

MANAGEMENT SERVICES DIVISION MISSION

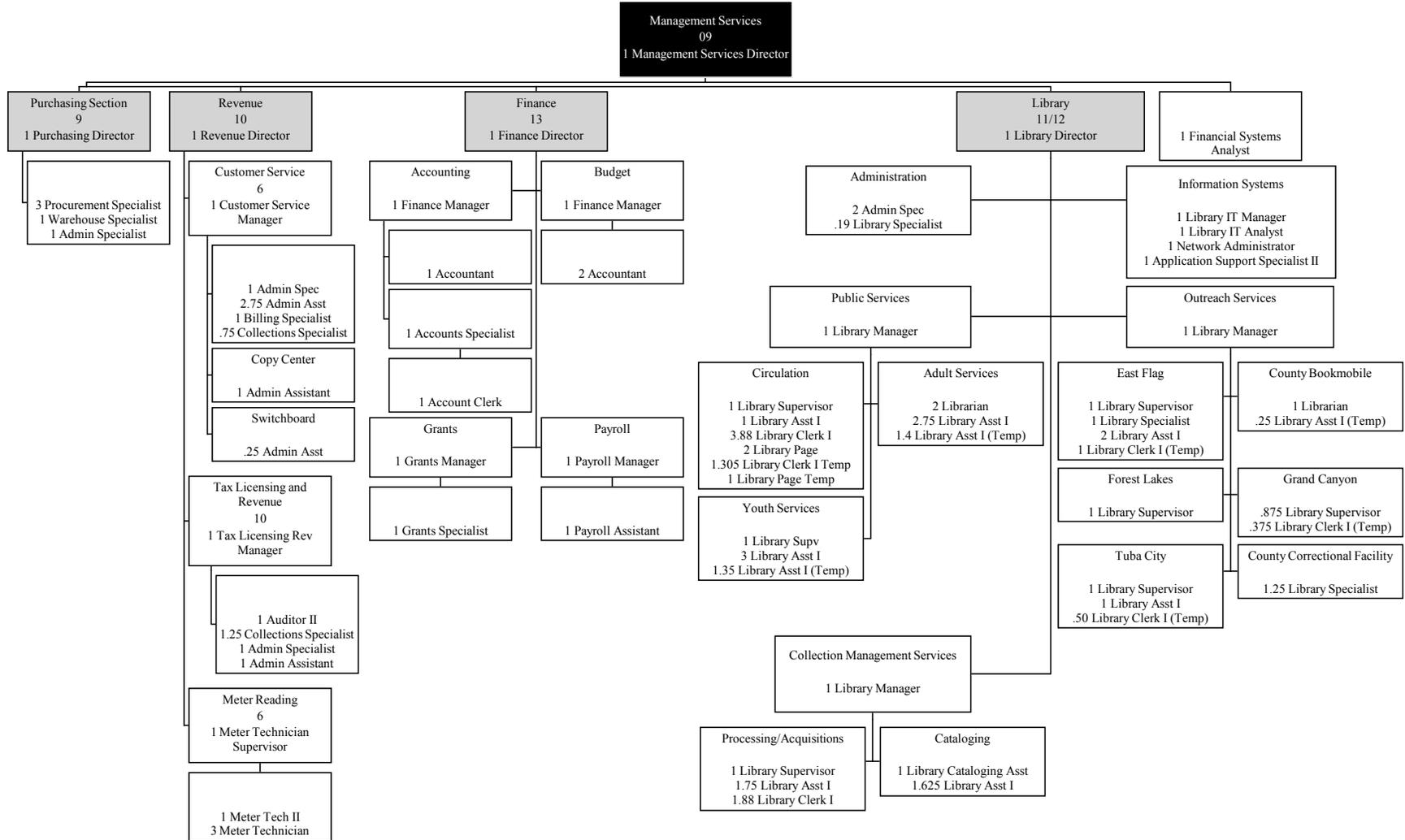
The mission of the **Customer Service Section** is to provide accurate and timely billing of City services; to provide excellent customer service to internal and external customers; to assist in all customer copy center needs; to collect on delinquent customer accounts; and to answer all incoming customer calls.

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 the 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 provide accurate and timely billing of City services; to provide excellent customer service to internal and external customers; to assist in all customer copy center needs; to collect on delinquent customer accounts; and to answer all incoming customer calls.

PROGRAM DESCRIPTION

Customer Service is responsible for five distinct areas: meter services, billing, collections, copy center, and customer service. Meter services activities include: meter reading, utility account service orders, and meter change-outs and repairs. Billing includes: utility and miscellaneous billings. Collections includes collections on all delinquent accounts within the City, excluding sales tax and court collections. Copy center activities include: copying, printing, scanning, and mail processing. Customer service activities include: switchboard and customer service phones and cashiering.

FY 13 ACCOMPLISHMENTS

- ✓ Implemented the new water and sewer rates effective January 1, 2013.
 - ✓ Implemented the new solid waste rates effective November 1, 2012.
 - ✓ Added over 800 new radio read devices into the meter system.
 - ✓ Identified, diagnosed, and repaired more than 600 failed electronic receiver/transmitters (ERTs) throughout the City.
 - ✓ Collected \$1,400,000 from delinquent miscellaneous revenue accounts.
 - ✓ Collected on approximately 2,800 library delinquent accounts totaling over \$145,000 in library material fines.
 - ✓ Billed monthly through the miscellaneous receivables program an average of 630 accounts for \$9,250,000
 - ✓ Managed over 500 community restitution workers with over 11,000 hours of service in calendar year 2012.
 - ✓ Implemented cashiering stations with credit card capabilities at the Landfill, Public Works yard, and the Community Development counter.
 - ✓ Reorganized the Customer Service section to consolidate City billing operations.
 - ✓ Instituted a Customer Service rotation to cross train staff in multiple areas of operations.
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FY 14 NEW INITIATIVES AND GOALS

- Restructure the utility billing cycles to improve efficiency in meter reading, billing, and customer service.
 - Implement the new Innoprise billing system.
 - Implement the new Innoprise cash receipts system.
 - Implement the new Innoprise online payments system.
 - Continue to promote paperless alternatives to customers, including: paperless billing, online payments, and automatic bank drafting.
 - Continue to install radio read meters to bring the City to 100% electronic reads.
 - Investigate replacement meter reading systems and complete a long term meter replacement strategic plan.
 - Solicit, evaluate, and procure a replacement for the Lanier workhorse copier in the copy center.
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PERFORMANCE MEASURES

Council Priority: Effective Governance

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: Outcome

Tool: Annual accounts presented to Council and written off.

