the Wildcat Wastewater Treatment facility. Revenue estimates total $8.6 million in wastewater service charges. A rate increase was approved for FY 2008 to help repay debt service for bond projects.

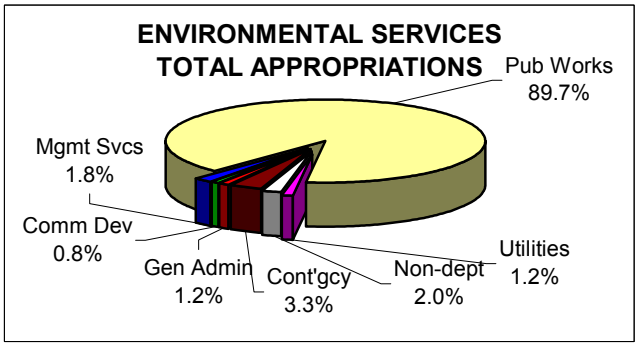
ENVIRONMENTAL SERVICES FUND: Total financial resources are $16.7 million. User fees are the major revenue source of solid waste disposal operations. The user fees are comprised of eight major customer services areas (residential sanitation, curbside recycling, commercial sanitation, hoist and haul, landfill dumping, inert materials pit, environmental, and commercial recycling) with different rates for each category based on cost of service.

REVENUES/OTHER RESOURCES		
Environmental Svcs Revenue	$	10,061,827
Fund Bal, net of Transfers		6,381,895
Interest		222,005
Grants		90,400
	$	16,756,127



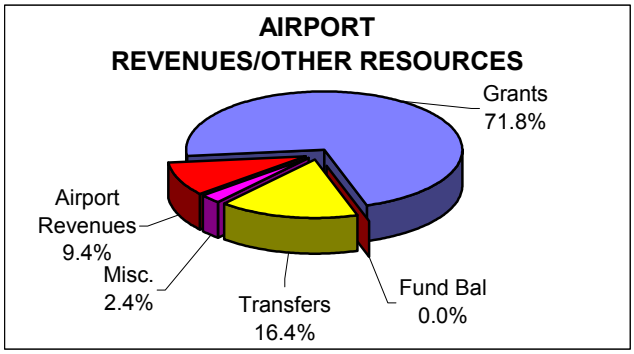
Currently, the existing landfill rate structure provides cost recovery for ongoing operations as well as provisions for funding replacement equipment; closure and regulatory compliance costs related to mitigation of environmental contamination and/or degradation; as well as for future site requirements. Based on current estimates for closure and post-closure landfill costs, the City is setting aside legally restricted funds to insure sufficient funds will be available to meet these requirements.

APPROPRIATIONS		
General Administration	$	186,315
Community Development		118,426
Management Services		264,823
Public Works		13,497,223
Utilities		182,200
Non-departmental		301,520
Contingency		500,000
	$	15,050,507



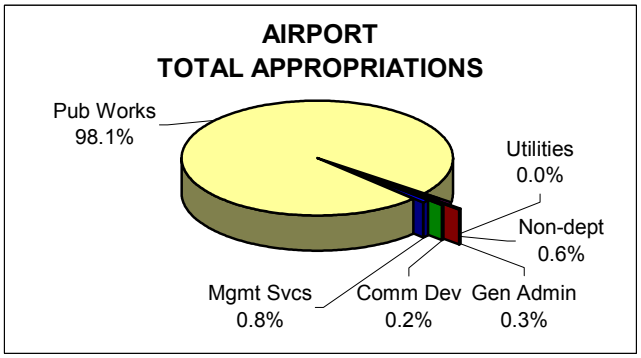
AIRPORT FUND: Pulliam Airport is located four miles south of downtown Flagstaff and is staffed seventeen hours per day, seven days each week and provides airline service to Phoenix. Total appropriations are $13.4 million: $1.5 million for operations, $649,878 for debt and $11.2 million in capital outlay. Primarily FAA and ADOT grants will fund the capital improvements.

REVENUES/OTHER RESOURCES		
Airport Revenues	$	1,267,164
Grants		9,674,614
Fund Balance		453
Transfers (net)		2,204,757
Miscellaneous		326,854
	$	13,473,842



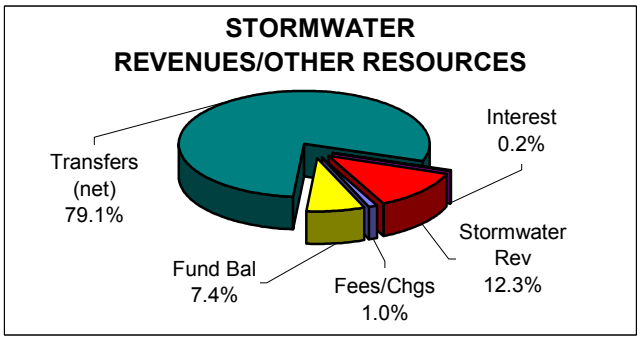
The general fund will continue to subsidize operations at $443,000 this year with an additional $1,462,000 for capital improvements including matching funds for grants. This year, of the $11.2 million in capital improvements, FAA and ADOT are funding $9.6 million and Airpark proceeds will fund $69,897. The secondary property tax fund will transfer $263,423 to cover debt service not paid with passenger facility charges.

APPROPRIATIONS		
General Administration	$	41,380
Community Development		20,586
Management Services		110,960
Public Works		13,220,324
Utilities		642
Non-departmental		79,327
	$	13,473,219



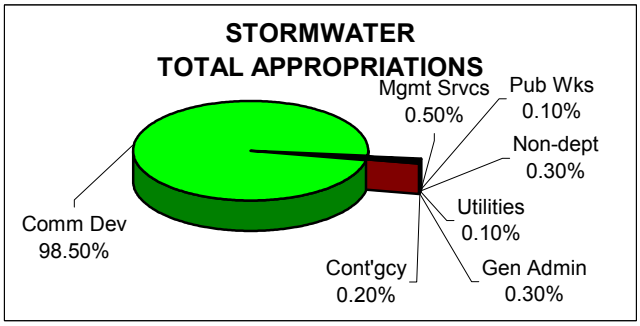
STORMWATER FUND: The Stormwater fund was initiated as a response to enhanced NPDES stormwater requirements affecting all communities with populations greater than 50,000 as of March 2003. The City of Flagstaff worked with consultants to design a program that met current minimum NPDES standards. Stormwater fees to both residential and commercial customers are stepped based on every 1,500 square feet of impervious area. A rate increase has been approved for FY 2008.

REVENUES/OTHER RESOURCES		
Stormwater Revenues	$	1,056,491
Fees & Charges		89,757
Fund Balance		637,296
Transfers (net)		6,806,032
Interest		12,746
	$	8,602,322



Total revenues/other resources include transfer of $6.8 million from the general fund for the Rio de Flag project. Total appropriations of $8.3 million include the operational components of NPDES implementation, general drainage maintenance, and the Rio de Flag including related parking.

APPROPRIATIONS		
General Admin	$	21,442
Community Development		8,140,621
Management Services		43,055
Public Works		8,824
Utilities		10,200
Non-departmental		21,643
Contingency		10,000
	$	8,255,785



FIVE-YEAR PROJECTIONS BY FUND

The City updates five-year plans annually during the budget process. These plans are in important tool to continue our emphasis on strategic planning and to identify the capacity of the City to fund projected expenditures. Revenue and resource estimates are based on the latest available economic and demographic trend information. All significant expenditure issues have been incorporated into the projections including the following: employee compensation, City growth, and additional operational costs associated with completion of capital projects. The projections are not intended to be an exact prediction of what each department will spend in the next five years.

The policy of the City is to match ongoing expenditures with ongoing revenues. This policy is to assure that the funds have adequate revenues to support the continued operations. Several funds will use one-time revenues and fund balance to pay for capital equipment, capital improvements, and other types of one-time expenditures. Generally when you see major fluctuation in fund balance from beginning to ending, the change is related to carryover and/or budgeting of such items. Funds such as the General, Highway User, Transportation, Beautification, BBB-Recreation, Real Estate Proceeds, Housing and Community Services, Capital Projects Bond Funds rely heavily on these one-time expenditure commitments.

The preparation of the five-year plan is a cooperative effort between department heads, division heads, and budget staff to assure projections are based in current program needs and revenue estimates are achievable.

The five-year projections are located in the Financial Summary section, Schedule 11. The following narratives present the highlight of the forecasts by funds:

GENERAL

The primary purpose of the General Fund five-year projections is to assure that ongoing revenues are meeting or exceeding ongoing expenditures. Ongoing expenditures include debt service, fleet replacements, information system replacement and upgrades, an allocation for capital, and projected changes in personnel. As financial conditions change in the City, the five-year projections are continually updated to balance the ongoing sources and uses of funds.

The City is currently funding several projects with Fund Balance and non-recurring revenues. Such projects include redevelopment, the Flagstaff Mall expansion, and Rio de Flag flood control.

LIBRARY

The five-year plan for Library shows the ability to fund ongoing operations costs with funding from the City, through revenue transfers, and the County, through Library District Taxes.

HIGHWAY USER

This fund is devoted to the maintenance, improvements, and construction of street related items. The fund first matches ongoing revenues with ongoing maintenance and then plans out the capital equipment and improvements. Several capital improvements include portions that are funded through revenue transfers from other funds. The five-year plan shows the ability to balance ongoing and one-time expenditures while maintaining and adequate fund balance.

TRANSPORTATION

The Transportation Fund is used to track revenues and expenditures related to a dedicated sales tax approved by voters. The five-year plan shows the completion of a 4th Street Overpass in FY 2007 and the ongoing funding of the transit system, which is operated by the County. Other projects are funded through revenue transfers to the fund where the projects are budgeted.

BEAUTIFICATION

The primary sources for this fund include; BBB Tax, Grants and Revenue Transfers. This fund primarily accounts for capital projects related to FUTS and Streetscapes. It is an ongoing effort to balance the amount of projects within the availability of revenues. This five-year plan shows how it is accomplished.

ECONOMIC DEVELOPMENT

This fund is balanced with ongoing revenues from BBB taxes and General Fund transfers. Ongoing expenditures support a number of efforts focused on business attraction, retention, and work force development.

TOURISM

This fund is balanced with ongoing revenues from BBB taxes and ongoing expenditures related to tourism promotion and visitor center services. Based on revenue growth, this fund can maintain existing operations levels.

ARTS AND SCIENCE

This fund is balanced with ongoing revenues from BBB taxes and ongoing expenditures related to contributions to agencies for projects related to awareness of arts and science in our community. Based on revenue growth, contributions will be maintained or slightly increased over the next five years.

RECREATION-BBB

This fund is used for the improvements to city and school recreational parks and fields. In addition, maintenance cost related to the improved parks and fields, maintenance of FUTS trails, debt service of bonds

issued for improvements, and a transfer for construction of new FUTS trails are funded with ongoing revenues. Based on current projections, maintenance and construction needs will be met during the next five years.

REAL ESTATE PROCEEDS

This fund is used for one-time revenues and expenditures related to sale and acquisition of property. The City plans to sell property in Koch Field in the future. The fund balance is currently restricted for acquisition of open spaces. As the City sells additional properties, those funds will be restricted for a similar purchase of land as intended with the original land acquisition.

HOUSING AND COMMUNITY SERVICES

This fund is primarily used to track revenues and expenditures related to Community Development Block Grants and other housing grants. The block grants are an entitlement to the City and are expected to stay level over the next 5 years. The City currently expects to receive State housing grants every other year. The City General Fund makes contributions annually to fund a revolving loan program, land acquisition, and affordable housing assistance.

METRPOLITAN PLANNING ORGANIZATION

This fund in used for transportation planning grants. It is currently estimated that grant revenues will remain consistent throughout the next five years. Some work is performed for internal customers and allocated through charge-outs.

GENERAL OBLIGATION BOND

This fund is used to track the debt service payments on General Obligation Bonds. This five-year plan shows the City is meeting the requirements for future debt service payments.

SECONDARY PROPERTY TAX

This fund is used for tracking of secondary property tax revenue and the subsequent transfer to other funds to make debt service requirements. The five-year projection uses the current assessed valuation figures from the county to estimate property taxes that will be available for debt service expenditures. The projection assumes additional voter authorization to be issued in the future and maintaining the existing tax rate. This allows the City to look at the long-term property tax rates to smooth the highs and lows and maintains a more level tax rate from year to year.

SPECIAL ASSESSMENT BOND

This fund is set up for repayment of bonds issued for special assessment district. The City currently has one such district which will be paid in FY 2010.

PERPETUAL CARE

This fund is currently used for the tracking of contributions related to long-term maintenance at the City owned cemetery. Expenditures will not be budgeted until fund balance is adequate enough to pay for ongoing expenditures.

CAPITAL PROJECTS BOND

This fund is used to track the revenues and expenditures of the voter approved bond eligible projects. In May of 2004, the voters of Flagstaff approved ten projects. The exception will be for the Water and Wastewater projects that will be presented in the Utilities five-year plan. Projects/bond sales are scheduled to coincide with the retirement of other debt so the overall secondary property tax rate does not increase.

WATER AND WASTEWATER

As a City enterprise fund, this fund is managed on the basis that it will be self-sustaining. The five-year projections show that ongoing expenditures, capital improvements, and debt service requirements are being met with user fees, fund balance, and interest earnings. In addition to the five-year projections, the City uses a rate model to balance future operations and capital requirements with anticipated revenues over a ten-year period.

AIRPORT

This fund is responsible for the operations at Flagstaff Pulliam Airport. The majority of future revenues are grants related to continued expansion and capital improvements at the airport. Currently the airport is not self-sustaining for ongoing expenditures. It is the goal of the Airport Fund to become self-sustaining through additional Airpark developments and the expansion of the runway to allow regional jet service. Until then, the General Fund will make contributions to cover the differences. The capital improvement plan is based on annual updates to ADOT and FAA. The City General Fund also makes a transfer to the Airport Fund to cover the match portion of capital grants awarded.

ENVIRONMENTAL SERVICES

This enterprise fund is self-sustaining through user fees. The five-year projection includes a rate increase for FY 2008, which coincides with on-going operations; capital needs, and revised service levels for all operations. Included in the five-year projection is the anticipated funding to cover the landfill closure and post-closure costs at the end of the useful life of the landfill.

STORMWATER

This fund is an enterprise fund to oversee City issues related to drainage and the associated federal requirements. Ongoing operating expenditures are paid for with stormwater revenues and user fees. Capital projects are currently funded with transfers from other divisions. A rate increase was approved for FY 2007 and to self-fund capital improvements and increase inspection efforts as required by NPDES. Rates will continue to be increased annually from FY 2008 to 2011.

FIREMEN'S PENSION

This fund is maintained to pay eligible volunteer firemen monthly benefits. There are currently three beneficiaries who intend to distribute all proceeds in FY 2008 and close the fund.

REVENUES

Historical Trend Information for Select Revenues

GENERAL FUND

PROPERTY TAX RECEIPTS CURRENT, PRIMARY

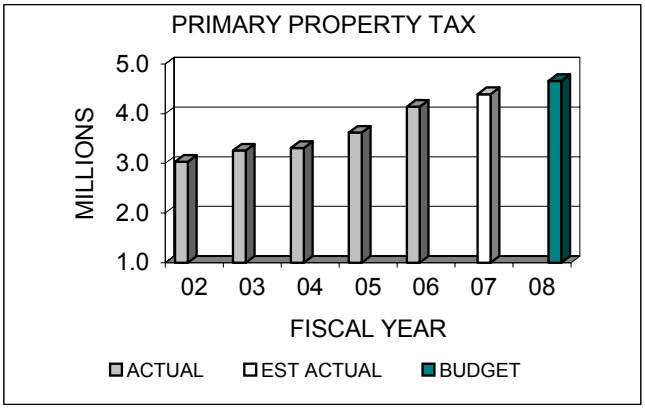
Legal Authority: Arizona Revised Statutes Section 42-45 (B) based on the State Constitution Article 9, Section 18. Revised through HB2876, June 2006.

Description: The property tax is levied each year on or before the third Monday in August based on full cash value of the assessed property as determined by the Coconino County Assessors' Office.

Receipts from primary property taxes levied by the City are deposited in the General Fund. No restrictions on usage apply to the primary property tax. State statute limits the annual increase to 2% plus the amount generated by construction. This legal restriction previously had no impact on the City as the City had levied less than 50% of the maximum allowed. For FY 2007, legislation was introduced through an omnibus bill and signed by the governor that changed the base amount to the amount assessed in tax year 2005 this was subsequently approved in the November general election. This change decreased the City's ability to assess property tax dramatically.

PRIMARY PROPERTY TAX

FY:	AMOUNT	% CHANGE
01-02	3,033,114	7.8%
02-03	3,258,732	7.4%
03-04	3,307,485	1.5%
04-05	3,618,849	9.4%
05-06	4,141,281	14.4%
06-07	4,392,959	6.1%
07-08	4,656,831	6.0%



Primary property taxes generally change on an annual basis for two reasons: new construction that is added to the tax rolls and the reassessment of existing property. New construction added over $24 million dollars to the assessed valuation for FY2008 and accounts for 4% of the increase.

CITY SALES TAX (TRANSACTION PRIVILEGE TAX)

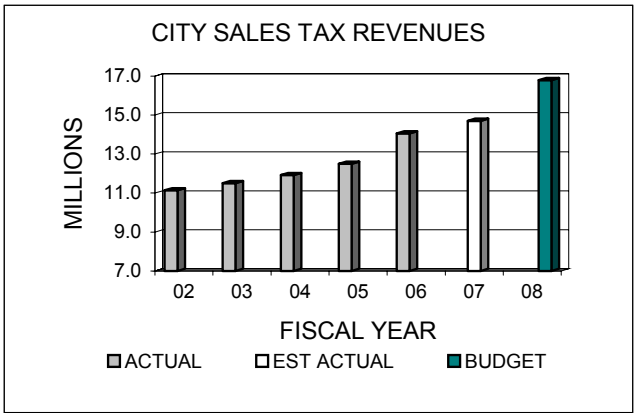
Legal Authority: City Code, Title 3, Chapter 5, (Ordinance 1491)

Tax currently sunsets 2014.

Description: The single largest revenue source for the City is obtained from a 1% tax on the sales of goods. The sale of food for home consumption is exempted from the tax. Additional sales taxes levies include a 2% tax on hotels, restaurants and bars (BBB Tax) and a 0.601% transportation tax.

CITY SALES TAX

FY:	AMOUNT	% CHANGE
01-02	11,135,228	7.0%
02-03	11,500,467	3.3%
03-04	11,917,786	3.6%
04-05	12,500,038	4.9%
05-06	14,054,056	12.4%
06-07	14,700,000	4.6%
07-08	16,785,426	14.2%



The 1% portion is designated as General Fund revenue to support activities and services provided by the City government. Bed, Board and Booze (BBB) and Transportation taxes are presented separately in this section.

The City removed a number of deductions previously granted for sales tax calculations. The deleted deductions include the fair market value of land deduction and a deduction for commercial properties that only have a single tenant. The City expects to generate approximately $240,000 additional revenue through this action.

These numbers are sales tax revenues only; audit assessments and penalty and interest revenues are combined with these numbers on schedule 3. The increase in revenues for FY 2007 was driven by increases in construction, tourism, retail sales, and the change in deductions noted above. Construction remains strong, primarily in residential. The revenue projection for FY 2008 anticipates larger increases in retail with both the Flagstaff Mall expansion and the Auto mall projects completed by mid-year.

STATE SALES TAX

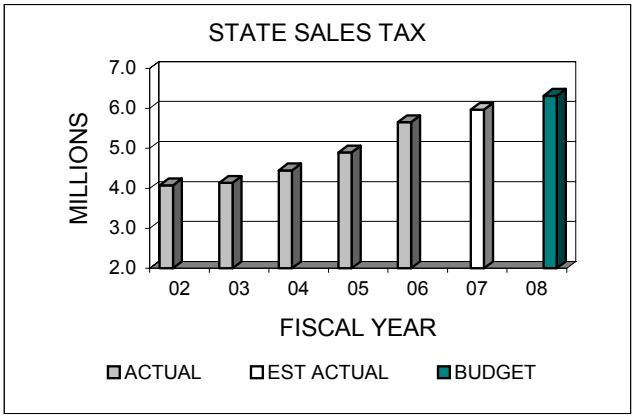
Legal Authority: Arizona Revised Statutes Section 42 - 1341 (D)

Description: A half-cent (.5%) portion of the five-cent (5%) State Sales Tax collected is divided among the State's cities and towns based on population. These revenues can be used for any municipal purpose and, therefore, are deposited in the General Fund to support activities and services provided by the general government.

The sales tax revenue projected for FY 2008 reflects the continued economic rebound at the state level.

STATE SALES TAX

FY:	AMOUNT	% CHANGE
01-02	4,076,034	-17.1%
02-03	4,136,724	1.5%
03-04	4,449,982	7.6%
04-05	4,900,116	10.1%
05-06	5,652,335	15.4%
06-07	5,965,050	5.5%
07-08	6,314,381	5.9%



STATE INCOME TAX (REVENUE SHARING)

Legal Authority: Arizona Revised Statutes Section 43 - 244 (B)

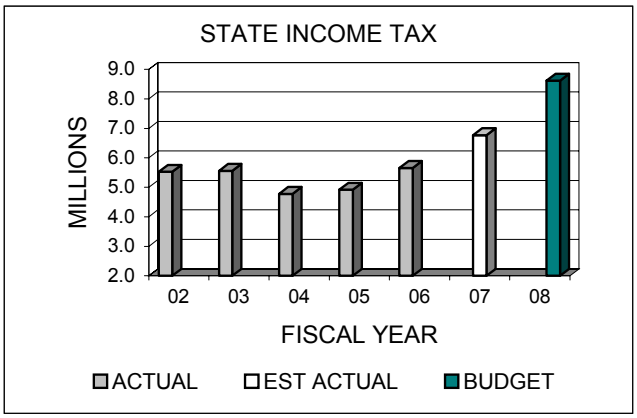
Description: The City shares in 15.8% of the State income tax collected based on the population of the cities and towns as reported in the 2000 Census and adjusted by the annual DES POPTAC estimates. A two-year lag exists between the year of distribution and collection and the reporting year for which the income tax returns are filed. Therefore, little variance is expected between amounts estimated in the budget and actual receipts. Because revenues can be used for any municipal purpose, funds received are deposited in the General Fund to support the services and activities of the general government.

The FY 2002 reduction is a direct result of the 2000 Census count, which was 10,000 less than previously projected.

The large decrease in FY 04 is due to the State receiving less revenue from income tax than previously estimated. All cities have received a proportionate decrease. The League of Arizona Cities and Towns provides the revenue estimates for FY 2008. The increase in FY 2008 is due to Flagstaff's relative population has increased in comparison to the rest of the state.

STATE INCOME TAX

FY:	AMOUNT	% CHANGE
01-02	5,526,159	-14.1%
02-03	5,557,918	0.6%
03-04	4,777,145	-14.0%
04-05	4,918,476	3.0%
05-06	5,655,642	15.0%
06-07	6,771,938	19.7%
07-08	8,616,976	27.2%



FRANCHISE TAX

Legal Authority: Flagstaff Charter and City Code Article XII

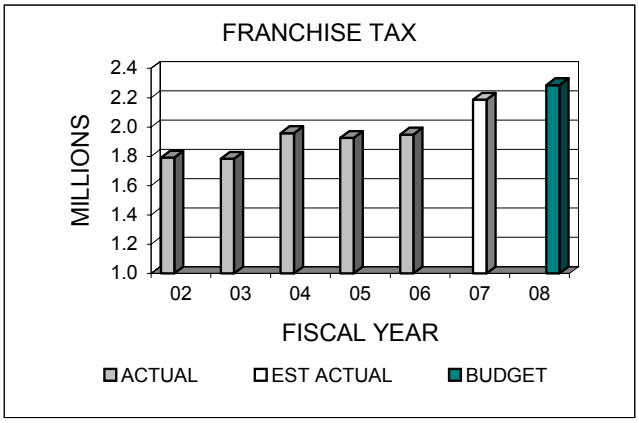
Arizona Public Service: Ordinance 360 (expires 8-21-2011), UniSource Energy Services: Ordinance 1879 (expires 10-3-2020), US West, MCI, US Sprint, Central Corp, and A T & T: Ordinance 585. NPG: Resolution 2006-72 (expires 12-31-2016).

Description: A 2% tax from utility companies--Arizona Public Service and UniSource-is credited to this account. The City also receives a franchise tax from Qwest Telephone Co., A T & T, NPG Cable, MCI, US Sprint, and Central Corp; these entities are currently taxed at 2% except NPG Cable that is taxed at 5%.

The growth rate for Franchise Tax revenue in FY 2008 is due to the renegotiated contract with NPG Cable.

FRANCHISE

FY:	AMOUNT	% CHANGE
01-02	1,790,846	6.0%
02-03	1,783,098	-0.4%
03-04	1,957,830	9.8%
04-05	1,925,231	-1.7%
05-06	1,947,699	1.2%
06-07	2,186,772	12.3%
07-08	2,285,177	4.5%



FINES & FORFEITURES

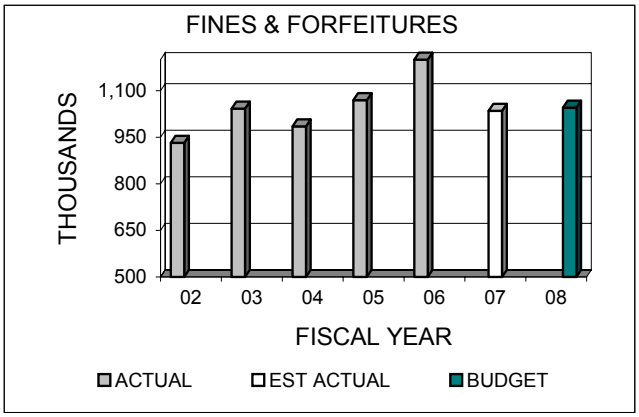
Legal Authority: Arizona Revised Statutes, Rules of Criminal Procedure
City Code, Title 1, Chapter 15, Section 8

Description: Revenues are derived from a multitude of fines and forfeitures that relate to fines ordered by the court magistrates and administrative charges for Traffic School. Other miscellaneous fees allowed include court reimbursements and court collection fees.

The increase in FY 2006 was due to the inception of the FARE program. Fiscal years 2007 and 2008 reflect normalized collections.

FINES & FORFEITURES

FY:	AMOUNT	% CHANGE
01-02	931,950	5.7%
02-03	1,042,133	11.8%
03-04	984,492	-5.5%
04-05	1,069,562	8.6%
05-06	1,332,101	24.5%
06-07	1,034,885	-22.3%
07-08	1,045,672	1.0%



AUTO IN LIEU TAX

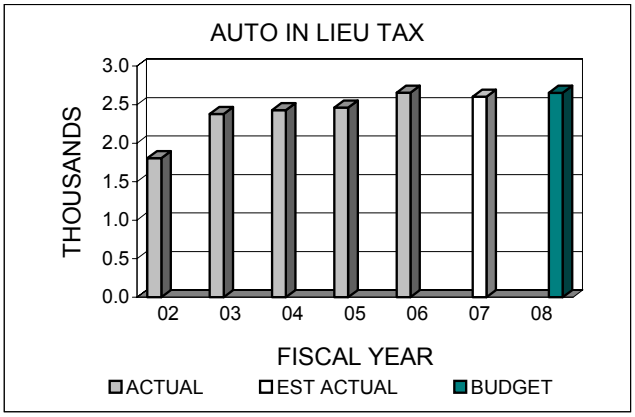
Legal Authority: Arizona Revised Statutes Section 28 - 1591 (c)

Description: Twenty-five (25) percent of the net receipts from vehicle licensing collected by the State is returned to the cities and towns of licensing origin. The distribution is based on population in proportion to total population in incorporated areas. This revenue source can be used for any municipal purpose; therefore, revenues are deposited in the General Fund to support services and activities of the general government.

Revenues have been steadily increasing due to the recent sales boosts in auto sales due to 0% financing and other offered incentives.

AUTO IN LIEU TAX

FY:	AMOUNT	% CHANGE
01-02	1,803,900	-5.7%
02-03	2,378,467	31.9%
03-04	2,427,367	2.1%
04-05	2,461,425	1.4%
05-06	2,655,653	7.9%
06-07	2,601,000	-2.1%
07-08	2,653,020	2.0%



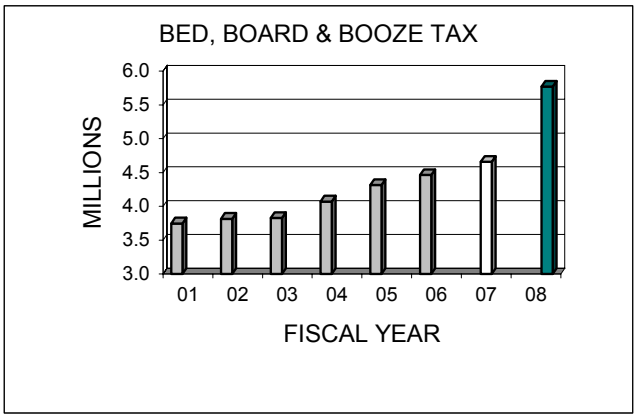
BBB FUNDS

BED, BOARD & BOOZE TAX

Legal Authority: Ordinance 1902, Approved by voters March 1996, extended by vote to March 31, 2013.

BBB

FY:	AMOUNT	% CHANGE
01-02	3,817,028	1.8%
02-03	3,826,975	0.3%
03-04	4,072,344	6.4%
04-05	4,317,063	6.0%
05-06	4,463,359	3.4%
06-07	4,657,883	4.4%
07-08	5,768,845	23.9%



Description: An additional city sales tax of 2% is charged on the services of hotels, restaurants and bars. The City has designated all of these revenues for the purposes of enhancing beautification, tourism, economic development, recreation, and arts & sciences.

The steady growth reflects that the Flagstaff area remains a highly desirable tourism destination that is not as susceptible to economic downturns as realized by other Arizona locales. The BBB Revenue projection for FY 2008 reflects an increase of 23.9% as tourism increases in Northern Arizona.

HIGHWAY USER REVENUE FUND

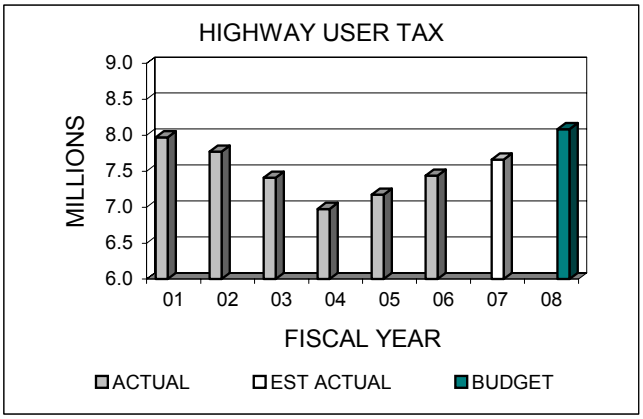
HIGHWAY USER TAX

Legal Authority: Arizona Revised Statutes Section 28 - 1598 (B.4), (For method of distribution see ARS 28-1598 (D.3)

Description: The proceeds from the State-shared motor vehicle fuel tax (currently 16 cents per gallon, of which cities and towns share in 13 cents per gallon) are distributed by the State to cities and towns by a compromise formula. Fifty percent of the distribution is based on point of origin for the sale of gasoline. The remaining fifty percent is based on population in proportion to total population for incorporated towns and cities.

HURF

FY:	AMOUNT	% CHANGE
01-02	7,771,416	-2.5%
02-03	7,408,116	-4.7%
03-04	6,975,351	-5.8%
04-05	7,171,383	2.8%
05-06	7,436,000	3.7%
06-07	7,659,080	3.0%
07-08	8,083,215	5.5%



Due to a new reporting mechanism that the state is utilizing to distribute the state shared motor vehicle fuel tax, the City has experienced a decrease in the share of this revenue. The City continues to experience an increase in HURF revenues. FY 2007 saw a 3% growth and a growth of 5.5% is anticipated in FY 2008.

LOCAL TRANSPORTATION ASSISTANCE

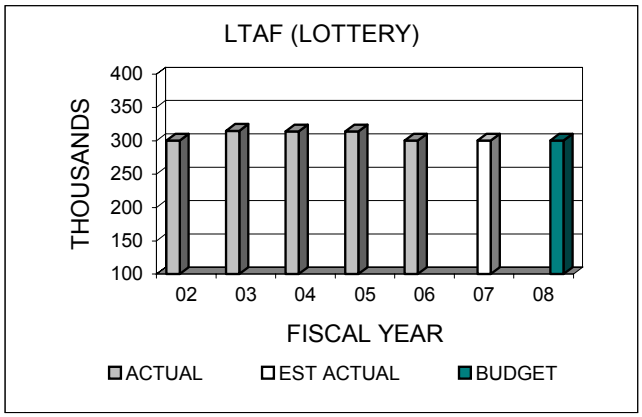
Legal Authority: Arizona Revised Statutes Sections 5 - 522, 40 - 1101, and 40 – 1102

Description: A portion of the lottery monies is distributed to cities and towns. Distribution is based on the population of a city as compared to the total populations of all the cities and towns. These funds must be used for transportation systems including street and highway projects and transit programs.

The City is eligible for monies from the Powerball Lottery game; however, this program has only reached the revenue thresholds that resulted in distribution to the Cities in FY 1998. The State lottery dollars are capped, and will remain static.

LTAF

FY:	AMOUNT	% CHANGE
01-02	300,246	-16.8%
02-03	315,026	4.9%
03-04	313,868	-0.4%
04-05	313,843	0.0%
05-06	300,246	-4.3%
06-07	300,246	0.0%
07-08	300,246	0.0%



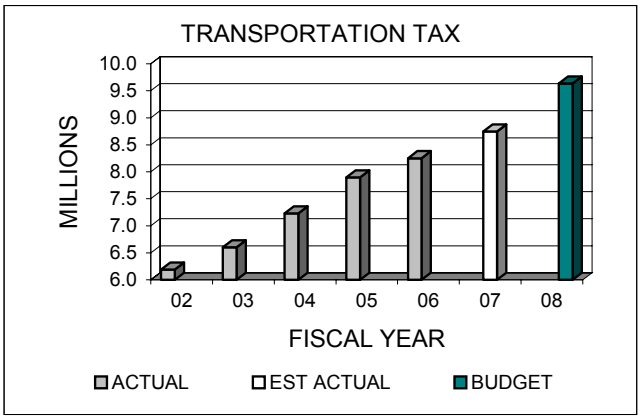
TRANSPORTATION TAX

Legal Authority: Resolution 2004-48, approved by voters May 2000.

Description: The Transportation tax was approved by voters to address four transportation issues. This tax was approved for a period of twenty years. The tax helps pay for a 4th Street overpass, safety improvements, street improvements, and transit services. The transportation tax is assessed on the same goods and services as the City's general sales tax. The tax rate is currently at 0.601%. Anticipated increased revenues are due to the expansion of the Flagstaff Mall.

TRANSPORTATION TAX

FY:	AMOUNT	% CHANGE
01-02	6,190,449	15.9%
02-03	6,602,604	6.7%
03-04	7,228,565	9.5%
04-05	7,898,607	9.3%
05-06	8,251,863	4.5%
06-07	8,746,589	6.0%
07-08	9,638,202	10.2%



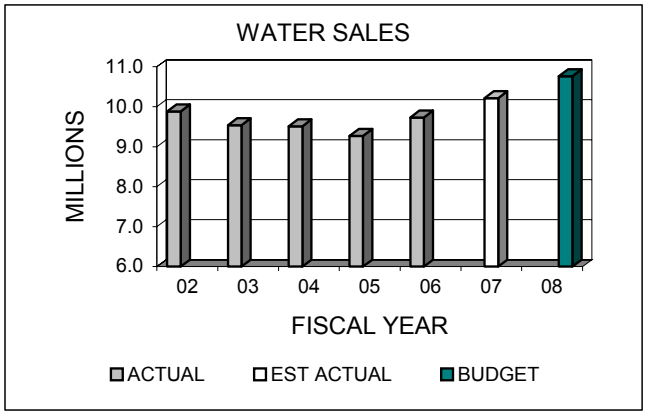
ENTERPRISE FUNDS

WATER SALES

Legal Authority: City Code, Title 7, Chapter 3, Section 11

WATER

FY:	AMOUNT	% CHANGE
01-02	9,880,753	-2.3%
02-03	9,537,409	-3.5%
03-04	9,511,860	-0.3%
04-05	9,268,194	-2.6%
05-06	9,727,199	5.0%
06-07	10,212,526	5.0%
07-08	10,763,082	5.4%



Description: The principal revenue for operating and managing the City's water system is derived from rates and charges for water services. Monthly water bills consist of a base charge for the amount of water consumed with an inverted rate structure for consumption levels above the base amount so as to encourage water conservation practices. The rates for each customer class are reviewed annually to assure adequate user charges; proposed rate changes effectuate in January.

The decrease in FY 2002 through FY 2005 is because of water restrictions due to a drought year. A rate increase has been approved for FY 2008 which was based on utilities rate model and debt issues to cover voter approved projects.

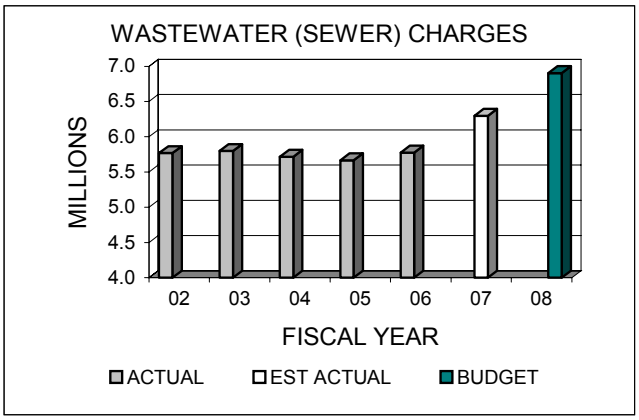
WASTEWATER SERVICE CHARGES

Legal Authority: City Code, Title 7, Chapter 2, Section 39

Description: The principal revenue for operating and managing the City's wastewater system is derived from revenues generated from wastewater (sewer) rates and user charges. Both residential and commercial customers are charged on the basis of water consumption. Residential customer charges are based on average water consumption for the proceeding winter months (Dec-Mar). All other customers are billed based on actual monthly water usage unless they can measurably separate which quantity of water does not reach the wastewater system.

WASTEWATER

FY:	AMOUNT	% CHANGE
01-02	5,767,577	-2.4%
02-03	5,796,821	0.5%
03-04	5,716,062	-1.4%
04-05	5,664,796	-0.9%
05-06	5,773,014	1.9%
06-07	6,297,900	9.1%
07-08	6,903,584	9.6%



The revenue projections include a 2.0% factor due to population and consumption changes. A rate increase has been approved for FY 2008. This is a result of issuing voter approved debt for the Wildcat Plant upgrade.

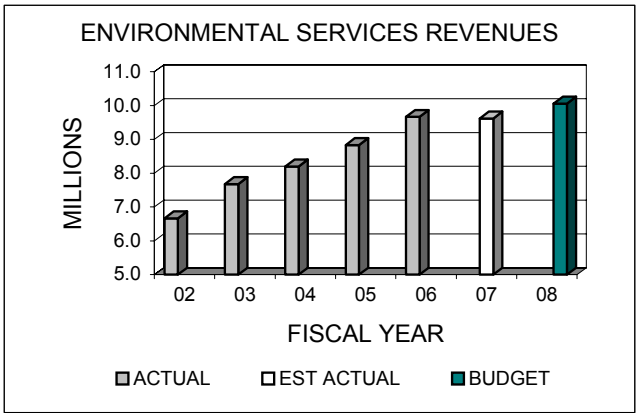
ENVIRONMENTAL SERVICES

Legal Authority: City Code, Title 7, Chapter 4, Sections 8-9

Description: Environmental Services disposal service revenue is comprised of solid waste collection charges, hoist and haul fees, landfill dumping charges, inert materials landfill fees, environmental service fees, and residential and commercial recycling. Service charges for residential and commercial customers are based on size of container and frequency of pickup. Hoist and haul is based on a cost per pull plus tonnage. Receipts from fees charged for dumping at the City Landfill are based on tonnage. The environmental service fee is a fixed monthly charge.

ENVIRONMENTAL SERVICES

FY:	AMOUNT	% CHANGE
01-02	6,666,886	29.6%
02-03	7,680,008	15.2%
03-04	8,200,102	6.8%
04-05	8,833,909	7.7%
05-06	9,666,478	9.4%
06-07	9,617,577	-0.5%
07-08	10,061,827	4.6%



The increase in revenues for FY 2008 represents expected increases related to residential and commercial collection from prior years. A rate increase for FY 2008 is planned however it is not yet budgeted. Final rates are to be determined.

AIRPORT

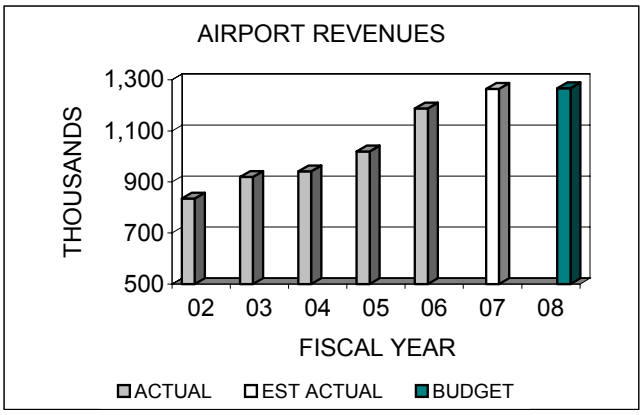
Legal Authority: City Code,Title 8,Chapter 6,Sections 1-8

Description: Airport revenue is derived from the rental of airplane hangars, tiedowns, tiedowns with electricity, and shades rented to various individuals and vendors. Landing fees are charged at a rate of $1.05/1,000 pounds based on gross certificate landing weight of aircraft. Rental revenue from terminal rent consists of space, concession and advertising fees. Revenues are collected from the sale and storage of aviation fuel. A $3 PFC charge is collected from the ticket sales of passengers embarking from Pulliam.

The increases from FY 2002 through FY 2008 are mainly due to a new terminal lease, growth in ground leases, auto rental revenues, and revenue from new hangars that were constructed in FY 2005.

AIRPORT

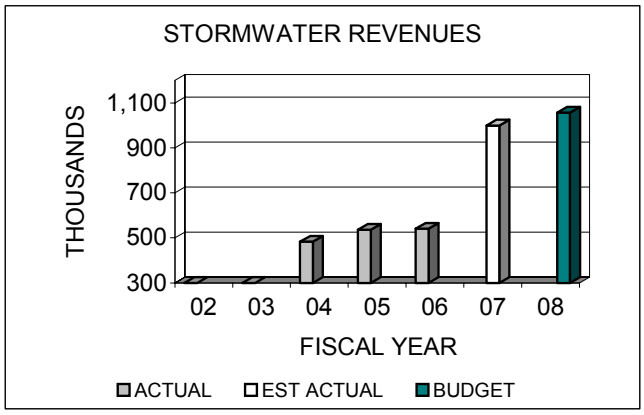
FY:	AMOUNT	% CHANGE
01-02	834,941	4.3%
02-03	919,915	10.2%
03-04	941,623	2.4%
04-05	1,019,147	8.2%
05-06	1,188,512	16.6%
06-07	1,264,725	6.4%
07-08	1,267,164	0.2%



STORMWATER

STORMWATER

FY:	AMOUNT	% CHANGE
01-02	-	0.0%
02-03	-	0.0%
03-04	483,090	0.0%
04-05	535,819	10.9%
05-06	540,495	0.9%
06-07	999,374	84.9%
07-08	1,056,491	5.7%



Legal Authority: City Code, Title 12, Chapter 2, Section 3

Description: Stormwater revenue is determined by the number of Equivalent Runoff Units (ERU)s on a property. An ERU is defined as 1500 square feet of impervious matter. Charges are the same for both commercial and residential customers. The first year of implementation was FY 2004 with a rate of $.53 per ERU. The FY 2007 estimated revenue increase of 84.9% is due to the new stormwater rate of $0.92 per ERU covers additional staff, additional costs related to the mandated NPDES permit activities, and a proposed Drainage Spot Improvement Program. The FY 2008 approved rate is $1.02 and will be increased by $.10 per year until FY 2011 when rate will be set at $1.30.

CAPITAL BUDGET

RELATIONSHIP BETWEEN OPERATING AND CAPITAL BUDGET

The Five-Year Capital Improvement Plan (multi-year, long-range study of construction and/or acquisition of high cost items with an extended useful life) is prepared separately from the Annual Budget and Financial Plan (focus on municipal service delivery programs which generally are of an on-going nature); however, the two processes are interrelated.

The operations and maintenance of major capital facilities and infrastructure can significantly impact the operating budget and, must be considered prior to approval and commencement of acquisition of a particular capital asset. In the capital improvement plan for the City, various components have greater impact on the operating budget than other elements and, may even override operating budget constraints, e.g., mandatory environmental regulatory compliance.

The Water and Wastewater Enterprise Fund's revenue structure is sufficient to meet existing and future impacts of capital, operating requirements including environmental sanctions and debt. Proposed, as well as existing, debt service is included because the changes in debt service requirements must be built into the rate models in determining what, if any, rate increases are required each year. The rate model was updated in FY 2007 which resulted in an increase in user fees. This fee also includes a new water resource impact fee.

The Highway User Revenue Fund designates a portion of State distributions to the pavement maintenance program. The program is important in order to keep roadways in good condition and not allow significant deterioration. An additional component of the maintenance program is funding for ADA compliance for curb cuts, curb returns, and deteriorating sidewalks. The major impact on street maintenance is the addition of roads from private development. The Streets division has maintained level staffing through the investment in new, more efficient equipment.

BBB projects will have a significant impact on operating budget requirements. Streetscape and FUTS trail maintenance will require an ongoing level of effort to maintain landscaping. Greater consideration is being given to design and maintenance requirements for future streetscape projects to keep maintenance costs as low as possible. The completion of several parks projects constructed in conjunction with the Parks and Recreation bond program require a major increase in the Parks maintenance budget. City Council has determined that any increased maintenance costs associated with the bond projects will be paid for from BBB funds. Staff has balanced construction maintenance responsibilities and funding sources in the Parks and Recreation Bond program.

CAPITAL IMPROVEMENT PLAN

What is a Capital Improvement Plan?

A Capital Improvement Plan is a multi year, long-range study of the construction and/or the acquisition of high cost assets that have an extended useful life usually greater than five years. A long-range plan is needed because of the lead times required to adequately finance, design and/or plan, budget, and implement construction or acquisition of the capital project needs of a community.

Planning in one or two-year increments has proven to be inadequate because of the complexity of projects and the public input process, as well as the design time

needed for engineering plans, specifications, and right-of-way acquisition.

After Council has identified priorities and input has been received from all City departments, the development of the actual Capital Improvement Plan is completed. This requires coordination between the budget function and engineering because of the impact of constructed capital projects on the operating budget. For example, bond funds might be used to construct a branch library. However, once construction is completed, the library must be staffed, utility bills must be paid, and the facility must be cleaned and maintained. Therefore, an effective capital improvement plan should always be viewed in context of its impact on the operating budget. You will find anticipated future operations and maintenance impacts as projects are completed in the Capital Improvement Project section of this budget book.

What does a CIP provide?

- ***Cash management capabilities.*** The dollars expended on Capital Improvement Plans in jurisdictions experiencing substantial growth or revitalization will often comprise 40% or more of the total budget. By reviewing the sources and uses of funds on a project basis and within the context of the entire CIP, as well as the related cash flows, a jurisdiction can maximize its investment earnings.
- ***Debt management.*** A CIP allows a jurisdiction to plan the financing requirements and the debt repayment schedule to allow for current and future needs relative to debt service capacity.
- ***Expenditure controls.*** Funds are expended as they were intended to be spent. The appropriations figure becomes the project management budgets. It is typical for most jurisdictions in their process to budget a 15% to 20% overhead factor to cover engineering and design costs as well as to provide for contingencies.
- ***Budgetary controls.*** Operating cash flow projections on a project basis serves as a check and balance on a project's progress both in terms of the time schedule and expenditures to date compared with percentage completion.
- ***Minimize disruption to citizens.*** By looking at the overall impact of the proposed CIP in any given year, the disruption of services or inconvenience imposed by construction activity in a locale can be kept to a minimum. For example, citizen complaints can be minimized by not scheduling the chip sealing of a major arterial street concurrently with ongoing construction on immediately adjacent streets. Additionally, a comprehensive review of multiple projects to ensure adequate coordination can minimize multiple disruptions in a given area.

FY 2008 CAPITAL IMPROVEMENT PLAN

The City budget for FY 2008 includes capital improvement projects totaling $144.1 million. This amount includes $33.2 million in carryover items that have been budgeted. Project funding is comprised of the following: $13.4 million in grants primarily for airport improvements, business incubator and beautification projects. $71.5 million in general obligation (G.O.) bonds and capital leases for the construction of Fire Stations, Aquatic/Multi-Gen Center , Wastewater Treatment Plant upgrade and other projects that were approved by the voters in the 2004 General Election. $59.2 million in operating funds that include street maintenance and improvements, flood control, land acquisition, FUTS and Streetscapes. In May 2004 General Election; the citizens of Flagstaff authorized the City to proceed with ten new projects totaling $155.2 million. These projects will be phased in over a ten-year period with debt being issued in conjunction with the timing of each project. Each proposed project will be discussed below in its appropriate fund. Project listings are located in the Capital Improvement section of this book.

A separate Capital Budget and Capital Improvement Plan (Five-Year) will be prepared from the Annual Budget biannually. Detail project descriptions including location, justification, planning document references, operating impact, and funding and expenditure data are provided for all funded projects.

General Government – Seven projects are scheduled for FY 2008 for a total of $56.7 million. Projects included in this category are several of the projects authorized by voters in the May 2004 election. These include, Fire Fighting Facilities, an aquatic/multi-generational recreation center; and open space acquisition. Also included in this category is redevelopment land acquisition, a business incubator and The Aspen Place at Sawmill Development.

Streets/Transportation – The City currently has 219 miles of paved streets, as well as an additional 10 miles of alleys and 14 miles of unpaved streets. Three major programs are funded in the CIP for the City's streets and related infrastructure. These include an annual maintenance program of chip seal and overlay to extend the useful life of the existing street system; a streets/arterial improvement program to bring streets into current standards or widen to meet existing and anticipated traffic flow patterns; and capital projects including the East Flagstaff Gateway project. There are a total of 29 Streets Transportation projects scheduled at a budgeted cost of $22.5 million. HURF revenues fund $5.8 million of these projects with Transportation Tax funding $16.7 million.

BBB Funds – Projects include Beautification, Tourism and Recreation funding. These projects include Multi-Use Path along Highway 180 and continuing our connectivity of FUTS Trails. This year Federal and State grants will provide funding of $1.1 million. 30 projects are scheduled at a budgeted cost of $6.4 million for FY 2008.

Utilities Fund – Major projects for Water production and distribution include $7 million for future water rights acquisition and $4.5 million for water wells. Major projects for Wastewater plants and collection include $15 million for WC upgrade/reclaim extensions. 16 water projects and 17 wastewater projects are scheduled at a combined budget of $39.7 million for FY 2008.

Airport Fund – Four projects are scheduled at a budgeted cost of $11.2 million for FY 2008. The major project this year is the design for the Runway Extension and land acquisition.

Environmental Services Fund - This year's CIP includes 6 projects for a total cost of $371,164. The largest project is the construction of a maintenance building at a cost of $175,000.

Stormwater Fund – The Stormwater fund completed its third year of operations as a new utility fund for the City of Flagstaff. 3 projects are budgeted in this fund with a cost of $7.0 million in FY 2008. These projects include; drainage spot improvement and the Rio De Flag Drainage Project.

CAPITAL PLAN IMPLICATIONS

For a community to continue to grow and prosper, capital improvement needs must be balanced with the burden placed on its citizens to fund them. Therefore, the capital improvement program is evaluated in terms of its impact on a variety of factors such as property taxes, utility rates, and entering into other long-term commitments, i.e., affordability factors.

Property Tax: Servicing general obligation debt over the previous five years is shown in the community profile section. The table shows that debt as a percentage of assessed valuation has not fluctuated significantly and per capita debt has actually declined. In May 2004, voters authorized sale of bonds to implement 10 new projects totaling $155.2M. These projects will be phased in over the next 10 years.

Utility Rate Structure: The Utility Rate Analysis was added in FY 2007. This rate model provides for major capital improvements, additional bond funding, and increased operating costs. A rate occurred in FY 2007 as a result of the updated Utility Rate Analysis. This increased fee also includes a new water resource impact fee. In May 2004 the voters authorized the sale of bonds to support 3 new Utility projects. These projects are reclaimed water system and related wastewater improvements; water wells; and water rights acquisition.

BBB Sales Taxes: The voters approved a 2% BBB tax in 1988 with a ten-year sunset provision and renewed the tax an additional fifteen years in March 1996. Capital projects currently underway include streetscape along corridors, and the FUTS (Flagstaff Urban Trail System) connectivity and various recreation projects.

Transportation Taxes: On May 16, 2000, the voters also approved a 0.51% transportation tax for twenty years that supports four major transportation issues. The four major areas undertaken are the 4th Street Overpass; Safety to School/Pedestrian/Bike; traffic Flow and Safety Improvements; and Transit Service Enhancements. Through scheduled increases approved at the time of the election, the transportation tax is at 0.601% as of July 1, 2003.

DEBT

DEBT CAPACITY

The City's legal debt margin shown below, demonstrates adequate capacity to complete the capital projects proposed with the May 2004 bond election. Projects will be initiated over time through issuing new debt within capacity as old debt retires.

CURRENT DEBT POSITION

The City's underlying bond rating for general obligation bonds is presently "A+" by Standard & Poor's Corporation and "Aa3" by Moody's Investor Services representing an upgrade from A1. In assigning a rating to bond issuance, the rating agencies analyze several factors to determine an entity's ability to repay its debt. Some of these factors are described in the following text.

General Obligation Debt
July 1, 2007

20% Limitation
(Water, Sewer, Lighting, Open Spaces, Recreation, and Fire Facilities Purpose Bonds)

Assessed Valuation	$	750,538,367
Allowable 20% Debt	$	150,107,673
20% Debt Outstanding		(43,860,000)
Allowable Debt Margin	$	106,247,673

6% Limitation
(All Other General Obligation Bonds)

Assessed Valuation	$	750,538,367
Allowable 6% Debt	$	45,032,302
6% Debt Outstanding		(680,000)
Allowable Debt Margin	$	44,352,302

Economic factors reviewed include measures of growth such as: population and housing demographics; employment base; unemployment rate; competitiveness of services provided by the governmental entity with surrounding jurisdictions; and vulnerability to revenue streams dependent on economy, e.g., sales taxes and delinquency rates on property tax collections. The City is well positioned because of its location and the diversity of its economic base.

Financial performance factors focus on the entity's ability to maintain a balanced budget regardless of economic circumstances. Recurring revenue streams without reliance on one-time revenue sources, e.g., asset seizure funds or fund balance should support ongoing expenditures. Maintaining a fund balance of 10% of budgeted appropriations is indicative of sound financial management practices.

Debt factors analyzed include indebtedness trends, debt history, current debt burden, and debt repayment schedules. The economic feasibility and need for projects financed with debt are also evaluated, as there is a correlation between perceived benefit received and ability or willingness to repay debt. The history of past voter approved bond authorizations is evaluated as an indicator of taxpayer willingness to repay debt, as well as the amount of overlapping debt imposed on the taxpayer. Development of a long range capital improvement plan is a primary method of planning for future debt needs and is a meaningful way of demonstrating budgetary and fiscal controls.

Administrative factors reviewed include the professionalism of the administration relative to budgetary policies and practices, financial reporting and results of independent audit, and effective management practices. Debt limitations, tax rate and levy limitations and unused debt margins are also assessed. Focus on management capabilities includes personnel turnover, labor relations, and legal and political constraints evident in the organizational structure. Finally, assessment procedures are reviewed and property valuations are trended and analyzed.

Quality of Life factors include the physical, environmental, and social/cultural amenities of a community, which enhance the desirability as a place to live and thereby add to the valuation of the tax base.

DEBT SERVICE

At July 1, 2007, the total actual indebtedness is $99.7 million. FY 2008 annual debt payments are projected to be $14.4 million. Under current state statutes, the City's General Obligation bonded debt issuances are subject to a legal limitation based on 6% of assessed valuation of real property for general purposes, e.g., buildings, land acquisition, street and highway construction and a limitation of 20% on assessed valuation of real property for public works projects, e.g., water, sewer, sanitation, parks, open space, and Fire facilities as approved by voters in 2006. At the start of the fiscal year, July 1, 2007, the City's 20% general obligation debt of $43,860,000 is well below the legal limit of $150,107,673. The City's 6% general obligation debt of $680,000 is also well below the legal limit of $45,032,302. The following table illustrates the total actual indebtedness through the life for all currently outstanding debt.

Schedule of Bonded Indebtedness-Current Debt Only

FY	Principal	Interest	Total
2008	9,061,846	4,312,107	13,373,953
2009	9,332,171	3,902,408	13,234,579
2010	8,604,446	3,507,261	12,111,707
2011	8,898,747	3,158,525	12,057,272
2012	9,319,159	2,788,347	12,107,506
2013	7,323,338	2,390,183	9,713,521
2014	5,689,003	2,071,900	7,760,903
2015	5,181,072	1,819,854	7,000,926
2016	5,178,116	1,593,216	6,771,332
2017	4,805,125	1,342,641	6,147,766
2018	4,882,665	1,125,069	6,007,734
2019	5,110,737	897,763	6,008,500
2020	5,339,813	659,659	5,999,472
2021	3,324,939	418,717	3,743,656
2022	3,461,167	285,082	3,746,249
2023	2,414,743	148,816	2,563,559
2024	706,337	65,255	771,592
2025	617,720	36,932	654,652
2026	525,000	17,220	542,220
	$ 99,776,144	$ 30,540,955	$130,317,099

POLICIES AND PROCEDURES

FISCAL POLICIES

The City balances current revenues against current expenditures (balanced budget approach) in all funds on an annual basis. Additionally, all City funds must balance these funds on an on-going basis for a minimum of five years. Both operational and capital efforts must be sustainable to assure continuity of service to citizens.

A five-year Capital Improvement Plan is updated annually and includes anticipated funding sources. The City's accounting records for General Government operations (General, Special Revenue, Debt Service and Capital Projects Funds) are maintained on a basis consistent with Generally Accepted Accounting Principles (GAAP) with measurable revenues recorded when they become available to finance expenditures in the current fiscal year. "Available" is defined as collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures, other than principal and interest on debt, are recognized in the accounting period in which the liability arises. State statute allows for encumbrances to be recognized for a 60-day period following the end of the prior fiscal year as uses of prior year appropriations. To ensure that appropriations do not lapse, departments are directed to re-budget for all items that are expected to be delivered after June 30.

For the Enterprise Funds, the annual budget is prepared on a basis that differs from GAAP because state law requires capital purchases and debt service payments to be budgeted as expenses, and bond proceeds and grants that are to be utilized are to be budgeted as revenues.

As a matter of general policy, the City of Flagstaff attempts to realize the following goals and objectives:

GENERAL

The City maintains a moderate property tax rate. The secondary property tax rate relates directly to voter-approved debt. General Obligation (G.O.) debt, supported by property tax revenues, may change based on one or both of the following factors: 1) assessed valuation; or 2) property tax rate changes commensurate with community consensus. Additionally, debt service requirements are repaid through a specified revenue stream whenever possible, e.g., water and sewer G.O. bond debt service requirements are built into utility rate structure.

The City's sales tax is used to meet the general operating needs of the City. An additional two cents ($.02) BBB tax has been levied on lodging, restaurant, and bar services. This latter tax has been designated for enhancing the quality of life through Beautification projects, Economic Development, Tourism efforts, Arts & Science contributions, and Recreation projects.

The City has dedicated ($.00601) sales tax for transportation purposes, which will expire in 2020.

The City's goal is to maintain a minimum general fund balance of 15%. The budgeted fund balance for FY 2008 is 18.4%.

Current revenues will be sufficient to support current operations. Grant funds are considered to leverage City funds. Inconsistent and/or fluctuating grants are not used to fund ongoing programs.

ENTERPRISE FUNDS

The City has a policy of utilizing a systematic methodology to determine the rate increase in water and wastewater charges and fees based on the philosophy of "cost of service." All Utilities Fund and Environmental Services Fund operations are managed on the basis that they must be self-sustaining operations. The rate models include all capital costs and routine maintenance items. Analyses of the water and sewer rate model, sanitation requirements, and the stormwater rate model were prepared this year. The water and sewer model indicated a rate increase for the next three years due to the initiation of voter approved bond projects. The five-year Environmental Services analysis indicated the rate increases are needed in the commercial and residential sectors in FY 2008. Uncertainty with regards to the transfer of the tonnage to other landfills continues to place a significant impact on all costs in the Environmental Service Fund. Rates will continue to be examined annually for possible increase over the next five years. As a matter of policy, the City will raise the landfill fee to an amount higher than the tipping fee at the Material Recovery Facility (MRF) to encourage recycling.

The stormwater program has scheduled a series of increases from FY 2007 to FY 2011 to fund increased operational and needed capital improvements.

An Environmental Services reserve will be determined and evaluated annually to provide funding for costs of landfill closure.

The City's goal is to maintain enterprise fund balances in excess of 5% due to the fluctuations of usage not in the control of the departments.

REAL ESTATE PROCEEDS FUND

The disposition of funds from real estate proceeds is governed by ordinance. Proceeds from the sale of real property assets will only be used for costs of acquisition or sale of real property. In FY 2008 proceeds are currently not scheduled.

DEBT PERFORMANCE

To ensure that the City's debt position and bond ratings remain favorable, the City's borrowing program strives to meet the following general debt performance goals:

- The City will limit long-term debt to only those capital improvements that cannot be financed from current revenues.
- The terms of repayment for any debt will not exceed the estimated useful life of the project or asset acquired nor will debt be used for recurring expenditures normally considered operational and maintenance expenditures.
- Minimize the impact of debt obligation on the general taxpayer, by:
  - Using Special Improvement Districts (SID), revenue bonds (street projects), or user charges (water and sewer bonds) whenever possible.
  - Determining if BBB funds (Beautification, Economic Development, Tourism, Recreation, and Arts & Science) should underwrite all or part of a proposed project.
  - Creating sinking funds when possible to provide for expansion or replacement of capital items.
  - Seeking out grant support to the maximum extent possible as well as other lower interest debt options such as state revolving loan funds or redevelopment district designation.
  - Collaborating with the City's financial advisors to structure debt in such a way the debt load is explicitly related to the operating budget and the ability to handle debt will not impair operating needs. General obligation debt load will not exceed 15% to 20% of the operating budget and debt expenditures to allow sufficient resources to meet ongoing needs without placing an undue burden on the taxpayer.
  - Preparing an Official Statement on all bond offerings and notes, including Certificates of Participation.
  - Maintaining good relations with its financial advisor, bond rating agencies and insurance carriers, and providing full and open disclosure on all financial reports and prospectuses.

DEBT MANAGEMENT

The City will not pledge General Fund taxing authority to secure long-term debt except when marketability can be significantly enhanced.

At least 25% of capital outlay (including capital equipment acquisition) will be funded on a pay-as-you go basis. The City will fund on a pay-as-you-go basis as much as possible rather than using debt financing.

A feasibility analysis will be undertaken in-house for proposed long-term financing to determine current and future budgetary impact and reliability of revenue stream to support both debt service requirements and operations. Council will review the financing program annually.

Financing will not exceed the useful life of the infrastructure improvement.

Debt financing will be on a competitive basis. Private placements (negotiated financing) may be used when the market is highly volatile or the debt structure is highly unusual and complex as to financing structure or security structure.

Debt schedules will be prepared and included in the Annual Budget and Financial Plan (budget document) as well as the Five-Year Capital Improvement Plan with an annual update.

The City will diligently monitor compliance with all bond covenants as well as strict adherence to federal arbitrage regulations.

FUND BALANCES AND RESERVES

The City will strive to maintain fund balances of at least fifteen percent (15%) in the General Fund and ten percent (10%) in the Utilities Fund. Five percent (5%) is considered the minimum level necessary to maintain the City's credit worthiness (bond rating). However, a more stringent level is recommended so as to provide for:

- Economic uncertainties
- Assurance against vagaries and uncertainties in the bond market
- Cash flow requirements (60 days operating revenues)
- Adequate contingencies

A Landfill Sinking Fund has been established to provide for future closure and environmental regulation requirements and equipment needs. For closure costs, amounts are legally designated for future construction needs in order to insure financial compliance. Current estimates are more than $14 million. The landfill rates include an allocation to the sinking fund.

EXPENDITURE LIMITATION CONTROL

The State of Arizona provides for several options regarding expenditure control limitations. State statute determines the allowable expenditure limits for each municipality. There can be a one-time adjustment, a permanent adjustment, or charter cities have a homerule option. The City operates under the state expenditure limitation rather than the home rule option allowed to Arizona municipalities, which requires voter approval every four years. The City has a permanent adjustment to the base as a result of the BBB tax approved by voters in FY 1988, which allows the City to increase the expenditure level base by the amount of the additional revenues generated by the tax.

The City received voter approval for a second permanent base adjustment in the May 2006 general election. The adjustment was necessary to align previous citizen approved expenditures with the maximum allowable amount per the Economic Estimates Commission.

Expenditure Limitation is presented as the basis of accounting presented by the uniform expenditure reporting system, which excludes expenditures of certain revenues specified in the Arizona Constitution.

BUDGET POLICIES

Budget Basis of Accounting – The accounting and budgeting systems for the City are in accordance with Generally Accepted Accounting Principles (GAAP) format, with minimal variances between the two systems. Budget basis for enterprise funds differ primarily due to state laws. The major differences are as follows:

- Encumbrances (contractual commitments) are considered the equivalent of expenditures. Encumbrances at year-end for goods or services, which are not received prior to the end of the fiscal year, are cancelled.
- Fund balances reserved to inventory and bonded debts are not included in the budget.
- Certain expenditures, such as depreciation and landfill closure and post closure accrual, are not included in the budget.
- All funds except the Internal Service Fund are budgeted.
- Enterprise funds budget capital expenditures and debt service payments as expenses.
- Enterprise funds budget bond proceeds and grants as revenues.

The City will utilize a number of different fund types to segregate the financial activity within the City either due to regulatory reasons or as designated internally. The fund classifications are Governmental funds, Proprietary funds and Fiduciary funds.

Governmental funds are typically those that account for the tax supported activity within the City. Within governmental funds, the sub-classifications utilized by the City are:

- General Fund - The chief operating fund that accounts for all activity not accounted for somewhere else. The General Fund currently encompasses the activities of General Administration, Management Services, Community Development, Public Safety, and Non-Departmental expenditures.
- Special Revenue Funds – Accounts for certain revenue sources that are set-aside for a specific purpose. Special Revenue Funds currently in existence are the Library, Highway User Revenue, Transportation, Beautification, Economic Development, Tourism, Art's and Sciences, BBB Recreation, Real Estate Proceeds, Housing and Community Services, and Metropolitan Planning Organization.
- Debt Service Funds – Established to set aside the resources needed to meet current and future debt service requirements on general long-term debt. The City has established the General Obligation Bond Fund, the Secondary Property Tax Fund, and the Special Assessment Fund in this category.
- Capital Projects Fund – Established to separately reflect major capital acquisitions and/or construction from other ongoing operating activity. The City of Flagstaff has established a Capital Project Fund.

Proprietary funds are used to account for those activities that are expected to be self-supporting through user fees in whole or in part. Proprietary funds encompass Enterprise funds.

- Enterprise Funds – May be utilized for any activity in which a fee is charged. An Enterprise Fund is required to be utilized if the debt is backed solely by fees or charges, if there is a legal requirement to recover cost through fees and charges, or there is a policy decision to recover cost. The City has four Enterprise Funds in the form of Utilities (Waste and Wastewater), Airport, Environmental Services, and Stormwater.

Fiduciary funds are used when the City holds resources while acting as an agent for a party outside the government. The sole fiduciary fund the City holds is the Firemen's Pension Trust Fund

Budgetary control accounts are maintained in the general ledger system at a line item level to track estimated revenues, appropriations, and encumbrances.

The Comprehensive Annual Financial Report (CAFR) Statement of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual reflects how well the City met its budget plan. In addition, while individually budgeted, the City combines the BBB funds for CAFR presentation. These include Beautification, Economic Development, Tourism, Arts & Science, and Recreation. Conversely, the City presents the Internal Service fund in the CAFR as unbudgeted.

REVENUE DISTRIBUTION

Highway Users Revenue Funds (HURF) will be used to fund a portion of the Annual Streets Maintenance Program (overlay, chip seal, reconstruction) at a level of effort that will strive to maintain the streets system based on availability of funding. A portion of HURF funds will also be appropriated each year for street and sidewalk improvements, streetlights, and Americans Disability Act (ADA) compliance.

Local Transportation Assistance Funds (LTAF) will be used to fund a portion of the annual streets maintenance program.

Debt service requirements for G. O. Water and Sewer bonds will be built into the respective rate models so that sufficient revenues are generated from user charges to cover annual debt service.

BBB Funds are restricted to Beautification, Economic Development, Tourism, Arts & Science, and Recreation projects. The Beautification Fund will finance major beautification projects including an urban trail system, bikeways, pocket parks, streetscape, rehabilitation, area redevelopment enhancements, and related maintenance expenditures. As determined at the April 1996 Council retreat, funds for recreation will serve to improve, maintain, and enhance park facilities.

Annual funding for Economic Development opportunities, $125,000 and Open Space $150,000 shall be allocated on a priority basis from excess revenues over expenditures.

Transportation funds benefit four major categories: Fourth Street overpass, Street Improvements, Safety Improvements, and Transit. The Street and Safety projects include Safe-To-School Projects, urban links, streets widening, and gateway development.

CONTRIBUTIONS TO ART IN PUBLIC PLACES

Art in Public Places has been funded through a general fund contribution. In addition, an art component may be incorporated in capital improvement designs. The Arts & Science Commission also appropriates an annual amount towards this effort.

OPERATING BUDGET IMPACT

The impact of capital improvements on the respective fund operating budgets is required for all capital projects. Costs are developed for first-year start-up costs as well as an annual operating cost estimate. For Enterprise Fund capital projects, debt service requirements are included in the rate projections.

Balanced revenue and expenditure forecasts will be prepared to examine the City's ability to absorb operating costs due to possible changes in the economy, service demands and capital improvements. The forecast will encompass five years and will be updated annually.

An analysis of impact on cost-of-service will also be undertaken by the City staff to determine if any changes to fees and charges should be recommended to Council.

MINIMUM LEVELS OF CAPITAL INVESTMENT

The Street Improvement Program will commit $1.5 million for annual capital maintenance of the street system which includes, approximately $125,000 for ADA compliance in the street system.

The Water and Sewer system will undertake sufficient capital improvements considered routine operations and maintenance to prevent system degradation. Additionally, the inner basin waterline will be charged out over a 20-year period.

Sinking funds have been established for future landfill closure costs. Currently, it is estimated that $14 million will be needed over 30 years starting in the year of closure to finance the closure and environmental regulatory compliance costs for the landfill. Landfill requirements are built into the Environmental Services rate structure.

NON-RECURRING REVENUES

The City will balance operating revenues against operating expenditures. Any non-recurring revenues are budgeted for other one-time and/or non-recurring expenditures. Should any non-recurring revenue source have ongoing operating implications, those considerations will be evaluated before the acceptance of such funding.

ISSUES AND UPDATES

PERSONAL SERVICE COSTS

PAY PLAN

The FY 2008 budget includes a market adjustment of 2% to the City's pay plan for classified employees. The cost of the market adjustment is approximately $613,000 to all funds. This adjustment is based on a market analysis, which included the same markets as identified in previous surveys. The market data includes local, private and public sector information. The EAC supported this recommendation.

In addition, the average merit that classified staff will be eligible for is 3.2% costing approximately $610,000.

The exempt employee pay plan has not changed; it is still open range which means exempt employees do not receive an automatic market adjustment; and any pay increase is based on performance. Exempt employees will be eligible to receive on average a 5.2% merit increase. The total salary cost for merit increases for exempt employees is estimated to be $715,000 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.

A salary survey for all Assignment Pays was conducted this year and a 5% adjustment was made. The cost to all funds is approximately $20,000.

The Civil Attorney and Prosecutor positions in the Legal Department will be broad banded July 1, 2007, 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 2008 begins the fifteenth 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 is the first year the Board of Trustees for NAPEBT have been operating under an administrative services contract, which a modified form of a self insured plan. This change was made in an effort to manage the continued increase in health insurance costs while still providing a competitive health package.

This year a three-option health insurance plan was offered to all employees in order to provide them the opportunity to make choices in the type of coverage and premiums that best met their needs. NAPEBT also funded a "wellness program" in an effort to control costs.

The premium increase for health insurance this year is 5.29%. This is well below national trend for plans similar to the City's, which is approximately 14%. One of the reasons NAPEBT is below trend is that NAPEBT is operating under an administrative contract which has provided the NAPEBT Trustees more flexibility in managing costs. In addition there has been more emphasis in educating employees through the "wellness" initiative. However, cost will continue to increase in the future due to prescriptions, technology, cost shifting based on government regulations, etc. as well as plan utilization (claims).

FY 2008's budget reflects the continuation of the City of Flagstaff paying the full premium for the employee and keeping the subsidy for dependent health insurance at its current rate of $314.00 per month. This increase was recommended by the Compensation Committee and supported by EAC. For FY 2008 the total budget for employee only health insurance is $4.1 million dollars, which is an increase of 8.3% to all funds. The total cost of the dependent subsidy to the City is $1.2 million which is an approximate increase of 17.3 % compared to last year.

Employees who do not elect dependent health insurance coverage are eligible for $60 per month in their deferred compensation. This in an increase of $10 per month and the cost to all funds is approximately $48,000.

Dental insurance premiums, both employee only and dependent, resulted in a rate increase of approximately 4%. The City pays 100% of employee coverage and employees pay 100% for dependent coverage. No plan design changes were made for FY 2008.

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 affects 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 2008 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, 2007.

Human Resources received a total of 23 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
Environmental Services Operation Manager	15	No Change	16	1
Contract Specialist	9	Senior Procurement Specialist	10	1
Application Specialist	8	Application Specialist II	9	1
Senior Buyer	9	Senior Procurement Specialist	10	2
Parks and Recreation Manager	16	Parks and Recreation Director	17	1
Network Administrator	9	Senior Network Administrator	12	1
Assistant Fire Chief	17	Deputy Fire Chief	18	2
Environmental Code Enforcement Officer	7	Environmental Code Specialist	9	1
Revenue Collector	7	Collections Specialist	8	1
Associate Planner	9	Community Planner I	12	1
Plant Technician - MSW	SB1	Maintenance Specialist	B31	1

REZONES				
Current Job Title	Old Zone	New Job Title	New Zone	No. of Employees Effected
Administrative Specialist	1	No Change	2	1
Administrative Specialist	2	No Change	3	1
Administrative Assistant	1	No Change	2	4
Administrative Assistant	2	No Change	3	1
Development Case Manager	1	No Change	2	1
Development Case Manager	2	No Change	3	1
Water Service Specialist	2	No Change	3	1

REORGANIZATIONS

Three mid-year reorganizations were implemented during FY 2007: (1) Community Investment Division - The purpose of the reorganization was to reduce the number of direct reports to the Director and streamline processes and create efficiency. This resulted in creating four sections: Housing, Redevelopment, Community Code Administration, and Planning and Community Design. (2) Facilities Maintenance -This reorganization resulted in a Maintenance Worker II HVAC/Electrical and a Maintenance Worker III-Carpenter/Plumber providing an increase in employee skill/knowledge base, a reduction of outsourcing and promotional opportunities for employees. (3) Environmental Services - The Solid Waste Collection and Disposal and Environmental Management were split into two sections with the Sustainability Program moved under Environmental Management. The name of Environmental Management was changed to Sustainability and Environment Management Division.

The major reorganizations that will be implemented during FY 2008 are:

(1) Public Works - The major change to this reorganization is to reduce the number of direct reports to the Public Works Director and create an Assistant Public Works Director similar to how the Utilities Department is organized. In addition a Parks Supervisor job has been created to assist in the day-to-day operation in the Parks Division. In Fleet Services two Mechanic III, Lead Worker positions were created in an effort to increase employee skill/knowledge base and provide promotional opportunities. The Environmental Services –Collections/Landfill Division re-organized all the administrative assistants and specialists so that all five of them would all report to an Administrative Supervisor.

(2) IT Division - The reorganization of this Division will result in the operational side of the division being restructured and splitting the Operations Team into Network and Systems and Applications so that here are now four sections: GIS, Support, Network and Systems and Applications. This change would add clarity and streamline processes.

(3) Courts – The major changes to this reorganization is the addition of another Deputy Court Administrator so that there are now three: Operation, Judicial Enforcement, and Court Services. It also creates two Court Supervisors one for the financial side and one for the services side. In addition a Jury Services Specialist position will be created and the Administrative Assistants will be changed to Judicial Services Specialists. This will address the increasing complexity of the cases, the changes in automation, specifically moving to Arizona Case Management System (CMS), integration of systems (new Electronic Court), and the Electronic Document Management System is being integrated with the CMS and will significantly change the way the court handles files. In addition there is new required training for court staff as well as Evidence Based Sentencing which will result in significant changes to post conviction requirements. This reorganization increases overall FTE's by 0.83.

POSITION ADDITIONS/DELETIONS

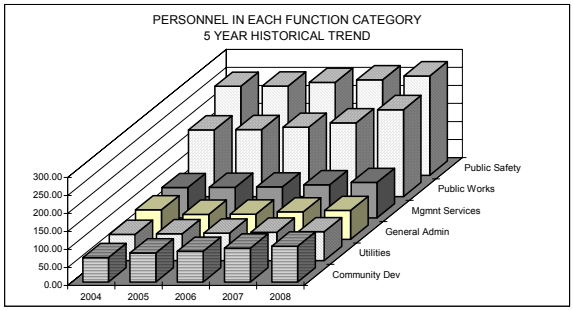
In preparing budget requests for FY 2008, new position requests would be considered for:

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

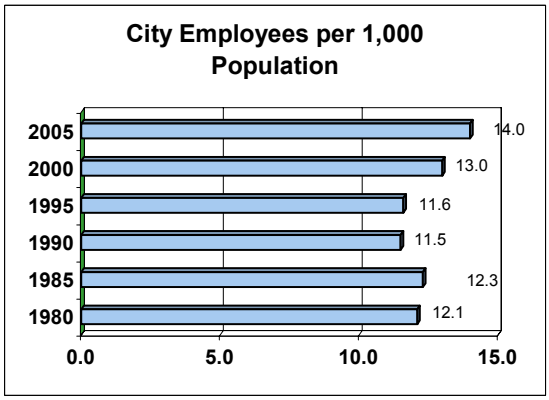
staffing request changes that are reclassification requests and transfers of personnel between divisions to accommodate changing program needs.

A total of 64.7 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.



Employees per 1000 Population

	Population	Employees	Emp/Pop
1980	34,743	422	12.1
1985	38,247	470	12.3
1990	45,857	527	11.5
1995	52,701	612	11.6
2000	52,894	685	13.0
2005	62,371	875	14.0



* Estimated census per Arizona Department of Economic Security

Increased Service Levels:

Staffing increases that are related to new programs include:

City Attorney (2.0) The City is adding a Senior Assistant City Attorney to address ongoing demand for contractual review, code development and other needs as directed by Council. A Prosecutor position is being added to handle anticipated increases in Driving Under the Influence (DUI) cases due to legislative changes.

Community Investment (4.0) Two positions are being added to the Housing Division to address citywide issues in affordable housing and the administration of the growth in current programs. In addition, a Business Attraction Specialist is being added to supplement efforts in economic development. Also, the City is anticipating the need for a Downtown Parking District and should that become a viable work program in FY2008, a Downtown Manager position will be filled.

Community Improvement (0.25) Ten additional hours per week of a traffic engineering intern have been added to assist with ongoing needs.

Police (7.0) Six officers are being added to create an additional squad within the City to address increased response needs. An additional detective position has been added to address growing concerns with property crime and this position cost will be offset through the implementation of a new fee.

Parks (3.25) Two FTE permanent and 0.83 FTE temporary time has been added to address growing maintenance needs for expanded inventory in the streetscape improvements. In addition, 0.36 FTE temporary time has been added to address a similar need for FUTS maintenance. The Parks Division is also adding approximately 125 hours per year for snow removal.

Facilities (2.0) A Maintenance Worker II position is being added for specific assignment to the Aquaplex. A second Maintenance Worker II has been added that will have specialized expertise as an Electrician.

Cemetery (2.19) The Cemetery is adding temporary staff on a one-time basis to work on an irrigation installation.

Recreation (26.15) 2.0 FTE permanent staff and 24.15 temporary staff are being added for specific assignment to the Aquaplex.

Library (4.01) 3.5 FTE's permanent staff and 0.51 temporary staff hours have been added to address expanded needs at both the Flagstaff libraries and the branch libraries located throughout Coconino County

MPO (0.13) An additional 5 hours intern time per week has been added to facilitate a number of tasks as related to program management.

HURF (2.5) 2.5 FTE temporary staff have been added to address drainage clearance during the spring and summer seasons. This effort will be funded through a transfer from the Stormwater fund.

Convention and Visitor's Bureau (1.0) One full time permanent Marking Manager position has been added to address the growing need to respond to the growth in requests and outreach in the tourism industry.

Maintaining Service Levels:

Purchasing (1.5) The Purchasing division is adding 0.5 FTE to the Warehouse to provide coverage and is

adding 1.0 FTE Buyer to maintain timely response and updates to current contracts or other purchasing needs.

Finance (1.0) The Finance department is adding 1.0 FTE Accountant II to meet current demands as dictated by both operational and capital growth.

Development Services (1.0) The City continues to experience high growth in the commercial sectors so an additional Plans Examiner is needed.
Fire (1.0) A 1.0 Also in response to citywide growth, an additional position has been added to address fire prevention code issues.

Police (3.0) Two positions have been added to address greater response needs within dispatch services. In addition, a position has been added as a Property Control Coordinator to help track City property as retained by the Police Department.

Fleet (1.0) A Parts Specialist position has been added to maintain needs as evidenced through the overall growth in Fleet.

Court (0.25) Ten hours per week of Magistrate Pro Tem has been added to deal with a growing case load.

Streets (1.06) The Streets Division is adding 1.0 FTE Equipment Operator I to assist with increasing maintenance to the City street inventory and approximately 125 hours per year is added to address snow removal needs on these same streets.

Water/Wastewater (1.25) One Maintenance Service Worker position has been added at the Lake Mary Water Treatment Plant and ten hours (0.25 FTE) per week has been added to assist with greater demands on Customer Service.

Airport (0.5) A current temporary employee will be increased to full time to address growing maintenance needs on existing runways.

City of Flagstaff, Arizona
FY2008 Full Cost Plan
Analysis of Fund Allocation by Service

CENTRAL SERVICE	GENERAL 001	LIBRARY 030	HURF 040-044	UTILITIES 201	STORMWTR 210	AIRPORT 270	ENVIRON. SERVICES 280	TOTAL	TOTAL CHARGED OUT - GF
General Fund Services									
Non-Departmental	2,437,311	64,739	204,060	318,142	13,661	65,777	243,588	3,347,278	909,967
Council & Commissions	124,126	10,922	32,734	36,194	1,807	4,727	27,140	237,650	113,524
City Manager	374,713	47,045	91,977	118,367	9,234	16,047	90,546	747,929	373,216
City Clerk	150,184	9,202	27,447	32,096	1,511	3,971	22,849	247,260	97,076
City Attorney	475,268	25,524	76,134	84,323	4,192	11,018	63,382	739,841	264,573
Human Resources	355,085	29,216	26,022	50,399	4,937	7,317	-	472,976	117,891
Risk Management	98,586	9,606	16,682	22,201	1,568	3,027	9,538	161,208	62,622
Management Services	-								-
Administration	-		-						-
Purchasing	132,055	13,396	100,911	52,327	1,083	7,340	40,191	347,303	215,248
Mail Services	35,160	-	2,182	5,092	722	2,086	1,981	47,223	12,063
Warehouse	30,298	751	2,811	43,954	10	792	2,934	81,550	51,252
Property Management	67,816	-	21,132	4,449	3,337	-		96,734	28,918
Financial Services	75,685	6,838	20,396	22,590	1,123	2,952	16,980	146,564	70,879
Copy Center	22,882	1,114	939	3,615	600	423	768	30,341	7,459
Management Services	363,896	22,099	148,371	132,027	6,875	13,593	62,854	749,715	385,819
Information Systems	241,647	-	48,496	256,235	-	-	63,045	609,423	367,776
Finance	431,316	56,133	61,106	90,815	36,180	64,432	93,096	833,078	401,762
Sales Tax & Licensing	591,993	14,571	1,157	23,604	-	32,935	45,828	710,088	118,095
Public Works Admin.	138,382	-	96,206	-	-	88,923	100,930	424,441	286,059
Public Facilities Maintenance	477,580	119,875	3,286	41,956	8,403	34,601	47,375	733,076	255,496
Mechanical Shop	69,816	503	65,149	17,192	421	4,715	105,540	263,336	193,520
Community Devel Admin	61,736	-	-	-	-	-	-	61,736	-
Development Services	2,516,326	24,726	304,785	600,216	13,642	10,673	61,399	3,531,767	1,015,441
Community Improvements	112,650	-	561,203	-	56,431	-	-	730,284	617,634
Community Investments	714,449	22,965	68,502	75,865	3,772	9,913	57,027	952,493	238,044
Contributions	279,904	10,130	33,832	71,021	6,175	8,823	30,792	440,677	160,773
Total General Fund	10,014,968	467,256	1,867,149	1,970,653	168,809	380,492	1,124,929	15,994,256	5,979,288
BY DEPARTMENT									
General Administration	$ 1,453,836	$ 120,593	$ 238,262	$ 307,386	$ 21,442	$ 41,380	$ 186,315	$ 2,369,214	$ 915,378
Community Development	2,690,712	24,726	865,988	600,216	70,073	10,673	61,399	4,323,787	1,633,075
Management Services	1,628,852	92,803	259,130	502,681	43,055	110,960	264,823	2,902,304	1,273,452
Public Works	685,778	120,378	164,641	59,148	8,824	128,239	253,845	1,420,853	735,075
Non-Departmental	3,555,790	108,756	339,128	501,222	25,415	89,240	358,547	4,978,098	1,422,308
	$ 10,014,968	$ 467,256	$ 1,867,149	$ 1,970,653	$ 168,809	$ 380,492	$ 1,124,929	$ 15,994,256	$ 5,979,288
Utility Fund Services									
Customer Services	$ 21,441	$ 3,746	$ 3,620	$ (221,849)	$ 10,200	$ 642	$ 182,200	$ -	

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, 2006. 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.

FLEET MANAGEMENT

Fleet Management is dedicated to sustaining Flagstaff's resources by providing vehicles and equipment that maximizes fuel resources that preserves the environment for the Citizens of Flagstaff.

Fleet Management has set the goals of:

- Preserving the environment
- Purchasing environmentally compatible vehicles
- Improving fuel efficiency
- Conserving resources
- Downsizing vehicles
- Reducing green house emissions by using alternative energy
- Rotating under-utilized vehicles

Each piece of equipment submitted for review is evaluated by the Fleet Superintendent and fleet staff. Units are forwarded to the Fleet Review Committee that is comprised of a few supervisors and line workers familiar with equipment use and application. Based on the evaluated vehicle physical condition, fiscal year-to-date costs, and probability of major component failure, units are recommended for retention or replacement. Recommendations are determined by Fleet Review Committee using strict budget funds and guidelines.

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

- Updated the five-year plan by incorporating replacement data from the H.T.E. fleet system.
- Provided hands-on-computer training to the Fleet Review Committee on accessing the H.T.E. fleet system for information.
- Updated vehicle replacement criteria to extend vehicle useful life to maximize financial resources.
- Purchased twelve hybrid vehicles this year, eight Ford Escapes and four Toyota Prius'.
- Reviewed 38 vehicle replacement requests, forwarded 35 on them to the Fleet Review Committee that were approved along with 11 new additions.
    - The police department received a new prisoner transport.
    - Utilities received two new vactors
    - Streets received three new dump trucks.
    - Environmental Services received three top loaders, four automated side loaders, two roll offs, and one rear loader ordered.
    - Parks will receive two replacement skid steer loaders.
    - The fire department will receive a Quint aerial truck, a heavy duty rescue vehicle and replacement pumper
- Continued to monitor practical vehicle utilization and rotation.

- Water 1 ½ ton utility trucks will have diesel engines.
- All ¾ ton and larger trucks will have diesel engines.

FLEET FISCAL YEAR 2008 REPLACEMENTS

DIVISION	AMOUNT
22 POLICE	
HYBRID COMPACT FWD SUV	$ 26,500
COMPACT 4X4 P/U EXT CAB ANIMAL	19,500
POLICE SEDANS (6)	141,000
26 PARKS	
3/4 TON PICKUP WITH UTILITY	31,000
1 TON DUMP 4X2 DUEL R WHEEL	50,000
3/4 TON DIESEL PICKUP	24,000
3/4 TON DIESEL PICKUP	17,500
3/4 TON DIESEL PICKUP	17,500
CROWN VIC SEDAN *	-
29 FACILITIES MAINTENANCE	
COMPACT 4X2 PICKUP	16,900
66 NON-DEPARTMENTAL	
HYBRID SEDAN	26,000
HYBRID COMPACT SUV	27,500
TOTAL GENERAL FUND FLEET	397,400
32 STREET MAINT. & REPAIR	
10 WHEEL DUMP	200,000
10 WHEEL DUMP	200,000
5 YARD LOADER	366,000
TOTAL HURF FLEET	766,000

* RETAIN P3069

DIVISION	AMOUNT
47 LK MARY WATER TREATMENT PLANT	
1 TON FLATBED	29,000
48 CUSTOMER SERVICE	
COMPACT 4X4 PICKUP EXT CAB	19,500
COMPACT 4X4 PICKUP EXT CAB	19,500
49 WATER DISTRIBUTION	
COMPACT 4X4 PICKUP EXT CAB	19,500
1 TON F 450 4X4 UTILITY WITH CRANE	65,000
53 WASTEWATER TREATMENT PLANT	
FORKLIFT	27,000
1 TON UTILITY 4X4 WITH CRANE	65,000
1 TON UTILITY 4X4 WITH JET RODDER	80,000
TOTAL UTILITIES FLEET	324,500
41 ENVIRONMENTAL SERVIC	
1/2 TON 4X4 PICKUP	20,000
1/2 TON 4X4 PICKUP	20,000
WATER TENDER	125,000
AUTOMATED SIDELOADER	246,000
AUTOMATED SIDELOADER	246,000
RESIDENTIAL SIDELOADER	195,000
BIN MAINTENANCE TRUCK	60,000
ROLL OFF TRUCK	175,000
TOPLOADER	230,000
TOPLOADER	195,000
TOPLOADER	209,500
TOTAL ENVIRONMENTAL SERVICES FLEET	1,721,500
TOTAL FLEET REPLACEMENTS	3,209,400

Proposed objectives for FY 2008 include:

- Purchase hybrid vehicles and diesel pickups for approved replacement units if appropriate for user needs.
- Monitor maintenance and operations costs for fleet hybrid vehicles for comparisons to gasoline vehicles.
- Encourage fuel economy and efficiency with recommendations to down size vehicles appropriate for users' job performance.
- Continue to analyze vehicle utilization and rotation recommendations to attain required miles/age criteria.
- Continue training for the Fleet Review Committee in accessing the H.T.E. fleet information system.
- Provide training to Fleet Services' technicians to service and maintain hybrid vehicles.

FIVE-YEAR IT PLAN

The City of Flagstaff's short term IT plan focuses on continuing a 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, completion of click2gov applications.
- Build-out with NPG, and redundancy.
- Examination of permitting system options.
- Completion of aerial imagery of the city and surrounding area.
- Update of digital data standards for submission to the City.
- Continuation of disaster recovery planning.
- Plan for city-wide imaging solution.
- Data sharing with public and private agencies.

FY2008 Acquisitions

Some large expenditures in FY2008 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 $161,000

- Personal computers $95,000 – The budgeted amount should allow replacement of a of the remaining end-user equipment that is out of date.
- Network Equipment $66,000 – This replacement budget encompasses new server purchases as well as switch upgrades

Special Projects

- WIFI $108,000 – These are carryover monies to explore the options for WIFI in the community.

E-Government $40,000

The City has completed the implementation of online utility billing access, and is in the process of implementing employee web access to payroll, online vendor registration, and a new web based integrated applicant/ tracking system. The committee will continue to consider additional e-government opportunities.

New Hardware/Software and Upgrades $2,153,619

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

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 to accommodate a new system. This is based on what other cities have spent for new systems. Staff will continue look to purchase and implement a new system in FY2008.

The existing Kiva module is in need of a major upgrade. In working IT, staff will explore whether KIVA/Acela is the product for the City or whether a better alternative is available. The city has allocated $50,000 for start this process. The city is also exploring a automated time entry system for the City. Funds are allocated for training on the attorney "Damien" system, as system used by the judicial system in Flagstaff for tracking cases. Staff will work with the City managers office on a complaint tracking system. The financial enterprise solution H.T.E. has an integrated package; however the City Managers office needs to direct processes and procedures they would like to implement.

Public Safety $306,000

The police departments MIS needs include laptop replacement, network equipment upgrade, and replacement of Mobile Digital computers,
(MDC's) in police and fire vehicles. Software in the way of additional licenses for MS Office and Windows 2003 and new detective software is also included in the budget. This year there are monies to train staff on the Intergraph software platform, Oracle.

MIS Five Year Projection FY2008 - 2013

MIS Five Year Projections	Actual FY2006	Budget FY2007	Estimate FY2007	Budget FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Replacement Programs									
Replacement PC's and Printers	$ 5,733	$ 240,000	350,000	95,000	120,000	130,000	70,000	70,000	70,000
Network equip	230,254	275,000	-	66,000	240,000	320,000	240,000	240,000	240,000
Total - Replacement Programs	**235,987**	**515,000**	**350,000**	**161,000**	**360,000**	**450,000**	**310,000**	**310,000**	**310,000**
GIS									
Hardware upgrades/replacement	-	5,000	-	10,000	5,000	10,000	30,000	30,000	30,000
Software upgrades	-	5,000	-	10,000	5,000	10,000	10,000	10,000	10,000
Total GIS	**-**	**10,000**	**-**	**20,000**	**10,000**	**20,000**	**40,000**	**40,000**	**40,000**
E-Gov	**-**	**40,000**	**-**	**40,000**	**20,000**	**30,000**	**30,000**	**30,000**	**30,000**
New Hardware & Software and Upgrades									
Work Order Management/HR	-	-	-	80,000	-	-	-	-	-
Sales Tax Software		500,000	-	1,000,000					
Hardware & Software Purchases	144,693	479,854	566,254	1,073,619	216,000	150,734	252,734	284,734	316,734
Total New Hardware & Software	**144,693**	**979,854**	**566,254**	**2,153,619**	**216,000**	**150,734**	**252,734**	**284,734**	**316,734**
Public Safety									
Police Upgrades	-	183,200	106,302	149,000	149,000	149,000	212,000	228,700	247,700
Public Safety Equipment	-	214,700	-	157,000	125,000	125,000	125,000	125,000	125,000
E citation	-	118,000	-	-	-	-	-	-	-
Total Public Safety	**-**	**515,900**	**106,302**	**306,000**	**274,000**	**274,000**	**337,000**	**353,700**	**372,700**
Total Expenditures	**$ 380,680**	**$ 2,060,754**	**1,022,556**	**2,680,619**	**880,000**	**924,734**	**969,734**	**1,018,434**	**1,069,434**
Funding									
General Fund MIS allocation	**$ 798,603**	**$ 798,603**	**798,603**	**870,533**	**914,060**	**959,763**	**1,007,751**	**1,058,139**	**1,111,046**
One time monies		560,251	223,953	1,000,000					
Carryover	200,000	583,900		810,086	-	-	-	-	-
Grants	118,000	118,000	-	-	-	-	-	-	-
Total Funding	**1,116,603**	**2,060,754**	**1,022,556**	**2,680,619**	**914,060**	**959,763**	**1,007,751**	**1,058,139**	**1,111,046**
Expenditure Summary									
Replacement Program	235,987	515,000	350,000	161,000	360,000	450,000	310,000	310,000	310,000
Local & Wide Area Network	-	-	-	-	-	-	-	-	-
GIS	-	10,000	-	20,000	10,000	20,000	40,000	40,000	40,000
E-Gov	-	40,000	-	40,000	20,000	30,000	30,000	30,000	30,000
New Hardware & Software Purchases	144,693	979,854	566,254	2,153,619	216,000	150,734	252,734	284,734	316,734
Public Safety	-	515,900	106,302	306,000	274,000	274,000	337,000	353,700	372,700
Total Expenditures	**380,680**	**2,060,754**	**1,022,556**	**2,680,619**	**880,000**	**924,734**	**969,734**	**1,018,434**	**1,069,434**

2007 Updates

E-Government

The City website continues to grow providing 24/7 access to City information and services. In 2006 there were more than 1.2 million visits to the City of Flagstaff Website as compared with 914,859 in 2005. We had over 15 ½ million hits on the website in 2006 with just under 12 million hits in 2005. On average, 3,422 people visit our site per day – in 2005 that number was 2,506. And, the average hits per day are now more than 42,000 -- we came close to 33,000 in 2005. The top pages frequented in 2006 were: the city home page, job openings and job status, community profile, linking to the CVB website, Pulliam Airport, Parks & Recreation, bids and current events.

Significant accomplishments for the past year include:

- Adding HTE's "Click 2 Gov" allowing us to provide online services to the public such as utility bill payments and access to other utility related information
- Adding pages for Human Resources (not just job information), and
- Keeping the community informed on significant fire event

Fiscal Year 2008 improvements include:

- Working on improvements to the City Home Page
- A complete overhaul of the Public Works pages
- An HTE Click 2 Gov vendor registration
- Employee self serve and human resources applications
- The development of on-line fill able forms
- Public access to GIS
- Coordination of the development of computer work stations at City Hall and other locations for the public to have access to the City website and online services.

The E-gov team and IT will also continue to explore the possibility of moving the website and its management/development in-house. There is a budget of $30,000 in Public Information and $40,000 in non-departmental to facilitate maintenance and any additional E-gov activities.

Information Technology

The city's network infrastructure was a varied combination of technologies. Working with NPG Cable of Flagstaff, The City is installing a fiber network between City Hall and all of its remote sites. The resulting network will be faster, more secure, more reliable, and will allow for future technology upgrades and enhancements. The cost of the installation of the fiber to each curb location was discounted and is split between the City and NPG. The cost of extending the fiber into each or the City's sites is the responsibility of the City.

As part of the contract with NPG Cable, the City's partners (Coconino County, Flagstaff Unified School District, NAU, and Coconino Community College) have the ability to take advantage of similar terms with NPG Cable to create fiber networks for their use.

When completed, each city site connected through this network will have a faster, more reliable, more secure network connection to City Hall and the Internet, and will result in cost savings for network.

Facility Planning

Growth in City operations and personnel has created a serious problem with office space and facility needs throughout City operations. Over the past several years there have been numerous remodels in City Hall to accommodate new personnel. As City Hall has reached its capacity, departments have turned to off campus locations for office space. City personnel occupy approximately 12,000 to 13,000 square feet of office space in a combination of leased and owned space.

Three City locations are identified for demolition as part of the Downtown Redevelopment Project. While it may take a year to two years for this project to move forward, we must anticipate the need to relocate at least 55 employees requiring 12,000 to 13,000 square feet of office space.

There are several options for short and long term solutions to this ongoing problem.

1. Rehabilitate additional space the City currently owns in the redevelopment area to resolve short term space needs.
2. Lease additional space to resolve short term needs
3. Build additional facilities or provide a major addition to the existing City Hall building to provide longer term solutions.

Funds have been budgeted to hire a space needs consultant to assist staff with the development of these options or create new ones for Council consideration. Facilities working closely with the Real Estate Manager and Finance are researching potential locations and funding options for Council consideration.

Housing Work Program

The Housing Section will continue to implement an aggressive work program in Fiscal Year 2008. The addition of a Project Coordinator and Administrative Specialist will greatly impact housing program work program and allow existing staff to better address the program demands and meet community expectations.

The work program is divided into three major areas of focus: Research and Planning; Policy; and Housing.

Research and Planning
Key to this focus area is the identification and maintenance of data pertinent to housing in Flagstaff and nationally, the creation and implementation of plans, as well as development and project specific planning.

- Continue to write and obtain approval from the U.S. Department of Housing and Urban Development of the Annual Action Plan and the Consolidated Annual Performance Evaluation and Report (CAPER), as well as collect and report all the data required to be in compliance with the performance measurement system.
- Utilize results from Nexus Study to educate the community on job/housing linkage.
- Complete a Housing Element for the Regional Plan.
- Continue to participate in the Development Services processes to ensure workforce housing is included in developments as appropriate.
- Work with developers to incorporate workforce housing units into upcoming developments in the City of Flagstaff where appropriate.
- Research avenues to expand housing opportunities.

Policy
The development and subsequent implementation of policy initiatives is critical to the success of the City of Flagstaff's overall housing and economic development goals.

- Write, obtain Council approval and implement a Workforce Housing Incentive Ordinance (fka: Set-Aside Policy).
- Continue the implementation of Housing Policy Task Force recommendations.
- Incorporate sustainability benchmarks into projects.
- Integrate Smart Growth concepts where appropriate.
- Completion of Housing Policy to be included with the Housing Element for the Regional Plan.
- Participate in the creation of a city-wide property maintenance ordinance.

Housing
This focus area encompasses programmatic areas, as well as the implementation of previous planning efforts, resulting in the creation of housing opportunities.

- Complete the Rio Homes project, resulting in a total of 30 units being sold and owner occupied.
- Complete the Izabel Homes subdivision, resulting in 16 Community Land Trust Program homes.
- Issue 2 SOQ/RFP for Community Land Trust Program construction.
- Continue to work with the development community to promote workforce housing efforts and opportunities.
- Administer of Community Development Block Grant program and subrecipient contracts in federally compliant manner**.**
- Complete Mt. Elden Estates project.
- Develop post-purchase support program for permanently affordable homes.
- Implement outreach and community building efforts.
- Administer the Community Homebuyer Assistance Program (CHAP).

Sustainability

In September 2006 the City signed the U.S. Mayors Climate Protection Agreement (Kyoto Protocol). Under the Agreement, Flagstaff has committed to take the following three actions:

- Strive to meet or beat the Kyoto Protocol targets - 7% greenhouse gas emission (GHG) reduction from 1990 levels by 2012;
- Urge the state and federal government to enact policies and programs to meet or beat the GHG reduction target suggested for the U.S. in the Kyoto Protocol; and
- Urge the U.S. Congress to pass the bipartisan greenhouse gas reduction legislation, which would establish a national emission trading system.

To meet these goals, the Sustainability Program will contract for professional assistance to conduct a comprehensive greenhouse gas emission inventory, emission forecasting and development of climate mitigation strategies. These strategies will be the foundation for the City of Flagstaff's Climate Action Plan and serve as a roadmap to Flagstaff's climate protection goals.

Achieving the Climate Action Plan requires dedication, financial commitment, political will and participation from all sectors of the Flagstaff community. The Plan will have strict guidelines for measurable results. Measurables must be monitored frequently, documented and reported annually to decision makers and to the public. The City of Flagstaff has five years to comply with the Agreement; through effective leadership, conviction and commitment the City has an opportunity to succeed.

Other Project Updates
APSES Energy Conservation Project. The solar project and associated walkway at City Hall has been completed. A public education and monitoring station will be installed in the lobby of City Hall to show, in real time, how much energy the solar panels are producing.

Cogeneration project at Wildcat Hill Wastewater Treatment Plant (construction by APSES). This project was approved by Council in December 2006 and the cogeneration equipment was immediately ordered. However due to long lead times for this type of equipment, it its not scheduled to arrive until July 2007. Construction completion is expected to be in September or early October 2007.

Wind turbine project at Cinder Lake Landfill. The turbine is installed and operational

Glass recycling. Staff is working on several options to make glass recycling easier for the community. Currenlty residents must take their glass to drop-off centers around town in order for it to be recycled. City staff is currently in negotiations with Norton Environmental, the owner/operator of our Material Recovery Facility (MRF), to allow glass to be commingled in the same 90-gallon curbside recycling container that most residents already have. This would require upgrades and some operational changes to the MRF so staff is working closely with Norton to help resolve those issues. If this option does not prove feasible, staff will pursue grant funding from ADEQ to complete a pilot project for a specific neighborhood that would provide for separate curbside collection containers that would be collected separately by Environmental Services operators.

Composting. Staff continues to research ways to develop on-site composting at the landfill to be used as an alternative daily cover. The City continues to evaluate alternatives and work toward understanding what the appropriate approvals from the Arizona Department of Environmental Quality would need to be.

Capital Project Updates

Thorpe Park Improvements Project

The Thorpe Park Improvements project represents a six million dollar investment in the renovation of one of the City's most popular regional park facilities. Originally authorized as part of the 1996 bond funded Parks Improvement program, the Thorpe Park renovations will be the last project of the 10 year program to be completed. Completion occurred in June 2007.

Designed to accommodate a variety of activities and users, the project included four completely reconstructed softball fields suitable for tournament play, a new multi-purpose field, restroom and concession facilities with adjacent plaza and site amenities including lighted walkways, urban trail improvements and parking. The project also includes electrical, irrigation and drainage infrastructure necessary to support the renovations.

The Adult Center Addition and Renovation

This project consisted of a major renovation for the Adult Center facility including a fitness room addition to the western side of the building. This project was funded through a combination of future BBB revenues, the General Fund portion of the Real Estate Proceeds Fund and the sale of City owned properties. The County contributed funding for kitchen. This project was completed March 2007.

The Flagstaff Aquaplex

The new state of the art recreation center is 51,441 square feet consisting of a multipurpose area for meeting and events, a babysitting room, a leisure pool, a gymnasium, locker rooms and showering facilities administrative offices, and a fitness area. This facility has an energy efficient heating, ventilation, and air conditioning system (HVAC) and the solar water heater and uses water conserving filtration for the pool. The total project authorization for the Aquaplex facility is currently $16,569,549 made up of the bond amount, interest earned, APSES lease funds, and additional approved by Council July 24, 2006 and April 3, 2007. This project is scheduled for completion in late summer of 2008, with an opening to be held as soon as possible thereafter.

Runway Extension

Construction started with the mobilization of heavy equipment in March 2007. Earthwork, utility relocates and minor electrical work will continue outside the current perimeter fence until the airfield approach lights are decommissioned (May 18) to fill the area immediately off of the north end of the runway. The next major event will occur in mid-June when the first 1000' of runway 21 will be closed to provide the FAA required construction safety area as work progresses inside the fence, ever closer to the existing asphalt. The shortened runway (6000') will serve our air traffic until we are ready to open the extended section in early November 2007, resulting in the 8800' runway need to service regional jets.

Flagstaff Fire Stations Relocations Project

City of Flagstaff voters approved the Fire Station Bond Program in May of 2004 for a total bond amount of $16.8 million. The bond program was originally slated to include the relocation of 4 Fire Stations with land, the purchase of new equipment, and the construction of a Training Center and Emergency Operations Center. Due to massive escalations in construction and land costs, program reductions were made to control budget costs. Reductions included; reducing station sizes, the elimination of the Training Center/EOC, consideration of a modular Training Tower in conjunction with partnering with NAU and Coconino Community Collage, and securing grants for the purchase of equipment. The current budget short fall for the delivery of the entire program is on the order of $1.4 million, however, the team is making progress on value engineering of the remaining stations and working to reduce all other costs associated with the program.

Construction continues on Fire Station No.1 located at 1972 S. Thompson Street. The Guaranteed Maximum Price for this station is $2.85 million as approved by Mayor and Council in August of 2006. Scheduled completion of the facility is July 2007.

City staff continues to work with the Catholic Church to secure a site for Fire Station No.2 to be located on the proposed Enterprise Road extension north of Rt. 66. This station is currently programmed to have 4 apparatus bays and a Battalion Chief office. Total

anticipated area will be approximately 10,450 square feet with an estimated construction cost of approximately

$4.4 million. Scheduled completion of the facility is November 2008 dependant on securing property rights.

City staff continues to work with an interested developer to secure a site for Fire Station No.3. The site currently under consideration is located north of Railhead Avenue near the existing Fire Station No. 3. The station is currently programmed to have 3 apparatus bays with a total anticipated area of approximately 9,340 square feet, with an estimate construction cost of $3.4 million. Scheduled completion of the facility is June 2009 dependant on securing property rights.

Fire Station No. 5. will be located on the City's north west side at 2525 N. Fort Valley Road. Council approved the Guaranteed Maximum Price for the construction of this station in March, 2007 in an amount not to exceed $2,9 million. Scheduled completion of the facility is March 2008.

FY2008 Issues

All Mail Ballot Election

Elections are not an established Council priority; rather, they are statutorily required and dictated by the City of Flagstaff City Charter. The City is evaluating whether to conduct a Mail Ballot Election for the 2008 Primary and General Elections. A primary would only be conducted if there are sufficient candidates and general elections are only held in even numbered years.

Mail ballot elections are elections with no polling places. Voters can vote by mail, drop their ballots off at a specified drop-off location, or vote in person at a designated voting area in the County Recorder's Office.

Some of the expected outcomes of an all mail ballot include:

1. Improved voter turnout
2. Cost savings as all mail elections are less expensive than traditional polling place elections
3. Automatically meeting early voting requirements
4. Reduces ability of political committees for confuse voters with early voting campaigns
5. Easier for shut-in and other limited access voters to vote
6. Takes less time to vote
7. Election results can be released an hour after the election day deadline closes
8. Proposition 200 has no effect on mail ballot elections
9. Voters do not have to request ballots
10. Cleans up voter registration rolls
11. It is easier to detect voter fraud.

DUI Case Processing

Pursuant to Arizona Supreme Court Order, there is currently a pilot project underway to accelerate DUI case processing. The project involves eleven limited jurisdiction courts—Municipal and Justice Courts—throughout the state. The pilot project period is from April through June with anticipated completion in September. 2007. At the end of the trial period, the Supreme Court's Order will apply to all limited jurisdiction courts in Arizona, including Flagstaff Municipal Court.

The Supreme Court's objective is to resolve 90% of all DUI cases within four months of the date the charges were filed and 98% within six months. (In fiscal year 2006, 67% of the state's DUI cases were resolved within four months and roughly 82% percent resolved within six months). Each court will be required to develop a DUI case processing plan in order to meet established performance standards. At a minimum, the DUI case processing plan shall contain:

1. Baseline information regarding time to disposition of DUI cases disposed during the current fiscal year
2. The goal of resolving 90 percent of DUI cases within 120 days from the date of filing to disposition, and 98 percent of the cases within 180 days
3. How the rules of procedure will be implemented and notice provided to affected parties/agencies
4. A description of how the court plans to manage its calendar to avoid scheduling conflicts
5. The court's policy on continuances addressing common scheduling issues such as:
   a. Unknown schedules of all parties related to the case which may prevent scheduling firm dates;
   b. Attorneys scheduling multiple hearings on the same day in multiple locations; and
   c. The court automatically granting motions to continue;
6. The steps necessary to accomplish the case processing time goal; and
7. The time needed for the court to meet this time goal.

In order to meet the mandated performance standards, cases will need to be processed more quickly, meaning that all activity on a case is compacted into a shorter period of time. In order to keep up with the intensified workload, an additional prosecutor and additional magistrate time will be required.

Downtown Management Program

Downtown is challenged today by competition for the retail and restaurant dollar and a rental market that has higher rents. New competitors for Downtown will come on line in the next year including a renovated and expanded Mall along with Aspen Park at the Sawmill, a 150,000 square foot mixed use traditional neighborhood development.

For Downtown Flagstaff to remain competitive, it must address:

- Parking

- Appearance
- Retail selection and variety
- Safety

Many of the prime parking spots on a regular basis by employees working in the downtown area. After more than a year of public discussion, parking meters have been identified as a critical element of a parking management program for Downtown as well as employee parking lots, group purchasing of annual bus passes for employees and jurors, new bike racks, coordinated signage and creation of an enhanced pedestrian and bicycle area.

Preliminary analysis indicates parking meters would be priced at $1.00 per hour and enforcement would be Monday through Saturday from 7 a.m. until midnight, excluding major holidays.

A "Pay and Display" meter is recommended that allows patrons to purchase time increments up to three hours using coin, bills and credit or debit cards. A meter token program is also proposed to be sold to merchants at a twenty percent discount.

