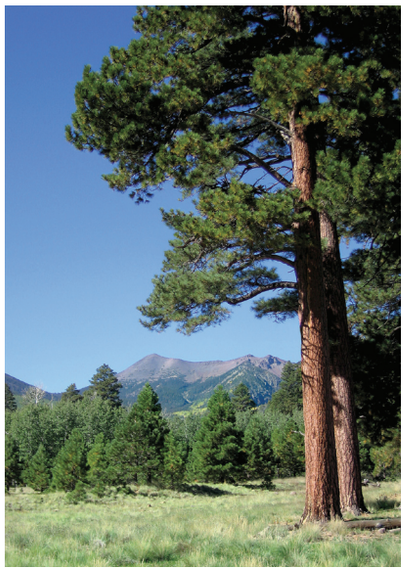

Enhancing Flagstaff's Quality of Life Through Recreation

FLAGSTAFF, ARIZONA

2010

City of Flagstaff Annual Budget and Financial Plan

2009–2010

In Remembrance

Mary Jo Jenkins, Management Services Director, retired on April 10, 2009. She worked for the City of Flagstaff for 21 years, starting as the City's first Internal Auditor. As an Auditor, she established the City's first formal internal control policy. During her tenure, she helped to establish the Coconino County Library District financing method that is viewed as a model for the entire state. She was also instrumental in the public outreach and successful voter approval for all bond and tax programs.

Mary Jo enjoyed sharing her extensive financial knowledge by training Council members and Mayors as well as other politicians from around the state at a training event after every municipal election cycle sponsored by The League of Arizona Cities and Towns. She also traveled regularly to Phoenix to teach municipal budgeting to government employees through Government Finance Officers Association of Arizona (GFOAz). Her professional accomplishments include being a CPA, a former President of GFOAz, the Library Board and served on the Board of Directors for United Way of Northern AZ.

Mary Jo loved her life in Flagstaff, her chocolate Labrador retrievers, flying with her husband, the beaches of Lake Powell, Mexico and wherever she would travel. She had a contagious laugh, broad smile and playful sense of humor. Mary Jo passed away on April 13, 2009 and will be truly missed.

* * *

Warren "Larry" McFarlane, a Parks Section employee retired on March 26, 2009. Larry worked for the City of Williams for 21 years and the City of Flagstaff for another 5 years. All of his municipal service was with the Parks & Recreation divisions.

Larry and his wife Bonnie organized the Parks Little League in 1998 with the community naming the ball field "McFarlane Field" after them in 2001. Larry would often say "Those were the best years of our lives".

Larry loved playing the game of golf in which he was planning to do a lot more of it during his retirement. Unfortunately, Larry passed away on March 27, 2009.

Larry was a loving husband, a wonderful father, a mentor and a true friend. All who knew him, for his bright smile, his magnetic personality and his great sense of humor, will truly miss Larry.

Annual Budget and Financial Plan

Fiscal Year 2009-2010
City of Flagstaff, Arizona

CITY COUNCIL

Sara Presler, Mayor
Al White, Vice-Mayor
Karla Brewster
Coral Evans
Joe Haughey
Scott Overton
Rick Swanson

BUDGET TEAM

Kevin Burke, City Manager
James S. Wine, Deputy City Manager
Ben Fisk, Deputy City Manager
Mary Jo Jenkins, Management Services Director
Barbara Goodrich, Finance Director
Debbie Nichols, Finance Manager
Shannon Anderson, Human Resources Manager
Ladd Vagen, Information Technology Director

PREPARED BY

Patricia Aguayo, Account Clerk II
Tricia Almendarez, Payroll Supervisor
Stacey Brechler-Knaggs, Grants Manager
Carol Hartz, Accountant I
Lisa Nelson, Accountant I
Debbie Nichols, Finance Manager
Wanda Noffz, Accountant I
Maryellen Pugh, Finance Manager
Brandi Suda, Accountant II

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Flagstaff

Arizona

Special Performance Measures Recognition

For the Fiscal Year Beginning

July 1, 2008

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, 2008. 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 2010.

Budget Overview - The overview provides an overview of the key policy issues, priorities and strategies which shaped the fiscal year 2010 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 2009, performance indicators, expenditure history and budget, commentary on significant changes, and sources of funding.

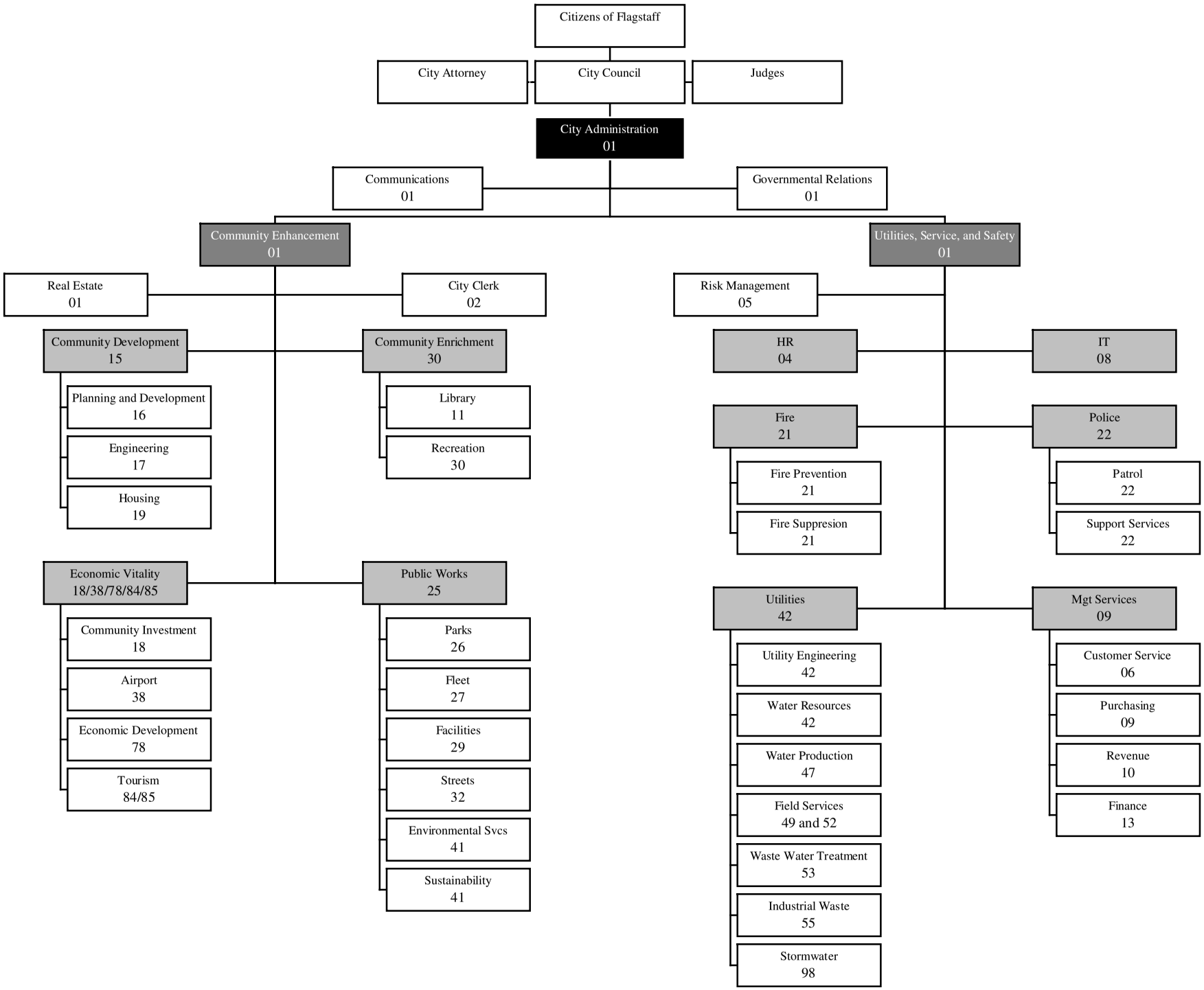
Capital Improvements - The current year portion of the five-year capital improvement program is listed, along with location maps and funding source. A more detailed project-planning sheet is available in the separately published five-year Capital Budget and Capital Improvement Plan.

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.flagstaffaz.gov, in Adobe Acrobat format.

CITY OF FLAGSTAFF



CITY COUNCIL GOALS

PUBLIC SAFETY
Increase the visibility and availability of public safety services, through best practices and maximizing resources, to prevent crime and fires.

FAMILY, YOUTH & COMMUNITY
Improve opportunities for all members of our community to actively participate, invest and feel a part of a high quality of life community.

AFFORDABLE HOUSING
Facilitate an environment where housing opportunities, both in acquiring and sustaining, match the income diversity of our community. Facilitate a regulatory, market and where necessary, assisted housing environment to match the income continuum of Flagstaff.

FACILITIES & BASIC SERVICES
Identify and provide the desired or current service levels and accompanying facilities of basic municipal services.

COMMUNITY SUTAINABILITY
Encourage the community and operate the government in a manner that sustains economic vitality, environmental protection, and social inclusion so that current and future residents and visitors may enjoy the same or better quality of life.

Mayor Sara Presler

Mayor Presler was elected to office in May 2008. She is an energetic, positive, Flagstaff professional. Sara was raised in rural Arizona, and moved to Flagstaff in 1997. After completing law school, she accepted a public defense attorney position in downtown Flagstaff with Coconino County. Sara represented the needs of children, the mentally ill and low-income clients in the justice system. Sara currently teaches Business Law & Ethics for Northern Arizona University. As Mayor of Flagstaff, Presler's approach is a citizen-centered focus that emphasizes relationship building and community development to address pressing concerns such as the environment, managed growth, and transportation.

Vice-Mayor Al White

Councilmember Al White was first elected to the Flagstaff City Council in May 2000 and re-elected in 2004 and 2008. 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 Council

CITY COUNCIL GOALS

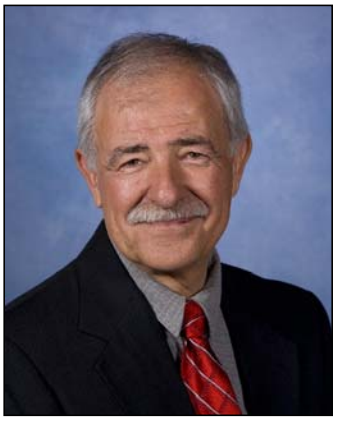
FISCAL HEALTH
(Management Goal)
Maintain good fiscal health through sound financial management and fiscal integrity. The City shall maintain written polices that provide for a balanced budget that meets the vast array of community needs, that ensure that resources are available to meet future need, allows for community infrastructure to be maintained at adequate levels and other sound financial practices.

Councilmember Karla Brewster

Councilmember Karla was elected to a four year term on the Flagstaff City Council in May 2008. A native of Oregon, Karla lived most of her life in the Phoenix area until moving to Flagstaff in 1998 where she enjoys working with people and diversity. She earned degrees from Arizona State University (B.A. in Education), and University of Northern Colorado, (M.A. in Education). She has been a teacher, both elementary and at the community college level, and served at John C. Lincoln hospital as an administrative secretary in the volunteer services program. Karla is currently an administrative assistant at Northern Arizona University in the office of the Vice Provost for Undergradate Studies. She is the president of the Democratic Women of Northern Arizona, president-elect of Classified Staff Advisory Council at NAU, past president of the Organization of Administrative Support Staff at NAU and a current precinct committee person.

Councilmember Coral Evans

Councilmember Coral Evans was elected to a four-year term in May 2008. She is the third generation of her family to live in Flagstaff. Her family originally located in Flagstaff in 1929. Coral has a Master's degree in Business Administration, a Bachelor of Science Degree in Business Management and a Masters-level certificate in Public Management. She is the executive director of two nonprofit organizations (the Sunnyside Neighborhood Association, Inc. & the Southside Community Association, Inc.). She is a member of the Coconino County Workforce Investment Board (appointed position) and a member of the Chamber of Commerce – Community Development subcommittee. Recognitions include the Athena award. Her specific areas of interest for the City include well-planned & sustainable economic development, workforce development & education, workforce & affordable housing, and transportation, traffic-management and roads. Councilmember Evans believes that city government should be accessible, accountable and approachable. She is committed to ensuring that Flagstaff has a balanced approach to decision-making that is participatory and inclusive.



Councilmember Joe Haughey

Joe and his wife Liz moved to Flagstaff in 1979 to live and raise their four children. They have 13 grandchildren. Joe worked in law enforcement for 11 years before moving to Flagstaff to be a part of a smaller community and for the great outdoor recreational opportunities in and around Flagstaff.

Joe is an outdoorsman and family man who enjoys boating, fishing, backpacking and hiking. He is also a private pilot. Joe owned several businesses in town before going on the road for 17 years as a sales consultant serving clients in Northern Arizona, New Mexico, and Southwest Colorado. Joe now works as a realtor at Valerie Caro and Joe Haughey Real Estate. He shares "A Common Goal" with his daughter; that is to be involved in many volunteer organizations.

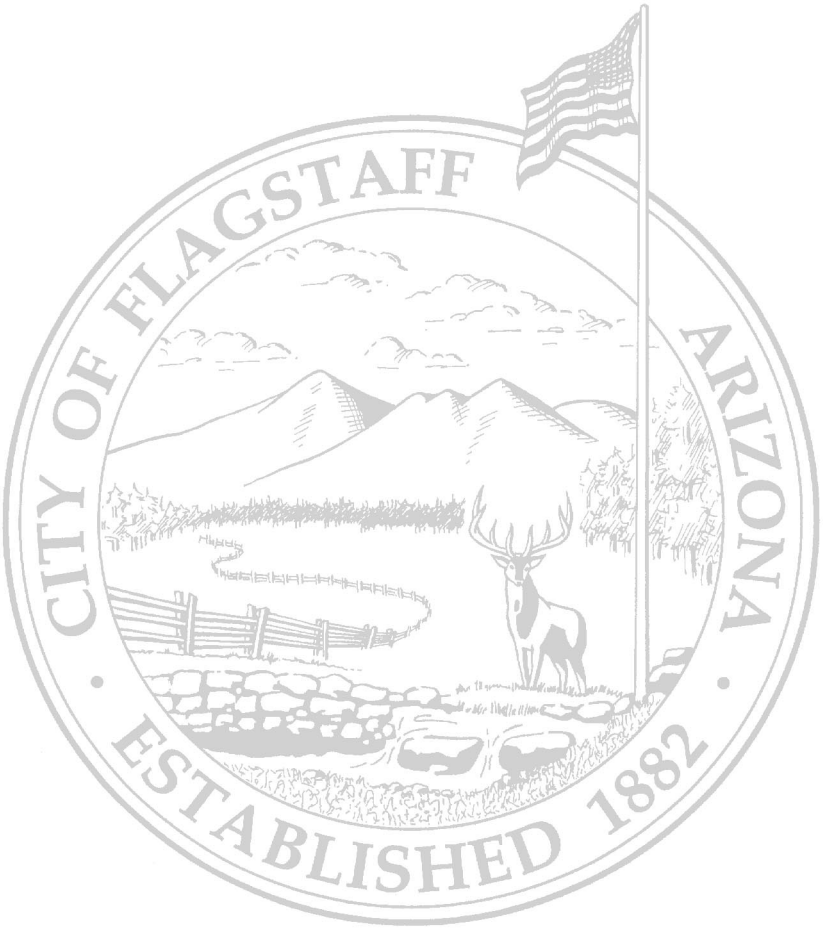
As a Councilmember, Joe brings a wealth of practical, common sense and business experience to the table. As a long-time resident, with deep roots in the community, he is working to improve everyone's quality of life in Flagstaff. Joe feels that Flagstaff is a special town.

Councilmember Scott Overton

Councilmember Scott Overton was elected to the Flagstaff City Council in May 2006 and served as the Vice-Mayor from 2006-2008. 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. He currently operates a small construction company, SR Overton Construction. Councilmember 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.

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 directed 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 over 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; 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.


CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882

City of Flagstaff

June 30, 2009

Dear Mayor and City Council,

It is with considerable process and deliberation that I submit to you the Final FY2010 Budget. How we spend the public's money is our most important business. This has never been more true than when it shrinks by over $19 million in just two short fiscal years. Flagstaff, Arizona, the United States and the world are experiencing staggering economic decline. The speed and the connectivity of the decline are unprecedented.

Flagstaff, for only the second time in 44 years, is experiencing a decline in its sales tax revenue. Moreover, this decline is 6 times worse than the 1978-1979 decline. Flagstaff unemployment has risen from 4.6% in February of last year to 7.0% this year. This translates into almost 2,000 people who have lost jobs in our community. Construction permits totaled 395 in 2008, off 23% from 2007 and 48% from our peaks in 2005 and 2006. Not surprisingly, unemployment in the construction industry is over 13.5%. This is troublesome as 15% of our General Fund sales tax comes from the construction sector (historically).

At the state level, their revenue declines are much worse as they are unable to cut fast enough to keep up with the reduction in revenue. Their FY2009 budget required a $1.5 billion dollar cut at adoption. Since then, the economic conditions have continued to decline so there is another $3 billion cut anticipated for next year. These are mind-numbing figures.

It is in this context that we were forced to reduce our base expenditures in the General Fund by $11.5 million versus FY2009. In addition, $4.5 million in expenditures were cut in FY2009 by implementing a hiring freeze and having all General Fund divisions reduce their operating budgets by 5%. To achieve the reductions for FY2010, we have reduced approximately 75 positions in the General Fund and over 90 positions city-wide. This is combined with reducing contractuals and commodities (the line items that pay for non-personnel expenses) to the bare minimum. Together, this will definitely result in declines in service levels, some areas more than others. Despite this, there is no change in hours of operations for City Hall, any recreation center, Flagstaff libraries or parks. Staffing levels have been preserved for police patrol and fire suppression. The ratio of personnel to permits and plan submittals will remain the same in Community Development. We will actually see new programs in utilities as years of significant capital investments come on-line in this fiscal year.

Despite significant cuts the City is not shutting down. As community members read through the budget book, please examine the New Initiatives and Goals section associated with each Division and Section. While we may not be offering many new programs or services, we still have ambitious goals to accomplish with the personnel and budget remaining. It is easy to get caught up in all the things we "won't" be able to do in FY2010 and forget all the positive things we "can" do with the significant resources remaining.

Readers will also notice in this document, new performance measures. Flagstaff had a robust set of measures but they were heavily weighted toward "input-" and "output–type" measures rather than "outcomes." In short, input measures tell the community a lot about workload. They measure things such as how many people registered for a class or how many miles of road were swept.

211 West Aspen Avenue, Flagstaff, Arizona 86001
Main & TDD (928) 774-5281, Arizona Relay 7-1-1, Fax (928) 779-7696

Output measures tell the reader how efficiently a service was conducted, such as how many calls were handled per dispatcher or how much it cost to produce a million gallons of potable water. Outcome measures tell the community how effective we were in accomplishing the purpose of the program or service. For instance, the crime rate can tell us how effective we are at police services. The size of a forest fire can tell us how effective our wildland mitigation efforts are working. All of these measures are necessary to better determine if we are accomplishing community goals and spending the publics' money wisely.

Another important part of this recommended budget is the ongoing conversation regarding compensation. In FY 2009, Council permitted funding of a compensation study. In that study it was found that Flagstaff positions are paid approximately 19.1% below the market average. This is concerning and somewhat worse than expected. Moreover, salaries and benefits are being decreased in order to reduce layoffs and preserve high priority programs and services. These are difficult choices, but necessary in order to balance the FY 2010 budget and preserve highly desired programs and services. Despite the 1.2% pay-cut, employees and I are very appreciative of your willingness to offset that with three paid floating holidays. Restoring the pay-cut and eliminating those floating holiday's is a priority for the 2011 budget. Additionally, Leadership, in conjunction with the EAC and HR will be developing a compensation study implementation plan to identify how we achieve market salary wages over the long term.

The benefits of this pay-cut are that they save additional dollars to be used for services or personnel that would otherwise be cut. These "add-backs" include the following:

- Three (3) patrol officers dedicated to the Sunnyside neighborhood
- The Fire Training Officer
- A Information Technology position at the LEAF facility shared by City and County Police and Fire services
- Assignment pay to most positions in the Police Department.

Other significant budget add-backs that have other independent funding sources include:

- A Call-Taker position in dispatch
- $70,000 associated with various recreation programs

The following table designates, by tiers, the detail of all budget "add-backs" and their funding source.

In summary, this has been, and will continue to be, a very challenging budget. While we have preserved numerous public safety functions and other Council goals, there are still significant cuts across the organization. The cooperation and creativity of the Council and staff has, to achieve this balanced budget, is a proud accomplishment. Thanks again for your ongoing support.

Sincerely,

Kevin Burke
City Manager

FY 2010
TIERED BUDGET "ADD-BACKS"

Tier 1: Ongoing		
General Fund		
Sources:		
Eliminate merit	$	1,000,000
Eliminate deferred compensation subsidy		500,000
Fund balance decrease from 15% to 12%		500,000
Increase user fees		500,000
Total Sources - Tier 1	$	2,500,000
Uses:		
Public Safety - Police - 13 patrol officers	$	942,500
Public Safety - Police - 1 Court officer		72,500
Public Safety - Police - 1 Animal control officer		59,005
Public Safety - Police - Retention pay		270,000
Public Safety - Police - Humane Shelter contract		175,000
Public Safety - Police - 1 Dispatcher		53,500
Public Safety - Fire - 3 Firefighters		90,000
Public Safety - Fire - Summer fuel crew		40,000
Public Safety - City Attorney - Full prosecution services		92,500
Public Safety - City Attorney - 0.25 City attorney admin		50,000
Public Safety - Court - Restore public defender contract		20,000
Public Safety - Court - 0.8 FTE Court Probation officer		47,332
Public Safety - Court - 1.0 FTE Court personnel		35,746
Basic Services - Streets - De-icer program		160,000
Basic Services - Administrative - League Dues		30,000
Basic Services - Administrative - Contributions		100,000
Basic Services - Administrative - Sales Tax Auditor		180,000
Basic Services - Administrative - Switchboard 0.5 FTE		22,295
Basic Services - Administrative - 1.0 HR Generalist		60,000
Basic Services - Fleet - 1.0 Mechanic		50,970
Total Uses - Tier 1	$	2,551,348

Tier II - Ongoing		
Sources:		
Reduce Arts & Science transfer	$	20,000
Reduce Library transfer		60,000
Reduce salary/planned deferral/other compensation 1.1%		440,000
Restore audit revenue		100,000
FLSA changes		25,000
Sick industrial changes		25,000
Total Sources - Tier II	$	670,000
Uses:		
Public Safety - Police - 3 Sunnyside officers	$	217,000
Public Safety - Police - LEAF Support contract		60,000
Public Safety - Police - Restore part of assignment pay		92,000
Public Safety - Fire - 1 Training Battalion Chief		10,000
Affordable Housing - Planning - Housing planning capacity through position transfer		-
Basic Services - Parks - Restored FUTS & Streetscape Maint		294,000
	$	673,000

Other various ongoing		
Sources:		
Public Safety - Fire - Eliminate assignment pay - arson	$	21,600
Public Safety - Fire - Eliminate other ongoing		38,400
	$	60,000
Uses:		
Public Safety - Fire - Information technology at LEAF	$	60,000

Sources:		
Public Safety - Police - Eliminate assignment pay - Motor	$	9,628
Public Safety - Police - Eliminate assignment pay - Accident		14,441
	$	24,069
Uses:		
Public Safety - Police - Restore balance of other assignment pay	$	25,000

Sources:		
Public Safety - Police - Revenue increase	$	50,000
Uses		
Public Safety - Police - 1.0 FTE Call Taker	$	45,000

Sources:		
Basic Services - Cemetery - User Fees	$	12,000
Uses		
Basic Services - Cemetery - Watering	$	12,000

Sources:		
Family, Youth - Recreation - Capital reduction	$	40,000
Family, Youth - Recreation - Aquaplex reductions		10,000
	$	50,000
Uses		
Family, Youth - Recreation - Other program restoration	$	50,000

General Fund - One time budget changes		
Sources:		
FY2010 Vacancy savings	$	200,000
Operating capital		271,000
Fleet		233,000
FY2009 reduction in library transfer		100,000
Fund balance from 18% to 15%		1,200,000
City contribution to state budget		400,000
Transfer from self insurance trust		40,000
	$	2,444,000
Uses:		
Basic Services - Streets - Restore street sweeping	$	13,000
Basic Services - Administrative - Video streaming for P&Z mtg		3,000
Basic Services - All - Fund FY2009 and FY2010 retirements		400,000
Basic Services - All - Fund minimal one time requests		50,000
Basic Services - All - Fund State contribution or DPS		1,200,000
Basic Services - All - Reserve for potential revenue decreases		500,000
Basic Services - Fiscal Health - Fund grant assistant 1 year		60,000
Economic Development - Auto sales tax rebate		100,000
Economic Development - Fund Cardinals		40,000
Public Safety - Fire - Partial restore Fire OT		100,000
	$	2,466,000

General Fund - Other revenue dependent		
Sources:		
Grant funding	$	217,500
Uses:		
Public Safety - Police - FBI & Marshall officers		
Public Safety - Police - Overtime		
Public Safety - Police - 1 DARE Officer	$	217,500

General Fund/Other fund		
Sources:		
Increased County funding for Flagstaff libraries	$	58,549
Uses:		
Family, Youth - Library - no 7 p.m. closure	$	52,149
Family, Youth - Library - Restore 0.25 Branch Clerk		6,400
	$	58,549

SERVICE AT A HIGHER ELEVATION

MISSION

The Mission of the City of Flagstaff is to enhance the quality of life of its citizens while protecting the values of our community.

VISION

The City of Flagstaff will be a sustainable, safe and vibrant community retaining the character, high quality of life and charm of a small town. Flagstaff will offer economic opportunities, educational choices, attainable housing, a protected environment and cultural and career opportunities to a diverse population.

VALUES

As employees we hold ourselves accountable to these values:

ACCOUNTABILITY

We value accountability.

RESPONSIVENESS

We value addressing our customers' concerns.

QUALITY

We provide high-quality customer service.

PROFESSIONALISM

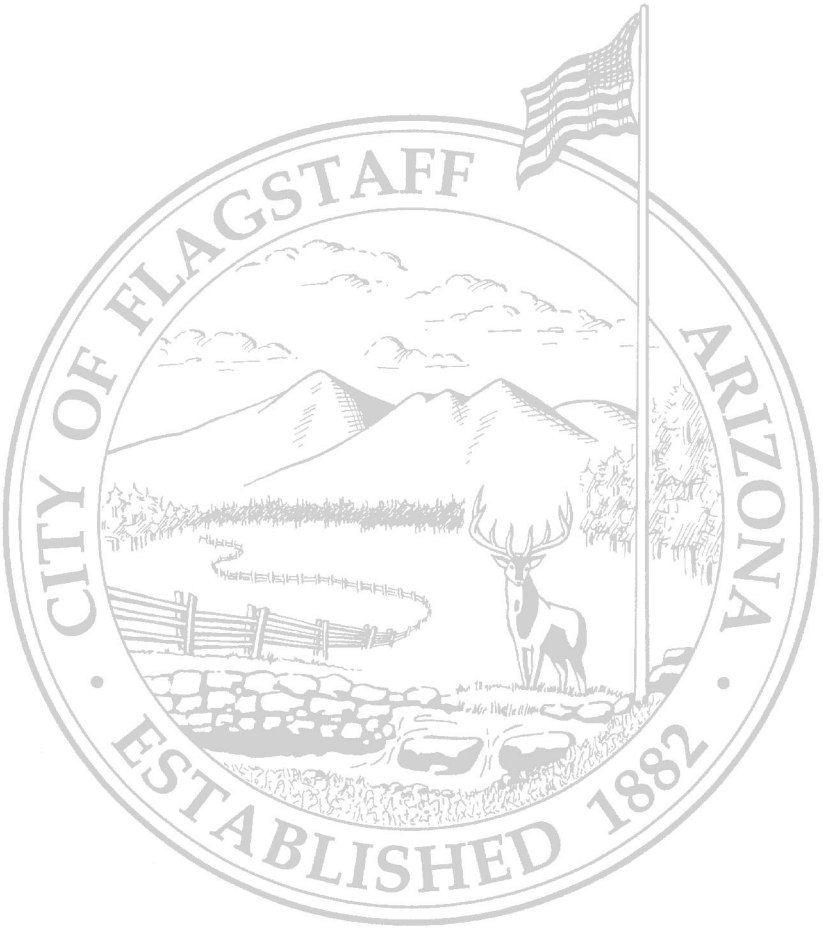
We are honest, responsible, accountable, highly-trained, and cost conscious.

TEAMWORK

We are a team in partnership with citizens and other agencies for a better Flagstaff.

PROBLEM SOLVING

We solve problems in a creative, open-minded, and professional manner.


CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882

BUDGET OVERVIEW

The City of Flagstaff FY 2010 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.

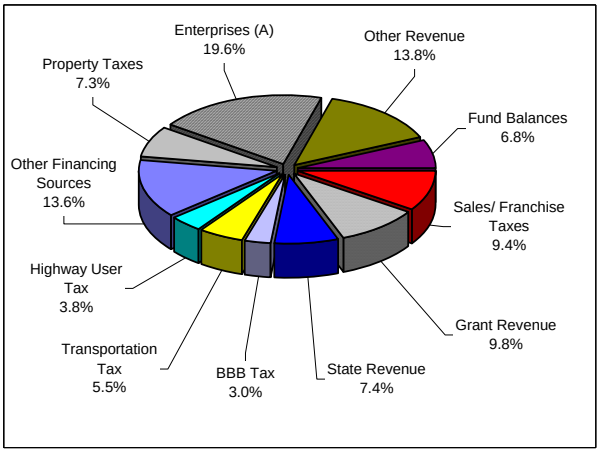
This section briefly describes the document *Format and Presentation*; the *Assumptions and Strategies* which formed the working parameters of the budget development; *Highlights of Appropriations*, *Revenues*, and *Capital Improvements Plan (CIP)* for FY 2010; *Debt Structure*; and the *Fund Balances*, which are the operating framework of the Financial Plan.

FINANCIAL RESOURCES AVAILABLE

Sales/Franchise Taxes	$	16,322,529	9.4%
Grant Revenue		17,221,238	9.8%
State Revenue		13,041,194	7.4%
BBB Tax		5,223,146	3.0%
Transportation Tax		9,721,245	5.5%
Highway User Tax		6,662,309	3.8%
Other Financing Sources		23,852,440	13.6%
Property Taxes		12,745,057	7.3%
Enterprises (A)		34,465,361	19.6%
Other Revenue (B)		24,188,452	13.8%
Fund Balances		11,962,673	6.8%
	$	175,405,644	100.0%

(A) Enterprises:		
Water	$	11,656,833
Wastewater		7,972,942
Airport		1,560,316
Environmental Services		11,968,972
Stormwater Utility		1,306,298
	$	34,465,361

(B) Other Revenue:		
Licenses and Permits	$	1,476,201
County Vehicle Tax		2,550,000
Charges for Services		3,910,737
Fines and Forfeits		1,242,929
County Contribution		6,449,810
Interest on Investments		1,504,798
LTAF/Misc Revenue		7,053,977
	$	24,188,452

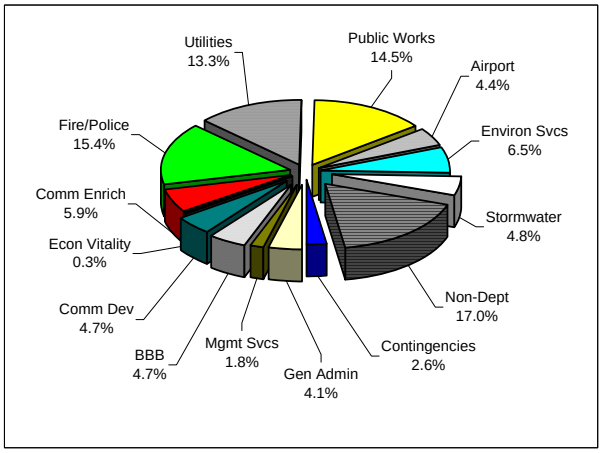


"WHERE THE MONEY COMES FROM"
$175,405,644

TOTAL APPROPRIATIONS

General Administration	$	7,278,584	4.1%
Management Services		3,242,905	1.8%
BBB (A)		8,273,234	4.7%
Community Development		8,318,293	4.7%
Economic Vitality		477,559	0.3%
Community Enrichment		10,402,228	5.9%
Fire/Police		27,066,767	15.4%
Utilities		23,312,590	13.3%
Public Works		25,474,194	14.5%
Airport		7,786,189	4.4%
Environmental Services		11,345,640	6.5%
Stormwater		8,455,786	4.8%
Non Departmental		29,791,675	17.0%
Reserves/Contingencies		4,180,000	2.6%
	$	175,405,644	100.0%

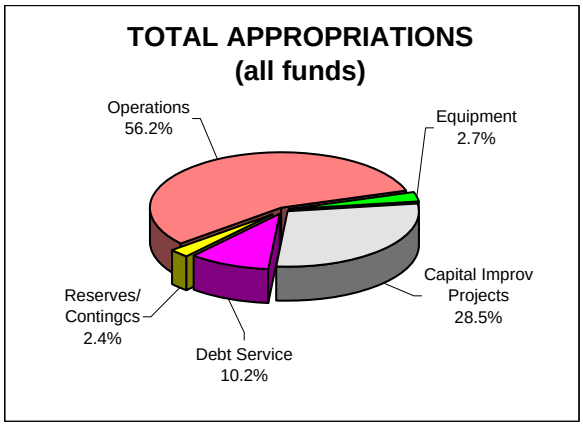
(A) BBB Tax Funds:		
Beautification	$	4,918,306
Tourism		1,630,262
Economic Development		987,869
Arts and Science		736,797
	$	8,273,234



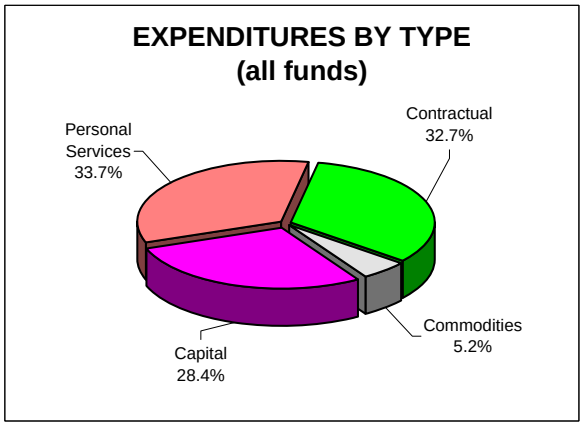
"WHERE THE MONEY GOES TO"
$175,405,644

The following graphs depict the major classifications of appropriation for the total 2009-2010 budget and expenditures by major types.

TOTAL APPROPRIATIONS		
Operations	$	98,667,304
Equipment		4,658,804
Capital Improvement Projects		50,019,114
Debt Service		17,880,422
Reserves/Contingencies		4,180,000
	$	175,405,644



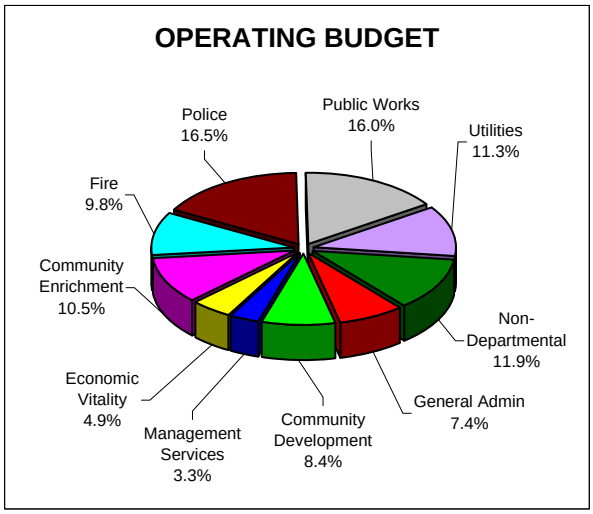
EXPENDITURES BY TYPE		
Personal Services	$	59,145,813
Contractual		57,334,029
Commodities		9,076,256
Capital		49,849,546
	$	175,405,644



OPERATING EXPENDITURES BY DIVISION

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 division budgets are presented to include section budgets and Divisional (organizational structure) responsibilities as defined by the City Code.

OPERATING BUDGET *		
General Administration	$	7,278,584
Community Development		8,272,293
Management Services		3,242,905
Economic Vitality		4,815,963
Community Enrichment		10,351,948
Fire		9,628,298
Police		16,307,325
Public Works		15,758,255
Utilities		11,179,102
Non-Departmental		11,832,631
	$	98,667,304
* Exclusive of Debt Service	$	17,880,422



General Administration activities comprise 7.4% of the budget ($7.3 million). The sections within this Division provide for the overall management and administration of the City, as well as enforcement of municipal laws through legal support and the courts. This division consists of City Manager, City Clerk, City Attorney, City Court, Human Resources, Risk Management and Information Technology.

Community Development (CD) comprises 8.4% of the operating budget ($8.3 million). The services in this Division include Planning & Development Services, Engineering, Capital Improvements, Housing, MPO (Metropolitan Planning Organization), Community Redevelopment Services, FUTS

(Flagstaff Urban Trail System) and CD Administration. The services provided by these divisions meet the current needs of the community and plan for the future.

Management Services comprises 3.3% of the operating budget ($3.2 million). The division encompasses those activities that provide administrative support and services including financial services, purchasing, customer service, and sales tax.

Fire Department services comprise 9.8% of the operating budget ($9.6 million). The Division'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 16.5% of the operating budget ($16.3 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 seven sections that account for 16.0% of the operating budget ($15.8 million), excluding the debt service requirements for streets ($2.3 million), Fourth Street ($2.3 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, fleet services, and transportation services.

Economic Vitality activities comprise 4.9% of the operating budget ($4.8 million) excluding debt service requirements for Airport ($0.3 million) and Business Incubator ($0.3 million). The division includes the following sections: Community Investment, Tourism and Visitor Center, Airport, Arts and Science, Urban Design, Streetscape, and Economic Development.

Community Enrichment activities comprise 10.5% of the operating budget ($10.4 million) excluding debt service requirements for Recreation ($35 thousand). The division provides the following services: recreation services and operations of the City/County public library system.

Utilities Division comprises 11.3% of the operating budget ($11.2 million), excluding $6.3 million debt service requirements. Six sections within water operations and six sections within wastewater operations provide services that promote a clean and healthy community by providing a safe water supply and proper waste disposal. The Stormwater Utility is also included here.

Non-Departmental operations comprise 11.9% of the budget ($11.8 million) exclusive of $5.4 million debt service. Some sections are contractual in nature and include Contributions to Other Agencies. 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 Division Detail presents each operating activity at the Section level with a *Section mission*, *description of programs*, specific *goals and objectives* for FY 2010, *major accomplishments* in FY 2009, 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 2008*, the *Estimated Actual for FY 2009*, and the *Adopted Budget for FY 2010*. 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 Divisions. Divisions also may encompass several Funds. The Division level is the legal level of budget authority.

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

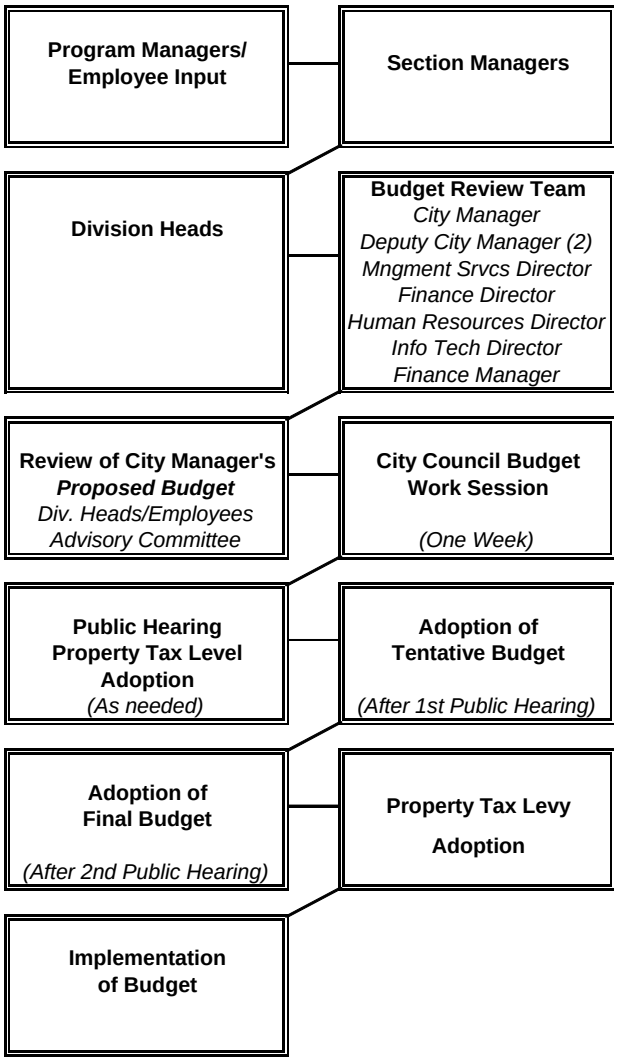
The following table represents the structure for the City.

Illustration of Relationship between Funds, Divisions, and Sections

DIVISIONS	General Administration	Management Services	Community Development	Fire	Police	Public Works	Economic Vitality	Community Enrichment	Utilities	Non-departmental
FUNDS										
General Fund	City Manager City Clerk Human Resources Risk Management City Attorney Information Technology Municipal Court	Customer Service Management Services Administration Tax, Licensing & Revenue Finance & Budget	Administration Capital Improvements Development Services Engineering Housing and Community Services	Fire	Police	Administration Parks Fleet Cemetery Facilities Maintenance	Community Investment	Recreation		Council and Commission Contributions Non-departmental
Library								Library		
Highway User Revenue						Street Maintenance & Repairs				
Transportation										Transit 4th Street Overpass Safe to School Safety Improvements
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 Water Distribution Services Booster Stations Wastewater Treatment Plants Wastewater Collection Wastewater Monitoring	
Airport							Airport			
Environmental Services						Environmental Services				
Stormwater									Stormwater	
Expendable Trust										

BUDGET 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.
- 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 Division level for operational control purposes.

BUDGET CALENDAR

BUDGET CALENDAR

December	Budget Module available to all Divisions
January 8	Capital improvement and equipment requests reviewed by Capital Improvements and Purchasing
February 23 - March 6	Review with Department Heads and City Manager
March	Personnel review of reclassification requests completed
April 27 - 29	Council Study Sessions Proposed Budget available to public
June 2	Tentative budget and tax levy hearing Tentative budget adoption
June 16	Truth in taxation hearing Final budget and tax levy hearing Final budget adoption
June 17	Notify Property Tax Oversight Commission of Compliance with Truth in Taxation
July 28	Adopt Property Tax Levy

- The *Division Detail* section provides both narrative and financial data. The budget commentary provides an explanation of significant budget changes for FY 2010.
- The *Capital Improvement Plan* (CIP) for FY 2010 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.

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 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 16, 2009. 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 million.

The Adopted Budget reflects the total funds appropriated ($175,405,644). Certain exclusions are allowed by the state [e.g., bond proceeds, debt service, grants] in computing the Expenditure Limitation ($121,801,614), and this total cannot be exceeded.

Budget authority can be transferred between line items within a Section. At year-end, Division budgets are reviewed and budget authority is transferred from contingencies by Resolution as necessary. 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 total appropriation is not exceeded.

ASSUMPTIONS AND STRATEGIES

ECONOMIC OVERVIEW AND REVENUE FORECAST

The City of Flagstaff has had negative economic indicators since approximately December 2007. All local and state shared sales tax, construction revenues, state shared income tax, and highway user (gas tax) revenues have decreased. Housing sales have decreased and the median home price has decreased moderately. Our community partners in both the public, private, and governmental sectors have experienced closure, staffing layoffs or furloughs, and declining revenues. A number of new projects anticipated to build the retail sector have been delayed or canceled due to the lack of available capital. The economic analysts for our local and state region give mixed messages on when the recovery may start.

The City collects three different retail sales taxes:
The first is a 1% tax on all general sales, except for food. This is a general purpose tax that benefits the General Fund. 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 ten years to be validated and this tax next expires in 2014. Currently, the City anticipates having the sales tax extension to 2024 on the 2010 ballot.

Local sales tax declines have been realized every month since December 2007 in comparison to the same month in the prior year except for April 2008. Overall business activity has decreased 10.7%. While every local sales tax sector has experienced reductions, the two industries with the greatest impact are construction with a 29.4% decrease and auto sales with a 35.0% decrease. Construction and auto sales represent 20% and 8% respectively of all sales tax receipts. Overall local sales tax estimates are more than $5 million dollars less for FY2010 than what had been projected for the same fiscal year a year ago.

The second tax is a 0.721% sales tax on the same types of general sales; however, the tax is restricted in use to certain transportation projects. The four components of this tax include Safety Improvements, Street Improvements, 4th Street Overpass, and Transit. The transportation tax components expire in 2020. As this funding shifts from construction to maintenance, the City will pursue a permanent component to this tax. As similar sales are taxed with this source, revenue declines follow the same trends as the general sales tax.

The third tax is a Bed, Board, and Beverage (BBB) tax that collects an additional 2% for motel rooms/campgrounds, restaurants, and bars. Thus tax is restricted in use to certain economic, arts, beautification, recreation or tourism activities. The BBB tax expires in 2013. Currently the City anticipates the renewal to 2023 to be on the May 2010 ballot. Tourism is a major industry for our sector and overall sales have been consistently decreasing on a monthly basis since approximately July 2008 when the gas prices were peaking. Overall revenue decreases indicate an 8% decline.

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 student enrollment. Flagstaff's greatest challenge is that while 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 approximately 1.25%.

The State has experienced similar or greater revenue declines as the City. Construction, tourism, and auto sales are the three hardest hit industries. In addition to sales tax declines, the distribution of personal income tax is not meeting stated projections and are reduced by approximately 14% for FY2010.

Highway user revenue (gas tax) funds are projected to end FY2009 at 19% ($1.5 million) under budget and flat for FY2010. 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 have decreased, we anticipate Flagstaff tourism to increase as we are a popular drive destination for Las Vegas, Los Angeles, and Phoenix; however that trend is not yet evident in our monthly receipts.

Property tax revenues continue to see slight increases even though property tax valuation has decreased. This occurs as there is an approximate 18 – 24 month lag in home valuation and property tax assessment payment. The City anticipates reduced property tax valuation to occur in FY2011. As the State of Arizona caps the primary property tax increases on an annual basis, homeowners will actually realize a 4% rate decrease from $0.6803 to $0.6547 per $100 of assessed value.

Another area of concern that will impact FY2011 is the results of the 2010 federal census count. In the 2000 census, the U.S. Federal Census determined that the City had only grown by approximately 200 people from the 1995 special census. Even though the City of Flagstaff could demonstrate the federal census was incorrect, the Census Bureau declined to make any adjustment. As noted earlier, as State funds are distributed by a community's relative share of total state population, this cost the City in excess of $2 million dollars in reduced funding that took a number of years to recoup.

A combination of all the revenue declines noted positioned the General Fund at a 19% or $13 million dollar deficit as planning for FY2010 began. Each General Fund division was directed to make 19% cuts based on their FY2009 base budget, based on a programmatic overview of service provision. This exercise resulted in 109 positions in the General Fund to be eliminated as well as drastic cuts in many contractual and commodity categories. The City Manager and Council worked on an add-back priority list and will fund programs/positions as dollars become available. This City Manager has identified $2.5 million dollars to date to fund add backs through the elimination of the merit increase for fiscal year 2010, reduction in benefits, usage of fund balance, and user fee increases. The first tier add-back restored approximately 27 positions, primarily in public safety.

All other funds went through the same exercise to balance to available revenues so that all funds would be in balance.

The City is actively pursuing Federal stimulus dollars on a number of levels. To date, the City has received $587,000 in Energy Efficiency Block Grant funds, approximately $300,000 to fund Police overtime, and $167,000 in CDBG dollars.

The City is also funding its' own local stimulus plan. Projects include $4.5 million for local street overlay, $250,000 for an advertising campaign, and construction assistance for affordable housing stimulus.

The City is confident that it will successfully emerge from this recession and will continue to positively grow the City within available resources to assure long-term viability.

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.

Fund Balance – The carry forward 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 2010 is estimated at $6,689,347 in the General Fund. A general fund balance equal to 15% of general fund revenues has been City practice, but due to the current economic conditions, the City has reduced the policy fund balance to 12% of ongoing revenue. The General Fund balance is currently budgeted at 13%.

The FY 2010 budget anticipates to use excess fund balances to fund some ongoing operations for a two year period as the economy recovers. In addition, a portion of the current fund balance represents carryforward of expenditures in equipment and capital projects.

The General Fund was challenged with a 19% projected shortfall due to state and local revenue declines. The City has reduced programs resulting in staff layoffs across the organization, as well as forgoing staff raises for the year, reducing benefits and decreasing contractual and commodity expense across the board. All funds experienced reductions to some degree and balanced within available resources.

Council Guidelines – The budget guidelines set forth by the City Manager were formulated based on Council concerns and goals.

The Council developed five priorities that encompass the areas of Affordable Housing, Public Safety, Family, Youth and Community, Facilities and Basic Services, and Community Sustainability. City leadership also added fiscal health as a primary goal.

Budget review includes:

- *Estimated Actual Expenditures FY 2009*. Sections were asked to estimate expected expenditures by line item for FY 2009. Overages and underages (and reasons, theretofore) were used to adjust the recommended budget for various line items in FY 2010. This resulted in a reduction of a substantial number of line items to meet 19% budget reductions.
- *Staffing Requests/Increases in Level of Service.* Divisions are required to provide narratives for increases in service levels and addition of staff. Generally, new staff additions are encouraged to have an independent funding source, or are needed to maintain current service levels. There were no staff additions for FY 2010
- *Fleet Management.* All fleet equipment replacement requests were reviewed and prioritized by the Fleet Management Committee within financial parameters.
- *Information Systems.* Information Technology staff reviewed hardware and software needs. Funding was decreased and future needs have been reprioritized.
- *Capital Improvements.* The Capital Improvement staff reviewed all requests of capital projects or public improvements that require time charge outs from that section.
- *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 (Metropolitan Planning Organization, MPO).

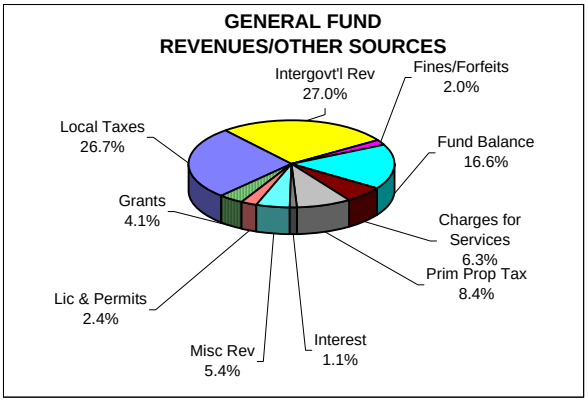
Total resources available for General Fund expenditures for FY 2010 are $61.0 million including the estimated beginning fund balance of $18.7 million. A substantial portion of General Fund resources comes from two revenue categories: 1) local sales and franchise taxes and 2) intergovernmental revenues (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 15.0%. The City is anticipating reduction in all major revenue categories due to the local, state, and national economic downturn. Categorically, the hardest hit areas are construction, auto sales, and tourism.

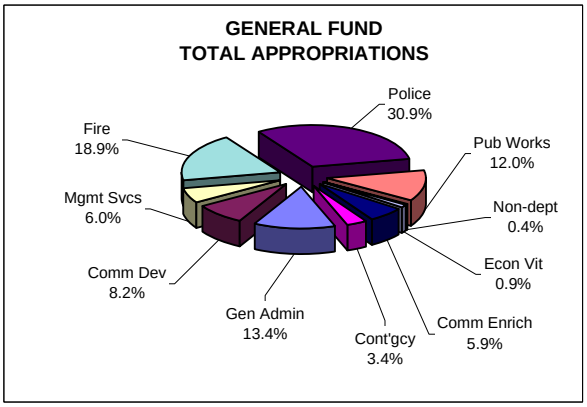
General Fund total appropriations compared to year-end estimates have increased by 2.3%. This increase is due to the carryover of several large capital projects. Operating expenditures decreased an average of 13% to balance the General Fund to available resources.

The financial position of the General Fund remains balanced and in tune with the community need.

REVENUES/OTHER SOURCES	EST ACTUAL FY2009	BUDGET FY 2010
Licenses and permits	$ 1,379,997	$ 1,476,201
Grants	1,205,014	2,486,515
Local taxes	17,139,557	16,322,529
Intergovernmental	17,844,546	16,451,194
Fines and forfeits	1,135,509	1,242,929
Fund Balance, net of Transfers	21,553,498	10,107,476
Fund Balance for Carryovers	1,490,800	1,365,000
Charges for services	2,758,437	3,859,391
Primary Property Tax	4,914,271	5,113,881
Interest	650,000	650,000
Miscellaneous	1,740,517	1,958,593
	$ 71,812,146	$ 61,033,709



APPROPRIATIONS	EST ACTUAL FY2009	BUDGET FY 2010
General Administration	$ 6,363,109	$ 7,278,584
Community Development	5,605,848	4,462,098
Management Services	4,353,231	3,242,905
Fire	9,681,493	10,251,298
Police	17,062,489	16,815,469
Public Works	9,686,272	6,523,505
Non-departmental	(192,646)	203,209
Economic Vitality	-	477,559
Community Enrichment	-	3,214,735
Utilities	26,125	-
Contingencies	500,000	1,875,000
	$ 53,085,921	$ 54,344,362



SPECIAL REVENUE FUNDS

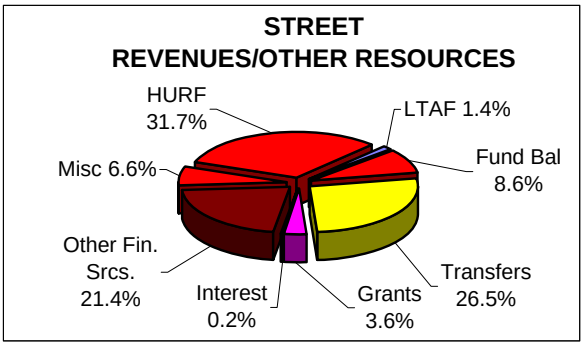
HIGHWAY USER REVENUE FUND

The Highway User Revenue Fund (HURF) is mainly supported by transportation related taxes distributed to the Cities and Counties by the State.

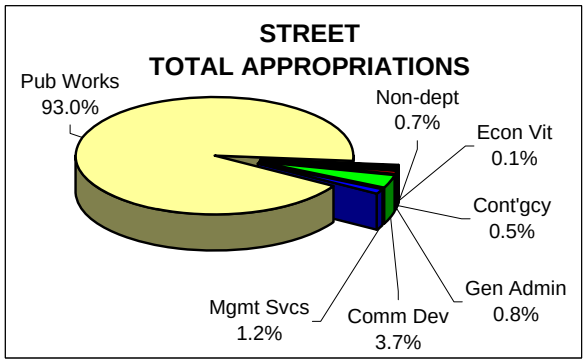
HURF appropriations have been significantly affected due to decreased revenue receipts. Revenue has decreased by 17.6% comparing the FY2009 budget to the FY2010 budget.

Appropriations total $20.6 million in FY 2010 and major projects budgeted include the annual pavement maintenance program, Stimulus Overlay Program, Ponderosa Parkway, and Industrial Drive. However, a number of projects have had to be delayed or eliminated to balance this fund.

REVENUES/OTHER RESOURCES		
HURF	$	6,662,309
LTAF (lottery)		300,246
Fund Balance		1,808,943
Transfers (net)		5,557,552
Grants		765,600
Interest		36,000
Other Financing Sources		4,500,000
Miscellaneous		1,376,327
	$	21,006,977



APPROPRIATIONS		
General Administration	$	168,593
Community Development		752,512
Management Services		247,240
Public Works		19,165,672
Economic Vitality		24,774
Non-departmental		139,124
Contingency		100,000
	$	20,597,915



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.

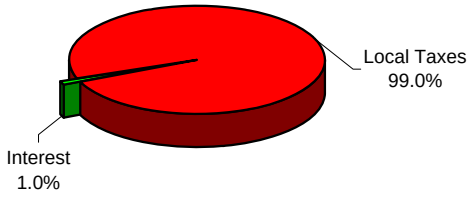
Projects	Budget FY 2010 Revenues
4th Street Overpass	$ 2,157,280
Safe-to-School, Pedestrian and Bike	1,078,640
Traffic Flow and Safety Improvements	2,507,838
Transit Service Enhancements	3,977,487
Totals	$ 9,721,245

Appropriations total $6.5 million in FY 2010. Appropriations are comprised of $3.8 million for transit operations, and $2.3 million for debt service. Transfers include $3.6 million to the HURF Fund for Safety and Street Improvements and $475,000 to fund FUTS projects in Beautification. The tax rate for transportation is 0.721%.

This fund has also experienced significant declines due to the reduction in sales tax receipts. Projects have been delayed or eliminated to balance the budget.

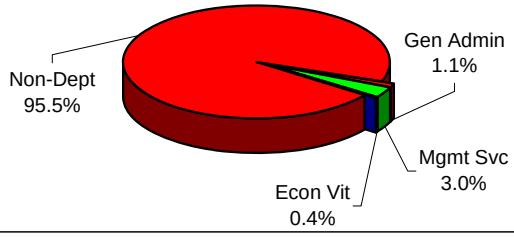
REVENUES/OTHER RESOURCES		
Local Taxes	$	9,721,245
Fund Bal, net of Transfers		(5,442,538)
Interest		99,000
	$	4,377,707

TRANSPORTATION REVENUES/OTHER RESOURCES



APPROPRIATIONS/TRANSFERS		
General Administration	$	72,840
Management Services		197,948
Economic Vitality		27,959
Non-Departmental		6,222,361
	$	6,521,108

TRANSPORTATION TOTAL APPROPRIATIONS/ TRANSFERS



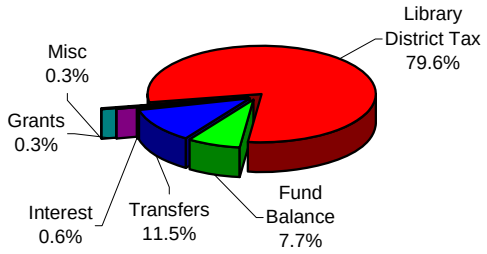
LIBRARY FUND

The City operates a joint City-County Public Library with auxiliary programs in outlying county locations and bookmobile services. $6.4 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.

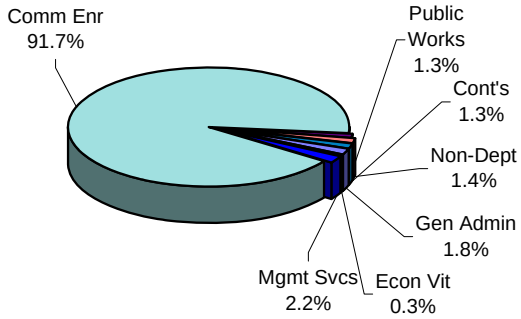
REVENUES/OTHER RESOURCES		
Library District Tax	$	6,449,810
Fund Balance		626,643
Transfers (net)		932,519
Interest		50,000
Grants		25,000
Miscellaneous		20,809
	$	8,104,781

LIBRARY
REVENUES/OTHER RESOURCES



APPROPRIATIONS		
General Admin	$	142,628
Economic Vitality		23,208
Management Services		171,125
Community Enrichment		7,187,493
Public Works		105,112
Non-Departmental		110,950
Contingencies		100,000
	$	7,840,516

LIBRARY
TOTAL APPROPRIATIONS



BBB FUNDS

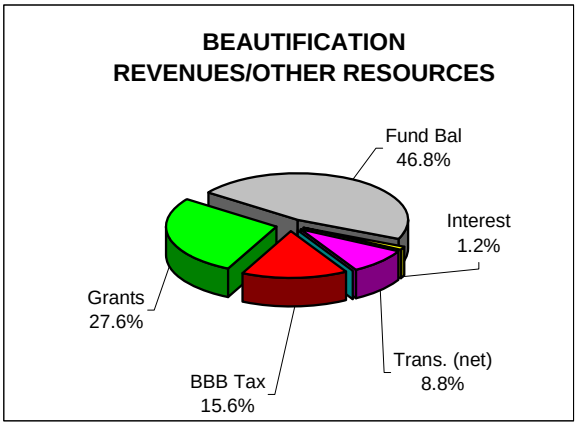
A dedicated 2% Bed, Board and Booze sales tax collected on the services provided by lodging, restaurants and bars, was approved by voters in 1988 with a sunset clause in 10 years and extended by the voters for 15 years in the 1996 general election. The BBB tax approved by voters will expire in 2013.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

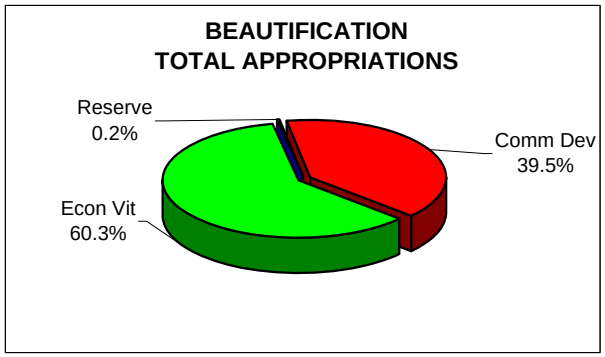
Since inception, the City has experienced a continual growth in BBB revenues. Revenue for fiscal year 2010 is anticipated to have a growth of 1.0% over 2009 year end estimates, however, FY2009 receipts are 6.2% under budget. Activities funded with the revenues have made operating adjustments necessary to reflect a balanced budget to the reduced sales tax receipts and these changes will be reflected within each five-year plan.

Beautification Fund: Total resources available for Beautification Fund activities amount to $6.7 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	$	1,044,629
Grants		1,845,000
Fund Balance		3,127,179
Interest		83,227
Transfers (net)		589,261
	$	6,689,296



APPROPRIATIONS		
Community Development	$	1,948,256
Economic Vitality		2,970,050
Reserve		10,000
	$	4,928,306

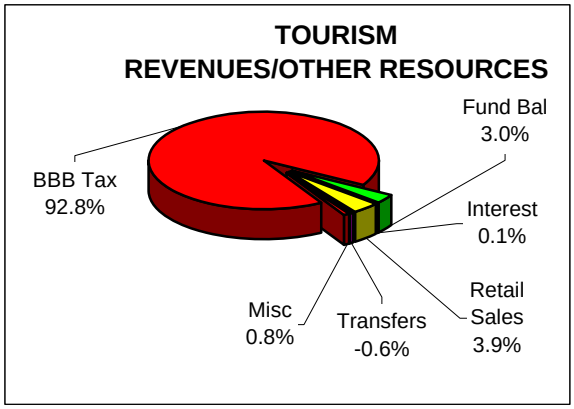


Tourism Fund: Total resources available in FY 2010 are $1.7 million. The total appropriations are $1.7 million, which includes a $50,000 reserve for contingencies.

Expenditures include ongoing marketing. 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.

REVENUES/OTHER RESOURCES		
BBB Tax	$	1,566,944
Fund Balance		50,334
Interest		1,000
Retail Sales		65,047
Transfers (Net)		(9,437)
Miscellaneous		14,442
	$	1,688,330

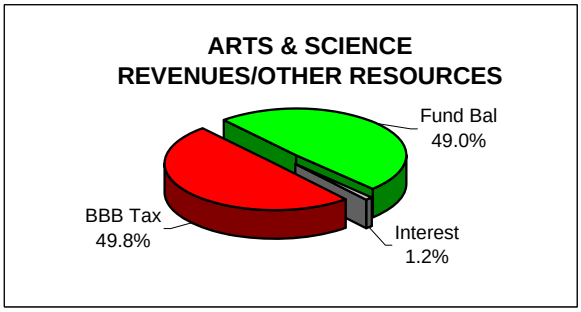
APPROPRIATIONS		
Economic Vitality	$	1,630,262
Reserve		50,000
	$	1,680,262



Arts & Science Fund: Total resources available for Arts & Science activities are $786,271, including estimated revenues from the BBB tax of $391,736. Expenditures include contributions to local organizations of $289,750 and Art in Public Places of $273,984. The Flagstaff Cultural Partners Agency contribution for Administrative expense is $69,825.

REVENUES/OTHER RESOURCES		
BBB Tax	$	391,736
Fund Bal, net of Transfers		384,912
Interest		9,623
	$	786,271

APPROPRIATIONS		
General Administration	$	736,797
Reserve		10,000
	$	746,797

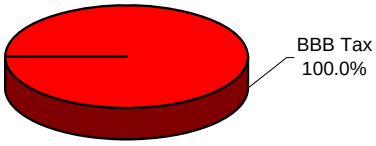


Recreation Fund: There are no appropriations in FY 2010 for Recreation Fund activities. Per discussion with City Council in the Spring 1996 retreat, Council concluded this funding should support the expansion of existing facilities and the associated maintenance. Through regular economic growth, however, the fund balance is again starting to accumulate. Recreation staff will be preparing and prioritizing future capital projects appropriate to this funding.

REVENUES/OTHER RESOURCES		
BBB Tax	$	1,723,638
Fund Bal, net of Transfers		(1,530,019)
	$	193,619

APPROPRIATIONS		
Public Works	$	-
	$	-

RECREATION
REVENUES/OTHER RESOURCES

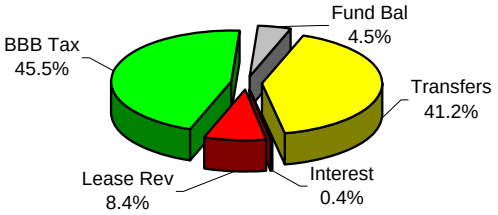


Economic Development Fund: This fund continues to focus on business retention and attraction as well as workforce development. In addition, the City funds the business incubation program, structured to allow university professors and local entrepreneurs to work in a supportive environment to develop 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 $1.1 million with all monies from BBB dedicated tax for economic development and a general fund contribution of $449,000 to support the business incubator.

REVENUES/OTHER RESOURCES		
Lease Revenues	$	91,800
BBB Tax		496,199
Fund Balance		48,647
Transfers		449,000
Interest		5,000
	$	1,090,646

APPROPRIATIONS		
Economic Vitality	$	987,869
Reserve		25,000
	$	1,012,869

ECONOMIC DEVELOPMENT
REVENUES/OTHER RESOURCES



OTHER FUNDS

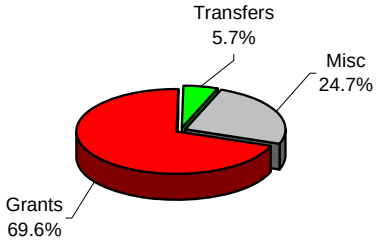
Metropolitan Planning Organization: This fund was established to account for funding derived from the area's status as a designated Metropolitan Planning Organization (MPO). The MPO receives Federal funding administered through the Arizona Department of Transportation (ADOT).

The MPO has appropriated $425,826 for this program for FY 2010. 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.

REVENUES/OTHER RESOURCES		
Grants	$	296,526
Transfers		24,300
Miscellaneous		105,000
	$	425,826

APPROPRIATIONS		
Community Development	$	288,419
Non-Departmental		37,407
Contingency		100,000
	$	425,826

MPO
REVENUES/OTHER RESOURCES

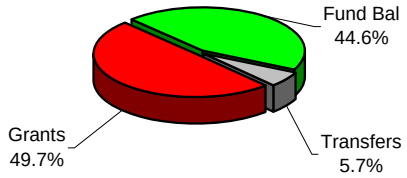


Housing and Community Services:

This fund finances activities in conjunction with the CDBG program and affordable housing activities. There is $3.6 million appropriated to this activity for FY 2010. Expenditures in this fund include $1.3 million for land acquisition, and $600,000 in state grants activities and $191,000 for Community Homebuyer Assistance Program.

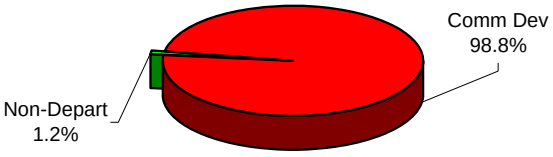
REVENUES/OTHER RESOURCES		
Grants	$	1,855,040
Fund Balance		1,663,992
Transfers		215,074
	$	3,734,106

HOUSING AND COMMUNITY SERVICES
REVENUES/OTHER RESOURCES



APPROPRIATIONS		
Community Development	$	3,567,776
Non-Departmental		43,684
	$	3,611,460

HOUSING AND COMMUNITY SERVICES
TOTAL APPROPRIATIONS/
TRANSFERS

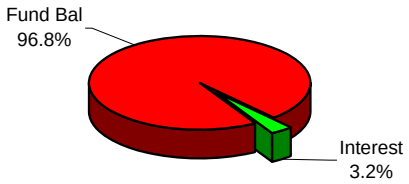


Real Estate Proceeds: The Real Estate Proceeds fund is currently restricted to the purchase of real estate. There are no appropriations for FY2010.

REVENUES/OTHER RESOURCES		
Fund Balance	$	435,030
Interest		14,350
	$	449,380

APPROPRIATIONS		
Non-Departmental		-
	$	-

REAL ESTATE PROCEEDS
REVENUES/OTHER RESOURCES



ENTERPRISE FUNDS

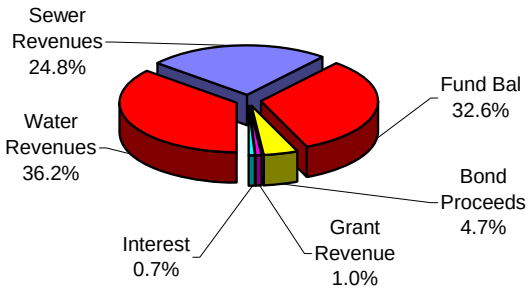
UTILITIES FUND: The City's water and wastewater operations are operated as an Enterprise Fund activity, i.e., self-sustaining operations with user fees and charges based on a "cost-of-service" methodology. The rate model determines the minimum revenue requirements needed to support operations including: 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 $26.9 million. Resources include $11.7 million in water revenues and $8.0 million in sewer revenues.

The Utilities Fund has experienced significant user fee declines and had to reduce ongoing operational activity to assure a balanced budget.

Water Operations: Total appropriations relating to direct costs for the water operations are $15.3 million. Water fees are the major source of revenue supporting water operations. Bond funds support well development and future water rights. Revenue estimates total $11.7 million for water sales. A rate increase was approved effective July 2009 to help repay debt service for bond projects.

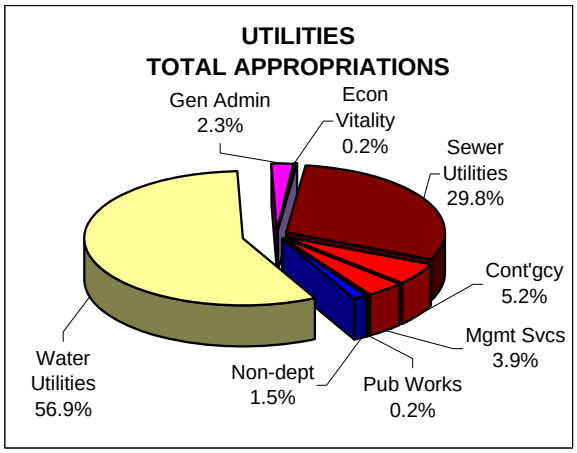
REVENUES/OTHER RESOURCES		
Water Revenues	$	11,656,833
Sewer Revenues		7,972,942
Fund Bal, net of Transfers		10,502,447
Bond Proceeds		1,527,440
Grant Revenue		334,571
Interest		173,000
	$	32,167,233

UTILITIES
REVENUES/OTHER RESOURCES



Wastewater Operations: Total appropriations relating to the direct costs for the wastewater operations are $8.0 million. Wastewater (sewer) fees are the major source of revenue supporting wastewater operations. Revenue estimates total $8.0 million in wastewater service charges. A rate increase was approved effective July 2009 to help repay debt service for bond projects.

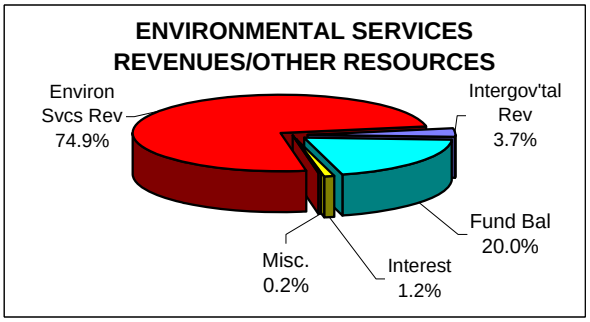
APPROPRIATIONS		
General Administration	$	620,084
Economic Vitality		63,941
Management Services		1,037,074
Public Works		51,228
Non-departmental		393,271
Water Utilities		15,291,403
Sewer Utilities		8,021,187
Contingency		1,400,000
	$	26,878,188



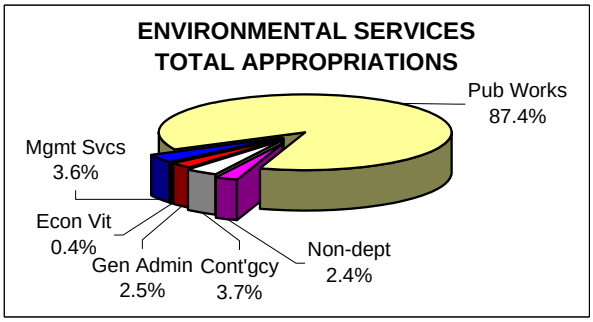
ENVIRONMENTAL SERVICES FUND: Total financial resources are $15.9 million. User fees are the major revenue source of solid waste disposal operations. The user fees are comprised of eight major customer services areas (residential sanitation, curbside recycling, commercial sanitation, hoist and haul, landfill dumping, inert materials pit, environmental, and commercial recycling) with different rates for each category based on cost of service.

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.

REVENUES/OTHER RESOURCES		
Environmental Svcs Revenue	$	11,968,972
Intergovernmental Revenues		587,100
Fund Bal, net of Transfers		3,199,344
Interest		204,603
Miscellaneous		27,300
	$	15,987,319



APPROPRIATIONS		
General Administration	$	337,504
Economic Vitality		52,346
Management Services		479,591
Public Works		11,724,305
Non-departmental		316,973
Contingency		500,000
	$	13,410,719

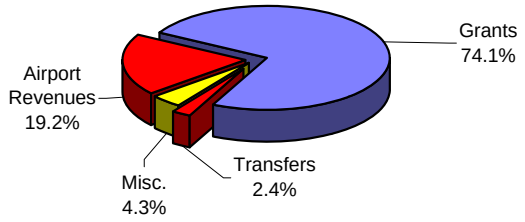


AIRPORT FUND: Pulliam Airport is located four miles south of downtown Flagstaff and is staffed seventeen hours per day, seven days each week and provides airline service to Phoenix and Los Angeles. Total appropriations are $8.1 million: $1.5 million for operations, $0.3 million for debt and $6.4 million in capital outlay. Primarily FAA and ADOT grants will fund the capital improvements.

The general fund will subsidize the fund with $231,000 for capital improvements including matching funds for grants. This year, of the $6.36 million in capital improvements, FAA and ADOT are funding $6.0 million.

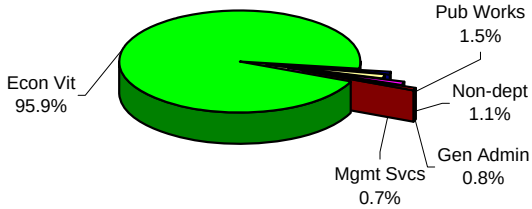
REVENUES/OTHER RESOURCES		
Airport Revenues	$	1,560,316
Grants		6,025,886
Fund Balance		2,518
Transfers (net)		196,433
Miscellaneous		342,093
	$	8,127,246

AIRPORT
REVENUES/OTHER RESOURCES



APPROPRIATIONS		
General Administration	$	66,443
Economic Vitality		7,793,788
Management Services		57,198
Public Works		117,860
Non-departmental		89,443
	$	8,124,732

AIRPORT
TOTAL APPROPRIATIONS

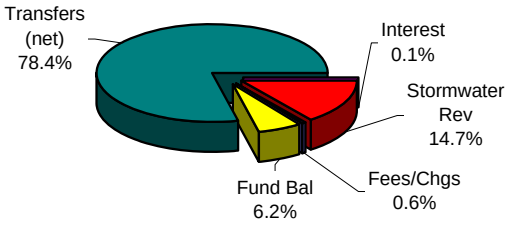


STORMWATER FUND: The Stormwater fund was initiated as a response to enhanced NPDES stormwater requirements affecting all communities with populations greater than 50,000 as of March 2003. The City of Flagstaff worked with consultants to design a program that met current minimum NPDES standards. Stormwater fees to both residential and commercial customers are stepped based on every 1,500 sq. ft. of impervious area. A rate increase has been approved for FY 2010.

Total revenues/other resources include a transfer of $7.3 million from the general fund for the Rio de Flag project. Total appropriations of $8.6 million include the operational components of NPDES implementation, general drainage maintenance, and the Rio de Flag including related parking.

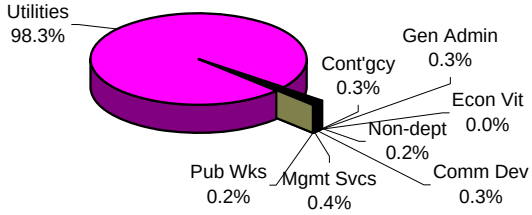
REVENUES/OTHER RESOURCES		
Stormwater Revenues	$	1,306,298
Fees & Charges		51,346
Fund Balance		554,990
Transfers (net)		6,975,310
Interest		11,100
	$	8,899,044

STORMWATER
REVENUES/OTHER RESOURCES



APPROPRIATIONS		
General Admin	$	26,002
Community Development		37,503
Management Services		32,987
Public Works		13,579
Utilities		8,455,786
Non-departmental		18,779
Economic Vitality		3,773
Contingency		10,000
	$	8,598,409

STORMWATER
TOTAL APPROPRIATIONS



FIVE-YEAR PROJECTIONS BY FUND

The City updates five-year plans annually during the budget process. These plans are an 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 revenue and expenditure issues have been incorporated into the projections including local and state revenue trends, compensation, and the operational impact 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 division heads, section 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 General Fund balance decreases by 64% as the City is currently funding several projects with fund balance and non-recurring revenues. Such projects include redevelopment, 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. The Library fund balance decreased by 58% due to planned expenditures at both the branch and affiliate libraries.

HIGHWAY USER

This fund is devoted to the maintenance, improvement, 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 an adequate fund balance. The HURF fund balance decreases by 77% due to planned expenditures for the completion of various capital projects and decreased HURF revenue projections.

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 NAIPTA. Other projects are funded through revenue transfers to the fund where the projects are budgeted. In 2008, voters approved a rate increase for transit services for a new rate of 0.721%. The fund balance decreases by 42% due to planned expenditures for the completion of various capital projects and decreased Transportation tax revenues. The fund balance is negative due to a one-year extension in the 4th Street land sale.

BEAUTIFICATION

The primary sources for this fund include BBB taxes, 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. The Beautification fund balance decreases by 44% due to planned expenditures for the completion of various capital projects. The BBB revenue is scheduled to end in 2013, and will be put before the voters prior to that time to extend the tax.

ECONOMIC DEVELOPMENT

This fund is balanced with ongoing revenues from BBB taxes and General Fund transfers. The BBB revenue is scheduled to end in 2013, and will be put before the voters prior to that time to extend the tax. Ongoing expenditures support a number of efforts focused on business attraction, retention, work force development, and the business incubator. The Economic Development fund balance increases by 60% in 2011 due to increased lease revenues.

TOURISM

This fund is balanced with ongoing revenues from BBB taxes and ongoing expenditures related to tourism promotion and visitor center services. Based on projected revenue, this fund can maintain existing operations levels. The Tourism fund balance decreases by 84% due to planned expenditures. The BBB revenue is scheduled to end in 2013, and will be put before the voters prior to that time to extend the tax.

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. The BBB revenue is scheduled to end in 2013, and will be put before the voters prior to that time to extend the tax. The Arts and Science fund balance decreases by 90% due to planned expenditures for public art. The Arts and Science fund balance increases until 2013, however, this may change if unique opportunities to invest in arts and sciences projects occur.

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. The Recreation – BBB fund balance increases by 349% as the fund has recovered from a planned negative balance. As the fund accumulates reserves, new capital projects will be scoped and constructed. The BBB revenue is scheduled to end in 2013, and will be put before the voters prior to that time to extend the tax.

REAL ESTATE PROCEEDS

This fund is used for one-time revenues and expenditures related to sale and acquisition of property. As the City sells additional properties, those funds will be restricted for a similar purchase of land as intended with the original land acquisition. The Real Estate Proceed fund balance increases by 3% due to anticipated interest earnings.

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 year. The City General Fund makes contributions annually to fund a revolving loan program, land acquisition, and affordable housing assistance The Housing and Community Services fund balance decreases by 93% due to planned expenditures.

METRPOLITAN PLANNING ORGANIZATION

This fund is 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. The Secondary Property tax fund balance increases by 19% due to the overall increase in assessed values for the city.

SPECIAL ASSESSMENT BOND

This fund is set up for repayment of bonds issued for special assessment districts. The City currently has two districts. The Bow and Arrow Estates special assessment will be final in 2010. The newly formed Aspen Sawmill district will realize its first receipts and payments in FY 2010. The Special Assessment Bond fund balance decreases by 99% due to the planned retirement of debt, and the beginning of Aspen Sawmill debt payments.

PERPETUAL CARE

This fund is currently used for the tracking of contributions related to long-term maintenance at the City owned cemetery. The fund balance increases by 12% as expenditures will not be budgeted until there is adequate fund balance 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 is for 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. This fund currently has three components:

1. The Aspen at Sawmill project fund balance decreases by 99% due to planned capital expenditures.
2. The Municipal Facilities Corp fund balance increases by 362% due to the timing of receiving bond proceeds.
3. The GO Bond Funded Projects fund balance decreases by 30% due to the timing of bond proceeds and sale of real estate.

WATER AND WASTEWATER

As a City enterprise fund, this fund is managed on a self-sustaining basis. 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. The Water and Wastewater fund balance decreases by 39% due to the planned completion of capital projects.

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. A second airline began service June, 2008 as the runway expansion was completed. It is the goal of the Airport Fund to become totally self-sustaining through additional Airpark developments. The capital improvement plan is based on annual updates to ADOT and FAA. The City General Fund currently makes a transfer to the Airport Fund to cover the match portion of capital grants awarded. The Airport fund balance remains relatively flat due to the General Fund subsidy.

ENVIRONMENTAL SERVICES

This enterprise fund is self-sustaining through user fees. The five-year projection anticipates a rate escalator of five percent per year over the next three years. This 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, and related increase of user fees that will coincide with the construction of a new cell. The Environmental Services fund balance decreases by 24% to fund anticipated capital expenditures and the contingency funding.

STORMWATER

This enterprise fund oversees City issues related to drainage and associated federal requirements. Ongoing operating expenditures are paid for with Stormwater revenues and user fees. A rate increase was approved in FY 2007, with annual increases through 2011. The rate increase is to self-fund capital improvements and increase inspection efforts as required by NPDES. The Stormwater fund balance decreases by 46% due to planned capital expenditures.

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.

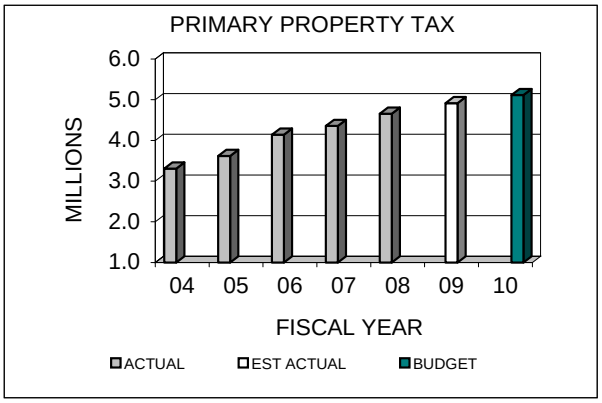
Receipts from primary property taxes levied by the City are deposited in the General Fund. No restrictions on usage apply to the primary property tax. State statute limits the annual increase to 2% plus the amount generated by construction. This legal restriction previously had no impact on the City 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 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 $16 million dollars to the assessed valuation for FY 2010 and accounts for 50.8% of the increase.

PRIMARY PROPERTY TAX

FY:		AMOUNT	% CHANGE
03-04	$	3,307,485	1.5%
04-05		3,618,849	9.4%
05-06		4,141,281	14.4%
06-07		4,353,660	5.1%
07-08		4,656,831	7.0%
08-09		4,914,271	5.5%
09-10		5,113,881	4.1%



CITY SALES TAX (TRANSACTION PRIVILEGE TAX)

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

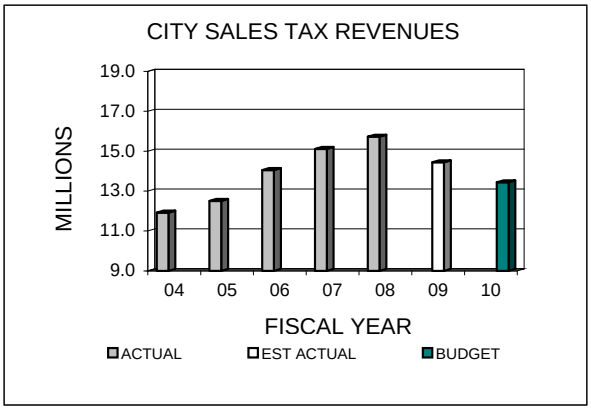
Tax currently sunsets 2014.

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 0.721% transportation tax.

These numbers are sales tax revenues only; audit assessments and penalty and interest revenues are combined with these numbers on Schedule 3. The decrease in revenues for FY 2009 was driven by decreases in construction, tourism, and retail sales. Revenue projections in these three categories remains weak for FY 2010 and no recovery for the fiscal year is currently anticipated.

CITY SALES TAX

FY:		AMOUNT	% CHANGE
03-04	$	11,917,786	3.6%
04-05		12,500,038	4.9%
05-06		14,054,056	12.4%
06-07		15,109,645	7.5%
07-08		15,721,269	4.0%
08-09		14,440,121	-8.1%
09-10		13,440,121	-6.9%



STATE SALES TAX

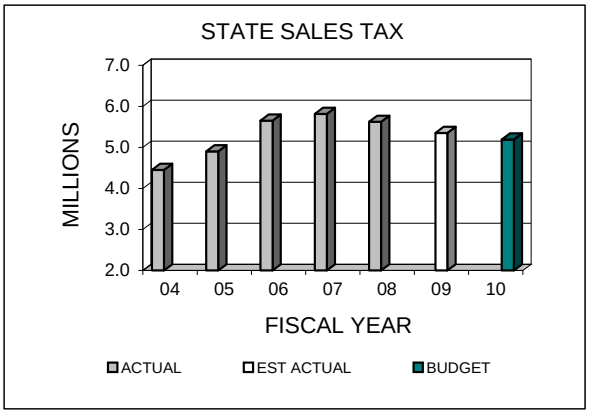
Legal Authority: Arizona Revised Statutes Section 42 - 1341 (D)

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 2010 reflects the economic downturn at the state level due to the declines in residential construction, retail, auto sales, and tourism. Recovery in FY 2010 is not anticipated at this time.

STATE SALES TAX

FY:		AMOUNT	% CHANGE
03-04	$	4,449,982	7.6%
04-05		4,900,116	10.1%
05-06		5,652,335	15.4%
06-07		5,815,473	2.9%
07-08		5,623,144	-3.3%
08-09		5,351,746	-4.8%
09-10		5,191,194	-3.0%



STATE INCOME TAX (REVENUE SHARING)

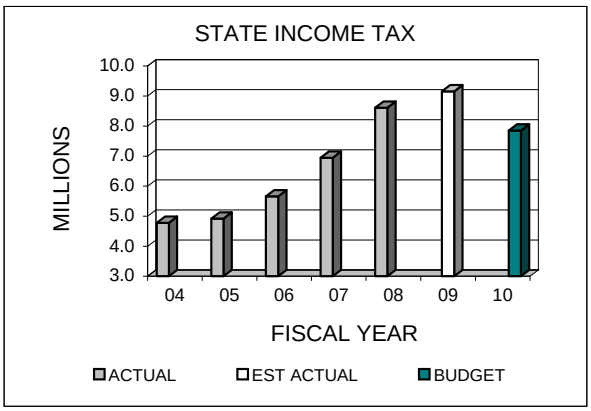
Legal Authority: Arizona Revised Statutes Section 43 - 244 (B)

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.

Fiscal Year 2010 experienced a large decrease as the State received 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 2010. The large decrease in FY 2010 is driven by a reduction in the income tax rate coupled with decreased corporate and personal income tax revenue. FY 2011 revenue is based on the 2009 tax year, so no recovery is anticipated.

STATE INCOME TAX

FY:		AMOUNT	% CHANGE
03-04	$	4,777,145	-14.0%
04-05		4,918,476	3.0%
05-06		5,655,642	15.0%
06-07		6,946,680	22.8%
07-08		8,610,567	24.0%
08-09		9,152,800	6.3%
09-10		7,850,000	-14.2%



FRANCHISE TAX

Legal Authority: Flagstaff Charter and City Code Article XII

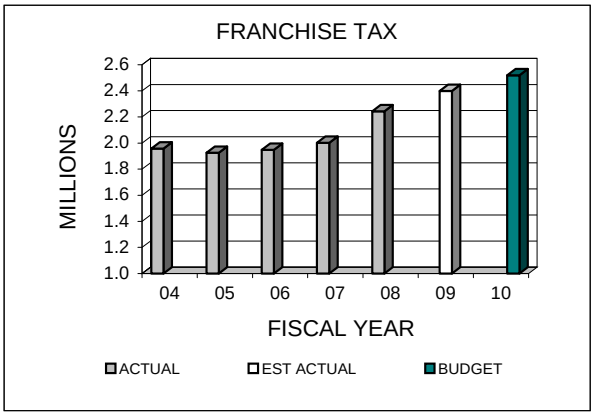
Arizona Public Service (APS): Ordinance 360 (expires 8-21-2011), UniSource Energy Services: Ordinance 1879 (expires 10-3-2020), US West, MCI, US Sprint, Central Corp, and A T & T: Ordinance 585. NPG: Resolution 2006-72 (expires 12-31-2016).

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., AT & 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 2010 is due to normal growth in consumer accounts. A renegotiated franchise agreement with APS is anticipated to go before the voters in May 2010.

FRANCHISE

FY:	AMOUNT	% CHANGE
03-04	$ 1,957,830	9.8%
04-05	1,925,231	-1.7%
05-06	1,947,699	1.2%
06-07	2,001,795	2.8%
07-08	2,243,051	12.1%
08-09	2,399,436	7.0%
09-10	2,519,408	5.0%



FINES & FORFEITURES

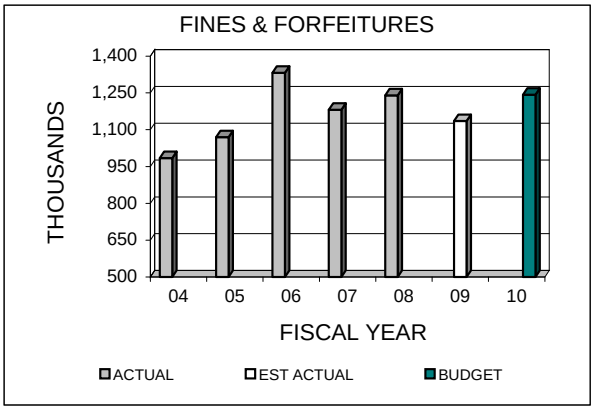
Legal Authority: Arizona Revised Statutes, Rules of Criminal Procedure
City Code, Title 1, Chapter 15, Section 8

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. Revenues vary on an annual basis dependent on the mix of criminal and civil cases handled by the court system in any particular year.

FINES & FORFEITURES

FY:	AMOUNT	% CHANGE
03-04	$ 984,492	-5.5%
04-05	1,069,562	8.6%
05-06	1,332,101	24.5%
06-07	1,181,278	-11.3%
07-08	1,240,222	5.0%
08-09	1,135,509	-8.4%
09-10	1,242,929	9.5%



AUTO IN LIEU TAX

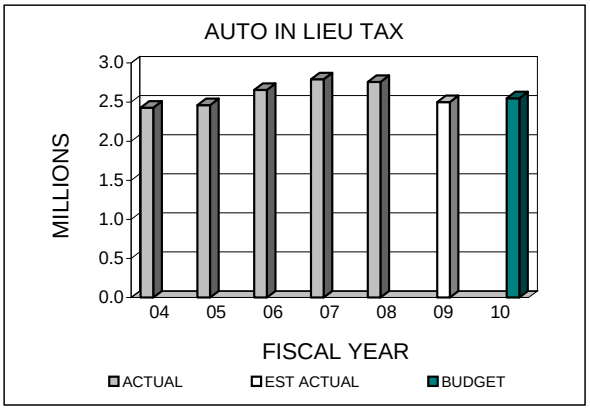
Legal Authority: Arizona Revised Statutes Section 28 - 1591 (c)

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 had been steadily increasing due to the sales boosts in auto sales due to 0% financing and other offered incentives. Collections began normalizing in 2008. Collections decreased in 2009 due to the severe slump in the auto industry. Auto in Lieu tax is received on a declining scale over a 5-year period based on the automobile value until it stabilizes at the depreciated amount. As fewer new vehicles have entered the grid, overall revenue decreased. With the opening of the Auto Mall, and a local sales tax rebate for energy efficient cars, a slight increase is projected for FY-2010.

AUTO IN LIEU TAX

FY:		AMOUNT	% CHANGE
03-04	$	2,427,367	2.1%
04-05		2,461,425	1.4%
05-06		2,655,653	7.9%
06-07		2,792,404	5.1%
07-08		2,758,307	-1.2%
08-09		2,500,000	-9.4%
09-10		2,550,000	2.0%



SPECIAL REVENUE FUNDS

BBB FUNDS

BED, BOARD & BOOZE TAX

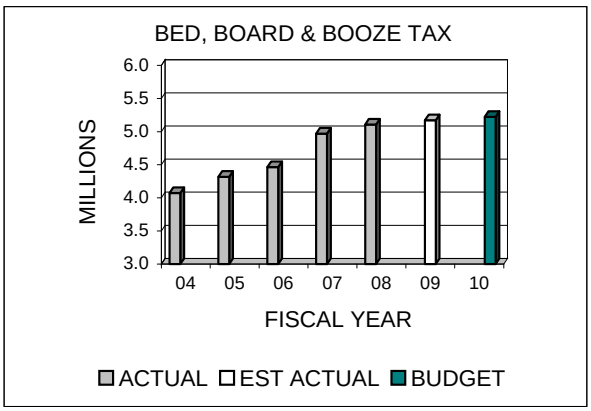
Legal Authority: Ordinance 1902, Approved by voters March 1996, extended by vote to March 31, 2013.

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 2010 reflects an increase of 1.0% as minimal growth in tourism is expected for Northern Arizona.

BBB

FY:		AMOUNT	% CHANGE
03-04	$	4,072,344	6.4%
04-05		4,317,063	6.0%
05-06		4,463,359	3.4%
06-07		4,970,795	11.4%
07-08		5,106,427	2.7%
08-09		5,171,432	1.3%
09-10		5,223,146	1.0%



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)

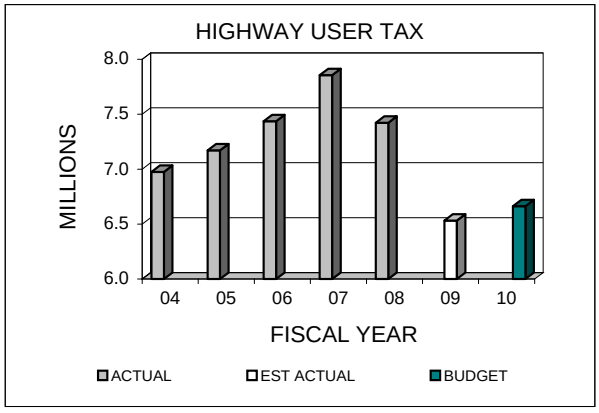
Description: The proceeds from the State-shared motor vehicle fuel tax (currently 16 cents per gallon, of which cities and towns share in 13 cents per gallon) are distributed by the State to cities and towns by a compromise formula. Fifty percent of the distribution is based on point of origin for the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

The large decrease in FY2009 is due to State appropriation for Department of Public Safety Services (DPS) and decreased sales due to record gas prices.

The City expects only a small increase in HURF revenues in FY-2010 based on projections provided by the Arizona Department of Transportation.

HURF

FY:		AMOUNT	% CHANGE
03-04	$	6,975,351	-5.8%
04-05		7,171,383	2.8%
05-06		7,436,000	3.7%
06-07		7,855,427	5.6%
07-08		7,422,359	-5.5%
08-09		6,531,676	-12.0%
09-10		6,662,309	2.0%



LOCAL TRANSPORTATION ASSISTANCE

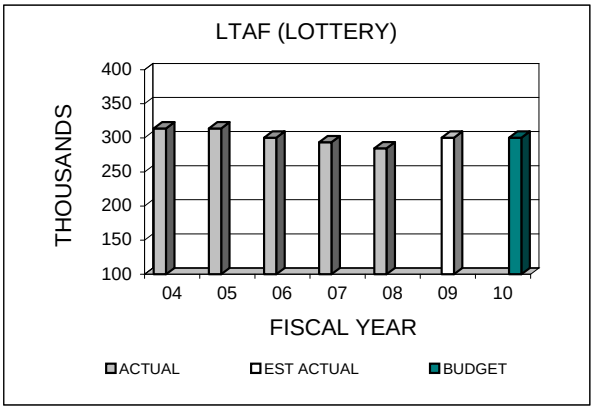
Legal Authority: Arizona Revised Statutes Sections 5 - 522, 40 - 1101, and 40 – 1102

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
03-04	$	313,868	-0.4%
04-05		313,843	0.0%
05-06		300,246	-4.3%
06-07		293,502	-2.2%
07-08		284,747	-3.0%
08-09		300,246	5.4%
09-10		300,246	0.0%



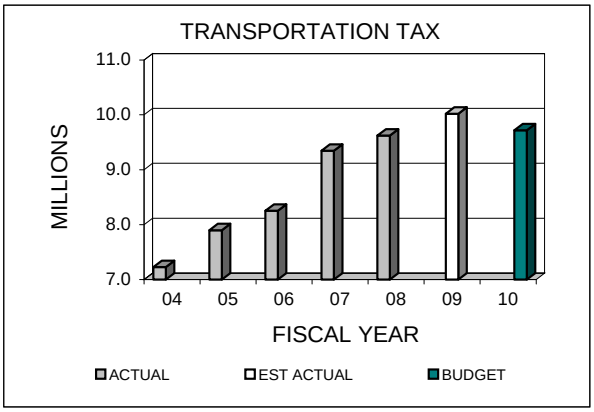
TRANSPORTATION TAX

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 current tax rate is .721%. A small decrease is anticipated in overall Transportation tax revenue because of local economic downturn.

TRANSPORTATION TAX

FY:	AMOUNT	% CHANGE
03-04	$ 7,228,565	9.5%
04-05	7,898,607	9.3%
05-06	8,251,863	4.5%
06-07	9,345,864	13.3%
07-08	9,623,142	3.0%
08-09	10,021,900	4.1%
09-10	9,721,245	-3.0%



ENTERPRISE FUNDS

WATER SALES

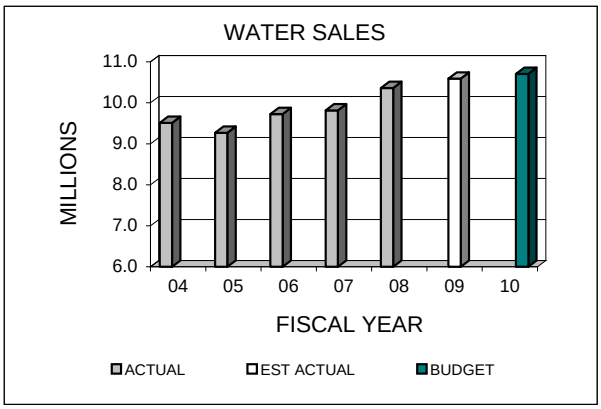
Legal Authority: City Code, Title 7, Chapter 3, Section 11

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 2004 through FY 2005 is because of water restrictions due to a drought year. A rate increase has been approved for FY 2010 which was based on utilities rate model and debt issues to cover voter approved projects.

WATER

FY:	AMOUNT	% CHANGE
03-04	$ 9,511,860	-0.3%
04-05	9,268,194	-2.6%
05-06	9,727,199	5.0%
06-07	9,816,624	0.9%
07-08	10,360,082	5.5%
08-09	10,588,022	2.2%
09-10	10,704,468	1.1%



WASTEWATER SERVICE CHARGES

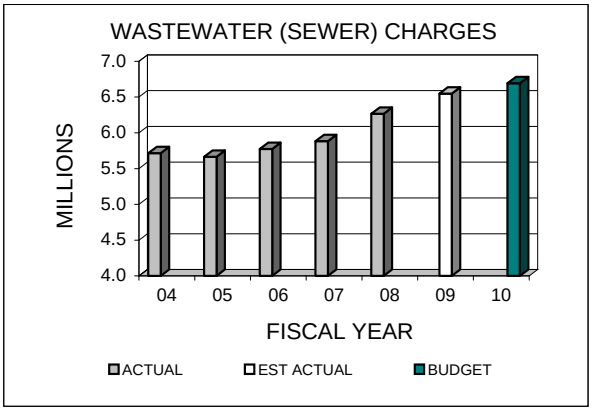
Legal Authority: City Code, Title 7, Chapter 2, Section 39

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.

The revenue projections include a flat (0.00%) factor for population and consumption changes along with an approved 2.2% rate increase. This is a result of issuing voter approved debt for the Wildcat Plant upgrade.

WASTEWATER

FY:		AMOUNT	% CHANGE
03-04	$	5,716,062	-1.4%
04-05		5,664,796	-0.9%
05-06		5,773,014	1.9%
06-07		5,884,159	1.9%
07-08		6,266,404	6.5%
08-09		6,548,388	4.5%
09-10		6,692,465	2.2%



ENVIRONMENTAL SERVICES

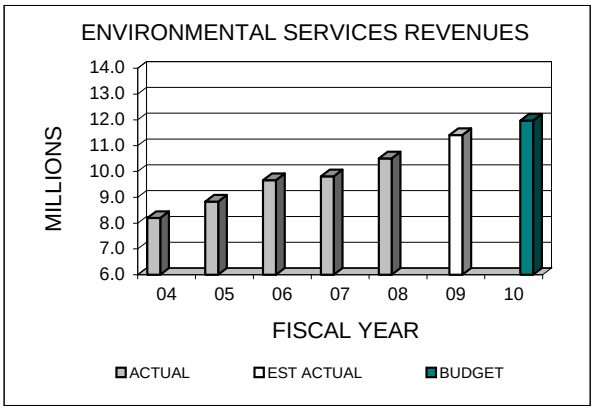
Legal Authority: City Code, Title 7, Chapter 4, Sections 8-9

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.

The increase in revenues for FY 2010 reflects a rate increase effective mid-year FY2009 and is planned to escalate by five percent per year over the next three years.

ENVIRONMENTAL SERVICES

FY:		AMOUNT	% CHANGE
03-04	$	8,200,102	6.8%
04-05		8,833,909	7.7%
05-06		9,666,478	9.4%
06-07		9,811,052	1.5%
07-08		10,507,477	7.1%
08-09		11,411,895	8.6%
09-10		11,968,972	4.9%



AIRPORT

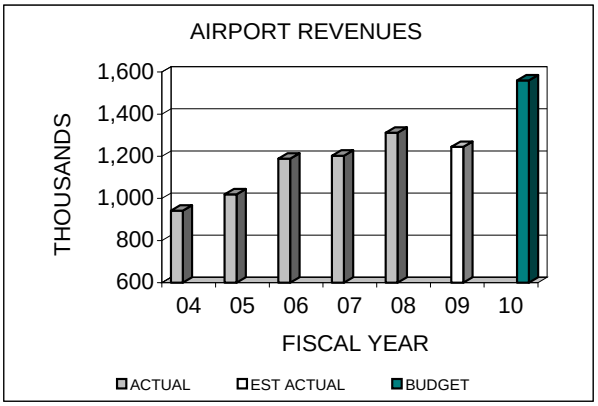
Legal Authority: City Code, Title 8, Chapter 6, Sections 1-8

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 $2.89 PFC charge is collected from the ticket sales of passengers embarking from Pulliam.

The increases from FY 2004 through FY 2010 (with the exception of 2009) 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. Revenue is down in FY2009 due to hanger/tie down vacancies and decreased passenger travel during the economic slump.

