

# **MANAGEMENT SERVICES MISSION**

The mission of the **Information Systems Division** is to enable City staff to make informed decisions by providing: The desktop, network, server, electronic storage and telephony infrastructure technology that provides access to the City's available electronic data and geographical information; Helpdesk, software, hardware, system analysis, software development, and product evaluation support services. To ensure that the City's network infrastructure and data resources are protected through sound security and disaster recovery management methodologies.

The mission of the **Purchasing Division** is to support the goals and objectives of the City by delivering consistent and professional procurement support to all employees. The Purchasing Division will act as a liaison between the external marketplace and internal users to arrive at best value procurement decisions while maintaining the highest ethical standards. The Purchasing Division will honor and comply with all laws, rules, and policies governing the purchasing function. The purchasing division will strive to develop quality based partnerships with highly performing suppliers to ensure the most appropriate equipment, materials and supplies are being purchased through valid compliant and competitive contracts. All members of the Purchasing Division will work as a team in delivering the highest possible customer service.

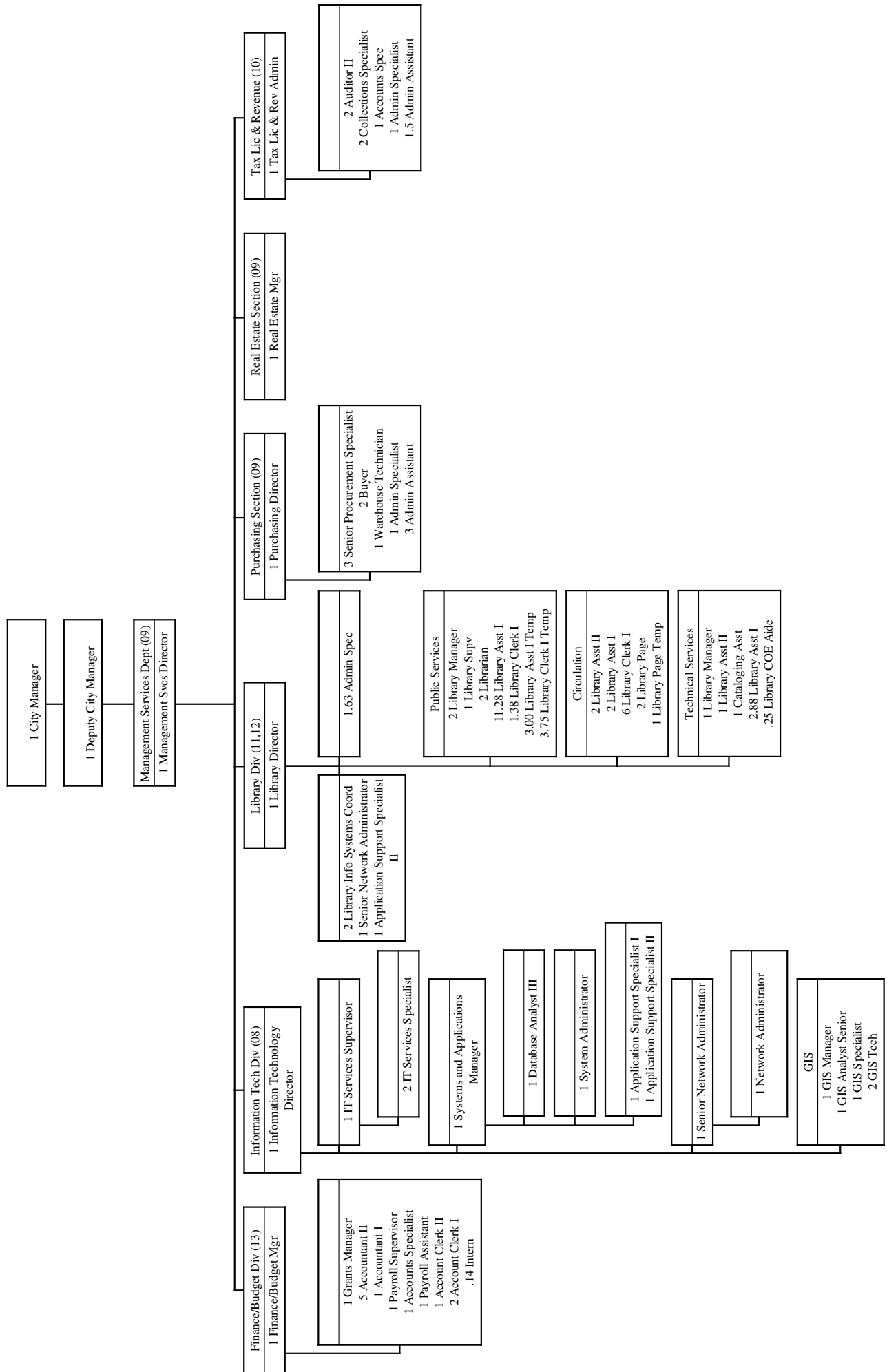
The mission of the **Real Estate Program** is to provide assistance and support services to other Departments in the acquisition, sale, leasing and management of real property necessary for utilization of the City's Housing program, Capital Improvements, Economic Development and Collaboration with other local agencies, public private and non-profit. The program also provides guidance in planning of projects affecting property and facilities

