BUDGET MANUAL OVERVIEW

FY-2017

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SECTION 1

BUDGET TEAM

Josh Copley, City Manager
Barbara Goodrich, Deputy City Manager
Jerene Watson, Deputy City Manager
Rick Tadder, Management Services Director
Brandi Suda, Interim Finance Director
Shannon Anderson, Human Resources Director
Ladd Vagen, Information Technology Director
Stephanie Smith, Assistant to the City Manager
Kevin Fincel, Employee Advisory Committee Representative

****

YOUR 1ST LINE OF ASSISTANCE FOR BUDGET PREPARATION AND HELP

Tricia Almendarez, Payroll Manager (Ext. 2210)
Stacey Brechler-Knaggs, Grants Manager (Ext. 2218)
Matt Luhman, Accountant (Ext. 2220)
Kristi Markey, Accountant (Ext. 2218)
Wanda Noffz, Accountant (Ext. 2219)
Maryellen Pugh, Finance Manager (Ext. 2216)
Brandi Suda, Interim Finance Director (Ext. 2217)
Megan Trout, Accountant (Ext. 2225)

SECTION 2

BUDGET PROCESS AND CALENDAR

The following Budget Process Flowchart demonstrates the overall process of the Budget, while the Calendar reflects the critical timeline for this budget year. You might want to allow extra business days in the event you need to contact your accountant for assistance. The Accountants welcome your questions and suggestions for improvement.

BUDGET PROCESS FLOWCHART

City of Flagstaff
Budget Calendar
FY2016-2017
REVISED 9/30/15

JUNE 2016 ADOPTION	Retreats - Reports	Personnel	Operating	Operating Capital	CIP
September 2015					
Personnel change Request Forms/Rezone Supplement Forms		9/11			
November 2015					
Personnel worksheets distributed		11/11			
Personnel worksheets returned to Finance		11/20			
December 2015					
IT Project Requests due to IT	12/2				
Council Fall Retreat	12/8 & 12/9				
Budget entry training	12/16 & 12/17				
Budget module available for data entry	12/16		12/16	12/16	12/16
Mini-budget retreat	TBD				
January 2016					
5 year CIP project projections provided to CIP & Finance					1/12
Operating capital (non-fleet) entered by Divisions				1/6	
Fleet-entered by Fleet-vehicles paid out of Fleet funds				1/6	
IT approved requests - enter by IT/Finance				1/12	
Fleet - entered by Divisions - vehicles approved by fleet but paid out of division funds				1/12	
Line item input for Budget completed by divisions - Budget system closed (BASE, GRANTS, CAPITAL)			1/12	1/12	
CIP reviewed and entered by CIP and All Divisions					1/12
Mini-budget retreats	TBD				
Facilities review/update all maintenance requests		1/6			
5 year plans completed by accountants (Updating Year End Estimates, Revenues, Base and Capital. No RSL's at this point.)	1/25				
Distribute 5-year plans to Divisions	2/3				
Extended Leadership Meeting with Budget Team	**TBD**				
Februrary 2016					
Council retreat	2/10 & 2/11				
GFOAZ Spring Conference	TBD				
New personnel requests due to HR		2/18			
Mission, goals, performance indicators due to Finance	2/24				
All RSL's due from Divisions (Not in system, standardized Excel format)	2/18				
Compensation changes complete (Reclasses/Rezones)		2/18			
Book to Budget Team	2/25				
March 2016					
Department Review	2/29 - 3/11				
Divisions respond to all budget issues			3/9	3/9	3/9
Deptment Review - call backs all divisions	3/11				
Spring Break	3/14- 3/18				
Budget changes completed in system (Finance) for Council			3/28	3/28	3/28
Updated 5 year plans completed by Accountants			3/28	3/28	3/28
April 2016					
Post potential property tax rate/levy increase notice	4/8				
Proposed budget available to Council	4/15				
YE capital est & rollowers due to Finance				4/25	4/25
Council study sessions	4/25- 4/27				
Final compensation changes in budget		4/27			
May 2016					
Final documents to Clerk's Office	5/25				
June 2016					
Tentative budget adoption	**6/7**				
Tax Levy Hearing & Final budget adoption	**6/21**				
First Reading of Tax Levy adoption	6/21				
Second Reading of Tax Levy adoption	7/5				

TIMELINE OVERVIEW

A summary of the budget process by month includes:

September:
Reclasses, Reranges, and Rezones are due to Human Resources:

Human Resources (HR) allows divisions to make requests on an annual basis for potential position changes. After an information gathering stage and a review process, those positions approved for change will be adjusted in the budget system to allow for the correct costs to accumulate in the following fiscal year effective July 1st.

These requests may also be made anytime of the year; however, when requested outside of the normal budget process, the Section must fund the reclass from their section's base budget.

November:
Personnel Worksheets are distributed to the divisions for review to ensure accuracy of the following:

1. Authorized FTE count
2. Fund splits and percentages
3. Position titles
4. Positions are listed in the correct section and program
5. Number of FTEs coincide with the total annual hours

Additionally, IT Project Requests are due to IT on or before December 1st. This helps to ensure personnel and financial resources are available to maximize the success of the requested project.

December:
The Personnel Worksheets, distributed in November, are/due the first week of December.

The Council Fall Retreat (2nd week of December) is generally attended by the full Council, the Mayor, the City Manager, the Deputy City Managers, the Division Directors, and the Budget Team. Other staff members will attend dependent upon the focus of presentation at the retreat. The meeting is open to the public; however, the discussion is generally limited to those staff/positions detailed above. The purpose of the retreat is for the City to obtain direction from the Mayor and Council for the broad work program goals for the next fiscal year and beyond.

Note: Year-End Estimates for FY2016 will not require line by line input. A short one-page document (see Exhibit 3 – Division Checklist) will be completed and approved by the Section Head for submission to the Budget Committee and your accountant.

Budget entry for the Divisions is limited to the Base Budget and Grants/Capital. Note: Owners of the Grants and Capital are responsible for insuring the budgets properly reflect the terms of all Grants and Capital purchases/construction.

In general, budgets may be reallocated within a program, and in some cases, within a Section. Grant funded or restricted funding may not be reallocated to other programs. One-time and Ongoing requests will be addressed in February; do NOT input them in your budget initially. One-time and Ongoing will be handled by your accountant. Personnel Budgets will be handled by the Payroll Department.

Budget training is offered for all employees. This year the training has two components: 1) an overview of the City's budget process; and 2) a brief overview of the budget process including a more in-depth hands-on training for budgeting (both take place in the training lab). Both parts will highlight and discuss the changes effective for Budget FY2017.

January:

By **January 12th**, all budget data entry (for BASE, GRANTS, and CAPTIAL) should be complete and submitted in the Innoprise system. The first level of budget data entry is closed in the system on that date and only the accountants have the ability to make changes in the budget system from this point forward. NOTE: With the longer period of time for input by the departments, the deadline above is a firm date. Extensions are not available, as this has a substantial impact on other deadlines.

Fleet will enter all vehicles/equipment paid out of Fleet funds (General Fund). Operating capital (non-fleet) is the responsibility of the department/program owners for input into the Budget.

All IT approved requests will be entered by IT/Finance.

Capital Improvements staff manages the CIP database/spreadsheet. A CIP summary will be presented to the project owners by the CIP Staff/Finance. The project owners, with input from CIP Staff, will update the spreadsheet with 10 years of capital projects and their associated changes to operating and maintenance (O & M) costs.

Accountants will prepare 5-Year Plans and distribute them to the Divisions.

February:

A second Council retreat occurs in the second week of February. The purpose is to validate the direction the budget is taking, to present additional information to Council, and to address any questions Council might have.

All of the budget information is consolidated for the Departmental reviews, which occur in March. At the Departmental review, the Budget team reviews the budget detail with the

appropriate division/section heads, evaluates One-Time and Ongoing requests, and makes recommendations for budget changes.

The Mission, Goals, and Performance Indicators are due to Finance from the Divisions.

All RSL's are due from the Divisions, which now include Interdivisional Service Requests (ISRs) that were previously processed separately. Note: *These are not entered in the Innoprise system. There is a standardized Excel format to use. See Exhibit 6 – RSL Form for additional information.* **DO NOT** change the format as provided in the form, as these are all combined into one document.

Compensation changes are completed (Reclasses and Rezones), and new personnel requests are due to Human Resources.

The accounting staff prepares and distributes key components of the Budget Book to the Budget Team in preparation for the Department Review meetings scheduled in March.

March:

Department Review meetings occur between the Budget Team, Division and Section Heads and Accountants. After the meetings are completed, departments will be requested to respond to all budget issues, followed by call-backs for all divisions.

All Budget changes are completed in the system (input by Finance) for Council Review.

Updated 5-year plans are completed by the Accountants and distributed to the divisions, Budget Team, and are readied for publication in the Budget Book.

April:
The entire City budget is presented to the Council over a 3 day period. The Council generates final recommendations regarding the budget adoption.

Carryforwards are due for any capital project or purchase.

Final compensation changes are modified in the budget (by Finance).

June/July:
During June a number of legal mandates associated with budget adoption are completed. This includes holding the public meetings for truth in taxation, establishing the tax levy, the tentative budget adoption, and the final budget adoption.

The tax levy is adopted in July.

SECTION 3

OVERVIEW OF BUDGETING

Budgeting is an ever-evolving process reflecting the community needs and priorities. Through the efforts of many City employees, via the City Council, and under the strict State and Federal laws for accounting and reporting for a Municipality, a Budget is adopted. Though the City prepares a budget for the upcoming fiscal year (July through June), the budget is actually forecasting at least five years forward, with a six to ten year long-range view. In particular, Capital Improvements require a multi-year perspective. The intent for this particular method of budget management is to help ensure the long-term viability and strength of the City, while also addressing short-term planning.

The City operates under the State Expenditure Limitation with a permanent adjustment to the base. Basically, the Arizona State Legislature imposed a constitutional amendment that limits the annual expenditures for municipalities. The Economic Estimates Commission, based on population growth and inflation, sets this limit. For additional information, please refer to the *City of Flagstaff Annual Budget and Financial Plan* at the following website: http://www.flagstaff.az.gov/index.aspx?NID=3259

The key point to remember is that the City of Flagstaff can only spend the amount it has been authorized. The divisions have a significant role in this process, as they are accountable for any deviations from the approved budget for their areas of responsibility. When deviations are anticipated, it is important for the Division/Section to report them to their Accountant and the Budget Team as soon as any deviations are known, not just during the Budget Process. Early planning is fundamental to managing our legal expenditure limitations. During the budgeting process, divisions are required to communicate the status of their budget and deviations from their authorized Budget via the completion of the document "Division Checklist" (see Exhibit 3).

So, what is the purpose of having a Budget (aside from the legal requirements)? The purposes include the following:

1. Demonstrate financial and operating plan consistency and documentation
2. Indicate short-term organization-wide initiatives
3. Present long-term non-financial goals and objectives
4. Report performance measures
5. Present information using a specific Fund structure (i.e., A fund is 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.) The City of Flagstaff's funds are listed on the following page:

Innoprise Account #	Sungard Account #	Description	Segment
001	001	General Fund	Fund
002	002	Donation Fund	Fund
003	020	Development Fee Fund	Fund
004	060	Real Estate Fund	Fund
005	902	Payroll Fund	Fund
006	006	Asset Forfeiture Fund	Fund
021	070	Housing and Community Services Fund	Fund
022	080	FMPO Fund	Fund
023	023	Revolving Loan Fund	Fund
030	030	Library Fund	Fund
040	040	Highway User Fund	Fund
041	041	Fourth Street Overpass Fund	Fund
042	042	Street Improvement Fund	Fund
043	043	Safety Improvement Fund	Fund
044	044	Transit Fund	Fund
045	045	FUTS Fund	Fund
046	046	Road Repair and Street Safety Fund	Fund
051	051	BBB-Beautification Fund	Fund
052	052	BBB-Economic Development Fund	Fund
053	053	BBB-Tourism Fund	Fund
054	054	BBB-Arts and Science Fund	Fund
055	055	BBB-Recreation Fund	Fund
100	100	Debt Service Fund	Fund
101	101	Secondary Property Tax Fund	Fund
163	163	Special Improvement District-Bow and Arrow	Fund
164	164	Special Improvement District-Sawmill	Fund
~~201~~	~~201~~	~~Water/Wastewater Fund~~ **DO NOT USE**	Closed FY14
202	202	Water Fund	Fund
203	203	Wastewater Fund	Fund
204	204	Reclaim Water Fund	Fund
205	205	Capacity Charge Fund	Fund
206	210	Stormwater Fund	Fund
209	204	UT Renewal and Replacement	Fund
211	280	Environmental Services Fund	Fund
212	281	Environmental Services Reserve Fund	Fund
214	282	SEMS	Fund
221	270	Airport Fund	Fund
222	273	Passenger Facility Charge Fund	Fund
231	231	Housing Authority Fund	Fund
232	New	Public Housing Fund	Fund
233	New	Section 8 Fund	Fund
234	New	Single Room Occupancy Fund	Fund
235	New	Mod Rehab Occupancy Fund	Fund
236	New	FHA Other Operating Grants Fund	Fund
301	301	Perpetual Care Fund	Fund
402	402	Special Improvement District Fund	Fund
403	403	GO Capital Project Bond Fund	Fund
404	404	MFC Bond Capital Project Fund	Fund
405	405	Presidio Development Fund	Fund
406	406	GO Core Services Facility	Fund
407	407	GO Flagstaff Watershed	Fund
408	408	Capital Project Court Facility	Fund
600	600	Self Insurance Fund	Fund
800	800	Pooled Cash Fund	Fund
801	801	General Capital Asset Group	Fund
802	802	General Long Term Debt Group	Fund
803	900	LGIP Pooled Investment	Fund
804	901	Grants Fund	Fund

6. Present major revenues
7. Capital expenditures and their related operational impact
8. Debt structure
9. Other planning processes used for budget direction
10. The goals, objectives, programs, projects and services as presented

Where do we start though, given that this is an ongoing process? The focus for all divisions should be on the City's Mission, Vision, and Values document (see Exhibit 1). Additional documents to support your budget might include: Council Goals and Priorities, the Regional Plan, Master Plan, and/or other strategic documents.

For viewing the complete budget as approved by Council and published for the public, go to the following link:

http://www.flagstaff.az.gov/index.aspx?NID=3259

The legal basis through which the budget process operates includes regulations about publishing, conducting public hearings, having a balanced budget, establishing expenditure limitations, and timeliness for adoption. The City's budget process is designed to satisfy these legal requirements in a timely and comprehensive manner.

OVERVIEW OF BUDETING CONCEPTS

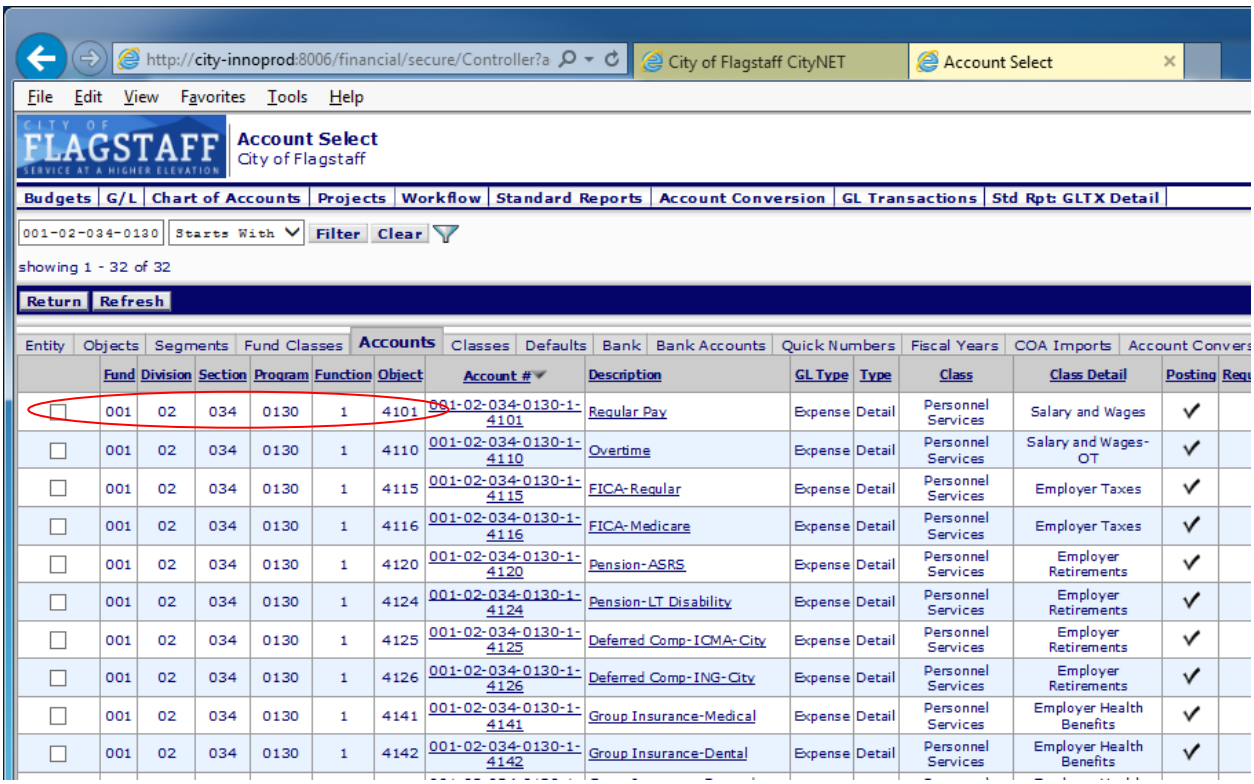
The adopted budget is based on fiscal restraint consistent with conservative and sustainable revenue estimates. (In other words, plan expenditures and revenues based upon a conservative view.) All budget revenues and expenditures should reflect the economic climate anticipated for that period, with the recognition that all revenues may not be realized, and, consequently, the expenditures should reflect the reduced revenues.

When preparing the budget forecast, it is important to delineate the different types of expenditures. Basically, there are the following categories:

- Personal Services
- Contractuals
- Commodities
- Capital

Personal Services – (4101 to 4196 account number for the last four numbers in the account number sequence, i.e. the "Object" number).

Example: 001-02-034-0130-1-**4101** would represent the account which houses the Salary and Wages for a particular Section and Program for compensating employees for the City of Flagstaff. Other Objects reflect the Overtime, Employer Taxes, Employer Retirement costs, etc.



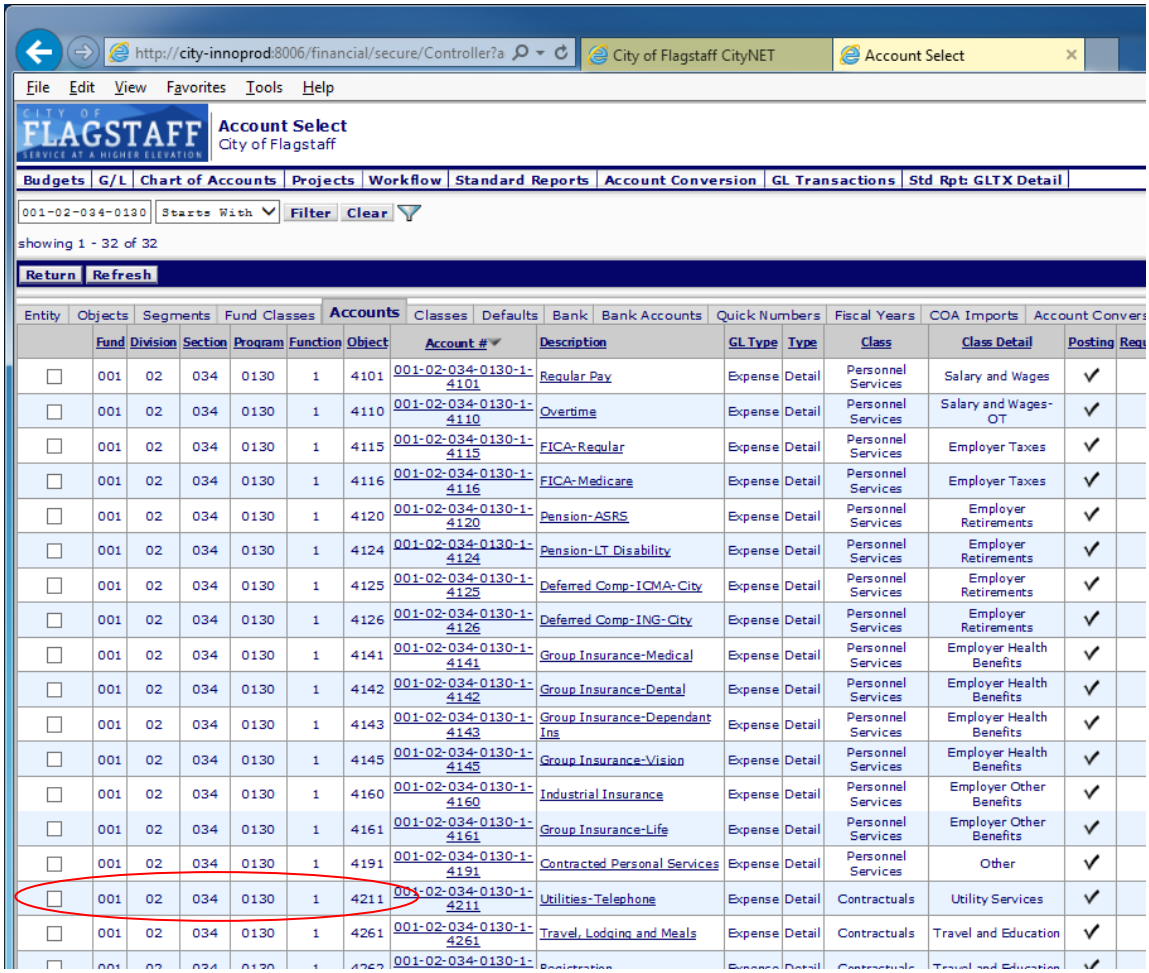
	Fund	Division	Section	Program	Function	Object	Account #	Description	GL Type	Type	Class	Class Detail	Posting	Requ
☐	001	02	034	0130	1	4101	001-02-034-0130-1-4101	Regular Pay	Expense	Detail	Personnel Services	Salary and Wages	✓	
☐	001	02	034	0130	1	4110	001-02-034-0130-1-4110	Overtime	Expense	Detail	Personnel Services	Salary and Wages-OT	✓	
☐	001	02	034	0130	1	4115	001-02-034-0130-1-4115	FICA-Regular	Expense	Detail	Personnel Services	Employer Taxes	✓	
☐	001	02	034	0130	1	4116	001-02-034-0130-1-4116	FICA-Medicare	Expense	Detail	Personnel Services	Employer Taxes	✓	
☐	001	02	034	0130	1	4120	001-02-034-0130-1-4120	Pension-ASRS	Expense	Detail	Personnel Services	Employer Retirements	✓	
☐	001	02	034	0130	1	4124	001-02-034-0130-1-4124	Pension-LT Disability	Expense	Detail	Personnel Services	Employer Retirements	✓	
☐	001	02	034	0130	1	4125	001-02-034-0130-1-4125	Deferred Comp-ICMA-City	Expense	Detail	Personnel Services	Employer Retirements	✓	
☐	001	02	034	0130	1	4126	001-02-034-0130-1-4126	Deferred Comp-ING-City	Expense	Detail	Personnel Services	Employer Retirements	✓	
☐	001	02	034	0130	1	4141	001-02-034-0130-1-4141	Group Insurance-Medical	Expense	Detail	Personnel Services	Employer Health Benefits	✓	
☐	001	02	034	0130	1	4142	001-02-034-0130-1-4142	Group Insurance-Dental	Expense	Detail	Personnel Services	Employer Health Benefits	✓	

The hyperlink for ALL ACCOUNTS is presented in Exhibit 4 – Accounts Listing. The account list is too lengthy to publish in this document.

Reminders for FY2017: Year-End Estimates for FY2016 will not require line by line input. A short one-page document (see Exhibit 3 – Division Checklist) will be completed and approved by the Section Head for submission to the Budget Committee and your accountant.

Also, as a reminder, Contracted Personal Services is where temporary hourly labor hired through a temp agency would be budgeted. Typically, Consultant Fees or Professional Services are under a contract with the City with specific services designated.

Contractuals – (4201 to 4297 in the Object area of the account number). Example: 001-02-034-0130-1-**4211**). Contractual Services are used for operating or construction activities. Examples include Legal Fees, Consultant Fees, Postage & Freight, Travel, Training, Registration, Advertising, Memberships, Rents, Utilities, and Debt Service costs. Debt service costs, though in this category, are budgeted centrally.



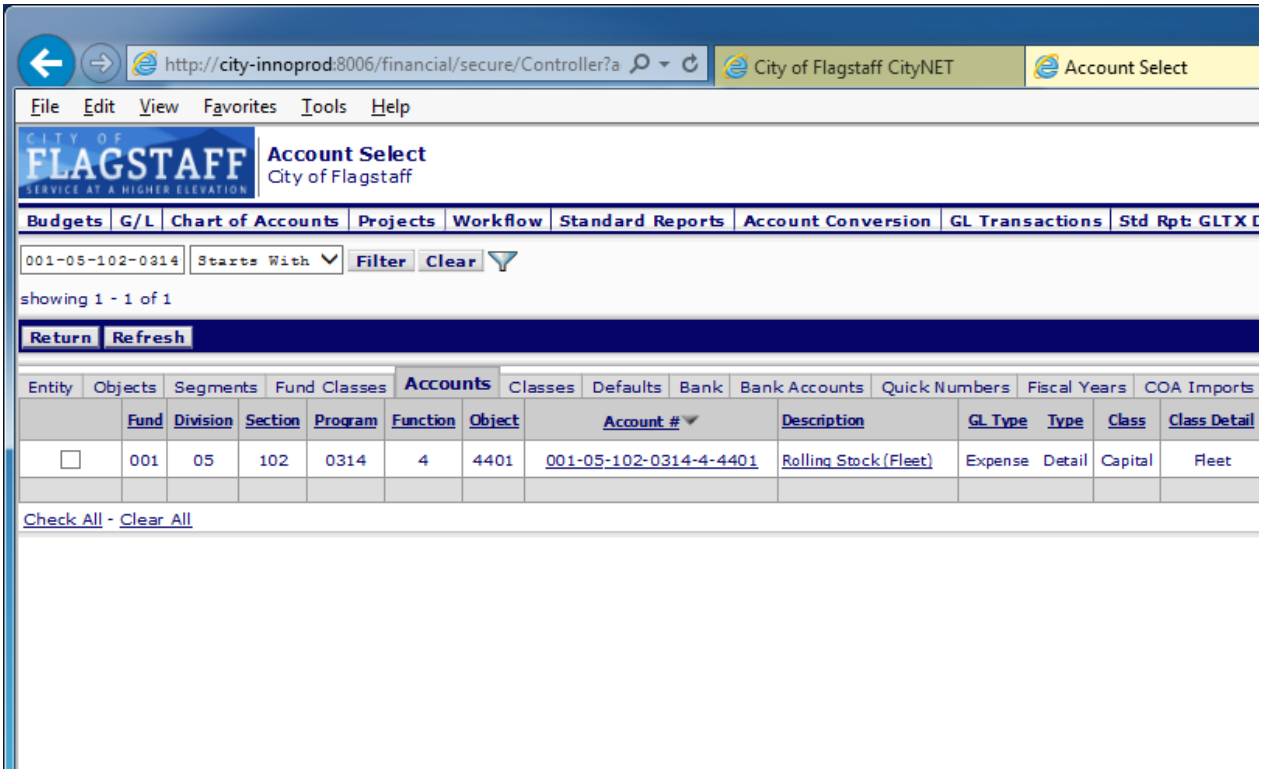
Fund	Division	Section	Program	Function	Object	Account #	Description	GL Type	Type	Class	Class Detail	Posting
001	02	034	0130	1	4101	001-02-034-0130-1-4101	Regular Pay	Expense	Detail	Personnel Services	Salary and Wages	✓
001	02	034	0130	1	4110	001-02-034-0130-1-4110	Overtime	Expense	Detail	Personnel Services	Salary and Wages-OT	✓
001	02	034	0130	1	4115	001-02-034-0130-1-4115	FICA-Regular	Expense	Detail	Personnel Services	Employer Taxes	✓
001	02	034	0130	1	4116	001-02-034-0130-1-4116	FICA-Medicare	Expense	Detail	Personnel Services	Employer Taxes	✓
001	02	034	0130	1	4120	001-02-034-0130-1-4120	Pension-ASRS	Expense	Detail	Personnel Services	Employer Retirements	✓
001	02	034	0130	1	4124	001-02-034-0130-1-4124	Pension-LT Disability	Expense	Detail	Personnel Services	Employer Retirements	✓
001	02	034	0130	1	4125	001-02-034-0130-1-4125	Deferred Comp-ICMA-City	Expense	Detail	Personnel Services	Employer Retirements	✓
001	02	034	0130	1	4126	001-02-034-0130-1-4126	Deferred Comp-ING-City	Expense	Detail	Personnel Services	Employer Retirements	✓
001	02	034	0130	1	4141	001-02-034-0130-1-4141	Group Insurance-Medical	Expense	Detail	Personnel Services	Employer Health Benefits	✓
001	02	034	0130	1	4142	001-02-034-0130-1-4142	Group Insurance-Dental	Expense	Detail	Personnel Services	Employer Health Benefits	✓
001	02	034	0130	1	4143	001-02-034-0130-1-4143	Group Insurance-Dependant Ins	Expense	Detail	Personnel Services	Employer Health Benefits	✓
001	02	034	0130	1	4145	001-02-034-0130-1-4145	Group Insurance-Vision	Expense	Detail	Personnel Services	Employer Health Benefits	✓
001	02	034	0130	1	4160	001-02-034-0130-1-4160	Industrial Insurance	Expense	Detail	Personnel Services	Employer Other Benefits	✓
001	02	034	0130	1	4161	001-02-034-0130-1-4161	Group Insurance-Life	Expense	Detail	Personnel Services	Employer Other Benefits	✓
001	02	034	0130	1	4191	001-02-034-0130-1-4191	Contracted Personal Services	Expense	Detail	Personnel Services	Other	✓
001	02	034	0130	1	4211	001-02-034-0130-1-4211	Utilities-Telephone	Expense	Detail	Contractuals	Utility Services	✓
001	02	034	0130	1	4261	001-02-034-0130-1-4261	Travel, Lodging and Meals	Expense	Detail	Contractuals	Travel and Education	✓

Commodities – (4301 to 4396 series for the object number in the account number sequence. Example: 001-02-034-0130-1-**4301**) Commodities are expendable items used by operating or construction activities. Examples include office supplies, repair and replacement parts for equipment, fuels and lubricants, work orders, etc.

☐	001	02	034	0130	1	4161	001-02-034-0130-1-4161	Group Insurance-Life	Expense	Detail	Personnel Services	Employer Other Benefits	✓
☐	001	02	034	0130	1	4191	001-02-034-0130-1-4191	Contracted Personal Services	Expense	Detail	Personnel Services	Other	✓
☐	001	02	034	0130	1	4211	001-02-034-0130-1-4211	Utilities-Telephone	Expense	Detail	Contractuals	Utility Services	✓
☐	001	02	034	0130	1	4261	001-02-034-0130-1-4261	Travel, Lodging and Meals	Expense	Detail	Contractuals	Travel and Education	✓
☐	001	02	034	0130	1	4262	001-02-034-0130-1-4262	Registration	Expense	Detail	Contractuals	Travel and Education	✓
☐	001	02	034	0130	1	4263	001-02-034-0130-1-4263	Education and Training	Expense	Detail	Contractuals	Travel and Education	✓
☐	001	02	034	0130	1	4270	001-02-034-0130-1-4270	Postage and Freight	Expense	Detail	Contractuals	Miscellaneous	✓
☐	001	02	034	0130	1	4271	001-02-034-0130-1-4271	Advertising	Expense	Detail	Contractuals	Miscellaneous	✓
☐	001	02	034	0130	1	4274	001-02-034-0130-1-4274	Memberships	Expense	Detail	Contractuals	Miscellaneous	✓
☐	001	02	034	0130	1	4290	001-02-034-0130-1-4290	Other Miscellaneous Services	Expense	Detail	Contractuals	Miscellaneous	✓
☐	001	02	034	0130	1	4301	001-02-034-0130-1-4301	Computer Equipment	Expense	Detail	Commodities	Small Equipment	✓
☐	001	02	034	0130	1	4302	001-02-034-0130-1-4302	Office Equipment Under $5,000	Expense	Detail	Commodities	Small Equipment	✓
☐	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	001-02-034-0130-1-	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

Capital – (4401 to 4497 series for the object in the account number sequence. Example: 001-05-102-0314-4-**4401**) A basic definition of capital: those items valued over $5,000 with a life expectancy of at least three years. Examples include Land, Buildings, Infrastructure, Machinery & Equipment, and major Improvements to any of these types of assets.

If there is a question regarding whether to classify a projected expenditure as Commodities or Capital, please contact your accountant for clarification. There are many exceptions to the rules, and your accountant will have the resources to confirm the correct treatment of your purchase.



During the budget process, there are additional terms which are important to understand in order to correctly manage your accounts. A brief overview follows:

Base Budgeting – This is the method the City uses where the department itemizes personnel, contractual, and commodity costs needed to maintain current service levels based upon last year's budget. No incremental base increases will be built into the base budget. The base budget does not include any one-time expenditures from the prior approved budget. NOTE: Detail must exist in the base level narratives to support the continued level of funding. For basic ongoing expenditures such as photocopying or office supplies, it is not necessary to go into detail. (Example: Input for Photocopy costs of $1,000 would state: "Base - Photocopy Costs $1,000"). Only if you have significant

changes in your budget levels is it necessary to elaborate. Any large budgeted items (i.e., Legal fees, Consultants, etc.,) will need additional justification. You may increase and decrease line item budgets within the Contractual category (42XX object numbers) and the Commodities category (43XX object numbers) to arrive at your base budget. Use the "bottom line" target number as a guide in preparing your base budget. Any increases in discretionary expenditures must be absorbed within your base budget.

Fund Balance - Fund balance is the excess of assets over liabilities. Fund Balance does not necessarily mean funds available for expenditure. Fund Balance can be restricted, committed, or assigned. Only the unassigned balance over the minimum fund balance policy is available for allocation for future year budgets. There are other factors which will impact your expenditure level authorizations. Fund Balances are created to compensate for:

- Economic uncertainties
- Cash flow requirements (10-15% of expenditures based upon specific fund)
- Adequate contingencies

Contingency/Reserve Funds – These are monies for unexpected expenditures in the current fiscal year. If the funds are not used, they are rolled into the Fund Balance and carried into the next fiscal year. It is important to have these funds budgeted for, in that we have an approved budget and are not allowed to spend above our approved levels. This provides your area and the City with a bit of protection in the event of an issue requiring additional expenditures.