AIRPORT

FY:	AMOUNT	% CHANGE
03-04	$ 941,623	2.4%
04-05	1,019,147	8.2%
05-06	1,188,512	16.6%
06-07	1,202,763	1.2%
07-08	1,312,143	9.1%
08-09	1,244,353	-5.2%
09-10	1,560,316	25.4%



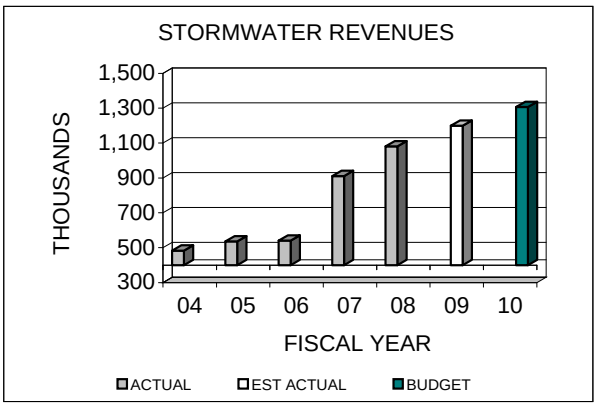
STORMWATER

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 actual revenue increase of 68.5% was due to the new stormwater rate of $0.92 per ERU. It covered additional staff, additional costs related to the mandated NPDES permit activities, and a proposed Drainage Spot Improvement Program. The FY 2009 approved rate is $1.12 and will be increased by $.10 per year until FY 2011 when rate will be static at $1.30.

STORMWATER

FY:	AMOUNT	% CHANGE
03-04	$ 483,090	0.0%
04-05	535,819	10.9%
05-06	540,495	0.9%
06-07	910,976	68.5%
07-08	1,081,282	18.7%
08-09	1,199,224	10.9%
09-10	1,306,298	8.9%



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 inter-related.

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 included 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 2010 CAPITAL IMPROVEMENT PLAN

The City budget for FY 2010 includes capital improvement projects totaling $50.0 million. This amount includes $21.6 million in carryover items that have been budgeted. Project funding is comprised of the following: $10.4 million in grants primarily for airport improvements, automotive training school, and beautification projects. $14.2 million in general obligation (G.O.) bonds and capital leases for the construction of Fire Stations, and FUTS open space and other projects that were approved by the voters in the 2004 General Election. 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 – Eleven projects are scheduled for FY 2010 for a total of $12.5 million. Projects included in this category are several of the projects authorized by voters in the May 2004 election. These include, Fire Fighting Facilities and open space acquisition. Also included in this category is the Aspen Place at Sawmill Development and Automotive Training School.

Streets/Transportation – The City currently has 622 miles of paved streets, as well as an additional 16 miles of alleys and 12 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 Sunnyside Street Improvements and Ponderosa Parkway. There are a total of 26 Streets Transportation projects scheduled at a budgeted cost of $12.7 million. HURF revenues fund $3.2 million of these projects with Transportation Tax funding $4.0 million.

BBB Funds – Projects include Beautification, Tourism and Recreation funding. These projects include Southside Plan, Woodland/Beulah Medians and continuing our connectivity of FUTS Trails. This year Federal and State grants will provide funding of $1.8 million. 22 projects are scheduled at a budgeted cost of $4.8 million for FY 2010.

Utilities Fund – Major projects for Water production and distribution include $1.8 million for future water rights acquisition and $1.7 million for water wells. Eleven water projects and seven wastewater projects are scheduled at a combined budget of $6.1 million for FY 2010.

Airport Fund – Two projects are scheduled at a budgeted cost of $5.9 million for FY 2010. The projects include taxiway reconstruction and pavement marking installation.

Environmental Services Fund - This year's CIP includes 1 project for a total cost of $300,000 for proposed retrofit at the MRF for glass recycling.

Stormwater Fund – The Stormwater fund completed its sixth year of operations as a new utility fund for the City of Flagstaff. 3 projects are budgeted in this fund with a cost of $7.7 million in FY 2010. 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 and per capita debt has actually declined. In May 2004, voters authorized sale of bonds to implement 10 new projects totaling $155.2M that will be phased in over the next 10 years. The next bond election is slated for November 2010.

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 increase occurred in FY 2010 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: In the May 2000 election, the voters approved a transportation tax that started at 0.51% and increased incrementally to 0.601%. The City Council approved an increase of 0.064% in the transit portion of the tax effective September 1, 2001, that increased the tax rate to 0.574%. The City Council approved another increase to the transit tax of 0.027% effective July 1, 2003 which increased the total transportation tax to 0.601%. In May 2008, the voters approved an additional tax increase for transit of 0.12%, raising the total transportation tax to 0.721%.

DEBT

DEBT CAPACITY

The City's legal debt margin, shown on the following page, demonstrates adequate capacity to complete the capital projects passed with the May 2004 bond election and proposed for the November 2010 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 "AA" 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.

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.

Legal Debt Limitations are assessed at 6% and 20% of the assessed valuation of real property. The 20% category includes water, sewer, artificial lighting, parks, open space, recreational facilities, public safety, law enforcement, fire and emergency services, and street and transportation facilities. The 6% category includes everything else. The following table reflects City capacity in each category.

General Obligation Debt
July 1, 2009

20% Limitation
(Water, Sewer, Lighting, Open Spaces, Recreation, and Fire Facilites Purpose Debt)

Assessed Valuation	$ 912,164,425
Allowable 20% Debt	$ 182,432,885
20% Debt Outstanding	(35,105,000)
Allowable Debt Margin	$ 147,327,885

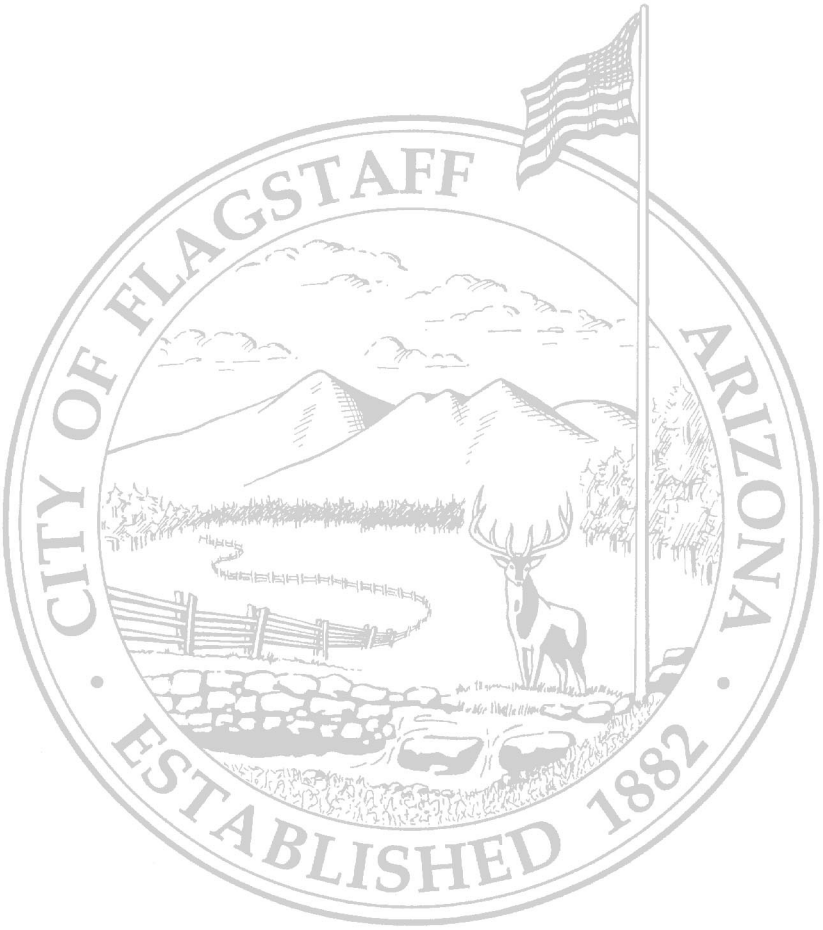
6% Limitation
(All Other General Obligation Debt)

Assessed Valuation	$ 912,164,425
Allowable 6% Debt	$ 54,729,866
6% Debt Outstanding	-
Allowable Debt Margin	$ 54,729,866

DEBT SERVICE

At July 1, 2009, the total actual indebtedness is $133.1 million. FY 2010 annual debt payments are projected to be $15.7 million. At the start of the fiscal year, July 1, 2009, the City's 20% general obligation debt of $35,105,000 is well below the legal limit of $182,432,885. The City has no outstanding general obligation debt in the 6% category. Thus, the full allowable debt margin of $54,729,866 is available. The following table illustrates the total actual indebtedness through the life for all currently outstanding debt.

	Principal	Interest	Total
2010	$ 10,376,914	$ 5,306,720	$ 15,683,634
2011	10,744,535	4,899,629	15,644,164
2012	11,219,573	4,468,543	15,688,116
2013	9,284,206	4,008,810	13,293,016
2014	7,726,743	3,626,357	11,353,100
2015	7,302,577	3,307,400	10,609,977
2016	7,380,350	3,011,061	10,391,412
2017	7,100,123	2,687,817	9,787,940
2018	7,267,535	2,394,429	9,661,964
2019	7,592,667	2,088,103	9,680,770
2020	7,921,070	1,767,593	9,688,663
2021	6,007,873	1,440,792	7,448,665
2022	6,253,215	1,217,663	7,470,878
2023	5,323,430	987,951	6,311,381
2024	3,729,283	806,921	4,536,204
2025	3,762,638	677,038	4,439,676
2026	3,799,704	551,351	4,351,055
2027	3,407,410	423,540	3,830,950
2028	1,861,462	308,128	2,169,590
2029	1,165,000	221,625	1,386,625
2030	1,220,000	162,000	1,382,000
2031	1,285,000	99,375	1,384,375
2032	1,345,001	33,624	1,378,625
	$ 133,076,309	$ 44,496,470	$ 177,572,779


CITY OF FLAGSTAFF
ARIZONA
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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 ($.00721) sales tax for transportation purposes, which will expire in 2020.

The City's goal is to maintain a minimum general fund balance of 12%. The budgeted fund balance for FY 2010 is 14%.

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. The water and wastewater fund is in the 3rd year of a three year plan to increase rates. A new rate model study will be conducted in the fall of 2009 to assess future rate adjustments. The Environmental Services fund implemented a rate increase for FY 2009 and has a 5% annual escalator for commercial and residential refuse, commercial and curbside recycling, and tipping fees thru FY2013. 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 10% 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.

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 twelve percent (12%) in the General Fund and ten percent (10%) in the Special Revenue and Enterprise Operating funds. 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 almost $15 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 City has no fiduciary funds.

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, reflect how well the City met its budget plan at the legal level of control which, is at the department level. 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.

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 strive to 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 $15 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

PERSONNEL SERVICE COSTS

COMPENSATION

A market study was completed by The Waters Consulting Group as part of the Compensation Study and the results demonstrate the City is currently an average of 19.05% below market.

The FY 2010 budget does not include a market or merit increase for classified and exempt employees due to the financial condition of the organization. The City's pay plan was decreased by 1.2% beginning May 1, 2009, which saves approximately $500,000 in the general fund.

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. Each of the skill blocks was decreased by 1.2%

Hazardous Assignment Pay is paid to employees who perform demanding duties or duties with an unusual degree of responsibility, a heightened level of physical risk that is above the norm for the job, and where additional certification and/or continuing education is needed that is above and beyond the minimum requirements for the position. Assignment pay was also decreased by 1.2%.

BENEFITS

Fiscal year 2010 begins the seventeenth year the City has participated in the joint purchasing of health insurance through Northern Arizona Public Employees Benefit Trust (NAPEBT). NAPEBT includes four voting members: Coconino County, Flagstaff Unified School District, Coconino Community College, and the City of Flagstaff and three non-voting members: Flagstaff Housing Authority, NAIPTA and the County Accommodation School.

NAPEBT continues to fund a wellness program in an effort to control costs. This year NAPEBT held its first annual health fair. All of the insurance providers and various community medical providers and wellness vendors participated in the two day event. Employees were able to receive flu shots and wellness assessments free of charge.

The premium increase for health insurance this year is 1.9%. This is well below national trend for plans similar to the City's, which is approximately 10-15%. 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. The 1.9% increase will be absorbed by the Trust, thus there will be no increase passed on to the City or its employees this fiscal year.

FY 2010's budget reflects the continuation of the City of Flagstaff paying the full premium for the employee and reducing the subsidy for dependent health insurance by $60. Its current rate of $314.00 per month will become $254.00 per month beginning July 1, 2009. For FY 2010 the total budget for employee only health insurance is $4.0 million dollars, which is a decrease of 7.3% to all funds. The total cost of the dependent subsidy to the City is $0.9 million which is a decrease of 31.1% to all funds.

Employees who do not elect dependent health insurance coverage normally receive $60 per month in deferred compensation, but this benefit will be suspended beginning July 1, 2009. The savings to all funds is approximately $380,000.

Dental insurance premiums, both employee only and dependent resulted in a rate increase of approximately 2.3%. The City pays 100% of employee coverage and employees pay 100% for dependent coverage. The cost to all funds is approximately $325,000.

The Public Safety Personnel Retirement System (PSPRS) employer contribution will increase by 0.5% for Police and 1.7% for Fire in FY2010. The PSPRS employee contribution will remain 7.65% for the employee. The Arizona State Retirement System (ASRS) contribution will remain 9% for both the employer and employee. The ASRS long-term disability will be 0.4%, which is a 0.1% decrease in contribution rates. The cost to all funds is approximately $2.7 million for PSPRS and $2.6 million for ASRS.

CLASSIFICATION

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 Team for inclusion in the FY2010 budget. Human Resources haves notified all division directors of the status of their requests, whether approved or disapproved. All approved changes will be effective as of July 1, 2009.

Human Resources received a total of 27 requests for reclassifications/reranges and 8 requests for rezones. The following shows those that were approved:

REORGANIZATIONS

The following reorganizations have been completed:

(1) Citywide – The City was reorganized to include cross-disciplinary cabinets and new reporting structures in order to achieve council priorities; become more outcome focused; improve communication/break down silos; identify efficiencies and customer service opportunities; strengthen management; and stimulate organizational pride.

(2) Finance – The Finance section was reorganized in order to facilitate growth in their work program, to reduce the number of direct reports to the Finance Director, and to provide for better succession planning. Two existing Accountant IIs were reclassified to Finance Managers and the Finance Budget/Manager was reclassified to Finance Director.

(3) Fire – An existing Fuel Management Leadworker was reclassified to an Assistant Fire Fuel Manager in order to increase efforts in firewise communities and code enforcement.

(4) Human Resources – A HR Generalist position was added back during budget (replacing the HR Manager.) The Recruitment Specialist moved to HR Generalist and the Administrative Assistant moved to Recruitment Specialist.

(5) – Streets – Due to retirements and redistribution of duties and supervisory responsibilities: the Traffic Signal Tech was combined with the Maintenance Worker and reclassified to Streets Leadworker; the Maintenance Worker III Leadworker was combined with the Safety/Training Coordinator and reclassified to Streets Leadworker; and the Equipment Operator III Leadworker was retitled to Streets Leadworker.

(6) – Police Support Services – Due to the retirement of the Police Support Services Manager, duties were reassigned to a Police Records Supervisor and the position was reclassified to Police Support Services Supervisor.

(7) – GIS – The GIS section was reduced by 1 FTE due to budget cuts. The GIS Specialist was reclassified to GIS Systems Analyst (replacing GIS Analyst Senior). One GIS Technician was reclassified to GIS Specialist and one GIS Technician remains.

ORGANIZATIONAL STUDIES

No studies were necessary this year.

7/1/09 RETITLES			
Old Title	New Title	Range	No. of Employees Effected
Fuel Management Officer	Wildland Fire Manager	14	1
Assistant Fire Fuel Manager	Assistant Wildland Fire Manager	11	2
Community Firewise Coordinator	Wildland Fire Specialist II	9	1
Firefighter Fuel Management Tech	Wildland Fire Specialist I	7	2

7/1/09 RECLASSIFICATIONS/RERANGES				
Old Title	Old Range	New Title	New Range	No. of Employees Effected
Payroll Supervisor	10	Payroll Manager	13	1
Recreation Coordinator I	4	Recreation Coordinator II	6	2
Maintenance Worker III Leadworker	10	Facilities Maintenance Manager	12	1
Systems Administrator	8	Same	9	1
Landfill Leadworker	9	Landfill Supervisor	10	1
Administrative Assistant (Fire)	B13	Administrative Specialist (Fire)	B21	1
Warehouse Technician	7	Warehouse Specialist	8	1
Visitor Center Supervisor	11	Visitor Center Manager	12	1
Development Services Rep	7	Development Services Specialist	8	1
Publications Assistant	7	Publications Specialist	8	1
Administrative Assistant (Aquaplex)	B11	Recreation Coordinator II	6	1

7/1/09 REZONES				
Current Job Title	Old Zone	New Job Title	New Zone	No. of Employees Effected
Administrative Assistant	B11	Administrative Assistant	B12	1
Administrative Assistant	B12	Administrative Assistant	B13	1
Administrative Specialist	B21	Administrative Specialist	B22	1
Administrative Specialist	B22	Administrative Specialist	B23	1
Case Manager	B51	Case Manager	B52	1
Project Manager	B51	Project Manager	B52	1
Project Manager	B52	Project Manager	B53	2

Human Resources also received the following requests mid-year for new classifications, reclassifications, reranges and salary adjustments:

MID YEAR CHANGES	
NEW CLASSIFICATIONS	
Title	Range
Sustainability Specialist	9
HVACR Technician	8

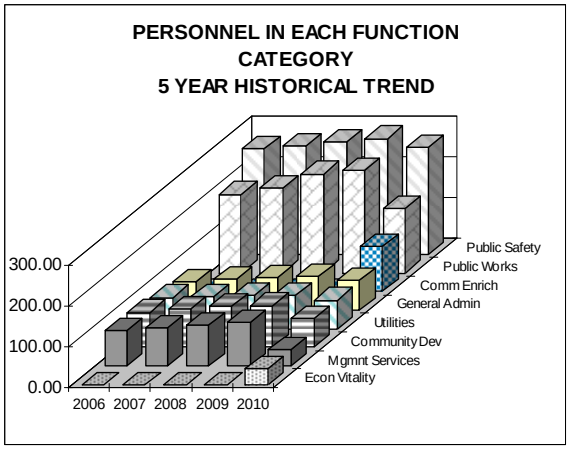
MID YEAR CHANGES				
RECLASSIFICATIONS/RERANGES				
Old Title	Old Range	New Title	New Range	No. of Employees Effected
Inspector II	9	Inspection Supervisor	11	1
Traffic Engineer	14	Same	15	1

SALARY ADJUSTMENTS	
Parks Maintenance Workers (6)	Salaries were increased by one step due to an inequity and compression created by a new hire's rate of pay.
Fire Captain (1)	Salary was adjusted to address and inequity that occurred when another employee was promoted.
Project Manager (1)	Salary was adjusted to address and inequity that occurred when the employee was transferred between sections.
Minimum Wage Adjustment	Minimum wage adjusted to $7.25 comply with state law.

POSITION ADDITIONS/DELETIONS

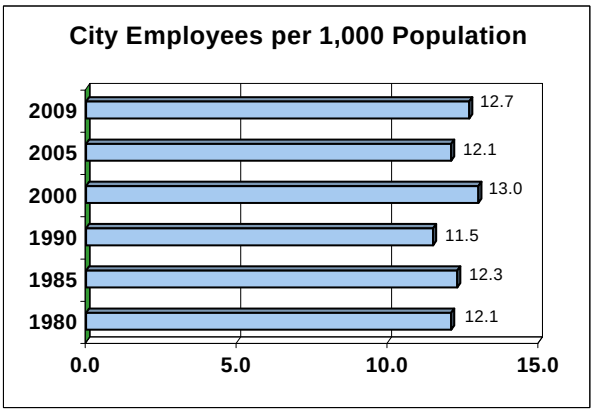
A review of the Personnel Table of Organization (see Appendix Section), provides complete detail, including staffing request changes that are reclassification requests and transfers of personnel between divisions to accommodate changing program needs.

A total of 88.8 FTE's were cut across all funds for FY2010. 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
2000	52,894	685	13.0
2005	61,185	743	12.1
2009 *	64,693	819	12.7



* Estimated census per July 1, 2008
Arizona Department of Economic Security

FY2010 Personnel Staff Reductions			
Section	FY2009 Authorized Personnel	FY2010 Authorized Personnel	Personnel Reductions
City Manager	8.5	7.5	1.0
Capital Improvement	14.5	11	3.5
Risk Management	3	2	1
Law	16.25	15	1.25
Information Technology	16	13	3
Management Services	12	8.5	3.50
Sales Tax	8.5	8	0.5
Library	53.77	50.77	3
Finance	14.14	11.5	2.64
Community Development Administration	3	2.5	.5
Planning & Development Services	31	27.2	5.8
Engineering	25.5	20	5.5
Fire	101.75	99	2.75
Police	179	159	20
Parks	32.46	28.2	4.26
Fleet	15	14	1
Facilities Maintenance	12	11	1
Recreation	67.23	58.73	8.5
Streets Maintenance	41.06	36.31	4.75
Airport	10.5	9.5	1
Environmental Services	67.1	65.1	2
Utilities Administration	10.5	10	0.5
Lake Mary Water Plant	13	11	2
Water Distribution System	17	15	2
Wastewater Treatment Plant	13.5	12.5	1
Wastewater Monitoring	4	3	1
City Court	29.63	25.78	3.85
Economic Development	3	2	1
Tourism- Visitor Center	6.75	5.75	1
Total			88.8

CITY OF FLAGSTAFF
Cost Allocation
For Fiscal Year 2010

PROVIDING SECTIONS	GENERAL 001	LIBRARY 030	HURF 40	TRANSPOR-TATION 041-044	UTILITY 201	STORMWATER 210	AIRPORT 270	ENVIRON. SERVICES 280	TOTAL	TOTAL CHARGED OUT GF
General Fund Services										
City Manager	$ 696,000	44,625	42,716	7,996	96,929	10,885	13,002	76,386	988,539	292,539
City Clerk	194,279	13,451	13,141	10,950	31,574	2,079	3,948	27,062	296,484	102,205
Human Resources	353,220	31,040	24,094	-	49,665	4,556	7,260	44,796	514,631	161,411
Risk Management	159,405	14,805	13,149	7,264	29,550	2,190	3,929	25,067	255,359	95,954
Law	452,226	38,707	41,319	46,630	106,640	6,292	12,674	87,302	791,790	339,564
Information Systems	520,248	-	34,174	-	305,726	-	25,630	76,891	962,669	442,421
Management Services	452,927	69,743	58,133	12,681	196,951	3,108	11,065	131,445	936,053	483,126
Customer Services	-	1,075	962	1,008	692,935	22,385	41	211,943	930,349	930,349
Sales Tax	399,128	34,110	120,117	150,685	26,090	-	16,527	39,988	786,645	387,517
Finance	646,726	66,197	68,028	33,574	121,098	7,494	29,565	96,215	1,068,897	422,171
Community Dev Admin	177,708	-	-	-	-	-	-	-	177,708	-
Engineering	256,793	-	752,512	-	-	37,503	-	-	1,046,808	790,015
Community Investments	1,179,835	23,208	24,774	27,959	63,941	3,773	7,599	52,346	1,383,435	203,600
Public Works Administration	44,285	-	136,549	-	-	-	22,905	121,644	325,383	281,098
Mechanical Shop	67,915	462	59,790	-	15,778	386	4,328	96,857	245,516	177,601
Facilities Maintenance	862,954	104,650	18,644	-	35,450	13,193	90,627	160,164	1,285,682	422,728
Council & Commissions	230,606	20,254	21,620	24,399	55,800	3,292	6,632	45,681	408,284	177,678
Non-Departmental	2,768,488	90,696	117,504	68,888	337,471	15,487	82,811	271,292	3,752,637	984,149
Total General Fund	$ 9,462,743	553,023	1,547,226	392,034	2,165,598	132,623	338,543	1,565,079	16,156,869	6,694,126
General Administration	$ 2,375,378	142,628	168,593	72,840	620,084	26,002	66,443	337,504	3,809,472	1,434,094
Community Development	434,501	-	752,512	-	-	37,503	-	-	1,224,516	790,015
Management Services	1,498,781	171,125	247,240	197,948	1,037,074	32,987	57,198	479,591	3,721,944	2,223,163
Public Works	975,154	105,112	214,983	-	51,228	13,579	117,860	378,665	1,856,581	881,427
Economic Vitality	1,179,835	23,208	24,774	27,959	63,941	3,773	7,599	52,346	1,383,435	203,600
Non-Departmental	2,999,094	110,950	139,124	93,287	393,271	18,779	89,443	316,973	4,160,921	1,161,827
	$ 9,462,743	553,023	1,547,226	392,034	2,165,598	132,623	338,543	1,565,079	16,156,869	6,694,126

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, 2008. The City utilized the services of a consultant to prepare this year's plan. 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 operating expenditures; accounts payable activities have been allocated on the number of accounts payable transactions processed during FY 2008; 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 and preserving resources by providing vehicles and equipment that maximizes fuel efficiencies, reduces greenhouse gas and 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:

- Fleet Review committee reviewed 31 replacement requests. 80% were purchased as hybrids, diesels, E-85 Ethanol Flex-fueled as well as two fuel efficient pool vehicles.
- Continued policy of purchasing diesel engines for 3/4 ton and larger trucks so as to operate on Biodiesel.
- Purchased 9 E-85 (Ethanol) Flex-fueled vehicles for the Police department.
- Interagency partnering with NAIPTA to purchase biodiesel from the City yard.
- Reviewed utilization and analysis on SUV'S, Vans, and light duty pickups.
- Provided Fleet Review committee members with training on the Fleet computer system.
- Updated the five and ten year fleet equipment/vehicle plan using the H.T.E. fleet system.
- Continued to monitor practical vehicle utilization and rotation.

FLEET FISCAL YEAR 2010 REPLACEMENTS

DIVISION	AMOUNT
17 ENGINEERING	
PICKUP, 1/2 TON 4X4 EXT CAB (2)	$ 46,000
22 POLICE	
PATROL SEDANS (6)	153,000
26 PARKS	
PICKUP, 3/4 TON 4X4 DIESEL W/UTIL	47,500
TOTAL GENERAL FUND FLEET	246,500
38 AIRPORT	
SNOWBLOWER	12,500
TOTAL AIRPORT FLEET	12,500

DIVISION	AMOUNT
41 ENVIRONMENTAL SERVICES	
MACK TOPLOADER	267,010
TRANSMISSION FOR G8-77	15,000
RAPIDRAIL AUTOCAR SIDE LOADER (4)	110,000
LANDFILL/BACKHOE	100,000
TOTAL ENVIRONMENTAL SERVICES FLEET	492,010
TOTAL FLEET REPLACEMENTS	$ 751,010

Proposed objectives for FY 2010 include:

- Coordinate with the sustainability division to develop written “green fleet” policies to conserve precious resources.
- Coordinate with the sustainability division to review each replacement or new addition that could be hybrids, diesels, Ethanol (FFV'S).
- Coordinate with Purchasing to include estimated MPG estimates in all bids for vehicles and equipment.
- Fleet Committee reviewed 31 replacement requests and approved 19 for replacement. As a result of budget cuts, only 9 units will submitted to council for approval.
- Continue utilization study to reduce as many units from the fleet that are under-utilized.
- Continue to provide Naviline fleet computer system training for committee members.
- To purchase 80% of all replacement and new additions that will be hybrids, FFV'S, diesels, and more fuel efficient vehicles that are lower emissions and reduces greenhouse gasses.
- Participate in the Valley of the Sun Clean Cities Coalition of other agencies dedicated to conserving and promoting the use of alternative fuels.

FIVE-YEAR INFORMATION TECHNOLOGY PLAN

The City of Flagstaff’s IT Division will continue to refresh end-user equipment as well as servers and other equipment on a four-year rotation schedule. The goal is to continually improve the quality of service which IT provides to the City’s employees as well as to the citizens of the Greater Flagstaff area.

Items to consider

- E-Government initiatives
- Replacement of old telephone system with voice over IP in a 3-4 year phased approach
- Implementation of a Wi-Fi mesh network covering downtown Flagstaff
- Selection & installation of permitting software replacement
- Continuation of disaster recovery planning including real time off-site data replication with the County
- Plan for city-wide imaging solution
- Data sharing and collaboration with public and private agencies

FY2010 Acquisitions - $872,500

IT expenditures have decreased in FY2010 in line with the city-wide 19% decrease. Large purchases include the Microsoft Enterprise agreement and the next phase of VOIP implementation.

PC and Network Replacements & Upgrades & GIS - $336,448

The budgeted amount will allow replacement of those pieces of end-user equipment that are four years old or older.

E-Government - $90,000

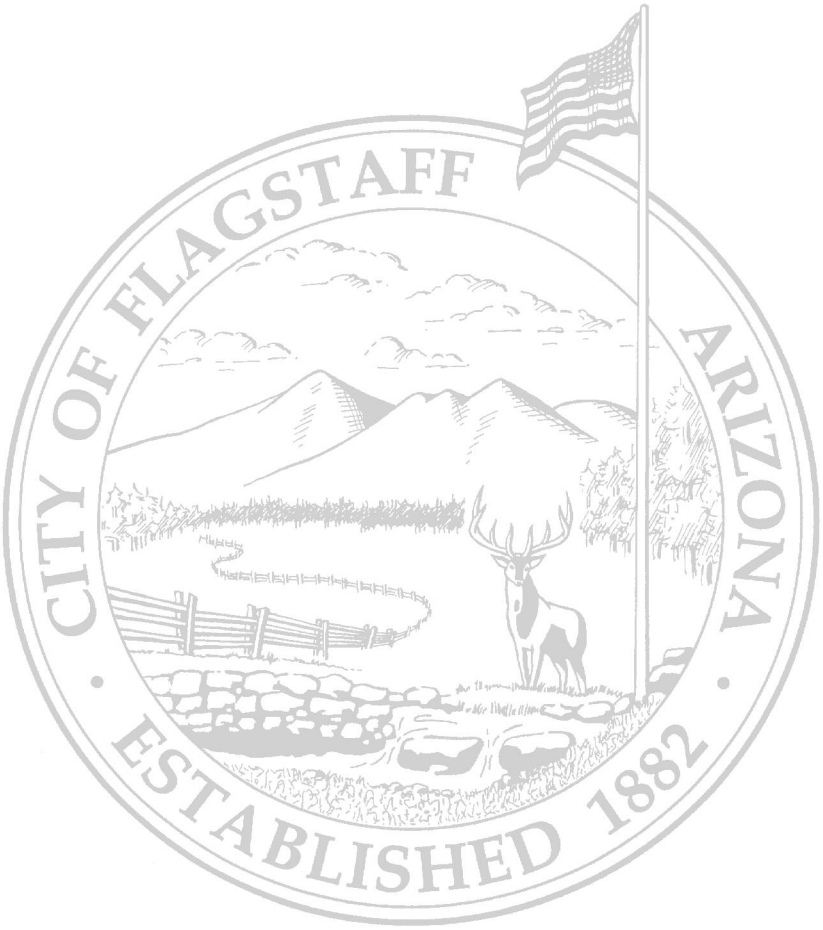
Employee self-serve and video streaming were implemented in FY2009. The committee will continue to consider additional e-government opportunities.

Public Safety - $244,700

The police departments Information Technology needs include PC and laptop replacement, server upgrades, and replacement of Mobile Digital computers, (MDC's) in police and fire vehicles. Software includes additional licenses for MS Office and new software for forensics. This year there are monies to add the Police Department to the City e-mail system.

IT Five Year Projection FY2010 - 2015

IT Five Year Projections	Actual FY2008	Budget FY2009	Actual FY2009	Budget FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Replacement Programs									
Replacement PC's and Printers	$ 345,117	270,981	300,000	173,000	70,000	70,000	70,000	70,000	70,000
Network equip	-	240,000	-	143,448	240,000	240,000	240,000	240,000	240,000
Total - Replacement Programs	**345,117**	**510,981**	**300,000**	**316,448**	**310,000**	**310,000**	**310,000**	**310,000**	**310,000**
GIS									
Hardware upgrades/replacement	-	5,000	-	10,000	10,000	10,000	10,000	10,000	10,000
Software upgrades	-	5,000	-	10,000	10,000	10,000	10,000	10,000	10,000
Total GIS	**-**	**10,000**	**-**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**
E-Gov	**-**	**60,000**	**-**	**90,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**
New Hardware & Software and Upgrades									
Work Order Management/HR	190,202	-	-	-	-	-	-	-	-
Sales Tax Software	-	1,000,000	-	-	35,000	36,050	37,132	38,245	39,393
Microsoft Enterprise Agreement	-	-	-	185,000	-	-	-	-	-
VOIP Migration - next phase	-	-	-	100,000	-	-	-	-	-
Hardware & Software Purchases	-	1,189,619	225,580	587,500	175,000	180,250	185,658	191,227	196,964
Total New Hardware & Software	**190,202**	**2,189,619**	**225,580**	**872,500**	**210,000**	**216,300**	**222,789**	**229,473**	**236,357**
Public Safety									
Police Upgrades	-	149,000	-	199,700	200,000	206,000	212,180	218,545	225,102
Public Safety Equipment	-	125,000	-	-	-	-	-	-	-
Add PD to City Email	-	-	-	45,000	-	-	-	-	-
E citation	-	-	-	-	-	-	-	-	-
Total Public Safety	**-**	**274,000**	**-**	**244,700**	**200,000**	**206,000**	**212,180**	**218,545**	**225,102**
Total Expenditures	**$ 535,319**	**3,044,600**	**525,580**	**1,543,648**	**770,000**	**782,300**	**794,969**	**808,018**	**821,459**
Funding									
General Fund MIS allocation	**$ -**	**914,060**	-	-	-	-	-	-	-
One time monies	-	-	-	-	-	-	-	-	-
Carryover	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-
Total Funding	**-**	**914,060**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Expenditure Summary									
Replacement Program	345,117	510,981	300,000	316,448	310,000	310,000	310,000	310,000	310,000
Local & Wide Area Network	-	-	-	-	-	-	-	-	-
GIS	-	10,000	-	20,000	20,000	20,000	20,000	20,000	20,000
E-Gov	-	20,000	-	90,000	30,000	30,000	30,000	30,000	30,000
New Hardware & Software Purchases	190,202	2,189,619	225,580	872,500	210,000	216,300	222,789	229,473	236,357
Public Safety	-	274,000	-	244,700	200,000	206,000	212,180	218,545	225,102
Total Expenditures	**$ 535,319**	**3,004,600**	**525,580**	**1,543,648**	**770,000**	**782,300**	**794,969**	**808,018**	**821,459**


CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882

CITY OF FLAGSTAFF
SUMMARY SCHEDULE OF ESTIMATED REVENUES AND EXPENDITURES/EXPENSES
FISCAL YEAR 2009-2010

	UNRESERVED FUND BALANCE/ RETAINED EARNINGS AT 7/1/2009	ESTIMATED REVENUES AND OTHER FINANCING SOURCES 2009-2010	INTERFUND TRANSFERS 2009-2010		TOTAL FINANCIAL RESOURCES AVAILABLE 2009-2010	OPERATIONS	CAPITAL OUTLAY (EQUIP/CIP)	DEBT SERVICE	RESERVES/ CONTINGENCIES	TOTAL APPROPRIATIONS 2009-2010	FUND BALANCE 6/30/2010
			IN	OUT							
General Fund	$ 18,726,225	49,561,233	4,555,180	(11,808,929)	61,033,709	47,937,979	3,093,569	1,437,814	1,875,000	54,344,362	6,689,347
Special Revenue Funds:											
Library	626,643	6,545,619	1,260,910	(328,391)	8,104,781	7,740,516	-	-	100,000	7,840,516	264,265
Highway User Revenue	1,808,943	13,640,482	6,142,953	(585,401)	21,006,977	5,468,150	12,696,810	2,332,955	100,000	20,597,915	409,062
Transportation	(1,508,608)	9,820,245	120,000	(4,053,930)	4,377,707	4,147,220	109,430	2,264,458	-	6,521,108	(2,143,401)
Beautification	3,127,179	2,972,856	1,085,000	(495,739)	6,689,296	110,066	4,808,240	-	10,000	4,928,306	1,760,990
Economic Development	48,647	592,999	449,000	-	1,090,646	724,629	-	263,240	25,000	1,012,869	77,777
Tourism	50,334	1,647,433	-	(9,437)	1,688,330	1,630,262	-	-	50,000	1,680,262	8,068
Arts & Science	384,912	401,359	-	-	786,271	736,797	-	-	10,000	746,797	39,474
Recreation-BBB	(77,904)	1,723,638	-	(1,452,115)	193,619	-	-	-	-	-	193,619
Real Estate Proceeds	435,030	14,350	-	-	449,380	-	-	-	-	-	449,380
Housing and Comm Svcs	1,663,992	1,855,040	229,074	(14,000)	3,734,106	3,611,460	-	-	-	3,611,460	122,646
Metro Planning Org	-	401,526	24,300	-	425,826	325,826	-	-	100,000	425,826	-
Debt Service Funds:											
G.O. Bond Fund	348,355	-	3,470,772	-	3,819,127	-	-	3,470,772	-	3,470,772	348,355
Sec. Property Tax	2,355,611	7,710,876	-	(7,272,127)	2,794,360	-	-	-	-	-	2,794,360
Special Assessment Bond	96,951	1,404,650	-	-	1,501,601	-	-	1,500,801	-	1,500,801	800
Permanent Funds:											
Perpetual Care	129,519	15,982	-	-	145,501	-	-	-	-	-	145,501
Capital Projects Funds:											
Special Improvement District	1,291,971	477,635	-	-	1,769,606	-	1,759,656	-	-	1,759,656	9,950
Municipal Facilities Corp	(3,312,666)	17,500,000	-	-	14,187,334	-	5,498,756	-	-	5,498,756	8,688,578
G.O. Bonds	4,053,630	3,407,248	27,300	(200,000)	7,288,178	-	4,454,190	-	-	4,454,190	2,833,988
Enterprise Funds:											
Water and Wastewater	8,659,657	21,664,786	3,801,355	(1,958,565)	32,167,233	12,562,205	6,592,286	6,323,697	1,400,000	26,878,188	5,289,045
Airport											
Operating	2,518	7,928,295	313,000	(116,567)	8,127,246	1,475,193	6,362,854	286,685	-	8,124,732	2,514
Environmental Services	3,358,297	12,787,975	-	(158,953)	15,987,319	11,281,882	1,628,837	-	500,000	13,410,719	2,576,600
Stormwater Utility	554,990	1,368,744	7,338,290	(362,980)	8,899,044	915,119	7,673,290	-	10,000	8,598,409	300,635
TOTAL ALL FUNDS	$ 42,824,226	163,442,971	28,817,134	(28,817,134)	206,267,197	98,667,304	54,677,918	17,880,422	4,180,000	175,405,644	30,861,553

CITY OF FLAGSTAFF
EXPENDITURE LIMITATION
AND
TAX LEVY INFORMATION
FISCAL YEAR 2009-2010

	ESTIMATED FY 2008-2009	FY 2009-2010
Expenditure Limitation [Economic Estimates Commission]		$ 121,801,614
Total Estimated Expenditures Subject to Expenditure Limitation		
1. Maximum Allowable Primary Property Tax Levy [ARS 42-17051.A] rev 6/06 HB 2876	$ 4,914,482	$ 5,119,660
2. Amount Received from Primary Property Taxation in FY 2008-2009 in Excess of the Sum of that Year's Maximum Allowable Primary Property Tax Levy [ARS 42-17102.A.18]	- $ -	
3. Property Tax Levy Amounts		
A. Primary Property Taxes	$ 4,914,482	$ 5,119,660
B. Secondary Property Taxes	7,351,889	7,631,176
C. Total Property Tax Levy Amount	$ 12,266,371	$ 12,750,836
4. Property Taxes Collected (Estimated)		
A. Primary Property Taxes:		
(1) FY 2008-2009 Levy	$ 4,914,482	
(2) Prior Years' Levies	37,711	
(3) Total Primary Property Taxes Collected	4,952,193	
B. Secondary Property Taxes:		
(1) FY 2007-2008 Levy	7,351,889	
(2) Total Secondary Property Taxes Collected	7,351,889	
C. Total Property Taxes Collected	$ 12,304,082	
5. Property Tax Rates		
A. City of Flagstaff Tax Rate:		
(1) Primary Property Tax Rate	0.6803	0.6547
(2) Secondary Property Tax Rate	0.8366	0.8366
(3) Total City Tax Rate	1.5169	1.4913

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 2009 AND 2010
(WITH ACTUALS FOR FISCAL YEAR 2008)

SOURCE OF REVENUES	ACTUAL REVENUES 2007-2008	BUDGETED REVENUES 2008-2009	ESTIMATED ACTUAL REVENUES 2008-2009	BUDGETED REVENUES 2009-2010	CHANGE (BDGT-BDGT)	% CHANGE
GENERAL FUND						
Local taxes						
City Sales Tax	$ 16,180,864	18,915,121	14,740,121	13,803,121	(5,112,000)	-27.03%
Franchise Tax	2,243,051	2,399,436	2,399,436	2,519,408	119,972	5.00%
Licenses and permits						
Business Licenses	36,370	45,295	40,000	81,000	35,705	78.83%
Building Permits	1,329,598	1,795,628	1,000,000	1,040,000	(755,628)	-42.08%
Other Licenses and permits	449,094	339,332	339,997	355,201	15,869	4.68%
Intergovernmental revenues						
State Income Tax Sharing	8,610,567	9,014,800	9,152,800	7,850,000	(1,164,800)	-12.92%
State Shared Sales Tax	5,623,144	5,534,381	5,351,746	5,191,194	(343,187)	-6.20%
County Vehicle License Tax	2,758,307	2,706,080	2,500,000	2,550,000	(156,080)	-5.77%
Federal Grants	968,825	1,065,901	946,151	2,170,177	1,104,276	103.60%
State Grants	731,953	270,361	258,863	316,338	45,977	17.01%
Local Intergovernmental Agreements	668,153	1,012,160	840,000	860,000	(152,160)	-15.03%
Charges for services						
General Government	411,765	936,237	464,221	1,227,432	291,195	31.10%
Parks & Recreation	650,035	1,239,493	1,251,339	1,429,010	189,517	15.29%
Public Safety	1,131,628	990,939	925,189	1,067,377	76,438	7.71%
Cemetery	112,375	126,912	117,688	135,572	8,660	6.82%
Fines and forfeits	1,240,222	1,097,379	1,135,509	1,242,929	145,550	13.26%
Interest on investments	997,368	973,750	650,000	650,000	(323,750)	-33.25%
Miscellaneous revenues	1,343,612	1,991,691	1,740,517	1,958,593	(33,098)	-1.66%
Total General Fund	45,486,931	50,454,896	43,853,577	44,447,352	(6,007,544)	-11.91%
SPECIAL REVENUE FUNDS						
LIBRARY FUND						
Intergovernmental revenues						
State Grants	216,195	25,000	50,931	25,000	-	0.00%
County Aid	2,764,918	4,053,121	4,175,603	6,449,810	2,396,689	59.13%
Interest on investments	63,021	50,000	50,000	50,000	-	0.00%
Miscellaneous revenues	40,316	29,000	29,000	20,809	(8,191)	-28.24%
Total Library Fund	3,084,450	4,157,121	4,305,534	6,545,619	2,388,498	57.46%
HIGHWAY USER REVENUE FUND						
Intergovernmental revenues						
Federal Grants	250,000	180,000	250,000	765,600	585,600	325.33%
Highway User Tax	7,422,359	8,083,215	6,531,676	6,662,309	(1,420,906)	-17.58%
Local Transportation Assistance Funds	284,747	300,246	300,246	300,246	-	0.00%
Interest on investments	190,900	95,000	12,866	36,000	(59,000)	-62.11%
Miscellaneous revenues	2,173,910	4,792,636	-	1,376,327	(3,416,309)	-71.28%
Total Highway User Revenue Fund	10,321,916	13,451,097	7,094,788	9,140,482	(894,306)	-6.65%
TRANSPORTATION FUND						
Transportation Tax	9,623,142	13,295,319	10,021,900	9,721,245	(3,574,074)	-26.88%
Interest on Investments	304,265	162,000	159,000	99,000	(63,000)	-38.89%
Miscellaneous revenues	1,524	5,000,000	646,000	-	(5,000,000)	-100.00%
Total Transportation Fund	9,928,931	18,457,319	10,826,900	9,820,245	(8,637,074)	-46.79%

SOURCE OF REVENUES	ACTUAL REVENUES 2007-2008	BUDGETED REVENUES 2008-2009	ESTIMATED ACTUAL REVENUES 2008-2009	BUDGETED REVENUES 2009-2010	CHANGE (BDGT-BDGT)	% CHANGE
BEAUTIFICATION FUND						
Intergovernmental revenues						
State Grants	$ 9,020	1,555,880	604,097	1,845,000	289,120	18.58%
BBB Tax	1,021,285	1,102,966	1,034,286	1,044,629	(58,337)	-5.29%
Interest on investments	114,566	83,361	83,226	83,227	(134)	-0.16%
Miscellaneous	10,000	-	-	-	-	0.00%
Total Beautification Fund	1,154,871	2,742,207	1,721,609	2,972,856	230,649	8.41%
ECONOMIC DEVELOPMENT FUND						
BBB Tax	485,111	523,909	491,286	496,199	(27,710)	-5.29%
Miscellaneous	-	-	60,000	91,800	91,800	0.00%
Interest on investments	13,264	7,000	7,000	5,000	(2,000)	-28.57%
Total Economic Development Fund	498,375	530,909	558,286	592,999	62,090	11.70%
TOURISM FUND						
BBB Tax	1,531,928	1,654,449	1,551,430	1,566,944	(87,505)	-5.29%
Retail Sales	71,100	75,000	65,047	65,047	(9,953)	-13.27%
Interest on investments	16,776	20,500	7,436	1,000	(19,500)	-95.12%
Miscellaneous revenues	18,123	127,856	14,354	14,442	(113,414)	-88.70%
Total Tourism Fund	1,637,927	1,877,805	1,638,267	1,647,433	(230,372)	-12.27%
ARTS AND SCIENCE FUND						
BBB Tax	382,982	413,612	387,857	391,736	(21,876)	-5.29%
Interest on investments	11,223	3,388	3,388	9,623	6,235	184.03%
Total Arts and Science Fund	394,205	417,000	391,245	401,359	(15,641)	-3.75%
RECREATION-BBB FUND						
BBB Tax	1,685,121	1,819,894	1,706,573	1,723,638	(96,256)	-5.29%
Interest on investments	19	-	-	-	-	0.00%
Miscellaneous revenues	1,060	-	-	-	-	0.00%
Total Recreation-BBB Fund	1,686,200	1,819,894	1,706,573	1,723,638	(96,256)	-5.29%
REAL ESTATE PROCEED FUND						
Real Estate Revenues	-	-	-	-	-	0.00%
Interest on investments	36,037	17,350	17,350	14,350	(3,000)	-17.29%
Total Real Estate Proceeds Fund	36,037	17,350	17,350	14,350	(3,000)	-17.29%
HOUSING AND COMMUNITY SVCS FUND						
Intergovernmental revenues						
Federal Grants	901,009	1,244,316	589,059	1,255,040	10,724	0.86%
State Grants	187,377	600,000	113,030	600,000	-	0.00%
Interest on investments	62,434	-	30,000	-	-	0.00%
Miscellaneous revenues	230,779	-	61,152	-	-	0.00%
Total Community Redevelopment Fund	1,381,599	1,844,316	793,241	1,855,040	10,724	0.58%
METRO PLANNING ORGANIZATION FUND						
Intergovernmental revenues						
Federal Grants	391,306	317,404	577,359	296,526	(20,878)	-6.58%
Miscellaneous revenues	5,000	225,000	5,000	105,000	(120,000)	-53.33%
Total Metro Planning Organization Fund	396,306	542,404	582,359	401,526	(140,878)	-25.97%
TOTAL SPECIAL REVENUE FUNDS	30,520,817	45,857,422	29,636,152	35,115,547	(7,325,566)	-15.97%

SOURCE OF REVENUES	ACTUAL REVENUES 2007-2008	BUDGETED REVENUES 2008-2009	ESTIMATED ACTUAL REVENUES 2008-2009	BUDGETED REVENUES 2009-2010	CHANGE (BDGT-BDGT)	% CHANGE
DEBT SERVICE FUNDS						
SECONDARY PROPERTY TAX FUND						
Interest on investments	$ 85,707	77,000	88,700	79,700	2,700	3.51%
Total Secondary Property Tax Fund	85,707	77,000	88,700	79,700	2,700	3.51%
SPECIAL ASSESSMENT BONDS						
Special Assessments	2,448	2,022	2,024	1,402,250	1,400,228	69249.65%
Interest on investments	11,044	7,502	6,660	2,400	(5,102)	-68.01%
Miscellaneous revenues	9	-	-	-	-	0.00%
Total Special Assessment Bonds	13,501	9,524	8,684	1,404,650	1,395,126	14648.53%
TOTAL DEBT SERVICE FUNDS	99,208	86,524	97,384	1,484,350	1,397,826	1615.54%
CAPITAL PROJECTS FUNDS						
G.O. BONDS PROJECTS						
Interest on investments	1,130,800	523,000	382,000	82,248	(440,752)	-84.27%
Miscellaneous Revenue	847,635	-	-	-	-	
Intergovernmental revenues						
Federal Grants	-	170,000	-	-	2,576,384	1515.52%
Total G.O. Bonds Projects	1,978,435	693,000	382,000	82,248	2,135,632	308.17%
MUNICIPAL FACILITIES CORP						
Interest on investments	-	86,000	-	-	(86,000)	-100.00%
Intergovernmental revenues						
Grant Revenues	2,343,890	-	-	3,000,000	2,576,384	0.00%
Total Municipal Facilities Corp	2,343,890	86,000	-	3,000,000	2,490,384	
SPECIAL IMPROVEMENT DISTRICT						
Interest on investments	688,812	1,000	152,000	-	(1,000)	-100.00%
Miscellaneous Revenue	1,282,738	3,000,000	1,279,446	477,635	(2,522,365)	-84.08%
Total Capital Projects Bond Funds	1,971,550	3,001,000	1,431,446	477,635	(2,523,365)	-84.08%
TOTAL CAPITAL PROJECTS FUNDS	6,293,875	3,780,000	1,813,446	3,559,883	2,102,651	55.63%
PERMANENT FUNDS						
PERPETUAL CARE FUND						
Contributions	16,200	19,380	12,240	12,485	(6,895)	-35.58%
Interest on investments	3,349	3,528	2,202	3,497	(31)	-0.88%
Total Perpetual Care Fund	19,549	22,908	14,442	15,982	(6,926)	-30.23%
TOTAL PERMANENT FUNDS	19,549	22,908	14,442	15,982	(6,926)	-30.23%
ENTERPRISE FUNDS						
WATER AND WASTEWATER FUND						
OPERATING FUND						
Intergovernmental revenues						
State Grants	10,031	655,503	27,672	334,571	(320,932)	-48.96%
Federal Grants	-	194,000	-	-	(194,000)	
Water Revenues	11,615,472	13,714,953	11,629,720	11,656,833	(2,058,120)	-15.01%
Sewer Revenues	7,763,234	8,500,479	7,809,768	7,972,942	(527,537)	-6.21%
Interest on Investments	430,015	356,000	175,000	173,000	(183,000)	-51.40%
Miscellaneous revenues	66,240	-	-	-	-	0.00%
Total Water and Wastewater Fund	19,884,992	23,420,935	19,642,160	20,137,346	(3,283,589)	-14.02%

SOURCE OF REVENUES	ACTUAL REVENUES 2007-2008	BUDGETED REVENUES 2008-2009	ESTIMATED ACTUAL REVENUES 2008-2009	BUDGETED REVENUES 2009-2010	CHANGE (BDGT-BDGT)	% CHANGE
AIRPORT FUND						
OPERATING FUND						
Intergovernmental revenues						
Federal Grants	$ 6,041,255	6,681,215	2,078,161	5,687,036	(994,179)	-14.88%
State Grants	3,079,650	2,194,917	-	338,850	(1,856,067)	-84.56%
Airport Revenues	1,312,143	1,319,326	1,244,353	1,560,316	240,990	18.27%
Interest on investments	6,635	-	-	50	50	0.00%
Miscellaneous revenues	294,399	350,154	109,674	342,043	(8,111)	-2.32%
AIRPARK FUND						
Interest on investments	18,816	-	-	-	-	0.00%
Total Airport Fund	10,752,898	10,545,612	3,432,188	7,928,295	(2,617,317)	-24.82%
ENVIRONMENTAL SERVICES FUND						
Intergovernmental revenues						
Federal Grants	73,020	146,600	59,217	587,100	440,500	300.48%
Environmental Services Revenues	10,507,477	13,386,951	11,411,895	11,968,972	(1,417,979)	-10.59%
Interest on investments	503,305	199,613	186,256	204,603	4,990	2.50%
Miscellaneous revenues	31,273	-	13,862	27,300	27,300	0.00%
Total Environmental Services Fund	11,115,075	13,733,164	11,671,230	12,787,975	(945,189)	-6.88%
STORMWATER UTILITY						
Stormwater Utility Revenues	1,081,282	1,199,224	1,199,224	1,306,298	107,074	8.93%
Charges for Services	49,539	61,346	51,346	51,346	(10,000)	-16.30%
Interest on investments	1,896	11,850	6,900	11,100	(750)	-6.33%
Miscellaneous revenues	965	-	-	-	-	0.00%
Total Stormwater Utility Fund	1,133,682	1,272,420	1,257,470	1,368,744	96,324	7.57%
TOTAL ENTERPRISE FUNDS	42,886,647	48,972,131	36,003,048	42,222,360	(6,749,771)	-13.78%
FIDUCIARY FUNDS						
VOLUNTEER FIREMEN'S PENSION FUND						
Interest on investments	4,879	-	-	-	-	0.00%
Total Volunteer Firemen's Pension Fund	4,879	-	-	-	-	0.00%
TOTAL FIDUCIARY FUNDS	4,879	-	-	-	-	0.00%
TOTAL REVENUES	$ 125,311,906	149,173,881	111,418,049	126,845,474	(16,589,330)	-11.12%

CITY OF FLAGSTAFF
SUMMARY BY FUNDING OF OTHER FINANCING SOURCES
AND INTERFUND TRANSFERS
FISCAL YEAR 2009 - 2010

FUND	PROCEEDS FROM OTHER FINANCING SOURCES	INTERFUND TRANSFERS IN	INTERFUND TRANSFERS OUT
GENERAL FUND	$ -	4,555,180	11,808,929
SPECIAL REVENUE FUNDS			
Library Fund	-	1,260,910	328,391
Highway User Revenue Fund	4,500,000	6,142,953	585,401
Transportation Fund	-	120,000	4,053,930
Beautification Fund	-	1,085,000	495,739
Economic Development	-	449,000	-
Tourism Fund	-	-	9,437
Arts and Science Fund	-	-	-
Recreation-BBB Fund	-	-	1,452,115
Real Estate Proceeds Fund	-	-	-
Housing & Community Services	-	229,074	14,000
MPO	-	24,300	-
Total Special Revenue Funds	4,500,000	9,311,237	6,939,013
DEBT SERVICE FUNDS			
Secondary Property Tax Fund	-	-	7,272,127
G.O. Bond Fund	-	3,470,772	-
Total Debt Service Funds	-	3,470,772	7,272,127
CAPITAL PROJECTS FUNDS			
G.O. Bond Funded Projects	3,325,000	27,300	200,000
Municipal Facilities Corporation	14,500,000	-	-
Total Capital Projects Funds	17,825,000	27,300	200,000
ENTERPRISE FUNDS			
Water and Wastewater Fund	1,527,440	3,801,355	1,958,565
Stormwater Utility	-	7,338,290	362,980
Airport Fund	-	313,000	116,567
Environmental Services Fund	-	-	158,953
Total Enterprise Funds	1,527,440	11,452,645	2,597,065
TOTAL ALL FUNDS	$ 23,852,440	28,817,134	28,817,134

SCHEDULE OF TRANSFERS
FISCAL YEAR 2009-2010

General Fund

Transfers In:

Library - $328,391
This transfer represents the APSES lease payment for $78,391 and Parking for $250,000.

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 - $495,739
This represents $440,538 for streetscape maintenance on projects previously constructed by BBB funds that are now maintained by the Parks division, $5,201 for the citywide publication and $50,000 for the 4th Street Redevelopment FTE.

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 - $1,342,115
This transfer is a contribution to the maintenance of FUTS which is a Parks responsibility for $199,484, $917,631 for increased maintenance in the Parks budget related to additional field maintenance associated with Recreation Bond projects and $225,000 for the operation of Recreation Programs.

Housing and Community Services Fund - $14,000
This transfer represents $14,000 to assist with the funding of a Housing Planner.

Water and Wastewater Fund - $1,958,565
This is a transfer of $1,800,771 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 - $116,567
This is a transfer for $33,567 to assist with the APSES lease payment and $83,000 for excess of overhead cost allocation.

Environmental Services Fund - $131,653
This transfer represents $4,678 for advertising in the citywide publication, $4,810 for the APSES lease payment and $122,165 that supports one position in the Brownfield program plus operating expense and the city match of the EPA Brownfield grant.

Stormwater Fund - $73,312
This transfer represents one FTE position.

Transfers Out:

Library Fund - $1,260,910
This is the operating transfer from the General Fund to the Library for general services.

Highway User Revenue Fund - $2,074,355
This is $1,801,355 for debt service, $160,000 for the de-icer program, $13,000 for the street sweeper program and $100,000 to offset the increase in indirect cost allocation.

Transportation Fund - $120,000
This transfer is to assist in offsetting the overhead cost allocation in Transit.

Economic Development - $449,000
This represents a transfer to assist in the expenditures related to the Incubator.

Housing and Community Services Fund - $229,074
This transfer represents a $188,574 funding for a revolving loan source and $40,500 for affordable housing fees.

MPO - $24,300
This transfer represents $20,250 to assist in the payment of the multi model planner position and $4,050 to assist in the payment of the Administration Assistant.

Stormwater Fund - $7,338,290
Transfer funds for Rio de Flag project.

Airport Fund - $313,000
This transfer is for capital at the Airport. The Airport is an enterprise fund whose goal is to eventually eliminate any requirement for general fund transfers.

Library Fund

Transfers In:

General Fund - $1,260,910
This is the operating transfer from the General Fund to the Library for general services.

Transfers Out:

General Fund - $328,391
This transfer is for the APSES lease payment of $78,391 and for Parking for $250,000.

Highway User Revenue Fund

Transfers In:

General Fund - $2,074,355
This is $1,801,355 for debt service, $160,000 for the de-icer program, $13,000 for the street sweeper program and $100,000 to offset the increase in indirect cost allocation.

Transportation Fund - $3,578,930
This is a transfer of the transportation tax to fund various transportation projects. Safety funding is $870,793 for miscellaneous projects. $2,708,137 is from Street Improvement for Transportation funded projects.

Stormwater Fund - $289,668
This transfer is for drainage maintenance.

Capital Projects Fund - $200,000
This transfer is for Fire Station #2 portion of Ponderosa Parkway construction.

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.

Beautification Fund - $500,000
This transfer is to support the Beaver/San Francisco Southside Project.

Transportation Fund

Transfers In:

General Fund - $120,000
This transfer is to assist in offsetting the overhead cost allocation in Transit.

Transfers Out:

HURF - $3,578,930
This is a transfer of the transportation tax to fund various transportation projects. Safety funding is $870,793 for miscellaneous projects. $2,708,137 is from Street Improvement for Transportation funded projects.

Beautification Fund - $475,000
This transfer funds various FUTS and Streetscape projects within the multi-modal transportation projects.

Beautification Fund

Transfers In:

Highway User Revenue Fund - $500,000
This transfer is to support the Beaver/San Francisco Southside Project located Streetscape program.

Transportation Tax - $475,000
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.

Transfers Out:

General Fund - $495,739
This represents $440,538 for streetscape maintenance on projects previously constructed by BBB funds that are now maintained by the Parks division, $5,201 in support of the citywide publication, and $50,000 for the 4th Street Redevelopment FTE.

Economic Development Fund

Transfers In:

General Fund - $449,000
This represents a transfer to assist with the expenditures related to 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.

Recreation-BBB Fund

Transfers Out:

General Fund - $1,342,115
This transfer is a contribution to the maintenance of FUTS which is a Parks responsibility $199,484. $917,631 for increased maintenance in the Parks budget related to additional field maintenance associated with Recreation Bond projects and $225,000 for the operation of Recreation Programs.

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

Housing and Community Services Fund

Transfers In:

General Fund - $229,074
This transfer represents a $188,574 funding for a revolving loan source and $40,500 for affordable housing fees.

Transfers Out:

General Fund - $14,000
This transfer represents $14,000 to assist with the funding of a Housing Planner.

Metro Planning Organization Fund

Transfers In:

General Fund - $24,300
This transfer represents $20,250 to assist in the payment of the multi model planner position and $4,050 to assist in the payment of the Administration Assistant.

G.O. Bond Fund

Transfers In:

Secondary Property Tax Fund - $3,470,772
A transfer of Secondary Property Taxes collected for repayment of general obligation bonds for Projects and BBB Recreation.

Secondary Property Tax Fund

Transfers Out:

G.O. Bond Fund - $3,470,772
A transfer of Secondary Property Taxes collected for repayment of general obligation bonds for Projects and BBB Recreation.

Water and Wastewater Fund - $3,801,355
A transfer to Utilities for Secondary Property Taxes collected to support General Obligation Debt.

Water and Wastewater Fund

Transfers In:

Secondary Property Tax Fund - $3,801,355
A transfer to Utilities for Secondary Property Taxes collected to support the General Obligation Debt.

Transfers Out:

General Fund - $1,958,565
This is a transfer of $1,800,771 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 - $7,338,290
This transfer is for the Rio de Flag Project.

Transfers Out:

HURF - $289,668
This transfer is for drainage maintenance.

General Fund - $73,312
This transfer is for the Rio de Flag Project.

Airport Fund

Transfers In:

General Fund - $313,000
This transfer is for capital at the Airport.

Transfers Out:

General Fund - $116,567
This is a transfer for $33,567 to assist with the APSES lease payment and $83,000 for excess of overhead cost allocation.

Environmental Services Fund

Transfers Out:

General Fund - $131,653
This transfer represents $4,678 for advertising in the citywide publication, $4,810 for the APSES lease payment and $122,165 that supports one position in the Brownfield program plus operating expense and the city match of the EPA Brownfield grant.

Capital Projects Fund - $27,300
This transfer is to assist with the preliminary study of the public works facility related to environmental service.

Capital Projects Fund

Transfers In:

Environmental Services Fund - $27,300
This transfer is to assist with the preliminary planning of the public works facility related to environmental service.

Transfers Out:

Highway User Revenue Fund - $200,000
This is transfer is for Fire Station #2 portion of Ponderosa Parkway construction.

CITY OF FLAGSTAFF
SCHEDULE OF GRANT REVENUES
FISCAL YEAR 2009-2010

	PROJECT NAME	BUDGETED REVENUES 2008-2009	ESTIMATED REVENUES 2008-2009	BUDGETED REVENUES 2009-2010	CITY MATCH 2009-2010	BUDGETED GRANT REIMB %	FUNDING
GENERAL FUND							
POLICE	METRO (NORTHERN AZ STREET CRIMES TASK FORCE)	$ 297,822	297,822	383,064	-	100%	F/S
POLICE	GOHS - UNDERAGE DRINKING	-	9,703	-	-	100%	F/S
POLICE	FY 08 HOMELAND SECURITY	50,000	81,750	-	-	100%	F
POLICE	INTERNET CRIMES AGAINST CHILDREN	19,415	8,827	-	-	100%	S
POLICE	NORTHERN ARIZONA 700 MHZ EQUIPMENT	-	58,974	1,026	-	100%	F
POLICE	TSA - LAW ENFORCEMENT OFFICER	56,808	56,809	-	-	60%	F
POLICE	FY 09 AATA - PROFESSIONAL TRAINING	-	2,128	-	-	100%	S
POLICE	FY 09 AATA - PUBLIC AWARENESS	-	7,096	-	-	100%	S
POLICE	COUNTER SUICIDE BOMBER	-	35,684	-	-	100%	F
POLICE	FY 09FUSD - RESOURCE OFFICER	-	48,924	-	-	100%	L
POLICE	SHLS - MULTI HIT BALLISTIC PLATE	-	-	18,846	-	100%	S
POLICE	GOHS - IN CAR VIDEO	-	-	29,200	-	100%	S
POLICE	GOHS - COLLISION TEAM TRAINING	-	-	20,760	-	100%	S
POLICE	GOHS - DUI ENFORCEMENT	-	-	26,400	-	100%	S
POLICE	GOHS - LIVESCAN FINGERPRINT MACHINE	-	-	13,441	-	100%	S
POLICE	FY 10 FUSD - RESOURCE OFFICER	-	-	55,000	-	100%	L
POLICE	FY 10 AATA - PROFESSIONAL TRAINING	-	-	2,128	-	100%	S
POLICE	FY 10 AATA - PUBLIC AWARENESS	-	-	8,808	-	100%	S
POLICE	ACJC - DUI ABATEMENT	-	-	13,500	-	100%	S
POLICE	AZHLS - BUFFER ZONE PROTECTION	-	-	80,000	-	100%	S
POLICE	AZHLS - BOMB TEAM TRAINING	-	-	7,750	-	100%	S
POLICE	AZHLS - CALL TAKER STATION	-	-	175,000	-	100%	S
POLICE	AZHLS - PORTABLE RADIOS	-	-	110,460	-	100%	S
POLICE	WEED & SEED OVERTIME	-	-	9,883	-	100%	F/NP
POLICE	RECOVERY COPS GRANT	-	-	145,000	-	100%	F
POLICE	RECOVERY BRYNE GRANT	-	-	72,500	-	100%	F
POLICE	RECOVERY JAG	-	-	311,417	-	100%	F
POLICE	BULLET PROOF VEST PROGRAM	-	2,784	-	9,487	50%	F
POLICE	STATEWIDE GANG TASK FORCE	96,877	96,877	171,446	24,170	85%	S
POLICE	GREAT GRANT	-	144,228	-	-	100%	F
POLICE	AZ AUTO THEFT-WATCH YOUR CAR	5,000	5,000	-	-	100%	S
POLICE	GOHS SELECTIVE TRAFFIC ENF	48,049	-	-	-	100%	F/S
POLICE	HOMELAND SECURITY - BOMB EQUIP	-	93,503	-	-	100%	F
POLICE	ACJC ANTI-GANG INITIATIVE	20,055	192	20,018	-	100%	F/S
POLICE	GOHS DUI ENFORCEMENT	20,055	4,875	-	-	100%	F/S
POLICE	WEED & SEED OVERTIME	37,302	14,373	-	-	100%	F/NP
POLICE	ED BRYNE MEMORIAL JAG	50,137	35,979	33,530	-	100%	F
POLICE	ACJC DUI ABATEMENT	32,408	-	-	-	100%	F/S
FIRE	GOHS RESCUE EQUIPMENT	10,000	-	-	-	100%	S
FIRE	FY 07 HOMELAND SECURITY GRANT	40,000	40,000	-	-	100%	F
FIRE	FY 08 HOMELAND SECURITY	120,000	-	-	-	100%	F
FIRE	FY 07 ASSISTANCE TO FIREFIGHTERS	160,000	-	-	-	100%	F
FIRE	FY 07 SAFER GRANT	113,850	-	-	-	90%	F
FIRE	GLOBAL GRANT	-	2,500	-	-	100%	F
FIRE	FY09 HOMELAND SECURITY	-	-	140,000	-	100%	S
FIRE	FY09 ASSISTANCE TO FIREFIGHTERS	-	-	200,000	50,000	80%	F
FIRE	FY09 SAFER GRANT	-	-	96,000	24,000	80%	F
FIRE	FY 09 GOHS - EQUIPMENT	-	-	25,000	-	100%	S
COURT	COURT WARRANT FEES	36,724	64,456	65,745	-	100%	L
COURT	COURT INTERPRETER	28,410	-	-	-	100%	L
COURT	TCPF/STATE JCEF - COURT TRAINING OFFICER	25,000	25,000	25,000	-	100%	S
COURT	TCPF/LOCAL JCEF - COURT TRAINING OFFICER	10,100	16,180	16,580	-	100%	L
COURT	TCPF MODIFY ATZEC	-	19,000	-	-	100%	L
COURT	COURT IMPROVEMENT FEES	-	-	175,853	-	100%	L
COURT	LOCAL JCEF - TRAINING COUNTY	24,150	-	-	-	100%	L
COURT	COUNTY JCEF - INFORMATION SYSTEM TECH	34,100	32,350	33,160	-	100%	L
	SUBTOTAL-GENERAL FUND	1,336,262	1,205,014	2,486,515	107,657		

	PROJECT NAME	BUDGETED REVENUES 2008-2009	ESTIMATED REVENUES 2008-2009	BUDGETED REVENUES 2009-2010	CITY MATCH 2009-2010	BUDGETED GRANT REIMB %	FUNDING
LIBRARY	LIBRARY VARIOUS GRANTS	$ 25,000	50,931	25,000	-	100%	S
	SUBTOTAL	25,000	50,931	25,000	-		
CAPITAL	AUTOMOTIVE TRAINING CENTER	-	-	3,000,000	-	100%	F
CAPITAL	FIRE STATIONS	170,000	-	-	-	100%	F
	SUBTOTAL	170,000	-	3,000,000	-		
HURF	FHWA-WB STEVES	180,000	-	-	-	100%	F/S
HURF	MALL INFRASTRUCTURE	-	250,000	-	-	100%	F/S
HURF	ATTPL- LAKE MARY IMPROVEMENTS	-	-	765,600	-	100%	F/S
	SUBTOTAL	180,000	250,000	765,600	-		
BEAUT	FUTS SIGNAGE	-	20,000	-	-	50%	S
BEAUT	FUTS/RIO NORTH-CRESCENT TO OBSR MESA	-	84,097	-	-	50%	S
BEAUT	TEA 21 - FUTS RIO TO SAN FRANCISCO (ROUND 9)	-	-	500,000	-	100%	S
BEAUT	TEA - 21 - US 89-RAILHEAD TO SNOWFLAKE	500,000	500,000	-	-	94%	F/S
BEAUT	HERITAGE GRANT - NEON CORRIDOR	100,000	-	-	-	94%	S
BEAUT	TEA 21 - RT 66 EAST - CC TO MALL TRAIL (ROUND 14)	455,880	-	345,000	-	94%	S
BEAUT	TEA 21 - BEAVER/SF SOUTHSIDE PLAN IMPLEMENTATION (ROUND 15)	500,000	-	500,000	703,000	41%	S
BEAUT	TEA 21 - WOODLANDS / BEULAH MEDIANS (ROUND 16)	-	-	500,000	-	94%	S
	SUBTOTAL	1,555,880	604,097	1,845,000	703,000		
HSG	05/06 CDBG ENTITLEMENT	7,000	-	-	-	100%	F
HSG	06/07 CDBG ENTITLEMENT	86,000	38,289	-	-	100%	F
HSG	07/08 CDBG ENTITLEMENT	341,000	205,159	-	-	100%	F
HSG	08/09 CDBG ENTITLEMENT	810,316	345,611	415,252	-	100%	F
HSG	09/10 CDBG ENTITLEMENT	-	-	839,788	-	100%	F
HSG	FY 08 OWNER OCCUPED HOUSING EMERGENCY REPAIRS	300,000	43,000	-	-	100%	F/S
HSG	FY 08 OWNER OCCUPIED HOUSING REHAB	300,000	70,030	-	-	100%	F/S
HSG	FY 09 OWNER OCCUPED HOUSING EMERGENCY REPAIRS	-	-	300,000	-	100%	F/S
HSG	FY 09 OWNER OCCUPIED HOUSING REHAB	-	-	300,000		100%	F/S
	SUBTOTAL	1,844,316	702,089	1,855,040	-		
MPO	FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION 2005	42,092	42,092	-	-	93%	F/S
MPO	FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION 2007	21,268	33,134	-	-	93%	F/S
MPO	FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION STP-CONSTR. 2007	-	278,089	-	-	93%	F/S
MPO	FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION 2008	254,044	224,044	29,706	-	93%	F/S
MPO	FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION 2009	-	-	266,820	-	93%	F/S
	SUBTOTAL	317,404	577,359	296,526	-		
UTIL	FRANCIS SHORT POND PH. II	-	-	2,475	-	100%	S
UTIL	FRANCIS SHORT POND PH. III	29,543	-	29,543	-	100%	S
UTIL	AWPF-PICTURE CANYON	275,960	27,672	302,553	-	100%	S
UTIL	RED GAP	194,000	-	-	-	100%	F/S
UTIL	CITY HALL XERISCAPE	300,000	-	-	-	100%	S
UTIL	INNER BASIN SOLAR RESTROOM	50,000	-	-	-	100%	S
	SUBTOTAL	849,503	27,672	334,571	-		

Schedule 5: Grant Revenues

	PROJECT NAME	BUDGETED REVENUES 2008-2009	ESTIMATED REVENUES 2008-2009	BUDGETED REVENUES 2009-2010	CITY MATCH 2009-2010	BUDGETED GRANT REIMB %	FUNDING
AIRPT	LAND ACQUISITION (ADOT E6S44)	$ 1,012,500	40,725	-	4,525	90%	S
AIRPT	LAND ACQUISITION (ADOT E1107)	1,012,500	-	-	-	90%	S
AIRPT	RUNWAY EXTENSION	-	245,474	-	-	95%	F
AIRPT	TERMINAL SECURITY - FAA	1,118,625	1,050,693	-	55,300	95%	F
AIRPT	TERMINAL SECURITY - ADOT	28,218	-	-	-	2.5%	S
AIRPT	BAG CLAIM EQUIPMENT - FAA	174,082	140,724	-	7,407	90%	F
AIRPT	NON REV. PARKING CONCEPT - FAA	3,935	3,935	-	4,946	90%	F
AIRPT	REHAB TAXIWAY WESTPLEX - FAA	4,884,573	-	-	-	95%	F
AIRPT	PAVEMENT MARKING INSTALL	-	-	338,850	37,650	90%	F
AIRPT	REHAB TAXIWAY RECONSTRUCT	-	-	5,230,245	275,276	90%	F
AIRPT	REHAB TAXIWAY WESTPLEX - ADOT	128,541	-	-	-	2.5%	S
AIRPT	SNOW REMOVAL AND SWEEPER EQUIPMENT - FAA	500,000	536,045	456,791	11,542	95%	F
AIRPT	SNOW REMOVAL AND SWEEPER EQUIPMENT - ADOT	13,158	-	-	-	2.50%	S
	SUBTOTAL	8,876,132	2,017,596	6,025,886	396,646		
ENV	BROWNFIELD PETROLEUM ASSESSMENT (EPA)	146,600	59,217	-	-	75%	F/S
ENV	ENERGY EFFICIENCY/CONSERVATION	-	-	587,100	-	100%	F
	SUBTOTAL	146,600	59,217	587,100	-		
TOTAL		$ 15,301,097	5,493,975	17,221,238	1,207,303		

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 2009 AND 2010
(WITH ACTUAL FOR FISCAL YEAR 2008)

FUND/DEPARTMENT	ACTUAL EXPENDITURES/ EXPENSES 2007-2008	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2008-2009	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2008-2009	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2009-2010	CHANGE (BDGT-BDGT)	% CHANGE
GENERAL FUND						
General Administration	$ 6,239,728	6,869,877	6,363,109	7,278,584	408,707	5.9%
Community Development	5,194,584	6,021,399	5,605,848	4,462,098	(1,559,301)	(25.9%)
Management Services	4,264,902	4,609,985	4,353,231	3,242,905	(1,367,080)	(29.7%)
Fire	10,180,500	11,030,114	9,681,493	10,251,298	(778,816)	(7.1%)
Police	16,233,529	17,934,449	17,062,489	16,815,469	(1,118,980)	(6.2%)
Public Works	8,378,797	11,182,579	9,686,272	6,523,505	(4,659,074)	(41.7%)
Economic Vitality	-	-	-	477,559	477,559	-
Community Enrichment	-	-	-	3,214,735	3,214,735	-
Utilities	21,441	26,125	26,125	-	(26,125)	(100.0%)
Non-departmental	(734,256)	4,574,709	(192,646)	203,209	(4,371,500)	(95.6%)
Contingency	(28,228)	600,000	500,000	1,875,000	1,275,000	212.5%
Total General Fund	49,750,997	62,849,237	53,085,921	54,344,362	(8,504,875)	(13.5%)
SPECIAL REVENUE FUNDS						
LIBRARY FUND						
General Administration	120,593	132,253	132,253	142,628	10,375	7.8%
Community Development	47,691	27,708	27,708	-	(27,708)	(100.0%)
Management Services	4,284,266	6,741,890	5,411,443	171,125	(6,570,765)	(97.5%)
Public Works	120,378	93,327	93,327	105,112	11,785	12.6%
Community Enrichment	-	-	-	7,187,493	7,187,493	-
Economic Vitality	-	-	-	23,208	23,208	-
Utilities	3,746	1,002	1,002	-	(1,002)	(100.0%)
Non-departmental	85,791	110,184	110,184	110,950	766	0.7%
Contingency	-	100,000	-	100,000	-	-
	4,662,465	7,206,364	5,775,917	7,840,516	634,152	8.8%
HIGHWAY USER REVENUE FUND						
General Administration	238,262	193,821	193,821	168,593	(25,228)	(13.0%)
Community Development	934,490	791,706	791,706	752,512	(39,194)	(5.0%)
Management Services	259,130	187,242	187,242	247,240	59,998	32.0%
Public Works	15,689,059	24,642,182	18,352,127	19,165,672	(5,476,510)	(22.2%)
Economic Vitality	-	-	-	24,774	24,774	-
Utilities	3,620	1,723	1,723	-	(1,723)	(100.0%)
Non-departmental	270,626	260,572	260,572	139,124	(121,448)	(46.6%)
Contingency	-	100,000	-	100,000	-	-
	17,395,187	26,177,246	19,787,191	20,597,915	(5,579,331)	(21.3%)
TRANSPORTATION FUND						
General Administration	-	-	-	72,840	72,840	-
Community Development	2,070,983	2,076,108	2,001,526	-	(2,076,108)	(100.0%)
Management Services		-	-	197,948	197,948	-
Public Works	-	-	-	-	-	-
Economic Vitality	-	-	-	27,959	27,959	-
Non-departmental	3,585,167	3,721,110	3,661,102	6,222,361	2,501,251	67.2%
	5,656,150	5,797,218	5,662,628	6,521,108	723,890	12.5%
BEAUTIFICATION FUND						
Community Development	689,138	7,567,548	3,723,097	1,948,256	(5,619,292)	(74.3%)
Economic Vitality	-	-	-	2,970,050	2,970,050	-
Reserve/Contingency	-	10,000	-	10,000	-	-
	689,138	7,577,548	3,723,097	4,928,306	(2,649,242)	(35.0%)
ECONOMIC DEVELOPMENT FUND						
Economic Vitality	-	-	-	987,869	987,869	-
Non-departmental	627,625	1,109,386	880,378	-	(1,109,386)	(100.0%)
Reserve/Contingency	-	25,000	-	25,000	-	-
	627,625	1,134,386	880,378	1,012,869	(121,517)	(10.7%)
TOURISM FUND						
General Administration	1,876,452	2,021,685	2,202,334	-	(2,021,685)	(100.0%)
Economic Vitality	-	-	-	1,630,262	1,630,262	-
Reserve/Contingency	-	100,000	-	50,000	(50,000)	(50.0%)
	1,876,452	2,121,685	2,202,334	1,680,262	(441,423)	(20.8%)

FUND/DEPARTMENT	ACTUAL EXPENDITURES/ EXPENSES 2007-2008	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2008-2009	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2008-2009	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2009-2010	CHANGE (BDGT-BDGT)	% CHANGE
ARTS AND SCIENCE FUND						
General Administration	$ 395,351	734,852	385,296	736,797	1,945	0.3%
Reserve/Contingency	-	10,000	-	10,000	-	-
	395,351	744,852	385,296	746,797	1,945	0.3%
RECREATION-BBB FUND						
Public Works	154	-	-	-	-	-
REAL ESTATE PROCEEDS FUND						
Non-departmental	25,831	500,000	200,000	-	(500,000)	(100.0%)
HOUSING AND COMMUNITY SERVICES FUND						
Community Development	2,038,805	3,976,771	1,402,023	3,567,776	(408,995)	(10.3%)
Non-departmental	57,643	75,000	75,000	43,684	(31,316)	(41.8%)
	2,096,448	4,051,771	1,477,023	3,611,460	(440,311)	(10.9%)
METRO PLANNING ORG FUND						
Community Development	393,810	449,782	495,318	288,419	(161,363)	(35.9%)
Non-departmental	27,496	22,622	22,622	37,407	14,785	65.4%
Contingency	-	100,000	100,000	100,000	-	-
	421,306	572,404	617,940	425,826	(146,578)	(25.6%)
Total Special Revenue Funds	33,846,107	55,883,474	40,711,804	47,365,059	(8,518,415)	(15.2%)
DEBT SERVICE FUNDS						
GENERAL OBLIGATION BONDS FUND						
Non-departmental	3,271,258	3,320,142	3,017,646	3,470,772	150,630	4.5%
SPECIAL ASSESSMENT BONDS FUND						
Non-departmental	94,173	96,712	96,712	1,500,801	1,404,089	1,451.8%
Total Debt Service Funds	3,365,431	3,416,854	3,114,358	4,971,573	1,554,719	45.5%
CAPITAL PROJECT FUNDS						
G.O. BONDS FUNDED PROJECTS FUND						
Non-departmental	17,380,751	14,073,400	5,754,209	4,454,190	(9,619,210)	(68.4%)
MUNICIPAL FACILITIES CORP FUND						
Non-departmental	4,094,774	2,394,700	1,436,095	5,498,756	3,104,056	129.6%
SPECIAL IMPROVEMENT DISTRICT FUND						
Non-departmental	13,111,887	11,157,312	9,606,707	1,759,656	(9,397,656)	(84.2%)
Total Capital Projects Funds	34,587,412	27,625,412	16,797,011	11,712,602	(15,912,810)	(57.6%)
ENTERPRISE FUNDS						
WATER AND WASTEWATER FUND						
General Administration	307,386	357,908	357,908	620,084	262,176	73.3%
Community Development	676,081	101,872	101,872	-	(101,872)	(100.0%)
Management Services	502,681	713,770	713,770	1,037,074	323,304	45.3%
Public Works	59,148	80,233	80,233	51,228	(29,005)	(36.2%)
Economic Vitality	-	-	-	63,941	63,941	-
Utilities	45,558,937	41,367,061	33,826,355	23,312,590	(18,054,471)	(43.6%)
Non-departmental	425,357	519,805	519,805	393,271	(126,534)	(24.3%)
Contingency	30,218	1,400,000	-	1,400,000	-	-
	47,559,808	44,540,649	35,599,943	26,878,188	(17,662,461)	(39.7%)

FUND/DEPARTMENT	ACTUAL EXPENDITURES/ EXPENSES 2007-2008	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2008-2009	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2008-2009	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2009-2010	CHANGE (BDGT-BDGT)	% CHANGE
AIRPORT FUND						
General Administration	$ 41,380	39,188	39,188	66,443	27,255	69.5%
Community Development	20,586	9,923	9,923	-	(9,923)	(100.0%)
Management Services	110,960	85,308	85,308	57,198	(28,110)	(33.0%)
Public Works	12,079,634	11,316,310	3,867,749	117,860	(11,198,450)	(99.0%)
Economic Vitality	-	-	-	7,793,788	7,793,788	-
Utilities	642	373	373	-	(373)	(100.0%)
Non-departmental	79,327	88,839	88,839	89,443	604	0.7%
Contingency	(50)	-	-	-	-	-
	12,332,479	11,539,941	4,091,380	8,124,732	(3,415,209)	(29.6%)
ENVIRONMENTAL SERVICES FUND						
General Administration	186,315	204,079	204,079	337,504	133,425	65.4%
Community Development	118,426	54,687	54,687	-	(54,687)	(100.0%)
Management Services	264,823	286,160	286,160	479,591	193,431	67.6%
Public Works	12,651,550	14,556,997	11,260,143	11,724,305	(2,832,692)	(19.5%)
Economic Vitality	-	-	-	52,346	52,346	-
Utilities	182,200	175,853	175,853	-	(175,853)	(100.0%)
Non-departmental	301,520	303,680	303,680	316,973	13,293	4.4%
Contingency	16,877	500,000	-	500,000	-	-
	13,721,711	16,081,456	12,284,602	13,410,719	(2,670,737)	(16.6%)
STORMWATER UTILITY FUND						
General Administration	21,442	26,959	26,959	26,002	(957)	(3.5%)
Community Development	2,245,605	8,118,877	1,667,650	37,503	(8,081,374)	(99.5%)
Management Services	43,055	11,571	11,571	32,987	21,416	185.1%
Public Works	8,824	15,181	15,181	13,579	(1,602)	(10.6%)
Economic Vitality	-	-	-	3,773	3,773	-
Utilities	10,200	18,072	18,072	8,455,786	8,437,714	46,689.4%
Non-departmental	21,643	21,299	21,299	18,779	(2,520)	(11.8%)
Contingency	976	10,000	-	10,000	-	-
	2,351,745	8,221,959	1,760,732	8,598,409	376,450	4.6%
Total Enterprise Funds	75,965,743	80,384,005	53,736,657	57,012,048	(23,371,957)	(29.1%)
FIDUCIARY FUNDS						
VOLUNTEER FIREMEN'S PENSION						
Non-departmental	223,843	-	-	-	-	-
Total Fiduciary Funds	223,843	-	-	-	-	-
TOTAL ALL FUNDS	$ 197,739,533	230,158,982	167,445,751	175,405,644	- 54,753,338	(23.8%)

CITY OF FLAGSTAFF
BUDGET BY DEPARTMENT AND DIVISIONS
COMPARISON OF FISCAL YEAR 2009 AND 2010
(WITH ACTUAL FOR FISCAL YEAR 2008)

DEPARTMENT/DIVISION	ACTUAL EXPENDITURES/ EXPENSES 2007-2008	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2008-2009	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2008-2009	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2009-2010	CHANGE (BDGT-BDGT)	% CHANGE
GENERAL ADMINISTRATION						
City Manager	$ 913,187	1,070,403	969,909	897,880	(172,523)	(16.1%)
City Clerk	398,339	324,531	301,666	406,198	81,667	25.2%
City Court	2,684,288	2,910,942	2,681,574	2,462,933	(448,009)	(15.4%)
Law	1,507,451	1,721,028	1,616,055	1,463,618	(257,410)	(15.0%)
Human Resources	500,938	581,885	590,653	493,646	(88,239)	(15.2%)
Risk Management	235,525	261,088	203,252	197,381	(63,707)	(24.4%)
Tourism - Gen. Admin.	1,458,157	1,597,580	1,771,387	-	(1,597,580)	(100.0%)
Visitor Services	418,295	424,105	430,947	-	(424,105)	(100.0%)
Information Technology	-	-	-	1,356,928	1,356,928	-
TOTAL	8,116,180	8,891,562	8,565,443	7,278,584	(1,612,978)	(18.1%)
COMMUNITY DEVELOPMENT						
Community Development Admin.	262,237	282,136	301,888	288,275	6,139	2.2%
Planning & Development Services	3,392,091	2,809,431	2,675,535	2,279,073	(530,358)	(18.9%)
Capital Improvement	(118,171)	(173,823)	(171,249)	(119,021)	54,802	(31.5%)
Engineering	545,630	2,228,130	1,936,925	1,698,879	(529,251)	(23.8%)
Housing	-	-	-	314,892	314,892	-
Community Redevelopment	2,038,805	3,976,771	1,402,023	3,567,776	(408,995)	(10.3%)
Community Investment	1,112,797	875,525	862,749	-	(875,525)	(100.0%)
Stormwater Utility	667,848	947,971	680,373	-	(947,971)	(100.0%)
Stormwater Capital	1,503,912	306,760	263,117	-	(306,760)	(100.0%)
Drainage	-	6,787,228	647,242	-	(6,787,228)	(100.0%)
Transportation	3,706,504	3,846,110	3,711,520	-	(3,846,110)	(100.0%)
Debt Service-4th Street	1,949,646	1,951,108	1,951,108	-	(1,951,108)	(100.0%)
Urban Design	180,667	175,077	174,635	-	(175,077)	(100.0%)
Streetscape	226,606	4,267,982	2,256,090	-	(4,267,982)	(100.0%)
Flag Urban Trails System	281,865	3,124,489	1,292,372	1,948,256	(1,176,233)	(37.6%)
Arts and Science	395,351	734,852	385,296	-	(734,852)	(100.0%)
Metro Planning Organization	393,810	449,782	495,318	288,419	(161,363)	(35.9%)
TOTAL	16,539,598	32,589,529	18,864,942	10,266,549	(22,322,980)	(68.5%)
MANAGEMENT SERVICES						
Information Systems	1,536,644	1,792,326	1,656,474	-	(1,792,326)	(100.0%)
Management Services Admin.	1,094,796	1,017,666	965,377	705,136	(312,530)	(30.7%)
Finance/Budget	1,020,094	1,111,188	1,051,880	958,738	(152,450)	(13.7%)
Sales Tax & Licensing	613,368	688,805	679,500	670,153	(18,652)	(2.7%)
Customer Service	-	-	-	908,878	908,878	-
Library	3,307,672	3,883,584	3,909,086	-	(3,883,584)	(100.0%)
Library Grants	883,791	2,707,796	1,351,847	-	(2,707,796)	(100.0%)
TOTAL	8,456,365	11,201,365	9,614,164	3,242,905	(7,958,460)	(71.0%)
FIRE DEPARTMENT	10,180,500	11,030,114	9,681,493	10,251,298	(778,816)	(7.1%)
POLICE DEPARTMENT						
Police	15,398,953	17,139,939	16,136,937	15,083,670	(2,056,269)	(12.0%)
Police Grants	834,576	794,510	925,552	1,731,799	937,289	118.0%
TOTAL	16,233,529	17,934,449	17,062,489	16,815,469	(1,118,980)	(6.2%)

DEPARTMENT/DIVISION	ACTUAL EXPENDITURES/ EXPENSES 2007-2008	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2008-2009	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2008-2009	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2009-2010	CHANGE (BDGT-BDGT)	% CHANGE
PUBLIC WORKS						
Public Works Administration	$ 281,600	260,645	234,976	231,032	(29,613)	(11.4%)
USGS Facilities	981,414	1,484,276	1,061,841	1,597,368	113,092	7.6%
Parks	2,819,575	3,327,183	3,149,969	2,667,206	(659,977)	(19.8%)
Fleet Services	58,185	(7,221)	(3,795)	(857)	6,364	(88.1%)
Cemetery	292,510	391,141	253,626	405,135	13,994	3.6%
Public Facilities Maintenance	1,674,585	2,175,706	1,566,551	1,623,621	(552,085)	(25.4%)
Recreation	2,270,928	3,550,849	3,423,104	-	(3,550,849)	(100.0%)
Street Maintenance & Repairs	4,613,598	5,683,183	4,936,357	4,015,924	(1,667,259)	(29.3%)
Street Const. & Reconstruction	3,585,461	7,069,965	4,236,378	8,952,350	1,882,385	26.6%
Transportation CIP	5,511,394	9,816,272	7,106,630	3,649,460	(6,166,812)	(62.8%)
Street & Highway User Rev Bonds	1,813,965	1,807,478	1,807,478	2,332,955	525,477	29.1%
Airport	11,303,861	10,537,371	3,088,810	-	(10,537,371)	(100.0%)
Debt Service - Airport	647,534	655,666	655,666	-	(655,666)	(100.0%)
Environmental Services	12,397,705	14,168,181	10,871,327	11,345,640	(2,822,541)	(19.9%)
Recreation-BBB	154	-	-	-	-	-
TOTAL	48,252,469	60,920,695	42,388,918	36,819,834	(24,100,861)	(39.6%)
ECONOMIC VITALITY						
Community Investment	-	-	-	477,559	477,559	-
Airport	-	-	-	7,499,504	7,499,504	-
Debt Service - Airport	-	-	-	286,685	286,685	-
Arts and Science	-	-	-	736,797	736,797	-
Urban Design	-	-	-	110,066	110,066	-
Streetscape	-	-	-	2,859,984	2,859,984	-
Economic Development	-	-	-	987,869	987,869	-
Tourism - Gen. Admin.	-	-	-	1,258,534	1,258,534	-
Visitor Services	-	-	-	371,728	371,728	-
TOTAL	-	-	-	14,588,726	14,588,726	-
COMMUNITY ENRICHMENT						
Library	-	-	-	3,781,777	3,781,777	-
Library Grants	-	-	-	3,405,716	3,405,716	-
Recreation	-	-	-	3,214,735	3,214,735	-
TOTAL	-	-	-	10,402,228	10,402,228	-
UTILITIES						
Administration	1,294,869	1,501,882	1,529,794	1,475,631	(26,251)	(1.7%)
Lake Mary Water Plant	3,439,993	4,292,063	3,956,330	3,795,167	(496,896)	(11.6%)
Customer Service	966,106	995,696	948,791	-	(995,696)	(100.0%)
Water Distribution System	1,694,720	1,721,895	1,486,807	1,405,606	(316,289)	(18.4%)
Booster Stations	66,668	187,090	247,212	77,705	(109,385)	(58.5%)
Betterments & Imp. Water Dist	1,938,693	1,760,866	951,887	910,536	(850,330)	(48.3%)
Betterments & Imp. Water Prod	4,121,774	9,854,291	4,606,314	4,174,024	(5,680,267)	(57.6%)
Wastewater Treatment	1,708,011	2,033,081	1,690,124	1,676,586	(356,495)	(17.5%)
Wastewater Collection	1,052,901	1,294,220	1,016,541	936,320	(357,900)	(27.7%)
Wastewater Monitoring	322,559	401,348	364,129	300,801	(100,547)	(25.1%)
Reclaim Water Plant	955,896	1,125,331	975,993	909,356	(215,975)	(19.2%)
Wastewater Treatment Imp	23,083,646	7,774,357	7,166,649	1,075,682	(6,698,675)	(86.2%)
Wastewater Collection Imp	1,373,977	2,972,803	2,481,148	251,479	(2,721,324)	(91.5%)
Debt Service - Water	2,573,410	3,460,393	3,451,012	3,960,351	499,958	14.4%
Debt Service - Sewer	1,187,563	2,214,893	3,176,772	2,363,346	148,453	6.7%
Stormwater Utility	-	-	-	782,496	782,496	-
Stormwater Capital	-	-	-	335,000	335,000	-
Drainage	-	-	-	7,338,290	7,338,290	-
TOTAL	45,780,786	41,590,209	34,049,503	31,768,376	(9,821,833)	(23.6%)

DEPARTMENT/DIVISION	ACTUAL EXPENDITURES/ EXPENSES 2007-2008	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2008-2009	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2008-2009	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2009-2010	CHANGE (BDGT-BDGT)	% CHANGE
NON-DEPARTMENTAL						
Council & Commissions	$ 301,736.00	400,962	398,279	304,166	(96,796)	(24.1%)
Contributions to Other Agencies	1,003,525	1,115,475	1,075,669	979,585	(135,890)	(12.2%)
Non-Departmental	3,358,349	8,348,227	3,656,446	5,155,235	(3,192,992)	(38.2%)
Real Estate Proceeds	25,831	500,000	200,000	-	(500,000)	(100.0%)
Firemen's Pension	223,843	-	-	-	-	-
G.O. Bond - Debt Service	3,271,258	3,320,142	3,017,646	3,470,772	150,630	4.5%
SID-Debt	94,173	96,712	96,712	1,500,801	1,404,089	1,451.8%
G.O. Bond Funded Projects	17,380,751	14,073,400	5,754,209	4,454,190	(9,619,210)	(68.4%)
Municipal Facilities Corp	4,094,774	2,394,700	1,436,095	5,498,756	3,104,056	129.6%
Special Improvement District	13,111,887	11,157,312	9,606,707	1,759,656	(9,397,656)	(84.2%)
Economic Development	627,625	1,109,386	880,378	-	(1,109,386)	(100.0%)
Transportation	-	-	-	3,864,616	3,864,616	-
4th Street Debt Service	-	-	-	2,264,458	2,264,458	-
Facility Improvement Debt	666,561	529,743	496,658	539,440	9,697	1.8%
TOTAL	44,160,313	43,046,059	26,618,799	29,791,675	(13,254,384)	(30.8%)
RESERVES/CONTINGENCIES	19,793	2,955,000	600,000	4,180,000	1,225,000	41.5%
GRAND TOTAL	$ 197,739,533	230,158,982	167,445,751	175,405,644	(54,753,338)	(23.8%)

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 2009-2010

SECT #	SECTION	OPERATING CAPITAL	CARRYFWD 2008-2009	BUDGET 2009-2010
17	ENGINEERING	1/2 TON EXT CAB 4X4 PICKUP TRUCK	$ -	23,000
		1/2 TON EXT CAB 4X4 PICKUP TRUCK	-	23,000
21	FIRE	RESCUE VEHICLE	225,000	225,000
		AZ HOMELAND SECURITY EQUIPMENT GRANT	-	123,000
		ASSISTANCE TO FF GRANT	-	250,000
		GOVENERS OFFICE OF HIGHWAY SAFETY	-	25,000
22	POLICE	COPIER	10,000	10,000
		6 - POLICE CRUISERS	-	153,000
		HIGH-VOLUME DIGITAL PHOTOCOPIER WITH COLLATOR,	-	17,043
23	POLICE	DISPATCH REMODEL	-	175,000
		IN-CAR VIDEO PROGRAM	-	29,200
		LIVESCAN FINGERPRINT MACHINE	-	13,441
		COMMUNICATION EQUIPMENT	-	110,460
26	PARKS	3/4 C&C 4X4 DIESEL PICKUP TRUCK W/UTIL	-	47,500
		SOIL RELIEVER ATTACHMENT REPLACEMENT	-	35,000
		TORO CORE PROCESSOR	-	25,000
		SOCCER GOALS REPLACEMENT	-	11,275
		STORAGE BINS REPLACEMENT	-	10,000
		FENCE REPLACEMENT	-	15,000
		SOF'FAL WOOD FIBER REPLACEMENT	-	17,600
		RESURFACE BASKETBALL COURTS - BUSHMASTER	-	27,000
		RESURFACE TENNIS COURTS - BUSHMASTER	-	28,000
		REPLACE WORK FABRIC & RAILING - BUSHMASTER	-	32,400
		SOD REPLACEMENT	-	15,750
		CHAINLINK FENCING - FOXGLEN	-	6,900
29	FACILITIES	NEW FACILITIES SET ASIDE	-	500,000
		FACILITIES MAINTENANCE SET ASIDE	340,000	340,000
30	RECREATION	RECREATION IMPROVEMENTS	-	15,000
32	STREET MAINT & REP	5- 10YD CINDER BOXES	-	95,000
37	AIRPORT CAPITAL PROJECTS	SNOW BLOWER	-	468,333
38	AIRPORT	SNOW BLOWER REPLACEMENT	-	12,500
41	ENVIRONMENTAL SVCS	AUTOCAR SIDE LOADER REPAIR RAPIDRAIL VS REPLACE	-	27,500
		AUTOCAR SIDE LOADER REPAIR RAPIDRAIL VS REPLACE	-	27,500
		ANNUAL SET ASIDE	-	388,000
		MACK TOPLOADER/REPLACEMENT	-	267,010
		SCALE - LOAD CELLS	-	15,000
		LANDFILL/BACKHOE	90,000	100,000
		GENERATOR	-	15,000
		DUMP TRUCK REFIT	-	20,000
		STORMWATER INFRASTRUCTURE	-	10,362
		STAKEBED TRUCK	60,000	74,600
		AUTOCAR SIDE LOADER REPAIR VS REPLACE VEHICLE	-	27,500
		AUTOCAR SIDE LOADER REPAIR VS REPLACE VEHICLE	-	27,500
		TOP LOADER	214,000	253,865
		SOUTH BOROUGH PIT	-	75,000
47	LAKE MARY WTR PLANT	VECHICLE REPLACEMENT	29,463	29,463
		EQUIPMENT	4,042	4,042
		COMMUNICATION EQUIPMENT	59,560	59,560
51	WATER DISTRIBUTION IMPROV	RADIO READ METERS	-	200,000
54	WSWTR COLLECTION	SEWER EQUIPMENT	4,500	4,500
			-	-
56	RECLAIMED WATER	CARBON FILTER	43,000	43,000

Schedule 8: Operating Capital

SECT #	SECTION	OPERATING CAPITAL	CARRYFWD 2008-2009	BUDGET 2009-2010
58	WW COLLECTION IMPROVEMENTS	WATER REBATES - RECLAIMED	-	110,000
		TOTAL	$ 1,079,565	4,658,804

CITY OF FLAGSTAFF
SUMMARY OF CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2009-2010

SECT #	SECTION	PROJECT	CARRYFWD 2008-2009	BUDGET 2009-2010
24	CAPITAL PROJECTS FUND	FIRE STATIONS	$ 2,264,371	2,295,284
		AQUAPLEX	9,500	9,500
		FUTS/OPEN SPACE LAND ACQUISITION	2,122,106	2,122,106
		PUBLIC WORKS FACILITY	-	27,300
		USGS OFFICE/LAB BUILDING	-	1,954,000
		BUSINESS INCUBATOR	-	44,756
		AUTOMOTIVE TRAINING SCHOOL	-	3,000,000
		SCIENCE PARK SEWERMAIN	-	500,000
28	CEMETERY	CEMETERY OFFICE ADDITION	140,000	140,000
33	STREET CONSTRUCTION	RESERVE FOR IMPROVEMENTS	-	40,000
		MINOR TRANSPORTATION IMPROVEMENTS	-	100,000
		PRESIDIO ROUNDABOUT	-	35,000
		SIDEWALK REPLACEMENT PROGRAM	-	15,000
		STREET IMP PROGRAM	-	2,215,494
		OVERLAY PRG-LEASE FUNDED	-	3,670,000
		SUNNYSIDE PHASE V	-	776,856
		PONDEROSA PARKWAY	-	2,100,000
34	DRAINAGE	RIO DE FLAG PROJECT	6,138,290	6,138,290
		RIO PARKING REPLACEMENT	750,000	1,200,000
35	4TH STREET OVERPASS	FOURTH STREET CORRIDOR STUDY	109,430	109,430
37	AIRPORT CAPITAL PROJ	PAVEMENT MARKING INSTALL	-	376,500
		REHAB TAXIWAY RECONSTRUCTION	-	5,505,521
41	ENVIRONMENTAL SERVICES	MRF RETROFIT FOR GLASS RECYCLING	-	300,000
47	LAKE MARY WTR TRT PLANT	INNER BASIN PIPELINE	40,000	40,000
51	BETTRMTS & IMP WATER DIST	STONEHOUSE PUMPHOUSE	-	500,000
		LM ROAD UTILITY RELOCATE	55,000	90,436
		BENTON/ SAN FRANSICO ALLEY/ ELDEN WATERLINE	17,100	17,100
		BEAVER STREET WATER LINE	3,000	3,000
		RESERVE FOR IMPROVEMENTS	-	100,000
52	BTTRMTS & IMP WATER PROD	TOWN WELL #5	77,632	77,632
		FUTURE WATER ACQUISITIONS	1,127,362	1,822,362
		WATER PRODUCTION WELLS BD	828,030	1,738,030
		RAILROAD SPRINGS RESERVOIR	500,000	500,000
		CHLORINE DIOXIDE	36,000	36,000
57	WSTWTR TREATMENT IMP	WILDCAT TREATMENT UPGRADES	550,000	550,000
		PICTURE CANYON	330,328	330,328
		RESERVE FOR IMPROVEMENTS	-	195,354
58	WSTWTR COLLECTION IMPRV	XERISCAPE PROJECTS	5,731	8,321
		WESTSIDE INTERCEPTER IMPROVEMENTS	15,432	15,432
		BUSHMASTER RECLAIM LINE	37,726	37,726
		MALL RECYCLING BOOSTER	80,000	80,000
66	NON-DEPARTMENTAL	REDEVELOPMENT	650,000	650,000
74	STREETSCAPE	SPECIAL PROJ & UNPROGRAMMED	-	50,000
		HISTORIC FACADES	63,529	83,529
		NEON CORRIDOR	127,420	127,420
		ROUTE 66 EAST FUTS TRAIL	345,000	345,000
		REDEVELOPMENT OPPORTUNITY	-	50,000
		ROUTE 66 - SOUTH OF TRACKS SCREEN	88,585	88,585
		WOODLANDS/BEULAH MEDIANS	-	875,000
		SOUTHSIDE PLAN - BEAVER/SAN FRANCISCO	685,450	685,450
		ROUTE 66 NORTH SIDE STREETSCAPE	-	280,000
		FOURTH STREET CORRIDOR NORTH	-	200,000
		CHAMBER PLAZA	-	75,000