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 enable City staff to make informed decisions by providing:
  - The desktop, network, server, electronic storage and telephony infrastructure technology that provides access to the City's available electronic data and geographical information;
  - Helpdesk, software, hardware, system analysis, software development, and product evaluation support services.
  - To ensure that the City's network infrastructure and data resources are protected through sound security and disaster recovery management methodologies.

**PROGRAM DESCRIPTION**

This Division provides the infrastructure and operational assistance to meet the information technology needs of the City Council and City staff to better serve the citizens. These objectives are met through various computer desktop and server hardware, software applications, network and telephony hardware, and security. Technology is maintained and updated on an ongoing basis to provide accurate information in a secure and timely manner.

**FY 08 ACCOMPLISHMENTS**

- ✓ Completed construction of the initial phase of the iFlag fiber optic network with NPG cable.
- ✓ Increased network/server monitoring capabilities.
- ✓ Continued PC & Server upgrade/refresh program.
- ✓ Rewrote all Information Technology Policies.
- ✓ Implemented "Pulliam Café" at the airport terminal and "City Hall Café" at City Hall – free wireless internet access for the public.
- ✓ Provided Library with Internet access via the iFlag
- ✓ Initiated off-site SAN data replication pilot project with County IT.
- ✓ Implemented reorganization of IT Division & filled vacant positions.
- ✓ Implemented phase one of Voice over IP telephony.

**FY 09 NEW INITIATIVES**

- Maintain high availability of IT services.
- Continue expansion of the iFlag network.
- Continue to support City staff in support of Council initiatives.
- Implement a Wi-Fi mesh network in downtown Flagstaff.
- Implement phase two of Voice over IP telephony.
- Enhance on-line eGovernment offerings, including permitting and GIS information.
- Enhance Citizen Relationship Management offerings.
- Ensure KIVA permitting is either replaced or has extended support.
- Evaluate off-site SAN data replication pilot project.

**PERFORMANCE MEASURES**

**Council Priority/Goal: CUSTOMER SERVICE**

**Goal:** Timely completion of help desk tasks.

**Objective:** Complete 95% of help desk tasks submitted which require 25 effort-hours or less within 3 weeks.

**Measures:**

	<b>CY 06 Actual</b>	<b>CY 07 Actual</b>	<b>CY 08 Estimate</b>	<b>CY 09 Proposed</b>
Percentage of help desk tasks as described completed w/i 3 weeks	N/A	N/A	95%	95%

**Council Priority/Goal: CUSTOMER SERVICE**

**Goal:** A high level of customer satisfaction.

**Objective:** Achieve 95% customer satisfaction rating of satisfactory or better.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Percentage of customer surveys returned as described	N/A	N/A	95%	96%

**Council Priority/Goal: CUSTOMER SERVICE**

**Goal:** Maintain high availability of IT services.

**Objective:** Achieve 98% uptime of IT services.

Measures:	CY 06 Actual	CY 07 Estimate	CY 08 Estimate	CY 09 Proposed
Percentage of uptime hours versus unplanned downtime hours	N/A	98%	98.5%	99%

DEPARTMENT: MANAGEMENT SERVICES					
DIVISION: 08-INFORMATION SYSTEMS					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	\$ 874,246	\$ 1,078,663	\$ 1,055,030	\$ 1,130,865	\$ 52,202
CONTRACTUAL	303,160	482,409	524,447	585,861	103,452
COMMODITIES	59,358	70,750	60,470	75,600	4,850
CAPITAL	-	100,000	-	-	(100,000)
<b>TOTAL</b>	<b>\$ 1,236,764</b>	<b>\$ 1,731,822</b>	<b>\$ 1,639,947</b>	<b>\$ 1,792,326</b>	<b>\$ 60,504</b>
EXPENDITURES BY PROGRAM:					
ADMINISTRATION	\$ 284,150	\$ 622,771	\$ 502,562	\$ 332,366	\$ (290,405)
SYSTEMS	128,466	112,139	130,274	478,937	366,798
SERVICES	171,111	195,902	192,059	204,154	8,252
NETWORK	349,444	442,113	427,613	352,605	(89,508)
GIS	303,593	358,897	387,439	424,264	65,367
<b>TOTAL</b>	<b>\$ 1,236,764</b>	<b>\$ 1,731,822</b>	<b>\$ 1,639,947</b>	<b>\$ 1,792,326</b>	<b>\$ 60,504</b>
SOURCE OF FUNDING:					
	GENERAL FUND			\$ 1,384,363	
	HIGHWAY USER REVENUE FUND			16,632	
	WATER AND WASTEWATER FUND			303,782	
	AIRPORT FUND			18,858	
	ENVIRONMENTAL SERVICES FUND			68,691	
				<b>\$ 1,792,326</b>	
COMMENTARY:					
The Information Technology operating budget has increased 10% with no capital expenditures. Personal Services increase is for a 1% market adjustment, expected merit adjustments, and a small increase in health insurance. There is an increase in Contractuals of \$103,452 for computer maintenance of which \$46,000 is a one-time expenditure. Increase in Commodities are for one-time general maintenance work for the GIS building and the remainder is for necessary office and equipment supplies.					