Parking meters or pay stations serve three purposes:

1. They create short-term parking close to retail and other businesses
2. They improve traffic circulation (minimizes the traffic friction caused by people searching for turnover parking) and economic vitality of the Downtown and Southside areas by maximizing the number of patron visits by car
3. They generate revenue for the City of Flagstaff for Parking Ambassadors, a Downtown Manager, meter repair and collections, sidewalk and street cleaning, and the potential for enhanced amenities like landscaping and banners

Under Arizona Revised Statutes 28-885, Parking Ambassadors would act as Civilian Parking Enforcement Specialists, with state-of-the-art ticket machines. Ambassadors would also be connected to the Police Department's central dispatch to allow them to report emergencies, Ambassadors will be visible and mobile on bikes or electric vehicles to not only monitor meters but available to provide assistance to Downtown visitors.

The Downtown Manager will coordinate parking control, rentals, Ambassadors, cleaning along with assistance with tenant attraction. The Downtown team will be connected via radios to allow immediate response for cleaning or information and will have the ability to notify the Police should the need or situation arise. Downtown will be managed as if it were a Mall, allowing it to compete on many levels.

As revenues increase from meter usage, this program will be self sustaining. Future revenues will be available to provide for additional marketing of the area and eventually could be used as one revenue stream for funding of a portion of a parking garage.

Land Development Code Rewrite

While the Land Development Code includes many strengths (standards and procedures for resource preservation, historic preservation, and design guidelines), it is complicated to use, lacks consistency, and is out-of date as many sections of the Code are now over 20 years old. There has not been a major code rewrite since its passage in 1991.

In addition, the Land Development Code is inconsistent with the Regional Plan and at least one section of the Land Development Code is inconsistent with applicable Arizona Revised Statutes. The staff along with a consultant will review the entire document to develop the necessary amendments to the Land Development Code to resolve any inconsistencies. At the same time, staff will also suggest revisions to address identified sections of the Code that require immediate amendment, such as the areas concerning political signs. This will conclude short term amendments to the existing Land Development Code until such time as a comprehensive rewrite is completed.

The City looks to complete the comprehensive rewrite of the Land Development Code within approximately 2 years. This will be paid through a 5% increase in building permit fees.

The end result of the project will be the adoption of a new easy-to-read and understand zoning ordinance that is consistent with the Regional Plan and Smart Growth policies, and that is developed with numerous opportunities for public input and participation.

Science Park Development

McMillan Mesa is home to a number City projects that create a science and research campus.

Currently the City of Flagstaff in cooperation with the Northern Arizona Council of Governments and the Economic Development Administration is constructing a science and technology incubator. Construction is slated to begin September 2007 with substantial completion in August 2008. The 10,000 square foot complex will include offices and laboratory spaces. The tenant space is anticipated to include some wet land space, the ability to provide in-depth research for clean energy, and the inclusion of a "white board" conference room that will allow clients and potential funders to map out business strategies.

The United State Geological Survey, already housed on the Mesa, is reviewing options for the redevelopment of its campus in cooperation with the General Services Administration and the City. The SmithGroup and

Johnson Walzer & Associates are updating the Plan to reflect the addition of the Incubator and changing some of the space requirements of the Survey to better reflect the needs of the organization given the current program direction. It is anticipated that the Survey will be looking for project funding in September 2008 for the campus redevelopment.

In addition, the City has a Memorandum of Understanding with the Plaza Companies and Higgins for the development of up to 200,000 square feet of science and technology space adjacent to the USGS Campus and the Incubator.
The Plaza Companies will be back to the City at the end of 2007 with the results of their feasibility study. Utilities are a major challenge to the site, especially sewer. It is recommended that the City consider a capital project to extend sewer service to the site since it is some distance from the site.

Property Crimes
Flagstaff continues to experience a higher rate of property crime than state and national averages. As an example, Flagstaff has double the number of thefts per 100,000 inhabitants compared to the state and the nation. Property crimes negatively impact he quality of life for citizens living and working in Flagstaff and the economy as potential business owners and residents decide whether or not to relocate to our community.

Each Detective carries a larger workload as their number of pending cases has increased in the past several years. In addition, advances in technology have led to property crimes becoming increasingly complex to investigate and prosecute. These factors leave investigators little time to do the proactive crime analysis work required to recognize and identify problem areas and possibly mitigate the impact of the aggravating factors/circumstances.

To address these issues, the City has added a police detective whose primary responsibility will be to investigate property crimes and coordinate with other case detectives to educate the public on topics such as target hardening. He/she will direct an enhanced use of Crime Analysis tools to identify trends and problem areas, explore the institution of CompStat and Management by Objective (MBO) principles to address crime trends, and create additional partnerships with law-abiding citizens (such as the Crime-Free Multi-Housing Program and “Project Nail-em”).

This new position would provide greater oversight of pawn brokers, second hand merchants and metals recyclers in the Flagstaff community, as a large percentage of stolen property ends up in these establishments for resale. This position will be paid for through proposed changes to the current Pawn Ordinance to include a $2 per transaction fee and a $1500 annual fee to operate a pawn shop. Conservatively, annual revenue is projected to be $85,000.

Increasing Patrol Presence

Residential development and population growth within the Sunnyside neighborhood and Fourth St. business corridor have resulted in increased crime and degradation of the quality of life for residents. Many of these offenses are perpetrated by gang members and their associates. This area accounts for a disproportionate share of major crime when compared to the rest of the city. Studies have shown that when the crime rate within a particular neighborhood exceeds its percentage population, quality of life deteriorates and residents may begin to perceive their neighborhood as “blighted”. Having six additional officers assigned to this area will allow the City to step up enforcement and work special projects designed to decrease gang and criminal activity such as vehicle burglaries and criminal damage.

Also under consideration is the establishment of a police substation in the neighborhood. As feasibility of this option has been researched, it has been concluded that for a substation to have any significant impact on the surrounding neighborhood, it must be “open for business” more often than not. The six additional officers would be required to staff the substation seven days a week from at least 8 am until 10 pm. These officers would be available to take crime reports, provide police services to the community on a walk-in basis, and provide extra uniformed presence in the host business complex. If the assigned officer is away from the substation, a sign would be posted in the window advising citizens that the officer is momentarily away on other neighborhood business and to call a cell phone (which the officer will carry) for assistance. After 10 pm, officers could be utilized for extra vehicular, foot, or bicycle patrols along Fourth St. and in the Sunnyside neighborhood

Drainage Channel Maintenance

Within the city limits there is approximately 26 miles of main channel with another 10 miles of small collector channels. The Streets Division currently checks the culverts inlet/outlets four times per year with cleaning scheduled if warranted. Preventive maintenance of open channels is a level of service that cannot be currently provided by the Streets Division. By employing a seasonal crew of four temporary Maintenance Workers I’s and one Equipment Operator III Crew Leader, the City estimates clearing approximately two miles of drainage channel per year on city easements and right-of-ways by removing overgrown weed beds and litter. The overgrowth cannot be removed from the banks due to erosion. Trimming back of the overgrowth will be very labor intensive.

In addition to labor costs, there are landfill fees, safety supplies and miscellaneous equipment that would need to be purchased.

Street division will work with the Stormwater division on prioritizing drainage channel maintenance with work commencing April 2008. The positive outcome of this work includes unrestricted water flows and an enhanced ability to control fire related issues that are the result of grass and weed growth.

Streets De-icing Program

As the City looks to make city streets safer for increased vehicle traffic, we will begin a pilot program with the use of de-icing agents. Chemical de-icers will be applied to first priorities areas which include major arterials, designated collector streets, school and public transit bus routes, the downtown area, and hills.

Positive impacts of using de-icing products include:

- Reducing clogged catch basins and culverts
- Less overtime paid for post storm ice problems
- Decreased amounts of cinders on sidewalks will allow safer pedestrian traffic
- Significant reduction in the total number of freeze/thaw cycles due to shade and icing, which causes damage to infrastructure
- Fewer trips to the product yard translates into more lane miles being cleared in a given period of time.

Negative aspects of using de-icers include:

- Corrosion to equipment and possible environmental impacts to vegetation
- De-icers become less effective at very low temperatures
- Melting capacities diminish in the range of 0 to 10 degrees.

To monitoring the environmental impact, the City's Environmental Management Services will conduct soil, water, and de-icer sampling.

The Street division will conduct two public outreach meetings, which will happen before the upcoming snow season.

The costs associated with de-icers for a regular winter season is estimated at $150,000 with an offset provided as the City won't have to clean up after the cinders.

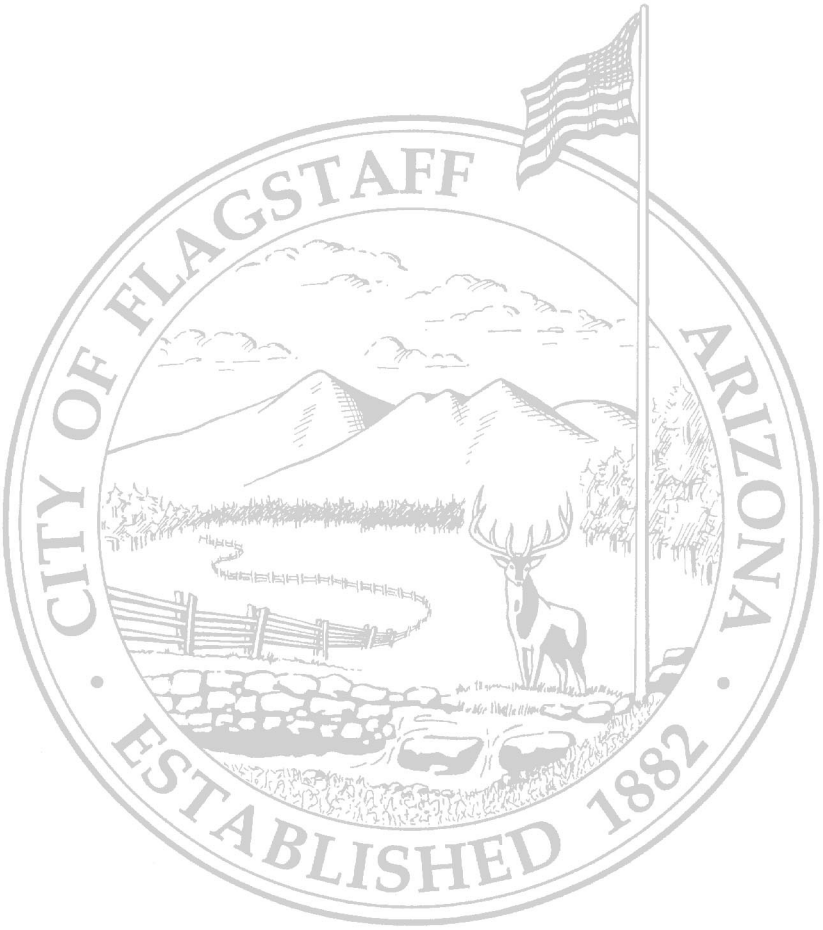
It is anticipated that a chemical de-icer will provide for:

- Decreased accidents and property damage.
- Significant reduction in roadway clean-up and particulate emissions caused by cinder dust.
- Allow the Streets Division to increase levels of service, ie. sweeping residential areas, devoting more time to patching asphalt deficiencies, hauling snow piled in cul-de-sacs, and resolving drainage concerns caused by ice and snow in curb lines
- Eliminate street closures.

Community Events

To provide the resident community and the tourist population with diversified events throughout the year, the City is looking to provide a structure for agencies/organizations to request funding for community events either on an ongoing or one-time basis.

A staff group with representatives from Recreation, the Convention and Visitors Bureau, and Finance will be formed. Around July 2007, the group will present their recommendations to Council.


CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882

CITY OF FLAGSTAFF
SUMMARY SCHEDULE OF ESTIMATED REVENUES AND EXPENDITURES/EXPENSES
FISCAL YEAR 2007-2008

	UNRESERVED FUND BALANCE/ RETAINED EARNINGS AT 7/1/2007	ESTIMATED REVENUES AND OTHER FINANCING SOURCES 2007-2008	INTERFUND TRANSFERS 2007-2008		TOTAL FINANCIAL RESOURCES AVAILABLE 2007-2008	OPERATIONS	CAPITAL OUTLAY (EQUIP/CIP)	DEBT SERVICE	RESERVES/ CONTINGENCIES	TOTAL APPROPRIATIONS 2007-2008	FUND BALANCE 6/30/2008
			IN	OUT							
General Fund	$ 25,968,653	53,154,299	3,825,847	(13,935,810)	69,012,989	53,711,036	3,938,484	1,078,297	500,000	59,227,817	9,785,172
Special Revenue Funds:											
Library	682,421	3,373,271	1,613,028	(328,391)	5,340,329	4,870,534	125,000		100,000	5,095,534	244,795
Highway User Revenue	16,080,949	8,699,461	11,225,334	(85,401)	35,920,343	5,936,362	23,231,803	1,814,269	100,000	31,082,434	4,837,909
Transportation	904,578	15,263,031	-	(9,315,984)	6,851,625	3,641,410	430,000	1,951,358	-	6,022,768	828,857
Beautification	4,168,067	2,316,996	485,000	(405,201)	6,564,862	105,900	6,324,818	-	10,000	6,440,718	124,144
Economic Development	331,205	525,785	108,000	-	964,990	682,035	-	-	25,000	707,035	257,955
Tourism	442,857	1,795,640	-	(9,437)	2,229,060	1,818,440	141,636	-	50,000	2,010,076	218,984
Arts & Science	335,271	417,159	35,000	-	787,430	678,680	-	-	10,000	688,680	98,750
Recreation-BBB	(1,138,693)	1,798,621	790,503	(1,872,801)	(422,370)	-	-	-	-	-	(422,370)
Real Estate Proceeds	623,390	19,350	150,000	-	792,740	-	150,000	-	-	150,000	642,740
Housing and Comm Svcs	2,262,740	1,961,066	375,400	-	4,599,206	4,575,968	-	-	-	4,575,968	23,238
Metro Planning Org	12,460	895,659	30,000	-	938,119	788,119	-	-	150,000	938,119	-
Debt Service Funds:											
G.O. Bond Fund	350,155	-	3,274,072	-	3,624,227	-	-	3,274,072	-	3,274,072	350,155
Sec. Property Tax	1,095,221	6,328,704	-	(5,351,769)	2,072,156	-	-	-	-	-	2,072,156
Special Assessment	372,718	27,608	-	-	400,326	-	-	93,525	-	93,525	306,801
Permanent Funds:											
Perpetual Care	104,032	32,980	-	-	137,012	-	-	-	-	-	137,012
Capital Projects Funds:											
Capital Projects Bond	20,283,121	39,780,384	489,000	-	60,552,505	-	55,520,549	-	-	55,520,549	5,031,956
Enterprise Funds:											
Water and Wastewater	16,963,352	61,928,665	1,814,270	(1,972,064)	78,734,223	12,843,062	41,303,412	5,604,467	1,400,000	61,150,941	17,583,282
Airport											
Operating	453	11,268,632	2,238,324	(33,567)	13,473,842	1,616,589	11,206,518	650,112	-	13,473,219	623
Airpark Proceeds	68,497	1,400	-	(69,897)	-	-	-	-	-	-	-
Environmental Services	6,261,383	10,374,232	140,000	(19,488)	16,756,127	10,064,678	4,485,829	-	500,000	15,050,507	1,705,620
Stormwater Utility	637,296	1,158,994	7,047,959	(241,927)	8,602,322	1,180,717	7,065,068	-	10,000	8,255,785	346,537
Fiduciary Funds:											
Firemen's Pension	208,237	6,163	-	-	214,400	214,400	-	-	-	214,400	-
TOTAL ALL FUNDS	$ 97,018,363	221,128,100	33,641,737	(33,641,737)	318,146,463	102,727,930	153,923,117	14,466,100	2,855,000	273,972,147	44,174,316

Schedule 2: Tax Levy

CITY OF FLAGSTAFF
EXPENDITURE LIMITATION
AND
TAX LEVY INFORMATION
FISCAL YEAR 2007-2008

	ESTIMATED FY 2006-2007	FY 2007-2008
Expenditure Limitation [Economic Estimates Commission]		$ 110,722,287
Total Estimated Expenditures Subject to Expenditure Limitation		
1. Maximum Allowable Primary Property Tax Levy [ARS 42-17051.A] rev 6/06 HB 2876	$ 4,392,959	$ 4,656,831
2. Amount Received from Primary Property Taxation in FY 2006-2007 in Excess of the Sum of that Year's Maximum Allowable Primary Property Tax Levy [ARS 42-17102.A.18]	$ -0-	
3. Property Tax Levy Amounts		
A. Primary Property Taxes	$ 4,392,959	$ 4,656,831
B. Secondary Property Taxes	5,222,056	6,279,004
C. Total Property Tax Levy Amount	$ 9,615,015	$ 10,935,835
4. Property Taxes Collected (Estimated)		
A. Primary Property Taxes:		
(1) FY 2006-2007 Levy	$ 4,392,959	
(2) Prior Years' Levies	25,000	
(3) Total Primary Property Taxes Collected	4,417,959	
B. Secondary Property Taxes:		
(1) FY 2006-2007 Levy	5,222,056	
(2) Prior Years' Levies	-0-	
(3) Total Secondary Property Taxes Collected	5,222,056	
C. Total Property Taxes Collected	$ 9,640,015	
5. Property Tax Rates		
A. City of Flagstaff Tax Rate:		
(1) Primary Property Tax Rate	0.7563	0.7153
(2) Secondary Property Tax Rate	0.8366	0.8366
(3) Total City Tax Rate	1.5929	1.5519

B. Special Assessment District Tax Rates:
As of the date of the proposed budget, the city was operating one special assessment district for which secondary property taxes are levied. For information pertaining to this districts and its' tax rates, please contact the Finance Department at City Hall.

* Includes actual property taxes collected as of the date the proposed budget was prepared plus estimated property tax collections for the remainder of the fiscal year.

CITY OF FLAGSTAFF
SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES
FISCAL YEARS 2007 AND 2008
(WITH ACTUALS FOR FISCAL YEAR 2006)

SOURCE OF REVENUES	ACTUAL REVENUES 2005-2006	BUDGETED REVENUES 2006-2007	ESTIMATED ACTUAL REVENUES 2006-2007	BUDGETED REVENUES 2007-2008	CHANGE (BUDG-BUDG)	% CHANGE
GENERAL FUND						
Local taxes						
City Sales Tax	$ 14,658,842	15,333,155	15,350,000	17,035,426	1,702,271	11.10%
Franchise Tax	1,947,699	1,961,250	2,186,772	2,285,177	323,927	16.52%
Licenses and permits						
Business Licenses	35,866	41,084	41,084	43,138	2,054	5.00%
Building Permits	2,318,201	2,300,000	2,000,000	2,000,000	(300,000)	-13.04%
Other Licenses and permits	480,439	246,699	326,900	341,750	95,051	38.53%
Intergovernmental revenues						
State Income Tax Sharing	5,655,642	6,771,938	6,771,938	8,616,976	1,845,038	27.25%
State Shared Sales Tax	5,652,335	5,965,050	5,965,050	6,314,381	349,331	5.86%
County Vehicle License Tax	2,655,653	2,601,000	2,601,000	2,653,020	52,020	2.00%
Federal Grants	1,027,669	2,026,196	1,292,382	1,924,105	(102,091)	-5.04%
State Grants	917,332	723,337	626,799	310,868	(412,469)	-57.02%
Local Intergovernmental Agreements	420,426	584,840	760,050	750,000	165,160	28.24%
Charges for services						
General Government	383,757	728,440	654,831	787,574	59,134	8.12%
Parks & Recreation	557,341	568,158	619,373	661,730	93,572	16.47%
Public Safety	815,168	609,993	634,462	785,751	175,758	28.81%
Cemetery	126,565	135,269	115,112	120,868	(14,401)	-10.65%
Fines and forfeits	1,332,101	1,009,701	1,034,885	1,045,672	35,971	3.56%
Interest on investments	860,144	511,798	950,000	973,750	461,952	90.26%
Miscellaneous revenues	1,358,289	1,632,131	1,331,487	1,847,282	215,151	13.18%
Total General Fund	41,203,469	43,750,039	43,262,125	48,497,468	4,747,429	10.85%
SPECIAL REVENUE FUNDS						
LIBRARY FUND						
Intergovernmental revenues						
State Grants	28,808	-	160,165	-	-	0.00%
County Aid	2,040,924	3,101,501	2,427,066	3,294,271	192,770	6.22%
Interest on investments	44,261	21,000	50,000	50,000	29,000	138.10%
Miscellaneous revenues	118,489	269,000	354,000	29,000	(240,000)	-89.22%
Total Library Fund	2,232,482	3,391,501	2,991,231	3,373,271	(18,230)	-0.54%
HIGHWAY USER REVENUE FUND						
Intergovernmental revenues						
Federal Grants	440,933	137,510	137,510	-	(137,510)	-100.00%
Highway User Tax	7,540,081	7,659,080	7,809,870	8,083,215	424,135	5.54%
Local Transportation Assistance Funds	304,341	300,246	300,246	300,246	-	0.00%
Interest on investments	273,406	194,000	278,000	316,000	122,000	62.89%
Miscellaneous revenues	84,603	3,820,000	5,000,000	-	(3,820,000)	-100.00%
Total Highway User Revenue Fund	8,643,364	12,110,836	13,525,626	8,699,461	(3,411,375)	-28.17%

Schedule 3: Revenues Other Than Property Taxes

SOURCE OF REVENUES	ACTUAL REVENUES 2005-2006	BUDGETED REVENUES 2006-2007	ESTIMATED ACTUAL REVENUES 2006-2007	BUDGETED REVENUES 2007-2008	CHANGE (BUDG-BUDG)	% CHANGE
TRANSPORTATION FUND						
Intergovernmental revenues						
Federal Grants	$ 55,665	-	-	-	-	0.00%
Transportation Tax	8,585,459	8,746,335	9,011,080	10,088,031	1,341,696	15.34%
Interest on Investments	376,073	211,000	241,000	175,000	(36,000)	-17.06%
Miscellaneous revenues		-		5,000,000	5,000,000	0.00%
Total Transportation Fund	9,017,197	8,957,335	9,252,080	15,263,031	6,305,696	70.40%
BEAUTIFICATION FUND						
Intergovernmental revenues						
State Grants	8,874	4,817,744	691,801	1,176,377	(3,641,367)	-75.58%
BBB Tax	921,055	931,577	984,972	1,090,073	158,496	17.01%
Interest on investments	76,719	49,300	50,546	50,546	1,246	2.53%
Miscellaneous revenues		-			-	0.00%
Total Beautification Fund	1,006,648	5,798,621	1,727,319	2,316,996	(3,481,625)	-60.04%
ECONOMIC DEVELOPMENT FUND						
BBB Tax	437,501	442,499	467,862	517,785	75,286	17.01%
Interest on investments	10,946	3,544	15,000	8,000	4,456	125.73%
Total Economic Development Fund	448,447	446,043	482,862	525,785	79,742	17.88%
TOURISM FUND						
Intergovernmental revenues						
State Grants		50,000		50,000	-	0.00%
BBB Tax	1,386,992	1,397,365	1,477,459	1,635,110	237,745	17.01%
Retail Sales	33,800	42,000	70,000	70,000	28,000	66.67%
Interest on investments	17,932	21,013	23,500	23,500	2,487	11.84%
Miscellaneous revenues	55,945	25,000	25,157	17,030	(7,970)	-31.88%
Total Tourism Fund	1,494,669	1,535,378	1,596,116	1,795,640	260,262	16.95%
ARTS AND SCIENCE FUND						
BBB Tax	345,396	349,341	369,365	408,777	59,436	17.01%
Interest on investments	7,223	6,857	6,857	8,382	1,525	22.24%
Miscellaneous revenues	-	-	-	-	-	0.00%
Total Arts and Science Fund	352,619	356,198	376,222	417,159	60,961	17.11%
RECREATION-BBB FUND						
Intergovernmental revenues						
State Grants	263,773	-	579,868	-	-	0.00%
BBB Tax	1,492,661	1,537,101	1,625,204	1,798,621	261,520	17.01%
Interest on investments	71,450	39,400	39,400	-	(39,400)	-100.00%
Miscellaneous revenues	25,488	-	-	-	-	0.00%
Total Recreation-BBB Fund	1,853,372	1,576,501	2,244,472	1,798,621	222,120	14.09%
REAL ESTATE PROCEED FUND						
Real Estate Revenues	-	1,200,000	1,200,000	-	(1,200,000)	-100.00%
Interest on investments	89,473	47,350	80,000	19,350	(28,000)	-59.13%
Miscellaneous revenues		-			-	0.00%
Total Real Estate Proceeds Fund	89,473	1,247,350	1,280,000	19,350	(1,228,000)	-98.45%
HOUSING AND COMMUNITY SVCS FUND						
Intergovernmental revenues						
Federal Grants	685,429	1,852,729	926,199	1,961,066	108,337	5.85%
State Grants		-			-	0.00%
Interest on investments	64,645	-	80,546	-	-	0.00%
Miscellaneous revenues	261,044	-	291,676	-	-	0.00%
Total Community Redevelopment Fund	1,011,118	1,852,729	1,298,421	1,961,066	108,337	5.85%

Schedule 3: Revenues Other Than Property Taxes

SOURCE OF REVENUES	ACTUAL REVENUES 2005-2006	BUDGETED REVENUES 2006-2007	ESTIMATED ACTUAL REVENUES 2006-2007	BUDGETED REVENUES 2007-2008	CHANGE (BUDG-BUDG)	% CHANGE
METRO PLANNING ORGANIZATION FUND						
Intergovernmental revenues						
Federal Grants	$ 355,389	746,417	347,012	740,659	(5,758)	-0.77%
Miscellaneous revenues	-	245,000	-	155,000	(90,000)	-36.73%
Total Metro Planning Organization Fund	355,389	991,417	347,012	895,659	(95,758)	-9.66%
TOTAL SPECIAL REVENUE FUNDS	26,504,778	38,263,909	35,121,361	37,066,039	(1,197,870)	-3.13%
DEBT SERVICE FUNDS						
GENERAL OBLIGATION BONDS FUND						
Interest on investments	-	300	-	-	(300)	-100.00%
Total G. O. Bond Fund	-	300	-	-	(300)	-100.00%
SECONDARY PROPERTY TAX FUND						
Interest on investments	80,700	39,300	48,000	49,700	10,400	26.46%
Total Secondary Property Tax Fund	80,700	39,300	48,000	49,700	10,400	26.46%
SPECIAL ASSESSMENT BONDS						
Interest on investments	18,801	13,126	13,126	11,608	(1,518)	-11.56%
Miscellaneous revenues	30,016	16,055	16,055	16,000	(55)	-0.34%
Total Special Assessment Bonds	48,817	29,181	29,181	27,608	(1,573)	-5.39%
TOTAL DEBT SERVICE FUNDS	129,517	68,781	77,181	77,308	8,527	12.40%
CAPITAL PROJECTS FUNDS						
CAPITAL PROJECTS BOND FUND						
Interest on investments	703,000	700,396	230,000	704,000	3,604	0.51%
Intergovernmental revenues						
Grant Revenues	-	-	-	2,576,384	2,576,384	0.00%
Miscellaneous	-	-	-	11,000,000	11,000,000	0.00%
Total Capital Projects Bond Funds	703,000	700,396	230,000	14,280,384	13,579,988	1938.90%
TOTAL CAPITAL PROJECTS FUNDS	703,000	700,396	230,000	14,280,384	13,588,515	1940.12%
PERMANENT FUNDS						
PERPETUAL CARE FUND						
Contributions	24,630	28,560	28,560	29,131	571	2.00%
Interest on investments	1,845	1,428	2,700	3,849	2,421	169.54%
Total Perpetual Care Fund	26,475	29,988	31,260	32,980	2,992	9.98%
TOTAL PERMANENT FUNDS	26,475	29,988	31,260	32,980	2,992	9.98%
ENTERPRISE FUNDS						
WATER AND WASTEWATER FUND						
OPERATING FUND						
Intergovernmental revenues						
State Grants		-		305,960	305,960	0.00%
Federal Grants	10,801	57,765	57,765	5,139	(52,626)	
Water Revenues	11,384,470	11,598,026	11,714,166	12,880,882	1,282,856	11.06%
Sewer Revenues	8,706,621	7,973,600	8,152,420	8,612,684	639,084	8.01%
Interest on Investments	692,833	254,000	550,000	424,000	170,000	66.93%
Miscellaneous revenues	44,313	-	18,655	-	-	0.00%
Total Water and Wastewater Fund	20,839,038	19,883,391	20,493,006	22,228,665	2,345,274	11.80%

Schedule 3: Revenues Other Than Property Taxes

SOURCE OF REVENUES	ACTUAL REVENUES 2005-2006	BUDGETED REVENUES 2006-2007	ESTIMATED ACTUAL REVENUES 2006-2007	BUDGETED REVENUES 2007-2008	CHANGE (BUDG-BUDG)	% CHANGE
AIRPORT FUND						
OPERATING FUND						
Intergovernmental revenues						
Federal Grants	$ 802,172	8,463,426	6,756,357	6,594,207	(1,869,219)	-22.09%
State Grants	177,439	222,994	1,442,783	3,080,407	2,857,413	1281.39%
Airport Revenues	1,356,742	1,264,725	1,300,254	1,267,164	2,439	0.19%
Interest on investments	8,253	-	6,194	-	-	0.00%
Miscellaneous revenues	70,665	334,877	337,277	326,854	(8,023)	-2.40%
AIRPARK FUND						
Interest on investments	26,959	11,100	29,000	1,400	(9,700)	-87.39%
Miscellaneous revenues		-			-	0.00%
Total Airport Fund	2,442,230	10,297,122	9,871,865	11,270,032	972,910	9.45%
ENVIRONMENTAL SERVICES FUND						
Intergovernmental revenues						
State Grants	426	200,000	68,152	90,400	(109,600)	-54.80%
Environmental Services Revenues	9,666,478	9,617,577	9,819,646	10,061,827	444,250	4.62%
Interest on investments	464,396	120,753	216,590	222,005	101,252	83.85%
Miscellaneous revenues	15,690	-	2,265	-	-	0.00%
Total Environmental Services Fund	10,146,990	9,938,330	10,106,653	10,374,232	435,902	4.39%
STORMWATER UTILITY						
Intergovernmental revenues						
State Grants	1,393	-	-	-	-	0.00%
Stormwater Utility Revenues	540,495	999,374	938,831	1,056,491	57,117	5.72%
Charges for Services	86,360	66,790	87,568	89,757	22,967	34.39%
Interest on investments	14,978	22,827	9,120	12,746	(10,081)	-44.16%
Miscellaneous revenues	9	-	-	-	-	0.00%
Total Stormwater Utility Fund	643,235	1,088,991	1,035,519	1,158,994	70,003	6.43%
TOTAL ENTERPRISE FUNDS	34,071,493	41,207,834	41,507,043	45,031,923	3,824,089	9.28%
FIDUCIARY FUNDS						
VOLUNTEER FIREMEN'S PENSION FUND						
Interest on investments	6,650	5,400	5,400	6,163	763	14.13%
Miscellaneous revenues	181	-	-	-	-	0.00%
Total Volunteer Firemen's Pension Fund	6,831	5,400	5,400	6,163	763	14.13%
TOTAL FIDUCIARY FUNDS	6,831	5,400	5,400	6,163	763	14.13%
TOTAL REVENUES	$ 102,645,563	124,026,347	120,234,370	144,992,265	20,974,445	16.91%

CITY OF FLAGSTAFF
SUMMARY BY FUNDING OF OTHER FINANCING SOURCES
AND INTERFUND TRANSFERS
FISCAL YEAR 2007 - 2008

FUND	PROCEEDS FROM OTHER FINANCING SOURCES	INTERFUND TRANSFERS IN	INTERFUND TRANSFERS OUT
GENERAL FUND	$ -	3,825,847	13,935,810
SPECIAL REVENUE FUNDS			
Library Fund	-	1,613,028	328,391
Highway User Revenue Fund	-	11,225,334	85,401
Transportation Fund	-	-	9,315,984
Beautification Fund	-	485,000	405,201
Economic Development	-	108,000	-
Tourism Fund	-	-	9,437
Arts and Science Fund	-	35,000	-
Recreation-BBB Fund	-	790,503	1,872,801
Real Estate Proceeds Fund		150,000	-
Housing & Community Services	-	375,400	-
MPO	-	30,000	-
Total Special Revenue Funds	-	14,812,265	12,017,215
DEBT SERVICE FUNDS			
G.O. Bond Fund	-	3,274,072	-
Secondary Property Tax Fund	-	-	5,351,769
Total Debt Service Funds	-	3,274,072	5,351,769
CAPITAL PROJECTS FUNDS			
Capital Projects Bond Fund	25,500,000	489,000	-
Total Capital Projects Funds	25,500,000	489,000	-
ENTERPRISE FUNDS			
Water and Wastewater Fund	39,700,000	1,814,270	1,972,064
Stormwater Utility	-	7,047,959	241,927
Airport Fund	-	2,238,324	33,567
Airpark Fund	-	-	69,897
Environmental Services Fund	-	140,000	19,488
Total Enterprise Funds	39,700,000	11,240,553	2,336,943
TOTAL ALL FUNDS	$ 65,200,000	33,641,737	33,641,737

SCHEDULE OF TRANSFERS
FISCAL YEAR 2007-2008

General Fund

Transfers In:

Library - $328,391
This transfer represents $250,000 for a contribution to a parking solution on the Municipal Campus and $78,391 for the APSES lease payment.

Highway User Revenue Fund - $85,401
This transfer is $70,000 for right-of-way maintenance completed by Parks staff and $15,401 for the APSES lease payment.

Beautification Fund - $405,201
This represents $400,000 for streetscape maintenance on projects previously constructed by BBB funds that are now maintained by the Parks division and $5,201 for the citywide publication.

Tourism Fund - $9,437
This transfer includes $6,238 as a contribution towards the citywide publication, and $3,199 for the APSES lease payment.

Recreation-BBB Fund - $972,298
This transfer is a contribution to the maintenance of FUTS which is a Parks responsibility $153,862. $818,436 for increased maintenance in the Parks budget related to additional field maintenance associated with Recreation Bond projects.

Water and Wastewater Fund - $1,972,064
This is a transfer of $1,814,270 utility revenue through the General Fund to Highway User Revenue Fund for a payment of debt and $157,794 for the APSES lease payment.

Airport - $33,567
This is a transfer for the APSES lease payment.

Environmental Services Fund - $19,488
This transfer represents $4,678 for advertising in the citywide publication and $14,810 for the APSES lease payment.

Transfers Out:

Library Fund - $1,613,028
This is the operating transfer from the General Fund to the Library for general services.

Real Estate Proceeds Fund - $150,000
This is for the acquisition of open space.

Highway User Revenue Fund - $2,181,423
This is $1,811,423 for debt service, and $370,000 for cost allocation offset.

Economic Development - $108,000
This represents a transfer to assist in the payment of Incubator.

Arts and Science Fund - $35,000
This transfer is for $25,000 to support Contributions to Agencies, and $10,000 represents a contribution for Art in Public Places.

Housing and Community Services Fund - $375,400
This transfer represents a $150,000 funding for a revolving loan source, $175,400 funding for land acquisition related to affordable housing development, and $50,000 for affordable housing fees.

Capital Project Funds - $350,000
Aquaplex project.

MPO - $30,000
This transfer represents $25,000 to assist in the payment of the multi model planner position and $5,000 to assist in the payment of the Administration Assistant.

Stormwater Fund - $7,047,959
This transfer includes $6,725,068 for the Rio de Flag project and $322,891 for the Stormwater Master Plan.

Airport Fund - $1,905,000
This transfer is for the general operations in the amount of $443,000 and $1,462,000 for capital at the Airport. The Airport is an enterprise fund whose goal is to eventually eliminate any requirement for general fund transfers.

Environmental Services - $140,000
This transfer represents $65,000 to support the Sustainability position, $25,000 to support the KYOTO Protocal Program and $50,000 to do the carbon inventory.

Library Fund

Transfers In:

General Fund - $1,613,028
This is the operating transfer from the General Fund to the Library for general services.

Transfers Out:

General Fund - $328,391
This transfer is $250,000 for a contribution to a parking solution in the Municipal Campus and $78,391 for the APSES lease payment.

Highway User Revenue Fund

Transfers In:

General Fund - $2,181,423
This is $1,811,423 from the General Fund to Highway User Revenue Fund for payment of debt, and $370,000 for cost allocation offset.

Transportation Fund - $8,801,984
This is a transfer of the transportation tax to fund various transportation projects. Safety funding is $1,443,409 for miscellaneous projects. $7,158,575 is from Street Improvement for Transportation funded projects and $200,000 in Street Improvement for Street Maintenance.

Stormwater Fund - $241,927
This transfer is for drainage maintenance.

Transfers Out:

General Fund - $85,401
This transfer is $70,000 for right-of-way maintenance completed by Parks staff and $15,401 for APSES repayment.

Transportation Fund

Transfers Out:

HURF - $8,801,984
This is a transfer of the transportation tax to fund various transportation projects. Safety funding is $1,443,409 for miscellaneous projects. $7,158,575 is from Street Improvement for Transportation funded projects and $200,000 in Street Improvement for Street Maintenance.

Beautification Fund - $375,000
This transfer funds various FUTS and Streetscape projects within the multi-modal transportation projects.

Capital Projects Funds - $139,000
$139,000 for safety improvements associated with the Aquaplex.

Beautification Fund

Transfers In:

Transportation Tax - $375,000
This transfer funds various FUTS and Streetscape projects within the multi-modal transportation projects.

Recreation-BBB Fund - $110,000
This transfer is for new FUTS construction -$110,000.
Transfers Out:

General Fund - $405,201
This represents $400,000 for streetscape maintenance on projects previously constructed by BBB funds that are now maintained by the Parks division and $5,201 in support of the citywide publication.

Economic Development Fund

Transfers In:

General Fund - $108,000
This represents a transfer to assist in the payment of the Incubator plan.

Tourism Fund

Transfers Out:

General Fund - $9,437
This transfer includes $6,238 as a contribution towards the citywide publication and $3,199 for the APSES lease payment.

Arts & Science Fund

Transfers In:

General Fund - $35,000
This transfer is for $25,000 to support Contributions to Agencies, and $10,000 represents a contribution for Art in Public Places.

Recreation-BBB Fund

Transfers In:

Secondary Property Tax Fund - $790,503
This transfer is to assist in the repayment of G.O. Bonds due to a shortfall in estimated BBB Tax revenues.

Transfers Out:

General Fund - $972,298
This transfer is a contribution to the maintenance of FUTS which is a Parks responsibility $153,862. $818,436 for increased maintenance in the Parks budget related to additional field maintenance associated with Recreation Bond projects.

Beautification Fund - $110,000
This transfer is for a new FUTS construction - $110,000.

G.O. Bond Fund - $790,503
To pay the debt service on the Parks and Recreation Bonds.

Real Estate Proceeds

Transfers In:

General Fund - $150,000
This transfer is for acquisition of open space.

Housing and Community Services Fund

Transfers In:

General Fund - $375,400
This transfer represents a $150,000 funding for a revolving loan source, $175,400 funding for land acquisition related to affordable housing development, and $50,000 for affordable housing fees.

Metro Planning Organization Fund

Transfers In:

General Fund - $30,000
This transfer represents $25,000 to assist in the payment of the multi model planner position and $5,000 to assist in the payment of the Administration Assistant.

G.O. Bond Fund

Transfers In:

Recreation-BBB Fund - $790,503
To pay the debt service on the Parks and Recreation Bonds.

Secondary Property Tax Fund - $2,483,569
A transfer of Secondary Property Taxes collected for repayment of Library and Public Safety bonds.

Secondary Property Tax Fund

Transfers Out:

Recreation-BBB Fund - $790,503
This transfer is to assist in the repayment of G.O. Bonds due to a shortfall in estimated BBB Tax revenues.

G.O. Bond Fund - $2,483,569
There is a transfer of Secondary Property Taxes collected for repayment of Library and Public Safety bonds.

Water and Wastewater Fund - $1,814,270
A transfer to Utilities for Secondary Property Taxes collected to support General Obligation Debt.

Airport Fund - $263,427
There is a transfer for Secondary Property Taxes collected for repayment of a portion of the Airport debt service; the remainder is funded with Passenger Facility Charges.

Capital Projects Fund

Transfers In:

General Fund - $350,000
This transfer is to assist with the Aquaplex project.

Transportation Safety - $139,000
This is do fund safety improvements associated with the Aquaplex.

Water and Wastewater Fund

Transfers In:

Secondary Property Tax Fund - $1,814,270
A transfer to Utilities for Secondary Property Taxes collected to support the General Obligation Debt.

Transfers Out:

General Fund - $1,972,064
This is a transfer of $1,814,270 utility revenue to the General Fund; these funds are subsequently transferred to Highway User Tax Fund for a payment of debt and $157,794 for the APSES lease payment.

Stormwater Fund

Transfers In:

General Fund - $7,047,959
This transfer includes $6,725,068 for the Rio de Flag project and $322,891 for the Stormwater Master Plan.

Transfers Out:

HURF - $241,927
This transfer is for drainage maintenance.

Airport Fund

Transfers In:

General Fund - $1,905,000
This transfer is for the general operations in the amount of $443,000 and $1,462,000 for capital at the Airport. The Airport is an enterprise fund whose goal is to eventually eliminate any requirement for general fund transfers.

Secondary Property Tax Fund - $263,427
There is a transfer for Secondary Property Taxes collected for repayment of a portion of the Airport debt service; the remainder is funded with Passenger Facility Charges.

Airpark Fund - $69,897
This transfer of funds is for a match on the ADOT grant towards the runway extension and other miscellaneous capital projects at the airport.

Transfers Out:

General Fund - $33,567
This is a transfer for the APSES lease payment.

Airpark Fund

Transfers Out:

Airport Fund - $69,897
This transfer of funds is for a match on the ADOT grant towards the runway extension and other miscellaneous capital projects at the airport.

Environmental Services Fund

Transfers In:

General Fund - $140,000
This transfer represents $65,000 to support the Sustainability position, $25,000 to support the KYOTO Protocal Program and $50,000 to do the carbon inventory.

Transfers Out:

General Fund - $19,488
This transfer represents $4,678 for advertising in the citywide publication and $14,810 for debt servicing related to APSES lease payment.

CITY OF FLAGSTAFF
SCHEDULE OF GRANT REVENUES
FISCAL YEAR 2007-2008

	PROJECT NAME	BUDGETED REVENUES 2006-2007	ESTIMATED REVENUES 2006-2007	BUDGETED REVENUES 2007-2008	CITY MATCH 2007-2008	BUDGETED GRANT REIMB %	FUNDING
GENERAL FUND							
POLICE	METRO (NORTHERN AZ STREET CRIMES TASK FORCE)	$ 283,627	226,760	484,486	-	100%	F/S
POLICE	INTERNET CRIMES AGAINST CHILDREN	-	-	5,000			
POLICE	BULLET PROOF VEST PROGRAM	8,292	8,292	7,219	3,610	50%	F
POLICE	GOVERNOR'S OFFICE OF HWY SAFETY 2006	57,490	37,035	-	-	100%	F/S
POLICE	LOCAL LAW ENF BLOCK GRANT/JAG	-	16,270	-	-		
POLICE	WEED AND SEED	6,000	4,506	-	-	100%	F/NP
POLICE	PSN GUN & INTELLIGENT SUPP	34,000	-	-	-	100%	F/S
POLICE	PSN JUVENILE ED	19,106	19,136	-	-	100%	F/S
POLICE	2005 HGS - BOMB VEHICLE	75,806	237,980	-	-	100%	F
POLICE	BURGLARY & ST CRIME REDUCTION	6,804	2,908	-	-	100%	S
POLICE	DIRECTED PATROL GANG	10,000	4,167	-	-	100%	S
POLICE	STATEWIDE GANG TASK	7,570	-	-	-	75%	S
POLICE	2006 DHS HOME LAND SECURITY	425,000	330,479	-	-	100%	F
POLICE	CJEF DIGITAL EQUIPMENT	50,000	-	-	-	100%	S
POLICE	2006 GREAT GRANT	46,717	-	-	-	100%	F
POLICE	2006 JAG PATROL OVERTIME	20,000	20,000	-	-	90%	F
POLICE	2006 ACJC DUI	30,000	26,400	-	-	100%	S
POLICE	2005 WEED & SEED	30,000	24,585	-	-	100%	F
POLICE	2006 PSN JUVENILE EDUCATION	17,500	17,500	-	-	100%	F/S
POLICE	2006 PSN GUN INTELLIGENCE	25,000	25,000	-	-	100%	F/S
POLICE	GRANT FUNDED ATV'S	14,000	-	-	-	100%	S
POLICE	2006 DPS ICAC	11,639	-	-	-	100%	S
POLICE	NO AZ DUI TASK FORCE	-	-	25,000	-	100%	S
POLICE	ENFORCEMENT UNDERAGE DRINKING	-	-	25,000	-	100%	S
POLICE	AZ AUTO THEFT-WATCH YOUR CAR	-	-	5,000	-	100%	S
POLICE	GOHS SELECTIVE TRAFFIC ENF	-	-	177,200	-	100%	F/S
POLICE	HOMELAND SECURITY - BOMB EQUIP	-	-	50,000	-	100%	F
POLICE	ACJC ANTI-GANG INITIATIVE	-	-	50,000	-	100%	F/S
POLICE	ACJC DUI ABATEMENT	-	-	20,000	-	100%	S
POLICE	GOHS DUI ENFORCEMENT	-	-	20,000	-	100%	F/S
POLICE	WEED & SEED OVERTIME	-	-	37,200	-	100%	F/NP
POLICE	E-CITATION (in 6601-3008)	118,000	118,000	-	-	100%	S
FIRE	FIRE VARIOUS GRANTS	-	189,199	-	-	-	-
FIRE	HAZARD FUEL REDUCTION FY 04	71,313	71,313	-	-	50%	S
FIRE	HOMEOWNER & COMMUNITY ACTION	50,000	50,000	-	-	50%	S
FIRE	HAZARD FUEL REDUCTION FY04	100,750	100,750	77,750	38,875	50%	S
FIRE	FIRE - HEAVY RESCUE UNIT	936,718	100,000	300,000	-	100%	F
FIRE	DHS FIRE PREV & SAFETY	35,640	35,640	-	-	100%	F
FIRE	GOHS RESCUE EQUIPMENT	5,300	-	-	-	100%	S
FIRE	SFA 06/07 REDUCE HAZ FIRE	-	-	120,000	60,000	50%	S
FIRE	SFA 06/07 RESTORING FIRE	-	-	2,500	1,250	50%	S
FIRE	08 HOMELAND SECURITY EQUIPMENT	-	-	120,000	-	100%	F/S
FIRE	ASSISTANCE TO FIREFIGHTERS EXHAUST SYSTEM	-	-	220,000	110,000	50%	F
FIRE	GOHS EXTRACTION EQUIPMENT	-	-	5,500	-	100%	F/S
FIRE	ASSISTANCE TO FIREFIGHTERS 2007-EXERCISE EQUIPMENT	-	-	200,000			
COURT	COURT IMPROVEMENT FEES	40,000	40,000	-	-	100%	L
COURT	COURT WARRANT FEES	58,560	58,560	50,448	-	100%	L
COURT	COURT INTERPRETER	26,780	26,780	27,580	-	100%	L
COURT	TCPF - MODIFY AZTEC	-	-	-	-	100%	S
COURT	TCPF/STATE JCEF FY 01/02 - COURT TRAINING OFFICER	25,000	25,000	25,000	-	100%	S
COURT	TCPF/LOCAL JCEF FY 01/02 - COURT TRAINING OFFICER	9,612	9,612	9,850	-	100%	L
COURT	LOCAL JCEF - COMPUTERS	25,000	25,000	-	-	100%	L
COURT	LOCAL JCEF - TRAINING COUNTY	22,989	22,989	23,560	-	100%	L
COURT	COUNTY JCEF - INFORMATION SYSTEM TECH	22,660	22,660	23,340	-	100%	L
COURT	LOCAL TIME PMT. - INFORMATION SYSTEM TECH.	22,660	22,660	23,340	-	100%	L
FACILITIES	HLS BUILDING HARDWARE	-	-	100,000	-	100%	F/S
	SUBTOTAL-GENERAL FUND	2,749,533	1,919,181	2,234,973	213,735		

Schedule 5: Grant Revenues

	PROJECT NAME	BUDGETED REVENUES 2006-2007	ESTIMATED REVENUES 2006-2007	BUDGETED REVENUES 2007-2008	CITY MATCH 2007-2008	BUDGETED GRANT REIMB %	FUNDING
LIBRARY	STATE GRANTS-IN-AID	$ -	160,165	-	-	100%	S
	SUBTOTAL	-	160,165	-	-		
CAPITAL	EDA-BUSINESS INCUBATOR	-	-	2,576,384	1,803,469	70%	F
	SUBTOTAL	-	-	2,576,384	1,803,469		
HURF	FHWA-ARROWHEAD & FANNING	137,510	137,510	-	-	100%	F/S
	SUBTOTAL	137,510	137,510	-	-		
BEAUT	FUTS SIGNAGE	167,744	$ -	331,377	$ 165,689	50%	S
BEAUT	FUTS - MCMILLAN MESA	-	95,000	-	-	37%	S
BEAUT	FUTS/RIO NORTH-BLUE WILLOW	95,000	-	-	-	50%	S
BEAUT	FUTS/RIO NORTH-CRESCENT TO OBSR MESA	-	96,801	35,000	17,500	50%	S
BEAUT	TEA - 21 - US 89-RAILHEAD TO SNOWFLAKE	500,000	-	500,000	30,000	94%	F/S
BEAUT	TEA - 21 - FT VALLEY TR-SECHRIST TO FREMONT	500,000	-	-	-	94%	F/S
BEAUT	TEA-21 - E. FLAG TI & PROJECT OPPORTUNITY ADOT	1,100,000	-	-	-	94%	F/S
BEAUT	TEA-21 - RT 66 RIO NORTH TO SAN FRANCISCO	500,000	500,000	-	-	94%	F/S
BEAUT	EFTI-ADOT FUNDING-SECTION 115/117	1,240,000	-	-	-	100%	F/S
BEAUT	EFTI-MPO-FHWA GRANT	215,000	-	-	-	100%	F/S
BEAUT	TEA 21 - SANTA FE WEST-WALNUT TO RIO N. ADOT (ROUND 10)	500,000	-	300,000	30,000	94%	F/S
BEAUT	AZ STATE PARKS-CERTIFIED LOCAL GOVT	-	-	10,000	-	100%	S
	SUBTOTAL	4,817,744	691,801	1,176,377	47,500		
BBB-REC	THORPE PARK PHASE I RENOVATION	-	550,000	-	-	37%	S
BBB-REC	BMX PARK/6TH STREET	-	29,868	-	-	50%	S
	SUBTOTAL	-	579,868	-	-		
HSG	02/03 CDBG ENTITLEMENT	100,000	100,000	-	-	100%	F
HSG	03/04 CDBG ENTITLEMENT	100,859	94,232	6,627	-	100%	F
HSG	04/05 CDBG ENTITLEMENT	109,064	65,691	43,373	-	100%	F
HSG	05/06 CDBG ENTITLEMENT	327,104	148,678	122,850	-	100%	F
HSG	06/07 CDBG ENTITLEMENT	815,702	497,598	290,684	-	100%	F
HSG	07/08 CDBG ENTITLEMENT	-	-	831,532	-	100%	F
HSG	STATE GRANTS-HOUS REHAB & EMERGENCY REPAIR	400,000	20,000	666,000	-	100%	S
	SUBTOTAL	1,852,729	926,199	1,961,066	-		
MPO	FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION 2005	310,613	145,058	70,000	-	93%	F/S
MPO	FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION 2006	-	-	25,803	-	93%	F/S
MPO	FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION 2007	260,804	156,954	66,856	1,806	93%	F/S
	FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION STP-CONSTR. 2007	175,000	45,000	341,000	-	93%	F/S
	FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION 2008	-	-	237,000	16,590	93%	F/S
	FHWA - CONSTRUCTION FUNDS	-	-	-	19,831	93%	F/S
	SUBTOTAL	746,417	347,012	740,659	38,227		
UTIL	XERISCAPE DEMONSTRATION GARDEN	19,950	19,950	5,139	2,569	50%	F
UTIL	HLS-SYSTEM VULNERABILITY	37,815	37,815	-	-	100%	F/S
UTIL	FRANCIS SHORT POND PH. III	-	-	30,000	-	100%	S
UTIL	AWPF-PICTURE CANYON	-	-	275,960	-	100%	S
	SUBTOTAL	57,765	57,765	311,099	2,569		

Schedule 5: Grant Revenues

	PROJECT NAME	BUDGETED REVENUES 2006-2007	ESTIMATED REVENUES 2006-2007	BUDGETED REVENUES 2007-2008	CITY MATCH 2007-2008	BUDGETED GRANT REIMB %	FUNDING
AIRPT	CONSTRUCT ARFF BLDG (AIP 23/AIP 24/ADOT MATCH)	$ 12,571	869	16,179	797	97.50%	F&S
AIRPT	JWP WIDENING (AIP 27/ADOT MATCH)	815,349	873,292	-	21,740	97.50%	F&S
AIRPT	DESIGN/CONSTR RUNWAY EXT., SAFETY AREA RW21 (AIP 30/ADOT MATCH)	6,922,500	7,324,979	9,658,435	473,188	97.50%	F&S
AIRPT	PERIMERTER ROAD	936,000	-	-	24,000	97.50%	F&S
AIRPT	LAND ACQUISITION (ADOT E)	-	-	-	-	90%	S
AIRPT	LAND ACQUISITION (ADOT E1107)	-	-	-	-	90%	S
	SUBTOTAL	8,686,420	8,199,140	9,674,614	495,725		
ENV	BROWNFIELD PETROLEUM ASSESSMENT (EPA)	200,000	68,152	90,400	22,600	75%	F/S
	SUBTOTAL	200,000	68,152	90,400	22,600		
TOUR	TRAIN STATION RESTORATION	50,000	-	50,000	-	100%	S
	SUBTOTAL	50,000	-	50,000	-		
TOTAL		$ 19,298,118	13,086,793	18,815,572	797,756		

Funding: L=Local, N/P=Non-Profit, S=State, F=Federal, F/S=Federal thru State, F&S=Federal and State

CITY OF FLAGSTAFF
SUMMARY BY DEPARTMENT OF EXPENDITURES/EXPENSES WITHIN EACH FUND
COMPARISON OF FISCAL YEAR 2007 AND 2008
(WITH ACTUAL FOR FISCAL YEAR 2006)

FUND/DEPARTMENT	ACTUAL EXPENDITURES/ EXPENSES 2005-2006	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2006-2007	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2006-2007	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2007-2008	CHANGE (BUDG-BUDG)	% CHANGE
GENERAL FUND						
General Administration	$ 4,927,289	5,780,417	5,553,585	6,439,989	659,572	11.4%
Community Development	3,741,609	4,912,169	4,822,294	5,283,822	371,653	7.6%
Management Services	3,346,831	4,098,404	3,961,551	4,561,875	463,471	11.3%
Fire	9,543,318	10,223,592	9,213,982	11,136,252	912,660	8.9%
Police	13,802,613	15,546,867	15,149,359	16,601,314	1,054,447	6.8%
Public Works	6,099,044	8,434,929	7,662,217	9,501,560	1,066,631	12.6%
Utilities	28,757	14,932	14,932	21,441	6,509	43.6%
Non-departmental	1,024,807	4,475,833	(574,641)	5,181,564	705,731	15.8%
Contingency	53,326	500,000	100,000	500,000	-	-
Total General Fund	42,567,594	53,987,143	45,903,279	59,227,817	5,240,674	9.7%
SPECIAL REVENUE FUNDS						
LIBRARY FUND						
General Administration	98,387	113,206	113,206	120,593	7,387	6.5%
Community Development	48,518	50,242	50,242	47,691	(2,551)	(5.1%)
Management Services	3,142,880	4,565,601	3,893,920	4,617,335	51,734	1.1%
Public Works	73,733	80,077	80,077	120,378	40,301	50.3%
Utilities	884	1,195	1,195	3,746	2,551	213.5%
Non-departmental	66,322	83,696	83,696	85,791	2,095	2.5%
Contingency	-	100,000	-	100,000	-	-
	3,430,724	4,994,017	4,222,336	5,095,534	101,517	2.0%
HIGHWAY USER REVENUE FUND						
General Administration	247,091	230,386	230,386	238,262	7,876	3.4%
Community Development	890,966	884,940	884,940	934,490	49,550	5.6%
Management Services	246,583	205,898	205,898	259,130	53,232	25.9%
Public Works	12,169,827	23,906,500	10,150,354	29,276,306	5,369,806	22.5%
Utilities	3,289	3,503	3,503	3,620	117	3.3%
Non-departmental	228,892	250,476	250,476	270,626	20,150	8.0%
Contingency	-	100,000	-	100,000	-	-
	13,786,648	25,581,703	11,725,557	31,082,434	5,500,731	21.5%
TRANSPORTATION FUND						
Community Development	12,255,485	1,971,940	4,148,087	2,381,358	409,418	20.8%
Non-departmental	3,290,923	2,762,433	2,365,365	3,641,410	878,977	31.8%
	15,546,408	4,734,373	6,513,452	6,022,768	1,288,395	
BEAUTIFICATION FUND						
Community Development	1,314,702	9,542,128	1,437,348	6,430,718	(3,111,410)	(32.6%)
Reserve/Contingency	-	10,000	-	10,000	-	-
	1,314,702	9,552,128	1,437,348	6,440,718	(3,111,410)	(32.6%)
ECONOMIC DEVELOPMENT FUND						
Non-departmental	405,664	621,400	585,283	682,035	60,635	9.8%
Reserve/Contingency	-	25,000	-	25,000	-	-
	405,664	646,400	585,283	707,035	60,635	9.4%
TOURISM FUND						
General Administration	1,500,145	1,822,828	1,632,166	1,960,076	137,248	7.5%
Reserve/Contingency	-	50,000	-	50,000	-	-
	1,500,145	1,872,828	1,632,166	2,010,076	137,248	7.3%

Schedule 6: Appropriations by Fund

FUND/DEPARTMENT	ACTUAL EXPENDITURES/ EXPENSES 2005-2006	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2006-2007	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2006-2007	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2007-2008	CHANGE (BUDG-BUDG)	% CHANGE
ARTS AND SCIENCE FUND						
General Administration	$ 351,392	621,487	350,362	678,680	57,193	9.2%
Reserve/Contingency	-	10,000	-	10,000	-	-
	351,392	631,487	350,362	688,680	57,193	9.1%
RECREATION-BBB FUND						
Public Works	2,076,719	4,809,145	4,411,026	-	(4,809,145)	(100.0%)
REAL ESTATE PROCEEDS FUND						
Non-departmental	6,007	150,000	10,000	150,000	-	-
HOUSING AND COMMUNITY SERVICES FUND						
Community Development	1,426,398	4,362,961	1,502,711	4,536,468	173,507	4.0%
Non-departmental	63,003	-	-	39,500	39,500	-
	1,489,401	4,362,961	1,502,711	4,575,968	213,007	4.9%
METRO PLANNING ORG FUND						
Community Development	336,317	776,417	347,012	744,052	(32,365)	(4.2%)
Non-departmental	31,612	-	25,000	44,067	44,067	-
Contingency	-	240,000	-	150,000	(90,000)	
	367,929	1,016,417	372,012	938,119	(78,298)	(7.7%)
Total Special Revenue Funds	40,275,739	58,351,459	32,762,253	57,711,332	(640,127)	(1.1%)
DEBT SERVICE FUNDS						
GENERAL OBLIGATION BONDS FUND						
Non-departmental	3,356,997	3,111,708	3,113,565	3,274,072	162,364	5.2%
SPECIAL ASSESSMENT BONDS FUND						
Non-departmental	94,146	91,447	91,447	93,525	2,078	2.3%
Total Debt Service Funds	3,451,143	3,203,155	3,205,012	3,367,597	164,442	5.1%
CAPITAL PROJECT FUNDS						
CAPITAL PROJECTS BOND FUND						
Non-departmental	2,713,647	24,968,369	9,804,128	55,520,549	30,552,180	122.4%
Total Capital Projects Funds	2,713,647	24,968,369	9,804,128	55,520,549	30,552,180	122.4%
ENTERPRISE FUNDS						
WATER AND WASTEWATER FUND						
General Administration	273,877	286,665	286,665	307,386	20,721	7.2%
Community Development	649,464	705,952	705,952	676,081	(29,871)	(4.2%)
Management Services	512,516	631,466	631,466	502,681	(128,785)	(20.4%)
Public Works	43,796	47,411	47,411	59,148	11,737	24.8%
Utilities	24,048,519	49,040,473	25,015,216	57,780,288	8,739,815	17.8%
Non-departmental	339,648	387,120	387,120	425,357	38,237	9.9%
Contingency	29,032	1,400,000	-	1,400,000	-	-
	25,896,852	52,499,087	27,073,830	61,150,941	8,651,854	16.5%

Schedule 6: Appropriations by Fund

FUND/DEPARTMENT	ACTUAL EXPENDITURES/ EXPENSES 2005-2006	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2006-2007	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2006-2007	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2007-2008	CHANGE (BUDG-BUDG)	% CHANGE
AIRPORT FUND						
General Administration	$ 31,404	47,792	47,792	41,380	(6,412)	(13.4%)
Community Development	17,892	30,046	30,046	20,586	(9,460)	(31.5%)
Management Services	78,734	91,181	91,181	110,960	19,779	21.7%
Public Works	3,136,389	11,419,581	11,047,178	13,220,324	1,800,743	15.8%
Utilities	297	725	725	642	(83)	(11.4%)
Non-departmental	58,443	96,716	96,716	79,327	(17,389)	(18.0%)
Contingency	180	-	-	-	-	-
	3,323,339	11,686,041	11,313,638	13,473,219	1,787,178	15.3%
ENVIRONMENTAL SERVICES FUND						
General Administration	171,465	168,627	168,627	186,315	17,688	10.5%
Community Development	106,151	120,107	120,107	118,426	(1,681)	(1.4%)
Management Services	237,227	217,261	217,261	264,823	47,562	21.9%
Public Works	9,341,621	11,813,101	9,243,927	13,497,223	1,684,122	14.3%
Utilities	120,501	150,338	150,338	182,200	31,862	21.2%
Non-departmental	165,072	217,854	217,854	301,520	83,666	38.4%
Contingency	9,986	500,000	-	500,000	-	-
	10,152,023	13,187,288	10,118,114	15,050,507	1,863,219	14.1%
STORMWATER UTILITY FUND						
General Administration	15,651	18,381	18,381	21,442	3,061	16.7%
Community Development	1,899,370	8,873,710	2,978,061	8,140,621	(733,089)	(8.3%)
Management Services	36,060	49,373	49,373	43,055	(6,318)	(12.8%)
Public Works	7,974	8,273	8,273	8,824	551	6.7%
Utilities	8,167	9,812	9,812	10,200	388	4.0%
Non-departmental	23,001	28,034	28,034	21,643	(6,391)	(22.8%)
Contingency	1,637	10,000	-	10,000	-	-
	1,991,860	8,997,583	3,091,934	8,255,785	(741,798)	(8.2%)
Total Enterprise Funds	41,364,074	86,369,999	51,597,516	97,930,452	11,560,453	13.4%
FIDUCIARY FUNDS						
VOLUNTEER FIREMEN'S PENSION						
Non-departmental	7,200	14,400	14,400	214,400	200,000	1,388.9%
Total Fiduciary Funds	7,200	14,400	14,400	214,400	200,000	1,388.9%
TOTAL ALL FUNDS	$ 130,379,397	226,894,525	143,286,588	273,972,147	47,077,622	20.7%

Schedule 7: Appropriations by Department

CITY OF FLAGSTAFF
BUDGET BY DEPARTMENT AND DIVISIONS
COMPARISON OF FISCAL YEAR 2007 AND 2008
(WITH ACTUAL FOR FISCAL YEAR 2006)

DEPARTMENT/DIVISION	ACTUAL EXPENDITURES/ EXPENSES 2005-2006	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2006-2007	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2006-2007	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2007-2008	CHANGE (BUDG-BUDG)	% CHANGE
GENERAL ADMINISTRATION						
City Manager	$ 822,782	924,294	1,077,726	990,639	66,345	7.2%
City Clerk	267,786	285,132	268,814	492,858	207,726	72.9%
City Court	2,057,941	2,456,668	2,170,653	2,551,077	94,409	3.8%
Law	1,146,094	1,337,574	1,295,201	1,595,684	258,110	19.3%
Human Resources	482,905	548,135	546,551	562,049	13,914	2.5%
Risk Management	149,781	228,614	194,640	247,682	19,068	8.3%
Tourism - Gen. Admin.	1,126,680	1,237,365	1,228,818	1,421,158	183,793	14.9%
Visitor Services	373,465	585,463	403,348	538,918	(46,545)	(8.0%)
TOTAL	6,427,434	7,603,245	7,185,751	8,400,065	796,820	10.5%
COMMUNITY DEVELOPMENT						
Community Development Admin.	259,637	290,831	290,317	266,262	(24,569)	(8.4%)
Development Services	2,675,609	3,153,700	3,132,695	3,449,871	296,171	9.4%
Capital Improvement	(397,836)	(281,982)	(289,315)	(246,500)	35,482	(12.6%)
Community Improvements	443,107	511,040	511,040	562,099	51,059	10.0%
Housing and Community Svcs	1,426,398	4,362,961	1,502,711	4,536,468	173,507	4.0%
Community Investment	761,092	1,238,580	1,177,557	1,252,090	13,510	1.1%
Stormwater Utility	486,708	992,010	623,050	1,001,708	9,698	1.0%
Stormwater Capital	1,364,236	275,000	28,228	340,000	65,000	23.6%
Drainage	-	7,560,899	2,280,982	6,725,068	(835,831)	(11.1%)
Transportation	13,556,808	2,765,273	4,543,552	4,071,410	1,306,137	47.2%
Debt Service-4th Street	1,989,600	1,969,100	1,969,900	1,951,358	(17,742)	(0.9%)
Urban Design	79,951	103,550	118,461	105,900	2,350	2.3%
Streetscape	148,188	4,669,741	726,817	2,652,451	(2,017,290)	(43.2%)
Flag Urban Trails System	1,086,563	4,768,837	592,070	3,672,367	(1,096,470)	(23.0%)
Arts and Science	351,392	621,487	350,362	678,680	57,193	9.2%
Metro Planning Organization	336,317	776,417	347,012	744,052	(32,365)	(4.2%)
TOTAL	24,567,770	33,777,444	17,905,439	31,763,284	(2,014,160)	(6.0%)
MANAGEMENT SERVICES						
Information Systems	1,190,724	1,528,944	1,436,598	1,731,822	202,878	13.3%
Management Services Admin.	770,020	1,031,313	997,385	1,143,104	111,791	10.8%
Finance/Budget	832,440	947,465	944,292	1,043,977	96,512	10.2%
Sales Tax & Licensing	553,647	590,682	583,276	642,972	52,290	8.9%
Library	2,693,743	3,359,522	3,146,777	3,554,074	194,552	5.8%
Library Grants	346,233	1,101,219	642,283	970,458	(130,761)	(11.9%)
TOTAL	6,386,807	8,559,145	7,750,611	9,086,407	527,262	6.2%
FIRE DEPARTMENT	9,543,318	10,223,592	9,213,982	11,136,252	912,660	8.9%
POLICE DEPARTMENT						
Police	12,899,949	14,279,361	13,853,559	15,658,768	1,379,407	9.7%
Police Grants	902,664	1,267,506	1,295,800	942,546	(324,960)	(25.6%)
TOTAL	13,802,613	15,546,867	15,149,359	16,601,314	1,054,447	6.8%

Schedule 7: Appropriations by Department

DEPARTMENT/DIVISION	ACTUAL EXPENDITURES/ EXPENSES 2005-2006	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2006-2007	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2006-2007	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2007-2008	CHANGE (BUDG-BUDG)	% CHANGE
PUBLIC WORKS						
Public Works Administration	$ 322,718	270,670	275,815	256,625	- 14,045	(5.2%)
USGS Facilities	672,276	1,297,869	958,335	1,290,780	(7,089)	(0.5%)
Parks	2,088,294	2,689,980	2,547,123	3,091,092	401,112	14.9%
Fleet Services	36,476	34,125	140,344	-	(34,125)	(100.0%)
Cemetery	170,245	217,329	165,080	374,237	156,908	72.2%
Public Facilities Maintenance	873,654	1,605,839	1,445,549	1,887,776	281,937	17.6%
Recreation	1,935,381	2,319,117	2,129,971	2,601,050	281,933	12.2%
Street Maintenance & Repairs	2,792,875	4,430,556	3,899,827	5,145,652	715,096	16.1%
Street Const. & Reconstruction	4,475,375	4,597,796	2,032,849	5,832,102	1,234,306	26.8%
Transportation CIP	2,330,517	12,284,297	1,622,927	16,319,642	4,035,345	32.8%
Street & Highway User Rev Bonds	2,416,933	2,411,086	2,411,986	1,814,269	(596,817)	(24.8%)
Airport	2,415,957	10,774,250	10,401,265	12,441,973	1,667,723	15.5%
Debt Service - Airport	653,065	580,114	580,696	650,112	69,998	12.1%
Environmental Services	9,176,986	11,584,326	9,015,152	13,243,378	1,659,052	14.3%
Recreation-BBB	2,076,719	4,809,145	4,411,026	-	(4,809,145)	(100.0%)
TOTAL	32,437,471	59,906,499	42,037,945	64,948,688	5,042,189	8.4%
UTILITIES						
Administration	1,276,701	1,174,301	1,144,077	1,413,889	239,588	20.4%
Lake Mary Water Plant	3,011,369	4,053,890	3,507,765	4,142,848	88,958	2.2%
Customer Service	721,989	836,629	785,257	971,826	135,197	16.2%
Water Distribution System	1,264,606	1,487,398	1,285,071	1,743,865	256,467	17.2%
Booster Stations	66,039	90,852	78,452	95,908	5,056	5.6%
Betterments & Imp. Water Dist	647,696	4,980,751	2,360,172	5,049,406	68,655	1.4%
Betterments & Imp. Water Prod	8,407,256	12,058,180	1,615,577	13,221,150	1,162,970	9.6%
Wastewater Treatment	1,515,111	1,712,065	1,581,612	1,723,898	11,833	0.7%
Wastewater Collection	719,854	1,375,364	1,342,435	1,055,550	(319,814)	(23.3%)
Wastewater Monitoring	363,115	332,154	308,373	335,283	3,129	0.9%
Reclaim Water Plant	913,995	896,307	874,928	977,538	81,231	9.1%
Wastewater Treatment Imp	1,688,325	13,703,070	5,279,890	19,341,654	5,638,584	41.1%
Wastewater Collection Imp	395,629	1,361,133	546,454	2,324,855	963,722	70.8%
Debt Service - Water	1,770,141	3,562,630	3,212,023	3,509,631	(52,999)	(1.5%)
Debt Service - Sewer	1,448,588	1,596,254	1,273,635	2,094,836	498,582	31.2%
TOTAL	24,210,414	49,220,978	25,195,721	58,002,137	8,781,159	17.8%
NON-DEPARTMENTAL						
Council & Commissions	236,375	303,837	287,211	307,270	3,433	1.1%
Contributions to Other Agencies	715,740	966,190	944,173	1,033,110	66,920	6.9%
Non-Departmental	2,052,374	8,388,910	3,424,115	9,291,381	902,471	10.8%
Real Estate Proceeds	6,007	150,000	10,000	150,000	-	-
Firemen's Pension	7,200	14,400	14,400	214,400	200,000	1,388.9%
G.O. Bond - Debt Service	3,356,997	3,111,708	3,113,565	3,274,072	162,364	5.2%
Special Improvement District	-	-	838,496	30,111,279	30,111,279	-
SID-Debt	94,146	91,447	91,447	93,525	2,078	2.3%
Capital Projects Bond	2,713,647	24,968,369	8,965,632	25,409,270	440,901	1.8%
Economic Development	405,664	621,400	585,283	682,035	60,635	9.8%
Facility Improvement Debt	3,321,259	495,494	473,458	612,658	117,164	23.6%
TOTAL	12,909,409	39,111,755	18,747,780	71,179,000	32,067,245	82.0%
RESERVES/CONTINGENCIES	94,161	2,945,000	100,000	2,855,000	(90,000)	(3.1%)
GRAND TOTAL	$ 130,379,397	226,894,525	143,286,588	273,972,147	47,077,622	20.7%

This schedule includes the entire budgetary responsibility of the division without regard to funding source.
Operating revenue transfers provide the level of accountability for division managers and department heads.

CITY OF FLAGSTAFF
SUMMARY OF OPERATING CAPITAL
FISCAL YEAR 2007-2008

DIV #	DIVISION	OPERATING CAPITAL	CARRYFWD 2006-2007	BUDGET 2007-2008
8	INFORMATION TECHNOLOGY	VOICE MAIL REPLACEMENT	$ -	100,000
9	MANAGEMENT SERVICES	MAIL METER MACHINE	-	20,000
11	LIBRARY	BOOKMOBILE	125,000	125,000
16	DEVELOPMENT SERVICES	REPLACEMENT OF PROCTOR MACHINE	-	6,500
		REPLACEMENT OF ASPHALT CONTENT GAUGE	-	8,500
21	FIRE	FORD ESCAPE AWD FOR NEW CODE POSITION	-	27,600
		FLAG RANCH CONTRACT RESCUE VEHICLE	-	200,000
		GRANT FUND EQUIPMENT FOR HEAVY RESCUE	300,000	300,000
		STATION EMERGENCY POWER GENERATORS	-	80,000
		EXHAUST SYSTEMS AT THE FIRE STATIONS	-	275,000
		FIRE EXTRACATION EQUIPMENT - GRANT FUNDED	-	5,500
		VIDEO CONFERENCE CAMERAS	14,000	14,000
		EXERCISE EQUIPMENT		200,000
22	POLICE	6 EA CRUISERS REPL P2-129, 130, 131, 132, 139, 142	-	141,000
		3 EA CRUISERS	-	70,500
		HYBRID COMPACT FWD SUV	-	26,500
		COMPACT 4X4 EXT CAB PU REPL P2109 FLT APPROVED	-	19,500
		NEW SQUAD VEHICLE	-	35,000
		NEW SQUAD VEHICLE	-	35,000
		CONTAINMENT UNIT FOR BED OF REPLACEMENT ANIMAL	-	6,283
		REFURBISH INTERIOR OF P2021, PD TACTICAL	-	14,775
		4 EA IN-CAR DIGITAL VIDEO RECORDING SYSTEMS	-	23,597
		FORD ESCAPE HYBRID - PROPERTY DETECTIVE	-	26,800
		REPLACEMENT COPIER	-	25,000
		GEM ELECTRIC UTILITY VEHICLE	-	12,100
		GEM ELECTRIC UTILITY VEHICLE	-	12,100
		2 - SQUAD VEHICLES	44,529	44,529
23	POLICE GRANTS	HLS - BOMB EQUIPMENT	-	50,000
25	PUBLIC WORKS ADMIN	PW ADMIN OFFICE FURNITURE	-	6,000
26	PARKS	SOF'FALL ENGINEERED WOOD FIBER REPLACEMENT	-	12,350
		TENNIS COURT RESURFACING	-	12,900
		BASKETBALL COURT RESURFACING	-	19,500
		BASKETBALL COURT RESURFACING	-	9,750
		3/4 TON REG CAB 4X2 W/DIESEL PU, REPL P3-69	-	24,000
		3/4 TON REG CAB 4X2 W/DIESEL PU, REPL P3-7	-	31,000
		3/4 TON CREW CAB 4X2 DIESEL PU	-	30,500
		1 1/2 TON C&C REG CAB 4X2 W/DUMP W/DUAL REAR WHEEL	-	50,000
		UTILITY GATOR	-	20,000
		THORPE SOFTBALL COMPLEX FIELD GROOMER	-	25,500
		NEW AQUAPLEX MW POS VEHICLE	-	16,500
		SIGNAGE	-	25,000
		TABLE SHELTERS	-	13,800
		SWEEPER ATTACHMENT	-	10,500
		TORO SEEDER/THATCHER	-	7,300
		3/4 TON PICKUP, REPL P3-74	17,500	17,500
		3/4 TON PICKUP, REPL P3-65	17,500	17,500
		CHESHIRE ROD IRON FENCE	-	8,300
		MCPHERSON CONCRETE PAD	-	21,700
		CHESHIRE CONCRETE PAD	-	18,100
		THORPE OUTFIELD FENCE	-	12,000
		THORPE PHASE I STORAGE BINS	-	17,000
27	FLEET SERVICES	IRON WORKER	-	6,000
28	CEMETERY	TURF VACUM	-	33,000
29	FACILITIES	10' DROP DECK UTILITY TRAILER	-	12,000
		1/2 TON 4X2 REG CAB PU, REPL M2005	-	16,900
		NEW AQUAPLEX MW POS VEHICLE	-	16,500
		NEW ELECTRICIAN POS VEHICLE	-	16,500
		ADDITIONAL FUNDING FOR FACILITY DEVELOPMENT	-	300,000
30	RECREATION	BUILDING HEATER	-	3,100
		FLOOR COVERING/CARPET IN HALLWAY, AC, KITCHEN	-	3,500
		OUTDOOR LIGHTING	-	4,000
		PAINT EXTERIOR	-	15,000
		FLOORING/DRI DECK/DASHER BOARD/ICE DECALS	-	7,000

Schedule 8: Operating Capital

DIV #	DIVISION	OPERATING CAPITAL	CARRYFWD 2006-2007	BUDGET 2007-2008
32	STREET MAINT & REP	10-WHL DUMP TRK REPL S3-151	-	200,000
		PLOW & CINDER UNIT TO EQUIP. NEW TRUCK. 10 YARD	-	18,559
		SECONDARY CONTAINMENT FOR STIPING PAINT	-	10,000
		10-WHL DUMP TRK REPL S3-102	-	200,000
		5 YRD LOADER REPL S3-184	-	366,000
		10-WHL DUMP TRK	-	200,000
		NON-POTABLE WATER TANK INSERT	25,000	43,000
		SPARE ECONOLITE TS2 TRAFFIC SIGNAL CABINET	-	18,500
		TRAFFIC CABINET AND TESTER	24,000	24,000
41	ENVIRONMENTAL SVCS	1/2 TON REGULAR CAB 4X4 PU, REPL G8-19	-	20,000
		1/2 TON REG CAB 4X4 PU, REPL G8-29	-	20,000
		RAPID RAIL, REPL G8-74	-	246,000
		TOPLOADER REBUILD G8-69	-	100,000
		WATER TENDER REPL G8043	-	125,000
		5-YRD LOADER	-	366,000
		LANDFILL SCRAPER REPL G8-03	-	6,000
		FIFTH WHEEL DOLLY	-	5,000
		COPIER	-	8,000
		GPS BACK PACK & BASE STATION	-	50,000
		PUP TRAILER FOR ROLL OFF TRUCK	-	24,907
		RAPID RAIL, REPL G8-67	-	246,000
		TOP LOADER REPL G8-71	230,000	230,000
		LANDFILL CLOSURE ANNUAL SET ASIDE	-	500,000
		METHANE MITIGATION	-	40,000
		LITTER FENCING	22,063	86,063
		REAR LOADER, REPL G8-79	175,000	175,000
		WIRELESS ANTENNA	2,195	2,195
		RAPID RAIL REPL G8-65	215,000	215,000
		RAPID RAIL REPL G8-62	195,000	195,000
		ROPLOADER REPL G8-22	195,000	195,000
		NEW TOP LOADER	185,000	185,000
		BIN TRUCK REPL G8-50	60,000	60,000
		ROLL OFF TRUCK	175,000	175,000
		RAPID RAIL REPL G8-63	195,000	195,000
		TOP LOADER REPL G8-72	220,000	220,000
		TOP LOADER REPL G8-66	424,500	424,500
42	UTILITY ADMIN	BOOM TRUCK REPLACEMENT	60,000	60,000
47	LAKE MARY WTR PLANT	HYBRID COMPACT SUV FWD	-	27,500
		1 TON 4X4 PU, C&C, DUAL RW, REPL W251	-	29,000
		LAKE MARY REPAIR OF SPILLWAY & ABUTMENT	20,000	40,000
		LONG TERM SCADA ENHANCEMENTS, RADIO UPGRADES, AND	-	125,000
		BASIN PUMP SYSTEM	9,168	9,168
		COMPOSTING TOLIET	32,000	32,000
48	CUSTOMER SERVICE	COMPACT 4X4 EXT CAB PU REPL W3-6	-	19,500
		COMPACT 4X4 EXT CAB PU REPL W3-7	-	19,500
		DATA COLLECTOR	37,500	37,500
49	WATER DISTRIBUTION	COMPACT 4X4 EXT CAB PU REPL W3-5	-	19,500
		POWER VAC WATER VALVE CLEANER	-	30,000
		11/2 TON REGULAR CAB WITH UTILITY CRANE & BED	-	65,000
		REPLACEMENT VEHICLES	17,426	57,427
		REPLACE BED AND CRANE	7,426	19,730
		2-1/2 TON TRUCKS	7,426	57,426
		4X4 UTILITY BED SERVICE TRUCK - HYDRAULIC	-	67,426
51	WATER DISTRIBUTION IMPRV	REPL OF OLD METERS WITH RADIO READ METERS OPS	-	200,000
53	WASTEWATER TREATMENT PLAN	REPL S2-2 W/FORKLIFT	-	27,000
54	WSWTR COLLECTION	1 TON 4X4 PU, C&C & RODDER REPL S4-29	-	80,000
		REPL 1 1/2 TON 4 X 4 W/SRVC BODY, CRANE AND HYDRAULICS	-	65,000
		SKID MOUNT FOAMING UNIT	-	32,890
56	RECLAIMED WATER	CHEMICAL FEED MIXING PUMP	-	7,000
57	WW TREATEMENT IMPROVEMEN	WASTEWATER SYSTEM OPTIMIZER	50,000	87,200
		HONEY MOSTER FOR WILDCAT SEPTAGE	-	118,000
		NEW RIO PLT SCREENING GRINDER	-	118,000
58	WW COLLECTION IMPROVEMENT	REBATE RECLAIMED WATER	-	110,000
66	NON-DEPARTMENTAL	HYBRID SEDAN - REPL A263	-	26,000
		HYBRID COMPACT SUV - REPL A266	-	27,500
		FOUR NEW COPIERS	-	45,000
67	REAL ESTATE PROCEEDS	LAND ACQUISITON SETASIDE	-	150,000
		TOTAL	$3,102,233	9,768,975

CITY OF FLAGSTAFF
SUMMARY OF CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2007-2008

DIV #	DIVISION	PROJECT	CARRYFWD 2006-2007	BUDGET 2007-2008
24	CAPITAL PROJECTS FUND	FIRE STATIONS	$ 5,035,857	6,369,250
		AQUAPLEX	5,090,819	13,296,908
		FUTS / OPEN SPACE LAND ACQUISISTION	1,360,225	1,360,225
		USGS OFFICE / LAB BUILDING	580,600	580,600
		BUSINESS INCUBATOR	3,145,920	3,802,287
		ASPEN PLACE AT SAWMILL	-	30,111,279
33	STREET CONSTRUCTION	RESERVE FOR IMPROVEMENTS	-	50,000
		RAILHEAD 4TH LEG AT 89N	457,603	519,000
		MINOR TRANSPORTATION IMPROVEMENT	-	50,000
		SIDEWALK REPLACEMENT PROGRAM	-	15,000
		STREET IMPROVEMENT PROGRAM	749,125	2,854,265
		SUNNYSIDE PHASE 4	989,457	1,835,837
		TRAFFIC SIGNAL MODIFICATION	56,540	153,000
		SOUTHSIDE TRAFFIC IMP	169,815	355,000
34	DRAINAGE	RIO DE FLAG PROJECT	-	5,975,068
		RIO PARKING REPLACEMENT	-	750,000
35	4TH STREET OVERPASS	FOURTH STREET RAIL CROSSING	-	430,000
37	AIRPORT CAPITAL PROJ	ARFF BUILDING	12,250	16,936
		DESIGN/CONSTRUCTION RUNWAY EXTENSION	-	11,173,459
		ECHO - FOXTROT DRAINAGE	-	12,343
		AIRCRAFT WASHRACK	-	3,780
41	ENVIRONMENTAL SERVICES	ROAD EXTENSION	-	13,000
		MAINATAINCE BUILDING PROJECT	-	175,000
		SINCLAIR PIT CLOSURE	-	8,000
		FUELING STATION PROJECT	80,000	80,000
		BIODIESEL PUMPING STATION	14,000	14,000
		CINDERLAKE LANDFILL RESIDENTIAL DROPOFF	81,164	81,164
47	LAKE MARY WATER PLANT	LAKE MARY WELLFIELDS	-	20,000
		INNER BASIN PIPELINE	-	401,000
		ROOF REPLACEMENT - CHLORINE STORAGE	-	17,780
51	BETTRMTS & IMP WATER DIST	SUNNYSIDE W/L PHASE 4	-	3,622,636
		LAKE MARY UTILITY RELOCATE	-	303,684
		FRANKLIN WATERLINE	194,967	308,702
		MOHAWK DRIVE WATERLINE REPLACEMENT	-	148,565
		BENTON / SF ALLEY / ELDEN WATERLINE	-	336,819
		RESERVE FOR IMPROVEMENTS	-	129,000
52	BTTRMTS & IMP WATER PRODUCTION	TOWN WELL #5	-	75,000
		FUTURE WATER ACQUISITIONS	-	7,181,800
		WATER PRODUCTION WELLS	-	4,500,000
		RAILROAD SPRINGS RESERVIOR	500,000	500,000
		LAKE MARY WELL #7	80,000	280,000
		CHLORINE DIOXIDE	110,000	610,000
		WATER SYSTEM OPTIMIZATION	34,350	74,350
57	WSTWTR TREATMENT IMP	WILDCAT STREET REPAIRS	32,174	32,174
		WILDCAT TREATMENT UPGRADE	-	15,000,000
		PICTURE CANYON	31,600	307,560
		WILDCAT UPGRADE	-	803,720
		RIO CLARIFER CONCRETE REPAIRS	-	75,000
		CO-GENERATION EQUIPMENT	-	2,000,000
		PLASMA LINEAR RECYCLER	-	800,000

Schedule 9: Capital Improvement Program

DIV #	DIVISION	PROJECT	CARRYFWD 2006-2007	BUDGET 2007-2008
58	WSTWTR COLLECTION IMPRV	RECLAIM HYDRANTS	$ -	25,000
		HUNTINGTON SEWER UPSIZE	185,874	419,646
		CONTINENTAL OUTFALL SEWER	137,173	363,117
		BUFFALO PARK TANK	170,000	370,000
		WESTSIDE INTERCEPTER IMPROVEMENTS	-	100,000
		BUSHMASTER RECLAIM LINE	-	342,092
		CLAY AVENUE WASH DET BASIN	-	150,000
		MCMILLAN MESA SEWER UPSIZE	-	50,000
		MALL RECYCLING BOOSTER	-	300,000
		RESERVE FOR IMPROVEMENTS	-	95,000
66	NON-DEPARTMENTAL	REDEVELOPMENT - PARKING	1,200,000	1,200,000
74	STREETSCAPE	SPECIAL PROJECTS	-	50,000
		HISTORIC FACADES	98,650	148,650
		CITY GATEWAY SIGNS	80,000	80,000
		NEON CORRIDOR	60,000	210,000
		RR 66 E CC TO MALL TRAIL	-	507,866
		US 89 RAILHEAD TO SNOWFLAKE	1,030,935	1,030,935
		REDEVELOPMENT OPPORTUNITY	100,000	150,000
		RT 66 - SOUTH OF TRACKS SCREEN	-	100,000
		WOODLANDS / BEULAH MEDIANS	-	150,000
		BEAVER / SF SOUTHSIDE PLAN	-	150,000
		RT 66 N EL PUEBLO MOTEL	-	75,000
75	FLAGSTAFF URBAN TRAIL	SPECIAL PROJECTS	-	50,000
		SIGNAGE PROGRAM	335,488	662,754
		ATA RT 66 TO MCMILLAN MESA	150,000	150,000
		FUTS AND ATA MCMILLIAN MESA TRAILHEAD	50,000	50,000
		RIO N CRESCENT TO OBS MESA	150,797	202,611
		FUTS FT VALLEY SECHRIST - FREEMONT	9,094	9,094
		RT 66 - RIO N TO SAN FRANCISCO	551,261	617,978
		SANTA FE - W VILLAGE - WALNUT	300,000	300,000
		SANTA FE W - WALNUT TO RIO	300,000	300,000
		HOSPITAL RIM BEAVER TO FT.	-	100,000
		RIO N BLUE WILLOW TO 180	304,542	608,775
		COUNTRY CLUB TRAIL - 66 TO CORTLAND	-	270,385
		SIXTH AVENUE CONNECTOR	-	258,920
		BRANNEN CONNECTOR	-	36,850
		MUSEUM CONNECTOR	-	55,000
85	VISITOR SERVICES	VISITOR CENTER PAVER REPLACEMENT	141,636	141,636
92	TRANSPORTATION CIP	MISC SAFE TO SCHOOL PROJECT	61,705	177,432
		MISC BIKE / PED	343,440	402,666
		COUNTRY CLUB DRIVE	27,159	55,155
		TRANS. PLANNING AND PROGRAM	52,175	325,594
		HUNTINGTON DR IMPROVEMENT	1,442,388	2,385,000
		EAST FLAGSTAFF GATEWAY	6,094,078	7,717,658
		BEULAH BLVD EXTENSION	-	554,520
		DOWNTOWN RAIL CROSSING MODIFICIATION	559,670	863,311
		RESERVE FOR IMPROVEMENTS	-	25,000
		LAKE MARY ROAD PHASE 3	32,038	71,141
		BUTLER AVE/4TH STREET SIGNAL	-	23,482
		COMMERCE AVENUE PAVING	274,376	289,500
		PRESTON ROAD PAVING	95,268	102,000
		INDUSTRIAL DRIVE/FANNING WASH	225,000	225,000
		BUTLER AVENUE WIDENING	293,360	293,360
		BRANNEN AND GABEL PAVING	47,009	298,500
		WEST/SIXTH INTERSECTION	61,286	645,000
		INDUSTRIAL: FANNING TO EAGLE MOUNTAIN	663,233	1,344,823
		STEVES BLVD RAIL CROSSING	-	160,000
		BUTLER AVE/CONFERENCE CENTER MEDIANS	-	360,500
99	STORMWATER CAPITAL PROJECTS	DRAINAGE SPOT IMPROVEMENT	-	340,000
		Total	$ 34,434,101	144,154,142

CITY OF FLAGSTAFF
DEBT SERVICE REQUIREMENTS
FISCAL YEAR 2007-2008

	ORIGINAL ISSUE	OUTSTANDING 07/01/2007	PRINCIPAL	INTEREST	FISCAL CHARGES	TOTAL REQUIREMENTS
GENERAL FUND [20]						
Existing Debt:						
OTHER DEBT						
USGS-Series 12	$ 4,700,000	3,325,000	310,000	152,399	3,240	465,639
Capital Lease - APSES	3,800,000	3,097,330	369,398	101,595	1,665	472,658
Purposed Capital Lease - Fire Equipment	1,100,000	-	140,000	-	-	140,000
	9,600,000	6,422,330	819,398	253,994	4,905	1,078,297
STREETS FUND [36]						
Existing Debt:						
Jr. Lien Rev Bonds, Series '92	5,580,000	5,580,000	350,000	341,673	636	692,309
Series 2003 Revenue Bonds	9,375,000	2,145,000	1,050,000	69,712	2,248	1,121,960
	14,955,000	7,725,000	1,400,000	411,385	2,884	1,814,269
4TH STREET [87]						
Existing Debt:						
2003 MFC Revenue Bonds	25,000,000	20,990,000	1,005,000	942,100	4,258	1,951,358
	25,000,000	20,990,000	1,005,000	942,100	4,258	1,951,358
GENERAL OBLIGATION BOND FUND [70,24]						
Existing Debt:						
G.O. Series 2001 Parks & Recreation	3,100,000	3,100,000	385,000	141,001	-	526,001
G.O. Series 2003 Refunding	720,000	255,000	255,000	8,287	894	264,181
G.O. Series 2006 Capital Projects	31,500,000	27,875,000	1,240,000	1,241,970	1,920	2,483,890
	35,320,000	31,230,000	1,880,000	1,391,258	2,814	3,274,072
SPECIAL ASSESSMENT DISTRICT [96]						
Existing Debt:						
Bow and Arrow (002)	720,000	264,000	82,000	10,877	648	93,525
	720,000	264,000	82,000	10,877	648	93,525
WATER AND WASTEWATER FUND [59,60]						
Existing Debt:						
G.O. Series '91B	924,240	-	-	-	-	-
G.O. Bonds '97	8,000,000	1,680,000	-	75,600	-	75,600
G.O. Series 2001	13,808,000	4,550,000	2,201,000	227,504	2,681	2,431,185
G.O. Series 2003	8,230,000	6,400,000	265,000	208,000	1,814	474,814
Wastewater Revolving Debt - 1992 (WIFA)	6,000,000	1,894,495	353,981	64,451	6,711	425,143
2002 Water Revenue Bonds (WIFA)	6,775,760	5,495,967	283,832	194,969	-	478,801
2006 WIFA Loan	7,900,000	7,560,000	295,000	247,968	-	542,968
Other debt - Lease Purchase - Co-Generators	2,000,000	1,914,812	164,937	86,019	-	250,956
Proposed Water Revenue Bonds	15,000,000	-	-	400,000	-	400,000
Proposed Wastewater Revenue Bonds	23,100,000	-	-	525,000	-	525,000
	91,738,000	29,495,274	3,563,750	2,029,511	11,206	5,604,467
AIRPORT FUND [39]						
Existing Debt:						
G.O. Series 2001	2,062,000	680,000	329,000	33,996	431	363,427
Other debt - Lease Purchase - Hangars	2,782,598	2,566,842	89,612	142,124	-	231,736
Other debt - Loan - Hangars	600,000	402,698	33,085	21,864	-	54,949
	5,444,598	3,649,540	451,697	197,984	431	650,112
Total Debt Service Requirements	$ 182,777,598	99,776,144	9,201,845	5,237,109	27,146	14,466,100

CITY OF FLAGSTAFF
GENERAL FUND
FIVE YEAR PLAN 2008-2013

	Actual 2005-2006	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Sources of Funds									
Beginning Fund Balance	$ 23,940,462	24,344,560	26,199,165	25,968,653	9,785,172	8,153,808	8,553,857	8,927,416	8,997,414
Revenues									
Taxes									
Sales Tax	14,658,841	15,333,155	15,350,000	17,035,426	17,857,715	18,701,991	19,586,175	20,566,111	21,082,796
Property Tax	4,208,605	4,654,071	4,417,959	4,656,831	4,796,536	4,940,432	5,088,645	5,241,304	5,398,543
Franchise Fees	1,947,699	1,961,250	2,186,772	2,285,177	2,342,306	2,400,864	2,460,886	2,522,408	2,585,468
Intergovernmental Revenues									
State Shared Income Tax	5,655,642	6,771,938	6,771,938	8,616,976	9,027,202	9,195,428	9,655,200	10,137,960	10,442,099
State Shared Sales Tax	5,652,335	5,965,050	5,965,050	6,314,381	6,623,785	7,027,836	7,308,949	7,308,949	7,535,526
Auto Lieu Tax	2,655,653	2,601,000	2,601,000	2,653,020	2,706,080	2,760,202	2,815,406	2,871,714	2,929,148
Federal Grants	1,027,669	2,026,196	1,292,382	1,924,105	496,598	509,013	521,738	534,781	548,151
State Grants	917,332	723,337	626,799	310,868	172,464	151,428	155,327	159,431	124,080
Other IGA	420,426	584,840	760,050	750,000	808,750	827,969	847,668	867,860	888,556
License & Permits									
Business Licenses	35,866	41,084	41,084	43,138	45,295	47,560	49,938	52,435	55,057
Building Permits	2,318,201	2,300,000	2,000,000	2,000,000	2,080,000	2,163,200	2,249,728	2,339,717	2,433,306
Other Licenses and Permits	480,439	246,699	326,900	341,750	357,500	374,038	391,402	409,635	428,779
Charges for Services									
General Government	383,757	728,440	654,831	1,155,874	1,213,668	1,274,351	1,338,068	1,404,971	1,475,220
Parks and Recreation	557,341	568,158	619,373	661,730	688,663	716,833	746,300	777,134	809,394
Public Safety	815,168	609,993	634,462	796,751	802,170	807,775	773,572	779,570	785,777
Cemetery	126,565	135,269	115,112	120,868	126,912	133,257	139,920	146,916	154,262
Fines & Forfeitures									
Court Fines	1,058,591	879,193	899,311	900,642	913,355	926,379	939,728	953,415	967,453
Other Fines	273,510	130,508	135,574	145,031	119,273	121,222	123,215	125,253	127,337
Other Revenue									
Interest Earnings	860,144	511,798	950,000	973,750	998,094	1,023,046	1,048,622	1,074,838	1,101,709
Miscellaneous	1,358,289	1,632,131	1,331,487	1,467,981	1,482,782	1,510,200	1,537,881	1,565,818	1,274,432
Total Revenues	45,412,074	48,404,110	47,680,085	53,154,299	53,659,148	55,613,024	57,778,369	59,840,220	61,147,093
Other Financing Source									
APSES Lease Proceeds	2,850,201	-	-	-	-	-	-	-	-
Transfers In									
Library	78,391	328,391	78,391	328,391	78,391	78,391	78,391	78,391	78,391
HURF	85,401	85,401	85,401	85,401	85,401	85,401	85,401	85,401	85,401
Beautification	170,201	175,201	175,201	405,201	417,201	429,561	442,292	455,405	468,911
Tourism	9,437	6,847	6,847	6,847	6,847	6,847	6,847	6,847	6,847
Visitor Center	-	2,590	2,590	2,590	2,590	2,590	2,590	2,590	2,590
Recreation-BBB	796,536	947,400	947,000	972,298	1,025,587	1,067,763	1,098,803	1,130,737	1,163,591
Real Estate Proceeds	-	1,126,000	1,126,001	-	-	-	-	-	-
Utilities fund	2,574,727	2,568,880	2,568,880	1,972,064	1,962,991	1,958,565	1,968,885	1,978,305	157,794
Airport	33,567	33,567	33,567	33,567	33,567	33,567	33,567	33,567	33,567
Environmental Services	19,488	19,488	19,488	19,488	19,488	19,488	19,488	19,488	19,488
Total Transfers In	3,767,748	5,293,765	5,043,366	3,825,847	3,632,063	3,682,173	3,736,264	3,790,730	2,016,579
Total Revenues & Transfers In	52,030,023	53,697,875	52,723,451	56,980,146	57,291,211	59,295,197	61,514,633	63,630,950	63,163,672
Total Sources of Funds	75,970,485	78,042,435	78,922,616	82,948,799	67,076,383	67,449,005	70,068,489	72,558,366	72,161,086

CITY OF FLAGSTAFF
GENERAL FUND
FIVE YEAR PLAN 2008-2013

	Actual 2005-2006	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Uses of Funds									
Departments									
General Administration	4,905,834	5,770,417	5,543,585	6,439,989	6,263,108	6,645,264	6,606,146	7,002,910	6,968,004
Management Services	3,340,877	4,028,404	3,946,551	4,441,875	4,412,823	4,532,235	4,654,882	4,780,852	4,910,233
Community Development	3,629,116	4,662,819	4,633,976	5,268,822	5,438,968	5,586,494	5,738,023	5,893,668	6,053,540
Fire	8,065,194	8,644,256	8,604,332	10,034,152	10,063,000	10,339,807	10,624,225	10,916,473	11,214,473
Police	13,367,130	14,324,568	14,153,182	16,058,630	15,927,653	16,360,102	16,804,305	17,260,583	17,729,260
Public Works	5,424,039	7,547,265	6,825,713	8,175,721	7,486,703	7,694,253	7,909,084	8,130,254	8,353,100
Non-Departmental	2,623,809	4,341,130	3,572,943	6,652,642	3,236,961	3,267,924	3,299,678	3,332,243	3,365,640
Contingency	53,326	883,528	100,000	500,000	250,000	250,000	250,000	250,000	250,000
Less Indirect Charges	(5,272,184)	(5,663,666)	(5,701,113)	(6,041,414)	(5,957,847)	(5,957,847)	(5,957,847)	(5,957,847)	(5,957,847)
Total Department Expenditures	36,137,141	44,538,721	41,679,169	51,530,417	47,121,369	48,718,232	49,928,496	51,609,136	52,886,403
Debt Service									
Leases	471,058	471,494	473,458	612,658	638,696	638,696	638,696	638,696	638,696
Bonds	463,839	462,439	462,439	465,639	459,534	460,614	460,371	459,446	462,656
Total Debt Service	934,897	933,933	935,897	1,078,297	1,098,230	1,099,310	1,099,067	1,098,142	1,101,352
Total Operating Budget	37,072,038	45,472,654	42,615,066	52,608,714	48,219,599	49,817,542	51,027,563	52,707,278	53,987,755
Revised service Levels									
New Staffing and revised service l	-	-	-	-	-	-	-	-	-
				-	400,000	820,000	1,261,000	1,724,050	2,210,253
Compensation adj's				-	-	-	-	-	-
$1.1 M Fire FF&E - 10 year loan				-	-	-	-	-	-
AMC staffing - 3 months	-	-	-	-	1,200,000	1,233,000	1,266,908	1,301,747	1,337,546
AMC revenue	-	-	-	-	(604,475)	(622,609)	(641,288)	(660,526)	(680,342)
AMC operating	-	-	-	-	-	-	-	-	-
Total Revised Service Levels	-	-	-	-	995,525	1,430,391	1,886,620	2,365,271	2,867,456
Capital/CIP									
Fleet	1,029,176	1,041,216	998,642	499,900	421,917	331,466	949,363	1,019,009	729,806
Information Technology	380,680	2,060,754	1,022,556	2,680,619	880,000	924,734	969,734	1,018,434	1,069,434
Capital Improvement Projects	2,850,201	3,221,053	-	1,200,000	400,000	400,000	400,000	400,000	400,000
Operating Capital	1,235,499	2,191,466	1,254,568	2,238,584	1,065,000	1,065,000	1,065,000	1,065,000	1,065,000
Total Capital/CIP	5,495,556	8,514,489	3,275,766	6,619,103	2,766,917	2,721,200	3,384,097	3,502,443	3,264,240
Transfers Out									
Library	1,204,310	1,445,706	1,430,473	1,613,028	1,613,326	1,656,522	1,700,911	1,746,527	1,793,405
MPO	25,000	25,000	25,000	30,000	30,000	30,000	30,000	30,000	30,000
Hurf	4,186,933	2,680,723	2,680,723	2,181,423	1,804,723	1,800,135	1,810,455	1,819,875	-
Beautification	85,650	-	-	-	-	-	-	-	-
Economic Development	-	131,000	67,000	108,000	176,000	165,000	154,000	151,000	148,000
Arts and Science	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Recreation -BBB	-	650,000	-	-	-	-	-	-	-
Real Estate Proceeds	150,000	-	-	150,000	-	-	-	-	-
Housing and Community Svcs	375,400	341,953	341,953	375,400	375,400	375,400	375,400	375,400	375,400
Capital Projects Fund	-	-	238,000	350,000	-	-	-	-	-
Airport	90,229	580,000	772,000	1,905,000	630,000	770,000	641,000	730,000	751,000
Stormwater	1,251,204	7,042,458	1,440,482	7,047,959	2,184,135	-	-	-	-
Environmental Services	-	32,500	32,500	140,000	91,950	93,959	96,027	98,158	100,353
Total Transfers Out	7,403,726	12,964,340	7,063,131	13,935,810	6,940,534	4,926,016	4,842,793	4,985,960	3,233,158
Excess revenues over expenditures	2,058,703	(13,253,608)	(230,512)	(16,183,481)	(1,631,364)	400,049	373,560	69,998	(188,937)

CITY OF FLAGSTAFF
GENERAL FUND
FIVE YEAR PLAN 2008-2013

	Actual 2005-2006	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
One Time Projects									
Land Acquisition/Facility Needs	-	-	-	-	-	-	-	-	-
LERDS and Construction	(200,000)	-	-	-	-	-	-	-	-
Total One Time Projects	(200,000)	-	-	-	-	-	-	-	-
Total Uses of Funds	49,771,320	66,951,483	52,953,963	73,163,627	58,922,575	58,895,148	61,141,073	63,560,952	63,352,609
Ending Fund Balance	$ 26,199,165	11,090,952	25,968,653	9,785,172	8,153,808	8,553,857	8,927,416	8,997,414	8,808,477

CITY OF FLAGSTAFF
LIBRARY FUND
FIVE YEAR PLAN 2008-2013

	Actual 2005-2006	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Sources of Funds									
Beginning Fund Balance	$ 633,768	659,214	561,445	682,421	244,795	331,834	420,162	508,434	595,267
Revenues									
State Grants	28,808	-	160,165	-	100,000	100,000	100,000	100,000	100,000
Library District Taxes	2,040,924	3,101,501	2,427,066	3,294,271	2,626,620	2,678,586	2,730,601	2,782,667	2,834,784
Interest Earnings	44,261	21,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Miscellaneous	118,489	269,000	354,000	29,000	29,000	29,000	29,000	29,000	29,000
Total Revenues	2,232,482	3,391,501	2,991,231	3,373,271	2,805,620	2,857,586	2,909,601	2,961,667	3,013,784
Transfers In									
General Fund	1,204,310	1,445,706	1,430,473	1,613,028	1,613,326	1,656,522	1,700,911	1,746,527	1,793,405
Total Transfers In	1,204,310	1,445,706	1,430,473	1,613,028	1,613,326	1,656,522	1,700,911	1,746,527	1,793,405
Total Sources of Funds	4,070,560	5,496,421	4,983,148	5,668,720	4,663,741	4,845,942	5,030,675	5,216,629	5,402,456
Uses of Funds									
Departments									
Library	2,630,851	3,014,022	2,926,277	3,429,074	3,392,444	3,472,281	3,554,356	3,638,731	3,725,473
Library Grants	28,808	-	160,165	-	100,000	100,000	100,000	100,000	100,000
Indirect Costs	390,748	433,276	433,276	471,002	482,777	494,846	507,217	519,897	532,894
Subtotal Departments	3,050,407	3,447,298	3,519,718	3,900,076	3,975,221	4,067,127	4,161,573	4,258,628	4,358,367
County Wide Projects & Growth	317,425	1,101,219	482,118	970,458	253,295	255,261	257,276	259,342	261,459
Subtotal County Wide Proj & Growth	317,425	1,101,219	482,118	970,458	253,295	255,261	257,276	259,342	261,459
Total Operating Expenditures	3,367,832	4,548,517	4,001,836	4,870,534	4,228,516	4,322,388	4,418,850	4,517,970	4,619,827
Contingency	-	100,000	-	100,000	-	-	-	-	-
Library Capital	62,892	345,500	220,500	125,000	25,000	25,000	25,000	25,000	25,000
Transfer Out									
General Fund	78,391	328,391	78,391	328,391	78,391	78,391	78,391	78,391	78,391
Total Uses of Funds	3,509,115	5,322,408	4,300,727	5,423,925	4,331,907	4,425,779	4,522,241	4,621,361	4,723,218
Ending Fund Balance	$ 561,445	174,013	682,421	244,795	331,834	420,162	508,434	595,267	679,238

CITY OF FLAGSTAFF
HIGHWAY USER FUND
FIVE YEAR PLAN 2008-2013

	Actual 2005-2006	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Sources of Funds									
Beginning Fund Balance	$ 8,970,750	$ 7,751,055	9,782,653	16,080,949	4,837,909	3,119,300	2,195,960	2,104,521	2,162,850
Revenues									
Intergovernmental Revenues	440,933	137,510	137,510	-	-	-	-	-	-
Highway User Revenues	7,540,081	7,659,080	7,809,870	8,083,215	8,366,128	8,658,942	8,962,005	9,275,676	9,600,324
LTAF	304,341	300,246	300,246	300,246	300,246	300,246	300,246	300,246	300,246
Interest Revenues	273,406	194,000	278,000	316,000	121,000	78,000	55,000	53,000	54,000
Miscellaneous Revenues	84,603	3,820,000	5,000,000	-	-	-	-	150,000	-
Total Revenues	8,643,364	12,110,836	13,525,626	8,699,461	8,787,374	9,037,179	9,317,251	9,778,922	9,954,570
Transfers In									
General Fund	4,186,933	2,680,723	2,680,723	2,181,423	1,804,723	1,800,135	1,810,455	1,819,875	-
Stormwater	135,000	135,000	135,000	241,927	247,975	254,175	260,529	267,042	273,718
Fourth Street	200,000	-	-	-	-	-	-	-	-
Transportation Tax	2,557,717	6,384,297	1,822,927	8,801,984	4,969,124	3,797,200	4,495,200	3,950,000	4,860,000
Total Transfers in	7,079,645	9,200,020	4,638,650	11,225,334	7,021,814	5,851,501	6,566,174	6,036,906	5,133,706
Total Sources of Funds	24,693,759	29,061,911	27,946,929	36,005,744	20,647,097	18,007,980	18,079,386	17,920,348	17,251,127
Uses of Funds									
Departments									
Operating Expenditures	2,678,302	3,351,556	3,015,870	4,065,593	4,171,011	4,268,808	4,369,196	4,472,245	4,578,024
Indirect Cost	1,770,948	1,757,968	1,757,968	1,870,769	1,917,538	1,965,476	2,014,613	2,064,978	2,116,602
Capital Expenditures	6,909,522	17,961,093	4,594,755	23,231,803	9,449,124	7,592,200	7,595,200	7,214,999	9,225,000
Reserves/Contingencies	-	100,000	-	100,000	100,000	100,000	100,000	100,000	100,000
Total Expenditures	11,358,772	23,170,617	9,368,593	29,268,165	15,637,673	13,926,484	14,079,009	13,852,222	16,019,626
Debt Service									
Debt Service	2,416,933	2,411,086	2,411,986	1,814,269	1,804,723	1,800,135	1,810,455	1,819,875	-
Total Debt Service	2,416,933	2,411,086	2,411,986	1,814,269	1,804,723	1,800,135	1,810,455	1,819,875	-
Transfers Out									
General Fund	200,000	-	-	-	-	-	-	-	-
Storm Water	850,000	-	-	-	-	-	-	-	-
General Fund	85,401	85,401	85,401	85,401	85,401	85,401	85,401	85,401	85,401
Total Transfers Out	1,135,401	85,401	85,401	85,401	85,401	85,401	85,401	85,401	85,401
Total Uses of Funds	14,911,106	25,667,104	11,865,980	31,167,835	17,527,797	15,812,020	15,974,865	15,757,498	16,105,027
Ending Fund Balance	$ 9,782,653	3,394,807	16,080,949	4,837,909	3,119,300	2,195,960	2,104,521	2,162,850	1,146,100

CITY OF FLAGSTAFF
TRANSPORTATION FUND
FIVE YEAR PLAN 2008-2013

	Actual 2005-2006	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Sources of Funds									
Beginning Fund Balance	$ 11,897,873	8,459,852	1,638,077	904,578	828,857	537,530	1,502,127	3,026,797	5,731,362
Revenues									
Intergovernmental Revenue	55,665	-	-	-	-	-	-	-	-
Sales Tax	8,585,459	8,746,335	9,011,080	10,088,031	10,453,913	10,952,966	11,475,751	12,055,827	12,383,902
Bond Proceeds	-	-	-	-	-	-	-	-	-
Interest Revenues	376,073	211,000	241,000	175,000	39,000	21,000	50,000	75,000	143,000
Miscellaneous Revenues	-	-	-	5,000,000	-	-	-	-	-
Total Revenues	9,017,197	8,957,335	9,252,080	15,263,031	10,492,913	10,973,966	11,525,751	12,130,827	12,526,902
Transfers In									
Beautification	-	-	-	-	-	-	-	-	-
Total Transfers In	-	-	-	-	-	-	-	-	-
Total Sources of Funds	20,915,070	17,417,187	10,890,157	16,167,609	11,321,770	11,511,496	13,027,878	15,157,624	18,258,264
Uses of Funds									
Departments									
Operating									
Transit	3,288,791	2,762,433	2,365,365	3,641,410	3,373,072	3,401,969	2,696,178	2,665,746	2,732,390
Capital Expenditures									
4th Street Overpass	10,265,885	2,840	2,178,187	430,000	-	-	-	-	-
Total Expenditures	13,554,676	2,765,273	4,543,552	4,071,410	3,373,072	3,401,969	2,696,180	2,665,748	2,732,392
Transfers Out									
Highway User Revenue Fund	2,757,717	6,384,297	1,822,927	8,801,984	4,969,124	3,797,200	4,495,200	3,950,000	4,860,000
Capital Projects (Aquaplex)	-	-	-	139,000	-	-	-	-	-
Stormwater	175,000	-	-	-	-	-	-	-	-
Beautification Fund	550,000	1,416,000	1,416,000	375,000	550,000	550,000	550,000	550,000	550,000
BBB-Recreation	250,000	234,000	234,000	-	-	-	-	-	-
Total Transfers Out	3,732,717	8,034,297	3,472,927	9,315,984	5,519,124	4,347,200	5,045,200	4,500,000	5,410,000
Total Debt Service	1,989,600	1,969,100	1,969,100	1,951,358	1,946,850	2,260,200	2,259,700	2,260,513	2,260,513
Total Use of Funds	19,276,993	12,768,670	9,985,579	15,338,752	10,839,046	10,009,369	10,001,080	9,426,261	10,402,905
Ending Fund Balance	$ 1,638,077	4,648,517	904,578	828,857	482,723	1,502,126	3,026,797	5,731,362	7,855,358

