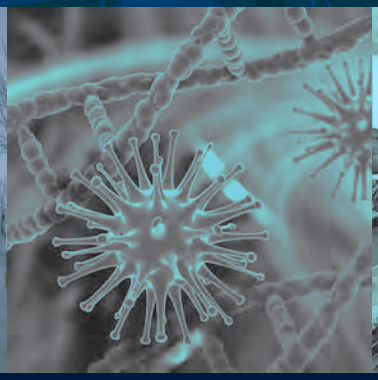
2021

Flagstaff's Perseverance through the COVID-19 Crisis



City of Flagstaff
Annual Budget and Financial Plan
2020-2021

CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882

Annual Budget and Financial Plan

Fiscal Year 2020-2021
City of Flagstaff, Arizona

City Council

Coral Evans, Mayor
Adam Shimoni, Vice-Mayor
Austin Aslan
Jim McCarthy
Charlie Odegaard
Regina Salas
Jamie Whelan

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City of Flagstaff

Arizona

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrill

Executive Director

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User's Guide

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

Transmittal - The City Manager's message, budget summary and goals provide readers with a synopsis of the resource allocation priorities established by the City Council.

Budget Overview - The budget overview provides a high-level overview of the budget, key policy issues, priorities and strategies which shaped the budget, the budget process and format, revenue assumptions and expenditure highlights.

Policies and Procedures - The policies and procedures include excerpts of City fiscal and budget policies and procedures.

Issues and Updates - Provides the key issues and updates considered during the budget process.

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

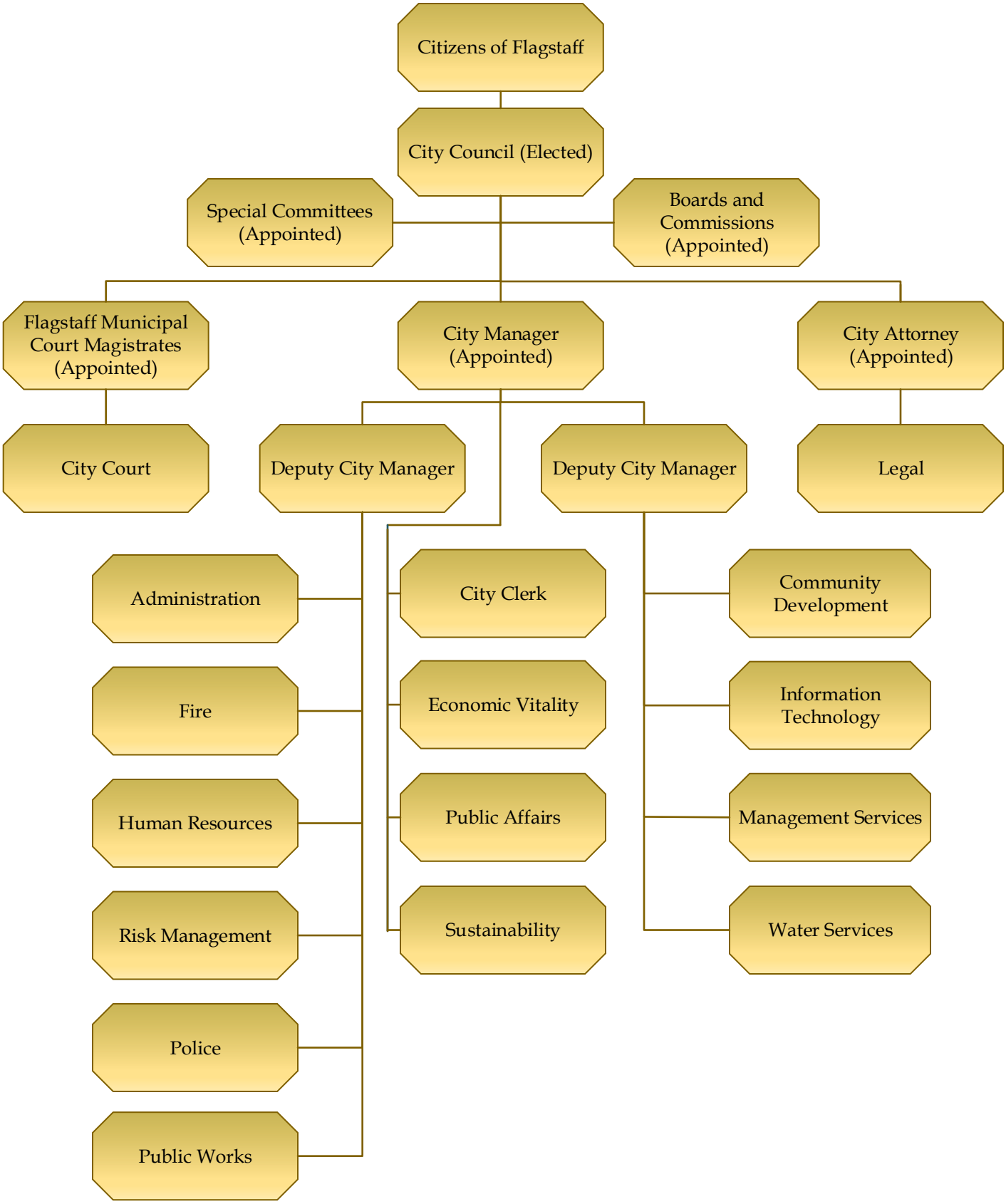
Division Detail - Each operating division summary provides a description, goals and objectives, major accomplishments of the current fiscal year, performance indicators, expenditure history and budget, commentary on significant changes and sources of funding.

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

Community Profile – The community profile section includes information related to the City of Flagstaff, e.g., history, economic information and services.

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

For additional information, please call the Finance and Budget Office directly at (928) 213-2217. This budget document may also be viewed in Adobe Acrobat format on the City of Flagstaff website, www.flagstaff.az.gov under the Finance and Budget section.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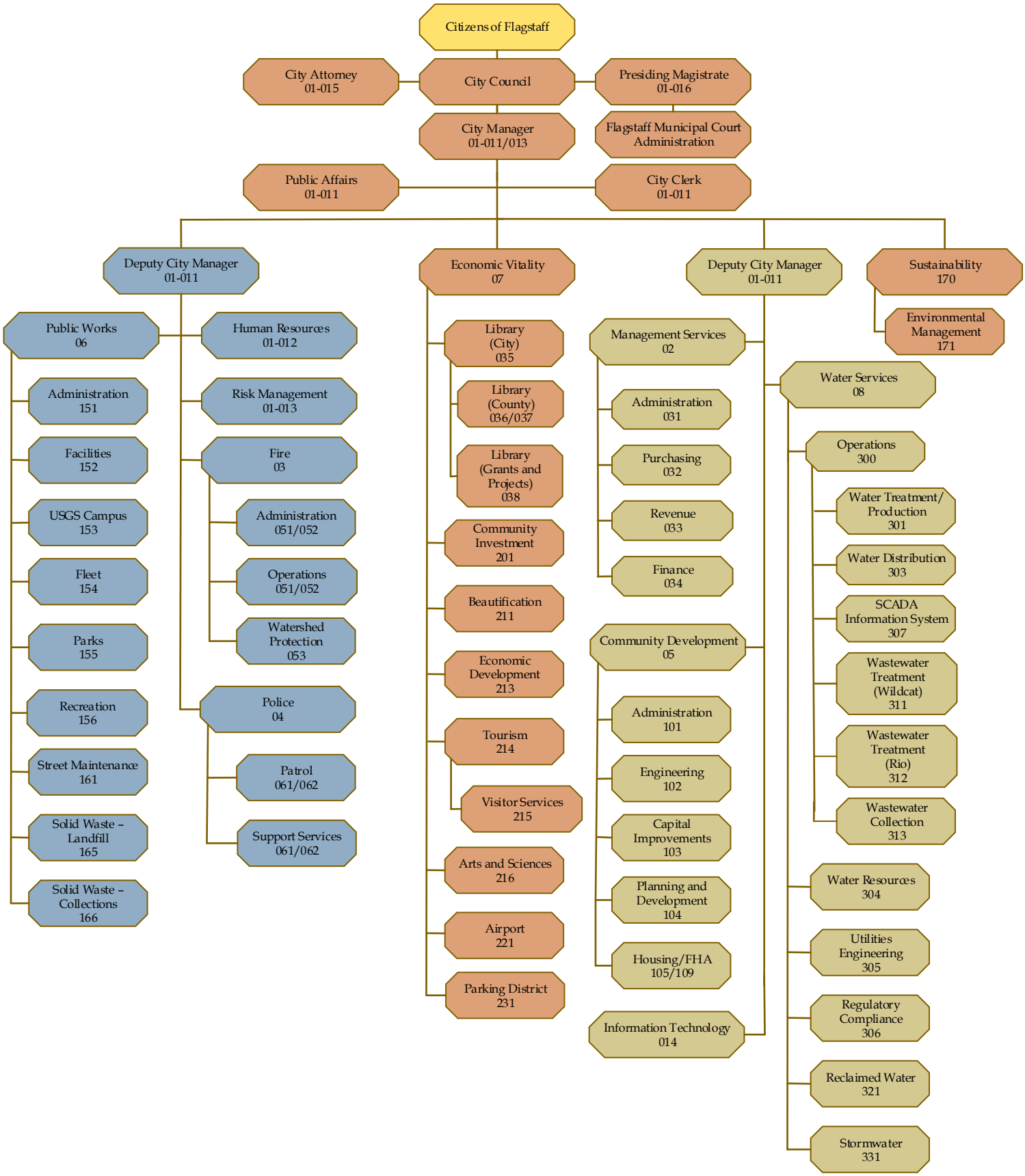
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Mayor Coral Evans

Mayor Coral Evans is a social non-profit and public policy entrepreneur who believes in the concept of thrive-ability as it relates to individuals, neighborhoods and communities. Mayor Evans has over 25 years of extensive, applied experience and knowledge in the design, development, implementation, management, assessment and evaluation of initiatives and programs crafted to assist diverse populations experiencing the systemic effects of poverty.

First elected to office in 2008, Mayor Evans served two terms (eight years) as a Councilmember prior to her election as Mayor of the City of Flagstaff in 2016. She was re-elected Mayor in 2018.

In addition to serving on the Flagstaff City Council, Mayor Evans is the Executive Director of the Sunnyside Neighborhood Association of Flagstaff, Inc., a resident driven social profit (nonprofit) organization that focuses on the redevelopment, growth and prosperity of one of City's most challenged neighborhoods. Prior to this role, she was the Vice-President of Mission Services for Goodwill Industries of Northern Arizona. She is also the owner of a small business (Destiney's Creations) and a published author (A Conversation with Alma).

Mayor Evans holds a master's degree in Business Administration, a master's level certificate in Public Management, a bachelor's degree in Business Management, and is nationally certified in public participation practices. Presently Mayor Evans is pursuing a Ph.D. in Education with an emphasis on Sustainability. Ms. Evans is a HUNT-KEAN Leadership Fellow, a Babson College Social Innovation Fellow and a Flinn-Brown Foundation Center for Civic Leadership Fellow.

Mayor Evans was recognized by the Arizona Business Magazine as one of Arizona's "Most Influential Women in Business" in 2018, other recognitions include:

- Emily's List Rising Star Nominee/Finalist
- Arizona Community Action Association's Margie Frost Champion Against Poverty Award
- Arizona Informant Newspaper Newsmaker Award
- Greater Flagstaff Chamber of Commerce Athena Award
- United Way of Northern Arizona Community Builder Award
- Coconino Hispanic Advisory Council Cesar E. Chavez Community Award
- State of Black Arizona Community Luminary Award
- Coconino Coalition for Children & Youth Caring for Children Award

She is the third generation of her family to live in Flagstaff. Her family (the Dorsey family) has been an active part of the Flagstaff and greater Northern Arizona community since the early 1900's. Mayor Evans currently lives in the family home that her grandfather built in 1942 in Flagstaff's historic Southside neighborhood.

Mayor Evans believes in a balanced approach to the stewardship of community resources and is passionate about creating opportunities that allow for civic engagement, civil discourse, community revitalization and genuine sustainability and advancement of all people.

Vice Mayor Adam Shimoni

Flagstaff is a wonderful place to call home. The outdoors, diverse community and quality of life are what makes our city so special. As Flagstaff grows, we face an increasing number of issues. I hear locals speak to the need for attainable housing, future water resources, economic development and traffic congestion. I share these concerns, and I look forward to implementing long-term solutions to these issues. My website, shimoniforcouncil.com, describes my top priorities and outlines action steps. We need leadership to address these subjects head on, and to plan for the future, collaborating to implement models for sustainable growth.

To address our housing crisis, I hope to adjust the zoning code to ensure appropriate development, to negotiate with developers to construct affordable housing and to advocate for building small homes. I will collaborate with NAU to find a better plan to accommodate their continued growth. To ease traffic congestion, I would support more road connections and a stronger public transit system. Future water resources is a strong concern of mine and one I hope to address through greater education and investment in conservation and re-use techniques.

We are strongest when we engage and address these issues together. One of my goals as a councilmember is to encourage a culture of political engagement. My years leading "Speak Up: Bridging the Gap between Local People and Local Politics," and serving on the board of Friends of Flagstaff's Future have developed my passion for community involvement. My first bid for City Council in 2016, while only 59 votes shy from a win, furthered my understanding of engaging local communities and government. Check out my page, facebook.com/ShimoniForCouncil for community events and ways of sharing your voice. I look forward to the opportunity to serve and represent the people of Flagstaff.

Councilmember Austin Aslan

Councilmember Aslan was elected to a four-year term on the Flagstaff City Council in November 2018. Austin was born and raised in Arizona. He grew up the son of a firefighter in Prescott, and himself became a certified EMT, working as an ALS first responder for Life Line Ambulance. Austin received a bachelor's degree in Wildlife Biology at U of A, and earned a master's degree in Conservation Biology at the University of Hawaii, Hilo. His research on rare Hawaiian plants located on the high slopes of Mauna Loa volcano won him a pair of destroyed hiking boots, a tattered rain jacket and a National Science Foundation Graduate Research Fellowship.

Austin has coupled his passion for writing with a career as a successful novelist. His debut Random House novel, The Islands at the End of the World, was named a Best Book of 2014 by Kirkus Reviews. It was ranked by The Guardian as a top-ten climate fiction read and is listed by BookRiot as a top 100 must-read book in the category of young adult science fiction. He's currently penning several action and environmentally-themed middle-grade series with Harper Collins.

In 2015, with the incredible support of his wife and two children, Austin solo thru-hiked the entire 800 miles of the Arizona National Scenic Trail, from Utah to Mexico. As a result, the bond he's always felt with northern Arizona strengthened immeasurably.

"I hold a fundamental belief that Flagstaff is capable--and poised--to challenge the status quo and to take the steps necessary to turn our small city into a shining example of sustainability and social and environmental justice. And during a period when our national atmosphere is somewhat poisoned politically, our Council can provide a model of how to debate our viewpoints with mutual respect."

Councilmember Jim McCarthy

Jim McCarthy was elected to a four-year term on the Flagstaff City Council in November 2016. Before being elected to Council, Jim served six years on the City Planning and Zoning Commission and five years on the City Water Commission.

Jim earned a BS in mechanical engineering and started his professional career at AIResearch, serving as a performance analyst and project engineer. He later worked at Learjet as a flight support engineer and at Hughes Aircraft as a test engineer. He returned to AiResearch, now part of Honeywell, and managed an engineering group before retiring.

Jim was raised in Arizona and lives in Flagstaff with his wife Kathy. To supplement his engineering background, he earned a Master of Environmental Planning (land use planning). This led to his appointment to the Flagstaff Planning & Zoning Commission.

Jim loves diversity. He appreciates the power of place in anything from downtown Flagstaff to the backcountry of the Grand Canyon. He has 238 days below the Canyon rim, on backpack and river trips. Being a photo buff, he has a darkroom in his home. He writes folk songs and volunteers for Flagstaff Friends of Traditional Music.

Jim believes in the power of freedom and equal opportunity and knows that with freedom comes responsibility. Shunning a set ideology, he seeks out practical solutions.

Councilmember Charlie Odegaard

Charlie Odegaard was elected to a four-year term on the Flagstaff City Council in November 2016. Before being elected to Council, Charlie served for three years on the City Water Commission.

Charlie serves as the councilmember liaison to several commissions and committees: Beautification and Public Art Commission, Transportation Commission, Heritage Preservation Commission and the Audit Committee.

Charlie is a 33-year resident of Flagstaff who graduated from Flagstaff High School and attended NAU. Charlie is a third-generation owner of Odegaard's Sewing Center started by his grandparents in 1969.

Charlie is married with several children and grandchildren. He is a member of Shepherd of the Hill Church where he has served in several capacities including being the President of the Church Council. He is a Board Member of the Arboretum at Flagstaff, Northern Arizona Veteran's Memorial Veterans Cemetery Foundation Board Member, Scout Pack 33 Committee Members and volunteers at the Family Food Center and Golden Rule Charities - The Pantry.

Councilmember Regina Salas

I offer my whole being to serve our diverse Flagstaff citizens and communities. I'm a mother, a businesswoman and an immigrant living and thriving in Flagstaff for over 12 years. I own a local small business ConnectEdge, a local consulting company helping small business and local nonprofits with business development, revenue development, capacity building and development and online reputation management.

My education and training include:

- NC State University - National Recreation & Park Association: Revenue Development and Management School, a two-year comprehensive professional development program on proven revenue management and development strategies and techniques, emphasis on marketing and events/program development
- ASU Lodestar Center for Philanthropy and Nonprofit Innovation: Nonprofit Development and Management training, workshop and conference
- University of the Philippines School of Labor & Industrial Relations: Master of Industrial Relations, Thesis: "Industrial Relations Transformation: Philippine Airlines' Flight to Industrial Peace and Profitability"
- St. Scholastica's College, Manila, Philippines: Bachelor of Arts in English, Thesis: "Tolstoy's Images of Women", Campus Journalism Award of the Year Recipient
- Training and certification in Alternative Dispute Resolution and Mediation conducted by National Center for Mediation in the Philippines, Conflict Resolution Group funded by United States Agency for International Development (USAID)

My professional experience includes:

- Over 25 years spanning public, private and nonprofit entities in two countries in administration and management, policy development project management, program coordination, budget preparation and management
- Over 20 years of effective multilingual communications in local, county and national public agencies working with environments characterized by ethno-linguistic, cultural, political and socio-economic diversity
- Over 15 years in multi-media, editorial and publication management, content strategy development, website management, including ten years in social media strategy and engagement
- Over 12 years of nonprofit development and management, capacity building, donor cultivation and engagement, grant writing and monitoring, volunteer management, fundraising, and friend-raising
- One year in college faculty

Born and raised in the Philippines, I bring diverse perspectives and wide worldview to the City leadership. My extensive background and experience in government (Philippine Congress, City of San Fernando and Coconino County), business sector, academe, and nonprofits are uniquely valuable capabilities: community and economic development, policy research and analysis, legislative development, budgeting, fiscal management, resource mobilization, labor dispute mediation, fundraising and friend-raising.

I pursue pragmatic leadership with focus on local issues, affecting Flagstaff communities and residents, seeking balance and workable solutions through participation and consensus-building. My mantra is LIVE THRIVE FLAGSTAFF. We live, thrive, grow, and evolve in Flagstaff in spite of the challenges we experience, whether we have lived here since birth, for two years or for over twenty years. I have the energy and ability to bring people together, discover, develop and seize opportunities that serve us and our communities.

I bring forward the following priorities:

- Business retention and expansion: local small business, tourism, diversify economic sectors
- Plan, manage, sustainable growth and development
- Foster synergy and cooperation with public agencies and private entities
- Support local nonprofits
- Protect natural areas, open space and dark skies
- Pursue quality education for career/entrepreneurship readiness and workforce development
- Improve efficiency, transparency and fiscal management of the City

My passion for community advancement involves: Flagstaff Lodging, Restaurant and Tourism Association, Greater Flagstaff Chamber of Commerce, Flagstaff Independent Business Alliance, Local First Arizona, Flagstaff Communicators, Flagstaff CVB Marketing, Flagstaff Women's Leadership Network, COCONUTS Robotics Team, United Way VITA and Victim Witness Services.

During my 7+ years stint in Coconino County as outreach coordinator for Parks and Recreation I helped build, organize, fundraise and mobilize volunteers for the nonprofit Friends of Coconino County Parks supporting the County's efforts on land conservation, park development, volunteerism and recreation. I was also part of the team that developed Fort Tuthill Master Plan and built the County park in Tuba City and redeveloped the County parks in Williams and Doney Park.

Councilmember Jamie Whelan

Councilmember Jamie Whelan was elected to the Flagstaff City Council in November 2016. She received the most votes in the general election and was selected by Council to serve as Vice-Mayor from 2016-2018. She currently holds the following positions; President of the Board, Northern Arizona Intergovernmental Public Transportation Authority, NAIPTA; Vice-Chair, Northern Arizona Municipal Water Users Association-NAMWUA; Northern Arizona Council of Governments-NACOG, Member of the Regional Council; Vice Chair NACOG-Regional Council Head Start Committee, Head Start Division; Member of NACOG Economic and Workforce Development Council; Co-Chair, Stronger As One Youth Coalition; Member of Executive Board-LAUNCH; Flagstaff Water Commission, City Council Liaison; past member of the Coconino County Fatality Review Board; President of the Board and Board Member, Victim Witness Services of Coconino County.

Jamie has lived in Flagstaff for over 30 years. Her career as a teacher and an educator began in New Jersey where she worked as a special educator for over 14 years. She also taught in the Flagstaff Unified School District for over 12 years and received the 2005 Moral Courage Award for Teaching Tolerance and Humanitarian Values. She began teaching at Northern Arizona University in the College of Education, Educational Specialties department. In 2014 she was awarded Teacher of the Year by her colleagues in the College of Education and joined the NAU Teacher's Academy. As a Senior Lecturer, Jamie coordinated,

directed and supervised the Praxis Partnership Program preparing teachers to teach in the field of Elementary Education and Special Education. She also was a member of the President's Commission on the Status of Women at NAU and a Golden Axe recipient. Jamie continues to be a Special Education advocate for student and parent rights.

She and her wife Laura Anne have been together over 25 years and have two amazing children and three beautiful grandchildren. They have been small business owners for over 14 years and own the Old Town Creperie.

"My experience as a long-time resident of Flagstaff, small business owner and City Council member has equipped me with the experience to be of service to our community with a steadfast emphasis on transparency that creates community trust, economic growth and development. I will never lose the importance of preserving the natural beauty that our City of Flagstaff has been blessed to protect and enjoy."

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MASK
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discoverflagstaff.com

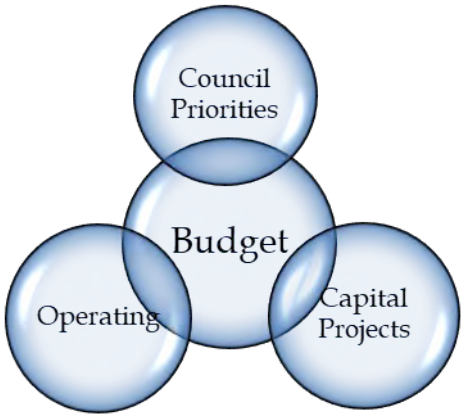
Fiscal Year 2020-2021 Manager's Budget Transmittal Letter
Executive Summary

July 7, 2020

Mayor, Vice-Mayor and Council:

I am pleased to present the City of Flagstaff Fiscal Year 2020-2021 budget totaling $450.7 million for your consideration. While we are required to prepare a budget annually per our City Charter, the annual budget is much greater than an articulation of the City's financial resources. It is a comprehensive snapshot of the current City organization, informed by past trends and influences, while at the same time looking to emerging priorities and visions of the future. The budget formulation is an integration of policy and administration, bringing Council and staff together over numerous meetings and retreats that span several months.

In a very simplified and conventional description, the budget is comprised of three significant components – Council priorities, operating services and programs, and capital projects, as depicted in the model:



Priority Based Budgeting

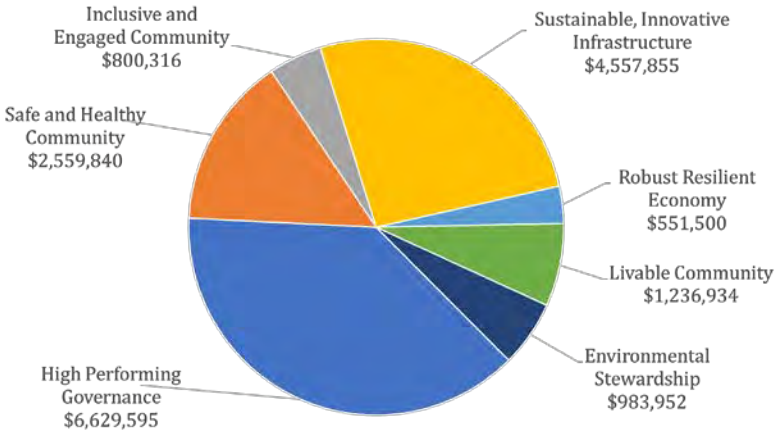
In 2019, the City embarked upon a new budgeting concept that will be based upon priorities to guide resource allocation. Priority Based Budgeting (PBB) is a multi-year process and its implementation over time will significantly change conventional budgeting methodology. The City Council and staff members collaboratively created a map of the City's priorities, staff created an inventory of programs, assigned costs to these programs and scored these programs against the City's priorities.

In early 2020, the Budget Team worked with organizational divisions to incorporate PBB data into the City's Increased Funding Request (IFR) process by asking divisions to link their requests to specific City priorities. This process allowed for a new lens that Council and the Budget Team used to analyze budgetary requests and served as a first step in incorporating PBB into the City's budgeting process. As the budget process for the next fiscal year ensues, more emphasis will be placed upon costing and scoring of City programs to align with the stated priorities, as the organization continues in this multi-year implementation.

The Key Community Priorities are provided below. Further details related to Key Community Priorities and Objectives can be found following this message. Additional public vetting of these and other emerging priorities will occur in the early stages of the budget process. Additional measures will include:

- Offering more communication and training throughout the organization to increase understanding of PBB
- Refine existing scoring processes to match City of Flagstaff context and needs
- Work to make PBB present and other data visualizations more user-friendly and accessible
- Simplify and enhance program scoring

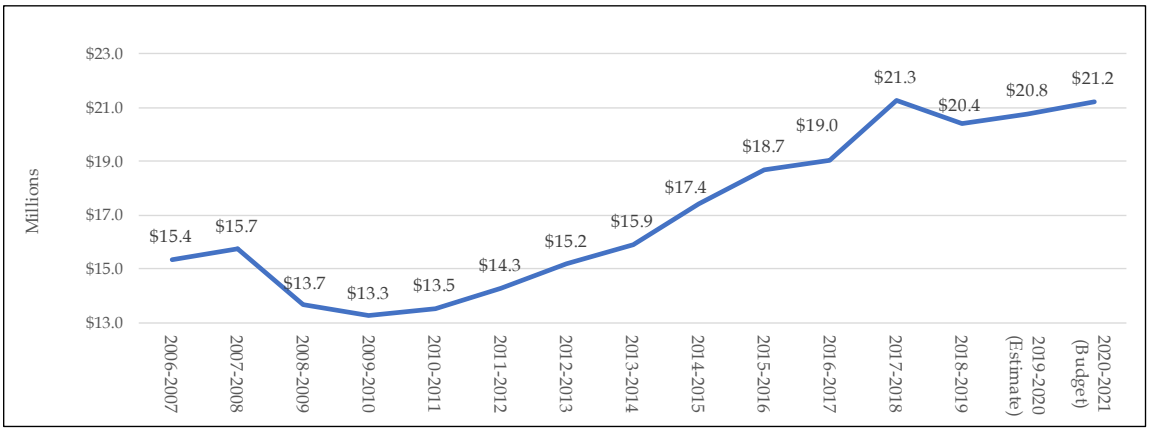
The FY 2020-2021 budget includes the following proposed expenditures for the Key Community Priorities, totaling over $17.1 million:



Economic Condition

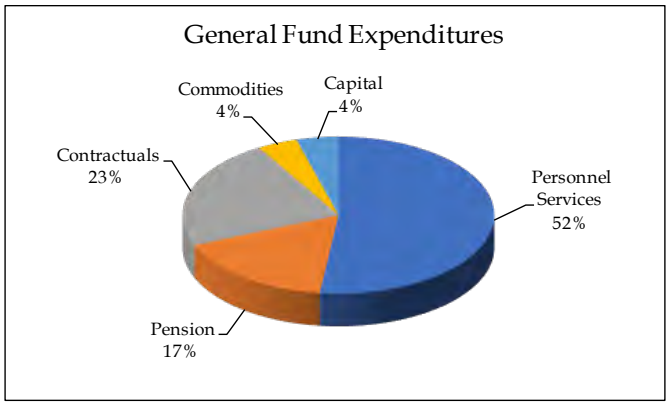
As a general comment, national, state and local economic conditions have shown several years of steady improvement since the "Great Recession". The Flagstaff economy can perhaps best be measured by four indicators - sales tax, Bed, Board and Beverage (BBB) tax, state shared income tax and the construction industry. There are three types of sales taxes in Flagstaff. The first is a 1% tax on all general sales except food. Revenues from these sales support General Fund operations. As depicted in the below graph, the City has seen steady growth with a peak in FY 2017-2018.

What may be notable in the below graph is the decline of sales tax revenues in FY 2018-2019, and a somewhat flattening of the increase in subsequent years. This may be attributable to different factors, including more on-line auto sales, a fluctuating construction industry and the preemptive collection of sales taxes by the State, replacing that of local collection in 2017. In 2019, the Arizona Auditor General determined that the Department of Revenue was auditing significantly fewer businesses, and not consistently monitoring required business licenses. The City has recently budgeted for increased staffing to help backfill these reduced services, in hope to bring about better compliance.



The forecasted sales tax revenues for FY 2020-2021 were based upon these flattening trends, with conservative growth projections of 2.5%. For FY 2021-2022, revenues were forecasted with a 3.0% decline for an expected economic downturn. These forecasts preceded the COVID-19 pandemic and the resulting economic downturn which materialized in March 2020. The budget projections remained largely intact, with the City adopting a Recession Plan to address the downturn with quicker response time and more flexibility. The Recession Plan, consisting of five stages that correlate with increasing increments of revenue decline, is discussed in more detail below.

In terms of General Fund expenditures, the below pie chart illustrates the various components, with labor cost and pension liability constituting the larger expenditures.



In terms of revenue projections, an economic downturn commenced in March 2020, resulting from COVID-19 and the resulting stay-at-home directives that were implemented by Emergency Declarations at both the local and state level. Revenue projections for the remainder of FY 2019-2020 were revised downward accordingly. Specifically, in April 2020, a decrease of General Fund sales tax revenues by $1.3 million was forecasted and an overall decline in revenues in excess of 3%. This projection has since been revised to approximately $300,000.

In forecasting revenue declines for FY 2020-2021, a methodology was employed that averaged three different economic recovery scenarios:

- Scenario 1: Economy returns, but another COVID-19 surge brings additional impact; monthly revenues estimated at 70-100% for the first two months, with recovery, followed by similar reductions due to another COVID-19 outbreak
- Scenario 2: Economy weak early, then recovers stronger – monthly revenues estimated at 70-100% first two months
- Scenario 3: Economy weak longer and slow recovery – monthly tourism related revenues at 50% below prior year and slowly recover to only 90%, retail 5% down

Averaging the three scenarios yields a projected decline of 6.4% for FY 2020-2021. This is a reasonable and conservative estimate, and with the Recession Plan in place (see below discussion) the City can be adaptive to decreases that exceed this projection by implementing more stringent cost-saving measures.

Category	Budget Adoption FY 2020-2021 Budget	Economy Returns, Then Another COVID Scenario 1 FY 2020-2021	Weak Economy Early, Stronger Recovery Scenario 2 FY 2020-2021	Weak Economy, Slow Recovery Scenario 3 FY 2020-2021	Average of 3 Scenarios Scenario 4 FY 2020-2021
Sales Taxes Total	**$ 22,018,300**	**$ 20,197,400**	**$ 20,732,400**	**$ 19,705,800**	**$ 20,212,100**
State Shared Revenues					
State Shared Sales Tax	$ 7,486,400	$ 7,389,100	$ 7,116,400	$ 6,905,000	$ 7,136,800
State Shared Urban Revenue	10,669,600	10,700,000	10,700,000	10,700,000	10,700,000
Auto Lieu Tax	3,540,900	3,350,800	3,289,700	3,170,900	3,270,500
State Shared Total	**$ 21,696,900**	**$ 21,439,900**	**$ 21,106,100**	**$ 20,775,900**	**$ 21,107,300**
Franchise Fees	$ 2,471,500	$ 2,357,100	$ 2,414,100	$ 2,414,100	$ 2,395,000
Building Permits	1,702,500	1,650,000	1,500,000	1,250,000	1,466,700
Property Taxes	6,967,500	6,867,500	6,967,500	6,842,500	6,892,500
Other GF Revenues	10,439,932	9,168,900	9,808,712	7,931,647	8,969,800
	$ 21,581,432	**$ 20,043,500**	**$ 20,690,312**	**$ 18,438,247**	**$ 19,724,000**
Total General Fund Revenues	**$ 65,296,632**	**$ 61,680,800**	**$ 62,528,812**	**$ 58,919,947**	**$ 61,043,400**
$ Change vs Prior Estimate		**$ (3,615,832)**	**$ (2,767,820)**	**$ (6,376,685)**	**$ (4,253,232)**
% Change vs Prior Estimate		**-5.5%**	**-4.2%**	**-9.8%**	**-6.5%**

Recession Plan

City staff endeavored to formulate a Recession Plan to help guide the City through future economic downturns in the Fall of 2019. The resulting Recession Plan was adopted and implemented in April 2020. Fortuitously, the plan was in effect at the time of the economic downturn resulting from COVID-19.

The plan is based upon five stages. Each stage represents an incremental severity in declining revenues – the first stage is relatively minor and is triggered by a decrease of up to 2%, while the fifth stage is quite severe and triggered by a decrease of greater than 20%. During the Great Recession, as one basis of measurement, the City of Flagstaff experienced a revenue decline of approximately 13%. Had the Recession Plan been in place, the fourth stage (major) would have been triggered.

Alert/Minor	Moderate	Significant*	Major*	Crisis*
Trigger: Up to 2% Reduction in Revenues (Less than $1.4 million)	**Trigger: 2%-4.99% Reduction in Revenues ($1.4 - $3.4 million)**	**Trigger: 5-9.99% Reduction in Revenues ($3.4 - $6.7 million)**	**Trigger: 10-19.99% Reduction in Revenues ($6.7 - $13.3 million)**	**Trigger: 20% Reduction in Revenues (More than $13.3 Million)**
- Expenditures reduced where reasonably possible - Postponing filling vacant positions	- Limit non-essential services - Large purchases delayed and cancelling consulting services/contracts - Partial freeze on new hires - Travel and non-essential employee training postponed	- Strong justification for large purchases - Elimination of discretionary training, travel, meetings - Hiring freeze except for essential health, safety and welfare positions - Reduction in workforce (part-time, contract, temporary)	- Major service cuts - Suspend all salary increases - Consider employee reduction policies - Reduction in capital expenditures - Draw down on reserves - Closure of non-essential city facilities	- Reduction in workforce / employee costs reduction policies - Elimination of programs and services - Stops all capital improvement projects and purchasing - Reduction in reserves

** Requires consent and resolution of Council*

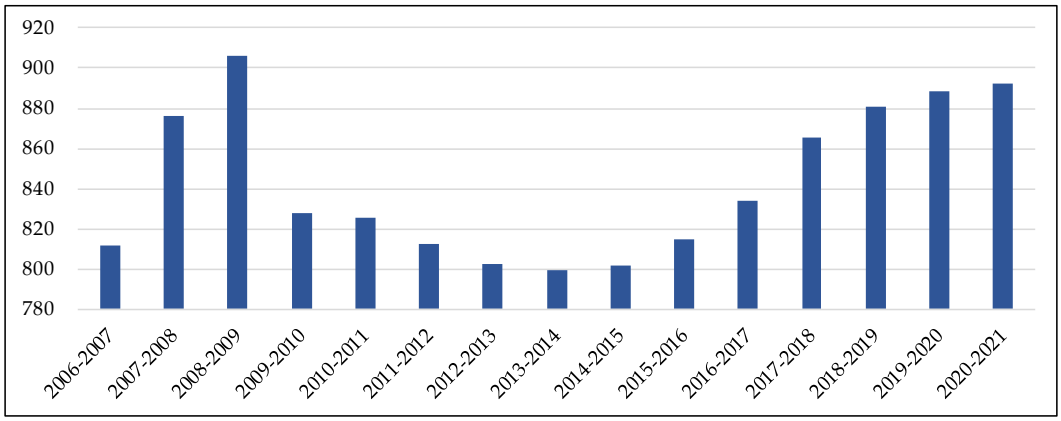
Source: City of Flagstaff

As summarized in the table, each stage has a series of increasingly stringent action measures to be pursued by the City in order to offset the revenue declines. In April 2020, the City was in the second stage (moderate). This correlated with such measures as a recruitment freeze, cessation of unnecessary travel and training, and some delay of large purchases. In June 2020, the City Council agreed to the recommendation to advance to the third stage (significant). This is premised upon expected revenue declines in FY 2020-2021 between 5-10%, as noted in the Economic Condition section above.

The Recession Plan is nimble and can be implemented with quick action, proving to be a more preferable approach than conventional budget adjustments and revised revenue projections. As noted at the outset of this budget message, the budget process is quite protracted, and the resulting budget is voluminous. Moreover, scaling back the budget to meet anticipated revenue declines would necessarily equate to greatly reduced expenditures and quite possibly the implementation of drastic actions such as labor reductions. This in turn could not be reversed should the economic landscape improve mid-fiscal year. The Recession Plan, conversely, allows the budget to remain intact, with resulting measures to reduce costs to be implemented 'on the fly' as conditions so dictate.

Organization

The City of Flagstaff currently employs approximately 888 full-time equivalent (FTE) employees. The following depicts the size of the organization in FTEs, prior to and subsequent to the Great Recession. As shown, the organization has remained relatively flat in terms of employee growth in recent years, and substantially less than the increase in staff that occurred prior to the Great Recession.

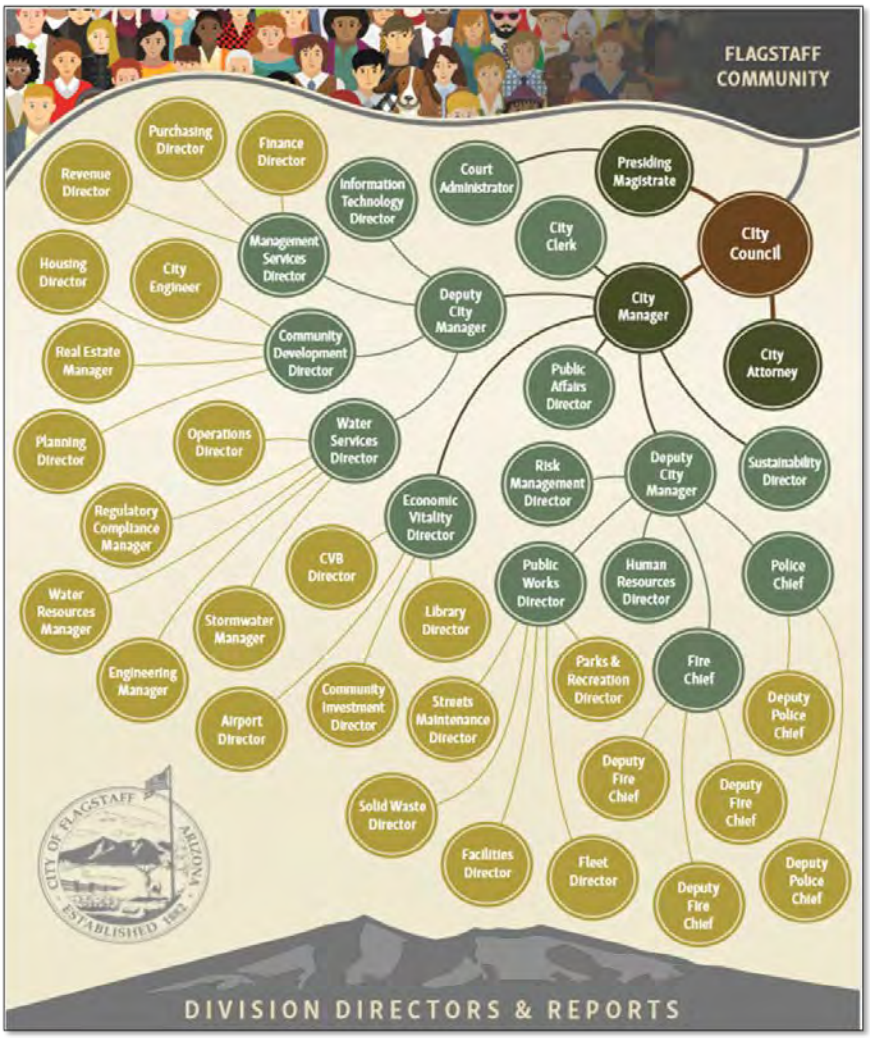


In terms of the reporting structure of the organization, and as depicted in the organizational chart provided in the FY2019-2020 budget, the City Council has three direct appointments - City Attorney, Presiding Magistrate, and the City Manager. The City Manager, pursuant to the City Charter, is responsible for the administration and oversight of the organization.

The oversight of the staff has been largely delegated to two Deputy City Managers, each responsible for supervision of six direct reports. The two deputies, in turn, directly report to the City Manager. The structure, in prior years, was one premised largely upon vertical hierarchy.

Consistent with recent management strategies to see more integration between the divisions and sections, enhanced collaboration and empowerment, and more emphasis upon horizontal inclusion, several restructuring measures were implemented in FY 2019-2020. These measures are listed below.

- Creation of a new Senior Executive Assistant to provide needed assistance to the Mayor
- Creation of new Public Affairs section under the City Manager's Office
- Moved the Sustainability section under City Manager's Office
- Moved the City Clerk program under City Manager
- Moved the Economic Vitality division under City Manager's Office
- Elevated the Information Technology section back to a division



Issues and Updates

COVID -19

The first laboratory-confirmed case of the Coronavirus (COVID-19) occurred in late January 2020. The World Health Organization (WHO) declared a global health emergency on January 30th. The virus, with its origin believed to be in Wuhan, China, started to see local transmission in the United States (U.S.) in late February, with the first deaths reported in the U.S. on February 26th.

A national emergency was declared on March 13, 2020, and the Centers for Disease Control and Prevention (CDC) started to issue warnings against large gatherings two days later. By March 17th, there was presence of the virus in all fifty states, and local shelter-at-home orders began to emerge in some localities. By March 26th, the U.S. reported more COVID-19 cases than any other country.

The City of Flagstaff was the first local government in Arizona to issue a state of emergency and impose restrictions, limiting dining at restaurants and closing most gathering places to fight the spread of the new coronavirus. The action was followed by many other local governments in Arizona. City facilities largely remain closed at the beginning of FY 2020-2021, with many operations being performed remotely.

The City of Flagstaff was authorized by Governor Executive Order on June 17th, to implement face mask requirements. That requirement was put into place by Mayor Evan's Proclamation on June 19th.

The City organization has generated a detailed Re-Entry Plan that is predicated upon four phases. The City is currently in Phase 2. The third phase, which will prompt the re-opening of most City facilities, will only occur after the following monitoring criteria is achieved:

Monitoring Criteria

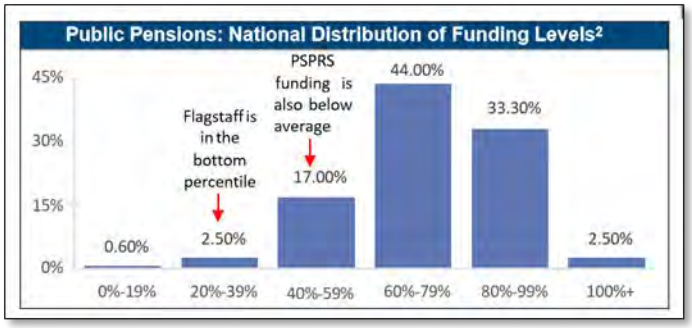
Downward trajectory of the number of cases, hospitalizations and deaths over four or more weeks. During this same timeframe, the community members, business owners and visiting public have demonstrated the ability to follow CDC guidelines such as physical distancing, wearing masks when in close spaces and personal hygiene to help prevent serious illness and death. Healthcare facilities must have capacity to care for those who are seriously ill and the ability to provide testing, monitoring and contact tracing.

PSPRS Unfunded Liability

The Public Safety Personnel Retirement System (PSPRS) provides a statewide retirement system for public safety personnel. A board of trustees oversee the system's policies, operations and investments. Funding for PSPRS comes from employee contributions, employer contributions and net investment income. The equation is as follows:

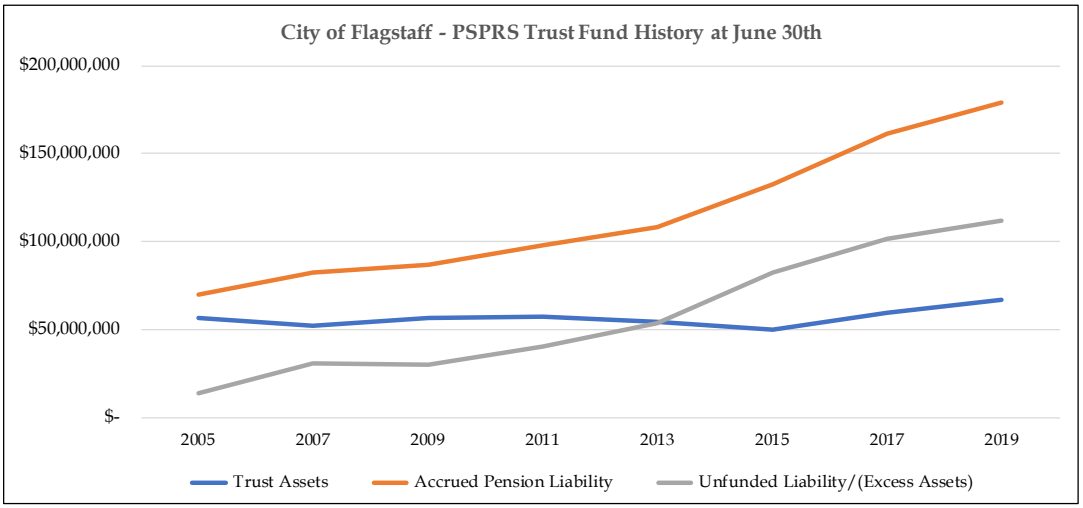
Contributions + Investment Earnings = Benefits Payments + Expenses in Administration

An employer's funding ratio indicates the amount of assets that are already available in the trust to present value of future benefits. For example, a funding ratio of 100% (commonly called being "fully funded") means there are enough assets in the trust to pay 100% of future expected benefits. Most employers participating in PSPRS within Arizona are not fully funded. The City of Flagstaff's Fire Department and Police Department are both funded below 40%. This places Flagstaff in the low percentile of funding levels for public pensions at the national level.

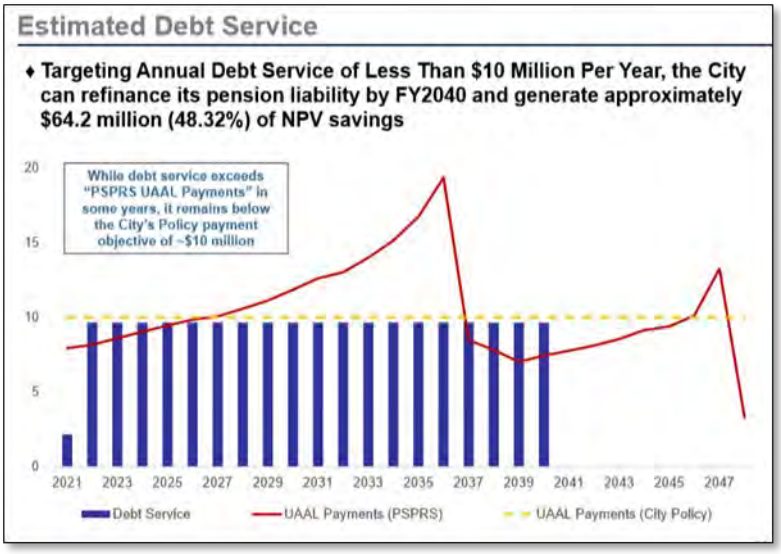


The City's unfunded liability is debt. In 2019, the debt was approximately $112 million. Paying down unfunded liability amounts to increased contributions in the above equation. Some jurisdictions have successfully accomplished this to reach a higher funding ratio, enabling the realization of more investment earnings. Both City safety pension plans accrue at an assumed rate of 7.30%, well above what the City might pay on its debt (3% to 4%).

Toward this objective, the City Council has been pre-paying the annual contribution at the beginning of each fiscal year to maximize interest payments, and in 2019, use tax revenues were approved to be used as increased contribution, estimated to be $850,000. However, the City is not making significant ground on reducing the unfunded liability, as evidenced by the below graph.



Paying down the unfunded liability will not only enable the City to gain from investment earnings, it will also significantly free up monies otherwise encumbered in the General Fund.



The City of Flagstaff's PSPRS employer contributions of $11.3 million currently equal approximately 17% of total labor costs in the General Fund. Significantly, the amortization for both plans (Fire and Police) have spikes of upward near $20 million in future years, as depicted by the red line in this graph. Leveling out the debt payments, shown by the yellow-dashed line, will ease the encumbrance upon the General Fund, and shorten the amortization by several years. This will save the City, and its taxpayers, approximately $65 million net present value.

The City Council was presented a plan to issue Certificates of Participation in a strategy to pay off the unfunded liability at 100%. Through these ground lease and lease-back agreements, several City properties will be used to leverage an issuance of approximately $132 million to pay the unfunded liability. With the City's excellent bond rating of AA-, the resulting low interest rate on this issuance will enable the realization of sizable investment earnings. Notably, the valuation of encumbered City properties will be a fraction of the $132 million issuance. This issuance will occur in July/August 2020.

Local Recovery Plan

The City of Flagstaff created a plan that includes government relief, community development, economic development, arts and science, library, sustainability, airport transportation, housing, and tourism practices during and post COVID-19 pandemic. This plan helps guide our residents and businesses with government relief programs and shares economic development incentives that are being developed. It also shares grants, programs and business protocols that include our arts and science, library, sustainability, housing and airport sections. The City's messaging strategy is currently focused upon the COVID-19 pandemic, welcoming our visitors back to stay, play, distance and mask responsibly, while helping to drive overall economic impact for our city. Below is a link to the Local Recovery Plan digital flip book.

https://www.calameo.com/read/00502074665b4f3bc385a

Independent Revenue Streams

Several proprietary funds exist within the City's budget. These funds, referred to as enterprise funds, function as government-owned businesses where revenues generated within the respective operations sustain the operational costs over time. Municipal utilities are a prime example of enterprise funds. Existing enterprise funds include water services, airport, solid waste, sustainability and environment management, and the Flagstaff Housing Authority.

The Flagstaff Pulliam Airport has, however, seen increased costs related to growing capacity and enplanements. Transfers out of the General Fund to assist funding operations have been significant. The City of Flagstaff is taking measures to ensure that the Airport functions in a more sustainable manner and as a true enterprise fund.

Toward this objective, the City Council has approved the initial planning steps to see the development and leasing of the vacant 31.45-acre parcel that adjoins the Airport facility, as a long-term revenue generator. In a more immediate timeframe, the addition of a paid parking system will also contribute needed revenues. Finally, with the award of the $18.1 million CARES grant, the City has generated a healthy five-year plan to address maintenance and upgrades to the terminal and hangars.

The watershed protection and wildfire risk reduction program was established in 1997 by City Council. Now recognized as a national model with proven success, the program is currently funded by General Fund transfers, grants and a voter-approved bond. The Flagstaff Watershed Protection Program (FWPP) bond - a project specific funding source - will be fully expended within the next several months. Recognizing the need for a sustainable ongoing program and some continued project specific funding, the Council was presented with a program whereby the needed revenues would be generated through a new fee integrated within the water billing structure.

The new utility fee structure has two significant components. First, the Environment Management Fee (EMF) has been revised to a use-based allocation whereby increased revenues are collected upon increased water consumption. This translates into a savings for residential consumption in the lower tier of consumption. Higher consumption will yield increased fee revenues. The second component is the institution of a Water Resource and Infrastructure Protection (WRIP) fee. The revenues from this new fee will sustain the continued function and staffing of the FWPP, although future funding for project-based capital will still be needed. The impact of the new fee structures is shown below, for residential consumers:

EMF/WRIP Residential Impact Summary

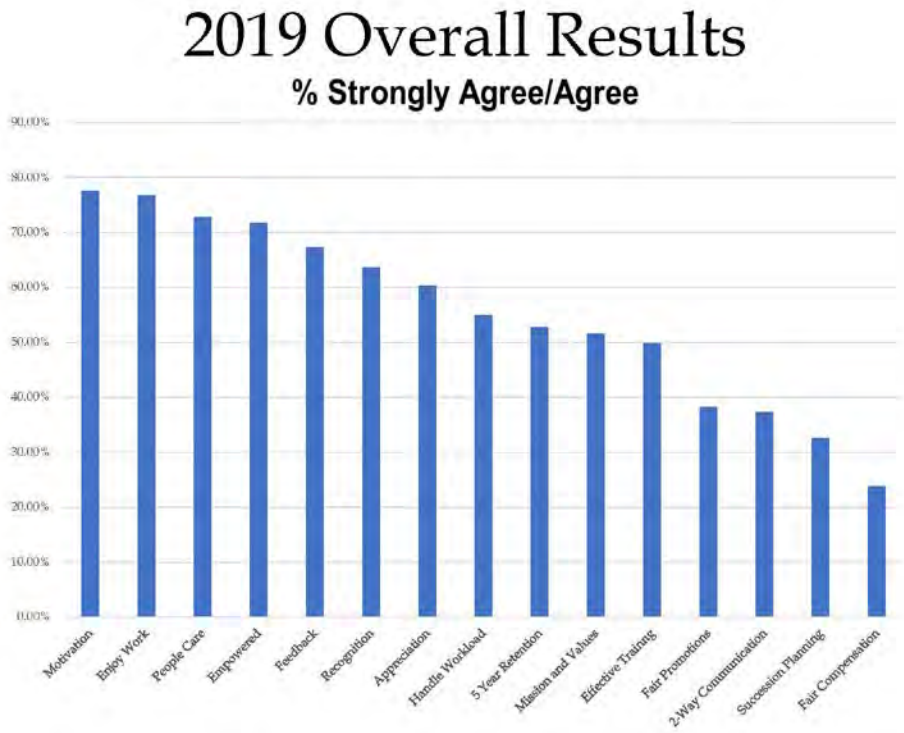
Residential Consumption 3,500 gallons	Residential Consumption 10,000 gallons
• Environmental Management Fee = $2.03 ($1.97 decrease from current fee)	• Environmental Management Fee = $4.77 ($0.77 increase from current fee)
• Water Resource and Infrastructure Protection Fee = $1.82	• Water resource and Infrastructure Protection Fee = $5.20
• Total = **$3.85** per month	• Total = **$9.97** per month
• $0.15 monthly savings	• $5.97 monthly cost
• $1.80 annual savings	• $71.64 annual cost

Employee Retention

Employee retention remains a growing concern for the organization, as compensation continues to be a concern with our employees. Merit-based increases have been sporadic through the years, and as a general comment, our employee compensation packages may be lagging behind market rates.

Achieving market-based pay is a continued Council goal and is supported by our Employee Advisory Committee (EAC). In FY 2019-2020, merit increases of up to 3% were funded with the intent of establishing an ongoing program. The FY 2020-2021 budget does not include this merit-based adjustment, and the 2% Cost of Living Adjustment (COLA) as approved by Council has been deferred pursuant to the Recession Plan.

The City is refreshing its market study to provide information on keeping City salaries competitive with both the local market and the statewide municipal market. It is imperative that we do so and establish an ongoing merit-based adjustment regiment that will improve our employee retention and overall morale. The 2019 Employee Survey, which saw participation by 461 employees, revealed that compensation is now the lowest ranking factor for the employees. This represented a drop by four percentage points from the previous survey in 2017.



Significant Projects

Rio De Flag

The Rio de Flag Flood Control Project is a cooperative project between the City of Flagstaff and the US Army Corps of Engineers. The goal of the project is to remove the 100-year flood plain from central Flagstaff, which will reduce flooding hazards, improve safety and encourage redevelopment. The project design is currently in the draft 100% status, with a final review and approval anticipated for late summer. In early 2020, the Army Corps was successful in securing $52 million in federal funds, which combined with the City's contribution, provides full project funding. The City's current focus is on completing the environmental clearance and contract documents and acquiring the necessary property rights for the project. The project estimate is $122 million (fully funded) and the City is responsible for 35% of the total project cost, which is provided by Stormwater fees.

Transportation

The FY 2020-2021 budget includes a number of important transportation projects. Design work will begin on the Lone Tree Overpass, a City capital project that will provide a grade-separated bridge crossing of the BNSF Railway corridor and the Rio de Flag. This new segment of Lone Tree Road will begin at Butler Avenue and end at Route 66 to the north. Project funding in the amount of $73 million is provided by a 2018 approved Transportation bond. The City will be advertising a Request for Statements of Qualifications, which will be presented for Council award this fall. Design and construction completion are anticipated by 2026.

In partnership with the Arizona Department of Transportation, design work will begin on a new round-a-about intersection at Fourth Street and Cedar Avenue/Lockett Road. The project is funded with a $1,928,366 Federal Highway Safety Improvement Program (HSIP) grant and $60,813 in City transportation funds.

The City's funding portion of the bridge widening project on Fourth Street over I-40 was completed during last fiscal year, with construction work continuing through the 2020 construction season. The multimillion-dollar project was the result of a successful partnership between the Arizona Department of Transportation and the City of Flagstaff. Beyond the bridge work over I-40, improvements will continue on Fourth Street to Butler Avenue, with the eventual reconstruction of the Fourth Street and Butler intersection.

Airport Parking

The Flagstaff Airport has seen major success with the addition of its second airline, United Airlines. The Airport has also seen an uptick in service with American Airlines. With the new routes, the facility has experienced a substantial increase in enplanements and car rentals. Parking at the facility has been grossly over-capacity. Staff has taken measures to provide an interim overflow parking area which is now functioning. As a long-term measure, an additional surface parking lot with a minimum of 350 parking spaces will be constructed in FY 2020-2021. The City will add other infrastructure elements including fencing, lighting, pedestrian access to the terminal, bus pullouts and bike lanes. Both the existing parking lot and additional parking facility will incorporate a paid parking model. It is estimated that the entire project will cost approximately $4 million and this has been funded in FY 2020-2021.

Respectfully Submitted,

Greg Clifton
City Manager

The City of Flagstaff

Service at a Higher Elevation

Mission

To protect and enhance the quality of life for all.

Vision

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

Values

**Teamwork *Accountability *Communication*
**Transparency *Excellence *Leadership *Integrity*

Key Community Priorities and Objectives

High Performing Governance

- Serve the public by providing high quality internal and external customer service
- Foster clear and consistent communication strategies and products
- Encourage public trust through transparency, accessibility and use of the City's public participation policy
- Enhance the organization's fiscal stability and increase efficiency and effectiveness
- Implement innovative local government programs, new ideas and best practices; be recognized as a model for others to follow
- Become an employer of choice and provide employees with the necessary tools, training and support

Safe & Healthy Community

- Foster a safe, secure and healthy community
- Provide public safety with the resources, staff and trainings to respond to community needs
- Enhance community engagement and community policing efforts
- Provide support programs for victims of crimes
- Develop alternative diversion programs
- Ensure the built environment is safe through the use of consistent standards, rules and regulations and land use practices

Inclusive & Engaged Community

- Foster community pride and civic engagement
- Advance social equity and social justice in Flagstaff
- Facilitate and foster diversity and inclusivity
- Enhance community outreach and engagement opportunities
- Ensure city facilities, services and programs are accessible for all residents
- Promote environmental justice and the fair distribution of environmental benefits

Sustainable, Innovative Infrastructure

- Deliver outstanding services to residents through a healthy, well maintained infrastructure system
- Utilize existing long-range plan(s) that identify the community's future infrastructure needs and all associated costs
- Identify smart traffic management, multi-modal transportation and alternative energy opportunities
- Support the community's social infrastructure needs; assist those partner organizations that provide services the City does not

Robust Resilient Economy

- Grow and strengthen a more robust, diverse and resilient economy
- Maintain and enhance an effective business recruitment, retention and expansion program
- Enhance understanding between the development community, the City and Flagstaff residents
- Attract employers that provide high quality jobs and have a low community impact
- Enhance the community's workforce development program and higher education opportunities
- Embrace and invest in tourism and opportunities to promote economic development

Livable Community

- Create a welcoming community through partnerships, strong neighborhoods, civic engagement and resident participation
- Provide amenities and activities that support a healthy lifestyle
- Provide educational opportunities for Flagstaff residents of all ages
- Support the development of attainable and accessible housing
- Support diverse employment opportunities that provide residents with a living wage
- Achieve a well-maintained community through comprehensive and equitable code compliance

Environmental Stewardship

- Actively manage and protect all environmental and natural resources
- Provide environmental community outreach, education and volunteer opportunities
- Implement sustainable building practices and alternative energy and transportation opportunities
- Increase the private sector's participation in environmental stewardship efforts
- Implement, maintain and further the Climate Action and Adaption Plan (CAAP)

Budget Overview

The City of Flagstaff FY 2020-2021 Financial Plan presents a fiscally sound and balanced budget that maintains the integrity of the City's financial condition while still meeting the service level demands of a community that expects quality services. The Financial Plan balances not only financially, but also equally as important, balances the allocation of resources among operating requirements, capital needs, debt burden and strong reserves for future needs and contingencies.

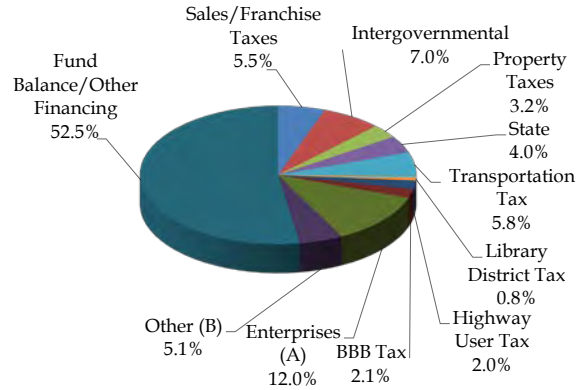
This section briefly describes the documents *Format and Process*; *Assumptions and Strategies* which formed the working parameters of the budget development; *Fund Summaries*; highlights of *Appropriations*, *Revenues* and *Capital Improvements Plan (CIP)*; and *Debt Structure*, which are the operating framework of the Financial Plan.

Financial Resources Available

Sales/Franchise Taxes	$ 24,618,170	5.5%
Intergovernmental	31,672,293	7.0%
Property Taxes	14,358,617	3.2%
State	18,155,985	4.0%
Transportation Tax	26,058,162	5.8%
Library District Tax	3,738,235	0.8%
Highway User Tax	8,958,305	2.0%
BBB Tax	9,327,501	2.1%
Enterprises (A)	53,912,474	12.0%
Other (B)	23,036,118	5.1%
Fund Balance/Other Financing	236,852,456	52.5%
	$ 450,688,316	100.0%

Enterprises (A):	
Drinking Water	$ 18,985,295
Wastewater	12,243,546
Reclaimed Water	1,036,539
Stormwater	4,242,341
Solid Waste	12,368,625
SEMS	1,041,804
Airport	2,547,324
Flagstaff Housing Authority	1,447,000
	$ 53,912,474

Other Revenue (B):	
Licenses and Permits	$ 2,886,264
Vehicle License Tax	3,540,863
Charges for Services	3,280,813
Fines and Forfeits	1,458,855
Investment Earnings	1,565,628
Miscellaneous	10,303,695
	$ 23,036,118



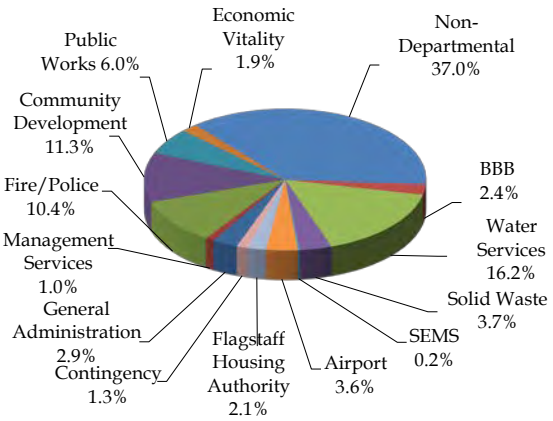
"Where the Money Comes From"

Total Appropriations

General Administration	$ 13,238,266	2.9%
Management Services	4,596,113	1.0%
Fire/Police	46,957,090	10.4%
Community Development	50,931,404	11.3%
Public Works	26,889,065	6.0%
Economic Vitality	8,703,549	1.9%
Non-Departmental	166,802,166	37.0%
Bed, Board and Beverage (A)	10,737,011	2.4%
Water Services (B)	73,121,564	16.2%
Solid Waste	16,523,558	3.7%
SEMS	1,124,828	0.2%
Airport	16,167,086	3.6%
Flagstaff Housing Authority	9,242,616	2.1%
Contingency	5,654,000	1.3%
	$ 450,688,316	100.0%

Bed, Board and Beverage (BBB) Tax Funds (A):	
Beautification	$ 4,722,707
Economic Development	1,494,089
Tourism	3,262,717
Arts and Science	1,249,998
Recreation	7,500
	$ 10,737,011

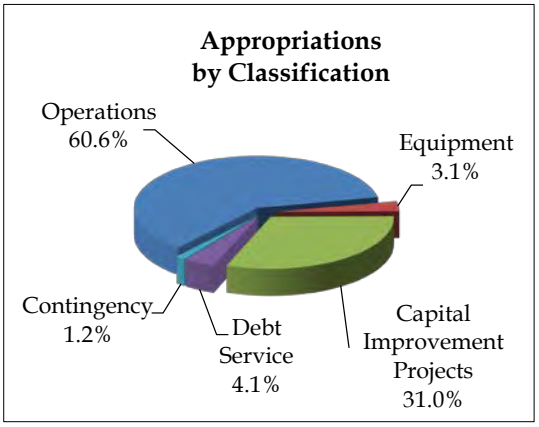
Water Services (B):	
Drinking Water	$ 33,585,725
Wastewater	12,600,912
Reclaimed Water	2,961,915
Stormwater	23,973,012
	$ 73,121,564



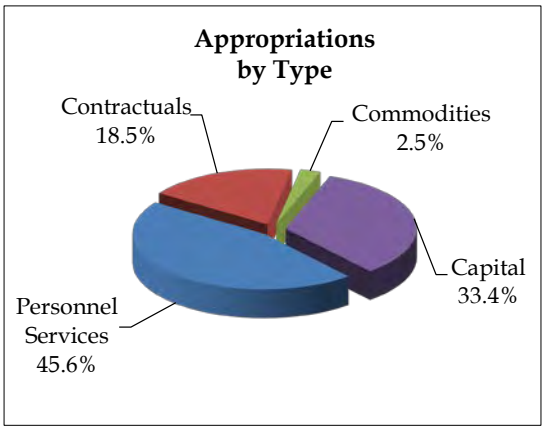
"Where the Money Goes To"

The following graphs depict total appropriations for the FY 2020-2021 budget by major classifications and major types.

Appropriations by Classification		
Operations	$	272,913,596
Equipment		14,101,635
Capital Improvement Projects		139,498,543
Debt Service		18,520,542
Contingency		5,654,000
	$	450,688,316



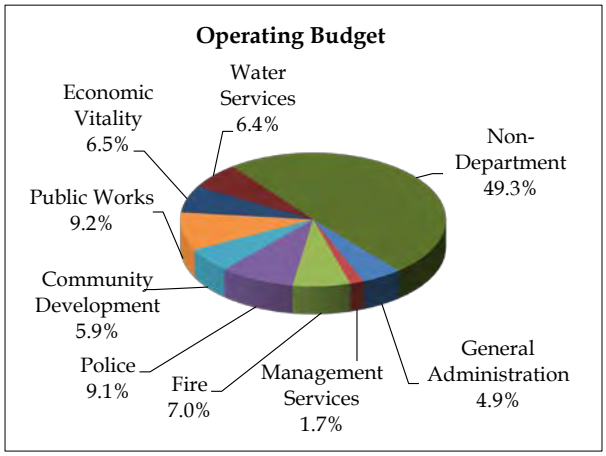
Appropriations by Type		
Personnel Services	$	205,362,309
Contractuals		83,571,361
Commodities		11,254,468
Capital		150,500,178
	$	450,688,316



Operating Expenditures by Division

City operations include traditional municipal services that citizens expect local government to provide. Operating expenditures exclude capital improvements, capital equipment, debt service and reserves. The division budgets are presented to include section budgets and divisional responsibilities as defined by the City Code.

Operating Budget *		
General Administration	$	13,205,266
Management Services		4,596,113
Fire		19,131,753
Police		24,964,427
Community Development		16,086,865
Public Works		24,987,417
Economic Vitality		17,825,466
Water Services		17,491,461
Non-Department		134,624,828
	$	272,913,596
* Exclusive of Debt Service	$	18,520,542



General Administration activities comprise 4.9% of the budget ($13.2 million). The services within General Administration provide for the overall management and administration of the City, as well as enforcement of municipal laws through legal support and the courts. This group consists of City Manager, Human Resources, Information Technology, City Attorney and Flagstaff Municipal Court.

Management Services comprises 1.7% of the operating budget ($4.6 million). The division encompasses those activities that provide administrative support and services including Purchasing, Revenue and Finance.

Fire Department services comprise 7.0% of the operating budget ($19.1 million). The division's public safety programs provide both personal safety in the community with proactive attention to preventable disasters and sense of well-being through timely emergency response.

Police Department activities comprise 9.1% of the operating budget ($25.0 million). Public safety programs provide personal safety in the community by promoting a community free of crime and assured response in emergency situations.

Community Development comprises 5.9% of the operating budget ($16.1 million). The services in this division include Administration, Planning and Development Services, Engineering, Capital Improvements, Housing, Community Redevelopment Services and Flagstaff Housing Authority. The services provided by this division meet the current needs of the community and plans for the future.

Public Works activities are provided by eight sections that account for 9.2% of the operating budget ($25.0 million) excluding the debt service requirements for solid waste of $377,230. The services provided include recreation services, solid waste operations, environmental management services, sustainability, maintenance of all public facilities and public infrastructure including streets, parks and fleet services.

Economic Vitality activities comprise 6.5% of the operating budget ($17.8 million) excluding debt service requirements for Airport of $232,000, Business Incubator of $247,000 and Parking District of $112,000. The division includes the following sections: Library, Community Investment, Tourism and Visitor Center, Airport, Arts and Science, Urban Design, Streetscape, Parking District and Economic Development.

Water Services comprise 6.4% of the operating budget ($17.5 million), excluding $3.8 million in debt service requirements. There is one administrative section responsible for management of Drinking Water, Wastewater, Reclaimed Water and Stormwater activities. Six operating sections within drinking water operations and three sections within wastewater operations provide services that promote a clean and healthy community by providing a safe water supply and proper waste disposal. There is also one section for reclaimed water. Stormwater is also included here, inclusive of the Spot Improvement Program, Drainage Program, Rio De Flag project, Engineering and Master Planning.

Non-Departmental operations comprise 49.3% of the budget ($134.6 million) exclusive of $13.4 million in debt service requirements. The Council and Commission, Transit and Non-departmental budgets account for expenditures that benefit City operations.

Budget Format and Process

The budget and financial plan for the City of Flagstaff is the policy document that reflects the goals and objectives of the City Council. These goals and objectives are implemented through the policies and priorities established by the Council which were provided by recommendations from the various Boards and Commissions appointed by Council.

The Office of the City Manager is responsible for implementing these policies and priorities utilizing the allocation of available financial resources. The annual review process provides the community an opportunity to evaluate the services provided to the citizens of the community. Programs are identified and evaluated while the scope of service to be provided is defined. The staffing level needed to provide the service level deemed appropriate by Council is then determined. Additionally, funding requirements and level of effort to be provided are established.

Format

The Division Detail presents each operating activity at the section level. It includes each section's *Mission, Program Description, Accomplishments, Initiatives, Performance Measures* and *Financial Summary*. The performance measures look at the efficiency and/or effectiveness at the program level.

To assist the City Manager in the management of the resources expended by the municipality, the budget also serves as an operational guide. The operating budget presentation includes, for comparative purposes, the *Actual Expenditures* for two years prior, *Estimated Expenditures* prior year, and the *Adopted Budget* prior and current year. Expenditures are shown by category and program. The comparatives in the Financial Summaries section are presented at the fund level and the division level to aid section and program managers in budget tracking and accountability.

Categories presented are:

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

Fund, Division and Section Structure

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

Within each fund there may be several divisions. Divisions also may encompass several funds. The division level is the legal level of budget authority.

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

The following table represents the structure for the City.

Relationship Between Funds, Divisions and Sections

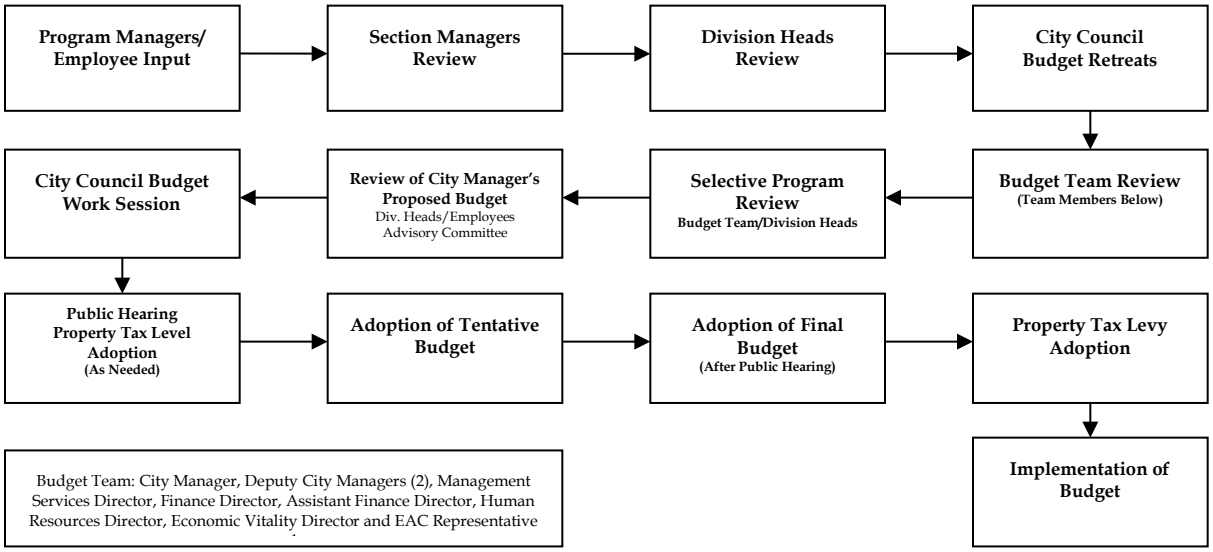
Fund Type	Fund	Division	Section
Governmental	(All Modified Accrual Accounting)		
General	General *	City Manager	City Manager Risk Management
		Human Resources	Human Resources
		Information Technology	Information Technology
		City Attorney	Legal
		Municipal Court	Municipal Court
		Management Services	Management Services Purchasing Revenue Finance
		Fire	Fire Operations Fire Grants
		Police	Police Operations Police Grants
		Community Development	Community Development Administration Engineering Capital Management Planning and Development Housing
		Public Works	Public Works Administration Facilities Maintenance USGS Campus Fleet Services Parks Recreation Services
		Economic Vitality	Community Investment
		Non-Departmental	Council and Commissions Non-Departmental Donations Real Estate Proceeds Insurance
Special Revenue	Housing and Community Service	Community Development	Community Housing Services Community Housing Grants Community Development Block Grants
	Metropolitan Planning Organization	Community Development	Flagstaff MPO
	Flagstaff Urban Trail System	Community Development	Flagstaff Urban Trail System
	Library	Economic Vitality	Library City Direct Library County Direct Library County Indirect Shared Services Library Grants
	Highway User Revenue *	Public Works	Street Maintenance Transportation Construction Street Construction
	Transportation *	Community Development	4th Street Overpass Street Improvements Safety Improvements Road Repair and Street Safety Road Repair Pavement Preservation Transportation Construction New Street Projects Street Widening Projects Street Operations Bicycle and Pedestrian Projects General Improvements
		Non-Departmental	NAIPTA - Transit
	BBB - Beautification	Economic Vitality	Beautification Beautification - Capital Improvements
	BBB - Economic Development	Economic Vitality	Economic Development
	BBB - Tourism	Economic Vitality	Tourism Visitor Services
	BBB - Arts and Science	Economic Vitality	Arts and Science
	BBB - Recreation	Public Works	Recreation Projects
	Parking District	Economic Vitality	Parking District
	Water Resource & Infrastructure Protection	Fire	Fire Watershed Protection

Relationship Between Funds, Divisions and Sections			
Fund Type	**Fund**	**Division**	**Section**
Governmental	(All Modified Accrual Accounting)		
Debt Service	GO Bond Fund	Non-Departmental	Debt Service
	Secondary Property Tax	Non-Departmental	Debt Service
	Pension Bonds	Non-Departmental	Debt Service
	Special Assessment	Non-Departmental	Debt Service
Permanent	Perpetual Care	Non-Departmental	Perpetual Care
Capital Projects	GO Capital Projects Fund	Non-Departmental	Core Services Facility Flagstaff Watershed Protection
	Non-GO Bond Capital Project Fund	Non-Departmental	Capital Project Court Facility
Proprietary	(All Modified Accrual Accounting)		
Enterprise	Water Services*	Water Services	Water Services Administration Water Production Water Distribution Water Resource Management Engineering Services Regulatory Compliance SCADA Water Capital Wastewater Treatment - Wildcat Plant Wastewater Treatment - Rio Plant Wastewater Collection Industrial Wastewater Monitoring Wastewater Capital Improvements Reclaimed Water Reclaimed Capital Stormwater Stormwater Capital
	Solid Waste*	Public Works	Solid Waste - Landfill Solid Waste - Collections Solid Waste - Capital Improvements
	Sustainability and Env Mgmt *	Public Works	Sustainability Environmental Management
	Airport *	Economic Vitality	Airport Operations Airport Capital Projects
	Flagstaff Housing Authority*	Community Development	Flagstaff Housing Authority

* Major Funds based on the FY 2019 CAFR

Budget Process

Budget Process Flowchart:



Presentation:

- The *Transmittal* provides a summary of the key policy issues, priorities and strategies that shaped the budget as framed by the City Manager.
- The *Budget Overview* summarizes financial resources and expenditures along with fund summaries and an overview of selected revenues.
- The *Policies and Procedures* summarize key fiscal and budget policies.
- The *Issues and Updates* provide narrative and financial data related to personnel service costs, cost allocation plan, issues and updates.
- The *Financial Summaries* include various schedules utilizing revenue and expenditure classifications and tax levy information in accordance with state reporting requirements as mandated by statute. Expenditures are reported at both the fund level and the division level for operational control purposes.
- The *Division Detail* provides both narrative and financial data for the City's divisions. The budget commentary provides an explanation of significant budget changes.
- The *Capital Improvement* section lists projects, costs and funding sources in the Capital Improvement Plan (CIP).
- The *Community Profile* includes a community profile of the City of Flagstaff.
- The *Appendices* includes detailed personnel schedules, pay plans, budget resolution, property tax ordinance, glossary and acronyms.

Budget Calendar

September 24	Council Retreat - Priority Based Budget
October 25	Budget Team Retreat
December 5	Budget Module Available
January 13	Final Budget System Input
February 3-4	Council Budget Retreat
February 24 to March 6	Review with Division Directors and the Budget Team
April 23 - 24	Council Study Sessions Proposed Budget Available to Public
June 2	Tentative Budget Hearing (Public) and Tentative Budget Adoption
June 16	Final Budget Hearing and Final Budget Adoption
June 16	Property Tax Levy (1st Reading)
July 7	Property Tax Levy Adoption

Review and Approval:

Issues presented during the review and approval period include discussion topics of the Council retreats. The winter retreat was held in February to give City staff the opportunity to present major discussion points to Council and the public. The goal is for Council to make policy decisions and direct staff in budget priorities. This provides adequate time for the Council to gather input on major budget issues prior to preparation of the budget. The Council holds work sessions in April. The Council reviews and discusses all personnel recommendations, capital equipment recommendations and the capital improvement plan. The Council arrives at a consensus for all decisions needed. The study sessions provide the opportunity for City management, departments and the public to offer information and recommendations to the City Council.

The proposed budget is presented to Council for tentative adoption on or before the third Monday in July. One public hearing is held on the content of the budget. Final adoption will occur on June 16, 2020. State law requires the operating budget to be all-inclusive. Therefore, the budget includes provisions for contingent revenues and expenditures that cannot be accurately determined when the budget is adopted (e.g., grants). The Resolution adopting the annual budget requires Council authorization for any expenditure from contingencies as well as transfer of budget authority between divisions.

Adoption:

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

The City received voter approval in the May 2006 general election for a second adjustment to the expenditure limitation base. This permanent adjustment was effective for the FY 2006-2007 budget year.

The City Manager's Proposed Budget reflects the total funds appropriated ($450,688,316). Certain exclusions are allowed by the state [e.g., bond proceeds, debt service, grants] in computing the Expenditure Limitation ($282,359,084) and this total cannot be exceeded.

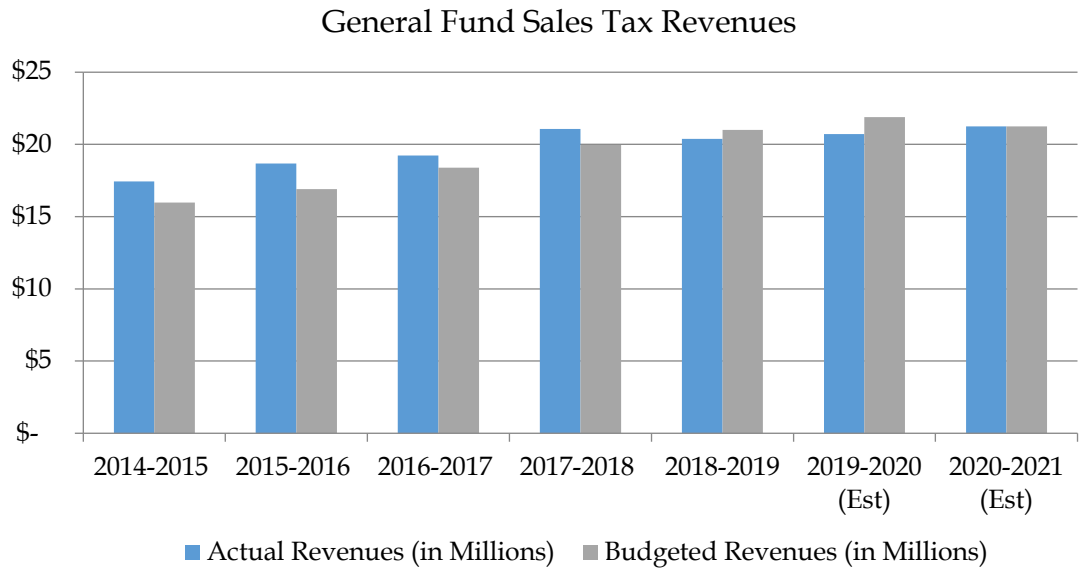
Budget authority can be transferred between line items within a section. At year-end, division budgets are reviewed, and budget authority is transferred from contingencies by resolution as necessary. Council can also amend total appropriations for a fund during the year by resolution if there is a corresponding increase/decrease in another fund, so the total appropriation is not exceeded.

Assumptions and Strategies

Economic Overview and Revenue Forecast

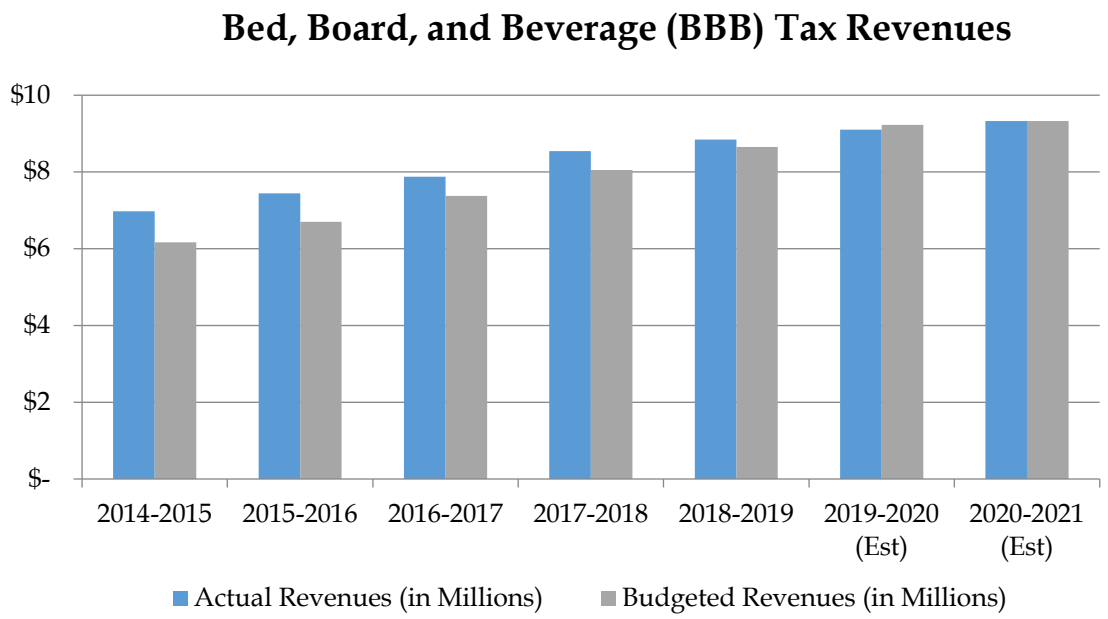
The City of Flagstaff has continued to see improvements in the economy. The City has experienced small to moderate improvements each year since FY 2009-2010 in local and state shared sales tax revenues. In FY 2018-2019, the City experienced a slight decline in collections as a result of the state beginning to collect the sales tax and the timing of these payments to the City. As a result of the global pandemic, revenues are expected to see a decline in the local economy over the next few years.

The City collects three different sales taxes. The first is a 1% tax on all general sales except for food. This is a general-purpose tax that benefits the General Fund. The City of Flagstaff is the only city left in the State of Arizona that has a sunset clause on the general sales tax. This tax must go before the voters every ten years to be validated. Voters approved an extension of the tax in May 2010. This tax expires in 2024. The extension of this tax will be included on the ballot in the November 2020 election. We have seen consistent growth in sales tax revenues and are estimating a 3% growth in FY 2020-2021.

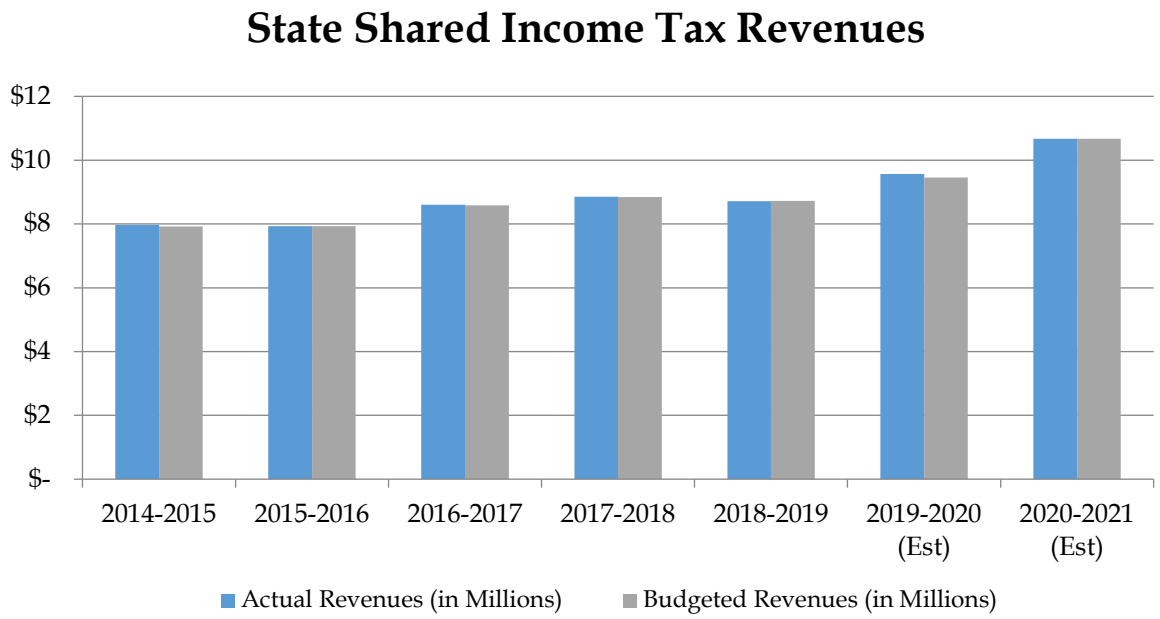


The second sales tax is a 1.281% sales tax on the same types of general sales; however, the tax is restricted in use to certain transportation projects. The previous rate was 1.051%; voters approved a 0.23% increase in November 2018 with an effective date of July 1, 2019. A majority of the transportation tax components expire in 2039. The City is reevaluating the transportation needs of the community and proposing how any future transportation tax is allocated. As comparable sales are taxed with this source, revenue projections follow the same trends as the general sales tax.

The third sales tax is a Bed, Board and Beverage (BBB) tax that collects an additional 2% for hotel/motel and restaurant/bar transactions. This tax is restricted in use for economic development, arts and science, beautification, recreation or tourism activities. Tourism is a major driver in the local economy and overall sales have been increasing since FY 2009-2010. This tax must go before the voters every fifteen years to be validated. Voters approved an extension of the tax in May 2010 with an expiration in 2028. This sales tax revenue has been outpacing the general sales tax due to a strong hotel, restaurant and bar sector. FY 2019-2020 has an estimated 3% growth followed by 3% growth in FY 2020-2021.



State shared revenue consists of both a distribution of sales tax and income tax. These distributions are made based on a city or town's relative share of population in comparison with all other cities and towns. The allocation of shared revenues was changed for FY 2016-2017 to be based on the Census Bureau estimates except for each decade when actual census figures are made available. Prior to the change, the populations were determined by the Arizona Department of Economic Security based on many factors including new homes and student enrollment. The City estimates that FY 2020-2021 state shared revenues will be approximately $1,218,406 higher than the FY 2019-2020 budget. The state continues to reduce corporate income tax revenues, however, strong individual income tax and state sales tax make up for the difference.



Highway User Revenue (gas tax) funds are projected to be above budget for FY 2019-2020. These revenues are distributed according to a complex Arizona Department of Transportation formula which is based in part on the amount of fuel purchased in our region. As fuel prices have decreased, we anticipate Flagstaff tourism to increase as we are a popular driving destination for Las Vegas, Los Angeles and Phoenix. These revenues continue to grow with low fuel prices and a steadily growing economy.

Property tax revenues are projected to see a slight increase due to new construction in FY 2020-2021. The State of Arizona caps the primary property tax revenue increases at 2% on an annual basis. For the five years prior to FY 2017-2018, City Council directed staff to use a flat levy on property assessments, meaning to adjust the rate based on assessed values to provide the same level of revenues which left the City the capacity to increase property tax levies by a maximum of 12%. For FY 2017-2018, Council approved a property tax levy increase of 6%, FY 2018-2019, they approved an increase of 8% and in FY 2019-2020, they approved an increase of 2%, leaving a capacity of 2% for this year's allowable increase of 2%. Council did not approve the 2% allowable increase for FY 2020-2021 leaving this capacity available for future years.

Expenditures

At the September Budget Retreat, Council was asked to identify budget priorities for FY 2020-2021. Council concluded that the priorities for the FY 2020-2021 budget include: high performing governance, safe and healthy community, inclusive and engaged community, sustainable, innovative infrastructure, robust resilient economy, livable community and environmental stewardship.

At a follow up Council Budget Retreat in February, staff provided updated revenue and expenditure projections with a focus on opportunities and strategies to advance the Council budget priorities previously listed above. Following the February Retreat, Finance completed updates to all 5-year plans to provide an outlook on revenues and expenditures. The Budget Team then met with each division to discuss their proposed budgets. Divisions were asked to correlate their increased funding requests to the Council's budget priorities and objectives. Based on this information, the FY 2020-2021 proposed budget includes a cost of living adjustment, health insurance increases to premiums, several new positions related to City needs, needed infrastructure and additional appropriations to help support existing service levels.

At the final Council Retreat in April, Council added additional items into the final adopted FY 2020-2021 budget including additional funding for service partner contracts and a contingency.

Details of the previous discussions can be found in the City Manager's transmittal letter in the Transmittal section.

Fund Summaries

General Fund

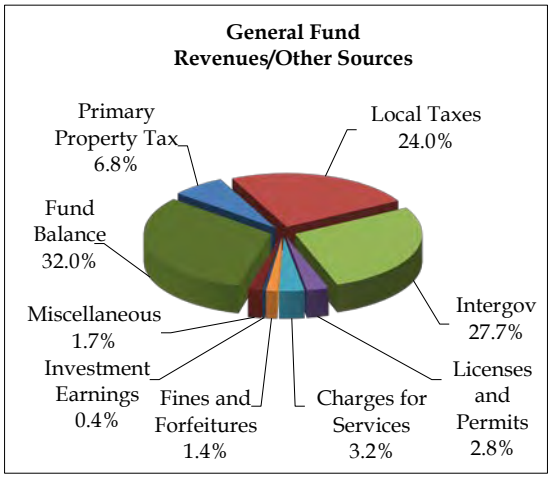
The General Fund includes all City operations except enterprise activities which are to be self-sustaining, e.g., Water Services, Solid Waste, Sustainability and Environmental Management, Airport; and activities funded from a special revenue source dedicated to that activity. These include the BBB Tax funds, Transportation Tax fund, Streets, Library, Housing and Community Services, Metropolitan Planning Organization, FUTS and Parking.

Total resources available for expenditures for FY 2020-2021 are $102.6 million including the estimated beginning fund balance of $32.8 million. A substantial portion of General Fund resources come from the following revenue categories: local sales taxes, franchise taxes and intergovernmental revenues. Specific detail including comparative data is shown in Schedule C of the Financial Summaries section and a more detailed review of major revenue categories, including historical trend information, is provided following the fund summaries.

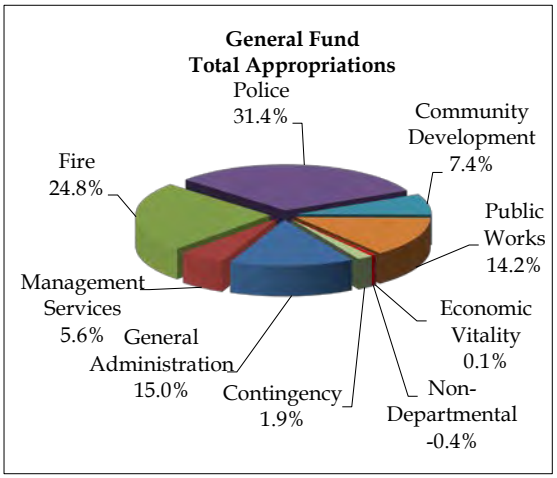
General Fund revenues and other sources compared to the year-end estimates are expected to increase by 0.1%. Overall revenues continue to grow at a slow to moderate pace. Fund balance has decreased compared to FY 2019-2020 due to the completion of several projects and one-time expenditures anticipated in FY 2020-2021.

General Fund total appropriations compared to year-end estimates have increased by 17.6%. The General Fund ongoing revenues and expenses are structurally balanced in the five-year plan. Unrestricted fund balance is estimated at a minimum of 20.0% of operating revenues over the next five years. Restricted fund balance is estimated at $7.0 million at the end of FY 2020-2021. The financial position of the General Fund remains balanced.

Revenues/Other Sources		Estimated 2019-2020	Budget 2020-2021
Primary Property Tax	$	6,906,500	6,967,500
Local Taxes		24,037,806	24,618,170
Intergovernmental (Grants)		3,877,713	5,571,482
Intergovernmental (Other)		21,722,268	22,830,008
Licenses and Permits		3,206,880	2,886,264
Charges for Services		3,406,837	3,280,813
Fines and Forfeitures		1,428,639	1,458,855
Investment Earnings		500,702	422,751
Miscellaneous		1,960,614	1,766,611
Fund Balance, Net of Transfers		35,511,096	32,807,988
	$	102,559,055	102,610,442



Appropriations		Estimated 2019-2020	Budget 2020-2021
General Administration	$	8,483,056	12,256,688
Management Services		7,115,784	4,596,113
Fire		17,364,984	20,263,632
Police		24,325,219	25,655,337
Community Development		5,522,995	6,030,172
Public Works		10,370,389	11,618,249
Economic Vitality		223,614	107,265
Non-Departmental		(4,109,006)	(365,457)
Contingency		150,000	1,527,750
	$	69,447,035	81,689,749

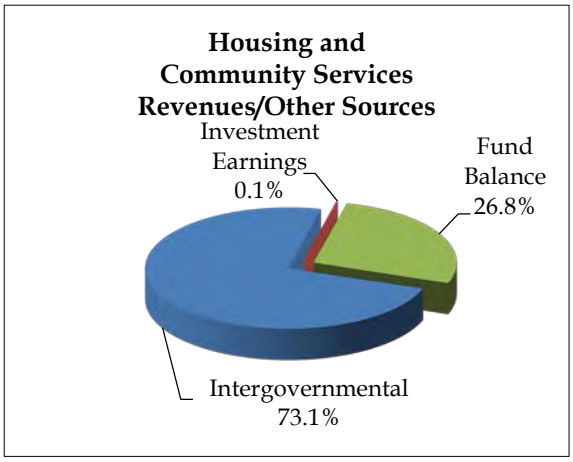


Special Revenue Funds

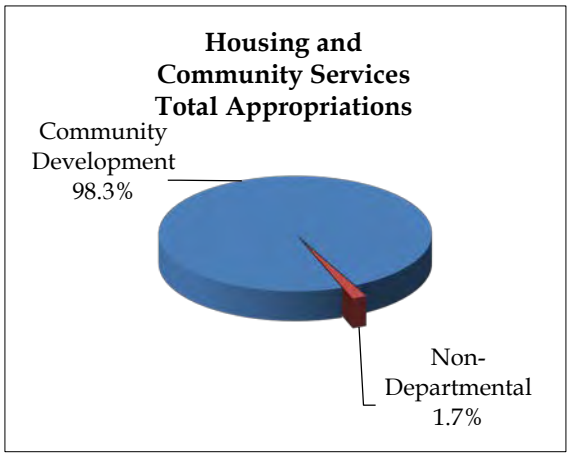
Housing and Community Services Fund

This fund finances activities in conjunction with the CDBG program and affordable housing activities. There is $2.9 million appropriated to this activity for FY 2020-2021. Expenditures in this fund include $900,000 in State Housing grants and $1,359,953 in CDBG grants.

Revenues/Other Sources		
Intergovernmental	$	2,259,953
Investment Earnings		4,000
Fund Balance		830,901
	$	3,094,854



Appropriations		
Community Development	$	2,886,877
Non-Departmental		48,668
	$	2,935,545



Flagstaff Metropolitan Planning Organization Fund

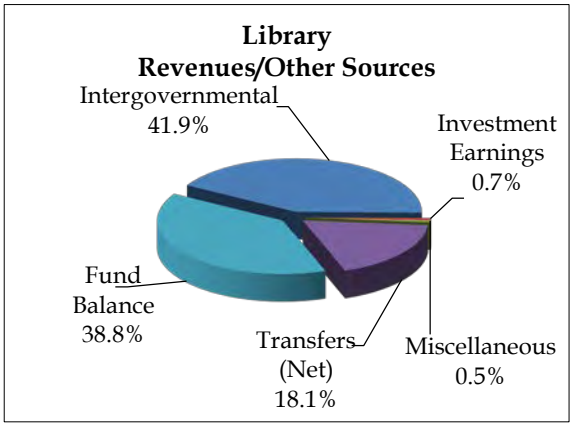
This fund was established to account for funding derived from the areas status as a designated Flagstaff Metropolitan Planning Organization (FMPO). The FMPO receives Federal funding administered through the Arizona Department of Transportation (ADOT). Effective July 1, 2020, the MetroPlan organization will become an independent organization and no longer be administered through the City.

Library Fund

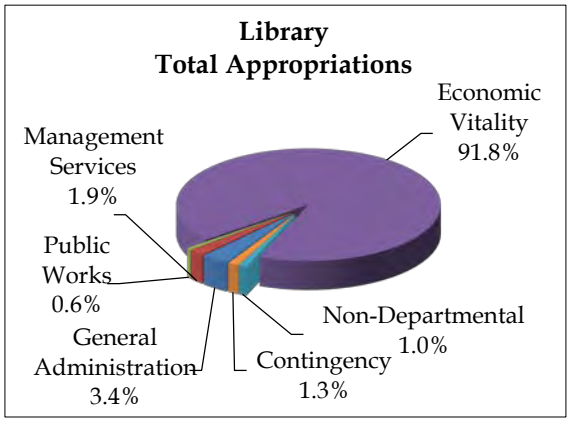
The City operates a joint City-County Public Library which includes auxiliary programs in outlying county locations and a bookmobile service. In July 2014, the County, related to district libraries, developed a new funding formula for the distribution of the tax. The formula provides a base amount for all entities. Any adjustments to this base are directed by the Library Council with affirmation by the County Board of Supervisors.

Approximately $2.7 million of the funding for library operations comes from the library district tax with an additional amount as a pass-through to district libraries. An additional $1.6 million of funding is a transfer from the General Fund to further support the Flagstaff libraries.

Revenues/Other Sources		
Intergovernmental	$	3,793,235
Investment Earnings		67,158
Miscellaneous		41,000
Transfers (Net)		1,636,911
Fund Balance		3,524,630
	$	9,062,934



Appropriations		
General Administration	$	253,764
Management Services		139,996
Public Works		43,397
Economic Vitality		6,849,779
Non-Departmental		71,752
Contingency		100,000
	$	7,458,688



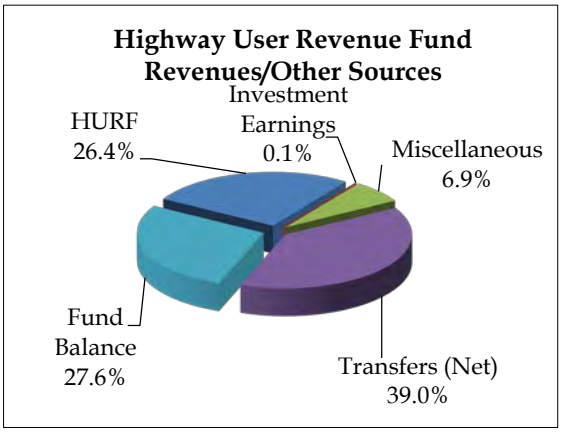
Highway User Revenue Fund

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

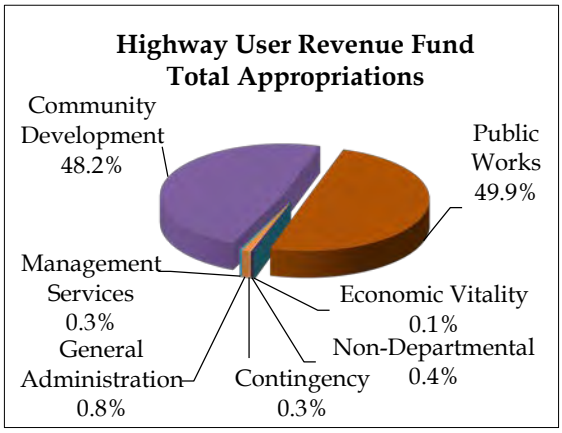
HURF revenues have seen steady growth over the past seven years as fuel prices fall and the economy experiences slow continuous growth.

Appropriations and transfers total $30.6 million in FY 2020-2021 which includes the annual pavement maintenance program, sidewalk program and other street related projects.

Revenues/Other Sources		
HURF	$	8,958,305
Investment Earnings		18,000
Miscellaneous		2,336,458
Transfers (Net)		13,256,076
Fund Balance		9,378,913
	$	33,947,752



Appropriations		
General Administration	$	256,750
Management Services		83,032
Community Development		14,744,813
Public Works		15,256,833
Economic Vitality		2,706
Non-Departmental		126,879
Contingency		100,000
	$	30,571,013



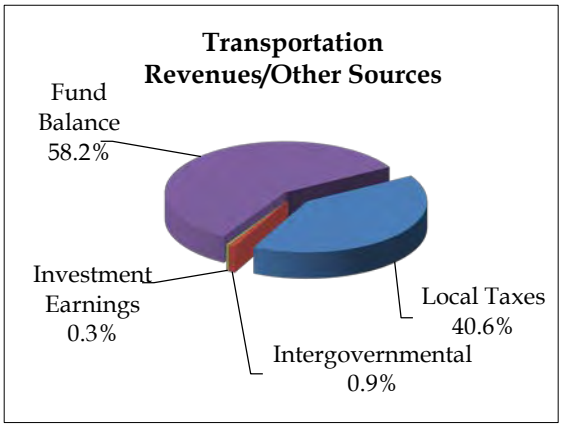
Transportation Fund

The Transportation Fund was formed as a result of voter authorization to increase sales taxes to support transportation-related issues. In FY 2014-2015, voters approved a tax for road repair and street safety. In FY 2015-2016, voters approved an extension of the transit tax. In FY 2018-2019, voters approved an additional tax for the Lone Tree Overpass and extended the Roadway, Pedestrian, Bicycle and Safety improvements.