Frequency: Annual

Scoring: <.20% Very Good, .20 to .30% Adequate, >.30% needs attention

Trend: ↓ Write off amounts increased in CY12 due to a change in process.

| Measures: | CY 11 Actual | CY 12 Actual | CY 13 Estimated | CY 14 Proposed |
|---|-------------------------|-------------------------|----------------------------|---------------------------|
| Annual write off of customer accounts, excluding bankruptcies | \$41,508 | \$97,198.35 | \$50,000 | \$50,000 |
| Write offs as a percentage of total billed | 0.16% | 0.33% | 0.15% | 0.15% |

Council Priority: Effective Governance

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 – ↑ Meeting expectations, Billing – ↔ Meeting expectations.

| Measures: | CY 11 Actual | CY 12 Actual | CY 13 Estimated | CY 14 Proposed |
|--|-------------------------|-------------------------|----------------------------|---------------------------|
| Percent of estimated meter reads | 5.60% | 4.40% | 3.00% | 2.50% |
| Number of bills sent out within 34 days of prior bill (36 total) | 36 | 36 | 36 | 36 |

MANAGEMENT SERVICES

SECTION 06

CUSTOMER SERVICE

| SECTION: 06-CUSTOMER SERVICE | | | | | |
|--|----------------------------------|-----------------------------|-------------------------------------|------------------------------|---------------------------|
| EXPENDITURES BY CATEGORY: | | | | | |
| | Actual Expenditures 2011-2012 | Adopted Budget 2012-2013 | Estimated Expenditures 2012-2013 | Proposed Budget 2013-2014 | Budget-Budget Variance |
| PERSONAL SERVICES | \$ 443,199 | \$ 489,442 | \$ 498,073 | \$ 590,727 | \$ 101,285 |
| CONTRACTUAL | 261,854 | 292,270 | 281,250 | 291,170 | (1,100) |
| COMMODITIES | 23,234 | 29,600 | 34,650 | 30,700 | 1,100 |
| TOTAL | \$ 728,287 | \$ 811,312 | \$ 813,973 | \$ 912,597 | \$ 101,285 |
| EXPENDITURES BY PROGRAM: | | | | | |
| GENERAL ADMINISTRATION | \$ 145,631 | \$ 228,178 | \$ 233,648 | \$ 234,991 | \$ 6,813 |
| FIELD READING | 128,713 | 179,339 | 163,568 | 177,923 | (1,416) |
| COLLECTION | 95,690 | 90,354 | 100,557 | 98,014 | 7,660 |
| MAIL ROOM | 9,959 | 10,900 | 10,550 | 10,900 | - |
| CUSTOMER SERVICE | 348,294 | 302,541 | 305,650 | 390,769 | 88,228 |
| TOTAL | \$ 728,287 | \$ 811,312 | \$ 813,973 | \$ 912,597 | \$ 101,285 |
| SOURCE OF FUNDING: | | | | | |
| | GENERAL FUND | | | \$ 138,063 | |
| | LIBRARY FUND | | | 5,408 | |
| | HIGHWAY USER REVENUE FUND | | | 1,020 | |
| | TRANSPORTATION FUND | | | 507 | |
| | WATER AND WASTEWATER FUND | | | 562,735 | |
| | STORMWATER FUND | | | 23,134 | |
| | AIRPORT FUND | | | 13,644 | |
| | ENVIRONMENTAL SERVICES FUND | | | 168,086 | |
| | | | | \$ 912,597 | |
| COMMENTARY: | | | | | |
| <p>The Customer Service operating budget has increased 12% and there are no capital expenditures. Personal Services increases are due to relocation of staff between Customer Services and Sales Tax sections as well as market and benefit increases. Contractuals decreases are due to decreases in the amount of credit card processing fees and Commodities increases are due to increases in fuel and small tools. There is no major capital (<\$10,000) for this section.</p> | | | | | |

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 in accordance with all applicable local, state and federal procurement rules and regulations, and assist in making best value procurement decisions while maintaining 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 13 ACCOMPLISHMENTS

- ✓ The Purchasing Section was awarded the Achievement of Excellence in Procurement (AEP) award by the National Purchasing Institute (NPI). Below, is information with regard to the award from the AEP Committee. In 1995, the NPI established a program designed to recognize organizational excellence in public procurement. The AEP award is awarded annually. This prestigious award is earned by those organizations that demonstrate excellence by obtaining a high score based on standardized criteria. The criteria are designed to measure innovation, professionalism, productivity, e-procurement and leadership attributes of the procurement organization. The AEP award is sponsored by the NPI, the California Association of Public Procurement Officers (CAPPO), the Florida Association of Public Procurement Officers (FAPPO), the Institute for Supply Chain Management (ISM), the National Institute of Governmental Purchasing (NIGP), the National Association of State Procurement Officials (NASPO), the National Association of Educational Procurement (NAEP), and the Texas Public Purchasing Association (TXPPA).
 - ✓ The Purchasing Section negotiated with various vendors selected for contract awards through a Request for Proposals and Request for Statements of Qualifications that resulted in a little more than **\$125,000** in cost savings/cost avoidance. The Warehouse has brought in **\$18,988** in revenues through two (2) public auctions conducted the first half of FY 2013 for the sale of surplus property.
 - ✓ The Purchasing Section put together a task force committee, comprised of local Flagstaff Contractors, to obtain input/feedback and collectively improve on other qualification based evaluation criteria in addition to "Value Added Knowledge and Experience" as outlined in our Request for Statements of Qualifications. This improved qualifications based evaluation criteria will potentially allow local Flagstaff Contractors an opportunity to be scored higher by the evaluation committee and potentially be awarded more contracts for construction related projects.
 - ✓ The Purchasing Section identified and eliminated "obsolete" or "dead stock" related inventory from the City Warehouse, which has allowed for more efficient periodic inventory cycle counts and presented opportunities to either sell the inventory item back to the vendor(s) for either cash or a merchandise credit.
 - ✓ The Purchasing Section, through a Request for Statements of Qualifications, established and administered "On-call" contracts with several Engineering related firms for the Utilities Division. These "On-call" contracts will allow the Utilities Division to obtain Engineering services, when needed, in a more expedient manner and provide for a more compressed schedule to complete projects in a more timely manner.
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FY 14 NEW INITIATIVES AND GOALS

- Continue to meet or exceed all of the evaluation criteria to be awarded the Achievement of Excellence in Procurement (AEP) award by the National Purchasing Institute (NPI).
- Continue research and conduct a “Cost Benefit Analysis” of Lease vs. Buy of computers and City vehicles.
- Research and identify national cooperative purchasing contracts, in addition to what we utilize currently that could potentially provide more competitive pricing for goods and services.
- Continue to work on and complete the centralization of all City-wide contracts (leases, term contracts, development agreements and IGAs) into our contract management software system to more efficiently and effectively monitor and manage these contracts.
- Develop and implement a policy as to when to conduct our own competitive solicitations for the purchase of goods and services OR utilize an existing cooperative purchase agreement as a result of a solicitation process and contract award by another public sector agency.
- Research and Implement competitive bid processes, where Bidders submit their respective bids electronically (“on-line”).