**PURCHASING - 0902**

**MISSION**

The mission of the Purchasing Division is to support the goals and objectives of the City by delivering consistent and professional procurement support to all employees. The Purchasing Division will act as a liaison between the external marketplace and internal users to arrive at best value procurement decisions while maintaining the highest ethical standards. The Purchasing Division will honor and comply with all laws, rules, and policies governing the purchasing function. The purchasing division will strive to develop quality based partnerships with highly performing suppliers to ensure the most appropriate equipment, materials and supplies are being purchased through valid compliant and competitive contracts. All members of the Purchasing Division will work as a team in delivering the highest possible customer service

**PROGRAM DESCRIPTION**

The objectives of the Purchasing Division is to provide program support in maximizing value for purchase dollars spent; satisfy purchasing requests at the lowest overall cost to the City; maintain continuity of supply in support of City-wide programs; procure improvements, material goods and services at the lowest cost consistent with quality and service levels required; avoidance of duplication, waste and obsolescence.

**FY 08 ACCOMPLISHMENTS**

- ✓ Provided regularly scheduled training sessions for Purchasing/Inventory software module.
- ✓ Provided regularly scheduled training sessions for Procurement Card Program.

- ✓ Drafted and implemented a standard template for solicitation documents.
- ✓ Developed a draft Purchasing Policy and Procedures Manual.
- ✓ Developed a draft city-wide Procurement Code Manual.
- ✓ Implemented and utilizing Electronic Fund Transfer (EFT) for payments to vendors.
- ✓ Migrated to the Contract Assistant (Enterprise Version) for monitoring all contracts.

**FY 09 NEW INITIATIVES**

- Implement and utilize Electronic Data Interchange (EDI) for submitting purchase orders to our vendors.
- Develop and implement additional website services (i.e., on-line bidding, vendor information, contract information).
- Conduct quarterly vendor workshops on “How to do business with the City” and educate them on the “Formal Solicitation Process”.
- Conduct monthly training sessions for employees on the “Purchasing Process”.
- Expand professional development opportunities for purchasing staff.
- Work with purchasing staff to develop goals and objectives for obtaining professional purchasing certifications.
- Implement a standardization program with certain product categories to achieve cost savings.
- Provide an overview of purchasing related processes at the new employee orientation sessions.

**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 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Percentage of total purchase transactions made by Procurement Card vs. requisition/purchase order process	4%	4%	10%	20%

**Council Priority/Goal: CUSTOMER SERVICE**

**Goal:** Develop Purchasing Department policy and procedures manual.

**Objective:** To provide standardization and continuity in the delivery of best practices when conducting a purchasing related function.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Leadership Team approval, auditor's approval	N/A	N/A	Draft Completed	Approved and Adopted

**Council Priority/Goal: FISCAL HEALTH/CUSTOMER SERVICE**

**Goal:** Amend City Charter to increase threshold dollar amount for formal bid process.

**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 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Council approval	N/A	N/A	Council Approved Resolution	Voter Approval

**Council Priority/Goal: FISCAL HEALTH**

**Goal:** Develop and implement Expense Management Team.

**Objective:** Team will identify and implement cost saving/cost avoidance opportunities within the City of Flagstaff.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Total annual savings/cost avoidance as a percentage of total FF&E and supply expenses	N/A	2%	4%	5%
Team is established	N/A	N/A	Yes	Yes

**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 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Survey sent to all customers to identify percentage of customers receiving, at minimum, satisfactory service from the Purchasing Department	N/A	70%	90%	95%

**PROPERTY MANAGEMENT - 0910**

**MISSION**

The mission of the Real Estate Program is to provide assistance and support services to other Departments in the acquisition, sale, leasing and management of real property necessary for utilization of the City's Housing program, Capital Improvements, Economic Development and Collaboration with other local agencies, public private and non-profit. The program also provides guidance in planning of projects affecting property and facilities

**PROGRAM DESCRIPTION**

The Real Estate program provides oversight to assure transaction management in the conveyance of real property and leasing of City owned property and facilities. The program provides advice on project schedules requiring acquisition and use of property rights, along with providing property information to departments. This program performs the negotiation and acquisition for properties identified for various projects. The sale, leasing or exchange of excess properties is coordinated with legal review and procurement standards along with a City wide overview.