CITY OF FLAGSTAFF
BEAUTIFICATION FUND
FIVE YEAR PLAN 2008-2013

	Actual 2005-2006	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2011-2013
Sources of Funds									
Beginning Fund Balance	$ 2,365,413	2,505,716	2,527,297	4,168,067	124,144	313,025	328,060	603,273	973,218
Revenues									
Intergovernmental Revenue	8,874	4,817,744	691,801	1,176,377	200,000	-	-	-	-
BBB Tax Revenue	921,055	931,577	984,972	1,090,073	1,208,768	1,267,295	1,328,001	1,394,401	1,429,261
Interest Earnings	76,719	49,300	50,546	50,546	83,361	2,483	6,260	6,561	12,065
Miscellaneous	-	-	-	-	-	-	-	-	-
Total Revenues	1,006,648	5,798,621	1,727,319	2,316,996	1,492,129	1,269,778	1,334,261	1,400,962	1,441,326
Transfers In									
General Fund	85,650	-	-	-	-	-	-	-	-
Transportation Tax-STS	161,340	1,100,000	1,100,000	375,000	550,000	550,000	550,000	550,000	550,000
Safety	250,000	316,000	316,000	-	-	-	-	-	-
Recreation-BBB Fund	143,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Total Transfers In	639,990	1,526,000	1,526,000	485,000	660,000	660,000	660,000	660,000	660,000
Total Sources of Funds	4,012,051	9,830,337	5,780,616	6,970,063	2,276,273	2,242,803	2,322,322	2,664,236	3,074,545
Uses of Funds									
Departments									
General Operating	79,802	103,550	118,461	105,900	108,548	111,261	114,043	116,894	119,816
CIP	1,234,751	9,438,578	1,318,887	6,324,818	1,437,500	1,373,920	1,162,714	1,118,719	150,000
Reserves/Contingencies	-	10,000	-	10,000	-	-	-	-	-
Total Expenditures	1,314,553	9,552,128	1,437,348	6,440,718	1,546,048	1,485,181	1,276,757	1,235,613	269,816
Transfers Out									
General Fund	170,201	175,201	175,201	405,201	417,201	429,561	442,292	455,405	468,911
Stormwater	-	-	-	-	-	-	-	-	-
Total Transfers Out	170,201	175,201	175,201	405,201	417,201	429,561	442,292	455,405	468,911
Total Uses of Funds	1,484,754	9,727,329	1,612,549	6,845,919	1,963,249	1,914,742	1,719,049	1,691,017	738,727
Ending Fund Balance	$ 2,527,297	103,008	4,168,067	124,144	313,025	328,060	603,273	973,218	2,335,818

CITY OF FLAGSTAFF
ECONOMIC DEVELOPMENT FUND
FIVE YEAR PLAN 2008-2013

	Actual 2005-2006	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Sources of Funds									
Beginning Fund Balance	$ 323,843	364,192	366,626	331,205	257,955	243,717	237,438	239,943	262,727
Revenue									
BBB Tax Revenue	437,501	442,499	467,862	517,785	574,165	601,965	630,800	662,340	679,000
Interest Income/Misc Rev.	10,946	3,544	15,000	8,000	7,000	6,000	5,000	5,000	5,000
Total Revenues	448,447	446,043	482,862	525,785	581,165	607,965	635,800	667,340	684,000
Transfer In									
General Fund	-	131,000	67,000	108,000	176,000	165,000	154,000	151,000	148,000
Total Transfer In	-	131,000	67,000	108,000	176,000	165,000	154,000	151,000	148,000
Total Sources of Funds	772,290	941,235	916,488	964,990	1,015,120	1,016,682	1,027,238	1,058,283	1,094,727
Uses of Funds									
Departments									
GFEC	400,824	378,000	378,000	-	-	-	-	-	-
Rural Economic Conference	-	25,000	15,000	-	-	-	-	-	-
Business Attraction Specialist	-	-	-	80,635	74,352	76,397	78,498	80,657	82,875
Business Retention position	-	-	-	90,000	92,475	95,018	97,631	100,316	103,075
Job Site Marketing/Partnerships	-	-	-	100,000	100,000	100,000	100,000	100,000	100,000
Flagstaff 40 Science Fund	-	-	-	50,000	50,000	50,000	50,000	50,000	50,000
Work Force Development	-	-	-	127,000	130,175	133,429	136,765	140,184	143,689
NACOG	4,840	4,400	4,283	4,400	4,400	4,400	4,400	4,400	4,400
Airport Consultant	-	-	-	50,000	-	-	-	-	-
Incubator	-	214,000	188,000	180,000	320,000	320,000	320,000	320,000	320,000
Reserve/Contingencies	-	25,000	-	25,000	-	-	-	-	-
Total Operating Expenses	405,664	646,400	585,283	707,035	771,402	779,245	787,294	795,557	804,038
Total Uses of Funds	405,664	646,400	585,283	707,035	771,402	779,245	787,294	795,557	804,038
Ending Fund Balance	$ 366,626	294,835	331,205	257,955	243,717	237,438	239,943	262,727	290,688

CITY OF FLAGSTAFF
TOURISM FUND
FIVE YEAR PLAN 2008-2013

	Actual 2005-2006	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Sources of Funds									
Begining Fund Balance	$ 503,257	376,640	488,344	442,857	218,984	277,285	383,768	540,832	756,132
Revenues									
Intergovernmental Revenues	-	50,000	-	50,000	-	-	-	-	-
BBB Tax Revenues	1,386,992	1,397,365	1,477,459	1,635,110	1,813,152	1,900,943	1,992,002	2,091,602	2,143,892
Interest on Investments	17,932	21,013	23,500	23,500	24,088	24,690	25,307	25,940	26,589
Miscellaneous Revenues	55,945	25,000	25,157	17,030	17,456	17,892	18,339	18,797	19,267
Visitor Center Retail Sales	33,800	42,000	70,000	70,000	73,500	77,175	81,034	85,085	89,340
Total Revenues	1,494,669	1,535,378	1,596,116	1,795,640	1,928,196	2,020,700	2,116,682	2,221,424	2,279,088
Total Sources of Funds	1,997,926	1,912,018	2,084,460	2,238,497	2,147,180	2,297,985	2,500,450	2,762,256	3,035,220
Uses of Funds									
Departments									
Operating Expenditures	1,446,879	1,623,291	1,592,872	1,818,440	1,860,458	1,904,780	1,950,181	1,996,687	2,044,327
Capital Expenditures	53,266	199,537	39,294	141,636	-	-	-	-	-
Reserve/Contingencies	-	50,000	-	50,000	-	-	-	-	-
Total Expenditures	1,500,145	1,872,828	1,632,166	2,010,076	1,860,458	1,904,780	1,950,181	1,996,687	2,044,327
Transfers Out									
General Fund	9,437	9,437	9,437	9,437	9,437	9,437	9,437	9,437	9,437
Total Transfers Out	9,437	9,437	9,437	9,437	9,437	9,437	9,437	9,437	9,437
Total Uses of Funds	1,509,582	1,882,265	1,641,603	2,019,513	1,869,895	1,914,217	1,959,618	2,006,124	2,053,764
Ending Fund Balance	$ 488,344	29,753	442,857	218,984	277,285	383,768	540,832	756,132	981,456

CITY OF FLAGSTAFF
ARTS AND SCIENCE FUND
FIVE YEAR PLAN 2008-2013

	Actual 2005-2006	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Sources of Funds									
Beginning Fund Balance	$ 238,184	274,289	274,411	335,271	98,750	173,860	270,779	380,819	506,391
Revenues									
BBB Tax Revenues	345,396	349,341	369,365	408,777	453,288	475,236	498,000	522,900	535,973
Interest Income	7,223	6,857	6,857	8,382	2,469	4,346	6,769	9,520	12,660
Miscellanous	-	-	-	-	-	-	-	-	-
Total Revenues	352,619	356,198	376,222	417,159	455,757	479,582	504,769	532,420	548,633
Transfers In									
General Fund	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Total Transfers In	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Total Sources of Funds	625,803	665,487	685,633	787,430	589,507	688,442	810,549	948,239	1,090,024
Uses of Funds									
Departments									
General Operating	470	9,531	9,531	8,680	8,897	9,119	9,347	9,581	9,821
Public Art	25,922	280,831	10,831	300,000	30,000	30,000	30,000	30,000	30,000
FCP Administration	45,000	46,125	45,000	70,000	71,750	73,544	75,382	77,267	79,199
Contribution to Other Agencies	280,000	285,000	285,000	300,000	305,000	305,000	315,000	325,000	335,000
Reserve		10,000		10,000	-	-	-	-	-
Total Expenditures	351,392	631,487	350,362	688,680	415,647	417,663	429,730	441,848	454,019
Total Uses of Funds	351,392	631,487	350,362	688,680	415,647	417,663	429,730	441,848	454,019
Ending Fund Balance	$ 274,411	34,000	335,271	98,750	173,860	270,779	380,819	506,391	636,005

CITY OF FLAGSTAFF
BBB-RECREATION FUND
FIVE YEAR PLAN 2008-2013

	Actual 2005-2006	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Sources of Funds									
Beginning Fund Balance	$ 2,617,806	1,969,579	1,075,164	(1,138,693)	(422,370)	436,511	1,364,185	2,385,684	3,512,009
Revenues									
Intergovernmental Revenue	263,773	-	579,868	-	-	-	-	-	-
BBB Tax Revenue	1,492,661	1,537,101	1,625,204	1,798,621	1,994,468	2,091,037	2,191,202	2,300,762	1,965,234
Interest on Investments	71,450	39,400	39,400	-	-	14,400	39,100	66,300	96,100
Other Financing Sources	-	1,200,000	-	-	-	-	-	-	-
Miscellaneous Revenues	25,488	-	-	-	-	-	-	-	-
Total Revenues	1,853,372	2,776,501	2,244,472	1,798,621	1,994,468	2,105,437	2,230,302	2,367,062	2,061,334
Transfers In									
General Fund		-	-	-	-	-	-	-	-
Secondary Prop Tax Fund	270,811	278,936	278,936	790,503	529,158	530,933	526,808	527,008	526,308
Real Estate Proceeds	-	655,000	1,125,000	-	-	-	-	-	-
Transportation - Safety	-	234,000	234,000	-	-	-	-	-	-
General Fund	-	650,000	-	-	-	-	-	-	-
Total Transfers In	270,811	1,817,936	1,637,936	790,503	529,158	530,933	526,808	527,008	526,308
Total Sources of Funds	4,741,989	6,564,016	4,957,572	1,450,431	2,101,256	3,072,881	4,121,295	5,279,754	6,099,651
Uses of Funds									
Departments									
Operating Expenditures		-	-	-	-	-	-	-	-
Capital Expenditures	2,076,719	4,809,145	4,411,026	-	-	-	-	-	-
Total Expenditures	2,076,719	4,809,145	4,411,026	-	-	-	-	-	-
Transfers Out									
General Fund	796,536	947,400	947,000	972,298	1,025,587	1,067,763	1,098,803	1,130,737	1,163,591
GO Bond Fund	650,570	628,239	628,239	790,503	529,158	530,933	526,808	527,008	526,308
Beautification	143,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Total Transfers Out	1,590,106	1,685,639	1,685,239	1,872,801	1,664,745	1,708,696	1,735,611	1,767,745	1,799,899
Total Uses of Funds	3,666,825	6,494,784	6,096,265	1,872,801	1,664,745	1,708,696	1,735,611	1,767,745	1,799,899
Ending Fund Balance	$ 1,075,164	69,232	(1,138,693)	(422,370)	436,511	1,364,185	2,385,684	3,512,009	4,299,752

CITY OF FLAGSTAFF
REAL ESTATE PROCEEDS FUND
FIVE YEAR PLAN 2008-2013

	Actual 2005-2006	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Sources of Funds									
Beginning Fund Balance	$ 2,470,924	2,467,612	2,704,390	623,390	642,740	663,090	683,440	703,790	725,140
Revenues									
Real Estate Revenues	-	1,200,000	1,200,000	-	-	-	-	-	-
Interest on Investments	89,473	47,350	80,000	19,350	20,350	20,350	20,350	21,350	21,350
Miscellaneous	-	-	-	-	-	-	-	-	-
Total Revenues	89,473	1,247,350	1,280,000	19,350	20,350	20,350	20,350	21,350	21,350
Transfers In									
General Fund	150,000	-	-	150,000	-	-	-	-	-
Total Transfers In	150,000	-	-	150,000	-	-	-	-	-
Total Sources of Funds	2,710,397	3,714,962	3,984,390	792,740	663,090	683,440	703,790	725,140	746,490
Uses of Funds									
Departments									
Operating Expenditrues	6,007	-	10,000	-	-	-	-	-	-
Capital Expenditures	-	150,000	-	150,000	-	-	-	-	-
Total Expenditures	6,007	150,000	10,000	150,000	-	-	-	-	-
Transfers Out									
BBB - Rec	-	655,000	1,125,000	-	-	-	-	-	-
Capital Projects Fund	-	1,100,000	1,100,000	-	-	-	-	-	-
General Fund	-	1,126,000	1,126,001	-	-	-	-	-	-
Total Transfers Out	-	2,881,000	3,351,001	-	-	-	-	-	-
Total Uses of Funds	6,007	3,031,000	3,361,001	150,000	-	-	-	-	-
Ending Fund Balance	$ 2,704,390	683,962	623,389	642,740	663,090	683,440	703,790	725,140	746,490

CITY OF FLAGSTAFF
HOUSING AND COMMUNITY SERVICES FUND
FIVE YEAR PLAN 2008-2013

	Actual 2005-2006	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Sources of Funds									
Beginning Fund Balance	$ 2,164,957	2,232,017	2,125,077	2,262,740	23,238	23,238	23,238	23,238	23,238
Revenues									
Intergovernmental Revenues	685,429	1,852,729	926,199	1,961,066	1,000,387	970,368	941,849	914,757	889,019
Interest on Investments	64,645	-	80,546	-	-	-	-	-	-
Sale of Real Property	-	-	-	-	-	-	-	-	-
Miscellaneous Revenues	261,044	-	291,676	-	-	-	-	-	-
Total Revenues	1,011,118	1,852,729	1,298,421	1,961,066	1,000,387	970,368	941,849	914,757	889,019
Transfers In									
General Fund	375,400	341,953	341,953	375,400	375,400	375,400	375,400	375,400	375,400
Total Transfers In	375,400	341,953	341,953	375,400	375,400	375,400	375,400	375,400	375,400
Total Sources of Funds	3,551,475	4,426,699	3,765,451	4,599,206	1,399,025	1,369,006	1,340,487	1,313,395	1,287,657
Uses of Funds									
Departments									
Operating Expenditures	1,426,398	4,362,961	1,502,711	4,575,968	1,375,787	1,345,768	1,317,249	1,290,157	1,264,419
Operating Capital		-	-	-	-	-	-	-	
Total Expenditures	1,426,398	4,362,961	1,502,711	4,575,968	1,375,787	1,345,768	1,317,249	1,290,157	1,264,419
Total Uses of Funds	1,426,398	4,362,961	1,502,711	4,575,968	1,375,787	1,345,768	1,317,249	1,290,157	1,264,419
Ending Fund Balance	$ 2,125,077	63,738	2,262,740	23,238	23,238	23,238	23,238	23,238	23,238

CITY OF FLAGSTAFF
METRO PLANNING ORGANIZATION FUND
FIVE YEAR PLAN 2008-2013

	Actual 2005-2006	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Sources of Funds									
Beginning Fund Balance	$ -	-	12,460	12,460	-	-	-	-	-
Revenues									
Intergovernmental Revenue	355,389	746,417	347,012	740,659	262,803	262,803	262,803	262,803	262,803
Miscellaneous Revenues	-	245,000	-	155,000	105,000	105,000	105,000	105,000	105,000
Total Revenues	355,389	991,417	347,012	895,659	367,803	367,803	367,803	367,803	367,803
Transfers In									
General Fund	25,000	25,000	25,000	30,000	30,000	30,000	30,000	30,000	30,000
Total Transfers In	25,000	25,000	25,000	30,000	30,000	30,000	30,000	30,000	30,000
Total Sources of Funds	380,389	1,016,417	384,472	938,119	397,803	397,803	397,803	397,803	397,803
Uses of Funds									
Departments									
Operating Expenditures	336,317	740,220	347,012	744,052	280,062	280,062	280,062	280,062	280,062
Indirect Grant Cost	31,612	36,197	25,000	44,067	17,741	17,741	17,741	17,741	17,741
Total Expenditures	367,929	776,417	372,012	788,119	297,803	297,803	297,803	297,803	297,803
Contingency	-	240,000	-	150,000	100,000	100,000	100,000	100,000	100,000
Total Uses of Funds	367,929	1,016,417	372,012	938,119	397,803	397,803	397,803	397,803	397,803
Ending Fund Balance	$ 12,460	-	12,460	-	-	-	-	-	-

CITY OF FLAGSTAFF
GENERAL OBLIGATION BOND FUND
FIVE YEAR PLAN 2008-2013

	Actual 2005-2006	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Sources of Funds									
Beginning Fund Balance	$ 35,691	17,286	350,155	350,155	350,155	350,155	350,155	350,155	350,155
Revenues									
Interest Revenue	-	300	-	-	-	-	-	-	-
Total Revenues	-	300	-	-	-	-	-	-	-
Transfers In									
BBB- Recreation	650,570	628,239	628,239	790,503	529,158	530,933	526,808	527,008	526,308
Secondary Property Tax Fund	2,800,805	2,483,469	2,483,469	2,483,569	3,411,169	3,760,919	3,760,025	3,761,863	3,758,363
Total Transfers In	3,451,375	3,111,708	3,111,708	3,274,072	3,940,327	4,291,852	4,286,833	4,288,871	4,284,671
Total Sources of Funds	3,487,066	3,129,294	3,461,863	3,624,227	4,290,482	4,642,007	4,636,988	4,639,026	4,634,826
Uses of Funds									
Debt Service									
Debt Service	3,136,911	3,111,708	3,111,708	3,274,072	3,940,327	4,291,852	4,286,833	4,288,871	4,284,671
Total Debt Service	3,136,911	3,111,708	3,111,708	3,274,072	3,940,327	4,291,852	4,286,833	4,288,871	4,284,671
Total Uses of Funds	3,136,911	3,111,708	3,111,708	3,274,072	3,940,327	4,291,852	4,286,833	4,288,871	4,284,671
Ending Fund Balance	$ 350,155	17,586	350,155	350,155	350,155	350,155	350,155	350,155	350,155

CITY OF FLAGSTAFF
SECONDARY PROPERTY TAX FUND
FIVE YEAR PLAN 2008-2013

	Actual 2005-2006	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Sources of Funds									
Beginning Fund Balance	$ 1,965,578	1,168,398	1,192,085	1,095,221	2,072,156	2,680,295	3,563,474	4,789,382	6,369,169
Revenues									
Secondary Property Taxes	4,881,323	5,222,056	5,222,056	6,279,004	6,592,954	6,922,602	7,268,732	7,632,169	8,013,777
Interest Revenue	80,700	39,300	48,000	49,700	51,400	53,200	55,100	57,000	59,000
Total Revenues	4,962,023	5,261,356	5,270,056	6,328,704	6,644,354	6,975,802	7,323,832	7,689,169	8,072,777
Total Sources of Funds	6,927,601	6,429,754	6,462,141	7,423,925	8,716,510	9,656,097	10,887,306	12,478,551	14,441,946
Uses of Funds									
Transfers Out									
G. O. Bond Fund	2,800,805	2,483,469	2,483,469	2,483,569	3,411,169	3,760,919	3,760,025	3,761,863	3,758,363
Recreation - BBB	270,811	278,936	278,936	790,503	529,158	530,933	526,808	527,008	526,308
Airport	246,967	193,429	193,429	263,427	290,691	-	-	-	-
Utilities	2,416,933	2,411,086	2,411,086	1,814,270	1,805,197	1,800,771	1,811,091	1,820,511	-
Total Transfers Out	5,735,516	5,366,920	5,366,920	5,351,769	6,036,215	6,092,623	6,097,924	6,109,382	4,284,671
Total Uses of Funds	5,735,516	5,366,920	5,366,920	5,351,769	6,036,215	6,092,623	6,097,924	6,109,382	4,284,671
Ending Fund Balance	$ 1,192,085	1,062,834	1,095,221	2,072,156	2,680,295	3,563,474	4,789,382	6,369,169	10,157,275

CITY OF FLAGSTAFF
SPECIAL ASSESSMENT BOND FUND
FIVE YEAR PLAN 2008-2013

	Actual 2005-2006	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	2008-2009	2009-2010	2010-1011	2011-2012	2012-2013
Sources of Funds									
Beginning Fund Balance	$ 480,313	417,519	434,984	372,718	306,801	236,119	161,155	165,155	169,255
Revenues									
Special Assessments	30,016	16,055	16,055	16,000	16,000	16,000	-	-	-
Interest on Investments	18,801	13,126	13,126	11,608	9,128	6,387	4,000	4,100	4,200
Miscellaneous Revenues		-	-	-	-	-	-	-	-
Total Revenues	48,817	29,181	29,181	27,608	25,128	22,387	4,000	4,100	4,200
Total Sources of Funds	529,130	446,700	464,165	400,326	331,929	258,506	165,155	169,255	173,455
Uses of Funds									
Departments									
Operating Expense	-	-	-	-	400	400	-	-	-
Debt Service									
Bonds	94,146	91,447	91,447	93,525	95,410	96,951	-	-	-
Total Debt Service	94,146	91,447	91,447	93,525	95,410	96,951	-	-	-
Total Uses of Funds	94,146	91,447	91,447	93,525	95,810	97,351	-	-	-
Ending Fund Balance	$ 434,984	355,253	372,718	306,801	236,119	161,155	165,155	169,255	173,455

CITY OF FLAGSTAFF
PERPETUAL CARE FUND
FIVE YEAR PLAN 2008-2013

	Actual 2004-2006	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Sources of Funds									
Beginning Fund Balance	$ 46,297	75,697	72,772	104,032	137,012	171,796	208,460	247,087	287,762
Revenues									
Contributions	24,630	28,560	28,560	29,131	29,714	30,308	30,914	31,533	32,163
Interest on Investments	1,845	1,428	2,700	3,849	5,069	6,356	7,713	9,142	10,647
Miscellaneous	-	-	-	-	-	-	-	-	-
Total Revenues	26,475	29,988	31,260	32,980	34,783	36,665	38,627	40,675	42,810
Total Sources of Funds	72,772	105,685	104,032	137,012	171,796	208,460	247,087	287,762	330,573
Uses of Funds									
Departments									
Operating Expenditures	-	-	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-	-	-
Total Uses of Funds	-	-	-	-	-	-	-	-	-
Ending Fund Balance	$ 72,772	105,685	104,032	137,012	171,796	208,460	247,087	287,762	330,573

CITY OF FLAGSTAFF
CAPITAL PROJECTS FUND
FIVE YEAR PLAN 2008-2013

	Actual 2005-2006	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Sources of Funds									
Beginning Fund Balance	$ (970,104)	28,015,857	28,519,249	20,283,121	5,031,956	8,611,402	7,227,402	7,444,402	6,126,402
Revenues									
GO Bond Proceeds	31,500,000	-	-	-	11,500,000	-	-	-	-
Bond Premium	220,086	-	-	-	-	-	-	-	-
MFC Bond Proceeds	-	-	-	5,500,000	10,000,000	-	10,000,000	-	10,000,000
SID Bond Proceeds	-	-	-	20,000,000	-	-	-	-	-
Interest Revenues	703,000	700,396	230,000	704,000	621,000	116,000	217,000	182,000	188,000
Grant Revenue	-	-	-	2,576,384	-	-	-	-	-
Miscellaneous Revenues	-		-	11,000,000	-	-	-	-	-
Total Revenues	32,423,086	700,396	230,000	39,780,384	22,121,000	116,000	10,217,000	182,000	10,188,000
Transfers In	-	1,100,000	1,338,000	489,000	-		-	-	
Total Transfers	-	1,100,000	1,338,000	489,000	-	-	-	-	-
Total Sources of Funds	31,452,982	29,816,253	30,087,249	60,552,505	27,152,956	8,727,402	17,444,402	7,626,402	16,314,402
Uses of Funds									
Departments									
402 SID Capital Expenditures	-	-	838,496	30,111,279	-	-	-	-	-
403 GO Capital Expenditures	2,908,999	20,602,770	8,742,178	21,026,383	8,091,554	1,500,000	-	1,500,000	-
404 MFC Capital Expenditures	24,734	4,365,599	223,454	4,382,887	10,450,000	-	10,000,000	-	10,000,000
Total Expenditures	2,933,733	24,968,369	9,804,128	55,520,549	18,541,554	1,500,000	10,000,000	1,500,000	10,000,000
Total Uses of Funds	2,933,733	24,968,369	9,804,128	55,520,549	18,541,554	1,500,000	10,000,000	1,500,000	10,000,000
Ending Fund Balance	$ 28,519,249	4,847,884	20,283,121	5,031,956	8,611,402	7,227,402	7,444,402	6,126,402	6,314,402

CITY OF FLAGSTAFF
WATER AND WASTEWATER FUND
FIVE YEAR PLAN 2008-2013

	Actual 2005-2006	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Sources of Funds									
Beginning Fund Balance	$ 20,955,932	10,176,037	15,801,970	16,963,352	17,583,282	6,901,183	6,097,532	6,425,635	8,858,344
Revenues									
Intergovernmental	10,801	57,765	57,765	311,099	-	-	-	-	-
Water Revenues	11,384,470	11,598,026	11,714,166	12,880,882	14,079,823	15,187,186	16,190,800	17,214,600	17,559,000
Wastewater Revenues	8,706,621	7,973,600	8,152,420	8,612,684	9,101,677	9,452,578	9,641,700	9,834,700	10,031,500
Interest Revenues	692,833	254,000	550,000	424,000	440,000	173,000	152,000	161,000	221,000
Bond Proceeds	-	46,600,000	7,900,000	39,700,000	-	-	-	-	10,955,643
Miscellaneous Revenues	44,313	-	18,655	-	-	-	-	-	-
Total Revenues	20,839,038	66,483,391	28,393,006	61,928,665	23,621,500	24,812,764	25,984,500	27,210,300	38,767,143
Transfers In									
Debt Service Fund	2,416,933	2,411,086	2,411,086	1,814,270	1,805,197	1,800,771	1,811,091	1,820,511	-
Water & Sewer Bond Fund	-	-	-	-	-	-	-	-	-
Total Transfers In	2,416,933	2,411,086	2,411,086	1,814,270	1,805,197	1,800,771	1,811,091	1,820,511	-
Total Sources of Funds	44,211,903	79,070,514	46,606,062	80,706,287	43,009,979	33,514,718	33,893,123	35,456,446	47,625,487
Uses of Funds									
Departments									
Operating Expenditures	9,529,151	10,367,715	10,118,585	11,094,258	11,347,734	11,631,443	11,922,282	12,220,357	12,525,783
Indirect Costs	1,657,406	1,878,109	1,878,109	1,748,804	1,792,500	1,837,300	1,883,200	1,930,300	1,978,600
Capital Expenditures	11,487,279	33,694,379	10,591,478	41,303,412	14,724,432	5,855,627	5,527,494	4,265,163	8,243,415
Reserves/Contingencies	33,045	1,400,000	-	1,400,000	-	-	-	-	-
Total Expenditures	22,706,881	47,340,203	22,588,172	55,546,474	27,864,666	19,324,370	19,332,976	18,415,820	22,747,798
Debt Service									
Bonds	3,128,325	5,158,884	4,485,658	5,604,467	6,281,139	6,134,251	6,165,627	6,203,977	5,630,577
Total Debt Service	3,128,325	5,158,884	4,485,658	5,604,467	6,281,139	6,134,251	6,165,627	6,203,977	5,630,577
Transfers Out									
General Fund	2,574,727	2,568,880	2,568,880	1,972,064	1,962,991	1,958,565	1,968,885	1,978,305	157,794
Total Transfers Out	2,574,727	2,568,880	2,568,880	1,972,064	1,962,991	1,958,565	1,968,885	1,978,305	157,794
Total Uses of Funds	28,409,933	55,067,967	29,642,710	63,123,005	36,108,796	27,417,186	27,467,488	26,598,102	28,536,169
Ending Fund Balance	$ 15,801,970	24,002,547	16,963,352	17,583,282	6,901,183	6,097,532	6,425,635	8,858,344	19,089,318

CITY OF FLAGSTAFF
AIRPORT FUND
FIVE YEAR PLAN 2008-2013

	Actual 2005-2006	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Sources of Funds									
Beginning Fund Balance	$ 382,266	10,779	(126,076)	453	623	13,798	76,996	76,673	76,299
Revenues									
Intergovernmental Revenues	979,611	8,686,420	8,199,140	9,674,614	8,802,878	9,021,000	7,851,000	1,572,500	1,572,500
Airport Revenues	1,239,758	1,164,725	1,200,254	1,167,164	1,188,345	1,216,644	1,255,117	1,275,601	1,296,710
Interest Revenue	8,253	-	6,194	-	-	-	-	-	-
Recovery of Indirect Costs	64,088	331,677	331,677	323,604	-	-	-	-	-
Miscellaneous Revenues	6,577	3,200	5,600	3,250	3,250	3,250	3,250	3,250	3,250
Passenger Facility Charges	116,984	100,000	100,000	100,000	100,000	63,564	-	-	-
Loan/Lease Proceeds	-	-	-	-	-	-	-	-	-
Total Revenues	2,415,271	10,286,022	9,842,865	11,268,632	10,094,473	10,304,458	9,109,367	2,851,351	2,872,460
Transfers In									
Airpark Fund	93,667	660,595	664,971	69,897	-	-	-	-	-
Secondary Prop Tax Fund	246,967	193,429	193,430	263,427	269,050	-	-	-	-
General Fund-Operating	50,000	357,000	435,000	443,000	327,000	351,000	352,000	647,000	668,000
General Fund-Capital	40,229	223,000	337,000	1,462,000	303,000	419,000	289,000	83,000	83,000
Total Transfers In	430,863	1,434,024	1,630,401	2,238,324	899,050	770,000	641,000	730,000	751,000
Total Sources of Funds	3,228,400	11,730,825	11,347,190	13,507,409	10,994,146	11,088,256	9,827,363	3,658,024	3,699,759
Uses of Funds									
Departments									
Operating Expenditures	1,044,677	1,118,340	1,113,935	1,235,455	1,148,214	1,176,920	1,206,340	1,236,500	1,267,410
Indirect Cost	254,137	331,677	331,677	381,134	37,316	74,088	84,098	369,418	379,938
Capital Expenditures	1,371,459	9,655,910	9,287,330	11,206,518	9,105,516	9,440,000	8,140,000	1,655,555	1,655,555
Total Expenditures	2,670,273	11,105,927	10,732,942	12,823,107	10,291,046	10,691,008	9,430,438	3,261,473	3,302,903
Debt Service									
Bonds	363,951	293,429	293,543	363,427	369,050	-	-	-	-
Leases	231,736	231,736	231,736	231,736	231,736	231,736	231,736	231,736	231,736
Loans	54,949	54,949	54,949	54,949	54,949	54,949	54,949	54,949	54,949
Total Debt Service	650,636	580,114	580,228	650,112	655,735	286,685	286,685	286,685	286,685
Total Airport Budget	3,320,909	11,686,041	11,313,170	13,473,219	10,946,781	10,977,693	9,717,123	3,548,158	3,589,588
Transfers Out									
General Fund	33,567	33,567	33,567	33,567	33,567	33,567	33,567	33,567	33,567
Total Transfers Out	33,567	33,567	33,567	33,567	33,567	33,567	33,567	33,567	33,567
Total Uses of Funds	3,354,476	11,719,608	11,346,737	13,506,786	10,980,348	11,011,260	9,750,690	3,581,725	3,623,155
Ending Fund Balance	$ (126,076)	11,217	453	623	13,798	76,996	76,673	76,299	76,604

CITY OF FLAGSTAFF
AIRPARK FUND
FIVE YEAR PLAN 2008-2013

	Actual 2005-2006	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Sources of Funds									
Beginning Fund Balance	$ 864,936	738,936	704,468	68,497	-	-	-	-	-
Revenues									
Sale of Property	-	-	-	-	-	-	-	-	-
Interest on Investments	26,959	11,100	29,000	1,400	-	-	-	-	-
Total Revenues	26,959	11,100	29,000	1,400	-	-	-	-	-
Total Sources of Funds	891,895	750,036	733,468	69,897	-	-	-	-	-
Uses of Funds									
Expenditures	93	-	-	-	-	-	-	-	-
Transfers Out									
Airport Fund	187,334	660,595	664,971	69,897	-	-	-	-	-
Total Transfers Out	187,334	660,595	664,971	69,897	-	-	-	-	-
Total Uses of Funds	187,427	660,595	664,971	69,897	-	-	-	-	-
Ending Fund Balance	$ 704,468	89,441	68,497	-	-	-	-	-	-

CITY OF FLAGSTAFF
ENVIRONMENTAL SERVICES FUND
FIVE YEAR PLAN 2008-2013

	Actual 2005-2006	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Sources of Funds									
Beginning Fund Balance	$ 5,627,860	5,995,144	6,241,976	6,261,383	1,705,620	350,436	-	-	-
Revenues									
Intergovernmental Revenues	426	200,000	68,152	90,400	-	-	-	-	-
Environmental Services Revenues	9,666,478	9,617,577	9,819,646	10,061,827	10,310,225	10,565,005	10,826,337	11,094,397	11,369,365
Other Financing Sources	628,651	-	17,856	-	-	-	1,000,000	-	-
Interest on Investments	464,396	120,753	216,590	222,005	227,555	233,244	239,075	245,052	251,178
Miscellaneous Revenues	15,690	-	2,265	-	-	-	-	-	-
Total Revenues	10,775,641	9,938,330	10,124,509	10,374,232	10,537,780	10,798,249	12,065,412	11,339,449	11,620,543
Transfers In									
Stormwater Utility Fund	-	-	-	-	-	-	-	-	-
General Fund	-	32,500	32,500	140,000	91,950	93,959	96,027	98,158	100,353
Total Transfers In	-	32,500	32,500	140,000	91,950	93,959	96,027	98,158	100,353
Total Sources of Funds	16,403,501	15,965,974	16,398,985	16,775,615	12,335,350	11,242,644	12,161,439	11,437,607	11,720,896
Uses of Funds									
Departments									
Operating Expenditures	6,835,325	7,858,453	7,758,491	8,757,549	8,800,511	9,042,527	9,291,195	9,546,701	9,809,235
Indirect Costs	965,051	1,102,962	1,102,962	1,307,129	1,343,075	1,380,010	1,417,960	1,456,954	1,497,020
Capital Expenditures	2,331,675	3,725,873	1,256,661	4,485,829	1,821,840	800,619	1,432,796	414,464	395,153
Reserves/Contingencies	9,986	500,000	-	500,000	-	-	-	-	-
Total Expenditures	10,142,037	13,187,288	10,118,114	15,050,507	11,965,426	11,223,156	12,141,951	11,418,119	11,701,408
Transfers out:									
General Fund	19,488	19,488	19,488	19,488	19,488	19,488	19,488	19,488	19,488
Total Transfers Out	19,488	19,488	19,488	19,488	19,488	19,488	19,488	19,488	19,488
Total Uses of Funds	10,161,525	13,206,776	10,137,602	15,069,995	11,984,914	11,242,644	12,161,439	11,437,607	11,720,896
Ending Fund Balance (1)	$ 6,241,976	2,759,198	6,261,383	1,705,620	350,436	-	-	-	-

(1) Excludes monies set aside for closure costs.

CITY OF FLAGSTAFF
STORMWATER UTILITY FUND
FIVE YEAR PLAN 2008-2013

	Actual 2005-2006	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Sources of Funds									
Beginning Fund Balance	$ 595,650	1,304,411	1,388,229	637,296	346,537	423,750	492,459	563,298	640,627
Revenues									
Stormwater Revenues	540,495	999,374	938,831	1,056,491	1,177,475	1,301,835	1,408,007	1,429,127	1,450,564
User Fees	86,045	66,533	87,245	89,426	91,662	93,953	96,302	98,710	101,177
Permits	315	257	323	331	339	348	357	365	375
Grants	1,393	-	-	-	-	-	-	-	-
Interest Earnings	14,978	22,827	9,120	12,746	6,931	8,475	9,849	11,266	12,813
Misc	9	-	-	-	-	-	-	-	-
Total Revenues	643,235	1,088,991	1,035,519	1,158,994	1,276,407	1,404,611	1,514,515	1,539,468	1,564,928
Transfers in									
General Fund	1,251,204	7,042,458	1,440,482	7,047,959	2,184,135	-	-	-	-
BBB-Beautification	-	-	-	-	-	-	-	-	-
4th Street	175,000	-	-	-	-	-	-	-	-
HURF	850,000	-	-	-	-	-	-	-	-
Total Transfers in	2,276,204	7,042,458	1,440,482	7,047,959	2,184,135	-	-	-	-
Total Sources of Funds	3,515,089	9,435,860	3,864,230	8,844,249	3,807,079	1,828,361	2,006,973	2,102,766	2,205,555
Uses of Funds									
Departments									
Operating Expenditures	486,708	992,010	623,050	1,001,708	632,836	673,657	690,373	707,505	725,063
Indirect Costs	139,279	159,674	159,674	179,009	183,484	188,071	192,773	197,592	202,532
Operating Capital	19,090	-	-	-	-	-	-	-	-
Capital Expenditures	1,345,146	7,835,899	2,309,210	7,065,068	2,319,033	220,000	300,000	290,000	285,000
Reserves/Contingencies	1,637	10,000	-	10,000	-	-	-	-	-
Total Expenditures	1,991,860	8,997,583	3,091,934	8,255,785	3,135,353	1,081,728	1,183,146	1,195,097	1,212,595
Transfers Out									
Environmental Services	-	-	-	-	-	-	-	-	-
HURF	135,000	135,000	135,000	241,927	247,975	254,175	260,529	267,042	273,718
Total Transfers Out	135,000	135,000	135,000	241,927	247,975	254,175	260,529	267,042	273,718
Total Uses of Funds	2,126,860	9,132,583	3,226,934	8,497,712	3,383,328	1,335,903	1,443,675	1,462,140	1,486,313
Ending Fund Balance	$ 1,388,229	303,277	637,296	346,537	423,750	492,459	563,298	640,627	719,242

CITY OF FLAGSTAFF
FIREMEN'S PENSION FUNDS
FIVE YEAR PLAN 2008-2013

	Actual 2005-2006	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Sources of Funds									
Beginning Fund Balance	217,606	216,406	217,237	208,237	-	-	-	-	-
Revenues									
Interest on Investments	6,650	5,400	5,400	6,163	-	-	-	-	-
Miscellaneous Revenues	182	-	-	-	-	-	-	-	-
Total Revenues	6,831	5,400	5,400	6,163	-	-	-	-	-
Total Sources of Funds	224,437	221,806	222,637	214,400	-	-	-	-	-
Uses of Funds									
Departments									
Operating Expenditures	7,200	14,400	14,400	214,400	-	-	-	-	-
Total Expenditures	7,200	14,400	14,400	214,400	-	-	-	-	-
Total Uses of Funds	7,200	14,400	14,400	214,400	-	-	-	-	-
Ending Fund Balance	217,237	207,406	208,237	-	-	-	-	-	-

Schedule 12: Summary of all Fiscal Activity

CITY OF FLAGSTAFF
SUMMARY OF ALL FISCAL ACTIVITY
FISCAL YEARS 2007 AND 2008
(WITH ACTUALS FOR FISCAL YEAR 2006)

	Actual 2005-2006	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008
Sources of Funds				
Total Beginning Fund Balance	$ 86,329,262	99,491,251	102,552,158	97,018,363
Revenues	146,452,097	186,068,327	137,792,242	221,128,100
Total Funds Available	232,781,359	285,559,578	240,344,400	318,146,463
Use of Funds				
Departments				
General Administration	6,427,434	7,603,245	7,185,751	8,400,065
Management Services	6,386,807	8,559,145	7,750,611	9,086,407
Community Development	22,515,018	31,808,344	15,923,892	29,811,926
Fire	9,543,318	10,223,592	9,213,982	11,136,252
Police	13,802,613	15,546,867	15,149,359	16,601,314
Public Works	28,880,665	56,452,860	38,637,045	62,018,668
Utilities	21,020,443	44,062,094	20,710,063	52,397,670
Non-Departmental	6,273,561	10,468,737	5,265,182	11,678,196
Contingency	94,161	2,945,000	100,000	2,855,000
Total Departments	114,944,020	187,669,884	119,935,885	203,985,498
Debt Service				
G.O. Bonds	3,136,911	3,111,708	3,111,708	3,274,072
Capital Leases	471,058	471,494	473,458	612,658
4th Street	1,989,600	1,969,100	1,969,100	1,951,358
Street & Highway Revenue Bonds	2,416,933	2,411,086	2,411,986	1,814,269
Airport	650,636	580,114	580,228	650,112
Special Assessment Districts	94,146	91,447	91,447	93,525
USGS	463,839	462,439	462,439	465,639
Utilities	3,128,325	5,158,884	4,485,658	5,604,467
Total Debt Service	12,351,448	14,256,272	13,586,024	14,466,100
Other Activities				
Capital Projects Bond Fund	2,933,733	24,968,369	9,804,128	55,520,549
Total Other Activities	2,933,733	24,968,369	9,804,128	55,520,549
Total Appropriations	130,229,201	226,894,525	143,326,037	273,972,147
Excess (Deficiency) of Revenues over Appropriations	16,222,896	(40,826,198)	(5,533,795)	(52,844,047)
Ending Fund Balances				
General Fund	26,199,165	11,090,952	25,968,652	9,785,172
Special Revenue Funds:				
Library	561,445	174,013	682,422	244,795
HURF	9,782,653	3,394,807	16,080,950	4,837,909
Transportation	1,638,077	4,648,771	904,578	828,857
Beautification	2,527,297	103,008	4,168,067	124,144
Economic Development	366,626	244,890	331,205	257,955
Tourism	488,344	29,753	442,857	218,984
Arts & Science	274,411	34,000	335,271	98,750
Recreation	1,075,164	69,232	(1,138,693)	(422,370)
Real Estate Proceeds	2,704,390	683,962	623,389	642,740
Housing and Community Svc	2,125,077	63,738	2,262,740	23,238
Metro Planning Org	12,460	-	12,460	-
Debt Service Funds:				
G.O. Bond Fund	350,155	17,586	350,155	350,155
Sec. Property Tax	1,192,085	1,062,834	1,095,221	2,072,156
Special Assessment	434,984	355,253	372,718	306,801
Capital Projects Funds:				
Capital Projects Bond Fund	28,519,249	9,213,483	20,283,121	5,031,956
Permenant Funds				
Perpetual Care	72,772	105,685	104,032	137,012
Enterprise Funds:				
Utilities				
Operating	15,801,970	24,002,547	16,963,352	17,583,282
Airport				
Operating	(126,076)	11,217	453	623
Airpark Proceeds	704,468	89,441	68,497	-
Environmental Services	6,241,976	2,759,198	6,261,383	1,705,620
Stormwater Utility	1,388,229	303,277	637,296	346,537
Fiduciary Funds				
Firemen's Pension	217,237	207,406	208,237	-
Total Ending Fund Balance	$102,552,158	58,665,053	97,018,363	44,174,316

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.

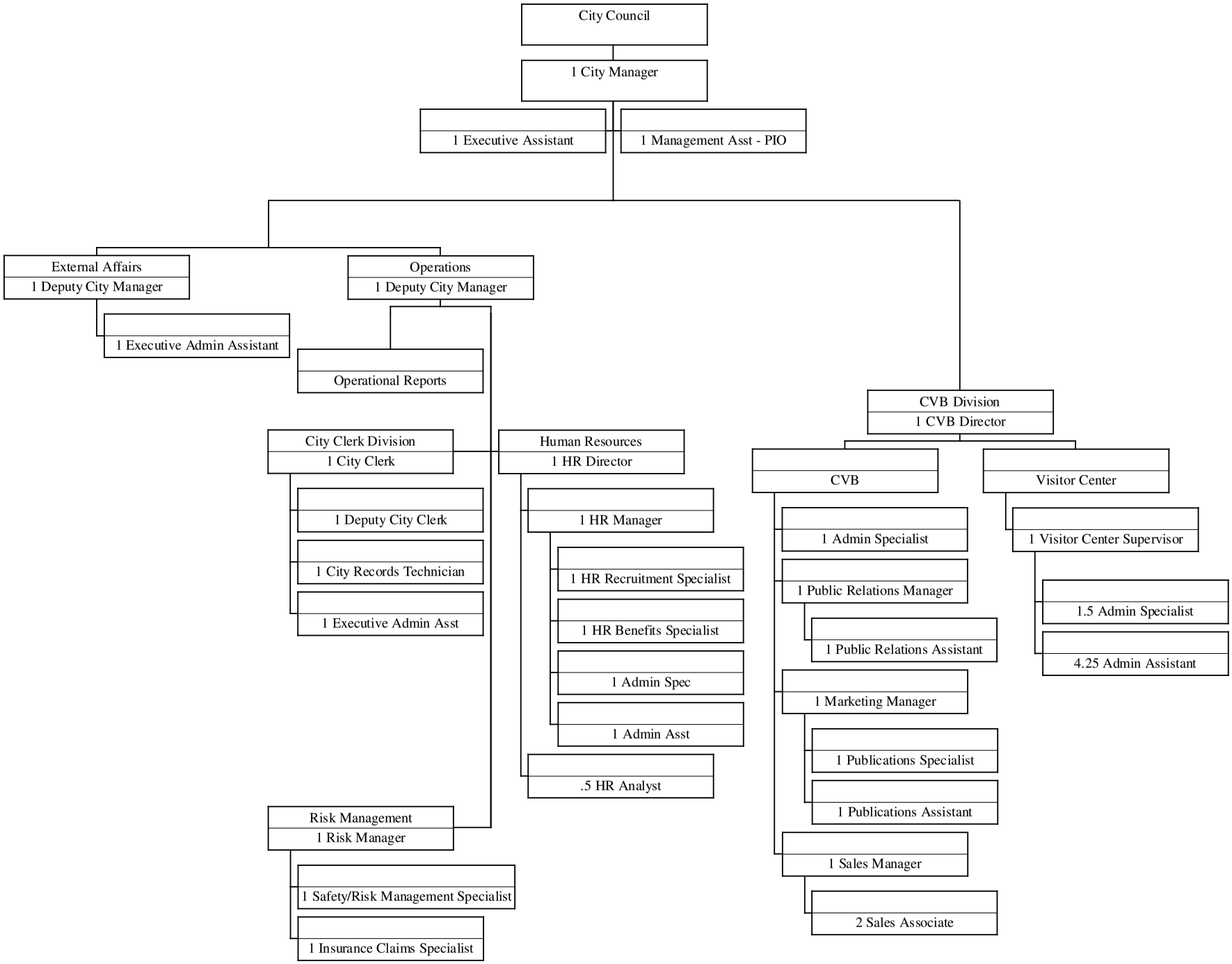
The mission of the **City Attorney's** office is to provide competent and sound legal advice and representation in matters involving or affecting the City.

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 frequency of visits and length of stay to Flagstaff.

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 07 ACCOMPLISHMENTS

- ✓ Hired new Police Chief
- ✓ Hired new Public Works Director
- ✓ Facilitated a review of budget to ensure adequate funding for the Aquaplex, Adult Center, and Thorpe Park projects
- ✓ Created a self funded health and employee benefit trust and service as trustee.
- ✓ Facilitated community outreach meetings regarding a Police Officer involved shooting.
- ✓ Ethics training for Leadership Development program
- ✓ Community activities with Arizona Cardinals Team

FY 08 NEW INITIATIVES

- ➢ Assist in the creation of a City sustainability program by ensuring City Council policy input and program overview.
- ➢ Initiate a coordinated effort with the community on air services expansion.
- ➢ Working with Poublic Works & Finance to develop a long range facility needs plan.
- ➢ Develop a plan to improve and enhance city visual communication and branding.
- ➢ Improve City written communication publication (Cityscape).
- ➢ Improve and market City website.

PERFORMANCE MEASURES

Council Priority/Goal: QUALITY OF LIFE
Goal: Timely dissemination of information on programs, activities and issues.
Objective: Provide, through a variety of mediums, timely and consistent information to the public about City issues, programs and services.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of live and taped television reports in a year.	50 reports/year	50	15	20
Number of live and taped radio reports in a year.	100 reports/year	100	100	100
Special Sunday inserts in the Arizona Daily Sun.	15	9	10	15

Council Priority/Goal: ORGANIZATIONAL SUPPORT
Goal: Provide direction and support of the Utilities Department, Legal Department, regional partners, and Federal and State agencies to developing long-range water acquisition policies.
Objective: Development of long-range water acquisition policies.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Implement long range water acquisition policy	N/A	0	100%	N/A

Council Priority/Goal: CUSTOMER SERVICE
Goal: Promote and provide excellent customer service to constituents.
Objective: Act responsively to the customers of the City Manager's Office

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Return phone calls to citizens within 24 hours.	N/A	95%	98%	100%
Provide solutions to citizen's problems directly without unnecessarily transfering calls to other departments.	N/A	80%	95%	100%
Provide the same responses to internal customers	N/A	99%	100%	100%

Council Priority/Goal: ORGANIZATIONAL SUPPORT
Goal: Support the City's Leadership Development Program to ensure a smooth transition in key leadership positions throughout the organization.
Objective: Develop and partake in succession planning program.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Sucessful transiition for 90% of leadership positions	N/A	100%	100%	100%

Council Priority/Goal: COLLABORATION
Goal: Working with CD and our Economic Development community partners, develop a set of comprehensive economic development policies and procedures to include a process to administer economic incentives.
Objective: Work collaboratively with GFEC to develop policies and procedures to administer economic incentives

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Implementation of policies and procedures	N/A	0%	80%	100%

Council Priority/Goal: COLLABORATION
Goal: Ensure the effective coordination of the various Workforce Housing initiatives being examined by various community agencies, governmental agencies and City staff.
Objective: Development & successful implementation of workforce housing initiatives.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Passage of Prop 404 May 2006 election	N/A	0%	0%	0%
Implementation of initiatves	N/A	0%	0%	0%

Council Priority/Goal: COLLABORATION
Goal: Coordiantion of regional communicators to work on local issues that can impact community.
Objective: Become educated and trained and prepare communication plans for emergencies.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
At least four meetings of all area PIO's in a year	2	3	5	56
Develop a regional communication plan for area emergencies	0	1/2	1	NA
Participate in at least two emergency training drills in a year	2	2 actuals	2	2

Council Priority/Goal: CUSTOMER SERVICE
Goal: Maintain high level of internal and external customer service.
Objective: Assist with consistent customer service orientation and training of new and existing employees.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
2 to 4 training session a year	2	4	4	4
Develop additional staff as customer service trainers	0	trained 4	Train 4	Train 4
Annual citizen survey of city services	1	1	1	1

DEPARTMENT: GENERAL ADMINISTRATION
DIVISION: 01-CITY MANAGER

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 647,811	$ 714,524	$ 865,214	$ 728,269	$ 13,745
CONTRACTUAL	158,107	197,145	200,783	249,195	52,050
COMMODITIES	16,864	12,625	11,729	13,175	550
CAPITAL	-	-	-	-	-
TOTAL	**$ 822,782**	**$ 924,294**	**$ 1,077,726**	**$ 990,639**	$ 66,345

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 700,788	$ 768,514	$ 931,351	$ 822,984	$ 54,470
DISABILITY AWARENESS	1,921	4,480	2,525	8,105	3,625
PUBLIC INFORMATION	100,315	104,550	101,100	109,300	4,750
CUSTOMER SERVICE	19,758	46,750	42,750	50,250	3,500
TOTAL	**$ 822,782**	**$ 924,294**	**$ 1,077,726**	**$ 990,639**	$ 66,345

SOURCE OF FUNDING:

GENERAL FUND	$ 617,423
LIBRARY FUND	47,045
HIGHWAY USER REVENUE FUND	91,977
WATER AND WASTEWATER FUND	118,367
STORMWATER FUND	9,234
AIRPORT FUND	16,047
ENVIRONMENTAL SERVICES FUND	90,546
	$ 990,639

COMMENTARY:
The City Manager's operating budget has increased 7% and there are no capital expenditures. Personal services includes a merit, market, retirement, health insurance and dental insurance increases. Contractuals increase is due to one-time expenditures for search for new City Manager. Commodities reflects no major increase/decrease. 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 07 ACCOMPLISHMENTS

- ✓ Continued Training for Members of the City Clerk's Division
- ✓ Conducted Training for Staff Liaisons to Boards and Commissions
- ✓ Conducted Training Session for Board and Commission Member Training
- ✓ Incorporated New Website Posting Requirements into Work Program and Provided Staff Training
- ✓ Hired City Records Technician and Reactivated City's Records Management Program
- ✓ Expanded Website Service
- ✓ Continued Working on the standardization, publishing, and distribution of the revised City Policy Manual

FY 08 NEW INITIATIVES

- ➢ Ensure that a minimum of 85-90% of the City's Board and Commission Members have Participated in Board and Commission Member Training
- ➢ Continue Expansion of Website Services
- ➢ Conduct 2008 Primary and General Elections
- ➢ Finalize the City Policy Manual
- ➢ Website Hosting of Laser fiche Documents

PERFORMANCE MEASURES

Council Priority/Goal: **ORGANIZATIONAL SUPPORT**
Goal: Training of new staff members
Objective: To provide training opportunities pertinent to staff needs.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
The City Clerk has attended the AMCA Clerks' Academy, AMCA Annual Conference, and Elections Training and participated in leadership talent development training	N/A	100% Completed	100% Completed	100% by 06/30/08
The Deputy City Clerk has attended the AMCA Clerk's Institute, AMCA Annual Conference, and Elections Training; and additional miscellaneous training has been budgeted for	N/A	100% Completed	66% Completed	100% by 06/30/08
The Executive Administrative Assistant has a budget for local, training of her choice	N/A	0% Completed	0% Completed	100% by 06/30/08

Council Priority/Goal: FISCAL HEALTH, AFFORDABLE HOUSING, CAPITAL IMPROVEMENT, QUALITY OF LIFE, CUSTOMER SERVICE
Goal: Conducted May, 2006 General Election
Objective: To conduct the General Election in compliance with all laws and present ballot questions to the voters in a clear and concise way.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Received Justice Department Pre-clearance	N/A	100% Completed	Off Election Year	100% by 6/30/08
All notices were translated and published in accordance with established timelines	N/A	100% Completed	Off Election Year	100% by 6/30/08
No complaints of election irregularities were received	N/A	100% Success	Off Election Year	By 06/30/08

Council Priority/Goal: ORGANIZATIONAL SUPPORT
Goal: Board and Commission Member Training
Objective: Redesign and Reinitiate Board and Commission Member Training

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Board and Commission Member Handbook updated and distributed to all Boards and Commission members and Staff Liaison and posted on the City's website as a fully linked document	N/A	100% Completed	100% Completed	100 % By 06/30/08
Board and Commission member training and Staff Liaison training redesigned	N/A	100% Completed	100% Ongoing	100 % By 06/30/08
Two Board and Commission member training sessions Conducted and One Staff Liaison training conducted	N/A	100% Completed	100% Completed	100% By 06/30/08

DEPARTMENT: GENERAL ADMINISTRATION
DIVISION: 02-CITY CLERK

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 189,087	$ 252,696	$ 234,818	$ 263,672	$ 10,976
CONTRACTUAL	75,205	23,351	23,351	215,651	192,300
COMMODITIES	3,494	9,085	9,587	13,535	4,450
CAPITAL	-	-	1,058	-	-
TOTAL	**$ 267,786**	**$ 285,132**	**$ 268,814**	**$ 492,858**	$ 207,726

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 205,667	$ 285,132	$ 268,814	$ 302,948	$ 17,816
ELECTIONS	62,119	-	-	189,910	189,910
TOTAL	**$ 267,786**	**$ 285,132**	**$ 268,814**	**$ 492,858**	$ 207,726

SOURCE OF FUNDING:

GENERAL FUND	$ 395,782
LIBRARY FUND	9,202
HIGHWAY USER REVENUE FUND	27,447
WATER AND WASTEWATER FUND	32,096
STORMWATER FUND	1,511
AIRPORT FUND	3,971
ENVIRONMENTAL SERVICES FUND	22,849
	$ 492,858

COMMENTARY:
The City Clerk's operating budget has increased 73% with no capital expenditures. Personal Services includes a merit, market, retirement, health insurance and dental insurance increases. Contractuals increases are due to current year one-time election expenditures. Commodities increase are due to office equipment. 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, organizational development, employee development and training, employee benefits and services, and equal employment opportunity and affirmative action.

FY 07 ACCOMPLISHMENTS

- ✓ Customer Service Committee conducted an Internal Customer Service Survey to determine how and in what ways internal customer service could be improved.
- ✓ In an effort to define "excellent customer service" or "service at a higher elevation" a contest was held requesting employees to provide a definition to these phrases.
- ✓ Developed an Ethics Policy, Standby and Call-out Policy, and revised the Compensation Policy.
- ✓ Integrated competency profiles into the recruitment and interviewing process and moved towards behavioral based interviewing.
- ✓ Drafted a formal mentoring policy/program to help integrate new employees into the organization
- ✓ Conducted an open enrollment offering a three option health care plan requiring full participation.
- ✓ Provided "Wellness" programs such as flu shots, MOM, health screening, etc.
- ✓ Recruited and selected employees to participate in the Leadership Talent Development Program to ensure that all employees have an opportunity to participate.

FY 08 NEW INITIATIVES

- ➢ Using the results of the survey conducted in 2007 identify ways to improve and promote excellent customer service.
- ➢ Identify a document/method to communicate and explain what "excellent customer service" or "service at a higher elevation" is.
- ➢ Provide Ethics training to all employees so they are aware and understand how the recently approved Ethics Policy applies to them.
- ➢ Implement a formal mentoring policy/program to help integrate new employees into the organization.
- ➢ Continue to promote and provide training in the Leadership Talent Development Program.
- ➢ Evaluate the effectiveness of the program and analyze statistically how many employees are promoting within versus hiring from the outside.
- ➢ Implement orientation training for new supervisors/managers.

PERFORMANCE MEASURES

Council Priority/Goal: CUSTOMER SERVICE
Goal: Determine a base-line regarding employee opinions on topics related to career opportunities, job satisfaction, pay and benefits, supervision etc.
Objective: Address the issues that were identified in the Climate Survey and measure improvements by conducting a survey in FY 07-08.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Identify 4 areas for improvement by 6/30/06	N/A	3	0	4
Implement at least 2 recommendations	1	3	0	4

Council Priority/Goal: CUSTOMER SERVICE
Goal: Develop guidelines so that employees understand the importance of maintaining the highest standards of personal integrity, truthfulness, honesty, and fairness in carrying out their public duties.
Objective: Develop an Ethics policy.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Ethics policy is developed by 6/30/07	N/A	Yes	N/A	N/A
Provide Ethics training to all employees by 6/30/08	N/A	10%	50%	100%

Council Priority/Goal: ORGANIZATIONAL SUPPORT
Goal: Address the need for succession planning
Objective: Develop a program to identify employees who can assume leadership roles as needed across a broad spectrum of the organization.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Train managers and supervisors in all departments - "Setting a Climate for Development" (number of departments)	3	1 (Fire)	1	N/A
Provide career development for employees who are interested in assuming leadership roles - "Taking Charge of Your Own Career Development" (number of participants)	60	28	30	30

Council Priority/Goal: ORGANIZATION SUPPORT
Goal: Maintain a compensation and benefits system that is internally equitable and externally competitive within the financial capability of the City.
Objective: Align salaries with market and offer health insurance options for employees.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Provide a salary structure that aligns with market	5%	9%	2%	Unknown
Provide health insurance options for employees by 1/07	N/A	3 Options	No Change	3 Tiers

Council Priority/Goal: ORGANIZATIONAL SUPPORT
Goal: Professional Development
Objective: Identify and develop training programs to enhance employees' professional development.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Develop at least two workshops to address employee development	2	3	2	Unknown

DEPARTMENT: GENERAL ADMINISTRATION
DIVISION: 04-HUMAN RESOURCES

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 402,535	$ 442,690	$ 443,793	$ 460,884	$ 18,194
CONTRACTUAL	48,451	79,420	79,054	78,140	(1,280)
COMMODITIES	31,919	26,025	23,704	23,025	(3,000)
CAPITAL	-	-	-	-	-
TOTAL	**$ 482,905**	**$ 548,135**	**$ 546,551**	**$ 562,049**	$ 13,914

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 384,351	$ 386,732	$ 387,729	$ 399,887	$ 13,155
RECRUITMENT AND SELECTION	29,806	62,425	62,500	58,575	(3,850)
COMPENSATION AND CLASS.	10	1,000	500	800	(200)
TRAINING & DEVELOPMENT	67,962	96,453	94,338	98,562	2,109
DIVERSITY AWARENESS COMM.	776	1,525	1,484	4,225	2,700
TOTAL	**$ 482,905**	**$ 548,135**	**$ 546,551**	**$ 562,049**	$ 13,914

SOURCE OF FUNDING:

GENERAL FUND	$ 444,158
LIBRARY FUND	29,216
HIGHWAY USER REVENUE FUND	26,022
WATER AND WASTEWATER FUND	50,399
STORMWATER FUND	4,937
AIRPORT FUND	7,317
	$ 562,049

COMMENTARY:
The Human Resources operating budget has increased 3% and there are no capital expenditures. Increase in Personal Services includes a merit, market, retirement, health insurance and dental insurance increases. Decreases in contractual and commodities are due to prior year one-time expenditures for new position added. There is no major capital (>$10,000) for this division.

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 it's citizens.

FY 07 ACCOMPLISHMENTS

- ✓ Awarded Municipal Safety Award for greatest improvement in Safety Results by AZ Governmental Safety Association.
- ✓ Liability claims - 49 closed during calendar year 2006 with total payout 46% less than prior 3yr average.
- ✓ $28,800 was collected from negligent 3rd parties iin calendar year 2006
- ✓ Newly implemented safety committee identified over 100 hazards and eliminated many within 30 days.
- ✓ Trained over 400 employees in a varriety of safety oriented classes

FY 08 NEW INITIATIVES

- ➢ Expand in-house training curriculum
- ➢ Create City Safe Driver manual and train city-wide.
- ➢ Train, distribute and implement insurance and indemnification manual.

PERFORMANCE MEASURES

Council Priority/Goal: PUBLIC SAFETY
Goal: To provide a safer working environment for employees
Objective: Reduce injury by educating employees in proper safety procedures.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of OSHA compliance and general safety training classes presented	N/A	15	36	45
Percent increase in number of safety training classes.	N/A	N/A	240%	125%
Number of employees trained	N/A	N/A	412	515

Council Priority/Goal: PUBLIC SAFETY
Goal: To provide a safer environment for the general public and employees on City premises.
Objective: Reduce frequency and severity of injury and loss by performing safety inspections and implementing recommendations.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of safety inspections and ergonomic evaluations	12	16	19	30
Conduct Accident Review Board meetings	8	11	7	8
Number of recommendations promulgated from ARB and safety committees	N/A	N/A	167	36
Reduce number of workers compensation claims as compared to previous year by stated %	Equal to prior year	Down 10%	Up 27%	Down 10%
Measure success of Return to Work & Sick Industrial program by number of lost workdays per FTE as compared to ICMA benchmark	Down by 23%	Down by 12%	Exceeds Benchmark Up 236%	Does not exceed benchmark by greater than 5%.

Council Priority/Goal: CUSTOMER SERVICE
Goal: To be responsive to internal customers needs and requests.
Objective: Respond to internal customers in a timely manner.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of documents reviewed for risk transfer or risk assessment including contracts, certificates and events	N/A	N/A	519	400
Percent of risk assessments conducted within 3 days of original request	N/A	N/A	81%	90%
Percent of loss control and insurance issues resolved within 3 days for all requests	N/A	N/A	62%	80%

Council Priority/Goal: CUSTOMER SERVICE
Goal: To be responsive to external customers needs.
Objective: Respond to external customers needs in a timely manner.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Average number of calendar days from receipt of complete claim to claim closure (Non-litigated)	38	26	25	25
Percent of complete non-litigation citizen claims closed within 30 days	N/A	58%	64%	75%

DEPARTMENT: GENERAL ADMINISTRATION
DIVISION: 05-RISK MANAGEMENT

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 131,098	$ 198,194	$ 163,101	$ 214,553	$ 16,359
CONTRACTUAL	16,685	21,735	21,615	29,694	7,959
COMMODITIES	1,998	8,685	9,924	3,435	(5,250)
CAPITAL	-	-	-	-	-
TOTAL	**$ 149,781**	**$ 228,614**	**$ 194,640**	**$ 247,682**	$ 19,068

EXPENDITURES BY PROGRAM:

ADMINISTRATION	$ 149,781	$ 228,614	$ 194,640	$ 247,682	$ 19,068
TOTAL	**$ 149,781**	**$ 228,614**	**$ 194,640**	**$ 247,682**	$ 19,068

SOURCE OF FUNDING:

GENERAL FUND	$ 185,060
LIBRARY FUND	9,606
HIGHWAY USER REVENUE FUND	16,682
WATER AND WASTEWATER FUND	22,201
STORMWATER FUND	1,568
AIRPORT FUND	3,027
ENVIRONMENTAL SERVICES FUND	9,538
	$ 247,682

COMMENTARY:
Risk Management operating budget has increased 8% and there are no capital expenditures. Personal Services includes a merit, market, retirement, health insurance and dental insurance increases. Contractual increases are for utilities and custodial expenditures due to Risk Management relocating to the old APS building. Commodities decrease is due to one-time expenditures in prior year for new position. There is no major capital (>$10,000) for this division.

MISSION

The mission of the City Attorney's Office is to advance the City's vision by providing high quality legal services to the Mayor, City Council and City departments in an ethical, timely, and cost effective manner.

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 07 ACCOMPLISHMENTS

CUSTOMER SERVICE / ORGANIZATIONAL SUPPORT

Requests for Legal Assistance	CY 2004	CY 2005	CY 2006
Contracts (includes contracts, development agreements, grants, IGAs, bids)	90	*200*	*220*
Legal Opinions/Research	35	*54*	*99*
Ordinances/Resolutions	124	*157*	*117*
Real Estate	19	*36*	*33*
Claims/Litigation/Hearings	17	*18*	*22*
Public Records Requests	Not Available	Not Available	*18*
Miscellaneous	77	*59*	*55*
Total:	**362**	***524***	***564***

- ✓ A primary goal of the City Attorney's Office is to support the work of City Departments. As the above chart indicates, the requests for legal assistance are numerous and growing. There has been a 7% increase in overall requests, with a 45% increase in requests for research/legal opinions, and a 9% increase in contract review of all types. In addition, the Office responds to telephone and email requests for routine legal guidance within a day or two (not tracked), and sooner when possible. Of the 564 formal requests for legal assistance made in 2006, 84% have been completed and 16% are continuing projects.

- ✓ In an effort to streamline City processes, the City Attorney's Office has worked to create and update contract templates, particularly for capital projects and on-call/professional services, including Construction Manager at Risk contracts, Design/Build contracts, Professional Consulting Services contracts, Construction Hard Bid Contracts, and Bid Solicitation and Request for Proposal contracts.

- ✓ Supported the City's efforts to finalize negotiations with NPG Cable Company for additional revenues and technological opportunities by working with outside counsel to review and complete the necessary agreements and ordinances.

PUBLIC SAFETY

Criminal Cases	CY03	CY04	CY05	CY06
New Criminal Cases	3,840	3,637	3,604	3740
Domestic Violence Cases	693	607	529	604
Driving Under the Influence (DUI) cases	699	697	679	723
Criminal Traffic Cases (excluding DUI)	662	572	623	567
Sales Tax Cases	26	27	39	28
Other Cases	1,185	1,533	1,334	1,370
Underage Alcohol	182	179	93	152
Drug/Drug paraphernalia cases	N/A	326	307	296
Cases Involving a Victim	685	622	693	983
Victims' Services Performed (FY stats)	Not Available	Not Available	6,636	9,094
Cases Reviewed for Charging Referred by PD	Not Available	Not Available	Not Available	223
Pre-trial Conferences	Not Available	Not Available	Not Available	3,463
Pending DUI files at year end	218	187	204	247
% Increase in New Criminal Cases from Prior Year:	Not Available	-6%	-1%	4%

- ✓ Vigorous enforcement of the City's and State's laws is a necessary part of preserving public safety in the City. The City Attorney's Office handles the prosecution of misdemeanor offenses in Municipal Court, as well as notifying victims of the progress of the case and informing victims of their rights. The above chart shows numbers for some of the types of cases the Office prosecutes. The office also handles criminal conflict cases from other agencies such as the Coconino County Attorney's Office and the Sedona and Williams City Attorney's Offices, and certain felony cases that the Coconino County Attorney's Office declines to prosecute as felonies and refers to be prosecuted as misdemeanors, such as assault, theft, criminal damage, harassment, and possession of methamphetamine paraphernalia. In addition to prosecuting all criminal cases in Flagstaff Municipal Court, prosecutors also become involved in civil traffic cases upon request from the Police Department or if there is an attorney representing the defendant. Prosecutors also handle all criminal and civil traffic appeals from the Municipal Court to the Superior Court.

  The Office also review numerous requests for charging that come to the Office on a weekly basis from police officers and citizens, and draft and file complaints or decline charging as appropriate. The Office also coordinates with Coconino County Drug Court to enroll appropriate candidates into that program.

QUALITY OF LIFE

- ✓ Some of the more time intensive cases the Prosecutors handle are those involving nuisance type violations of City ordinances -- usually "quality of life" issues for our community. Prosecutors work with Zoning and Clean and Green enforcement officers to charge, prosecute and seek abatement of those types of violations, many of which arise under the City's Land Development Code, Building Code and Litter Ordinance.

ECONOMIC DEVELOPMENT

- ✓ The City Attorney's Office has been actively involved in supporting staff's negotiations and drafting documents in economic development activities including the NAU conference center, technology and incubator projects, and redevelopment projects at the former sawmill site and the Mall.

AFFORDABLE HOUSING

- ✓ The City Attorney's Office has drafted documents for the creation of the City's land trust for affordable housing, has provided legal research and advice concerning incentives and options for funding low-income and workforce housing, and responded to legal concerns raised by staff, council and the workforce housing policy task force. The Office has also participated in negotiating and drafting the settlement agreement with Lone Tree which includes a land donation for affordable housing, and the re-designation of areas designated Planning Reserve

Areas. The Office has also negotiated several development agreements and participated in enforcement of existing agreements to ensure that future development is built as planned.

SUSTAINABILITY

- ✓ The City Attorney's Office has drafted an Illicit Discharge Detection and Elimination ordinance, assisted in implementing the Thorpe Park softball field's project, which includes fully-shielded lighting fixtures that are consistent with Dark Skies goals, and drafted a new waste/recycling IGA with FUSD.

PLANNING FOR GROWTH

- ✓ The City Attorney's Office has worked with the Community Development Department in providing legal advice, support, and reviewing documents and ordinances concerning several development projects, including the Juniper Point amendments to the General Plan and redevelopment of the former sawmill parcel. The Office has also participated in enforcement of existing agreements to ensure that future development is built as planned.

COLLABORATION

- ✓ The City Attorney's Office has drafted and reviewed numerous intergovernmental agreements with other public entities. The Office also participated in emergency response planning, training, and on the City-County Emergency Operations Committee. In addition, the City Prosecutor has been actively involved in regional criminal justice issues through participation in the Coconino County Criminal Justice Integration Project, the Coconino County Criminal Justice Coordinating Council, the Arizona Criminal Misdemeanor Issues Group, and the development of a mental health court program for Flagstaff Municipal court -- a first in Coconino County.

FY 08 NEW INITIATIVES

- ➢ Hold regular trainings on legal issues identified as crucial
- ➢ Work with staff and the courts regarding civil code enforcement processes
- ➢ Support Council Housing initiatives
- ➢ Support Sustainability program
- ➢ Streamline Public Records review process

PERFORMANCE MEASURES

Council Priority/Goal: **AFFORDABLE HOUSING**
Goal: Support the City's Housing Programs
Objective: Create legal documents and provide support to Community Development for the launching of the City's Community Land Trust in FY 2007.

Measures:	FY05 Actual	FY 06 Actual	FY 07 Estimate	FY 08 Proposed
Approval of the land lease	---	---	Completed	N/A
Approval of the eligibility regulations	---	---	Completed	N/A
Develop contract documents for development project	---	---	Completed	N/A

Objective:
1. Support initial construction of land trust units
2. Support additional housing initiatives

Measures:	CY05 Actual	CY06 Actual	CY 07 Proposed	CY 08 Proposed
RFP and Contract for land trust project	---	---	1	2
Land lease documents for specific projects	---	---	1	2

Council Priority/Goal: CAPITAL IMPROVEMENTS
Goal: Provide legal support to improve efficiencies in contract delivery
Objective: Create templates and update existing agreements and processes for procurements and alternative delivery methods.

Measures:	FY 05 Actual	FY 06 Actual	FY 07 Estimate	CY08 Proposed
Create templates for Rio de Flag project	---	---	On Hold	N/A
Develop contracts/procedures for Job Order Contracting	---	---	Abandoned	N/A
Review/update/standardize existing agreements and processes	---	---	Several completed; ongoing updates	2

Council Priority/Goal: CUSTOMER SERVICE
Goal: Maintain Open Records in a legally sustainable manner
Objective: 1. Provide public records access to external customers
2. Provide guidance on the collection and release of records to internal customers

Measures:	FY 05 Actual	FY 06 Actual	FY 07 Estimate	FY 08 Proposed
Develop new policies and schedules for maintenance, release, redaction, and destruction of records	---	---	Distributed for Review	N/A
Create forms for requests and responses	---	---	Distributed for Review	N/A

Goal: Increase customer satisfaction by improving timeliness
Objective:
1. Track response and completion times to establish baseline
2. Make first contact with client within 3 days of receiving request for assistance
3. Complete small projects as quickly as possible

Measures:	CY05 Actual	CY06 Actual	CY 07 Proposed	CY 08 Proposed
Contact Client and establish timeline within 3 days	---	---	85%	90%
Meet Client agreed deadlines	---	---	85%	90%
Project Completion within 30 days	---	---	50%	50%

Goal: Increase customer satisfaction by improving communication and consistency in response
Objective:
1. Provide training on recurring legal issues
2. Create forms that embody legal and departmental needs
3. Establish regular fora for legal discussions

Measures:	CY05 Actual	CY06 Actual	CY 07 Proposed	CY 08 Proposed
Trainings provided	---	---	6	6
Forms created	---	---	10	10
Interdepartmental meetings held	---	---	10	10

Council Priority/Goal: PLANNING FOR GROWTH
Goal: Provide legal support for the City's planning efforts in a timely and effective manner
Objective:
1. Create template development agreement
2. Provide legal review and support for rewrite of the Land Development Code

Measures:	FY 05 Actual	FY 06 Actual	FY 07 Estimate	FY 08 Proposed
Creation of form agreement	---	---	Completed	N/A
Percentage completion of Code rewrite	---	---	50%	100%

Measures:	CY05 Actual	CY06 Actual	CY 07 Proposed	CY 08 Proposed
Provide training on land use law/exactions/regulatory takings	---	---	2	2
Provide training on the uses of/limitations on development agreements	---	---	2	1
Amend Ordinances to Promote Traditional Neighborhood Design	---	---	2	2

Council Priority/Goal: PUBLIC SAFETY
Goal: Support the public safety efforts of the police and fire departments
Objective:
1. Prepare legal documents and procedures for Emergency Response events
2. Prosecute in a timely manner misdemeanor cases where the defendant appears

Measures:	FY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Create a handbook that includes laws, procedures, and forms for major emergency events	---	N/A	Completed	N/A (update as needed)
Percentage of DUI cases closed within six months of first pretrial conference	---	80%	85%	90%

DEPARTMENT: GENERAL ADMINISTRATION
DIVISION: 07-LAW

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 1,080,086	$ 1,259,039	$ 1,224,517	$ 1,493,369	$ 234,330
CONTRACTUAL	29,934	41,410	36,560	48,650	7,240
COMMODITIES	36,074	37,125	34,124	53,665	16,540
CAPITAL	-	-	-	-	-
TOTAL	**$ 1,146,094**	**$ 1,337,574**	**$ 1,295,201**	**$ 1,595,684**	$ 258,110

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 131,273	$ 234,864	$ 159,341	$ 330,778	$ 95,914
COUNCIL, COMM & DEPT'S	547,739	594,610	630,228	657,307	62,697
POLICE COURT	467,082	508,100	505,632	607,599	99,499
TOTAL	**$ 1,146,094**	**$ 1,337,574**	**$ 1,295,201**	**$ 1,595,684**	$ 258,110

SOURCE OF FUNDING:

GENERAL FUND	$ 1,331,111
LIBRARY FUND	25,524
HIGHWAY USER REVENUE FUND	76,134
WATER AND WASTEWATER FUND	84,323
STORMWATER FUND	4,192
AIRPORT FUND	11,018
ENVIRONMENTAL SERVICES FUND	63,382
	$ 1,595,684

COMMENTARY:
The City Attorney operating budget has increased 19% and there are no capital expenditures. Personal Services increases are due to position reclasses and addition of 2 FTE staffing that include a Senior Assistant City Attorney and Prosecutor. Contractual increases are due to new positions travel, lodging, meals, registration and memberships. Commodities increases are due to one-time computer and office equipment for new staff. There is no major capital (>$10,000) for this division.

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 misdemeanor, criminal traffic, and civil traffic 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 and operational matters and reports to the City regarding financial and administrative matters not unique to Court operations.

FY 07 ACCOMPLISHMENTS

- ✓ Through active case management adjudicated 90% of all cases within 90 days including warrants (exceeds ABA standard).
- ✓ Complied with all Rules of Court and Statutory case handling requirements.
- ✓ Provided accurate information to the public in over 20,000 specific case inquiries and participated in ongoing statistical reporting. All public court case information is available through an online data warehouse.
- ✓ All court staff has completed orientation and training requirements of Arizona Judiciary and we have reported timely.
- ✓ Court staff completed customer service training geared toward specific needs for court staff to maintain balance of individual service and upholding court orders and legal requirements.
- ✓ Sent all cases with outstanding court orders for enforcement action (notice, warrant, suspension, registration hold, tax intercept, and FARE collections).
- ✓ Processed over $3M in financial transactions complied with Minimum Accounting Standards and reported timely.
- ✓ Increased use of FARE program including tax intercept cases and automated transfer of these types of cases.
- ✓ Completed and published an updated Self-Evaluation tool in cooperation with the Limited Jurisdiction Court Administrators Association that includes operational standards for limited jurisdiction courts.
- ✓ Implemented recommended security measures.
- ✓ Renewed the court strategic planning agenda for 07.
- ✓ Participated in review groups for the development and implementation of a new statewide Case Management System (CMS).
- ✓ Expanded electronic transfer process of case information beyond citations to including booking information and long form complaints (court integration program).
- ✓ Participated with Arizona Chief Justices' Committee on Electronic Courts.
- ✓ Participated in the establishment of and curriculum development for the Court Leadership Institute.
- ✓ Participated in Arizona Chief Justices' DUI Committee to reduce disposition time of DUI cases.
- ✓ Participated in collaboration efforts including the Limited Jurisdiction Court (LJC) Committee a subcommittee of the Arizona Judicial Council, the Criminal Justice Coordinating Committee (CJCC), the Court Automation Coordinating Committee (CACC), the Commission on Technology (COT), Criminal Justice Integration (CJI), Limited Jurisdiction Court Administrators Association (LJCAA), Arizona Court Association (ACA), Justice 2025, and state and local meetings with criminal justice partners.
- ✓ Established a Mental Health Court at the Flagstaff Municipal Court.

FY 08 NEW INITIATIVES

- ➢ Implement expedited DUI case processing plan.
- ➢ Continue with the development of options for new facilities to improve community access and security at the Municipal Court.
- ➢ Begin to use state FARE fees, see FARE revenues become more stable.
- ➢ Publish electronic court filing standards through the Electronic Court Committee.
- ➢ Participate in the pilot and implementation of a new Case Management System (CMS).
- ➢ Participate in new classes provided through the Court Leadership Institute of Arizona (CLIA).
- ➢ Develop and implement Strategic Plan for 08.
- ➢ Reorganize court staffing around changes in automation and case filing.
- ➢ Implement pre-trial services for weekend initials to help judges make more informed release decisions.

PERFORMANCE MEASURES

Council Priority/Goal: PUBLIC SAFETY
Goal: Timely adjudication of all cases filed before the Court.
Objective: Exceed ABA standards and state average for limited jurisdiction courts.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Total number of charges filed	21,229	20,896	21,000	21,500
Cases completed in 0 - 30 days (state average = 49%)	59%	60%	58%	58%
Cases completed in 31 -60 days (state average = 24%)	25%	22%	24%	24%
Cases completed in 61 - 90 days (state average = 9%)	7%	7%	7%	7%
Cases completed in 91 - 120 days (state average = 12%)	3%	4%	4%	4%
Cases completed 121+ days (state average = 6%)	6%	7%	7%	7%

Council Priority/Goal: FISCAL RESPONSIBILITY
Goal: Consistent and accurate collection of fines imposed and other funds collected by the Municipal Court.
Objective: Accurately account for all funds and increase financial compliance.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Amount of city general funds collected	$1,165,400	$1,049,891	$1,050,000	$1,100,000
Amount of surcharges/state funds collected	$1,427,033	$1,552,517	$1,600,000	$1,700,000
Amount of other local funds collected	$228,380	$222,271	$225,000	$250,000
Total amount of fines/fees collected	$2,820,813	$2,824,679	$2,875,000	$3,050,000
Amount of restitution paid	$43,320	$35,114	$40,000	$42,000
Amount of bonds posted	$483,405	$487,909	$490,000	$493,000
Total amount of pass-through funds	$526,725	$523,023	$530,000	$535,000

DEPARTMENT: GENERAL ADMINISTRATION
DIVISION: 65-CITY COURT

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 1,517,551	$ 1,666,403	$ 1,621,070	$ 1,778,026	$ 111,623
CONTRACTUAL	468,593	704,240	466,457	721,526	17,286
COMMODITIES	50,342	76,025	73,126	51,525	(24,500)
CAPITAL	21,455	10,000	10,000	-	(10,000)
TOTAL	**$ 2,057,941**	**$ 2,456,668**	**$ 2,170,653**	**$ 2,551,077**	$ 94,409

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 882,247	$ 1,047,003	$ 809,308	$ 1,242,514	$ 195,511
TRIALS & ARRAIGNMENTS	473,691	555,473	537,981	571,775	16,302
RECORDS MANAGEMENT	403,225	465,845	458,864	446,236	(19,609)
COURT COLLECTIONS	298,778	388,347	364,500	290,552	(97,795)
TOTAL	**$ 2,057,941**	**$ 2,456,668**	**$ 2,170,653**	**$ 2,551,077**	$ 94,409

SOURCE OF FUNDING:

GENERAL FUND	$ 2,551,077
	$ 2,551,077

COMMENTARY:
The City Court operating budget has increased 4% and there are no capital expenditures. Personal Services increases are due to 1.13 FTE staffing additions that include .25 FTE magistrate Pro Tem Judge and .88 FTE due to reorganization. In addition there are merit, market, retirement, health insurance and dental insurance increases. Contractuals increase is due to an on-call interpreter contract with the County. Commodities decrease is due to prior year one-time expenditures. 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 (CVB) is charged with administering tourism programs for the City of Flagstaff and receives an allocation of 30% of the BBB tax collected. Programs include marketing to tour operators, travel agents, meeting planners, group coordinators and individual leisure travelers; as well as development of public outreach and educational programs, media relations and media coverage. The CVB is also responsible for the creation and maintenance of partnership opportunities locally and regionally.

FY 07 ACCOMPLISHMENTS

- ✓ Facilitated the execution of a highly successful Governor's Rural Development Conference
- ✓ Executed successful marketing campaign for the return of the Arizona Cardinals training camp
- ✓ Established new partnership program with three major attractions to increase group business
- ✓ More than doubled the number of group room night leads for tour/travel and meetings/conference markets
- ✓ Developed and launched new CVB website
- ✓ Initiated marketing effort to promote winter travel focusing on the new holiday décor and lights - calls increased by more than 34% in December, 2006
- ✓ Partnered with a community nonprofit agency to secure additional AOT grant funding for marketing their event
- ✓ Created new collateral materials including special interest brochures, pocket folders, and COEs
- ✓ Through AOT grant funding, coordinated with other agencies in bringing the first-ever Smithsonian Culture Fest event to Flagstaff
- ✓ Hosted nearly 40 journalists; increased regional and national media coverage including Sports Illustrated, Wheel of Fortune, San Francisco Chronicle and others
- ✓ New rate/sign ordinance contributed to a 10.89% increase in RevPAR

FY 08 NEW INITIATIVES

- ➢ Expand sales efforts into northern Mexico for individual and group markets; and, begin promotion of Flagstaff as a holiday destination for visitors from northern Mexico, specifically during the winter months
- ➢ Improve overall group visitation to the three major attractions based on the newly formed partnership
- ➢ Increase sales efforts promoting Flagstaff as a meetings and conference destination
- ➢ Develop consumer-oriented direct e-marketing programs through the new CVB website
- ➢ Increase story pitch efforts resulting in more feature articles and targeted publications
- ➢ Increase ad value of media mentions to over $3M in AVE (advertising value equivalency)
- ➢ Increase number of visiting journalists through creation of quarterly thematic Familiarization Tour(s) (FAM) programs
- ➢ Increase awareness of the tourism and hospitality industry through education and community outreach programs
- ➢ Increase exposure of Flagstaff as a filming location
- ➢ Create a web-based media kit for Public Relations (PR)
- ➢ Evaluate sustainable tourism opportunities through Coconino County's Sustainable Economic Development Initiative (SEDI) group

PERFORMANCE MEASURES

Council Priority/Goal: ECONOMIC DEVELOPMENT
Goal: Increase BBB revenues
Objective: Maintain existing strong travel patterns on weekends and in high season, and increase occupancy midweek and in shoulder and off-seasons to improve average length of stay.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Track number of room night leads	13,628	32,628	45,000	60,000
Hotel occupancy percentage; revpar figures	65.0% / $42.43	64.9% / $46.33	66% / $48.50	67.5% / $51.00
Survey market segments and visitor origins	N/A	data not yet available	data not yet available	data not yet available

Council Priority/Goal: COLLABORATION AND FISCAL HEALTH
Goal: Facilitate partnerships with state agencies (ie AOT, ATA) and other trade associations (ie NTA, MPI)
Objective: Regularly attend meetings to ensure high visibility of the Flagstaff CVB on a statewide level; and pursue all funding opportunities through agency collaboration

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
AOT TEAM grant revenue received (FY actual)	$19,764	$31,957	$35,000	$40,000

Council Priority/Goal: QUALITY OF LIFE AND ECONOMIC DEVELOPMENT
Goal: Increase awareness of Flagstaff by portraying the many artistic, cultural and recreational offerings.
Objective: Aggressively advertise in key markets and pursue all media opportunities to complement advertising strategies.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Track fulfillment requests, collateral distribution	22,384	31,395	40,000	50,000
Place AEV (advertising equivalency values) on all media coverage	N/A	$2.4 million (through 9/06)	$3.25 million	$4 million
Number of website visits (unique visits)	440,860	340,000 (figs. not available for June and July; new ISP as of August)	400,000	500,000

DEPARTMENT: GENERAL ADMINISTRATION
DIVISION: 84-TOURISM GENERAL ADMINISTRATION

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 449,995	$ 552,443	$ 546,943	$ 641,799	$ 89,356
CONTRACTUAL	531,237	548,572	548,068	611,694	63,122
COMMODITIES	134,490	136,350	133,807	167,665	31,315
CAPITAL	10,958	-	-	-	-
TOTAL	**$ 1,126,680**	**$ 1,237,365**	**$ 1,228,818**	**$ 1,421,158**	$ 183,793

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 513,483	$ 591,068	$ 586,133	$ 686,799	$ 95,731
MARKETING AND PROMOTION	608,712	608,618	602,153	684,609	75,991
PUBLIC RELATIONS	-	31,429	34,850	43,500	12,071
FILM OFFICE	4,485	6,250	5,682	6,250	
TOTAL	**$ 1,126,680**	**$ 1,237,365**	**$ 1,228,818**	**$ 1,421,158**	$ 183,793

SOURCE OF FUNDING:

TOURISM FUND	$ 1,421,158
	$ 1,421,158

COMMENTARY:

The Tourism operating budget has increased 15% and there are not capital expenditures. Personal Service increases are due to 1 FTE staffing addition that includes Marketing Manager. In addition there are merit, market, retirement, health insurance and dental insurance increases. Contractuals increases are due to telephone, maintenance, building structures, travel, registration, education and training, postage and freight, memberships and marketing videos. Commodities increases are due to office supplies, computer software, books and subscription, promotional materials, food and copying/printing. One-time expenditures for this division are CVB repairs ($4,500), Marketing Video ($30,000) and Sales and Marketing Software ($18,000). There are no major capital (>$10,000).

MISSION

The mission of the Visitors Center is to introduce and educate visitors about the vast tourism opportunities within Flagstaff and the surrounding areas, and to increase the frequency of visits to Flagstaff and length of stay.

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, and 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 Visitor Center was successfully transitioned to the CVB in the spring of 2003 with existing staff becoming city employees.

FY 07 ACCOMPLISHMENTS

- ✓ Created specific visitor services/gift shop areas within the VC building providing more focused customer service
- ✓ Created new displays at VC promoting local forest service areas, FUTS trails, area attractions and other activities
- ✓ Created Ambassador Program to provide downtown tours to visiting groups
- ✓ Substantial increase in walk-ins; surpassed the 100,000 visitor walk-in mark in CY06
- ✓ Substantial increase in fulfillment requests over CY05
- ✓ Established VC as first point of contact for winter snowplay activities

FY 08 NEW INITIATIVES

- ➢ Develop rotating display space/calendar to better promote area attractions
- ➢ Implement reservation capability within VC with local attraction(s) as pilot program to further explore additional visitor services
- ➢ Expand/enhance Ambassador Program
- ➢ Generate new ideas for special interest brochures based on local resident and visitor feedback
- ➢ Upgrade overall appearance of VC and enhance customer service/programs

PERFORMANCE MEASURES

Council Priority/Goal: ECONOMIC DEVELOPMENT
Goal: Increase the frequency of visitors to Flagstaff and length of stay
Objective: Encourage visitation through promotion of area attractions and related services and amenities

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Distribution/Redemption of fulfillment piece (Discovery Passport brochure)	6,450/94	4,136/155 (brochures not available June-Aug)	7,000/300	8,000/400
Number of walk-ins at Visitor Center	85,345	100,244	107,000	112,000
Number of fulfillment requests	22,384	34,132	42,000	50,000

Council Priority/Goal: CUSTOMER SERVICE
Goal: Provide excellent customer service which meets and exceeds the City of Flagstaff's mission
Objective: Enhance existing customer service programs to both internal and external customers

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Survey of visitor experience at Visitor Center in coordination with the Arizona Office of Tourism (based on FY)	N/A	21 Flagstaff responses out of 488 statewide	N/A (not an ongoing AOT program; for FY06 only)	N/A

DEPARTMENT: GENERAL ADMINISTRATION
DIVISION: 85-VISITOR SERVICES

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 253,732	$ 303,192	$ 306,170	$ 321,048	$ 17,856
CONTRACTUAL	71,706	73,563	75,268	79,645	6,082
COMMODITIES	20,971	14,675	15,375	18,285	3,610
CAPITAL	27,056	194,033	6,535	119,940	(74,093)
TOTAL	**$ 373,465**	**$ 585,463**	**$ 403,348**	**$ 538,918**	$ (46,545)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 259,122	$ 306,023	$ 284,151	$ 307,867	$ 1,844
TRAIN STATION OPERATIONS	72,035	79,903	79,903	89,415	9,512
VISITOR CENTER REMODEL	11,326	-	-	-	-
VSTR CNTR PAVER R	30,982	199,537	39,294	141,636	(57,901)
TOTAL	**$ 373,465**	**$ 585,463**	**$ 403,348**	**$ 538,918**	$ (46,545)

SOURCE OF FUNDING:

TOURISM FUND	$ 538,918
	$ 538,918

COMMENTARY:
The Visitor Centers operating budget has decreases 7% and capital expenditures total $128,304 resulting in an overall net increase of 6%. Personal Services includes a merit, market, retirement, health insurance and dental insurance increases. Contractuals increases are due to credit card processing fee ($1,650), utilities ($2,251), custodial services ($1,829), equipment rental ($1,000) and appraisal fees ($1,000). Commodities increases are due to promotional materials ($1,120), copying and printing ($1,300), uniforms ($200), safety supplies ($100), new sign for building ($500) and horticultural supplies and related expenses ($200).

MANAGEMENT SERVICES MISSION

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

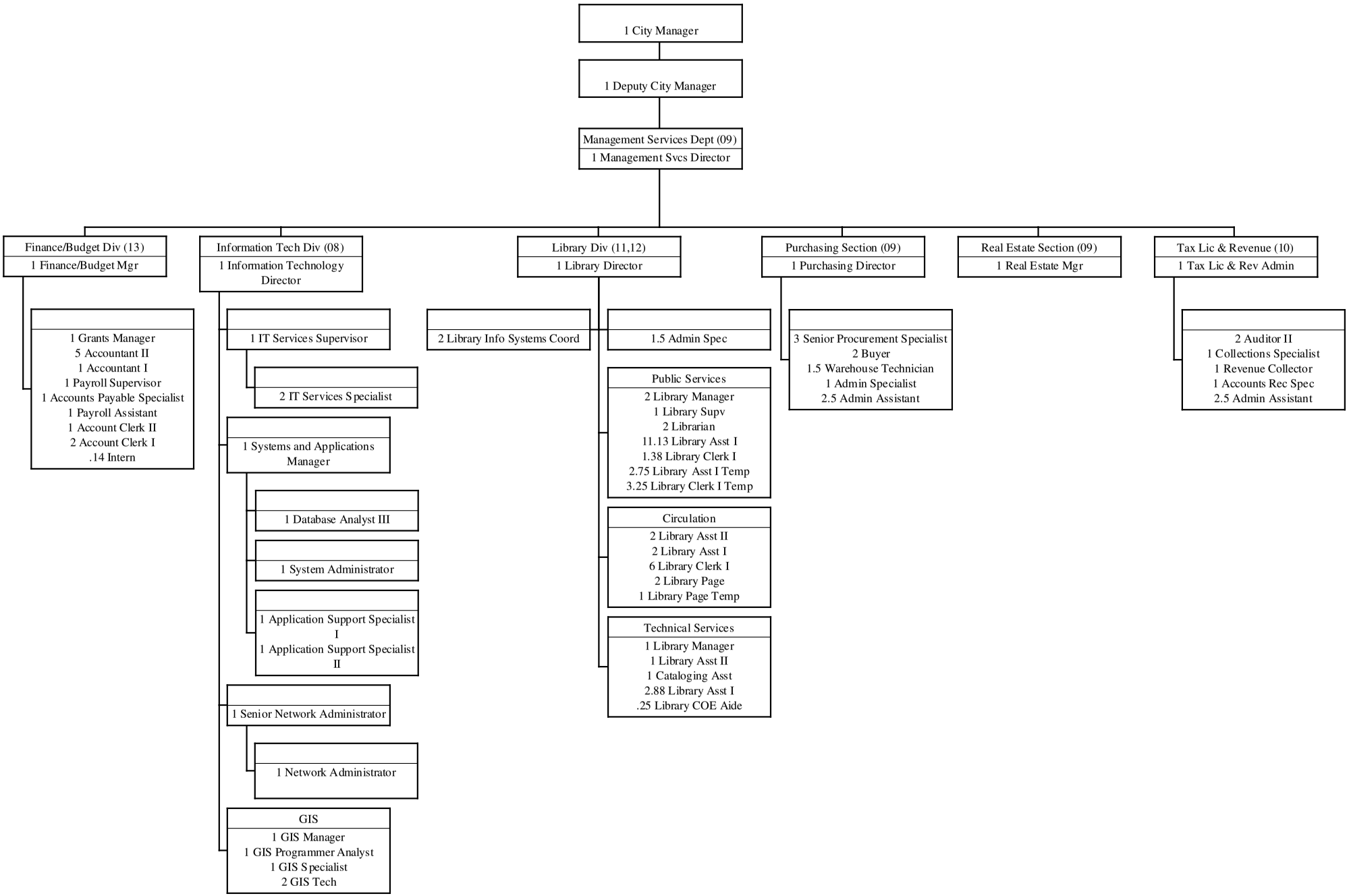
The mission of the **Information Systems Division** is to ensure City staff has the necessary resources (hardware/software) to access available data and geographical information which will assist staff in making informed decisions and to ensure the City's data resources are protected through sound security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

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

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

The mission of the **Finance and Budget Division** is to ensure that City's financial resources are protected through sound financial management, including allocation of resources consistent with community goals and providing timely, accurate, and reliable information that will assist in making informed decisions.

Management Services



MISSION

The mission of the Information Technology Division is:

To ensure that City staff has the necessary technology to access available data and geographical information which will assist staff in making informed decisions.

To ensure that the City's data resources are protected through sound security and disaster recovery management methodologies.

To provide network, server, disk storage and telephony infrastructure, system analysis, software development, and product evaluation.

PROGRAM DESCRIPTION

This Division provides the infrastructure and operational assistance to meet the information technology needs of the City Council, the citizens, and City staff. These objectives are met through various computer servers and applications, network and telephony hardware, software and security, which are maintained and updated on an ongoing basis to provide accurate information in a secure and timely manner.

FY 07 ACCOMPLISHMENTS

- ✓ Hired a new IT Director (September)
- ✓ Completed CityNet negotiations with NPG cable (November) and began construction of the CityNet - due for completion June 2007.
- ✓ Deployed new network/server monitoring software
- ✓ Implemented on-line utility payment
- ✓ Continued to upgrade PCs Citywide
- ✓ Upgraded storage environment
- ✓ Implemented regular preventative maintenance schedule for IT infrastructure

FY 08 NEW INITIATIVES

- ➢ Continue to improve customer service
- ➢ Develop a disaster recovery/business continuity plan
- ➢ Develop telecommunication consolidation/upgrade plan
- ➢ Rewrite IT policies
- ➢ Increase network/server monitoring capabilities
- ➢ Replace aging servers

PERFORMANCE MEASURES

Council Priority/Goal: CUSTOMER SERVICE
Goal: Achieve an increasing level of customer satisfaction
Objective: Perform baseline performance measurement survey, follow late in year with same (Note: with the loss of the previous IT Director and hire of the new IT Director, the survey did not occur - this will be accomplished in the next FY).

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Percentage of end users receiving satisfactory service from IT	N/A	N/A	60%	90%

Council Priority/Goal: CUSTOMER SERVICE
Goal: Maintain replacement schedule for computers
Objective: Replace minimum of 100 end user machines

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of end user machines replaced	N/A	199	199	balance

Council Priority/Goal: CUSTOMER SERVICE
Goal: Timely response to work order requests
Objective: First response within 4 hours of work orders submitted during business hours

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Percentage of work orders with a 4 hour response time	N/A	N/A	60%	100%

DEPARTMENT: MANAGEMENT SERVICES
DIVISION: 08-INFORMATION SYSTEMS

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 814,539	$ 993,911	$ 898,337	$ 1,078,663	$ 84,752
CONTRACTUAL	323,908	465,633	468,279	482,409	16,776
COMMODITIES	46,323	69,400	69,982	70,750	1,350
CAPITAL	5,954	-	-	100,000	100,000
TOTAL	**$ 1,190,724**	**$ 1,528,944**	**$ 1,436,598**	**$ 1,731,822**	$ 202,878

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 347,388	$ 372,589	$ 293,578	$ 622,771	$ 250,182
AS 400	127,699	93,866	132,950	112,139	18,273
CLIENT SERVICES	252,478	184,025	185,134	195,902	11,877
LAN/WAN	156,807	527,537	465,110	442,113	(85,424)
GIS	306,352	350,927	359,826	358,897	7,970
TOTAL	**$ 1,190,724**	**$ 1,528,944**	**$ 1,436,598**	**$ 1,731,822**	$ 202,878

SOURCE OF FUNDING:

GENERAL FUND	$ 1,364,046
HIGHWAY USER REVENUE FUND	48,496
WATER AND WASTEWATER FUND	256,235
STORMWATER FUND	-
ENVIRONMENTAL SERVICES FUND	63,045
	$ 1,731,822

COMMENTARY:
The Information Technology operating budget has increased 7% and capital expenditures total $100,000 resulting in an overall net increase of 13%. Personal Services includes a merit, market, retirement, health insurance and dental insurance increase. Contractual increases are due to computer maintenance, general operating expenses, NAU internet fees. Commodities increases are due to computer software and general office expenses. One-time expenditures for this division are GIS building maintenance, computer maintenance. Major capital (>$10,000) includes Digital Network Telephone system ($100,000).

MISSION

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

PROGRAM DESCRIPTION

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

FY 07 ACCOMPLISHMENTS

- ✓ Provided extensive training with regards to purchasing procedures.
- ✓ Provided extensive training with regards to our city wide procurement card program
- ✓ Implemented the ability to post bids to our city website.

FY 08 NEW INITIATIVES

- ➢ Implement on-line vendor registration.
- ➢ Develop and adopt a Purchasing Department policy and procedures manual.
- ➢ Amend City Charter to increase threshold dollar amount for formal bid process.
- ➢ Develop and implement Expense Management Team to identify cost saving/cost avoidance opportunities within the City of Flagstaff
- ➢ Develop and adopt a City Procurement Code
- ➢ Continue Professional Development opportunities for each Buyer for future certification within the Purchasing profession.
- ➢ Achieve an increasing level of customer satisfaction.

PERFORMANCE MEASURES

Council Priority/Goal: FISCAL HEALTH
Goal: Process Efficiency---Procurement Card Program (On-going)
Objective: To provide a cost effective method to make and administer small dollar purchases.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Percentage of total purchases made by Procurement Card	3%	4%	4%	5%

Council Priority/Goal: CUSTOMER SERVICE
Goal: Implement on-line vendor registration (New FY 08)
Objective: To allow for a more efficient, and effective means for our vendor community to register with the City of Flagstaff's Purchasing Department in order to be considered for future business and notified of bid solicitations.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Percentage of vendor registrations completed on-line vs. download of vendor applications to be completed manually and forwarded back to the City either in person, mail, or fax.	N/A	N/A	25%	25%

Council Priority/Goal: CUSTOMER SERVICE
Goal: Develop Purchasing Department policy and procedures manual (New FY 08)
Objective: To provide standardization and continuity in the delivery of best practices when conducting a purchasing related function.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
PSP Committee approval, auditor's approval	N/A	N/A	Yes	Yes

Council Priority/Goal: FISCAL HEALTH/CUSTOMER SERVICE
Goal: Amend City Charter to increase threshold dollar amount for formal bid process (New FY 08)
Objective: To increase threshold dollar amount, that requires formal bid process, while maintaining informal bid procedures to promote competition and procure goods and services at fair and reasonable prices. This will also allow us to be more efficient and effective with our purchasing process, and help minimize the time and "soft" dollar costs associated with conducting a formal bid process where we can sometimes spend a dollar in staff time to save a dime with the particular purchase. In addition, we will be able to conduct a more timely purchase of goods and services for our end users.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Council approval	N/A	N/A	Yes	Yes

Council Priority/Goal: FISCAL HEALTH
Goal: Develop and implement Expense Management Team (New FY 08)
Objective: Team will identify and implement cost saving/cost avoidance opprtunities within the City of Flagstaff.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Total annual savings/cost avoidance as a percentage of total FF&E and supply expenses.	N/A	N/A	2%	4%
Team is established.	N/A	N/A	Yes	N/A

Council Priority/Goal: CUSTOMER SERVICE
Goal: Achieve an increasing level of customer satisfaction.
Objective: Continually increase customer satisfaction survey results through implementation of process improvements, better communication with departments, and quicker response time to customer's requests.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
One survey, sent to all customers to identify percentage of customers receiving, at minimum, satisfactory service from the Purchasing Department.	N/A	N/A	70%	90%

DEPARTMENT: MANAGEMENT SERVICES
DIVISION: 09-MANAGEMENT SERVICES

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 702,927	$ 893,318	$ 901,456	$ 1,036,279	$ 142,961
CONTRACTUAL	51,491	58,445	64,905	62,280	3,835
COMMODITIES	15,602	9,550	16,024	24,545	14,995
CAPITAL	-	70,000	15,000	20,000	(50,000)
TOTAL	**$ 770,020**	**$ 1,031,313**	**$ 997,385**	**$ 1,143,104**	$ 111,791

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 172,689	$ 258,945	$ 238,241	$ 343,896	$ 84,951
PURCHASING	402,206	448,329	523,471	542,608	94,279
MAIL SERVICES	28,510	108,488	58,045	62,550	(45,938)
BOND & SURETY ADMIN	6,244	-	-	-	-
WAREHOUSE	70,569	122,663	84,265	98,038	(24,625)
PROPERTY MANAGEMENT	89,802	92,888	93,363	96,012	3,124
TOTAL	**$ 770,020**	**$ 1,031,313**	**$ 997,385**	**$ 1,143,104**	$ 111,791

SOURCE OF FUNDING:

GENERAL FUND	$ 757,285
LIBRARY FUND	22,099
HIGHWAY USER REVENUE FUND	148,371
WATER AND WASTEWATER FUND	132,027
STORMWATER FUND	6,875
AIRPORT FUND	13,593
ENVIRONMENTAL SERVICES FUND	62,854
	$ 1,143,104

COMMENTARY:

The Management Services operating budget has increased 16% and capital expenditures total $20,000 resulting in an overall net increase of 11%. Personal Services increases are due to 1.5 FTE staffing additions that include one Buyer and one-half Warehouse Technician. In addition there are merit, market, retirement, health insurance and dental insurance increases. Contractual increases are due to telephone, advertising and utilities. Commodities increases are due to office and computer equipment, office supplies, copying/printing and food. One-time expenditures for this division are retirement payout, computer and office equipment, advertising and telephone. Major capital (>$10,000) includes one mail meter machine ($20,000).

MISSION

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

PROGRAM DESCRIPTION

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

FY 07 ACCOMPLISHMENTS

- ✓ Processed 34,746 city sales tax returns. A 1.7% increase over FY 05.
- ✓ Performed 71 sales tax audits and reviews.
- ✓ Issued 1,214 Sales Tax licenses and 472 Occupational Business licenses.
- ✓ Consolidated all of Parking Ticket collections under the Revenue Collector. Our customers were not sure if payments should be made at the Court or City Hall. This consolidation removes that confusion for our customers.

FY 08 NEW INITIATIVES

- ➢ Create an online fill able tax return.
- ➢ Set-up online payment capability for sales tax accounts. Along with the fill able form this will allow tax payers to file and pay sales tax returns online.
- ➢ Prepare RFP for a new sales tax software program.

PERFORMANCE MEASURES

Council Priority/Goal: CUSTOMER SERVICE
Goal: Provide taxpayer education seminars
Objective: Conduct at least 5 seminars during the year

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of seminars held	5	5	5	5
Number of attendees	66	70	70	70

Council Priority/Goal: FISCAL HEALTH
Goal: Maintain a high collection rate of sales tax and miscellaneous billing accounts
Objective: Keep write-offs below 1.0% of annual billings

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Sales tax write-offs as a percentage of sales tax revenue	0.1%	0.1%	0.3%	0.3%
Miscellaneous receivables write-offs as a percentage of billings	0.3%	0.1%	0.3%	0.3%

Council Priority/Goal: FISCAL HEALTH
Goal: Invest city funds
Objective: Maintain a rate of return that exceeds the state Local Government Investment Pool (LGIP)

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Return on investments compared to return on same amount with LGIP	23.3%	(15.8%)	(19.00%)	5.0%

DEPARTMENT: MANAGEMENT SERVICES
DIVISION: 10-TAX, LICENSES, AND REVENUE COLLECTION

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 503,703	$ 534,434	$ 536,507	$ 572,297	$ 37,863
CONTRACTUAL	37,491	40,800	31,549	50,480	9,680
COMMODITIES	12,453	15,448	15,220	20,195	4,747
CAPITAL	-	-	-	-	-
TOTAL	**$ 553,647**	**$ 590,682**	**$ 583,276**	**$ 642,972**	$ 52,290

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 164,376	$ 180,875	$ 176,269	$ 218,371	$ 37,496
AUDIT	162,176	165,402	165,402	176,197	10,795
COLLECTIONS	106,275	111,758	111,758	117,749	5,991
LICENSING AND CLERICAL	72,356	83,034	83,034	76,570	(6,464)
ACCOUNTS RECEIVABLE	48,464	49,613	46,813	54,085	4,472
TOTAL	**$ 553,647**	**$ 590,682**	**$ 583,276**	**$ 642,972**	$ 52,290

SOURCE OF FUNDING:

GENERAL FUND	$ 524,877
LIBRARY FUND	14,571
HIGHWAY USER REVENUE FUND	1,157
WATER AND WASTEWATER FUND	23,604
AIRPORT FUND	32,935
ENVIRONMENTAL SERVICES FUND	45,828
	$ 642,972

COMMENTARY:
The Sales Tax operating budget has increased 9% and there are no capital expenditures. Personal Services includes a merit, market, retirement, health insurance and dental insurance increases. Contractual increases are due to postage rates, temporary personnel to scan tax returns into Laser Fiche. Commodities increases are due to photocopying, subscriptions, office supplies and software. One-time expenditures for this division are scanning tax returns on to laser fiche ($5,430). There is no major capital (>$10,000) for this division.

MISSION

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

PROGRAM DESCRIPTION

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

FY 07 ACCOMPLISHMENTS

- ✓ We received 3 Library Services and Techology Act (LSTA) grants from the State Library for planning and to provide enhanced services.
- ✓ At the East Flagstaff Community Library, in addition to increased programming for children, we started scheduling programming for adults which was met with great success.
- ✓ We have established new internal accounting procedures to track the various grants, gifts and donations for our libraries.
- ✓ The Library website has been redesigned, and we now have Kids, Teens, and Parent/Educator page links that provide Library program and services information. Also included are links to websites that educate and inform.
- ✓ We now have a core collection of "Playaway" audio books.
- ✓ Book discussion groups for teens and adults are established and popular.
- ✓ We received funding from the Gates Foundation to replace computers in the public libraries throughout Coconino County.
- ✓ In collaboration with Dineh College, we have increased programming for young people in Tuba City.
- ✓ We had the largest participation to date in the Summer Reading Program with a total of 1616 registered at the Main and East Flagstaff libraries.
- ✓ Grand Canyon Community Library is now a branch of this Library system.

FY 08 NEW INITIATIVES

- ➢ In collaboration with the County Elections Office, complete the remodel of the Tuba City Public Library.
- ➢ Expand our website to provide online registration for the 2007 Summer Reading Program.
- ➢ Increase adult programming.
- ➢ Reevaluate our sources of online databases in order to become more cost effective.
- ➢ Get our new bookmobiles on the road and in service.
- ➢ Continue our collaborative efforts with organizations such as Coconino Community College, Nonprofit Resource Center of Northern Arizona, and the Community Council on Early Childhood Education and Development.
- ➢ Continue to seek out funding opportunities made by grant making organizations to enhance collections and improve services.