PERFORMANCE MEASURES

Council Priority: Effective Governance

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: | CY 11 Actual | CY 12 Actual | CY 13 Estimated | CY 14 Proposed |
|---|-------------------------|-------------------------|----------------------------|---------------------------|
| Overall rating of meets or exceeds expectations | 92% | 85% | 90% | 92% |

Council Priority: Effective Governance

Goal: Provide local vendor educational forums on the City’s procurement process and track satisfaction of those vendors who attend.

Objective: To provide educational opportunities for our vendor community regarding the City’s procurement process.

Type of Measure: Program Effectiveness

Tool: External vendor survey

Frequency: Quarterly

Scoring: Quarterly- Progressing (Average), Semi-annual-Caution(Warning),One (1) time per yr. - Need to Review

Trend: ↑

| Measures: | CY 11 Actual | CY 12 Actual | CY 13 Estimated | CY 14 Proposed |
|---|-------------------------|-------------------------|----------------------------|---------------------------|
| Overall rating of meets or exceeds expectations | N/A | Quarterly | Quarterly | Quarterly |

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|----------------------------|-------------------|-------------------|
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|----------------------------|-------------------|-------------------|

Council Priority: Effective Governance

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: \$50,000 - Progressing (Average), \$35,000-Caution (Warning), \$35,000 and less-Need to Review

Trend: ↑

| Measures: | CY 11 Actual | CY 12 Actual | CY 13 Estimated | CY 14 Proposed |
|--|-------------------------|-------------------------|----------------------------|---------------------------|
| Total cost savings and/or cost avoidance | \$60,000 | \$90,000 | \$100,000+ | \$110,000 |

Council Priority: Effective Governance

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: 12%- Progressing (Average), 10% -- 12%-Caution (Warning), 10% and less- Need to Review

Trend: ↑

| Measures: | CY 11 Actual | CY 12 Actual | CY 13 Estimated | CY 14 Proposed |
|--|-------------------------|-------------------------|----------------------------|---------------------------|
| Percentage of total purchase transactions utilizing procurement card vs. requisition/purchase order process. | 15% | 15%+ | 15%+ | 20% |

Council Priority: Effective Governance

Goal: To process requisitions into purchase orders within a 24 hour time period after requisitions have been approved.

Objective: To make purchases for requested material goods, services and construction in a timely manner.

Type of Measure: Program Efficiency

Tool: Total or length of time.

Frequency: Annually

Scoring: Within 24 hrs. - Progressing (Average), 24hrs. – 36 hrs. - Caution (Warning), More than 36 hrs. - Need to Review

Trend: ↑

| Measures: | CY 11 Actual | CY 12 Actual | CY 13 Estimated | CY 14 Proposed |
|---|-------------------------|-------------------------|----------------------------|---------------------------|
| Length of time it takes to process a purchase order once a requisition has been approved. | Within 24 hrs. | Within 24 hrs. | Within 24 hrs. | Within 24 hrs. |

MANAGEMENT SERVICES

SECTION 09

PURCHASING

| SECTION: 09-PURCHASING | | | | | |
|--|-------------------------------|--------------------------|----------------------------------|---------------------------|------------------------|
| EXPENDITURES BY CATEGORY: | | | | | |
| | Actual Expenditures 2011-2012 | Adopted Budget 2012-2013 | Estimated Expenditures 2012-2013 | Proposed Budget 2013-2014 | Budget-Budget Variance |
| PERSONAL SERVICES | \$ 603,184 | \$ 694,775 | \$ 637,329 | \$ 734,545 | \$ 39,770 |
| CONTRACTUAL | 29,969 | 34,636 | 34,406 | 38,236 | 3,600 |
| COMMODITIES | 11,541 | 6,877 | 6,677 | 6,877 | - |
| TOTAL | \$ 644,694 | \$ 736,288 | \$ 678,412 | \$ 779,658 | \$ 43,370 |
| EXPENDITURES BY PROGRAM: | | | | | |
| GENERAL ADMINISTRATION | \$ 175,761 | \$ 240,194 | \$ 239,794 | \$ 276,320 | \$ 36,126 |
| PURCHASING | 387,087 | 411,719 | 354,273 | 416,117 | 4,398 |
| WAREHOUSE | 81,846 | 84,375 | 84,345 | 87,221 | 2,846 |
| TOTAL | \$ 644,694 | \$ 736,288 | \$ 678,412 | \$ 779,658 | \$ 43,370 |
| SOURCE OF FUNDING: | | | | | |
| | GENERAL FUND | | | \$ 422,934 | |
| | LIBRARY FUND | | | 25,269 | |
| | HIGHWAY USER REVENUE FUND | | | 31,721 | |
| | TRANSPORTATION FUND | | | 25,741 | |
| | WATER AND WASTEWATER FUND | | | 166,587 | |
| | STORMWATER FUND | | | 24,025 | |
| | AIRPORT FUND | | | 34,167 | |
| | ENVIRONMENTAL SERVICES FUND | | | 49,214 | |
| | | | | \$ 779,658 | |
| COMMENTARY: | | | | | |
| The Management Services operating budget has increased 6% with no capital expenditures. Personal Services increase is due to market increases and increase in benefits as well as one-time funds for temporary staffing. Contractual increases are due to increases for travel and training. 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 tax reporting problems can be avoided.

PROGRAM DESCRIPTION

The Tax, Licensing, and Revenue section is responsible for the licensing of new businesses, the processing of city sales tax returns, and the collecting of delinquent sales tax and business license accounts. Section staff disseminates City and State sales tax information to taxpayers and management. Staff also manages the City's investment portfolio.