**FY 08 ACCOMPLISHMENTS**

- ✓ Acquired right of way for the Flagstaff Mall expansion.
- ✓ Acquired Fire Station Site 5.
- ✓ Acquired housing property on Highway 180.
- ✓ Assisted in exchange of right of way and open space on McMillan Mesa.
- ✓ Acquired FUTS trail easements and right of way for Fort Valley system.
- ✓ Leased City building to community group and school.
- ✓ Acquired and leased City building for homeless shelter.

**FY 09 NEW INITIATIVES**

- Expand services to assist in meeting the growing needs and goals of the City.
- Acquire Open Space properties.
- Acquire FUTS Trail parcels and easements.
- Acquire right of way for Capital projects.
- Collaboration with local agencies for use of City property.
- Provide guidance on Northern Arizona Land Exchange.
- Assist Housing in expanding affordable and sustainable housing.

**PERFORMANCE MEASURES**

**Council Priority/Goal: Economic Development**

**Goal:** Acquire properties and assist in right of way changes for project completion.

**Objective:** Acquire right of way for realignment of Railhead Avenue and abandon excess for Flagstaff Mall expansion.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Complete right of way acquisitions within project schedule			Completed	
Abandon right of way of realigned streets				Completed
Assess collateral for bonding infrastructure			Completed	

**Council Priority/Goal: Housing**

**Goal:** Assist in acquiring and preparing properties for City wide housing projects.

**Objective:** Acquisition of property and prepare title for leased projects.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Big Corner acquisition of property for housing			Completed	
West Street property				Completed

**MANAGEMENT SERVICES**

**DIVISION 09**

**PROPERTY MANAGEMENT**

**Council Priority/Goal: Public Safety**

**Goal:** Provide strategic locations for Fire Stations for better response.

**Objective:** Acquire new sites for the relocation of fire Station Sites.

<b>Measures:</b>	<b>CY 06 Actual</b>	<b>CY 07 Actual</b>	<b>CY 08 Estimate</b>	<b>CY 09 Proposed</b>
Acquisition of Fire Station Sites		25%	50%	100%

**Council Priority/Goal: Planning for Growth**

**Goal:** Development of Regional Transportation Plan.

**Objective:** Acquire property for transportation project.

<b>Measures:</b>	<b>CY 06 Actual</b>	<b>CY 07 Actual</b>	<b>CY 08 Estimate</b>	<b>CY 09 Proposed</b>
FUTS Trail acquisition			Completed	Completed
Lake Mary Road project			Completed	
Huntington Drive			Completed	

<b>DEPARTMENT:</b>		<b>MANAGEMENT SERVICES</b>			
<b>DIVISION:</b>		<b>09-MANAGEMENT SERVICES</b>			
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	\$ 864,834	\$ 1,036,279	\$ 1,007,981	\$ 939,889	\$ (96,390)
CONTRACTUAL	62,429	62,280	57,805	62,686	406
COMMODITIES	19,629	24,545	21,270	15,091	(9,454)
CAPITAL	9,974	20,000	19,000	-	(20,000)
<b>TOTAL</b>	<b>\$ 956,866</b>	<b>\$ 1,143,104</b>	<b>\$ 1,106,056</b>	<b>\$ 1,017,666</b>	<b>\$ (125,438)</b>
<b>EXPENDITURES BY PROGRAM:</b>					
GENERAL ADMINISTRATION	\$ 161,744	\$ 343,896	\$ 314,198	\$ 188,109	\$ (155,787)
PURCHASING	568,258	542,608	539,863	613,257	70,649
MAIL SERVICES	42,772	62,550	62,455	32,726	(29,824)
WAREHOUSE	89,803	98,038	95,778	81,456	(16,582)
PROPERTY MANAGEMENT	94,289	96,012	93,762	102,118	6,106
<b>TOTAL</b>	<b>\$ 956,866</b>	<b>\$ 1,143,104</b>	<b>\$ 1,106,056</b>	<b>\$ 1,017,666</b>	<b>\$ (125,438)</b>
<b>SOURCE OF FUNDING:</b>					
	GENERAL FUND			\$ 527,918	
	LIBRARY FUND			58,299	
	HIGHWAY USER REVENUE FUND			80,392	
	WATER AND WASTEWATER FUND			231,784	
	STORMWATER FUND			3,817	
	AIRPORT FUND			13,568	
	ENVIRONMENTAL SERVICES FUND			101,888	
				<b>\$ 1,017,666</b>	

**COMMENTARY:**  
 The Management Services operating budget has decreased 9% with no capital expenditures resulting in an overall net decrease of 11%. Personal Services decreased due to one-time retirement payout. Contractuals reflect no major increase/decrease. Commodities decreased in office and computer equipment expenses. Capital decreased \$20,000 due to a prior year one-time purchase. There is no major capital (>\$10,000) for this division.