Catastrophic Fund – This is a policy set forth by the City to help protect the City from negative financial impacts due to aging infrastructure. There has been deferred maintenance due to the recession and reduced funding by the State, tax receipts, and other agencies. Where possible, the City is now trying to build up funds in case major unbudgeted repairs and replacements are needed midyear.

Appropriation – This represents an authorization granted by the City Council to make expenditures and to incur obligations for purposes specified in the Appropriation Resolution.

Revenue – These are amounts estimated to be received from taxes and other sources during the fiscal year.

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 Principles (GAAP), only those costs relating to goods received or services performed 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, such projects and the associated projected costs are included in the subsequent year's budget. Ongoing contractual and commodities are not normally allowed to be carried forward unless cleared by the Budget Team. Carryforwards must be submitted by their Section to their accountant by the date noted in the Budget Calendar. For Budget 2017, the date stipulated is April 25, 2016.

One-Time Expenditures: These are one-time expenditures authorized on a fiscal year basis for a specific purpose, and are not expected to be recurring costs as a part of normal operating expenditures. Consultants are always 1X expenditures (unless your program is one of the few exceptions).

Ongoing Expenditures: These expenditures are authorized as a part of the budget process for recurring/ongoing operational needs, and increase the amount of your base in future years while showing as an approved RSL for the current year.

Grant – This is a financial award given by the federal government, state government, or other agency to support a particular program or activity. Grant proceeds are restricted to the use stipulated by the Grant Award. Misuse or misappropriation of Grant funds can impact the City for years to come.

RESPONSIBILITY OF THE DEPARTMENT REGARDING BUDGET DEVIATION

The department is responsible for ensuring budgets are reviewed frequently. New expenditures are authorized only with available funding and any significant changes to the adopted budget must be communicated, in writing, to your accountant and the Budget Team. Based upon the nature of the change, you will receive additional guidance to manage the budget deviation.

SECTION 4

BUDGETING PROCESS

Budget Process Steps:

The budget process includes the following steps. The process of how to perform these steps is detailed in Section 12.

1. Year End Estimates – line item year end estimates are no longer required, except for those areas having significant deviations from the current year budget. Instead, a brief one-page document will be completed by the Section Heads and Division Director and sent to the Finance Manager and the accountant for the appropriate area. See Exhibit 3 – Division Checklist for the hyperlink and a copy of the form.
2. Base Budget Proposals - will itemize personnel (input by Payroll), contractual costs, and commodity costs, needed to maintain current service levels. You will be provided with your base budget from FY-2016, plus any ongoing authorizations you were given. The base budget does not include any one-time expenditures from the previous approved budget. You may reallocate your Contractuals and Commodities within each Program, and, if appropriate, within each Section. Line item justifications should demonstrate enough detail to clearly understand the link between the dollars requested and the justification. However, if the item being requested is a basic service, such as photocopies, then the following would suffice: "Base – Photocopies". It is important to review all justifications and modify if necessary. If you have a master word or excel document, you can copy and paste the justifications into the justification portion of the entry. There is a 2,000 character limit for the Justification.
3. Revised Service Level (RSL) Requests - will project financial requirements to increase service levels, or implement new programs or activities. The 1X and ONG requests for the RSL's will be due to the Budget Team and your accountant on February 18 for FY 2017; these are also presented at your Department Review meeting in March. There will be a standardized Excel format used for the presentation. At the end of the Department Review, decisions for all RSL's will be conveyed to you. Note: The standardized form is required (see Exhibit 6). If you have additional information, you may provide it in addition to the Excel form, but not in lieu of the Excel form. Any additional information you choose to provide must be submitted at the same time as the Excel sheet. **Deadlines for 1X and ONG requests are hard-deadlines.** The Budget Calendar has been compressed to Straighten-the-Pipes, so now there is a little less flexibility.
4. Capital Requests - are for those items that exceed $5,000 for a single item of operating capital or $25,000 for a capital improvement project. Capital requests may require pre-authorization from another division if it involves fleet, information systems, or building renovation.

5. Interdivision Service Requests - are those that involve service provision between divisions. The division that is being asked to provide the service will estimate the number of hours, related equipment charges, and other materials that may be needed to complete the request. *The total cost to provide the requested service will be charged to the requesting division.* The deadline for ISR's is in December (see Budget Calendar for exact date). See Section 8 (Interdivisional Service Request) for specifics on this subject.
6. Personnel Change Requests - must be completed for any new staff, changes in staff, division or departmental reorganizations that would change any staff member classification. Human Resources manages this process. Forms and additional information may be found at the City of Flagstaff website under HR/Employee Information/Forms/Personnel Change Forms:
   http://www.flagstaff.az.gov/index.aspx?NID=1698
   New Personnel Requests are due to HR in February (see Budget Calendar for exact date).
7. Goals, Objectives, and Performance Measures – tie goals and objectives to quantifiable measurements and show a relationship to the overall goals as established by the Council. ***The format presented should not be modified.*** It causes many issues when preparing the budget document.
8. Revenue Forecasting - is necessary to assure adequate resources are available to fund current and future levels of service through new or enhanced revenues including grants, user fees, impact fees, or the implementation of new services or guidelines. Plan to meet with your accountant in January for revenue reviews and updates prior to 5-Year Plans being completed.

REVIEW PROCESS

All the components of the division budget will be reviewed with the Division Director (or designee), the assigned accountant, and the Budget Team. The Budget Team consists of the City Manager, two Deputy City Managers, the Management Services Director, the Finance Director, the Budget Manager, the Human Resources Director, the IT Director, the Assistant to the City Manager, and a representative from Employee Advisory Committee (EAC). The basic purpose of reviewing the budget is to assure that adequate resources, but not surplus resources, are budgeted to provide agreed upon service levels to citizens. In the event that resources are not adequate to maintain continuance of the same level of services, the budget process will examine alternate budget reductions so as to minimize service disruptions and/or decreased levels of service provided to citizens. A review of each line item is conducted to ensure that thoughtful consideration is given to budgeting for each item and results in the deletion of items not essential to the operation of a specific program or division. *Each line item in your budget must include a narrative.*

The Review will consist of:

1. Review of new personnel requests and associated offsets.
2. Verification of base budget amounts
3. Review of the Revised Service Level (RSL) requests, one-time and ongoing (as submitted on the Excel form provided to you.
4. Review of capital/grant budget items.
5. Review of Interdivisional Service Requests.
6. Discussion of new/changed (increased or decreased) revenue sources.
7. Evaluation of goals, objectives, and performance measurements.
8. Determination of issues needing additional information for Council presentation.

After the Department Review, any addition, deletion, or requests for additional information will be discussed with the appropriate division. It is the responsibility of the Division Director, through adequate communication with the Section-Head(s) and the accountant, to ensure changes are made and documented appropriately.

OTHER BUDGETING INFORMATION:

Accountant Assignments – A list of the accountants assigned to your division can be found at the following location S:\- City of Flagstaff\Budget 2017\Training Manual FY-2017\Files Linked in Manual\Accountant Fund Division 10-01-15.pdf. In addition, a copy is included in the Exhibits at the end of this training manual. Your accountant is a good place to start for any budget questions or assistance in preparing your budget.

Account Security - Account security has been activated for each Innoprise user. Account security limits the accounts for which a user has access. If you are denied access to an account for which you need entry, Brandi Suda at BSuda@flagstaffaz.gov, ext. 2217 to correct.

New Programs/Adding Account Numbers - To add a new program, contact Brandi Suda at BSuda@flagstaffaz.gov, ext. 2217.

If you have an existing program, but are missing a specific account, contact Brandi Suda at BSuda@flagstaffaz.gov, ext. 2217. After you have the needed program and/or account number added, you can refresh your budget entry screen. The added account number will now be available for entry.

Account Numbers Explained – The account numbers used by the City can be confusing for many people. So, to make it easier, below is a sample explanation for each segment of numbers.

Accounts are comprised of six segments, which are outlined below.

001	02	034	0131	1	4302

Fund – The first segment consists of three digits, and identifies the fund. In the example above, 001 stands for the General Fund.

Division – The second segment consists of two digits, and identifies the Division. In the example above, 02 stands for Management Services.

Section – The third segment consists of three digits and identifies the Section. In the example above, 034 stands for Finance.

Program – The fourth segment consists of four digits, and identifies the Program. In the example above, 0131 stands for Accounting. Program numbers starting with 0010 to 2999 are operating programs, programs numbers from 3000 to 5999 are capital project programs, and program numbers starting with 6000 to 7999 are grant programs.

Function – The fifth segment consists of one digit, and identifies the Function. In the example above, 1 stands for General Government.

Object – The sixth segment consists of four digits, and identifies the Object. In the example above, 4302 stands for Office Equipment Under $5,000.

1: Asset 2: Liability 3: Revenue 4: Expense 5: Charge to/from 6/7: Rev Trans

41xx: Personal Services
42xx: Contractuals
43xx: Commodities
44xx: Capital

For a master list of the account numbers and how to look up the Innoprise account number using the prior Naviline (HTE) account number, see the answer to question 8 in Exhibit 7 – Common Questions at the back of this manual.

Budget Levels - When reviewing the various calendars, there are key times in the budget process that information is "frozen" for reference purposes. These times refer to decision levels as detailed below:

1. Division Level (DIV) – This level will close in February. Check the Budget calendar for specific dates.
   - This is the entry level for the departments. At this level, the divisions enter budget amounts for the Base budget, Capital/Grants, and only specific items in Personal Services (see Budget Tips in the following Section for a full listing). The divisions will be provided target budget amounts. This is the ONLY level the department can enter data directly. The Departments will not enter Personnel, as that will be entered by Payroll.
2. City Manager Level (CM) – Typically closes at the end of March
   - After the Departmental review meetings are held, changes are made at this level. These numbers are printed and used for the Council and public review. Budget changes include Budget Team recommended changes, including: Base, 1X, ONG, Capital, and Grants.
3. Final Level (FNL) – Typically closes in early May
   - After the City Council changes are made in late April, the final adopted budget is prepared for the May Clerk's Office deadline (in time for the June Tax Levy Hearing & Tentative budget adoption, as well as the Final Budget Adoption).

Budget Sequences – Within each of the three budget levels are three sequences.

1. BASE:
   - The Base Budget has been copied from the prior fiscal year. The Department will enter changes to the base budget numbers and narratives. *The Target Base is provided by Finance.* Narratives are required in 100% of cases where a number is presented. No exceptions. See Section 12 for specific instructions on entering budget data.
   - What is a Base Budget or Base Budgeting? A division's 'base budget' assumes the current operating budget level (all one-time expenditures removed, e.g., capital). You will be provided these numbers by the Finance division or by adding Last Year's Base + Ongoing RSL Sequences together.
   - Sufficient detail must exist in the base level narratives to support the continued level of funding. For basic ongoing expenditures such as photocopying or office supplies, it is not necessary to go into detail. The following entry would suffice in the instance above: "Base – Photocopies". If there are significant changes in budget levels from the prior year, it is still necessary to have a sufficient justification included to explain the change. Items such as Legal fees, Consultants, software maintenance contracts, etc., will need a more complete justification.

2. CAPITAL/GRANTS:

- This is the departmental entry for ALL operating capital and SOME capital project budgets.
- The CIP Section will input budgets only for the divisions the Capital Improvement group manages (Sections 152, 112, 111, 103).
- The Fleet Section will input all General Fund Fleet approved vehicles.
- All other CIP capital, all operating capital, or Enterprise fleet capital will need to be input by each Section.
- User entry of all Grants should include the following information:
    - Total Project Cost (Grant and Match)
    - Grant Account Number assigned by Granting Agency.
    - CofF Project Number for the Grant
    - Grant Type: Federal, Federal thru State, State, or Foundation and, if known, the name of the Funding Agency.
    - Funding Period: Start Date and End Date
    - Matching or Cost Sharing: Enter the percentage of the funding match and if it is cash or in-kind, e.g., 80% Federal/20% Cash Match; Enter 'No Match required' if there is no Match necessary
    - Grant Project Representative: Name of the person in your Division responsible for the overall management of this Grant

3. PERSONNEL:

- Salaries and fringe benefits are budgeted centrally. Any deviations from centrally authorized positions are to be brought to the Budget Team and Accountant's attention immediately.
- Overtime: Last year's approved budgeted overtime is included in the Payroll sequence. Review the personnel report for specifics. If a division seeks to increase their overtime request, they must enter either a one-time (1X) or ongoing (ONG) RSL.

4. Revised Service Level - RSLs:

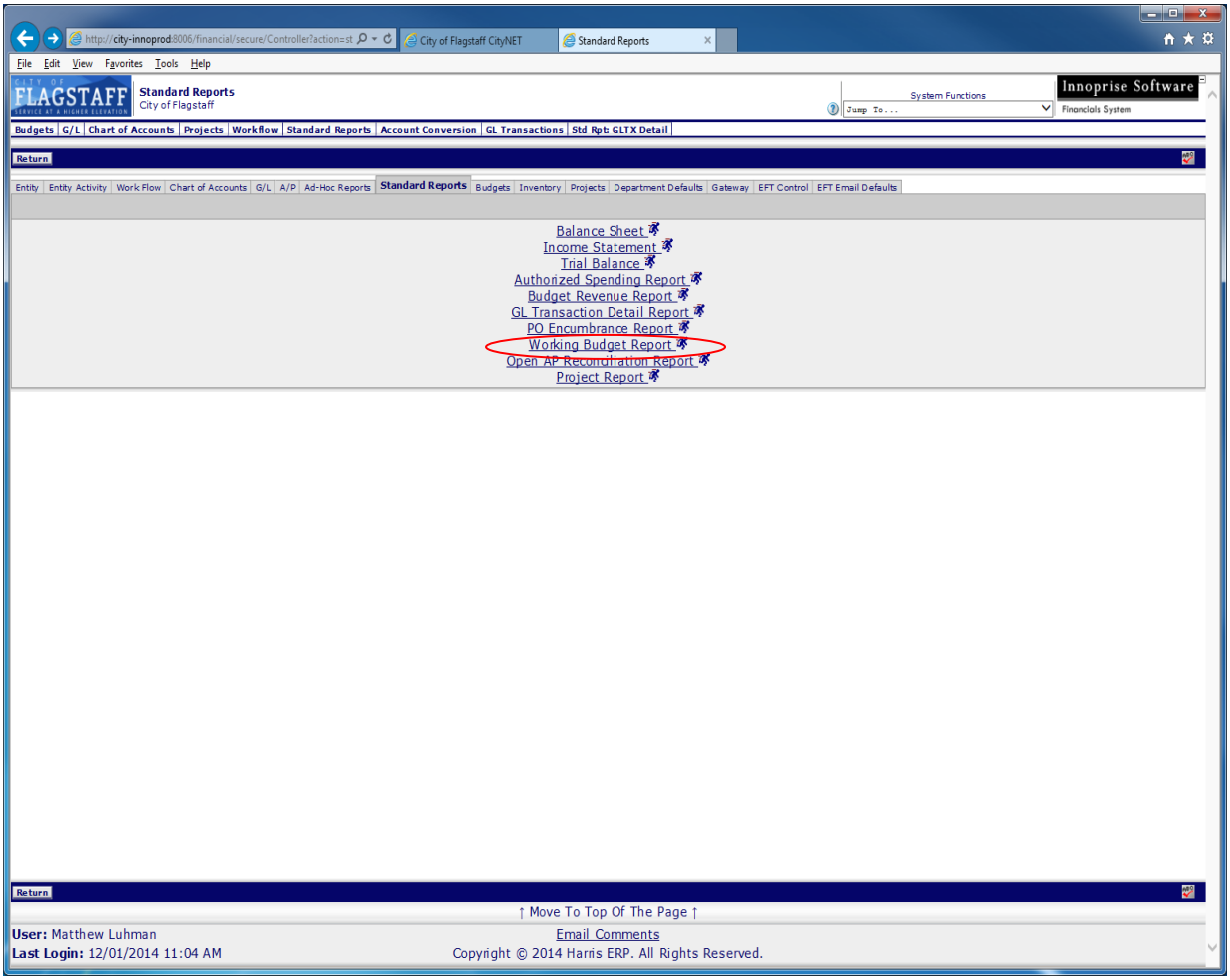
- There will be a sequence where RSL's will be entered, however this sequence will be input by the accountants or other finance staff.
- The department will be required to submit a standardized spreadsheet for submission to the Budget Committee and your accountant. The RSL request form can be found in Exhibit 7 or at the following link:

  S:\- City of Flagstaff\Budget 2017\Training Manual FY-2017\Files Linked in Manual\FY2017 RSLs requests.xls

SECTION 5

STANDARD BUDGET REPORTS

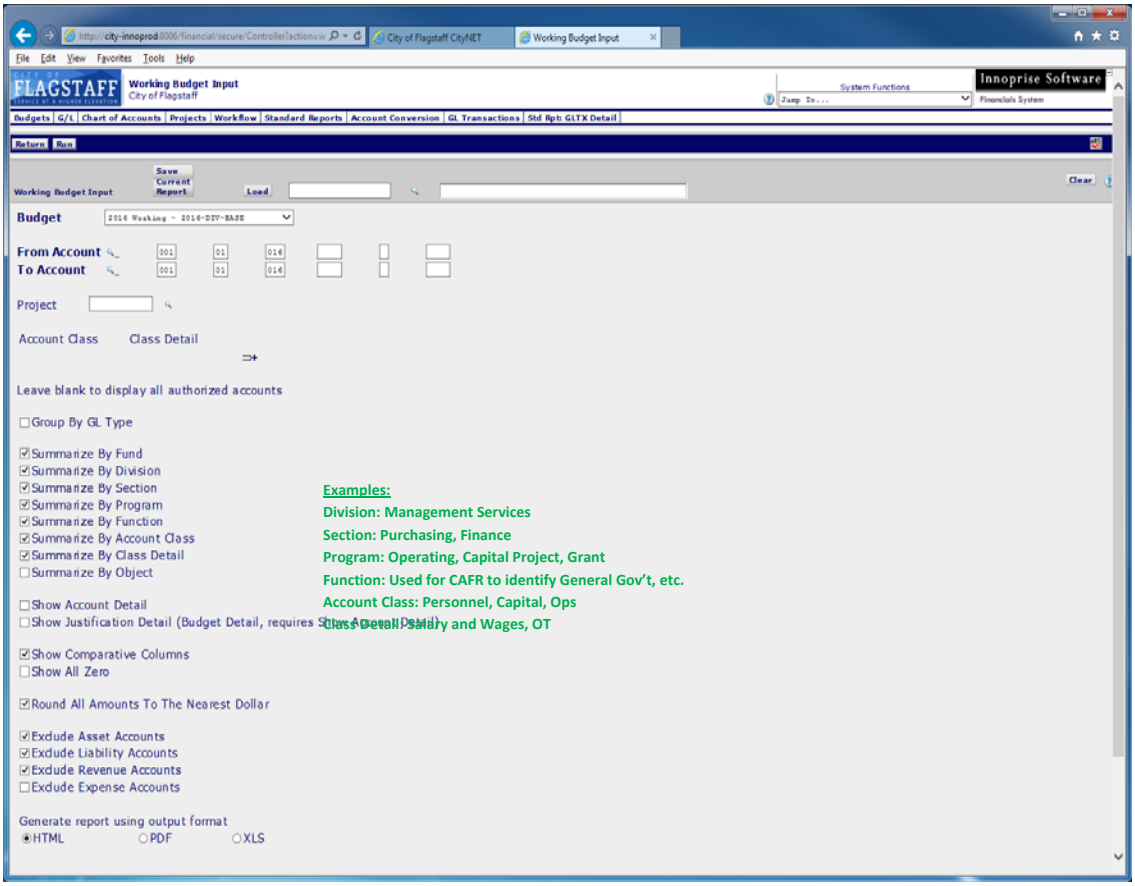
Working Budget Report: The Innoprise Standard Reports has a report specifically addressing the Budget. It is known as the Working Budget Report.



Click on Standard Reports in the Jump To Menu or in your favorites bar

- Working Budget Report
  1. Click on the Working Budget Report.
  2. Enter the account range for which you want to the run the report.
  3. Check boxes as needed to summarize the report in order to reflect the data presentation needs.
  4. **ALWAYS** check the show comparative columns & round all amounts to the nearest dollar.
  5. **ALWAYS** check exclude Asset accounts and Liability accounts

6. Choose if you want the report to be HTML, PDF or Excel. (PDF and excel take longer to generate)



To run a detailed line item budget report – select the following: Summarized by division, section, program and account detail

To run a program summary report – select summarized by division, section, program & account class (subtotal by Personnel, Contractuals, Commodities and Capital)

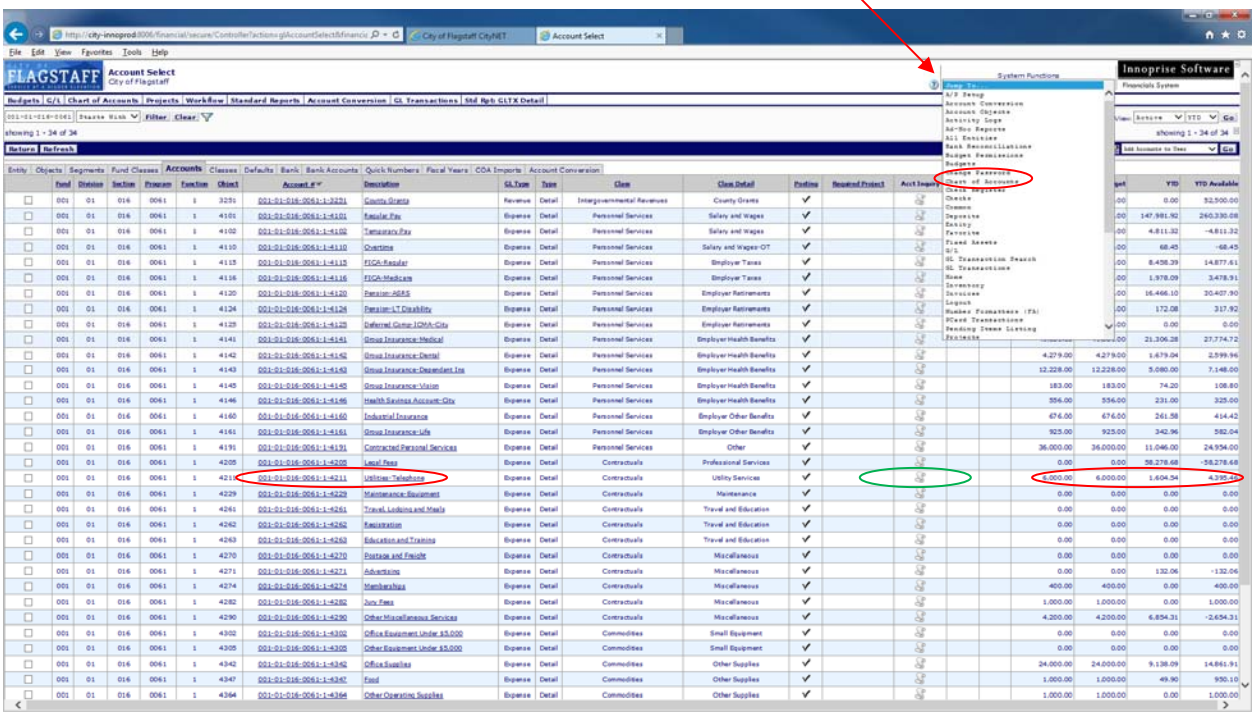
To run a narrative (Justification) report – select Show Account Details, Show Justification Details and then subtotal (summarize) as needed.

The Program List can be viewed on the first tab of the spreadsheet found at the following link:

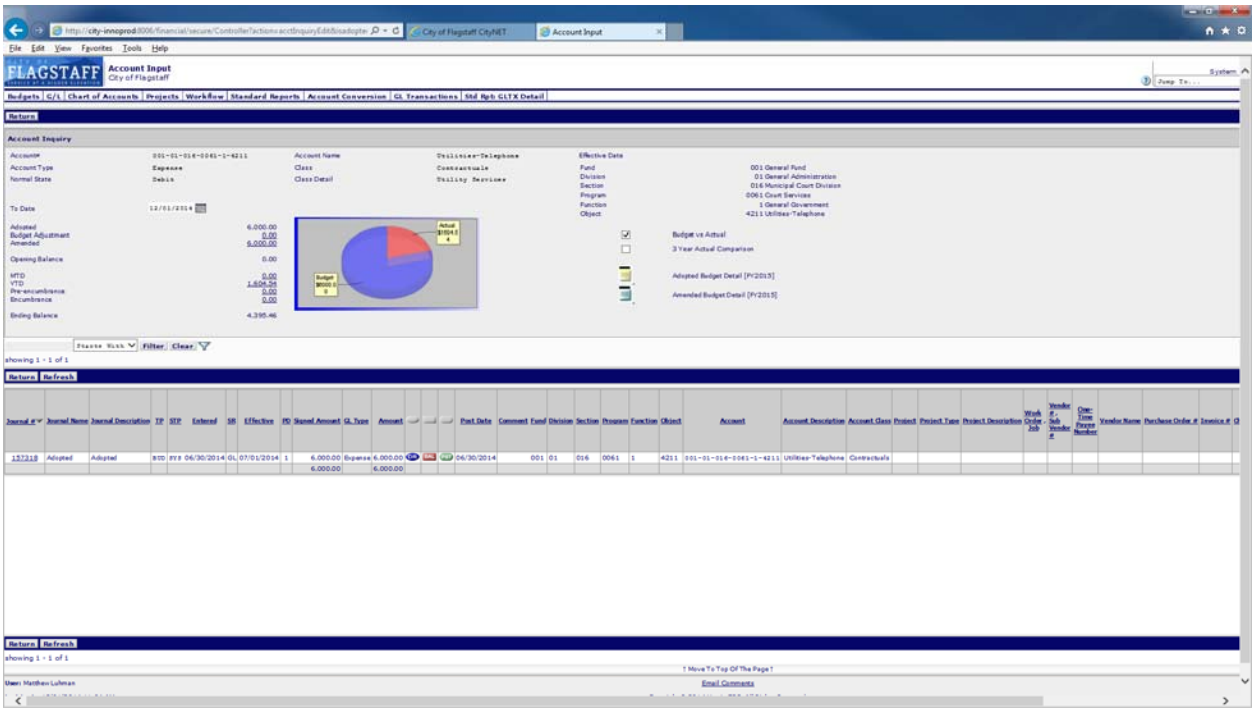
Also, see Exhibit 7 – Common Questions (#6) for a walkthrough on how to find the most up-to-date Program listing within Innoprise and to see examples of available reports.

Account Inquiry Report: Another report that is quite useful is the Account Inquiry Report. Assume you would like to have some information on several of your accounts regarding expenditures year-to-date, and up to 3 prior years.

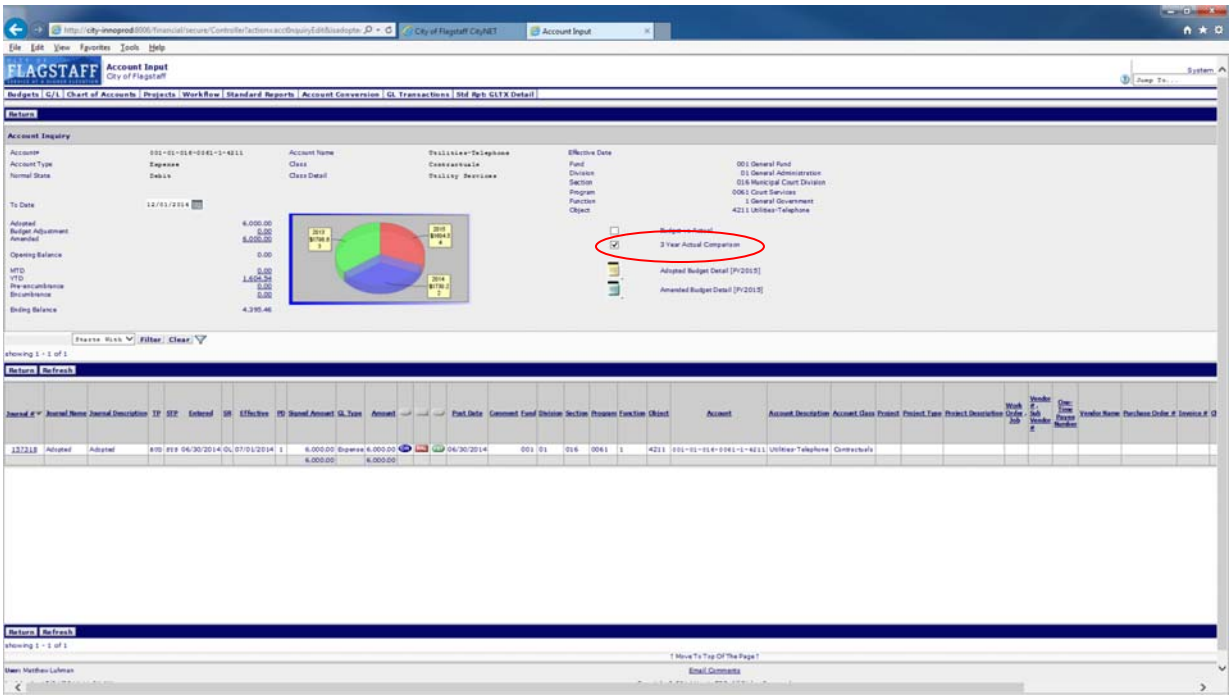
- First, select the Chart of Accounts in the "Jump To" Menu. You will then see a screen similar to the one below:



- Assume the account you would like to see is the one circled above. (See items circled in Red).
- Click on the Acct Inquiry symbol (circled in Green).
- The screen you will see is presented on the following page. Notice it has a graph for Budget vs. Actual. It also has the dollar values for the Adopted Budget, the Month-to-Date Expenditures, Year-to-Date Expenditures, Pre-encumbrances, Encumbrances, and Ending Balance. Also listed are transactions which have affected your expenditures/encumbrances to date.



- There is still another benefit of this report. If the 3-Year-Actual-Comparison is checked, you will see the following:



- Notice the graph has changed so there is a visual of the comparison between the three years, along with the actual dollar amount.

SECTION 6

BUDGET TIPS

INFORMATION YOU NEED TO KNOW:

1. There are only certain objects/elements the divisions are responsible for entering within the Personal Services series of accounts. They are:

Innoprise Account #	Sungard Account #	Description	
PERSONAL SERVICES			
Personal Services		Employer Allowances	
4171	1201	Clothing Allowance	→ Except Police – in payroll already
4173	Future	Other Allowances	
Personal Services		Other	
4192	1430	Mechanical Shop Labor	
Personal Services		Charges-Contra	
4196	1902	External Reimbursements-Personnel	
CONTRACTUAL SERVICES			

   a. You MUST enter a narrative followed by an amount for each budgeted line item.
   b. Note: In the narratives describe what is requested/needed, the purpose it fulfills, and any financial considerations. Your narratives will be read by the City Council, City Manager, and others, and should be presented in a professional manner. Review for missing words, numbers, and typographical errors.
   c. EXCEPTION TO SOME NARRATIVES: If the base budget being input is for basic services such as supplies, phone, utilities, copy charges, etc., and is a reasonable number consistent for normal department operations, the only words necessary in the narrative are “Base – Supplies” or “Base – Copy Services”.

2. Contractual Services are also the responsibility of the Division.
   a. Professional Services are compared to prior year expenditures. The usage and reason for each contract must be documented in your narrative. Consultants are always considered one-time expenditures (unless your program is one of the exceptions) and must be re-budgeted on an annual basis detailing both the specific project and the amount. Remember, 1X and ONG requests will be

submitted on an Excel spreadsheet to the Budget Team and your accountant. Do not enter them at this time unless it is to be funded within your base.

b. Utility budgets are compared to prior year expenditures. Once known, any potential rate increases and how they are to be treated in the budget will be communicated to the Sections at the soonest possible opportunity.
c. Communication costs are compared to prior year expenditures; budgeted amounts include regular phone, cell phone, pagers, etc.
d. Maintenance of Facilities and Equipment is budgeted in accordance with existing equipment and estimated service contract costs. Minor renovations of facilities are budgeted in the appropriate Program's maintenance budget. Divisions should contact Facilities Maintenance for requested work orders and to ensure that adequate funds are budgeted. To better manage the funds on both the requestor and the requestee budgets, open communication between requestor and requestee is required. The Department is ultimately responsible for ensuring all ISRs are accounted for in their budgets.
e. Operating capital (>$5,000) is budgeted in Capital. Major renovations of $25,000 or greater are subject to the Capital Improvement Project (CIP) review process.
f. Insurance costs are budgeted centrally.
g. Rents and leases on multi-year contracts are allocated at the appropriate level and all other items are budgeted at estimated cost.
h. Debt service costs are budgeted centrally.
i. Travel requests should be based on the most economical way to travel. City policy is to utilize rental car contracts procured by the Purchasing Division for all one-day out of town travel. Multiple day trips must be comparatively analyzed. Travel Allowances are included in the Payroll sequences.
j. Other line item categories are included in the 'Miscellaneous' section. Every effort should be made to budget in specific titled accounts, however if there is no appropriate category, expenditures may be budgeted as 'Miscellaneous'. A complete description of the expenditures must be stated in the narrative section.
k. Work Orders – refer to Section 8 for direction.

3. Commodities are another input requirement for the Divisions.
   a. Small equipment is compared to prior year expenditures.
   b. Divisions/Sections should contact the Information Technology Division to coordinate hardware/software purchases and the implementation and/or maintenance plans.
   c. Motor vehicle & machine parts are compared to prior year expenditures.
   d. Library supply accounts are used only by the library.
   e. For other supplies: Printing and binding is budgeted according to prior year

expenditures adjusted for cost increases. It is strongly encouraged that printing move away from a paper format to an electronic format. A minimal amount of printed documents should be made available for both internal and external use, relying more heavily on CD and web based delivery for public distribution.

f. Most accounts are compared to prior year expenditures, with a review of specific purchases to add or delete one-time expenditures.

4. Capital/Grants Entries:
   a. Capital Projects are those projects having assets of significant value (greater than $25,000) and having a useful life of three years or more.
   b. Costs for Capital Projects include all costs associated with completing the asset. Costs to be included cover all categories of commodities, contractual (including work orders) and capital which encompass the purchase of land, design and engineering, and construction of buildings and infrastructure items such as streets, bridges, drainage, street lighting, water systems, etc.
   c. Enter all operating capital & CIP in the 2017-DIV-GRANTS/CAP sequence.