FY 13 ACCOMPLISHMENTS

- ✓ Process approximately 40,000 city sales tax returns for FY13. This is an increase of 3.3% over FY12.
 - ✓ Issued approximately 1,050 sales tax and business licenses in FY13.
 - ✓ Performed approximately 50 sales tax audits and reviews that generated over \$400,000 in additional revenue.
 - ✓ Collected over 3,900 delinquent sales tax returns totaling \$1.2 million.
 - ✓ Completed the contract with the 3rd party contract auditor.
 - ✓ Tested and installed upgrade 3.3 to the sales tax system.
 - ✓ Completed training manuals for the new sales tax system.
 - ✓ Redesigned and implemented a simplified license application process.
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FY 14 NEW INITIATIVES AND GOALS

- Implement the online filing module of the sales tax system.
 - Develop paperless procedures for all sales tax related documents.
 - Test and install upgrade 3.4 of the sales tax system.
-

PERFORMANCE MEASURES

Council Priority: Effective Governance

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 50 people per year, an average of 10 per seminar.

Tool: Outcome: At least 90% of the seminar evaluations completed by the attendees show that the seminars provided information and instructions that were easy to follow and that the material presented was basic, but provided sufficient detail.

Frequency: 5 per year

Scoring: >90%, Very Good, 70%-90%, Adequate, <70%, Underperforming

Trend: ↓ Due to downturn in new license applications the number of attendees has declined.

Trend: ↑ Total of 6 seminars were held and they continue to meet the needs of our customers.

| Measures: | CY 11 Actual | CY 12 Actual | CY 13 Estimated | CY 14 Proposed |
|---|-------------------------|-------------------------|----------------------------|---------------------------|
| Output-The number of people attending the seminars | 45 | 45 | 50 | 60 |
| Outcome- At least 90% of attendees found the seminar useful, the presentation and the materials provided were easy to follow. | 98% | 92% | 90% | 90% |

Council Priority: Effective Governance

Goal: Maintain a high collection rate of sales tax and miscellaneous billing accounts.

Objective: Keep write-offs below the designated % of total revenue.

Type of Measure: Program Outcome

Tool: Evaluate the amount of write-offs taken to council each year

Frequency: Annually

Scoring: Sales Tax: <.30% Very Good, .30% to .50%, Adequate, >.50%, Underperforming

Miscellaneous Receivables: <.70%, Very Good, .70% to 1.00%, Adequate, >1.00%, Underperforming

Trend: ↔ The amounts written-off remain well under the goal of 0.50% of revenues.

| Measures: | CY 11 Actual | CY 12 Actual | CY 13 Estimated | CY 14 Proposed |
|---|-------------------------|-------------------------|----------------------------|---------------------------|
| Outcome-Sales tax write-offs as a percentage of revenue | 0.35% | 0.34% | 0.42% | 0.4% |
| Outcome-Miscellaneous receivables write-offs as a percentage of revenue | 0.62% | 0.55% | 0.7% | 0.7% |

Council Priority: Effective Governance

Goal: Invest city funds with the goal of maximum return but keeping mind that safety of the principal is more important than the return on that principal.

Objective: Achieve a rate of return on managed investments that exceeds the designated benchmark rate.

Type of Measure: Program Outcome

Tool: Compare rate of return on managed investments outside to the rate of return of the designated benchmark.

Frequency: Annually

Scoring: Spread between City rate of return and designated benchmark. >.25% Very Good, .1% to .25%, Adequate, <.1% Underperforming

Trend: ←→ Although returns are projected to decline due to historically low rates, investment returns are expected to remain above the designated benchmark.

| Measures: | CY 11 Actual | CY 12 Actual | CY 13 Estimated | CY 14 Proposed |
|--|--------------|--------------|-----------------|----------------|
| Rate of return on investments outside LGIP | N/A | 1.31% | 0.60% | 0.60% |
| Benchmark annual rate of return | N/A | 0.98% | 0.50% | 0.50% |
| Spread between City and benchmark returns | N/A | 0.33% | 0.10% | 0.10% |

Council Priority: Effective Governance

Goal: Have a sales tax audit program that is financially productive 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 40 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: # of completed audits per year >50, Very Good, 30-49, Adequate, <30, underperforming.

Trend: ↑ Audit assessments are expected to increase over the next few years. The FY13 estimates include a \$35,000 portion for contract audit services that will be removed in FY14.

| Measures: | FY 11 Actual | FY 12 Actual | FY 13 Estimated | FY 14 Proposed |
|--|--------------|--------------|-----------------|----------------|
| Audit assessments for the fiscal year | \$142,707 | \$276,294 | \$400,000 | \$350,000 |
| Audit program expenses | \$78,487 | \$83,000 | \$140,000 | \$105,000 |
| Number of audits and reviews performed | 20 | 20 | 50 | 50 |

MANAGEMENT SERVICES

SECTION 10

TAX, LICENSING, & REVENUE

| SECTION: 10-TAX, LICENSES, AND REVENUE COLLECTION | | | | | |
|--|-------------------------------|--------------------------|----------------------------------|---------------------------|------------------------|
| EXPENDITURES BY CATEGORY: | | | | | |
| | Actual Expenditures 2011-2012 | Adopted Budget 2012-2013 | Estimated Expenditures 2012-2013 | Proposed Budget 2013-2014 | Budget-Budget Variance |
| PERSONAL SERVICES | \$ 505,238 | \$ 574,926 | \$ 559,159 | \$ 449,166 | \$ (125,760) |
| CONTRACTUAL | 30,824 | 50,419 | 51,150 | 45,419 | (5,000) |
| COMMODITIES | 34,133 | 15,700 | 13,456 | 15,700 | - |
| TOTAL | \$ 570,195 | \$ 641,045 | \$ 623,765 | \$ 510,285 | \$ (130,760) |
| EXPENDITURES BY PROGRAM: | | | | | |
| GENERAL ADMINISTRATION | \$ 197,443 | \$ 301,720 | \$ 215,083 | \$ 166,860 | \$ (134,860) |
| AUDIT | 134,446 | 65,024 | 148,018 | 162,767 | 97,743 |
| COLLECTIONS | 122,815 | 122,783 | 117,914 | 75,866 | (46,917) |
| LICENSING AND CLERICAL | 96,760 | 96,467 | 96,823 | 103,892 | 7,425 |
| ACCOUNTS RECEIVABLE | 18,731 | 55,051 | 45,927 | 900 | (54,151) |
| TOTAL | \$ 570,195 | \$ 641,045 | \$ 623,765 | \$ 510,285 | \$ (130,760) |
| SOURCE OF FUNDING: | | | | | |
| | GENERAL FUND | | | \$ 204,657 | |
| | LIBRARY FUND | | | 22,564 | |
| | TRANSPORTATION FUND | | | 202,211 | |
| | WATER AND WASTEWATER FUND | | | 37,606 | |
| | AIRPORT FUND | | | 5,641 | |
| | ENVIRONMENTAL SERVICES FUND | | | 37,606 | |
| | | | | \$ 510,285 | |
| COMMENTARY: | | | | | |
| <p>The Sales Tax operating budget has decreased 20% with no capital expenditures. Personal Services decreases are temporary personnel in FY 2013 for Innoprise software implementation and relocation of staff between Customer Service and Sales Tax sections and offset slightly by market and benefit increases. Contractuals decreases are due to decreases in postage. There is no major capital (>\$10,000) for this section.</p> | | | | | |

MISSION

The mission of the Flagstaff City-Coconino County Public Library is to provide a supportive environment for the community, enhancing quality of life through services, materials, programs, Internet access and electronic resources that meet the diverse needs of residents of all ages as well as visitors to Flagstaff and Coconino County.