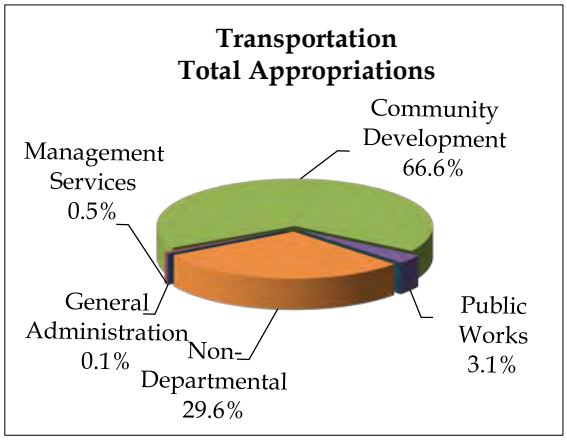
Projects	Voter Authorization	Valid Through	Rate	FY 2020-2021 Revenues
Transit Service Enhancements	FY 2015-2016	FY 2029-2030	0.295	$ 6,000,904
Road Repair and Street Safety	FY 2014-2015	FY 2034-2035	0.330	6,712,875
Lone Tree Overpass	FY 2018-2019	FY 2038-2039	0.230	4,678,671
Roadway, Pedestrian, Bicycle and Safety	FY 2018-2019	FY 2039-2040	0.426	8,665,712
Total			1.281	$ 26,058,162

Appropriations total $50.5 million in FY 2020-2021. Appropriations include $7.4 million for transit operations and capital projects, $3.7 million for debt service, $11.8 million for road repair and street safety projects, $5.9 million for Lone Tree overpass and $8.5 million for roadway, pedestrian, bicycle and safety improvements.

Revenues/Other Sources		
Local Taxes	$	26,058,162
Intergovernmental		551,656
Investment Earnings		174,000
Fund Balance		37,367,745
	$	64,151,563



Appropriations/Transfers		
General Administration	$	72,462
Management Services		188,863
Community Development		24,756,222
Public Works		1,184,126
Economic Vitality		748
Non-Departmental		10,996,625
Transfers (Net)		13,331,298
	$	50,530,344

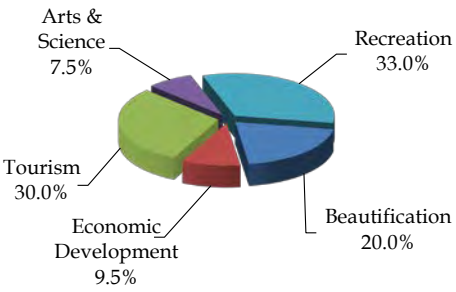


Bed, Board and Beverage (BBB) Fund

A dedicated 2% bed, board and beverage sales tax collected on the services provided by lodging, restaurants and bars was approved by voters in 1988 with a ten-year sunset clause. The dedicated tax was extended by the voters for fifteen years in 1996 and again in the 2010 general election. The BBB tax approved by voters will expire in 2028. The funds are allocated into the following percentages: Recreation 33%, Economic Development 9.5%, Beautification 20%, Arts and Science 7.5%, Tourism 30%.

Revenue for FY 2020-2021 is projected to increase over FY 2019-2020 estimates. Activities funded with the revenues have made operating adjustments necessary to reflect a balanced budget to the sales tax receipts and these changes are reflected within each five-year plan.

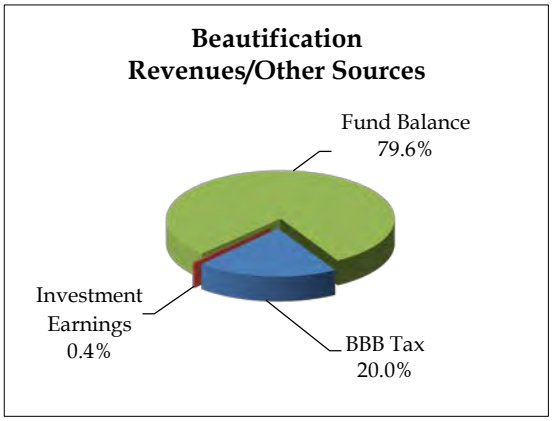
	Budget FY 2019-2020	Estimate FY 2019-2020	Budget FY 2020-2021
Beautification	$ 1,845,000	1,820,000	1,865,500
Economic Development	876,375	864,500	886,113
Tourism	2,767,500	2,730,000	2,798,250
Arts & Science	691,875	682,500	699,563
Recreation	3,044,250	3,003,000	3,078,075
	$ 9,225,000	9,100,000	9,327,501



Beautification Fund: Total revenues and other sources available for the Beautification Fund activities amount to $9.3 million. Expenditures from this fund are primarily for beautification operations and capital improvements in streetscape projects. Some of the major projects include the Buffalo Park parking enhancements, Airport parking lot improvements, playground beautification, City Hall lawn enhancements and eastside neighborhood beautification. A full project listing is available in the CIP Section. The $495,313 transfer includes a transfer to the General Fund of $465,313 which is used primarily for the maintenance of streetscapes and a $30,000 transfer to SEMS to contribute to litter control efforts.

Revenues/Other Sources		
BBB Tax	$	1,865,500
Investment Earnings		37,000
Fund Balance		7,402,757
	$	9,305,257

Appropriations/Transfers		
Economic Vitality	$	4,722,707
Contingency		10,000
Transfers (Net)		495,313
	$	5,228,020

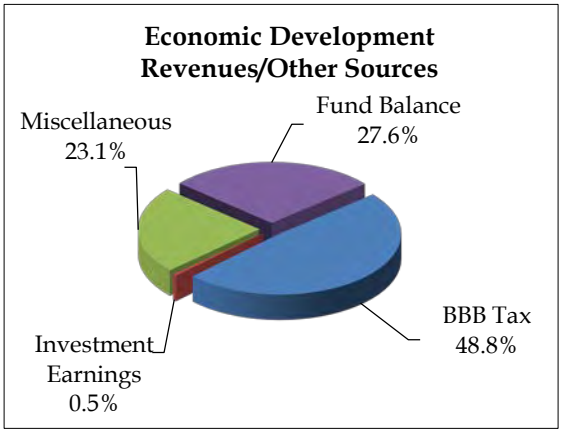


Economic Development Fund: This fund focuses on business retention and attraction as well as workforce development. In addition, the City funds the Business Incubation Program and the Innovation Mesa Business Accelerator program, structured to allow university professors and local entrepreneurs to work in a supportive environment to develop ideas into commercial business models.

The City will continue to seek targeted industries to relocate to the community. Those industries will be complementary to existing businesses or will be supportive of community goals. Total revenues and other sources available are approximately $1.8 million, of which $886,113 is from the BBB dedicated tax for economic development, lease revenue of $419,804 and fund balance of $501,783.

Revenues/Other Sources		
BBB Tax	$	886,113
Investment Earnings		8,279
Miscellaneous		419,804
Fund Balance		501,783
	$	1,815,979

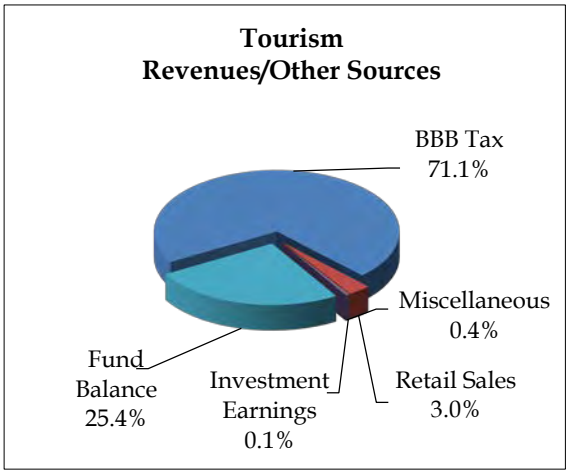
Appropriations/Transfers		
Economic Vitality	$	1,494,089
Contingency		45,000
Transfers (Net)		96,757
	$	1,635,846



Tourism Fund: Total revenues and other sources available are approximately $3.9 million, of which an estimated $2.8 million is from the BBB tax. The total appropriations are approximately $3.5 million, which includes $2.7 million for Tourism. Tourism includes General Administration, Marketing, Sales, Public Relations and the Film Office. The Visitors Center programs account for $477,928 of the total. The Visitor Center programs include the Visitor Center (including the gift shop) and Train Station Operations.

Revenues/Other Sources		
BBB Tax	$	2,798,250
Retail Sales		119,893
Investment Earnings		4,988
Miscellaneous		13,774
Fund Balance		997,664
	$	3,934,569

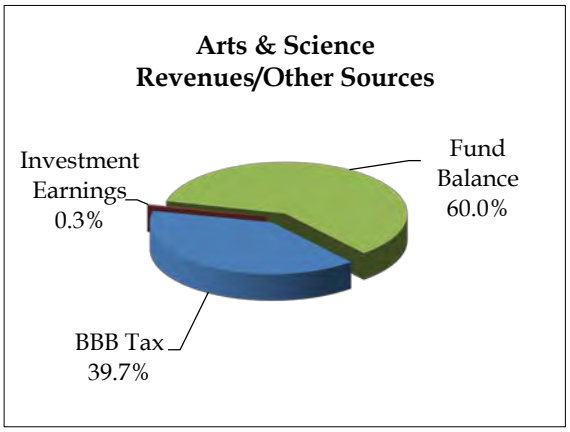
Appropriations/Transfers		
Economic Vitality	$	3,262,717
Contingency		50,000
Transfers (Net)		155,070
	$	3,467,787



Arts and Science Fund: Total revenues and other sources available for Arts and Science activities are approximately $1.8 million, including estimated revenues from the BBB tax of $699,563. Expenditures include public art projects for $690,623 and service partner contracts for $496,590.

Revenues/Other Sources		
BBB Tax	$	699,563
Investment Earnings		5,000
Fund Balance		1,057,230
	$	1,761,793

Appropriations		
Economic Vitality	$	1,249,998
Contingency		10,000
	$	1,259,998

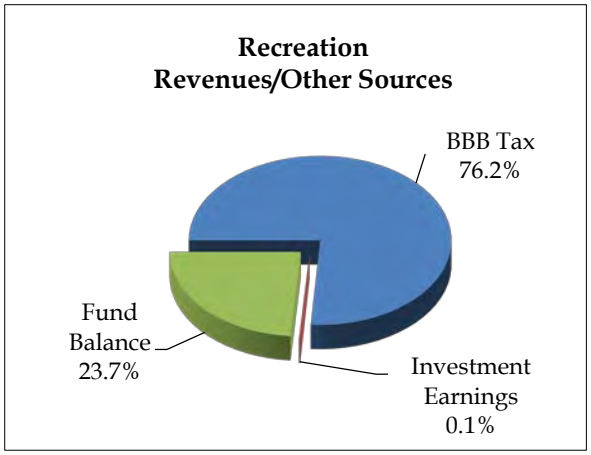


Recreation Fund: Total revenues and other sources available for recreation activities are approximately $4.0 million, including estimated revenues from the BBB tax of $3.1 million.

There are total appropriations and transfers in the amount of $2.5 million in FY 2020-2021 for Recreation Fund activities and projects. Per discussion with City Council in the spring 1996 retreat, Council concluded this funding should support the expansion of existing facilities and the associated maintenance. Over the past several years, the City Council has re-examined the use of these funds and in FY 2019-2020 directed approximately $1.0 million to fund recreational programming, $1.6 million to fund FUTS maintenance and recreation fields operation and maintenance. These are funded via a transfer to the General Fund.

Revenues/Other Sources		
BBB Tax	$	3,078,075
Investment Earnings		5,000
Fund Balance		959,203
	$	4,042,278

Appropriations/Transfers		
Public Works	$	7,500
Transfers (Net)		2,542,697
	$	2,550,197



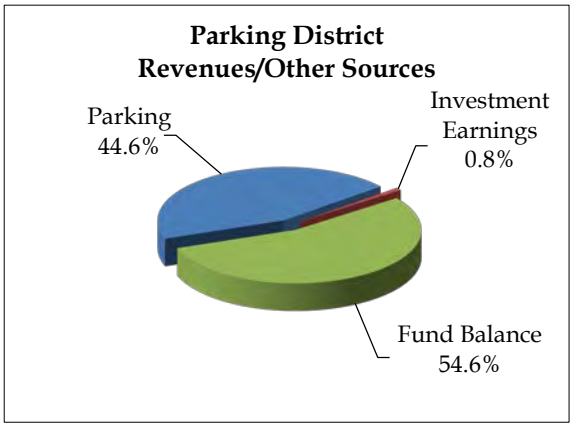
Parking District Fund

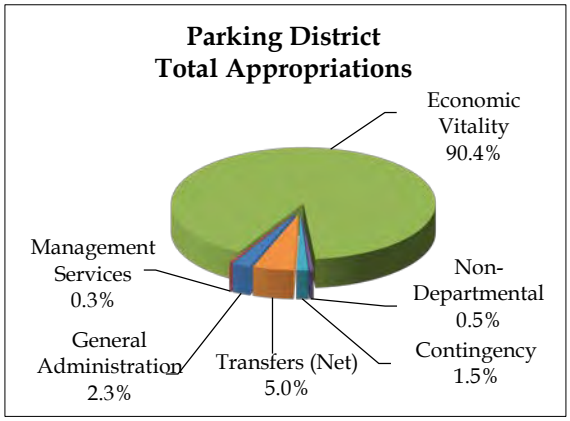
The Parking District Fund was created in FY 2016-2017. City Ordinance 2016-05 was approved by City Council and created a special revenue fund for revenue generated by the implementation of the Comprehensive Parking Management Program. Of the revenue generated in this fund, 20% is reserved for acquisition and development of new public parking spaces in the downtown area.

The revenue and other sources available include $1.3 million in parking revenues. Total appropriations for the fund are approximately $1.9 million which includes $762,883 for operations, $112,026 for debt service and $96,349 in transfers out to the General Fund.

Revenues/Other Sources		
Parking	$	1,254,378
Investment Earnings		23,100
Fund Balance		1,537,480
	$	2,814,958

Appropriations		
General Administration	$	44,282
Management Services		6,603
Public Works		567
Economic Vitality		1,749,484
Non-Departmental		10,367
Contingency		30,000
Transfers (Net)		96,349
	$	1,937,652





Water Resource & Infrastructure Protection Fund

In FY 2020-2021, City Council approved the creation of the Water Resource Protection Fee. This fee will fund the Wildland Fire Management program which was previously funded by the Flagstaff Watershed Protection Project bond. The revenue for FY 2020-2021 includes $1.1 million in Water Resource Protection Fees. Total appropriations for the fund are approximately $1.0 million which is for operations of this program.

Enterprise Funds

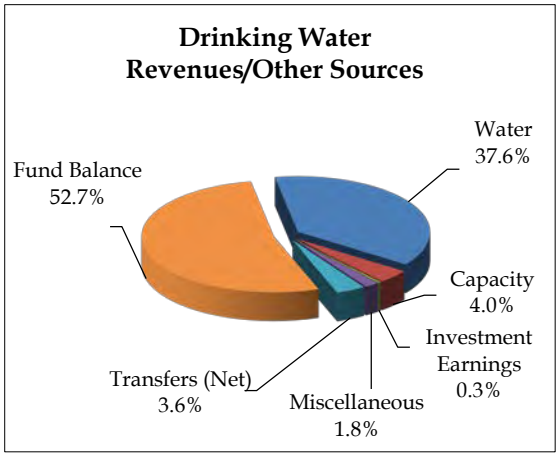
Water Services Funds

Water Services includes Drinking Water, Wastewater, Reclaimed Water and Stormwater Funds. These enterprise funds are operated as self-sustaining operations with user fees and charges based on a "cost-of-service" methodology. The rate model determines the minimum revenue requirements needed to support operations including operating and maintenance costs, capital improvements considered routine in nature, principal and interest payments on bonded debt related to utility construction and maintaining a year-end fund balance sufficient to ensure adequate working capital and cash flow.

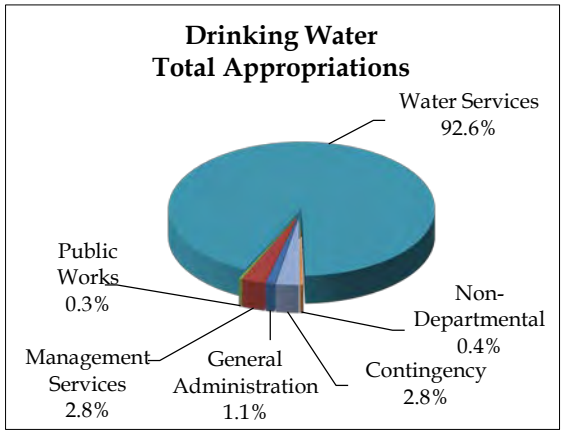
The City contracted for a rate model update in FY 2015-2016 which identified a need to increase water, wastewater and stormwater rates. The Council was presented with the recommended increases in the spring of 2016. On January 1, until 2020, there were scheduled increases of 4.4% for water and 7.0% for wastewater and until July 1, 2019 of 6.0% for stormwater.

Drinking Water: Total appropriations relating to direct costs for the water operations are approximately $33.6 million. Water fees are the major source of revenue supporting water operations. Revenue estimates total approximately $17.2 million for water sales.

Revenues/Other Sources		
Water	$	17,154,895
Capacity		1,830,400
Investment Earnings		120,101
Miscellaneous		805,150
Transfers (Net)		1,663,710
Fund Balance		24,020,160
	$	45,594,416

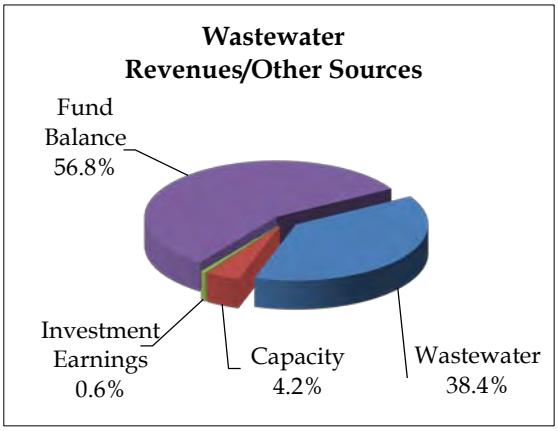


Appropriations		
General Administration	$	412,028
Management Services		1,031,554
Public Works		105,173
Economic Vitality		5,640
Water Services		33,585,725
Non-Departmental		157,666
Contingency		1,000,000
	$	36,297,786

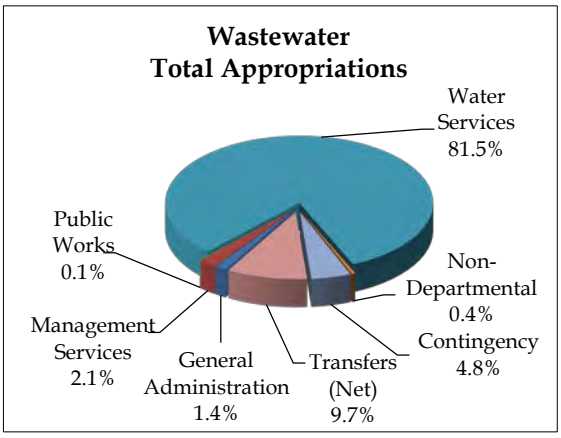


Wastewater: Total appropriations relating to the direct costs for the wastewater operations are approximately $13.7 million. Wastewater (sewer) fees are the major source of revenue supporting wastewater operations. Revenue estimates total approximately $11.0 million in wastewater charges.

Revenues/Other Sources		
Wastewater	$	11,043,546
Capacity		1,200,000
Investment Earnings		163,311
Fund Balance		16,331,063
	$	28,737,920

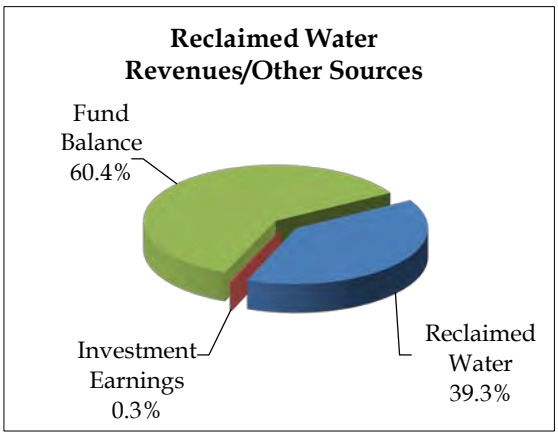


Appropriations/Transfers		
General Administration	$	241,162
Management Services		360,381
Public Works		19,939
Economic Vitality		2,383
Water Services		13,658,719
Non-Departmental		65,901
Contingency		800,000
Transfers (Net)		1,621,451
	$	16,769,936

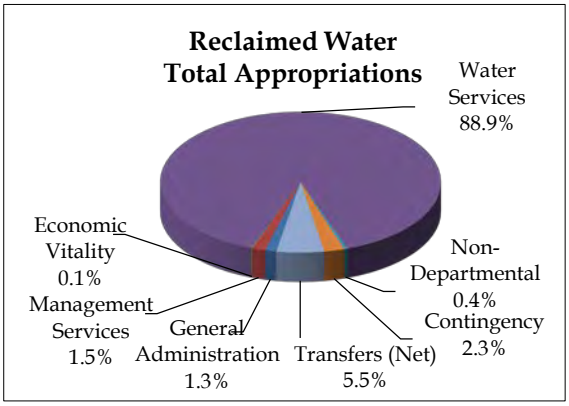


Reclaimed Water: Total appropriations related to the direct cost for the reclaimed water operations are $1.9 million. Reclaimed water usage fees are the major source of revenue supporting these operations. Revenue estimates total $1.0 million in reclaimed water charges.

Revenues/Other Sources		
Reclaimed Water	$	1,036,539
Investment Earnings		7,953
Fund Balance		1,590,693
	$	2,635,185



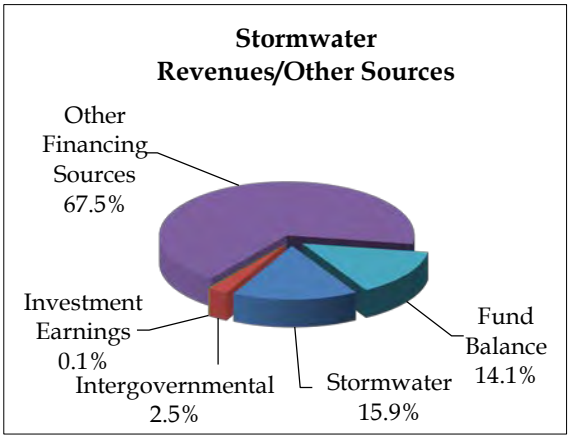
Appropriations/Transfers		
General Administration	$	28,900
Management Services		32,038
Economic Vitality		240
Water Services		1,904,108
Non-Departmental		8,161
Contingency		50,000
Transfers (Net)		117,473
	$	2,140,920



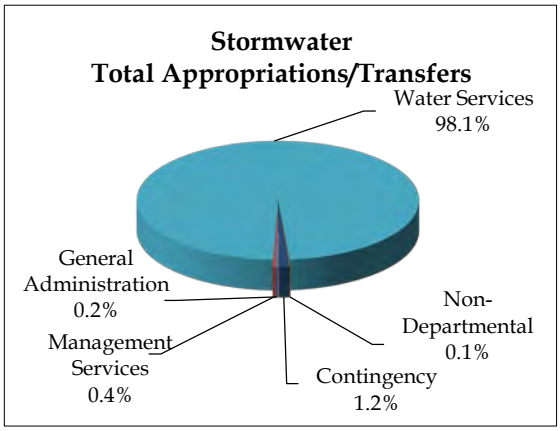
Stormwater: The Stormwater Fund was initiated as a response to enhanced National Pollutant Discharge Elimination System (NPDES) Stormwater requirements affecting all communities with populations greater than 50,000 as of March 2003. The City of Flagstaff worked with consultants to design a program that met current minimum NPDES standards. Stormwater fees are step-based on every 1,500 square feet of impervious area (ERU).

Revenues and other sources available total approximately $26.7 million. Total appropriations of $24.4 million include the operational components of NPDES implementation, general drainage maintenance, the Phoenix Bridge project and Rio de Flag project.

Revenues/Other Sources		
Stormwater	$	4,242,341
Intergovernmental		659,180
Investment Earnings		18,776
Other Financing Sources		18,000,000
Fund Balance		3,755,120
	$	26,675,417



Appropriations/Transfers		
General Administration	$	54,758
Management Services		88,129
Public Works		108
Economic Vitality		397
Water Services		23,973,012
Non-Departmental		13,450
Contingency		300,000
Transfers (Net)		7,033
	$	24,436,887

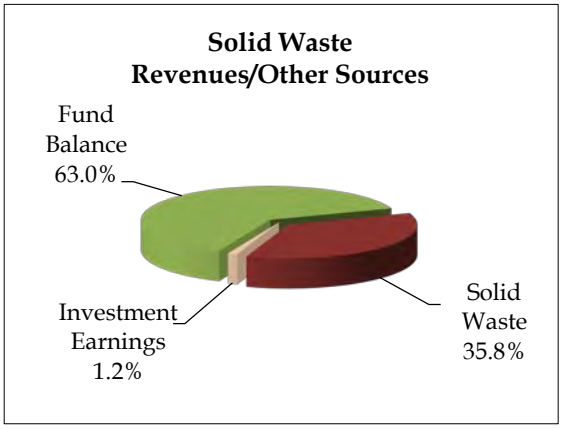


Solid Waste Fund

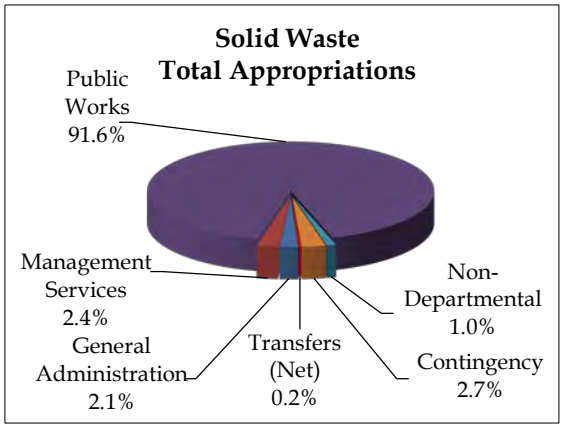
Total revenues and other sources available are approximately $34.7 million. User fees are the major revenue source of solid waste disposal operations. The user fees are comprised of eight major customer services areas (residential sanitation, curbside recycling, commercial sanitation, hoist and haul, landfill dumping, inert materials pit, commercial recycling and hazardous waste) with different rates for each category based on cost of service.

The landfill rate structure provides cost recovery for ongoing operations as well as provisions for funding replacement equipment, closure and regulatory compliance costs related to mitigation of environmental contamination and/or degradation, as well as for future site requirements. Based on current estimates for closure and post-closure landfill costs, the City is setting aside legally restricted funds to ensure enough funds will be available to meet these requirements. Council approved annual rate increases over the next five years with the first increase effective February 1, 2019.

Revenues/Other Sources		
Solid Waste	$	12,368,625
Investment Earnings		449,292
Fund Balance		21,846,442
	$	34,664,359



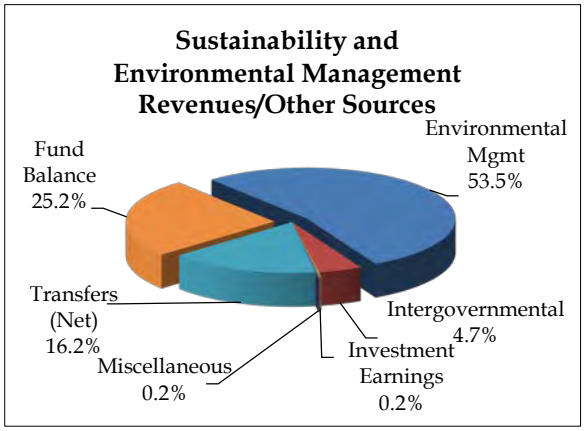
Appropriations/Transfers		
General Administration	$	376,772
Management Services		444,427
Public Works		16,743,681
Economic Vitality		5,332
Non-Departmental		177,790
Contingency		500,000
Transfers (Net)		36,430
	$	18,284,432



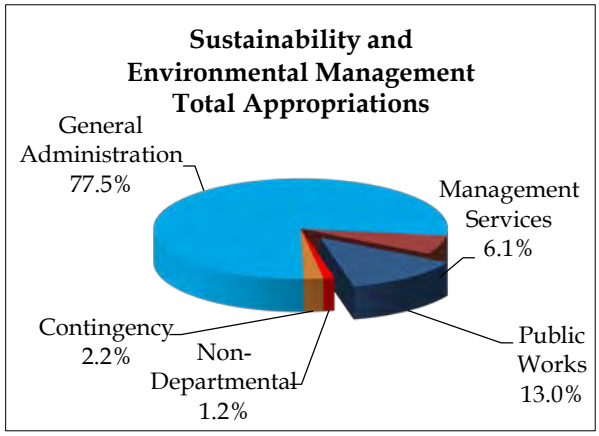
Sustainability and Environmental Management Services Fund

Total revenues and other sources available are approximately $1.9 million. The Environmental Management Fee, a user fee, is the major revenue source of the Sustainability and Environmental Management Services (SEMS) operations. This fee is based on cost of operations. SEMS is housed within the City Manager's Office and includes Sustainability, Environmental Management and Open Space Management. The Open Space and Environmental Management programs are funded by the General Fund and Solid Waste.

Revenues/Other Sources		
Environmental Mgmt	$	1,041,804
Intergovernmental		90,484
Investment Earnings		3,177
Miscellaneous		3,041
Transfers (Net)		313,678
Fund Balance		489,568
	$	1,941,752



Appropriations/Transfers		
General Administration	$	1,039,860
Management Services		82,015
Public Works		174,081
Economic Vitality		444
Non-Departmental		15,465
Contingency		30,000
	$	1,341,865



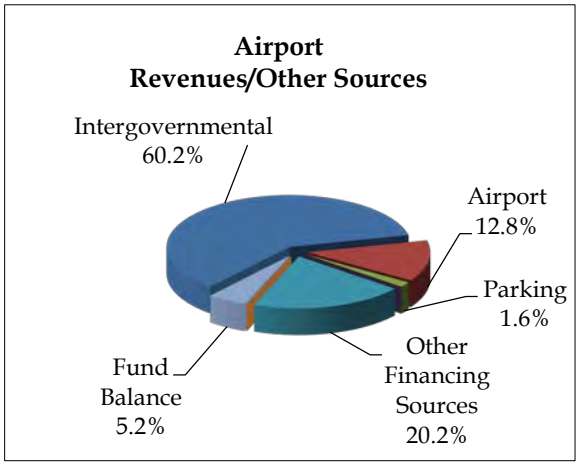
Airport Fund

Pulliam Airport is located four miles south of downtown Flagstaff and is staffed seventeen hours per day, seven days each week and provides airline service to Phoenix, Los Angeles, Denver and Dallas/Fort Worth.

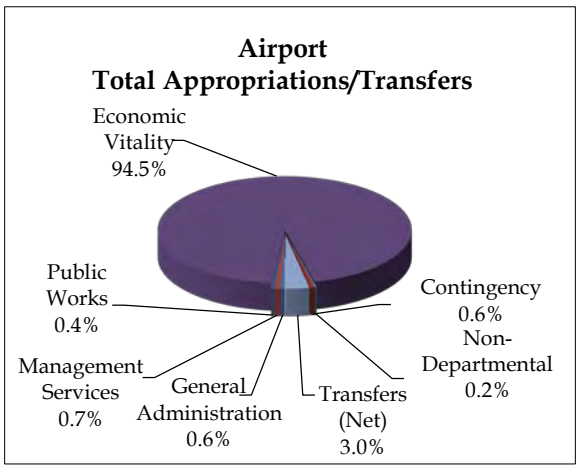
Total revenues and other sources available are approximately $19.8 million. All revenues generated by the airport will be expended for the capital or operating costs of the airport, the local airport system, or other local facilities which are owned or operated by the owner or operator of the airport and directly related to the actual transportation of passengers or property.

Total appropriations related to the direct cost for the airport operations are approximately $17.1 million. Airport related fees are the major source of revenue supporting operations while grant funding opportunities from FAA and ADOT contribute to capital projects and purchases.

Revenues/Other Sources		
Intergovernmental	$	11,929,808
Airport		2,547,324
Parking		320,000
Investment Earnings		1,500
Other Financing Sources		4,000,000
Miscellaneous		1,000
Fund Balance		1,040,789
	$	19,840,421



Appropriations/Transfers		
General Administration	$	109,853
Management Services		116,371
Public Works		76,177
Economic Vitality		16,168,180
Non-Departmental		29,338
Contingency		100,000
Transfers (Net)		516548
	$	17,116,467



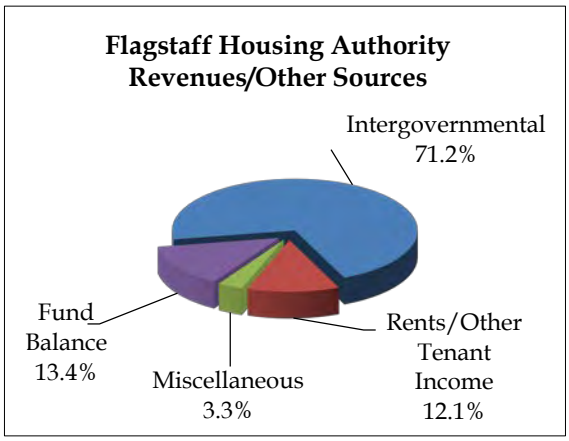
Flagstaff Housing Authority

The Flagstaff Housing Authority (FHA) owns and operates 265 units of low-income public housing, manages 80 units of low-income housing and administers 439 Section 8 Housing Choice Vouchers, which include four homeless Vouchers and 106 VASH Vouchers. FHA also administers twelve housing vouchers for seriously mentally ill persons.

Total financial resources are approximately $12.0 million. Intergovernmental revenue from the US Department of Housing and Urban Development comprises 71.2% of funding, or $8.5 million. Rental income represents rent charges based on resident family income per Federal regulations. Miscellaneous income is primarily pass through and administrative fee income for Housing Choice Vouchers which the Housing Authority administers locally for other housing agencies and management of Flagstaff Housing Corporation. These portable vouchers are under HUD contract with other housing agencies. FHA administers the vouchers locally, for which FHA earns an administrative fee.

Revenues/Other Sources		
Intergovernmental	$	8,532,570
Rents/Other Tenant Income		1,447,000
Miscellaneous		397,698
Fund Balance		1,600,487
	$	11,977,755

Appropriations		
Community Development	$	9,242,616
Contingency		1,001,250
	$	10,243,866



Five-Year Projections by Fund

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

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

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

The five-year projections are in the Financial Summaries section. The following narratives present the highlight of the forecasts by funds and estimated change in fund balance for the coming fiscal year.

General

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

The General Fund balance is projected to decrease by 37% as the City is currently funding several projects with fund balance and non-recurring revenues. A portion of one-time items are the result of carryover requests from the previous year. The General Fund will maintain a minimum fund balance of 20%. A 15% fund balance is considered sufficient for the General Fund.

Housing and Community Services

This fund is primarily used to track revenues and expenditures related to Community Development Block Grants and other housing grants. The block grants are an entitlement to the City and are expected to stay level over the next five years. The City currently expects to receive State housing grants every year.

Metropolitan Planning Organization

This fund is solely used for transportation planning grants. Effective July 1, 2020, the MetroPlan organization will become an independent organization and no longer be administered through the City.

Library

The forecast for the Library fund shows the ability to fund ongoing operations costs with funding from the City, through revenue transfers, and the County through an IGA. The Library fund balance decreases by 64% due to planned expenditures for replacement of windows and other planned one-time items.

Highway User Revenue

This fund is devoted to the maintenance, improvement and construction of street-related items. The fund first matches ongoing revenues with ongoing maintenance and then plans out the capital equipment and improvements. Several capital improvements include portions that are funded through revenue transfers from other funds. The five-year plan shows the ability to balance ongoing and one-time expenditures while maintaining an adequate fund balance. The HURF fund balance decreases by 64% due to several planned capital projects.

Flagstaff Urban Trail System

This fund accounts for capital projects related to the Flagstaff Urban Trail System (FUTS). The primary source for this fund is a revenue transfer from the safety improvement component of the transportation tax. As of July 1, 2020, the Flagstaff Urban Trail System will be funded directly through the transportation tax and will no longer be an independent fund. It is an ongoing effort to balance the number of projects within the availability of revenues. This five-year plan shows how this is accomplished.

Beautification

The primary source for this fund is BBB taxes. This fund generally accounts for capital projects related to streetscapes. It is an ongoing effort to balance the number of projects within the availability of revenues. This five-year plan shows how it is accomplished. The Beautification fund balance decreased by 45% due to planned expenditures for the completion of various capital projects.

Economic Development

This fund is balanced with ongoing revenues from BBB taxes, lease revenues and General Fund transfers. Ongoing expenditures support many efforts focused on business attraction, retention, work force development, the Business Incubator and Accelerator. The Economic Development fund balance decreases by 64% due to the use of excess fund balance to cover planned expenditures which will attract long-term business investment into the City.

Tourism

This fund is balanced with ongoing revenues from BBB taxes, retail sales and lease revenue. Ongoing expenditures are related to tourism promotion and visitor center services. Based on projected revenue, this fund can maintain existing operation levels. The Tourism fund balance decreases in FY 2020-2021 by 53% due to phased expenditures to increase the investment in tourism promotion and Visitor Center needs.

Arts and Science

This fund is balanced with ongoing revenues from BBB taxes and has ongoing expenditures related to service partner contracts for projects related to awareness of arts and science in the community. Planned public art projects result in an Arts and Science fund decrease of 53% in FY 2020-2021.

Recreation - BBB

This fund is used for capital improvements to City and school recreational parks and fields. In addition, maintenance costs related to the improved parks and fields, maintenance of FUTS trails and recreation programming are funded with ongoing revenues. The Recreation – BBB fund balance increased by 56% due to the postponement of a west side neighborhood park.

ParkFlag – Parking District

This fund was established in FY 2016-2017 to account for the collection of revenue and tracking of expenditures for the downtown parking district. The ParkFlag fund balance decreased 43% in FY 2020-2021 mainly due to a budgeted property acquisition.

Water Resource & Infrastructure Protection

This fund was established to account for the collection of the Water Resource Protection Fee and tracking of expenditures related to the Wildland Fire Management program. Revenues and expenditures are expected to stay level over the next five years.

General Obligation Bond

This fund is used to service payments on general obligation bonds. This five-year projection shows the City is meeting the requirements for future debt service payments.

Secondary Property Tax

This fund represents the collection of secondary property tax revenue and the subsequent transfer to service the related debt as it becomes due. The five-year projection uses the current assessed valuation figures from the County to estimate property taxes that will be available for debt service expenditures. The projection assumes additional voter authorization will be issued in the future within the existing tax rate. This allows the City to smooth long-term secondary property tax rates, so a level tax rate is maintained from year to year. The Secondary Property Tax fund balance increased by 5% as the City debt service requirements increase.

Pension Bond

This fund is set up for repayment of bonds issued to pay of the City's unfunded public safety pension liability. This five-year plan shows the City is meeting the requirements for future debt service payments.

Special Assessment

This fund is set up for repayment of bonds issued for special assessment districts. In FY 2020-2021, this fund is eliminated as all special assessment debt has been paid off.

Perpetual Care

This fund is currently used for the tracking of contributions related to long-term maintenance at the City-owned cemetery. The fund balance increases as contributions are received. Expenditures will not be budgeted until there is adequate fund balance.

Capital Projects Bond

These funds are used to track the revenues and expenditures of the voter approved, bond eligible projects. In May of 2004, the voters of Flagstaff approved ten projects with three projects remaining to be completed. In November 2010, the citizens of the City of Flagstaff approved two projects. In November of 2012, two projects were approved by the voters and in November 2016 one additional project was approved by the voters. Projects/bond sales are scheduled to coincide with the retirement of other debt, so the overall secondary property tax rate does not increase. This fund currently has two components:

1. GO Bond Funded Projects
2. Non-GO Bond Funded Projects

The fund balances are affected by the timing of bond proceeds and capital expenditures.

Drinking Water

As a City enterprise fund, this fund is managed on a self-sustaining basis. The five-year projections show that ongoing expenditures, capital improvements and debt service requirements are being met with user fees, fund balance, grants, bonds and interest earnings. In addition to the five-year projections, the City uses a rate model to balance future operations and capital requirements with anticipated revenues over a ten-year period. The Drinking Water fund balance decreases by 61% in FY 2020-2021 due to a large planned investment in capital projects.

Wastewater

As a City enterprise fund, this fund is managed on a self-sustaining basis. The five-year projections show that ongoing expenditures, capital improvements and debt service requirements are being met with user fees, fund balance, grants, bonds and interest earnings. In addition to the five-year projections, the City uses a rate model to balance future operations and capital requirements with anticipated revenues over a ten-year period. The Wastewater fund balance decreases by 27% in FY 2020-2021 due to planned investment in capital projects.

Reclaimed Water

As a City enterprise fund, this fund is managed on a self-sustaining basis. The five-year projections show that ongoing expenditures, capital improvements and debt service requirements are being met with user fees, fund balance, grants, bonds and interest earnings. In addition to the five-year projections, the City uses a rate model to balance future operations and capital requirements with anticipated revenues over a ten-year period. The Reclaimed Water fund balance decreases by 69% in FY 2020-2021 due to planned investment in capital projects.

Stormwater

The Stormwater fund oversees City issues related to drainage and associated federal requirements. Ongoing operating expenditures are paid for with stormwater revenues and user fees. In addition to the five-year projections, the City uses a rate model to balance future operations and capital requirements with anticipated revenues over a ten-year period. The rate increase will self-fund capital improvements and increase inspection efforts as required by NPDES. The Stormwater fund balance decreases by 40% in FY 2020-2021 as a result of numerous planned capital projects.

Solid Waste

This enterprise fund is self-sustaining through user fees. The five-year projection anticipates a growth rate of 2%. This coincides with ongoing operations, capital needs and revised service levels for all operations. Included in the five-year projection is the anticipated funding to cover the landfill closure and post-closure costs at the end of the useful life of the landfill and the related increase of user fees that will coincide with the construction of a new cell. The Solid Waste fund anticipates a 25% decrease in fund balance due to planned capital projects.

Sustainability and Environmental Management

This enterprise fund is self-sustaining through user fees and revenue transfers. The five-year projection anticipates a growth rate of 2%. This coincides with ongoing operations and revised service levels for all operations. The fund anticipates a 23% increase due to the elimination of the transfer to the General Fund to support the wildland program operations.

Airport

This enterprise fund is responsible for the operations of the Flagstaff Pulliam Airport. Most of the revenues are grants related to continued expansion and capital improvements, operating expenditures at the airport and lease revenues. The capital improvement plan is based on annual updates coordinated with the FAA and ADOT. The Airport fund balance anticipates an increase of 162% in FY 2020-2021 due to an FAA operating expenditures grant.

Flagstaff Housing Authority

While the Flagstaff Housing Authority (FHA) has operated for many years, it was recently determined that it should be reported as a distinct City fund. The FHA manages Housing and Urban Development (HUD) Section 8 and other voucher programs as well as public housing for City residents. The five-year plan indicates most of funding is grant-related. Due to increased intergovernmental revenues in FY 2020-2021, the City anticipates the FHA fund balance to increase by 8%.

Revenues

All Funds

Federal and State Grants

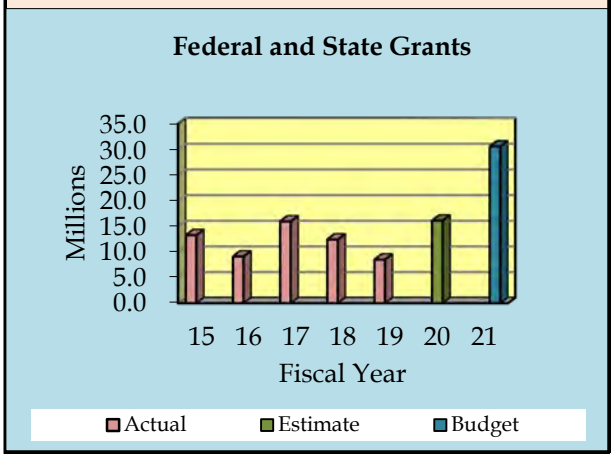
Description: Federal and State agencies and foundations provide various operating and capital grants. These grants have numerous requirements and restrictions that must be adhered to. Most grants are awarded in a competitive application process and others are entitlement based.

Grants can vary significantly from year to year because of the nature and availability of grants. Capital grants tend to be one-time grants. Operating grants may cover multiple years or may be applied for year after year if funding is available.

Projects funded by Federal and State grants in FY 2020-2021 include public safety; housing and community services; street, transportation and trails improvements; wildfire remediation projects; stormwater management projects; and Airport improvements. In addition, the City has several large ongoing federal grants for Community Development, Section 8 and Low-Income Public Housing (See Schedule C-1 for details). In FY 2020-2021, Airport operations are being funded through an $18.1 million CARES grant.

Federal and State Grants

FY	Amount	% Change
14-15	$ 13,263,009	-19.2%
15-16	9,110,986	-31.3%
16-17	15,946,150	75.0%
17-18	12,421,663	-22.1%
18-19	8,495,241	-31.6%
19-20	16,111,997	89.7%
20-21	30,539,133	89.5%



General Fund

Property Tax Receipts Current, Primary

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

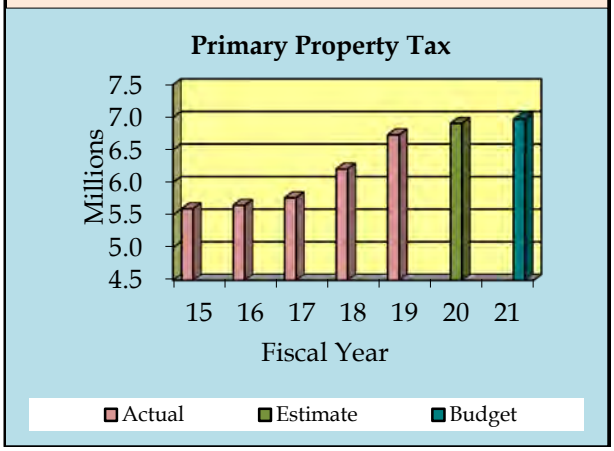
Description: Property tax is levied each year on or before the third Monday in August based on full cash value of the assessed property as determined by the Coconino County Assessors' Office.

Receipts from primary property taxes levied by the City are deposited in the General Fund. No restrictions on usage apply to the primary property tax. State statute limits the annual increase in levy to 2% plus the amount generated by construction. For FY 2012-2013 through FY 2016-2017, Council voted to keep the levy flat plus new construction. In FY 2017-2018 and FY 2018-2019, the levy increase was approved for 7% each year for a total of 14%. In FY 2019-2020, the levy was increased 2%.

Primary property taxes generally change on an annual basis for two reasons: new construction added to the tax rolls and the reassessment of existing property. New construction added $8.1 million dollars to the assessed valuation and existing primary property tax values increased by 5.6%. The increase in FY 2020-2021 is related to new construction.

Primary Property Tax

FY	Amount	% Change
14-15	$ 5,597,027	3.4%
15-16	5,649,356	0.9%
16-17	5,764,349	2.0%
17-18	6,205,826	7.7%
18-19	6,731,508	8.5%
19-20	6,906,500	2.6%
20-21	6,967,500	0.9%



City Sales Tax (Transaction Privilege Tax)

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

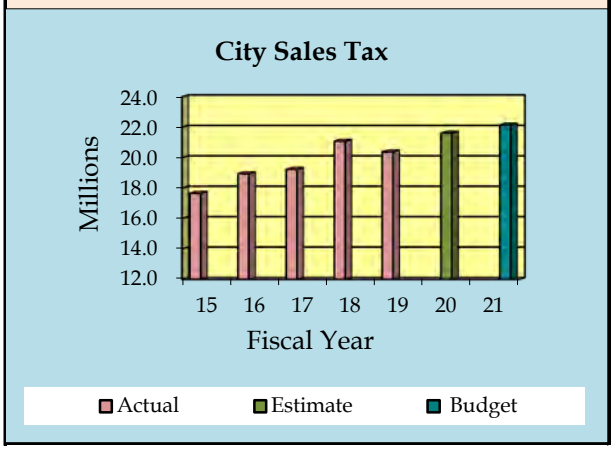
Tax currently sunsets November 2024.

Description: The single largest revenue source for the City is obtained from a 1% tax on the sales of goods. The sale of food for home consumption is exempted from the tax. Additional sales taxes levies include a 2% tax on hotels, motels, restaurants and bars (BBB Tax) and a 1.281% transportation tax which are shown on the following pages.

Annual increases point to the slow yet steady continued economic recovery. The State of Arizona began collecting sales tax on behalf of all cities on January 1, 2017. The City will no longer collect local sales tax from this date forward. In FY 2018-2019, the City experienced a small decline in revenue however, sales tax revenues are expected to rebound in FY 2019-2020. FY 2020-2021 is expected to continue to show moderate increases in revenues.

City Sales Tax

FY	Amount	% Change
14-15	$ 17,655,291	4.4%
15-16	18,942,730	7.3%
16-17	19,226,470	1.5%
17-18	21,079,067	9.6%
18-19	20,380,239	-3.3%
19-20	21,612,806	6.0%
20-21	22,146,670	2.5%



State Sales Tax

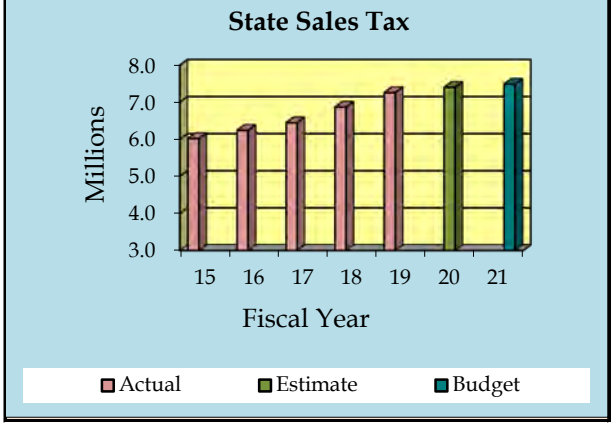
Legal Authority: Arizona Revised Statutes Section 42 - 1341 (D).

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

Effective FY 2016-2017, the state now adjusts our proportionate share of state population based on annual estimates provided by the Census Bureau. The FY 2018-2019 share was 1.299% and FY 2019-2020 is 1.298%. FY 2020-2021 continues to show moderate increases in revenues.

State Sales Tax

FY	Amount	% Change
14-15	$ 6,019,777	5.0%
15-16	6,238,827	3.6%
16-17	6,445,302	3.3%
17-18	6,868,398	6.6%
18-19	7,256,536	5.7%
19-20	7,400,000	2.0%
20-21	7,486,395	1.2%



State Income Tax (Revenue Sharing)

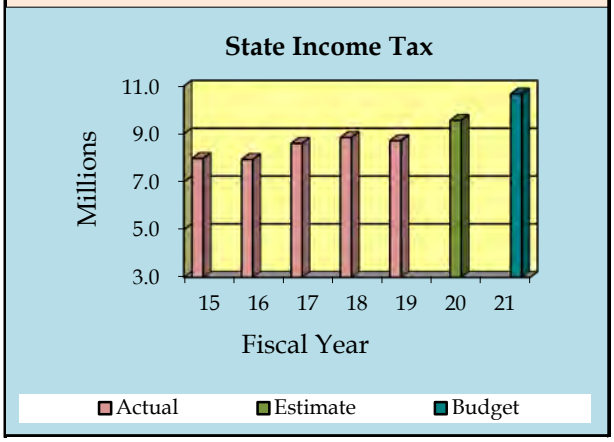
Legal Authority: Arizona Revised Statutes Section 43 - 244 (B)

Description: Arizona cities share in 15.8% of the State income tax collected based on the proportional share of population of the cities and towns as reported in the 2010 Census. Effective FY 2016-2017, the state adjusts our proportionate share of state population based on annual estimates provided by the Census Bureau. A two-year lag exists between the year of distribution and collection and the reporting year for which the income tax returns are filed. Therefore, little variance is expected between amounts estimated in the budget and actual receipts. Because revenues can be used for any municipal purpose, funds received are deposited in the General Fund to support the services and activities of the general government.

The decrease in FY 2015-2016 was due to reductions in corporate income taxes passed by the Arizona state legislature. FY 2019-2020 and FY 2020-2021 will experience a large increase as individual income taxes continue to grow.

State Income Tax

FY	Amount	% Change
14-15	$ 7,973,971	8.6%
15-16	7,930,739	-0.5%
16-17	8,603,145	8.5%
17-18	8,850,877	2.9%
18-19	8,716,163	-1.5%
19-20	9,564,600	9.7%
20-21	10,669,590	11.6%



Franchise Tax

Legal Authority: Flagstaff Charter and City Code Article XII.

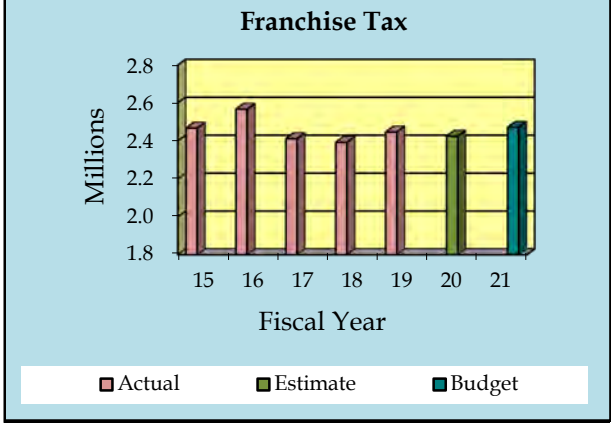
Arizona Public Service (APS): Resolution 2009-52 (expires 8-21-2036), Unisource Energy Services: Ordinance 1879 (expires 10-3-2020), US West, MCI, US Sprint, Central Corp, AT&T: Ordinance 585 and NPG: Resolution 2006-72 (expired 12-31-2016, has been extended and is in the process of renewing).

Description: A 2% tax from utility companies - Arizona Public Service and Unisource - is credited to this account. The City also receives a 2% tax from telecommunication companies, except Suddenlink Communications, which is taxed at 5%.

Most declines in revenues related to warmer winter weather thus reducing the revenues from natural gas franchise taxes. In FY 2016-2017 and FY 2017-2018, most categories were down. FY 2019-2020 is down due to declines in the electric portion of the franchise tax. We expect moderate growth in FY 2020-2021.

Franchise Tax

FY	Amount	% Change
14-15	$ 2,467,635	-0.8%
15-16	2,567,289	4.0%
16-17	2,411,756	-6.1%
17-18	2,392,436	-0.8%
18-19	2,446,663	2.3%
19-20	2,425,000	-0.9%
20-21	2,471,500	1.9%



Fines and Forfeitures

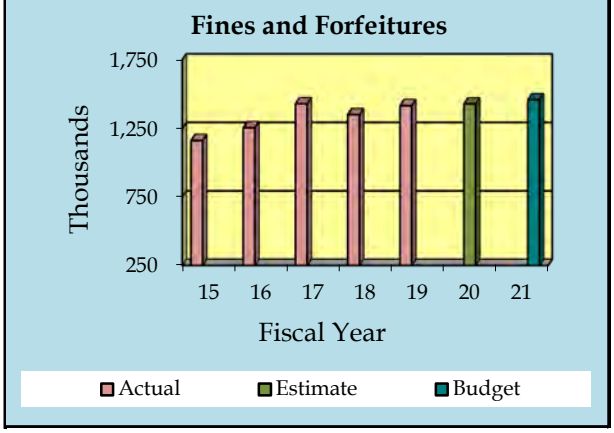
Legal Authority: Arizona Revised Statutes, Rules of Criminal Procedure and City Code, Title 1, Chapter 15, Section 8.

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

Revenues vary on an annual basis dependent upon the mix of criminal and civil cases handled by the court system in any year as well as the fee structure in place at the time of the case. The allocation of the fines is prescribed by the Superior Court, usually annually, and/or the Flagstaff Municipal Court (dependent upon the type of case). The significant decrease in FY 2017-2018 was due to the high vacancies in the police department. It is anticipated the revenues will slightly increase in FY 2020-2021.

Fines and Forfeitures

FY	Amount	% Change
14-15	$ 1,161,663	15.3%
15-16	1,255,133	8.0%
16-17	1,430,686	14.0%
17-18	1,350,689	-5.6%
18-19	1,416,061	4.8%
19-20	1,428,639	0.9%
20-21	1,458,855	2.1%



Auto in Lieu Tax

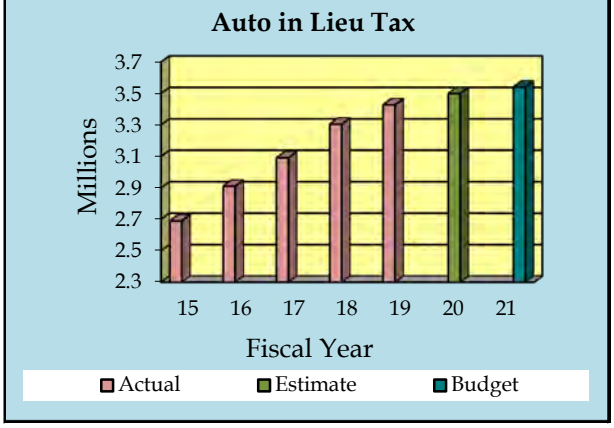
Legal Authority: Arizona Revised Statutes Section 28 - 1591 (c).

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

Auto in Lieu tax is received on a declining scale over a five-year period based on the automobile value until it stabilizes at the depreciated amount. Revenues have been steadily increasing since FY 2015-2016. We are anticipating a 2% increase in FY 2019-2020 followed by a 1.2% growth in FY 2020-2021.

Auto in Lieu Tax

FY	Amount	% Change
14-15	$ 2,689,916	3.8%
15-16	2,910,589	8.2%
16-17	3,091,134	6.2%
17-18	3,305,297	6.9%
18-19	3,427,640	3.7%
19-20	3,500,000	2.1%
20-21	3,540,863	1.2%



Special Revenue Funds

Highway User Revenue Fund

Highway User Tax

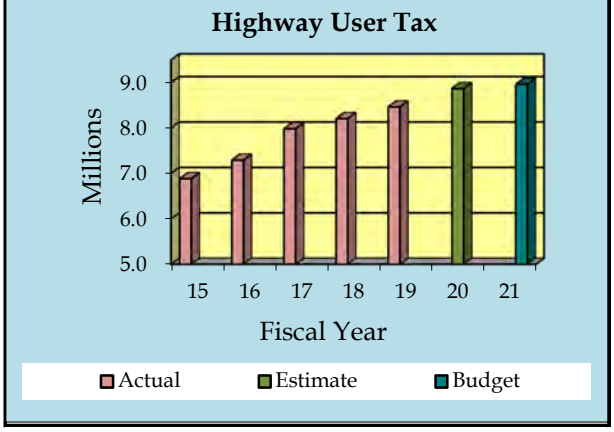
Legal Authority: Arizona Revised Statutes Section 28 - 1598 (B.4), (for method of distribution see ARS 28-1598 (D.3).

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

The City has experienced continual growth in HURF revenues since FY 2014-2015. The City expects a modest increase in FY 2020-2021 due to the elimination of special distributions.

Highway User Tax

FY	Amount	% Change
14-15	$ 6,884,173	11.6%
15-16	7,292,355	5.9%
16-17	7,982,504	9.5%
17-18	8,206,025	2.8%
18-19	8,463,878	3.1%
19-20	8,869,609	4.8%
20-21	8,958,305	1.0%



Transportation Tax

Legal Authority: Resolution 2004-48, approved by voters May 2000, Ordinance 2014-34 approved by voters November 2014, Resolution 2016-25 approved by voters November 2016 and Resolution 2019-01 approved by voters November 2018.

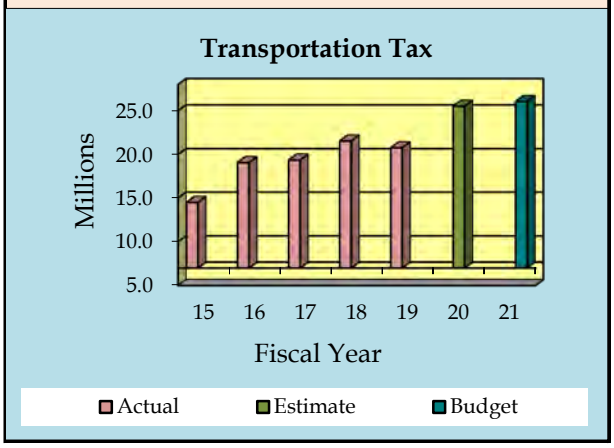
Description: The transportation tax was approved by voters to address transportation issues. The tax pays for transit services, road repair and street safety, Lone Tree overpass and roadway, pedestrian, bicycle and safety improvements. This tax is assessed on the same goods and services as the City's general sales tax. The current tax rate is 1.281%.

The large increase in FY 2019-2020 is due to the increase in the tax rate for the Lone Tree Overpass. The City anticipates moderate growth in FY 2020-2021.

Transportation Tax Rate Breakdown	
Transit Services	0.295%
Road Repair and Street Safety	0.330%
Lone Tree Overpass	0.230%
Roadway, Pedestrian, Bicyle and Safety	0.426%
Total	1.281%

Transportation Tax

FY	Amount	% Change
14-15	$ 14,491,488	23.1%
15-16	19,083,051	31.7%
16-17	19,376,043	1.5%
17-18	21,543,371	11.2%
18-19	20,766,231	-3.6%
19-20	25,516,880	22.9%
20-21	26,058,162	2.1%



Bed, Board and Beverage Funds

Bed, Board and Beverage Tax

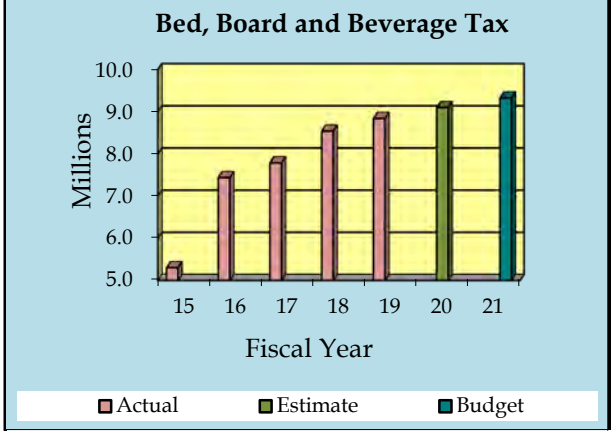
Legal Authority: Ordinance 1902, Reauthorized by voters May 2010, extended by vote to March 31, 2028.

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

FY 2020-2021 continues to show an increase in projected revenue and demonstrates the strength of tourism in Northern Arizona. The growth demonstrated in year-over-year receipts indicates the funds used toward targeted tourism is paying off.

Bed, Board and Beverage Tax

FY	Amount	% Change
14-15	$ 6,971,983	11.4%
15-16	7,439,892	6.7%
16-17	7,787,913	4.7%
17-18	8,541,876	9.7%
18-19	8,841,120	3.5%
19-20	9,100,000	2.9%
20-21	9,327,501	2.5%



Enterprise Funds

Drinking Water Sales

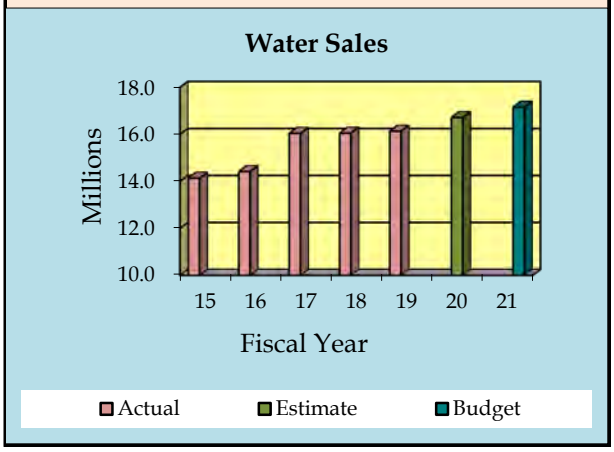
Legal Authority: City Code, Title 7, Chapter 3, Section 11.

Description: The principle revenue for operating and managing the City's drinking water system is derived from rates and charges for water services. Monthly water bills consist of 1) a base charge based on meter size and 2) a charge based on actual water consumption by customer class. Most single-family accounts are based on an inverted rate structure for consumption levels to encourage water conservation practices. All other customer accounts are changed based on a flat rate per 1,000 gallons.

The rates for each customer class were reviewed in FY 2015-2016 using an outside consultant. Drinking water rates were increased on July 1, 2016, and again on January 1, 2017, with January 1st increases effective each year until 2020 at a 4% rate.

Water Sales

FY	Amount	% Change
14-15	$ 14,132,681	30.0%
15-16	14,410,523	2.0%
16-17	16,038,908	11.3%
17-18	16,047,371	0.1%
18-19	16,131,968	0.5%
19-20	16,711,562	3.6%
20-21	17,154,895	2.7%



Wastewater Service Charges

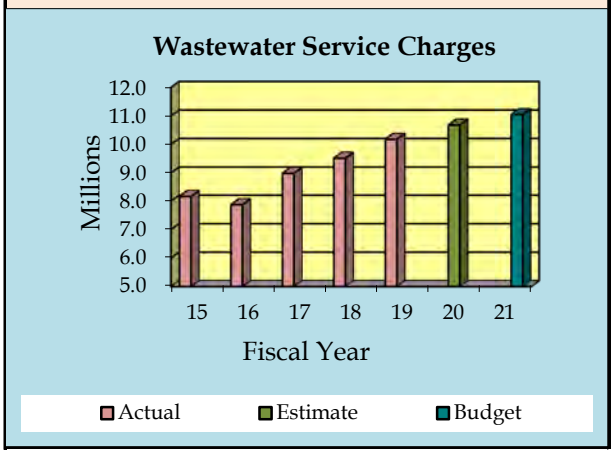
Legal Authority: City Code, Title 7, Chapter 2, Section 39.

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

The rates for each customer class were reviewed in FY 2015-2016 using an outside consultant. Water rates were increased on July 1, 2016, and again on January 1, 2017, with January 1st increases effective each year until 2020.

Wastewater Service Charges

FY:	Amount	% Change
14-15	$ 8,163,826	-2.2%
15-16	7,870,906	-3.6%
16-17	8,985,410	14.2%
17-18	9,515,849	5.9%
18-19	10,177,011	6.9%
19-20	10,677,737	4.9%
20-21	11,043,546	3.4%



Reclaimed Water Sales

Legal Authority: City Code, Title 7, Chapter 3, Section 18.

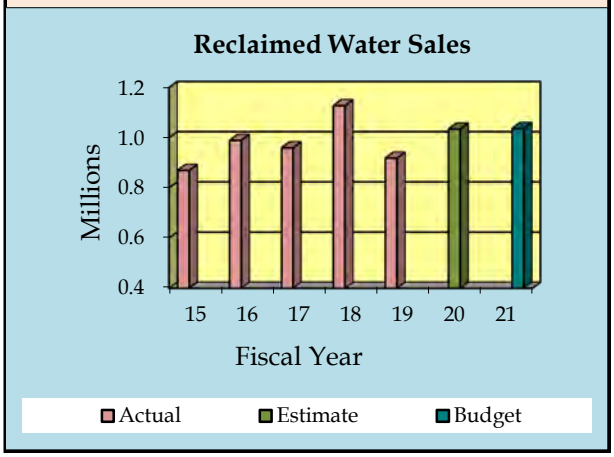
Description: The principle revenue for operating and managing the City's reclaimed water system is derived from rates and charges for reclaimed water usage. Monthly reclaimed water bills consist of 1) a base charge based on meter size and 2) a charge based on actual reclaimed water consumption by customer class. The primary use of reclaimed water is for lawn watering and construction.

The rates for each customer class were reviewed using an outside consultant. Rate changes were approved by Council with an effective date of January 1, 2020, an increase of approximately 7%.

The decrease of 19% in reclaimed water sales for FY 2018-2019 was the result of decreased demands due to an adjustment in the City customer base, resolution of outstanding accounts, and weather shifts which affect demand. The increase in FY 2019-2020 is mainly due to the rate increase and expected growth due to weather shifts.

Reclaimed Water Sales

FY	Amount	% Change
14-15	$ 869,615	-12.6%
15-16	989,299	13.8%
16-17	959,417	-3.0%
17-18	1,127,844	17.6%
18-19	918,324	-18.6%
19-20	1,034,578	12.7%
20-21	1,036,539	0.2%



Stormwater

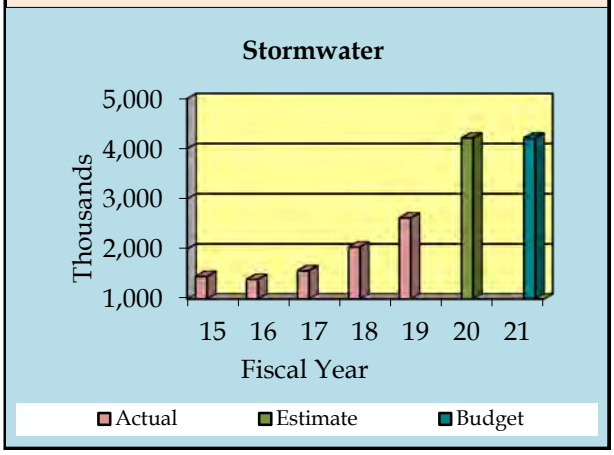
Legal Authority: City Code, Title 12, Chapter 2, Section 3.

Description: Stormwater revenue is determined by the number of Equivalent Runoff Units (ERU's) on a property. An ERU is defined as 1,500 square feet of impervious matter. Charges are the same for both commercial and residential customers.

City Council adopted new rates in FY 2018-2019 which went into effect on July 1, 2019. This increased the rate to the level of $3.74 per ERU.

Stormwater

FY	Amount	% Change
14-15	$ 1,452,139	0.4%
15-16	1,393,881	-4.0%
16-17	1,564,812	12.3%
17-18	2,038,173	30.3%
18-19	2,618,212	28.5%
19-20	4,213,381	60.9%
20-21	4,213,624	0.0%



Solid Waste

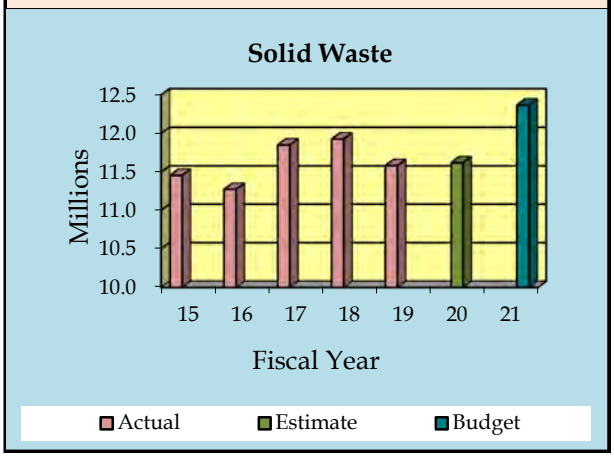
Legal Authority: City Code, Title 7, Chapter 4, Sections 8-9.

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

The decrease in revenues in FY 2018-2019 is related to the SCA plant closure and decrease in Landfill tonnage. The FY 2020-2021 increase is due to rate increase in collection charges.

Solid Waste

FY	Amount	% Change
14-15	$ 11,456,414	-0.6%
15-16	11,273,025	-1.6%
16-17	11,851,028	5.1%
17-18	11,927,427	0.6%
18-19	11,583,513	-2.9%
19-20	11,619,382	0.3%
20-21	12,368,625	6.4%



Sustainability and Environmental Management

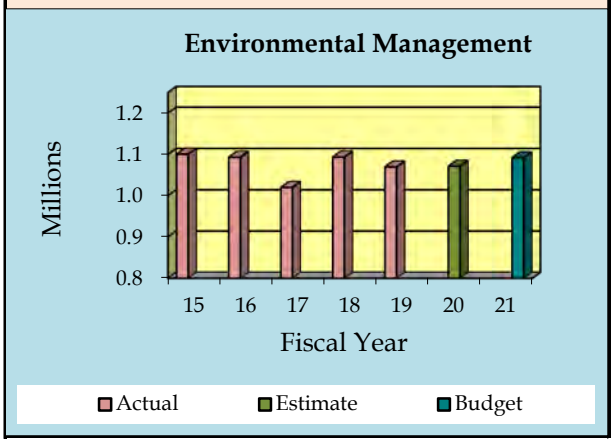
Legal Authority: City Code, Title 7, Chapter 4, Sections 8-9.

Description: Environmental Management is supported by an environmental service fee. Effective August 1, 2020, this fee is changing from a flat fixed monthly charge at a rate of $4.00 per location to a rate of $0.035 of core service charges including trash, recycling, stormwater, water and wastewater.

The slight increase in revenues for FY 2020-2021 is related to projected growth.

Environmental Management

FY	Amount	% Change
14-15	$ 1,050,537	2.2%
15-16	1,043,044	-0.7%
16-17	969,946	-7.0%
17-18	1,043,431	7.6%
18-19	1,019,502	-2.3%
19-20	1,021,376	0.2%
20-21	1,041,804	2.0%



Airport

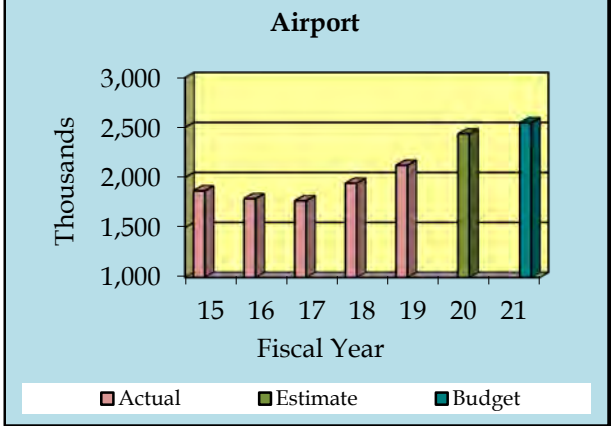
Legal Authority: City Code, Title 8, Chapter 6, Sections 1-8.

Description: Airport revenue is derived from the rental of airplane hangars, tie-downs, tie-downs with electricity and shades rented to various individuals and vendors. Landing fees are charged at a rate of $1.05/1,000 pounds based on gross certificate landing weight of aircraft. Rental revenue from terminal rent consists of space, concession and advertising fees. In addition, revenues are collected from the sale and storage of aviation fuel. The Council approved PFC charge assessed is currently $4.50 per ticket for the foreseeable future. PFCs are collected from the ticket sales of passengers embarking from the Pulliam Airport. PFC revenue is not used for operating expenditures.

Revenues are conservatively estimated reflecting ground leases, hangar executive box vacancies and lower volume fuel flowage fees. With additional flights and additional destinations, the airport has seen significant increases in operating revenues since FY 2017-2018. The expectation is that the Airport operational revenues will continue to see moderate growth as the airport operations continue to grow.

Airport

FY	Amount	% Change
14-15	$ 1,866,359	7.6%
15-16	1,787,341	-4.2%
16-17	1,766,331	-1.2%
17-18	1,942,344	10.0%
18-19	2,121,219	9.2%
19-20	2,435,235	14.8%
20-21	2,547,324	4.6%



Housing Authority

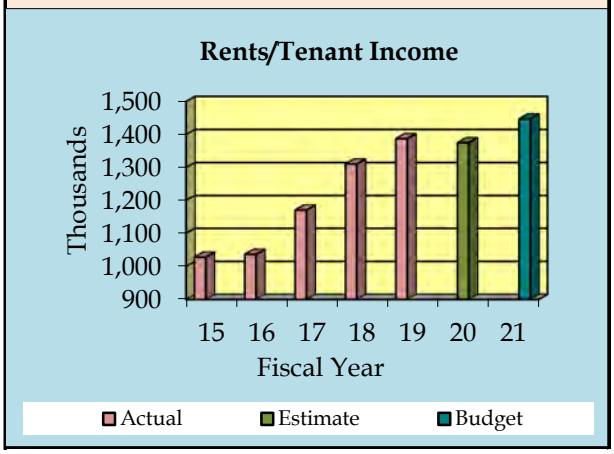
Legal Authority: U.S. Housing Act of 1937, as amended and Title 24 Code of Federal Regulations.

Description: Flagstaff Housing Authority (FHA) rents and tenant income represent rent and other charges paid by families/individuals living in public housing. Rent is generally based on approximately 30% of family income and is not a fixed amount as it is for subsidized housing. HUD funds operate based on a formula for reasonable expenditures. So, it is important to note that as rental income increases, the Federal subsidy that supports the operation of public housing decreases.

Residents may choose between flat rent and rent that is income based. Rent is projected to increase in FY 2020-2021.

Rents/Tenant Income

FY	Amount	% Change
14-15	$ 1,027,946	3.4%
15-16	1,036,391	0.8%
16-17	1,170,575	12.9%
17-18	1,310,766	12.0%
18-19	1,387,251	5.8%
19-20	1,375,000	-0.9%
20-21	1,447,000	5.2%



Capital Budget

Relationship Between Operating and Capital Budget

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

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

Upon completion of the latest rate model, the Water and Wastewater Enterprise Fund's revenue structure is sufficient to meet existing and future impacts of capital operating requirements including environmental sanctions and debt. The proposed, as well as existing debt service, is included as the changes in debt service requirements must be built into the rate models in determining what, if any, rate increases are required each year.

The Highway User Revenue Fund designates a portion of State distributions to the pavement maintenance program. The program is important to keep roadways in good condition and not allow significant deterioration. An additional component of the maintenance program is funding for ADA compliance for curb cuts, curb returns and deteriorating sidewalks. Another impact on street maintenance is the addition of roads from private development.

BBB projects will have a significant impact on operating budget requirements. Streetscape maintenance will require an ongoing level of effort to maintain landscaping. Greater consideration is being given to design and maintenance requirements for future streetscape projects to keep maintenance costs as low as possible.

Capital Improvement Plan

What is a Capital Improvement Plan?

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

Planning in one- or two-year increments has proven to be inadequate because of the complexity of projects and the public input process, as well as the design time needed for engineering plans, specifications and right-of-way acquisition.

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

What does a CIP provide?

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

FY 2020-2021 Capital Improvement Plan

The City's budget for FY 2020-2021 includes capital improvement projects totaling $139.5 million. Project funding includes approximately $5.4 million in grants and $37.8 million in general obligation (GO) bonds, revenue bonds and capital leases for FUTS/Open Space Land Acquisition and other projects that were approved by the voters in the 2004, 2010, 2012 and 2016 General Elections. In the May 2004 General Election, the citizens of Flagstaff authorized the City to proceed with ten new projects totaling $155.2 million. These projects are being phased in over a several-year period with debt being issued in conjunction with the timing of each project. In the November 2010 General Election, the citizens of Flagstaff authorized the City to proceed with the public safety operations communications system and street and utilities improvements projects totaling $21.2 million. In the November 2012 General Election, the citizens of Flagstaff authorized the City to proceed with the core services maintenance facility and forest health and water protection projects totaling $24.0 million. In the November 2016 General Election, the citizens of Flagstaff authorized the City to proceed with courthouse project totaling $12.0 million. Each

project will be discussed below in its appropriate fund. Project listings are available in the Capital Improvement section of this book.

A Capital Budget and Capital Improvement Plan (Five-Year) are included in the Annual Budget. Detailed project descriptions including location, justification, planning document references, operating impact, funding and expenditure data are provided for all funded projects.

General Government – Ten projects are scheduled for FY 2020-2021 for a total of $22.5 million. Major projects include the completion of a new courthouse, FUTS and Open Space land acquisitions, Observatory Mesa Improvements, Core Services Facility improvements and the construction of a new USGS building.

Streets/Transportation – The City currently has 700 miles of paved streets, thirteen miles of alleys and three miles of unpaved streets. Three major programs are funded in the CIP for the City's streets and related infrastructure. These include an annual maintenance program of chip seal and overlay to extend the useful life of the existing street system, a streets/arterial improvement program to bring streets into current standards or widen to meet existing and anticipated traffic flow patterns and capital projects. There are a total of forty-seven Streets/Transportation projects scheduled at a budgeted cost of $51.5 million. Transportation Tax is funding $41.9 million and HURF and other revenues are funding $9.6 million. The FUTS program has been incorporated into the Streets/Transportation Fund. There are six projects, including the BNSF Walnut-Florence Underpass and the Downtown Underpass.

FUTS Fund – Major projects include the Sheep Crossing Trail, Switzer Canyon Trail and Florence-Walnut underpass. Five projects are scheduled at a budgeted cost of $2.9 million for FY 2020-2021.

BBB Funds – Three categories make up the BBB Funds Capital Projects for FY 2020-2021. Arts and Science includes twenty-one projects at a budged cost of $687,000. Beautification includes twenty-seven projects at a budgeted cost of $4.2 million. Major projects include the train station platform, library entry, Route 66 Interpretive Trail, Switzer Canyon roundabout, Lunar Landing Plaza, ADOT sites and eastside neighborhood beautification. Tourism has one project, fiber installation, for a total of $80,000.

Water Services Fund – Major projects for water, wastewater, reclaimed water and stormwater include Switzer Canyon transmission line, Fir Avenue waterline replacement, Lake Mary land acquisition, Fort Tuthill waterline loop phase 2, Summit waterline replacement, Fort Tuthill sewer line oversizing, and the Rio De Flag project. Fifty-five projects are scheduled at a total budget of $49.3 million for FY 2020-2021.

Solid Waste Fund - Eight projects are scheduled for a budgeted cost of $4.1 million in FY 2020-2021. The projects include excavation of cell, National Environmental Policy Act Review and the Landfill Road infrastructure project.

Sustainability and Environmental Management Fund - One project is scheduled for a budgeted cost of $33,000 in FY 2020-2021. This is for improvements to the Observatory Mesa area.

Airport Fund – Five major projects: parking improvements, snow removal equipment building design, taxiway apron design and drainage improvements are scheduled at a budgeted cost of $6.9 million for FY 2020-2021.

Capital Plan Implications

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

Property Tax: Servicing of general obligation debt over the previous five years is shown in the Community Profile section. The table shows debt as a percentage of assessed and per capita debt. This debt is related to the voter authorized sale of bonds in May 2004 in the amount of $155.2 million, November 2010 in the amount of $21.2

million, November 2012 in the amount of $24.0 million, November 2016 in the amount of $12.0 million, and $1.1 million remaining from November 1996 voter approved debt of $8.2 million.

Utility Rate Structure: The City contracts with an outside agency to review the Water and Wastewater rate structure and provide a new rate modeling program. The most recent rate study was completed in FY 2015-2016. This rate model provides for major capital improvements, additional bond funding and increased operating costs. The rate model demonstrated a need for a rate increase which was approved by City Council with an effective date of July 1, 2016. Rates will increase annually for five years. The next rate study will be completed in FY 2020-2021.

BBB Sales Taxes: The voters approved a 2% BBB tax in 1988 with a ten-year sunset provision. The tax was renewed an additional fifteen years in March 1996 and 2010, extending the tax to March 2028. Capital projects currently underway include streetscape along corridors as well as various recreation and arts and science projects.

Transportation Taxes: In the May 2000 election, the voters approved a transportation tax that started at 0.51% and increased incrementally to 0.601%. The City Council approved an increase of 0.064% in the transit portion of the tax effective September 1, 2001, which increased the tax rate to 0.574%. The City Council approved another increase to the transit tax of 0.027% effective July 1, 2003, which increased the total transportation tax to 0.601%. In May 2008, the voters approved an additional tax increase for transit of 0.12%. In November 2014, voters approved an additional 0.33% tax dedicated for Road Repair and Street Safety projects, raising the total transportation tax to 1.051%. In November of 2016, voters approved an extension of the transit tax until 2035. In November 2018, voters approved a 1.281% transportation tax for street improvements, safety improvements and the Lone Tree overpass.

Debt

Debt Capacity

The City's legal debt margin demonstrates adequate capacity to complete the capital projects passed with the November 1996, May 2004, November 2010, November 2012 and November 2016 bond elections. Projects will be initiated over time through issuing new debt within capacity as old debt retires.

Current Debt Position

The City's underlying bond ratings are presently as follows:

Type	Standard & Poor's	Moody's Investor's Service
General Obligation Bonds	AA	Aa2
Revenue Bonds	AA-	Not Available
Certificates of Participation	AA-	Not Available
Improvement District Bonds	Not Available	Aa3

In assigning a rating to bond issuance, the rating agencies analyze several factors to determine an entity's ability to repay its debt. Some of these factors are described in the following text.

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

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

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

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

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

Legal debt limitations are assessed at 6% and 20% of the assessed valuation of real property. The 20% category includes water, sewer, artificial lighting, parks, open space, recreational facilities, public safety, law enforcement, fire and emergency services and street and transportation facilities. The 6% category includes everything else.

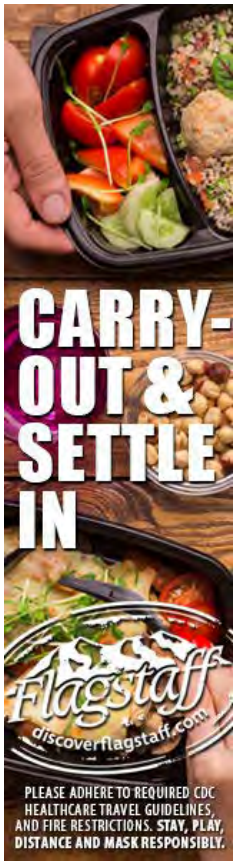
General Obligation Debt
July 1, 2020

20% Limitation			6% Limitation		
Assessed Valuation	$	1,123,106,392	Assessed Valuation	$	1,123,106,392
Allowable 20% Debt	$	224,621,278	Allowable 6% Debt	$	67,386,384
20% Debt Outstanding		(45,984,492)	6% Debt Outstanding		-
Allowable Debt Margin	$	178,636,786	Allowable Debt Margin	$	67,386,384

Debt Service

At July 1, 2020, the total actual indebtedness is $140.6 million. FY 2020-2021 annual debt payments are $15.5 million. At the start of the fiscal year, the City's 20% general obligation debt of $46.0 million is well below the legal limit of $224.6 million. The City has no outstanding general obligation debt in the 6% category. Thus, the full allowable debt margin of $67.4 million is available. The following table illustrates the total actual indebtedness through the life for all currently outstanding debt.

	Principal	Interest	Total
2021	$ 11,884,333	3,574,583	15,458,916
2022	11,432,196	3,235,197	14,667,393
2023	11,706,174	2,829,370	14,535,544
2024	9,830,003	2,434,474	12,264,477
2025	7,651,584	2,140,778	9,792,362
2026	7,735,127	1,907,962	9,643,089
2027	7,926,385	1,672,693	9,599,078
2028	7,857,221	1,435,312	9,292,533
2029	6,460,445	1,207,206	7,667,651
2030	4,284,831	1,028,796	5,313,627
2031	4,170,625	883,330	5,053,955
2032	4,083,749	740,943	4,824,692
2033	4,111,703	601,859	4,713,562
2034	4,271,792	454,854	4,726,646
2035	4,411,976	307,762	4,719,738
2036	1,727,257	206,915	1,934,172
2037	1,787,638	146,593	1,934,231
2038	668,119	107,551	775,670
2039	688,702	90,724	779,426
2040	709,390	73,198	782,588
2041	410,000	57,397	467,397
2042	425,000	43,497	468,497
2043	440,000	29,084	469,084
2044	455,000	14,175	469,175
2045	220,001	3,300	223,301
	$ 115,349,251	25,227,553	140,576,804


CARRY-
OUT &
SETTLE
IN
Flagstaff
discoverflagstaff.com
PLEASE ADHERE TO REQUIRED CDC
HEALTHCARE TRAVEL GUIDELINES,
AND FIRE RESTRICTIONS. STAY, PLAY,
DISTANCE AND MASK RESPONSIBLY.

Policies and Procedures

Fiscal Policies

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

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

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

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

General

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

The City's general sales tax is used to meet the general operating needs of the City. An additional two percent Bed, Board and Beverage (BBB) tax has been levied on lodging, restaurant and bar services. This tax has been designated for enhancing the quality of life through beautification projects, economic development, tourism efforts, arts and science contributions and recreation operations and projects. The City has dedicated ($0.01281) sales tax for transportation purposes. The transit tax ($0.00295) is set to expire in 2030, Road Repair and Street Safety ($0.0033) in 2035, Lone Tree Overpass ($0.0023) in 2039 and the Street Improvements ($0.00426) in 2040.

The City's goal is to maintain a minimum general fund balance of 20% of operating revenues, but not to go below 15%. The projected fund balance for FY 2019-2020 is 37% and for FY 2020-2021 is 22%.

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

Enterprise Funds

The City has a policy of utilizing a systematic methodology to determine the rate increase in water and wastewater charges and fees based on the philosophy of "cost of service". The Water Services, Solid Waste and Sustainability and Environmental Management Services funds operations are managed on the basis that they be self-sustaining operations. The rate models include all capital costs and routine maintenance items. The City has just completed updating the rate studies for water, wastewater and stormwater fees. A rate increase was approved for water, wastewater and stormwater fees effective January 1, 2020. Airport revenues generally have a Consumer Price Index (CPI) increase and several services are competitively bid.

A capital reserve rate associated with the Solid Waste rates will be evaluated annually to provide funding for costs of landfill capital expenses.

The City's goal is to maintain Enterprise Fund balances in excess of 10% of operating revenues due to the fluctuations of usage not in the control of the funds.

Real Estate Proceeds

The disposition of funds from real estate proceeds is governed by ordinance. Proceeds from the sale of real property assets will only be used for costs of acquisition or sale of real property.

Debt Performance

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

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

Debt Management

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

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

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

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

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

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

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

Fund Balances and Reserves

The City will strive to maintain fund balances of at least fifteen percent (15%) in the General Fund and ten percent (10%) in the Special Revenue and Enterprise Funds. Twelve percent (12%) of General Fund revenues and five percent (5%) of other funds is considered the minimum level necessary to maintain the City's credit worthiness (bond rating). However, a more stringent level is recommended to provide for:

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

A Landfill Sinking Fund has been established to provide for future closure and environmental regulation requirements and equipment needs. For closure costs, amounts are legally designated for future construction needs to ensure financial compliance. The landfill rates include an allocation to the sinking fund.

Expenditure Limitation Control

The State of Arizona provides for several options regarding expenditure control limitations. State statute determines the allowable expenditure limits for each municipality. There can be a one-time adjustment, a permanent adjustment, or charter cities have a home rule option. The City operates under the state expenditure limitation rather than the home rule option allowed to Arizona municipalities, which requires voter approval every four years.

The City has a permanent adjustment to the base as a result of the voter approved BBB tax in FY 1987-1988, which allows the City to increase the expenditure level base by the amount of the additional revenues generated by the tax. The City received voter approval for a second permanent base adjustment during the May 2006 general election. The adjustment was necessary to align previous citizen approved expenditures with the maximum allowable amount per the Economic Estimates Commission.

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

Budget Policies

Budget Basis of Accounting

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

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

The City will utilize many different fund types to segregate the financial activity within the City either due to regulatory reasons or as designated internally. The fund classifications are Governmental Funds, Proprietary Funds and Fiduciary Funds. The relationship between funds, divisions and sections is presented in the Budget Overview section.

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

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

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

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

Fiduciary Funds are used when the City holds resources while acting as an agent for a party outside the government. The City has no fiduciary funds.

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

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

Revenue Distribution

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

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

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

Transportation funds benefit seven major categories: Transit, Road Repair and Street Safety, Lone Tree Overpass, Roadway, Pedestrian, Bicycle and Safety Improvements.

Operating Budget Impact

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

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

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

Minimum Levels of Capital Investment

The Street Improvement Program will strive to commit $2.3 million for annual capital maintenance of the street system which includes ADA compliance in the street system. In addition, the new transportation tax (Road Repair and Street Safety) has allocated $36.1 million to overlay maintenance and pavement preservation over the next five years with additional annual commitments to pavement preservation beyond the five-year capital plan.

The water and sewer system will undertake enough capital improvements considered routine operations and maintenance to prevent system degradation. Additionally, the inner basin waterline will be improved over a twenty-year period.

Sinking funds have been established for future landfill closure costs. Currently, it is estimated that $10.3 million will be needed over thirty years starting in the year of closure to finance the closure and environmental regulatory compliance costs for the landfill. Landfill requirements are built into the Solid Waste rate structure.

Non-Recurring Revenues

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

Issues and Updates

Personnel Service Costs

Compensation

Merit increases were approved for FY 2019-2020 for the 2,080 pay plan, broadband pay plan, police, fire and certain contract employee classifications. Merit amounts were based on longevity of employment and contingent upon receiving a "meets expectations" performance evaluation rating in FY 2019-2020. The amounts were as follows:

- 1.00 - 2.99 years of service – 1.0%
- 3.00 - 4.99 years of service – 2.0%
- 5.00 + years of service – 3.0%

The City of Flagstaff's minimum wage increased to $13.00 per hour on January 1, 2020. All employees affected by the minimum wage increase received a pay adjustment in accordance with the City's Minimum Wage Law. Minimum wage will increase once again on January 1, 2021 to $15.00 per hour.

In FY 2020-2021, the City has budgeted a 2% Cost of Living Adjustment (COLA) for eligible employees. While budgeted for July 1, 2020, the implementation of the COLA will be deferred based on the City's Recession Plan.

Hazardous assignment pay is paid to employees who perform demanding duties or duties with an unusual degree of responsibility, a heightened level of physical risk that is above the normal for the job and where additional certification and/or continuing education is needed that is above and beyond the minimum requirements for the position. Assignment pay and paramedic pay will not be adjusted. Paramedic pay will remain at $2.13 per hour. Beginning July 1, 2020, paramedic pay will be removed from base pay and treated as an add pay.

The total amount of compensation is approximately $37.8 million in the General Fund.

Benefits

FY 2020-2021 begins the twenty-eighth year the City has participated in the joint purchase of health insurance through the Northern Arizona Public Employees Benefit Trust (NAPEBT). The NAPEBT trust includes four voting members: Coconino County, Flagstaff Unified School District, Coconino Community College and the City of Flagstaff and three non-voting members: Mountain Line, Coconino County Accommodation School and Kachina Village Improvement District (KVID).

NAPEBT offers an Employee Assistance Program (EAP) as part of the benefits through the consortium. The EAP includes six free counseling sessions per issue for each benefit eligible employee and their family members.

NAPEBT also funds a wellness program to improve employee wellness and control health care costs. The wellness program includes fitness and nutrition classes, wellness challenges, wellness week for employees to focus on wellness related education and activities with their co-workers, an annual awards banquet and health fair. In FY 2016-2017, NAPEBT added a near site wellness clinic where employees may receive primary care, health coaching, physical therapy and sick care services for free, or pay the fair market value if the employee participates in the high deductible health plan. Employees can receive flu shots,

mammography and prostate exams and wellness screenings free of charge. The Wellness Incentive Program changed in FY 2019-2020 from three levels to two levels.

Level 1: The employee completes an annual physical (or a combination of other options) and earns twelve (12) points worth a $240 per year discount on insurance premiums.

Level 2: The employee completes levels one and two earning an additional twelve (12) points for a total of twenty-four (24) points worth a $240 per year discount on insurance premiums and a $120 cash incentive. The cash incentive may be paid as compensation or deferred into the employee's flexible spending account, health savings account or 457 deferred compensation account.

The premium increase projected for health insurance was 7.2% for PPO, 7.0% for HDHP and 7.1% for prescription drugs based on the national trend. The trustees of NAPEBT voted to pass on an increase of 5.79%. There were no medical plan design changes this year. Blue Cross Blue Shield (BCBS) medical plan changes for all plans included removal of the medically necessary breast implant removal exclusion, inclusion of travel and lodging for gene therapy, inclusion of diabetes for nutritional counseling/training and an increase of nutritional counseling/training from three to six visits per year. An additional change for the high deductible health plan (HDHP) is expansion of coverage for preventative care services to include blood pressure monitors, retinopathy screenings, peak flow meters, glucometers, Hemoglobin A1c testing, International Normalized Ration (INR) testing and Low-Density Lipoprotein (LDL) testing. The overall increase for healthcare costs is approximately $303,000 in the General Fund.

The funding in FY 2020-2021 did not include an increase to the premium for the employee or family base plan. The City continues to pay 63.6% toward family coverage for the base plan. The employer contribution increased between $32.56 and $91.07. The City will pay the full premium for employees participating in the HDHP and provide a $452.90 per month dependent subsidy. If an employee does not participate in the Wellness Incentive Program and has not authorized a payroll deduction, the employee will be defaulted into the HDHP and there will be no contribution to the health savings account (HSA) or flexible spending account (FSA). The dependent subsidy was reduced effective July 1, 2009 by $60 per month and this will continue during FY 2020-2021. The total budget for employee only health insurance is $5.8 million. The total cost of the dependent subsidy to the City is $1.6 million.

NAPEBT will continue to allow an opt-out provision for employees with proof of group health insurance outside of the trust. In the past, City employees who did not elect dependent health insurance coverage received $60 per month in deferred compensation, however this benefit was suspended beginning July 1, 2009 and will continue through FY 2020-2021.

The dental insurance premiums will not change for FY 2020-2021 due to a new contract negotiated during a request for proposal (RFP) process conducted by NAPEBT earlier this year. The City pays 100% of employee coverage and employees pay 100% for dependent coverage. The cost to all funds is approximately $349,000.

The premiums for vision insurance benefits will not change in FY 2020-2021. The City provides a basic vision benefit for the employee and dependents. The employee has a buy up option for employee and dependent coverage. The cost to all funds is approximately $14,000.

The City provides a basic life and accidental death and dismemberment benefit in the amount of one time the employee's annual salary up to a maximum of $150,000. The cost of this benefit is approximately $105,000.

The City is anticipating an increase to Police Public Safety Personnel System (PSPRS) rates of 3.03% for Tier 1/2 and 3.12% for Tier 3. Fire PSPRS rates are expected to increase 5.76% for Tier 1/2 and 5.71% for Tier 3.

The total cost of PSPRS is approximately $12.8 million. The cost of Arizona State Retirement System (ASRS) will increase by .11% for a total cost of approximately $4.5 million. The Elected Official Retirement Plan (EORP) is remaining flat for a total cost of approximately $107,000.

Supplemental Benefits

The City provides supplemental benefits to employees such as Repetitive Motion Therapy (RMT).

RMT sessions are for those employees who have previous, current or are susceptible to a repetitive motion injury. Thus, priority for appointments is given in the following order.

All employees with current workman's compensation claim or claims closed for less than one year have priority when scheduling an appointment. However, employees with current workman's compensation claims who do not follow their prescribed course of treatments will not have priority when scheduling an appointment.

All other employees who are susceptible to a repetitive motion therapy are eligible for one therapy session per week.

The funding for RMT was eliminated in FY 2020-2021 on a one-time basis and will be re-evaluated in FY 2021-2022.

Voluntary Benefits

The City offers three voluntary benefits for employees. These benefits include supplemental life insurance, short-term disability and long-term disability. There is no direct cost to the City for offering these voluntary benefits, but the City does utilize City resources for administration purposes.

Employees may purchase additional life insurance at their own expense through payroll deductions. The cost of coverage is age rated and there is a guaranteed maximum amount of $150,000. Coverage is also available for eligible dependents.

Short-term disability is available to all employees and long-term disability is available to commissioned employees since it is not part of the Public Safety Personnel Retirement System. This is also an age rated benefit with a weekly maximum of $1,150 for short-term and monthly maximum of $5,000 for long-term.

Classification

Maintenance of the job classification system is an ongoing process to ensure that job classifications accurately reflect the responsibilities and tasks being performed by City employees. If a division director believes that an employee(s) is functioning out of class on a regular basis, or that job responsibilities have changed sufficiently, a request may be made for the Human Resources division to conduct a review. The Human Resources division then conducts an audit and evaluates the request utilizing an external market comparison and then the decision band method for internal comparison.

If the audit and analysis indicate an adjustment needs to be made, Human Resources procedures allow for three types of changes.

Reclassification - An individual(s) within a classification is evaluated regarding moving that person(s) from others in the same classification to a higher (or lower) classification. Some instances may include a title change.

Retitle - A job title is evaluated regarding changing the job title only. This does not affect pay.

Rezone – An individual within a broadband may be moved to a higher-level zone within the broadband based on the employee's performance.

The audit can also show that the position is properly classified and/or titled and that no changes are needed.

Requests may be made during the budget process or any time during the fiscal year, if the division has ongoing funding available. Human Resources received ten (10) reclassification, forty-five (45) rezone and one (1) retitle requests throughout the fiscal year. The following requests have been approved between July 1, 2019 and June 30, 2020.

Reclassifications/Reranges				
Old Job Title	**Old Range**	**New Job Title**	**New Range**	**No. of Employees Impacted**
Administrative Assistant	B13	Finance Clerk	6	1
Administrative Specialist Lead Worker	9	Administrative Specialist	B21	1
Communications Manager	114	Public Affairs Director	117	1
Fire Battalion Chief	215	Deputy Fire Chief	218	1
Human Resources Recruiter	7	Human Resources Generalist	9	1
Human Resources Supervisor	10	Human Resources Analyst	112	1
IT Analyst	112	IT Administrator	113	2
IT Director	117	Division Director	B91	1
Library Specialist	B61	Librarian	9	1

Rezones			
Job Title	**Old Zone**	**New Zone**	**No. of Employees Impacted**
Accountant	1	2	2
Administrative Specialist	1	2	5
Administrative Specialist	2	3	2
Assistant City Attorney	2	3	1
Division Director	1	2	1
Equipment Operator	1	2	5
Library Specialist	1	2	2
Maintenance Worker	1	2	1
Maintenance Worker	2	3	3
Project Manager	1	2	2
Project Manager	2	3	3
Recreation Coordinator	1	2	1
Recreation Coordinator	2	3	1
Recreation Supervisor	2	3	1
Senior Assistant City Attorney	2	3	2
Water Services Supervisor	1	2	2

New Positions and Changes			
Title	**Range**	**FTE**	**Additional Info**
Administrative Assistant – Sustainability	B1	1.00	
Administrative Specialist – City Attorney	B2	1.00	
Airport Business Manager	TBD	(1.00)	
Airport Parking Aide	4	(1.00)	
Assistant City Attorney	BC	1.00	
Communications Aide (Temp) – Water Services	Temp	0.25	
Equipment Operator (Temp) – Streets	Temp	(0.25)	Stormwater operations
Finance Specialist – FMPO	8	(1.00)	FMPO transitioned from City to Metroplan
FMPO Director	117	(1.00)	FMPO transitioned from City to Metroplan
Intern – FMPO	Temp	(0.38)	FMPO transitioned from City to Metroplan
Maintenance Worker – Streets	B8	2.00	
Mechanic I	7	1.00	
Metropolitan Planning Organization Manager	115	(1.00)	FMPO transitioned from City to Metroplan
Parking Aide	4	(1.00)	
Payroll Specialist	108	(0.75)	
Police Officer – Airport	P09	1.00	
Project Manager – Housing	B5	(0.42)	One-time approved
Public Works Supervisor – Streets	11	1.00	
Revenue Analyst/Auditor	TBD	1.00	
Visitor Specialist	TBD	1.00	
Water Conservation Enforcement Aide	Temp	0.49	
Water Services Supervisor – SCADA	BB	1.00	
	Total	3.94	

Turnover

The City's turnover rate for calendar year 2019 was 12.16%. This is 5.84% lower than the government rate according to the Bureau of Labor Statistics.

Position Additions/Deletions

The City has planned for a total net increase of 3.94 full-time equivalents across all funds for FY 2020-2021. A review of the Authorized Personnel/Positions Summary (see Appendix A), will provide all details of this increase including staffing request changes for reclassification requests and transfers of personnel between divisions for changing program needs.

The following graph illustrates the five-year historical staffing trend of the City by division.

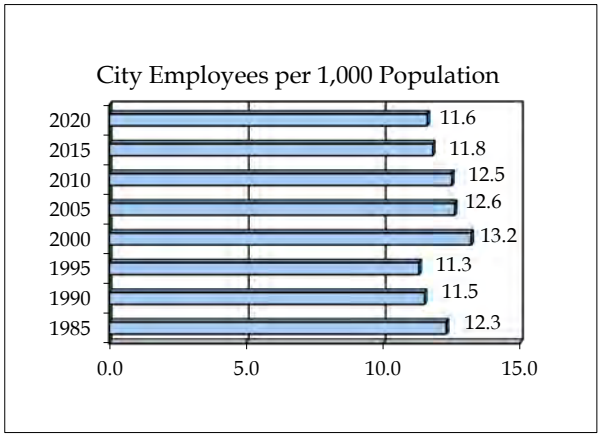
Personnel by Division
Five Year Historical Trend

	Fiscal Year				
	2017	2018	2019	2020	2021
General Administration	81.60	83.92	83.80	86.55	88.55
Management Services	45.00	45.00	45.50	46.25	46.50
Fire	89.00	95.00	94.00	94.00	94.00
Police	167.00	173.00	176.00	176.00	177.00
Community Development	83.66	89.14	92.66	96.60	92.80
Public Works	206.21	211.06	211.02	209.36	212.11
Economic Vitality	89.15	92.03	98.97	99.97	97.97
Utilities	72.50	76.50	78.96	79.42	83.16
	834.12	865.65	880.91	888.15	892.09

The following detail highlights the City's level of staffing in comparison to population.