**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.

- ✓ Performed 78 sales tax audits and reviews.
- ✓ Issued 1,265 sales tax licenses, a 4.2% increase over FY 06.
- ✓ Issued 418 business licenses, an 11.4% decrease from FY 06.

**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 09 NEW INITIATIVES**

- Select a vendor to provide and set up a new tax and licensing program that will enable our customers to apply for licenses, file sales tax returns and make payments online.
- Staff will process applications and issue permits for the Residential Permit Parking Districts. Will also collect delinquent parking tickets issued in the districts.
- Staff will collect the delinquent parking tickets issued under the Downtown Management Plan. May also be involved with processing the cash that is in the pay stations and the credit cards used to pay for parking.

**FY 08 ACCOMPLISHMENTS**

- ✓ Processed 35,884 city sales tax returns. A 3.3% increase over FY 06.

**PERFORMANCE MEASURES**

**Council Priority/Goal: CUSTOMER SERVICE**

**Goal:** Provide taxpayer education seminars.

**Objective:** Conduct at least 5 seminars during the year.

**Measures:**

	<b>CY 06 Actual</b>	<b>CY 07 Actual</b>	<b>CY 08 Estimate</b>	<b>CY 09 Proposed</b>
Number of seminars held	5	5	5	5
Number of attendees	70	80	85	90

**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:**

	<b>CY 06 Actual</b>	<b>CY 07 Actual</b>	<b>CY 08 Estimate</b>	<b>CY 09 Proposed</b>
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	0.1%	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).

<b>Measures:</b>	<b>CY 06 Actual</b>	<b>CY 07 Actual</b>	<b>CY 08 Estimate</b>	<b>CY 09 Proposed</b>
Annual rate of return on investments outside LGIP	3.84%	4.42%	4.3%	4.0%
LGIP annual rate of return	3.96%	5.20%	4.3%	3.8%

<b>DEPARTMENT: MANAGEMENT SERVICES</b>					
<b>DIVISION: 10-TAX, LICENSES, AND REVENUE COLLECTION</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	\$ 547,274	\$ 572,297	\$ 575,938	\$ 623,545	\$ 51,248
CONTRACTUAL	35,038	50,480	34,850	44,951	(5,529)
COMMODITIES	18,253	20,195	16,875	20,309	114
CAPITAL	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 600,565</b>	<b>\$ 642,972</b>	<b>\$ 627,663</b>	<b>\$ 688,805</b>	<b>\$ 45,833</b>
<b>EXPENDITURES BY PROGRAM:</b>					
GENERAL ADMINISTRATION	\$ 189,426	\$ 218,371	\$ 207,663	\$ 220,665	\$ 2,294
AUDIT	174,194	176,197	176,000	186,965	10,768
COLLECTIONS	113,279	117,749	117,000	138,410	20,661
LICENSING AND CLERICAL	75,255	76,570	76,000	82,691	6,121
ACCOUNTS RECEIVABLE	48,411	54,085	51,000	60,074	5,989
<b>TOTAL</b>	<b>\$ 600,565</b>	<b>\$ 642,972</b>	<b>\$ 627,663</b>	<b>\$ 688,805</b>	<b>\$ 45,833</b>
<b>SOURCE OF FUNDING:</b>					
GENERAL FUND				\$ 548,497	
LIBRARY FUND				34,426	
HIGHWAY USER REVENUE FUND				818	
WATER AND WASTEWATER FUND				36,213	
AIRPORT FUND				26,072	
ENVIRONMENTAL SERVICES FUND				42,779	
				<b>\$ 688,805</b>	
<b>COMMENTARY:</b>					
The Sales Tax operating budget has increased 7% with no capital expenditures. Personal Services increase is for a 1% market adjustment, expected merit adjustments, a small increase in health insurance and also due to a transfer of a temporary employee from Contractual to Personal Services. Commodities reflect no major increase/decrease. 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 08 ACCOMPLISHMENTS**

- ✓ Partnered with City IT Department & NAU on fiber; increased bandwidth from 1.5mb to 3mb.
- ✓ Partnered with APS on Earth Day READ Program.
- ✓ Partnered for the first time with senior living facilities to begin a new story time program for seniors.
- ✓ Began a "Tween" Book Club for ages 8 to 11, and a Teen Scene program at the Main Library.
- ✓ Partnered as a Cooperating Collection with the Foundation Center on Grant information for public.
- ✓ We added an additional professional librarian position, first time in ten years.
- ✓ Installed 11 computers and PC Reservation at Williams Community Library.
- ✓ Set up an extension program to the Lower Moencopi Hopi community.
- ✓ For the first time, we held a Special needs story time and crafts program at the EFCL.
- ✓ Started Club 23, a 2<sup>nd</sup> and 3<sup>rd</sup> grade reading club.
- ✓ Friends of the Library helped with costs to expand storage of circulating materials.
- ✓ Collaborated with Police Department on 2 Summer Reading Programs, "Get a Clue at Your Library."