PERFORMANCE MEASURES

Council Priority/Goal:
QUALITY OF LIFE
Goal: Have a wide variety of materials available for the public to use.
Objective: Select materials for purchase on a monthly basis.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Materials circulated to the public at Main Library and its branches	404,804	831,713	848,347	865,313

Council Priority/Goal: QUALITY OF LIFE
Goal: To continue to have a large number of people use and enjoy the library system.
Objective: Increase the number of people using the libraries on a yearly basis.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of people entering libraries	692,318	715,194	729,497	740,439

Council Priority/Goal: QUALITY OF LIFE
Goal: Provide quality informational services to people of all ages.
Objective: Provide successful responses to reference questions on a daily basis.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of reference questions successfully answered	75,342	72,409	73,134	74,231

Council Priority/Goal: QUALITY OF LIFE
Goal: Provide computers for the use of the public.
Objective: Keep computers and software updated and in good working order.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of computer sessions	157,810	155,505	158,615	161,787

Council Priority/Goal: FISCAL HEALTH
Goal: Ensure that materials are available for the public.
Objective: Notices concerning overdue materials are sent out on a weekly basis.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Notices sent requesting that material be returned promptly	36,270	30,678	31,077	31,512

Council Priority/Goal: QUALITY OF LIFE
Goal: Provide simple, logical access to library materials.
Objective: Catalog all new materials as they are received.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Materials cataloged	20,529	18,884	20,029	20,529

Council Priority/Goal: QUALITY OF LIFE
Goal: Provide adequate number of materials for users (per capita).
Objective: Select new materials for purchase on a monthly basis.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Per capita number of materials	3.72	3.75	3.77	3.79

Council Priority/Goal: QUALITY OF LIFE
Goal: Ensure that young people are using and enjoying the libraries.
Objective: Provide special programming for young people.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of special programs	414	820	897	942

Division 11 – Library Operating

DEPARTMENT: **MANAGEMENT SERVICES**
DIVISION: **11-LIBRARY**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 1,914,743	$ 2,102,133	$ 2,101,729	$ 2,464,644	$ 362,511
CONTRACTUAL	381,250	430,767	406,318	459,510	28,743
COMMODITIES	333,750	481,122	418,230	504,920	23,798
CAPITAL	64,000	345,500	220,500	125,000	(220,500)
TOTAL	**$ 2,693,743**	**$ 3,359,522**	**$ 3,146,777**	**$ 3,554,074**	$ 194,552

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 385,457	$ 453,631	$ 404,928	$ 603,805	$ 150,174
TECHNICAL SERVICES	639,735	682,787	691,536	721,195	38,408
PUBLIC SERVICES	1,102,690	1,563,830	1,369,811	1,388,846	(174,984)
COUNTY JAIL	54,512	54,174	55,466	66,500	12,326
COUNTY BOOKMOBILE	73,962	44,386	31,788	52,050	7,664
FOREST LAKES LIBRARY	48,647	71,819	51,202	85,087	13,268
TUBA CITY LIBRARY	121,292	153,005	155,445	172,848	19,843
SUPAI LIBRARY	1,866	5,500	5,500	5,500	-
EAST FLAGSTAFF LIBRARY	257,547	256,371	332,460	358,302	101,931
OUTREACH	-	1,550	1,219	1,550	-
GRAND CANYON	-	61,394	35,874	84,566	23,172
MAIN LIBRARY AUTOMATION	7,424	11,075	11,548	13,825	2,750
E. FLAG COMMUNITY	611	-	-	-	-
TOTAL	**$ 2,693,743**	**$ 3,359,522**	**$ 3,146,777**	**$ 3,554,074**	$ 194,552

SOURCE OF FUNDING:

LIBRARY FUND	$ 3,554,074
	$ 3,554,074

COMMENTARY:
The Library operating budget has increased 14% and there are no capital expenditures. Personal Services increases are due to 4.01 FTE staffing additions that include positions at the Main Flagstaff branch, East Flagstaff, jail, Forest Lakes and Tuba City. In addition there are merit, market, retirement, health insurance and dental insurance increases. Contractuals increases are due to increases in postage, and overall maintenance needs. Commodities increases are due to gas and oil, and office supply increases. One-time expenditures for this division include shelf extensions for an expanded DVD collection and a disk cleaner for the East Flag branch. Major capital includes a carrover of $125,000 for the PALSmobile.

Division 12 – Library Grants

DEPARTMENT: **MANAGEMENT SERVICES**
DIVISION: **12-LIBRARY GRANTS**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 83,304	$ 87,485	$ 85,868	$ 76,724	$ (10,761)
CONTRACTUAL	201,319	813,734	217,122	813,734	-
COMMODITIES	61,610	200,000	339,293	80,000	(120,000)
CAPITAL	-	-	-	-	-
TOTAL	**$ 346,233**	**$ 1,101,219**	**$ 642,283**	**$ 970,458**	$ (130,761)

EXPENDITURES BY PROGRAM:

COUNTY WIDE PROJECTS	$ 317,425	$ 1,101,219	$ 482,118	$ 970,458	$ (130,761)
STATE GRANT-IN-AID	160	-	646	-	-
STATE GRANT-IN-AID	24,974	-	26	-	-
GET FIT GRANT	774	-	325	-	-
BLDG A NEW GEN OF READERS	2,000	-	-	-	-
GATES STAY CONNECTED	900	-	8,083	-	-
PLANNING FOR PARTNERSH	-	-	20,000	-	-
BABY BOOMER GRANT	-	-	20,000	-	-
SNR STORYTIME & BOOKMO	-	-	25,000	-	-
GATES COMPUTER REPLACE	-	-	52,800	-	-
TUBA CITY HEALTH FAIR	-	-	3,285	-	-
2006 FOREST H'LANDS FO	-	-	5,000	-	-
STATE GRANT IN AID 200	-	-	25,000	-	-
TOTAL	**$ 346,233**	**$ 1,101,219**	**$ 642,283**	**$ 970,458**	$ (130,761)

SOURCE OF FUNDING:

LIBRARY FUND	$ 970,458
	$ 970,458

MISSION

The mission of the Finance/Budget division is to ensure that City's financial resources are protected through sound financial management, including allocation of resources consistent with community goals and providing timely, accurate, and reliable information that will assist in making informed decisions.

PROGRAM DESCRIPTION

The Finance Division provides a variety of financial services to the Council and City staff. Services include accounting and financial reporting, budgeting, payroll, accounts payable, special financial analysis, grant management, citywide switchboard operations, and performance reporting.

FY 07 ACCOMPLISHMENTS

- ✓ Received the Government Finance Officer Association (GFOA) Distinguished Budget presentation award for the thirteenth year in a row.
- ✓ Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the eleventh year in a row.
- ✓ Successfully assisted with two open enrollment sessions for health insurance.
- ✓ Assisted with the implementation of the Human Resource Interface module
- ✓ Assisted with the initial implementation of the Work Order system.
- ✓ Completed the evaluation and addition of historical infrasturture assets to the City financial system
- ✓ Completed laser printing conversion for both W-2 and 1099 printing.
- ✓ Met with Purchasing staff in retreat to facilitate work processes and streamline operations through technology implementation.
- ✓ Received the Governor's Pride in Arizona Award through AZ Clean & Beautiful for the Frances Short Pond project
- ✓ Two staff attended the Western H.T.E. users group meeting

FY 08 NEW INITIATIVES

- ➢ Complete implementation of the work order system
- ➢ Streamline work processes to assist with year-end processes and completion of the annual audit and financial report production
- ➢ Continue work in performance measurement development
- ➢ Implement employee self service through the H.T.E. Click-2-Gov module
- ➢ Implement ACH payment to vendors on a wide-scale basis
- ➢ Enhance fraud protection for the City through the implementation of software enhancements

PERFORMANCE MEASURES

Council Priority/Goal: FISCAL HEALTH
Goal: To maintain external validation of appropriate budget and year end financial reporting.
Objective: Maintain the Government Finance Officer's Association (GFOA) Certificate of Achievement of Excellence in Financial Reporting and the GFOA Distinguished Budget Presentation Award.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
GFOA Certificate of Achievement	Yes	Yes	Yes	Yes
GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes

Council Priority/Goal: FISCAL HEALTH
Goal: Continue to maintain budgeted grant revenue levels.
Objective: To apply and receive grant revenue in the amount of approximately $10 million per Fiscal Year.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Grant Revenue Received	$8,368,413	$5,627,737	$15,000,000	$10,000,000

Council Priority/Goal: FISCAL HEALTH
Goal: Increase the number of vendors paid through ACH transactions
Objective: Have a total of 50 vendors paid through ACH transactions

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Vendors registered for ACH payments	N/A	2	5	50

DEPARTMENT: MANAGEMENT SERVICES
DIVISION: 13-FINANCE AND BUDGET

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 778,096	$ 860,555	$ 868,222	$ 965,067	$ 104,512
CONTRACTUAL	31,511	68,205	58,365	53,105	(15,100)
COMMODITIES	22,833	18,705	17,705	25,805	7,100
CAPITAL	-	-	-	-	-
TOTAL	**$ 832,440**	**$ 947,465**	**$ 944,292**	**$ 1,043,977**	$ 96,512

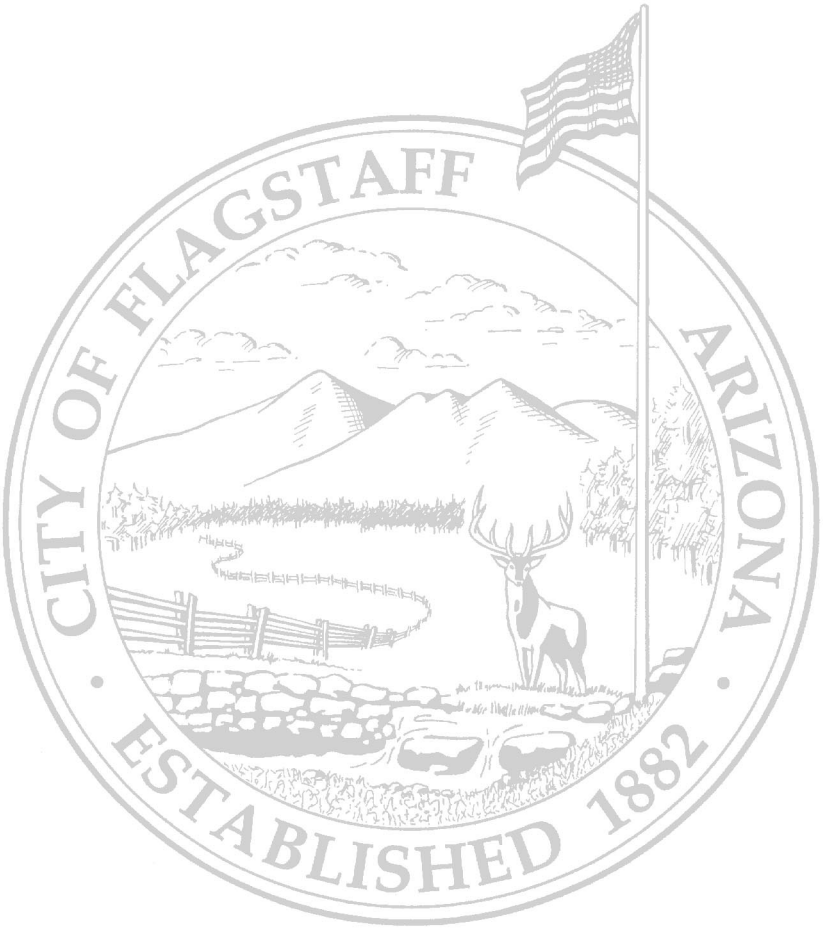
EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 136,549	$ 192,150	$ 198,922	$ 199,967	$ 7,817
ACCOUNTING	328,198	361,545	354,370	420,307	58,762
PAYROLL	126,123	134,105	134,305	142,386	8,281
ACCTS PAYABLE/ RECEIVABLE	143,880	158,000	155,400	165,744	7,744
BUDGET	5,527	4,000	4,150	4,000	-
GRANTS ADMINISTRATION	92,163	97,665	97,145	111,573	13,908
TOTAL	**$ 832,440**	**$ 947,465**	**$ 944,292**	**$ 1,043,977**	$ 96,512

SOURCE OF FUNDING:

GENERAL FUND	$ 642,215
LIBRARY FUND	56,133
HIGHWAY USER REVENUE FUND	61,106
WATER AND WASTEWATER FUND	90,815
STORMWATER FUND	36,180
AIRPORT FUND	64,432
ENVIRONMENTAL SERVICES FUND	93,096
	$ 1,043,977

COMMENTARY:
The Finance operating budget has increased 10% and there are no capital expenditures. Personal services increases are due to 1 FTE staffing additions that include an Accountant II. In addition there are merit, market, retirement, health insurance and dental insurance increases. Contractuals decreases are due to Infrastructure Valuation consultant budgeted in FY 2007 will not be expended ($25,000). Commodities increases are due to office and computer equipment, education and training and office supplies. There is no major capital (>$10,000) for this division.


CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882

COMMUNITY DEVELOPMENT DEPARTMENT MISSION

The missions of the **Community Development Administration, Development Services, Community Investment, and Community Improvements Divisions** are to be client focused teams that enable quality development, reinvestment, and conservation of the natural and built environment through publicly adopted policies.

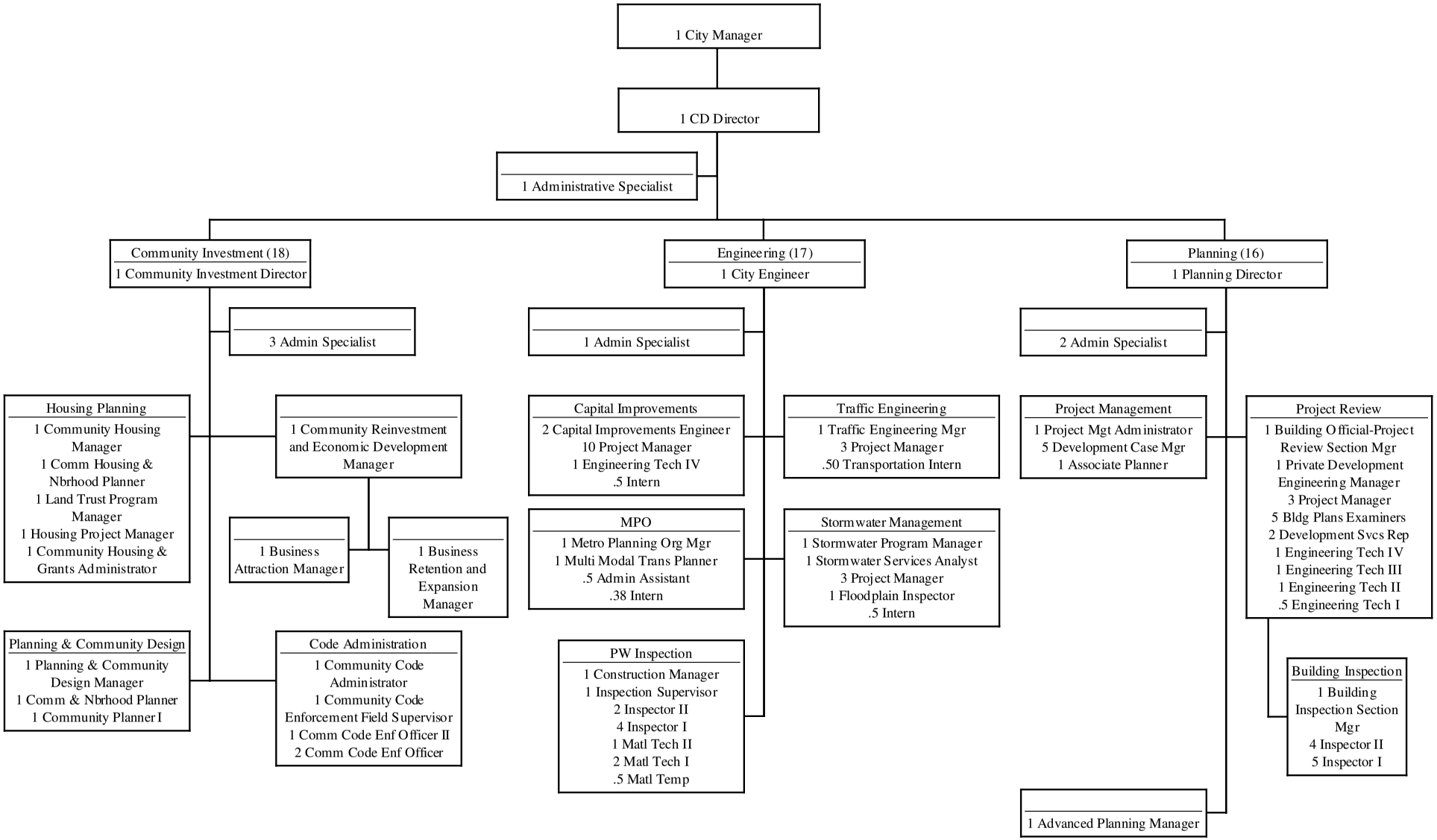
The mission of the **Capital Improvements Division** is to provide efficient and responsible management of resources in order to deliver a quality program and projects that improve the community of Flagstaff.

The mission of the **Metropolitan Planning Organization** is to work with regional partners to produce a transportation system that positively influences community character, enhances the way we experience our environment, and improves our ability to interact with the people and places necessary to our lives.

The mission of the **Housing and Community Services Division** is to provide community/neighborhood based planning and affordable housing opportunities for residents of Flagstaff, in particular elements of Flagstaff's workforce and low to moderate income families so they can continue to thrive in decent housing, a suitable living environment, and enjoy economic opportunity.

The mission of the **Stormwater Division** is to promote the public health, safety, and general welfare to minimize public and private losses due to flood conditions within the City of Flagstaff and to comply with the applicable stormwater regulations.

Community Development



MISSION

The Capital Improvements Section provides efficient and responsible management of resources in order to deliver a quality program and projects to improve the community of Flagstaff.

PROGRAM DESCRIPTION

The Capital Improvement Section of the Community Improvements Division produces the City's 5-year Capital Program, provides project planning and program delivery for Capital Improvement Projects. The Section is responsible for the project planning, programming, design, and construction of the City facilities and infrastructure in a comprehensive fashion while ensuring an appropriate level of public involvement.

FY 07 ACCOMPLISHMENTS

- ✓ Fourth Street Overpass (rail crossing) project completed.
- ✓ Cedar Avenue urban trail bridge completed.
- ✓ Completetion of the Thorpe Park Improvements.
- ✓ Completion of the Adult Center remodel and addition.
- ✓ Sunnyside neighborhood improvements Phave IV is scheduled for constuction.
- ✓ Lone Tree Road corridor study completed.
- ✓ Guaranteed Maximum Price (GMP) awarded for the new Fire Station No. 1 (Thompson Street) with completion scheduled for July 2007.
- ✓ GMP scheduled for award for the new Fire Station No. 5 (Fort Valley Road) for March of 2007.
- ✓ The design of the Flagstaff Aquaplex has been completed and a GMP is scheduled for April 2007. Construction is scheduled to begin in May 2007 and be completed in January 2008.
- ✓ Continued Rio de Flag project management services; construction of the Clay Avenue Detention Basin scheduled for May of 2007,
- ✓ Completed the Talkington Water Line Replacement Project.
- ✓ Completed the construction of the FUTS Crescent to Observatory Mesa urban trail.
- ✓ Completed the design and property acquisition of the FUTS Blue Willow to Hwy 180 urban trail projects.
- ✓ Coordination of property acquisition and construction with ADOT for the FUTS 180 (Ft. Valley Trail) project.
- ✓ Continued development and design services administration for the West Route 66 urban trail project from West Village easterly to central downtown area including railroad under crossing and pedel bicycle bridge over Milton Ave.
- ✓ Assisted in establishing the Aspen/Sawmill Improvement District.
- ✓ Completed the design of the FUTS Rio North urban trail (San Francisco to Rt. 66).
- ✓ Completed the design of the Ft. Valley Sidewalk (Safe to School) project.
- ✓ Completed the design and construction of the Butler/Fourth Traffic Signal Project.
- ✓ Completed the design of the Woodland Village Sidewalk Project.
- ✓ Assisted in project definition of the Butler Widening Project.
- ✓ Continued development and design services administration for the Huntington Drive improvements.
- ✓ Provided project coordination with ADOT for the East Flagstaff Traffic Interchange and project enhancement.
- ✓ Completed rail crossing quiet zones study and contracted design services.
- ✓ Continued development and design services administration for the Industrial Road and Drainage Improvement Project.
- ✓ Project management on the proposed improvement associated with the East Flagstaff Industrial Park Improvement District.
- ✓ Completed the design of the US 89 North Streetscape.
- ✓ Participated in project definition for the Business Incubator facility.
- ✓ Participated in project definition for first phase of bond-funded USGS facility replacements.
- ✓ Coordinated citywide up-dates to the capital program database and review by the budget committee.
- ✓ Construction of the paver replacement at the Visitors Center for the BNSF Railroad scheduled for construction in 2008.
- ✓ Participation on the engineering standards review committee.
- ✓ Participated in the Southside Traffic Improvements Project.
- ✓ Continued development and clarification of project management manual procedures.
- ✓ Continued regular communication of project status through the City Manager's report.
- ✓ Conducted public meeting to ensure opportunities for public participation and input.
- ✓ 95% of staff participation at departmental and divisional team-building opportunities.

- ✓ Continued coordination of the Lake Mary Road improvements.
- ✓ Adoption of the five year Capital Improvements Plan.

FY 08 NEW INITIATIVES

- ➢ Well trained and equipped team-centered staff
- ➢ Continued improvement of capital project and capital work program delivery
- ➢ Continued facilitation of the capital planning process and 5-year capital improvement program.

PERFORMANCE MEASURES

Council Priority/Goal: CAPITAL IMPROVEMENT
Goal: Be fiscally responsible.
Objective: Deliver Capital Improvements Projects within approved budgets.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Percentage of projects completed within 5% of the approved budget.	70%	75%	80%	80%

Council Priority/Goal: CAPITAL IMPROVEMENT
Goal: Be timely/responsive.
Objective: Deliver Capital Improvements projects in a timely manner.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Percentage of projects completed within accepted schedule.	80%	65%	80%	80%

Council Priority/Goal: CAPITAL IMPROVEMENT
Goal: Be well-planned/coordinated.
Objective: Facilitation of Capital Improvement five year plan.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Adoption of a five year plan.	No	Yes	Yes	Yes

Council Priority/Goal: CAPITAL IMPROVEMENT
Goal: Improve strategic initiates.
Objective: Working smarter.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Percentage of completed identified strategic initiates.	75%	90%	80%	80%

DEPARTMENT: GENERAL ADMINISTRATION
DIVISION: 03-CAPITAL IMPROVEMENTS

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ (502,814)	$ (405,195)	$ (406,727)	$ (453,624)	$ (48,429)
CONTRACTUAL	87,998	97,813	98,926	181,224	83,411
COMMODITIES	16,980	25,400	18,486	25,900	500
CAPITAL	-	-	-	-	-
TOTAL	**$ (397,836)**	**$ (281,982)**	**$ (289,315)**	**$ (246,500)**	$ 35,482

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ (831,252)	$ (1,190,304)	$ (705,017)	$ (1,552,328)	$ (362,024)
PROJECT MANAGEMENT	360,541	808,890	350,002	1,084,719	275,829
ADOT PROJECT COORDINATION	14,802	7,917	10,000	11,376	3,459
UNPLANNED/UNPROGAMED WORK	15,130	-	4,000	-	-
5 YEAR CAPITAL PROG DEV	42,943	91,515	51,700	209,733	118,218
TOTAL	**$ (397,836)**	**$ (281,982)**	**$ (289,315)**	**$ (246,500)**	$ 35,482

SOURCE OF FUNDING:

GENERAL FUND	$ (246,500)
	$ (246,500)

COMMENTARY:
The Capital Management operating budget has decreased 64% and there are no capital expenditures. Personal Services includes a merit, market, retirement, health insurance and dental insurance increases. There is no major capital (>$10,000) for this division. The Capital Management Division is allocated to the divisions it provides services for based on an hourly rate percentage. All costs plus the administrative overhead assigned to the division are allocated.

MISSION

The FMPO will work with our regional partners to produce a transportation system that positively influences community character, enhances the way we experience our environment, and improves our ability to interact with the people and places necessary to our lives.

PROGRAM DESCRIPTION

The Flagstaff area's Cooperative, Comprehensive, and Continuing ("3C") Urban Transportation Planning Program is conducted by the FMPO through the administration and support of the City of Flagstaff, Coconino County, and the Arizona Department of Transportation (ADOT), in cooperation with state and federal agencies, including the U.S. Department of Transportation (USDOT), Federal Highway Administration (FHWA), and Federal Transit Administration (FTA).

FY 07 ACCOMPLISHMENTS

- ✓ Hired Administrative Specialist
- ✓ Completed Trip Diary Survey
- ✓ Completed Fourth Street Traffic Interchange Feasibility Study
- ✓ Evaluated Juniper Point Regional Plan Amendment
- ✓ Expanded community outreach
- ✓ Launched Route Transfer Study
- ✓ Coordinated with NAIPTA on downtown transit service plan
- ✓ Townsend-Winona Corridor Study

FY 08 NEW INITIATIVES

- ➢ Regional Transportation Plan update include
  - ** Multimodal service levels
  - ** Planning criteria development
  - ** 20-year transportation capital projection
  - ** Coordination with City, County, ADOT, NAIPTA planning efforts
  - ** Significant public involvement effort

PERFORMANCE MEASURES

Council Priority/Goal: COLLABORATION
Goal: To assure coordination of transportation policies, plans and projects across member agencies.
Objective: Communicate regularly with member agencies collectively and individually.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Bi-monthly meetings with TAC, Executive Board and Mgmt. Committee (changed to bi-monthly in January 07)	N/A	20/28	20/25	16/18
At least one quarterly meeting with each partner agency	N/A	N/A	12	16

Council Priority/Goal: PLANNING FOR GROWTH
Goal: To assist the region in the visualization and measurement of existing, planned and alternative land use scenarios.
Objective: Cooperative development of standards, data and maintenance procedures for a regional base and future year land use models.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Relevant department heads are aware of the initiative and have adopted needed procedures for model upkeep.	N/A	N/A	60%	100%
Successful test of model upkeep procedures	N/A	N/A	40%	100%

COMMUNITY DEVELOPMENT DIVISION 14 MPO

Council Priority/Goal: PLANNING FOR GROWTH
Goal: Annual update of regional traffic model
Objective: Successful incorporation of new land use data into well-calibrated model

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Production of 2006 base year model calibrated to industry standards	N/A	N/A	0%	100%

DEPARTMENT: COMMUNITY DEVELOPMENT
DIVISION: 14-MPO

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 150,986	$ 164,621	$ 171,063	$ 201,881	$ 37,260
CONTRACTUAL	175,896	596,546	168,704	535,146	(61,400)
COMMODITIES	9,435	15,250	7,245	7,025	(8,225)
CAPITAL	-	-	-	-	-
TOTAL	**$ 336,317**	**$ 776,417**	**$ 347,012**	**$ 744,052**	$ (32,365)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 118,744	$ 229,068	$ 124,177	$ 227,552	$ (1,516)
SHORT RANGE PLANNING PROG	103,949	230,969	118,067	187,500	(43,469)
SHORT RANGE DATA COLLECTN	-	48,000	25,454	22,000	(26,000)
LONG RANGE TRANSIT PLAN	86,114	41,380	48,000	67,000	25,620
LONG RANGE TRANSPORT PLAN	4,961	227,000	14,414	240,000	13,000
LONG RANGE "OTHER" TRANSP	22,549	-	16,900	-	-
TOTAL	**$ 336,317**	**$ 776,417**	**$ 347,012**	**$ 744,052**	$ (32,365)

SOURCE OF FUNDING:

METROPOLITAN PLANNING FUND	$ 744,052
	$ 744,052

COMMENTARY:
The MPO operating budget has decreased 4% and there are no capital expenditures. Personal Services increases are due to .13 FTE staffing addition which is an Intern position. In addition there are merit, market, retirement, health insurance, and dental insurance increases. Contractual decreases are due to lower consulting costs resulting from fewer studies in the F/Y 2008 work program. Commodities decreases are due to computer equipment and software costs that were 1x RSL's in F/Y 2007. There is no major capital (>$10,000) for this division. The MPO is a mostly grant reimbursed program, the City and County supplement the MPO's budget with transfers of $30,000 and $5,000 respectively.

MISSION

CREATING COMMUNITY TOGETHER. We are a client-focused team that enables quality development, reinvestment, and conservation of the natural and built environment through publicly adopted policies.

PROGRAM DESCRIPTION

The Community Development Administration Division provides leadership and vision for and coordinates the activities of the Community Improvements, Community Investment and Development Services Division. Administration also serves C.D. by coordinating issue resolution with other City Departments and external agencies.

FY 07 ACCOMPLISHMENTS

- ✓ Lorman Training brought to Flagstaff "What you need to know about open meeting, public records & conflict of interest in Arizona.
- ✓ Department wide one day retreat.
- ✓ Large amount of filing warehoused to house new staff.
- ✓ Large amount of permits scanned and warehoused to help insure better customer service and additional room for new staff.
- ✓ AGTS Supervisor's Academy training for staff.
- ✓ Established CD Leadership Team.

FY 08 NEW INITIATIVES

- ➢ Work with Mayor's Office on BioScience.
- ➢ Ensure focus on Economic Development and Housing; two of Council's top priorities
- ➢ Complete Leadership Team Initiatives to improve CD performance and communications

PERFORMANCE MEASURES

Council Priority/Goal: CUSTOMER SERVICE
Goal: Provide On-going Leadership and Management Training
Objective: Professionally Lead and Managed Department Focused on our Clients

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Provide Leadership and Management Training	N/A	100	100	100
Completed Division Work as Programmed	N/A	80	80	80

DEPARTMENT: COMMUNITY DEVELOPMENT
DIVISION: 15-COMMUNITY DEVELOPMENT ADMINISTRATION

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 205,022	$ 215,081	$ 212,422	$ 224,462	$ 9,381
CONTRACTUAL	37,788	59,300	59,495	23,850	(35,450)
COMMODITIES	16,827	16,450	18,400	17,950	1,500
CAPITAL	-	-	-	-	-
TOTAL	**$ 259,637**	**$ 290,831**	**$ 290,317**	**$ 266,262**	$ (24,569)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 259,637	$ 290,831	$ 290,317	$ 266,262	$ (24,569)
TOTAL	**$ 259,637**	**$ 290,831**	**$ 290,317**	**$ 266,262**	$ (24,569)

SOURCE OF FUNDING:

GENERAL FUND	$ 266,262
	$ 266,262

COMMENTARY:
The Community Development operating budget has decreased by 8% and there are no capital expenditures. Personal Services include a merit, market, retirement, health insurance, and dental insurance increase. Contractuals decreases are due to lower Consulting expenses and moving the funding for the sustainability position to Environmental Services. Commodities increases are due primarily to increase Office and Safety Supplies expenses. There is no major capital (>$10,000) for this division.

MISSION

The mission of the Community Development Department is to be a client focused team that enables quality development, reinvestment, and conservation of the natural and built environment through publicly adopted policies.

PROGRAM DESCRIPTION

The Development Services Division is responsible for working closely with applicants and the general public to process cases from the conceptual idea stage through formal applications, building plan review, building inspection, and finally occupancy approval. Our customers include the general public, developers, trade groups, other City and County staff, the Planning and Zoning Commission, and the City Council.

The Division is divided into four sections.

The Program Management Section is responsible for reviewing applications (such as site plans, rezoning, & plats). Staff applies the applicable City codes, such as the Land Development Code, and works with applicants, area residents, the Development Review Board, the Planning and Zoning Commission and the City Council to achieve the best results for all parties.

The Project Review Section is primarily responsible for administering and enforcing the provisions of the various codes regulating engineering, horizontal and vertical construction, surveying and reviewing plans to facilitate future development in the City of Flagstaff. Responsibilities include guidance for developers and investors to facilitate the ordered growth of the City of Flagstaff. Staff provides detailed plan check to ensure compliance with applicable codes and ordinances, on site inspections, review and update of all codes to conform to current trends in the engineering and construction industry, and abatement of safety hazards and unsanitary conditions.

The Project Inspection Section is primarily responsible for administering and enforcing the provisions of the various codes regulating horizontal and vertical construction, to ensure compliance with applicable codes and ordinances, on-site inspections, review and update of all codes to conform to current trends in the engineering and construction industry, and abatement of safety hazards and unsanitary conditions.

The Public Works Inspection and Materials Testing Lab Section is responsible for providing construction inspection and materials testing services to the other City Departments, as well as to private development contractors. This section is responsible for the inspection and testing of infrastructure improvements that will eventually become City property. They are also responsible for coordinating, communicating and interfacing with the different groups involved with constructing projects throughout the City.

FY 07 ACCOMPLISHMENTS

Economic Development/Redevelopment

- ✓ Sustainability and Green Building continues as an emphasis in the building community. The Building Official, working with the Coconino County's Sustainability Committee, meets monthly to discuss strategies, disseminate information on projects, workshops, and guest lecturers in the Northern Arizona area. A drafted IGA with Coconino County and the City of Flagstaff is near completion and will cement the agreements to review work and issue permits for new construction. Public works has hired a full-time staff member to concentrate on making City facilities sustainable.
- ✓ Provided timely review of approximately 161 miscellaneous building permits during the fiscal year.
- ✓ Processed 29 lot splits during the fiscal year.
- ✓ The Planning & Zoning Commission has reviewed 37 items from July 1, 2005, through February of 2006. They approved several redevelopment projects, new development and residential subdivisions, including St. Francis de Assis Church plat; Sawmill tentative plat including development agreement amendment and forming an improvement district for the project; Pine Canyon subdivision plats and resolved the restricted access issues and obtained affordable housing site of approximately 27 acres; apartment conversions to condominiums; Marriot Courtyard and restaurant; Rio Homes affordable housing subdivision plats; Juniper Point regional plan amendment; Forest Springs town homes subdivision.
- ✓ Provided assistance to the Housing Section to provide work force housing projects. Currently processing plats within Rio Homes and discussing affordable housing with the various rezoning applications.

- ✓ Submitted comments from the County on proposals adjacent to the City limits.
- ✓ Process major rezoning cases such as: Juniper Point, a Traditional Neighborhood Development (TND) development with specific plan; Canyon del Rio, TND development with specific plan; St. Francis de Assisi Church rezoning and conditional use permit; Presidio at the Pines West Development annexation/rezoning when requested by property owner with a petition for annexation. This case will also require a major plan amendment.

Planning for Growth and Customer Service

- ✓ Staff performed 12,961 off-site inspections.
- ✓ 95% of the inspections were performed on time.
- ✓ There were no personal injuries to staff on the job sites.
- ✓ There was no warranty work required in 2006.
- ✓ 35 major construction projects received a Final Letter of Acceptance.
- ✓ Inspected 52 Private Development projects and 13 City Capital projects.
- ✓ Continued on time testing of projects.
- ✓ Provided testing for 9 City Capital projects and 20 on-site projects.
- ✓ Provided testing for Landfill.
- ✓ Provided testing for Utilities.
- ✓ The revisions to the Engineering Standards were codified by City Council and published in late December 2006. Additionally, after months of negotiations, ADEQ review parameters appear to be close to settlement. Both of these regulatory issues have been coordinated with the private engineering community and provide clarification and concurrence with Council and customer goals.
- ✓ A redesign of the Development Review Board (DBR) process was completed in November 2006 and is fully implemented. The concerns of the development community, Northern Arizona Building Association (NABA) and design professionals were instrumental in assuring that the new process was understood and responsive to customer needs. Staff is continuing the evolution of computer programs and tracking methodology to assure that the changes are helpful to the client.
- ✓ Both commercial and residential plan review now perform a 72-hour initial review to provide feedback to the applicant as soon as possible on the quality of their project submittal.
- ✓ Hired an additional Inspector I, total of 5, added one (1) Inspector II to fill for mall inspector.
- ✓ The new DRB process also implemented a single-point of contact to provide excellent customer service in processing the various types of development proposals.
- ✓ Continued to provide expertise to the Community Investment Division on several redevelopment and economic development projects such as Small Business Incubator, Flagstaff Mall Expansion and Auto Park, Sawmill and Southside implementation.
- ✓ From February 06 to February 07 a total of 1,760 single-family lots have been recorded. The apartment to condominium conversion accounted for 470 of the total lots.
- ✓ 399 multi-family residential projects were approved.
- ✓ For the calendar year 2006, 302 cases were reviewed by the Development Review Board.
- ✓ Continue to provide a complete and comprehensive review of all plans submitted. The new Development Review Board process streamlines various processes and permits. This will allow the sharing of information enterprise wide.
- ✓ Reviewed a total of 302 concept and site plan proposals throughout the review period.

FY 07 ADDITIONAL ACCOMPLISHMENTS

- ✓ Funding provided by Council allowed all of the building and sign permits to be digitally scanned under the Arizona State contract. This service will be put into full affect by mid-March 2007 and allow the rapid retrieval of permit data and certificates of occupancy from the front counter. Future goals will allow this information to be disseminated across the internet and allow users to find public permit information from a home computer or the public libraries.
- ✓ The upgraded KIVA 8.1.2 version was upgraded in mid-November, and the remote inspection module will be installed in January. Once staff has completed the business practices and procedures, the RFS module will be available.
- ✓ Purchased Accela Remote Inspector to eliminate some data entry and double work.
- ✓ Purchased Tablet PC's to minimize data entry and input inspector results into the permitting software in the field through the Remote Inspector.
- ✓ No on-the-job injuries.
- ✓ Implementing the single point of contact system in concert with a new development review process. This effort will require overhaul of the KIVA permits related to our development processing.

- ✓ All of the Development Case Managers received Form Base Code training from Form Base Code Institute.
- ✓ A complete and comprehensive ordinance review was completed this year, and only a few minor updates and revisions were recommended to the Zoning Administration Section. This revision will be included within the next update.
- ✓ Provided expertise on amendments to the Land Development Code (LDC).
- ✓ Trench Safety Awareness training.
- ✓ Asbestos Awareness training.
- ✓ KIVA software permits tracking training.
- ✓ Defensive driving class.
- ✓ Started on five-year upgrade of lab equipment.
- ✓ Added an additional fulltime lab tech.
- ✓ Finished testing for Fourth Street.
- ✓ Started support for Mall testing.

FY 08 NEW INITIATIVES

Economic Development/Housing/Sustainability

- ➢ Fully integrate the new Affordable Housing initiatives into the Development Review Process.
- ➢ Research and implement a web access for all builders to access inspection results.
- ➢ Establish an informational Kioski within City Hall for a "self-help" center to allow users in a "read only" mode check on permits and inspection schedules.
- ➢ During the International Code review and updates to the City Code, Title 4, Staff will be including the 2006 International Energy Conservation Codes and amendments. The City is a partner with Coconino County, NAU, Coconino Community College and NABA on developing standards for LEED residential permitting, US Green Standards and seeking incentives for buildings to participate in the programs.
- ➢ Development of a software search to either replace the permit tracking software (KIVA) or enhance the existing capabilities of the program and expand its use to the internet. Goal would be to provide on-line application, review, and issuing of "over-the-counter" permits and payments of these permits.
- ➢ Refine the new Development Review Process and improving the single point of contact with input from NABA and others.
- ➢ Continue to provide Planner of the Day services to the general public by telephone and front counter services.
- ➢ Better coverage of construction jobs with additional lab techs.
- ➢ Establish a third party plan review contract with two or three vendors for surges in plan review expected over the next couple of years.
- ➢ Support the implementation of the emergency inspection on call system.
- ➢ Purchase telephone server to assist in requesting inspections and notification of inspection results.
- ➢ Develop in-house training to instill confidence and understanding of the codes, and help empower inspection personnel to make decisions at the job site.
- ➢ Develop a standard rating system to evaluate inspection personnel better.
- ➢ Provide assistance to the Community Investment Division (Community Code Administration) on amendments to the Land Development Code and any re-write effort.
- ➢ Provide assistance to revising and updating the KIVA LIS/Permit Tracking software to be in line with the new Review Process.
- ➢ Review and process sign permit applications.
- ➢ Track the amount of land consumed (Acres) by residential development as well the number of units, which will provide an average density on a yearly basis. This will be a tool to project our land supply and planning growth boundary changes. Within the New Development Review Process and the new permit within KIVA, this above data will be captured for reporting next year.
- ➢ Provide specific detailed information on the type and quantity of land uses being approved though the Development Review Process.
- ➢ Provide a baseline of development activity/information within the community and furthermore the specific locations within our community. This information will assist our clients and customers with an actual projection of growth and market conditions.
- ➢ Assist the Information Services to implement the new Development Review Process within Kiva. This effort will include the auditing of all permits to assure seamless customer service though out the various permitting processes.

PERFORMANCE MEASURES

Council Priority/Goal: ECONOMIC DEVELOPMENT AND HOUSING
Goal: Provide specific detailed information that indicates type of construction (commercial, residential, misc.) and development projects that are being executed within the City of Flagstaff on a monthly (statistical) report.
Objective: Detail the projected growth of construction and the location within the MPO for construction trends and provide this information through activity reports, website information and interaction by clients using web based permitting information. The detailed statistic report is available currently by request. Once an enhanced LIS system is completed and made web-based, it would be desireable for individuals (customers) to find where construction permits are issued by reviewing a City map through the internet.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of of new single family residential permits issued	281	217	250	350
Number of Multi-family permits issued (duplexes, triplexes, townhouses)	88	200	245	295
Number of manufactured housing permits issued	100	52	25	70

Council Priority/Goal: ECONOMIC DEVELOPMENT AND HOUSING
Goal: Provide specific detailed information on the type and quantity of land uses being approved though the Development Review Process.
Objective: Provide a baseline of development activity/information within the community and the specific locations within our community. This information will assist our clients and customers with an actual projection of growth and market conditions.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of single family residential lots approved	1,305	1706	750*	850
Number of cases reviewed by the Development Review Board	327	302	350	375
Amount of single-family residential lots approved	1,254	1706	750	850
Number of multi-family residential project approved	N/A	445	500	500

* Fewer condo conversions

Council Priority/Goal: ECONOMIC DEVELOPMENT AND HOUSING
Goal: Provide the ability to anticipate building construction (both residential and commercial) by tracking the types of engineering permits and Platting processes that are approved through DRB as well as the actual issuance of engineering and building permits.
Objective: Detail the time line between when permit applications are made and when the permits are issued and keep track of number of plats being requested during a given year. A key element of planning for growth is to be able to estimate the time for reviews and what areas of review are the most difficult to complete. Staff will be able to track and measure this through several construction seasons so that better information is provided to the client.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Track the time between when an application is submitted and when the applicant is notified of critical requirements that may delay processing of the application (this will require training and revamping how we currently use the KIVA permit software and enhancement requested)-measured in day	N/A	Manually; 7-15 days	10	7
Track the time from when an applicant is notified of problems and when the applicant makes the required corrections	N/A	Manually, 7-27 days	14	14
Track the total time from application to when the permit is available for issuance (construction start is separate)	N/A	Manually, 15-31 days	45	40

Objective: Detail the projected growth of construction and the location within the MPO for construction trends and provide this information through activity reports, website information and interaction by clients using web based permitting information. Once an enhanced LIS system is completed and made web-based, it would be desirable for individuals (customers) to find where construction permits are issued by reviewing a City map through the internet.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of commercial/industrial building permits processed (separate tracking of square footage included)	38	35	45	45
Number of apartment/condo units permitted	265	256	300	300
Number of major/minor tenant improvement projects permitted	88	108	115	115

Council Priority/Goal: CUSTOMER SERVICE
Goal: The ability to measure how well we are servicing our clients is often boiled down to "time is money". A majority of the regulatory review done by the Project Review Section is best received when clients know about problems early in the process and can then get corrections made in a timely manner. The goal of measuring these times would be to provide feedback to both the client and the reviewers on where to improve the processes and thereby provide quality products.
Objective: The objective is to provide initial feedback on all types of permits within 72 hours. Depending upon quality of the submittal, review requirements, capacity of the system and ability to communicate requirements early.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Percentage of applicants called within 72 hours of submittal	N/A	95%	95%	98%

Council Priority/Goal: CUSTOMER SERVICE
Goal: To be able to provide the building community inspections in a time frame that will not hinder the progress of the project.
Objective: To conduct 95% of inspections on the day requested.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Percentage of inspection requests conducted on day requested	N/A	93%	95%	98%

Council Priority/Goal: CUSTOMER SERVICE
Goal: To have KIVA permits signed off.
Objective: To get all old and new permits that have been finalized signed off in KIVA so as to give the correct status of the project.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Have all permits in KIVA that have been finalized or passed indicated as done	N/A	60%	100%	100%

Council Priority/Goal: CUSTOMER SERVICE
Goal: Insure that the inspectors and contractors have timely and accurate testing.
Objective: Accurate field and lab testing.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of lab tests performed	12,500	9,031	11,000	13,000

Council Priority/Goal: CUSTOMER SERVICE
Goal: Promote safety by keeping Lab personnel safe in the field and in the lab.
Objective: Proper training of Lab personnel.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of injuries in the field and in the lab	None	None	None	None

Council Priority/Goal: CAPITAL IMPROVEMENT
Goal: Inspect and test 90% of the Capital Improvement projects.
Objective: Provide additional support services for those projects that require inspection services in the city right-of-way or easement.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Percentage of Capital projects that staff actually inspect	86%	87%	88%	90%
Number of inspections conducted	11,000	12,961	13,500	14,000

Council Priority/Goal: ORGANIZATIONAL SUPPORT
Goal: Encourage education and training by supporting the National Institute of Certified Engineering Technician certifications.
Objective: Ensure that staff is trained to achieve the goals of the City now and in the future.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of Highway Construction certifications.	4	3	4	5
Number of Underground Utilities certifications.	4	5	6	7
Number of Materials Testing certifications.	4	4	4	4

DEPARTMENT: COMMUNITY DEVELOPMENT
DIVISION: 16-DEVELOPMENT SERVICES

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 2,308,327	$ 2,696,442	$ 2,637,444	$ 3,078,948	$ 382,506
CONTRACTUAL	148,296	164,830	192,627	201,917	37,087
COMMODITIES	106,455	113,078	138,665	154,006	40,928
CAPITAL	112,531	179,350	163,959	15,000	(164,350)
TOTAL	**$ 2,675,609**	**$ 3,153,700**	**$ 3,132,695**	**$ 3,449,871**	$ 296,171

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 328,003	$ 114,642	$ 99,001	$ 115,080	$ 438
COUNCIL AND COMMISSIONS	1,138	5,750	5,750	5,750	-
PRIVATE DEVELOPMENT ENGR	303,323	331,893	332,184	376,799	44,906
TRAFFIC ENGINEERING	7,606	-	-	-	-
PUBLIC WORKS INSPECTION	452,991	594,141	592,651	596,419	2,278
MATERIALS TESTING	188,540	241,537	240,940	241,075	(462)
SURVEY	97,642	143,393	149,855	130,483	(12,910)
STORMWATER MANAGEMENT	20	-	-	-	-
ADEQ PLAN APPROVAL	-	11,597	8,346	12,299	702
BUILDING PLANNING REVIEW	402,736	493,024	493,557	617,031	124,007
BUILDING INSPECTION	551,405	734,008	727,572	779,440	45,432
CODE ENFORCEMENT	13,084	-	-	-	-
DEVELOPMENT REVIEW	329,121	483,715	482,839	575,495	91,780
TOTAL	**$ 2,675,609**	**$ 3,153,700**	**$ 3,132,695**	**$ 3,449,871**	$ 296,171

SOURCE OF FUNDING:

GENERAL FUND	$ 2,434,430
LIBRARY	24,726
HIGHWAY USER REVENUE FUND	304,785
WATER AND WASTEWATER FUND	600,216
STORMWATER FUND	13,642
AIRPORT	10,673
ENVIRONMENTAL SERVICES FUND	61,399
	$ 3,449,871

COMMENTARY:
The Development Services operating budget has increased 15% and capital expenditures total $15,000 resulting in an overall net increase of 9%. Personal Services increases are due to 1 FTE staffing additions that include Plans Examiner - Commercial. In addition there are merit, market, retirement, health insurance, and dental insurance increases. Contractuals increases are due to increases in Maintenance, Advertising, Rent, and Travel expenses. Commodity increases are due to Books & Subscriptions, Office Equipment and Computer Equipment expenses. There is no major capital (>$10,000) for this division.

MISSION

The Community Development Department is a client focused team that enables quality development, reinvestment and conservation of the natural and built environment through publicly adopted policies.

PROGRAM DESCRIPTION

The Community Improvements organizational Division is made up of 3 sections: Capital Improvements, Stormwater Management and Traffic Engineering. Division 17 is responsible for general administration of all sections and includes Traffic Engineering.

FY 07 ACCOMPLISHMENTS

- ✓ Conducted Division chartering to enhance team building, process development and management skills
- ✓ Conducted Division staff meetings
- ✓ Responsive to needs of the Council, citizens, City Manager and departments/divisions
- ✓ Provided thorough reports to the City Manager
- ✓ Provided consistent leadership and support for the Division
- ✓ Provided internal support for Villagio Montano's Regional Land Uses and Master Plan revisions
- ✓ Provided support for Juniper Point concept plan
- ✓ Provided design services for public roadway components of the Mall, Auto Mall and Aspen Place at the Sawmill developments
- ✓ Completed design of the southerly Dodge Avenue traffic diverter
- ✓ Managed the design of 3 new traffic signals or major upgrades at Butler/Fourth, McConnell/Buelah and Fourth/Cedar/Locket intersections
- ✓ Designed extension of the left turn lane on Butler Avenue at Fourth Street
- ✓ Extensive contact with neighborhoods making requests for traffic calming through the Traffic Commission (Bow and Arrow, Boulder Point Sparrow and Fourth)
- ✓ Designed and managed construction of the new Kinsey school crosswalk
- ✓ Coordinated traffic impacts associated with the NAU Conference Center
- ✓ Assisted with installation of new Mountain Line bus stops
- ✓ Member of the Flagstaff Metropolitan Planning Organization's Technical Advisory Committee

FY 08 NEW INITIATIVES

- ➢ Develop strategic initiatives and meaningful performance measures and implementation strategies for FY2009
- ➢ Continue to support the Traffic Commission and its advisory committees to engage the public and establish positive working relationships
- ➢ Provide consistent leadership and support for the Division
- ➢ Work closely with other Divisions to ensure thorough departmental communication
- ➢ Ensure a well trained, team centered staff
- ➢ Increase the Divisions use of the City's web page
- ➢ Assist in developing Traditional Neighborhood Development street design standards
- ➢ Design and implement a summer (school-out/tourist season) synchronization plan for city traffic signals

PERFORMANCE MEASURES

Council Priority/Goal: CUSTOMER SERVICE
Goal: Develop traffic service request tracking system and service categorization & prioritization scheme.
Objective: A service request tracking system and service categorization & prioritization scheme will allow staff to better track, categorize and prioritize service requests and customer complaints.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Implement traffic service request tracking system and service categorization & prioritization scheme.	70%	85%	85%	100%

Council Priority/Goal: QUALITY OF LIFE/PUBLIC SAFETY
Goal: Design and implement optimized summer-conditions (school-out/tourist season) timing plans for all 34 City traffic signals.
Objective: Improve traffic signal operations to reduce delays and congestion at individual intersections on City streets.

Measures: For all City traffic signals:	**CY 05 Actual**	**CY 06 Actual**	**CY 07 Estimate**	**CY 08 Proposed**
Completion of necessary intersection turning movement studies	N/A*	16 of 34	34 of 34	34 of 34
Design of intersection timing plans.	N/A*	0 of 34	17 of 34	34 of 34
Installation of plans, and fine-tuning of intersection timings.	N/A*	0 of 34	17 of 34	34 of 34

* Optimized signal timing for the school year traffic patterns at all City Traffic Signals in CY 04 and 05.

Council Priority/Goal: QUALITY OF LIFE/PUBLIC SAFETY
Goal: Design and implement summer-conditions synchronization plans for arterial and collector corridors on the City street system.
Objective: Improve traffic system operations to reduce delays and congestion along corridors on the City streets that have closely spaced traffic signals.

Measures: For 9 identified corridors	**CY 05 Actual**	**CY 06 Actual**	**CY 07 Estimate**	**CY 08 Proposed**
Completion of necessary link and intersection traffic counts.	N/A*	5 of 9	7 of 9	9 of 9
Design of individual system timing plans.	N/A*	5 of 9	7 of 9	9 of 9
Installation of plans and fine-tuning of offsets and cycle splits.	N/A*	0 of 9	5 of 9	9 of 9

*Corridor synchronization for the school year traffic patterns at all City Traffic Signals in CY 04 and 05.

DEPARTMENT: COMMUNITY DEVELOPMENT
DIVISION: 17-COMMUNITY IMPROVEMENTS

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 421,089	$ 471,325	$ 447,690	$ 517,934	$ 46,609
CONTRACTUAL	8,587	19,615	37,842	27,815	8,200
COMMODITIES	13,431	20,100	25,508	16,350	(3,750)
CAPITAL	-	-	-	-	-
TOTAL	**$ 443,107**	**$ 511,040**	**$ 511,040**	**$ 562,099**	$ 51,059

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 162,733	$ 181,005	$ 180,907	$ 182,210	$ 1,205
ON-SITE FIELD INSPECTION	18,326	-	-	-	-
PLAN REVIEW	6,844	-	-	-	-
TRAFFIC BOARDS & COMMISSN	269	3,353	3,448	11,459	8,106
TRAFFIC ENGINEERING	254,935	326,682	326,685	368,430	41,748
TOTAL	**$ 443,107**	**$ 511,040**	**$ 511,040**	**$ 562,099**	$ 51,059

SOURCE OF FUNDING:

GENERAL FUND	$ 562,099
HIGHWAY USER REVENUE FUND	561,203
STORMWATER FUND	56,431
	$ 562,099

COMMENTARY:
The Community Improvement operating budget has increased 10% and there are no capital expenditures. Personal Services increases are due to .25 FTE staffing addition which is the Intern - Traffic Engineering position. In addition there are merit, market, retirement, health insurance, and dental insurance increases. Contractuals increases are due to increases in Training, Travel, Telephone, and Maintenance expenses. Commodities decreases are due to 1X RSL's in Computer Hardware and Software in F/Y 2007. There is no major capital (>$10,000) for this division.

PLANNING AND COMMUNITY DESIGN - 1807

MISSION

We are a client-focused team that enables quality development, reinvestment and conservation of the natural and built environment through publicly adopted policies.

PROGRAM DESCRIPTION

The Planning and Community Design Section provides leadership and guidance in the development and maintenance of the community's vision for the built and natural environment of Flagstaff. Development of the vision includes its discovery and documentation, and is accomplished by creating corresponding implementation plans for the goals, objectives, and policies of the community. Maintenance includes ongoing discovery, improvement and updates to the plans, the development of specific instruments of implementation, oversight for compliance in other plans and instruments, as well as general advocacy for, and education about, the community's vision.

The work of this section is divided into three general scales; a regional and city-wide scale, a neighborhood and district scale, and an urban design scale. One might describe these, respectively, as planning and design at a ten thousand foot elevation, at a one thousand foot elevation, and on the ground. Work at these scales provides a direct connection, or path, between the broad brush goals and implementation of the vision in the physical world. By so doing, the work of this section both maintains and creates the built and natural environment desired by the citizens of Flagstaff.

FY 07 ACCOMPLISHMENTS

- ✓ Created permanent Regional Plan Amendment strategy and Land-use to facilitate high quality planning of truly traditional neighborhoods.
- ✓ Completed developer submitted Regional Plan Amendment for Juniper Point using new strategy.
- ✓ Initiated implementation of Southside Plan with prototypical projects.
- ✓ Fully integrated Planning & Community Design Section into Development Review Board / project approval process to implement Design Review Guidelines.
- ✓ Developed McMillan Mesa Open Space/Park Design.
- ✓ Completed Community Economic Sustainability (Nexus) Study.
- ✓ BBB oversight commission re-established by creation of the Beautification and Public Art Commission.
- ✓ Ongoing FUTS construction per Five-year Plan.
- ✓ Lone Tree Corridor Study and Butler Corridor presented to City Council as Area Plans.
- ✓ Initiated acquisition of 105 acres of open space in conjunction with Juniper Point.
- ✓ Fully integrated heritage preservation into Development Review Board / project approval process to implement existing regulations.
- ✓ Completed establishment of second Historic Design Review Overlay District (Townsite).
- ✓ Public Art installed outdoors at Coconino Community College (CCC), Foxglenn Park, and the Airport.
- ✓ Flagstaff Cultural Partners distributed $285,000 in grants to various cultural arts and science entities.
- ✓ New Development Fees adopted.
- ✓ Impact Fees proposed per Impact Fee Study.
- ✓ Mall Expansion / Auto Park under construction.

FY 08 NEW INITIATIVES

- ➢ Develop Housing Element for the Regional Plan.
- ➢ Update and modernize the Circulation (Transportation) Element of the Regional Plan.
- ➢ Identify and document Character Districts.
- ➢ Planning for Planning Reserve Areas.
- ➢ Develop Design Review Guidelines to provide clarity for current requirements and to address inadvertent outcomes.
- ➢ Complete development and implement City wide Historic Preservation Program.
- ➢ Initiate development of a Historic Route 66 Heritage and Redevelopment District.
- ➢ Complete Inventory update of Southside Historic District and complete National Register Listing.
- ➢ Inventory "Aging Use" sites for Affordable and Workforce Housing opportunities.
- ➢ Develop Streetscape Five-year Plan.
- ➢ Continue development of Downtown Parking Program and District.
- ➢ Continue USGS Science and Technology Park development.

PERFORMANCE MEASURES

Council Priority/Goal: AFFORDABLE HOUSING
Goal: To insure that a variety of housing opportunities are available to a diverse population, especially those requiring entry level housing.
Objective: Provide planning and community design services in support of the housing program.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Produce, with community input, a Housing Element that defines and documents the City's housing policies.	N/A	Initiated	Continued	Completed
Evaluate existing housing conditions; plan, prioritize, and program needs for existing shortcomings and for anticipated growth.	N/A	Nexus Study Initiated	Nexus Study Completed	N/A
Provide site design and architectural consultation as needed for potential housing projects.	Done	Done	Continued	Continued

Council Priority/Goal: PLANNING FOR GROWTH
Goal: To shape growth, with the involvement of the community, in a manner that preserves our region's natural environment, livability and sense of community.
Objective: General planning for growth through implementation and maintenance of the Regional Land Use and Transportation Plan.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Update and modernize the Circulation (Transportation) Element of the Regional Plan.	N/A	Initiated	Continued	Completed
Identify and document Character Districts.	N/A	Initiated	Completed	N/A
Develop Design Review Guidelines to provide clarity for current requirements and to address inadvertent outcomes.	N/A	N/A	Initiated	Continued
Identify Character District design needs (character), document, and develop standards and guidelines.	N/A	N/A	Initiated	Continued

Objective: Plan Planning Reserve Areas

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Plan, with community input, one or two PRA areas.	N/A	N/A	Initiated	Completed
Two to four developers initiated Regional Plan Amendments anticipated.	N/A	N/A	Completed	Completed

Objective: Preserve the livability and sense of community by preserving the heritage resources.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Complete development and implement City wide Heritage Preservation Program.	N/A	Initiated	Continued	Completed
Initiate development of a Historic Route 66 Heritage and Redevelopment District.	N/A	N/A	Initiated	Continued
Complete Inventory update of Southside Historic District and complete National Register Listing.	N/A	N/A	Initiated	Completed
Inventory "Aging Use" sites for Affordable and Workforce Housing opportunities.	N/A	N/A	Completed	N/A

Council Priority/Goal: PLANNING FOR GROWTH (Continued)
Goal: To shape growth, with the involvement of the community, in a manner that preserves our region's natural environment, livability and sense of community.
Objective: Preserve the natural environment of Flagstaff and the community character derived from it by retaining open space through acquisition (purchases, land trades, easements), partnerships (incentives and regulation), and maintenance.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Continue Open Space Inventory efforts.	N/A	Database sharing established with Stream Team	Continued	Continued
Develop Open Space Management Plan.	N/A	Initiated	Continued	Completed
Continue ongoing acquisition efforts.	N/A	105 acres from Juniper Point 2.5 acres from Sandilin	Continued	Continued
Continue participation in Picture Canyon and Walnut Canyon preservation efforts.	Continued	Continued	Continued	Continued

Council Priority/Goal: QUALITY OF LIFE
Goal: To enhance the quality of life for our community, we will assure comprehensive programs that allow for balanced resource development and protection, that include cultural components that cross generational boundaries and strive to create cost effective and proactive approaches to meet the social, physical and economic needs of our citizenry as we celebrate Flagstaff's heritage, diversity and vast aesthetic appeal.
Objective: Enhance the quality of life in Flagstaff by implementing neighborhood plans, streetscape and landscape projects, urban trails, and other special projects.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Orient, organize, and focus Beautification and Public Art Commission.	N/A	N/A	Completed	N/A
Develop Streetscape Five-year Plan (Div 74).	N/A	N/A	Completed	N/A
Continue implementation of Southside Plan with more City initiated projects and on private properties.	N/A	Initiated	Continued	Continued
Build third Gateway Sign (ADOT permitting).	N/A	N/A	Initiated	Completed
Continue FUTS construction trails per five-year plan (Div 75).	Continued	Continued	Continued	Continued
Continue development of Downtown Parking Program and District.	Continued	Continued	Continued	Continued
Continue USGS Science and Technology Park development.	N/A	Initiated	Continued	Continued

Objective: Enhance the quality of life in Flagstaff by providing expert professional input on the design of publicly and privately proposed projects addressing design review guidelines, historic preservation, and beautification.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Continue Planning & Community Design Section participation in Development Review Board / project approval process.	Initiated	Continued	Continued	Continued
Continue Planning & Community Design Section participation in Capital Improvement project design process.	Initiated	Continued	Continued	Continued

CODE ADMINISTRATION - 1808

MISSION

Code Administration - To promote health, well being, and general quality of life for the citzens of Flagstaff through enforcement of relevant City Codes.

PROGRAM DESCRIPTION

Code Enforcement - Enforcement of the Land Development Code.

FY 07 ACCOMPLISHMENTS

- ✓ Section is now fully staffed with a supervisor and 3 code enforcement officers
- ✓ Three new hybrid vehicles, four tablet PCs and other equipment purchased
- ✓ Code enforcement software acquired and initial implementation completed

FY 08 NEW INITIATIVES

- ➢ Continue implementation of new enforcement computer program - Phase II
- ➢ Resolve long-term enforcement issues in the community, such as storage containers and mercury vapor lights
- ➢ Continue to work with property owners to reduce non-conforming lights and signs in commercial areas
- ➢ Bring forward a Property Maintenance Ordinance for City Council discussion and possible adoption

PERFORMANCE MEASURES

Council Priority/Goal: QUALITY OF LIFE
Goal: Obtain specialized enforcement computer program
Objective: Ability to track and report code enforcement actions

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Ability to log and track enforcement cases	N/A	N/A	Will be completed	Ongoing
Ability to create reports of enforcement actions	N/A	N/A	Will be completed	Ongoing
Ability to report on problem areas and specific violations and maintain database linked to parcels	N/A	N/A	Will be completed	Ongoing

Council Priority/Goal: QUALITY OF LIFE
Goal: Increase pro-active inspection programs
Objective: Decrease client reactive complaints

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Establish daily commercial complex maintenance inspections	N/A	Yes	To be expanded	Ongoing
Establish annual industrial complex maintenance inspections	N/A	N/A	Will be completed	Ongoing
Establish other priority violation inspections	N/A	Yes	Ongoing	Ongoing
Code officers to spend a min. of 4 hours per day in the field, 80% of the time	N/A	N/A	Targeted	Ongoing

Council Priority/Goal: QUALITY OF LIFE
Goal: Provide timely response to all requests for code enforcement service.
Objective: Decrease delays and improve customer service satsifaction

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Return all phone calls and acknowledge requests for service within 24 hours	N/A	N/A	Targeted	Ongoing
Ensure first inspections are completed within 48 hours after assignment 90% of the time	N/A	N/A	Targeted	Ongoing

Council Priority/Goal: QUALITY OF LIFE
Goal: Create Property Maintenance Code
Objective: Adopt code enforcing property maintenance standards

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Provide input for enforceability of proposed code	N/A	N/A	Will be completed	Ongoing

Council Priority/Goal: QUALITY OF LIFE
Goal: Residential property maintenance inspection program
Objective: Inspect residential properties utilizing CBDG funding

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Establish inspection boundaries	N/A	N/A	Completed	Reevaluate
Establish violation parameters	N/A	N/A	Will be completed	Ongoing
Establish documentation requirements for CDBG funding	N/A	Started	Completed	Reevaluate

Council Priority/Goal: QUALITY OF LIFE
Goal: Policy and procedures manual
Objective: Create clear and direct system for enforcement

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Create standard procedures for violation actions	N/A	Started	Will be completed	Ongoing
Create time lines for enforcement actions	N/A	Started	Completed	Reevaluate
Create officer protocol for enforcement actions	N/A	N/A	Will be completed	Ongoing

Council Priority/Goal: QUALITY OF LIFE
Goal: Standardization of documents
Objective: Standardize reports, notices and letters

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Create form letter database	N/A	Started	Will be completed	Ongoing
Create standard violation notices	N/A	Started	Will be completed	Ongoing
Create standard court report for prosecution	N/A	N/A	Will be completed	Ongoing

Council Priority/Goal: QUALITY OF LIFE
Goal: Officer Certification
Objective: Recognized officer certification

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Certified Housing and property maintenance inspector certificate	N/A	N/A	Will be completed	Ongoing
Certified Zoning Enforcement Officer	N/A	2 officers completed	2 other officers to complete	Ongoing
Certified Code Enforcement Officer	N/A	N/A	4 officers certified	Ongoing

Council Priority/Goal: QUALITY OF LIFE
Goal: Enforcement web site page
Objective: Provide citizens with code enforcement information

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Provide information on violation types and corrections	N/A	N/A	N/A	Will be completed
Provide clients information on City enforcement unit	N/A	N/A	N/A	Will be completed
Provide on-line complaint form	N/A	N/A	Will be completed	Ongoing

COMMUNITY REINVESTMENT - 1809

MISSION

Community Reinvestment - Redevelop the community to reinvest and rebuild itself for sustainable economic health.

PROGRAM DESCRIPTION

Promote sustainable retail, commercial, industrial development that enhances employment and revenues for the City.

FY 07 ACCOMPLISHMENTS

- ✓ Flagstaff Mall expansion under construction with first phase scheduled to open in October 2007
- ✓ Flagstaff Auto Park under construction with four dealerships approved through the development review process
- ✓ City and NACOG awarded EDA Grant for Technology and Science Incubator to be built adjacent to USGS Campus
- ✓ Aspen Park at the Sawmill approved
- ✓ Developer selected for Science and Technology Park at USGS

FY 08 NEW INITIATIVES

- ➢ Route 66 Heritage Corridor
- ➢ Management of Downtown
- ➢ Construction and operation of the Incubator
- ➢ Construction and tenanting of the Science and Technology Park

PERFORMANCE MEASURES

Council Priority/Goal: ECONOMIC DEVELOPMENT
Goal: Promote Downtown as a cultural and shopping destination
Objective: Provide a well-managed Parking District

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Establish a Parking Meter Zone	N/A	N/A	Continue	Completed
Identify Public Parking areas with a signs and map, available at CVB, downtown kiosks, and web site.	N/A	In Process	Ongoing	Ongoing
Identify a Public Parking Garage site with proposed funding	N/A	Planning	Ongoing	Ongoing

Council Priority/Goal: ECONOMIC DEVELOPMENT
Goal: Promote Downtown as a cultural and shopping destination
Objective: Establish a Business Improvement District (BID)

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Proposed BID has support from at least 51% of downtown business owners within boundary set by property owners.	N/A	Not supported by owners	N/A	N/A
BID is legally established	N/A	N/A	N/A	N/A

Council Priority/Goal: ECONOMIC DEVELOPMENT
Goal: Establish Fourth Street as a culturally rich retail and business corridor.
Objective: Identify redevelopment opportunities in Fourth Street overpass corridor.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
RFQ sent out for south sites at Fourth Street and Route 66	N/A	RFQ issued	Developer selected	Rezone completed

Council Priority/Goal: ECONOMIC DEVELOPMENT
Goal: Stimulate Southside retail and services
Objective: Implementation of 2005 Southside Plan stratagies for redevelopment.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Propose an Overlay District for Southside District - establish design guidelines and incentives for proper infill and adaptive re-use	N/A	Planning	Planning	Planning
Identify underutilized sites and pursue proper redevelopment	N/A	Planning	Planning	Planning
Southside Street Improvements	N/A	Designer Selected	First Phase Constructed	Second Phase Constructed

Council Priority/Goal: ECONOMIC DEVELOPMENT
Goal: Establish Route 66 as a Heritage Corridor
Objective: Preserve and redevelop Route 66 to attract the Heritage Tourist

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Work with community and property owners to develop a Route 66 Heritage Corridor Plan - design guidelines and incentives for quality retail, service, and cultural amenities	N/A	Planning	Planning	Completed
Encourage a Route 66 Business Association	N/A	Planning	Planning	Completed
Develop a package of federal, state and local incentives for historic preservation and restoration of existing structures.	N/A	Planning	Planning	Completed

Council Priority/Goal: ECONOMIC DEVELOPMENT
Goal: Promote redevelopment in underutilized neighborhoods
Objective: Establish 'Infill Incentive Districts'

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
White paper on which neighborhoods fit criteria of "Infill Incentive Districts" with proposed incentives	N/A	Completed	N/A	N/A
Public Education process of Infill Incentive Districts in targeted areas	N/A	ongoing	ongoing	ongoing
Propose ordinance for Infill Incentive Districts	N/A	ongoing	Adopted	Using

Council Priority/Goal: ECONOMIC DEVELOPMENT
Goal: Construct USGS Science and Technology Park
Objective: Ongoing Project

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
USGS S&T Park under construction	N/A	Developer chosen	Rezoning Approved	Construction Begun
Incubator Building finished and occupied	N/A	Grant Awarded	A/E Plans completed and bid	Building opened and operational

Council Priority/Goal: ECONOMIC DEVELOPMENT
Goal: Fully-leased Sawmill District
Objective: Assist on retail attraction

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Direct incoming retail queries to developer	N/A	Rezoning completed	Construction begun	First Phase open

DEPARTMENT: COMMUNITY DEVELOPMENT
DIVISION: 18-COMMUNITY INVESTMENT

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 639,128	$ 912,630	$ 870,247	$ 1,125,120	$ 212,490
CONTRACTUAL	83,181	195,450	220,401	80,770	(114,680)
COMMODITIES	38,783	60,500	62,550	46,200	(14,300)
CAPITAL	-	70,000	24,359	-	(70,000)
TOTAL	**$ 761,092**	**$ 1,238,580**	**$ 1,177,557**	**$ 1,252,090**	$ 13,510

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 361,757	$ 432,752	$ 423,129	$ 367,239	$ (65,513)
DEVELOPMENT REVIEW	9,336	-	-	-	-
ADVANCED PLANNING	95,651	157,602	157,602	127,040	(30,562)
ZONING ADMINISTRATION	158,636	149,136	149,886	238,857	89,721
REDEVELOPMENT	48,454	77,397	77,397	163,656	86,259
HOUSING	55,257	333,664	287,664	267,036	(66,628)
COMMISSIONS	312	1,600	800	1,600	-
LAND TRUST PROGRAM	31,689	86,429	81,079	86,662	233
TOTAL	**$ 761,092**	**$ 1,238,580**	**$ 1,177,557**	**$ 1,252,090**	$ 13,510

SOURCE OF FUNDING:

GENERAL FUND	$ 1,014,046
LIBRARY FUND	22,965
HIGHWAY USER REVENUE FUND	68,502
WATER AND WASTEWATER FUND	75,865
STORMWATER FUND	3,772
AIRPORT FUND	9,913
ENVIRONMENTAL SERVICES FUND	57,027
	$ 1,252,090

COMMENTARY:
The Community Investment operating budget has increased 7% and there are no capital expenditures. Personal Services increases are due to 4 FTE staffing additions that include a Downtown Manager, Admin Specialist-Housing, Housing Project Manager, and Business Attraction Specialist. In addition there are merit, market, retirement, health insurance, and dental insurance increases. Contractuals decreases are due to 1X RSL Consulting expenses in F/Y 2007. Commodities increases are due to Copy, Printing, and Promotional Expenses. There is no major capital (>$10,000) for this division.

AFFORDABLE HOUSING - 1810

MISSION

The Mission of Housing Section of the Community Investment Division is to provide community based planning and housing opportunities for residents of Flagstaff, in particular, elements of Flagstaff's workforce and low to moderate income families, so they can continue to thrive in decent housing, a suitable living environment, and build economic opportunity.

PROGRAM DESCRIPTION

The City Housing Section of the Community Investment Division administers the Community Development Block Grant Entitlement Program; provides technical assistance to neighborhood organizations; designs and implements new affordable and workforce housing programs as funding allows, such as the Community Land Trust Program; provides information to the community and City Council as requested on affordable and workforce housing issues; and facilitates public participation in the creation of numerous community planning documents.

FY 07 ACCOMPLISHMENTS

Planning and Administration – Division 31

- ✓ Administered CDBG fund in a federally compliant manner.
- ✓ Completed 2007/2008 Annual Action Plan and received Council and HUD approval.
- ✓ Completed 2007/2008 Request for Proposals process.
- ✓ Completed CDBG Consolidated Annual Performance and Evaluation Report and received satisfactory performance evaluation from HUD.
- ✓ Conducted on site sub-recipient monitoring.
- ✓ Conducted Environmental Review procedures as required.
- ✓ Met HUD spending requirements.
- ✓ Provided loan servicing to prior Housing Program clients.
- ✓ Participated in and completed CDBG Integrated Disbursement Information System (IDIS).
- ✓ Staff obtained HUD Certified Income Verification Training.
- ✓ Continuing education of staff on HUD policies and procedures.
- ✓ Streamlined the 2007/2008 CDBG proposal process.
- ✓ Implemented new HUD performance measurements standards in all sub-recipient contracts and program administration.

Planning and Administration – Division 18

- ✓ Attended the Institute for Community Economics Land Trust for Affordable Housing Conference and training.
- ✓ Coordinate efforts with Development Services to integrate housing planning early in the development process.
- ✓ Create the Housing Element within the Regional Land Use and Transportation Plan.
- ✓ Created and Implemented community wide housing education effort.
- ✓ Grant awarded from ADOH for emergency repair and housing rehabilitation.
- ✓ Utilized technical assistance and partnership opportunities with Fannie Mae for Employer Assisted Housing.
- ✓ Participated in community planning efforts, including: Northern Arizona Homelessness Task Force / Rural Continuum of Care.
- ✓ Participated in community efforts to open two temporary homeless shelters.
- ✓ Obtained client files for long term loan servicing.
- ✓ Completed administrative setup and implementation of Land Trust Program.

Affordable Housing Development and Neighborhood Conservation – Division 31

- ➢ Provided funding and administrative oversight for the following programs to benefit the community. Housing Acquisition/Rehabilitation;
  - Public improvements for sixteen (16) Land Trust Program homes.
  - Homebuyer education and assistance.
  - Housing stabilization assistance.
  - Job training assistance for residents of Sunnyside.
  - Rehabilitation of two structures in Sunnyside for use as an emergency homeless shelter and transitional housing units.
  - Individual Development Accounts - homebuyer assistance savings accounts.
  - Senior Senses - critial sensory aids not covered under Medicaid.

Affordable Housing Development and Neighborhood Conservation – Division 18

- ✓ Implemented recommendations from the Community Housing Policy Task Force.
- ✓ Coordinated implementation efforts for neighborhood plans with Planning and Community Design.

- ✓ Provided oversight of contract for fiscal impact fee study.
- ✓ Project management of contract and process for Nexus Study.
- ✓ Met with developers to incorporate workforce housing units into upcoming developments in the City of Flagstaff - where appropriate.
- ✓ First 9 Community Land Trust homes sold and occupied.
- ✓ Worked with lenders to provide financing options for Land Trust Program Homes.
- ✓ Developed post purchase support measures.
- ✓ Development Agreement for Rio Homes and Ponderosa Homes produced the following: 20 homes sold to low/moderate income households and construction completed on Timber Trails Apartments.
- ✓ Design and Planning underway for upcoming Land Trust Projects.
- ✓ Continued planning efforts with developers for workforce housing opportunities.
- ✓ Met with major community employers to discuss Employer Assisted Housing opportunities.

FY 08 NEW INITIATIVES

- ➢ Work with developer to bring first cooperative housing units to Flagstaff.
- ➢ Additional RFP's for land trust units to be issued.
- ➢ Formalize loan tracking and proceedures-augment our post purchase counseling
- ➢ Utilization of Nexus Study outcomes for Housing and Economic Developement
- ➢ Create and implement housing policy element in the Regional Plan.
- ➢ Creation and Implementation of Workforce Housing Incentive Policy.
- ➢ Integration of Smart Growth concepts into housing programs, where appropriate.
- ➢ Increase workforce housing opportunities through economic development.
- ➢ Provide greater economic opportunities through the creation of workforce housing.

PERFORMANCE MEASURES

Council Priority/Goal: WORKFORCE HOUSING
Goal: Provide a variety of housing opportunities for citizens of Flagstaff -
Objective: 1. Produce, or cause to be produced, housing for sale to identifed target populations.
2. Assist Flagstaff's workforce in reaching homeownership through a variety of programs.
3. Preserve Flagstaff's current housing stock through housing rehabilitation of health and safety hazards.
4. Provide progressive housing planning.
5. Assist in creating additional rental options for residents.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Produce new affordable homes for Flagstaff's workforce through the Land Trust Program and public/private partnerships.	N/A	N/A	9	aprox. 40
Provide homeownership assistance to designated target populations.	N/A	14	18	15
Address health and safety hazards in homes owned and occupied by low/moderate income persons.	N/A	6	8	10
Implement an Employer Assisted Housing Program.	N/A	N/A	on going	on going
Work with developers to incorporate workforce housing units into upcoming developments in the City of Flagstaff where appropriate.	Yes	Yes	Yes	Yes
Complete market analyses including job housing linkage to address community sustainability.	N/A	Yes	by 6/1/07	Implement
Maintain compliance with Federal funding sources.	Yes	Yes	Yes	Yes
Complete and enter into development agreements for workforce and/or community housing.	Yes	Yes	Yes	Yes
Assist in increasing the supply of rental housing	N/A	71	64	Yes

Council Priority/Goal: WORKFORCE HOUSING
Goal: Address the economic and social needs of Flagstaff's population thorugh targeted programming and planning.
Objective: Participate in community planning efforts and provide programs where appropriate.
Objective: Maintain and strengthen Flagstaff as the regional center for retail, employment, and hospitality, while enhancing the quality of life for our residents.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Participate in community planning efforts (Contiuum of Care; Detox center planning; Annual Action Plan; etc)	Yes	Yes	Yes	Yes
Partner to provide targeted programs to assist with economic and social needs where not addressed by other resources.	Yes	Yes	Yes	Yes
Utilize results from Nexus Study to educate the community on job/housing linkage.	N/A	N/A	On going	On going

DEPARTMENT: COMMUNITY DEVELOPMENT
DIVISION: 31-HOUSING AND COMMUNITY SERVICES

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 87,523	$ 212,232	$ 208,659	$ 214,239	$ 2,007
CONTRACTUAL	1,186,291	4,131,829	1,285,702	4,317,329	185,500
COMMODITIES	3,826	18,900	8,350	4,900	(14,000)
CAPITAL	148,758	-	-	-	-
TOTAL	**$ 1,426,398**	**$ 4,362,961**	**$ 1,502,711**	**$ 4,536,468**	$ 173,507

EXPENDITURES BY PROGRAM:

REVOLVING LOAN GEN FUND	$ 389,472	$ 450,000	$ 400,000	$ 450,000	$ -
CDBG ENTITLEMENT ADMIN	102,024	196,920	190,118	112,000	(84,920)
LAND ACQUISITION-GF	219,808	1,843,679	86,733	1,817,538	(26,141)
AZ HOUSING TRUST FUNDS	-	200,000	10,000	300,000	100,000
HOME GRANT	-	200,000	10,000	366,000	166,000
AFFORDABLE HOUSING DEVELP	4	203,000	32	252,964	49,964
CDBG-REHAB OF ACQ HOMES	945	207,000	30,150	176,850	(30,150)
CDBG-NEIGH REV/HSG CONSTR	15,189	142,232	42,232	100,000	(42,232)
CDBG-PUBLIC IMPROVEMENTS	65,039	260,858	260,858	94,400	(166,458)
CDBG HOUSING REHAB	141,059	127,918	117,918	85,000	(42,918)
CDBG MISC PROJECTS	261,388	164,863	71,179	205,684	40,821
CDBG HOME BUYERS ASSIST	196,180	182,832	132,832	145,000	(37,832)
CDBG ECONOMIC DEVELOPMENT	5,819	-	-	-	-
LAND TRUST DEVELOPMENT	29,471	18,106	15,106	3,000	(15,106)
CDBG CODE ENFORCE	-	135,553	135,553	139,000	3,447
CDBG IDA MATCHING	-	30,000	-	30,000	-
CDBG PUBLIC FACIL	-	-	-	117,032	117,032
CDBG HSG SUBSIDY	-	-	-	142,000	142,000
TOTAL	**$ 1,426,398**	**$ 4,362,961**	**$ 1,502,711**	**$ 4,536,468**	$ 173,507

SOURCE OF FUNDING:

COMMUNITY REDEVELOPMENT FUND	$ 4,536,468
	$ 4,536,468

COMMENTARY:
The Housing and Community Services operating budget has decreased 4% and there are no capital expenditures. Personal Services includes a merit, market, retirement, health insurance, and dental insurance increases. Contractuals decrease is due to decreases in Other Miscellaneous Services expense. Commodities decreases are due to 1X RSL's for Computer and Equipment expenses in F/Y 2007. There is no major capital (>$10,000) for this division.

MISSION

We are a client-focused team that enables quality development, reinvestment and conservation of the natural and built environment through publicly adopted policies.

PROGRAM DESCRIPTION

The work of the Art & Science program has three parts, Cultural Arts and Sciences, Outdoor Public Art, and Indoor Public Art.

Cultural Arts and Sciences - The City contracts with Flagstaff Cultural Partners, Inc., a community based non-profit organization, for the administration and delivery of grant funds for the development, co-ordination, and support of arts, culture, and science programs. Grants include organizations delivering art, dance, heritage resources, literature, music, theater, and other programs to the community. Staff provides for administration of the contract including quarterly payments and annual review.

Outdoor Public Art - This program provides for recommendations to the City Council for the selection, placement, and installation of art pieces in community settings. Funding, when approved by the City Council, comes from allocations within Capital Improvement project budgets.

Indoor Public Art - This program provides for the selection, placement, and installation of art pieces in public buildings including City Hall, Pulliam Airport, and the Visitors Center. Art pieces are loaned by artists at no cost and nominal installation costs are funded by the General Fund.

The Public Art programs are overseen by the Beautification and Public Art Commission. A Staff Liaison is provided including various additional duties associated with Commission programs and projects including urban design for outdoor installations. Staff time for Division 71 is provided by Division 73 and Division 18.

FY 07 ACCOMPLISHMENTS

- ✓ Updated and renewed contract with Flagstaff Cultural Partners, Inc.
- ✓ Public Art Program oversight commission re-established by creation of the Beautification and Public Art Commission.
- ✓ Completed installation of public art at Coconino Community college (CCC), Foxglenn Park, and the Airport.

FY 08 NEW INITIATIVES

- ➢ Orient, organize, and focus Beautification and Public Art Commission.
- ➢ Continue indoor art displays.
- ➢ Initiate outdoor public art projects.

PERFORMANCE MEASURES

Council Priority/Goal: QUALITY OF LIFE
Goal: To enhance the quality of life for our community, we will assure comprehensive programs that allow for balanced resource development and protection, that include cultural components that cross generational boundaries and strive to create cost effective and proactive approaches to meet the social, physical and economic needs of our citizenry as we celebrate Flagstaff's heritage, diversity and vast aesthetic appeal.
Objective: Provide services by providing financial support for a variety of art, culture, and science programs.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Contract with Flagstaff Cultural Partners, Inc. to provide continuing services and grant delivery.	Completed	Completed	Completed	Completed

Council Priority/Goal: **QUALITY OF LIFE (Continued)**
Goal: To enhance the quality of life for our community, we will assure comprehensive programs that allow for balanced resource development and protection, that include cultural components that cross generational boundaries and strive to create cost effective and proactive approaches to meet the social, physical and economic needs of our citizenry as we celebrate Flagstaff's heritage, diversity and vast aesthetic appeal.
Objective: Provide public art in community settings.

Measures:	**CY 05 Actual**	**CY 06 Actual**	**CY 07 Estimate**	**CY 08 Proposed**
Projects of the Planning and Community Design Section directly for this program but also in consideration of the intent and goals of this program.	See 1807 Div / Prog	See 1807 Div / Prog	See 1807 Div / Prog	See 1807 Div / Prog
Orient, organize, and focus Beautification and Public Art Commission.	N/A	N/A	Completed	N/A
Continue annual indoor art display program.	Completed	Not Completed: Staff time not available.	Completed	Completed
Initiate outdoor public art projects.	Completed	Not Completed: Commission not available.	Initiated	Completed

DEPARTMENT: COMMUNITY DEVELOPMENT
DIVISION: 71-ARTS AND SCIENCE

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 7,233	$ 15,219	$ 15,219	$ 11,948	$ (3,271)
CONTRACTUAL	341,007	605,718	334,593	666,182	60,464
COMMODITIES	3,152	550	550	550	-
CAPITAL	-	-	-	-	-
TOTAL	**$ 351,392**	**$ 621,487**	**$ 350,362**	**$ 678,680**	$ 57,193

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 470	$ 9,531	$ 9,531	$ 8,680	$ (851)
CONTRACTUAL SERVICES	280,000	285,000	285,000	300,000	15,000
PUBLIC ARTWORK	25,922	280,831	10,831	300,000	19,169
FCP ADMINISTRATION	45,000	46,125	45,000	70,000	23,875
TOTAL	**$ 351,392**	**$ 621,487**	**$ 350,362**	**$ 678,680**	$ 57,193

SOURCE OF FUNDING:

ARTS AND SCIENCE FUND	$ 678,680
	$ 678,680

COMMENTARY:
The Arts & Science operating budget has decreased by 66% and there are no capital expenditures. Personal Services decreases are due to the internal charge outs of the Urban Designer. In addition there is a increase due to merit, market, retirement, health insurance and dental insurance. There is no major capital (>$10,000) for this division.

MISSION

We are a client-focused team that enables quality development, reinvestment and conservation of the natural and built environment through publicly adopted policies.

PROGRAM DESCRIPTION

The work of Beautification General Administration is provided by the Planning and Community Design Section that performs a variety of functions related to the enhancing and maintaining the quality of natural and built environment of the City of Flagstaff. These functions include community, neighborhood, and urban design projects and include oversight of BBB Tax funds allocated for beautification projects and Flagstaff Urban Trail System projects.

For Beautification (Div 74) and FUTS (Div 75) projects, responsibilities include financial and physical planning, inter-agency coordination, design guidelines, design services, project delivery, and ongoing maintenance. Much is performed by contract with other agencies including the Flagstaff Metropolitan Planning Organization, and outside consultants.

Internal planning and design services range in scale from details to whole neighborhoods, including Beautification and FUTS projects. Participation in public project design further implements the goals of this program. Staff also participates in the Development Review Board, with responsibility for review of public and private projects in terms of beautification efforts, Commission efforts, other planning efforts such as districts and transportation systems, and consistency with environmental (natural and built) aspects of the Land Development Code.

Staff Liaisons for the Beautification and Public Art Commission, Historic Preservation Commission, and the Open Spaces Commission, is provided out of this Division, including various additional duties for Commission programs and projects.

Finally, the general administration of Division 71 is provided by Division 73. Details of these responsibilities can be seen under "Program Description" for that division.

FY 07 ACCOMPLISHMENTS

- ✓ See Division 1807

FY 08 NEW INITIATIVES

- ➢ See Division 1807

PERFORMANCE MEASURES

Council Priority/Goal: **QUALITY OF LIFE**
Goal: To enhance the quality of life for our community, we will assure comprehensive programs that allow for balanced resource development and protection, that include cultural components that cross generational boundaries and strive to create cost effective and proactive approaches to meet the social, physical and economic needs of our citizenry as we celebrate Flagstaff's heritage, diversity and vast aesthetic appeal.
Objective: See also Division 1807

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Projects of the Planning and Community Design Section directly for this program but also in consideration of the intent and goals of this program.	See 1807 Div / Prog	See 1807 Div / Prog	See 1807 Div / Prog	See 1807 Div / Prog

DEPARTMENT: COMMUNITY DEVELOPMENT
DIVISION: 73-BEAUTIFICATION GENERAL ADMINISTRATION

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 66,494	$ 87,275	$ 101,487	$ 89,075	$ 1,800
CONTRACTUAL	8,328	12,025	13,024	13,225	1,200
COMMODITIES	5,129	4,250	3,950	3,600	(650)
CAPITAL	-	-	-	-	-
TOTAL	**$ 79,951**	**$ 103,550**	**$ 118,461**	**$ 105,900**	$ 2,350

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 79,951	$ 101,350	$ 116,561	$ 103,700	$ 2,350
COMMISSION	-	2,200	1,900	2,200	-
TOTAL	**$ 79,951**	**$ 103,550**	**$ 118,461**	**$ 105,900**	$ 2,350

SOURCE OF FUNDING:

BEAUTIFICATION FUND	$ 105,900
	$ 105,900

COMMENTARY:
The Beautification operating budget has increased 2% and there are no capital expenditures. Personal Services increases are due to merit, market, retirement, health insurance and dental insurance. There is no major capital ($10,000) for this division.

MISSION

The mission of the Stormwater Section is to promote the public health, safety and general welfare, to minimize public and private losses due to flood conditions within the City of Flagstaff, and to comply with the applicable floodplain and stormwater regulations.

PROGRAM DESCRIPTION

The Stormwater Section includes: administration, utility management, engineering/hydrology technical support, master planning, customer service, data collection, field inspection, and plan review components.

FY 07 ACCOMPLISHMENTS

- ✓ Completed Phase 1 of the Stormwater Master Plan
- ✓ Implemented the new stormwater utility rate structure fully funding the Stormwater Management Program
- ✓ Completed Illicit Discharge Ordinance
- ✓ Developed and implemented Drainage Improvement Program
- ✓ Achieved full FEMA regulatory compliance and maintained Community Rating System classification.
- ✓ Added Floodplain Inspector position
- ✓ Began inspection program for Grading activities and Stormwater Pollution Prevention Plan (SWPPP) compliance
- ✓ Achieved compliance with National Pollutant Discharge Elimination System (NPDES) Permit
- ✓ Developed "Stream Team" to help inventory and assess city watercourses
- ✓ Completed the majority of the drainage system inventory
- ✓ Initiated stormwater quality Best Management Practices (BMPs) program to reuse and recharge stormwater
- ✓ Ensured that construction projects meet the standards required by the City

FY 08 NEW INITIATIVES

- ➢ Continue development of Drainage Improvement Program
- ➢ Develop a Stormwater Management Plan (SWMP) that will comply with the renewed NPDES permit requirements
- ➢ Begin Phase 2 of the Stormwater Master Plan
- ➢ Complete stormwater quality Best Management Practices (BMPs) program
- ➢ Implement the recommendations of the Stream Team for watercourse restoration and preservation
- ➢ Move up one classification on the FEMA Community Rating System (Class 8 to Class 7) which will provide an additional discount to city residents for flood insurance

PERFORMANCE MEASURES

Council Priority/Goal: PUBLIC SAFETY
Goal: Respond in a timely manner to requests or needs of citizens, Council, Manager, and City Departments and Divisions.
Objective: Timely responses to requests for information and assistance

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Respond to Floodplain Status citizen requests within 48 hours	100%	100%	100%	100%
Respond to Grading Inspection requests within 48 hours	85%	90%	100%	100%
Respond to misc. other requests within 48 hours	100%	90%	100%	100%

Council Priority/Goal: PUBLIC SAFETY
Goal: Maintain and/or improve Community Rating System (CRS) standing. The current rating is Class 8, which provides a 10% discount on flood insurance premiums for those citizens who are required to carry flood insurance. The lower the rating; the better the score. Each improvement in the rating class provides an additional 5% rate discount. By achieving a Class 7, this would provide a 15% discount on insurance premiums.
Objective: Monitor and maintain eligible CRS activities

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Maintain or improve CRS ranking	Yes (Class 8)	Yes (Class 8)	Yes (Class 8)	Yes (Class 7)

DEPARTMENT: COMMUNITY DEVELOPMENT
DIVISION: 98-STORMWATER UTILITY

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 433,523	$ 457,135	$ 509,566	$ 495,129	$ 37,994
CONTRACTUAL	28,166	507,722	55,905	489,291	(18,431)
COMMODITIES	27,109	27,153	57,579	17,288	(9,865)
CAPITAL	-	-	-	-	-
TOTAL	**$ 488,798**	**$ 992,010**	**$ 623,050**	**$ 1,001,708**	$ 9,698

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 245,359	$ 343,945	$ 284,828	$ 365,418	$ 21,473
ENG. & MASTER PLANNING	7,507	336,477	9,500	322,356	(14,121)
OPERATIONS	235,824	311,588	328,722	313,934	2,346
REGULATION/ENFORCEMENT	108	-	-	-	-
TOTAL	**$ 488,798**	**$ 992,010**	**$ 623,050**	**$ 1,001,708**	$ 9,698

SOURCE OF FUNDING:

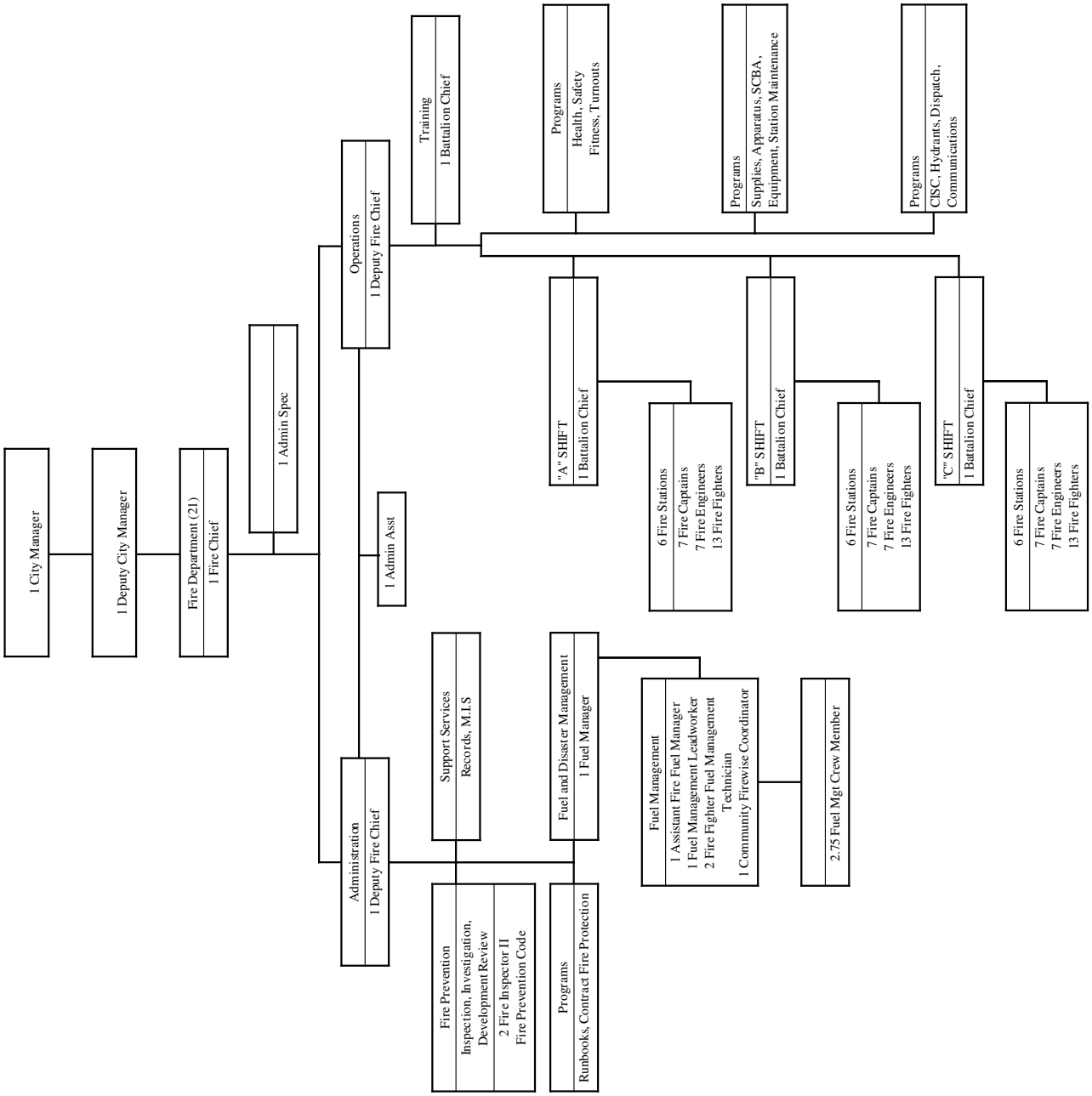
STORMWATER UTILITY FUND	$ 1,001,708
	$ 1,001,708

COMMENTARY:
The Stormwater Utility operating budget has increased 1% and there are no capital expenditures. Capital for Drainage and Stormwater Capital are captured in Divisions 34 and 99. Personal Services includes a merit, market, retirement, health insurance and dental insurance increase. Contractual and commodities decreases are due to prior year one-time expenditures. There is no major capital (>$10,000) for this division.

FIRE DEPARTMENT MISSION

The mission of the **Flagstaff Fire Department** is to responsibly protect values at risk in our community. We do this by protecting life, property, and community resources through preparation, prevention, response and mitigation.

Fire


1 City Manager
1 Deputy City Manager
Fire Department (21)
1 Fire Chief
1 Admin Spec
Administration
1 Deputy Fire Chief
1 Admin Asst
Operations
1 Deputy Fire Chief
Training
1 Battalion Chief
Fire Prevention
Inspection, Investigation, Development Review
2 Fire Inspector II
Fire Prevention Code
Support Services
Records, M.I.S
Programs
Runbooks, Contract Fire Protection
Fuel and Disaster Management
1 Fuel Manager
Fuel Management
1 Assistant Fire Fuel Manager
1 Fuel Management Leadworker
2 Fire Fighter Fuel Management Technician
1 Community Firewise Coordinator
2.75 Fuel Mgt Crew Member
"A" SHIFT
1 Battalion Chief
6 Fire Stations
7 Fire Captains
7 Fire Engineers
13 Fire Fighters
Programs
Health, Safety
Fitness, Turnouts
"B" SHIFT
1 Battalion Chief
6 Fire Stations
7 Fire Captains
7 Fire Engineers
13 Fire Fighters
Programs
Supplies, Apparatus, SCBA, Equipment, Station Maintenance
"C" SHIFT
1 Battalion Chief
6 Fire Stations
7 Fire Captains
7 Fire Engineers
13 Fire Fighters
Programs
CISC, Hydrants, Dispatch, Communications

MISSION

The mission of the Flagstaff Fire Department is to responsibly protect values at risk in our community. We do this by protecting life, property, and community resources through preparation, prevention, response, and mitigation.

PROGRAM DESCRIPTION

The Fire Department is responsible for protecting life, property, and resources through the delivery of public safety services. Prevention, preparedness, mitigation, and response represent the core of the program efforts. The organized divisions include Administration, Prevention, Training, Operations, and Fuel Management.

FY 07 ACCOMPLISHMENTS

Aministration

- ✓ Construction of new fire station #1 is in progress.
- ✓ The property for new fire station #5 has been aquired and is ready for contruction.
- ✓ Aquired a contract to provide fire and medical services to Lockett Ranches.

Operations

- ✓ Received Homeland Security Grants in the amount of $11,000 for Special Operations training.
- ✓ Received Govener's Highway Safety Grant for $5,300
- ✓ Hired a new Assistant Chief,

Fire Prevention

- ✓ Completed over 2000 commercial fire inspections
- ✓ Provided fire safety presentations to 12 public elementary schools.

Fuel Management

- ✓ Completed Fuel Management projects, which provided for the thinning of 1195 acres and prescribed burning of 800 acres.
- ✓ Completed City Wide Hazard Assessment

Disaster Management

- ✓ Completed three multi-agency drills
- ✓ Conducted multiple EOC Training and Mock Exercises

FY 08 NEW INITIATIVES

- ➢ Increase staffing levels to comply with NFPA 1710
- ➢ Deploy a Type 1 Engine, an 85' aerial platform, and a grant funded Heavy Rescue Truck
- ➢ Open 2 new fire stations
- ➢ Increase Special Operation assignments to support the program
- ➢ Develop our communications system and move toward narrow banding
- ➢ Fully activate and test the Emergency Operations Center
- ➢ Establish reliable response time data in our recording system
- ➢ Adopt and institute new Fire Codes

PERFORMANCE MEASURES

Council Priority/Goal: PUBLIC SAFETY

Goal: To provide public safety services and programs directed toward customer care and community protection, with an emphasis on customer service.

Objective: 1. To correct 100% of fire code violations found during annual commercial inspections.
2. To review plan checks within 10 working days after receipt 100% of the time.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Fire code violations corrected	89%	90%	85%	85%
Plan reviews completed within 10 days after receipt	100%	87%	85%	80%

Council Priority/Goal: PUBLIC SAFETY
Goal: To provide basic and advanced life support pre-hospital care for emergency medical patients in conjuntion with our community partners.
Objective: To track the percent of days ALS personnel operate in each district.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Station #1	98%	100%	98%	98%
Station #2	97%	98%	98%	98%
Station #3	93%	96%	98%	98%
Station #4	93%	96%	98%	98%
Station #5	93%	96%	98%	98%
Station #6	91%	97%	98%	98%

Council Priority/Goal: PUBLIC SAFETY
Goal: To prepare,operate, and respond to emergencies, which meets community expectations and complies with National Fire Protection Agency and OSHA standards.
Objective:
#1. To complete 240 hours of training annually for each firefighter.
#2. To have the first due company travel to fire and ems incidents within 4 minutes, 90% of the time.
#3. To have the balance of first alarm fire assignments travel to the scene within 8 minutes, 90% of the time.
#4. To have emergency events dispatched within 1 minute of receipt of alarm, 90% of the time.
#5. Companies to initiate response within 1 minute of recipt of a call, 90% of the time.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Complete 240 hours of annual training per firefighter	264 hours	320	240	240
First due company to the scene of fire and EMS within 4 minutes, 90% of the time	N/A	47%	50%	60%
Balance of first alarm assignments on the scene within 8 minutes, 90% of the time.	N/A	N/A	*85	*87
Emergency events dispatched with 1 minute of receipt of call, 90% of the time.	N/A	84%	*85	*85
Companies to respond within 1 minute of receipt of call, 90% of the time.	N/A	75%	*85	*90

* Dependent on the capabilities of the CAD data management software to load into the FD records system properly.

Council Priority/Goal: PUBLIC SAFETY
Goal: To provide the necessary leadership and management to accomplish the organizations's mission, goals, and objectives in an effective manner.
Objective: To manage the department budget within approved funding levels 100% of the time.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Manage budget within apporved funding levels	98.8%	98.2	98	98

Council Priority/Goal: PUBLIC SAFETY
Goal: To provide a Disaster Management Program designed to prepare and protect the community from both man made and natural disasters
Objective: 1. Plan, conduct, and evaluate 1 wildfire field exercise.
2. Plan, conduct, and evaluate 1 WMD drill.
3. Plan, conduct, and evaluate 1 muti-agency drill.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Wildfire exercise	2 completed	2 completed	2	2
WMD drill	1 completed	1 completed	1	1
Multi-agency drill	2 completed	2 completed	2	2

Council Priority/Goal: PUBLIC SAFETY
Goal: To provide the necessary Fuel Management to minimize the risk of a catastrophic wildfire and promote forest health in our community.
Objective: 1. Conduct 240 hours specialized training for the full time and seasonal Fuel Crews
2. Complete 700 acres of thining per year
3. Complete 750 acres of prescribed burning per year

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Plans completed	834 acres	585	0	0
Acres Thinned	606 acres	1195	700	700
Acres burned	823 acres	800	750	750
Training Hours (new)	N/A	N/A	240	240

DEPARTMENT: FIRE
DIVISION: 21-FIRE

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 7,269,455	$ 7,802,146	$ 7,877,574	$ 9,003,132	$ 1,200,986
CONTRACTUAL	317,116	354,645	291,323	407,955	53,310
COMMODITIES	484,288	487,465	435,435	623,065	135,600
CAPITAL	1,472,459	1,465,668	609,650	1,102,100	(363,568)
TOTAL	**$ 9,543,318**	**$ 10,109,924**	**$ 9,213,982**	**$ 11,136,252**	$ 1,026,328

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 519,753	$ 886,892	$ 1,067,557	$ 1,682,564	$ 795,672
FIRE PREVENTION	281,518	271,304	288,310	357,885	86,581
TRAINING	112,482	111,249	110,700	129,631	18,382
FIRE OPERATIONS	7,312,318	6,836,769	6,975,796	7,273,028	436,259
NAU FIRE GRANT II	-	-	-	74,360	74,360
STATE FIRE ASSISTANT	-	33,840	33,840	33,840	-
FUEL MANAGEMENT PROGRAM	291,210	591,326	592,500	283,943	(307,383)
FOREST HEALTH RESTORATION	14,241	-	-	-	-
HAZARD REDUCTION F/Y 2004	115,973	149,386	-	-	(149,386)
FIREWISE EDUCATION F/Y 03	10,691	-	-	-	-
FIRE IMPROVE PREVENTION	13,660	-	-	-	-
HMOWNER & COMM. ACTION 04	-	50,000	-	-	(50,000)
HAZARD FUEL REDUCTION	36,891	201,500	-	155,501	(45,999)
FIRE EXTRACTION EQUIPMENT	53,224	-	-	-	-
WILDFIRE THREAT RATING	27,021	-	-	-	-
HOMELAND SECURITY GRANT	51,858	-	-	-	-
HLS-PORTABLE RADIOS	162,002	-	-	-	-
HLS 05-HEAVY RESCUE	532,040	936,718	129,679	300,000	(636,718)
05 DHS FIRE PREV&	-	35,640	-	-	(35,640)
FYO6 GOHS RESCUE	-	5,300	-	-	(5,300)
06 CERT.ARBORIST	8,436	-	-	-	-
06-FIRE EXTRACATION EQ	-	-	12,000	-	-
SFA-6/05 REDUCE HAZ FI	-	-	-	240,000	240,000
SFA 6-07 RESTORING FIR	-	-	2,000	5,000	5,000
U&CF-ARBORIST TRAINING	-	-	1,600	-	-
2007-FIRE HLS	-	-	-	120,000	120,000
06-ASSIST TO FIREFIGHT	-	-	-	275,000	275,000
2007-FIRE EXTRACATION	-	-	-	5,500	5,500
DEP HOME SEC EXER	-	-	-	200,000	200,000
TOTAL	**$ 9,543,318**	**$ 10,109,924**	**$ 9,213,982**	**$ 11,136,252**	$ 1,026,328

SOURCE OF FUNDING:

GENERAL FUND	$ 11,136,252
	$ 11,136,252

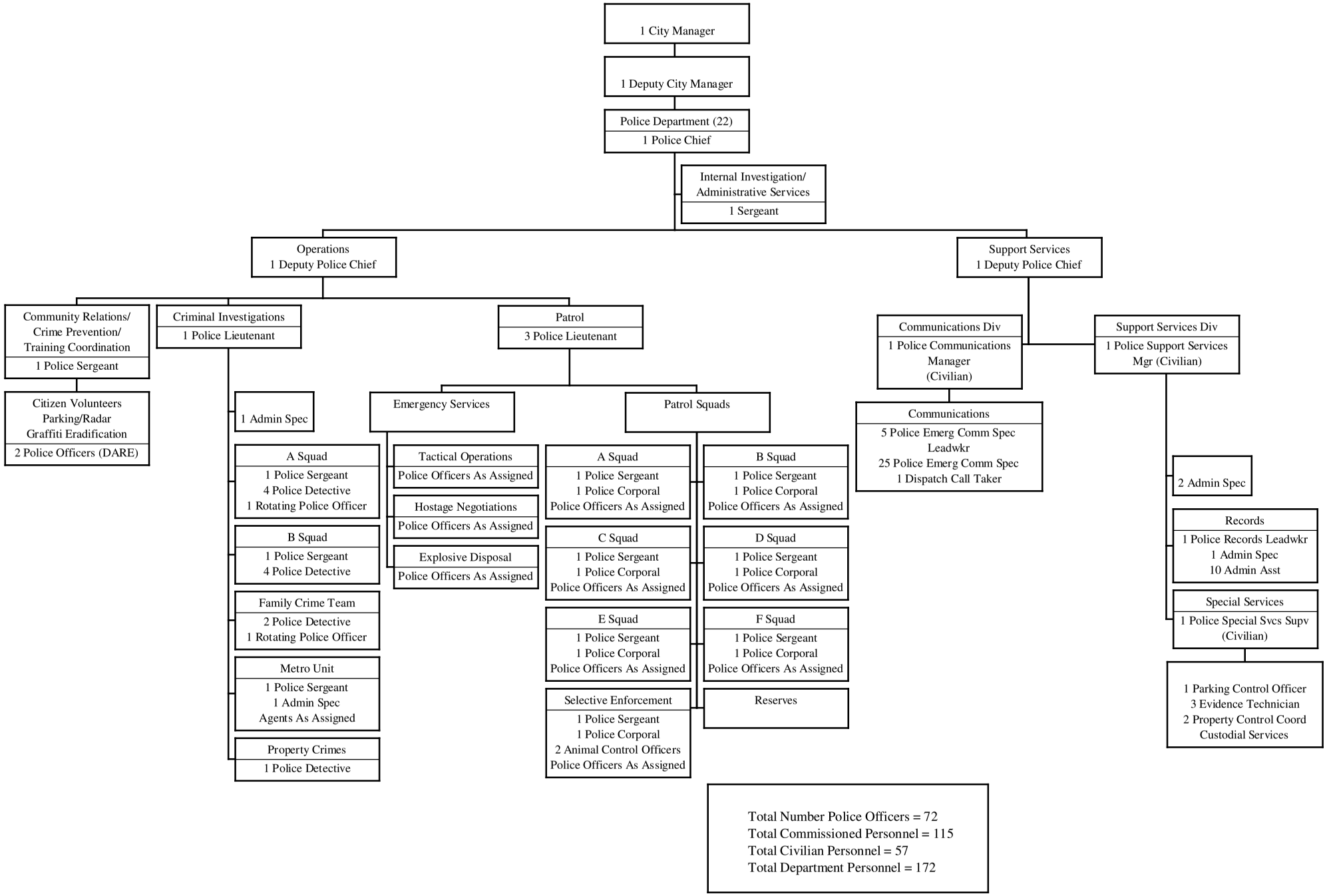
COMMENTARY:

The Fire Department operating budget has increased 14% and capital expenditures total $888,100 resulting in an overall net increase of 10%. Personal Services increases are due to 1 FTE staffing additions that include Fire Prevention Code. In addition there are merit, market, retirement, health insurance and dental insurance increases. Contractuals increases are due to consultant fees, telephone, travel, advertising and utilities. Commodities increases are due to office equipment, computers and other equipment, gas and oil, safety supplies, machinery equipment, motor vehicle and parts, copying/printing, horticultural supplies and uniforms. One-time expenditures for this division are retirement payouts, travel, registration, advertising, office equipment, computers and other equipment, telephone and utilities. Major capital (>$10,000) includes vehicle ($27,600), heavy rescue unit ($300,000), exhaust systems at fire stations ($275,000), grant funded fire equipment ($80,000) and rescue unit ($200,000).

POLICE DEPARTMENT MISSION

The mission of the **Flagstaff Police Department** is to protect and preserve life, property, public order, and the rights of the individual by providing exemplary service through the establishment of a partnership of shared responsibility, support, and trust with law abiding members of the community.

Police


1 City Manager
1 Deputy City Manager
Police Department (22)
1 Police Chief
Internal Investigation/ Administrative Services
1 Sergeant
Operations
1 Deputy Police Chief
Support Services
1 Deputy Police Chief
Community Relations/ Crime Prevention/ Training Coordination
1 Police Sergeant
Citizen Volunteers
Parking/Radar
Graffiti Eradification
2 Police Officers (DARE)
Criminal Investigations
1 Police Lieutenant
1 Admin Spec
A Squad
1 Police Sergeant
4 Police Detective
1 Rotating Police Officer
B Squad
1 Police Sergeant
4 Police Detective
Family Crime Team
2 Police Detective
1 Rotating Police Officer
Metro Unit
1 Police Sergeant
1 Admin Spec
Agents As Assigned
Property Crimes
1 Police Detective
Patrol
3 Police Lieutenant
Emergency Services
Tactical Operations
Police Officers As Assigned
Hostage Negotiations
Police Officers As Assigned
Explosive Disposal
Police Officers As Assigned
Patrol Squads
A Squad
1 Police Sergeant
1 Police Corporal
Police Officers As Assigned
B Squad
1 Police Sergeant
1 Police Corporal
Police Officers As Assigned
C Squad
1 Police Sergeant
1 Police Corporal
Police Officers As Assigned
D Squad
1 Police Sergeant
1 Police Corporal
Police Officers As Assigned
E Squad
1 Police Sergeant
1 Police Corporal
Police Officers As Assigned
F Squad
1 Police Sergeant
1 Police Corporal
Police Officers As Assigned
Selective Enforcement
1 Police Sergeant
1 Police Corporal
2 Animal Control Officers
Police Officers As Assigned
Reserves
Communications Div
1 Police Communications Manager (Civilian)
Communications
5 Police Emerg Comm Spec Leadwkr
25 Police Emerg Comm Spec
1 Dispatch Call Taker
Support Services Div
1 Police Support Services Mgr (Civilian)
2 Admin Spec
Records
1 Police Records Leadwkr
1 Admin Spec
10 Admin Asst
Special Services
1 Police Special Svcs Supv (Civilian)
1 Parking Control Officer
3 Evidence Technician
2 Property Control Coord
Custodial Services
Total Number Police Officers = 72
Total Commissioned Personnel = 115
Total Civilian Personnel = 57
Total Department Personnel = 172

MISSION

The mission of the Flagstaff Police Department is to protect and preserve life, property, public order, and the rights of the individual by providing exemplary service through the establishment of a partnership of shared responsibility, support, and trust with law abiding members of the community.