Census Year		Population	Budget Year	Employees	Emp/Pop
1985	**	38,247	1986	470.25	12.3
1990	*	45,857	1991	527.25	11.5
1995	**	52,701	1996	593.00	11.3
2000	*	52,894	2001	700.00	13.2
2005	**	61,185	2006	768.03	12.6
2010	*	65,870	2011	825.33	12.5
2015	**	70,643	2016	834.12	11.8
2020	***	76,839	2021	892.09	11.6

* Census Figures per United States Census Bureau
** Per Arizona Department of Economic Security Estimates
*** Estimated Population



City of Flagstaff
Cost Allocation Plan
For Fiscal Year 2021

Providing Sections	General Fund 001	Library Fund 030	Highway User Fund 040	Trans-portation Funds 041-046	FUTS Fund 045	Parking District Fund 061	Water and Wastewater Funds 202-204	Stormwater Fund 206	Solid Waste Fund 211	SEMS Fund 214	Airport Fund 221	Total	Charges to Other Funds
Building Depreciation	$ 348,644	-	54,024	2,214	-	-	-	-	31,029	-	-	435,911	87,267
Equipment Depreciation	887,229	-	-	-	-	-	-	-	-	-	-	887,229	-
402 Non-Departmental	839,210	61,655	63,052	15,586	1,036	8,974	189,618	9,231	123,269	8,290	25,657	1,345,578	506,368
011 City Manager	729,112	48,480	34,852	64	-	4,796	119,022	7,306	53,557	7,285	16,737	1,021,211	292,099
011 City Clerk	261,466	12,834	9,734	1,385	91	1,735	27,025	1,480	17,075	1,921	4,180	338,926	77,460
014 Information Technology	1,360,400	69,717	117,986	-	-	20,763	274,936	31,473	138,738	30,260	51,897	2,096,170	735,770
015 City Attorney	635,838	45,839	47,799	68,818	815	6,790	145,965	7,005	94,191	7,847	19,321	1,080,228	444,390
012 Human Resources	582,492	65,040	37,512	-	-	8,602	90,980	6,144	57,757	9,204	13,899	871,630	289,138
013 Risk Management	126,677	11,854	8,867	1,210	79	1,596	24,162	1,350	15,454	1,765	3,819	196,833	70,156
032 Purchasing	529,712	43,893	31,825	75,553	11,302	996	117,808	24,819	23,456	21,159	51,570	932,093	402,381
033 Revenue	(112,549)	9,290	2,849	60,729	49	405	1,164,240	50,360	359,750	28,746	33,845	1,597,714	1,710,263
034 Finance	756,681	86,813	48,358	40,735	495	5,202	141,925	12,950	61,221	32,110	30,956	1,217,446	460,765
151 Public Works	100,341	-	42,536	39,807	-	-	-	-	-	12,681	41,711	237,076	136,735
152 Facility Maintenance	722,860	36,869	-	-	-	113	93,239	-	10,217	17,675	26,366	907,339	184,479
154 Fleet Management	184,833	6,528	106,222	-	-	454	31,873	108	209,906	475	8,100	548,499	363,666
101 Community Development	538,026	-	-	-	-	-	-	-	-	-	-	538,026	-
102 Engineering	1,527,651	-	529,279	-	-	-	-	-	-	-	-	2,056,930	529,279
201 Community Investment	35,995	2,595	2,706	702	46	384	8,263	397	5,332	444	1,094	57,958	21,963
401 Council and Commissions	203,731	10,097	9,803	7,762	167	1,393	42,110	4,219	23,492	7,175	3,681	313,630	109,899
Total Allocations	$ 10,258,349	511,504	1,147,404	314,565	14,080	62,203	2,471,166	156,842	1,224,444	187,037	332,833	16,680,427	6,422,078
Divisions													
General Administration	$ 3,695,985	253,764	256,750	71,477	985	44,282	682,090	54,758	376,772	58,282	109,853	5,604,998	1,909,013
Management Services	1,173,844	139,996	83,032	177,017	11,846	6,603	1,423,973	88,129	444,427	82,015	116,371	3,747,253	2,573,409
Community Development	2,065,677	-	529,279	-	-	-	-	-	-	-	-	2,594,956	529,279
Public Works	1,008,034	43,397	148,758	39,807	-	567	125,112	108	220,123	30,831	76,177	1,692,914	684,880
Economic Vitality	35,995	2,595	2,706	702	46	384	8,263	397	5,332	444	1,094	57,958	21,963
Non-Departmental	2,278,814	71,752	126,879	25,562	1,203	10,367	231,728	13,450	177,790	15,465	29,338	2,982,348	703,534
Total Allocations	$ 10,258,349	511,504	1,147,404	314,565	14,080	62,203	2,471,166	156,842	1,224,444	187,037	332,833	16,680,427	6,422,078

Cost Allocation

The cost allocation plan has been developed utilizing a methodology that is in accordance with generally accepted accounting principles (GAAP). Incorporated within GAAP are three basic principles related to the allocation of central service support costs to operating departments that have been adhered to in the preparation of the cost allocation plan. First, costs should be necessary and reasonable for proper performance of a program. Second, costs should be charged or allocated to programs in accordance with relative benefits received. A program should only be charged for services it utilizes or benefits from and should only be charged in relation to benefits derived from the service. Third, costs should be accorded consistent treatment as either direct or indirect. A cost should not be charged to a program as a direct cost if any other cost incurred for the same purpose in like circumstances have been allocated to the program as indirect costs. The methodology accommodates detailed analysis of all service areas through the provisions of a structure that identifies total costs (both direct and indirect) by activity and allocates/assigns costs to benefiting services utilizing a base that appropriately represents the level of benefit provided or derived from each activity by each service. The cost allocation is based on actual expenditures for the fiscal year ending June 30, 2019. The City utilized the services of a consultant to prepare this year's plan. The City also utilizes the cost allocation plan to calculate an indirect cost rate that is allowable in accordance with OMB A-87. The City will annually update the indirect cost rate based on actual expenditures, as required by OMB A-87.

Methodology

A multiple allocation base methodology has been utilized to prepare the cost allocation plan. This methodology acknowledges that the utilization of central administration and support (indirect) services by users varies by type of service. The cost of each indirect service or activity of a service is allocated to users based on an appropriate allocation base related to the service performed. For example, general accounting has been allocated to users based on total budgeted expenditures, accounts payable activities have been allocated on the number of accounts payable transactions processed during FY 2018-2019, and human resources activities have been allocated on the number of budgeted full-time equivalent positions served.

In selecting an allocation base to be used, the objective has been to utilize a base for each service that is available and reasonably results in the allocation of a service to users based on the relative benefit they receive or derive. A list of the allocation basis is provided in the Appendix.

Fleet Management

To provide a comprehensive fleet management program dedicated to health, safety, resource conservation and fiscal responsibility in selecting and supplying the most efficient state of the art vehicles and equipment to support City divisions and employees in the delivery of municipal services.

Fleet Management consists of line workers and supervisors representing City divisions that are dedicated to developing and implementing policies and procedures for fleet operations. The committee is under leadership of the Public Works Section Head, Fleet Manager and the Sustainability Specialist and as directed by the fleet policies identified in the Municipal Sustainability Plan. Fleet Management coordinates and monitors the evaluation, replacement, purchasing, fuel usage and utilization of the City's fleet, maximizing vehicle and equipment life, retaining units if economically possible and replacing units that have met or exceeded useful life.

For a list of FY 2019-2020 accomplishments and FY 2020-2021 new initiatives and goals, please see the Division Detail section.

Fleet Management - Rolling Stock Fiscal Year 2020-2021			
Division/Section	Amount	Division/Section	Amount
051 Fire		161 Streets	
Type 1 Engine	$ 525,000	6 Wheel Plow (2)	470,000
Type 6 Wildland Fire Suppression Vehicle	190,000	10 Wheel Plow Truck	280,000
Hybrid/Electric Vehicle	55,000	Pick Up Truck (2)	80,000
		Patch Truck	280,000
		Traffic Control Barricade Truck	110,000
052 Fire Grants			
Quint	1,400,000	**Total Highway User Revenue Fund**	1,220,000
061 Police		303 Water Distribution	
Patrol Vehicles (5)	195,910	1 1/2 Ton Service Truck	105,000
		1 Ton Service Truck	105,000
062 Police Grants			
Police Motorcycle (2)	50,000	**Total Water Services**	210,000
152 Facility Maintenance		166 Solid Waste - Collections	
Vehicle	36,595	Side Loader Truck - Trash Collection (3)	949,931
		Side Loader Truck - Recycle Collection	300,000
155 Parks		Top Loader Truck - Trash Collection	290,000
3/4 Ton Truck	39,000	Pick Up Truck	40,000
Total General Fund	2,491,505	**Total Solid Waste**	1,579,931
		Total Fleet Rolling Stock	$ 5,501,436

Information Technology

The mission of the Information Technology division is:

- To enable City staff to make informed decisions by providing:
  - Desktop, network, server, electronic storage and telephony infrastructure which enables access to the City's electronic data and geographical information;
  - Helpdesk services, software, hardware, system analysis, software development and product evaluation support services
- To ensure that the City's server, network and telephony infrastructure and electronic data resources are protected through sound security and disaster recovery management methodologies
- To provide and maintain an accurate, current and reliable geographic information system (GIS) that efficiently manages City geospatial data, records and asset inventories, which can be leveraged to enable staff and citizens to make informed and effective decisions
- To provide tools and training to assist employees in working more efficiently

The Information Technology division supports all City divisions except for the Library which has its own staff, the Police Department which is supported at the Law Enforcement Administrative Facility (LEAF) via an IGA with the County and the Courts which are mandated to be supported by the State. Information Technology consists of seventeen (17) FTE's in the areas of Application support, Operations support, GIS support and the IT Help Desk.

FY 2019-2020 Updates

Public Safety Pension Plan and Funding

The cost of public safety pensions continues to escalate due to changes in actuarial assumptions on rate of return, wage inflation and mortality rates. While the City has committed to maintaining contributions at the FY 2018-2019 rates, costs continue to rise. A pension policy was adopted in FY 2019-2020 which includes strategies to increase pension liability funding including: increased use tax rates, continued funding at same rate when and if rates decrease, budget funds for all personnel including DROP and prepay on July 1st annually. As a result of these increases, and the direction of the pension policy, the City has made the decision to bond the payoff of the outstanding pension liability. This decision will enable the City to maintain full funding of the public safety pension plans and alleviate the burden on the General Fund for annual increases in contributions.

FY 2020-2021 Issues

COVID-19 Pandemic

As the COVID-19 pandemic continues to impact the local, national and global economies, the City of Flagstaff is reacting to these ever-changing impacts. The City is utilizing their recession plan as approved by Council to make sound financial decisions in response to decreased revenues. The recession plan is the guiding policy during this time and provides detailed guidance for leadership to utilize during decision making processes which will impact operations during these unprecedented times.

Compensation for All City Employees

The City continues to address compensation for all City employees. For FY 2020-2021, the City has approved a cost of living adjustment (COLA). Additionally, the City will be completing a compensation study during this fiscal year. While the employee compensation increases will be postponed until the time at which revenues can support such increases, they remain part of the FY 2020-2021 approved budget.

Background:
The City's pay plan has consistently been under market. In FY 2015-2016, the overall pay plan was 5.19% below market. Rather than providing across the board market increases, the City has utilized budget funding to strategically move the pay structure closer to what is found in the market. For FY 2016-2017 through FY 2018-2019, a three-phase approach was used to move employees' compensation towards market. Using benchmark organizations and positions the City has created a pay structure based on a market comparison. This supports the City's structure in becoming more market competitive to attract and retain quality staff.

The other key component to compensation is merit or pay for performance for current employees. The City has been unable to provide merit type increases to employees since FY 2013-2014 due to the recession and limited ongoing resource availability. During FY 2019-2020, the City provided a merit increase of up to 3% based on years of service.

Conclusion:
Council approved a budget that includes a COLA for eligible employees as well as the completion of the compensation study. Once results of the compensation study are received, the City will begin the process of implementing changes they feel necessary to address compensation.

City of Flagstaff
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2020-2021

The final opportunity for public input on the City of Flagstaff Fiscal Year 2020-2021 budget will occur on June 16, 2020 at the 3:00 PM City Council meeting
In-person audiences have been suspended until further notice - public participation comments can be submitted to publiccomment@flagstaffaz.gov
The budget may be reviewed at the City of Flagstaff in the City Clerks Office, 211 West Aspen Avenue, Flagstaff, AZ 86001
or the official website "flagstaff.az.gov" or by request

Fiscal Year		Sch	Funds							
			General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Permanent Fund	Enterprise Funds	Internal Service Funds	Total All Funds
2020	Adopted/Adjusted Budgeted Expenditures/Expenses*	E	74,623,301	79,210,888	7,390,028	33,885,094	0	84,855,761	0	279,965,072
2020	Actual Expenditures/Expenses**	E	69,447,035	52,141,749	7,020,714	17,058,517	0	60,338,903	0	206,006,918
2021	Fund Balance/Net Position at July 1***		33,112,020	66,623,683	7,283,897	6,846,318	343,434	70,674,322	0	184,883,674
2021	Primary Property Tax Levy	B	6,952,496	0	0	0		0	0	6,952,496
2021	Secondary Property Tax Levy	B	0	0	7,406,121	0		0	0	7,406,121
2021	Estimated Revenues Other than Property Taxes	C	62,849,958	56,615,644	10,000	2,892,000	14,126	77,095,515	0	199,477,243
2021	Other Financing Sources	D	0	0	130,000,000	10,000,000	0	22,000,000	0	162,000,000
2021	Other Financing (Uses)	D	0	0	0	0	0	0	0	0
2021	Interfund Transfers In	D	4,157,395	15,290,765	9,380,836	637,938	0	2,123,205	0	31,590,139
2021	Interfund Transfers (Out)	D	4,461,427	17,153,040	7,500,845	30,075	0	2,444,752	0	31,590,139
2021	Reduction for Amounts Not Available									
Less:	Amounts for Future Debt Retirement									0
										0
										0
										0
2021	Total Financial Resources Available		102,610,442	121,377,052	146,580,009	20,346,181	357,560	169,448,290	0	560,719,534
2021	Budgeted Expenditures/Expenses	E	81,689,749	94,938,326	129,380,836	20,346,181	0	124,333,224	0	450,688,316

Expenditure Limitation Comparison	2020	2021
1. Budgeted Expenditures/Expenses	$ 338,853,866	$ 450,688,316
2. Add/Subtract: Estimated Net Reconciling Items	0	0
3. Budgeted Expenditures/Expenses Adjusted for Reconciling Items	338,853,866	450,688,316
4. Less: Estimated Exclusions	176,806,537	282,359,084
5. Amount Subject to the Expenditure Limitation	$ 162,047,329	$ 168,329,232
6. EEC Expenditure Limitation	$ 162,133,141	$ 168,625,388

The city/town does not levy property taxes and does not have special assessment districts for which property taxes are levied. Therefore, Schedule B has been omitted.

* Includes expenditure/expense adjustments approved in the current year from Schedule E.
** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.
*** Amounts on this line represent fund balance/net position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

City of Flagstaff
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2020-2021

	Unreserved Fund Balance/ Retained Earnings at 7/1/2020	Estimated Revenues and Other Financing Sources 2020-2021	Interfund Transfers 2020-2021		Total Financial Resources Available 2020-2021	Operations	Capital Outlay (Equip/CIP)	Debt Service	Reserves/ Contingencies	Total Appropriations 2020-2021	Fund Balance 6/30/2021
			In	Out							
General Fund	$ 33,112,020	69,802,454	4,157,395	(4,461,427)	102,610,442	75,940,801	3,880,554	340,644	1,527,750	81,689,749	20,920,693
Special Revenue Funds:											
Housing and Comm Svcs	830,901	2,263,953	-	-	3,094,854	2,935,545	-	-	-	2,935,545	159,309
Metro Planning Organization	37,778	-	-	(37,778)	-	-	-	-	-	-	-
Library	3,524,630	3,901,393	1,636,911	-	9,062,934	6,338,298	1,020,390	-	100,000	7,458,688	1,604,246
Highway User Revenue	9,378,913	11,312,763	13,369,076	(113,000)	33,947,752	5,797,771	24,673,242	-	100,000	30,571,013	3,376,739
Transportation	37,367,745	26,783,818	37,778	(13,369,076)	50,820,265	7,665,979	25,833,341	3,699,726	-	37,199,046	13,621,219
Flagstaff Urban Trails	3,027,599	15,000	-	-	3,042,599	-	3,042,599	-	-	3,042,599	-
Beautification	7,402,757	1,902,500	-	(495,313)	8,809,944	500,298	4,222,409	-	10,000	4,732,707	4,077,237
Economic Development	501,783	1,314,196	247,000	(343,757)	1,719,222	1,247,001	-	247,088	45,000	1,539,089	180,133
Tourism	997,664	2,936,905	-	(155,070)	3,779,499	3,182,717	80,000	-	50,000	3,312,717	466,782
Arts and Science	1,057,230	704,563	-	-	1,761,793	562,998	687,000	-	10,000	1,259,998	501,795
Recreation - BBB	959,203	3,083,075	-	(2,542,697)	1,499,581	7,500	-	-	-	7,500	1,492,081
Parking District	1,537,480	1,277,478	-	(96,349)	2,718,609	825,086	874,191	112,026	30,000	1,841,303	877,306
Water Res & Infra Protection	-	1,120,000	-	-	1,120,000	1,038,121	-	-	-	1,038,121	81,879
Debt Service Funds:											
GO Bonds	-	-	7,378,336	-	7,378,336	-	-	7,378,336	-	7,378,336	-
Secondary Property Tax	7,161,388	7,416,121	-	(7,378,336)	7,199,173	-	-	-	-	-	7,199,173
Pension Debt Service	-	130,000,000	2,002,500	-	132,002,500	120,000,000	-	2,002,500	-	122,002,500	10,000,000
Special Assessments	122,509	-	-	(122,509)	-	-	-	-	-	-	-
Permanent Funds:											
Perpetual Care	343,434	14,126	-	-	357,560	-	-	-	-	-	357,560
Capital Project Funds:											
Non GO Bonds	5,304,330	12,003,000	537,938	(75)	17,845,193	-	17,845,193	-	-	17,845,193	-
GO Bonds	1,541,988	889,000	100,000	(30,000)	2,500,988	1,877,115	623,873	-	-	2,500,988	-
Enterprise Funds:											
Drinking Water	24,020,160	19,910,546	1,745,957	(82,247)	45,594,416	12,996,659	19,984,006	2,317,121	1,000,000	36,297,786	9,296,630
Wastewater	16,331,063	12,406,857	-	(1,621,451)	27,116,469	5,086,762	8,367,588	894,135	800,000	15,148,485	11,967,984
Reclaimed Water	1,590,693	1,044,492	-	(117,473)	2,517,712	578,447	1,395,000	-	50,000	2,023,447	494,265
Stormwater	3,755,120	22,920,297	-	(7,033)	26,668,384	1,457,601	22,072,253	600,000	300,000	24,429,854	2,238,530
Solid Waste	21,846,442	12,817,917	63,570	(100,000)	34,627,929	10,525,073	6,845,699	377,230	500,000	18,248,002	16,379,927
Sustainability and Env Mgmt	489,568	1,138,506	313,678	-	1,941,752	1,278,865	33,000	-	30,000	1,341,865	599,887
Airport	1,040,789	18,479,632	-	(516,548)	19,003,873	5,968,343	9,979,840	551,736	100,000	16,599,919	2,403,954
Flagstaff Housing Authority	1,600,487	10,377,268	-	-	11,977,755	7,102,616	2,140,000	-	1,001,250	10,243,866	1,733,889
Total All Funds	$ 184,883,674	375,835,860	31,590,139	(31,590,139)	560,719,534	272,913,596	153,600,178	18,520,542	5,654,000	450,688,316	110,031,218

City of Flagstaff
Expenditure Limitation and
Tax Levy Information
Fiscal Year 2020-2021

	Estimate* FY 2019-2020	Budget FY 2020-2021
Expenditure Limitation [Economic Estimates Commission]		$ 168,625,388
Total Estimated Expenditures Subject to Expenditure Limitation		
1. Maximum Allowable Primary Property Tax Levy [ARS 42-17051.A] rev 6/06 HB 2876	$ 6,892,243	$ 7,091,361
2. Amount Received from Primary Property Taxation in FY 2019-2020 in Excess of the Sum of that Year's Maximum Allowable Primary Property Tax Levy [ARS 42-17102.A.18]	$ -	
3. Property Tax Levy Amounts		
A. Primary Property Taxes	$ 6,892,243	$ 6,952,496
B. Secondary Property Taxes	7,268,436	7,406,121
C. Total Property Tax Levy Amount	$ 14,160,679	$ 14,358,617
4. Property Taxes Collected (Estimated)		
A. Primary Property Taxes:		
(1) FY 2019-2020 Levy	$ 6,792,243	
(2) Prior Years' Levies	100,000	
(3) Total Primary Property Taxes Collected	6,892,243	
B. Secondary Property Taxes:		
(1) FY 2019-2020 Levy	7,268,436	
(2) Total Secondary Property Taxes Collected	7,268,436	
C. Total Property Taxes Collected	$ 14,160,679	
5. Property Tax Rates		
A. City of Flagstaff Tax Rate:		
(1) Primary Property Tax Rate	0.7933	0.7510
(2) Secondary Property Tax Rate	0.8366	0.8000
(3) Total City Tax Rate	1.6299	1.5510

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

* Includes actual property taxes collected as of the date the proposed budget was prepared plus estimated property tax

City of Flagstaff
Summary by Fund of Revenues Other Than Property Taxes
Fiscal Years 2019-2020 and 2020-2021
(With Actuals for Fiscal Year 2018-2019)

Source of Revenues	Actual Revenues 2018-2019	Budgeted Revenues 2019-2020	Estimated Revenues 2019-2020	Budgeted Revenues 2020-2021	Change (Bdgt-Bdgt)	% Change
General Fund						
Local Taxes						
City Sales Tax	$ 20,380,239	22,781,468	21,612,806	22,146,670	(634,798)	(2.79%)
Franchise Tax	2,446,663	2,585,889	2,425,000	2,471,500	(114,389)	(4.42%)
Licenses and Permits						
Business Licenses	44,102	30,000	30,000	30,000	-	0.00%
Building Permits	2,219,361	1,650,000	2,100,000	1,702,500	52,500	3.18%
Other Licenses and Permits	1,026,626	1,026,716	1,076,880	1,153,764	127,048	12.37%
Intergovernmental						
State Income Tax Sharing	8,716,163	9,451,184	9,564,600	10,669,590	1,218,406	12.89%
State Shared Sales Tax	7,256,536	7,182,893	7,400,000	7,486,395	303,502	4.23%
Auto Lieu Tax	3,427,640	3,237,360	3,500,000	3,540,863	303,503	9.38%
Federal Grants	1,004,934	2,355,526	1,203,290	4,104,504	1,748,978	74.25%
State/Local Grants	673,520	2,849,453	2,674,423	1,466,978	(1,382,475)	(48.52%)
Local Intergovernmental Agreements	1,214,580	1,257,668	1,257,668	1,133,160	(124,508)	(9.90%)
Charges for Services						
Community Development	931,171	730,800	810,500	745,500	14,700	2.01%
Parks and Recreation	1,602,015	1,622,870	1,622,870	1,610,870	(12,000)	(0.74%)
Public Safety	812,059	732,817	792,317	741,506	8,689	1.19%
Cemetery/General Government	157,677	180,950	181,150	182,937	1,987	1.10%
Fines and Forfeits	1,416,061	1,420,489	1,428,639	1,458,855	38,366	2.70%
Investment Earnings	598,820	371,837	500,702	422,751	50,914	13.69%
Miscellaneous	1,614,162	1,820,497	1,960,614	1,781,615	(38,882)	(2.14%)
Total General Fund	55,542,329	61,288,417	60,141,459	62,849,958	1,561,541	2.55%
Special Revenue Funds						
Housing and Community Services Fund						
Intergovernmental						
Federal Grants	697,273	993,899	562,359	1,359,953	366,054	36.83%
State Grants	93,691	1,080,000	1,080,000	900,000	(180,000)	(16.67%)
Investment Earnings	17,389	-	17,133	4,000	4,000	100.00%
Sale of Real Property	68,016	-	-	-	-	0.00%
Miscellaneous	151,781	-	65,801	-	-	0.00%
Total Housing and Comm Svcs Fund	1,028,150	2,073,899	1,725,293	2,263,953	190,054	9.16%
Metro Planning Organization Fund						
Intergovernmental						
Federal Grants	414,963	1,150,886	1,148,519	-	(1,150,886)	(100.00%)
Miscellaneous	5,000	505,000	5,000	-	(505,000)	(100.00%)
Total Metro Planning Organization Fund	419,963	1,655,886	1,153,519	-	(1,655,886)	(100.00%)
Library Fund						
Intergovernmental						
Federal Grants	38,391	55,000	55,000	55,000	-	0.00%
State/Local Grants	63,480	-	-	-	-	0.00%
Library District Taxes	3,536,147	3,888,971	3,558,962	3,738,235	(150,736)	(3.88%)
Investment Earnings	64,095	38,381	66,824	67,158	28,777	74.98%
Miscellaneous	77,349	41,000	41,000	41,000	-	0.00%
Total Library Fund	3,779,462	4,023,352	3,721,786	3,901,393	(121,959)	(3.03%)

City of Flagstaff
Summary by Fund of Revenues Other Than Property Taxes
Fiscal Years 2019-2020 and 2020-2021
(With Actuals for Fiscal Year 2018-2019)

Source of Revenues	Actual Revenues 2018-2019	Budgeted Revenues 2019-2020	Estimated Revenues 2019-2020	Budgeted Revenues 2020-2021	Change (Bdgt-Bdgt)	% Change
Highway User Revenue Fund						
Intergovernmental						
Federal Grants	$ 235	-	-	-	-	0.00%
Highway User Tax	8,463,878	8,619,609	8,869,609	8,958,305	338,696	3.93%
Licenses and Permits	45,870	-	-	-	-	0.00%
Investment Earnings	133,403	15,000	41,000	18,000	3,000	20.00%
Miscellaneous	346,727	2,336,458	-	2,336,458	-	0.00%
Total Highway User Revenue Fund	8,990,113	10,971,067	8,910,609	11,312,763	341,696	3.11%
Transportation Fund						
Transportation Tax	20,766,231	26,911,206	25,516,880	26,058,162	(853,044)	(3.17%)
Intergovernmental						
Federal Grants	-	-	-	451,656	451,656	100.00%
State/Local Grants	-	-	-	100,000	100,000	100.00%
Investment Earnings	649,370	197,000	659,200	174,000	(23,000)	(11.68%)
Miscellaneous	118,611	-	-	-	-	0.00%
Total Transportation Fund	21,534,212	27,108,206	26,176,080	26,783,818	(324,388)	(1.20%)
FUTS Fund						
Investment Earnings	68,263	19,000	65,200	15,000	(4,000)	(21.05%)
Total FUTS Fund	68,263	19,000	65,200	15,000	(4,000)	(21.05%)
Beautification Fund						
BBB Tax	1,767,866	1,845,000	1,820,000	1,865,500	20,500	1.11%
Investment Earnings	109,480	30,000	100,000	37,000	7,000	23.33%
Miscellaneous	(5,025)	-	-	-	-	0.00%
Total Beautification Fund	1,872,321	1,875,000	1,920,000	1,902,500	27,500	1.47%
Economic Development Fund						
BBB Tax	840,050	876,375	864,500	886,113	9,738	1.11%
Investment Earnings	18,612	7,486	15,730	8,279	793	10.59%
Miscellaneous	366,188	431,246	393,672	419,804	(11,442)	(2.65%)
Total Economic Development Fund	1,224,850	1,315,107	1,273,902	1,314,196	(911)	(0.07%)
Tourism Fund						
BBB Tax	2,652,694	2,767,500	2,730,000	2,798,250	30,750	1.11%
Retail Sales	74,733	89,227	118,706	119,893	30,666	34.37%
Investment Earnings	27,019	5,944	25,727	4,988	(956)	(16.08%)
Miscellaneous	32,355	27,438	27,438	13,774	(13,664)	(49.80%)
Total Tourism Fund	2,786,801	2,890,109	2,901,871	2,936,905	46,796	1.62%
Arts and Science Fund						
BBB Tax	662,725	691,875	682,500	699,563	7,688	1.11%
Investment Earnings	13,399	4,000	15,751	5,000	1,000	25.00%
Miscellaneous	(2,837)	-	-	-	-	0.00%
Total Arts and Science Fund	673,287	695,875	698,251	704,563	8,688	1.25%
Recreation - BBB Fund						
BBB Tax	2,917,785	3,044,250	3,003,000	3,078,075	33,825	1.11%
Investment Earnings	27,752	5,000	11,000	5,000	-	0.00%
Miscellaneous	(12,457)	-	-	-	-	0.00%
Total Recreation - BBB Fund	2,933,080	3,049,250	3,014,000	3,083,075	33,825	1.11%

City of Flagstaff
Summary by Fund of Revenues Other Than Property Taxes
Fiscal Years 2019-2020 and 2020-2021
(With Actuals for Fiscal Year 2018-2019)

Source of Revenues	Actual Revenues 2018-2019	Budgeted Revenues 2019-2020	Estimated Revenues 2019-2020	Budgeted Revenues 2020-2021	Change (Bdgt-Bdgt)	% Change
Parking District Fund						
Parking	$ 1,501,662	1,466,434	1,520,000	1,254,378	(212,056)	(14.46%)
Investment Earnings	17,063	14,000	18,000	23,100	9,100	65.00%
Total Parking District Fund	1,518,725	1,480,434	1,538,000	1,277,478	(212,056)	(14.32%)
Water Resource & Infrastructure Protection (WRIP) Fund						
Water Resource Protection Fee	-	-	-	1,120,000	1,120,000	100.00%
Total WRIP Fund	-	-	-	1,120,000	1,120,000	100.00%
Total Special Revenue Funds	46,829,227	57,157,185	53,098,511	56,615,644	(550,641)	(0.96%)
Debt Service Funds						
Secondary Property Tax Fund						
Investment Earnings	56,858	34,000	34,000	10,000	(24,000)	(70.59%)
Total Secondary Property Tax Fund	56,858	34,000	34,000	10,000	(24,000)	(70.59%)
Special Assessment Bond Fund						
Investment Earnings	9,330	1,000	1,119	-	(1,000)	(100.00%)
Total Special Assessment Bonds Fund	9,330	1,000	1,119	-	(1,000)	(100.00%)
Total Debt Service Funds	66,188	35,000	35,119	10,000	(25,000)	(71.43%)
Permanent Funds						
Perpetual Care Fund						
Contributions	26,460	9,690	9,690	9,884	194	2.00%
Investment Earnings	5,759	3,225	4,200	4,242	1,017	31.53%
Total Perpetual Care Fund	32,219	12,915	13,890	14,126	1,211	9.38%
Total Permanent Funds	32,219	12,915	13,890	14,126	1,211	9.38%
Capital Project Funds						
Non GO Bonds Projects Fund						
Real Estate Proceeds	-	-	-	2,000,000	2,000,000	100.00%
Investment Earnings	46,116	-	12,000	3,000	3,000	100.00%
Total Non GO Bonds Projects Fund	46,116	-	12,000	2,003,000	2,003,000	100.00%
GO Bonds Projects Fund						
Intergovernmental						
Federal Grants	42,428	-	-	-	-	0.00%
State Grants	-	189,000	-	889,000	700,000	370.37%
Investment Earnings	68,767	10,000	35,000	-	(10,000)	(100.00%)
Total GO Bonds Projects Fund	111,195	199,000	35,000	889,000	690,000	346.73%
Total Capital Projects Funds	157,311	199,000	47,000	2,892,000	2,693,000	1,353.27%
Enterprise Funds						
Drinking Water Fund						
Water Fees	17,571,826	19,769,681	18,926,562	18,985,295	(784,386)	(3.97%)
Investment Earnings	357,044	319,700	442,188	120,101	(199,599)	(62.43%)
Miscellaneous	(1,720)	5,150	5,150	805,150	800,000	15,534%
Total Drinking Water Fund	17,927,150	20,094,531	19,373,900	19,910,546	(183,985)	(0.92%)

City of Flagstaff
Summary by Fund of Revenues Other Than Property Taxes
Fiscal Years 2019-2020 and 2020-2021
(With Actuals for Fiscal Year 2018-2019)

Source of Revenues	Actual Revenues 2018-2019	Budgeted Revenues 2019-2020	Estimated Revenues 2019-2020	Budgeted Revenues 2020-2021	Change (Bdgt-Bdgt)	% Change
Wastewater Fund						
Wastewater Fees	$ 11,961,453	12,500,971	11,877,737	12,243,546	(257,425)	(2.06%)
Investment Earnings	224,834	56,755	322,774	163,311	106,556	187.75%
Miscellaneous	123,742	-	(103,000)	-	-	0.00%
Total Wastewater Fund	12,310,029	12,557,726	12,097,511	12,406,857	(150,869)	(1.20%)
Reclaimed Water Fund						
Reclaimed Water Fees	918,324	1,034,578	1,034,578	1,036,539	1,961	0.19%
Investment Earnings	15,612	5,152	21,586	7,953	2,801	54.37%
Total Reclaimed Water Fund	933,936	1,039,730	1,056,164	1,044,492	4,762	0.46%
Stormwater Fund						
Intergovernmental						
Federal Grants	3,156	200,000	19,400	659,180	459,180	229.59%
State Grants	6,259	-	82,721	-	-	0.00%
Stormwater Fees	2,667,251	4,241,397	4,251,682	4,242,341	944	0.02%
Investment Earnings	29,542	35,187	47,706	18,776	(16,411)	(46.64%)
Total Stormwater Fund	2,706,208	4,476,584	4,401,509	4,920,297	443,713	9.91%
Solid Waste Fund						
Solid Waste	11,583,513	11,833,542	11,619,382	12,368,625	535,083	4.52%
Investment Earnings	430,023	402,730	439,804	449,292	46,562	11.56%
Miscellaneous	31,148	-	600	-	-	0.00%
Total Solid Waste Fund	12,044,684	12,236,272	12,059,786	12,817,917	581,645	4.75%
Sustainability and Environmental Management Fund						
Intergovernmental						
Federal Grants	47,020	40,000	40,000	86,407	46,407	116.02%
State Grants	8,000	-	-	4,077	4,077	100.00%
Environmental Services	1,019,502	1,060,738	1,021,376	1,041,804	(18,934)	(1.78%)
Investment Earnings	7,318	3,130	3,130	3,177	47	1.50%
Miscellaneous	9	530	530	3,041	2,511	473.77%
Total Sustainability and Env Mgmt Fund	1,081,849	1,104,398	1,065,036	1,138,506	34,108	3.09%
Airport Fund						
Intergovernmental						
Federal Grants	48,170	5,989,637	3,361,431	10,976,082	4,986,445	83.25%
State Grants	31,677	66,850	128,703	953,726	886,876	1,326.67%
Airport	2,121,219	2,082,841	2,435,235	2,547,324	464,483	22.30%
Parking	-	133,351	-	-	(133,351)	(100.00%)
Investment Earnings	12,940	1,500	300	1,500	-	0.00%
Miscellaneous	(619)	3,080	1,000	1,000	(2,080)	(67.53%)
Total Airport Fund	2,213,387	8,277,259	5,926,669	14,479,632	6,202,373	74.93%
Flagstaff Housing Authority Fund						
Intergovernmental						
Federal Grants	5,322,044	6,757,401	5,756,151	8,532,570	1,775,169	26.27%
Rents and Other Tenant Income	1,387,251	1,375,000	1,375,000	1,447,000	72,000	5.24%
Miscellaneous	627,542	438,021	438,021	397,698	(40,323)	(9.21%)
Total Flagstaff Housing Authority Fund	7,336,837	8,570,422	7,569,172	10,377,268	1,806,846	21.08%
Total Enterprise Funds	56,554,080	68,356,922	63,549,747	77,095,515	8,738,593	12.78%
Total Revenues	$ 159,181,354	187,049,439	176,885,726	199,477,243	12,418,704	6.64%

City of Flagstaff
Schedule of Grant Revenues
Fiscal Year 2020-2021

Project Name	Budgeted Revenues 2019-2020	Estimated Revenues 2019-2020	Budgeted Revenues 2020-2021	City Match 2020-2021	Budgeted Grant Reimb %	Funding
General Fund						
City Manager:						
Social Justice Grant	$ -	-	25,000	-	100%	S
Legal:						
AZ Attorney Generals Office - Victims Rights	7,000	7,000	5,600	-	100%	S
Court:						
County - Information Systems Technician	110,600	110,600	110,600	-	100%	L
County - Interpreter	52,500	52,500	52,500	-	100%	L
County - Trainer	28,800	28,800	28,800	-	100%	L
TCPF/State JCEF - Court Training Officer	25,000	25,000	25,000	-	100%	S
Fire:						
AFG - Ballistic Vests	31,500	31,500	661,500	73,500	90%	F/S
AFG - Prevention	25,000	25,000	22,500	2,500	90%	F/S
AFG - Quint	1,080,000	-	1,260,000	140,000	90%	F/S
AFG - SAFER	201,981	201,981	97,365	180,821	35%	F
AZ - 100 Club	10,000	10,000	15,000	-	100%	L
AZ DEMA - Camp Navajo	47,500	-	47,500	-	100%	S
AZ DFFM - Fuel Reduction #1	180,000	29,970	186,030	20,670	90%	S
AZ DFFM - Fuel Reduction #2	82,350	82,350	-	-	90%	S
AZ DFFM - Fuel Reduction #3	-	-	144,200	16,022	90%	S
AZ DFFM - Wildfire Treatment	180,000	180,000	270,000	30,000	90%	S
AZDOHS	31,500	31,500	31,500	3,500	90%	F/S
BNSF Grant - Technology	-	-	15,000	-	100%	L
Coconino County RX Fire	25,000	-	25,000	-	100%	L
GOHS	40,500	40,500	40,500	4,500	90%	F/S
Tribal Gaming	400,000	400,000	360,000	40,000	90%	L
WCFS - Naval Observatory	25,000	5,200	19,800	-	100%	S
Police:						
ACJC - Metro (NAZ Street Crimes Task Force)	139,011	139,011	147,339	-	100%	F/S
ADOR - AZ 911	1,222,288	1,222,288	715,000	-	100%	S
ADOR - AZ 911 - Text to 911	25,200	-	30,000	-	100%	S
ATF - SLOT Overtime	10,000	10,000	10,000	-	100%	F/S
AZDOHS - Emergency Response Equipment	-	-	100,000	-	100%	F/S
AZDOHS - Livescan Fingerprint Match	50,000	50,000	-	-	100%	F/S
AZDOHS - Robot	102,000	102,000	-	-	100%	F/S
AZDOHS - Shock Tub	15,000	15,000	-	-	100%	F/S
DOJ - Bullet Proof Vest Program	8,500	8,500	10,000	10,000	50%	F
DOJ - COPS	83,334	40,398	-	-	100%	F
DOJ - Edward Byrne Memorial JAG - Overtime	95,000	95,000	70,000	-	100%	F
DPS - Statewide GIITEM	140,994	140,994	153,659	51,220	75%	S
Dream Court Grant	-	-	8,500	-	100%	L
FBI - Northern Arizona Gang Taskforce	80,000	80,000	100,000	-	100%	S
GOHS - Accident Reconstruction	15,000	15,000	15,000	-	100%	F/S
GOHS - Click It or Ticket	5,000	5,000	-	-	100%	F/S
GOHS - DUI Abatement	40,000	40,000	40,000	-	100%	F/S
GOHS - DUI Enforcement	45,000	45,000	45,000	-	100%	F/S
GOHS - Equipment	100,000	100,000	100,000	-	100%	F/S
GOHS - Motorcycle Replacements	-	-	50,000	-	100%	F/S
GOHS - Youth Alcohol	45,000	45,000	30,000	-	100%	F/S

City of Flagstaff
Schedule of Grant Revenues
Fiscal Year 2020-2021

Project Name	Budgeted Revenues 2019-2020	Estimated Revenues 2019-2020	Budgeted Revenues 2020-2021	City Match 2020-2021	Budgeted Grant Reimb %	Funding
Police - Continued						
Law Enforcement Officer Grant	$ -	38,000	50,000	-	100%	F
NPS - Dispatch Services	10,000	35,200	15,000	-	100%	F
Phoenix PD - Internet Crimes Against Children	4,500	4,500	4,500	-	100%	F/S
PSN Gang Prevention	-	-	50,000	-	100%	F
RICO - Metro	208,516	208,516	221,008	-	100%	S
RICO - Metro Equipment	32,626	32,626	36,226	-	100%	S
RICO - Officers	53,779	53,779	54,855	-	100%	L
RICO - Police Equipment	40,000	40,000	40,000	-	100%	S
US Marshals - Service Grant	-	-	12,000	-	100%	F
Community Development:						
Sunnyside Historic Context Grant	-	-	20,000	15,000	58%	F
Economic Vitality:						
EPA - Brownfields	50,000	50,000	-	-	100%	F
Subtotal	5,204,979	3,877,713	5,571,482	587,733		
Housing and Community Services						
ADOH - Home Grant	450,000	450,000	450,000	-	100%	F/S
ADOH - Owner Occupied Housing Rehab	330,000	330,000	450,000	150,000	75%	F/S
ADOH - Subrecipient w/Coconino County	300,000	300,000	-	-	100%	F/S
HUD - CDBG Entitlement	993,899	562,359	1,359,953	-	100%	F
Subtotal	2,073,899	1,642,359	2,259,953	150,000		
Flagstaff Metro Planning Organization						
ADOT - Federal Transit Administration	36,000	36,000	-	-	80%	F/S
ADOT - Metropolitan Planning	113,880	113,880	-	-	94%	F/S
ADOT - State Planning Research	125,000	125,000	-	-	80%	F/S
FHWA - STP	876,006	873,639	-	-	94%	F/S
Subtotal	1,150,886	1,148,519	-	-		
Library						
LSTA	55,000	55,000	55,000	-	100%	F/S
Subtotal	55,000	55,000	55,000	-		
Transportation						
HSIP - Lockett/Fourth Roundabout	-	-	451,656	-	100%	F
FUTS State Parks Trails Grant	-	-	100,000	-	100%	S
Subtotal	-	-	551,656	-		
Capital Projects						
AZ DFFM - Museum Fire	-	-	700,000	193,937	78%	S
AZ DFFM - Observatory Mesa Fuels Reduction	189,000	-	189,000	21,000	90%	F/S
Subtotal	189,000	-	889,000	214,937		
Stormwater						
Baseline Hydrology Study	-	19,400	-	-	100%	F
FEMA - 2018 Cooperating Technical Partners	200,000	-	200,000	-	100%	F
FEMA/DEMA - Linda Vista Culvert Upsizing	-	-	320,080	-	100%	F/S
FEMA/DEMA - Low Water Crossing Armoring	-	-	25,250	-	100%	F/S

City of Flagstaff
Schedule of Grant Revenues
Fiscal Year 2020-2021

Project Name	Budgeted Revenues 2019-2020	Estimated Revenues 2019-2020	Budgeted Revenues 2020-2021	City Match 2020-2021	Budgeted Grant Reimb %	Funding
Stormwater - Continued						
FEMA/DEMA - Lower Spruce/Switzer Wash	$ -	-	113,850	-	100%	F/S
Mitigation - Rain Gauge	-	82,721	-	-	75%	S
	200,000	102,121	659,180	-		
Sustainability and Environmental Management						
AGF - Observation Mesa	-	-	33,000	-	100%	F
AZ State Forestry - Invasive Plant Grant	-	-	13,407	-	100%	F
Miscellaneous - Federal	40,000	40,000	40,000	-	100%	F
STEM - Kahtoola for the People	-	-	4,077	-	100%	S
Subtotal	40,000	40,000	90,484	-		
Airport						
ADOT - AIP40 - Wildlife Hazard Assess	4,270	4,270	-	4,269	5%	S
FAA - AIP40 - Wildlife Hazard Assessment	86,978	86,978	-	-	91%	F
ADOT - AIP 42 - ARFF Fire Fighting Vehicle	41,725	41,725	-	41,725	5%	S
FAA - AIP 42 - ARFF Fire Fighting Vehicle	850,000	850,000	-	-	91%	F
ADOT - AIP 43 - Snow Removal Equipment	133,646	-	133,646	133,646	5%	S
FAA - AIP 43- Snow Removal Equipment	2,722,548	-	2,722,548	-	91%	F
ADOT - Airport Drainage Improvements	17,880	-	17,880	17,880	5%	S
FAA - Airport Drainage Improvements	364,240	-	364,240	-	91%	F
ADOT - Land Acquisition	-	-	37,500	37,500	5%	S
FAA - Land Acquisition	-	-	675,000	-	91%	F
ADOT - Snow Removal Equipment Building	44,700	-	44,700	44,700	5%	S
FAA - Snow Removal Equipment Building	910,600	-	910,600	-	91%	F
DOT - Small Commuter Air Service Program	879,900	879,900	-	-	100%	F
ADOT - Design Apron Taxiway W	-	-	720,000	80,000	90%	S
FAA - COVID 19	-	1,627,261	6,303,694	-	100%	F
Subtotal	6,056,487	3,490,134	11,929,808	359,720		
Flagstaff Housing Authority						
Low Income Public Housing	1,362,151	1,362,151	2,871,870	-	100%	F
Section 8/MRO SRO	5,395,250	4,394,000	5,660,700	-	100%	F
Subtotal	6,757,401	5,756,151	8,532,570	-		
	$ 21,727,652	16,111,997	30,539,133	1,312,390		

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

City of Flagstaff
Summary by Funding of Other Financing Sources
and Interfund Transfers
Fiscal Year 2020-2021

Fund	Proceeds from Other Financing Sources	Interfund Transfers In	Interfund Transfers Out
General Fund	$ -	4,157,395	4,461,427
Special Revenue Funds			
FMPO	-	-	37,778
Library	-	1,636,911	-
Highway User Revenue	-	13,369,076	113,000
Transportation	-	37,778	13,369,076
Beautification	-	-	495,313
Economic Development	-	247,000	343,757
Tourism	-	-	155,070
Recreation - BBB	-	-	2,542,697
Parking District	-	-	96,349
Total Special Revenue Funds	-	15,290,765	17,153,040
Debt Service Funds			
GO Bonds	-	7,378,336	-
Secondary Property Tax	-	-	7,378,336
Pension Debt Service	130,000,000	2,002,500	-
Special Assessments	-	-	122,509
Total Debt Service Funds	130,000,000	9,380,836	7,500,845
Capital Project Funds			
Non GO Bond Funded Projects	10,000,000	537,938	75
GO Bond Funded Projects	-	100,000	30,000
Total Capital Projects Funds	10,000,000	637,938	30,075
Enterprise Funds			
Drinking Water	-	1,745,957	82,247
Wastewater	-	-	1,621,451
Reclaimed Water	-	-	117,473
Stormwater	18,000,000	-	7,033
Solid Waste	-	63,570	100,000
Sustainability and Environmental Management	-	313,678	-
Airport	4,000,000	-	516,548
Total Enterprise Funds	22,000,000	2,123,205	2,444,752
Total All Funds	$ 162,000,000	31,590,139	31,590,139

City of Flagstaff
Schedule of Transfers
Fiscal Year 2020-2021

Transfer To:	Transfer From:		Amount	Comments
General Fund	Highway User Fund		13,000	Right of way maintenance
General Fund	Beautification Fund		408,313	Streetscape maintenance on BBB funded projects
General Fund	Beautification Fund		57,000	Right of way and median maintenance
General Fund	Economic Development Fund		343,757	Accelerator debt service
General Fund	Tourism Fund		25,000	Support for community-wide events
General Fund	Recreation - BBB Fund		238,094	Contribution to the maintenance of FUTS
General Fund	Recreation - BBB Fund		1,339,759	Field maintenance for recreation bond projects
General Fund	Recreation - BBB Fund		954,844	Operation of recreation programs
General Fund	Recreation - BBB Fund		10,000	Parks improvements
General Fund	Parking Fund		96,349	Reimbursement for start up costs
General Fund	Special Assessments		122,509	Special assessment fund closeout
General Fund	Capital Projects		30,075	Capital project fund closeout
General Fund	Water Services		82,247	Information Technology security position
General Fund	Airport		436,448	TSA police officers
	Total	**$**	**4,157,395**	
Transportation Fund	FMPO Fund		37,778	FMPO fund closeout
	Total	**$**	**37,778**	
Library Fund	General Fund		1,570,411	Library operational and capital support
Library Fund	Tourism Fund		66,500	Library operational support
	Total	**$**	**1,636,911**	
Highway User Revenue Fund	Transportation Fund		12,306,064	Street improvement projects
Highway User Revenue Fund	Transportation Fund		1,063,012	Safety improvement projects
	Total	**$**	**13,369,076**	
Economic Development Fund	General Fund		247,000	Incubator debt service
	Total	**$**	**247,000**	
GO Bond Fund	Secondary Property Tax Fund		7,378,336	Repayment of GO bonds
	Total	**$**	**7,378,336**	
Pension Bond Fund	General Fund		1,922,400	Pension debt service
Pension Bond Fund	Airport		80,100	Pension debt service
	Total	**$**	**2,002,500**	
Capital Project Fund	General Fund		92,117	USGS Facility
Capital Project Fund	General Fund		445,821	Court Facility
Capital Project Fund	HURF		100,000	Core Facility improvements
	Total	**$**	**637,938**	
Drinking Water Fund	Stormwater Fund		7,033	Regulatory compliance services
Drinking Water Fund	Wastewater Fund		1,621,451	Operational support
Drinking Water Fund	Reclaimed Water Fund		117,473	Operational support
	Total	**$**	**1,745,957**	
Sustainability and Environmental Management Fund	General Fund		110,151	Open Space
Sustainability and Environmental Management Fund	General Fund		73,527	Climate coordinator
Sustainability and Environmental Management Fund	Beautification		30,000	Litter control support
Sustainability and Environmental Management Fund	Solid Waste		100,000	Environmental Management program support
	Total	**$**	**313,678**	
Solid Waste Fund	Tourism Fund		63,570	Downtown trash and recycling collection
	Total	**$**	**63,570**	
	Total Transfers	**$**	**31,590,139**	

City of Flagstaff
Summary by Division of Expenditures/Expenses within Each Fund
Comparison of Fiscal Year 2019-2020 and 2020-2021
(With Actual for Fiscal Year 2018-2019)

Fund/Division	Actual Expenditures/ Expenses 2018-2019	Adopted Budgeted Expenditures/ Expenses 2019-2020	Estimated Expenditures/ Expenses 2019-2020	Proposed Budgeted Expenditures/ Expenses 2020-2021	Change (Budget-Budget)	% Change
General Fund						
General Administration	$ 10,548,209	8,662,671	8,483,056	12,256,688	3,594,017	41.5%
Community Development	5,136,714	5,774,316	5,522,995	6,030,172	255,856	4.4%
Management Services	3,896,879	7,807,177	7,115,784	4,596,113	(3,211,064)	(41.1%)
Fire	14,448,863	19,123,206	17,364,984	20,263,632	1,140,426	6.0%
Police	21,918,669	25,165,928	24,325,219	25,655,337	489,409	1.9%
Public Works	9,189,367	12,737,356	10,370,389	11,618,249	(1,119,107)	(8.8%)
Economic Vitality	171,215	223,614	223,614	107,265	(116,349)	(52.0%)
Non-Departmental	(2,968,899)	(919,841)	(4,109,006)	(365,457)	554,384	(60.3%)
Contingency	134,347	1,662,750	150,000	1,527,750	(135,000)	(8.1%)
Total General Fund	62,475,364	80,237,177	69,447,035	81,689,749	1,452,572	1.8%
Special Revenue Funds						
Housing and Community Service Fund						
Community Development	1,006,327	2,991,581	2,033,906	2,886,877	(104,704)	(3.5%)
Non-Departmental	46,471	48,668	48,668	48,668	-	0.0%
	1,052,798	3,040,249	2,082,574	2,935,545	(104,704)	(3.4%)
Metro Planning Organization Fund						
Community Development	402,153	1,390,876	1,221,876	-	(1,390,876)	(100.0%)
Non-Departmental	26,658	43,000	43,000	-	(43,000)	(100.0%)
Contingency	-	500,000	-	-	(500,000)	(100.0%)
	428,811	1,933,876	1,264,876	-	(1,933,876)	(100.0%)
Library Fund						
General Administration	216,364	212,985	212,985	253,764	40,779	19.1%
Management Services	101,612	139,996	139,996	139,996	-	0.0%
Public Works	57,394	44,483	44,483	43,397	(1,086)	(2.4%)
Economic Vitality	4,471,913	7,367,486	5,412,465	6,849,779	(517,707)	(7.0%)
Non-Departmental	54,829	75,872	75,872	71,752	(4,120)	(5.4%)
Contingency	-	100,000	-	100,000	-	0.0%
	4,902,112	7,940,822	5,885,801	7,458,688	(482,134)	(6.1%)
Highway User Revenue Fund						
General Administration	227,240	152,508	152,508	256,750	104,242	68.4%
Community Development	1,833,996	22,282,940	8,129,512	14,744,813	(7,538,127)	(33.8%)
Management Services	62,612	184,020	184,020	83,032	(100,988)	(54.9%)
Public Works	9,554,675	14,753,482	7,334,901	15,256,833	503,351	3.4%
Economic Vitality	4,391	3,901	3,901	2,706	(1,195)	(30.6%)
Non-Departmental	58,781	75,170	75,170	126,879	51,709	68.8%
Contingency	-	100,000	-	100,000	-	0.0%
	11,741,695	37,552,021	15,880,012	30,571,013	(6,981,008)	(18.6%)
Transportation Fund						
General Administration	71,292	86,333	86,333	72,462	(13,871)	(16.1%)
Community Development	2,089,326	14,511,437	1,742,103	24,756,222	10,244,785	70.6%
Management Services	320,742	255,780	255,780	188,863	(66,917)	(26.2%)
Public Works	4,266,634	4,838,084	3,955,046	1,184,126	(3,653,958)	(75.5%)
Economic Vitality	1,513	1,395	1,395	748	(647)	(46.4%)
Non-Departmental	8,850,157	14,760,390	12,893,579	10,996,625	(3,763,765)	(25.5%)
	15,599,664	34,453,419	18,934,236	37,199,046	2,745,627	8.0%

City of Flagstaff
Summary by Division of Expenditures/Expenses within Each Fund
Comparison of Fiscal Year 2019-2020 and 2020-2021
(With Actual for Fiscal Year 2018-2019)

Fund/Division	Actual Expenditures/ Expenses 2018-2019	Adopted Budgeted Expenditures/ Expenses 2019-2020	Estimated Expenditures/ Expenses 2019-2020	Proposed Budgeted Expenditures/ Expenses 2020-2021	Change (Budget-Budget)	% Change
FUTS Fund						
General Administration	$ -	1,271	1,271	-	(1,271)	(100.0%)
Management Services	-	11,306	11,306	-	(11,306)	(100.0%)
Community Development	234,272	4,355,034	1,517,448	3,042,599	(1,312,435)	(30.1%)
Economic Vitality	-	100	100	-	(100)	(100.0%)
Non-Departmental	-	431	431	-	(431)	(100.0%)
	234,272	4,368,142	1,530,556	3,042,599	(1,325,543)	(30.3%)
Beautification Fund						
Economic Vitality	407,604	4,295,454	460,045	4,722,707	427,253	9.9%
Contingency	-	10,000	-	10,000	-	0.0%
	407,604	4,305,454	460,045	4,732,707	427,253	9.9%
Economic Development Fund						
Economic Vitality	1,176,817	1,542,437	1,312,753	1,494,089	(48,348)	(3.1%)
Contingency	-	90,000	-	45,000	(45,000)	(50.0%)
	1,176,817	1,632,437	1,312,753	1,539,089	(93,348)	(5.7%)
Tourism Fund						100.0%
Economic Vitality	2,652,019	3,049,676	2,970,676	3,262,717	213,041	7.0%
Contingency	-	50,000	-	50,000	-	0.0%
	2,652,019	3,099,676	2,970,676	3,312,717	213,041	6.9%
Arts and Science Fund						
Economic Vitality	517,633	1,208,436	509,436	1,249,998	41,562	3.4%
Contingency	-	10,000	-	10,000	-	0.0%
	517,633	1,218,436	509,436	1,259,998	41,562	3.4%
Recreation Fund						
Public Works	1,038,309	476,764	249,702	7,500	(469,264)	(98.4%)
	1,038,309	476,764	249,702	7,500	(469,264)	(98.4%)
Parking District Fund						
General Administration	6,479	18,070	18,070	44,282	26,212	145.1%
Management Services	3,978	24,445	24,445	6,603	(17,842)	(73.0%)
Public Works	-	1,112	1,112	567	(545)	(49.0%)
Economic Vitality	771,381	1,696,745	1,009,976	1,749,484	52,739	3.1%
Non-Departmental	386	7,479	7,479	10,367	2,888	38.6%
Contingency	-	30,000	-	30,000	-	0.0%
	782,224	1,777,851	1,061,082	1,841,303	63,452	3.6%
Water Resource & Infrastructure Fund						
Fire	-	-	-	1,038,121	1,038,121	100.0%
	-	-	-	1,038,121	1,038,121	100.0%
Total Special Revenue Funds	40,533,958	101,799,147	52,141,749	94,938,326	(6,860,821)	(6.7%)
Debt Service Funds						
General Obligation Bonds Fund						
Non-Departmental	7,074,350	7,715,047	7,020,714	7,378,336	(336,711)	(4.4%)
	7,074,350	7,715,047	7,020,714	7,378,336	(336,711)	(4.4%)

City of Flagstaff
Summary by Division of Expenditures/Expenses within Each Fund
Comparison of Fiscal Year 2019-2020 and 2020-2021
(With Actual for Fiscal Year 2018-2019)

Fund/Division	Actual Expenditures/ Expenses 2018-2019	Adopted Budgeted Expenditures/ Expenses 2019-2020	Estimated Expenditures/ Expenses 2019-2020	Proposed Budgeted Expenditures/ Expenses 2020-2021	Change (Budget-Budget)	% Change
Special Assessment Bonds Fund						
Non-Departmental	$ 2,079,217	-	-	-	-	100.0%
	2,079,217	-	-	-	-	100.0%
Pension Debt Service Fund						
Non-Departmental	-	-	-	122,002,500	122,002,500	100.0%
	-	-	-	122,002,500	122,002,500	100.0%
Total Debt Service Funds	9,153,567	7,715,047	7,020,714	129,380,836	121,665,789	1,577.0%
Capital Project Funds						
Non GO Bond Funded Projects Fund						
Non-Departmental	2,117,798	27,173,377	12,537,403	17,845,193	(9,328,184)	(34.3%)
	2,117,798	27,173,377	12,537,403	17,845,193	(9,328,184)	(34.3%)
GO Bonds Funded Projects Fund						
Non-Departmental	3,500,562	9,080,532	4,521,114	2,500,988	(6,579,544)	(72.5%)
	3,500,562	9,080,532	4,521,114	2,500,988	(6,579,544)	(72.5%)
Total Capital Projects Funds	5,618,360	36,253,909	17,058,517	20,346,181	(15,907,728)	(43.9%)
Enterprise Funds						
Drinking Water Fund						
General Administration	564,184	253,298	253,298	412,028	158,730	62.7%
Management Services	850,995	1,154,806	1,154,806	1,031,554	(123,252)	(10.7%)
Public Works	42,175	69,641	69,641	105,173	35,532	51.0%
Economic Vitality	7,829	9,258	9,258	5,640	(3,618)	(39.1%)
Water Services	19,461,767	33,718,651	17,435,244	33,585,725	(132,926)	(0.4%)
Non-Departmental	110,728	165,696	165,696	157,666	(8,030)	(4.8%)
Contingency	28,123	1,000,000	-	1,000,000	-	0.0%
	21,065,801	36,371,350	19,087,943	36,297,786	(73,564)	(0.2%)
Wastewater Fund						
General Administration	303,113	246,462	138,396	241,162	(5,300)	(2.2%)
Management Services	303,083	300,710	408,776	360,381	59,671	19.8%
Public Works	41,829	62,532	62,532	19,939	(42,593)	(68.1%)
Economic Vitality	4,164	3,896	3,896	2,383	(1,513)	(38.8%)
Water Services	8,839,434	14,211,736	11,374,703	13,658,719	(553,017)	(3.9%)
Non-Departmental	63,847	72,894	72,894	65,901	(6,993)	(9.6%)
Contingency	29,875	800,000	-	800,000	-	0.0%
	9,585,345	15,698,230	12,061,197	15,148,485	(549,745)	(3.5%)
Reclaimed Water Fund						
General Administration	19,966	21,696	14,151	28,900	7,204	33.2%
Management Services	23,391	40,811	48,356	32,038	(8,773)	(21.5%)
Public Works	1,737	1,026	1,026	-	(1,026)	(100.0%)
Economic Vitality	307	499	499	240	(259)	(51.9%)
Water Services	449,220	842,709	442,709	1,904,108	1,061,399	126.0%
Non-Departmental	4,552	10,571	10,571	8,161	(2,410)	(22.8%)
Contingency	3,121	50,000	-	50,000	-	0.0%
	502,294	967,312	517,312	2,023,447	1,056,135	109.2%

City of Flagstaff
Summary by Division of Expenditures/Expenses within Each Fund
Comparison of Fiscal Year 2019-2020 and 2020-2021
(With Actual for Fiscal Year 2018-2019)

Fund/Division	Actual Expenditures/ Expenses 2018-2019	Adopted Budgeted Expenditures/ Expenses 2019-2020	Estimated Expenditures/ Expenses 2019-2020	Proposed Budgeted Expenditures/ Expenses 2020-2021	Change (Budget-Budget)	% Change
Stormwater Fund						
General Administration	$ 50,305	25,324	25,324	54,758	29,434	116.2%
Management Services	57,912	91,772	91,772	88,129	(3,643)	(4.0%)
Public Works	11,897	9,241	9,241	108	(9,133)	(98.8%)
Economic Vitality	488	701	701	397	(304)	(43.4%)
Water Services	1,904,634	24,642,107	3,344,240	23,973,012	(669,095)	(2.7%)
Non-Departmental	9,022	15,546	15,546	13,450	(2,096)	(13.5%)
Contingency	-	300,000	-	300,000	-	0.0%
	2,034,258	25,084,691	3,486,824	24,429,854	(654,837)	(2.6%)
Solid Waste Fund						
General Administration	383,047	284,179	284,179	376,772	92,593	32.6%
Management Services	409,496	567,025	567,025	444,427	(122,598)	(21.6%)
Public Works	9,345,631	12,596,820	10,399,174	16,743,681	4,146,861	32.9%
Economic Vitality	8,627	8,512	8,512	5,332	(3,180)	(37.4%)
Non-Departmental	130,720	163,753	163,753	177,790	14,037	8.6%
Contingency	-	500,000	-	500,000	-	0.0%
	10,277,521	14,120,289	11,422,643	18,248,002	4,127,713	29.2%
Sustainability and Environmental Management Fund						
General Administration	42,810	36,224	36,224	1,039,860	1,003,636	2,770.6%
Management Services	62,627	91,588	91,588	82,015	(9,573)	(10.5%)
Public Works	822,139	1,219,362	888,862	174,081	(1,045,281)	(85.7%)
Economic Vitality	744	831	831	444	(387)	(46.6%)
Non-Departmental	11,880	20,898	20,898	15,465	(5,433)	(26.0%)
Contingency	-	30,000	-	30,000	-	0.0%
	940,200	1,398,903	1,038,403	1,341,865	(57,038)	(4.1%)
Airport Fund						
General Administration	90,262	60,258	60,258	109,853	49,595	82.3%
Management Services	119,854	143,107	143,107	116,371	(26,736)	(18.7%)
Public Works	73,877	70,008	70,008	76,177	6,169	8.8%
Economic Vitality	2,523,393	10,314,003	4,835,023	16,168,180	5,854,177	56.8%
Non-Departmental	22,164	27,622	27,622	29,338	1,716	6.2%
Contingency	-	100,000	97,000	100,000	-	0.0%
	2,829,550	10,714,998	5,233,018	16,599,919	5,884,921	54.9%
Flagstaff Housing Authority Fund						
Community Development	6,913,186	7,491,563	7,491,563	9,242,616	1,751,053	23.4%
Contingency	-	1,001,250	-	1,001,250	-	0.0%
	6,913,186	8,492,813	7,491,563	10,243,866	1,751,053	20.6%
Total Enterprise Funds	54,148,155	112,848,586	60,338,903	124,333,224	11,484,638	10.2%
Total All Funds	$ 171,929,404	338,853,866	206,006,918	450,688,316	111,834,450	33.0%

City of Flagstaff
Budget by Division and Section
Comparison of Fiscal Year 2019-2020 and 2020-2021
(With Actual for Fiscal Year 2018-2019)

Division/Section	Actual Expenditures/ Expenses 2018-2019	Adopted Budgeted Expenditures/ Expenses 2019-2020	Estimated Expenditures/ Expenses 2019-2020	Proposed Budgeted Expenditures/ Expenses 2020-2021	Change (Budget-Budget)	% Change
General Administration						
City Manager	$ 1,596,506	1,979,075	1,979,075	1,964,629	(14,446)	(0.7%)
Flagstaff Municipal Court	3,334,500	3,352,355	3,334,740	3,496,438	144,083	4.3%
City Attorney	1,821,706	1,909,590	1,909,590	2,152,507	242,917	12.7%
Human Resources	905,287	1,194,970	1,032,970	1,132,500	(62,470)	(5.2%)
Risk Management	202,182	226,681	226,681	230,171	3,490	1.5%
Information Technology	2,688,028	-	-	3,280,443	3,280,443	100.0%
SEMS - Sustainability	-	-	-	981,578	981,578	100.0%
	10,548,209	8,662,671	8,483,056	13,238,266	4,575,595	52.8%
Community Development						
Community Development Administratior	285,423	458,300	458,300	473,863	15,563	3.4%
Planning and Development Services	2,959,971	3,040,885	2,831,525	3,109,608	68,723	2.3%
Capital Improvement	(196,929)	(139,896)	(139,896)	(134,365)	5,531	(4.0%)
Engineering	1,625,673	1,943,288	1,923,454	2,131,388	188,100	9.7%
Housing	462,576	471,739	449,612	449,678	(22,061)	(4.7%)
Community Housing Services	188,667	966,350	440,215	675,592	(290,758)	(30.1%)
Community Housing Grants	106,373	1,080,000	1,080,000	900,000	(180,000)	(16.7%)
CDBG Grant	711,287	945,231	513,691	1,311,285	366,054	38.7%
Transportation CIP	1,312,908	24,183,713	7,677,010	20,077,909	(4,105,804)	(17.0%)
Road Repair Construction	2,089,326	12,110,337	1,694,278	10,566,413	(1,543,924)	(12.7%)
Street Widening Projects	-	-	-	1,859,344	1,859,344	100.0%
Street Operations	-	-	-	3,127,790	3,127,790	100.0%
Bicycle and Pedestrian Projects	-	-	-	2,151,000	2,151,000	100.0%
General Transportation Improvement	-	-	-	1,189,300	1,189,300	100.0%
Flagstaff Urban Trails System	234,272	4,355,034	1,517,448	3,042,599	(1,312,435)	(30.1%)
Metro Planning Organization	402,153	1,390,876	1,221,876	-	(1,390,876)	(100.0%)
Flagstaff Housing Authority	6,913,186	7,491,563	7,491,563	9,242,616	1,751,053	23.4%
	17,094,886	58,297,420	27,159,076	60,174,020	1,876,600	3.2%
Management Services						
Management Services Administration	272,375	270,426	270,426	279,381	8,955	3.3%
Information Technology	-	3,377,172	2,869,443	-	(3,377,172)	(100.0%)
Purchasing	911,632	943,073	943,073	924,099	(18,974)	(2.0%)
Finance	1,134,327	1,410,037	1,393,837	1,437,885	27,848	2.0%
Revenue	1,578,545	1,806,469	1,639,005	1,954,748	148,279	8.2%
	3,896,879	7,807,177	7,115,784	4,596,113	(3,211,064)	(41.1%)
Fire						
Fire Operations	13,791,335	16,207,118	16,068,118	16,191,014	(16,104)	(0.1%)
Fire Grants	657,528	2,916,088	1,296,866	4,072,618	1,156,530	39.7%
Fire Watershed Protection	-	-	-	1,038,121	1,038,121	100.0%
	14,448,863	19,123,206	17,364,984	21,301,753	2,178,547	11.4%
Police						
Police Operations	20,739,021	22,451,005	21,610,296	23,279,589	828,584	3.7%
Police Grants	1,179,648	2,714,923	2,714,923	2,375,748	(339,175)	(12.5%)
	21,918,669	25,165,928	24,325,219	25,655,337	489,409	1.9%
Public Works						
Public Works Administration	147,943	28,839	28,839	71,161	42,322	146.8%
USGS Facilities	531,683	1,199,073	900,762	1,189,023	(10,050)	(0.8%)
Parks	3,679,068	4,494,992	4,006,809	3,572,023	(922,969)	(20.5%)
Fleet Services	22,173	520,657	53,776	473,504	(47,153)	(9.1%)
Public Facilities Maintenance	1,328,611	2,394,451	1,280,859	2,260,565	(133,886)	(5.6%)
Recreation	3,479,889	4,099,344	4,099,344	4,051,973	(47,371)	(1.2%)
Street Maintenance and Repairs	4,293,036	7,183,310	6,009,914	6,588,763	(594,547)	(8.3%)
Street Construction and Reconstruction	4,578,143	6,896,497	651,312	8,519,312	1,622,815	23.5%
Road Repair Pavement Preservation	4,257,288	4,827,707	3,944,669	1,144,319	(3,683,388)	(76.3%)
Street and Highway User Revenue Bonds	543,546	546,508	546,508	-	(546,508)	(100.0%)
Solid Waste - Landfill	2,199,087	3,958,774	2,388,142	7,656,243	3,697,469	93.4%
Solid Waste - Collections	6,730,918	8,234,855	7,450,455	8,490,085	255,230	3.1%

City of Flagstaff
Budget by Division and Section
Comparison of Fiscal Year 2019-2020 and 2020-2021
(With Actual for Fiscal Year 2018-2019)

Division/Section	Actual Expenditures/ Expenses 2018-2019	Adopted Budgeted Expenditures/ Expenses 2019-2020	Estimated Expenditures/ Expenses 2019-2020	Proposed Budgeted Expenditures/ Expenses 2020-2021	Change (Budget-Budget)	% Change
Public Works - Continued						
Solid Waste Debt Service	$ 227,834	214,969	372,355	377,230	162,261	75.5%
SEMS - Sustainability	674,343	1,058,847	746,347	-	(1,058,847)	(100.0%)
SEMS - Environmental Management	111,281	140,022	122,022	143,250	3,228	2.3%
Recreation - BBB	1,038,309	476,764	249,702	7,500	(469,264)	(98.4%)
	33,843,152	46,275,609	32,851,815	44,544,951	(1,730,658)	(3.7%)
Economic Vitality						
Community Investment	171,215	223,614	223,614	107,265	(116,349)	(52.0%)
Airport	2,290,155	10,080,687	4,601,707	15,615,350	5,534,663	54.9%
Debt Service - Airport	231,736	231,736	231,736	551,736	320,000	138.1%
Arts and Science	517,633	1,208,436	509,436	1,249,998	41,562	3.4%
Urban Design	238,469	307,164	307,164	500,298	193,134	62.9%
Streetscape	169,135	3,988,290	152,881	4,222,409	234,119	5.9%
Economic Development	927,763	1,293,249	1,063,565	1,247,001	(46,248)	(3.6%)
Economic Development Debt Service	249,054	249,188	249,188	247,088	(2,100)	(0.8%)
Library City Direct	3,423,809	5,014,332	4,271,321	4,963,834	(50,498)	(1.0%)
Library County Direct	616,508	657,929	657,929	649,793	(8,136)	(1.2%)
Library County Indirect Shared Services	180,191	1,635,880	393,870	1,178,557	(457,323)	(28.0%)
Library Grants	247,350	55,000	85,000	55,000	-	0.0%
Parking District	656,325	1,581,277	894,508	1,637,074	55,797	3.5%
Debt Service - Parking District	115,025	115,026	115,026	112,026	(3,000)	(2.6%)
Tourism	2,265,613	2,636,014	2,557,014	2,704,789	68,775	2.6%
Visitor Services	386,406	413,662	413,662	557,928	144,266	34.9%
	12,686,387	29,691,484	16,727,621	35,600,146	5,908,662	19.9%
Water Services						
Administration	1,937,907	1,804,919	1,804,919	2,137,066	332,147	18.4%
Lake Mary Water Plant	4,139,986	4,510,295	4,248,998	4,679,605	169,310	3.8%
Water Distribution System	1,935,266	2,448,063	2,084,441	2,441,380	(6,683)	(0.3%)
Water Resource Management	583,540	769,134	748,134	707,887	(61,247)	(8.0%)
Engineering Services	651,885	558,246	558,246	571,132	12,886	2.3%
Regulatory Compliance	877,942	1,111,609	1,111,609	1,101,571	(10,038)	(0.9%)
SCADA Information Systems	-	971,176	908,051	771,326	(199,850)	(20.6%)
Wastewater Treatment	2,336,036	2,449,897	2,314,982	2,664,773	214,876	8.8%
Reclaimed Water Plant	981,471	1,166,136	1,118,569	1,057,807	(108,329)	(9.3%)
Wastewater Collection	1,304,082	1,589,378	1,589,378	1,237,062	(352,316)	(22.2%)
Reclaimed Water	400,501	602,709	442,709	779,108	176,399	29.3%
Drinking Water Capital	7,376,444	19,208,174	4,008,879	18,858,637	(349,537)	(1.8%)
Wastewater Capital	2,396,791	7,720,581	3,099,370	7,804,942	84,361	1.1%
Reclaimed Water Capital	48,719	240,000	-	1,125,000	885,000	368.8%
Debt Service - Drinking Water Fund	1,958,797	2,337,035	1,961,967	2,317,121	(19,914)	(0.9%)
Debt Service -Wastewater Fund	1,821,054	1,285,744	3,252,404	894,135	(391,609)	(30.5%)
Stormwater	692,123	893,662	792,858	1,799,939	906,277	101.4%
Stormwater Capital	1,212,511	23,148,445	2,551,382	21,573,073	(1,575,372)	(6.8%)
Stormwater Debt Service	-	600,000	-	600,000	-	0.0%
	30,655,055	73,415,203	32,596,896	73,121,564	(293,639)	(0.4%)
Non-Departmental						
Council and Commissions	445,220	415,495	415,495	432,096	16,601	4.0%
Non-Departmental	2,391,049	4,531,734	1,567,569	5,332,549	800,815	17.7%
GO Bond - Debt Service	7,074,350	7,715,047	7,020,714	7,378,336	(336,711)	(4.4%)
SID - Debt	2,079,217	-	-	-	-	100.0%
GO Bond Funded Projects	3,500,562	9,080,532	4,521,114	2,500,988	(6,579,544)	(72.5%)
Non GO Bond Funded Projects	2,117,798	27,173,377	12,537,403	17,845,193	(9,328,184)	(34.3%)
Transportation	5,650,790	11,026,000	9,159,189	7,270,134	(3,755,866)	(34.1%)
4th Street Debt Service	2,221,775	2,219,225	2,219,225	2,211,338	(7,887)	(0.4%)
Road Repair Debt Service	958,822	1,491,663	1,491,663	1,488,388	(3,275)	(0.2%)
Pension Debt Service	-	-	-	122,002,500	122,002,500	100.0%
Facility Improvement Debt	202,255	428,095	203,095	340,644	(87,451)	(20.4%)
	26,641,838	64,081,168	39,135,467	166,802,166	102,720,998	160.3%

City of Flagstaff
Budget by Division and Section
Comparison of Fiscal Year 2019-2020 and 2020-2021
(With Actual for Fiscal Year 2018-2019)

Division/Section	Actual Expenditures/ Expenses 2018-2019	Adopted Budgeted Expenditures/ Expenses 2019-2020	Estimated Expenditures/ Expenses 2019-2020	Proposed Budgeted Expenditures/ Expenses 2020-2021	Change (Budget-Budget)	% Change
Reserves/Contingencies	$ 195,466	6,334,000	247,000	5,654,000	(680,000)	(10.7%)
Grand Total	$ 171,929,404	338,853,866	206,006,918	450,688,316	111,834,450	33.0%

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

City of Flagstaff
Budget Summary by Division of Expenditures
Comparison of Fiscal Year 2019-2020 and 2020-2021
(With Actual for Fiscal Year 2018-2019)

Division/Fund	Actual Expenditures/ Expenses 2018-2019	Adopted Budgeted Expenditures/ Expenses 2019-2020	Estimated Expenditures/ Expenses * 2019-2020	Proposed Budgeted Expenditures/ Expenses 2020-2021	Change (Budget-Budget)	% Change
General Administration						
General Fund	$ 10,548,209	8,662,671	8,483,056	12,256,688	3,594,017	41.5%
Library	216,364	212,985	212,985	253,764	40,779	19.1%
HURF	227,240	152,508	152,508	256,750	104,242	68.4%
Transportation	71,292	86,333	86,333	72,462	(13,871)	(16.1%)
FUTS	-	1,271	1,271	-	(1,271)	(100.0%)
Parking District	6,479	18,070	18,070	44,282	26,212	145.1%
Drinking Water	564,184	253,298	253,298	412,028	158,730	62.7%
Wastewater	303,113	246,462	138,396	241,162	(5,300)	(2.2%)
Reclaimed Water	19,966	21,696	14,151	28,900	7,204	33.2%
Stormwater	50,305	25,324	25,324	54,758	29,434	116.2%
Airport	90,262	60,258	60,258	109,853	49,595	82.3%
Solid Waste	383,047	284,179	284,179	376,772	92,593	32.6%
Sustainability and Environmental Mgmt	42,810	36,224	36,224	1,039,860	1,003,636	2,770.6%
	12,523,271	10,061,279	9,766,053	15,147,279	5,086,000	50.6%
Community Development						
General Fund	5,136,714	5,774,316	5,522,995	6,030,172	255,856	4.4%
HURF	1,833,996	22,282,940	8,129,512	14,744,813	(7,538,127)	(33.8%)
Transportation	2,089,326	14,511,437	1,742,103	24,756,222	10,244,785	70.6%
FUTS	234,272	4,355,034	1,517,448	3,042,599	(1,312,435)	(30.1%)
Housing and Community Services	1,006,327	2,991,581	2,033,906	2,886,877	(104,704)	(3.5%)
Metro Planning Organization	402,153	1,390,876	1,221,876	-	(1,390,876)	(100.0%)
Flagstaff Housing Authority	6,913,186	7,491,563	7,491,563	9,242,616	1,751,053	23.4%
	17,615,974	58,797,747	27,659,403	60,703,299	1,905,552	3.2%
Management Services						
General Fund	3,896,879	7,807,177	7,115,784	4,596,113	(3,211,064)	(41.1%)
Library	101,612	139,996	139,996	139,996	-	0.0%
HURF	62,612	184,020	184,020	83,032	(100,988)	(54.9%)
Transportation	320,742	255,780	255,780	188,863	(66,917)	(26.2%)
FUTS	-	11,306	11,306	-	(11,306)	(100.0%)
Parking District	3,978	24,445	24,445	6,603	(17,842)	(73.0%)
Drinking Water	850,995	1,154,806	1,154,806	1,031,554	(123,252)	(10.7%)
Wastewater	303,083	300,710	408,776	360,381	59,671	19.8%
Reclaimed Water	23,391	40,811	48,356	32,038	(8,773)	(21.5%)
Stormwater	57,912	91,772	91,772	88,129	(3,643)	(4.0%)
Airport	119,854	143,107	143,107	116,371	(26,736)	(18.7%)
Solid Waste	409,496	567,025	567,025	444,427	(122,598)	(21.6%)
Sustainability and Environmental Mgmt	62,627	91,588	91,588	82,015	(9,573)	(10.5%)
	6,213,181	10,812,543	10,236,761	7,169,522	(3,643,021)	(33.7%)
Fire						
General Fund	14,448,863	19,123,206	17,364,984	20,263,632	1,140,426	6.0%
Water Resource & Infrastructure Fund	-	-	-	1,038,121	1,038,121	100.0%
	14,448,863	19,123,206	17,364,984	21,301,753	2,178,547	11.4%
Police						
General Fund	21,918,669	25,165,928	24,325,219	25,655,337	489,409	1.9%
	21,918,669	25,165,928	24,325,219	25,655,337	489,409	1.9%
Public Works						
General Fund	9,189,367	12,737,356	10,370,389	11,618,249	(1,119,107)	(8.8%)
Library	57,394	44,483	44,483	43,397	(1,086)	(2.4%)
HURF	9,554,675	14,753,482	7,334,901	15,256,833	503,351	3.4%
Transportation	4,266,634.00	4,838,084	3,955,046	1,184,126	(3,653,958)	(75.5%)
Recreation	1,038,309.00	476,764	249,702	7,500	(469,264)	(98.4%)
Parking District	-	1,112	1,112	567	(545)	(49.0%)
Drinking Water	42,175	69,641	69,641	105,173	35,532	51.0%

City of Flagstaff
Budget Summary by Division of Expenditures
Comparison of Fiscal Year 2019-2020 and 2020-2021
(With Actual for Fiscal Year 2018-2019)

Division/Fund	Actual Expenditures/ Expenses 2018-2019	Adopted Budgeted Expenditures/ Expenses 2019-2020	Estimated Expenditures/ Expenses * 2019-2020	Proposed Budgeted Expenditures/ Expenses 2020-2021	Change (Budget-Budget)	% Change
Public Works - Continued						
Wastewater	$ 41,829	62,532	62,532	19,939	(42,593)	(68.1%)
Reclaimed Water	1,737	1,026	1,026	-	(1,026)	(100.0%)
Stormwater	11,897	9,241	9,241	108	(9,133)	(98.8%)
Airport	73,877	70,008	70,008	76,177	6,169	8.8%
Solid Waste	9,345,631	12,596,820	10,399,174	16,743,681	4,146,861	32.9%
Sustainability and Environmental Mgmt	822,139	1,219,362	888,862	174,081	(1,045,281)	(85.7%)
	34,445,664	46,879,911	33,456,117	45,229,831	(1,650,080)	(3.5%)
Economic Vitality						
General Fund	171,215	223,614	223,614	107,265	(116,349)	(52.0%)
Library	4,471,913	7,367,486	5,412,465	6,849,779	(517,707)	(7.0%)
HURF	4,391	3,901	3,901	2,706	(1,195)	(30.6%)
Transportation	1,513	1,395	1,395	748	(647)	(46.4%)
FUTS	-	100	100	-	(100)	(100.0%)
Beautification	407,604	4,295,454	460,045	4,722,707	427,253	9.9%
Economic Development	1,176,817	1,542,437	1,312,753	1,494,089	(48,348)	(3.1%)
Tourism	2,652,019	3,049,676	2,970,676	3,262,717	213,041	7.0%
Arts and Science	517,633	1,208,436	509,436	1,249,998	41,562	3.4%
Parking District	771,381	1,696,745	1,009,976	1,749,484	52,739	3.1%
Drinking Water	7,829	9,258	9,258	5,640	(3,618)	(39.1%)
Wastewater	4,164	3,896	3,896	2,383	(1,513)	(38.8%)
Reclaimed Water	307	499	499	240	(259)	(51.9%)
Stormwater	488	701	701	397	(304)	(43.4%)
Airport	2,523,393	10,314,003	4,835,023	16,168,180	5,854,177	56.8%
Solid Waste	8,627	8,512	8,512	5,332	(3,180)	(37.4%)
Sustainability and Environmental Mgmt	744	831	831	444	(387)	(46.6%)
	12,720,038	29,726,944	16,763,081	35,622,109	5,895,165	19.8%
Water Services						
Drinking Water	19,461,767	33,718,651	17,435,244	33,585,725	(132,926)	(0.4%)
Wastewater	8,839,434	14,211,736	11,374,703	13,658,719	(553,017)	(3.9%)
Reclaimed Water	449,220	842,709	442,709	1,904,108	1,061,399	126.0%
Stormwater	1,904,634	24,642,107	3,344,240	23,973,012	(669,095)	(2.7%)
	30,655,055	73,415,203	32,596,896	73,121,564	(293,639)	(0.4%)
Non-Departmental						
General Fund	(2,968,899)	(919,841)	(4,109,006)	(365,457)	554,384	(60.3%)
Library	54,829	75,872	75,872	71,752	(4,120)	(5.4%)
HURF	58,781	75,170	75,170	126,879	51,709	68.8%
Transportation	8,850,157	14,760,390	12,893,579	10,996,625	(3,763,765)	(25.5%)
FUTS	-	431	431	-	(431)	(100.0%)
Housing and Community Services	46,471	48,668	48,668	48,668	-	0.0%
Metro Planning Organization	26,658	43,000	43,000	-	(43,000)	(100.0%)
Parking District	386	7,479	7,479	10,367	2,888	38.6%
General Obligation Bonds	7,074,350	7,715,047	7,020,714	7,378,336	(336,711)	(4.4%)
Special Assessment Bonds	2,079,217	-	-	-	-	100.0%
GO Bond Funded Projects	3,500,562	9,080,532	4,521,114	2,500,988	(6,579,544)	(72.5%)
Pension Debt Service Fund	-	-	-	122,002,500	122,002,500	100.0%
Non GO Bond Funded Projects	2,117,798	27,173,377	12,537,403	17,845,193	(9,328,184)	(34.3%)
Drinking Water	110,728	165,696	165,696	157,666	(8,030)	(4.8%)
Wastewater	63,847	72,894	72,894	65,901	(6,993)	(9.6%)
Reclaimed Water	4,552	10,571	10,571	8,161	(2,410)	(22.8%)
Stormwater	9,022	15,546	15,546	13,450	(2,096)	(13.5%)
Airport	22,164	27,622	27,622	29,338	1,716	6.2%
Solid Waste	130,720	163,753	163,753	177,790	14,037	8.6%
Sustainability and Environmental Mgmt	11,880	20,898	20,898	15,465	(5,433)	(26.0%)
	21,193,223	58,537,105	33,591,404	161,083,622	102,546,517	175.2%

City of Flagstaff
Budget Summary by Division of Expenditures
Comparison of Fiscal Year 2019-2020 and 2020-2021
(With Actual for Fiscal Year 2018-2019)

Division/Fund	Actual Expenditures/ Expenses 2018-2019	Adopted Budgeted Expenditures/ Expenses 2019-2020	Estimated Expenditures/ Expenses * 2019-2020	Proposed Budgeted Expenditures/ Expenses 2020-2021	Change (Budget-Budget)	% Change
Reserves/Contingencies						
General Fund	$ 134,347	1,662,750	150,000	1,527,750	(135,000)	(8.1%)
Library	-	100,000	-	100,000	-	0.0%
HURF	-	100,000	-	100,000	-	0.0%
Beautification	-	10,000	-	10,000	-	0.0%
Economic Development	-	90,000	-	45,000	(45,000)	(50.0%)
Tourism	-	50,000	-	50,000	-	0.0%
Parking District	-	30,000	-	30,000	-	0.0%
Arts and Science	-	10,000	-	10,000	-	0.0%
Metro Planning Organization	-	500,000	-	-	(500,000)	(100.0%)
Drinking Water	28,123	1,000,000	-	1,000,000	-	0.0%
Wastewater	29,875	800,000	-	800,000	-	0.0%
Reclaimed Water	3,121	50,000	-	50,000	-	0.0%
Stormwater	-	300,000	-	300,000	-	0.0%
Airport	-	100,000	97,000	100,000	-	0.0%
Solid Waste	-	500,000	-	500,000	-	0.0%
Sustainability and Environmental Mgmt	-	30,000	-	30,000	-	0.0%
Flagstaff Housing Authority	-	1,001,250	-	1,001,250	-	0.0%
	195,466	6,334,000	247,000	5,654,000	(680,000)	(10.7%)
All Funds Total	$ 171,929,404	338,853,866	206,006,918	450,688,316	111,834,450	33.0%

*Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

City of Flagstaff
Full-Time Employee and Personnel Compensation
Fiscal Year 2020-2021

Fund	Full-Time Equivalent (FTE) 2020-2021	Employee Salaries and Hourly Costs 2020-2021	Retirement Costs 2020-2021	Healthcare Costs 2020-2021	Other Benefit Costs 2020-2021	Total Estimated Personnel Compensation 2020-2021
General Fund	597.95	$ 37,682,699	$ 14,961,098	$ 5,160,996	$ 2,776,569	$ 60,581,362
Special Revenue Funds						
Housing and Community Services	1.00	64,392	7,869	13,463	5,953	91,677
Library	55.32	2,560,676	279,203	506,643	196,556	3,543,078
HURF	32.27	1,769,080	194,420	281,612	389,292	2,634,404
Beautification	1.70	139,103	17,062	14,501	10,931	181,597
Economic Development	2.75	198,008	24,262	21,643	15,584	259,497
Tourism	17.50	987,422	114,703	159,764	74,745	1,336,634
Arts and Science	0.40	46,294	5,684	5,287	3,639	60,904
Parking District	6.00	232,597	34,663	56,483	26,916	350,659
Water Resource & Infrastructure Protection	4.00	601,889	240,956	42,430	18,196	903,471
Total Special Revenue Funds	120.94	6,599,461	918,822	1,101,826	741,812	9,361,921
Debt Service Funds						
Pension Debt	-	-	120,000,000	-	-	120,000,000
Total Debt Service Funds	-	-	120,000,000	-	-	120,000,000
Enterprise Funds						
Drinking Water	54.16	3,549,730	415,910	456,476	336,736	4,758,852
Wastewater	19.00	1,303,064	159,233	199,712	142,030	1,804,039
Reclaimed Water	3.00	123,758	15,123	17,573	11,132	167,586
Stormwater	7.00	528,679	63,742	75,600	45,987	714,008
Solid Waste	47.00	2,583,783	304,718	454,521	716,655	4,059,677
Sustainability and Environmental Mgmt	8.49	491,044	57,718	85,151	53,032	686,945
Airport	12.75	836,350	428,715	100,737	41,306	1,407,108
Flagstaff Housing Authority	21.80	1,310,773	160,102	235,339	114,597	1,820,811
Total Enterprise Funds	173.20	10,727,181	1,605,261	1,625,109	1,461,475	15,419,026
Total All Funds	892.09	$ 55,009,341	$ 137,485,181	$ 7,887,931	$ 4,979,856	$ 205,362,309

City of Flagstaff
Summary of Operating Capital
Fiscal Year 2020-2021

Sect #	Section	Operating Capital	Carry Forward 2019-2020	Budget 2020-2021
General Fund				
051	Fire	Pumper	$ -	350,000
		Type 6 Unit - Vehicle	-	190,000
		Vehicle Replacement	-	55,000
052	Fire Grants	New Quint	-	1,400,000
061	Police	Servers	-	275,000
		Patrol Vehicles (5)	39,910	195,910
062	Police Grants	Motorcycle Replacements (2)	-	100,000
		Emergency Response Team Equipment	-	100,000
		Non-fleet RICO Funds	-	20,000
152	Facility Maintenance	Vehicle Replacement	36,595	36,595
154	Fleet	Computer Diagnostic and Repair Equipment	-	9,500
		Vehicle Replacement	-	37,000
		Catastrophic Fund	455,506	455,506
155	Parks	Thorpe Park Chip Seal	-	125,000
		Vehicle Replacement	-	39,000
156	Recreation	Recreation Equipment	-	19,977
		General Fund Total	532,011	3,408,488
Library				
035	Library	Vehicle Replacement	58,390	58,390
		Seal and Repaint Ceiling	60,000	60,000
		Boiler Replacement and Mechanical Room Repair	125,000	125,000
		Library Fund Total	243,390	243,390
Development Fee Fund				
051	Fire	Fire Engine Equipment	-	175,000
		Development Fee Fund Total	-	175,000
Highway User Fund				
161	Street Maintenance	Six Wheel Plow Trucks (2)	470,000	470,000
		Ten Wheel Plow Truck	280,000	280,000
		Cinder Box Stands/Plow Frames	33,396	33,396
		Traffic Control Barricade Truck	110,000	110,000
		Patch Truck	280,000	280,000
		Snow Gates for Snow Grader	-	40,000
		Vehicle Replacements (2)	-	80,000
		Motor Grader	-	425,000
		Asphalt Paver Replacement	-	220,000
		Highway User Fund Total	1,173,396	1,938,396
FUTS Fund				
111	FUTS Construction	FUTS Signage	47,047	47,047
		FUTS Fund Total	47,047	47,047

City of Flagstaff
Summary of Operating Capital
Fiscal Year 2020-2021

Sect #	Section	Operating Capital	Carry Forward 2019-2020	Budget 2020-2021
Drinking Water Fund				
301	Water Production	Continental Well Upgrades	$ 150,000	325,000
		Lake Mary Wellfield Communications Tower	-	100,000
		Lake Mary Washwater Maintenance	-	175,000
		Waterline Road Maintenance	-	100,000
		Supplemental Radio Antennae	6,297	6,297
303	Water Distribution	Vehicle Replacement	105,000	105,000
		Drop Side Dump Bed for Truck	9,492	9,492
		UPM Storage	149,580	149,580
		Vehicle Replacement	105,000	105,000
307	SCADA Information Systems	Firewalls Phase 2	-	50,000
		Drinking Water Fund Total	525,369	1,125,369
Wastewater Fund				
311	Wastewater Treatment - Wildcat	Driveways and Pavement	-	100,000
		Odor Control	-	100,000
		Front End Loader Rebuild	-	120,000
		Facility Improvements	62,646	62,646
312	Wastewater Treatment - Rio	Odor Control	-	100,000
		Pavement and Driveway Replacement	-	55,000
313	Wastewater Collection	Flow Meters	-	25,000
		Wastewater Fund Total	62,646	562,646
Reclaimed Water Fund				
321	Reclaimed Water	Flow Meter Calibrations	-	5,000
		Reclaimed Distribution Analyzers	-	40,000
		SCADA Tie-In	-	90,000
		SCADA Connectivity	135,000	135,000
		Reclaimed Water Fund Total	135,000	270,000
Stormwater Fund				
331	Stormwater	Lower Spruce/Switzer Wash Chanel Resiliency	-	113,850
		Linda Vista Culvert Upsizing	-	320,080
		Pre-Disaster Mitigation - FUTS Low Water Crossing	-	25,250
		Inspection Camera for Drains	-	15,000
		Rain Gauge System Installations and Repair	40,000	40,000
		Stormwater Fund Total	40,000	514,180
Solid Waste Fund				
165	Solid Waste - Landfill	Refurbish Scraper	-	550,000
		Compactor Wheels	-	35,000
		Lidar Flyover	-	10,000
		Dust Control	-	10,000
		Permanent Litter Fence Maintenance	100,000	150,000
		Perimeter Landfill Tree Clearing	-	40,000

City of Flagstaff
Summary of Operating Capital
Fiscal Year 2020-2021

Sect #	Section	Operating Capital	Carry Forward 2019-2020	Budget 2020-2021
Solid Waste Fund - Continued				
		Landfill Closure Set Aside	$ -	100,000
		Landfill Permit Revision	77,692	177,692
		Landfill Tarp Cover	15,000	15,000
		Geo Physical Study	69,656	69,656
166	Solid Waste - Collections	Commercial Collection Vehicles (2)	-	620,000
		Vehicle Replacement	-	40,000
		Trash Truck (2)	608,770	608,770
		Recycle Truck	21,161	21,161
		Top Loader	290,000	290,000
		Solid Waste Fund Total	1,182,279	2,737,279
Airport Fund				
222	Airport Capital Projects	Building Design Consultant	-	40,000
		Snow Removal Equipment	2,989,840	2,989,840
		Airport Fund Total	2,989,840	3,029,840
Flagstaff Housing Authority Fund				
109	Housing Authority	Gator for Maintenance of Brannen and Siler	-	50,000
		Flagstaff Housing Authority Fund Total	-	50,000
		Total	$ 6,930,978	14,101,635

City of Flagstaff
Summary of Capital Improvement Program
Fiscal Year 2020-2021

Sect #	Section	Project	Carry Forward 2019-2020	Budget 2020-2021
General Fund				
155	Parks	West Side Park - Recreation Fields	$ 10,000	10,000
402	Non-Departmental	John Wesley Powell Study	287,066	287,066
			297,066	297,066
Library Fund				
035	Library	Window Replacement	400,000	777,000
		Library Fund Total	400,000	777,000
Highway User Revenue Fund				
112	Transportation	Beulah Extension/University Realign	8,024,666	8,024,666
		Switzer/Turquoise Roundabout	139,973	139,973
		Major Road Reconstruction	-	116,210
		San Francisco/Franklin Signal	400,000	400,000
		Butler/Fourth Street Intersection Reconstruction	88,577	88,577
		Industrial Drive - Huntington to Purina	1,747,759	1,747,759
		Franklin Safety Improvements	32,612	32,612
		Soliere Ave - Fanning Wash Crossing	250,000	250,000
		Fourth Street Reconstruction	18,608	18,608
		Southside Curbs	265,008	265,008
		La Plaza Vieja Traffic Improvements	266,763	266,763
		Butler/Fourth Street Intersection Reconstruction	2,288,121	2,288,121
		Quiet Zone Modifications	395,559	395,559
		HSIP	29,754	29,754
		Transportation Master Plan	142,150	142,150
		Intersection Improvements	9,774	9,774
162	Street Construction	Reserve for Improvements	-	50,000
		Minor Transportation Improvements	-	50,000
		Sidewalk Replacement Program	-	200,000
		Sunnyside	1,703,922	1,703,922
		Dirt Road Improvements	2,277,352	2,277,352
		Overlay - Annual Street Maintenance	2,145,686	4,238,038
		Highway User Revenue Fund Total	20,226,284	22,734,846
Transportation Fund				
112	Transportation	Lone Tree Overpass	2,353,275	5,853,275
116	Road Repair Construction	Coconino Estates	1,840,291	6,988,691
		West Flag	3,524,822	3,524,822
		Utility Replacement and Overlays	-	34,100
118	Street Widening Projects	Butler Avenue Widening	-	500,000
		Fourth Street Reconstruction	-	1,359,344
119	Streets Operations	Traffic Signal Program	-	167,000
		Lockett Fourth Roundabout	-	482,469
		Intersection Improvements	-	130,000
		Quiet Zone Modifications	-	213,321
		Dark Sky Lighting	-	1,300,000
		West Route 66	-	585,000
		Neighborhood Plans	-	250,000
120	Bicycle and Pedestrian Projects	Switzer Canyon FUTS - Terrace to Switzer Canyon	-	1,200,000

City of Flagstaff
Summary of Capital Improvement Program
Fiscal Year 2020-2021

Sect #	Section	Project	Carry Forward 2019-2020	Budget 2020-2021
Transportation Fund - Continued				
		Sidewalk Infill	$ -	267,000
		Sidewalk Construction	-	267,000
		Sinclair Ridge Trail - University Terrace to Jewel	-	60,000
		Foxglenn Trail - Herold Ranch to Arizona Trail	-	57,000
		Bike Lane Striping Program	-	300,000
121	General Improvements	Reserve for Improvements	-	100,000
		FUTS State Parks Future Trails Grant	-	100,000
		HSIP	-	75,000
		General and Partnering Opportunities	-	750,000
		Traffic Engineering	-	125,000
163	Road Repair Pavement Preservation	Pavement Maintenance	144,319	1,144,319
		Transportation Fund Total	7,862,707	25,833,341
Flagstaff Urban Trail System (FUTS) Fund				
111	FUTS Construction	Switzer Canyon FUTS Trail	360,998	360,998
		BNSF Bridge at Florence and Walnut	1,112,446	1,112,446
		Downtown Underpass	165,000	165,000
		Florence and Walnut Underpass	149,862	149,862
		Sheep Crossing FUTS Trail	1,193,629	1,193,629
		Marshall Trail	13,617	13,617
		FUTS Fund Total	2,995,552	2,995,552
Beautification Fund				
212	Streetscape	ADOT Sites	150,000	240,000
		Airport Parking Lot	-	100,000
		Aspen Bike/Pedestrian Enhancements	-	77,000
		Buffalo Park Parking Enhancements	-	350,000
		Bus Stop Seed Blooms	12,000	12,000
		City Hall Lawn	-	350,000
		Downtown Green	-	50,000
		Downtown Paver Redux	320,000	320,000
		Downtown Tree Wells	200,000	200,000
		Eastside Neighborhood Beautification	250,000	250,000
		Flowers and Flagpoles	85,000	85,000
		Holiday Decoration	23,200	23,200
		Library Entry	355,000	355,000
		McAllister Rt 66 Interpretive Plaza	12,450	12,450
		Milton and Butler Drainage	-	250,000
		Mural Initiative	90,000	90,000
		NW Corner Humphreys and Fort Valley	50,000	50,000
		Phoenix - San Francisco to Mikes Pike	-	75,000
		Playground Beautification	-	100,000
		Route 66, South Edge - Fanning to Route 66	242,000	242,000
		Route 66 Interpretive Trail	268,855	268,855
		School Walkways	88,000	88,000
		Southside Triangle	100,000	100,000
		Steve's Boulevard Corners	5,085	5,085

City of Flagstaff
Summary of Capital Improvement Program
Fiscal Year 2020-2021

Sect #	Section	Project	Carry Forward 2019-2020	Budget 2020-2021
Beautification Fund - Continued				
		Switzer Canyon Roundabout	$ 122,000	122,000
		Train Station Platform	356,819	356,819
		Urban Forest	-	50,000
		Beautification Fund Total	2,730,409	4,222,409
Arts and Science Fund				
216	Arts and Science	Alley Art Improvements	-	12,000
		Art Panels at Aspen Bike and Pedestrian Improvements	-	20,000
		City Hall Trombe Wall Art	-	25,000
		Eastside Neighborhood Beautification	-	15,000
		Indigenous Representation	-	25,000
		Library Art Piece	-	75,000
		Mural Initiative	49,000	98,000
		NAIPTA Bus Wraps	-	25,000
		Neighborhood Plans Art Projects	-	50,000
		Santa Fe Pluto Sculpture	45,000	100,000
		Traffic Boxes	-	10,000
		Airport Murals	2,000	2,000
		Buffalo Park Sculpture	75,000	75,000
		Poetry on NAIPTA Bus	10,000	10,000
		Sculpture Route 66 and Switzer	10,000	10,000
		Sustainability and Art Education Project	10,000	10,000
		Courthouse Mosaic	45,000	45,000
		East Flagstaff Gateway	10,000	10,000
		Moon Landing Sculpture/Art	20,000	20,000
		3D Art on 4th Street	40,000	40,000
		Sunnyside Traffic Circle	10,000	10,000
		Arts and Science Fund Total	326,000	687,000
Tourism Fund				
215	Visitor Services	Fiber Optics Connection to Visitor Center	-	80,000
		Tourism Fund Total	-	80,000
Parking District Fund				
231	Parking	Temporary Southside Curbs	-	40,000
		Property Acquisition	686,148	834,191
		Parking District Fund Total	686,148	874,191
Capital Projects Fund				
421	GO Capital Projects Fund	FUTS/Open Space Land Acquisition	-	73,873
422	Non-GO - Capital Projects Fund	USGS Building	10,000,000	10,000,000
424	GO Core Service Facility	Sweeper Bay Expansion	450,000	550,000
426	Non-GO - Court Facility	Court Facility	4,719,870	7,845,193
		Capital Projects Fund Total	15,169,870	18,469,066

City of Flagstaff
Summary of Capital Improvement Program
Fiscal Year 2020-2021

Sect #	Section	Project	Carry Forward 2019-2020	Budget 2020-2021
Drinking Water Fund				
370	Water Capital Projects	Aging Water Infrastructure Replacement	$ 200,496	705,496
		Route 66 Waterline Improvements	676,375	901,375
		Amberwood Zone B Extension	335,000	335,000
		Water Meter Vault Replacement Program	-	150,000
		Soliere Waterline Upsizing	506,176	1,306,176
		Reserve for Improvements	-	300,000
		Lake Mary Sedimentation Basins	520,344	780,344
		Water Energy Efficiency Upgrades	100,000	200,000
		Industrial Drive Waterline Replacement	-	1,200,000
		Switzer Canyon Transmission Line	-	260,000
		Water Rate Study	75,000	75,000
		Summit and Spring Street Water Line Replacement	1,309,794	1,659,794
		Water Resources Master Plan	150,000	300,000
		Rio de Flag Waterline Relocation	400,000	400,000
		Red Gap Waterline	137,889	137,889
		Radio Read Replacement Program	743,560	743,560
		New Well and Pump House for Distribution	2,065,087	2,065,087
		Woody Mountain Clarifier Construction	669,918	669,918
		Lake Mary Land Acquisition	3,000,000	3,000,000
		Ft Tuthill Waterline Loop - Phase 2	2,000,000	2,000,000
		Hydrogeologic Studies	73,503	73,503
		Fir Avenue Waterline Replacement	1,445,800	1,445,800
		Phoenix Bridge Waterline Replacement	149,695	149,695
		Drinking Water Fund Total	14,558,637	18,858,637
Wastewater Fund				
375	Wastewater Capital Projects	Aging Sewer Infrastructure	972,209	1,072,209
		Energy Efficiency Study	-	497,815
		Headworks MCC Improvements	-	150,000
		Wildcat New Digester #3 and #4	-	700,000
		Reserve for Improvements	-	300,000
		Rio Clarifier Rebuild	-	150,000
		Rio de Flag Sewer Relocations	400,000	800,000
		Route 66 Sewer Upsizing	-	100,000
		Sewer Rate Study	-	50,000
		Wildcat JenBacher Equipment Replacement	-	1,200,000
		Wildcat Primary Pump Station Improvements	-	250,000
		Wildcat Centrifuge Relocation	-	150,000
		Wildcat Capacity Flow Diversion	-	400,000
		Wildcat Expansion Design-Conceptual Design	200,048	200,048
		Septage and Grease Station	52,272	52,272
		Fort Tuthill Sewerline Oversizing	760,000	760,000
		Bar Screens	132,598	132,598
		First Avenue and Route 66 Sewer Replacement	340,000	340,000
		Concrete Degradation	500,000	500,000
		Wastewater Fund Total	3,357,127	7,804,942