   NOTE: Our budget system does not recognize project numbers for budgeting purposes. When entering amounts for account numbers that have multiple projects associated with them, please break out each project in the narratives and their respective project costs. If the project number is known, include that information in the narrative. The line item should then reflect the total of all individual projects listed in the narrative.

SECTION 7

FLEET VEHICLE REQUESTS

Fleet will have met and made recommendations on fleet purchases prior to the budget system being closed in January. Divisions will be notified which vehicles requested/due for replacement have been approved by the Fleet committee. Fleet generally only pays for those vehicles in the General Fund. Fleet will enter the approved fleet purchases into the Budget system for General Fund divisions. All other divisions are responsible for enter their Fleet approved equipment into the Budget system.

EQUIPMENT TYPE	Service years	Service Hours	Service mileage	Minimum yearly accrual	Purchase costs	ytd	ltd	Miles accrued by criteria
Sedans (Non-patrol)	15		150,000	5,000				
*Sedans (Patrol)	5		100,000	20,000				
Sedans (Fire Admin.)	15		150,000	5,000				
Trucks (1 Ton or less)	15		150,000	5,000				
4 x 4 Plow Trucks	10		100,000	5,000				
Suv's, Vans	15		150,000	5,000				
Trucks 1 ½-2 ton	15		150,000	5,000				
Fire Type I Engine	25		200,000	5,000				
Fire Tender	25		200,000	5,000				
Ladder Truck	25		200,000	5,000				
Dump Truck (15,000 GVW & up)	20		200,000	5,000				
Street Sweepers	10	9,000		200H				
Backhoes	20	9,000		200H				
Motor Grader	25	9,000		200H				
Front End Loader	20	9,000		200H				
Miscellaneous Tractors	15	10,000		5,000				
Trailers	20							
Dozers	20	9,000		200H				
1/2 ton + SUV (Patrol)	7		120,000	10,000				
1/2 ton + SUV (Fire)	9		140,000	7,000				
Type III Engine	25		200,000	5,000				
Type 6 Engine	12		120,000	5,000				
Ice Resurfacers	25	5,000		200H				
Mowers	10	2,500		200H				
Top Loaders	10		150,000	5,000				
**Rear Loaders	10		150,000	5,000				
**Side Loaders	10		150,000	5,000				
Rolloffs	10		150,000	5,000				
**Landfill Dozers		9,000		200H				
**Landfill Scraper		9,000		200H				
**Landfill Compactor		9,000		200H				
Landfill Tub Grinder		9,000		200H				
Hydrocleaner	12	9,000		200H				
Hydro Vacuum	12	9,000		200H				
Paint Striper	12	9,000		200H				

Snow Blowers	20	9,000		200H				
Patch Truck	15	9,000		200H				
Brush Chipper	20	9,000		200H				
Conveyor Plant	20	9,000		200H				
Compressors	20	5,000		200H				
Rollers	20	5,000		200H				
Fork Lifts	20	9,000		200H				
Welders	20	5,000		200H				
Skidsteers	12	6,000		200H				
Truck Tractors	20		200,000	5,000				
Airport Runway Sweeper	15	9,000		200H				
Airport Runway Plow Truck	25	9,000		200H				
Gradall	25	9,000		200H				
Generator (trailer mounted)	15	5,000						

*P/D patrol cars will not be ordered until mileage criteria is met
**Heavy equipment option refurb

SECTION 8
INTERDIVISIONAL SERVICE REQUESTS

An Interdivisional Service Request (ISR) must occur when a division requests services from another division within the City. This ensures the associated labor and material costs are properly charged back to the originating division. Note: The ISR process was revised for fiscal year 2016 and since then, there is no longer an ISR form required.

Interdivisional Service Request Process:

1. All ONG and BASE Facilities work requests (ISR's) from FY-2016 have been imported into the Budget 2017 BASE, along with all narratives.

2. Divisions are responsible for reviewing these rolled work orders, managing the increases expected in labor and materials costs, description, work scope, etc., within their respective budgets.

3. Divisions/Sections have the obligation to communicate with Facilities/Parks/Streets any major changes in requests or request descriptions within their Division/Section.

4. Any ISR requests (1X or ONG) that require funding beyond the Base Budget 2016 target shall be included in the RSL Excel list due February 18, 2016. (See Exhibit 6 for sample RSL Form.)

5. The Finance area will run a city-wide report for Facilities/Parks/Streets as a cross-check for major budget changes which affect the finances and workload projections of Facilities/Parks/Streets. The Facilities/Parks/Streets sections will also review the report and address any major issues with Finance and the Division requesting the service.

6. The use of the former ISR form was discontinued for FY 2016, with the relevant data input by the division in the Budget.

7. New programs and capital projects may require account setups in both Naviline and Innoprise. These account setup requests should be conveyed to Brandi Suda, with CCs to the Accountant, Facilities/Parks/Streets, and the Section requesting the work. Account number requests are normally the responsibility of the Division/Section.

SECTION 9

PERFORMANCE BUDGET INFORMATION

The responsibility of the City of Flagstaff is to develop and manage programs, services, and their related resources as efficiently as possible and to communicate the results of these efforts to our citizens. Performance measurement when linked to the budget and strategic planning process can assess accomplishments on a city-wide basis. When used in the long-term planning and goal setting process and linked to the City's mission, goals, and objectives, meaningful performance measurements can assist city officials and citizens in identifying financial and program results, evaluating past resource decisions, and facilitating qualitative improvements in future decisions regarding resource allocation and service delivery. The section performance reports can be found in **S:\- City of Flagstaff\Budget 2017\PM Division Reports FY 2017**, along with a Frequently Asked Questions sheet on how to complete.

MISSION STATEMENT

Division/Section Mission Statement should be revised as needed. Some Division/Sections have been impacted by organizational changes in the current year and need to ensure that the Mission Statement is adequate.

PROGRAM DESCRIPTION

Program description should include a short description of the primary functions you perform for the City.

FY2016 ACCOMPLISHMENTS

List accomplishments that were achieved by your section that are not subsequently captured in the performance initiative section, but you would like to have reported.

FY2016 NEW INITIATIVES

List any FY2016 new initiatives or endeavors for your division or section.

PERFORMANCE MEASURES

As defined by the Council goals, a goal and objective is stated along with one to three measures. A section can have as many as they would like to manage, but it is recommended that not more than **one to two** goals be listed with no more than one to three measures per goal. This presents a manageable work program. Those measures selected should be ones the section is interested in maintaining and tracking on a long-term basis.

SECTION 10
REVENUE FORECASTING

The next step in the budget process is revenue forecasting. This is a very important step in the budget process for estimating fund balance for the current year and for your five-year plans. Both quantity and quality of service to be provided are directly dependent upon the amount of revenue available. The revenue section provides estimates for local taxes and state shared revenues. Other revenues forecasts are a joint effort between Divisions and Finance.

This information is required to be presented to the Budget Team during the departmental meetings in any situation where new revenue will be generated or where revenue estimates change (whether up or down) by a substantial amount in comparison to your overall budget. You need to work closely with your accountant during this stage to assure your revenue estimates are appropriately captured on your five-year plan. All sources of revenue, including proposed grants, should be projected regardless of the amount involved. Please prepare separate revenue forecasts for each revenue source.

Note: Revenue numbers are generated internally as a joint effort between the departments, accountants, and the Revenue section of Management Services. BBB funds, specifically, are provided to divisions as they are updated.

SECTION 11
FISCAL YEAR END AND CARRYOVERS

By **April 25, 2016**, your accountant must be notified in writing of any Carryovers and their related updated Y/E estimate projections. This must be communicated prior to the City Council approval of the budget. This includes changes in carryover amounts. If this is not done by **April 25th**, you may not have sufficient appropriation in the new budget year to pay for this expenditure. There is no opportunity to create additional appropriation after this date due to the legal timeframes that dictate the publication and adoption of the budget.

YEAR END CLOSE AND INVOICING

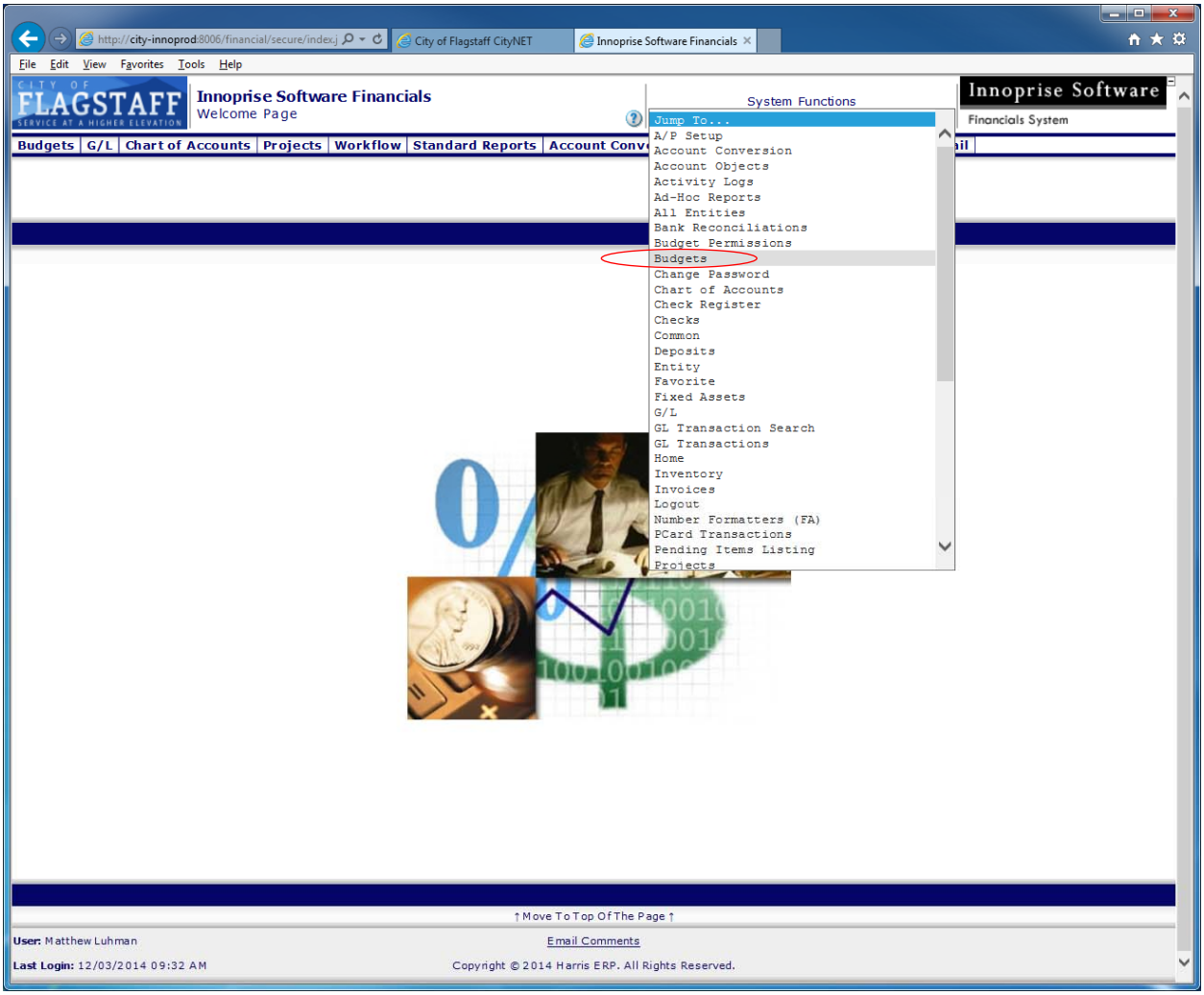
Finance must receive invoices by the end of the first week of August for all items received before June 30TH. With any delivery expected after June 30, the expenditure will be charged against the next year's budget line item. Budget authority does not automatically rollover into the new budget year. If the item is not received by June 30, the encumbrance will lapse and no funds will be spent. Therefore, it is imperative that you re-budget for large capital items that may carry over into the new fiscal year. Try to requisition high dollar items in a timely manner to avoid this situation. If your expected delivery date is at all in doubt, re-budget for a carryover. Please work with Purchasing to determine expected delivery dates.

SECTION 12

INNOPRISE INSTRUCTIONS FOR BUDGET DATA ENTRY

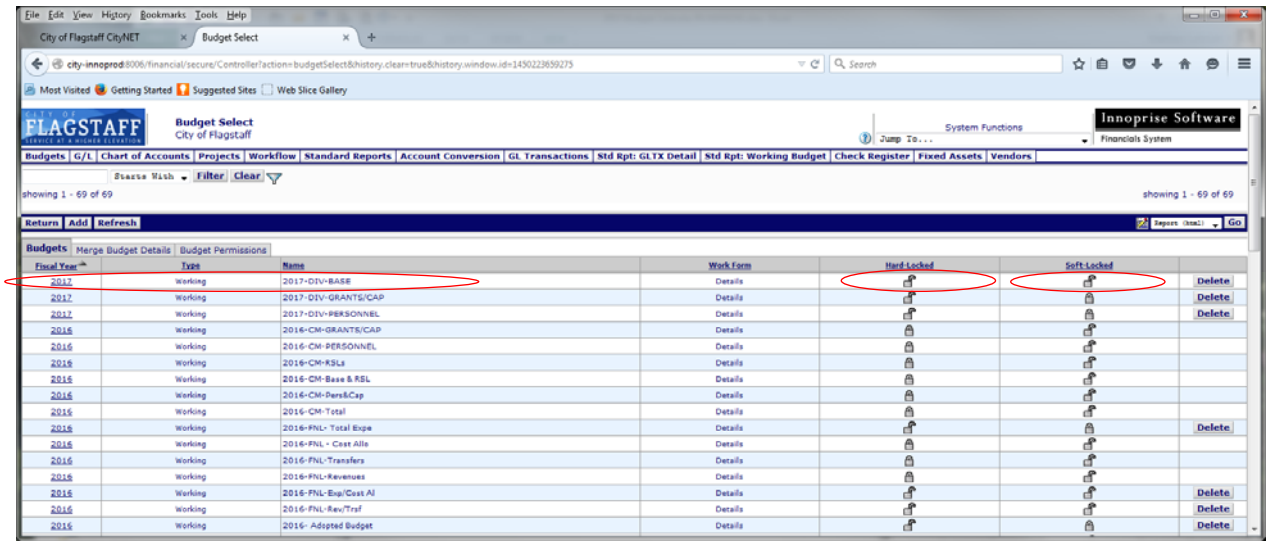
To enter your Base Budget into Innoprise:

1) Log on to Innoprise using the same user name and password as you do for logging into your computer.
2) On the right hand side of the Innoprise home page is a **Jump To** drop-down menu. Select the **Budgets** Function.



3) You will see a listing of Budgets. You will be entering for the following:
   a. 2017-DIV-BASE (including Personnel items such as mechanical shop labor, contracted employees, and clothing allowances).
   b. 2017-DIV-GRANTS/CAP
   c. Please note: Personnel will be downloaded into the system by Payroll.

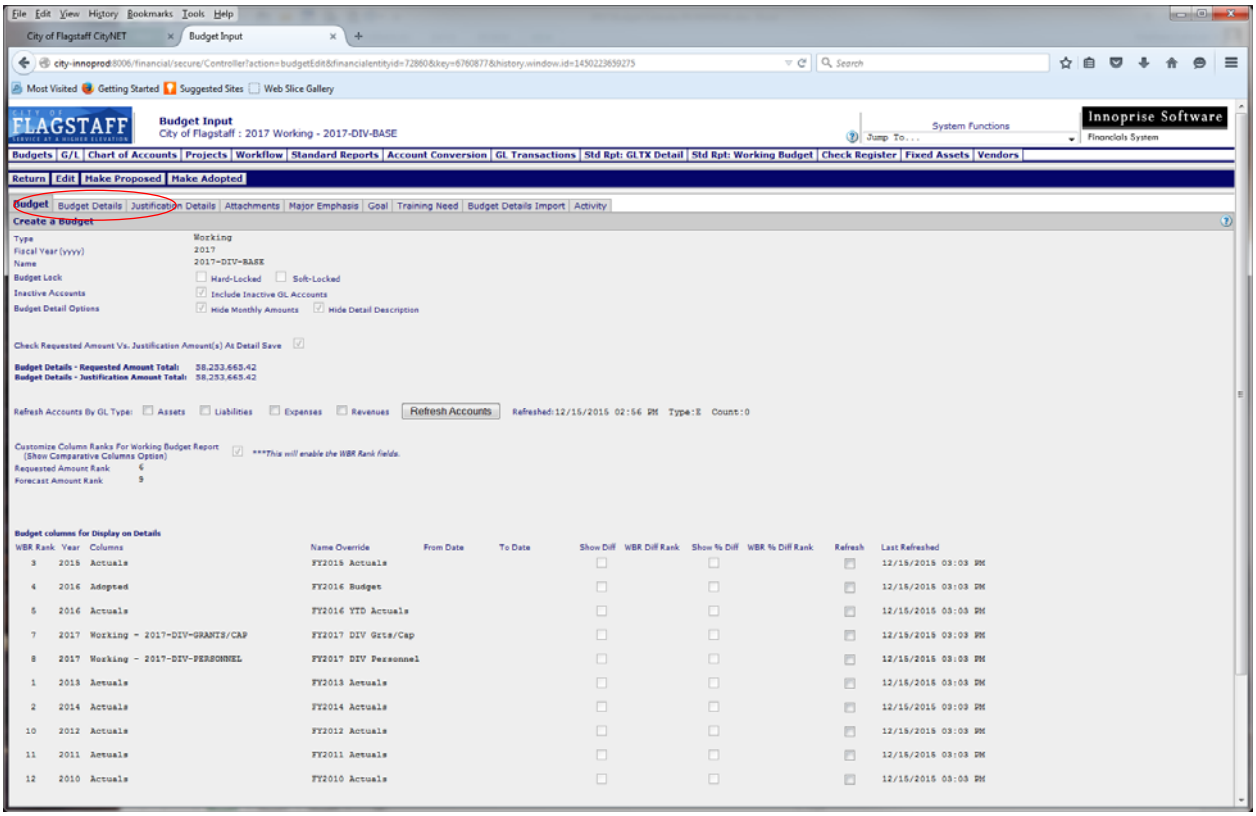
4) CLICK on the 2017-DIV-BASE from the list.



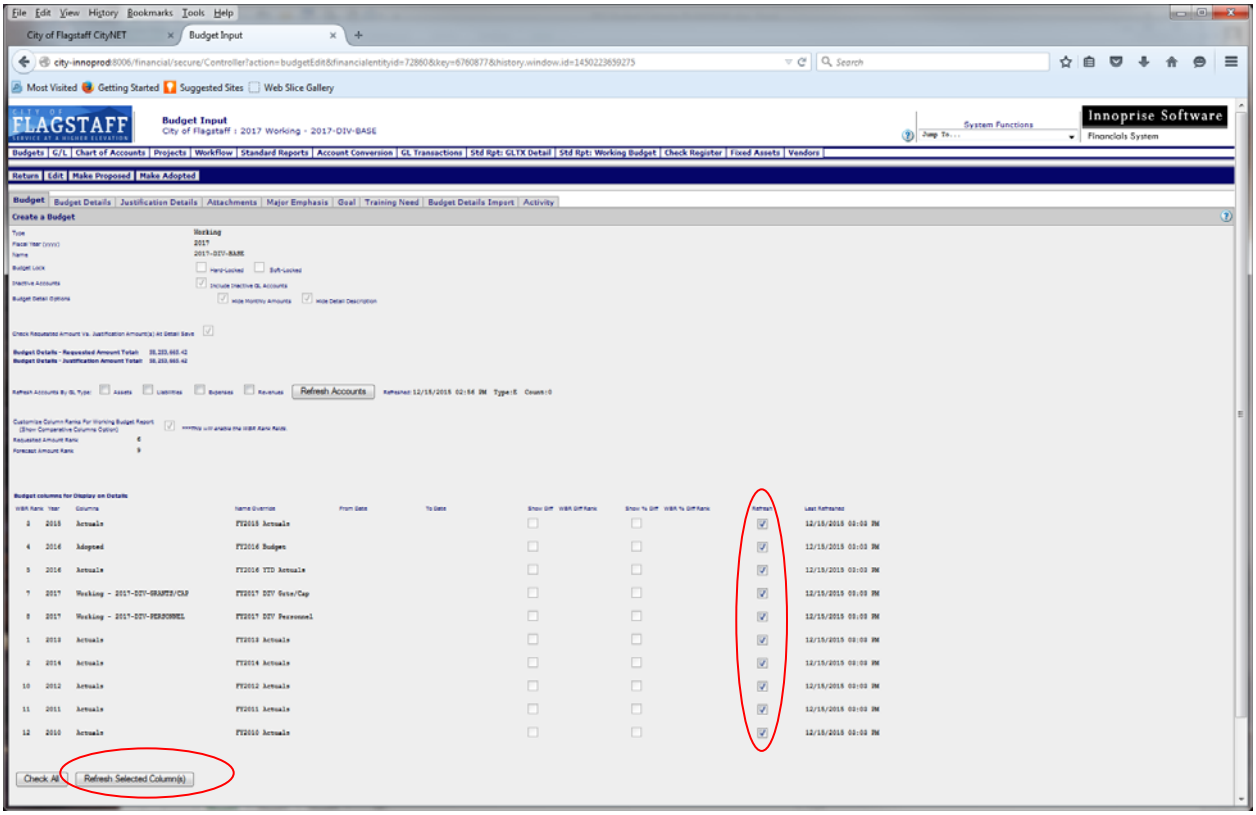
<u>Hard-Locked</u>: if this column indicates locked (closed lock icon), no one can make any changes to this item.

<u>Soft-Locked</u>: if this column indicates locked (closed lock icon), only accountants and specifically designated individuals can make any changes

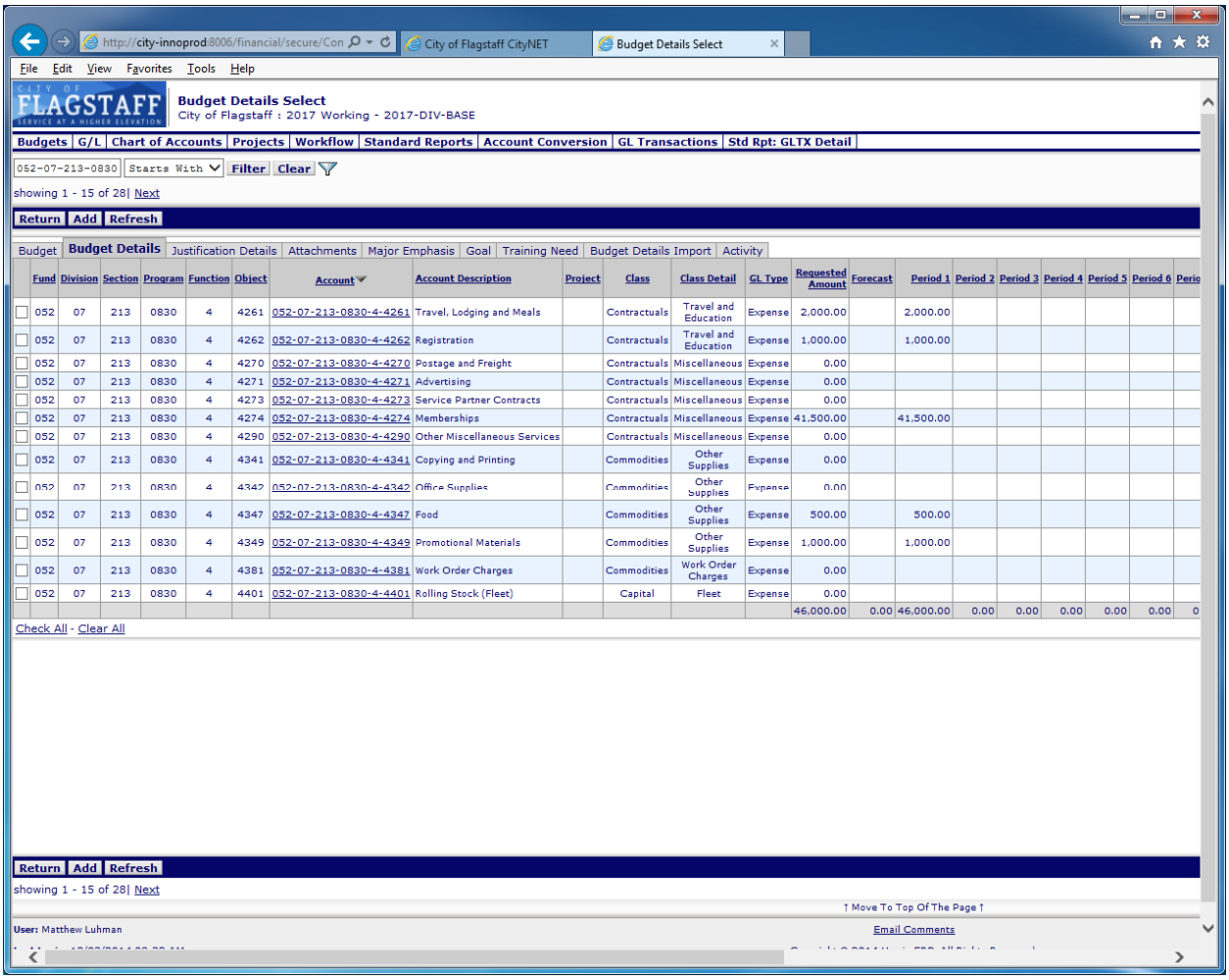
5) The following screen will appear. CLICK on the **Budget Details** Tab.



- Important: As budget values are entered, in order to see the most recent information, it is important for the REFRESH boxes to be checked and the Refresh Selected Column(s) button pressed.



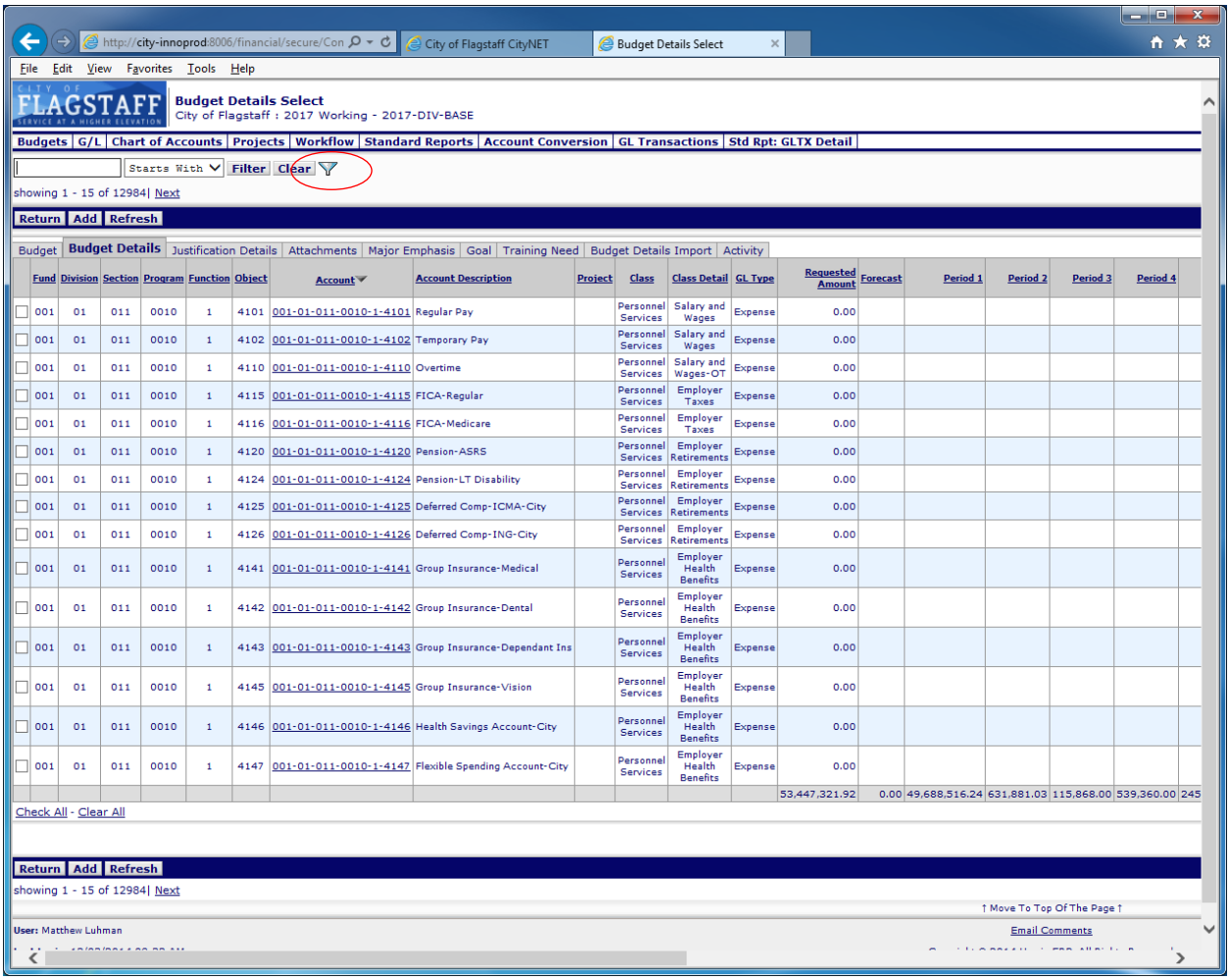
6) On the **Budget Details** tab you will see a listing of all the accounts for which you have access. Below is an example.



Fund	Division	Section	Program	Function	Object	Account	Account Description	Project	Class	Class Detail	GL Type	Requested Amount	Forecast	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Perio
052	07	213	0830	4	4261	052-07-213-0830-4-4261	Travel, Lodging and Meals		Contractuals	Travel and Education	Expense	2,000.00		2,000.00						
052	07	213	0830	4	4262	052-07-213-0830-4-4262	Registration		Contractuals	Travel and Education	Expense	1,000.00		1,000.00						
052	07	213	0830	4	4270	052-07-213-0830-4-4270	Postage and Freight		Contractuals	Miscellaneous	Expense	0.00								
052	07	213	0830	4	4271	052-07-213-0830-4-4271	Advertising		Contractuals	Miscellaneous	Expense	0.00								
052	07	213	0830	4	4273	052-07-213-0830-4-4273	Service Partner Contracts		Contractuals	Miscellaneous	Expense	0.00								
052	07	213	0830	4	4274	052-07-213-0830-4-4274	Memberships		Contractuals	Miscellaneous	Expense	41,500.00		41,500.00						
052	07	213	0830	4	4290	052-07-213-0830-4-4290	Other Miscellaneous Services		Contractuals	Miscellaneous	Expense	0.00								
052	07	213	0830	4	4341	052-07-213-0830-4-4341	Copying and Printing		Commodities	Other Supplies	Expense	0.00								
052	07	213	0830	4	4342	052-07-213-0830-4-4342	Office Supplies		Commodities	Other Supplies	Expense	0.00								
052	07	213	0830	4	4347	052-07-213-0830-4-4347	Food		Commodities	Other Supplies	Expense	500.00		500.00						
052	07	213	0830	4	4349	052-07-213-0830-4-4349	Promotional Materials		Commodities	Other Supplies	Expense	1,000.00		1,000.00						
052	07	213	0830	4	4381	052-07-213-0830-4-4381	Work Order Charges		Commodities	Work Order Charges	Expense	0.00								
052	07	213	0830	4	4401	052-07-213-0830-4-4401	Rolling Stock (Fleet)		Capital	Fleet	Expense	0.00								
												46,000.00	0.00	46,000.00	0.00	0.00	0.00	0.00	0.00	0

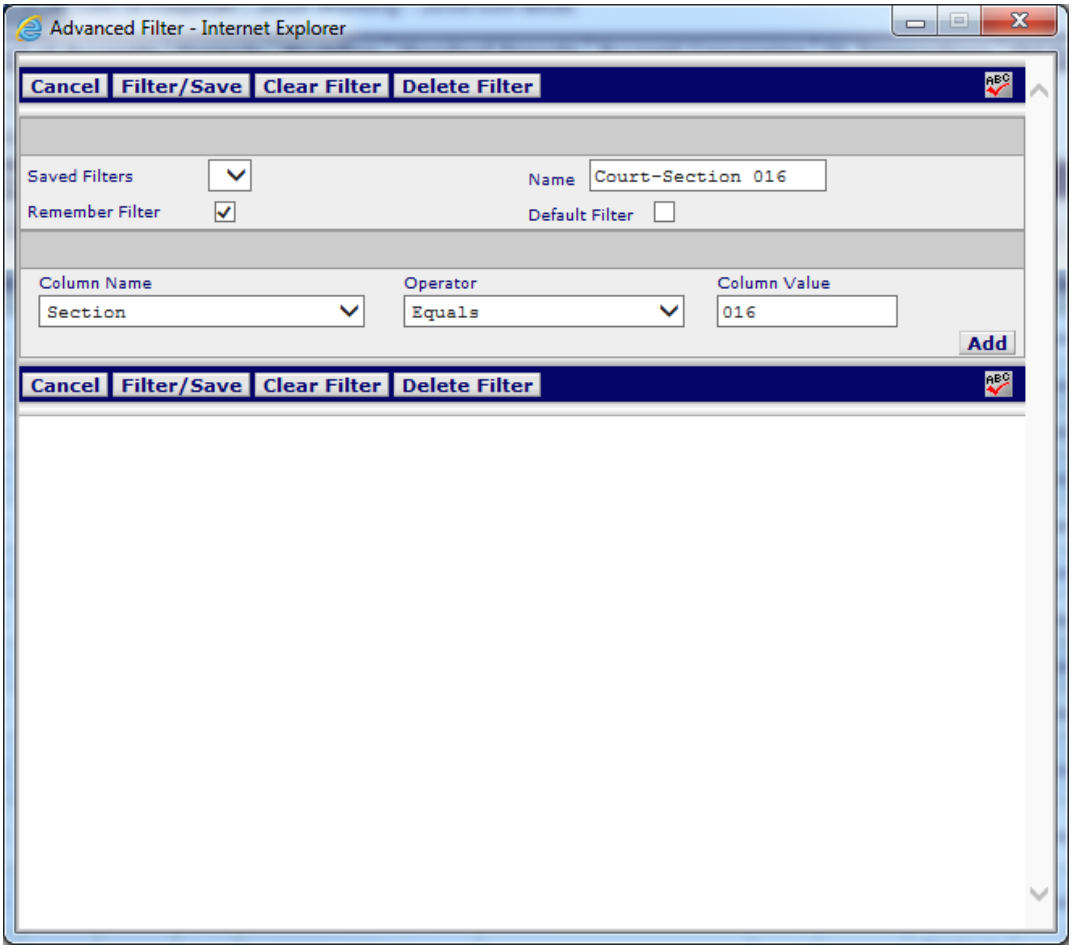
7) To see only the accounts in a particular Section (or you can sort on any of the columns shown here, such as Fund, Division, Program, Account, etc.), you will need to set up a Filter or Advanced Filter.