SECT #	SECTION	PROJECT	CARRYFWD 2008-2009	BUDGET 2009-2010
75	FLAGSTAFF URBAN TRAIL	SPECIAL PROJECTS & UNPROGRAMMED	-	50,000
		FUTS SIGNING PROGRAM	114,844	350,000
		RIO NORTH - CRESCENT TO OBS MESA	101,472	424,272
		ROUTE 66 FUTS TRAIL	501,020	598,179
		HOSPITAL RIM FUTS TRAIL	-	60,000
		RIO NORTH FUTS TRAIL - BLUE WILLOW TO 180	4,360	4,360
		COUNTRY CLUB FUTS TRAIL	11,445	11,445
		CEDAR FUTS TRAIL	-	240,000
		LINDA VISTA FUTS CONNECTOR	-	10,000
		SWITZER MESA FUTS TRAIL	-	100,000
		SWITZER CANYON FUTS TRAIL	-	100,000
92	TRANSPORTATION CIP	MISCELLANEOUS SAFE TO SCHOOL PROJECT	-	100,000
		MISCELLANEOUS BIKE/PED	-	100,000
		COUNTRY CLUB DRIVE	2,180	2,180
		TRANSPORTATION PLANNING & PROGRAMMING	-	100,000
		HUNTINGTON DR IMPROVEMENT	2,496	2,496
		BEULAH BLVD EXTENSIONS	-	497,200
		DOWNTOWN RAIL CROSSING MODIFICATIONS	139,960	139,960
		RESERVE FOR IMPROVEMENTS	-	125,000
		LAKE MARY RD/FH 3	85,055	85,055
		BRANNEN & GABEL PAVING	15,852	80,681
		WEST/SIXTH INTERSECTION	526,551	526,551
		INDUSTRIAL: FANNING TO EAGLE MOUNTAIN	855,720	855,720
		STEVES BLVD RAIL CROSSING	115,504	124,317
		LONE TREE RD OVERPASS STUDY	80,000	215,000
		TRAFFIC SIGNAL PROGRAM	-	297,500
		INDUSTRIAL - HUNTINGTON TO PURINA	-	222,800
		MALL RT 66 INFRASTRUCTURE	-	175,000
95	SPEC IMPRV DIST CAPITAL PROJ	ASPEN PLACE AT SAWMILL	1,759,656	1,759,656
99	STORMWATER CAPITAL PROJ	DRAINAGE SPOT IMPROVEMENT	40,000	335,000
		Total	$ 21,553,137	50,019,114

CITY OF FLAGSTAFF
DEBT SERVICE REQUIREMENTS
FISCAL YEAR 2009-2010

	ORIGINAL ISSUE	OUTSTANDING 07/01/2009	PRINCIPAL	INTEREST	FISCAL CHARGES	TOTAL REQUIREMENTS
GENERAL FUND [20,30,80]						
Existing Debt:						
OTHER DEBT						
USGS-Series 12	$ 4,700,000	2,695,000	335,000	125,614	3,240	463,854
Capital Lease - APSES	3,800,000	2,345,942	395,010	75,983	1,665	472,658
Capital Lease - AquaPlex Cardio Equipment	100,000	84,351	31,512	3,768	-	35,280
Proposed MFC Revenue Bonds - USGS Building	10,500,000	-	-	420,000	3,240	423,240
Proposed Capital Lease - Fire Equipment	359,540	-	30,848	11,934	-	42,782
	19,459,540	5,125,293	792,370	637,299	8,145	1,437,814
STREETS FUND [36]						
Existing Debt:						
Jr. Lien Rev Bonds, Series '92	5,580,000	4,865,000	1,520,000	280,135	1,220	1,801,355
Proposed Capital Lease - Street Overlay	4,500,000	-	530,000	-	1,600	531,600
	10,080,000	4,865,000	2,050,000	280,135	2,820	2,332,955
4TH STREET [87]						
2003 MFC Revenue Bonds	25,000,000	18,930,000	1,400,000	860,200	4,258	2,264,458
	25,000,000	18,930,000	1,400,000	860,200	4,258	2,264,458
ECONOMIC DEVELOPMENT [78]						
Proposed MFC Revenue Bonds - Incubator	4,000,000	-	60,000	200,000	3,240	263,240
	4,000,000	-	60,000	200,000	3,240	263,240
GENERAL OBLIGATION BOND FUND [70,24]						
Existing Debt:						
G.O. Series 2001 Parks & Recreation	3,100,000	2,310,000	425,000	105,932	320	531,252
G.O. Series 2006 Capital Projects	31,500,000	25,335,000	1,355,000	1,130,920	1,600	2,487,520
Proposed G.O. Series Capital Projects	1,900,000	-	-	450,000	2,000	452,000
	36,500,000	27,645,000	1,780,000	1,686,852	3,920	3,470,772
SPECIAL ASSESSMENT DISTRICT [96]						
Existing Debt:						
Bow and Arrow	720,000	94,000	94,000	2,303	648	96,951
Sawmill District	19,075,000	19,075,000	460,000	942,250	1,600	1,403,850
	19,795,000	19,169,000	554,000	944,553	2,248	1,500,801
WATER AND WASTEWATER FUND [59,60]						
Existing Debt:						
G.O. Bonds '97	8,000,000	1,680,000	-	75,600	-	75,600
G.O. Series 2003	8,230,000	5,780,000	1,770,000	187,850	5,391	1,963,241
Wastewater Revolving Debt - 1992 (WIFA)	6,000,000	1,174,492	378,475	39,956	5,684	424,115
2002 Water Revenue Bonds (WIFA)	6,775,760	4,918,234	304,327	174,474	-	478,801
2006 WIFA Revolving Loan - Water	7,900,000	6,960,000	310,000	228,288	-	538,288
2007 WIFA Revolving Debt - Wastewater	23,100,000	22,224,597	906,148	447,158	333,369	1,686,675
2008 WIFA Revolving Debt - Water	8,500,000	8,210,234	344,052	306,947	-	650,999
2009 WIFA Revolving Debt - Water Feasibility	2,100,000	2,100,000	73,873	89,775	-	163,648
Other debt - Lease Purchase - Co-Generators	2,000,000	1,577,280	180,608	70,348	1,600	252,556
Proposed WIFA Revolving Loan - Future Water Rights	5,000,000	-	-	89,774	-	89,774
	77,605,760	54,624,837	4,267,483	1,710,170	346,044	6,323,697
AIRPORT FUND [39]						
Existing Debt:						
Other debt - Lease Purchase - Hangars	2,782,598	2,382,543	100,049	131,687	-	231,736
Other debt - Loan - Hangars	600,000	334,636	36,977	17,972	-	54,949
	3,382,598	2,717,179	137,026	149,659	-	286,685
Total Debt Service Requirements	$ 195,822,898	133,076,309	11,040,879	6,468,868	370,675	17,880,422

CITY OF FLAGSTAFF
GENERAL FUND
FIVE YEAR PLAN 2010-2015

	Actual 2007-2008	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Sources of Funds									
Beginning Fund Balance	$ 27,153,309	24,888,804	23,716,943	18,726,225	6,689,347	6,108,253	5,309,646	4,485,375	3,454,613
Revenues									
Taxes									
Sales Tax	16,180,864	18,915,121	14,740,121	13,803,121	14,185,813	14,611,388	14,979,129	15,356,136	15,742,645
Property Tax	4,615,971	4,914,271	4,914,271	5,113,881	5,267,297	5,425,316	5,588,076	5,755,718	5,928,390
Franchise Fees	2,243,051	2,399,436	2,399,436	2,519,408	2,645,378	2,777,647	2,916,529	3,062,355	3,215,473
Intergovernmental Revenues									
State Shared Income Tax	8,610,567	9,014,800	9,152,800	7,850,000	7,306,250	7,177,500	7,177,500	7,177,500	7,392,825
State Shared Sales Tax	5,623,144	5,534,381	5,351,746	5,191,194	5,139,282	5,242,068	5,399,330	5,615,303	5,789,377
Auto Lieu Tax	2,758,307	2,706,080	2,500,000	2,550,000	2,601,000	2,653,020	2,706,080	2,760,202	2,815,406
Federal Grants	968,825	1,065,901	946,151	2,170,177	469,441	463,897	412,518	422,831	433,402
State Grants	731,953	270,361	258,863	316,338	143,790	147,171	150,649	154,205	157,848
Other IGA	668,153	1,012,160	840,000	860,000	880,500	901,513	923,050	945,127	967,755
License & Permits									
Business Licenses	36,370	45,295	40,000	81,000	85,050	89,303	93,768	98,456	103,379
Building Permits	1,329,598	1,795,628	1,000,000	1,040,000	1,081,600	1,124,864	1,169,859	1,216,653	1,265,319
Other Licenses and Permits	449,094	339,332	339,997	355,201	371,585	388,789	406,853	425,820	445,735
Charges for Services									
General Government	411,765	936,237	464,221	1,227,432	1,288,804	1,353,243	1,420,904	1,491,951	1,566,549
Parks and Recreation	650,035	1,239,493	1,251,339	1,429,010	1,494,455	1,563,059	1,634,974	1,710,359	1,789,386
Public Safety	1,131,628	990,939	925,189	1,067,377	1,039,211	1,051,543	1,064,394	1,077,789	1,091,752
Cemetery	112,375	126,912	117,688	135,572	142,351	149,468	156,942	164,789	173,029
Fines & Forfeitures									
Court Fines	1,042,543	956,938	961,188	1,059,907	1,074,819	1,090,096	1,105,752	1,121,802	1,138,262
Other Fines	197,679	140,441	174,321	183,022	186,823	190,725	194,733	198,850	203,078
Other Revenue									
Interest Earnings	997,368	973,750	650,000	650,000	650,000	650,000	650,000	650,000	650,000
Miscellaneous	1,343,612	1,991,691	1,740,517	1,958,593	2,010,209	2,063,394	2,118,206	2,224,511	2,282,741
Total Revenues	50,102,902	55,369,167	48,767,848	49,561,233	48,063,659	49,114,003	50,269,246	51,630,357	53,152,351
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	405,201	433,948	433,948	495,739	507,853	520,301	533,092	546,234	559,737
Tourism	6,847	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	2,590
Recreation-BBB	972,298	1,128,807	1,128,807	1,342,115	1,149,636	1,183,095	1,217,519	1,254,045	1,291,666
Real Estate Proceeds	-	-	1,126,000	-	-	-	-	-	-
Community Redevelopment	-	-	-	14,000	14,000	14,000	14,000	14,000	14,000
Utilities fund	1,972,064	1,965,272	1,965,272	1,958,565	1,968,885	1,978,305	157,794	157,794	157,794
Airport	33,567	33,567	33,567	116,567	34,567	34,567	34,567	34,567	34,567
Environmental Services	19,488	19,488	19,488	131,653	133,007	135,277	137,593	139,955	142,364
Stormwater	-	-	-	73,312	75,511	77,777	80,110	82,513	84,989
Total Transfers In	3,575,847	4,004,311	4,880,311	4,555,180	4,056,689	4,116,551	2,347,904	2,402,337	2,458,346
Total Revenues & Transfers In	53,678,749	59,373,478	53,648,159	54,116,413	52,120,348	53,230,554	52,617,150	54,032,694	55,610,697
Total Sources of Funds	80,832,058	84,262,282	77,365,102	72,842,638	58,809,694	59,338,807	57,926,796	58,518,069	59,065,310

CITY OF FLAGSTAFF
GENERAL FUND
FIVE YEAR PLAN 2010-2015

	Actual 2007-2008	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Uses of Funds									
Departments									
General Administration	$ 6,215,326	6,836,680	6,363,109	5,921,656	5,680,868	5,957,007	5,993,639	6,281,333	6,323,659
Management Services	4,156,042	4,609,985	4,353,231	4,599,833	4,562,321	4,685,744	4,812,509	4,942,709	5,076,435
Community Development	5,177,383	5,935,899	5,566,476	4,893,657	4,879,371	5,016,453	5,157,377	5,302,251	5,451,187
Fire	9,972,550	10,286,114	9,467,493	9,628,298	8,650,337	8,887,963	9,130,469	9,379,596	9,635,526
Police	15,666,926	17,475,185	16,690,762	16,307,325	15,920,046	16,353,108	16,797,961	17,254,926	17,724,333
Public Works	7,016,605	9,488,505	8,666,732	8,496,681	8,507,312	8,744,398	8,983,580	9,232,373	9,490,535
Non-Departmental	4,005,689	5,619,364	4,110,847	3,745,338	2,838,615	2,860,729	2,883,412	2,906,681	2,930,550
Contingency	(28,973)	600,000	500,000	1,875,000	250,000	250,000	250,000	250,000	250,000
Less Indirect Charges	(6,042,986)	(5,793,573)	(5,793,573)	(6,775,217)	(6,775,217)	(6,775,217)	(6,775,217)	(6,775,217)	(6,775,217)
Total Department Expenditures	46,138,562	55,058,159	49,925,077	48,692,571	44,513,653	45,980,185	47,233,730	48,774,652	50,107,008
Debt Service									
Leases	666,561	505,743	528,958	550,720	539,440	539,440	539,440	539,440	539,440
Bonds	465,639	462,774	462,774	463,854	460,371	459,446	462,656	462,656	459,850
Total Debt Service	1,132,200	968,517	991,732	1,014,574	999,811	998,886	1,002,096	1,002,096	999,290
Total Operating Budget	47,270,762	56,026,676	50,916,809	49,707,145	45,513,464	46,979,071	48,235,826	49,776,748	51,106,298
Capital/CIP									
Fleet	615,964	518,100	-	246,500	690,563	707,827	725,523	743,661	762,253
Information Technology	535,319	3,004,600	525,580	1,543,648	770,000	782,300	794,969	808,018	821,459
Capital Improvement Projects	-	1,423,400	589,434	790,000	-	-	-	-	-
Operating Capital	1,328,207	1,876,461	1,054,098	2,057,069	1,465,000	1,465,000	1,465,000	1,465,000	1,465,000
Total Capital/CIP	2,479,490	6,822,561	2,169,112	4,637,217	2,925,563	2,955,127	2,985,492	3,016,679	3,048,712
Transfers Out									
Library	1,613,028	1,758,653	1,548,774	1,260,910	1,339,585	1,373,714	1,408,729	1,444,655	1,481,514
MPO	30,000	30,000	30,000	24,300	24,300	24,300	24,300	24,300	
Hurf	2,181,423	1,807,748	1,807,748	2,074,355	1,970,455	1,979,875	160,000	160,000	160,000
Transit	-	-	-	120,000	-	-	-	-	-
Economic Development	108,000	322,000	322,000	449,000	370,000	330,000	258,000	258,000	266,000
Tourism	-	75,000	75,000	-	-	-	-	-	-
Arts and Science	35,000	20,000	20,000	-	-	-	-	-	-
Real Estate Proceeds	-	25,000	25,000	-	-	-	-	-	-
Housing and Community Svcs	375,400	375,400	375,400	229,074	229,074	229,074	229,074	229,074	229,074
Capital Projects Fund	-	700,000	-	-	-	-	-	-	-
Airport	1,640,000	690,000	403,000	313,000	329,000	158,000	140,000	154,000	276,000
Stormwater	1,242,012	6,787,228	946,034	7,338,290	-	-	-	-	-
Environmental Services	140,000	91,950	-	-	-	-	-	-	-
Total Transfers Out	7,364,863	12,682,979	5,552,956	11,808,929	4,262,414	4,094,963	2,220,103	2,270,029	2,412,588
Excess revenues over expenditures	(3,436,366)	(16,158,738)	(4,990,718)	(12,036,878)	(581,093)	(798,607)	(824,271)	(1,030,762)	(956,901)
Total Uses of Funds	57,115,115	75,532,216	58,638,877	66,153,291	52,701,441	54,029,161	53,441,421	55,063,456	56,567,598
Ending Fund Balance	$ 23,716,943	8,730,066	18,726,225	6,689,347	6,108,253	5,309,646	4,485,375	3,454,613	2,497,713

CITY OF FLAGSTAFF
LIBRARY FUND
FIVE YEAR PLAN 2010-2015

	Actual 2007-2008	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Sources of Funds									
Beginning Fund Balance	$ 670,021	1,869,964	626,643	626,643	264,265	436,589	557,838	626,856	642,464
Revenues									
State Grants	216,195	25,000	50,931	25,000	100,000	100,000	100,000	100,000	100,000
Library District Taxes	2,764,918	4,053,121	4,175,603	6,449,810	4,467,843	4,496,946	4,527,051	4,558,197	4,590,425
Interest Revenue	63,021	50,000	50,000	50,000	50,250	50,501	50,754	51,008	51,263
Miscellaneous	40,316	29,000	29,000	20,809	20,809	20,809	20,809	20,809	20,809
Total Revenues	3,084,450	4,157,121	4,305,534	6,545,619	4,638,902	4,668,256	4,698,614	4,730,014	4,762,496
Transfers In									
General Fund	1,613,028	1,758,653	1,548,774	1,260,910	1,537,745	1,576,183	1,615,606	1,656,036	1,697,501
Total Transfers In	1,613,028	1,758,653	1,548,774	1,260,910	1,537,745	1,576,183	1,615,606	1,656,036	1,697,501
Total Sources of Funds	5,367,499	7,785,738	6,480,951	8,433,172	6,440,911	6,681,028	6,872,058	7,012,906	7,102,460
Uses of Funds									
Departments									
Library	3,236,103	3,883,584	3,909,086	3,781,777	3,866,023	3,963,060	4,062,593	4,164,687	4,269,408
Library Grants	165,195	25,000	50,931	25,000	100,000	100,000	100,000	100,000	100,000
Indirect Costs	471,002	514,984	514,984	553,023	566,849	581,020	595,546	610,435	625,696
Subtotal Departments	3,872,300	4,423,568	4,475,001	4,359,800	4,532,872	4,644,080	4,758,139	4,875,122	4,995,104
County Wide Projects & Growth	718,596	2,682,796	1,300,916	3,380,716	1,368,060	1,375,719	1,383,671	1,391,929	1,400,506
Subtotal County Wide Proj & Growth	718,596	2,682,796	1,300,916	3,380,716	1,368,060	1,375,719	1,383,671	1,391,929	1,400,506
Total Operating Expenditures	4,590,896	7,106,364	5,775,917	7,740,516	5,900,932	6,019,799	6,141,811	6,267,051	6,395,610
Reserves/Contingency	-	100,000	-	100,000	-	-	-	-	-
Library Capital	71,569	-	-	-	25,000	25,000	25,000	25,000	25,000
Total Capital	71,569	-	-	-	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	4,740,856	7,534,755	5,854,308	8,168,907	6,004,323	6,123,190	6,245,202	6,370,442	6,499,001
Ending Fund Balance	$ 626,643	250,983	626,643	264,265	436,589	557,838	626,856	642,464	603,460

CITY OF FLAGSTAFF
HIGHWAY USER FUND
FIVE YEAR PLAN 2010-2015

	Actual 2007-2008	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Sources of Funds									
Beginning Fund Balance	$ 6,911,893	3,785,483	5,645,340	1,808,943	409,062	582,125	1,412,280	1,635,925	956,762
Revenues									
Intergovernmental Revenues	250,000	180,000	250,000	765,600	-	-	-	-	-
Highway User Revenues	7,422,359	8,083,215	6,531,676	6,662,309	6,795,556	6,931,467	7,070,096	7,211,498	7,463,900
LTAF	284,747	300,246	300,246	300,246	300,246	300,246	300,246	300,246	300,246
Interest Revenues	190,900	95,000	12,866	36,000	8,000	12,000	28,000	33,000	19,000
Other Financing Sources	-	-	-	4,500,000	-	-	-	-	-
Miscellaneous Revenues	2,173,910	4,792,636	-	1,376,327	1,365,505	1,515,505	1,365,505	-	-
Total Revenues	10,321,916	13,451,097	7,094,788	13,640,482	8,469,307	8,759,218	8,763,847	7,544,744	7,783,146
Transfers In									
General Fund	2,181,423	1,807,748	1,807,748	2,074,355	1,970,455	1,979,875	160,000	160,000	160,000
Stormwater	129,797	325,000	268,081	289,668	296,910	304,332	311,941	319,739	327,733
Capital Projects	-	370,650	370,650	200,000	-	-	-	-	-
Transportation Tax	3,580,899	10,016,272	6,786,630	3,578,930	2,676,000	3,278,800	4,083,500	3,123,850	4,320,065
Total Transfers in	5,892,119	12,519,670	9,233,109	6,142,953	4,943,365	5,563,007	4,555,441	3,603,589	4,807,784
Total Sources of Funds	23,125,928	29,756,250	21,973,237	21,592,378	13,821,734	14,904,350	14,731,568	12,784,258	13,547,692
Uses of Funds									
Departments									
Operating Expenditures	3,637,886	4,330,583	4,187,633	3,920,924	3,953,506	4,045,539	4,140,011	4,236,986	4,336,531
Indirect Cost	1,870,769	1,700,348	1,700,348	1,547,226	1,485,907	1,523,055	1,561,131	1,600,159	1,640,163
Capital Expenditures	10,072,567	18,238,837	12,091,732	12,696,810	5,372,740	5,486,600	6,777,500	5,373,350	6,576,365
Reserves/Contingencies	-	100,000	-	100,000	-	-	-	-	-
Total Expenditures	15,581,222	24,369,768	17,979,713	18,264,960	10,812,153	11,055,194	12,478,642	11,210,495	12,553,059
Debt Service									
Debt Service	1,813,965	1,807,478	1,807,478	2,332,955	2,342,055	2,351,475	531,600	531,600	531,600
Total Debt Service	1,813,965	1,807,478	1,807,478	2,332,955	2,342,055	2,351,475	531,600	531,600	531,600
Transfers Out									
Beautification	-	291,702	291,702	500,000	-	-	-	-	-
General Fund	85,401	85,401	85,401	85,401	85,401	85,401	85,401	85,401	85,401
Total Transfers Out	85,401	377,103	377,103	585,401	85,401	85,401	85,401	85,401	85,401
Total Uses of Funds	17,480,588	26,554,349	20,164,294	21,183,316	13,239,609	13,492,070	13,095,643	11,827,496	13,170,060
Ending Fund Balance	$ 5,645,340	3,201,901	1,808,943	409,062	582,125	1,412,280	1,635,925	956,762	377,632

CITY OF FLAGSTAFF
TRANSPORTATION FUND
FIVE YEAR PLAN 2010-2015

	Actual 2007-2008	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Sources of Funds									
Beginning Fund Balance	$ 485,868	920,732	663,749	(1,508,608)	(2,143,401)	3,178,567	2,989,780	2,080,503	2,204,849
Revenues									
Sales Tax	9,623,142	13,295,319	10,021,900	9,721,245	9,721,245	9,915,668	10,113,982	10,316,261	10,593,198
Interest Revenues	304,265	162,000	159,000	99,000	89,000	103,000	109,000	100,000	116,000
Miscellaneous Revenues	1,524	5,000,000	646,000	-	5,000,000	-	-	-	-
Total Revenues	9,928,931	18,457,319	10,826,900	9,820,245	14,810,245	10,018,668	10,222,982	10,416,261	10,709,198
Transfers In									
General Fund	-	-	-	120,000	-	-	-	-	-
Total Transfers In	-	-	-	120,000	-	-	-	-	-
Total Sources of Funds	10,414,799	19,378,051	11,490,649	8,431,637	12,666,844	13,197,235	13,212,762	12,496,764	12,914,047
Uses of Funds									
Departments									
Operating									
Indirect Costs	-	-	-	392,034	231,835	237,631	243,571	249,661	255,902
Transit	3,585,167	3,721,110	3,661,102	3,755,186	3,830,743	3,926,511	4,024,674	4,125,291	4,228,423
Capital Expenditures									
4th Street Overpass	121,337	125,000	50,418	109,430	-	-	-	-	-
Total Expenditures	3,706,504	3,846,110	3,711,520	4,256,650	4,062,578	4,164,142	4,268,246	4,374,952	4,484,326
Transfers Out									
Highway User Revenue Fund	3,580,899	10,016,272	6,786,630	3,578,930	2,676,000	3,278,800	4,083,500	3,123,850	4,320,065
Capital Projects (Aquaplex)	139,000	-	-	-	-	-	-	-	
Beautification Fund	375,000	550,000	550,000	475,000	490,000	504,000	520,000	535,000	550,000
Total Transfers Out	4,094,899	10,566,272	7,336,630	4,053,930	3,166,000	3,782,800	4,603,500	3,658,850	4,870,065
Total Debt Service	1,949,646	1,951,108	1,951,108	2,264,458	2,259,700	2,260,513	2,260,513	2,258,113	2,258,313
Total Use of Funds	9,751,049	16,363,490	12,999,258	10,575,038	9,488,278	10,207,455	11,132,259	10,291,915	11,612,704
Ending Fund Balance	$ 663,750	3,014,562	(1,508,608)	(2,143,401)	3,178,567	2,989,780	2,080,503	2,204,849	1,301,343

CITY OF FLAGSTAFF
BEAUTIFICATION FUND
FIVE YEAR PLAN 2010-2015

	Actual 2007-2008	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Sources of Funds									
Beginning Fund Balance	$ 4,029,381	4,566,904	4,574,913	3,127,179	1,760,990	445,032	655,801	253,493	(871,117)
Revenues									
BBB Tax Revenue	1,021,285	1,102,966	1,034,286	1,044,629	1,065,522	1,097,488	1,130,412	-	-
Intergovernmental Revenue	9,020	1,555,880	604,097	1,845,000	181,570	1,540,000	-	-	-
Interest Earnings	114,566	83,361	83,226	83,227	62,544	35,220	8,901	13,116	5,070
Miscellaneous	10,000	-	-	-	-	-	-	-	-
Total Revenues	1,154,871	2,742,207	1,721,609	2,972,856	1,309,636	2,672,708	1,139,313	13,116	5,070
Transfers In									
Transportation Tax-STS	375,000	550,000	550,000	475,000	490,000	504,000	520,000	535,000	550,000
Highway User Revenue		291,702	291,702	500,000	-	-	-	-	-
Arts and Science	-	36,000	36,000	-	-	-	-	-	-
Recreation-BBB Fund	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Total Transfers In	485,000	987,702	987,702	1,085,000	600,000	614,000	630,000	645,000	660,000
Total Sources of Funds	5,669,252	8,296,813	7,284,224	7,185,035	3,670,625	3,731,740	2,425,114	911,609	(206,047)
Uses of Funds									
Departments									
General Operating	180,667	175,077	174,635	110,066	112,818	115,638	118,529	121,492	124,530
CIP	508,471	7,392,471	3,548,462	4,808,241	2,604,922	2,440,000	1,570,000	1,165,000	650,000
Reserves/Contingencies	-	10,000	-	10,000	-	-	-	-	-
Total Expenditures	689,138	7,577,548	3,723,097	4,928,307	2,717,740	2,555,638	1,688,529	1,286,492	774,530
Transfers Out									
General Fund	405,201	433,948	433,948	495,739	507,853	520,301	483,092	496,234	509,737
Total Transfers Out	405,201	433,948	433,948	495,739	507,853	520,301	483,092	496,234	509,737
Total Uses of Funds	1,094,339	8,011,496	4,157,045	5,424,046	3,225,593	3,075,939	2,171,621	1,782,726	1,284,266
Ending Fund Balance	$ 4,574,913	285,317	3,127,179	1,760,990	445,032	655,801	253,493	(871,117)	(1,490,313)

CITY OF FLAGSTAFF
ECONOMIC DEVELOPMENT FUND
FIVE YEAR PLAN 2010-2015

	Actual 2007-2008	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Sources of Funds									
Beginning Fund Balance	$ 353,230	463,754	311,979	48,647	77,777	83,494	60,682	27,732	(546,512)
Revenue									
BBB Tax Revenue	485,111	523,909	491,286	496,199	506,123	521,307	536,946	-	-
Incubator Lease	-	-	60,000	91,800	93,636	95,509	97,419	99,367	101,355
Interest Income/Misc Rev.	13,264	7,000	7,000	5,000	4,000	3,000	2,000	500	500
Total Revenues	498,375	530,909	558,286	592,999	603,759	619,816	636,365	99,867	101,855
Transfer In									
General Fund	108,000	322,000	58,760	449,000	370,000	330,000	258,000	258,000	266,000
Total Transfer In	108,000	322,000	58,760	449,000	370,000	330,000	258,000	258,000	266,000
Total Sources of Funds	959,604	1,316,663	929,025	1,090,646	1,051,536	1,033,309	955,047	385,599	(178,657)
Uses of Funds									
Departments									
Administration	185,818	177,415	155,084	62,622	64,308	66,040	67,818	69,645	71,521
Job Site Marketing/Partnerships	99,561	88,000	89,333	-	-	-	-	-	-
Flagstaff 40 Science Fund	50,000	50,000	50,000	50,000	50,000	50,000	-	-	-
NACOG	-	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400
NAU	5,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Business Ret & Work Force Develop	-	167,000	156,000	91,942	86,833	86,833	86,833	86,833	86,833
Airport Consultant	33,204	16,831	16,831	-	-	-	-	-	-
Incubator	180,000	220,000	313,730	311,800	294,050	295,531	297,042	298,582	300,154
SEDI	-	25,000	25,000	20,000	20,000	20,000	20,000	20,000	20,000
GFEC	74,043	-	-	-	-	-	-	-	-
Business Attraction				113,865	115,210	116,583	117,982	119,410	120,866
Capital Expenditures	-	27,500	-	-	-	-	-	-	-
Reserve/Contingencies	-	25,000	-	25,000	-	-	-	-	-
Total Expenditures	627,626	871,146	880,378	749,629	704,802	709,387	664,076	668,871	673,774
Debt Service									
Debt Service	-	263,240	-	263,240	263,240	263,240	263,240	263,240	263,240
Total Debt Service	-	263,240	-	263,240	263,240	263,240	263,240	263,240	263,240
Transfer out									
Tourism Fund	20,000	-	-	-	-	-	-	-	-
Total Transfers Out	20,000	-	-	-	-	-	-	-	-
Total Uses of Funds	647,626	1,134,386	880,378	1,012,869	968,042	972,627	927,316	932,111	937,014
Ending Fund Balance	$ 311,979	182,277	48,647	77,777	83,494	60,682	27,732	(546,512)	(1,115,671)

CITY OF FLAGSTAFF
TOURISM FUND
FIVE YEAR PLAN 2010-2015

	Actual 2007-2008	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Sources of Funds									
Begining Fund Balance	$ 526,801	361,134	298,839	50,334	8,068	10,461	24,330	50,307	(1,656,436)
Revenues									
BBB Tax Revenues	1,531,928	1,654,449	1,551,430	1,566,944	1,598,283	1,646,231	1,695,618	-	-
Building Rental Revenue	13,583	14,356	10,854	10,854	11,125	11,403	11,688	11,981	12,280
Interest on Investments	16,776	20,500	7,436	1,000	-	-	-	1,000	-
Visitor Center Retail Sales	71,100	75,000	65,047	65,047	68,299	71,714	75,300	79,065	83,018
Miscellaneous Revenues	4,540	113,500	3,500	3,588	3,678	3,770	3,864	3,961	4,060
Total Revenues	1,637,927	1,877,805	1,638,267	1,647,433	1,681,385	1,733,118	1,786,470	96,006	99,358
Transfers In									
Economic Development	20,000	-	-	-	-	-	-	-	-
Self Insurance Trust Fund	-	-	250,000	-	-	-	-	-	-
General Fund	-	75,000	75,000	-	-	-	-	-	-
Total Transfers In	20,000	75,000	325,000	-	-	-	-	-	-
Total Sources of Funds	2,184,728	2,313,939	2,262,105	1,697,767	1,689,453	1,743,579	1,810,800	146,314	(1,557,078)
Uses of Funds									
Departments									
Operating Expenditures	1,845,064	1,994,185	2,162,299	1,630,262	1,669,555	1,709,812	1,751,056	1,793,313	1,836,610
Capital Expenditures	31,388	27,500	40,035	-	-	-	-	-	-
Reserve/Contingencies	-	100,000	-	50,000	-	-	-	-	-
Total Expenditures	1,876,452	2,121,685	2,202,334	1,680,262	1,669,555	1,709,812	1,751,056	1,793,313	1,836,610
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	1,885,889	2,131,122	2,211,771	1,689,699	1,678,992	1,719,249	1,760,493	1,802,750	1,846,047
Ending Fund Balance	$ 298,839	182,817	50,334	8,068	10,461	24,330	50,307	(1,656,436)	(3,403,125)

CITY OF FLAGSTAFF
ARTS AND SCIENCE FUND
FIVE YEAR PLAN 2010-2015
SUMMARY

	Actual 2007-2008	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Sources of Funds									
Beginning Fund Balance	$ 361,109	395,213	394,963	384,912	39,474	46,351	58,808	77,131	(335,005)
Revenues									
BBB Tax Revenues	382,982	413,612	387,857	391,736	399,571	411,558	423,905	-	-
Interest Income	11,223	3,388	3,388	9,623	987	1,159	1,470	1,928	(8,375)
Total Revenues	394,205	417,000	391,245	401,359	400,558	412,717	425,375	1,928	(8,375)
Transfers In									
General Fund	35,000	20,000	20,000	-	-	-	-	-	-
Total Transfers In	35,000	20,000	20,000	-	-	-	-	-	-
Total Sources of Funds	790,314	832,213	806,208	786,271	440,032	459,067	484,183	79,060	(343,380)
Uses of Funds									
Departments									
General Operating	1,419	1,300	654	600	615	630	646	662	679
Public Art	23,933	252,414	6,142	273,984	30,000	30,000	30,000	30,000	30,000
FCP Administration	70,000	73,500	73,500	69,825	73,316	76,982	80,831	84,873	86,995
Contribution to Other Agencies	299,999	305,000	305,000	289,750	289,750	292,648	295,574	298,530	301,515
To Be Determined by BPAC	-	102,638	-	102,638	-	-	-	-	-
Reserve	-	10,000	-	10,000	-	-	-	-	-
Total Expenditures	395,351	744,852	385,296	746,797	393,681	400,260	407,051	414,065	419,188
Transfers Out									
Beautification	-	36,000	36,000	-	-	-	-	-	-
Total Transfers Out	-	36,000	36,000	-	-	-	-	-	-
Total Uses of Funds	395,351	780,852	421,296	746,797	393,681	400,260	407,051	414,065	419,188
Ending Fund Balance	$ 394,963	51,361	384,912	39,474	46,351	58,808	77,131	(335,005)	(762,569)

CITY OF FLAGSTAFF
BBB-RECREATION FUND
FIVE YEAR PLAN 2010-2015

	Actual 2007-2008	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Sources of Funds									
Beginning Fund Balance	$ (1,149,418)	(510,875)	(545,670)	(77,904)	193,619	693,993	1,218,653	1,768,514	422,169
Revenues									
Intergovernmental Revenue	-	-	-	-	-	-	-	-	-
BBB Tax Revenue	1,685,121	1,819,894	1,706,573	1,723,638	1,758,111	1,810,855	1,865,180	-	-
Interest on Investments	19	-	-	-	1,900	6,900	12,200	17,700	4,200
Miscellaneous Revenues	1,060	-	-	-	-	-	-	-	-
Total Revenues	1,686,200	1,819,894	1,706,573	1,723,638	1,760,011	1,817,755	1,877,380	17,700	4,200
Transfers In									
Secondary Prop Tax Fund	789,289	-	-	-	-	-	-	-	-
Total Transfers In	789,289	-	-	-	-	-	-	-	-
Total Sources of Funds	1,326,071	1,309,019	1,160,903	1,645,734	1,953,630	2,511,748	3,096,033	1,786,214	426,369
Uses of Funds									
Departments									
Capital Expenditures	154	-	-	-	-	-	-	-	-
Total Expenditures	154	-	-	-	-	-	-	-	-
Transfers Out									
General Fund	972,298	1,128,807	1,128,807	1,342,115	1,149,636	1,183,095	1,217,519	1,254,045	1,291,666
GO Bond Fund	789,289	-	-	-	-	-	-	-	-
Beautification	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Total Transfers Out	1,871,587	1,238,807	1,238,807	1,452,115	1,259,636	1,293,095	1,327,519	1,364,045	1,401,666
Total Uses of Funds	1,871,741	1,238,807	1,238,807	1,452,115	1,259,636	1,293,095	1,327,519	1,364,045	1,401,666
Ending Fund Balance	$ (545,670)	70,212	(77,904)	193,619	693,993	1,218,653	1,768,514	422,169	(975,297)

CITY OF FLAGSTAFF
REAL ESTATE PROCEEDS FUND
FIVE YEAR PLAN 2010-2015

	Actual 2007-2008	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Sources of Funds									
Beginning Fund Balance	$ 582,474	474,046	592,680	435,030	449,380	463,730	479,080	494,430	509,780
Revenues									
Interest on Investments	36,037	17,350	17,350	14,350	14,350	15,350	15,350	15,350	15,350
Total Revenues	36,037	17,350	17,350	14,350	14,350	15,350	15,350	15,350	15,350
Transfers In									
Self Insurance Trust	-	-	1,126,000	-	-	-	-	-	-
General Fund	-	25,000	25,000	-	-	-	-	-	-
Total Transfers In	-	25,000	1,151,000	-	-	-	-	-	-
Total Sources of Funds	618,511	516,396	1,761,030	449,380	463,730	479,080	494,430	509,780	525,130
Uses of Funds									
Departments									
Operating Expenditrues	18,304	-	-	-	-	-	-	-	-
Capital Expenditures	7,527	500,000	200,000	-	-	-	-	-	-
Total Expenditures	25,831	500,000	200,000	-	-	-	-	-	-
Transfers Out									
General Fund	-	-	1,126,000	-	-	-	-	-	-
Total Transfers Out	-	-	1,126,000	-	-	-	-	-	-
Total Uses of Funds	25,831	500,000	1,326,000	-	-	-	-	-	-
Ending Fund Balance	$ 592,680	16,396	435,030	449,380	463,730	479,080	494,430	509,780	525,130

CITY OF FLAGSTAFF
HOUSING AND COMMUNITY SERVICES FUND
FIVE YEAR PLAN 2010-2015

	Actual 2007-2008	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Sources of Funds									
Beginning Fund Balance	$ 2,311,822	1,969,435	1,972,374	1,663,992	122,646	108,646	94,646	80,646	66,646
Revenues									
Intergovernmental Revenues	1,088,386	1,844,316	702,089	1,855,040	1,241,190	1,209,131	1,178,674	1,149,740	1,122,253
Interest on Investments	62,434	-	30,000	-	-	-	-	-	-
Miscellaneous Revenues	230,779	-	61,152	-	-	-	-	-	-
Total Revenues	1,381,599	1,844,316	793,241	1,855,040	1,241,190	1,209,131	1,178,674	1,149,740	1,122,253
Transfers In									
General Fund	375,400	375,400	375,400	229,074	229,074	229,074	229,074	229,074	229,074
Total Transfers In	375,400	375,400	375,400	229,074	229,074	229,074	229,074	229,074	229,074
Total Sources of Funds	4,068,821	4,189,151	3,141,015	3,748,106	1,592,910	1,546,851	1,502,394	1,459,461	1,417,974
Uses of Funds									
Departments									
Operating Expenditures	2,096,447	4,051,771	1,477,023	3,611,460	1,470,264	1,438,205	1,407,748	1,378,814	1,351,327
Total Expenditures	2,096,447	4,051,771	1,477,023	3,611,460	1,470,264	1,438,205	1,407,748	1,378,814	1,351,327
Transfers Out									
General Fund	-	-	-	14,000	14,000	14,000	14,000	14,000	14,000
Total Transfers Out				14,000	14,000	14,000	14,000	14,000	14,000
Total Uses of Funds	2,096,447	4,051,771	1,477,023	3,625,460	1,484,264	1,452,205	1,421,748	1,392,814	1,365,327
Ending Fund Balance	$ 1,972,374	137,380	1,663,992	122,646	108,646	94,646	80,646	66,646	52,646

CITY OF FLAGSTAFF
METRO PLANNING ORGANIZATION FUND
FIVE YEAR PLAN 2010-2015

	Actual 2007-2008	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Sources of Funds									
Beginning Fund Balance	$ 580	-	5,581	-	-	-	-	-	-
Revenues									
Intergovernmental Revenue	391,306	317,404	577,359	296,526	293,806	278,185	265,142	265,142	265,142
Miscellaneous Revenues	5,000	225,000	5,000	105,000	105,000	105,000	105,000	105,000	105,000
Total Revenues	396,306	542,404	582,359	401,526	398,806	383,185	370,142	370,142	370,142
Transfers In									
General Fund	30,000	30,000	30,000	24,300	24,300	24,300	24,300	24,300	24,300
Total Transfers In	30,000	30,000	30,000	24,300	24,300	24,300	24,300	24,300	24,300
Total Sources of Funds	426,886	572,404	617,940	425,826	423,106	407,485	394,442	394,442	394,442
Uses of Funds									
Departments									
Operating Expenditures	393,810	449,782	495,318	288,419	303,026	287,405	274,362	274,362	276,587
Indirect Grant Cost	27,496	22,622	22,622	37,407	20,080	20,080	20,080	20,080	17,855
Total Expenditures	421,306	472,404	517,940	325,826	323,106	307,485	294,442	294,442	294,442
Contingency	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Total Uses of Funds	421,306	572,404	617,940	425,826	423,106	407,485	394,442	394,442	394,442
Ending Fund Balance	$ 5,580	-	-	-	-	-	-	-	-

CITY OF FLAGSTAFF
GENERAL OBLIGATION BOND FUND
FIVE YEAR PLAN 2010-2015

	Actual 2007-2008	Budget 2008-2009	Actual 2008-2009	Budget 2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Sources of Funds									
Beginning Fund Balance	$ 348,355	348,355	348,355	348,355	348,355	348,355	348,355	348,355	348,355
Transfers In									
BBB- Recreation	789,289	-	-	-	-	-	-	-	526,308
Secondary Property Tax Fund	2,481,969	3,320,142	3,017,646	3,470,772	3,361,833	6,686,871	7,069,671	7,109,671	7,349,869
Total Transfers In	3,271,258	3,320,142	3,017,646	3,470,772	3,361,833	6,686,871	7,069,671	7,109,671	7,876,177
Total Sources of Funds	3,619,613	3,668,497	3,366,001	3,819,127	3,710,188	7,035,226	7,418,026	7,458,026	8,224,531
Uses of Funds									
Debt Service									
Debt Service	3,271,258	3,320,142	3,017,646	3,470,772	3,361,833	6,686,871	7,069,671	7,109,671	7,876,177
Total Debt Service	3,271,258	3,320,142	3,017,646	3,470,772	3,361,833	6,686,871	7,069,671	7,109,671	7,876,177
Total Uses of Funds	3,271,258	3,320,142	3,017,646	3,470,772	3,361,833	6,686,871	7,069,671	7,109,671	7,876,177
Ending Fund Balance	$ 348,355	348,355	348,355	348,355	348,355	348,355	348,355	348,355	348,355

CITY OF FLAGSTAFF
SECONDARY PROPERTY TAX FUND
FIVE YEAR PLAN 2010-2015

	Actual 2007-2008	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Sources of Funds									
Beginning Fund Balance	$ 1,088,299	2,089,934	2,084,225	2,355,611	2,794,360	3,335,112	2,544,306	3,575,770	4,970,970
Revenues									
Secondary Property Taxes	6,218,614	7,351,889	7,351,889	7,631,176	7,631,176	7,631,176	8,012,735	8,413,371	8,834,040
Interest Revenue	85,707	77,000	88,700	79,700	82,500	85,400	88,400	91,500	94,700
Total Revenues	6,304,321	7,428,889	7,440,589	7,710,876	7,713,676	7,716,576	8,101,135	8,504,871	8,928,740
Total Sources of Funds	7,392,620	9,518,823	9,524,814	10,066,487	10,508,036	11,051,688	10,645,441	12,080,641	13,899,710
Uses of Funds									
Transfers Out									
G. O. Bond Fund	2,481,969	3,320,142	3,017,646	3,470,772	3,361,833	6,686,871	7,069,671	7,109,671	7,349,869
Recreation - BBB	789,289	-	-	-	-	-	-	-	-
Airport	223,172	337,007	344,079	-	-	-	-	-	-
Utilities	1,813,965	3,807,478	3,807,478	3,801,355	3,811,091	1,820,511	-	-	-
Total Transfers Out	5,308,395	7,464,627	7,169,203	7,272,127	7,172,924	8,507,382	7,069,671	7,109,671	7,349,869
Total Uses of Funds	5,308,395	7,464,627	7,169,203	7,272,127	7,172,924	8,507,382	7,069,671	7,109,671	7,349,869
Ending Fund Balance	$ 2,084,225	2,054,196	2,355,611	2,794,360	3,335,112	2,544,306	3,575,770	4,970,970	6,549,841

CITY OF FLAGSTAFF
SPECIAL ASSESSMENT BOND FUND
FIVE YEAR PLAN 2010-2015

	Actual 2007-2008	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	2010-1011	2011-2012	2012-2013	2013-2014	2014-2015
Sources of Funds									
Beginning Fund Balance	$ 363,154	282,908	282,482	96,951	800	800	800	800	800
Revenues									
Special Assessments	2,448	2,022	2,024	1,402,250	1,403,625	1,398,875	1,402,875	1,400,500	1,401,750
Interest on Investments	11,044	7,502	6,660	2,400	-	-	-	-	-
Miscellaneous Revenues	9	-	-	-	-	-	-	-	-
Total Revenues	13,501	9,524	8,684	1,404,650	1,403,625	1,398,875	1,402,875	1,400,500	1,401,750
Total Sources of Funds	376,655	292,432	291,166	1,501,601	1,404,425	1,399,675	1,403,675	1,401,300	1,402,550
Uses of Funds									
Departments									
Debt Service	94,173	96,712	96,712	1,500,801	1,403,625	1,398,875	1,402,875	1,400,500	1,401,750
Total Debt Service	94,173	96,712	96,712	1,500,801	1,403,625	1,398,875	1,402,875	1,400,500	1,401,750
Transfers Out									
General Fund	-	-	97,503	-	-	-	-	-	-
Total Transfers Out	-	-	97,503	-	-	-	-	-	-
Total Uses of Funds	94,173	96,712	194,215	1,500,801	1,403,625	1,398,875	1,402,875	1,400,500	1,401,750
Ending Fund Balance	$ 282,482	195,720	96,951	800	800	800	800	800	800

CITY OF FLAGSTAFF
PERPETUAL CARE FUND
FIVE YEAR PLAN 2010-2015

	Actual 2007-2008	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Sources of Funds									
Beginning Fund Balance	$ 95,528	117,888	115,077	129,519	145,501	163,619	182,662	202,669	223,682
Revenues									
Contributions	16,200	19,380	12,240	12,485	12,734	12,989	13,249	13,514	13,784
Interest on Investments	3,349	3,528	2,202	3,497	5,384	6,054	6,758	7,499	8,276
Total Revenues	19,549	22,908	14,442	15,982	18,118	19,043	20,007	21,013	22,060
Total Sources of Funds	115,077	140,796	129,519	145,501	163,619	182,662	202,669	223,682	245,743
Uses of Funds									
Departments									
Operating Expenditures	-	-	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-	-	-
Total Uses of Funds	-	-	-	-	-	-	-	-	-
Ending Fund Balance	$ 115,077	140,796	129,519	145,501	163,619	182,662	202,669	223,682	245,743

CITY OF FLAGSTAFF
CAPITAL PROJECTS FUND
SPECIAL IMPROVEMENT DISTRICT
ASPEN AT SAWMILL
FIVE YEAR PLAN 2010-2015

	Actual 2007-2008	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Sources of Funds									
Beginning Fund Balance	$ 20,607,569	10,235,564	9,467,232	1,291,971	9,950	-	-	-	-
Revenues									
Interest Income	688,812	1,000	152,000	-	-	-	-	-	-
Developer Proceeds	1,282,738	3,000,000	1,279,446	477,635	-	-	-	-	-
Total Revenues	1,971,550	3,001,000	1,431,446	477,635	-	-	-	-	-
Total Sources of Funds	22,579,119	13,236,564	10,898,678	1,769,606	9,950	-	-	-	-
Uses of Funds									
Expenditures									
Aspen at Sawmill	12,128,995	10,203,562	8,650,957	1,759,656	9,950	-	-	-	-
Capitalized Interest Expense	982,892	953,750	955,750	-	-	-	-	-	-
Total Capital Expenditures	13,111,887	11,157,312	9,606,707	1,759,656	9,950	-	-	-	-
Total Uses of Funds	13,111,887	11,157,312	9,606,707	1,759,656	9,950	-	-	-	-
Ending Fund Balance	$ 9,467,232	2,079,252	1,291,971	9,950	-	-	-	-	-

CITY OF FLAGSTAFF
CAPITAL PROJECTS FUND
MUNICIPAL FACILITIES CORP
FIVE YEAR PLAN 2010-2015

	Actual 2007-2008	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Sources of Funds									
Beginning Fund Balance	$ (125,687)	(4,363,373)	(1,876,571)	(3,312,666)	8,688,578	312,578	320,578	328,578	336,578
Revenues									
MFC Bond Proceeds	-	10,600,000	-	14,500,000	5,500,000	-	10,000,000	-	10,000,000
Grant Revenue	2,343,890	-	-	3,000,000	-	-	-	-	-
Interest Income	-	86,000	-	-	174,000	8,000	8,000	8,000	8,000
Total Revenues	2,343,890	10,686,000	-	17,500,000	5,674,000	8,000	10,008,000	8,000	10,008,000
Total Sources of Funds	2,218,203	6,322,627	- 1,876,571	14,187,334	14,362,578	320,578	10,328,578	336,578	10,344,578
Uses of Funds									
Expenditures									
USGS Miscellaneous Buildings		-	-	-	-	-	10,000,000	-	10,000,000
USGS Office/Lab Building	6,203	1,023,600	40,000	1,954,000	14,050,000	-	-	-	-
Business Incubator	4,088,571	1,371,100	1,396,095	44,756	-	-	-	-	-
Science Park Sewermain	-	-	-	500,000	-	-	-	-	-
Automotive Training School	-	-	-	3,000,000	-	-	-	-	-
Total Capital Expenditures	4,094,774	2,394,700	1,436,095	5,498,756	14,050,000	-	10,000,000	-	10,000,000
Total Uses of Funds	4,094,774	2,394,700	1,436,095	5,498,756	14,050,000	-	10,000,000	-	10,000,000
Ending Fund Balance	$ (1,876,571)	3,927,927	(3,312,666)	8,688,578	312,578	320,578	328,578	336,578	344,578

CITY OF FLAGSTAFF
CAPITAL PROJECTS FUND
GO BOND FUNDED PROJECTS
FIVE YEAR PLAN 2010-2015

	Actual 2007-2008	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Sources of Funds									
Beginning Fund Balance	$ 24,700,263	9,574,162	9,436,949	4,053,630	2,833,988	32,448,178	12,937,359	715,724	724,256
Revenues									
Bond Proceeds	-	5,000,000	-	1,900,000	40,150,000	2,500,000	-	1,500,000	5,500,000
APSES Lease Proceeds-Aquaplex	847,635	-	-	-	-	-	-	-	-
Sale of Knowles Property Fire	-	-	-	200,000	-	-	-	-	-
Fire Equip Lease Proceeds	-	300,000	359,540	-	-	-	-	-	-
Fire Grants	-	170,000	-	-	-	-	-	-	-
Sale of Fire Stations	-	1,300,000	-	1,225,000	-	-	-	-	-
Interest Income	1,130,800	523,000	382,000	82,248	9,001	9,181	8,365	8,532	8,703
Total Revenues	1,978,435	7,293,000	741,540	3,407,248	40,159,001	2,509,181	8,365	1,508,532	5,508,703
Transfers In									
Environmental Services - PW facility	-	-	-	27,300	-	-	-	-	-
General Fund - Aquaplex & Fire	-	700,000	-	-	-	-	-	-	-
Transportation (Safety) Aquaplex	139,000	-	-	-	-	-	-	-	-
Total Transfers In	139,000	700,000	-	27,300	-	-	-	-	-
Total Sources of Funds	26,817,698	17,567,162	10,178,489	7,488,178	42,992,989	34,957,359	12,945,724	2,224,256	6,232,959
Uses of Funds									
Expenditures									
Fire Stations	3,969,887	8,892,000	3,725,883	2,295,284	2,094,811	-	-	-	-
Aquaplex	13,121,971	2,417,500	989,472	9,500	-	-	-	-	-
24-08 Aquatic Center				-	-	-	-	-	-
FUTS/Open Space Acquisition	100,791	2,163,900	65,000	2,122,106	-	1,550,000	-	1,500,000	-
Bond Funded Fire Equipuipment	-	-	359,540	-	-	-	-	-	-
Adult Center Renovation	2,414	-	-	-	-	-	-	-	-
Observatory Mesa	-	-	-	-	-	-	-	-	5,500,000
Public Works Facility	-	-	-	27,300	4,200,000	11,000,000	6,900,000	-	-
City Courthouse	-	-	-	-	3,250,000	8,470,000	5,330,000	-	-
Parks Acquistion	-	-	-	-	1,000,000	1,000,000	-	-	-
Fire Training Tower	185,686	200,000	614,314	-	-	-	-	-	-
Fire Administration Offices	-	400,000	-	-	-	-	-	-	-
Total Capital Expenditures	17,380,749	14,073,400	5,754,209	4,454,190	10,544,811	22,020,000	12,230,000	1,500,000	5,500,000
Transfers Out									
Transfer to HURF	-	370,650	370,650	200,000	-	-	-	-	-
Total Transfers Out	-	370,650	370,650	200,000	-	-	-	-	-
Total Uses of Funds	17,380,749	14,444,050	6,124,859	4,654,190	10,544,811	22,020,000	12,230,000	1,500,000	5,500,000
Ending Fund Balance	$ 9,436,949	3,123,112	4,053,630	2,833,988	32,448,178	12,937,359	715,724	724,256	732,959

CITY OF FLAGSTAFF
WATER AND WASTEWATER FUND
FIVE YEAR PLAN 2010-2015

	Actual 2007-2008	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Sources of Funds									
Beginning Fund Balance	$17,740,589	14,228,729	11,419,608	8,659,657	5,289,045	6,690,617	4,989,272	3,909,887	5,229,182
Revenues									
Intergovernmental	10,031	849,503	27,672	334,571	-	-	-	-	-
Water Revenues	11,615,472	13,714,953	11,629,720	11,656,833	11,782,800	12,018,500	12,258,900	12,504,100	12,754,300
Wastewater Revenues	7,763,234	8,500,479	7,809,768	7,972,942	8,065,100	8,226,400	8,390,800	8,558,700	8,729,900
Interest Revenues	430,015	356,000	175,000	173,000	132,000	167,000	125,000	98,000	131,000
Bond Proceeds	21,511,934	11,300,000	11,355,626	1,527,440	2,000,000	1,300,000	1,005,000	-	-
Miscellaneous Revenues	66,240	-	-	-	-	-	-	-	-
Total Revenues	41,396,926	34,720,935	30,997,786	21,664,786	21,979,900	21,711,900	21,779,700	21,160,800	21,615,200
Transfers In									
Debt Service Fund	1,813,965	2,807,478	3,807,478	3,801,355	3,811,091	1,820,511	-	-	-
Total Transfers In	1,813,965	2,807,478	3,807,478	3,801,355	3,811,091	1,820,511	-	-	-
Total Sources of Funds	60,951,480	51,757,142	46,224,872	34,125,798	31,080,036	30,223,028	26,768,972	25,070,687	26,844,382
Uses of Funds									
Departments									
Operating Expenditures	10,765,984	12,244,271	12,048,548	10,396,607	10,465,700	10,727,400	10,995,663	11,270,490	11,552,282
Indirect Costs	1,748,804	1,550,440	1,550,440	2,165,598	2,219,700	2,275,200	2,332,100	2,390,400	2,450,200
Capital Expenditures	31,253,829	23,670,652	15,373,171	6,592,286	3,690,000	4,170,000	3,865,000	2,470,000	4,980,000
Reserves/Contingencies	30,218	1,400,000	-	1,400,000	-	-	-	-	-
Total Expenditures	43,798,835	38,865,363	28,972,159	20,554,491	16,375,400	17,172,600	17,192,763	16,130,890	18,982,482
Debt Service									
Bonds	3,760,973	5,675,286	6,627,784	6,323,697	6,045,134	6,082,851	5,508,528	3,552,821	3,551,177
Total Debt Service	3,760,973	5,675,286	6,627,784	6,323,697	6,045,134	6,082,851	5,508,528	3,552,821	3,551,177
Transfers Out									
General Fund	1,972,064	1,965,272	1,965,272	1,958,565	1,968,885	1,978,305	157,794	157,794	157,794
Total Transfers Out	1,972,064	1,965,272	1,965,272	1,958,565	1,968,885	1,978,305	157,794	157,794	157,794
Total Uses of Funds	49,531,872	46,505,921	37,565,215	28,836,753	24,389,419	25,233,756	22,859,085	19,841,505	22,691,453
Ending Fund Balance	$11,419,608	5,251,221	8,659,657	5,289,045	6,690,617	4,989,272	3,909,887	5,229,182	4,152,928

CITY OF FLAGSTAFF
AIRPORT FUND
FIVE YEAR PLAN 2010-2015

	Actual 2007-2008	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Sources of Funds									
Beginning Fund Balance	$ (1,078,961)	1,435	1,763	2,518	2,514	1,906	2,640	2,198	1,836
Revenues									
Intergovernmental Revenues	9,120,905	8,876,132	2,017,596	6,025,886	5,227,447	3,435,021	2,890,602	8,567,915	1,950,653
Airport Revenues	1,184,720	1,287,352	1,219,451	1,440,316	1,467,805	1,495,159	1,513,379	1,542,086	1,571,141
Interest Revenue	6,635	-	-	50	2,564	38	53	44	37
Recovery of Indirect Costs	289,930	346,904	106,449	338,543	181,339	165,247	165,247	373,690	66,651
Miscellaneous Revenues	4,469	3,250	3,225	3,500	3,500	3,500	3,500	3,500	3,500
Passenger Facility Charges	127,423	31,974	24,902	120,000	120,000	120,000	120,000	120,000	120,000
Loan/Lease Proceeds	-	-	-	-	-	-	-	-	-
Total Revenues	10,734,082	10,545,612	3,371,623	7,928,295	7,002,655	5,218,965	4,692,781	10,607,235	3,711,982
Transfers In									
Airpark Fund	849,516	-	-	-	-	-	-	-	-
Secondary Prop Tax Fund	223,172	337,007	344,079	-	-	-	-	-	-
General Fund-Operating	385,000	292,000	410,000	-	24,000	53,000	72,000	(1,000)	192,000
General Fund-Capital	1,255,000	398,000	-	313,000	405,000	222,000	161,000	154,000	125,000
Total Transfers In	2,712,688	1,027,007	754,079	313,000	429,000	275,000	233,000	153,000	317,000
Total Sources of Funds	12,367,809	11,574,054	4,127,465	8,243,813	7,434,169	5,495,872	4,928,420	10,762,433	4,030,818
Uses of Funds									
Departments									
Operating Expenditures	1,151,286	1,249,604	1,233,928	1,136,650	1,132,230	1,160,530	1,189,540	1,219,280	1,249,760
Indirect Cost	381,134	346,904	346,904	338,543	347,010	355,690	364,580	373,690	383,030
Capital Expenditures	10,152,525	9,287,767	1,854,882	6,362,854	5,632,771	3,656,760	3,051,850	8,847,375	2,075,726
Total Expenditures	11,684,945	10,884,275	3,435,714	7,838,047	7,112,011	5,172,980	4,605,970	10,440,345	3,708,516
Debt Service									
Bonds	360,849	368,981	368,981	-	-	-	-	-	-
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	647,534	655,666	655,666	286,685	286,685	286,685	286,685	286,685	286,685
Total Expenditures	12,332,479	11,539,941	4,091,380	8,124,732	7,398,696	5,459,665	4,892,655	10,727,030	3,995,201
Transfers Out									
General Fund	33,567	33,567	33,567	116,567	33,567	33,567	33,567	33,567	33,567
Total Transfers Out	33,567	33,567	33,567	116,567	33,567	33,567	33,567	33,567	33,567
Total Uses of Funds	12,366,046	11,573,508	4,124,947	8,241,299	7,432,263	5,493,232	4,926,222	10,760,597	4,028,768
Ending Fund Balance	$ 1,763	546	2,518	2,514	1,906	2,640	2,198	1,836	2,050

CITY OF FLAGSTAFF
ENVIRONMENTAL SERVICES FUND
FIVE YEAR PLAN 2010-2015

	Actual 2007-2008	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Sources of Funds									
Beginning Fund Balance	$ 6,477,282	3,410,466	3,991,159	3,358,297	2,281,851	671,950	299,282	4,821,052	1,749,632
Revenues									
Environmental Services Revenues	10,507,477	13,386,951	11,411,895	11,968,972	12,205,329	12,529,760	14,060,098	14,415,309	14,779,846
Intergovernmental Revenues	73,020	146,600	59,217	587,100	-	-	-	-	-
Other Financing Sources	-	2,000,000	-	-	-	-	6,300,000	-	300,000
Interest on Investments	503,305	199,613	186,256	204,603	204,791	209,911	215,159	220,538	226,051
Miscellaneous Revenues	31,273	-	13,862	27,300	-	-	-	-	-
Total Revenues	11,115,075	15,733,164	11,671,230	12,787,975	12,410,120	12,739,671	20,575,257	14,635,847	15,305,897
Transfers In									
General Fund	140,000	91,950	-	-	-	-	-	-	-
Total Transfers In	140,000	91,950	-	-	-	-	-	-	-
Total Sources of Funds	17,732,357	19,235,580	15,662,389	16,146,272	14,691,971	13,411,621	20,874,539	19,456,899	17,055,529
Uses of Funds									
Departments									
Operating Expenditures	8,666,783	10,212,384	9,514,076	9,716,803	9,984,014	10,258,574	10,540,686	10,830,555	11,128,395
Indirect Costs	1,307,129	1,413,275	1,413,275	1,565,079	1,596,381	1,628,309	1,660,875	1,694,093	1,727,975
Capital Expenditures	3,730,922	3,830,297	1,357,251	1,628,837	2,305,730	1,089,272	2,971,408	3,720,720	3,242,600
Reserves/Contingencies	16,877	500,000	-	500,000	-	-	-	-	-
Total Expenditures	13,721,711	15,955,956	12,284,602	13,410,719	13,886,125	12,976,155	15,172,969	16,245,368	16,098,970
Debt Service									
Bonds	-	125,500	-	-	-	-	742,000	1,321,000	1,321,000
Total Debt Service	-	125,500	-	-	-	-	742,000	1,321,000	1,321,000
Transfers out:									
General Fund	19,488	19,488	19,490	131,653	133,896	136,184	138,518	140,899	143,327
Capital Projects Fund	-	-	-	27,300	-	-	-	-	-
Total Transfers Out	19,488	19,488	19,490	158,953	133,896	136,184	138,518	140,899	143,327
Total Uses of Funds	13,741,199	16,100,944	12,304,092	13,569,672	14,020,021	13,112,339	16,053,487	17,707,267	17,563,297
Ending Fund Balance (1)	$ 3,991,159	3,134,636	3,358,297	2,576,600	671,950	299,282	4,821,052	1,749,632	(507,768)

(1) Excludes monies set aside for closure costs and capital reserve

CITY OF FLAGSTAFF
STORMWATER UTILITY FUND
FIVE YEAR PLAN 2010-2015

	Actual 2007-2008	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Sources of Funds									
Beginning Fund Balance	$ 486,148	592,520	380,300	554,990	300,635	331,061	358,114	381,410	400,538
Revenues									
Stormwater Revenues	1,081,282	1,199,224	1,199,224	1,306,298	1,434,014	1,455,527	1,477,367	1,499,534	1,499,534
User Fees	47,617	60,936	50,936	50,936	52,210	53,515	54,853	56,224	57,630
Permits	1,922	410	410	410	420	431	442	453	464
Grants	-	-	-	-	-	-	-	-	-
Interest Earnings	1,896	11,850	6,900	11,100	6,013	6,621	7,162	7,628	8,011
Misc	965	-	-	-	-	-	-	-	-
Total Revenues	1,133,682	1,272,420	1,257,471	1,368,744	1,492,657	1,516,094	1,539,823	1,563,839	1,565,639
Transfers in									
General Fund	1,242,012	6,787,228	946,034	7,338,290	-	-	-	-	-
Total Transfers in	1,242,012	6,787,228	946,034	7,338,290	-	-	-	-	-
Total Sources of Funds	2,861,842	8,652,168	2,583,804	9,262,024	1,793,292	1,847,154	1,897,938	1,945,250	1,966,177
Uses of Funds									
Departments									
Operating Expenditures	667,848	947,971	680,373	782,496	553,349	567,057	581,106	595,504	610,259
Indirect Costs	179,009	170,000	170,000	132,623	135,939	139,337	142,820	146,391	150,051
Capital Expenditures	1,503,912	7,093,988	910,359	7,673,290	400,000	400,000	400,000	400,000	400,000
Reserves/Contingencies	976	10,000	-	10,000	-	-	-	-	-
Total Expenditures	2,351,745	8,221,959	1,760,732	8,598,409	1,089,287	1,106,394	1,123,927	1,141,895	1,160,309
Transfers Out									
Transfer to General Fund				73,312	75,511	77,777	80,110	82,513	84,989
HURF	129,797	325,000	268,081	289,668	297,433	304,869	312,491	320,303	328,311
Total Transfers Out	129,797	325,000	268,081	362,980	372,944	382,646	392,601	402,816	413,299
Total Uses of Funds	2,481,542	8,546,959	2,028,813	8,961,389	1,462,231	1,489,040	1,516,527	1,544,711	1,573,609
Ending Fund Balance	$ 380,300	105,209	554,991	300,635	331,061	358,114	381,410	400,538	392,568

CITY OF FLAGSTAFF
SUMMARY OF ALL FISCAL ACTIVITY
FISCAL YEARS 2009 AND 2010
(WITH ACTUALS FOR FISCAL YEAR 2008)

	Actual 2007-2008	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010
Sources of Funds				
Total Beginning Fund Balance	$ 113,989,273	75,703,182	73,908,168	42,824,226
Revenues	157,658,425	191,940,042	136,361,809	163,442,971
Total Funds Available	271,647,698	267,643,224	210,269,977	206,267,197
Use of Funds				
Departments				
General Administration	8,116,177	8,891,562	8,565,443	7,278,584
Management Services	8,456,365	11,201,365	9,614,164	3,242,905
Community Development	14,589,952	30,638,421	16,913,834	10,266,549
Fire	10,180,500	11,030,114	9,681,493	10,251,298
Police	16,233,529	17,934,449	17,062,489	16,815,469
Public Works	45,325,331	57,869,277	39,463,000	31,335,327
Economic Vitality	-	-	-	14,038,801
Community Enrichment	-	-	-	10,402,228
Utilities	42,019,813	35,914,923	27,421,719	25,444,678
Non-Departmental	5,540,909	11,234,810	6,179,824	12,556,781
Contingency	19,793	2,955,000	600,000	4,180,000
Total Departments	150,482,369	187,669,921	135,501,966	145,812,620
Debt Service				
G.O. Bonds	3,271,258	3,320,142	3,017,646	3,470,771
Capital Leases	666,561	505,743	528,958	550,720
4th Street	1,949,646	1,951,108	1,951,108	2,264,458
Street & Highway Revenue Bonds	1,813,965	1,807,478	1,807,478	2,332,955
Economic Development	-	263,240	-	263,240
Airport	647,534	655,666	655,666	286,685
Environmental Services	-	125,500	-	-
Special Assessment Districts	94,173	96,712	95,360	1,500,801
USGS	465,639	462,774	462,774	887,094
Utilities	3,760,973	5,675,286	6,627,784	6,323,698
Total Debt Service	12,669,749	14,863,649	15,146,774	17,880,422
Other Activities				
Capital Projects Bond Funds	34,587,412	27,625,412	16,797,011	11,712,602
Total Other Activities	34,587,412	27,625,412	16,797,011	11,712,602
Total Appropriations	197,739,530	230,158,982	167,445,751	175,405,644
Excess (Deficiency) of Revenues over Appropriations	(40,081,105)	(38,218,940)	(31,083,942)	(11,962,673)
Ending Fund Balances				
General Fund	23,716,198	8,730,066	18,726,225	6,689,347
Special Revenue Funds:				
Library	626,643	250,983	626,643	264,265
HURF	5,645,340	3,201,901	1,808,943	409,062
Transportation	663,750	3,014,562	(1,508,608)	(2,143,401)
Beautification	4,574,913	285,317	3,127,179	1,760,990
Economic Development	311,979	182,277	48,647	77,777
Tourism	298,839	182,817	50,334	8,068
Arts & Science	394,963	51,361	384,912	39,474
Recreation	(545,670)	70,212	(77,904)	193,619
Real Estate Proceeds	592,680	16,396	435,030	449,380
Housing and Community Svc	1,972,374	137,380	1,663,992	122,646
Metro Planning Org	5,580	-	-	-
Debt Service Funds:				
G.O. Bond Fund	348,355	348,355	348,355	348,355
Sec. Property Tax	2,084,225	3,054,196	2,355,611	2,794,360
Special Assessment	282,482	195,720	96,951	800
Capital Projects Funds:				
Special Improvement District	9,467,232	2,079,252	1,291,971	9,950
Municipal Facilities Corp	(1,876,571)	3,927,927	(3,312,666)	8,688,578
G.O. Bonds	9,436,949	3,123,112	4,053,630	2,833,988
Permenant Funds				
Perpetual Care	115,077	140,796	129,519	145,501
Enterprise Funds:				
Utilities				
Operating	11,419,608	5,251,221	8,659,657	5,289,045
Airport				
Operating	1,763	546	2,518	2,514
Airpark Proceeds	-	-	-	-
Environmental Services	3,991,159	3,134,636	3,358,297	2,576,600
Stormwater Utility	380,300	105,209	554,990	300,635
Fiduciary Funds				
Firemen's Pension	-	-	-	-
Total Ending Fund Balance	$ 73,908,168	37,484,242	42,824,226	30,861,553

GENERAL ADMINISTRATION DIVISION MISSION

It is 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

The mission of the **City Clerk's** office is to support the values of the community and the organization through the delivery of quality customer service; conducting fair and open municipal elections; providing broad organizational support; managing the City's records management program and accessibility to public records; overseeing boards and commissions; and ensuring that official postings, notices, and related publishing's meet legal compliance.

The mission of the **Human Resources Division** is to be committed to creating a culture of inclusion and excellence by establishing fair and quality services.

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.

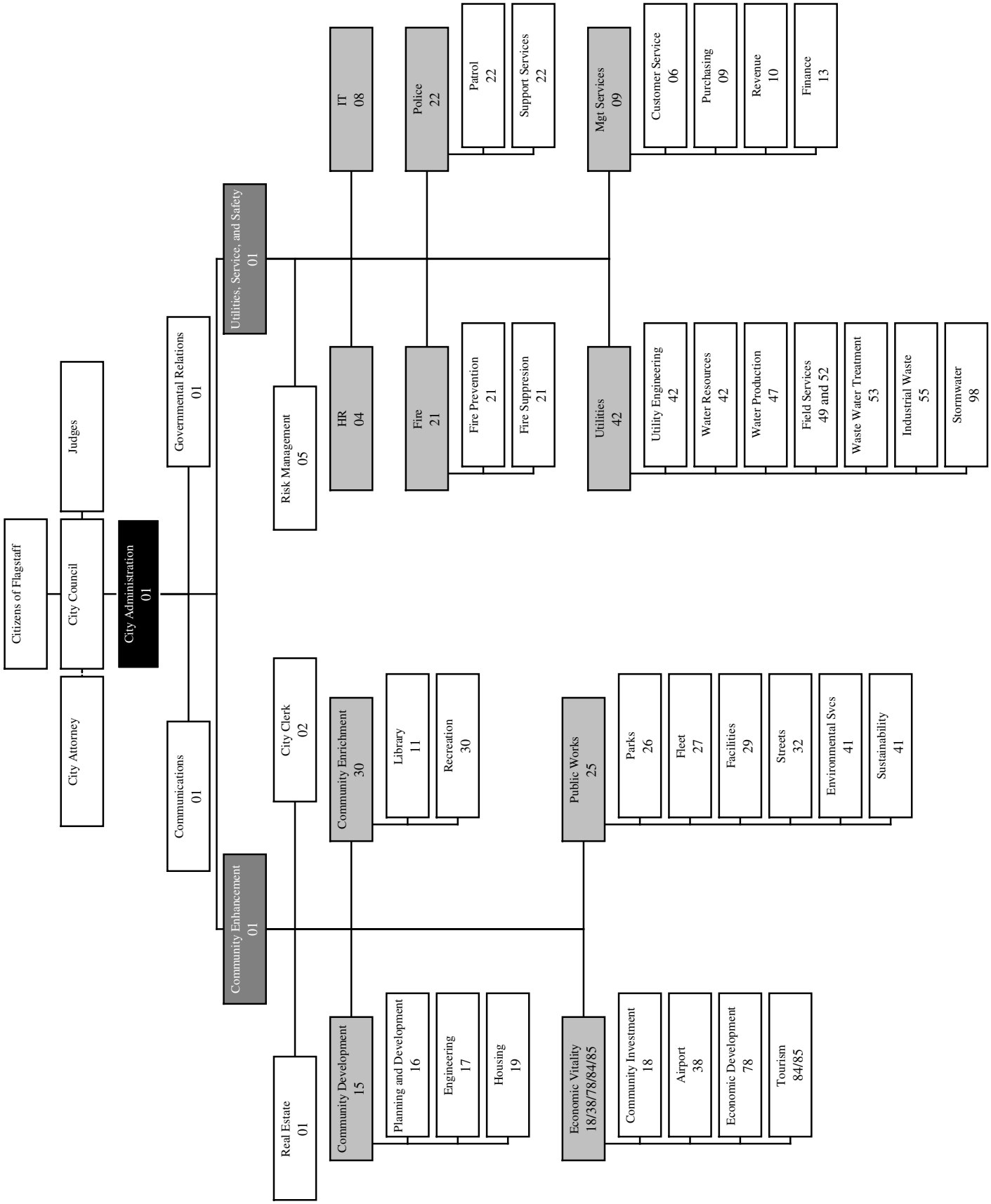
The mission of the **City Attorney's Office** is to prosecute misdemeanor crimes occurring in the City and to provide high quality legal services to the Mayor, City Council and City departments in an ethical, timely, and cost effective manner.

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.

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 in collaboration with other local agencies, public, private and non-profit

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.

CITY OF FLAGSTAFF



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 alternatives solutions to community needs for Mayor and Council consideration, prepares and implements the annual financial plan, and coordinates the activities of all Divisions/Sections under his authority to provide effective services at the lowest possible costs.

FY 09 ACCOMPLISHMENTS

- ✓ Regular communication between Manager and Council.
- ✓ Implemented an organization wide restructuring, including creation of several cabinets.
- ✓ Participated in the first community outreach and awareness meeting for the Alliance for the Second Century.
- ✓ Streaming of City Council meetings.
- ✓ Participation in ongoing statewide and regional water issues.
- ✓ Prepared and received Council approval for the City Economic Recovery Program.
- ✓ Quiet Zones complete.
- ✓ Settlement of Lower Colorado River Water lawsuit.
- ✓ Responsive to Council requests.
- ✓ Provided recommendations to Council with options, diverse opinions, goal oriented and strategically thought out.
- ✓ Open communication with the Flagstaff community and employees.

FY 10 NEW INITIATIVES AND GOALS

- Implement Economic Recover program, including a new program for Renewable Energy.
- Work with NAPITA to implement voter approved ballot initiatives.
- Strengthen working relationships between City and neighborhoods through a variety of programs and divisions.
- Monitor and communicate budgetary and financial issues with Council and community.
- Maintain and improve communication between Manager and Council.
- Develop and adopt a budget that aligns with the economic realities facing Flagstaff yet continues to deliver a robust compliment of services.
- Implement an economic stimulus program focused upon Council goals and consistent with Flagstaff's financial structure.
- Make progress towards' the community's need for a snow play area.
- Pursue a national carrier to provide daily flights to an easterly destination.
- Develop a more strategic economic development model and plan.
- Implement an Independence Day fireworks program using close proximity pyrotechnics.
- Complete renovations and expansions to the Wildcat Wastewater Treatment Plant and begin delivering higher volumes of reclaimed water using less power.
- Commence planning for 2010 ballot issues including renewal of BBB tax, sales tax and the next bond issue.
- Implement a greater menu of e-government services including streaming, on-line payments, and on-line registration services.
- Implement a new set of performance measures that are outcome focused and connected to Council goals.
- Pursue settlement of the Little Colorado River litigation and secure the associated water supply, and water supply pipeline alignment associated with Red Gap Ranch.
- Ensure the update of the Regional Plan is underway and meeting pre-established milestones.
- Ensure the rewrite of the Land Development Code is underway and achieving pre-established milestones.
- Train horns are substantially more quiet through Flagstaff.
- Fire Station #3 is opened completing 75% of the station realignment initiative.

- The City and County Ft. Tuthill partnership has final plans, funding, and construction RFP completed.
- Rio de Flag Butler Tunneling Phase is completed and open channel phase is under construction.
- Work with NAIPTA to implement voter approved ballot initiatives.

PERFORMANCE MEASURES

Council Priority: Fiscal Health, Public Safety, Family, Youth & Community, Community Sustainability, Affordable Housing and Facilities & Basic Services.
Goal: Meet Council goals established in this Fiscal Year
Objective: City Council will see results/progress in Council priorities through the Council Cabinets and other work groups established and facilitated by the City Manager.
Type of Measure: Policy Outcome
Tool: Evaluation by Council
Frequency: Annually
Scoring: 90 %
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Evaluation By Council	N/A	N/A	90%	95%

Council Priority: Customer Service
Goal: Respond to calls and e-mails within 24 to 36 hours of a business day.
Objective: City Manager and staff are responsive to citizen issues and concerns
Type of Measure: Outcome
Tool: Staff will track response e-mails via computer folder, phone call response in data file.
Frequency: Quarterly
Scoring: 95%
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Data Report	N/A	N/A	75%	95%

Council Priority: Family, Youth & Community
Goal: Flagstaff citizens participate in community activities and decision making opportunities because they have access to information about these activities and opportunities.
Objective: Outreach and information dissemination by the City will increase citizen knowledge and involvement in the community.
Type of Measure: Program Effectiveness
Tool: Citizen Survey
Frequency: Annually
Scoring: 75%
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Survey Results	N/A	N/A	75%	85%

SECTION: **01-CITY MANAGER**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 690,381	$ 815,913	$ 734,580	$ 747,538	$ (68,375)
CONTRACTUAL	206,674	238,015	220,268	160,523	(77,492)
COMMODITIES	16,132	16,475	15,061	(10,181)	(26,656)
TOTAL	**$ 913,187**	**$ 1,070,403**	**$ 969,909**	**$ 897,880**	$ (172,523)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 782,119	$ 879,948	$ 791,155	$ 711,393	$ (168,555)
DISABILITY AWARENESS	3,263	8,105	3,880	3,550	(4,555)
PUBLIC INFORMATION	102,351	132,100	137,600	71,500	(60,600)
CUSTOMER SERVICE	25,454	50,250	37,274	14,000	(36,250)
PROPERTY MANAGEMENT	-	-	-	97,437.00	-
TOTAL	**$ 913,187**	**$ 1,070,403**	**$ 969,909**	**$ 897,880**	$ (172,523)

SOURCE OF FUNDING:

GENERAL FUND	$ 605,341
LIBRARY FUND	44,625
HIGHWAY USER REVENUE FUND	42,716
TRANSPORTATION FUND	7,996
WATER AND WASTEWATER FUND	96,929
STORMWATER FUND	10,885
AIRPORT FUND	13,002
ENVIRONMENTAL SERVICES FUND	76,386
	$ 897,880

COMMENTARY:

The City Manager's operating budget has decreased 16% and there are no capital expenditures. Personal Services decreases are due to a staffing reduction of 1 FTE (Intergovernmental Liaison position). In addition there are salary and benefit decreases. Contractual decreases are due to reductions in travel, advertising, and miscellaneous services. Commodities decreases are due to reductions in food and internal work order charges. There is no major capital (>$10,000) for this Section.

MISSION

The City Clerk's office supports the values of the community and the organization through the delivery of quality customer service; conducting fair and open municipal elections; providing broad organizational support; managing the City's records management program and accessibility to public records; overseeing boards and commissions; and ensuring that official postings, notices, and related publishing's meet legal compliance.

PROGRAM DESCRIPTION

The City Clerk's Office provides broad organizational support to the City of Flagstaff as well as ensures open and accessible government to the citizens of the City through the administration of the records management program, council meeting support, elections, codification, posting of notices; agenda preparation, policies and procedures, board and commission member training; and ensuring that all official notices and advertisings are legally compliant.

FY 09 ACCOMPLISHMENTS

- ✓ Conducted three board and commission member trainings sessions.
- ✓ Implemented the City Council's new Rules of Procedure.
- ✓ Redesigned the Clerk's WebPages.
- ✓ Processed a Referendum.
- ✓ Prepared a City Councilmember Handbook.
- ✓ Implemented the initial phase of customer service feedback cards for the Clerk's Office.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Implement an electronic customer service feedback card for the website.
- ➢ Finalize the City's Policies and Procedures.
- ➢ Prepare for an aggressive election schedule through 2012 as follows:
  - 2010 Mayor and Council election; renewal of BBB tax; renewal of Sales Tax
  - 2011 Bond Election, APS Franchise Election
  - 2012 Mayor and Council Election, Regional Plan

PERFORMANCE MEASURES

Council Priority: **Affordable Housing; Community Sustainability; Fiscal Health; Family, Youth, and Community**
Goal: Internal organizational support and assistance to staff to help them meet their goals and objectives in efficiently and effectively working toward Council goals.
Objective: Provide a superior level of detailed and complex customer service.
Type of Measure: Complete staff summary reports and ordinances and resolutions that are in order; better turn-around time from the City Attorney's Office as a result of quality documents presented for review; timely and effective presentations to Council.
Tool: Expand the use of our customer service feedback card so that staff can provide helpful feedback.
Frequency: Daily
Scoring: 90%
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
The amount of time it takes staff to turn around information, to usher ordinances, resolutions, and staff summaries through the review process, to make a procedurally sound presentation to the Council	N/A	Improved	Within 30 days	Within 30 days
Turnaround review time from the City Attorney's Office	N/A	Within 10 days to 2 weeks	Within 10 days of submittal	Within 10 days from submittal
Ratings received on customer service feedback cards.	N/A	(To be implemented)	50% 3's or better	50% 4's or better
Where codification is required, the turnaround time and ease and efficiency in codification.	N/A	Vastly Improved	Within one week	Within one week

This is a new performance measurement for which we hope to establish a baseline over the next two years. We want to streamline the process so that the majority of the time is spent on the front end of the process in making sure that documents are in the right format. The goal is to ensure that review time by the City Attorney's Office is significantly decreased, staff summaries are not delayed beyond their target dates for Council meetings, and the documents can be incorporated into City Code with the click of a button. When the Clerk's Office is bypassed on the front end, the City Attorney's Office takes more time in the reviewing process and documents are generally not in good order when they come to the Clerk's Office, causing additional delays, resubmittals, missing deadlines, and substantial work when updating City Code. We haven't engaged in a measurement prior to 2008 even though we're confident that there has been an increase in numbers on the front end of these projects. If staff comes to the City Clerk's Office as the first step in writing their staff summaries and/or ordinances, resolutions, and code changes, we have observed that, upon submittal to the City Attorney's Office, the packets are returned with little or no delay and frequently make the original agenda deadline. Our anecdotal conclusions are that this process is both pleasant and productive for staff and the Clerk's Office, that staff summary packets come out of the City Attorney's Office with few, if any, changes; that reviews take significantly less time; and that codification takes only minutes rather than days or weeks. We will be asking staff to complete survey cards evaluating the service we provide them and their satisfaction in getting through the process.

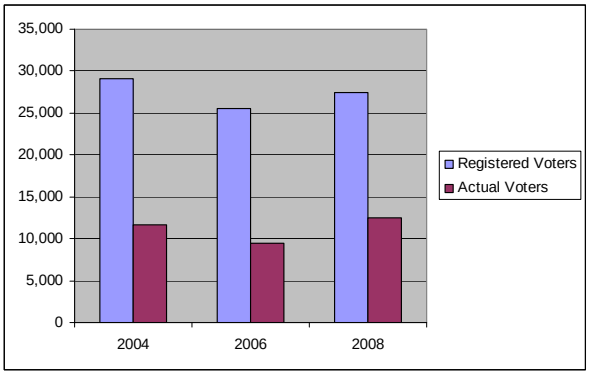
Council Priority: Family, Youth, and Community, Community Sustainability
Goal: The posting of all agendas on time.
Objective: To conduct effective training that is meaningful to Board and Commission Members
Type of Measure: Well attended training sessions.
Tool: Participant Feedback Card
Frequency: Bi-annually.
Scoring: 35%+ 5 Ratings = Excellent; 30% "5" Ratings = Caution; Less than 30% "5" Ratings = Needs Reevaluation
Trend: ↑

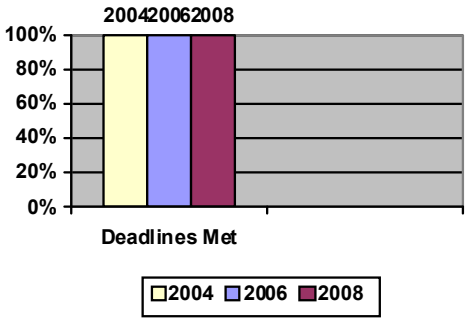
Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
The number of commissioners attending training	40	44	48	48
The whole number of commissioners who have been trained	n/a	110	115	120
The entire number of commissioners who need to attend training	n/a	69	64	59
Ratings from Training	n/a	86.3% rated at 4 or higher; 54.5% rated at 5.	50% at a 3 or higher	50% at a 4 or higher.

Office conducted three board and commission member training sessions. We can accommodate 24 commissioners during training, or a t of 48 in two sessions. In the combined two sessions in October, 26 individuals attended. Sign-ups were very low. We recommend conducting only two training sessions per year because the added session didn't accomplish the goal of getting more commissioners to attend. We also instituted the use of feedback cards for the first time. Thus far, feedback has been very positive and tells us that we are hitting the mark with the information we are trying to convey. Almost unanimously, the classes were viewed as helpful, informative, and easy to understand. An overwhelming majority felt the length of the session is just right. 86.3% of the participants rated the training sessions as a 4 or higher. 54.5% of the respondents gave the highest rating of 5 to the training; 31.8% rated it as a 4. No one rated the training lower than a 3, although a scant few did not rate the training, but returned cards with comments. While these results are very high and will be hard to sustain, we will continue to look for ways to improve our sessions and see if we can nudge the numbers upward.

Council Priority: **Family, Youth, and Community, Fiscal Health, Facilities and Basic Services**
Goal: Elections
Objective: To conduct an effective election by mail; increase voter turnout; increase probability of passage of ballot issues.
Type of Measure: Voter Turnout
Tool: Voter Registration Rolls
Frequency: Bi-annually
Scoring: 40%+ Turnout = Excellent; 35-38% Turnout = Good; 30-35% Turnout = Caution; less than 30% = Needs
Trend: ↑

Measures:	**FY04**	**FY 06 Actual**	**FY 08 Actual**	**FY 10 Estimate**
Registered Voters	29,068	25,473	27,452	N/A
Voter Turnout Percentage	40.10%	37.08%	45.62%	N/A
Actual Number of Voters	11,650	9,445	12,523	N/A
Complaints Filed	0	0	0	N/A
All Deadlines met	100%	100%	100%	N/A





Council Priority: **Fiscal Health, Affordable Housing, Facilities and Basic Services, Community Sustainability**
Goal: Council Agendas
Objective: Quality Control--to prepare accurate, concise, and effective agendas for all types of City Council meetings.
Type of Measure: Numbers and types of agendas, ordinances, resolutions, code changes, and staff summaries prepared, processed, and completed
Tool: Timeliness of posting on both website and official posting place
Frequency: Almost daily
Scoring: 100% = Perfect; Less Than 100% = Needs More Attention
Trend: ↑

Measures:	**FY 07 Actual**	**FY 08 Actual**	**FY 09 Estimate**	**FY 10 Proposed**
Open Meeting Law: 24 hr. required posting time	100%	100%	99.7%	100%
No. of agendas posted in posting place	N/A	N/A	174	175
No. of agendas posted to website	N/A	N/A	175	175
No. of Council meeting agendas	N/A	N/A	36	28
No. of work session agendas	N/A	N/A	43	35
No. of executive session agendas	N/A	N/A	51	50
No. of retreat agendas	N/A	N/A	4	3
No. of public notices	N/A	N/A	36	45
No. of addenda	N/A	N/A	5	5
No. of staff summaries where assistance provided	N/A	N/A		N/A
No. of ordinances reviewed, formatted/assistance provided	N/A	N/A	35	N/A
No. of resolutions reviewed, formatted/assistance provided	N/A	N/A	73	N/A
No. of City Code amendments where assistance provided	N/A	N/A	18	N/A
No. of internal deadlines met	N/A	N/A		N/A
No. of deadlines extended	N/A	N/A		N/A
No. of staff summaries matching agenda item	N/A	N/A		N/A
No. of changes to agenda process	N/A	N/A	2	N/A
No. of rewrites to the Agenda Process Handbook	N/A	N/A	2	N/A

The numbers in this program can be staggering as the Clerk's Office is involved in every aspect of the agenda, from preparing Code changes, writing/editing ordinances and resolutions, providing assistance on staff summaries and agenda process, to the actual preparation of the agenda based on these documents, and providing guidance to staff on procedures and process. Many aspects of the agenda process are new for the coming year and have not been measured in the past. This year's numbers will establish a baseline for coming years.

SECTION: **02-CITY CLERK**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 254,813	$ 286,664	$ 286,062	$ 270,876	$ (15,788)
CONTRACTUAL	129,969	26,100	13,786	132,837	106,737
COMMODITIES	13,557	2,570	1,818	2,485	(85)
CAPITAL	-	9,197	-	-	(9,197)
TOTAL	**$ 398,339**	**$ 324,531**	**$ 301,666**	**$ 406,198**	$ 81,667

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 288,321	$ 324,531	$ 301,666	$ 282,037	$ (42,494)
ELECTIONS	110,018	-	-	124,161	124,161
TOTAL	**$ 398,339**	**$ 324,531**	**$ 301,666**	**$ 406,198**	$ 81,667

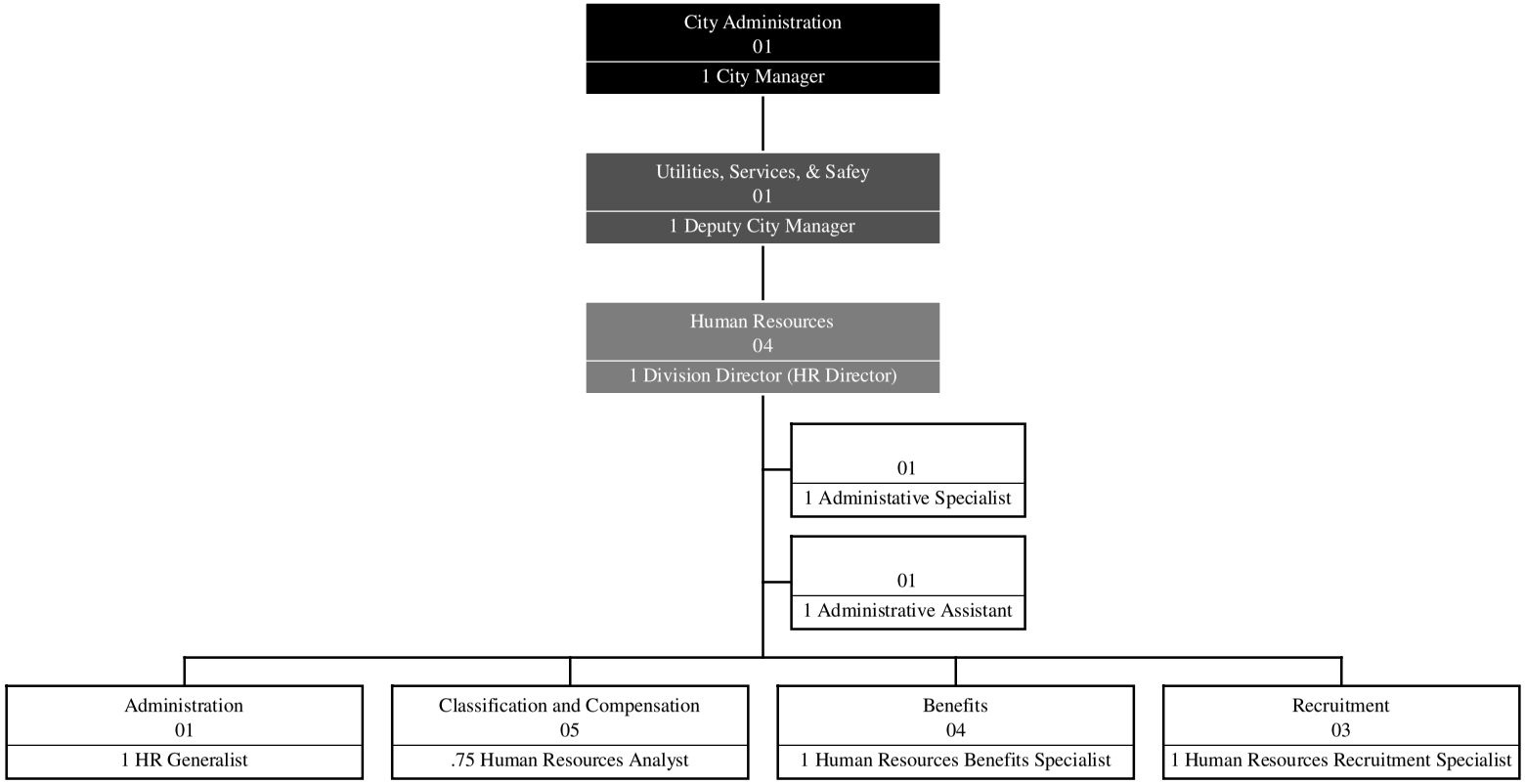
SOURCE OF FUNDING:

GENERAL FUND	$ 303,993
LIBRARY FUND	13,451
HIGHWAY USER REVENUE FUND	13,141
TRANSPORTATION FUND	10,950
WATER AND WASTEWATER FUND	31,574
STORMWATER FUND	2,079
AIRPORT FUND	3,948
ENVIRONMENTAL SERVICES FUND	27,062
	$ 406,198

COMMENTARY:

The City Clerks operation budget has decreased 29% with no capital expenditures. Personal Services include both salary and benefit decreases. Contractuals increases are due to one-time election expenditures offset by decreases in travel and registration. Commodities reflect no major changes from prior year. There is no major capital (>$10,000) for this division.

HUMAN RESOURCES



MISSION

The Human Resources team is committed to creating a culture of inclusion and excellence by establishing fair and quality services.

PROGRAM DESCRIPTION

Human Resources is responsible for all areas impacting employees and potential employees. These functions include Human Resources administration (policies, compliance, records, HRIS), recruitment and selection, employee relations, classification and compensation, benefits and wellness, and training and development.

FY 09 ACCOMPLISHMENTS

- ✓ Successful implementation of the "H.T.E. Click2Gov Employee Self Serve" allowing employees to review demographic information, emergency contact information, dependent information, paid time off earned balances, year-to-date earnings, and obtain copies of pay check stubs.
- ✓ Conducted a training needs assessment, evaluated courses being offered, and implemented the workforce and leadership development training tracks.
- ✓ Conducted a compensation study that included the evaluation of compensation, benefits and pay plan administration and developed an implementation plan.
- ✓ Facilitated Commission on Diversity Awareness public forums and preparation of a report of recommendations to Council.
- ✓ Created an alternate work schedule policy to respond to the need for work/life balance and flexibility.
- ✓ Partnered with NAPEBT to introduce an annual health fair, domestic partner benefit options and other added benefits.

FY 10 NEW INITIATIVES

- ➢ Develop and update policies and procedures that reflect the current organization structure, are easy to understand and administer and reflect best practices.
- ➢ Implement compensation policies and procedures that support the City's philosophy.
- ➢ Revise the City's 457 Deferred Compensation plan document to reflect current IRS regulations and compliment the State retirement plans.
- ➢ Evaluate the workforce and leadership training program and determine if additional development opportunities exist.
- ➢ Develop the menus in "H.T.E. Applicant Tracker" to simplify the recruitment process and reduce the amount of time to recruit for a position.
- ➢ Lead divisions in establishing Workforce Succession strategic plans to address anticipated changes in the workforce.
- ➢ Implement a 90-day follow up process for new hires.

PERFORMANCE MEASURES

Council Priority: **Facilities & Basic Services**
Goal: Maintaining a work environment that is free of discrimination, harassment, intimidation and retaliation.
Objective: Preventing and correcting unlawful discrimination and harassment in employment policies, procedures, practices and operations.
Type of Measure: Policy Outcome
Tool: Human Resources data
Frequency: Annually
Scoring: 0-1 Complaints with 100% resolution is Progressing at or above expectations, 2-3 Complaints with 95% resolution is Caution, and 4 or more Complaints with 90% resolution is Need to Review.
Trend: ↑ Progressing at or above expectations

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Number of Employee Grievances	N/A	1	1	0
Number of Grievances resolved	N/A	1	1	0
Percent of Grievances resolved within defined timeframe	N/A	100%	100%	100%
Number of EEO Complaints	2	2	1	1
Complaints with substantiated findings	1	0	0	0
Corrections implemented	5	0	0	0

Council Priority: Facilities & Basic Services
Goal: Provide a comprehensive and competitive compensation package that will attract, retain and motivate City employees.
Objective: Provide equitable salary structures, market competitiveness, and increase retention.
Type of Measure: Output
Tool: Human Resources data
Frequency: Annually
Scoring: 20 or less class requests, 1-2 inequities and 10% below market are Progressing at or above; 21-30 class requests, 3-4 inequities and 15% below market are Caution; and 31 or more class requests, 5 or more inequities and 20% or more below market are Need to Review.
Trend: ↓ Need to Review/Caution

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Number of Classification Requests	45	35	37	30
Percent of Classification Requests approved	33	25	23	20
Number of pay inequities	2	3	6	1
Percent of pay inequities resolved	100%	100%	100%	100%
Salaries compared to market	9.2227% below	12.6094% below	19.05% below	21% below
Percent of salary adjustment	2.00%	0	0	2.00%
Turnover	16.46%	11.18%	9.30%	9.00%
Above/Below Local and State Government Turnover Rate	0.56% above	4.12% below	5.1% below	6.0% below

Council Priority: Facilities & Basic Services
Goal: Recruitment of qualified applicants.
Objective: Provide recruitment services to City staff so they can recruit qualified applicants.
Type of Measure: Program Outcome
Tool: Human Resources data
Frequency: Annually
Scoring: 40 days or less to recruit and 95% agree is Progressing at or above, 41 to 65 days to recruit and 94-90% agree is Caution and 66 or more days to recruit and less than 90% is Need to Review.
Trend: ←→ Caution

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Number of vacancies	220	236	25	20
Average time to complete the recruitment process	65 days	65 days	49 days	25 days
Number of positions advertised multiple times	16	22	0	0
Number of positions advertised as open until filled	18	23	0	0
Rating of 90 day follow up	N/A*	N/A*	N/A*	90% agree

SECTION: **04-HUMAN RESOURCES**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 417,635	$ 468,110	$ 491,084	$ 423,927	$ (44,183)
CONTRACTUAL	54,323	87,725	66,616	41,519	(46,206)
COMMODITIES	28,980	26,050	32,953	28,200	2,150
TOTAL	**$ 500,938**	**$ 581,885**	**$ 590,653**	**$ 493,646**	$ (88,239)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 347,450	$ 394,496	$ 395,474	$ 288,393	$ (106,103)
RECRUITMENT AND SELECTIO	58,398	65,623	66,884	65,221	(402)
BENEFITS	-	4,325	2,850	62,483	58,158
COMPENSATION AND CLASS.	655	41,610	66,897	50,199	8,589
TRAINING & DEVELOPMENT	92,997	71,606	42,025	25,550	(46,056)
DIVERSITY AWARENESS COMM	1,438	4,225	16,523	1,800	(2,425)
TOTAL	**$ 500,938**	**$ 581,885**	**$ 590,653**	**$ 493,646**	$ (88,239)

SOURCE OF FUNDING:

GENERAL FUND	$ 332,235
LIBRARY FUND	31,040
HIGHWAY USER REVENUE FUND	24,094
WATER AND WASTEWATER FUND	49,665
STORMWATER FUND	4,556
AIRPORT FUND	7,260
ENVIRONMENTAL SERVICES FUND	44,796
	$ 493,646

COMMENTARY:

The Human Resources operating budget has decreased 15% and there are no capital expenditures. Personal Services include both salary and benefit decreases. Contractual decreases are due to reductions in education/training, advertising, and travel. Commodities increases are due to photo copying and office supplies. There is no major captial (>$10,000) for this division.

MISSION

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

PROGRAM DESCRIPTION

Risk Management 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. A variety of services are provided to City staff including risk assessments, loss control site reviews, safety training, contract and policy review. Human, financial and physical assets provide us with the tools to accomplish the City's mission of service to the public.

FY 09 ACCOMPLISHMENTS

- ✓ Liability Claims – 62 closed during calendar year 2008.
- ✓ $40,871 recovered from negligent 3rd parties.
- ✓ OSHA recordable injuries improved by 28%.
- ✓ Workers Comp lost work days improved by 69%.
- ✓ Completed rewrite of Loss Control & Safety manual in Easy-to-Read format.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Adopt and implement rewritten Loss Control & Safety Manual.
- ➢ Conduct a training needs assessment.
- ➢ Partner with local and valley municipalities to utilize in-house training expertise and programs, minimizing the effects of shrinking budgets.
- ➢ Conduct customer service survey.

PERFORMANCE MEASURES

Council Priority: **Fiscal Health**
Goal: To maximize the availability of City funds in productive, mission based activities by minimizing expenditures for accidents, injuries, and liability claims.
Objective#1 : Reduce liability claim expenditures
Type of Measure: Program effectiveness
Tool: Risk management paid claims data
Frequency: Quarterly review with Council
Scoring: # of claims proceeding to litigation - Progressing less than 5%; Average 6-10%; Caution More than 10%
Trend: ↓

Measures:	CY 07 Actual	CY 08 Actual	CY 09 Estimate	CY 10 Proposed
% of liability claims proceeding to litigation	9%	3%	5%	5%

Objective: Reduce # of OSHA recordable injuries or illness as compared to previous year by stated %
Type of Measure: Program effectiveness
Tool: Risk management claims data
Frequency: Annual
Scoring: Progressing Reduce more than 10%, Average Reduce 0-10%, Caution Increase <10**%,**
Trend: ↓

Measures:	CY 07 Actual	CY 08 Actual	CY 09 Estimate	CY 10 Proposed
Reduce # of recordable injury/illness claims as compared to previous year by stated %	14%	28%	7.5%	7.5%

Council Priority: **Facilities and Basic Services**
Goal: To be a valued resource to City staff, providing them assistance needed to perform their missions most efficiently.
Objective: Provide assistance timely, competently, and in a format most useful to recipient.
Type of Measure: Program effectiveness
Tool: Internal survey measuring satisfaction.
Frequency: Ongoing
Scoring: Progressing 90%+ ; Average 70-90%; Caution <70%
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Satisfaction % as based on received surveys	n/a	n/a	n/a	85%

Council Priority: **Family, Youth, and Community**
Goal: A wide range of activities and events are available to community.
Objective: Assist event producers in meeting City's safety and insurance requirements contained in Event requirements.
Type of Measure: Outcome
Tool: Analysis of special event log
Frequency: Annual
Scoring: 95%+ progressing, Average, 85-95%, Caution, 85%-
Trend: ←→

Measures:	CY 07 Actual	CY 08 Actual	CY 09 Estimate	CY 10 Proposed
% of reviewed events receiving authorization	n/a	n/a	95%	95%

SECTION: **05-RISK MANAGEMENT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 212,296	$ 222,443	$ 165,823	$ 152,611	$ (69,832)
CONTRACTUAL	17,637	33,726	32,510	39,251	5,525
COMMODITIES	5,592	4,919	4,919	5,519	600
TOTAL	**$ 235,525**	**$ 261,088**	**$ 203,252**	**$ 197,381**	$ (63,707)

EXPENDITURES BY PROGRAM:

ADMINISTRATION	$ 235,525	$ 261,088	$ 203,252	$ 197,381	$ (63,707)
TOTAL	**$ 235,525**	**$ 261,088**	**$ 203,252**	**$ 197,381**	$ (63,707)

SOURCE OF FUNDING:

GENERAL FUND	$ 101,427
LIBRARY FUND	14,805
HIGHWAY USER REVENUE FUND	13,149
TRANSPORTATION FUND	7,264
WATER AND WASTEWATER FUND	29,550
STORMWATER FUND	2,190
AIRPORT FUND	3,929
ENVIRONMENTAL SERVICES FUND	25,067
	$ 197,381

COMMENTARY:

The Risk Management operating budget has decreased 24% with no capital expenditures. Personal Services decreases are due to a 1 FTE staffing reduction for a Safety/Risk Management Specialist. In addition, there are salary and benefit decreases. Contractual increase is due to additional consultant fees. Commodities increase is due to internal work order charges for the Cherry Building facility. There is no major capital (>$10,000) for this division.

MISSION

The mission of the City Attorney's Office is to prosecute misdemeanor crimes occurring in the City and to provide 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 and other legal documents involving the City.

FY 09 ACCOMPLISHMENTS

- ✓ Handled a 7% overall increase in cases prosecuted.
- ✓ Handled a 2% overall increase in civil assignments.
- ✓ Increased victims' services by 35%.
- ✓ Closed 71% of DUI cases within six months of opening case.
- ✓ Closed 69% of civil assignments within 30 days.
- ✓ Successfully commenced diverting cases to a Mental Health Court.
- ✓ Negotiated with developer and creditors of Presidio project to move project forward.
- ✓ Improved contract review process through increased communication and creation of new templates.
- ✓ Obtained convictions in all DUI cases tried to a jury.
- ✓ Successfully defended City in administrative hearings.