City of Flagstaff
Summary of Capital Improvement Program
Fiscal Year 2020-2021

Sect #	Section	Project	Carry Forward 2019-2020	Budget 2020-2021
Reclaimed Water Fund				
380	Reclaimed Water Capital Projects	NAU Reclaim Water Meters and Vault Replacement	$ -	150,000
		Rate Study - Reclaimed Portion	25,000	25,000
		Master Plan	50,000	50,000
		8" Bottleneck - Reclaimed Line Replacement	100,000	900,000
		Reclaimed Water Fund Total	175,000	1,125,000
Stormwater Fund				
385	Stormwater Capital Projects	Spot Improvement - Annual	75,000	150,000
		Columbia Circle Spot Improvements	-	600,000
		Phoenix Avenue Bridge Repair - Design	40,198	40,198
		Phoenix Avenue Bridge - Construction	997,449	1,563,449
		Aspen Culvert	36,775	36,775
		Steve's Boulevard Spot Improvements	-	400,000
		Reserve for Improvements - Spot Improvements	-	200,000
		Reserve for Future Improvements	-	18,000,000
		Wildwood Hills	413,443	413,443
		Rio de Flag	154,208	154,208
		Stormwater Fund Total	1,717,073	21,558,073
Solid Waste Fund				
165	Solid Waste - Landfill	Stormwater Infrastructure	-	5,000
		Cell D Preparation	-	100,000
		Excavation of New Cell	-	525,000
		Landfill Road Construction	-	3,100,000
		Landfill Entrance and Parking Lot Resurfacing	-	35,000
		Building Repairs	11,310	11,310
		NEPA Review	300,000	300,000
		South Borrow Pit	32,110	32,110
		Solid Waste Fund Total	343,420	4,108,420
Sustainability				
170	Sustainability	Observatory Mesa	33,000	33,000
			33,000	33,000
Airport Fund				
222	Airport Capital Projects	Acquire Land for Safety Zone	-	750,000
		Apron Design for Expansion/Relocation of Taxiway W	-	800,000
		Airport Parking Lot	-	4,000,000
		Drainage Study	400,000	400,000
		Snow Removal Equipment Building	1,000,000	1,000,000
		Airport Fund Total	1,400,000	6,950,000
Flagstaff Housing Authority Fund				
109	Housing Capital Projects	FHA Dwelling Units Improvements	-	2,090,000
		Flagstaff Housing Authority Total	-	2,090,000
		Total	$ 72,278,293	139,498,543

City of Flagstaff
Debt Service Requirements
Fiscal Year 2020-2021

	Original Issue	Outstanding 7/1/20	Principal	Interest	Fiscal Charges	Total Requirements
General Fund						
Capital Lease - Renewable Energy Equipment	$ 1,014,557	631,866	70,443	17,299	-	87,742
Capital Lease - Copier	129,061	54,621	27,899	1,925	-	29,824
Certificates of Participation - Courthouse	3,845,000	3,845,000	100,000	120,578	2,500	223,078
	4,988,618	4,531,487	198,342	139,802	2,500	340,644
4th Street Fund						
Pledged Revenue - 2012 Advance Refunding	12,530,000	2,165,000	2,165,000	43,838	2,500	2,211,338
	12,530,000	2,165,000	2,165,000	43,838	2,500	2,211,338
Road Repair and Street Safety Fund						
Revenue Bonds - Series 2016 Road Repair	8,930,000	7,535,000	490,000	281,400	2,500	773,900
Revenue Bonds - Series 2018 Road Repair	10,000,000	9,340,000	365,000	346,988	2,500	714,488
	18,930,000	16,875,000	855,000	628,388	5,000	1,488,388
Economic Development Fund						
GADA Revenue Bonds - Series 2010A Incubator	3,370,000	2,140,000	155,000	91,588	500	247,088
Proposed: USGS	10,000,000	-	-	-	-	-
	13,370,000	2,140,000	155,000	91,588	500	247,088
Parking District Fund						
Capital Lease - Parking Meters	1,000,000	676,974	96,085	15,941	-	112,026
	1,000,000	676,974	96,085	15,941	-	112,026
General Obligation Bond Fund						
Series 2011 - NAU Public Safety	3,952,287	882,697	436,115	15,951	-	452,066
Series 2011 - Capital Projects	12,845,000	1,465,000	1,465,000	19,813	1,000	1,485,813
Series 2013 - Capital Projects	11,460,000	7,460,000	725,000	237,825	500	963,325
Series 2014A - Capital Projects	6,600,000	5,345,000	275,000	202,500	1,750	479,250
Series 2014B - Partial Advance Refunding	8,270,000	4,305,000	2,100,000	162,750	1,750	2,264,500
Series 2016 - Capital Projects	16,105,000	14,345,000	605,000	561,700	500	1,167,200
Series 2020 - Courthouse/Public Safety	11,090,000	11,090,000	-	473,515	2,500	476,015
Series 2020 - WIFA - FWPP	5,000,000	5,000,000	-	70,208	17,459	87,667
Arbitrage	-	-	-	-	2,500	2,500
	75,322,287	49,892,697	5,606,115	1,744,262	27,959	7,378,336
Pension Debt Service Fund						
Proposed: Certificates of Participation - Pension	130,000,000	-	-	2,000,000	2,500	2,002,500
	130,000,000	-	-	2,000,000	2,500	2,002,500
Drinking Water Fund						
WIFA - 2008 Well Production	8,500,000	4,608,777	438,899	101,393	65,840	606,132
WIFA - 2009 Red Gap Pipeline	2,100,000	1,209,667	104,974	18,660	17,358	140,992
WIFA - 2010 Sinagua Well Improvements	775,000	132,782	11,633	1,784	1,904	15,321
WIFA - 2010 Fort Tuthill Well Improvements	594,951	302,081	27,025	2,741	4,329	34,095
WIFA - 2010 Local Aquifer Study	1,100,000	630,785	56,432	5,724	9,039	71,195
GO - 2011 Red Gap Shallow Well	1,633,933	1,091,795	76,477	16,898	15,804	109,179
Revenue Bonds - 2018 Refunding	6,389,858	4,705,858	833,000	85,358	675	919,033
Revenue Bonds - 2019 Projects	5,044,710	5,044,710	302,567	117,932	675	421,174
	26,138,452	17,726,455	1,851,007	350,490	115,624	2,317,121
Wastewater Fund						
Capital Lease - Renewable Energy Equipment	1,936,443	1,206,013	134,453	33,018	-	167,471
Revenue Bonds - 2018 Refunding	10,739,142	10,459,142	140,000	206,744	675	347,419
Revenue Bonds - 2019 Projects	4,540,290	4,540,290	272,433	106,137	675	379,245
	17,215,875	16,205,445	546,886	345,899	1,350	894,135
Stormwater Fund						
Proposed: Rio de Flag	18,000,000	-	-	600,000	-	600,000
	18,000,000	-	-	600,000	-	600,000
Solid Waste Fund						
Certificates of Participation - Core Services	3,880,000	3,795,000	90,000	124,844	2,500	217,344
Capital Lease - Compactor	720,842	430,239	137,514	22,372	-	159,886
	4,600,842	4,225,239	227,514	147,216	2,500	377,230
Airport Fund						
Capital Lease - Hangars	2,782,598	910,954	183,384	48,352	-	231,736
Proposed: Parking	4,000,000	-	-	320,000	-	320,000
	6,782,598	910,954	183,384	368,352	-	551,736
Total Debt Service Requirements	$ 328,878,672	115,349,251	11,884,333	6,475,776	160,433	18,520,542

City of Flagstaff
General Fund
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Sources of Funds								
Beginning Fund Balance	$ 34,289,705	32,512,644	33,823,050	33,112,020	20,920,693	19,748,317	19,139,031	18,667,344
Revenues								
Taxes								
Property Tax	6,731,508	6,906,500	6,906,500	6,967,500	7,017,500	7,067,500	7,117,500	7,167,500
Sales Tax	20,380,239	22,781,468	21,612,806	22,146,670	21,591,763	21,591,358	21,796,857	22,004,430
Franchise Fees	2,446,663	2,585,889	2,425,000	2,471,500	2,402,006	2,402,006	2,425,344	2,450,286
Intergovernmental								
State Shared Sales Tax	7,256,536	7,182,893	7,400,000	7,486,395	7,261,803	7,261,803	7,334,421	7,407,765
State Shared Income Tax	8,716,163	9,451,184	9,564,600	10,669,590	10,727,911	10,937,446	10,937,446	10,937,446
Auto Lieu Tax	3,427,640	3,237,360	3,500,000	3,540,863	3,434,637	3,434,637	3,468,983	3,503,673
Federal Grants	1,004,934	2,355,526	1,203,290	4,104,504	157,339	157,339	157,339	157,339
State/Local Grants	673,520	2,849,453	2,674,423	1,466,978	646,422	646,422	646,422	646,422
Other IGA	1,214,580	1,257,668	1,257,668	1,133,160	1,044,500	1,044,500	1,044,500	1,044,500
Licenses and Permits								
Business Licenses	44,102	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Building Permits	2,219,361	1,650,000	2,100,000	1,702,500	1,708,500	1,623,075	1,590,614	1,590,614
Other Licenses and Permits	1,026,626	1,026,716	1,076,880	1,153,764	1,155,833	1,157,923	1,160,033	1,162,165
Charges for Services								
Community Development	931,171	730,800	810,500	745,500	745,500	745,500	745,500	745,500
Parks and Recreation	1,602,015	1,622,870	1,622,870	1,610,870	1,622,870	1,622,870	1,622,870	1,622,870
Public Safety	812,059	732,817	792,317	741,506	745,780	750,097	754,457	758,862
Cemetery/General Government	157,677	180,950	181,150	182,937	184,741	186,563	188,403	190,262
Fines and Forfeitures								
Court Fines	683,448	671,522	691,522	698,437	705,421	712,475	719,600	726,797
Other Fines and Forfeitures	732,613	748,967	737,117	760,418	713,705	717,024	720,376	723,762
Other								
Investment Earnings	598,820	371,837	500,702	422,751	418,428	422,612	426,838	431,106
Miscellaneous	1,614,162	1,820,497	1,960,614	1,766,611	1,251,197	1,253,422	1,255,668	1,257,937
Total Revenues	62,273,837	68,194,917	67,047,959	69,802,454	63,565,856	63,764,572	64,143,171	64,559,236
Transfers In								
HURF	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Transportation	300,000	-	-	-	-	-	-	-
Beautification	425,334	465,994	465,994	465,313	465,313	465,313	465,313	465,313
Economic Development	443,757	443,757	443,757	343,757	343,757	343,757	343,757	211,236
Tourism	106,238	31,238	31,238	25,000	25,000	25,000	25,000	25,000
Recreation - BBB	2,481,886	3,119,888	2,631,705	2,542,697	2,532,697	2,532,697	2,532,697	2,532,697
Parking District	192,699	96,350	96,350	96,349	-	-	-	-
Special Assessment	-	-	-	122,509	-	-	-	-
Drinking Water	-	86,225	86,225	82,247	82,247	82,247	82,247	82,247
Environmental Services	4,678	4,678	4,678	-	-	-	-	-
Sustainability and Environmental Mgmt	96,147	219,725	219,725	-	-	-	-	-
Airport	-	-	181,853	436,448	449,541	-	-	-
Capital Projects	-	-	-	30,075	-	-	-	-
Total Transfers In	4,063,739	4,480,855	4,174,525	4,157,395	3,911,555	3,462,014	3,462,014	3,329,493
Total Revenues and Transfers In	66,337,576	72,675,772	71,222,484	73,959,849	67,477,411	67,226,586	67,605,185	67,888,729
Total Sources of Funds	100,627,281	105,188,416	105,045,534	107,071,869	88,398,104	86,974,903	86,744,216	86,556,073

City of Flagstaff
General Fund
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Uses of Funds								
Operating Expenditures								
General Administration	$ 10,457,816	8,662,671	8,483,056	12,256,688	10,529,902	10,689,902	10,529,902	10,689,902
Management Services	3,833,489	7,680,511	6,989,118	4,596,113	4,189,272	4,189,272	4,189,272	4,189,272
Community Development	5,011,174	5,754,316	5,522,829	6,030,172	5,434,904	5,434,904	5,434,904	5,434,904
Fire	14,339,700	16,863,206	16,304,984	18,093,632	11,551,759	11,551,759	11,551,759	11,551,759
Police	21,584,490	24,746,928	23,864,129	24,939,427	18,605,662	18,605,662	18,605,662	18,605,662
Public Works	8,487,628	10,698,208	9,322,900	10,885,671	9,295,488	9,295,488	9,295,488	9,295,488
Economic Vitality	171,215	173,614	173,614	107,265	123,201	123,201	123,201	123,201
Non-Departmental	2,709,953	4,639,821	1,962,722	5,502,579	1,757,143	1,757,143	1,757,143	1,757,143
Contingency	134,347	1,662,750	150,000	1,527,750	356,000	356,000	356,000	356,000
Less: Indirect Charges	(6,010,179)	(6,295,165)	(6,295,165)	(6,470,746)	(6,470,746)	(6,470,746)	(6,370,746)	(6,370,746)
Total Operating Expenditures	60,719,633	74,586,860	66,478,187	77,468,551	55,372,585	55,532,585	55,472,585	55,632,585
Debt Service								
Leases - Energy	115,517	116,358	116,357	87,742	89,204	90,204	91,204	92,204
Leases - Fire Equipment	86,738	86,737	86,738	29,824	27,340	-	-	-
Bonds	-	225,000	-	223,078	223,078	223,078	223,078	223,078
Total Debt Service	202,255	428,095	203,095	340,644	339,622	313,282	314,282	315,282
Future Uses								
Total Ongoing	-	-	-	-	250,000	525,000	825,000	1,225,000
Total One-Time	-	-	-	-	1,900,000	250,000	250,000	250,000
Total Future Uses	-	-	-	-	2,150,000	775,000	1,075,000	1,475,000
Capital Expenditures								
Fleet	444,882	3,189,634	1,178,248	2,759,011	757,000	757,000	757,000	757,000
Operating	765,861	742,291	1,072,457	824,477	310,000	310,000	310,000	310,000
Capital Improvement Projects	342,733	1,290,297	515,048	297,066	-	-	-	-
Total Capital Expenditures	1,553,476	5,222,222	2,765,753	3,880,554	1,067,000	1,067,000	1,067,000	1,067,000
Total Expenditures	62,475,364	80,237,177	69,447,035	81,689,749	58,929,207	57,687,867	57,928,867	58,489,867
Transfers Out								
Housing and Community Services	127,000	142,000	35,000	-	-	-	-	-
Library	1,596,313	1,596,313	1,596,313	1,570,411	1,596,313	1,596,313	1,596,313	1,596,313
Economic Development	207,500	208,000	208,000	247,000	247,000	247,000	247,000	247,000
Pension Debt Service	-	-	-	1,922,400	7,682,400	7,682,400	7,682,400	7,682,400
Stormwater	1,133,314	1,531,502	-	-	-	-	-	-
Environmental Management	-	114,703	114,703	183,678	186,667	186,667	186,667	186,667
Airport	324,540	712,000	137,000	-	-	427,425	427,425	312,425
Flagstaff Housing Authority	33,200	29,220	70,463	-	8,200	8,200	8,200	8,200
Capital Projects Fund	907,000	325,000	325,000	537,938	-	-	-	-
Total Transfers Out	4,328,867	4,658,738	2,486,479	4,461,427	9,720,580	10,148,005	10,148,005	10,033,005
Excess Revenues Over Expenditures	(466,655)	(12,220,143)	(711,030)	(12,191,327)	(1,172,376)	(609,286)	(471,687)	(634,143)
Total Uses of Funds	66,804,231	84,895,915	71,933,514	86,151,176	68,649,787	67,835,872	68,076,872	68,522,872
Ending Fund Balance	$ 33,823,050	20,292,501	33,112,020	20,920,693	19,748,317	19,139,031	18,667,344	18,033,201

City of Flagstaff
Housing and Community Services Fund
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Sources of Funds								
Beginning Fund Balance	$ 1,050,830	992,693	1,153,182	830,901	159,309	160,309	161,309	162,309
Revenues								
Intergovernmental	790,964	2,073,899	1,642,359	2,259,953	1,465,000	1,465,000	1,465,000	1,465,000
Investment Earnings	17,389	-	17,133	4,000	1,000	1,000	1,000	1,000
Sale of Real Property	68,016	-	-	-	-	-	-	-
Miscellaneous	151,781	-	65,801	-	-	-	-	-
Total Revenues	1,028,150	2,073,899	1,725,293	2,263,953	1,466,000	1,466,000	1,466,000	1,466,000
Transfers In								
General Fund	127,000	142,000	35,000	-	-	-	-	-
Total Transfers In	127,000	142,000	35,000	-	-	-	-	-
Total Sources of Funds	2,205,980	3,208,592	2,913,474	3,094,854	1,625,309	1,626,309	1,627,309	1,628,309
Uses of Funds								
Expenditures								
Operating	1,052,798	3,040,249	2,082,574	2,935,545	1,465,000	1,465,000	1,465,000	1,465,000
Total Expenditures	1,052,798	3,040,249	2,082,574	2,935,545	1,465,000	1,465,000	1,465,000	1,465,000
Total Uses of Funds	1,052,798	3,040,249	2,082,574	2,935,545	1,465,000	1,465,000	1,465,000	1,465,000
Ending Fund Balance	$ 1,153,182	168,343	830,901	159,309	160,309	161,309	162,309	163,309

City of Flagstaff
Metro Planning Organization Fund
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Sources of Funds								
Beginning Fund Balance	$ (1,017)	6,785	12,635	37,778	-	-	-	-
Revenues								
Intergovernmental	414,963	1,150,886	1,148,519	-	-	-	-	-
Miscellaneous	5,000	505,000	5,000	-	-	-	-	-
Total Revenues	419,963	1,655,886	1,153,519	-	-	-	-	-
Transfers In								
Transportation	22,500	419,500	136,500	-	-	-	-	-
Total Transfers In	22,500	419,500	136,500	-	-	-	-	-
Total Sources of Funds	441,446	2,082,171	1,302,654	37,778	-	-	-	-
Uses of Funds								
Expenditures								
Operating	402,153	1,390,876	1,221,876	-	-	-	-	-
Indirect Grant Cost	26,658	43,000	43,000	-	-	-	-	-
Contingency	-	500,000	-	-	-	-	-	-
Total Expenditures	428,811	1,933,876	1,264,876	-	-	-	-	-
Transfers Out								
Transportation	-	-	-	37,778	-	-	-	-
Total Transfers Out	-	-	-	37,778	-	-	-	-
Total Uses of Funds	428,811	1,933,876	1,264,876	37,778	-	-	-	-
Ending Fund Balance	$ 12,635	148,295	37,778	-	-	-	-	-

City of Flagstaff
Library Fund
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Sources of Funds								
Beginning Fund Balance	$ 3,485,669	3,450,200	4,025,832	3,524,630	1,604,246	1,763,574	1,894,931	1,997,072
Revenues								
Intergovernmental	3,638,018	3,943,971	3,613,962	3,793,235	3,831,144	3,926,366	4,023,958	4,123,977
Investment Earnings	64,095	38,381	66,824	67,158	67,494	67,831	68,170	68,511
Miscellaneous	77,349	41,000	41,000	41,000	41,000	41,000	41,000	41,000
Total Revenues	3,779,462	4,023,352	3,721,786	3,901,393	3,939,638	4,035,197	4,133,128	4,233,488
Transfers In								
Tourism	66,500	66,500	66,500	66,500	66,500	66,500	66,500	66,500
General Fund	1,596,313	1,596,313	1,596,313	1,570,411	1,596,313	1,596,313	1,596,313	1,596,313
Total Transfers In	1,662,813	1,662,813	1,662,813	1,636,911	1,662,813	1,662,813	1,662,813	1,662,813
Total Sources of Funds	8,927,944	9,136,365	9,410,431	9,062,934	7,206,697	7,461,585	7,690,871	7,893,374
Uses of Funds								
Expenditures								
Library City Direct	3,341,468	3,925,942	3,826,321	3,943,444	3,831,700	3,919,224	4,009,375	4,102,231
Library County	616,508	657,929	657,929	649,793	666,597	683,880	701,654	719,932
Library Grants	71,871	55,000	85,000	55,000	-	-	-	-
County Wide Projects and Growth	355,641	1,635,880	393,870	1,178,557	420,534	426,151	431,936	437,895
Indirect	434,254	477,681	477,681	511,504	524,292	537,399	550,834	564,605
Capital	82,370	1,088,390	445,000	1,020,390	-	-	-	-
Contingency	-	100,000	-	100,000	-	-	-	-
Total Expenditures	4,902,112	7,940,822	5,885,801	7,458,688	5,443,123	5,566,654	5,693,799	5,824,663
Total Uses of Funds	4,902,112	7,940,822	5,885,801	7,458,688	5,443,123	5,566,654	5,693,799	5,824,663
Ending Fund Balance	$ 4,025,832	1,195,543	3,524,630	1,604,246	1,763,574	1,894,931	1,997,072	2,068,711

City of Flagstaff
Highway User Revenue Fund
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Sources of Funds								
Beginning Fund Balance	$ 9,125,551	8,753,795	8,162,659	9,378,913	3,376,739	3,354,393	3,256,928	3,169,366
Revenues								
Intergovernmental	8,463,878	8,619,609	8,869,609	8,958,305	8,510,390	8,595,494	8,681,449	8,768,263
Grants	235	-	-	-	-	-	-	-
Licenses and Permits	45,870	-	-	-	-	-	-	-
Investment Earnings	133,403	15,000	41,000	18,000	17,000	17,000	16,000	16,000
Contributions	322,893	2,336,458	-	2,336,458	-	-	-	-
Miscellaneous	23,834	-	-	-	-	-	-	-
Total Revenues	8,990,113	10,971,067	8,910,609	11,312,763	8,527,390	8,612,494	8,697,449	8,784,263
Transfers In								
Stormwater	240,050	272,964	272,964	-	-	-	-	-
Transportation	1,561,640	21,482,663	8,175,693	13,369,076	-	-	-	-
Total Transfers in	1,801,690	21,755,627	8,448,657	13,369,076	-	-	-	-
Total Sources of Funds	19,917,354	41,480,489	25,521,925	34,060,752	11,904,129	11,966,887	11,954,377	11,953,629
Uses of Funds								
Expenditures								
Operating	4,059,101	4,629,914	4,629,914	4,650,367	4,360,647	4,491,468	4,536,383	4,581,746
Indirect	1,014,062	1,043,093	1,043,093	1,147,404	1,176,089	1,205,491	1,235,628	1,266,519
Capital	6,124,986	31,232,506	9,660,497	24,673,242	3,000,000	3,000,000	3,000,000	2,900,000
Contingency	-	100,000	-	100,000	-	-	-	-
Total Expenditures	11,198,149	37,005,513	15,333,504	30,571,013	8,536,736	8,696,959	8,772,011	8,748,265
Debt Service								
Debt Service	543,546	546,508	546,508	-	-	-	-	-
Total Debt Service	543,546	546,508	546,508	-	-	-	-	-
Transfers Out								
General Fund	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Capital Projects	-	250,000	250,000	100,000	-	-	-	-
Total Transfers Out	13,000	263,000	263,000	113,000	13,000	13,000	13,000	13,000
Total Uses of Funds	11,754,695	37,815,021	16,143,012	30,684,013	8,549,736	8,709,959	8,785,011	8,761,265
Ending Fund Balance	$ 8,162,659	3,665,468	9,378,913	3,376,739	3,354,393	3,256,928	3,169,366	3,192,364

City of Flagstaff
Transportation Fund
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Sources of Funds								
Beginning Fund Balance	$ 35,387,686	39,214,479	38,988,094	37,367,745	13,621,219	12,559,610	16,674,122	21,032,421
Revenues								
Taxes	20,766,231	26,911,206	25,516,880	26,058,162	25,376,754	25,376,243	25,629,383	25,885,078
Grants	-	-	-	551,656	1,385,968	-	-	-
Investment Earnings	649,370	197,000	659,200	174,000	68,000	62,000	84,000	106,000
Miscellaneous	118,611	-	-	-	-	-	-	-
Total Revenues	21,534,212	27,108,206	26,176,080	26,783,818	26,830,722	25,438,243	25,713,383	25,991,078
Transfers In								
Drinking Water	100,000	-	-	-	-	-	-	-
FMPO	-	-	-	37,778	-	-	-	-
Total Transfers In	100,000	-	-	37,778	-	-	-	-
Total Sources of Funds	57,021,898	66,322,685	65,164,174	64,189,341	40,451,941	37,997,853	42,387,505	47,023,499
Uses of Funds								
Expenditures								
Operating	5,739,648	7,774,002	6,490,203	7,337,334	2,977,686	3,044,537	3,113,056	3,183,285
Indirect	421,663	377,387	377,387	328,645	369,986	379,235	388,715	398,433
Capital	6,257,756	22,591,142	8,355,758	25,833,341	22,054,147	16,410,346	16,366,000	23,289,000
Total Expenditures	12,419,067	30,742,531	15,223,348	33,499,320	25,401,819	19,834,118	19,867,771	26,870,718
Transfers Out								
General Fund	300,000	-	-	-	-	-	-	-
FMPO	22,500	419,500	136,500	-	-	-	-	-
HURF	1,561,640	21,482,663	8,175,693	13,369,076	-	-	-	-
FUTS	550,000	550,000	550,000	-	1,000,000	-	-	-
Total Transfers Out	2,434,140	22,452,163	8,862,193	13,369,076	1,000,000	-	-	-
Debt Service	3,180,597	3,710,888	3,710,888	3,699,726	1,490,512	1,489,613	1,487,313	1,483,613
Total Uses of Funds	18,033,804	56,905,582	27,796,429	50,568,122	27,892,331	21,323,731	21,355,084	28,354,331
Ending Fund Balance	$ 38,988,094	9,417,103	37,367,745	13,621,219	12,559,610	16,674,122	21,032,421	18,669,168

City of Flagstaff
Flagstaff Urban Trails Fund
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Sources of Funds								
Beginning Fund Balance	$ 3,558,964	3,874,142	3,942,955	3,027,599	-	-	-	-
Revenues								
Investment Earnings	68,263	19,000	65,200	15,000	-	-	-	-
Total Revenues	68,263	19,000	65,200	15,000	-	-	-	-
Transfers In								
Transportation	550,000	550,000	550,000	-	1,000,000	-	-	-
Total Transfers In	550,000	550,000	550,000	-	1,000,000	-	-	-
Total Sources of Funds	4,177,227	4,443,142	4,558,155	3,042,599	1,000,000	-	-	-
Uses of Funds								
Expenditures								
Indirect	-	13,108	13,108	-	-	-	-	-
Capital	234,272	4,355,034	1,517,448	3,042,599	1,000,000	-	-	-
Total Expenditures	234,272	4,368,142	1,530,556	3,042,599	1,000,000	-	-	-
Transfers Out								
SEMS	-	75,000	-	-	-	-	-	-
Total Transfers Out	-	75,000	-	-	-	-	-	-
Total Uses of Funds	234,272	4,443,142	1,530,556	3,042,599	1,000,000	-	-	-
Ending Fund Balance	$ 3,942,955	-	3,027,599	-	-	-	-	-

City of Flagstaff
Beautification Fund
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Sources of Funds								
Beginning Fund Balance	$ 5,429,413	5,966,605	6,438,796	7,402,757	4,077,237	2,754,820	2,315,379	1,052,216
Revenues								
BBB Tax	1,767,866	1,845,000	1,820,000	1,865,500	1,809,535	1,809,535	1,827,630	1,845,907
Investment Earnings	109,480	30,000	100,000	37,000	20,000	14,000	12,000	5,000
Miscellaneous	(5,025)	-	-	-	-	-	-	-
Total Revenues	1,872,321	1,875,000	1,920,000	1,902,500	1,829,535	1,823,535	1,839,630	1,850,907
Total Sources of Funds	7,301,734	7,841,605	8,358,796	9,305,257	5,906,772	4,578,355	4,155,009	2,903,123
Uses of Funds								
Expenditures								
Operating	238,469	307,164	307,164	500,298	490,431	495,692	501,085	506,612
Capital	169,135	3,988,290	152,881	4,222,409	2,156,000	1,251,300	2,075,000	500,000
Contingency	-	10,000	-	10,000	-	-	-	-
Total Expenditures	407,604	4,305,454	460,045	4,732,707	2,646,431	1,746,992	2,576,085	1,006,612
Transfers Out								
General Fund	425,334	465,994	465,994	465,313	475,521	485,984	496,708	507,701
SEMS	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Total Transfers Out	455,334	495,994	495,994	495,313	505,521	515,984	526,708	537,701
Total Uses of Funds	862,938	4,801,448	956,039	5,228,020	3,151,952	2,262,976	3,102,793	1,544,313
Ending Fund Balance	$ 6,438,796	3,040,157	7,402,757	4,077,237	2,754,820	2,315,379	1,052,216	1,358,810

City of Flagstaff
Economic Development Fund
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Sources of Funds								
Beginning Fund Balance	$ 964,615	689,545	776,391	501,783	180,133	165,519	150,604	138,865
Revenues								
BBB Tax	840,050	876,375	864,500	886,113	859,529	859,529	868,124	876,806
Investment Earnings	18,612	7,486	15,730	8,279	2,972	2,731	2,485	2,291
Miscellaneous	366,188	431,246	393,672	419,804	432,170	444,584	452,046	459,557
Total Revenues	1,224,850	1,315,107	1,273,902	1,314,196	1,294,671	1,306,844	1,322,655	1,338,654
Transfers In								
General Fund	207,500	208,000	208,000	247,000	247,000	247,000	247,000	247,000
Total Transfers In	207,500	208,000	208,000	247,000	247,000	247,000	247,000	247,000
Total Sources of Funds	2,396,965	2,212,652	2,258,293	2,062,979	1,721,804	1,719,363	1,720,259	1,724,519
Uses of Funds								
Expenditures								
Operating	927,763	1,293,249	1,063,565	1,247,001	962,047	976,639	991,606	1,006,953
Contingency	-	90,000	-	45,000	-	-	-	-
Total Expenditures	927,763	1,383,249	1,063,565	1,292,001	962,047	976,639	991,606	1,006,953
Debt Service								
Debt Service	249,054	249,188	249,188	247,088	250,481	248,363	246,031	248,381
Total Debt Service	249,054	249,188	249,188	247,088	250,481	248,363	246,031	248,381
Transfers Out								
General Fund	443,757	443,757	443,757	343,757	343,757	343,757	343,757	211,000
Total Transfers Out	443,757	443,757	443,757	343,757	343,757	343,757	343,757	211,000
Total Uses of Funds	1,620,574	2,076,194	1,756,510	1,882,846	1,556,285	1,568,759	1,581,394	1,466,334
Ending Fund Balance	$ 776,391	136,458	501,783	180,133	165,519	150,604	138,865	258,185

City of Flagstaff
Tourism Fund
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Sources of Funds								
Beginning Fund Balance	$ 1,389,303	1,188,790	1,287,777	997,664	466,782	560,751	604,637	624,307
Revenues								
BBB Tax	2,652,694	2,767,500	2,730,000	2,798,250	2,714,303	2,714,303	2,741,446	2,768,860
Retail Sales	74,733	89,227	118,706	119,893	121,092	122,303	123,526	124,761
Investment Earnings	27,019	5,944	25,727	4,988	2,334	2,804	3,023	3,122
Miscellaneous	32,355	27,438	27,438	13,774	13,912	14,051	14,192	14,334
Total Revenues	2,786,801	2,890,109	2,901,871	2,936,905	2,851,641	2,853,461	2,882,187	2,911,077
Total Sources of Funds	4,176,104	4,078,899	4,189,648	3,934,569	3,318,423	3,414,212	3,486,824	3,535,384
Uses of Funds								
Expenditures								
Operating	2,622,396	3,049,676	2,970,676	3,182,717	2,602,602	2,654,505	2,707,447	2,761,446
Capital	29,623	-	-	80,000	-	-	-	-
Contingency	-	50,000	-	50,000	-	-	-	-
Total Expenditures	2,652,019	3,099,676	2,970,676	3,312,717	2,602,602	2,654,505	2,707,447	2,761,446
Transfers Out								
Library	66,500	66,500	66,500	66,500	66,500	66,500	66,500	66,500
General Fund	106,238	31,238	31,238	25,000	25,000	25,000	25,000	25,000
Solid Waste	63,570	63,570	63,570	63,570	63,570	63,570	63,570	63,570
Airport	-	60,000	60,000	-	-	-	-	-
Total Transfers Out	236,308	221,308	221,308	155,070	155,070	155,070	155,070	155,070
Total Uses of Funds	2,888,327	3,320,984	3,191,984	3,467,787	2,757,672	2,809,575	2,862,517	2,916,516
Ending Fund Balance	$ 1,287,777	757,915	997,664	466,782	560,751	604,637	624,307	618,868

City of Flagstaff
Arts and Science Fund
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Sources of Funds								
Beginning Fund Balance	$ 712,761	837,797	868,415	1,057,230	501,795	156,940	133,444	139,879
Revenues								
BBB Tax	662,725	691,875	682,500	699,563	678,576	678,576	685,361	692,215
Investment Earnings	13,399	4,000	15,751	5,000	3,000	1,000	1,000	1,000
Miscellaneous	(2,837)	-	-	-	-	-	-	-
Total Revenues	673,287	695,875	698,251	704,563	681,576	679,576	686,361	693,215
Total Sources of Funds	1,386,048	1,533,672	1,566,666	1,761,793	1,183,371	836,516	819,805	833,094
Uses of Funds								
Expenditures								
Operating	492,633	496,936	496,936	562,998	533,431	544,072	554,926	565,997
Capital	25,000	711,500	12,500	687,000	493,000	159,000	125,000	10,000
Contingency	-	10,000	-	10,000	-	-	-	-
Total Expenditures	517,633	1,218,436	509,436	1,259,998	1,026,431	703,072	679,926	575,997
Total Uses of Funds	517,633	1,218,436	509,436	1,259,998	1,026,431	703,072	679,926	575,997
Ending Fund Balance	$ 868,415	315,236	1,057,230	501,795	156,940	133,444	139,879	257,097

City of Flagstaff
Recreation Fund - BBB
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Sources of Funds								
Beginning Fund Balance	$ 1,421,225	944,850	834,110	959,203	1,492,081	1,897,281	2,255,726	2,595,810
Revenues								
Parking	2,917,785	3,044,250	3,003,000	3,078,075	2,985,733	2,985,733	3,015,590	3,045,746
Investment Earnings	27,752	5,000	11,000	5,000	7,000	9,000	11,000	13,000
Miscellaneous	(12,457)	-	-	-	-	-	-	-
Total Revenues	2,933,080	3,049,250	3,014,000	3,083,075	2,992,733	2,994,733	3,026,590	3,058,746
Total Sources of Funds	4,354,305	3,994,100	3,848,110	4,042,278	4,484,814	4,892,014	5,282,316	5,654,556
Uses of Funds								
Expenditures								
Operating	47,338	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Capital	990,971	469,264	242,202	-	-	-	-	-
Total Expenditures	1,038,309	476,764	249,702	7,500	7,500	7,500	7,500	7,500
Transfers Out								
General Fund	2,481,886	3,119,888	2,631,705	2,542,697	2,580,033	2,628,788	2,679,007	2,730,731
Sustainability	-	23,000	7,500	-	-	-	-	-
Total Transfers Out	2,481,886	3,142,888	2,639,205	2,542,697	2,580,033	2,628,788	2,679,007	2,730,731
Total Uses of Funds	3,520,195	3,619,652	2,888,907	2,550,197	2,587,533	2,636,288	2,686,507	2,738,231
Ending Fund Balance	$ 834,110	374,448	959,203	1,492,081	1,897,281	2,255,726	2,595,810	2,916,324

City of Flagstaff
Parking District Fund
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Sources of Funds								
Beginning Fund Balance	$ 613,110	935,686	1,156,912	1,537,480	877,306	1,070,987	1,282,202	1,511,445
Revenues								
Parking	1,501,662	1,466,434	1,520,000	1,254,378	1,230,850	1,253,907	1,277,425	1,301,414
Investment Earnings	17,063	14,000	18,000	23,100	13,200	16,100	19,200	22,700
Total Revenues	1,518,725	1,480,434	1,538,000	1,277,478	1,244,050	1,270,007	1,296,625	1,324,114
Total Sources of Funds	2,131,835	2,416,120	2,694,912	2,814,958	2,121,356	2,340,994	2,578,827	2,835,559
Uses of Funds								
Expenditures								
Operating	648,384	855,129	855,129	762,883	769,896	777,050	784,346	791,789
Indirect	10,874	51,548	51,548	62,203	63,447	64,716	66,010	67,331
Capital	7,941	726,148	39,379	874,191	105,000	105,000	105,000	105,000
Contingency	-	30,000	-	30,000	-	-	-	-
Total Expenditures	667,199	1,662,825	946,056	1,729,277	938,343	946,766	955,356	964,119
Debt Service								
Debt Service	115,025	115,026	115,026	112,026	112,026	112,026	112,026	112,026
Total Debt Service	115,025	115,026	115,026	112,026	112,026	112,026	112,026	112,026
Transfers Out								
General Fund	192,699	96,350	96,350	96,349	-	-	-	-
Total Transfers Out	192,699	96,350	96,350	96,349	-	-	-	-
Total Uses of Funds	974,923	1,874,201	1,157,432	1,937,652	1,050,369	1,058,792	1,067,382	1,076,145
Ending Fund Balance	$ 1,156,912	541,919	1,537,480	877,306	1,070,987	1,282,202	1,511,445	1,759,414

City of Flagstaff
Water Resource and Infrastructure Protection Fund
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Sources of Funds								
Beginning Fund Balance	$ -	-	-	-	81,879	134,342	167,814	180,909
Revenues								
Water Resource Protection Fee	-	-	-	1,120,000	1,120,000	1,120,000	1,120,000	1,120,000
Investment Earnings	-	-	-	-	-	1,000	1,000	1,000
Total Revenues	-	-	-	1,120,000	1,120,000	1,121,000	1,121,000	1,121,000
Total Sources of Funds	-	-	-	1,120,000	1,201,879	1,255,342	1,288,814	1,301,909
Uses of Funds								
Expenditures								
Operating	-	-	-	1,038,121	1,057,537	1,077,328	1,097,501	1,118,063
Indirect	-	-	-	-	10,000	10,200	10,404	10,612
Total Expenditures	-	-	-	1,038,121	1,067,537	1,087,528	1,107,905	1,128,675
Total Uses of Funds	-	-	-	1,038,121	1,067,537	1,087,528	1,107,905	1,128,675
Ending Fund Balance	$ -	-	-	81,879	134,342	167,814	180,909	173,234

City of Flagstaff
General Obligation Bond Fund
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Sources of Funds								
Beginning Fund Balance	$ -	-	-	-	-	-	-	-
Transfers In								
Secondary Property Tax	7,074,350	7,715,047	7,020,714	7,378,336	7,389,302	7,447,497	5,604,683	3,623,117
Total Transfers In	7,074,350	7,715,047	7,020,714	7,378,336	7,389,302	7,447,497	5,604,683	3,623,117
Total Sources of Funds	7,074,350	7,715,047	7,020,714	7,378,336	7,389,302	7,447,497	5,604,683	3,623,117
Uses of Funds								
Debt Service								
Debt Service	7,074,350	7,715,047	7,020,714	7,378,336	7,389,302	7,447,497	5,604,683	3,623,117
Total Debt Service	7,074,350	7,715,047	7,020,714	7,378,336	7,389,302	7,447,497	5,604,683	3,623,117
Total Uses of Funds	7,074,350	7,715,047	7,020,714	7,378,336	7,389,302	7,447,497	5,604,683	3,623,117
Ending Fund Balance	$ -	-	-	-	-	-	-	-

City of Flagstaff
Secondary Property Tax Fund
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Sources of Funds								
Beginning Fund Balance	$ 7,149,254	6,831,341	6,879,666	7,161,388	7,199,173	7,685,868	5,768,948	3,633,843
Revenues								
Secondary Property Taxes	6,747,904	7,268,436	7,268,436	7,406,121	7,865,997	5,492,577	3,440,578	3,643,426
Investment Earnings	56,858	34,000	34,000	10,000	10,000	38,000	29,000	18,000
Total Revenues	6,804,762	7,302,436	7,302,436	7,416,121	7,875,997	5,530,577	3,469,578	3,661,426
Total Sources of Funds	13,954,016	14,133,777	14,182,102	14,577,509	15,075,170	13,216,445	9,238,526	7,295,269
Uses of Funds								
Transfers Out								
GO Bonds	7,074,350	7,715,047	7,020,714	7,378,336	7,389,302	7,447,497	5,604,683	3,623,117
Total Transfers Out	7,074,350	7,715,047	7,020,714	7,378,336	7,389,302	7,447,497	5,604,683	3,623,117
Total Uses of Funds	7,074,350	7,715,047	7,020,714	7,378,336	7,389,302	7,447,497	5,604,683	3,623,117
Ending Fund Balance	$ 6,879,666	6,418,730	7,161,388	7,199,173	7,685,868	5,768,948	3,633,843	3,672,152

City of Flagstaff
Pension Debt Service Fund
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Sources of Funds								
Beginning Fund Balance	$ -	-	-	-	10,000,000	10,050,000	10,100,000	10,151,000
Revenues								
Investment Earnings	-	-	-	-	50,000	50,000	51,000	51,000
Other Financing Sources	-	-	-	130,000,000	-	-	-	-
Total Revenues	-	-	-	130,000,000	50,000	50,000	51,000	51,000
Transfers In								
General Fund	-	-	-	1,922,400	7,682,400	7,682,400	7,682,400	7,682,400
Airport	-	-	-	80,100	320,100	320,100	320,100	320,100
Total Transfers In	-	-	-	2,002,500	8,002,500	8,002,500	8,002,500	8,002,500
Total Sources of Funds	-	-	-	132,002,500	18,052,500	18,102,500	18,153,500	18,204,500
Uses of Funds								
Expenditures								
Operating	-	-	-	120,000,000	-	-	-	-
Total Expenditures	-	-	-	120,000,000	-	-	-	-
Debt Service	-	-	-	2,002,500	8,002,500	8,002,500	8,002,500	8,002,500
Total Uses of Funds	-	-	-	122,002,500	8,002,500	8,002,500	8,002,500	8,002,500
Ending Fund Balance	$ -	-	-	10,000,000	10,050,000	10,100,000	10,151,000	10,202,000

City of Flagstaff
Special Assessment Bond Fund
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Sources of Funds								
Beginning Fund Balance	$ 2,191,277	114,060	121,390	122,509	-	-	-	-
Revenues								
Investment Earnings	9,330	1,000	1,119	-	-	-	-	-
Total Revenues	9,330	1,000	1,119	-	-	-	-	-
Total Sources of Funds	2,200,607	115,060	122,509	122,509	-	-	-	-
Uses of Funds								
Debt Service								
Debt Service	2,079,217	-	-	-	-	-	-	-
Total Debt Service	2,079,217	-	-	-	-	-	-	-
Transfers Out								
General Fund	-	-	-	122,509	-	-	-	-
Total Transfers Out	-	-	-	122,509	-	-	-	-
Total Uses of Funds	2,079,217	-	-	122,509	-	-	-	-
Ending Fund Balance	$ 121,390	115,060	122,509	-	-	-	-	-

City of Flagstaff
Perpetual Care Fund
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Sources of Funds								
Beginning Fund Balance	$ 297,325	309,349	329,544	343,434	357,560	371,926	386,537	401,397
Revenues								
Contributions	26,460	9,690	9,690	9,884	10,082	10,284	10,490	10,700
Investment Earnings	5,759	3,225	4,200	4,242	4,284	4,327	4,370	4,414
Total Revenues	32,219	12,915	13,890	14,126	14,366	14,611	14,860	15,114
Total Sources of Funds	329,544	322,264	343,434	357,560	371,926	386,537	401,397	416,511
Uses of Funds								
Expenditures								
Operating	-	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-	-
Total Uses of Funds	-	-	-	-	-	-	-	-
Ending Fund Balance	$ 329,544	322,264	343,434	357,560	371,926	386,537	401,397	416,511

City of Flagstaff
Capital Projects Fund
Non-GO Bond Funded Projects
Five Year Plan 2020-2024

	Actual 2017-2018	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sources of Funds								
Beginning Fund Balance	$ 295,634	2,820,978	3,056,415	1,092,415	244,038	75	75	75
Revenues								
Grants	85,934	-	-	-	-	-	-	-
Real Estate Proceeds	-	2,000,000	-	-	2,000,000	-	-	-
Investment Earnings	25,295	-	16,000	-	-	-	-	-
Other Financing Sources	-	22,000,000	-	26,000,000	10,000,000	-	10,000,000	10,000,000
Total Revenues	111,229	24,000,000	16,000	26,000,000	12,000,000	-	10,000,000	10,000,000
Transfers In								
General Fund	2,858,574	520,000	520,000	325,000	-	-	-	-
Total Transfers In	2,858,574	520,000	520,000	325,000	-	-	-	-
Total Sources of Funds	3,265,437	27,340,978	3,592,415	27,417,415	12,244,038	75	10,000,075	10,000,075
Uses of Funds								
Expenditures								
Capital	209,022	27,340,903	2,500,000	27,173,377	12,243,963	-	10,000,000	10,000,000
Total Expenditures	209,022	27,340,903	2,500,000	27,173,377	12,243,963	-	10,000,000	10,000,000
Total Uses of Funds	209,022	27,340,903	2,500,000	27,173,377	12,243,963	-	10,000,000	10,000,000
Ending Fund Balance	$ 3,056,415	75	1,092,415	244,038	75	75	75	75

City of Flagstaff
Capital Projects Fund
GO Bond Funded Projects
Five Year Plan 2020-2024

	Actual 2017-2018	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sources of Funds								
Beginning Fund Balance	$ 13,966,172	2,196,160	2,780,469	6,631,532	-	-	-	-
Revenues								
Other Financing Sources	-	4,000,000	4,000,000	2,000,000	-	-	-	-
Investment Earnings	159,034	620	22,974	10,000	-	-	-	-
Intergovernmental	449,471	121,950	44,908	189,000	-	-	-	-
Total Revenues	608,505	4,122,570	4,067,882	2,199,000	-	-	-	-
Transfers In								
Transportation	200,000	-	-	-	-	-	-	-
HURF	800,000	-	-	250,000	-	-	-	-
General Fund	2,421,089	387,000	387,000	-	-	-	-	-
Real Estate Proceed Fund	613,000	-	-	-	-	-	-	-
Environmental Services	5,125,000	-	-	-	-	-	-	-
Solid Waste	1,775,000	-	-	-	-	-	-	-
Total Transfers In	10,934,089	387,000	387,000	250,000	-	-	-	-
Total Sources of Funds	25,508,766	6,705,730	7,235,351	9,080,532	-	-	-	-
Uses of Funds								
Expenditures								
Operating	909,977	-	375,677	-	-	-	-	-
Capital	21,818,320	6,544,191	228,142	9,080,532	-	-	-	-
Total Expenditures	22,728,297	6,544,191	603,819	9,080,532	-	-	-	-
Total Uses of Funds	22,728,297	6,544,191	603,819	9,080,532	-	-	-	-
Ending Fund Balance	$ 2,780,469	161,539	6,631,532	-	-	-	-	-

City of Flagstaff
Drinking Water Fund
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Sources of Funds								
Beginning Fund Balance	$ 19,485,981	23,873,620	22,461,445	24,020,160	9,296,630	6,664,687	6,069,147	7,054,116
Revenues								
Drinking Water	16,131,968	17,489,681	16,711,562	17,154,895	17,261,477	17,433,046	17,606,332	17,781,349
Capacity Fees	1,439,858	2,280,000	2,215,000	1,830,400	1,830,400	2,013,440	2,214,784	2,281,228
Investment Earnings	357,044	319,700	442,188	120,101	46,483	33,323	30,346	35,271
Miscellaneous	(1,720)	5,150	5,150	805,150	5,150	5,150	5,150	5,150
Other Financing Sources	5,065,778	-	-	-	-	-	-	-
Total Revenues	22,992,928	20,094,531	19,373,900	19,910,546	19,143,510	19,484,959	19,856,612	20,102,998
Transfers In								
Wastewater	1,104,952	1,226,799	1,311,570	1,621,451	1,342,706	1,396,406	1,242,257	1,473,302
Reclaimed Water	35,789	45,425	40,494	117,473	70,747	40,587	166,114	40,174
Stormwater	7,596	6,919	6,919	7,033	7,146	7,260	7,373	7,487
Total Transfers In	1,148,337	1,279,143	1,358,983	1,745,957	1,420,599	1,444,253	1,415,744	1,520,963
Total Sources of Funds	43,627,246	45,247,294	43,194,328	45,676,663	29,860,739	27,593,899	27,341,503	28,678,077
Uses of Funds								
Expenditures								
Operating	9,517,863	11,151,862	10,937,862	11,284,598	9,996,800	10,145,200	10,296,300	10,449,700
Indirect	1,575,912	1,652,699	1,652,699	1,712,061	1,729,200	1,746,500	1,764,000	1,781,600
Capital	7,985,106	20,229,754	4,535,415	19,984,006	8,950,000	7,200,000	6,175,000	5,000,000
Contingency	28,123	1,000,000	-	1,000,000	-	-	-	-
Total Expenditures	19,107,004	34,034,315	17,125,976	33,980,665	20,676,000	19,091,700	18,235,300	17,231,300
Debt Service	1,958,797	2,337,035	1,961,967	2,317,121	2,437,805	2,350,805	1,969,840	1,768,973
Transfers Out								
General Fund	-	86,225	86,225	82,247	82,247	82,247	82,247	82,247
Transportation	100,000	-	-	-	-	-	-	-
Total Transfers Out	100,000	86,225	86,225	82,247	82,247	82,247	82,247	82,247
Total Uses of Funds	21,165,801	36,457,575	19,174,168	36,380,033	23,196,052	21,524,752	20,287,387	19,082,520
Ending Fund Balance	$ 22,461,445	8,789,719	24,020,160	9,296,630	6,664,687	6,069,147	7,054,116	9,595,557

City of Flagstaff
Wastewater Fund
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Sources of Funds								
Beginning Fund Balance	$ 11,446,297	16,991,456	17,606,319	16,331,063	11,967,984	10,543,645	11,417,207	11,806,957
Revenues								
Wastewater	10,177,011	10,481,971	10,677,737	11,043,546	11,153,935	11,265,430	11,378,038	11,491,773
Capacity Fees	1,784,442	2,019,000	1,200,000	1,200,000	1,200,000	1,320,000	1,452,000	1,495,560
Investment Earnings	224,834	56,755	322,774	163,311	59,840	52,718	57,086	59,035
Miscellaneous	123,742	-	(103,000)	-	-	-	-	-
Other Financing Sources	4,540,290	-	-	-	5,000,000	6,250,000	-	3,000,000
Total Revenues	16,850,319	12,557,726	12,097,511	12,406,857	17,413,775	18,888,148	12,887,124	16,046,368
Total Sources of Funds	28,296,616	29,549,182	29,703,830	28,737,920	29,381,759	29,431,793	24,304,331	27,853,325
Uses of Funds								
Expenditures								
Operating	4,180,058	4,468,411	4,348,575	4,396,996	4,338,100	4,399,800	4,462,500	4,526,300
Indirect	716,035	686,494	686,494	689,766	696,700	703,700	710,700	717,800
Capital	2,838,323	8,457,581	3,773,724	8,367,588	9,900,000	8,530,000	3,000,000	6,700,000
Contingency	29,875	800,000	-	800,000	-	-	-	-
Total Expenditures	7,764,291	14,412,486	8,808,793	14,254,350	14,934,800	13,633,500	8,173,200	11,944,100
Debt Service	1,821,054	1,285,744	3,252,404	894,135	2,560,608	2,984,680	3,081,917	3,137,423
Transfers Out								
Drinking Water	1,104,952	1,226,799	1,311,570	1,621,451	1,342,706	1,396,406	1,242,257	1,473,302
Total Transfers Out	1,104,952	1,226,799	1,311,570	1,621,451	1,342,706	1,396,406	1,242,257	1,473,302
Total Uses of Funds	10,690,297	16,925,029	13,372,767	16,769,936	18,838,114	18,014,586	12,497,374	16,554,825
Ending Fund Balance	$ 17,606,319	12,624,153	16,331,063	11,967,984	10,543,645	11,417,207	11,806,957	11,298,500

City of Flagstaff
Reclaimed Water Fund
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Sources of Funds								
Beginning Fund Balance	$ 696,482	1,118,083	1,092,335	1,590,693	494,265	1,108,428	1,198,222	435,138
Revenues								
Reclaimed Water	918,324	1,034,578	1,034,578	1,036,539	1,046,439	1,046,439	1,046,439	1,046,439
Investment Earnings	15,612	5,152	21,586	7,953	2,471	5,542	5,991	2,176
Other Financing Sources	-	-	-	-	1,600,000	-	1,500,000	-
Total Revenues	933,936	1,039,730	1,056,164	1,044,492	2,648,910	1,051,981	2,552,430	1,048,615
Total Sources of Funds	1,630,418	2,157,813	2,148,499	2,635,185	3,143,175	2,160,409	3,750,652	1,483,753
Uses of Funds								
Expenditures								
Operating	400,501	467,709	442,709	509,108	431,000	437,900	445,000	452,100
Indirect Costs	49,953	74,603	74,603	69,339	70,000	70,700	71,400	72,100
Capital	48,719	375,000	-	1,395,000	1,335,000	285,000	2,385,000	210,000
Contingency	3,121	50,000	-	50,000	-	-	-	-
Total Expenditures	502,294	967,312	517,312	2,023,447	1,836,000	793,600	2,901,400	734,200
Debt Service	-	-	-	-	128,000	128,000	248,000	248,000
Transfers Out								
Drinking Water	35,789	45,425	40,494	117,473	70,747	40,587	166,114	40,174
Total Transfers Out	35,789	45,425	40,494	117,473	70,747	40,587	166,114	40,174
Total Uses of Funds	538,083	1,012,737	557,806	2,140,920	2,034,747	962,187	3,315,514	1,022,374
Ending Fund Balance	$ 1,092,335	1,145,076	1,590,693	494,265	1,108,428	1,198,222	435,138	461,379

City of Flagstaff
Stormwater Fund
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Sources of Funds								
Beginning Fund Balance	$ 1,562,700	2,741,254	3,120,318	3,755,120	2,238,530	2,992,426	4,012,418	3,959,441
Revenues								
Intergovernmental	9,415	200,000	102,121	659,180	-	-	-	-
Stormwater	2,618,212	4,213,381	4,213,381	4,213,624	4,213,867	4,256,000	4,298,567	4,341,548
User Fees	47,908	27,145	37,430	27,824	28,519	29,232	29,962	30,711
Permits	1,131	871	871	893	915	938	961	985
Investment Earnings	29,542	35,187	47,706	18,776	11,193	14,962	20,062	19,797
Other Financing Sources	-	18,000,000	-	18,000,000	18,000,000	-	-	-
Total Revenues	2,706,208	22,476,584	4,401,509	22,920,297	22,254,494	4,301,132	4,349,552	4,393,041
Transfers In								
General Fund	1,133,314	1,531,502	-	-	-	-	-	-
Total Transfers In	1,133,314	1,531,502	-	-	-	-	-	-
Total Sources of Funds	5,402,222	26,749,340	7,521,827	26,675,417	24,493,024	7,293,558	8,361,970	8,352,482
Uses of Funds								
Expenditures								
Operating	692,123	893,662	792,858	1,300,759	967,689	994,098	1,021,254	1,049,180
Indirect	129,624	142,584	142,584	156,842	160,763	164,782	168,902	173,125
Capital	1,212,511	23,148,445	2,551,382	22,072,253	19,125,000	275,000	725,000	975,000
Contingency	-	300,000	-	300,000	-	-	-	-
Total Expenditures	2,034,258	24,484,691	3,486,824	23,829,854	20,253,452	1,433,880	1,915,156	2,197,305
Debt Service	-	600,000	-	600,000	1,240,000	1,840,000	2,480,000	2,480,000
Transfers Out								
Drinking Water	7,596	6,919	6,919	7,033	7,146	7,260	7,373	7,487
HURF	240,050	272,964	272,964	-	-	-	-	-
Total Transfers Out	247,646	279,883	279,883	7,033	7,146	7,260	7,373	7,487
Total Uses of Funds	2,281,904	25,364,574	3,766,707	24,436,887	21,500,598	3,281,140	4,402,529	4,684,792
Ending Fund Balance	$ 3,120,318	1,384,766	3,755,120	2,238,530	2,992,426	4,012,418	3,959,441	3,667,690

City of Flagstaff
Solid Waste Fund
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Sources of Funds								
Beginning Fund Balance	$ 19,424,352	19,923,893	21,250,407	21,846,442	16,379,927	13,739,596	15,273,373	15,938,608
Revenues								
Solid Waste	11,583,513	11,833,542	11,619,382	12,368,625	12,706,247	13,069,153	13,713,146	14,195,350
Investment Earnings	430,023	402,730	439,804	449,292	333,556	409,967	344,041	382,404
Miscellaneous	31,148	-	600	-	840,000	840,000	-	-
Total Revenues	12,044,684	12,236,272	12,059,786	12,817,917	13,879,803	14,319,120	14,057,187	14,577,754
Transfers In								
Tourism	63,570	63,570	63,570	63,570	63,570	63,570	63,570	63,570
Total Transfers In	63,570	63,570	63,570	63,570	63,570	63,570	63,570	63,570
Total Sources of Funds	31,532,606	32,223,735	33,373,763	34,727,929	30,323,300	28,122,286	29,394,130	30,579,932
Uses of Funds								
Expenditures								
Operating	8,828,854	9,001,135	8,749,302	9,300,629	8,982,194	9,161,837	9,345,075	9,531,976
Indirect Costs	1,119,682	1,211,691	1,211,691	1,224,444	1,255,055	1,286,431	1,318,592	1,351,557
Capital	101,151	3,192,494	1,089,295	6,845,699	5,865,000	1,920,000	2,466,940	2,150,000
Contingency	-	500,000	-	500,000	-	-	-	-
Total Expenditures	10,049,687	13,905,320	11,050,288	17,870,772	16,102,249	12,368,268	13,130,607	13,033,533
Debt Service	227,834	214,969	372,355	377,230	379,455	376,605	218,794	220,719
Transfers Out:								
General Fund	4,678	4,678	4,678	-	-	-	-	-
SEMS	-	100,000	100,000	100,000	102,000	104,040	106,121	108,243
Total Transfers Out	4,678	104,678	104,678	100,000	102,000	104,040	106,121	108,243
Total Uses of Funds	10,282,199	14,224,967	11,527,321	18,348,002	16,583,704	12,848,913	13,455,522	13,362,495
Ending Fund Balance	$ 21,250,407	17,998,768	21,846,442	16,379,927	13,739,596	15,273,373	15,938,608	17,217,437

City of Flagstaff
Sustainability and Environmental Management Fund
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Sources of Funds								
Beginning Fund Balance	$ 354,955	420,962	430,457	489,568	599,887	810,129	1,022,818	1,237,979
Revenues								
Environmental Management	1,019,502	1,060,738	1,021,376	1,041,804	1,062,640	1,083,893	1,105,571	1,127,682
Intergovernmental	55,020	40,000	40,000	90,484	-	-	-	-
Investment Earnings	7,318	3,130	3,130	3,177	3,225	3,273	3,322	3,372
Miscellaneous	9	530	530	3,041	3,102	3,164	3,227	3,292
Total Revenues	1,081,849	1,104,398	1,065,036	1,138,506	1,068,967	1,090,330	1,112,120	1,134,346
Transfers In								
General Fund	-	114,703	114,703	183,678	188,087	192,606	197,238	201,986
FUTS	-	75,000	-	-	-	-	-	-
Beautification	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Recreation - BBB	-	23,000	7,500	-	-	-	-	-
Solid Waste	-	100,000	100,000	100,000	101,081	102,162	103,243	104,324
Total Transfers In	30,000	342,703	252,203	313,678	319,168	324,768	330,481	336,310
Total Sources of Funds	1,466,804	1,868,063	1,747,696	1,941,752	1,988,022	2,225,227	2,465,419	2,708,635
Uses of Funds								
Expenditures								
Operating	744,673	1,035,369	828,369	1,091,828	986,180	1,005,903	1,026,021	1,046,540
Indirect	154,576	170,034	170,034	187,037	191,713	196,506	201,419	206,454
Capital	40,951	163,500	40,000	33,000	-	-	-	-
Contingency	-	30,000	-	30,000	-	-	-	-
Total Expenditures	940,200	1,398,903	1,038,403	1,341,865	1,177,893	1,202,409	1,227,440	1,252,994
Transfers Out								
General Fund	96,147	219,725	219,725	-	-	-	-	-
Total Transfers Out	96,147	219,725	219,725	-	-	-	-	-
Total Uses of Funds	1,036,347	1,618,628	1,258,128	1,341,865	1,177,893	1,202,409	1,227,440	1,252,994
Ending Fund Balance	$ 430,457	249,435	489,568	599,887	810,129	1,022,818	1,237,979	1,455,641

City of Flagstaff
Airport Fund
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Sources of Funds								
Beginning Fund Balance	$ 623,614	461,435	331,991	1,040,789	2,723,954	4,227,479	6,409,008	6,009,240
Revenues								
Intergovernmental	79,847	6,056,487	3,490,134	11,929,808	15,917,515	4,660,344	15,152,080	5,005,300
Airport	1,742,089	1,671,491	1,955,235	2,067,324	2,085,121	2,116,588	2,148,537	2,180,994
Passenger Facility Charges	379,130	411,350	480,000	480,000	480,000	480,000	480,000	480,000
Parking	-	133,351	-	320,000	320,000	320,000	320,000	320,000
Investment Earnings	12,940	1,500	300	1,500	1,500	1,500	1,500	1,500
Miscellaneous	(619)	3,080	1,000	1,000	1,000	1,000	1,000	1,000
Other Financing Sources	-	1,300,000	-	4,000,000	-	-	-	-
Total Revenues	2,213,387	9,577,259	5,926,669	18,799,632	18,805,136	7,579,432	18,103,117	7,988,794
Transfers In								
General Fund	324,540	712,000	137,000	-	-	-	427,425	312,425
Tourism - BBB	-	60,000	60,000	-	-	-	-	-
Total Transfers In	324,540	772,000	197,000	-	-	-	427,425	312,425
Total Sources of Funds	3,161,541	10,810,694	6,455,660	19,840,421	21,529,090	11,806,911	24,939,550	14,310,459
Uses of Funds								
Expenditures								
Operating	1,743,138	2,751,574	2,789,223	5,635,510	5,639,084	3,276,388	1,700,053	1,734,045
Indirect Costs	307,659	302,575	302,575	332,833	341,150	349,679	358,421	367,382
Capital	547,017	7,329,113	1,812,484	9,979,840	10,000,000	900,000	16,000,000	5,500,000
Contingency	-	100,000	97,000	100,000	-	-	-	-
Total Expenditures	2,597,814	10,483,262	5,001,282	16,048,183	15,980,234	4,526,067	18,058,474	7,601,427
Debt Service								
Debt Service	231,736	231,736	231,736	551,736	551,736	551,736	551,736	435,868
Total Debt Service	231,736	231,736	231,736	551,736	551,736	551,736	551,736	435,868
Transfers Out								
General Fund	-	-	181,853	436,448	449,541	-	-	-
Debt Service - Pension	-	-	-	80,100	320,100	320,100	320,100	320,100
Total Transfers Out	-	-	181,853	516,548	769,641	320,100	320,100	320,100
Total Uses of Funds	2,829,550	10,714,998	5,414,871	17,116,467	17,301,611	5,397,903	18,930,310	8,357,395
Ending Fund Balance	$ 331,991	95,696	1,040,789	2,723,954	4,227,479	6,409,008	6,009,240	5,953,064

City of Flagstaff
Flagstaff Housing Authority
Five Year Plan 2021-2025

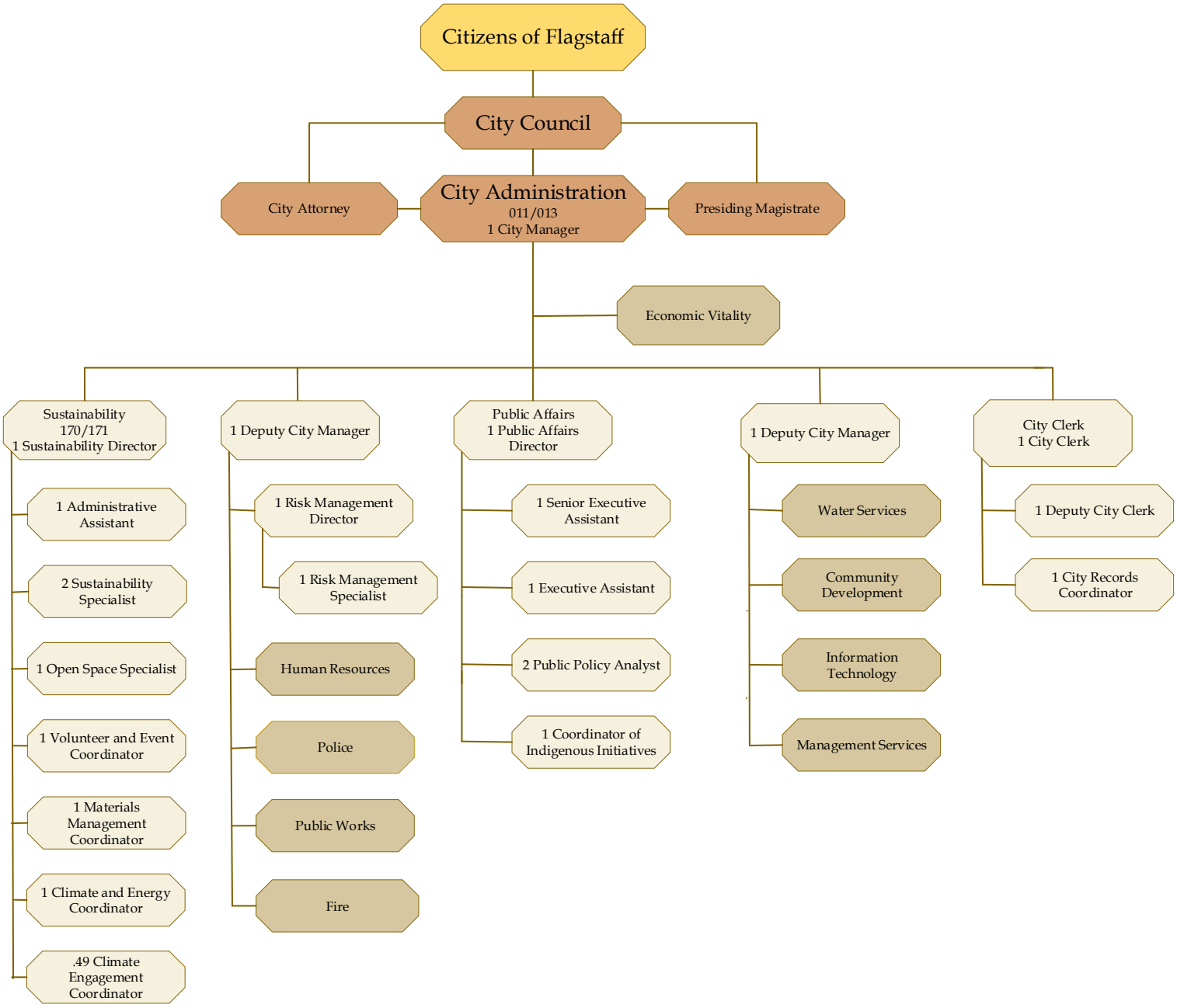
	Actual 2018 - 2019	Budget 2019 - 2020	Estimate 2019 - 2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Sources of Funds								
Beginning Fund Balance	$ 995,564	932,499	1,452,415	1,600,487	1,733,889	1,926,349	2,184,916	2,513,189
Revenues								
Intergovernmental	5,322,044	6,757,401	5,756,151	8,532,570	6,154,756	6,265,848	6,379,072	6,494,470
Rents and Other Tenant Income	1,387,251	1,375,000	1,375,000	1,447,000	1,461,470	1,534,544	1,611,271	1,691,835
Miscellaneous	627,542	438,021	438,021	397,698	401,675	405,692	409,749	413,845
Total Revenue	7,336,837	8,570,422	7,569,172	10,377,268	8,017,901	8,206,084	8,400,092	8,600,150
Transfers In								
General Fund	33,200	53,200	70,463	-	40,700	40,700	40,700	40,700
Total Transfers In	33,200	53,200	70,463	-	40,700	40,700	40,700	40,700
Total Sources of Funds	8,365,601	9,556,121	9,092,050	11,977,755	9,792,490	10,173,133	10,625,708	11,154,039
Uses of Funds								
Departments								
Low Income Public Housing	1,959,396	2,029,390	2,029,390	2,117,743	2,138,726	2,159,981	2,181,581	2,203,396
Section 8, MRO, SRO and VASH	4,428,071	4,432,026	4,432,026	4,635,104	4,724,149	4,814,938	4,907,506	5,001,890
Non-HUD Program	36,871	62,126	62,126	58,071	58,651	59,237	59,829	60,427
FHC Pass Thru	367,360	338,021	338,021	291,698	294,615	297,561	300,537	303,541
Contingency	-	1,001,250	-	1,001,250	-	-	-	-
Total Expenditures	6,791,698	7,862,813	6,861,563	8,103,866	7,216,141	7,331,717	7,449,453	7,569,254
Capital Expenditures	121,488	630,000	630,000	2,140,000	650,000	656,500	663,065	669,696
Total Uses of Funds	6,913,186	8,492,813	7,491,563	10,243,866	7,866,141	7,988,217	8,112,518	8,238,950
Ending Fund Balance	$ 1,452,415	1,063,308	1,600,487	1,733,889	1,926,349	2,184,916	2,513,189	2,915,089

City of Flagstaff
Summary of All Fiscal Activity
Fiscal Years 2019-2020 and 2020-2021
(With Actuals for Fiscal Year 2018-2019)

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021
Sources of Funds				
Beginning Fund Balance	$ 167,492,500	180,821,182	177,829,930	184,883,674
Revenues	182,266,834	248,524,375	213,060,662	375,835,860
Total Funds Available	349,759,334	429,345,557	390,890,592	560,719,534
Use of Funds				
Divisions				
General Administration	10,548,209	8,437,671	8,483,056	13,015,188
Management Services	3,896,879	7,807,177	7,115,784	4,596,113
Fire	14,448,863	19,123,206	17,364,984	21,301,753
Police	21,918,669	25,165,928	24,325,219	25,655,337
Community Development	17,094,886	58,297,420	27,159,076	60,174,020
Public Works	33,071,772	45,514,132	31,932,952	44,167,721
Economic Vitality	12,205,597	29,210,560	16,246,697	34,801,322
Water Services	26,875,204	69,192,424	27,382,525	69,310,308
Non-Departmental	11,644,384	16,083,203	13,515,067	135,022,946
Contingency	195,466	6,334,000	247,000	5,654,000
Total Divisions	151,899,929	285,165,721	173,772,360	413,698,708
Debt Service				
GO Bonds	7,074,349	7,715,047	7,020,714	7,378,336
Revenue Bonds - Courthouse	-	225,000	-	223,078
Capital Leases	317,281	318,121	318,121	229,592
Road Repair and Street Safety	958,822	1,491,663	1,491,663	1,488,388
4th Street	2,221,775	2,219,225	2,219,225	2,211,338
Street and Highway Revenue Bonds	543,546	546,508	546,508	-
Economic Development	249,054	249,188	249,188	247,088
Airport	231,736	231,736	231,736	551,736
Environmental Services	227,834	214,969	372,355	377,230
Special Assessment Districts	2,079,217	-	-	-
Pension Debt Service Fund	-	-	-	2,002,500
Drinking Water	1,958,797	2,337,035	1,961,967	2,317,121
Wastewater	1,821,054	1,285,744	3,252,404	894,135
Stormwater	-	600,000	-	600,000
Total Debt Service	17,683,465	17,434,236	17,663,881	18,520,542
Other Activities				
Capital Projects Bond Funds	2,346,010	36,253,909	14,570,677	18,469,066
Total Other Activities	2,346,010	36,253,909	14,570,677	18,469,066
Total Appropriations	171,929,404	338,853,866	206,006,918	450,688,316
Excess (Deficiency) of Revenues over Appropriations	10,337,430	(90,329,491)	7,053,744	(74,852,456)

City of Flagstaff
Summary of All Fiscal Activity
Fiscal Years 2019-2020 and 2020-2021
(With Actuals for Fiscal Year 2018-2019)

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021
Ending Fund Balances				
General Fund	$ 33,823,050	20,292,501	33,112,020	20,920,693
Special Revenue Funds:				
Housing and Community Services	1,153,182	168,343	830,901	159,309
Metro Planning Organization	12,635	148,295	37,778	-
Library	4,025,832	1,195,543	3,524,630	1,604,246
HURF	8,162,659	3,665,468	9,378,913	3,376,739
Transportation	38,988,094	9,417,103	37,367,745	13,621,219
Flagstaff Urban Trails	3,942,955	-	3,027,599	-
Beautification	6,438,796	3,040,157	7,402,757	4,077,237
Economic Development	776,391	136,458	501,783	180,133
Tourism	1,287,777	757,915	997,664	466,782
Arts and Science	868,415	315,236	1,057,230	501,795
Recreation	834,110	374,448	959,203	1,492,081
Parking District	1,156,912	541,919	1,537,480	877,306
Water Resource & Infrastructure Protectic	-	-	-	81,879
Debt Service Funds:				
GO Bond Fund				
Secondary Property Tax	6,879,666	6,418,730	7,161,388	7,199,173
Special Assessment	121,390	115,060	122,509	10,000,000
Permanent Funds:				
Perpetual Care	329,544	322,264	343,434	357,560
Capital Projects Funds:				
Non GO Bond Funded Projects	1,504,733	244,038	5,304,330	-
GO Bond Funded Projects	(221,898)	-	1,541,988	-
Enterprise Funds:				
Drinking Water	22,461,445	8,789,719	24,020,160	9,296,630
Wastewater	17,606,319	12,262,259	16,331,063	11,967,984
Reclaimed Water	1,092,335	1,135,076	1,590,693	494,265
Stormwater	3,120,318	1,384,766	3,755,120	2,238,530
Solid Waste	21,250,407	17,998,768	21,846,442	16,379,927
Sustainability and Environmental Mgmt	430,457	249,435	489,568	599,887
Airport	331,991	95,696	1,040,789	2,403,954
Flagstaff Housing Authority	1,452,415	1,422,494	1,600,487	1,733,889
Total Ending Fund Balance	$ 177,829,930	90,491,691	184,883,674	110,031,218


Citizens of Flagstaff
City Council
City Attorney
City Administration
011/013
1 City Manager
Presiding Magistrate
Economic Vitality
Sustainability
170/171
1 Sustainability Director
1 Administrative Assistant
2 Sustainability Specialist
1 Open Space Specialist
1 Volunteer and Event Coordinator
1 Materials Management Coordinator
1 Climate and Energy Coordinator
.49 Climate Engagement Coordinator
1 Deputy City Manager
1 Risk Management Director
1 Risk Management Specialist
Human Resources
Police
Public Works
Fire
Public Affairs
1 Public Affairs Director
1 Senior Executive Assistant
1 Executive Assistant
2 Public Policy Analyst
1 Coordinator of Indigenous Initiatives
1 Deputy City Manager
Water Services
Community Development
Information Technology
Management Services
City Clerk
1 City Clerk
1 Deputy City Clerk
1 City Records Coordinator

Mission

The mission of the **City Manager's** office is to direct and coordinate City staff to provide effective, efficient and equitable implementation of Council policies and programs; and to provide representation of City Council policies to citizens, other governmental agencies/jurisdictions and any other entity to accomplish council directives.

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

The mission of the **Public Affairs** office is to enhance public transparency and accessibility of City activities and foster clear, consistent communication with the public; assist the Mayor, City Council and all City departments with community outreach related to events, activities and issues related to the City and encourage public engagement; Public Affairs also interfaces with the media on behalf of the City.

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

The mission of the **Office of Labor Standards** is to ensure compliance of the Minimum Wage Law.

Program Description

The **City Manager** is responsible for providing professional leadership in administering programs and policies established by the Mayor and Council. The City Manager informs and advises Council on the affairs of the City, studies and proposes alternatives and solutions to community needs for Mayor and Council consideration, prepares and implements the annual financial plan and coordinates the activities of all divisions/sections under their authority to provide services at the lowest possible costs. In addition, the City Manager oversees:

- **Communications** – Providing accurate and proactive media information regarding any city matters
- **Intergovernmental** – furthers Council's state and federal priorities through legislative efforts
- **Neighborhood Liaison** – joint position shared by City and Northern Arizona University to improve relationships and address concerns of long-time residents and students
- **Indigenous Coordinator** – shared position with City and Indigenous Circle of Flagstaff (ICF) to improve indigenous and non-indigenous relationships

The **City Clerk** provides broad organizational support to the City of Flagstaff and ensures open and accessible government to the citizens of the City through the administration of the records management program, council meeting support, elections, codification, posting of notices, agenda preparation and board/commission training.

Risk Management is responsible for identification, control and finance of risk in order to safeguard the City's human, financial and physical assets, to ensure continuity and efficiency of City services. Risks are assessed for probability, cost and impact and matched with loss control techniques to reduce the likelihood of loss and mitigate the potential costs in the event of an accidental occurrence.

The **Office of Labor Standards** monitors compliance by investigating underpaid wages, unpaid wages and retaliation complaints while developing strategic enforcement and innovative policies to assist in enforcement practices.

FY 2019-2020 Accomplishments

High Performing Governance
- ✓ Continued to develop and implement a quarterly tracking report for minimum wage complaints and policy changes
- ✓ Implemented year one of Priority Based Budgeting
- ✓ Proposed changes to the Employee Handbook to increase staff retention
- ✓ Implemented a restructuring of the City Manager's Office to increase effectiveness and efficiency

Safe & Healthy Community
- ✓ Designed and provided training for employees on their work site to reduce employee injuries
- ✓ Actively worked to mitigate risks of post Museum Fire flooding

Inclusive & Engaged Community
- ✓ Held joint City/County/Community Partner meetings and off-site neighborhood special meetings
- ✓ Continued implementation of the Strategic Outreach and Engagement Plan and comprehensive website redesign
- ✓ Hosted an Indigenous People's Day celebration at City Hall
- ✓ Facilitated meetings with the Indigenous Circle of Flagstaff, Hopi Tribe and Hualapai Tribe to discuss issues of importance and/or concern, and to identify mutual partnerships

Livable Community
- ✓ Participated in communications and messaging efforts related to the 2020 Census

Environmental Stewardship
- ✓ Provided leadership in relation to the implementation of the Climate Action and Adaptation Plan
- ✓ Elevated the Sustainability section to report directly to the City Manager
- ✓ Provided Council with information needed to support the furtherance of the Declaration of a Climate Emergency

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FY 2020-2021 Initiatives

High Performing Governance
- ✓ Continue implementation of Priority Based Budgeting

Inclusive & Engaged Community
- ✓ Continue to listen to and strengthen relationships with citizens to address the needs of the community
- ✓ Complete a comprehensive website redesign
- ✓ Provide framework and focus on Council's plan to form an Indigenous Affairs commission or council
- ✓ Supplement funding for social justice and social equity initiatives by securing foundation and corporate funding

Sustainable, Innovative Infrastructure
- ✓ Provide leadership to ensure the completion of the Rio de Flag flood control project

Robust Resilient Economy
- ✓ Investigate a feasibility study for a public marketplace for Native artists and provide a pilot program to set parameters for future focus

Livable Community
- ✓ Continue to strengthen partnerships and open communication through events, programs, projects and educational opportunities for homeowners, associations, landlords, businesses, students and residents

- ✓ Begin the process to develop a vision statement, identify a location, appropriate administrative structure and funding partners for an Indigenous Community and Cultural Center

Environmental Stewardship

- ✓ Continue to provide leadership in relation to the implementation of the Climate Action and Adaptation Plan

Performance Measures

Priority: Livable Community
Objective: Create a welcoming community through partnerships, strong neighborhoods, civic engagement and resident participation

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Actual	FY 2020-2021 Proposed
Conduct annual meetings with members of consulates and embassy stakeholders	2	N/A	1	1	1

Priority: High Performing Governance
Objective: Foster clear and consistent communication strategies and products

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Social media followers	4,000	4,034	6,900	7,500	7,500

Priority: Inclusive & Engaged Community
Objective: Enhance community outreach and engagement opportunities

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Conduct Citizen Survey	30% Response Rate	N/A	N/A	30%	N/A
Outreach events with indigenous stakeholders	10	N/A	10	10	10
Off-campus living workshops	2	N/A	N/A	4	4

Priority: Safe & Healthy Community
Objective: Enhance community engagement and community policing efforts

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Address neighbor complaints through educational outlets	100%	N/A	100%	100%	100%
Develop workshops supporting indigenous training on wellness	2	N/A	N/A	0	2

Priority: High Performing Governance
Objective: Become an employer of choice and provide employees with the necessary tools, training and support

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Number of injuries	<50	51	40	46	45
Number of vehicle accidents	<85	74	75	80	85

Priority: High Performing Governance
Objective: Serve the public by providing high quality internal and external customer service

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Decrease average closure times for minimum wage investigations of complaints	90 Days	N/A	90	60	60

Section 011 - City Manager

Expenditures by Category:

	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 1,175,235	$ 1,579,018	$ 1,579,018	$ 1,496,217	$ (82,801)
Contractuals	346,748	378,111	378,111	449,466	71,355
Commodities	42,308	21,946	21,946	18,946	(3,000)
Capital	7,000	-	-	-	-
Total	**$ 1,571,291**	**$ 1,979,075**	**$ 1,979,075**	**$ 1,964,629**	**$ (14,446)**

Expenditures by Program:

General Administration	$ 819,930	$ 1,196,987	$ 1,196,987	$ 1,172,063	$ (24,924)
Disability Awareness	13	-	-	-	-
Public Information	46,540	55,700	55,700	-	(55,700)
Customer Service	26,411	27,690	27,690	27,190	(500)
Property Management	128,518	-	-	-	-
City Clerk	303,028	367,354	367,354	344,986	(22,368)
Elections	147,941	150,000	150,000	260,000	110,000
Minimum Wage Compliance	98,910	111,422	111,422	24,800	(86,622)
Indigenous	-	69,922	69,922	77,690	7,768
Neighborhood Liaison	-	-	-	32,900	32,900
	-	-	-	25,000	25,000
Total	**$ 1,571,291**	**$ 1,979,075**	**$ 1,979,075**	**$ 1,964,629**	**$ (14,446)**

Source of Funding:

General Fund	$ 1,595,160
Library Fund	61,314
Highway User Revenue Fund	44,586
Transportation Fund	1,450
Parking District Fund	6,531
Water Services Fund	146,047
Stormwater Fund	8,786
Solid Waste Fund	70,632
SEMS Fund	9,206
Airport Fund	20,917
	$ 1,964,629

Commentary:

The City Manager's operating budget has decreased by 1%. There are no capital expenditures. The Personnel Services decrease of 5% is mainly due to a prior year one-time retirement payout and one-time contracted services. This is offset by a COLA, an increase in medical insurance and an increase in retirement contributions. Contractuals increases of 19% are mainly due to costs related to the election. Commodities decrease of 14% is mainly due to a reduction in one-time expenditures for copying and printing. There is no major capital (>$10,000) for this section.

Authorized Personnel/Positions:

Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	1	0	0	0	0
Assistant to City Manager	1	0	0	0	0
City Clerk	1	1	1	0	1
City Manager	1	1	1	0	1
City Records Coordinator	1	1	1	0	1
Communications Manager	1	1	0	0	0
Coordinator of Indigenous Initiatives	0	0	1	0	1
Deputy City Clerk	1	1	1	0	1
Deputy City Manager	2	2	2	0	2
Executive Assistant	1	1	1	0	1
Labor Standards Manager	1	1	0	0	0
Management Analyst	0	2	2	(2)	0
Public Affairs Director	0	0	1	0	1
Public Policy Analyst	0	0	0	2	2
Real Estate Manager	1	0	0	0	0
Senior Executive Assistant	0	0	1	0	1
Total	12	11	12	0	12

Section 013 - Risk Management

Expenditures by Category:

	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 188,692	$ 197,154	$ 197,154	$ 202,737	$ 5,583
Contractuals	9,295	24,461	24,461	23,693	(768)
Commodities	4,195	5,066	5,066	3,741	(1,325)
Total	**$ 202,182**	**$ 226,681**	**$ 226,681**	**$ 230,171**	**$ 3,490**

Expenditures by Program:

General Administration	$ 202,182	$ 226,681	$ 226,681	$ 230,171	$ 3,490
Total	**$ 202,182**	**$ 226,681**	**$ 226,681**	**$ 230,171**	**$ 3,490**

Source of Funding:

General Fund	$ 160,095
Library Fund	11,854
Highway User Revenue Fund	8,867
Transportation Fund	1,209
Parking District Fund	1,596
Water Services Fund	24,162
Stormwater Fund	1,350
Solid Waste Fund	15,454
SEMS Fund	1,765
Airport Fund	3,819
	$ 230,171

Commentary:

The Risk Management operating budget has increased by 2%. There are no capital expenditures. The Personnel Services increase of 2% is mainly due to a COLA, an increase in medical insurance and an increase in retirement contributions. Contractuals decrease of 3% is mainly due to a one-time decrease in education and training. The Commodities decrease of 26% is due to various one-time reductions to books, uniforms and work order charges. There is no major capital (>$10,000) for this section.

Authorized Personnel/Positions:

Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Risk Management Director	1	1	1	0	1
Risk Management Specialist	1	1	1	0	1
Total	2	2	2	0	2

Mission

The Sustainability section catalyzes community and individual actions that promote economic, environmental and social sustainability through leadership, education and engagement.

Program Description

The Sustainability section aims to create a livable and low impact community. This mission is reflected in the goals of the section's program areas. The section contributes to greater well-being among Flagstaff residents through the following efforts:

- Reducing the impacts of Flagstaff's waste and material consumption
- Preparing the community and City operations for long-term climate changes and ensuing impacts on the Flagstaff community
- Protecting the region's ecological health and preserving historic and cultural resources
- Engaging volunteers to keep our neighborhoods, trails, parks and streets litter-free
- Facilitating energy efficiency measures across the Flagstaff community and City government operations
- Increasing access to local, healthy and affordable food throughout the Flagstaff community

Section staff develops and implements policies, projects and programming to enhance municipal and community-wide sustainability. The section builds on the principles of economic, environmental, organizational and social sustainability. Programming supports the integration of these principles throughout City operations while providing critical resources to the Flagstaff community.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Hosted community collaborative planning efforts to prepare the McMillan Mesa natural area management plan
- ✓ Hosted community collaborative planning efforts for management of the Schultz Creek natural area
- ✓ Developed a Climate Action and Adaptation Plan (CAAP) increased funding request (IFR) integration process to incorporate climate mitigation, adaptation and equity into the budget process
- ✓ Created a public dashboard allowing community members to track the implementation status of all Climate Action and Adaptation Plan action items

Safe & Healthy Community

- ✓ Partnered with the police department to educate the unhoused population and clean up abandoned camps and trash within McMillan Mesa and Picture Canyon natural areas
- ✓ Partnered with the Northern Arizona University Public Health Capstone Project to share open space health benefits with low-income residents and improve resident's knowledge of access to City open space for health
- ✓ Launched a successful "One a Day in May" anti-litter campaign

Inclusive & Engaged Community

- ✓ Launched the Flagstaff Sustainability Leaders Program which trains volunteers to inspire sustainable behavior change in the community
- ✓ Created a climate ambassador program to train community members on how to talk about climate change and climate action with their networks
- ✓ Completed an equity leadership training series and launched new equity initiatives to better integrate social equity into all section programming
- ✓ Assisted the Flagstaff Trail Initiative in forming a foundation to determine the needs of the community and partner with residents and stakeholders to maintain and build a complete Flagstaff trail system

- ✓ Expanded the Indigenous Youth STEM Academy program to Killip Elementary and held four events that taught approximately 75 youth about STEM careers in connection to culture and community
- ✓ In partnership with Kahtoola for the People, provided four Indigenous Youth STEM Academy educational field trips to Leupp Public School where events taught native youth about STEM careers
- ✓ In partnership with the Arizona Department of Fire and Forest Management grant funding, volunteer hours and City support, treated and removed invasive plants in the greater Picture Canyon area

Sustainable, Innovative Infrastructure

- ✓ Piloted a recycling bin inspection program where over five weeks, staff saw a 50% decrease in observed contamination residents' recycling bins, which increases the viability of the materials recovery facility
- ✓ In partnership with Solid Waste, developed options for managing the materials recovery facility
- ✓ Received an APS Take Charge AZ grant for electric vehicle charging stations at City Hall
- ✓ Received an APS Solar Communities grant for solar energy parking canopies at the Northern Arizona Center for Entrepreneurship and Technology (NACET) campus
- ✓ In partnership with Northern Arizona University (NAU), secured a bike share system contract
- ✓ Updated the City code to address electric bikes, scooters and other modes of transit

Robust Resilient Economy

- ✓ In partnership with Economic Vitality, granted funds to new businesses that divert unique waste streams as part of the Innovate Waste Challenge
- ✓ Completed the trail system plan for hiking, biking and equine trails of varying intensity at the Picture Canyon Natural and Cultural Preserve

Livable Community

- ✓ Council adopted changes to the animal keeping code designed to reduce nuisances for neighbors while still maintaining the ability for residents to keep backyard livestock as a mechanism for food security
- ✓ Volunteers provided graffiti mitigation at two natural areas, contributing over 65 hours of volunteered time
- ✓ Completed interpretive and directional signage at the Picture Canyon Natural and Cultural Preserve
- ✓ Coordinated clean-up efforts of 111 miles of trails and avenues, collecting over 1,800 bags of trash and recycling
- ✓ Created the Winter Snow Play Stewards program which facilitate litter clean ups during winter snow play where 75 volunteers, spent 152 hours collecting over 100 bags of trash

Environmental Stewardship

- ✓ Launched a compositing pilot with NAU to process organic material collected from the Flagstaff community
- ✓ Facilitated the purchases of the first two City fleet electric vehicles by ParkFlag and Water Services
- ✓ Partnered with Willow Bend Environmental Education Center and the Azulita Project to offer zero waste lessons and new recycling infrastructure at Flagstaff Junior Academy, Flagstaff Arts and Leadership Academy and Marshall Elementary
- ✓ City Council adopted the 2018 suite of international building codes, significantly increasing the energy efficiency of all new buildings in Flagstaff
- ✓ Received awards from Arizona Forward and the American Planning Association Arizona Chapter for the Climate Action and Adaptation Plan
- ✓ Improved greenhouse gas emissions calculation methodology and third-party reporting
- ✓ Updated the management plan for legally designated open space properties including specific chapters dedicated to McMillan Mesa natural area and Schultz Creek trailhead
- ✓ Hosted 24 volunteer events with 190 volunteers donating 600 hours of work on open space restoration projects
- ✓ Worked with Flagstaff Kestrel Project to install and monitor kestrel nesting boxes at McMillan Mesa and Observatory Mesa natural areas
- ✓ Partnered with American Conservation Experience (ACE) to engage in meaningful, hands-on conservation projects on Flagstaff 's public lands where the youth group provided two weeks of volunteer time
- ✓ Hosted 13 invasive plant weed pulls, totaling 134 hours in partnership with the Picture Canyon Working Group (PCWG) to educate people on the importance of biodiversity, diverse native, sustainable vegetation

FY 2020-2021 Initiatives

High Performing Governance

- ✓ Implement public input and engagement opportunities to develop a comprehensive trail and access plan for Observatory Mesa
- ✓ Improve directional signage along the El Paso Flagstaff Road to better direct visitors
- ✓ Launch the City Manager's Climate Roundtable and the Climate Action Committee to increase collaborative and innovative climate action across all parts of the organization
- ✓ Work with Solid Waste and Geographic Information System to develop a litter "hot spot" app allowing Solid Waste drivers to report litter problems throughout our community, fostering a quick response time
- ✓ Conduct energy audit of all City facilities to identify actions to reduce energy use and shift toward electrification
- ✓ Develop large scale renewable energy facility to deliver electric power for all City operations

Safe & Healthy Community

- ✓ Partner with the Northern Arizona University Public Health capstone project to advance open space benefits with underprivileged residents to improve resident's knowledge and use of City open space for health and recreation
- ✓ Provide support to City Stormwater to determine the necessity and feasibility of constructing and maintaining a drainage basin near Izabel Street to capture and retain runoff
- ✓ In partnership with Fire and Recreation, develop a clean air hub pilot program, to provide a clean-air refuge for vulnerable residents on unhealthy air quality days
- ✓ Work with Stormwater to host five pre-monsoon and post-monsoon clean up events of our watershed

Inclusive & Engaged Community

- ✓ Create an outdoor education project that works with teachers and residents by sharing activities, resources and tips for spending time outside to learn about habitat, discovery and career paths
- ✓ Partner with the Arizona Site Steward program to monitor cultural sites and prevent damage to irreplaceable resources
- ✓ Provide science programs (e.g., forest ecology, plants, astronomy and wildlife) for visitors
- ✓ Support other sections in incorporating equity trainings and checklists into their operations and programming

Sustainable, Innovative Infrastructure

- ✓ Pilot and evaluate Pay-As-You-Throw trash rates which incentive recycling and waste prevention by creating smaller trash cart sizes available at a lower cost
- ✓ Partner with Solid Waste staff to finalize and execute a plan for the expiring materials recovery facility contract
- ✓ In partnership with NAU, community transit partners and City staff, launch bike share system
- ✓ Work with Parks to provide trash services at Picture Canyon preserve
- ✓ Install trail counters at Observatory Mesa natural area to gather detailed statistics on visitation that allow for best land management practices and accurate future planning
- ✓ Install boundary signage along the perimeter of the Picture Canyon preserve to protect the area and provide the Police Department with the ability to enforce violations
- ✓ In partnership with Parks, investigate the opportunity to install a welcome sign for Buffalo Park and McMillan Mesa natural area
- ✓ Work with Flagstaff Urban Trail System to complete trails on McMillan Mesa
- ✓ Design interpretive signs and kiosks for McMillan Mesa
- ✓ Complete installation of all new Adopt A program signage

Robust Resilient Economy

- ✓ Increase participation and competition in the innovate waste challenge
- ✓ Work with the Convention and Visitor's Bureau and MetroPlan to enhance marketing materials for Flagstaff Urban Trail System trails and open space as an attraction for Flagstaff visitors

Livable Community

- ✓ Develop reclaimed water agreement with the Arizona Game and Fish Department to secure water essential for maintaining the conservation easement requirements with Arizona State Parks
- ✓ Support the Sinclair Wash recharge study and I-40 wetlands project to secure water essential for providing diverse wildlife habitat, community value and groundwater recharge benefits
- ✓ Incorporate equitable access details in the Comprehensive Trail and Access Master Plan for Observatory Mesa
- ✓ Create a resilient neighborhoods network to support neighborhood groups in taking climate and resiliency actions that make Flagstaff more livable, healthy and connected
- ✓ Research large scale carbon sequestration opportunities

Environmental Stewardship

- ✓ Pilot the collection of commercial food scrap collection
- ✓ Improve the energy usage data shared with staff who manage city of Flagstaff facilities
- ✓ Investigate opportunities to increase access to Flagstaff open space and ensure access is equitable for all citizens
- ✓ Conduct a cultural survey and complete the rezone application for McMillan Mesa natural area
- ✓ Complete a weed survey for McMillan Mesa in partnership with the San Francisco Peaks Weed Management Group
- ✓ Expand the Adopt A Flagstaff Urban Trail System and Adopt an Avenue programs

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Performance Measures

Priority: Sustainable, Innovative Infrastructure
Objective: Deliver outstanding services to residents through a healthy, well maintained infrastructure system

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimated	FY 2020-2021 Proposed
Total waste generation per capita (pounds/person/year)	2,050*	3,084	2,233	2,106	2,050
Residential recycling per household (pounds of recyclables/household/year)	400*	414	429	374	400
Residential diversion rate	90%**	15%	15%	13%	15%
Contamination rate	25%	32%	35%	37%	35%

*An updated waste characterization study is needed in order to determine waste diversion and prevention targets
**Based on a goal of achieving 90% diversion by 2050 as established in the Rethink Waste Plan

Priority: Inclusive and Engaged Community/Livable Community
Objective: Foster community pride and civic engagement/Create a welcoming community through partnerships, strong neighborhoods, civic engagement, and resident participation

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimated	FY 2020-2021 Proposed
Miles of road/trail adopted by Community Stewards	111	111	111	111	120
Community Steward volunteer hours	3,700	3,849	5,130	5,550	5,700
Community Steward litter bags collected	1,500	1,186	1,820	2,000	2,220
Community Steward volunteers	1,538	1,852	3,150	3,200	3,300

Priority: Environmental Stewardship
Objective: Implement, maintain and further the Climate Action and Adaptation Plan

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Total municipal energy consumption (MWh)	51,000	51,190	55,097	53,628	53,776
Municipal renewable energy generation (MWh)	4,000	2,942	3,161	3.440	3,441
Number of households served through the energy rebate program	125	71	64	95	110
Number of residents participating in Home Energy Efficiency 101 workshops	100	92	107	75	110
Community members engaged in climate and resiliency conversations	1,000	700	1,036	1,968	1,500

Priority: Livable Community/Environmental Stewardship
Objective: Provide amenities and activities that support a healthy lifestyle/Provide environmental community outreach, education and volunteer opportunities

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Students engaged in open space and preservation conservations	1,500	600	1,429	1,000	1,250
Open Space Steward volunteers	30	22	20	25	30
Open Space Steward volunteer hours	1,000	N/A	348	400	450

Section 170 - Sustainability

Expenditures by Category:

	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 383,032	$ 554,261	$ 554,261	$ 574,756	$ 20,495
Contractuals	210,250	253,574	66,574	305,703	52,129
Commodities	46,308	87,512	85,512	68,119	(19,393)
Capital	35,059	163,500	40,000	33,000	(130,500)
Charge To/From	385	-	-	-	-
Total	**$ 675,034**	**$ 1,058,847**	**$ 746,347**	**$ 981,578**	**$ (77,269)**

Expenditures by Program:

Sustainability	$ 419,131	$ 476,742	$ 396,742	$ 456,671	$ (20,071)
Energy Contracts	20,189	60,000	30,000	20,000	(40,000)
Open Space Maintenance-SEMS	99,685	241,953	151,453	125,151	(116,802)
Community Stewards	30,831	42,316	42,316	42,884	568
Materials Management	16,955	64,446	64,446	141,516	77,070
Climate and Energy	41,223	140,390	61,390	144,872	4,482
AFG Observatory Mesa	-	33,000	-	33,000	-
USDN WAA Adaptation Grant	3,630	-	-	-	-
Picture Canyon Trail	37,321	-	-	-	-
Kahtoola	-	-	-	4,077	4,077.00
Invasive Plant Program	6,069	-	-	13,407	13,407.00
Total	**$ 675,034**	**$ 1,058,847**	**$ 746,347**	**$ 981,578**	**$ (77,269)**

Source of Funding:

SEMS Fund	$ 981,578
	$ 981,578

Commentary:

The Sustainability section operating budget has increased by 6%. There are capital expenditures of $33,000 resulting in an overall net decrease of 7%. The Personnel Services increases of 4% are mainly due to an increase of 1.0 FTE for a Administrative Assistant, a COLA, an increase in medical insurance and an increase in retirement contributions. Contractuals increases of 21% are mainly due to an increase in professional services. Commodities decreases of 22% are mainly due to a decrease in other operating supplies and various prior year one-time expenditures. Major capital (>$10,000) includes grant project funding related to open space management.

Authorized Personnel/Positions:

Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Assistant	0	0	0	1	1
Climate and Energy Coordinator	0	0	1	0	1
Climate Engagement Coordinator	0	0	0.49	0	0.49
Materials Management Coordinator	0	0	1	0	1
Open Space Specialist	1	1	1	0	1
Public Works Section Director	1	1	0	0	0
Sustainability Director	0	0	1	0	1
Sustainability Manager	1	1	0	0	0
Sustainability Specialist	2	2	2	0	2
Zero Waste Coordinator	0	1	0	0	0
Total	5	6	6.49	1	7.49

Section 171 - Environmental Management

Expenditures by Category:

	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 90,675	$ 108,961	$ 108,961	$ 112,189	$ 3,228
Contractuals	8,074	24,555	6,555	24,555	-
Commodities	12,532	6,506	6,506	6,506	-
Total	**$ 111,281**	**$ 140,022**	**$ 122,022**	**$ 143,250**	**$ 3,228**

Expenditures by Program:

Environmental Management	$ 111,281	$ 140,022	$ 122,022	$ 143,250	$ 3,228
Total	**$ 111,281**	**$ 140,022**	**$ 122,022**	**$ 143,250**	**$ 3,228**

Source of Funding:

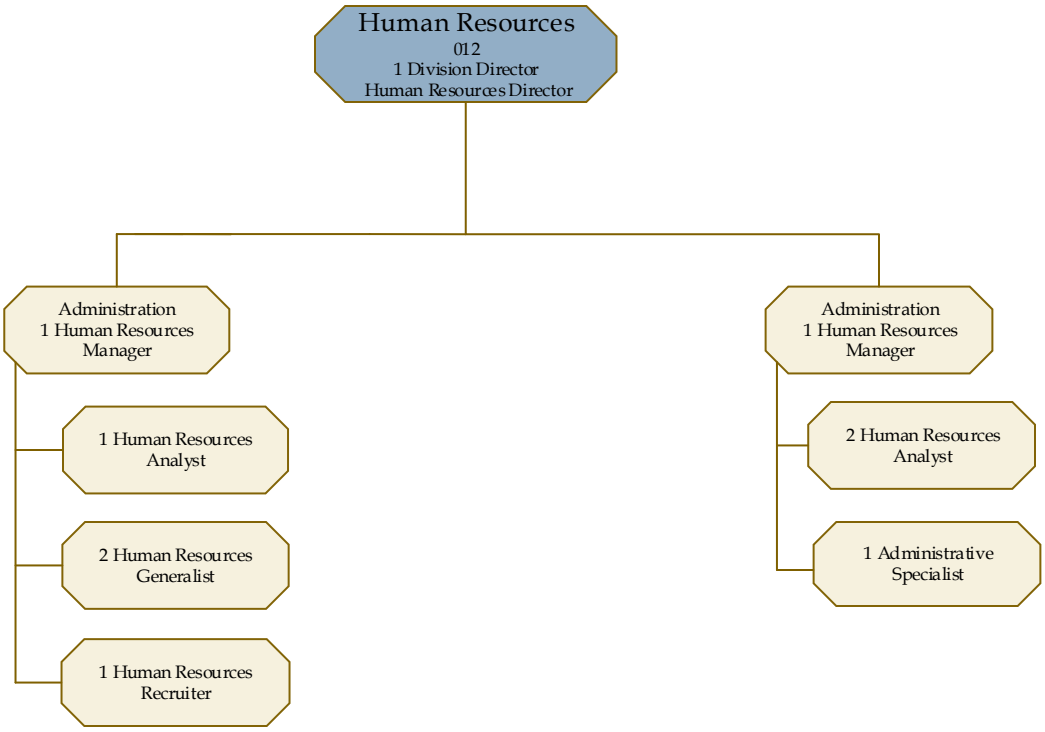
SEMS Fund	$ 143,250
	$ 143,250

Commentary:

The Environmental Management section operating budget has increased by 2%. There are no capital expenditures. The Personnel Services increase of 3% is mainly due to a COLA, an increase in medical insurance and an increase in retirement contributions. Contractuals and Commodities remained flat year over year. There is no major capital (>$10,000) for this section.