   a. CLICK on the funnel icon to access the Advanced Filter

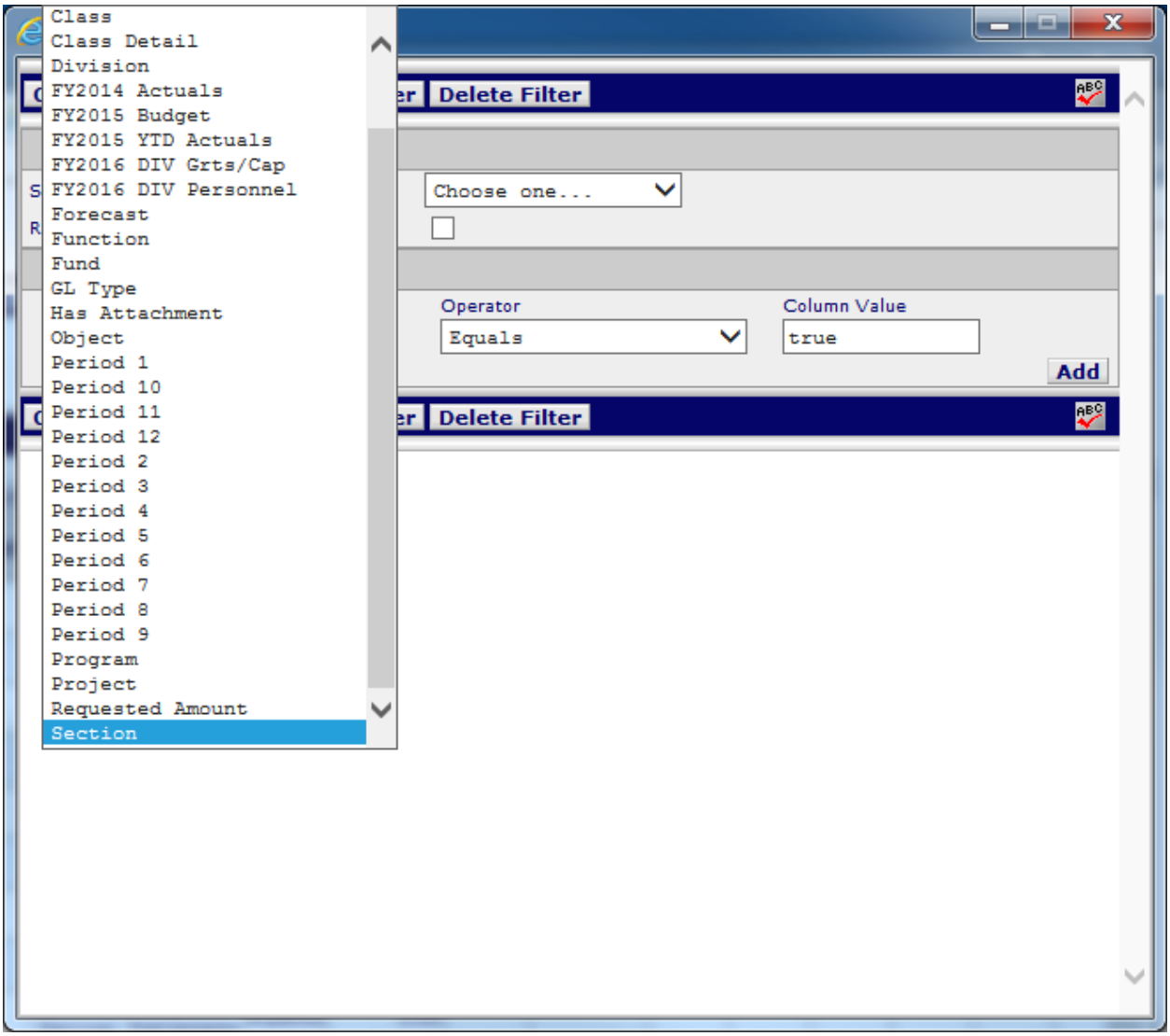


Fund	Division	Section	Program	Function	Object	Account	Account Description	Project	Class	Class Detail	GL Type	Requested Amount	Forecast	Period 1	Period 2	Period 3	Period 4	
001	01	011	0010	1	4101	001-01-011-0010-1-4101	Regular Pay		Personnel Services	Salary and Wages	Expense	0.00						
001	01	011	0010	1	4102	001-01-011-0010-1-4102	Temporary Pay		Personnel Services	Salary and Wages	Expense	0.00						
001	01	011	0010	1	4110	001-01-011-0010-1-4110	Overtime		Personnel Services	Salary and Wages-OT	Expense	0.00						
001	01	011	0010	1	4115	001-01-011-0010-1-4115	FICA-Regular		Personnel Services	Employer Taxes	Expense	0.00						
001	01	011	0010	1	4116	001-01-011-0010-1-4116	FICA-Medicare		Personnel Services	Employer Taxes	Expense	0.00						
001	01	011	0010	1	4120	001-01-011-0010-1-4120	Pension-ASRS		Personnel Services	Employer Retirements	Expense	0.00						
001	01	011	0010	1	4124	001-01-011-0010-1-4124	Pension-LT Disability		Personnel Services	Employer Retirements	Expense	0.00						
001	01	011	0010	1	4125	001-01-011-0010-1-4125	Deferred Comp-ICMA-City		Personnel Services	Employer Retirements	Expense	0.00						
001	01	011	0010	1	4126	001-01-011-0010-1-4126	Deferred Comp-ING-City		Personnel Services	Employer Retirements	Expense	0.00						
001	01	011	0010	1	4141	001-01-011-0010-1-4141	Group Insurance-Medical		Personnel Services	Employer Health Benefits	Expense	0.00						
001	01	011	0010	1	4142	001-01-011-0010-1-4142	Group Insurance-Dental		Personnel Services	Employer Health Benefits	Expense	0.00						
001	01	011	0010	1	4143	001-01-011-0010-1-4143	Group Insurance-Dependant Ins		Personnel Services	Employer Health Benefits	Expense	0.00						
001	01	011	0010	1	4145	001-01-011-0010-1-4145	Group Insurance-Vision		Personnel Services	Employer Health Benefits	Expense	0.00						
001	01	011	0010	1	4146	001-01-011-0010-1-4146	Health Savings Account-City		Personnel Services	Employer Health Benefits	Expense	0.00						
001	01	011	0010	1	4147	001-01-011-0010-1-4147	Flexible Spending Account-City		Personnel Services	Employer Health Benefits	Expense	0.00						
												53,447,321.92	0.00	49,688,516.24	631,881.03	115,868.00	539,360.00	245

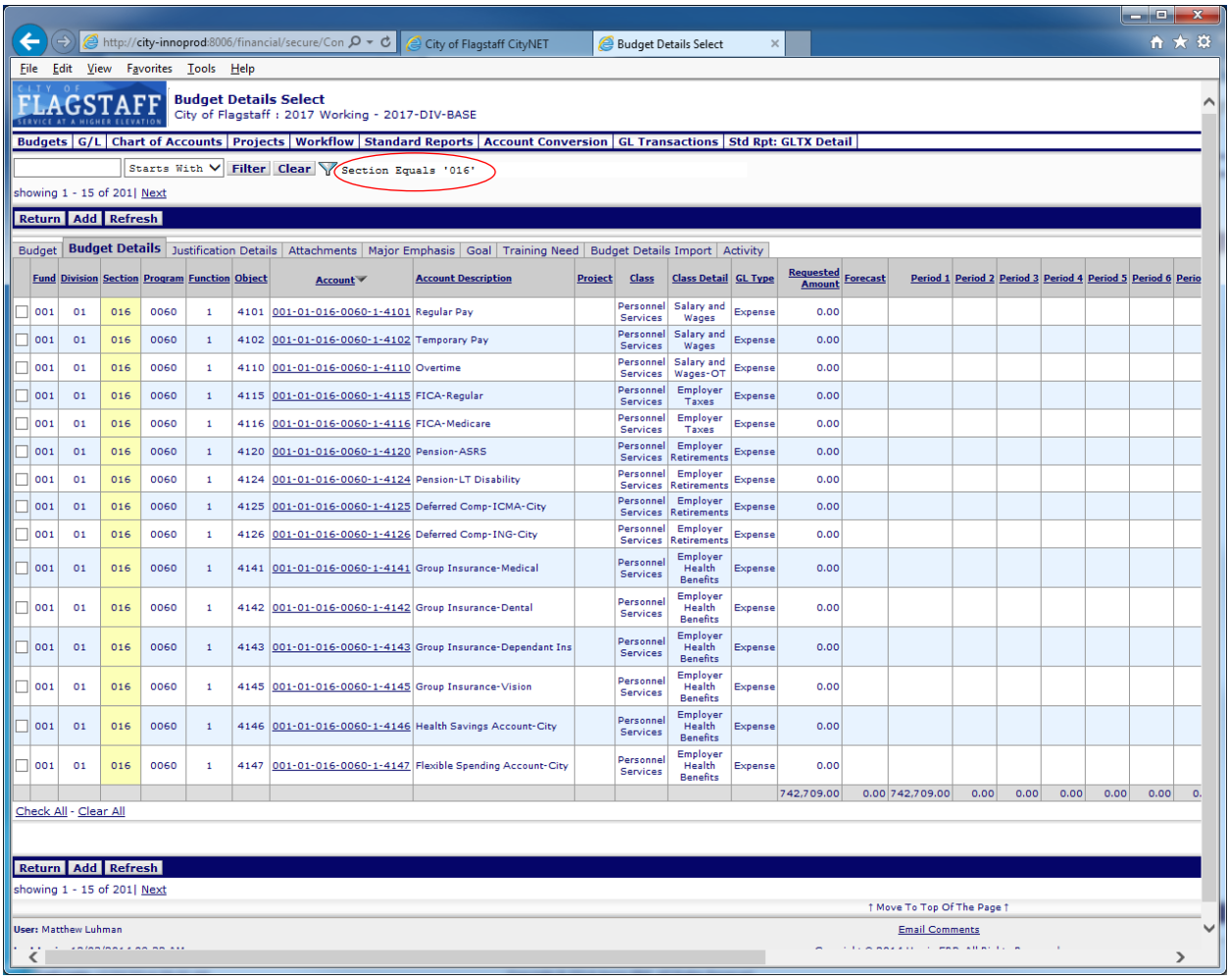
8) Now there are options you can choose as to how you wish to filter this information. Assume you only would like to see one Section (i.e., Court, Section 16).
    a. CLICK on **Remember Filter**
    b. **Name** the Filter something you can identify. This one is named **Court Section Filter**.
    c. Under Column Name, CLICK on **Section**
    d. Under Operator, CLICK on **Equals**
    e. Under Column Value, type in your Section Number (**016** for Court)
    f. CLICK on **Filter/Save**



Note: You can also filter by any of the Column Names as presented in the drop-down menu.



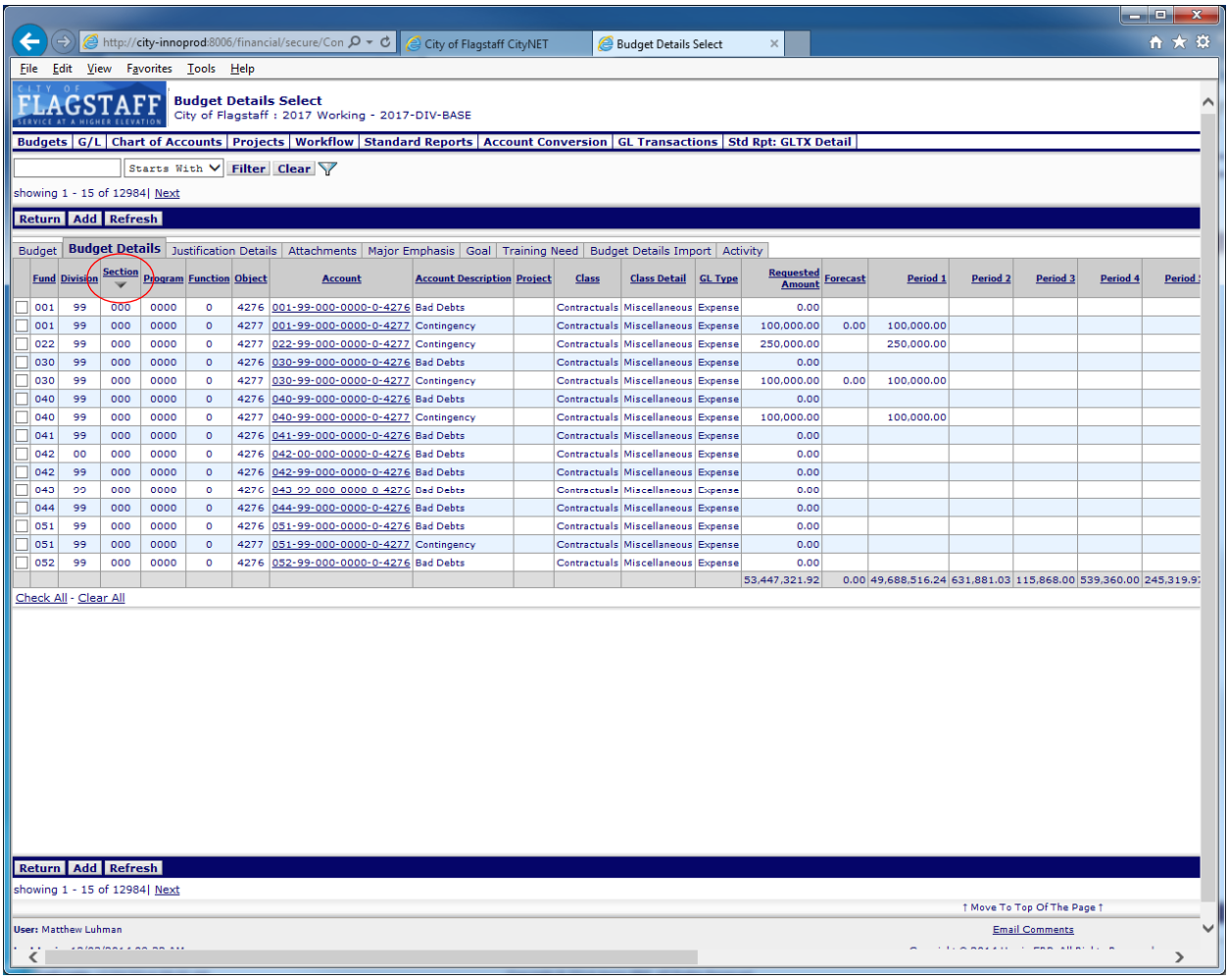
g. Once this is saved, in the future all you would do is select your saved filter and you will have the results immediately. Note that to the right of the funnel icon, the advanced search parameters you selected are now displayed. Your results should look something like the following:



Fund	Division	Section	Program	Function	Object	Account	Account Description	Project	Class	Class Detail	GL Type	Requested Amount	Forecast	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Perio
001	01	016	0060	1	4101	001-01-016-0060-1-4101	Regular Pay		Personnel Services	Salary and Wages	Expense	0.00								
001	01	016	0060	1	4102	001-01-016-0060-1-4102	Temporary Pay		Personnel Services	Salary and Wages	Expense	0.00								
001	01	016	0060	1	4110	001-01-016-0060-1-4110	Overtime		Personnel Services	Salary and Wages-OT	Expense	0.00								
001	01	016	0060	1	4115	001-01-016-0060-1-4115	FICA-Regular		Personnel Services	Employer Taxes	Expense	0.00								
001	01	016	0060	1	4116	001-01-016-0060-1-4116	FICA-Medicare		Personnel Services	Employer Taxes	Expense	0.00								
001	01	016	0060	1	4120	001-01-016-0060-1-4120	Pension-ASRS		Personnel Services	Employer Retirements	Expense	0.00								
001	01	016	0060	1	4124	001-01-016-0060-1-4124	Pension-LT Disability		Personnel Services	Employer Retirements	Expense	0.00								
001	01	016	0060	1	4125	001-01-016-0060-1-4125	Deferred Comp-ICMA-City		Personnel Services	Employer Retirements	Expense	0.00								
001	01	016	0060	1	4126	001-01-016-0060-1-4126	Deferred Comp-ING-City		Personnel Services	Employer Retirements	Expense	0.00								
001	01	016	0060	1	4141	001-01-016-0060-1-4141	Group Insurance-Medical		Personnel Services	Employer Health Benefits	Expense	0.00								
001	01	016	0060	1	4142	001-01-016-0060-1-4142	Group Insurance-Dental		Personnel Services	Employer Health Benefits	Expense	0.00								
001	01	016	0060	1	4143	001-01-016-0060-1-4143	Group Insurance-Dependant Ins		Personnel Services	Employer Health Benefits	Expense	0.00								
001	01	016	0060	1	4145	001-01-016-0060-1-4145	Group Insurance-Vision		Personnel Services	Employer Health Benefits	Expense	0.00								
001	01	016	0060	1	4146	001-01-016-0060-1-4146	Health Savings Account-City		Personnel Services	Employer Health Benefits	Expense	0.00								
001	01	016	0060	1	4147	001-01-016-0060-1-4147	Flexible Spending Account-City		Personnel Services	Employer Health Benefits	Expense	0.00								
												742,709.00	0.00	742,709.00	0.00	0.00	0.00	0.00	0.00	0.

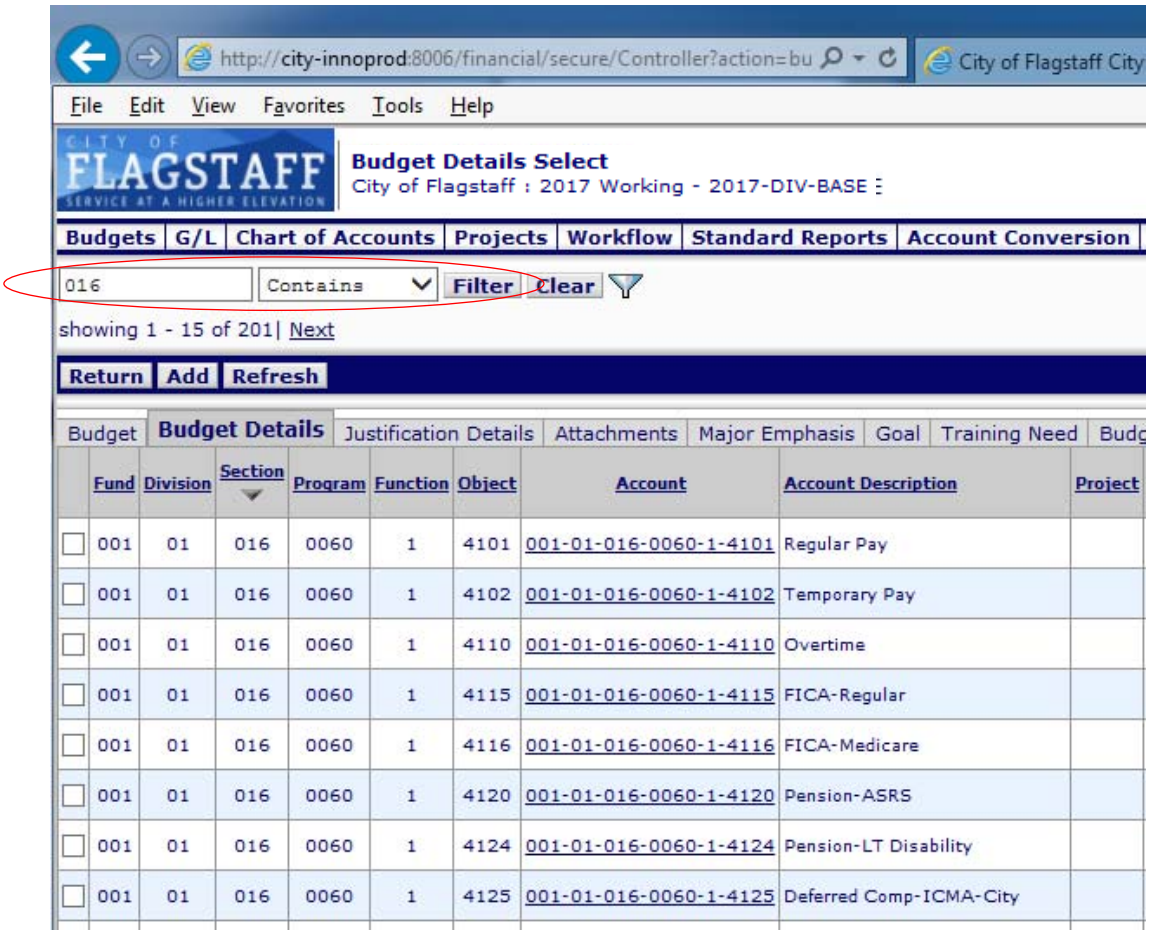
You can create as many of the filters as you would like so that future data extraction is faster and easier.

9) Another option to see only the accounts you wish to see is the following process:
   a. Click on **Section** column title.



Fund	Division	Section	Program	Function	Object	Account	Account Description	Project	Class	Class Detail	GL Type	Requested Amount	Forecast	Period 1	Period 2	Period 3	Period 4	Period
001	99	000	0000	0	4276	001-99-000-0000-0-4276	Bad Debts		Contractuals	Miscellaneous	Expense	0.00						
001	99	000	0000	0	4277	001-99-000-0000-0-4277	Contingency		Contractuals	Miscellaneous	Expense	100,000.00	0.00	100,000.00				
022	99	000	0000	0	4277	022-99-000-0000-0-4277	Contingency		Contractuals	Miscellaneous	Expense	250,000.00		250,000.00				
030	99	000	0000	0	4276	030-99-000-0000-0-4276	Bad Debts		Contractuals	Miscellaneous	Expense	0.00						
030	99	000	0000	0	4277	030-99-000-0000-0-4277	Contingency		Contractuals	Miscellaneous	Expense	100,000.00	0.00	100,000.00				
040	99	000	0000	0	4276	040-99-000-0000-0-4276	Bad Debts		Contractuals	Miscellaneous	Expense	0.00						
040	99	000	0000	0	4277	040-99-000-0000-0-4277	Contingency		Contractuals	Miscellaneous	Expense	100,000.00		100,000.00				
041	99	000	0000	0	4276	041-99-000-0000-0-4276	Bad Debts		Contractuals	Miscellaneous	Expense	0.00						
042	00	000	0000	0	4276	042-00-000-0000-0-4276	Bad Debts		Contractuals	Miscellaneous	Expense	0.00						
042	99	000	0000	0	4276	042-99-000-0000-0-4276	Bad Debts		Contractuals	Miscellaneous	Expense	0.00						
043	99	000	0000	0	4276	043-99-000-0000-0-4276	Bad Debts		Contractuals	Miscellaneous	Expense	0.00						
044	99	000	0000	0	4276	044-99-000-0000-0-4276	Bad Debts		Contractuals	Miscellaneous	Expense	0.00						
051	99	000	0000	0	4276	051-99-000-0000-0-4276	Bad Debts		Contractuals	Miscellaneous	Expense	0.00						
051	99	000	0000	0	4277	051-99-000-0000-0-4277	Contingency		Contractuals	Miscellaneous	Expense	0.00						
052	99	000	0000	0	4276	052-99-000-0000-0-4276	Bad Debts		Contractuals	Miscellaneous	Expense	0.00						
												53,447,321.92	0.00	49,688,516.24	631,881.03	115,868.00	539,360.00	245,319.9

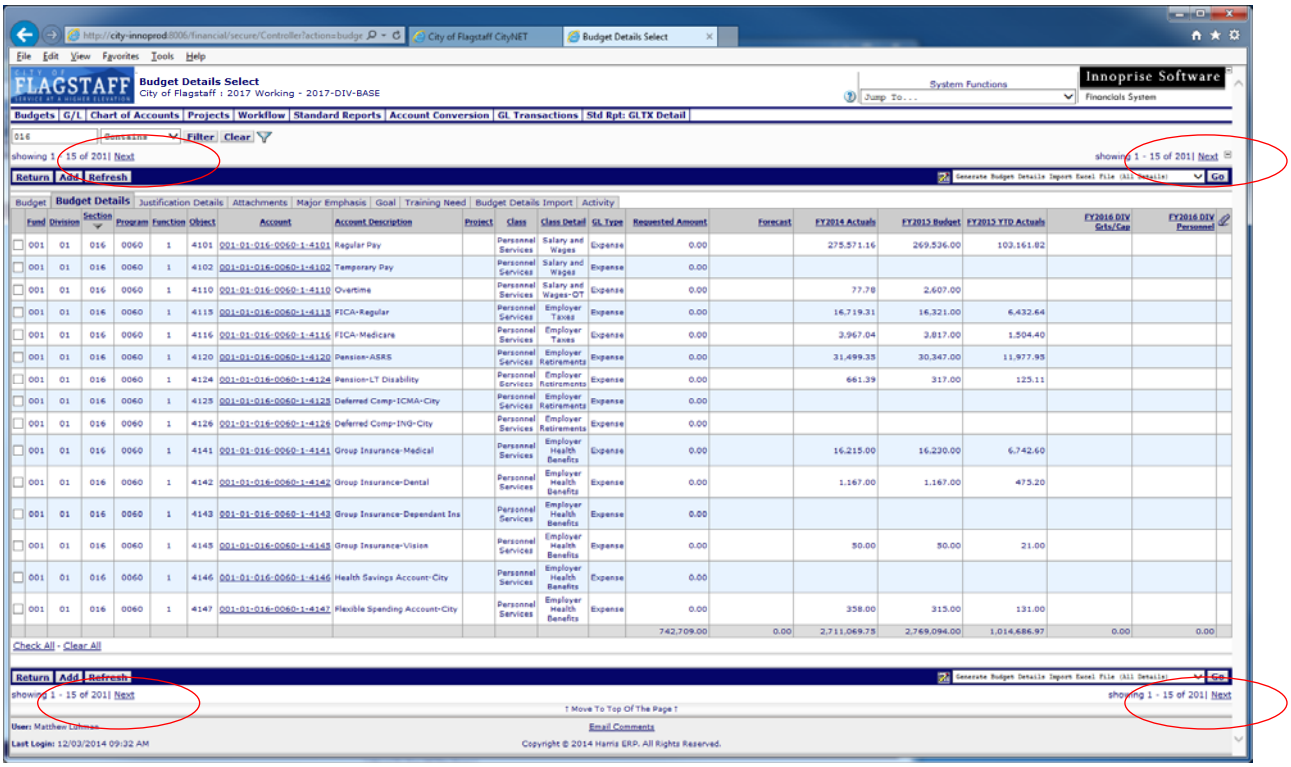
b. In the box at the top left, place your section number in the box, and select Contains for the Filter. You will now only get the section you requested.



Fund	Division	Section	Program	Function	Object	Account	Account Description	Project
001	01	016	0060	1	4101	001-01-016-0060-1-4101	Regular Pay	
001	01	016	0060	1	4102	001-01-016-0060-1-4102	Temporary Pay	
001	01	016	0060	1	4110	001-01-016-0060-1-4110	Overtime	
001	01	016	0060	1	4115	001-01-016-0060-1-4115	FICA-Regular	
001	01	016	0060	1	4116	001-01-016-0060-1-4116	FICA-Medicare	
001	01	016	0060	1	4120	001-01-016-0060-1-4120	Pension-ASRS	
001	01	016	0060	1	4124	001-01-016-0060-1-4124	Pension-LT Disability	
001	01	016	0060	1	4125	001-01-016-0060-1-4125	Deferred Comp-ICMA-City	

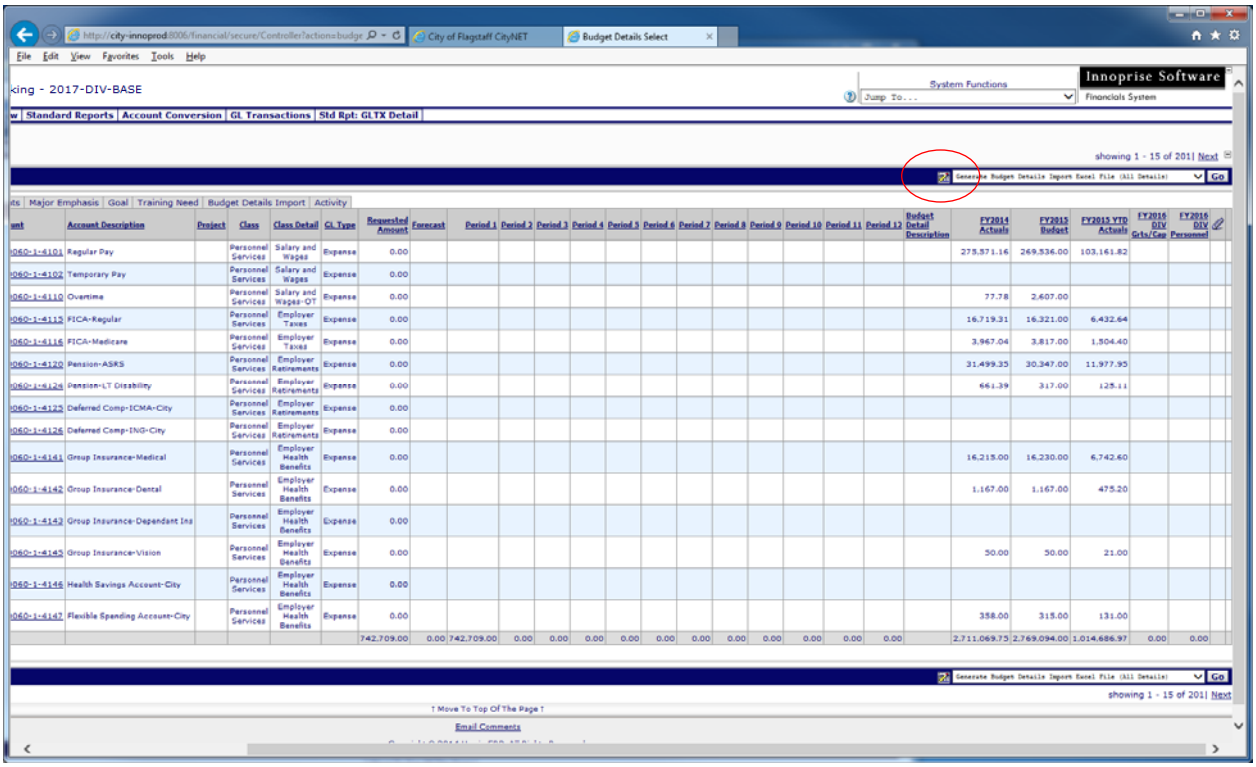
Note: You can also do this for any of the columns.

10)To see more accounts, CLICK on **Next** – located in each of the four corners.

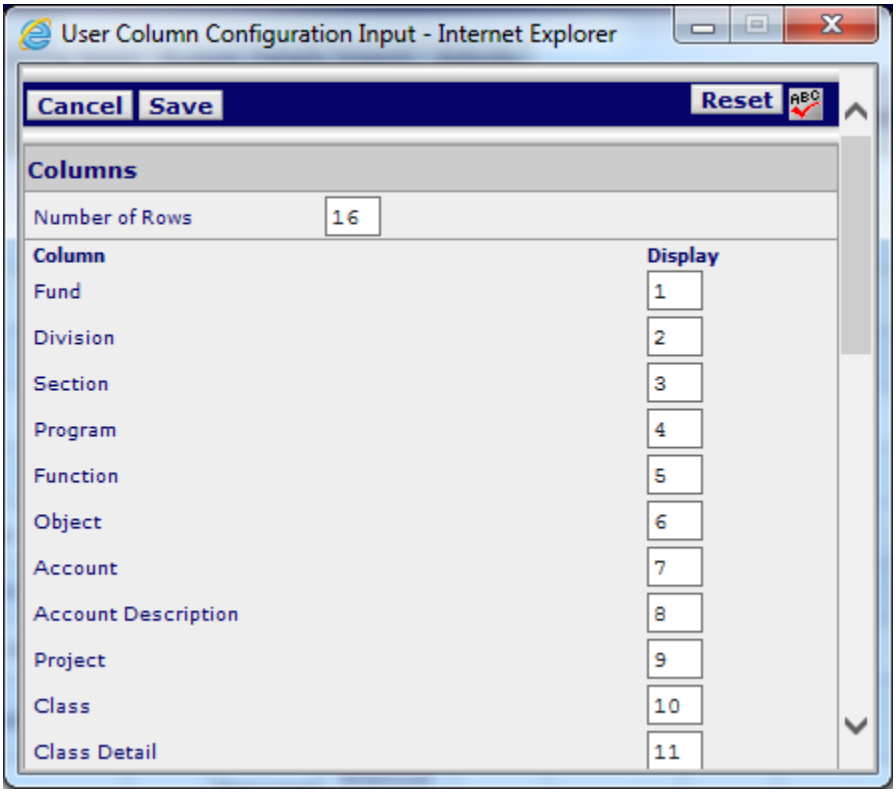


11) If you do not need all the information presented to you in the various columns, there is an easy fix.