FY 10 NEW INITIATIVES

- ➢ None

Criminal Cases	CY05	CY06	CY07	CY 08
New Criminal Cases	3,604	3,740	4,024	4,341
Domestic Violence Cases	529	604	659	642
Driving Under the Influence (DUI) cases	679	723	686	567
Criminal Traffic Cases (excluding DUI)	623	567	555	584
Sales Tax Cases	39	28	22	28
Other Cases	1,334	1,370	1,587	1,885
Underage Alcohol	93	152	194	295
Drug/Drug paraphernalia cases	307	296	321	340
Number of Victims Served	693	983	1,161	1,655
Victims' Services Performed (FY stats)	6,636	8,866	12,761	17,165
Cases Reviewed for Charging Referred by PD	Not Available	223	449	332
Pre-trial Conferences	Not Available	3,463	3,658	3,764
Pending DUI files at year end	204	247	225	201
% Increase in New Criminal Cases from Prior Year:	-1%	4%	7%	7%

Requests for Legal Assistance	CY 2005	CY 2006	CY 2007	CY 2008
Contracts (includes contracts, development agreements, grants, IGAs, bids)	*200*	*220*	*275*	*233*
Legal Opinions/Research	*54*	*99*	*80*	*129*
Ordinances/Resolutions	*157*	*117*	*117*	*108*
Real Estate	*36*	*33*	*29*	*44*
Claims/Litigation/Hearings	*18*	*22*	*15*	*54*
Public Records Requests	Not Available	*18*	*10*	*18*
Miscellaneous	*59*	*55*	*80*	*35*
Total:	***524***	***564***	***606***	***621***

PERFORMANCE MEASURES

Council Priority: Public Safety
Goal: Protect citizens and crime victims through the timely and fair prosecution of State laws and City ordinances.
Objective: Avoid a backlog of cases.
Type of Measure: Program Efficiency
Tool: Calculate the ratio of number of charges opened to the number closed annually.
Frequency: Annually
Scoring: 90+% Performing; 75-90% Warning; below 75% Unacceptable
Trend: ↓

Measures:	CY 07 Actual	CY 08 Actual	CY 09 Estimate	CY 10 Proposed
Number of charges opened	8303	8335	8368	8401
Number of charges closed	7622	7618	7644	7679

For Calendar Year 08 our scoring was within the Performing range of 90+%

Council Priority: Basic Services
Goal: Promote the timely and lawful provision of City services.
Objective: Provide satisfactory legal services within client-established deadlines
Type of Measure: Program Effectiveness
Tool: Survey
Frequency: Annual
Scoring: 90+% Performing; 75-90% Warning; Below 75% Needs Attention
Trend: ←→

Measures:	CY 07 Actual	CY 08 Actual	CY 09 Estimate	CY 10 Proposed
Overall rating of meets or exceeds expectations	n/a	n/a	90%	90%

SECTION: **07-LAW**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 1,408,440	$ 1,627,162	$ 1,524,758	$ 1,410,060	$ (217,102)
CONTRACTUAL	35,104	50,678	42,076	27,748	(22,930)
COMMODITIES	54,505	43,188	49,221	25,810	(17,378)
CAPITAL	9,402	-	-	-	-
TOTAL	**$ 1,507,451**	**$ 1,721,028**	**$ 1,616,055**	**$ 1,463,618**	$ (257,410)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 232,742	$ 245,867	$ 147,854	$ 132,240	$ (113,627)
COUNCIL, COMM & DEPT'S	667,382	799,194	750,793	607,631	(191,563)
POLICE COURT	607,327	675,967	717,408	723,747	47,780
TOTAL	**$ 1,507,451**	**$ 1,721,028**	**$ 1,616,055**	**$ 1,463,618**	$ (257,410)

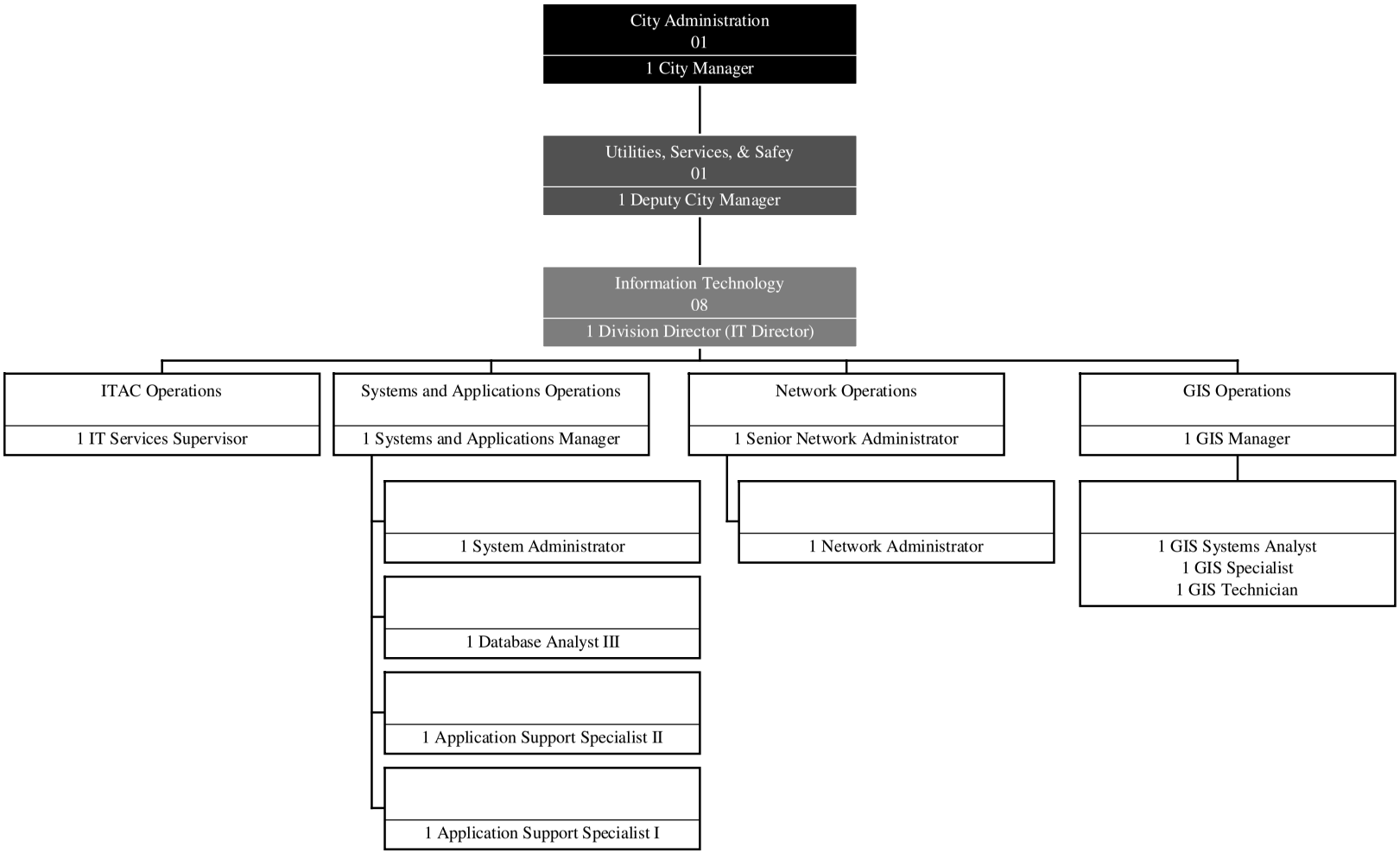
SOURCE OF FUNDING:

GENERAL FUND	$ 1,124,054
LIBRARY FUND	38,707
HIGHWAY USER REVENUE FUND	41,319
TRANSPORTATION FUND	46,630
WATER AND WASTEWATER FUND	106,640
STORMWATER FUND	6,292
AIRPORT FUND	12,674
ENVIRONMENTAL SERVICES FUND	87,302
	$ 1,463,618

COMMENTARY:

The City Attorney operating budget has decreased 15% and there are no capital expenditures. Personal Services decreases are due to 1.25 FTE staffing reductions that include a Senior Assistant City Attorney (1 FTE), and an Intern (.25 FTE). In addition, there are salary and benefit decreases. Contractual decreases are due to reductions in travel and registration. Commodities decrease is due to non-library books/subscriptions. There is no major capital (>$10,000) for this division.

INFORMATION TECHNOLOGY



MISSION

The mission of the Division of Information Technology (DoIT) 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 09 ACCOMPLISHMENTS

- ✓ Maintained an average of 99.95% availability of services.
- ✓ Voice over IP telephony phase one completed.
- ✓ Voice over IP telephony phase two initiated.
- ✓ Added the Aquaplex and the new Fire Station 5 to the iFlag network.
- ✓ Implemented public access wireless access points: PulliamCafe, AqauplexCafe and CityHallCafe, FS1Cafe, FS3Cafe.
- ✓ Successfully transitioned to a stand-alone Division with the City's reorganization.
- ✓ Established an Enterprise Agreement with Microsoft.
- ✓ Purchased and implemented FlagstaffAZ.gov domain.
- ✓ Migrated to Microsoft Exchange/Outlook platform for email.
- ✓ Together with the PIO, implemented Internet video streaming of Council meetings and work sessions.
- ✓ Migrated GIS system to new servers and applications.
- ✓ New terrain model and aerial photos if the City made available.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Continue deployment of Voice over IP telephony phones throughout the City.
- ➢ Develop GIS web applications for specific areas.
- ➢ Evaluate off-site SAN data replication pilot project.

PERFORMANCE MEASURES

Council Priority: **Customer Service**
Goal: Ensure high availability of DoIT services
Objective: Achieve 99.97% uptime of DoIT Services
Type of Measure: Program effectiveness
Tool: Server and network monitoring software
Frequency: 24x7x52, availability checks run every 3-5 minutes
Scoring: 99.97% **Trend:** ↑

Measures:	CY 07 Actual	CY 08 Actual	CY 09 Estimate	CY 10 Proposed
Percentage of uptime hours versus total hours	98%	99.95%	99.96%	99.97%

Council Priority: **Customer Service** **Goal:** Ensure a high level of satisfaction with DoIT Services
Objective: Achieve 95% customer rating of satisfactory or better
Type of Measure: Program effectiveness **Tool:** Web survey
Frequency: 2 times per month
Scoring: 95% **Trend:** ↔

Measures:	CY 07 Actual	CY 08 Actual	FY 09 Estimate	FY 10 Proposed
Percentage of customer surveys returned as described	N/A	95%	95%	95%

Council Priority: **Customer Service** **Goal:** Ensure a high level of satisfaction with DoIT Services
Objective: Achieve 90% completion of work requests on or before due date
Type of Measure: Program effectiveness **Tool:** Data extraction and reporting
Frequency: 1 time per month
Scoring: 90% **Trend:** ↑

Measures:	CY 07 Actual	CY 08 Actual	FY 09 Estimate	FY 10 Proposed
Percentage of work requests completed on or before the due date	76%	86%	88%	90%

SECTION: **08-INFORMATION TECHNOLOGY**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 1,014,527	$ 1,130,865	$ 1,034,421	$ 973,079	$ (157,786)
CONTRACTUAL	378,410	585,861	562,836	355,489	(230,372)
COMMODITIES	52,708	75,600	59,217	28,360	(47,240)
CAPITAL	90,999	-	-	-	-
TOTAL	**$ 1,536,644**	**$ 1,792,326**	**$ 1,656,474**	**$ 1,356,928**	$ (435,398)

EXPENDITURES BY PROGRAM:

ADMINISTRATION	$ 356,750	$ 332,366	$ 327,263	$ 241,474	$ (90,892)
SYSTEMS	133,794	478,937	473,891	488,962	10,025
SERVICES	189,612	204,154	191,294	87,971	(116,183)
NETWORK	538,797	352,605	336,416	220,801	(131,804)
GIS	317,691	424,264	327,610	317,720	(106,544)
TOTAL	**$ 1,536,644**	**$ 1,792,326**	**$ 1,656,474**	**$ 1,356,928**	$ (435,398)

SOURCE OF FUNDING:

GENERAL FUND	$ 914,507
HIGHWAY USER REVENUE FUND	34,174
WATER AND WASTEWATER FUND	305,726
AIRPORT FUND	25,630
ENVIRONMENTAL SERVICES FUND	76,891
	$ 1,356,928

COMMENTARY:

The Information Technology operating budget has decreased 24% with no capital expenditures. Personal Services decreases are due to 3 FTE staffing reductions. In addition, there are salary and benefit decreases. Contractual decreases are due to reductions in maintenance, education, and other miscellaneous services. Commodities decreases are due to reductions in computer equipment and supplies.

- ✓ Participated in collaboration efforts with numerous groups including the Limited Jurisdiction Court (LJC) Committee a subcommittee of the Arizona Judicial Council, the Criminal Justice Coordinating Council (CJCC), the Court Automation Coordinating Committee (CACC), the Commission on Technology (COT), Rule 123 Committee, E-Court Committee, Limited Jurisdiction Case Management System Development Group (LJCMS), 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.
- ✓ Evaluated effectiveness and continued operation of specialty courts to meet the needs of defendants with cases in the court including a DUI/Drug Court, Mental Health Court and Homeless Court.
- ✓ Implemented a reorganization of court staffing and responsibilities around changes in automation and case filing.
- ✓ Completed the first phase of a facility evaluation study. Moving to final site selection and eventual bond election for new courthouse.
- ✓ Implement an Electronic Document Management System (EDMS) in coordination with state and county criminal justice partners.
- ✓ Trained probation staff in the implementation of Evidence Based Sentencing.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Continue to manage the courts case load not only meeting all legal requirements as given in rule and statute, but exceed accepted standards of time to disposition on both a national and statewide basis.
- ➢ Implement the use of case management teams to review case loads and develop accountability in the management of cases.
- ➢ Implement additional CourTool performance measures to review case management team effectiveness and overall court performance.
- ➢ Take the permanent changes implemented to expedite DUI through the DUI Case Management Plan and apply the lessons learned to all cases.
- ➢ Continue with the development of options for new facilities to improve work environment, community access and security at the Municipal Court.
- ➢ Create a viable option to present to the City Council for location, funding and construction of a new court facility.
- ➢ Study the nature and size of cases that are backlogged in the system, create an action plan through the reorganization process to reduce.
- ➢ Begin to use state FARE funds along with state Fill The Gap funds and local court improvement fees to help with additional case load and elimination of backlog cases.
- ➢ Work toward process and automation changes that will meet the requirements so that the electronic records may be designated as the official record of the court.
- ➢ Participate in the pilot and implementation of a new automated Limited Jurisdiction Case Management System (LJCMS).
- ➢ Participate in the department wide roll-out of handheld electronic citation devices at the Flagstaff Police Department.
- ➢ Participate in leadership development of court staff through the Court Leadership Institute of Arizona (CLIA) and the creation of individual professional development plans.
- ➢ Develop and implement a Strategic Plan for FY10 in cooperation with the Criminal Justice Coordinating Council.

PERFORMANCE MEASURES

Municipal Court performance measures are based on the CourTools Trial Court Performance Measures developed by the National Center for State Courts. Ten core measures have been developed. The court is moving toward implementing all ten measures over the next several years.

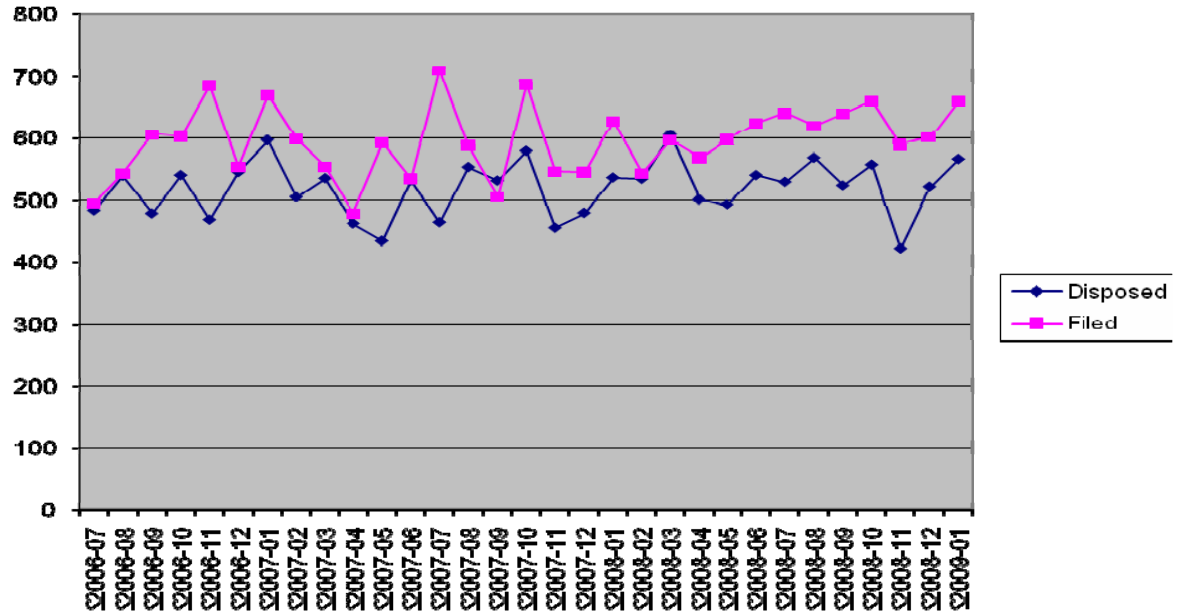
Council Priority: Public Safety
Goal: Timely Adjudication of cases filed in the court.
Objective: Meet or exceed case management standards and state average for limited jurisdiction courts.
Type of Measure: Outcome
Tool: Time to Disposition for all case types
Frequency: Annual
Scoring: Excluding warrant time: Green – 90%+ in 90 days, Yellow – 80% to 89% in 90 days, Red – Less than 80% in 90 days.
Trend: ↑

Measures:	**FY 07 Actual**		**FY 08 Actual**		**FY 09 Estimate**		**FY 10 Proposed**	
Total cases cleared in 90 days excluding warrant time	**94%**		**95%**		**95%**		**94%**	
	W	**Ex**	**W**	**Ex**	**W**	**Ex**	**W**	**Ex**
Cases completed in 0 – 30 days (08 State average = 44%)	51%	62%	54%	63%	54%	63%	53%	63%
Cases completed in 31 – 60 days (08 State average = 23%)	20%	24%	22%	25%	22%	25%	20%	24%
Cases completed in 61 – 90 days (08 State average = 11%)	7%	8%	6%	7%	6%	7%	6%	7%
Cases completed in 91 – 120 days (08 State average = 11%)	4%	5%	4%	4%	4%	4%	4%	5%
Cases completed 121+ days (08 State average = 11%)	18%	1%	14%	1%	14%	1%	17%	1%

W - Time Cases completed in 0 – 30 days (08 State average = 44%) to disposition does not exclude time cases that were out on warrant status. 99% of 121+ day cases were on warrant.
The high clearance rate in 121+ days reflects efforts by the court to clear old cases with an emphasis on pending DUIs.
Ex - Excludes warrant status time, less than 1% of cases exceed 121+ days unless they are on warrant.

Council Priority: **Public Safety**
Goal: Timely adjudication of cases filed in the court.
Objective: Meet or exceed case management standards and state average for limited jurisdiction courts.
Type of Measure: Outcome
Tool: Clearance Rates for all case types
Frequency: Annual
Scoring: Green – 90%+, Yellow – 70% to 89%, Red – Below 70% .
Trend: ↓

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Clearance Rate	88.5%	87.8%	84.0%	88.0%



Council Priority: **Fiscal Accountability**
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.
Type of Measure: Output
Tool: Collection of Monetary Penalties
Frequency: Annual
Scoring: Dollar Amount
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Amount of city general funds collected	$1,314,057	$1,123,337	$1,100,000	$1,200,000
Amount of surcharges/state funds collected	$2,133,668	$1,802,946	$1,900,000	$2,000,000
Amount of other local funds collected	$379,756	$304,584	$450,000	$460,000
Total amount of fines/fees collected	$3,827,481	$3,230,867	$3,450,000	$3,660,000
Amount of restitution paid	$48,862	$45,231	$42,000	$44,000
Amount of bonds posted	$777,110	$848,604	$550,000	$560,000
Total amount of pass-through funds	$825,972	$893,835	$592,000	$604,000
Total all financial transactions	$4,653,454	$4,124,702	$4,042,000	$4,264,000

Council Priority: **Family, Youth and Community**
Goal: To have the public perceive the court to be fair and accessible when they come to do business there.
Objective: To have a majority of clients agree that the court treated them fairly and was accessible to them.
Type of Measure: Outcome
Tool: Survey of Access and Fairness of Court
Frequency: Annual
Scoring: Green – 70% or more agree or strongly agree, Yellow - 50% to 69% agree or strongly agree, Red – less than 50% agree or strongly agree.
Trend: N/A

Measures: Those that Agree or Strongly Agree That:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
ACCESS				
Finding the courthouse was easy.	N/A	84%	84%	84%
The forms I needed were clear and easy to understand.	N/A	81%	85%	85%
I felt safe in the courthouse.	N/A	86%	86%	86%
The court makes reasonable efforts to remove physical and language barriers to service.	N/A	76%	80%	80%
I was able to get my business done in a reasonable amount of time.	N/A	73%	74%	70%
Court staff paid attention to my needs.	N/A	81%	80%	80%
I was treated with courtesy and respect.	N/A	88%	90%	90%
I easily found the courtroom or office I needed.	N/A	88%	88%	88%
The court's website was useful. (36% marked N/A)	N/A	54%	60%	60%
The court's hours of operation made it easy for me to do my business.	N/A	76%	76%	70%
FAIRNESS				
The way my case was handled was fair.	N/A	71%	71%	75%
The judge listened to my side of the story before he or she made a decision.	N/A	74%	75%	76%
The judge had the information necessary to make good decisions about my case.	N/A	70%	75%	75%
I was treated the same as everyone else.	N/A	78%	80%	80%
As I leave the court I know what to do next about my case.	N/A	84%	85%	85%

SECTION: **65-CITY COURT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 1,929,176	$ 2,112,464	$ 1,962,453	$ 1,838,759	$ (273,705)
CONTRACTUAL	669,519	709,021	662,432	558,826	(150,195)
COMMODITIES	70,593	65,457	56,689	65,348	(109)
CAPITAL	15,000	24,000	-	-	(24,000)
TOTAL	**$ 2,684,288**	**$ 2,910,942**	**$ 2,681,574**	**$ 2,462,933**	$ (448,009)

EXPENDITURES BY PROGRAM:

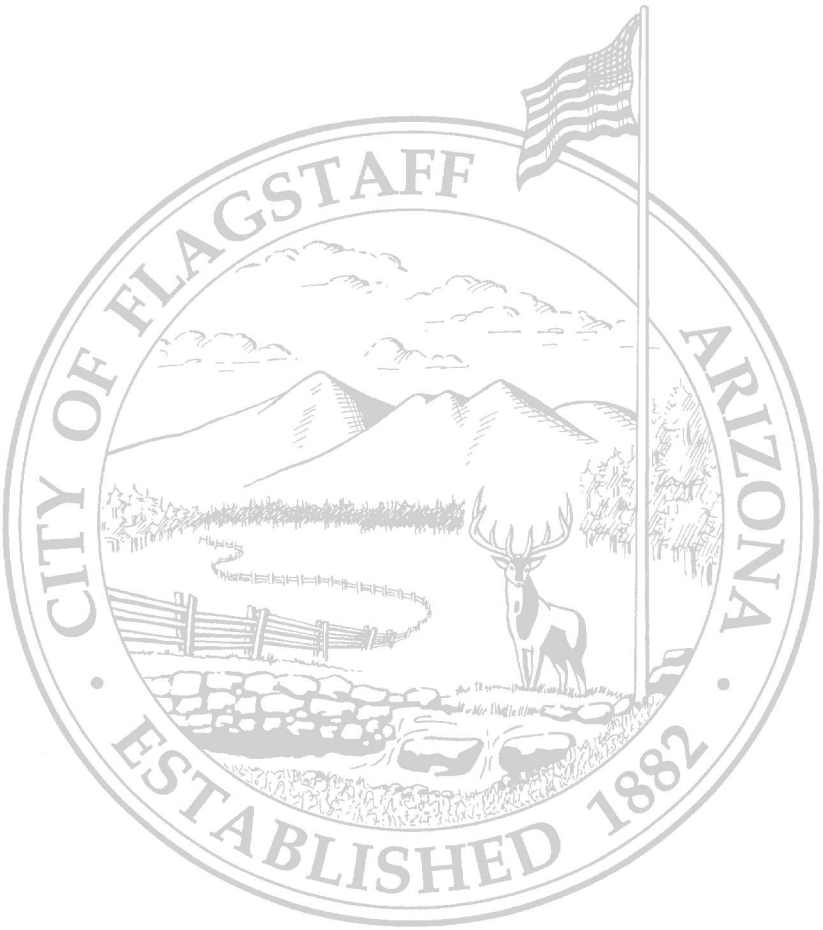
GENERAL ADMINISTRATION	$ 1,252,083	$ 1,200,843	$ 1,249,631	$ 1,105,165	$ (95,678)
COURT SERVICES	627,309	747,270	646,323	661,297	(85,973)
RECORDS MANAGEMENT	475,882	66,279	278,412	14,000	(52,279)
COURT ENFORCEMENT	329,014	541,246	504,008	486,545	(54,701)
WARRANT DIVISION	-	142,905	2,000	118,460	(24,445)
COURT OPERATIONS	-	212,399	1,200	77,466	(134,933)
TOTAL	**$ 2,684,288**	**$ 2,910,942**	**$ 2,681,574**	**$ 2,462,933**	$ (448,009)

SOURCE OF FUNDING:

GENERAL FUND	$ 2,462,933
	$ 2,462,933

COMMENTARY:

The City Court operating budget has decreased 15% and there are no capital expenditures. Personal Services decreases are due to 3.85 FTE staffing reductions that include reducing .2 FTE for the Court Interpreter, 2 Court Judicial Specialists, .25 Pro-Tem Magistrate, and 1.4 Warrant officers. Of these positions, the Court Judicial Specialist and Warrants officer positions (2.0 FTE) were vacant, and the .25 Pro-Tem Magistrate is on an "as needed" basis. A reduction of hours for many of the employees comprised the remaining 1.85 positions. Contractual decreases are due to reductions in consulting fees, janitorial services, postage and freight, and other miscellaneous services. Commodities decreased slightly, primarily due to a reduction in office supplies. One-time expenditures for this division include the use of Court Improvement Fees of $175,853 to offset further budget cuts. There are no major capital (>$10,000) expenditures planned for this section.


CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882

MANAGEMENT SERVICES DIVISION MISSION

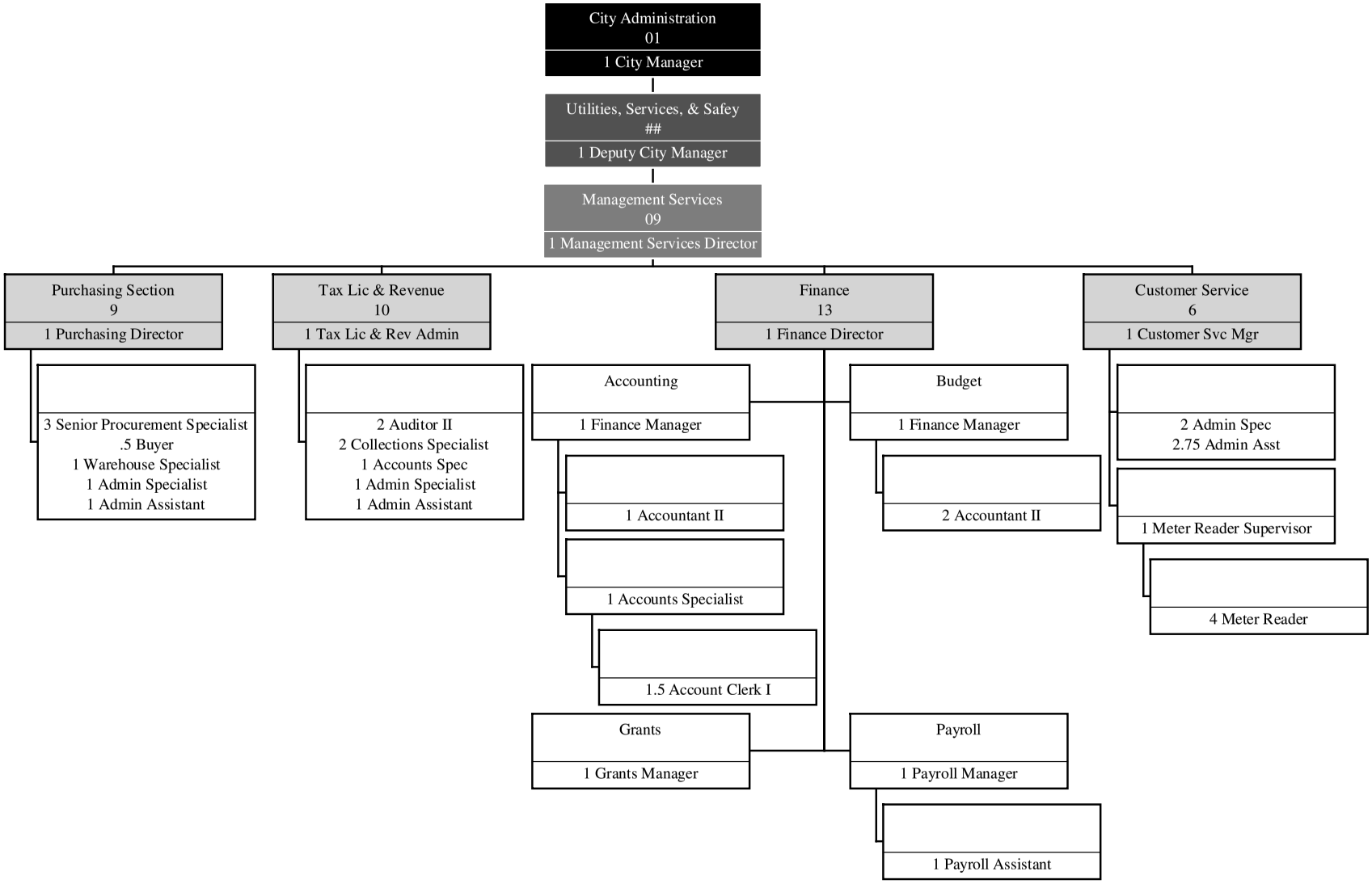
The mission of the **Customer Service Section** is to ensure accurate and timely billing of Water, Sewer, Trash, Recycling, and Stormwater Services.

The mission of the **Purchasing Section** is to support the goals and objectives of the City by delivering consistent and professional procurement support to all employees, and assist in making best value procurement decisions while maintaining the highest ethical standards.

The mission of the **Tax, Licensing, and Revenue Section** 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 **Finance and Budget Section** 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 Customer Service Section is to ensure accurate and timely billing of Water, Sewer, Trash, Recycling, and Stormwater Services. Also to provide cashiering services for the Utility Billings and other City Hall services.

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 09 ACCOMPLISHMENTS

- ✓ Service Code Conversion – Revamped the services codes in the Billing Software. We combined thirty-seven service codes down to nine. These changes allowed us to use the billing system more efficiently. We also began using component services for trash and recycling which makes the changing of service more accurate and timely.
- ✓ Automated Customer Letters – Created templates within our billing system to automatically create a letter for the customer based on minimum data entries.
- ✓ Clean Up Returned Checks – Working with the Sales Tax Section to collect on returned checks that have been with our check collection agency.
- ✓ Work Order Conversion – Converted the Sungard Service Orders to Work Orders. This was to allow Environmental Services to begin using Work Orders to help them be more efficient in management of information of the section.
- ✓ Mail Processing Equipment – Purchased new hardware and software to help process daily mail from customers. This system will read the payment stubs and checks, then upload the payments into the cash receipts system. Images can be stored and the information can be sent to our bank for immediate processing.
- ✓ Landfill and Police Cashiering – Worked with these two sections to allow them to use the Sungard Cash Receipt system. This eliminates double entry and allows better reconciliation and research. Using the cash receipt system will also allow the acceptance of credit cards at these locations.
- ✓ Automate On-line Bill Pay – Worked with our bank to change customer on-line payments they make thru their bank from a check format to an electronic transfer. Money will be remitted to our bank sooner and a file will upload to cash receipts.
- ✓ Red Flag Requirements – Created an internal document for the City to follow as related to identity theft as required by the Fair and Accurate Credit Transactions Act of 2003.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Participate in the rate study for the Utilities Division by providing data from billing system and reviewing recommendations to see if our system can handle any changes recommended.
- ➢ Work toward integration between the Sungard Land Management application and the City's GIS Mapping application so that our information is more consistent.
- ➢ Continue to promote Paperless and Bank Drafting.

PERFORMANCE MEASURES

Council Priority: Fiscal Health
Goal: Limit the amount of accounts written off.
Objective: Timely collections of past due accounts and adequate deposits billed to reduce the amount of receivables written off.
Type of Measure: Program Outcome
Tool: Annual accounts presented to Council and written off.
Frequency: Annual
Scoring: <.20% Very Good, .20 to .30% Adequate, >.30% needs attention
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Annual write off of customer accounts, excluding bankruptcies	$37,014	$39,784	$45,000	$50,000
Write offs as a percentage of total billed	0.16%	0.18%	0.20%	0.20%

Council Priority: Facilities and Basic Services
Goal: Provide timely and accurate billings.
Objective: Limit the number of estimated read billings and send bills to customers in a timely manner.
Type of Measure: Outcome
Tool: Spreadsheet data for meter reading and billing calendar.
Frequency: Monthly
Scoring: Reading Estimate: <2% Exceeding, 2-5% Meeting, >5% Not Meeting
Billing: 34+ bills sent=Meeting, <34 bills sent=Not Meeting
Trend: Reading - ←→, Billing **-** ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Percent of estimated meter reads	.89%	4.66%	4.75%	2.50%
Number of bills sent out within 34 days of prior bill (36 total)	33	35	36	36

SECTION: **06-CUSTOMER SERVICE**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ -	$ -	$ -	$ 581,738	$ 581,738
CONTRACTUAL	-	-	-	278,440	278,440
COMMODITIES	-	-	-	48,700	48,700
TOTAL	**$ -**	**$ -**	**$ -**	**$ 908,878**	$ 908,878

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ -	$ -	$ -	$ 270,710	$ 270,710
FIELD READING	-	-	-	207,162	207,162
COLLECTION	-	-	-	95,935	95,935
CUSTOMER SERVICE	-	-	-	335,071	335,071
TOTAL	**$ -**	**$ -**	**$ -**	**$ 908,878**	$ 908,878

SOURCE OF FUNDING:

GENERAL FUND	$ (21,471)
LIBRARY FUND	1,075
HIGHWAY USER REVENUE FUND	962
TRANSPORTATION FUND	1,008
WATER AND WASTEWATER FUND	692,935
STORMWATER FUND	22,385
AIRPORT FUND	41
ENVIRONMENTAL SERVICES FUND	211,943
	$ 908,878

COMMENTARY:

Customer Service was transferred to Management Services from Utilities due to the 2010 Citywide reorganization. The Customer Service operating budget has decreased 6% and there are no capital expenditures. Personal Services decreases are due to reduction in salaries and benefits. Contractuals and Commodities decreases are due to prior year one time items and 2010 budget reductions. There is no major capital (<$10,000) for this section.

MISSION

The mission of the Purchasing Section is to support the goals and objectives of the City by delivering consistent and professional procurement support to all employees, and assist in making best value procurement decisions while maintaining the highest ethical standards.

PROGRAM DESCRIPTION

The objectives of the Purchasing Section is to provide program support in maximizing value for purchase dollars spent through either an informal or formal solicitation process and contract management; satisfy purchasing requirements at the lowest overall cost consistent with quality and service levels required; maintain continuity of supplies in support of City-wide programs; and disposition of surplus property.

FY 09 ACCOMPLISHMENTS

- ✓ Provided regularly scheduled training sessions for Purchasing/Inventory software module.
- ✓ Provided regularly scheduled training sessions for Procurement Card Program.
- ✓ Obtained professional purchasing certifications (five out of six Buyers obtained professional purchasing certifications).
- ✓ Drafted and implemented standard templates for the various solicitation documents, and set them up as "fillable" forms.
- ✓ Disposed of surplus property through on-line and on-site auctions that have brought in $179,595 in revenues for the City.
- ✓ Developed and implemented a more comprehensive payment application form used for construction projects that allow for more internal control of payments to Contractors.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Develop a format for the City's contract listing of goods, services, and construction and post to the City website.
- ➢ Implement a standardization program with certain product categories to achieve cost savings.
- ➢ Implement "On-line" bidding, where bids can be submitted electronically through an on-line bidding process.
- ➢ Conduct more "Joint Bidding" with other Municipalities to leverage purchases and obtain more competitive pricing.
- ➢ Provide periodic training sessions for City employees on City wide procurement rules and practices.
- ➢ Conduct "Reverse" Vendor Shows to educate our vendor community on "How To Do Business With The City", and make them aware of upcoming purchases.
- ➢ Establish a Business Outreach Program to give under utilized local businesses the opportunity to participate in, and benefit from, the City's procurement program.

PERFORMANCE MEASURES

Council Priority: **Facilities and Basic Services**
Goal: Provide exemplary customer service for the procurement of goods, services and construction.
Objective: To provide timely formal and informal solicitations, contract management, and vendor management.
Type of Measure: Program Effectiveness
Tool: Internal Customer Survey
Frequency: Annually
Scoring: 75%+ progressing (Average)
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Overall rating of meets or exceeds expectations	N/A	N/A	80%	90%

Council Priority: **Fiscal Health**
Goal: Provide cost effective procurement of goods, services, and construction.
Objective: Identify and implement cost saving, and cost avoidance opportunities in the procurement of goods, services, and construction.
Type of Measure: Program Efficiency
Tool: Documented comparison of budgeted dollars to actual dollars expended.
Frequency: Annually
Scoring: .0005% - Progressing (Average), .0005% -- .00025%-Caution (Warning), .00025% and less-Need to Review
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Total cost savings and/or cost avoidance as a percentage of total expenses.	N/A	N/A	.0005%	.0005%

Council Priority: **Fiscal Health**
Goal: To be efficient and effective with small dollar purchases.
Objective: Continue to utilize procurement card program for more efficient and effective purchases of small dollar maintenance, repair and operating supplies.
Type of Measure: Program Efficiency
Tool: Percentage of total purchases utilizing procurement cards.
Frequency: Annually
Scoring: 5%- Progressing (Average), 2.5% -- 5%-Caution (Warning), 2.5% and less- Need To Review
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Percentage of total purchase transactions utilizing procurement card vs. requisition/purchase order process.	2%	4%	5%	10%

SECTION: **09-MANAGEMENT SERVICES**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 1,001,030	$ 939,889	$ 899,859	$ 668,337	$ (271,552)
CONTRACTUAL	56,422	62,686	52,055	29,718	(32,968)
COMMODITIES	19,483	15,091	13,463	7,081	(8,010)
CAPITAL	17,861	-	-	-	-
TOTAL	**$ 1,094,796**	**$ 1,017,666**	**$ 965,377**	**$ 705,136**	$ (312,530)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 189,884	$ 188,109	$ 184,188	$ 176,659	$ (11,450)
PURCHASING	698,581	613,257	569,084	442,510	(170,747)
MAIL SERVICES	28,456	32,726	30,864	8,500	(24,226)
GRANT ADMINISTRATION	1	-	-	-	-
WAREHOUSE	81,937	81,456	79,970	77,467	(3,989)
PROPERTY MANAGEMENT	95,937	102,118	101,271	-	(102,118)
TOTAL	**$ 1,094,796**	**$ 1,017,666**	**$ 965,377**	**$ 705,136**	$ (312,530)

SOURCE OF FUNDING:

GENERAL FUND	$ 222,010
LIBRARY FUND	69,743
HIGHWAY USER REVENUE FUND	58,133
TRANSPORTATION FUND	12,681
WATER AND WASTEWATER FUND	196,951
STORMWATER FUND	3,108
AIRPORT FUND	11,065
ENVIRONMENTAL SERVICES FUND	131,445
	$ 705,136

COMMENTARY:

The Management Services operating budget has decreased 31% with no capital expenditures. Personal Services decreases are due to 3.5 FTE staffing reductions that include an Administrative Assistant (2 FTE), a Buyer (1.5 FTE), and relocating the Real Estate Manager to another division. In addition, there are salary and benefit decreases. Contractual decreases are due to reductions in travel, registration, and education. Commodities decreases are due to reductions in office supplies and equipment. There is no major capital (>$10,000) for this section.

MISSION

The mission of the Tax, Licensing and Revenue section is to ensure compliance with the City's Business License ordinances and assist the public so the tax reporting problems can be avoided.

PROGRAM DESCRIPTION

The Tax, Licensing, and Revenue section is responsible for the licensing of new businesses and the processing of city sales tax returns. Staff also collects 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 delinquencies from utility billings, library accounts, City Court fines, parking tickets, miscellaneous city billings and NSF checks. Staff also bills monthly for the miscellaneous receivable accounts. This division also invests excess funds.

FY 09 ACCOMPLISHMENTS

- ✓ Processed 37,285 city sales tax returns. A 3.9% increase over FY 07.
- ✓ Performed 133 sales tax audits and reviews generating $413,265 in tax revenue.
- ✓ Issued 1,414 sales tax and business licenses. A decrease of 12% from CY 07.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Select a vendor to provide and set up a new tax and licensing software program that will enable our customers to apply for licenses, file sales tax returns and make payments online. Given the large cost of this project, it will depend on the budget situation for this to move forward.
- ➢ Put out an RFQ and RFP for an outside party to manage the city's cash investments. This has become a time-consuming project that could probably be done more efficiently by a business that specializes in investments. The investments would be limited to those currently allowed by the city investment policy. City staff would oversee the investments made by the outside party.

PERFORMANCE MEASURES

Council Priority: Fiscal Health
Goal: Provide sales tax education to new business owners.
Objective: Conduct at least 5 seminars during the year.
Type of Measure: Output and Outcome
Tool: Output: Number of people that attend the seminars. The goal is 80 people per year, an average of 16 per seminar.
Tool: Outcome: At least 90% of the seminar evaluations completed by the attendees show that the seminars provided information and instruction that was easy to follow and that the material presented was basic, but provided sufficient detail.
Frequency: 5 per year
Scoring: Progressing, 75 people attended which is over 90% of the goal.
Trend: ←→ The number of attendees has stayed more or less at this level for the past few years.
Trend: ↑ The seminars are increasingly meeting the needs of our customers.

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Output-The number of people attending the seminars	80	75	75	75
Outcome- At least 90% of attendees found the seminar useful, the presentation and the materials provided were easy to follow.	73%	83%	91%	90%

Council Priority: Fiscal Health
Goal: Maintain a high collection rate of sales tax and miscellaneous billing accounts.
Objective: Keep write-offs below 1% of total revenue.
Type of Measure: Program Outcome
Tool: Evaluate the amount of write-offs taken to council each year.
Frequency: Annually
Scoring: Progressing
Trend: ←→ The amounts written-off remain well under the goal of 1% of revenues.

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Outcome-Sales tax write-offs as a percentage of revenue	0.1%	0.4%	0.4%	0.4%
Outcome-Miscellaneous receivables as a percentage of revenue	0.4%	0.1%	0.4%	0.4%

Council Priority: Fiscal Health
Goal: Invest city funds with the goal of maximum return but keeping in mind that safety of the principal is more important than the return on that principal.
Objective: Achieve a rate of return on investments outside the Local Government Investment Pool (LGIP) that exceeds the LGIP rate.
Type of Measure: Program Outcome
Tool: Compare rate of return on investments outside the LGIP with the rate of return at the LGIP.
Frequency: Annually
Scoring: Progressing
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Annual rate of return on investments outside LGIP	4.14%	4.202%	4.19%	3.0%
LGIP annual rate of return	5.20%	3.99%	1.12%	1.5%

Council Priority: Fiscal Health
Goal: Have a sales tax audit program that is financially self-sustaining and performing enough audits and reviews to keep a high profile within the business community.
Objective: Sales tax audit assessments will exceed the cost of operating an audit program and performing approximately 80 audits and reviews per year.
Type of Measure: Program Outcome
Tool: Compare sales tax audit assessments with the expenses required to have an audit function.
Frequency: Annually
Scoring: Average
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Audit assessments for the fiscal year	547,957	538,813	250,000	450,000
Audit program expenses	165,402	165,605	186,965	190,000
Number of audits and reviews performed	78	133	50	80

SECTION: **10-TAX, LICENSES, AND REVENUE COLLECTION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 557,329	$ 623,545	$ 624,645	$ 616,027	$ (7,518)
CONTRACTUAL	38,376	44,951	38,284	37,784	(7,167)
COMMODITIES	17,663	20,309	16,571	16,342	(3,967)
TOTAL	**$ 613,368**	**$ 688,805**	**$ 679,500**	**$ 670,153**	$ (18,652)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 212,036	$ 220,665	$ 212,560	$ 234,575	$ 13,910
AUDIT	155,608	186,965	186,965	169585	(17,380)
COLLECTIONS	123,724	138,410	138,410	122895	(15,515)
LICENSING AND CLERICAL	79,051	82,691	82,691	88865	6,174
ACCOUNTS RECEIVABLE	42,949	60,074	58,874	54233	(5,841)
TOTAL	**$ 613,368**	**$ 688,805**	**$ 679,500**	**$ 670,153**	$ (18,652)

SOURCE OF FUNDING:

GENERAL FUND	$ 282,336
LIBRARY FUND	34,410
HIGHWAY USER REVENUE FUND	120,117
TRANSPORTATION FUND	150,685
WATER AND WASTEWATER FUND	26,090
AIRPORT FUND	16,527
ENVIRONMENTAL SERVICES FUND	39,988
	$ 670,153

COMMENTARY:

The Sales Tax operating budget has decreased 3% with no capital expenditures. Personal Services decreases are due to .5 FTE staffing reductions for an Administrative Assistant offset by a proposed retirement. In addition, there are salary and benefit decreases. Contractual decreases are due to reductions in travel, registration, and education. Commodities decreases are due to reductions in office supplies and equipment. There is no major capital (>$10,000) for this section.

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 accounts payable, special financial analysis, grant management, citywide switchboard operations, and performance reporting.

FY 09 ACCOMPLISHMENTS

- ✓ Received the Government Finance Officers Association (GFOA) Distinguished Budget presentation award for Fiscal Year 2009 for the fifteenth year in a row.
- ✓ Received special recognition from the GFOA on our Fiscal Year 2009 budget document for performance measurements for the second year.
- ✓ Beta Test site for the new H.T.E. Sungard Public Sector Grants Management software.
- ✓ Purchased new Grants Management software.
- ✓ Implemented new Performance Measurement Dashboard Form for City Management.
- ✓ Implemented new Performance Measurement report form for the Budget Document.
- ✓ Completed the US Department of Commerce, Economic Development Administration grant for the Northern Arizona Science, Technology & Clean Energy Center.
- ✓ Assisted the City Manager's Office in the Structural Reorganization of City Personnel and Divisions.
- ✓ Reorganized the Finance/Budget division.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Implement new Grants Management Software.
- ➢ Acquire grants from the new ''American Recovery and Reinvestment Act of 2009'' (Economic Stimulus package).
- ➢ Evaluate automated switchboard opportunities and evaluate current phone trees within City of Flagstaff.
- ➢ Explore paperless payroll as a City policy decision.

PERFORMANCE MEASURES

Council Priority: **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.
Type of Measure: Outcome
Tool: Produce Documents and Submit for Review
Frequency: Yearly
Scoring: 100%
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
GFOA Certificate of Achievement	100%	100%	100%	100%
GFOA Distinguished Budget Presentation Award	100%	100%	100%	100%

Council Priority: **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.
Type of Measure: Outcome
Tool: Budget Document – Schedule of Grant Revenues
Frequency: Yearly
Scoring: $10 million or more
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Grant Revenue Received	$13,086,793	$14,254,066	$15,301,097	$13,655,985

Council Priority: **Fiscal Health**
Goal: Increase the number of vendors paid through ACH transactions
Objective: Have a total of 50 vendors paid through ACH transactions
Type of Measure: Output
Tool: Vendor Setup Letter
Frequency: Every Check-Run
Scoring: 90%
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Vendors registered for ACH payments	2	5	50	200

Council Priority: **Fiscal Health**
Goal: Limit the number of single audit auditor findings.
Objective: To have no audit findings on either the City general or single audit.
Type of Measure: Outcome
Tool: Single Audit
Frequency: Yearly
Scoring: 100%
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 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

SECTION: **13-FINANCE AND BUDGET**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 945,212	$ 1,040,678	$ 987,221	$ 921,852	$ (118,826)
CONTRACTUAL	46,835	50,205	34,905	23,655	(26,550)
COMMODITIES	28,047	20,305	29,754	13,231	(7,074)
TOTAL	**$ 1,020,094**	**$ 1,111,188**	**$ 1,051,880**	**$ 958,738**	$ (152,450)

EXPENDITURES BY PROGRAM:

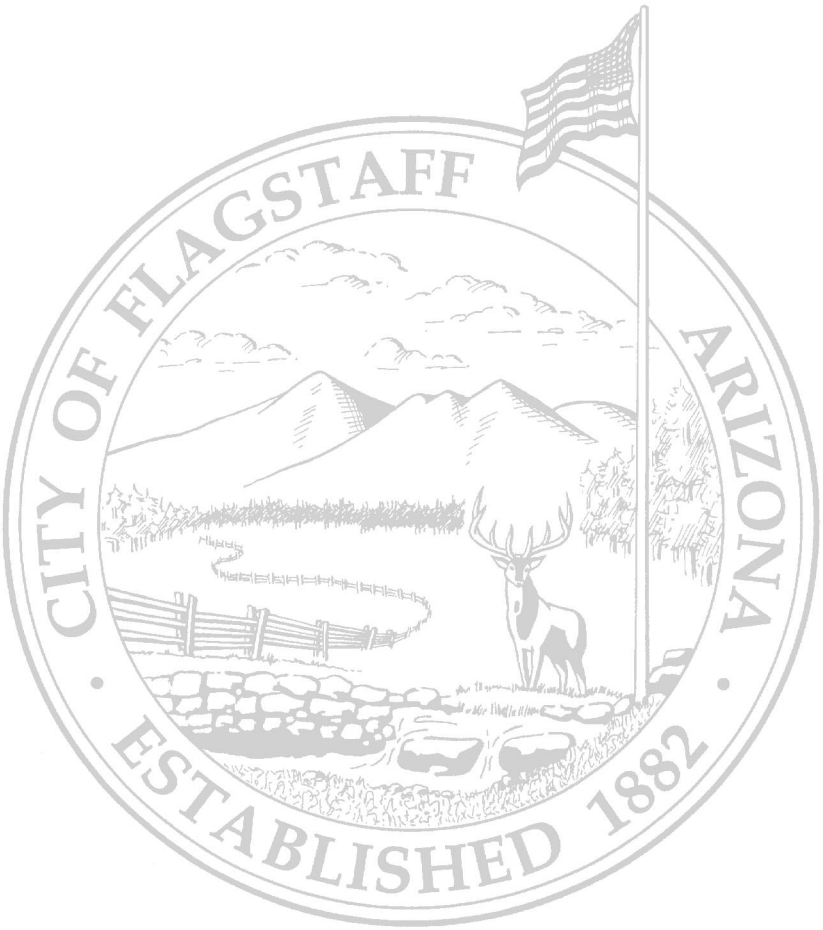
GENERAL ADMINISTRATION	$ 183,184	$ 214,482	$ 191,073	$ 135,193	$ (79,289)
ACCOUNTING	405,730	464,329	421,397	371,218	(93,111)
PAYROLL	146,356	138,055	142,960	133,406	(4,649)
ACCTS PAYABLE/ RECEIVABLE	159,550	172,869	172,219	144,612	(28,257)
BUDGET	11,234	4,000	9,000	5,536	1,536
GRANTS ADMINISTRATION	114,040	117,453	115,231	168,773	51,320
TOTAL	**$ 1,020,094**	**$ 1,111,188**	**$ 1,051,880**	**$ 958,738**	$ (152,450)

SOURCE OF FUNDING:

GENERAL FUND	$ 536,567
LIBRARY FUND	66,197
HIGHWAY USER REVENUE FUND	68,028
TRANSPORTATION FUND	33,574
WATER AND WASTEWATER FUND	121,098
STORMWATER FUND	7,494
AIRPORT FUND	29,565
ENVIRONMENTAL SERVICES FUND	96,215
	$ 958,738

COMMENTARY:

The Finance and Budget operating budget has decreased 14% with no capital expenditures. Personal Services decreases are due to 2.64 FTE staffing reductions that include an Account Clerk (1.5 FTE), an Accountant (1 FTE), and an Intern (.14 FTE) offset by the addition of a one-time Grant Assistant (1 FTE). In addition, there are salary and benefit decreases. Contractual decreases are due to reductions in travel, registration, and education. Commodities decreases are due to reductions in copying, office supplies and equipment. There is no major capital (>$10,000) for this section.


CITY OF FLAGSTAFF
ARIZONA
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COMMUNITY DEVELOPMENT DIVISION MISSION

The missions of the **Community Development Administration, Planning and Development Services, and Engineering Divisions** are to be client focused teams that enable quality development, reinvestment, and conservation of the natural and built environment through publicly adopted policies.

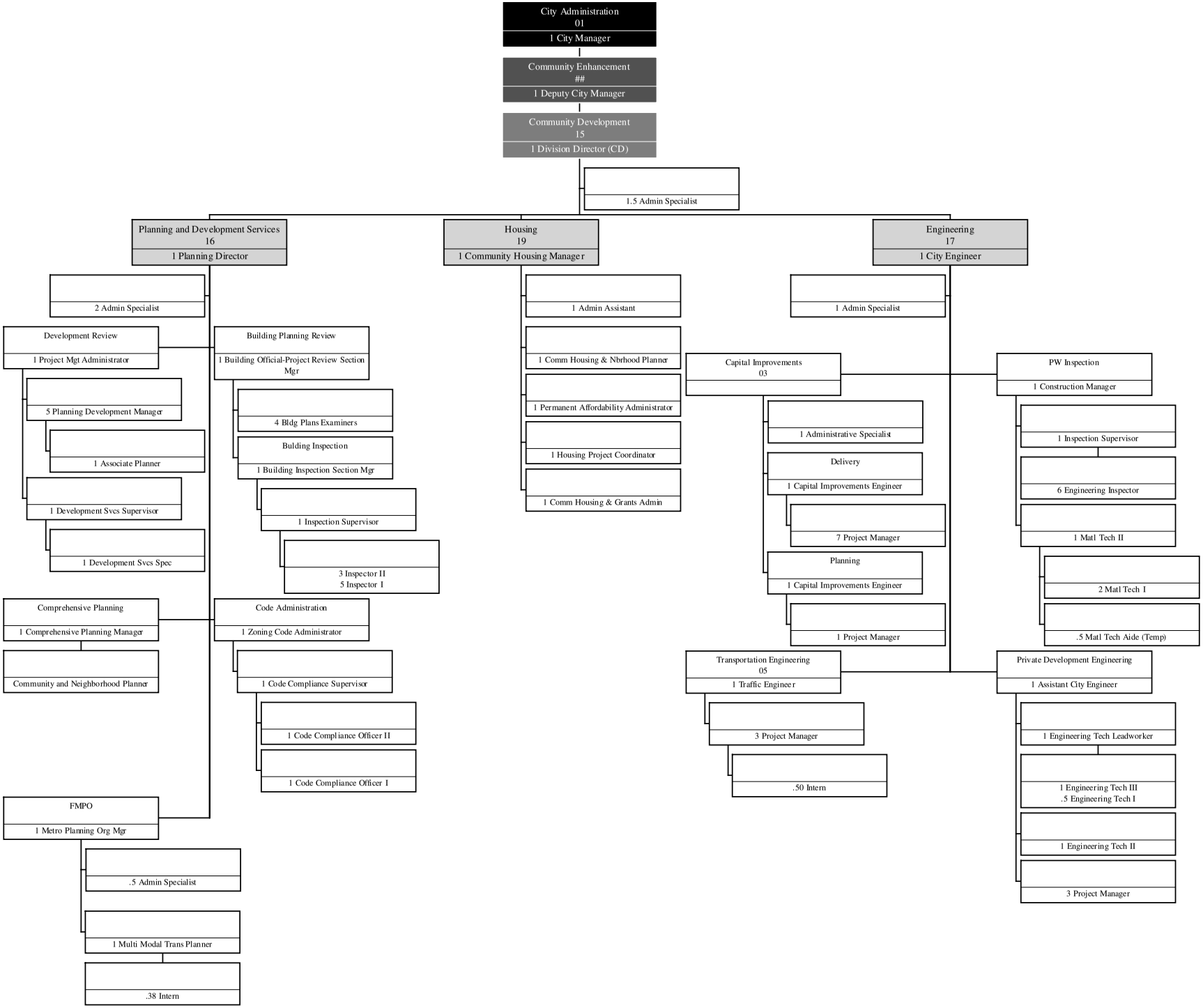
The mission of the **Capital Improvement Section** is to provide efficient and responsible management of resources in order to deliver a quality program and projects that improve the community of Flagstaff.

The mission of the **Metropolitan Planning Organization** is to provide innovative solutions and communications with the public, achieved through intellectual and professional integrity.

The mission of the **Traffic Engineering Section** is to enhance the mobility of our citizens and visitors by providing a safe, efficient, well balanced, multimodal transportation system, through the application of sound transportation engineering, planning, safety and design principles.

The mission of the **Housing Section** is to provide enabling programs and policies for decent housing, a suitable living environment and economic opportunity to the residents of Flagstaff, in particular Flagstaff's workforce and low/moderate income households, thus, fostering a diverse and sustainable community.

COMMUNITY DEVELOPMENT



MISSION

The Capital Improvements Program 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 Improvements Program coordinates the development of the City's 5-year Capital Plan and provides individual project planning and delivery for Capital Improvements Projects. The Program is responsible for the efficient and effective project planning, programming (budget, schedule, scoping) and administration of design and construction services for City facilities and infrastructure while ensuring an appropriate level of public involvement and accountability.

FY 09 ACCOMPLISHMENTS

- ✓ Completed City-wide preliminary master plan study and assessment.
- ✓ Continued to facilitate monthly Capital Improvements Committee meetings to provide internal review and oversight.
- ✓ Continued facilitation of and staff support to the Citizens Transportation Advisory Committee.
- ✓ Facilitated the identification and budgeting of annual operating and maintenance costs associated with infrastructure and facility improvements.
- ✓ Continued project definition and development efforts through project scoping and concept DRB review.
- ✓ Contributed to the facilitation of the fall Council Retreat to address near and long term capital needs.
- ✓ Maintained City-wide data base of capital projects for funding division input and up-dates.
- ✓ Coordinated internal review of proposed 5 year plans for each functional area within the City of Flagstaff and 5-year CIP update for 2010–2014.
- ✓ Continued administration of initial consultant services for identification and evaluation of FUTS/Open Space acquisitions.
- ✓ Assisted in the identification of potential economic stimulus projects at both the local and Federal level.
- ✓ Provided project and contract administration services for the $18 M Aspen Place Special Improvement District
- ✓ Completed BNSF Railway agreements and contract documents for the implementation of Quiet Zones at grade crossings throughout Flagstaff.
- ✓ Completed project management services for the $16.5 M Flagstaff Aquaplex Facility – dedicated and opened August 2008.
- ✓ Continued Rio de Flag project coordination with Army Corps of Engineers including construction phase liaison for the Clay Ave. Detention Basin.
- ✓ Completed project management services for new Fire Station #5 – dedicated and opened July 2008.
- ✓ Completed Project management for Butler Ave medians and pedestrian enhancements at the NAU Conference Center and for the Butler Ave/S. Fourth St. Traffic Signal.
- ✓ Completed administration of design services for the paving of Industrial Dr. between Fanning Dr. and Eagle Mountain Dr.
- ✓ Continued project management services for the FUTS Crescent to Observatory Mesa and Blue Willow to Hwy 180 projects.
- ✓ Project management and design phase services for the Sixth Ave/West St. intersection improvements.
- ✓ Completed property rights acquisition and coordinated utility relocations with FHWA and US Forest Service for the $11 M Lake Mary Road Improvements project which is scheduled to begin construction in spring 2009.
- ✓ Provided project management and construction contract administration for the US 89 N. Streetscape project – scheduled for completion in April 2009.
- ✓ Provided project management services for substantial completion of Huntington Dr. Reconstruction – November 2008.
- ✓ Completed project management services for Sunnyside Ph IV and Ph IV-A Street and Utility improvements.
- ✓ Completed project management services for N. Arizona Center for Emerging Technologies – dedicated September 2008.

- ✓ Continued administration of design and construction phase services for Fire Stations #2 and #3.
- ✓ Completed pedestrian safety improvements at Navajo and Bonito Dr. and sidewalk replacements at Ft. Valley Rd. from Sechrist Elementary School to Stevanna Drive.
- ✓ Provided project management services for the Steves Rail Crossing Study, South Fourth St. Corridor Study and Lone Tree Overpass Study.
- ✓ Generated contract documents and consultation agreements to complete Lone Tree Overpass Study and Fourth St. Corridor Study, studies valued at $0.3 M.
- ✓ Initiated and advanced designs towards construction for 13 capital projects valued at $44.4M.
- ✓ Initiated construction documents or are under construction for 9 projects valued at $65.9M including:
    - USGS Bldg #2 Demolition
    - Fire Station #3
    - Rio de Flag Detention Basis
    - Rio de Flag Butler tunnel
    - Lake Mary Road widening
    - US *9 streetscape
    - Railroad quiet zone modifications
    - Aspen Sawmill improvement district
- ✓ Completed construction of 12 city projects valued at $24.9M including:
    - Fire Station #5
    - NAST&CE, Business Incubator
    - Sunnyside Ph IV
    - Phoenix Avenue Parking Lot
    - East Flagstaff Traffic Interchange
    - Rio North FUTS
    - Visitor Center platform improvement
    - Fort Valley and Bonito Sidewalks
    - Huntington Drive improvements
- ✓ Projects under warranty or moved into warranty, 11 valued at $59.7M including:
    - Fire Station #1
    - Aquaplex
    - Marketplace intersection
    - Country Club landscaping
    - Butler Conference Center medians

FY 10 NEW INITIATIVES AND GOALS

- ➢ Facilities and Public Safety
  Ensure development and completion of all public facilities and infrastructure, including Fire Stations, Quiet Zones/Wayside Horns and street improvements in a manner that promotes the effective delivery of basic services and assures the public safety.
- ➢ Fiscal Health
    - Maintain well trained and team-centered staff.
    - Track continuous improvement of internal processes to ensure timely delivery of projects while complying with all policy and legal requirements.
    - Enhance recurring communication with internal clients and stakeholders and provide regular comprehensive project reporting.
- ➢ Continue to ensure an appropriate level of public involvement and accountability.
- ➢ Community Sustainability
  Continue facilitation of the capital planning process and five year capital program to assure the most effective allocation of the City's capital resources.
- ➢ Capital Project Delivery The forecast for projects that the Capital program expects to achieve major milestones encompasses 13 projects with a total City Value of $34.6 M and includes:
  Planning/Design –
    - Industrial Drive road improvements, Huntington to Nestle-Purina – Award design summer '10.
    - Crescent to Observatory Mesa bridge FUTS – Complete Design Summer '10.
    - Loan Tree Overpass – Award study and in progress.
    - Steves Fanning closure study – Report complete Fall '10.

  Construction -
    - Lake Mary Road Forest Highway 3 – Award contract and in construction through Dec '10.
    - Woodlands Village Blvd medians – Award contract and in construction Ph I Summer '10.
    - Downtown Southside improvements Award contract and in construction through Fall '10.

- Route 66 Downtown FUTS - Award contract and in construction Spring ’10.
- Sunnyside Phase V improvements – Award contract and in construction Through Fall ’10.
- Industrial Drive road improvements, Fanning to Eagle Mountain Drive – Construction complete Dec 09.
- Brannen/Colorado Paving - Construction complete Aug ’09.
- Rio De Flagstaff Butler tunnel - Construction complete through May ’10.
- Rio De Flagstaff Clay Basin Detention - Construction complete Summer ’09.
- Fire Station #3 - Construction complete Aug ’09.

PERFORMANCE MEASURES

Council Priority: Fiscal Health
Goal: Fiscal Responsibility
Objective: Deliver Capital projects within approved budgets
Type of Measure: Program Outcome
Tool: Aggregated data from a MS Access data base that tracks projects completed within +/- 5% of approved budget.
Frequency: Quarterly (using a 12 month moving trend)
Scoring: See above chart
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Percentage of projects completed within 5% of authorized amount	No measurement	Q1 - NA Q2 -NA Q3 - 39% Q4 - 43%	Q1 - 35% Q2 - 57% Q3 – Q4 -	90%

Council Priority: Fiscal Health
Goal: Fiscal Responsibility
Objective: Deliver Capital projects within approved schedule
Type of Measure: Program Outcome
Tool: Aggregated data for projects completed as defined by the schedule at the time of Council award of construction.
Frequency: Quarterly (using a 12 month moving trend)
Scoring: See above chart
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Percentage of projects completed within 3 months of accepted schedule	No measurement	Q1 – N/A Q2 – N/A Q3 - 57% Q4 - 47%	Q1 – 77% Q2 – 93% Q3 Q4	90%

Council Priority: Community Sustainability
Goal: Effective establishment and allocation of capital resources to deliver community improvements based on Council priorities
Objective: Coordination and development of a comprehensive, integrated 5 year capital program
Type of Measure: Program Outcome
Tool: Coordination with Divisions responsible for capital programs, number of projects active vs. budgeted
Frequency: Annual
Scoring: New measurement – no history
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Percentage of programmed projects implemented within 2 years of the project's initially programmed starting year	No measurement	No measurement	80%	85%

SECTION: **03-CAPITAL IMPROVEMENTS**

EXPENDITURES BY CATEGORY:	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 673,650	$ 1,342,715	$ 1,242,729	$ 1,111,855	$ (230,860)
CONTRACTUAL	110,203	181,874	95,820	156,750	(25,124)
COMMODITIES	(902,024)	(1,698,412)	(1,509,798)	(1,387,626)	310,786
TOTAL	**$ (118,171)**	**$ (173,823)**	**$ (171,249)**	**$ (119,021)**	$ 54,802
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ (171,669)	$ 128,074	$ 152,261	$ 96,100	$ (31,974)
PROJECT MANAGEMENT	(111,139)	(518,523)	(452,436)	(371,796)	146,727
ADOT PROJECT COORDINATION	16,439	17,901	17,901	12,099	(5,802)
UNPLANNED/UNPROGAMED WORK	6,816	-	7,340	-	-
5 YEAR CAPITAL PROG DEV	141,382	198,725	103,685	144,576	(54,149)
TOTAL	**$ (118,171)**	**$ (173,823)**	**$ (171,249)**	**$ (119,021)**	$ 54,802
SOURCE OF FUNDING:					
	GENERAL FUND			$ (119,021)	
				$ (119,021)	

COMMENTARY:
The Capital Management operating budget has decreased 32% and there are no capital expenditures. Personal Services decreases are due to 3.5 FTE staffing reductions that includes one Engineering Technician, two Project Managers and .5 FTE of Intern. In addition, there are salary and benefit decreases. Contractuals and Commodities are reduced to minimum level in all line items. The Capital Management Section is allocated to the sections it provides services for based on an hourly rate percentage. All costs plus the administrative overhead assigned to the section are allocated.

MISSION

The Metropolitan Planning Organization provides Innovative solutions and communications with the public, achieved through intellectual and professional integrity.

PROGRAM DESCRIPTION

The transportation vision for the region is created by the FMPO partners actively engaging our stakeholders and public. The FMPO, with our partners and stakeholders, aggressively advances its plans and projects to fulfill that vision.

FY 09 ACCOMPLISHMENTS

- ✓ Regional Transportation Plan update including innovations or advancements on community character, traffic & transportation modeling, land use projections, safety and project cost estimating.
- ✓ FUTS Signage program design and implementation management.
- ✓ Significant role in drafting and team coordination on $855,000 federal grant to widen Lake Mary Rd.
- ✓ Hosted Safe Routes to School workshop in October.
- ✓ Successful Pedestrian Awareness Week.
- ✓ Significant role in drafting and team coordination on $135,000 Heritage Fund grant for Crescent FUTS bridge.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Information campaigns for federal, state, and local funding initiatives and/or legislation.
- ➢ Transition of FMPO Regional Transportation Plan update (c. 2009) with City/County Regional Plan effort.
- ➢ Coordination and support for state and local initiatives including Lone Tree Overpass study, Kachina Village plan, etc.

PERFORMANCE MEASURES

Council Priority: **Facilities & Basic Services**
Goal: To maintain a transportation system performance monitoring and reporting system
Objective: To annually educate policy makers, transportation system operators and the public on how successful transportation policies are being achieved through capital, land use and operations.
Type of Measure: Program Outcome
Tool: Report comprised of Citizen Survey (aspect of Cityscape effort); regional transportation model outputs.
Frequency: Annual
Scoring: Citizen Perception (77% - 10/06 trip diary survey: system meets travel needs); FMPO Executive Board acceptance
Trend: ↑ Board acceptance - →

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Percent of regional residents finding transportation system meets their needs somewhat well or very well.	N/A	N/A	77%	80%
Executive Board accepts findings of annual Performance Report	N/A	N/A	N/A	100%

Council Priority: Community Sustainability
Goal: Achieve public support for federal, state and local funding or legislation to fulfill broader transportation policies.
Objective: Develop and sustain 70% public support for transportation funding measures proposed by the state or city that comply with the FMPO regional transportation plan.
Type of Measure: Outcome
Tool: Survey (with city or other support); citizen comment forms
Frequency: Quarterly
Scoring: 90% (63/70)
Trend: ↑ (As information is disseminated, issues identified and responded to)

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Percent of city and/or regional residents supporting proposal	N/A	N/A	N/A	70%

Council Priority: Facilities & Basic Services
Goal: Provide design level transportation system detail for use by city, county and state transportation staff and local development interests.
Objective: Annually produce a regional transportation model that exceeds industry standards.
Type of Measure: Program output
Tool: Model output compared to industry standards for production-attraction balance, screen-line and functional classification on percent and root mean-square error basis.
Frequency: Annually
Scoring: 65% or less of the industry standard RMSE of 35.
Trend: ↓ (smaller is better)

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Root mean square error for roadway volumes FMPO/Industry	22/35 (62%)	N/A	21/35 (60%)	21/35 (60%)
Non-auto mode share accuracy (based on trip diary survey (every 3-5 years)	Unknown	Unknown	65%	68%

SECTION: **14-MPO**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 215,249	$ 245,273	$ 237,292	$ 238,392	$ (6,881)
CONTRACTUAL	200,123	249,830	305,522	82,920	(166,910)
COMMODITIES	(21,562)	(45,321)	(47,496)	(32,893)	12,428
TOTAL	**$ 393,810**	**$ 449,782**	**$ 495,318**	**$ 288,419**	$ (161,363)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 128,777	$ 215,382	$ 155,180	$ 231,419	$ 16,037
PUBLIC PLAN DEVELOPMENT	136	-	-	-	-
SHORT RANGE PLANNING PROG	77,323	-	106,256	-	-
SHORT RANGE DATA COLLECTN	18,029	30,000	30,917	3,000	(27,000)
LONG RANGE TRANSIT PLAN	9,963	-	33,389	-	-
LONG RANGE TRANSPORT PLAN	144,022	204,400	160,050	54,000	(150,400)
LONG RANGE "OTHER" TRANSP	15,560	-	9,526	-	-
TOTAL	**$ 393,810**	**$ 449,782**	**$ 495,318**	**$ 288,419**	$ (161,363)

SOURCE OF FUNDING:

METROPOLITAN PLANNING FUND	$ 288,419
	$ 288,419

COMMENTARY:

The MPO operating budget has decreased 36% and there are no capital expenditures. Personal Services include both salary and benefit decreases. Contractual decrease are due to lower costs in Short Range Data Collection and Long Range Transport. Commodities decreases are due to the Contra Work Order Charges. There is no major capital (>$10,000) for this section. The MPO is a 100% grant reimbursed program.

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

Community Development Administration provides leadership and vision for and coordinates the activities of the Engineering Section, the Housing Section and the Planning and Development Services Section. Administration also serves Community Development by coordinating issue resolution with other City Divisions and with external agencies.

FY 09 ACCOMPLISHMENTS

- ✓ Annual Division Retreat.
- ✓ Quarterly Staff Meetings.
- ✓ CD Leadership Team and on-going excellence initiatives.
- ✓ AGTS Supervisor's Academy Training.
- ✓ Project Delivery System Training.
- ✓ Rio de Flag Project Leadership.
- ✓ Partnership with Community Investment on numerous economic development projects.
- ✓ Leadership through 19% budget reduction.
- ✓ Performance Measurement enhancements.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Community Sustainability.
- ➢ Annual Division Retreat.
- ➢ Quarterly Staff Meetings.
- ➢ CD Leadership Team and on-going excellence initiatives.
- ➢ Project Delivery System Training (in-house).
- ➢ Rio de Flag Project Leadership.
- ➢ FUTS/Open Space Cabinet.
- ➢ IT Cabinet.
- ➢ Economic development project partnerships.

PERFORMANCE MEASURES

Council Priority: **Community Sustainability**
Goal: Create a built community that enhances the community's character
Objective: Ensure that developments within the City are creating a positive built environment.
Type of Measure: Outcome
Tool: Survey of C.D. clients
Frequency: Annually
Scoring: 75% of clients favorable
Trend: →

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Percentage of Community Development clients and citizens who agree that a sampling of new development, capital and housing projects are positively affecting our built environment	N/A	N/A	N/A	75%

SECTION: **15-COMMUNITY DEVELOPMENT ADMINISTRATION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 226,251	$ 240,327	$ 267,490	$ 256,912	$ 16,585
CONTRACTUAL	17,981	23,859	16,445	7,963	(15,896)
COMMODITIES	18,005	17,950	17,953	23,400	5,450
TOTAL	**$ 262,237**	**$ 282,136**	**$ 301,888**	**$ 288,275**	$ 6,139

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 262,237	$ 282,136	$ 301,888	$ 288,275	$ 6,139
TOTAL	**$ 262,237**	**$ 282,136**	**$ 301,888**	**$ 288,275**	$ 6,139

SOURCE OF FUNDING:

GENERAL FUND	$ 288,275
	$ 288,275

COMMENTARY:

The Community Development operating budget has increased by 2% and there are no capital expenditures. Personal Services increases are due to the Citywide reorganization. In addition there are salary and benefit decreases, including reducing an Administrative Assistant from 1.0 FTE to a .5 FTE. Contractual decreases are due to decreased costs related to travel, education and training, advertising and memberships. Commodities increases are due to maintenance and contracts for high-tech machines/computers, plotters, and other equipment. There are no major capital (>$10,000) expenditures planned for this section.

MISSION

The mission of the Community Development Division 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 Planning & Development Services Section 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. This section is also responsible for processing changes to the Regional Plan and Land Development Code. Our customers include the general public, developers, trade groups, other city and county staff, the Planning and Zoning Commission, and the City Council.

The Section is divided into five programs.

The **Current Planning Program** 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 program also provides customer service to external and internal clients and is the information hub to the Community Development Division for all activities that are processed through the front counter.

The **Building & Safety Program** is primarily responsible for administering and enforcing the provisions of the various International model codes and energy code, adopting changes to Title 4 of City Code for building code amendments regulating horizontal and vertical construction and reviewing both residential and commercial construction plans to facilitate future development in the City of Flagstaff. Staff provides our clients with the highest level of progressive interpretation of requirements which assist in problem solving to achieve the clients' goals for timely issuance of construction permits. The plan reviews provide detailed plan check to ensure compliance with applicable codes and ordinances.

The **Safety and Inspection Program** 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 **Zoning Code Administration Program** is responsible for ensuring fair and consistent interpretation and administration of the Land Development Code and providing timely updates and amendments to the code. For the current and upcoming fiscal years, the primary task will be continuing work on the comprehensive rewrite of the Land Development Code. In addition, the Code Compliance Program promotes the health, well-being, and general quality of life for the citizens of Flagstaff by ensuring compliance with relevant city codes.

The **Advance Planning** is responsible for engaging the community to participate in developing comprehensive planning for preservation and growth of a sustainable Flagstaff through the creation, adoption and implementation of the Regional Plan, Neighborhood Plans, Area and Specific Plans, as well as providing technical assistance to city departments to ensure proposed developments, programs, policies and goals support the vision of the Regional Plan as adopted by City Council and ratified by Flagstaff citizens.

FY 09 ACCOMPLISHMENTS

- ✓ Scheduled, planned and began the Regional Land Use and Transportation Plan update process.
- ✓ Amend RLUTP and rezone Airport Parcel.
- ✓ Adopt the Lone Tree Corridor Specific Plan.
- ✓ Managed the Juniper Point TND.

- ✓ Authored and awarded 1 million dollars in ADOT grants for neighborhood beatification projects:
  - S. San Francisco and Beaver St.
  - Woodlands Village Medians Landscaping Master Plan
- ✓ Route 66 Conceptual Streetscape Plan
- ✓ Staff Liaison for Beautification and Public Art Commission developing five (5) Year Plan for Public Art
- ✓ Initiate La Plaza Vieja Neighborhood Plan study
- ✓ Established cooperative relations to work on 2010 census count.
- ✓ Began a phased neighborhood program to foster communication with the city and other neighborhood organizations which will be realized through (a) Neighborhood registration, (b) web-site, and (c) Speakers bureau.

NOTE: An (*) indicates Neighborhood Planning accomplishment performed under Section 1807.The latest revised International Building Code series were presented to Council and adopted through a series of Resolution/Ordinances to incorporate the 2007 City of Flagstaff Building Code Amendments. This included the first Energy Conservation code for the City of Flagstaff as well as making the necessary accreditation requirements for the Insurance Services Organization (ISO) that ranks the building communities performance every five years. This became effective on Jan 18 and Feb 22, 2008.

- ✓ A Development Review process was finalized, and the establishment of a single-point-of-contact was implemented during the first part of the year. Staff is continuing to improve tracking processes and moved a dedicated Plans Examiner to the front counter operation of Community Development to assist clients with coordination of the permit process. The Planning and Development Services section continues to evolve and analyze the needs of the client; this process of reinventing itself has allowed the organization to be flexible and provide the needed services as the development and construction industry changes.
- ✓ Both Commercial and Residential Plan review now does a 72-hour initial review and has recently altered that process to eliminate the initial review for clients willing to discuss the project with a plans examiner first at a co-located office to City Hall. These one-on-one meetings provide very direct input to the client so they don't have to wait for a first-review comment letter (revisions).
- ✓ Update training and re-certification of Inter-governmental agreement (IGA) with the State of Arizona office of Manufactured Housing done with City Council and Mayor. This allows continued timely inspections for a nominal fee for new and re-located manufactured housing.
- ✓ Sustainability and Green Building continues as an emphasis in the building community. The Building Official, working the Coconino County's Sustainability Committee, meets monthly at Willow Bend to discuss strategies and disseminate information on projects. This has evolved over the past five years to include a Resource Directory, links between the City and County websites, a County sponsored "green building" review process and the inclusion of this joint checklist to be used in lieu of the Department of Energy RESCHECK program for residential submittals.
- ✓ Developed with citizen outreach and public meeting, three important processes to bring PV solar permits, thermal solar permits and Accessory Wind Energy Systems (wind turbines) into easy reach for owner-builders and contractors. Worked extensively with APS for the grid-interconnect system requirements.
- ✓ Trained inspectors for sustainability construction.
- ✓ Trained inspectors for energy code requirements.
- ✓ No on-the-job injuries.
- ✓ Developed a Business Manual for the Building Inspection Program.

- ✓ Adoption of amendments to the Land Development Code to increase height in the M-H-E zoning district. Adoption of a new Traditional Neighborhood District ordinance as a new Chapter 10-17 of the Land Development Code with related amendments to the City Engineering Standards. (This code received an Arizona Planning Association Award for best zoning ordinance and an Honorable Mention from the Form-Based Code Institute.)
- ✓ Adoption of comprehensive amendments to the Land Development Code to permit wind turbines in commercial and industrial zoning districts.
- ✓ Adoption of amendments to the Land Development Code needed to ensure consistency with recent revisions to the Arizona Revised Statutes and applicable case law regarding such issues as adult- oriented businesses, non-conforming signs, adoption of a Historic Preservation District, and revised findings for review and approval of conditional use permits.
- ✓ Adoption of amendments to the Land Development Code to establish the Landmark Design Review Overlay District.
- ✓ Hired a consultant to assist with the rewrite of the Land Development Code. Phase 1 of the rewrite process will commence in February 2009.
- ✓ Improved relationships between neighborhood organizations and code compliance staff, (e.g. Plaza de Vieja).
- ✓ Organized a number of very successful neighborhood clean-ups in Southside and Plaza de Vieja.
- ✓ Completed overhaul of code compliance procedures and processes to ensure more timely and efficient customer service.
- ✓ Process major rezoning/regional plan amendment/CUP cases such as: Crestview, Clear Creek South Apartments, YMCA, Juniper Point: a TND development with regulating plan, form-based code and development agreement. St. Francis de Assisi Church rezoning and conditional use permit. Canyon Del Rio case could also require a plan amendment.
- ✓ Approved 216 single-family lots, 391 multi-family dwelling units, and 213,145 square feet of industrial development, 255,565 square feet of commercial development and 295 motel rooms.
- ✓ The Current Planning Program has and will continue to provide expertise to the Community Investment Division on several redevelopment and economic development projects such as Flagstaff Marketplace/Auto Park Development, Sawmill re-visions, Downtown Redevelopment, Fourth Street/City Property, annexation/rezoning and re-development project and Southside implementation.
- ✓ Implementing the Development Impact Fee system into the review process.
- ✓ Reviewed and processed 137 miscellaneous commercial building permits.
- ✓ Processed 17 lot split/combination permits.
- ✓ Updated and maintained the Land Information system and coordinated information with GIS.
- ✓ Reviewed and approved the Super Wal-Mart site plan.
- ✓ Completed the Current Planning & Front Counter Procedures and Processes manuals.
- ✓ Increased hours of front counter operations.

FY 10 NEW INITIATIVES AND GOALS

Public Safety:

- ➢ Annual update of International Building Codes to balance increases in costs versus the public safety for new construction and additions (residential and commercial).
- ➢ Conduct in-house training for consistency in building code enforcement and to enhance the inspector's ability to make good decisions.
- ➢ Continue with proactive and reactive code compliance to courteously enforce community values to foster clean, safe and orderly neighborhoods.
- ➢ Implement a comprehensive report-writing program developed in cooperation with the Police Department to ensure tracking of timely, follow-up inspections and detailed recording of compliance history on a property.

- Ensure that all code compliance officers are certified as zoning inspectors and property maintenance inspectors with the International Code Council (ICC).
- Continue to process developments that comply with all public safety and access standards. Continue to work with the Fire Department to promote forest resource reductions though the comprehensive stewardship process. Assist with the annual update of the Engineering Standards.
- With the rewrite of the Land Development Code, provide development standards that work in concert with public safety requirements.

Affordable Housing:

- Through Regional Plan 2012 and Neighborhood Plans, actively promote and encourage the development of affordable housing opportunities.
- Use the tools approved by City Council to work with developers to increase the number of new homes to be affordable in exchange for quantities of required resource protection and densities.
- Through the Land Development Code rewrite, actively promote and encourage the development of affordable housing opportunities.
- Obtain additional workforce housing through the rezoning process. Actively promote affordable housing opportunities in all residential projects being processed.

Community Sustainability:

- Ensure that the on-going process to update the Regional Plan encourages sustainable economic vitality, environmental protection and social inclusion so that community residents, businesses and visitors can enjoy a community where they live, work, and play.
- As an active participant on the SEDI board, Coconino County Sustainability Citizen advisory committee and the newly established Sustainability cabinet, work on enhancements and new recommendations for the updates to the International Energy Conservation Codes. Coordinate with Coconino County citizen building code review board, Northern Arizona Electrical Contractors Association and NABA to assure that regulatory changes are executable in the field.
- Through the adoption of an updated zoning ordinance (Land Development Code), encourage sustainable economic vitality, environmental protection and social inclusion so that community residents and visitors can enjoy a better quality of life.
- Continue to implement the city's lighting code to protect the quality of Flagstaff's dark skies. Obtain bus stops/shelters through the development review process.

Economic Vitality:

- Through the eventual adoption of an updated Regional Plan, promote economic vitality through infill, new growth and development while ensuring compatible uses, compact development and location of appropriate sites to support economic opportunities.
- Through the eventual adoption of a revised and updated Land Development Code, promote economic vitality through new growth and development.
- Continue the streamline of the Development Review Board Process. Implemented and improved the single-point-of-contact system to provide clear and focused customer service in processing the various types of development proposals.

Environmental Sustainability:

- Engage the public, business community agencies and city/county departments to participate in the Regional Plan process to identify environmental sustainable goals, policies and strategies to incorporate in the Regional Plan.
- The new Neighborhood Program website will have a link to provide guidance to the city's environmental programs and information.
- The Building & Safety program is constantly reviewing methods to include new building science into construction. In an effort to assist with environmentally friendly materials, alternate energy systems and life-cycle cost benefits, staff will work on new permitting processes to make it easier to install wind generators, solar PV and thermal systems and reviewing the requirements for better insulation and glazing.

- Educate inspectors and implement inspection techniques to include the new building sciences for sustainable construction, energy savings, solar photovoltaic and wind generation systems.
- Through the Land Development Code rewrite, actively promote and encourage sustainable development practices to protect and enhance Flagstaff's unique natural environment.
- Continue to implement the resource protection standards of the Land Development Code that protect forest, steep slopes and rural floodplains.

Social Inclusion:

- Foster the development of a safe, sustainable community by ensuring that the state-mandated Regional Plan 2012 involves a thorough, internal and external outreach program of departments, agencies, citizens, tourism and business community to understand issues and provide solutions by employing the latest land planning tools and policies that address the needs of the community.
- Closely coordinate efforts with Land Development Code rewrite such that the newly created codes are consistent with and support the vision of the Regional Plan 2012.
- Enhance implementation of the Neighborhood Program using the city's web site and a speaker's bureau.

Family, Youth and Community

- Outreach and community involvement is the cornerstone to create the Regional Plan 2012 and Neighborhood Plans so that the community feels vested in the vision and supports actions and policies to realize the plans. Not only will traditional outreach methods be utilized to notify and engage the public (e.g. newspaper ads, direct mailing and neighborhood meeting), non-traditional methods will also be employed, such as a virtual town meeting (streaming webcast), instant messaging, radio public service announcement/interview and websites (blog and city webpage).
- The Citizen Advisory Committee (CAC) will be composed of county and city residents who represent a community cross-section as recommended by the Council. The CAC will partner with staff to create the Regional Plan based upon the input from citizenry and the business community.
- Continue with the process of working with the public, business community and a consultant to rewrite the Land Development Code based on Smart Growth principles and sustainable development policies to ensure it is consistent with the Regional Plan and to make it simpler, easier to use and understandable. Numerous opportunities for public input and participation will be provided throughout this process.
- Develop a Community Oriented Code Compliance (COCC) initiative that will bring code officers in closer contact with community residents to educate them about code compliance issues and solicit their participation in caring for their communities.

Facilities and Basic Services:

- Based upon population projections and economic growth as well as input from public open houses and focus groups, assess current and future facilities and basic services needs to incorporate into the appropriate 'elements' found within the Regional Plan.
- Provide inspections within 24 hours of inspection request.

PERFORMANCE MEASURES

Council Priority: (A) Sustainability (Economic Vitality, Environment, and Affordable Housing) and (B) Family, Youth and Community plus Social Inclusion

Goal: (A) Facilitate the creation and adoption of a community supported, innovative, and comprehensive updated Regional Land Use Plan, Land Development Code, and Energy Code. (B) Increase public awareness of and participation in the process.

Objective: (A) Adoption of a new Regional Land Use Plan, Land Development Code and Energy Code, on schedule and within budget, that supports Economic Vitality, Environmental Enhancement, and Affordable Housing. (B) Significantly increase efforts for public awareness of and participation in determining the future "look and feel" of Flagstaff resulting in increased public support in the three processes and products.

Type of Measure: (A) Output, (B) Policy outcome

Tool: (A) Progress reports,
(B) Weighted average of the following targets:
- Groups invited: Target at 100% attendance and 100% participation.
- General public: Larger meetings - target at 50/meetings at 50% participation. Focus group meetings - target at 25/meetings at 75% participation.

Frequency: Quarterly

Scoring: (A) Percent completed to meet deadline, (B) New measure

Trend: New measure

Measures: (A)	CY 07 Actual	CY 08 Actual	CY 09 Estimate	CY 10 Proposed
Regional Plan Milestones (Percent completed)	N/A	N/A	30%	75%
Land Development Code Milestones (Percent completed)	N/A	N/A	50%	100%
Energy Code (Percent completed)	N/A	N/A	100%	100%

Measures: (B)	CY 07 Actual	CY 08 Actual	CY 09 Estimate	CY 10 Proposed
Regional Plan (Percent scoring met in public and group awareness in project)	N/A	N/A	90%	95%
Regional Plan (Percent scoring met in public and group participation in project)	N/A	N/A	90%	95%
Land Development Code (Percent scoring met in public and group awareness in project)	N/A	N/A	90%	95%
Land Development Code (Percent scoring met in public and group participation in project)	N/A	N/A	90%	95%
Energy Code (Percent scoring met in public and group awareness in project)	N/A	N/A	90%	95%
Energy Code(Percent scoring met in public and group participation in project)	N/A	N/A	90%	95%

Council Priority: (A) Sustainability (Economic Vitality, Environment, and Affordable Housing) and (B) Family, Youth and Community plus Social Inclusion
Goal: Timely process development applications through the Development Review Board, Planning & Zoning Commission and Council process while increasing public awareness in the process and support for the resultant built environment.
Objective: (A) Approval of development proposals that support the City's Economic Vitality, Environmental and Affordable Housing goals. (B) Determine support for resultant built environment.
Type of Measure: (A) Output, (B)Policy outcome
Tool: (A) Statistical counts, (B) Survey clients on overall success.
Frequency: (A) Quarterly, (B) Annually
Scoring: (A) New measure, (B) New measure
Trend: New measure

Measures: (A)	CY 07 Actual	CY 08 Actual	CY 09 Estimate	CY 10 Proposed
Percent of development applications that meet two or more of Council policies.	N/A	N/A	95%	100%

Measures: (B)	CY 07 Actual	CY 08 Actual	CY 09 Estimate	CY 10 Proposed
Percent of built projects that meet scoring target.	N/A	N/A	80%	90%

Council Priority: Public Safety
Goal: Ensure safety of new construction.
Objective: (A) Ensure building code and construction practices meet all safety requirements. (B) High customer satisfaction
Type of Measure: (A) Output, (B) Policy outcome
Tool: (A) Statistical counts, (B) Survey applicants on satisfaction with review process.
Frequency: (A) Quarterly, (B) Annually
Scoring: (A) New measure, (B) New measure
Trend: New measure

Measures: (A)	CY 07 Actual	CY 08 Actual	CY 09 Estimate	CY 10 Proposed
Percent of error free plan reviews	N/A	N/A-	95%	98%
Percent of error free building inspections	N/A	N/A-	95%	98%

Measures: (B)	CY 07 Actual	CY 08 Actual	CY 09 Estimate	CY 10 Proposed
Percent of contractor rating plan review as satisfactory or better	N/A	N/A-	80%	90%
Percent of builders rating building inspections as satisfactory or better	N/A	N/A-	85%	95%

SECTION: **16-PLANNING & DEVELOPMENT SERVICES**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 3,112,157	$ 2,559,712	$ 2,488,010	$ 2,142,813	$ (416,899)
CONTRACTUAL	140,323	171,958	123,742	76,046	(95,912)
COMMODITIES	122,410	77,761	63,783	60,214	(17,547)
CAPITAL	17,201	-	-	-	-
TOTAL	**$ 3,392,091**	**$ 2,809,431**	**$ 2,675,535**	**$ 2,279,073**	$ (530,358)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 288,561	$ 441,172	$ 325,644	$ 182,570	$ (258,602)
COUNCIL AND COMMISSIONS	3,453	6,150	3,163	-	(6,150)
PRIVATE DEVELOPMENT ENGR	327,247	-	-	-	-
TRAFFIC ENGINEERING	628	-	-	-	-
PUBLIC WORKS INSPECTION	530,844	-	-	-	-
MATERIALS TESTING	223,629	-	-	-	-
SURVEY	107,931	6,574	-	-	(6,574)
ADEQ PLAN APPROVAL	33	-	-	-	-
ADVANCE PLANNING	894	7,000	111,674	301,792	294,792
BUILDING PLANNING REVIEW	525,502	550,902	428,043	336,124	(214,778)
BUILDING INSPECTION	778,065	808,962	785,000	650,320	(158,642)
CODE COMPLIANCE	955	339,699	255,673	248,848	(90,851)
DEVELOPMENT REVIEW	604,349	648,972	766,338	559,419	(89,553)
TOTAL	**$ 3,392,091**	**$ 2,809,431**	**$ 2,675,535**	**$ 2,279,073**	$ (530,358)

SOURCE OF FUNDING:

GENERAL FUND	$ 2,279,073
	$ 2,279,073

COMMENTARY:

The Planning and Development Services operating budget has decreased by 19% and there are no capital expenditures. Personal Services decreases are due to 5.8 FTE staffing reductions that include an Associate Planner (1.0 FTE), a Development Services Representative (1.0 FTE), a Code Compliance Officer (1.0), a Case Manager (1.0) and a reduction in hours for the Building Inspection Section Manager, Supervisor, and Inspectors (1.8 FTE). In addition, there are salary and benefit decreases. Contractual decreases are due to reductions in consultant fees, telephone, equipment maintenance, travel and education, postage and freight, memberships, and other miscellaneous services. Commodities decreases are due to reductions in office equipment, printing/copying, office suppplies, food, awards, and books and subscriptions. One time expenditures for this division are for internal work requests and a Chase lease. There are no major capital (>$10,000) expenditures planned for this section.

MISSION

The Community Development Division 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 Engineering Section is made up of 4 Programs: Capital Improvements (see Section 03), Transportation, Engineering, Development Engineering & Survey and Engineering Inspection & Materials Testing.

FY 09 ACCOMPLISHMENTS

Administration

- ✓ Conducted Section staff meetings.
- ✓ Responsive to needs of the Council, citizens, City Manager and Divisions/Sections.
- ✓ Provided thorough reports to the City Manager.
- ✓ Provided consistent leadership and support for the Engineering Section, including Capital Improvements.
- ✓ Attended monthly meetings with FUSD's Assistant Superintendent of Operations.
- ✓ Attended bi-monthly meetings with ADOT District Engineer.
- ✓ Attended quarterly Executive meetings with US Army Corps of Engineers for the Rio de Flag Flood Control Project.
- ✓ Member of Capital Improvements and Change Order Committees (internal staff committees).
- ✓ Member of FMPO Technical Advisory Committee.
- ✓ Attended Council Meetings & Work Sessions, Development Review Board and Traffic Commission.

Transportation Engineering

- ✓ Provided support for Wal-Mart Supercenter site plan and development proposal.
- ✓ Provided support for development of Traditional Neighborhood Design (TND) chapter in Land Development Code and TND street standards.
- ✓ Member of FMPO Technical Advisory Committee.
- ✓ Supported the Traffic Commission to engage the public and provide forum for public input.
- ✓ Provided private and capital plan reviews on numerous projects.
- ✓ Addressed citizen complaints and responded with 63 new internal Work Orders for new or revised traffic control devices.
- ✓ Processed signage/striping improvements city wide.
- ✓ In conjunction with Public Works Division's Street Section and GIS, developed a traffic sign inventory program to meet new federal requirements for minimum traffic sign retro-reflectivity.
- ✓ Working with GIS to develop accident database accessible to Traffic Section and FMPO.
- ✓ With GIS assistance, developed comprehensive traffic volume count map accessible on the City's web site.
- ✓ Assisted Mountain Line in revision of their routes and to add a new transfer facility in Downtown Core.
- ✓ Provided support for the Mountain View Village site plan and development proposal.
- ✓ Oversaw the analysis and design of two new traffic signals at Butler/Foxglenn and Country Club/Soliere.
- ✓ Drafted an Ordinance to allow residential neighborhood areas adjacent to the downtown area to establish permit parking districts.

Development Engineering & Survey

- ✓ Streamlined a number of internal processes to enhance productivity and customer service.
- ✓ Provided support to promote completion of the Presidio in the Pines development.
- ✓ Processed annual revisions to Engineering Design and Construction Standards and Specifications.
- ✓ Developed a process manual and task descriptions for program employees.
- ✓ Commenced AutoCAD drafting of as-built drawings.
- ✓ Completed backlog of as-built drawings.
- ✓ Resurrected and refined the Mr. Easement database easement program.
- ✓ Implemented the Low Distortion Grid Projection coordinate system for survey monumentation.
- ✓ Accepted right-of-way permit issuance responsibility.

- ✓ Updated infrastructure construction cost unit price database.
- ✓ Accepted additional plan review responsibilities for traffic and stormwater related designs.
- ✓ Provided training sessions and support to internal KIVA users.

Engineering Inspection & Testing

- ✓ No on-the-job staff injuries.
- ✓ All inspectors attended and received competent person certification in Trench and Excavation Safety Training.
- ✓ All inspectors attended and received competent person certification in Confined Space Training.
- ✓ All staff received Traffic Control Work Zone and Flagger Training.
- ✓ All inspectors attended ADA training for detectable warning tile installation.
- ✓ 2 Inspectors attended Construction of Quality Hot Mix Asphalt Pavement Training.
- ✓ Continued five-year upgrade of Laboratory equipment.
- ✓ Staff performed 15,308 off-site inspections.
- ✓ 95% of the inspections were performed on time.
- ✓ There was only one minor warranty work item required in CY 2008.
- ✓ 34 major construction projects received a Final Letter of Acceptance.
- ✓ Inspected 56 Private Development projects (including Flagstaff Mall Expansion and the Fourth Leg at Marketplace) and 19 Capital Improvement Projects (including Sunnyside IV and Huntington).
- ✓ Provided additional materials testing for Public Works, Utilities and Parks Divisions.
- ✓ There were no vehicle accidents.

FY 10 NEW INITIATIVES AND GOALS

Administration

- ➢ Provide consistent leadership and support for the Section.
- ➢ Work closely with other Divisions/Sections to ensure thorough communication.
- ➢ Ensure a well trained, team centered, client focused staff.
- ➢ Increase the Engineering Section's use of the City's webpage.

Transportation Engineering

- ➢ In conjunction with the Public Works-Traffic Crews, and the FMPO; gather new traffic data for all the COF traffic signals and update/revisit the existing timing and coordination plans.
- ➢ Continue to support the Traffic Commission and its advisory committees to engage the public and establish positive working relationships.
- ➢ With GIS, develop comprehensive traffic volume count map and associated raw count data accessible on the City's web site.
- ➢ Initiate design of a new downtown traffic signal at Birch/Leroux as an in-house design project.
- ➢ Work on the Transportation Element and related portions of the Regional Land Use Plan update.

Development Engineering & Survey

- ➢ Develop plan review guidelines for retaining walls, geotechnical reports, and engineering design reports.
- ➢ Promote the full utilization of KIVA to other City staff.
- ➢ Process annual revisions to Engineering Design and Construction Standards and Specifications.
- ➢ Revise City's Public Improvements Ordinance in unison with revisions to the Land Development Code
- ➢ Prepare written instructions and training for the use of the FRED II drawing database by other City staff.
- ➢ Revise the engineer's estimate/assurance process.
- ➢ Continue to streamline internal processes to enhance productivity and customer service.
- ➢ Successfully transfer operation of the records management work tasks to the survey group.
- ➢ Expand the information available on the City's public website.
- ➢ Increase plan review staff proficiency in traffic and stormwater engineering.
- ➢ Develop comprehensive plan review checklists.
- ➢ Assist the transportation program by sharing a project manager, when requested, up to 1,040 hours/year.

Engineering Inspection & Testing

- ➢ Obtain American Concrete Institute training and certifications for two inspectors.
- ➢ Continue to provide on time inspections and materials testing for both private development and capital improvements projects.

- Obtain the next level of National Institute of Certified Engineering Technicians.
- Completion of Fire Station #3, YMCA, Quiet Zone/Wayside Horn installations, N. Highway 89 Streetscape Improvements and McMillan Mesa Village.
- Replace 12 year old Stability Flow Machine (estimated 12 year life) used to test asphaltic concrete samples.

PERFORMANCE MEASURES

Council Priority: Public Safety
Goal: In unison with FMPO, develop procedure to improve traffic & pedestrian safety on City roadways.
Objective: Identify high accident locations, perform safety audits, prioritize and implement low cost improvements and evaluate before & after performance of the improvements.
Type of Measure: Program Outcome
Tool: Accident counts, safety audits and physical improvements
Frequency: Annual, in conjunction with FMPO, Police and GIS. Note: actual annual totals are not available until 12-18 months past the 12/31 end of the year date.
Scoring: New Measurement – No history
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Any crash rate for 100 million vehicle miles traveled within the FMPO Region	Not Measured	Not Measured	350	350

Council Priority: Community Sustainability
Goal: In unison with FMPO, accurately predict traffic behavior associated with development/growth and maintain acceptable level of service (LOS D) on City roadways.
Objective: Maintain comprehensive and accurate traffic model for current and full build out conditions for use in developing Traffic Impact Analyses and to predict capital improvements in advance of unacceptable levels of congestion.
Type of Measure: Program Outcome
Tool: Syncro (microscopic traffic simulation software) and field measurement
Frequency: Annually
Scoring: New Measurement – No history
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Travel time (in seconds) through the 89N corridor (Fanning Drive east to City limits) during the PM Peak	Not Measured	Not Measured	NB = 536.7 SB = 360.9	NB = 540 SB = 360

Council Priority: **Community Sustainability**
Goal: Provide safe and functioning transportation, water, sewer and drainage systems for lasting use by our current and future residents.
Objective: Ensure the installation of durable, well-designed, properly functioning infrastructure that remains acceptable at the end of the warranty period.
Type of Measure: Program outcome
Tool: Logged citizen and client phone calls and internal survey from City Divisions who are responsible for infrastructure maintenance.
Frequency: Quarterly
Scoring: New program – No history
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Percentage of projects without malfunctioning or underperforming infrastructure throughout the project's design life	Not measured	Not measured	95%	98%

Type of Measure: Program outcome
Tool: Completed and processed variance forms and field change forms prepared by Development Engineering Project Managers and Engineering Inspectors
Frequency: Quarterly
Scoring: New program – No history
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Percentage of development projects completed with no required design variances to the City Engineering Standards or field changes to approved construction plans	Not measured	Not measured	95%	98%

Council Priority: **Community Sustainability**
Goal: Provide safe and functioning transportation, water, sewer and drainage systems for lasting use by our current and future residents.
Objective: Provide punctual and comprehensive customer service to ensure successful delivery of new infrastructure projects.
Type of Measure: Output
Tool: Tracking by program staff of number of sheets completed with specified amount of time
Frequency: Quarterly
Scoring: New program – No history
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Percentage of as-built drawings for new infrastructure completed within allotted time frame	Not measured	Not measured	90%	95%

Type of Measure: Output
Tool: Tracking (KIVA) by program staff of review time for every application and number of times that it is met
Frequency: Quarterly
Scoring: New program – No history
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
On-time review of land development applications	Not measured	Not measured	83%	87%

Council Priority: **Community Sustainability**
Goal: Provide safe and functioning transportation, water, sewer and drainage systems for lasting use by our current and future residents.
Objective: Increase the contractors understanding of the City of Flagstaff Standards through improved communication with external clients regarding approved plans & specifications in order to improve construction quality.
Type of Measure: Output
Tool: Daily Materials Laboratory Reports
Frequency: Monthly
Scoring: 75 – 90%
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Percentage of Lab tests performed that pass appropriate criteria after the initial (1st) test	Not measured	Not measured	95%	98%

Type of Measure: Output
Tool: Daily Inspection Reports
Frequency: Monthly
Scoring: 75 – 90%
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Percentage of projects that do not have any corrective work issues that arise during the 1 year warranty period	Not measured	Not measured	95%	98%

Type of Measure: Output
Tool: Certification Awards
Frequency: Annually
Scoring: 90% +
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Percentage of Inspection staff with Highway Construction Certifications	38%	63%	75%	100%
Percentage of Inspection staff with Underground Utilities Certifications	63%	75%	88%	100%
Percentage of Materials Testing Staff with Materials Testing Certifications	60%	75%	75%	100%

SECTION: **17-ENGINEERING**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 503,783	$ 2,011,076	$ 1,732,839	$ 1,578,431	$ (432,645)
CONTRACTUAL	25,019	84,434	90,590	37,559	(46,875)
COMMODITIES	16,828	47,120	74,124	36,889	(10,231)
CAPITAL	-	85,500	39,372	46,000	(39,500)
TOTAL	**$ 545,630**	**$ 2,228,130**	**$ 1,936,925**	**$ 1,698,879**	$ (529,251)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 168,979	$ 294,296	$ 315,559	$ 143,997	$ (150,299)
TRAFFIC BOARDS & COMMISSN	6,215	1,200	1,089	-	(1,200)
TRAFFIC ENGINEERING	370,436	450,836	271,216	204,167	(246,669)
PRIVATE DEVELOPMENT ENGR	-	427,464	335,452	563,255	135,791
PUBLIC WORKS INSPECTION	-	659,250	648,655	604,400	(54,850)
MATERIALS TESTING	-	261,700	243,648	183,060	(78,640)
SURVEYING	-	133,384	121,306	-	(133,384)
TOTAL	**$ 545,630**	**$ 2,228,130**	**$ 1,936,925**	**$ 1,698,879**	**$ (529,251)**

SOURCE OF FUNDING:

GENERAL FUND	$ 908,864
HIGHWAY USER REVENUE FUND	752,512
STORMWATER FUND	37,503
	$ 1,698,879

COMMENTARY:

The Engineering (previously known as Community Improvement) operating budget has decreased 23% and capital expenditures total $46,000, resulting in an overall net decrease of 24%. Personal Services decreases are due to 5.5 FTE staffing reductions that include the following: Engineering Inspector (1.0 FTE), Engineering Technicians (1.5 FTE), Intern (.5 FTE), Material Technician Aide (.5 FTE), and Project Managers (2.0 FTE). In addition there are salary and benefit decreases. Contractual decreases are due to equipment maintenance, travel and education, advertising, memberships, postage and freight, and other miscellaneous services. Commodities decreases are due to computer and office equipment, small tools, books and subscriptions, uniforms, safety supplies, internal work order charges, and motor vehicle expenses. One-time expenditures for this division are for expected retirement payouts and internal work orders. Major capital (>$10,000) includes two extended cab pick-up trucks ($23,000 per vehicle).