Authorized Personnel/Positions:

Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Environmental Program Manager	1	1	0	0	0
Environmental Technician	1	1	0	0	0
Volunteer and Event Coordinator	1	1	1	0	1
Total	3	3	1	0	1


Human Resources
012
1 Division Director
Human Resources Director
Administration
1 Human Resources Manager
1 Human Resources Analyst
2 Human Resources Generalist
1 Human Resources Recruiter
Administration
1 Human Resources Manager
2 Human Resources Analyst
1 Administrative Specialist

Mission

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

Program Description

Human Resources is responsible for all areas impacting employees and potential employees. These functions include Human Resources administration (Human Resource Information Services (HRIS), records, policies, workforce planning); compliance and employee relations; training and development; employee appreciation, engagement and recognition; recruitment; classification and compensation; benefits and wellness.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Implemented NeoGov Applicant Tracking System
- ✓ Amended tuition assistance directive
- ✓ Increased the number of employee discounts that are offered
- ✓ Increased Investing in You (IIU) course offerings (maintained satisfaction)
- ✓ Added a Supervisor Academy in IIU
- ✓ Implemented online benefit enrollment

Safe & Healthy Community

- ✓ Continued to provide leadership to the Diversity and Inclusion Commissions
- ✓ Finalized the Master Cost Recovery Agreement with the Forest Service to expedite City capital projects on the Forest Service properties

FY 2020-2021 Initiatives

High Performing Governance

- ✓ Replace underperforming online performance appraisal system
- ✓ Participate in City of Flagstaff implementation of On-Base electronic document management system
- ✓ Complete a compensation study and make recommendations for implementation based on results
- ✓ Continue to expand and diversify IIU course offerings
- ✓ Convert online Employee Handbook to Code Compliance system
- ✓ Implement integration of NeoGov to Central Square (HR Net)
- ✓ Continue On-Base implementation including beginning scanning of current employee files

Safe & Healthy Community

- ✓ Continue to provide leadership to the Diversity and Inclusion Commissions

Inclusive & Engaged Community

- ✓ Increase job fair participation for local recruitment

Performance Measures

Priority: High Performing Governance
Objective: Become an employer of choice and provide employees with the necessary tools, training, and support

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Employee satisfaction of training resources provided internally	80%	91%	91%	92%	92%

Section 012 - Human Resources

Expenditures by Category:

	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 798,838	$ 812,753	$ 812,753	$ 883,796	$ 71,043
Contractuals	48,097	309,744	147,744	195,961	(113,783)
Commodities	58,352	72,473	72,473	52,743	(19,730)
Total	**$ 905,287**	**$ 1,194,970**	**$ 1,032,970**	**$ 1,132,500**	**$ (62,470)**

Expenditures by Program:

General Administration	$ 600,824	$ 763,666	$ 651,666	$ 796,110	$ 32,444
Recruitment and Selection	109,146	122,576	122,576	63,866	(58,710)
Benefits	100,065	102,755	102,755	202,508	99,753
Compensation and Classification	76,086	78,026	78,026	700	(77,326)
Employee Training and Counseling	18,776	123,751	73,751	66,120	(57,631)
Diversity Awareness	390	908	908	708	(200)
Disability Awareness	-	3,288	3,288	2,488	(800)
Total	**$ 905,287**	**$ 1,194,970**	**$ 1,032,970**	**$ 1,132,500**	**$ (62,470)**

Source of Funding:

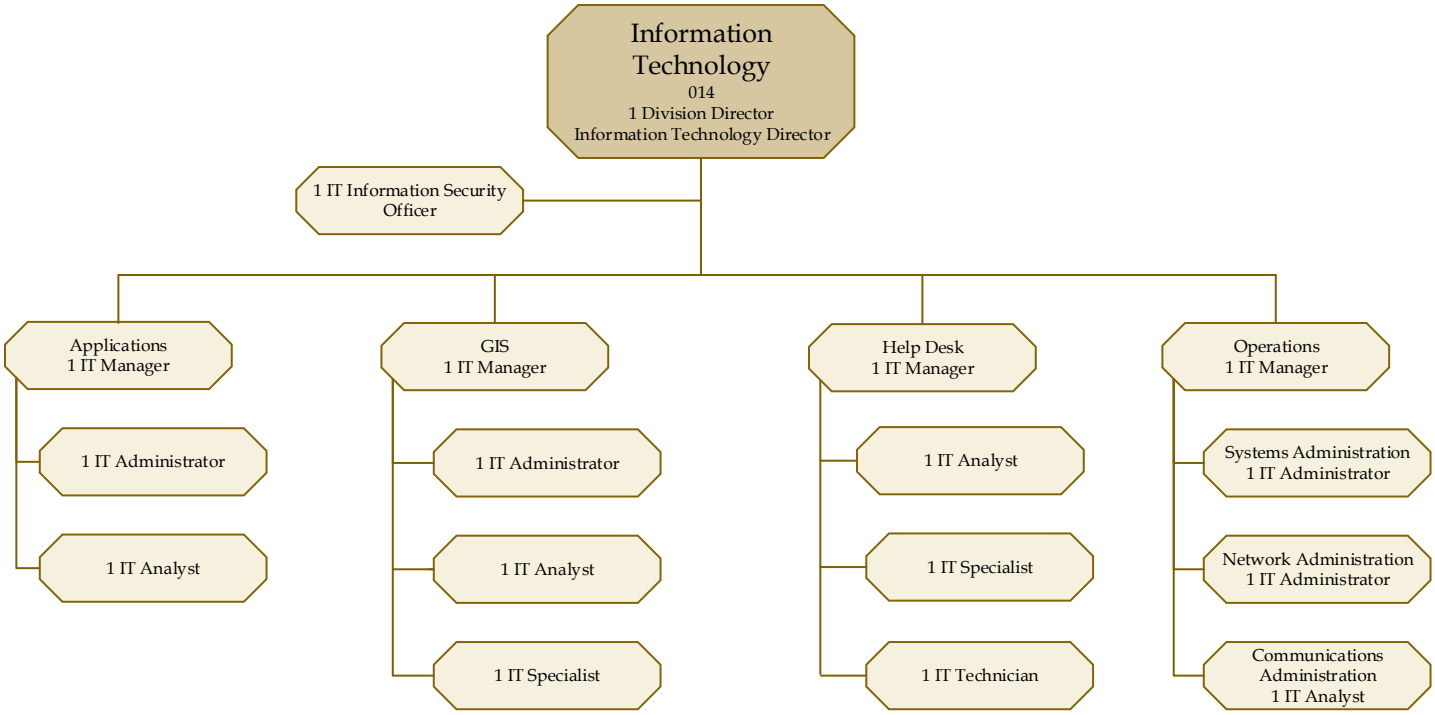
General Fund	$ 843,362
Library Fund	65,040
Highway User Revenue Fund	37,512
Parking District Fund	8,602
Water Services Fund	90,980
Stormwater Fund	6,144
Solid Waste Fund	57,757
SEMS Fund	9,204
Airport Fund	13,899
	$ 1,132,500

Commentary:

The Human Resources operating budget has decreased by 5%. There are no capital expenditures. The Personnel Services increase of 9% is mainly due to a COLA, an increase in medical insurance, an increase in retirement contributions and the reclassification of the Recruitment Specialist and Human Resource Supervisor. Contractuals decrease of 37% is mainly due to a reduction in cost for a one-time compensation study, city-wide education and training. Commodities decreases of 27% are mainly due to a prior year one-time expenditures for computer software and copy charges. There is no major capital (>$10,000) for this section.

Authorized Personnel/Positions:

Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	1	1	1	0	1
Division Director	1	1	1	0	1
Human Resources Analyst	3	3	3	0	3
Human Resources Generalist	1	1	2	0	2
Human Resources Manager	1	1	2	0	2
Human Resources Recruiter	1	1	1	0	1
Human Resources Recruitment Specialist	1	1	0	0	0
Human Resources Supervisor	1	1	0	0	0
Total	10	10	10	0	10


Information Technology
014
1 Division Director
Information Technology Director
1 IT Information Security Officer
Applications
1 IT Manager
1 IT Administrator
1 IT Analyst
GIS
1 IT Manager
1 IT Administrator
1 IT Analyst
1 IT Specialist
Help Desk
1 IT Manager
1 IT Analyst
1 IT Specialist
1 IT Technician
Operations
1 IT Manager
Systems Administration
1 IT Administrator
Network Administration
1 IT Administrator
Communications Administration
1 IT Analyst

Mission

The mission of the division of Information Technology is to:

- Support technology infrastructure and resources
- Provide an IT infrastructure to maximize employee productivity and provide clear, concise and accurate data

Program Description

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

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Implemented multiple GIS dashboards to centralize and visualize commonly requested data that has had the effect of saving staff many hours of time in collecting and providing data
- ✓ Implemented several technological solutions for offices and conference rooms to allow for more remote meetings that aligns with our Climate Action and Adaptation Plan in allowing us to conduct regular business without the need to add to our carbon footprint by driving to meetings

Safe & Healthy Community

- ✓ Implemented several security tools and policies to help provide a more secure network that assists to protect both employee data and any citizen data which resides on the City network
- ✓ Hired an Information Security Officer to help protect the City network and data

Sustainable, Innovative Infrastructure

- ✓ Began steps to roll out fiber infrastructure that will provide future connectivity options for innovative and sustainable projects

FY 2020-2021 Initiatives

High Performing Governance

- ✓ Prioritize automated paperless business processes to provide additional efficiencies
- ✓ Continue to enhance remote meeting and remote work capabilities and tools
- ✓ Provide centralized management of cell phones as well as develop a plan for remote phone capabilities for employees working remotely

Safe & Healthy Community

- ✓ Continue to develop our cyber-security program

Sustainable, Innovative Infrastructure

- ✓ Pursue federal and state grants for fiber infrastructure to expand broadband access to our community

Performance Measures

Priority: High Performing Governance
Objective: Become an employer of choice and provide employees with the necessary tools, training and support

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Provide staff with training on current IT trends and technology (one class and one conference per employee annually)	100%	70%	50%	45%	25%
Provide regular training sessions for City employees	6	1	1	3	6

Priority: High Performing Governance
Objective: Serve the public through quality internal and external customer service

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
The speed and quality at which problems are resolved	90%/95% Resolution in 24 Hours/ Satisfaction	90%/100%	84%/99%	78%/98%	90%/95%

Priority: Sustainable, Innovative Infrastructure
Objective: Deliver outstanding services to residents through a healthy, well maintained infrastructure system

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Keeping IT infrastructure up and running	99.5%	99.8%	99.1%	99.5%	99.5%

Section 014 - Information Technology

Expenditures by Category:

	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 1,311,271	$ 1,547,497	$ 1,547,497	$ 1,587,329	$ 39,832
Contractuals	539,507	757,703	554,371	881,605	123,902
Commodities	728,432	945,306	640,909	811,509	(133,797)
Capital	90,393	126,666	126,666	-	(126,666)
Total	**$ 2,669,603**	**$ 3,377,172**	**$ 2,869,443**	**$ 3,280,443**	**$ (96,729)**

Expenditures by Program:

General Administration	$ 261,635	$ 314,079	$ 245,747	$ 339,622	$ 25,543
Applications	524,012	652,437	517,437	694,749	42,312
Systems	193,831	299,108	249,108	235,542	(63,566)
Services	421,314	420,285	371,695	433,699	13,414
Network	537,633	581,918	536,918	362,826	(219,092)
GIS	320,109	369,295	369,295	656,135	286,840
Microsoft Settlement	1,456	5,180	1,378	3,802	(1,378)
IT Non Departmental	409,613	479,582	322,577	421,405	(58,177)
Telecom	-	23,000	23,000	23,000	-
Security	-	232,288	232,288	109,663	(122,625)
Total	**$ 2,669,603**	**$ 3,377,172**	**$ 2,869,443**	**$ 3,280,443**	**$ (96,729)**

Source of Funding:

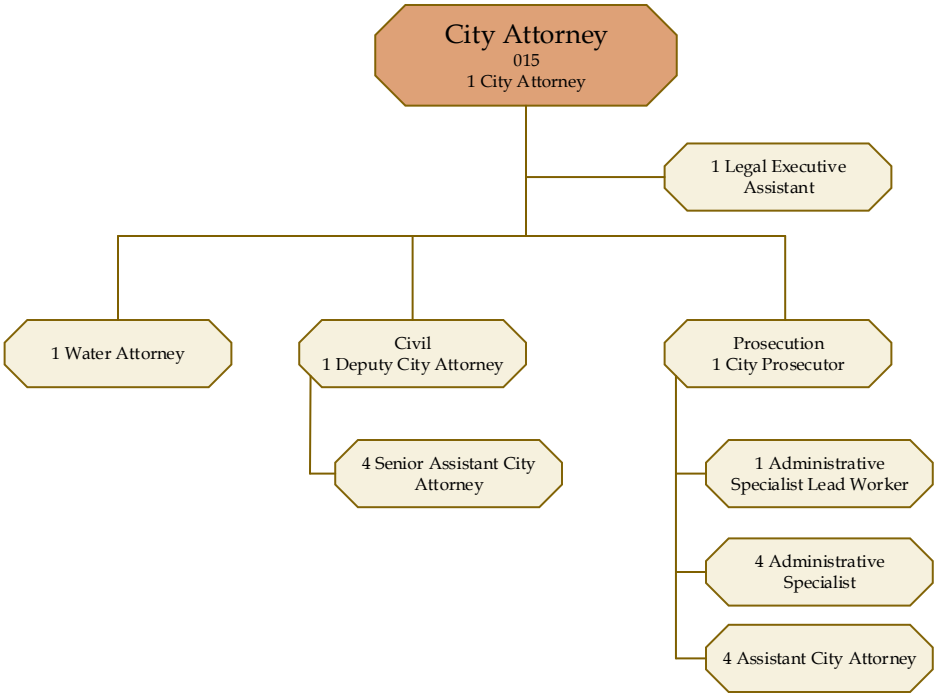
General Fund	$ 2,544,673
Library Fund	69,717
Highway User Revenue Fund	117,986
Parking District Fund	20,763
Water Services Fund	274,936
Stormwater Fund	31,473
Solid Waste Fund	138,738
SEMS Fund	30,260
Airport Fund	51,897
	$ 3,280,443

Commentary:

The Information Technology section operating budget has increased by 1%. There are no capital expenditures. The Personnel Services increase of 3% is mainly due to a COLA, an increase in medical insurance and an increase in retirement contributions. Contractuals increases of 16% are mainly due to increased computer equipment maintenance costs and streaming services costs. Commodities decrease of 14% is mainly due to a decrease in computer equipment and software purchases. There is no major capital (>$10,000) for this section.

Authorized Personnel/Positions:

Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Division Director	1	0	1	0	1
IT Administrator	3	3	4	0	4
IT Analyst	5	6	4	0	4
IT Director	0	1	0	0	0
IT Information Security Officer	0	0	1	0	1
IT Intern	0.32	0	0	0	0
IT Manager	3	4	4	0	4
IT Specialist	1	1	2	0	2
IT Technician	2	1	1	0	1
Total	15.32	16	17	0	17


City Attorney
015
1 City Attorney
1 Legal Executive Assistant
1 Water Attorney
Civil
1 Deputy City Attorney
4 Senior Assistant City Attorney
Prosecution
1 City Prosecutor
1 Administrative Specialist Lead Worker
4 Administrative Specialist
4 Assistant City Attorney

Mission

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

Program Description

The City Attorney's office assures the legality of the official business of the City of Flagstaff by providing legal advice and opinions to the Mayor and Council, City Manager, City divisions and the City's boards and commissions. The City Attorney's office represents the City in civil litigation and represents the City and the State of Arizona in criminal misdemeanor cases occurring within the City limits. This office also prepares or reviews all contracts, ordinances, resolutions and other legal documents involving the City.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Assisted City Council, City Manager's Office and Human Resources on numerous issues arising from the COVID-19 pandemic and its various impacts on City personnel
- ✓ Assisted City Council and Human Resources on various revisions to the Employee Handbook
- ✓ Assisted the City Manager's office and Human Resources division on various labor matters involving City employees
- ✓ Continued to support the Council, City Manager's office and Human Resources division with sound advice on multiple labor matters
- ✓ Continued to advise City Council and staff on contracts and relationships with advanced educational institutions in Flagstaff

Inclusive & Engaged Community

- ✓ Continued to assist Courts with the continued growth and development of Mental Health Court and Veterans' Court
- ✓ Continued to advise City Council and the City Manager's office on matters relevant to Indigenous People's
- ✓ Provided City Council advice relevant to evolving case law impacting the City Camping Ordinance
- ✓ Successfully obtained dismissal of lawsuit against the City for First Amendment violation related to Menorah lighting in City Hall lobby
- ✓ Successfully advised the Council on adoption of a Flag policy for pure government speech
- ✓ City Prosecutor and Victim/Witness Specialist were each recognized publicly with awards from the Victim Witness Program
- ✓ Advised City Council and City Manager's office on Indigenous People's Commission formation and structure
- ✓ Advised City Council and City Manager's office on Indigenous People's Coordinator position

Robust Resilient Economy

- ✓ Assisted City Council and Community Development in soliciting grant funding for airport development and safety measures
- ✓ Provided legal advice relative to the discovery of new ways to continue encouraging people to stay and play safely in Flagstaff amidst the pandemic
- ✓ Assisted Economic Development section with amendments to contracts to maintain new airline carriers to and from Flagstaff
- ✓ Continued to advise City Council and Economic Development on legal issues relevant to supporting and growing the local economy

Sustainable, Innovative Infrastructure

- ✓ Advised City Council and Community Development on alternative transportation issues providing advice to numerous commissions
- ✓ Advised Community Development and Water Services on outreach to the community on major upgrades which would impact sizable amounts of City residence for varying periods of time
- ✓ Advised Stormwater on numerous projects to improve City handling of increased stormwater flows due to the Museum Fire that would otherwise impact transportation needs
- ✓ Advised City Council, Stormwater and Community Development relative to needed floodplain amendments
- ✓ Advised and assisted City Council, City Manager's office and Community Development on numerous zoning code amendments achieve alignment with community values
- ✓ Assumed various real property responsibilities relative to obtaining necessary right-of-way for Rio de Flag project in response to request for assistance from City Manager's office and Community Development
- ✓ Assisted Community Development and Public Works with procurement and testing necessary to complete environmental assessment of lower reach involving BNSF property needed for the Rio de Flag Project
- ✓ Continue to provide general assistance to Community Development with the Rio de Flag Flood Control project
- ✓ Advised Community Development on multiple sign code violations
- ✓ Continued to advise Community Development on issues relative to multiple issues involving code compliance
- ✓ Advised the Office of Labor Standards on issues with minimum wage law enforcement

Livable Community

- ✓ Assisted City Council and the Housing section on the expansion of employee assisted housing
- ✓ Continued to assist City Council and the Housing section on the rollout of the new Community Housing Assistance Program

Environmental Stewardship

- ✓ Assisted the community at large, City Council, City Manager's office, Public Works and Sustainability in the adoption of a climate emergency resolution further the Climate Action and Adaptation Plan
- ✓ Assisted City Council and staff in contract negotiations for electric vehicle charging stations in the Flagstaff City Hall parking lot
- ✓ Assisted Water Services division with Mayor's Water Challenge
- ✓ Advised Council and Water Services division on action taken by Council to continue maintenance of equipment necessary for water treatment needs
- ✓ Advised Water Services on various updates to reclaimed water agreements
- ✓ Assisted and guided litigation relative to reclaimed water to successful completion including award of attorney fees and costs
- ✓ Continued to assist and advise on license agreements and procurement necessary to determine extent of environmental abatement necessary for Rio de Flag project
- ✓ Continued to provide advice and assistance to Water Services division on the continued adaptation of policy measures and on litigation of water rights to project water resources for the City's future needs

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FY 2020-2021 Initiatives

High Performing Governance

- ✓ Seek to provide consistent and timely advice to City Council and Human Resources on the needs that continue to arise related to the COVID-19 pandemic and its impact on City personnel
- ✓ Continue to support the Council and Human Resources with sound advice on all things related to employment and labor law generally
- ✓ Continue to provide City Council and staff with legal support and advice relevant to maintaining strong relationships with local institutions of education
- ✓ Assist with the drafting and publication of a publicity pamphlet and advise on education of the public related to franchise election for Unisource (natural gas)

- ✓ Continue to promote and encourage training opportunities to better the services we can provide to our clients and develop our skills further
- ✓ Continue to empower City Attorney division employees to present directly to City Council

Inclusive & Engaged Community

- ✓ Continue to work with Courts to grow and staff with prosecution services the Veterans' Court and Mental Health Court
- ✓ Continue to foster an excellent working relationship with Victim/Witness Services
- ✓ Remain open to sitting down with stakeholders, constituents and their legal counsel to resolve disputes at the earliest possible time
- ✓ Continue to provide legal support to the Council and various divisions which administer City codes/regulations and seek compliance with the same

Sustainable, Innovative Infrastructure

- ✓ Continue to advise staff on proper expenditures of bond measures for transportation and public infrastructure
- ✓ Continue to advise City Council and staff on all legal matters related to maintaining, supporting and developing transportation and public infrastructure needs for Flagstaff
- ✓ Continue to assist City Council and staff with updates and cleanup to zoning code to reflect community values

Robust Resilient Economy

- ✓ Continue to advise Economic Development section on multiple issues related to growing and developing a strong local economy including those difficulties presented by the COVID-19 pandemic
- ✓ Continue to advise Economic Vitality as needs arise relevant to COVID-19 pandemic and methods to improve the economy despite the pandemic

Livable Community

- ✓ Advise City Council, the City Manager's office and Community Development on multiple issues related to possible methods to improve affordable housing opportunities within the City
- ✓ Assist in the expansion of FUTS trails throughout the City
- ✓ Move forward with property acquisitions for the Rio de Flag project

Environmental Stewardship

- ✓ Assist staff with implementation of the climate action and adaptation plan relative to the newly adopted climate emergency resolution
- ✓ Continue to advise City Council and staff on next steps to protect water resources at Red Gap Ranch and elsewhere for the City's future
- ✓ Assist further in emergency response plan for Water Services division
- ✓ Continue to assist the Council and various divisions charged with protecting the environment and natural resources so important to our City

Performance Measures

Priority: High Performing Governance
Objective: Serve the public by providing high quality internal and external customer service

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Limit the backlog of cases	90+%	95%	95%	100%	100%
Provide satisfactory legal services within client established deadlines	Meets or Exceeds Expectations	Exceeds	Exceeds	Exceeds	Exceeds

Section 015 - City Attorney

Expenditures by Category:

	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 1,738,538	$ 1,823,787	$ 1,823,787	$ 2,082,808	$ 259,021
Contractuals	51,538	51,683	51,683	40,905	(10,778)
Commodities	28,398	34,120	34,120	28,794	(5,326)
Total	**$ 1,818,474**	**$ 1,909,590**	**$ 1,909,590**	**$ 2,152,507**	**$ 242,917**

Expenditures by Program:

General Administration	$ 155,231	$ 158,770	$ 158,770	$ 257,156	$ 98,386
Council and Department Support	950,672	975,936	975,936	1,035,016	59,080
Police Court	712,571	767,884	767,884	854,735	86,851
Victim's Rights Grant	-	7,000	7,000	5,600	(1,400)
Total	**$ 1,818,474**	**$ 1,909,590**	**$ 1,909,590**	**$ 2,152,507**	**$ 242,917**

Source of Funding:

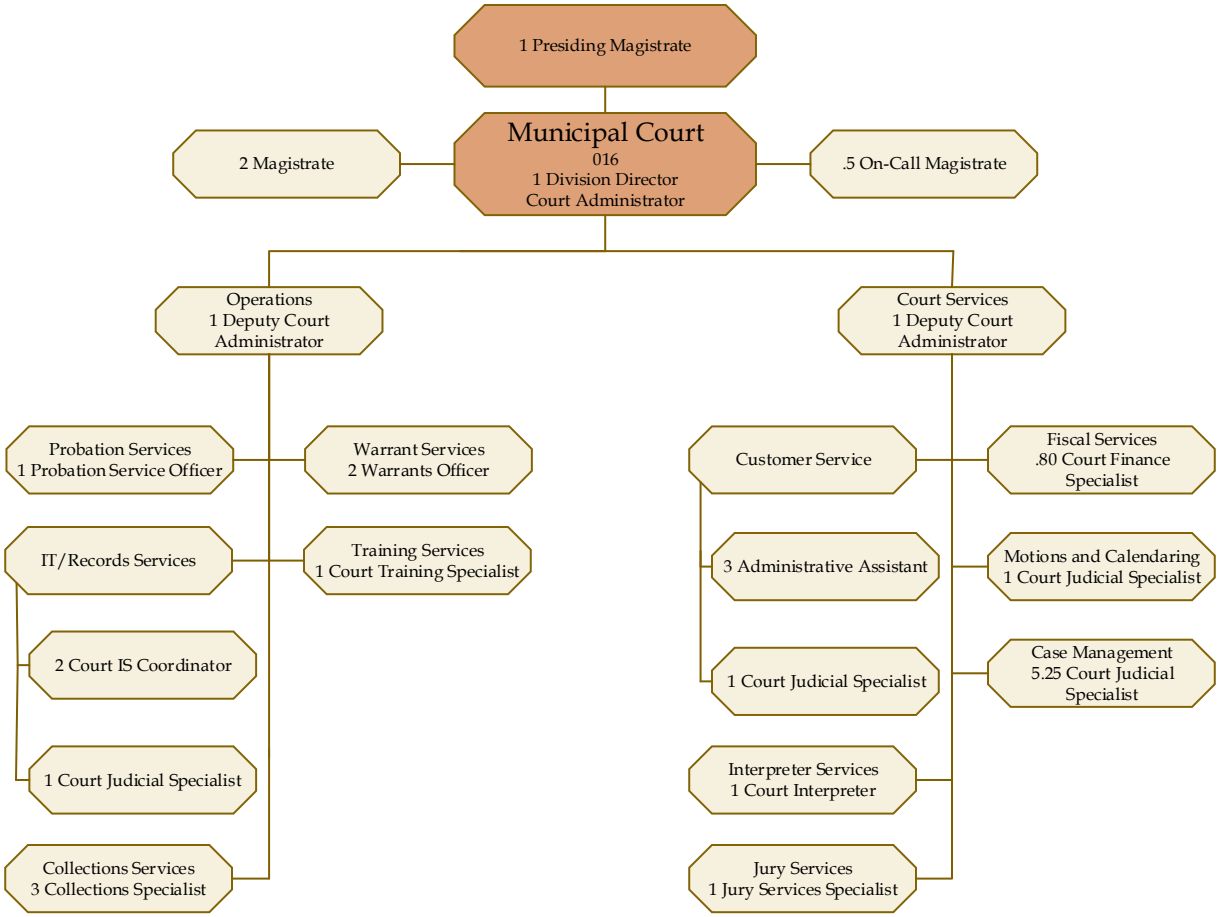
General Fund	$ 1,708,931
Library Fund	45,839
Highway User Revenue Fund	47,799
Transportation Fund	68,819
Parking District Fund	6,790
Water Services Fund	145,965
Stormwater Fund	7,005
Solid Waste Fund	94,191
SEMS Fund	7,847
Airport Fund	19,321
	$ 2,152,507

Commentary:

The City Attorney's operating budget has increased by 13%. There are no capital expenditures. The Personnel Services increase of 14% is mainly due to the addition of 1.0 FTE Administrative Specialist, 1.0 FTE Assistant City Attorney, a COLA, an increase in medical insurance and an increase in retirement contributions. Contractuals decrease of 21% is mainly due to a reduction of one-time expenditures for training and travel and process server expenses. Commodities decrease of 16% is mainly due to a decrease in one-time expenditures for office supplies and equipment. There is no major capital (>$10,000) for this section.

Authorized Personnel/Positions:

Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Assistant	3	0	0	0	0
Administrative Specialist	0	3	3	1	4
Administrative Specialist Lead Worker	1	1	1	0	1
Assistant City Attorney	3	3	3	1	4
City Attorney	1	1	1	0	1
City Prosecutor	1	1	1	0	1
Deputy City Attorney	1	1	1	0	1
Legal Assistant	1	1	1	(1)	0
Legal Executive Assistant	0	0	0	1	1
Senior Assistant City Attorney	4	4	4	0	4
Water Attorney	0	0	1	0	1
Total	15	15	16	2	18


1 Presiding Magistrate
Municipal Court
016
1 Division Director
Court Administrator
2 Magistrate
.5 On-Call Magistrate
Operations
1 Deputy Court Administrator
Court Services
1 Deputy Court Administrator
Probation Services
1 Probation Service Officer
Warrant Services
2 Warrants Officer
IT/Records Services
Training Services
1 Court Training Specialist
2 Court IS Coordinator
1 Court Judicial Specialist
Collections Services
3 Collections Specialist
Customer Service
Fiscal Services
.80 Court Finance Specialist
3 Administrative Assistant
Motions and Calendaring
1 Court Judicial Specialist
1 Court Judicial Specialist
Case Management
5.25 Court Judicial Specialist
Interpreter Services
1 Court Interpreter
Jury Services
1 Jury Services Specialist

Mission

The mission of the employees of the Flagstaff Municipal Court is to foster a positive and productive environment that promotes the efficient, fair and effective administration of justice.

Program Description

The Municipal Court is responsible for the adjudication and disposition of all local code violations, criminal misdemeanor, criminal traffic and civil traffic cases that occur within the Flagstaff City limits in a prompt, judicious, fair and effective manner. The court is accountable to the Arizona Supreme Court through the Superior Court of Coconino County in judicial and operational matters and reports to the City regarding financial and administrative matters not unique to Court operations.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ All court staff completed the orientation and training requirements of the Arizona Judicial Branch
- ✓ Participated in the Coconino County Limited Jurisdiction Courts annual workshop and Judicial Conference
- ✓ Completed 8th year of development and implementation of the Coconino County Court staff conference
- ✓ Implemented electronic document management system for a file free method of processing court cases
- ✓ Continued expansion of the criminal justice integration system
- ✓ Complied with the Arizona Supreme Court minimum accounting standards and reported in a timely manner
- ✓ Completed an external audit of our financial management process and reported timely
- ✓ Processed over $3.0 million in financial transactions
- ✓ Expanded payment options to court customers by implementing the PayNearMe offsite cash payment program
- ✓ Continued improvement in case processing time standards set forth by the Arizona Supreme Court

Safe & Healthy Community

- ✓ Worked with the Criminal Justice Coordinating Council in developing coordinated plans for the criminal justice system throughout the county
- ✓ Participated in the Courts of Coconino County Security and Emergency Preparedness Committee
- ✓ Continuation of both the Mental Health Court and the Veteran's Court at the Flagstaff Municipal Court
- ✓ Complied with all rules of court and statutory case handling requirements
- ✓ Continue implementation of the fair justice initiatives adopted by the Arizona Supreme Court

Inclusive & Engaged Community

- ✓ Conducted traveling court to Tuba City Judicial District Court to resolve outstanding court cases for residents in coordination with Flagstaff Justice Court and District 5 Supervisor Lena Fowler
- ✓ Participated in the 7th Annual High-Country Veterans Stand Down

Sustainable, Innovative Infrastructure

- ✓ Began the construction phase of the new courthouse project

FY 2020-2021 Initiatives

High Performing Governance

- ✓ Have all court staff complete orientation and training requirements of the Arizona Judicial Branch
- ✓ Participate in the regional Limited Jurisdiction Conference as well as the Statewide Judicial Conference
- ✓ Complete 9th year of development and implementation of the Coconino County Court staff training conference
- ✓ Expand our customer service and court collection capabilities while integrating statutory and rule changes

- ✓ Continue expansion of the criminal justice integration system providing increased electronic filing capabilities
- ✓ Continue the process to become a file free court through our electronic document management system
- ✓ Participate in the development of updates and enhancements of the statewide court case management system
- ✓ Process and report in a timely manner over $3.0 million in financial transactions in compliance with the Arizona Supreme Court minimum accounting standards
- ✓ Adhere to the time standards for case processing as adopted by the Arizona Supreme Court

Safe & Healthy Community

- ✓ Comply with all rules of court and statutory case handling requirements
- ✓ Work with the Criminal Justice Coordinating Council in developing coordinated plans for the criminal justice system throughout the county
- ✓ Continue the use of both the Mental Health Court and the Veteran's Court at the Flagstaff Municipal Court
- ✓ Continue to implement the Courts within Coconino County strategic plan as outlined in Justice 2035
- ✓ Continue participation in the Courts of Coconino County Security and Emergency Preparedness Committee
- ✓ Continue implementation of the fair justice initiatives adopted by the Arizona Supreme Court
- ✓ Comply with all court security standards adopted by the Arizona Supreme Court
- ✓ Coordinate and conduct the Courts of Coconino County Justice 2040 strategic planning event

Inclusive & Engaged Community

- ✓ Continued participation in the Tuba City Judicial District Court to resolve outstanding court cases for residents in coordination with the Flagstaff Justice Court and District 5 Supervisor Lena Fowler
- ✓ Participate in the 8th Annual High-Country Veterans Stand Down

Sustainable, Innovative Infrastructure

- ✓ Complete the construction phase of the new courthouse project and take occupancy

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Performance Measures

Priority: High Performing Governance
Objective: Serve the public by providing high quality internal and external customer service.

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Conduct and improve upon the results of the yearly Access and Fairness Survey	80% Agree or Strongly Agree	80%	85%	80%	80%
Meet or exceed the state average of clearance rates of cases for all case types	100%	129%	100%	100%	100%

Priority: High Performing Governance
Objective: Enhance the organization's fiscal stability and increase efficiency and effectiveness

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Improve the collection of court ordered monetary obligations	$3,000,000	$3,278,256	$3,006,509	$2,746,153	$3,000,000

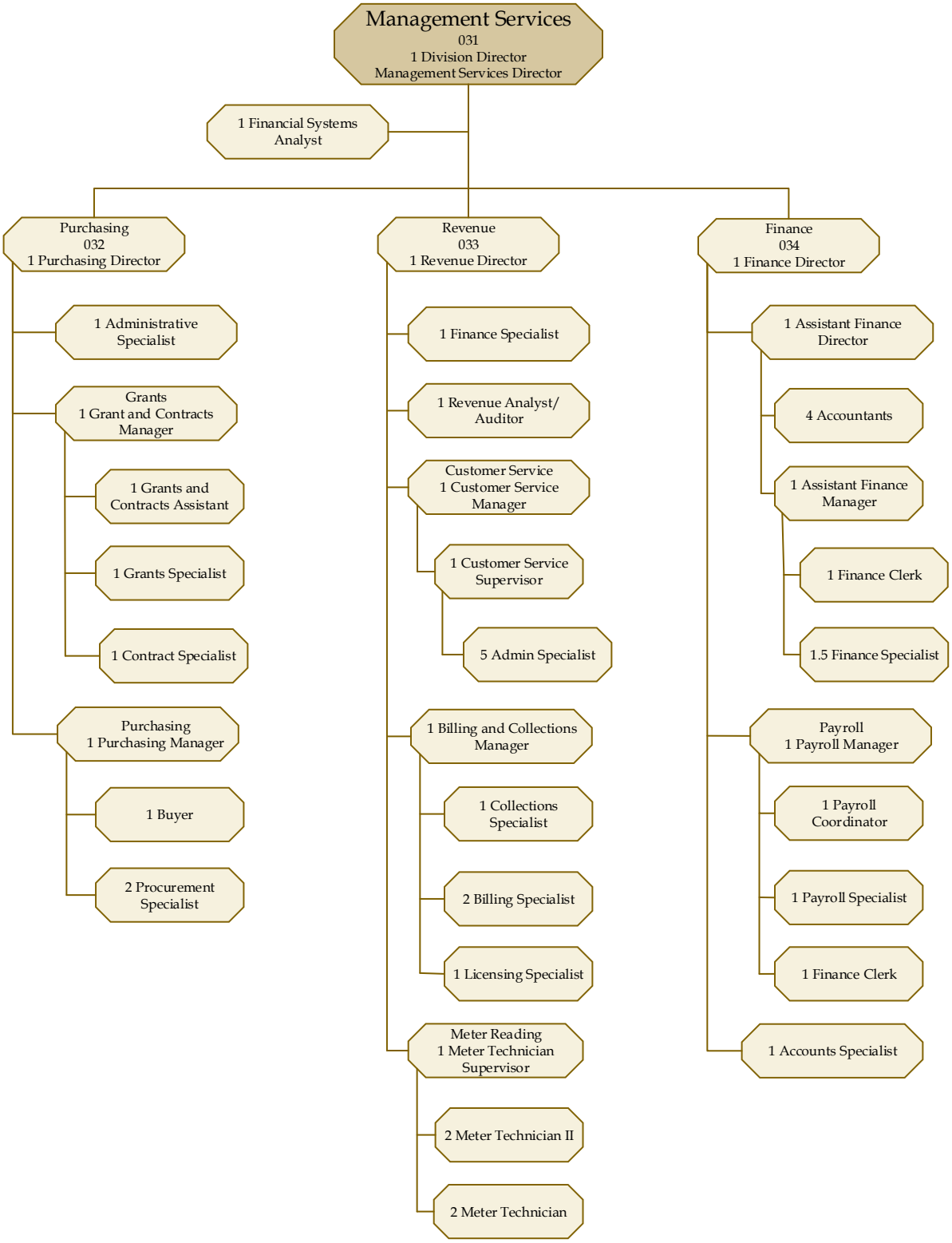
Section 016 - Municipal Court

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 2,303,041	$ 2,381,457	$ 2,381,457	$ 2,406,521	$ 25,064
Contractuals	955,020	896,703	879,088	991,322	94,619
Commodities	72,030	74,195	74,195	98,595	24,400
Total	**$ 3,330,091**	**$ 3,352,355**	**$ 3,334,740**	**$ 3,496,438**	**$ 144,083**
Expenditures by Program:					
General Administration	$ 841,033	$ 834,852	$ 834,852	$ 917,352	$ 82,500
Court Services	746,259	753,316	753,316	790,639	37,323
Record Management	60,421	93,924	83,309	64,337	(29,587)
Court Enforcement	443,183	438,663	438,663	479,384	40,721
Warrant Division	414,879	381,473	381,473	340,658	(40,815)
Court Operations	261,589	288,341	281,341	335,712	47,371
Judicial Services	560,219	561,786	561,786	568,356	6,570
CSI Grant	2,508	-	-	-	-
Total	**$ 3,330,091**	**$ 3,352,355**	**$ 3,334,740**	**$ 3,496,438**	**$ 144,083**
Source of Funding:					
	General Fund			$ 3,496,438	
				$ 3,496,438	

Commentary:

The Municipal Court operating budget has increased by 4%. There are no capital expenditures. The Personnel Services increase of 1% is mainly due to a merit pay increase, an increase in medical insurance and an increase in retirement contributions. Contractuals increase of 11% is mainly due to the addition of two bailiff positions and the maintenance of computer equipment. Commodities increases of 33% are mainly due to an anticipated increase in maintenance and custodial needs for the new courthouse building. There is no major capital (>$10,000) for this section.

Authorized Personnel/Positions: Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Assistant	2	3	3	0	3
Administrative Assistant (Temp)	1	0	0	0	0
Collection Specialist	3	3	3	0	3
Court Finance Specialist	0.8	0.8	0.8	0	0.8
Court Information Systems Coordinator	2	2	2	0	2
Court Interpreter	1	1	1	0	1
Court Judicial Specialist	8.25	8.25	8.25	0	8.25
Court Training Specialist	1	1	1	0	1
Deputy Court Administrator	2	2	2	0	2
Division Director	1	1	1	0	1
Jury Services Specialist	1	1	1	0	1
Magistrate	1	2	2	0	2
On-Call Magistrate	1.3	0.5	0.5	0	0.5
Presiding Magistrate	1	1	1	0	1
Probation Service Officer	1	1	1	0	1
Warrant Officer	2	2	2	0	2
Total	29.35	29.55	29.55	0	29.55


Management Services
031
1 Division Director
Management Services Director
1 Financial Systems Analyst
Purchasing
032
1 Purchasing Director
1 Administrative Specialist
Grants
1 Grant and Contracts Manager
1 Grants and Contracts Assistant
1 Grants Specialist
1 Contract Specialist
Purchasing
1 Purchasing Manager
1 Buyer
2 Procurement Specialist
Revenue
033
1 Revenue Director
1 Finance Specialist
1 Revenue Analyst/ Auditor
Customer Service
1 Customer Service Manager
1 Customer Service Supervisor
5 Admin Specialist
1 Billing and Collections Manager
1 Collections Specialist
2 Billing Specialist
1 Licensing Specialist
Meter Reading
1 Meter Technician Supervisor
2 Meter Technician II
2 Meter Technician
Finance
034
1 Finance Director
1 Assistant Finance Director
4 Accountants
1 Assistant Finance Manager
1 Finance Clerk
1.5 Finance Specialist
Payroll
1 Payroll Manager
1 Payroll Coordinator
1 Payroll Specialist
1 Finance Clerk
1 Accounts Specialist

Mission

The Management Services division is committed to providing timely, accurate, clear and concise information to the City Council, City Manager, City Divisions and the Citizens of Flagstaff. As financial stewards of the City, the Management Services division is dedicated to managing the City's resources in a fiscally conservative manner while maintaining an exemplary level of customer service.

Program Description

The Administrative section of the Management Services division provides direction and oversight of the Purchasing, Revenue and Finance sections. The Administrative section provides a key role in financial transactions of the City. The section is responsible for oversight of debt management and investments for the organization. The Management Services division is considered a central support division providing fiscal oversight and support to other City divisions and related agencies.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Supported and implemented the first year of Priority Based Budgeting for the City of Flagstaff
- ✓ Adopted the first Economic Recession Plan for the City to provide guidance in managing the organizations fiscal health during recessionary periods
- ✓ Analyzed, presented and received Council approval to issue Pension Certificates of Participation debt to address the unfunded liability of our Public Safety Personnel Retirement System
- ✓ Maintained an excellent credit rating with Standards and Poor, AA- Stable, and received the same rating from Fitch Ratings during the financial challenges related to the COVID-19 pandemic
- ✓ Supported the update to the City's land use assumptions and infrastructure improvement plans to support the updated public safety development fees
- ✓ Supported the transition of the Flagstaff Metropolitan Organization to a separate organization outside of the City

Safe & Healthy Community

- ✓ Issued $6.0 million loan with the Water Infrastructure Authority of Arizona to fund the Flagstaff Watershed Protection Project which includes $1.0 million in forgivable principal and had a total cost interest rate of 0.1449%

Inclusive & Engaged Community

- ✓ Provided financial analysis for potential November 2020 ballot measures for affordable housing, parks and recreation, open space and public safety pension

Sustainable, Innovative Infrastructure

- ✓ Developed and received Council adoption of a new fee for Water Resource and Infrastructure Protection which will provide Wildland Fire Management the resources needed to continue the program and protect our valuable water, wastewater, reclaimed water and stormwater resources and infrastructure
- ✓ Issued $11.1 million of general obligation bonds to support construction of the new courthouse and public safety communications upgrades
- ✓ Issued $3.5 million in certificates of participation to support construction of the new courthouse which will be repaid through court fees

Environmental Stewardship

- ✓ Developed and received Council adoption of a restructured Environmental Management Fee which is charged based on utilization of city water and solid waste services and provides a more equitable fee for customers

FY 2020-2021 Initiatives

High Performing Governance

- ✓ Implement short term rental management software
- ✓ Review the Management Services division structure and propose organizational changes to provide for efficiencies and strengthen the sections
- ✓ Issue $133.0 million in Pension Certificates of Participation debt to assure our Public Safety Retirement System Plans are 100% funded which includes $14.2 million for a contingency reserve to manage future impacts to our pension plans
- ✓ Support and inform on the August 2020 ballot measure to increase the City's Expenditure Limitation base adjustment
- ✓ Support and inform on the November 2020 ballot measure to extend the expiration date of the City's 1% General Sales Tax
- ✓ Complete the second year of Priority Based Budgeting

Sustainable, Innovative Infrastructure

- ✓ Work with Economic Vitality staff to construct and finance expanded parking capacity at the Flagstaff Pulliam Airport

Section 031 - Management Services

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 253,994	$ 257,152	$ 257,152	$ 266,098	$ 8,946
Contractuals	16,562	12,174	12,174	12,283	109
Commodities	1,819	1,100	1,100	1,000	(100)
Total	**$ 272,375**	**$ 270,426**	**$ 270,426**	**$ 279,381**	**$ 8,955**
Expenditures by Program:					
General Administration	$ 272,375	$ 270,426	$ 270,426	$ 279,381	$ 8,955
Total	**$ 272,375**	**$ 270,426**	**$ 270,426**	**$ 279,381**	**$ 8,955**
Source of Funding:					
	General Fund			$ 279,381	
				$ 279,381	

Commentary:
The Management Services operating budget has increased by 3%. There are no capital expenditures. The Personnel Services increase of 3% is mainly due to a COLA increase, an increase in medical insurance and an increase in retirement contributions. Contractuals remains relatively flat year over year. Commodities decrease of 9% is mainly due to a one-time decrease in office supplies. There is no major capital (>$10,000) for this section.

Authorized Personnel/Positions: Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Division Director	1	1	1	0	1
Financial Systems Analyst	1	1	1	0	1
Total	2	2	2	0	2

Mission

The mission of the Purchasing section is to support the goals and objectives of the City by delivering consistent and professional procurement, grants and contract management support to all employees in accordance with all applicable local, state, and federal procurement rules and regulations and to assist in making best-value procurement decisions while maintaining the highest ethical standards.

Program Description

The objective of the Purchasing section is to provide program support in maximizing value for purchase dollars spent. This is accomplished through either a competitive informal or competitive formal solicitation process and contract management to satisfy purchasing requirements at the lowest overall cost consistent with quality and service levels required, to maintain continuity of supplies in support of Citywide programs and to dispose of surplus property.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Continued to meet or exceed all 35 evaluation criteria needed to be awarded the Achievement of Excellence in Procurement (AEP) award by the National Purchasing Institute (NPI)
- ✓ Continued conducting both internal and external customer satisfaction surveys to monitor overall customer satisfaction and identify areas where there are opportunities for improvement
- ✓ Continued to complete and provide the annual contract awards report to City Council that recaps contract awards
- ✓ Expanded the P-card program to include contractors and other vendors to increase the rebate dollars earned
- ✓ Created a master tracking mechanism for both the citywide intergovernmental agreements and Flagstaff Metropolitan Organization funding sources and reimbursements
- ✓ Acquired National Incident Management System (NIMS) certifications for introduction, basics, intermediate and advanced courses
- ✓ Successfully completed several funding agencies audits with no findings or recommendations
- ✓ Conducted vendor workshops on how to develop and submit solicitation responses to the City
- ✓ Conducted numerous debrief meetings with local and non-local vendors post solicitation award of a contract
- ✓ Began development of the priority-based budgeting systems

Safe & Healthy Community

- ✓ Responded and worked on recovery efforts for three disaster events including the July Monsoon, February Winter Storm and the Museum Fire
- ✓ Worked to further the Flagstaff Trails Initiative Program and to create a fiscal agent to sponsor the program and drafted a regional trails strategy

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FY 2020-2021 Initiatives

High Performing Governance

- ✓ Continue to meet or exceed all 35 evaluation criteria to be awarded the Achievement of Excellence in Procurement (AEP) award by the National Purchasing institute (NPI)
- ✓ Continue to centralize the monitoring and management of citywide contracts (e.g., leases, IGAs, development agreements, term contracts, etc.) to enhance the ability to keep track of and monitor contract deliverables, critical contractual milestones and lease-related escalator clauses to ensure the appropriate revenues are collected

- ✓ Provide training to various divisions/sections and individual one-on-one training sessions
- ✓ Purchasing staff to meet periodically with divisions/sections to maintain work relationships, discuss and resolve any purchasing-related issues associated with a project they are working on and to identify additional customer service opportunities to implement
- ✓ Continue to develop and implement the priority-based budgeting system through next steps

Safe & Healthy Community

- ✓ Continue to respond when needed for recovery efforts of disaster events

Robust Resilient Economy

- ✓ Continue to work with partner agencies that make up the Flagstaff Alliance for the Second Century to identify opportunities for increased joint purchasing and establishing additional cooperative contracts to leverage our purchases by combining our respective needs for goods, services and construction
- ✓ Continue to pursue grants for City needs and programs, such as AZ 911 Program, Airport Snow Removal Equipment, Drug, Gang and Violent Crimes Control grant and Community Development Block Grant

Environmental Stewardship

- ✓ Continue to utilize the PlanetBids online solicitation website to eliminate the use of paper and emissions caused by vendors driving to and from City Hall to pick up solicitations and drop off bids/proposals/statements of qualification
- ✓ Increase the number of the pre-bid/pre-proposal/pre-statement meetings via skype
- ✓ Continue to conduct first round hiring interviews via phone call to eliminate candidate travel to City Hall and roll out Skype when possible for follow up in person interviews.

Performance Measures

Priority: High Performing Governance
Objective: Serve the public through quality internal and external service

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Obtain high percentage score on customer satisfaction surveys	80%	82%	82%	82%	82%
Timely routing of agreements/contracts to obtain all required signatures from Council approval to fully executed contract	10 (Business Days)	N/A	9	11	10
Conduct formal vendor training workshops	4	2	4	4	4

Priority: High Performing Governance
Objective: Foster clear and consistent communication strategies

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Consistent and timely routing, tracking and monitoring of agreements through the internal approval process	300	250	450	300	300
Manage and monitor vendor relations by holding monthly meetings	3	3	2	5	5

Priority: High Performing Governance
Objective: Become an employer of choice and provide employees the necessary tools, training and support

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Staff attend procurement related workshops	100%	100%	100%	100%	100%

Priority: High Performing Governance
Objective: Enhance the organization's fiscal stability and increase efficiency and effectiveness

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Increase utilization of procurement cards	3%	13%	9%	13%	15%
Quarterly and/or annual reporting of agreement status, termination and renewal options	100%	100%	0%	100%	100%
Identify and implement cost saving/cost avoidance opportunities	>$50,000	N/A	>$50,000	$50,000	$50,000
Grant revenues received annually	$10M	$12M	$17M	$15M	$15M
Grant amounts awarded annually	$8M	$4M	$5M	$4M	$8M
Grant applications submitted	50	43	41	41	50
Grants awarded	40	30	30	30	40
Active grants worked during the fiscal year	200	120	100	200	200
No audit material weaknesses or significant deficiencies in internal control over compliance	0	0	0	0	0
No audit material weaknesses or significant deficiencies in internal control over financial reporting	0	0	0	0	0

Section 032 - Purchasing

Expenditures by Category:

	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 842,964	$ 891,749	$ 891,749	$ 875,775	$ (15,974)
Contractuals	36,867	31,789	31,789	30,289	(1,500)
Commodities	27,045	19,535	19,535	18,035	(1,500)
Total	**$ 906,876**	**$ 943,073**	**$ 943,073**	**$ 924,099**	**$ (18,974)**

Expenditures by Program:

General Administration	$ 20,005	$ -	$ -	$ -	$ -
Purchasing	561,152	567,464	567,464	575,425	7,961
Warehouse	73	-	-	-	-
Grants and Contracts Management	325,646	375,609	375,609	348,674	(26,935)
Total	**$ 906,876**	**$ 943,073**	**$ 943,073**	**$ 924,099**	**$ (18,974)**

Source of Funding:

General Fund	$ 521,718
Library Fund	43,893
Highway User Revenue Fund	31,825
Transportation Fund	86,855
Parking District Fund	996
Water Services Fund	117,808
Stormwater Fund	24,819
Solid Waste Fund	23,456
SEMS Fund	21,159
Airport Fund	51,570
	$ 924,099

Commentary:

The Purchasing operating budget has decreased by 2%. There are no capital expenditures. The Personnel Services decrease of 2% is mainly due to one-time retirement payouts offset by a COLA increase, an increase in medical insurance and an increase in retirement contributions. Contractuals decrease of 5% is mainly due to a one-time expenditure for education and training in the prior year. Commodities decrease of 8% is mainly due to a one-time decrease in computer software. There is no major capital (>$10,000) for this section.

Authorized Personnel/Positions:

Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	1	1	1	0	1
Buyer	1	1	1	0	1
Contract Specialist	1	1	1	0	1
Finance Clerk	1	1	1	(1)	0
Grants and Contracts Assistant	0	0	0	1	1
Grants and Contracts Manager	1	1	1	0	1
Grants Specialist	1	1	1	0	1
Purchasing Director	1	1	1	0	1
Purchasing Manager	1	1	1	0	1
Procurement Specialist	2	2	2	0	2
Total	10	10	10	0	10

Mission

The mission of the Revenue section is to ensure the City is accurately billing and collecting City revenues and to ensure that customers and the City are complying with all applicable local, state and federal rules and regulations.

Program Description

The Revenue section performs a wide variety of functions for the City through its various areas which include Billing/Collections, Customer Service, Meter Services and oversight of the Copy/Mail Center. Billing/Collections is responsible for billing and collections of municipal services, miscellaneous accounts, sales tax and various collections throughout the City. Customer Service is responsible for copy/mail center oversight, cashiering and customer call center. Meter Services is responsible for meter reading, municipal services account service orders relating to water meter issues on accounts which are being activated, are active, or are being terminated and meter change-outs and repairs. The Copy/Mail Center is responsbile for copying, printing, scanning and mail processing.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Completed first full year on newly implemented business license module and created ongoing renewal process
- ✓ Received almost 25,000 inbound calls, averaging less than 13 seconds for hold time
- ✓ Provided budget and encouraged staff participation in City provided training opportunities including ethics, mental health and succession planning, along with external classes with focuses including beginning and intermediate excel classes, administrative specialist training, management and leadership and safety in the workplace
- ✓ Continued training with Arizona Department of Revenue (ADOR) on sales tax compliance and collections
- ✓ Implemented zone checklist for customer service representatives and successfully zoned up two employees through new process
- ✓ Increased cross training of customer service representatives throughout the section, leading to better efficiency for internal and external customers
- ✓ Increased cross training of billing specialist positions leading to better efficiency for internal and external customers
- ✓ Effectively completed 262,807 timely meter reads for the year (3% continuing to be visual reads), with no estimated reads and completed 10,603 service orders
- ✓ Successfully transferred all outstanding sales tax accounts into miscellaneous accounts receivable (MAR) to ensure tracking and increased collections
- ✓ Collected over $24,000 in revenue on sales tax accounts reducing potential write-offs
- ✓ Aged accounts continue to be collected at between $200,000 to $300,000 monthly, reducing write-offs
- ✓ 98% of municipal services and MAR billings were completed timely
- ✓ Delinquency notice postcards were fully implemented for all municipal services accounts which exceed $150 in past due funds which increased monitoring of delinquency process for both municipal services and miscellaneous accounts receivables to reduce collections on closed accounts lowering write offs
- ✓ Assisted in bringing down collections and account disconnections for failure to pay with timely notification along with reducing need for physical turn offs, resulting in a 15% increase in revenue collected
- ✓ Created 223 payment arrangements of which 164 were closed on time resulting in collection of $66,083
- ✓ Continued to invest City funds with goal of maximum return, remembering safety of principal is more important than return on principal; continue partnering with PFM Investments, LGIP and Alliance Bank of Arizona for strong investments that reflect the values of the City Council, in line with the investment procedure manual
- ✓ Executed 1,103 water meter disconnects due to non-payment or failure to keep established payment arrangements which resulted in approximately $266,520 in active account collections

Inclusive & Engaged Community

- ✓ Customer service staff marketed e-billing to community members at Earth Day and First Friday events, increasing customer participation in online portal

Safe and Heathy Community

- ✓ Eliminated disconnection of water services during the COVID 19 pandemic to assure all citizens continue to have water and trash services during the Emergency Declaration

Sustainable, Innovative Infrastructure

- ✓ In partnership with Water Services meter replacement project, reduced manual visual meter reads from over 1,000 to under 150 with meter services solely responsible for electronic read transmitter (ERT) programming which directly feeds into billing and meters over 15 years old replaced with new digital meters which in the future will provide customers and staff with additional water use data

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FY 2020-2021 Initiatives

High Performing Governance

- ✓ Enhance our revenue projection processes to provide timely and scenario-based projections
- ✓ Continue goal to provide quality internal customer service through process improvements
- ✓ Continue goal of limiting hold time for external clients to less than one minute, maximum
- ✓ Implement partnership with Northern Arizona University printing services which will greatly expand product selections offered to internal customers through the Copy/Mail Shop
- ✓ Implement customer satisfaction surveys through Survey Monkey
- ✓ Check payment processing brought in house, increasing efficiency and lowering costs
- ✓ Continue to encourage internal and external training opportunities
- ✓ Continue to train billing specialists in all billing functions to expand their knowledge of the section's function, improving service to internal and external customers and reducing possibility of job burn out
- ✓ Continue to invest City funds with goal of maximum return, remembering safety of principal is more important than return on principal; continue partnering with PFM Investments, LGIP and Alliance Bank of Arizona for strong investments that reflect the values of the City Council, in line with the investment procedure manual
- ✓ Implement short term rental software

Safe and Heathy Community

- ✓ Implement new fee for Water Resource and Infrastructure Protection though Wildland Fire Management

Environmental Stewardship

- ✓ Implement new metering technology that will eventually assist in leak detection and provide for quicker response time to potential water waste issues
- ✓ Implement email confirmations sent to customers following account activation along with e-billing campaigning to reduce paper use and increase online bill pay
- ✓ Implement restructured Environmental Management Fee
- ✓ Continue goal to reduce direct mailing costs and associated labor through increased municipal statement and miscellaneous accounts receivable e-billing; this can be achieved through continued partnership with Point and Pay services promoting e-bills through the customer portal, social media and affiliation with Sustainability campaigns which will reduce processing costs through implementation of in-house check payment processing through RemitPlus agreement and encourage community outreach by customer service through First Friday events, Earth Day, locals' nights and farmer's market

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Performance Measures

Priority: High Performing Governance
Objective: Serve the public by providing high quality internal and external customer service

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Satisfaction on customer satisfaction surveys	80%	82%	85%	85%	90%
Limit hold time for external clients	<2 Minutes	1:59	0:13	0:13	0:10

Priority: High Performing Governance
Objective: Enhance the organization's fiscal stability and increase efficiency and effectiveness

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Maintain municipal services and miscellaneous accounts receivable write-offs below 1% of total revenue	<1.00%	0.33%	0.18%	0.18%	0.15%
Achieve a rate of return on managed investments that exceeds the designated benchmark rate	<.25% Very Good, .1% to .25%, Adequate, <.1% Underperform	-0.01%	0.13%	0.10%	0.10%
Reduce direct mailing costs and associated labor through increased municipal services and miscellaneous accounts receivable e-billing	2%	14%	6%	4%	3%
Sales tax audit assessments will monitor business owner compliance and perform approximately nine audits and reviews per year	9	14	9	9	9

Priority: Sustainable, Innovative Infrastructure
Objective: Deliver outstanding services to residents through a healthy, well maintained infrastructure system

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Report number of meter change outs from visual to radio reads annually	40	0	22	1,180	20

Section 033 - Revenue

Expenditures by Category:

	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 1,108,155	$ 1,313,688	$ 1,313,688	$ 1,392,392	$ 78,704
Contractuals	347,014	396,614	396,614	449,014	52,400
Commodities	47,608	96,167	(71,297)	113,342	17,175
Capital	63,390	-	-	-	-
Total	**$ 1,566,167**	**$ 1,806,469**	**$ 1,639,005**	**$ 1,954,748**	**$ 148,279**

Expenditures by Program:

General Administration	$ 264,193	$ 253,347	$ 197,383	$ 330,613	$ 77,266
Auditing	2,216	89,437	89,437	90,844	1,407
Sales Tax Collections	64,105	223,522	223,522	-	(223,522)
Customer Service	706,137	785,055	785,055	761,775	(23,280)
Billing and Collections	159,739	-	-	353,596	353,596
Print and Mail Services	315	-	-	-	-
Meter Services	369,462	335,990	335,990	340,733	4,743
Copy Mail Center	-	119,118	7,618	77,187	(41,931)
Total	**$ 1,566,167**	**$ 1,806,469**	**$ 1,639,005**	**$ 1,954,748**	**$ 148,279**

Source of Funding:

General Fund	$ 244,505
Library Fund	9,290
Highway User Revenue Fund	2,849
Transportation Fund	60,778
Parking District Fund	405
Water Services Fund	1,164,240
Stormwater Fund	50,360
Solid Waste Fund	359,750
SEMS Fund	28,726
Airport Fund	33,845
	$ 1,954,748

Commentary:

The Revenue operating budget has increased by 8%. There are no capital expenditures. The Personnel Services increase of 6% is mainly due to the addition of 1.0 FTE for a Licensing Specialist, a COLA increase, an increase in medical insurance and an increase in retirement contributions. Contractuals increase of 13% is mainly due to an increase for credit card fees. Commodities increase of 18% is mainly due to a reduction in an investment in a replacement copier offset by an increase in computer software. There is no major capital (>$10,000) for this section.

Authorized Personnel/Positions:

Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	6	6	6	(1)	5
Auditor II	1	0	0	0	0
Billing and Collections Manager	1	1	1	0	1
Billing Specialist	2	2	2	0	2
Collections Specialist	0	1	1	0	1
Customer Services Manager	1	1	1	0	1
Customer Services Supervisor	1	1	1	0	1
Finance Specialist	1	1	1	0	1
Licensing Specialist	0	0	0	1	1
Meter Technician	2	2	2	0	2
Meter Technician II	2	2	2	0	2
Meter Technician Supervisor	1	1	1	0	1
Revenue Analyst/Auditor	0	0	0	1	1
Revenue Director	1	1	1	0	1
Total	19	19	19	1	20

Mission

The mission of the Finance section is to ethically provide oversight, fiscal management and customer service through accountability and transparency.

Program Description

The Finance section provides a variety of financial services to the Council and City staff. Services include accounts payable, payroll, financial analysis, budget reporting and financial reporting.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Issued Certificates of Participation financing for the Public Safety Personnel Retirement System unfunded liability in a historically lower interest rate environment
- ✓ Implemented Expended Family Medical Leave and Emergency Paid Sick Leave as well as other amendments to various leaves and accruals due to and during COVID-19 pandemic and recession
- ✓ Maintained the City's credit ratings during COVID-19 pandemic and recession
- ✓ Developed and implemented the City's Recession Plan
- ✓ Successfully implemented Priority Based Budgeting Phase I

FY 2020-2021 Initiatives

High Performing Governance

- ✓ Implementation of a time entry system
- ✓ Implementation of the Innoprise fixed asset system
- ✓ Successful implementation of Priority Based Budgeting Phase II

Performance Measures

Priority: High Performing Governance
Objective: Encourage public trust through transparency, accessibility and use of the City's public participation policy

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Create and maintain transparency website (OpenGov)	>500 Visitors	250	200	140	500

Priority: High Performing Governance
Objective: Serve the public by providing high quality internal and external customer service

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Finance staff to provide citywide trainings	>10	2	6	6	10

Priority: High Performing Governance
Objective: Enhance the organization's fiscal stability and increase efficiency and effectiveness

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Complete accurate grant financial and compliance reporting	<10 Revised Reports	0	3	2	0
Complete accurate payroll financial and compliance reporting	<4 Corrected/ Reissued Checks	0	0	1	0
Accurate accounts payable financial and compliance reporting	<5 Corrected/ Reissued 1099s	0	0	0	0
Timely and accurate regulatory financial reports	100%	100%	100%	100%	100%
Timely and accurate GFOA financial reports	100%	100%	100%	100%	100%
Timely and accurate financial reports with no single audit findings reported	0	0	1	0	0
Meeting minimum bond rating level of AA-	100%	100%	100%	100%	100%
Meeting minimum level of fund balance for all funds	100%	100%	100%	100%	100%

Result: High Performing Governance
Objective: Become an employer of choice and provide employees with the necessary tools, training and support

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Report minimum level of education during the year	100%	100%	90%	70%	100%
Annual review and sign off on Code of Ethics by all Finance staff	100%	100%	100%	80%	100%

Section 034 - Finance

Expenditures by Category:

	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 1,045,025	$ 1,352,781	$ 1,336,581	$ 1,384,125	$ 31,344
Contractuals	43,988	43,255	43,255	25,305	(17,950)
Commodities	32,310	14,001	14,001	28,455	14,454
Total	**$ 1,121,323**	**$ 1,410,037**	**$ 1,393,837**	**$ 1,437,885**	**$ 27,848**

Expenditures by Program:

General Administration	$ 125,770	$ 129,767	$ 129,767	$ 137,799	$ 8,032
Accounting	602,003	767,816	767,816	719,934	(47,882)
Payroll	294,547	410,355	410,355	476,791	66,436
Accounts Payable	98,928	102,099	85,899	103,361	1,262
Grants Management	75	-	-	-	-
Total	**$ 1,121,323**	**$ 1,410,037**	**$ 1,393,837**	**$ 1,437,885**	**$ 27,848**

Source of Funding:

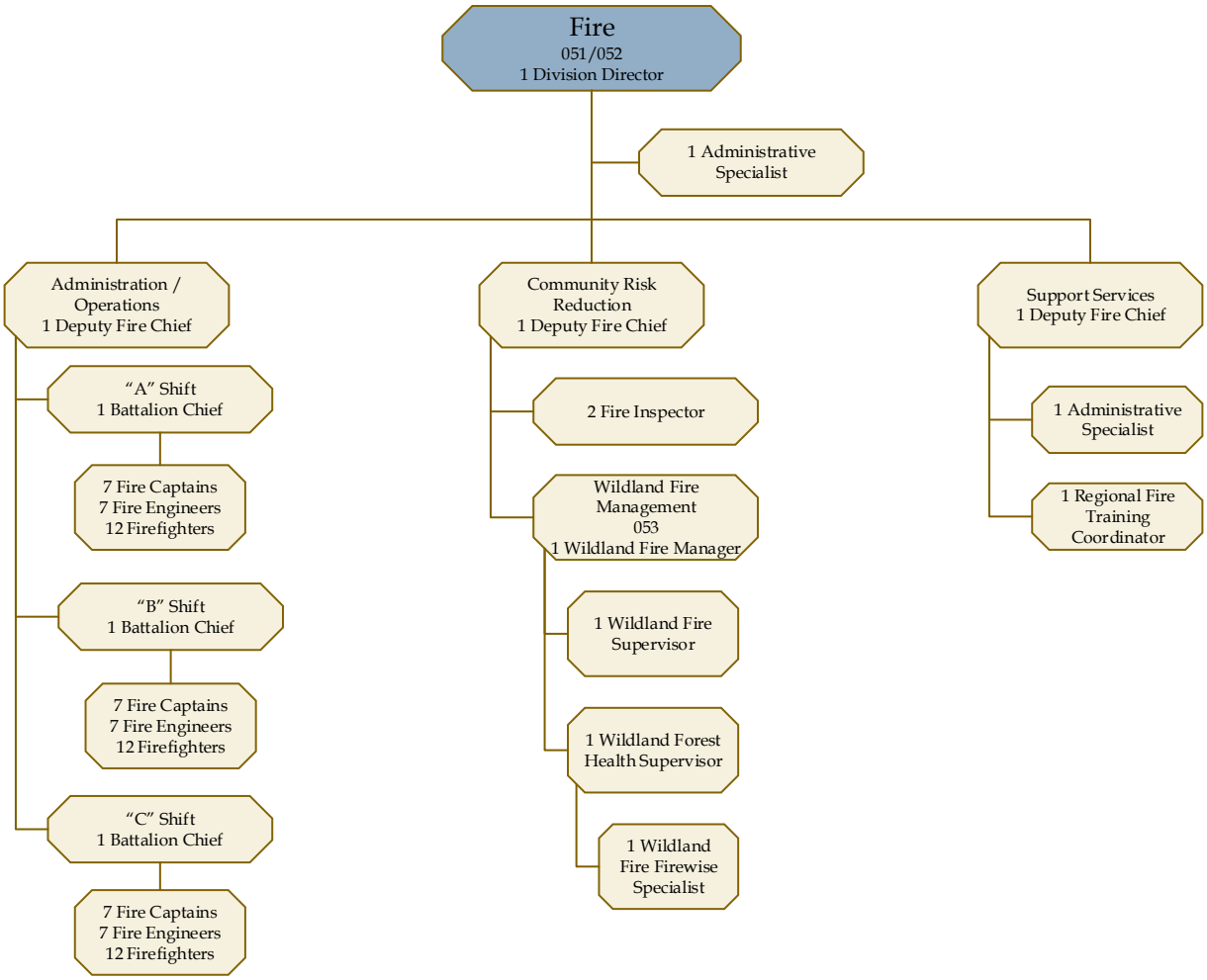
General Fund	$ 977,121
Library Fund	86,813
Highway User Revenue Fund	48,358
Transportation Fund	41,229
Parking District Fund	5,202
Water Services Fund	141,925
Stormwater Fund	12,950
Solid Waste Fund	61,221
SEMS Fund	32,110
Airport Fund	30,956
	$ 1,437,885

Commentary:

The Finance operating budget has increased by 2%. There are no capital expenditures. The Personnel Services increase of 2% is mainly due to the removal of 1.0 FTE for a Payroll Specialist which was offset by a COLA increase, an increase in medical insurance and an increase in retirement contributions. Contractuals decrease of 41% is mainly due to one-time expenditures for software and online services. Commodities increase of 103% is mainly due to additional computer software. There is no major capital (>$10,000) for this section.

Authorized Personnel/Positions:

Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Accountant	4	4	4	0	4
Accounts Specialist	1	1	1	0	1
Assistant Finance Manager	0	1	1	0	1
Finance Clerk	2	2	2	0	2
Assistant Finance Director	0	1	1	0	1
Finance Director	1	1	1	0	1
Finance Manager	2	0	0	0	0
Finance Specialist	1	1.5	1.5	0	1.5
Payroll Coordinator	0	1	1	0	1
Payroll Manager	1	1	1	0	1
Payroll Specialist	2	1	1.75	(0.75)	1
Total	14	14.5	15.25	(0.75)	14.5


Fire
051/052
1 Division Director
1 Administrative Specialist
Administration / Operations
1 Deputy Fire Chief
"A" Shift
1 Battalion Chief
7 Fire Captains
7 Fire Engineers
12 Firefighters
"B" Shift
1 Battalion Chief
7 Fire Captains
7 Fire Engineers
12 Firefighters
"C" Shift
1 Battalion Chief
7 Fire Captains
7 Fire Engineers
12 Firefighters
Community Risk Reduction
1 Deputy Fire Chief
2 Fire Inspector
Wildland Fire Management
053
1 Wildland Fire Manager
1 Wildland Fire Supervisor
1 Wildland Forest Health Supervisor
1 Wildland Fire Firewise Specialist
Support Services
1 Deputy Fire Chief
1 Administrative Specialist
1 Regional Fire Training Coordinator

Mission

The mission of the Flagstaff Fire Department is to provide caring and excellent customer service, utilizing our highly trained professional staff, innovative leadership and aggressive problem-solving skills. We will provide a rapid and effective response to all requests for service by the community, visitors and surrounding region.

Vision

The vision of the Flagstaff Fire Department is to serve as the leader in all areas of community protection. We will dedicate ourselves to the region through innovation, compassion, efficiency, collaboration and partnerships.

Program Description

The Fire Department is responsible for protecting life, property and resources through the delivery of public safety services. Prevention, preparedness, mitigation and response represent the core of the program efforts. The organized programs include Administration, Community Risk, Training, Operations and Wildland Fire Management.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Continued to collaborative efforts through an ongoing intergovernmental agreement with a shared administration between Flagstaff Fire Department and the Summit Fire and Medical District
- ✓ Continued the ongoing integration of the Wildland Fire Management program with Summit Fire and Medical District
- ✓ Sent sixteen acting offers that serve in the incident command position throughout the region to participate in Blue Card training taught by Greater Flagstaff Region (GFR) certified trainers
- ✓ Hosted a regional fire academy which added ten new firefighters into the GFR region where in this year the academy was taught in a new format having three lead instructors from each agency to bring an added level of consistency to the process
- ✓ Developed and implemented a new continuing education program for our team of Northern Arizona special operations technicians
- ✓ Added one additional paramedic to our daily minimum staffing level for equity in service to the community on emergency medical responses
- ✓ Continued the support of six staff for adequate fire and emergency response (SAFER) firefighters through federal grant funding
- ✓ Developed and implemented fire and emergency medical services (EMS) training for the entire GFR
- ✓ Promoted two new engineers off our current engineers list due to attrition
- ✓ Implemented increased health and safety along with enhanced cancer initiatives

Safe & Healthy Community

- ✓ Completed the adoption of the 2018 International Fire Code
- ✓ Adopted the regional automatic aid agreement for the entire GFR
- ✓ Responded to over 14,700 incidents for service in and around the GFR
- ✓ Stood up a peak call volume rescue unit during six months of the year
- ✓ Maintained a paramedic on every fire unit in the City 97% of the time to provide advanced life support care equally to our community
- ✓ Had a full complement response of all units to working incidents in eight minutes 90% of the time
- ✓ Regional Training Coordinator assisted in training over 150 fire department members and facilitated over 2,000 hours of training for the region

- ✓ Required all members that serve in the incident command position throughout the region to participate in Blue Card training taught by GFR certified trainers and continued training of all new dispatchers in the Blue Card training for regional consistencies in scene management and communication methods
- ✓ Utilized automatic vehicle location for dispatch to send the closest unit to any incident
- ✓ Updated our current engineers promotional list, completion of an engineer's exam process

Inclusive & Engaged Community

- ✓ The Flagstaff Fire Department again partnered with the American Red Cross and Northern Arizona University to provide our community with a smoke alarm installation program where this past year the partnership installed (at no charge) smoke alarms, and replaced batteries in alarms at homes of low-income, seniors, disabled and hearing-impaired residents
- ✓ Hosted the annual Community Wildfire Preparedness Day and eight nationally recognized Firewise programs
- ✓ Coordinated over 2,900 hours of wildland fire management program-related volunteer labor hours
- ✓ Participated in fire prevention month including visits to local schools, station tours and touch a truck
- ✓ Awarded community and other City members for their life saving efforts

Sustainable, Innovative Infrastructure

- ✓ Worked to identify future station moves and builds based on best practice and response modeling

Robust Resilient Economy

- ✓ Successfully received over $400,000 in grant funding for personnel, training and equipment to offset direct costs to the City

Livable Community

- ✓ Professional outreach including Coconino Community College collaboration for training and professional job search and high school job search participants
- ✓ Adopted needy families for Christmas gift outreach program
- ✓ Continued the free firewood outreach to community members in need
- ✓ Prevention and on duty crews participated in over 1,000 code enforcement inspections
- ✓ Crew one filled and deployed over 250,000 pounds of sandbags during the post-Museum Fire flood mitigation work in the Sunnyside neighborhood

Environmental Stewardship

- ✓ Awarded $180,000 in grant funds to conduct forest treatments
- ✓ Completed 48 property reviews through neighborhood Firewise program work
- ✓ Completed over 1,300 acres of thinning
- ✓ Completed over 500 acres of prescribed fire burns
- ✓ Removed over 100 individual hazardous trees
- ✓ Staffed the new Forest Health Supervisor position and integrated into the Wildfire Management program

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FY 2020-2021 Initiatives

High Performing Governance

- ✓ Shift 100% of Wildfire Management program, to include forest health, to a sustainable and ongoing funding source
- ✓ Successfully meet current insurance services office (ISO) rating of two or above
- ✓ Maintain a paramedic on every fire unit in the City 94% of the time to provide advanced life support care
- ✓ Continue requiring all officers to successfully pass the Blue Card incident command and communication model of training
- ✓ Work on standardization of training, equipment and professional development for GFR departments that all respond in the City and out to districts

- ✓ Finish the transfer of six SAFER firefighter positions from partial federal funding to 100% City funded
- ✓ Work towards funding for upcoming known capital replacement needs
- ✓ Increase health and safety measures to address behavioral health needs
- ✓ Ensure safe work environments and increased cancer initiative are being met

Safe & Healthy Community

- ✓ Continue to work with local providers and the Red Cross to perform free neighborhood smoke detector installation projects
- ✓ Continue efforts to bring fire safety education talks to local schools
- ✓ Work with local educational institutions to promote customer service partnerships
- ✓ Responded to all incidents for service in and around the GFR
- ✓ Maintain one of the highest community ratings in the City for customer service
- ✓ Stand up the peak call volume rescue 30% of the time to reduce response times in high call volume districts and provide increased level of service for special community events
- ✓ Co-staff larger aerial Quints to be put in service when needed and not as front line 24/7 due to repair and replacement costs along with increase response times
- ✓ Develop an officer academy in the region to promote professional development and consistency
- ✓ Continue with station rotations to decrease burnout at high call volume stations and units
- ✓ Increase our reserve engine status by one to assist with increase apparatus maintenance and system reliability
- ✓ Inspect all high-risk facilities in the City

Inclusive & Engaged Community

- ✓ Continue to partner with the American Red Cross and Northern Arizona University to provide our community with a smoke alarm installation program where in the upcoming year, with our partners (at no charge) will install smoke alarms, and replace batteries in alarms at homes of low-income, seniors, disabled and hearing-impaired residents
- ✓ Continue our Christmas gift donation program to needy families in the region
- ✓ Work on ways to collaborate with Northern Arizona University on response models and training opportunities for students seeking careers in the fire, emergency medical service and healthcare fields
- ✓ Continue efforts to provide free firewood to community members in need
- ✓ Engage members of Northern Arizona University's Student Association of Fire Ecology (SAFE) program in various prescribed burn operations

Sustainable, Innovative Infrastructure

- ✓ Continue working towards electric or hybrid fleet replacement
- ✓ Continue working towards increasing contractual opportunities with neighboring communities

Robust Resilient Economy

- ✓ Seek grant funding opportunities to improve service delivery to the community
- ✓ Utilize impact fees for an outside standards of cover study to ensure the best service levels
- ✓ Work to increase our ISO rating to lower insurance rates to the community
- ✓ Work with leadership to identify efforts to reduce the unfunded pension liability

Environmental Stewardship

- ✓ Secure ongoing funding for the Wildfire Management program to continue work that has been applauded at the national level
- ✓ Continue being a leader in forest health initiatives and field work in the community
- ✓ Continue working with local, federal and state partners on Flagstaff Watershed Protection Project and general forest health
- ✓ Look for grant funding to support additional forest health initiatives

Performance Measures

Priority: Safe and Healthy Community
Objective: Provide public safety with the resources, staff and training to respond to community needs

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Paramedic on all EMS calls to provide ALS care	100%	90%	97%	97%	95%
Confine the fire to the room of origin 80% of the time to reduce risk to life and property	85%	89%	92%	90%	85%
Provide response to 911 emergency calls in under six mins (travel/turnout)	70%	73%	72%	70%	70%

Priority: Environmental Stewardship
Objective: Actively manage and protect all environmental and natural resources

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Complete combined treatment of acres in accordance with regional plan and management objectives	>500	1,054	2,261	1,150	1,100
Track and demonstrate fire occurrence and resulting fire size between treated and non-treated areas	≤.5/≤ 4 Treated/ Non-Treated Acres/Fire	.3/3.2	.2/2	.3/2	.3/2

Priority: High Performing Governance
Objective: Serve the public through high quality internal and external service

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
On priority medical calls, maintain a patient contact to transport time at 25 minutes	90%	86%	89%	90%	90%
Provide quick and effective response measures to save 80% of the structure value compared to actual loss	90%	95%	92%	90%	90%

Section 051 - Fire Operations

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 12,592,631	$ 13,740,282	$ 13,740,282	$ 14,375,124	$ 634,842
Contractuals	491,478	471,600	429,600	451,800	(19,800)
Commodities	601,687	935,236	838,236	594,090	(341,146)
Capital	128,122	1,060,000	1,060,000	770,000	(290,000)
Total	**$ 13,813,918**	**$ 16,207,118**	**$ 16,068,118**	**$ 16,191,014**	**$ (16,104)**
Expenditures by Program:					
General Administration	$ 772,528	$ 935,997	$ 935,997	$ 1,243,511	$ 307,514
Fire Prevention	285,799	419,136	419,136	219,523	(199,613)
Training	92,614	90,227	85,727	105,706	15,479
Fire Suppression	12,348,442	14,039,578	13,905,078	14,622,274	582,696
Wildland Fire	314,535	722,180	722,180	-	(722,180)
Total	**$ 13,813,918**	**$ 16,207,118**	**$ 16,068,118**	**$ 16,191,014**	**$ (16,104)**
Source of Funding:					
	General Fund			$ 16,191,014	
				$ 16,191,014	

Commentary:

The Fire operating budget has increased by 2%. There are capital expenditures of $770,000, resulting in an overall flat change. The Personnel Services increase of 5% is mainly due to a COLA increase, an increase in medical insurance and an increase in retirement contributions. Contractuals decreases of 4% are primarily due to a reduction from prior year in one-time facility upgrades at the fire stations. Commodities decrease of 36% is mainly due to moving the Wildland Fire Management program to a new section. Major capital (>$10,000) includes a type one pumper truck ($350,000), a type six unit ($190,000), a hybrid replacement administration vehicle ($55,000) and equipment for a new type one engine ($175,000).

Authorized Personnel/Positions: Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	2	2	2	0	2
CART Paramedic - Civilian	1	0	0	0	0
Deputy Fire Chief	1	3	3	0	3
Division Director	1	1	1	0	1
Fire Battalion Chief	4	3	3	0	3
Fire Captain	21	21	21	0	21
Fire EMT	1	0	0	0	0
Fire Engineer	21	21	21	0	21
Fire Fighter	30	30	30	0	30
Fire Inspector	2	2	2	0	2
FWPP Operations Specialist	1	1	0	0	0
Regional Fire Training Coordinator	1	1	1	0	1
Wildland Fire Firewise Specialist	1	1	1	(1)	0
Wildland Fire Manager	1	1	1	(1)	0
Wildland Fire Supervisor	1	1	1	(1)	0
Wildland Forest Health Supervisor	0	0	1	(1)	0
Total	89	88	88	(4)	84

Section 052 - Fire Grants

Expenditures by Category:

	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 548,722	$ 674,588	$ 582,288	$ 735,696	$ 61,108
Contractuals	114,463	916,500	589,578	1,106,922	190,422
Commodities	(28,420)	125,000	125,000	830,000	705,000
Capital	22,762	1,200,000	-	1,400,000	200,000
Total	**$ 657,527**	**$ 2,916,088**	**$ 1,296,866**	**$ 4,072,618**	**$ 1,156,530**

Expenditures by Program:

Camp Navajo	$ -	$ 47,500	$ -	$ 47,500	-
General Wildfire Response	(886,690)	-	-	-	(886,690)
AZ Homeland Security	19,501	35,000	35,000	35,000	19,501
GOHS 2018	22,762	45,000	45,000	45,000	22,762
SAFER	529,219	577,088	577,088	643,396	529,219
Naval Observatory Prescribed Fire Multi-Year	24,783	25,000	5,200	19,800	24,783
NAU GFFP Thinning	3,072	-	-	-	3,072
Fire- Coconino County -RX Fire Grant	10,565	25,000	-	25,000	10,565
Misc Fire Reimburseables	900,660	-	-	-	900,660
Fire - Tribal Gaming	-	400,000	239,778	400,000	-
Fire - DFFM 2020 AZ-State Funded	-	200,000	200,000	300,000	-
Fire - AFG 2020 Quint - Fleet	-	1,200,000	-	1,400,000	-
Fire - AFG 2020 Equip Safety Vests	-	35,000	35,000	735,000	-
Fire - AFG 2020 Prevention	-	25,000	25,000	25,000	-
Fire - AZ-100 Club Safety Equipment	-	10,000	10,000	15,000	-
Fire - WFHF 18-203 #1 Flag Fuels Reduction-Priv Prop	15,701	200,000	33,300	206,700	15,701
Fire - WFHF 15-212#2 Flag Fuels Reduction Priv Prop	17,954	91,500	91,500	-	17,954
Fire Grants	-	-	-	175,222	-
Total	**$ 657,527**	**$ 2,916,088**	**$ 1,296,866**	**$ 4,072,618**	**$ 657,527**

Source of Funding:

General Fund	$ 4,072,618
	$ 4,072,618

Commentary:

The Fire Grants operating budget has increased by 56%. There are capital expenditures of $1,400,000, resulting in an overall net increase of 40%. The Personnel Services increase of 9% is mainly due to a COLA increase, an increase in medical insurance and an increase in retirement contributions. Contractuals increase of 21% and Commodities increase of 564% are a result of carryforward grants from FY 2019-2020, ongoing grants which span multiple years and new grants expected to be received in the fiscal year. Major capital (>$10,000) includes a new Quint ($1,400,000).

Authorized Personnel/Positions:

Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Fire Fighter	6	6	6	0	6
Total	6	6	6	0	6

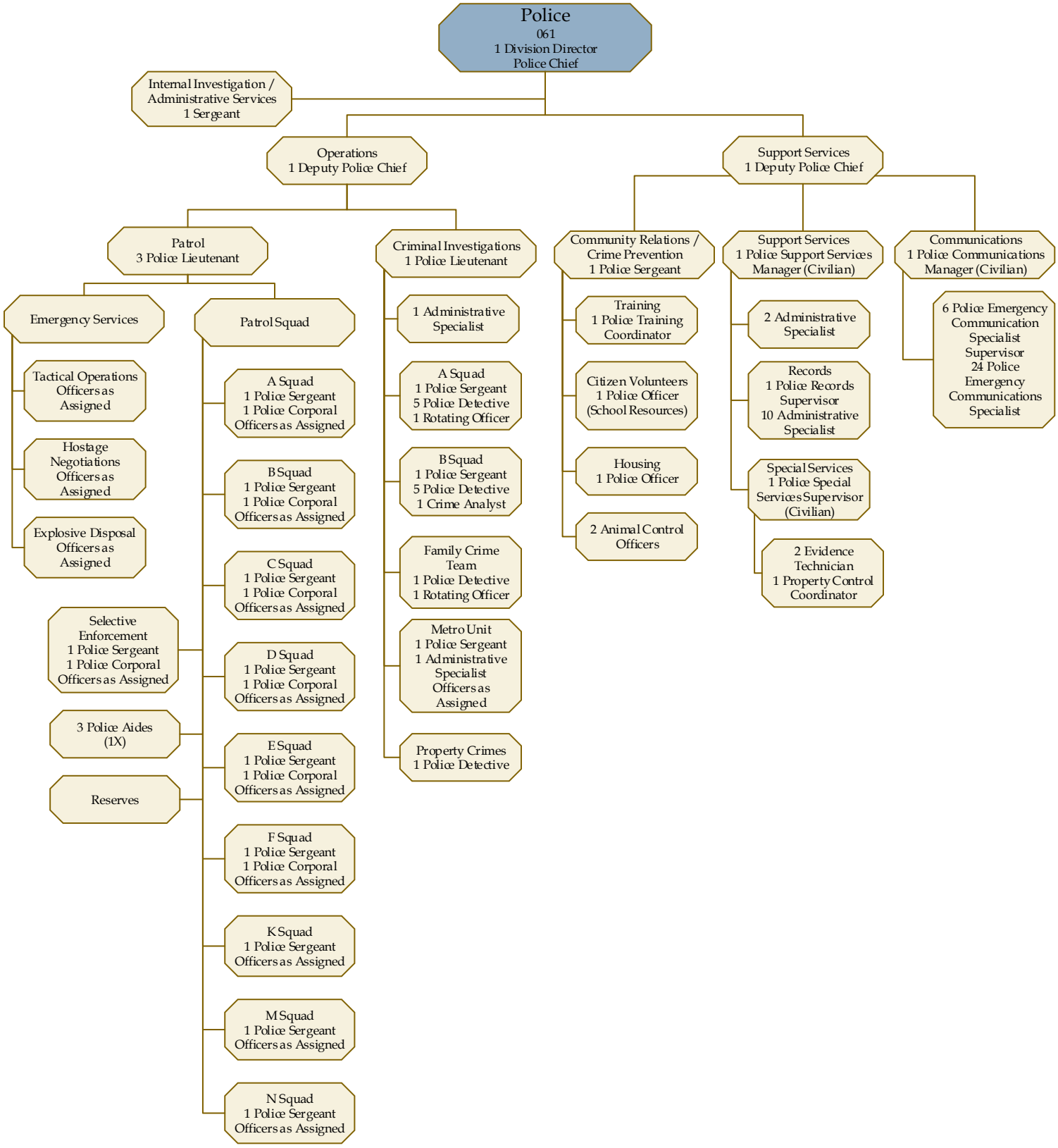
Section 053 - Fire Watershed Protection

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ -	$ -	$ -	$ 903,471	$ 903,471
Contractuals	-	-	-	29,800	29,800
Commodities	-	-	-	104,850	104,850
Total	**$ -**	**$ -**	**$ -**	**$ 1,038,121**	**$ 1,038,121**
Expenditures by Program:					
Fire Watershed Protection	$ -	$ -	$ -	$ 1,038,121	$ -
Total	**$ -**	**$ -**	**$ -**	**$ 1,038,121**	**$ -**
Source of Funding:					
	Water Resource and Infrastructure Protection Fund			$ 1,038,121	
				$ 1,038,121	

Commentary:

The Fire Watershed Protection section was created in FY 2020-2021 as a result of the City Council approving the creation of the Water Resource Protection Fee. This fee will fund the Wildland Fire Management program, which was previously funded by the Flagstaff Watershed Protection Project bond and the General Fund.

Authorized Personnel/Positions: Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Wildland Fire Firewise Specialist	0	0	0	1	1
Wildland Fire Manager	0	0	0	1	1
Wildland Fire Supervisor	0	0	0	1	1
Wildland Forest Health Supervisor	0	0	0	1	1
Total	0	0	0	4	4


Police
061
1 Division Director
Police Chief
Internal Investigation / Administrative Services
1 Sergeant
Operations
1 Deputy Police Chief
Support Services
1 Deputy Police Chief
Patrol
3 Police Lieutenant
Criminal Investigations
1 Police Lieutenant
Community Relations / Crime Prevention
1 Police Sergeant
Support Services
1 Police Support Services Manager (Civilian)
Communications
1 Police Communications Manager (Civilian)
Emergency Services
Tactical Operations Officers as Assigned
Hostage Negotiations Officers as Assigned
Explosive Disposal Officers as Assigned
Selective Enforcement
1 Police Sergeant
1 Police Corporal
Officers as Assigned
3 Police Aides (1X)
Reserves
Patrol Squad
A Squad
1 Police Sergeant
1 Police Corporal
Officers as Assigned
B Squad
1 Police Sergeant
1 Police Corporal
Officers as Assigned
C Squad
1 Police Sergeant
1 Police Corporal
Officers as Assigned
D Squad
1 Police Sergeant
1 Police Corporal
Officers as Assigned
E Squad
1 Police Sergeant
1 Police Corporal
Officers as Assigned
F Squad
1 Police Sergeant
1 Police Corporal
Officers as Assigned
K Squad
1 Police Sergeant
Officers as Assigned
M Squad
1 Police Sergeant
Officers as Assigned
N Squad
1 Police Sergeant
Officers as Assigned
1 Administrative Specialist
A Squad
1 Police Sergeant
5 Police Detective
1 Rotating Officer
B Squad
1 Police Sergeant
5 Police Detective
1 Crime Analyst
Family Crime Team
1 Police Detective
1 Rotating Officer
Metro Unit
1 Police Sergeant
1 Administrative Specialist
Officers as Assigned
Property Crimes
1 Police Detective
Training
1 Police Training Coordinator
Citizen Volunteers
1 Police Officer (School Resources)
Housing
1 Police Officer
2 Animal Control Officers
2 Administrative Specialist
Records
1 Police Records Supervisor
10 Administrative Specialist
Special Services
1 Police Special Services Supervisor (Civilian)
2 Evidence Technician
1 Property Control Coordinator
6 Police Emergency Communication Specialist
Supervisor
24 Police Emergency Communications Specialist

Mission

The mission of the Flagstaff Police Department is to protect and preserve life, property, public order and the rights of the individual by providing exemplary service through the establishment of a partnership of shared responsibility, support and trust with law abiding members of the community.

Vision

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

Program Description

The Police division is responsible for promoting an exceptional quality of life within the Flagstaff community through a process of collaboration and teamwork with like-minded individuals and organizations. We believe that protecting life and property, preserving the peace and upholding the rights of individuals are among our highest priorities. We accomplish our mission through prevention of crime and disorder using community policing programs, data-driven decision making, intelligence-led policing, and other proactive tactics to suppress crime and apprehend criminal offenders. The uniformed patrol section, criminal investigations section, and various specialty assignment and task force operations comprise the operational units of the Flagstaff Police Department.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ All sworn officers received training on Mental Health First Aid and NARCAN administration
- ✓ Several staff members (officers and police aides) assisted in parking and winter ordinance enforcement
- ✓ Provided 24,862 total hours of training to officers, which includes recruit academy training as well as advanced officer training and field training
- ✓ Trained all officers after the switch to the 9MM handgun platform which is better for officer safety
- ✓ Trained all officers in "Fair and Impartial Policing", an eight-hour course and provided a four-hour community presentation

Safe & Healthy Community

- ✓ Continued to see success in CompStat program proactively addressing crime hot spots and resource allocation and realized a 3% reduction in overall crime in calendar year 2019
- ✓ Held weekly meetings with the NAU Dean of Students to exchange data on student arrests
- ✓ Community Relations Office and other staff completed 1,551 public speaking presentations, public safety announcements as well as media releases which included radio and television interviews
- ✓ The METRO unit completed operation Riptide culminating in 69 arrests for drug and weapons related charges

Inclusive & Engaged Community

- ✓ Continued to utilize Northern Arizona and other university students in internships in various sections (three this year)
- ✓ Community Relations Office (CRO) conducted two Citizen's Police Academies

- ✓ CRO worked to provide toys for children at Christmas managing the Northern Arizona Law Enforcement Toy Drive delivering toys to approximately 265 families and 704 children throughout Northern Arizona
- ✓ CRO in coordination with Support Services continued to use and maintain transparency at http://fpdtransparency.com/ with the public on multiple high-profile cases and incidents through the year
- ✓ Hosted two Law Enforcement Career Days for high schools
- ✓ Started a Coffee with a Cop outreach program
- ✓ Held four public outreach meetings sponsored by the Citizens Liaison Committee

Sustainable, Innovative Infrastructure

- ✓ Continued to work on the upgrade to the records management system
- ✓ Received $80,000 from the Governor's Office of Highway Safety to fund in car printers and scanners to launch the TRACS program next year which will provide efficiencies to officers and records personnel (writing tickets and warnings and accident reports)
- ✓ Moved out of the Coconino facility and completed upgrades to the Commerce warehouse to allow relocation of the bomb and SWAT vehicles and equipment
- ✓ Purchased a new evidence freezer with impact fees
- ✓ Installed new video surveillance camera system and door security system at the LEAF campus

Robust Resilient Economy

- ✓ Monthly problem-solving meetings were held with the Downtown Business Alliance
- ✓ A walking beat officer was deployed daily to the downtown area to help with retail asset protection and tourism
- ✓ Officers coordinated and met monthly as part of the Flagstaff Retail Asset Protection Association (FRAPA) to exchange information on retail crime trends
- ✓ Saw a 3% decrease in property crime in calendar year 2019

Livable Community

- ✓ Continued to provide public safety for several special events throughout the city (Pinecone Drop, 4th of July event, parades, Women's march, Pride festival, etc.)
- ✓ Several department representatives teamed up with university and community members to walk the neighborhoods around campus for the student welcome back event

Environmental Stewardship

- ✓ Conducted two nighttime fly-over operations and 21 woods watch patrols to help prevent catastrophic wildfires during the high-risk summer months
- ✓ Installed a credit card machine, allowing the public to use credit/debit cards to purchase reports
- ✓ Continued to scan and save documents electronically and phasing out electronic fax machines
- ✓ Ordered seven new patrol utility hybrid vehicles
- ✓ Purchased two e-bikes for the bike patrol

FY 2020-2021 Initiatives

High Performing Governance

- ✓ Continue to focus on recruitment of qualified applicants who can pass the background process, by utilizing social and print media, as well as job fairs and community centered recruitment opportunities
- ✓ Maintain the high level of clearance rates on property and violent crimes
- ✓ Staff a forensics detective position which will be partially funded by an outside agency to better collaborate and more efficiently and effectively investigate sex and trafficking crimes
- ✓ Staff a third Airport position to allow better coverage of the increased flights and screenings

Safe & Healthy Community

- ✓ Expand on-camera public service announcements in the area of crime and collision prevention with topics to include domestic violence, traffic safety and situational awareness

- ✓ Meet or exceed national or comparison benchmarks on response times to high priority crimes
- ✓ Reduce traffic collisions and associated injuries through the identification and increased enforcement (5% increase of three-year average) of collision-causing violations such as impaired driving, speed, red light and following too closely

Inclusive & Engaged Community

- ✓ Continue to utilize the Citizens Liaison Committee to hold public meetings on topics of interest to our community and enhance communication between the department and citizens
- ✓ Increase readership of social media sites by continuous improvement
- ✓ Conduct additional sessions of Cultural Awareness and other related training as needed to provide newer officers with a larger perspective
- ✓ Utilize university students in internships in various sections to help with recruitment

Sustainable, Innovative Infrastructure

- ✓ Replace five aging mobile data computers
- ✓ Replace aging patrol fleet with hybrid patrol vehicle options
- ✓ Upgrade the computer aided dispatching system which has not been upgraded since 2011
- ✓ Replace aging phone system which is 29 years old
- ✓ Replace Citrix and computer aided dispatch servers to make our systems less vulnerable to crashing or hacking
- ✓ Fund the ongoing maintenance cost of public safety radio system

Robust Resilient Economy

- ✓ Continue to hold monthly problem-solving meetings with the Downtown Business Alliance
- ✓ Ensure a walking beat officer is deployed daily to the downtown area to help with retail asset protection and tourism
- ✓ Explore expanding the monthly Flagstaff Retail Asset Protection Association (FRAPA) meeting to merchants who are not attending in order to exchange information on retail crime trends
- ✓ Reduce property crime by 5% of our three-year average to help reduce loss to local merchants

Livable Community

- ✓ Improve internships by expanding the number of interns used and increase the areas of specialty
- ✓ Continue to scrutinize large scale special events which often include alcohol consumption and are hosted near the most vulnerable populations

Environmental Stewardship

- ✓ Continue to conduct fly overs and woods watch patrols during high fire danger
- ✓ Replace existing aging patrol fleet with hybrid patrol vehicle options
- ✓ Utilize walking beat and bike patrol when possible to reduce carbon footprint
- ✓ Purchase replacement servers to reduce the use of paper copies with electronic report submittals and electronic storage of documents

Performance Measures

Priority: Safe and Healthy Community
Objective: Foster a safe, secure, and healthy community

Performance Measure	Target	CY 2017-2018 Actual	CY 2018-2019 Actual	CY 2019-2020 Estimate	CY 2020-2021 Proposed
Contacts with public intoxicants	3,130	3,440	3,058	2,953	2,992
Serial inebriate related crime	247	218	292	236	237
Traffic citations issued	7,008	7,134	6,143	6,991	7,094
Warnings issued	6,855	7,994	8,548	7,771	8,509
Number of DUI arrests	451	448	488	507	505
DUI arrest rate per 1,000 population	5.83	5.90	6.40	6.20	6.50
Speed citations	2,146	1,777	1,662	1,805	1,835
Red light violation citations	313	344	282	306	327
Following too close citations	49	51	48	49	52
All collisions	2,797	2,801	2,843	2,693	2,640
DUI related collisions	84	79	85	82	78

Priority: Safe and Healthy Community
Objective: Provide public safety with the resources, staff and training to respond to community needs

Performance Measure	Target	CY 2017-2018 Actual	CY 2018-2019 Actual	CY 2019-2020 Estimate	CY 2020-2021 Proposed
Total cases assigned to detectives	3,215	3,262	3,336	3,123	3,078
Violent crime cases assigned to detectives	284	297	301	281	278
Percent of violent crime cases cleared	83%	87%	93%	89%	95%
Part I violent crimes per 1,000 residents	3.9	4.0	3.9	3.8	3.7
Aggravated assault	207	227	301	281	256
Aggravated assault rate per 1,000 population	2.8	3.0	3.0	2.75	2.75

Priority: Safe and Healthy Community
Objective: Provide support programs for victims of crime

Performance Measure	Target	CY 2017-2018 Actual	CY 2018-2019 Actual	CY 2019-2020 Estimate	CY 2020-2021 Proposed
Percent of domestic violence incidents where an arrest is made	47%	47%	45%	49%	49%
Total number of domestic violence incidents	1,484	1,490	1,809	1,674	1,575
Total number of misdemeanor domestic violence incidents	1,258	1,242	1,529	1,276	1,282
Total number of felony domestic violence incidents	225	248	280	238	242

Result: High Performing Governance
Definition: Serve the public by providing high quality internal and external customer service

Performance Measure	Target	CY 2017-2018 Actual	CY 2018-2019 Actual	CY 2019-2020 Estimate	CY 2020-2021 Proposed
Average patrol response time to priority one calls (in minutes)	3.63	3.54	4.01	3.35	3.45
Dispatch times of FPD priority one calls (in minutes)	.47	.47	.47	.46	.45
Percent of Flagstaff Fire calls being dispatched within 60 seconds	99%	99%	99%	99%	100%
Percent of Flagstaff Fire calls being dispatched within 90 seconds	99.9%	99.9%	99.9%	99.8%	100.0%
Percent of positive responses to surveys	93%	93%	93%	98%	100%

Section 061 - Police Operations

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 17,479,835	$ 18,739,092	$ 18,739,092	$ 19,347,652	$ 608,560
Contractuals	2,394,112	2,503,603	1,835,103	2,555,360	51,757
Commodities	423,620	976,310	762,011	905,667	(70,643)
Capital	314,406	232,000	274,090	470,910	238,910
Total	**$ 20,611,973**	**$ 22,451,005**	**$ 21,610,296**	**$ 23,279,589**	**$ 828,584**
Expenditures by Program:					
Recruitment and Selection	$ 13,128	$ -	$ -	$ -	$ -
General Administration	2,429,326	3,053,051	2,934,551	2,885,936	(167,115)
Patrol	11,658,262	12,298,200	12,125,991	13,333,730	1,035,530
Detectives	2,404,734	2,143,524	2,143,524	2,245,049	101,525
Records	717,104	804,780	804,780	786,622	(18,158)
Communications	2,363,391	3,284,152	2,734,152	3,166,062	(118,090)
Special Services	800,608	634,357	634,357	641,260	6,903
Crime and Prevention Training	225,420	232,941	232,941	220,930	(12,011)
Total	**$ 20,611,973**	**$ 22,451,005**	**$ 21,610,296**	**$ 23,279,589**	**$ 828,584**
Source of Funding:					
	General Fund			$ 23,279,589	
				$ 23,279,589	

Commentary:

The Police operating budget has increased by 3%. There are capital expenditures of $470,910, resulting in an overall net increase of 4%. The Personnel Services increase of 3% is mainly due to a COLA increase, an increase in medical insurance and an increase in retirement contributions. Contractuals increase of 2% is mainly due to maintenance for the radio system, increased costs for building maintenance and repair projects and a CAD software system upgrade. Commodities decrease of 7% is mainly due to prior year one-time expenditures related to disaster recovery replacements, building maintenance, safety equipment replacements and WebRMS upgrades. Major capital (>$10,000) includes replacement of five (5) patrol vehicles ($195,910) and server replacements of ($275,000).

Authorized Personnel/Positions: Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	13	13	13	0	13
Animal Control Officer	2	2	2	0	2
Deputy Police Chief	2	2	2	0	2
Dispatch Call Taker	0	0	0	0	0
Division Director	1	1	1	0	1
Evidence Technician	2	2	2	0	2
Police Aides	0	3	3	0	3
Police Communications Manager	1	1	1	0	1
Police Corporal/Detective	19	19	19	0	19
Police Crime Analyst	1	1	1	0	1
Police Emergency Communication Specialist	24	24	24	0	24
Police Emergency Communication Supervisor	6	6	6	0	6
Police Lieutenant	4	4	4	0	4
Police Officer	70	72	72	1	73
Police Records Supervisor	1	1	1	0	1
Police Sergeant	14	14	14	0	14
Police Special Services Supervisor	1	1	1	0	1
Police Support Services Manager	1	1	1	0	1
Property Control Coordinator	1	1	1	0	1
Police Training Coordinator	1	1	1	0	1
Total	164	169	169	1	170

062 - Police Grants

Expenditures by Category:

	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 476,900	$ 661,309	$ 661,309	$ 746,522	$ 85,213
Contractuals	96,016	1,378,588	1,378,588	131,300	(1,247,288)
Commodities	586,988	488,026	488,026	1,277,926	789,900
Capital	13,264	187,000	187,000	220,000	33,000
Total	**$ 1,173,168**	**$ 2,714,923**	**$ 2,714,923**	**$ 2,375,748**	**$ (339,175)**

Expenditures by Program:

Metro Grant	$ 262,803	$ 347,529	$ 347,529	$ 368,347	$ 20,818
COPS Hiring Grant	149,521	170,182	170,182	206,441	36,259
RICO Funds for Police	94,054	53,781	53,781	54,855	1,074
Law Enforcement Officer Reimbursement	246,048	-	-	50,000	50,000
GOHS - DUI Enforcement	99,870	130,000	130,000	215,000	85,000
State HLS - Livescan Fingerprint Mach	-	50,000	50,000	50,000	-
RICO/METRO Overtime	65,773	-	-	-	-
GOHS - Accident Reconstruction Equipment	-	15,000	15,000	15,000	-
Bullet Proof Vest	12,080	17,000	17,000	20,000	3,000
Homeland Security "SLOT" Overtime	27,569	10,000	10,000	50,000	40,000
Dispatch Services Agreement (NPS)	-	35,200	35,200	15,000	(20,200)
Statewide Gang Task Force(GITEM)	18,588	189,817	189,817	204,879	15,062
10-AZ Home Land Security	-	117,000	117,000	100,000	(17,000)
AZ Internet Crimes Child	-	4,500	4,500	4,500	-
GOHS Clicket or Ticket	-	5,000	5,000	-	(5,000)
Edward Byrne Memorial (JAG)	-	95,000	95,000	70,000	(25,000)
NA Gang Task Force OT	78,716	80,000	80,000	100,000	20,000
RICO-Metro Equipment	95,796	32,626	32,626	36,226	3,600
RICO-PD Equipment	1,000	40,000	40,000	40,000	-
ATF SLOT Overtime	1,030	-	-	10,000	10,000
PD Mental Health First Aid Training for Certifiec	8,149	-	-	-	-
AZDOHS Replacement Bomb Disposal Suit	2,088	-	-	-	-
AZDOHS Replacement X-Ray Source	376	-	-	-	-
18-AZDOHS-HSGP-180103-02	8,528	-	-	-	-
NG 911	1,179	1,222,288	1,222,288	715,000	(507,288)
Text to 911	-	-	-	30,000	30,000
GOHS - PD Equipment	-	100,000	100,000	-	(100,000)
COPS Dream Court	-	-	-	8,500	8,500
Police Grants	-	-	-	12,000	12,000
Total	**$ 1,173,168**	**$ 2,714,923**	**$ 2,714,923**	**$ 2,375,748**	**$ (339,175)**

Source of Funding:

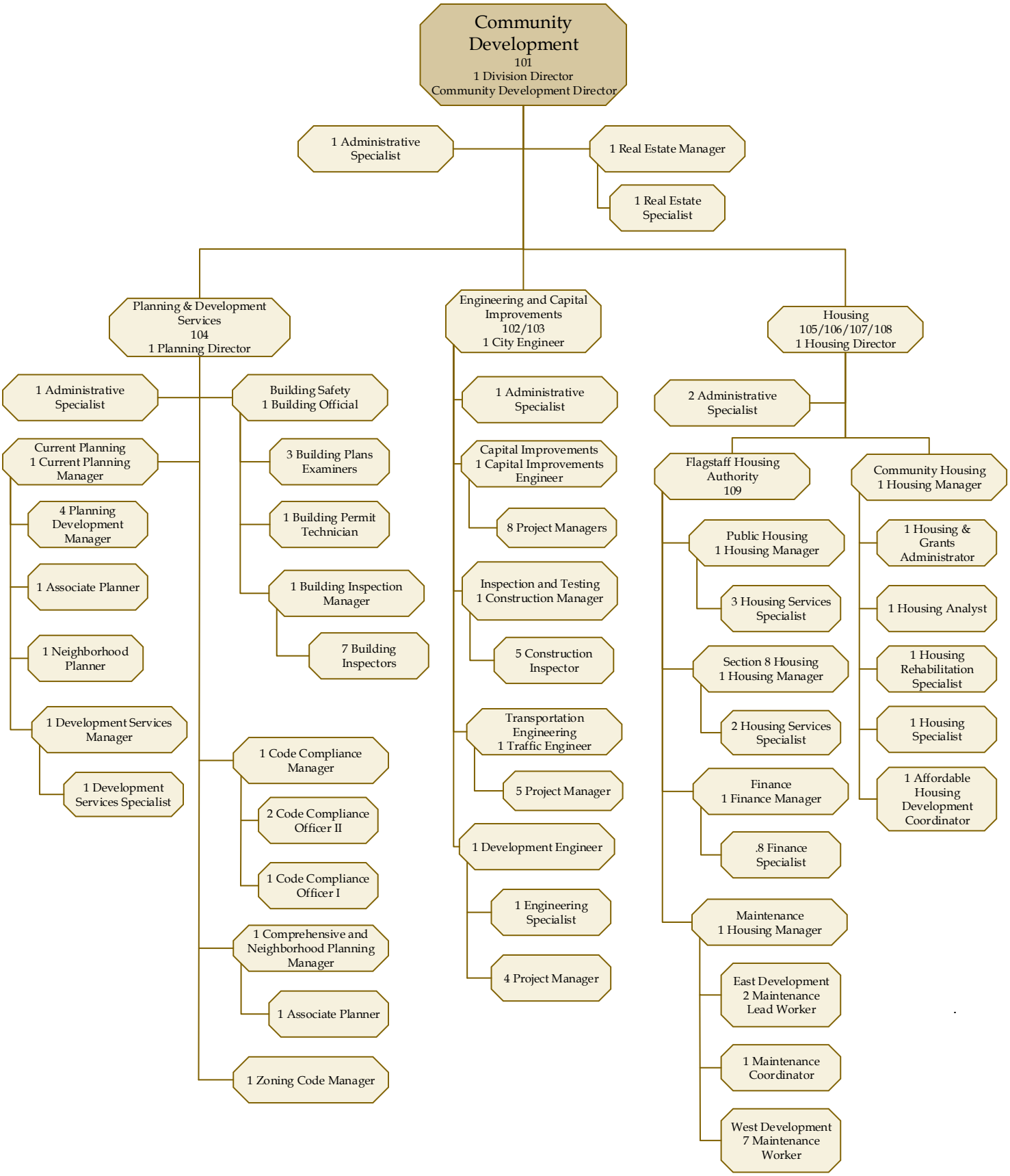
General Fund	$ 2,375,748
	$ 2,375,748

Commentary:

The Police Grants operating budget has decreased by 15%. There are capital expenditures of $220,000, resulting in an overall net decrease of 12%. The Personnel Services increases of 13% are mainly due to a COLA increase, an increase in medical insurance and an increase in retirement contributions. Contractuals and Commodities changes are due to changes in expected grant awards. Major capital (>$10,000) includes motorcycle replacements ($50,000), bomb robot ($100,000), equipment for RICO ($20,000), livescan fingerprint ($50,000) and DUI enforcement ($50,000).