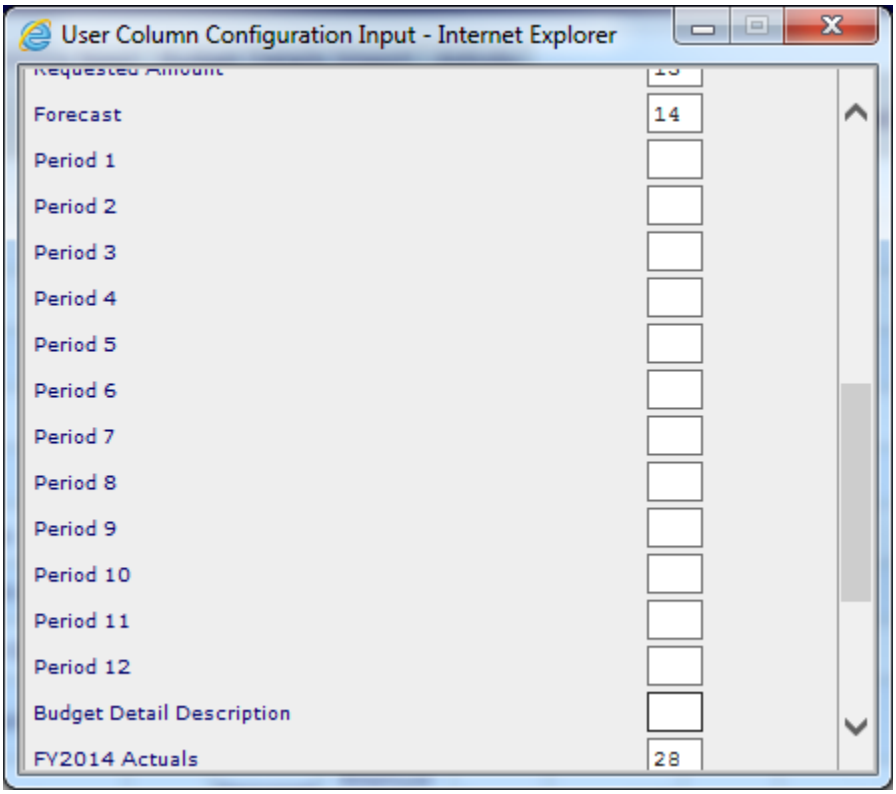
a. CLICK on the little pencil icon in the upper right side of the screen.



b. You will get a new menu which looks like the following:



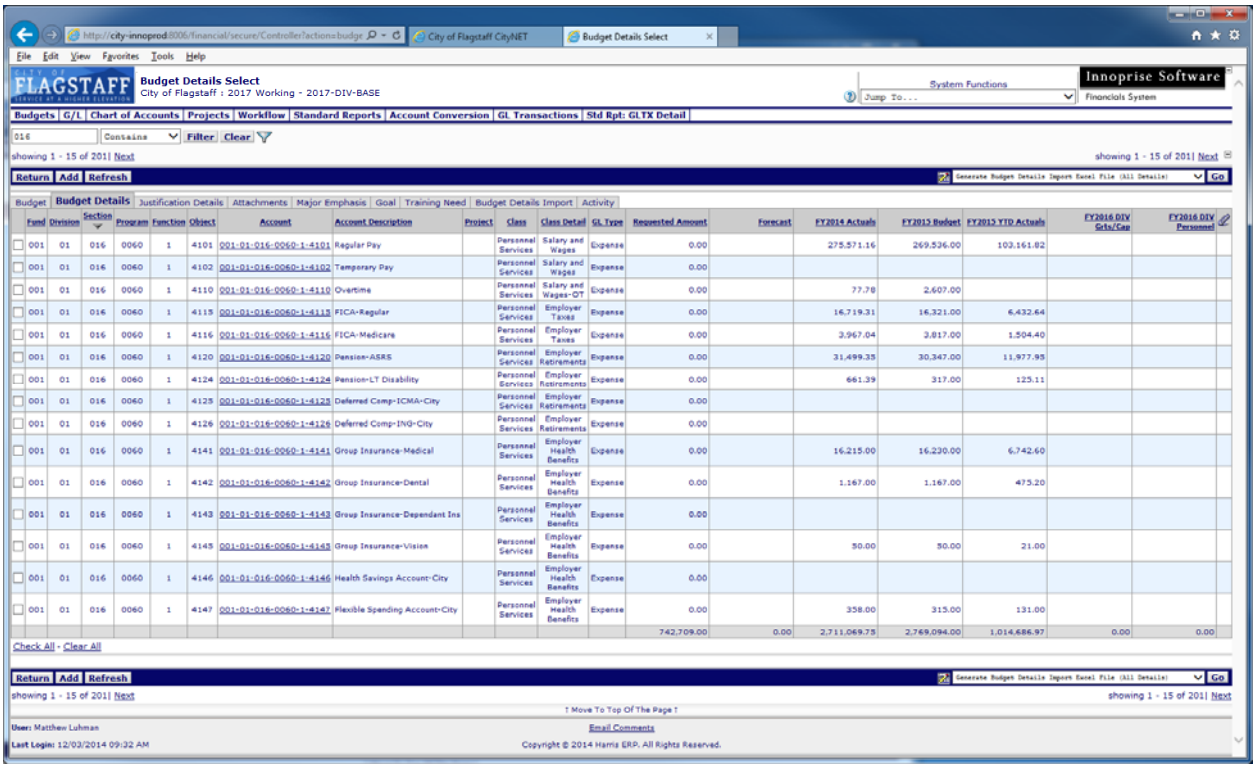
c. Delete the Display numbers of the columns you do not wish to see.



d. CLICK **Save** at the bottom.

NOTE: We recommend you remove Period 1 through Period 12 and Budgeted Detail Description.

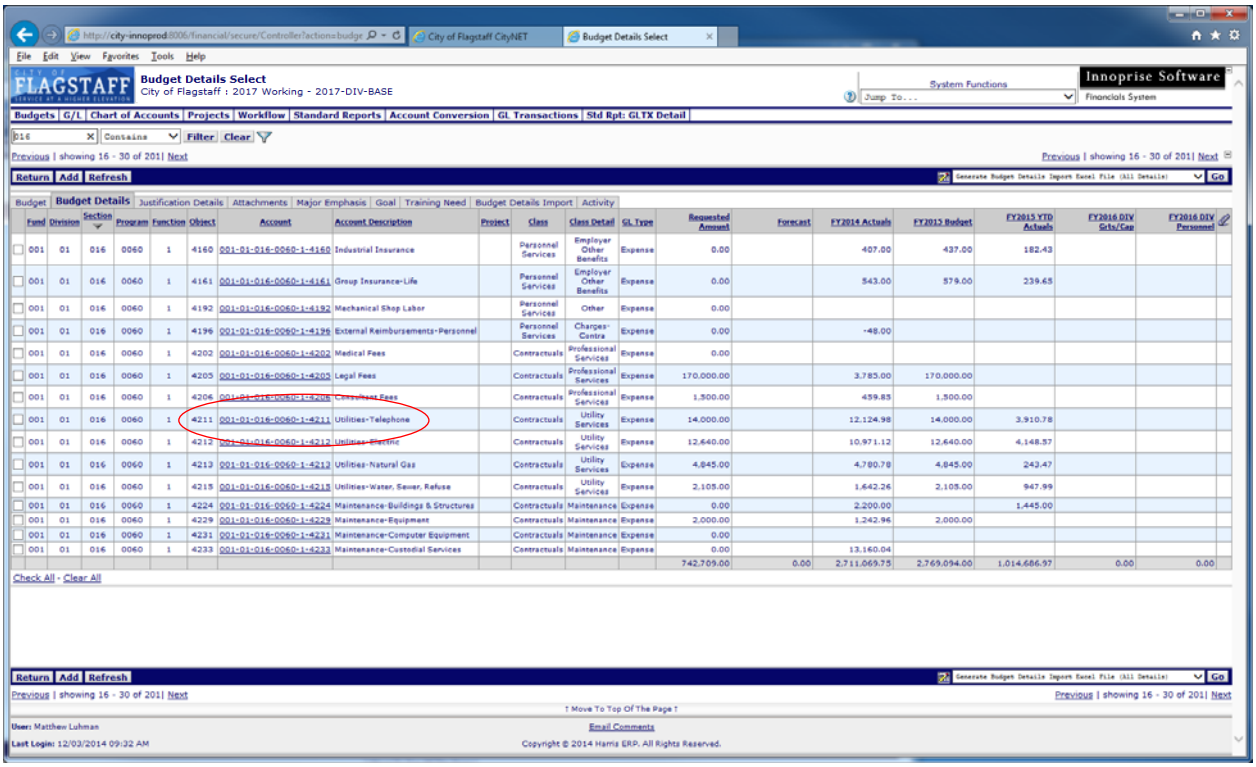
e. The data presented will now look like this when you remove Period 1 through Period 12:



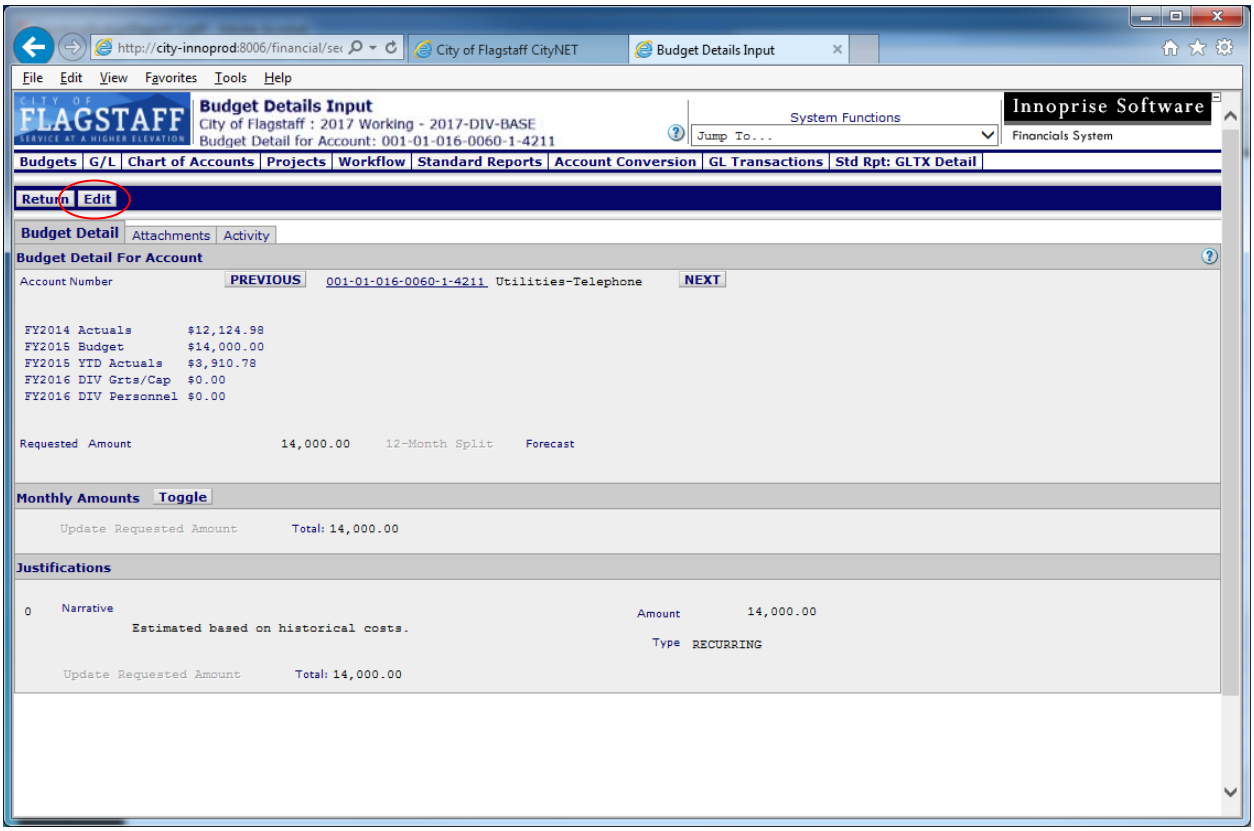
Budget Details Select
City of Flagstaff : 2017 Working - 2017-DIV-BASE

Fund	Division	Section	Program	Function	Object	Account	Account Description	Project	Class	Class Detail	GL Type	Requested Amount	Forecast	FY2014 Actuals	FY2015 Budget	FY2015 YTD Actuals	FY2016 DIV Grts/Cap	FY2016 DIV Personnel
001	01	016	0060	1	4101	001-01-016-0060-1-4101	Regular Pay		Personnel Services	Salary and Wages	Expense	0.00		275,571.16	269,536.00	103,161.82		
001	01	016	0060	1	4102	001-01-016-0060-1-4102	Temporary Pay		Personnel Services	Salary and Wages	Expense	0.00						
001	01	016	0060	1	4110	001-01-016-0060-1-4110	Overtime		Personnel Services	Salary and Wages-OT	Expense	0.00		77.78	2,607.00			
001	01	016	0060	1	4115	001-01-016-0060-1-4115	FICA-Regular		Personnel Services	Employer Taxes	Expense	0.00		16,719.31	16,321.00	6,432.64		
001	01	016	0060	1	4116	001-01-016-0060-1-4116	FICA-Medicare		Personnel Services	Employer Taxes	Expense	0.00		3,967.04	3,817.00	1,504.40		
001	01	016	0060	1	4120	001-01-016-0060-1-4120	Pension-ASRS		Personnel Services	Employer Retirements	Expense	0.00		31,499.35	30,347.00	11,977.95		
001	01	016	0060	1	4124	001-01-016-0060-1-4124	Pension-LT Disability		Personnel Services	Employer Retirements	Expense	0.00		661.39	317.00	125.11		
001	01	016	0060	1	4125	001-01-016-0060-1-4125	Deferred Comp-ICMA-City		Personnel Services	Employer Retirements	Expense	0.00						
001	01	016	0060	1	4126	001-01-016-0060-1-4126	Deferred Comp-ING-City		Personnel Services	Employer Retirements	Expense	0.00						
001	01	016	0060	1	4141	001-01-016-0060-1-4141	Group Insurance-Medical		Personnel Services	Employer Health Benefits	Expense	0.00		16,215.00	16,230.00	6,742.60		
001	01	016	0060	1	4142	001-01-016-0060-1-4142	Group Insurance-Dental		Personnel Services	Employer Health Benefits	Expense	0.00		1,167.00	1,167.00	475.20		
001	01	016	0060	1	4143	001-01-016-0060-1-4143	Group Insurance-Dependant Ins		Personnel Services	Employer Health Benefits	Expense	0.00						
001	01	016	0060	1	4145	001-01-016-0060-1-4145	Group Insurance-Vision		Personnel Services	Employer Health Benefits	Expense	0.00		50.00	50.00	21.00		
001	01	016	0060	1	4146	001-01-016-0060-1-4146	Health Savings Account-City		Personnel Services	Employer Health Benefits	Expense	0.00						
001	01	016	0060	1	4147	001-01-016-0060-1-4147	Flexible Spending Account-City		Personnel Services	Employer Health Benefits	Expense	0.00		358.00	315.00	131.00		
												742,709.00	0.00	2,711,069.75	2,769,094.00	1,014,686.97	0.00	0.00

12) CLICK on the **Account** Number to open the data entry screen.

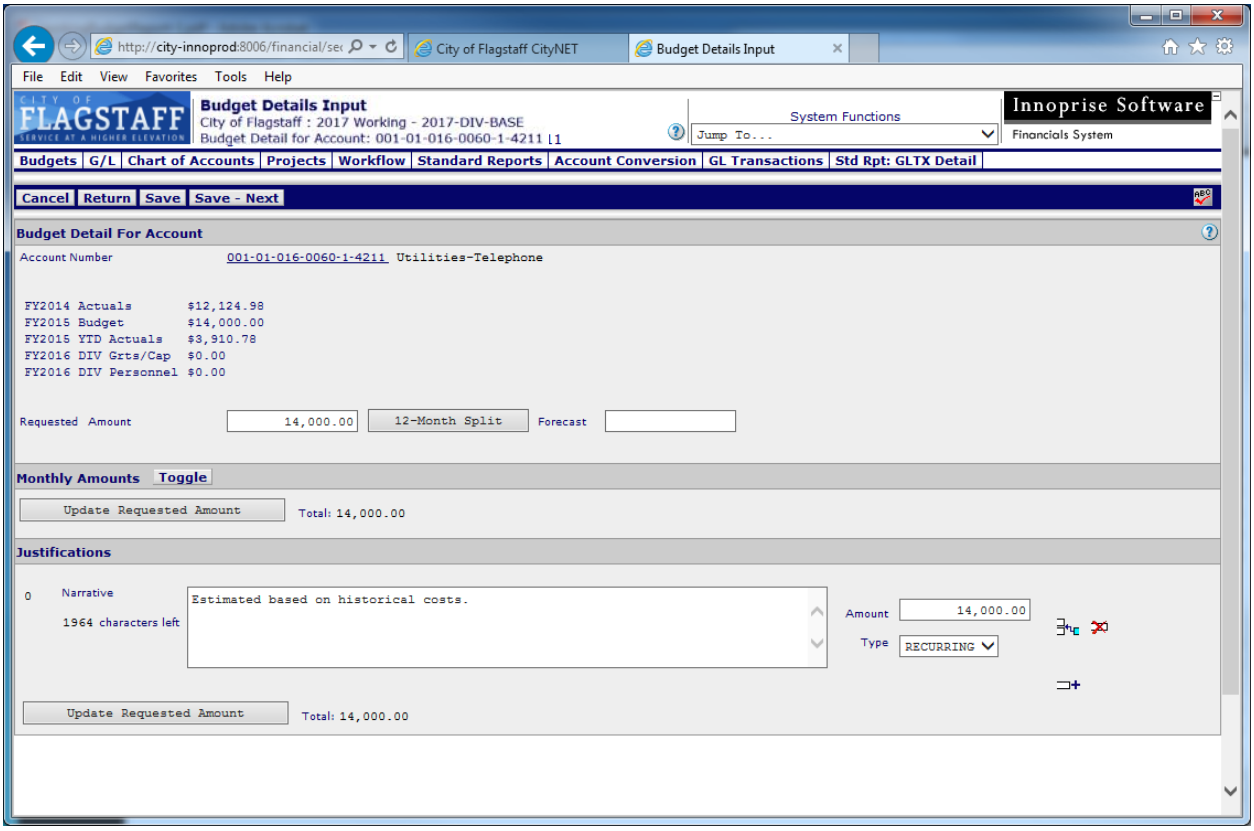


13) Once you have clicked on an Account Number, this screen will appear:



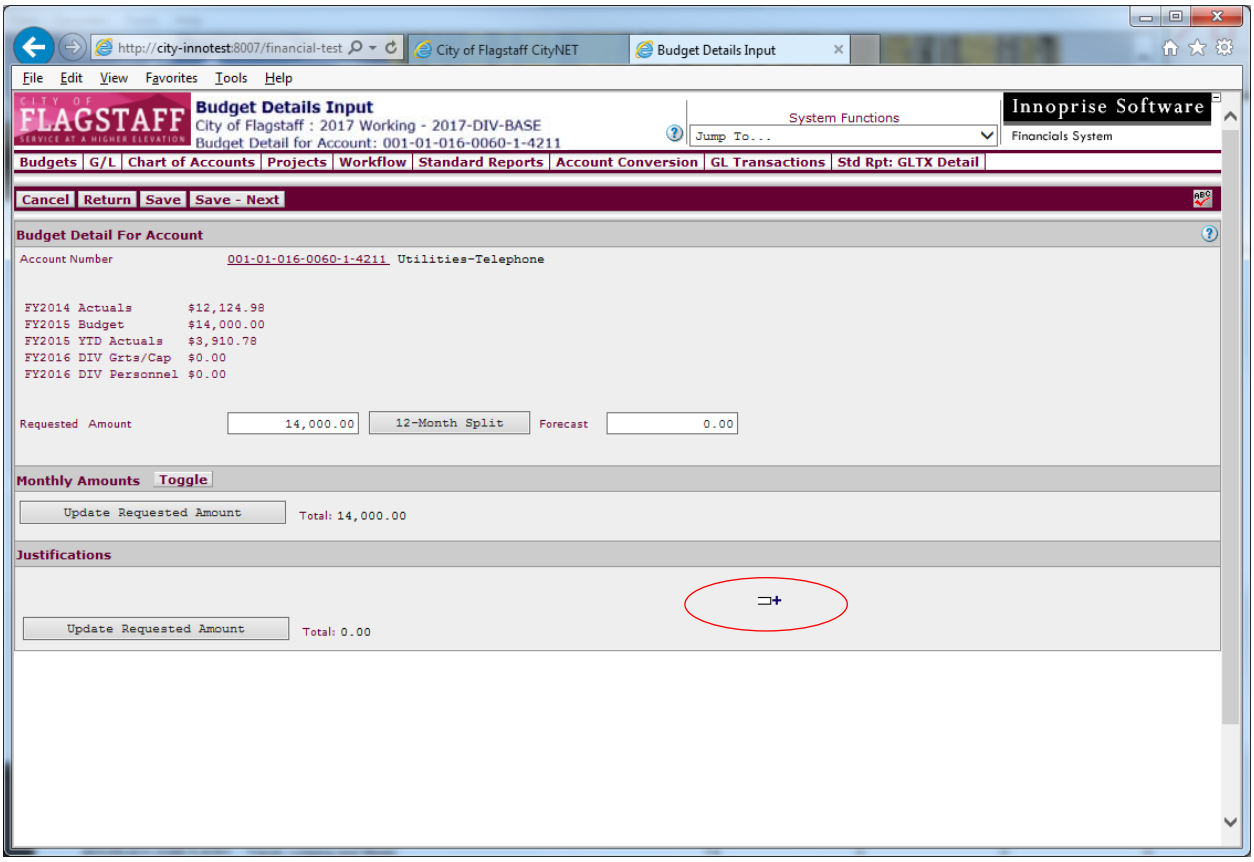
14) CLICK on the **Edit** button in the top left (see above) to open the screen where you can input your budget as shown on the following page.

BUDGET INPUT SCREEN

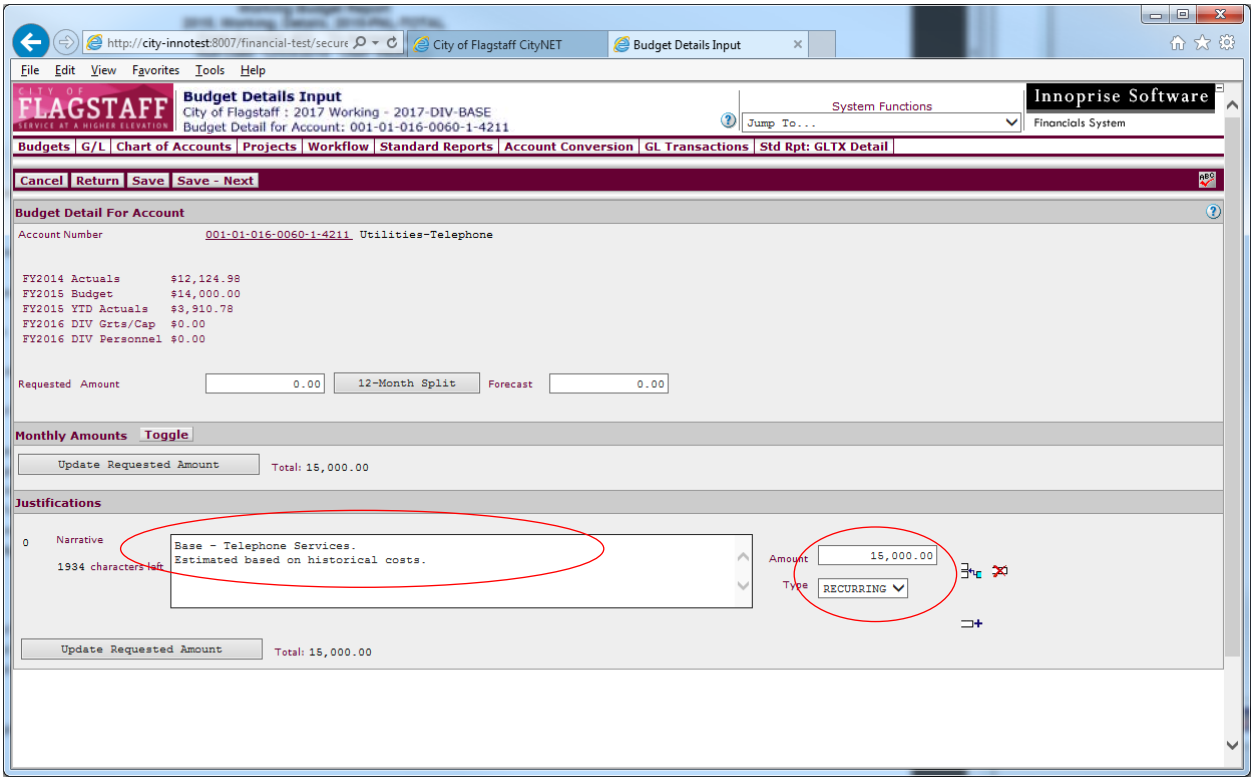


15) Leave the Requested Amount and Forecast blank. The Requested Amount is formula driven and will update after line items are entered

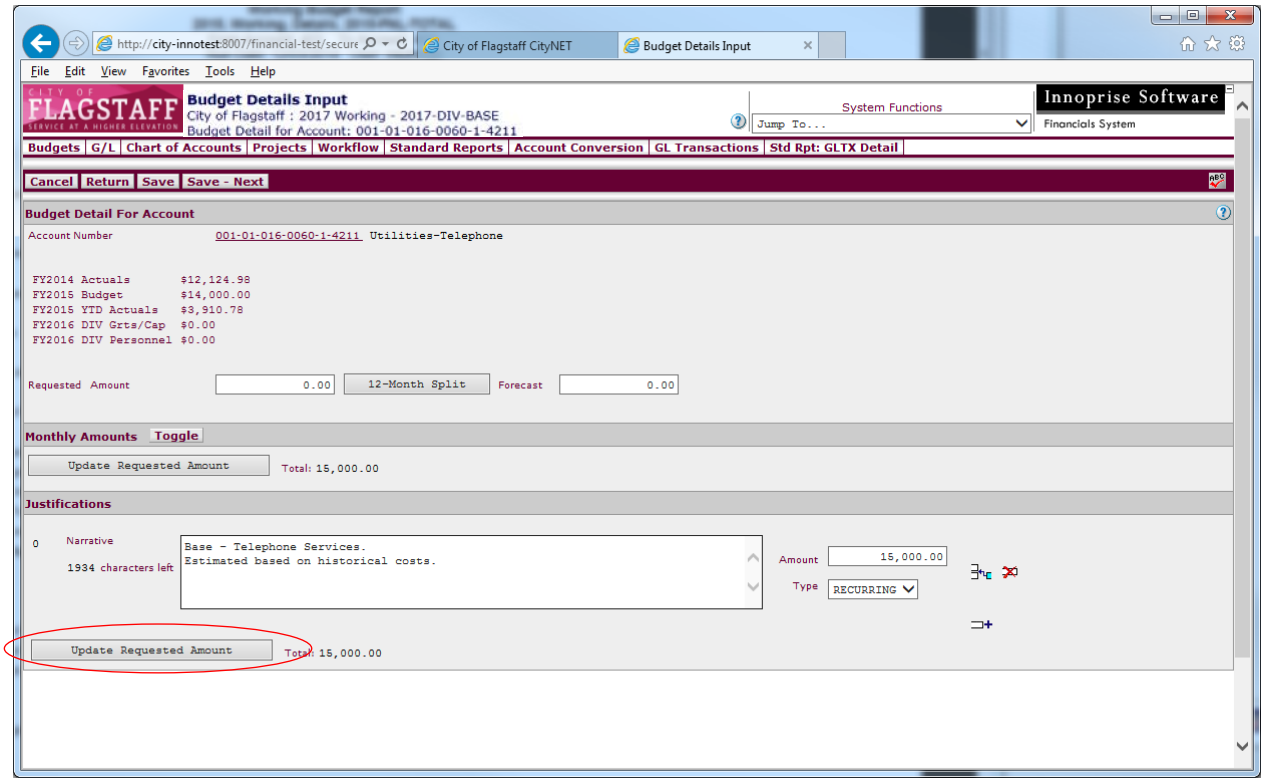
16) CLICK on the + under Justifications to add the narrative and amounts to this account. There is no limit to how many items you can add to the justification.



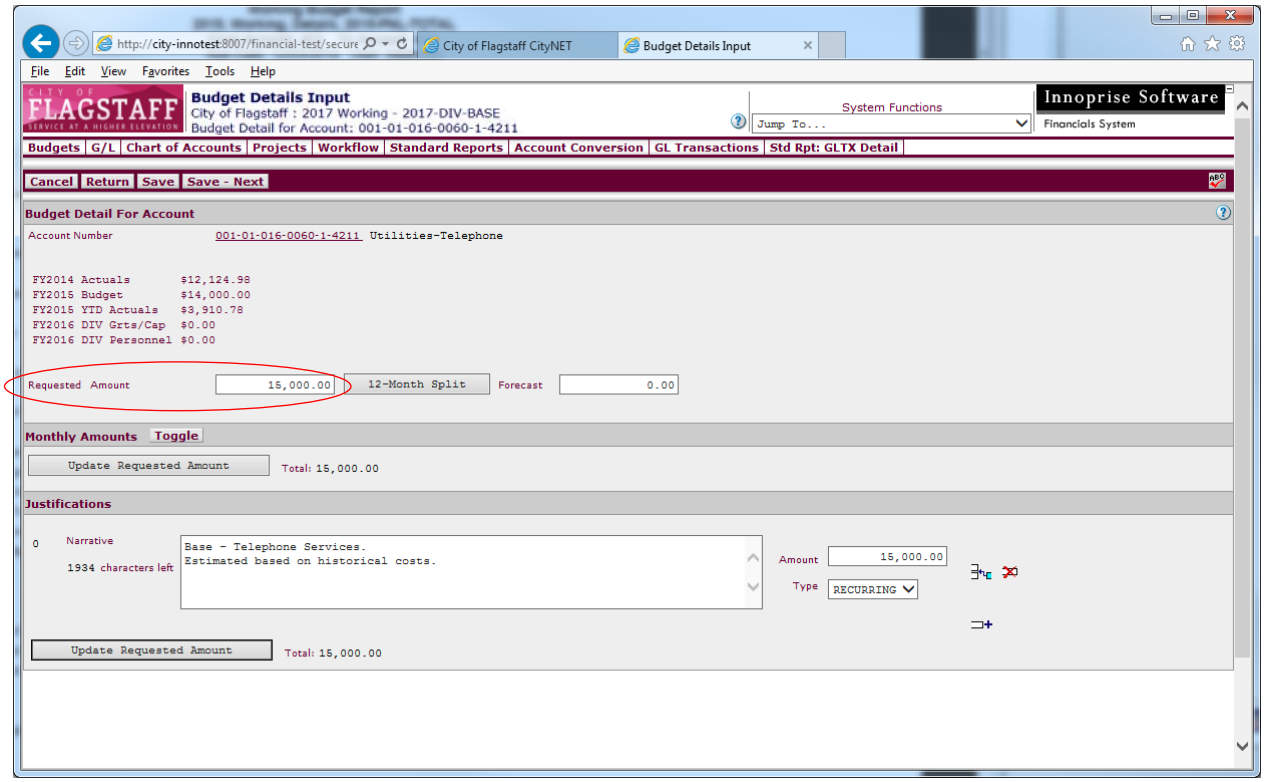
17) This year, all 1X's and ONG RSL new items will be input by your accountant after submittal and approval of your request by the Budget Committee.
18) There are **2,000 characters** available in the Justification field. It will tell you how many characters are left as you input the information.
19) If you have Justifications in an Excel sheet, you can Copy and Paste into the Justification. Just ensure that the entire description is transferred. Your Excel entry needs to be in a single line format (work wrap is fine) that does not exceed 2,000 characters.
20) CLICK on the Type drop-down menu. You must select Recurring for all Base inputs.



21) CLICK on the Update Requested Amount box.

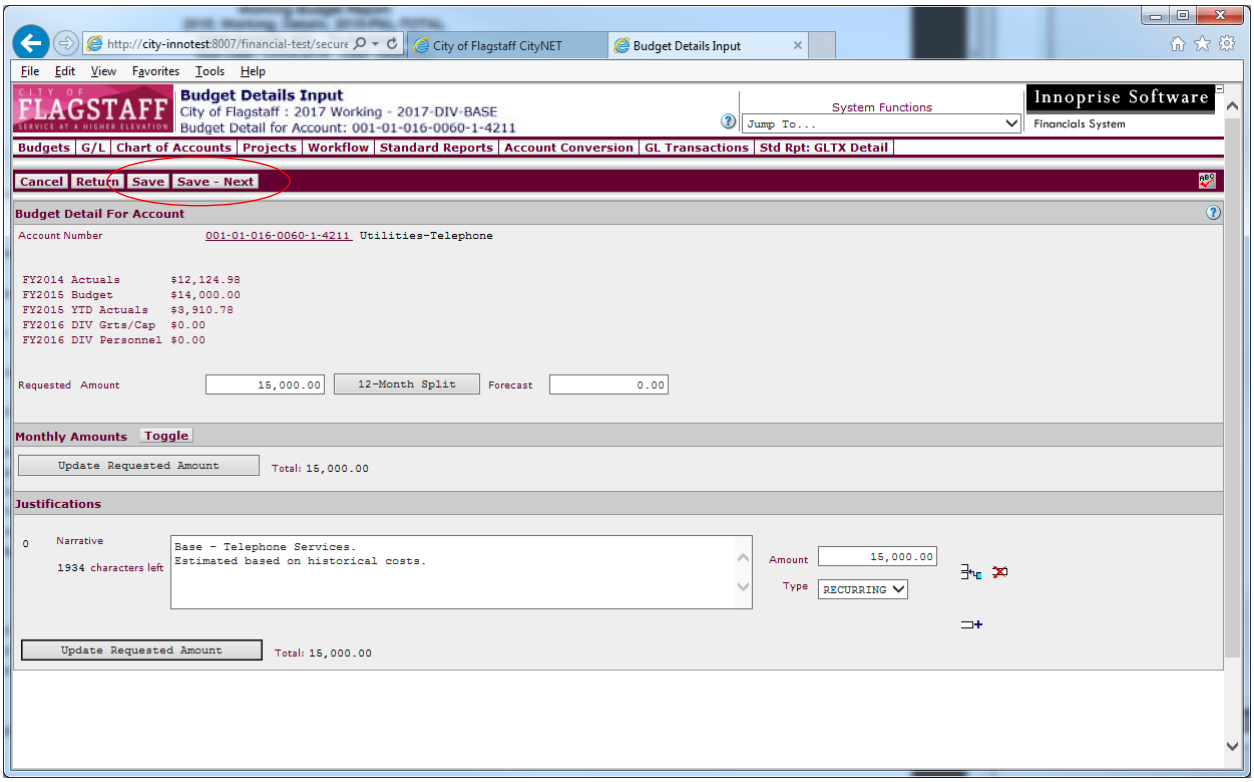


22) After you have CLICKED on the Update Requested Amount, notice that the Requested Amount has now been inferred into the cell.