PROGRAM DESCRIPTION

The Police Department is responsible for protecting life and property, preserving the peace, and protecting the rights of individuals. These are accomplished through crime prevention, Community Block Watch Programs, repression of crime, and the apprehension of criminal offenders. The Metro Task Force, a multi-agency investigative unit, is one of many State and Federal grants the Flagstaff Police Department has received.

FY 07 ACCOMPLISHMENTS

- ✓ A new Communications Users Group, composed of Police, Sheriff, the City and several rural Fire Departments, Forest Service and Guardian staff met quarterly to develop strategic plans and determine future needs and opportunities for dispatch services.
- ✓ Law Enforcement staff and local building contractors partnered to develop a new "Project Nail-em" to open lines of communication to help prevent property crimes, recover stolen property, and identify and prosecute offenders.
- ✓ The Department reorganized its evidence processing procedures and was allocated an additional person this year to address the growing backlog of property. The efficiency of the storage and processing of property was increased by eliminating several off-site storage locations.
- ✓ Continued the Crime Free Hotel/Motel program to educate innkeepers as to how to better protect their establishments and create a network for sharing information on current criminal activity.
- ✓ Trained and developed Crisis Incident Teams (CIT) to more effectively deal with the mentally ill. The goal will be to train approximately one third of the patrol section in the CIT concept. In addition, Northern Arizona Regional Behavioral Health Authority (NARBHA) received funding so the CIT officers can refer a mentally ill person to a mental health provider 24/7. In conjunction, we will be introducing the "Smart Card" program where addresses are registered in our Computer Aided Dispatch system to alert officers to residents who have special needs resulting from Seriously Mentally Ill (SMI) conditions.
- ✓ Reorganized the ability of the Department to develop and track intelligence on homeland security issues, gangs and drug activity. A more formalized process was developed in partnership with surrounding agencies with the goal of improving this process.
- ✓ The department maintained 48 Block Watch groups and conducted 130 meetings to address neighborhood concerns such as traffic, graffiti and other quality of life issues. Every officer in the Department is assigned at least one block watch or community program to coordinate.
- ✓ Sponsored several special events such as National Night Out, Jam Zones, Teen Nights and a Challenge Program for high school seniors. Over 80 participants graduated from the two Citizen Police Academies offered over the course of the year.
- ✓ The Volunteer Program is actively providing many services to the community to supplement current and additional patrol and departmental efforts.

FY 08 NEW INITIATIVES

- ➢ Increase our presence in the Sunnyside neighborhood including the Fourth Street business corridor with the possibility of establishing a new substation.
- ➢ Explore Beat realignments in order to more efficiently allocate current patrol staffing resources. Maintain staffing levels in those beats not subjected to realignment in order to provide optimal response to calls for police service.
- ➢ Enhanced use of Crime Analysis tools to identify trends and problem areas. Explore the institution of CompStat and Management by Objective (MBO) principles to address crime trends.
- ➢ Develop new programs and initiatives to combat serious property crimes. Develop a Property Crimes Detective position to specifically investigate property crimes trends and emphasize the identification and prosecution of repeat property crime offenders. Create additional partnerships with law-abiding citizens such as Crime-Free Multi-Housing and "Project Nail-em" to increase awareness of and help deter property crimes.
- ➢ Seek grant funding for special traffic details such as red light enforcement using spotter/enforcer.
- ➢ Initiate plans for Capital Improvement projects to increase the size of the LEAF facility and work with Coconino County Sheriff's Office (CCSO) to design and construct an Evidence and Property Storage Facility.

- Identify potential funding streams to increase LEAF campus IT staff to address CAD mapping issues and enhance LEADS reporting options.
- Continue to improve the Pawn Detail with increased tracking and additional electronic tools to improve efficiency. Strengthen local ordinances on pawn and secondhand transactions and enforce more regular reporting.
- Continue participation with Coconino County Methamphetamine Task Force to explore community-wide initiatives to address the methamphetamine problem.
- Coordinate with the Criminal Justice Coordinating Council, local social service agencies and mental health providers to develop innovative homeless shelter options such as trans-structural or temporary shelter/housing for substance abusers, the homeless and the mentally ill.
- Explore partnership with FUSD to fund School Resource Officers and create an in-school silent witness program to elicit information on property crimes including criminal damage and graffiti.
- Complete Phase II of Eastside Radio Initiative. Work with Communications user agencies to identify and implement communication needs and improve radio area coverage.
- Evaluate new technologies to enhance service to internal and external customers including e-citation, electronic Field Reporting and web-based citizen access to LEADS data.
- Offer Diversity and Conflict Management Training for all employees and "Seven Habits of Highly Effective People" for supervisory staff.
- Continue our positive, proactive liaison with other criminal justice entities with active participation in the County/City Criminal Justice Integration Initiative (CJI), the Coconino County Criminal Justice Coordinating Council and other initiatives.
- Improve the recruitment, retention and training of Communications staff by increased pay incentives and improved training. Explore the use of call-taker and Communications Training Coordinator positions.
- Explore out-sourcing fleet management tasks such as the build-out of new cruisers and maintenance/shop work.

PERFORMANCE MEASURES

Council Priority/Goal: PUBLIC SAFETY/PROPERTY CRIMES
Goal: Enhance the security of Flagstaff's citizens by addressing the high rate of property crimes in Flagstaff as compared to similar sized cities and the national average. Reduce property crime by establishing programs and community partnerships designed to reduce opportunities for crime and better identify suspects.
Objective:
1. Reduce the number of property crimes committed by stepped up enforcement and education of public and special details (e.g. auto burglaries).
2. Increase the clearance rate for property crimes by identifying and aggressively pursuing prosecution of repeat offenders.
3. Increase hours committed to expedite graffiti removal.
4. Decrease graffiti and criminal damage crimes with stepped up enforcement and special projects.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Larceny Theft Crimes	3,581	3,350	3,200	3,000
Burglaries/Vehicle Thefts	718	689	655	620
Value of Stolen Property	$1,014,938	$1,266,756	$1,200,000	$1,000,000
Property Crimes Cleared	31%	32%	35%	40%
Graffiti Incidents Investigated	322	329	330	340
Volunteer Hours on Graffiti Eradication	290	215	240	290

Council Priority/Goal: PUBLIC SAFETY/TRAFFIC
Goal: Enhance the safety of Flagstaff's streets by targeting causes of motor vehicle collisions and providing a highly visable deterrent and proactive solutions.
Objective: 1. Increase traffic enforcement in high collision locations by identifying & targeting collision causing violations such as speed and red light violations. More timely tracking and media attention and increased use of Speed Monitoring Trailers, Project TRAP, Motorcycle Patrols, and other resources in selected areas.
2. Continued emphasis on arresting intoxicated drivers.
3. Increase seat belt and child restraint use with a combination of education and enforcement.
4. Increase the use of volunteer hours donated to enhance traffic enforcement efforts.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Traffic Citations Issued	13,640	11,906	14,000	14,500
Warnings Issued	11,313	10,746	11,600	12,000
Traffic Accidents	3,473	3,374	3,200	3,000
Seat Belt Citations	583	313	500	600
Red Light Violations	626	417	600	700
Speed Citations	1,821	1,946	2,200	2,500
Volunteer Hours donated	2,808	2,548	3,000	3,500

Council Priority/Goal: PUBLIC SAFETY/QUALITY OF LIFE
Goal: Expand our community policing philosphy by promoting a community partnership of trust, support and responsiveness and by providing timely response and quality service to the citizens of Flagstaff.
Objective: 1. Hold no more than 12% of total calls for service 20 minutes or longer.
2. Increase staff and citizen participation in PRIDE, Block Watch and other Community Policing programs.
3. Provide a high level of enforcement for substance abuse crimes such as DUI and Methamphetamine abuse.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
% of calls held 20 minutes or longer.	13%	11%	10%	9%
Number of DUI Arrests	998	1,043	1,050	1,060
Number of Block Watch meetings held	182	150	190	200
Arrests for Dangerous Drugs	58	77	100	130
Victim Witness Services call-outs for PD Cases	70	71	73	75

Council Priority/Goal: PUBLIC SAFETY/CUSTOMER SERVICE
Goal: Improve service to internal and external customers
Objective: 1. Promote Community Policing philosophy and customer service orientation with increased training and by encouraging staff to pursue their own educational goals. Improve mentoring of new officers to ensure they understand the philosophy and are involved in Community Policing projects.
2. Increase the ratio of evidence/property items received to items purged to free up storage space.
3. Explore the out sourcing of fleet management tasks such as the build out of new cruisers and maintenance/shop work. Increase staff in Property Control and size of fleet.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Annual Training Hours	20,750	22,107	24,000	26,000
Ratio of evidence items received to items purged	2:1	1:1	1:2	1:3
Size of PD Fleet	25	26	30	31

Council Priority/Goal: PUBLIC SAFETY/COLLABORATION
Goal: Utilize all investigative resources, ensure consistent and timely investigation and dispostion of all assigned cases.
Objective: 1. Target repeat offenders for enhanced prosecution.
2. Make full custody arrests in cases of domestic violence where sufficient probable cause exists.

Measures:	**CY 05 Actual**	**CY 06 Actual**	**CY 07 Estimate**	**CY 08 Proposed**
Total cases assigned to Detectives	6,373	6,070	6,000	5,900
% of cases cleared	54%	54%	56%	58%
% of DV calls where an arrest is made	37%	42%	45%	50%

DEPARTMENT: POLICE
DIVISION: 22-POLICE

EXPENDITURES BY CATEGORY:	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 10,797,043	$ 11,659,817	$ 11,608,269	$ 12,978,664	$ 1,318,847
CONTRACTUAL	1,252,447	1,297,583	1,343,204	1,505,541	207,958
COMMODITIES	573,069	676,107	596,368	681,879	5,772
CAPITAL	277,390	375,994	305,718	492,684	116,690
TOTAL	**$ 12,899,949**	**$ 14,009,501**	**$ 13,853,559**	**$ 15,658,768**	$ 1,649,267

EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 1,703,409	$ 2,234,921	$ 2,033,430	$ 2,584,930	$ 350,009
PATROL	6,771,693	7,163,446	7,189,164	8,032,112	868,666
DETECTIVES	1,371,606	1,408,621	1,406,823	1,452,879	44,258
RECORDS	571,312	608,113	602,293	667,438	59,325
COMMUNICATIONS	1,540,209	1,687,026	1,631,566	1,856,319	169,293
SPECIAL SERVICES	775,589	882,059	863,125	938,385	56,326
CRIME PREVENTION & TRAIN	166,131	25,315	127,158	126,705	101,390
TOTAL	**$ 12,899,949**	**$ 14,009,501**	**$ 13,853,559**	**$ 15,658,768**	$ 1,649,267

SOURCE OF FUNDING:		
GENERAL FUND	$ 15,658,768	
	$ 15,658,768	

COMMENTARY:
The Police Departments operating budget has increased 14% and capital expenditures total $448,155 resulting in an overall net increase of 10%. Personal Services increases are due to 13 FTE staffing additions that include (1) Dispatch Administrative Call Taker, (1) Emergency Communications Specialist, (1) Police Detective, (9) Police Officers and (1) Property Control Coordinator. Contractuals increases are due to computer equipment maintenance, travel, education and training, land and building rental, equipment maintenance, towing charges of abandoned vehicles, lab testing, transcription service, NAU radio contract and advertising. Commodities increases are due to office computer communicaton and other equipment, ammunition and related supplies and uniforms. One-time expenditures for this division are immunizations for officers, advertising, office, computer, communication and other equipment, ammunition and related supplies, safety supplies and office supplies. Major capital (>$10,000) includes (14) vehciles ($354,300), containment unit for animal control unit ($6,283), refurbish tactical operations equipment van ($12,775), (4) in-car digital video recording systems for police vehicles ($44,655), records copier ($25,000), (2) GEM electrical vehicles ($24,200) and Grant Funded HLS Bomb Equipment ($50,000).

DEPARTMENT: POLICE
DIVISION: 23-POLICE GRANTS

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 491,526	$ 413,747	$ 395,144	$ 358,038	$ (55,709)
CONTRACTUAL	126,479	180,194	104,755	389,440	209,246
COMMODITIES	126,566	97,120	105,442	145,068	47,948
CAPITAL	158,093	576,445	690,459	50,000	(526,445)
TOTAL	**$ 902,664**	**$ 1,267,506**	**$ 1,295,800**	**$ 942,546**	$ (324,960)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 26,421	$ 22,451	$ 22,283	$ 29,222	$ 6,771
METRO	294,066	339,316	301,768	484,486	145,170
AZ INTERNET CRIME	-	-	-	5,000	5,000
COPS UNIVERSAL HIRING 03	7,210	-	-	-	-
RICO FUNDS FOR ME	303	-	-	-	-
LLEBG POLICE GRANT - 2004	11,604	-	-	-	-
GREAT GRANT 2003 - 2004	1,394	-	-	-	-
HOMELAND SECURITY GRANT	10,627	-	-	-	-
WEED & SEED 2003	(227)	-	-	-	-
BULLET PROOF VEST	5,639	16,584	16,584	14,438	(2,146)
2005 GOHS GRANT	13,880	-	-	-	-
2006 GOHS GRANT	-	57,490	37,035	-	(57,490)
2006 DUI ENFORCEM	11,676	-	-	-	-
HLS 04-EMERGENCY	43,552	-	-	-	-
FYO4 HOM SEC/BOMB	141,660	-	12,000	-	-
2005 LLEBG	32,646	-	16,270	-	-
2005 - 2006 GREAT	46,069	-	-	-	-
2004 WEED & SEED	26,038	6,000	4,506	-	(6,000)
2005 CLICK IT OR TICKET	(206)	-	-	-	-
PSN-GUN & INTELLIGENCE	57,994	34,000	-	-	(34,000)
PSN-JUVENILE ED/P	5,864	19,106	19,136	-	(19,106)
2005-HSG-EQ/BOMB	1,033	75,806	237,980	-	(75,806)
BURGLARY & ST CRIME	29,638	6,804	2,908	-	(6,804)
DIRECTED PATROL GANG	5,833	10,000	4,167	-	(10,000)
STATEWIDE GANG TASK	96,822	10,093	-	-	(10,093)
DUI O6 POLICE GRANT	12,720	-	-	-	-
DHS 06 HOME LAND	-	425,000	330,479	-	(425,000)
06 CJEF-DIGITAL E	-	50,000	-	-	(50,000)
2006 GREAT GRANT	-	46,717	-	-	(46,717)
2006 JAG PATRO OVERTIME	-	20,000	20,000	-	(20,000)
2006 ACJC DUI	-	30,000	26,400	-	(30,000)
2005 WEED & SEED	-	30,000	24,585	-	(30,000)
06 PSN-JUVENILE E	-	17,500	17,500	-	(17,500)
06 PSN-GUN INTELLIGENCE	-	25,000	25,000	-	(25,000)
GRANT FUNDED ATV	-	14,000	-	-	(14,000)
2006 DPS ICAC	-	11,639	-	-	(11,639)
AZ INTERNET CRIMES CHI	11,639	-	-	-	-
06 SELECTIVE TRAFFIC E	8,769	-	37,035	-	-
WATCH YOUR CAR POLICE	-	-	4,664	-	-
05 DHS-COMM CONTROLLER	-	-	110,000	-	-

EXPENDITURES BY PROGRAM:	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
2006 AATIA SEMINAR	-	-	500	-	-
NO. AZ. DUI TASK FORCE	-	-	-	25,000	25,000
07-ENF UNDERAGE DRINKI	-	-	25,000	25,000	25,000
AZ AUTO THEFT-WATCH CA	-	-	-	5,000	5,000
07-GOHS SEL TRAFFIC IN	-	-	-	177,200	177,200
07-AZ HOME LAND SECURI	-	-	-	50,000	50,000
ACJC ANTI GANG INITIAT	-	-	-	50,000	50,000
ACJC DUI ABATEMENT	-	-	-	20,000	20,000
07-GOHS DUI ENFORCEMEN	-	-	-	20,000	20,000
08-WEED & SEED OVERTIM	-	-	-	37,200	37,200
TOTAL	**$ 902,664**	**$ 1,267,506**	**$ 1,295,800**	**$ 942,546**	$ (324,960)
SOURCE OF FUNDING:					
	GENERAL FUND			$ 942,546	
				$ 942,546	

PUBLIC WORKS DEPARTMENT MISSION

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

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

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

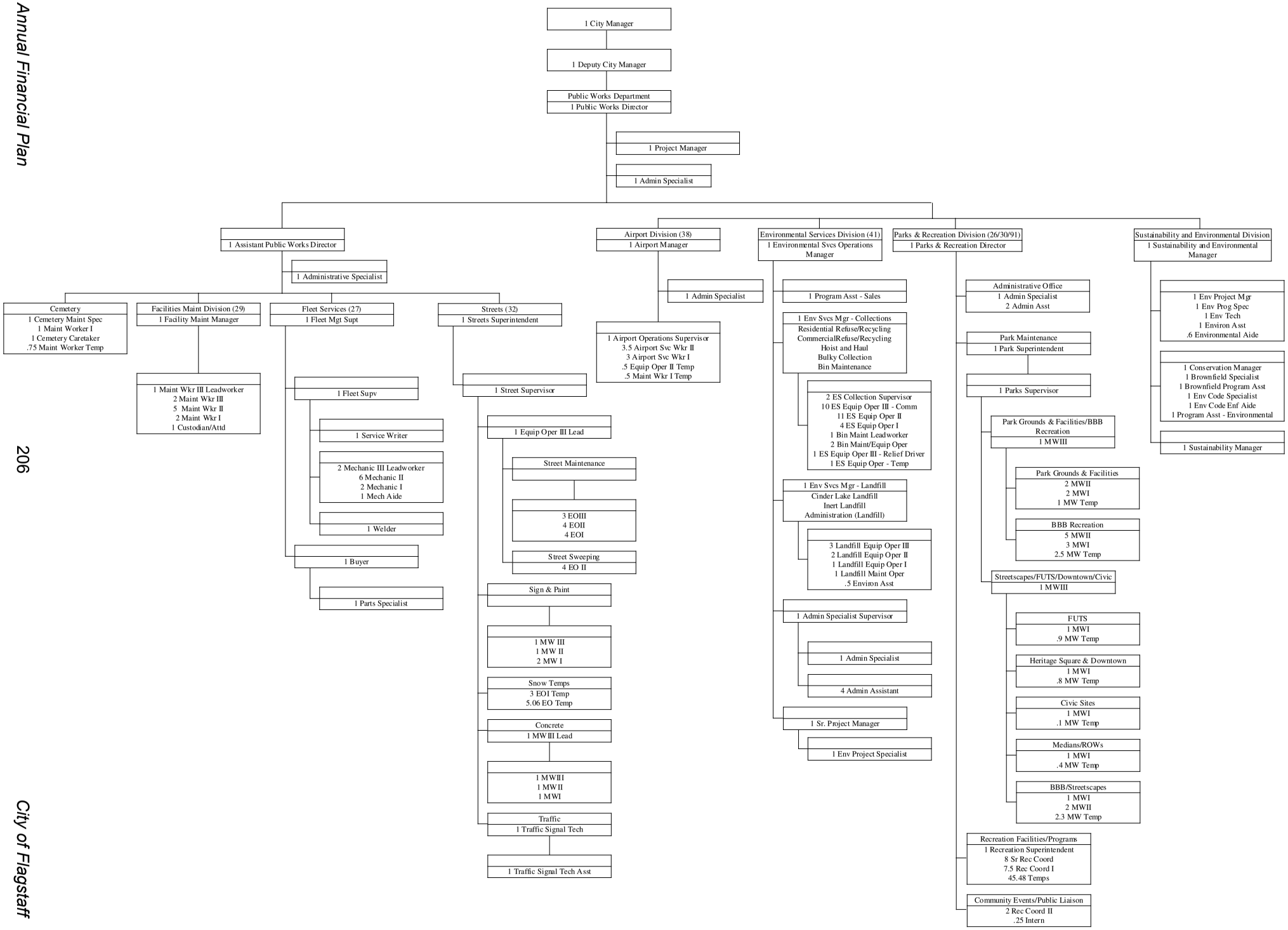
The **Cemetery Division** employees dedicate themselves to offering quality customer service in a time of need; providing proper grounds maintenance that is aesthetically pleasing to the public.

The **Facilities Maintenance** mission is dedicated to providing quality service by keeping all City facilities maintained in the best condition possible through teamwork.

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

The **Environmental Services Division** is comprised of a valuable team of professionals committed to providing the greater Flagstaff community with progressive management, strategies that emphasize customer service, environmental management, waste reduction, refuse and recycling correction, and sound landfill management. In partnership with citizens and agencies we embrace the concepts of sustainability, pollution prevention, and conservation of energy and natural resources.

Public Works



MISSION

Facilities Maintenance is dedicated to providing quality service, by keeping all US Geological Survey (USGS) facilities maintained in the best condition possible through teamwork.

PROGRAM DESCRIPTION

The USGS Maintenance Division accounts for the costs associated with the USGS facilities owned by the City and leased by the GSA. The City currently has responsibility for Buildings 2 (to be demolished), 3, 4, 5 and 6. The Facilities and Parks Division share responsibility for the maintenance.

FY 07 ACCOMPLISHMENTS

- ✓ Facility Assessments completed on Building 3, 4, 5 and 6.
- ✓ Ten capital improvements completed in the following areas: roofing, HVAC and painting.

FY 08 NEW INITIATIVES

- ➢ Complete Four (4) Facility Assessments on all Buildings (except Building 2 scheduled for demolition).
- ➢ Develop Capital Improvement Long Range Plans for each building.
- ➢ Develop Preventive Maintenance Schedules for the following: Roofing, Flooring, HVAC, Electrical, Painting, Plant Equipment and Overhead Doors.

PERFORMANCE MEASURES

Council Priority/Goal: CAPITAL IMPROVEMENTS
Goal: Complete one Facility Assessment for each USGS facility for a total of four.
Objective: Complete Facility Assessments.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Complete one per quarter (4 of 4 buildings – USGS – 3, 4, 5, and 6).	N/A	N/A	4	4

Council Priority/Goal: CAPITAL IMPROVEMENTS
Goal: Develop Capital Improvement Plans for each building for a total of four.
Objective: Develop Capital Improvement Plans.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Complete one plan per quarter (4 buildings).	N/A	N/A	N/A	4

Council Priority/Goal: QUALITY OF LIFE
Goal: Establish Preventive Maintenance schedules for HVAC, Roofing, Electrical, Painting, Plant. Eq, Flooring, and Overhead Doors.
Objective: Establish PM schedules.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Complete PM schedules for each facility, except HVAC.	N/A	N/A	1	7
The HVAC program was developed in 2006.				

DEPARTMENT: PUBLIC WORKS
DIVISION: 20-USGS FACILITIES

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 11,541	$ 30,735	$ 11,761	$ 34,022	$ 3,287
CONTRACTUAL	643,048	991,849	748,794	958,058	(33,791)
COMMODITIES	17,687	275,285	197,780	298,700	23,415
CAPITAL	-	-	-	-	-
TOTAL	**$ 672,276**	**$ 1,297,869**	**$ 958,335**	**$ 1,290,780**	$ (7,089)

EXPENDITURES BY PROGRAM:

ADMINISTRATION	$ 463,839	$ 462,439	$ 462,439	465,639.00	$ 3,200
MAINTENANCE-BLDG #2	24,173	21,750	8,812	18,684.00	(3,066)
BUILDING 6	122,865	139,539	126,076	141,041.00	1,502
USGS BUILDING 3	61,399	304,900	214,294	345,200.00	40,300
USGS BUILDING 4	-	163,871	99,182	132,922.00	(30,949)
USGS BUILDING 5	-	80,370	47,532	62,294.00	(18,076)
BUILDING #2 DEMO	-	125,000	-	125,000.00	-
TOTAL	**$ 672,276**	**$ 1,297,869**	**$ 958,335**	**$ 1,290,780**	$ (7,089)

SOURCE OF FUNDING:

GENERAL FUND	$ 1,290,780
	$ 1,290,780

COMMENTARY:
The USGS operating budget has decreased 1% and there are no capital expenditures. Personal services includes a merit, market, retirement, health insurance and dental insurance increase. Contractuals decreases are due to adjusted budgets for utilities and the demolition of building two. Commodities increases are due to the carryover of building renovations.

MISSION

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

PROGRAM DESCRIPTION

This division is responsible for the general administration of all the Public Works Divisions, including the Airport, Environmental Services, Sustainability & Environmental Management, Transportation/Maintenance (includes Cemetery, Facilities Maintenance, Fleet Services, and Streets), and Parks & Recreation.

FY 07 ACCOMPLISHMENTS

- ✓ Established a multidivisional Safety Committee with favorable success.
- ✓ One employee received a City Manager's Excellence Award: Agassiz for Responsiveness
- ✓ Longevity continues to be celebrated.
- ✓ New Sustainability Program.

FY 08 NEW INITIATIVES

- ➢ Increase awareness for safety by continued efforts of Public Works Safety Committee.
- ➢ Refocus efforts to improve customer service through Quarterly Supervisors Meetings.

PERFORMANCE MEASURES

Council Priority/Goal:
ORGANIZATIONAL SUPPORT
Goal: Effective Safety Program.
Objective: No lost-time injury accidents

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Amount of time lost due to injury accidents.	Unknown	209 days lost	146 days lost	102 days lost
	Unknown	1,672 lost hours/ 415,875 hours worked	Reduce by 30%	Reduce by 30%

Council Priority/Goal: **ORGANIZATIONAL SUPPORT**
Goal: Effective Vehicle Safety Program.
Objective: Reduce Vehicular Accidents by 15%.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of accidents compared to last year.	40 accidents	29 accidents	24 accidents	20 accidents
Number of accidents per thousand miles	920,000 miles	993,600 miles	1,073,088 miles	1,158,935 miles
	1 accident/ 23,000 miles	1 accident/ 34,262 miles	Reduce 15%	Reduce 15%

Council Priority/Goal: CUSTOMER SERVICE
Goal: Develop biannual Customer Service Survey for both internal and external customers.
Objective: To assist with evaluation of Public Works' services as they related to customer expectations.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of surveys per year.	N/A	Public Works is under new administration. Objectives have been re-evaluated to move towards providing better levels of service.	2 surveys per year 75% approval rating	2 surveys per yer 80% approval rating

DEPARTMENT: PUBLIC WORKS
DIVISION: 25-PUBLIC WORKS ADMINISTRATION

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 294,625	$ 226,795	$ 232,369	$ 231,808	$ 5,013
CONTRACTUAL	16,016	9,750	10,397	13,983	4,233
COMMODITIES	12,077	5,125	5,869	4,834	(291)
CAPITAL	-	29,000	27,180	6,000	(23,000)
TOTAL	**$ 322,718**	**$ 270,670**	**$ 275,815**	**$ 256,625**	$ (14,045)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 322,718	$ 270,670	$ 275,815	$ 256,625	$ (14,045)
TOTAL	**$ 322,718**	**$ 270,670**	**$ 275,815**	**$ 256,625**	$ (14,045)

SOURCE OF FUNDING:

GENERAL FUND	$ (29,434)
HIGHWAY USER REVENUE FUND	96,206
AIRPORT FUND	88,923
ENVIRONMENTAL SERVICES FUND	100,930
	$ 256,625

COMMENTARY:
The Public Works Administration operating budget has increased 4% and capital expenditures total $6,000 resulting in a overall net decrease of 5%. Personal Services includes a merit, market, retirement, health insurance and dental insurance increase. Contractuals increases are due to increased travel and training needs. Commodities decreases are due to slight shifts in budgeted amounts to other line items. One-time expenditures for this division are for advertising and minor office equipment purchases.

MISSION

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

PROGRAM DESCRIPTION

Parks staff is responsible for the maintenance and management of parks and sports fields; school fields improved by BBB funds; HURF right-of-ways, BBB Streetscapes, FUTS trails, downtown areas, Heritage Square, grounds at City buildings, including recreation centers, library, City Hall, and USGS, and snow removal from City owned parking lots and designated City sidewalks and alleyways. The Parks and Recreation weed and tree management plan are also budgeted in this division.

FY 07 ACCOMPLISHMENTS

- ✓ San Francisco Peaks Weed Management Association visited several sites for "bug surveys" on populations of bio-controls released last year on City land.
- ✓ Repaired and removed vandalism at all City parks, at a total estimated cost of $23,825.
- ✓ Installed 300 yards of infield mix at Flagstaff Little League Senior field, which improved playability of the field and minimized maintenance costs.
- ✓ Completed demolition of the Parks Maintenance Yard in preparation of the Thorpe Park Improvement Project.
- ✓ Completed installation of a new backstop on the major field at Continental Sports Complex.
- ✓ Completed concrete and metal coping repairs at Foxglenn and Bushmaster Skate Parks.
- ✓ Resurfaced six (6) tennis courts and installed wind screens at Thorpe Park.
- ✓ Installed two handicap accessible ramps at Smokerise Park playground, additional surfacing materials to meet ADA requirements, and replaced a faulty pressure regulator that affected the irrigation system.
- ✓ Repaired FUTS trails damaged by heavy rains in August.

FY 08 NEW INITIATIVES

- ➢ Replacement of softfall material at McPherson Park, Smokerise Park, Cheshire Park and Kiwanis Park.
- ➢ Resurface three (3) basketball courts, two at Ponderosa Park and one at Cogdill Recreation Center; resurface one (1) tennis court at Ponderosa Park.
- ➢ Continue to research and implement safe, non-toxic chemicals to protect our environment and natural resources; work closely with San Francisco Peaks Weed Management Association (SFPWMA) on weed management of bio-control methodology.
- ➢ Maintain Thorpe Softball Complex to the highest standard.
- ➢ Coordinate with the Project Team on the construction of the Aquatic-Multigenerational Center, specifically with respect to landscaping and turf mainenance standards.

PERFORMANCE MEASURES

Council Priority/Goal: QUALITY OF LIFE
Goal: Enhance the quality of life for our community by providing comprehensive park resources, services and programs
Objective: Maintain parks, trails, and beautification projects at the highest level of service

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
BBB Landscape areas	40%	40%	40%	40%
Parks	70%	70%	70%	70%
Sportsfields	75%	70%	70%	70%

Council Priority/Goal: PUBLIC SAFETY
Goal: Maintain safe parks through active involvement in an integrated public safety system
Objective: Identify and complete maintenance upgrades and inspections at all parks and park amenities

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Conduct Bi-weekly safety inspections of parks and playground equipment	85%	85%	85%	85%
Complete daily and weekly maintenance tasks at all park areas	70%	70%	70%	70%
Maintain number of professional certifications for all Parks employees for inspections and maintenance applications	12	43	53	60

Council Priority/Goal: QUALITY OF LIFE
Goal: Decrease park vandalism
Objective: Implement a tracking and response log that will identify annual vandalism costs, locations and frequencies, and types, in order to develop prevention procedures to address and deter future acts

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Annual vandalism costs	$24,988	$23,825	$25,000	$25,000
Respond time to correction	36 hrs.	36 hrs.	36 hrs.	36 hrs.
Prevention measures implemented	43%	45%	45%	50%

DEPARTMENT: PUBLIC WORKS
DIVISION: 26-PARKS

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 1,088,520	$ 1,227,488	$ 1,166,149	$ 1,366,765	$ 139,277
CONTRACTUAL	578,182	793,375	732,857	872,405	79,030
COMMODITIES	314,385	379,717	385,717	431,222	51,505
CAPITAL	107,207	289,400	262,400	420,700	131,300
TOTAL	**$ 2,088,294**	**$ 2,689,980**	**$ 2,547,123**	**$ 3,091,092**	$ 401,112

EXPENDITURES BY PROGRAM:

GENERAL ADMIN	$ 117,792	$ 178,985	$ 188,546	$ 174,028	$ (4,957)
PARK GROUNDS MAINT.	485,305	747,476	744,167	779,113	31,637
PARK BLDGS & FAC MAINT.	34,811	28,869	28,980	42,265	13,396
BBB-STREETSCAPE/MEDIAN	208,870	230,393	231,903	384,770	154,377
RIGHT OF WAYS/MEDIAN	107,872	87,038	72,805	151,966	64,928
FUTS TRAIL SYSTEM	101,741	124,491	107,450	149,009	24,518
HERITAGE SQUARE MAINT	41,076	63,851	65,578	66,133	2,282
BBB RECREATION FIELDS	782,181	1,007,272	929,593	1,083,106	75,834
DOWNTOWN MAINTENANCE	52,318	95,590	69,339	93,044	(2,546)
NON-PARKS GROUNDS/LANDSCA	121,800	126,015	108,762	167,658	41,643
DISASTER RECOVERY	25,796	-	-	-	-
FRANCIS SHORT POND GRANT	8,732	-	-	-	-
TOTAL	**$ 2,088,294**	**$ 2,689,980**	**$ 2,547,123**	**$ 3,091,092**	$ 401,112

SOURCE OF FUNDING:

GENERAL FUND	$ 3,091,092
	$ 3,091,092

COMMENTARY:
The Parks operating budget has increased 11% and capital expenditures total $402,000 resulting in an overall net increase of 15%. Personal Services increases are due to 4.25 FTE staffing addition that includes Maintenance Worker I and Maintenance Worker - Temp positions. In addition there are merit, market, retirement, health insurance, and dental insurance increases. Contractuals increases are due to increases in Equipment Rent, Utilities, and Other Miscellaneous Services. Commodities increases are due to increases in Operating Supplies and Gas & Oil expenses. Major capital (>$10,000) includes $12,350 for wood fiber replacement, $12,900 for resurfacing a tennis court, $19,500 for resurfacing a basketball court, $20,000 for a field groomer, $25,500 for a gator tractor, and $152,000 for 5 vehicles, $61,900 for serveral table shelter replacements, $12,000 for Thorpe Minor fence, $17,000 for Thorpe storage bins and $10,500 for a sweeper attachment.

MISSION

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

PROGRAM DESCRIPTION

To establish efficient and effective delivery of City fleets services by providing customer agencies with safe, reliable, economical, and environmentally sound transportation and related support services that are responsive to the needs of customer departments and that conserve vehicle value and equipment investment.

FY 07 ACCOMPLISHMENTS

- ✓ Improve 50,000 mile extensive preventive maintenance program by scheduling tune-ups.
- ✓ Develop extensive vehicle safety checklists for services performed at the preventive maintenance shop.
- ✓ Kept technician comeback repairs to less than 1% for all technicians.
- ✓ Monitor vehicle utilization to ensure light duty fleet meets established utilization criteria.
- ✓ Conducted customer service survey, analyze data and input and incorporate in H.T.E. needs assessment.
- ✓ Increased partnership with Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA) for biodiesel usage.

FY 08 NEW INITIATIVES

- ➢ Recommend 35% of replacement requests be hybrid or diesel 1 to 1 1/2 ton light duty category or smaller.
- ➢ To implement heavy equipment standards established in FY 06/07 for sweepers, commercial and residential sanitation trucks and light duty.
- ➢ Encourage NAIPTA, Northern Arizona University and Coconino County to partnership in an alternative fuels program.
- ➢ Conduct customer service survey, analyze data and coordinate requests with H.T.E. analysts to better provide reports requested by departments.
- ➢ Continue to improve technician productivity and review labor rates to ensure a break even budget for Fleet Services.

PERFORMANCE MEASURES

Council Priority/Goal: CUSTOMER SERVICE
Goal: To ensure user department vehicles/equipment are serviced as scheduled.
Objective: To complete preventative maintenance (PM) appointments within the month scheduled.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Percentage of completed scheduled PM services	93%	95%	97%	98%

Council Priority/Goal: CUSTOMER SERVICE
Goal: To establish heavy equipment repair time standards.
Objective: To standardize technician time charged to replace various components (i.e. brooms, brakes and tires).

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Identify and track 12 types of components and repair for each type of equipment.	0	4	4	4

Council Priority/Goal: CUSTOMER SERVICE
Goal: Continue to maintain quality repair services.
Objective: To keep technician repair come backs to less than one percent.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Percentage of come backs per technician	N/A	1%	1%	1%

. **Council Priority/Goal: FISCAL HEALTH**
Goal: To ensure Fleet Services provides quality service and attains a "break even" budget.
Objective: To maintain technician productivity at 90% and realized target charge outs for each technician.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Percentage of completed monthly mechanic labor.	90%	91%	91%	92%

Council Priority/Goal: CUSTOMER SERVICE
Goal: To promote the increase use of clean, efficient and environmentally friendly hybrid and other alternative fuel vehicles.
Objective: To identify vehicle replacements adaptable to hybrids, diesel pickups 1 ton, 1 ½ tons that can operate on biodiesel fuel.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Percentage of replacement/addition units that can be purchased as hybrids or diesel.	N/A	3	8	16
Percentage of light duty fleet.	N/A	11%	50%	75%

Council Priority/Goal: COLLABORATION
Goal: To increase training opportunities and provide fuel with Coconino County and NAIPTA.
Objective: To share training expenses locally and to provide fuel.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of joint classes, schools and seminars.	4	5	6	7
Total gallons	33,401	56,514.9	149,000	155,000
Revenue income	$3,738	$3,956.05	$10,430	$10,850

* County 65,000 gallons
* Transit 84,000 gallons
** County 65,000 gallons
** Transit 90,000 gallons

DEPARTMENT: PUBLIC WORKS
DIVISION: 27-FLEET SERVICES

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 134,792	$ 168,984	$ 237,127	$ 158,100	$ (10,884)
CONTRACTUAL	97,766	111,728	116,829	131,115	19,387
COMMODITIES	(220,504)	(280,712)	(272,097)	(295,215)	(14,503)
CAPITAL	24,422	34,125	58,485	6,000	(28,125)
TOTAL	**$ 36,476**	**$ 34,125**	**$ 140,344**	**$ -**	$ (34,125)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ (21,026)	$ (16,400)	$ (52,103)	$ 92,038	$ 108,438
INVENTORY MANAGEMENT	80,616	85,333	101,975	122,188	36,855
PREVENTIVE MAINTENANCE	131,228	124,318	135,668	141,245	16,927
VEHICLE REPAIR	(242,313)	(247,680)	(135,506)	(452,021)	(204,341)
POOL VEHICLES-CITY HALL	10,836	10,000	8,750	10,665	665
POOL VEHICLES-SHOP	8,621	7,300	6,524	8,050	750
OTHER SHOP WORK	68,514	71,254	75,036	77,835	6,581
TOTAL	**$ 36,476**	**$ 34,125**	**$ 140,344**	**$ -**	$ (34,125)

SOURCE OF FUNDING:

GENERAL FUND	$ (193,520)
LIBRARY FUND	503
HIGHWAY USER REVENUE FUND	65,149
WATER AND WASTEWATER FUND	17,192
STORMWATER FUND	421
AIRPORT FUND	4,715
ENVIRONMENTAL SERVICES FUND	105,540
	$ -

COMMENTARY:
The Fleet Services operating budget is a $0 base budget meaning the division expects to recover ongoing operating expenditures through charges for services and markups on parts and fuel. Personal Services decreased due to increased charge outs to other divisions caused by the shop rate from $49 to $62 in F/Y 2008. Fleet Services did ad 1 FTE a Parts Specialist position. In addition there are merit, market, retirement, health insurance, and dental insurance increases. Contractuals increases are due to increases in Utilities, Maintenance, Advertising, and Telephone expense. Commodity decreases are due to a $5 increase in the Environmental Services fee per work order. There is no major capital (>$10,000) for this division.

MISSION

Citizen Cemetery employees dedicate themselves to offering quality customer service in a time of need and providing proper grounds maintenance that is aesthetically pleasing to the public.

PROGRAM DESCRIPTION

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

FY 07 ACCOMPLISHMENTS

- ✓ The installation of two donated granite benches in Citizens Section F.
- ✓ The installation of one donated expanded metal bench in Veteran Section K.
- ✓ Reclaimed water consumption was lower by 15% due to improved conservation measures.
- ✓ All complaints/concerns were addressed promptly.

FY 08 NEW INITIATIVES

- ➢ Continue working with Flagstaff Masonic Lodge #7 on upgrading Mason D & E sections.
- ➢ Coninue working with American Legion on upgrading the Veterans "C" section.

PERFORMANCE MEASURES

Council Priority/Goal: CUSTOMER SERVICE
Goal: Upgrade of section Mason-D.
Objective: To enhance this section to a more aesthetically looking section.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Irrigation System installed (Started talks 2005)	50%	50%	50%	100%

Council Priority/Goal: CUSTOMER SERVICE
Goal: Grounds Up-Keep of turf Section
Objective: Mow and Triming turf section in a timely matter

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Mowing turf section every week	50%	50%	75%	75%
Trimming of Grass Seciton every week	25%	25%	50%	75%

Council Priority/Goal: FISCAL HEALTH
Goal: Cemetery Cost Comparison
Objective: Measurement of our fees in comparison of other cemetery in AZ

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Fees Comparison 11/25/06	75%	100%	100%	100%

Council Priority/Goal: FISCAL HEALTH
Goal: Cemetery Fee Structure
Objective: Review Current Fee Structure

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Fee Structure Reviewed	NA	NA	100%	100%

DEPARTMENT: PUBLIC WORKS
DIVISION: 28-CEMETERY

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 101,060	$ 120,249	$ 105,811	$ 135,782	$ 15,533
CONTRACTUAL	43,182	57,905	42,972	167,880	109,975
COMMODITIES	8,996	39,175	16,297	37,575	(1,600)
CAPITAL	17,007	-	-	33,000	33,000
TOTAL	**$ 170,245**	**$ 217,329**	**$ 165,080**	**$ 374,237**	$ 156,908

EXPENDITURES BY PROGRAM:

GENERAL SERVICES	$ 2,097	$ 23,025	$ 1,843	$ 23,025	$ -
OPENING & CLOSING	48,982	55,714	50,497	60,858	5,144
MAINTENANCE OF BUILDINGS	5,624	6,075	5,044	9,070	2,995
MAINTENANCE OF GROUNDS	113,542	132,515	107,696	281,284	148,769
TOTAL	**$ 170,245**	**$ 217,329**	**$ 165,080**	**$ 374,237**	$ 156,908

SOURCE OF FUNDING:

GENERAL FUND	$ 374,237
	$ 374,237

COMMENTARY:
The Cemetery operating budget has increased 57% and capital expenditures total $33,000 resulting in an overall net increase of 72%. Personal Services includes a merit, market, retirement, health insurance and dental insurance increase. Contractual increases are due to the addition of 2.19 FTE temp staff to complete irrigation installation and an refining well. Commodities decreases are due to prior year one-time budget commitments. Major capital (>$10,000) includes a replacement of the turf vacuum ($33,000).

MISSION

Facilities Maintenance is dedicated to providing quality service, by keeping all City facilities maintained in the best condition possible through teamwork.

PROGRAM DESCRIPTION

Under the direction of the Transportation & Maintenance Manager, the Public Facilities Maintenance division is responsible for all maintenance and upgrades of all City buildings.

FY 07 ACCOMPLISHMENTS

- ✓ Developed and completed Facility Assessments for each City building owned or leased (32 total excludes Utilities).
- ✓ Completed over 25 capital improvement projects (new HVAC units, roof replacements, flooring replacements, etc.).
- ✓ Developed HVAC preventative maintenance program.
- ✓ Developed Roofing Long Range Capital Improvement Plan.

FY 08 NEW INITIATIVES

- ➢ Develop and maintain Preventive Maintenance programs for the following: Electrical, Overhead Doors, Roofing, Flooring, Plant Equipment and Painting.
- ➢ Develop Long Range Capital Improvement Plans for the following: HVAC, Roofing, Painting, Flooring, Electrical.
- ➢ Implement a new Work Order system, track and improve measures.

PERFORMANCE MEASURES

Council Priority/Goal: CAPITAL IMPROVEMENTS
Goal: Complete Facility Assessments on 32 City buildings each year.
Objective: Complete Facility Assessments.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Assessments completion (8 per quarter).	N/A	12	32	32
Work dispatched and completed (8 per quarter).	N/A	12	32	32

Council Priority/Goal: QUALITY OF LIFE
Goal: Develop and maintain three PM programs for HVAC, Plant Equipment, and Painting.
Objective: Develop and maintain PM programs.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Complete PM schedules before 2008-9 Fiscal year.	N/A	1	3	3
(Complete one every 4 months).				

Council Priority/Goal: CAPITAL IMPROVEMENTS
Goal: Develop Long Range Capital Improvement plans for HVAC and Flooring. Complete 25 major repairs per year.
Objective: Develop Long Range Capital Improvements Plans and complete major repairs as approved.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Complete plans: HVAC and Flooring.	N/A	0	1	2
Complete 2007 Major repair projects (as approved & listed)	N/A	10	25	25
(Complete 2 per month)				

Council Priority/Goal: CUSTOMER SERVICE
Goal: Implement a Work Order system used for dispatching, work control, and facility work history controls.
Objective: Implement Work Order system.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Work Order system implementation	N/A	N/A	0	1

DEPARTMENT: PUBLIC WORKS
DIVISION: 29-PUBLIC FACILITIES MAINTENANCE

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 328,982	$ 361,843	$ 348,124	$ 431,131	$ 69,288
CONTRACTUAL	251,353	210,143	241,434	245,717	35,574
COMMODITIES	253,317	1,007,853	829,991	849,028	(158,825)
CAPITAL	40,002	26,000	26,000	361,900	335,900
TOTAL	**$ 873,654**	**$ 1,605,839**	**$ 1,445,549**	**$ 1,887,776**	$ 281,937

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 255,926	$ 464,832	$ 340,200	$ 486,507	$ 21,675
CUSTODIAL SERVICE	86,813	91,216	91,148	96,996	5,780
STRUCTURAL & OTHER MAINT.	227,124	912,159	719,074	1,134,800	222,641
MAINT-MECH,ELECT & PLUMB	269,871	121,435	250,912	138,144	16,709
MILLIGAN HOUSE	12,486	8,237	12,452	18,415	10,178
APS BUILDING	12,530	5,660	21,820	6,199	539
RIO PROPERTIES	3,511	2,300	5,876	6,715	4,415
MURDOCK	5,393	-	4,067	-	-
TOTAL	**$ 873,654**	**$ 1,605,839**	**$ 1,445,549**	**$ 1,887,776**	$ 281,937

SOURCE OF FUNDING:

GENERAL FUND	$ 1,779,189
HIGHWAY USER REVENUE FUND	35,397
WATER AND WASTEWATER FUND	23,434
STORMWATER FUND	8,239
AIRPORT FUND	16,344
ENVIRONMENTAL SERVICES FUND	25,173
	$ 1,887,776

COMMENTARY:
The Facilities Maintenance operating budget has decreased 3% and capital expenditures total $561,900 resulting in an overalll net increase of 18%. Personal Services increases are due to 2 FTE staffing additions that included 2 maintenance works (one of which is for the Aquaplex). In addition there are merit, market, retirement, health insurance and dental insurance increases. Contractuals increases are due to utility, custodial and maintenance cost increases. Commodities decreases are due to the previous year budget included carryforward funds to complete facility maintenance needs. One-time expenditures for this division are $20,000 for consulting fees for HVAC modification, interior design, and facility assessments. Major capital (>$10,000) includes a drop deck utility trailer ($12,000) vehicles ($49,900) and set aside for additional facility development ($300,000).

MISSION

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

PROGRAM DESCRIPTION

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

FY 07 ACCOMPLISHMENTS

- ✓ Completed the design development for the Aquatic-Multi-Generational Center and began grading the construction site
- ✓ Initiated major renovations to the Adult Center, including a 4,000 square-foot fitness addition, enlarged kitchen, welcome center, covered walkway, enlarged craft room, enlarged meeting room, sundeck, and lobby. Completion February 2006.
- ✓ Initiated a Wheeler Park Development Study to include conceptual plans for a redesign of the park for better drainage and special event usage.
- ✓ Opened the completed BMX facility, "The Basin," with a Dedication Ceremony in May 2006.
- ✓ Received the Silver APS AzTec Award for "Soar Into Spring" radio advertisement.
- ✓ National Finalist for the 2006 Awards for Municipal Excellence from the National league of Cities for "the Basin" BMX facility.
- ✓ Initiated construction on the Thorpe Park Improvement Project to include four lighted softball fields, improvements to the multi-use field, combined restroom and concession building, plaza, walkways, pedestrian lighting, parking area, and major site infrastructure improvements.
- ✓ Completion of new IGA with County for use of the Adult Center for the Senior Nutrition Program.
- ✓ Development of a conceptual design for land use planning of McMillan Mesa in cooperation with the Open Spaces Commission and the Parks and Recreation Commission.

FY 08 NEW INITIATIVES

- ➢ Completion of the Thorpe Park Improvement Project.
- ➢ Facilitate Intergovermental Agreement (IGA) renewals for shared use with Flagstaff Unified School District (FUSD) for pools, fields and facilities.
- ➢ Implementation of RecTrac upgrades to include credit card processing and online registration.
- ➢ Coordinate the construction of the Aquatic/Multi-Generational Center with the Construction Manager At Risk (CMAR) team and open the facility in the Spring of 2008.

PERFORMANCE MEASURES

Council Priority/Goal: <u>COLLABORATION</u>
Goal: Continued partnerships
Objective: Strength and enhance recreation services through new and continuing partnerships with other community agencies that optimize the delivery of services to citizens

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Participation with FUSD through shared facility IGA's	Yes	Yes	Yes	Yes
Participation with County services for Senior Nutrition	Yes	Yes	Yes	Yes
Participation with AZ Nutrition Network to provide youth classes	Yes	Yes	Yes	Yes

Council Priority/Goal: CAPITAL IMPROVEMENT
Goal: Plan, design, improve and construct community recreational facilities
Objective: Implement the Recreation Capital Program by completing the design and construction of identified recreation projects

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Freestyle BMX Facility	No	Yes	Yes	Yes
Thorpe Park Improvement Project	No	Yes	Yes	Yes
Aquatic/Multi-generational Center	No	No	No	Yes

Council Priority/Goal: FISCAL HEALTH
Goal: Promote sound fiscal health by addressing cost recovery levels of recreational programs and services
Objective: Maintain self-sufficiency percentages

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Improve gross revenue	$561,492	$527,353	$546,402	$999,758
Improve self-sufficiency percentage	29%	23%	37%	50%
Annual review of fees and charges	Yes	Yes	Yes	Yes

Council Priority/Goal: QUALITY OF LIFE
Goal: Enhance the quality of life for the community by providing comprehensive recreation programs and services
Objective: Increase and/or expand the number of new events and programs annually

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Senior programs, services, events	3	3	5	6
Adult programs, services, events	3	2	5	15
Youth programs, services, events	3	2	5	15

DEPARTMENT: PUBLIC WORKS
DIVISION: 30-RECREATION

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 1,316,025	$ 1,574,902	$ 1,456,404	$ 1,702,103	$ 127,201
CONTRACTUAL	390,849	457,510	447,790	627,531	170,021
COMMODITIES	205,979	240,005	225,777	238,816	(1,189)
CAPITAL	22,528	46,700	-	32,600	(14,100)
TOTAL	**$ 1,935,381**	**$ 2,319,117**	**$ 2,129,971**	**$ 2,601,050**	$ 281,933

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 501,818	$ 650,792	$ 600,725	$ 639,433	$ (11,359)
ATHLETIC PROGRAMS	161,979	228,815	181,525	220,912	(7,903)
PARKS & RECR COMMISSION	1,680	2,220	-	2,220	-
AQUATICS	146,289	168,446	142,337	187,072	18,626
MURDOCK CENTER	274	-	794	231	231
FLAGSTAFF RECREATION CNTR	296,406	318,997	290,675	307,489	(11,508)
ADULT CENTER	207,143	229,064	215,283	256,812	27,748
COGDILL CENTER	180,248	199,035	198,815	198,905	(130)
YOUTH COMMISSION	10,419	10,435	10,486	10,435	-
JAY LIVELY ACTIVITY CENTR	363,978	433,491	423,064	517,245	83,754
COMMUNITY SERVICES/EVENTS	54,853	77,822	54,034	117,187	39,365
RECREATION GRANTS	10,118	-	10,027	14,040	14,040
DISASTER RECOVERY	-	-	26	-	-
MULTI-GENERATIONAL CEN	176	-	2,180	129,069	129,069
TOTAL	**$ 1,935,381**	**$ 2,319,117**	**$ 2,129,971**	**$ 2,601,050**	$ 281,933

SOURCE OF FUNDING:

GENERAL FUND	$ 2,601,050
	$ 2,601,050

COMMENTARY:
The Recreation operating budget has increased 13% and capital expenditures total $32,600 resulting in an overall net increase of 12%. Personal Services increase is due to 26.16 FTE staffing additions that include positions at the new Aquaplex facility. In addition there are merit, market, retirement, health insurance, and dental insurance increases. Contractuals increases are due to increases in Winter Wonderland/Holiday lighting and expenses for the new Aquaplex facility. Commodities increases are due expenses for the new Aquaplex facility. Major capital (>$10,000) includes $11,300 for exterior painting of Jay Lively.

MISSION

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

PROGRAM DESCRIPTION

The Street Division is responsible for maintenance of paved and unpaved streets within the City. We provide these services; street sweeping, snow and ice control, regulatory sign maintenance, pothole patching, drainage maintenance, streetlight and traffic signal maintenance.

FY 07 ACCOMPLISHMENTS

- ✓ Major improvements to the Clay Avenue drainage system, the Thorpe/Cherry drainage system and the Univ. Heights Dr./I-40 drainage.
- ✓ Awarded bids for two new front end loaders, three 10 wheel trucks and one street sweeper. (All replacements).
- ✓ Initiated a sign inventory system in conjunction with Geographical Information System (G.I.S.)
- ✓ Streets initiated the Pavement Management System ratings for the 07 Street Improvement Program, which encompasses the west side of Flagstaff.
- ✓ All signalized intersections have been retrofitted with ADA push buttons for pedestrian crossings.
- ✓ Added UPS (uninterrupted power supply) system traffic signals at 4th/Cedar.

FY 08 NEW INITIATIVES

- ➢ Update signalized intersections at 89N/Empire and Smokerise with UPS units.
- ➢ Purchase a new loader, two 10 wheel trucks and a water tank insert (all replacements).
- ➢ Purchase an additional truck, plow and cinder unit.

PERFORMANCE MEASURES

Council Priority/Goal: PUBLIC SAFETY
Goal: Shoulder streets without curb and gutter.
Objective: Shoulder the west side of town in 07 and the east side in 08.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Haul and screen material & shoulder 1/2 streets without curb and gutter.	20%	50%	70%	80%

Council Priority/Goal: PUBLIC SAFETY
Goal: Paint 1/2 of all red/yellow curbs and bike lane symbols.
Objective: Complete west side of Flagstaff CY 07 and the east side in 08.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Red/yellow curbs (1/2 the city).	90%	50%	50%	100%
Refresh bike symbols (1/2 the city).	20%	50%	50%	100%

Council Priority/Goal: PUBLIC SAFETY
Goal: Coverage time line for pothole repair.
Objective: Patch areas of city 10 days per month.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Complete all areas of the city within a 2 month period.	55%	60%	95%	95%

Council Priority/Goal: CUSTOMER SERVICE
Goal: Maintain sweeping standards.
Objective: Keep residential streets swept bi-monthly on summer schedules and keep arterials, collectors and bike lanes swept 2 weeks after a winter storm subsides.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Maintain summer sweep routes.	80%	75%	85%	90%
Maintain winter sweep priorities.	90%	90%	95%	95%

DEPARTMENT: PUBLIC WORKS
DIVISION: 32-STREET MAINTENANCE

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 1,613,030	$ 2,046,876	$ 1,676,105	$ 2,345,556	$ 298,680
CONTRACTUAL	439,106	473,290	504,503	544,314	71,024
COMMODITIES	664,309	831,390	835,262	1,175,723	344,333
CAPITAL	76,430	1,079,000	883,957	1,080,059	1,059
TOTAL	**$ 2,792,875**	**$ 4,430,556**	**$ 3,899,827**	**$ 5,145,652**	$ 715,096

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 224,109	$ 412,905	$ 263,116	$ 386,069	$ (26,836)
STREET CLEANING	338,194	495,372	555,938	352,446	(142,926)
SNOW CONTROL	277,133	1,180,104	917,672	981,604	(198,500)
SIGN,SIGNAL,MARK & LIGHT	311,070	361,602	337,377	386,801	25,199
STREET MAINTENANCE	1,044,027	1,245,106	1,101,719	2,101,755	856,649
DRAINAGE WAY MAINTENANCE	138,537	163,872	170,950	241,927	78,055
TRAINING	775	1,900	1,150	1,900	-
STREET LIGHTS	299,505	282,770	318,801	345,770	63,000
TRAFFIC SIGNAL MAINTENANC	147,135	286,925	233,104	347,380	60,455
DISASTER RECOVERY	12,390	-	-	-	-
TOTAL	**$ 2,792,875**	**$ 4,430,556**	**$ 3,899,827**	**$ 5,145,652**	$ 715,096

SOURCE OF FUNDING:

HIGHWAY USER REVENUE FUND	$ 5,145,652
	$ 5,145,652

COMMENTARY:
The Streets Maintenance operating budget has increased 21% due to increase in personnel costs for market increases and other employee benefits such as medical and dental insurance increases and costs associated with new FTE's. Other increases are due to increase in cost of petroleum, concrete and utilities. Capital purchases include replacement equipment and equipment for new positions.

MISSION

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

PROGRAM DESCRIPTION

The Airport Division operates and maintains Flagstaff Pulliam Airport. The Airport is certificated as a non-hub air carrier and general aviation airport by the Federal Aviation Administration (FAA). Responsibilities of the division include administration, safety, operations, and maintenance of all buildings and pavements with federal mandates to provide aircraft rescue/fire-fighting, medical response, and security. Other services are provided through lease agreements with the direct service providers, (i.e. airlines, car rental agencies, fixed base operators, and other concessionaires). The division is also developing the Airport Business Park.

FY 07 ACCOMPLISHMENTS

- ✓ Discrepancy free annual Federal Aviation Administration (FAA) inspection
- ✓ Initiated planning and design of runway extension
- ✓ Terminal renovation in progress -- new interior paint and carpeting
- ✓ FBI building completed and occupied in Airport Business Park

FY 08 NEW INITIATIVES

- ➢ Anticipate completing runway extension construction by late fall 2007
- ➢ Seeking improved air service
- ➢ Complete terminal renovation with new passenger seating throughout

PERFORMANCE MEASURES

Council Priority/Goal: PUBLIC SAFETY
Goal: Meet FAA regulations for Aircraft Rescue/Fire Fighting and medical responses
Objective: Respond within 3 minutes.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Percentage of calls responded to within 3 minutes.	100%	100%	100%	100%

Council Priority/Goal: PUBLIC SAFETY
Goal: Keep the airport open and maintain safe operations during snow events
Objective: Commence snow removal operations on time and have the airport opened by 07:00 during snow events.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Percentage of time airport opened by 07:00	100%	100%	100%	100%

Council Priority/Goal: CUSTOMER SERVICE
Goal: Keep airport facilites and equipment operational.
Objective: Commence or complete repairs within 24 hours of notification

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Percent of time repairs are completed or commenced within 24 hours of notification	100%	100%	100%	100%

Council Priority/Goal: FISCAL HEALTH
Goal: Increase airport revenues
Objective: Lease additional space on airport

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Percentage of airport revenue increases	+5%	+11%	+11%	+12%

DEPARTMENT: PUBLIC WORKS
DIVISION: 38-AIRPORT

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 564,280	$ 673,261	$ 674,289	$ 734,504	$ 61,243
CONTRACTUAL	267,037	316,017	312,450	334,954	18,937
COMMODITIES	213,180	129,062	127,196	165,997	36,935
CAPITAL	-	85,900	85,900	-	(85,900)
TOTAL	**$ 1,044,497**	**$ 1,204,240**	**$ 1,199,835**	**$ 1,235,455**	$ 31,215

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 420,037	$ 469,299	$ 473,807	$ 492,138	$ 22,839
SAFETY AND SECURITY	85,252	115,414	121,314	120,337	4,923
SNOW CONTROL	45,532	86,480	84,730	78,715	(7,765)
MAINT BLDGS AND GROUNDS	306,064	436,614	420,911	448,182	11,568
MAINT RUNWAY & TAXIWAY	187,612	96,133	98,773	95,783	(350)
AIRPORT COMMISSION	-	300	300	300	-
TOTAL	**$ 1,044,497**	**$ 1,204,240**	**$ 1,199,835**	**$ 1,235,455**	$ 31,215

SOURCE OF FUNDING:

AIRPORT FUND	$ 1,235,455
	$ 1,235,455

COMMENTARY:
The Airport operating budget has increased 10% and there are no capital expenditures. Personal Services increases are due to .5 FTE staffing addition that include the Maintenance Worker II position. In addition there are merit, market, retirement, health insurance, and dental insurance increases. Contractuals increases are due to increases in Training, Travel, Maintenance, Custodial, and Utilities expenses. Commodities increases are due to replacing the terminal's furniture in Other Operating Supplies expenses. There is no major capital (>$10,000) for this division.

MISSION

To efficiently provide a comprehensive waste management and diversion program to the residents of Flagstaff.

PROGRAM DESCRIPTION

The Environmental Services division provides the citizens of Flagstaff with quality costomer service, timely refuse and recycling collection and sound landfill management practices. The Division works toward cost efficient operations while considering the benefit and development of additional waste diversion programs that will sustain landfill resources.

FY 07 ACCOMPLISHMENTS

- ✓ Received an 88% satisfaction rating on the City of Flagstaff Citizen Servey conducted by NAU
- ✓ Installed new truck equipment to track orperatior's pre-trip and post-trip inspections to improve on safety and down time and reduce maintenance costs
- ✓ Performed residential and commercial route audits and restructured routes to improve productivity and customer service
- ✓ Implemented an in-house Safety Awareness Program
- ✓ Secured 5,000 cy asphalt millings for landfill improvements
- ✓ Added 120 feet of portable litter fencing and 400 linear feet to permanent 25 foot litter fence
- ✓ Cross-training of Environmental Services administrative staff at both collections and landfill
- ✓ Addressed and resolved lightining grounding issue on wireless tower and scales
- ✓ Upgraded FM wireless equipment
- ✓ Maintenance facility constructed
- ✓ Wind turbine operational
- ✓ Fueling station operational
- ✓ Extended resurfacing of asphalt millings on haul road
- ✓ Established a new rate structure for commercial and roll off accounts
- ✓ Extended our IGA with the FUSD for an additional 10 years

FY 08 NEW INITIATIVES

- ➢ Reduce overall cost and industrial accidents in the bulk crew by 25%
- ➢ Increase wood waste diversion by 25%
- ➢ Expand and increase tonnage in commercial glass recycling program by 25%
- ➢ Analyze a pilot program for residential curbside glass recycling
- ➢ Analyze a pre-bail cardboard collection program
- ➢ Install collections and landfill software to effectively and efficiently run the daily operations
- ➢ Continue work to prepare for the building of a business model for a composting program

PERFORMANCE MEASURES

Council Priority/Goal: Quality of Life
Goal: Increase the overall tonnage of recyclable materials by the Environmental Services Division
Objective: Increase tonnage from Flagstaff residents and businesses by 5% annually

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Residential recycling tonnage	5,299 tons	5,527 tons	5,803 tons	6,094 tons
Commercial recycling tonnage	4,653 tons	5,073 tons	5,327 tons	5,593 tons

Council Priority/Goal: Public Safety
Goal: Work with employees to fine tune our Safety Awareness Program
Objective: Decrease number of chargeable accidents by 25% annually

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Chargeable Accidents	4	3	2	1

Council Priority/Goal: Fiscal Health
Goal: Develop and implement an Equipment Maintenance Facility/Fuel Station Operating Plan in conjunction with Fleet Services
Objective: Reduce landfill expenses associated with equipment maintenance and fueling

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Reduce fuel costs by installing a tank and using Red Dye diesel	N/A	0	$-30,000	$-50,000
Reduce costs associated with maintenance of equipment	N/A	0	$-3,500	$-15,000

Council Priority/Goal: Planning for Growth
Goal: Develop and implelment a new comprehensive landfill construction sequencing plan
Objective: Identify expected alternate and on-site daily cover volumes; identify remaining airspace; calculate waste compaction rates; project waste volume growth and cost analysis per ton by waste product; build a business model for a composting program.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Provide numbers for projections for a short term and long term operating plan for the landfill	N/A	25%	50%	100%

Council Priority/Goal: Customer Service
Goal: Establish and meet new timeline standards for complaints, service requests and phone calls
Objective: Improve on customer service standards to increase Customer Service Satisfaction score from 88% to 93%

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Reduce complaint call response time to 24 hours Reduce average service request time to 48 hours	N/A	75%	100%	N/A
Increase phone coverable hours of operation for City Hall and Saturday and Sunday coverage	N/A	50%	100%	N/A

SUSTAINABILITY AND ENVIRONMENTAL MANAGEMENT

MISSION

The mission of the Sustainability and Environmental Management Division is to preserve and enhance the environment by implementing natural resource conservation and sustainability through leadership and education.

PROGRAM DESCRIPTION

The Sustainability and Environmental Management Division is comprised of three main program areas: Sustainability, Conservation, and Environmental Management. We provide sustainability information and resources to city employees and the community and work to incorporate sustainable practices into our own operations and reduce greenhouse gas emissions. The Conservation program includes Brownfield Land Recycling, Environmental Code Enforcement, outreach and education regarding recycling and composting, and organizing anti-litter campaigns and volunteer clean-ups. Environmental Management works to ensure that all City operations are in compliance with federal and state regulations as they pertain to the environment, including asbestos, lead based paint, underground storage tanks, and petroleum contaiminated soils. They also manage the operations and compliance of the Hazardous Products Center located at Cinder Lake Landfill for the collection of hazardous wastes from residents and small businesses.

FY 07 ACCOMPLISHMENTS

- ✓ Initiated a new Sustainability Program with the hiring of a full-time permanent Sustainability Manager and set goals and priorities for the program with direction provided by the City Council and in collaboration with all City departments.
- ✓ Completed an Intergovernmental Agreement (IGA) with Coconino County to contribute to a joint Sustainable Building Program.
- ✓ Environmental Code Enforcement conducted outreach and education for snow and ice removal from sidewalks. This is the first year notices of violations were given out. A program recognizing individuals and businesses that were in compliance was also initiated.
- ✓ The Environmental Program conducted composting workshops in the spring and continued with researching municipal composting for the City.
- ✓ The Brownfield Land Recycling Program continued with an Environmental Protection Agency (EPA) grant for community-wide petroleum assessment for the Route 66 corridor and an ADEQ grant for the 116 W. Phoenix property. Contractors were hired under both grants to conduct background research and a contractor was hired under the EPA grant for community outreach and public meetings.
- ✓ The Brownfield Land Recycling Program collaborated with other municipalities, contractors, and the National Brownfield Association to form an Arizona chapter of the National Brownfield Association.
- ✓ The Clean & Green Committee considered a new role in sustainability and is working to change their title and purpose to become a Sustainability Commission.
- ✓ There has been over 95% voluntary compliance for litter complaints after staff has contacted violators.
- ✓ The small business waste program was initiated at the Hazardous Products Center in Spring of 2007.
- ✓ Environmental Management coordinated asbestos abatement as part of the Adult Center renovation project and completed the project on-budget and ahead of schedule.
- ✓ Environmental Management obtained asbestos and lead-based paint surveys for USGS buildings 4 and 5 and provided asbestos awareness training to USGS employees that occupy the buildings.

FY 08 NEW INITIATIVES

- ➢ Focus sustainability efforts on city operations and reducing greenhouse gas emissions.
- ➢ Identify areas of the City with large and small amounts of contamination in recycling. Recognize areas with small amounts of contamination and conduct intensive education/outreach for areas with high contamination.
- ➢ Enhance the existing safety program at the Hazardous Products Center to identify and budget for facility changes necessitated by increased participation in the Center's programs.

PERFORMANCE MEASURES

Council Priority/Goal: QUALITY OF LIFE
Goal: Create and implement Sustainability Plan and Climate Protection Action Plan for the City of Flagstaff.
Objective: Work collaboratively with Departments and the Sustainabilty Commission to identify short and long term goals to make City operations and the Flagstaff community more sustainable.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Compose Sustainability Plan and identify carbon reduction strategies for the City.	N/A	N/A	Complete	N/A
Develop Climate Protection Action Plan and a series of indicators to measure progress of the Sustainability Plan and conduct indicator baseline	N/A	N/A	25%	Complete

Council Priority/Goal: COLLABORATION
Goal: Establish interdepartmental working group to coordinate integration of Sustainability Plan and Climate Protection Action Plan with City operations, activities and policies, and raise awareness among City staff.
Objective: Convene Sustainability Leadership Team.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Meet with all departments to discuss sustainability and carbon reduction strategies.	N/A	N/A	Complete	N/A
Convene meetings	N/A	N/A	Complete	N/A

Council Priority/Goal: QUALITY OF LIFE
Goal: Increase volunteer participation in environmental community service projects.
Objective: Increase number of environmental service projects by 5% anually.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of projects	43	47	50	53

Council Priority/Goal: QUALITY OF LIFE
Goal: Provide recycling and source reduction opportunities for the community
Objective: Provide 150 - 300 affordable compost bins and proper training to City residents at least annually.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Compost bins distributed to City residents	174	200	200	200

Council Priority/Goal: QUALITY OF LIFE
Goal: Increase the overall tonnage of hazardous materials collected at the Hazardous Products Center.
Objective: Increase tonnages collected from Flagstaff residents and businesses by 5% annually.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Hazardous waste tonnage including electronics	91 tons	110 tons	116 tons	122 tons
New small business waste program starting in CY 07	N/A	N/A	unknown	unknown

Council Priority/Goal: CUSTOMER SERVICE
Goal: To provide timely environmental assistance to other city departments and the public.
Objective: To provide timely environmental assistance to other city departments and the public.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Respond to environmental requests from city personnel within 24 hours. Where additional research is necessary, respond within three days.	N/A	100%	100%	100%
Return all phone calls/respond to request from citizens for environmental information within 24 hours.	N/A	100%	100%	100%

DEPARTMENT: PUBLIC WORKS
DIVISION: 41-ENVIRONMENTAL SERVICES

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 3,123,480	$ 3,710,361	$ 3,545,703	$ 3,975,141	$ 264,780
CONTRACTUAL	3,067,724	2,815,026	2,821,892	3,275,267	460,241
COMMODITIES	1,198,931	1,333,066	1,390,896	1,507,141	174,075
CAPITAL	1,850,587	3,725,873	1,256,661	4,485,829	759,956
TOTAL	**$ 9,240,722**	**$ 11,584,326**	**$ 9,015,152**	**$ 13,243,378**	$ 1,659,052

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 537,805	$ 980,821	$ 788,117	$ 588,380	$ (392,441)
RESIDENTIAL COLLECTION	1,646,646	2,270,586	1,647,080	2,757,917	487,331
COMMERCIAL COLLECTION	1,605,857	2,272,021	1,666,064	2,509,174	237,153
SANITARY LANDFILL	2,750,229	2,564,962	2,413,587	2,814,017	249,055
BIN MAINT-RESIDENTIAL	43,702	72,977	44,513	61,047	(11,930)
BIN MAINT-COMMERCIAL	87,328	175,773	56,911	144,278	(31,495)
HOIST & HAUL	317,037	494,221	376,101	590,848	96,627
RECYCLING-LANDFILL	90,592	105,380	90,967	-	(105,380)
HOUSEHOLD HAZ WASTE COLL	134,990	195,990	138,011	-	(195,990)
RECYCLING - CURBSIDE COLL	807,165	839,733	683,148	1,204,992	365,259
INERT MATERIAL LANDFILL	8,949	38,832	9,150	18,001	(20,831)
COMMERCIAL RECYCLING	466,935	922,505	520,925	1,302,463	379,958
BROWNFIELD	105,778	132,857	119,918	-	(132,857)
CONSERVATION EDUCATION	86,337	78,570	61,937	-	(78,570)
SUSTAINABLILITY	-	-	-	167,236	167,236
ENVIRONMENTAL MANAGEMENT	239,083	237,490	232,287	486,596	249,106
ENVIRONMENTAL CODE ENFORC	92,803	113,648	90,324	420,069	306,421
COMMERCIAL SALES	6,559	7,960	7,960	7,960	-
COUNTY COMMERCIAL REFUSE	189	-	-	-	-
COUNTY - HOIST AND HAUL	1,153	-	-	-	-
PW YARD FIRE DAMAGE REPL	197,058	-	-	-	-
LANDFILL SITE IMP	-	80,000	-	80,000	-
06 EPA BRNFLD ASSESSME	-	-	21,600	90,400	90,400
06 ADEQ PHOENIX AVE SR	-	-	46,552	-	-
MRF ENTRY IMPROVE	14,527	-	-	-	-
TOTAL	**$ 9,240,722**	**$ 11,584,326**	**$ 9,015,152**	**$ 13,243,378**	$ 1,659,052

SOURCE OF FUNDING:

ENVIRONMENTAL SERVICES FUND	$ 13,243,378
	$ 13,243,378

COMMENTARY:
The Environmental Services operating budget has increased 11% and capital expenditures total $4,485,829 resulting in an overall net increase of 14%. Personal Services includes merit, market, retirement, health insurance, and dental insurance increases. Contractuals increases are due to increased costs related to Utilities, Equipment Rental & Maintenance, and Consulting expenses. Commodities increases are due to increases in fuel costs and fleet related charges. Major capital (>$10,000) includes capital equipment, as well as capital improvements ongoing at the landfill. Refer to Schedules 8 and 9 for a detailed listing.

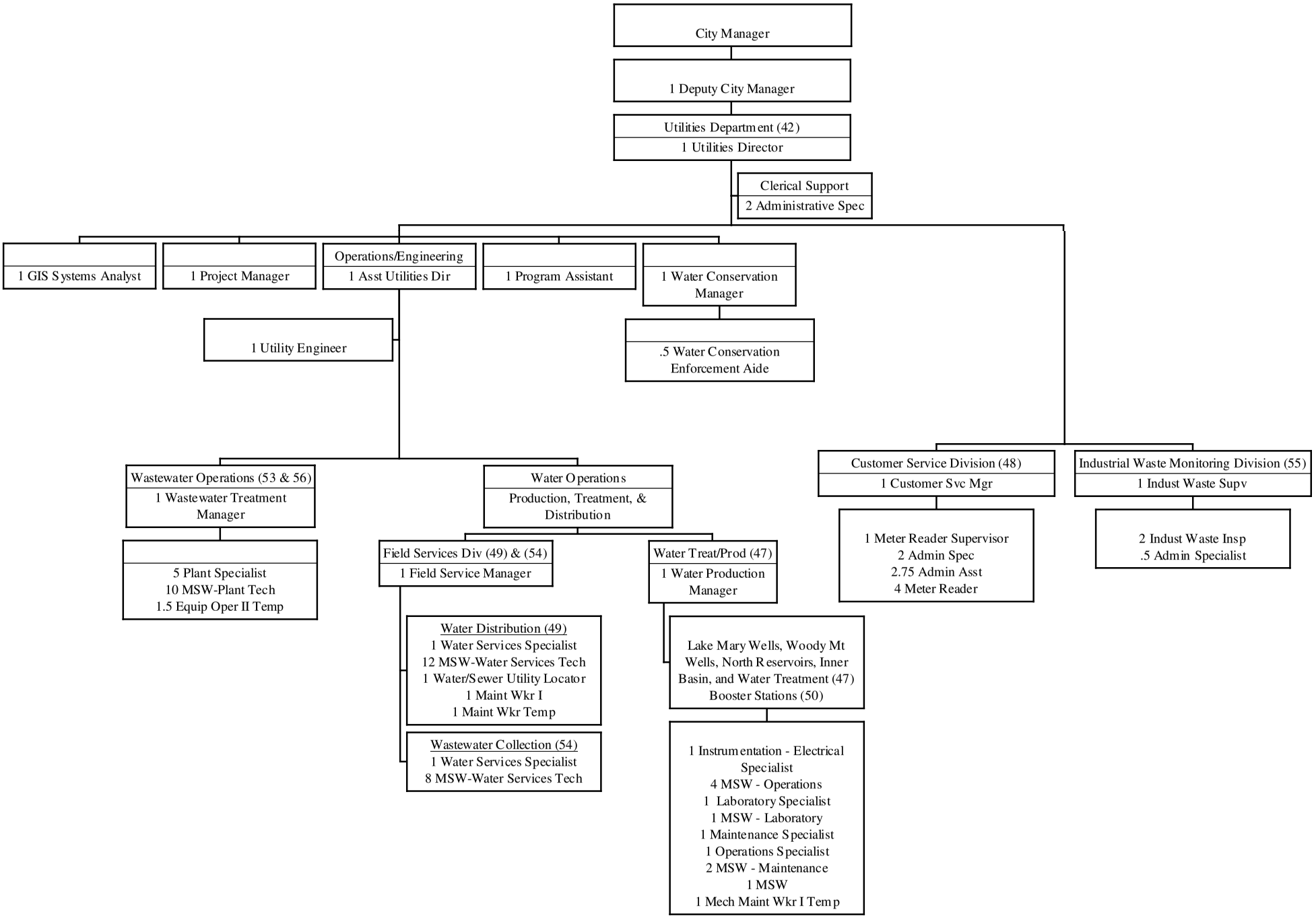
UTILITIES DEPARTMENT MISSION

The mission of the **Utilities Department** is to professionally and cost effectively provide water and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers.

We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations by continuously improving our operations.

We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

Utilities


City Manager
1 Deputy City Manager
Utilities Department (42)
1 Utilities Director
Clerical Support
2 Administrative Spec
1 GIS Systems Analyst
1 Project Manager
Operations/Engineering
1 Asst Utilities Dir
1 Program Assistant
1 Water Conservation Manager
1 Utility Engineer
.5 Water Conservation Enforcement Aide
Wastewater Operations (53 & 56)
1 Wastewater Treatment Manager
5 Plant Specialist
10 MSW-Plant Tech
1.5 Equip Oper II Temp
Water Operations
Production, Treatment, & Distribution
Field Services Div (49) & (54)
1 Field Service Manager
Water Distribution (49)
1 Water Services Specialist
12 MSW-Water Services Tech
1 Water/Sewer Utility Locator
1 Maint Wkr I
1 Maint Wkr Temp
Wastewater Collection (54)
1 Water Services Specialist
8 MSW-Water Services Tech
Water Treat/Prod (47)
1 Water Production Manager
Lake Mary Wells, Woody Mt Wells, North Reservoirs, Inner Basin, and Water Treatment (47) Booster Stations (50)
1 Instrumentation - Electrical Specialist
4 MSW - Operations
1 Laboratory Specialist
1 MSW - Laboratory
1 Maintenance Specialist
1 Operations Specialist
2 MSW - Maintenance
1 MSW
1 Mech Maint Wkr I Temp
Customer Service Division (48)
1 Customer Svc Mgr
1 Meter Reader Supervisor
2 Admin Spec
2.75 Admin Asst
4 Meter Reader
Industrial Waste Monitoring Division (55)
1 Indust Waste Supv
2 Indust Waste Insp
.5 Admin Specialist

MISSION

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PROGRAM DESCRIPTION

Coordinates activities of the Utilities Department. Administers the department safety program, water conservation program, Water Commission activities, City Change Order Committee, and acts as Forest Service liaison. Provides representation for the City of Flagstaff to various planning groups such as the Technical Advisory Group for the Coconino Plateau Water Advisory Council and the Technical Advisory Committee for the National Park service/U.S. Forest Service Lake Mary Watershed planning group. Reviews proposed water legislation and provides input to Council and legislators. Represents the City of Flagstaff on the Northern Arizona Water Users Association. Assesses Utilities capital improvements needs, prioritizes needs, and provides project management engineering services for capital improvement projects. Administers water and sewer computer modeling activities for the City and new developments. Provides Blue Stake locating services. Investigates customer, staff, and City Council inquiries and follows up on complaints. Provides permit administration for NPDES, APP, Reuse, and other permits as required. Reviews new developments and represents the Department on a multitude of various committees. Provides all clerical services for the Department and Utilities GIS services for the City.

FY 07 ACCOMPLISHMENTS

- ✓ Updated Utilities Capital Improvement Program
- ✓ New water & sewer fees adopted
- ✓ Value engineered Wildcat Plant Improvements
- ✓ Completed Lone Tree water line extension
- ✓ Completed Walgreen's sewer relocation
- ✓ Completed Rio Well Equipping
- ✓ Completed modifications to North Reservoirs for removal from State hazardous dams list
- ✓ Completed remodel of Lake Mary Water Plant
- ✓ Completed water quality study for ADEQ
- ✓ Leased Red Gap Ranch for grazing
- ✓ Completed 4,279 utility locates

FY 08 NEW INITIATIVES

- ➢ Continue groundwater development program
- ➢ Continue Wildcat improvements project
- ➢ Complete LM Well No.7 construction

PERFORMANCE MEASURES

Council Priority/Goal: PLANNING FOR GROWTH
Goal: Provide uninterrupted water and sewer service to the citizens of Flagstaff
Objective: Insure water and sewer infrastructure is adequate for new development

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Water and sewer impact analyses performed	16	12	14	14
Capital projects managed	18	14	14	11
Number of system-wide water curtailments	0	0	0	0
Per capita water use	117	122	120	120

Council Priority/Goal: FISCAL HEALTH
Goal: Provide a rate structure to meet the financial needs of the utility
Objective: Update rates on a regular basis

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Review rates with internal rate model	Yes	Yes	Yes	Yes
Update rate model to accomodate system changes	No	Yes	No	No
Update user fees, impact fees	Yes	Yes	Yes	Yes

Council Priority/Goal: CUSTOMER SERVICE
Goal: Exceed customer's water and wastewater service expectations
Objective: Reduce water outage hours (repairs) and number of public sewer blockages

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Water outage hours	1705	1310	1400	1400
Public sewer blockages	32	28	30	30

Council Priority/Goal: PUBLIC SAFETY
Goal: Provide safe drinking water and wastewater
Objective: No permit violations

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
0Number drinking water violations	6	3	0	0
Number wastewater permit violations	1	0	0	0

DEPARTMENT: UTILITIES
DIVISION: 42-UTILITIES ADMINISTRATION

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 792,823	$ 845,190	$ 832,834	$ 1,003,349	$ 158,159
CONTRACTUAL	428,974	267,576	270,119	358,925	91,349
COMMODITIES	54,904	50,755	30,344	51,615	860
CAPITAL	-	10,780	10,780	-	(10,780)
TOTAL	**$ 1,276,701**	**$ 1,174,301**	**$ 1,144,077**	**$ 1,413,889**	$ 239,588

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 740,082	$ 595,245	$ 591,266	$ 718,498	$ 123,253
WATER COMMISSION	465	2,795	2,745	2,795	-
CITY WTR SYSTEM ANALYSIS	8,180	7,585	7,585	5,700	(1,885)
FIXED ASSET INVENTORY	8,251	16,186	526	18,070	1,884
CITY SWR SYSTEM ANALYSIS	12,599	9,690	7,400	3,648	(6,042)
ENGINEERING	352,593	294,446	316,473	314,047	19,601
BLUE STAKE	15,043	(4,875)	(2,759)	-	4,875
WATER CONSERVATION	127,548	153,054	122,160	260,795	107,741
GIS-UTILITIES	9,548	89,395	86,120	90,336	941
WILDLIFE VIEWING AREA	2,392	10,780	12,561	-	(10,780)
TOTAL	**$ 1,276,701**	**$ 1,174,301**	**$ 1,144,077**	**$ 1,413,889**	$ 239,588

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 1,413,889
	$ 1,413,889

COMMENTARY:
The Utilities Administration operating budget has increased 22% and there are no capital expenditures. Personal Services includes a merit, market, retirement, health insurance and dental insurance increases plus a retirement payout. Contractual increases are due to one-time grants, Duckpond 100% reimbursable and Milligan Xeriscape 59% reimbursable. There is no major capital (>$10,000) for this division

MISSION

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PROGRAM DESCRIPTION

The Lake Mary Water Treatment Plant provides conventional surface water treatment for waters from Upper Lake Mary. Staff is responsible for the operation of the Water Plant and all other water production facilities including: Lake Mary Wellfield, Woody Mountain Wellfield, the Inner Basin wells and springs, local wells, and the Reservoir Filtration Plant. Staff also operates and maintains system water tanks and booster stations (Division 50). The State certified Compliance Lab provides analysis for process control and water sampling for compliance.

This Division cost effectively produces water that meets all Safe Drinking Water Act requirements. It manages the quantity of stored water to provide flows to customers, with an adequate reserve for fire fighting. It teaches public awareness of the water system through educational programs and demonstrations.

FY 07 ACCOMPLISHMENTS

- ✓ LM # 2 Motor Control Center (MCC) replaced, new power from APS
- ✓ Skill Based Pay implemented
- ✓ Rio Well Building completed
- ✓ SolarBee circulators installed in Lake Mary
- ✓ Shop well has motors replaced twice
- ✓ Remodel building for conference room at LMWTP
- ✓ 50 MG Reservoirs are "notched" per Dam Safety
- ✓ Water Quality study: LT2, Stage 2, Copper study

FY 08 NEW INITIATIVES

- ➢ LM #7 Building and power complete
- ➢ Inner Basin pipeline in Transwestern easement complete
- ➢ SolarBee circulators for Main and Xmas reservoirs
- ➢ Inner Bawin water to 2 MG reservoir
- ➢ Superisory Control And Data Acquistion (SCADA) system - long term enhancements

PERFORMANCE MEASURES

Council Priority/Goal: PUBLIC SAFETY
Goal: Insure all instrumentation and reporting devices are working properly
Objective: Reduce the amount of monitoring violations

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of tests performed	1590	1339	1500	1450
Number of Safe Drinking Water Violations (monitoring)	3	3	2	1

Council Priority/Goal: CAPITAL IMPROVEMENT
Goal: Replace aged infrastructure that becomes inoperative and lessens supply.
Objective: Install Inner Basin pipe

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Feet of pipe installed	3160	0	2460	2500

Council Priority/Goal: PLANNING FOR GROWTH
Goal: Expand current supply network for increased capacity
Objective: New wells, booster stations, rehabilitated wells, increased efficiency

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Expanded capacity	0	0	0	0
New and reconditioned wells	1	1	1	1
Booster stations and tanks	0	0	1	1

Council Priority/Goal: QUALITY OF LIFE
Goal: Water as a good value:
Objective: Cost conscious, environmentally aware.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Gallons produced	2658	2800	2884	2970
Cost per 1000 gallons to produce	.94	1.22	1.30	1.35

DEPARTMENT: UTILITIES
DIVISION: 47-Water Production

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 615,205	$ 700,701	$ 716,915	$ 808,106	$ 107,405
CONTRACTUAL	1,973,401	2,267,820	2,247,718	2,246,062	(21,758)
COMMODITIES	327,810	312,964	310,674	327,232	14,268
CAPITAL	94,953	772,405	232,458	761,448	(10,957)
TOTAL	**$ 3,011,369**	**$ 4,053,890**	**$ 3,507,765**	**$ 4,142,848**	$ 88,958

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 411,074	$ 430,532	$ 428,862	$ 609,210	$ 178,678
WATER TREATMENT OPERATION	348,313	286,744	284,156	312,861	26,117
CHEMICAL ANALYSIS	191,639	253,714	263,435	213,110	(40,604)
BLDGS & GROUNDS MAINT	85,250	257,459	257,969	61,766	(195,693)
EQUIPMENT MAINTENANCE	203,481	156,068	149,310	195,160	39,092
USFS LAKE MARY CONTRACT	8,860	8,860	8,860	8,860	-
UPPER LAKE MARY DAM IMP	1,307	21,000	1,509	41,000	20,000
SEDMNTION BASIN MODS (90)	-	15,000	15,001	15,000	-
SCADA TRACKING	29,625	35,350	37,500	148,850	113,500
LOCAL WELLS	372,415	556,416	554,921	553,145	(3,271)
LAKE MARY WELLFIELDS	493,216	449,493	450,914	447,736	(1,757)
WOODY MOUNTAIN WELLFIELD	710,545	881,563	883,986	862,954	(18,609)
NORTH RESERVOIRS	38,819	63,467	46,174	63,023	(444)
INNER BASIN DEVELOPMENT	93,719	210,809	104,753	180,188	(30,621)
INNER BASIN PIPELINE	23,106	427,415	20,415	429,985	2,570
TOTAL	**$ 3,011,369**	**$ 4,053,890**	**$ 3,507,765**	**$ 4,142,848**	$ 88,958

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 4,142,848
	$ 4,142,848

COMMENTARY:
The Lake Mary Water Treatment Plant operating budget has increased 3% and capital expenditures total $761,448 resulting in an overall increase of 2%. Personal Services increases are due to one FTE staffing addition for MSW position. In addition, there is a retirement payout along with merit, market, retirement, health insurance and dental insurance increases. Contractual decrease is due to prior year one-time expenditure. Major capital (>$10,000) includes $27,500 compact Hybrid SUV, $29,000 1 ton 4 x 4 pickup, $20,000 Lake Mary repair, $125,000 SCADA enhancements, radio upgrades, $20,000 Lake Mary wellfields, $40,000 Dam Improvements, $60,000 Boom Truck, $32,000 composting toilet and $401,000 for pipe construction.

MISSION

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PROGRAM DESCRIPTION

Customer Service is responsible for meter reading, water and sewer billing, and collection of delinquent accounts including the disconnection and lock off of water service for unpaid billings and non-sufficient fund checks for the Utilities Department. Unusually high or low water consumption is investigated and inactive meters are monitored for possible consumption. This division is also responsible for cashiering operations for most City departments and for the calculation and collection of utility system fees for all new or added construction.

FY 07 ACCOMPLISHMENTS

- ✓ Installed Click2Gov for Internet services to allow customer to view account information and pay the water bills.
- ✓ Set up Inter-department billing to charge other City accounts directly from the Utility system, thus discontinuing the need for Accounts Payable to process a check and for Customer Service to receipt payments.
- ✓ Purchased new data collection system to improve the electronic reading of meters and identify the meters that may be faulty and not providing a signal.
- ✓ Only 1 injury accident and 1 vehicular accident.
- ✓ Set up compound meter in billing system to eliminate old paper processing system.

FY 08 NEW INITIATIVES

- ➢ Make corrections to the system addressing file to be consistent with other applications within the City.
- ➢ Cross train more employees to provide back up support and maintain collection and billing timeliness and accuracy.

PERFORMANCE MEASURES

Council Priority/Goal: FISCAL HEALTH
Goal: Limit the amount of accounts written off.
Objective: Timely collections of past due accounts and adequate deposits to reduce amount of receivables to write off.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Collection activity (delinquent accounts/total accounts)	2.9%	3.3%	3.5%	3.5%
Annual write off of customer accounts, excluding bankruptcies	$42,782	$37,014	$44,000	$45,000
Write offs as a percentage of total billed	0.21%	0.17%	0.20%	0.20%

Council Priority/Goal: ORGANIZATIONAL SUPPORT
Goal: Provided employees with proper training for safety and technical aspect of their positions.
Objective: We will improve our employees' safety records and knowledge by providing the necessary training.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Safety training hours provided to staff	23	26	40	40
Technical/Computer training provided to staff	61	152	150	150
Number of injury accidents	1	2	1	0

Council Priority/Goal: CUSTOMER SERVICE
Goal: Provide timely and accurate billings.
Objective: Reduce estimated meter reads and bill in a timely manner.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Percent of estimated meter reads	9.11%	0.15%	3.00%	2.50%
Number of cycle bills sent out within 34 days of prior bill. (36 total cycles)	35	34	36	36
Average number of days between bills	30.44	30.28	31.00	31.00

DEPARTMENT: UTILITIES
DIVISION: 48-CUSTOMER SERVICE

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 516,305	$ 524,039	$ 532,988	$ 570,986	$ 46,947
CONTRACTUAL	158,683	202,590	216,712	259,890	57,300
COMMODITIES	47,001	72,500	35,557	64,450	(8,050)
CAPITAL	-	37,500	-	76,500	39,000
TOTAL	**$ 721,989**	**$ 836,629**	**$ 785,257**	**$ 971,826**	$ 135,197

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 196,165	$ 201,178	$ 185,250	$ 235,457	$ 34,279
FIELD READING	175,367	244,439	203,150	295,629	51,190
COLLECTION	82,371	81,480	85,857	97,145	15,665
CUSTOMER SERVICE	268,086	309,532	311,000	343,595	34,063
TOTAL	**$ 721,989**	**$ 836,629**	**$ 785,257**	**$ 971,826**	$ 135,197

SOURCE OF FUNDING:

GENERAL FUND	$ 14,932
LIBRARY FUND	1,195
HIGHWAY USER REVENUE FUND	3,503
WATER AND WASTEWATER FUND	791,321
STORMWATER FUND	9,812
AIRPORT FUND	725
ENVIRONMENTAL SERVICES FUND	150,338
	$ 971,826

COMMENTARY:
The Customer Service operating budget has increased 12% and capital expenditures total $76,500 resulting in an overall net increase of 16%. Personal Services increases are due to .25 FTE staffing addition that includes an Administration Assistant. In addition there are merit, market, retirement, health insurance and dental insurance increases. Contractual increase are mainly due to $40,000 ongoing RSL for credit card fees and increase in postage rates. Commodities decrease is due to prior year one-time expenditures. One-time expenditures include $8,000 for security systems and $9,000 replacement of equipment. Major capital (>$10,000) includes two replacement 4 x 4 Ext Cab Pickups for $39,000 and $37,500 for meter reading equipment.

MISSION
The mission of the Utilities Department/ Water Distribution Division is to professionally and cost effectively provide water services that meet the present and future environmental, health and safety needs of the community and our co-workers.

PROGRAM DESCRIPTION

The Water Distribution system operators safely and efficiently operate, maintain and repair all water distribution lines, fire hydrants, pressure reducing stations and meters, supplying each customer with a sufficient volume of water at adequate pressures, throughout our varying elevations and pressure zones.

FY 07 ACCOMPLISHMENTS

- ✓ Worked with Customers, Engineers, and Contractors with planning and problem solving.
- ✓ Fourth St. and Rt 66 project.
- ✓ TI (Country Club) overpass project at Hwy 89.
- ✓ Installed over 1000 Radio Read Water Meters.
- ✓ Updated the CMMS (Computer Maintenance Management System) & GIS (Geographical Information Systems) with past water information, while keeping up with current data.

FY 08 NEW INITIATIVES

- ➢ Fire Hydrant / valve maint. and flushing program to insure water quality and a trouble free system during scheduled and unscheduled system operations.
- ➢ Remove and replace the commercial and residential Fire Service Meters with up to date materials.
- ➢ Install between 1500 to 2000 Radio Read Meters, improving efficiency, and receive actual reads.
- ➢ Increase the skills of Multi Skilled Workers through training, hands on training, cross training, and revising skill blocks (addendums),
- ➢ A real time field work order and information system via wireless laptops.

PERFORMANCE MEASURES

Council Priority/Goal: CUSTOMER SERVICE
Goal: Exceed customer service expectations.
Objective: To make sure all of our customers needs, questions and concerns have been addressed in a timely manner.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of complaints and responses.	217	165	200	220

Council Priority/Goal: FISCAL HEALTH
Goal: Reduce accidents and maintain high safety standards.
Objective: To communicate the importance of safety and loss control through our safety programs.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of loss time accidents.	0	0	0	0

Council Priority/Goal: PLANNING AND GROWTH
Goal: Set new water meters in a timely manner for contractors, developers and homeowners, keeping up with the rapid growth of our community.
Objective: Meters are paid for and our crews have them installed within 10 working days.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of new meter installations	337	466	600	700

Council Priority/Goal: ORGANIZATIONAL SUPPORT
Goal: Continue to develop a multi-skilled work force through skill base pay.
Objective: To develop a multi-skilled work force by developing and updating training criteria and crew rotation training schedules.To strengthen teamwork within the division.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of employees that have completed skill blocks and received additonal pay for the new skill they have learned and demonstrated an proficiency in.	5	4	5	5

DEPARTMENT: UTILITIES
DIVISION: 49-WATER DISTRIBUTION

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 830,975	$ 988,571	$ 961,918	$ 1,100,723	$ 112,152
CONTRACTUAL	175,509	58,656	52,986	63,549	4,893
COMMODITIES	257,995	248,161	270,167	263,084	14,923
CAPITAL	127	192,010	-	316,509	124,499
TOTAL	**$ 1,264,606**	**$ 1,487,398**	**$ 1,285,071**	**$ 1,743,865**	$ 256,467

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 103,397	$ 117,807	$ 282,226	$ 322,001	$ 204,194
WATER SYS MAINT-OPERATION	189,478	299,389	186,961	346,054	46,665
MAIN & SERVCE LINE REPAIR	316,776	292,147	282,982	286,375	(5,772)
MAIN EXT-FIRE HYDR/VALVE	126,521	143,012	78,106	104,853	(38,159)
VALVE & FIRE HYDR MAINT	138,666	193,528	154,648	207,072	13,544
METER INSTALLATION	249,188	286,014	221,452	316,952	30,938
METER REPAIR & TESTING	140,580	155,501	78,696	159,693	
BLUE STAKE	-	-	-	865	865
TOTAL	**$ 1,264,606**	**$ 1,487,398**	**$ 1,285,071**	**$ 1,743,865**	$ 256,467

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 1,743,865
	$ 1,743,865

COMMENTARY:
The Water Distribution operating budget has increased 10% and capital expenditures total $316,509 resulting in an overall net increase of 17%. Personal Services includes a merit, market, retirement, health insurance and dental insurance increases along with two retirement payouts. Contractual increases are due to increased telephone costs. Commodities increases are due to increased costs for street/highway repair materials, motor vehicle/machine parts and water/sewer parts. Major capital (>$10,000) includes one 4x4 ext cab pickup ($19,500), four service vehicles ($267,009) and a power-vac truck ($30,000).

MISSION

The mission of the Utilities Department is to professionally and cost effectively provide water and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers. We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations by continuously improving our operations. We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

PROGRAM DESCRIPTION

Provides for the operation and maintenance of Booster Stations and Storage Tanks .

Booster Stations increase water pressure for domestic and fire service outside of the normal pressure zones of the distribution system (higher elevations.) Storage tanks provide pressure and flow when pumps are not running.

FY 07 ACCOMPLISHMENTS

- ✓ Kinlani tank scheduled to be painted
- ✓ Main (12 MG) reservoir inspected and cleaned
- ✓ Railroad Springs Booster Stations electrically equipped to run pumps in tandum.

FY 08 NEW INITIATIVES

- ➢ Presidio/City tank at RR Springs (1 MG)
- ➢ Reservoir Filtration Plant and Paradise inspected and cleaned
- ➢ Cheshire tank painted

PERFORMANCE MEASURES

Council Priority/Goal: **QUALITY OF LIFE**
Goal: Keep facilities operational and esthetically pleasing
Objective: Paint and clean interiors

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Tanks painted	1	0	1	1
Tanks cleaned (diving contract)	2	1	2	1

DEPARTMENT: UTILITIES
DIVISION: 50-BOOSTER STATIONS

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 31,305	$ 28,791	$ 28,791	$ 30,803	$ 2,012
CONTRACTUAL	32,049	58,636	46,236	61,680	3,044
COMMODITIES	2,685	3,425	3,425	3,425	-
CAPITAL	-	-	-	-	-
TOTAL	**$ 66,039**	**$ 90,852**	**$ 78,452**	**$ 95,908**	$ 5,056

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 36,370	$ 40,377	$ 40,377	$ 42,583	$ 2,206
ZONE A	11	14,350	350	14,350	-
KINLANI	1,039	2,775	2,775	2,275	(500)
UNIVERSITY HIGHLANDS #1	1,342	1,800	1,800	2,050	250
AIRPORT BOOSTER	4,362	2,700	3,200	3,200	500
AMBERWOOD BOOSTER	3,109	4,450	5,550	5,550	1,100
RAILROAD SPRINGS BOOSTER	19,806	24,400	24,400	25,900	1,500
TOTAL	**$ 66,039**	**$ 90,852**	**$ 78,452**	**$ 95,908**	$ 5,056

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 95,908
	$ 95,908

COMMENTARY:
The Booster Station operating budget has increased 6% and there are no capital expenditures. The increase in Personal Services is based on amount of charges from other divisions.

MISSION

Provide wastewater treatment and reclaim water that meets or exceeds all federal and state permit requirements, Minimize treatment cost per unit of treated wastewater, Maintain State Certified Laboratory Standards, Encourage use of reclaim water by Fairfield golf courses and contractors, Submit all required state and federal monitoring reports accurately and on time.

PROGRAM DESCRIPTON

The Wildcat Hill Wastewater Plant is a 6 million gallon-per- day advanced treatment facility. This program is responsible for the day-to-day operation and maintenance, as well as the pumping of treated wastewater to the Fairfield golf courses and contractors. The plant operates a State-certified laboratory, which performs the majority of the required routine lab analysis.

FY 07 ACCOMPLISHMENTS

- ✓ Wildcat had 0 violations.
- ✓ Tied the Yaskawa electric pump to generator to save money.
- ✓ Installed new aerators at ponds which run on solar, removed (4) 15hp motors and have ruduced the potential for odor complaints.
- ✓ Added a mixer to our primary effluent pump station to eliminate a grease matt.
- ✓ Record amount of solids injected into the Designated Land Disposal.
- ✓ Received the City managers award, bike to work week award, housekeeping award by utility safety committee and picture canyon cleanup wow award.
- ✓ Saved money on bio tower bearing rebuild after bio tower bearing failure. Also ran on one bio tower for months with no violations.
- ✓ Improved our landscaping around the plant.
- ✓ Waukesha engine was rebuilt.
- ✓ Reduced Chlorine and Sulfur dioxide consumption by using a new control mechanism.
- ✓ Painted equipment around the plant.
- ✓ Plant personel finished a record number of skill blocks.

FY 08 NEW INITIATIVES

- ➢ Continue to encourage and promote the use of reclaim water.
- ➢ Continue to promote a culture of pride in ownership of our facility.
- ➢ Meet and exceed the challenges ahead for our facility upgrade.

PERFORMANCE MEASURES

Council Priority/Goal: CUSTOMER SERVICE
Goal: Exceed the expectations of our customers.
Objective: Continue to provide services that meet or exceed all Federal, State and City requirements.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Gallons of influent treated (billions).	1.56	1.32	1.40	1.55
Gallons of septage treated (millions).	1.37	1.76	1.80	1.90
Gallons of reclaim water sold (millions).	402.7	408.0	410.0	420.0
Gallons of grease treated (thousands).	354,400	381,265	380,000	390,000
Gallons of interceptor sludge (thousands).	60,500	35,500	60,000	65,000
Dry metric tons of solids/sludge injected.	1,014.14	1,163.54	1,200	1,200

Council Priority/Goal: FISCAL HEALTH
Goal: Maintain financial responsibility that meets or exceeds the City of Flagstaff expectations.
Objective: Maintain cost per thousand to treat.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Cost per thousand to treat (influent).	$ 0.96 avg.	$ 1.10 avg.	$1.12	$1.15

Council Priority/Goal: PUBLIC SAFETY
Goal: Develop and maintain public security.
Objective: Continue to provide the best quality effluent by meeting or exceeding all requirements.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of NPDES permit violations (within plant design)	1	0	0	0
Number of NPDES permit violations(beyond plant capabilities)	2	0	0	0

Council Priority/Goal: PLANNING FOR GROWTH
Goal: Promote the use of reclaim water.
Objective: Increase the number of customers using reclaim water.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of new reuse permits administered.	14	28	25	25

Council Priority/Goal: QUALITY OF LIFE
Goal: Provide a good quality of life for our customers, neighbors, and employees.
Objective: Reduce the number of complaints and injuries.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of complaints /odors ect.	1	0	0	0
Number of on the job lost time due to accidents / injuries.	0	0	0	0

DEPARTMENT: UTILITIES
DIVISION: 53-WILDCAT WASTEWATER TREATMENT PLANT

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 669,092	$ 838,305	$ 757,988	$ 866,690	$ 28,385
CONTRACTUAL	580,827	540,208	520,920	491,236	(48,972)
COMMODITIES	265,192	333,552	302,704	338,972	5,420
CAPITAL	-	-	-	27,000	27,000
TOTAL	**$ 1,515,111**	**$ 1,712,065**	**$ 1,581,612**	**$ 1,723,898**	$ 11,833

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 108,990	$ 211,543	$ 47,942	$ 155,663	$ (55,880)
WC-PLANT OPERATIONS	584,366	655,137	619,473	599,965	(55,172)
WC-PLANT MAINTENANCE	634,022	585,745	673,587	671,327	85,582
WC-LAB-PROC CNTRL-MONTR	116,451	183,902	173,025	204,917	21,015
WC-SEPTAGE	12,881	850	(261)	850	-
WC-WH RIO MAINTENANCE	3,238	4,342	2,900	6,561	2,219
WC-DRYING BEDS OPERATIONS	1,639	2,300	1,400	3,500	1,200
WC-SLUDGE INJECTION	53,524	68,246	63,546	81,115	12,869
TOTAL	**$ 1,515,111**	**$ 1,712,065**	**$ 1,581,612**	**$ 1,723,898**	$ 11,833

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 1,723,898
	$ 1,723,898

COMMENTARY:

The Wastewater Treatment Plant operating budget decreased by 1% and capital expenditures total $27,000 resulting in an overall net increase of 1%. Personal Services includes a merit, market, retirement, health insurance and dental insurance increases. Contractual decreases are due to budget line item decreases for utilities - light and heat. Major capital (>$10,000) includes forklift replacement for $27,000.

MISSION

The mission of the Utilities Department / Wastewater Collection Division is to professionally and cost effectively provide water services that meet the present and future environmental, health and safety needs of the community and our co-workers.

PROGRAM DESCRIPTION

The Wastewater Collection system operators safely and efficiently operate, maintain and repair all wastewater collection and reclaim distribution mains and manholes. Eliminating or reducing health hazards, system failures, customer complaints and property damage throughout our community.

FY 07 ACCOMPLISHMENTS

- ✓ Chemical root control on 46,000 ft. of sewer line.
- ✓ The televising of new subdivisions and existing lines. 103,000 ft of sewer lines.
- ✓ Updated the CMMS (Computer Maintenance Management System) & GIS (Geographical Information System) with past information, while keeping up with current data.
- ✓ Reduced the number of Sewer blockages by 25%, through better equipment and processes.
- ✓ Workers received a multitude of hands on training, and classes in safety, and Distribution systems.

FY 08 NEW INITIATIVES

- ➢ Continue to reduce the number of blockages every year. (through increased chemical root control, cut cleaning, and point repairs) .
- ➢ Increase the skills of our Multi Skilled Workers through training, hands on training, cross training, revising skill blocks (addendums).
- ➢ A real time field work order and information system via wireless laptops.

PERFORMANCE MEASURES

Council Priority/Goal: CUSTOMER SERVICE
Goal: Exceed customer service expectations.
Objective: Elminate or reduce health hazards, system failures, customer complaints and property damage.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of main line blockages	34	28	28	28

Council Priority/Goal: FISCAL HEALTH
Goal: Reduce accidents and maintain high safety standards.
Objective: To communicate the importance of safety and loss control through our safety programs.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of loss time accidents.	0	0	0	0

Council Priority/Goal: PLANNING AND GROWTH
Goal: Encourage the use of reclaim water throughout the community.
Objective: To expand our reclaim distribution system by installing distribution mains, services and fire hydrants.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of miles of reclaim waterlines	15.7	16.5	17.25	18

Council Priority/Goal: ORGANIZATIONAL SUPPORT
Goal: Continue to develop a multi-skilled work force through skill base pay.
Objective: To develop a multi-skilled work force by developing and updating training criteria and crew rotation training schedules.To strengthen teamwork within the division.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of employees that have completed skill blocks and received additional pay for the new skills they have learned and demonstrated an profciency in.	5	8	8	6

DEPARTMENT: UTILITIES
DIVISION: 54-WASTEWATER COLLECTION

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 565,841	$ 618,470	$ 632,975	$ 655,886	$ 37,416
CONTRACTUAL	50,120	21,504	22,290	19,954	(1,550)
COMMODITIES	103,893	182,340	167,170	201,820	19,480
CAPITAL	-	553,050	520,000	177,890	(375,160)
TOTAL	**$ 719,854**	**$ 1,375,364**	**$ 1,342,435**	**$ 1,055,550**	$ (319,814)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 157,322	$ 211,918	$ 159,426	$ 258,707	$ 46,789
SERVICE CONNECTIONS	13,727	15,494	16,714	48,677	33,183
PREVENTIVE MAINTENANCE	363,100	679,836	685,169	418,530	(261,306)
TV INSPECT & HYDRO-CLEAN	72,942	377,686	385,848	164,604	(213,082)
CORRECTIVE MAINTENANCE	89,652	76,715	85,627	149,692	72,977
RECLAIMED WATER LINE	23,111	13,715	9,651	15,340	1,625
TOTAL	**$ 719,854**	**$ 1,375,364**	**$ 1,342,435**	**$ 1,055,550**	$ (319,814)

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 1,055,550
	$ 1,055,550

COMMENTARY:
The Wastewater Collection operating budget has increased 7% and capital expenditures total $177,890 for a net decrease of 23%. Personal Services includes a merit, market, retirement, health insurance and dental insurance increases. Contractuals decrease is due to increased charge outs to other departments. Commodities increase is due to increased costs for equipment, oil, gas, motor vehicles/machine parts. Major capital (>$10,000) includes $80,000 for replacement vehicle, $32,890 for foaming rig and $65,000 replacement 1 1/2 ton 4 x 4 with service body, crane and hydraulic lift.

MISSION

The mission of the Utilities Department is to professionally and cost effectively provide water and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers. We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations by continuously improving our operations. We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

PROGRAM DESCRIPTION

This division provides monitoring, permitting, and reporting of industrial and commercial wastewater discharges into the City sewer system to assure compliance with Local, State and Federal mandated pre-treatment regulations and to prevent upset at the City's wastewater treatment plants. Other activities include administration of the City's cross-connection control program, wastewater monitoring, and seepage control.

FY 07 ACCOMPLISHMENTS

- ✓ Received results of the most recent Local Limits study. The Arizona Department of Environmental Quality Pretreatment coordinator has reviewed and approved the proposed limits and has authorized the City of Flagstaff to submit a public notice of the new limits before they are presented to Council for adoption.
- ✓ Re-permitted Joy Cone Company when their prior permit expired.
- ✓ Performed additional sampling for Copper on drinking water samples during wastewater sampling events at Industries Wastewater Treatment Plants to build a database for this analyte in preparation for the next Local Limit Study as recommended by Malcolm Pirnie.

FY 08 NEW INITIATIVES

- ➢ Adopt the new local limits as recommended by Malcolm Pirnie in the Local Limit Study.
- ➢ Modify permits for all industries to include the new local limits.
- ➢ Perform additional sampling for pollutants of concern at Industries, Nonhazardous Liquid Waste, Domestic and Commercial (non-industrial) collection points and at the Wastewater Treatment Plants to build a database for these analytes in preparation for the next Local Limit Study as recommended by Malcolm Pirie.