Authorized Personnel/Positions:

Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	1	1	1	0	1
Police Officer	7	5	5	0	5
Police Sergeant	1	1	1	0	1
Total	9	7	7	0	7


Community Development
101
1 Division Director
Community Development Director
1 Administrative Specialist
1 Real Estate Manager
1 Real Estate Specialist
Planning & Development Services
104
1 Planning Director
1 Administrative Specialist
Current Planning
1 Current Planning Manager
4 Planning Development Manager
1 Associate Planner
1 Neighborhood Planner
1 Development Services Manager
1 Development Services Specialist
Building Safety
1 Building Official
3 Building Plans Examiners
1 Building Permit Technician
1 Building Inspection Manager
7 Building Inspectors
1 Code Compliance Manager
2 Code Compliance Officer II
1 Code Compliance Officer I
1 Comprehensive and Neighborhood Planning Manager
1 Associate Planner
1 Zoning Code Manager
Engineering and Capital Improvements
102/103
1 City Engineer
1 Administrative Specialist
Capital Improvements
1 Capital Improvements Engineer
8 Project Managers
Inspection and Testing
1 Construction Manager
5 Construction Inspector
Transportation Engineering
1 Traffic Engineer
5 Project Manager
1 Development Engineer
1 Engineering Specialist
4 Project Manager
Housing
105/106/107/108
1 Housing Director
2 Administrative Specialist
Flagstaff Housing Authority
109
Public Housing
1 Housing Manager
3 Housing Services Specialist
Section 8 Housing
1 Housing Manager
2 Housing Services Specialist
Finance
1 Finance Manager
.8 Finance Specialist
Maintenance
1 Housing Manager
East Development
2 Maintenance Lead Worker
1 Maintenance Coordinator
West Development
7 Maintenance Worker
Community Housing
1 Housing Manager
1 Housing & Grants Administrator
1 Housing Analyst
1 Housing Rehabilitation Specialist
1 Housing Specialist
1 Affordable Housing Development Coordinator

Mission

"Creating Community Together." Community Development is a client-focused team that enables quality development, reinvestment and conservation of the natural and built environment through publicly adopted policies.

The mission of the ***Real Estate Office*** is to serve the public with the utmost professionalism, quality customer service and attention to detail; through the acquisition, sale, lease and management of City property, by working collaboratively with City divisions to achieve the City Council goals and objectives, thus providing and enhancing the quality of life for the citizens of Flagstaff.

Program Description

Community Development Administration provides leadership and vision, and coordinates the activities of the Engineering section, Housing section, and Planning and Development Services section. The Housing section includes the Flagstaff Housing Authority. Administration also serves Community Development by coordinating issue resolution with other City divisions and with external agencies. In FY 2018-2019 the Real Estate program joined Community Development and is currently part of Community Development Administration.

The ***Real Estate Office*** is directly responsible for the acquisition, disposition and management of all City property. Prepares and negotiates contracts, leases, licenses and agreements. Works collaboratively with various City divisions and sections. Assists the public on requests for abandonments, leases and licenses of City property. Provides information to the City Manager, City Council and internal divisions on property title requests, valuations and market conditions. Provides guidance and recommendations related to real estate transactions and the planning of projects. Ensures compliance with City codes, City charter, state and federal laws.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Participated in Priority Base Budget development
- ✓ Real Estate Manager received designation as Right of Way Professional with the International Right of Way Association

Safe & Healthy Community

- ✓ Hired a full time Dark Sky Specialist
- ✓ Joint Land Use Study adopted by City Council and County Board of Supervisors

Inclusive & Engaged Community

- ✓ Division Director conducted meet-and-greets with community members to establish and strengthen relationships
- ✓ Comprehensive Planning Manager completed Certified Public Participation Professional training

Sustainable, Innovative Infrastructure

- ✓ Secured $52 million from the United States Army Corp of Engineers to complete the final three phases of the Rio De Flag Flood Control Project
- ✓ Formed a partnership with the Arizona Department of Transportation (ADOT) to replace and widen the Fourth Street bridges over I-40 in a 50/50 partnership
- ✓ Capital Project team is delivering the new Courthouse on behalf of the Municipal Court division
- ✓ SLEDS team developed streetlight standards that meet our Dark Sky requirements

- ✓ P3 project involving ADOT, City of Flagstaff and Vintage Partners closed which provides ADOT with new, consolidated facilities and provides the right-of-way necessary for the City of Flagstaff to construct the Beulah extension and University Avenue realignment
- ✓ Acquired 20 site access agreements for the Switzer Canyon Water Main project
- ✓ Acquired 60 site access agreements for the Rio De Flag Flood Control project
- ✓ Acquired 27 easements and right-of-way for private development projects and City capital projects
- ✓ Acquired right-of-way for the Industrial Drive Improvement project
- ✓ Acquired easements for the West Flag Improvement Water Infrastructure project
- ✓ Acquired property from ADOT for the Soliere Waterline Upsizing project
- ✓ Acquired right-of-way and easements for the Milltown project
- ✓ Sale of City property for the Milltown project
- ✓ Dedication of a portion of City property as right-of-way at JW Powell Boulevard and Shamrell Boulevard
- ✓ Finalized the Master Cost Recovery Agreement with the Forest Service to expedite City capital projects on the Forest Service properties

Robust Resilient Economy

- ✓ P3 project closed which provides new facilities for the public partners and entitled the former ADOT property on South Milton Road for private redevelopment
- ✓ Finalized lease agreement for United Airlines
- ✓ Finalized lease agreement with American Airlines
- ✓ Finalized lease agreement with the General Services Administration for the USGS buildings 3 and 4
- ✓ Sale of City property off Butler Avenue
- ✓ Sale of City property for the Route 66
- ✓ Transfer of City property for Humphreys widening

Livable Community

- ✓ Southside Neighborhood Plan completed which includes recommendations on a range of quality of life issues
- ✓ Established the Housing Commission
- ✓ Amendments to the Zoning Code drafted to implement the High Occupancy Housing Plan

Environmental Stewardship

- ✓ 2018 Building and Energy Codes adopted
- ✓ Review of Phase I environmental assessments for private development projects

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FY 2020-2021 Initiatives

High Performing Governance

- ✓ Complete next steps in the Priority Based Budget process
- ✓ Implement paperless plan review and building permitting
- ✓ Funding for full-time Real Estate Specialist
- ✓ Finalize Real Estate website and post for the public

Safe & Healthy Community

- ✓ Implement the adopted streetlight standards
- ✓ Support the Dark Sky Specialist position
- ✓ Work with local partners to improve bicycle and pedestrian safety with a focus on connections to schools, parks, transit stops and other public facilities

Inclusive & Engaged Community

- ✓ Continue to expand the way we engage the community in public applications such as code amendments and neighborhood planning

- ✓ Continue community "meet and greets" to strengthen and build new relationships with a range of community members

Sustainable, Innovative Infrastructure
- ✓ Begin the first construction phase of the Rio De Flag flood control project
- ✓ Adopt and implement new streetlight standards
- ✓ Complete the next steps for the John Wesley Powell extension specific plan
- ✓ Receive right-of-way and easements for the Rio De Flag Flood Control project
- ✓ Receive easements for the Switzer Canyon Water Transmission Main project
- ✓ Receive easements and right-of-way for private development projects
- ✓ Flagstaff Urban Trails license

Robust Resilient Economy
- ✓ Continue to process code amendments which provide economic opportunity for local business and housing interests
- ✓ Work with local partners to identify ways to improve plan and permit review
- ✓ Finalize lease agreement for build to suit with the General Services Administration for a new USGS facility

Livable Community
- ✓ Complete the next steps in the Residential Assistance Demonstration (RAD) program to increase the supply of public housing
- ✓ Provide information to the public on ballot measure questions related to housing
- ✓ Support code amendments which implement adopted neighborhood plans

Environmental Stewardship
- ✓ Incorporate the Climate Action and Adaptation Plan (CAAP) into daily operations and long-range planning

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Performance Measures

Priority: Sustainable, Innovative Infrastructure
Objective: Deliver Outstanding services to residents through a healthy, well maintained infrastructure system

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Advance major development and capital projects	50	60	50	50	50
Advance major development and capital projects by acquiring easements and right of way	35	48	34	27	100

Priority: Robust Resilient Economy
Objective: Enhance understanding between the development community, the City and Flagstaff residents

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Hold weekly meetings with section heads	15	N/A	N/A	15	15

Priority: Robust Resilient Economy
Objective: Grow and strengthen a more robust diverse, and resilient economy

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Finalize leases and license agreements for Economic Development	2	4	4	4	4
Abandonment of easements	2	2	0	2	2

Priority: High Performing Governance
Objective: Become an employer of choice and provide employees with the necessary tools, training, and support

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Hold quarterly staff meetings and leadership team meetings	8	8	8	14	8

Priority: Livable Community
Objective: Support the development of attainable and accessible housing

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Sell or acquire City property for affordable housing	1	1	1	4	1

101 - Community Development

Expenditures by Category:

	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 169,915	$ 432,622	$ 432,622	$ 409,553	$ (23,069)
Contractuals	90,405	68,800	68,800	88,932	20,132
Commodities	13,916	(43,122)	(43,122)	(24,622)	18,500
Total	**$ 274,236**	**$ 458,300**	**$ 458,300**	**$ 473,863**	**$ 15,563**

Expenditures by Program:

Property Management	$ -	$ 126,284	$ 126,284	$ 151,799	$ 25,515
General Administration	274,236	332,016	332,016	322,064	(9,952)
Total	**$ 274,236**	**$ 458,300**	**$ 458,300**	**$ 473,863**	**$ 15,563**

Source of Funding:

General Fund	$ 473,863
	$ 473,863

Commentary:

The Community Development operating budget has increased by 3%. There are no capital expenditures. The Personnel Services decrease of 5% is mainly due to the retirement/rehiring of positions. Contractuals increases of 29% are mainly due to receiving the Sunnyside Historic Context grant. Commodities increase of 43% is mainly due to a reduction in charges out for the Real Estate Specialist. There is no major capital (>$10,000) for this section.

Authorized Personnel/Positions:

Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	0	0	1	0	1
Administrative Specialist Lead Worker	1	1	0	0	0
Division Director	1	1	1	0	1
Real Estate Manager	0	1	1	0	1
Real Estate Specialist	0	0	1	0	1
Total	2	3	4	0	4

Mission

The Community Development division is a client-focused team that enables quality development, reinvestment, and conservation of the natural and built environment through publicly adopted policies.

Program Description

The Engineering section is made up of four programs: Capital Improvements (see Section 103), Transportation Engineering, Development Engineering and Engineering Inspection and Testing.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Maintained a well-trained, team-centered staff
- ✓ Continued to provide required training and certification to ensure that we provide the highest quality service to our community
- ✓ Continued National Institute of Certification in Engineering Technologies (NICET) certifications for all inspection and testing staff
- ✓ Ensured that inspectors obtain American Traffic Safety Services Association (ATSSA) training
- ✓ Ensured that inspectors obtain American Concrete Institute (ACI) Concrete Field Testing – Grade I
- ✓ Ensured that inspectors obtain Arizona Technical Testing Institute (ATTI) training
- ✓ All inspectors received competent certification in trench and excavations as well as confined space entry

Safe & Healthy Community

- ✓ Administered the Engineering Design and Construction Standards and Specifications for New Construction
- ✓ Small Wireless Facilities - working with AT&T to permit collocated 5G wireless antenna on streetlight and traffic signal poles in the right-of-way, 5G pay-for-service is intended to provide internet connectivity through mobile phone apps
- ✓ Ensured compliance of 236 permits issued to private development projects, franchise utilities and capital projects
- ✓ Street Lighting to Enhance Dark Skies (SLEDS) continued working with local astronomers (Naval Observatory, Lowell and Flagstaff Dark Skies Coalition) to develop team recommendation for Flagstaff's next generation of street lighting to replace low pressure sodium fixtures that are no longer available
- ✓ Continued fair and consistent administration of the Engineering Standards and assisted the Planning and Development section with administration of the Zoning Code
- ✓ Reviewed numerous IDS applications for land development projects (pre-application, concept and site plans)
- ✓ Reviewed and processed construction plan applications for required public improvements associated with private development projects
- ✓ Performed single point of contact duties and managed construction phase, including certificate of occupancies, for several challenging, high profile commercial and multi-family land development projects
- ✓ Continued archival of dated records and drawings
- ✓ Assisted internal divisions with service requests for field surveying, preparation and review of legal descriptions and records retention of as-built drawings for public infrastructure
- ✓ Coordinated traffic safety enforcement and outreach efforts with Flagstaff Police Department in various neighborhoods
- ✓ Performed traffic impact analysis and construction plan review on numerous projects
- ✓ Continued to refine and simplify processes to improve internal/external customer service, including establishment of electronic plan review
- ✓ Performed 10,444 inspections in the City right-of-way
- ✓ Performed 5,087 materials tests (asphalt, concrete and soils)
- ✓ Managed materials testing services contract

Sustainable, Innovative Infrastructure

- ✓ Fourth Street/I-40 Bridge Replacement Project – partnered with ADOT in funding, design and award of construction contract for new bridges over I-40
- ✓ Performed liaison role for numerous ADOT projects
- ✓ Butler/Huntington Adaptive Signal Control; continued to manage the corridor's signals (Beaver to Fourth) remotely to optimize traffic flow, reduce idling time and minimize emissions
- ✓ Member of national panel to develop new traffic impact analysis standards for bike, pedestrian and transit modes
- ✓ Ensured proper operation of approximately 60 City owned traffic signals and pedestrian crosswalks
- ✓ Managed signage and striping improvements associated with capital and private development projects
- ✓ Addressed citizen concerns and complaints related to the transportation network through use of internal tracking system, including a customer survey closeout process
- ✓ Conducted traffic studies and ordered associated improvements to ensure safe traffic operation
- ✓ Continued developing projects related to the Highway Safety Improvement Program, including completion of the Switzer/Turquoise roundabout

Livable Community

- ✓ Continued quarterly meetings with NAU staff - key projects of joint interest include: San Francisco/Franklin traffic signal planning; McConnell pedestrian/bicycle safety improvements near the I-17 on and off ramps; new campus entrance at Milton/Route 66; Lone Tree Road corridor improvements (including relocation of Kinsey School); Mountain View FUTS Connector and; Mill Town coordination (NAU has jurisdiction authority of University Road east of Milton)
- ✓ Continued meeting with ADOT Flagstaff District staff to discuss mutual transportation issues
- ✓ Supported the Transportation Commission to engage the public and provide forum for public input
- ✓ Continued to meet with FUSD and charter schools regarding school area safety and circulation concerns
- ✓ Continued discussions with NAIPTA on bus routing, bus stops and support of the Bus Rapid Transit initiative
- ✓ Coordinated traffic modeling for ADOT's Milton and US180 Corridor Master Plans

Environmental Stewardship

- ✓ Lithtec Pavement Testing – continued working in collaboration with NAU and the manufacturer to perform life cycle testing on the product to ensure it will meet service life criteria for pavements (this product incorporates existing soils into the new pavement thereby eliminating wasting of existing materials and then replacing them with imported materials from a pit)

FY 2020-2021 Initiatives

High Performing Governance

- ✓ Continue to maintain a well-trained, team-centered staff
- ✓ Ensure proper records retention of construction plan record drawings for public infrastructure and ease of availability for our customers
- ✓ Continue working with GIS staff to ensure a team-centered approach for implementation of address procedures and development record drawings
- ✓ Encourage increased levels of NICET certifications through continued education and testing

Safe & Healthy Community

- ✓ Enhance community values through the Engineering Standards to ensure high-quality long-lasting infrastructure
- ✓ Small Wireless Facilities - ensure compliance with City Ordinance regarding installation of collocated or monopole installations of small wireless facilities including public notification of new installations city-wide
- ✓ Street Lighting to Enhance Dark Skies - complete work with local astronomers to establish acceptable LED street lighting fixtures and revise the City Engineering Design and Construction Standards and Specifications for new construction accordingly

- ✓ Continue fair and consistent administration of the Engineering Standards and assist the Planning and Development section with administration of the Zoning Code
- ✓ Continue working with all City divisions to develop an ongoing process for regular updates to the City of Flagstaff Engineering Standards
- ✓ Adopt new processes and technology for conducting electronic plan review to reduce the amount of paper required for plan review (Bluebeam)
- ✓ Review IDS applications for land development projects (pre-application, concept and site plans)
- ✓ Continue to review and process all land development and right-of-way permit applications in a timely and comprehensive manner
- ✓ Continue to successfully coordinate the construction phase and certificate of occupancy processes for commercial land development projects
- ✓ Perform thorough reviews of civil construction plans in order to ensure new infrastructure is designed and constructed in compliance with the Engineering Design and Construction Standards and Specifications for new infrastructure
- ✓ Provide support for Traffic Impact Analyses (TIA) associated with land development applications
- ✓ Provide private and capital plan reviews on numerous projects
- ✓ Ensure compliance with approved plans and permitted conditions through field inspections
- ✓ Continue to maintain an extremely low amount of warranty work on construction projects
- ✓ Continue to ensure the public, contractor's and staff's safety on all permitted projects in the right-of-way
- ✓ Coordinate with utility franchise companies to ensure their permitted work is completed in a timely fashion
- ✓ Continue to provide timely inspections and materials tests for both private development and capital improvement projects
- ✓ Continue to administer materials testing contract for professional services to be within allotted budget and to provide expected level of customer service

Sustainable, Innovative Infrastructure

- ✓ Assist ADOT with delivery of Fourth Street/I-40 Bridge Replacement project for construction in summer 2020
- ✓ Butler/Huntington Adaptive Signal Control - continue to improve the system to include advanced vehicle detection to maximize green time for most of the vehicles
- ✓ Continue liaison role for ADOT projects
- ✓ Ensure proper signal timing and operation of approximately 60 City owned traffic signals and pedestrian actuated crosswalks
- ✓ Address citizen concerns and complaints related to the transportation network through use of internal tracking system, including a customer survey closeout process
- ✓ Conduct traffic studies and order associated improvements to ensure safe traffic operation
- ✓ Ensure improved operation of the Butler/Huntington Corridor Advanced Traffic Management Systems signal timing project
- ✓ Develop a Transportation Management Plan to guide development

Livable Community

- ✓ Southside Neighborhood Plan - continue to support the neighborhood in determining the appropriate street improvements for each street within the neighborhood
- ✓ Provide authentic community outreach to the public regarding impacts associated with various construction activities in the public right-of-way
- ✓ Quarterly meetings with NAU staff - continue to partner with NAU on projects of mutual interest
- ✓ Continue to support the Transportation Commission and its advisory committees to engage the public and establish positive working relationships
- ✓ Continue to develop and create efficiencies in the transportation engineering's customer service processing and tracking systems

Environmental Stewardship

- ✓ Lithtec Pavement - if testing shows positive life cycle results, perform a pilot project to determine if the product has benefit in Flagstaff

Performance Measures

Priority: Safe & Healthy Community
Objective: Ensure the built environment is safe using consistent standards, rules and land use practices

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Provide comprehensive and punctual construction plan review to be in accordance with Engineering Standards	>90% in 30 Workdays or Less	100%	100%	100%	100%
Increase contractor's performance and understanding of the Engineering Standards and construction plans and specifications through communication in order to ensure construction quality and efficiency	>95% of Inspections Pass on Initial Performance	98%	98%	98%	98%

Priority: Sustainable, Innovative Infrastructure
Objective: Identify smart traffic management, multi-modal transportation and alternative energy opportunities

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Professionally evaluate and improve transportation network's operational safety, as a result of citizen input, staff observation, agency collaboration or Transportation Commission recommendation	>80/Year Studies and/or Work Orders	80	81	61	70

102 - Engineering

Expenditures by Category:

	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 1,599,017	$ 1,827,563	$ 1,827,563	$ 2,026,961	$ 199,398
Contractuals	247,865	258,778	258,778	270,980	12,202
Commodities	(225,978)	(163,053)	(163,053)	(166,553)	(3,500)
Capital	-	20,000	166	-	(20,000)
Total	**$ 1,620,904**	**$ 1,943,288**	**$ 1,923,454**	**$ 2,131,388**	**$ 188,100**

Expenditures by Program:

General Administration	$ 204,287	$ 222,935	$ 222,935	$ 318,241	$ 95,306
Transportation Engineering	344,472	491,443	471,609	589,843	98,400
Development Engineering	529,923	571,670	571,670	578,354	6,684
Public Works Inspection	542,222	657,240	657,240	644,950	(12,290)
Total	**$ 1,620,904**	**$ 1,943,288**	**$ 1,923,454**	**$ 2,131,388**	**$ 188,100**

Source of Funding:

General Fund	$ 1,602,109
Highway User Revenue Fund	529,279
	$ 2,131,388

Commentary:

The Engineering operating budget has increased by 10%. There are no capital expenditures. The Personnel Services increase of 11% is mainly due to a one-time retirement payout, a COLA increase, an increase in medical insurance and an increase in retirement contributions. Personnel Services increases also include an increase in 1.0 FTE for a Project Manager. Contractuals increases of 5% are mainly due to an increase in lab services fees. Commodities decreases of 2% are mainly due to a decrease in office supplies and safety supplies. There is no major capital (>$10,000) for this section.

Authorized Personnel/Positions:

Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	1	1	1	0	1
City Engineer	1	1	1	0	1
Construction Inspector	4	4	5	0	5
Construction Manager	1	1	1	0	1
Development Engineer	1	1	1	0	1
Engineering Specialist	1	1	1	0	1
Intern	0.5	0.5	0	0	0
Project Manager	7	8	8	1	9
Senior Construction Inspector	1	1	0	0	0
Traffic Engineer	1	1	1	0	1
Total	18.5	19.5	19	1	20

Mission

The Capital Improvements Program provides for the delivery of high-quality community projects that improve the quality of life for the citizens of Flagstaff through the efficient management of public resources.

Program Description

The Capital Improvements Program coordinates the development of the City's Five-Year Capital Plan and provides individual project planning and delivery for capital improvements projects. the program is responsible for project planning, programming (budget, schedule, scoping), and administration of design and construction services for City facilities and infrastructure while ensuring program accountability through public involvement.

FY 2019-2020 Accomplishments

Sustainable, Innovative Infrastructure

- ✓ John Wesley Powell Specific Plan – Phase I; consultant is proceeding with conceptual design for infrastructure and public facilities and working to establish alternative alignments for the section of Fourth Street that passes between two existing County islands
- ✓ Court House - demolition, construction and ADA parking, fiber optic, furniture contracts were awarded, and work commenced with completion and occupancy anticipated in July 2020
- ✓ Propositions 419 and 420 - coordinated planning and programming of 5 Year Plans for the propositions
- ✓ Sunnyside Improvements - work continues with available funding (revenue from sale of lots at the AutoMall)
- ✓ Rio De Flag Flood Control Project - working with USACE to finalize 100% design; work continues to perform environmental testing of the BNSF property; design continues for the riparian habitat component of the composite channel; continued delivery of the Rio de Flag project, which is now fully funded in the FY 2019-2020 federal budget
- ✓ Aging Infrastructure - continued to provide project management services to the Water Services division for design and construction of several water and sewer replacement projects
- ✓ Quiet Zone - work commenced to amend the Flagstaff Quiet Zone to eliminate wayside horns at Steves Boulevard and Fanning Drive
- ✓ Managed and administered design and construction of numerous City projects, including one-year warranty period
- ✓ Coordinated planning and programming of 5 Year Plans for the Transportation Tax, Road Repair and Street Safety Tax and FUTS
- ✓ Continued project definition and development efforts through project scoping for programmed projects
- ✓ Continued delivery of transportation tax funded projects.
- ✓ Continued coordination with ADOT on several grant funded projects
- ✓ Continued delivery of Highway Safety Improvements Program (HSIP) projects
- ✓ Continued delivery of full reconstruct projects and utility replacements and overlays bundled projects associated with the Road Repair and Street Safety Tax
- ✓ Continued delivery of numerous FUTS projects

Livable Community

- ✓ Rio De Flag Flood Control Project - the public outreach consultant continues to enhance communication efforts with the public
- ✓ Coconino Estates - work commenced on the design of the Road Repair and Street Safety funded improvements and as part of the design conducted several neighborhood outreach meetings to collaborate regarding whether sidewalk should be installed and where, as part of the project

FY 2020-2021 Initiatives

High Performing Governance

- ✓ Maintain well trained and team-centered staff

Safe & Healthy Community

- ✓ Track continuous improvement of internal processes to ensure timely delivery of projects while complying with all policy and legal requirements

Sustainable, Innovative Infrastructure

- ✓ John Wesley Powell Specific Plan – Phase I - continue with the study to include property owner meetings and work sessions with Council to establish proper zoning, parks, public facilities and schools
- ✓ Courthouse - deliver the project within budget ($19.5 million) and on schedule (occupancy in July of 2020)
- ✓ Propositions 420 – Lone Tree overpass; continue work to hire a design/build team that can begin to establish horizontal and vertical alignment; coordinate with BNSF and ADOT and; commence property acquisition
- ✓ Sunnyside Improvements - continue to advance improvements with available funding
- ✓ Rio De Flag Flood Control Project - finalize 100% design and proceed with construction contract; complete environmental testing of BNSF property; obtain non-standard estate (property rights) for work on BNSF land and; continue design for the riparian habitat component of the composite channel
- ✓ Aging Infrastructure - continue to provide project management services to the Water Services division for design and construction of several water and sewer replacement projects
- ✓ Quiet Zone - amend the Flagstaff Quiet Zone through the Federal Railroad Administration to eliminate wayside horns at Steves Boulevard and Fanning Drive
- ✓ Ensure development and completion of all public facilities and infrastructure in a manner that promotes the effective delivery (on-time commitment and within approved budget) of basic services and assures the public's safety
- ✓ Continue facilitation of the capital planning process and five-year capital program to assure the most effective allocation of the City's capital resources
- ✓ Continue delivery of Transportation Tax, Road Repair & Street Safety Tax, FUTS, General Government (bond funded) and ADOT/HSIP administered projects

Livable Community

- ✓ Rio De Flag Flood Control Project - conduct robust and authentic public outreach regarding the flood wall at the upstream end of the project (adjacent to Navajo Drive) and the composite channel aspect of the project downstream of the Frances Short Pond
- ✓ Coconino Estates - conduct neighborhood outreach meetings to collaborate regarding whether sidewalk should be installed as part of the project and complete design for construction commencing in summer of 2020
- ✓ Proposition 420 – Lone Tree overpass - conduct public outreach to begin necessary property acquisition
- ✓ Enhance recurring communication with internal clients and stakeholders and provide regular comprehensive project reporting
- ✓ Continue to ensure an appropriate level of public involvement and accountability

Performance Measures

Priority: Sustainable, Innovative Infrastructure
Objective: Deliver outstanding services to residents through a healthy, well maintained infrastructure system

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Deliver capital projects within budget	>90% within 5% of authorized amount	93%	95%	95%	90%
Deliver capital projects within schedule	>90% within 3 months of accepted schedule	91%	88%	90%	90%

103 - Capital Improvements

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 963,924	$ 1,058,996	$ 1,058,996	$ 1,072,927	$ 13,931
Contractuals	7,359	23,283	23,283	16,883	(6,400)
Commodities	(1,168,212)	(1,222,175)	(1,222,175)	(1,224,175)	(2,000)
Total	**$ (196,929)**	**$ (139,896)**	**$ (139,896)**	**$ (134,365)**	**$ 5,531**
Expenditures by Program:					
General Administration	$ 20,697	$ 33,183	$ 33,183	$ 24,783	$ (8,400)
Capital Improvement Engineering	(257,918)	(173,079)	(173,079)	(159,148)	13,931
ADOT Project Coordination	879	-	-	-	-
5 Year Capital Program Development	39,413	-	-	-	-
Total	**$ (196,929)**	**$ (139,896)**	**$ (139,896)**	**$ (134,365)**	**$ 5,531**
Source of Funding:					
	General Fund			$ (134,365)	
				$ (134,365)	

Commentary:

The Capital Improvements section operating budget has decreased by 4%. There are no capital expenditures. The Personnel Services increase of 1% is mainly due to a COLA increase, an increase in medical insurance, an increase in retirement contributions offset by a one-time retirement payout. Contractuals decrease of 27% is mainly due to prior year one-time expenditures for education and training. Commodities have remained unchanged. There is no major capital (>$10,000) for this section.

Authorized Personnel/Positions: Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Capital Improvements Engineer	1	1	1	0	1
Project Manager	8	8	8	0	8
Total	9	9	9	0	9

Mission

The mission of the Planning and Development Services section is to be a client-focused team that enables quality development, reinvestment and conservation of the natural and built environment through publicly adopted policies and plans.

Program Description

The Planning and Development Services section is responsible for working closely with applicants, City staff and the public to process cases from the conceptual idea stage through formal applications, building plan review, building inspection and finally occupancy approval. This section is responsible for long-range comprehensive planning and heritage preservation activities, processing changes to the Regional Plan and various titles in the City Code including the Zoning Code Building Code. The Code Compliance program works with owners to ensure the health and well-being of the community. Our customers include general public, developers, trade groups, City and county staff, Planning and Zoning Commission and City Council. The section is divided into four programs:

The **Current Planning Program** is responsible for education, administration and implementation of the adopted Zoning Code and Flagstaff Regional Plan 2030. The program provides single point of contact service to both our clients and our various customers by coordinating City wide conditions and comments through the Inter-Divisional Staff meetings. Current Planning provides customer service to external and internal clients and is the information hub to the Community Development division for all activities that are funneled through the front counter. The front counter receives and disseminates various applications, reviews applications for completeness, provides direct customer support to all, issues permits and reviews applications such as site plans, rezoning and subdivision plats.

The **Comprehensive Planning and Heritage Preservation Program** is responsible for engaging the community to participate in developing long-range plans for the preservation and growth of a sustainable Flagstaff through the creation, adoption and implementation of the Regional Plan and Neighborhood Specific Plans. It also provides technical assistance to City departments and other government agencies to implement the Regional Plan and execute the duties of Flagstaff as a Certified Local Government under the National Historic Preservation Act. Coordination of the Regional Plan with other City Code updates and the review of development applications is also a priority. This program is also the United States Census contact for the City.

The **Building Safety and Code Compliance Program** is responsible for the education, administration and enforcement of the provisions of the various International model codes and energy code and adopting changes to Title 4 of City Code for building code amendments regulating construction. This program is also tasked with upholding and ensuring that all City Codes are complied with and followed. The codes enforced include those in Zoning, Public Way and Property, Police Regulation, Health and Sanitation, Business Regulations and Building Regulations. This program consists of a plan review group that reviews both residential and commercial construction plans, and an inspection group which conducts on-site inspections to ensure compliance with applicable codes and ordinances, to abate life safety hazards and unsanitary conditions, and to facilitate future development in the City of Flagstaff. Staff provides our clients with the highest level of progressive interpretation of requirements which assist in problem solving to achieve the clients' goals for timely issuance of construction permits and project completion.

The **Zoning Code Program** is responsible for administering and maintaining a contemporary Zoning and Subdivision Code; incorporating modifications to the codes to promote the implementation of the goals and policies of the Flagstaff Regional Plan and specific plans; and, engaging the community to participate in the code modification process. Also, the program coordinates with and provides technical assistance to other City programs with development related codes and policies. Coordinating with other City programs in the enforcement and compliance of the Zoning and Subdivision Code and assisting with modifications and development of the Regional Plan and Specific Plans are also Zoning Code Program priorities.

FY 2019-2020 Accomplishments

High Performing Governance
- ✓ Inter-division staff review is now completed electronically, only one paper copy for required filing

Safe & Healthy Community
- ✓ Adopted 2018 Suite of Building Codes effective January 1, 2020 including additions as supported by the CAAP

Inclusive & Engaged Community
- ✓ Staff obtained the public participation professional certification
- ✓ Staff became regular presenters at NABA, NAAR, Chamber of Commerce, Rotary Club and Flagstaff Professionals organizations

Sustainable, Innovative Infrastructure
- ✓ Implementation of the P3 transportation improvements
- ✓ Continued to participate in the JW Powell Public Facilities Plan, NAIPTA's Bus Rapid Transit Study, the Highway 180 and Milton Corridor Master Plans process to ensure implementation of the Regional Plan

Robust Resilient Economy
- ✓ Grew working relationships with Economic Vitality and their partners
- ✓ Participated in the creation of an incentive policy for adaptive reuse of buildings
- ✓ Carried out a Coconino County and Flagstaff specific Census 2020 campaign in coordination with the US Department of Commerce, local groups, individuals and local governments throughout the State of Arizona

Livable Community
- ✓ Completion and adoption of the Southside Community Specific Plan expected by the end of FY 2019-2020
- ✓ Hired a Neighborhood Planner/Heritage Preservation Officer who will assist and provide greater resources to the unique and special neighborhoods in Flagstaff
- ✓ Continued to negotiate with a goal of attaining at least 10% affordable units with every residential development project using incentives and/or development agreements
- ✓ Initial stages of implementation of the High Occupancy Housing Plan with zoning code text amendments
- ✓ Continued community outreach regarding code compliance issues and proactive code compliance efforts

Environmental Stewardship
- ✓ Hired a Dark Sky Specialist Code Enforcement Officer to aid with all outdoor lighting issues which is jointly funded by the County and covers both jurisdictions
- ✓ Staff has prepared an update to the Outdoor Lighting Ordinance which is currently in review by Dark Sky partners
- ✓ Staff has been working with the Conservation Study Forum to pursue code amendments to the Resource Protection Overlay as well as potential viewshed protection measures

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FY 2020-2021 Initiatives

High Performing Governance
- ✓ Work towards all permits being reviewed electronically
- ✓ Update all existing processes and procedure to ensure the highest level of efficiency and effectiveness
- ✓ Allow for cross training across programs

Safe & Healthy Community
- ✓ Continue to implement existing codes and requirements to ensure the built environment is safe

Inclusive & Engaged Community
- ✓ Develop an outreach and education program for Heritage Preservation

- ✓ Participate in the preparation of the Downtown Vision
- ✓ Begin community outreach on the Brannen Neighborhood Plan

Sustainable, Innovative Infrastructure

- ✓ Implementation of the P3 transportation improvements
- ✓ Continue to participate in the JW Powell Public Facilities Plan, NAIPTA's Bus Rapid Transit Study, the Highway 180 and Milton Corridor Master Plans process to ensure implementation of the Regional Plan

Robust Resilient Economy

- ✓ Grow working relationships with Economic Vitality and their partners

Livable Community

- ✓ Continue to negotiate with a goal of attaining at least 10% affordable units with every residential development project using incentives and/or development agreements
- ✓ Initial stages of implementation of the High Occupancy Housing Plan with zoning code text amendments
- ✓ Continue community outreach regarding code compliance issues and proactive code compliance efforts

Environmental Stewardship

- ✓ Evaluate and modify where necessary the landscape requirements and development incentives and standards to promote climate change resiliency and emissions reductions
- ✓ Review and update parking reductions with the use of multimodal transportation performance standards

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Performance Measures

Priority: Safe & Healthy Community
Objective: Ensure the built environment is safe using consistent standards, rules and regulations, and land use practices

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Complete three major code amendments	3	2	2	4	4

Priority: Livable Community
Objective: Create a welcoming community through partnerships, strong neighborhoods, civic engagement, and resident participation

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Completion of the Southside Specific Plan	100%	25%	50%	100%	0%
Completion of the Brannen Neighborhood Plan	100%	0%	0%	0%	25%

Priority: High Performing Governance
Objective: Enhance the organization's fiscal stability and increase efficiency and effectiveness

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Select consultants for Zoning Code updates	3	N/A	0	3	3

104 - Planning and Development Services

Expenditures by Category:

	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 2,430,753	$ 2,607,610	$ 2,607,610	$ 2,678,102	$ 70,492
Contractuals	406,451	363,474	154,114	370,655	7,181
Commodities	82,923	69,801	69,801	60,851	(8,950)
Capital	25,540	-	-	-	-
Total	**$ 2,945,667**	**$ 3,040,885**	**$ 2,831,525**	**$ 3,109,608**	**$ 68,723**

Expenditures by Program:

General Administration	$ 261,995	$ 231,018	$ 231,018	$ 222,919	$ (8,099)
Advanced Planning	202,258	342,841	243,611	402,109	59,268
Building Plan Review	2,294	-	-	-	-
Building Inspection	1,452,087	1,166,161	1,166,161	1,173,421	7,260
Current Planning	820,709	968,243	968,243	745,845	(222,398)
Code Compliance	62,801	150,286	150,286	144,477	(5,809)
Code Compliance-SEMS	143,523	182,336	182,336	192,654	10,318
Zoning Code	-	-	(110,130)	228,183	228,183
Total	**$ 2,945,667**	**$ 3,040,885**	**$ 2,831,525**	**$ 3,109,608**	**$ 68,723**

Source of Funding:

General Fund	$ 3,109,608
	$ 3,109,608

Commentary:

The Planning and Development Services operating budget has increased by 2%. There are no capital expenditures. The Personnel Services increase of 3% is mainly due to a COLA increase, an increase in medical insurance and an increase in retirement contributions. Contractuals increases of 2% are mainly due to consultant and advertising expenditures. Commodities decreases of 13% are mainly due to decreases in office equipment expenditures. There is no major capital (>$10,000) for this section.

Authorized Personnel/Positions:

Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	1	1	1	0	1
Associate Planner	2	2	2	0	2
Building Inspection Manager	1	1	1	0	1
Building Inspector	7	7	7	0	7
Building Official	1	1	1	0	1
Building Permit Technician	0	1	1	0	1
Building Plans Examiner	3	3	3	0	3
Code Compliance Manager	1	1	1	0	1
Code Compliance Officer I	1	1	1	0	1
Code Compliance Officer II	1	1	2	0	2
Comprehensive Planning Intern	0.48	0	0	0	0
Comprehensive and Neighborhood Planning Mar	1	1	1	0	1
Current Planning Manager	1	1	1	0	1
Development Services Manager	1	1	1	0	1
Development Services Specialist	1	1	1	0	1
Inspection Supervisor	0	0	0	0	0
Neighborhood Planner	0	0	1	0	1
Planning Development Manager	4	4	4	0	4
Planning Director	1	1	1	0	1
Zoning Code Manager	1	1	1	0	1
Total	28.48	29	31	0	31

Mission

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

Program Description

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

FY 2019-2020 Accomplishments

Livable Community

- ✓ Implemented Council direction and established the Housing Commission
- ✓ Administered all aspects of the permanent affordability program
- ✓ Managed right of first refusal, resale and client requests for 25 deed restricted homes and 22 land trust units
- ✓ Post purchase support for Izabel and Habitat land trust program homeowners
- ✓ Contract and relationship management for partners providing affordability administration (Housing Solutions of Northern Arizona and Habitat)
- ✓ Administered development agreements for 91 permanently affordable rental housing units: Ridge at Clear Creek and Elevation Apartments
- ✓ Administered the incentive policy for affordable housing and associated incentive fund
- ✓ Administered the Owner-Occupied Housing Rehabilitation (OOHR) Program
- ✓ Assessment of the incentive policy for affordable housing underway as part of updating the policy
- ✓ Participated in developer negotiations as appropriate with Development Services
- ✓ Participated in 2020 Coconino County Point in Time Count
- ✓ Served on the executive board for the local Continuum of Care
- ✓ Participated actively in the Coconino County Action Advisory Board
- ✓ Administered Federal and State grants successfully
- ✓ Provided CDBG funding to benefit vulnerable populations as awarded by Council
- ✓ Continued public education on fair housing and landlord/tenant laws, including several workshops available to the community
- ✓ Participated in Front Door (Coordinated Entry) implementation
- ✓ Managed the Community Homebuying Assistance program
- ✓ Managed the Winter Overflow program administered by Flagstaff Shelter Services
- ✓ Managed the Citywide Employer Assisted Housing program
- ✓ Continued contract management with Housing Solutions of Northern Arizona for long-term administration of Izabel Homes
- ✓ Assisted developers interested in possibly applying for Low Income Housing Tax Credits
- ✓ Issued RSOQ to identify a co-developer to assess options and work on repositioning public housing
- ✓ Partnerships with private developers to increase the inventory of affordable rental and ownership housing

- ✓ Units Committed in FY 2019-2020
  - Home ownership
    - ❖ Miramonte at Ponderosa Parkway includes 16 permanently affordable condos
    - ❖ Woodshire includes five permanently affordable condos
    - ❖ Additional projects are in ongoing negotiation
  - Rental
    - ❖ Flagstaff at 4th includes 22 units (requires rezone approval)
    - ❖ APRC McGrath mixed use includes 34 rental units as well as a $500,000 contribution
    - ❖ Aura Apartments includes 18 units (requires rezone approval)
    - ❖ Towns at Lone Pine includes 39 units
    - ❖ Apartments at Lone Tree and Pine Knoll includes 14 rental units (requires rezone approval)
    - ❖ The Cortland includes 10% commitment, unit count undetermined (requires rezone approval)
    - ❖ Additional projects are in ongoing negotiation

FY 2020-2021 Initiatives

Livable Community

- ✓ If directed by Council, pursue an Affordable Housing bond measure for 2020
- ✓ Continue the Housing Commission
- ✓ Pursue education on housing models and trends and share information learned with Council
- ✓ Implement a community education campaign about housing in Flagstaff
- ✓ Complete update of the incentive policy for affordable housing and work cooperatively with Planning and Development Services to make any necessary amendments to the Zoning Code
- ✓ Select a co-developer RSOQ to identify co-developer and enter into contract to assess options and reposition the City's Public Housing Portfolio
- ✓ Participate with local groups to enhance housing opportunities throughout the community
- ✓ Participate on the Coconino County Continuum of Care
- ✓ Retain High Performer HUD designations for Section 8 and Public Housing
- ✓ Continue Fair Housing Education
- ✓ Assist with Census efforts as appropriate
- ✓ Assist with the Point in Time Count as appropriate
- ✓ Administer CDBG funds in a compliant manner that also provides community benefit

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Performance Measures

Priority: Livable Community
Objective: Support the development of attainable and accessible housing

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Affordable units are distributed throughout the community or proposed developments as funding sources and land use allows	100% are committed as available	N/A	100%	100%	100%
Adoption of an updated Incentive Policy for Affordable Housing (IPAH) and Zoning Code amendments related to the update of IPAH	Completed	0%	20%	40%	100%

105 - Housing

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 386,528	$ 483,035	$ 483,035	$ 465,847	$ (17,188)
Contractuals	8,696	46,658	24,531	41,785	(4,873)
Commodities	(32,647)	(57,954)	(57,954)	(57,954)	-
Capital	100,000	-	-	-	-
Total	**$ 462,577**	**$ 471,739**	**$ 449,612**	**$ 449,678**	**$ (22,061)**
Expenditures by Program:					
General Administration	$ 459,230	$ 466,639	$ 444,512	$ 444,578	$ (22,061)
Land Trust	3,347	5,100	5,100	5,100	-
Total	**$ 462,577**	**$ 471,739**	**$ 449,612**	**$ 449,678**	**$ (22,061)**
Source of Funding:					
	General Fund			$ 449,678	
				$ 449,678	

Commentary:

The Housing section operating budget has decreased by 5%. There are no capital expenditures. The Personnel Services decrease of 4% is mainly due to a decrease of 0.42 FTE for a Housing Project Manager, offset by a COLA increase, an increase in medical insurance and an increase in retirement contributions. Contractuals decreases of 10% is mainly due to prior year one-time funding to cover education on emerging housing models and a one-time base reduction for utilities. Commodities remain unchanged. There is no major capital (>$10,000) for this section.

Authorized Personnel/Positions:

Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Affordable Housing Development Coordinator	0	0	1	0	1
Housing and Grants Administrator	1	1	1	0	1
Housing Analyst	1	1	1	0	1
Housing Director	1	1	1	0	1
Housing Manager	1	1	1	0	1
Housing Project Manager	1	1	0.42	(0.42)	0
Housing Rehabilitation Specialist	1	1	1	0	1
Housing Specialist	1	1	1	0	1
Total	7	7	7.42	(0.42)	7

106 - Community Housing Services

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Contractuals	$ 188,593	$ 966,350	$ 440,215	$ 675,592	$ (290,758)
Commodities	74	-	-	-	-
Total	**$ 188,667**	**$ 966,350**	**$ 440,215**	**$ 675,592**	**$ (290,758)**
Expenditures by Program:					
General Administration	$ 847	$ 5,000	$ 32,153	$ 6,000	$ 1,000
Revolving Loan - General Fund	32,500	305,003	253,000	130,704	(174,299)
Affordable Housing Incentives	6,918	250,619	3,949	239,753	(10,866)
Affordable Housing Development	98,683	165,084	1,263	163,822	(1,262)
Affordable Housing Opportunities /Land Acquisition	4,219	78,224	4,500	76,193	(2,031)
COF Employer Assistance Housing	45,500	162,420	145,350	59,120	(103,300)
Total	**$ 188,667**	**$ 966,350**	**$ 440,215**	**$ 675,592**	**$ (290,758)**
Source of Funding:					
	Housing and Community Services Fund			$ 675,592	
				$ 675,592	

Commentary:

The Community Housing Services section operating budget has decreased by 30%. There are no personnel, commodity or capital expenditures for this section. Contractuals decreases of 30% are mainly due to reductions in other miscellaneous services from prior fiscal year one-time amounts budgeted for homebuyer assistance and employer assisted housing.

107 - Community Housing Grants

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Contractuals	$ 106,373	$ 1,080,000	$ 1,080,000	$ 900,000	$ (180,000)
Total	**$ 106,373**	**$ 1,080,000**	**$ 1,080,000**	**$ 900,000**	**$ (180,000)**
Expenditures by Program:					
AZ Housing Trust Funds	$ -	$ 330,000	$ 330,000	$ 450,000	$ 120,000
Home Grant Rehab	-	450,000	450,000	450,000	-
Coconino County Housing Grants	106,373	300,000	300,000	-	(300,000)
Total	**$ 106,373**	**$ 1,080,000**	**$ 1,080,000**	**$ 900,000**	**$ (180,000)**
Source of Funding:					
	Housing and Community Services Fund			$ 900,000	
				$ 900,000	

Commentary:

The Community Housing Grants section operating budget has decreased by 17%. There are no personnel, commodity or capital expenditures for this section. Contractuals decreases of 17% are mainly due to decreases in other miscellaneous services for housing rehabilitations.

108 - Community Development Block Grants

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 69,943	$ 71,174	$ 71,174	$ 91,677	$ 20,503
Contractuals	327,282	865,662	434,122	1,211,213	345,551
Commodities	38,588	8,395	8,395	8,395	-
Capital	275,475	-	-	-	-
Total	**$ 711,288**	**$ 945,231**	**$ 513,691**	**$ 1,311,285**	**$ 366,054**
Expenditures by Program:					
CDBG Entitlement Administration	$ 74,851	$ 87,960	$ 87,960	$ 108,463	$ 20,503
CDBG Public Improvement	275,476	-	-	-	-
CDBG Housing Rehab	161,764	220,593	38,192	186,745	(33,848)
CDBG Miscellaneous Projects	-	-	-	700,000	700,000
CDBG Public Facility	137,727	517,768	290,951	285,000	(232,768)
CDBG Housing Stabilization	32,842	6,910	16,127	-	(6,910)
CDBG Public Facility Ops	28,628	112,000	80,461	31,077	(80,923)
Total	**$ 711,288**	**$ 945,231**	**$ 513,691**	**$ 1,311,285**	**$ 366,054**
Source of Funding:					
	Housing and Community Services Fund			$ 1,311,285	
				$ 1,311,285	

Commentary:

The Community Development Block Grants section operating budget has increased by 39%. There are no capital expenditures in the current year. The Personnel Services increase of 29% is mainly due to a COLA increase, increases in medical insurance and an increase in retirement contributions. Contractuals increase of 40% is mainly due to increases in new housing projects. Commodities remain unchanged from the prior fiscal year. There is no major capital (>$10,000) for this section.

Mission

The mission of the Flagstaff Housing Authority section is to assist low-income families with safe, decent and affordable housing opportunities as they strive to improve the quality of their lives. The Housing Authority section is committed to operating in an efficient, ethical and professional manner. The Housing Authority section will create and maintain partnerships with its clients and appropriate community organizations in order to accomplish this mission.

Program Description

The Flagstaff Housing Authority owns and manages 265 units of low-income public housing, administers 333 Section 8 Housing Choice Vouchers and 106 VASH Vouchers for Veterans. We partner with the Veterans Administration (VA) on this program. We also manage Clark Homes containing 80 units of low-income housing, a Section 8 new construction development, and provide 12 Section 8 Certificates for the seriously mentally ill, in partnership with the Guidance Center.

FY 2019-2020 Accomplishments

Livable Community

- ✓ Retained HUD status as high performing Public Housing Agency with a Public Housing Management Assessment System score of 93%, a Section 8 Management Assessment Program score of 96% and Housing Choice Voucher (HCV) utilization rate over 98%
- ✓ Public Housing lease up rate of over 99%
- ✓ Completed preventative maintenance program (e.g. change heater filters, check smoke alarms, check for leaks and any other deficiency per UPCS requirements)
- ✓ Completed procurement process for retaining wall at Brannen Homes, carport repairs and other improvements
- ✓ Received grant to install new carbon monoxide detectors in all units
- ✓ Launched an online application for public housing and Section 8 Housing Choice Voucher waiting lists
- ✓ Updated Public Housing Administrative and Continued Occupancy Policy to ensure full compliance with federal regulations and guidance
- ✓ Published a monthly Public Housing newsletter and a quarterly Section 8 HCV newsletter
- ✓ Maintenance staff performed 1,134 work orders
- ✓ Maintenance staff turned over 50 empty units for the move-in of new households
- ✓ Section 8 HCV staff performed 1,680 household recertifications
- ✓ Public Housing staff performed 667 household recertifications
- ✓ Planned and implemented activities for Housing America Month in October, including a poster contest
- ✓ Issued RSOQ to identify a partner to assess options and plan for repositioning public housing
- ✓ Managed Clark Homes

FY 2020-2021 Initiatives

Livable Community

- ✓ Retain HUD status as high performing for public housing and Section 8 HCV programs
- ✓ Select partner to assess options and plan for repositioning public housing, begin development of plan
- ✓ Maintain high utilization/lease up rates

Performance Measures – *See Section 105*

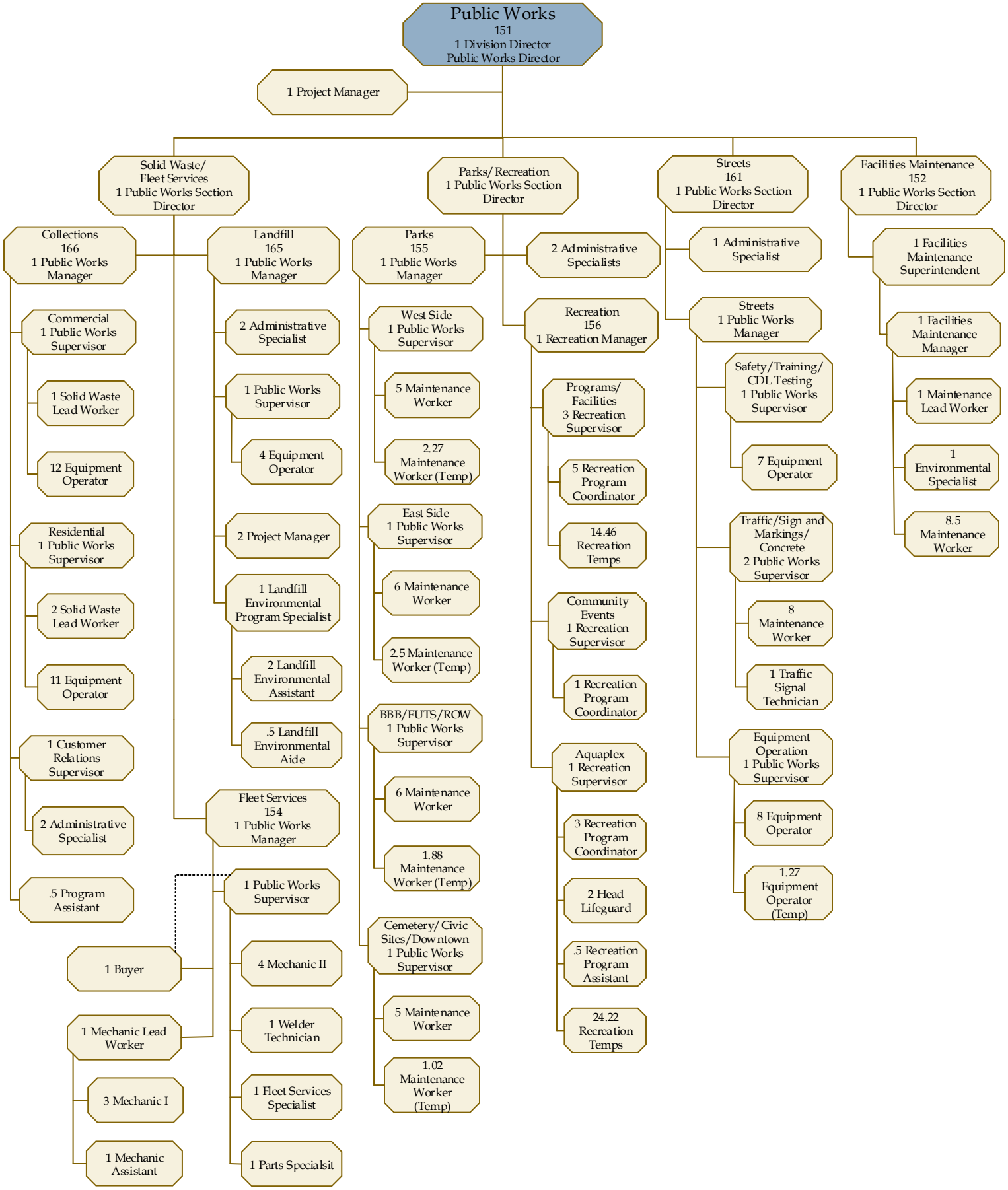
109 - Flagstaff Housing Authority

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ (14)	$ 1,832,766	$ 1,832,766	$ 1,820,811	$ (11,955)
Contractuals	(2,564)	4,943,127	4,943,127	5,176,135	233,008
Commodities	2,588	85,670	85,670	105,670	20,000
Capital	-	630,000	630,000	2,140,000	1,510,000
Total	**$ 10**	**$ 7,491,563**	**$ 7,491,563**	**$ 9,242,616**	**$ 1,751,053**
Expenditures by Program:					
Non-Hud Programs	$ 1	$ 62,126	$ 62,126	$ 58,071	$ (4,055)
FHC Pass Through-Administration	2	143,999	143,999	161,187	17,188
FHC Pass Through-Maintenance	-	194,022	194,022	130,511	(63,511)
Public Housing East - Administration	2	639,758	639,758	756,906	117,148
Public Housing East - Maintenance	1	340,428	340,428	464,318	123,890
Public Housing West - Administration	1	621,284	621,284	578,144	(43,140)
Public Housing West - Maintenance	1	354,107	354,107	328,723	(25,384)
Capital Fund Program East	1	343,813	343,813	889,652	545,839
Capital Fund Program West	-	360,000	360,000	1,240,000	880,000
Section 8 Vouchers	1	4,366,626	4,366,626	4,569,704	203,078
SRO-Single Room Occupancy	-	32,700	32,700	32,700	-
MRO-Mod Rehab Occupancy	-	32,700	32,700	32,700	-
Total	**$ 10**	**$ 7,491,563**	**$ 7,491,563**	**$ 9,242,616**	**$ 1,751,053**
Source of Funding:					
	Flagstaff Housing Authority Fund			$ 9,242,616	
				$ 9,242,616	

Commentary:

The Flagstaff Housing Authority operating budget has increased by 4%. There are capital expenditures of $2,140,000, resulting in an overall net increase of 23%. The Personnel Services decrease of 1% is mainly due to the retirement of several tenured employees offset by a COLA increase, an increase to medical insurance premiums and an increase to retirement contributions. Contractuals increase of 5% is mainly due to an increase in Section 8 Voucher assistance payments. Commodities increase of 23% is mainly due to an increase in building maintenance materials. Major capital (>$10,000) includes housing related projects of $2,140,000.

Authorized Personnel/Positions: Title	Actual 2017-2018	Actual 2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Assistant (Temp)	0.48	0.48	0	0	0
Administrative Specialist	1	1	2	0	2
Housing Manager	3	3	3	0	3
Finance Manager	1	1	1	0	1
Finance Specialist	0.8	0.8	0.8	0	0.8
Housing Services Specialist	5	5	5	0	5
Maintenance Coordinator	1	1	1	0	1
Maintenance Lead Worker	2	2	2	0	2
Maintenance Worker	7	7	7	0	7
Total	21.28	21.28	21.8	0	21.8


Public Works
151
1 Division Director
Public Works Director
1 Project Manager
Solid Waste/ Fleet Services
1 Public Works Section Director
Parks/ Recreation
1 Public Works Section Director
Streets
161
1 Public Works Section Director
Facilities Maintenance
152
1 Public Works Section Director
Collections
166
1 Public Works Manager
Commercial
1 Public Works Supervisor
1 Solid Waste Lead Worker
12 Equipment Operator
Residential
1 Public Works Supervisor
2 Solid Waste Lead Worker
11 Equipment Operator
1 Customer Relations Supervisor
2 Administrative Specialist
.5 Program Assistant
Landfill
165
1 Public Works Manager
2 Administrative Specialist
1 Public Works Supervisor
4 Equipment Operator
2 Project Manager
1 Landfill Environmental Program Specialist
2 Landfill Environmental Assistant
.5 Landfill Environmental Aide
Fleet Services
154
1 Public Works Manager
1 Public Works Supervisor
4 Mechanic II
1 Welder Technician
1 Fleet Services Specialist
1 Parts Specialsit
1 Buyer
1 Mechanic Lead Worker
3 Mechanic I
1 Mechanic Assistant
Parks
155
1 Public Works Manager
West Side
1 Public Works Supervisor
5 Maintenance Worker
2.27 Maintenance Worker (Temp)
East Side
1 Public Works Supervisor
6 Maintenance Worker
2.5 Maintenance Worker (Temp)
BBB/FUTS/ROW
1 Public Works Supervisor
6 Maintenance Worker
1.88 Maintenance Worker (Temp)
Cemetery/ Civic Sites/ Downtown
1 Public Works Supervisor
5 Maintenance Worker
1.02 Maintenance Worker (Temp)
2 Administrative Specialists
Recreation
156
1 Recreation Manager
Programs/ Facilities
3 Recreation Supervisor
5 Recreation Program Coordinator
14.46 Recreation Temps
Community Events
1 Recreation Supervisor
1 Recreation Program Coordinator
Aquaplex
1 Recreation Supervisor
3 Recreation Program Coordinator
2 Head Lifeguard
.5 Recreation Program Assistant
24.22 Recreation Temps
1 Administrative Specialist
Streets
1 Public Works Manager
Safety/Training/ CDL Testing
1 Public Works Supervisor
7 Equipment Operator
Traffic/Sign and Markings/ Concrete
2 Public Works Supervisor
8 Maintenance Worker
1 Traffic Signal Technician
Equipment Operation
1 Public Works Supervisor
8 Equipment Operator
1.27 Equipment Operator (Temp)
1 Facilities Maintenance Superintendent
1 Facilities Maintenance Manager
1 Maintenance Lead Worker
1 Environmental Specialist
8.5 Maintenance Worker

Mission

The mission of Public Works Administration is to direct and coordinate the efforts of Public Works programs by providing cost-efficient, quality-based services to the citizens of Flagstaff. By ensuring a well-trained, safety-conscious work staff, Public Works Administration strives to improve the quality of life in Flagstaff through sustainable, affordable, efficient maintenance programs, enhanced transportation and enhanced parks and recreation opportunities.

Program Description

Public Works Administration provides leadership and general direction for Solid Waste, Fleet Maintenance, Environmental Management, Facility Maintenance, Street Maintenance, Citizen Cemetery, Parks Maintenance and Recreation Services.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Led focused discussions for better financial literacy across all sections
- ✓ GIS data set development and integration encouraged across all sections
- ✓ Support of leadership shadowing program developed by Solid Waste section, further educating employees about various division roles
- ✓ Limited service delivery interruption as various sections (Streets, Solid Waste and Fleet operations) continue to settle into the new Core Maintenance Facility

Safe & Healthy Community

- ✓ High expectation to deliver all core service programs
- ✓ Construction of Buffalo Park public restrooms completed and grand opening through Parks and Recreation was largely a success

Inclusive & Engaged Community

- ✓ Parks and Recreation community programming and prioritizations
- ✓ Responsive to citizens inquires and requests across all divisions

Sustainable, Innovative Infrastructure

- ✓ Implementation of Climate Action and Adaptation Plan (CAAP) goals with emphasis on Fleet and electric vehicles, including additions to Fleet electrical charging equipment and investment in alternate fueled vehicles
- ✓ Continued development of long-term capital plans for future sidewalk construction, street safety and waste plan programming

Robust Resilient Economy

- ✓ Encouraged sections to fully explore budget resources/adjustments which could be made within each section in order to maximize current funding as part of base budget allocation adjustments

Livable Community

- ✓ Supported division efforts to provide effective customer service across all programs

Environmental Stewardship

- ✓ Reduced material paper waste through use of employing electronic signatures and electronic submittal of documentation across sections instead of physical print jobs, as warranted
- ✓ Supported Fleet in expansion of electric vehicle choices and alternate fueled options

- ✓ Encouraged Solid Waste section implementation of Landfill Geosynthetic cover system, composting pilot program with NAU and concrete recycling pilot program
- ✓ Encouraged further implementation of CAAP goals for all sections with the goal of making Flagstaff more resilient and reduction of community greenhouse gas emissions

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FY 2020-2021 Initiatives

High Performing Governance
- ✓ Support efforts to improve communication with citizens about operations across sections
- ✓ Encourage operational efficiencies across all sections

Safe & Healthy Community
- ✓ Continue overall division education regarding maintaining a safety-conscious work staff
- ✓ Support efforts of sections in revision of programs and section-related ordinances as needed to better serve the community, such as with the sidewalk replacement program utilizing the new ordinance

Inclusive & Engaged Community
- ✓ Encourage development of community education sessions regarding division efforts, goals and responsibilities
- ✓ Improve overall division web presence and use of social media to further educate and inform citizens about Public Works
- ✓ Explore development of a Citizens Public Works academy to encourage community engagement and education efforts

Sustainable, Innovative Infrastructure
- ✓ Implementation of asset management and work program software in applicable departments to further streamline work processes and reduce paper waste

Robust Resilient Economy
- ✓ Continue discussions with and investments in all sections for continued resource preservation and longevity, especially as it pertains to Fleet vehicles
- ✓ Encourage development of section infrastructure goals and exploration of available funding resources

Livable Community
- ✓ Further engage in high quality customer service for all citizens across departments, focusing on education and responsiveness

Environmental Stewardship
- ✓ Encourage investigation of new technologies and equipment options to incorporate into all sections to reduce emissions and material waste
- ✓ Support departmentally focused efforts for Environmental Stewardship, encouraging implementation of sustainable efforts, such as with the Parks and Recreation Community Events efforts to include composting at upcoming events

151 - Public Works Administration

Expenditures by Category:

	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 157,103	$ 120,567	$ 120,567	$ 162,738	$ 42,171
Contractuals	2,464	3,151	3,151	3,391	240
Commodities	(11,625)	(94,879)	(94,879)	(94,968)	(89)
Total	**$ 147,942**	**$ 28,839**	**$ 28,839**	**$ 71,161**	**$ 42,322**

Expenditures by Program:

General Administration	$ 147,942	$ 28,839	$ 28,839	$ 71,161	$ 42,322
Total	**$ 147,942**	**$ 28,839**	**$ 28,839**	**$ 71,161**	**$ 42,322**

Source of Funding:

General Fund	$ (65,574)
Highway User Revenue Fund	42,536
Transportation Fund	39,807
SEMS Fund	12,681
Airport Fund	41,711
	$ 71,161

Commentary:

The Public Works Administration operating budget has increased by 147%. There are no capital expenditures. The Personnel Services increase of 35% is mainly due to a COLA increase, an increase in medical insurance, an increase in retirement contributions and an increase in payroll distribution for the Public Works Section Director. The Contractuals increase of 8% is mainly due to increased travel costs. Commodities remain unchanged from the prior fiscal year. There is no major capital (>$10,000) for this section.

Authorized Personnel/Positions:

Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Division Director	1	1	1	0	1
Project Manager	1	1	1	0	1
Public Works Section Director	0	0	1	0	1
Total	2	2	3	0	3

Mission

Facilities Maintenance strives to maximize its resources by maintaining all City buildings in a safe and efficient manner for all users.

Program Description

The Facilities Maintenance section is responsible for maintenance and upgrades of City buildings. The section ensures, through effective building maintenance programs and long-range planning, that city buildings are safe, efficient, reliable, clean, code compliant, aesthetically pleasing and environmentally friendly for all users.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Provided housing solutions and relocation supporting the City's expansion into the new Courthouse facility requiring relocation of over 70 employees
- ✓ Tennant improvements for Sustainability including the remodeling of the former Solid Waste Office for office relocation and training facility with garage, work and storage areas
- ✓ Provided emergency funding and project management for unplanned maintenance issues and equipment failure

Safe & Healthy Community

- ✓ Began the remediation and transformation of the Mogollon Public works facility with the demo and clearing of four acres in the eight-acre parcel; removed five structures, pavement and remediation
- ✓ Continued security upgrades for the Customer Service areas of City Hall with the addition of expanded video coverage
- ✓ Expansion of the card access system for new occupants of City Hall to limit public access
- ✓ Expansion of the common keying system to complete a five-year project

Inclusive & Engaged Community

- ✓ Development of a public access area supporting the Sustainability office on Mogollon for greater control and safety of citizens using the workshops and information center they provide

Sustainable, Innovative Infrastructure

- ✓ Working to provide new technology in lighting and high efficiency appliance replacements
- ✓ Exchanging boilers at City Hall rated at 80% efficiencies with 95%+ step boilers to reduce heating costs and natural consumption by 30 to 40 percent
- ✓ Continued effort for budgeting the replacement of City Hall windows with low-e high efficiency units reducing both heating and cooling costs
- ✓ Investigating and providing lighting solutions in compliance with the Dark Sky ordinance supporting Airport upgrades

FY 2020-2021 Initiatives

High Performing Governance

- ✓ Utilizing Facilities budget to support user groups including City Libraries, Fire, Airport, Tourism and others; monitoring and ensuring essential facilities functions are maintained
- ✓ Continued conversion of Mogollon – Thorpe properties as directed into safe, clean and useable sites for future development

- ✓ Developing workforce with training and experience creating advancement for the introduction of new and high-tech systems supporting Facilities infrastructure

Safe & Healthy Community

- ✓ Assisting in the expansion of the card access system throughout the City Hall facility and integration with other user facilities

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Performance Measures

Priority: Sustainable, Innovative Infrastructure
Objective: Deliver outstanding services through a healthy environment and well-maintained infrastructure system

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Facility Assessment Average Score – Measures quality of staff work, quality and effectiveness	80%	66%	68%	66%	68%

Priority: Environmental Stewardship
Objective: Implement, maintain and further the CAAP

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Reduce City Hall electric power energy use (kWh) by 2% annually	437,000	437,200	420,720	463,040	467,000

152 - Facility Maintenance

Expenditures by Category:

	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 762,240	$ 936,549	$ 936,549	$ 907,059	$ (29,490)
Contractuals	605,042	1,448,334	371,337	1,611,395	163,061
Commodities	(99,215)	(265,155)	(265,155)	(294,484)	(29,329)
Capital	48,403	274,723	238,128	36,595	(238,128)
Total	**$ 1,316,470**	**$ 2,394,451**	**$ 1,280,859**	**$ 2,260,565**	**$ (133,886)**

Expenditures by Program:

General Administration	$ 467,598	$ 513,103	$ 476,508	$ 475,956	$ (37,147)
Custodial Service	82,939	112,288	112,288	117,288	5,000
Structural & Other Maintenance	399,700	1,164,308	328,499	1,091,119	(73,189)
City Hall	328,714	284,877	275,638	296,877	12,000
Catastrophic Set Aside	8,089	222,726	3,220	236,410	13,684
Prosecutor's Bldg	11,443	16,395	16,395	16,395	-
Phoenix Building	12,263	14,077	14,077	14,077	-
City Leased Property Maintenance	5,724	66,677	54,234	12,443.00	(54,234)
Total	**$ 1,316,470**	**$ 2,394,451**	**$ 1,280,859**	**$ 2,260,565**	**$ (133,886)**

Source of Funding:

General Fund	$ 2,076,086
Library Fund	36,869
Parking District Fund	113
Water Services Fund	93,239
Solid Waste Fund	10,217
SEMS Fund	17,675
Airport Fund	26,366
	$ 2,260,565

Commentary:

The Facility Maintenance operating budget has increased by 5%. There are capital expenditures of $36,595, resulting in an overall net decrease of 6%. The Personnel Services decrease of 3% is mainly due to a COLA increase, an increase in medical insurance, an increase in retirement contributions offset by a one-time retirement payout. Contractuals increase of 11% is mainly due to an increase in structural and maintenance expenses. Commodities decrease of 11% is mainly due to decreases in building structure materials and supplies offset by increased charge-outs. Major capital (>$10,000) of $36,595 is for a vehicle replacement.

Authorized Personnel/Positions:

Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Environmental Specialist	0	0	1	0	1
Facility Maintenance Manager	1	1	1	0	1
Facilities Maintenance Superintendent	1	1	1	0	1
Maintenance Worker	9.5	9.5	9.5	(1)	8.5
Maintenance Worker Lead Worker	0	0	0	1	1
Total	11.5	11.5	12.5	0	12.5

Mission

Facilities Maintenance strives to maximize its resources by maintaining all City buildings in a safe and efficient manner for all users.

Program Description

United States Geological Survey (USGS) accounts for the costs associated with the USGS facilities owned by the City and leased by the General Services Administration (GSA). The City currently has responsibility for buildings 3, 4, 5 and 6. The Facilities and Parks sections share responsibility for the maintenance.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Developed the design of a replacement cooling system to augment campus need in upgrading and consolidating the central server system
- ✓ Redesign of the Astrogeology's central library space into the Astrogeology Center for Excellence conference center including the tenant improvements of carpeting, led lighting and painting of the center
- ✓ Worked with USGS and City IT to install a fiber optic link for the increased access to both the City and Northern Arizona University while providing an alternate to the sole source microwave link to the Elden Towers
- ✓ Worked to enhance the maintenance workforce, offering educational opportunities as fund and training programs were made available

Safe & Healthy Community

- ✓ Worked with the campus leadership in the implementation of new security systems for access and video monitoring; increased input and monitoring by the Homeland Security and heightened awareness has inspired GSA and USGS to be proactive in increased and modernization of existing systems

Sustainable, Innovative Infrastructure

- ✓ Worked to provide a quality infrastructure as the campus has taken on other government agencies including the US Forest Service, Park Service and others in consolidating resources; enhancing the workplace and providing for a flexible environment is the goal Facilities supports

FY 2020-2021 Initiatives

High Performing Governance

- ✓ Supporting the current leases and infrastructure of facilities while the development of the new facilities under the revised lease
- ✓ Extending and maintaining the buildings scheduled for replacement over the next two years in a safe, clean and healthy condition while the planning and transition takes place

Safe & Healthy Community

- ✓ Following through with the Facility sections mission statement to ensure that the custodial needs are met, the safety systems are functional and updated as required and the repair needs and after-hours maintenance service is provided to the satisfaction of the end user

Performance Measures

Priority: Sustainable, Innovative Infrastructure
Objective: Deliver outstanding services through a healthy environment and well-maintained infrastructure system

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Facility Assessment Average Score – Measures quality of staff work, quality, and effectiveness.	80%	75.5%	75%	75%	80%

Priority: Environmental Stewardship
Objective: Implement, maintain and further the Climate Action and Adaptation Plan

Performance Measure	Target	CY 2017-2018 Actual	CY 2018-2019 Actual	CY 2019-2020 Projected	CY 2020-2021 Projected
Reduce USGS Campus electric energy use (kWh) by 2% annually	1,400,000	1,524,941	1,475,502	1,490,000	1,460,200

153 - USGS Campus

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Contractuals	$ 501,970	$ 1,133,160	$ 834,849	$ 1,123,110	$ (10,050)
Commodities	29,713	65,913	65,913	65,913	-
Total	**$ 531,683**	**$ 1,199,073**	**$ 900,762**	**$ 1,189,023**	**$ (10,050)**
Expenditures by Program:					
Maintenance Building 3	$ 88,532	$ 173,470	$ 173,470	$ 175,420	$ 1,950
Maintenance Building 4	186,371	243,733	243,733	246,533	2,800
Maintenance Building 5	52,336	46,495	46,495	47,695	1,200
Maintenance Building 6	204,444	735,375	437,064	719,375	(16,000)
Total	**$ 531,683**	**$ 1,199,073**	**$ 900,762**	**$ 1,189,023**	**$ (10,050)**
Source of Funding:					
	General Fund			1,189,023	
				$ 1,189,023	

Commentary:

The USGS Campus operating budget has decreased by 1%. There are no personnel or capital expenditures for this section. Contractuals decreases of 1% are mainly due to one-time building upgrade and maintenance expenditures. Commodities remained flat year over year. There are no major capital (>$10,000) expenditures for this section.

Mission

To provide a comprehensive Fleet Services/Management program dedicated to health, safety, resource conservation and fiscal responsibility in selecting and supplying the most efficient state of the art vehicles and equipment while providing value added maintenance and repairs in support of City divisions and employees in the delivery of municipal services.

Program Description

Fleet Services supports front line City sections by maintaining and repairing City owned vehicles, trucks and general equipment. Fleet Services maintains an equipment parts and supply warehouse that carries parts not readably available in Flagstaff to support these efforts along with managing the City fuel supplies. Fleet Services coordinates and monitors the evaluation, replacement, purchasing, fuel usage and utilization of the City's fleet, maximizing vehicle and equipment life, retaining units if economically possible and replacing units that have met or exceeded their useful life.

The Fleet Management Committee consists of line workers and supervisors representing City divisions and sections that develop and implement policies and procedures for fleet operations. This committee reviews and approves all motorized vehicle and equipment purchases. All new equipment/vehicle acquisitions must support the City's Climate Action and Adaptation Plan (CAAP) if readily available.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Invested in staff training through mentoring opportunities, Automotive Service Excellence (ASE), Ford and Chevrolet factory training, and Emergency Vehicle Technician (EVT) training and certification
- ✓ Fleet Buyer is enrolled in a Certified Public Manager course and is scheduled to complete by the end of calendar year 2020

Sustainable, Innovative Infrastructure

- ✓ Taken a strong stance in support of investing in vehicle electrical charging equipment along with measured and fiscally prudent investment in alternate fueled vehicles
- ✓ Eight electric vehicle charging depots
- ✓ Added one full electric vehicle and seven hybrid vehicles to the City fleet

Environmental Stewardship

- ✓ Deferred and/or fulfilled twelve vehicle replacement requests through correcting cosmetic and mechanical deficiencies or vehicle reassignment of under-utilized equipment usage, saving thousands of capital dollars while not contributing to the depletion of natural resources used to build new equipment

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FY 2020-2021 Initiatives

High Performing Governance

- ✓ It is our intention to continue to focus on investing in our staff's development both in municipal management and supervision as well as their technical knowledge, especially in alternate fueled transportation maintenance and repair training and charging station management

Sustainable, Innovative Infrastructure

- ✓ All vehicle and equipment purchases will be reviewed for their contribution towards our Climate Action and Adaptation Plan goals
- ✓ We will continue to search out grant opportunities for funding with this type of equipment as well as additional electric vehicle charging locations through public and private partnerships

Environmental Stewardship

- ✓ Because of rapid developments and expansion in electric vehicle choices, all new purchases will be reviewed for alternate fueled options and if not quite available, delay these purchases whenever possible until the right equipment exists; this is especially important due to the limited choices with electric/hybrid light duty truck options today and the City's heavy dependence on them to move snow

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Performance Measures

Priority: High Performing Governance
Objectives: Become an employer of choice and provide employees with the necessary tools, training and support

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Invest in staff training and technical certification to allow each employee to hold a minimum of two certifications	100%	42%	50%	42%	93%
Invest in staff training and technical certification to allow for the section to hold a minimum of 100 certifications	100%	63%	75%	80%	100%

Priority: Sustainable, Innovative Infrastructure
Objective: Deliver outstanding services to residents through a healthy, well maintained infrastructure system

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Through attrition, replace traditional fueled vehicles (where appropriate) with alternative fueled vehicles	75% by 2035	23%	29%	34%	42%

154 - Fleet Management

Expenditures by Category:

	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 282,174	$ 208,109	$ 208,109	$ 196,278	$ (11,831)
Contractuals	140,677	124,151	124,151	120,407	(3,744)
Commodities	(430,110)	(339,737)	(339,737)	(345,187)	(5,450)
Capital	22,173	528,134	72,628	502,006	(26,128)
Total	**$ 14,914**	**$ 520,657**	**$ 65,151**	**$ 473,504**	**$ (47,153)**

Expenditures by Program:

General Administration	$ (128,821)	$ 5,688	$ 5,688	$ 12,043	$ 6,355
Inventory Management	88,766	144,301	144,301	152,055	7,754
Prevention Maintenance	158,856	167,746	167,746	129,055	(38,691)
Vehicle Repair	(209,115)	(379,807)	(379,807)	(409,546)	(29,739)
Pool Vehicles - City Hall	8,398	5,500	5,500	42,500	37,000
Pool Vehicles - Shop	2,764	4,400	4,400	3,900	(500)
Other Shop Work	94,066	85,423	85,423	87,991	2,568
Catastrophic/Major Repair Funding	-	487,406	31,900	455,506	(31,900)
Total	**$ 14,914**	**$ 520,657**	**$ 65,151**	**$ 473,504**	**$ (47,153)**

Source of Funding:

General Fund	$ 28,838
Library Fund	6,528
Highway User Revenue Fund	106,222
Parking District	454
Water Services Fund	31,873
Stormwater Fund	108
Solid Waste Fund	290,906
SEMS Fund	475
Airport Fund	8,100
	$ 473,504

Commentary:

The Fleet Services operating budget is a zero base budget meaning the section expects to recover ongoing operating expenditures plus administrative overhead through charges for services, markups on parts and fuel and environmental disposal fees. The current shop rate varies per hour based on the type of equipment and does not cover one-time and capital requests. The Personnel Services decrease of 6% is mainly due to a COLA increase, an increase in medical insurance and an increase in retirement contributions, offset by an increase in charges to other divisions. Personnel Services also increased due to the addition of 1.0 FTE Mechanic I. Contractuals decrease of 3% is mainly due to the maintenance of Charge Point. Commodities decrease of 2% is mainly due to an increase in charge outs. Major capital (>$10,000) includes computer diagnostics equipment ($9,500), pool vehicle replacement ($37,000) and catastrophic funds ($455,506).

Authorized Personnel/Positions:

Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Buyer	1	1	1	0	1
Fleet Services Specialist	1	1	1	0	1
Mechanic I	2	2	2	1	3
Mechanic II	4	4	4	0	4
Mechanic Assistant	1	1	1	0	1
Mechanic Lead Worker	1	1	1	0	1
Parts Specialist	1	1	1	0	1
Public Works Manager	1	1	1	0	1
Public Works Supervisor	1	1	1	0	1
Welder Technician	1	1	1	0	1
Total	14	14	14	1	15

Mission

Parks
Providing exceptional facilities and grounds, which are safe and aesthetically pleasing for the community, in order to pursue family-oriented and recreational activities that promote a healthy lifestyle.

Cemetery
Citizens Cemetery employees dedicate themselves to offering quality customer service in a time of need and providing proper grounds, maintenance and services that are aesthetically pleasing to the public.

Program Description

Parks
Parks staff is responsible for the maintenance and management of parks and sports fields, school fields improved by BBB Recreation funds, City rights-of-way, BBB Beautification funded streetscapes, FUTS trails, downtown areas, Heritage Square, grounds at City buildings (including recreation centers, library, City Hall) and snow operations for many City-owned parking lots, designated City sidewalks, alleyways and FUTS.

Cemetery
Cemetery staff is responsible for the maintenance and management of the Citizens Cemetery, performing services related to the opening and closing of graves, lot sales, record keeping, and facility and grounds maintenance. Cemetery staff also provide the opening and closing services for the Calvary Cemetery.

FY 2019-2020 Accomplishments

High Performing Governance
- ✓ Created the Parks Snow Operations GIS Application to provide efficiencies, tracking and a new communication tool for Parks snow operations

Safe & Healthy Community
- ✓ Researched, procured and installed the City's first smart irrigation system at all park grounds which will result in a water usage savings of over thirty percent this upcoming season

Inclusive & Engaged Community
- ✓ Designed and completed the renovation of Cheshire Park including a new play structure chosen by the community, a new ramada and a new seating wall for those enjoying the park
- ✓ Completed the Buffalo Park restroom project including sustainable building design and construction

Environmental Stewardship
- ✓ Researched and tested a pollinator garden at the Citizens Cemetery providing for an informed path forward for the Mayor's Monarch Pledge and future pollinator spaces within Park grounds

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FY 2020-2021 Initiatives

Inclusive & Engaged Community
- ✓ Complete planning for and development of a new park on the west side of Flagstaff, the first new park in 15 years; informing, engagement and inclusion of the community will be key to the innovation of the new park

Sustainable, Innovative Infrastructure

- ✓ Research and implement an accountable and holistic herbicide weed management program for park grounds

Environmental Stewardship

- ✓ Continue to implement pollinator planting areas on city properties, including signage and education for the public

Performance Measures

Priority: Sustainable, Innovative Infrastructure
Objective: Deliver outstanding service to residents through a healthy, well maintained infrastructure system

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Provide the City quarterly reporting on water conservation	4	N/A	N/A	1	4

155 - Parks

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 2,024,593	$ 2,139,754	$ 2,139,754	$ 2,163,476	$ 23,722
Contractuals	552,366	726,979	726,979	691,979	(35,000)
Commodities	507,309	543,568	543,568	542,568	(1,000)
Capital	578,657	1,084,691	596,508	174,000	(910,691)
Total	**$ 3,662,925**	**$ 4,494,992**	**$ 4,006,809**	**$ 3,572,023**	**$ (922,969)**
Expenditures by Program:					
General Administration	$ 121,830	$ 112,963	$ 112,963	$ 116,496	$ 3,533
Park Grounds Maintenance	777,779	951,473	951,473	611,224	(340,249)
Park Buildings and Facility Maintenance	26,902	45,917	45,917	31,189	(14,728)
BBB - Streetscape/Median Maintenance	358,863	403,803	403,803	408,313	4,510
Right-of-Way/ Median	71,043	86,476	86,476	96,498	10,022
FUTS Trail System	174,394	176,851	176,851	238,094	61,243
Heritage Square Maintenance	30,110	36,686	36,686	46,138	9,452
BBB Recreation Fields	1,557,282	2,105,178	1,616,995	1,557,246	(547,932)
Downtown/Plaza Maintenance	35,155	(5,445)	(5,445)	3,625	9,070
Non-Park Grounds and Landscapes	125,126	142,151	142,151	182,487	40,336
Cemetery	368,448	438,939	438,939	280,713	(158,226)
AZGFD Heritage - Prairie Dog Handbook	15,993	-	-	-	-
Total	**$ 3,662,925**	**$ 4,494,992**	**$ 4,006,809**	**$ 3,572,023**	**$ (922,969)**
Source of Funding:					
	General Fund			$ 3,572,023	
				$ 3,572,023	

Commentary:

The Parks operating budget has remained unchanged. There are capital expenditures of $174,000, resulting in an overall net decrease of 21%. The Personnel Services increase of 1% is mainly due to a COLA increase, an increase in medical insurance and an increase in retirement contributions. Contractuals decreases of 5% are mainly due to the elimination of one-time budget reductions. Commodities remained unchanged. Major capital (>$10,000) includes the replacement of one vehicle ($39,000), chip seal Thorpe Park softball parking lot ($125,000) and design and construction of new west side park ($10,000).

Authorized Personnel/Positions: Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Maintenance Worker - Temp	7.67	7.67	7.67	0	7.67
Maintenance Worker	22	22	22	0	22
Public Works Manager	1	1	1	0	1
Public Works Supervisors	4	4	4	0	4
Total	34.67	34.67	34.67	0	34.67

Mission

Enhancing our community through people, parks and programs.

Program Description

Recreation staff is responsible for the management and operation of the Aquaplex, the Hal Jensen Recreation Center, the Jay Lively Activity Center, the Joe C. Montoya Community and Senior Center and the Siler Homes Activity Center. The Office of Community Events organizes family friendly events for all to enjoy and facilitate special event facility use permits for organizations and individuals to conduct events on city property. The Athletics program organizes sports leagues for both youth and adults. Staff provide meaningful activities and programs for everyone, regardless of income or ability.

FY 2019-2020 Accomplishments

Safe & Healthy Community

- ✓ Aquaplex provided over fifty fitness classes weekly to promote wellness and healthy lifestyle
- ✓ Security cameras installed at Jay Lively Activity Center

Inclusive & Engaged Community

- ✓ Scholarship program participation increased by 10% from previous year
- ✓ Aquaplex partnered with Coconino County Juvenile Courts to provide recreation opportunities for their youth

Livable Community

- ✓ Winter Wonderland participation increased from 4,000 to 6,000
- ✓ Over 3,000 participants attended Siler Homes activity center activities in first half of FY 2019-2020

FY 2020-2021 Initiatives

High Performing Governance

- ✓ Implement a communication tool to better alert the community and program patrons of emergency program cancellations and facility closures
- ✓ Develop and update Parks and Recreation Master Plan which would incorporate the Climate Action Adaption Plan, FUTS Plan and regional plans; the first phase would include an asset and inventory collection for all Parks and Recreation facilities

Robust Resilient Economy

- ✓ Work closely with Discover Flagstaff and other agencies in marketing City events and to identify potential outside tournaments utilizing City parks and/or facilities

Livable Community

- ✓ Refurbish and replace aged out weight and cardio equipment at Hal Jensen, Joe C. Montoya and Aquaplex fitness rooms

Environmental Stewardship

- ✓ Community Events will implement a pilot program to include composting at up to three events to reduce overall waste at events

Performance Measures

Priority: Livable Community
Objective: Create a welcoming community through partnerships, strong neighborhoods, civic engagement, and resident participation

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Community Event attendance at annual, ongoing events	5% Increase	20,000	23,000	24,000	25,000

Priority: Inclusive and Engaged Community
Objective: Enhance community outreach and engagement opportunities

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Increase Parks and Recreation's social media followers	3%	3,425	4,745	5,500	6,000

156 - Recreation

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 2,261,378	$ 2,707,856	$ 2,707,856	$ 2,859,408	$ 151,552
Contractuals	767,370	872,773	872,773	826,348	(46,425)
Commodities	376,470	367,115	367,115	346,240	(20,875)
Capital	969,666	151,600	151,600	19,977	(131,623)
Total	**$ 4,374,884**	**$ 4,099,344**	**$ 4,099,344**	**$ 4,051,973**	**$ (47,371)**
Expenditures by Program:					
General Administration	$ 395,891	$ 601,364	$ 601,364	$ 551,023	$ (50,341)
Community Events	198,324	233,639	233,639	130,945	(102,694)
Adult Athletics	323,333	356,872	356,872	373,229	16,357
Jay Lively Activity Center	583,696	620,345	620,345	632,078	11,733
Aquaplex	1,441,551	1,627,566	1,627,566	1,752,559	124,993
Joe C Montoya Community and Sr Center	255,400	326,520	326,520	270,720	(55,800)
Hal Jensen Recreation Center	223,502	248,327	248,327	249,907	1,580
Cogdill Recreation Center	23,499	20,000	20,000	20,000	-
Murdock Center	39	-	-	-	-
Siler Homes After School Program	12,491	64,711	64,711	71,512	6,801
BBB Rec Miscellaneous Projects	917,158	-	-	-	-
Total	**$ 4,374,884**	**$ 4,099,344**	**$ 4,099,344**	**$ 4,051,973**	**$ (47,371)**
Source of Funding:					
	General Fund			$ 4,051,973	
				$ 4,051,973	

Commentary:

The Recreation Services operating budget increased by 2%. There are capital expenditures of $19,977, resulting in an overall net decrease of 1%. The Personnel Services increase of 6% is mainly due to a COLA increase, an increase in medical insurance and an increase in retirement contributions. Personnel Services increases also include an increase in temporary services related to minimum wage increases. Contractuals decreases of 5% are mainly due to reductions in rentals and service contracts. Commodities decreased by 6% mainly due to the elimination of work order charges associated with the banner program. Major capital (>$10,000) includes the purchase of training equipment at multiple facilities ($19,977).

Authorized Personnel/Positions: Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Assistant	1	0	0	0	0
Administrative Specialist	0	2	2	0	2
Head Lifeguard	2	2	2	0	2
Intern	0.25	0.25	0	0	0
Recreation Manager	1	1	1	0	1
Public Works Section Director	1	1	1	0	1
Recreation Program Assistant	0.5	0.5	0.5	0	0.5
Recreation Program Coordinator	9	9	9	0	9
Recreation Specialist	1	0	0	0	0
Recreation Supervisor	5	5	5	0	5
Recreation Temporaries	38.12	39.08	38.68	0	38.68
Total	58.87	59.83	59.18	0	59.18

Mission

The mission of the Public Works Streets Maintenance section is to provide the citizens of Flagstaff with a safe transportation network and associated transportation elements within the City's rights-of-way. As the Streets Maintenance section maintains the current infrastructure, we continue to meet the demands of an expanding and complex multimodal transportation system.

Program Description

The Streets Maintenance section is responsible for all the multimodal transportation system. The Streets Maintenance section is responsible for many aspects of the system regarding street maintenance, drainage, street sweeping, road grading, dust abatement, concrete replacement, guardrail repair, signing and marking operations, asphalt paving, snow operations, asphalt deficiency repair, hauling operations, drainage inspections and maintenance, street light inspections and limited urban trail maintenance.

FY 2019-2020 Accomplishments

High Performing Governance
- ✓ Replaced Sidewalk Ordinance with 2020-02
- ✓ Fulfilled equipment requests and procured equipment for Streets fleet
- ✓ Assisted in the delivery of the airport temporary parking lot

Safe & Healthy Community
- ✓ Prioritized sweeping routes and added emphasis to bike lanes
- ✓ Collaboration with Coconino County Public works on Museum Fire
- ✓ Active in flood mitigation preparations as a result of Museum Fire

Inclusive & Engaged Community
- ✓ Attended Museum Fire/Flood public meetings
- ✓ Established sandbag production sites
- ✓ Hosted school groups and community tours of Streets operations

Sustainable, Innovative Infrastructure
- ✓ Relocated ice cinders to three unique locations to reduce travel time and distance
- ✓ Established efficient staffing and call out procedures related to storm timing
- ✓ Modernized some fleet vehicles to regeneration and modern emissions quality
- ✓ Centralized Core Maintenance facility has resulted in smaller carbon footprint

Robust Resilient Economy
- ✓ Forecasted fleet needs and modernized units to carry future downturns
- ✓ Investing in good quality equipment with focus on service life and performance

Livable Community
- ✓ Provided good customer service in Streets programs
- ✓ Focused effort on winter storm response of the mains and significant routes
- ✓ Summer paving program was extensive with a focused effort on the west side

Environmental Stewardship
- ✓ Robust sweeping cleanup of ice cinders and community debris

FY 2020-2021 Initiatives

High Performing Governance
- ✓ Prioritization of work programs and streamline delivery
- ✓ Focus on striping and markings
- ✓ Improve communication with customers about operations
- ✓ Support all city divisions as cooperative partner

Safe & Healthy Community
- ✓ Refresh flood mitigation measures
- ✓ Maintain transportation network to high standard
- ✓ Deliver revised sidewalk replacement program utilizing new ordinance

Inclusive & Engaged Community
- ✓ Participate in flood mitigation education sessions.
- ✓ Investigate the development of a Citizens Public Works academy
- ✓ Improve the Streets section web presence and use of social media

Sustainable, Innovative Infrastructure
- ✓ Deliver the sweeper bay project to support sweeping program
- ✓ Continue to implement asset management and work program software

Robust Resilient Economy
- ✓ Invest in fleet for continued preservation and longevity
- ✓ Forecast community infrastructure needs and match available funding resources

Livable Community
- ✓ Provide high quality service to our customers
- ✓ Be responsible and responsive to all customers
- ✓ Improve Overall Condition Index of transportation network

Environmental Stewardship
- ✓ Monitor materials and fuel usages to continue reductions is possible
- ✓ Investigate new technologies and equipment advancements to incorporate

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Performance Measures

Priority: Sustainable, Innovative Infrastructure

Objective: Deliver outstanding services to residents through a healthy, well maintained infrastructure system

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Meeting street sweeping schedules based on the time of the year	100%	95%	85%	85%	95%

161 - Street Maintenance

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 2,266,143	$ 2,661,331	$ 2,661,331	$ 2,634,404	$ (26,927)
Contractuals	807,225	1,026,562	1,026,562	948,478	(78,084)
Commodities	985,735	942,021	942,021	1,067,485	125,464
Capital	233,935	2,553,396	1,380,000	1,938,396	(615,000)
Total	**$ 4,293,038**	**$ 7,183,310**	**$ 6,009,914**	**$ 6,588,763**	**$ (594,547)**
Expenditures by Program:					
General Administration	$ 346,870	$ 498,329	$ 498,329	$ 690,050	$ 191,721
Street Cleaning	315,200	882,565	882,565	244,228	(638,337)
Snow Control	432,063	1,841,799	1,058,403	1,786,856	(54,943)
Sign, Signal, Mark & Light	352,769	446,528	446,528	867,046	420,518
Street Maintenance	1,711,460	2,122,299	1,732,299	2,148,868	26,569
Drainage-way Maintenance	272,250	272,964	272,964	-	(272,964)
Training	815	18,500	18,500	-	(18,500)
Streetlights	499,144	619,702	619,702	659,702	40,000
Traffic Signal Maintenance	344,967	480,624	480,624	192,013	(288,611)
Autopark Association Fees	17,500	-	-	-	-
Total	**$ 4,293,038**	**$ 7,183,310**	**$ 6,009,914**	**$ 6,588,763**	**$ (594,547)**
Source of Funding:					
Highway User Revenue Fund				$ 6,588,763	
				$ 6,588,763	

Commentary:

The Street Maintenance operating budget has remained relatively flat. There are capital expenditures of $1,938,396, resulting in an overall net decrease of 45%. The Personnel Services decrease of 1% is mainly due to a COLA increase, an increase in medical insurance and an increase in retirement contributions, offset by a decrease in shop labor costs. Personnel Services also include snow stipend allowance, the addition of 2.0 FTE Maintenance Workers, 1.0 FTE Public Works Supervisor, and (2.25) FTE Temporary Equipment operators which were transferred to Stormwater. Contractuals decrease of 8% is mainly due to drainageway maintenance moving to Stormwater offset by increases in utilities and equipment maintenance. Commodities increases of 13% is mainly due to equipment maintenance and signs and markings increases. There is major capital (>$10,000) which includes the purchase/replacement of seven vehicles and equipment ($1,938,396).

Authorized Personnel/Positions: Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	2	2	1	0	1
Equipment Operators (Temp)	3.52	3.52	3.52	(2.25)	1.27
Equipment Operator	15	15	15	0	15
Intern	0.5	0.5	0	0	0
Maintenance Worker	6	6	6	2	8
Public Works Manager	1	1	1	0	1
Public Works Section Director	1	1	1	0	1
Public Works Supervisor	3	3	3	1	4
Traffic Signal Technician	1	1	1	0	1
Total	33.02	33.02	31.52	0.75	32.27

Mission

To provide the community with affordable, efficient and sustainable comprehensive solid waste solutions.

Program Description

The Solid Waste section provides the citizens of Flagstaff with superior customer service, timely refuse and recycling collections and sound landfill management practices. The Section works toward efficient operations by utilizing the implementation of additional waste diversion and recycling programs that will sustain landfill resources.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Solid Waste Collections instituted a leadership shadowing program; by allowing greater access to leadership, we hope to develop internal candidates for future roles and increase the employee retention level

Environmental Stewardship

- ✓ In the summer of 2019, the Landfill implemented the use of a geosynthetic cover (tarp) system for alternate daily cover, which extended the life of the Landfill a minimum of five years
- ✓ Composting pilot with NAU – this pilot program allows the City to test the collection of different streams of organic material within the community. It will start with the diversion of material from City parks and move to other streams, such as commercial food scraps and potentially yard waste from residential customers Collecting and diverting these streams of organic waste could require new infrastructure and this pilot will allow us to explore those infrastructure needs
- ✓ Concrete recycling pilot – currently the Landfill is accepting clean concrete at no charge as a pilot for a permanent concrete recycling program; the landfill has accumulated 275 tons

FY 2020-2021 Initiatives

High Performing Governance

- ✓ Through operational efficiencies the Hazardous Products Center (HPC) will restructure to enhance the operation of the Landfill Scale House
- ✓ Through better hiring practices, improved encouragement and recognition programs and presenting a clear career path, the Solid Waste section will actively pursue an improved turnover and retention rate

Sustainable, Innovative Infrastructure

- ✓ Exploring options related to the Materials Recovery Facility (MRF) contract, including discussions with the Arizona Department of Environment Quality and surrounding municipalities to utilize Flagstaff as a regional hub for the sorting of recyclables, which would increase the financial viability of the MRF
- ✓ Landfill Cell E Redesign – Cell E is currently designed to be 30 to 50 feet deep; however, it may be necessary to excavate 100 feet further down to realize cover material for future operations
- ✓ Realignment of Landfill road and infrastructure to meet future operational needs

Environmental Stewardship

- ✓ Implementing a comprehensive litter fence repair program that will systematically inspect and repair all the 25-foot litter fences which prevent wind-blown litter from entering the surrounding National Forest property
- ✓ Implementation of Volumetric Pricing Pilot – in the Summer 2020, staff plans to pilot the rollout of volumetric pricing, which allows residents to choose from more trash cart sizes with smaller sizes available at a lower cost

Performance Measures

Priority: High Performing Governance
Objective: Enhance the organization's fiscal stability and increase efficiency and effectiveness

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Operating margin	25%	25%	26%	23%	25%

Priority: Environmental Stewardship
Objective: Actively manage and protect all environmental and natural resources

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Residential collection diversion rate	75%	15%	13%	13%	15%
Landfill compaction rate (pounds)	1,200	1,550	1,554	1,427	1,300
Trash to daily cover material ratio	3:1	2:1	4:1	4:1	4:1

165 - Solid Waste - Landfill

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	` Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 1,118,677	$ 1,461,953	$ 1,217,674	$ 1,494,006	$ 32,053
Contractuals	913,254	421,051	350,697	478,143	57,092
Commodities	366,395	435,276	362,545	418,326	(16,950)
Capital	109,593	1,640,494	457,226	5,265,768	3,625,274
Total	**$ 2,507,919**	**$ 3,958,774**	**$ 2,388,142**	**$ 7,656,243**	**$ 3,697,469**
Expenditures by Program:					
General Administration	$ 105,142	$ 304,483	$ 304,483	$ 350,632	$ 46,149
Sanitary Landfill	1,946,110	3,092,797	1,522,165	6,745,937	3,653,140
Landfill Outside Contract	45,893	112,317	112,317	83,380	(28,937)
Hazardous Product Center (Landfill)	410,774	449,177	449,177	476,294	27,117
Total	**$ 2,507,919**	**$ 3,958,774**	**$ 2,388,142**	**$ 7,656,243**	**$ 3,697,469**
Source of Funding:					
	Solid Waste Fund			$ 7,656,243	
				$ 7,656,243	

Commentary:

The Solid Waste - Landfill section operating budget has increased by 3%. There are capital expenditures of $5,265,768, resulting in an overall net increase of 93%. The Personnel Services increase of 2% is mainly due to a COLA increase, an increase in medical insurance and an increase in retirement contributions. Contractuals increase of 14% is mainly due to increases in e-waste disposal costs, appraisal fees and permits, and radio system maintenance. Commodities decrease of 4% is mainly due to a decrease in other operating supplies. Major capital (>$10,000) includes capital equipment, capital improvements and the annual landfill set-aside.