MISSION

The mission of the Housing Section is to provide enabling programs and policies for decent housing, a suitable living environment and economic opportunity to the residents of Flagstaff, in particular, Flagstaff's workforce and low / moderate income households thus fostering a diverse and sustainable community.

PROGRAM DESCRIPTION

The Housing Section administers the Community Development Block Grant Entitlement Program; provides technical assistance to non-profits in the community seeking Federal or State funding to provide services for low or moderate income members of the community; designs and implements new affordable housing programs as funding allows, such as the Community Land Trust Program; works with the greater housing community to develop City policies encouraging private sector solutions for affordable housing; works to encourage development of affordable housing not related to policy; provides information to the community and City Council as requested on affordable and workforce housing issues; and facilitates public participation or provides support for numerous community planning processes and documents.

FY 09 ACCOMPLISHMENTS

Planning and Administration – Section 31

- ✓ Administered CDBG fund in a federally compliant manner, including the completion of:
  - Annual Action Plan
  - CAPER
  - Environmental Review Procedures
  - Subrecipeient monitoring
  - Fair Housing Education
  - All required reports and analysis
- ✓ Received and administered two Arizona Department of Housing Grants for the Owner Occupied Housing Rehabilitation and Emergency Repair Programs.

Planning and Administration – Section 19

- ✓ Coordinated efforts with Development Services to integrate housing planning early in the development process.
- ✓ Created and implemented community wide housing education effort.
- ✓ Completed, in partnership with the Arizona Rural Policy Institute and a community working group, a 10-year plan to end chronic homelessness.
- ✓ Issued a Request for Proposals to identify an agency to construct, operate and manage a homeless shelter on City owned property.
- ✓ Provided foreclosure training opportunities for the public.
- ✓ Created and implemented Housing Incentive Policy.
- ✓ Coordinated with local businesses to establish Employer Assistance Housing efforts.
- ✓ Worked with Flagstaff Housing Authority on 5 and 10 year agency plans.
- ✓ Entered into planning process with successful respondents for John Wesley Powell site and 202 site.
- ✓ Established Community Land Trust Advisory Committee.
- ✓ Completed analysis of City owned properties
- ✓ Participated in the Regional Plan and LDC re-write processes.
- ✓ Completed implementation of electronic loan and client tracking system.

Affordable Housing Development and Neighborhood Revitalization – Section 31

- ✓ Provided funding and administrative oversight for the following grant funded programs to benefit the community:
  - Housing Acquisition/Rehabilitation
  - Flagstaff Homeless Shelter
  - Owner Occupied Housing Rehabilitation
  - ADOH Emergency Repair
  - ADOH Owner Occupied Housing Rehabilitation
  - Minor Rehabilitation of Sharon Manor
  - Catholic Charities Shelter Rehabilitation
  - Flagstaff Homebuyer Assistance Program
  - Housing Subsidy Grants
  - Housing Stabilization
  - IDA Matching Fund
  - Contract for Construction of Two Homes

- ✓ Issued Request for Proposals for Izabel Homes vertical construction.
- ✓ Provided Housing Incentives to 3 projects, resulting in 73 units and 3 lots.
- ✓ Assisted in securing 56 units of Low Income Housing Tax Credit development.
- ✓ Provided down payment and closing cost assistance to 13 clients through the Community Homebuyer Assistance Program (CHAP).

Affordable Housing Development and Neighborhood Revitalization – Section 19

- ✓ Continued to implement recommendations from the Community Housing Policy Task Force.
- ✓ Ongoing planning efforts with developers to incorporate workforce housing units into upcoming developments in the City of Flagstaff – where appropriate.
- ✓ Facilitated the sale of 6 units in the Rio Homes development.
- ✓ Completed Development Agreement resulting in 61 permanently affordable apartments (20%) in the Woods at Clear Creek development.
- ✓ Finalized partnership with Habitat for Humanity Flagstaff to integrate 3 homes into the Community Land Trust Program.
- ✓ Completed Development Agreement resulting 12 permanently affordable units (10%) in the Crestview development.
- ✓ Completed first 3rd party development agreement.
- ✓ Establishment of partnership with The Village at University Heights to utilize an affordability covenant providing 10 units of permanently affordable housing.
- ✓ First Community Land Trust Program homes sold and occupied.
- ✓ Worked with lenders to provide financing options for permanently affordable homes.
- ✓ Conducted lender / appraiser trainings for permanently affordable homes.
- ✓ Continued implementation of Nexus Study recommendations as directed.
- ✓ Worked with interested businesses on the benefits and policy guidance of Employer Assisted Housing programs.

FY 10 NEW INITIATIVES

- ➢ Increase awareness of incentives and work with residential and mixed-use developers on the benefits of including workforce housing in forthcoming developments.
- ➢ Administer all grant funding in fully compliant manner with funding source requirements.
- ➢ Assist and provide support for owners of permanently affordable units in compliance with City Council direction and programmatic intention.
- ➢ Identify and pursue potential partnerships which could result in additional units either in the Community Land trust Program or providing permanent affordability through a legally sounds mechanism.
- ➢ Increase outreach and education to the public through the establishment of a list-serve for housing information and opportunities.
- ➢ Administer an effective and compliant Owner Occupied Housing Rehabilitation Program with State and Federal funds.
- ➢ Construct, in partnership with the development community, between one and four residential units designed for ownership.

PERFORMANCE MEASURES

Council Priority: **Affordable Housing & Community Sustainability**
Goal: To maintain income diversity within the City of Flagstaff by providing housing opportunities.
Objective: Produce, or cause to be produced, housing for identified target populations.
Type of Measures: Output
Tool: Statistical Counting
Frequency: Quarterly
Scoring: Unknown – New Measure
Trend: Unknown – New Measure

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Percentage of affordable housing units created based on the number of total residential units created.	N/A	N/A	10%	10%
Number of developer contributed permanently affordable units.	N/A	N/A	5	5
Percentage of affordable housing opportunities created or delivered based on total housing units needed to reach 20% goal presented in the Nexus Study.	N/A	N/A	8%	10%
Number of units created through the City program with partnerships.	N/A	N/A	5	5

Council Priority: **Affordable Housing & Community Sustainability**
Goal: To maintain income diversity within the City of Flagstaff by providing housing opportunities.
Objective: Community Outreach and Education
Type of Measure: Outcome
Tool: Attendee Survey
Frequency: As outreach and education sessions occur, compiled quarterly
Scoring: Unknown – New Measure
Trend: Unknown – New Measure

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Increase in citizen awareness and knowledge of housing opportunities within Flagstaff	N/A	N/A	80%	80%

Council Priority: **Affordable Housing & Community Sustainability**
Goal: Address the economic and social needs of Flagstaff's population through targeted programming and planning.
Objective: Serve target populations through City funded or administered programs that produce a greater quality of life.
Type of Measure: Program outcome
Tool: Client Survey
Frequency: Quarterly reports from programs and sub-recipients
Scoring: Unknown – New Measure
Trend: Unknown – New Measure

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Program effectiveness based on client satisfaction and impact on quality of life.	N/A	N/A	85%	85%

Council Priority: **Affordable Housing & Community Sustainability**
Goal: Administer grant funding in full compliance with funding source requirements.
Objective: Planning & Delivery
Type of Measure: Outcome
Tool: Compilation of evaluation reports
Frequency: Annually, dependent on Federal and State feedback
Scoring: Unknown – New Measure
Trend: Unknown – New Measure

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Percentage of compliance achieved with requirements for grants received from the State and Federal governments.	N/A	N/A	100%	100%

SECTION: **19-HOUSING**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ -	$ -	$ -	$ 376,167	$ 376,167
CONTRACTUAL	-	-	-	8,750	8,750
COMMODITIES	-	-	-	(70,025)	(70,025)
TOTAL	**$ -**	**$ -**	**$ -**	**$ 314,892**	$ 314,892

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ -	$ -	$ -	$ 229,581	$ 229,581
LAND TRUST	-	-	-	85,311	85,311
TOTAL	**$ -**	**$ -**	**$ -**	**$ 314,892**	**$ 314,892**

SOURCE OF FUNDING:

GENERAL FUND	$ 314,892
	$ 314,892

COMMENTARY:
The Housing (formerly a part of the Community Investment Division) operating budget had its initial budget of $314,892 loaded. This was a part of the Citywide reorganization. There are no capital expenditures planned. In addition, there are salary and benefit decreases. One-time expenditures for this division are for a credit for CDBG/ADOH Grants. There is no major capital (>$10,000) for this section.

SECTION: **31-COMMUNITY REDEVELOPMENT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 104,845	$ 71,774	$ 72,264	$ 69,553	$ (2,221)
CONTRACTUAL	1,294,844	3,900,097	1,147,492	3,421,423	(478,674)
COMMODITIES	27,274	4,900	2,849	76,800	71,900
CAPITAL	611,842	-	179,418	-	-
TOTAL	**$ 2,038,805**	**$ 3,976,771**	**$ 1,402,023**	**$ 3,567,776**	$ (408,995)

EXPENDITURES BY PROGRAM:

REVOLVING LOAN GEN FUND	$ 411,743	$ 450,000	$ 426,839	$ 190,708	$ (259,292)
CDBG ENTITLEMENT ADMIN	90,030	108,535	83,141	81,253	(27,282)
LAND ACQUISITION-GF	445,210	1,407,956	253,076	1,265,184	(142,772)
AZ HOUSING TRUST FUNDS	64,481	300,000	43,000	300,000	-
HOME GRANT	122,896	300,000	70,030	300,000	-
WORKFORCE HSG INCENTIVES	10,936	287,964	32,000	300,528	12,564
WORKFORCE HOUSING DEVELP	56,659	23,000	37,741	-	(23,000)
CDBG-REHAB OF ACQ HOMES	131,815	243,000	75,323	112,500	(130,500)
CDBG-NEIGH REV/HSG CONSTR	50,000	-	-	-	-
CDBG-PUBLIC IMPROVEMENTS	66,230	-	-	-	-
CDBG HOUSING REHAB	28,571	205,000	64,429	288,750	83,750
CDBG MISC PROJECTS	156,097	130,316	65,102	120,000	(10,316)
CDBG HOME BUYERS ASSIST	140,295	130,000	55,821	65,200	(64,800)
CDBG ECONOMIC DEVELOPMEN	-	-	-	30,000	30,000
CDBG CODE ENFORCE	54,883	-	-	-	-
CDBE IDA MATCHING	29,547	-	453	-	-
CDBG PUBLIC FACILITY REH	100,969	120,000	38,063	180,000	60,000
CDBG HSG SUBSIDY GRANTS	78,443	186,000	115,467	164,090	(21,910)
CDBG HSG STABILIZATION	-	85,000	41,538	121,313	36,313
CDBG PUBLIC FACILITY OPS	-	-	-	48,250	48,250
TOTAL	**$ 2,038,805**	**$ 3,976,771**	**$ 1,402,023**	**$ 3,567,776**	$ (408,995)

SOURCE OF FUNDING:

COMMUNITY REDEVELOPMENT FUND	$ 3,567,776
	$ 3,567,776

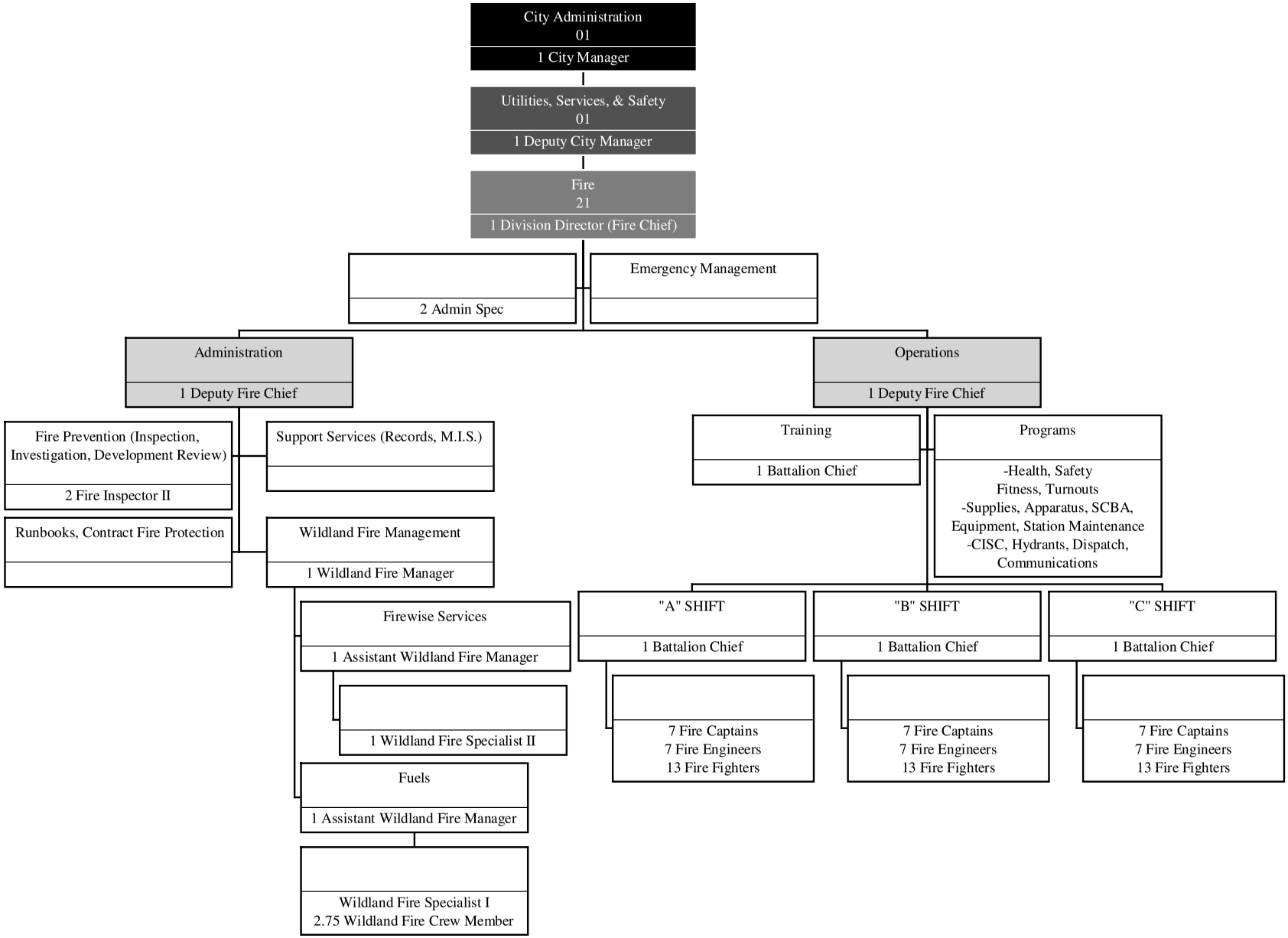
COMMENTARY:

The Housing and Community Services operating budget has decreased 10% and there are no capital expenditures. Personal Services include both salary and benefit decreases. Contractuals decrease is due to decreases in Other Miscellaneous Services expense. Commodities increases are due to work orders charges for Housing staff time charged to state and federal grants. There is no major capital (>$10,000) for this section.

FIRE DIVISION MISSION

The mission of the **Flagstaff Fire Division** 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


City Administration
01
1 City Manager
Utilities, Services, & Safety
01
1 Deputy City Manager
Fire
21
1 Division Director (Fire Chief)
2 Admin Spec
Emergency Management
Administration
1 Deputy Fire Chief
Operations
1 Deputy Fire Chief
Fire Prevention (Inspection, Investigation, Development Review)
2 Fire Inspector II
Support Services (Records, M.I.S.)
Runbooks, Contract Fire Protection
Wildland Fire Management
1 Wildland Fire Manager
Training
1 Battalion Chief
Programs
-Health, Safety Fitness, Turnouts
-Supplies, Apparatus, SCBA, Equipment, Station Maintenance
-CISC, Hydrants, Dispatch, Communications
Firewise Services
1 Assistant Wildland Fire Manager
1 Wildland Fire Specialist II
Fuels
1 Assistant Wildland Fire Manager
Wildland Fire Specialist I
2.75 Wildland Fire Crew Member
"A" SHIFT
1 Battalion Chief
7 Fire Captains
7 Fire Engineers
13 Fire Fighters
"B" SHIFT
1 Battalion Chief
7 Fire Captains
7 Fire Engineers
13 Fire Fighters
"C" SHIFT
1 Battalion Chief
7 Fire Captains
7 Fire Engineers
13 Fire Fighters

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 09 ACCOMPLISHMENTS

- ✓ Continued to develop communication system and moved toward FCC required narrow banding.
- ✓ Completed and deployed one additional new Fire Station. (Eastside, Station 3).
- ✓ Completed the construction of a new modular Training Tower and a classroom facility.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Deploy Rescue vehicle(s). As part of NFPA 1710 staffing levels.
- ➢ Build and deploy 1 Fire Station (replaces Station 2).
- ➢ Place a Rescue vehicle in service.
- ➢ Continue to migrate the Radio system to FFC requirements.
- ➢ Continue fuels treatment as budget allows.
- ➢ Shut down old Station 1 (7) as new station 2 is deployed.

PERFORMANCE MEASURES

Council Priority: **Public Safety**
Goal: To provide the highest level of customer services.
Objective: Monitor and increase Customer satisfaction.
Type of Measure: Program Effectiveness
Tool: Customer Satisfaction Survey
Frequency: Quarterly
Scoring: Percent received with and above satisfactory score. We will use the first year to set a standard**.**
Trend: New program

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Customer Satisfaction	N/A	N/A	N/A	TBD

Council Priority: Public Safety
Goal: To have all Fire Code violations corrected with 120 days of recognition.
Objective: To ensure Fire Code violation are fixed or cleared.
Type of Measure: Program Efficiency
Tool: Using our Data Base system we can track violations and the clearing of them
Frequency: Quarterly
Scoring: Over 85% = progress, 84% to 70% = Caution, below 69% evaluate the program
Trend: ↑ **(**New program)

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Correct, or refer to fire prevention 100% of fire code violations found during quarterly engine company inspections within 120 days (Note: All fire code violations are ultimately corrected.)	79%	75%	85%	85%

Council Priority: Public Safety
Goal: Maintain a low level of Property loss due to fire.
Objective: Limit fire loss to less than 2 tenths of a percent of Flagstaff's full cash value.
Type of Measure: Program Effectiveness
Tool: The fire loss reporting system
Frequency: Quarterly
Scoring: .2 or below = progressing, .2 to .3 = Caution, more than .3 = revaluate the program**.**
Trend: ↑ **(**New program)

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Limit fire loss to less than 2 tenths of a percent of Flagstaff's full cash value. (Note: Fire Loss includes contents not reflected in a property's full cash value).	,189	.170	,175	.175

Council Priority: Public Safety
Goal: Provide Advance Life Support (ALS) to all areas of the City
Objective: Track and maintain above 94% of days with ALS personnel operating in each fire station district.
Type of Measure: Program Effectiveness
Tool: Track via daily staffing rosters
Frequency: Quarterly
Scoring: 95% progress, 94% to 90% Caution, below 89% Evaluate the program
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Station #1 (New Fire Station)	97%	95%	95%	95%
Station #2	87%	94%	95%	95%
Station #3	92%	99%	95%	95%
Station #4	96%	97%	95%	95%
Station #5	95%	89%	95%	95%
Station #6	98%	97%	95%	95%
Station #7	93%	100%	95%	95%

Council Priority: Public Safety
Goal: To complete 2 hours of training per day, per employee a total of 60 hour per person.
Objective: To ensure our firefighters perform 60 hours of training per quarter as per ISO guidelines.
Type of Measure: Program Effectiveness
Tool: Reports from out\r record keeping system**.**
Frequency: Quarterly
Scoring: Over 60 hours = progressing. 59 to 45 denote Caution, below 44 triggers a Evaluation of the program.
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Number of training hours per person completed this quarter in support of ISO guidelines.	265	262	240	240

Council Priority: Public Safety
Goal: Limit the amount of lost time line of duty injuries to .5 FTE's per day.
Objective: To maintain a level of less then .5 FTE's of lost time due to line of duty injuries.
Type of Measure: Outcome
Tool: Review Accident Report
Frequency: Quarterly
Scoring: Below .5 Progressing, .6 to 3.8 Caution, 3.9 or more revaluate the program.
Trend: ↑ **(**New goal)

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Limit the amount of lost time resulting from line of duty injuries to .5 FTE's per day.	N/A	N/A	.1	.5

Council Priority: Public Safety
Goal: Provide the quickest response to 911 emergency call.
Objective: Achieve response time with NFPA 1710 standards
Type of Measure: Program Efficiency
Tool: Response time analysis in our database system.
Frequency: Quarterly
Scoring: 90% progressing,89%to 75% Caution, Below 74% revaluation of the program.
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
The first arriving vehicle is on scene of an incident within 4 minutes, 90% on the time.	Not available.	66%	70%	70%
The balance of the first alarm assignment on fire calls arrives on scene within 8 minutes, 90% of the time.	Not available	80%	80%	80%
Companies initiate response within 1 minute of receipt of the alarm, 90% of the time.	Not available	64%	70%	70%

Council Priority: **Public Safety**
Goal: Ensure the department is actively reducing Wildfire risk to the community.
Objective: Complete 300 acres of combined treatment and limit wildfire size on treated and non treated property.
Type of Measure: Program Effectiveness
Tool: Database system has this reporting capability**.**
Frequency: Quarterly
Scoring: Relative to each goal actual numbers
Trend: ←→

Measures:	**FY 07 Actual**	**FY 08 Actual**	**FY 09 Estimate**	**FY 10 Proposed**
Complete 100 acres of tree thinning.	N/A	N/A	N/A	100%
Complete 200 acres of prescribed burning.	N/A	N/A	N/A	100%
Limit average wildfire size on treated property to 5 acres or less.	N/A	N/A	N/A	>5 Acers
Limit average wildfire size on non-treated property to 20 acres or less.	N/A	N/A	N/A	>20 Acers

SECTION: **21-FIRE**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 8,736,155	$ 9,290,203	$ 8,477,223	$ 8,813,209	$ (476,994)
CONTRACTUAL	382,778	398,005	384,671	400,720	2,715
COMMODITIES	853,617	597,906	605,599	414,369	(183,537)
CAPITAL	207,950	744,000	214,000	623,000	(121,000)
TOTAL	**$ 10,180,500**	**$ 11,030,114**	**$ 9,681,493**	**$ 10,251,298**	$ (778,816)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 326,791	$ 1,053,137	$ 675,707	$ 924,679	$ (128,458)
FIRE PREVENTION	377,533	370,924	300,283	277,120	(93,804)
TRAINING	140,577	128,780	128,903	120,564	(8,216)
FIRE OPERATIONS	8,118,895	8,541,703	8,134,684	7,902,692	(639,011)
FUEL MANAGEMENT PROGRAM	276,241	312,399	399,416	491,243	178,844
GENERAL WILDFIRE RESPONSE	251,112	-	-	-	-
HAZARD REDUCTION F/Y 2004	2,764	-	-	-	-
FIRE IMPROVE PREVENTION	11,636	-	-	-	-
HAZARD FUEL REDUCTION	161	-	-	-	-
HLS 05-HEAVY RESCUE UNIT	202,558	-	-	-	-
05 DHS FIRE PREV& SAFETY	300	-	-	-	-
FYO6 GOHS RESCUE EQ.	-	10,000	-	-	(10,000)
FY06 HLS Reg Deploy/Loca	11,698	-	-	-	-
SFA-6/05 REDUCE HAZ FI	267,010	253,171	-	-	(253,171)
SFA 6-07 RESTORING FIR	12,821	-	-	-	-
06-ASSIST TO FIREFIGHT	136,775	-	-	-	-
2007-FIRE EXTRACATION	4,554	-	-	-	-
FY 07 HLS GRANTS	39,074	40,000	40,000	-	(40,000)
FY 08 HLS Grants	-	120,000	-	-	(120,000)
FY 07 ASST TO FIREFIGHTE	-	200,000	-	-	(200,000)
FM GLOBAL FIRE PREVENTION	-	-	2,500	-	-
FY 09 AZ HLS	-	-	-	140,000	140,000
FY 09 Assist to FF	-	-	-	250,000	250,000
FY09 SAFER GRANT	-	-	-	120,000	120,000
FY09 GHOHS	-	-	-	25,000	25,000
TOTAL	**$ 10,180,500**	**$ 11,030,114**	**$ 9,681,493**	**$ 10,251,298**	**$ (778,816)**

SOURCE OF FUNDING:

GENERAL FUND	$ 10,251,298
	$ 10,251,298

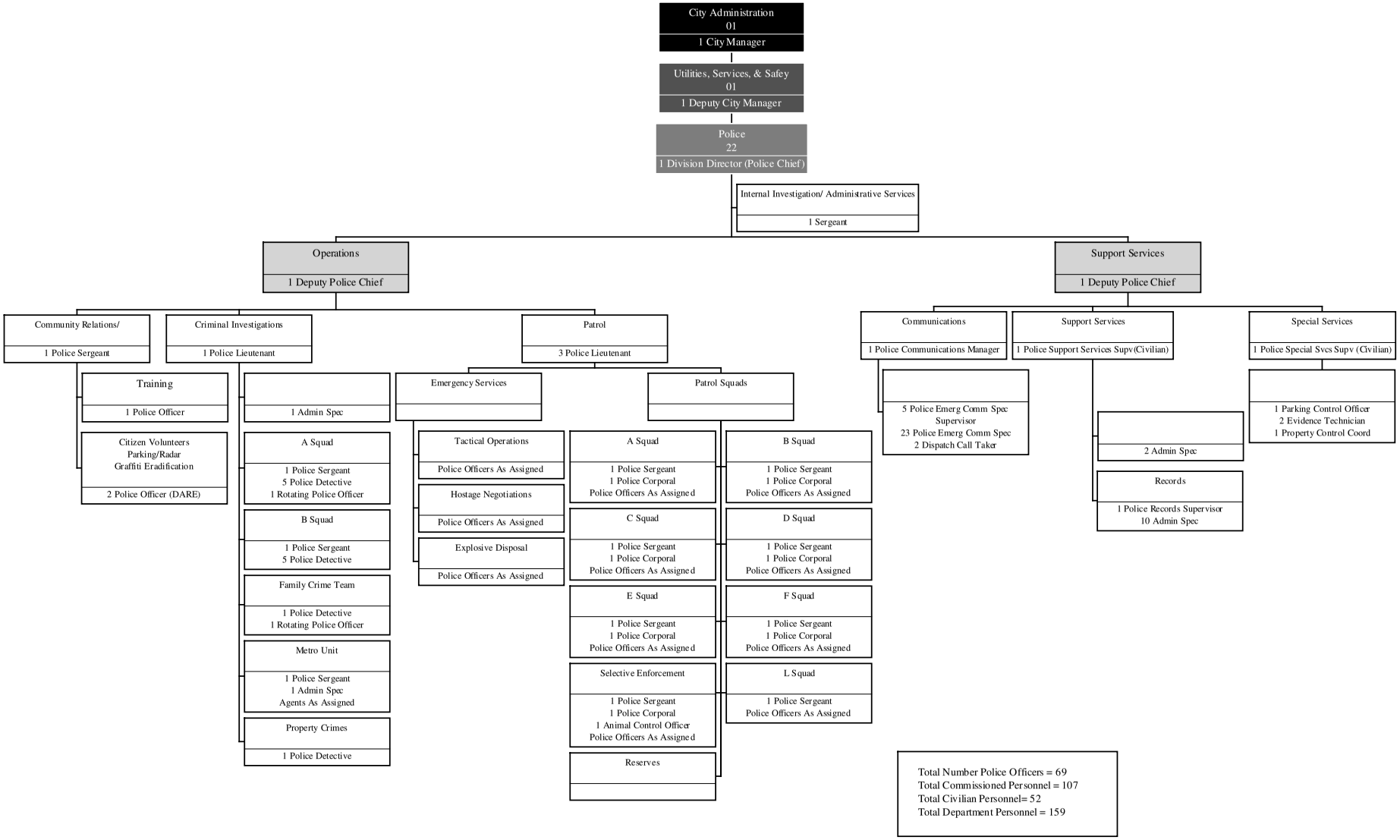
COMMENTARY:

The Fire Department operating budget has decreased 6% and capital expenditures total $623,000 resulting in an overall net decrease of 7%. Personal Services decreases are due to 2.75 FTE staffing reductions that include 1 Fire Fighter Fuel Mgt Tech, 1 Fire Inspector II and .75 Fuel Mgt Crew Member. In addition there are salary and benefit decreases. Contractual increases are due to Utility Cost for Light and Power. Commodities decreases are due to Fire General Administration reduction in work order charges, Fire Prevention reductions in non library books and subscription and Fire Operations reduction in office supplies, safety supplies, gas and oil, and misc computer equipment. Major capital (>$10,000) is for possible grant funded FY 09 AZ Homeland Secuirty Fire Equipment ($123,000), FY 09 Assistance to FireFighters Equipment ($250,000), FY09 Governors Office of Highway Safety Fire Equipment ($25,000) and a carryforward for vehicle ($225,000).

POLICE DIVISION MISSION

The mission of the **Flagstaff Police Division** 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


City Administration
01
1 City Manager
Utilities, Services, & Safey
01
1 Deputy City Manager
Police
22
1 Division Director (Police Chief)
Internal Investigation/ Administrative Services
1 Sergeant
Operations
1 Deputy Police Chief
Support Services
1 Deputy Police Chief
Community Relations/
1 Police Sergeant
Training
1 Police Officer
Citizen Volunteers
Parking/Radar
Graffiti Eradification
2 Police Officer (DARE)
Criminal Investigations
1 Police Lieutenant
1 Admin Spec
A Squad
1 Police Sergeant
5 Police Detective
1 Rotating Police Officer
B Squad
1 Police Sergeant
5 Police Detective
Family Crime Team
1 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
1 Animal Control Officer
Police Officers As Assigned
L Squad
1 Police Sergeant
Police Officers As Assigned
Reserves
Communications
1 Police Communications Manager
5 Police Emerg Comm Spec
Supervisor
23 Police Emerg Comm Spec
2 Dispatch Call Taker
Support Services
1 Police Support Services Supv(Civilian)
2 Admin Spec
Records
1 Police Records Supervisor
10 Admin Spec
Special Services
1 Police Special Svcs Supv (Civilian)
1 Parking Control Officer
2 Evidence Technician
1 Property Control Coord
Total Number Police Officers = 69
Total Commissioned Personnel = 107
Total Civilian Personnel= 52
Total Department Personnel = 159

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.

CORE VALUES

We value life - preserving life is our highest priority.
We value the Consitutution - it provides equal and enforceable standards for all.
We value integrity - we recognize integrity as the basis for mutual respect and trust.
We value service - by providing exemplary service we enhance our credibility and establish trust with the community.
We value quality of life - we value our role in promoting an environment that enables people to preserve or enhance their quality of life through a partnership of shared responsibility and trust.

PROGRAM DESCRIPTION

The Police Division is responsible for promoting an exceptional quality of life within the Flagstaff community through a process of collaboration and teamwork with like minded individuals and organizations. We believe that protecting life and property, preserving the peace, and upholding the rights of individuals are among our highest priorities. We accomplish our mission through crime prevention, community policing programs, suspression of crime and the apprehension of criminal offenders. The Metro Narcotics Task Force, a multi-agency investigative unit, has helped to fight illegal drug use and associated crime in our community and is one of many State and Federal grants the Flagstaff Police Department has received.

FY 09 ACCOMPLISHMENTS

- ✓ Four Officers for Sunnyside Neighborhood detail.
- ✓ Property Crimes Detective.
- ✓ Continued development of CompStat "Intelligence-led Policing" Program.
- ✓ 9% reduction in Part I Crimes 2007 to 2008.
- ✓ Dispatch Call Taker hired.
- ✓ Dispatch Training Supervisor promoted.
- ✓ New Property Control position filled.
- ✓ Electronic Citation Project progressed to field testing
- ✓ Citrix enhanced officer field report writing capability.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Implement new web-based services for crime mapping and reporting for more efficient and effective sharing of police related data.
- ➢ Use CompStat to help achieve national benchmark of 33 property crimes per 1,000 residents.
- ➢ Reduce violent crimes, allowing no more than the national benchmark of 4.8 per 1,000 residents.
- ➢ Reduce current police and dispatch turnover rate of 21% to no more than the national benchmark of 6% through retention pay and a focus on factors other than compensation (e.g. positive workplace, emphasis on mission/values, and public service)
- ➢ Recruit a non-paid Volunteer Coordinator to oversee volunteer program and increase hours contributed by volunteers.

PERFORMANCE MEASURES

Council Priority: Public Safety
Goal: Improve security for the citizens of Flagstaff by addressing the high rate of property crimes in our community.
Objective: Reduce property crimes to achieve the national benchmark of no more than 33 per 1,000 residents through increased enforcement activities by patrol officers (based upon current staffing levels), crime prevention and education to include special operations details, proactive solutions such as target hardening and community outreach, and dealing with the root causes of crime.
Type of Measure: Outcome
Tool: Crime statistics
Frequency: Monthly
Scoring: 90%+ Progressing towards reduction in property crimes to meet national benchmark of 33 per 1,000 residents.
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY09 Estimate	FY10 Proposed
Value of Stolen Property	$2,992,452	$2,461,303	$2,338,238	$2,221,326
Property Crimes per 1,000 residents	63	57	54	51
Graffiti Incidents	429	557	529	503
Volunteer Hours for Graffiti Eradication	129	174	183	192

*recent economic conditions coupled with any reductions in staffing of patrol officers may result in reversal of downward trend in property crimes

Council Priority: Public Safety
Goal: Improve security for the citizens of Flagstaff by addressing the high rate of property crimes in our community.
Objective: Maintain the current outstanding clearance rate for property crimes in comparison to the national benchmark of 23% by identifying and aggressively pursuing prosecution of repeat offenders while maximizing use of Property Crimes detective to employ intelligence-led policing and effective communications with the business community and citizens to curtail the ability of criminals to pawn or sell stolen merchandise.
Scoring: 90%+ Maintaining current clearance rate for property crimes that exceeds the national benchmark of 23%.
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY10 Proposed
Property Crimes Cleared	33%	37%	38%	39%

Council Priority/Goal: Public Safety
Goal: Promote traffic safety on Flagstaff's streets by identifying and targeting the causes of motor vehicle collisions and by providing a highly visable deterrent.
Objective: Reduce traffic collisions and associated injuries by 5%, from FY07, through the identification targeting of collision-causing violations such as impaired driving, speed, red light and seat belt violations.
Type of Measure: Outcome
Tool: CompStat – Computer Statistics process
Frequency: Monthly
Scoring: 90%+ Progressing towards 5% reduction in traffic collisions
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY10 Proposed
Traffic Citations Issued	11,274	11,136	11,838	11,838
Warnings Issued	10,358	10,819	10,876	10,876
Number of DUI Arrests	992	928	1,000	1,000
Speed Citations	1,596	1,795	1,676	1,676
Red Light Violation Citations	458	506	481	481
Seat Belt/Child Restraint Citations	442	398	464	464
All Collisions	3,379	3,129	3,210	3,210
DUI Related Collisions	139	130	132	132

Council Priority/Goal: Public Safety
Goal: Improve community safety by collaborating with agency partners and the community, while fully utilizing all investigative resources, to ensure the apprehension of offenders, consistent and timely investigation, prosecution and disposition of all Part 1 crimes and domestic violence cases.
Objective: In concert with agency partners like the state gang task force (GIITEM), the Criminal Justice Coordinating Council (CJCC) and the narcotics unit (METRO), detectives will work with the County Attorney's Office to target repeat offenders for enhanced prosecution and thus maintain the current clearance rate for violent crime in comparison to the national benchmark of 60%.
Type of Measure: Outcome
Tool: CompStat – Computer Statistics process
Frequency: Monthly
Scoring: 90%+ Maintaining current clearance rate for violent crimes that exceeds the national benchmark of 60%.
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY09 Estimate	FY10 Proposed
Total cases assigned to Detectives	5,291	4,585	4,500	4,300
% of cases cleared	57%	60%	62%	63%

Council Priority/Goal: Public Safety
Goal: Improve community safety by collaborating with agency partners and the community, while fully utilizing all investigative resources, to ensure the apprehension of offenders, consistent and timely investigation, prosecution and disposition of all Part 1 crimes and domestic violence cases.
Objective: Reduce part 1 violent crimes, including aggravated assault, allowing no more than the national benchmark of 4.8 per 1,000 residents through increased enforcement activities by patrol officers. (Based upon current staffing levels)
Scoring: 90%+ Progressing towards reduction in Part One crimes to meet national benchmark of 4.8 per 1,000 residents.
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY09 Estimate	FY10 Proposed
Part 1 violent crimes per 1,000 residents	5.5	4.9	4.8	4.8
Aggravated Assault	205	175	166	158

*****Recent economic conditions coupled with any reductions in staffing of patrol officers may result in reversal of downward trend in part one crimes.

Council Priority/Goal: Public Safety
Goal: Improve community safety by collaborating with agency partners and the community, while fully utilizing all investigative resources, to ensure the apprehension of offenders, consistent and timely investigation, prosecution and disposition of all Part 1 crimes and domestic violence cases.
Objective:
Make full custody arrests in cases of domestic violence where sufficient probable cause exists.
Scoring: 90%+ Progressing towards 2% increase in full custody arrests for domestic violence
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY09 Estimate	FY10 Proposed
% of Domestic Violence incidents where an arrest is made	42%	52%	53%	54%

Council Priority/Goal: Public Safety
Goal: Enhance quality of life for Flagstaff's citizens by expanding our community policing philosophy of promoting partnerships of shared responsibility, support and trust with law abiding members of the community.
Objective: Increase staff and citizen participation at least 5% in Community Policing programs such as Community Support Meetings, Neighborhood Watch, Citizens Police Academy and Volunteer Program.
Type of Measure: Outcome
Tool: Statistics
Frequency: Monthly
Scoring: 90%+ Progressing towards 5% increase in staff and citizen participation in CP programs
Trend: ↑

Measures:	CY 07 Actual	CY 08 Actual	CY09 Estimate	CY10 Proposed
Volunteer Hours donated	2,286	2,016	2,117	2,223
Community Support Meetings	N/A-	N/A	12	24

Council Priority/Goal: Public Safety
Goal: Enhance quality of life for Flagstaff's citizens by expanding our community policing philosophy of promoting partnerships of shared responsibility, support and trust with law abiding members of the community.
Objective: Provide a high level of enforcement for substance abuse crimes such as methamphetamine and heroin abuse with at least a 5% increase in arrests.
Scoring: 90%+ Progressing towards a %5 increase in arrests for dangerous drugs
Trend: ↑

Measures:	CY 07 Actual	CY 08 Actual	CY09 Estimate	CY10 Proposed
Arrests for Dangerous Drugs	117	92	97	102

Council Priority/Goal: Public Safety
Goal: Enhance quality of life for Flagstaff's citizens by expanding our community policing philosophy of promoting partnerships of shared responsibility, support and trust with law abiding members of the community.
Objective: Continue enforcement emphasis on crimes of public disorder, such as open container liquor violations through directed patrol efforts like Operation 40 with a resulting 5% reduction in public intoxicants.
Scoring: 90%+ Progressing towards 5% reduction in public intoxicants
Trend: ↑

Measures:	CY 07 Actual	CY 08 Actual	CY09 Estimate	CY10 Proposed
Contacts with Public Intoxicants	6,067	4,495	4,270	4,056

Council Priority/Goal: Public Safety
Goal: Continuously improve service to internal and external customers.
Objective: Hold no more than 12% of total calls for service 20 minutes or longer.
Type of Measure: Program Outcome
Tool: Statistics
Frequency: Monthly
Scoring: 90%+ Progressing towards holding no more than 12% of total calls 20 minutes or longer
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY09 Estimate	FY10 Proposed
% of calls held 20 minutes or longer.	11%	10%	10%	10%

Council Priority/Goal: Public Safety
Goal: Continuously improve service to internal and external customers.
Objective: Reduce number of founded complaints on employees by at least 5% with increased training and by encouraging staff to pursue their educational goals.
Type of Measure: Program effectiveness
Tool: Statistics
Frequency: Monthly
Scoring: 90%+ Progressing towards at least a 5% reduction in the number of founded complaints
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY09 Estimate	FY10 Proposed
Number of founded complaints from citizens	17	13	12	11

Council Priority/Goal: Public Safety
Goal: Continuously improve service to internal and external customers.
Objective: Improve customer service as indicated by at least an 80% positive rating on citizen feedback on Quality Assurance Questionnaires and Customer Service Surveys.
Type of Measure: Program effectiveness
Tool: Surveys
Frequency: Monthly
Scoring: 90%+ Progressing towards maintaining at least an 80% positive rating on citizen responses to surveys
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY09 Estimate	FY10 Proposed
% of positive responses to surveys	N/A-	92%	80%	80%

SECTION: **22-POLICE**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 12,762,669	$ 14,523,330	$ 13,847,701	$ 13,104,315	$ (1,419,015)
CONTRACTUAL	1,622,606	1,627,623	1,665,222	1,406,828	(220,795)
COMMODITIES	639,219	627,771	327,287	392,484	(235,287)
CAPITAL	374,459	361,215	296,727	180,043	(181,172)
TOTAL	**$ 15,398,953**	**$ 17,139,939**	**$ 16,136,937**	**$ 15,083,670**	$ (2,056,269)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 1,984,164	$ 2,171,505	$ 1,655,607	$ 1,919,631	$ (251,874)
PATROL	8,414,294	9,382,032	9,107,375	8,128,401	(1,253,631)
DETECTIVES	1,483,948	1,704,067	1,584,335	1,469,199	(234,868)
RECORDS	621,840	882,553	942,333	814,985	(67,568)
COMMUNICATIONS	1,743,625	2,357,427	2,267,326	2,174,290	(183,137)
SPECIAL SERVICES	1,014,082	505,007	455,214	445,037	(59,970)
CRIME PREVENTION & TRAINING	137,000	137,348	124,747	132,127	(5,221)
TOTAL	**$ 15,398,953**	**$ 17,139,939**	**$ 16,136,937**	**$ 15,083,670**	$ (2,056,269)

SOURCE OF FUNDING:

GENERAL FUND	$ 15,083,670
	$ 15,083,670

COMMENTARY:

The Police Departments operating budget has decreased 11% and captial expenditures total $180,043 with an overall net decrease of 12%. Personal Services decreases are due to 20 FTE staffing reductions that include (2) FTE Administrative Specialists, (1) Animal Control Officer, (1) FTE Evidence Technican, (2) FTE Police Emergency Communication Specialists, (12) FTE Police Officers, (1) FTE Police Support Service Manager and (1) FTE Property Control Coordinator. In addition there are salary and benefit decreases. Contractual decreases are due to reductions in medical fees, telephone, travel, lodging and meals, registration, education, rents and other miscellaneous services. Commodities decreased due to reductions in office supplies, miscellaneous computer equipment, office equipment, gas and oil, and other operating supplies. Major capital (>$10,000) includes (1) digital photocopier ($17,043), (6) police crusiers ($153,000) and a carryforward for a copier ($10,000).

SECTION: **23-POLICE GRANTS**

EXPENDITURES BY CATEGORY:	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 402,359	$ 507,881	$ 720,887	$ 1,323,886	$ 816,005
CONTRACTUAL	180,083	156,591	35,684	28,510	(128,081)
COMMODITIES	59,990	31,989	93,981	51,302	19,313
CAPITAL	192,144	98,049	75,000	328,101	230,052
TOTAL	**$ 834,576**	**$ 794,510**	**$ 925,552**	**$ 1,731,799**	$ 937,289

EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 5,481	$ -	$ -	$ -	$ -
METRO	380,832	373,984	310,000	383,064	9,080.00
UNDERAGE DRINKING PREVEN	9,246	-	16,000	-	-
FY08 HOMELAND SECURITY	-	50,000	81,750	-	(50,000.00)
AZ INTERNET CRIME	13,394	19,415	-	-	(19,415.00)
RICO FUNDS FOR METRO	(69,250)	-	-	-	-
NO AZ 700/800 MHZ COMM.	(13,277)	-	73,974	1,026	1,026.00
FY08-09 AATA PROF TRAIN	-	-	2,128	-	-
FY08-09 AATA PUBLIC AWAR	-	-	8,808	-	-
CTR SUICIDE BOMBER DETEC	-	-	35,684	-	-
IGA-FUSD-RESOURCE OFFICE	-	-	55,000	-	-
SHLS - MULTI HIT BALLAST	-	-	-	18,846	18,846.00
GOHS - IN CAR VIDEO	-	-	-	29,200	29,200.00
GOHS - COLLISION TEAM TR	-	-	-	20,760	20,760.00
GOHS - DUI ENFORCEMENT	-	-	-	26,400	26,400.00
SHLS - LIVESCAN FINGERPR	-	-	-	13,441	13,441.00
FUSD - RESOURCE OFFICER	-	-	-	55,000	55,000.00
AATA - PROF TRAINING	-	-	-	2,128	2,128.00
AATGA - PUBLIC AWARENESS	-	-	-	8,808	8,808.00
ACJC - DUI ABATEMENT	-	-	-	13,500	13,500.00
AZ HLS	-	-	-	373,210	373,210.00
FY08-09 WEED AND SEED	-	-	9,786	9,883	9,883.00
COPS GRANT	-	-	-	145,000	145,000.00
BRYNE GRANT	-	-	-	72,500	72,500.00
RECOVERY JAG GRANT	-	-	-	311,417	311,417.00
BULLET PROOF VEST	12,612	-	2,321	22,622	22,622.00
2005-HSG-EQ/BOMB	9,459	-	-	-	-
STATEWIDE GANG TASK	128,660	97,280	161,131	171,446	74,166.00
DHS 06 HOME LAND	(522)	-	-	-	-
2006 JAG PATRO OVERTIME	9,617	-	-	-	-
06/07 WEED & SEED	21,255	-	-	-	-
06 PSN-JUVENILE E	13,392	-	-	-	-
06 PSN-GUN INTELLIGENCE	3,598	-	-	-	-
06 SELECTIVE TRAFFIC E	(30)	-	-	-	-
05 DHS-COMM CONTROLLER	103,568	-	-	-	-
NO. AZ. DUI TASK FORCE	17,225	-	-	-	-

EXPENDITURES BY PROGRAM:	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
AZ AUTO THEFT-WATCH CA	$ -	$ 5,000	$ -	$ -	$ (5,000)
07-GOHS SEL TRAFFIC IN	-	48,049	-	-	(48,049)
07-AZ HOME LAND SECURI	86,509	-	90,555	-	-
ACJC ANTI GANG INITIAT	6,306	26,384	-	20,018	(6,366)
07-GOHS DUI ENFORCEMEN	-	26,384	-	-	(26,384)
08-WEED & SEED OVERTIM	150	49,075	21,606	-	(49,075)
08-ED BYRNE MEMORIAL(JAG	37,461	65,960	-	33,530	(32,430)
METH-PREVENTION/TREATMEN	8,192	-	-	-	-
07/08 PUBLIC AWARENESS	8,008	-	-	-	-
07/08 PROFESS TRAIN GRAN	1,700	-	-	-	-
ACJC DUI ABATEMENT 07/08	40,495	32,979	-	-	(32,979)
GOHS-OUT OF STATE TRAVEL	495	-	-	-	-
TOTAL	**$ 834,576**	**$ 794,510**	**$ 925,552**	**$ 1,731,799**	**$ 937,289**
SOURCE OF FUNDING:					
	GENERAL FUND			$ 1,731,799	
				$ 1,731,799	

PUBLIC WORKS DIVISION MISSION

The mission of **Public Works Administration** is to direct and coordinate the efforts of Public Works programs in providing cost efficient, quality based services to the Citizens of Flagstaff. By ensuring a well trained safety conscience work staff, we strive to improve the quality of life in Flagstaff through sustainable, affordable, efficient maintenance programs and enhanced Transportation and Park opportunities.

The mission of the **Parks Section** is to provide exceptional facilities which are safe and aesthetically pleasing for the community in order to pursue family oriented and recreational activities that promote a healthy lifestyle.

The mission of the **Fleet Services Section** 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 time of need by being compassionate and provide proper grounds maintenance that is aesthetically pleasing to the public.

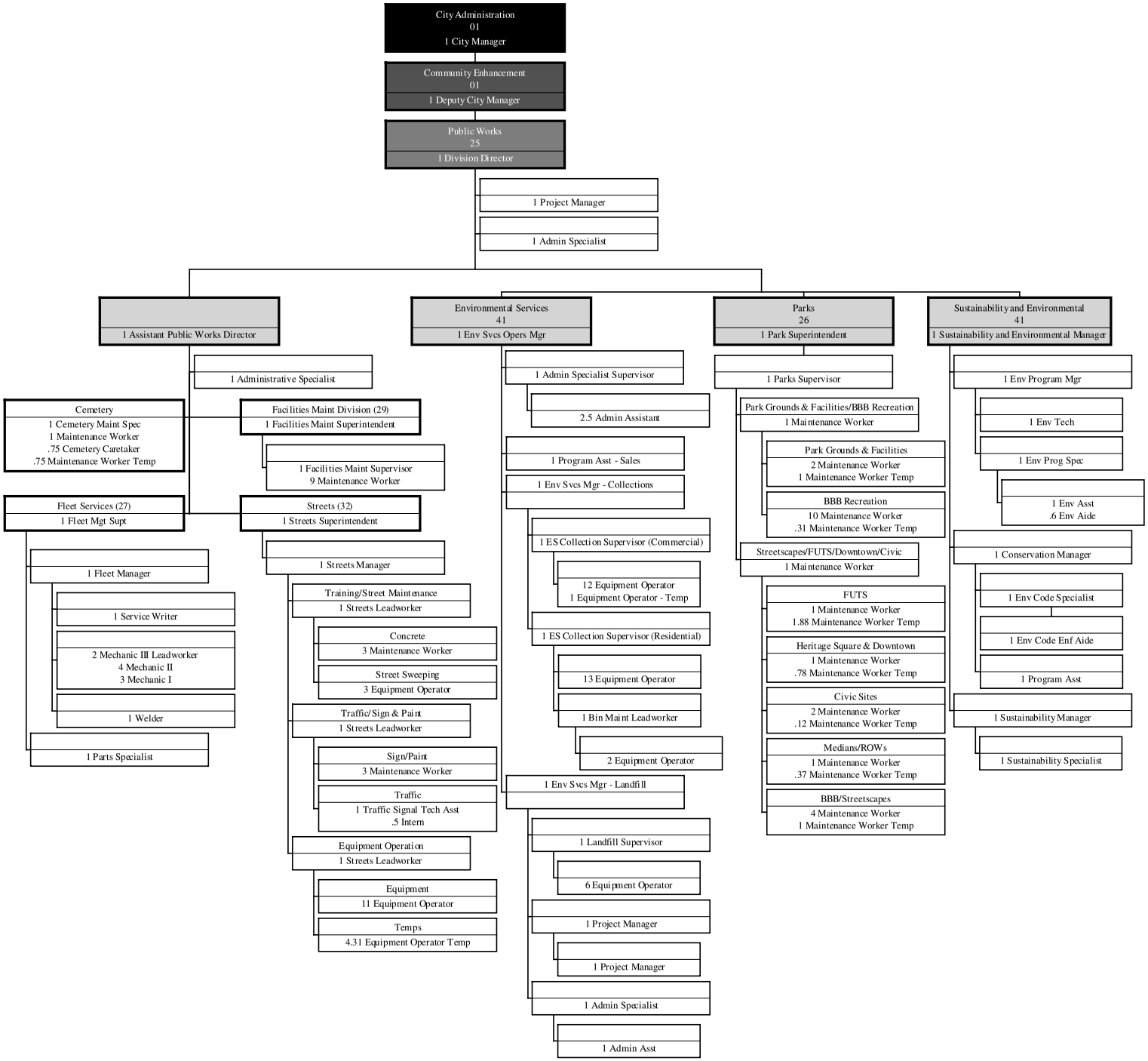
The **Facility Maintenance** will ensure, through effective building maintenance programs and long range planning, that city buildings are safe, secure, efficient, reliable, clean, code compliant, aesthetically pleasing, and environmentally friendly for all users.

The **Streets Maintenance and Repairs Sections** mission is to provide the citizens of Flagstaff with a maintained and safe transportation system. We seek to render cost effective and competent service to the citizens of Flagstaff, striving to be responsive to the citizen's requests and concerns and handle them in a timely manner.

The **Environmental Services Section** mission is to efficiently provide a comprehensive waste management and diversion program to the residents of Flagstaff.

The **Sustainability and Environmental Management Sections** mission is to preserve and enhance the community and natural environment by implementing resource conservation and sustainability through leadership and education.

PUBLIC WORKS



MISSION

Facilities Maintenance will ensure, through effective building maintenance programs and long range planning, that all US Geological Survey (USGS) facilities are safe, secure, efficient, reliable, clean, code compliant, aesthetically pleasing, and environmentally friendly for all USGS and public users.

PROGRAM DESCRIPTION

Division 20 (USGS) 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 3, 4, 5 and 6. The Facilities and Parks Sections share responsibility for the maintenance.

FY 09 ACCOMPLISHMENTS

- ✓ Electrical Inspections at all USGS facilities.
- ✓ USGS-4 door repairs at shop area.
- ✓ USGS-4 HVAC server room improvements.
- ✓ USGS-4 Interior & Exterior painting.
- ✓ USGS-6 HVAC controls upgrade.

FY 10 NEW INITIATIVES AND GOALS

- ➢ USGS-3 Courtyard Siding repairs.
- ➢ USGS-3 HVAC unit replacements (2 units).
- ➢ USGS-4 HVAC unit replacements (2 units).
- ➢ USGS-4 Flooring replacement work.

PERFORMANCE MEASURES

Council Priority: **Facilities & Basic Services**
Goal: Facility assessment scores
Objective: Track the maintenance work for all buildings in all areas (HVAC, plumbing, roofing, etc); objective is to maintain the building annual assessment scores above 90%. This guarantees safe, functional, and aesthetically pleasing facilities.
Type of Measure: Output and Program Effectiveness
Tool: Inspection assessment
Frequency: Yearly
Scoring: 90% + (average score of all buildings and assessment sections)
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Facility Assessment Average Score – Measures quality of staff work, quality, and effectiveness.	N/A	N/A	85%	90%

Council Priority: **Facilities & Basic Services**
Goal: Capital improvement & repair projects
Objective: Track the plan and completion of yearly improvements and repairs in regards to major leasehold improvements.
Type of Measure: Output
Tool: Long range capital planning files
Frequency: Yearly
Scoring: 90% + (total completed / total planned)
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Capital Improvement & Repair Project Planning & Effectiveness	75%	80%	80%	90%

Council Priority: **Facilities & Basic Services**
Goal: Work order dispatching
Objective: Tracks the effectiveness and timeliness of the work orders dispatched and completed by city facilities staff for the USGS buildings.
Type of Measure: Output
Tool: Naviline – Work Orders
Frequency: Yearly
Scoring: 90% + (8-14 days following submittal of work order)
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Work Order Dispatching - Average # of days to close a work order / complete the job.	N/A	N/A	N/A	90%

SECTION: **20-USGS FACILITIES**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 19,424	$ -	$ 1,980	$ -	$ -
CONTRACTUAL	869,529	880,041	825,830	1,260,818	380,777
COMMODITIES	91,761	470,835	138,564	336,550	(134,285)
CAPITAL	700	133,400	95,467	-	(133,400)
TOTAL	**$ 981,414**	**$ 1,484,276**	**$ 1,061,841**	**$ 1,597,368**	$ 113,092

EXPENDITURES BY PROGRAM:

ADMINISTRATION	$ 465,639	$ 462,774	$ 462,942	$ 887,094	$ 424,320
MAINTENANCE-BLDG #2	10,515	7,738	6,480	-	(7,738)
BUILDING 6	134,448	162,428	133,995	168,715	6,287
USGS BUILDING 3	152,419	449,944	154,837	303,259	(146,685)
USGS BUILDING 4	141,972	176,087	145,912	177,609	1,522
USGS BUILDING 5	18,596	61,805	30,500	60,691	(1,114)
BUILDING #2 DEMO	57,825	163,500	127,175	-	(163,500)
TOTAL	**$ 981,414**	**$ 1,484,276**	**$ 1,061,841**	**$ 1,597,368**	$ 113,092

SOURCE OF FUNDING:

GENERAL FUND	$ 1,597,368
	$ 1,597,368

COMMENTARY:

The USGS Maintenance operating budget has decreased 8% and there are no capital expenditures. There are no personnel associated with this account. Work is provided through internal work order charges. Contractual decreases are due to a reduction of utility costs, maintenance, custodial and landfill. Commodities decreases are due to horticultural supplies, turf irrigation supplies, and reduced internal work order charges. One-time expenditures for this division are for internal work orders. There are no major capital (>$10,000) expenditures planned for this section.

MISSION

The mission of Public Works Administration is to direct and coordinate the efforts of Public Works programs in providing cost efficient, quality based services to the Citizens of Flagstaff. By ensuring a well trained safety conscience work staff, we strive to improve the quality of life in Flagstaff through sustainable, affordable, efficient maintenance programs and enhanced Transportation and Park opportunities.

PROGRAM DESCRIPTION

Public Works Administration provides leadership and general direction for Environmental Services, Sustainability and Environmental Management, Transportation, Facilities and Parks Maintenance.

FY 09 ACCOMPLISHMENTS

- ✓ Implemented electrical inspections at all USGS facilities.
- ✓ Public Works Safety Committee completed an update of the Public Works Safety Manual and distributed to all employees.
- ✓ Replaced 7,000 sq. ft. of sod at Wheeler Park.
- ✓ HVAC upgrades:
  - J. Lively Ice Rink – new chiller
  - Library – HVAC screen wall
  - City Hall – staff office heating coils
- ✓ Flat roof at the main library was replaced.
- ✓ Added 36 lane miles to the existing de-icer routes which included the East Flag T. I.
- ✓ Completed first annual City of Flagstaff Sustainability Report.
- ✓ 19% increase in customers at the HPC during the first half of FY09.
- ✓ Completed Facility Space Needs study.
- ✓ Implemented SCA Tissue Program. Cinder Lake Landfill will haul waste paper sludge and provide snow plowing services at SCA plant in Flagstaff.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Provide concept plans for a new Public Works Maintenance Facility.
- ➢ Complete Citizens Cemetery office addition
- ➢ Replace Sof'fall playground surface material at two parks.
- ➢ Complete Fire Systems updates at J. Lively Ice Rink, Main Library, City Court, Flagstaff Recreation Center, and Cogdill Recreation Center.
- ➢ Develop a preventative maintenance practice for cleaning and safeguarding de-icing equipment.
- ➢ Increase assistance to local businesses that are interested in adopting sustainable business practices.
- ➢ Administer street overlay stimulus package.

PERFORMANCE MEASURES

Council Priority: Fiscal Health
Goal: Effective Vehicle Safety Program.
Objective: Reduce Vehicular Accidents by 15%
Type of Measure: Outcome
Tool: Reports Using Excel Spreadsheets
Frequency: Annual
Scoring: 75%
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Number of accidents compared to last year	24 Accidents	20 Accidents	17 Accidents	14.45 Accidents
Number of miles driven	1,073,088	1,158,935	1,251,649	1,251,649
Number of accidents per thousand miles	1 accident/ 44,172 miles	1 accident/ 57,947 miles	Reduce by 15%	Reduce by 15%

Council Priority: Fiscal Health
Goal: Develop bi-annual customer Service Survey for both internal and external customers
Objective: To assist with evaluation of Public Works services as they relate to customer expectations
Type of Measure: Program Outcome
Tool: Customer Surveys
Frequency: Bi-Annual
Scoring: 90%
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Develop and distribute 2 surveys per year to both internal and external customers. Surveys will focus on the quality of service received from the various Public Works Sections	N/A	N/A	Create internal survey and distribute. Analyze results to identify the top areas for improvement. Outline an action plan to improve in the areas identified.	Create external survey. Distribute 1 external and 1 internal survey. Analyze results to identify the top areas for improvement. Outline an action plan to improve in the areas identified.

SECTION: **25-PUBLIC WORKS ADMINISTRATION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 260,508	$ 341,444	$ 324,399	$ 296,776	$ (44,668)
CONTRACTUAL	10,194	13,489	6,030	4,217	(9,272)
COMMODITIES	4,898	(94,288)	(95,453)	(69,961)	24,327
CAPITAL	6,000	-	-	-	-
TOTAL	**$ 281,600**	**$ 260,645**	**$ 234,976**	**$ 231,032**	$ (29,613)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 281,600	$ 260,645	$ 234,976	$ 231,032	$ (29,613)
TOTAL	**$ 281,600**	**$ 260,645**	**$ 234,976**	**$ 231,032**	$ (29,613)

SOURCE OF FUNDING:

GENERAL FUND	$ (50,066)
HIGHWAY USER REVENUE FUND	136,549
AIRPORT FUND	22,905
ENVIRONMENTAL SERVICES FUND	121,644
	$ 231,032

COMMENTARY:

The Public Works Administration operating budget has decreased 11% and there are no capital expenditures. Personal Services include both salary and benefit decreases. Contractual decreases are due to equipment maintenance, travel, registration, postage/freight, and memberships. Commodities increases are due to a decrease in contra-work order charges, and an increase in work order charges. One-time expenditures for this section are for both internal work order charges and contra-work order charges. There are no major capital (>$10,000) expenditures planned for this section.

MISSION

The Parks Section is dedicated to providing exceptional facilities which are safe and aesthetically pleasing for the community in order to pursue family oriented and recreational activities that promote 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 Section weed and tree management plan are also budgeted in this division.

FY 09 ACCOMPLISHMENTS

- ✓ Replaced of Sof'Fall playground surface material at McPherson Park and Thorpe Park Playground.
- ✓ Replaced the final two picnic shelters at Kiwanis Park.
- ✓ Chip seal, re-stripe, and repaired the parking lots at the Thorpe Park Softball Complex and the Thorpe Flag Monument.
- ✓ Replaced soccer goals at Killip School fields.
- ✓ Repaired two building roofs at the Parks Maintenance Yard.
- ✓ Coordinated and maintained landscaping installation at the Flagstaff Aquaplex.
- ✓ Installed 7,000 sq. ft of sod at Wheeler Park.
- ✓ Repaired/Removed vandalism at City Parks, at a total estimated cost of $34,525.
- ✓ Provided assistance for the completion of the East Flagstaff TI.
- ✓ Assumed ground maintenance of the new Phoenix Ave parking lot.
- ✓ Help coordinate the Disc Golf Tournament at McPherson Disc Golf Course.
- ✓ Park Section hosted the 10th annual "Turf in the Pines Seminar".
- ✓ Help coordinate the State Little League tournament at Continental Sports Complex.
- ✓ Help coordinate with relocating two hundred and seventy five Gunnison Prairie Dogs from the BBB landscaping projects along Rt. 66 Streetscape corridor with coordination with Habit Harmony, City of Flagstaff, Northern Arizona University, Santa Fe/Burlington Railroad and Arizona Game and Fish Wildlife Department.
- ✓ Help coordinate with the Flagstaff Rotary Club the re-roofing the building at the main entrance of Buffalo Park.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Replacement of Sof'Fall playground surface material at Mobil Haven and Smokerise Park.
- ➢ Resurface two tennis courts and two basketball courts at Bushmaster Park.
- ➢ Replacement of chain link fence at the tennis and basketball courts at Bushmaster Park.
- ➢ Replace soccer goals at Foxglenn Park.
- ➢ Replacement of Turf Soil Reliever attachment.
- ➢ Replace two Park storage bins at the Kinlani Storage Yard site.
- ➢ Coordinate and maintain landscaping installation at the East Flagstaff TI.
- ➢ Replacement of out field fencing at Senior L.L. field.
- ➢ Add exterior chain link fencing to the wrought iron fence at Foxglenn Skate Park.

PERFORMANCE MEASURES

Council Priority: **Community Sustainability and Family, Youth & Community**
Goal: Enhance the quality of life for our community by providing comprehensive park resources, services and programs.
Objective: Strive to maintain parks, trails, and beautification projects at the highest level of service.
Type of Measure: Output and Program Outcome
Tool: Annual Surveys of City Services and Work Schedules
Frequency: Yearly
Scoring: 75%
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
BBB Landscape areas – Bi-weekly Irrigation checks, litter control, prune 20% plant units per year or as needed, Bi-monthly rodent control, Monthly weed and noxious control and disease and insect control.	40%	40%	70%	70%
Sports Field Turf Maintenance – Weekly Mowing (during rain season twice per week), the following are done three times per year over seeding, top dressing; aeration – six time s per year; and fertilizing – four times per year.	70%	70%	70%	70%

Council Priority: **Public Safety, Family, Youth & Community and Facilities & Basic Services**
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; develop highly trained and certified parks staff to ensure professional performance.
Type of Measure: Output and Program Outcome
Tool: Inspection and Inspection Reports
Frequency: Bi-weekly
Scoring: 75%
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Proposed
Conduct Bi-weekly safety inspections of parks and playground equipment	85%	85%	85%	85%
Complete daily and weekly maintenance tasks at all park sites.	70%	70%	70%	70%
Claims for accidents/injuries	N/A	N/A	0	0

Council Priority: **Public Safety and Facilities & Basic Services**
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.
Type of Measure: Outcome and Program Outcome
Tool: Excel Worksheet
Frequency: Monthly
Scoring: 75%
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Annual vandalism costs	$25,000	$27,000	$30,000	$34,525
Respond time to correction	36 hrs.	36 hrs.	36 hrs.	24 hrs/75%

SECTION: **26-PARKS**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 1,287,975	$ 1,612,764	$ 1,706,138	$ 1,529,143	$ (83,621)
CONTRACTUAL	721,425	934,360	753,462	580,060	(354,300)
COMMODITIES	403,988	328,459	356,299	286,578	(41,881)
CAPITAL	406,187	451,600	334,070	271,425	(180,175)
TOTAL	**$ 2,819,575**	**$ 3,327,183**	**$ 3,149,969**	**$ 2,667,206**	$ (659,977)

EXPENDITURES BY PROGRAM:

GENERAL ADMIN	$ 138,820	$ 94,936	$ 56,627	$ 185,453	$ 90,517
PARK GROUNDS MAINT.	765,811	754,664	782,797	514,004	(240,660)
PARK BLDGS & FAC MAINT.	40,320	48,150	49,563	29,895	(18,255)
BBB-STREETSCAPE/MEDIAN	424,594	421,214	411,283	345,220	(75,994)
RIGHT OF WAYS/MEDIAN	131,481	109,923	101,207	75,844	(34,079)
FUTS TRAIL SYSTEM	61,243	203,336	159,440	200,953	(2,383)
HERITAGE SQUARE MAINT	41,405	44,576	62,265	21,306	(23,270)
BBB RECREATION FIELDS	1,005,766	1,252,033	1,118,059	1,157,004	(95,029)
DOWNTOWN MAINTENANCE	70,164	82,416	74,501	20,820	(61,596)
NON-PARKS GROUNDS/LANDSCA	139,971	315,935	334,227	116,707	(199,228)
TOTAL	**$ 2,819,575**	**$ 3,327,183**	**$ 3,149,969**	**$ 2,667,206**	$ (659,977)

SOURCE OF FUNDING:

GENERAL FUND	$ 2,667,206
	$ 2,667,206

COMMENTARY:
The Parks operating budget has decreased 17% and capital expenditures total $271,425 resulting in an overall net decrease of 20%. Personal Services decreases are due to 4.26 FTE staff reduction (Maintenance workers) along with reductions in salaries and benefits. Contractuals and Commodities decreases are due to across the board cuts to Parks operating budget and prior year one time items. Major capital (>$10,000) includes replacement items for various City parks, resurfacing basketball & tennis courts are Bushmaster Park and two replacement vehicles.

MISSION

The mission of 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 09 ACCOMPLISHMENTS

- ✓ Acquired computers for technicians in all work areas.
- ✓ Purchased two new vehicle lifts and one new Tig plasma welder.
- ✓ Maintained preventive maintenance services at 96.8% scheduled and ensured service was completed within the month scheduled.
- ✓ Technician productivity established at 90% and developed repair labor standards.
- ✓ Technicians inputted labor transactions and repair descriptions into the H.T.E. system.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Reduce preventive maintenance intervals to achieve budget savings of 50% (annually from four scheduled to two).
- ➢ Maintain technician productivity at 90% while using established labor rate standards as part of the employee performance evaluation.
- ➢ Keep comebacks to less than 1%.
- ➢ Continue technician data input to the H.T.E. system.
- ➢ Continue "Green Shop Policy" compliance with technician participation.

PERFORMANCE MEASURES

Council Priority: **Facilities and Basic Services**
Goal: Technicians to input repair data, maintain productivity at 90% using flat rate standards with less than 1% repair comebacks.
Objective: To improve technician skills by measuring performance and reduce comebacks.
Type of Measure: Output
Tool: Supervisor Inspection, H.T.E. repair order system/customer feedback
Frequency: Weekly
Scoring: 99% (Average score of all technicians on completed repair orders)
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Average percentage of repair come backs per technician.	1%	1%	1%	1%

Council Priority: **Facilities and Basic Services**
Goal: To ensure department vehicles are serviced as scheduled using extended preventive maintenance intervals.
Objective: To reduce department light duty vehicle preventive maintenance and maintenances costs by extending service intervals to 6 months or 4,000 miles creating a 50% savings.
Type of Measure: Outcome
Tool: Compare the number of completed services with scheduled services, H.T.E. fleet system
Frequency: Monthly
Scoring: 90% (Scheduled versus actual)
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Percentage of completed scheduled preventive maintenance services.	95%	96.8%	97%	99%

SECTION: **27-FLEET SERVICES**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 156,735	$ 134,523	$ 151,054	$ 247,934	$ 113,411
CONTRACTUAL	112,337	129,881	114,480	89,851	(40,030)
COMMODITIES	(274,809)	(298,625)	(294,413)	(338,642)	(40,017)
CAPITAL	63,922	27,000	25,084	-	(27,000)
TOTAL	**$ 58,185**	**$ (7,221)**	**$ (3,795)**	**$ (857)**	$ 6,364

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ (9,381)	$ 19,333	$ (6,045)	$ (27,585)	$ (46,918)
INVENTORY MANAGEMENT	123,133	138,516	138,168	62,658	(75,858)
PREVENTIVE MAINTENANCE	145,855	151,162	149,458	124,147	(27,015)
VEHICLE REPAIR	(350,483)	(417,122)	(384,800)	(219,755)	197,367
POOL VEHICLES-CITY HALL	7,871	10,665	9,204	4,500	(6,165)
POOL VEHICLES-SHOP	6,327	8,050	7,500	-	(8,050)
OTHER SHOP WORK	76,673	82,175	82,720	55,178	(26,997)
MOBILE MOUNTED GENERATOR	58,190	-	-	-	-
TOTAL	**$ 58,185**	**$ (7,221)**	**$ (3,795)**	**$ (857)**	$ 6,364

SOURCE OF FUNDING:

GENERAL FUND	$ (178,458)
LIBRARY FUND	462
HIGHWAY USER REVENUE FUND	59,790
WATER AND WASTEWATER FUND	15,778
STORMWATER FUND	386
AIRPORT FUND	4,328
ENVIRONMENTAL SERVICES FUND	96,857
	$ (857)

COMMENTARY:

The Fleet Services operating budget is a zero base budget meaning the division expects to recover ongoing operating expenditures plus administrative overhead through charges for services, markups on parts and fuel, and an environmental disposal fee. The current shop rate is $62.00 per hour and does not cover one-time and capital requests. Personal Services decreases are due to 1 FTE staffing reduction of a Parts Specialist, offset by labor charge outs to obtain a zero budget. In addition, there are salary and benefit decreases. Contractual decreases are due to reductions in utilities, travel, and registration. Commodities decreases are due to reductions in gas, parts, and computer software offset by fuel, parts, and environmental charge outs to obtain a zero budget. There is no major capital (>$10,000) expenditures for this section.

MISSION

Fleet Management is dedicated to sustaining and preserving resources by providing vehicles and equipment that maximizes fuel efficiencies, reduces green house gas and preserves the environment for the Citizens of Flagstaff.

PROGRAM DESCRIPTION

Fleet Management consists of line workers and supervisors representing major departments that are dedicated to maximizing vehicle and equipment life, retaining units as long as economically possible and replacing units that have met or exceeded useful life. The committee identifies replacement and additional units that are more fuel efficient and environmentally friendly.

FY 09 ACCOMPLISHMENTS

- ✓ Coordinate with the sustainability division to review each replacement or new addition that could be hybrids, diesels, ethanol (FFV'S).
- ✓ Purchasing to include estimated MPG in all bids for vehicles and equipment.
- ✓ Fleet Committee reviewed 27 replacement requests and approved 22 replacements.
- ✓ Additionally five new requests were presented to the committee for approval for the SCA program.
- ✓ Continued to provide Naviline fleet computer system training for committee members.
- ✓ Purchase 80% of all replacement and new additions that will be hybrids, FFV'S, diesels, and more fuel efficient vehicles that are lower emissions and reduces greenhouse gasses.
- ✓ Participated in the Valley of the Sun Clean Cities Coalition with other agencies dedicated to conserving and promoting the use of Alternative fuels.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Adopt the "Green Fleet Policies" as developed by the Sustainability Committee.
- ➢ Purchase as many flex fuel units as possible.
- ➢ Conduct a utilization system to reduce the fleet size coordinated with budget cuts.
- ➢ Purchase 85% of all replacement and new add sedans and light duty vehicles are fuel efficient.

PERFORMANCE MEASURES

Council Priority: **Facilities and Basic Services**
Goal: Conduct a utilization study coordinated with budget cuts to reduce the number of fleet vehicles.
Objective: To improve vehicle utilization by reducing unnecessary vehicles.
Type of Measure: Identify units with usage less than 4,000 miles annually
Tool: H.T.E. fleet system, Compare equipment totals before and after budget cuts, coordinate with the Fleet Review Committee
Frequency: Semiannually
Scoring: 90%
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Percentage of vehicles that can be eliminated	0%	0%	0%	10%

Council Priority: **Facilities and Basic Services**
Goal: Coordinate with Sustainability Section to develop a written "Green Fleet Policies."
Objective: Conserve energy and increase efficiency by providing written guidelines.
Type of Measure: Outcome
Tool: Meeting with the Sustainability Manager, Adopted policies
Frequency: Quarterly
Scoring: 90% (Total planned/total completed)
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Number of green fleet policies adopted	N/A	1	3	4

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 Interim Public Works Director, 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 09 ACCOMPLISHMENTS

- ✓ Addition of new cemetery office.
- ✓ Planning, plotting, and landscaping of Citizens Section "N".
- ✓ All complaints/concerns were addressed promptly.
- ✓ Addition of three donated granite benches throughout the cemetery.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Propose to take over all headstone setting throughout Citizen Cemetery.
- ➢ Completion of Cemetery office addition with separate office, greeting room, and public restrooms.

PERFORMANCE MEASURES

Council Priority: **Community Sustainability**
Goal: Reduce the amount of reclaimed water used for irrigation.
Objective: To maintain healthy grass while cutting water costs.
Type of Measure: Program Effectiveness
Tool: Efficiently monitor the quantity and quality of water usage.
Frequency: Weekly/Seasonal
Scoring: 75% Depending on Precipitation
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Percentage used of Yearly Budget	80%	100%	75%	100%

Council Priority: **Facilities & Basic Services**
Goal: To provide better accommodations to the public and employees.
Objective: To offer a greeting room with separate office, and public restrooms.
Type of Measure: Policy Effectiveness
Tool: Build better accommodations for the public.
Frequency: Annually
Scoring: 60%
Trend: ↓

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Percentage of families that fit in current office	60%	60%	100%	100%

Council Priority: **Familiy, Youth and Community**
Goal: To maintain a high level of quality service throughout the community, including families of Veterans, Masonics, and Odd Fellows.
Objective: To upkeep grounds for the community, and those who have loved ones at Citizen Cemetery.
Type of Measure: Outcome
Tool: Effectively resolve citizen complaints and requests
Frequency: Annually
Scoring: 80%
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Mowing turf sections every week	75%	80%	90%	70%
Trimming of turf sections biweekly	50%	75%	75%	50%
Pruning cemetery quarterly	50%	50%	80%	50%

SECTION: **28-CEMETERY**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 185,095	$ 5,000	$ 154,924	$ 18,734	$ 13,734
CONTRACTUAL	56,251	61,212	45,155	46,764	(14,448)
COMMODITIES	25,482	184,929	53,547	199,637	14,708
CAPITAL	25,682	140,000	-	140,000	-
TOTAL	**$ 292,510**	**$ 391,141**	**$ 253,626**	**$ 405,135**	$ 13,994

EXPENDITURES BY PROGRAM:

GENERAL SERVICES	$ 27,907	$ 57,376	$ 83,108	$ 58,777	$ 1,401
OPENING & CLOSING	47,570	193,906	52,986	215,874	21,968
MAINTENANCE OF BUILDINGS	10,313	9,812	8,946	8,721	(1,091)
MAINTENANCE OF GROUNDS	206,720	130,047	108,586	121,763	(8,284)
TOTAL	**$ 292,510**	**$ 391,141**	**$ 253,626**	**$ 405,135**	$ 13,994

SOURCE OF FUNDING:

GENERAL FUND	$ 405,135
	$ 405,135

COMMENTARY:
The Cemetery operating budget has increased 4% and there are no capital expenditures. Personal Services increases are due to the Citywide reorganization. In addition, there are salary and benefit decreases associated with the individual positions. Contractual decreases are due to telephone, postage and freight, utilities, miscellaneous services, and internal work orders. Commodities increases are due to work order charges. One-time expenditures for this section are for internal work order requests. There are no major capital (>$10,000) expenditures planned for this section however, the Cemetery building addition from FY-2009 ($140,000) is on-going during FY-2010.

MISSION

Facilities Maintenance will ensure, through effective building maintenance programs and long range planning, that city buildings are safe, secure, efficient, reliable, clean, code compliant, aesthetically pleasing, and environmentally friendly for all users.

PROGRAM DESCRIPTION

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

FY 09 ACCOMPLISHMENTS

- ✓ Completed over 25 major improvements and repairs.
- ✓ City Hall: Chambers lighting, chambers seating.
- ✓ Fire System Upgrades: City Hall, Coconino & City Warehouses, and Visitor Center.
- ✓ Electrical: Phoenix Bldg new service, J. Lively Ice rink upgraded service.
- ✓ HVAC upgrades: J. Lively Ice Rink New chiller, Library HVAC screen wall, City Hall staff office heating coils.
- ✓ Security: Best Lock integration of the following facilities: Airport, Senior Center, NACET Incubator, Aquaplex, Coconino Warehouse.
- ✓ Construction Remodels: Housing section into old P&R offices, Ice Rink Party Room, Council office, Mayor's office, and AA meeting space at Visitor Center.
- ✓ Roofing: Main Library flat roof replacement.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Fire System Upgrades: J. Lively Ice Rink, Main Library (minimal modifications), City Court, Flag. Rec. Center, Cogdill Rec. Center.
- ➢ Security: Best Lock integration of the following facilities: City Hall, City Court, Cherry Building.
- ➢ Roofing: TBD based on budget cuts (if approved: Phoenix Building repairs, GIS, Cherry, FAA).
- ➢ HVAC: TBD based on budget cuts (if approved: Airport Terminal #5 & #6, Cogdill Gym, Visitor Center).
- ➢ Preventive Maintenance Planning in all disciplines.

PERFORMANCE MEASURES

Council Priority: **Facilities & Basic Services**
Goal: Facility assessment scores.
Objective: Track the maintenance work for all buildings in all areas (hvac, plumbing, roofing, etc); objective is to maintain the building annual assessment scores above 90%. This guarantees safe, functional, and aesthetically pleasing facilities.
Type of Measure: Output and Program Effectiveness
Tool: Inspection Assessment
Frequency: Yearly
Scoring: 90% + (Average score of all buildings and assessment sections)
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Facility Assessment Average Score – Measures quality of staff work, quality, and effectiveness.	N/A	N/A	85%	90%

Council Priority: **Facilities & Basic Services**
Goal: Capital Improvement & Repair Projects
Objective: Track the plan and completion of yearly improvements and repairs in regards to major leasehold improvements.
Type of Measure: Output
Tool: Long range capital planning files
Frequency: Yearly
Scoring: 90% + (Planned vs Actual)
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Capital Improvement & Repair Project Planning & Effectiveness	75%	80%	80%	90%

Council Priority: **Facilities & Basic Services**
Goal: Preventive Maintenance Productivity
Objective: Track the productivity, effectiveness, and timeliness of the preventive maintenance work orders dispatched and completed by city facilities staff for all city buildings.
Type of Measure: Output
Tool: Naviline – Work Orders
Frequency: Yearly
Scoring: 90% + (Planned vs Actual)
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Work Order PM Dispatching – Planned PMs dispatched vs. Actual PMs completed.	N/A	N/A	N/A	90%

Council Priority: **FACILITIES & BASIC SERVICES**
Goal: Maintenance Productivity
Objective: This tracks the productivity and timeliness of work orders turn-around time by city facilities staff for all jobs.
Type of Measure: Output
Tool: Naviline – Work Orders
Frequency: Yearly
Scoring: 90% + (0-7 days: 90%, 8-14 days: 80%, >15 days: 70%)
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Work Order Dispatching – Dispatch Date to Completion Date.	N/A	N/A	N/A	90

SECTION: **29-PUBLIC FACILITIES MAINTENANCE**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 485,724	$ 729,646	$ 653,329	$ 686,846	$ (42,800)
CONTRACTUAL	323,883	257,742	278,767	626,617	368,875
COMMODITIES	501,983	796,318	613,610	(29,842)	(826,160)
CAPITAL	362,995	392,000	20,845	340,000	(52,000)
TOTAL	**$ 1,674,585**	**$ 2,175,706**	**$ 1,566,551**	**$ 1,623,621**	$ (552,085)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 338,599	$ 478,868	$ 468,716	$ 228,682	$ (250,186)
CUSTODIAL SERVICE	97,729	102,757	85,894	83,510	(19,247)
STRUCTURAL & OTHER MAINT.	867,514	1,404,000	717,591	964,000	(440,000)
MAINT-MECH,ELECT & PLUMB	313,576	145,831	233,220	281,676	135,845
MILLIGAN HOUSE	20,237	17,018	19,198	14,364	(2,654)
PREVENTATIVE MAINTENANCE	-	-	103	-	
APS BUILDING	21,148	-	807	-	-
RIO PROPERTIES	15,179	18,232	25,738	36,441	18,209
MURDOCK	597	-	11	-	-
PHOENIX BUILDING	6	9,000	15,273	14,948	5,948
TOTAL	**$ 1,674,585**	**$ 2,175,706**	**$ 1,566,551**	**$ 1,623,621**	$ (552,085)

SOURCE OF FUNDING:

GENERAL FUND	$ 1,200,893
LIBRARY FUND	104,650
HIGHWAY USER REVENUE FUND	18,644
WATER AND WASTEWATER FUND	35,450
STORMWATER FUND	13,193
AIRPORT FUND	90,627
ENVIRONMENTAL SERVICES FUND	160,164
	$ 1,623,621

COMMENTARY:

The Public Facilities Maintenance operating budget has decreased 28% and capital expenditures total $340,000 resulting in an overall net decrease of 25%. Personal Services decreases are due to 1.0 FTE staffing reductions that include an HVACR Technician. In addition there are salary and benefit decreases. Contractual increases are due to the maintenance of the buildings and structures. Commodities decreases are due to a decrease in internal work orders, gas and oil, motor vehicle and machine parts, janitorial cleaning supplies, and a major reduction in structual and other maintenance. This line item was reduced to $20,000 in contingency funds. One-time expenditures for this division are for work order charges and contra-work order charges. Major capital (>$10,000) includes a carry-forward from FY-2009 for $340,000 for Fire/Life Safety and Office Improvements.

MISSION

In the Public Works Division, and within the Street Section, we feel an obligation to this community in which we live and work. We understand our responsibility is to the citizens. New ideas, preparation and planning are the basis for development and innovation.

PROGRAM DESCRIPTION

The Street Section is responsible for maintenance of paved and unpaved streets within the City. We provide these services: street sweeping, snow & ice control, regulatory sign maintenance, asphalt repair, drainage maintenance, street light and traffic signal maintenance.

FY 09 ACCOMPLISHMENTS

- ✓ Hired a seasonal drainage maintenance crew which exposed and cleaned most the open drainage channels within the City.
- ✓ Excavated over 6,000 c.y. of dirt in constructing a detention basin to catch runoff from McMillan Mesa in an effort to prevent flooding at Coconino H.S.
- ✓ All targeted areas of severe asphalt deficiencies were addressed with skin-patches last summer.
- ✓ With a second phase added to the street maintenance program, temporary crews were able to stay ahead of contractor overlay and chipseal work.
- ✓ Purchase and replace 3 ten-wheel dump trucks.
- ✓ Through field inspections Streets developed a punch list of substandard work at the East T.I. that are still being addressed.
- ✓ Signal Techs reviewed plan submittals and assisted with the construction plans of a new traffic signal at Butler and Sawmill.
- ✓ Added 36 lane miles to existing de-icer routes which included the East T.I. (Total 168 L.M.).

FY 10 NEW INITIATIVES AND GOALS

- ➢ With the deletion of a zone 3 position in sign and paint, we will re-organize internally to keep the integrity of the paint and sign shop intact.
- ➢ Assist with constructing new traffic signals at Lonetree / Butler, Lonetree / Franklin, and Cedar / Gemini.
- ➢ Develop a preventative maintenance practice for cleaning and safeguarding de-icing equipment.

PERFORMANCE MEASURES

Council Priority: **Public Safety & Quality of Life**
Goal: Maintain snow priorities within set timeframes.
Objective: 0 – 3" 1st priorities. 2nd priorities residential plowing 3-8" within 12 hrs., 8-12" within 18 hrs., 12+ within 36 hrs.
Type of Measure: Clearing Streets within timeframes
Tool: Inspections by Leadworkers, filling all routes (available equipment)
Frequency: Each snowfall
Scoring: 96%
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Complete 2nd priorities while maintaining 1st priorities.	95%	94%	96%	98%

Council Priority: **Public Safety**
Goal: Shoulder streets without curb & gutters.
Objective: Complete west side in 09 & east in 10
Type of Measure: Shoulder west side while maintaining washouts on east side.
Tool: Provide proper flagging/barricading and public announcements.
Frequency: Quarterly (June – September)
Scoring: 75%
Trend: ↓

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Haul and screen material used to prevent edge cracking and shoulder drop off.	90%	50%	90%	95%

Council Priority: **Public Safety**
Goal: Coverage time for pothole repair.
Objective: Patch all reported potholes within 24hrs. of notification
Type of Measure: Provide coverage to west and east sides once monthly while responding to all calls.
Tool: Tracking operator logs
Frequency: Daily
Scoring: 96%
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Complete all areas of city within a 2 month period.	95%	96%	97%	97%

SECTION: **32-STREET MAINTENANCE**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 2,189,328	$ 2,660,782	$ 2,460,862	$ 2,427,328	$ (233,454)
CONTRACTUAL	459,071	718,273	649,201	715,726	(2,547)
COMMODITIES	989,487	951,528	1,073,670	777,870	(173,658)
CAPITAL	984,439	1,352,600	752,624	95,000	(1,257,600)
TOTAL	**$ 4,622,325**	**$ 5,683,183**	**$ 4,936,357**	**$ 4,015,924**	$ (1,667,259)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 184,117	$ 300,803	$ 142,468	$ 289,872	$ (10,931)
STREET CLEANING	324,797	366,640	372,590	352,968	(13,672)
SNOW CONTROL	1,018,251	1,178,327	1,290,072	850,425	(327,902)
SIGN,SIGNAL,MARK & LIGHT	318,247	427,524	372,219	370,082	(57,442)
STREET MAINTENANCE	2,061,041	2,181,884	1,819,670	1,283,566	(898,318)
DRAINAGE WAY MAINTENANCE	129,796	249,440	268,081	289,668	40,228
TRAINING	362	1,900	1,892	1,900	-
STREET LIGHTS	331,030	355,770	355,000	368,770	13,000
TRAFFIC SIGNAL MAINTENANC	254,684	620,895	314,365	208,673	(412,222)
TOTAL	**$ 4,622,325**	**$ 5,683,183**	**$ 4,936,357**	**$ 4,015,924**	$ (1,667,259)

SOURCE OF FUNDING:

HIGHWAY USER REVENUE FUND	$ 4,015,924
	$ 4,015,924

COMMENTARY:

The Streets Maintenance operating budget has decreased 9% and capital expenditures total $95,000 resulting in an overall a net decrease of 29%. Personal Services decreases are due to 4.75 FTE staffing reductions that include 3.75 FTE of Equipment Operators Temps and one Maintenance Worker. In addition, there are salary and benefit decreases. Contractuals decreases are due to cuts in landfill fees. Commodities decreases are due to cuts in miscellaneous computer equipments, equipment rentals, and other operating supplies. Major Capital (>$10,000) includes cinder boxes.

MISSION

The Environmental Services Section mission it to efficiently provide a comprehensive waste management and diversion program to the residents of Flagstaff.

PROGRAM DESCRIPTION

The Environmental Services section provides the citizens of Flagstaff with quality customer service, timely refuse and recycling collections and sound landfill management practices. The section works toward cost efficient operations while considering the benefit and development of additional waste diversion programs that will sustain landfill resources.

FY 09 ACCOMPLISHMENTS

- ✓ Existing Grades, Remaining Airspace and Landfill life. The implementation of a new GPS unit has allowed Engineering Staff to quickly and accurately assess the following data:
    - o Models have been developed to show existing topography of the landfill working face and soil borrow pits.
    - o The model compares the current elevations to the final closure elevations.
    - o This data will also demonstrate the the grades of newly compacted municipal solid waste.
    - o Engineering Staff has been using the data to assess the availability of airspace and remaining soil.
- ✓ Stormwater Pollution Prevention Plan (SWPPP), Emergency Response Plan (ERP) and Spill Prevention Countermeasures Control Plan (SPCC). These are working documents that will serve as a useful safety, training and informational tool for employees at Cinder Lake Landfill.
- ✓ Training. Hazardous Waste First Responder Training has been attended by Engineering and Compliance Staff.
- ✓ 2008 Air Quality Analysis. Cinder Lake Landfill is required to undergo air quality sampling for Non Methane Organic Compounds (NMOC Department of Environmental Quality for review on 1/14/09.
- ✓ Road Improvements. Landfill staff applied asphalt millings to approximately 600 linear feet of road ways.
- ✓ Landfill Staff Goal Setting. Administrative staff and operators worked separately on developing goals that will address safety, productivity and customer.
- ✓ Operational Benchmarks. Performance benchmarks have been established to provide landfill to get feedback on their performance.
- ✓ Implemented SCA Program. Cinder Lake Landfill will haul paste paper sludge and provide snow plowing services at the SCA plant in Flagstaff.
- ✓ Operator cross-training. Collections operators cross trained with landfill personnel to provide coverage when needed.
- ✓ Manager, Supervisor and Lead collections staff cross trained with landfill personnel in order to provide coverage in the case of emergency or as needed.
- ✓ Public Works Yard. Environmental Services calculated and drafted a plan for a future Public Works Yard.
- ✓ Routing Efficiencies. Re-structuring was developed in each program to increase productivity and decrease costs and fuel use.
- ✓ Cross training of the administrative assistant's within the Environmental Services and Cinder Lake Landfill office and scale house procedures.
- ✓ Built and integrated an Excel spread sheet for the commercial and residential routes, increasing productivity and reducing fuel cost.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Monitor, track and forecast trash compaction rates, landfill sequencing, airspace and cover usage to estimate landfill life and on site cover exhaustion.
- ➢ Resolution with ADEQ on future development of the south borrow pit.

- Collections scheduling. Experiment with collection schedules to equipment needs and fuel usage, identifying further cost savings to the Section.
- Cross training. Develop a schedule of operator cross training to ensure operational flexibility, efficiency and coverage while enhancing response and customer service levels.
- Downtown Trash/Recycling. Develop alternative strategies for the collection of trash and recyclable materials in high visibility areas such as Heritage Square and the Choi's public parking area.
- Implement customer call back program to insure our customer service satisfaction reaches our goal of 100%.

PERFORMANCE MEASURES

Council Priority: Facilities and Basic Services
Goal: Develop a customer profile system
Objective: Track waste stream by commercial customer. Identify potentials for additional waste diversion programs. Improve customer relations. Identify other means to educate customers on alternative services. Improve safety.
Type of Measure: Output
Tool: Council Reports VIA memos and meetings. Monthly Activity Report implementation
Frequency: Monthly
Scoring: 50-70%
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Profile system approved and ready for implementation	N/A	N/A	N/A	50%

Council Priority: Environmental Sustainability
Goal: Increase capture of recyclable materials, reduced fuel use and carbon footprint
Objective: Diversion of recyclables from the current waste stream; collaborate with FFD to capture slash pile green waste, reducing burning and utilizing green waste as alternative daily cover at the Cinder Lake Landfill.
Type of Measure: Output
Tool: Tonnage reports, operator performance tracking system, fuel usage reports, route audits.
Frequency: Monthly, quarterly, annually
Scoring: 75%
Trend: ↑ CY08 Residential program diversion rate 28.3%; Commercial program diversion rate 15.2%; Combined 20.5%

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
	N/A	N/A	N/A	75%

Council Priority: Facilities and Basic Services
Goal: Establish measure unit for tracking our customer service calls.
Objective: Track customer's response to our service requests within a 24hr period.
Type of Measure: Program Outcome
Tool: Graph designed to equate the flow of timeliness of response and service satisfaction.
Frequency: Daily call backs and monthly graph
Scoring: 80-90%
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Environmental Service Customer Service Survey	N/A	N/A	N/A	90%

SECTION: 41-ENVIRONMENTAL SERVICES

EXPENDITURES BY CATEGORY:	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 4,093,473	$ 4,530,417	$ 4,358,389	$ 4,308,037	$ (222,380)
CONTRACTUAL	3,527,418	3,960,629	3,235,796	3,680,279	(280,350)
COMMODITIES	1,671,416	1,846,838	1,919,891	1,728,487	(118,351)
CAPITAL	2,995,721	3,830,297	1,357,251	1,628,837	(2,201,460)
TOTAL	**$ 12,288,028**	**$ 14,168,181**	**$ 10,871,327**	**$ 11,345,640**	$ (2,822,541)

EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 593,179	$ 486,733	$ 504,064	$ 573,568	$ 86,835
RESIDENTIAL COLLECTION	2,379,168	2,247,238	1,742,298	1,762,036	(485,202)
COMMERCIAL COLLECTION	2,589,958	2,214,137	2,086,171	2,363,849	149,712
SANITARY LANDFILL	2,379,074	2,521,995	2,402,800	2,080,100	(441,895)
BIN MAINT-RESIDENTIAL	92,399	180,573	96,472	146,628	(33,945)
BIN MAINT-COMMERCIAL	221,106	107,001	154,994	114,674	7,673
HOIST & HAUL	946,862	1,083,172	494,966	393,156	(690,016)
LANDFILL OUTSIDE CONTRAC	-	647,162	656,162	291,650	(355,512)
RECYCLING - CURBSIDE COLL	846,473	2,202,325	918,209	1,240,098	(962,227)
INERT MATERIAL LANDFILL	573,929	1,800	30,324	-	(1,800)
COMMERCIAL RECYCLING	608,968	891,693	612,484	806,208	(85,485)
CONSERVATION EDUCATION	(600)	-	-	-	-
SUSTAINABLILITY	106,024	228,922	204,018	179,904	(49,018)
ENVIRONMENTAL MANAGEMENT	447,039	551,977	485,841	474,715	(77,262)
CONSERVATION	380,041	505,780	394,598	323,994	(181,786)
COMMERCIAL SALES	4,708	7,960	22,585	7,960	-
LANDFILL SITE IMP	1,599	80,000	-	-	(80,000)
06 EPA BRNFLD ASSESSME	18,874	84,213	65,341	-	(84,213)
06 ADEQ PHOENIX AVE SR	39,146	-	-	-	-
GREENHOUSE GAS GRANT	60,081	-	-	-	-
ENERGY EFF/CONSERVATION	-	-	-	587,100	587,100
DEBT SERVICE	-	125,500	-	-	(125,500)
TOTAL	**$ 12,288,028**	**$ 14,168,181**	**$ 10,871,327**	**$ 11,345,640**	$ (2,822,541)

SOURCE OF FUNDING:		
ENVIRONMENTAL SERVICES FUND	$ 11,345,640	
	$ 11,345,640	

COMMENTARY:
The Environmental Services operating budget has decreased 6% and capital expenditures total $1,628,837 resulting in an overall net decrease of 20%. Personal Services decreases are due to two FTE staff reduction. In addition there are salary and benefit decreases. Contractuals and commodities decreases are due to decreased costs related to education, training and overall reduction of services requested. One-time expenditures for this division are for internal work requests. 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.

MISSION

The Sustainability and Environmental Management Section's mission is to preserve and enhance the community and natural environment by implementing resource conservation and sustainability through leadership and education.

PROGRAM DESCRIPTION

The Sustainability and Environmental Management Section 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 we work to incorporate sustainable practices into our own operations to reduce greenhouse gas emissions. The Conservation Program includes Environmental Code Enforcement, organization of anti-litter campaigns and volunteer clean-ups, and outreach and education regarding recycling and composting. 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 contaminated soils. They also manage the operations and compliance of the Hazardous Product Center located at the Cinder Lake Landfill for the collection of hazardous wastes from residents and small businesses of Coconino County and the City of Flagstaff, and residents from Sedona.

FY 09 ACCOMPLISHMENTS

- ✓ Completed first Annual City of Flagstaff Sustainability Report.
- ✓ Completion of municipal sustainability policies: Sustainable Fleet, Sustainable Purchasing, Paper Use Efficiency, Anti-idling.
- ✓ Initiated successful education and outreach campaigns to promote community sustainability and climate management.
- ✓ The small business waste program has been operating at the Hazardous Products Center (HPC) for over 1.5 years and over 100 businesses have participated in the program.
- ✓ For the first half of FY 09 the number of customers utilizing the HPC increased by 19% compared to the previous year and the amount of hazardous waste brought to the HPC increased by 25% compared to the previous year. These numbers exceeded projected growth rates of 5%.
- ✓ Characterized the extent of environmental contamination on BNSF property below Paramount Petroleum to determine the volume of environmental contamination requiring removal prior to construction of the Rio De Flag Flood Control project.
- ✓ Exceeded expectations for Adopt-An-Avenue volunteer group participation (25% increase), and community cleanup projects completed (28% increase). Achieved a 32% increase in household glass recycled.
- ✓ The Recycled Art Exhibition was nominated for a Viola Award.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Increase assistance to local businesses that are interested in adopting sustainable business practices.
- ➢ Increasing use of and tonnage collected at the Hazardous Products Center including the Small Business Program.
- ➢ Improve anti-litter campaigns, volunteer participation, and litter cleanups including shopping cart collection and return by volunteer groups.
- ➢ Continue to ensure environmental regulatory compliance of city projects, buildings, and work activities.
- ➢ Continue work on the popular annual Recycled Art Exhibition, which was recently nominated for a Viola Award.
- ➢ Complete Sustainability Plans and policies for the municipality and the community and continue outreach and education in all areas of community sustainability: social, economical, and environmental.
- ➢ Continue enforcement of the Litter, Abandoned Vehicle, Solid Waste, and Safe Sidewalk codes as efficiently as possible.

PERFORMANCE MEASURES

Council Priority: Community Sustainability and Family, Youth and Community
Goal: Organizational and community-wide Sustainability Plan that promotes a sustainable Flagstaff, where the social well-being of current and future citizens is supported by a vibrant economy and a self renewing, healthy environment.
Objective: Develop and implement Sustainability Plan that addresses the following elements: waste prevention, resource conservation, climate management and quality of life. Develop and implement organizational-wide sustainability policies that promote organizational sustainability while setting an example to the Flagstaff community. Work with Sustainability Commission and Flagstaff community to develop community sustainability goals. Develop and implement effective education and outreach efforts that provide accountable and accurate information to the organization and Flagstaff community.
Type of Measure: Program effectiveness
Tool: Benchmarks, metrics and community input
Frequency: Annual
Scoring: 90%
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Sustainability Plan	N/A	25%	50%	100%
Climate Action Climate Protection Software Database	N/A	N/A	50%	100%
Outreach Plan	N/A	N/A	50%	100%
Outreach Database	N/A	N/A	100%	100%

Council Priority: Family, Youth and Community
Goal: Increase citizen participation and personal investment in maintaining a litter-free community.
Objective: Involve a wide array of community members and organizations in an annual City-wide litter cleanup event (15 Minute Makeover).
Type of Measure: Input
Tool: Website registration tracking
Frequency: Annual
Scoring: 95%
Trend: N/A – new initiative

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Participation by age groups	N/A	N/A	N/A	6
Participation by organizations/groups	N/A	N/A	88	100
Participation by neighborhoods	N/A	N/A	N/A	12
Total persons participated	N/A	N/A	4,225	5,000

Council Priority: **Community Sustainability**
Goal: Preserve and enhance the natural environment and extend the life of the landfill by providing an option for residents and small businesses to recycle and properly dispose of hazardous wastes at the Hazardous Products Center (HPC).
Objective: Increase usage of the Hazardous Products Center by 5% annually.
Type of Measure: Program outcome
Tool: Track number of customers, hazardous waste disposal tonnage, and start a new customer survey.
Frequency: Quarterly and summarize annually
Scoring: 75%
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Number of residential visitors to the HPC	2,598	2,935	3,231	3,390
Number of active small business waste customers	20	76	85	89
Residential hazardous waste tonnage including electronics	75 tons*	129 tons	152 tons	160 tons
Small business waste tonnage including electronics	n/a	31 tons	36 tons	38 tons

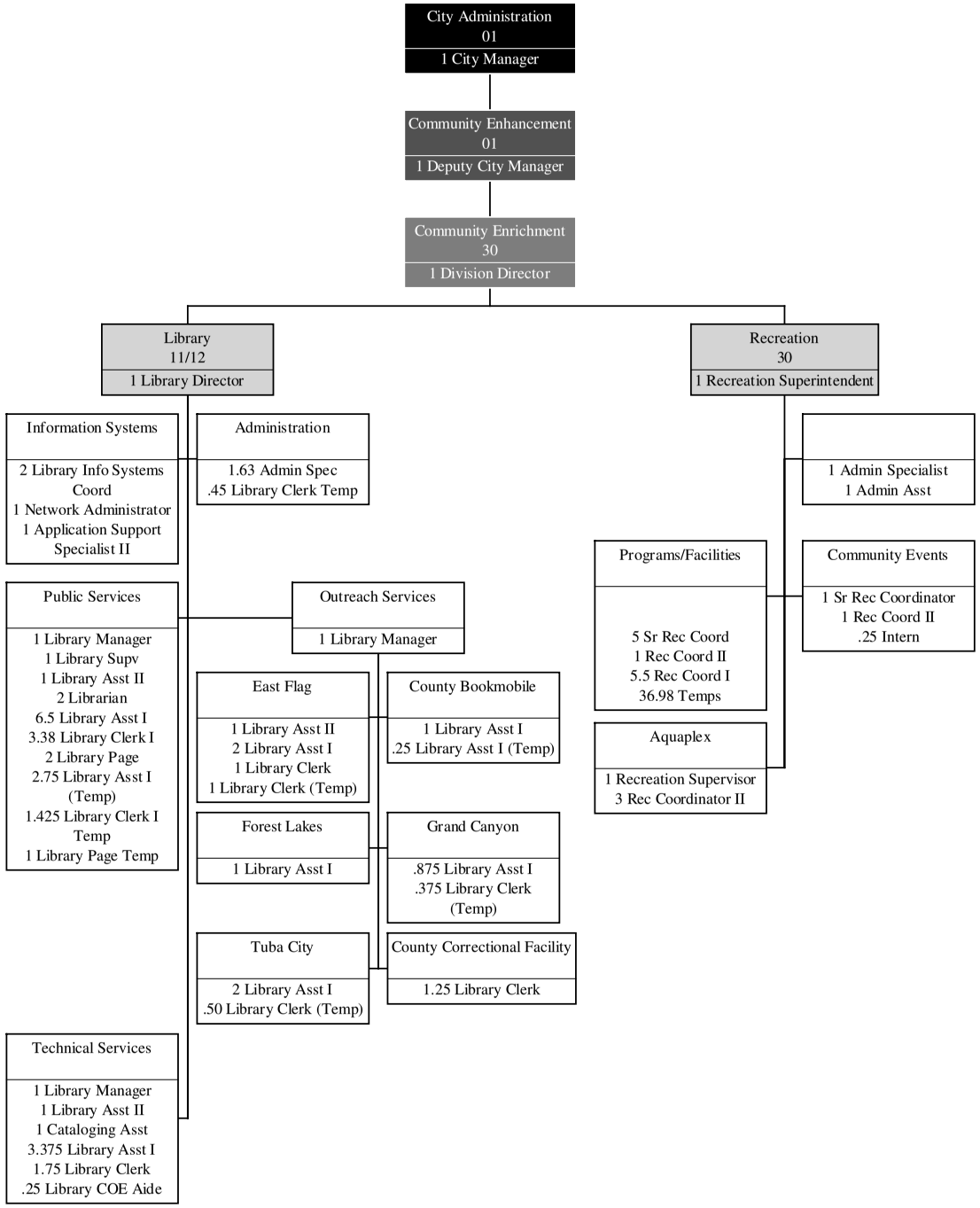
* Reporting did not include weight of recycled electronics in 2007.