PROGRAM DESCRIPTION

We support this mission by providing a user friendly information and communication gateway for our patrons. The Library's collections and services support many areas of interest, including culture, business, education, literacy, life-long learning, general and local history, genealogy, government, and technology. Professional and technological assistance in accessing and researching information is offered along with access to computers and the internet. The Library also serves as a community center for social networking, news, non-profits, and the dissemination of ideas. It is dedicated to freedom of access for all within established library policies.

FY 13 ACCOMPLISHMENTS**Flagstaff City-Coconino County Public Library & East Flagstaff Community Library**

- ✓ Increased internet speed from 15 to 25 Mbps.
- ✓ Added e-reader devices to be used in-house as learning tools.
- ✓ Added Brain Box literacy programming.
- ✓ Added adult & young adult English as a Second Language (ESL) student collection.
- ✓ Expanded Web Services functionality, this allowed the libraries to have a common catalog interface and use applications like BookMyne (for accessing library catalog with handheld devices).
- ✓ Tech Services prepared for the implementation of the new RDA cataloging rules (this will involve a change in thinking and some changes in the way we work).
- ✓ Provided laptops to be checked out at the Main Library for in-house use.
- ✓ Provided professional development opportunities for library staff in various departments.
- ✓ Collaborated with Recreation on programming and outreach.
- ✓ Researched ADA compliancy opportunities for Flagstaff's Main Library.
- ✓ Flagstaff served as the Job Help Hub on a Federal Stimulus grant; coordinated public workshops and one on one work sessions.
- ✓ Increased after school programming at East Flagstaff Community Library.
- ✓ Initiated on-shelf holds for patrons and staff training for pulling and processing items. This enables patrons to put holds on items that are on the shelves at both Flagstaff libraries.
- ✓ Instituted SMS messaging program that will text patrons to inform them of available holds and overdue items.
- ✓ Remodeled Youth Services area at Main Library.
- ✓ Increased number of PALSmobile stops (Preschoolers Acquiring Literacy Skills), supporting outreach to more youth.
- ✓ Increased visibility through an online presence, specifically through social media.
 - In FY12 the Library had 389 Likes (fans). As of Dec of this fiscal year we have 909 Likes.
 - 907 library visitors shared their library location using their mobile devices.
 - As of Dec of this fiscal year, staff made over 184 posts to our Facebook page.
- ✓ Added a collection of historic powwow programs to the Arizona Memory Project as a result of an LSTA grant.
- ✓ Increased the number of public trainings, computer tutoring sessions, job training, & career development opportunities.
- ✓ Replaced public computers at Main & East Branch Libraries.
- ✓ Initiated Lego Club at Main Library.

FY 13 ACCOMPLISHMENTS**Coconino County Library District**

- ✓ Added access to downloadable e-books and audiobooks.
- ✓ Added E-Resource Central, a Cloud application that lets patrons download resources in one click.
- ✓ Received Federal Stimulus grant for job help. Grant provided hardware, software, and training; including Virtual Workforce Workstations, a mobile laptop training lab, & instructor.
- ✓ Fostered relationships and collaborated with the new principal at the BIE school in Supai.
- ✓ Installed self-check stations – Sedona Public Library
- ✓ Converted anti-theft security system to RFID (Radio Frequency Identification) – Sedona Public Library
- ✓ Coordinated Fifteenth Annual Craft Fair – Forest Lakes Community Library
- ✓ Started a regular exercise program – Forest Lakes Community Library
- ✓ Collaborated with Park Service to construct an outdoor reading area – Grand Canyon Community Library
- ✓ Added 'Reality Check' to the Library's partnering programs with the high school. – Fredonia Public Library
- ✓ Improved resources by updating the adult non-fiction collection – Page Public Library
- ✓ Increased adult programming & author visits – Page Public Library
- ✓ Expanded outreach to local Senior Centers – Tuba City Public Library
- ✓ Partnered with Coconino Community College to offer GED classes – Tuba City Public Library
- ✓ Created a local, historic photography collection – Williams Public Library
- ✓ Expanded service (thirty-four new stops) and surpassed records for bookmobile circulation (over 900 items in a month). – County Bookmobile
- ✓ Expanded bookmobile enrichment series at Emeritus and Ponderosa Pines Assisted Living Centers (performers since July 2012 have included the Arizona Deseret Choir, guitarist Craig Yarbrough, the Ponderosa Players (flutists), the Canyon Dance Movement Company, the Jones Benally Family (Navajo dancers), the Children's Chorale of Flagstaff that performed a Christmas concert (with nearly 30 members), and singer/guitarist Tony Norris). – County Bookmobile
- ✓ Established a new all-day stop at the Leupp Chapter House to better serve the Navajo community. Over 50 patrons in a day visit this stop. – County Bookmobile
- ✓ Coordinated countywide training efforts on job help for public. Trained staff on public job help, resumes, & career development opportunities.
- ✓ Accomplished database migrations for several County libraries.
- ✓ Completed the countywide shared catalog.

FY 14 NEW INITIATIVES AND GOALS**Flagstaff City-Coconino County Public Library & East Flagstaff Community Library**

- Increase internet speed from 25 to 35 Mbps.
- Continue to be a focal point of the community.
- Implement e-commerce for the library - would allow users to pay library fines online.
- Expand software texting program to include courtesy email notifications.
- Coordinate a process for e-reader devices to be checked out and circulated among the community.
- Introduce non-fiction based youth programming to support the latest common core educational guidelines.
- Incorporate technology literacy components into programming.
- Provide bi-monthly unique programming options for adults, including author visits and expert demonstrations and lectures that reflect the issues that most affect our community.
- Improve beginning reader & youth non-fiction collection.
- Offer literacy workshops for teachers – PALSmobile.
- Plan for ADA compliancy at Main Library.
- Develop new strategic plans for Flagstaff Libraries.
- Replace staff computers at Main & Branch.