Authorized Personnel/Positions: Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	2	2	2	0	2
Equipment Operator	6	4	4	0	4
Landfill Environmental Aide	0.5	0.5	0.5	0	0.5
Landfill Environmental Assistant	2	2	2	0	2
Landfill Environmental Program Specialist	1	1	1	0	1
Project Manager	2	2	2	0	2
Public Works Manager	1	1	1	0	1
Public Works Section Director	1	1	1	0	1
Public Works Supervisor	1	1	1	0	1
Total	16.5	14.5	14.5	0	14.5

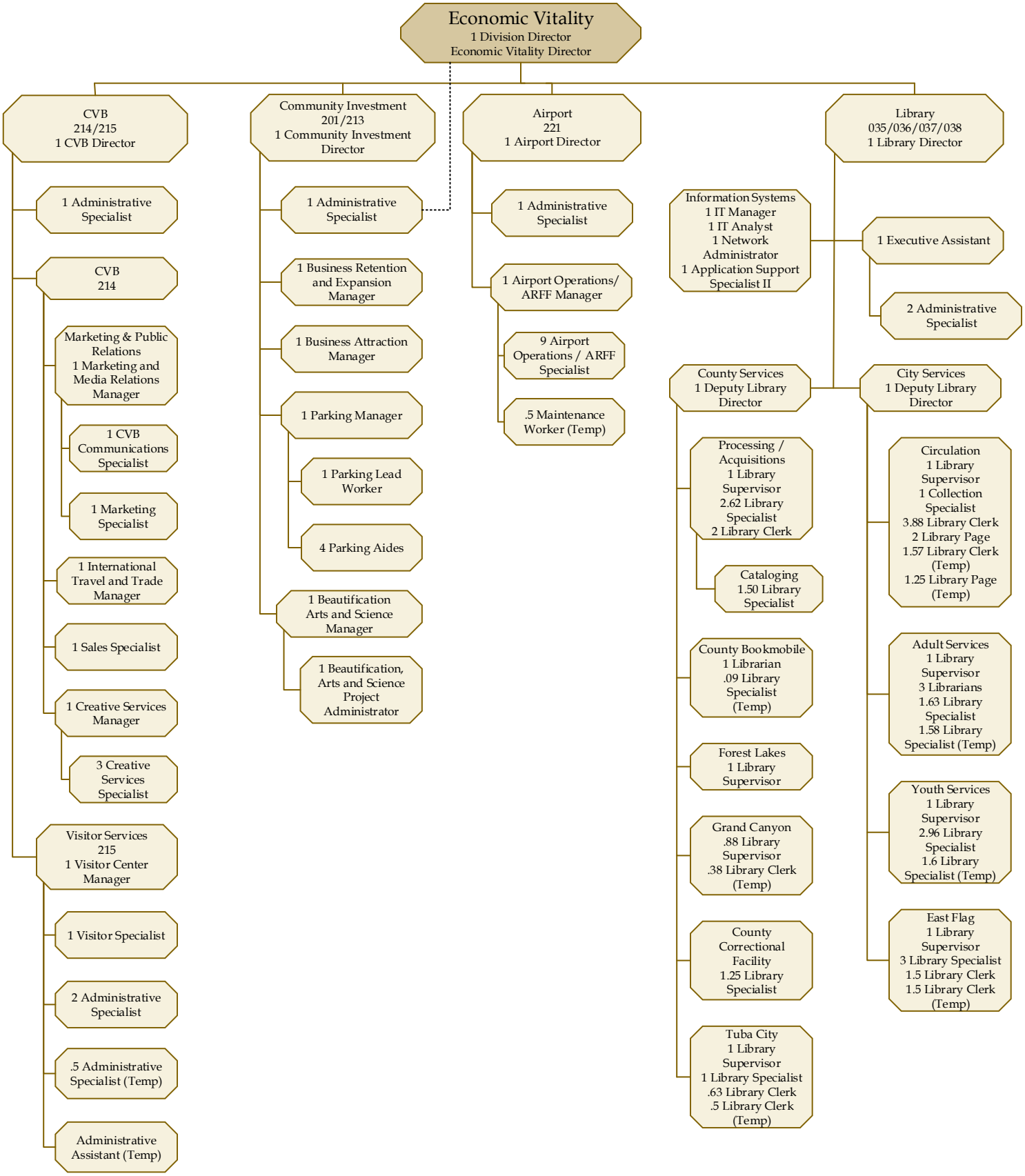
166 - Solid Waste - Collections

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	` Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 2,363,644	$ 2,442,273	$ 2,577,804	$ 2,565,671	$ 123,398
Contractuals	3,081,639	3,235,611	3,235,611	3,224,812	(10,799)
Commodities	1,169,188	1,004,971	1,004,971	1,119,671	114,700
Capital	515	1,552,000	632,069	1,579,931	27,931
Total	**$ 6,614,986**	**$ 8,234,855**	**$ 7,450,455**	**$ 8,490,085**	**$ 255,230**
Expenditures by Program:					
General Administration	$ 344,823	$ 492,293	$ 492,293	$ 461,142	$ (31,151)
Residential Collection	1,860,626	2,440,451	2,131,681	2,616,039	175,588
Bin Maintenance - Residential	87,725	85,543	85,543	120,193	34,650
Recycling Curbside Collection	849,846	1,312,358	1,291,197	963,959	(348,399)
Commercial Collection	2,365,760	2,639,927	2,185,458	3,092,022	452,095
Bin Maintenance - Commercial	109,243	103,544	103,544	108,775	5,231
Commercial Recycling	651,774	799,194	799,194	831,156	31,962
Hoist & Haul	345,189	361,545	361,545	296,799	(64,746)
Total	**$ 6,614,986**	**$ 8,234,855**	**$ 7,450,455**	**$ 8,490,085**	**$ 255,230**
Source of Funding:					
	Solid Waste Fund			$ 8,490,085	
				$ 8,490,085	

Commentary:

The Solid Waste - Collections operating budget has increased by 3%. There are capital expenditures of $1,579,931, resulting in an overall net increase of 3%. The Personnel Services increase of 5% is mainly due to two one-time retirement payouts, a COLA increase, an increase in medical insurance and an increase in retirement contributions. Contractuals remained relatively flat year to year. Commodities increase of 11% is mainly due to adding additional waste containers. Major capital (>$10,000) includes a carryforward for the replacement of two collection vehicles along with the purchase of a third replacement collection vehicle.

Authorized Personnel/Positions: Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	2	2	2	0	2
Customer Relations Supervisor	1	1	1	0	1
Equipment Operator	23	23	23	0	23
Program Assistant	0.5	0.5	0.5	0	0.5
Public Works Manager	1	1	1	0	1
Public Works Supervisor	2	2	2	0	2
Solid Waste Lead Worker	3	3	3	0	3
Total	32.5	32.5	32.5	0	32.5


Economic Vitality
1 Division Director
Economic Vitality Director
CVB
214/215
1 CVB Director
1 Administrative Specialist
CVB
214
Marketing & Public Relations
1 Marketing and Media Relations Manager
1 CVB Communications Specialist
1 Marketing Specialist
1 International Travel and Trade Manager
1 Sales Specialist
1 Creative Services Manager
3 Creative Services Specialist
Visitor Services
215
1 Visitor Center Manager
1 Visitor Specialist
2 Administrative Specialist
.5 Administrative Specialist (Temp)
Administrative Assistant (Temp)
Community Investment
201/213
1 Community Investment Director
1 Administrative Specialist
1 Business Retention and Expansion Manager
1 Business Attraction Manager
1 Parking Manager
1 Parking Lead Worker
4 Parking Aides
1 Beautification Arts and Science Manager
1 Beautification, Arts and Science Project Administrator
Airport
221
1 Airport Director
1 Administrative Specialist
1 Airport Operations/ ARFF Manager
9 Airport Operations / ARFF Specialist
.5 Maintenance Worker (Temp)
Library
035/036/037/038
1 Library Director
Information Systems
1 IT Manager
1 IT Analyst
1 Network Administrator
1 Application Support Specialist II
1 Executive Assistant
2 Administrative Specialist
County Services
1 Deputy Library Director
Processing / Acquisitions
1 Library Supervisor
2.62 Library Specialist
2 Library Clerk
Cataloging
1.50 Library Specialist
County Bookmobile
1 Librarian
.09 Library Specialist (Temp)
Forest Lakes
1 Library Supervisor
Grand Canyon
.88 Library Supervisor
.38 Library Clerk (Temp)
County Correctional Facility
1.25 Library Specialist
Tuba City
1 Library Supervisor
1 Library Specialist
.63 Library Clerk
.5 Library Clerk (Temp)
City Services
1 Deputy Library Director
Circulation
1 Library Supervisor
1 Collection Specialist
3.88 Library Clerk
2 Library Page
1.57 Library Clerk (Temp)
1.25 Library Page (Temp)
Adult Services
1 Library Supervisor
3 Librarians
1.63 Library Specialist
1.58 Library Specialist (Temp)
Youth Services
1 Library Supervisor
2.96 Library Specialist
1.6 Library Specialist (Temp)
East Flag
1 Library Supervisor
3 Library Specialist
1.5 Library Clerk
1.5 Library Clerk (Temp)

Mission

The mission of the Flagstaff City-Coconino County Public Library is to inspire learning, enrich lives and strengthen community.

Program Description

The Library provides an inclusive and welcoming environment that connects people to opportunities and strengthens our community. It provides access to free print and digital materials including books, movies, magazines, vocational and educational tests and more. It provides professional and educational assistance with technology, including access to computers, the internet, numerous databases and research. Patrons can also find study space in the library or meet as a group in one of the library's meeting rooms. The library enhances the quality of life of citizens and visitors of Flagstaff by offering two Flagstaff locations and seven libraries within Coconino County. The library is funded through the City and County general funds and grants.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Successfully integrated centralized cataloging for the Coconino County Library District, thus creating more efficiencies in the ordering, processing and cataloging of newly purchasing materials throughout the county
- ✓ Couriered 144,000 circulating items between the Downtown and East Flagstaff library, thus providing better customer service by making items available at the library location that is more convenient for our patrons to access
- ✓ Constructed a conference room which is available to the non-profit public for booking, along with our community room and small meeting room, giving the public access to a space with easy-to-use technology for meetings, interviews and other uses
- ✓ Digitized over 4,500 pages of Flagstaff Airport Archival documents and uploaded to the Arizona Memory Project
- ✓ Reorganized and catalogued several collections for better record keeping and ease of access and began offering several new item types (Nintendo Switch, board games, and art kits) to increase collection variety and availability

Safe & Healthy Community

- ✓ Remodeled the East Flagstaff Community Library to better reflect our diverse community, provide safe, welcoming spaces for children and teens, and created a family restroom
- ✓ Collaborated with NAU's Masters in Social Work Program to begin a social worker in the library service
- ✓ Hired security guards for both the main and east Flagstaff libraries to help manage patron behavior and offer support to our library staff and overall community

Inclusive & Engaged Community

- ✓ Formed new connections with community partners including FUSD school librarians and the Flagstaff Literacy Center and hosted an NAU Social Worker intern
- ✓ Distributed approximately 10,000 free lunches in partnership with the Flagstaff Family Food Center
- ✓ Began offering Bookmobile services at Flagstaff Senior Meadows, allowing this population access to library materials and information services
- ✓ Partnered with Coconino County to bring census registration to remote areas of the county
- ✓ Expanded teen volunteer program to be year-round at East Flagstaff Community Library
- ✓ Implemented Better Bucks program where patrons can purchase Better Bucks from the libraries, take them to hand out or donate back to the library for distribution resulting in providing 350 booklets to patrons in need
- ✓ Awarded Writers in Residence grant for 2020 and used this as a springboard to launch an ongoing volunteer writer in residence program

- ✓ Facilitated over 500 children's programs with more than 11,000 attendees ranging from early literacy skill building for tots and preschool age children to interactive STEM activities for teens after school
- ✓ Conducted over 300 programs for adults with 4,000 patrons attending including author discussions, writing workshops, book clubs, trivia nights, Art in the Stacks and Local Legends presentations
- ✓ Over 630,000 people came into the Flagstaff libraries, more people than attended a Phoenix Suns home game in the 2019 season

Robust Resilient Economy

- ✓ Brought Grow with Google to Flagstaff where 222 patrons attended one of four workshops as well as one-on-one trainings designed to develop technical and job skills for individuals and businesses

Livable Community

- ✓ Increased social media engagement with community to foster communication as well as offered a wide variety of programs at different locations to provide educational and recreational opportunities for all Flagstaff residents

Environmental Stewardship

- ✓ Implemented digital magazines at the Flagstaff Libraries to reduce cost and offer more content with less paper waste

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FY 2020-2021 Initiatives

High Performing Governance

- ✓ Launch new library website that is responsive, easier to navigate and fosters clearer communication
- ✓ Partner with the Northern Arizona Heritage Response Coalition comprised of local archival institutions through a Coalition Mutual Aid Agreement that would protect our collections in the event of a natural disaster
- ✓ Implement procedures that better utilize the Integrated Library System to reduce unnecessary cost in library materials and handling; also offer more self-service opportunities
- ✓ Unify the library resources between the two Flagstaff libraries to better address the needs of both locations

Inclusive & Engaged Community

- ✓ Implement Books by Mail service for the Blind and Physically Disabled of Coconino County
- ✓ Foster further collaboration between the Library and FUSD through visits and workshops
- ✓ Find new ways to reach and engage under-served populations, specifically low-income families with young children, patrons experiencing homelessness and the LGBTQIA+ community
- ✓ Increase programs offered by and for the Native American community
- ✓ Remodel front entry of Downtown library in collaboration with Beautification and Public Art Commission for ADA access and a more welcoming, beautiful space
- ✓ Create an Outreach Book Club for seniors at the Joe C. Montoya Center
- ✓ Increase partnerships with local organizations to facilitate programming and community investment

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Performance Measures

Priority: Inclusive & Engaged Community
Objective: Ensure City facilities, services, and programs are accessible for all residents

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Increase usage of computer and Wi-Fi sessions by 3% annually	3%	233,924	229,816	234,412	241,444
Increase in Flagstaff residents with active Library cards (used in last 3 years)	3%	29,237	29,365	30,246	31,153

Priority: Inclusive & Engaged Community; Livable Community
Objective: Advance social equality and social justice in Flagstaff; Provide educational opportunities for Flagstaff and residents

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Provide monthly trainings on job readiness, assist with job applications and enhance technology skills with a 5% participation increase annually	5%	611	578	595	613

Priority: Inclusive & Engaged Community
Objective: Facilitate and foster diversity and inclusivity; Advance social equality and social justice in Flagstaff

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Acquire and maintain quality resources in various formats for a diverse population to promote annual increases in circulation of items	2%	921,141	942,369	961,216	980,440

035 - Library City Direct

Expenditures by Category:

	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 2,500,973	$ 2,778,643	$ 2,778,643	$ 2,832,497	$ 53,854
Contractuals	436,779	549,714	549,714	543,510	(6,204)
Commodities	403,716	597,585	497,964	567,437	(30,148)
Capital	82,370	1,088,390	445,000	1,020,390	(68,000)
Total	**$ 3,423,838**	**$ 5,014,332**	**$ 4,271,321**	**$ 4,963,834**	**$ (50,498)**

Expenditures by Program:

General Administration	$ 565,674	$ 1,671,763	$ 1,028,373	$ 1,738,887	$ 67,124
Technical Services	743,095	998,621	952,500	871,979	(126,642)
Public Services	1,529,769	1,582,035	1,582,035	1,611,502	29,467
East Flag Library	557,904	656,988	603,488	702,931	45,943
Main Library Automation	27,322	22,070	22,070	22,070	-
PALSmobile Flagstaff Funded	74	82,855	82,855	16,465	(66,390)
Total	**$ 3,423,838**	**$ 5,014,332**	**$ 4,271,321**	**$ 4,963,834**	**$ (50,498)**

Source of Funding:

Library Fund	$ 4,963,834
	$ 4,963,834

Commentary:

The Library City Direct section operating budget has remained flat year over year. There are capital expenditures of $1,020,390, resulting in an overall net decrease of 1%. The Personnel Services increase of 2% is mainly due to a COLA increase, an increase in medical insurance and an increase in retirement contributions. Contractuals decrease of 1% is mainly due to decreases in funding for security guards for both the East Flagstaff and Downtown locations, building improvements and telephone utilities. Commodities decrease of 5% is mainly due to computer equipment, library subscriptions and circulating materials. Major capital (>$10,000) for this section includes replacing the boiler and renovating the mechanical room at the Downtown location ($125,000); sealing and repainting the ceiling at the Downton location ($60,000); vehicle replacement ($58,390); and replacing windows throughout the Downtown Library ($777,000).

Authorized Personnel/Positions:

Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	2	2	2	0	2
Collections Specialist	1	1	1	0	1
Deputy Library Director	2	2	2	0	2
Executive Assistant	1	1	1	0	1
IT Analyst	1	1	1	0	1
Librarian	2	2	3	0	3
Library Clerk	7.26	7.38	7.38	0	7.38
Library Clerk (Temp)	3.37	3.07	3.07	0	3.07
Library Director	1	1	1	0	1
Library Manager	0	0	0	0	0
Library Page	2	2	2	0	2
Library Page (Temp)	1.25	1.25	1.25	0	1.25
Library Specialist	12.59	12.71	11.71	0	11.71
Library Specialist (Temp)	3.18	3.18	3.18	0	3.18
Library Supervisor	5	5	5	0	5
Network Administrator	1	1	1	0	1
Total	45.65	45.59	45.59	0	45.59

036/037- Library County

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 651,215	$ 669,099	$ 669,099	$ 710,581	$ 41,482
Contractuals	92,122	1,352,735	110,725	861,511	(491,224)
Commodities	237,431	271,975	271,975	256,258	(15,717)
Total	**$ 980,768**	**$ 2,293,809**	**$ 1,051,799**	**$ 1,828,350**	**$ (465,459)**
Expenditures by Program:					
County Jail	$ 84,726	$ 90,654	$ 90,654	$ 93,074	$ 2,420
County Bookmobile	94,674	94,316	94,316	94,476	160
Forest Lakes Library	69,855	99,472	99,472	92,151	(7,321)
Tuba City Library	260,271	253,161	253,161	250,048	(3,113)
Supai Library	2,113	5,367	5,367	5,367	-
Grand Canyon	104,869	114,959	114,959	114,677	(282)
County-wide Projects	205,614	1,635,880	393,870	1,178,557	(457,323)
Total	**$ 822,122**	**$ 2,293,809**	**$ 1,051,799**	**$ 1,828,350**	**$ (465,459)**
Source of Funding:					
	Library Fund			$ 1,828,350	
				$ 1,828,350	

Commentary:

The Library County section operating budget has decreased 20%. There are no capital expenditures. The Personnel Services increase of 6% is primarily due to a one-time retirement payout, a COLA increase, an increase in medical insurance and an increase in retirement contributions. Contractual decreases of 36% are mainly due to a decrease in service partner contracts. Commodities decreases of 6% are mainly due to reductions in office supplies, processing supplies and circulated materials. There is no major capital (>$10,000) for this section.

Authorized Personnel/Positions: Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Application Support Specialist II	1	1	1	0	1
IT Manager	1	1	1	0	1
Librarian	1	1	1	0	1
Library Clerk	1	0.63	0.63	0	0.63
Library Clerk (Temp)	0.88	0.88	0.88	0	0.88
Library Specialist	2.25	2.25	2.25	0	2.25
Library Specialist (Temp)	0.09	0.09	0.09	0	0.09
Library Supervisor	2.88	2.88	2.88	0	2.88
Total	9.73	9.73	9.73	0	9.73

038 - Library Grants and County Wide Projects

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Contractuals	$ 18,862	$ 10,000	$ 10,000	$ 10,000	$ -
Commodities	44,419	45,000	45,000	45,000	-
Total	**$ 247,350**	**$ 55,000**	**$ 55,000**	**$ 55,000**	**$ -**
Expenditures by Program:					
County-wide Projects	$ 175,450	$ -	$ -	$ -	$ -
Youth Services Grant	8,480	-	-	-	-
Library LSTA FY2018	-	55,000	55,000	55,000	-
Library State Grant-in-Aid FY2019 (Fed Grant)	25,000	-	-	-	-
LSTA-2018 Intentional Spaces	24,100	-	-	-	-
LSTA-2018 Comm Enrich Thru Tutoring Underserved Populations	9,494	-	-	-	-
Library-Writers In Residence Sub-Grant FY-2019	4,800	-	-	-	-
Library-Education Thru Interactive Spaces	26	-	-	-	-
Total	**$ 247,350**	**$ 55,000**	**$ 55,000**	**$ 55,000**	**$ -**
Source of Funding:					
	Library Fund			$ 55,000	
				$ 55,000	

Commentary:
Library grants are, in nature, one-time revenues and expenditures as grant funding opportunities arise.

Mission

Enhancing the prosperity, long-term viability and resilience of our community.

Program Description

The Economic Development Program promotes sustainable retail, commercial and industrial development that enhances high wage/low impact employment. Our work increases revenues by providing support, analysis and programs for businesses; develops and cultivates infrastructure that preserves quality of life and allows access to intellectual resources; and develops connections between businesses, people and the organizations that can take them to the next level. This program is funded with 9.5% from the Bed, Board and Beverage (BBB) Tax and through revenues from leases in the Business Incubator and Business Accelerator located on Innovation Mesa.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Worked with internal staff to identify a list of infrastructure projects, some of which have been included in the Northern Arizona Council of Governments (NACOG) Comprehensive Economic Development Strategy (CEDS)
- ✓ Provided Council with presentations and tours that enhanced their understanding of issues facing the business community from vacant commercial space in mixed use housing to workforce development to an introduction to some of the tools available for economic development
- ✓ At the direction of the City Manager's Office, completed two studies designed to better understand the dynamics of the Flagstaff economy and potential policy and practices that could enhance it
- ✓ Presented overview of Flagstaff economic and community development to Centro de Ensenanza Tecnica y Superior (CETYS) Mexicali students
- ✓ Presented successes of innovative workforce partnership efforts to the National Association of Latino Elected and Appointed Officials (NALEO) and to the Arizona Educational Research Organization (AERO)

Safe & Healthy Community

- ✓ Invested in upgrading the camera security system in the Accelerator to provide a safer environment for tenants

Inclusive & Engaged Community

- ✓ Presented a suite of services and data analytics to two different Basic Business Empowerment classes
- ✓ Provided articles in Innovation and Technology Today, Flagstaff Business News and the Business Xpansion Journal celebrating the local industries and encouraging growth

Sustainable, Innovative Infrastructure

- ✓ Delivered an Adaptive Reuse Policy that directs small businesses to existing business development resources and encourages small businesses to locate in existing vacant spaces
- ✓ Made improvements to the Incubator and Accelerator facilities such as enhanced wireless capability, enhanced security capability and improved heating systems

Robust Resilient Economy

- ✓ Maintained near target occupancy levels at the Incubator and Accelerator (72% overall)
- ✓ Delivered a Business Retention and Expansion policy to assist area businesses
- ✓ Awarded a winner in the second annual Innovate Waste Challenge 2020
- ✓ Provided Buxton Analytics to over ten businesses and twenty entrepreneurs
- ✓ Traveled to multiple trade shows to recruit businesses and help potential locates understand our community market
- ✓ Adoption of Incentive policies for Attraction and Retention/Expansion in the community

Livable Community
- ✓ Enhanced the existing cradle to career network by building stronger relationships between education, workforce and economic development practitioners and industry
- ✓ Working with the collaborative ARIZONA@WORK Coconino County Business Services Team (BST), delivered two Law Enforcement Career Days to 40 high school students, Law Enforcement Career Day II to 20 high school students and Industrial Arts and Technology Youth Talent Pipeline Summit to 44 regional area businesses
- ✓ Transformed the Flagstaff Internship Network into the growing Future Readiness Collaborative

Environmental Stewardship
- ✓ Implemented the Innovate Waste Challenge Year 2
- ✓ Partnered with Sustainability and Water Services to deliver the Green Building Certification program through Local First Arizona

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FY 2020-2021 Initiatives

High Performing Governance
- ✓ Economic Development Master Planning to help programming best address the changing conditions of the community's economy

Safe & Healthy Community
- ✓ Continued improvements to the Incubator and Accelerator to make them more comfortable and effective as business spaces including fixing the heating

Inclusive & Engaged Community
- ✓ Further upgrades to the ChooseFlagstaff website
- ✓ Conversations with ECONA (Economic Collaborative of Northern Arizona), the Chamber, Economic Development partners and businesses to continue to improve service delivery and adapt programming to changing conditions

Sustainable, Innovative Infrastructure
- ✓ Partnership with Information Technology to deliver enhanced broadband to the Northern Arizona Center for Entrepreneurship and Technology (NACET) facilities and potentially the greater community
- ✓ Additional improvements to the Incubator and Accelerator with potential for solar systems and digital connectivity between the two facilities

Robust Resilient Economy
- ✓ Business Retention and Expansion Incentive Policy implementation
- ✓ Business Attraction Incentive Policy implementation
- ✓ Update and refresh of the Visit, Discover, Grow campaign

Livable Community
- ✓ Attraction and expansion efforts in partnership with the Downtown Business Association (DBA) and the Mall to bring additional shopping and experiential opportunities (FUN) and prevent further retail leakage
- ✓ Continue to develop and enhance workforce pipelines for construction technologies, law enforcement and industrial arts and technology

Environmental Stewardship
- ✓ Innovate Waste Challenge Year 3
- ✓ Green Business Certification Year 2 in partnership with Sustainability and Water Services
- ✓ Potential Auto Dealer Sales Tax Rebate in partnership with Sustainability to help keep vehicle purchases local and enhance the fuel efficiency of the community fleet

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Performance Measures

Priority: Robust Resilient Economy
Objective: Maintain and enhance an effective business recruitment, retention and expansion program

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Target an increasing number of contacts with local businesses in all areas of Flagstaff	7%	700	750	775	800

Priority: Robust Resilient Economy
Result: Enhance understanding between the development community, the City and Flagstaff residents

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Establish interdepartmental monthly working meetings/discussions to explore code issues relative to local businesses	6	10	6	6	6
Convene quarterly discussions with internal and external partners to identify funding mechanisms and to develop preparedness for responding to opportunities	4	2	4	4	4

201 - Community Investment

Expenditures by Category:

	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 149,744	$ 143,038	$ 143,038	$ 80,174	$ (62,864)
Contractuals	7,896	19,326	19,326	16,366	(2,960)
Commodities	12,516	11,250	11,250	10,725	(525)
Capital	-	50,000	50,000	-	(50,000)
Total	**$ 170,156**	**$ 223,614**	**$ 223,614**	**$ 107,265**	**$ (116,349)**

Expenditures by Program:

General Administration	$ 119,354	$ 130,579	$ 130,579	$ 107,265	$ (23,314)
Community Design	50,802	43,035	43,035	-	(43,035)
2017 EPA Brownfield Assessment Grant	-	50,000	50,000	-	(50,000)
Total	**$ 170,156**	**$ 223,614**	**$ 223,614**	**$ 107,265**	**$ (116,349)**

Source of Funding:

General Fund	$ 85,302
Library Fund	2,595
Highway User Revenue Fund	2,706
Transportation Fund	748
Parking District Fund	384
Water Services Fund	8,263
Stormwater Fund	397
Solid Waste Fund	5,332
SEMS Fund	444
Airport Fund	1,094
	$ 107,265

Commentary:

The Community Investment operating budget has decreased by 38%. There are no capital expenditures, resulting in an overall net decrease of 52%. The Personnel Services decrease of 44% is mainly due to a reorganization and position reclassification offset by a COLA increase, an increase in medical and dental insurance and an increase in retirement contributions. Contractuals decrease of 15% is mainly due to reductions in travel, education and training. Commodities decrease of 5% is mainly due to reductions to food and promotional materials. There is no major capital (>$10,000) for this section.

Authorized Personnel/Positions:

Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	1	1	1	0	1
Beautification, Arts and Science Manager	0	1	1	0	1
Community Design and Redevelopment Manager	1	0	0	0	0
Beautification, Arts and Science Project Admin	1	1	1	0	1
Community Investment Director	1	1	1	0	1
Division Director	1	1	1	0	1
Total	5	5	5	0	5

213 - Economic Development

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 252,795	$ 249,980	$ 238,980	$ 259,497	$ 9,517
Contractuals	612,174	991,124	786,440	957,609	(33,515)
Commodities	52,026	52,145	38,145	29,895	(22,250)
Total	**$ 916,995**	**$ 1,293,249**	**$ 1,063,565**	**$ 1,247,001**	**$ (46,248)**
Expenditures by Program:					
General Administration	$ 209,523	$ 463,689	$ 324,689	$ 335,346	$ (128,343)
Incubator	285,284	252,005	252,005	302,005	50,000
Service Partner Agencies	6,923	5,928	5,928	5,928	-
Business Retention & Expansion	99,265	121,178	116,494	177,381	56,203
Business Attraction	122,020	219,565	133,565	195,457	(24,108)
Business Accelerator - Innovation Mesa	193,980	230,884	230,884	230,884	-
Total	**$ 916,995**	**$ 1,293,249**	**$ 1,063,565**	**$ 1,247,001**	**$ (46,248)**
Source of Funding:					
	Economic Development Fund			$ 1,247,001	
				$ 1,247,001	

Commentary:

The Economic Development operating budget has decreased by 4%. There are no capital expenditures. The Personnel Services increase of 4% is mainly due to a COLA increase, an increase in medical insurance and an increase in retirement contributions. The contractuals decrease of 3% is mainly due to a reduction from prior year one-time study on business threats from minimum wage, climate change, the internet and other areas. The commodities decrease of 43% is mainly due to a decrease in promotional materials. There is no major capital (>$10,000) for this section.

Authorized Personnel/Positions: Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Business Attraction Manager	1	1	1	0	1
Business Retention and Expansion Manager	1	1	1	0	1
Total	2	2	2	0	2

Mission

To protect and enhance the quality of life and economic prosperity by creating, enhancing and preserving the sense of place, local character and the cultural diversity and heritage of Flagstaff.

Program Description

The Beautification program functions with Beautification and Public Art Commission (BPAC) oversight and works in accordance with the provisions of the Bed, Board and Beverage (BBB) Tax. This program delivers streetscapes, landscaping, building and signage improvement programs and projects. The program includes small grants for beautification and historic preservation projects, as well as initiating, executing and maintaining medium and large capital projects.

FY 2019-2020 Accomplishments

High Performing Governance
- ✓ Restructured the program to increase staff capacity specifically focused on Arts & Science
- ✓ Created a new manager position and secured a year-round intern
- ✓ Reworked the annual BPAC Budget retreat process to be more transparent and inclusive
- ✓ Increased training for new BPAC members

Safe & Healthy Community
- ✓ Improved the FUTS trail along Route 66 at Steve's Boulevard for enhanced safety and aesthetics

Inclusive & Engaged Community
- ✓ Significant outreach to stakeholders such as schools, neighborhood associations and alliances
- ✓ Created the "Walk this Talk" tour for locals and visitors to learn more about the Route 66 history while offering a learning opportunity for our youth

Robust Resilient Economy
- ✓ Provided new holiday wreaths and a pilot flower project to help create a vibrant and attractive downtown and Southside business district

Livable Community
- ✓ Provided new landscaping around Joel Montalvo Park to enhance the popular ball fields and to create a more welcoming environment
- ✓ New Buffalo Park signage clarifies the Nate Avery Trail Loop and enhances the community knowledge of this important public park

Environmental Stewardship
- ✓ Through Historic Façade grants, restored six historic structures in Flagstaff, leveraging a minimum of $50,000 in match
- ✓ Created a new pollinator garden in Heritage Square as a key public information point for the Mayor's monarch butterfly initiative
- ✓ Provided a continued $30,000 to Sustainability for litter pick-up

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FY 2020-2021 Initiatives

High Performing Governance
- ✓ Update the mission, vision and key objectives for the beautification program
- ✓ Revise the Beautification in Action grant program
- ✓ Improve our project-tracking tools for beautification projects

Safe & Healthy Community
- ✓ Continue to seek to place beautification projects in underserved communities

Inclusive & Engaged Community
- ✓ Increase youth and school engagement with increased capacity and through the focused work of a Volunteers in Service to America (VISTA) intern

Sustainable, Innovative Infrastructure
- ✓ Complete the Downtown Library entry project which will bring the space up to Americans with Disabilities Act (ADA) compliance while providing new plantings and a base for a new public art piece
- ✓ Route 66 to Fanning landscaping will increase urban green space and beautify a high-visibility highway
- ✓ Complete the Fourth Street Bridge expansion project and to create an artistic bridge with increased safety features for bikes and pedestrians

Robust Resilient Economy
- ✓ Expand the flower project downtown and on the Southside
- ✓ Engage the public and local artists in an Alley Activation initiative in the historic downtown

Livable Community
- ✓ Create an outdoor area with bike parking, seating and public art on Aspen Avenue

Environmental Stewardship
- ✓ Provide funding for a healthy urban forest in Flagstaff

Performance Measures

Priority: Livable Community
Result: Create a welcoming community through partnerships, strong neighborhoods, civic engagement, and resident participation

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Deliver ten projects from the 5-year plan	10	6	5	7	8

Priority: Livable Community
Objective: Achieve a well-maintained community through comprehensive and equitable code compliance

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Seek funding commitment or actual funding for litter removal and litter education	$30,000	$30,000	$30,000	$30,000	$30,000

211 - Beautification

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 119,189	$ 152,703	$ 152,703	$ 188,598	$ 35,895
Contractuals	117,901	154,261	154,261	281,700	127,439
Commodities	1,379	200	200	30,000	29,800
Total	**$ 238,469**	**$ 307,164**	**$ 307,164**	**$ 500,298**	**$ 193,134**
Expenditures by Program:					
General Administration	$ 150,913	$ 168,664	$ 168,664	$ 217,798	$ 49,134
Commission	236	1,000	1,000	2,500	1,500
Special Projects and Unprogrammed Work	39,712	50,000	50,000	115,000	65,000
Beautification Grant Program	47,608	87,500	87,500	165,000	77,500
Total	**$ 238,469**	**$ 307,164**	**$ 307,164**	**$ 500,298**	**$ 193,134**
Source of Funding:					
	Beautification Fund			$ 500,298	
				$ 500,298	

Commentary:

The Beautification operating budget has increased by 63%. There are no capital expenditures. The Personnel Services increase of 24% is mainly due to a reorganization, a COLA increase, an increase to medical insurance and an increase in retirement contributions. Contractuals have increased by 83% due to increased funding requests for travel, Beautification in Action grants and moving ongoing operating maintenance from capital. Commodities increase of 14,900% is due to the reclassification of capital as an operating expense. There is no major capital (>$10,000) for this section.

Mission

The mission of the Convention and Visitors Bureau (CVB) is to develop, promote and maintain Flagstaff as a year-round visitor destination with professional services that will benefit the community economically, environmentally and socially.

Vision

Flagstaff is recognized as the destination for all seasons.

Program Description

The Convention and Visitors Bureau (CVB), also known as 'Discover Flagstaff,' is charged with administering tourism programs for the City of Flagstaff and tourism stakeholders in Flagstaff. Discover Flagstaff receives a 30% allocation from the Bed, Board, and Beverage (BBB) tax revenues annually. Programs include, but are not limited to, marketing and direct sales to international and domestic tour operators, wholesalers and in-bound receptive tour operators, individual leisure travelers and meeting/convention planners; in addition, this team functions as the Film Commission Office and media relations liaison – procuring earned media coverage both domestically and internationally, as well as development of community outreach and educational programs. Additionally, this team conducts and procures industry specific research and aggregates industry specific data for the betterment of the City and tourism stakeholders in Flagstaff. Discover Flagstaff is the marketing arm for the City of Flagstaff.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ New website Discover Flagstaff, www.discoverflagstaff.com performed at a very high level education, inspiring and motivating travel to the region and the City; received 1.7 million page views

Safe & Healthy Community/Livable Community

- ✓ By creating and participating in the Winter Recreation Taskforce kept the residents safer; produced, distributed and gained eyes on a digital format for this critical education piece where the drive-market visitor gained knowledge of where to go for snow play and alternative activities during this time period
- ✓ 'Stay and Play Responsibly' is messaging that went out to over 600,000 households in Phoenix and in Las Vegas aimed at keeping the public safe while enjoying snow play

Inclusive & Engaged Community

- ✓ Integral in organizing the community and stakeholders around the award-winning Lunar Legacy program which created pride and generated visitor dollars to the community

Sustainable, Innovative Infrastructure

- ✓ Funding was provided to Sustainability to assist with litter clean-up in the community as well as purchase trash receptacles

Robust Resilient Economy

- ✓ The average daily rate (ADR) for the City increased by 2.9%
- ✓ The revenue per available room (RevPAR) for the City increased by 2.5%
- ✓ BBB tax collection increased year-over-year by 3.8%
- ✓ Visitation brought in direct spending of over $500 million to the community

Environmental Stewardship

- ✓ Hosted two environmental clean-up days where over 150 pounds of trash was picked up
- ✓ Marketed to and supported the Dark Skies Coalition and the preservation of the Flagstaff dark skies
- ✓ Part of the Pledge for the Wild campaign, www.pledgewild.com where all of the proceeds went to the Flagstaff Trails Initiative

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FY 2020-2021 Initiatives

High Performing Governance

- ✓ Continue using the philosophy of 'best and highest use' of our budget to educate, inspire and motivate responsible tourism to our destination

Safe & Healthy Community

- ✓ Participate with the community and government groups that focus on safety in our community, i.e. Winter Recreation Task force

Inclusive & Engaged Community

- ✓ Support the community initiatives through our owned and earned media
- ✓ Work with the Downtown Business Alliance (DBA) on downtown programing
- ✓ Work with Economic Vitality on the Flagstaff Local program

Sustainable, Innovative Infrastructure

- ✓ Continue to support the Climate Action and Adaptation Plan with funding that relates to visitor messaging

Robust Resilient Economy

- ✓ Continue driving visitation to our destination and, in turn, dollars to support the community

Livable Community

- ✓ Continue using the education piece of what we do to make positive changes to our visitors' behavior and the behavior of our residents

Environmental Stewardship

- ✓ Support and promote programing that brings awareness and dollars to our wild places, i.e. FUTS trails

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Performance Measures

Priority: Inclusive & Engaged Community
Objective: Foster community pride and civic engagement; Facilitate and foster diversity and inclusivity

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Attraction attendance in Flagstaff	7,299,855	7,234,240	7,299,855	7,378,924	7,526,500
Total visitation for Flagstaff (million)	5.0	5.4	5.5	5.5	5.6
BBB revenue to increase by 5%	9,095,587	8,500,000	8,800,000	8,850,000	9,000,000

Priority: High Performing Governance
Objective: Enhance the organization's fiscal stability and increase efficiency and effectiveness; Implement innovative local government programs, new ideas and best practices; be recognized as a model for others to follow

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Total number of trainings for staff	31	31	31	32	32

Priority: Inclusive & Engaged Community
Objective: Foster community pride and civic engagement; Advance social equality and social justice in Flagstaff; Facilitate and foster diversity and inclusivity; Enhance community outreach and engagement opportunities; Promote environmental justice and the fair distribution of environmental benefits

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Social media engagement to increase by 10%	111,000	101,000	111,000	122,000	130,000

214 - Tourism

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 880,056	$ 980,087	$ 980,087	$ 1,021,844	$ 41,757
Contractuals	1,158,717	1,511,499	1,432,499	1,515,977	4,478
Commodities	162,828	144,428	144,428	166,968	22,540
Capital	29,623	-	-	-	-
Total	**$ 2,231,224**	**$ 2,636,014**	**$ 2,557,014**	**$ 2,704,789**	**$ 68,775**
Expenditures by Program:					
General Administration	$ 1,019,848	$ 1,145,865	$ 1,145,865	$ 1,155,141	$ 9,276
Marketing and Promotion	1,048,033	1,328,674	1,259,674	1,390,173	61,499
Sales	124,254	102,425	92,425	100,425	(2,000)
Public Relations	37,543	57,700	57,700	57,700	-
Film Office	1,546	1,350	1,350	1,350	-
Total	**$ 2,231,224**	**$ 2,636,014**	**$ 2,557,014**	**$ 2,704,789**	**$ 68,775**
Source of Funding:					
	Tourism Fund			$ 2,704,789	
				$ 2,704,789	

Commentary:

The Tourism operating budget has increased by 3%. There are no capital expenditures. The Personnel Services increase of 4% is mainly due to a COLA increase, an increase in medical insurance and an increase in retirement contributions. Contractuals remained relatively flat year to year. Commodities increases of 16% are mainly due to an increase in copying and printing. There is no major capital (>$10,000) for this section.

Authorized Personnel/Positions: Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	1	1	1	0	1
Creative Services Manager	1	1	1	0	1
Creative Services Specialist	3	3	3	0	3
CVB Communication Specialist	1	1	1	0	1
CVB Director	1	1	1	0	1
International Travel and Trade Manager	1	1	1	0	1
Marketing and Media Relations Manager	1	1	1	0	1
Marketing Specialist	0	0	1	0	1
Sales Specialist	1	1	1	0	1
Total	10	10	11	0	11

Mission

The mission of the Visitor Center is to introduce and educate visitors about the vast tourism opportunities within Flagstaff and the surrounding areas, and to provide superior customer service to aid in their decision to extend their stay and/or encourage return visits to Flagstaff.

Vision

Flagstaff Visitor Center is recognized for providing exceptional visitor services.

Program Description

Located in the Historic Train Station, the Visitor Center is charged with providing local, state, and regional information to visitors in order to enhance or extend their stay. The Visitor Center is funded through the Flagstaff Convention and Visitors Bureau (CVB) allocation of BBB tax revenues. Programs include: Visitor services, retail sales, train station operations, educational programs and creation of local partnerships and events.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Offered excellent customer service resulting in a 96% satisfaction rating for our surveys, 4.5 out of 5 rating on TripAdvisor and a 4.6 out of 5 rating on Google

Safe & Healthy Community

- ✓ Partnered with firefighters to have a display for the Museum Fire at the Visitor Center to educate visitors and worked with attractions to make sure that our visitors knew they were open for business

Inclusive & Engaged Community

- ✓ Introduced the Walk this Talk tour to the community with the 'Walk the Mother Road' event
- ✓ Hosted the third annual Skate at the Station event; this is a synthetic skating experience designed to offer winter recreation fun for visitors and the community alike
- ✓ The 6th Annual Chocolate Walk was a success with 30 participating businesses, the event was sold out at 500 passports and staff was able to donate $1,685 to the Flagstaff Dark Skies Coalition
- ✓ Assisted with Flagstaff Local – My Actions Matter initiative to provide sign-up assistance and reward redemption to participants

Sustainable, Innovative Infrastructure

- ✓ Continued to work with Capital Improvements and Planning to improve the platform at the Train Station

Robust Resilient Economy

- ✓ Increased walk-ins to the Visitor Center by 37%, which resulted in educating visitors and offering the best experience possible in Flagstaff
- ✓ Increased retail sales at the Visitor Center by 21%

Livable Community

- ✓ Promoted local businesses and attractions to foster a robust economy by creating events that involved downtown businesses
- ✓ Participated in First Friday ArtWalk and other community events that make Flagstaff a fun livable community
- ✓ Assisted with ParkFlag by offering cash sales and education for visitors and locals on parking in downtown

- ✓ Provided a visitor 'hotline' for snow play which helped us direct visitors to the right locations and alternative activities

Environmental Stewardship
- ✓ Replaced the large plastic bags we offer customers with reusable bags

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FY 2020-2021 Initiatives

High Performing Governance
- ✓ Continue to offer high quality customer service

Safe & Healthy Community
- ✓ Continue to partner with other City divisions to provide safety for the community

Inclusive & Engaged Community
- ✓ Engage visitors and locals with the annual events the Visitor Center hosts such as Skate at the Station, Chocolate Walk, and Flagstaff Train Day, which keeps the community connected with our history and the kids with fun productive things to do that are community focused

Sustainable, Innovative Infrastructure
- ✓ Install City owned fiber from the Visitor's Center to City Hall facilitating current and future bandwidth needs and provide additional network stability so we can better serve our visitors
- ✓ Continue to work with Capital Improvements and Planning to improve the platform at the Train Station

Robust Resilient Economy
- ✓ Continue to increase walk-ins to the Visitor Center so we can educate visitors and offer them the best experience possible in Flagstaff and encourage visitors to extend their stay and spend more in the community

Livable Community
- ✓ Participate in Community events such as First Friday ArtWalk, community scavenger hunt, Harry Potter Scavenger Hunt
- ✓ Assist with ParkFlag by offering cash sales and education for visitors and locals on parking in downtown Flagstaff
- ✓ Continue providing a winter recreation hotline

Environmental Stewardship
- ✓ Continue to offer sustainable services to visitors such as reusable bags and a water bottle filling station to reduce waste in our community

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Performance Measures

Priority: Robust Resilient Economy
Objective: Grow and strengthen a more robust, diverse, and resilient economy

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Increase walk-ins by 2%	120,000	90,760	120,383	122,800	125,300
Increase retail sales by 2%	$258,000	$253,027	$258,606	$263,800	$269,100

Priority: Safe & Healthy Community
Objective: Foster a safe, secure, and healthy community; Provide public safety with the resources, staff and training to respond to community needs

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Calls to Snow Play Hotline	3,500	1,594	5,499	3,500	3,500

215 - Visitor Services

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 243,568	$ 249,524	$ 249,524	$ 314,790	$ 65,266
Contractuals	113,808	125,986	125,986	123,986	(2,000)
Commodities	29,028	38,152	38,152	39,152	1,000
Capital	-	-	-	80,000	80,000
Total	**$ 386,404**	**$ 413,662**	**$ 413,662**	**$ 557,928**	**$ 144,266**
Expenditures by Program:					
General Administration	$ 278,523	$ 299,729	$ 299,729	$ 443,995	$ 144,266
Train Station Operations	107,881	113,933	113,933	113,933	-
Total	**$ 386,404**	**$ 413,662**	**$ 413,662**	**$ 557,928**	**$ 144,266**
Source of Funding:					
	Tourism Fund			$ 557,928	
				$ 557,928	

Commentary:

The Visitor Services operating budget has increased by 16%. There are capital expenditures, resulting in an overall net increase of 35%. The Personnel Services increase of 26% is mainly due to the addition of a Visitor Specialist position, a COLA increase, an increase in medical insurance and an increase in retirement contributions. Contractuals decreases of 2% are mainly due to a decrease in other miscellaneous services. Commodities increases of 3% are mainly due to an increase in copying and printing. Major capital (>$10,000) includes a project to run fiber to the Visitor's Center ($80,000).

Authorized Personnel/Positions: Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Assistant (Temp)	1.65	1.65	1.65	0	1.65
Administrative Specialist	2	2	2	0	2
Administrative Specialist (Temp)	0.5	0.5	0.5	0	0.5
Visitor Center Manager	1	1	1	0	1
Visitor Specialist	0	0	0	1	1
Total	5.15	5.15	5.15	1	6.15

Mission

To protect and enhance the quality of life and economic prosperity by creating, enhancing and preserving the sense of place, local character and the cultural diversity and heritage of Flagstaff.

Program Description

The Arts and Sciences program, in partnership with the Flagstaff Arts Council (FAC), provides direct technical and financial support to non-profit and private agencies engaged in arts and sciences. Separately, with Beautification and Public Art Commission (BPAC) oversight and in accordance with the provisions of the Bed, Board, and Beverage (BBB) Tax (this program receives 7.5% of the BBB) a variety of public art programs and projects are delivered directly by the City throughout the community.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Restructured the program to increase staff capacity specifically focused on Arts & Science
- ✓ Created a new manager position and secured a year-round intern
- ✓ Reworked the annual BPAC Budget Retreat process to be more transparent and inclusive
- ✓ Increased training for new BPAC members

Safe & Healthy Community

- ✓ Provided a mosaic in Sunnyside at Joel Montalvo park, adding to the environment of a popular ballpark
- ✓ Completed a graffiti wall in Thorpe Park to create an identified and appropriate location for street art

Inclusive & Engaged Community

- ✓ Provided significant outreach to stakeholders such as schools, neighborhood associations and alliances
- ✓ Engaged the community on options for the Buffalo Park Sculpture through the online community forum
- ✓ Began the process of determining how to increase Indigenous representation in art projects in Flagstaff
- ✓ Created an Eastside Public Library mural for the "tween" section of the library with youth and community engagement
- ✓ Funded and participated in the community-wide Flagstaff Arts Council Strategic Plan for art, science and cultural activities in Flagstaff

Robust Resilient Economy

- ✓ Provided $360,000 to local arts, science and culture organizations, a sector that brings tens of millions of dollars to Flagstaff annually and creates thousands of jobs (as per an Americans for the Arts study of Flagstaff in 2017)

Livable Community

- ✓ Completed six art pieces that created a more beautiful and attractive environment for the community and visitors

Environmental Stewardship

- ✓ Completed a Climate Action-themed wheat paste temporary mural with the Grand Canyon Trust and local high schools

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FY 2020-2021 Initiatives

High Performing Governance
- ✓ Update the mission, vision and key objectives for the public art program
- ✓ Update the public art and art collection databases

Safe & Healthy Community
- ✓ Continue to seek to place art in underserved communities and at important recreational points in Flagstaff

Inclusive & Engaged Community
- ✓ Provide Arts and Science budget for a Southside Neighborhood plan project
- ✓ Increased youth and school engagement will be provided by a VISTA intern
- ✓ Attend community meetings related to Indigenous representation in public art, a Pluto sculpture and the Buffalo sculpture will be provided
- ✓ Complete a project with the Boys and Girls Club of Flagstaff

Sustainable, Innovative Infrastructure
- ✓ Provide public art funding to complete the Fourth Street bridge expansion project, creating an artistic bridge

Robust Resilient Economy
- ✓ Increase Flagstaff Art Council's funding for strategic planning and marketing for the arts and culture sectors in Flagstaff

Livable Community
- ✓ Continue to focus on underserved neighborhoods

Environmental Stewardship
- ✓ Increase focus on STEM/STEAM related projects with the VISTA intern (encouraging science and nature-related art projects with youth engagement)

Performance Measures

Priority: Inclusive and Engaged Community
Objective: Foster community pride and civic engagement

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Increase Beautification in Action grants to five grants provided annually	100%	100%	100%	120%	140%

Priority: Robust Resilient Economy
Objective: Grow and strengthen a more robust, diverse, and resilient economy

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Increase or maintain FAC funding for local arts and science organizations	$375,000	$325,000	$360,000	$360,000	$375,000

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Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 29,417	$ 34,842	$ 34,842	$ 60,904	$ 26,062
Contractuals	452,448	458,971	458,971	498,971	40,000
Commodities	-	3,123	3,123	3,123	-
Capital	27,302	711,500	12,500	687,000	(24,500)
Total	**$ 509,167**	**$ 1,208,436**	**$ 509,436**	**$ 1,249,998**	**$ 41,562**
Expenditures by Program:					
General	$ 31,815	$ 36,723	$ 36,723	$ 62,785	$ 26,062
Public Artwork	27,302	415,123	16,123	690,623	275,500
Service Partner Agencies	360,000	360,000	360,000	400,000	40,000
FCP Administration	90,050	96,590	96,590	96,590	-
Arts & Science - Misc Capital	-	300,000	-	-	(300,000)
Total	**$ 509,167**	**$ 1,208,436**	**$ 509,436**	**$ 1,249,998**	**$ 41,562**
Source of Funding:					
	Arts and Science Fund			$ 1,249,998	
				$ 1,249,998	

Commentary:

The Arts and Science operating budget has increased by 13%. There are capital expenditures of $687,000, resulting in an overall net increase of 3%. The Personnel Services increase of 75% is mainly due to a reorganization and position reclassification, a COLA increase, an increase in medical insurance premiums and an increase in retirement contributions. The Contractuals increase of 9% is mainly due to a contract increase with the Flagstaff Arts Council. Commodities remain flat from the prior year. Major Capital (>$10,000) includes various art projects ($687,000).

Mission

Flagstaff Airport is dedicated to providing quality air service to meet the ever-growing transportation needs of northern Arizona.

Program Description

Flagstaff Airport is certified as a non-hub air carrier and general aviation airport by the Federal Aviation Administration (FAA). Responsibilities of the section include administration, safety, operations and maintenance of all buildings, pavement and airfield lighting with federal mandates to provide aircraft rescue/firefighting, medical first response and area security. Certain segments of passenger and terminal security are also airport responsibilities, as outlined in Department of Homeland Security (DHS) and Transportation Security Administration (TSA) directives. Other services are provided through lease agreements with direct service providers (i.e. airlines, car rental agencies, fixed base operator and other concessionaires). Flagstaff Airport is funded through the City's general and enterprise funds and grants.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Offered a City transportation mode that helps with daily leisure and business travel
- ✓ Generated a healthy $250 million in direct economic impact for the City of Flagstaff
- ✓ Experienced 123,957 enplanements for a total of 248,294 passengers; up from 70,176 enplanements and 141,076 passengers served the year prior

Safe & Healthy Community

- ✓ Obtained a grant to purchase new Aircraft Rescue Fire Fighter (ARFF) truck
- ✓ Obtained a grant to purchase new snow removal equipment
- ✓ Created airline signage to help with easier flow for patrons entering the airport facility
- ✓ Re-badged all airport, airline and tenant employees
- ✓ Met Index B requirements with two Airport Rescue Fire Fighters on schedule for all incoming and departing flights

Inclusive & Engaged Community

- ✓ Spoke to multiple public groups about the airport
- ✓ Issued multiple press releases to the community about airport news
- ✓ Held monthly commission meetings to discuss and make transparent airport projects
- ✓ Marketed the airport to the local community so they received timely updates; published over 30 advertisements, created three press releases, a bus wrap and several articles encouraging enplanements and sharing our new route information
- ✓ Offered the 'Thunder over Flagstaff' event at the airport that drew over 3,000 community members which helped share aviation practices and raise scholarship money for youth interested in aviation

Sustainable, Innovative Infrastructure

- ✓ Obtained a grant to build a snow removal equipment building to assure longevity of vehicles
- ✓ Completed 48% of our Sustainability Master Plan

Robust Resilient Economy

- ✓ Added a second air carrier (United Airlines)
- ✓ Added two new daily non-stop destinations (Denver and Dallas) going from two daily flights to nine per day
- ✓ Increased rental car sales by 25%
- ✓ Increased staffing levels to meet commercial air service Index B requirements

Livable Community
- ✓ Performed monthly testing of potable water in the terminal to assure safe drinking water
- ✓ Built restrooms in the terminal hold rooms for easier TSA check-in
- ✓ Added temporary parking solution for additional parking and employee access

Environmental Stewardship
- ✓ Increased passengers took an equivalent of an additional 26,890 cars off the road between Flagstaff and Phoenix
- ✓ Built an aircraft waste station to assure solids in the liquid waste are reduced to smallest size for less environment impact

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FY 2020-2021 Initiatives

High Performing Governance
- ✓ Continue to offer non-stop direct flights for both leisure and business travelers; this transportation mode is necessary for our community vibrancy
- ✓ Generate over $250 million in direct economic impact for the city of Flagstaff
- ✓ Continue to increase overall enplanements; goal is to exceed prior year numbers of 123,957 enplanements and 248,294 total passengers served

Safe & Healthy Community
- ✓ Continue to meet Index B requirements with two Airport Rescue Fire Fighters on schedule for all incoming and departing flights
- ✓ Continue to look at all grant opportunities to help aid the airport in needed infrastructure and program enhancements
- ✓ Create additional parking solutions for easier flow of patrons in and out of the terminal and safety of their vehicles overall

Inclusive & Engaged Community
- ✓ Will hold monthly Airport Commission meetings to vet information through a public process
- ✓ Meet with local groups such as Rotary, ECONA and others to discuss the airport
- ✓ Release media updates and speak with radio and television media about the airport
- ✓ Continue to market the airport to the local community so they receive timely updates and to increase enplanements
- ✓ Partner with the event planners for 'Thunder over Flagstaff' event held at the airport that helps share aviation practices and raises scholarship monies for youth interested in aviation

Sustainable, Innovative Infrastructure
- ✓ Continue to work toward the completion of our Sustainability Master Plan and the items outlined
- ✓ Work on improving our hangar units for our paying tenants
- ✓ Continue to make airport enhancements that are FAA and TSA required as well as ones that help with the patron experience

Robust Resilient Economy
- ✓ Continue to work with our current airline carriers to help offer a robust leisure and business transportation mode with more route options
- ✓ Continue to increase rental car sales
- ✓ Continue to meet Index B requirements with proper ARFF staffing
- ✓ Create a paid parking model that draws annual revenues
- ✓ Work on leasing or selling the 32-acre airport parcel to create a robust five-year plan for the airport's future

Livable Community
- ✓ Continue to do monthly testing of potable water in the terminal to assure safe drinking water
- ✓ Continue to offer a parking solution for our flying patrons that is easy and effective

Environmental Stewardship

- ✓ Continue to take cars off the road by offering the airport as a more convenient solution to driving to Phoenix for a flight
- ✓ Work with Sustainability section to lower the carbon footprint of our airport with appropriate research and national trend assistance

Performance Measures

Priority: Robust Resilient Economy
Objective: Grow and strengthen a more robust, diverse and reliant economy

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Increase passenger enplanements by marketing inward and outward to encourage flying.	3%	70,176	123,957	139,652	143,841

Priority: High Performing Governance
Objective: Become an employer of choice and provide employees with necessary tools, training, and support

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Increase trainings for airport and ARFF staff	3	10	12	14	18

Priority: Safe and Healthy Community
Objective: Provide public safety with the resources, staff and training to respond to community needs

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Respond to all emergency calls within three minutes	100%	100%	100%	100%	100%

221 - Airport

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 1,088,274	$ 1,323,094	$ 1,360,743	$ 1,407,108	$ 84,014
Contractuals	536,809	1,244,856	1,244,856	4,078,978	2,834,122
Commodities	194,938	183,624	183,624	149,424	(34,200)
Capital	-	102,956	160,881	-	(102,956)
Total	**$ 1,820,021**	**$ 2,854,530**	**$ 2,950,104**	**$ 5,635,510**	**$ 2,780,980**
Expenditures by Program:					
General Administration	$ 641,634	$ 720,680	$ 758,329	$ 1,154,111	$ 433,431
Safety and Security	213,335	328,953	386,878	140,371	(188,582)
Snow Control	149,454	192,814	192,814	95,449	(97,365)
Maintenance Buildings & Grounds	654,618	540,026	540,026	4,137,025	3,596,999
Maintenance Runway & Taxiway	160,980	192,157	192,157	108,554	(83,603)
Small Commercial Air Service Development	-	879,900	879,900	-	(879,900)
Total	**$ 1,820,021**	**$ 2,854,530**	**$ 2,950,104**	**$ 5,635,510**	**$ 2,780,980**
Source of Funding:					
	Airport Fund			$ 5,635,510	
				$ 5,635,510	

Commentary:

The Airport operating budget has increased by 105%. There are no capital expenditures. The Personnel Services increase of 6% is mainly due to a COLA increase, an increase in medical insurance and an increase in retirement contributions. Contractuals increase of 228% is mainly due to grant funded general maintenance expenses. Commodities decrease of 19% is mainly due to decreased expenditures for runway chemicals, painting and crack seal. There is no major capital (>$10,000) for this section.

Authorized Personnel/Positions: Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	1	1	1	0	1
Airport Business Manager	0	1	1	(1)	0
Airport Director	1	1	1	0	1
Airport Operations/ARFF Specialist	6	9	9	0	9
Airport Operations/ARFF Manager	1	1	1	0	1
Airport Parking Aide	0	1	1	(1)	0
Maintenance Worker Temp - Airport Snow	0.5	0.5	0.5	0	0.5
Total	9.5	14.5	14.5	(2)	12.5

Mission

To provide a fair and balanced parking system that enhances parking inventory while creating a benefit for the community.

Program Description

ParkFlag is a special revenue fund charged with managing the currently limited supply of parking downtown and acquiring additional parking for the future. We have a pay-to-park system and permit parking programs for employees and residents. Ambassadorship and education are emphasized over enforcement. While also supporting the operations of ParkFlag such as programmatic costs, permit parking programs and enforcement, funds also support the acquisition of parking for both the short-term and the long-term. All revenues must be used for parking purposes and 20% are reserved for inventory development only. No citation revenue comes to ParkFlag.

FY 2019-2020 Accomplishments

High Performing Governance
- ✓ Evaluated and brought numerous potential changes to Council which are being implemented to create a more effective and properly sized program with effective outcomes

Safe & Healthy Community
- ✓ Provided enhanced enforcement for disability parking and fire lane protection in the downtown area
- ✓ Re-striped curbs and parking lines to clearly show where accessible parking resides

Inclusive & Engaged Community
- ✓ Performed significant stakeholder outreach through the Southside Plan in coordination with Community Development, Southside Community Association and the NAU Neighborhood liaison

Sustainable, Innovative Infrastructure
- ✓ Added ten new lighted keyboards to the kiosks to enhance usability in our dark-sky community
- ✓ Added a custom kiosk to enhance the experience for people in wheelchairs
- ✓ Added two additional cash kiosks and improved signage to make paying for parking easier

Robust Resilient Economy
- ✓ Implemented changes to the program that were supportive of the business community
- ✓ Created a revenue stream to help with adding more parking in the downtown in the future

Livable Community
- ✓ Provided ambassadorship over enforcement as a culture

Environmental Stewardship
- ✓ Generally performed enforcement in the electric vehicle or on foot which supported Climate Action
- ✓ Purchased the City's first electric vehicle for enforcement

FY 2020-2021 Initiatives

High Performing Governance
- ✓ Develop a parking inventory model

Safe & Healthy Community
- ✓ Implement efforts to improve loading zones in the downtown

Inclusive & Engaged Community
- ✓ Increase outreach to students and residents of the Southside to determine if there is a benefit to making changes that are different than those implemented for the commercial areas

Sustainable, Innovative Infrastructure
- ✓ After the upgrade of the Passport software the program intends to purchase a license plate reader that will mount on the electric vehicle and allow for more efficient enforcement without losing the ambassadorship focus

Robust Resilient Economy
- ✓ Develop parking inventory and continue review of parking policies to support a thriving business culture in the Downtown

Livable Community
- ✓ Continue to use the ambassadorship over enforcement model

Environmental Stewardship
- ✓ Track the performance of using our electric vehicle vs. foot to gauge if it helps to increase efficiency

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Performance Measures

Priority: Sustainable, Innovative Infrastructure
Objective: Deliver outstanding services to residents through a healthy, well-maintained infrastructure system

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Gauge community interest in installation of residential permit parking by holding neighborhood presentations	2	6	8	10	10

Priority: Safe and Healthy Community
Objective: Foster a safe, secure, and healthy community

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Provide adequate staffing – Parking Aides at a level of one aide per 300 spaces	6	5	5	5	5

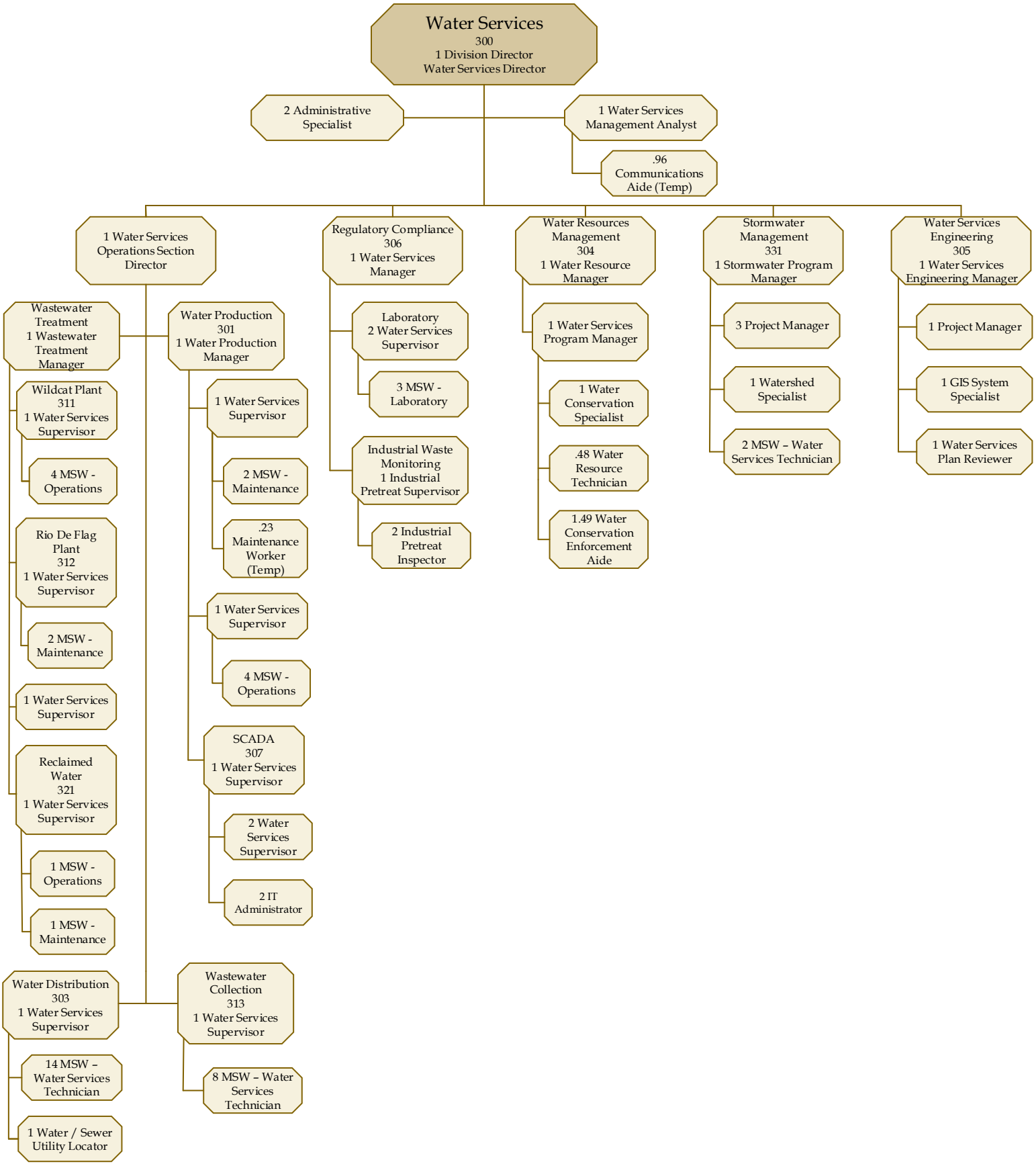
231 - ParkFlag

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 311,858	$ 406,689	$ 406,689	$ 350,659	$ (56,030)
Contractuals	204,339	224,338	224,338	191,122	(33,216)
Commodities	132,187	224,102	224,102	221,102	(3,000)
Capital	7,941	726,148	39,379	874,191	148,043
Total	**$ 656,325**	**$ 1,581,277**	**$ 894,508**	**$ 1,637,074**	**$ 55,797**
Expenditures by Program:					
General Administration	$ 501,163	$ 1,309,775	$ 663,006	$ 531,381	$ (778,394)
Parking Compliance	128,178	127,378	127,378	127,378	-
Metering and Permits	4,145	100,374	100,374	100,374	-
Parking Facilities	14,898	3,750	3,750	3,750	-
Parking District Capital	7,941	40,000	-	874,191	834,191
Total	**$ 656,325**	**$ 1,581,277**	**$ 894,508**	**$ 1,637,074**	**$ 55,797**
Source of Funding:					
	Parking District Fund			$ 1,637,074	
				$ 1,637,074	

Commentary:

The Parking District operating budget has decreased by 11%. There are capital expenditures of $874,191, resulting in an overall net increase of 4%. The Personnel Services decrease of 14% is mainly due to the elimination of 1.0 FTE Parking Aide. Contractuals decreases of 15% are mainly due to the elimination of one-time expenses related to custodial, travel and a parking study. Commodities decreases of 1% are mainly due to one-time start up purchases. Major capital (>$10,000) includes street, curb and gutter construction ($40,000) and property acquisition ($834,191).

Authorized Personnel/Positions: Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Parking Manager	1	1	1	0	1
Parking Aide	4	5	5	(1)	4
Parking Lead Worker	0	1	1	0	1
Total	5	7	7	(1)	6


Water Services
300
1 Division Director
Water Services Director
2 Administrative Specialist
1 Water Services Management Analyst
.96 Communications Aide (Temp)
1 Water Services Operations Section Director
Regulatory Compliance
306
1 Water Services Manager
Water Resources Management
304
1 Water Resource Manager
Stormwater Management
331
1 Stormwater Program Manager
Water Services Engineering
305
1 Water Services Engineering Manager
Wastewater Treatment
1 Wastewater Treatment Manager
Water Production
301
1 Water Production Manager
Laboratory
2 Water Services Supervisor
3 MSW - Laboratory
Industrial Waste Monitoring
1 Industrial Pretreat Supervisor
2 Industrial Pretreat Inspector
1 Water Services Program Manager
1 Water Conservation Specialist
.48 Water Resource Technician
1.49 Water Conservation Enforcement Aide
3 Project Manager
1 Watershed Specialist
2 MSW – Water Services Technician
1 Project Manager
1 GIS System Specialist
1 Water Services Plan Reviewer
Wildcat Plant
311
1 Water Services Supervisor
4 MSW - Operations
Rio De Flag Plant
312
1 Water Services Supervisor
2 MSW - Maintenance
1 Water Services Supervisor
Reclaimed Water
321
1 Water Services Supervisor
1 MSW - Operations
1 MSW - Maintenance
1 Water Services Supervisor
2 MSW - Maintenance
.23 Maintenance Worker (Temp)
1 Water Services Supervisor
4 MSW - Operations
SCADA
307
1 Water Services Supervisor
2 Water Services Supervisor
2 IT Administrator
Water Distribution
303
1 Water Services Supervisor
14 MSW – Water Services Technician
1 Water / Sewer Utility Locator
Wastewater Collection
313
1 Water Services Supervisor
8 MSW – Water Services Technician

Mission

The mission of the Water Services division is to professionally and cost effectively provide water, stormwater, reclaimed water and wastewater services that meet the present and future environmental, health and safety needs of the community and co-workers. Water Services is committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations and by continuously improving our operations. Water Services values co-workers and strives to maintain high motivation by providing an environment that encourages improvement and teamwork.

Program Description

Core functions of the Water Services division include Operations, Engineering, Water Resources Management, Water Conservation, Industrial Waste and Backflow Prevention, Stormwater Management and Regulatory Compliance. Operations is a comprehensive program that includes such diverse functions as water production, water distribution, wastewater collection, wastewater treatment, reclaimed water distribution and booster stations.

The division also administers the following programs and commissions: Safety Program, Water Commission and the City Change Order Committee. Water Services is a liaison with numerous outside agencies and organizations including Arizona Department of Environmental Quality (ADEQ), Arizona Department of Water Resources (ADWR), Northern Arizona Municipal Water Users Association, U.S. Forest Service (USFS), Coconino Plateau Watershed Partnership and the National Park Service/U.S. Forest Service Lake Mary Watershed Planning Group. In addition, staff review proposed State and Federal water legislation and provide input to Council and Legislators. Water Services asset management includes using an enterprise level Geographic Information System (GIS) linked to a computerized maintenance management system to maintain up-to-date infrastructure inventory and maintenance records. Water Services engineering evaluates capital improvement needs including prioritization and provides project management engineering services for capital improvement projects. Water Services staff maintain hydraulic computer models of the City's water, sewer and reclaimed infrastructure and use these tools to evaluate the needs of new development and anticipated future growth in conjunction with the Regional Plan. Staff also research customer, staff and City Council inquiries and follow up on complaints. Water Services staff provide water quality regulatory permit administration for various Federal (USEPA) and State (ADEQ) programs including Safe Drinking Water Act, Clean Water Act, National Pollutant Discharge Elimination System (NPDES), Arizona Aquifer Protection Permit (APP), Water Reuse, Emergency Operations and Safety Programs as required. Within the Water Services division, the Stormwater Management section is responsible for Floodplain Administration as detailed in Title 12 Floodplain Regulations.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Completed Enforcement Response Plan
- ✓ Public notices - ten outreach publications were developed, printed and distributed
- ✓ Strategic Plan 2025 was completed, providing a roadmap to the ten greatest issues Water Services will face in the next five years.
- ✓ Received national designation, "Water Utility of the Future Today" from consortium of industry organizations

Safe & Healthy Community

- ✓ Developed Fort Tuthill water line and sewer line loop to accommodate new capacity
- ✓ Maintained the City's 100-year adequate water supply to ensure all existing citizens and future growth have a long-term, secure water supply
- ✓ Provided swift responses to Museum Fire, protecting the watershed and safeguarding against potential flooding

Inclusive & Engaged Community
- ✓ Tracked communications and outreach efforts
- ✓ Kept key stakeholders substantively informed on division's projects including five blogs, five news pieces, 100 Facebook posts, 11 presentations and 66 tours
- ✓ Published ten field outreach materials to keep the public informed of activity in their neighborhood
- ✓ Completed and posted the Lake Mary Water Treatment Plant Virtual Tour

Sustainable, Innovative Infrastructure
- ✓ Completed improvements to exterior of Water Services Administration Building
- ✓ Completed security improvements, including cybersecurity for all Water Services facilities
- ✓ Completed design studies for Lake Mary Sedimentation Basins, Wildcat Hill Water Reclamation Plant (WRP) primary pump station improvements and facilities expansion

Livable Community
- ✓ Completed Conservation Strategic Plan and continued to be a leader in the industry
- ✓ Partnered with Roving Rangers, Sierra Club and Northern Arizona University to present public programs on water awareness

Environmental Stewardship
- ✓ Completed Co-Gen gas conveyance system at Wildcat Hill Water Reclamation Plant
- ✓ Completed Recycled Water Survey
- ✓ Initiated Water Aware Campaign to raise awareness of the hazards of pollutants down the drain and in our drainages/waterways

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FY 2020-2021 Initiatives

High Performing Governance
- ✓ Track strategic plan performance
- ✓ Initiate rate study for water, wastewater and reclaimed water

Safe & Healthy Community
- ✓ Infiltration studies to ensure safe water reuse methods

Inclusive & Engaged Community
- ✓ Keep public substantively informed on Water Services projects and activities

Sustainable, Innovative Infrastructure
- ✓ Address water reclamation plant needs with a long-term solids and liquid capacity solution
- ✓ Purchase Lake Mary land parcel from United States Forest Service (USFS)

Livable Community
- ✓ Complete Water Resources Master Plan

Environmental Stewardship
- ✓ Develop a proactive stormwater drainage maintenance program
- ✓ Conduct an aquifer recharge feasibility study

Performance Measures

Priority: Inclusive & Engaged Community
Objective: Enhance community outreach and engagement opportunities

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Number of customer complaints	0	15	13	12	12
Number of customer complaints resolved	100%	100%	100%	100%	100%
Public outreach efforts	50	N/A	197	200	200

300 - Water Services Administration

Expenditures by Category:

	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 428,459	$ 589,859	$ 589,859	$ 589,279	$ (580)
Contractuals	1,371,832	1,180,860	1,180,860	1,533,587	352,727
Commodities	16,291	14,200	14,200	14,200	-
Capital	475	20,000	20,000	-	(20,000)
Total	**$ 1,817,057**	**$ 1,804,919**	**$ 1,804,919**	**$ 2,137,066**	**$ 332,147**

Expenditures by Program:

General Administration	$ 1,683,903	$ 1,676,136	$ 1,676,136	$ 2,002,582	$ 326,446
Water Commission	394	1,180	1,180	630	(550)
Operations Management	132,760	127,603	127,603	133,854	6,251
Total	**$ 1,817,057**	**$ 1,804,919**	**$ 1,804,919**	**$ 2,137,066**	**$ 332,147**

Source of Funding:

Water Services Fund	$ 2,137,066
	$ 2,137,066

Commentary:

The Water Services section operating budget has increased by 20%. There are no capital expenditures resulting in an overall net increase of 18%. The Personnel Services remained relatively flat due to a retirement, offset by a COLA increase, an increase in medical insurance premiums, an increase in retirement contributions and the addition of 0.25 FTE Communications Aide (Temp). Contractuals increases of 30% is mainly due to an increase in legal fees. Commodities remained flat year over year. There is no major capital (>$10,000) for this section.

Authorized Personnel/Positions:

Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	2	2	2	0	2
Communications Aide (Temp)	0	0.23	0.71	0.25	0.96
Division Director	1	1	1	0	1
Water Services Management Analyst	1	1	1	0	1
Water Services Operations Section Director	1	1	1	0	1
Total	5	5.23	5.71	0.25	5.96

Mission

The mission of the Water Services division is to professionally and cost effectively provide water and wastewater services that meet the present and future environmental, health and safety needs of the community and our co-workers. We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations by continuously improving our operations. We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

Program Description

The Water Production section of Water Services provides conventional surface water treatment from Upper Lake Mary. Staff are responsible for the operation of the water plant and all other water production facilities including Lake Mary Wellfield, Woody Mountain Wellfield, the Inner Basin wells and springs, Local Wells and the Reservoir Filtration Plant. Staff also operate and maintain a system of water storage tanks and booster stations. The State certified Compliance Lab provides analysis for process control and water quality sampling for compliance. This section cost effectively produces water that meets all safe Drinking Water Act requirements. It manages the quantity of stored water to provide water to customers with an adequate reserve for firefighting. It teaches public awareness of the water system through educational programs and demonstrations.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Implemented new tablet, smartphone and digital logbook in water production operations

Safe & Healthy Community

- ✓ Met all federal and state water quality requirements/regulations and sampled all entry points to the distribution system (EPDSs) and/or sources for emerging contaminants under the Unregulated Contaminant Monitoring Rule 4 (UCMR4) requirements
- ✓ Upgraded/upsized the back-up generator that provides power to the supervisory control and data acquisition (SCADA) system servers at the Lake Mary Water Treatment Plant (LMWTP)
- ✓ Purchased two additional trailer-mounted diesel-powered back-up generators for use in surface water production and distribution during a catastrophic power loss scenario to the City of Flagstaff
- ✓ Installed a manual transfer switch at the LMWTP to be used with diesel-powered back-up generators
- ✓ In response to the Newman Fire, installed a new raw water turbidimeter with alarming capabilities within SCADA at the raw water pump station, upstream of the LMWTP to alert plant operations of any deterioration in surface water quality at Upper Lake Mary (ULM) due to wildfire and/or runoff
- ✓ Assisted Museum Fire suppression efforts with a mobile retardant base (used in helicopter operations) setup at the north reservoir filtration plant and supplied approximately five million gallons of spring water toward suppression efforts
- ✓ Replaced and/or calibrated all chlorine leak detecting sensors and replaced all emergency leak mitigation kits and/or seals at all chlorine storage sites in Water Production and added the sensor calibrations to a new computerized maintenance management software system

Inclusive & Engaged Community

- ✓ Gave five tours of the Lake Mary Water Treatment Plant to students and staff from Northern Arizona University and Mountain Charter School and taught both Flagstaff Unified School District's Puente De Hozho Elementary School and Northland Preparatory Academy School sessions on water treatment, production and conservation

Sustainable, Innovative Infrastructure

- ✓ Re-equipped submersible pump, motor and seal at Woody Mountain #5, Woody Mountain #2 and Sinagua wells
- ✓ Replaced the master flow meter at the Lake Mary Water Treatment Plant
- ✓ Replaced/upgraded the finished water (post clear well) chlorine analyzer at the LMWTP
- ✓ Tuned and upgraded all inner basin groundwater well diesel-powered motors (adjusted top ends, replaced rocker boxes, modified/upgraded air intakes, upgraded antifreeze and all hoses and belts)
- ✓ Modified/repaired Continental wellhouse roof and restored interior ceiling from water damage
- ✓ Replaced the transformer at Woody Mountain Well #9
- ✓ Replaced the transformer at Lake Mary Well #5
- ✓ Rehabilitated all Woody Mountain wellfield roads
- ✓ Unclogged and patched the inner basin waterline pipeline during peak spring flows
- ✓ Repainted the coagulant building at the LMWTP, inner basin weir building, ULM aerator building, Lake Mary #2, #4 and #5 well-houses and associated piping
- ✓ Replaced two surface water soft stops at the raw water pump station
- ✓ Replaced two of the original (vintage 1960's) sludge valves and installed a new reclaim water basket strainer at the LMWTP

Robust Resilient Economy

- ✓ Hired and trained three multi-skilled workers (MSWs) within Water Production

Environmental Stewardship

- ✓ Cleared all City-owned Woody Mountain wellfield high voltage powerlines and electrical infrastructure of vegetation (pine trees and branches) for system reliability/resiliency and wildfire prevention
- ✓ Cleared the north reservoir filtration plant of invasive weeds and vegetation surrounding the grounds
- ✓ Produced more surface water from Upper Lake Mary than any of the previous seven years, reducing demand on all local aquifers
- ✓ Harvested more spring water off the San Francisco Peaks than 24 of the last 31 years, reducing demand on all local aquifers
- ✓ Produced less groundwater from the Lake Mary wellfield than any of the previous 31 years, reducing demand on the Lake Mary Wellfield aquifer

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FY 2020-2021 Initiatives

Inclusive & Engaged Community

- ✓ Continue to provide tours of the Lake Mary Water Treatment Plant and engage in community outreach events

Sustainable, Innovative Infrastructure

- ✓ Rehabilitate the Woody Mountain booster station clarifier
- ✓ Upgrade the Continental well with a 20,000-gallon clear-well storage tank and booster pump
- ✓ Upgrade the Lake Mary wellfield and Upper Lake Mary communication infrastructure with a 100' tower and microwave at Lake Mary Well #2 and 30' masts at other locations such as the raw water pump station
- ✓ Recoat the interior of the wash-water storage tank at the Lake Mary Water Treatment Plant
- ✓ Complete engineering design and start work on the rehabilitation of the Lake Mary Water Treatment Plant sedimentation basins
- ✓ Start analysis of the north reservoir filtration plant filters for rehabilitation or replacement
- ✓ Replace the Lake Mary groundwater flow meter at the LMWTP

Environmental Stewardship

- ✓ Produce more surface water from Upper Lake Mary than any of the previous eight years and produce less groundwater from the Lake Mary wellfield than any of the previous 32 years

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Performance Measures

Priority: High Performing Governance
Objective: Become an employer of choice and provide employees with the necessary tools, training and support

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
To create safety awareness through training, track the number of injury and non-injury accidents	0	0	0	0	0
To provide training to prevent any accidents, track the number of safety training hours in relation to accidents.	3.6	4.1	6.0	12.0	16.0

Priority: High Performing Governance
Objective: Enhance the organization's fiscal stability and increase efficiency and effectiveness

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
To provide a level of service that meets the FY 2009 benchmark service level, track the cost to produce (per 1,000 gallons)	$1.75	$1.73	$1.63	$1.70	$1.75
To ensure that production demand as a percentage of production capacity, track the actual vs projected power costs to produce (per 1,000 gallons).	0.87	0.71	0.69	0.70	0.71

Priority: High Performing Governance
Objective: Serve the public by providing high quality internal and external customer service

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
To provide uninterrupted water to the citizens of Flagstaff, track gallons produced (in millions)	2,866	2,633	2,547	2,600	2,600

Priority: Safe & Healthy Community
Objective: Foster a safe, secure and healthy community

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
To provide the best quality water by meeting or exceeding all requirements, track the number of safe drinking water act violations	0	0	0	0	0

301 - Water Production

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 812,723	$ 760,766	$ 760,766	$ 772,927	$ 12,161
Contractuals	2,308,281	2,773,652	2,668,652	2,936,939	163,287
Commodities	418,667	455,877	455,877	538,442	82,565
Capital	116,141	520,000	363,703	431,297	(88,703)
Total	**$ 3,655,812**	**$ 4,510,295**	**$ 4,248,998**	**$ 4,679,605**	**$ 169,310**
Expenditures by Program:					
General Administration	$ 573,124	$ 283,364	$ 208,364	$ 295,510	$ 12,146
Lake Mary Water Treatment Operation	715,395	1,682,983	1,652,983	1,428,607	(254,376)
Buildings and Grounds Maintenance	20,175	-	-	-	-
Equipment Maintenance	828	-	-	-	-
SCADA Tracking	205,656	25,000	25,000	-	(25,000)
Local Wells	984,555	1,109,103	959,103	1,377,699	268,596
Lake Mary Wellfield	218,530	332,132	325,835	417,025	84,893
Woody Mountain Wellfield	742,569	777,127	777,127	767,723	(9,404)
Reservoirs	52,906	62,664	62,664	63,260	596
Inner Basin Maintenance	67,897	127,811	127,811	228,151	100,340
Red Gap Ranch Operation & Mgmt	5,378	36,809	36,809	22,409	(14,400)
Booster Station Administration	11,605	21,243	21,243	21,543	300
Zone A - RFP	87	250	250	1,250	1,000
Kinlani	2,193	1,505	1,505	2,225	720
University Highlands #1	12,323	1,545	1,545	5,045	3,500
Airport Booster	1,581	1,545	1,545	1,645	100
Amberwood Booster	4,180	6,336	6,336	6,336	-
Railroad Springs Booster	25,491	25,184	25,184	25,184	-
Inner Basin Pipeline Maintenance	11,339	15,694	15,694	15,993	299
Total	**$ 3,655,812**	**$ 4,510,295**	**$ 4,248,998**	**$ 4,679,605**	**$ 169,310**

Source of Funding:		
Water Services Fund	$ 4,679,605	
	$ 4,679,605	

Commentary:

The Water Production operating budget has increased by 6%. There are capital expenditures of $431,297, resulting in an overall net increase of 4%. The Personnel Services increase of 2% is mainly due to a COLA increase, an increase in medical insurance and an increase in retirement contributions. Contractuals increases of 6% is due to hiring professional services for a groundwater optimization study and water storage maintenance. Commodities increase of 18% is due to increases in motor vehicle and machine parts and water treatment chemical increases. Major capital (>$10,000) includes Continental well upgrades ($325,000) and Lake Mary wellfield communications tower ($106,297).

Authorized Personnel/Positions: Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Maintenance Worker (Temp)	0	0.23	0.23	0	0.23
MSW Operations	3	4	4	0	4
MSW Maintenance	2	2	2	0	2
Water Services Supervisor	3	3	2	0	2
Water Production Manager	1	1	1	0	1
Water Services SCADA Administrator	1	1	0	0	0
Total	10	11.23	9.23	0	9.23

Mission

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Program Description

The Water Distribution system operators safely and efficiently operate, maintain and repair all water distribution lines, fire hydrants, pressure reducing stations and meters, supplying each customer with enough volume of water at adequate pressures, throughout our varying elevations and pressure zones.

FY 2019-2020 Accomplishments

Safe & Healthy Community

- ✓ Inspected all hydrants and completed all necessary work to ensure compliance with Insurance Service Organization (ISO) standards
- ✓ Purchased an Occupational, Safety and Health Administration (OSHA) approved forklift man basket to allow crews to safely work on the water load out station at the shop well

Inclusive & Engaged Community

- ✓ Provided information to property owners on new meter installations by utilizing a door hanger with all the appropriate information on the new Mach 10 meters

Sustainable, Innovative Infrastructure

- ✓ Replacement of two Water Distribution service trucks to ensure a service fleet is up to date and capable of performing the required work
- ✓ Replaced the 30+ year old CC-25 drilling and tapping machine with a new modern C1-36 drilling and tapping machine

Robust Resilient Economy

- ✓ Responded in a timely manner to new meter requests by developers and homeowners alike

Livable Community

- ✓ Provided a high service level to customers concerns regarding leaks and meter issues

Environmental Stewardship

- ✓ Continued the replacement of older mechanical meters with new Mach10 meters that are more efficient and have a 20-year life

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FY 2020-2021 Initiatives

High Performing Governance

- ✓ Work with Community Development in order to provide the necessary changes to our Engineering Standards
- ✓ Continue cross training with other sections within Water Services in order to become a well-rounded division
- ✓ Provide all the necessary training for our staff to safely and efficiently operate the water distribution system

Safe & Healthy Community

- ✓ Convert the Utility Locator position to a Multi-Skilled Worker position to increase the buy-in from others within Water Distribution to keep the knowledge in the position

Inclusive & Engaged Community

- ✓ Provide information to the public through social media, newsletters, door hangers, etc. for what our section is doing in order to better the community and/or infrastructure

Sustainable, Innovative Infrastructure

- ✓ Provide adequate traffic control during scheduled and emergency repair work in order to reduce the impact on traffic and/or the community

Robust Resilient Economy

- ✓ Respond in a timely manner for all new water meter installations for new development as well as performing wet taps for main line extensions, fire lines, etc.

Livable Community

- ✓ Operate and maintain the water distribution system to provide a high-quality product to the end user, our customers

Environmental Stewardship

- ✓ Continue to survey the water distribution system through our annual Leak Detection program in order to reduce the non-revenue water
- ✓ Timely response to leaking water mains, services, meters, etc. limiting the loss of valuable water to a minimum
- ✓ Utilize new leak detection equipment in order to help pinpoint water leaks

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Performance Measures

Priority: High Performing Governance
Objective: Serve the public by providing high quality internal and external customer service

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Number of complaints per 1,000 customers	0.000	0.150	0.001	0.050	0.000

Priority: High Performing Governance
Objective: Become an employer of choice and provide employees with the necessary tools, training, and support

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Number of injury accidents	0	3	3	4	0
Safety training hours per employee	30	30	29	25	30

Priority: High Performing Governance
Objective: Enhance the organization's fiscal stability and increase efficiency and effectiveness

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Non-revenue water (unaccounted water loss)	<10%	12%	11%	12%	<10%

Priority: Sustainable, Innovative Infrastructure
Objective: Deliver outstanding services to residents through a healthy, well maintained infrastructure system

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Number of water line breaks per 100 miles of pipe	0	2	6	3	8

303 - Water Distribution

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 1,228,848	$ 1,306,656	$ 1,306,656	$ 1,384,481	$ 77,825
Contractuals	186,163	257,013	244,013	243,413	(13,600)
Commodities	506,302	447,814	447,814	444,414	(3,400)
Capital	2,417	436,580	85,958	369,072	(67,508)
Total	**$ 1,923,730**	**$ 2,448,063**	**$ 2,084,441**	**$ 2,441,380**	**$ (6,683)**
Expenditures by Program:					
General Administration	$ 131,365	$ 227,294	$ 232,744	$ 211,817	$ (15,477)
Water System Maintenance & Operation	357,651	625,351	361,279	633,097	7,746
Main & Service Line Repair	527,274	480,813	480,813	504,850	24,037
Main Ext. - Fire Hydrant & Valve	51,664	38,174	38,174	39,332	1,158
Valve & Fire Hydrant Maintenance	208,676	354,987	249,987	362,177	7,190
Meter Installation	497,670	521,929	521,929	543,498	21,569
Meter Repair and Testing	102,442	98,721	98,721	104,471	5,750
Blue Stake	46,988	40,794	40,794	42,138	1,344
Water Dist-Water Meter Grant-WaterSmart FY19	-	60,000	60,000	-	(60,000)
Total	**$ 1,923,730**	**$ 2,448,063**	**$ 2,084,441**	**$ 2,441,380**	**$ (6,683)**
Source of Funding:					
	Water Services Fund			$ 2,441,380	
				$ 2,441,380	

Commentary:

The Water Distribution section operating budget has increased by 3%. There are capital expenditures of $369,072, resulting in overall flat expenditures. The Personnel Services increase of 6% is mainly due to a COLA increase, an increase in medical insurance and an increase in retirement contributions. Contractuals decrease of 5% is due to a decrease in utilities and professional services. Commodities decreases of 1% are mainly due to a reduction in communications equipment. Major capital (>$10,000) includes a replacement of two 1-1/2 ton outfitted service trucks ($210,000) and a storage shop ($149,580).

Authorized Personnel/Positions: Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
MSW - Water Services Tech	13	14	14	0	14
Water Services Supervisor	1	1	1	0	1
Water/Sewer Utility Locator	1	1	1	0	1
Total	15	16	16	0	16

Mission

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Program Description

Core functions of the Water Resources and Conservation section include administration of the Water Resources Management and Water Conservation Programs. Under the Water Resources Management Program, we serve on committees with numerous outside agencies and organizations including the Arizona Department of Water Resources (ADWR), U.S. Forest Service, National Park Service (NPS), U.S. Fish and Wildlife, Arizona Game and Fish. We also serve on boards and technical advisory groups with the Coconino Plateau Watershed Partnership, Northern Arizona Municipal Water Users Association, and the Lake Mary-Walnut Canyon Watershed Planning Group. In addition, staff review proposed water legislation and provide input to Council and Legislators. Staff continually work to evaluate the needs of new development and anticipated future growth in conjunction with the Regional Plan. Staff track current, committed and projected water demands and Council-approved plats and report this information annually as required by ADWR (Community Water Systems and Designation of Adequate Water Supply reporting). Regional water supply and aquifer conditions are monitored under this program, and staff manage the non-revenue Water Loss Control Program.

Core functions of the Water Conservation Program are to administer the non-residential and residential water rebate and consult programs, coordinate educational activities including the annual Project WET Water Festival, the annual Arizona's Water Awareness Month each April, organize community water workshops, staff booths at water and science events throughout the year and track community water use per customer sector. One permanent staff and two to four temporary water conservation enforcement staff are supervised by the Water Conservation Program Manager, who together coordinate the Program.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Secured grant with NPS to evaluate data collected from the Upper Lake Mary watershed to inform forest maintenance practices

Inclusive & Engaged Community

- ✓ Provided joint presentations to several community groups and City Commissions to provide reclaimed water to Sinclair Wash as a co water-management and community amenity benefit
- ✓ Presented Flagstaff's reclaimed water management update at the Water Reuse Arizona conference in July 2019

Sustainable, Innovative Infrastructure

- ✓ Managed contract to perform leak detection on nearly 100 miles of water main and ¼ of the City's water valve boxes

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FY 2020-2021 Initiatives

High Performing Governance

- ✓ Receive $19,000 in a grant from the NPS toward data analysis and data compilation for Upper Lake Mary Watershed Monitoring Program
- ✓ Staff are developing policy to establish guiding metrics per gallon of water (economic return per gallon, social benefit per gallon)
- ✓ Submitting application to the Alliance for Water Efficiency Utility Leadership Board

Safe & Healthy Community

- ✓ Overseeing drilling of a new water well to achieve policy F1.2 to retain water supply redundancy between actual capacity and anticipated peak demand
- ✓ Continue to manage contracts to administer Upper Lake Mary Watershed Monitoring Program and invest staff time in evaluating preliminary data used to validate efforts and to inform program details

Inclusive & Engaged Community

- ✓ Conducting the Implementation Plan for the draft Water Conservation Strategic Plan with input from the advisory and stakeholder committees and several opportunities to engage broader community for input
- ✓ Provide 60 opportunities for the community to engage with Conservation and Water Resources staff

Sustainable, Innovative Infrastructure

- ✓ Administer a utility Water Loss Control Program via professional consulting group, Cavanaugh

Robust Resilient Economy

- ✓ Developing a model with the help of an outside consultant that will inform policy on growing a sustainable Flagstaff based on the societal and economic benefits per gallon of water

Livable Community

- ✓ Transition staff-intensive free rainwater harvesting barrel program to a community partner
- ✓ Provide $40,000 to commercial sites to fund water efficient retrofits
- ✓ Provide $10,000 to fund residential retrofits
- ✓ Provide opportunities and funds for institutions to retrofit water efficiency
- ✓ Develop community innovation fund to test ideas that inform water efficiency

Environmental Stewardship

- ✓ Conducting aquifer seepage study using reclaimed water as a water management strategy toward sustainable groundwater use, as per Water Policy C6

Performance Measures

Priority: Environmental Stewardship
Objective: Implement, maintain and further the Climate Action and Adaptation Plan (CAAP)

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Residential and non-residential toilet rebates to customers	200	106	72	30	75
Home Water Consultations	40	22	24	30	40
Non-residential Consultations with Retrofits	8	2	2	6	8
Outreach – events and estimated people reached	9,800	4,200	3,250	5,000	7,000
Water enforcement warnings	200	391	165	200	400
Free rain barrels distributed to the community	250	90	102	100	250

Priority: Sustainable, Innovative Infrastructure
Objective: Utilize existing long-range plan(s) that identify the community's future infrastructure needs and all associated costs

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Water Policy Strategy B2.2e to ensure Flagstaff has a long-term water supply, track committed water demand when council approves a plat, in acre-feet/year	900	1,263	1,118	1,000	900
Water Policy Strategy F2.1 Water Production and Treatment Capacity vs. Committed Peak Demand (Over 80% = new well up to 9,913 AF/YR	80%	79%	85%	85%	<80%

Priority: Livable Community
Objective: Create a welcoming community through partnerships, strong neighborhoods, civic engagement and resident participation

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Number of hours hosting unpaid interns	80	220	80	0	80

304 - Water Resource Management

Expenditures by Category:

	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 291,863	$ 325,701	$ 325,701	$ 366,087	$ 40,386
Contractuals	229,053	340,250	340,250	259,750	(80,500)
Commodities	36,391	103,183	82,183	82,050	(21,133)
Total	**$ 557,307**	**$ 769,134**	**$ 748,134**	**$ 707,887**	**$ (61,247)**

Expenditures by Program:

General Administration	$ 111,708	$ 112,159	$ 112,159	$ 142,183	$ 30,024
Water Resources	83,939	205,250	205,250	140,250	(65,000)
Water Conservation	361,660	451,725	430,725	425,454	(26,271)
Total	**$ 557,307**	**$ 769,134**	**$ 748,134**	**$ 707,887**	**$ (61,247)**

Source of Funding:

Water Services Fund	$ 707,887
	$ 707,887

Commentary:

The Water Resource Management section operating budget has decreased by 8%. There are no capital expenditures. The Personnel Services increase of 12% is mainly due to a COLA increase, an increase in medical insurance and an increase in retirement contributions. Personnel Services increases also include an increase in 0.49 FTE for a Water Conservation Enforcement Aide. Contractuals decreases of 24% are mainly due to a reduction in miscellaneous projects offset by increases in professional services. Commodities decrease of 20% is mainly due to a decrease in computer software. There is no major capital (>$10,000) for this section.

Authorized Personnel/Positions:

Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Water Conservation Enforcement Aide	1	1	1	0.49	1.49
Water Conservation Specialist	1	1	1	0	1
Water Resources Technician	0	0	0.48	0	0.48
Water Resource Manager	1	1	1	0	1
Water Services Program Manager	1	1	1	0	1
Total	4	4	4.48	0.49	4.97

Mission

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Program Description

Core functions of the Engineering section include Project Management of the Capital Improvement Program (CIP), new development, plan review and GIS database administration, system installation and maintenance.

The section also administers all ADEQ Water and Sewer permits and the City Change Order Committee. Utilities asset management includes using an enterprise level Geographic Information System (GIS) linked to a computerized maintenance management system to maintain up-to-date infrastructure inventory and maintenance records. Utilities engineering evaluates capital improvement needs, including prioritization, and provides project management engineering services for capital improvement projects. Utilities staff maintain hydraulic computer models of the City's water, sewer and reclaimed infrastructure and use these tools to evaluate the needs of new development and anticipated future growth in conjunction with the Regional Plan. Staff also research customer, staff and City Council inquiries and follow up on complaints.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Completed Wastewater Treatment Bio-solids Master plan, which provides a roadmap and framework for sustainable and cost effective biosolids management in the future
- ✓ Participated in the creation of the Water Services Strategic Plan 2025
- ✓ Public notices - Two outreach publications were developed, printed and distributed

Safe & Healthy Community

- ✓ Developed Fort Tuthill water line sewer line loop to accommodate new capacity

Inclusive & Engaged Community

- ✓ Posted capital project information on City's website to keep citizens informed on numerous capital projects
- ✓ Held numerous public outreach meetings on findings of the Wastewater Bio-solids Master Plan and published pamphlets and executive summaries for Commission Board and City Council members detailing the results of the study
- ✓ Conducted public outreach meetings on the Switzer Canyon transmission line project and met with internal and external stakeholders on the need and process for this critical public improvement
- ✓ Conducted extensive public outreach, including door to door meet and greet on Linda Vista and Kinlani Dorm water vault replacement projects; discussed road closures and potential water outages with affected water customers

Sustainable, Innovative Infrastructure

- ✓ Completed improvements to exterior of Water Services Administration Building
- ✓ Completed security improvements, including cybersecurity for all Water Services facilities
- ✓ Completed design studies for Lake Mary sedimentation basins, Wildcat Hill WRP Pump Station improvements and facilities expansion

Livable Community
- ✓ Replaced aging water and sewer infrastructure within downtown, Southside, Westside and Sunnyside areas
- ✓ Continued water services effort to replace aging equipment and infrastructure

Environmental Stewardship
- ✓ Completed Co-Gen gas conveyance system
- ✓ Increased energy efficiencies by continuing to implement energy conservation related capital projects identified in 2012 Utilities Energy Audit

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FY 2020-2021 Initiatives

High Performing Governance
- ✓ Track Strategic Plan 2025 performance
- ✓ Continue effort to repair/replace equipment that have been documented in our Master Plan

Safe & Healthy Community
- ✓ Sewer flow measurement studies to ensure no sanitary sewer overflows occur

Inclusive & Engaged Community
- ✓ Keep public substantively informed on Water Services projects and activities
- ✓ Continue to give tours to the public
- ✓ Continue outreach efforts on capital improvement projects including signage at all projects

Sustainable, Innovative Infrastructure
- ✓ Address Water Reclamation Plant (WRP) needs with a long-term solution
- ✓ Purchase Lake Mary land parcel from United States Forest Service (USFS)

Livable Community
- ✓ Continue replacement of aging water and sewer infrastructure within downtown, Southside, Industrial, Huntington, Cherry Hill and in Coconino Estates subdivision areas
- ✓ Continue water services effort to replace aging equipment and infrastructure at wastewater plants to allow for growth and infill to occur and sustain the high level of customer service

Environmental Stewardship
- ✓ Complete Phase 2 of the Co-Generation equipment improvements at the Wildcat Hill WRP facility
- ✓ Lower greenhouse gas emissions and increase Co-Generation system runtime through the installation of the Wildcat gas conveyance system improvements

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Performance Measures

Priority: Robust Resilient Economy
Objective: Enhance understanding between the development community, the City and Flagstaff residents

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Water and sewer impact analysis performed for developers	12	14	12	16	12
Inter division staff (IDS) plans reviewed	Varies	452	470	450	424
ADEQ permits processed	Varies	36	38	30	32

Priority: Sustainable, Innovative Infrastructure
Objective: Deliver Outstanding services to residents through a healthy, well maintained infrastructure system

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Replace two miles (10,560 ft.) of aging water line infrastructure each year	100%	145%	129%	41%	160%
Replace one mile (5,280 feet) of aging sewer line infrastructure each year	100%	106%	70%	91%	5%
Energy efficiency improvement capital projects implemented	2	3	3	2	2

305 - Engineering

Expenditures by Category:

	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 463,395	$ 379,956	$ 379,956	$ 392,842	$ 12,886
Contractuals	148,457	168,050	168,050	168,050	-
Commodities	43,426	10,240	10,240	10,240	-
Total	**$ 655,278**	**$ 558,246**	**$ 558,246**	**$ 571,132**	**$ 12,886**

Expenditures by Program:

General Administration	$ 439,158	$ 487,704	$ 487,704	$ 498,508	$ 10,804
GIS-Utilities	216,120	70,542	70,542	72,624	2,082
Total	**$ 655,278**	**$ 558,246**	**$ 558,246**	**$ 571,132**	**$ 12,886**

Source of Funding:

Water Services Fund	$ 571,132
	$ 571,132

Commentary:
The Engineering operating budget has increased by 2%. There are no capital expenditures. The Personnel Services increase of 3% is mainly due to a COLA increase, an increase in medical insurance and an increase in retirement contributions. Contractuals and Commodities have remained flat. There is no major capital (>$10,000) for this section.

Authorized Personnel/Positions:

Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
GIS System Specialist	1	1	1	0	1
IT Administrator	1	1	0	0	0
Project Manager	1	1	1	0	1
Water Services Engineering Manager	1	1	1	0	1
Water Services Plan Reviewer	1	1	1	0	1
Total	5	5	4	0	4

Mission

The mission of the Regulatory Compliance section of the Water Services division is to ensure that the City of Flagstaff is compliant with all sampling and reporting requirements and best management practices (BMPs) as directed under state and federal regulations and permits for our water, wastewater, reclaimed water, surface water, stormwater, industrial pretreatment and backflow programs. The Regulatory Compliance section is also responsible for ensuring each facility in Water Services is properly permitted and any discharge is correctly reported to the Arizona Department of Environmental Quality. Staff philosophy is responsiveness, performing duties with honesty and integrity and a commitment to meeting industry standards of excellence.

Program Description

Core functions of the Regulatory Compliance section include sampling, testing, documenting and reporting the quality of the City's water, wastewater, reclaimed water and industrial pretreatment and backflow systems as directed under state and federal regulations and permits. The Section manages two State licensed laboratories, administers the Multi-Sector General Permit (MSGP) at the Wildcat Hill and Rio de Flag Wastewater Reclamation Plants, administers the Municipal Separate Storm Sewer System (MS4) permit for the City and works with regulatory agencies to update permits. The section also coordinates the Water Services Division's safety programs.

The Regulatory Compliance section represents the City by maintaining relationships with other professionals in the water and environmental compliance field by participating in or hosting meetings and workshops. We are a liaison with numerous outside agencies and organizations that include the United States Environmental Protection Agency (USEPA), Arizona Department of Environmental Quality (ADEQ), Arizona Department of Water Resources (ADWR), Advisory Panel on Emerging Contaminants, and Environmental Laboratory Advisory Committee. In addition, staff review proposed water quality legislation and provide input to State Agencies, City Council and Legislators. Staff also provides water quality regulatory permit administration for all programs within the Regulatory Compliance Section for various Federal (USEPA) and State (ADEQ) programs including Safe Drinking Water Act, Clean Water Act, Clean Air Act, National Pollutant Discharge Elimination System (NPDES), Arizona Pollutant Discharge Elimination System (AZPDES), Arizona Aquifer Protection Permit (APP), Reclaimed Water Permit, Multi-Sector General Permit (MSGP), Municipal Separate Storm Sewer System (MS4), and Emergency Operations and Safety Programs as required.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Assured community received safe and clean drinking water and reclaimed water
- ✓ Developed draft manual to outline requirements and proper installation of oil water separators and grease traps
- ✓ Completed new local limits update to protect treatment plants and collection system
- ✓ Completed successful audit of the City MS4 program
- ✓ No exceedances or violations of any maximum contaminant level or aquifer water quality standard at the City wastewater plants or drinking water plants

Safe & Healthy Community

- ✓ Changes to the scavenger waste program to assure stricter compliance with existing rules and be protective of the City wastewater plants
- ✓ Changed drinking water sampling locations to meter boxes, rather than locations on customer side of meter, providing a less intrusive sampling location

Inclusive & Engaged Community
- ✓ Completed water quality report to all water services customers
- ✓ Changed City Code to streamline the City's Industrial Pretreatment Program
- ✓ Streamlined the reporting process by creating electronic GIS based reporting of drinking water and wastewater sampling

Robust Resilient Economy
- ✓ Provided consistent and equal enforcement of regulations of the City Pretreatment Program

Livable Community
- ✓ Provided outreach of how the water is safe

Environmental Stewardship
- ✓ Developed drinking water tracking system to record real time water chemistry as they are collected in the field
- ✓ Developed grease interceptor and oil water separator tracking system to record location

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FY 2020-2021 Initiatives

High Performing Governance
- ✓ Complete City Code changes to pretreatment, cross-connection and scavenger waste programs

Safe & Healthy Community
- ✓ Assure community receives safe and clean drinking water and reclaimed water
- ✓ Develop a timely and accurate Consumer Confidence Report and provide easy access to the community

Inclusive & Engaged Community
- ✓ Complete the annual Water Quality Report to all water services customers
- ✓ Continue to develop staff to be the best they can by providing the tools and opportunities they need to succeed

Robust Resilient Economy
- ✓ Update Multi-Skilled Worker (MSW) Skill Blocks that meet the need of the section and advance its objectives to better serve the Water Services division

Livable Community
- ✓ Continue the evolution of the Water Services Strategic Plan by developing metrics and goals to prevent future potential issues with the drinking water and wastewater programs

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Performance Measures

Priority: High Performing Governance
Objective: Implement innovative local government programs, new ideas and best practices; be recognized as a model for others to follow

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Number of injury accidents	0	0	0	1	0
Number of non-injury accidents	0	0	0	1	0

Priority: High Performing Governance
Objective: Serve the public by providing high quality internal and external customer service

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Number of drinking water and wastewater customer complaints addressed	100%	13	14	25	20

Priority: Safe & Healthy Community
Objective: Ensure the built environment is safe through the use of consistent standards, rules and regulations, and land use practices

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Number of drinking water violations	0	0	0	0	0
Number of wastewater permit violations	<1	0	0	0	0

306 - Regulatory Compliance

Expenditures by Category:

	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 622,704	$ 699,333	$ 699,333	$ 789,295	$ 89,962
Contractuals	173,722	311,418	311,418	211,764	(99,654)
Commodities	78,471	100,858	100,858	100,512	(346)
Total	**$ 874,897**	**$ 1,111,609**	**$ 1,111,609**	**$ 1,101,571**	**$ (10,038)**

Expenditures by Program:

General Administration	$ 120,403	$ 130,311	$ 130,311	$ 135,897	$ 5,586
Water Regulatory and Lab Services	150,436	177,013	177,013	265,656	88,643
Wastewater Regulatory and Lab Services	296,012	354,260	354,260	347,032	(7,228)
Reclaim Water Regulatory and Lab Services	-	104	104	104	-
Stormwater Regulatory and Lab Services	6,501	6,000	6,000	6,000	-
Industrial Waste Administration	301,545	443,921	443,921	346,882	(97,039)
Total	**$ 874,897**	**$ 1,111,609**	**$ 1,111,609**	**$ 1,101,571**	**$ (10,038)**

Source of Funding:

Water Services Fund	$ 1,101,571
	$ 1,101,571

Commentary:

The Regulatory Compliance section operating budget has decreased by 1%. There are no capital expenditures. The Personnel Services increase of 13% is mainly due to the redistribution of personnel, a COLA increase, an increase in medical insurance and an increase in retirement contributions. Contractuals decreases of 32% are mainly due to consultant fees. Commodities remained flat. There is no major capital (>$10,000) for this section.