COMMUNITY ENRICHMENT DIVISION MISSION

The mission of the **Flagstaff City-Coconino County Pubic Library** is to enhance the quality of life for citizens by providing services, materials, programs, Internet access and electronic resources that will meet the diverse needs of adult and youth residents as well as tourists of Flagstaff and Coconino County.

The mission of **Recreation Services** is to enrich the lives of our community by providing exceptional opportunities for families and individuals of all abilities to participate in programs valuable to sustaining a healthy lifestyle.

COMMUNITY ENRICHMENT SERVICES



MISSION

The mission of the Flagstaff City-Coconino County Pubic Library is to enhance the quality of life for citizens by providing services, materials, programs, Internet access and electronic resources that will meet the diverse needs of adult and youth residents as well as tourists of Flagstaff and Coconino County.

PROGRAM DESCRIPTION

We support this mission by providing an informational gateway in a supportive environment. Professional assistance in researching and accessing information is offered. The Library's collections support many areas of interest: culture, business, education, literacy, life-long learning, general and local history, genealogy, government, and leisure reading. The Library also serves as a community center for dissemination of ideas and communication. It is dedicated to freedom of access for all within established library policies.

FY 09 ACCOMPLISHMENTS

- ✓ East Flagstaff Community Library (EFCL) broke all past records on visitor counts, computer usage and circulation.
- ✓ Increased stats at Main library.
- ✓ Received grant for 24 laptops for EFCL to use for in-house check out.
- ✓ Began free computer classes at EFCL.
- ✓ Reduced noise levels and improved security in the Main library IT office (construction project).
- ✓ Replaced Main library's flat roofs and skylights.
- ✓ Main library partnered with America Reads to give patrons the opportunity to receive tutoring in the library.
- ✓ Provided several adult lecture programs through the Arizona Humanities Council.
- ✓ Staff attended *Disaster Recovery* training for libraries and library materials, workshop on *Working With Individuals with Mental Illness in the Library Setting, and workshop on* Literacy *Every Child Ready to Read.*
- ✓ Received grants totaling over 60K.
- ✓ Stories to Life, partnering with Flagstaff Symphony, Theatrikos, Coconino Center for the Arts, Coconino Literacy Volunteers to provide a free series of 7 Sunday adult/family programs of musical storytelling.
- ✓ Educational resources for youth to assist teachers, parents and homeschoolers.
- ✓ Completed a Flagstaff telephone directory digitization project.
- ✓ Library participated in the Coconino County Fair, the Division's Halloween Harvest and Winter Wonderland events.
- ✓ Bookmobiles participated in City and County events.
- ✓ Collaborated with the Arizona Humanities Center on the Navajo Code Talkers of World War II program.
- ✓ Enhanced library's bandwidth from 3 Mbps to 8 Mbps.
- ✓ Replaced public computers at the EFCL.
- ✓ Hired new county IT Applications Support Specialist.
- ✓ Increased County Wide library computer count to 275.
- ✓ Revised Disaster Recovery Plan.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Enhance bandwidth from 8 Mbps to 10 Mbps.
- ➢ Replace servers at the Main library.
- ➢ Create new parking area in the City Warehouse facility for bookmobiles.
- ➢ Enhance promotions and public interest in the One Book Arizona Project.
- ➢ Apply for LSTA and other grants for materials and programming.
- ➢ Replace several library study tables through the Library Foundation Center.
- ➢ Promote the library's Foundation Center Collection- grants for the public.
- ➢ Partner with the Arizona State Library on the Arizona Centennial Anniversary project.
- ➢ Develop plans for county computer network, library web presence and continuity across the county
- ➢ Create family oriented free library programs via grant funding.
- ➢ Enhance bookmobile programming to seniors and schools.
- ➢ Increase collaboration with COF IT and Alliance Partnership.

PERFORMANCE MEASURES

Council Priority: Family, Youth & Community
Goal: Provide positive opportunities for educational, cultural and leisure activities for all ages.
Objective: Offer special programming for children, youth, adults & seniors.
Type of Measure: Outcome & Output
Tool: Customer surveys; patron feedback
Frequency: Daily, Monthly, Quarterly, Annually (ongoing)
Scoring: 95%
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Customer satisfaction with programs offered at the Library	NA	NA	97%	99%
Number of programs offered	807	908	1010	1045
Number of participants in programs	22,922	24,866	28,443	30,448

Council Priority: Family, Youth & Community
Goal: Provide exceptional customer service.
Objective: To meet the informational needs, requests and desires of library patrons.
Type of Measure: Outcome
Tool: Customer Surveys, customer questions and feedback, number of people utilizing the library and its resources
Frequency: Daily, Monthly, Quarterly, Annually (ongoing)
Scoring: 95%
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Customers pleased with their Library experience	NA	NA	98%	100%

Council Priority: Family, Youth, & Community
Goal: Provide access to computers and a wide variety of materials to enhance the quality of life for the community.
Objective: Select, acquire, prepare, and maintain quality resources in different formats for use by the public
Type of Measure: Outcome
Tool: Surveys, Customer Feedback
Frequency: Daily, Weekly, Quarterly, Annually (ongoing)
Scoring: 75%
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Customers believe that having access to library resources enhances their quality of life	NA	NA	96%	98%

SECTION: **11-LIBRARY**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 2,359,870	$ 2,722,912	$ 2,734,456	$ 2,490,311	$ (232,601)
CONTRACTUAL	446,153	544,710	557,996	467,979	(76,731)
COMMODITIES	430,080	615,962	616,634	823,487	207,525
CAPITAL	71,569	-	-	-	-
TOTAL	**$ 3,307,672**	**$ 3,883,584**	**$ 3,909,086**	**$ 3,781,777**	$ (101,807)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 535,282	$ 573,863	$ 561,829	$ 467,409	$ (106,454)
TECHNICAL SERVICES	715,413	783,270	783,269	762,404	(20,866)
PUBLIC SERVICES	1,282,677	1,619,692	1,632,420	1,547,000	(72,692)
COUNTY JAIL	64,223	68,606	68,606	69,655	1,049
COUNTY BOOKMOBILE	40,992	63,164	64,869	86,016	22,852
FOREST LAKES LIBRARY	55,851	88,203	88,203	92,019	3,816
TUBA CITY LIBRARY	170,654	187,080	197,492	229,348	42,268
SUPAI LIBRARY	2,166	5,500	5,500	15,500	10,000
EAST FLAGSTAFF LIBRARY	363,910	392,465	401,181	387,022	(5,443)
OUTREACH	257	1,850	1,879	1,850	-
GRAND CANYON	67,520	84,566	88,513	105,229	20,663
MAIN LIBRARY AUTOMATION	8,727	15,325	15,325	18,325	3,000
TOTAL	**$ 3,307,672**	**$ 3,883,584**	**$ 3,909,086**	**$ 3,781,777**	$ (101,807)

SOURCE OF FUNDING:

LIBRARY FUND	$ 3,781,777
	$ 3,781,777

COMMENTARY:

The Library operating fund has decreased 3% with no capital expenditures. Personal Services decreases are due to 3 FTE staffing reductions that include a Library Clerk I Temporary (.6 FTE), a Library Clerk I (.5 FTE), a Library Assistant I (.5 FTE), a Library Page Temporary (.25 FTE), and a Library Assistant I Temporary (1.15 FTE). In addition, there are salary and benefit decreases. Contractual decreases are due to reductions in maintenance, rent, and postage. Commodities increases in circulated materials, office and operating supplies are offset by decreases in subscriptions and office equipment. One-time commodities expenses are for internal work order charges, and compuer equipment. There is no major capital (>$10,000) for this section.

SECTION: **12-LIBRARY GRANTS**

EXPENDITURES BY CATEGORY:	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 74,436	$ 138,509	$ 138,509	$ 139,882	$ 1,373
CONTRACTUAL	585,526	2,417,444	1,140,809	3,118,634	701,190
COMMODITIES	223,829	151,843	72,529	147,200	(4,643)
TOTAL	**$ 883,791**	**$ 2,707,796**	**$ 1,351,847**	**$ 3,405,716**	$ 697,920
EXPENDITURES BY PROGRAM:					
COUNTY WIDE PROJECTS	$ 718,596	$ 2,682,796	$ 1,300,916	$ 3,380,716	$ 697,920
PLANNING FOR PARTNERSHIP	49,921	-	-	-	-
BABY BOOMER GRANT	866	-	-	-	-
SNR STORYTIME & BOOKMOBILE	21,710	-	-	-	-
2006 FOREST H'LANDS FO	2,666	-	-	-	-
STATE GRANT IN AID 2007	237	-	-	-	-
2007-08 St Grant in Aid	25,000	25,000	-	-	(25,000)
C.O.O.L.	51,753	-	4,547	-	-
FCF GRANT	6,000	-	-	-	-
FOREST HIGHLANDS GRANT	5,000	-	-	-	-
GEO FUND GRANT	2,000	-	-	-	-
TELEPHONE DIRECTORY PRES	-	-	9,254	-	-
BRANCH OUT W LIBRARY	42	-	12,130	-	-
STATE GRANT IN AID 08-09	-	-	25,000	-	-
FY 10 STATE GRANT IN AID	-	-	-	25,000	25,000
TOTAL	**$ 883,791**	**$ 2,707,796**	**$ 1,351,847**	**$ 3,405,716**	$ 697,920
SOURCE OF FUNDING:					
	LIBRARY FUND			$ 3,405,716	
				$ 3,405,716	

MISSION

Recreation Services enriches the lives of our community by providing exceptional opportunities for families and individuals of all abilities to participate in programs valuable to sustaining a healthy lifestyle.

PROGRAM DESCRIPTION

Recreation staff is responsible for the management and operation of the Flagstaff Aquaplex, the Thorpe Park Community and Senior Center, the Jay Lively Ice Arena, Flagstaff Recreation Center, Cogdill Recreation Center, and numerous sports fields. Special community events and use permits are coordinated for organizations and individuals; recreational activities and classes are programmed for all ages and abilities, and sports are facilitated for both youth and adults. All Recreation administrative functions and master plan management are also budgeted in this section.

FY 09 ACCOMPLISHMENTS

- ✓ Successful opening of the Flagstaff Aquaplex, exceeding expectations by serving over 40,000 customers for free tours, 23,000 paid daily admissions, and 2090 passes purchased, generating approximately $310,000 in revenue the first 3 1/2 months of operation.
- ✓ Completion of a revised Special Events Application Packet.
- ✓ Coordination of a Laser Light Show and Symphony Performance for the Fourth of July celebration.
- ✓ Renewal of the Intergovernmental Agreement with Flagstaff Unified School District (FUSD) for Fields and Facilities.
- ✓ Facilitated the Youth Town Hall at the Flagstaff Recreation Center.
- ✓ Construction of a rental Party Room at Jay Lively Ice Arena.
- ✓ Approval of Revised User Fee Schedule.
- ✓ APRA Outstanding Facility Award in the State of Arizona for the Thorpe Park Softball Complex.
- ✓ The Aquaplex received "Best of Flagstaff" in 2008 from the *Daily Sun* for "Best Entertainment for Kids"
- ✓ An estimated 22,000 people attended Special Community Events put on by the Division, to include Soar Into Spring, Concerts in the Park, Halloween Harvest, Children's Music and Art Festival, and Winter Wonderland.
- ✓ Facility improvements to Jay Lively Activity Center including; Construction of new birthday/meeting room, installation of new sound and PA system, and installation of natural rock siding to the front of the building.
- ✓ Facility improvements to Cogdill Recreation Center including; new gym floor, construction of an equipment check out window in main office, new carpeting in the game room and new basketball hoops.
- ✓ Facility improvements to Flagstaff Recreation Center including; new carpeting, construction of new windows on the exterior of the building and new exhaust fans.
- ✓ Creation of two new community events – "Flagstaff Rising Star" and the "Children's Music and Art Festival".
- ✓ Creation of new Performance Measures, including the tools to gather data.
- ✓ Created new Mission Statement to reflect the re-organization from Parks and Recreation to Recreation Services.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Extension of ice at Jay Lively to include summer months (ice will now be available all 12 months).
- ➢ Expand the volunteer base and community partnerships to offer low cost programming.
- ➢ Initiate additional facility improvements to Jay Lively Activity Center.
- ➢ Implement Customer Satisfaction Survey.
- ➢ Initiate new performance measures.
- ➢ New chiller and generator for Jay Lively Activity Center.
- ➢ Host the ASA (Arizona Softball Association) girls invitational softball tournament which will have over 60 out-of-town teams participating.
- ➢ Meet or exceed cost recovery directives for the Flagstaff Aquaplex, while increasing programs, services, rentals, and pass holder sales.

- Increase attendance at signature community event via expanded marketing and innovative programming.

PERFORMANCE MEASURES
Council Priority: Family, Youth & Community
Goal: Superior customer service in the deliverance of recreational programs and services.
Objective: Professional, knowledgeable, outgoing, and friendly staff.
Type of Measure: Process Outcome (new measure)
Tool: Customer comment cards & feedback (weighted at 30%), Program surveys (weighted at 40%), Direct staff observations (weighted at 10%), and staff performance evaluations (weighted at 20%).
Frequency: Daily, Monthly, Quarterly & Yearly
Scoring: 75%
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Results of the culmination of participant surveys, observations and performance, with a Target rating of 100% of staff rated good or excellent.	NA	NA	75%	85%

Council Priority: Family, Youth & Community
Goal: Customer satisfaction with programs & services.
Objective: Provide quality recreation programs and services that create positive leisure experiences for all participants
Type of Measure: Program Outcome
Tool: City of Flagstaff Citizen Survey, customer feedback, program surveys
Frequency: Daily, Monthly, Quarterly & Yearly
Scoring: 75%
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Results of the culmination of participant surveys, with a Target rating of 90% of the overall experience rated good or excellent – target is also impacted by high percentage of respondents unfamiliar with the service.	48%	53%	65%	75%

Council Priority: Fiscal Health
Goal: Fiscal Accountability – Revenue and Expenses of all Recreation Programs
- Assessment of the Flagstaff Aquaplex completed separately due to higher cost recovery directives
- Prior to FY2010 cost recovery of youth and adult programming was not assessed separately

Objective: Adequate revenue generated to meet cost recovery expectations and self sufficiency percentages.
Type of Measure: Outcome
Tool: Program planning sheets, program evaluation worksheets, temporary employee hourly tracking, and Quarterly Budget Reports
Frequency: Quarterly, Annually
Scoring: 60%
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Cost recovery of 100% of adult programs following established philosophy; line item expenses within 2% of budgeted expenditures.	37%	50%	50%	100%

Council Priority: Fiscal Health
Goal: Fiscal Accountability – Revenue and Expenses of all Recreation Programs
(Assessment of the Flagstaff Aquaplex completed separately due to higher cost recovery directives)
Objective: Adequate revenue generated to meet cost recovery expectations and self sufficiency percentages.
Type of Measure: Outcome
Tool: Program planning sheets, program evaluation worksheets, temporary employee hourly tracking, and Quarterly Budget Reports
Frequency: Quarterly, Annually
Scoring: 60%
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Cost recovery of 50% for youth programs following established philosophy; line item expenses within 2% of budgeted expenditures.	NA	NA	50%	100%

Council Priority: Fiscal Health
Goal: Fiscal Accountability – Flagstaff Aquaplex
Objective: Adequate revenue generated to meet cost recovery expectations.
Type of Measure: Outcome
Tool: Monthly Budget Reports
Frequency: Quarterly, Annually
Scoring: 65%
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Annual Cost Recovery Rate between 50% - 70%	NA	NA	75%	70%

Council Priority: **Family ,Youth and Community**
Goal: Expand community wide events for residents and visitors.
Objective: Increase attendance at signature community event via expanded marketing and innovative programming.
Type of Measure: Process outcome (new measure)
Tool: Direct staff observation, tracking via participant clicker device, and vendor surveys.
Frequency: Quarterly, Annually
Scoring: 60%
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Participation growth	NA	NA	NA	20%

SECTION: **30-RECREATION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 1,546,111	$ 2,141,662	$ 2,133,648	$ 1,919,999	$ (221,663)
CONTRACTUAL	465,490	955,013	842,414	934,668	(20,345)
COMMODITIES	227,560	399,174	398,042	345,068	(54,106)
CAPITAL	31,767	55,000	49,000	15,000	(40,000)
TOTAL	**$ 2,270,928**	**$ 3,550,849**	**$ 3,423,104**	**$ 3,214,735**	$ (336,114)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 594,666	$ 701,556	$ 674,973	$ 478,424	$ (223,132)
ATHLETIC PROGRAMS	202,596	251,775	254,697	232,569	(19,206.00)
PARKS & RECR COMMISSION	1,016	2,220	988	-	(2,220.00)
AQUATICS	146,476	192,902	158,974	-	(192,902.00)
MURDOCK CENTER	1,283	-	872	-	-
FLAGSTAFF RECREATION CNTR	291,012	312,508	310,208	231,629	(80,879.00)
ADULT CENTER	215,418	318,465	247,605	212,991	(105,474.00)
COGDILL CENTER	202,678	261,115	261,797	208,565	(52,550.00)
YOUTH COMMISSION	3,245	10,435	5,329	5,435	(5,000.00)
JAY LIVELY ACTIVITY CENTR	444,619	451,971	458,050	419,971	(32,000.00)
COMMUNITY SERVICES/EVENTS	83,811	100,815	100,839	100,708	
AFTER SCHOOL ANCHOR PROG	-	-	112	-	-
RECREATION GRANTS	3,087	-	264	-	-
AQUAPLEX	81,021	947,087	948,396	1,324,443	377,356.00
TOTAL	**$ 2,270,928**	**$ 3,550,849**	**$ 3,423,104**	**$ 3,214,735**	$ (336,114)

SOURCE OF FUNDING:

GENERAL FUND	$ 3,214,735
	$ 3,214,735

COMMENTARY:
The Recreation operating budget has decreased 8% and have capital expenditures of $15,000. Personal Services decreases are due to 8.5 FTE staffing reductions for various Temporary positions. In addition, there are salary and benefit decreases. Contractual decreases are due to reductions in travel, utilities, and other miscellaneous services. Commodities decreases are due to reductions in office equipment, copying, and uniforms. There is no major capital (>$10,000) expenditures for this section.

ECONOMIC VITALITY DIVISION MISSION

The mission of the **Community Investment Section** is to retain and strengthen existing local businesses while helping to grow and attract innovative companies for sustainable economic health.

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

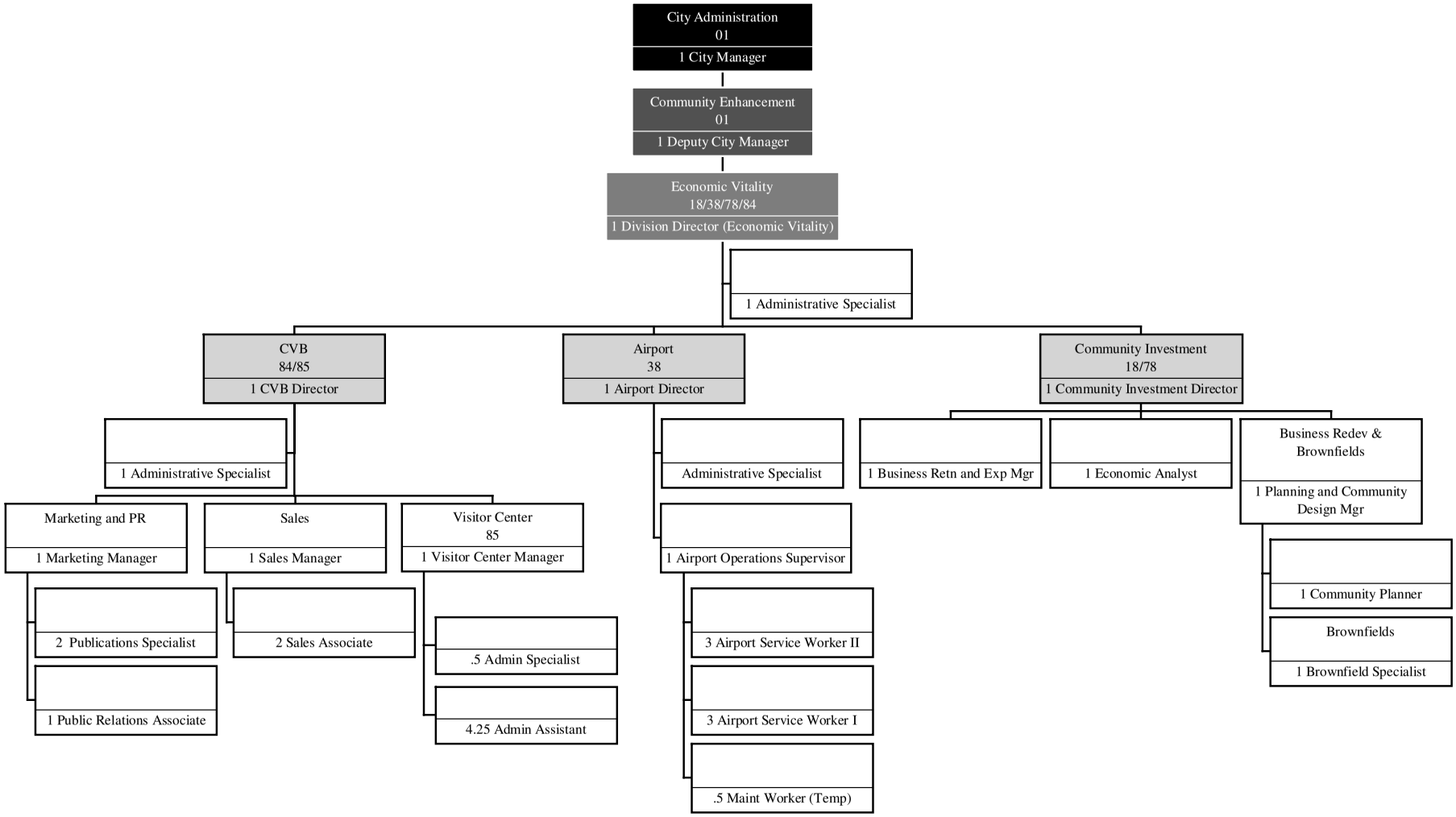
The mission of **The Arts and Science Section** is to deploy Bed, Board, and Booze tax monies efficiently and effectively to create, enhance, and preserve the cultural heritage of Flagstaff.

The mission of the **Economic Development Section** is responsible for the administration of Economic Development programs and 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.

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.

ECONOMIC VITALITY



MISSION

Retain and strengthen existing local businesses while helping to grow and attract innovative companies for sustainable economic health.

PROGRAM DESCRIPTION

Promote sustainable retail, commercial, and industrial development that enhances employment and revenues for the City by: providing critical information and programs needed by businesses to survive and thrive; developing and cultivating infrastructure that preserves quality of life, fosters a culture that embraces growth and change, and allows access to intellectual resources, including qualified and talented employees; and developing connections between businesses, people, and the organizations that can help take them to the next level including educational institutions.

FY 09 ACCOMPLISHMENTS

- ✓ Visited more than 50 local companies to gauge economic health of the community and to assist in maintaining a sustainable business climate.
- ✓ Created University to Business Connection program, creating a stronger partnership between NAU, City of Flagstaff, and local businesses. Successfully completed first project.
- ✓ Created, in partnership with CCC, a free computer class based upon feedback on computer skills needed by local employers. Due to demand, a second, free class was held.
- ✓ Offered, in partnership with CCC, a free workforce readiness workshop.
- ✓ Offered, in partnership with CCC & SBDC, a customer service tune up workshop for local businesses.
- ✓ Four auto dealers opened in the Flagstaff Auto Park including Honda, Toyota/Scion, Mazda and Nissan.
- ✓ Completed video shoot for the *Economic Report* shown on Fox Business, CNN, and in other strategically chosen media markets.
- ✓ Marketing efforts featured in *Square Foot Magazine*, *AZ Real Estate*, and *Site Selection* magazine.
- ✓ Launched FlagstaffProspector.com, a commercial real estate resource.
- ✓ Phase Two of Aspen Place at the Sawmill is under construction with five signed tenant leases.
- ✓ Signed agreement for the sale of 32 acres on Route 66 to the Hawkins Companies for the development of a retail village.
- ✓ Completed GPLET agreement with Joy Cone, resulting in the preservation of 150 jobs and $6 million in additional investment.
- ✓ Completed GPLET Amendment with Nestle Purina that resulted in $40 million addition and new jobs.
- ✓ Completed lease with FedEx for land at the Air Park, resulting in $4 million investment, preservation of 30 jobs and the addition of 14 new jobs.
- ✓ Accepted bid by Beaver Street Brewery to enter into a lease agreement for the Copeland Lumber Building which will result in a $2.6 million investment and 36 new FTE jobs.
- ✓ Completed Regional Land Use change for 32 acres at the Air Park to allow business park development.
- ✓ Opened the $5.5 million Northern Arizona Center for Emerging Technologies on McMillan Mesa. The 10,000 square foot incubator offers wet and dry lab space for emerging companies.
- ✓ Signed a lease with the Plaza Companies for the development of up to 200,000 square feet of commercial space on McMillan Mesa adjacent to the incubator.
- ✓ Developed WorkInFlagstaff.com in cooperation with the Arizona Department of Commerce REDI Program to assist resident and local employers with job matching and to help in the trailing spouse issue.
- ✓ Updated CityofInnovation.com to ensure that customers can find relevant information about Flagstaff.
- ✓ Marketed Flagstaff in cooperation with the Arizona Department of Commerce and local bioscience companies at BIO2009 in Atlanta.

- ✓ Marketed Flagstaff to potential tenants at the International Council of Shopping Center trade shows in Las Vegas and San Diego that resulted in several new locates; promoted Flagstaff at the Medical Device & Manufacturing trade show.

FY10 NEW INITIATIVES AND GOALS

- Continue to enhance appearance, relevance, and functionality of CityofInnovation.com website.
- Increase marketing of FlagstaffProspector.com and enhance its use as both a business expansion and attraction tool.
- Continue and expand B3 (Building Bridges to Businesses) Program to survey existing companies to monitor expansion and contraction of local business.
- Strengthen our community partnerships to provide seamless and robust workforce development programs.
- Continue to increase our partnership with NAU's College of Engineering and Franke Business College to build the University to Business Connection program to its full potential.
- Continue to work with the Aspen Group to secure tenants and complete Phases 2 and 3 of Aspen Place at the Sawmill.
- Assist in securing tenants in order to continue construction of the Science Park.
- Continue to market WorkInFlagstaff.com as a tool to address the trailing spouse issue.
- Increase efforts to utilize NAEDAC as a source for solutions to Flagstaff's economic development issues.
- Work with Westcor to complete Phase 2 of the Flagstaff Mall and Marketplace expansion as the economy begins an upturn.
- Pursue additional community partners in order to secure automotive training facility grant.
- Continue marketing available parcels at Flagstaff Auto Park.
- Increase marketing efforts of local and state incentives available to existing and relocating companies.
- Secure at least one new ground lease at the Air Park.
- Ensure job creation requirements of the EDA grant are met.

PERFORMANCE MEASURES

Council Priority: **Community Sustainability**
Goal: Create an environment that retains and expands local businesses in Flagstaff.
Objective: Enhance outreach efforts by providing tools and programs for existing businesses.
Type of Measure: Program outcome
Tool: Marketing and utilization of programs through Arizona Department of Commerce, trend analysis through B3, marketing and utilization of City-sponsored programs, and staff advocate on behalf of local companies.
]**Frequency:** Regular contact via phone and email, and in-person business visits (biweekly), City of Innovation (monthly); e-newsletter (quarterly).
Scoring: Retaining 95% of Flagstaff major employers (75 or more employees).
Trend: ↓

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Local businesses retained and/or expanded	N/A	N/A	N/A	95%

Council Priority: **Fiscal Health and Community Sustainability**
Goal: Create an environment that is attractive to appropriate new companies.
Objective: Market aggressively to targeted sectors identified through NAEDAC (Northern Arizona Economic Development Advisory Committee) incentive policy.
Type of Measure: Program outcome
Tool: City of Innovation site, Flagstaff prospector site, trade shows, advertising and other marketing pieces/brochures, Arizona department of Commerce, enhanced relationships with Site Selectors, and generating appropriate leads through existing companies.
Frequency: Meetings with existing companies (monthly), trade shows (approximately quarterly), various site updates (monthly) and the e-newsletter (quarterly)
Scoring: Respond to 100% of appropriate leads through/from Arizona department of Commerce, site locaters, and existing companies.
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Appropriate new business leads responded to	N/A	N/A	N/A	100%
Number of current listings on Prospector Site	N/A	N/A	N/A	80%

Council Priority: **Fiscal Health and Community Sustainability**
Goal: Sustain existing development projects
Objective: Facilitate and support existing developments, developers, leasing agents, and funders by supporting them through the DRB process and assistance in locating appropriate tenants.
Type of Measure: Policy Outcome/Program Outcome
Tool: Incentive Policies, Development Review Process, LDC
Frequency: E-newsletter to site location firms (quarterly), Business Meetings (monthly); ICSC (bi-annually).
Scoring: Based on DRB approvals of projects/tenants, 80% of building permits to be issued for viable developments and signed leases
Trend: ↓

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Sustaining existing projects underway	N/A	N/A	N/A	80%

SECTION: **18-COMMUNITY INVESTMENT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 926,480	$ 792,894	$ 795,043	$ 411,082	$ (381,812)
CONTRACTUAL	172,825	55,031	44,996	53,514	(1,517)
COMMODITIES	13,492	27,600	22,710	12,963	(14,637)
TOTAL	**$ 1,112,797**	**$ 875,525**	**$ 862,749**	**$ 477,559**	$ (397,966)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 458,700	$ 315,507	$ 408,236	$ 314,620	$ (887)
COMMUNITY DESIGN	136,254	137,234	154,126	68,505	(68,729)
CODE ADMINISTRATION	231,807	-	-	-	-
REINVESTMENT AND ECONOMIC DEVEL	11,344	5,180	46,586	4,330	(850)
HOUSING	192,266	312,413	156,134	-	(312,413)
COMMISSIONS	2	1,200	1,000	400	(800)
LAND TRUST PROGRAM	82,424	103,991	96,667	-	(103,991)
BROWNFIELDS	-	-	-	89,704	89,704
TOTAL	**$ 1,112,797**	**$ 875,525**	**$ 862,749**	**$ 477,559**	**$ (397,966)**

SOURCE OF FUNDING:

GENERAL FUND	$ 273,959
LIBRARY FUND	23,208
HIGHWAY USER REVENUE FUND	24,774
TRANSPORTATION FUND	27,959
WATER AND WASTEWATER FUND	63,941
STORMWATER FUND	3,773
AIRPORT FUND	7,599
ENVIRONMENTAL SERVICES FUND	52,346
	$ 477,559

COMMENTARY:

The Community Investment operating budget has decreased 45% and there are no capital expenditures. Personal Services decreases are due to the Citywide reorganization. In addition there are salary and benefit decreases. Contractual decreases are due to travel and education, advertising, and memberships. Commodities decreases are due to computer and office equipment, computer software, supplies, copying/printing, and food. One-time expenditures for this division are for consultant fees. There are no major capital (>$10,000) expenditures planned for this section.

SECTION: **78-ECONOMIC DEVELOPMENT GENERAL ADMINISTRATION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 105,787	$ 177,415	$ 150,900	$ 198,148	$ 20,733
CONTRACTUAL	491,908	895,471	720,878	751,331	(144,140)
COMMODITIES	29,930	9,000	8,600	38,390	29,390
CAPITAL	-	27,500	-	-	(27,500)
TOTAL	**$ 627,625**	**$ 1,109,386**	**$ 880,378**	**$ 987,869**	$ (121,517)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 293,064	$ 221,746	$ 171,915	$ 62,622	$ (159,124)
INCUBATOR PROGRAM	180,000	220,000	313,730	311,800	91,800
MARKETING	99,561	88,000	84,333	-	(88,000)
CONTRIBUTIONS	55,000	234,400	224,400	74,400	(160,000)
PARTNERSHIP TRAINING	-	82,000	81,000	-	(82,000)
BUSINESS RETENTION & EXPANSIO	-	-	-	161,942	161,942
BUSINESS ATTRACTION	-	-	-	113,865	113,865
REDI GRANT	-	-	5,000	-	-
DEBT SERVICE	-	263,240	-	263,240	-
TOTAL	**$ 627,625**	**$ 1,109,386**	**$ 880,378**	**$ 987,869**	$ (121,517)

SOURCE OF FUNDING:

ECONOMIC DEVELOPMENT FUND	$ 987,869
	$ 987,869

COMMENTARY:

The Economic Development operating budget has decreased 9% and there are no capital expenditures. Personal Services increases are due to the Citywide reorganization. As part of the reorganization, the vacant Business Attraction Manager position (1.0 FTE) was eliminated. In addition, there are salary and benefit decreases. Contractual decreases are due to consultant fees, utility savings, custodial services, contributions to agencies, and other contractual services. Commodities increases are due to internal work requests and promotional materials. One-time expenditures for this division are for consultant fees and internal work requests. There are no major capital (>$10,000) expenditures planned for this section.

COMMUNITY DESIGN & REDEVELOPMENT – 1807
(Includes Division 71 – Arts and Science Fund and Division 73 – Beautification General Administration)

MISSION

The Community Design and Redevelopment Program creates, enhances, and preserves the sense of place, the built and natural environment, and the cultural heritage of Flagstaff by implementing the community's vision for character and design, the environment, resources, and economic sustainability.

PROGRAM DESCRIPTION

The mission of the Community Design and Redevelopment Program is accomplished through a series of programs described as follows:

Arts and Sciences – This program involves the selection and installation of public art and funding for cultural arts within the community. Program staff works with the Beautification and Public Art Commission for public art and with Flagstaff Cultural Partners for cultural arts.

Community Design – This program generates and executes beautification projects as well as generating demonstrative design work for economic development, the Design Review Board, heritage preservation, and capital improvements, as well as other internal and external customers. Program staff works with the Beautification and Public Art Commission for beautification projects.

Design Review – Program staff serves as a member of the Design Review Board, providing design review, comments, and conditions, to assure that public and private development is consistent with the community's vision and meets design and aesthetic standards.

Heritage Preservation – Sustaining heritage and cultural resources, through preservation and re-use, is the focus of this program. Work includes inventories, landmark and historic district formation and maintenance, design review, and impact analysis. Program staff works with the Historic Preservation Commission on heritage preservation efforts.

Redevelopment – This program facilitates infill, redevelopment, revitalization, and preservation within targeted areas through policy development, planning, infrastructure development, and other community investment projects. Program staff also assists property owners and developers with planning, design, and permit processing.

Brownfields – The Brownfields Program is dedicated to revitalization of abandoned, idled, or underused commercial and industrial properties with real or perceived environmental contamination. Program staff assists property owners and developers by providing technical assistance, grants, and resource information for site assessment, clean-up, and redevelopment.

FY 09 ACCOMPLISHMENTS

- ✓ Fully performed all ongoing programmatic work including (but not limited to) Streetscape, FUTS, and FCP financial planning, developing demonstrative designs, design review, and commission staffing.
- ✓ Worked with Flagstaff Cultural Partners to re-write grant application and granting policies.
- ✓ Working with BBB partners, developed BBB logo and implemented widespread use of the logo.
- ✓ Landscape Standards for Right-of-ways was approved by the Council – design section by Community Design & Redevelopment Program.
- ✓ In cooperation with ADOT, completed the third of three community Gateway Signs (Pulliam Exit I-17).
- ✓ Working with the neighborhood residents, completed beautification and public art project: Plaza Vieja Gateway.
- ✓ With external and internal assistance, moved the Southside Plan Implementation project (S.F. and Beavers Streets) to construction phase.
- ✓ Based on community input, initiated Woodlands / Beulah Medians beautification and sidewalk completion project.
- ✓ Working with the State Historic Preservation Office, completed inventory and listing of the Southside National Register Historic District.

- ✓ Completed Route 66 Preservation / Neon Corridor project at the East Flagstaff Traffic Interchange with input from local, state, and national interest groups.
- ✓ Working with the downtown business owners and residents, and the City Manager's Office, completed Central Business District Parking Study.
- ✓ Initiated Fourth Street Corridor Study, assisted by the Sunnyside Neighborhood Association, the Chamber of Commerce, and area businesses and residents; coordinated with Capital Improvement staff study of the south portion.
- ✓ Completed several projects assisting Economic Development staff including annexations, re-zoning cases, and similar development facilitation activities.
- ✓ Continued community outreach and education concerning identification of brownfield sites.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Complete major projects initiated in prior year, specifically, 4th Street Corridor Study North and Central Business District Parking Study.
- ➢ Downtown Parking Study is expected to lead to continued development of the Downtown Management Plan.
- ➢ Submit for Council adoption an Infill Incentives Program.
- ➢ Install a significant piece of public art.
- ➢ Further develop Brownfields Program; complete current grant including producing a redevelopment plan and a GIS data base layer; and, application for next EPA Petroleum Assessment Grant; and, identify and secure clean-up funding.

PERFORMANCE MEASURES

Council Priority: **Fiscal Health and Community Sustainability and Family, Youth, and Community**
Goal: Improve citizens' quality of life through the work of the Commissions and allocation of funding to projects and organizations.
Objective: Effectiveness of Commissions (Historic Preservation Commission, Beautification and Public Art Commission, Flagstaff Cultural Partners) review of projects and allocation of funds.
Type of Measure: Outcome
Tool: Level of citizen satisfaction with actions and projects as determined by community survey(s), either web based, printed, or phone.
Frequency: Annual
Scoring: 75% - Percent satisfaction.
Trend: ← →

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Citizen satisfaction with allocations by Commissions	N/A	N/A	75%	75%

Council Priority: **Community Sustainability and Family, Youth, and Community**
Goal: Preserve and further enhance the look and feel of Flagstaff's unique quality of place for visitors and residents.
Objective: Review private and public projects to ensure the highest quality of new development for Flagstaff through redesign, where appropriate, that reflects Flagstaff
Type of Measure: Output (or process)
Tool: Engineering Standards, LDC amendments, Regional Land Use and Transportation Plan amendments, Capital projects, Beautification projects.
Frequency: Ongoing
Scoring: 80% **-** Percent satisfaction as determined by community survey(s), either web based, printed, or phone.
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Number of projects review and implemented with positive change	N/A	N/A	N/A	80%

MISSION

The Airport Section is dedicated to providing quality air service to meet the ever-growing transportation needs of northern Arizona.

PROGRAM DESCRIPTION

The Airport Section 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 section include administration, safety, operations, and maintenance of all buildings and pavements with federal mandates to provide aircraft rescue/firefighting, medical first response and security. Other services are provided through lease agreements with the direct service providers (i.e., airlines, car rental agencies, fixed base operator and other concessionaires). The Airport Section is also partnering with the Economic Development staff to expand development of the Airport Business Park.

FY 09 ACCOMPLISHMENTS

- ✓ Reached agreement with Horizon Air to provide commercial air service between FLG and LAX.
- ✓ Completed the terminal secure hold room expansion.
- ✓ Replaced 16-year old passenger baggage claim carousel with new, larger version – greatly improved layout and passenger access to checked bags.
- ✓ Hired three Flag PD officers to enhance terminal security, especially during passenger screening.
- ✓ Enjoyed a discrepancy-free annual FAA Certification and Safety Inspection.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Continue to meet passenger air travel needs for both reliability and choice using at least two different air carriers.
- ➢ Seek opportunities to expand Flagstaff's air service direct destination choices, especially to the north and/or east.
- ➢ Seek additional Business Park revenue and employment opportunities through new business lease agreements.
- ➢ Effectively minimize airport operations and maintenance costs to preserve budget dollars.
- ➢ Continue to enhance airport snow removal capability to minimize both the number and length of runway closures during snow events.
- ➢ Maintain full occupancy of airport general aviation hangar and shade storage facilities to maximize aircraft storage revenues.
- ➢ Plan and host a no-fee airport open house to increase community awareness of their Airport's capabilities, functions and equipment.
- ➢ Plan and host a major airport-related conference in Flagstaff (Arizona Airports Association or AzAA).

PERFORMANCE MEASURES

Council Priority: Facilities and Basic Services
Goal: Ensure all of the airport's operational and facility tasks function in concert to promote and support reliable commercial air travel.
Objective: Reduce commercial flight cancellations through effective runway and taxiway maintenance, timely snow removal operations and periodic maintenance of airfield navigation aids.
Type of Measure: Program Outcome
Tool: Air carrier flight activity and landing reports, daily operations inspection logs, published Notices to Airmen and passenger comment forms.
Frequency: Monthly
Scoring: 5% or less cancelled – Progressing, average. 5+ to 7% cancelled – Caution, warning. More than 7% cancelled, Need to review, discuss.
Trend: ↓

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Percentage of scheduled commercial flights cancelled	4.4%	5.1%	2.0%	3.0%

Council Priority: Community Sustainability
Goal: Provide a safe and secure environment where air passengers have multiple travel destination choices at affordable prices.
Objective: Grow commercial air travel to and from Flagstaff in the form of increased enplanements.
Type of Measure: Program Effectiveness
Tool: Air carrier flight activity and landing reports, passenger comment cards, CVB, Visitor Center and Chamber of Commerce feedback.
Frequency: Measured monthly; reported annually.
Scoring: 3% growth or more – Progressing, average. Less than 3% to zero growth – Caution, warning. Any annual decline – Need to review, discuss.
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Percentage change in annual passenger enplanements	+12.6%	-1.2%	+57.0%	+3%

Council Priority: Public Safety
Goal: Meet or exceed FAA requirements for Aircraft Rescue Firefighting and on-airport medical responses.
Objective: Consistently arrive at the scene within three minutes of alert notification
Type of Measure: Program Effectiveness
Tool: Air Traffic Control tower logs, Airport incident report forms, daily operations inspection checklists/logs.
Frequency: Measured monthly; reported annually
Scoring: 100% of responses within 3 minutes – Progressing, average. 99.9% to 97% response success – Caution, warning. Less than 97% of responses within 3 minutes – Need to review, discuss.
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Percentage of emergency call responses within 3 minutes	100%	100%	100%	100%

SECTION: **38-AIRPORT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 631,963	$ 675,201	$ 677,119	$ 639,390	$ (35,811)
CONTRACTUAL	314,560	350,741	358,289	334,193	(16,548)
COMMODITIES	204,813	223,662	198,520	163,067	(60,595)
CAPITAL	-	526,316	529,821	12,500	(513,816)
TOTAL	**$ 1,151,336**	**$ 1,775,920**	**$ 1,763,749**	**$ 1,149,150**	$ (626,770)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 386,236	$ 407,692	$ 393,268	$ 415,538	$ 7,846
SAFETY AND SECURITY	130,010	139,913	142,854	124,707	(15,206)
SNOW CONTROL	93,375	467,093	479,444	107,540	(359,553)
MAINT BLDGS AND GROUNDS	394,512	488,836	458,190	403,627	(85,209)
MAINT RUNWAY & TAXIWAY	70,717	272,086	288,443	97,438	(174,648)
AIRPORT COMMISSION	215	300	300	300	-
LAW ENFORCEMENT OFFICER	76,271	-	-	-	-
UNISOURCE GRANT	-	-	1,250	-	-
TOTAL	**$ 1,151,336**	**$ 1,775,920**	**$ 1,763,749**	**$ 1,149,150**	$ (626,770)

SOURCE OF FUNDING:

AIRPORT FUND	$ 1,149,150
	$ 1,149,150

COMMENTARY:

The Airport operating budget has decreased 9% and capital expenditures total $12,500, resulting in an overall net decrease of 35%. Personal Services decreases are due to 1 FTE staffing reductions that include an Airport Service Worker I. In addition, there are salary and benefit decreases. Contractual decreases are due to reductions in medical fees, legal fees, maintenance on equipment and rolling stock, travel and education, and equipment rentals. Commodities decreases are due to reductions in computer equipment and software, office equipment, motor vehicle parts, books and subscriptions, awards, uniforms, tires/tubes, maintenance of buildings and structures, small tools, horticultural supplies, and state and highway repair materials and supplies. One-time expenditures for this division are for consultant fees and internal work order charges. Major capital (>$10,000) includes $12,500 for snow removal equipment.

MISSION

The Arts and Science Fund deploys Bed, Board, and Beverage Tax monies efficiently and effectively to create, enhance, and preserve the cultural heritage of Flagstaff.

PROGRAM DESCRIPTION

The arts and science fund utilizes dedicated Bed, Board, and Beverage Tax monies to support the operations of local arts, science, and cultural organizations, and their projects, as well as to install public art within the community. Grant funding of organizations and their projects is provided by a contractor, currently Flagstaff Cultural Partners, and overseen by program staff. Public art includes an indoor art program that utilizes City owned facilities, currently including City Hall, the Adult Center, the Pulliam Airport Terminal building, and the Aquaplex for display. Permanent outdoor art pieces are installed at various locations throughout the City.

For planning purposes, the administration and implementation of the programs and activities of this section are combined with Section 73 – Beautification General Administration and Section 18, Program 1807 – Community Design and Redevelopment and are planned comprehensively. See Section 18, Program 1807 for greater detail.

FY 09 ACCOMPLISHMENTS

✓ See Section 18, Program 1807.

FY 10 NEW INITIATIVES AND GOALS

➢ See Section 18, Program 1807.

PERFORMANCE MEASURES

See Section 18, Program 1807.

SECTION: 71-ARTS AND SCIENCE

EXPENDITURES BY CATEGORY:	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 1,789	$ -	$ 127	$ -	$ -
CONTRACTUAL	391,112	731,002	380,769	733,155	2,153
COMMODITIES	2,450	3,850	4,400	3,642	(208)
TOTAL	**$ 395,351**	**$ 734,852**	**$ 385,296**	**$ 736,797**	$ 1,945
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 1,419	$ 103,938	$ 654	$ 103,238	$ (700)
CONTRACTUAL SERVICES	299,999	305,000	305,000	289,750	(15,250)
PUBLIC ARTWORK	23,933	252,414	6,142	273,984	21,570
FCP ADMINISTRATION	70,000	73,500	73,500	69,825	(3,675)
TOTAL	**$ 395,351**	**$ 734,852**	**$ 385,296**	**$ 736,797**	$ 1,945
SOURCE OF FUNDING:					
	ARTS AND SCIENCE FUND			$ 736,797	
				$ 736,797	

COMMENTARY:
The Arts and Science operating budget has maintained at a constant level and there are no capital expenditures. Personal Services are handled through internal charge outs and are included in Commodities. One-time expenditures for this division are for internal work requests. There are no major capital (>$10,000) expenditures planned for this section.

MISSION

The Beautification General Administration program deploys Bed, Board, and Beverage Tax monies efficiently and effectively to create, enhance, and preserve the sense of place, the built and natural environment, of Flagstaff.

PROGRAM DESCRIPTION

The Beautification General Administration program oversees the expenditures of Bed, Board, and Beverage Tax monies that are dedicated to beautification. This includes Beautification and Public Art Commission staff support, beautification projects generated under the Community Design program, and other activities related to the development of the community.

For planning purposes, the administration and implementation of the programs and activities of this section are combined with Section 71 – Art and Science Funds and Section 18, Program 1807 – Community Design and Redevelopment and are planned comprehensively. See Section 18, Program 1807 for greater detail.

FY 09 ACCOMPLISHMENTS

✓ See Section 18, Program 1807.

FY 10 NEW INITIATIVES AND GOALS

➢ See Section 18, Program 1807.

PERFORMANCE MEASURES

See Section 18, Program 1807.

SECTION: **73-BEAUTIFICATION GENERAL ADMINISTRATION**

EXPENDITURES BY CATEGORY:	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 161,671	$ 158,252	$ 158,252	$ 105,016	$ (53,236)
CONTRACTUAL	14,054	13,225	12,575	3,150	(10,075)
COMMODITIES	4,942	3,600	3,808	1,900	(1,700)
TOTAL	**$ 180,667**	**$ 175,077**	**$ 174,635**	**$ 110,066**	$ (65,011)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 179,760	$ 172,877	$ 172,531	$ 109,366	$ (63,511)
COMMISSION	907.00	2,200	2,104	700	(1,500)
TOTAL	**$ 180,667**	**$ 175,077**	**$ 174,635**	**$ 110,066**	$ (65,011)
SOURCE OF FUNDING:					
	BEAUTIFICATION FUND			$ 110,066	
				$ 110,066	

COMMENTARY:
The Beautification operating budget has decreased 37% and there are no capital expenditures. Personal Services include both salary and benefit decreases. Contractual decreases are due to reductions in travel, registration, and advertising. Commodities decrease are due to reductions in subscriptions and software. There is no major capital (>$10,000) for this section.

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 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 creation and maintenance of partnership opportunities locally and regionally.

FY 09 ACCOMPLISHMENTS

- ✓ Received 'Platinum' Hermes Creative Award for the Flagstaff Destination Video.
- ✓ Received 'Gold' Hermes Creative Award for Flagstaff CVB Media and Sales kits.
- ✓ Received 'Award of Distinction' Communicator Award for the Flagstaff Destination Video.
- ✓ Promoted new Horizon Air service to/from Los Angeles International Airport.
- ✓ Launched 'Fly Flagstaff' promotion in coordination with Flagstaff and Sedona Chambers of Commerce to promote use of Pulliam Airport for travel.
- ✓ Increased number meeting leads sent by 120% and room nights requested by 185% over same period of time (July 1-Jan. 15).
- ✓ Developed new sales and marketing efforts to reach the Japanese travel market and hosted education forum for stakeholders regarding the Japanese market and CVB efforts.
- ✓ Conducted Flagstaff Visitor Study in partnership with the Arizona Office of Tourism, featuring Lowell Observatory, Little America, Fairfield Inn and the Flagstaff Visitor Center as survey sites.
- ✓ Conducted conversion study that focuses on the effectiveness of CVB collateral material.
- ✓ Conducted Winter Visitor Study in cooperation with Arizona Snowbowl and Flagstaff Nordic Center.
- ✓ Garnered significant media coverage, including *MSN.com, Good Morning America, Jamie Oliver Show, Weather Channel* and *Diner's, Drive-ins and Dives*, as well as named "One of America's Prettiest Towns" by *Forbes Traveler.*
- ✓ Developed and implemented social media plan to increase Flagstaff CVB presence on key sites such as Twitter, Facebook and You Tube.
- ✓ Successfully launched *My Flagstaff* email campaign which now has over 1,300 subscribers to date.
- ✓ Published city-wide Conference Calendar for use by restaurants and hotels for planning purposes.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Enhance CVB's tracking capabilities of marketing pieces, specifically with online / interactive marketing.
- ➢ Develop Flagstaff Visitor Profile based on information gathered in FY09 studies.
- ➢ Develop communication program that includes quarterly emails to niche markets.
- ➢ Enhance and refine use of contact database software to increase marketing capabilities and stakeholder involvement.
- ➢ Produce new fulfillment piece incorporating 5-day itineraries and general Flagstaff information into one publication.
- ➢ Streamline fulfillment requests to reduce both printing and postage costs.
- ➢ Increase exposure of Flagstaff as a filming location.
- ➢ Continue educating local community regarding benefits of tourism and hospitality industry.
- ➢ Continue exploring and increase awareness of sustainable tourism opportunities.

PERFORMANCE MEASURES

Council Priority: **Community Sustainability and Fiscal Health**
Goal: Provide the community resources that meet or exceed expectations through increased BBB revenues.
Objective: Increase awareness of Flagstaff to maintain strong travel patterns and increase shoulder/off-season travel.
Type of Measure: Outcome
Tool: Room night bookings generated through leads, RevPAR and occupancy reports, restaurant/bar sales, attraction visitation, media coverage and AVE, reach and frequency of marketing, website visits, fulfillment request/distribution and e-marketing/social media subscribers.
Frequency: Monthly
Scoring: 75% **-** BBB revenues at or above projection
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Bed Board and Booze (BBB) Tax revenues	$4,976,376	$5,101,947	$5,300,000	$5,400,000

SECTION: **84-TOURISM GENERAL ADMINISTRATION**

EXPENDITURES BY CATEGORY:	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 641,267	$ 685,955	$ 684,580	$ 617,086	$ (68,869)
CONTRACTUAL	650,302	721,824	929,281	524,772	(197,052)
COMMODITIES	166,588	162,301	157,526	116,676	(45,625)
CAPITAL	-	27,500	-	-	(27,500)
TOTAL	**$ 1,458,157**	**$ 1,597,580**	**$ 1,771,387**	**$ 1,258,534**	$ (339,046)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 696,969	$ 770,737	$ 755,968	$ 656,902	$ (113,835)
MARKETING AND PROMOTION	711,532	668,460	613,539	487,140	(181,320)
SALES	-	108,233	98,250	77,657	(30,576)
PUBLIC RELATIONS	42,738	44,600	48,180	31,495	(13,105)
FILM OFFICE	6,918	5,550	5,450	5,340	(210)
ECONOMIC STIMULUS ADVERTISING	-	-	250,000	-	-
TOTAL	**$ 1,458,157**	**$ 1,597,580**	**$ 1,771,387**	**$ 1,258,534**	$ (339,046)
SOURCE OF FUNDING:					
	TOURISM FUND			$ 1,258,534	
				$ 1,258,534	

COMMENTARY:
The Tourism operating budget has decreased 21% and there are no capital expenditures. Personal Services include both salary and benefit decreases. Contractual decreases are due to reductions in maintenance, advertising, and travel. Commodities decreases are due to reductions in computer equipment, promotional materials, and copying. There is no major capital (>$10,000) for this section.

MISSION

The mission of the Visitor 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 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 Visitors Bureau (CVB). The Visitor Center was successfully transitioned to the CVB in the spring of 2003 with existing staff becoming city employees.

FY 09 ACCOMPLISHMENTS

- ✓ Updated train platform through paver replacement or repair and leveling of the surface.
- ✓ Implemented Visitor Center Customer Service Survey.
- ✓ Partnered with Community Investment Redevelopment Section to distribute Downtown Parking Survey.
- ✓ Enhanced Historic Tours program through purchase of period costumes, increased frequency of tours and the addition of a Route 66 self-guided tour.
- ✓ Upgraded facility through restroom improvements, remodel of meeting space on second floor and new trash/recycle receptacles.
- ✓ Expanded customer service programs, including the sale of Red Rock Passes.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Develop full concierge services at the Visitor Center.
- ➢ Develop new Route 66 El Pueblo Centennial Center as part of a public/private partnership with the El Pueblo Motel owner.
- ➢ Continue to enhance Historic Tours program.
- ➢ Coordinate efforts with multiple divisions to facilitate FUTS trail project through property.

PERFORMANCE MEASURES

Council Priority: **Community Sustainability and Family, Youth & Community**
Goal: Provide excellent customer service which meets and exceeds the City of Flagstaff's mission.
Objective: Enhance existing customer service programs to encourage visitors to stay longer and/or revisit Flagstaff
Type of Measure: Program Effectiveness
Tool: Customer service surveys, fulfillments, walk-in visitation, tour program attendance
Frequency: Monthly
Scoring: 95% - Percentage of survey respondents with satisfaction rating of 4 or above on scale or 1 to 5 (5 being highest)
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Visitor Center Customer Service Survey (# surveys/% satisfaction)	N/A	N/A	700 / 95%	800 / 95%

SECTION: **85-VISITOR SERVICES**

EXPENDITURES BY CATEGORY:	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 307,327	$ 296,535	$ 273,390	$ 251,285	$ (45,250)
CONTRACTUAL	75,945	79,766	95,206	77,936	(1,830)
COMMODITIES	36,159	47,804	40,351	42,507	(5,297)
CAPITAL	1,200	-	22,000	-	-
TOTAL	**$ 420,631**	**$ 424,105**	**$ 430,947**	**$ 371,728**	$ (52,377)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 305,212	$ 321,670	$ 291,601	$ 272,260	$ (49,410)
TRAIN STATION OPERATIONS	81,695	102,435	99,311	99,468	(2,967)
VSTR CNTR PAVER R	31,388	-	40,035	-	-
INFORMATION CENTER ENHAN	2,336	-	-	-	-
TOTAL	**$ 420,631**	**$ 424,105**	**$ 430,947**	**$ 371,728**	$ (52,377)
SOURCE OF FUNDING:					
	TOURISM FUND			$ 371,728	
				$ 371,728	

COMMENTARY:
The Visitor Center's operating budget has decreased 12% and there is no major capital expenditures. Personal Services decreases are due to a 1 FTE staffing reduction for an Administrative Specialist. Contractual decreases are due to reductions in advertising and maintenance. Commodities decreases are due to reductions in operating and materials supplies. There is no major capital (>$10,000) for this section.

UTILITIES DIVISION MISSION

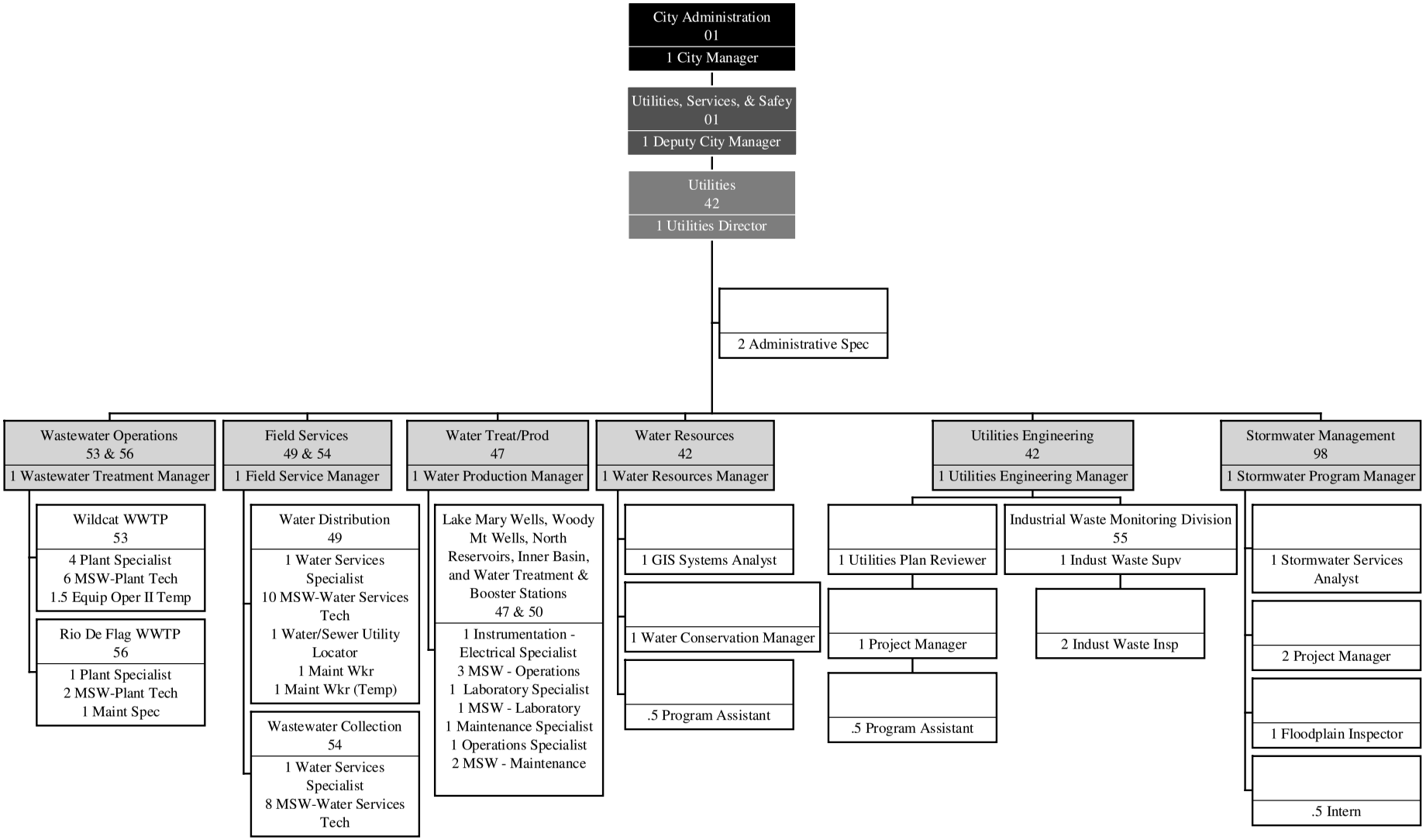
The mission of the **Utilities Section** is to professionally and cost effectively provide water and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers.

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.

The mission of the **Stormwater Management Section** is to promote the public health, safety and general welfare, to minimize public and private losses due to flood conditions, to reduce the cost of flood insurance and to comply with applicable floodplain and stormwater regulations.

UTILITIES


City Administration
01
1 City Manager
Utilities, Services, & Safey
01
1 Deputy City Manager
Utilities
42
1 Utilities Director
2 Administrative Spec
Wastewater Operations
53 & 56
1 Wastewater Treatment Manager
Wildcat WWTP
53
4 Plant Specialist
6 MSW-Plant Tech
1.5 Equip Oper II Temp
Rio De Flag WWTP
56
1 Plant Specialist
2 MSW-Plant Tech
1 Maint Spec
Field Services
49 & 54
1 Field Service Manager
Water Distribution
49
1 Water Services Specialist
10 MSW-Water Services Tech
1 Water/Sewer Utility Locator
1 Maint Wkr
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 & Booster Stations
47 & 50
1 Instrumentation - Electrical Specialist
3 MSW - Operations
1 Laboratory Specialist
1 MSW - Laboratory
1 Maintenance Specialist
1 Operations Specialist
2 MSW - Maintenance
Water Resources
42
1 Water Resources Manager
1 GIS Systems Analyst
1 Water Conservation Manager
.5 Program Assistant
Utilities Engineering
42
1 Utilities Engineering Manager
1 Utilities Plan Reviewer
1 Project Manager
.5 Program Assistant
Industrial Waste Monitoring Division
55
1 Indust Waste Supv
2 Indust Waste Insp
Stormwater Management
98
1 Stormwater Program Manager
1 Stormwater Services Analyst
2 Project Manager
1 Floodplain Inspector
.5 Intern

MISSION

The mission of the Utilities Division 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

Coordinate activities of the Utilities Division including Water Production, Distribution, Wastewater Collection, Treatment, Reclaimed Water Distribution, Booster Stations, Industrial Waste, Backflow and Stormwater Program. Administers water resources, water conservation program, safety program, water commission activities, City Change order committee, and acts as a Forest Service liasion. Provides representation for the City of Flagstaff to various planning groups such as the Technical Advisory group for the Coconino Plateu 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 improvement 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. Investigates customer, staff, and City Council inquiries and follows up on complaints. Provides regulatory permit administration for NPDES, APP, Reuse Emergency Operations and Safety Programs as required. Reviews new developments and represents the Department on a multitude of various committeees. Provides all clerical services for the Department and Utilities GIS services for the City.

FY 09 ACCOMPLISHMENTS

- ✓ Completed Wildcat Hill Wastewater Treatment Plant Improvements enabling the plant to provide grade A+ reclaimed water.
- ✓ Completed construction of Stonehouse Well.
- ✓ Completed Benton Avenue water and sewer improvements.
- ✓ Completed Bushmaster Park reclaimed water line replacement.
- ✓ Completed Reclaim Booster pump and looping of class A+ reclaimed water system.
- ✓ Completed Buffalo Park Water Tank repainting.
- ✓ Updated Utilities Capital Improvement program.
- ✓ Red Gap Pipeline Feasibility and Alignment Study by Jacobs Engineering.

FY 10 NEW INITIATIVES AND GOALS

- ➢ New Utility Water Rate Study and Financial Model.
- ➢ Begin construction of Fort Tuthill well waterline and pump house.
- ➢ New Utility Rate Increase.
- ➢ Water, Sewer and Reclaim Master plans.
- ➢ Complete Red Gap Pipeline Feasibility Study.
- ➢ Water Resources Element Master Plan.
- ➢ Reclaimed Water Policy.
- ➢ Flagstaff Area Water Adequacy Hydrology Study.
- ➢ Landscape Code Modification (LDC).

PERFORMANCE MEASURES

Council Priority: Public Safety
Goal: Provide safe work environment for utility department employees
Objective: No employee accidents resulting in injury or Lost Time accidents(LTA's).
Type of Measure: Outcome
Tool: Risk management tracking of recordable incidents.
Frequency: Daily, Monthly, Quarterly and Yearly
Scoring: 50-70%
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Number of Accidents resulting in Injury	1	0	0	0
Number of Lost Time Accidents	1	0	0	0

Council Priority: Facilities and Basic Services
Goal: Maintain adequate customer service levels for the citizens of Flagstaff.
Objective: Exceed customer's water and wastewater service expectations, reduce water outage hours (repairs), and reduce number of service complaints.
Type of Measure: Outcome
Tool: Maintenance repair costs, CMMS and customer survey
Frequency: Daily
Scoring: 50-70%
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Number of customer complaints	131	144	140	100
Number of complaints resolved	131	144	140	100
Number of compliments received	40	47	50	50
Customer Survey Rating	N/A	N/A	N/A	N/A

Council Priority: Community Sustainability
Goal: Provide uninterrupted water and sewer service to the citizens of Flagstaff.
Objective: Insure water and sewer infrastructure is adequate for new development to occur. Assist our clients and customers with application questions and communicate utility requirements early in the permit process.
Type of Measure: Output
Tool: KIVA software to track reviews, Division reports
Frequency: Monthly
Scoring: 50-70%
Trend: ↓

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Number of Development Review Board plans reviewed	353	350	120	130
Number of water and sewer impact analysis performed	14	17	12	12
Capital Projects Managed	14	17	9	7
Per capita water use GPCD	116	120	124	116

Council Priority: **Fiscal Health**
Goal: Provide a rate structure to meet the financial needs of the utility.
Objective: Update rates on a regular basis. Maintain utility infrastructure necessary to adequately meet current and future community needs.
Type of Measure: Outcome
Tool: Financial Revenue Reports
Frequency: Monthly
Scoring: 95%
Trend: ↓

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Review Rates with internal rate model	Yes	Yes	Yes	Yes
Update rate model to accommodate system changes	No	No	No	Yes
Water Revenues % Actual vs Budget	97%	95%	93%	99%
Sewer Revenues % Actual vs Budget	96%	92%	95%	99%

SECTION: **42-UTILITIES ADMINISTRATION**

EXPENDITURES BY CATEGORY:	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 941,473	$ 935,260	$ 938,631	$ 921,525	$ (13,735)
CONTRACTUAL	339,659	474,049	564,167	519,231	45,182
COMMODITIES	39,559	64,573	26,996	34,875	(29,698)
CAPITAL	1,294	28,000	-	-	(28,000)
TOTAL	**$ 1,321,985**	**$ 1,501,882**	**$ 1,529,794**	**$ 1,475,631**	$ (26,251)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 782,403	$ 871,248	$ 1,025,224	$ 986,812	$ 115,564
WATER COMMISSION	196	2,795	3,931	75	(2,720)
CITY WTR SYSTEM ANALYSIS	5,700	7,285	7,285	7,285	-
FIXED ASSET INVENTORY	8,498	18,070	21,424	-	(18,070)
CITY SWR SYSTEM ANALYSIS	14,248	8,648	7,648	3,648	(5,000)
ENGINEERING	215,100	257,654	215,277	212,244	(45,410)
BLUE STAKE	1,849	-	-	-	-
WATER CONSERVATION	121,274	191,474	139,275	112,096	(79,378)
GIS-UTILITIES	91,192	103,538	93,611	91,866	(11,672)
FRANCIS SHORT POND PH II	5,738	-	-	5,139	5,139
FRANCES SHORT POND PHIII	1,479	34,395	15,508	52,205	17,810
DISCOVER A WATERSHED GRN	8,160	-	-	-	-
RED GAP OPER & LAND MGMT	66,148	6,775	611	4,261	(2,514)
TOTAL	**$ 1,321,985**	**$ 1,501,882**	**$ 1,529,794**	**$ 1,475,631**	$ (26,251)
SOURCE OF FUNDING:					
	WATER AND WASTEWATER FUND			$ 1,475,631	
				$ 1,475,631	

COMMENTARY:
The Utilities Administration operating budget has decreased 0% and there are no capital expenditures. Personal Services decreases of 1% are due to .50 FTE staffing reduction of a Water Conservation Enforcement Aide. In addition, there are salary and benefit decreases offset with the cost of a retirement pay out. Contractual increases are due to legal fees increase of $215,000 offset by budget cuts in travel, registration, education/training and prior year one time expenditure. The decrease in Commodities is due to prior year one time items. There is no major capital (>$10,000) for this section.

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

The Lake Mary Water Treatment Plant provides conventional surface water treatment for water 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 09 ACCOMPLISHMENTS

- ✓ Start up of chlorine dioxide pre-treatment of surface water in late July. This provides effective removal of disinfection byproducts and dissolved manganese.
- ✓ RMP requirement removed from Res. Filtration Plant to reduce costs.
- ✓ Developed and implemented a simple Quality Assurance program for treatment chemicals.
- ✓ Treated surface water with GAC for taste and odor during an unplanned ongoing algal bloom in Lake Mary.
- ✓ Drilled one new well (Stonehouse), equipped Ft. Tuthill and Sinagua wells increasing water production capacity by approximately 2.2 million gallons per day.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Provide FY 09 service level (minimum to meet demand) at a minimum budget with two new deep wells, increased power and chemical costs, and increased sampling and testing requirements.
- ➢ Possibly install taste and odor treatment at the Lake Mary Plant - funds permitting.
- ➢ Possibly begin a 12 month study of Lake Mary to determine the cause of taste and odor – funds permitting.

PERFORMANCE MEASURES

Council Priority: **Public Safety**
Goal: Reduce injury accidents.
Objective: Reduce the number of employee accidents by increasing safety awareness through training.
Type of Measure: Outcome
Tool: Quarterly Reports
Frequency: Daily, Monthly, Quarterly and Yearly
Scoring: 90% = ≤ 1 injury accident, 75-90% = 2-3 injury accidents, 75% = 3-5 injury accidents
Trend: ↓

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Injury Accidents	0	2	1	0
Non-Injury Accidents	0	0	1	0
Lost Work Days	0	0	1	0
Sick Time (% of total)	2.8	2.5	2.5	2.5
Safety Training (hr/person)	11	4.2	15	20

Council Priority: **Public Safety**
Goal: Provide safe drinking water to citizens of Flagstaff
Objective: Reduce the amount of violations. Continue to provide the best quality water by meeting or exceeding all requirements.
Type of Measure: Outcome
Tool: Monitoring and instrumentation readings, laboratory testing
Frequency: Daily, Monthly, Quarterly and Yearly
Scoring: 90% = ≤ 1 monitoring violation, 75-90% = 2 monitoring violations, 75% = > 2 monitoring violations or 1 violation requiring 30 day public notice.
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Number of Safe Drinking Water Act Violations	0	0	1	0

Council Priority: **Facilities & Basic Services, & Fiscal Health**
Goal: Provide uninterrupted water service to the citizens of Flagstaff.
Objective: Provide FY 09 service level (minimum to meet demand) at a minimum budget with two new deep wells, increased power and chemical costs, and increased sampling and testing requirements. Production demand divided by production capacity will be measured daily. The highest daily percentage is given.
Type of Measure: Outcome
Tool: Section Reports
Frequency: Monthly
Scoring: Cost per 1000 gals to produce 90%= ≤ $1.50/1000 gals, 75-90% = $1.58/1000 gals, 75% = $1.65/1000 gals.
Trend: ←→
Scoring: Production demand as a percent of production capacity Green= ≤ 90%, Yellow = 90 – 95%, Red = >95%.
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Gallons produced in MG	2,564 MG	2,810 MG	2,787 MG	2,800 MG
Cost per 1000 gallons to produce	1.33	1.17	1.33	1.50
Actual vs Projected Power Costs to Produce 1000 gallons	$0.65/0.59	$0.59/0.55	$0.62/0.61	$0.69
Production Percent of Demand – Lowest Day	71.76	86.54	56.57	<90%

Council Priority: **Community Sustainability**
Goal: Reduce the number of complaints in the highest water production related category.
Objective: Minimize complaints for taste and odor by optimizing blending from different water sources and/or switching to well water during lake algal blooms.
Tool: Customer Complaint Forms
Frequency: Daily
Scoring: 90% = ≤ 22 complaints, 75-90% = 37 complaints, 75% = 55 complaints
Trend: * ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Number of customer complaints	22	37	* 55	* 55
Number of complaints resolved	22	37	55	55
Number of compliments received	0	0	0	0

* Note – Complaint tracking included only site visits until January 2009. All telephone, verbal, and site visits are now included. The number recorded is anticipated to increase, but is considered more appropriate for measurement purposes and continuous improvement.

SECTION: **47-WATER PRODUCTION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 735,607	$ 887,220	$ 802,539	$ 698,209	$ (189,011)
CONTRACTUAL	2,345,639	2,395,322	2,669,102	2,489,385	94,063
COMMODITIES	346,137	376,278	471,010	474,508	98,230
CAPITAL	12,610	633,243	13,679	133,065	(500,178)
TOTAL	**$ 3,439,993**	**$ 4,292,063**	**$ 3,956,330**	**$ 3,795,167**	$ (496,896)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 510,312	$ 572,520	$ 733,086	$ 674,336	$ 101,816
WATER TREATMENT OPERATION	368,824	356,266	423,512	441,498	85,232
CHEMICAL ANALYSIS	201,679	254,742	252,898	233,248	(21,494)
BLDGS & GROUNDS MAINT	51,213	68,346	77,871	64,582	(3,764)
EQUIPMENT MAINTENANCE	182,813	207,067	197,280	161,264	(45,803)
USFS LAKE MARY CONTRACT	8,860	8,860	8,860	8,860	-
UPPER LAKE MARY DAM IMP	654	41,000	1,596	-	(41,000)
SEDMNTION BASIN MODS (90)	12,558	15,000	15,000	15,000	-
SCADA TRACKING	48,289	149,850	25,738	86,515	(63,335)
LOCAL WELLS	824,001	556,913	630,769	720,539	163,626
LAKE MARY WELLFIELDS	321,823	566,753	516,301	346,911	(219,842)
WOODY MOUNTAIN WELLFIELD	701,941	901,565	883,103	851,260	(50,305)
NORTH RESERVOIRS	45,078	68,508	48,170	66,174	(2,334)
INNER BASIN DEVELOPMENT	139,338	93,235	115,375	76,980	(16,255)
INNER BASIN PIPELINE	22,610	431,438	26,771	48,000	(383,438)
TOTAL	**$ 3,439,993**	**$ 4,292,063**	**$ 3,956,330**	**$ 3,795,167**	$ (496,896)

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 3,795,167
	$ 3,795,167

COMMENTARY:

The Lake Mary Water Treatment Plant operating budget has no significant increase/decrease over prior year and capital expenditures total $133,065. Personal Services decreases are due to 2 FTE staffing reductions (one Mechanical Maintenance Work I and one MSW Maintenance Worker) along with reductions in salaries, benefits, and overtime. Contractual increases are due to increases in utilities offset by budget reductions in travel, registration, and education/training. Commodities increases are due to increase in chemical. Major capital (>$10,000) of $133,065 is for a replacement vehicle, SCADA equipment, and inner basin pipeline.

SECTION: **48-CUSTOMER SERVICE**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 594,875	$ 608,906	$ 605,050	$ -	$ (608,906)
CONTRACTUAL	247,802	297,790	278,693	-	(297,790)
COMMODITIES	26,998	64,000	47,048	-	(64,000)
CAPITAL	96,431	25,000	18,000	-	(25,000)
TOTAL	**$ 966,106**	**$ 995,696**	**$ 948,791**	**$ -**	$ (995,696)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 234,791	$ 315,283	$ 281,000	$ -	$ (315,283)
FIELD READING	294,115	228,509	210,717	-	(228,509)
COLLECTION	95,770	103,813	97,139	-	(103,813)
CUSTOMER SERVICE	341,430	348,091	359,935	-	(348,091)
TOTAL	**$ 966,106**	**$ 995,696**	**$ 948,791**	**$ -**	$ (995,696)

SOURCE OF FUNDING:

NO SOURCE OF FUNDING	$ -
	$ -

COMMENTARY:
Customer Service has been transferred from Utilities to Management Services (Section 06) for 2010.

MISSION

The mission of the Utilities Department / Water Distribution Section 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 09 ACCOMPLISHMENTS

- ✓ The final completion and Walk-Thru of all underground utility relocations for the East Flagstaff Traffic Interchange.
- ✓ Distribution system unaccounted water loss is less than 6% (5.1%). It is believed this was reduced from last year due to meter replacement program and main line replacement program (C.I.P.) There is no data prior 2008.
- ✓ The completion of the installation of approx. 800' of water line, including four valves, two fire hydrants and a vertical realignment due to a storm drain crossing for the Wildcat Hill Fire Training Facility for the Flagstaff Fire Department.
- ✓ The completion of a challenging State (ADOT) required vertical realignment of a 12" water main for the Pine Springs - Switzer Canyon Project on W. Route 66 near Kit Carson.
- ✓ Assisting ADOT and completion of a vertical alignment of a 12" water main on Highway 180 near the Res. Plant. due to underground storm drain conflicts.
- ✓ Completed the installation of an 8" Fire Service Meter for N.A.U. off of Lone Tree Rd. near the Kiln Site.
- ✓ Completed the Distribution service truck replacements with diesel engines, improving fuel economy and lowering emissions.
- ✓ Completed 92 fire hydrant repairs throughout the City.
- ✓ Depending on future development, the Utility Locator will perform approximately 4,500 utility locates, so far without any lines damaged.
- ✓ Workers received a multitude of hands on training, and classes in safety and in the Distribution perations, management procedures and skills. Currently completing approx. 506 training hours in safety, technical, computer and administration. Training was acquired from special classes, in house and tailgate sessions.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Stay within budget reductions and keep the same level of service.
- ➢ Assemble a fire hydrant and dead end line Flushing Program to insure water quality, dependent upon next year's water supply.
- ➢ Reduce the amount of unaccounted water loss through meter replacement and leak detection.
- ➢ Valve Maintenance Crew to ensure proper valve location and operation during scheduled and emergency main line work to limit the amount of customers affected and speed of main line isolation.
- ➢ Multi-skilled Work Force will focus on being more specialized thus creating a stronger devotion to Utilities future.
- ➢ Keep increasing the skills of our Multi Skilled Workers through training, hands on training, cross training, management procedures and skills, and revising skill blocks (addendums).
- ➢ A field work order system with or with-out real time, or wireless.
- ➢ Incorporate GPS for new lines, fire hydrants and valves during new construction and walk-throughs. Download information into GIS.
- ➢ Replace the 8" fire service meter and vault at the BIA Dormitory.

PERFORMANCE MEASURES

Council Priority: Facilities & Basic Services (Water Quality Issues / Complaints / Outage time)
Goal: Provide good safe and reliable drinking water to citizens of Flagstaff / Reduce water outage time hrs.
Objective: Reduce infrastructure problems that result in water quality issues by properly operating (fire department) and maintaining water distribution system, Return ample water pressure to public A.S.A.P.
Type of Measure: Outcome
Tool: Monitoring and instrumentation readings, laboratory testing
Frequency: Daily, Monthly, Quarterly and Yearly
Scoring: (5.1%) Acceptable Water loss. (-7% /acceptable, - 8% /high risk, greater then 8% is unacceptable.)
Trend: average

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Number of Dirty Water / Clarity	No History (see Section #42)	No History (see Section #42)	50 (Many fire dept. issues)	50
Number of High/Low Pressure problems	0	0	10	10
Number of Low Chlorine residuals	0	0	2	2
Number of Taste and Odor	0	0	10	10
Number of cloudy water / air in the lines	0	0	4	4
Damages	0	0	0	0
Number of compliments			15	15
Total Water Outage Time in hours	No Past Hist.	No Past Hist.	1800	1550
a. Scheduled			400	150
b. Un-Scheduled			1400	1400
c. Isolation time (estimate)			30 min.	30 min.
d. Unaccounted water loss (meter accuracy, hydrant flushing, leaks/breaks, etc.		6.72% of production	5.1%. of production	5.1%. of production

Council Priority: <u>Public Safety</u>
Goal: Reduce accidents and maintain high safety standards.
Objective: To communicate the importance of safety and loss control through our safety program
Type of Measure: Outcome
Tool: Risk management tracking of recordable incidents
Frequency: Daily, Monthly, Quarterly and Yearly
Scoring: low–accidents, (-1.25% -2% -2.5% /low to high)
Trend: Average

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Number of Injury Accidents	0	1	1	1
Number of Lost Time Accidents	0	0	0	0
Sick time % of Total	0	0	1.6%	1.6%
Safety Training	0	0	500hrs (38.5 per.)	500hrs. (38.5 per.)

SECTION: **49-WATER DISTRIBUTION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 1,051,035	$ 1,121,449	$ 1,109,310	$ 947,077	$ (174,372)
CONTRACTUAL	358,638	74,106	47,287	51,350	(22,756)
COMMODITIES	285,047	336,340	330,208	407,179	70,839
CAPITAL	-	190,000	2	-	(190,000)
TOTAL	**$ 1,694,720**	**$ 1,721,895**	**$ 1,486,807**	**$ 1,405,606**	$ (316,289)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 173,152	$ 194,919	$ 220,551	$ 185,465	$ (9,454)
WATER SYS MAINT-OPERATION	352,174	338,715	263,603	205,087	(133,628)
MAIN & SERVCE LINE REPAIR	385,809	526,922	393,193	349,749	(177,173)
MAIN EXT-FIRE HYDR/VALVE	101,259	30,438	29,913	33,904	3,466
VALVE & FIRE HYDR MAINT	234,368	162,625	153,375	143,820	(18,805)
METER INSTALLATION	251,494	339,565	299,709	363,707	24,142
METER REPAIR & TESTING	165,744	90,683	91,683	89,468	(1,215)
BLUE STAKE	30,720	38,028	34,780	34,406	(3,622)
TOTAL	**$ 1,694,720**	**$ 1,721,895**	**$ 1,486,807**	**$ 1,405,606**	$ (316,289)

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 1,405,606
	$ 1,405,606

COMMENTARY:

Water Distribution operating budget has decreased 8% and there are no capital expenditures. Personal Services decreases are due to 2.0 FTE staffing reductions (1.0 Admin Specialist and 1.0 MSW-Water Services Tech) along with reductions in salaries, benefits, and overtime. Contractual decreases are due to budget cuts for telephone, travel, education/training, and registration. Commodity increases are due water and sewer parts. There is no major capital (>$10,000) for this section.

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 program 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 booster pumps are not running or pumped flow is inadequate to keep up with demand.

FY 09 ACCOMPLISHMENTS

- ✓ Christmas Tree Reservoir cleaned and inspected.
- ✓ Solar Bee circulators were installed in the Main and Christmas Tree reservoirs to improve water quality.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Clean and inspect the Woody Mountain clarifier and possibly the Raw Water Pump Station wet well.

PERFORMANCE MEASURES

Council Priority: **Facilities & Basic Services**
Goal: Keep facilities operational and aesthetically pleasing while maintaining water quality.
Objective: Clean and inspect inside of the Woody Mountain Clarifier and the Raw Water Pump Station wet well if funds permit.
Type of Measure: Outcome
Tool: Inspection
Frequency: Annual
Scoring: 90% if 2 tanks can be cleaned, 75-90% if one tank can be cleaned, 75% if no tanks are cleaned
Trend: ↓

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Tanks Cleaned (diving contract)	1	2	1	1

SECTION: **50-BOOSTER STATIONS**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 31,231	$ -	$ 36,122	$ 32,830	$ 32,830
CONTRACTUAL	34,877	50,600	50,600	42,150	(8,450)
COMMODITIES	560	46,490	46,490	2,725	(43,765)
CAPITAL	-	90,000	114,000	-	(90,000)
TOTAL	**$ 66,668**	**$ 187,090**	**$ 247,212**	**$ 77,705**	$ (109,385)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 39,229	$ 57,765	$ 93,887	$ 39,830	$ (17,935)
ZONE A	-	90,350	114,350	250	(90,100)
KINLANI	1,527	2,275	2,275	1,675	(600)
UNIVERSITY HIGHLANDS #1	1,271	2,050	2,050	1,600	(450)
AIRPORT BOOSTER	3,742	3,200	3,200	3,200	-
AMBERWOOD BOOSTER	2,619	5,550	5,550	5,300	(250)
RAILROAD SPRINGS BOOSTER	18,280	25,900	25,900	25,850	(50)
TOTAL	**$ 66,668**	**$ 187,090**	**$ 247,212**	**$ 77,705**	$ (109,385)

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 77,705
	$ 77,705

COMMENTARY:

The Booster Station operating budget has decreased 20% and there are no capital expenditures. Personal Services increases are due to a change in internal charge outs. Contractuals decreases are due to budget reductions in building maintenance. Commodity decreases are due to prior year one time expense. There is no major capital (>$10,000) for this section.

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, and submit all required state and federal monitoring reports accurately and on time.

PROGRAM DESCRIPTION

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 09 ACCOMPLISHMENTS

- ✓ Continued construction on plant upgrade.
- ✓ Plant Staff has performed well under construction conditions.
- ✓ Have worked well with the contractors and have maintained a good working relationship with everyone involved.
- ✓ New process on line.
- ✓ Continue to maintain solids handling on one digester.
- ✓ Start up of new Co – Generator.
- ✓ Personal has remained active in community support.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Continue to meet and exceed the challenges ahead for our facility upgrade.
- ➢ Run on the Co–generator unit that was installed, to save money and meet the budget.
- ➢ Provide a safe and clean environment for our employees and customers.
- ➢ Cut our budget and meet the goals set.

PERFORMANCE MEASURES

Council Priority: **Public Safety**
Goal: Provide wastewater treatment that meets or exceeds criteria for Federal, State & Water Reuse Permits
Objective: Production and distribution of reclaimed water that is safe for its intended use.
Type of Measure: Outcome
Tool: Laboratory testing
Frequency: Daily, Monthly, Quarterly and Yearly
Scoring: 75%
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Number of NPDES permit violations (within plant design)	0	10	0	0
Number of NPDES permit violations(beyond plant capabilities)	2	4	0	0

Council Priority: **Family, Youth & Community**
Goal: Provide a good quality of life for our customers, neighbors, and employees.
Objective: Reduce the number of complaints and injuries.
Type of Measure: Outcome
Tool: Reports received from customers
Frequency: Daily
Scoring: 75%
Trend: ↓

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Number of complaints/odors etc.	0	2	0	0
Number of on the job lost time accidents / injuries.	3	0	0	0

Council Priority: **Facilities & Basic Services**
Goal: Exceed the expectations of our customers.
Objective: Continue to provide services that meet or exceed all Federal, State and City requirements.
Type of Measure: Input
Tool: Flow measurements
Frequency: Daily
Scoring: 50-75%
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Gallons of influent treated (billions).	1.22	1.28	1.45	1.35
Gallons of septage treated (millions).	1.78	1.665	1.80	1.80
Gallons of reclaim water sold (millions).	410.2	357.7	415.0	415.0
Gallons of grease treated (thousands).	413,350	477,165	420,000	450,000
Gallons of interceptor sludge (thousands).	44,005	40,725	55,000	45,000
Dry metric tons of solids/sludge injected.	1,007.37	1,163.26	1,100	1,200

Council Priority: **Community Sustainability**
Goal: Promote the use of reclaim water.
Objective: Increase the number of customers using reclaim water
Type of Measure: Input
Tool: New permits administered
Frequency: Quarterly / Yearly
Scoring: 50-75%
Trend: ↓

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Number of new reuse permits administered.	25	13	20	20

Council Priority: **Co-Generation Efficiency**
Goal: Run Co-Generation at 100% power on digester gas.
Objective: Reduce demand on public utilities by utilizing available digester gas.
Type of Measure: Outcome
Tool: Meters on digester and natural gas at Co-Gen.
Frequency: Quarterly / Yearly
Scoring: <50%
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Digester gas / Natural gas	N/A	N/A	<50%	80%

Council Priority: **Fiscal Health**
Goal: Maintain financial responsibility that meets or exceeds the City of Flagstaff expectations.
Objective: Maintain cost per thousand to treat.
Type of Measure: Outcome
Tool: Financial Reports
Frequency: Monthly
Scoring: 50%
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Cost per thousand to treat (influent).	$1.27	$1.48	$1.20	$1.20

SECTION: 53-WILDCAT WASTEWATER TREATMENT PLANT

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 858,355	$ 939,227	$ 825,427	$ 796,222	$ (143,005)
CONTRACTUAL	580,477	704,299	581,456	609,150	(95,149)
COMMODITIES	242,210	358,553	283,240	271,214	(87,339)
CAPITAL	171,368	31,002	1	-	(31,002)
TOTAL	**$ 1,852,410**	**$ 2,033,081**	**$ 1,690,124**	**$ 1,676,586**	$ (356,495)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 115,364	$ 168,824	$ 95,674	$ 137,220	$ (31,604)
WC-PLANT OPERATIONS	718,861	879,072	718,942	726,389	(152,683)
WC-PLANT MAINTENANCE	748,788	733,241	645,097	590,197	(143,044)
WC-LAB-PROC CNTRL-MONTR	172,289	209,771	183,833	192,930	(16,841)
WC-SEPTAGE	56,001	850	644	650	(200)
WC-WH RIO MAINTENANCE	2,873	10,053	8,462	1,700	(8,353)
WC-DRYING BEDS OPERATIONS	-	1,500	1,200	400	(1,100)
WC-SLUDGE INJECTION	38,234	29,770	36,272	27,100	(2,670)
TOTAL	**$ 1,852,410**	**$ 2,033,081**	**$ 1,690,124**	**$ 1,676,586**	$ (356,495)

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 1,676,586
	$ 1,676,586

COMMENTARY:

Wastewater Treatment Plant operating budget decreased by 16% and there are no capital expenditures. Personal Services decreases are due to a one FTE staffing reduction (Multi Skilled Worker) and reductions in salaries, benefits, and overtime. Contractuals/Commoditiies decreases are due to budget reductions in machinery/equipment and maintenance. There is no major capital

MISSION

The mission of the Utilities Division / Wastewater Collections Section is to professionally and cost effectively provide sewer services that meet the present and future environmental, health, and safety needs of the community and our co-workers.

PROGRAM DESCRIPTION

The Wastewater Collections 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 09 ACCOMPLISHMENTS

- ✓ Over 105,000 ft. of sewer line treated with chemical root control, all scheduled through the CMMS.
- ✓ The televising of new subdivisions and existing lines. 15000 ft of sewer lines.
- ✓ Cleaned 877,000 ft. of existing sewer lines.
- ✓ Blockages continue to go down due to scheduled PM, using jet/cut cleaning and chemical treatment techniques. In 2008 the number of sewer blockages was 25% less than 2007, and in 2009 we forecast 15% less than 2008.
- ✓ Workers received a multitude of hands on training, and classes in safety and in the Collections and Distribution operations, management procedures and skills. Completing approx. 492 training hours in safety, technical, computer and administration. Training was acquired from special classes, in house and tailgate sessions.
- ✓ 21 line repairs averaging 7 repairs per 100 miles of pipe (roughly 300 miles of pipe).
- ✓ In house construction of new root foaming unit.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Stay within budget reductions and keep the same level of service.
- ➢ Continue to reduce the number of blockages every year.
- ➢ Reduce chemical root control to 50,000 ft. addressing the higher problem areas, point repairs as deemed necessary, increase scheduled cut cleaning procedures to compensate for decrease in chemical root control.
- ➢ Keep increasing the skills of our Multi Skilled Workers through training, hands on training, cross training, management procedures and skills, and revising skill blocks (addendums).
- ➢ A field work order system with or without real time, or wireless.
- ➢ Incorporate GPS into televising of new lines and walkthroughs, download into GIS.

PERFORMANCE MEASURES

Council Priority: **Fiscal Health, Customer Service & Public Safety**
Goal: Exceed Customers sewer service expectation.
Objective: Reduce the number Sanitary Sewer system backups through proper maintenance and inspection procedures.
Type of Measure: Outcome
Tool: CMMS Maintenance tracking system
Frequency: Monthly, Quarterly and Yearly
Scoring: low / Blockages per quarter 5-7-9 (low to high), claims 10,000, 15,000, 20,000 (low to high)
Trend: ↓

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Number of Main line blockages	28	26 (approx) 1/2 of these are City Courts)	21	21
Number of Main line blockage claims	3 at a cost of $1030	0	0	0
Number of Main line cleaning claims (jetting)	6 at a cost of $7677	8 at a cost of $729	4 (2 current)	4

Council Priority: **Public Safety**
Goal: Reduce accidents and maintain high safety standards.
Objective: To communicate the importance of safety and loss control through our safety program.
Type of Measure: Outcome
Tool: Risk management tracking of recordable incidents.
Frequency: Daily, Monthly, Quarterly and Yearly
Scoring: high / above average injuries this year (1, 2, 3) low to high
Trend: ↓

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Number of Accidents resulting in Injury	2	0	4	2
Number of Lost Time Accidents	1	0	2	1

SECTION: **54-WASTEWATER COLLECTION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 709,608	$ 760,167	$ 756,194	$ 700,969	$ (59,198)
CONTRACTUAL	21,568	46,372	27,870	30,520	(15,852)
COMMODITIES	167,151	254,791	216,976	200,331	(54,460)
CAPITAL	-	232,890	15,501	4,500	(228,390)
TOTAL	**$ 898,327**	**$ 1,294,220**	**$ 1,016,541**	**$ 936,320**	$ (357,900)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 236,831	$ 308,823	$ 293,856	$ 254,807	$ (54,016)
SERVICE CONNECTIONS	43,397	187,649	54,700	50,307	(137,342)
PREVENTIVE MAINTENANCE	333,693	411,475	393,112	357,354	(54,121)
TV INSPECT & HYDRO-CLEAN	171,423	200,937	169,337	159,954	(40,983)
CORRECTIVE MAINTENANCE	96,753	168,561	89,311	101,302	(67,259)
RECLAIMED WATER LINE	16,230	16,775	16,225	12,596	(4,179)
TOTAL	**$ 898,327**	**$ 1,294,220**	**$ 1,016,541**	**$ 936,320**	$ (357,900)

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 936,320
	$ 936,320

COMMENTARY:

The Wastewater Collection operating budget has decreased 12% and capital expenditures total $4,500. Personal Services decreases are due to reduction in salaries, benefits and overtime. Commodities decreases are due to budget reductions in chemicals, maintenance and prior year onetime expenditures. Major Capital (>$10,000) is a carry forward for equipment.

MISSION

To cost effectively protect the water supply from contamination while educating the public on how to reduce cross contamination into the drinking water system. To cost effectively protect the wastewater collection system environment from harmful materials that could adversely affect the collection crew and POTW personnel as well as the POTW and collection system.

PROGRAM DESCRIPTION

This section provides monitoring, permitting, and reporting of industrial and commercial wastewater discharges into the City of Flagstaff's sewer system to assure compliance with Local, State and Federal mandated pretreatment 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 09 ACCOMPLISHMENTS

- ✓ Inspected new and existing businesses as required by ADEQ and EPA to assure compliance with the pretreatment and cross connection control programs.
- ✓ Re-permitted Flagstaff Medical Center when their prior wastewater discharge permit expired.
- ✓ Collaborated with Nestle Purina on designing and installing a new grease interceptor.
- ✓ Collaborated with City of Flagstaff collection department and businesses on reducing grease discharges from private commercial properties before they created a problem.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Cost effectively run the pretreatment and cross connection control programs with less staff without compromising the programs and their effectiveness.
- ➢ Identify any new categorical facilities and permit them as necessary per ADEQ and EPA regulations.
- ➢ Revise computer tracking program to work more efficiently.
- ➢ Modify NAU's wastewater discharge permit to include any facilities that either no longer require sampling or now require sampling.
- ➢ Re-permit Nestle Purina in early 2010.

PERFORMANCE MEASURES

Council Priority: **Customer Service**
Goal: Protect wastewater treatment facilities from possible damage from business & industrial discharges.
Objective: Inspect all businesses connected to City of Flagstaff water system for pretreatment needs.
Type of Measure: Output
Tool: Inspections
Frequency: Daily
Scoring: 75%
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
# of blockages/Notice of Violations (NOV's) issued	1	1	1	0
# resulting in sewer line cleaning	2	2	2	2

Council Priority: **Quality of Life & Customer Service**
Goal: Protect city drinking water.
Objective: Protect water quality and prevent cross connections into water system.
Type of Measure: Outcome
Tool: Testing and installation of Backflow prevention assemblies
Frequency: Daily
Scoring: 75% - (more inspections of businesses to educate resulting in fewer problems)
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
# of backflow prevention assemblies tested	2318	2166	2170	2200
% of bpa's tested that failed	7%	9%	8%	8%
Water quality violations due to bpa failing	0	0	0	0

Council Priority: **Public Safety & Customer Service**
Goal: Prevent harmful and illegal discharges into collection system
Objective: Prevent damage and upsets of the wastewater collection system that could harm equipment or personnel.
Type of Measure: Outcome
Tool: Notifications, Inspections
Frequency: Daily
Scoring: 75% - (fewer problems due to better communication and education with the public)
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
# of Industry and plant samples analyzed	2926	2287	2075	2100
# of NOV's written to industries	1	3	0	0
# of NOV's written to commercial sites	0	28	0	0

SECTION: 55-WASTEWATER MONITORING

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 232,545	$ 263,260	$ 269,998	$ 208,021	$ (55,239)
CONTRACTUAL	71,461	90,531	75,573	79,088	(11,443)
COMMODITIES	18,553	19,557	18,558	13,692	(5,865)
CAPITAL	-	28,000	-	-	(28,000)
TOTAL	**$ 322,559**	**$ 401,348**	**$ 364,129**	**$ 300,801**	$ (100,547)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 149,344	$ 209,060	$ 174,139	$ 112,191	$ (96,869)
NPDES MONITORING	48,747	58,309	55,572	57,541	(768)
INDUSTRIAL WASTE MONITOR	65,312	72,009	72,072	70,641	(1,368)
HAZARDOUS WASTE	41	-	-	-	-
BACKFLOW X CONN. CONTROL	59,115	61,970	62,346	60,428	(1,542)
TOTAL	**$ 322,559**	**$ 401,348**	**$ 364,129**	**$ 300,801**	$ (100,547)

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 300,801
	$ 300,801

COMMENTARY:

The Wastewater Monitoring operating budget has decreased 19% and there are no capital expenditures. Personal Services decreases are due to a 1.0 FTE staffing reduction for an Administrative Assistant along with reductions in salaries, benefits and overtime. Contractual/Commodities decreases are due to budget reductions in training and registration. There is major Capital (>$10,000) for this

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 vicinity. 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 used 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 09 ACCOMPLISHMENTS

- ✓ Ran full treatment plant for the summer of 2008.
- ✓ Utilized additional filtration capacity to help meet high summer demand for reclaim water.
- ✓ Completed rehab work on Buffalo Park Reclaim Storage Tank.
- ✓ Maintain service levels with reduced staffing.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Work closely with WCH to provide reclaim water that meets customer demand at the lowest cost.
- ➢ Provide an overall reduction in our budget while maintaining current staffing levels.

PERFORMANCE MEASURES

Council Priority: **Public Safety**
Goal: Provide wastewater treatment that meets or exceeds criteria for Federal, State & Water Reuse Permits
Objective: Production and distribution of reclaimed water that is safe for its intended use.
Type of Measure: Outcome
Tool: Laboratory Analysis
Frequency: Daily, Weekly, Monthly, Quarterly, Annual
Scoring: 50%
Trend: ↓

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Number of Permit Violations	0	2	0	0

Council Priority: Community Sustainability
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, thereby offsetting the demands for potable water.
Type of Measure: Program Outcome
Tool: Plant Flow Reports
Frequency: Monthly
Scoring: 75%
Trend: ←→

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Gallons of Wastewater Treated (millions)	686.4	826.8	800.0	800.0
Gallons of Reclaim Water Reused (millions)	319.8	349.6	300.0	300.0

Council Priority: Fiscal Health
Goal: Maintain operations, maintenance and lab budgets within the projected amounts.
Objective: Control our costs while maintaining service levels at existing levels
Type of Measure: Program Outcome
Tool: Financial Reports
Frequency: Monthly
Scoring: 50%
Trend: ↓

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Cost/thousand gallons of reclaimed water produced	$1.33	$1.29	$1.28	$1.25

Council Priority: Family, Youth & Community
Goal: Provide a good quality of life for our customers, neighbors, and employees.
Objective: Reduce the number of complaints and injuries.
Type of Measure: Outcome
Tool: Reports received from customers
Frequency: Daily
Scoring: 75%
Trend: ↓

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Number of complaints/odors etc.	0	0	0	0
Number of on-the-job lost time accidents/injuries.	0	0	0	0

SECTION: **56-RIO DE FLAG WASTEWATER TREATMENT PLANT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 349,640	$ 371,207	$ 320,775	$ 315,704	$ (55,503)
CONTRACTUAL	505,497	556,700	557,859	437,800	(118,900)
COMMODITIES	93,887	147,224	91,366	112,852	(34,372)
CAPITAL	6,872	50,200	5,993	43,000	(7,200)
TOTAL	**$ 955,896**	**$ 1,125,331**	**$ 975,993**	**$ 909,356**	$ (215,975)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 112,484	$ 121,699	$ 66,908	$ 98,154	$ (23,545)
PLANT OPERATIONS	601,886	634,485	671,984	509,701	(124,784)
PLANT MAINTENANCE	140,891	239,320	147,742	205,156	(34,164)
LAB-PROCESS CONTROL-MONTR	100,065	129,827	89,359	96,345	(33,482)
RECLAIMED CONNECTIONS	570	-	-	-	-
TOTAL	**$ 955,896**	**$ 1,125,331**	**$ 975,993**	**$ 909,356**	**$ (215,975)**

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 909,356
	$ 909,356

COMMENTARY:
The Rio de Flag Treatment Plant operating budget decreased by 19% and capital expenditures total $43,000 resulting in an overall net decrease of 19%. Personal Services decreases are due to reduction in salaries, benefits, and overtime. Contractual/Commodities decreases are due to budget reductions in utilities, equipment, chemicals, maintenance and repairs. Major capital (>$10,000) of $43,000 is for a carbon filter.

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 09 ACCOMPLISHMENTS

- ✓ Completed Four Drainage Improvement Projects for a program cost of $145,146.
- ✓ Launch Phase 2 of the Stormwater Master Plan.
- ✓ Completed the majority of the drainage system inventory.
- ✓ Completed the first 5-year NPDES permit in compliance with state & federal standards.
- ✓ Ensured that construction projects met regulatory requirements.
- ✓ Recommended & Introduced a Low Impact Development Program, as well as developed the related design manual, facilitated & presented multiple public outreach venues to elicit stake holder & community support.
- ✓ Contemporized the appearance and improved access to the stormwater section website.

FY 10 NEW INITIATIVES AND GOALS

- ➢ LID launch & implementation.
- ➢ Negotiate permit terms for the renewed NPDES permit.
- ➢ Develop a Stormwater Management Plan that will comply with the renewed permit.
- ➢ Begin Phase 3 of the Stormwater Master Plan.
- ➢ Move up one rating classification in the Community Rating System (CRS) program if cost effective.
- ➢ Develop a comprehensive Drainage Maintenance Plan, including inventory, inspection and scheduling.