FY 14 NEW INITIATIVES AND GOALS

Coconino County Library District

- Coordinate and sponsor the Arizona Tribal Libraries Gathering in Tuba City.
- Replace carpet & refinish restrooms at Tuba City Public Library.
- Research feasibility of adding Sunday hours at Grand Canyon Community Library.
- Replace carpet at Grand Canyon Community Library.
- Purchase furniture for the new patio at the Grand Canyon Community Library.
- Train Fredonia elementary school teachers on library databases and resources.
- Work with CCC, NAU, and Fredonia High School to offer live college classes at the Fredonia Public Library.
- Add a reservation system for the public computers – Fredonia Public Library
- Remodel to add an IT office – Page Public Library
- Purchase new vehicle – Page Public Library
- Increase materials & services to the outreach library at the Community Center – Page Public Library
- Purchase and install self-checkout – Williams Public Library
- Finalize steps necessary to become part of the Arizona Memory Project – Williams Public Library
- Explore new programming ideas to target senior citizens – Williams Public Library
- Replace public computers – Williams Public Library
- Replace eighteen patron computers – Sedona Public Library
- Change from analog phone system to VOIP (Voice Over Internet Protocol) phone system – Sedona PL
- Offer computer workshops at the Leupp Chapter House via the Bookmobile.
- Enhance and expand patronage and circulation – County Bookmobile
- Expand the Assisted Living performance series. Find more local arts performances to be part of the Bookmobile programming.
- Investigate various grant organizations to fund future projects. – County Bookmobile
- Implement countywide training workshops for job seekers.
- Train countywide staff for the next ILS (Integrated Library Systems) upgrade.
- Collaborate with Supai Elders, teachers, and community.
- Support early literacy in Supai.

PERFORMANCE MEASURES

Council Priority: Community Facilities & Services; Natural & Cultural Resources & the Environment; Community Character & Design

Goal: Provide positive, diverse opportunities for educational, cultural, arts, and leisure activities and programs in an equitable manner.

Objective: Offer special programming for children, youth, adults & seniors

Type of Measure: Outcome & Output, Number of Programs and Participants in Library Programs

Tool: Customer Surveys, Hardcopy & Online- Library Website; Customer Questions & Feedback, Program Stats

Frequency: Daily, Monthly, Quarterly, Annually (ongoing)

Scoring: 96%

Trend: ←→

| Measures: | CY 11 Actual | CY 12 Actual | CY 13 Estimate | CY 14 Proposed |
|--|--------------|--------------|----------------|----------------|
| Customer satisfaction with programs offered at the Library | 97% | 96% | 97% | 98% |
| Number of programs offered | 1,111 | 1,147 | 1,170 | 1,182 |
| Number of participants in programs | 28,786 | 28,602 | 28,888 | 29,177 |

Council Priority: Community Facilities & Services, Community Character & Design; Natural & Cultural Resources & the Environment

Goal: Provide exceptional customer service

Objective: Provide a welcoming community space, access to computers and the internet, and meet the informational needs, requests and desires of library patrons

Type of Measure: Outcome

Tool: Customer Surveys, Hardcopy & Online- Library Website; Customer Questions and Feedback

Frequency: Daily, Monthly, Quarterly, Annually (ongoing)

Scoring: 97%

Trend: ←→

| Measures: | CY 11 Actual | CY 12 Actual | CY 13 Estimate | CY 14 Proposed |
|---|--------------|--------------|----------------|----------------|
| Customers pleased with their Library experience | 97% | 97% | 98% | 98% |

Council Priority: Community Facilities & Services; Natural & Cultural Resources & the Environment; Community Character & Design

Goal: Continue to be a focal point of the community. Provide a wide variety of diverse 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 & Output

Tool: Customer Surveys, Hardcopy & Online- Library Website; Customer Questions & Feedback, Circulation Statistical Records

Frequency: Daily, Weekly, Quarterly, Annually (ongoing)

Scoring: 98%

Trend: ↑

| Measures: | CY 11 Actual | CY 12 Actual | CY 13 Estimate | CY 14 Proposed |
|--|--------------|--------------|----------------|----------------|
| Customers believe that having access to the library and library resources enhances their quality of life | 97% | 99% | 99% | 99% |
| Number of items circulated/checked out by patrons | 1,192,255 | 1,220,624 | 1,238,933 | 1,251,322 |

Council Priority: Maintain Infrastructure; Industry & Employment; Effective Governance

Goal: Maintain and deliver a quality, reliable technological information infrastructure and electronic resources

Objective: Address the digital divide by providing computers for use by the public, internet and wireless access, customer training and assistance, electronic databases, and electronic formats (downloadable digital and audiobooks), including customer access from home saving fuel and time.

Type of Measure: Output

Tool: Circulation, Youth Services, and Reference Statistical Records

Frequency: Daily, Weekly, Quarterly, Annually (ongoing)

Scoring: 98%

Trend: ↑

| Measures: | CY 11 Actual | CY 12 Actual | CY 13 Estimate | CY 14 Proposed |
|--|--------------|--------------|----------------|----------------|
| Computer Usage: all public computers, Early Literacy Stations use, & wireless internet users | 253,103 | 258,733 | 262,614 | 265,240 |
| Hits to the Library website | 195,132 | 281,357 | 285,577 | 288,433 |
| E-materials: electronic format checkouts & database use | 6,211 | 12,980 | 13,175 | 13,307 |