- ✓ Collaborated with the Coconino County Community Services on Small Business class instructions.
- ✓ Branch Library broke circulation and door count records.
- ✓ Received a \$56,599 State Library LSTA grant to purchase laptop computers, books, furniture & shelving. Received funds from Forest Highlands, the GeoFund and Flagstaff Community Foundation.
- ✓ Library participated in the 4<sup>th</sup> of July parade.
- ✓ East Flagstaff library staff awarded the City Managers Award for excellent teamwork.
- ✓ Two staff completed (3 year) Library Institute.
- ✓ Staff participated in the Flagstaff Leadership Development Program.
- ✓ Pearl Yazzie became Tribal Library Chair.
- ✓ Staff evaluated 200 boxes of City department records for historical documents and retention.

**FY 09 NEW INITIATIVES**

- Augment bandwidth 3mb to 8mb; continue .partnership with City IT Department & NAU.
- Add new IT positions and implement web presence and online catalog continuity across the county libraries.
- Enhance library website, facilitate online registration for library programs and business.
- Implement wireless internet connection at East Flagstaff Community Library.
- Replace all EFCL computers and start laptop computer checkout in the building.
- Begin computer classes at the EFCL.
- Enhance customer service by adding Branch Teen Library Assistant and increasing perm and temp hours at Main.
- Start the America Reads tutoring program.
- Send staff to training to write a new Disaster Recovery Book.
- Begin work on refurbishing woodwork throughout Main library building.
- Make plans to utilize technology being initiated by the National Library Services for the Blind and Physically Handicapped.
- Install WiFi network at Main.
- Replace servers at Main.
- Update to Office Suite 2007 across the county.

## PERFORMANCE MEASURES

**Council Priority/Goal: QUALITY OF LIFE****Goal:** Have a wide variety of materials available for customer satisfaction.**Objective:** Select customer requested and other materials for purchase on a monthly basis.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Materials checked out by the public from the Main Library and its branches	831,713	848,347	865,313	882,619

**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 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of people using the libraries	715,194	729,497	740,439	755,248

**Council Priority/Goal: CUSTOMER SERVICE****Goal:** Provide quality customer service to people of all ages.**Objective:** Provide successful responses to customer questions on a daily basis.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Customers satisfied	72,409	73,134	74,231	75,716

**Council Priority/Goal: QUALITY OF LIFE****Goal:** Provide computer use and computer help for the public.**Objective:** Keep computers and software updated and in good working order.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of customers accommodated	155,505	158,615	161,787	165,023

**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 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Per capita number of materials	3.75	3.77	3.79	3.81

**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 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of special popular programs	820	897	942	970