PERFORMANCE MEASURES

Council Priority: **Public Safety**
Goal: Personnel safety: No accidents, injuries or job related illnesses; utilize safety training.
Objective: Safe vehicle operating and equipment handling with no injuries or work related sick days.
Type of Measure: Communication & feedback, injury reports; employee health & safety
Tool: Verbal, e-mail, phone contact; on-going safety training
Frequency: Annual employee training
Scoring: 100% - Section participation
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
a. No on-the-job injuries or accidents	N/A	N/A	100%	100%
b. No on-the-job non-injury accidents	N/A	N/A	100%	100%
c. No job related lost work days	N/A	N/A	100%	100%
d. No job related sick time (% of total)	N/A	N/A	100%	100%
e. Safety training (4 hrs/person)	N/A	N/A	100%	100%

Council Priority: Facilities & Basic Services
Goal: Respond to Drainage Complaints within 24 hrs. of receiving complaint. Notify customer when a solution has been determined -- usually within two weeks. Minimize flood damages and maximize responsiveness to citizen need during periods of potential flood hazard.
Objective: Provide excellent internal and external customer service in response to any drainage issues or concerns that develop. Provide timely responses to requests for information and assistance. Monitor areas of known drainage issues and develop a strategy for implementing corrective measures when fiscally possible.
Type of Measure: Direct communication (phone, in person or e-mail) with affected customers**.**
Tool: Verbal, e-mail, phone contact; site visit, field inspection
Frequency: As received
Scoring: 100% - Follow through whether solution is possible or not.
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
a. Complaints received	N/A	N/A	39	30
Complaints resolved	N/A	N/A	30	30
c. No public infrastructure damages	N/A	N/A	100%	100%
d. No damages/claims to private property	N/A	N/A	100%	100%

Council Priority: Public Safety
Goal: Drainage Channel Maintenance Program - Coordinate & oversee internal projects performed by streets channel maintenance crew as well as routine infrastructure maintenance.
Objective: Monitor areas of known drainage issues and develop a strategy for implementing corrective measures where fiscally possible.
Type of Measure: Direct communication (phone, in person or e-mail) with streets supervisor and/or affected customers**.**
Tool: Field verification
Frequency: As drainage issues are received & resolved.
Scoring: 1**00% - Follow through whether solution is possible or not**
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Annual miles of channels cleaned	N/A	N/A	3	3
Percent of catch basins & culverts cleaned	N/A	N/A	100%	100%
Percent of inventory cleaned	N/A	N/A	75%	75%

SECTION: **98-STORMWATER UTILITY**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 536,507	$ 525,134	$ 491,758	$ 481,561	$ (43,573)
CONTRACTUAL	125,224	406,749	168,502	289,475	(117,274)
COMMODITIES	7,917	16,088	20,113	11,460	(4,628)
TOTAL	**$ 669,648**	**$ 947,971**	**$ 680,373**	**$ 782,496**	$ (165,475)

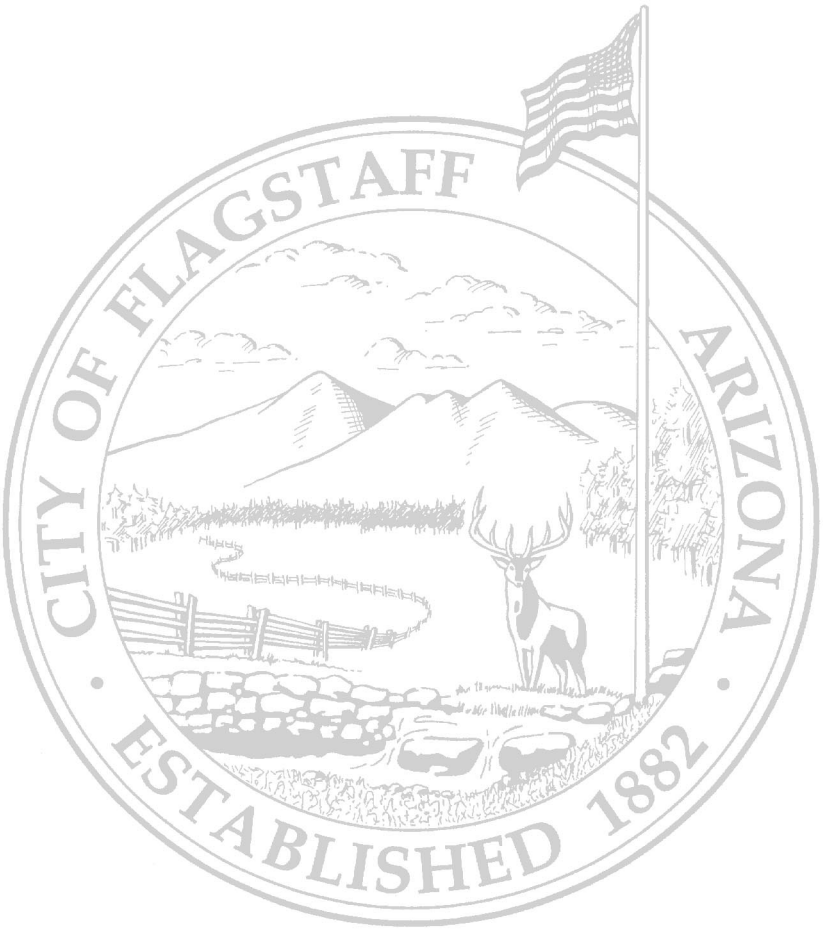
EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 267,493	$ 261,231	$ 245,959	$ 262,858	$ 1,627
ENG. & MASTER PLANNING	93,909	355,690	113,656	267,034	(88,656)
OPERATIONS	308,246	331,050	320,758	252,604	(78,446)
TOTAL	**$ 669,648**	**$ 947,971**	**$ 680,373**	**$ 782,496**	$ (165,475)

SOURCE OF FUNDING:

STORMWATER UTILITY FUND	$ 782,496
	$ 782,496

COMMENTARY:
The Stormwater Utility operating budget has decreased 17% and there are no capital expenditures. Personal Services decreases are due to 1.0 FTE staffing reductions that include a Project Manager. In addition there are salary and benefit decreases. Contractual decreases are primarily due to reductions in consultant fees. In addition there were reductions in equipment maintenance, travel, education and training, and advertising and memberships. Commodities decreases are due to reductions in equipment, books and subscriptions, software and food. One-time expenditures for this division are for consultant fees for website management and FEMA revisions, and for Masterplanning. There are no major capital (>$10,000) expenditures planned for this section. See the Stormwater Capital section for related projects.


CITY OF FLAGSTAFF
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NON-DEPARTMENTAL MISSION

Non-Departmental accounts for all sections which are not under the direct supervision of a division head or whose operations are contractual in nature. These include:

The mission of the **Council and Commission Section** 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 Section** 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 Section** 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 **Transit Section** 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 the 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.

SECTION: **63-COUNCIL AND COMMISSIONS**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 163,801	$ 236,387	$ 242,036	$ 217,074	$ (19,313)
CONTRACTUAL	95,112	111,618	100,601	71,600	(40,018)
COMMODITIES	42,823	52,957	55,642	15,492	(37,465)
TOTAL	**$ 301,736**	**$ 400,962**	**$ 398,279**	**$ 304,166**	$ (96,796)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 295,188	$ 391,342	$ 391,379	$ 299,866	$ (91,476)
BOARDS AND COMMISSIONS	6,548	9,620	6,900	4,300	(5,320)
TOTAL	**$ 301,736**	**$ 400,962**	**$ 398,279**	**$ 304,166**	$ (96,796)

SOURCE OF FUNDING:

GENERAL FUND	$ 126,488
LIBRARY FUND	20,254
HIGHWAY USER REVENUE FUND	21,620
TRANSPORTATION FUND	24,399
WATER AND WASTEWATER FUND	55,800
STORMWATER FUND	3,292
AIRPORT FUND	6,632
ENVIRONMENTAL SERVICES FUND	45,681
	$ 304,166

COMMENTARY:

The Council and Commissions operating budget has decreased 24% and there are no capital expenditures. Personal Services include both salary and benefit decreases. Contractual decreases are due to reductions in registration, memberships, and advertising. Commodities decreases are due to reductions in copying, promotional materials, and food. There are no major capital (>$10,000) expenditures for this section.

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.

SECTION: **64-CONTRIBUTIONS TO OTHERS**

EXPENDITURES BY CATEGORY:	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ -	$ -	$ -	$ -	$ -
CONTRACTUAL	1,003,525	1,115,475	1,075,669	979,585	(135,890)
TOTAL	**$ 1,003,525**	**$ 1,115,475**	**$ 1,075,669**	**$ 979,585**	$ (135,890)
EXPENDITURES BY PROGRAM:					
HEALTH & SOC SERVICES	$ 342,465	$ 342,390	$ 342,390	$ 302,624	$ (39,766)
OTHER CONTRIBUTIONS	661,060	773,085	733,279	676,961	(96,124)
TOTAL	**$ 1,003,525**	**$ 1,115,475**	**$ 1,075,669**	**$ 979,585**	$ (135,890)
SOURCE OF FUNDING:					
	GENERAL FUND			$ 979,585	
				$ 979,585	

COMMENTARY:
The Contributions to Others operating budget has decreased 12% and there are no capital expenditures. Contributions are as follows: United Way $302,624; Greater Flagstaff Forest Partnership $25,500; High Altitude Training $25,500; FACTS $319,757; Weed & Seed $5,950; Youth Coalition $21,250; NACOG Rural Transportation $4,494, Intake Triage $100,000, Cardinals $40,000, Rural Policy Institute $50,000, Emergency Housing $20,000, Victim Witness 44,625, NACASA $16,885, and Sister Cities $3,000.

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.

SECTION: **66-NON-DEPARTMENTAL**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ 85,585	$ 78,382	$ 121,777	$ (163,713)	$ (242,095)
CONTRACTUAL	2,716,329	3,977,470	2,563,496	2,676,800	(1,300,670)
COMMODITIES	433,833	2,995,375	477,206	1,492,148	(1,503,227)
CAPITAL	122,602	1,297,000	493,967	1,150,000	(147,000)
TOTAL	**$ 3,358,349**	**$ 8,348,227**	**$ 3,656,446**	**$ 5,155,235**	$ (3,192,992)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 885,744	$ 3,407,500	$ 843,031	$ 2,060,248	$ (1,347,252)
EMPLOYEE BENEFITS	80,217	76,000	73,329	75,500	(500)
INSURANCE	908,000	915,500	908,000	589,200	(326,300)
CONSULTANTS	393,553	1,380,570	265,704	915,500	(465,070)
COPY CENTER	(16,016)	3,657	(12,899)	(6,213)	(9,870)
REDEVELOPMENT	1,105,481	2,565,000	1,579,281	1,521,000	(1,044,000)
TOTAL	**$ 3,358,349**	**$ 8,348,227**	**$ 3,656,446**	**$ 5,155,235**	$ (3,192,992)

SOURCE OF FUNDING:

GENERAL FUND	$ 4,171,086
LIBRARY FUND	90,696
HIGHWAY USER REVENUE FUND	117,504
TRANSPORTATION FUND	68,888
WATER AND WASTEWATER FUND	337,471
STORMWATER FUND	15,487
AIRPORT FUND	82,811
ENVIRONMENTAL SERVICES FUND	271,292
	$ 5,155,235

COMMENTARY:

The Non-Departmental operating budget has decreased 43% and capital expenditures total $1,150,000 resulting in an overall net decrease of 38%. Personal Services decreases are due to a change in the allocation methodologies. Contractual decreases are due to the completion of several larger consulting agreements. Commodities decreases are related to the elimination or reduction of funding for information technology projects. Major capital (>$10,000) includes a $500,000 set aside for future facility development and $650,000 for redevelopment opportunities.

MISSION

Getting you where you want to go. Our Vision: To create the Finest Transportation Experience making NAIPTA services an Excellent Choice for Northern Arizona Communities. Reverse Vision and Mission

PROGRAM DESCRIPTION

The **Transit Division** collects the portion of the transportation tax that is designated for Transit activities. Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA) administers the Transit program per the Intergovernmental Agreement (IGA) between the City and NAIPTA.

FY 09 ACCOMPLISHMENTS

- ✓ Raised awareness of public regarding public transportation and importance to Community through Public Education campaign and successfully obtained public support for 5 ballot initiatives, increasing transit tax by .00125%.
- ✓ Began construction of new Administrative and Maintenance facility for Public Transit vehicles and services at 3773 N Kaspar Dr.

Mountain Line Fixed Route:

- ✓ Expanded service on October to add Route 7 – offering 30 minute frequency from Sunnyside area to Phoenix Transfer Center.
- ✓ Improved on time performance of 4 of 5 routes with October expansion and changes.
- ✓ Increased ridership by 18% from 899,201 to projected 1,098,400
- ✓ Improved average numbers of riders per day from 2,464 to projected 3,009
- ✓ Maintained customer satisfaction by evaluating feedback regarding routes, stops, shelters, and on time performance.
- ✓ Continued to provide travel training program through community groups and schools to improve customer familiarity and comfort with using public transit, routes and vehicles.
- ✓ Added 4 new ecoPass programs, over 3,600 pass holders at 6 different employers.

Mountain Lift Para-Transit

- ✓ Successfully increased awareness of Taxi Voucher program and increased use of programs, creating a cost saving for the regular para-transit service. Service provides more flexibility to customers and is more cost efficient.
- ✓ Continued to improve trips per service hour – increasing efficiency of service and decreasing the cost of the program.
- ✓ Improved on-time service from 94% to 98% without sacrificing trips or service.
- ✓ Connected service to residents outside City, improving service options and mobility.
- ✓ Created a Para-transit Advisory Committee to examine and evaluate services, identifying areas that require further consideration or improvement to best meet needs of community and customers.

FY 10 NEW INITIATIVES AND GOALS

- ➢ Continue building public awareness of the benefits of transit, including affordable living, mobility for those with no alternatives, and less environmental impact that single-occupancy-vehicle traffic.
- ➢ Continue increasing ridership and use of public transportation.
- ➢ Continue to build on mobility options by expansion of taxi voucher program as well as travel training programs.
- ➢ Completion of Transit Facility development and construction with staff occupancy and in-house maintenance program.
- ➢ Improved Customer Service center in new facility that encourages use of passes and ticket sales.
- ➢ Build Transit Spine and prepare for launch of Mountain Links system.

PERFORMANCE MEASURES

Council Priority: Community Sustainability
Goal: Increase use of Public Transit System.
Objective: 2.5% increase of riders using existing services and routes. Provide reliable alternative to single-occupancy vehicle use for commuting trips.
Type of Measure: Program efficiency
Tool: Calculation of data, customer survey
Frequency: Quarterly
Scoring: 90%+ progressing
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Total Ridership	731,377	899,201	1,098,400	1,125,860
Average Riders per Day	2,032	2,464	3,009	3,084
On time performance	95%	88%	91%	95%

Council Priority/Goal: Fiscal Health
Goal: Maintain operational cost per hour
Objective: Identify efficiencies to maintain and control costs, (i.e. Bring maintenance of vehicles in house and prevent mark up cost of outside vendor). Improve farebox return by preventing fraudulent use of passes, tickets, and transfers as well as increasing fares proportionate to ridership increase.
Type of Measure: Program efficiency
Tool: Calculation of data, customer survey
Frequency: Quarterly
Scoring: 100% progressing
Trend: ↓

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Operational Cost per Hour	$72.81	$86.21	$81.01	$74.78
Adminstrative Cost per Hour	NA	$21.08	$15.38	$13.47
Farebox Return	18%	16%	14%	16%

Council Priority/Goal: Family, Youth, and Community/Community Sustainability
Goal: Evaluation of Updated 5 Year Transportation Plan and efforts to truth with community needs for growth and development.
Objective: Implementation of service increases as approved by voting public and consistent with community needs.
Type of Measure: Output
Tool: Calculation of data
Frequency: Quarterly/Annual
Scoring: 75 – 90% average
Trend: →

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Service Hours	34,974	36,252	37,058	50,598
Revenue Miles	520,856	544,030	544,030	676,029

Council Priority/Goal: Facilities and Basic Services
Goal: Develop and construct Transit Facility on property at 3773 E Kaspar Dr, Flagstaff.
Objective: Use existing structure to develop a transit facility that allows for internal maintenance, improved storage that restores life of vehicles, and provides customer service center to improve ticket and pass sales.
Type of Measure: Outcome
Tool: Schedule for construction, calculation of data
Frequency: Semi-annual
Scoring: 75 – 90% average
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Construction of site/Remodel of Facility/Move In		15% complete	90% complete	100% complete
Increase customer use of tickets and passes versus cash fare	33%	36%	40%	45%

Council Priority/Goal: Community Sustainability
Goal: Improve customer satisfaction to a 6 on a scale of 1 to 7, or extremely satisfied.
Objective: Complete annual customer satisfaction evaluation of both existing and potential customers to identify satisfaction and barriers for potential customers. Use results to evaluate services and implement improvements.
Type of Measure: Program outcome
Tool: Customer survey
Frequency: Semi-annual
Scoring: 90% progressing
Trend: ↑

Measures:	FY 07 Actual	FY 08 Actual	FY 09 Estimate	FY 10 Proposed
Customer Satisfaction Score	5.72	5.73	5.9	6.1

SECTION: **97-TRANSIT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2007-2008	Adopted Budget 2008-2009	Estimated Expenditures 2008-2009	Proposed Budget 2009-2010	Budget-Budget Variance
PERSONAL SERVICES	$ -	$ -	$ -	$ -	$ -
CONTRACTUAL	3,210,083	3,721,110	3,661,102	3,755,186	34,076
TOTAL	**$ 3,210,083**	**$ 3,721,110**	**$ 3,661,102**	**$ 3,755,186**	$ 34,076

EXPENDITURES BY PROGRAM:

TRANSIT	$ 3,210,083	$ 3,721,110	$ 3,661,102	$ 3,755,186	$ 34,076
TOTAL	**$ 3,210,083**	**$ 3,721,110**	**$ 3,661,102**	**$ 3,755,186**	$ 34,076

SOURCE OF FUNDING:

TRANSPORTATION FUND	$ 3,755,186
	$ 3,755,186

COMMENTARY:
The Transit budget has increased by 1% this fiscal year. This is due to increased costs related to new transit tax propositions that passed in FY09. The City contracts with NAIPTA to run the Transit System. We contribute monthly based on the budget appropriated by the NAIPTA Board and the City Council.

CAPITAL IMPROVEMENTS

FY 2010 CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) for FY 2010 represents a $50.0 million investment of public funds in infrastructure and public facilities. The project mix has changed from prior years to 50.8% of the funding being provided on the pay-as-you-go basis versus 47.2% in FY 2009. The major projects in this year's budget are Aspen Place at Sawmill, Fire Stations, Rio De Flag project, FUTS/Open Space Acquisition, and Automotive Training School. This year's capital improvement program is funded 28.4% through debt financing including the Water and Wastewater projects, Aspen Sawmill, FUTS/Open Space and Fire Stations. The grant funding of 20.8% is primarily for airport expansion, beautification, and the Automotive Training School.
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.

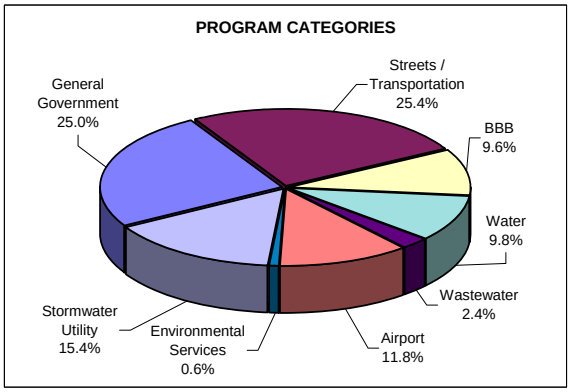
Expenditure totals may be shown as inflated or non-inflated costs depending on whether the scope of work or funding amount is the determining factor.

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.

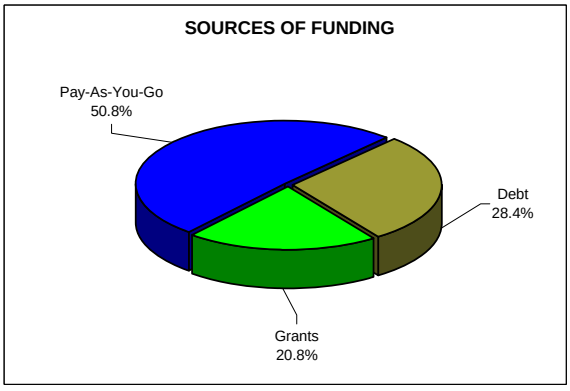
Funded projects in the five-year Capital Improvement Program fall into the following eight broad categories:

General Government	25.0%	$	12,502,602
Streets / Transportation	25.4%		12,711,240
BBB	9.6%		4,808,240
Water	9.8%		4,924,560
Wastewater	2.4%		1,217,161
Airport	11.8%		5,882,021
Environmental Services	0.6%		300,000
Stormwater Utility	15.4%		7,673,290
	100.0%	$	50,019,114



Sources of funding are categorized in three categories as shown below:

Pay-As-You-Go	50.8%	$	25,422,277
Debt	28.4%		14,182,742
Grants	20.8%		10,414,095
	100.0%	$	50,019,114



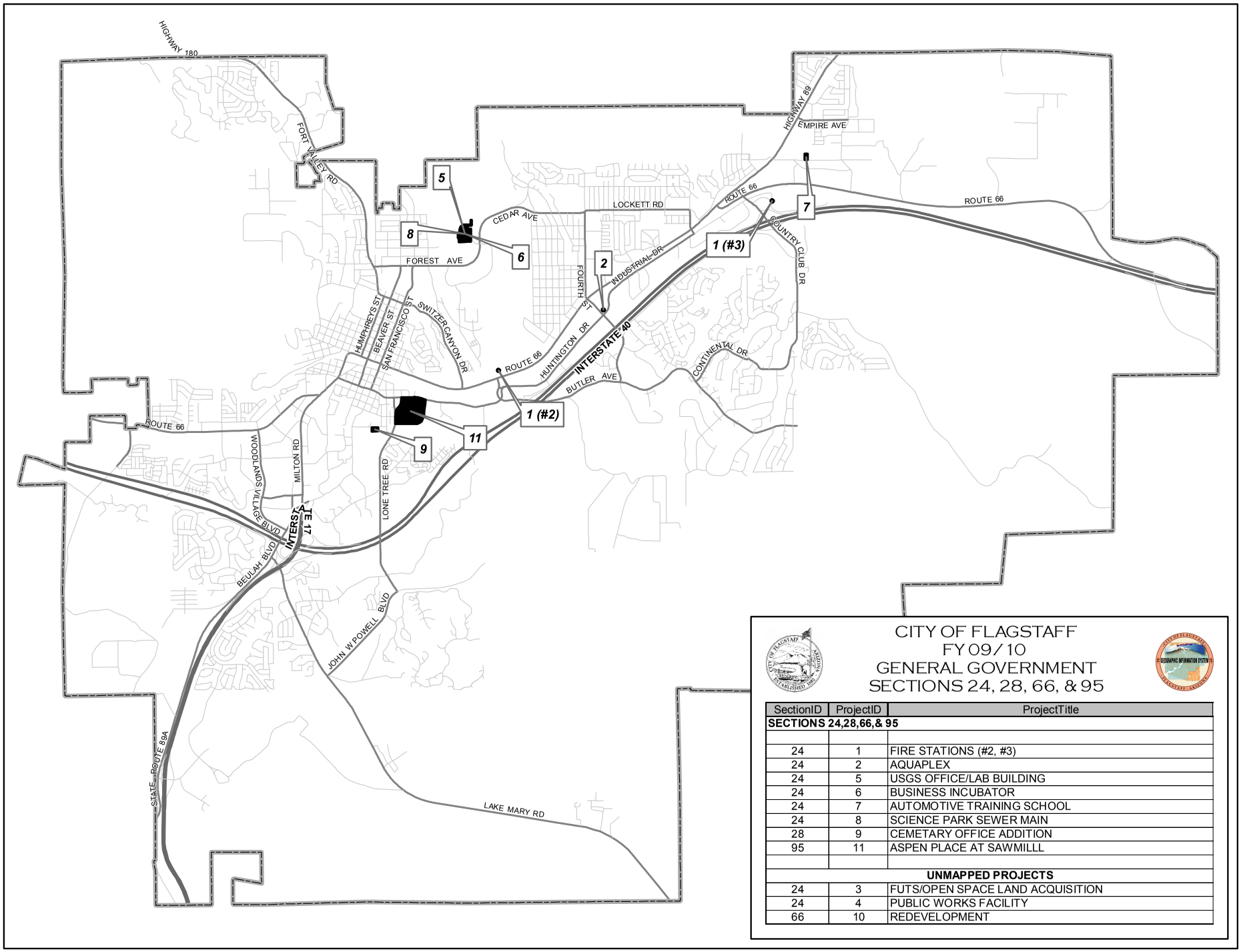
GENERAL GOVERNMENT

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2009	BUDGET FY 2010
1	24	FIRE STATIONS	$ 2,264,371	2,295,284
2	24	AQUAPLEX	9,500	9,500
3	24	FUTS/OPEN SPACE LAND ACQUISITION	2,122,106	2,122,106
4	24	PUBLIC WORKS FACILITY	-	27,300
5	24	USGS OFFICE/LAB BUILDING	-	1,954,000
6	24	BUSINESS INCUBATOR	-	44,756
7	24	AUTOMOTIVE TRAINING SCHOOL	-	3,000,000
8	24	SCIENCE PARK SEWERMAIN	-	500,000
9	28	CEMETERY OFFICE ADDITION	140,000	140,000
10	66	REDEVELOPMENT	650,000	650,000
11	95	ASPEN PLACE AT SAWMILL	1,759,656	1,759,656
		TOTAL GENERAL GOVERNMENT	$ 6,945,633	12,502,602

SOURCES OF FUNDING

	DIV	PROJECT	BONDS	GRANTS	OTHER	TOTAL
1	24	FIRE STATIONS	$ 2,295,284	-	-	2,295,284
2	24	AQUAPLEX	9,500	-	-	9,500
3	24	FUTS/OPEN SPACE LAND ACQUISITION	2,122,106	-	-	2,122,106
4	24	PUBLIC WORKS FACILITY	-	-	27,300	27,300
5	24	USGS OFFICE/LAB BUILDING	1,954,000	-	-	1,954,000
6	24	BUSINESS INCUBATOR	44,756	-	-	44,756
7	24	AUTOMOTIVE TRAINING SCHOOL	-	3,000,000	-	3,000,000
8	24	SCIENCE PARK SEWERMAIN	500,000	-	-	500,000
9	28	CEMETERY OFFICE ADDITION	-	-	140,000	140,000
10	66	REDEVELOPMENT	-	-	650,000	650,000
11	95	ASPEN PLACE AT SAWMILL	1,759,656	-	-	1,759,656
		TOTAL GENERAL GOVERNMENT	$ 8,685,302	3,000,000	817,300	12,502,602



CITY OF FLAGSTAFF
FY 09/10
GENERAL GOVERNMENT
SECTIONS 24, 28, 66, & 95

SectionID	ProjectID	ProjectTitle
SECTIONS 24,28,66,& 95		
24	1	FIRE STATIONS (#2, #3)
24	2	AQUAPLEX
24	5	USGS OFFICE/LAB BUILDING
24	6	BUSINESS INCUBATOR
24	7	AUTOMOTIVE TRAINING SCHOOL
24	8	SCIENCE PARK SEWER MAIN
28	9	CEMETARY OFFICE ADDITION
95	11	ASPEN PLACE AT SAWMILLL
UNMAPPED PROJECTS		
24	3	FUTS/OPEN SPACE LAND ACQUISITION
24	4	PUBLIC WORKS FACILITY
66	10	REDEVELOPMENT

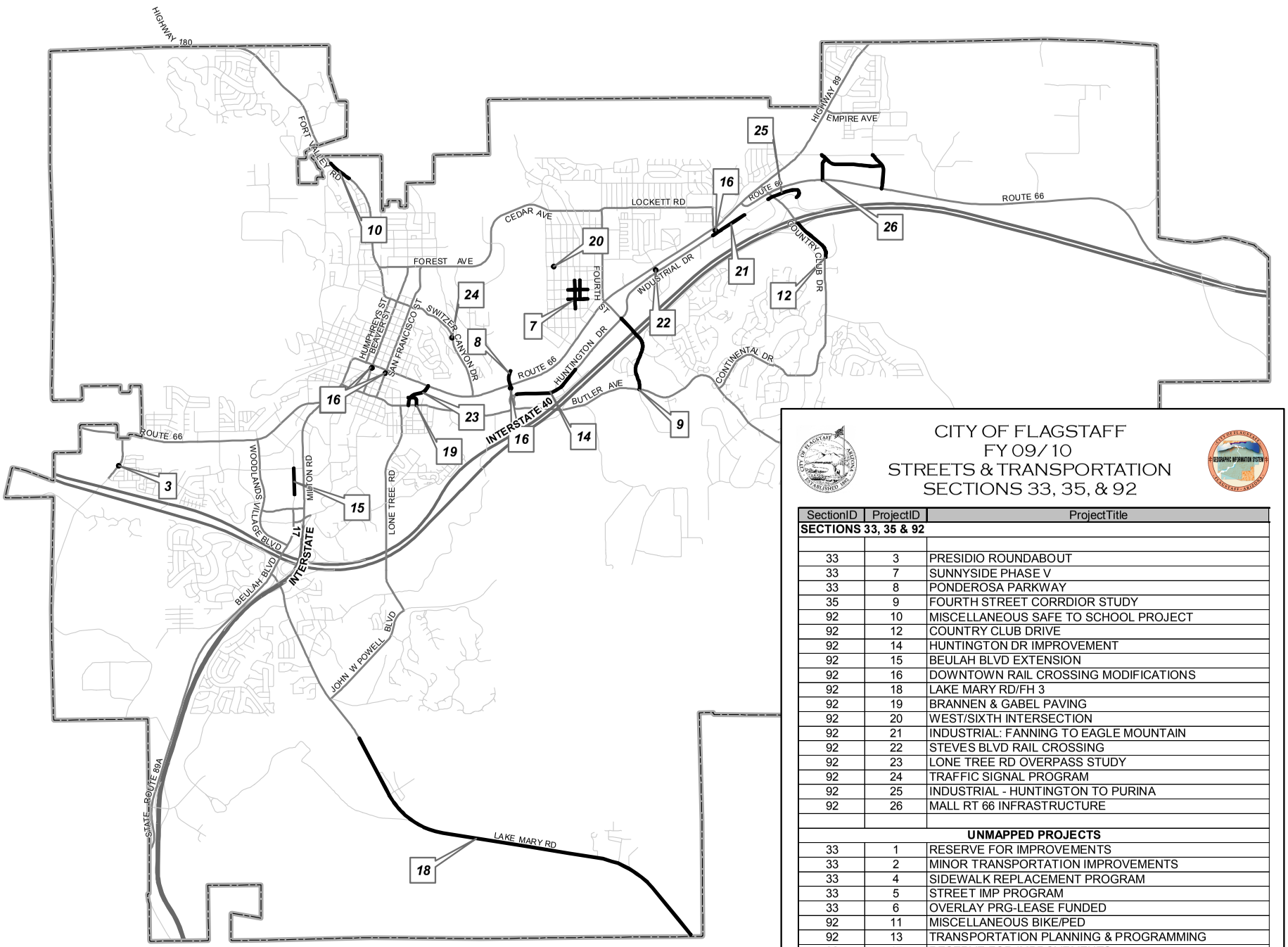
STREETS/TRANSPORTATION

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2009	BUDGET FY 2010
1	33	RESERVE FOR IMPROVEMENTS	$ -	40,000
2	33	MINOR TRANSPORTATION IMPROVEMENTS	-	100,000
3	33	PRESIDIO ROUNDABOUT	-	35,000
4	33	SIDEWALK REPLACEMENT PROGRAM	-	15,000
5	33	STREET IMP PROGRAM	-	2,215,494
6	33	OVERLAY PRG-LEASE FUNDED	-	3,670,000
7	33	SUNNYSIDE PHASE V	-	776,856
8	33	PONDEROSA PARKWAY	-	2,100,000
9	35	FOURTH STREET CORRIDOR STUDY	109,430	109,430
10	92	MISCELLANEOUS SAFE TO SCHOOL PROJECT	-	100,000
11	92	MISCELLANEOUS BIKE/PED	-	100,000
12	92	COUNTRY CLUB DRIVE	2,180	2,180
13	92	TRANSPORTATION PLANNING & PROGRAMMING	-	100,000
14	92	HUNTINGTON DR IMPROVEMENT	2,496	2,496
15	92	BEULAH BLVD EXTENSIONS	-	497,200
16	92	DOWNTOWN RAIL CROSSING MODIFICATIONS	139,960	139,960
17	92	RESERVE FOR IMPROVEMENTS	-	125,000
18	92	LAKE MARY RD/FH 3	85,055	85,055
19	92	BRANNEN & GABEL PAVING	15,852	80,681
20	92	WEST/SIXTH INTERSECTION	526,551	526,551
21	92	INDUSTRIAL: FANNING TO EAGLE MOUNTAIN	855,720	855,720
22	92	STEVES BLVD RAIL CROSSING	115,504	124,317
23	92	LONE TREE RD OVERPASS STUDY	80,000	215,000
24	92	TRAFFIC SIGNAL PROGRAM	-	297,500
25	92	INDUSTRIAL - HUNTINGTON TO PURINA	-	222,800
26	92	MALL RT 66 INFRASTRUCTURE	-	175,000
		TOTAL STREETS AND TRANSPORTATION	$ 1,932,748	12,711,240

SOURCES OF FUNDING

	DIV	PROJECT	HURF	TRANS-PORTATION	BONDS	OTHER	TOTAL
1	33	RESERVE FOR IMPROVEMENTS	$ 40,000	-	-	-	40,000
2	33	MINOR TRANSPORTATION IMPROVEMENTS	100,000	-	-	-	100,000
3	33	PRESIDIO ROUNDABOUT	35,000	-	-	-	35,000
4	33	SIDEWALK REPLACEMENT PROGRAM	15,000	-	-	-	15,000
5	33	STREET IMP PROGRAM	2,215,494	-	-	-	2,215,494
6	33	OVERLAY PRG-LEASE FUNDED	-	-	3,670,000	-	3,670,000
7	33	SUNNYSIDE PHASE V	776,856	-	-	-	776,856
8	33	PONDEROSA PARKWAY	-	200,000	300,000	1,600,000	2,100,000
9	35	FOURTH STREET CORRIDOR STUDY	-	109,430	-	-	109,430
10	92	MISCELLANEOUS SAFE TO SCHOOL PROJECT	-	100,000	-	-	100,000
11	92	MISCELLANEOUS BIKE/PED	-	100,000	-	-	100,000
12	92	COUNTRY CLUB DRIVE	-	2,180	-	-	2,180
13	92	TRANSPORTATION PLANNING & PROGRAMMING	-	100,000	-	-	100,000
14	92	HUNTINGTON DR IMPROVEMENT	-	2,496	-	-	2,496
15	92	BEULAH BLVD EXTENSIONS	-	497,200	-	-	497,200
16	92	DOWNTOWN RAIL CROSSING MODIFICATIONS	-	139,960	-	-	139,960
17	92	RESERVE FOR IMPROVEMENTS	-	125,000	-	-	125,000
18	92	LAKE MARY RD/FH 3	-	85,055	-	-	85,055
19	92	BRANNEN & GABEL PAVING	-	80,681	-	-	80,681
20	92	WEST/SIXTH INTERSECTION	-	526,551	-	-	526,551
21	92	INDUSTRIAL: FANNING TO EAGLE MOUNTAIN	-	855,720	-	-	855,720
22	92	STEVES BLVD RAIL CROSSING	-	124,317	-	-	124,317
23	92	LONE TREE RD OVERPASS STUDY	-	215,000	-	-	215,000
24	92	TRAFFIC SIGNAL PROGRAM	-	297,500	-	-	297,500
25	92	INDUSTRIAL - HUNTINGTON TO PURINA	-	222,800	-	-	222,800
26	92	MALL RT 66 INFRASTRUCTURE	-	175,000	-	-	175,000
		TOTAL STREETS AND TRANSPORTATION	$ 3,182,350	3,958,890	3,970,000	1,600,000	12,711,240



CITY OF FLAGSTAFF
FY 09/10
STREETS & TRANSPORTATION
SECTIONS 33, 35, & 92

SectionID	ProjectID	ProjectTitle
SECTIONS 33, 35 & 92		
33	3	PRESIDIO ROUNDABOUT
33	7	SUNNYSIDE PHASE V
33	8	PONDEROSA PARKWAY
35	9	FOURTH STREET CORRDIOR STUDY
92	10	MISCELLANEOUS SAFE TO SCHOOL PROJECT
92	12	COUNTRY CLUB DRIVE
92	14	HUNTINGTON DR IMPROVEMENT
92	15	BEULAH BLVD EXTENSION
92	16	DOWNTOWN RAIL CROSSING MODIFICATIONS
92	18	LAKE MARY RD/FH 3
92	19	BRANNEN & GABEL PAVING
92	20	WEST/SIXTH INTERSECTION
92	21	INDUSTRIAL: FANNING TO EAGLE MOUNTAIN
92	22	STEVES BLVD RAIL CROSSING
92	23	LONE TREE RD OVERPASS STUDY
92	24	TRAFFIC SIGNAL PROGRAM
92	25	INDUSTRIAL - HUNTINGTON TO PURINA
92	26	MALL RT 66 INFRASTRUCTURE
UNMAPPED PROJECTS		
33	1	RESERVE FOR IMPROVEMENTS
33	2	MINOR TRANSPORTATION IMPROVEMENTS
33	4	SIDEWALK REPLACEMENT PROGRAM
33	5	STREET IMP PROGRAM
33	6	OVERLAY PRG-LEASE FUNDED
92	11	MISCELLANEOUS BIKE/PED
92	13	TRANSPORTATION PLANNING & PROGRAMMING
92	17	RESERVE FOR IMPROVEMENTS

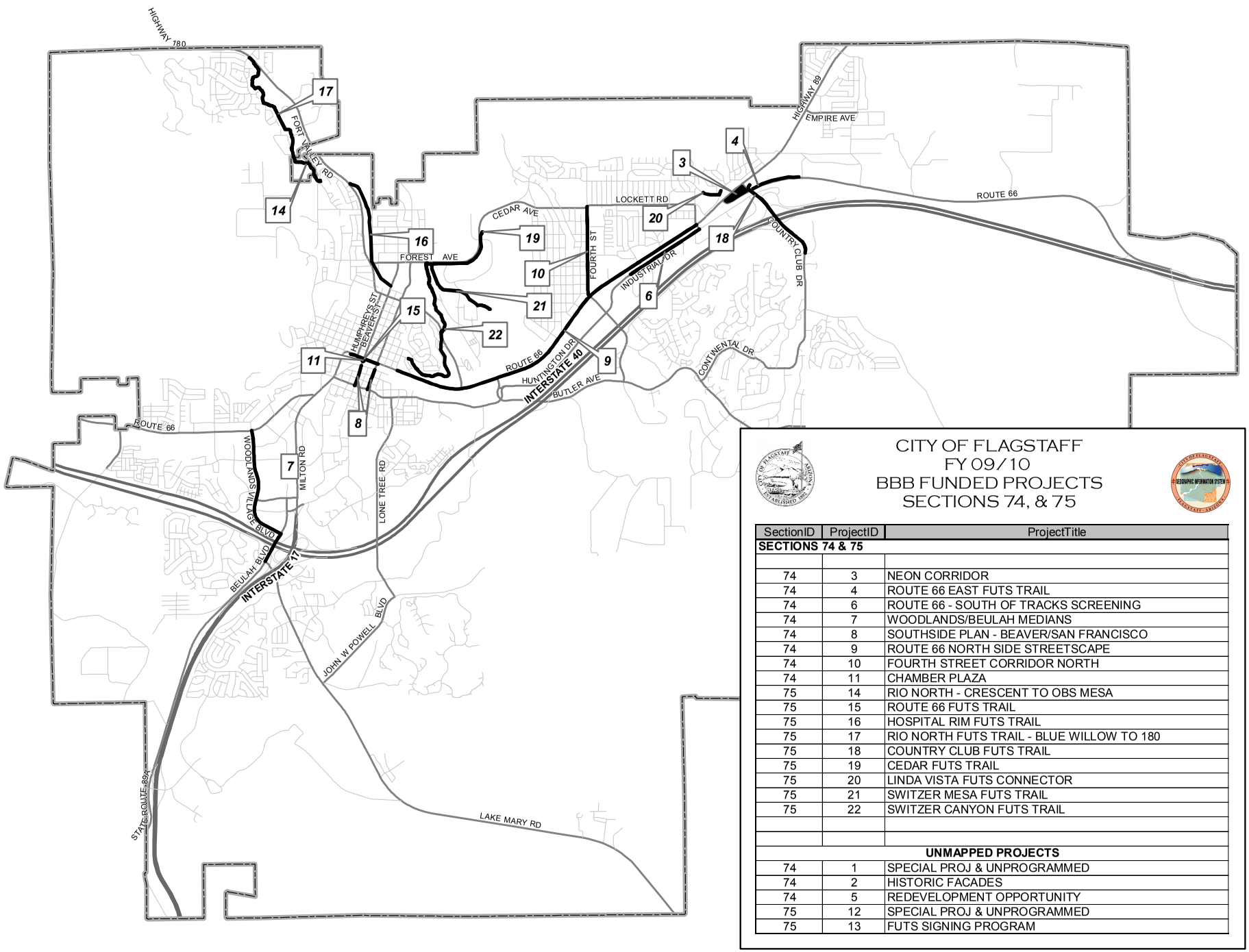
BBB

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2009	BUDGET FY 2010
1	74	SPECIAL PROJ & UNPROGRAMMED	$ -	50,000
2	74	HISTORIC FACADES	63,529	83,529
3	74	NEON CORRIDOR	127,420	127,420
4	74	ROUTE 66 EAST FUTS TRAIL	345,000	345,000
5	74	REDEVELOPMENT OPPORTUNITY	-	50,000
6	74	ROUTE 66 - SOUTH OF TRACKS SCREEN	88,585	88,585
7	74	WOODLANDS/BEULAH MEDIANS	-	875,000
8	74	SOUTHSIDE PLAN - BEAVER/SAN FRANCISCO	685,450	685,450
9	74	ROUTE 66 NORTH SIDE STREETSCAPE	-	280,000
10	74	FOURTH STREET CORRIDOR NORTH	-	200,000
11	74	CHAMBER PLAZA	-	75,000
12	75	SPECIAL PROJECTS & UNPROGRAMMED	-	50,000
13	75	FUTS SIGNING PROGRAM	114,844	350,000
14	75	RIO NORTH - CRESCENT TO OBS MESA	101,472	424,272
15	75	ROUTE 66 FUTS TRAIL	501,020	598,179
16	75	HOSPITAL RIM FUTS TRAIL	-	60,000
17	75	RIO NORTH FUTS TRAIL - BLUE WILLOW TO 180	4,360	4,360
18	75	COUNTRY CLUB FUTS TRAIL	11,445	11,445
19	75	CEDAR FUTS TRAIL	-	240,000
20	75	LINDA VISTA FUTS CONNECTOR	-	10,000
21	75	SWITZER MESA FUTS TRAIL	-	100,000
22	75	SWITZER CANYON FUTS TRAIL	-	100,000
		TOTAL BBB	$ 2,043,125	4,808,240

SOURCES OF FUNDING

	DIV	PROJECT	BBB	TRANS-PORTATION	GRANTS	OTHER	TOTAL
1	74	SPECIAL PROJ & UNPROGRAMMED	$ 50,000	-	-	-	50,000
2	74	HISTORIC FACADES	83,529	-	-	-	83,529
3	74	NEON CORRIDOR	127,420	-	-	-	127,420
4	74	ROUTE 66 EAST FUTS TRAIL	-	-	345,000	-	345,000
5	74	REDEVELOPMENT OPPORTUNITY	50,000	-	-	-	50,000
6	74	ROUTE 66 - SOUTH OF TRACKS SCREEN	88,585	-	-	-	88,585
7	74	WOODLANDS/BEULAH MEDIANS	375,000	-	500,000	-	875,000
8	74	SOUTHSIDE PLAN - BEAVER/SAN FRANCISCO	185,450	-	500,000	-	685,450
9	74	ROUTE 66 NORTH SIDE STREETSCAPE	280,000	-	-	-	280,000
10	74	FOURTH STREET CORRIDOR NORTH	200,000	-	-	-	200,000
11	74	CHAMBER PLAZA	75,000	-	-	-	75,000
12	75	SPECIAL PROJECTS & UNPROGRAMMED	-	50,000	-	-	50,000
13	75	FUTS SIGNING PROGRAM	-	350,000	-	-	350,000
14	75	RIO NORTH - CRESCENT TO OBS MESA	-	424,272	-	-	424,272
15	75	ROUTE 66 FUTS TRAIL	-	98,179	500,000	-	598,179
16	75	HOSPITAL RIM FUTS TRAIL	-	60,000	-	-	60,000
17	75	RIO NORTH FUTS TRAIL - BLUE WILLOW TO 180	-	4,360	-	-	4,360
18	75	COUNTRY CLUB FUTS TRAIL	-	11,445	-	-	11,445
19	75	CEDAR FUTS TRAIL	-	240,000	-	-	240,000
20	75	LINDA VISTA FUTS CONNECTOR	-	-	-	10,000	10,000
21	75	SWITZER MESA FUTS TRAIL	-	-	-	100,000	100,000
22	75	SWITZER CANYON FUTS TRAIL	-	100,000	-	-	100,000
		TOTAL BBB	$ 1,514,984	1,338,256	1,845,000	110,000	4,808,240



CITY OF FLAGSTAFF
FY 09/10
BBB FUNDED PROJECTS
SECTIONS 74, & 75

SectionID	ProjectID	ProjectTitle
SECTIONS 74 & 75		
74	3	NEON CORRIDOR
74	4	ROUTE 66 EAST FUTS TRAIL
74	6	ROUTE 66 - SOUTH OF TRACKS SCREENING
74	7	WOODLANDS/BEULAH MEDIANS
74	8	SOUTHSIDE PLAN - BEAVER/SAN FRANCISCO
74	9	ROUTE 66 NORTH SIDE STREETSCAPE
74	10	FOURTH STREET CORRIDOR NORTH
74	11	CHAMBER PLAZA
75	14	RIO NORTH - CRESCENT TO OBS MESA
75	15	ROUTE 66 FUTS TRAIL
75	16	HOSPITAL RIM FUTS TRAIL
75	17	RIO NORTH FUTS TRAIL - BLUE WILLOW TO 180
75	18	COUNTRY CLUB FUTS TRAIL
75	19	CEDAR FUTS TRAIL
75	20	LINDA VISTA FUTS CONNECTOR
75	21	SWITZER MESA FUTS TRAIL
75	22	SWITZER CANYON FUTS TRAIL
UNMAPPED PROJECTS		
74	1	SPECIAL PROJ & UNPROGRAMMED
74	2	HISTORIC FACADES
74	5	REDEVELOPMENT OPPORTUNITY
75	12	SPECIAL PROJ & UNPROGRAMMED
75	13	FUTS SIGNING PROGRAM

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2009-2010

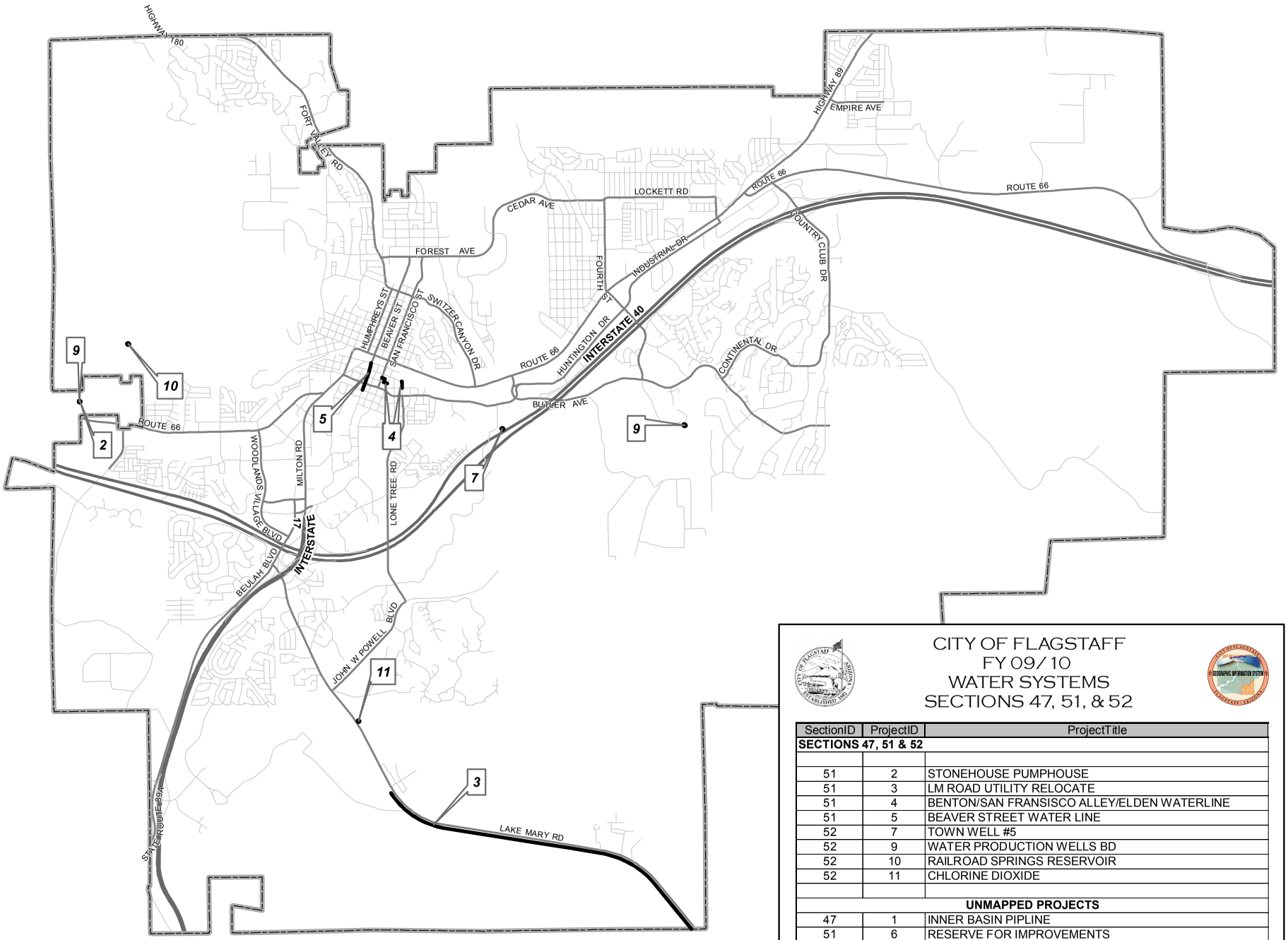
WATER

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2009	BUDGET FY 2010
1	47	INNER BASIN PIPELINE	$ 40,000	40,000
2	51	STONEHOUSE PUMPHOUSE	-	500,000
3	51	LM ROAD UTILITY RELOCATE	55,000	90,436
4	51	BENTON/ SAN FRANSICO ALLEY/ ELDEN WATERLINE	17,100	17,100
5	51	BEAVER STREET WATER LINE	3,000	3,000
6	51	RESERVE FOR IMPROVEMENTS	-	100,000
7	52	TOWN WELL #5	77,632	77,632
8	52	FUTURE WATER ACQUISITIONS	1,127,362	1,822,362
9	52	WATER PRODUCTION WELLS BD	828,030	1,738,030
10	52	RAILROAD SPRINGS RESERVOIR	500,000	500,000
11	52	CHLORINE DIOXIDE	36,000	36,000
		TOTAL WATER	$ 2,684,124	4,924,560

SOURCES OF FUNDING

	DIV	PROJECT	OPERATING	BONDS	TOTAL
1	47	INNER BASIN PIPELINE	$ 40,000	-	40,000
2	51	STONEHOUSE PUMPHOUSE	500,000	-	500,000
3	51	LM ROAD UTILITY RELOCATE	90,436	-	90,436
4	51	BENTON/ SAN FRANSICO ALLEY/ ELDEN WATERLINE	17,100	-	17,100
5	51	BEAVER STREET WATER LINE	3,000	-	3,000
6	51	RESERVE FOR IMPROVEMENTS	100,000	-	100,000
7	52	TOWN WELL #5	77,632	-	77,632
8	52	FUTURE WATER ACQUISITIONS	1,127,362	695,000	1,822,362
9	52	WATER PRODUCTION WELLS BD	905,590	832,440	1,738,030
10	52	RAILROAD SPRINGS RESERVOIR	500,000	-	500,000
11	52	CHLORINE DIOXIDE	36,000	-	36,000
		TOTAL WATER	$ 3,397,120	1,527,440	4,924,560



SectionID	ProjectID	ProjectTitle
SECTIONS 47, 51 & 52		
51	2	STONEHOUSE PUMPHOUSE
51	3	LM ROAD UTILITY RELOCATE
51	4	BENTON/SAN FRANSISCO ALLEY/ELDEN WATERLINE
51	5	BEAVER STREET WATER LINE
52	7	TOWN WELL #5
52	9	WATER PRODUCTION WELLS BD
52	10	RAILROAD SPRINGS RESERVOIR
52	11	CHLORINE DIOXIDE
	UNMAPPED PROJECTS	
47	1	INNER BASIN PIPLINE
51	6	RESERVE FOR IMPROVEMENTS
52	8	FUTURE WATER ACQUISITIONS

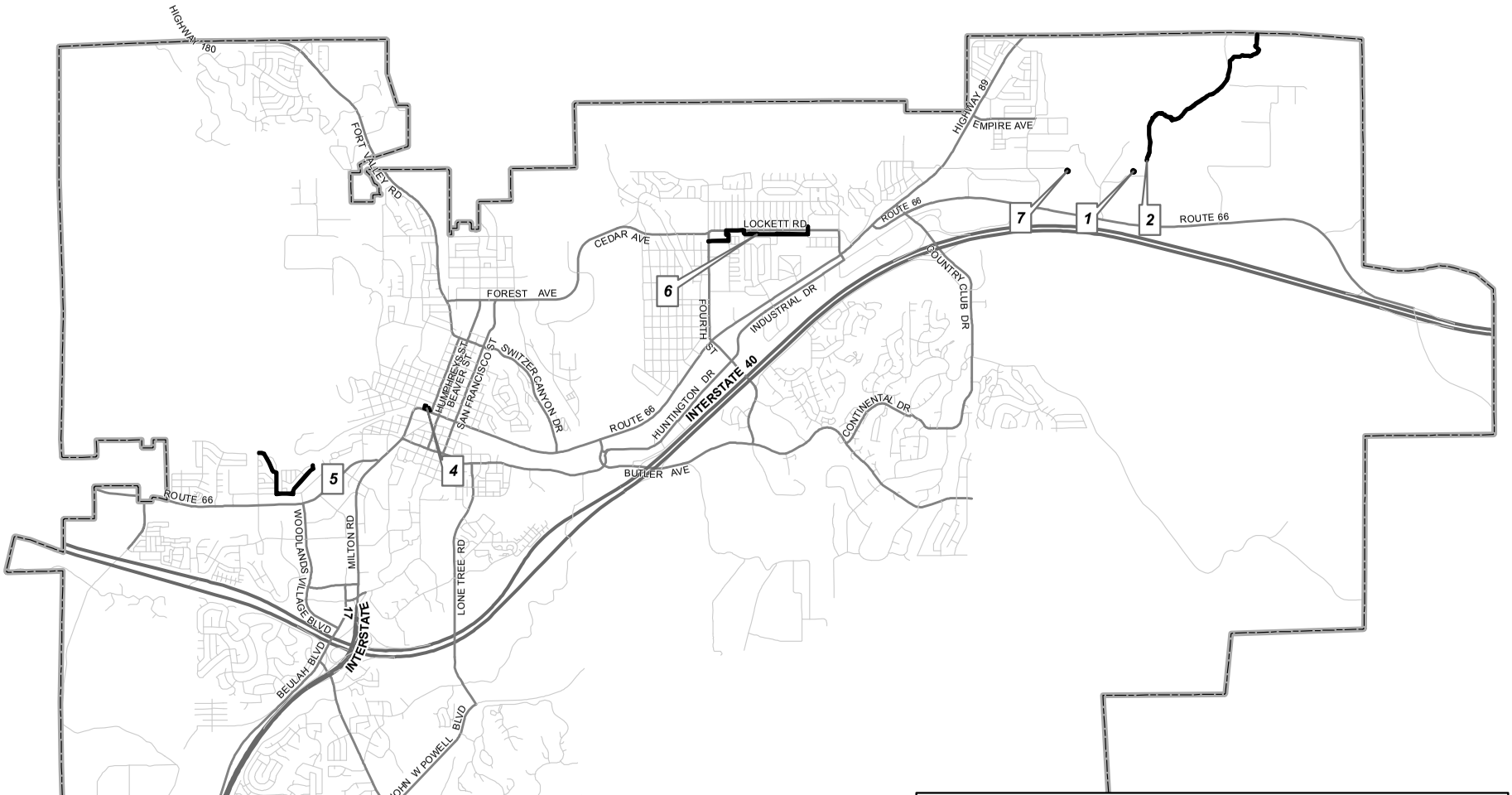
WASTEWATER

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2009	BUDGET FY 2010
1	57	WILDCAT TREATMENT UPGRADES	$ 550,000	550,000
2	57	PICTURE CANYON	330,328	330,328
3	57	RESERVE FOR IMPROVEMENTS	-	195,354
4	58	XERISCAPE PROJECTS	5,731	8,321
5	58	WESTSIDE INTERCEPTER IMPROVEMENTS	15,432	15,432
6	58	BUSHMASTER RECLAIM LINE	37,726	37,726
7	58	MALL RECYCLING BOOSTER	80,000	80,000
		TOTAL WASTEWATER	$ 1,019,217	1,217,161

SOURCES OF FUNDING

	DIV	PROJECT	OPERATING	BONDS	TOTAL
1	57	WILDCAT TREATMENT UPGRADES	$ 550,000	-	550,000
2	57	PICTURE CANYON	330,328	-	330,328
3	57	RESERVE FOR IMPROVEMENTS	195,354	-	195,354
4	58	XERISCAPE PROJECTS	8,321	-	8,321
5	58	WESTSIDE INTERCEPTER IMPROVEMENTS	15,432	-	15,432
6	58	BUSHMASTER RECLAIM LINE	37,726	-	37,726
7	58	MALL RECYCLING BOOSTER	80,000	-	80,000
		TOTAL WASTEWATER	$ 1,217,161	-	1,217,161



CITY OF FLAGSTAFF
FY 09/10
WASTEWATER SYSTEMS
SECTIONS 57 & 58

SectionID	ProjectID	ProjectTitle
SECTIONS 57 & 58		
57	1	WILDCAT TREATMENT UPGRADES
57	2	PICTURE CANYON
58	4	XERISCAPE PROJECTS
58	5	WESTSIDE INTERCEPTER IMPROVEMENTS
58	6	BUSHMASTER RECLAIM LINE
58	7	MALL RECYCLING BOOSTER
UNMAPPED PROJECTS		
57	3	RESERVE FOR IMPROVEMENTS

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2009-2010

AIRPORT

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2009	BUDGET FY 2010
1	37	PAVEMENT MARKING INSTALL	$ -	376,500
2	37	REHAB TAXIWAY RECONSTRUCTION	-	5,505,521
		TOTAL AIRPORT	$ -	5,882,021

SOURCES OF FUNDING

	DIV	PROJECT	OPERATING	GRANTS	OTHER	TOTAL
1	37	PAVEMENT MARKING INSTALL	$ -	338,850	37,650	376,500
2	37	REHAB TAXIWAY RECONSTRUCTION	-	5,230,245	275,276	5,505,521
		TOTAL AIRPORT	$ -	5,569,095	312,926	5,882,021

SectionID	ProjectID	ProjectTitle
SECTION 37		
37	1	PAVEMENT MARKING INSTALL
37	2	REHAB TAXIWAY RECONSTRUCTION

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2009-2010

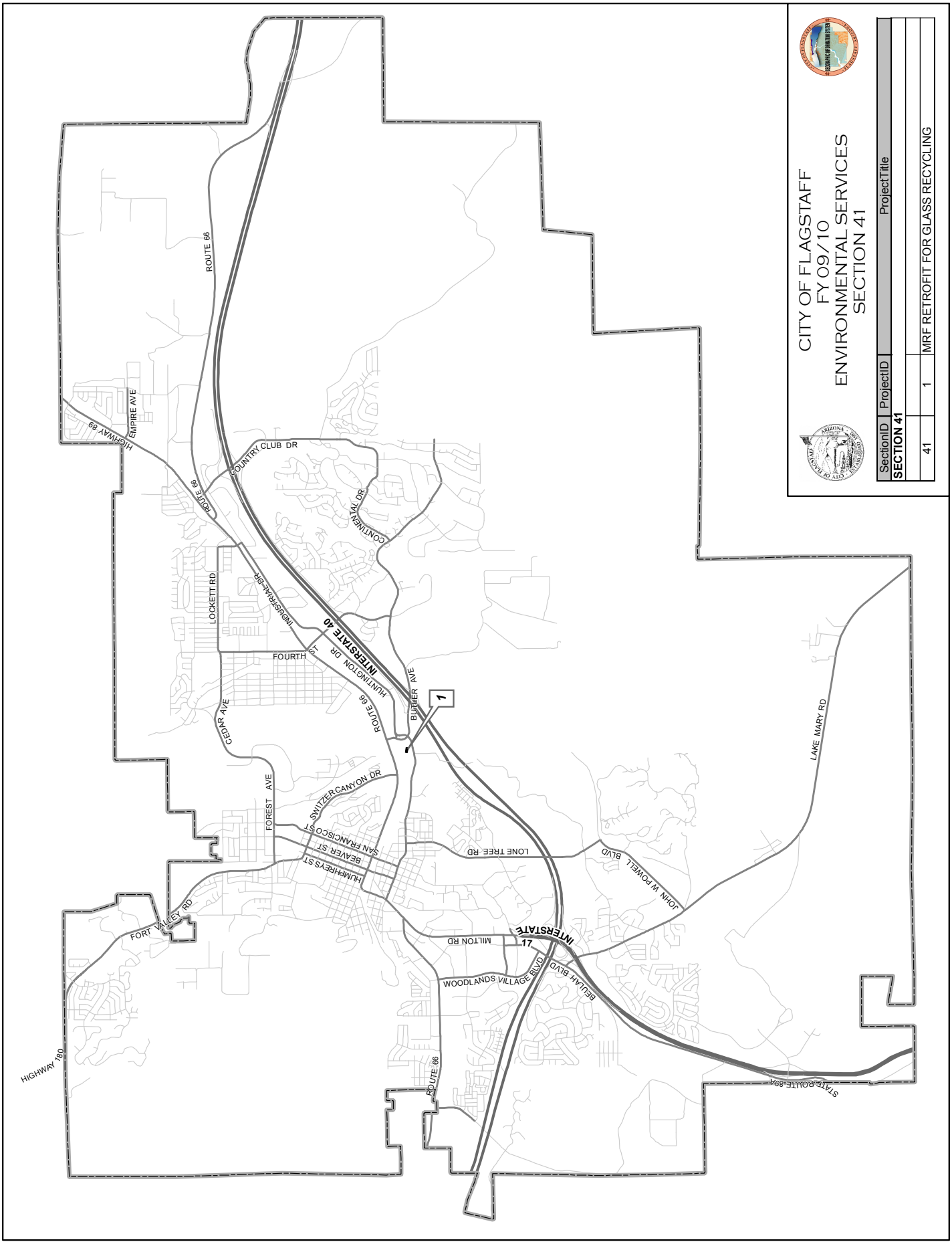
ENVIRONMENTAL SERVICES

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2009	BUDGET FY 2010
1	41	MRF RETROFIT FOR GLASS RECYCLING	$ -	300,000
		TOTAL ENVIRONMENTAL SERVICES	$ -	300,000

SOURCES OF FUNDING

	DIV	PROJECT	OPERATING	TOTAL
1	41	MRF RETROFIT FOR GLASS RECYCLING	$ 300,000	300,000
		TOTAL ENVIRONMENTAL SERVICES	$ 300,000	300,000


CITY OF FLAGSTAFF
FY 09/10
ENVIRONMENTAL SERVICES
SECTION 41
SectionID
ProjectID
ProjectTitle
SECTION 41
41
1
MRF RETROFIT FOR GLASS RECYCLING
1
ROUTE 66
HIGHWAY 89
EMPIRE AVE
ROUTE 66
COUNTRY CLUB DR
CONTINENTAL DR
LOCKETT RD
INDUSTRIAL DR
INTERSTATE 40
FOURTH ST
HUNTINGTON DR
ROUTE 66
BUTLER AVE
CEDAR AVE
FOREST AVE
SWITZER CANYON DR
SAN FRANCISCO ST
BEAVER ST
HUMPHREYS ST
LONE TREE RD
JOHN W POWELL BLVD
LAKE MARY RD
FORT VALLEY RD
INTERSTATE 17
MILTON RD
WOODLANDS VILLAGE BLVD
BELLAIR BLVD
HIGHWAY 180
ROUTE 66
STATE ROUTE 89A

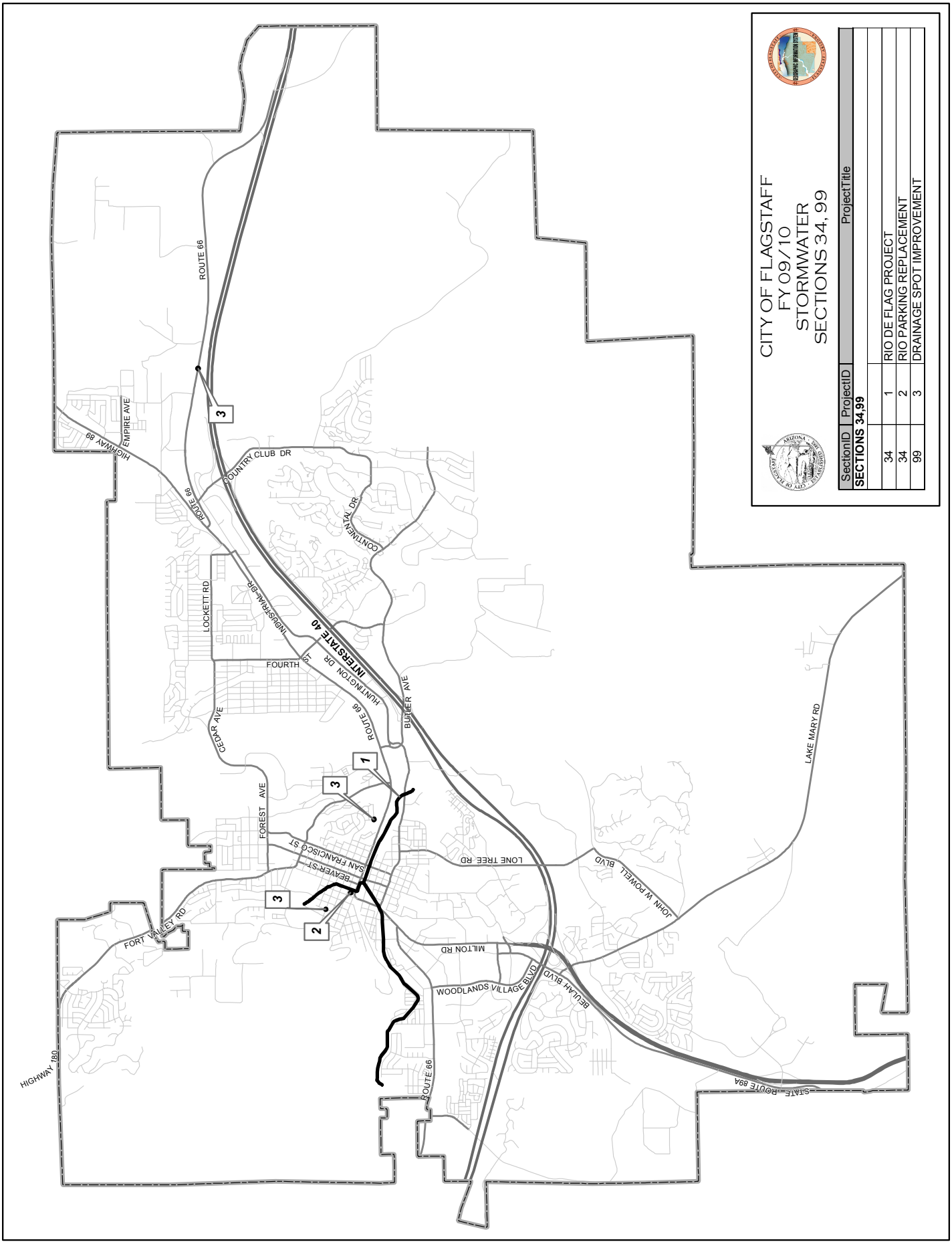
STORMWATER UTILITY

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2009	BUDGET FY 2010
1	34	RIO DE FLAG PROJECT	$ 6,138,290	6,138,290
2	34	RIO PARKING REPLACEMENT	750,000	1,200,000
3	99	DRAINAGE SPOT IMPROVEMENT	40,000	335,000
		TOTAL STORMWATER UTILITY	$ 6,928,290	7,673,290

SOURCES OF FUNDING

	DIV	PROJECT	OPERATING	GEN FUND	TOTAL
1	34	RIO DE FLAG PROJECT	$ -	6,138,290	6,138,290
2	34	RIO PARKING REPLACEMENT	-	1,200,000	1,200,000
3	99	DRAINAGE SPOT IMPROVEMENT	335,000	-	335,000
		TOTAL STORMWATER UTILITY	$ 335,000	7,338,290	7,673,290


CITY OF FLAGSTAFF
FY 09/10
STORMWATER
SECTIONS 34, 99
SectionID | ProjectID | ProjectTitle
SECTIONS 34,99
34 | 1 | RIO DE FLAG PROJECT
34 | 2 | RIO PARKING REPLACEMENT
99 | 3 | DRAINAGE SPOT IMPROVEMENT
ROUTE 66
HIGHWAY 89
EMPIRE AVE
COUNTRY CLUB DR
CONTINENTAL DR
LOCKETT RD
INDUSTRIAL DR
INTERSTATE 40
FOURTH
HUNTINGTON DR
BUTLER AVE
CEDAR AVE
FOREST AVE
SAN FRANCISCO ST
BEAVER ST
LONE TREE RD
JOHN W POWELL BLVD
LAKE MARY RD
FORT VALLEY RD
MILTON RD
WOODLANDS VILLAGE BLVD
BEULAH BLVD
STATE ROUTE 89A
HIGHWAY 180
1
2
3

FY 2010 PROJECT DESCRIPTIONS

GENERAL GOVERNMENT

1. **Fire Stations:** Completion of Fire Stations #2 and #3 to replace existing facilities and improve response times as authorized at general election 2004.

2. **Aquaplex:** Completion of warranty period for the new 51,000 square foot Recreation Center including leisure pool, fitness area and gym as authorized in May 2004.

3. **FUTS/Open Space Land Acquisition:** Acquisition of core open space for FUTS trails as well as for protection of critical open space lands as authorized in May 2004.

4. **Public Works Facility:** Development of new Public Works administrative and operations facility including City shop and equipment services. Subject to funding authorization.

5. **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.

6. **Business Incubator:** Completion of the warranty period for the NASTEC regional business incubator facility with grant assistance from EDA creating partnerships and assisting in the development of new businesses.

7. **Automotive Training School:** This grant dependent partnership with CCC would construct a shop and classroom facility for training in automotive repair technology. Partnership may be expanded to include of workforce training opportunities.

8. **Science Park Sewermain:** Funding allocation for any public sewer main extension required to facilitate development of the Science Park complex in accordance with the private development master ground lease.

9. **Cemetery Office Addition:** The current cemetery is connected to the caretaker's residence and is 10' x 20'. The proposed new office addition is to move the office out of the caretaker's residence and add a 24' x 38', addition onto the maintenance shed. This will allow enough room to meet with families and add restrooms.

10. **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.

11. **Aspen Place at Sawmill:** Completion of construction phase for public infrastructure associated with a forty acre mixed-use redevelopment project located at the southeast corner of Butler Avenue and Lone Tree Road.

STREETS/TRANSPORTATION

1. **Reserve for Improvements:** Annual allocation for unanticipated street improvements and/or City participation in projects of other agencies (i.e.: ADOT, BNSF, NAU).

2. **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.

3. **Presidio Roundabout:** Modification of existing roundabout and approaches at Woody Mountain Rd. to improve traffic flow.

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. **Overlay Program** - Lease Funded: One-time appropriation for advancing City-wide pavement maintenance to minimize pavement deterioration and to enhance local economic recovery.

7. **Sunnyside Phase V:** Street reconstruction including full curb, gutter and sidewalk improvements at portions of Third Avenue, Second Avenue, Main Street or First Street.

8. **Ponderosa Parkway:** City participation in design and construction of arterial roadway improvements north of Route 66 opposite Enterprise Rd. to facilitate access to the new Fire Station No. 2 and development at the south end of McMillan Mesa.

9. **Fourth Street Corridor Study** - South: Preliminary study to identify transportation and safety related improvements that may be warranted for South Fourth St. from Butler Ave. to I-40 overpass.

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.

11. **Miscellaneous Bike Pedestrian Project**: Bicycle and pedestrian type of improvements funded by the Safety portion of the Transportation Program 2000.

12. **Country Club Drive** Warranty phase services for Landscape improvements at 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 major street improvements funded by local transportation sales tax.

14. **Huntington Dr Improvements Phase II**: Completion of 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. **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.

16. **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.

17. **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).

18. **Lake Mary Rd/Forest Hwy 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.

19. **Brannen and Gabel Paving**: Completion construction services for the paving of Brannen Avenue and Gabel Street in the Southside neighborhood north of Butler Ave.

20. **West Sixth Intersection:** Intersection and pedestrian improvements at the intersection of West Street and Sixth Avenue in the Sunnyside Neighborhood.

21. **Industrial Drive/Fanning to Eagle Mountain**: Completion of construction services for the paving of Industrial Dr. from Fanning Drive to Eagle Mountain Drive.

22. **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.

23. **Lone Tree Road Overpass Study**: Preliminary study to identify alternatives, impacts and costs associated with an additional railroad overpass and new roadway connection between Route 66 and Butler Ave as identified by the Regional Plan and Lone Tree Corridor Study.

24. **Traffic Signal Program**: Transportation tax appropriation for the installation of new traffic signals at existing intersections as warranted.

25. **Industrial – Huntington to Purina:** Design, construction documents and right-of-way acquisition for paving of Industrial Dr. from Huntington Dr. to Ralston Purina Dr.

26. **Mall Route 66 Infrastructure:** City contribution via development agreement for E. Route 66 improvements associated with the Flagstaff Market Place expansion.

BBB

1. **Special Projects and Un-programmed Work**: Covers small emergent items of work, such as minor project enhancements and streetscape projects, plant replacements, irrigation system repairs, and other miscellaneous beautification needs.

2. **Historic Facades and Signs Grant Program**: A very successful program to assist property owners with preservation of historic properties, buildings, and signs. Distribution overseen by Historic Preservation Commission.

3. **Neon Corridor / RT 66 Preservation Project**: Part of 1936 Route 66 preserved in place under E Flag TI Project that will have neon era theme enhancements including a FUTS trail connection, landscaping, interpretive signage, a rest area, and public art.

4. **Route 66 East FUTS Trail:** Concrete urban trail along the north side of Route 66; completes a missing segment of trail between the Country Club overpass and Mall Way.

5. **Redevelopment Opportunities**: Annual fund contribution for various emergent redevelopment opportunities as identified by City Council.

6. **Route 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.

7. **Woodlands / Beulah Medians**: Landscaping and irrigation for the existing Woodlands and Beulah medians in order to enhance a significant community gateway road and to comply with Engineering Standards. Includes constructing missing sidewalks.

8. **Southside Plan Implementation (Beaver/SF Streetscapes):** Provide beautification, traffic, pedestrian, and bicycle improvements at South Beaver and San Francisco Streets. This would be a second phase of "Southside Traffic Improvements" (Street/Transportation #7).

9. **Route 66 North Side Streetscape**: Implementation of prototype streetscape design beginning with El Pueblo Motel. Project serves as incentives for preservation and as demonstration of the previously developed concept theme for enhancement of Route 66.

10. **Fourth Street Corridor Study - North**: This study seeks to address community concerns for public safety and aesthetics addressing traffic issues, the lack of pedestrian facilities, and the need for beautification. Capital improvements recommended by the study are currently unfunded.

11. **Chamber Plaza**: Separated from the adjacent trail project, this project involves the enhancement of the southwest corner of the Beaver Street and Route 66 intersection which serves as a downtown focal point and gateway between the south and north sides.

12. **Special Projects and Unprogrammed Work**: Covers small emergent items of work, such as minor trail projects and repairs, and other miscellaneous trail needs.

13. **FUTS Signing Program**: Comprehensive program to install regulatory, directional, trailhead, and boundary, signs along the entire FUTS system.

14. **Rio North FUTS Trail**: Continues the existing FUTS trail along the Rio de Flag north from downtown to Cheshire; includes a pedestrian and bicycle bridge over the Rio at Crescent Drive.

15. **Route 66 FUTS Trail**: Short section of paved FUTS trail along the south side of Route 66 through downtown from San Francisco to Beaver.

16. **Rio North FUTS Trail – Blue Willow to 180**: Northern section of FUTS trail will help complete trail from Cheshire to downtown.

17. **Hospital Rim FUTS Trail**: Aggregate-surfaced trail will provide a connection between Beaver Street and the intersection of Fort Valley Road and Forest Avenue.

18. **Country Club FUTS Trail:** Completes a missing section of concrete trail along the east side of Country Club Drive across the I-40 overpass.

19. **Cedar FUTS Trail:** Two short segments of concrete trail will complete the Cedar Trail, which follows the south side of Cedar Avenue from Turquoise Drive to the Arizona Trail on top of McMillan Mesa. Most of this trail is under construction as part of the private Mesa development.

20. **Linda Vista FUTS Connector**: Provides a trail connection between the east end of Linda Vista Avenue and the Winifred Ranch Trail at Kaspar Drive.

21. **Switzer Mesa FUTS Trail**: Aggregate trail across the top of McMIllan Mesa, from Forest Avenue on the northwest to the Arizona Trail on the southeast. More than half of this trail is under construction as part of private development on the Mesa.

22. **Switzer Canyon FUTS Trail**: Concrete trail follows an open space corridor along the east side of Turquoise Drive between Forest Avenue and Switzer Canyon Drive. The north end of this trail was constructed as part of the Summit Center, and another segment is under construction as part of the YMCA project.

WATER

1. **Inner Basin Pipeline:** Replace approximately 14 miles of 14" & 16" concrete pipe with 16" ductile iron pipe. City crews replace approximately 1/2 mile of pipe per year.

2. **Stonehouse Pumphouse:** Construct a pumphouse for the new Stonehouse well and connect the new stonehouse well to the City distribution system.

3. **Lake Mary Utility Relocate**: Various utility relocates on Lake Mary Road from water plant to cattle guard to accommodate Forest Service road widening project.

4. **Benton/ San Francisco Alley / Elden Water Line:** Replace old undersized waterline and old deteriorated sewer line in the L-shaped alley between Benton Ave and S. San Francisco St.

5. **Beaver Street Water Line:** Provide design and construction of replacement water main associated with the Southside Traffic Improvement plan. This project will replace the existing water line on Beaver Street between Phoenix and DuPont Avenue

6. **Reserve for Improvements**: Annual reserve for unanticipated line replacements, oversizing and participation with developers that may occur during the fiscal year.

7. **Town Well #5:** Drill and equip wells at locations to be determined within the City of Flagstaff corporate boundary.

8. **Future Water Acquisition**: Acquisition of water rights, water ranch, or development of the Redwall Aquifer.

9. **Water Production Wells**: Design, drilling, equipping and construction of well buildings and water system connections.

10. **Railroad Springs Reservoir:** Participation with the developer of the Presidio Project to upsize the reservoir from 500,000 to 1,000,000 gallons.

11. **Chlorine Dioxide:** New, additional type of disinfection system for the Lake Mary plant to comply with regulatory requirements

WASTEWATER

1. **Wildcat Treatment Upgrades:** Construction of upgrades to the Wildcat Plant to replace obsolete and deteriorating equipment which will improve discharge and reclaimed water quality.

2. **Picture Canyon:** Realign Rio de Flag channel to original configuration.

3. **Reserve for Improvements:** Annual reserve for unanticipated line replacement, oversizing.

4. **Xeriscape Project**: Xeriscape planting around the 1.9 acre Rio well site as a community educational demonstration area.

5. **Westside Interceptor Improvements:** Construct 1700 LF of new 18” sewer in Thompson St. to accommodate future growth.

6. **Bushmaster Reclaim Line:** Replacement of a 6-inch reclaim main linking the Wildcat Plant with Buffalo Park storage reservoir with a 12-inch main.

7. **Wildcat Hill Recycling Booster:** A reclaimed water booster station located at the WCH plant to lift reclaimed water from Wildcat Plant to the Buffalo Park Tank.

AIRPORT

1. **Pavement Marking Install** – Restripe the parallel taxiway and runway to refresh paint that has faded and been scraped off due to plowing.

2. **Rehab Taxiway Reconstruction** – Mill and overlay or otherwise replace old existing pavement on Taxiway A from approximately mid-field south to the approach end of Runway 03. Some minor drainage improvements are anticipated as well. Replace old runway light system wiring and install buried conduit to protect the system from burrowing animals or other intrusion.

ENVIRONMENTAL SERVICES

1. **MRF Retrofit for Glass Recycling:** The City is in negotiations with Norton Environmental to retrofit the MRF to handle glass in the commingled curbside recycling. This money would be used seed money in the negotiations to get the project off the ground.

STORMWATER

1. **Rio De Flag Project**: City participation in Army Corps of Engineers flood control project to mitigate potential flood damage and facilitate redevelopment in central business district.

2. **Rio Parking Replacement:** General fund contribution for replacement of parking spaces lost to the Rio Project.

3. **Drainage Spot Improvement Program**: Annual allocation of Stormwater Utility funds to mitigate certain localized flooding problems.

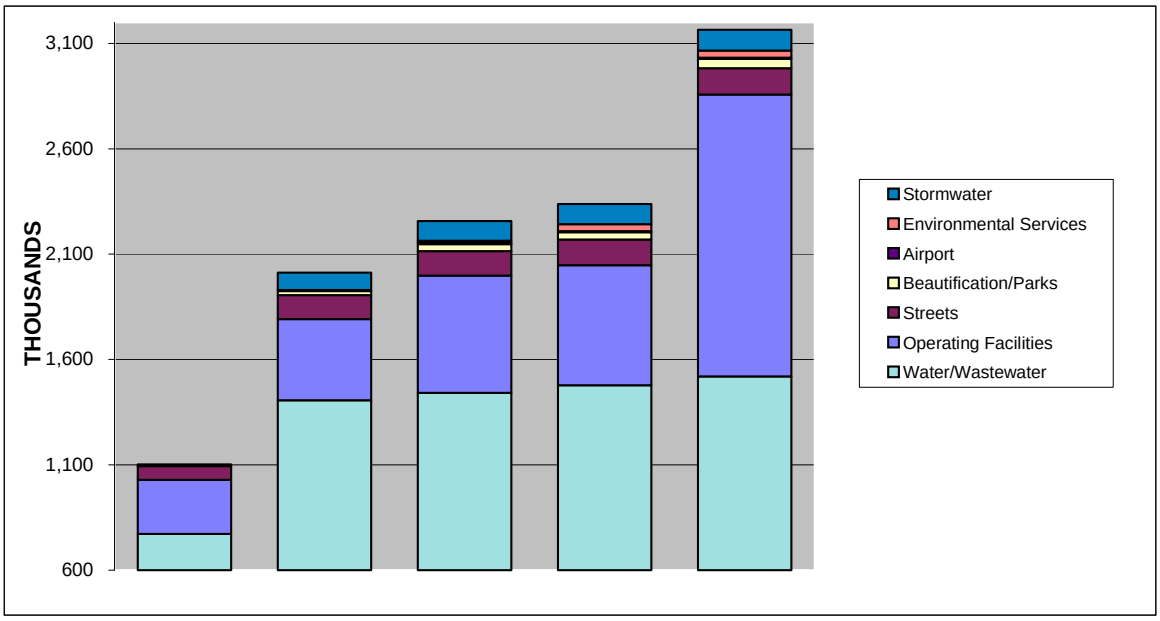
OPERATING BUDGET IMPACT

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.

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 and graph shows the operating impact by project type and includes compounded increases due to expected project phases. A number of projects such as the Fire Stations and Business Incubator are included in the costs below and will require funds for maintenance and operations.

PROJECT TYPE	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Operating Facilities	$ 256,000	385,400	556,500	570,400	1,338,000
Streets	66,300	113,800	116,600	121,600	124,600
Beautification/Parks	2,600	19,300	33,000	34,500	44,600
Water/Wastewater	772,000	1,406,300	1,441,500	1,477,500	1,519,600
Airport	5,000	5,100	5,200	5,300	5,400
Environmental Services	-	-	11,000	32,800	34,600
Stormwater	-	82,000	93,300	95,600	98,000
TOTAL	1,101,900	2,011,900	2,257,100	2,337,700	3,164,800



CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEARS 2010-2015

	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Total Plan
Beginning Balance	$ -	-	-	-	-	-	-	-	-
Resources									
Debt	37,971,662	20,401,138	14,182,742	26,604,761	23,320,000	23,235,000	1,500,000	15,500,000	147,215,303
Grants	10,324,544	2,851,248	10,414,095	5,409,017	4,975,021	2,890,602	8,567,915	1,950,653	45,432,442
Pay-as-you-go	43,124,350	25,138,087	25,422,277	8,726,416	7,273,339	9,118,748	7,447,810	10,719,438	126,251,027
Total Resources	91,420,556	48,390,473	50,019,114	40,740,194	35,568,360	35,244,350	17,515,725	28,170,091	318,898,772
Expenditures									
General Government	28,595,062	16,430,695	12,502,602	24,604,761	22,020,000	22,230,000	1,500,000	15,500,000	127,883,120
Streets/Transportation	17,011,237	11,393,426	12,711,240	4,872,740	4,401,600	5,577,500	4,653,350	5,784,365	60,621,093
BBB	7,392,471	3,588,497	4,808,240	2,604,922	2,440,000	1,570,000	1,165,000	650,000	23,569,130
Utilities: Water	11,777,087	5,390,715	4,924,560	2,150,000	2,250,000	2,245,000	850,000	3,360,000	29,587,362
Utilities: Wastewater	10,487,460	9,244,920	1,217,161	100,000	400,000	100,000	100,000	100,000	21,649,541
Airport	8,761,451	1,325,061	5,882,021	5,632,771	3,656,760	3,051,850	8,847,375	2,075,726	37,157,289
Environmental Services	301,800	106,800	300,000	375,000	-	70,000	-	300,000	1,153,600
Stormwater Utility	7,093,988	910,359	7,673,290	400,000	400,000	400,000	400,000	400,000	17,277,637
Total Expenditures	91,420,556	48,390,473	50,019,114	40,740,194	35,568,360	35,244,350	17,515,725	28,170,091	318,898,772
Ending Balance	$ -	-	-	-	-	-	-	-	-

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2010-2015

	Budget 2008-2009	Esimate 2008-2009	Budget 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Total Plan
General Government									
General Fund									
Cemetery House Rebuild	$ 140,000	-	140,000	-	-	-	-	-	140,000
Redevelopment	1,150,000	493,967	650,000	-	-	-	-	-	1,143,967
USGS Building 2 Demo	133,400	95,467	-	-	-	-	-	-	95,467
General Fund Bond Fund									
Fire Stations	8,892,000	3,725,883	2,295,284	2,094,811	-	-	-	-	8,115,978
Fire Training Tower	200,000	614,314	-	-	-	-	-	-	614,314
Fire Admin Offices	400,000	-	-	-	-	-	-	-	-
Bond Funded Fire Equipment	-	359,540	-	-	-	-	-	-	359,540
Aquaplex	2,417,500	989,472	9,500	-	-	-	-	-	998,972
FUTS/Open Space Acquisitions	2,163,900	65,000	2,122,106	-	1,550,000	-	1,500,000	-	5,237,106
USGS Office/Lab	1,023,600	40,000	1,954,000	14,050,000	-	-	-	-	16,044,000
USGS Facilities - Replacement	-	-	-	-	-	10,000,000	-	10,000,000	20,000,000
Business Incubator	1,371,100	1,396,095	44,756	-	-	-	-	-	1,440,851
Science Park Sewermain	-	-	500,000	-	-	-	-	-	500,000
Automotive Training School	-	-	3,000,000	-	-	-	-	-	3,000,000
Observatory Mesa	-	-		-	-	-	-	5,500,000	5,500,000
Parks Acquisition	-	-	-	1,000,000	1,000,000	-	-	-	2,000,000
Public Works Facility	-	-	27,300	4,200,000	11,000,000	6,900,000	-	-	22,127,300
City Courthouse	-	-	-	3,250,000	8,470,000	5,330,000	-	-	17,050,000
Aspen At Sawmill	10,203,562	8,650,957	1,759,656	9,950	-	-	-	-	10,420,563
Real Estate Proceeds									
Land Acquisition	500,000	-	-	-	-	-	-	-	-
Total General Government	$ 28,595,062	16,430,695	12,502,602	24,604,761	22,020,000	22,230,000	1,500,000	15,500,000	114,788,058

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2010-2015

	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Total Plan
BBB FUNDS									
Beautification									
Streetscape									
Special Projects & Unprogrammed Work	$ 50,000	27,167	50,000	-	-	-	-	-	77,167
Historic Facades	83,529	20,000	83,529	-	-	-	-	-	103,529
City Gateway Signs	40,278	40,334	-	-	-	-	-	-	40,334
Neon Corridor	180,000	20,926	127,420	-	-	-	-	-	148,346
US 89 Railhead to Snowflake	997,245	997,245	-	-	-	-	-	-	997,245
Redevelopment Opportunity	200,000	144,001	50,000	-	-	-	-	-	194,001
Rio De Flag USACE Project Enhance	287,500	200,000	-	-	-	-	-	-	200,000
Rt 66 - South of the Tracks Screening	100,000	-	88,585	-	-	-	-	-	88,585
Woodlands/Beulah Medians	150,000	150,000	875,000	-	-	-	-	-	1,025,000
Beaver/SF Southside Plan Implementation	1,269,250	160,010	685,450	1,218,352	-	-	-	-	2,063,812
Rt 66 Northside - El Pueblo Motel	45,000	45,000	-	-	-	-	-	-	45,000
City Hall Flower Beds	30,000	30,000	-	-	-	-	-	-	30,000
Plaza Vieja Gateway	25,000	25,133	-	-	-	-	-	-	25,133
City Gateway Landscapint	40,000	40,000	-	-	-	-	-	-	40,000
Rt 66 North Side Streetscape	250,000	250,000	280,000	-	-	-	-	-	530,000
Rt 66 Enterprise to Arrowhead	-	-	-	-	-	-	-	-	-
Fourth St. Corridor North	-	-	200,000	-	-	-	-	-	200,000
Chamber Plaza	-	-	75,000	-	-	-	-	-	75,000
Future projects - BPAC to determine				500,000	500,000	500,000	500,000	-	2,000,000
FUTS									
Special Projects & Unprogrammed Work	75,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	350,000
FUTS Signing Program	294,844	180,000	350,000	75,000	-	-	-	-	605,000
Rt 66 East - CC to Mall Trail	520,180	106,274	345,000	121,570	-	-	-	-	572,844
ATA - Rt 66 to McMillan Mesa	50,000	-	-	-	100,000	200,000	-	-	300,000
FUTS & ATA McMesa Trailhead	50,000	-	-	-	-	-	-	-	-
Rio North - Crescent to Observatory Mesa	322,800	129,208	424,272	-	-	-	-	-	553,480
Rt 66 FUTS Trail - Rio North to San Fran.	556,100	55,080	598,179	-	-	-	-	-	653,259
Santa Fe - West Village to Walnut BNSF	300,000	-	-	-	50,000	250,000	-	-	300,000
Santa Fe West - Walnut to Rio N - ADOT	300,000	-	-	-	-	-	-	-	-
Hopsital Rim - Beaver to Ft Valley	-	-	60,000	60,000	-	-	-	-	120,000
Rio North - Blue Willow to Hwy 180	591,440	560,164	4,360	-	-	-	-	-	564,524
Country Club Trail - 66 to Cortland	270,385	4,000	11,445	100,000	540,000	-	-	-	655,445
Sixth Avenue Connector	258,920	258,920	-	-	-	-	-	-	258,920
Brannen Connector	-	-	-	-	-	20,000	20,000	-	40,000
Museum Connector	55,000	55,000	-	-	-	-	-	-	55,000
Cedar Trail - Turquoise Dr to AZ Trail	-	-	240,000	-	-	-	-	-	240,000
Linda Vista Connector	-	-	10,000	60,000	-	-	-	-	70,000
Switzer Mesa Trail - Forest to AZ Trail	-	-	100,000	-	-	-	-	-	100,000
Switzer Canyon Trail	-	-	100,000	-	-	-	-	-	100,000
Switzer Canyon Birch to Forest	-	-	-	175,000	175,000	-	-	-	350,000
Arrowhead Connector	-	-	-	-	-	50,000	50,000	-	100,000
Downtown Underpass	-	-	-	50,000	500,000	-	-	-	550,000

	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Total Plan
FUTS (continued)									
El Paso Trail Realignmt @ Mall Tfr Ctr	-	-	-	75,000	-	-	-	-	75,000
Picture Canyon Mall to County	-	-	-	-	-	-	50,000	150,000	200,000
Lonetree-Butler-Sinclair Wash	-	-	-	70,000	-	-	-	-	70,000
Walnut - Florence Underpass	-	-	-	50,000	500,000	-	-	-	550,000
Sheep Crossing-Ponderosa Tr-Soldiers Tr	-	-	-	-	25,000	175,000	-	-	200,000
High Ctry Tr. Wild West - Lk Mary Rd	-	-	-	-	-	100,000	100,000	150,000	350,000
Hilltop Connector	-	-	-	-	-	25,000	75,000	-	100,000
Marshall Tr-Fort Valley-Rio North Tr	-	-	-	-	-	100,000	120,000	-	220,000
Woodlands Tr - Rt 66 - Santa Fe West Tr	-	-	-	-	-	100,000	100,000	-	200,000
Lake Mary - Wild West to JW Powell	-	-	-	-	-	-	100,000	300,000	400,000
Tourism									
Visitor Center Pavers	-	40,035	-	-	-	-	-	-	40,035
Total BBB									-
	$ 7,392,471	3,588,497	4,808,240	2,604,922	2,440,000	1,570,000	1,165,000	650,000	16,826,659

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FISCAL YEARS 2010-2015

	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Total Plan
Streets/Transportation									
Streets									
Railhead 4th Leg at 89N	$ -	4,857	-	-	-	-	-	-	4,857
Minor Transportation Improvements	125,000	74,300	100,000	100,000	100,000	125,000	125,000	125,000	749,300
Presidio Roundabout	-	-	35,000	-	-	-	-	-	35,000
Sidewalk Replacement Program	15,000	14,950	15,000	15,000	15,000	15,000	15,000	15,000	104,950
Overlay (HURF Funded)	2,854,265	2,548,407	2,215,494	1,362,500	1,499,400	1,835,600	1,871,100	1,805,900	13,138,401
Overlay (Bonded Project)	-	30,000	3,670,000	-	-	-	-	-	3,700,000
Southside Traffic Improvements	-	6,861	-	-	-	-	-	-	6,861
Sunnyside Phase IV	-	6,941	-	-	-	-	-	-	6,941
Sunnyside Phase IVA	1,530,700	1,437,364	-	-	-	-	-	-	1,437,364
Sunnyside Phase V	2,295,000	56,972	776,856	1,210,840	-	-	-	-	2,044,668
Traffic Signal Modification	20,000	7,526	-	-	-	-	-	-	7,526
Bus Pullouts	180,000	-	-	-	-	-	-	-	-
Ponderosa Parkway	-	-	2,100,000	-	-	-	-	-	2,100,000
Reserve for Improvements	50,000	48,200	40,000	40,000	40,000	50,000	50,000	50,000	318,200
Transportation									
Fourth Street Overpass	-	12,578	-	-	-	-	-	-	12,578
Fourth Street Corridor Study	125,000	37,840	109,430	-	-	-	-	-	147,270
Misc Safe to School	75,789	85,703	100,000	100,000	100,000	100,000	100,000	100,000	685,703
Misc Bike/Ped	492,400	82,713	100,000	100,000	100,000	100,000	100,000	100,000	682,713
Country Club Drive	-	3,276	2,180	-	-	-	-	-	5,456
Transportation Planning & Programing	261,737	176,700	100,000	100,000	100,000	100,000	100,000	100,000	776,700
Huntington Drive Improvements	2,330,400	2,811,787	2,496	-	-	-	-	-	2,814,283
East Flagstaff Gateway	-	520,000	-	-	-	-	-	-	520,000
Beulah Blvd. Extension	525,800	525,920	497,200	468,600	-	-	-	500,000	1,991,720
Downtown Rail Crossing Modifications	655,785	370,050	139,960	-	-	-	-	-	510,010
Reserve for Improvements	125,000	115,004	125,000	137,800	144,700	151,900	159,500	167,500	1,001,404
Lake Mary Rd/FH 3	1,427,752	1,406,830	85,055	-	-	-	-	-	1,491,885
Industrial Drive/Fanning Wash	838,200	11	-	-	-	-	-	970,965	970,976
Butler Ave Widening (City Portion Only)	-	1,000	-	-	-	-	-	-	1,000
Branden & Gabel Paving	250,000	197,223	80,681	-	-	-	-	-	277,904
West/Sixth Intersection	704,021	122,051	526,551	-	-	-	-	-	648,602
Industrial Drive-Fanning to Eagle Mtn Drive	1,838,423	434,369	855,720	-	-	-	-	-	1,290,089
Industrial Drive-Huntington to Purina	-	83,405	222,800	-	-	-	700,000	1,850,000	2,856,205
Dodge Ave Diverter	-	9,500	-	-	-	-	-	-	9,500
Steves Blvd Rail X-ing Study	175,365	96,119	124,317	-	-	-	-	-	220,436
Butler Ave/Conference Cntr Medians	42,600	23,658	-	-	-	-	-	-	23,658
New Traffic Signal PGM	-	-	297,500	-	302,500	-	332,750	-	932,750
West Arrowhead Improvements	-	-	-	1,238,000	2,000,000	3,100,000	1,100,000	-	7,438,000
Mall Rt 66 Infrastructure	-	-	175,000	-	-	-	-	-	175,000
Lone Tree Overpass Study	73,000	41,311	215,000	-	-	-	-		256,311
Total Streets/Transportation	$ 17,011,237	11,393,426	12,711,240	4,872,740	4,401,600	5,577,500	4,653,350	5,784,365	49,394,221

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	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Total Plan
Water/Wastewater									
Water									
Waterline Relocations - LM	$ 450,000	189,272	90,436	-	-	-	-	-	279,708
Waterline Relocations	97,939		-	-	-	-	-	-	-
Stonehouse Pumphouse	-	-	500,000	-	-	-	-	-	500,000
Sunnyside Improvements	-	91,828	-	-	-	-	-	1,710,000	1,801,828
Colorado Street Waterline Relocation	55,000	3,991	-	-	-	-	-	-	3,991
Ponderosa Trails to Airport W/L	422,000		-	-	-	-	-	-	-
Benton/SF Alley/Elden Waterline	220,000	245,545	17,100	-	-	-	-	-	262,645
San Francisco Alley Waterline	-	-	-	-	-	40,000	-	-	40,000
Beaver Street WL (Phoenix/Dupont)	200,000	-	3,000	-	-	-	-	-	3,000
Mall Infrastructure	-	240,000	-	-	-	-	-	-	240,000
Inner Basin Pipeline	401,000	-	40,000	-	-	-	-	-	40,000
Roof Replacement-Chlorine Storage	22,780		-	-	-	-	-	-	-
Water Infrastruction Replacement	-					100,000	300,000	300,000	700,000
Reserve	115,927	31,251	100,000	150,000	150,000	150,000	150,000	150,000	881,251
Town Well #5	75,000	-	77,632	-	-	-	-	-	77,632
Railroad Springs Reservior	500,000	-	500,000	-	-	-	-	-	500,000
Red Gap Improvements (Grant)	224,000	2,951	-	-	-	-	-	-	2,951
Water Production Wells	4,400,000	3,597,239	1,738,030	-	-	-	-	-	5,335,269
LM Wellfield-LM#2 12" Pipeline	100,000	-	-	-	-	-	-	-	-
Future Water Rights	3,800,000	972,638	1,822,362	2,000,000	1,300,000	1,005,000	-	-	7,100,000
LM Well #7 Bldg and Power	-	7,000	-	-	-	-	400,000	-	407,000
Chlorine Dioxide	303,441	9,000	36,000	-	-	-	-	-	45,000
Cheshire Tank Upgrade	-	-	-	-	-	-	-	1,200,000	1,200,000
Raw Water Pump Station VFD Upgrade	-	-	-	-	-	150,000	-	-	150,000
Well Pumphouse Buildings	-	-	-	-	800,000	800,000	-	-	1,600,000
City Hall Xeriscape	300,000	-	-	-	-	-	-	-	-
Inner Basin Solar Restrooms	40,000	-	-	-	-	-	-	-	-
Water System Master Plan	50,000	-	-	-	-	-	-	-	-
Total Water	$ 11,777,087	5,390,715	4,924,560	2,150,000	2,250,000	2,245,000	850,000	3,360,000	21,170,275

	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Total Plan
Wastewater									
WC Treatment Upgrade/Rec Conn	$ 7,292,097	6,745,100	550,000	-	-	-	-	-	7,295,100
WC Hill Replacement Barscreens	-	-	-	-	300,000	-	-	-	300,000
Picture Canyon	307,560	27,672	330,328	-	-	-	-	-	358,000
Co-Generation Equipment	-	101,000	-	-	-	-	-	-	101,000
Reclaim Hydrants	21,500	204	-	-	-	-	-	-	204
Phoenix Sewer (Beaver/SF)	201,713	-	-	-	-	-	-	-	-
South Beaver Street Sewer	142,034	-	-	-	-	-	-	-	-
West Side Interceptor Improvements	-	-	15,432	-	-	-	-	-	15,432
Bushmaster Reclaim Line	968,000	748,274	37,726	-	-	-	-	-	786,000
Clay Avenue Wash Detention Basin	212,610	250,000	-	-	-	-	-	-	250,000
McMillan Mesa Sewer Upsize	50,000	50,000	-	-	-	-	-	-	50,000
Mall Infrastructure	-	240,000	-	-	-	-	-	-	240,000
Mall Reclaim Booster	790,000	610,000	80,000	-	-	-	-	-	690,000
Buffalo Pk Tk	300,000	350,000	-	-	-	-	-	-	350,000
Sewer Master Plan	25,000	-	-	-	-	-	-	-	-
Xeriscape Projects	-	2,670	8,321	-	-	-	-	-	10,991
Reserve	176,946	120,000	195,354	100,000	100,000	100,000	100,000	100,000	815,354
Total Wastewater	10,487,460	9,244,920	1,217,161	100,000	400,000	100,000	100,000	100,000	11,262,081
Total Water And Wastewater	$ 22,264,547	14,635,635	6,141,721	2,250,000	2,650,000	2,345,000	950,000	3,460,000	32,432,356

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	Budget 2008-2009	Esimate 2008-2009	Budget 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Total Plan
Airport									
Land Acquisition	$ 2,250,000	45,250	-	2,250,000	-	-	-	-	2,295,250
Runway Extension	-	16,806	-	-	-	-	-	-	16,806
Glycol Recovery Projects	-	-	-	-	-	-	-	170,726	170,726
Non-Revenue Parking Concept	9,051	8,881	-	-	-	-	-	-	8,881
Non-Revenue Parking	-	-	-	-	-	-	8,847,375	-	8,847,375
Rehab/Reconstruct Taxiway "A"	5,141,656	-	5,505,521	-	-	-	-	-	5,505,521
Terminal Security Enhancements	1,177,500	1,105,993	-	-	-	-	-	-	1,105,993
Baggage Claim Equipment	183,244	148,131	-	-	-	-	-	-	148,131
Terminal Access Rd Reconstruct Pulliam Dr	-	-	-	3,159,061	-	-	-	-	3,159,061
Pavement Marking Install	-	-	376,500	-	-	-	-	-	376,500
Rehab Taxiway Reconstruction	-	-	-	-	3,433,050	2,878,732	-	-	6,311,782
Apron Reconstruction	-	-	-	223,710	223,710	173,118	-	-	620,538
Pavement Maintenance	-	-	-	-	-	-	-	250,000	250,000
Future Projects - ADOT	-	-	-	-	-	-	-	555,000	555,000
Future Projects - FAA	-	-	-	-	-	-	-	1,100,000	1,100,000
Total Airport	$ 8,761,451	1,325,061	5,882,021	5,632,771	3,656,760	3,051,850	8,847,375	2,075,726	30,471,564

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FISCAL YEARS 2010-2015

	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Buget 2013-2014	Budget 2014-2015	Total Plan
Environmental Services									
Maintenance Building - Project #414800	$ 175,000	75,000	-	100,000	-	-	-	-	175,000
Methane Gas Collection Wells	-	-	-	-	-	-	-	300,000	300,000
Road Extension	30,000	30,000	-	-	-	70,000	-	-	100,000
Cinderlake Landfill Site Entry	15,000	-	-	-	-	-	-	-	-
Sinclair Pit Closure	1,800	1,800	-	-	-	-	-	-	1,800
Fueling Station-Project #414501	80,000	-	-	275,000	-	-	-	-	275,000
MRF Retrofit for Glass Recycling	-	-	300,000	-	-	-	-	-	300,000
Total Environmental Services	$ 301,800	106,800	300,000	375,000	-	70,000	-	300,000	1,151,800

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FISCAL YEARS 2010-2015

	Budget 2008-2009	Estimate 2008-2009	Budget 2009-2010	Buget 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Total Plan
Stormwater Utility									
Drainage Spot Improvement	$ 306,760	263,117	335,000	400,000	400,000	400,000	400,000	400,000	2,598,117
Rio De Flag	6,037,228	647,242	6,138,290	-	-	-	-		6,785,532
Rio Parking Replacement	750,000	-	1,200,000	-	-	-	-		1,200,000
Total Stormwater Utility	$ 7,093,988	910,359	7,673,290	400,000	400,000	400,000	400,000	400,000	10,583,649

FINANCING THE CAPITAL PLAN

The major sources of financing capital improvements in the upcoming fiscal year are:

Operating Funds	50.8%
Debt Financing	28.4%
Grants	20.8%

The rating agencies (Standard and Poors' Corp. and Moody Investors, Inc.) view 15% from operating funds as highly favorable. The City currently is financing 50.8% 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, recreational facilities, public safety, law enforcement, fire and emergency services, and street and transportation facilities. For all other general-purpose improvements, the City may issue up to 6% of its secondary assessed valuation. The City has elected to use this option. $35.1 million is outstanding on July 1, 2009, and the City has $54.7 million in available capacity at the 6% debt margin and $147.3 million in available capacity at the 20% debt margin as of July 1, 2009.