MANAGEMENT SERVICES

SECTION 11/12

LIBRARY SERVICES

| | | | | | |
|---|----------------------------------|-----------------------------|-------------------------------------|------------------------------|---------------------------|
| SECTION: | | 11-LIBRARY | | | |
| EXPENDITURES BY CATEGORY: | | | | | |
| | Actual Expenditures 2011-2012 | Adopted Budget 2012-2013 | Estimated Expenditures 2012-2013 | Proposed Budget 2013-2014 | Budget-Budget Variance |
| PERSONAL SERVICES | \$ 2,488,546 | \$ 2,478,392 | \$ 2,500,907 | \$ 2,609,247 | \$ 130,855 |
| CONTRACTUAL | 451,249 | 488,116 | 496,210 | 482,336 | (5,780) |
| COMMODITIES | 546,958 | 836,966 | 565,395 | 830,746 | (6,220) |
| CAPITAL | 23,266 | - | 13,668 | 59,195 | 59,195 |
| TOTAL | \$ 3,510,019 | \$ 3,803,474 | \$ 3,576,180 | \$ 3,981,524 | \$ 178,050 |
| EXPENDITURES BY PROGRAM: | | | | | |
| GENERAL ADMINISTRATION | \$ 443,091 | \$ 458,932 | \$ 515,447 | \$ 527,749 | \$ 68,817 |
| TECHNICAL SERVICES | 769,402 | 750,204 | 749,947 | 769,545 | 19,341 |
| PUBLIC SERVICES | 1,370,865 | 1,585,087 | 1,264,400 | 1,618,463 | 33,376 |
| COUNTY JAIL | 67,326 | 77,607 | 77,607 | 84,670 | 7,063 |
| COUNTY BOOKMOBILE | 75,182 | 83,890 | 83,890 | 99,308 | 15,418 |
| FOREST LAKES LIBRARY | 75,949 | 89,909 | 89,909 | 96,768 | 6,859 |
| TUBA CITY LIBRARY | 174,900 | 218,702 | 218,702 | 227,176 | 8,474 |
| SUPAI LIBRARY | 5,448 | 15,500 | 15,500 | 15,500 | - |
| EAST FLAGSTAFF LIBRARY | 419,093 | 402,245 | 441,850 | 400,773 | (1,472) |
| OUTREACH | 1,447 | 1,450 | 1,450 | 1,450 | - |
| GRAND CANYON | 89,193 | 100,448 | 100,448 | 120,622 | 20,174 |
| MAIN LIBRARY AUTOMATION | 18,123 | 19,500 | 17,030 | 19,500 | - |
| TOTAL | \$ 3,510,019 | \$ 3,803,474 | \$ 3,576,180 | \$ 3,981,524 | \$ 178,050 |
| SOURCE OF FUNDING: | | | | | |
| LIBRARY FUND | | | | \$ 3,981,524 | |
| | | | | \$ 3,981,524 | |
| COMMENTARY: | | | | | |
| The Library operating fund has increased by 3%. Personal Services witness an increase of 5% for market increases and employee reclasses. Contractual had a slight decrease of 1%. Commodities decrease of 1% is related to a decrease in circulated materials. The capital for this section is related to set-asides for future fleet replacements and renovations related to ADA guidelines. | | | | | |

MANAGEMENT SERVICES

SECTION 11/12

LIBRARY SERVICES

| SECTION: 12-LIBRARY GRANTS | | | | | |
|--|-------------------------------|--------------------------|----------------------------------|---------------------------|------------------------|
| EXPENDITURES BY CATEGORY: | | | | | |
| | Actual Expenditures 2011-2012 | Adopted Budget 2012-2013 | Estimated Expenditures 2012-2013 | Proposed Budget 2013-2014 | Budget-Budget Variance |
| PERSONAL SERVICES | \$ 143,195 | \$ 143,652 | \$ 143,652 | \$ 149,674 | \$ 6,022 |
| CONTRACTUAL | 943,088 | 2,936,691 | 1,018,092 | 2,586,691 | (350,000) |
| COMMODITIES | 213,485 | 218,900 | 313,796 | 191,500 | (27,400) |
| TOTAL | \$ 1,299,768 | \$ 3,299,243 | \$ 1,475,540 | \$ 2,927,865 | \$ (371,378) |
| EXPENDITURES BY PROGRAM: | | | | | |
| SURGE OF TECHNOLOGY GRANT | \$ 36,866 | \$ - | \$ 4,912 | \$ - | \$ - |
| BTOP II GRANT G11 - 01 LIBRARY | 10,681 | - | 15,456 | - | - |
| COUNTY WIDE PROJECTS | 1,167,946 | 3,246,843 | 1,396,843 | 2,902,865 | (343,978) |
| FLAG AZ: LOOK BACK GRANT | 6,337 | - | 5,917 | - | - |
| STATE GRANT IN AID 2013 | - | 25,000 | 25,000 | - | (25,000) |
| STATE GRANT IN AID 2014 | - | - | - | 25,000 | 25,000 |
| STATE GRANT IN AID 2012 | 25,000 | - | 12 | - | - |
| YOUTH SERVICES GRANT | 22,497 | 27,400 | 27,400 | - | (27,400) |
| SPECIAL SERVICES GRANT | 13,924 | - | - | - | - |
| PROM QUALITY ELECTRONIC | 16,517 | - | - | - | - |
| TOTAL | \$ 1,299,768 | \$ 3,299,243 | \$ 1,475,540 | \$ 2,927,865 | \$ (371,378) |
| SOURCE OF FUNDING: | | | | | |
| LIBRARY FUND | | | | \$ 2,927,865 | |
| | | | | \$ 2,927,865 | |
| COMMENTARY: | | | | | |
| Library grants are, in nature, one time revenues and expenditures as grant funding opportunities arise. Also, included are other items for county wide projects, that are also one time in nature. | | | | | |

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, payroll, financial analysis, budget reporting, grant management, and performance reporting.

FY 13 ACCOMPLISHMENTS

- ✓ Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for Fiscal Year (FY) 2013 for the 19th consecutive year.
 - ✓ Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for FY 2010 for the 17th consecutive year.
 - ✓ Completed Fiscal Year 2012 financial audit with only one finding.
 - ✓ Submitted the Airport Capital Improvement 5-Year Plan for 2014-2018 for \$16.3M to FAA and ADOT
 - ✓ Completed the Schultz Flooding-Inner Basin Pipeline Reconstruction Project with FEMA/ADEM
 - ✓ Purchased a new Grant Management software package
 - ✓ Awarded an Economic Development Administration grant for a Business Accelerator and Alternate Emergency Operations Center
 - ✓ Applied for and awarded a new 3-year Transportation Security Administration, Law Enforcement Officer Reimbursement Agreement
 - ✓ Successfully completed a compliance monitoring with the Department of Justice on the two COPS Hiring grants.
 - ✓ Began implementation of the November 2012 approved \$10M bond to support the Flagstaff Watershed Protection Project
 - ✓ Began implementation of the new Innoprise Software system including creation of new chart of accounts.
 - ✓ Implemented a new on-line payroll check viewing service for employees.
 - ✓ Began process for improving the budget process through the Straightening the Pipes initiative.
 - ✓ Enhanced the Payroll website.
-

FY 14 NEW INITIATIVES AND GOALS

- Complete the implementation of the new Innoprise Financials application.
 - Begin implementation of Innoprise systems for Payroll, Work Orders/Fleet, Capital Assets, and Utility Billing/Miscellaneous Receivables.
 - Implement changes to the budget process as part of the Straightening the Pipes initiative.
 - Complete the FY 2014 budget on the new financial software.
 - Begin full implementation of the GrantNavigator Software Program
 - Successfully complete the Schultz Flooding FEMA/ADEM Audit
 - Closeout all American Recovery & Reinvestment Act (ARRA) funded grant awards
 - Apply and receive an award for the AZ State Parks, Growing Smarter State Trust Land Acquisition for the Observatory Mesa Project.
-

PERFORMANCE MEASURES

Council Priority:

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: | CY 11 Actual | CY 12 Actual | CY 13 Estimated | CY 14 Proposed |
|--|--------------|--------------|-----------------|----------------|
| GFOA Certificate of Achievement | 100% | 100% | 100% | 100% |
| GFOA Distinguished Budget Presentation Award | 100% | 100% | 100% | 100% |

Council Priority:

Goal: Continue to maintain budgeted grant revenue levels.