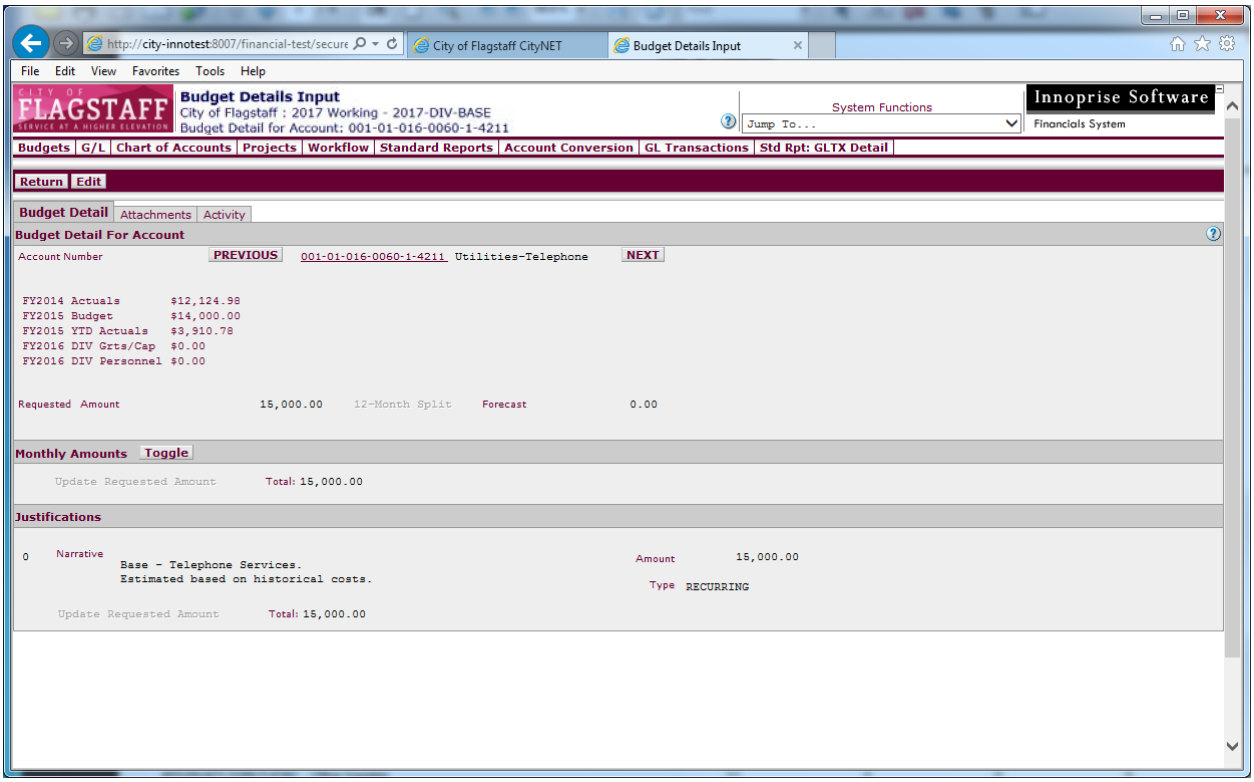
23) Continue this process until your entire Base Budget form is entered.

24) CLICK either Save or Save – Next (depending on whether you want the next input line or if you just want to return to the listing of accounts.



25) If you receive an error, double check your **Requested Amount** equals your **Justifications** amount. Then retry the Update process for both the Monthly Amounts and the Justifications. Then try to Save again.

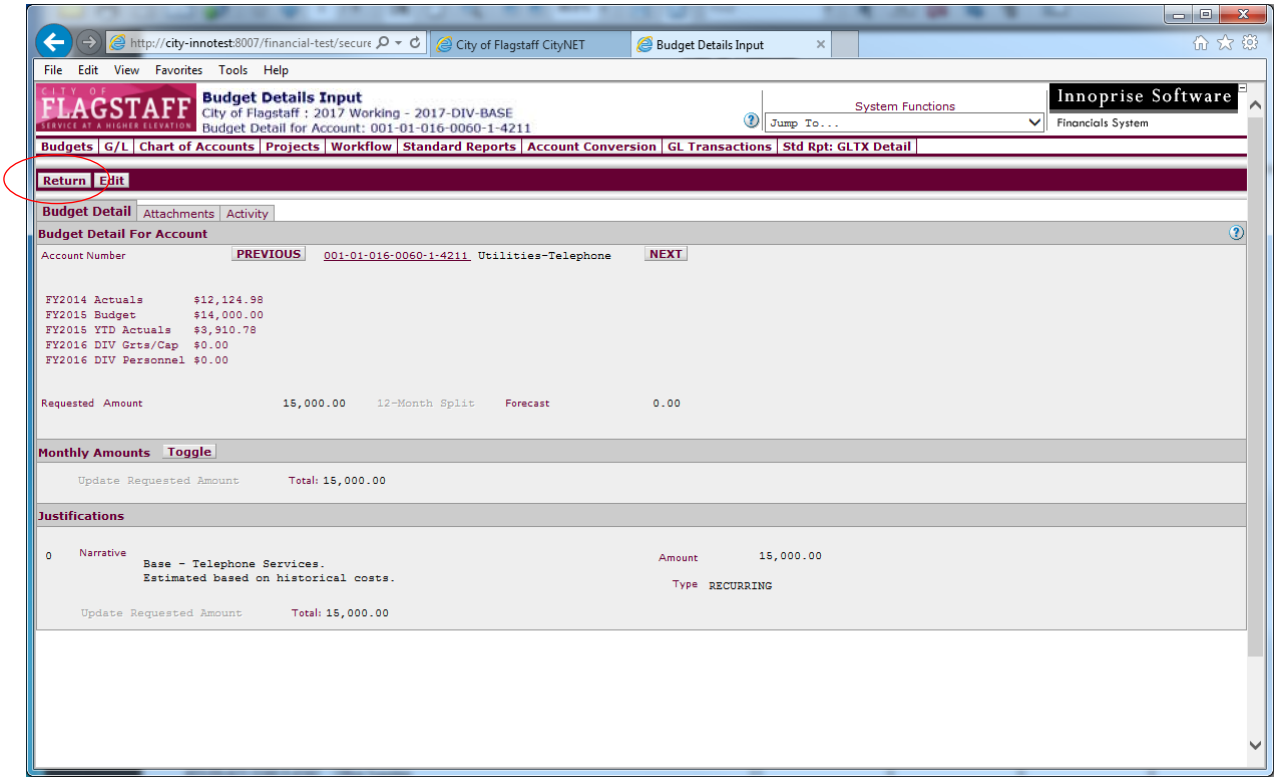
26)When this field (all fields) are completed, you will see the following screen:



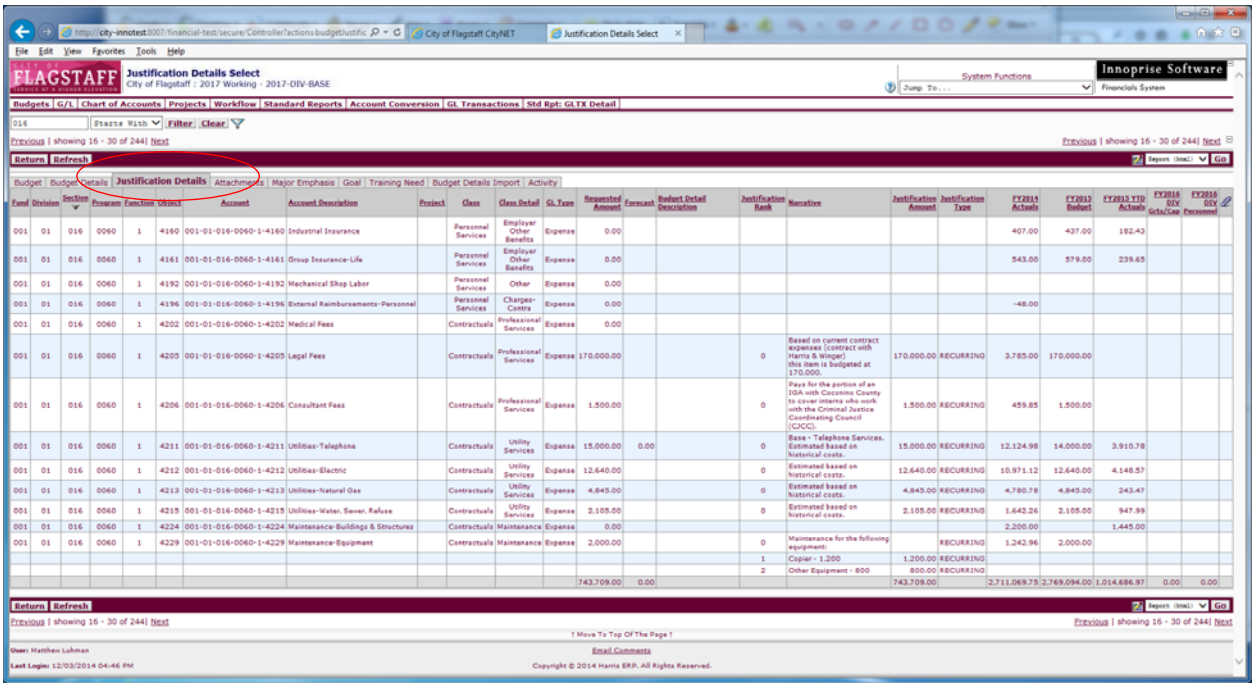
27) **Justifications** are **required for all entries**. If you are entering in minor amounts and it is part of your normal operations, just enter a brief description, such as: Base - Office Supplies.

28) Project Number entry will be covered at a future date. At this time, it is not being used except as a part of the Justification.

29) To exit the Budget Detail Input Screen, CLICK the Return button in the top left and it will take you to the Budget Details Select Screen. This screen has different tabs. The Budget Details Tab will show you all of the accounts with the total requested amount.

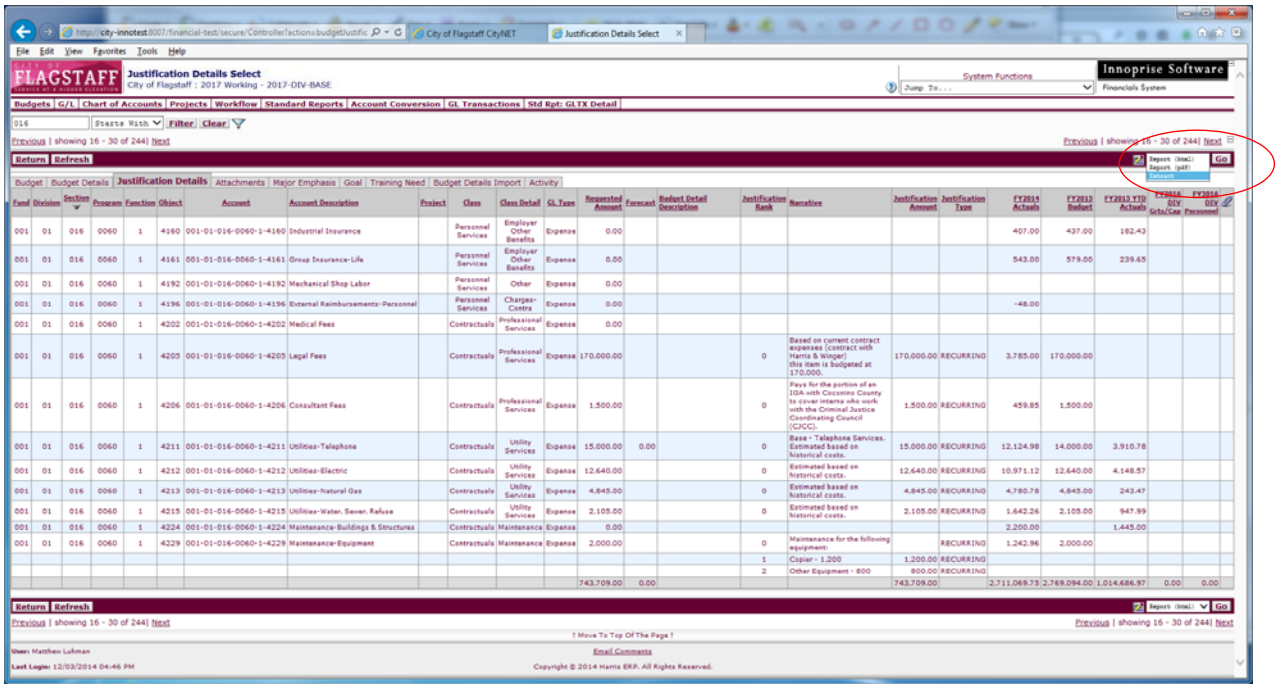


30) When at this screen, select the Justification Details tab.

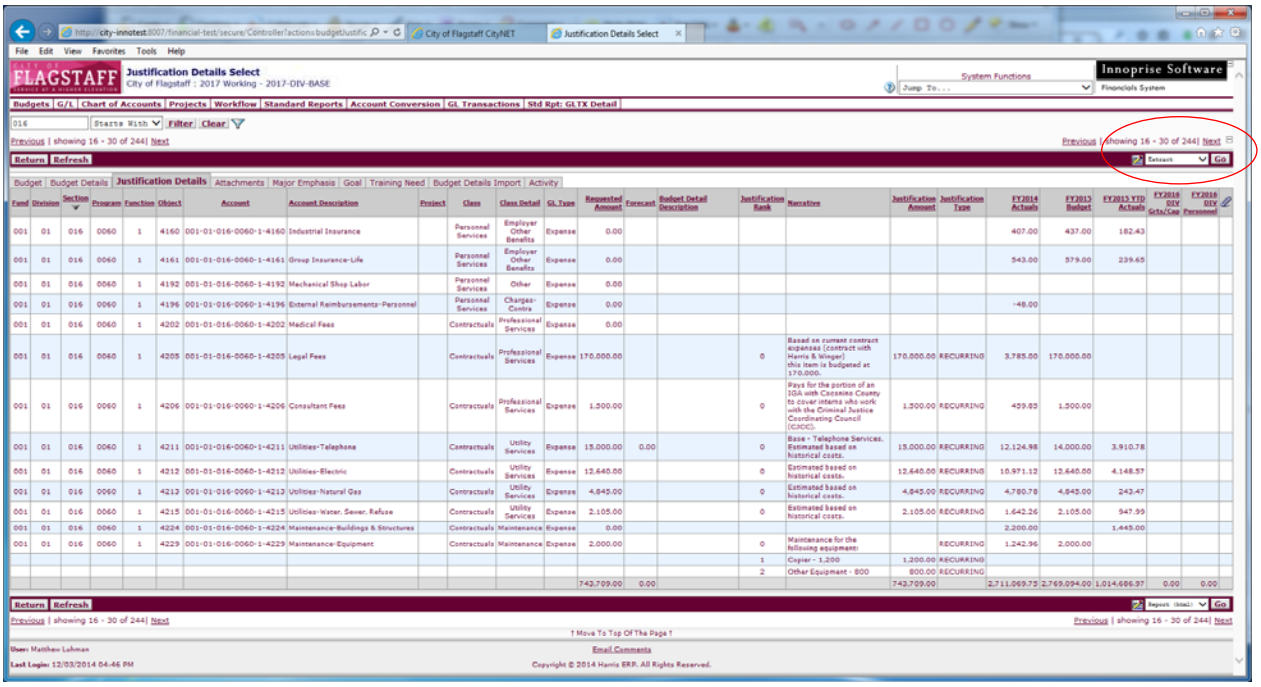


31) The Justification Details Tab will allow you to see the detail which makes up the requested total.

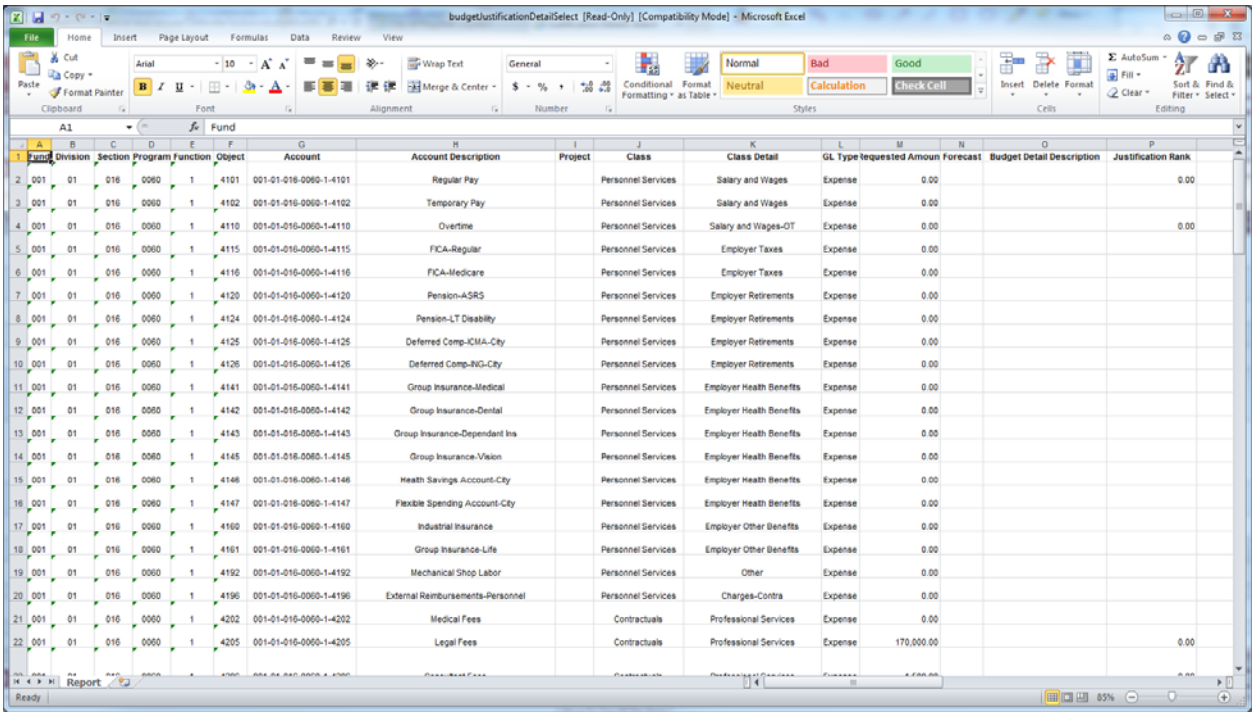
32) This selector screen can be exported to Excel by selecting **Extract** from the Report drop down menu.



33) Click on Extract. CLICK GO:



34) You will get an excel file, now ready for your personal modifications. It will have all the columns in your report.



Fund	Division	Section	Program	Function	Object	Account	Account Description	Project	Class	Class Detail	GL Type	tequested Amoun	Forecast	Budget Detail Description	Justification Rank
001	01	016	0060	1	4101	001-01-016-0060-1-4101	Regular Pay		Personnel Services	Salary and Wages	Expense	0.00			0.00
001	01	016	0060	1	4102	001-01-016-0060-1-4102	Temporary Pay		Personnel Services	Salary and Wages	Expense	0.00			
001	01	016	0060	1	4110	001-01-016-0060-1-4110	Overtime		Personnel Services	Salary and Wages-OT	Expense	0.00			0.00
001	01	016	0060	1	4115	001-01-016-0060-1-4115	FICA-Regular		Personnel Services	Employer Taxes	Expense	0.00			
001	01	016	0060	1	4116	001-01-016-0060-1-4116	FICA-Medicare		Personnel Services	Employer Taxes	Expense	0.00			
001	01	016	0060	1	4120	001-01-016-0060-1-4120	Pension-ASRS		Personnel Services	Employer Retirements	Expense	0.00			
001	01	016	0060	1	4124	001-01-016-0060-1-4124	Pension-LT Disability		Personnel Services	Employer Retirements	Expense	0.00			
001	01	016	0060	1	4125	001-01-016-0060-1-4125	Deferred Comp-ICMA-City		Personnel Services	Employer Retirements	Expense	0.00			
001	01	016	0060	1	4126	001-01-016-0060-1-4126	Deferred Comp-ING-City		Personnel Services	Employer Retirements	Expense	0.00			
001	01	016	0060	1	4141	001-01-016-0060-1-4141	Group Insurance-Medical		Personnel Services	Employer Health Benefits	Expense	0.00			
001	01	016	0060	1	4142	001-01-016-0060-1-4142	Group Insurance-Dental		Personnel Services	Employer Health Benefits	Expense	0.00			
001	01	016	0060	1	4143	001-01-016-0060-1-4143	Group Insurance-Dependant Ins		Personnel Services	Employer Health Benefits	Expense	0.00			
001	01	016	0060	1	4145	001-01-016-0060-1-4145	Group Insurance-Vision		Personnel Services	Employer Health Benefits	Expense	0.00			
001	01	016	0060	1	4146	001-01-016-0060-1-4146	Heath Savings Account-City		Personnel Services	Employer Health Benefits	Expense	0.00			
001	01	016	0060	1	4147	001-01-016-0060-1-4147	Flexible Spending Account-City		Personnel Services	Employer Health Benefits	Expense	0.00			
001	01	016	0060	1	4160	001-01-016-0060-1-4160	Industrial Insurance		Personnel Services	Employer Other Benefits	Expense	0.00			
001	01	016	0060	1	4161	001-01-016-0060-1-4161	Group Insurance-Life		Personnel Services	Employer Other Benefits	Expense	0.00			
001	01	016	0060	1	4192	001-01-016-0060-1-4192	Mechanical Shop Labor		Personnel Services	Other	Expense	0.00			
001	01	016	0060	1	4196	001-01-016-0060-1-4196	External Reimbursements-Personnel		Personnel Services	Charges-Contra	Expense	0.00			
001	01	016	0060	1	4202	001-01-016-0060-1-4202	Medical Fees		Contractuals	Professional Services	Expense	0.00			
001	01	016	0060	1	4205	001-01-016-0060-1-4205	Legal Fees		Contractuals	Professional Services	Expense	170,000.00			0.00

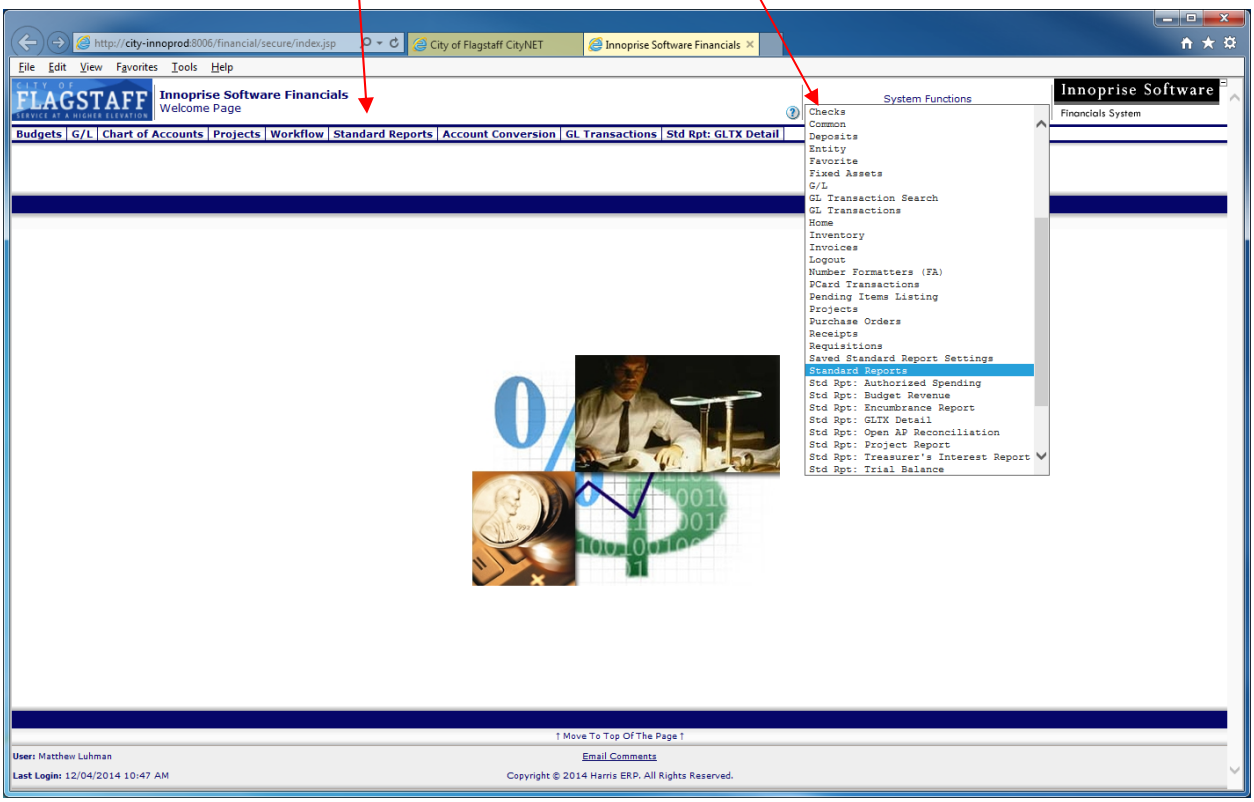
For Budget only, we are not using the other tabs at this time (i.e., Attachments, Major Emphasis, Goal, Training Need, Budget Details Import, Activity). However, Attachments are still required for Requisitions, Payments, and other segments of Innoprise.

To completely exit, CLICK **Logout** from the Jump to drop down menu or from your Favorites Bar.

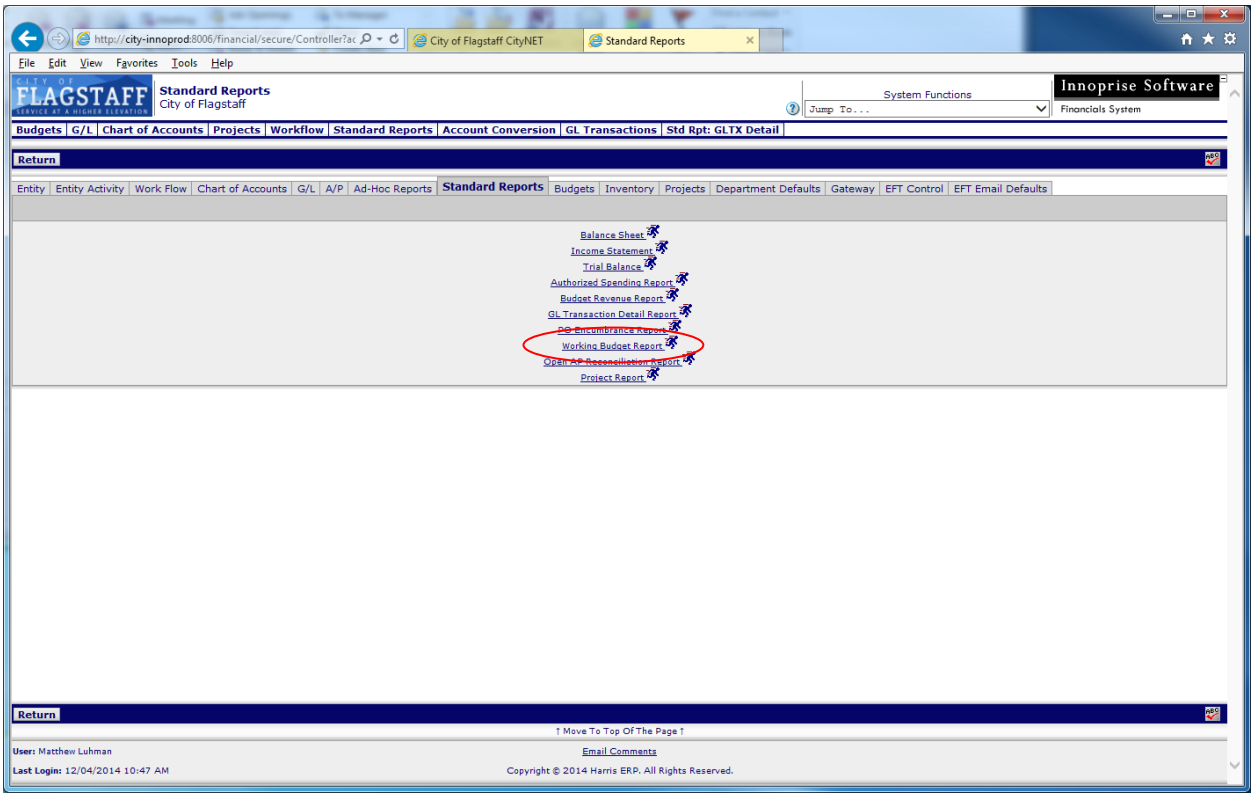
If you would like to explore **Standard Reports**, then use the **Jump To** drop down menu to select **Standard Reports**.

BUDGET REPORTS

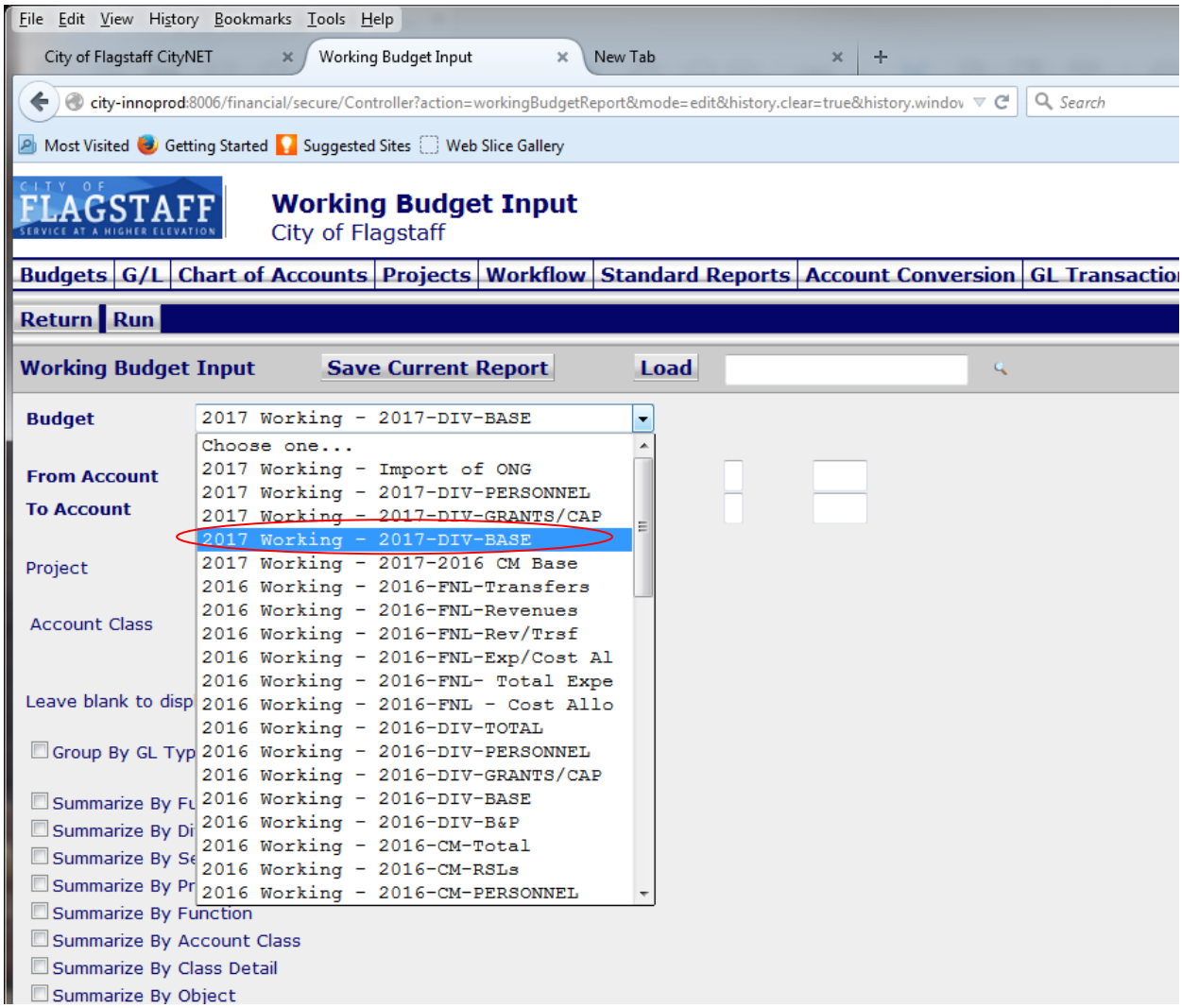
1) On your favorites bar, or on the JUMP TO dropdown, CLICK **Standard Reports.** This will bring up the screen shown on the following page.



2) CLICK on **Working Budget Report**

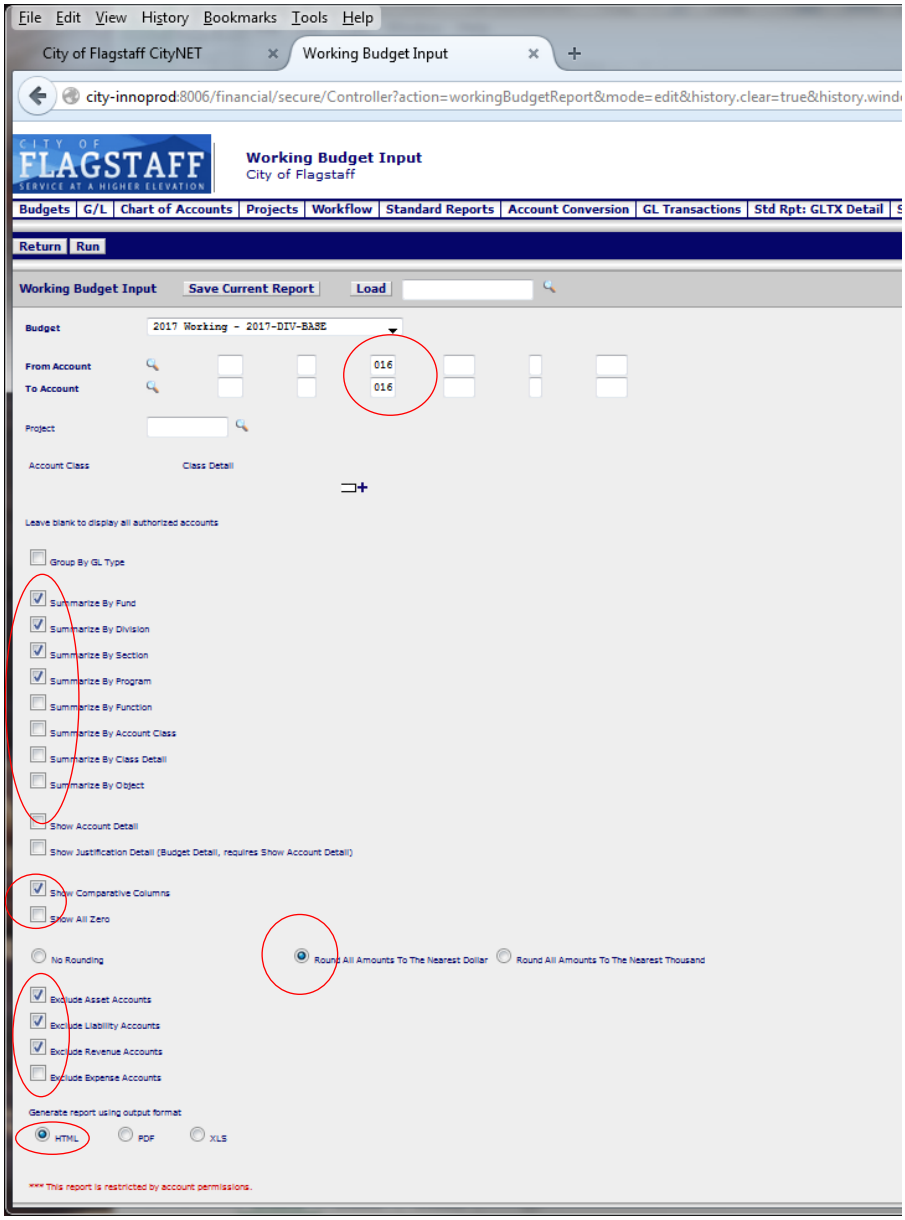


3) CLICK on the Budget Drop Down Menu:



4) Select a Budget to review. Example: 2016 Working – 2016-DIV-BASE

5) Select the **Account** parameters you would like to review.
6) Select how you would like your information displayed (check-boxes)
7) <u>Very important – CLICK on the "Show Comparative Columns".</u>
8) Indicate if you would like your information presented in HTML, PDF or XLS format, then click Run at the bottom left.