PERFORMANCE MEASURES

Council Priority/Goal: PUBLIC SAFETY
Goal: Protect water supply from possible cross-connections.
Objective: Inspect all businesses connected to City of Flagstaff water system for potential cross-connections.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of businesses inspected for potential cross connections.	1,387	1574	1590	1600
Percent of backflow devices that failed.	2 - 6 %	5 - 7 %	10 %	10 %
Number of backflow devices tests logged.	1,874	1804	1875	1900

Council Priority/Goal: COLLABORATION
Goal: Inspect all businesses and industries that have connections to the City of Flagstaff collection system.
Objective: Inspect all businesses and industries for pretreatment options and educate them on pollution prevention techniques.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of pretreatment businesses inspected.	1,387	1574	1590	1600
Number of compliance samples analyzed.	10,245	3179	3180	3180

Council Priority/Goal: CUSTOMER SERVICE
Goal: Provide informational responses to our internal and external customers.
Objective: Communicate with customers as efficiently and effectively to answer their questions,

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Contacts through calls, letters, & e-mails to customers.	4,236	3179	3180	3200

PERFORMANCE INDICATORS	CY04	CY05	CY06 EST.
Number of businesses inspected for potential cross connection	1,237	1387	1400
Number of backflow device tests logged	1,561	1874	1900
Number of compliance samples analyzed	4,222	10,245	3020
Number of pre-treatment business inspections	1,237	1,387	1400
Percent of failed back flow tests	10%	2 - 6%	10%

DEPARTMENT: UTILITIES
DIVISION: 55-WASTEWATER MONITORING

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 192,679	$ 217,616	$ 197,404	$ 225,095	$ 7,479
CONTRACTUAL	155,732	95,081	92,886	90,631	(4,450)
COMMODITIES	14,704	19,457	18,083	19,557	100
CAPITAL	-	-	-	-	-
TOTAL	**$ 363,115**	**$ 332,154**	**$ 308,373**	**$ 335,283**	$ 3,129

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 187,844	$ 150,548	$ 125,873	$ 154,168	$ 3,620
NPDES MONITORING	38,448	42,040	41,940	28,000	(14,040)
INDUSTRIAL WASTE MONITOR	98,534	124,748	124,647	152,121	27,373
HAZARDOUS WASTE	1,063	-	-	-	-
BACKFLOW X CONN. CONTROL	37,226	14,818	15,913	994	(13,824)
TOTAL	**$ 363,115**	**$ 332,154**	**$ 308,373**	**$ 335,283**	$ 3,129

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 335,283
	$ 335,283

COMMENTARY:
The Wastewater Monitoring operating budget has increased 1% and there are no capital expenditures. Personal Services includes a merit, market, retirement, health insurance and dental insurance increases. Contractuals decrease is related to prior year one-time expenditures. There is no major capital (>$10,000) for this division.

MISSION

To provide wastewater reclamation that exceeds all federal, state and reuse requirements in a safe and cost-effective manner. To submit all required regulatory reports on time without exception. To promote the use of reclaim water for all approved uses throughout the City of Flagstaff and vacinity. To educate the public on issues related to water reclamation, water conservation, and sustainable use.

PROGRAM DESCRIPTION

The Rio de Flag Water Reclamation Facility processes wastewater flow from the western half of the city and reclaims water for a variety of non-potable uses. Landscape irrigation is the principal use of reclaim water but water is also used for non-potable commercial and industrial uses. Excess reclaim water is released to the Rio de Flag wash for riparian enhancement. This semi-automated treatment facility uses advanced technology to produce non-potable water that is rated as Grade A+ by the state of Arizona. The program monitors product water quality as well as downstream water quality. Staff is also responsible for pumping the water into the citywide distribution system and maintaining the reclaim water storage facilities at Buffalo Park.

FY 07 ACCOMPLISHMENTS

- ✓ No permit violations.
- ✓ Consistently produced a final effluent that met all state and federal permit requirements.
- ✓ Rebuilt two influent pumps.
- ✓ Rebuilt one reclaim pump.
- ✓ Completed reclaim load station that utilizes an automated card reader.
- ✓ Renewed the Air Quality Permit.

FY 08 NEW INITIATIVES

- ➢ Have all reclaim load out stations converted to card readers.
- ➢ Continue proactive preventive maintenance program.
- ➢ Continue to develop the multi-skilled work force with active cross training, technical training, and skill block achievement
- ➢ Run full plant during summer months to meet the high reclaims demand.

PERFORMANCE MEASURES

Council Priority/Goal: PUBLIC SAFETY
Goal: Provide wastewater treatment that meets or exceeds criteria for Federal, State & Water Reuse Permits
Objective: Production and distrubution of reclaimed water that is safe for its intended use.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of Permit Violations	0	0	0	0

Council Priority/Goal: PLANNING FOR GROWTH
Goal: Promote and encourage use of reclaimed water through education and Public Relations programs. Schedule tours and provide information in a timely manner.
Objective: Promote the use of reclaimed water where appropriate, there by off setting the demands for potable water.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Gallons of reclaimed water produced (millions)	745	677	700	710
Gallons of reclaimed water reused (millions)	319	317	325	350

Council Priority/Goal: FISCAL HEALTH
Goal: Maintain operations, maintenance and lab budgets within the projected amounts.
Objective: Control our costs while maintaining service levels at existing levels

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Cost/thousand gallons of reclaimed water produced	$1.09	1.16	1.15	1.18

Council Priority/Goal: QUALITY OF LIFE
Goal: Respond to complaints within 24 hours.
Objective: Minimize complaints resulting from the operation of the Rio de Flag WRP.

Measures:	CY 05 Actual	CY 06 Actual	CY 07 Estimate	CY 08 Proposed
Number of complaints (odors, etc.)	0	0	0	0

DEPARTMENT: UTILITIES
DIVISION: 56-RIO DE FLAG WASTEWATER TREATMENT PLANT

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 298,826	$ 284,822	$ 325,541	$ 351,370	$ 66,548
CONTRACTUAL	500,802	464,565	429,175	498,190	33,625
COMMODITIES	114,367	121,420	94,065	120,978	(442)
CAPITAL	-	25,500	26,147	7,000	(18,500)
TOTAL	**$ 913,995**	**$ 896,307**	**$ 874,928**	**$ 977,538**	$ 81,231

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 105,614	$ 70,919	$ 97,968	$ 120,567	$ 49,648
PLANT OPERATIONS	455,231	583,713	501,355	574,217	(9,496)
PLANT MAINTENANCE	149,221	189,375	179,198	171,130	(18,245)
LAB-PROCESS CONTROL-MONTR	80,505	52,300	96,407	111,624	59,324
RECLAIMED CONNECTIONS	109,898	-	-	-	-
DIS RECOVERY RIO	13,526	-	-	-	
TOTAL	**$ 913,995**	**$ 896,307**	**$ 874,928**	**$ 977,538**	**$ 81,231**

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 977,538
	$ 977,538

COMMENTARY:
The Rio de Flag Treatment Plant operating budget increased by 11% and capital expenditures total $7,000 resulting in an overall net increase of 9%. Personal Services includes a merit, market, retirement, health insurance and dental insurance increases. Contractuals increases are due to increases in utilities, chemicals for disinfection of reclaimed water, equipment maintenance, misc. equipment and installation of additional snow guard rail on Administration Building (one-time expenditure). Major capital (>$10,000) includes $7,000 for chemical feed mixing pump.

NON-DEPARTMENTAL

Non-Departmental accounts for all divisions which are not under the direct supervision of a department head or whose operations are contractual in nature. These include:

The mission of the **Council and Commission Division** of the City of Flagstaff is to enhance the quality of life of its citizens while supporting the values of its community.

The **Contributions to Other Agencies Division** accounts for contractual agreements with outside agencies that provide services to Flagstaff's citizens. The City is a major contributor to United Way, arts and cultural agencies whose activities benefit the citizens of Flagstaff, and other Alliance partnerships.

The **Non-Departmental Division** accounts for all expenditures that are not specifically allocable to individual divisions or programs, e.g. property and liability insurance, unemployment insurance, audit fees, and capital equipment that benefit various departments (mainframe computer). Costs of this division are allocated to the respective departments based on a cost-allocation formulation.

The **Firemen's Pension Division** accounts for the distribution of retirement benefits to beneficiaries covered under the Volunteer Firemen's Pension Trust Fund. Volunteer firefighters who are vested after 25 years and upon reaching retirement age or disabled receive a pension based on past volunteer service.

The **Economic Development Division** is responsible for the administration of economic development programs. The City contracts these services. Activities include development and implementation of strategies to recruit new basic sector employers to the community, retention and expansion of existing basic sector employers, and the promotion of the Flagstaff area as an excellent location for business relocation. Economic development is funded by the BBB tax.

The **Transit Division** collects the portion of the transportation tax that is earmarked for Transit activities. Coconino County administers the Transit program per the Intergovernmental Agreement (IGA) between the City and the County.

MISSION

The mission of the City of Flagstaff is to enhance the quality of life of its citizens while supporting the values of its community.

PROGRAM DESCRIPTION

This division is the legislative branch of the City of Flagstaff's Council-Manager form of Government. The City Council enacts local legislation, assesses community needs; sets the tax rate; determines and develops policies for the City Manager to implement and adopts budgets. The Council appoints the City Manager, City Attorney, Court Magistrates and individuals to various boards, commissions, and committees.

DEPARTMENT: NON-DEPARTMENTAL
DIVISION: 63-COUNCIL AND COMMISSIONS

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 125,447	$ 171,592	$ 171,367	$ 159,702	$ (11,890)
CONTRACTUAL	82,374	94,915	73,455	103,618	8,703
COMMODITIES	28,554	37,330	42,389	43,950	6,620
CAPITAL	-	-	-	-	-
TOTAL	**$ 236,375**	**$ 303,837**	**$ 287,211**	**$ 307,270**	$ 3,433

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 235,336	$ 299,277	$ 280,241	$ 296,880	$ (2,397)
BOARDS AND COMMISSIONS	1,039	4,560	6,970	10,390	5,830
TOTAL	**$ 236,375**	**$ 303,837**	**$ 287,211**	**$ 307,270**	$ 3,433

SOURCE OF FUNDING:

GENERAL FUND	$ 193,746
LIBRARY FUND	10,922
HIGHWAY USER REVENUE FUND	32,734
WATER AND WASTEWATER FUND	36,194
STORMWATER FUND	1,807
AIRPORT FUND	4,727
ENVIRONMENTAL SERVICES FUND	27,140
	$ 307,270

COMMENTARY:
The Council and Commissions operating budget has increased 1% are there are no capital expenditures. Personal Services decreases are due to a change in the Council in the 2006 election and the benefits selected. Contractual increases are due to advertising costs for Board and Commission vacancies and increased costs for various memberships. Commodities increase reflects a one time expenditure for an HP LaserJet Color Printer.

PROGRAM DESCRIPTION

This division accounts for contractual agreements with outside agencies that provide services to Flagstaff's citizens. The City is a major contributor to United Way, arts and cultural agencies whose activities benefit the citizens of Flagstaff, and other Alliance partnerships.

DEPARTMENT: NON-DEPARTMENTAL
DIVISION: 64-CONTRIBUTIONS TO OTHERS

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 2,504	$ -	$ -	$ -	$ -
CONTRACTUAL	713,236	966,190	944,173	1,033,110	66,920
COMMODITIES	-	-	-	-	-
CAPITAL	-	-	-	-	-
TOTAL	**$ 715,740**	**$ 966,190**	**$ 944,173**	**$ 1,033,110**	$ 66,920

EXPENDITURES BY PROGRAM:

HEALTH & SOC SERVICES	$ 3,731	$ 342,390	$ 342,390	$ 342,390	$ -
OTHER CONTRIBUTIONS	712,009	623,800	601,783	690,720	66,920
TOTAL	**$ 715,740**	**$ 966,190**	**$ 944,173**	**$ 1,033,110**	$ 66,920

SOURCE OF FUNDING:

GENERAL FUND	$ 872,337
LIBRARY FUND	10,130
HIGHWAY USER REVENUE FUND	33,832
WATER AND WASTEWATER FUND	71,021
STORMWATER FUND	6,175
AIRPORT FUND	8,823
ENVIRONMENTAL SERVICES FUND	30,792
	$ 1,033,110

COMMENTARY:
The Contributions to Others operating budget has decreased 0.3% and there are no capital expenditures. Contributions are as follows: United Way $342,390; Greater Flagstaff Forest Partnership $20,000; High Altitude Sports Training $40,000; FACTS $364,420; Weed & Seed $7,000; Youth Coalition $25,000; Emergency Housing $25,000; NACOG Rural Transportation $4,300, Intake Triage $100,000, Rural Policy Institute $50,000 and Cardinals $55,000.

PROGRAM DESCRIPTION

This division accounts for all expenditures that are not specifically allocable to individual divisions or programs, e.g. property and liability insurance, unemployment insurance, audit fees, and capital equipment that benefit various departments (mainframe computer). Costs of this division are allocated to the respective departments based on a cost-allocation formulation.

DEPARTMENT: NON-DEPARTMENTAL
DIVISION: 66-NON-DEPARTMENTAL

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ 73,213	$ 75,828	$ 74,790	$ 80,387	$ 4,559
CONTRACTUAL	1,647,794	3,027,500	2,280,667	5,284,100	2,256,600
COMMODITIES	327,805	2,004,529	902,356	2,628,394	623,865
CAPITAL	6,453	3,281,053	166,302	1,298,500	(1,982,553)
TOTAL	**$ 2,055,265**	**$ 8,388,910**	**$ 3,424,115**	**$ 9,291,381**	$ 902,471

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 570,427	$ 2,767,254	$ 1,299,465	$ 2,959,919	$ 192,665
EMPLOYEE BENEFITS	68,329	69,000	59,522	73,000	4,000
INSURANCE	915,245	915,500	908,000	915,500	-
CONSULTANTS	436,658	432,000	534,215	1,300,000	868,000
COPY CENTER	(20,038)	61,103	59,967	50,662	(10,441)
REDEVELOPMENT	42,524	4,144,053	562,946	3,992,300	(151,753)
GRANT PASS THRU'S	35,212	-	-	-	-
APSES	560	-	-	-	-
APS TRAINING ROOM	6,348	-	-	-	-
TOTAL	**$ 2,055,265**	**$ 8,388,910**	**$ 3,424,115**	**$ 9,291,381**	$ 902,471

SOURCE OF FUNDING:

GENERAL FUND	$ 8,381,414
LIBRARY FUND	64,739
HIGHWAY USER REVENUE FUND	204,060
WATER AND WASTEWATER FUND	318,142
STORMWATER FUND	13,661
AIRPORT FUND	65,777
ENVIRONMENTAL SERVICES FUND	243,588
	$ 9,291,381

COMMENTARY:
The Non-Departmental operating budget has increased 56% and capital expenditures total $1,298,500 resulting in an overall net increase of 11%. Personal Services includes a merit, market, retirement, health insurance and dental insurance increase. Contractuals increases are due to the contribution to the NAU conference center ($1.5 million) and the tentative formation of a Downtown Parking District ($368,300). Commodities increases are due to the carryover of Information Technology software and hardware purchases. One-time expenditures for this division include new sales software ($1 million) and Economic Development funds of $891,000. Major capital (>$10,000) includes 2 vehicles ($53,500), 4 new copiers ($45,000) and redevelopment for $1.2 million.

PROGRAM DESCRIPTION

This division accounts for the distribution of retirement benefits to beneficiaries covered under the Volunteer Firemen's Pension Trust Fund. Volunteer firefighters who are vested after 25 years and upon reaching retirement age or disabled receive a pension based on past volunteer service.

DEPARTMENT: **NON-DEPARTMENTAL**
DIVISION: **68-FIREMEN'S PENSION**

EXPENDITURES BY CATEGORY:	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ -	$ -	$ -	$ -	$ -
CONTRACTUAL	7,200	14,400	14,400	214,400	200,000
COMMODITIES	-	-	-	-	-
CAPITAL	-	-	-	-	-
TOTAL	**$ 7,200**	**$ 14,400**	**$ 14,400**	**$ 214,400**	$ 200,000
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 7,200	$ 14,400	$ 14,400	$ 214,400	$ 200,000
TOTAL	**$ 7,200**	**$ 14,400**	**$ 14,400**	**$ 214,400**	$ 200,000
SOURCE OF FUNDING:					
	FIREMEN'S PENSION FUND			$ 214,400	
				$ 214,400	

COMMENTARY:
The Firemen's Pension operating budget increased by 1389%. The increase in Personal Services is due to a payout for 2008.

PROGRAM DESCRIPTION

This division, responsible for the administration of Economic Development programs, is a contracted service. Activities include development and implementation of strategies to recruit new basic sector employers to the community, retention and expansion of existing basic sector employers, and the promotion of the Flagstaff area as an excellent location for business relocation. Economic development is funded by the BBB tax.

DEPARTMENT: NON-DEPARTMENTAL
DIVISION: 78-ECONOMIC DEVELOPMENT GENERAL ADMINISTRATION

EXPENDITURES BY CATEGORY:	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ -	$ -	$ -	$ 72,135	$ 72,135
CONTRACTUAL	405,664	621,400	585,283	606,400	(15,000)
COMMODITIES	-	-	-	3,500	3,500
CAPITAL	-	-	-	-	-
TOTAL	**$ 405,664**	**$ 621,400**	**$ 585,283**	**$ 682,035**	$ 60,635
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 400,824	$ 403,000	$ 393,000	$ 497,635	$ 94,635
INCUBATOR PROGRAM	-	214,000	188,000	180,000	(34,000)
CONTRIBUTIONS	4,840	4,400	4,283	4,400	-
TOTAL	**$ 405,664**	**$ 621,400**	**$ 585,283**	**$ 682,035**	$ 60,635
SOURCE OF FUNDING:					
	ECONOMIC DEVELOPMENT FUND			$ 682,035	
				$ 682,035	

COMMENTARY:
The Economic Development operating budget has increased 1% and there are no capital expenditures. Personal Services increases are due to 1 FTE staffing addition that includes Business Attraction Specialist. In addition there are merit, market, retirement, health insurance and dental insurance increases. Contractual decreases are due to GFEC reduced by ($11,000), Rural Economic Conference eliminated ($25,000) and Incubator program reduced ($34,000).

PROGRAM DESCRIPTION

This division collects the portion of the transportation tax that is earmarked for Transit activities. Coconino County administers the Transit program per the Intergovernmental Agreement (IGA) between the City and the County.

DEPARTMENT: NON-DEPARTMENTAL
DIVISION: 97-TRANSIT

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2005-2006	Adopted Budget 2006-2007	Estimated Expenditures 2006-2007	Proposed Budget 2007-2008	Budget-Budget Variance
PERSONAL SERVICES	$ -	$ -	$ -	$ -	$ -
CONTRACTUAL	3,290,923	2,762,433	2,365,365	3,641,410	878,977
COMMODITIES	-	-	-	-	-
CAPITAL	-	-	-	-	-
TOTAL	**$ 3,290,923**	**$ 2,762,433**	**$ 2,365,365**	**$ 3,641,410**	$ 878,977

EXPENDITURES BY PROGRAM:

TRANSIT	$ 3,290,923	$ 2,762,433	$ 2,365,365	$ 3,641,410	$ 878,977
TOTAL	**$ 3,290,923**	**$ 2,762,433**	**$ 2,365,365**	**$ 3,641,410**	$ 878,977

SOURCE OF FUNDING:

TRANSPORTATION FUND	$ 3,641,410
	$ 3,641,410

COMMENTARY:
The Transit budget has increased by 32% this fiscal year. This is due to increased costs including but not limited to liability insurance, rents and employee benefits. The City contracts with the County to run the Transit System. We contribute monthly based on the appropriated budget.

CAPITAL IMPROVEMENTS

FY 2008 CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) for FY 2008 represents a $144.1 million investment of public funds in infrastructure and public facilities. The project mix has changed from prior years to 41.1% of the funding being provided on the pay-as-you-go basis versus 47% in FY 2007. The major projects in this year's budget are Aspen Place at Sawmill, Aquaplex, Fire Stations, Rio De Flag project, Business Incubator, and Wildcat Plant Upgrades. This year's capital improvement program is funded 49.6% through debt financing including the Water and Wastewater projects, Aquaplex and Fire Stations authorized by voters in May 2004. The grant funding of 9.3% is primarily for airport expansion, beautification, the Business Incubator.

In May 2004 voters approved 10 bond projects totaling $155.2 million. These projects will be phased in over a 10-year period and budgeted on a cash flow basis.

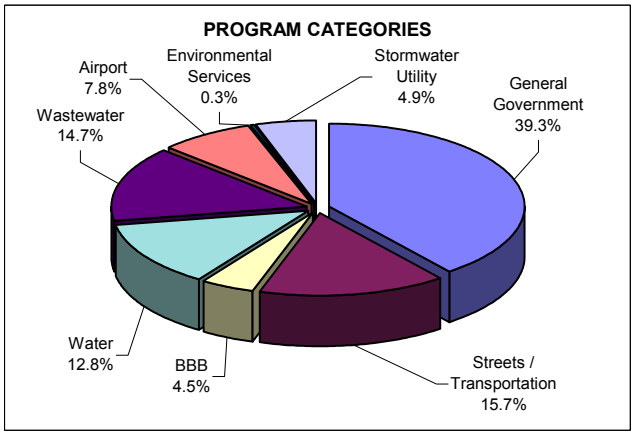
Expenditure totals may be shown as inflated or non-inflated costs depending on whether the scope of work or funding amount is the determining factor.

The Five-Year Capital Improvement Plan (multi-year, long-range study of construction and/or acquisition of high cost items with an extended useful life) is prepared separately from the Annual Budget and Financial Plan. The latest version of this plan can be found on the city website under Finance and Budget.

The following pages provided listing of the Capital Improvement projects along with a map to show the location of the improvements. The City Geographic Information System program provided the maps.

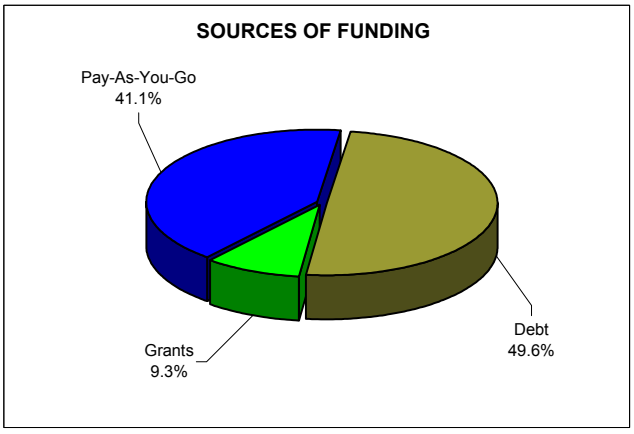
Funded projects in the five-year Capital Improvement Program fall into the following eight broad categories:

General Government	39.3%	$	56,720,549
Streets / Transportation	15.7%		22,581,744
BBB	4.5%		6,466,454
Water	12.8%		18,509,336
Wastewater	14.7%		21,233,309
Airport	7.8%		11,206,518
Environmental Services	0.3%		371,164
Stormwater Utility	4.9%		7,065,068
	100.0%	$	144,154,142



Sources of funding are categorized in three categories as shown below:

Pay-As-You-Go	41.1%	$	59,238,260
Debt	49.6%		71,514,686
Grants	9.3%		13,401,196
	100.0%	$	144,154,142



SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2007-2008

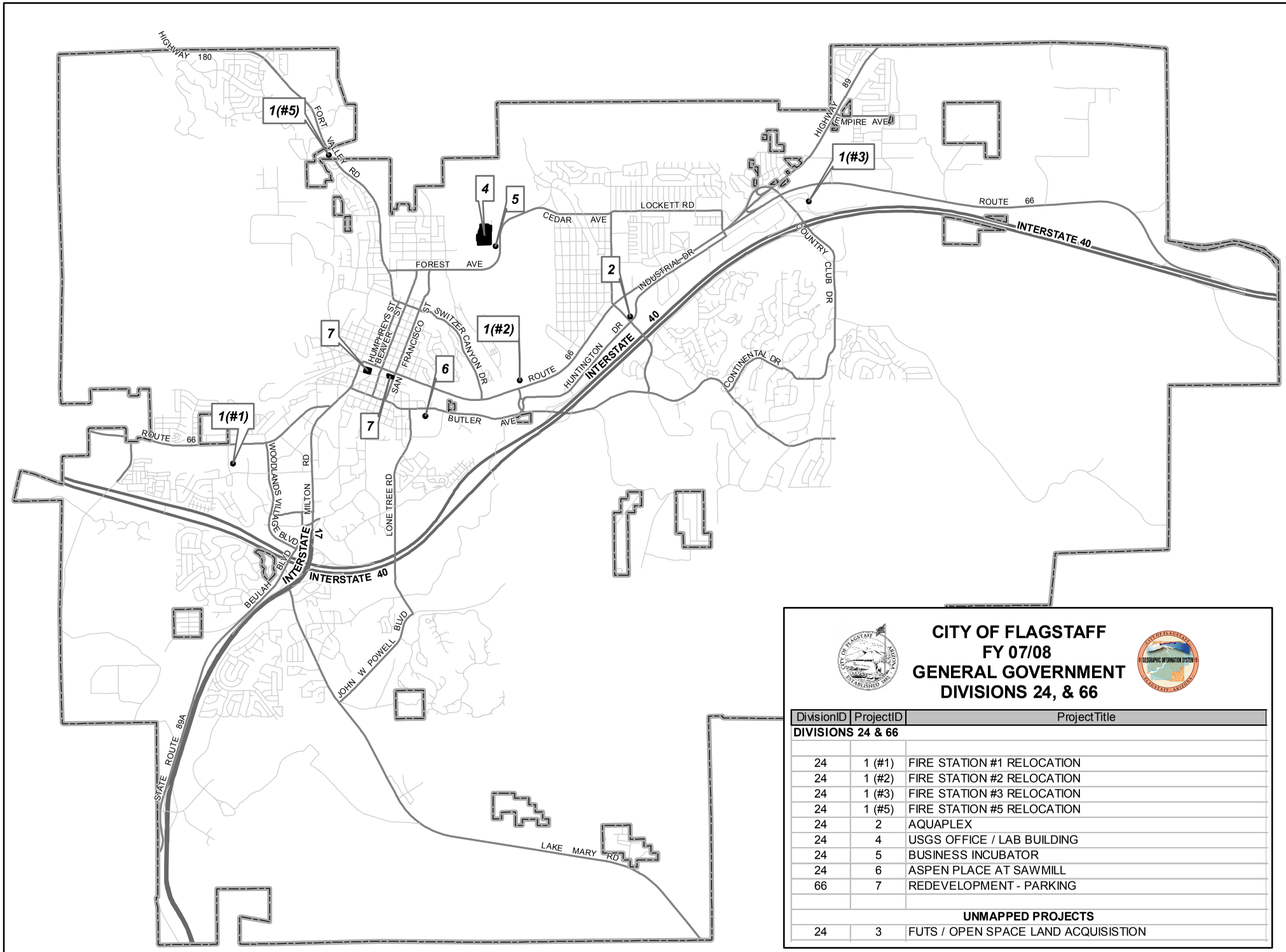
GENERAL GOVERNMENT

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2007	BUDGET FY 2008
1	24	FIRE STATIONS	5,035,857	6,369,250
2	24	AQUAPLEX	5,090,819	13,296,908
3	24	FUTS / OPEN SPACE LAND ACQUISISTION	1,360,225	1,360,225
4	24	USGS OFFICE / LAB BUILDING	580,600	580,600
5	24	BUSINESS INCUBATOR	3,145,920	3,802,287
6	24	ASPEN PLACE AT SAWMILL	-	30,111,279
7	66	REDEVELOPMENT - PARKING	1,200,000	1,200,000
		TOTAL GENERAL GOVERNMENT	$ 16,413,421	$ 56,720,549

SOURCES OF FUNDING

	DIV	PROJECT	GENERAL FUND	BONDS	GRANTS	OTHER	TOTAL
1	24	FIRE STATIONS		6,369,250			6,369,250
2	24	AQUAPLEX		13,296,908			13,296,908
3	24	FUTS / OPEN SPACE LAND ACQUISISTION		1,360,225			1,360,225
4	24	USGS OFFICE / LAB BUILDING		580,600			580,600
5	24	BUSINESS INCUBATOR		1,225,903	2,576,384		3,802,287
6	24	ASPEN PLACE AT SAWMILL		20,000,000		10,111,279	30,111,279
7	66	REDEVELOPMENT - PARKING	1,200,000				1,200,000
		TOTAL GENERAL GOVERNMENT	$ 1,200,000	42,832,886	2,576,384	10,111,279	56,720,549



CITY OF FLAGSTAFF
FY 07/08
GENERAL GOVERNMENT
DIVISIONS 24, & 66

DivisionID	ProjectID	ProjectTitle
DIVISIONS 24 & 66		
24	1 (#1)	FIRE STATION #1 RELOCATION
24	1 (#2)	FIRE STATION #2 RELOCATION
24	1 (#3)	FIRE STATION #3 RELOCATION
24	1 (#5)	FIRE STATION #5 RELOCATION
24	2	AQUAPLEX
24	4	USGS OFFICE / LAB BUILDING
24	5	BUSINESS INCUBATOR
24	6	ASPEN PLACE AT SAWMILL
66	7	REDEVELOPMENT - PARKING
UNMAPPED PROJECTS		
24	3	FUTS / OPEN SPACE LAND ACQUISISTION

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2007-2008

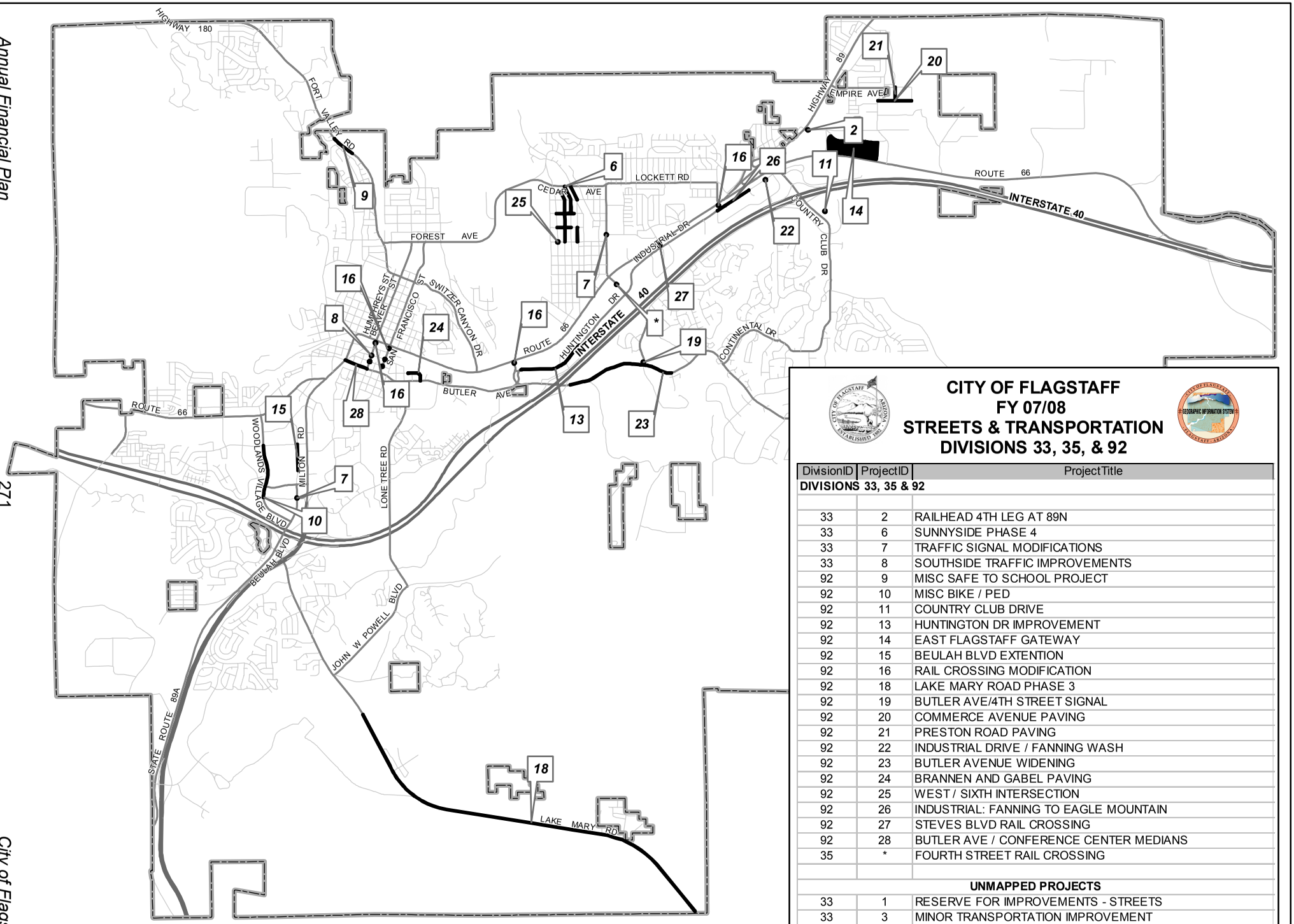
STREETS/TRANSPORTATION

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2007	BUDGET FY 2008
1	33	RESERVE FOR IMPROVEMENTS	-	50,000
2	33	RAILHEAD 4TH LEG AT 89N	457,603	519,000
3	33	MINOR TRANSPORTATION IMPROVEMENT	-	50,000
4	33	SIDEWALK REPLACEMENT PROGRAM	-	15,000
5	33	STREET IMPROVEMENT PROGRAM	749,125	2,854,265
6	33	SUNNYSIDE PHASE 4	989,457	1,835,837
7	33	TRAFFIC SIGNAL MODIFICATION	56,540	153,000
8	33	SOUTHSIDE TRAFFIC IMP	169,815	355,000
9	35	FOURTH STREET RAIL CROSSING	-	430,000
10	92	MISC SAFE TO SCHOOL PROJECT	61,705	177,432
11	92	MISC BIKE / PED	343,440	402,666
12	92	COUNTRY CLUB DRIVE	27,159	55,155
13	92	TRANS. PLANNING AND PROGRAM	52,175	325,594
14	92	HUNTINGTON DR IMPROVEMENT	1,442,388	2,385,000
15	92	EAST FLAGSTAFF GATEWAY	6,094,078	7,717,658
16	92	BEULAH BLVD EXTENSION	-	554,520
17	92	DOWNTOWN RAIL CROSSING MODIFICIATION	559,670	863,311
18	92	RESERVE FOR IMPROVEMENTS	-	25,000
19	92	LAKE MARY ROAD PHASE 3	32,038	71,141
20	92	BUTLER AVE/4TH STREET SIGNAL	-	23,482
21	92	COMMERCE AVENUE PAVING	274,376	289,500
22	92	PRESTON ROAD PAVING	95,268	102,000
23	92	INDUSTRIAL DRIVE/FANNING WASH	225,000	225,000
24	92	BUTLER AVENUE WIDENING	293,360	293,360
25	92	BRANNEN AND GABEL PAVING	47,009	298,500
26	92	WEST/SIXTH INTERSECTION	61,286	645,000
27	92	INDUSTRIAL: FANNING TO EAGLE MOUNTAIN	663,233	1,344,823
28	92	STEVES BLVD RAIL CROSSING	-	160,000
29	92	BUTLER AVE/CONFERENCE CENTER MEDIANS	-	360,500
		TOTAL STREETS AND TRANSPORTATION	$ 12,694,725	22,581,744

SOURCES OF FUNDING

	DIV	PROJECT	HURF	TRANS-PORTATION	GRANTS	BONDS	OTHER	TOTAL
1	33	RESERVE FOR IMPROVEMENTS	50,000					50,000
2	33	RAILHEAD 4TH LEG AT 89N	519,000					519,000
3	33	MINOR TRANSPORTATION IMPROVEMENT	50,000					50,000
4	33	SIDEWALK REPLACEMENT PROGRAM	15,000					15,000
5	33	STREET IMPROVEMENT PROGRAM	2,854,265					2,854,265
6	33	SUNNYSIDE PHASE 4	1,835,837					1,835,837
7	33	TRAFFIC SIGNAL MODIFICATION	153,000					153,000
8	33	SOUTHSIDE TRAFFIC IMP	355,000					355,000
9	35	FOURTH STREET RAIL CROSSING		430,000				430,000
10	92	MISC SAFE TO SCHOOL PROJECT		177,432				177,432
11	92	MISC BIKE / PED		402,666				402,666
12	92	COUNTRY CLUB DRIVE		55,155				55,155
13	92	TRANS. PLANNING AND PROGRAM		325,594				325,594
14	92	HUNTINGTON DR IMPROVEMENT		2,385,000				2,385,000
15	92	EAST FLAGSTAFF GATEWAY		7,717,658				7,717,658
16	92	BEULAH BLVD EXTENSION		554,520				554,520
17	92	DOWNTOWN RAIL CROSSING MODIFICIATION		863,311				863,311
18	92	RESERVE FOR IMPROVEMENTS		25,000				25,000
19	92	LAKE MARY ROAD PHASE 3		71,141				71,141
20	92	BUTLER AVE/4TH STREET SIGNAL		23,482				23,482
21	92	COMMERCE AVENUE PAVING		289,500				289,500
22	92	PRESTON ROAD PAVING		102,000				102,000
23	92	INDUSTRIAL DRIVE/FANNING WASH		225,000				225,000
24	92	BUTLER AVENUE WIDENING		293,360				293,360
25	92	BRANNEN AND GABEL PAVING		298,500				298,500
26	92	WEST/SIXTH INTERSECTION		645,000				645,000
27	92	INDUSTRIAL: FANNING TO EAGLE MOUNTAIN		1,344,823				1,344,823
28	92	STEVES BLVD RAIL CROSSING		160,000				160,000
29	92	BUTLER AVE/CONFERENCE CENTER MEDIANS		360,500				360,500
		TOTAL STREETS AND TRANSPORTATION	5,832,102	16,749,642	-	-	-	22,581,744



CITY OF FLAGSTAFF
FY 07/08
STREETS & TRANSPORTATION
DIVISIONS 33, 35, & 92

DivisionID	ProjectID	ProjectTitle
DIVISIONS 33, 35 & 92		
33	2	RAILHEAD 4TH LEG AT 89N
33	6	SUNNYSIDE PHASE 4
33	7	TRAFFIC SIGNAL MODIFICATIONS
33	8	SOUTHSIDE TRAFFIC IMPROVEMENTS
92	9	MISC SAFE TO SCHOOL PROJECT
92	10	MISC BIKE / PED
92	11	COUNTRY CLUB DRIVE
92	13	HUNTINGTON DR IMPROVEMENT
92	14	EAST FLAGSTAFF GATEWAY
92	15	BEULAH BLVD EXTENTION
92	16	RAIL CROSSING MODIFICATION
92	18	LAKE MARY ROAD PHASE 3
92	19	BUTLER AVE/4TH STREET SIGNAL
92	20	COMMERCE AVENUE PAVING
92	21	PRESTON ROAD PAVING
92	22	INDUSTRIAL DRIVE / FANNING WASH
92	23	BUTLER AVENUE WIDENING
92	24	BRANNEN AND GABEL PAVING
92	25	WEST / SIXTH INTERSECTION
92	26	INDUSTRIAL: FANNING TO EAGLE MOUNTAIN
92	27	STEVES BLVD RAIL CROSSING
92	28	BUTLER AVE / CONFERENCE CENTER MEDIANS
35	*	FOURTH STREET RAIL CROSSING
		UNMAPPED PROJECTS
33	1	RESERVE FOR IMPROVEMENTS - STREETS
33	3	MINOR TRANSPORTATION IMPROVEMENT
33	4	SIDEWALK REPLACEMENT PROGRAM
33	5	STREET IMPROVEMENT PROGRAM
92	12	TRANS. PLANNING AND PROGRAM
92	17	RESERVE FOR IMPROVEMENTS

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2007-2008

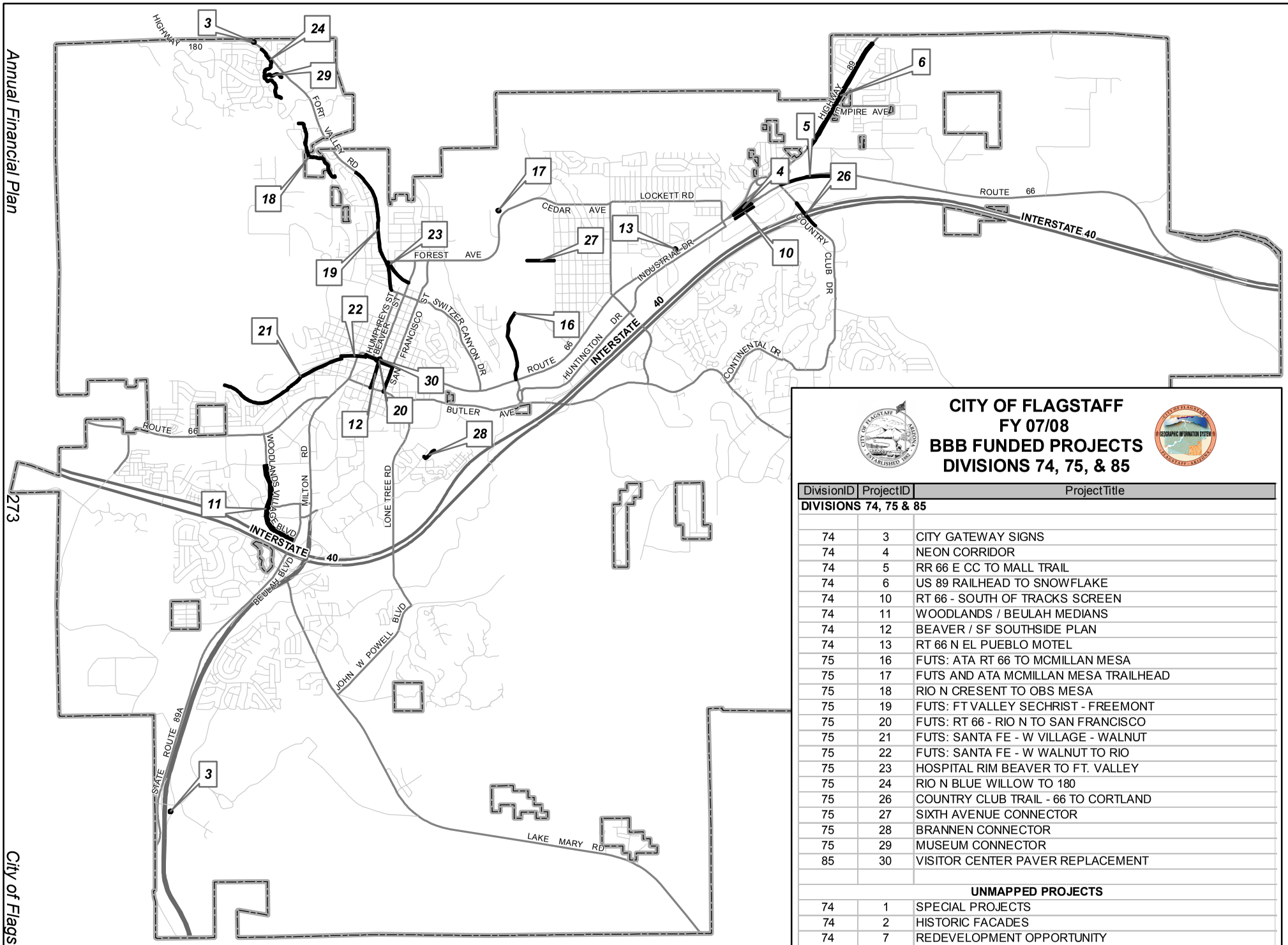
BBB

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2007	BUDGET FY 2008
1	74	SPECIAL PROJECTS	-	50,000
2	74	HISTORIC FACADES	98,650	148,650
3	74	CITY GATEWAY SIGNS	80,000	80,000
4	74	NEON CORRIDOR	60,000	210,000
5	74	RR 66 E CC TO MALL TRAIL	-	507,866
6	74	US 89 RAILHEAD TO SNOWFLAKE	1,030,935	1,030,935
7	74	REDEVELOPMENT OPPORTUNITY	100,000	150,000
10	74	RT 66 - SOUTH OF TRACKS SCREEN	-	100,000
11	74	WOODLANDS / BEULAH MEDIANS	-	150,000
12	74	BEAVER / SF SOUTHSIDE PLAN	-	150,000
13	74	RT 66 N EL PUEBLO MOTEL	-	75,000
14	75	SPECIAL PROJECTS	-	50,000
15	75	SIGNAGE PROGRAM	335,488	662,754
16	75	ATA RT 66 TO MCMILLAN MESA	150,000	150,000
17	75	FUTS AND ATA MCMILLIAN MESA TRAILHEAD	50,000	50,000
18	75	RIO N CRESCENT TO OBS MESA	150,797	202,611
19	75	FUTS FT VALLEY SECHRIST - FREEMONT	9,094	9,094
20	75	RT 66 - RIO N TO SAN FRANCISCO	551,261	617,978
21	75	SANTA FE - W VILLAGE - WALNUT	300,000	300,000
22	75	SANTA FE W - WALNUT TO RIO	300,000	300,000
23	75	HOSPITAL RIM BEAVER TO FT.	-	100,000
24	75	RIO N BLUE WILLOW TO 180	304,542	608,775
26	75	COUNTRY CLUB TRAIL - 66 TO CORTLAND	-	270,385
27	75	SIXTH AVENUE CONNECTOR	-	258,920
28	75	BRANNEN CONNECTOR	-	36,850
29	75	MUSEUM CONNECTOR	-	55,000
30	85	VISITOR CENTER PAVER REPLACEMENT	141,636	141,636
		TOTAL BBB	$ 3,662,403	6,466,454

SOURCES OF FUNDING

	DIV	PROJECT	BBB	TRANS-PORTATION	GRANTS	OTHER	TOTAL
1	74	SPECIAL PROJECTS	50,000				50,000
2	74	HISTORIC FACADES	148,650				148,650
3	74	CITY GATEWAY SIGNS	80,000				80,000
4	74	NEON CORRIDOR	210,000				210,000
5	74	RR 66 E CC TO MALL TRAIL	507,866				507,866
6	74	US 89 RAILHEAD TO SNOWFLAKE	206,141	324,794	500,000		1,030,935
7	74	REDEVELOPMENT OPPORTUNITY	150,000				150,000
10	74	RT 66 - SOUTH OF TRACKS SCREEN	100,000				100,000
11	74	WOODLANDS / BEULAH MEDIANS	150,000				150,000
12	74	BEAVER / SF SOUTHSIDE PLAN	150,000				150,000
13	74	RT 66 N EL PUEBLO MOTEL	75,000				75,000
14	75	SPECIAL PROJECTS	50,000				50,000
15	75	SIGNAGE PROGRAM	331,377		331,377		662,754
16	75	ATA RT 66 TO MCMILLAN MESA	150,000				150,000
17	75	FUTS AND ATA MCMILLIAN MESA TRAILHEAD	50,000				50,000
18	75	RIO N CRESCENT TO OBS MESA	167,611		35,000		202,611
19	75	FUTS FT VALLEY SECHRIST - FREEMONT	9,094				9,094
20	75	RT 66 - RIO N TO SAN FRANCISCO	617,978				617,978
21	75	SANTA FE - W VILLAGE - WALNUT	300,000				300,000
22	75	SANTA FE W - WALNUT TO RIO	-		300,000		300,000
23	75	HOSPITAL RIM BEAVER TO FT.	100,000				100,000
24	75	RIO N BLUE WILLOW TO 180	608,775				608,775
26	75	COUNTRY CLUB TRAIL - 66 TO CORTLAND	270,385				270,385
27	75	SIXTH AVENUE CONNECTOR	258,920				258,920
28	75	BRANNEN CONNECTOR	36,850				36,850
29	75	MUSEUM CONNECTOR	55,000				55,000
30	85	VISITOR CENTER PAVER REPLACEMENT	141,636				141,636
		TOTAL BBB	$ 4,975,283	$ 324,794	$ 1,166,377	$ -	6,466,454



CITY OF FLAGSTAFF
FY 07/08
BBB FUNDED PROJECTS
DIVISIONS 74, 75, & 85

DivisionID	ProjectID	ProjectTitle
DIVISIONS 74, 75 & 85		
74	3	CITY GATEWAY SIGNS
74	4	NEON CORRIDOR
74	5	RR 66 E CC TO MALL TRAIL
74	6	US 89 RAILHEAD TO SNOWFLAKE
74	10	RT 66 - SOUTH OF TRACKS SCREEN
74	11	WOODLANDS / BEULAH MEDIANS
74	12	BEAVER / SF SOUTHSIDE PLAN
74	13	RT 66 N EL PUEBLO MOTEL
75	16	FUTS: ATA RT 66 TO MCMILLAN MESA
75	17	FUTS AND ATA MCMILLAN MESA TRAILHEAD
75	18	RIO N CRESENT TO OBS MESA
75	19	FUTS: FT VALLEY SECHRIST - FREEMONT
75	20	FUTS: RT 66 - RIO N TO SAN FRANCISCO
75	21	FUTS: SANTA FE - W VILLAGE - WALNUT
75	22	FUTS: SANTA FE - W WALNUT TO RIO
75	23	HOSPITAL RIM BEAVER TO FT. VALLEY
75	24	RIO N BLUE WILLOW TO 180
75	26	COUNTRY CLUB TRAIL - 66 TO CORTLAND
75	27	SIXTH AVENUE CONNECTOR
75	28	BRANNEN CONNECTOR
75	29	MUSEUM CONNECTOR
85	30	VISITOR CENTER PAVER REPLACEMENT
	UNMAPPED PROJECTS	
74	1	SPECIAL PROJECTS
74	2	HISTORIC FACADES
74	7	REDEVELOPMENT OPPORTUNITY
75	14	FUTS: SPECIAL PROJECTS
75	15	FUTS: SIGNAGE PROGRAM

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2007-2008

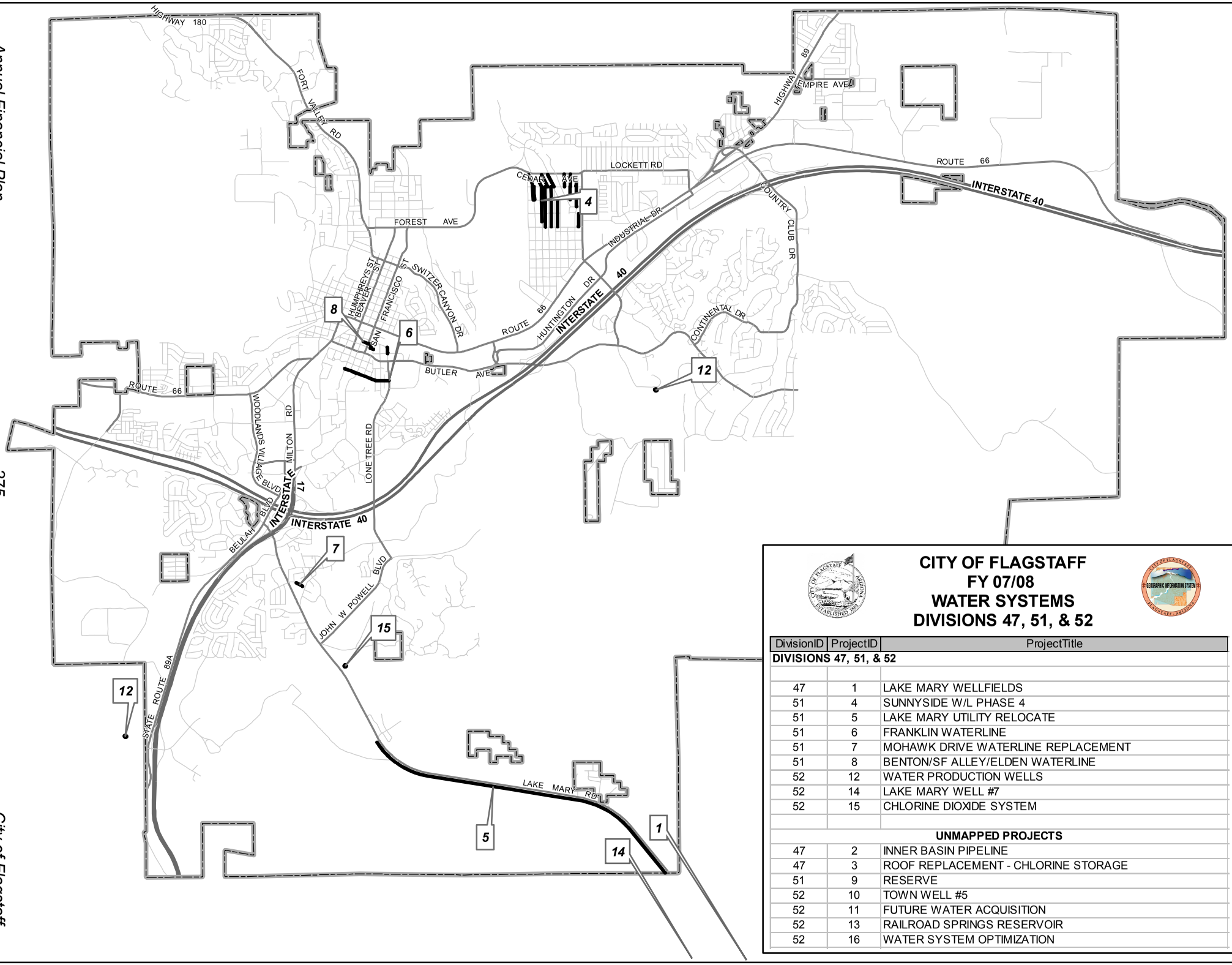
WATER

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2007	BUDGET FY 2008
1	47	LAKE MARY WELLFIELDS	-	20,000
2	47	INNER BASIN PIPELINE	-	401,000
3	47	ROOF REPLACEMENT - CHLORINE STORAGE	-	17,780
4	51	SUNNYSIDE W/L PHASE 4	-	3,622,636
5	51	LAKE MARY UTILITY RELOCATE	-	303,684
6	51	FRANKLIN WATERLINE	194,967	308,702
7	51	MOHAWK DRIVE WATERLINE REPLACEMENT	-	148,565
8	51	BENTON / SF ALLEY / ELDEN WATERLINE	-	336,819
9	51	RESERVE FOR IMPROVEMENTS	-	129,000
10	52	TOWN WELL #5	-	75,000
11	52	FUTURE WATER ACQUISITIONS	-	7,181,800
12	52	WATER PRODUCTION WELLS	-	4,500,000
13	52	RAILROAD SPRINGS RESERVIOR	500,000	500,000
14	52	LAKE MARY WELL #7	80,000	280,000
15	52	CHLORINE DIOXIDE	110,000	610,000
16	52	WATER SYSTEM OPTIMIZATION	34,350	74,350
		TOTAL WATER	884,967	18,509,336

SOURCES OF FUNDING

	DIV	PROJECT	OPERATING	BONDS	TOTAL
1	47	LAKE MARY WELLFIELDS	20,000		20,000
2	47	INNER BASIN PIPELINE	401,000		401,000
3	47	ROOF REPLACEMENT - CHLORINE STORAGE	17,780		17,780
4	51	SUNNYSIDE W/L PHASE 4	3,622,636		3,622,636
5	51	LAKE MARY UTILITY RELOCATE	303,684		303,684
6	51	FRANKLIN WATERLINE	308,702		308,702
7	51	MOHAWK DRIVE WATERLINE REPLACEMENT	148,565		148,565
8	51	BENTON / SF ALLEY / ELDEN WATERLINE	336,819		336,819
9	51	RESERVE FOR IMPROVEMENTS	129,000		129,000
10	52	TOWN WELL #5	75,000		75,000
11	52	FUTURE WATER ACQUISITIONS		7,181,800	7,181,800
12	52	WATER PRODUCTION WELLS		4,500,000	4,500,000
13	52	RAILROAD SPRINGS RESERVIOR	500,000		500,000
14	52	LAKE MARY WELL #7	280,000		280,000
15	52	CHLORINE DIOXIDE	610,000		610,000
16	52	WATER SYSTEM OPTIMIZATION	74,350		74,350
		TOTAL WATER	$ 6,827,536	$ 11,681,800	$ 18,509,336



CITY OF FLAGSTAFF
FY 07/08
WATER SYSTEMS
DIVISIONS 47, 51, & 52

DivisionID	ProjectID	ProjectTitle
DIVISIONS 47, 51, & 52		
47	1	LAKE MARY WELLFIELDS
51	4	SUNNYSIDE W/L PHASE 4
51	5	LAKE MARY UTILITY RELOCATE
51	6	FRANKLIN WATERLINE
51	7	MOHAWK DRIVE WATERLINE REPLACEMENT
51	8	BENTON/SF ALLEY/ELDEN WATERLINE
52	12	WATER PRODUCTION WELLS
52	14	LAKE MARY WELL #7
52	15	CHLORINE DIOXIDE SYSTEM
	UNMAPPED PROJECTS	
47	2	INNER BASIN PIPELINE
47	3	ROOF REPLACEMENT - CHLORINE STORAGE
51	9	RESERVE
52	10	TOWN WELL #5
52	11	FUTURE WATER ACQUISITION
52	13	RAILROAD SPRINGS RESERVOIR
52	16	WATER SYSTEM OPTIMIZATION

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2007-2008

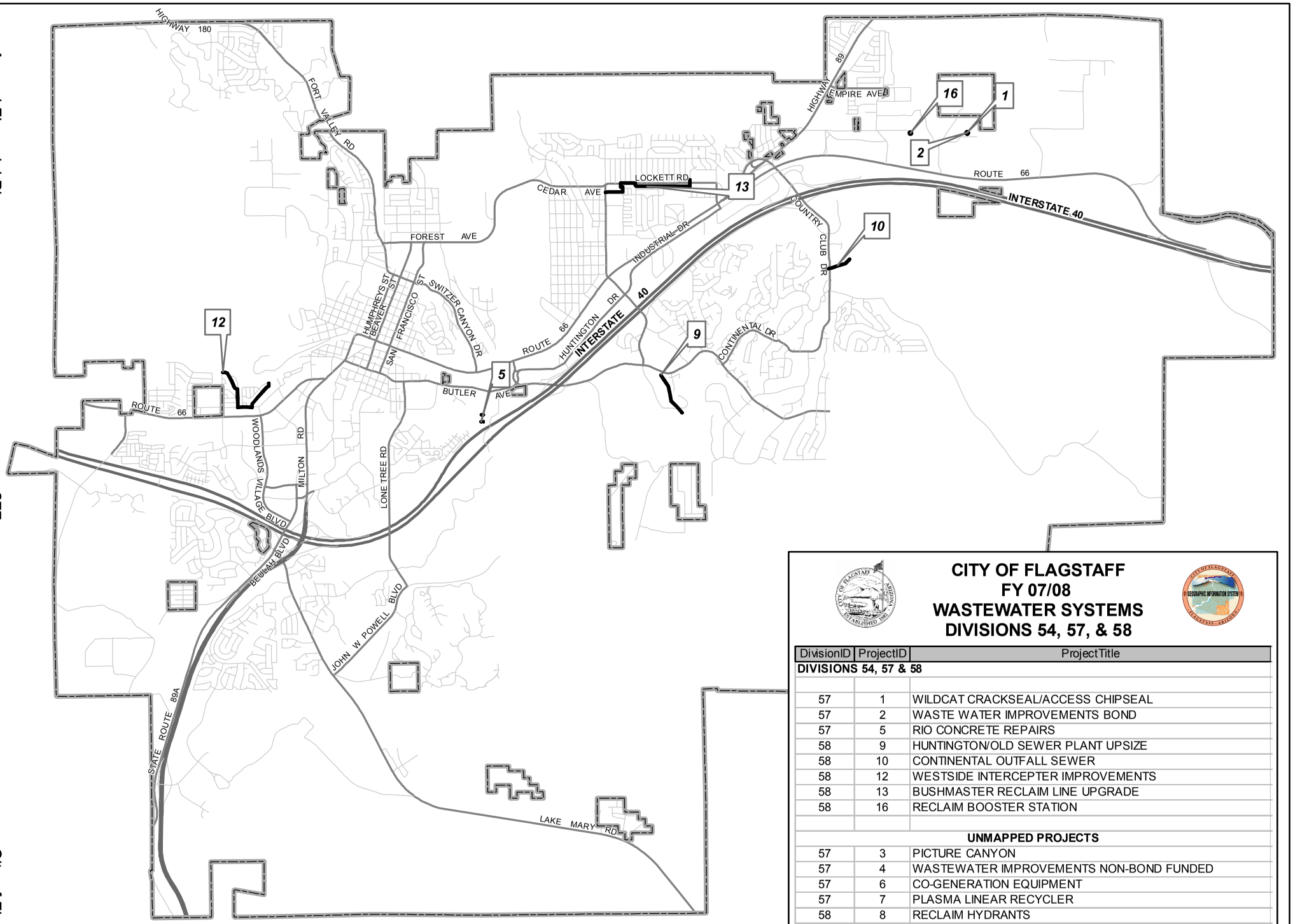
WASTEWATER

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2007	BUDGET FY 2008
1	57	WILDCAT STREET REPAIRS	32,174	32,174
2	57	WILDCAT TREATMENT UPGRADE	-	15,000,000
3	57	PICTURE CANYON	31,600	307,560
4	57	WILDCAT UPGRADE	-	803,720
5	57	RIO CLARIFER CONCRETE REPAIRS	-	75,000
6	57	CO-GENERATION EQUIPMENT	-	2,000,000
7	57	PLASMA LINEAR RECYCLER	-	800,000
8	58	RECLAIM HYDRANTS	-	25,000
9	58	HUNTINGTON SEWER UPSIZE	185,874	419,646
10	58	CONTINENTAL OUTFALL SEWER	137,173	363,117
11	58	BUFFALO PARK TANK	170,000	370,000
12	58	WESTSIDE INTERCEPTER IMPROVEMENTS	-	100,000
13	58	BUSHMASTER RECLAIM LINE	-	342,092
14	58	CLAY AVENUE WASH DET BASIN	-	150,000
15	58	MCMILLAN MESA SEWER UPSIZE	-	50,000
16	58	MALL RECYCLING BOOSTER	-	300,000
17	58	RESERVE FOR IMPROVEMENTS	-	95,000
		TOTAL WASTEWATER	556,821	21,233,309

SOURCES OF FUNDING

	DIV	PROJECT	OPERATING	BONDS	OTHER	TOTAL
1	57	WILDCAT STREET REPAIRS	$ 32,174			32,174
2	57	WILDCAT TREATMENT UPGRADE	$ -	15,000,000		15,000,000
3	57	PICTURE CANYON	$ 307,560			307,560
4	57	WILDCAT UPGRADE	$ 803,720			803,720
5	57	RIO CLARIFER CONCRETE REPAIRS	$ 75,000			75,000
6	57	CO-GENERATION EQUIPMENT	$ -		2,000,000	2,000,000
7	57	PLASMA LINEAR RECYCLER	$ 800,000			800,000
8	58	RECLAIM HYDRANTS	$ 25,000			25,000
9	58	HUNTINGTON SEWER UPSIZE	$ 419,646			419,646
10	58	CONTINENTAL OUTFALL SEWER	$ 363,117			363,117
11	58	BUFFALO PARK TANK	$ 370,000			370,000
12	58	WESTSIDE INTERCEPTER IMPROVEMENTS	$ 100,000			100,000
13	58	BUSHMASTER RECLAIM LINE	$ 342,092			342,092
14	58	CLAY AVENUE WASH DET BASIN	$ 150,000			150,000
15	58	MCMILLAN MESA SEWER UPSIZE	$ 50,000			50,000
16	58	MALL RECYCLING BOOSTER	$ 300,000			300,000
17	58	RESERVE FOR IMPROVEMENTS	$ 95,000			95,000
		TOTAL WASTEWATER	$ 4,233,309	$ 15,000,000	$ 2,000,000	$ 21,233,309



CITY OF FLAGSTAFF
FY 07/08
WASTEWATER SYSTEMS
DIVISIONS 54, 57, & 58

DivisionID	ProjectID	ProjectTitle
DIVISIONS 54, 57 & 58		
57	1	WILDCAT CRACKSEAL/ACCESS CHIPSEAL
57	2	WASTE WATER IMPROVEMENTS BOND
57	5	RIO CONCRETE REPAIRS
58	9	HUNTINGTON/OLD SEWER PLANT UPSIZE
58	10	CONTINENTAL OUTFALL SEWER
58	12	WESTSIDE INTERCEPTER IMPROVEMENTS
58	13	BUSHMASTER RECLAIM LINE UPGRADE
58	16	RECLAIM BOOSTER STATION
UNMAPPED PROJECTS		
57	3	PICTURE CANYON
57	4	WASTEWATER IMPROVEMENTS NON-BOND FUNDED
57	6	CO-GENERATION EQUIPMENT
57	7	PLASMA LINEAR RECYCLER
58	8	RECLAIM HYDRANTS
58	11	BUFFALO PARK TANK
58	14	CLAY AVENUE WASH DET BASIN
58	15	MCMILLAN MESA SEWER UPSIZE
58	17	RESERVE FOR IMPROVEMENTS

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2007-2008

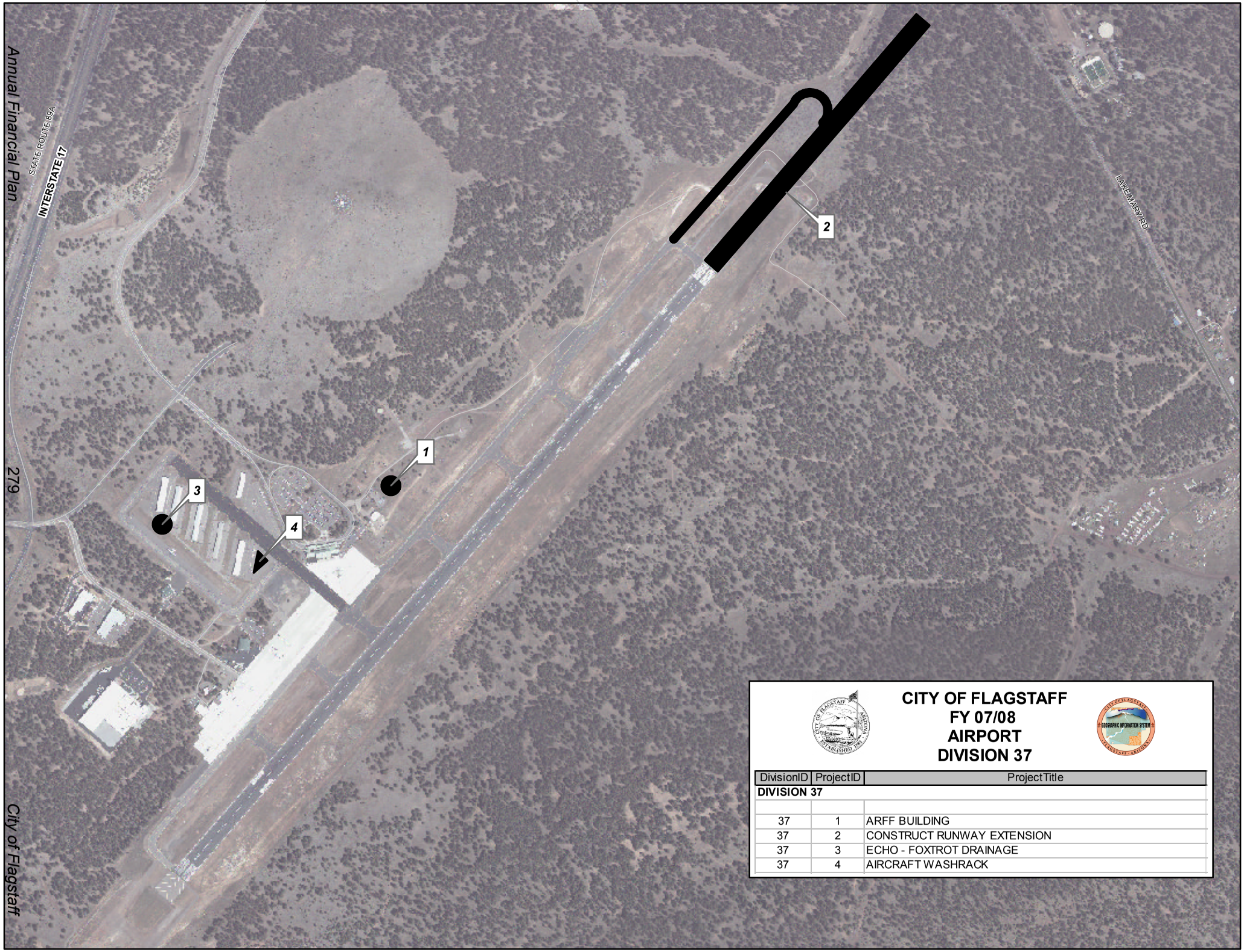
AIRPORT

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2007	BUDGET FY 2008
1	37	ARFF BUILDING	12,250	16,936
2	37	DESIGN/CONSTRUCTION RUNWAY EXTENSION	-	11,173,459
3	37	ECHO - FOXTROT DRAINAGE	-	12,343
4	37	AIRCRAFT WASHRACK	-	3,780
		TOTAL AIRPORT	$ 12,250	$ 11,206,518

SOURCES OF FUNDING

	DIV	PROJECT	OPERATING	GRANTS	OTHER	TOTAL
1	37	ARFF BUILDING	16,936			16,936
2	37	DESIGN/CONSTRUCTION RUNWAY EXTENSION	1,515,024	9,658,435		11,173,459
3	37	ECHO - FOXTROT DRAINAGE	12,343			12,343
4	37	AIRCRAFT WASHRACK	3,780			3,780
		TOTAL AIRPORT	$ 1,548,083	$ 9,658,435	$ -	$ 11,206,518



CITY OF FLAGSTAFF
FY 07/08
AIRPORT
DIVISION 37

DivisionID	ProjectID	ProjectTitle
DIVISION 37		
37	1	ARFF BUILDING
37	2	CONSTRUCT RUNWAY EXTENSION
37	3	ECHO - FOXTROT DRAINAGE
37	4	AIRCRAFT WASHRACK

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2007-2008

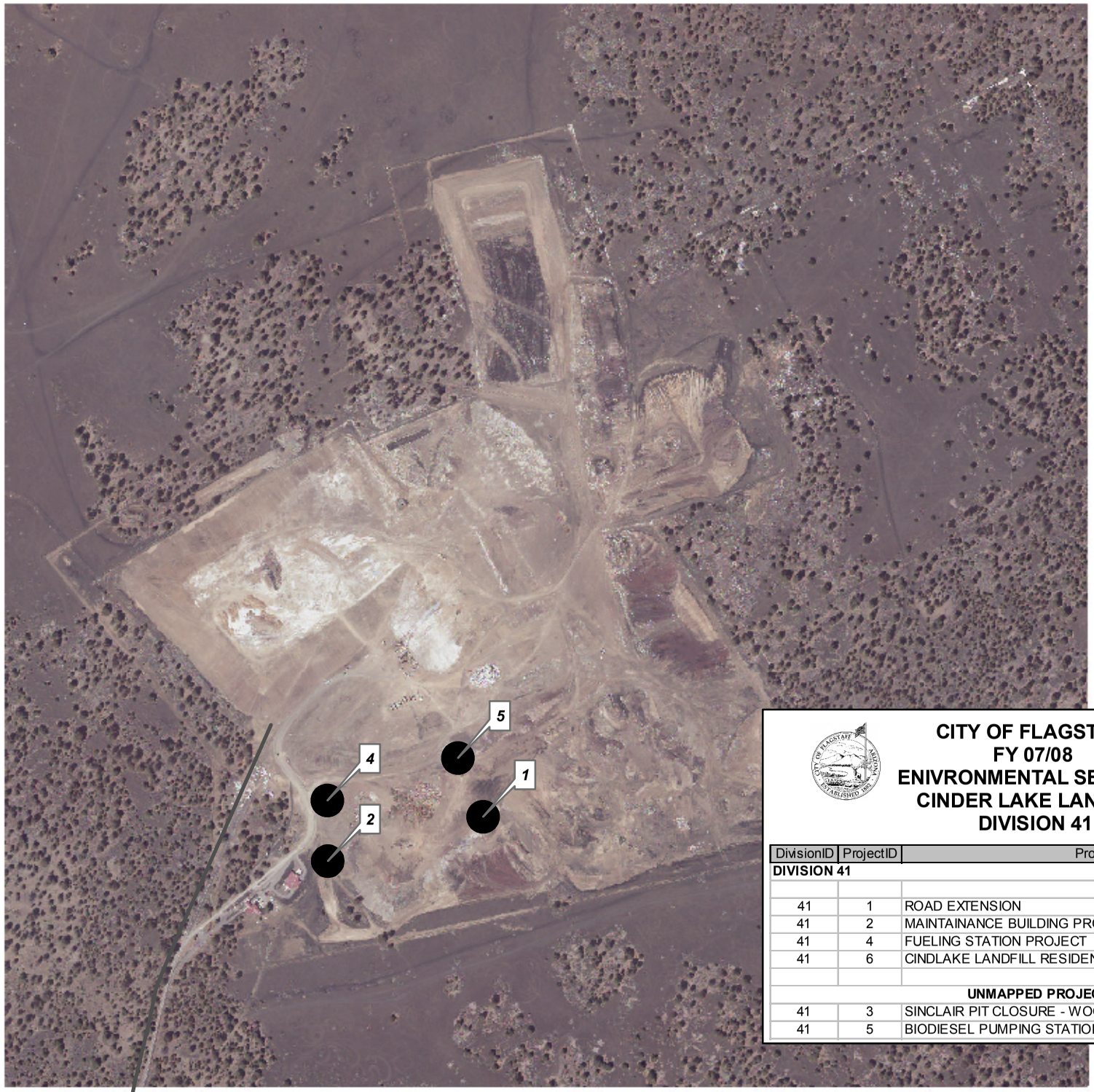
ENVIRONMENTAL SERVICES

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2007	BUDGET FY 2008
1	41	ROAD EXTENSION	-	13,000
2	41	MAINATAINCE BUILDING PROJECT	-	175,000
3	41	SINCLAIR PIT CLOSURE	-	8,000
4	41	FUELING STATION PROJECT	80,000	80,000
5	41	BIODIESEL PUMPING STATION	14,000	14,000
6	41	CINDERLAKE LANDFILL RESIDENTIAL DROPOFF	81,164	81,164
		TOTAL ENVIRONMENTAL SERVICES	$ 175,164	$ 371,164

SOURCES OF FUNDING

	DIV	PROJECT	OPERATING	TOTAL
1	41	ROAD EXTENSION	13,000	13,000
2	41	MAINATAINCE BUILDING PROJECT	175,000	175,000
3	41	SINCLAIR PIT CLOSURE	8,000	8,000
4	41	FUELING STATION PROJECT	80,000	80,000
5	41	BIODIESEL PUMPING STATION	14,000	14,000
6	41	CINDERLAKE LANDFILL RESIDENTIAL DROPOFF	81,164	81,164
		TOTAL ENVIRONMENTAL SERVICES	$ 371,164	$ 371,164



CITY OF FLAGSTAFF
FY 07/08
ENIVRONMENTAL SERVICES
CINDER LAKE LANDFILL
DIVISION 41

DivisionID	ProjectID	ProjectTitle
DIVISION 41		
41	1	ROAD EXTENSION
41	2	MAINTAINANCE BUILDING PROJECT
41	4	FUELING STATION PROJECT
41	6	CINDLAKE LANDFILL RESIDENTIAL DROPOFF
	UNMAPPED PROJECTS	
41	3	SINCLAIR PIT CLOSURE - WOODY MTN ROAD
41	5	BIODIESEL PUMPING STATION - PUBLIC WORKS YARD

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2007-2008

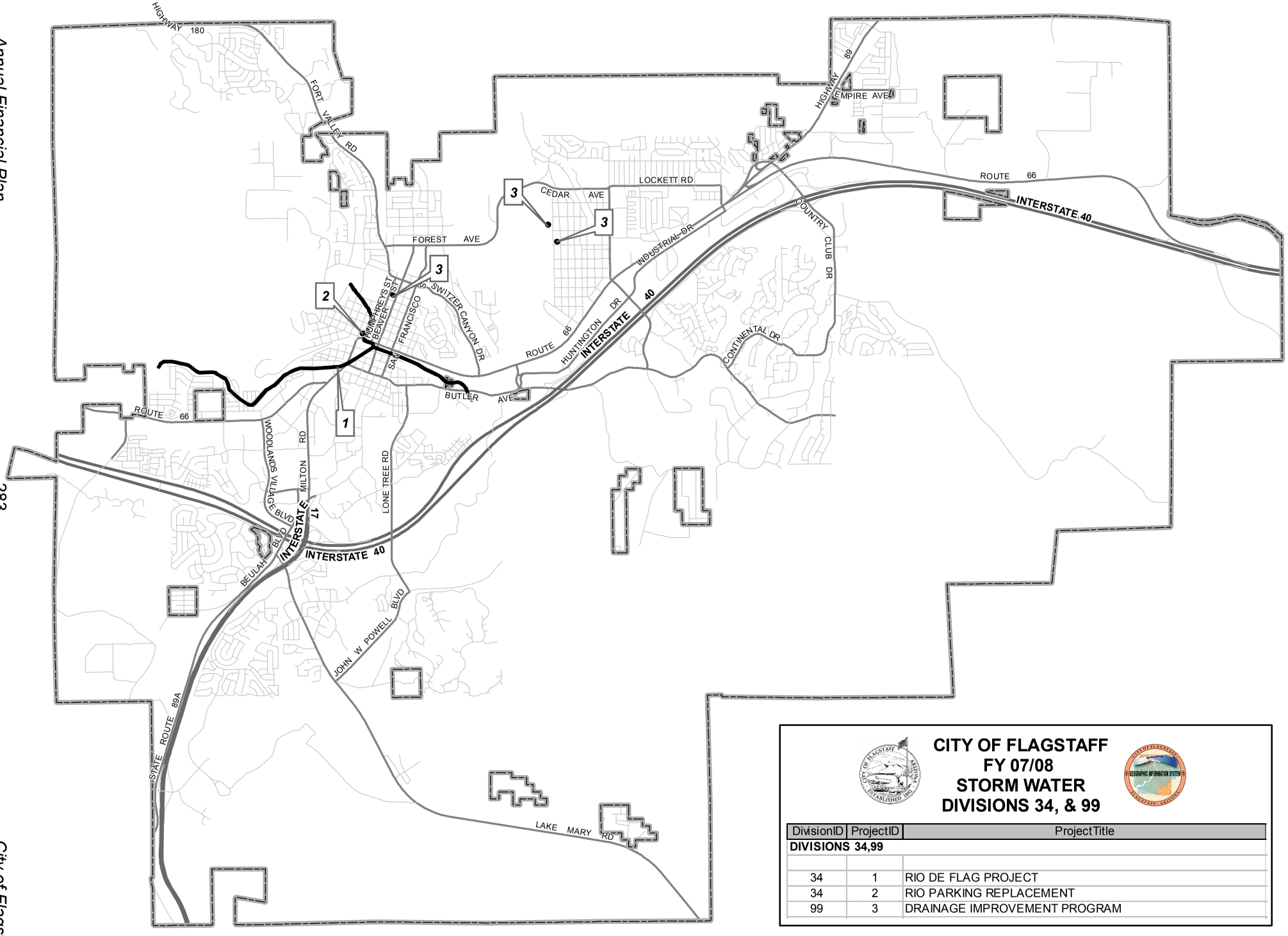
STORMWATER UTILITY

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2007	BUDGET FY 2008
1	34	RIO DE FLAG PROJECT		5,975,068
2	34	RIO PARKING REPLACEMENT		750,000
3	99	DRAINAGE SPOT IMPROVEMENT		340,000
		TOTAL STORMWATER UTILITY	$ -	$ 7,065,068

SOURCES OF FUNDING

	DIV	PROJECT	OPERATING	GEN FUND	OTHER	TOTAL
1	34	RIO DE FLAG PROJECT	$ -	5,975,068		5,975,068
2	34	RIO PARKING REPLACEMENT	-	750,000		750,000
3	99	DRAINAGE SPOT IMPROVEMENT	340,000			340,000
		TOTAL STORMWATER UTILITY	340,000	6,725,068	-	7,065,068



CITY OF FLAGSTAFF
FY 07/08
STORM WATER
DIVISIONS 34, & 99

DivisionID	ProjectID	ProjectTitle
DIVISIONS 34,99		
34	1	RIO DE FLAG PROJECT
34	2	RIO PARKING REPLACEMENT
99	3	DRAINAGE IMPROVEMENT PROGRAM

FY 2008 PROJECT DESCRIPTIONS

GENERAL GOVERNMENT

1. **Fire Stations:** Development and construction of four new fire stations to replace existing facilities and improve response times as authorized at general election 2004.

2. **Aquaplex:** Development and construction of a new 51,000 square foot Recreation Center including leisure pool, fitness area and gym as well as facilities for meeting and recreational classes. Facility will be centrally located at the northeast corner of Fourth Street and Industrial Drive.

3. **FUTS/Open Space Land Acquisition:** Acquire approximately 750 acres of core open space for FUTS trails as well as for protection of critical open space lands.

4. **USGS Office / Lab Building:** Construction of combination office and lab space to replace existing USGS facilities that will in turn be leased back to GSA.

5. **Business Incubator:** Develop 10,000 square foot regional business incubator facility with grant assistance from EDA creating partnerships and assisting in the development of new businesses.

6. **Aspen Place at Sawmill:** Improvement district funding for public infrastructure associated with a forty acre mixed-use redevelopment project located at the southeast corner of Butler Avenue and Lone Tree Road.

7. **Redevelopment – Parking:** The City has been working with the property owners in the downtown area on enhancing the amenities in the area. The City is proposing a project that would add parking meters to both the north and south side business areas and develop controlled parking lots for the employees, businesses and visitors alike. Property owners have expressed concerns with the lack of parking enforcement and turnover as one of the major obstacles for promotion of the downtown.

STREETS/TRANSPORTATION

1. **Reserve for Improvements:** Annual allocation for unprogrammed street improvements and/or City participation in projects of other agencies (i.e.: ADOT, BNSF, NAU).

2. **Railhead 4th Leg at 89N:** Provide intersection improvements opposite the relocated mall entrance and access for existing business located at the northwest side of US 89N.

3. **Minor Transportation Improvement:** Undesignated appropriation to fund street capacity, safety or operational improvements such as turn lanes, neighborhood traffic management devices and traffic signal modifications.

4. **Sidewalk Replacement Program:** Provides replacement of curb, gutter and sidewalk in cases where property owners contribute 50% of replacement costs.

5. **Street Improvement Program:** City-wide annual pavement maintenance consisting of crack sealing, seal coating and asphalt overlay and ADA sidewalk compliance.

6. **Sunnyside Phase IV:** Street and drainage construction with associated water main replacements in the Sunnyside neighborhood are bounded by Sixth Avenue, Main Street, Dortha Avenue and Center Street.

7. **Traffic Signal Modification:** Modification and replacement of traffic signal equipment at the intersections of Beulah Blvd / Mc Connell Drive and at N. Fourth Street / Cedar Avenue.

8. **Southside Traffic Improvements:** Provide traffic, and pedestrian improvements at South Beaver and San Francisco Streets in conjunction with implementation of the Southside Redevelopment.

9. **Fourth Street Rail Crossing:** The connections of the fourth Street from Route 66 to Huntington / Industrial Drive via a grade separated crossing.

10. **Miscellaneous Safe to School:** As authorized by the transportation program 2000, generally includes traffic control and pedestrian improvements to enhance safety and accessibility in the vicinity of public school facilities. Some projects include City participation in F.U.S.D. projects that involve modifications and improvements located within the public right-of-way. For 2008, projects include completion of median and on-site landscaping at Killip Elementary School and sidewalk replacement of the west side of Ft. Valley Road between the Sechrist Elementary School crosswalk and Stevanna Way.

11. **Miscellaneous Bike Pedestrian Project:** Pedestrian improvements including sidewalk construction at Woodlands Village Blvd from West Route 66 to Forest Meadows Drive and at Navajo Drive and Bonito Street.

12. **Country Club Drive:** Landscape improvement for the Country Club drive median between Soliere Avenue and Bonito Street.

13. **Transportation Planning and Programming:** Community wide transportation planning services for

the identification and prioritization of projects based on the regional plan, current needs and public input. Transportation projects include pedestrian, bikeways, urban trails, safety, capacity and street improvements. Includes the development and updating of the 5-year Transportation Program on an annual basis and staff support of the Citizens Transportation Advisory Committee.

14. **Huntington Dr Improvements Phase II:** Provides roadway reconstruction including full width roadway improvements and drainage system. This project will complete improvements for Huntington Drive to service increased traffic volumes between the Fourth Street Rail Crossing project and the Butler Avenue / Enterprise Road Intersection.

15. **East Flagstaff Gateway:** New roadway and re-alignment construction complements the East Flagstaff Gateway area redevelopment. Connecting Dodge Avenue to old Route 66 and providing additional access to the Mall via a new "loop" road that provides major connectors between old Route 66 and US 89, enhances traffic flow and provides infrastructure improvements to the existing industrial park. Preliminary design, site assessment and construction costs have been developed in conjunction with the approval of a Letter of Agreement between the City of Flagstaff and the developer enacted March 2003.

16. **Beulah Blvd Extension:** Land and right-of-way acquisition for the future extension of Beulah Blvd from Forest Meadows Drive to Yale Street at University Avenue as authorized by Transportation Program 2000.

17. **Downtown Rail Crossing Modifications:** Rail crossing modifications necessary to eliminate train horns at Beaver Street, San Francisco Street, Enterprise Road, Steves Blvd and Fanning Drive railroad crossings.

18. **Reserve for Improvements:** Annual allocation of transportation tax revenues for unidentified transportation related improvements and/or City participation in transportation related improvements of other agencies (i.e. ADOT, NAU, FMPD).

19. **Lake Mary Road Phase 3:** Interagency project including City, County and Federal highways to provide safety improvements at Lake Mary Road (Forest Highway 3) including reconstruction from Walapai Drive to southern city limits to provide pavement widening and shoulder improvements.

20. **Butler Avenue / 4th Street Signal:** Installation of a new traffic signal at the intersection of Butler Avenue and south Fourth Street expected to be warranted with the completion of the Fourth Street rail crossing project and proposed land development South of Butler Avenue.

21. **Commerce Avenue Paving:** Funding for strip paving at Commerce Avenue east of Dodge Avenue in order to minimize maintenance costs associated with existing unpaved roadway or City participation in potential improvement district to provide full with street and drainage improvements.

22. **Preston Road Paving:** Funding for strip paving at Preston Avenue from Commerce Avenue to Empire Avenue in order to minimize maintenance costs associated with existing unpaved streets or City participation in potential improvement district to provide full width street and drainage improvements.

23. **Industrial Drive / Fanning Wash:** In conjunction with the ADOT East Flagstaff Traffic Interchange Project, Identify and provide drainage facilities for the Fanning Drive wash at Industrial Drive to facilitate the conveyance of flood waters and surface drainage.

24. **Butler Ave Widening:** Project development, in conjunction with private sector, of full arterial roadway and drainage improvements for Butler Avenue from I-40 to the Sinagua Heights subdivision.

25. **Brannen and Gabel Paving:** Provide engineering, design services and construction documents for the paving of Brannen Ave. and Gabel St. in the Southside neighborhood.

26. **West Sixth Intersection:** Intersection and pedestrian improvements at the intersection of West Street and Sixth Avenue in the Sunnyside Neighborhood.

27. **Industrial Drive/Fanning to Eagle Mountain:** Provide engineering and construction services for the paving of Industrial Dr. from Fanning Drive to Eagle Mountain Drive.

28. **Steves Blvd Rail Crossing:** Traffic and safety study to determine the effects of a possible closure of the Steves Blvd rail crossing subsequent to the completion of the Fourth Street Rail overpass project.

29. **Butler Avenue / Conference Center Medians:** Medians for a large arterial street (Butler) to provide calming to this busy section when the conference center is completed.

BBB

1. **Special Projects:** Covers small emergent items of work, such as minor streetscape projects, plant replacements, irrigation system repairs, art installation needs, and other miscellaneous beautification needs.

2. **Historic Facades:** Very successful grant program to assist property owners with preservation of historic buildings and signs. Distribution overseen by Historic Preservation Commission.

3. **City Gateway Signs:** Construct gateway monument signs at major entries into City.

4. **Neon Corridor / RT 66 Preservation Project:** Part of 1936 Route 66 preserved in place under E Flag TI Project that will have enhancements including FUTS trail connection, landscaping, interpretive signage, rest area, and possibly some historic neon sign installations.

5. **RR 66 E CC to Mall Trail:** FUTS Trail per Regional Land Use and Transportation Plan FUTS Trial Map along Route 66 connecting Country Club to the Flagstaff Mall.

6. **US 89 Railhead to Snowflake:** This project will provide approximately 6,500 linear feet of 10-foot wide concrete, multi-use path along US 89 N from Railhead Avenue to Snowflake. The path is a joint project of the City of Flagstaff and ADOT. Project also includes landscaping of the trail area and the medians.

7. **Redevelopment Opportunities:** Annual contribution for redevelopment projects, such as Route 66 or other redevelopment opportunities as identified by City Council.

8. **East Flag TI ADOT Corridor:** Gateway, bicycle and pedestrian enhancements, and landscaping associated with ADOTS East Flag TI reconstruction.

9. **Rio de Flag USACE Project:** Gateway, bicycle, and pedestrian enhancements, and landscaping associated with USACE Rio de Flag reconstruction.

10. **RT 66 South of Tracks Screen:** Landscaping for "Industrial Drive/Fanning to Eagle Mountain" (Street/Transportation #23) in order to comply with Engineering Standards and to screen industrial zone from Route 66.

11. **Woodlands / Beulah Medians:** Landscaping for Woodlands and Beulah medians (completed) in order to comply with Engineering Standards, to replace dead plants, and to install needed irrigation.

12. **Beaver / SF Southside Plan:** Provide traffic, pedestrian and/or bicycle improvements at South Beaver and San Francisco Streets. This would be a second phase of "Southside Traffic Improvements" (Street/Transportation #7).

13. **RT 66 N El Pueblo Motel:** Hardscape and landscaping improvements demonstrating Route 66 streetscape concepts and possibilities and associated with historic preservation of the motel.

14. **Special Projects and Unprogrammable Work:** Covers small emergent items of work, such as minor trail projects and repairs, and other miscellaneous trail needs.

15. **Signage Program:** Comprehensive program to install regulatory, directional, trailhead, boundary, and interpretive signs along the entire FUTS system.

16. **ATA RT 66 to McMillan Mesa:** FUTS section of the Arizona Trail parallels the planned extension of Ponderosa Parkway from Route 66 to the top of McMillan Mesa.

17. **FUTS and ATA McMillan Mesa Trailhead:** Trailhead improvements fro Arizona Trail on McMillan Mesa on south side of Cedar Avenue.

18. **Rio N Cresent to Obs Mesa:** Continues the existing FUTS trail along the Rio de Flag north from downtown. Part of planned trail connection between Cheshire and downtown.

19. **FUTS Ft Valley Sechrist – Freemont:** Paved FUTS trail along east side of Fort Valley Road.

20. **RT 66 – Rio N to San Francisco:** Short section of paved FUTS trail along the south side of Route 66 through downtown.

21. **Santa Fe – W Village – Walnut:** FUTS trail along the south side of the BNSF tracks from Clay Avenue to Railroad Springs. Includes planned under crossing of tracks at Walnut Street.

22. **Santa Fe W – Walnut to Rio:** FUTS trail follows north side of BNSF tracks from Colton Park to Walnut Street. Includes pedestrian/bicycle bridge across Milton Avenue on north side of railroad bridge.

23. **Hospital Rim Beaver to Ft. Valley:** Short FUTS trail that connects Beaver Street and the intersection of Fort Valley and Forest Avenue.

24. **Rio N Blue Willow to 180:** Northern section of FUTS trail will help complete trail from Cheshire to downtown.

25. **Ft Valley Trail – Kend to Sechrist:** Eight-foot asphalt pathway along the west side of Fort Valley Road. Will be built by ADOT.

26. **Country Club Trail – 66 to Cortland:** Completes missing section of FUTS trail along the east side of Country Club Drive between Cortland Boulevard and the East Flag Traffic Interchange.

27. **Sixth Avenue Connector:** Trail connection from west side of the Sunnyside neighborhood to the Arizona Trail on top of McMillan Mesa. This connection is used informally.

28. **Brannen Connector:** FUTS trail access to Rio South Trail from mariposa Street in Brannen homes neighborhood. This connection is used informally.

29. **Museum Connector:** Trail connects Museum of Northern Arizona west building to Rio North Trail.

30. **Visitor Center Paver Replacement:** Replace pavers along backside of Visitor Center and Amtrak Station. Current pavers are broken, chipped, uneven and a safety hazard.

WATER

1. **Lake Mary Wellfields:** Funds set aside in an account for future land acquisition.

2. **Inner Basin Pipeline:** Replace approximately 14 miles of concrete pipe with iron pipe. City crews are replacing approximately ½ mile each year.

3. **Roof Replacement – Chlorine Storage:** Replace roof on this building

4. **Sunnyside W/L Phase IV:** Replacement of undersized waterlines in Sunnyside. Project includes drainage, sewer, sidewalk and street improvements in locations where waterlines are being replaced.

5. **Lake Mary Utility Relocate:** Various utility relocates on Lake Mary Road from water plant to cattle guard to accommodate Forest Service road widening project.

6. **Franklin Waterline:** Replacement of galvanized pipe with PVC pipe and add fire hydrant location: Franklin Avenue from Beaver to Lone Tree Road.

7. **Mohawk Drive Waterline Replacement:** Replace 380 feet of 2-inch pipe with 8-inch pipe and new service connections on Mohawk Drive from Pinal to Walapai.

8. **Benton / SF Alley / Elden:** Replace 900 feet of 2-inch with 8-inch water-main and add fire hydrants on Benton and Elden.

9. **Reserve for Improvements:** Annual reserve for unanticipated line replacements, oversizing and participation with developers that may occur during the fiscal year.

10. **Town Well #5:** Equipping the well and building for the Rio well.

11. **Future Water Acquisition:** Acquisition of water rights, water ranch, or development of the Redwall Aquifer.

12. **Water Production Wells:** Design, drilling, equipping and construction of well buildings and water system connections.

13. **Railroad Springs Reservoir:** Participation with the developer of the Presidio Project to upsize the reservoir from 500,000 gallons to 1,000,000 gallons.

14. **Lake Mary Well #7:** Equip Lake Mary well number 7 and run power to it.

15. **Chlorine Dioxide:** The addition of Chlorine Dioxide at the head-works of the water plant to meet new regulations and to improve water quality coming from Lake Mary.

16. **Water System Optimization:** Computer modeling of physical characteristics of the water system to predict and improve the operation of the system.

WASTEWATER

1. **Wildcat Street Repairs:** Crack seal and chip-seal access road to plant.

2. **Wildcat Treatment Upgrades:** Construction of upgrades to the Wildcat Plant to replace obsolete and deteriorating equipment which will improve discharge and reclaimed water quality.

3. **Picture Canyon:** Realign Rio de Flag channel to original configuration.

4. **Wildcat Upgrades:** Improve to gas piping, grease treatment, primary clarifier and sludge pump at the Wildcat Wastewater Treatment Plant.

5. **Rio Clarifier Concrete Repairs:** Repair deteriorated concrete in the clarifiers above the water levels caused by sewer gases.

6. **Co-Generation Equipment**: Is a reciprocating methane gas-fired engine which will generate and supply some of electrical power load for the plant. The methane gas is a by-product of the sludge digestion process.

7. **Plasma Linear Recycler:** This is a one-year pilot study to see if the unit is capable of cost effectively doing what it is purported to do; convert sewage sludge into a fully sterilized organic fertilizer and produce a bio-gas capable of fueling vehicles and equipment that run on natural gas.

8. **Reclaim Hydrants:** Installation of fire hydrants on the reclaim system.

9. **Huntington Sewer Upsize:** Upsize sewer from MH8-006 to R-002.

10. **Continental Outfall Sewer:** Upsize line between manholes MH#17-008 downstream to MH17-001.

11. **Buffalo Park Tank:** Paint Buffalo Park reservoir.

12. **Westside Intercepter Improvements:** Design of 1980 feet of undersized 8-inch sewer main with an 18-inch main near Railroad Springs Subdivision.

13. **Bushmaster Reclaim Line:** Replacement of a 6-inch reclaim main linking the Wildcat Plant with Buffalo Park storage reservoir with a 12-inch main.

14. **Clay Avenue Wash Detention Basin:** construction of a steel conduit beneath the proposed detention dam for a future casing pipe for a sewer main.

15. **McMillan Mesa Sewer Upsize:** The City's portion of sewer main upsizing in Foxglenn Park caused in part by the McMillian Subdivision project.

16. **Mall Recycling Booster:** A reclaimed water booster station located near the new mall to lift reclaimed water from Wildcat Plant to the Buffalo Park Tank.

17. **Reserve for Improvements:** Annual reserve for unanticipated line replacements, oversizing.

AIRPORT

1. **ARFF Building:** Construct airport rescue/fire facility with equipment bay administrative area, access road, and parking lot.

2. **Design / Construction Runway Extension:** Extend current Runway 3/21 and Taxiway "A" by 1800' to the northeast. Construct new Runway Safety Area per FAA specifications. Relocate affected utilities and complete project drainage improvements. Relocate current airport perimeter fence, install upgraded airfield lighting and appropriate runway signs. Paint new pavement markings.

3. **Echo-Foxtrot Drainage:** Correct drainage issues in the vicinity of the Echo Foxtrot hangars.

4. **Aircraft Washrack:** Glycol Recover System.

ENVIRONMENTAL SERVICES

1. **Road Extension:** Add and maintain service roads inside the landfill.

2. **Maintenance Building Project:** Provide a space for landfill operations and maintenance of landfill equipment.

3. **Sinclair Pit Closure:** Noxious weed abatement and remove fencing.

4. **Fueling Station Project:** This is above ground tank for off road vehicles.

5. **BioDiesel Pumping Station:** Upgrade capacity to fill service truck.

6. **Cinder Lake Landfill Residential Drop Off:** this will provide an alternative dumping site for residents.

STORMWATER

1. **Rio De Flag Project:** City participation in Army corps of engineers flood control project to mitigate potential flood dame and facilitate redevelopment in central business district.

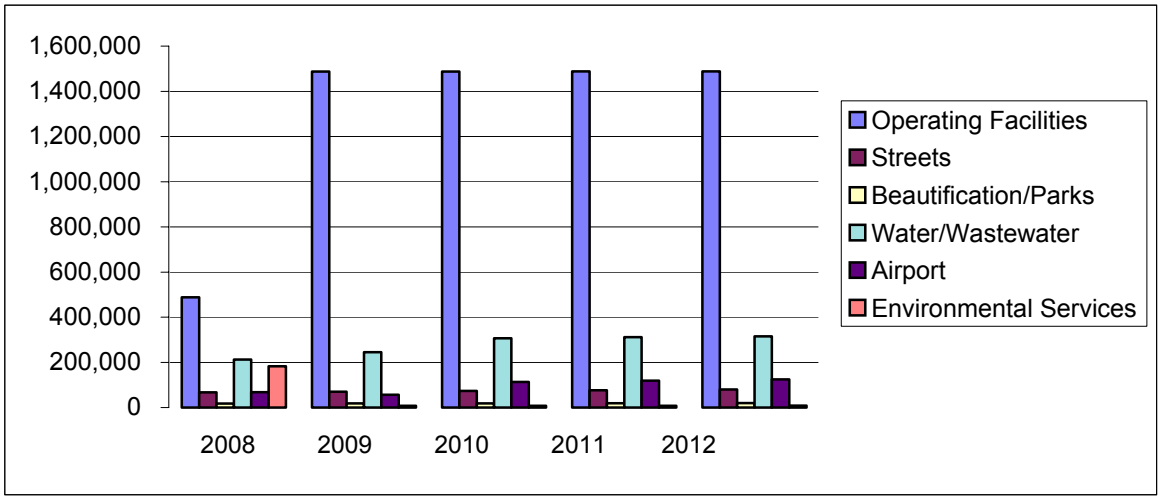
2. **Rio Parking Replacement:** Replacement of parking spaces lost to the Rio Project.

3. **Drainage Spot Improvement Program:** As the result of recent flooding citywide. Stormwater staff is proposing a spot improvement program to mitigate certain localized flooding problems.

OPERATING BUDGET IMPACT

The Capital Improvement Plan (CIP) identifies the costs required to construct City facilities and infrastructure. However, the completion of these projects creates effects in continuing costs that must be absorbed in the operating budget. These costs include new personnel, maintenance, and various utilities needs. As the City develops the Capital Improvement Plan (CIP), attempts are made to identify and plan for operating costs resulting from the projects undertaken.

The graph shows the additional costs estimated to impact the operating budget as a direct result of the projects in CIP. The graph depicts compounding increases in operating costs due to expected phasing in of projects.



Estimated Operating Costs Detail
When analyzing the fiscal impacts of the CIP, city staff invests considerable time in evaluating the necessary operating elements of each project. Staffing levels, including position classification, are analyzed and determined. Equipment needs and the cost of operations and maintenance are also looked at and estimated. Inflationary impacts are also factored into future operating costs.

The following table shows the operating impact by project type. A number of projects such as the Aquaplex are included in the costs below and will require funds for maintenance and operations.

PROJECT TYPE	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Operating Facilities	488,100	1,487,100	1,487,500	1,487,900	1,488,280
Streets	66,966	70,124	73,410	76,754	80,324
Beautification/Parks	17,622	18,147	18,693	19,206	19,831
Water/Wastewater	212,550	244,654	306,470	311,297	315,238
Airport	68,165	56,476	113,454	119,112	124,705
Environmental Services	182,420	7,643	7,872	8,108	8,351
TOTAL	1,035,823	1,884,144	2,007,399	2,022,377	2,036,729

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEARS 2008-2013

	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	Budget 2008-2009	Budget 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Total Plan
Beginning Balance	-		-	-	-	-	-	-	-
Resources									
Debt	71,514,686	-	71,514,686	11,500,000	-	-	-	-	83,014,686
Grants	13,401,196	9,490,153	13,401,196	8,802,878	9,021,000	7,851,000	1,572,500	1,572,500	51,711,227
Pay-as-you-go	59,238,260	36,380,855	59,238,260	30,788,232	14,567,447	20,641,308	22,479,037	23,569,103	207,664,242
Total Resources	144,154,142	45,871,008	144,154,142	51,091,110	23,588,447	28,492,308	24,051,537	25,141,603	342,390,155
Expenditures									
General Government	26,889,422	8,904,183	56,720,549	18,941,554	8,400,000	10,400,000	1,900,000	400,000	105,666,286
Streets/Transportation	16,884,933	5,839,885	22,581,744	8,179,124	6,812,200	6,610,200	6,215,000	8,225,000	64,463,153
BBB	14,447,260	5,729,913	6,466,454	1,437,500	1,373,920	1,162,714	1,118,719	150,000	17,439,220
Utilities: Water	17,059,175	3,829,460	18,509,336	3,728,239	2,607,100	1,572,872	1,085,863	4,407,729	35,740,599
Utilities: Wastewater	14,924,203	5,701,324	21,233,309	10,125,493	2,025,227	2,756,522	2,106,400	2,668,874	46,617,149
Airport	9,570,010	9,201,430	11,206,518	7,579,200	1,140,000	5,690,000	11,335,555	9,005,000	55,157,703
Environmental Services	848,089	491,092	371,164	55,000	1,010,000	-	-	-	1,927,256
Stormwater Utility	7,835,899	6,173,721	7,065,068	1,045,000	220,000	300,000	290,000	285,000	15,378,789
									-
Total Expenditures	108,458,991	45,871,008	144,154,142	51,091,110	23,588,447	28,492,308	24,051,537	25,141,603	342,390,155
Ending Balance	-	-	-	-	-	-	-	-	-

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2008-2013

	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	Budget 2008-2009	Budget 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Total Plan
General Government									
GENERAL FUND									
Facilities			-	400,000	400,000	400,000	400,000	400,000	2,000,000
Redevelopment	3,221,053		1,200,000						1,200,000
			-	-	-	-			-
									-
General Fund Bond Fund									-
Fire Stations	8,985,654	3,949,797	6,369,250	7,091,554	-	-	-	-	17,410,601
Aquaplex	7,856,295	2,765,476	13,296,908	-	-	-	-	-	16,062,384
FUTS/Open Space Acquisitions	1,422,321	46,768	1,360,225	-	1,500,000	-	1,500,000	-	4,406,993
USGS Office/Lab	1,000,680	4,455	580,600	10,450,000	-	-	-	-	11,035,055
USGS Misc Buildings	-	-	-	-	-	10,000,000			
Business Incubator	3,364,919	218,999	3,802,287	-	-	-	-	-	4,021,286
Adult Center Renovation	1,038,500	1,079,600	-	-	-	-	-	-	1,079,600
Observatory Mesa		592	-	-	5,500,000	-	-	-	5,500,592
Parks Acquisition			-	1,000,000	1,000,000	-	-	-	2,000,000
Aspen At Sawmill	-	838,496	30,111,279	-	-	-	-	-	30,949,775
								-	-
Real Estate Proceeds								-	-
Land Acquisition	-		-	-	-	-	-	-	-
								-	-
Total General Government	26,889,422	8,904,183	56,720,549	18,941,554	8,400,000	10,400,000	1,900,000	400,000	95,666,286

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2008-2013

	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	Budget 2008-2009	Budget 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Total Plan
Streets/Transportation									
Streets									
Cummings Street	82,932	63,555	-	-	-	-	-		63,555
Railhead 4th Leg at 89N	557,348	99,745	519,000	-	-	-	-		618,745
E. Route 66 - CC to Walnut	-	-	-	-	-	-	-		-
Minor Transportation Improvements	-	-	50,000	125,000	125,000	125,000	125,000	125,000	675,000
Curb, Gutter, Sidewalk	15,000	19,249	15,000	15,000	15,000	15,000	15,000	15,000	109,249
Overlay	1,915,724	1,166,599	2,854,265	2,075,000	2,125,000	2,125,000	2,275,000	2,525,000	15,145,864
Enterprise/Butler Reconstruction	-	-	-	-	-	-	-	-	-
Southside Traffic Improvements	300,000	169,815	355,000	-	-	-	-	-	524,815
Sunnyside	-	-	-	-	-	-	-	-	-
Sunnyside Phase III-B	-	15	-	-	-	-	-	-	15
Sunnyside Phase 4	1,439,282	449,825	1,835,837	-	-	-	-	-	2,285,662
Sunnyside Phase VI	-	-	-	965,000	900,000	-	-	-	1,865,000
Sunnyside Phase VII	-	-	-	-	-	-	-	850,000	850,000
Traffic Signal Modification	100,000	43,460	153,000	-	-	-	-	-	196,460
Bus Pullouts	137,510	586	-	180,000	-	-	-	-	180,586
Reserve for Improvements	50,000	20,000	50,000	50,000	50,000	50,000	50,000	50,000	320,000
									-
Transportation								-	-
4th Street Overpass	2,840	2,178,187	430,000	-	-	-	-	-	2,608,187
Misc Safe to School	160,496	98,791	177,432	-	-	200,000	200,000	200,000	876,223
Sidewalk Thomas School	-	-	-					-	-
Misc Bike/Ped	409,271	58,831	402,666	-	-	200,000	200,000	200,000	1,061,497
Country Club Drive	70,000	42,841	55,155	-	-	-	-	-	97,996
Transportation Planning & Programing	145,175	93,000	325,594	150,000	75,000	75,000	75,000	75,000	868,594
Empire Avenue Extension	-	113	-	-	-	-	-	-	113
Lone Tree Road Study	-	12,500	-	-	-	-	-	-	12,500
Huntington Drive Improvements	1,548,188	105,800	2,385,000	2,100,000	-	-	-	-	4,590,800
East Flagstaff Gateway	6,100,000	5,922	7,717,658	-	-	-	-	-	7,723,580
Beulah Blvd. Extension	554,000	583,120	554,520	525,800	497,200	468,600		-	2,629,240
Downtown Rail Crossing Modifications	662,785	103,115	863,311	-	-	-	-	-	966,426
Reserve for Improvements	25,000	10,727	25,000	25,000	25,000	25,000	25,000	25,000	160,727
Lake Mary Rd/FH 3	45,795	13,757	71,141	200,000	-	-	-	-	284,898
Butler Ave./4th Street Signal	237,807	243,413	23,482	-	-	-	-	-	266,895
I-40/Fourth St TI Planning Studies	50,000	1,331	-	-	-	-	-	-	1,331
Lone Tree Road Reconstruction	-		-	-	-	-	-	500,000	500,000
Commerce Ave. Paving	274,702	326	289,500	350,324	-	-	-	-	640,150
Preston Road Paving	95,559	291	102,000	125,000	-	-	-	-	227,291
Industrial Drive/Fanning Wash	470,064	35,724	225,000	-	-	-	-	760,000	1,020,724

	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	Budget 2008-2009	Budget 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Total Plan
Streets/Transportation (continued)									
Butler Ave Widening	552,570	27,570	293,360	1,043,000	3,000,000	2,000,000	-	-	6,363,930
Branden & Gabel Paving	49,662	2,653	298,500	-	-	-	-	-	301,153
West/Sixth Intersection	106,291	45,005	645,000	-	-	-	-	-	690,005
Industrial Drive-Fanning to Eagle Mtn Drive	726,932	63,699	1,344,823	-	-	-	-	-	1,408,522
East Flagstaff Improvement District	-	80,320	-	-	-	-	-	-	80,320
Steves Blvd Rail X-ing Study	-	-	160,000	-	-	-	-	-	160,000
Butler Ave/Conference Cntr Medians		-	360,500						
New Traffic Signal PGM	-	-		250,000	-	250,000	-	250,000	750,000
No Name Street Paving	-	-	-		-	-	-	-	-
Thorpe Road Edge Improvements	-	-	-	-	-	-	-	-	-
Country Club/Oakmont	-	-	-	-	-	-	600,000	-	600,000
West Arrowhead Improvements	-	-	-	-	-	1,076,600	2,650,000	2,650,000	6,376,600
Total Streets/Transportation	16,884,933	5,839,885	22,581,744	8,179,124	6,812,200	6,610,200	6,215,000	8,225,000	64,102,653

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2008-2013

		Estimate 2006-2007	Budget 2007-2008	Budget 2008-2009	Budget 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Total Plan
BBB									
Beautification	Special Projects & Unprogrammed Work	50,000	50,000	50,000	50,000	50,000	50,000	50,000	350,000
	Historic Facades	20,000	148,650	-	-	-	-	-	168,650
	City Gateway Signs	-	80,000	-	-	-	-	-	80,000
	Neon Corridor	-	210,000	-	-	-	-	-	210,000
	Rt 66 East - CC to Mall Trail	-	507,866	-	-	-	681,219	-	1,189,085
	US 89 Railhead to Snowflake	38,776	1,030,935	-	-	-	-	-	1,069,711
	Redevelopment Opportunity	-	150,000	50,000	50,000	50,000	50,000	50,000	400,000
	E Flag TI ADOT Corridor	618,041	-	-	-	-	-	-	618,041
	Rio De Flag USACE Project Enhance	-	-	287,500	287,500	287,500	287,500	-	1,150,000
	Rt 66 - South of the Tracks Screening	-	100,000	-	-	-	-	-	100,000
	Woodlands/Beulah Medians	-	150,000	-	-	-	-	-	150,000
	Beaver/SF Southside Plan Implementation	-	150,000	-	-	-	-	-	150,000
	Rt 66 Northside - El Pueblo Motel		75,000	-	-	-	-	-	75,000
	Special Projects & Unprogrammed Work	50,000	50,000	50,000	50,000	50,000	50,000	50,000	350,000
	Right of Way & Open Space Opportunity	2,015	-	-	-	-	-	-	2,015
	Signage Program	-	662,754	-	-	-	-	-	662,754
	ATA - Rt 66 to McMillan Mesa	-	150,000	-	-	-	-	-	150,000
	FUTS & ATA McMesa Trailhead	-	50,000	-	-	-	-	-	50,000
	RIO North - Crescent to Observatory Mesa	111,603	202,611	-	-	-	-	-	314,214
	Fort Valley (Sechrist to Fremont)	7,500	9,094	-	-	-	-	-	16,594
	McMillan Mesa (Bridge)	302,578	-	-	-	-	-	-	302,578
	E-Rio N to San Francisco	45,178	617,978	-	-	-	-	-	663,156
	Santa Fe - West Village to Walnut BNSF	14,120	300,000	400,000	400,000	725,214			1,839,334
	Santa Fe West - Walnut to Rio N - ADOT	10,599	300,000	500,000	536,420				1,347,019
	Hopsital Rim - Beaver to Ft Valley	-	100,000	100,000					200,000
	Rio North - Blue Willow to Hwy 180	48,477	608,775	-	-	-	-	-	657,252
	Co Club Trail - 66 to Cortland	-	270,385	-	-	-	-	-	270,385
	Sixth Avenue Connector	-	258,920	-	-	-	-	-	258,920
	Brannen Connector		36,850	-	-	-	-	-	36,850
	Museum Connector	-	55,000	-	-	-	-	-	55,000
TOURISM	Visitor Center Pavers	-	141,636	-	-	-	-	-	141,636
									-
RECREATION	Thorpe Park	4,411,026	-	-	-	-	-	-	4,411,026
Total BBB		5,729,913	6,466,454	1,437,500	1,373,920	1,162,714	1,118,719	150,000	17,439,220

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2008-2013

	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	Budget 2008-2009	Budget 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Total Plan
Water/Wastewater									
Water									
Purch of Property Rights-Watershed	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	140,000
Inner Basin Pipeline	401,000	-	401,000	-	-	-	-		401,000
Renovation of Chlorine Storage	193,125	193,126	-	-	-	-	-		193,126
Roof Replacement-Chlorine Storage	17,780	-	17,780	-	-	-	-		17,780
Waterline Relocations	10,626	3,000	303,684	-	-	-	-		306,684
27" Pipeline Replacement (LM to Town)	-	-	-	-	-	-	-	2,000,000	2,000,000
Sunnyside Improvements	2,927,993	629,965	3,622,636	-	-	-	-	1,431,307	5,683,908
Mohawk Dr Waterline	-	-	148,565	-	-	-	-		148,565
Elm Street Waterline	-	-	-	160,000	-	-	-		160,000
CC College/NAU Waterline	452,108	476,961	-	-	-	-	-		476,961
Ponderosa Trails to Airport W/L	-	-	-	422,000	-	-	-		422,000
Talkington/Lynn/Elizabeth Waterline	923,288	900,842	-	-	-	-	-		900,842
Benton/SF Alley/Elden Waterline	-	-	336,819	-	-	-	-		336,819
Franklin Waterline (Beaver/Lone Tree)	232,336	40,404	308,702	-	-	-	-		349,106
N. San Francisco Alley Waterline	-	-	-	63,654	-	-	-		63,654
Park Street Waterline (Santa Fe/Dale)	-	-	-	275,649	-	-	-		275,649
Aspen Waterline (Sitgreaves/Aztec)	-	-	-	275,649	-	-	-		275,649
RFP/Turqouise Waterline	-	-	-	-	1,450,000				1,450,000
Beaver Street WL (Phoenix/Dupont)	-	-	-	-	-	275,649	-		275,649
Pinal/Papago Alley Waterline	-	-	-	-	-	136,023	-		136,023
SCADA	-	-	-	-	-		159,135	318,270	477,405
Reserve	125,400	-	129,000	133,100	137,100	141,200	145,400	149,800	835,600
Tombstone Ave/Alley Waterline	-	-	-	-	-	-	-	129,772	129,772
Walapai Dr Alley Waterline	-	-	-	-	-	-	-	186,872	186,872
Thomas Park Waterline	-	-	-	-	-	-	-	171,708	171,708
Town Well #5	110,000	799,755	75,000	-	-	-	-	-	874,755
East Reservior Demolition	-	2,000	-	-	-	-	-		2,000
Railroad Springs Reservior	507,454	-	500,000	-	-	-	-		500,000
Water Production Wells	3,003,000	400,000	4,500,000	2,000,000	1,000,000	-	-		7,900,000
Woody Mtn Arsenic Removal	-	-	-	-	-	-	-		-
LM Wellfield-LM#2 12" Pipeline	389,365	-	-	378,187	-	-	-		378,187
LTESWTR Evaluation	60,000	60,000	-	-	-	-	-		60,000
Gas Chromatograph	-	-	-	-	-	-	346,058		346,058
Flocculator Drive Assemblies	-	-	-	-	-	-	415,270		415,270
Clarifier Drive Assemblies	-	-	-	-	-	-	-		-
Solar Bees	100,000	84,201	-	-	-	-	-		84,201
Future Water Rights	7,114,700	38,164	7,181,800	-	-	-	-		7,219,964
LM Well #7 Bldg and Power	200,000	20,000	280,000	-	-	-	-		300,000
LM USGS Survey	161,000	161,000	-	-	-	-	-		161,000
Chlorine Dioxide	110,000	-	610,000	-	-	-	-		610,000
Water System Optimization	-	-	74,350	-	-	-	-	-	74,350
Cheshire Tank Upgrade	-	-	-	-	-	1,000,000	-	-	1,000,000
Reserve for Improvements	-	42	-	-	-	-	-	-	42
TOTAL WATER	17,059,175	3,829,460	18,509,336	3,728,239	2,607,100	1,572,872	1,085,863	4,407,729	35,740,599
									-
Wastewater									-
Wildcat Crackseal	32,174	-	32,174	-	-	-	-	-	32,174
Primary Tank Pipe Hnge-WC	60,000	-	-	-	-	-	-	-	-
WW Plant Expansion	-	-	-	-	-	-	-	1,159,274	1,159,274
WC Treatment Upgrade/Rec Conn	12,000,000	5,213,060	15,000,000	7,635,284	-	-	-	-	27,848,344
Replacement Dredge	-	-	-	184,325	-	-	-	-	184,325
Rio Plant Clear/Skim Modifier	-	-	-	-	-	-	-	-	-
Wildcat Digester Pipe Replace	115,928	-	-	-	-	-	-	-	-
Wildcat Primary rebuild	374,427	-	-	-	-	-	-	-	-

	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	Budget 2008-2009	Budget 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Total Plan
Water/Wastewater (continued)									
Wastewater									
Wildcat Septage Treatment	316,650	-	-	-	-	-	-	-	-
Wildcat Primary Clarifier Coating	173,891	-	-	-	-	-	-	-	-
Wildcat Piping Replacement	-	-	-	-	-	-	-	-	-
Wildcat Blast and Mortar Wash	-	-	-	144,908	-	-	-	-	144,908
Rio Plant SCADA	-	-	-		159,135	-	-	-	159,135
Rio Plant Chipseal	-	-	-	28,981	-	-	-	-	28,981
Wildcat Crackseal & SSBs	-	-	-	-	-	40,000	-	-	40,000
Coat Wildcat Digestors	-	-	-	-	-	-	-	-	-
Wildcat Crackseal	-	-	-	57,289	-		-	-	57,289
Paint Buffalo Park Reservoir	-	-	-	-	-	-	-	-	-
Expand Reclaimed System	-	-	-	-	-	-	-	-	-
Reclaimed Storage	-	-	-	-	-	-	-	-	-
Wildcat Landscaping	-	-	-	-	-	-	-	-	-
Primary Pump Station Replace	-	-	-	-	-	-	-	-	-
Picture Canyon	150,000	5,650	307,560	-	-	-	-	-	313,210
Grease Treatment	400,000	-	-	-	-	-	-		-
Solar Bees	50,000	46,160	-	-	-	-	-	-	46,160
Wildcat Upgrade (Non-Bond)	-	-	803,720	500,000				-	1,303,720
Rio Clarifer Concrete Repairs	-	-	75,000						
Co-Generation Equipment	-	-	2,000,000	-	-	-	-	-	2,000,000
Plasma Linear Recycler	-	-	800,000						
Mall Infrastructure	-	-	-	-	-	-	-	-	-
SCA Reclaim/Sewer	-	-	-	-	-	-	-	-	-
Xeriscape Projects	50,000	30,000	-	-	-	-	-	-	30,000
Arrowhead/Mt. View Sewer	-		-	-	-	-	-	-	-
Reclaim Hydrants	130,000		25,000	-	-	-	-	-	25,000
Walgreens Sewer Replacement	268,072	338,170	-	-	-	-	-	-	338,170
Huntington/Old Pit Sewer Upsize	303,544	45,721	419,646	-	-	-	-	-	465,367
Rio Outfall	-	-	-	700,000	-	700,000		-	1,400,000
Continental Outfall Sewer	237,717	12,844	363,117	-	-	-	-	-	375,961
Mike's Pike Sewer	-	-		-	201,713	-	-	-	201,713
Terrace/Birch Sewer	-	-		196,752	312,930	-	-	-	509,682
Lower Greenlaw Sewer	-	-		280,554	-	-	-	-	280,554
Phoenix Sewer (Beaver/SF)	-	-	-	-	134,766	-	-	-	134,766
South Beaver Street Sewer	-	-	-	-	142,034	-	-	-	142,034
Upper Greenlaw Phase II	-	-	-	-	674,349	-	-	-	674,349
West Side Interceptor Improvements	-	-	100,000	-	-	-	-	-	100,000
Bushmaster Reclaim Line	-	-	342,092	300,000	300,000	-	-	-	942,092
Clay Avenue Wash Detention Basin	-	-	150,000	-	-	-	-	-	150,000
McMillan Mesa Sewer Upsize	-	-	50,000	-	-	-	-	-	50,000
Mall Reclaim Booster	-	-	300,000	-	-	-	-	-	300,000
Reclaim Storage	-	-	-	-	-	-	2,000,000	-	2,000,000
Expand Reclaim System	-	-	-	-	-	-	-	1,000,000	1,000,000
Circle View Sewer	-	-	-	-	-	270,714	-	-	270,714
San Fransico Sewer Replace	-	-	-	-	-	105,494	-	-	105,494
Hillside Sewer Replacement	-	-	-	-	-	98,537	-	-	98,537
Cherry Hill Sewer Replacement	-	-	-	-	-	-	-	400,000	400,000
N Sunnyside Sewer Replacement	-	-	-	-	-	1,153,477	-	-	1,153,477
Butler/Ellery Sewer Replacement	-	-	-	-	-	285,000		-	285,000
Buffalo Pk Tk	170,000	-	370,000	-	-	-	-		370,000
Reserve	91,800	9,719	95,000	97,400	100,300	103,300	106,400	109,600	621,719
Total Wastewater	14,924,203	5,701,324	21,233,309	10,125,493	2,025,227	2,756,522	2,106,400	2,668,874	46,617,149
TOTAL WATER AND WASTEWATER	31,983,378	9,530,784	39,742,645	13,853,732	4,632,327	4,329,394	3,192,263	7,076,603	82,357,748

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CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2008-2013

	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	Budget 2008-2009	Budget 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Total Plan
Airport									
Land Acquisition	-	-	-	-	1,140,000	1,140,000	-	-	2,280,000
West Hangar Area	-	168	-	-	-	-	-	-	168
Taxiline Reconstruct	-	-	-	-	-	4,550,000			4,550,000
East Parallel Taxiway South	-	-	-	-	-	-	8,320,000	-	8,320,000
East Parallel Taxiway North	-	-	-	-	-	-	1,360,000	7,350,000	8,710,000
Grnd Transp JWP/Pulliam Widening	836,256	895,032	-	-	-				895,032
Design/Constr ARFF	13,159	909	16,936	-	-				17,845
Safety Area Rehab RW3	-	-	-	-	-				-
Runway Extension	7,100,000	7,798,167	11,173,459	-	-	-	-		18,971,626
Perimeter Road Construction	960,000	-	-	7,579,200	-				7,579,200
Aircraft Washrack	440,726	315,679	3,780	-	-	-			319,459
Pavement Maintenance	-	-		-	-	-			-
Future Projects - ADOT	-	-		-	-	-	555,555	555,000	1,110,555
Future Projects - FAA	-	-		-	-		1,100,000	1,100,000	2,200,000
Echo Foxtrot Drainage	219,869	191,475	12,343	-	-	-	-		203,818
TOTAL AIRPORT	9,570,010	9,201,430	11,206,518	7,579,200	1,140,000	5,690,000	11,335,555	9,005,000	55,157,703

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CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2008-2013

	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	Budget 2008-2009	Budget 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Total Plan
Environmental Services									
Office Building Improvements	187,452	619	-	-	-	-	-	-	619
Maintenance Building - Project #414800	485,473	485,473	175,000	-	-	-	-	-	660,473
Biodiesel Pumping Station	14,000	-	14,000	-	-	-	-	-	14,000
Cinderlake Landfill Residential Dropoff	81,164	-	81,164	-	750,000	-	-	-	831,164
Cinderlake Landfill Building	-	-	-	-	10,000	-	-	-	10,000
Road Extension	5,000	5,000	13,000	55,000	-	-	-	-	73,000
Sinclair Pit Closure	-	-	8,000			-	-	-	8,000
Landfill Site Improvements	-	-	-	-	250,000	-	-	-	250,000
Fueling Station-Project #414501	80,000	-	80,000	-	-	-	-	-	80,000
Total Environmental Services	853,089	491,092	371,164	55,000	1,010,000	-	-		1,927,256

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2008-2013

	Budget 2006-2007	Estimate 2006-2007	Budget 2007-2008	Budget 2008-2009	Budget 2009-2010	Buget 2010-2011	Budget 2011-2012	Budget 2012-2013	Total Plan
Stormwater Utility									
6th Avenue Detention	5,000	136,337	-	-	-	-	-		136,337
Izabel Affordable Hsg Drainage	20,000	20,000	-	-	-	-	-		20,000
Drainage Spot Improvement	250,000	120,000	340,000	145,000	220,000	300,000	290,000	285,000	1,700,000
Rio De Flag	6,360,899	5,897,384	5,975,068	450,000	-	-	-	-	12,322,452
Rio Parking Replacement	1,200,000	-	750,000	450,000	-	-	-		1,200,000
Total Stormwater Utility	7,835,899	6,173,721	7,065,068	1,045,000	220,000	300,000	290,000	285,000	15,378,789

FINANCING THE CAPITAL PLAN

The major sources of financing capital improvements in the upcoming fiscal year are:

Operating Funds	41.1%
Debt Financing	49.6%
Grants	9.3%

The rating agencies (Standard and Poors' Corp. and Moody Investors, Inc.) view 15% from operating funds as highly favorable. The City currently is financing 41.1% of its CIP out of operating funds. However, because of large funding requirements, debt financing still continues to be the major source of financing for capital improvements. A brief description of the major types of financing available and limitations as to use is presented below.