Objective: To budget & apply for projected grant revenue in the amount of approximately \$10 million per Fiscal Year.

Type of Measure: Outcome

Tool: Budget Document, Schedule of Grant Revenues, FY Grant Revenue Reconciliation, Grants Management Database

Frequency: Yearly

Scoring: \$10 million or more

Trend: ↑

| Measures: | FY 11 Actual | FY 12 Actual | FY 13 Estimated | FY 14 Proposed |
|--|--------------|--------------|-----------------|----------------|
| Projected Grant Budgeted Revenue | \$22,112,969 | \$28,958,385 | \$29,776,120 | \$25,000,000 |
| Actual Grant Revenue Received | \$6,026,704 | \$7,047,512 | \$8,000,000 | \$8,000,000 |
| Grant Amounts Awarded During the Fiscal Year | \$8,634,360 | \$7,509,846 | \$12,000,000 | \$8,000,000 |

Council Priority:

Goal: To apply and succeed in grant applications submitted

Objective: Of the grants applied for expect successful awards on more that 50%.

Type of Measure: Outcome

Tool: Grants Management Database

Scoring: > 60%=Exceeding, 50%-60%=Meeting, <50%=Needs Attention

Trend: ↑

| Measures: | FY 11 Actual | FY 12 Actual | FY 13 Estimated | FY 14 Proposed |
|---|--------------|--------------|--------------------------|----------------|
| Grants Applications Submitted | 66 | 47 | 28 to date, est 42 | 45 |
| Grants Awarded | 60 (67%) | 32 (68%) | 23 to date, est 32 (75%) | 35 |
| Active Grants Worked During Fiscal Year | 185 | 178 | 166 to date, est 175 | 175 |

Council Priority:

Goal: Increase the number of vendors paid through Electronic Funds Transfers.

Objective: Continue to increase the percentage of EFT versus paper check payments.

Type of Measure: Output

Tool: Check Registers

Frequency: Every Check-Run

Scoring: >25% Very Good, 15-25% Good, <15% Needs Attention

Trend: ↑

| Measures: | CY 11 Actual | CY 12 Actual | CY 13 Estimated | CY 14 Proposed |
|--------------------------------|-------------------------|-------------------------|----------------------------|---------------------------|
| Vendors paid by EFT | 151 | 175 | 225 | 275 |
| Number of Payments Made by EFT | 1,301 | 1,527 | 1,800 | 2,000 |
| Percent of Total Payments | 18% | 21% | 25% | 28% |

Council Priority:

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: | CY 11 Actual | CY 12 Actual | CY 13 Estimated | CY 14 Proposed |
|--|-------------------------|-------------------------|----------------------------|---------------------------|
| City of Flagstaff control deficiencies | 0 | 1 | 0 | 0 |
| City of Flagstaff significant deficiencies | 0 | 0 | 0 | 0 |
| Single audit findings | 0 | 1 | 0 | 0 |

MANAGEMENT SERVICES

SECTION 13

FINANCE/BUDGET

| SECTION: 13-FINANCE AND BUDGET | | | | | |
|--|-------------------------------|--------------------------|----------------------------------|---------------------------|------------------------|
| EXPENDITURES BY CATEGORY: | | | | | |
| | Actual Expenditures 2011-2012 | Adopted Budget 2012-2013 | Estimated Expenditures 2012-2013 | Proposed Budget 2013-2014 | Budget-Budget Variance |
| PERSONAL SERVICES | \$ 866,028 | \$ 868,025 | \$ 871,351 | \$ 900,789 | \$ 32,764 |
| CONTRACTUAL | 24,878 | 50,574 | 46,470 | 51,972 | 1,398 |
| COMMODITIES | 16,192 | 16,564 | 17,075 | 16,616 | 52 |
| TOTAL | \$ 907,098 | \$ 935,163 | \$ 934,896 | \$ 969,377 | \$ 34,214 |
| EXPENDITURES BY PROGRAM: | | | | | |
| GENERAL ADMINISTRATION | \$ 112,706 | \$ 119,709 | \$ 115,887 | \$ 124,315 | \$ 4,606 |
| ACCOUNTING | 342,382 | 355,507 | 357,043 | 368,833 | 13,326 |
| PAYROLL | 141,684 | 142,776 | 144,987 | 148,716 | 5,940 |
| ACCTS PAYABLE / RECEIVABLE | 126,903 | 127,186 | 128,243 | 133,382 | 6,196 |
| BUDGET | 5,086 | - | - | - | - |
| GRANTS ADMINISTRATION | 178,337 | 189,985 | 188,736 | 194,131 | 4,146 |
| TOTAL | \$ 907,098 | \$ 935,163 | \$ 934,896 | \$ 969,377 | \$ 34,214 |
| SOURCE OF FUNDING: | | | | | |
| GENERAL FUND | | | | \$ 620,742 | |
| LIBRARY FUND | | | | 63,168 | |
| HIGHWAY USER REVENUE FUND | | | | 33,418 | |
| TRANSPORTATION FUND | | | | 23,014 | |
| WATER AND WASTEWATER FUND | | | | 91,178 | |
| STORMWATER FUND | | | | 6,766 | |
| AIRPORT FUND | | | | 40,700 | |
| ENVIRONMENTAL SERVICES FUND | | | | 90,391 | |
| | | | | \$ 969,377 | |
| COMMENTARY: | | | | | |
| The Finance and Budget operating budget has increased 4% with no capital expenditures. Personal Services increases are due to market increases as well as increases to retirement, workers compensation and health insurance costs. Contractual increases are due to increases in travel and training. There is no major capital (>\$10,000) for this section. | | | | | |