9) The report generated might look similar to this:

XSL FO Document - Mozilla Firefox

File Edit View History Bookmarks Tools Help

city-innoprod:8006/financial/secure/workingBudgetReport?financialentityid=72860&controllerAction=workingBudgetReportSave&fromacc_seg_3=016&toacc_seg_3=016&budgetid=6760877&seg1=

PAGE •

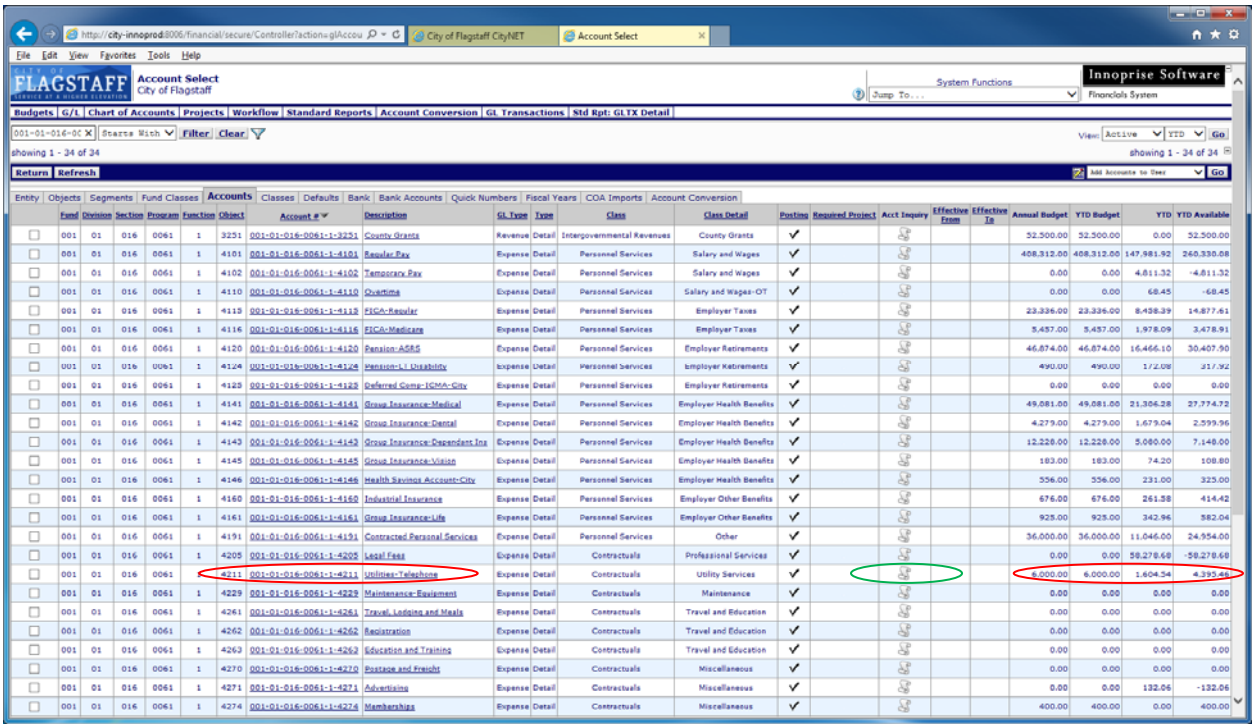
City of Flagstaff
Working Budget Report
2017, Working, Details, 2017-DIV-BASE
From Account: -016 To Account: -016
Run Date: 12/15/2015 User: mluhman

Segments	FY2013 Actuals	FY2014 Actuals	FY2015 Actuals	FY2016 Budget	FY2016 YTD Actuals	Budget Request	FY2017 DIV Grts/Cap	FY2017 DIV Personnel	Forecast	FY2012 Actuals	FY2011 Actuals	FY2010 Actuals
[FUND] 001 : General Fund												
[DIVISION] 01 : General Administration												
[SECTION] 016 : Municipal Court Division												
[PROGRAM] 0060 : General Administration	351,087	410,610	460,635	708,591	295,116	293,354	0	0	0	473,106	807,823	1,028,691
[PROGRAM] 0061 : Court Services	770,202	734,973	806,843	681,004	341,997	37,600	0	0	0	723,893	682,587	676,475
[PROGRAM] 0062 : Record Management	137,164	116,173	105,718	122,395	21,729	31,890	0	0	0	156,002	316,753	219,693
[PROGRAM] 0063 : Court Enforcement	209,257	270,589	243,205	300,093	48,679	119,099	0	0	0	211,948	422,262	532,976
[PROGRAM] 0064 : Warrant Division	333,045	386,396	321,512	343,493	62,336	190,469	0	0	0	371,432	20,691	13,824
[PROGRAM] 0065 : Court Operations	170,619	165,889	280,264	197,316	75,355	60,900	0	0	0	166,133	126,191	8,153
[PROGRAM] 0066 : Judicial Services	464,557	495,011	459,244	464,916	180,976	6,710	0	0	0	460,926	0	0
[SECTION] SubTotal : 016 : Municipal Court Division	**2,435,931**	**2,579,641**	**2,677,421**	**2,817,808**	**1,026,188**	**740,022**	**0**	**0**	**0**	**2,563,440**	**2,376,307**	**2,479,812**
[DIVISION] SubTotal : 01 : General Administration	**2,435,931**	**2,579,641**	**2,677,421**	**2,817,808**	**1,026,188**	**740,022**	**0**	**0**	**0**	**2,563,440**	**2,376,307**	**2,479,812**
[FUND] SubTotal : 001 : General Fund	**2,435,931**	**2,579,641**	**2,677,421**	**2,817,808**	**1,026,188**	**740,022**	**0**	**0**	**0**	**2,563,440**	**2,376,307**	**2,479,812**

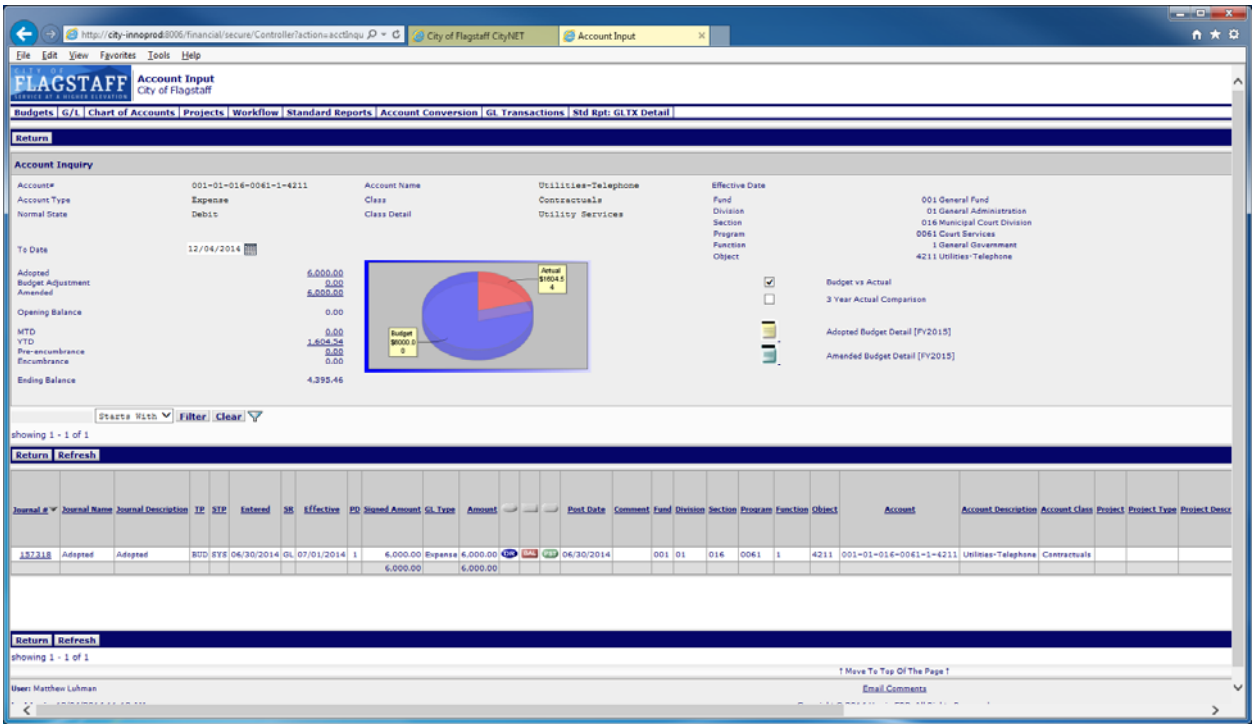
Note: This report example contains no entries for Cap/Grants, nor Personnel Budgets, which is why some of the columns have all zeros. Your report should have data populating most columns.

Account Inquiry Report: Another report that is quite useful is the Account Inquiry Report. Assume you would like to have some information on several of your accounts regarding expenditures year-to-date, and up to 3 prior years.

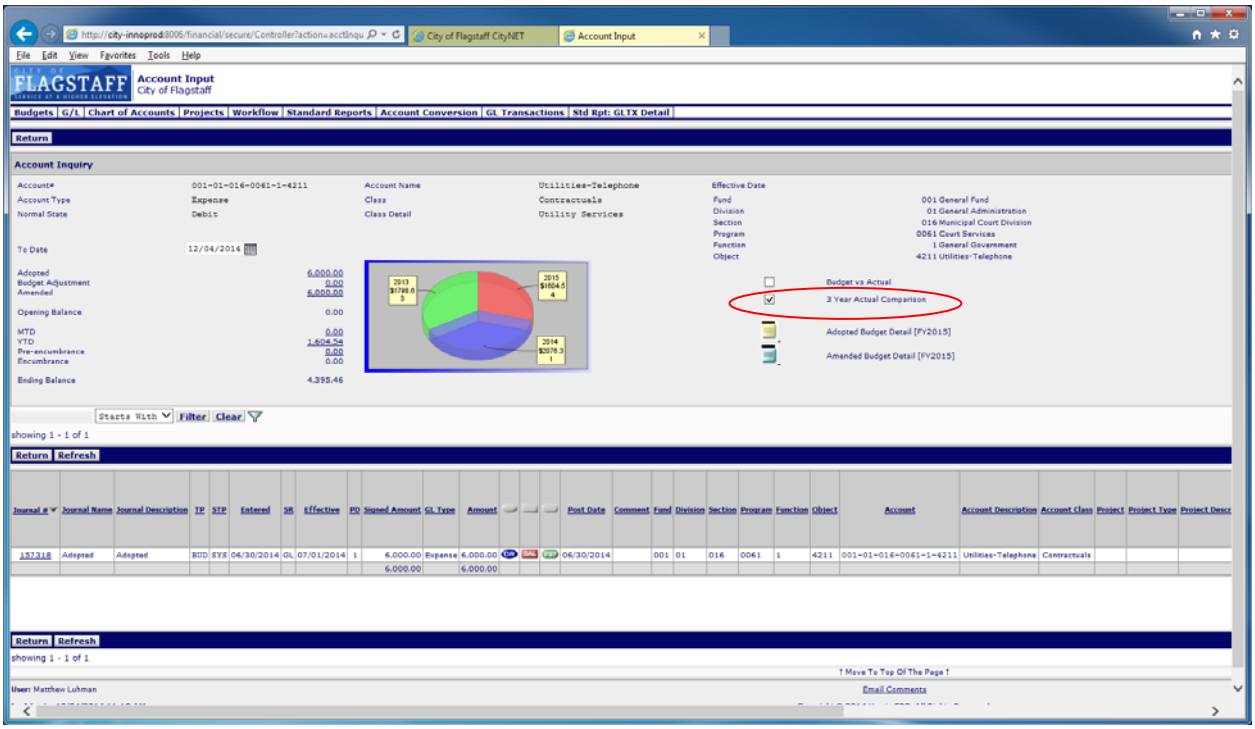
- First, select the Chart of Accounts in the Jump To Menu. You will then see a screen similar to the one below:



- Assume the account you would like to see is the one circled above. (See items circled in Red).
- Click on the Acct Inquiry symbol (circled in Green).
- The screen you will see is presented on the following page. Notice it has a graph for Budget vs. Actual. It also has the dollar values for the Adopted Budget, the Month-to-Date Expenditures, Year-to-Date Expenditures, Pre-encumbrances, Encumbrances, and Ending Balance. Also listed are transactions which have affected your expenditures/encumbrances to date.



- There is still another benefit of this report. If the 3-Year-Actual-Comparison is clicked, you will see the following:



- Notice the graph has changed so there is a visual of the comparison between the three years, along with the actual dollar amount.

EXHIBIT 1
MISSION STATEMENT

Mission Statement

To protect and enhance the quality of life of its citizens

Vision Statement

The City of Flagstaff is a safe, diverse, vibrant, and innovative community with a unique character and high quality of life. The City fosters and supports a balance of economic, environmental, educational and cultural opportunities.

EXHIBIT 2
COUNCIL GOALS AND PRIORITIES
2015 – 2017

Revised December 2015

NOTE: THE COUNCIL GOALS AND PRIORITIES MAY BE MODIFIED BASED ON THE COUNCIL MEETINGS. IF THIS OCCURS, THIS DOCUMENT WILL BE MODIFIED.

1) Invest in our employees and implement retention and attraction strategies

- Bring all City employees up to market pay
- Invest in training and development in our staff
- Fund pensions at the minimum recommended contribution levels to assure ongoing plan viability
- Participate in the evaluation and implementation of a pension plan structure that will provide a secure and sufficient benefit to retirees within a sustainable cost structure for the employer and the employee

2) Ensure Flagstaff has a long-term water supply for current and future needs

- Identify financing, complete designs and construct the Red Gap Waterline
- Secure ROW for Red Gap Waterline
- Review current water rate structure
- Integrate conservation strategies into all water resource management activities
- Expand the use of reclaimed water

3) Provide sustainable and equitable public facilities, services, and infrastructure systems in an efficient and effective manner to serve all population areas and demographics

- Rio de Flag - Complete 100% plans, LRR, land acquisition and identify financing strategy
- Construct Core Services Maintenance Facility at McAllister Ranch
- Explore stadium and arts district
- Maintain existing infrastructure by investing in ongoing maintenance and operations to get closer to target condition
- Design, finance and construct Courthouse
- Enhance library hours

4) Develop and implement guiding principles that address public safety service levels through appropriate staffing levels

5) Explore and adopt policies to lower the costs associated with housing to the end user

- Understand and support increasing housing availability in conjunction with FHA
- Facilitate exploration of financing tools and models that meet the needs of affordable rental community
- Review regulatory documents in regard to the complexity of housing affordability
- Support creative partnerships around workforce housing.

6) Provide a well-managed transportation system

- Identify financing strategies to support the transportation system
- Identify specific projects that will help relieve traffic congestion
- Consider geographic/behavioral/social solutions that will help relieve traffic congestion
- Support partnerships and explore solutions that will help relieve traffic congestion

7) Continue to implement the Flagstaff Regional Plan and focus efforts on specific plans

- Identify and address gaps in Regional Plan
- Identify priorities for specific plans

8) Improve effectiveness of notification, communication, and engagement with residents, neighborhoods and businesses about City services, programs, policies, projects and developments

- Review what, when and how Council and public are notified about development projects
- Identify opportunities for collaborative outreach among Council members and key community stakeholders

9) Improve the economic quality of life for Flagstaff through economic diversification, and by fostering jobs and programs that grow wages and revenues.

10) Support and assist the most vulnerable

- Focus on comprehensive economic and social support systems
- Provide direct assistance through service contracts for social services
- Assist and decrease the number of and assist the working poor

11) Ensure that we are as prepared as possible for extreme weather events

- Present resiliency and preparedness goals to Council.

EXHIBIT 3
DIVISION CHECKLIST

S:\- City of Flagstaff\Budget 2017\Training Manual FY-2017\Files Linked in Manual\Year End Estimates Checklist-MASTER.docx

City of Flagstaff
Budget 2017 Division/Section Checklist
Due Date: 1/12/2016
DIVISION/SECTION:

FY2017 Budget

☐ Base budget as provided by Finance:

Base budget as submitted (In Innoprise):

☐ All grants are entered in the budget system (if applicable).

☐ All operating capital and capital project budgets are entered in the budget system (if applicable).

☐ Are there any significant changes or reallocations to the FY2015 Budget (>10%)? Please provide an explanation.

Type Here:

FY2016 Year End Estimate

☐ We anticipate our section to be **OVER** budget in FY2016 (>$5,000). This includes any major changes to capital projects. If checked, please provide an explanation, the anticipated amount, and if this overage was approved by the Budget Team:

Type Here:

☐ We anticipate our section to be significantly **UNDER** budget in FY2016, excluding carryovers. Use approximately greater than $20,000 as a benchmark. This includes any major changes to capital projects. If checked, please provide an explanation and the anticipated amount:

Type Here:

☐ **We anticipate staying within budget and do not anticipate any significant underage.**

Division or Section Head Signature: Date:

Assigned Accountant:

EXHIBIT 4

ACCOUNTS LISTING

The chart of accounts listings are available at the following links:

S:\- City of Flagstaff\Budget 2017\Training Manual FY-2017\Files Linked in Manual\Chart of Accounts – Fund Div Sect.xls

"S:\- City of Flagstaff\Budget 2017\Training Manual FY-2017\Files Linked in Manual\Chart of Accounts - Objects.xls"

S:\- City of Flagstaff\Budget 2017\Training Manual FY-2017\Files Linked in Manual\Chart of Accounts – Projects.xls

Online Innoprise training documentation is available at the following link:

http://www.flagstaff.az.gov/index.aspx?nid=2920

For questions or assistance, please contact your accountant.

EXHIBIT 5
ACCOUNTANT LISTING

The Accountant listing show below is also available at the following link: S:\- City of Flagstaff\Budget 2017\Training Manual FY-2017\Files Linked in Manual\Accountant Fund Division 10-01-15.pdf

Accountant Assignments						Updated: October 2015
FUND	DIVISION	SECTION	DIVISION NAME	SECTION NAME	DIVISION/SECTION HEAD	ACCOUNTANT
001	01	011	City Manager	City Manager	Josh Copley	Kristi Markey
001	01	012	Human Resources	Human Resource	Shannon Anderson	Kristi Markey
001	01	013	Risk Management	Risk Management	Dean Coughenour	Kristi Markey
001	01	014	Information Technology	Information Technology	Ladd Vagen	Matthew Luhman
001	01	015	City Attorney	Law	Michelle D'Andrea	Kristi Markey
001	01	016	City Court	City Court	Don Jacobson	Kristi Markey
001	02	031	Management Services	Management Services - Admin	Rick Tadder	Megan Trout
001	02	032	Management Services	Purchasing	Rick Compau	Megan Trout
001	02	033	Management Services	Revenue	Andy Wagemaker	Megan Trout
001	02	034	Management Services	Finance	Rick Tadder	Megan Trout
030	02	035-038	Management Services	Library	Heidi Holland	Maryellen Pugh
001	03	051	Fire Department	Fire	Mark Gaillard	Wanda Noffz
001	03	052	Fire Department	Fire Grants	Mark Gaillard	Wanda Noffz
001	04	061	Police Department	Police	Kevin Treadway	Brandi Suda
001	04	062	Police Department	Police Grants	Kevin Treadway	Matthew Luhman
045	05	111	Community Development	FUTS	Rick Barrett	Matthew Luhman
001	05	101	Community Development	Community Development	Mark Landsiedel	Wanda Noffz
001	05	102	Community Development	Engineering	Rick Barrett	Wanda Noffz
001	05	103	Community Development	Capital Improvements	Rick Barrett	Matthew Luhman
001	05	104	Community Development	Planning and Development Svcs	Dan Folke	Wanda Noffz
001	05	105	Community Development	Housing	Sarah Darr	Kristi Markey
021	05	106-108	Community Development	Housing and Comm Svcs	Sarah Darr	Kristi Markey
022	05	110	Community Development	Flagstaff Metropolitan Planning Org	Dave Wessel	Kristi Markey
040	05	112	Community Development	Transportation CIP	Rick Barrett	Brandi Suda
041	05	113	Community Development	4th Street Railroad Crossing	Rick Barrett	Brandi Suda
042	05	114-115	Community Development	Street/Safety Improve	Mark Landsiedel	Brandi Suda
001	06	151	Public Works	Public Works	Erik Solberg	Matthew Luhman
001	06	152	Public Works	Facility Maintenance	Rebecca Sayers	Matthew Luhman
001	06	153	Public Works	USGS Facilities	Rebecca Sayers	Matthew Luhman
001	06	154	Public Works	Fleet Services	Pat Bourque	Brandi Suda
001	06	155	Public Works	Parks	Michael O'Connor	Matthew Luhman
001	06	156	Public Works	Recreation	Rebecca Sayers	Megan Trout
001	06	157	Public Works	Cemetery	Michael O'Connor	Matthew Luhman
055	06	158	Public Works	BBB Recreation	Erik Solberg	Matthew Luhman
040	06	161-162	Public Works	Streets	Michael O'Connor	Brandi Suda
211	06	165-167	Public Works	Solid Waste	Pat Bourque	Kristi Markey
214	06	170	Public Works	Sustainability	Rebecca Sayers	Kristi Markey
001	07	201	Economic Vitality	Community Investment	Dave McInitire	Wanda Noffz
023	07	202	Economic Vitality	EDA Revolving Loan	Dave McInitire	Megan Trout
051	07	211-212	Economic Vitality	Beautification Admn/Streetscape	Karl Eberhard	Matthew Luhman
052	07	213	Economic Vitality	Economic Development	Dave McInitire	Wanda Noffz
053	07	214-215	Economic Vitality	Tourism/Visitor Center	Dave McInitire	Wanda Noffz
054	07	216	Economic Vitality	Arts and Science	Karl Eberhard	Wanda Noffz
221	07	221-222	Economic Vitality	Airport	Barney Helmick	Wanda Noffz
201	08	300	Utilities	Utilities	Brad Hill	Megan Trout
201	08	301	Utilities	Water Production	Mark Richardson	Megan Trout
201	08	303	Utilities	Water Distribution	Mark Richardson	Megan Trout
201	08	311	Utilities	Wastewater Treatment-Wildcat	Mark Richardson	Megan Trout
201	08	312	Utilities	Wastewater Treatment-Rio Plant	Mark Richardson	Megan Trout
201	08	313	Utilities	Wastewater Collection	Mark Richardson	Megan Trout
201	08	314	Utilities	Industrial Wastewater Monitoring	Mark Richardson	Megan Trout
206	08	331	Utilities	Stormwater	Brad Hill	Megan Trout
206	08	370,375,380	Utilities	Water, Wwater, Reclaim Capital	Ryan Roberts	Megan Trout
206	08	385	Utilities	SW Capital/ Rio De Flag	Brad Hill	Megan Trout
001	09	401	Non Departmental	Council and Commissions	Liz Burke	Kristi Markey
001	09	402	Non Departmental	Non-Departmental	Rick Tadder	Brandi Suda
044	09	404	Non Departmental	Transit	Rick Tadder	Brandi Suda
060	09	405	Non Departmental	Real Estate Proceeds	Rick Tadder	Rick Tadder
600	09	406	Non Departmental	Self Insurance	Rick Tadder	Rick Tadder
400's	09	421-426	Non Departmental	GF Capital Projects	Mark Landsiedel	Matthew Luhman
Various	Various	901, 902	Various	Debt Service	Rick Tadder	Maryellen Pugh

EXHIBIT 6

RSL FORM

The hyperlink for the form is as follows

S:\- City of Flagstaff\Budget 2017\Training Manual FY-2017\Files Linked in Manual\FY2017 RSLs requests.xls

City of Flagstaff
FY2017 Budget - RSL requests
Section: _____
Due: 2/18/2016

ACCOUNT NUMBER (include "-"s)	PRO	TYPE	DESCRIPTION	AMOUNT	JUSTIFICATION TYPE
XXX-XX-XXX-XXXX-X-XXXX		J	Add justification/narratives here	Amount requested for this request/narrative	Recurring or One-time
Example					
001-02-034-0131-1-4261		J	ONG RSL - GFOA Annual Conference - one additional staff	3,000	Recurring
001-02-034-0131-1-4261		J	1X RSL - International Accounting Conference - one staff member	7,000	One-time

EXHIBIT 7

COMMON QUESTIONS

1. I have a budget of $2,000,000, but Innoprise shows $1,750,000. What happened to the $250,000 that is missing?

   Sometimes in the Charge To/From Class, there are entries for Charge to Grants Fund (Obj 5101). Those are typically negative numbers which impact the bottom line of your report, but in actuality, your expense budget is unchanged. It is merely reflecting expected funding to offset your expenditures.

   In addition, there may have been a change in the presentation of your account. If you send your accountant an e-mail with a PDF, Excel File, or HTML screen print of the report you have run, your accountant can then review the item and explain any deviations.

2. If I want an easy way to see my budget from FY-2015 (including narratives), what report should I choose?

   Under the Standard Reports, Working Budget Report, there is a drop-down “2016 Working –2016 Adopted Budget”. Input the range of account numbers you would like, and see the following screen for one of many options you can use to tailor to your needs. Look at the final page of the report and compare the total Budget Request to the budget you have from Naviline to ensure you have pulled up 100% of your accounts and data.

   See the boxes below for which boxes should be checked for the most complete Narrative report.

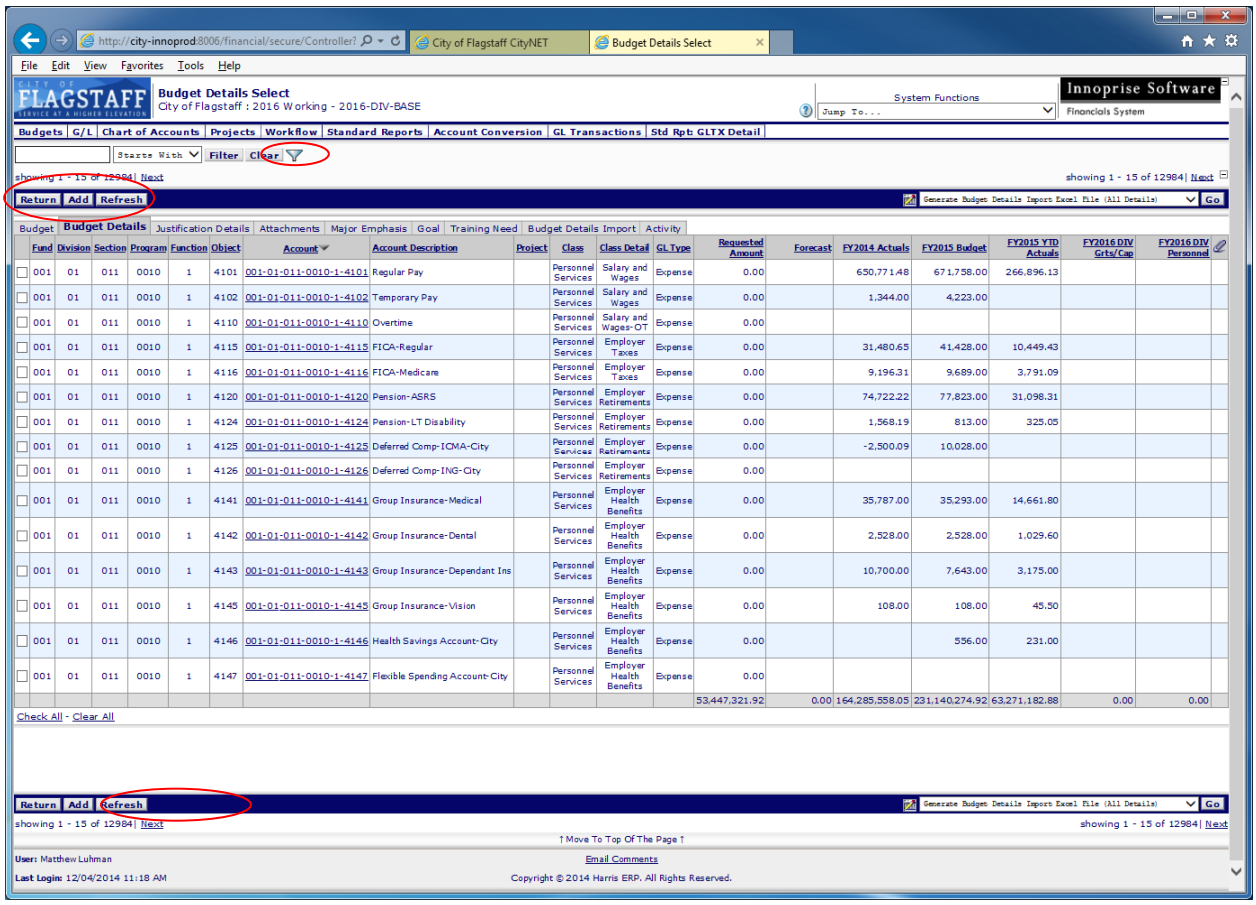
3. I am trying to do a Filter, but I keep getting incorrect or no results. What is the problem?

   Try clicking on the **Clear** button next to the **Filter** button. If you have done previous Filters, the results are progressive unless you Clear the prior filters.

The other thing to look at is if you have selected the column on which you would like to filter. The default for your screen display may not be what you are searching. Look for a downward arrow in the headings to ensure you are searching the correct data.

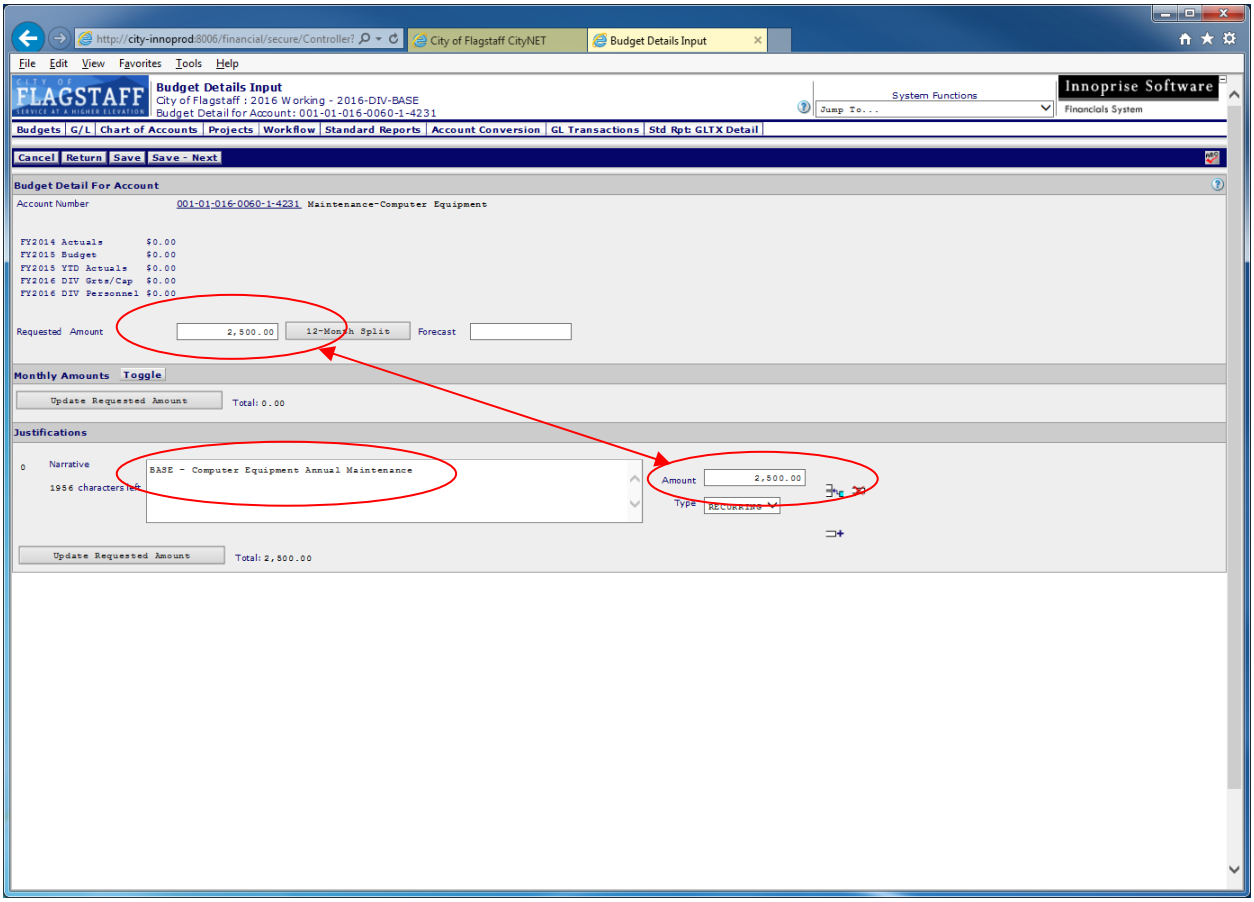
Another step you might take is to click the Refresh button on the left side of your screen.

As with all data bases, when it comes to searches, sometimes less can be more. For example, if your search is not returning what you are looking for, try to use less words or only part of a word, or an account number, etc.



4. I entered a budgeted amount into the Innoprise screen, however, it will not accept the data.

   Verify the Justification was filled in, Amount is correct, and Type is selected. Then ensure the amount you requested is reflected in the Requested Amount.