<b>DEPARTMENT:</b>		<b>MANAGEMENT SERVICES</b>			
<b>DIVISION:</b>		<b>11-LIBRARY</b>			
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	\$ 2,110,557	\$ 2,464,644	\$ 2,374,542	\$ 2,722,912	\$ 258,268
CONTRACTUAL	397,162	459,510	463,795	544,710	85,200
COMMODITIES	368,508	504,920	425,011	615,962	111,042
CAPITAL	267,760	125,000	70,748	-	(125,000)
<b>TOTAL</b>	<b>\$ 3,143,987</b>	<b>\$ 3,554,074</b>	<b>\$ 3,334,096</b>	<b>\$ 3,883,584</b>	<b>\$ 329,510</b>
<b>EXPENDITURES BY PROGRAM:</b>					
GENERAL ADMINISTRATION	\$ 399,993	\$ 603,805	\$ 580,919	\$ 573,863	\$ (29,942)
TECHNICAL SERVICES	670,869	721,195	735,994	783,270	62,075
PUBLIC SERVICES	1,264,666	1,388,846	1,263,455	1,619,692	230,846
COUNTY JAIL	54,318	66,500	66,176	68,606	2,106
COUNTY BOOKMOBILE	202,667	52,050	41,229	63,164	11,114
FOREST LAKES LIBRARY	48,338	85,087	57,175	88,203	3,116
TUBA CITY LIBRARY	141,396	172,848	150,979	187,080	14,232
SUPAI LIBRARY	4,851	5,500	5,500	5,500	-
EAST FLAGSTAFF LIBRARY	313,288	358,302	354,400	392,465	34,163
OUTREACH	627	1,550	1,550	1,850	300
GRAND CANYON	31,526	84,566	62,294	84,566	-
MAIN LIBRARY AUTOMATION	11,448	13,825	13,825	15,325	1,500
E. FLAG COMMUNITY	-	-	600	-	-
<b>TOTAL</b>	<b>\$ 3,143,987</b>	<b>\$ 3,554,074</b>	<b>\$ 3,334,096</b>	<b>\$ 3,883,584</b>	<b>\$ 329,510</b>
<b>SOURCE OF FUNDING:</b>					
LIBRARY FUND				\$ 3,883,584	
				<b>\$ 3,883,584</b>	
<b>COMMENTARY:</b>					
<p>The Library operating fund has increased 13% with no capital expenditures. Personal Services increases are due to 3.63 staffing additions that include: 0.13 Administration Specialist, 0.75 Library Assistant I, 0.25 Library Assistant I (temporary), and 0.5 for a Library Clerk I (temporary), (1) FTE App Support Specialist I, and (1) FTE Network Analyst II. In addition, the council approved a Sunday opening for the downtown branch which adds another 3.0 FTE's. Compensation includes a 1% market adjustment, expected merit adjustments, and a small increase in health insurance. Contractual increases are due to utilities, travel and education, equipment maintenance costs, a one-time expense of \$10,575 to improve the noise level in the IT/Automation office, \$20,000 to refurbish the woodwork throughout the main library, and \$900 for carpet cleaning. Commodities ongoing increases are for office supplies, operating expenses and subscriptions. One-time commodities expenses are for general facility maintenance of the Main and East Flag libraries \$32,293, plus circulated materials of \$113,811. Included also as one-time costs are office and computer equipment of \$11,050. There is no major capital (&gt;\$10,000) for this division.</p>					

DEPARTMENT:		MANAGEMENT SERVICES				
DIVISION:		12-LIBRARY GRANTS				
EXPENDITURES BY CATEGORY:						
	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance	
PERSONAL SERVICES	\$ 85,676	\$ 76,724	\$ 76,724	\$ 138,509	\$ 61,785	
CONTRACTUAL	283,884	813,734	357,489	2,417,444	1,603,710	
COMMODITIES	309,075	80,000	192,537	151,843	71,843	
CAPITAL	-	-	-	-	-	
<b>TOTAL</b>	<b>\$ 678,635</b>	<b>\$ 970,458</b>	<b>\$ 626,750</b>	<b>\$ 2,707,796</b>	<b>\$ 1,737,338</b>	
EXPENDITURES BY PROGRAM:						
COUNTY WIDE PROJECTS	\$ 544,361	\$ 970,458	\$ 457,224	\$ 2,682,796	\$ 1,712,338	
STATE GRANT-IN-AID	486	-	-	-	-	
STATE GRANT IN AID 2006	25	-	-	-	-	
GET FIT GRANT	926	-	-	-	-	
GATES STAY CONNECTED	6,312	-	-	-	-	
PLANNING FOR PARTNERSH	79	-	49,921	-	-	
BABY BOOMER GRANT	19,134	-	866	-	-	
SNR STORYTIME & BOOKMO	24,191	-	21,236	-	-	
GATES COMPUTER REPLACE	52,800	-	-	-	-	
TUBA CITY HEALTH FAIR	3,225	-	-	-	-	
2006 FOREST H'LANDS FO	2,334	-	2,666	-	-	
STATE GRANT IN AID 2007	24,762	-	238	-	-	
2007-08 St Grant in Aid	-	-	25,000	25,000	25,000	
C.O.O.L.	-	-	56,599	-	-	
FCF GRANT	-	-	6,000	-	-	
FOREST HIGHLANDS GRANT	-	-	5,000	-	-	
GEO FUND GRANT	-	-	2,000	-	-	
<b>TOTAL</b>	<b>\$ 678,635</b>	<b>\$ 970,458</b>	<b>\$ 626,750</b>	<b>\$ 2,707,796</b>	<b>\$ 1,737,338</b>	
SOURCE OF FUNDING:						
	LIBRARY FUND			\$ 2,707,796		
				<b>\$ 2,707,796</b>		

**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.

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**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.