GENERAL OBLIGATION (G.O.) BONDS

Bonds issued as general obligations of the City are secured by the full faith and credit of the City through its power to tax. In order for bonds to be issued, voter authorization must be obtained. Debt service (payment of principal and interest) is to be paid from the proceeds of ad valorem taxes, i.e., property taxes. The Arizona Constitution and State Statutes limit the indebtedness that a jurisdiction may incur by the type of project constructed. The City can issue G.O. bonds up to 20% of the secondary assessed valuation for projects involving water, sewer, artificial lighting, parks, open space, and recreational facilities. For all other general-purpose improvements, the City may issue up to 6% of its secondary assessed valuation. In 2006 voters approved a change to the calculation of municipal debt capacity, allowing cities to place projects concerning public safety, law enforcement, fire and emergency services, as well as street and transportation facilities under the 20% assessed valuation debt cap. The city has elected to use this option. $44.5 million is outstanding on July 1, 2007, and the City has $44.4 million in available capacity at the 6% debt margin and $106.2 million in available capacity at the 20% debt margin as of July 1, 2007.

HIGHWAY USER REVENUE (HURF) BOND

The State distributes a share of the motor vehicle fuel tax to cities based partially on population (50% of allocation) and partially on jurisdiction of origin. This special revenue source can only be used for maintenance or construction of streets and highways. Special revenue bonds can be issued for construction of street projects, with the gas tax revenues pledged as a source of debt repayment. The annual total debt service, both principal and interest, cannot exceed 50% of the HURF distribution received for the most recent twelve month period by the City.

JUNIOR LIEN BONDS PAYABLE FROM HIGHWAY USER TAX REVENUES

In order for the City to issue junior lien bonds, the City must have received Highway Users Tax Revenues in the twelve months preceding the issuance of the bonds in an amount equal to 1.5 times the highest annual debt service requirements (principal and interest) on all HURF bonds outstanding. Additionally, if coverage is not at least two times the highest debt service requirements, then the proposed bonds must bear a rating at the time of the issuance of “A” or better by one of the nationally recognized rating agencies. The City issued $5.6 million of junior lien bonds in FY 1993 and $5.5 million is outstanding as of July 1, 2007. The City may issue any combination of junior and senior lien bonds as long as the coverage requirements are satisfied. Approximately $48.2 million in capacity is currently available in junior lien bonds or as senior lien bonds.

WATER AND SEWER REVENUE BONDS

In addition to water/sewer G.O. bonds, the City can sell bonds that pledge utility revenues. Debt service requirements are paid from the net revenue derived by the City from the operations of its water and sewer system after provision has been made for the payment from such revenues of the reasonable and necessary expenses of the operation and maintenance of such systems. Therefore, there is no legal limitation on indebtedness that can be incurred; rather, there is only the practical limitations imposed by what the utility rate structures will support.

The $40.7 million authorized by voters in November 1990 can be either G.O. bonds or revenue bonds. G.O. bonds accounted for $33.9 million of the issuance, with $13.3 million outstanding at July 1, 2007. The $6.8 million remaining authorization was sold in FY 2003 through the Water Infrastructure Financing Authority (WIFA), with $5.5 millions outstanding at July 1, 2007. The City is pledging the revenue of its water and wastewater system.

SPECIAL IMPROVEMENT/ASSESSMENT DISTRICTS

Special improvements/assessments are a means of financing services or capital improvements that benefit specific property owners more than the general public. Majority consent must be obtained from the property owners within the designated geographic assessment district. These property owners are then levied a supplemental property tax assessment for their share of the costs of the improvements. The City is currently assessing one district with a second expected to be completed by July 1, 2007.

MUNICIPAL FACILITIES CORPORATION (MFC) BONDS

The Flagstaff Municipal Facilities Corporation, Inc. (MFC) is a not for profit corporation over which the City exercises significant oversight authority. It was formed to assist the City in acquiring land and constructing improvements thereon, constructing and acquiring improvements upon land owned by the City, and in any other way incurring expenses to improve the use of presently owned facilities, or as they may be expanded in the future. The City Charter requires that to construct projects, with the exception of utilities, public safety and street facilities in excess of $1 million require voter approval. The $1 million limit is adjusted annually by the consumer price index at July 1 of each year. The estimated amount July 1, 2007 is $2 million.

The Corporation finances various projects for the benefit of the City by issuing MFC bonds. Bonds may be issued without voter approval and without limitation as to interest rate or amount. The City enters into a rental lease agreement with the corporation sufficient to service the debt on the MFC bonds. The bonds are made marketable by assuring, prior to entering into any lease agreement with the MFC, the City will maintain an excise, transaction privilege, and franchise tax base at least three times the maximum annual debt service.

Most municipalities in Arizona have utilized this method of financing to construct major public projects such as municipal complexes, civic centers, and sports complexes. In September 1997, voters approved $4.7 million in MFC Bonds for the construction of a facility to be leased by USGS. The City issued these bonds in FY 2001 and $3.3 million is still outstanding. In May 2000, the City received voter authorization to issue $25 million in bonds for the construction of an overpass at 4th Street. The City issued these bonds in FY 2004, and $21.0 million is still outstanding.

CERTIFICATES OF PARTICIPATION

This type of financing is often used for lease purchases and is very similar to bond financing. An official statement for the certificates is prepared, which very closely resembles bond-offering statements. Proceeds from the certificates are remitted through a trust and per the lease agreement to the lessor. Lease payments are made to the trustee who then remits the appropriate funds to the certificate holders. Additionally, the trust holds an assignment agreement with the lessor to protect the investors. Certificates of Participation are often brokered through private placements to hold down issuance costs.

LEASE FINANCING

Under this type of debt financing, a governmental entity enters into a contractual arrangement with the issuer to construct or otherwise acquire facilities and/or equipment that is needed by the entity. Ordinarily, all operation and maintenance costs are the responsibility of the lessee (borrower).

The lease terms are generally structured such that the rental payments are sufficient to meet debt service costs as well as any administrative expenses. Usually a reserve fund is set-aside at inception as security to obtain a competitive interest rate.

Typically, lease financing is used for acquisition of major capital equipment, e.g., computer systems, fire apparatus, which are very expensive and have a useful life greater than five years but typically are not expected to have a useful life as long as the terms of bonds issued.

GRANTS

Grants are contributions of cash or other assets from another governmental entity to be used or expended for a specified purpose, activity, or facility. Grants can be either capital grants or operating grants. Capital grants are for the acquisition or construction of fixed assets and usually require some local effort match. All other grants are considered operating grants. Grants have specific compliance requirements including prescribing the activities allowed and not allowed, eligibility requirements, matching level of effort or earmarking requirements, reporting requirements, and special provisions to be taken into consideration.

The current expansion at Pulliam Airport is being financed with proceeds from the sale of airpark property and ADOT and FAA grants. Major funding for the City's various affordable housing programs is provided through HOME and Community Development Block grants. The City has also received major funding for a streetscape project under the ISTEA (Intermodal Surface Transportation Efficiency) grant.

Block Grant Programs: The Federal government distributes grant funds under eight omnibus block grant programs. With the 1995 Census, HUD designated Flagstaff as an Entitlement Community. This designation allows the City to receive funding directly from HUD. These funds will be used primarily for low income housing repair and construction and infrastructure in low-income neighborhoods.

INTERGOVERNMENTAL AGREEMENTS (IGA)

Infrastructure needs may, at times, overlap different jurisdictional boundaries. Jurisdictions then often enter into an IGA for the construction and proportionally shared payment of the project. One jurisdiction will act as primary lead agent for project management purposes. The Transportation Regional Plan and Storm Drainage Master Plan, in particular, may often require coordinated efforts between the City, Arizona Department of Transportation (ADOT) and Coconino County.

STATE REVOLVING LOAN FUND

Arizona has established a revolving fund empowered to accept Federal capitalization grants for publicly owned wastewater treatment projects pursuant to the Federal Water Pollution Control Act and Water Quality Act. In order to qualify for the Federal monies, the State must match a 20% contribution into the fund. The WIFA that issues bonds that are then lent to different governmental entities to finance projects manages Arizona's fund. Projects are submitted to WIFA for review, and prioritization. Based on this compilation, projects are then eligible for funding. The City previously received a $6 million loan from these funds for the reclaimed water distribution system. The WIFA board approved an additional loan of $6.8 million in water improvements. The City has applied for funding on the May 18 capital project ballot items.

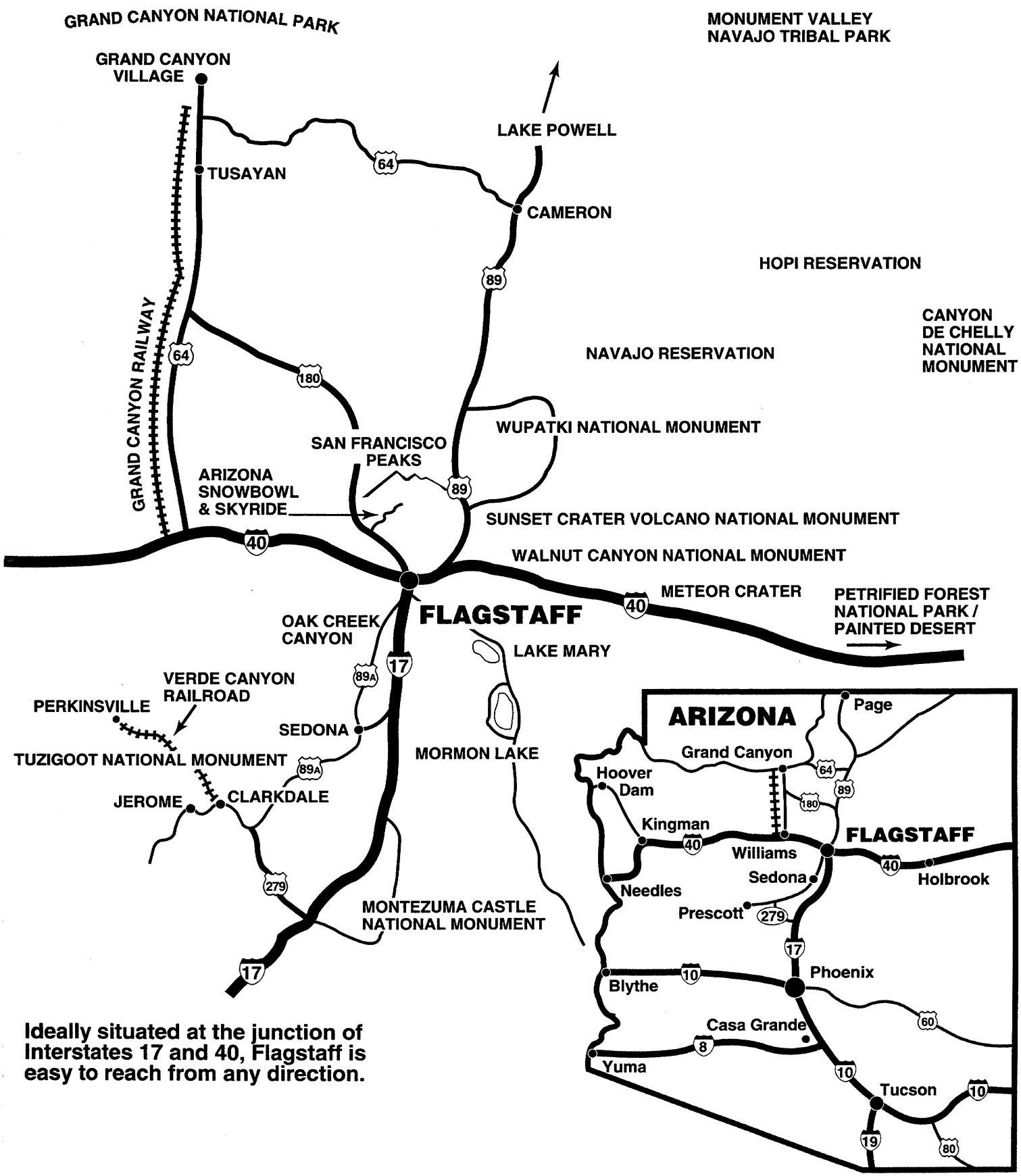
Another loan program available through the State is the Arizona State Transportation Board's Airport Revolving Loan Program. The loans are provided for airport-related construction projects not eligible for federal funding or under other programs and are designed to improve airport self-sufficiency. The City received a $600,000 loan from these funds for the construction of an additional hangar.

PAY AS YOU GO FINANCING

Projects funded on a pay as you go basis derive their financing from current revenue streams or prior savings that have been kept in fund balance. This method of financing eliminates the need for borrowing and thereby preserves debt capacity for other purposes. Costs are lower because non-debt financing does not incur interest costs. The major drawbacks of pay as you go financing include inadequacy of funds available (taxes, reserves); erratic impact on rate structures (water/sewer rates); legislative approval (formation of improvement district); and political difficulties (impact fees or other exactions).

The City is currently funding 34.6% of capital improvements on a pay as you go basis. Capital improvements that are considered ongoing improvements and maintenance required expenditures are built into the rate structure of the two enterprise funds (Utilities and Environmental Services). Additionally, the City has sinking reserve funds for landfill closure.

Flagstaff Arizona



Ideally situated at the junction of Interstates 17 and 40, Flagstaff is easy to reach from any direction.

Flagstaff Community Profile

Flagstaff, Arizona is located at the intersection of Interstate 17 and Interstate 40, and is the largest city in Northern Arizona. The city is also the regional center and county seat for Coconino County, the second largest county in the 48 contiguous states. The City of Flagstaff, becoming a town in 1894, incorporated as a city in 1928, and currently comprising of just over 64 square miles, is nestled at the base of the San Francisco Peaks and surrounded by one of the largest pine forests on earth. Flagstaff drew its name from a very tall pine tree made into a flagpole in 1876 to celebrate our nation's centennial. At nearly 7,000 feet, Flagstaff is also one of the highest elevation cities in the United States. The city is a year-round mecca for visitors and many Arizonans maintain second homes here.

History

In 1855 Lieutenant Beale, in surveying a road from the Rio Grande in New Mexico to Fort Tejon in California, passed over the spot where Flagstaff now stands. While camping at the Eastern extremity of the present town, the lieutenant had his men cut the limbs from a straight pine tree in order to fly the United States flag.

The town's first recognized permanent settler, Thomas F. McMillan, arrived in 1876 and built a cabin at the base of Mars Hill. During the 1880's Flagstaff began to grow, opening its first post office and welcoming the booming railroad industry. The town had timber, sheep and cattle and by 1886 Flagstaff was the biggest city on the main line between Albuquerque and the West Coast.

In 1894, Dr. Percival Lowell chose Flagstaff, due to its great visibility, as the site for the now famous Lowell Observatory. Thirty-six years later, Pluto was discovered through the observatory's telescopes. The Arizona Teacher's College began in 1899, later becoming Northern Arizona University (1966). During the 1920's, Route 66 was built right through town making Flagstaff a popular tourist stop. Flagstaff was incorporated as a city in 1928.

Today, Flagstaff is a community rich with cultural diversity, beauty and history, as well as amazing educational, recreational and scientific opportunities.

Weather

Flagstaff enjoys four distinct seasons. Moderate summer temperatures average twenty degrees less than Phoenix, and are punctuated with afternoon rain showers in July and August. The winter brings an average annual snowfall of 99.5 inches, much to the enjoyment of skiers, ice skaters and snowboarders. As the snow thaws into spring, blooming wildflowers are abundant and fragrant along Flagstaff's many hiking trails. Autumn is highlighted with the changing of the aspen leaves that transform the surrounding mountains into a golden tapestry of color. Flagstaff averages 282 days without precipitation each year, so it is not surprising that our residents love the great outdoors, and the mild climate encourages year-round outdoor activities.

Climate	Average Temperature		Average
Month	Daily Max.	Daily Min.	Precipitation
January	42.6	16.0	2.05
February	45.1	18.1	2.10
March	49.9	21.9	2.22
April	58.0	27.1	1.30
May	67.7	33.8	0.68
June	78.0	41.1	0.49
July	81.9	50.3	2.49
August	79.0	49.1	2.88
September	73.8	41.3	1.94
October	63.6	31.0	1.60
November	51.0	22.1	1.73
December	43.7	16.4	1.94
Year (average)	61.2	30.7	21.42

Source: Western Regional Climate Center (Jan. 1950-Dec. 2005)

Economic Information

Flagstaff is a governmental, educational, transportation, cultural and commercial center. Government is one of the largest employment sectors. Tourism is also a large employer as the city sees over 5,000,000 visitors a year. In addition, the City houses Northern Arizona University and other scientific and high tech research and development industries.

NAU, the largest employer in the City, has a major economic impact annually. The campus is used year-round and hosts many professional athletes, e.g., Arizona Cardinals and Phoenix Suns, and Olympic athletes that choose Flagstaff as training site because of the climate, altitude, and available facilities. The University, in partnership with the City of Flagstaff and the State of Arizona, has institutionalized this with the development of the High Altitude Sports Training Center. The Center invites athletes worldwide to train at our 7,000 feet elevation, which has proven to offer a competitive advantage. The Center offers facilities, health assessments, and other services to these international athletes.

Population	1990	2000	2005
Flagstaff	45,857	52,894	61,185
Coconino County	96,591	116,320	130,530
Arizona	3,665,228	5,130,632	6,044,985

Sources: Arizona Department of Economic Security and U.S. Census Bureau

Five business and industrial parks are situated with excellent access to the Interstates (I-40 and I-17). One additional site resides within 15 miles of the City limits. Major manufacturers include W.L. Gore & Associates (of Gortex renown), manufacturer of medical equipment; Nestle Purina Petcare Products, manufacturer of pet

food; SCA Tissue, manufacturer of tissue paper; and Joy Cone, manufacturer of ice cream cones.

Business Licenses	June 2007
Misc. Retail	2,100
Construction Contracting	1,984
Service Related (Business Licenses)	1,966
Rentals	999
Home Furnishings	502
BBB	381
Auto Sales, Parts, etc.	334
Advertising, Publishing, and Printing	152
Food Stores	150
Building Materials	167
Franchise Accounts	111
Clothing Stores	92
Drug and Liquor Stores	18
General Merchandising Stores	16
Total	8,972

Source: City of Flagstaff, Tax, Licensing, and Revenue Division

Total sales generated by Flagstaff businesses reached $3.30 billion in FY 2007.

Tourism is a year-round industry attracting skiers in the winter, vacationers in the summer, and sightseers viewing the aspen turning gold in the fall. Non-city residents provided an estimated 50% of the sales tax revenue. The City has 382 licensed businesses generating BBB tax revenues (an additional 2% sales tax).

Major private employers in the Flagstaff area are Flagstaff Medical Center, W. L. Gore & Associates, Walgreens Distribution, Grand Canyon Railway, SCA Tissue, Joy Cone, and Nestle Purina. Major public employers in the Flagstaff area are Northern Arizona University, Flagstaff Unified School District, Coconino County, City of Flagstaff, Coconino Community College, and the U.S. Forest Service.

Labor Force Data	1990	2000	2005
(Annual Average)			
Civilian Labor Force	26,111	34,589	33,929
Unemployed	1,604	1,582	1,236
Unemployment Rate	6.1%	4.6%	3.6%

Source: Arizona Department of Economic Security

Growth Indicators	1990	2000	2006
Business Licenses	4,000 (est.)	5,440	8,972
Retail Sales	631,835,742	1,238,195,104	1,894,126,077
Primary Net Assessed Value	223,050,141	399,244,815	580,848,798

Sources: AZ Department of Revenue; City of Flagstaff

Education

Flagstaff Unified School District #1 has 9 elementary schools, 3 middle schools, 2 alternative schools, 5 magnet schools, and 3 high schools. In addition to the public school system, there are 10 charter schools and 8 private schools. These schools provide educational opportunities for children in kindergarten to high school. The schools specialize in everything from specific learning styles to programs focused on the Arts.

Coconino County Community College offers 32 associate degrees and 33 certificate programs, as well as continuing education courses and special programs for small businesses. In the fall of 2006, enrollment was 4,561 students (3,754 of which were enrolled at the two Flagstaff campus).

Flagstaff's commitment to education is enhanced by Northern Arizona University's contribution to the community. Established in 1899, NAU is one of Arizona's three state universities. In the fall of 2006, NAU offered 91 Bachelor, 47 Master, 8 Doctorate, and 1 Professional degrees along with 33 Undergraduate and 17 Graduate certificates. Top enrollment for its 20,562 students (13,443 of which were enrolled at the Flagstaff campus) are Elementary Education, Hotel & Restaurant Management, Business/Management, Criminal Justice, and Counseling-Human Relations.

Cultural Opportunities and Scenic Attractions

Flagstaff serves as the cultural hub of Northern Arizona. Because arts and cultural activities enhance the quality of life and have an economic impact, the City supports these endeavors. Funding support for these activities comes from the Bed, Board and Booze tax (Flagstaff Cultural Partners disburses these funds) and the General Fund. Throughout the year, there are art shows, festivals, live theater performances, and Native American arts and crafts exhibits to satisfy the most ardent enthusiast.

The Flagstaff Symphony Orchestra is a non-profit corporation dedicated to bringing world-class musical performances to their audiences, and to providing innovative programs in music education for youth across northern Arizona. The FSO conducts seven concerts from September through April form the core of the Symphony's season, with additional Young People's Concerts for children in the Flagstaff Unified School District, and a Lollipop concert in December for families with young children. Regular concerts are held in 1500-seat Ardrey Auditorium on the campus of Northern Arizona University.

Lowell Observatory was founded in 1894 by Boston mathematician Percival Lowell and is best known for the discovery of Pluto. Lowell Observatory is also where astronomer V.M. Slipher gathered the first evidence that the universe is expanding. The Observatory will soon be home to the Discovery Channel Telescope scheduled to open in 2007. Lowell also maintains a vigorous education and outreach program, headquartered in the Steele Visitor Center on Mars Hill. Each year, about 70,000 people visit the Observatory to learn about astronomy by participating in multimedia programs, private and school programs, special events, and other

educational activities. The Observatory offers daily-guided tours and evening programs.

The Museum of Northern Arizona offers permanent and changing exhibits in anthropology, biology, geology, and fine art of the Colorado Plateau. In addition, four festivals that attract national and international visitors, include the annual Zuni, Hopi, Navajo, and Hispanic Exhibitions with contemporary and traditional pottery, weaving, jewelry, and sand paintings, as well as native artist demonstrations and traditional dance.

The Coconino Center for the Arts, operated by the Flagstaff Cultural Partners, serves as the cultural center of the Flagstaff community. The 4000 square foot gallery features diverse rotating exhibitions showcasing local and regional artists, craftspeople, and Flagstaff students. Contemporary fine crafts, western art, and special science programs are also held throughout the year. The intimate 200-seat theater offers musical concerts, readings, theater performances, and other presentations.

The Pine Mountain Amphitheater at Fort Tuthill County Park features outdoor concerts and dance performances from May through September. The events feature local and regional artists, as well as nationally and internationally acclaimed artists.

Known as the "City of Seven Wonders," Flagstaff attracts millions of tourists each year due to its easy access to such scenic destinations as the Grand Canyon, Sunset Crater, Oak Creek Canyon, Meteor Crater, Walnut Canyon, Wupatki National Monument, and the San Francisco Peaks.

Community Facilities

Flagstaff offers a wide range of community and cultural facilities, including:

City Recreational Facilities:	
Recreation Centers	3
Parks-Developed	27
Parks-Undeveloped	4
Tennis Courts	17
Racquetball Courts	4
Ramadas	11
Softball/Baseball Fields	17
Ice Rink/Activity Center	1
Playgrounds	20
Skate Tracks	2
Soccer Fields	4
Disc Golf Course	2
Basketball Courts	19
Volleyball Courts	6
Horseshoe Courts	12
Off Leash Areas-Bark Parks	2
BMX Facility	1

Other Facilities:	
Museums	5
Art Galleries	12
Libraries	3
Swimming Pools	2
Bowling Alleys	1
Symphony Orchestra	1
Ski Resort	1
Movie Screens	12
Fairgrounds/Race Track	1
Outdoor Amphitheater	1

Transportation

Flagstaff is a major crossroads for the west. Interstates 17 and 40 provide road access to major west coast markets, including San Francisco, Las Vegas, Albuquerque, El Paso, Los Angeles, San Diego, parts of Mexico, and of course, Phoenix and Tucson. US Highway 89 provides access to the states north of Arizona and Highway 180 provides access to the Grand Canyon.

Approximate Drive Times from Flagstaff:	
Grand Canyon, AZ	2 Hours
Lake Powell, AZ	3 Hours
Nogales, AZ	4 1/2 Hours
Phoenix, AZ	2 1/4 Hours
Sedona, AZ	1 Hour
Tucson, AZ	3 3/4 Hours
Albuquerque, NM	4 1/2 Hours
El Paso, TX	8 Hours
Las Vegas, NV	4 1/4 Hours
Los Angeles, CA	6 1/2 Hours

Burlington Northern Santa Fe Railway serves the city of Flagstaff with more than 100 trains passing through town daily. Amtrak also services Flagstaff twice daily connecting with Los Angeles and Chicago. Bus services are available for within the city (Mountain Line), intra and interstate (Greyhound), and several tour guide companies provided service around Northern Arizona. In addition, there are several taxicab companies.

Flagstaff Pulliam Airport, located four miles south of downtown Flagstaff on I-17, provides frequent daily flights to and from Phoenix Sky Harbor International Airport, where national and international connections can be made.

Additionally, the City is committed to the development of a non-motorized urban trail (FUTS), which will interconnect all areas of the City when completed and will serve as an important transportation element, as well as a recreation amenity. The Flagstaff Regional Land Use and Transportation Plan shows an estimated 100 miles of FUTS. The City has completed approximately 42 miles to date.

Medical

Flagstaff has an extensive array of medical facilities and resources in the areas of traditional, integrative and alternative healthcare. Flagstaff Medical Center is the Northern Arizona Regional referral center for trauma, cancer, rehabilitation, cardiac care, high-risk maternal/fetal, MRI/CT scans, and more. More than 190 physicians are on active staff at the hospital, representing 36 medical specialties.

Recreation

The City is surrounded within and without by coniferous forests, which allow for an array of outdoor sports and camping and backpacking opportunities. Downhill skiers enjoy 32 runs down the San Francisco Peaks, just 14 miles from downtown Flagstaff. Groomed trails at the Flagstaff Nordic Center provide over 40 kilometers of cross-country skiing. Endless miles can be skied on the hundreds of miles of forest service roads. Flagstaff even sponsors the annual Winter Festival that includes dog sled races.

Hikers, joggers, and mountain bikers will find miles of trails, which range from gentle grades to extremely difficult terrain. The outdoor sportsman will find opportunities for hunting and fishing. The individual committed to an exercise routine, which includes running, or walking will find a 2-mile track complete with a 20-station Vita Course at Buffalo Park, a woodland area atop a mesa with spectacular views of the San Francisco Peaks.

For those who enjoy organized team sports, the City has adult and youth leagues for softball, baseball, basketball, soccer, ice hockey, and volleyball throughout the year. Additional recreation amenities include the skateboard park and disc golf course, which provide year-round recreational opportunities.

Sustainability and Environmental Focus

Flagstaff citizens realize that the quality of life enjoyed in this mountain community is intricately related to the balance of societal, environmental, and economic considerations. As a result, the City of Flagstaff has dedicated considerable resources to a variety of sustainability, environmental, and conservation efforts. The Sustainability and Environmental Management Division works to ensure that all residents of Flagstaff are provided with a clean, safe, and ecologically sound community. Programs promote sustainability and conservation strategies with an emphasis on recycling, anti-litter, waste reduction, safe disposal of hazardous products, environmental compliance, composting, sustainable community planning, climate management, energy efficiency, renewable energy and fuels, brownfield land recycling, and landfill management.

Water conservation programs include a reclaimed water treatment plant and related distribution lines to transport water to large irrigation water users, rebates and incentives, development of xeriscape demonstration gardens, and a year round water use policy that restricts the times and days outside irrigation is allowed. Rebates are offered for qualifying high efficiency toilets, efficient washing machines, hot water re-circulators, and turf removal/xeriscape projects. The City also sells rain barrels to residents. Additionally, an annual AZ Project WET Water Festival occurs in October for all Flagstaff area 4th grade school children. Making the most efficient use of the water we have means we do not have to find additional sources of water as often.

Table IX

City of Flagstaff, Arizona
Principal Taxpayers
Tax Year 2005

Taxpayer	Type of Business	Net Assessed Valuation	As a Percentage of the City Total Secondary Assessed Valuation
Arizona Public Service Company	Utility	$ 11,202,424	2.01%
W L Gore & Associates Inc.	Manufacturer	10,109,600	1.82%
Qwest Corporation	Utility	9,580,227	1.72%
Nestle Purina Petcare Company	Manufacturer	4,171,498	0.75%
Walgreen Arizona Drug Co.	Distribution/Retail	3,867,713	0.69%
Little America Refining Co.	Hotel/Tourism	3,830,418	0.69%
Cone Company George & Thomas DBA	Manufacturing	3,317,484	0.60%
Flagstaff Mall Associated Ltd. Partnership	Shopping Center	3,250,000	0.58%
UniSource Energy Corporation	Utility	2,538,753	0.46%
Woodlands Plaza Hotel LTD Partnership	Hotel/Tourism	2,403,225	0.43%
Total Principal Taxpayers		54,271,342	9.75%
Other Taxpayers		502,409,245	90.25%
Total Secondary Assessed Valuation		$ 556,680,587	100.00%

Source: Arizona Department of Revenue, Central Information Services

City of Flagstaff, Arizona
Property Tax Rates
Direct and Overlapping Governments
Last Ten Fiscal Years

Fiscal Year	City	School District	Community College	County	State	Total
1998	1.7127	6.6634	0.3869	1.1168	-	9.8798
1999	1.7127	6.5477	0.3952	1.1094	-	9.7650
2000	1.7127	6.5585	0.5947	1.1444	-	10.0103
2001	1.7127	6.6885	0.5724	1.1336	-	10.1072
2002	1.7127	6.6741	0.5717	1.0951	-	10.0536
2003	1.7127	6.7590	0.5809	1.1941	-	10.2467
2004	1.7127	6.3679	0.5775	1.2369	-	9.8950
2005	1.7127	5.7236	0.5660	1.2212	-	9.2235
2006	1.6627	6.0786	0.5525	1.2010	-	9.4948
2007	1.5929	5.9009	0.5269	1.2010	-	9.2217

Note: Tax rates are per $100 assessed valuation.

City of Flagstaff, Arizona
Sales Tax Rates
Direct and Overlapping Governments
Last Ten Fiscal Years

June 30	City Sales Tax	City Transportation Tax	City BBB Tax	County Sales Tax	State Sales Tax	Total
1998	1.0000	-	2.0000	0.8000	5.0000	8.8000
1999	1.0000	-	2.0000	0.8000	5.0000	8.8000
2000	1.0000	-	2.0000	0.8000	5.0000	8.8000
2001	1.0000	0.5100	2.0000	0.8000	5.6000	9.9100
2002	1.0000	0.5745	2.0000	0.8000	5.6000	9.9745
2003	1.0000	0.5745	2.0000	0.9250	5.6000	10.0995
2004	1.0000	0.6010	2.0000	0.9250	5.6000	10.1260
2005	1.0000	0.6010	2.0000	0.9250	5.6000	10.1260
2006	1.0000	0.6010	2.0000	0.9250	5.6000	10.1260
2007	1.0000	0.6010	2.0000	1.1250	5.6000	10.3260

City of Flagstaff, Arizona
Miscellaneous Statistics

Date of Incorporation
May 26, 1894

Date Charter Adopted
October 3, 1958

Date of Latest Charter Amendment
June 29, 1998

Form of Government
Council, City Manager

Area - Square Miles
June 2007 - 64.66

Infrastruture	
Miles of Streets	227.49
Miles of Alleys	10.15
Miles of Sidewalks	165.84
Miles of Waterlines	385.67
Miles of Reclaim Waterlines	15.7315.7
Miles of Sewer	
Storm	44.17
Sanitary	265.00
Number of Street Lights	3,107
Number of Fire Hydrants	2,743
Number of Manholes	6,906

Employees as of June 30, 2007	
Merit System	583
Exempt	148
Temporary	217
Elected Officials	7
Total Payroll for the Year Ending 2007:	$ 39,503,274

Fire Protection	
Number of Stations	6
Number of Employees (FTE)	101.75

Police Protection	
Number of Employees (FTE)	174
Number of Calls for Service per Annual Report-12/31/06	55,464
Ave. Patrol Officers for 24 hour period	24.3
Vehicular Patrol Units	31
Coconino County Jail Prisoner Capacity	562

Pulliam Airport	
Fixed Base Operators	1
Locally Based Aircraft	134
Tiedowns	11
Enclosed Hangars	61
Open Hangars	48

Elections	
Last Municipal Election May 2006	
Number of Registered Voters	25,473
Number of Votes Cast	9,445
% of Registered Voters that Voted	37.08%
Last Special Election May 2005	
Number of Registered Voters	28,704
Number of Votes Cast	17,167
% of Registered Voters that Voted	59.81%

Parks and Recreation	
Number of Developed Parks	27
Number of Un-developed Parks	4
Park Acreage	704.54
Flagstaff Urban Trail System-Miles	33.82
Number of Other Facilities:	
Basketball Courts	19
BMX Facility	1
Disc Golf Course	2
Horseshoe Courts	12
Ice Rink/Activity Center	1
Off Leash Areas-Bark Parks	2
Playgrounds	20
Racquetball Courts	4
Ramadas	11
Recreation Centers	3
Skate Tracks	2
Soccer Fields	4
Softball/Baseball Fields	17
Swimming Pools (School Owned)	2
Tennis Courts	17
Volleyball Courts	6

Education	
Number of Schools:	
Public Elementary	9
Public Middle School	3
Public High School	3
Alternative Schools	2
Magnet Schools	5
Charter Schools	10
Private Schools	8
Community College (Coconino)	1
University (Northern Arizona)	1
Number of Students (Fall 2006):	
Flagstaff Unified School District	11,254
Charter	1,623
Private (Fall 2004)	576
Northern Arizona University	
Flagstaff Campus	13,443
All Locations	20,562
Coconino Community College	
Flagstaff Campuses (2)	3,754
All Locations	4,561

Sales Tax		
Retail Sales Last 10 Fiscal Years:		
2006	$	1,894,126,077
2005		1,749,149,158
2004		1,593,931,781
2003		1,458,775,346
2002		1,404,232,492
2001		1,324,735,136
2000		1,238,195,104
1999		1,117,197,604
1998		1,065,133,746
1997		1,016,570,260
Total Sales Tax Revenue for Fiscal Year 2006		
	$	14,101,670

Population	
Census Population Count-Last Five Censuses:	
2006**	62,030
2005**	61,185
2004**	61,270
2003**	61,030
2002**	59,160
2000	52,894
1995*	52,701
1990	45,854
1985*	38,247
1980	34,743

*Special Census
**Estimate

Utility Enterprise	
Total Active Accounts on June 30, 2007	
Water	18,758
Average Gallons/Household/Month	5,600
Plants Capacity (Million Gallons per Day):	
Water Treatment Plant	8
Reservoir Filtration Plant	2
Wildcat Hill Plant	6
Rio de Flag Reclaim Plant	4
Number of Facilities:	
Wells	25
Reservoirs	9
Reclaimed Reservoirs	2

2000 Census Information:		
Age Distribution of Population		
for Urbanized Areas Only		
1-4 Years		3,546
5-17 Years		9,288
18-24 Years		11,487
25-44 Years		16,111
45-64 Years		8,309
65+ Years		4,153
		52,894
Number of Housing Units		21,396
Average Persons per Housing Unit		2.59
Average Family Size		3.13
Median Household Income	$	37,146
Per Capita Income (2000)	$	18,637

2000 Census information available at the following websites:
http://www.census.gov/census2000/states/az.html
http://www.de.state.az.us/links/economic/webpage/index.html

City of Flagstaff, Arizona
Bonded Debt
Interest/Coupon Rate by Issue and Year

Fiscal Year	1992 Revenue Street and Highway	1997 G.O. Public Safety, Parks, Water	1999 Special Assessment Bow & Arrow	2001 G.O. Parks & Rec	2001 G.O. Water, Sewer Airport
2008	9.500	-	4.900	4.375	5.000
2009	7.750	-	4.900	4.500	5.000
2010	5.900	-	4.900	4.500	-
2011	5.900	-	-	4.500	-
2012	5.500	-	-	4.500	-
2013	-	4.500	-	4.650	-
2014	-	-	-	4.750	-
2015	-	-	-	-	-
2016	-	-	-	-	-
2017	-	-	-	-	-
2018	-	-	-	-	-
2019	-	-	-	-	-
2020	-	-	-	-	-
2021	-	-	-	-	-
2022	-	-	-	-	-

Fiscal Year	2001 Certificates of Participation USGS	2003 G.O. Parks, Water	2003 Revenue Street and Highway	2003 Revenue 4th Street	2006 G.O. Fire, FUTS, Acquatic/Multi
2008	4.150	3.250	3.250	5.000	5.000
2009	4.350	3.250	3.250	3.000	4.500
2010	4.550	3.250	-	3.250	4.250
2011	4.550	3.250	-	3.750	4.125
2012	4.600	3.250	-	4.000	4.125
2013	4.625	3.250	-	4.000	5.000
2014	4.750	-	-	4.000	5.000
2015	4.750	-	-	4.000	5.250
2016	4.750	-	-	5.000	5.250
2017	-	-	-	5.250	5.250
2018	-	-	-	5.250	4.375
2019	-	-	-	5.250	4.500
2020	-	-	-	5.250	4.500
2021	-	-	-	-	4.125
2022	-	-	-	-	4.000

City of Flagstaff, Arizona
Percent of Net General Bonded Debt to Secondary Assessed Value
and Net General Bonded Debt Per Capita
Last Ten Fiscal Years

Fiscal Year	Population (1)	Secondary Assessed Value (2)	Gross Bonded Debt	Less Current Portion	Net Bonded Debt	Percent of Net Bonded Debt to Assessed Value	Net Bonded Debt Per Capita
1997	55,885	310,066,911	53,809,898	4,371,000	49,438,898	16%	884.65
1998	58,145	340,743,258	49,470,273	4,170,000	45,300,273	13%	779.09
1999	59,945	362,625,557	45,333,746	4,465,000	40,868,746	11%	681.77
2000	52,894 **	385,566,202	40,904,461	4,405,000	36,499,461	9%	690.05
2001	57,700	408,592,733	36,537,570	2,805,000	33,732,570	8%	584.62
2002	59,160	429,030,400	36,873,231	2,888,505	33,984,726	8%	574.45
2003	61,030	464,257,886	34,012,849	3,570,000	30,442,849	7%	498.82
2004	61,270	501,655,440	30,967,902	3,920,000	27,047,902	5%	441.45
2005	61,145	556,680,587	26,784,064	3,915,000	22,869,064	4%	374.01
2006	62,030	624,199,899	49,169,726	4,629,726	44,540,000	7%	718.04

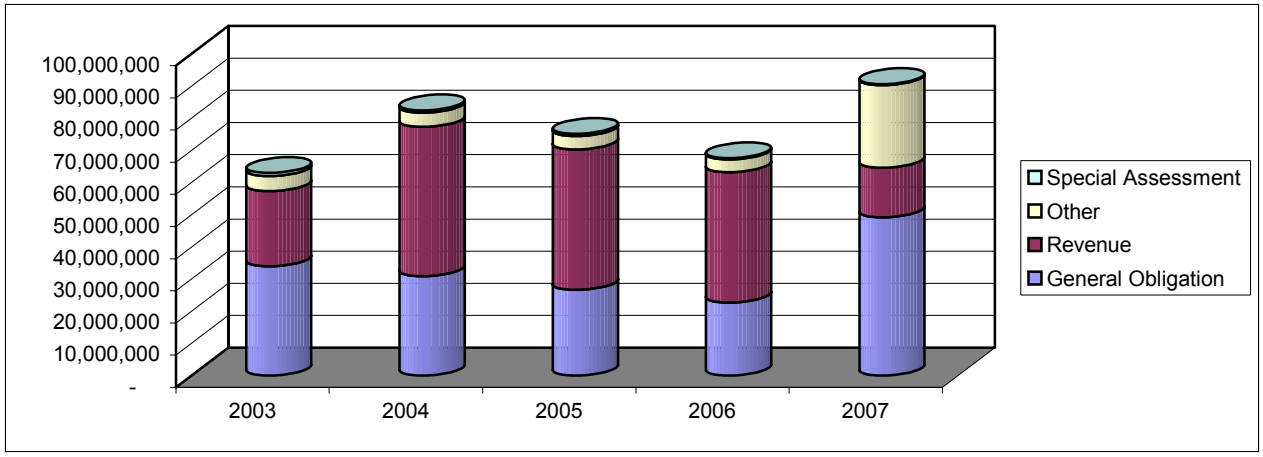
(1) Arizona Department of Economic Security projected population increases except 2000, which are official census figures.

(2) From County Assessors Office.

** Census estimates exceeded actual 2000 census results.
FY2000 adjusted to reflect population per U.S. Census official results

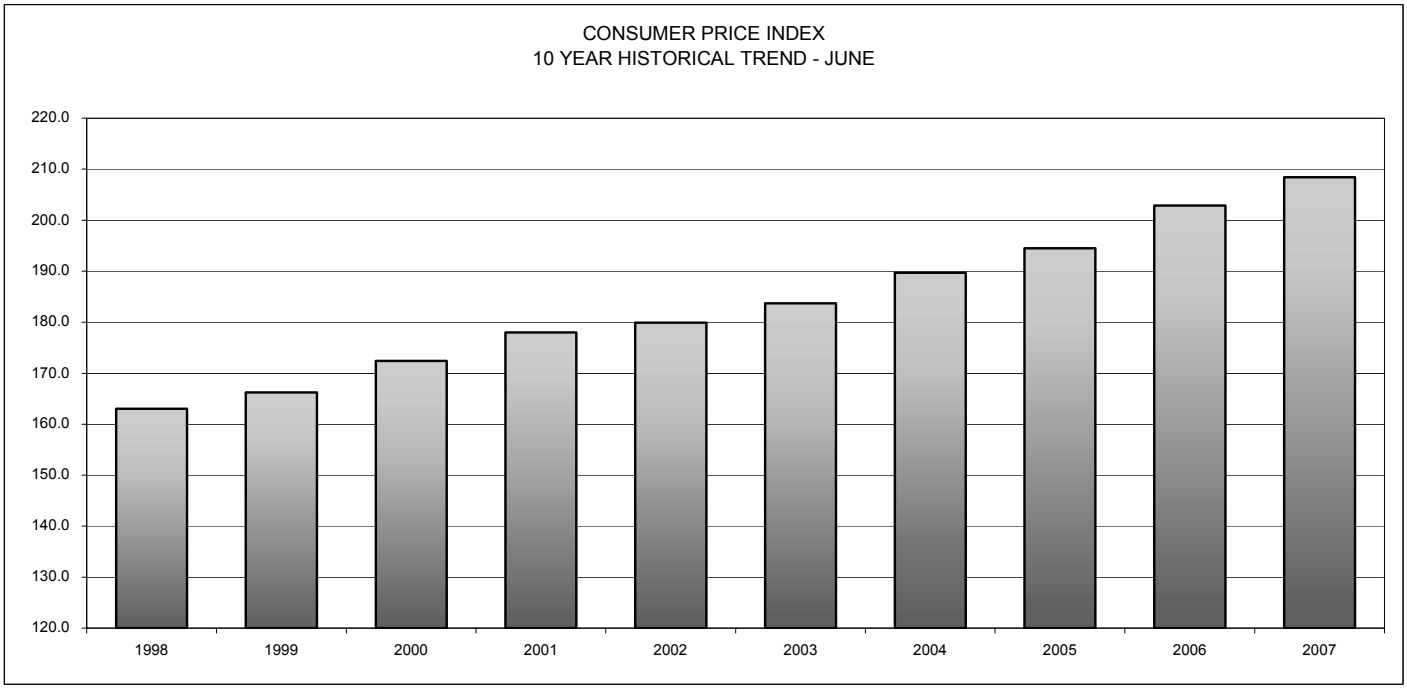
City of Flagstaff, Arizona
Total Bonds Payable
Last Five Fiscal Years

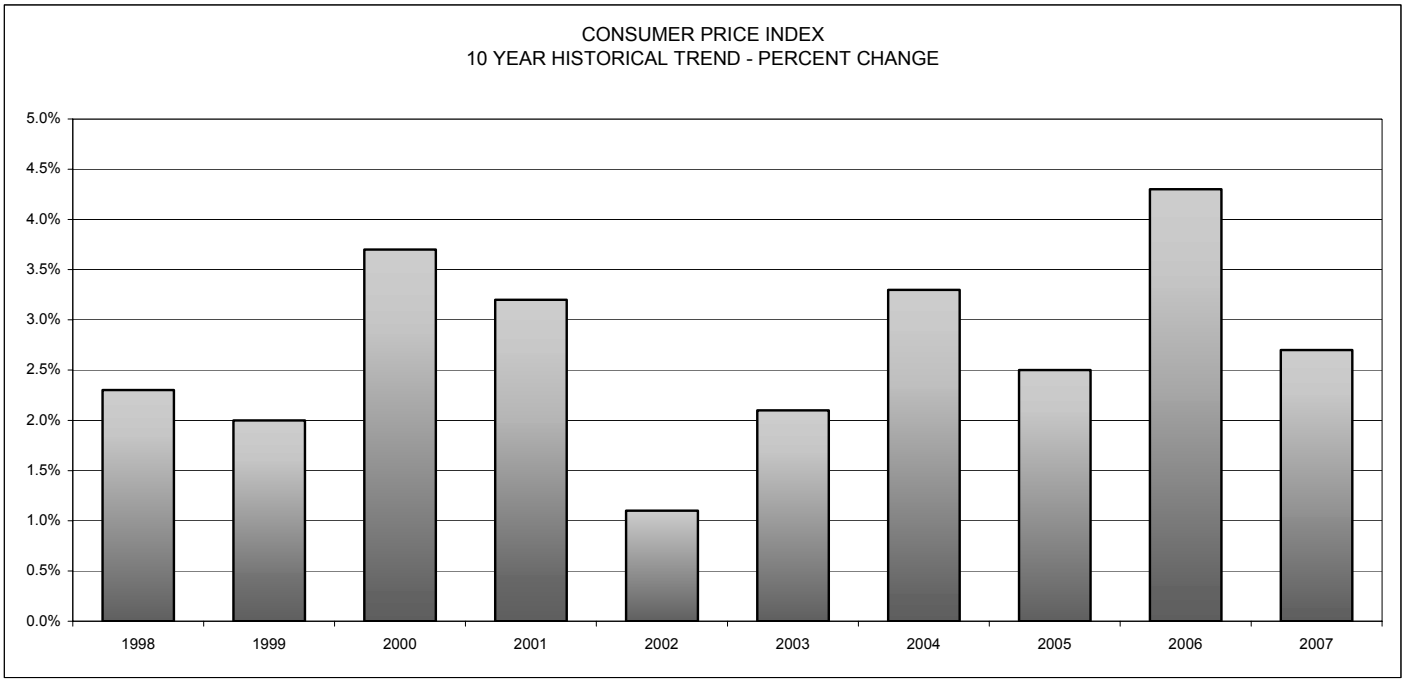
	2003	2004	2005	2006	2007
General Obligation	34,012,849	30,937,849	26,580,000	22,665,000	49,169,726
Revenue	23,295,760	46,327,329	43,660,440	40,579,792	15,435,075
Other	4,700,000	4,445,000	4,180,000	3,905,000	25,610,000
Special Assessment	944,000	685,000	685,000	415,000	340,000
Total Bonds Payable	62,952,609	82,395,178	75,105,440	67,564,792	90,554,801



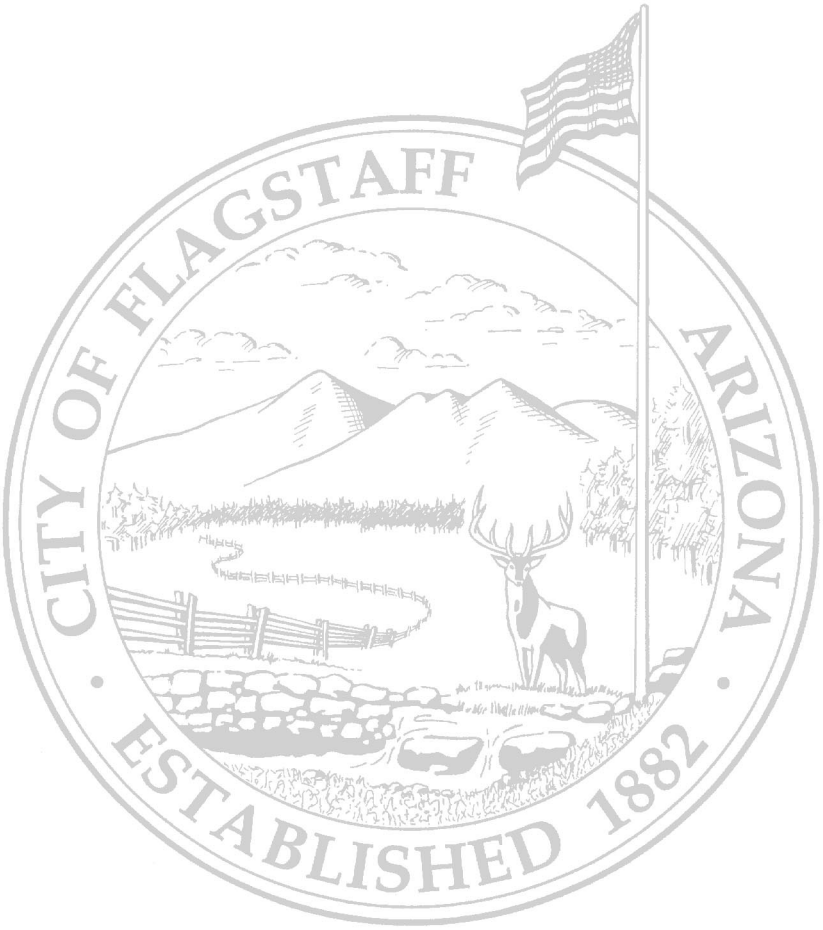
City of Flagstaff, Arizona
United States Consumer Price Index
10-Year Historical Trend - June Versus June
Non-Seasonally Adjusted

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
June	163.0	166.2	172.4	178.0	179.9	183.7	189.7	194.5	202.9	208.4
Percent Change	2.3%	2.0%	3.7%	3.2%	1.1%	2.1%	3.3%	2.5%	4.3%	2.7%





Source: Tax, Licensing, and Revenue Division


CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882

City of Flagstaff
Authorized Personnel/Position Summary

DIVISION	2003-2004	2004-2005	2005-2006	2006-2007	New Request 2007-2008	Adopted 2007-2008
CITY MANAGER						
City Manager	1	1	1	1	0	1
Deputy City Manager	2	2	2	2	0	2
Executive Admin Assistant	1	1	1	1	0	1
Executive Assistant	1	1	1	1	0	1
Management Assistant - PIO	1	1	1	1	0	1
Total	6	6	6	6	0	6
CITY CLERK						
Aide to the City Council	0	0	0	0	1	0
Aide to the Mayor	0	0	0	0	1	0
City Clerk	1	1	1	1	0	1
City Records Technician	0	0	0	1	0	1
Deputy City Clerk	1	1	1	1	0	1
Executive Admin Assistant	1	1	1	1	0	1
Total	3	3	3	4	2	4
CAPITAL IMPROVEMENTS						
Admin Spclst	1	1	0	0	0	0
CIP Director	1	0	0	0	0	0
Capital Improvements Engineer	2	2	2	2	0	2
Eng Project Manager I	3	2	2	2	0	0
Eng Project Manager II	2	3	3	3	0	0
Engineering Techinician IV	1	1	1	1	0	1
Intern	0.5	0.5	0.5	0.5	0	0.5
Senior Project Manager	5	5	5	5	0	0
Project Manager	0	0	0	0	0	10
Total	15.5	14.5	13.5	13.5	0	13.5
HUMAN RESOURCES						
Admin Assistant	1	1	1	1	0	1
Admin Specialist	1	1	1	1	0	1
Human Resources Analyst	0.75	1	0.5	0.5	0	0.5
Human Resources Benefit Spec.	0	0	0	1	0	1
Human Resources Director	0	0	1	1	0	1
Human Resources Manager	1	1	0	1	0	1
Human Resources Specialist	1	1	1	1	0	0
Human Resources Supervisor	0	1	1	0	0	0
Human Resources Recrt Spec	0	0	0	0	0	1
Total	4.75	6	5.5	6.5	0	6.5
RISK MANAGEMENT						
Risk Management Assistant	1	0	0	0	0	0
Risk Manager	1	1	1	1	0	1
Insurance Claims Specialist	0	0	0	1	0	1
Safety/Risk Management Specialist	0	1	1	1	0	1
Total	2	2	2	3	0	3

DIVISION	2003-2004	2004-2005	2005-2006	2006-2007	New Request 2007-2008	Adopted 2007-2008
LAW						
Admin Asst	1	1	1	1	0	1
Admin Spclst	2	2	2	2	0	2
Assistant City Attorney	0	0	0	0	0	4
Asst City Attny-Chief Prosecutor	1	1	0	0	0	0
Asst City Attorney-Civil I	2	2	0	0	0	0
Asst City Attorney-Civil II	1	1	0	0	0	0
Asst City Attny-Prosecution	4	4	4	3	1	0
City Attorney	1	1	1	1	0	1
Deputy City Attorney	0	0	1	1	0	1
Executive Assistant/Paralegal	0	0	1	1	0	0
Intern	0.25	0.25	0.25	0.25	0	0.25
Legal Assistant	0	0	0	0	0	1
Prosecutor II	0	0	0	1	0	0
Senior Ass't City Attorney	0	0	3	4	1	6
Total	12.25	12.25	13.25	14.25	2	16.25
INFORMATION TECHNOLOGY						
Application Support Specialist I	0	0	0	1	0	1
Application Support Specialist II	0	0	0	0	0	1
Client Service Administrator	1	1	0	0	0	0
Computer Tech I	1	2	0	0	0	0
Computer Tech II	1	1	1	0	0	0
Database Analyst III	1	1	1	1	0	1
GIS Manager	1	1	1	1	0	1
GIS Programmer Analyst	0	0	0	1	0	1
GIS Specialist	0	0	0	1	0	1
GIS System Analyst	1	1	1	1	0	0
GIS Technician	1	1	1	2	0	2
Software Specialist	0	0	0	1	0	0
Series Administrator	0	0	1	0	0	0
Info. Sys. Customer Svc. Rep.	1	1	0	0	0	0
Information Systems Mgr.	1	1	0	0	0	0
IT Director	0	0	1	1	0	1
IT Services Specialist	0	0	2	2	0	2
IT Services Supervisor	0	0	1	1	0	1
Network Administator	0	0	1	1	0	1
Network Analyst	1	1	0	0	0	0
Programmer/Analyst I	1	1	0	0	0	0
Senior GIS Technician	1	1	1	0	0	0
Senior Network Administrator	0	0	1	0	0	1
Systems and Applications Mgr	0	0	0	0	0	1
System Administrator	0	0	0	1	0	1
Window System Administrator	0	0	1	1	0	0
Total	12	13	14	16	0	16

DIVISION	2003-2004	2004-2005	2005-2006	2006-2007	New Request 2007-2008	Adopted 2007-2008
MANAGEMENT SERVICES						
Admin Asst	1.5	1.5	2.5	2.5	0	2.5
Admin Spclst	2	1	1	1	0	1
Buyer	1	1	1	1	1	2
Contract Specialist	1	1	1	1	0	0
Mail/Duplication Aide	1	1	0	0	0	0
Management Services Director	1	1	1	1	0	1
Purchasing Director	1	1	1	1	0	1
Real Estate Manager	1	1	1	1	0	1
Senior Buyer	2	2	2	2	0	0
Senior Procurement Specialist	0	0	0	0	0	3
Storekeeper	1	1	0	0	0	0
Warehouse Technician	0	0	1	1	0.5	1.5
Total	12.5	11.5	11.5	11.5	1.5	13
SALES TAX						
Account Clerk II	1	1	0	0	0	0
Accounts Receivable Specialist	0	0	1	1	0	1
Admin Assistant	2.5	2.5	2.5	2.5	0	2.5
Auditor II	2	2	2	2	0	2
Collections Specialist	0	0	0	0	0	1
Revenue Collector	2	2	2	2	0	1
Tax Licensing & Revenue Adm	1	1	1	1	0	1
Total	8.5	8.5	8.5	8.5	0	8.5
LIBRARY - CITY/GRANTS						
Admin Specialist	1.5	1.5	1.5	1.5	0	1.5
Librarian	1	1	1	1	1	2
Library Assistant I	13	13.5	13.5	14.38	1.63	16.01
Library Assist. I (temp)	2.75	2.75	2.75	2.75	0	2.75
Library Assistant II	2	3	3	3	0	3
Library Cataloging Assistant	1	1	1	1	0	1
Library Clerk I	6.5	5.5	5.5	6.5	0.88	7.38
Library Clerk I (temp)	1.5	2	2	2.75	0.5	3.25
Library COE Aide	0.25	0.25	0.25	0.25	0	0.25
Library Director	1	1	1	1	0	1
Library Inf. Syst. Coord.	2	2	2	2	0	2
Library Manager	2	2	2	3	0	3
Library Page	1.5	1.5	1.5	2	0	2
Library Page (temp)	1.5	1	1	1	0	1
Library Supervisor	2	2	2	1	0	1
Total	39.5	40	40	43.13	4.01	47.14

DIVISION	2003-2004	2004-2005	2005-2006	2006-2007	New Request 2007-2008	Adopted 2007-2008
FINANCE						
Account Clerk I	0	2	2	2	0	2
Account Clerk II	0	0	0	1	0	1
Accountant I	1	1	1	1	0	1
Accountant II	4	4	4	4	1	5
Accounting Manager	0	0	0	0	1	0
Acct. Clrk/Switchbd Oper.	2	0	0	0	0	0
Accts Payable Specialist	1	1	1	1	0	1
Finance/Budget Manager	1	1	1	1	0	1
Grants Manager	1	1	1	1	0	1
Intern	0	0	0	0.14	0	0.14
Payroll Assistant	1	1	1	1	0	1
Payroll Specialist	1	1	1	0	0	0
Payroll Supervisor	0	0	0	1	0	1
Total	12	12	12	13.14	2	14.14
MPO						
Intern	0.25	0.25	0.25	0.25	0.13	0.38
Administrative Assistant	0	0	0	0.5	0	0.5
Metro Planning Org Manager	0	0	1	1	0	1
Multi Modal Transportation Planner	0	0	1	1	0	1
Transportation Planner	1	1	0	0	0	0
Total	1.25	1.25	2.25	2.75	0.13	2.88
COMMUNITY DEVELOPMENT ADMIN						
Admin Specialist	2	2	1	1	0	1
Community Development Dir.	1	1	1	1	0	1
Deputy Comm Development Dir.	0	1	0	0	0	0
Development Services Rep	Transfer	0	0	0	0	0
Total	3	4	2	2	0	2

DIVISION	2003-2004	2004-2005	2005-2006	2006-2007	New Request 2007-2008	Adopted 2007-2008
PLANNING						
Admin Asst	0.75	0	0	0	0	0
Admin Spclst	1	1	2	2	0	2
Advanced Planning Manager	0	0	0	0	0	1
Associate Planner	0	Transfer	0	1	0	1
Building & Develp Services Dir	0	Transfer	1	1	0	0
Building and Safety Manager	0	Transfer	1	0	0	0
Building Inspection Section Mgr	0	0	0	1	0	1
Building Official-Proj Rev Sctn Mgr	0	0	0	0	0	1
Building Plans Examiner	0	0	0	3	0	4
Development Case Manager	0	0	4	5	0	5
City Engineer	1	1	1	1	0	0
Construction Manager	1	1	1	1	0	Transfer
Development Review Planner	0	Transfer	0	0	0	0
Development Services Director	0	Transfer	1	1	0	0
Development Services Rep	0	Transfer	2	2	0	2
Engineering Project Manager I	0	Transfer	2	2	0	0
Engineering Project Manager II	0	Transfer	1	1	0	0
Engineering Technician I p-time	0.5	0.5	0.5	0.5	0	0.5
Engineering Technician II	1	1	1	1	0	1
Engineering Technician III	1	1	1	1	0	1
Engineering Technician IV	2	2	1	1	0	1
Inspector I	4	4	9	9	0	5
Inspector II	2	1	4	6	0	4
Inspection Supervisor	0	1	1	1	0	Transfer
Material Tech I (temp)	1.5	1.5	0.5	0.5	0	Transfer
Materials Tech. I	1	1	2	2	0	Transfer
Materials Tech. II	1	1	1	1	0	Transfer
Planner	0	Transfer	0	0	0	0
Planning Director	0	0	0	0	0	1
Plans Examiner	0	Transfer	4	1	1	0
Private Dev. Eng.	1	1	0	0	0	0
Private Development Eng Mgr	0	0	0	0	0	1
Project Manager	0	0	0	0	0	3
Project Mgr. I	2	2	0	0	0	0
Project Mgr. II	1	1	0	0	0	0
Project Management Admin.	0	0	1	1	0	1
Stormwater Manager	Transfer	0	0	0	0	0
Software Analyst/Database Admin	0	0	0	0	0	0
Survey Party Chief	1	0	0	0	0	0
Survey/Mapping Superv.	1	0	0	0	0	0
Traffic Eng. Mgr.	1	1	0	0	0	0
Traffic Projects & R/W Mgr.	1	1	0	0	0	0
Total	25.75	23	42	46	1	35.5

DIVISION	2003-2004	2004-2005	2005-2006	2006-2007	New Request 2007-2008	Adopted 2007-2008
ENGINEERING						
Admin Spclst	1	1	1	1	0	1
Building & Safety Manager	1	1	0	0	0	0
Building & Develp Services Dir	1	1	0	0	0	0
City Engineer	0	0	0	0	0	1
Community Improvement Director	0	Transfer	1	1	0	0
Construction Manager	0	0	0	0	0	1
Development Services Rep	2	2	0	0	0	0
Engineering Project Manager	0	0	1	1	0	0
Engineering Tech IV	0	Transfer	0	0	0	0
Inspector I	4	5	0	0	0	4
Inspector II	3	3	0	0	0	2
Inspection Supervisor	0	0	0	0	0	1
Material Tech I (temp)	1.5	1.5	0.5	0.5	0	0.5
Materials Tech. I	1	1	2	2	0	2
Materials Tech. II	1	1	1	1	0	1
Plans Examiner	3	3	0	0	0	0
Project Manager	0	0	0	0	0	3
Traffic Eng. Mgr.	0	Transfer	1	1	0	1
Traffic Project Manager II	0	0	1	2	0	0
Transportation Intern	0	0	0.25	0.25	0.25	0.5
Total	18.5	19.5	5.25	9.75	0.25	18
COMMUNITY INVESTMENT						
Admin Spclst	1	1	2	2	1	3
Associate Planner	3	3	1	1	0	0
Business Retention & Expnsn Mgr	0	0	0	0	0	1
Community Code Administrator	0	0	1	1	0	1
Community Code Enf Officer	0	0	0	2	0	2
Community Code Enf Officer II	0	0	0	1	0	1
Community Code Enf Field Super	0	0	0	1	0	1
Comm Housing & Grants Admin	0	0	0	1	0	1
Community Housing Manager	0	0	0	0	0	1
Community Housing/NeighPlanner	0	0	0	0	0	1
Community Investment Director	0	Transfer	1	1	0	1
Comm/Neighborhood Planner	0	0	0	0	0	1
Community Planner	0	0	0	1	0	1
Comm Reinvestment/ED Mgr	0	0	0	0	0	1
Current Planner	1	1	0	0	0	0
Development Review Planner	1	1	0	0	0	0
Downtown Manager	0	0	0	0	1	1
Housing Associate	0	0	0	0	1	0
Housing Clerk	0	0	0	0	1	0
Housing Manager	0	1	1	1	0	0
Housing Planner	1	1	1	1	0	0
Housing Project Manager	0	0	0	0	1	0
Housing and CD Specialist	1	1	1	0	0	0
Land Trust Program Manager	0	0	1	1	0	1
Long Range Planner	1	1	1	1	0	0
Planner	2	2	0	0	0	0
Planning & Community Design Mgr	0	0	Transfer	1	0	1
Planning Director	1	1	0	0	0	0
Planning Technician	1	0	0	0	0	0
Redevelopment Program Mgr.	1	1	1	1	0	1
Zoning Enforcement Officer	1	1	1	0	0	0
Zoning Code Enf Official	1	1	1	0	0	0
Total	16	16	13	17	5	20

DIVISION	2003-2004	2004-2005	2005-2006	2006-2007	New Request 2007-2008	Adopted 2007-2008
FIRE						
Admin Asst	1	1	1	1	0	1
Admin Spclst	1	1	1	1	0	1
Air Support Service Technician	0	0	0	0	1	0
Asst. Fire Chief	2	2	2	2	0	0
Assistant Fire Fuel Manager	0	0	0	0	0	1
Asst. Fuel Mgr.	1	1	1	1	0	0
Community Firewise Coordinator	0	0	0	0	0	1
Deputy Fire Chief	0	0	0	0	0	2
Fire Battalion Chief	3	3	3	3	0	4
Fire Captain	21	21	21	21	0	21
Fire Chief	1	1	1	1	0	1
Fire Engineer	21	21	21	21	0	21
Fire Fighter	36	36	36	39	6	39
Fire Fighter Fuel Mgt Tech	0	0	0	0	0	2
Fire Inspector II	2	2	2	2	0	2
Fire Prevention Code	0	0	0	0	1	1
Fire Training Officer	1	1	1	1	0	0
FireWise Coordinator	0	0	1	1	0	0
Fuel Manager	0	0	0	0	0	1
Fuel Management Technicians	0	2	2	2	0	0
Fuel Management Officer	1	1	1	1	0	0
Fuel Mgt. Crew Member - Temp	2.75	2.75	2.75	2.75	0	2.75
Fuel Mgt. Leadworker	3	1	1	1	0	1
Total	96.75	96.75	97.75	100.75	8	101.75
POLICE						
Admin Asst	10	10	10	10	0	10
Admin Spclst	4	4	4	4	0	4
Animal Control Officer	2	2	2	2	0	2
Deputy Police Chief	2	2	2	2	0	2
Dispatch Call Taker	0	0	0	0	1	1
Emerg Comm Specialist	22	22	25	25	0	0
Emerg Comm Speclst - ldwkr	4	4	4	4	1	0
Evidence Technician	2	2	2	3	0	3
Parking Control Officer	1	1	1	1	1	1
Police Caseworker	1	0	0	0	0	0
Police Chief	1	1	1	1	0	1
Police Communications Mgr	1	1	1	1	0	1
Police Corporal/Det.	17	17	17	17	1	18
Police Emerg Comm Specialist	22	22	25	25	0	25
Police Emerg Comm Speclst - Ldwkr	4	4	4	4	1	5
Police Info System Tech	2	0	0	0	0	0
Police Lieutenant	3	4	5	5	0	5
Police Officer	61	64	65	68	6	77
Police Records Leadworker	1	1	1	1	0	1
Police Sergeant	11	11	12	12	0	12
Police Special Serv. Sup	1	1	1	1	0	1
Police Support Serv. Mgr.	1	1	1	1	0	1
Property Control Coord	1	1	1	1	1	2
Total	174	175	155	188	12	172
POLICE GRANTS						
Admin Spclst	1	1	1	1	0	1
Police Officer	0	Transfer	3	3	0	0
Police Sergeant	1	1	1	1	0	1
Total	2	2	5	5	0	2

DIVISION	2003-2004	2004-2005	2005-2006	2006-2007	New Request 2007-2008	Adopted 2007-2008
PUBLIC WORKS ADMINISTRATION						
Admin Spclst	1	1	1	1	0	1
Assistant Public Works Director	0	0	0	0	0	1
Project Manager	0	0	0	0	0	1
Public Works Director	1	1	1	1	0	1
Senior Project Manager	1	1	1	1	0	0
Total	3	3	3	3	0	4
PARKS						
Maintenance Worker	5	7	6.75	6.75	1.25	8
Maintenance Worker I	6	6	7	8	2	11
Maintenance Worker II	8	8	9	9	0	8
Maintenance Worker III	1	1	1	1	1	2
Maintenance Worker III Leadworker	1	1	1	1	0	0
Parks Supt.	1	1	1	1	0	1
Parks Supervisor	0	0	0	0	0	1
Total	22	24	25.75	26.75	4.25	31
FLEET SERVICES						
Buyer I	1	1	1	1	0	1
Fleet Mgmt. Supt.	1	1	1	1	0	1
Fleet Supervisor	1	1	1	1	0	1
Mechanic Aide	1	1	1	1	0	1
Mechanic I	2	2	2	2	0	2
Mechanic II	6	6	6	6	0	4
Mechanic III Leadworker	0	0	0	0	0	2
Parts Specialist	0	0	0	0	1	1
Service Writer	1	1	1	1	0	1
Welder	1	1	1	1	0	1
Total	14	14	14	14	1	15
FACILITIES MAINTENANCE						
Custodian/Attendant	1	1	1	1	0	1
Facility Maintenance Manager	0	0	0	1	0	1
Facility Maint. Supt.	1	1	1	0	0	0
Maintenance Worker I	1	1	2	2	0	2
Maintenance Worker II	4	3	3	3	2	5
Maintenance Worker III	2	2	2	1	0	1
Maintenance Worker III - HVAC	0	0	0	1	0	1
Maintenance Worker III-Lead	0	0	0	1	0	1
Recreation Mech. Maint. Worker	1	0	0	0	0	0
Total	10	8	9	10	2	12
RECREATION						
Admin Asst	0.75	0	1	1	1	2
Admin Spclst	1	1	1	1	0	1
Intern	0.25	0.25	0.25	0.25	0	0.25
Parks & Recreation Manager	0	0	1	1	0	0
Parks & Recreation Director	1	1	0	0	0	1
Parks Project Manager	Transfer	0	0	0	0	0
Recreation Coord. I	7	6.5	6.5	6.5	1	7.5
Recreation Coordinator II	2	2	2	2	0	2
Recreation Supt.	1	1	1	1	0	1
Recreation Temporaries	24.75	20.2	21.03	21.32	24.16	45.48
Senior Recreation Coordinator	7	7	7	8	0	8
Total	44.75	38.95	40.78	42.07	26.16	68.23

DIVISION	2003-2004	2004-2005	2005-2006	2006-2007	New Request 2007-2008	Adopted 2007-2008
STREET MAINTENANCE & REPAIRS						
Admin Spclst	1	1	1	1	0	1
Cemetery Maint. Specialist	1	1	1	1	0	1
Cemetery Temps	0	0	0	0	2.19	0
Equip. Oper. III LDWKR	1	1	0	0	0	0
Equip. Opers. various temps	5.5	5.5	5.5	5.5	2.56	8.06
Equipment Operator I	3	3	3	3	1	4
Equipment Operator II	8	8	8	8	0	8
Equipment Operator III	3	3	3	3	0	3
Leadworker/Training Coord.	1	1	1	1	0	1
Maint. Wkr. I	4	4	4	3	0	3
Maint. Wkr. II	2	2	2	3	0	3
Maint. Wkr. III	2	2	2	2	0	2
Maint. Wkr. III LDWKR	1	1	1	1	0	1
Maint. Worker temp	0.75	0.75	0.75	0.75	0	0.75
Street Superintendent	1	1	1	1	0	1
Street Supervisor	1	1	0	0	0	1
Supervisor of Operations	0	0	1	1	0	0
Traffic Signal Technician	1	1	1	1	0	1
Traffic Signal Technician Ass't	0	0	0	1	0	1
Transportation and Maint Mgr	0	0	1	1	0	Transfer
Total	36.25	36.25	36.25	37.25	5.75	39.81
AIRPORT						
Admin Spclst	1	1	1	1	0	1
Airport Manager	1	1	1	1	0	1
Airport Operations Supv	1	1	1	1	0	1
Airport Service Worker I	3	3	3	3	0	3
Airport Service Worker II	3	3	3	3	0.5	3.5
Equip. Operator II temp	0.5	0.5	0.5	0.5	0	0.5
Maintenance Wrks I Temp	0	0	0	0.5	0	0.5
Total	9.5	9.5	9.5	10.0	0.5	10.5

DIVISION	2003-2004	2004-2005	2005-2006	2006-2007	New Request 2007-2008	Adopted 2007-2008
ENVIRONMENTAL SERVICES						
Admin Asst	2	2	2.5	2.5	0	2.5
Admin Spclst	2	2	2	2	0	1
Admin Spclst Supervisor	0	0	0	0	0	1
Bin Maint./Equip. Oper.	1	1	2	2	0	1
Bin Maint Supervisor	0	0	0	0	0	1
Brownfield Operations	0	2	0	0	0	0
Brownfield Specialist	0	0	1	1	0	1
Brownfield Program Ass't	0	0	1	1	0	1
Code Enforcement Aide	0	0	0	1	0	0
Conservation Coordinator	1	1	0	0	0	0
Conservation Manager	0	0	1	1	0	1
Environ Aide	0	0	0	0.6	0	0.6
Environ Assistant	0	1.5	1.5	1.5	0	1.5
Environ Code Enf Aide	0	0	0	0	0	1
Environ Code Officer	1	1	1	1	0	0
Environ Code Specialist	0	0	0	0	0	1
Environ Operations Manager	0	1	1	1	0	0
Environ Program Manager	1	1	1	1	0	0
Environ Program Specialist	1	1	1	1	0	1
Environ Project Manager	0	0	0	1	0	1
Environ Project Specialist	1	1	1	1	0	1
Environ Services Director	1	1	1	0	0	0
Environ Services Mgr	3	2	2	2	0	2
Environ Supervisor	1	1	1	0	0	0
Environ Technician	1	1	1	1	0	1
ES Collection Super	0	0	1	2	0	2
ES Equip Oper I	2	2	2	4	0	4
ES Equip. Oper. II	9	11	11	11	0	11
ES Equip. Oper. III-Commercial	8	8	9	10	0	10
ES Equip. Oper. III-Relief Driver	0	0	0	1	0	1
ES Operations Mgr	0	0	0	0	0	1
ES Training & Safety Coord	1	1	0	0	0	0
Equipment Oper. I - Temp.	1	1	1	1	0	1
Landfill Equip Operator I	1	2	1	1	0	1
Landfill Equip Operator II	1	1	1	2	0	2
Landfill Equip Operator III	3	3	3	3	0	2
Landfill Equip Operator III-Lead	0	0	0	0	0	1
Landfill Maint Operator	1	1	1	1	0	1
Program Asst	1.75	1.75	2	2	0	2
Project Manager	0	0	0	0	0	1
Project Manager II	1	1	1	1	0	0
Sustainability and Env Mgr	0	0	0	0	0	1
Sustainability Coordinator	0	0	0	1	0	0
Sustainability Manager	0	0	0	0	0	1
Sustainability Specialist	0	0	0	0	1	0
Total	45.75	52.25	54	61.6	1	61.6

DIVISION	2003-2004	2004-2005	2005-2006	2006-2007	New Request 2007-2008	Adopted 2007-2008
UTILITIES ADMINISTRATION						
Admin Spclst	2	2	2	2	0	2
Assistant Utilities Director	1	1	1	1	0	1
GIS System Analyst	0	1	1	1	0	1
Plant Supervisor	1	1	0	0	0	0
Program Asst	1	0	0	0	0	0
Project Manager	0	0	0	0	0	1
Utilities Director	1	1	1	1	0	1
Utilities Engineer	1	1	1	1	0	1
Utilities Program Assistant	0	1	1	1	0	1
Utilities Senior Project Manager	0	0	1	1	0	0
Water Conservation Manager	1	1	1	1	0	1
Water Conservation Enforcement Aid	0	0.5	0.5	0.5	0	0.5
Water/Sewer Util. Locator	1	1	1	1	transfer	0
Total	9	10.5	10.5	10.5	0	9.5
LAKE MARY WATER PLANT						
Instrument Tech	1	1	1	1	0	0
Instrumentation/Electrical Spec	0	0	0	0	0	1
Lab Director/Chemist	1	1	1	1	0	0
Laboratory Specialist	0	0	0	0	0	1
Laboratory Tech	1	1	1	1	0	0
Maintenance Specialist	0	0	0	0	0	1
Mech. Maint. Wkr I (temp)	1	1	1	1	0	1
Mech. Maint. Wkr. III	2	2	2	2	0	0
Mech. Maint. Wkr. IV	1	1	1	1	0	0
MSW	0	0	0	0	1	1
MSW-Operations	0	0	0	0	0	3
MSW-Laboratory	0	0	0	0	0	1
MSW-Maintenance	0	0	0	0	0	2
Operations Specialist	0	0	0	0	0	1
Plant Operator	3	3	3	3	0	0
Plant Supervisor	1	1	0	0	0	0
Water Production Manager	0	0	1	1	0	1
Water Treat/Prod Chf Operator	1	1	1	1	0	0
Total	7	7	12	7	1	13
CUSTOMER SERVICE						
Admin Asst	3.5	2.5	2.5	2.5	0.25	2.75
Admin Spclst	1	2	2	2	0	2
Customer Srvc Manager	1	1	1	1	0	1
Meter Reader	4	4	4	4	0	4
Meter Reader Supervisor	1	1	1	1	0	1
Total	10.5	10.5	10.5	10.5	0.25	10.75

DIVISION	2003-2004	2004-2005	2005-2006	2006-2007	New Request 2007-2008	Adopted 2007-2008
WATER DISTRIBUTION SYSTEM						
Field Service Manager	0	0	0	0	0	1
Field Services Supervisor	0	0	1	1	0	0
Maintenance Worker - Temp	1	1	1	1	0	1
Maintenance Worker I	5	1	1	1	0	1
Maintenance Worker II	1	0	0	0	0	0
Maintenance Worker III	4	0	0	0	0	0
Maintenance Worker III-LDWKR	1	0	0	0	0	0
Meter Service Tech.	1	0	0	0	0	0
Utility Service Supr.	1	1	0	0	0	0
Water Services Specialist	0	1	1	1	0	1
Water Services Tech	0	10	10	12	0	12
Water/Sewer Util. Locator	0	0	0	0	transfer	1
Total	14	14	14	16	0	17
WASTEWATER TREATMENT PLANT						
Equip Operator II Temp	1.5	1.5	1.5	1.5	0	1.5
MSW-Plant Tech	0	0	0	0	0	7
Plant Specialist	5	4	4	4	0	4
Plant Supervisor	1	1	0	0	0	0
Plant Tech-Multi-Skilled Wrk	10	7	7	7	0	0
Wastewater Treatment Manager	0	0	1	1	0	1
Total	17.5	13.5	13.5	13.5	0	13.5
WASTEWATER COLLECTION						
Maintenance Wkr. I	3	0	0	0	0	0
Maintenance Wkr. II	1	0	0	0	0	0
Maintenance Wkr. III	2	0	0	0	0	0
Maintenance Wkr. III-Leadworker	1	0	0	0	0	0
MSW - Water Services Tech	0	0	0	0	0	8
Utilities Service Supr.	Transfer	0	0	0	0	0
Water Services Specialist	0	1	1	1	0	1
Water Services Tech	0	6	8	8	0	0
Total	7	7	9	9	0	9
WASTEWATER MONITORING						
Administrative Specialist	0	0	0	0.5	0	0.5
Industrial Waste Inspector	2	2	2	2	0	2
Industrial Waste Supervisor	1	1	1	1	0	1
Total	3	3	3	3.5	0	3.5
RECLAIMED WASTEWATER TREATMENT PLANT						
Instrument Technician	Transfer	0	0	0	0	0
Lab Technician	Transfer	0	0	0	0	0
Mech. Maint. Wkr. III	Transfer	0	0	0	0	0
MSW - Plant Tech	0	0	0	0	0	3
Plant Operator	Transfer	0	0	0	0	0
Plant Specialist	0	1	1	1	0	1
Plant Tech Multi-Skilled Wrk	0	3	3	3	0	0
Senior Plant Operator	Transfer	0	0	0	0	0
Total	0	4	4	4	0	4

DIVISION	2003-2004	2004-2005	2005-2006	2006-2007	New Request 2007-2008	Adopted 2007-2008
CITY COURT						
Admin Asst	10	10	9	9	-9	0
Admin Spclst	2.25	2.25	3.25	3.25	-3.25	0
Court Administrator	1	1	1	1	0	1
Court Collection Specialist	1	1	1	1	1	2
Court Document Specialist	0	0	0	0	2	2
Court Financial Supervisor	0	0	0	0	0.63	0.63
Court Info Systems Spec	1	1	1	1	0	1
Court Interpreter	1	1	1	1	0	1
Court Judicial Specialist	0	0	0	0	0	2
Court Security Officer	0	0	0	0	0	0
Court Services Super	0	0	0	0	1	1
Court Training Specialist	1	1	1	1	0	1
Customer Service Specialist	0	0	0	0	2	2
Deputy Court Administrator	2	2	2	2	1	3
Executive Admin Asst (Judicial)	0	0	0	0	0	3
Executive Judicial Assistant	0	0	0	0	3	0
Judicial Service Representative	0	0	0	0	2	0
Jury Services Specialist	0	0	0	0	0.5	0.5
Magistrate	1.75	1.75	1.75	1.75	0	1.75
Presiding Magistrate	1	1	1	1	0	1
Probation Officer	2	2	2	2	0	0
Probation Service Officer	0	0	0	0	0	2
Pro-Tem Magistrate	0.5	0.5	0.5	0.5	0.25	0.75
Warrant Officer	2	2	2	2	0	2
Total	12.25	12.25	26.5	12.25	13.38	27.63
BEAUTIFICATION						
Urban Design Planner	1	1	Transfer	0	0	0
Total	1	1	1	0	0	0
ECONOMIC DEVELOPMENT						
Business Attraction Specialist	0	0	0	0	1	1
Total	0	0	1	0	1	1
TOURISM						
Admin Spclst	1	1	1	1	0	1
CVB Director	0	1	1	1	0	1
CVB Manager	1	0	0	0	0	0
Marketing Assistant	1	1	1	1	0	0
Marketing Manager	0	0	0	0	1	1
Publications Assistant	0	0	1	1	0	1
Publications Specialist	0	0	0	1	0	1
Public Relations Assistant	1	1	0	0	0	1
Public Relations Manager	0	1	1	1	0	1
Sales Marketing & Associate	1	2	2	2	0	0
Sales Associate	0	0	0	0	0	2
Sales Manager	0	0	0	0	0	1
Sales & Marketing Manager	1	1	1	1	0	0
Total	6	8	8	9	1	10
TOURISM-VISITOR CENTER						
Admin Asst	3.25	3.25	3.25	4.25	0	4.25
Admin Spclst	1.5	1.5	1.5	1.5	0	1.5
Visitor Center Supervisor	1	1	1	1	0	1
Total	5.75	5.75	5.75	6.75	0	6.75

DIVISION	2003-2004	2004-2005	2005-2006	2006-2007	New Request 2007-2008	Adopted 2007-2008
STORMWATER						
Clerical Temp	0.25	0	0	0	0	0
Floodplain Inspector	0	0	1	1	0	1
Intern	0.5	0	0.5	0.5	0	0.5
Project Manager	0	0	0	0	0	3
Project Manager I	2	2	2	2	0	0
Project Manager II	1	1	1	1	0	0
Stormwater Manager	1	1	1	1	0	0
Stormwater Program Manager	0	0	0	0	0	1
Stormwater Service Analyst	1	1	1	1	0	1
Total	5.75	5	6.5	6.5	0	6.5
GRAND TOTALS	737.00	741.45	741.53	811.69	81.80	876.43

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			Min				Mid 1-4	Mid 5-11	Mid 12+						
Range	**Pos #**	**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**
1	10103	N Custodian/Attendant	9.3280	9.7394	10.1285	10.5399	10.9401	11.3515	11.7517	12.1520	12.5967				
A-1-0	10100	N Library Page	746.24	779.15	810.28	843.19	875.21	908.12	940.14	972.16	1007.74				
			1616.85	1688.16	1755.61	1826.92	1896.28	1967.59	2036.96	2106.35	2183.43				
			19402.24	20257.95	21067.28	21922.99	22755.41	23611.12	24443.54	25276.16	26201.14				
2		N	10.7511	11.2069	11.6739	12.1409	12.6078	13.0859	13.5528	14.0198	14.4979				
A-1-1			860.09	896.55	933.91	971.27	1008.62	1046.87	1084.22	1121.58	1159.83				
			1863.52	1942.53	2023.48	2104.42	2185.35	2268.22	2349.15	2430.10	2512.97				
			22362.29	23310.35	24281.71	25253.07	26224.22	27218.67	28189.82	29161.18	30155.63				
3	10302	N Library Clerk I	11.6739	12.1853	12.7079	13.2304	13.7418	14.2755	14.7869	15.3095	15.7653				
A-1-2			933.91	974.82	1016.63	1058.43	1099.34	1142.04	1182.95	1224.76	1261.22				
			2023.48	2112.12	2202.70	2293.27	2381.91	2474.42	2563.06	2653.65	2732.65				
			24281.71	25345.42	26432.43	27519.23	28582.94	29693.04	30756.75	31843.76	32791.82				
4	10421	N Acct Clrk I	13.4639	14.0532	14.6535	15.2317	15.8432	16.4213	17.0105	17.6109	18.1668				
A-1-3	10400	N Engineering Tech (p/t)	1077.11	1124.26	1172.28	1218.54	1267.46	1313.70	1360.84	1408.87	1453.34				
	10418	N Equipment Oper I	2333.74	2435.89	2539.94	2640.16	2746.15	2846.36	2948.49	3052.56	3148.91				
	10406	N Maintenance Wkr I	28004.91	29230.66	30479.28	31681.94	32953.86	34156.30	35381.84	36630.67	37786.94				
	10403	N Mechanic Aide													
	10416	N Meter Reader													
	10407	N Parking Control Officer													
	10410	N Property Control Coord													
	10419	N Recreation Coord I													
5	10502	N Env Svcs Equip Oper I - Bulky	14.1310	14.6758	15.2094	15.7431	16.3101	16.8438	17.3774	17.9333	18.4670	19.0007	19.5010		
B-2-1	10500	N Library Assistant I	1130.48	1174.06	1216.75	1259.45	1304.81	1347.50	1390.19	1434.66	1477.36	1520.06	1560.08		
			2449.37	2543.81	2636.30	2728.80	2827.08	2919.59	3012.08	3108.44	3200.95	3293.45	3380.17		
			29392.48	30525.66	31635.55	32745.65	33925.01	35035.10	36144.99	37301.26	38411.36	39521.46	40562.08		
6	10600	N Account Clerk II	14.5646	15.1316	15.6764	16.2434	16.7993	17.3441	17.9111	18.4559	19.0007	19.5788	20.1125		
B-2-2	10634	N Airport Service Worker I	1165.17	1210.53	1254.11	1299.47	1343.94	1387.53	1432.89	1476.47	1520.06	1566.30	1609.00		
	10601	N Animal Control Officer	2524.53	2622.81	2717.24	2815.52	2911.88	3006.31	3104.59	3199.02	3293.45	3393.66	3486.17		
	10602	N BIN Maint/Equip Oper	30294.37	31473.73	32606.91	33786.27	34942.54	36075.73	37255.09	38388.27	39521.46	40723.90	41834.00		
	10627	N Engineering Tech II													
	10637	N Env Code Enforcement Aide													
	10625	N Env Svcs Equip Oper II - Residential													
	10607	N Equipment Oper II													
	10632	N GIS Technician													
	10635	N IT Services Specialist													
	10626	N Landfill Equip Oper I													
	10615	N Landfill Maint Oper													
	10610	N Maintenance Wkr II													
	10609	N Materials Tech I													
	10630	N Rec Coordinator II													
	10614	N Service Writer													

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				Min				Mid 1-4	Mid 5-11	Mid 12+						
Range	**Pos #**		**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**
7	10744	N	Accounts Receivable Specialist	15.9321	16.5436	17.1440	17.7443	18.3669	18.9562	19.5788	20.1681	20.7795	21.3910	21.9914		
B-2-3	10741	N	Airport Service Worker II	1274.57	1323.49	1371.52	1419.54	1469.35	1516.50	1566.30	1613.45	1662.36	1711.28	1759.31		
	10742	N	Brownfield Program Assistant	2761.56	2867.56	2971.63	3075.68	3183.60	3285.74	3393.66	3495.80	3601.78	3707.77	3811.84		
	10735	N	Court Collections Specialist	33138.77	34410.69	35659.52	36908.14	38203.15	39428.90	40723.90	41949.65	43221.36	44493.28	45742.11		
	10714	N	Development Svs Rep													
	10731	N	Engineering Tech III													
	10739	N	Environmental Assistant													
	10732	N	Environmental Code Officer													
	10737	N	Env Svcs Equip Oper III - Commercial													
	10705	N	Evidence Tech													
	10740	N	Executive Admin Asst													
	10738	N	Firefighter Fuel Mgt Tech													
	10728	N	Landfill Equip Oper II													
	10709	N	Library Cataloging Asst													
	10706	N	Marketing Assistant													
	10700	N	Mechanic I													
	10734	N	Payroll Assistant													
	10704	N	Planning Tech													
	10703	N	Plant Operator													
	10725	N	Police Emerg Comm Spec													
	10747	N	Publications Assistant													
	10717	N	Program Assistant													
	10713	N	Revenue Collector													
	10745	N	System Administrator													
	10746	N	Traffic Signal Technician Asst													
	10743	N	Warehouse Technician													
	10702	N	Water/Sewer Utility Locator													
107		E		15.9321					19.1230					22.3138		
				1274.57					1529.84					1785.10		
				2761.56					3314.65					3867.73		
				33138.77					39775.84					46412.70		
8	10834	N	Accounts Payable Specialist	18.7005	19.4009	20.1125	20.8129	21.5244	22.2249	22.9364	23.6480	24.3484	25.0600	25.8049		
B-2-4	10844	N	Application Support Specialist	1496.04	1552.07	1609.00	1665.03	1721.95	1777.99	1834.91	1891.84	1947.87	2004.80	2064.39		
	10827	N	Buyer	3241.42	3362.82	3486.17	3607.57	3730.90	3852.32	3975.64	4098.99	4220.39	4343.73	4472.85		
	10839	N	Cemetery Maint Specialist	38897.04	40353.87	41834.00	43290.83	44770.75	46227.79	47707.71	49187.84	50644.67	52124.80	53674.19		
	10845	N	City Records Technician													
	10819	N	Comm Code Enfrcmnt Officer													
	10835	N	Court Info Systems Specialist													
	10831	N	Court Interpreter													
	10826	N	Database Analyst I (Series)													
	10836	N	Deputy City Clerk													
	10805	N	Engineering Tech IV													
	10820	N	Environmental Tech													
	10800	N	Equip Oper III													
	10842	N	Floodplain Inspector													
	10814	N	GIS Specialist													
	10812	N	Industrial Waste Insp													
	10810	N	Inspector I													
	10822	N	Landfill Equip Oper III													
	10843	N	Legal Assistant													
	10807	N	Library Assistant II													
	10804	N	Maintenance Wkr III													
	10808	N	Mechanic II													
	10837	N	Meter Reader Supervisor													
	10809	N	Probation Service Officer													
	10841	N	Publications Specialist													
	10838	N	Sales and Marketing Associate													
	10829	N	Sr Recreation Coordinator													
	10940	N	Utilities Program Assistant													
	10803	N	Welder													
108	20801	E	Executive Asst	18.7005					22.4362					26.1718		
	20800	E	Public Relations Associate	1496.04					1794.90					2093.74		
				3241.42					3888.94					4536.45		
				38897.04					46667.30					54437.34		

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				Min				Mid 1-4	Mid 5-11	Mid 12+						
Range	**Pos #**		**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**
9	10909	N	Accountant I	19.8234	20.5794	21.3354	22.1026	22.8586	23.6146	24.3707	25.1378	25.8938	26.6387	27.3503		
B-2-5	10911	N	Associate Planner	1585.87	1646.35	1706.83	1768.21	1828.69	1889.17	1949.66	2011.02	2071.50	2131.10	2188.02		
	10937	N	Brownfield Specialist	3436.06	3567.10	3698.14	3831.12	3962.16	4093.20	4224.25	4357.22	4488.26	4617.37	4740.72		
	10944	N	Community Code Enf Officer II	41232.67	42805.15	44377.63	45973.41	47545.89	49118.37	50691.06	52286.62	53859.10	55408.50	56888.62		
	10939	N	Community Firewise Coordinator													
	10931	N	Contract Specialist													
	10923	N	Court Training Specialist													
	10920	N	Database Analyst II (Series)													
	10936	N	Environmental Program Specialist													
	10907	N	Fire Inspector II													
	10924	N	Fuel Management Leadworker													
	10941	N	HR Benefits Specialist													
	10925	N	HR Recruitment Specialist													
	10900	N	Inspector II													
	10942	N	Insurance Claims Specialist													
	10938	N	Landfill EOIII Leadworker													
	10934	N	Network Administrator													
	10915	N	Police Emerg Comm Spec Ldwkr													
	10903	N	Police Officer													
	10914	N	Police Records Leadworker													
	10933	N	Safety/Risk Mgt Specialist													
	10918	N	Senior Buyer													
	10943	N	Software Specialist													
	10929	N	Traffic Signal Technician													
	10916	N	Warrants Officer													
109	20903	E	Librarian	19.8234					23.7870					27.7505		
				1585.87					1902.96					2220.04		
				3436.06					4123.08					4810.09		
				41232.67					49476.96					57721.04		
10	11015	N	Building Plans Examiner	20.7573	21.5467	22.3583	23.1477	23.9482	24.7376	25.5269	26.3274	27.1168	27.9284	28.6400		
B-2-6	11014	N	Payroll Supervisor	1660.58	1723.74	1788.66	1851.82	1915.86	1979.01	2042.15	2106.19	2169.34	2234.27	2291.20		
				3597.93	3734.76	3875.44	4012.27	4151.02	4287.85	4424.66	4563.42	4700.25	4840.92	4964.27		
				43175.18	44817.14	46505.26	48147.22	49812.26	51454.21	53095.95	54760.99	56402.94	58091.07	59571.20		
10	11011	N	Airport Operations Supervisor	20.7573	21.5467	22.3583	23.1477	23.9482	24.7376	25.5269	26.3274	27.1168	27.9284	28.6400		
B-3-1	11003	N	Equip Oper III Ldwkr	1660.58	1723.74	1788.66	1851.82	1915.86	1979.01	2042.15	2106.19	2169.34	2234.27	2291.20		
	11012	N	Env Svcs Collection Supervisor	3597.93	3734.76	3875.44	4012.27	4151.02	4287.85	4424.66	4563.42	4700.25	4840.92	4964.27		
	11013	N	IT Services Supervisor	43175.18	44817.14	46505.26	48147.22	49812.26	51454.21	53095.95	54760.99	56402.94	58091.07	59571.20		
	11002	N	Ldwkr/Training Coord													
	11004	N	Maint Worker III Ldwkr													
	11008	N	Materials Tech II													
	11010	N	Water Treat/Prod Chf Op													
110	21002	E	Library Supervisor	20.5905					25.0155					29.4405		
				1647.24					2001.24					2355.24		
				3569.02					4336.02					5103.02		
				42828.24					52032.24					61236.24		
11	11105	N	Assistant Fire Fuel Manager	22.9476	23.8148	24.7042	25.5714	26.4386	27.3058	28.1841	29.0402	29.9297	30.7969	31.6752		
B-3-2	11100	N	Police Corporal/Detective	1835.81	1905.18	1976.34	2045.71	2115.09	2184.46	2254.73	2323.22	2394.38	2463.75	2534.02		
	11101	N	Fleet Supervisor	3977.58	4127.90	4282.06	4432.38	4582.69	4733.01	4885.24	5033.63	5187.81	5338.13	5490.37		
	11104	N	Inspection Supervisor	47731.01	49534.78	51384.74	53188.51	54992.29	56796.06	58622.93	60403.62	62253.78	64057.55	65884.42		
	11107	N	Plans Examiner Supervisor													
111	21108	E	Police Spec Services Supervisor	22.5695					27.4281					32.2867		
	21107	E	Visitor Center Supervisor	1805.56					2194.25					2582.94		
				3912.05					4754.20					5596.36		
				46944.56					57050.45					67156.34		

2007-2008 City of Flagstaff Pay Plan
2080 Hours

				Min				Mid 1-4	Mid 5-11	Mid 12+						
Range	**Pos #**		**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**
12		N		23.8815	24.7042	25.5158	26.3385	27.1613	27.9840	28.7956	29.6184	30.4411	31.2638	32.0754	32.8982	33.6542
C-4-1				1910.52	1976.34	2041.26	2107.08	2172.90	2238.72	2303.65	2369.47	2435.29	2501.10	2566.03	2631.86	2692.34
				4139.46	4282.06	4422.74	4565.34	4707.96	4850.56	4991.24	5133.86	5276.46	5419.06	5559.74	5702.35	5833.39
				49673.52	51384.74	53072.86	54784.08	56495.50	58206.72	59894.85	61606.27	63317.49	65028.70	66716.83	68428.26	70000.74
112	21246	E	Accountant II	23.5702						28.8679						34.1656
	21245	E	Auditor II	1885.62						2309.44						2733.25
	21253	E	Community Code Enf Field Superv	4085.50						5003.77						5922.04
	21252	E	Comm Hsng & Grants Administr	49026.02						60045.24						71064.45
	21248	E	Conservation Manager													
	21243	E	Database Analyst III													
	21234	E	Deputy Court Administrator													
	21209	E	Engineering Project Manager I													
	21254	E	Environ Project Manager													
	21230	E	Environ Project Specialist													
	21232	E	Environ Services Manager													
	21256	E	GIS Programmer Analyst													
	21241	E	GIS Systems Analyst													
	21225	E	Human Resources Analyst													
	21201	E	Industrial Waste Supv													
	21203	E	Library Info Sys Coord													
	21207	E	Library Manager													
	21231	E	Network Analyst II													
	21222	E	Parks Superintendent													
	21240	E	Public Relations Manager													
	21223	E	Recreation Superintendent													
	21236	E	Sales and Marketing Manager													
	21249	E	Senior Network Administrator													
	21237	E	Stormwater Services Analyst													
	21255	E	Sustainability Manager													
	21238	E	Water Conservation Manager													
	21251	E	Windows System Administrator													
13	11301	N	Police Sergeant	25.9939	26.8722	27.7616	28.6400	29.5405	30.4077	31.2972	32.1755	33.0761	33.9433	34.8327	35.7110	36.6449
C-4-2				2079.51	2149.78	2220.93	2291.20	2363.24	2432.62	2503.78	2574.04	2646.09	2715.46	2786.62	2856.88	2931.59
				4505.61	4657.85	4812.01	4964.27	5120.35	5270.67	5424.85	5577.09	5733.19	5883.51	6037.67	6189.91	6351.78
				54067.31	55894.18	57744.13	59571.20	61444.24	63248.02	65098.18	66925.04	68798.29	70602.06	72452.02	74278.88	76221.39
113	21330	E	Asst City Atty - Prosecutor	25.6603						31.4250						37.1897
	21340	E	Building Inspection Section Mgr	2052.82						2514.00						2975.18
	21320	E	Client Service Administrator	4447.79						5447.00						6446.21
	21339	E	City Clerk	53373.42						65364.00						77354.58
	21337	E	Comm & Nbrhood Planner													
	21319	E	Comm Hsng & Nbrhood Planner													
	21326	E	Construction Manager													
	21328	E	Customer Service Manager													
	21303	E	Engineering Project Manager II													
	21321	E	GIS Manager													
	21341	E	Grants Manager													
	21335	E	HR Manager													
	21332	E	Land Trust Program Manager													
	21333	E	Multi Modal Transportation Planner													
	21338	E	Public Info Officer - Mgt Asst													
	21324	E	Real Estate Manager													