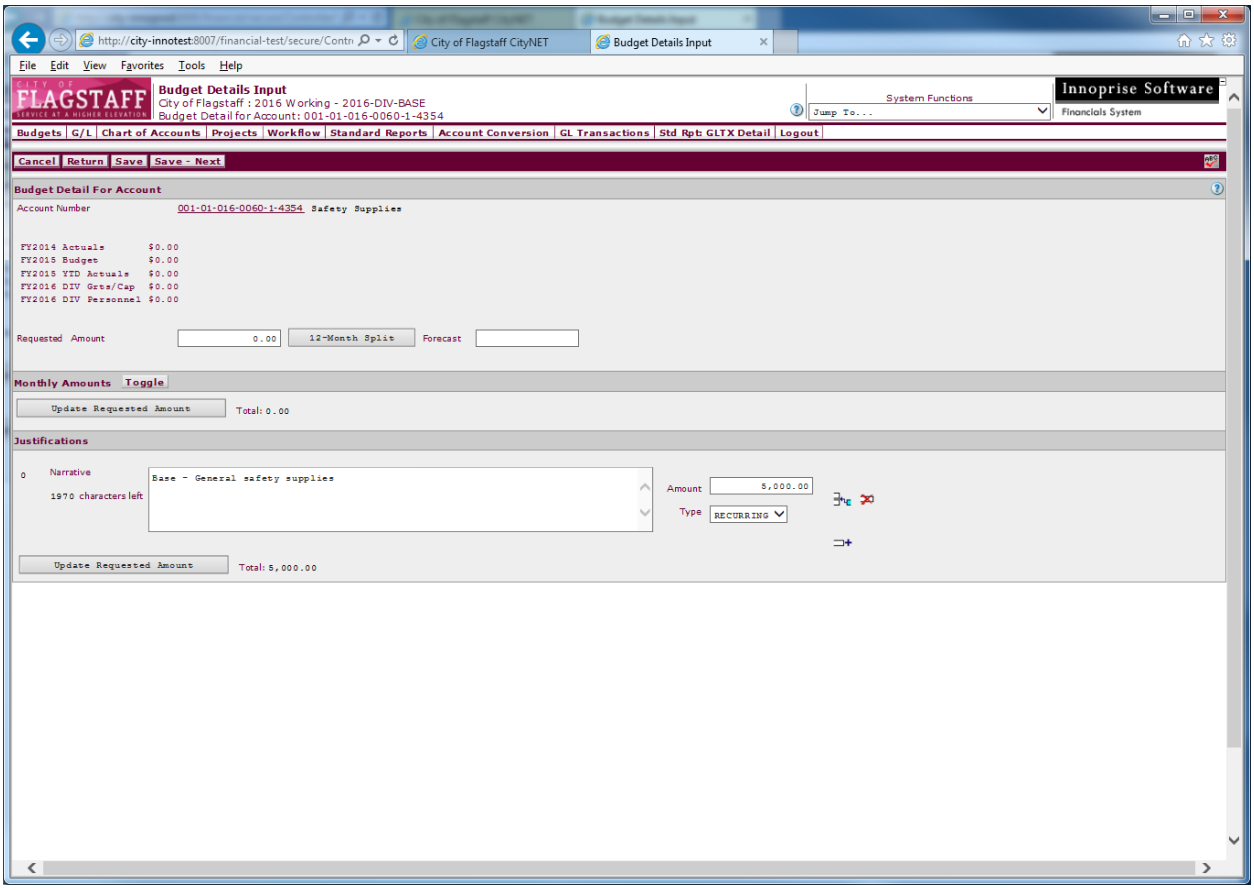


5. I am looking at my budget and I do not see an entry I know was accepted by the system. Where is it and why won't it show?

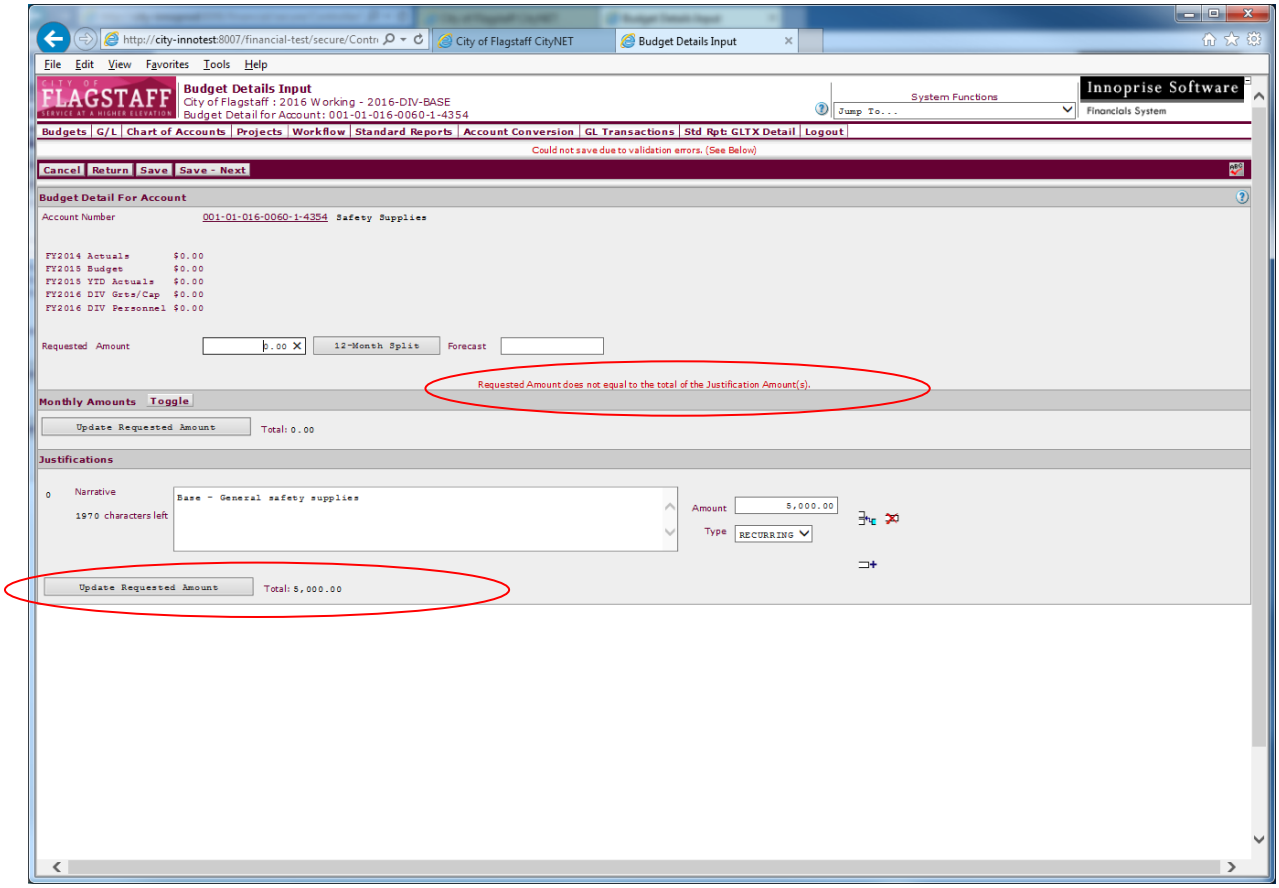
First, verify you are in the correct sequence. For instance, you might have entered it into Cap/Grants instead of Base.

Next, verify by looking at your budget entries for your accounts whether it was accidently input on the wrong account line.

Another thing that might have occurred is that you input all the data, but did not UPDATE REQUESTED AMOUNT during the process.



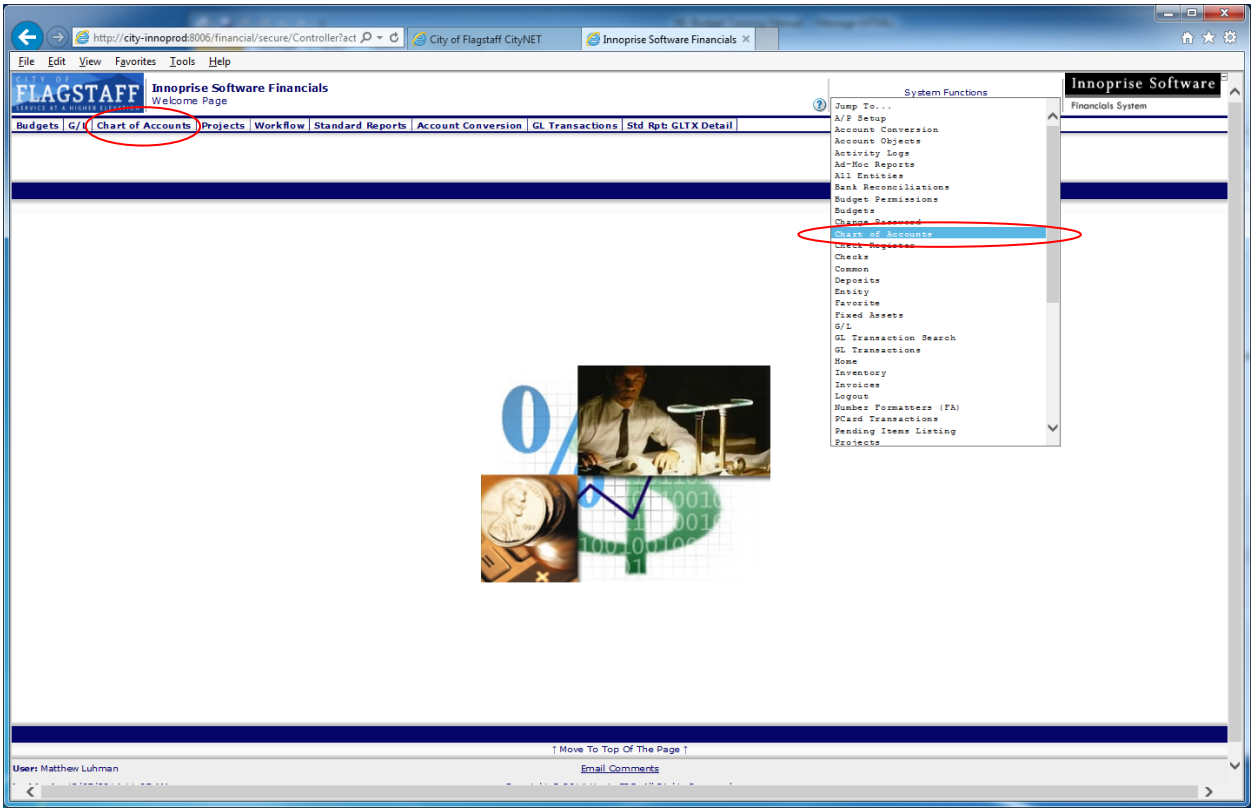
Note that the requested amount indicates $0.00, but the Justification amount is $5,000. The system should give you a warning when you click on Save if you have not updated, but inadvertently Return may have been selected instead of Update.



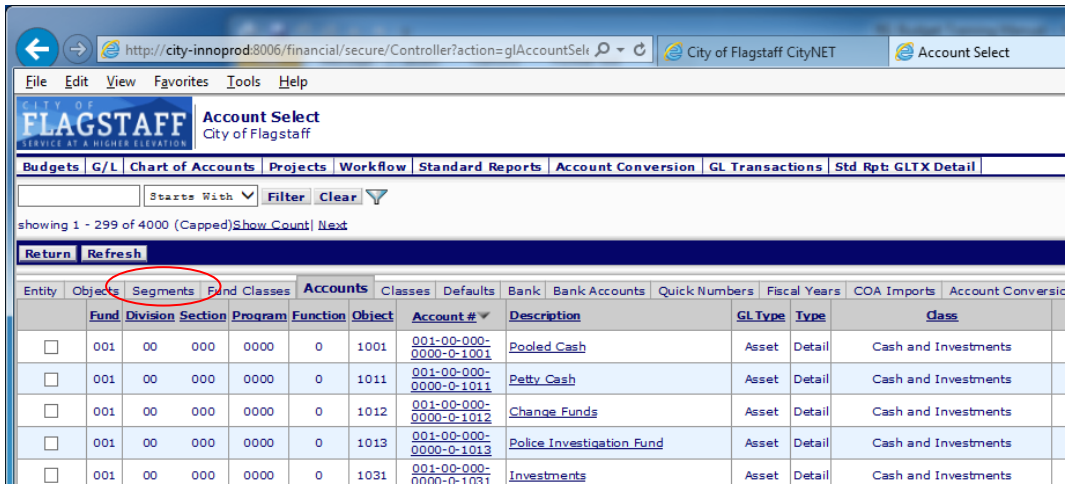
Just be sure to click on UPDATE instead of typing in the amount.

6. How do I find the most up-to-date Program listing?

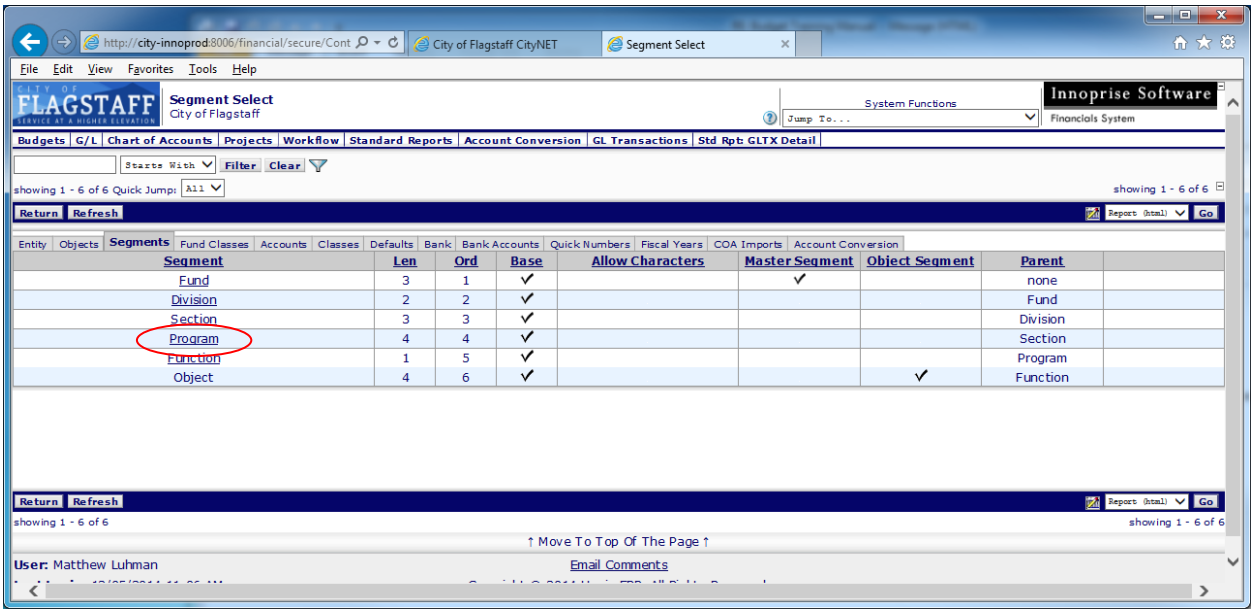
In Innoprise, start by going to the **Chart of Accounts** either through your Favorites link or using the Jump To… drop down.



From here, select the **Segments** tab.

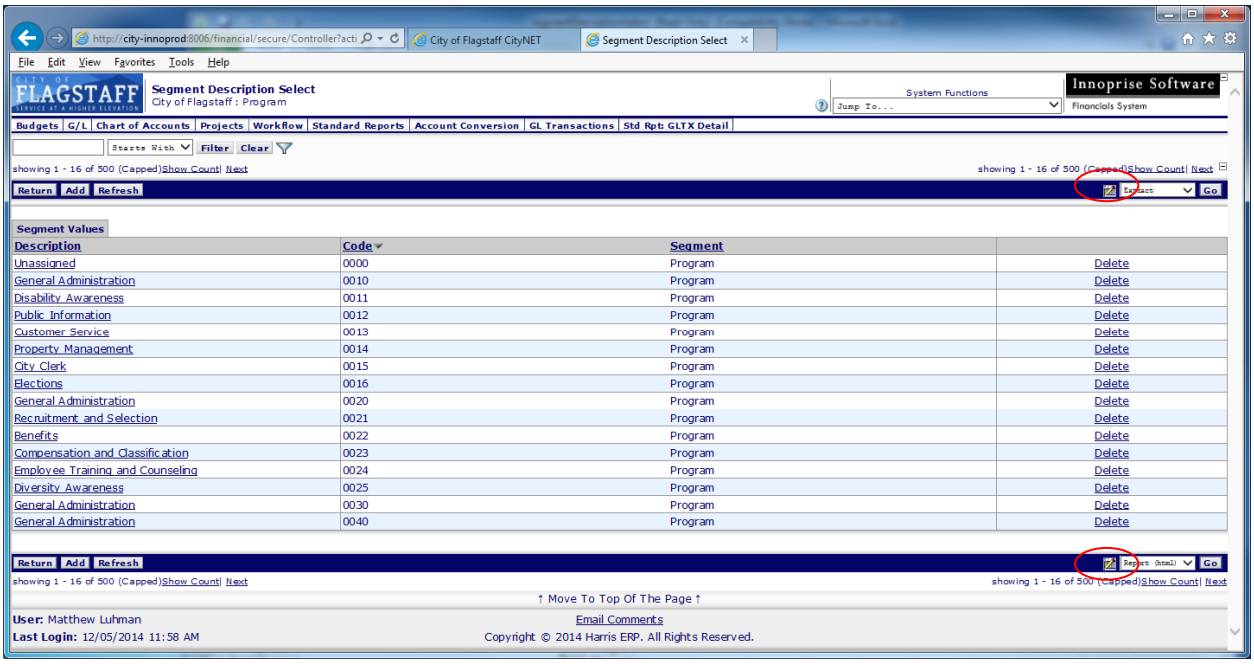


On the next screen, shown below, click on **Program**.

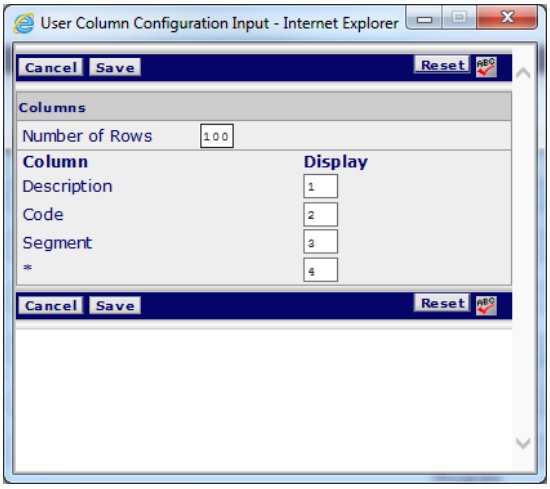


You are now viewing the most up-to-date Program listing. Note that the **Code** column contains the Program numbers.

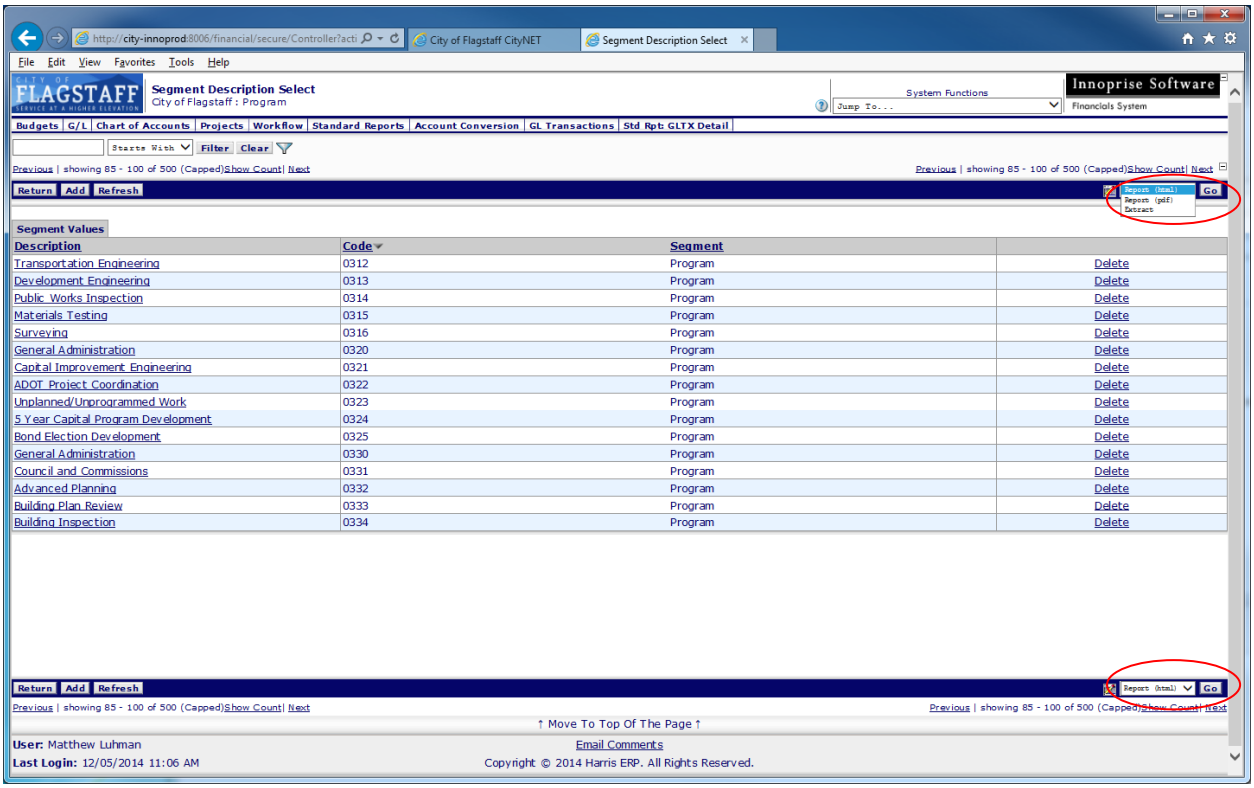
<u>Helpful Hint</u>: By clicking the pencil icon in either the upper or the lower right corners, you can increase the lines displayed up to 100 lines per page.



After clicking the pencil icon, you will see the following input window. Change the number of rows to 100, as shown below, then click **Save**.

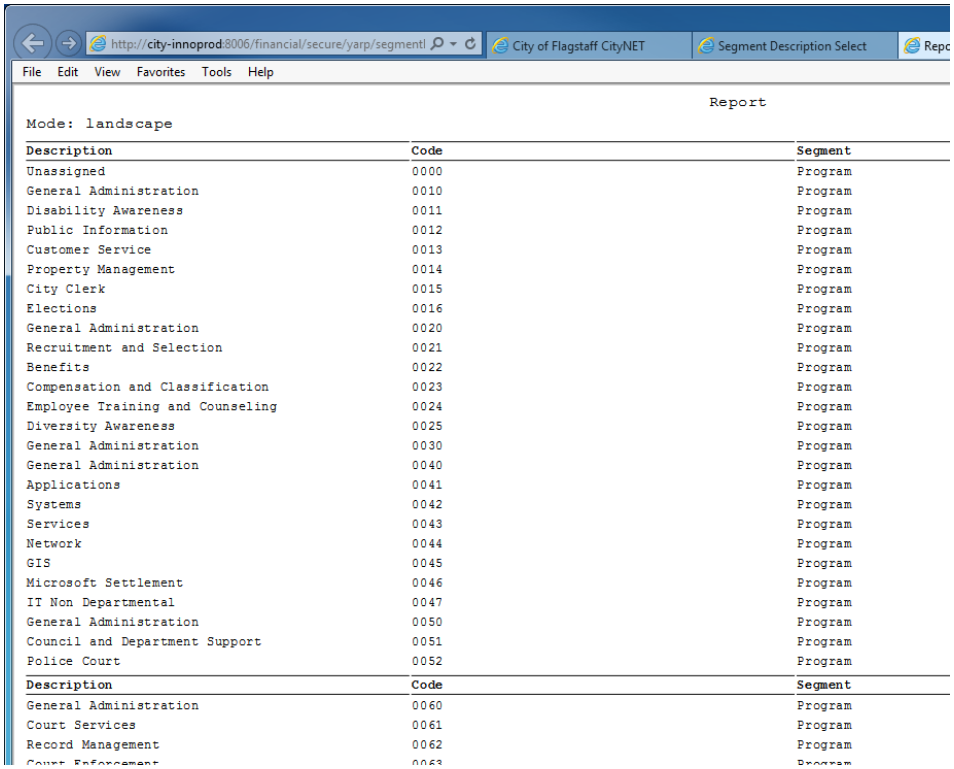


<u>Helpful Hint</u>: There are other ways to view the entire Program list. By using the dropdown menu to the right of either pencil icon, you can choose to view the Program list as either a webpage (HTML) or pdf report. From here, you can also extract the list as an Excel (.xls) spreadsheet. Just select the format you want and click **Go**.



Examples of Program Listing Output Report

HTML

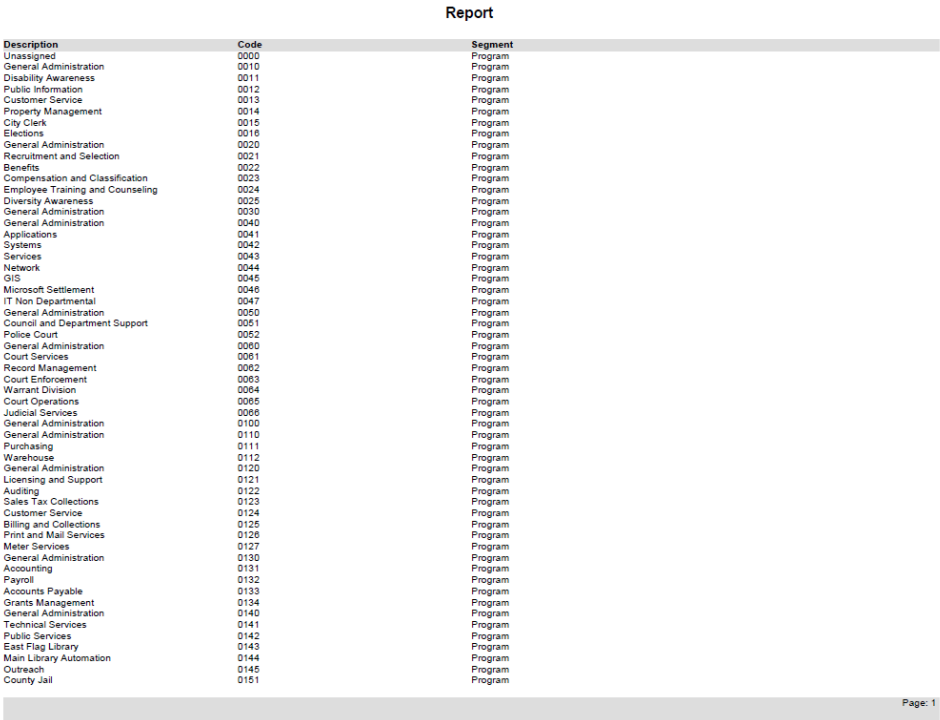


Report

Mode: landscape

Description	Code	Segment
Unassigned	0000	Program
General Administration	0010	Program
Disability Awareness	0011	Program
Public Information	0012	Program
Customer Service	0013	Program
Property Management	0014	Program
City Clerk	0015	Program
Elections	0016	Program
General Administration	0020	Program
Recruitment and Selection	0021	Program
Benefits	0022	Program
Compensation and Classification	0023	Program
Employee Training and Counseling	0024	Program
Diversity Awareness	0025	Program
General Administration	0030	Program
General Administration	0040	Program
Applications	0041	Program
Systems	0042	Program
Services	0043	Program
Network	0044	Program
GIS	0045	Program
Microsoft Settlement	0046	Program
IT Non Departmental	0047	Program
General Administration	0050	Program
Council and Department Support	0051	Program
Police Court	0052	Program
Description	**Code**	**Segment**
General Administration	0060	Program
Court Services	0061	Program
Record Management	0062	Program
Court Enforcement	0063	Program

PDF

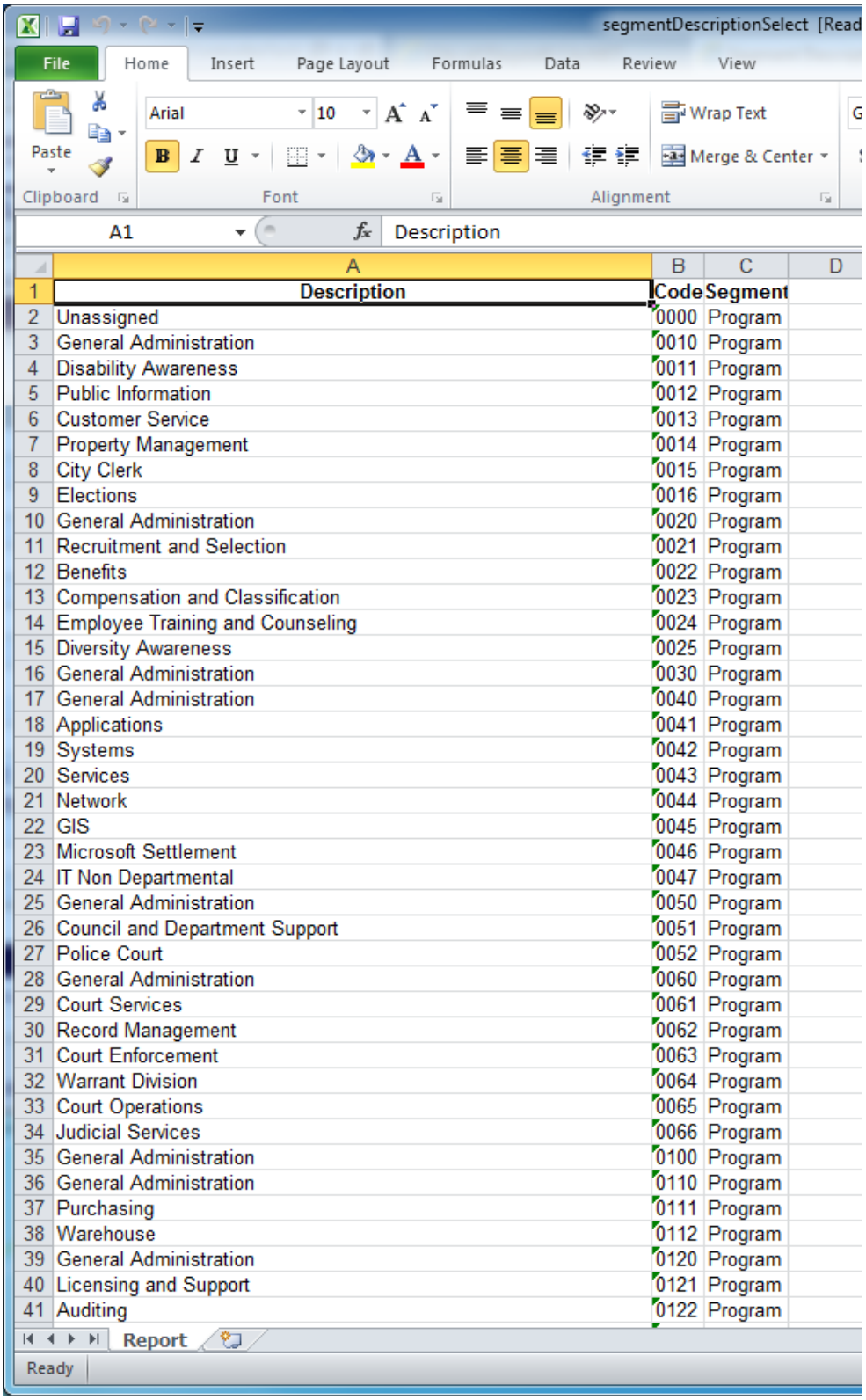


Report

Description	Code	Segment
Unassigned	0000	Program
General Administration	0010	Program
Disability Awareness	0011	Program
Public Information	0012	Program
Customer Service	0013	Program
Property Management	0014	Program
City Clerk	0015	Program
Elections	0016	Program
General Administration	0020	Program
Recruitment and Selection	0021	Program
Benefits	0022	Program
Compensation and Classification	0023	Program
Employee Training and Counseling	0024	Program
Diversity Awareness	0025	Program
General Administration	0030	Program
General Administration	0040	Program
Applications	0041	Program
Systems	0042	Program
Services	0043	Program
Network	0044	Program
GIS	0045	Program
Microsoft Settlement	0046	Program
IT Non Departmental	0047	Program
General Administration	0050	Program
Council and Department Support	0051	Program
Police Court	0052	Program
General Administration	0060	Program
Court Services	0061	Program
Record Management	0062	Program
Court Enforcement	0063	Program
Warrant Division	0064	Program
Court Operations	0065	Program
Judicial Services	0066	Program
General Administration	0100	Program
General Administration	0110	Program
Purchasing	0111	Program
Warehouse	0112	Program
General Administration	0120	Program
Licensing and Support	0121	Program
Auditing	0122	Program
Sales Tax Collections	0123	Program
Customer Service	0124	Program
Billing and Collections	0125	Program
Print and Mail Services	0126	Program
Meter Services	0127	Program
General Administration	0130	Program
Accounting	0131	Program
Payroll	0132	Program
Accounts Payable	0133	Program
Grants Management	0134	Program
General Administration	0140	Program
Technical Services	0141	Program
Public Services	0142	Program
East Flag Library	0143	Program
Main Library Automation	0144	Program
Outreach	0145	Program
County Jail	0151	Program

Page: 1

Excel



	A	B	C
1	Description	Code	Segment
2	Unassigned	0000	Program
3	General Administration	0010	Program
4	Disability Awareness	0011	Program
5	Public Information	0012	Program
6	Customer Service	0013	Program
7	Property Management	0014	Program
8	City Clerk	0015	Program
9	Elections	0016	Program
10	General Administration	0020	Program
11	Recruitment and Selection	0021	Program
12	Benefits	0022	Program
13	Compensation and Classification	0023	Program
14	Employee Training and Counseling	0024	Program
15	Diversity Awareness	0025	Program
16	General Administration	0030	Program
17	General Administration	0040	Program
18	Applications	0041	Program
19	Systems	0042	Program
20	Services	0043	Program
21	Network	0044	Program
22	GIS	0045	Program
23	Microsoft Settlement	0046	Program
24	IT Non Departmental	0047	Program
25	General Administration	0050	Program
26	Council and Department Support	0051	Program
27	Police Court	0052	Program
28	General Administration	0060	Program
29	Court Services	0061	Program
30	Record Management	0062	Program
31	Court Enforcement	0063	Program
32	Warrant Division	0064	Program
33	Court Operations	0065	Program
34	Judicial Services	0066	Program
35	General Administration	0100	Program
36	General Administration	0110	Program
37	Purchasing	0111	Program
38	Warehouse	0112	Program
39	General Administration	0120	Program
40	Licensing and Support	0121	Program
41	Auditing	0122	Program

7. How do I setup and customize my Favorites in Innoprise?

Detailed instructions for setting up your Favorites bar start on page 1.5 of the Innoprise General Information manual found at the following link:

http://www.flagstaff.az.gov/DocumentCenter/View/43440

8. Is there an easy way to cross-reference account numbers between the Naviline (old) and Innoprise (new) numbers?

Detailed instructions for accessing the account conversion tool in Innoprisestart on page 2.7 of the Innoprise Chart of Accounts manual found at the following link:

http://www.flagstaff.az.gov/DocumentCenter/View/43441