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**FY 08 ACCOMPLISHMENTS**

- ✓ Received the Government Finance Officers Association (GFOA) Distinguished Budget presentation award for the fourteenth year in a row.
- ✓ Received special recognition from the GFOA on our budget document for performance measures.
- ✓ Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the twelfth year in a row.
- ✓ Implemented new GASB regulations in financial reporting.
- ✓ Assisted with the continued implementation of the Human Resource interface module.
- ✓ Assisted with the implementation of Work Orders and continue to problem solve issues.
- ✓ Eliminated most modifications from HTE for both payroll and GMBA.
- ✓ Issued a Cost Allocation/User Fee RFP and have successfully completed all studies.
- ✓ Facilitated an IRS audit for payroll, human resources, accounts payable, and purchasing. Findings were minimal.

- ✓ Met with Finance staff in a retreat to evaluate the current work program.
  - ✓ Reassigned staff duties to better accommodate overall functionality and specifically grants.
  - ✓ Assisted with contract retention set up.
  - ✓ Updated and trained on a new City travel policy.
  - ✓ Accelerated Council Budget hearings to occur annually in April to assure a June budget adoption.
  - ✓ Created a Special Event Committee to define special events and structure payment requests for both one-time and ongoing needs.
  - ✓ With the assistance of facilities, reorganized the switchboard space to house three employees (an increase of one).
  - ✓ Facilitated efforts to assure the Business Incubator were completed within funding deadlines.
  - ✓ Provided grant training to all City staff.
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**FY 09 NEW INITIATIVES**

- Reorganization of Finance/Budget staff to accommodate changing work priorities.
  - Implement Grant Management software, potential of beta testing software, as available from HTE.
  - Issue RFP's for Audit Services, Credit Card Services, and other services as appropriate.
  - Fully implement electronic payments to vendors.
  - Continue to bring forth need for city-wide imaging solution.
  - Fully implement Employee Self Serve, a web-based service for City employees to have look up capability on their personal salary and withholding information.
  - Research time –entry solutions for City divisions.
  - Distribute a survey to Council and staff to evaluate the City budget process.
  - Distribute a survey to staff to evaluate and rate all services provided by Finance & Budget.
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**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 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 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 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Grant Revenue Received	\$5,627,737	\$12,552,603	\$10,000,000	\$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 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Vendors registered for ACH payments	2	5	5	200

**Council Priority/Goal: FISCAL HEALTH**

**Goal:** Limit the number of management letter and/or single audit auditor findings.

**Objective:** To have no audit findings on either the City general or single audit.

Measures:	FYE 06 Actual	FYE 07 Actual	FY E08 Estimate	FYE 09 Proposed
City of Flagstaff control deficiencies	2	3	0	0
City of Flagstaff significant deficiencies	0	0	0	0
Single audit findings	0	2	0	0



<b>DEPARTMENT:</b>		<b>MANAGEMENT SERVICES</b>			
<b>DIVISION:</b>		<b>13-FINANCE AND BUDGET</b>			
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	\$ 865,370	\$ 965,067	\$ 942,077	\$ 1,040,678	\$ 75,611
CONTRACTUAL	58,623	53,105	47,026	50,205	(2,900)
COMMODITIES	21,529	25,805	26,439	20,305	(5,500)
CAPITAL	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 945,522</b>	<b>\$ 1,043,977</b>	<b>\$ 1,015,542</b>	<b>\$ 1,111,188</b>	<b>\$ 67,211</b>
<b>EXPENDITURES BY PROGRAM:</b>					
GENERAL ADMINISTRATION	\$ 192,958	\$ 199,967	\$ 199,263	\$ 214,482	\$ 14,515
ACCOUNTING	345,131	420,307	390,131	464,329	44,022
PAYROLL	146,456	142,386	148,417	138,055	(4,331)
ACCTS PAYABLE/ RECEIVABLE	150,550	165,744	159,551	172,869	7,125
BUDGET	7,226	4,000	6,300	4,000	-
GRANTS ADMINISTRATION	103,201	111,573	111,880	117,453	5,880
<b>TOTAL</b>	<b>\$ 945,522</b>	<b>\$ 1,043,977</b>	<b>\$ 1,015,542</b>	<b>\$ 1,111,188</b>	<b>\$ 67,211</b>
<b>SOURCE OF FUNDING:</b>					
	GENERAL FUND			\$ 714,646	
	LIBRARY FUND			57,785	
	HIGHWAY USER REVENUE FUND			89,400	
	WATER AND WASTEWATER FUND			141,991	
	STORMWATER FUND			7,754	
	AIRPORT FUND			26,810	
	ENVIRONMENTAL SERVICES FUND			72,802	
				<b>\$ 1,111,188</b>	
<b>COMMENTARY:</b>					
<p>The Finance and Budget operating budget has increased 6% with no capital expenditures. Personal Services increase is for a 1% market adjustment, expected merit adjustments, a small increase in health insurance and costs associated with a reorganization. Contractual decreases are mainly due to the reduction of training. Commodities decreases are a reduction of costs for office and computer equipment. There is no major capital (&gt;\$10,000) for this division.</p>					