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 $5.2 million of junior lien bonds in FY 1993 and $4.9 million is outstanding as of July 1, 2009. The City may issue any combination of junior and senior lien bonds as long as the coverage requirements are satisfied. Approximately $26.2 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 $7.5 million outstanding at July 1, 2009. The $6.8 million remaining authorization was sold in FY 2003 through the Water Infrastructure Financing Authority (WIFA), with $4.9 million outstanding at July 1, 2008. The City is pledging the revenue of its water and wastewater system. Of the $46.6 million authorized by voters in 2004, $41.6 have been issued, with $39.5 outstanding at July 1, 2009.

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 two districts.

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, 2009 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 $2.7 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 $18.9 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. The City will be issuing Certificates of Participation to fund the local economic stimulus package which includes the Street Overlay Program.

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.

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.

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 50.8% 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.

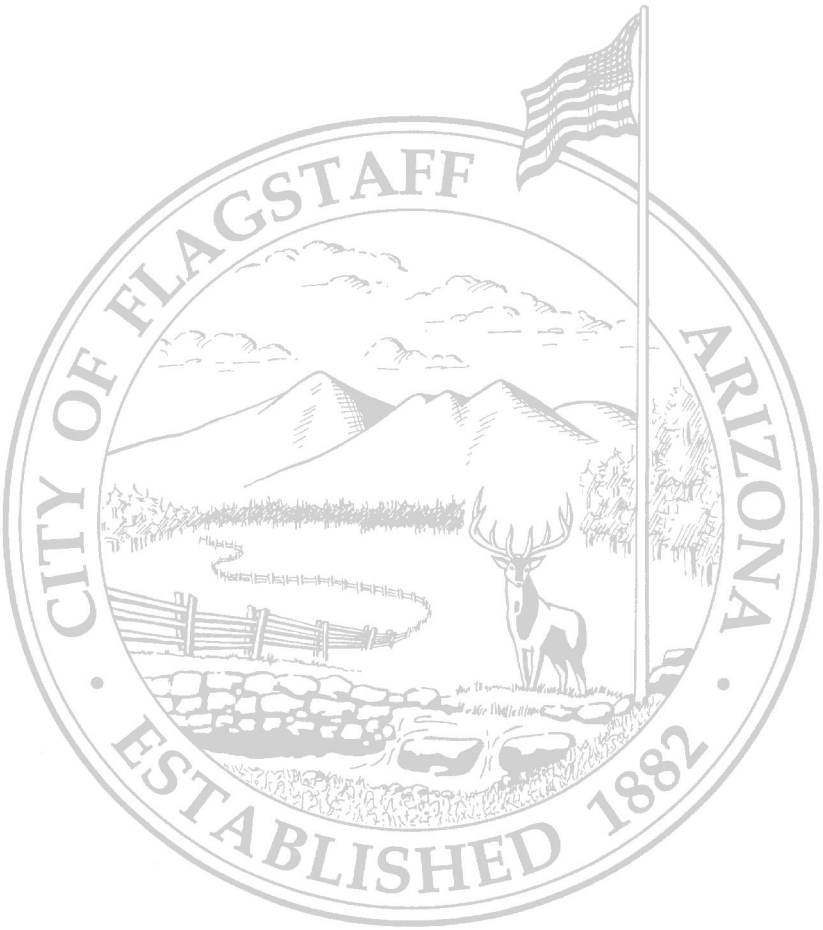
UNFUNDED CAPITAL PROJECTS

The following is a list of projects that currently do not have a funding source and are therefore unfunded or partially unfunded City capital projects at this time. This list is updated annually as changes in funding occur as well as changes in priorities for the City.

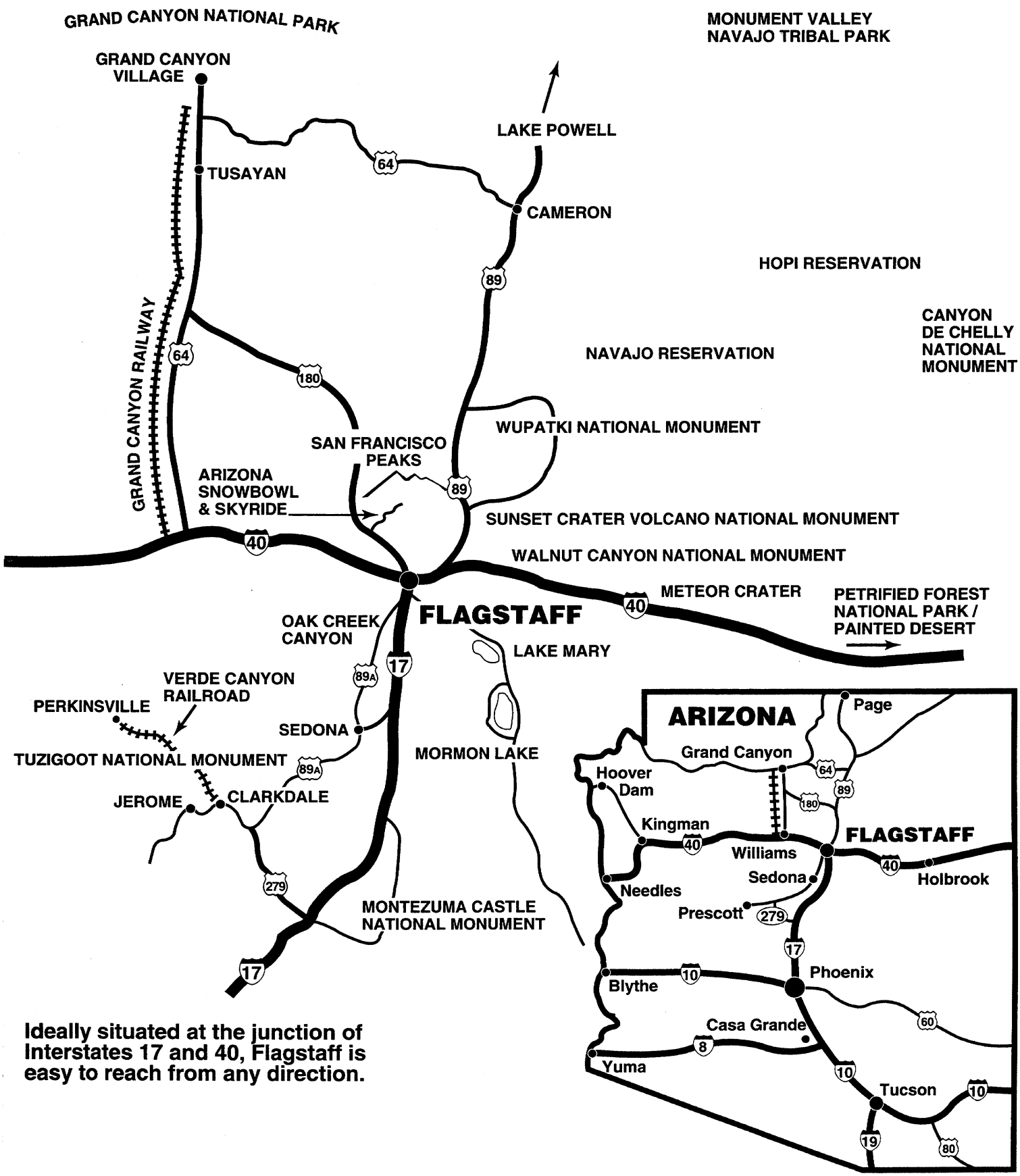
	Estimated Cost
GENERAL GOVERNMENT	
Police Department	
Police Admin. Facility Expansion	$ 2,500,000
Joint City/County Evidence Storage	1,500,000
Fire Department	
Fire Dept. Administration Facility	800,000
Municipal Facilities	
Permanent City Records Facility	TBD
City Hall Annex	3,750,000
Downtown Parking Garage	7,300,000
ECONOMIC VITALITY	
Community Investment/Streetscape	
N. Fourth St. Corridor Improvements	TBD
Tourism/Visitor Services	
Visitor Center Platform Reconstruction	323,000
COMMUNITY ENRICHMENT	
Recreation	
Aquaplex Expansion	7,500,000
Cogdill Recreation Center Structural Renovations	800,000
Indoor Basketball Court Cogdill Rec. Center	1,000,000
Enclosed Tennis Courts/Flag Rec Center	500,000
Flagstaff Soccer Complex - Christiansen Parcel	4,000,000
Jay Lively Activity Center Improvements	1,500,000
Snow Play Area	5,640,000

	Estimated Cost
PUBLIC WORKS	
Parks	
Arroyo Park Improvements	$ 1,302,500
Buffalo Park Improvements	1,263,800
Bushmaster Park Land/Expansion	1,894,200
Cheshire Park Improvements	3,386,300
Christensen Park Development	2,877,500
Clay Basin West Park Development	6,630,000
Continental Regional Park Phase I	22,726,200
Continental Regional Park Phase II	8,840,300
Joe Montalvo Park Improvements	986,600
Lake Mary Regional Park Development	14,098,800
McPherson Park Improvements	1,579,700
Thorpe Park Improvements Phase II	4,709,700
Wheeler Park Re-Design	1,084,600
Woodlands Village Park Land Acquisition	3,160,400
Ft. Tuthill Park Land Acquisition	TBD
Cemetery	
Cemetery Entrance	680,000
Cemetery Expansion	TBD
Streets	
Sunnyside Neighborhood Improvements	7,440,000
Unfunded Street Pavement Preservation	12,250,000
Historic E. Rte 66 Overlay/Rehab	3,250,000
TRANSPORTATION	
Lone Tree Corridor	
Rte 66 to Butler Ave	40,000,000
Butler Ave to Pine Knoll	3,800,000
Pine Knoll to J Wesley Powell Blvd	47,900,000
Milton Rd. Corridor Improvements	13,000,000
Riordan Ranch St. Backage Rd.	2,000,000
Yale/Plaza Way/Metz Walk Backage Rd.	3,000,000
Beulah Blvd - Airport T.I. to L. Mary Rd.	14,000,000
Fourth St./I-40 Overpass & Roadway	10,000,000
J. Wesley Powell Blvd - Airport to L. Mary Rd.	8,000,000
Woody Mtn Loop - Rte 66 to I-17	28,000,000
I-17/Woody Mtn Rd Traffic Interchange	23,300,000
J. Wesley Powell Blvd - L. Mary Rd. to S. Fourth St.	25,000,000
E. Butler Ave Extension to Section 20	15,000,000
Empire Ave. Extension to E. Rte 66	10,700,000
E. Rte 66 Reconstruction - Country Club to Wildcat	10,000,000

	Estimated Cost
URBAN TRAILS	
JWP - Lonetree to ATA	$ 500,000
Arizona Trail Trailhead	50,000
Bow & Arrow Trail - Lone Tree to AZ Trail	75,000
Fourth Street Trail - Huntington to Butler	600,000
Foxglenn Trail - Rio South Trail to Harold Ranch Rd.	600,000
Santa Fe West Trail - Walnut to Rio	1,050,000
UTILITIES	
Water	
Sunnyside Waterline Replacements	2,530,700
Fort Tuthill 16" Waterline Loop	2,200,000
N. San Francisco Alley Service Rep	120,000
Rio De Flag Waterline relocations	1,500,000
West/Center Street 2650ft	1,000,000
Franklin WL Replacement	653,000
Mohawk Dr. Waterline	220,000
Colorado Street Waterline Relocation	75,000
Grand Canyon Ave 14" Waterline Replacement	596,600
Beaver St.Waterline (Phoenix to Dupont)	218,000
Aspen Waterline (Sitgreaves/Aztec)	400,000
Tombstone Ave./Alley Waterline	200,000
Park St.Waterline (Santa Fe to Dale)	400,000
Pinal/Papago Alley Waterline	185,000
Elm St. Waterline	230,000
RFP/Turquoise WL	1,750,000
Wastewater	
Backup Generator at Rio	400,000
Cherry Hill Sewer Replacement	400,000
Rio Flood Project-sewerline relocations	1,000,000
Ellery Sewer Interceptor Replacement	380,000
West Side Interceptor Improvements	700,000
S.Beaver St Sewer	142,000
Phoenix Sewer (Beaver/SF)	202,000
San Francisco Sewer Replacement-NORTH	105,500
Hillside Sewer Replacement	143,000
Terrace/Birch Sewer	623,000
Circle View Sewer	270,000
San Francisco Sewer Replacement-Phoenix to Butler	400,000
Lower Greenlaw Sewer	320,000
Stormwater	
Rio de Flag Parking Replacement (partially funded)	3,800,000
Rio de Flag Flood Control (partially funded)	9,386,000
TOTAL UNFUNDED PROJECTS	**$ 422,398,400**


CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882

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 80.4 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 278 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

Month	Average Temperature Daily Max.	Average Temperature Daily Min.	Average Precipitation
January	42.1	15.2	2.09
February	44.9	18.0	2.02
March	50.1	22.4	2.08
April	58.5	28.0	1.27
May	67.9	34.3	0.60
June	77.9	41.7	0.46
July	81.6	50.8	2.44
August	79.0	49.7	2.75
September	73.5	41.9	1.93
October	63.4	31.4	1.48
November	51.6	22.4	1.60
December	43.5	16.7	2.01
Year (average)	61.2	31.0	20.72

Source: Western Regional Climate Center (Jan. 1893-Dec 2008)

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	2008
Flagstaff	45,857	52,894	64,693
Coconino County	96,591	116,320	135,613
Arizona	3,665,228	5,130,632	6,629,455

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 2009
Misc. Retail	2,251
Construction Contracting	2,148
Service Related (Business Licenses)	1,706
Rentals	1,151
Home Furnishings	561
BBB	431
Auto Sales, Parts, etc.	349
Advertising, Publishing, and Printing	151
Food Stores	152
Building Materials	184
Franchise Accounts	113
Clothing Stores	107
Drug and Liquor Stores	20
General Merchandising Stores	17
Total	9,341

Source: City of Flagstaff, Tax, Licensing, and Revenue Division

Total sales generated by Flagstaff businesses reached $3.16 billion in FY 2009.

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 431 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	2008
(Annual Average)			
Civilian Labor Force	26,111	34,589	37,016
Unemployed	1,604	1,582	1,706
Unemployment Rate	6.1%	4.6%	4.6%

Source: Arizona Department of Economic Security

Growth Indicators	1990	2000	2009
Business Licenses	4,000 (est.)	5,440	9,341
Retail Sales	631,835,742	1,238,195,104	1,884,139,784
Primary Net Assessed Value	223,050,141	399,244,815	852,415,274

Sources: AZ Department of Revenue; City of Flagstaff

Education

Flagstaff Unified School District #1 has 9 elementary schools, 4 middle schools, 2 alternative schools, 4 magnet schools, and 3 high schools. In addition to the public school system, there are 11 charter schools and 4 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 36 associate degrees and 33 certificate programs, as well as continuing education courses and special programs for small businesses. In the fall of 2008, enrollment was 4,615 students (3,866 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 2008, NAU offered 93 Bachelor, 46 Master, 8 Doctorate, and 1 Professional degrees along with 30 Undergraduate and 20 Graduate certificates. Top enrollment for its 22,507 students (14,766 of which were enrolled at the Flagstaff campus) are Elementary Education, Hotel & Restaurant Management, Biology, Nursing, and Management.

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, forming 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 the 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 2009. 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:	
Basketball Courts	19
Disc Golf Course	2
Horseshoe Courts	12
Ice Rink/Activity Center	1
Off Leash Areas-Bark Parks	2
Parks-Developed	27
Parks-Undeveloped	4
Playgrounds	20
Racquetball Courts	4
Ramadas	11
Recreation Centers	3
Skate Tracks	2
Soccer Fields	4
Softball/Baseball Fields	17
Tennis Courts	17
Volleyball Courts	6

Other Facilities:	
Arboretum	1
Art Galleries	13
Bowling Alleys	1
Fairgrounds/Race Track	1
Libraries	5
Movie Screens	11
Museums	5
Outdoor Amphitheater	2
Observatories	3
Ski Resort/Nordic Center	2
Swimming Pools	2
Symphony Orchestra	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 200 physicians are on active staff at the hospital, representing 50 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.

City of Flagstaff, Arizona
Principal Taxpayers
Tax Year 2008

Taxpayer	Type of Business	Total Assessed Valuation	As a Percentage of the City Total Secondary Assessed Valuation
Arizona Public Service Company	Utility	$ 14,243,932	1.62%
W L Gore & Associates Inc.	Manufacturer	12,795,365	1.46%
Qwest Corporation	Utility	7,678,953	0.87%
Nestle Purina Petcare Company	Distribution/Retail	4,847,800	0.55%
Lone Tree Investments, LLC	Residential Developer	5,595,500	0.64%
Flagstaff Mall Associated Ltd. Partnership	Shopping Center	4,458,459	0.51%
Cone Company George & Thomas DBA	Manufacturing	3,876,908	0.44%
Little America Refining Co.	Hotel/Tourism	3,660,311	0.42%
Flagstaff Medical Center Inc.	Hospital	3,505,923	0.40%
UniSource Energy Corporation	Utility	3,221,618	0.37%
Total Principal Taxpayers		$ 63,884,769	7.28%

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
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	0.7521	-	8.7728
2008	1.5519	4.7713	0.4865	0.7588	-	7.5685
2009	1.5169	4.8334	0.4643	0.7603	-	7.5749

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
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
2008	1.0000	0.6010	2.0000	1.1250	5.6000	10.3260
2009	1.0000	0.7210	2.0000	1.1250	5.6000	10.4460

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, 2009		
Merit System		611
Exempt		154
Temporary		265
Elected Officials		7
Total Payroll for the Year Ending 2008:	$	45,979,242

Fire Protection	
Number of Stations	7
Number of Employees (FTE) FY 2010	99.00

Police Protection	
Number of Employees (FTE) FY 2010	161
Number of Employees (FTE) FY 2009	181
Number of Calls for Service per Annual Report-12/31/08	52,933
Ave. Patrol Officers for 24 hour period	30.0
Vehicular Patrol Units	33
Coconino County Jail Prisoner Capacity	594

Pulliam Airport	
Fixed Base Operators	1
Locally Based Aircraft	125
Tiedowns	11
Enclosed Hangars	61
Open Hangars	48

Elections	
Last Municipal Election May 2008	
Number of Registered Voters	27,452
Number of Votes Cast	12,523
% of Registered Voters that Voted	45.62%
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	26
Number of Un-developed Parks	4
Park Acreage	706.18
Flagstaff Urban Trail System-Miles	49.00
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	4
Public High School	3
Alternative Schools	3
Magnet Schools	4
Charter Schools	11
Private Schools	3
Community College (Coconino)	1
University (Northern Arizona)	1
Number of Students (Fall 2008):	
Flagstaff Unified School District	10,938
Charter	1,355
Private (Fall 2004)	534
Northern Arizona University	
Flagstaff Campus	14,766
All Locations	22,507
Coconino Community College	
Flagstaff Campuses (2)	4,130
All Locations	4,905

City of Flagstaff, Arizona
Miscellaneous Statistics

Sales Tax		
Retail Sales Last 10 Fiscal Years:		
2008	$	2,043,103,670
2007		1,896,091,014
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
Total Sales Tax Revenue for Fiscal Year 2008		
	$	15,734,346

Utility Enterprise	
Total Active Accounts on June 30, 2008	
Water	18,371
Single Family Average	5,010
Gallons/Household/Month	
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

Population	
Census Population Count-Last Five Censuses:	
2008**	64,693
2007**	64,200
2006**	62,030
2005**	61,185
2004**	61,270
2003**	61,030
2000	52,894
1995*	52,701
1990	45,854
1985*	38,247
1980	34,743

*Special Census
**Estimate

2000 Census Information:		
Age Distribution of Population		
for Urbanized Areas Only		
1-4 Years		4,292
5-17 Years		5,937
18-64 Years		49,024
65+ Years		4,181
		63,434
Number of Housing Units		25,648
Average Persons per Housing Unit		2.61
Average Family Size		3.14
Median Household Income	$	47,289
Per Capita Income (2000)	$	23,276

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
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

Fiscal Year	2001 Certificates of Participation USGS	2003 G.O. Parks, Water	2003 Revenue 4th Street	2006 G.O. Fire, FUTS, Acquatic/Multi	2007 Special Assessment Sawmill
2010	4.550 %	3.250	3.250	4.125	5.000
2011	4.550	3.250	3.750	4.125	5.000
2012	4.600	3.250	4.000	5.000	5.000
2013	4.625	3.250	4.000	5.000	5.000
2014	4.750	-	4.000	5.250	5.000
2015	4.750	-	4.000	5.250	5.000
2016	4.750	-	5.000	5.250	5.000
2017	-	-	5.250	4.375	5.000
2018	-	-	5.250	4.500	5.000
2019	-	-	5.250	4.500	5.000
2020	-	-	5.250	4.125	5.000
2021	-	-	-	4.125	5.000
2022	-	-	-	4.000	5.000
2023	-	-	-	3.250	5.000
2024	-	-	-	-	5.000
2025	-	-	-	-	5.000
2026	-	-	-	-	5.000
2027	-	-	-	-	5.000
2028	-	-	-	-	5.000
2029	-	-	-	-	5.000
2030	-	-	-	-	5.000
2031	-	-	-	-	5.000
2032	-	-	-	-	5.000

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
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
2007	64,200	750,538,367	44,540,000	4,675,000	39,865,000	5%	620.95
2008	64,693	877,964,376	39,865,000	4,760,000	35,105,000	4%	542.64

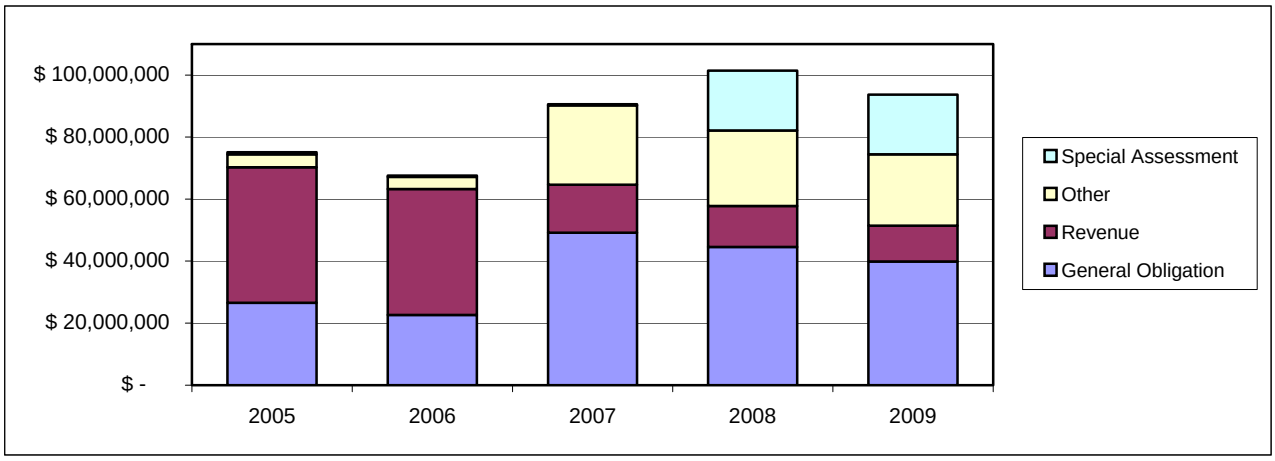
(1) Arizona Department of Economic Security projected population increases except 2000, which are official census figures.

(2) From County Assessors Office.

** Census estimates exceeded actual 2000 census results.
FY2000 adjusted to reflect population per U.S. Census official results

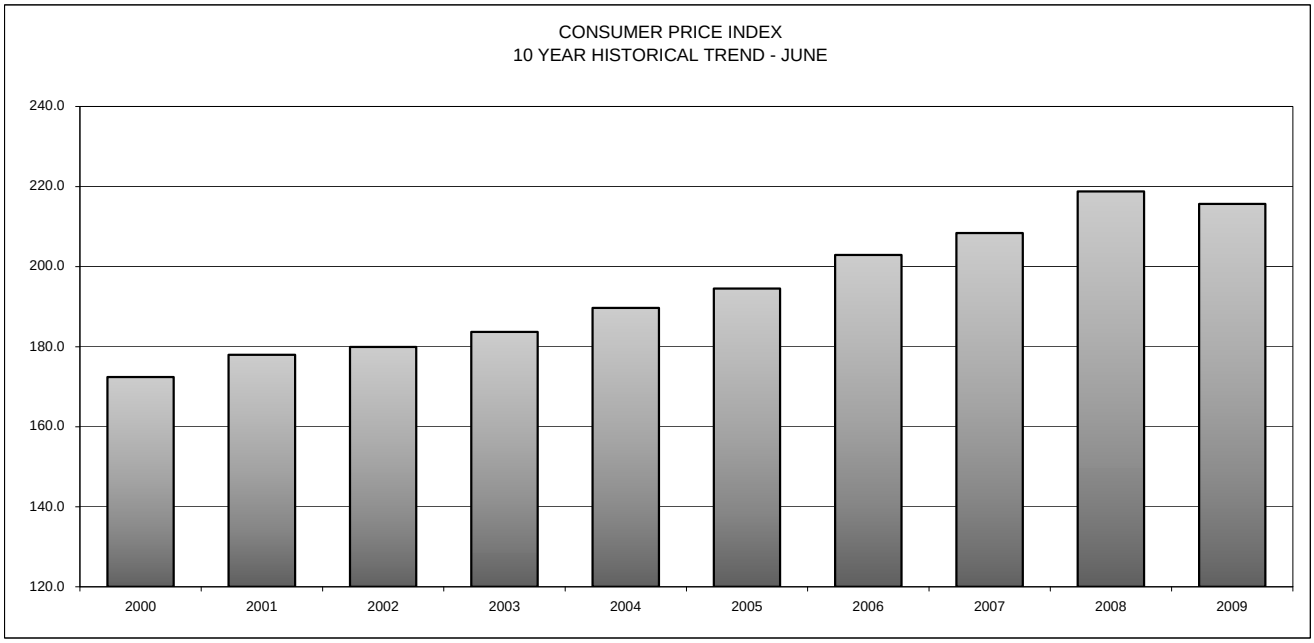
City of Flagstaff, Arizona
Total Bonds Payable
Last Five Fiscal Years

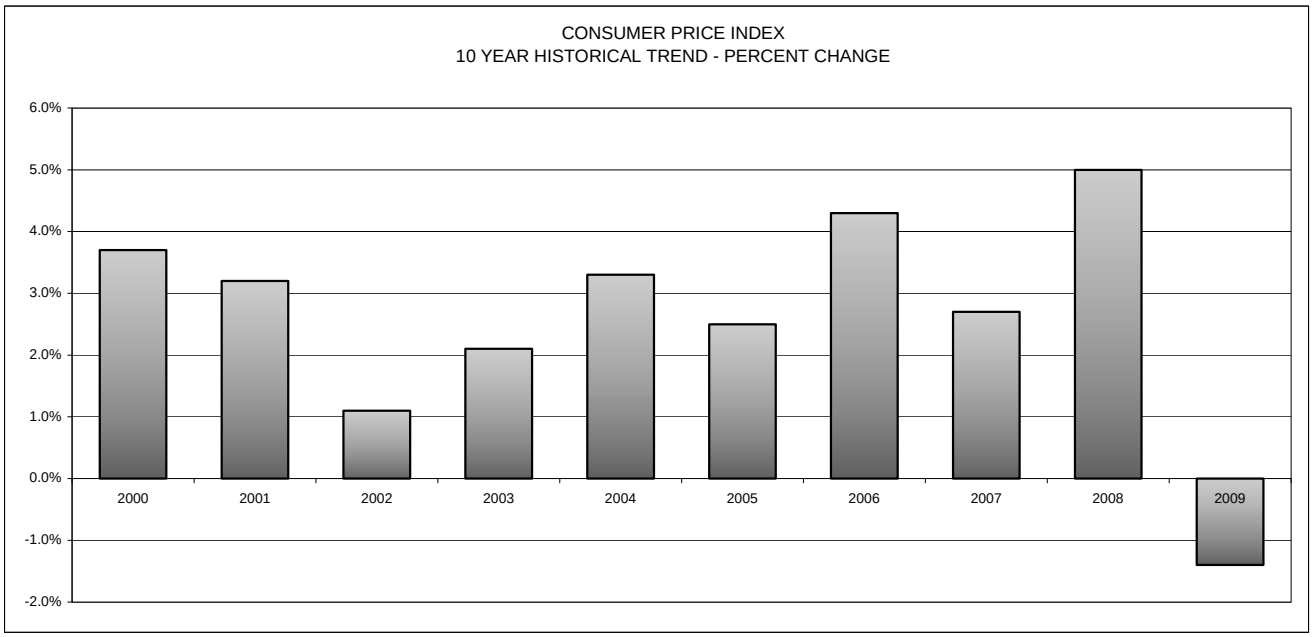
	2005	2006	2007	2008	2009
General Obligation	$ 26,580,000	22,665,000	49,169,726	44,540,000	39,865,000
Revenue	43,660,440	40,579,792	15,435,075	13,220,967	11,537,135
Other	4,180,000	3,905,000	25,610,000	24,315,000	23,000,000
Special Assessment	685,000	415,000	340,000	19,339,000	19,257,000
Total Bonds Payable	$ 75,105,440	67,564,792	90,554,801	101,414,967	93,659,135



City of Flagstaff, Arizona
United States Consumer Price Index
10-Year Historical Trend - June Versus June
Non-Seasonally Adjusted

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
June	172.4	178.0	179.9	183.7	189.7	194.5	202.9	208.4	218.8	215.7
Percent Change	3.7%	3.2%	1.1%	2.1%	3.3%	2.5%	4.3%	2.7%	5.0%	-1.4%





Source: Tax, Licensing, and Revenue Division

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2005-2006	2006-2007	2007-2008	2008-2009	Reductions 2009-2010	Adopted 2009-2010
CITY MANAGER						
Admin Specialist	0	0	0	0.5	0	0.5
Assistant to City Mgr (Communications)	0	0	0	1	0	1
Assistant to City Mgr (Govt'al Relations)	0	0	0	1	-1	0
Assistant to City Mgr (Real Estate)	0	0	0	1	0	1
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
PIO - Management Assistant	1	1	1	0	0	0
Total	6	6	6	8.5	-1	7.5
CITY CLERK						
City Clerk	1	1	1	1	0	1
City Records Technician	0	1	1	1	0	1
Deputy City Clerk	1	1	1	1	0	1
Executive Admin Assistant	1	1	1	1	0	1
Total	3	4	4	4	0	4
CAPITAL IMPROVEMENTS						
Admin Spclst	0	0	0	0	0	1
Capital Improvements Engineer	2	2	2	2	0	2
Eng Project Manager I	2	2	0	0	0	0
Eng Project Manager II	3	3	0	0	0	0
Engineering Technician IV	1	1	1	1	-1	0
Intern	0.5	0.5	0.5	0.5	-0.5	0
Project Manager	0	0	10	10	-2	8
Senior Project Manager	5	5	0	0	0	0
Total	13.5	13.5	13.5	13.5	-3.5	11
HUMAN RESOURCES						
Admin Assistant	1	1	1	1	0	1
Admin Specialist	1	1	1	1	0	1
Division Director (HR)	0	0	0	1	0	1
Human Resources Analyst	0.5	0.5	0.5	0.75	0	0.75
Human Resources Benefit Spec.	0	1	1	1	0	1
Human Resources Director	1	1	1	0	0	0
Human Resources Generalist	0	0	0	0	1	1
Human Resources Manager	0	1	1	1	-1	0
Human Resources Specialist	1	1	0	0	0	0
Human Resources Supervisor	1	0	0	0	0	0
Human Resources Recrt Spec	0	0	1	1	0	1
Total	5.5	6.5	6.5	6.75	0	6.75
RISK MANAGEMENT						
Assistant to City Manager (Risk Mgt)	0	0	0	1	0	1
Risk Manager	1	1	1	0	0	0
Insurance Claim Specialist	0	1	1	1	0	1
Safety/Risk Management Specialist	1	1	1	1	-1	0
Total	2	3	3	3	-1	2

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2005-2006	2006-2007	2007-2008	2008-2009	Reductions 2009-2010	Adopted 2009-2010
CUSTOMER SERVICE						
Admin Asst	2.5	2.5	2.75	2.75	0	2.75
Admin Spclst	2	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	10.75	10.75	0	10.75
LAW						
Admin Asst	1	1	1	1	0	1
Admin Spclst	2	2	2	2	0	2
Admin Spec Supervisor	0	0	1	1	0	1
Asst City Attorney	0	0	4	4	0	4
Asst City Attny-Prosecution	4	3	0	0	0	0
City Attorney	1	1	1	1	0	1
Deputy City Atorney	1	1	1	1	0	1
Executive Assistant/Paralegal	1	1	0	0	0	0
Intern	0.25	0.25	0.25	0.25	-0.25	0
Legal Assistant	0	0	1	1	0	1
Prosecuter II	0	1	0	0	0	0
Senior Ass't City Attorney	3	4	5	5	-1	4
Total	13.25	14.25	16.25	16.25	-1.25	15
INFORMATION TECHNOLOGY						
Application Support Specialist I	0	1	1	1	0	1
Application Support Specialist II	0	0	1	1	0	1
Computer Tech II	1	0	0	0	0	0
Database Analyst III	1	1	1	1	0	1
Division Director (IT)	0	0	0	1	0	1
GIS Analyst Senior	0	0	1	1	-1	0
GIS Manager	1	1	1	1	0	1
GIS Programmer Analyst	0	1	0	0	0	0
GIS Specialist	0	1	1	1	0	1
GIS System Analyst	1	1	0	0	0	1
GIS Technician	1	2	2	2	0	1
Software Specialist	0	1	0	0	0	0
Series Administrator	1	0	0	0	0	0
IT Director	1	1	1	0	0	0
IT Services Specialist	2	2	2	2	-2	0
IT Services Supervisor	1	1	1	1	0	1
Network Administator	1	1	1	1	0	1
Senior GIS Technician	1	0	0	0	0	0
Senior Network Administrator	1	0	1	1	0	1
System and Applications Mgr	0	0	1	1	0	1
System Administrator	0	1	1	1	0	1
Window System Administrator	1	1	0	0	0	0
Total	14	16	16	16	-3	13

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2005-2006	2006-2007	2007-2008	2008-2009	Reductions 2009-2010	Adopted 2009-2010
MANAGEMENT SERVICES						
Admin Asst	2.5	2.5	3	3	-2	1
Admin Spclst	1	1	1	1	0	1
Buyer	1	1	2	2	-1.5	0.5
Contract Specialist	1	1	0	0	0	0
Division Director (Mgmt Services)	0	0	0	1	0	1
Management Services Director	1	1	1	0	0	0
Purchasing Director	1	1	1	1	0	1
Real Estate Manager	1	1	1	Transfer	0	0
Senior Buyer	2	2	0	0	0	0
Senior Procurement Specialist	0	0	3	3	0	3
Warehouse Technician	1	1	1	1	0	1
Total	11.5	11.5	13	12	-3.5	8.5
SALES TAX						
Accounts Receivable Specialist	1	1	1	0	0	0
Accounts Specialist	0	0	0	1	0	1
Admin Assistant	2.5	2.5	2.5	1.5	-0.5	1
Admin Specialist	0	0	0	1	0	1
Auditor II	2	2	2	2	0	2
Collections Specialist	0	0	1	2	0	2
Revenue Collector	2	2	1	0	0	0
Tax Licensing & Revenue Adm	1	1	1	1	0	1
Total	8.5	8.5	8.5	8.5	-0.5	8
LIBRARY - CITY/GRANTS						
Admin Specialist	1.5	1.5	1.5	1.63	0	1.63
Application Support Specialist II	0	0	0	1	0	1
Librarian	1	1	2	2	0	2
Library Assistant I	13.5	14.38	16.01	16.76	0	16.76
Library Assist. I (temp)	2.75	2.75	2.75	3	0	3
Library Assistant II	3	3	3	3	0	3
Library Cataloging Assistant	1	1	1	1	0	1
Library Clerk I	5.5	6.5	7.38	7.38	0	7.38
Library Clerk I (temp)	2	2.75	3.25	3.75	0	3.75
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	0	0	0	0
Library Inf. Tech. Coord.	0	0	2	2	0	2
Library Manager	2	3	3	3	0	3
Library Page	1.5	2	2	2	0	2
Library Page (temp)	1	1	1	1	0	1
Library Staff: Sunday	0	0	0	3	-3	0
Library Supervisor	2	1	1	1	0	1
Network Administrator	0	0	0	1	0	1
Total	40	43.13	47.14	53.77	-3	50.77

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2005-2006	2006-2007	2007-2008	2008-2009	Reductions 2009-2010	Adopted 2009-2010
FINANCE						
Account Clerk I	2	2	2	2	-0.5	1.5
Account Clerk II	0	1	1	1	-1	0
Accountant I	1	1	1	1	-1	0
Accountant II	4	4	5	3	0	3
Accounts Payable Specialist	1	1	1	0	0	0
Accounts Specialist	0	0	0	1	0	1
Finance/Budget Manager	1	1	1	0	0	0
Finance Director	0	0	0	1	0	1
Finance Manager	0	0	0	2	0	2
Grants Manager	1	1	1	1	0	1
Intern	0	0.14	0.14	0.14	-0.14	0
Payroll Assistant	1	1	1	1	0	1
Payroll Manager	0	0	0	0	0	1
Payroll Specialist	1	0	0	0	0	0
Payroll Supervisor	0	1	1	1	0	0
Total	12	13.14	14.14	14.14	-2.64	11.5
FMPO						
Intern	0.25	0.25	0.38	0.38	0	0.38
Administrative Specialist	0	0.5	0.5	0.5	0	0.5
Metro Planning Org Manager	1	1	1	1	0	1
Multi modal Planner	1	1	1	1	0	1
Total	2.25	2.75	2.88	2.88	0	2.88
COMMUNITY DEVELOPMENT ADMIN						
Admin Spcialist	1	1	2	2	-0.5	1.5
Community Development Dir.	1	1	1	0	0	0
Division Director (CD)	0	0	0	1	0	1
Total	2	2	3	3	-0.5	2.5
PLANNING & DEVELOPMENT SERVICES						
Admin Spclst	2	2	2	2	0	2
Advanced Planning Manager	0	0	1	0	0	0
Associate Planner	0	1	1	1	-1	0
Building & Develp Services Dir	1	1	0	0	0	0
Building Inspection Mgr	0	1	1	1	0	1
Building Offical Mgr	0	0	1	1	0	1
Building Plans Examiner	0	3	4	3	0	3
Case Manager	4	5	5	5	-1	0
City Engineer	1	1	0	0	0	0
Code Compliance Officer I	0	0	2	1	-1	0
Code Compliance Officer II	0	0	1	1	0	1
Code Compliance Supervisor	0	0	1	1	0	1
Comm/Neighborhood Planner	0	0	0	0	0	1
Comprehensive Planning Manager	0	0	0	1	0	1
Construction Manager	1	1	Transfer	0	0	0
Current Planning Mgr	0	0	0	0	0	1
Development Services Director	1	1	0	0	0	0
Development Services Rep	2	2	2	2	-1	0
Development Services Specialist	0	0	0	0	0	1
Development Services Supervisor	0	0	0	1	0	1
Engineering Project Manager I	2	2	0	0	0	0
Engineering Project Manager II	1	1	0	0	0	0
Engineering Technician I p-time	0.5	0.5	Transfer	0	0	0
Engineering Technician II	1	1	Transfer	0	0	0
Engineering Technician III	1	1	Transfer	0	0	0

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2005-2006	2006-2007	2007-2008	2008-2009	Reductions 2009-2010	Adopted 2009-2010
PLANNING & DEVELOPMENT SERVICES (cont.)						
Engineering Technician IV	1	1	Transfer	0	0	0
Inspector I	9	9	5	5	-1.4	3.6
Inspector II	4	6	4	3	-0.3	2.7
Inspection Supervisor	1	1	Transfer	1	-0.1	0.9
Material Tech I (temp)	0.5	0.5	Transfer	0	0	0
Materials Tech. I	2	2	Transfer	0	0	0
Materials Tech. II	1	1	Transfer	0	0	0
Planning Development Mgr.	0	0	0	0	0	4
Planning Director	0	0	1	1	0	1
Plans Examiner	4	1	0	0	0	0
Project Management Admin.	1	1	1	1	0	0
Zoning Code Administrator	0	0	1	1	0	1
Total	41	46	33	32	-5.8	27.2
ENGINEERING						
Admin Spclst	1	1	1	1	0	Transfer
Assistant City Engineer	0	0	1	1	0	1
City Engineer	0	0	1	1	0	1
Community Improvement Director	1	1	0	0	0	0
Construction Manager	0	0	1	1	0	1
Engineering Inspector	0	0	0	6	-1	5
Engineering Project Manager	1	1	0	0	0	0
Engineering Technician I p-time	0	0	0.5	0.5	-0.5	0
Engineering Technician II	0	0	1	1	-1	0
Engineering Technician III	0	0	1	1	0	1
Engineering Technician IV	0	0	1	0	0	0
Engineering Tech Leadworker	0	0	0	1	0	1
Inspector I	0	0	4	0	0	0
Inspector II	0	0	2	0	0	0
Inspection Supervisor	0	0	1	1	0	1
Intern	0	0	0.5	0.5	-0.5	0
Material Tech Aide	0	0	0.5	0.5	-0.5	0
Materials Tech I	0	0	2	2	0	2
Materials Tech II	0	0	1	1	0	1
Project Manager	0	0	6	6	-2	5
Traffic Engineer	1	1	1	1	0	1
Traffic Project Manager II	1	2	0	0	0	0
Transportation Intern	0.25	0.25	0	0	0	0
Total	5.25	6.25	25.5	25.5	-5.5	20

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2005-2006	2006-2007	2007-2008	2008-2009	Reductions 2009-2010	Adopted 2009-2010
COMMUNITY INVESTMENT						
Admin Spclst	2	2	2	1	0	1
Associate Planner	1	1	0	0	0	0
Brownfield Specialist	0	0	0	0	0	1
Community Code Administrator	1	1	Transfer	0	0	0
Community Code Enf Officer	0	2	Transfer	0	0	0
Community Code Officer II	0	1	Transfer	0	0	0
Community Code Enf Supervisor	0	1	Transfer	0	0	0
Community Housing & Grants Adm	0	1	1	Transfer	0	0
Community Housing Manager	0	0	1	Transfer	0	0
Community Housing/NeighPlanner	0	0	1	Transfer	0	0
Community Investment Director	1	1	1	1	0	1
Comm/Neighborhood Planner	0	0	1	1	0	Transfer
Community Planner	0	1	1	1	0	1
Comm Reinvestment/ED Mgr	0	0	1	0	0	0
Economic Analyst	0	0	0	1	0	Transfer
Housing Manager	1	1	0	0	0	0
Housing Planner	1	1	0	0	0	0
Housing Project Coordinator	0	0	1	Transfer	0	0
Housing and CD Specialist	1	0	0	0	0	0
Land Trust Manager	1	1	1	Transfer	0	0
Long Range Planner	1	1	0	0	0	0
Planning & Community Design Mgr	0	1	1	1	0	1
Redevelopment Program Mgr.	1	1	0	0	0	0
Redevelopment Mgr. (Eff. 2010-2012)	0	0	0	0	1	1
Zoning Enforce. Officer	1	0	0	0	0	0
Zoning Code Enf Official	1	0	0	0	0	0
Total	13	17	12	6	1	6
DOWNTOWN MANGEMENT						
Downtown Manager	0	0	1	1	0	1
Parking Ambassador	0	0	0	3	0	3
Park Maintenace	0	0	0	1	0	1
Total	0	0	1	5	0	5
HOUSING						
Admin Spclst	0	0	0	1	0	1
Comm. Housing & Grants Adm. **(Grant Funded)**	0	0	0	1	0	1
Community Housing Manager	0	0	0	1	0	1
Community Housing/NeighPlanner	0	0	0	1	0	1
Housing Project Coordinator **(Grant Funded)**	0	0	0	1	0	1
Land Trust Manager	0	0	0	1	0	1
Total	0	0	0	6	0	6

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2005-2006	2006-2007	2007-2008	2008-2009	Reductions 2009-2010	Adopted 2009-2010
FIRE						
Admin Asst	1	1	1	1	0	0
Admin Spclst	1	1	1	1	0	2
Asst. Fire Chief	2	2	0	0	0	0
Asst. Fire Fuel Mgr	0	0	1	2	0	0
Asst. Fuel Mgr.	1	1	0	0	0	0
Asst. Wildland Fire Mgr.	0	0	0	0	0	2
Community Firewise Coordinator	0	0	1	1	0	0
Deputy Fire Chief	0	0	2	2	0	2
Division Director (Fire Chief)	0	0	0	1	0	1
Fire Battalion Chief	3	3	4	4	0	4
Fire Captain	21	21	21	21	0	21
Fire Chief	1	1	1	0	0	0
Fire Engineer	21	21	21	21	0	21
Fire Fighter	36	39	39	39	0	39
Fire Fighter Fuel Mgt Tech	0	0	2	2	-1	0
Fire Inspector II	2	2	3	3	-1	2
Fire Training Officer	1	1	0	0	0	0
FireWise Coordinator	1	1	0	0	0	0
Fuel Manager	0	0	1	1	0	0
Fuel Management Officer	1	1	0	0	0	0
Fuel Mgt. Crew Member	2.75	2.75	2.75	2.75	-0.75	0
Fuel Mgt. Leadworker	1	1	1	0	0	0
Fuel Management Technicians	2	2	0	0	0	0
Wildland Fire Manager	0	0	0	0	0	1
Wildland Fire Mgt Crew Member	0	0	0	0	0	2
Wildland Fire Specialist I	0	0	0	0	0	1
Wildland Fire Specialist II	0	0	0	0	0	1
Total	97.75	100.75	101.75	101.75	-2.75	99
POLICE						
Admin Asst	10	10	10	0	0	0
Admin Spclst	4	4	4	15	-2	13
Animal Control Officer	2	2	2	2	-1	1
Deputy Police Chief	2	2	2	2	0	2
Dispatch Admin Call Taker	0	0	1	2	0	2
Division Director (Police Chief)	0	0	0	1	0	1
Emerg Comm Specialist	25	25	0	0	0	0
Emerg Comm Speclst - ldwkr	4	4	0	0	0	0
Evidence Technician	2	3	3	3	-1	2
Parking Control Officer	1	1	1	1	0	1
Police Chief	1	1	1	0	0	0
Police Communications Mgr	1	1	1	1	0	1
Police Corporal/Det.	17	18	18	19	0	19
Police Emerg Comm Specialist	0	0	25	25	-2	23
Police Emerg Comm Speclst - ldwkr	0	0	5	0	0	0
Police Emerg Comm Speclst Sup.	0	0	0	5	0	5
Police Lieutenant	5	4	5	4	0	4
Police Officer	65	68	77	81	-12	69
Police Records Leadworker	1	1	1	0	0	0
Police Records Supervisor	0	0	0	2	0	2
Police Sergeant	12	12	12	12	0	12
Police Special Serv. Sup	1	1	1	1	0	1
Police Support Serv. Mgr.	1	1	1	1	-1	0
Property Control Coord	1	1	2	2	-1	1
Total	155	159	172	179	-20	159

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2005-2006	2006-2007	2007-2008	2008-2009	Reductions 2009-2010	Adopted 2009-2010
POLICE GRANTS						
Admin Spclst	1	1	1	1	0	1
Police Officer	3	3	0	0	0	0
Police Sergeant	1	1	1	1	0	1
Total	5	5	2	2	0	2
PUBLIC WORKS ADMINISTRATION						
Admin Spclst	1	1	1	1	0	1
Assistant Public Works Director	0	0	1	1	0	1
Division Director (Public Works)	0	0	0	1	0	1
Project Manager	0	0	0	1	0	1
Public Works Director	1	1	1	0	0	0
Senior Project Manager	1	1	1	0	0	0
Total	3	3	4	4	0	4
PARKS						
Maintenance Worker - Temps	6.75	6.75	8	5.46	-2.26	3.2
Maintenance Worker	0	0	0	25	-2	23
Maintenance Worker I	7	8	11	0	0	0
Maintenance Worker II	9	9	8	0	0	0
Maintenance Worker III	1	1	2	0	0	0
Maintenance Worker III Leadworker	1	1	0	0	0	0
Parks Supt.	1	1	1	1	0	1
Parks Supervisor	0	0	1	1	0	1
Total	25.75	26.75	31	32.46	-4.26	28.2
FLEET SERVICES						
Buyer	0	0	1	1	-1	0
Buyer I	1	1	0	0	0	0
Fleet Manager	0	0	0	1	0	1
Fleet Mgmt. Supt.	1	1	1	1	0	1
Fleet Supervisor	1	1	1	0	0	0
Mechanic Aide	1	1	1	0	0	0
Mechanic I	2	2	2	3	0	3
Mechanic II	6	6	4	4	0	4
Mechanic III Leadworker	0	0	2	2	0	2
Parts Specialist	0	0	1	1	0	1
Service Writer	1	1	1	1	0	1
Welder	1	1	1	1	0	1
Total	14	14	15	15	-1	14
FACILITIES MAINTENANCE						
Custodian/Attendant	1	1	1	0	0	0
Facility Maintenance Manager	0	1	1	0	0	0
Facilities Maintenance Superintendent	0	0	0	1	0	1
Facilities Maintenance Supervisor	0	0	0	0	0	1
Facility Maint. Supt.	1	0	0	0	0	0
HVACR Technician	0	0	0	1	-1	0
Maintenance Worker	0	0	0	9	0	9
Maintenance Worker I	2	2	2	0	0	0
Maintenance Worker II	3	3	5	0	0	0
Maintenance Worker III	2	1	2	0	0	0
Maintenance Worker III - HVAC	0	1	0	0	0	0
Maintenance Worker III-Lead	0	1	1	1	0	0
Total	9	10	12	12	-1	11

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2005-2006	2006-2007	2007-2008	2008-2009	Reductions 2009-2010	Adopted 2009-2010
RECREATION						
Admin Asst	1	1	2	2	0	1
Admin Spclst	1	1	1	1	0	1
Division Director (Comm Enhancement)	0	0	0	1	0	1
Intern	0.25	0.25	0.25	0.25	0	0.25
Parks & Recreation Manager	1	1	0	0	0	0
Parks & Recreation Director	0	0	1	0	0	0
Recreation Coord. I	6.5	6.5	7.5	7.5	0	5.5
Recreation Coordinator II	2	2	2	2	0	5
Recreation Manager	0	0	1	0	0	0
Recreation Supervisor	0	0	0	1	0	1
Recreation Supt.	1	1	1	1	0	1
Recreation Temporaries	21.03	21.32	45.48	45.48	-8.5	36.98
Senior Recreation Coordinator	7	8	6	6	0	6
Total	40.78	42.07	67.23	67.23	-8.5	58.73
STREET MAINTENANCE & REPAIRS						
Admin Spclst	1	1	1	1	0	1
Cemetary Caretaker	0	0	0.75	0.75	0	0.75
Cemetery Maint. Specialist	1	1	1	1	0	1
Equip. Oper. III LDWKR	0	0	1	1	0	0
Equip. Opers. various temps	5.5	5.5	0	0	0	0
Equip. Opers. Snow temps	0	0	8.06	8.06	-3.75	4.31
Equipment Operator	0	0	0	14	0	14
Equipment Operator I	3	3	4	0	0	0
Equipment Operator II	8	8	8	0	0	0
Equipment Operator III	3	3	3	0	0	0
Intern	0	0	0	0.5	0	0.5
Leadworker/Training Coord.	1	1	0	0	0	0
Maintenance Worker	0	0	0	8	-1	7
Maint. Wkr. I	4	3	3	0	0	0
Maint. Wkr. II	2	3	3	0	0	0
Maint. Wkr. III	2	2	2	0	0	0
Maint. Wkr. III LDWKR	1	1	1	1	0	1
Maint. Worker temp	0.75	0.75	0.75	0.75	0	0.75
Safety/Training Coordinator	0	0	0	1	0	0
Streets Leadworker	0	0	0	0	0	3
Streets Manager	0	0	0	1	0	1
Street Superintendent	1	1	1	1	0	1
Street Supervisor	0	0	1	0	0	0
Supervisor of Operations	1	1	0	0	0	0
Traffic Signal Technician	1	1	1	1	0	0
Traffic Signal Technician Ass't	0	1	1	1	0	1
Transportation and Maint Mgr	1	1	Transfer	0	0	0
Total	36.25	37.25	40.56	41.06	-4.75	36.31

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2005-2006	2006-2007	2007-2008	2008-2009	Reductions 2009-2010	Adopted 2009-2010
AIRPORT						
Admin Spclst	1	1	1	1	0	1
Airport Director	0	0	0	1	0	1
Airport Manager	1	1	1	0	0	0
Airport Operations Supv	1	1	1	1	0	1
Airport Service Worker I	3	3	4	4	-1	3
Airport Service Worker II	3	3	3	3	0	3
Equip. Operator II temp	0.5	0.5	0	0	0	0
Maintenance Wrks I Temp	0	0.5	0	0	0	0
Maintenance Wrks - Snow	0	0	0.5	0.5	0	0.5
Total	9.5	10.0	10.5	10.5	-1	9.5
ENVIRONMENTAL SERVICES						
Admin Asst	2.5	2.5	2.5	3.5	0	3.5
Admin Spclst	2	2	1	1	0	1
Admin Spclst Supervisor	0	0	1	1	0	1
Bin Maint./Equip. Oper.	2	2	1	0	0	0
Bin Maint. Leadworker	0	0	1	1	0	1
Brownfield Specialist	1	1	1	1	0	Transfer
Brownfield Program Ass't	1	1	1	1	-1	0
Code Enforcement Aide	0	1	0	0	0	0
Conservation Manager	1	1	1	1	0	1
Environmental Aide	0	0.6	0.6	0.6	0	0.6
Environmental Assistant	1.5	1.5	1.5	1	0	1
Environmental Code Enf Aide	0	0	1	1	0	1
Environmental Code Officer	1	1	0	0	0	0
Environmental Code Specialist	0	0	1	1	0	1
Environ Operations Manager	1	1	0	0	0	0
Environ Program Manager	1	1	0	1	0	1
Environmental Program Specialist	1	1	1	1	0	1
Environmental Project Manager	0	1	1	0	0	0
Environmental Project Specialist	1	1	0	0	0	0
Environmental Services Director	1	1	0	0	0	0
Environmental Services Mgr	2	2	2	2	0	2
Environmental Supervisor	1	0	0	0	0	0
Environmental Technician	1	1	1	1	0	1
Equipment Operator	0	0	0	38	-1	37
ES Collection Super	1	2	2	2	0	2
ES Equip. Oper I - Temp	1	1	1	1	0	1
ES Equip. Oper I	2	4	4	0	0	0
ES Equip. Oper. II	11	11	11	0	0	0
ES Equip. Oper. III-Commercial	9	10	0	0	0	0
ES Equip. Oper. III-Relief Driver	0	1	0	0	0	0
ES Equip. Oper. III	0	0	11	0	0	0
ES Operations Mgr	0	0	1	1	0	1
Landfill Equip Operator I	1	1	1	0	0	0
Landfill Equip Operator II	1	2	2	0	0	0
Landfill Equip Operator III	3	3	2	0	0	0
Landfill Equip Operator III - Lead	0	0	1	1	0	0
Landfill Maint Operator	1	1	1	0	0	0
Landfill Supervisor	0	0	0	0	0	1

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2005-2006	2006-2007	2007-2008	2008-2009	Reductions 2009-2010	Adopted 2009-2010
ENVIRONMENTAL SERVICES(Cont.)						
Program Asst	2	2	2	2	0	2
Project Manager	0	0	2	2	0	2
Project Manager II	1	1	0	0	0	0
Sustainability and Env Mgr	0	0	1	1	0	1
Sustainability Manager	0	0	1	1	0	1
Sustainability Specialist	0	0	0	1	0	1
Sustainability Coordinator	0	1	0	0	0	0
Total	54	62.6	61.6	68.1	-2	65.1
UTILITIES ADMINISTRATION						
Admin Spclst	2	2	2	2	0	2
Assistant Utilities Director	1	1	0	0	0	0
Division Director (Utilities)	0	0	0	1	0	1
GIS System Analyst	1	1	1	1	0	1
Project Manager	0	0	0	0	0	1
Utilities Director	1	1	1	0	0	0
Utilities Engineer	1	1	0	0	0	0
Utilities Engineering Manager	0	0	1	1	0	1
Utilities Plan Reviewer	0	0	0	1	0	1
Utilities Program Assistant	1	1	1	1	0	1
Utilities Senior Project Manager	1	1	1	1	0	0
Water Conservation Manager	1	1	1	1	0	1
Water Conservation Enforcement Aide	0.5	0.5	0.5	0.5	-0.5	0
Water Resource Manager	0	0	1	1	0	1
Total	9.5	9.5	9.5	10.5	-0.5	10
LAKE MARY WATER PLANT						
Instrument Tech	1	1	0	0	0	0
Instrumentation/Electrical Spec	0	0	1	1	0	1
Lab Director/Chemist	1	1	0	0	0	0
Laboratory Specialist	0	0	1	1	0	1
Laboratory Tech	1	1	0	0	0	0
Maintenance Specialist	0	0	1	1	0	1
Mech. Maint. Wkr I (temp)	1	1	1	1	-1	0
Mech. Maint. Wkr. III	2	2	0	0	0	0
Mech. Maint. Wkr. IV	1	1	0	0	0	0
MSW	0	0	0	0	0	0
MSW Operations	0	0	3	3	0	3
MSW Laboratory	0	0	1	1	0	1
MSW Maintenance	0	0	3	3	-1	2
Operations Specialist	0	0	1	1	0	1
Plant Operator	3	3	0	0	0	0
Water Production Manager	1	1	1	1	0	1
Water Treat/Prod Chf Operator	1	1	0	0	0	0
Total	12	12	13	13	-2	11
WATER DISTRIBUTION SYSTEM						
Admin Specialist	0	0	0	1	-1	0
Field Services Manager	0	0	1	1	0	1
Field Services Supervisor	1	1	0	0	0	0
Maintenance Worker - Temp	1	1	1	1	0	1
Maintenance Worker I	1	1	1	1	0	1
MSW - Water Services Tech	0	0	0	11	-1	10
Water Services Specialist	1	1	1	1	0	1
Water Services Tech	10	12	12	0	0	0
Water/Sewer Util. Locator	0	1	1	1	0	1
Total	14	17	17	17	-2	15

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2005-2006	2006-2007	2007-2008	2008-2009	Reductions 2009-2010	Adopted 2009-2010
WASTEWATER TREATMENT PLANT						
Equip Operator II Temp	1.5	1.5	1.5	1.5	0	1.5
MSW - Plant Tech	0	0	7	7	-1	6
Plant Specialist	4	4	4	4	0	4
Plant Tech-Multi-Skilled Wrk	7	7	0	0	0	0
Wastewater Treatment Manager	1	1	1	1	0	1
Total	13.5	13.5	13.5	13.5	-1	12.5
WASTEWATER COLLECTION						
MSW- Water Services Tech	0	0	8	8	0	8
Water Services Specialist	1	1	1	1	0	1
Water Services Tech	8	8	0	0	0	0
Total	9	9	9	9	0	9
WASTEWATER MONITORING						
Administrative Specialist	0	0.5	0.5	1	-1	0
Industrial Waste Inspector	2	2	2	2	0	2
Industrial Waste Supervisor	1	1	1	1	0	1
Total	3	3.5	3.5	4	-1	3
RECLAIMED WASTEWATER TREATMENT PLANT						
Maintenance Specialist	0	0	1	1	0	1
MSW - Laboratory Tech	0	0	0	1	0	1
MSW - Plant Tech	0	0	2	1	0	1
Plant Specialist	1	1	1	1	0	1
Plant Tech Multi-Skilled Wrk	3	3	0	0	0	0
Total	4	4	4	4	0	4
CITY COURT						
Admin Asst	9	9	0	0	0	0
Admin Spclst	3.25	3.25	0	0	0	0
Collection Specialist	0	0	0	2	0	2
Court Administrator	1	1	1	0	0	0
Court Collection Specialist	1	1	2	0	0	0
Court Info Systems Coordinator	0	0	0	1	0	1
Court Info Systems Spec	1	1	1	0	0	0
Court Interpreter	1	1	1	1	-0.2	0.8
Court Judicial Specialist	0	0	8	9	-2	7
Court Services Super	0	0	1.63	1.63	0	1.63
Court Training Specialist	1	1	1	1	0	1
Deputy Court Administrator	2	2	3	3	0	3
Division Director (Court)	0	0	0	1	0	1
Executive Admin Asst (Judicial)	0	0	1	1	0	1
Jury Services Specialist	0	0	0.5	0.5	0	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	0	0	0	0
Probation Service Officer	0	0	2	2	0	2
Pro-Tem Magistrate	0.5	0.5	0.75	0.75	-0.25	0.5
Warrant Officer	2	2	2	3	-1.4	1.6
Total	26.5	26.5	27.63	29.63	-3.85	25.78

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2005-2006	2006-2007	2007-2008	2008-2009	Reductions 2009-2010	Adopted 2009-2010
BEAUTIFICATION						
Urban Design Planner	1	0	0	0	0	0
Total	1	0	0	0	0	0
ECONOMIC DEVELOPMENT						
Business Attraction Manager	0	0	1	1	-1	0
Business Retention & Expansion Mgr	0	0	1	1	0	1
Economic Analyst	0	0	0	0	0	1
Total	0	0	2	2	-1	2
TOURISM						
Admin Spclst	1	1	1	1	0	1
CVB Director	1	1	1	0	0	1
Division Director	0	0	0	1	0	1
Marketing Assistant	1	1	0	0	0	0
Marketing Manager	0	0	1	1	0	1
Publications Assistant	1	1	1	1	0	0
Publication Specialist	0	1	1	1	0	2
Public Relations Assistant	0	0	1	0	0	0
Public Relations Associate	0	0	0	1	0	1
Public Relations Manager	1	1	1	1	0	0
Sales Associate	0	0	2	2	0	2
Sales Marketing & Associate	2	2	0	0	0	0
Sales Manager	0	0	1	1	0	1
Sales & Marketing Manager	1	1	0	0	0	0
Total	8	9	10	10	0	10
TOURISM-VISITOR CENTER						
Admin Asst	3.25	4.25	4.25	4.25	0	4.25
Admin Spclst	1.5	1.5	1.5	1.5	-1	0.5
Visitor Center Manager	0	0	0	0	0	1
Visitor Center Supervisor	1	1	1	1	0	0
Total	5.75	6.75	6.75	6.75	-1	5.75
STORMWATER						
Floodplain Inspector	1	1	1	1	0	1
Intern	0.5	0.5	0.5	0.5	0	0.5
Project Manager	0	0	0	3	0	2
Project Manager I	2	2	3	0	0	0
Project Manager II	1	1	0	0	0	0
Stormwater Manager	1	1	0	0	0	0
Stormwater Program Manager	0	0	1	1	0	1
Stormwater Service Analyst	1	1	1	1	0	1
Total	6.5	6.5	6.5	6.5	0	5.5
GRAND TOTALS	766.03	811.69	876.18	906.52	-87.80	818.72

City of Flagstaff Pay Plan (with 1.2% decrease - 5/1/09)
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**
1	10100	N	Library Page	9.3082	9.7188	10.1070	10.5176	10.9169	11.3274	11.7268	12.1262	12.5700				
A-1-0				744.66	777.50	808.56	841.41	873.35	906.19	938.14	970.10	1005.60				
				1613.42	1684.59	1751.88	1823.05	1892.26	1963.42	2032.65	2101.87	2178.80				
				19361.06	20215.10	21022.56	21876.61	22707.15	23560.99	24391.74	25222.50	26145.60				
2		N		10.7283	11.1832	11.6491	12.1152	12.5811	13.0582	13.5240	13.9901	14.4672				
A-1-1				858.26	894.66	931.93	969.22	1006.49	1044.66	1081.92	1119.21	1157.38				
				1859.57	1938.42	2019.18	2099.97	2180.72	2263.42	2344.16	2424.95	2507.65				
				22314.86	23261.06	24230.13	25199.62	26168.69	27161.06	28129.92	29099.41	30091.78				
3	10302	N	Library Clerk I	11.6491	12.1595	12.6810	13.2023	13.7126	14.2453	14.7556	15.2770	15.7319				
A-1-2				931.93	972.76	1014.48	1056.18	1097.01	1139.62	1180.45	1222.16	1258.55				
				2019.18	2107.65	2198.04	2288.40	2376.85	2469.19	2557.64	2648.01	2726.86				
				24230.13	25291.76	26376.48	27460.78	28522.21	29630.22	30691.65	31776.16	32722.35				
4	10421	N	Acct Clrk I	13.4353	14.0234	14.6224	15.1994	15.8096	16.3865	16.9744	17.5736	18.1283				
A-1-3	10423	N	Cemetery Caretaker	1074.82	1121.87	1169.79	1215.95	1264.77	1310.92	1357.95	1405.89	1450.26				
	10422	N	Dispatch Call Taker	2328.79	2430.72	2534.55	2634.56	2740.33	2840.33	2942.23	3046.09	3142.24				
	10400	N	Engineering Tech (p/t)	27945.42	29168.67	30414.59	31614.75	32883.97	34083.92	35306.75	36553.09	37706.86				
	10416	N	Meter Reader													
	10407	N	Parking Control Officer													
	10410	N	Property Control Coord													
	10419	N	Recreation Coord I													

City of Flagstaff Pay Plan (with 1.2% decrease - 5/1/09)
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**
5	10500	N	Library Assistant I	14.1010	14.6447	15.1772	15.7097	16.2755	16.8081	17.3406	17.8952	18.4279	18.9604	19.4596		
B-2-1				1128.08	1171.58	1214.18	1256.78	1302.04	1344.65	1387.25	1431.62	1474.23	1516.83	1556.77		
				2444.17	2538.41	2630.71	2723.01	2821.09	2913.40	3005.70	3101.83	3194.17	3286.47	3373.00		
				29330.08	30460.98	31568.58	32676.18	33853.04	34960.85	36068.45	37222.02	38330.03	39437.63	40475.97		
6	10600	N	Account Clerk II	14.5337	15.0995	15.6432	16.2089	16.7637	17.3073	17.8731	18.4168	18.9604	19.5373	20.0698		
B-2-2	10634	N	Airport Service Worker I	1162.70	1207.96	1251.46	1296.71	1341.10	1384.58	1429.85	1473.34	1516.83	1562.98	1605.58		
	10601	N	Animal Control Officer	2519.17	2617.25	2711.49	2809.54	2905.71	2999.93	3098.00	3192.25	3286.47	3386.47	3478.77		
	10627	N	Engineering Tech II	30230.10	31406.96	32537.86	33714.51	34868.50	35999.18	37176.05	38306.94	39437.63	40637.58	41745.18		
	10636	N	Environmental Aide													
	10637	N	Env Code Enforcement Aide													
	10632	N	GIS Technician													
	10609	N	Materials Tech I													
	10638	N	Parts Specialist													
	10630	N	Rec Coordinator II													
	10614	N	Service Writer													
R06	10635	N	IT Services Specialist	15.2604	15.8545	16.4254	17.0193	17.6019	18.1727	18.7668	19.3376	19.9084	20.5142	21.0733		
				1220.83	1268.36	1314.03	1361.54	1408.15	1453.82	1501.34	1547.01	1592.67	1641.14	1685.86		
				2645.14	2748.11	2847.07	2950.01	3051.00	3149.93	3252.91	3351.85	3450.79	3555.79	3652.71		
				31741.63	32977.36	34164.83	35400.14	36611.95	37799.22	39034.94	40222.21	41409.47	42669.54	43832.46		
7	10741	N	Airport Service Worker II	15.8983	16.5085	17.1076	17.7066	18.3280	18.9161	19.5373	20.1254	20.7355	21.3456	21.9448		
B-2-3	10748	N	Bin Maint Leadworker	1271.86	1320.68	1368.61	1416.53	1466.24	1513.29	1562.98	1610.03	1658.84	1707.65	1755.58		
	10742	N	Brownfield Program Assistant	2755.71	2861.47	2965.32	3069.14	3176.85	3278.79	3386.47	3488.40	3594.15	3699.90	3803.77		
	10714	N	Development Svs Rep	33068.46	34337.68	35583.81	36829.73	38122.24	39345.49	40637.58	41860.83	43129.84	44398.85	45645.18		
	10731	N	Engineering Tech III													
	10739	N	Environmental Assistant													
	10705	N	Evidence Tech													
	10740	N	Executive Admin Asst													
	10709	N	Library Cataloging Asst													
	10700	N	Mechanic I													
	10734	N	Payroll Assistant													
	10717	N	Program Assistant													
	10746	N	Traffic Signal Technician Asst													
	10702	N	Water/Sewer Utility Locator													
	10749	N	Wildland Fire Specialist I													
107		E		15.8983					19.0824					22.2665		
				1271.86					1526.59					1781.32		
				2755.71					3307.62					3859.53		
				33068.46					39691.39					46314.32		
			previous amount	15.8983	16.5085	17.1076	17.7066	18.3280	18.9161	19.5373	20.1254	20.7355	21.3456	21.9448		
			with 5%	16.6932	17.3339	17.9630	18.5919	19.2444	19.8619	20.5142	21.1317	21.7723	22.4129	23.0420		
R07	10725	N	Police Emerg Comm Spec	16.6932	17.3339	17.9630	18.5919	19.2444	19.8619	20.5142	21.1317	21.7723	22.4129	23.0420		
				1335.46	1386.71	1437.04	1487.35	1539.55	1588.95	1641.14	1690.54	1741.78	1793.03	1843.36		
				2893.49	3004.54	3113.59	3222.60	3335.70	3442.73	3555.79	3662.83	3773.87	3884.90	3993.95		
				34721.86	36054.51	37363.04	38671.15	40028.35	41312.75	42669.54	43953.94	45286.38	46618.83	47927.36		

City of Flagstaff Pay Plan (with 1.2% decrease - 5/1/09)
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**
8	10849	N	Accounts Specialist	18.6608	19.3598	20.0698	20.7687	21.4787	22.1777	22.8878	23.5979	24.2968	25.0069	25.7501		
B-2-4	10827	N	Buyer	1492.86	1548.78	1605.58	1661.50	1718.30	1774.22	1831.02	1887.83	1943.74	2000.55	2060.01		
	10839	N	Cemetery Maint Specialist	3234.54	3355.70	3478.77	3599.91	3722.97	3844.13	3967.22	4090.30	4211.45	4334.53	4463.35		
	10845	N	City Records Technician	38814.46	40268.38	41745.18	43198.90	44675.70	46129.62	47606.62	49083.63	50537.34	52014.35	53560.21		
	10819	N	Code Compliance Officer I													
	10848	N	Collections Specialist													
	10831	N	Court Interpreter													
	10826	N	Database Analyst I (Series)													
	10836	N	Deputy City Clerk													
	10852	N	Development Services Specialist													
	10805	N	Engineering Tech IV													
	10820	N	Environmental Tech													
	10842	N	Floodplain Inspector													
	10854	N	HR Recruitment Specialist													
	10851	N	HVACR Technician													
	10812	N	Industrial Waste Insp													
	10810	N	Inspector I													
	10843	N	Legal Assistant													
	10807	N	Library Assistant II													
	10808	N	Mechanic II													
	10837	N	Meter Reader Supervisor													
	10809	N	Probation Service Officer													
	10850	N	Public Relations Associate													
	10841	N	Publications Specialist													
	10829	N	Sr Recreation Coordinator													
	10840	N	Utilities Program Assistant													
	10853	N	Warehouse Specialist													
	10803	N	Welder													
108	20801	E	Executive Asst	18.6608					22.3886					26.1163		
	20802	E	Sales Associate	1492.86					1791.09					2089.30		
				3234.54					3880.69					4526.83		
				38814.46					46568.29					54321.90		
R08	10846	N	Application Support Specialist I	19.5938	20.3278	21.0733	21.8071	22.5526	23.2866	24.0322	24.7778	25.5116	26.2572	27.0376		
	10814	N	GIS Specialist	1567.50	1626.22	1685.86	1744.57	1804.21	1862.93	1922.58	1982.22	2040.93	2100.58	2163.01		
				3396.26	3523.49	3652.71	3779.90	3909.12	4036.34	4165.58	4294.82	4422.01	4551.25	4686.52		
				40755.10	42281.82	43832.46	45358.77	46909.41	48436.13	49986.98	51537.82	53064.13	54614.98	56238.21		

City of Flagstaff Pay Plan (with 1.2% decrease - 5/1/09)
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9	10909	N	Accountant I	19.7813	20.5358	21.2902	22.0557	22.8102	23.5645	24.3190	25.0845	25.8389	26.5822	27.2923		
B-2-5	10937	N	Brownfield Specialist	1582.50	1642.86	1703.22	1764.46	1824.82	1885.16	1945.52	2006.76	2067.11	2126.58	2183.38		
	10944	N	Code Compliance Officer II	3428.76	3559.54	3690.30	3822.99	3953.77	4084.51	4215.29	4347.98	4478.74	4607.58	4730.67		
	10923	N	Court Training Specialist	41145.10	42714.46	44283.62	45875.86	47445.22	49014.16	50583.52	52175.76	53744.91	55290.98	56767.98		
	10920	N	Database Analyst II (Series)													
	10950	N	Engineering Tech Leadworker													
	10945	N	Environmental Code Specialist													
	10936	N	Environmental Program Specialist													
	10907	N	Fire Inspector II													
	10941	N	HR Benefits Specialist													
	10952	N	HR Generalist													
	10900	N	Inspector II													
	10942	N	Insurance Claims Specialist													
	10948	N	Jury Services Specialist													
	10947	N	Mechanic III Leadworker													
	10909	N	Police Caseworker													
	10933	N	Safety/Risk Mgt Specialist													
	10951	N	Sustainability Specialist													
	10916	N	Warrants Officer													
	10953	N	Wildland Fire Specialist II													
109	20903	E	Librarian	19.7813					23.7365					27.6917		
				1582.50					1898.92					2215.34		
				3428.76					4114.33					4799.89		
				41145.10					49371.92					57598.74		
R09	10946	N	Application Support Specialist II	20.7704	21.5626	22.3547	23.1585	23.9507	24.7427	25.5350	26.3387	27.1308	27.9113	28.6569		
	10934	N	Network Administrator	1661.63	1725.01	1788.38	1852.68	1916.06	1979.42	2042.80	2107.10	2170.46	2232.90	2292.55		
	10903	N	Police Officer	3600.20	3737.52	3874.81	4014.14	4151.45	4288.73	4426.07	4565.37	4702.67	4837.96	4967.20		
				43202.43	44850.21	46497.78	48169.68	49817.46	51464.82	53112.80	54784.50	56432.06	58055.50	59606.35		
10	11021	N	Associate Planner	20.7133	21.5011	22.3109	23.0986	23.8974	24.6852	25.4728	26.2716	27.0593	27.8692	28.5793		
B-2-6	11015	N	Building Plans Examiner	1657.06	1720.09	1784.87	1847.89	1911.79	1974.82	2037.82	2101.73	2164.74	2229.54	2286.34		
	11020	N	Court IS Coordinator	3590.31	3726.86	3867.22	4003.76	4142.22	4278.77	4415.29	4553.74	4690.28	4830.66	4953.75		
	11023	N	Engineering Inspector	43083.66	44722.29	46406.67	48045.09	49706.59	51345.22	52983.42	54644.93	56283.34	57967.94	59444.94		
	11019	N	Recreation Supervisor													
	11017	N	Senior Procurement Specialist													
10	11016	N	Administrative Specialist Supervisor	20.7133	21.5011	22.3109	23.0986	23.8974	24.6852	25.4728	26.2716	27.0593	27.8692	28.5793		
B-3-1	11011	N	Airport Operations Supervisor	1657.06	1720.09	1784.87	1847.89	1911.79	1974.82	2037.82	2101.73	2164.74	2229.54	2286.34		
	11018	N	Court Services Supervisor	3590.31	3726.86	3867.22	4003.76	4142.22	4278.77	4415.29	4553.74	4690.28	4830.66	4953.75		
	11025	N	Development Svs Supervisor	43083.66	44722.29	46406.67	48045.09	49706.59	51345.22	52983.42	54644.93	56283.34	57967.94	59444.94		
	11012	N	Env Svcs Collection Supervisor													
	11026	N	Landfill Supervisor													
	11004	N	Maint Worker III Ldwkr													
	11008	N	Materials Tech II													
	11027	N	Streets Leadworker													
110	21002	E	Library Supervisor	20.5468					24.9625					29.3781		
				1643.74					1997.00					2350.25		
				3561.45					4326.83					5092.20		
				42737.34					51922.00					61106.45		
R10	11013	N	IT Services Supervisor	21.7490	22.5762	23.4264	24.2535	25.0923	25.9195	26.7464	27.5852	28.4123	29.2627	30.0083		
	11022	N	Police Emerg Comm Spec Supervisor	1739.92	1806.10	1874.11	1940.28	2007.38	2073.56	2139.71	2206.82	2272.98	2341.02	2400.66		
				3769.83	3913.21	4060.58	4203.94	4349.33	4492.71	4636.04	4781.43	4924.80	5072.20	5201.44		
				45237.92	46958.50	48726.91	50447.28	52191.98	53912.56	55632.51	57377.22	59097.58	60866.42	62417.26		
11	11109	N	Assistant Wildland Fire Manager	22.8990	23.7643	24.6518	25.5172	26.3826	27.2480	28.1243	28.9786	29.8663	30.7316	31.6081		
B-3-2	11104	N	Inspection Supervisor	1831.92	1901.14	1972.14	2041.38	2110.61	2179.84	2249.94	2318.29	2389.30	2458.53	2528.65		
	11108	N	Parks Supervisor	3969.16	4119.15	4272.98	4422.98	4572.98	4722.99	4874.88	5022.96	5176.83	5326.81	5478.74		
	11100	N	Police Corporal/Detective	47629.92	49429.74	51275.74	53075.78	54875.81	56675.84	58498.54	60275.49	62121.90	63921.73	65744.85		
111	21108	E	Police Spec Services Supervisor	22.5217					27.3700					32.2183		
	21109	E	Police Support Services Supervisor	1801.74					2189.60					2577.46		
				3903.76					4744.13					5584.51		
				46845.14					56929.60					67014.06		

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12		N		23.8309	24.6518	25.4617	26.2827	27.1037	27.9246	28.7346	29.5556	30.3766	31.1975	32.0074	32.8285	33.5828
C-4-1				1906.47	1972.14	2036.94	2102.62	2168.30	2233.97	2298.77	2364.45	2430.13	2495.80	2560.59	2626.28	2686.62
				4130.69	4272.98	4413.36	4555.67	4697.97	4840.26	4980.66	5122.97	5265.28	5407.57	5547.95	5690.27	5821.02
				49568.27	51275.74	52960.34	54668.02	56375.70	58083.17	59767.97	61475.65	63183.33	64890.80	66575.39	68283.28	69852.22
112	21246	E	Accountant II	23.5202						28.8067						34.0932
	21245	E	Auditor II	1881.62						2304.54						2727.46
	21253	E	Code Compliance Supervisor	4076.83						4993.16						5909.49
	21252	E	Comm Hsng & Grants Administr	48922.02						59917.94						70913.86
	21257	E	Community Planner I													
	21248	E	Conservation Manager													
	21264	E	Economic Analyst													
	21261	E	Environ Program Manager													
	21266	E	Facilities Maintenance Supervisor													
	21263	E	Fleet Manager													
	21260	E	Housing Project Coordinator													
	21225	E	Human Resources Analyst													
	21201	E	Industrial Waste Supv													
	21207	E	Library Manager													
	21236	E	Marketing Manager													
	21240	E	Public Relations Manager													
	21259	E	Sales Manager													
	21255	E	Sustainability Manager													
	21265	E	System Administrator													
	21262	E	Utilities Plan Reviewer													
	21267	E	Visitor Center Manager													
	21238	E	Water Conservation Manager													
R12	21243	E	Database Analyst III	24.6962						24.6962						35.7979
	21241	E	GIS Systems Analyst	1975.70						1975.70						2863.83
	21203	E	Library Info Sys Coord	4280.67						4280.67						6204.97
	21249	E	Senior Network Administrator	51368.10						51368.10						74459.63
13	11301	N	Police Sergeant	25.9388	26.8152	27.7027	28.5793	29.4779	30.3433	31.2309	32.1073	33.0060	33.8713	34.7588	35.6353	36.5672
C-4-2				2075.10	2145.22	2216.22	2286.34	2358.23	2427.46	2498.47	2568.58	2640.48	2709.70	2780.70	2850.82	2925.38
				4496.06	4647.97	4801.80	4953.75	5109.50	5259.51	5413.36	5565.27	5721.04	5871.03	6024.86	6176.79	6338.31
				53952.70	55775.62	57621.62	59444.94	61314.03	63114.06	64960.27	66783.18	68652.48	70452.30	72298.30	74121.42	76059.78
113	21338	E	Asst to City Mgr (Communications)	25.6059						31.3584						37.1109
	21348	E	Asst to City Mgr (Gov'tal Relations)	2048.47						2508.67						2968.87
	21324	E	Asst to City Mgr (Real Estate)	4438.36						5435.46						6432.56
	21340	E	Building Inspection Section Mgr	53260.27						65225.47						77190.67
	21320	E	Client Service Administrator													
	21339	E	City Clerk													
	21337	E	Comm & Nbrhood Planner													
	21319	E	Comm Hsng & Nbrhood Planner													
	21326	E	Construction Manager													
	21328	E	Customer Service Manager													
	21347	E	Environmental Services Manager													
	21341	E	Grants Manager													
	21335	E	HR Manager													
	21332	E	Land Trust Program Manager													
	21333	E	Multi Modal Transportation Planner													
	21349	E	Payroll Manager													
	21346	E	Streets Manager													
R13	21344	E	Business Retentn & Expansn Mgr	26.8862						32.9263						38.9664
	21321	E	GIS Manager	2150.90						2634.10						3117.31
	21342	E	Systems & Applications Mgr	4660.27						5707.23						6754.18
				55923.30						68486.70						81050.11

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14		N		29.5112	30.5096	31.5193	32.5289	33.5385	34.5369	35.5576	36.5561	37.5657	38.5754	39.5849	40.5834	41.6041
C-4-3				2360.90	2440.77	2521.54	2602.31	2683.08	2762.95	2844.61	2924.49	3005.26	3086.03	3166.79	3246.67	3328.33
				5115.27	5288.33	5463.35	5638.34	5813.34	5986.40	6163.32	6336.39	6511.39	6686.40	6861.38	7034.46	7211.38
				61383.30	63459.97	65560.14	67660.11	69760.08	71836.75	73959.81	76036.69	78136.66	80236.83	82336.59	84413.47	86536.53
114	21428	E	Asst to City Mgr (Risk Mgt)	29.1229						35.6742						42.2254
	21433	E	Comprehensive Planning Manager	2329.83						2853.93						3378.03
	21437	E	Deputy Court Administrator	5047.97						6183.52						7319.07
	21429	E	Facilities Mainenance Supt	60575.63						74202.23						87828.83
	21425	E	Field Service Manager													
	21410	E	Fleet Management Supt													
	21434	E	Parks Superintendent													
	21419	E	Police Communications Manager													
	21412	E	Police Support Svc Manager													
	21435	E	Recreation Superintendent													
	21409	E	Streets Superintendent													
	21431	E	Urban Design Planner													
	21426	E	Wastewater Treatment Mgr													
	21424	E	Water Production Manager													
	21436	E	Wildland Fire Manager													
	21432	E	Zoning Code Administrator													
15		N		30.3876	31.4860	32.5732	33.6715	34.7588	35.8572	36.9444	38.0317	39.1300	40.2284	41.3045	42.4029	43.4679
C-5-1				2431.01	2518.88	2605.86	2693.72	2780.70	2868.58	2955.55	3042.54	3130.40	3218.27	3304.36	3392.23	3477.43
				5267.18	5457.57	5646.02	5836.39	6024.86	6215.25	6403.70	6592.16	6782.53	6972.92	7159.45	7349.84	7534.44
				63206.21	65490.88	67752.26	70036.72	72298.30	74582.98	76844.35	79105.94	81390.40	83675.07	85913.36	88198.03	90413.23
115	21524	E	Assistant City Engineer	29.7331						36.8724						44.0116
	21502	E	Building Official - Proj Rev Sctn Mgr	2378.65						2949.79						3520.93
	21517	E	Community Housing Manager	5153.74						6391.21						7628.68
	21522	E	Comm Reinvest & Eco Dev Mgr	61844.85						76694.49						91544.13
	21527	E	Finance Manager													
	21513	E	Fire Battalion Chief (40)													
	21514	E	Fire Battalion Chief (56)													
	21518	E	Metropolitan Planning Org Mgr													
	21521	E	Planning & Community Design 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													
	21528	E	Traffic Engineer													
	21525	E	Utilities Engineering Manager													
R15	21526	E	Water Resources Manager	31.2198						38.7160						46.2122
				2497.58						3097.28						3696.98
				5411.43						6710.77						8010.11
				64937.18						80529.28						96121.38

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16	21602	E	Capital Imp Engineer	31.8632						39.5073						47.1513
C-5-2	21607	E	CVB Director	2549.06						3160.58						3772.10
116	21614	E	Environ Services Operations Mgr	5522.95						6847.92						8172.89
				66275.46						82175.08						98074.70
17	21723	E	Airport Director	34.3483						43.1185						51.8887
D-6-1	21720	E	Assistant Public Works Director	2747.86						3449.48						4151.10
117	21722	E	City Engineer	5953.71						7473.88						8994.04
	21714	E	Community Investment Director	71444.46						89686.48						107928.50
	21724	E	Finance Director													
	21701	E	Library Director													
	15300	E	Magistrate (appointed)													
	21721	E	Planning Director													
	21707	E	Purchasing Director													
18	21805	E	Deputy Fire Chief	35.8572						44.9934						54.1297
D-6-2	21801	E	Deputy Police Chief	2868.58						3599.48						4330.38
118				6215.25						7798.87						9382.48
				74582.98						93586.38						112589.78
R18	21804	E	Deputy City Attorney	37.6501						47.2431						56.8362
				3012.01						3779.45						4546.90
				6526.02						8188.80						9851.61
				78312.21						98265.65						118219.30
19		E		37.3217						46.8463						56.3708
D-6-3				2985.74						3747.70						4509.66
119				6469.09						8120.02						9770.94
				77629.14						97440.20						117251.26
20		E		40.1174						50.9568						61.7960
E-8-1				3209.39						4076.54						4943.68
120				6953.68						8832.50						10711.31
				83444.19						105989.94						128535.68
21		E		42.3475						54.4127						66.4779
E-8-2				3387.80						4353.02						5318.23
121				7340.23						9431.54						11522.84
				88082.80						113178.42						138274.03
22				46.8518						60.2095						73.5672
E-8-3				3748.14						4816.76						5885.38
122				8120.98						10436.32						12751.65
				97451.74						125235.76						153019.78
23	22300	E	Deputy City Manager	51.0538						65.6042						80.1545
E-9-1				4084.30						5248.34						6412.36
123				8849.33						11371.39						13893.45
				106191.90						136456.74						166721.36
26	22601	E	City Manager	54.6178						70.9989						87.3798
F-10-2				4369.42						5679.90						6990.38
126				9467.09						12306.46						15145.83
				113605.02						147677.50						181749.98
	213		**TOTAL CLASSIFICATIONS**													

City of Flagstaff Pay Plan (with 1.2% decrease - 5/1/09)
2912 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**
8	10813	N	Firefighter	13.3292	13.8284	14.3357	14.8349	15.3420	15.8412	16.3483	16.8556	17.3548	17.8621	18.3930		
B-2-4				1492.87	1548.78	1605.60	1661.51	1718.30	1774.21	1831.01	1887.83	1943.74	2000.56	2060.02		
208				3234.55	3355.69	3478.80	3599.94	3722.99	3844.13	3967.19	4090.29	4211.43	4334.54	4463.37		
				38814.63	40268.30	41745.56	43199.23	44675.90	46129.57	47606.25	49083.51	50537.18	52014.44	53560.42		
R29	10905	N	Fire Engineer	14.8361	15.4018	15.9677	16.5419	17.1077	17.6735	18.2392	18.8135	19.3792	19.9367	20.4692		
				1661.64	1725.00	1788.38	1852.69	1916.06	1979.43	2042.79	2107.11	2170.47	2232.91	2292.55		
				25854.38	26840.20	27826.38	28827.02	29813.02	30799.02	31784.85	32785.66	33771.49	34743.02	35670.99		
				43202.72	44850.04	46497.94	48170.01	49817.62	51465.23	53112.55	54784.91	56432.23	58055.67	59606.31		
13	11300	N	Fire Captain	18.5278	19.1537	19.7877	20.4138	21.0557	21.6738	22.3078	22.9338	23.5758	24.1938	24.8277	25.4538	26.1194
C-4-2				2075.11	2145.21	2216.22	2286.35	2358.24	2427.47	2498.47	2568.59	2640.49	2709.71	2780.70	2850.83	2925.37
213				4496.08	4647.96	4801.82	4953.75	5109.52	5259.51	5413.36	5565.27	5721.06	5871.03	6024.86	6176.79	6338.31
				53952.95	55775.57	57621.78	59444.99	61314.20	63114.11	64960.31	66783.23	68652.73	70452.35	72298.26	74121.47	76059.69

City of Flagstaff Pay Plan (with 1.2% decrease - 5/1/09)
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	14.5337	16.0648	17.8952	19.7259	21.8671	24.3190	27.2923
	90201	N	MSW - Water Services Technician	1162.70	1285.18	1431.62	1578.07	1749.37	1945.52	2183.38
				2519.17	2784.57	3101.83	3419.16	3790.30	4215.29	4730.67
				30230.10	33414.78	37222.02	41029.87	45483.57	50583.52	56767.98

Lake Mary Water Treatment Plant

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	90301	N	MSW - Laboratory	14.5337	16.0648	17.8952	19.7259	21.8671	24.3190	27.2923
	90401	N	MSW - Operations	1162.70	1285.18	1431.62	1578.07	1749.37	1945.52	2183.38
	90501	N	MSW - Maintenance	2519.17	2784.57	3101.83	3419.16	3790.30	4215.29	4730.67
				30230.10	33414.78	37222.02	41029.87	45483.57	50583.52	56767.98

City of Flagstaff Pay Plan (with 1.2% decrease - 5/1/09)
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	10.7283	11.2569	11.7855	12.3140	12.8426	13.3712	13.8998	14.4284	14.9568
			858.26	900.55	942.84	985.12	1027.41	1069.70	1111.98	1154.27	1196.54
			1859.57	1951.20	2042.82	2134.43	2226.05	2317.67	2409.30	2500.92	2592.51
			22314.86	23414.35	24513.84	25613.12	26712.61	27812.10	28911.58	30011.07	31110.14

			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	12.3140	12.8426	13.3712	13.8998	14.4284	14.9568	15.4854	16.0140	16.5426
			985.12	1027.41	1069.70	1111.98	1154.27	1196.54	1238.83	1281.12	1323.41
			2134.43	2226.05	2317.67	2409.30	2500.92	2592.51	2684.14	2775.76	2867.38
			25613.12	26712.61	27812.10	28911.58	30011.07	31110.14	32209.63	33309.12	34408.61

			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	13.8998	14.4284	14.9568	15.4854	16.0140	16.5426	17.0712	17.5997	18.1283
			1111.98	1154.27	1196.54	1238.83	1281.12	1323.41	1365.70	1407.98	1450.26
			2409.30	2500.92	2592.51	2684.14	2775.76	2867.38	2959.01	3050.61	3142.24
			28911.58	30011.07	31110.14	32209.63	33309.12	34408.61	35508.10	36607.38	37706.86

City of Flagstaff Pay Plan (with 1.2% decrease - 5/1/09)
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	14.1010	14.6613	15.2215	15.7819	16.3421	16.9024	17.4626	18.0229	18.5832
	80801	N	Court Judicial Specialist	1128.08	1172.90	1217.72	1262.55	1307.37	1352.19	1397.01	1441.83	1486.66
				2444.17	2541.29	2638.39	2735.53	2832.63	2929.75	3026.85	3123.97	3221.09
				29330.08	30495.50	31660.72	32826.35	33991.57	35156.99	36322.21	37487.63	38653.06

				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	15.7819	16.3421	16.9024	17.4626	18.0229	18.5832	19.1434	19.7038	20.2640
	80802	N	Court Judicial Specialist	1262.55	1307.37	1352.19	1397.01	1441.83	1486.66	1531.47	1576.30	1621.12
				2735.53	2832.63	2929.75	3026.85	3123.97	3221.09	3318.19	3415.33	3512.43
				32826.35	33991.57	35156.99	36322.21	37487.63	38653.06	39818.27	40983.90	42149.12

				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	17.4626	18.0229	18.5832	19.1434	19.7038	20.2640	20.8243	21.3845	21.9448
	80803	N	Court Judicial Specialist	1397.01	1441.83	1486.66	1531.47	1576.30	1621.12	1665.94	1710.76	1755.58
				3026.85	3123.97	3221.09	3318.19	3415.33	3512.43	3609.55	3706.65	3803.77
				36322.21	37487.63	38653.06	39818.27	40983.90	42149.12	43314.54	44479.76	45645.18

City of Flagstaff Pay Plan (with 1.2% decrease - 5/1/09)
Broad Banding
Specialists

				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	19.7813	20.6262	21.4709	22.3157	23.1604	24.0052	24.8499	25.6947	26.5396
	80601	N	Maintenance Spec	1582.50	1650.10	1717.67	1785.26	1852.83	1920.42	1987.99	2055.58	2123.17
	80701	N	Operations Spec	3428.76	3575.21	3721.62	3868.05	4014.47	4160.90	4307.32	4453.75	4600.20
	80301	N	Plant Specialist	41145.10	42902.50	44659.47	46416.66	48173.63	49930.82	51687.79	53444.98	55202.37
	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	22.3157	23.1604	24.0052	24.8499	25.6947	26.5396	27.3842	28.2290	29.0738
	80602	N	Maintenance Spec	1785.26	1852.83	1920.42	1987.99	2055.58	2123.17	2190.74	2258.32	2325.90
	80702	N	Operations Spec	3868.05	4014.47	4160.90	4307.32	4453.75	4600.20	4746.59	4893.03	5039.46
	80302	N	Plant Specialist	46416.66	48173.63	49930.82	51687.79	53444.98	55202.37	56959.14	58716.32	60473.50
	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	24.8499	25.6947	26.5396	27.3842	28.2290	29.0738	29.9185	30.7633	31.6081
	80603	N	Maintenance Spec	1987.99	2055.58	2123.17	2190.74	2258.32	2325.90	2393.48	2461.06	2528.65
	80703	N	Operations Spec	4307.32	4453.75	4600.20	4746.59	4893.03	5039.46	5185.87	5332.31	5478.74
	80303	N	Plant Specialist	51687.79	53444.98	55202.37	56959.14	58716.32	60473.50	62230.48	63987.66	65744.85
	80403	N	Water Services Spec									

City of Flagstaff Pay Plan (with 1.2% decrease - 5/1/09)
Broad Banding
Specialist (Exempt)

				Zone 1			
Band	Pos #		Position Title	Min	Mid	Max	
B41	81101	E	Laboratory Spec	41145.10	48536.18	55927.46	

					Zone 2			
Band	Pos #		Position Title		Min	Mid	Max	
B42	81102	E	Laboratory Spec		46688.51	54079.79	61470.86	

						Zone 3		
Band	Pos #		Position Title			Min	Mid	Max
B43	81103	E	Laboratory Spec			52231.71	59622.99	67014.06

City of Flagstaff Pay Plan (with 1.2% decrease - 5/1/09)
Broad Banding
Managers (Exempt)

			Zone 1		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
B51	81201 E	Dev Case Manager	48922.02	60038.37	71154.51
	81301 E	Project Manager			

			Zone 2		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
B52	81202 E	Dev Case Manager	57259.28	68375.42	79491.57
	81302 E	Project Manager			

			Zone 3		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
B53	81203 E	Dev Case Manager	65596.34	76712.69	87828.83
	81303 E	Project Manager			

City of Flagstaff Pay Plan (with 1.2% decrease - 5/1/09)
Broad Banding
Assistant City Attorney

				Zone 1		
Band	Pos #		Position Title	Min	Mid	Max
R61	81401	E	Asst. City Attorney	63604.32	74854.21	86103.89

				Zone 2		
Band	Pos #		Position Title	Min	Mid	Max
R62	81402	E	Asst. City Attorney	72041.84	83291.73	94541.20

				Zone 3		
Band	Pos #		Position Title	Min	Mid	Max
R63	81403	E	Asst. City Attorney	80479.15	91728.83	102978.51

City of Flagstaff Pay Plan (with 1.2% decrease - 5/1/09)
Broad Banding
Sr. Asst. City Attorney

			Zone 1		
Band	Pos #	Position Title	Min	Mid	Max
R71	81501 E	Sr. Asst. City Atty	64937.18	78762.11	92587.25

			Zone 2		
Band	Pos #	Position Title	Min	Mid	Max
R72	81502 E	Sr. Asst. City Atty	75305.57	89130.91	102956.05

			Zone 3		
Band	Pos #	Position Title	Min	Mid	Max
R73	81503 E	Sr. Asst. City Atty	85674.37	99499.92	113324.85

City of Flagstaff Pay Plan (with 1.2% decrease - 5/1/09)
Broad Banding
Equipment Operator/Maintenance Worker

			Zone 1									
Band	Pos #	Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
B81	81601 N	Equipment Operator	13.4353	14.0834	14.7316	15.3798	16.0279	16.6761	17.3242	17.9723	18.6205	19.2687
	81701 N	Maintenance Worker	1074.82	1126.67	1178.53	1230.38	1282.23	1334.09	1385.94	1437.78	1489.64	1541.50
			2328.79	2441.12	2553.48	2665.83	2778.17	2890.52	3002.86	3115.20	3227.55	3339.91
			27945.42	29293.47	30641.73	31989.98	33338.03	34686.29	36034.34	37382.38	38730.64	40078.90

			Zone 2									
Band	Pos #	Position Title	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15
B82	81602 N	Equipment Operator	16.6761	17.3242	17.9723	18.6205	19.2687	19.9168	20.5649	21.2132	21.8613	22.5094
	81702 N	Maintenance Worker	1334.09	1385.94	1437.78	1489.64	1541.50	1593.34	1645.19	1697.06	1748.90	1800.75
			2890.52	3002.86	3115.20	3227.55	3339.91	3452.25	3564.58	3676.95	3789.29	3901.63
			34686.29	36034.34	37382.38	38730.64	40078.90	41426.94	42774.99	44123.46	45471.50	46819.55

0.012

			Zone 3									
Band	Pos #	Position Title	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19	Step 20
B83	81603 N	Equipment Operator	19.9168	20.5649	21.2132	21.8613	22.5094	23.1575	23.8057	24.4539	25.1020	25.7501
	81703 N	Maintenance Worker	1593.34	1645.19	1697.06	1748.90	1800.75	1852.60	1904.46	1956.31	2008.16	2060.01
			3452.25	3564.58	3676.95	3789.29	3901.63	4013.97	4126.32	4238.68	4351.01	4463.35
			41426.94	42774.99	44123.46	45471.50	46819.55	48167.60	49515.86	50864.11	52212.16	53560.21

RESOLUTION NO. 2009-28

A RESOLUTION FOR THE ADOPTION OF THE BUDGET FOR FISCAL YEAR 2009-2010; 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 2, 2009 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 2, 2009, 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 28, 2009, 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 2009-2010.

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 16, 2009.

PASSED AND ADOPTED by the City Council and approved by the Mayor of the City of Flagstaff this 16th day of June, 2009.

/s/ Sara Presler
MAYOR

ATTEST:

/s/ Margie Brown
CITY CLERK

APPROVED AS TO FORM:

/s/ Patricia J. Boomsma
CITY ATTORNEY

ORDINANCE NO. 2009-23

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, 2010, AND DECLARING AN EMERGENCY.

WHEREAS, by the provisions of State law, the ordinance levying taxes for fiscal year 2009-2010 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 0.6547 for the fiscal year ending on the 30th day of June, 2010. 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, 2010.

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. Emergency Clause and Effective Date. The immediate operation of the provisions of this Ordinance 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 Ordinance 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, and it is hereby exempt from the referendum provisions of the Constitution and laws of the State of Arizona. The tax levies imposed by this Ordinance shall take effect July 28, 2009.

PASSED AND ADOPTED by the City Council and approved by the Mayor of the City of Flagstaff this 28th day of July, 2009.

/s/ Sara Presler
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 full-time equivalent positions served including temporaries.
Fiscal-Total operating expenses.

Non-Departmental Employee Benefits:
Services-Personal services of units supervised or served.

Non-Departmental Insurance:
General Liability-Total operating expenses.
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 per department.
City Hall Insurance-Gross square feet of assigned space.
City Liability-Total operating expense.
Single Items-Actual cost per premium schedule.

Non-Departmental Consultants:
Audit & Fiscal-Total operating expenses of units served.

Council & Commissions:
Council-Total operating expenses.

City Manager:
City Administration-Personal services of units supervised or served.
Deputy City Manager-Personal services of units supervised.
Mayor/Council-Direct allocation to Council
Community Development-Personal services Community Development.
Public Information Officer-Personal services of units supervised or served.

City Clerk:
Agenda Process-Total operating expenses.
Records Management-Number of boxes stored.
Citywide support-Number of FTE's per department.
Other Services-Total operating expenses.

City Attorney:
Civil Division-FY 2007 requests for legal services.
Council-Direct allocation to Council.

Human Resources:
Recruitment-Number of FTE's served, Police at 1.5.
Training/Benefits-Number of full-time equivalent positions served, excluding temporaries.

Risk Management:
Risk Management-Number of full-time equivalent positions served**.**
Safety-Number of full-time equivalent positions served.
Claims-Total operating expenditures.

Management Services Administration:
Department Admin-Total expenditures.

Management Services Purchasing:
General Purchases-Number of encumbrances per division.
Large Projects-Estimated effort expended on larger projects.
Contract Admin-Expenditures of contract administered.
Mail-Direct allocation to Mail Services.
Warehouse-Direct allocation to warehouse.

Management Services Mail Services:
Mail Services-FY 2007 mail charges.

Management Services Warehouse:
Warehouse Services-Cost of items issued through warehouse.

Management Services Property Mgmt:
Property Management Services-Estimated effort spent on projects.

Non-Departmental Copy Center:
Copy Center Services-Actual copy center charges.

Information Systems:
General Support-Number of personal computers supported.
GIS-Relative effort for departments supported.

Finance:
Accounting/Budget-Operating expenditures.
Accounts Payable-Number of accounts payable transactions.
Payroll-Number of payroll checks issued.
Switchboard-Number of full-time equivalent positions per department.
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.
APS Building Maintenance-Gross square feet.
Milligan House-Direct allocation to Tourism.
Rio Properties-Direct allocation to Stormwater.
Murdoch Building-Direct allocation to Recreation.

Fleet Services:
Services-Charges for services provided by Public Works Mechanical Shop.

Customer Services:
City Support-Total expenditures excluding utilities.
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:
Department Administration-Level of effort provided.
Administrative Assistant-Level of effort provided.

Community Improvements:
Administration-Level of administrative effort.
Traffic-Direct allocation to Highway User.

Community Investments:
Planning Services-Total operating expenses.
Housing-Direct allocation to-other.
Codes-Direct allocation to-other.

Contributions:
United Way-Total expenditures.

<u>The FY 2010 City Council Priorities are as follows</u>:

PUBLIC SAFETY
Increase the visibility and availability of public safety services, through best practices and maximizing resources, to prevent crime and fires.

FAMILY, YOUTH & COMMUNITY
Improve opportunities for all members of our community to actively participate, invest and feel a part of a high quality of life community.

AFFORDABLE HOUSING
Facilitate an environment where housing opportunities, both in acquiring and sustaining, match the income diversity of our community.
Facilitate a regulatory, market and where necessary, assisted housing environment to match the income continuum of Flagstaff.

FACILITIES & BASIC SERVICES
Identify and provide the desired or current service levels and accompanying facilities of basic municipal services.

COMMUNITY SUTAINABILITY
Encourage the community and operate the government in a manner that sustains economic vitality, environmental protection, and social inclusion so that current and future residents and visitors may enjoy the same or better quality of life.

FISCAL HEALTH (Management Goal)
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.

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 of 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	Comprehensive 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

ACRONYMS

Acronym	Description
FCP	Flagstaff Cultural Partners
FEMA	Federal Emergency Management Agency
FHA	Flagstaff Housing Authority
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

ACRONYMS

Acronym	Description
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
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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