2007-2008 City of Flagstaff Pay Plan
2080 Hours

				Min				Mid 1-4	Mid 5-11	Mid 12+						
Range	**Pos #**		**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**
14		N		29.5739	30.5745	31.5862	32.5980	33.6097	34.6103	35.6332	36.6338	37.6455	38.6573	39.6690	40.6696	41.6925
C-4-3				2365.91	2445.96	2526.90	2607.84	2688.78	2768.82	2850.66	2930.70	3011.64	3092.58	3173.52	3253.57	3335.40
				5126.14	5299.58	5474.94	5650.32	5825.68	5999.12	6176.42	6349.86	6525.22	6700.60	6875.96	7049.40	7226.70
				61513.71	63594.96	65699.30	67803.84	69908.18	71989.42	74117.06	76198.30	78302.64	80407.18	82511.52	84592.77	86720.40
114	21404	E	Airport Manager	29.1848						35.7500						42.3151
	21430	E	Asst. City Atty - Prosecutor II	2334.78						2860.00						3385.21
	21432	E	Community Code Administrator	5058.70						6196.66						7334.62
	21418	E	Community Reinvestment Manager	60704.38						74359.90						88015.41
	21422	E	Environ Program Manager													
	21429	E	Facility Maintenance Manager													
	21425	E	Field Service Manager													
	21410	E	Fleet Management Supt													
	21420	E	Fuel Manager													
	21419	E	Police Communications Manager													
	21412	E	Police Support Svc Manager													
	21428	E	Risk Manager													
	21405	E	Senior Community Planner													
	21406	E	Senior Project Manager													
	21417	E	Survey/Mapping Supv													
	21414	E	Traffic Engineering Mgr													
	21431	E	Urban Design Planner													
	21416	E	Utilities Engineer													
	21423	E	Utilities Sr. Project Manager													
	21426	E	Wastewater Treatment Mgr													
	21424	E	Water Production Manager													
15		N		30.4522	31.5529	32.6424	33.7431	34.8327	35.9334	37.0229	38.1125	39.2132	40.3139	41.3923	42.4930	43.5603
C-5-1				2436.18	2524.23	2611.39	2699.45	2786.62	2874.67	2961.83	3049.00	3137.06	3225.11	3311.38	3399.44	3484.82
				5278.38	5469.17	5658.02	5848.80	6037.67	6228.46	6417.30	6606.17	6796.95	6987.74	7174.67	7365.45	7550.45
				63340.58	65630.03	67896.19	70185.65	72452.02	74741.47	77007.63	79274.00	81563.46	83852.91	86095.98	88385.44	90605.42
115	21502	E	Blding & Development Svcs Dir	29.7962						36.9507						44.1051
	21516	E	City Engineer	2383.70						2956.06						3528.41
	21517	E	Community Housing Manager	5164.67						6404.78						7644.88
	21515	E	Environ Svcs Operations Mgr	61976.10						76857.36						91738.61
	21513	E	Fire Battalion Chief (40)													
	21514	E	Fire Battalion Chief (56)													
	21518	E	Metropolitan Planning Org Mgr													
	21503	E	Police Lieutenant													
	21519	E	Project Management Admin													
	21512	E	Stormwater Program Mgr													
	21520	E	Sustainability and Environ Mgr													
	21500	E	Tax License/Revenue Adm													
16	21602	E	Capital Imp Engineer	31.9309						39.5912						47.2515
C-5-2	21607	E	Convention/Visitor Bureau Dir	2554.47						3167.30						3780.12
116	21610	E	Finance/Budget Manager	5534.69						6862.48						8190.26
	21601	E	Parks & Recreation Mgr	66416.27						82349.70						98283.12
	21612	E	Senior Asst City Attorney													
	21611	E	Transportation & Maintenance Mgr													
17	21706	E	Asst Fire Chief	34.4213						43.2101						51.9989
D-6-1	21710	E	Asst Utilities Director	2753.70						3456.81						4159.91
117	21713	E	Community Improvements Dirctr	5966.36						7489.75						9013.14
	21714	E	Community Investment Director	71596.30						89877.01						108157.71
	21712	E	Court Administrator													
	21715	E	Development Services Director													
	21711	E	Environ Svc Director													
	21718	E	Human Resources Director													
	21716	E	IT Director													
	21701	E	Library Director													
	15300	E	Magistrate (appointed)													
	21707	E	Purchasing Director													

2007-2008 City of Flagstaff Pay Plan
2080 Hours

			Min				Mid 1-4	Mid 5-11	Mid 12+						
Range	Pos #	Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13
18	15200	E Presiding Magistrate (appointed)	35.9334						45.0891						54.2447
D-6-2	21804	E Deputy City Attorney	2874.67						3607.13						4339.58
118	21801	E Deputy Police Chief	6228.46						7815.44						9402.41
			74741.47						93785.23						112828.98
19		E	37.4010						46.9458						56.4906
D-6-3			2992.08						3755.67						4519.25
119			6482.84						8137.27						9791.70
			77794.08						97647.27						117500.45
20		E	40.2027						51.0650						61.9273
D-7-1			3216.22						4085.20						4954.18
120			6968.47						8851.27						10734.07
			83621.62						106215.20						128808.78
21	22103	E Community Dev Director	42.4374						54.5283						66.6191
E-8-1	22101	E Fire Chief	3394.99						4362.26						5329.53
121	22106	E Management Svcs Director	7355.82						9451.57						11547.31
	22100	E Police Chief	88269.79						113418.76						138567.73
	22102	E Public Works Director													
	22105	E Utilities Director													
22	22200	E City Attorney	46.9513						60.3374						73.7235
E-8-2	22201	E Deputy City Manager	3756.10						4826.99						5897.88
122			8138.23						10458.49						12778.74
			97658.70						125501.79						153344.88
26	22601	E City Manager	54.7339						71.1497						87.5654
F-10-2			4378.71						5691.97						7005.23
126			9487.21						12332.61						15178.00
			113846.51						147991.27						182136.03

2007-2008 City of Flagstaff Pay Plan
2912 Hours

			Min					Mid 5-11	Mid 12+						
Range	**Pos #**	**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**
8	10813 N	Firefighter	13.3575	13.8578	14.3660	14.8663	15.3747	15.8750	16.3831	16.8915	17.3918	17.9000	18.4321		
			13.0956	13.5861	14.0843	14.5748	15.0732	15.5637	16.0619	16.5603	17.0508	17.5490	18.0707		
208			1496.04	1552.07	1608.99	1665.03	1721.97	1778.00	1834.91	1891.85	1947.88	2004.80	2064.40		
			3241.42	3362.83	3486.15	3607.56	3730.93	3852.33	3975.63	4099.00	4220.41	4343.73	4472.86		
			38897.04	40353.91	41833.79	43290.67	44771.13	46228.00	47707.59	49188.05	50644.92	52124.80	53674.28		
9	10905 N	Fire Engineer	14.1595	14.6995	15.2395	15.7876	16.3275	16.8675	17.4075	17.9556	18.4956	19.0277	19.5359		
			13.8819	14.4113	14.9407	15.4780	16.0074	16.5368	17.0662	17.6035	18.1329	18.6546	19.1528		
209			1585.86	1646.34	1706.82	1768.21	1828.68	1889.16	1949.64	2011.03	2071.51	2131.10	2188.02		
			3436.04	3567.08	3698.12	3831.12	3962.14	4093.18	4224.22	4357.23	4488.27	4617.39	4740.71		
			41232.46	42804.94	44377.42	45973.49	47545.68	49118.16	50690.64	52286.71	53859.19	55408.66	56888.54		
13	11300 N	Fire Captain	18.5671	19.1945	19.8297	20.4571	21.1004	21.7198	22.3550	22.9824	23.6258	24.2451	24.8806	25.5080	26.1750
			18.2030	18.8181	19.4409	20.0560	20.6867	21.2939	21.9167	22.5318	23.1625	23.7697	24.3927	25.0078	25.6618
213			2079.52	2149.78	2220.93	2291.20	2363.24	2432.62	2503.76	2574.03	2646.09	2715.45	2786.63	2856.90	2931.60
			4505.62	4657.87	4812.01	4964.26	5120.36	5270.67	5424.81	5577.06	5733.19	5883.48	6037.69	6189.94	6351.80
			54067.40	55894.38	57744.09	59571.08	61444.36	63248.06	65097.76	66924.75	68798.33	70601.73	72452.31	74279.30	76221.60

2007-2008 City of Flagstaff Pay Plan
5% Add Pay

			Min					Mid 5-11	Mid 12+						
Range	**Pos #**	**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**
9	10905	N Fire Engineer	14.8675	15.4345	16.0015	16.5770	17.1439	17.7109	18.2779	18.8534	19.4204	19.9791	20.5127		
B-2-5			1665.15	1728.66	1792.16	1856.62	1920.11	1983.62	2047.12	2111.58	2175.09	2237.66	2297.42		
			3607.84	3745.43	3883.03	4022.68	4160.25	4297.84	4435.43	4575.09	4712.68	4848.26	4977.75		
			43294.08	44945.19	46596.29	48272.16	49922.96	51574.07	53225.17	54901.05	56552.15	58179.09	59732.97		
9	10903	N Police Officer	20.8146	21.6084	22.4022	23.2077	24.0015	24.7953	25.5892	26.3947	27.1885	27.9706	28.7178		
B-2-5			1665.16	1728.67	1792.17	1856.62	1920.12	1983.63	2047.14	2111.57	2175.08	2237.66	2297.42		
			3607.86	3745.46	3883.05	4022.68	4160.27	4297.86	4435.46	4575.08	4712.67	4848.24	4977.76		
			43294.30	44945.41	46596.51	48272.08	49923.18	51574.29	53225.61	54900.95	56552.06	58178.93	59733.05		

2007-2008 City of Flagstaff Pay Plan
Skill Based Pay

Range	Pos #	Position Title	1 (L1#1)	2 (LI#2)	3 (LI#3)	4 (LII#1)	5 (LII#2)	6 (LII#3)	7 (Max)
SB1	90101 N	MSW - Plant Technician	14.5646	16.0004	17.7170	19.4337	21.4416	23.7409	27.3503
	90201 N	MSW - Water Services Technician	1165.17	1280.03	1417.36	1554.69	1715.33	1899.27	2188.02
			2524.53	2773.39	3070.95	3368.50	3716.55	4115.09	4740.72
			30294.37	33280.73	36851.38	40422.04	44598.62	49381.13	56888.62

Lake Mary Water Treatment Plant

Range	Pos #	Position Title	1	2	3	4	5	6	7
SB1	90301 N	MSW - Laboratory	14.5646	16.0004	17.7170	19.4337	21.4416	23.7409	27.3503
	90401 N	MSW - Operations	1165.17	1280.03	1417.36	1554.69	1715.33	1899.27	2188.02
	90501 N	MSW - Maintenance	2524.53	2773.39	3070.95	3368.50	3716.55	4115.09	4740.72
			30294.37	33280.73	36851.38	40422.04	44598.62	49381.13	56888.62

2007-2008 City of Flagstaff Pay Plan
Broad Banding
Administrative Assistant

			Zone 1								
Band	**Pos #**	**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**
B11	80101 N	Admin Assistant	10.7511	11.2848	11.8073	12.3410	12.8746	13.3972	13.9309	14.4645	14.9871
			860.09	902.78	944.59	987.28	1029.97	1071.78	1114.47	1157.16	1198.97
			1863.53	1956.03	2046.60	2139.10	2231.60	2322.18	2414.68	2507.18	2597.76
			22362.30	23472.32	24559.22	25669.24	26779.26	27866.16	28976.18	30086.20	31173.09

			Zone 2								
Band	**Pos #**	**Position Title**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**
B12	80102 N	Admin Assistant	12.3410	12.8746	13.3972	13.9309	14.4645	14.9871	15.5207	16.0433	16.5769
			987.28	1029.97	1071.78	1114.47	1157.16	1198.97	1241.66	1283.46	1326.16
			2139.10	2231.60	2322.18	2414.68	2507.18	2597.76	2690.26	2780.83	2873.34
			25669.24	26779.26	27866.16	28976.18	30086.20	31173.09	32283.11	33370.01	34480.03

			Zone 3								
Band	**Pos #**	**Position Title**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**	**Step 14**	**Step 15**
B13	80103 N	Admin Assistant	13.9309	14.4645	14.9871	15.5207	16.0433	16.5769	17.1106	17.6331	18.1668
			1114.47	1157.16	1198.97	1241.66	1283.46	1326.16	1368.85	1410.65	1453.34
			2414.68	2507.18	2597.76	2690.26	2780.83	2873.34	2965.84	3056.41	3148.91
			28976.18	30086.20	31173.09	32283.11	33370.01	34480.03	35590.05	36676.95	37786.97

2007-2008 City of Flagstaff Pay Plan
Broad Banding
Administrative Specialist

			Zone 1								
Band	Pos #	Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
B21	80201 N	Admin Specialist	14.1310	14.6980	15.2539	15.8209	16.3768	16.9438	17.4997	18.0668	18.6227
			1130.48	1175.84	1220.31	1265.67	1310.15	1355.51	1399.98	1445.34	1489.81
			2449.37	2547.65	2644.01	2742.29	2838.65	2936.93	3033.29	3131.57	3227.93
			29392.43	30571.83	31728.10	32907.50	34063.77	35243.17	36399.44	37578.84	38735.11

			Zone 2								
Band	Pos #	Position Title	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12
B22	80202 N	Admin Specialist	15.8209	16.3768	16.9438	17.4997	18.0668	18.6227	19.1897	19.7456	20.3126
			1265.67	1310.15	1355.51	1399.98	1445.34	1489.81	1535.17	1579.65	1625.01
			2742.29	2838.65	2936.93	3033.29	3131.57	3227.93	3326.21	3422.57	3520.85
			32907.50	34063.77	35243.17	36399.44	37578.84	38735.11	39914.51	41070.78	42250.18

			Zone 3								
Band	Pos #	Position Title	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15
B23	80203 N	Admin Specialist	17.4997	18.0668	18.6227	19.1897	19.7456	20.3126	20.8685	21.4355	21.9914
			1399.98	1445.34	1489.81	1535.17	1579.65	1625.01	1669.48	1714.84	1759.31
			3033.29	3131.57	3227.93	3326.21	3422.57	3520.85	3617.20	3715.49	3811.84
			36399.44	37578.84	38735.11	39914.51	41070.78	42250.18	43406.45	44585.85	45742.12

2007-2008 City of Flagstaff Pay Plan
Broad Banding
Plant Specialist/Water Services Specialist

			Zone 1								
Band	**Pos #**	**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**
B31	80501 N	Inst/Electrical Spec	19.8234	20.6684	21.5133	22.3583	23.2144	24.0594	24.9043	25.7493	26.5943
	80601 N	Maintenance Spec	1585.87	1653.47	1721.07	1788.66	1857.15	1924.75	1992.35	2059.94	2127.54
	80701 N	Operations Spec	3436.05	3582.52	3728.98	3875.44	4023.83	4170.29	4316.75	4463.21	4609.67
	80301 N	Plant Specialist	41232.66	42990.19	44747.73	46505.26	48285.92	50043.45	51800.99	53558.52	55316.05
	80401 N	Water Services Spec									

			Zone 2								
Band	**Pos #**	**Position Title**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**
B32	80502 N	Inst/Electrical Spec	22.3583	23.2144	24.0594	24.9043	25.7493	26.5943	27.4392	28.2842	29.1403
	80602 N	Maintenance Spec	3875.44	4023.83	4170.29	4316.75	4463.21	4609.67	4756.13	4902.59	5050.98
	80702 N	Operations Spec	46505.26	48285.92	50043.45	51800.99	53558.52	55316.05	57073.59	58831.12	60611.78
	80302 N	Plant Specialist	46505.26	48285.92	50043.45	51800.99	53558.52	55316.05	57073.59	58831.12	60611.78
	80402 N	Water Services Spec									

			Zone 3								
Band	**Pos #**	**Position Title**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**	**Step 14**	**Step 15**
B33	80503 N	Inst/Electrical Spec	24.9043	25.7493	26.5943	27.4392	28.2842	29.1403	29.9852	30.8302	31.6752
	80603 N	Maintenance Spec	1992.35	2059.94	2127.54	2195.14	2262.74	2331.22	2398.82	2466.42	2534.01
	80703 N	Operations Spec	4316.75	4463.21	4609.67	4756.13	4902.59	5050.98	5197.44	5343.90	5490.36
	80303 N	Plant Specialist	51800.99	53558.52	55316.05	57073.59	58831.12	60611.78	62369.31	64126.85	65884.38
	80403 N	Water Services Spec									

2007-2008 City of Flagstaff Pay Plan
Broad Banding
Case Manager
(Exempt)

			Zone 1		
Band	**Pos #**	**Position Title**		**Mid**	
B51	81201 E	Dev Case Manager	49025.93	60165.79	71305.64

			Zone 2		
Band	**Pos #**	**Position Title**		**Mid**	
B52	81202 E	Dev Case Manager	57380.82	68520.68	79660.53

			Zone 3		
Band	**Pos #**	**Position Title**		**Mid**	
B53	81203 E	Dev Case Manager	65735.72	76875.57	88015.42

2007-2008 City of Flagstaff Pay Plan
Broad Banding
Laboratory Specialist (Exempt)

			Zone 1		
Band	**Pos #**	**Position Title**		**Mid**	
B41	81101 E	Laboratory Spec	41232.66	48639.41	56046.16

			Zone 2		
Band	**Pos #**	**Position Title**		**Mid**	
B42	81102 E	Laboratory Spec	46787.72	54194.47	61601.22

			Zone 3		
Band	**Pos #**	**Position Title**		**Mid**	
B43	81103 E	Laboratory Spec	52342.78	59749.53	67156.28

RESOLUTION NO. 2007-34

A RESOLUTION FOR THE ADOPTION OF THE BUDGET FOR FISCAL YEAR 2007-2008; AND DECLARING AN EMERGENCY.

WHEREAS, in accordance with the provisions of Title 42, Chapter 17, Articles 1 - 5, A.R.S., the City Council did, on June 5, 2007 make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property within the City of Flagstaff; and

WHEREAS, in accordance with said sections of said Title, and following due public notice, the Council met on June 5, 2007, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies; and

WHEREAS, it appears that publication has been duly made as required by law, of said estimates together with a notice that the City Council would meet on July 24, 2007, in the Council Chambers at City Hall for the purpose of hearing taxpayers and making tax levies as set forth in said estimates; and

WHEREAS, it appears that the sums to be raised by taxation, as specified therein, do not in the aggregate amount exceed that amount as computed in A.R.S. 42-17051 (A);

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FLAGSTAFF AS FOLLOWS:

SECTION 1. That said estimates of revenues and expenditures shown on the accompanying schedules as now increased, reduced or changed be and the same are hereby adopted as the budget of the City of Flagstaff for Fiscal Year 2007-2008.

SECTION 2. Emergency Clause and Effective Date. The immediate operation of the provisions of this Resolution is necessary for the preservation of the public peace, health, and safety of the City. Therefore, an emergency is hereby declared to exist, and this Resolution is enacted as an emergency measure and will be in full force and effect from and after its passage and adoption by the Council of the City, as required by law. This Resolution shall take effect on June 19, 2007.

PASSED AND ADOPTED by the City Council and approved by the Mayor of the City of Flagstaff this 19th day of June, 2007.

/s/ Joseph C. Donaldson
MAYOR

ATTEST:

/s/ Margie Brown
CITY CLERK

APPROVED AS TO FORM:

/s/ Patricia J. Boomsma
CITY ATTORNEY

ORDINANCE NO. 2007-32

AN ORDINANCE LEVYING UPON THE ASSESSED VALUATION OF THE PROPERTY WITHIN THE CITY OF FLAGSTAFF, ARIZONA, SUBJECT TO TAXATION A CERTAIN SUM UPON EACH ONE HUNDRED DOLLARS ($100.00) OF VALUATION SUFFICIENT TO RAISE THE AMOUNT ESTIMATED TO BE REQUIRED IN THE ANNUAL BUDGET, LESS THE AMOUNT ESTIMATED TO BE RECEIVED FROM OTHER SOURCES OF REVENUE; PROVIDING FUNDS FOR VARIOUS BOND REDEMPTIONS, FOR THE PURPOSE OF PAYING INTEREST UPON BONDED INDEBTEDNESS AND PROVIDING FUNDS FOR GENERAL MUNICIPAL EXPENSES, ALL FOR THE FISCAL YEAR ENDING THE 30TH DAY OF JUNE, 2008.

WHEREAS, by the provisions of State law, the ordinance levying taxes for fiscal year 2007-2008 is required to be finally adopted not later than the third Monday in August; and

WHEREAS, the County of Coconino is the assessing and collecting authority for the City of Flagstaff;

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FLAGSTAFF AS FOLLOWS:

SECTION 1. There is hereby levied on each one hundred dollars ($100.00) of the assessed value of all property, both real and personal within the corporate limits of the City of Flagstaff, except such property as may be by law exempt from taxation, a primary property tax rate of 0.7153 for the fiscal year ending on the 30th day of June, 2008. If this tax rate exceeds the maximum levy allowed by law, the Board of Supervisors of the County of Coconino is hereby authorized to reduce the levy to the maximum allowable by law after providing notice to the City.

SECTION 2. In addition to the rate set in Section 1 hereof, there is hereby levied on each one hundred dollars ($100.00) of the assessed value of all property, both real and personal within the corporate limits of the City of Flagstaff, except such property as may be by law exempt from taxation, a secondary property tax rate of .8366 for the fiscal year ending June 30, 2008.

SECTION 3. Failure by the county officials of Coconino County, Arizona, to properly return the delinquent list, any irregularity in assessments or omissions in the same, or any irregularity in any proceedings shall not invalidate such proceedings or invalidate any title conveyed by any tax deed; failure or neglect of any officer or officers to timely perform any of the duties assigned to him or to them shall not invalidate any proceedings or any deed or sale pursuant thereto, the validity of the assessment or levy of taxes or of the judgment of sale by which the collection of the same may be enforced shall not affect the lien of the City of Flagstaff upon such property for the delinquent taxes unpaid thereon; overcharge as to part of the taxes or of costs shall not invalidate any proceedings for the collection of taxes or the foreclosure of the lien thereon or a sale of the property under such foreclosure; and all acts of officers de facto shall be valid as if performed by officers dejure.

SECTION 4. All ordinances and parts of ordinances in conflict herewith are hereby repealed.

SECTION 5. That the Clerk is hereby directed to transmit a certified copy of this ordinance to the County Assessor and the Board of Supervisors of the County of Coconino, Arizona.

SECTION 6. Effective Date. The tax levies imposed by this Ordinance shall take effect July 30, 2007.

PASSED AND ADOPTED by the City Council and approved by the Mayor of the City of Flagstaff this 30th day of July, 2007.

/s/ Joseph C. Donaldson
MAYOR

ATTEST:
/s/ Margie Brown
CITY CLERK

APPROVED AS TO FORM:
/s/ Patricia Boomsma
CITY ATTORNEY

Full-Cost Plan Summary of Allocation Basis

Building Use:
City Hall-Gross square feet of assigned spaces.
Coconino Warehouse-Gross square feet of assigned space.
APS Building-Gross square feet of assigned space.
Single Use-Value of building utilized.

Equipment Use:
General-Inventory value of assigned equipment.
Computers-Inventory value of assigned equipment.
Vehicles-Inventory value of assigned equipment.
ND Computer-Number of personal computers supported.

Non-Departmental General Admin:
Personal-Number of permanent full-time equivalent positions served.
Fiscal-Total expenses, capital at 10%, of units served.
Single Use Equipment-Actual expense by department.

Non-Departmental Employee Benefits:
Services-Personal services of units supervised or served.

Non-Departmental Insurance:
General Liability-Total expenses less capital of units served.
Auto Liability-Premium by department.
Property Liability-Premium by department.
Contractor Equipment-Premium calculation by item of equipment.
Data Processing-Number of personal computers supported.
Employee Related-Number of full time equivalent positions served.
City Hall-Gross square feet of assigned space.
City Liability-Total expense, capital at 10% of units served.
Single Items-Actual cost per premium schedule.

Non-Departmental Consultants:
Audit & Fiscal-Total expenses of units served.
Other Services-Direct allocation to non-departmental consultants-other.

Council & Commissions:
Council-Total expenses, capital at 10% of units served.
Boards-Total expenses of units served.

City Manager:
City Admin Personnel-Personal services of units supervised or served.
City Admin Fiscal-Total expenses, capital at 10%, of units served.
Deputy Personnel-Personal services of units supervised or served.
Deputy Fiscal-Total expenses, capital at 10%, of units served.
Public Information Officer-Personal services of units supervised or served.

City Clerk:
Agenda Process-Total expenses, capital at 10%, of units served.
Records Management-Number of boxes stored.
Elections-Direct allocation to elections.
Other Services-Total expenses, capital at 10%, of units served.

City Attorney:
Civil Division-Total expenses, capital at 10%, of units served.
Criminal & Other-Direct allocation to City Attorney-Other

Human Resources:
Recruitment-Number of FTE's served, Fire & Police weighted.
Training/Benefits-Number of permanent full-time equivalent positions served.

Risk Management:
Safety-Number of full-time equivalent positions served.
Claims-Total expenditures, capital at 10%, of units served.

Management Services Administration:
Department Admin-Personal services of units supervised.

Management Services Purchasing:
General Purchases-Number of encumbrances per division.
Large Projects-Estimated effort expended on larger projects.
Contract Admin-Expenditures of contract administered.

Management Services Mail Services:
Services-Number of minutes processing mail.

Management Services Warehouse:
Services-Cost of items issued through warehouse.

Management Services Property Mgmt:
Services-Estimated effort spent on projects.

Management Services Financial Services:
Services-Total expenses, capital at 10%, of units served.

Non-Departmental Copy Center:
Services-Actual copy center charges for twelve months.

Information Systems:
General Support-Number of personal computers supported.
GIS-Effort for departments supported.

Finance:
Accounting/Budget-Number of adjusting journal entries.
Accounts Payable-Number of accounts payable transactions.
Payroll-Number of payroll checks issued.
Switchboard-Number of full-time equivalent positions served.
Grants-Number of grants with Federal grants weighted at 1.5.

Sales Tax & Licensing:
Collections-Estimated level of effort provided by Collections.
Accounts Receivable-Estimated level of effort provided by Accounts Receivable.
Other-Direct allocation to General Fund-Other.

Public Works Administration:
Director-Estimated effort expended by Public Works Director.
Secretary-Estimated effort expended by Public Works Director's Secretary.

Public Facilities Maintenance:
City Hall Custodial-Gross square feet of assigned space.
Other Custodial-Number of restrooms maintained.
General Maintenance-Work hours by division.
City Hall Maintenance-Gross square feet of assigned space.
City Hall Utilities-Gross square feet of assigned space.
Beaver Street Annex-Direct allocation to Other.
Milligan House-Direct allocation to Tourism.

Mechanical Shop:
Services-Charges for services provided by Public Works Mechanical Shop.

Customer Services:
City Support-Total expenses, capital at 10%, of units served.
Deposit Assistance-Number of cash receipts transactions processed.
Enterprise-Budgeted revenue of Utilities, Environmental Services, and Stormwater.
Field Reading-Direct allocation to Utilities.

Community Development Admin:
Departments Served-Personal services of units supervised or served.

Development Services:
Building Plan Review-Total expenses with capital at 10% of units served.
Development Services-Direct allocation to General Fund-Other.
Public Works – Other-Dollar value of permits processed.
Single Departments-Actual expense of divisions served.

Community Improvements:
Administration-Percentage of administrative effort.
Traffic-Direct allocation to Public Works.

Community Investments:
Planning Services-Total expenses with capital at 10% of units served.
Housing-direct allocation to planning-other.

Contributions:
United Way-Total expenses by fund, less capital.
Others-Direct allocation to Contributions

Council Goals

The City of Flagstaff Council undertook a tremendous effort in FY 2002 to develop citywide goals. The goals are reviewed and updated annually at the Council Fall Retreat by staff and Council.

Cross-departmental teams identify specific objectives from the goals that develop work programs to set the base from which all divisions develop their FY 2007 budget. All divisions had to identify their objectives within one of the goal areas.

The following list highlights the ten major areas established by Council and the complete work plan ensues.

- **Capital Improvements**
- **Collaboration**
- **Customer Service and Organization Support**
- **Economic Development**
- **Fiscal Health**
- **Housing**
- **Planning**
- **Public Safety**
- **Quality of Life**

CAPITAL IMPROVEMENTS

GOAL STATEMENT CAPITAL IMPROVEMENTS	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Plan, program, design and construct public works infrastructure and facilities improvements through a structured, efficient and transparent process ensuring scarce public resource expenditure for the greatest benefit to the community; creating a built environment shaped through citizen involvement and reflecting community pride. <u>Discussion</u>: The City Council realizes the importance of delivering all Capital Improvement projects on time and on budget through a structured program ensuring public funds are leveraged, through partnerships when appropriate, for the greatest benefit of the community. Programmed capital	**Plan:** Define each project's elements and costs through a holistic, concept-level engineering and planning effort, which engages our citizens. **FY 2007 Status Update:** • Reorganized the Capital Improvement Section to focus key individuals on planning and programming rather than have the entire Section perform on a "when time permits" fashion. • Continued to shape the resumed the Capital Improvements Committee to identify and incorporate "Facility Master Planning" to accommodate and provide modifications to the 2001 *Flagstaff Area Regional Land Use and Transportation Plan.* • Coordinate the re-establishment of the Capital Improvements Committee for internal over-site and review of the capital planning process. • Integrate Capital Improvements that will be constructed via Development Agreements. • Facilitate the identification and budgeting of annual operating and maintenance costs associated with infrastructure and facility improvements. • Suggested modifications to programmed FUTS projects to accommodate land acquisition issues. • Continued project prospectus/definition development	CI Committee Capital Improvements Community Development Stormwater Mgmt Traffic Engr. Public Works Utilities FMPO Real Estate Mgmt Environmental Services

GOAL STATEMENT CAPITAL IMPROVEMENTS	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
infrastructure expenditures facilitate a planned growth, economic development and protect existing community investments. Allocating resources through a coordinated planning and engineering process with high levels of public involvement assures our community is shaped in alliance with citizen support. Partnerships with other public and private entities enhance our ability to leverage resources.	**Program:** Provide clear information and rationale to match available revenues with prioritized projects funded through the adopted 5-Year Capital Improvements Program. **FY 2007 Status Update:** • Analyzed remaining costs needed to • Assist with FUTS 5-year program definition and priority • Coordinate 5-year CIP Update for 2008 – 2012 • Developed funding scenario for remaining 2004 Bond Projects. • Northern Arizona Technology & Business Incubator (NATBI) • Assisted in coordination of activities and Council actions necessary for the formation of the Aspen/Sawmill Improvement District. • Coordination of Butler Widening (East of Little America). • Convinced the USACE to redesign the Clay Ave. Wash Detention Basin (CAWDB) to avoid BNSF property acquisition issues. • Obtained USACE waiver to allow the (CAWDB) to proceed to construction. • Continued administration of initial consultant services for identification and evaluation of FUTS/Open Space acquisitions. • Completed rail crossing quiet zones feasibility study and Wayside Horn demonstration. Staff report to Council scheduled for January 2007. • Coordinated scoping and project definition for the Navajo Dr. and Bonito St. Pedestrian Improvements. • Coordination for the paving of Industrial Drive (Fanning to Eagle Mountain).	Capital Improvements Financial Services FMPO Traffic Engr. Stormwater Mgmt Utilities CI Committee Budget Committee Citizens Transportation Advisory Committee Public Works Real Estate Mgmt Environmental Services Grants Mgr.

GOAL STATEMENT CAPITAL IMPROVEMENTS	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Design: Develop project plans and specifications with continued involvement of the community and project partners. **FY 2007 Status Update:** • Completed property acquisition with ADOT for the FUTS 180/Ft. Valley Trail project. • Conducted a feasibility study, including a preliminary design, for potential roadway improvement district at East Flagstaff Industrial Park. • Lone Tree Rd. corridor study substantially completed. • Fire station relocation design/build contracts awarded, and design completed for Fire Station No. 5. • Aquatic/Multigenerational Center preliminary programming study completed. Design and CM at-risk contracts awarded, and design is 60% completed. • Continued Rio de Flag project management services and coordinated public process to determine that a closed channel is preferred. Presented options to the Council and obtained a final decision. Continued to address issues associated with, utility relocations, coordination with BNSF, and property acquisition. • Continued development and design services administration for the West Route 66 urban trail project from West Village easterly to central downtown area including railroad under crossing and ped/bicycle bridge over Milton Ave. • Completed the design of the paver replacement of the Visitors Center/BNSF Railroad. • Completed the design for the FUTS Crescent to Observatory Mesa and Blue Willow to Hwy 180 projects, and completed the property acquisition for the Crescent to Observatory Mesa segment. • Continued project management for the Lake Mary Road improvements. • Completed design services and contract documents for Thorpe Park Improvements. • Butler Ave/Fourth St. traffic signal design completed. • Completion of design services and contract documents for US 89 Streetscape. • Continued project management for the Huntington Dr. Reconstruction design services. • Assisted Community Investment Division in scoping and selection of consultant services for the first phase of the Southside Redevelopment project. • The design for the Adult Center remodeling was completed in October 2007. • Coordination for the Woodlands Village Blvd. Sidewalk. • The design of the 4th Leg of Railhead Avenue-Hwy 89A intersection (Name to change to "Via De Village Blvd) is scheduled to be completed in February 2007. • Design completed for the Ph IVA Sunnyside Improvements. •	Capital Improvements Funding Dept. Maintaining Department Community Development Contract Administration Real Estate Mgmt Environmental Services Grants Mgr.

GOAL STATEMENT CAPITAL IMPROVEMENTS	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Construct: Deliver a final product that is cost effective with a quality of workmanship that ensures a lasting value for our citizens. **FY 2007 Status Update:** • Fourth Street Rail Crossing Phase II completed. • Sunnyside neighborhood improvements PHIII-B completed. • Sixth Ave. detention/BMX Park project completed. • Crescent to Observatory Mesa FUTS trail under construction, scheduled for completion in the spring of 2007. • US 180/Ft. Valley Trails projects scheduled for completion in late summer of 2007. • Cedar Ave. urban pedestrian/bike FUTS bridge completed in November of 2006. • Project management for construction of Thorpe Park improvements, scheduled for completion in March 2007. • Project management services for construction of Talkington Dr./Lynn Dr. water main replacement completed in December 2006. • Completed Arrowhead bus stop improvements. • Adult Center remodeling is scheduled for completion in February of 2007. • Butler Avenue / Fourth Street Temporary Traffic Signal scheduled for completion in the Spring of 2007. •	Capital Improvements Funding Department Inspection Services Purchasing Contracts Management Grants Mgr.
	Public Involvement: Engage citizens through meaningful public dialogue and involvement ensuring consideration of their input and providing a full understanding of project impacts. **FY2007 Status Update:** • Continued public forums and open house meetings. • Monthly reports provide on-going status of all CID projects • Capital Improvements web page updates • Public notice and media releases of traffic impacts	Capital Improvements Funding Depts. Public Information Officer FMPO CTAC

GOAL STATEMENT CAPITAL IMPROVEMENTS	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Process Improvements: Continuous improvement of our internal process to ensure the most timely delivery of projects while ensuring compliance to all legal/policy requirements. **FY2007 Status Update:** • Prospectus document development • Schedule-based work program and monitoring of work program status • Continuous monitoring of schedule and cost • Comprehensive 5-year CIP and annual updates • Council presentation regarding status of Streets and Transportation program • Thorough project scope development • Team chartering • Project Manager's Manual up-dated • Internal project review process • Quarterly Project Financial Reports • Alternative project delivery methods	Contracts Administration Capital Improvements Risk Management Attorney's Office Purchasing Real Estate Mgmt Env. Services

COLLABORATION

GOAL STATEMENT COLLABORATION	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Strengthen the community by strengthening partnerships with sovereign nations, public, non-profit and private agencies. Develop collaborative goals, through all levels of the organization, based upon common interests with these agencies to optimize the use of community resources and the delivery of services to the citizens of Flagstaff.	**External relations:** Department Heads/Division Heads to seek and strengthen ties with other agencies to obtain benefits for the community from shared resources, ideas, and funding. **FY2007 Status Update:** • Developed new and strengthened existing relationships with Local State and Federal agencies including: **Coconino Plateau Water Advisory Council:** The Bureau of Reclamation completed the North Central Arizona Water Supply Study and presented an appraisal level report to the Council. The study is a preliminary evaluation of possible supply and pipeline alternatives that would address future water shortages on the Coconino County Plateau. The Council accepted the report and made a recommendation that authority be sought from Congress for a feasibility level study; **Statewide Water Advisory Group:** Three pieces of proposed water legislation were completed this year. Bill one would give counties and municipalities the authority to require new subdivisions show they have an adequate water supply before they would be approved. Bill two would establish a State water development fund to assist in funding large rural water projects (such as Red Gap Ranch). Bill three would prohibit drilling water wells when they could cause spreading plume of contaminated underground water; coordinated with **The Guidance Center** to plan and administer medical and detoxification services at The Intake Triage Clinic; work closely with mental health and developmental disabilities service providers to develop the cui5ls Intervention Team and smart card programs; **FMPO**: Collaboration with Councils of Government and Metropolitan Planning Organizations from across the state to forge a strategy to increase transportation funding; NAIPTA and FMPO are working closely to set a vision for transit through the downtown corridor; FMPO played a central role in evaluating the transportation needs and impacts of Juniper Point; FMPO advised the City on the development of the Lone Tree corridor; considerable work is being done by FMPO on planning, prioritizing, and programming the Flagstaff Urban Trail System from a comprehensive signing system to the design of critical linkages around town; **Northern Arizona Intergovernmental Public Transportation Authority**; collaborated with Coconino county on public transportation issues; and	CM, DCMs, DHs

GOAL STATEMENT COLLABORATION	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	FY2007 Status Update continued: • **CVB**: participated in quarterly sales and public relations meetings with AOT staff and other industry partners to ensure successful statewide marketing programs; collaborated with multiple agencies within Northern Arizona on the first ever Smithsonian CultureFest programs at Coconino Center for the Arts which was funded in part by a grant though the AOT; public relation staff worked closely with Williams and Page/ Lake Powell staff as part of a regional grant program through the AOT; participated in quarterly Arizona Tourism Alliance meeting which is a non-profit organization whose mission is to ensure the future growth and success of tourism through collective efforts. ATA and its partners work throughout the year to advocate, educate, and unite the tourism industry; provide marketing assistance to a local non-profit agency for their annual event through the AOT TEAM grant program; sales staff created a new partnership to develop the group market with three major attractions: Lowell Observatory, Arboretum of Flagstaff, and Museum of Northern Arizona; CVB and Visitor Center staff coordinated efforts with the Winter Recreation Task Force to provide a first point of contact system and snowplay related information. • Developed community approach to affordable housing including non-profit agencies, NAU, State Housing Dept, Policy Task Force and Land Trust.	CM, DCMs, DHs
	Policy development: Develop resources, through entities such as NAU, to identify strategies that address rural and regional issues on a broad scale. Encourage other agencies with common goals, such as other cities, Sovereign Nations, counties, and state and federal agencies to discuss and/or negotiate various issues using these strategies. **FY2007 Status Update:** • Development and annual update of Alliance Policy statement. • Continued pursuit of funding for Rural Policy Institute; education; Telecommunication • Completed agreements for International Network Master Plan; construction, and funding.	CM, DCMs, DHs

GOAL STATEMENT COLLABORATION	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Alliance Work Program: Strengthen the commitment to the existing collaborative structure of the Alliance to obtain maximum benefits in areas such as telecommunications, health care for employees, after-school programs; avts, and education. **FY2007 Status Update:** • Strengthened relationships and refined objectives to update or develop policy positions**;** address broader community and regional issues; and funding for education particularly University research and Allied Health Program development.	CM, DCMs, DHs
	Municipal Policy Statement: Refine policy statement development for internal and external use. **FY2007 Status Update:** • Policy statement updated and adopted annually.	Council, CM, DCMs
	Relationships with regional partners: Formalize meetings and development of policies, as well as clarify outcome expectations with regional partners. **FY2007 Status Update:** • Continuing to develop relationships as the basis for future work program formalization: water; transportation; tourism, housing; forest health.	CM, DCMs, DHs

CUSTOMER SERVICE COMMITTEE

GOAL STATEMENT CUSTOMER SERVICE COMMITTEE	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
ontinue to instill a positive customer service culture throughout the organization and with each employee of the City in the delivery of service both externally and internally. **Discussion:** The City Council recognizes the importance of partnership with the citizens of our community, specifically in staff providing good customer service, while building positive working relationships with the community. The Customer Service Committee implements, revises, and/or reviews internal policies and practices to ensure, improve and strengthen customer service and relationships with the citizens.	**Training:** Continue to provide ongoing customer service training for all employees to ensure they understand and demonstrate good customer service and that they are aware they are always in the public eye. **FY 2007 Status Update:** • The Customer Service Committee conducted an internal customer service survey to determine how and in what ways internal customer service could be improved. • In an effort to define "excellent customer service" or "service at a higher elevation" a contest was held requesting employees to provide a definition to these phrases. In other words what does "excellent customer service" or "service at a higher elevation" mean? **FY 2008 Goals:** • Using the results of the survey conducted in 2007 identify ways to improve and promote excellent customer service. • Identify a document/method to communicate and explain what "excellent customer service" or "service at a higher elevation" is.	Human Resources, Customer Service Committee
	Employee Services: Provide information on HR services to current employees and applicants through the use of technology. **FY 2007 Status Update:** • All City job descriptions have been placed on the City web site so that potential as well as current employees have access to these documents. **FY 2008 Goals:** • Through "click to gov" employees will be able to see their payroll deductions and benefits on line.	Human Resources
	Performance Evaluations: The current performance evaluation form now includes a section that addresses customer service. This holds supervisors and employees accountable for providing good customer service both externally and internally. Training has been provided to supervisors on an ongoing basis to ensure that employees are properly rated in this area. **FY 2007 Status Update:** • Performance management training was provided to address completing a thorough and informative performance evaluation and professional development.	Human Resources, Customer Service Committee

GOAL STATEMENT CUSTOMER SERVICE COMMITTEE	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Determine the "Climate" of the City: Survey employees in order to get a base line regarding employee opinions on topics related to career opportunities, commitment, job satisfaction, pay and benefits, supervision, etc. **FY 2007 Status Update:** • Focus groups from each department were created to address the results of the climate survey. Each group had to identify two or three areas that needed improvement and come up with recommendations. **FY 2008 Goals:** • Conduct a follow-up survey in October 2007 to measure effectiveness of changes made.	Customer Service Committee, Public Relations
	Recognition/Award Program: Annually recognize annually employees who have provided outstanding customer service. **FY 2007 Status Update:** • Provided new managers and supervisors information regarding the entire recognition/award program to include WOWs, QSIs as well as the City Manager's Excellence Award program and the 7K award program.	Customer Service Committee, Human Resources, Manager's Award Committee
	Ethics: Develop guidelines so that employees understand the importance of maintaining the highest standards of personal integrity, truthfulness, honesty, and fairness in carrying out their public duties. **FY 2007 Status Update:** • Developed an Ethics Policy so that employees understand the ethical standards of conduct so that they may fulfill their commitment to the community in providing the best service. • Developed and presented Ethics training to the employees in the Leadership Talent Development Program. **FY 2008 Goals:** • Provide Ethics training to all employees so they are aware and understand how the recently approved Ethics Policy applies to them.	Customer Service Committee, City Manager, Deputy City Managers, Department Heads, EAC

ORGANIZATIONAL SUPPORT

GOAL STATEMENT ORGANIZATION SUPPORT	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
To ensure that the City of Flagstaff has the necessary organizational structure and staff who are trained to achieve the goals of the City, now and in the future. To develop and maintain compensation and benefits systems that allow the City as an employer to hire and retain a workforce that is recognized by the Council and public as committed public servants. **Discussion:** The City Council recognizes the importance of positioning the City as a quality employer within the community to enhance recruitment and retention of employees. To do so requires providing a compensation and benefit package to attract and retain qualified employees. The City further recognizes that to accomplish established goals requires a well-trained staff. An outcome of providing an excellent integrated and comprehensive level of service, and to ensure the continued long-term viability given that 20% of top management is eligible for retirement, succession planning will be implemented. Succession planning will be pursued to ensure the continuity of the City's leadership talent by identifying and developing potential individuals so that excellent performance is preserved as well as enhanced, individual advancement is strengthened, and the City has the right leaders prepared for the right positions at the needed time.	**Succession Planning:** Develop a "competency based" process that develops a group of high potential employees who can assume leadership roles as needed across a broad spectrum of the organization. **FY 2007 Status Update:** • Integrated the Leadership Talent Development Program in the City's processes and procedures. • Integrated competency profiles into the recruitment and interviewing process and moved towards behavioral based interviewing. • Provide "Setting a Climate for Development" workshop for the Fire Department as part of the Leadership Talent Development Program. • Recruited and selected employees to participate in the Leadership Talent Development Program to ensure that all employees have an opportunity to participate. • Drafted a formal mentoring policy/program to help integrate new employees into the organization. **FY 2008 Goals:** • Implement a formal mentoring policy/program to help integrate new employees into the organization. • Continue to promote and provide training in the Leadership Talent Development Program. • Evaluate the effectiveness of the program and analyze statistically how many employees are promoting within versus hiring from the outside.	City Manager Department Heads Human Resources

GOAL STATEMENT ORGANIZATION SUPPORT	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Compensation and Benefits: Maintain a compensation and benefits system that is internally equitable and externally competitive within the financial capability of the City. This will include conducting a market survey annually to ensure the City's salaries are within the market. **FY 2007 Status Update** • Project Manager positions were Broad Banded • Conducted market analysis in October rather than January to expedite the budget process. • Conducted an open enrollment offering a three option health care plan requiring full participation. • Provided "Wellness" programs such as flu shots, MOM, health screening, etc. • Updated the Acting Pay and Residency Requirement ordinances and developed a City-wide Standby policy. • Transferred the Housing Policy developed by the Compensation Committee to Community Development since it better fits with them. • Revised the Compensation and Classification Policy. • EAC and Management changed how they work together regarding compensation and benefits. They now review salary data and benefits as one component and recommend changes. **FY 2008 Goals:** • Continue to conduct a market analysis to ensure salaries are within market.	Human Resources, Department Heads, City Manager, Budget Team
	Professional Development: In conjunction with succession planning, identify and develop training plans to enhance the employees' knowledge, skills and abilities, potential for career growth, and leadership development. **FY 2007 Status Update:** • Developed other forms of leadership training to enhance professional development, i.e. performance management, how to interview, corrective action, etc. • Developed orientation program for new supervisors/managers **FY 2008 Goals:** • Implement orientation training for new supervisors/managers. • Continue to provide leadership training that will enhance professional development.	Human Resources, Department Heads, Budget Team

GOAL STATEMENT ORGANIZATION SUPPORT	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Employee Support: Evaluate current and proposed programs to ensure adequate financial and organizational support to successfully accomplish the goals. Also ensure that employees understand and support the mission and values of the City. **FY 2007 Status Update:** • Completed the process of adding, "actively support and uphold the City's stated mission and values" to all job descriptions. • Conduct "face-to-face" exit interviews. **FY 2008 Goals:** • Ensure there are funds to support training needs.	Department Heads, Budget Team Human Resources
	Organizational Structure: Review the current organizational structure to determine relationships, organizational efficiency and effectiveness. Identify potential improvements considering new and existing programs. Review to include appropriate staffing levels and skill requirements. **FY 2007 Status Update:** • The Community Investment Division was reorganized in an effort to reduce the number of direct reports to the Director and streamlines process and increase efficiency. • The Facilities Maintenance Section was reorganized to create efficiency and build capacity for better delivery of service. • The Environmental Services Division was reorganized which resulted in creating the Solid Waste Collection and Disposal Section and the Sustainability and Environmental Management Section. • The benefits function that was done in Payroll was moved to Human Resources in an effort to streamline processes and reduce redundancy. **FY 2008 Goals:** • Continue to review the organizational structure as part of succession planning to capitalize on organizational effectiveness and efficiency.	City Manager, Deputy City Manager for Operations, Human Resources

ECONOMIC DEVELOPMENT/REINVESTMENT

GOAL STATEMENT: ECONOMIC DEVELOPMENT/ REINVESTMENT	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Maintain and strengthen Flagstaff as the regional center for retail, employment, and hospitality while enhancing the quality of life for our residents.	**Entrepreneurial Development** Work with Northern Arizona Technology and Business Incubator to develop start-up technology businesses to provide higher paying jobs in the future. **FY2007Status Update:** • Received final award from the EDA. • Contract awarded to JWA for design • Site preparation began • Construction contract awarded • Contract awarded for Incubator Operator FY 2008 • Begin construction	**Community Investment**
	Site Specific Redevelopment Attract new development to the City on City-owned sites or sites that have an impact on the entire community. **Fourth Street/Route 66** **FY 2007 Status Update** • Issued Request for Proposals • Preliminary letter of understanding entered into FY 2008 • Developer rezones property • Closes with the City of Flagstaff **Downtown Block** **FY 2007 Status Update** • Issued Request for Proposals FY 2008 • Developer chosen for the property	**Community Investment**

GOAL STATEMENT: ECONOMIC DEVELOPMENT/ REINVESTMENT	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	***Strategy*: Community Reinvestment Marketing** Begin an aggressive marketing campaign in national trade magazines to raise awareness about the advantages of our community to potential developers, lenders, investors and tenants. A lifestyle theme will be used to appeal to specific retailers and corporations. **FY2007 Status Update:** • Ad campaign continues highlighting various projects in Shopping Centers Today and Urban Land. • Staff attended the annual International Shopping Center Conferences in Las Vegas and Palm Springs. • Staff attended the annual Urban Land Institute Conference in Denver, CO and made contact with 50 developers **FY 2008** Same	**Community Investment**
	***Strategy*: East Flagstaff Gateway Area** Complete a Redevelopment Area Plan for this area that can serve as an anchor and gateway for the City. The plan will include stabilization and rebuilding of the existing industrial area into a more "park like" setting. The Mall expansion may include additional retail offerings, housing, and possibly an auto mall. All of this will strengthen the community's tax base while serving as an economic engine for additional redevelopment in the area. **FY2007Status Update:** • Mall expansion and Auto Park under construction • Space reservations for the Auto Park. • Tenants announced for retail **FY2008:** • Work with dealers to open in Fall and Spring • First phase of retail to open November 2007 • Mall to begin major renovation in early 2008	**Community Investment**

GOAL STATEMENT: ECONOMIC DEVELOPMENT/ REINVESTMENT	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	***Strategy*: Sawmill** Work with the developer to create plans for a mixed-use neighborhood center that may also include some regional business or headquarters. Project should serve as an anchor on Butler Avenue and eventual link and Gateway to the Southside and NAU. **FY2007 Status Update:** • Work with developer on Improvement District, tenants and financing **FY2008:** • First phase of retail to open including New Frontiers	**Community Investment**
	***Strategy:* USGS** Continue to address new employment base opportunities and fund campus Master Plan improvements. **FY2007 Status Update:** • Worked through issues on Section 106 Review **FY 2008** • Continue to work with USGS on GSA approval for lease and expansion **FY2007 Status Update:** • Issued a Request for Proposals for private Science Park development adjacent to USGS • Developer selected and MOU entered into for one year • Lease negotiations begun **FY 2008** • Lease approved by Council • Rezoning application submitted and approved • Marketing in cooperation with the City for tenants • Preliminary construction begun	**Community Investment**

GOAL STATEMENT: ECONOMIC DEVELOPMENT/ REINVESTMENT	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	***Strategy:* Downtown** Address issues related to Downtown's continued economic viability since it is a major tourist attraction and the heart of the community. Issues include: On street parking; Employee parking; store turnover; events; street management; imaging **FY2007 Status Update:** • Worked with a Downtown Parking Committee that included major stakeholders and businesses to develop a parking strategy and master plan **FY 2008** • Install parking management best practices **FY2007 Status Update:** • Worked with Downtown businesses on issues **FY 2008** • Provide overall Downtown management similar to a mall with unified marketing and management and assist property owners on attracting compatible businesses	**Community Investment**
	***Strategy:* GFEC** CD is working with GFEC to incorporate strategies that normally would have been a part of the FY2006-07 Council goal strategies into GFEC's annual contract. The GFEC annual contract automatically renews each year. The City is currently in the 3rd of a 5 year contract. From this point forward, staff recommends to bring to Council for consideration an annual contract modification that has the year's scope of services and associated payment schedule. This will allow staff to administer the contract in a much more effective manner in that the City will be able to accurately track and monitor GFEC's progress and make associated quarterly payments based upon work performed. **FY2007 Status Update:** • Completed and approved by Council **FY 2008** • Monthly reports to continue to be placed on web	**Community Investment**

FISCAL HEALTH

GOAL STATEMENT FISCAL HEALTH	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
The City of Flagstaff shall maintain good fiscal health through sound financial management and fiscal integrity. The City shall maintain written polices that provide for a balanced budget that meets the vast array of community needs, that ensure that resources are available to meet future need, allows for community infrastructure to be maintained at adequate levels and other sound financial practices. Discussion: The Council recognizes that the vision and intentions of the policy makers exceeds the economic realities. In order to accomplish the plans of shaping a Flagstaff that stays true to it's quality of life interests, the strategy must include the creation of community wealth through economic development, redevelopment, the creation of new revenues and the leveraging of financial assets.	**Sustainability** – Work with Environmental Services staff to incorporate sustainable goods and processes in the procurement process. **FY2007 Statue Update:** In conjunction with the Fleet Committee, the City is purchasing hybrid vehicles. Staff is working with the weed control vendor on environmentally friendly alternatives. Staff encouraged NAIPTA to purchase hybrid vehicles for future fleet.	Environmental Services, Finance, Purchasing, Fleet
	Housing – Assist with financial tools that will provide additional financial opportunities to achieve housing goals. **FY2007 Statue Update:** • Finance and housing staff continue to work together to determine financial needs as Council offers direction and definition related to housing goals	Housing, City Administration, Finance
	Capital Improvements – work with CIP to develop comprehensive plan of infrastructure needs **FY2007 Status Update:** • Five year CIP published. • Mapped all projects • Completed database for division input and reporting	CIP, PW, Finance, Utilities
	Fee Policies – Develop a policy of mandatory fee reviews including frequency and responsibility. **FY2007 Status Update:** • Policy completed • Policy yet to be reviewed by internal committee	Finance
	Work Smarter –In an effort to reduce redundant work and paper work, explore electronic opportunities, i.e., online contracts. **FY2007 Status Update:** The City has purchased software to provide online access to utility billing, vendor registration and employee access to payroll information.	E Government Committee
	New Revenues – Implement new fee recommendations. **FY2007 Status Update:** Cable franchise negotiations are final. Development fees implemented. Council approved sales tax changes to increase revenue.	Finance

GOAL STATEMENT FISCAL HEALTH	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Impact Fees – Implement impact fee recommendations as desired. **FY2007 Status Update:** The study will be forwarded to Council for consideration on February 26, 2007.	Planning
	Leverage Grants – Find grants for the city projects and programs. **FY2007 Status Update** The City budgeted $19,298,118 for 62 grants for FY2007.	Finance
	Cost Allocation – Continue cost allocation methodology and start process of including overhead recovery in grants. **FY2007 Status Update:** Both the full cost and OMB A 87 cost plans are updated on an annual basis based on the previous years actual numbers as shown on the CAFR. The indirect (OMB) rate for FY2007 was 4.89%	Finance
	Public Private Partnerships – Look for ongoing opportunities to coordinate infrastructure development to meet the needs of both parties. **FY2007 Status Update:** Working to coordinate infrastructure on the USGS campus with the Incubator, Science Park, USGS building replacements and private development.	PW, Utilities, Community Development, Administration
	Utilities Optimization program - Continue implementation, a program designed to reduce job redundancy and incorporate better technology. **FY2007 Status Update:** Implementation extended to appropriate divisions.	Utilities
	ICMA Benchmarking- formalize budget and decision process to consider comparative data. **FY2007 Status Update:** The City is no longer using ICMA for performance management benchmarking.	Budget team

GOAL STATEMENT FISCAL HEALTH	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Performance Measurement – develop an internal system to streamline performance reporting that will be used for various City needs, including performance based budgeting in the future FY2007 Status Update: • Utilizing an intern to meet with all City divisions on gather information on what divisions currently report on and to what audience.	
	Credit Cards – Implement the credit card program citywide to reduce cost of processing. **FY2007 Status Update:** In addition to accepting credit cards through Customer Service for any City related service, the City is also accepting payments over the internet for those services charged on a water bill.	Purchasing
	Bond Program – Based on an unfunded needs develop a bond program and financing alternatives for various city projects **FY2007 Status Update:** Work is underway to look at opportunities to finance replacement of city facilities, public works yard, city court, records storage, and additional office space to accommodate city staff.	Finance, CIP, PW,
	Sales Tax – Remove the expiration clause on the City 1% Sales Tax to create revenue stability **FY2007 Status Update:** • This item was defeated in May 2006 ballot.	Finance
	Maintenance -- Incorporate reduced maintenance as capital criteria **FY2007 Status Update:** • All capital projects continue to be reviewed to assess increased or reduced maintenance expenditures. • Funded increased capital in Facilities. • Funded increased capital in Facilities and Parks and Recreation for deferred maintenance	CIP, PW, Utilities, Finance

GOAL STATEMENT FISCAL HEALTH	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Investments - Invest excess City fund and achieve a rate higher than the Arizona State Treasurer's Pool. Current funds outside the pool earn 4.1%. The current return on the state pool is 5.2%. **FY2007 Status Update:** The financial markets are offering a higher rate or return on short-term bonds than on long-term bonds. The state pool has been more active than usual in the short-term bond market and has significantly increased their rate of return in the past two years. The city portfolio has increased the percentage of investments in the state pool from 18% in December 2005 to 35% in December 2006 to take advantage of the higher rate of return.	Finance
	Software -- Integrate software systems with the financial mainframe to the extent possible. **FY2007 Status Update:** • The City software vendor performed a system wide review of use and capabilities. Staff is in the process of implementing those recommendations which include a Human Resource module and a Work Order System. Staff continues to work on training.	Courts, Recreation, Finance
	Operational impacts of capital projects -- Identify operational impacts of capital projects and other decisions to incorporate a sustainability analysis. **FY2007 Status update:** • Policy on new city buildings under review.	All departments, Finance
	Bond Ratings -- Maintain accounting standards and reporting to ensure good bond ratings. **FY2007 Status Update:** • Bond ratings maintained at A or A+ by Standard and Poor's • Bond ratings maintained at Aaa3 or A-1 by Moody's Investor Services	Finance.
	Tax base – Consider policies that increase the tax base through annexation and redevelopment	
	BBB Tax – Extend the BBB tax beyond the current 2013 expiration **FY2007 Status Update:** A task force to examine the tax for consideration by the public for extension, potential increase and possible reallocation.	

GOAL STATEMENT FISCAL HEALTH	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Tax Increase Strategies – Pursue strategies to fund current and/or future City services through: • Sales tax code **FY2007 Status Update:** Council adopted changes to the city sales tax code that included the elimination of the land deduction in contracting, removal of the single unit/single tenant exemption for commercial rental of real property, and the removal of the franchise fee offset for utility services and telecommunications,	
	Bond Issues – Time capital projects approved May 2004 so that bond issuances are timed resulting in no overall increase to the secondary property tax rate. **FY2007 Status Update:** Bond issues are sold in alignment with time frames to complete capital projects to assure funds are available in a timely manner. The Secondary tax rate is evaluated annually to assure a steady rate over the various bond issues and retirements.	

WORKFORCE HOUSING

GOAL STATEMENT WORKFORCE HOUSING	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Write and obtain HUD approval of the 2007/2008 Annual Action Plan **FY2007 Status Update:** • Submission deadline May 15, 2007 – on schedule to meet deadline • Fair Housing activities and outreach completed **FY 2008** • Submission deadline May 15, 2008.	Community Investment Division
	Maintain a close working/planning relationship with the new Arizona Department of Housing **FY 2007 Status Update:** • Attended Governor's conference on Housing • Utilized technical support from ADOH • Efforts on-going **FY 2008** • Will attend ADOH functions	Community Investment Division
	Update Affordable Housing Gap Analysis in Arizona Department of Housing Format **FY 2007 Status Update:** • Nexus Study completed **FY 2008** • Present recommendations to Council and begin implementation	Community Investment Division
	Research successful housing initiatives conducted or sponsored by municipalities with similar housing market conditions. **FY 2007 Status Update:** • Research and scoping for City of Flagstaff employer assisted housing program • Meetings with employers on-going • Successful programs from other cities being explored for feasibility with Fannie Mae **FY 2008** • Implementation of employer assisted housing program	Community Investment Division

GOAL STATEMENT WORKFORCE HOUSING	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Policy Goal Statements Develop policy recommendations for City Council to address identified workforce housing issues. Consider the full housing continuum in making policy and program recommendations. (Historically attention had focused on homeownership, however greater attention needs to be paid to the rental market and other continuum steps.) Implement policies and programs as directed by City Council.	Successfully implement the LDC based affordable housing incentive Ordinance (Set-Aside Policy) **FY 2007 Status Update:** • Housing Policy Task Force recommendations being implemented through updating of Land Development Code to promote workforce housing and rewrite of incentive policy • Completion of Nexus Study • Began developing housing element for the Regional Land Use and Transportation Plan **FY 2008** • Implement incentive policy • Complete housing element for the Regional Land Use and Transportation Plan • Continue implementation of Housing Policy Task Force recommendations	Community Investment Division
Housing Goal Statements Increase entry level owner occupied housing opportunities available to workforce and low-income households	Partner with both private and non-profit builders to build entry level homes **FY 2007 Status Update:** • Rio Homes sold 20 permanently affordable units to qualified households • Public improvements for the Izabel Homes project underway – will result in 16 units • Met with Arizona Multi Family Housing Association to explore opportunities **FY 2008** • Establish beneficial partnership opportunities to continue providing housing opportunities	Community Investment Division
	Through the formation of the Community Land Trust Program, incorporate successful strategies employed by existing land trusts. **FY 2007 Status Update:** • Program implemented • First 9 units of Land Trust Program Homes sold to qualified households **FY 2008** • Issuance of 2 SOQ/RFP for Land Trust Program construction	

GOAL STATEMENT WORKFORCE HOUSING	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Coordinate partnerships with private developers to build residential and mixed use subdivisions on City owned land with a variety of housing types and a minimum of 20% being entry level affordable **FY 2007 Status Update:** • Rio Homes construction underway • Sandstone Highlands Senior Community and Timber Trails Apartments located on previously City owned property completed and occupied **FY 2008** • Additional opportunities to be identified and planned	Community Investment Division
Increase housing opportunities across the housing continuum in Flagstaff.	Continue to fund and coordinate: • Non-profit homebuyers assistance programs providing education and loans for down payment and closing costs • Non-profit acquisition/rehabilitation programs converting vacant and renter occupied homes into home ownership **FY 2007 Status Update:** • Homebuyer assistance programs continue to assist Flagstaff residents with first time home ownership • Acquisition/rehabilitation project completed and sold • Equity sharing implemented in eligible properties assisted with downpayment and closing costs **FY 2008** • Continue homebuyer assistance programs • Research other viable tools to increase funds for programs	Community Investment Division
	Make City land available for rental housing developments where appropriate. **FY 2007 Status Update:** • Sandstone Highlands Senior Community and Timber Trails Apartments located on previously City owned property completed and occupied **FY 2008** • Determine viability of incorporating rental properties into the Community Land Trust Program • Create timeline for implementation if viable	
	Use the sale proceeds from Ponderosa Homes and Rio Homes to purchase more property for workforce housing. **FY 2007 Status Update:** • Additional properties being identified and assessed for viability **FY 2008** • Additional property acquired for development	Community Investment Division

GOAL STATEMENT WORKFORCE HOUSING	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Reduce the substandard housing stock in Flagstaff.	Continue to fund and coordinate owner occupied housing rehabilitation programs **FY2007 Status Update:** • 10 housing rehabilitation projects completed **FY 2008** • 10 housing rehabilitation projects to be completed	Community Investment Division
Incorporate workforce housing components in appropriate projects using excellent design and maximizing the livability of area functions.	Incorporate a variety of housing types and affordability in the residential portion of projects **FY 2007 Status Update:** • Efforts ongoing **FY 2008** • Efforts to continue Enhance early and up-front involvement in the Development Services new project process **FY 2007 Status Update** • Housing Planner integrated into Development Services process and is reviewing plans and meeting with developers where appropriate **FY 2008** • Housing Planner involvement in review process to be refined as needed Maintain efforts to work with the development community to promote workforce housing efforts and opportunities **FY 2007 Status Update:** • Efforts ongoing **FY 2008** • Efforts to continue	Community Investment Division

GOAL STATEMENT WORKFORCE HOUSING	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Educate the community on the role of housing in a sustainable community	Develop and cultivate community partnerships where appropriate and viable. **FY 2007 Status Update:** • Mayor's Housing Summit held and new community partnerships identified • Housing Our Communities conducted a lender/realtor training • Fannie Mae assisted community partners with designing employer assisted housing programs **FY 2008** • Community education to continue where appropriate • Additional partners to be identified Explore / promote solutions other than 'board and nail', such as economic opportunity, sustainability, and supportive services in order to create a suitable living environment. **FY 2007 Status Update** • Other solutions, such as employer assisted housing, are being promoted to community partners where appropriate **FY 2008** • Continue exploration of other best practice strategies and share ideas with community partners	Community Investment Division

FUTURE GROWTH

GOAL STATEMENT: PLANNING FOR GROWTH	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
General planning for growth through implementation and maintenance of the Regional Land Use and Transportation Plan.	**Regional & Community Planning**: Appropriately shape growth and continue implementation of the Regional Plan through policy development and large scale public and private planning efforts to promote the creation of high quality truly traditional neighborhoods and build a higher quality and more livable community. **Goals FY 2007:** 1. Initiated development of a Housing Element for the Regional Plan. 2. Created permanent Regional Plan Amendment strategy and Land-use to facilitate high quality planning of truly traditional neighborhoods. 3. Completed developer submitted Regional Plan Amendment for Juniper Point using new strategy. 4. Initiated developer submitted Regional Plan Amendment for re-design of Canyon del Rio. **Goals FY 2008:** 1. Complete Housing Element for the Regional Plan. 2. Update and modernize the Circulation (Transportation) Element of the Regional Plan. 3. Two to four developer initiated Regional Plan Amendments anticipated.	• Planning and Community Design Section, Community Investment Division • Housing Section, Community Investment Division • Development Services Division • City Council • Planning and Zoning Commission • Flagstaff Metropolitan Planning Organization • Coconino County • ADOT • SLTD • State of Arizona • USFS
(Continued)	**Community & Neighborhood Planning:** Plan and enhance the City, neighborhoods, and districts, to continue implementation of the Regional Plan, promote the creation, re-creation, and maintenance of high quality truly traditional neighborhoods, and build a higher quality and more livable community. **Goals FY 2007:** 1. Initiated implementation of Southside Plan with prototypical projects. 2. Further implementation of Southside Plan by incorporation into FUTS projects. **Goals FY 2008:** 1. Identify and document Character Districts. 2. One to two City initiated planning for Planning Reserve Areas anticipated. 3. Continue implementation of Southside Plan with more City initiated projects and on private properties (possibly using Historic Facades & Signs grants).	• Planning and Community Design Section, Community Investment Division • Development Services Division • Capital Improvements Division • City Council • Planning and Zoning Commission • Flagstaff Metropolitan Planning Organization • SLTD • USFS

GOAL STATEMENT: PLANNING FOR GROWTH	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
(Continued)	**Neighborhood Planning & Urban Design:** Plan and enhance the neighborhoods, districts, and special projects, to continue implementation of the Regional Plan, promote high quality and compact development, and build a higher quality and more livable community. **Goals FY 2007:** 1. Fully integrated Planning & Community Design Section into Development Review Board / project approval process to implement Design Review Guidelines. 2. Developed McMillan Mesa Open Space/Park Design. 3. Cedar Avenue Bridge aesthetic enhancements. 4. Constructed second community Gateway Sign. **Goals FY 2008:** 1. Develop Design Review Guidelines to provide clarity for current requirements and to address inadvertent outcomes. 2. Identify Character District design needs (character), document, and develop standards and guidelines. 3. Provide special project planning to demonstrate high quality planning and design, affordable and work force housing, historic preservation, and economic development/redevelopment opportunities. 4. Build third Gateway Sign (ADOT permitting).	• Planning and Community Design Section, Community Investment Division • Development Services Division • Capital Improvements Division • City Council • Planning and Zoning Commission • Flagstaff Metropolitan Planning Organization

GOAL STATEMENT: PLANNING FOR GROWTH	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Shape anticipated growth so that the development of housing serves the entire spectrum of Flagstaff citizens.	**Housing Element:** See Regional and Community Planning.	• See Regional and Community Planning
(Continued)	**Housing Context:** Evaluate existing housing conditions; plan, prioritize, and program needs for existing shortcomings and for anticipated growth. **Goals FY 2007:** 1. Completed Community Economic Sustainability (Nexus) Study. **Goals FY 2008:** 1. Implement recommendations of Community Economic Sustainability (Nexus) Study.	• Housing Section, Community Investment Division • City Council • Planning and Zoning Commission
(Continued)	**Housing Development:** Initiate public and partnership housing development programs and projects and promote private industry initiation of same with the focus being unmet needs within the current development patterns. **Goals FY 2007:** 1. Initiated development of Isabel Homes. 2. Secured commitment to Affordable Housing in association with Juniper Point. 3. Fully integrated Housing Section into Development Review Board / project approval process to establish early contact with private developers and to maximize opportunities. 4. Initiated design of Schulz Pass Meadows. **Goals FY 2008:** 1. Complete Isabel Homes. 2. Initiate construction of Schultz Pass Meadows. 3. Continue to monitor for, and act on, opportunities arising from development applications. 4. Initiate one to two new housing projects that serve unmet needs.	• Housing Section, Community Investment Division • Development Services Division • City Council • Planning and Zoning Commission

GOAL STATEMENT: PLANNING FOR GROWTH	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Continue planning and development of an efficient, cost effective, multi-modal Regional and City circulation system.	**Circulation (Transportation) Element:** See Regional and Community Planning.	• See Regional and Community Planning
(Continued)	**FUTS:** Continue development of the planned Flagstaff Urban Trail System. **Goals FY 2007:** 1. Oversight commission re-established by creation of the Beautification and Public Art Commission. 2. Trail construction initiated: a. Fort Valley – Crescent to Observatory Mesa. b. US 89 – Marketplace to Snowflake. c. RT 66 – Country Club to Mall. 3. Trail construction secured by private development: a. Bow & Arrow Wash (Juniper Point) b. Lone Tree (Juniper Point) 4. Programmed remaining primary trails. 5. Identified and programmed secondary trails (exceeds five years). 6. Developed prioritization ranting strategy. **Goals FY 2008:** 1. Orient, organize, and focus Beautification and Public Art Commission. 2. Initiate construction of six connector and other trails per five-year plan. 3. Initiate "savings" for remaining primary trails (exceeds available funds per year).	• Planning and Community Design Section, Community Investment Division • Beautification and Public Art Commission • Flagstaff Metropolitan Planning Organization
(Continued)	**Circulation System Needs:** Evaluate existing circulation system conditions; plan, prioritize, and program needs for existing shortcomings and for anticipated growth. **Goals FY 2007:** 1. Fourth Street Over-crossing completed. 2. East Flagstaff T.I. under construction. 3. Lone Tree Corridor Study adopted as an Area Plan. 4. Bulter Avenue Corridor Improvements developed and adopted as an Area Plan. **Goals FY 2008:** 1. Initiate construction per Capital Five-year Plan. 2. Continue emergent circulation planning.	• Planning and Community Design Section, Community Investment Division • Development Services Division • City Council • Planning and Zoning Commission • Flagstaff Metropolitan Planning Organization • Coconino County • ADOT

GOAL STATEMENT: PLANNING FOR GROWTH	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Preserve the natural environment of Flagstaff and the community character derived from it.	**Open Space:** Retain open space through acquisition (purchases, land trades, easements), private partnerships (incentives and regulation), and maintenance. **Goals FY 2007:** 1. Completed "Chartering" for Open Spaces Commission; resolved historical conflicts; moved Commission to very functional position. 2. Initiated acquisition of 105 acres of open space in conjunction with Juniper Point. 3. Initiated acquisition of additional large open space tract in conjunction with Canyon del Rio. 4. Initiated acquisition of three privately held desirable neighborhood open space parcels. 5. Initiated cooperative program with "Stream Team" for inventory database. **Goals FY 2008:** 1. Continue Open Space Inventory efforts. 2. Pursue acquisition of open space. 3. Continue to monitor for, and act on, opportunities arising from development applications. 4. Complete Open Space Management Plan. 5. Continue participation in regional natural environment issues such as Walnut Canyon and Picture Canyon.	• Planning and Community Design Section, Community Investment Division • Development Services Division • City Council • Planning and Zoning Commission • Open Spaces Commission
Preserve the heritage resources of Flagstaff and the community character derived from it.	**Heritage Preservation**: Actively work to protect and preserve heritage resources so that future generations will better understand and appreciate our rich heritage. **Goals FY 2007:** 1. Fully integrated heritage preservation into Development Review Board / project approval process to implement existing regulations. 2. Completed establishment of second Historic Design Review Overlay District (Townsite). 3. Five Historic Facades and Signs Grants approved. 4. Preservation of the El Pueblo Motel underway. 5. Preservation of the Arrowhead Motel underway. 6. Preservation of the Pelota Court underway 7. Preservation of the Flagstaff Train Station (FRA). **Goals FY 2008:** 1. Complete development and implement City wide Historic Preservation Program. 2. Initiate development of a Historic Route 66 Heritage and Redevelopment District. 3. Complete Inventory update of Southside Historic District and complete National Register Listing. 4. Inventory "Aging Use" sites for Affordable and Workforce Housing opportunities. 5. Continue emergent preservation efforts (see also Neighborhood Planning & Urban Design).	• Planning and Community Design Section, Community Investment Division • Development Services Division • City Council • Planning and Zoning Commission • Historic Preservation Commission

GOAL STATEMENT: PLANNING FOR GROWTH	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Ensure that Flagstaff has a high quality built environment and that the development of Public and Cultural Arts is proportionate to planned growth.	**Beautification:** Enhance the appearance of the community and quality of life through high quality urban design, landscaping, architecture, and various enhancement projects. **Goals FY 2007:** 1. Oversight commission re-established by creation of the Beautification and Public Art Commission. **Goals FY 2008:** 1. Orient, organize, and focus Beautification and Public Art Commission. 2. Develop Streetscape Five-year Plan. 3. Initiate enhancement projects. 4. Coordinate with implementation of the Southside Plan (see also Community & Neighborhood Planning).	• Planning and Community Design Section, Community Investment Division • City Council • Beautification and Public Art Commission
(Continued)	**Public Art:** Enhance the appearance of the community and quality of life through public art. **Goals FY 2007:** 1. Public Art installed outdoors at CCCC, Foxglenn Park, and the Airport. 2. Public art is displayed indoors at City Hall, the Airport, and the Visitors Center. 3. Oversight commission re-established by creation of the Beautification and Public Art Commission. **Goals FY 2008:** 1. Orient, organize, and focus Beautification and Public Art Commission. 2. Continue indoor art displays. 3. Initiate outdoor public art projects.	• Planning and Community Design Section, Community Investment Division • City Council • Beautification and Public Art Commission
(Continued)	**Cultural Arts & Sciences:** Enhance the community's quality of life through cultural arts and sciences. **Goals FY 2007:** 1. Flagstaff Cultural Partners distributed $285,000 in grants to various cultural arts and science entities. 2. Expired Flagstaff Cultural Partners contract updated and new contract established. **Goals FY 2008:** 1. Flagstaff Cultural Partners to distribute grants to various cultural arts and science entities.	• Planning and Community Design Section, Community Investment Division • City Council • Flagstaff Cultural Partners

GOAL STATEMENT: PLANNING FOR GROWTH	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Continue planning and delivery of efficient and cost effective public facilities and services including appropriate assignment of costs to new development.	**Public Facility and Services:** Evaluate existing facilities and service conditions; plan, prioritize, and program needs for existing shortcomings and for anticipated growth including appropriate assignment of costs to new development. **Goals FY 2007:** 1. New Development Fees adopted. 2. Impact Fees per Impact Fee Study adopted. 3. Planned facilities and services associated with Juniper Point including appropriate assignment of costs. 4. Created Community Improvement District to pay for Sawmill District public improvements. **Goals FY 2008:** 1. Initiate construction per Capital Five-year Plan. 2. Create Community Improvement District to pay for Juniper Point public improvements. 3. Create Community Improvement District to pay for Butler Avenue public improvements. 4. Continue emergent facilities and service planning.	• Planning and Community Design Section, Community Investment Division • • Public Works Department • Development Services Division • Capital Improvements Division • • City Council • Planning and Zoning Commission
Promote a higher quality and more livable community through economic development and re-development efforts that both demonstrate and achieve community goals, such as promoting employment, economic stability, revitalization, historic preservation, and other Regional Plan goals.	**Redevelopment:** Initiate public and partnership economic development and re-development programs and projects and promote private industry initiation of same. **Goals FY 2007:** 1. Mall Expansion / Auto Park under construction. 2. NAU Conference Center under construction. 3. FBI Building at Air Park completed. 4. USGS Science and Technology Park development initiated: Design work started for Incubator Project. 5. Downtown Parking Program and District initiated. **Goals FY 2008:** 1. Continue ongoing major / living wage employer attraction efforts. 2. Monitor downtown economic slump, provide assistance where possible. 3. Continue development of Downtown Parking Program and District. 4. Deploy re-development programs / plans to implement the Southside Plan. 5. Continue USGS Science and Technology Park development.	• Economic Development and Re-development Section, Community Investment Division • Development Services Division • City Council • Planning and Zoning Commission

GOAL STATEMENT: PLANNING FOR GROWTH	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
The primary tool for implementation of the Regional Plan is the Land Development Code which currently is not performing as needed.	**Land Development Code**: Amend as needed so that public and private development work provides the desired type, scale, and character of the natural and built environment and community character. **Goals FY 2007:** 1. Completed various critical amendments as recommended by the Housing Task Force. 2. Completed various critical amendments recommended by various City agencies, specifically including specific conflicts with the Regional Plan. 3. Created companion Zoning District to facilitate high quality planning of truly traditional neighborhoods. 4. Worked with Juniper Point developer on Form-based Code for that new district. **Goals FY 2008:** 1. Pursue various amendments of the next level of critical priority with continued focus on Housing and Regional Plan conflicts. 2. Develop Form-based Codes for the Character Districts over the next four years. 3. Continue to pursue development of Form-based Code for new development areas.	• Zoning Administration Section, Community Investment Division • Development Services Division • City Council • Planning and Zoning Commission

PUBLIC SAFETY

GOAL STATEMENT PUBLIC SAFETY	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
The goal is to promote and maintain a safe community through an integrated public safety system that addresses underlying issues affecting public safety, health and quality of life. **Discussion:** The City Council recognizes that the role of public safety encompasses a broad array of interrelated activities. Public order and quality of life issues must be addressed on a broad front through a partnership of shared responsibility and trust between Police, Fire, other city departments, civic organizations and community. Community safety and well-being must be built from within each neighborhood and cannot be imposed from the outside. The integrated approach of using all available resources of private enterprise, government, civic organizations and neighborhoods, each accepting shared responsibility in the optimal use of public safety services that will result in an enhanced quality of life for the community.	Continue to improve upon the coordination and team approach of focusing Police, Fire, Planning & Zoning, Environmental Management, Legal and Health Services to efficiently address safety and health needs. **FY2007 Status Update:** • The Fire and IS departments have been working with County IS to obtain statistics from the CAD system and the Fire Department's Fire House Management software. • The Police and Fire joint communications committee met throughout the year to enhance emergency dispatch and technical operations of the 911 Center. • The Police, Fire, Public Works and other City Departments participated in several disaster exercises • The Police Department encouraged all City departments to participate in Block Watch forums to better enhance the partnership between City government and community members. • Police Department members have been asked to address officers at the squad level to coordinate City efforts. • Reorganized the ability of the Police Department to develop and track intelligence on homeland security issues, gangs and drug activity. A more formalized process was developed in partnership with surrounding agencies with the goal of improving this process.	All
	Clean & Green to continue the abandoned vehicle and litter control programs in partnership with block watch and neighborhood organizations. **FY 2007 status Update:** • Police participated with Clean and Green in numerous neighborhood clean-up projects and graffiti removal within budget restrictions, in conjunction with the Sunnyside, Southside & Old Town neighborhoods. • Environmental Code Enforcement (Clean & Green) continues to coordinate the abandoned vehicle and litter control programs in cooperation with Police.	Clean & Green Police

GOAL STATEMENT PUBLIC SAFETY	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Push decision-making down to the lowest competent level to increase efficiency. The City Manager's office leads the effort to communicate with all the staff current issues facing the City. **FY2007 Status Update:** • The Fire Department is using an internal fire station design team staffed with operational personnel to coordinate fire station design parameters. • The Fire Department fleet deployment provided input to the departments design team with regard to apparatus bay space needs for the new fire stations. • The Fire Department is participating in a Capital Improvement Chartering Team to increase communication effectiveness for the procurement and development of the fire stations approved under the May 2004 bond program. • Police officers & supervisors attend Beat meetings with other COF employees to identify neighborhood issues and concerns and develop plans to solve problems. Development of Com-Stat Crime Analysis to identify criminal patterns and assist in developing strategies. • Police communication shift meetings are used as a conduit for in-service training and problem identification.	All
	Promote the PRIDE Block Watch Program as a forum for the promotion and nurturing of a partnership of shared responsibility and trust with Police, Fire, government and residents, to identify and address those issues that are adverse to public safety and quality of life. **FY 2007 Status Update:** • Approximately 130 Block Watch meetings were held by the Police Department. Forty-eight Block Watch Groups participated. • Quarterly Block Watch Captains Meetings were held. • Two Citizen Police Academies were held, with approximately 80 people graduating. • Citizen police patrols have been formed and utilized in several neighborhoods. • Police Department continued the Crime Free Hotel/Motel program to educate innkeepers as to how to better protect their establishments and create a network for sharing information on current criminal activity. • The Police department trained and developed Crisis Incident Teams (CIT) to more effectively deal with the mentally ill. The goal will be to train approximately one third of the patrol section in the CIT concept. In addition NARBA received funding so the CIT Officers can refer a mentally ill person to a mental health provider 24/7. • We are implementing the "Smart Card" program in concert with CIT in order to improve the safety of our disabled citizens.	All

GOAL STATEMENT PUBLIC SAFETY	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Continue participation in after school programs as well as those during school hours that offer opportunities for education, mentoring and value building. **FY2007 Status Update:** • The Fire Department Public Education clown program completed fire safety shows to 12 elementary schools. • The Dare and Great programs continue as the primary prevention programs in the public schools. • The DARE and GREAT programs continue as the primary prevention programs in the public schools. • Two summer camps were presented to Junior High Students through the GREAT Summer Camp Program. • "Adopt a School" program continued this year, where each officer was assigned a school in his or her beat to devote special attention by conducting close patrols and working closing with staff and students. • Police have held regularly scheduled meetings with high and middle school administrators for the purpose of sharing information on potential gang activity. • Several gang and drug educational presentations were given to school teachers.	Police Fire Parks & Recreation
	Continue partnering of Police, Fire and Parks & Recreation in joint ventures such as Teen Night, the Teen Leadership Academy, GREAT Camp, and other positive youth programs. **FY2007 Status Update:** • The Police and Fire Department served on the Victims Witness DUI Impact Panel, sponsored by Coconino County. • Jam Zones, Celebrate Youth Day, and National Night Out were examples of programs completed with other City Departments.	Parks & Recreation Police Fire
	Review Park security issues, as well as the impact of alcohol on Park Use and Permit Policies. **FY 2007 Status Update:** • Parks are constantly monitored for violations and compliance. • Permits are scrutinized to ensure adequate security and compatibility. • Police in partnership with 4th St. merchants attempted to gain compliance from liquor stores in the Bushmaster Park area not to sale alcohol to public intoxicants. • Police have continued to participate in community efforts for development of a Detox Center.	Police Parks & Recreation Fire

GOAL STATEMENT PUBLIC SAFETY	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Continue participation in United Way partnerships such as the Sunnyside and Southside Neighborhood Associations, Success by Six, and Weed & Seed, to address social issues and foster neighborhood responsibility **FY 2007 Status Update:** • Efforts are ongoing, police participation in many neighborhood based projects, such as "Wood for Warmth" community clean up projects, numerous celebration events, & assisting in home restoration projects. • Police maintain representatives on the Weed & Seed, Sunnyside and Southside Neighborhood Associations' Boards.	All
	Use every opportunity and community forum to educate residents of their responsibility to contribute to the well being of their neighborhood, community and country, by participating in the identification and resolution of those social and economic issues that adversely affect crime, the fear of crime, public health and overall quality of life. **FY2007 Status Update:** • The Fire Department conducted approximately 541 wildfire safety home assessments in the Bow & Arrow and University Heights neighborhoods. • The Police Department continues to offer an array of forums, or are willing participate in such, to communicate the Mission of the Department and of the City. • Homeland Security and related issues continue to be a priority of the Police and Fire Departments. • The Fire Department completed 2000 commercial occupancy inspections. • The Fire Department completed a citywide neighborhood wildfire threat assessment to educate property owners on how to create a Fire Wise neighborhood. • The Fire Department will continue to pursue grants, contracts, donations, and reimbursements to enhance public safety. • The Fuel Management Division of the Fire Department completed: • 1. Planning – 700 Acres • 2. Thinning - 1200Acres • 3. RX Burns - 600 Acres • The Fire Department tested and maintained 3000 City fire hydrants to insure operability and compliance with ISO standards. • The Fire Department completed annual pump testing on all apparatus with water pumping capability.	All

GOAL STATEMENT PUBLIC SAFETY	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Staff, train and equip City Public Safety to contend with the realized demand for service within the community. **FY2007 Status Update:** • The Fire Department trained three (5) additional personnel as Technical Rescue Technicians. • The Fire Department has received, and is proceeding to deploy a state Heavy Rescue Unit through a Homeland Security Grant in the amount of $940,000. • Three additional Firefighters were added to the Fire Department as part of the NFPA 1710 staffing plan. • The Communication Center continues to explore creative options to improve the recruitment, training and retention of staff.	Fire Police
	Improve the City's drainage conveyance system to mitigate the effects of stormwater flooding and to remove our citizens from the Regulatory Floodplain. • A database has been established to track and document flooding complaints received by city staff in order to identify potential drainage conveyance system upgrades. • Staff is conducting the comprehensive Stormwater Master Plan that will result in a prioritized Capital Improvement Program designed to mitigate flooding and remove our citizens from the Regulatory Floodplain. • The Stormwater Section also participates in the FEMA Flood Insurance Program, providing services to the community and making Flood Insurance available to the community. • The Stormwater Section provides services to new development in our community to insure that flooding will not occur throughout the development and insure that downstream impacts of stormwater runoff are mitigated. Compliance with the federally mandated Nation Pollutant Discharge Elimination System (NPDES) Program, comply with the requirements of the City's NPDES Permit to improve stormwater quality in the community.	Community Improvements; Stormwater Management Section

GOAL STATEMENT PUBLIC SAFETY	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Adequately respond to realize demand for emergency services and prepare for the potential demands associated with disaster management. **FY2007 Status Update:** • The Fire Department hosted a Special Operations deployment exercise in Holbrook on October 2006. The event showcased Special Operations apparatus, equipment, and teams with the State. • The Emergency Operations Center (EOC) has been activated twice in disaster situations and conducted 3 continuing education drills. • A 100% funded grant was obtained to develop a joint city-county hazardous mitigation plan. The Fire Department conducted a simulated high-rise fire drill with area partners and local law enforcement at NAU. • The Police and Fire Departments are working in concert with the Ponderosa Fire Advisory Council (PFAC) to develop a Wildland Fire Emergency Operation Plan for the Great Flagstaff area. • The Fire Department, as the lead agency within the PFAC, secured a Homeland Security Grant to purchase 30 programmable portable radios for use within the greater Flagstaff area on emergency incidents. • Police Officer's obtained personal protective equipment through a grant and additional training was conducted on homeland defense. • Police purchased and received a new, grant-funded, $162,000 truck for the Department's Bomb Disposal Team. In addition, we applied for and received a grant for a new Tactical Operations Team rescue vehicle. Police have partnered with the Sheriff's Office in the development and training of Community Emergency Response Teams (CERT). Approximately 200 citizens have been trained thus far, with quarterly meetings being held to insure graduates remain prepared to respond in event of an emergency. •	All

QUALITY OF LIFE

GOAL STATEMENT QUALITY OF LIFE	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
To enhance the quality of life for our community, we will assure comprehensive programs that allow for balanced resource development and protection, that include cultural components that cross generational boundaries and strive to create cost effective and proactive approaches to meet the social, physical and economic needs of our citizenry as we celebrate Flagstaff's heritage, diversity and vast aesthetic appeal. Consideration will be given to quality of life preservation and enhancement in all City actions and appropriations towards open space, neighborhood and historical preservation, land acquisition, facility and park development, environmental impact and controls, view shed retention and other community identified values in order to retain the essential and appropriate balance when considering issues related to growth and development and the related economic implications.	**Environment:** The Hazardous Products Center (HPC) will begin accepting hazardous waste from small businesses in early 2007. Waste will be accepted from businesses that meet Conditionally Exempt Small Quantity Generator status which is defined as the generation of less than 220 pounds of hazardous waste per month. **FY 2007 Status Update:** The permanent HPC opened in 2002 and has been a highly used program by the citizens of the City and Coconino County. A small business waste program was developed and implemented this fiscal year. Outreach and education will be increased to ensure residents and small businesses know about the program and its services.	Sustainability and Environmental Management
	Environment: Continue to support and expand our successful community wide recycling program and increase the number of businesses participating in the program. Increase the materials being diverted from the landfill by expanding the types of materials accepted for recycling as markets are developed and work to develop a municipal composting program. **FY 2007 Status Update:** The City added 28 commercial recycle accounts this past year and continues to grow in tonnage volume. The average monthly tonnage of material being processed at the Material Recovery Facility is 1,340 tons per month, up from 1,250 tons per month reported last year. We also renewed our IGA with the FUSD which secures that recyclable material for another ten years. Work continues on researching the financial feasibility of a municipal composting effort, including feedstock and marketability studies and operation options. Staff will explore inception of additional recycling efforts to capture more of the recyclable material available in Flagstaff. Staff will also identify areas of the city with high and low percentages of contamination and consider recognition of areas with low percentages of contamination and do intensive education and outreach for areas with high contamination.	Environmental Services, Sustainability and Environmental Management
Discussion: The City will incorporate the responsibility for enhancing quality of life as a component of every policy decision, appropriation, and governmental initiative and will always strive for a balance between growth, economic development and quality of life.	**Environment:** Continue to support and fund the fuel management efforts in cooperation with our regional partners. **FY 2007 Status Update:** See Public Safety	Fire Department

GOAL STATEMENT QUALITY OF LIFE	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
We will recognize the diversity of our community both culturally and generationally and will strive to preserve the aesthetic values and well as our environment while promoting citizen awareness and participation.	**Environment:** Continue to develop water resources in a manner consistent with long-term needs and resource sustainability as well as continue to develop and implement cooperative agreements with regional partners. Expand the use of reclaimed water resources throughout the community and continue to educate our community of the value of our water resources so that we can all make educated resource decisions. **FY 2007 Status Update:** • A new water and wastewater rate structure was approved by the City Council that included an impact fee for the purchase of Red Gap Ranch and an additional tier for the water conservation rate structure to provide more incentive for conservation. • Value engineering has been completed and design is being finalized for the Wildcat Hill wastewater improvement project that will improve water quality at the Wildcat Hill Plant to A+ reclaimed water and allow both plants to supply the City's main system. Construction will start in Spring of 2007. • The Bureau of Reclamation completed the Appraisal Study for the North Central Arizona Water Supply Study and it is anticipated to go on to the feasibility phase this year. • A grazing lease has been advertised and is anticipated to be awarded for the management of Red Gap Ranch	Utilities
	Neighborhoods: Through the Clean & Green Committee, we will continue to listen to our citizen representatives and develop on-the-ground neighborhood conservation efforts. **FY 2007 Status Update:** The Clean & Green Committee is considering a new role in sustainability. They are working on a revised resolution to change their title to Sustainability Commission and update their mission and purpose. Current city programs now perform the original purpose and duties of the Clean & Green Committee and staff will ensure they continue. The Brownfield Land Recycling Program is continuing with an EPA grant for the Route 66 Corridor and an ADEQ grant for the Phoenix Avenue property. Staff is collaborating with other municipalities, contractors and the National Brownfield Association to form an Arizona Chapter of the National Brownfield Association. Environmental Code Enforcement is continuing cooperation with FPD to remove abandoned vehicles and will continue efforts to ensure timely removal of snow and cinders on sidewalks.	Sustainability and Environmental Management

GOAL STATEMENT QUALITY OF LIFE	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Cultural Heritage: Continue to serve as a repository for our community's media based historic materials. **FY 2007 Status Update:** • Staff continues to add historic materials to the library collections.	Library
	Youth & Elderly: Continue to invest in out-of-school services and programs for children; preteen and teen service opportunities, skill development, and diversion, adaptive recreation programs, inclusive recreation programs, and services for senior citizens. Pursue multi-use/multi-generational recreation facility construction and program enhancement to meet citizen needs as established in the Master Plan and future bond initiatives. **FY 2007 Status Update:** • Core programming continues with additional opportunities for partnerships explored to supplement offerings. • Implemented additional programs as allocated in FY07 budget. • Increased City's funding of FACTS out-of-school program. • Completed the expansion and renovation of the existing Adult Center • Aquatic/Multi-generational Center 2004 Bond Project,, completion of design development and value engineering, with construction initiated in spring 2007.	Parks & Recreation
	Youth & Elderly: Continue to provide a wide variety of youth and elderly services and will continue to develop it technical, multi-media format of service delivery. Staff will work to secure grant funding to improve technology based information systems and programming. **FY 2007 Status Update:** • Funding has been secured to provide after school and Family Learning and Literacy programs. • Outreach Services is developing a project to provide more services to the elderly.	Library

GOAL STATEMENT QUALITY OF LIFE	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Parks & Recreation: Through completion of the '96 bond initiative, residents and visitors benefit from parks and recreation facilities, which offer improved amenities that promote quality of life through physical, social, and instructional programming. Community-wide priorities will be reviewed and selected through Master Plan updates for development and inclusion in future bond initiatives. **FY 2007 Status Update:** 1996 Bond Projects: • The Thorpe Park Improvement Project is the last of the 1996 Bond projects. Construction began in spring 2006. Project is slated for completion in summer 2007. • Initiated construction of BMX Park. Facility is slated to open in spring 2006. 2004 Bond Projects: • Aquatic Center • Multi-Generational Center • Lake Mary Park – Phase II land acquisition (and two other smaller parcels). • Initiated Adult Center Renovation Project.	Parks & Recreation & Community Development
	Events and Image: Continue to improve the quality of special events for residents and visitors compatible with the image and marketing of Flagstaff as a home and destination. Staff will continue teamwork with community partners to market and produce seasons of celebration, consistent with appropriate Flagstaff images. **FY 2007 Status Update:** • Parks and Recreation continues to provide year-round special events through the Community Events program area. This office also processes special event permits for outside organizations to provide special events. • Initiated first phase of "Winter Wonderland" holiday décor throughout Flagstaff. • Banner display in the Downtown area continues to inform residents and visitors of upcoming community events. • CVB produces a Calendar of Events brochure highlighting the special events in Flagstaff. It is available to residents and visitors throughout the state. In their seasonal marketing efforts, the Flagstaff CVB lists various special events in print publications, radio, website, etc.	Parks & Recreation CVB Planning

GOAL STATEMENT QUALITY OF LIFE	FY 2008 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Parks and Recreation: Continue to improve and protect outdoor public recreation resources through education and interaction with park and trail users. Explore the possibility of park ranger program through use of both paid staff and volunteers. **FY 2007 Status Update:** • Park Ranger programs would still be beneficial to meet this goal. No paid positions have been pursued due to budget conditions.	Parks & Recreation
	Parks and Recreation: Through the use of available technology, manage botanical and archeological park resources. Expand use of GIS/GPS technology to create and maintain resource databases and adopt strategic management plans for tree, weed, and archaeological programs. **FY 2007 Status Update:** • All tree and weed inventory databases were lost in the hardware "crash". Staffing levels are not such that regeneration of this information is possible at this time. FY07 budget proposal will address this need with request of a permanent Inventory Management Specialist (Maintenance Worker III) that would oversee the Natural Resources/Open Spaces Division in a proposed Parks re-organization.	Parks & Recreation

GLOSSARY

ACCRUAL BASIS OF ACCOUNTING – A method of accounting in which revenues are recorded when measurable and earned, and expenditures (or expenses) are recognized when a good or service is used.

ACTIVITY – The purpose/activity or group of sub-activities within a function/program for which the city is responsible.

ADOPTED BUDGET – Formal action made by City Council that sets the spending limits for the fiscal year.

ALLOCATION – Assigning one or more items of cost or revenue to one or more segments of an organization according to benefits received, responsibilities, or other logical measures of use.

ANNUALIZED COSTS – Operating costs incurred at annual rates for a portion of the prior fiscal year and which must be incurred at similar rates for the entire 12 months of the succeeding fiscal year.

APP – Aquifer Protection Permit

APPROPRIATION – An authorization granted by the City Council to make expenditures and to incur obligations for purposes specified in the Appropriation Ordinance.

ARB – Accident Review Board – A committee comprised of City Employees from various departments designated to review employee accidents that result in property damage.

ASSESSED VALUATION – A valuation set upon real estate or other property by the County Assessor and the State as a basis for levying taxes. (Primary or Secondary)

BALANCED BUDGET – A budget in which current revenues equal current expenditures. The State or local government may set the legal requirements for a balanced budget.

BOND – A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specific rate.

BOND FUNDS – Are used to account for the purchase or construction of major capital facilities that are not financed by other funds. The use of bond funds is necessary to demonstrate that bond proceeds are spent only in amounts and for purposes authorized.

BONDS PROCEEDS – Debt issuances derived from the sale of bonds for the purpose of constructing major capital facilities.

BUDGET – A financial plan consisting of an estimate of proposed expenditures and their purposes for a given period and the proposed means of financing them.

BUDGETARY CONTROL – The control of management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorized appropriations and available revenues.

BUDGET MESSAGE – The opening section of the budget that provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations regarding the financial policy for the coming period.

CAPITAL – Those items valued over $5,000 with a life expectancy of at least three years.

CAPITAL IMPROVEMENT PROGRAM BUDGET – The appropriation of bonds or operating revenue for improvements to city facilities including buildings, streets, water and sewer lines, and parks.

CAPITAL OUTLAY – Expenditures that result in the acquisition of or addition to fixed assets.

CAPITAL PROJECT – Any project having assets of significant value and having a useful life of three years or over. Capital projects include the purchase of land for design, engineering and construction of buildings and infrastructure items such as streets, bridges, drainage, street lighting, water system, etc. Capital projects are permanent attachments intended to remain to the land.

CARRYFORWARD – Any equipment, contractual, commodity, or capital project that has been previously approved by the Mayor and Council but for various reasons has not been implemented on schedule. Under the State laws and generally accepted accounting principals only those costs relating to work actually done on or before the last day of the fiscal year can be reflected on the financial statements of that fiscal year. To avoid having to charge the project costs estimated to be incurred in a subsequent fiscal year as an unbudgeted item for that year and, therefore, a violation of State budget law, such project and the associated projected costs are included in the subsequent year's budget.

COMMODITIES – Expendable items used by operating or construction activities. Examples include office supplies, repair and replacement parts for equipment, fuels and lubricants, etc.

COMMUNITY DEVELOPMENT DEPARTMENT – Refers to the following group of Divisions: Community Development Administration, Building Inspection,

Engineering, Planning, Urban Design, Housing and Community Services, Metropolitan Planning Organization, Arts & Science, Drainage and Transportation.

CONTINGENCY – Monies set aside as carryover to the following fiscal year, but which can be used to finance unforeseen expenditures of the various operating funds.

CONTRACTUAL SERVICES – Contracted service used for operating or construction activities. Examples include Legal Fees, Postage & Freight, Rents, Utilities, and Debt Service costs.

COST CENTER – An organizational budget and/or operating unit within each City division or department.

DEBT SERVICE – Payment of principal, interest, and related service charges on obligations resulting from the issuance of bonds.

DEBT SERVICE FUND REQUIREMENTS – The amounts of revenue that must be provided for a Debt Service Fund so that all principal and interest payments can be made in full on schedule.

DEPARTMENT – A major administrative division of the City that indicates overall management responsibility for an operation or group of related operations within a functional area.

EMT - Executive Management Team - Team members selected from throughout the organization to participate in process improvement regarding organizational development.

ENCUMBRANCES – Obligations in the form of purchase orders, or contracts, which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbered when the obligations are paid or otherwise liquidated.

ENTERPRISE FUND – An Accounting entity established to account for the acquisition, operation and maintenance of governmental facilities, and services which are entirely or predominately self-supporting.

ESTIMATED REVENUE – The amount of projected revenue to be collected during the fiscal year.

EXPENDITURE/EXPENSE – This term refers to the outflow of funds paid for an asset obtained or goods and services obtained.

EXPENDITURE LIMITATION – The Arizona State Legislature imposed constitutional amendment that limits the annual expenditures of all municipalities. The Economic Estimates Commission based on population growth and inflation sets this limit.

FISCAL YEAR – A 12-month period of time to which the Annual Budget applies and at the end of which a governmental unit determines its financial position and the results of its operations. For the City of Flagstaff, it is July 1, through June 30.

FIT – Flagstaff Interagency Taskforce for Safe Housing – an interagency team with the purpose of identifying and correcting unsafe housing and living conditions in the Flagstaff area.

FIXED ASSETS – Assets of a long-term character that is intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

FUND – An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources, together with all related liabilities, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations.

FUND BALANCE – Fund balance is the excess of assets over liabilities and reserves and is, therefore, also known as surplus funds.

FUNDS CARRIED FORWARD – The balance of operating funds brought forward from prior years.

GENERAL ADMINISTRATION DEPARTMENT – Refers to the following group of Divisions: City Manager, City Clerk, Capital Management, Law, City Court, Tourism Administration, and Visitor Services.

GENERAL FUND – A fund used to account for all general-purpose transactions of the City that do not require a special type of fund.

GENERAL GOVERNMENT REVENUE – The revenues of a government other than those derived from and retained in an enterprise fund.

GENERAL OBLIGATION BONDS – (G.O.) Bonds that finance a variety of public projects such as streets, buildings, and improvements. The repayment of these bonds is usually made from secondary property taxes.

GOAL – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a specific achievement in a specific time period.

GRANT – A contribution by the state or federal government or other agency to support a particular function.

INTERFUND TRANSFER – Amounts transferred from one fund to another.

MANAGEMENT SERVICES DEPARTMENT – Refers to the following group of Divisions: Human Resources, Information Services, Management Services Administration, Finance/Budget, Sales Tax & Licensing, and Library division.

MODIFIED ACCRUAL ACCOUNTING – Basis of accounting required for use by governmental funds in which revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred.

NON-DEPARTMENTAL – Refers to the following Divisions: Contributions to Other Agencies, G.O.B.-Debt Service, Council & Commissions, Non-Departmental, Real Estate Proceeds, Firemen's Pension, Special Assessments and Transit.

NON-RECURRING REVENUE – Revenue which is a one-time receipt or which is not received on a continual basis.

NRFP – North Reservoir Filtration Plant

OBJECTIVES – A statement of specific measurable outcomes that contribute toward accomplishing the departmental mission.

OPERATING BUDGET – A budget for general expenditures such as salaries, utilities, and supplies.

OPERATING REVENUE – Resources derived from recurring revenue sources used to finance recurring operating expenditures and pay-as-you-go capital expenditures.

OUTSIDE AGENCIES – Refers to organizations, which are not associated with or can be allocated to any particular Department.

PERFORMANCE INDICATORS – Measures used to evaluate the performance of a program or activity. Effectiveness and efficiency are two types of "outcome" performance indicators.

PERSONAL SERVICES – All employers costs related to compensating employees of the City of Flagstaff, including employee fringe benefit costs such as City portion of retirement, social security, and health and industrial insurance.

PERSONNEL SERVICES – Expenditures for salaries, wages and fringe benefits of a government's employees.

PIT – Project Implementation Team – A team comprised of City employees to ensure that the Capital Improvement Project process is expedient with the goal of getting work done in a timely manner and within the appropriated budget.

POLICE DEPARTMENT – Refers to both Police and Police Grant Divisions.

PRIMARY TAXES & VALUES – Primary or "limited" values are used to calculate primary property taxes which are collected to fund the maintenance and operation of school districts, community college districts, counties, cities and state government. Primary values and taxes are both "limited" as to how much they can increase if no changes have been made to the property.

PROGRAM – A group of related functions or activities performed by a division where there is a desire to budget and identify expenditures independently of other activities within the division.

PROPERTY TAX LEVY – The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

PRV – Pressure reduction valve

PUBLIC WORKS DEPARTMENT – Refers to the following Divisions: Airport, Facilities Maintenance, Cemetery, Mechanical Shop, Parks and Recreation, Environmental Services and Streets.

PURCHASED CAPITAL OUTLAY – Acquisition of any item of capital that is complete in and of itself when it is purchased.

RECURRING REVENUES – Revenue sources available on a constant basis to support operating and capital budgetary needs.

RESERVES – Account that records a portion of the fund equity that must be segregated for some future use and that is, therefore, not available for further appropriation or expenditure.

RESTRICTED REVENUES – Are legally restricted for a specific purpose by the Federal, State, and local government.

REVENUES – Amounts estimated to be received from taxes and other sources during the fiscal year.

SECONDARY PROPERTY TAXES – Ad valorem taxes or special property assessments used to pay the principal and interest charges on any bonded indebtedness or other lawful long-term obligation issued or incurred for a specific purpose by a municipality.

SECONDARY TAXES & VALUES – Secondary, or "full cash" values are synonymous to market values. They are used to calculate secondary property taxes to support voter-approved budget overrides, bond issues and other debt service, such as special districts.

SPECIAL REVENUE FUND - Fund used to account for revenues from specific taxes or other earmarked revenue sources that by law are designated to finance particular functions or activities of government.

STREET AND HIGHWAY BONDS – Bonds that are secured by the City's Highway User Revenues and used for the construction of street, highway and related capital projects.

TAX LEVY – The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

TAX RATE – The amount of tax levied for each $100 of assessed valuation.

URBAN DESIGN – Refers to the following group of Divisions: Beautification-General Administration, Streetscape, Flagstaff Urban Trails System, Rehabilitation Projects, and Reserve-Beautification.

UTILITIES DEPARTMENT – Refers to the following Divisions: Betterments & Improvements Water District, Betterments & Improvements Water Production, Debt Service-Sewer, Debt Service-Water, Lake Mary Water Plant, Meter Reading, North Reservoirs, Utilities Administration, Wastewater Collection, Wastewater Collection Improvements, Wastewater Monitoring, Wastewater Treatment Improvements, Wastewater Treatment Plant, Water Distribution System, Woody Mountain Wells, and Reclaimed Plant.

ACRONYMS

Acronym	Description
ADA	Americans with Disabilities Act
ADEQ	Arizona Department of Environmental Quality
ADOC	Arizona Department of Commerce
ADOT	Arizona Department of Transportation
ADWR	Arizona Department Water Resources
ALS	Advance Life Support
AOC	Administrative Office of the Courts
AOT	Arizona State Office of Tourism
APSES	Arizona Public Service Environmental Services
ARFF	Aircraft Rescue and Firefighting
ARS	Arizona Revised Statutes
ASE	Automotive Service Excellence
ATP	Administrative/Technical Personnel
ATV	All Terrain Vehicle
AWWA	American Water Works Association
BBB	Bed, Board, and Booze Tax
BLS	Basic Life Support
BMP	Best Management Practices
BNSF	Burlington Northern Santa Fe Railroad Company
CAD	Computer Assisted Drafting
CAFR	Comprehension Annual Financial Report
CAPER	Consolidated Annual Performance Evaluation Report
CCC	Coconino Community College
CCCY	Coconino Coalition for Children and Youth
CCSO	Coconino County Sheriff's Office
CD	Community Development
CDBG	Community Development Block Grant
C.E.R.T.	Citizen Emergency Response Teams
CID	Capital Improvement Division
CIP	Capital Improvement Plan/Projects
CMS	Case Management System
COL	Cost of Living
CPM	Center for Performance Measurement
CSI	Construction Specifications Institute
CSR	Customer Service Representative
CTAC	Citizens Transportation Advisory Committee
CVB	Convention and Visitor Bureau
CY	Calendar Year
DBA	Downtown Business Alliance
DBM	Decision Band Method
DES	Department of Economic Security
DOJ	Department of Justice
DPS	Department of Public Safety
DRB	Development Review Board
DUI	Driving Under the Influence
EAC	Employee Advisory Committee
EEO/AA	Equal Employment Opportunity / Affirmative Action
EOC	Emergency Operations Center
ERU	Equivalent Runoff Unit
FAA	Federal Aviation Administration
FAM	Familiarization Tour
FARE	Fines/Fees and Restitution Enforcement Program
FBI	Federal Bureau of Investigation
FCP	Flagstaff Cultural Partners
FEMA	Federal Emergency Management Agency
FHA	Flagstaff Housing Authority

ACRONYMS

Acronym	Description
FHS	Flagstaff High School
FHWA	Federal Highway Administration
FMLA	Family Medical Leave Act
FMPO	Flagstaff Metropolitan Planning Organization
FPD	Flagstaff Police Department
FRC	Flagstaff Recreation Center
FSO	Flagstaff Symphony Orchestra
FTA	Federal Transit Administration
FTE	Full-Time Equivalent
FUSD	Flagstaff Unified School District
FUTS	Flagstaff Urban Trail System
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GFEC	Greater Flagstaff Economic Council
GFFP	Greater Flagstaff Forest Partnership
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GMBA	Government Management and Budgetary Accounting
GO	General Obligation
GREAT	Gang Resistance Education and Training
GSA	Government Services Administration
HASTC	High Altitude Sports Training Complex
HHPCC	Household Hazardous Products Collection Center
HIPAA	Health Insurance Portability and Accountability Act
HRM	Hotel/Restaurant Management
HUD	Housing and Urban Development
HURF	Highway User Revenue Fund
ICMA	International City/County Management Association
IGA	Intergovernmental Agreement
ICSC	International Centre for Sustainable Cities
IDIS	Integrated Disbursement Information System
ISO	Insurance Service Organization
ISTEA	Intermodal Surface Transportation Efficiency
IT	Information Technology
JCEF	Judicial Collection Enhancement Fund
J.T.T.F.	Joint Terrorism Task Force
LAN	Local Area Network
LDC	Land Development Code
LEAF	Law Enforcement Administrative Facility
LEED	Leadership in Energy and Environment Design
LEPC	Local Emergency Planning Committee
LERRDS	Lands, Easements, Rights-of-way, Relocations, and Disposals
LLEBG	Local Law Enforcement Block Grant
LMWTP	Lake Mary Water Treatment Plant
LTAF	Local Transportation Assistance Funds
LTCS	Lone Tree Corridor Study
MAS	Minimum Accounting Standards
MDC	Mobile Data Computers
MFC	Municipal Facilities Corporation
MIS	Management Information Systems
MOU	Memorandum of Understanding
MPO	Metropolitan Planning Organization
MRF	Materials Recovery Facility
MSW	Municipal Solid Waste
NACOG	Northern Arizona Council of Government

ACRONYMS

Acronym	Description
NAIPTA	Northern Arizona Intergovernmental Public Transit Authority
NAMC	Northern Arizona Marketing Coalition
NAPEBT	Northern Arizona Public Employees Benefit Trust
NATBI	Northern Arizona Technology and Business Incubator
NAU	Northern Arizona University
NAUPD	Northern Arizona University Police Department
ND	Non-Departmental
NFPA	National Fire Protection Association
NPDES	National Pollutant Discharge Elimination System
NSF	Non Sufficient Funds
O&M	Operations and Maintenance
OD	Organizational Development
OMB	Office of Management and Budget
OSHA	Occupational, Safety, and Health Administration
P&Z	Planning and Zoning
PC	Personal Computer
PFAC	Ponderosa Fire Advisory Council
PFC	Passenger Facility Charge
PIO	Public Information Officer
POPTAC	Population Technical Advisory Committee
POTW	Public Owned Treatment Works
PR	Public Relations
PW	Public Works
RFP	Request for Proposal
ROW	Right of Way
RPI	Rural Policy Institute
RSL	Revised Service Level
SCADA	Supervisory and Control Data Acquisition
SID	Special Improvement District
STS	Safe-to-School
SUV	Sport Utility Vehicle
TCEF	Traffic Citation Progressive Fund
TEA-21	Transportation Equity Act for the 21st Century
TIP	Tax Intercept Program
TND	Traditional Neighborhood Design
UCR	Uniform Crime Report
USACE	United Stated Army Corp of Engineers
USDOT	United States Department of Transportation
USFS	United States Forest Service
USGBC	United States Green Building Council
USGS	United States Geological Survey
VC	Visitor Center
VRC	Vacancy Review Committee
WIFA	Water Infrastructure Financing Authority
WMD	Weapons of Mass Destruction

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