Authorized Personnel/Positions:

Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Industrial Pretreat Inspector	2	2	2	0	2
Industrial Pretreat Supervisor	1	1	1	0	1
MSW - Laboratory	3	3	3	0	3
MSW - Plant Tech	0	0	0	0	0
Water Services Manager	1	1	1	0	1
Water Services Supervisor	2	2	2	0	2
Total	9	9	9	0	9

Mission

The mission of the Water Services division is to professionally and cost effectively provide water, stormwater, reclaimed water and wastewater services that meet the present and future environmental, health and safety needs of the community and our co-workers. We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations and by continuously improving our operations. We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

Program Description

Core functions of the SCADA (Supervisory Control and Data Acquisition) Information Systems (IS) Section is to maintain and secure the SCADA controls which control remote processes for all water moving through the City including water production, wastewater and reclaimed water. SCADA systems are set to trigger alarms when chemistry, levels or flows fall outside established parameters.

- SCADA IS develops and implements applications, databases, scripts and hardware that allows for collecting, analyzing, storing and display of control systems within SCADA, GIS, CMMS, Water Usage and other data to allow Water Services Division to make data-driven decisions.
- SCADA IS collaborates with City IT to develop innovative solutions to improve efficiency through technology.
- SCADA IS maintains security software and databases for all Water Services facilities, including cameras and door access, to improve safety of the work environment for all Water Services employees.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Designed and implemented digital logbooks at water treatment plant and both water reclamation plants
- ✓ Implementation of new TV van camera software
- ✓ Introduced Water Services to dashboards (Distribution, Collections, Water production, Wastewater, Water Recourses and compliance) for better live data viewing
- ✓ Expanded workorder management system in collections, distribution hydrant inspections
- ✓ Data collection apps for faster spatial data collection through Water Services
- ✓ Solar winds and Citect Monitoring to see when sites are online or need checking
- ✓ Rio De Flag motor control center cabinet cleanup
- ✓ Buffalo Park tank cabinet cleanup

Safe & Healthy Community

- ✓ Security system upgrade to door controller as all out facilities
- ✓ Upgraded security camera system adding more sites for better protecting our facilities

Inclusive & Engaged Community

- ✓ Public outreach story maps of capital improvement program on Water Services website

Sustainable, Innovative Infrastructure

- ✓ Woody Mountain wells will allow us to get more information from wells like better flows values and energy consumption

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FY 2020-2021 Initiatives

High Performing Governance

- ✓ Implement a Computerized Maintenance Management System (aka Cityworks) into plants starting with Hach equipment
- ✓ Centralized door security software
- ✓ Add programming efficiency by adding more function block programing for fast reusable code
- ✓ Update metering at reclaimed water sites to track flow and pressure in SCADA at two to four sites
- ✓ Input inspections and workorders into Cityworks for distribution system and reclaim system
- ✓ Build a database to store water meter data in daily or average daily reads for easier use in projects
- ✓ Implement ESRI GeoEvent to bridge our Realtime data with our spatial data and Cityworks
- ✓ Migrate all SCADA servers to virtual machines for better disaster recovery
- ✓ TV van/Cityworks integration

Safe & Healthy Community

- ✓ Get all gas detection meters into the workorder management system

Sustainable, Innovative Infrastructure

- ✓ Flow data projects measuring flow in parts of the collection system to better track down areas that need more cleaning
- ✓ Programming logic for energy data to start collecting better energy data out of motors and pumps
- ✓ Programming logic for M777 motor savers to start collecting better energy data out of our motor and pumps

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Performance Measures

Priority: Sustainable, Innovative Infrastructure
Objective: Deliver outstanding services to residents through a healthy, well maintained infrastructure system

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Maintain current and develop apps and databases to add efficiency to the operation of water services	100%	N/A	100%	100%	100%
Maintain and improve door and camera security (cameras are working and recording)	Yes	N/A	Yes	Yes	Yes
Staying up to date on current SCADA and IS trends and technology through training (one class and one conference per employee per year)	>99.5%	N/A	99.6%	99.6%	99.6%
Keep the City of Flagstaff SCADA network infrastructure up and running	>99.5%	N/A	99.6%	99.6%	99.6%

307 - SCADA Information Systems

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ -	$ 366,524	$ 366,524	$ 463,941	$ 97,417
Contractuals	-	307,427	232,427	217,660	(89,767)
Commodities	-	252,225	252,225	89,725	(162,500)
Capital	-	45,000	56,875	-	(45,000)
Total	**$ -**	**$ 971,176**	**$ 908,051**	**$ 771,326**	**$ (199,850)**
Expenditures by Program:					
SCADA Tracking	$ -	$ 459,382	$ 441,257	$ 378,760	$ (80,622)
Water Services Info Systems	-	169,769	169,769	176,166	6,397
Wildcat SCADA	-	185,209	185,209	146,050	(39,159)
Reclaimed SCADA	-	141,216	96,216	61,750	(79,466)
Rio SCADA	-	15,600	15,600	8,600	(7,000)
Total	**$ -**	**$ 971,176**	**$ 908,051**	**$ 771,326**	**$ (199,850)**
Source of Funding:					
	Water Services Fund			$ 771,326	
				$ 771,326	

Commentary:

The SCADA Information Systems section operating budget has decreased by 17%. There are no capital expenditures, resulting in an overall net decrease of 21%. The Personnel Services increase of 27% is mainly due to the addition of 1.0 FTE Water Services Supervisor, a COLA increase, an increase in medical insurance premiums and an increase in retirement contributions. Contractuals decreases of 29% are mainly due to a reduction in professional services. Commodities decreases of 64% are mainly due to a reduction in system upgrades and one-time alarm system expenditures. There is no major capital (>$10,000) for this section.

Authorized Personnel/Positions: Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
IT Administrator	0	0	2	0	2
Water Services Supervisor	0	0	2	1	3
Total	0	0	4	1	5

Mission

This program within the Water Reclamation section provides wastewater treatment and produces Class A+ reclaimed water quality that meets or exceeds all regulatory requirements and minimize cost per unit of treated wastewater.

Program Description

The Wildcat Hill Water Reclamation Plant is a six million gallon-per-day rated facility. This program is responsible for the day-to-day operation and maintenance of wastewater treatment, solids handling and the production of Class A+ reclaimed water quality.

FY 2019-2020 Accomplishments

High Performing Governance
- ✓ Assisted in the development of the Water Services Strategic Plan 2025
- ✓ Created the Water Reclamation Strategic Goals and Standards

Safe & Healthy Community
- ✓ Implemented lone worker devices to help protect staff in the event of a fall or an injury
- ✓ Safety training 380 hours of on-line, instructor led and weekly
- ✓ Received 477 hours of operations and maintenance training classes from vendors and consultants
- ✓ Completed 25 hours of In-house leadership training (succession planning)
- ✓ Received one complaint about the facility
- ✓ No lost time incidents

Inclusive & Engaged Community
- ✓ Conducted 20 tours of the Wildcat Facility to local schools
- ✓ Completed four hours of presentations for NAU students

Livable Community
- ✓ Continued our effort to repair/replace equipment that have been documented in our Master Plan
- ✓ Started a weed abatement program

Environmental Stewardship
- ✓ Purchased two 4″ pumps for use during flooding and normal operations

FY 2020-2021 Initiatives

High Performing Governance
- ✓ Implement the Water Services Strategic Plan 2025
- ✓ Utilize the Water Reclamation Strategic Goals and Standards
- ✓ Continue effort to repair/replace equipment that have been documented in the Master Plan

Safe & Healthy Community
- ✓ Continue safety training for staff
- ✓ Continue operations and maintenance training classes from vendors and consultants
- ✓ Continue in-house leadership training (succession planning)
- ✓ Zero complaints about the facility
- ✓ Have no preventable accidents or injuries

Inclusive & Engaged Community

- ✓ Continue to give tours to the public
- ✓ Continue to perform presentations for NAU

Sustainable, Innovative Infrastructure

- ✓ Continue to update and improve on energy efficiency programs and incorporate these into future projects
- ✓ Continue to use reuse water in all areas of the facility and look for any other areas of improvement
- ✓ Have a plan to replace of the motor control center in the headworks building; the existing unit is from the 1970's and well beyond its expected life span
- ✓ In the final planning for septage and grease receiving station
- ✓ Planning for the rebuild of the primary effluent pump station (PEPS)

Performance Measures

Priority: Safe & Healthy Community
Objective: Ensure the built environment is safe using consistent standards, rules and regulations, and land use practices

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Gallons of wastewater treated (billions)	1.45	1.21	1.35	1.49	1.60
Gallons of septage treated (millions)	2.80	3.05	4.00	4.25	4.50
Gallons of grease treated (thousands)	480	504	686	700	750
Gallons of mud sludge (thousands)	58	21	43	48	52

311 - Wastewater Treatment - Wildcat

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 620,472	$ 701,955	$ 701,955	$ 727,516	$ 25,561
Contractuals	1,034,638	1,154,200	1,081,931	1,171,369	17,169
Commodities	538,739	443,742	443,742	603,242	159,500
Capital	21,212	150,000	87,354	162,646	12,646
Total	**$ 2,215,061**	**$ 2,449,897**	**$ 2,314,982**	**$ 2,664,773**	**$ 214,876**
Expenditures by Program:					
General Administration	$ 166,312	$ 264,619	$ 168,448	$ 438,832	$ 174,213
Plant Operations	1,248,578	1,379,386	1,379,386	1,312,915	(66,471)
Plant Maintenance	482,089	531,035	492,291	517,491	(13,544)
Septage Collection	2,198	6,150	6,150	6,150	-
WH Rio Maintenance	1,866	1,700	1,700	121,700	120,000
Solids Handling	247,777	267,007	267,007	267,685	678
Wildcat SCADA	66,241	-	-	-	-
Total	**$ 2,215,061**	**$ 2,449,897**	**$ 2,314,982**	**$ 2,664,773**	**$ 214,876**
Source of Funding:					
	Water Services Fund			$ 2,664,773	
				$ 2,664,773	

Commentary:

The Wastewater Treatment - Wildcat section operating budget has increased by 9%. There are capital expenditures of $162,646, resulting in an overall net increase of 9%. The Personnel Services increase of 4% is mainly due to a COLA increase, an increase in medical insurance and an increase in retirement contributions. Contractuals increases of 1% are mainly due to increases in utilities offset by consultant fee reductions. Commodities increases of 36% are mainly due to a front end loader hydraulic rebuild and increases in office supplies. Major capital (>$10,000) includes facility improvements ($62,646) and driveways and pavement improvements ($100,000).

Authorized Personnel/Positions: Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
MSW - Maintenance	2	2	2	0	2
MSW - Operations	5	5	4	0	4
MSW - Plant Technician	0	0	0	0	0
Water Services Supervisor	3	3	3	0	3
Wastewater Treatment Manager	1	1	1	0	1
Total	11	11	10	0	10

Mission

To provide wastewater treatment and produce Class A+ reclaimed water quality that exceeds all Federal, State and reuse requirements in a safe and cost-effective manner. To submit all required regulatory reports on time without exception.

Program Description

The Rio de Flag Water Reclamation Facility processes wastewater flow from the western half of the city and treats reclaimed water for a variety of non-potable uses. Landscape irrigation is the principal use of reclaimed water, but it is also used for non-potable commercial and industrial uses. Excess reclaimed water is released to the Rio de Flag wash for riparian enhancement and groundwater augmentation. This semi-automated treatment facility uses advanced technology to produce reclaimed water that is rated as Class A+ by the state of Arizona. The program monitors product water quality as well as downstream water quality. Staff is also responsible for pumping the water into the citywide distribution system and maintaining the reclaimed water storage facilities at Buffalo Park.

FY 2019-2020 Accomplishments

High Performing Governance
- ✓ Created the Water Services Strategic Plan
- ✓ Created the Water Reclamation Strategic Goals and Standards

Safe & Healthy Community
- ✓ Purchased and put into service lone worker devices to help protect staff in the event of a fall or an injury
- ✓ Safety training over 162 hours of on-line training, instructor led and weekly
- ✓ Received 229 hours of operations and maintenance training classes from vendors and consultants
- ✓ Completed 12 hours of in-house leadership training (succession planning)
- ✓ Received zero complaints about the facility
- ✓ No lost time incidents

Inclusive & Engaged Community
- ✓ Conducted 10 tours of the facility to the public schools
- ✓ Completed one hour of presentations for NAU students

Sustainable, Innovative Infrastructure
- ✓ Facility operated all year producing Class A+ water consistently pumping out over 300 million gallons

Robust Resilient Economy
- ✓ Working to complete the Rio concrete and valve replacement project by June of 2020

Livable Community
- ✓ Completed the replacement of the original (1993) UV system

Environmental Stewardship
- ✓ Purchased one 4″ pump for use during flooding and normal operations

FY 2020-2021 Initiatives

High Performing Governance
- ✓ Implement the Water Services Strategic Plan 2025
- ✓ Utilize the Water Reclamation Strategic Goals and Standards
- ✓ Continue our effort to repair/replace equipment that have been documented in our Master Plan

Safe & Healthy Community
- ✓ Continue safety training for staff
- ✓ Continue operations and maintenance training classes from vendors and consultants
- ✓ Continue in-house leadership training (succession planning)
- ✓ Zero complaints about the facility
- ✓ Have no preventable accidents or injuries

Inclusive & Engaged Community
- ✓ Continue to give tours to the public
- ✓ Continue to perform presentations for NAU

Sustainable, Innovative Infrastructure
- ✓ Continue to update and improve on energy efficiency programs and incorporate these into future projects
- ✓ Continue to use reuse water in all areas of the facility and look for any other areas of improvement
- ✓ Complete final planning for PLC upgrades at the influent pump station so all pumps can be utilized
- ✓ Work on carbon replacement for the odor control systems

Performance Measures

Priority: Safe & Healthy Community
Objective: Ensure the built environment is safe through the use of consistent standards, rules and regulations, and land use practices

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Number of permit violations issued by ADEQ	0	0	0	0	0
Wastewater treated (million gallons)	700	658	658	660	660

312 - Wastewater Treatment - Rio Plant

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 360,497	$ 345,215	$ 345,215	$ 324,680	$ (20,535)
Contractuals	426,132	520,129	472,562	601,085	80,956
Commodities	145,879	105,792	105,792	77,042	(28,750)
Capital	31,814	195,000	195,000	55,000	(140,000)
Total	**$ 964,322**	**$ 1,166,136**	**$ 1,118,569**	**$ 1,057,807**	**$ (108,329)**
Expenditures by Program:					
General Administration	$ 105,854	$ 193,850	$ 146,283	$ 220,399	$ 26,549
Plant Operations	477,995	667,497	667,497	453,371	(214,126)
Plant Maintenance	358,128	304,789	304,789	384,037	79,248
Rio SCADA	22,345	-	-	-	-
Total	**$ 964,322**	**$ 1,166,136**	**$ 1,118,569**	**$ 1,057,807**	**$ (108,329)**
Source of Funding:					
	Water Services Fund			$ 1,057,807	
				$ 1,057,807	

Commentary:

The Wastewater Treatment-Rio Plant section operating budget has increased by 3%. There are capital expenditures of $55,000, resulting in an overall net decrease of 9%. The Personnel Services decrease of 6% is mainly due to a personnel distribution change, offset by a COLA increase, an increase in medical insurance and an increase in retirement contributions. Contractuals increases of 16% are mainly due to an increase in odor control efforts. Commodities decreases of 27% are due to decreases in machinery and equipment parts replacement. Major capital (>$10,000) includes facility improvements ($55,000).

Mission

The mission of the Water Services division is to professionally and cost effectively provide water, stormwater, reclaimed water and wastewater services that meet the present and future environmental, health and safety needs of the community and our co-workers. We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations and by continuously improving our operations. We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

Program Description

The Wastewater Collections system staff safely and efficiently operates to maintain and repair all wastewater collection and reclaimed distribution mains and manholes. In addition, eliminating or reducing the amount of health hazards, system failures, customer complaints and property damage throughout the community are requirements for the section.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Worked with Community Development in order to provide the necessary changes to our Engineering Standards to keep up with industry movement and/or safety related functions

Safe & Healthy Community

- ✓ Performed preventative maintenance on over 61 miles during the first nine months of the fiscal year

Inclusive & Engaged Community

- ✓ Utilized door hangers to start conversations with property owners on easements and the requirements when an easement crosses a property

Sustainable, Innovative Infrastructure

- ✓ Repaired and rehabilitated five manholes utilizing a cured in place fiber glass material to prevent infiltration and roots
- ✓ Purchased a new truck mounted hydro jet cleaning unit with easement rig to replace an older sewer hydro vac combo truck to allow easier access in easements and alleyways

Robust Resilient Economy

- ✓ Assisted contractors scheduled and emergency work on the wastewater collection system in order to keep the system operational

Livable Community

- ✓ Responded to all new sewer taps in a timely manner

Environmental Stewardship

- ✓ Continued to provide cleaning service to prevent blockages and reduce the amount of sanitary sewer overflows

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FY 2020-2021 Initiatives

High Performing Governance
- ✓ Continue working with Community Development in order to provide the necessary changes to our engineering standards

Safe & Healthy Community
- ✓ Continue to provide preventative maintenance on the wastewater collection system to reduce the number of sanitary sewer overflows

Inclusive & Engaged Community
- ✓ Continue to provide information to the public through social media, newsletters, door hangers, etc. for what Wastewater Collection is doing to better the community and improve the collection system

Sustainable, Innovative Infrastructure
- ✓ Repair and rehabilitate a minimum of five manholes utilizing a cured in place material

Robust Resilient Economy
- ✓ Respond in a timely manner to all new sewer service tap requests

Livable Community
- ✓ Respond in a timely manner to customer concerns

Environmental Stewardship
- ✓ Reduce the number of sanitary sewer overflows

Performance Measures

Priority: Sustainable, Innovative Infrastructure
Objective: Deliver outstanding services to residents through a healthy, well maintained infrastructure system

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Number of sanitary sewer system backups/overflows	5	9	7	6	5
Reduce the number of sanitary sewer system backups through proper maintenance and inspection procedures	60%	80%	60%	60%	100%

Priority: High Performing Governance
Objective: Become an employer of choice and provide employees with the necessary tools, training and support

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Safety training hours per employee	30	67	37	43	30
Number of injury accidents	0	0	1	0	0

Priority: High Performing Governance
Objective: Serve the public by providing high quality internal and external customer service

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Number of complaints per 1,000 customers	5	0.05	0	0	0

313 - Wastewater Collection

Expenditures by Category:

	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 694,373	$ 737,159	$ 737,159	$ 751,843	$ 14,684
Contractuals	139,661	232,580	232,580	231,680	(900)
Commodities	132,357	227,639	227,639	253,539	25,900
Capital	18	392,000	392,000	-	(392,000)
Total	**$ 966,409**	**$ 1,589,378**	**$ 1,589,378**	**$ 1,237,062**	**$ (352,316)**

Expenditures by Program:

General Administration	$ 223,584	$ 290,414	$ 290,414	$ 272,761	$ (17,653)
Service Connections	60,723	55,434	55,434	58,411	2,977
Preventive Maintenance	383,386	769,276	769,276	432,535	(336,741)
TV Inspect and Hydro Clean	167,901	189,856	189,856	185,466	(4,390)
Corrective Maintenance	128,676	284,398	284,398	287,889	3,491
Reclaimed Waterline	2,139	-	-	-	-
Total	**$ 966,409**	**$ 1,589,378**	**$ 1,589,378**	**$ 1,237,062**	**$ (352,316)**

Source of Funding:

Water Services Fund	$ 1,237,062
	$ 1,237,062

Commentary:
The Wastewater Collection operating budget has increased by 3%. There are no capital expenditures, resulting in an overall net decrease of 22%. The Personnel Services increase of 2% is mainly due to a COLA increase, an increase in medical insurance and an increase in retirement contributions. Contractuals remained relatively flat. Commodities increases of 11% is mainly due a one-time purchase of two flow meters.

Authorized Personnel/Positions:

Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
MSW- Water Services Technician	8	8	8	0	8
Water Services Supervisor	1	1	1	0	1
Total	9	9	9	0	9

Mission

To deliver to customers Class A+ reclaimed water quality that exceeds all Federal, State and reuse requirements in a safe and cost-effective manner. To submit all required regulatory reports on time without exception.

Program Description

The Rio de Flag Water Reclamation Facility processes wastewater flow from the western half of the city and treats reclaimed water for a variety of non-potable uses. Landscape irrigation is the principal use of reclaimed water, but it is also used for non-potable commercial and industrial uses. Excess reclaimed water is released to the Rio de Flag wash for riparian enhancement and groundwater augmentation. This semi-automated treatment facility uses advanced technology to produce reclaimed water that is rated as Class A+ by the state of Arizona. The program monitors product water quality as well as downstream water quality. Staff is also responsible for pumping the water into the citywide distribution system and maintaining the reclaimed water storage facilities at Buffalo Park.

FY 2019-2020 Accomplishments

High Performing Governance
- ✓ Created the Water services Strategic plan
- ✓ Created the Water Reclamation Strategic Goals and Standards

Safe & Healthy Community
- ✓ Completed 37.5 hours of safety training for staff
- ✓ Received 55 Hours of operations and maintenance training classes from vendors and consultants
- ✓ Completed six hours in-house leadership training (succession planning)
- ✓ Received zero complaints about the facility
- ✓ Had no preventable accidents or injuries

Inclusive & Engaged Community
- ✓ Conducted 26 tours of the facility with local schools
- ✓ Completed five hours of presentations for NAU students

Sustainable, Innovative Infrastructure
- ✓ Chlorine system – continued to enhance this equipment
- ✓ Installed pipe owl water transient gauge

Livable Community
- ✓ Continue our effort to repair/replace equipment that have been documented in our Master Plan
- ✓ Started a weed abatement program

Environmental Stewardship
- ✓ Reused 728.6 Million gallons of water between reclaim, golf courses and the plant reclaim water system

FY 2020-2021 Initiatives

High Performing Governance
- ✓ Implement the Water Services Strategic Plan 2025
- ✓ Utilize the Water Reclamation Strategic Goals and Standards
- ✓ Continue efforts to repair/replace equipment that have been documented in our Master Plan

Safe & Healthy Community
- ✓ Continue safety training for staff
- ✓ Continue operations and maintenance training classes from vendors and consultants
- ✓ Continue In-house leadership training (succession planning)
- ✓ Zero complaints about the facility
- ✓ Have no preventable accidents or injuries

Inclusive & Engaged Community
- ✓ Continue to give tours to the public
- ✓ Continue to perform presentations for NAU

Sustainable, Innovative Infrastructure
- ✓ Continue to update and improve on energy efficiency programs and incorporate these into our future projects
- ✓ Continue to use reuse water in all areas of the facility and look for any other areas of improvement

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Performance Measures

Priority: High Performing Governance
Objective: Implement innovative local government programs, new ideas and best practices; be recognized as a model for others to follow

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Gallons of reclaimed water sold (millions)	500	611	528	550	550
Gallons of reclaim water sold to Continental Country Club (millions)	175	214	209	215	215
Gallons of reclaimed water delivered (millions)	550	611	528	550	550

321 - Reclaimed Water

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 153,073	$ 174,187	$ 174,187	$ 167,586	$ (6,601)
Contractuals	127,287	123,350	98,350	269,850	146,500
Commodities	114,950	170,172	170,172	206,672	36,500
Capital	8,552	135,000	-	135,000	-
Total	**$ 403,862**	**$ 602,709**	**$ 442,709**	**$ 779,108**	**$ 176,399**
Expenditures by Program:					
Reclaimed SCADA	$ 121,175	$ -	$ -	$ -	$ -
Reclaimed Distribution	7,396	11,015	11,015	11,550	535
Reclaimed Production-Wildcat	196,348	324,099	299,099	500,370	176,271
Reclaimed Production-Rio	78,943	267,595	132,595	267,188	(407)
Total	**$ 403,862**	**$ 602,709**	**$ 442,709**	**$ 779,108**	**$ 176,399**
Source of Funding:					
	Water Services Fund			$ 779,108	
				$ 779,108	

Commentary:

The Reclaimed Water operating budget has increased by 38%. There are capital expenditures of $135,000, resulting in an overall net increase of 29%. The Personnel Services decrease of 4% is mainly due to redistribution of personnel offset by a COLA increase, an increase in medical insurance and an increase in retirement contributions. Contractuals increases of 119% is mainly due to increases in other professional services for pump systems to tie in SCADA and the pump station as well as increases in load out station improvements. Commodities increases of 21% are mainly due to one-time expenditures for reclaimed distribution analyzers. Major capital (>$10,000) includes the Buffalo Park tank connectivity ($135,000).

Authorized Personnel/Positions:

Title	2017-2018	2018-2019	2019-2020	2020-2021	2020-2021
MSW - Operations	1	1	1	0	1
MSW - Maintenance	1	1	1	0	1
Water Services Supervisor	1	1	1	0	1
Total	3	3	3	0	3

Mission

The mission of the Water Services division is to professionally and cost effectively provide water, stormwater, reclaimed water and wastewater services that meet the present and future environmental, health and safety needs of the community and our co-workers. We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations and by continuously improving our operations. We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

Program Description

The Stormwater section includes Administration, Utility Management, Engineering/Hydrology Technical Support, Master Planning, Data Collection, Field Inspection and Plan Review Components.

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Through plan review, education, communication and on-site visits, administered the Stormwater Development Code
- ✓ Continued to implement the stormwater component of the Enforcement Response Plan
- ✓ Increased training budget for employees to provide a more consistent opportunity to improve professional development

Safe & Healthy Community

- ✓ Operated the Drainage Investigation Program throughout the City
- ✓ Stormwater section and City staff completed construction documents for the Linda Vista culvert upsizing project which will reduce flooding from the Museum fire

Inclusive & Engaged Community

- ✓ Supported numerous outreach events every year including rainwater harvesting workshops, "Make a Difference Day" and attending public meetings to discuss stormwater infrastructure projects
- ✓ Provided support for the "Make a Difference Day" effort to help cleanup natural areas throughout the City

Sustainable, Innovative Infrastructure

- ✓ Provided support to Building and Zoning by continued involvement as part of the interdepartmental staff (IDS) team and providing technical assistance
- ✓ Partnered with NAU to educate graduate and undergraduate students and reached many students through presentations to local professional groups
- ✓ Continued to hire student technicians from local higher education institutions to assist with mapping the City's stormwater system

Robust Resilient Economy

- ✓ Stormwater Infrastructure Maintenance Program annually funds the maintenance of stormwater infrastructure within the City ROW which improves the free flow of goods and services in our community

Livable Community

- ✓ Supported affordable housing by providing technical floodplain assistance to the City Affordable Housing program

Environmental Stewardship

- ✓ Reduced the effects of climate change by enforcing City Code to reduce runoff and sedimentation from construction sites
- ✓ Stormwater flood mitigation regulations were written to adapt to changing precipitation patterns
- ✓ Provided a reduction in the stormwater service fee to citizens that install rainwater harvesting systems to save on potable water use
- ✓ Low Impact Development (LID) program encouraged onsite stormwater recharges that replenish aquifers

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FY 2020-2021 Initiatives

High Performing Governance

- ✓ Continue to provide inspection services at construction sites to ensure compliance with City Stormwater requirements
- ✓ Update Hydrology section of the Stormwater Manual to reduce construction cost impacts to incoming developments and reduce long term maintenance costs through more effective design options
- ✓ Provide employees with adequate training, supplies and tools to efficiently perform their duties

Safe & Healthy Community

- ✓ Financially support the upsizing of the Linda Vista culvert and secure a FEMA grant for the armoring of the FUTS low water crossing at Spruce Wash

Inclusive & Engaged Community

- ✓ Continue to expand drainage complaint investigation program awareness to reach all Flagstaff citizens
- ✓ Increase community involvement throughout the City to provide equal service citywide regardless of social or economic status
- ✓ Continue to be a core member of the Southside Community specific plan
- ✓ Provide direct support to Rio de Flag public outreach effort
- ✓ Continue community outreach for our Community Rating System (CRS) and Municipal Separate Storm Sewer System (MS4) permit and programs

Sustainable, Innovative Infrastructure

- ✓ Work with Conservation to promote green infrastructure efforts through Low Impact Development (LID) practices
- ✓ Continue to monitor climate and precipitation in the Flagstaff area and continue research into appropriate sizing of stormwater infrastructure to maintain a high level of service in a changing climate

Robust Resilient Economy

- ✓ Assist with Public Works and Community Development projects that promote economic development, such as the Airport parking lot improvements

Livable Community

- ✓ Continue to provide technical guidance on floodplain regulations to support affordable housing efforts
- ✓ Continue to promote rainwater harvesting efforts within site design and by participation in rainwater harvesting workshop
- ✓ Continue to support Water Resources in researching groundwater infiltration capacities and potential for aquifer recharge

Environmental Stewardship

- ✓ Continue to promote rainwater harvesting efforts within site design and by participation in rainwater harvesting workshop

- ✓ Continue to support Water Resources in researching groundwater infiltration capacities and potential for aquifer recharge.
- ✓ Continue the Open Channel Maintenance Program efforts and provide further expansion of the rain and stream gauge network
- ✓ Continue management of Frances Short Pond, other wetland resources, and the further refinement of the City's seed specification for re-seeding disturbed areas
- ✓ Continue removal of invasive weeds in City maintained open channels

Performance Measures

Priority: High Performing Governance
Objective: Serve the public by providing high quality internal and external customer service

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Number of drainage complaints received	0	31	31	90	86
Number of drainage complaints resolved	100%	94%	94%	90%	70%

331 - Stormwater

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 475,026	$ 512,532	$ 512,532	$ 714,008	$ 201,476
Contractuals	142,625	320,426	149,327	533,397	212,971
Commodities	52,468	20,704	20,704	38,354	17,650
Capital	-	40,000	110,295	514,180	474,180
Total	**$ 670,119**	**$ 893,662**	**$ 792,858**	**$ 1,799,939**	**$ 906,277**
Expenditures by Program:					
General Administration	$ 197,080	$ 220,591	$ 180,591	$ 238,115	$ 17,524
Master Planning	52,213	-	-	93,089	93,089
Operations	411,411	473,071	477,572	5,000	(468,071)
Development Review	-	-	-	115,445	115,445
Inspections, Investigations & Monitoring	-	-	-	63,259	63,259
Floodplain Management	-	-	-	111,133	111,133
Open Channel & Infrastructure Maintenance	-	-	-	278,703	278,703
Drainage Maintenance	-	-	-	236,015	236,015
PBID Development	3,156	-	5,000	-	-
Rio de Flag Restoration	-	-	-	459,180	459,180
FEMA Flood Hazard Mitigation Studies	-	200,000	-	200,000	-
Frances Short Pond - AZ Game & Fish Grant	6,259	-	-	-	-
Baseline Hydrology Study	-	-	19,400	-	-
Mitigation - Raingauge	-	-	110,295	-	-
Total	**$ 670,119**	**$ 893,662**	**$ 792,858**	**$ 1,799,939**	**$ 906,277**
Source of Funding:					
	Stormwater Fund			$ 1,799,939	
				$ 1,799,939	

Commentary:

The Stormwater operating budget has increased by 51%. There are capital expenditures of $514,180, resulting in an overall net increase of 101%. The Personnel Services increase of 39% is mainly due to a COLA increase, an increase in medical insurance, an increase in retirement contributions and the addition of 2.0 FTE MSW-Water Services Technician positions. Contractuals increase of 66% is mainly due to consultant fees, maintenance increases and the addition of the stormwater maintenance program. Commodities increases of 85% are mainly due to the addition of the stormwater maintenance program. Major capital (>$10,000) includes an inspection camera for drains ($15,000), rain gauge system installations and upgrades ($40,000), and FEMA/DEMA grant projects ($459,180).

Authorized Personnel/Positions: Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Intern	0.5	0.5	0	0	0
MSW- Water Services Technician	0.0	0.0	0	2	2
Project Manager	3	3	3	0	3
Stormwater Program Manager	1	1	1	0	1
Watershed Specialist	1	1	1	0	1
Total	5.5	5.5	5	2	7

Mission

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

Program Description

This division is the legislative branch of the City of Flagstaff's Council-Manager form of Government. The City Council enacts local legislation, assesses community needs, sets the tax rate, determines and develops policies for the City Manager to implement and adopts budgets. The Council appoints the City Manager, City Attorney, Court Magistrates, and individuals to various boards, commissions and committees.

401 - Council and Commissions

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 361,607	$ 362,585	$ 362,585	$ 366,047	$ 3,462
Contractuals	44,428	45,165	45,165	62,204	17,039
Commodities	14,047	7,745	7,745	3,845	(3,900)
Capital	25,135	-	-	-	-
Total	**$ 445,217**	**$ 415,495**	**$ 415,495**	**$ 432,096**	**$ 16,601**
Expenditures by Program:					
General Administration	$ 445,217	$ 415,495	$ 415,495	$ 432,096	$ 16,601
Total	**$ 445,217**	**$ 415,495**	**$ 415,495**	**$ 432,096**	**$ 16,601**

Source of Funding:	
General Fund	$ 323,097
Library Fund	10,097
Highway User Revenue Fund	8,903
Transportation Fund	7,929
Parking District Fund	1,393
Water Services Fund	42,110
Stormwater Fund	4,219
Solid Waste Fund	23,492
SEMS Fund	7,175
Airport Fund	3,681
	$ 432,096

Commentary:
The Council and Commissions operating budget has increased by 4%. There are no capital expenditures. The Personnel Services remain relatively flat year-over-year with a slight increase due to increases in medical insurance. Contractuals increases of 38% are mainly due to an increase in travel, lodging, meals and registration. Commodities decreases of 50% are mainly due to a decrease in copying and printing. There is no major capital (>$10,000) for this section.

Program Description

This section accounts for all expenditures that are not specifically allocable to individual divisions or programs, e.g. property and liability insurance, unemployment insurance, audit fees and capital equipment that benefit various departments (e.g. mainframe computer). Costs of this division are allocated to the respective departments based on a cost allocation formulation.

402 - Non-Departmental

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	$ 60,499	$ (300,000)	$ (800,000)	$ 119,410,000	$ 119,710,000
Contractuals	2,577,280	4,483,876	2,306,627	5,622,133	1,138,257
Commodities	39,629	76,732	53,068	37,164	(39,568)
Capital	103,937	271,126	7,874	263,252	(7,874)
Total	**$ 2,781,345**	**$ 4,531,734**	**$ 1,567,569**	**$ 125,332,549**	**$ 120,800,815**
Expenditures by Program:					
General Administration	$ 631,129	$ 219,735	$ (419,114)	$ 121,039,032	$ 120,819,297
Service Partner Agencies	1,066,299	1,242,859	1,161,609	1,225,359	(17,500)
Employee Benefits	77,738	147,200	112,200	71,500	(75,700)
Insurance	665,192	2,005,192	405,192	2,315,192	310,000
Consultants	220,899	544,340	287,340	394,400	(149,940)
Copy Center	(33,594)	-	-	-	-
Redevelopment	20,000	65,000	-	-	(65,000)
John Wesley Powell Study	133,682	307,408	20,342	287,066	(20,342)
Total	**$ 2,781,345**	**$ 4,531,734**	**$ 1,567,569**	**$ 125,332,549**	**$ 120,800,815**

Source of Funding:	
General Fund	$ 124,826,182
Library Fund	61,655
Highway User Revenue Fund	63,052
Transportation Fund	16,621
Parking District Fund	8,974
Water Services Fund	189,618
Stormwater Fund	9,231
Solid Waste Fund	123,269
SEMS Fund	8,290
Airport Fund	25,657
	$ 125,332,549

Commentary:

The Non-Departmental operating budget has increased 2,835%. There are capital expenditures of $263,252, resulting in an overall net increase of 2,666%. Personnel Services increased 39,903% due to the funding of the Public Safety Pension Retirement System (PSPRS) pension liability. Contractual increase of 25% are mainly due to increases to service partner contracts. Commodities decrease of 52% is mainly due to a reduction in parking incentives. There is no major capital (>$10,000) for this section.

Mission

Getting you where you want to go. Our Vision: To create the finest transportation experience, making Mountain Line services an excellent choice for Northern Arizona communities.

Program Description

The Transit section collects the portion of the transportation tax that is designated for transit activities. Mountain Line administers the transit program per the intergovernmental agreement (IGA) between the City and Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA).

FY 2019-2020 Accomplishments

High Performing Governance

- ✓ Maintained customer satisfaction and on-time performance

Inclusive & Engaged Community

- ✓ Continued refurbishment activities related to Mountain Line passenger shelters at bus stops to improve the current condition and create longer life value

Sustainable, Innovative Infrastructure

- ✓ Maintained service and connections; adding 4,000 hours of service to correct reliability and timing issues on existing routes
- ✓ Maintained transit operating cost per hour with a change of less than 2%
- ✓ Maintained curb to curb transportation programs with service that was on-time 98% of the time and trips per service hour were managed at 3.02 trips per hour, an important measure of efficiency
- ✓ Continued to offer both taxi travel options and door to door assistance as needed for Paratransit customers
- ✓ Doubled Mountain Express service to Arizona Snowbowl and, where possible, expanded on frequency of service during winter/snow months

Robust Resilient Economy

- ✓ Retained qualified and skilled workforce, maintaining our turnover rate though incentives, pay and benefit programs
- ✓ Identified new methods and activities that reduced absences for sick leave, workplace injury and increased health care cost
- ✓ Created two new full-time operator positions to create more flexible schedules and offer work-life balance

Livable Community

- ✓ Maintained high quality, low cost health benefits and a robust Wellness Program
- ✓ Completed a compensation study that evaluated local market as well as transit market to create a long-term pay strategy that recognizes experience, longevity and local conditions
- ✓ Created a pay plan and pay strategies that are sustainable and reduce turnover

Environmental Stewardship

- ✓ Completed the process of identification of long-term location of the Downtown Connection Center (DCC) and secured funding sources and partnerships necessary to maximize potential development

FY 2020-2021 Initiatives

High Performing Governance
- ✓ Maintain customer satisfaction and on-time performance

Safe & Healthy Community
- ✓ Adding partner with the City at DCC substation and other human services
- ✓ Human trafficking - education, awareness and reporting
- ✓ Increase in bus sanitation and cleaning, efforts will be kept in place

Inclusive & Engaged Community
- ✓ Conduct public outreach and education to gain understanding of public opinion regarding ongoing transit growth needs and the potential for new transit funding strategies to fund additional transportation programs
- ✓ Continue refurbishment activities related to Mountain Line passenger shelters at bus stops to improve the current condition and create longer life value

Sustainable, Innovative Infrastructure
- ✓ Maintain service and connections
- ✓ Maintain transit operating cost per hour with a change of less than 2%
- ✓ Maintain curb to curb transportation programs with service that is on-time 98% of the time and trips per service hour are managed at 3.02 trips per hour, an important measure of efficiency
- ✓ Continue to offer both taxi travel options and door to door assistance as needed for Paratransit customers

Robust Resilient Economy
- ✓ Retain qualified and skilled workforce through excellent pay and benefit programs
- ✓ Identify new methods and activities that reduce absences for sick leave, workplace injury and increase health care cost
- ✓ Create four new full-time operator positions to create more flexible schedules and offer work-life balance
- ✓ Evaluate options for shorter work weeks (days and/or hours) through increased employee pool

Livable Community
- ✓ Maintain high quality, low cost health benefits and a robust Wellness Program
- ✓ Implement a pay plan and pay strategies that are sustainable and reduce turnover

Environmental Stewardship
- ✓ Complete the design of long-term location of the Downtown Connection Center and secure funding sources and partnerships necessary to maximize potential development

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Performance Measures

Priority: Environmental Stewardship
Objective: Implement sustainable building practices and alternative energy and transportation options

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Maintain operating costs	$90.00	$89.80	$98.14	$91.57	$85.86
Increase ridership – 2% growth per year	2%	2,440,662	2,541,353	2,096,546	1,575,34
Maintain customer satisfaction (scale 1:5)	4.3	4.5	N/A	N/A	4.3
Maintain on-time performance	92%	93%	92%	93%	93%

Priority: Robust Resilient Economy
Objective: Enhance the community's workforce development programs and higher education opportunities

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Provide a pay plan for all employees	3%	6.0%	0%	2%	3%
Reduce turnover	10%	17%	8.5%	9%	9%

Priority: Inclusive & Engaged Community
Objective: Enhance community outreach and engagement opportunities

Performance Measure	Target	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Proposed
Gain public support for additional transit tax	60%	49%	N/A	52%	60%
Improve bus stops and shelter amenities	100%	40%	20%	20%	20%

404 - Transit

Expenditures by Category:	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Contractuals	$ 5,397,884	$ 7,721,802	$ 6,318,503	$ 7,270,134	$ (451,668)
Total	**$ 5,397,884**	**$ 7,721,802**	**$ 6,318,503**	**$ 7,270,134**	**$ (451,668)**
Expenditures by Program:					
Transit Contribution	$ 5,397,884	$ 7,721,802	$ 6,318,503	$ 7,270,134	$ (451,668)
Total	**$ 5,397,884**	**$ 7,721,802**	**$ 6,318,503**	**$ 7,270,134**	**$ (451,668)**
Source of Funding:					
	Transportation Fund			$ 7,270,134	
				$ 7,270,134	

Commentary:

The Transit operating budget has decreased 6% over the prior year budget. The City contracts with NAIPTA to run the Transit System and contributes monthly to the system based on the budget appropriated by the NAIPTA Board and the City Council.

Capital Improvements

FY 2020-2021 Capital Improvement Program

The Capital Improvement Program (CIP) for FY 2020-2021 represents a $139.5 million investment of public funds in infrastructure and public facilities. The project mix has changed from prior years to 68.9% of the funding being provided on the pay-as-you-go basis versus 63.6% in FY 2019-2020. The major projects in this year's budget include the Fourth Street Reconstruction, BNSF Walnut – Florence FUTS underpass, Court Facility, USGS building replacement and the FUTS/Open Space land acquisitions. This year's capital improvement program is funded 27.2% through debt financing including the FUTS/Open Space land acquisitions, Court Facility and the USGS building replacement. The grant funding of 3.9% is primarily for the Flagstaff Housing Authority, Airport and SEMS projects.

In May 2004 voters approved ten bond projects totaling $155.2 million. These projects were to be phased in and budgeted on a cash flow basis. The parks land acquisition and USGS projects have funding capacity remaining from this bond issue.

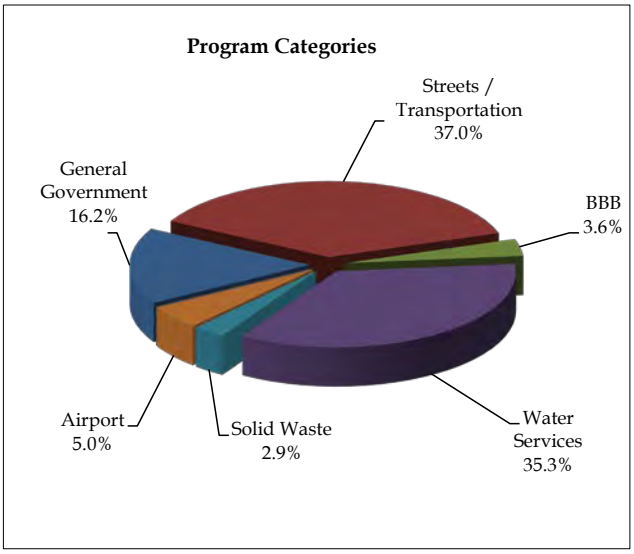
In November 2012 voters approved two bond projects totaling $24.0 million. These projects are the Core Services Maintenance Facility and the Watershed Protection project. These projects will be budgeted on a cash flow basis.

In November 2016 voters approved the Municipal Court Facility bond project which authorized the City to issue bonds totaling $12.0 million to help build a new Municipal Court Facility.

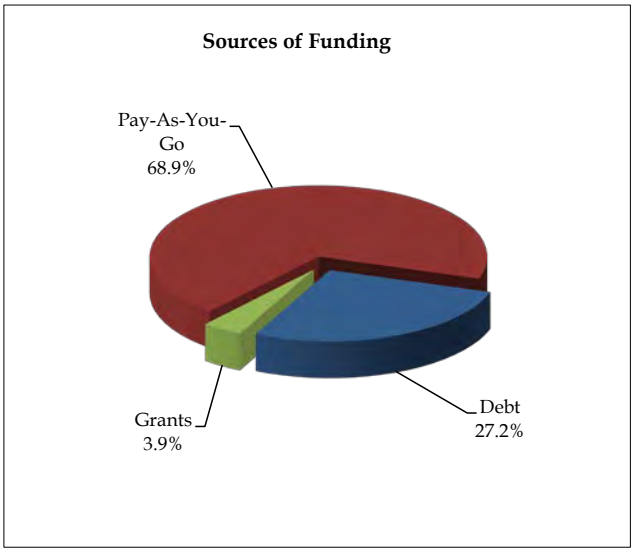
Expenditure totals may be shown as inflated or non-inflated costs depending on whether the scope of work or funding amount is the determining factor.

The Five-Year Capital Improvement Plan (multi-year, long-range study of construction and/or acquisition of high cost items with an extended useful life) is prepared as part of the Annual Budget and Financial Plan.

General Government	16.2%	$	22,540,323
Streets / Transportation	37.0%		51,563,739
BBB	3.6%		4,989,409
Water Services	35.3%		49,346,652
Solid Waste	2.9%		4,108,420
Airport	5.0%		6,950,000
	100.0%	$	139,498,543



Pay-As-You-Go	68.9%	$	96,134,901
Debt	27.2%		37,919,066
Grants	3.9%		5,444,576
	100.0%	$	139,498,543



Financing the Capital Plan

The major sources of financing for capital improvements in the upcoming fiscal year include:

Operating Funds	68.9%
Debt Financing	27.2%
Grants	3.9%

The rating agencies (Standard and Poor's and Moody Investors, Inc.) view 15% from operating funds as highly favorable. The City currently is financing 68.9% of its CIP out of operating funds. However, because of large funding requirements, debt financing continues to be a major source of financing for capital improvements. A brief description of the major types of financing available and limitations as to use is presented below.

General Obligation (GO) Bonds

Bonds issued as general obligations of the City are secured by the full faith and credit of the City through its power to tax. For bonds to be issued, voter authorization must be obtained. Debt service (payment of principal and interest) is to be paid from the proceeds of ad valorem taxes, i.e., property taxes. The Arizona Constitution and State Statutes limit the indebtedness that a jurisdiction may incur by the type of project constructed. The City can issue GO bonds up to 20% of the secondary assessed valuation for projects involving water, sewer, artificial lighting, parks, open space, recreational facilities, public safety, law enforcement, fire and emergency services and street and transportation facilities. For all other general-purpose improvements, the City may issue up to 6% of its secondary assessed valuation. On July 1, 2020, the City has $46.0 million outstanding at the 20% debt margin, zero outstanding at the 6% debt margin, $178.6 million in available capacity at the 20% debt margin and $67.4 million in available capacity at the 6% debt margin.

Highway User Revenue (HURF) Bonds

The State distributes a share of the motor vehicle fuel tax to cities based partially on population (50% of allocation) and partially on jurisdiction of origin. This special revenue source can only be used for maintenance or construction of streets and highways. Special revenue bonds can be issued for construction of street projects, with the gas tax revenues pledged as a source of debt repayment. The annual total debt service, both principal and interest, cannot exceed 50% of the HURF distribution received for the most recent twelve-month period by the City. The City has no outstanding bonds as of June 30, 2020.

Junior Lien Bonds Payable from Highway User Tax Revenues

For the City to issue junior lien bonds, the City must have received Highway Users Tax Revenues in the twelve months preceding the issuance of the bonds in an amount equal to 1.5 times the highest annual debt service requirements (principal and interest) on all HURF bonds outstanding. Additionally, if coverage is not at least two times the highest debt service requirements, then the proposed bonds must bear a rating at the time of the issuance of "A" or better by one of the nationally recognized rating agencies. The City may issue any combination of junior and senior lien bonds if the coverage requirements are satisfied. The City has no outstanding lien bonds payable as of June 30, 2020.

Drinking Water and Wastewater Revenue Bonds

In addition to drinking water and wastewater GO bonds, the City can sell bonds that pledge their revenues. Debt service requirements are paid from the net revenue derived by the City from the operations of its drinking water and wastewater system after provision has been made for the payment from such revenues of the reasonable and necessary expenses of the operation and maintenance of such systems. Therefore, there is no legal limitation on indebtedness that can be incurred; rather, there are only the practical limitations imposed by what the water services rate structures will support.

On July 1, 2020, $1.1 million, $24.8 million and $6.9 million is outstanding for GO, Revenue and loans payable, respectively.

Revenue Bonds

The City received voter authorization to issue $61.2 million in bonds for the construction of a business incubator and USGS office/lab building. The City issued $3.4 million in 2010, and $2.1 million is still outstanding. In 2012, the City finalized a partial advance refunding of $12.5 million for its 2004 MFC Bonds related to the Fourth Street Overpass, $2.2 million of which is still outstanding. In 2016 the City issued $8.9 million and in 2018 $9.7 million for road repair and street safety improvements of which $7.5 million and $9.3 million is still outstanding.

Certificates of Participation

This type of financing is often used for lease purchases and is very similar to bond financing. An official statement for the certificates is prepared which very closely resembles bond-offering statements. Proceeds from the certificates are remitted through a trust and per the lease agreement to the lessor. Lease payments are made to the trustee who then remits the appropriate funds to the certificate holders. Additionally, the trust holds an assignment agreement with the lessor to protect the investors. Certificates of participation are often brokered through private placements to hold down issuance costs. In 2018, the City issued $3.9 million to fund part of the Core Maintenance Facility, and $3.8 million is still outstanding as of June 30, 2020. In 2020, the City issued $3.8 million to partially fund the Court Facility which remains outstanding as of June 30, 2020.

Lease Financing

Under this type of debt financing, a governmental entity enters into a contractual arrangement with the issuer to construct or otherwise acquire facilities and/or equipment that is needed by the entity. Ordinarily, all operation and maintenance costs are the responsibility of the lessee (borrower).

The lease terms are generally structured such that the rental payments are enough to meet debt service costs as well as any administrative expenses. Usually a reserve fund is set aside at inception as security to obtain a competitive interest rate.

Typically, lease financing is used for acquisition of major capital equipment, e.g., computer systems, fire apparatus, which are very expensive and have a useful life greater than five years but typically are not expected to have a useful life if the terms of bonds issued.

Grants

Grants are contributions of cash or other assets from another governmental entity to be used or expended for a specified purpose, activity or facility. Grants can be either capital grants or operating grants. Capital grants are for the acquisition or construction of fixed assets and usually require some local effort match. All other grants are considered operating grants. Grants have specific compliance requirements including prescribing the activities allowed and not allowed, eligibility requirements, matching level of effort or earmarking requirements, reporting requirements and special provisions to be taken into consideration.

The current expansion at Pulliam Airport is being financed with proceeds from the sale of airpark property and ADOT and FAA grants. Major funding for the City's various affordable housing programs is provided through HOME and Community Development Block grants. The City has also received major funding for a streetscape project under the ISTEA (Intermodal Surface Transportation Efficiency) grant.

Block Grant Programs

The Federal government distributes grant funds under eight omnibus block grant programs. With the 1995 Census, HUD designated Flagstaff as an Entitlement Community. This designation allows the City to receive funding directly from HUD. These funds will be used primarily for low income housing repair and construction and infrastructure in low-income neighborhoods.

Intergovernmental Agreements (IGA)

Infrastructure needs may, at times, overlap different jurisdictional boundaries. Jurisdictions then often enter into an IGA for the construction and proportionally shared payment of the project. One jurisdiction will act as primary lead agent for project management purposes. The Transportation Regional Plan and Storm Drainage Master Plan may often require coordinated efforts between the City, Arizona Department of Transportation (ADOT) and Coconino County.

State Revolving Loan Fund

Arizona has established a revolving fund empowered to accept Federal capitalization grants for publicly owned wastewater treatment projects pursuant to the Federal Water Pollution Control Act and Water Quality Act. To qualify for the Federal monies, the State must match a 20% contribution into the fund. Water Infrastructure Financing Authority (WIFA), the agency that issues bonds that are then lent to different governmental entities to finance projects manages Arizona's fund. Projects are submitted to WIFA for review and prioritization. Based on this compilation, projects are then eligible for funding.

Another loan program available through the State is the Arizona State Transportation Board's Airport Revolving Loan Program. The loans are provided for airport-related construction projects not eligible for federal funding or under other programs and are designed to improve airport self-sufficiency.

Pay-As-You-Go Financing

Projects funded on a pay-as-you-go basis derive their financing from current revenue streams or prior savings that have been kept in fund balance. This method of financing eliminates the need for borrowing and thereby preserves debt capacity for other purposes. Costs are lower because non-debt financing does not incur interest costs. The major drawbacks of pay-as-you-go financing include inadequacy of funds available (taxes, reserves); erratic impact on rate structures (water/sewer rates); legislative approval (formation of improvement district); and political difficulties (impact fees or other exactions).

The City is currently funding 69.0% of capital improvements on a pay-as-you-go basis. Capital improvements that are considered ongoing improvements and maintenance required expenditures are built into the rate structure of the two enterprise funds (Water Services and Environmental Services). Additionally, the City has sinking reserve funds for landfill closure.

Unfunded Projects

Projects that do not have a funding source are classified as unfunded City capital projects. These projects are evaluated annually as changes in funding occur and estimates are revised as well as changes in priorities for the City.

Schedules of Capital Improvements

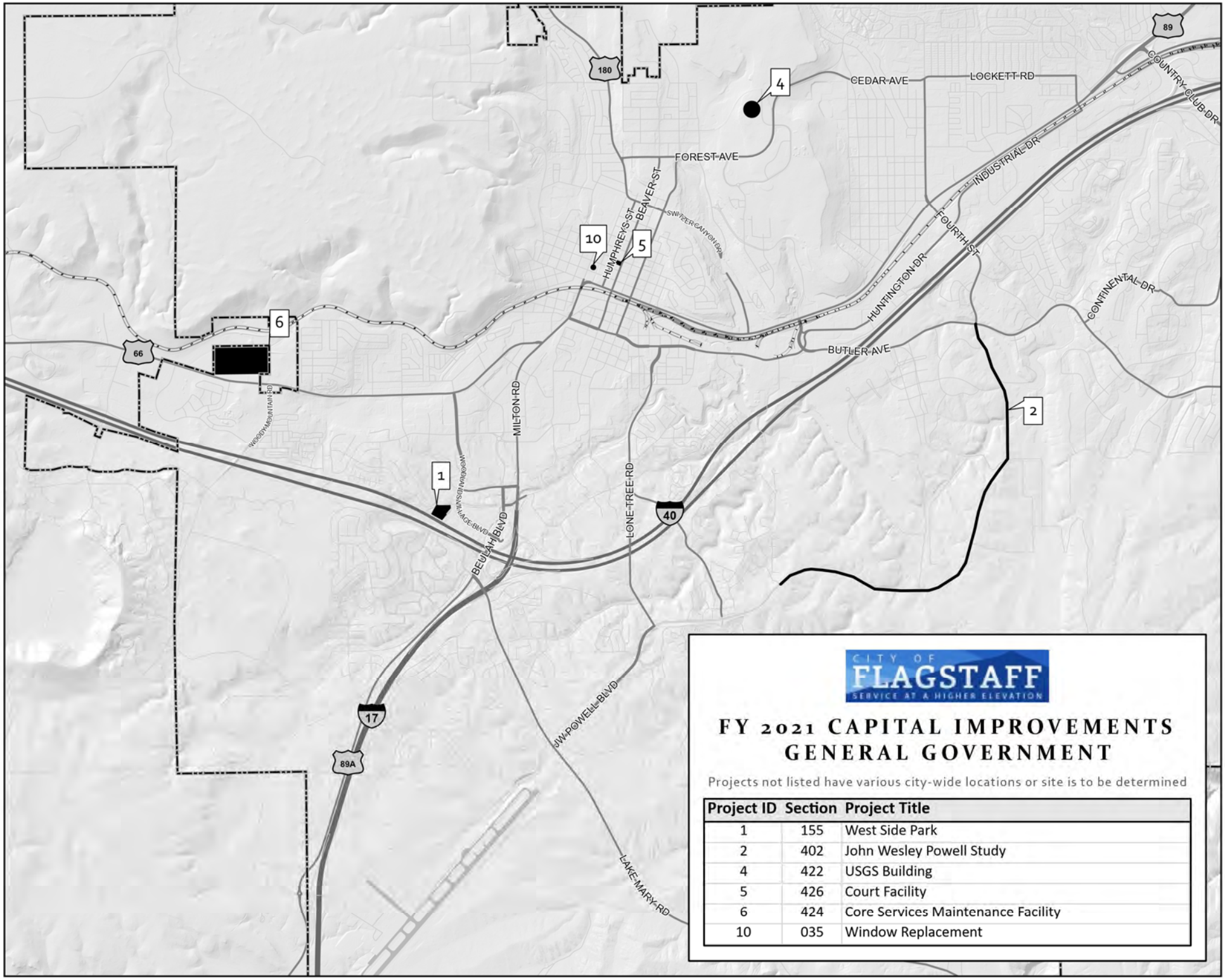
The following pages provide listings of the FY 2020-2021 capital improvement projects including their appropriation amounts, sources of funding and map locations.

CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882

Schedule of Capital Improvements - Fiscal Year 2020-2021

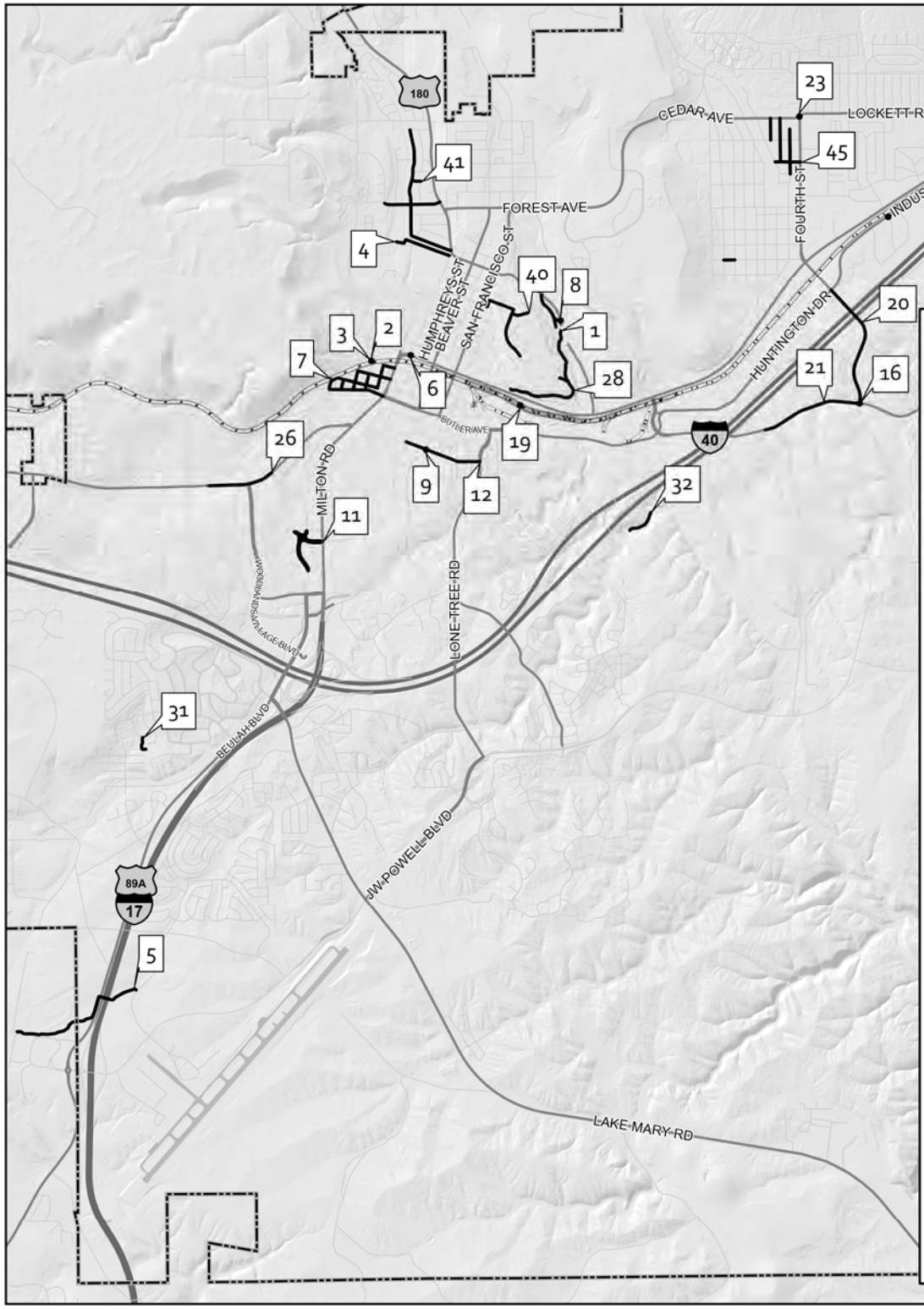
General Government

	Sec	Project	Budget FY 2020-2021	Source of Funding Debt	Grants	Other
1	155	West Side Park	$ 10,000	-	-	10,000
2	402	John Wesley Powell Study	287,066	-	-	287,066
3	421	FUTS / Open Space Land Acquisition	73,873	73,873	-	-
4	422	USGS Building	10,000,000	10,000,000	-	-
5	426	Court Facility	7,845,193	5,845,193	-	2,000,000
6	424	Core Services Maintenance Facility	550,000	-	-	550,000
7	231	Temporary Southside Curbs	40,000	-	-	40,000
8	231	Property Acquisition	834,191	-	-	834,191
9	109	FHA Capital Expenditures	2,090,000	-	2,090,000	-
10	035	Window Replacement	777,000	-	-	777,000
11	170	Observatory Mesa Improvements	33,000	-	33,000	-
		Total General Government	$ 22,540,323	15,919,066	2,123,000	4,498,257


CITY OF FLAGSTAFF
SERVICE AT A HIGHER ELEVATION
FY 2021 CAPITAL IMPROVEMENTS
GENERAL GOVERNMENT
Projects not listed have various city-wide locations or site is to be determined
Project ID Section Project Title
1 155 West Side Park
2 402 John Wesley Powell Study
4 422 USGS Building
5 426 Court Facility
6 424 Core Services Maintenance Facility
10 035 Window Replacement
CEDAR AVE
LOCKETT RD
COUNTRY CLUB DR
FOREST AVE
INDUSTRIAL DR
HUMPHREYS ST
BEAVER ST
SNOWBOWL DR
FOURTH ST
HUNTINGTON DR
CONTINENTAL DR
BUTLER AVE
MILTON RD
WOODY MOUNTAIN RD
WOODMANSION VILLAGE BLVD
BEULAH BLVD
LONE TREE RD
JW POWELL BLVD
LAKE MARY RD
180
89
66
40
17
89A
1
2
4
5
6
10

Streets and Transportation

	Sec	Project	Budget FY 2020-2021	Source of Funding HURF	Transportation	Grant
1	111	Switzer Canyon Trail	$ 360,998	-	360,998	-
2	111	BNSF Walnut - Florence Underpass	1,112,446	-	1,112,446	-
3	111	Florence - Walnut Underpass	149,862	-	149,862	-
4	111	Marshall Trail	13,617	-	13,617	-
5	111	Sheep Crossing Trail	1,193,629	-	1,193,629	-
6	111	Downtown Underpass	165,000	-	165,000	-
7	112	La Plaza Vieja Traffic Improvements	266,763	-	266,763	-
8	112	Switzer/Turquoise Roundabout	139,973	-	139,973	-
9	112	San Francisco and Franklin Avenue Signal	400,000	-	400,000	-
10	112	Industrial Drive - Huntington to Purina	1,747,759	-	1,747,759	-
11	112	Beulah Boulevard/University Drive	8,024,666	-	8,024,666	-
12	112	Franklin Safety Improvements	32,612	-	32,612	-
13	112	Soliere Avenue Fanning Wash Crossing	250,000	-	250,000	-
14	112	Transportation Master Plan	142,150	-	142,150	-
15	112	Southside Curbs	265,008	-	265,008	-
16	112	Butler/4th Intersection Reconstruction	2,376,698	-	2,376,698	-
17	112	Quiet Zone Modifications	608,880	-	608,880	-
18	112	Major Road Reconstruction	116,210	-	116,210	-
19	112	Lone Tree Railroad Overpass	5,853,275	-	5,853,275	-
20	118	Fourth Street Reconstruction	1,377,952	-	1,377,952	-
21	118	Butler Avenue Widening	500,000	-	500,000	-
22	119	Traffic Signal Program	167,000	-	167,000	-
23	119	Lockett - Fourth Roundabout	482,469	-	30,813	451,656
24	119	Intersection Improvements	139,774	-	139,774	-
25	119	Dark Sky Lighting	1,300,000	-	1,300,000	-
26	119	West Route 66	585,000	-	585,000	-
27	119	Neighborhood Plans	250,000	-	250,000	-
28	120	Switzer Canyon FUTS	1,200,000	-	1,200,000	-
29	120	Sidewalk Infill	267,000	-	267,000	-
30	120	Sidewalk Construction	267,000	-	267,000	-
31	120	Sinclair Ridge Trail	60,000	-	60,000	-
32	120	Foxglenn Trail	57,000	-	57,000	-
33	120	Bike Lane Striping Program	300,000	-	300,000	-
34	121	Reserve for Improvements	150,000	-	150,000	-
35	121	FUTS State Park Future Trails Grant	100,000	-	-	100,000
36	121	HSIP Program	104,754	-	104,754	-
37	121	General and Partnering Opportunities	750,000	-	750,000	-
38	121	Traffic Engineering	125,000	-	125,000	-
39	116	Utility Replacements and Overlays	34,100	-	34,100	-
40	116	Utility Replacements and Overlays - West Flag	3,524,822	-	3,524,822	-
41	116	Utility Replacements and Overlays - Coconino Estates	6,988,691	-	6,988,691	-
42	162	Minor Transportation Improvements	50,000	50,000	-	-
43	162	Sidewalk Replacement Program	200,000	200,000	-	-
44	162	Street Improvement Program	4,238,038	4,238,038	-	-
45	162	Sunnyside	1,703,922	1,703,922	-	-
46	162	Road Construction (Dirt Roads)	2,277,352	2,277,352	-	-
47	163	Pavement Maintenance	1,144,319	1,144,319	-	-
		Total Streets and Transportation	$ 51,563,739	9,613,631	41,398,452	551,656



CITY OF FLAGSTAFF
SERVICE AT A HIGHER ELEVATION

FY 2021 CAPITAL IMPROVEMENTS STREETS AND TRANSPORTATION

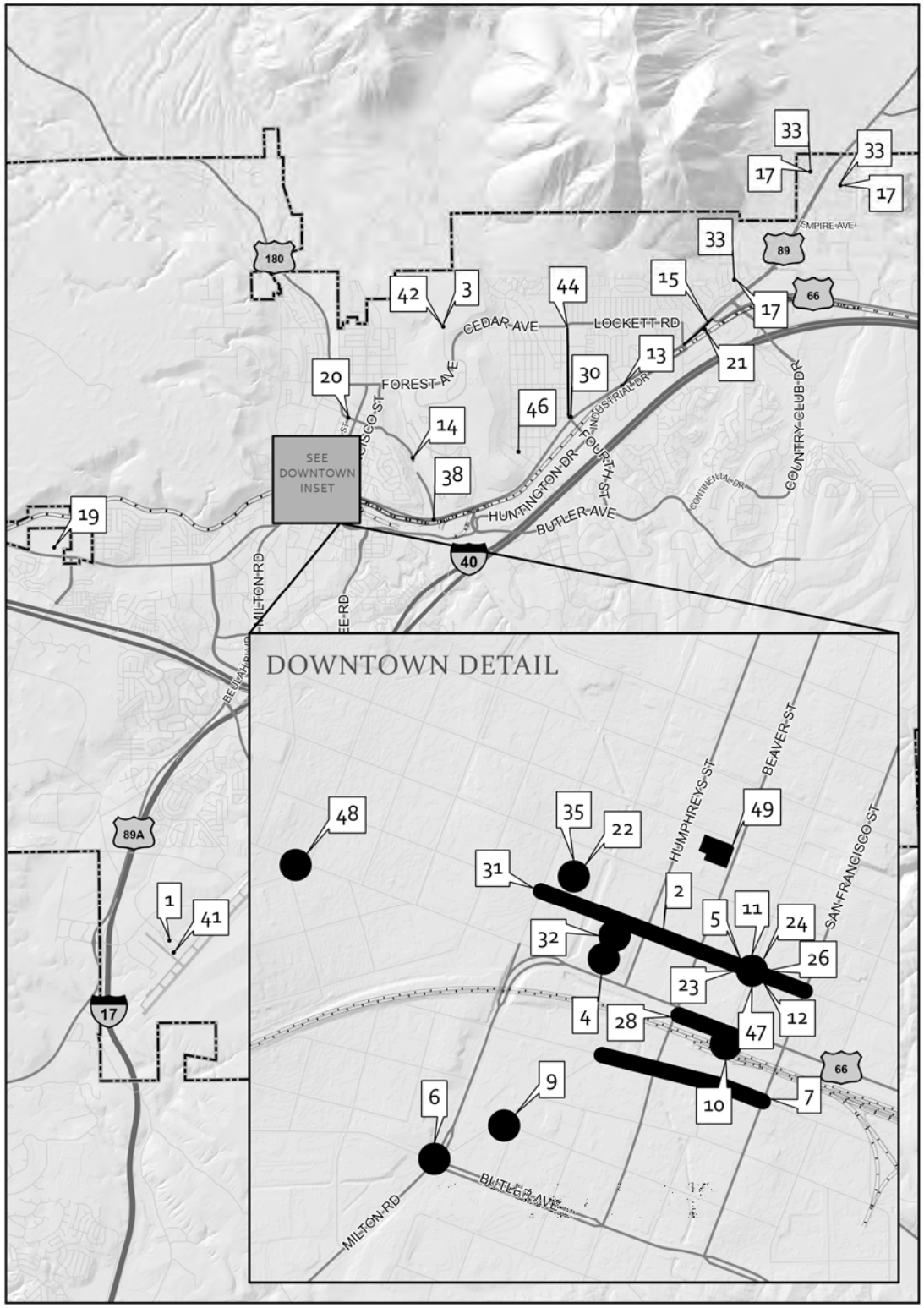
Projects not listed have various city-wide locations or site is to be determined

Project ID	Section	Project Title
1	111	Switzer Canyon Trail
2	111	BNSF Walnut - Florence Underpass
3	111	Florence - Walnut Underpass
4	111	Marshall Trail
5	111	Sheep Crossing Trail
6	111	Downtown Underpass
7	112	La Plaza Vieja Traffic Improvements
8	112	Switzer/Turquoise Roundabout
9	112	San Francisco and Franklin Avenue Signal
10	112	Industrial Drive - Huntington to Purina
11	112	Beulah Boulevard/University Drive
12	112	Franklin Safety Improvements
13	112	Soliere Avenue Fanning Wash Crossing
16	112	Butler/4th Intersection Reconstruction
17	112	Quiet Zone Modifications
19	112	Lone Tree Railroad Overpass
20	118	Fourth Street Reconstruction
21	118	Butler Avenue Widening
23	119	Lockett - Fourth Roundabout
26	119	West Route 66
28	120	Switzer Canyon FUTS
31	120	Sinclair Ridge Trail
32	120	Foxglenn Trail
40	116	Utility Replacements and Overlays - West Flag
41	116	Utility Replacements and Overlays - Coconino Estates
45	162	Sunnyside

Schedule of Capital Improvements - Fiscal Year 2020-2021

BBB

	Sec	Project	Budget FY 2020-2021	Source of Funding Tourism	Beautification	Arts and Science
1	212	Airport Parking Lot	$ 100,000	-	100,000	-
2	212	Aspen Bike/Pedestrian Enhancements	77,000	-	77,000	-
3	212	Buffalo Park Parking Enhancements	350,000	-	350,000	-
4	212	City Hall Lawn	350,000	-	350,000	-
5	212	Downtown Green	50,000	-	50,000	-
6	212	Milton and Butler Drainage	250,000	-	250,000	-
7	212	Phoenix - San Francisco to Mikes Pike	75,000	-	75,000	-
8	212	Playground Beautification	100,000	-	100,000	-
9	212	Southside Triangle	100,000	-	100,000	-
10	212	Train Station Platform	356,819	-	356,819	-
11	212	Holiday Decoration	23,200	-	23,200	-
12	212	Downtown Tree Wells	200,000	-	200,000	-
13	212	Steve's Boulevard Corners	5,085	-	5,085	-
14	212	Switzer Canyon Roundabout	122,000	-	122,000	-
15	212	South Edge - East Route 66	242,000	-	242,000	-
16	212	ADOT Sites	240,000	-	240,000	-
17	212	Eastside Neighborhood Beautification	250,000	-	250,000	-
18	212	School Walkways, Pilot Project	88,000	-	88,000	-
19	212	McAllister - Route 66 Interpretive Plaza	12,450	-	12,450	-
20	212	Northwest Corner Humphreys and Fort Valley	50,000	-	50,000	-
21	212	Route 66 Interpretive Trail	268,855	-	268,855	-
22	212	Library Entry (Art Base)	355,000	-	355,000	-
23	212	Downtown Paver Redux	320,000	-	320,000	-
24	212	Flowers, Flagpoles, Sidewalks	85,000	-	85,000	-
25	212	Bus Stop Speed Blooms	12,000	-	12,000	-
26	212	Mural Initiative	90,000	-	90,000	-
27	212	Urban Forest	50,000	-	50,000	-
28	215	Fiber to Visitor Center	80,000	80,000	-	-
29	216	Alley Art Improvements	12,000	-	-	12,000
30	216	East Flagstaff Gateway (4th Street)	10,000	-	-	10,000
31	216	Art Panels at Aspen Bike and Pedestrian Imp.	20,000	-	-	20,000
32	216	City Hall Trombe Wall Art	25,000	-	-	25,000
33	216	Eastside Neighborhood Beautification	15,000	-	-	15,000
34	216	Indigenous Representation	25,000	-	-	25,000
35	216	Library Art Piece	75,000	-	-	75,000
36	216	NAIPTA Bus Wraps	25,000	-	-	25,000
37	216	Neighborhood Plans - Art Projects	50,000	-	-	50,000
38	216	Sculpture - Route 66/Switzer Canyon	10,000	-	-	10,000
39	216	Traffic Boxes	10,000	-	-	10,000
40	216	Poetry on NAIPTA Buses	10,000	-	-	10,000
41	216	Airport Murals	2,000	-	-	2,000
42	216	Buffalo Park Sculpture	75,000	-	-	75,000
43	216	Moon Landing Sculpture/Art	20,000	-	-	20,000
44	216	3D Art on 4th Street	40,000	-	-	40,000
45	216	Sustainability and Art Education Project	10,000	-	-	10,000
46	216	Sunnyside Traffic Circle	10,000	-	-	10,000
47	216	Mural Initiative	98,000	-	-	98,000
48	216	Santa Fe Pluto Sculpture	100,000	-	-	100,000
49	216	Courthouse Mosaic	45,000	-	-	45,000
		Total BBB	$ 4,989,409	80,000	4,222,409	687,000



FY 2021 CAPITAL IMPROVEMENTS BBB

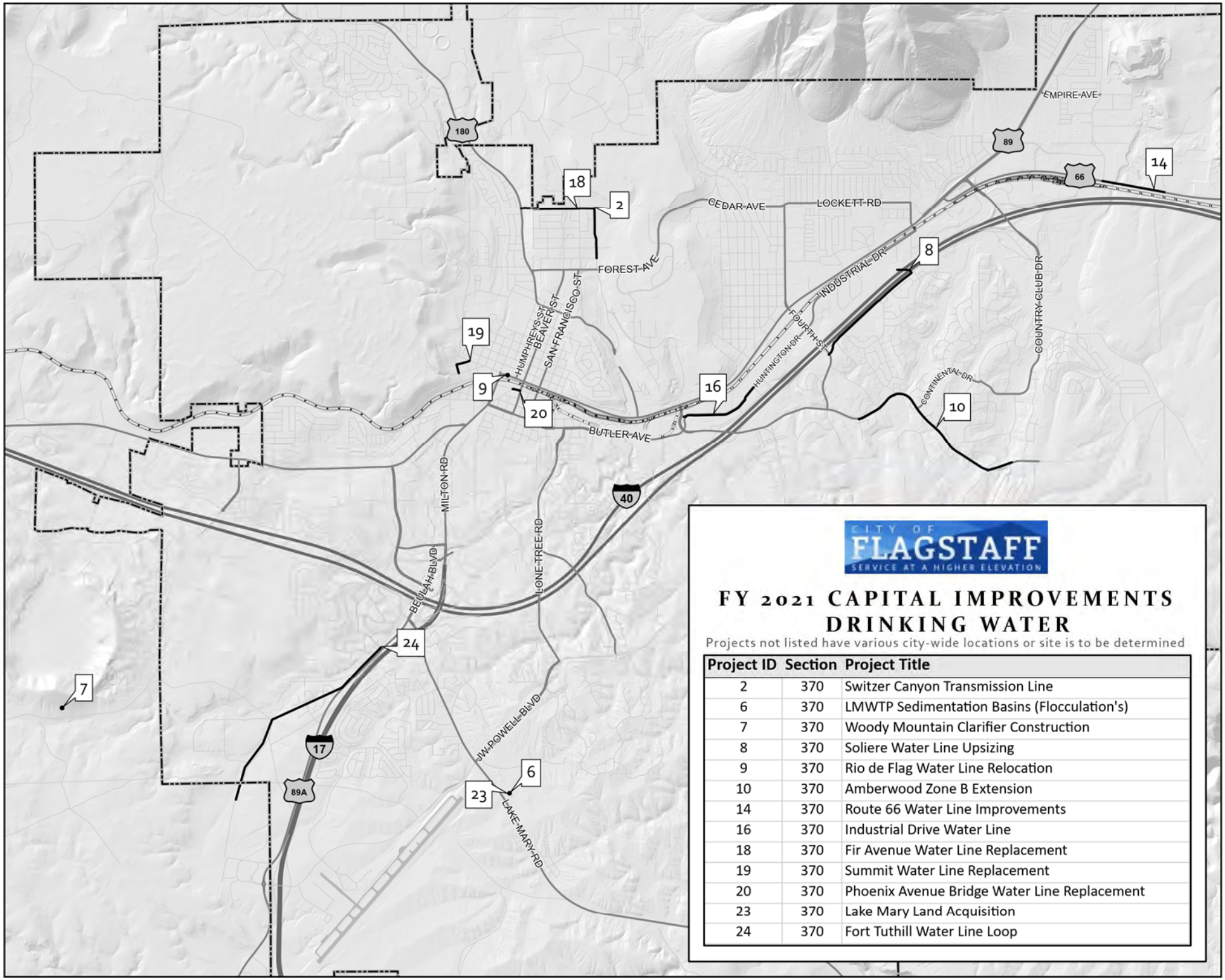
Projects not listed have various city-wide locations or site is to be determined

Project ID	Section	Project Title
1	212	Airport Parking Lot
2	212	Aspen Bike/Pedestrian Enhancements
3	212	Buffalo Park Parking Enhancements
4	212	City Hall Lawn
5	212	Downtown Green
6	212	Milton and Butler Drainage
7	212	Phoenix - San Francisco to Mikes Pike
9	212	Southside Triangle
10	212	Train Station Platform
11	212	Holiday Decoration
12	212	Downtown Tree Wells
13	212	Steve's Boulevard Corners
14	212	Switzer Canyon Roundabout
15	212	South Edge - East Route 66
17	212	Eastside Neighborhood Beautification
19	212	McAllister - Route 66 Interpretive Plaza
20	212	Northwest Corner Humphreys and Fort Valley
21	212	Route 66 Interpretive Trail
22	212	Library Entry (Art Base)
23	212	Downtown Paver Redux
24	212	Flowers, Flagpoles, Sidewalks
26	212	Mural Initiative
28	215	Fiber to Visitor Center
30	216	East Flagstaff Gateway (4th Street)
31	216	Art Panels at Aspen Bike and Pedestrian Imp.
32	216	City Hall Trombe Wall Art
33	216	Eastside Neighborhood Beautification
35	216	Library Art Piece
38	216	Sculpture - Route 66/Switzer Canyon
41	216	Airport Murals
42	216	Buffalo Park Sculpture
44	216	3D Art on 4th Street
46	216	Sunnyside Traffic Circle
47	216	Mural Initiative
48	216	Santa Fe Pluto Sculpture
49	216	Courthouse Mosaic

Schedule of Capital Improvements - Fiscal Year 2020-2021

Drinking Water

	Sec	Project	Budget FY 2020-2021	Source of Funding Operating	Capacity Fees	Debt
1	370	Aging Water Infrastructure Replacement (AWIR)	$ 705,496	705,496	-	-
2	370	Switzer Canyon Transmission Line	260,000	130,000	130,000	-
3	370	Water Meter Vault Replacement Program	150,000	150,000	-	-
4	370	Radio Read Meter Replacements	743,560	743,560	-	-
5	370	Reserve for Improvements	300,000	300,000	-	-
6	370	LMWTP Sedimentation Basins (Flocculation's)	780,344	780,344	-	-
7	370	Woody Mountain Clarifier Construction	669,918	669,918	-	-
8	370	Soliere Water Line Upsizing	1,306,176	522,470	783,706	-
9	370	Rio de Flag Water Line Relocation	400,000	400,000	-	-
10	370	Amberwood Zone B Extension	335,000	-	335,000	-
11	370	Red Gap Water Line	137,889	-	137,889	-
12	370	Water Energy Efficiency Upgrades	200,000	200,000	-	-
13	370	Hydrological Studies	73,503	73,503	-	-
14	370	Route 66 Water Line Improvements	901,375	901,375	-	-
15	370	New Well and Pump House	2,065,087	-	2,065,087	-
16	370	Industrial Drive Water Line	1,200,000	1,200,000	-	-
17	370	Rate Study	75,000	37,500	37,500	-
18	370	Fir Avenue Water Line Replacement	1,445,800	1,445,800	-	-
19	370	Summit Water Line Replacement	1,659,794	1,659,794	-	-
20	370	Phoenix Avenue Bridge Water Line Replacement	149,695	149,695	-	-
21	370	Water Resources Master Plan	150,000	150,000	-	-
22	370	Water Systems Master Plan	150,000	75,000	75,000	-
23	370	Lake Mary Land Acquisition	3,000,000	-	3,000,000	-
24	370	Fort Tuthill Water Line Loop	2,000,000	-	2,000,000	-
		Total Drinking Water	$ 18,858,637	10,294,455	8,564,182	-



CITY OF FLAGSTAFF
SERVICE AT A HIGHER ELEVATION

FY 2021 CAPITAL IMPROVEMENTS DRINKING WATER

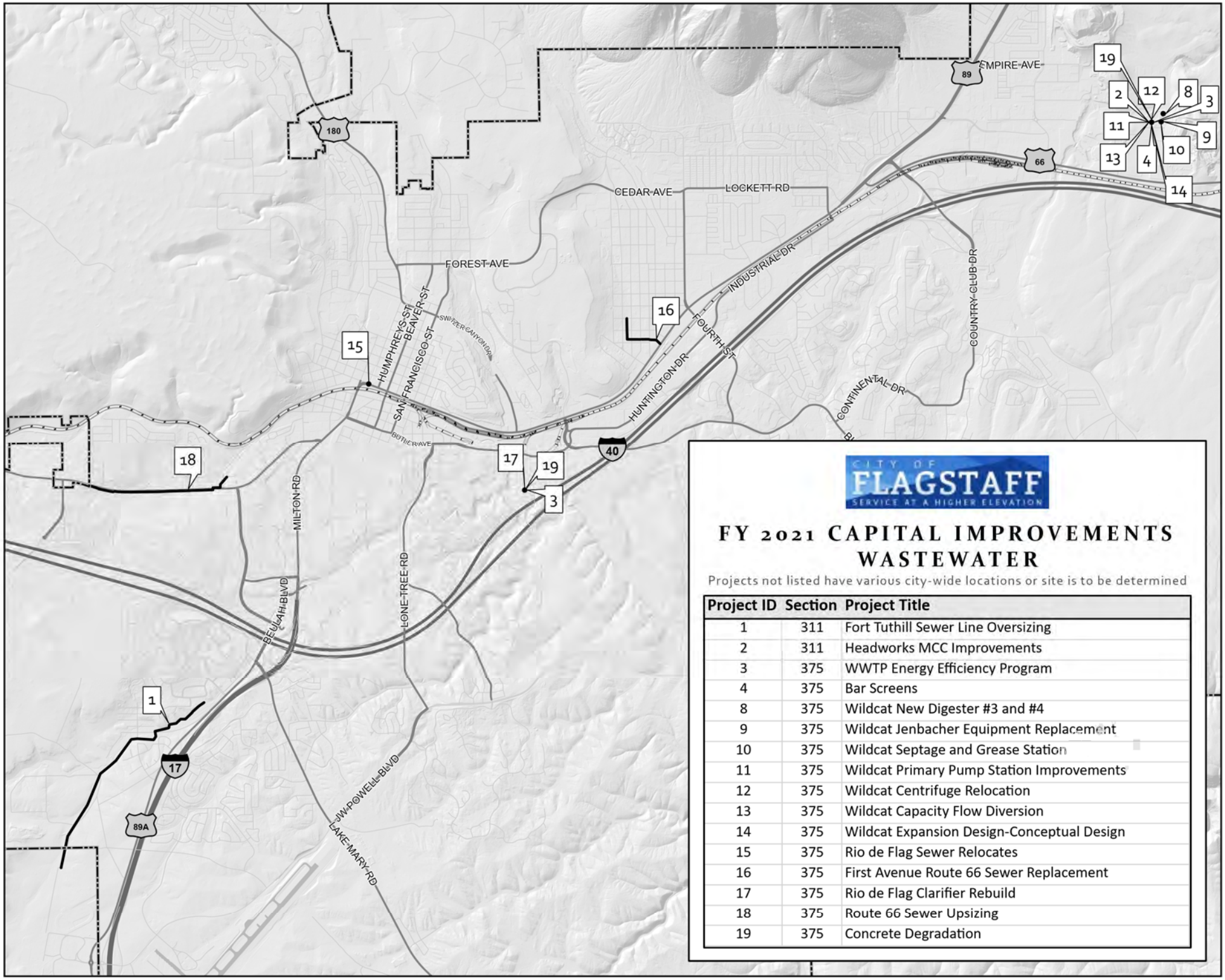
Projects not listed have various city-wide locations or site is to be determined

Project ID	Section	Project Title
2	370	Switzer Canyon Transmission Line
6	370	LMWTP Sedimentation Basins (Flocculation's)
7	370	Woody Mountain Clarifier Construction
8	370	Soliere Water Line Upsizing
9	370	Rio de Flag Water Line Relocation
10	370	Amberwood Zone B Extension
14	370	Route 66 Water Line Improvements
16	370	Industrial Drive Water Line
18	370	Fir Avenue Water Line Replacement
19	370	Summit Water Line Replacement
20	370	Phoenix Avenue Bridge Water Line Replacement
23	370	Lake Mary Land Acquisition
24	370	Fort Tuthill Water Line Loop

Schedule of Capital Improvements - Fiscal Year 2020-2021

Wastewater

	Sec	Project	Budget FY 2020-2021	Source of Funding Operating	Capacity Fees	Debt
1	311	Fort Tuthill Sewer Line Oversizing	$ 760,000	-	760,000	-
2	311	Headworks MCC Improvements	150,000	150,000	-	-
3	375	WWTP Energy Efficiency Program	497,815	497,815	-	-
4	375	Bar Screens	132,598	132,598	-	-
5	375	Rate Study	50,000	25,000	25,000	-
6	375	Aging Sewer Infrastructure Replacements	1,072,209	1,072,209	-	-
7	375	Reserve for Improvements	300,000	300,000	-	-
8	375	Wildcat New Digester #3 and #4	700,000	700,000	-	-
9	375	Wildcat Jenbacher Equipment Replacement	1,200,000	1,200,000	-	-
10	375	Wildcat Septage and Grease Station	52,272	10,454	41,818	-
11	375	Wildcat Primary Pump Station Improvements	250,000	250,000	-	-
12	375	Wildcat Centrifuge Relocation	150,000	150,000	-	-
13	375	Wildcat Capacity Flow Diversion	400,000	400,000	-	-
14	375	Wildcat Expansion Design-Conceptual Design	200,048	200,048	-	-
15	375	Rio de Flag Sewer Relocates	800,000	800,000	-	-
16	375	First Avenue Route 66 Sewer Replacement	340,000	340,000	-	-
17	375	Rio de Flag Clarifier Rebuild	150,000	150,000	-	-
18	375	Route 66 Sewer Upsizing	100,000	100,000	-	-
19	375	Concrete Degradation	500,000	500,000	-	-
		Total Wastewater	$ 7,804,942	6,978,124	826,818	-



CITY OF FLAGSTAFF
SERVICE AT A HIGHER ELEVATION

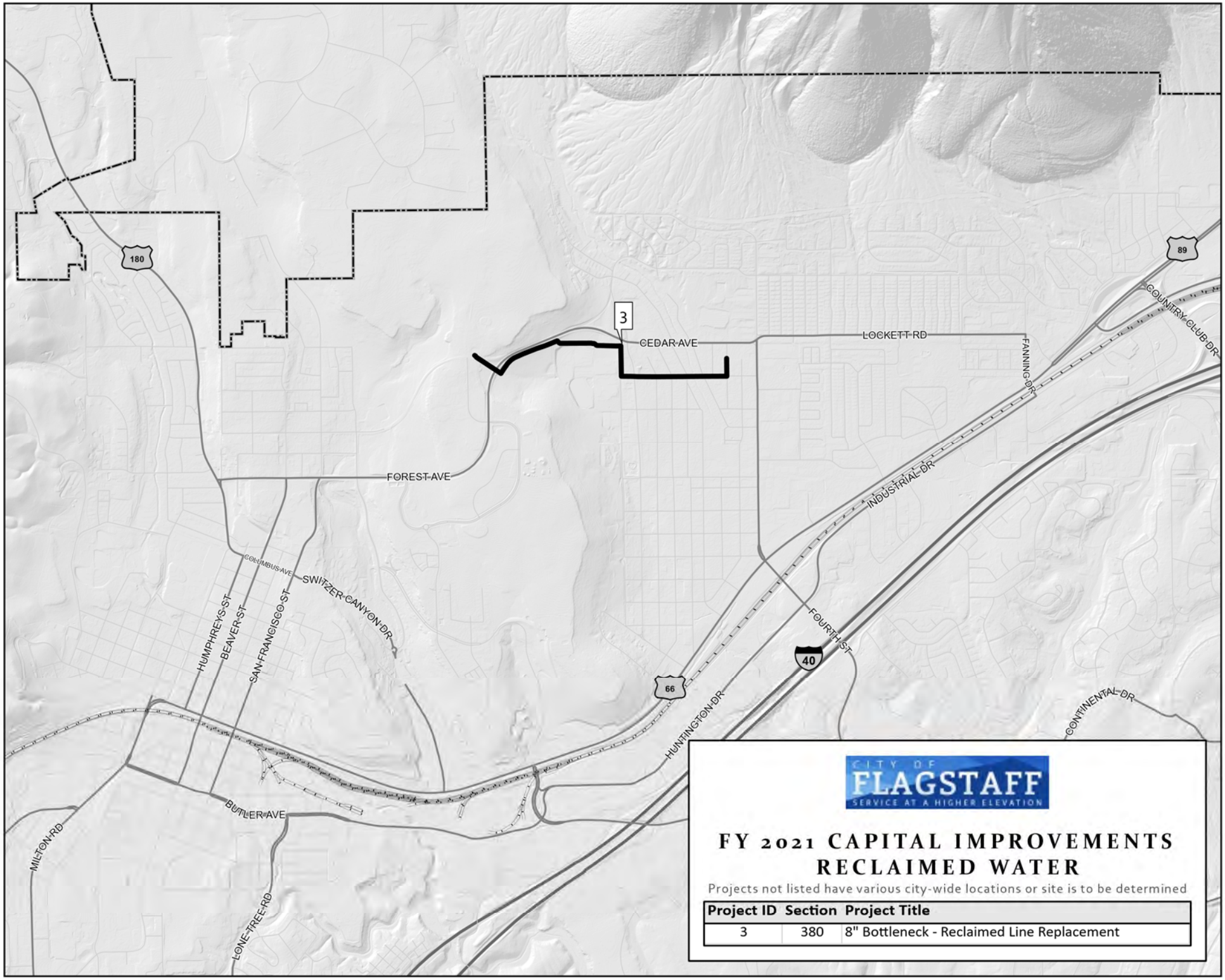
FY 2021 CAPITAL IMPROVEMENTS WASTEWATER

Projects not listed have various city-wide locations or site is to be determined

Project ID	Section	Project Title
1	311	Fort Tuthill Sewer Line Oversizing
2	311	Headworks MCC Improvements
3	375	WWTP Energy Efficiency Program
4	375	Bar Screens
8	375	Wildcat New Digester #3 and #4
9	375	Wildcat Jenbacher Equipment Replacement
10	375	Wildcat Septage and Grease Station
11	375	Wildcat Primary Pump Station Improvements
12	375	Wildcat Centrifuge Relocation
13	375	Wildcat Capacity Flow Diversion
14	375	Wildcat Expansion Design-Conceptual Design
15	375	Rio de Flag Sewer Relocates
16	375	First Avenue Route 66 Sewer Replacement
17	375	Rio de Flag Clarifier Rebuild
18	375	Route 66 Sewer Upsizing
19	375	Concrete Degradation

Reclaimed Water

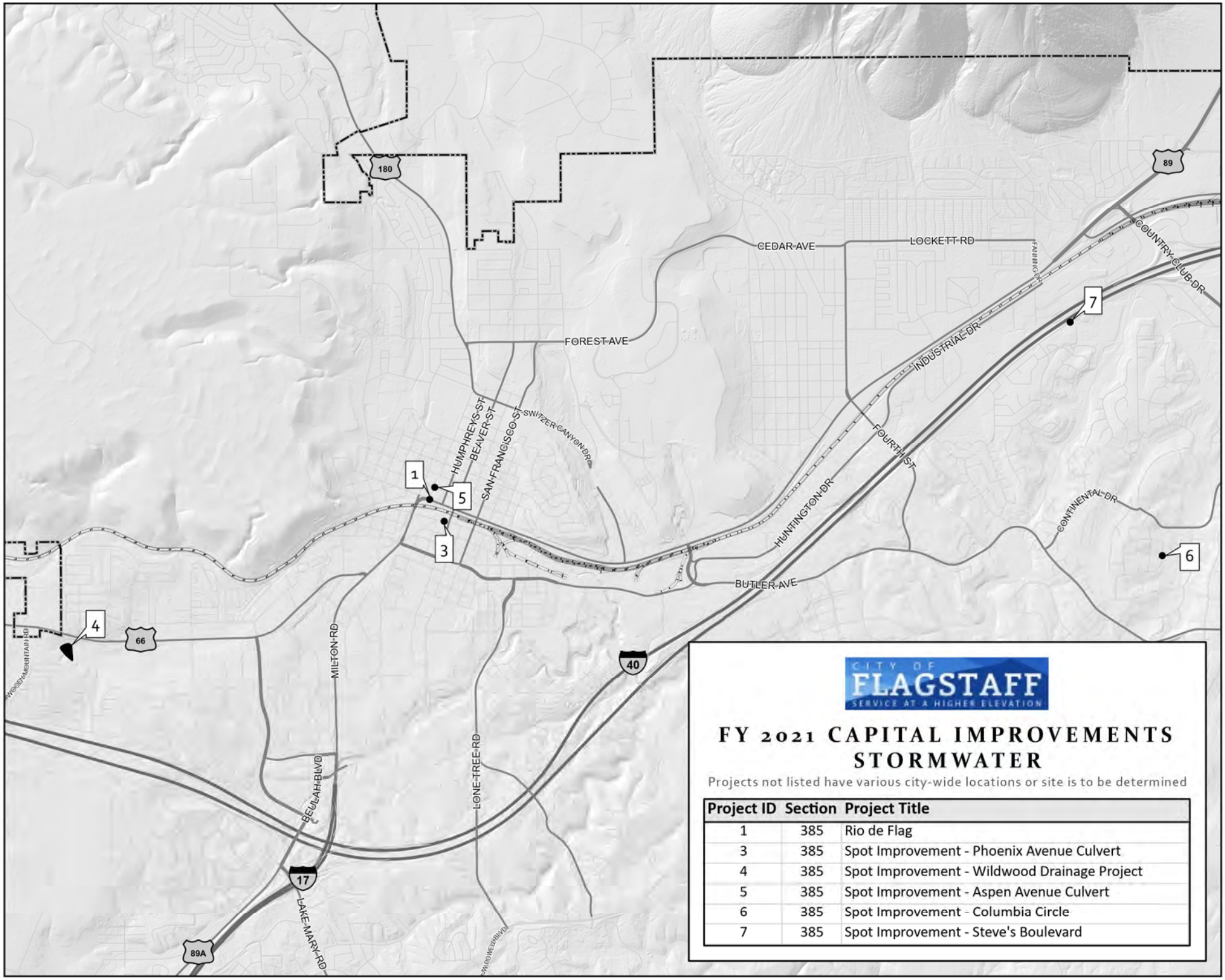
	Sec	Project	Budget FY 2020-2021	Source of Funding Operating
1	380	Rate Study	$ 25,000	25,000
2	380	Reclaim Water Meters and Vaults	150,000	150,000
3	380	8" Bottleneck - Reclaimed Line Replacement	900,000	900,000
4	380	Sewer/Reclaim Master Plan	50,000	50,000
		Total Reclaimed Water	$ 1,125,000	1,125,000


3
CEDAR AVE
LOCKETT RD
FANNING DR
COUNTRY CLUB DR
INDUSTRIAL DR
FOREST AVE
COLUMBUS AVE
SWITZER CANYON DR
HUMPHREYS ST
BEAVER ST
SAN FRANCISCO ST
FOURTH ST
HUNTINGTON DR
CONTINENTAL DR
BUTLER AVE
MILTON RD
LONE TREE RD
180
89
66
40
CITY OF FLAGSTAFF
SERVICE AT A HIGHER ELEVATION
FY 2021 CAPITAL IMPROVEMENTS
RECLAIMED WATER
Projects not listed have various city-wide locations or site is to be determined
Project ID Section Project Title
3 380 8" Bottleneck - Reclaimed Line Replacement

Schedule of Capital Improvements - Fiscal Year 2020-2021

Stormwater

	Sec	Project	Budget FY 2020-2021	Source of Funding Operating	Source of Funding Debt
1	385	Rio de Flag	$ 154,208	154,208	-
2	385	Spot Improvement - Annual	150,000	150,000	-
3	385	Spot Improvement - Phoenix Avenue Culvert	1,603,647	1,603,647	-
4	385	Spot Improvement - Wildwood Drainage Project	413,443	413,443	-
5	385	Spot Improvement - Aspen Avenue Culvert	36,775	36,775	-
6	385	Spot Improvement - Columbia Circle	600,000	600,000	-
7	385	Spot Improvement - Steve's Boulevard	400,000	400,000	-
8	385	Future Improvements Reserve	18,200,000	200,000	18,000,000
		Total Stormwater	$ 21,558,073	3,558,073	18,000,000
					-

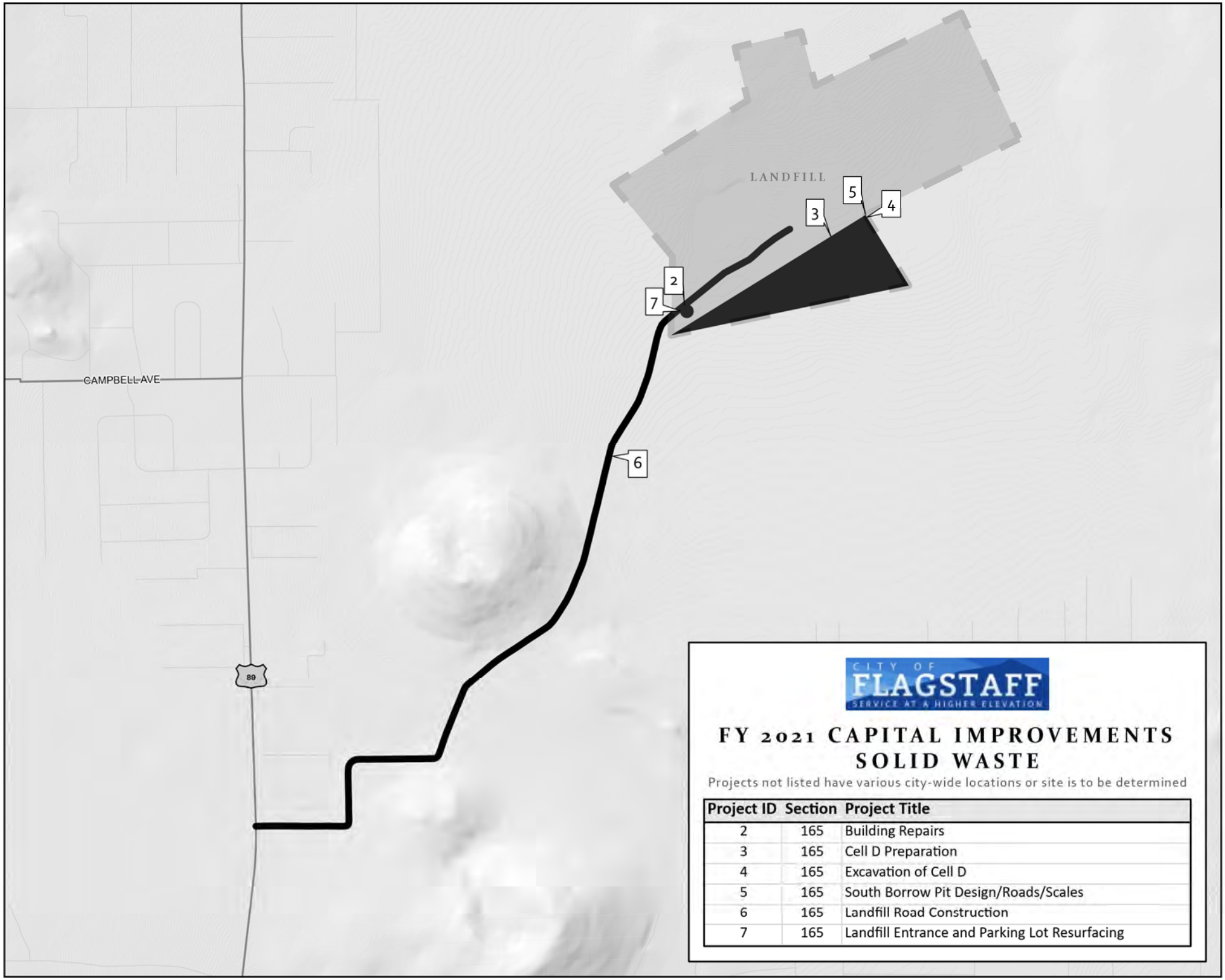


Project ID	Section	Project Title
1	385	Rio de Flag
3	385	Spot Improvement - Phoenix Avenue Culvert
4	385	Spot Improvement - Wildwood Drainage Project
5	385	Spot Improvement - Aspen Avenue Culvert
6	385	Spot Improvement - Columbia Circle
7	385	Spot Improvement - Steve's Boulevard

Schedule of Capital Improvements - Fiscal Year 2020-2021

Solid Waste

	Sec	Project	Budget FY 2020-2021	Source of Funding Operating	Source of Funding Grants
1	165	Stormwater Infrastructure	$ 5,000	5,000	-
2	165	Building Repairs	11,310	11,310	-
3	165	Cell D Preparation	100,000	100,000	-
4	165	Excavation of Cell D	525,000	525,000	-
5	165	South Borrow Pit Design/Roads/Scales	32,110	32,110	-
6	165	Landfill Road Construction	3,100,000	3,100,000	-
7	165	Landfill Entrance and Parking Lot Resurfacing	35,000	35,000	-
8	165	National Environmental Policy Act Review	300,000	300,000	-
		Total Solid Waste	$ 4,108,420	4,108,420	-



CITY OF FLAGSTAFF
SERVICE AT A HIGHER ELEVATION

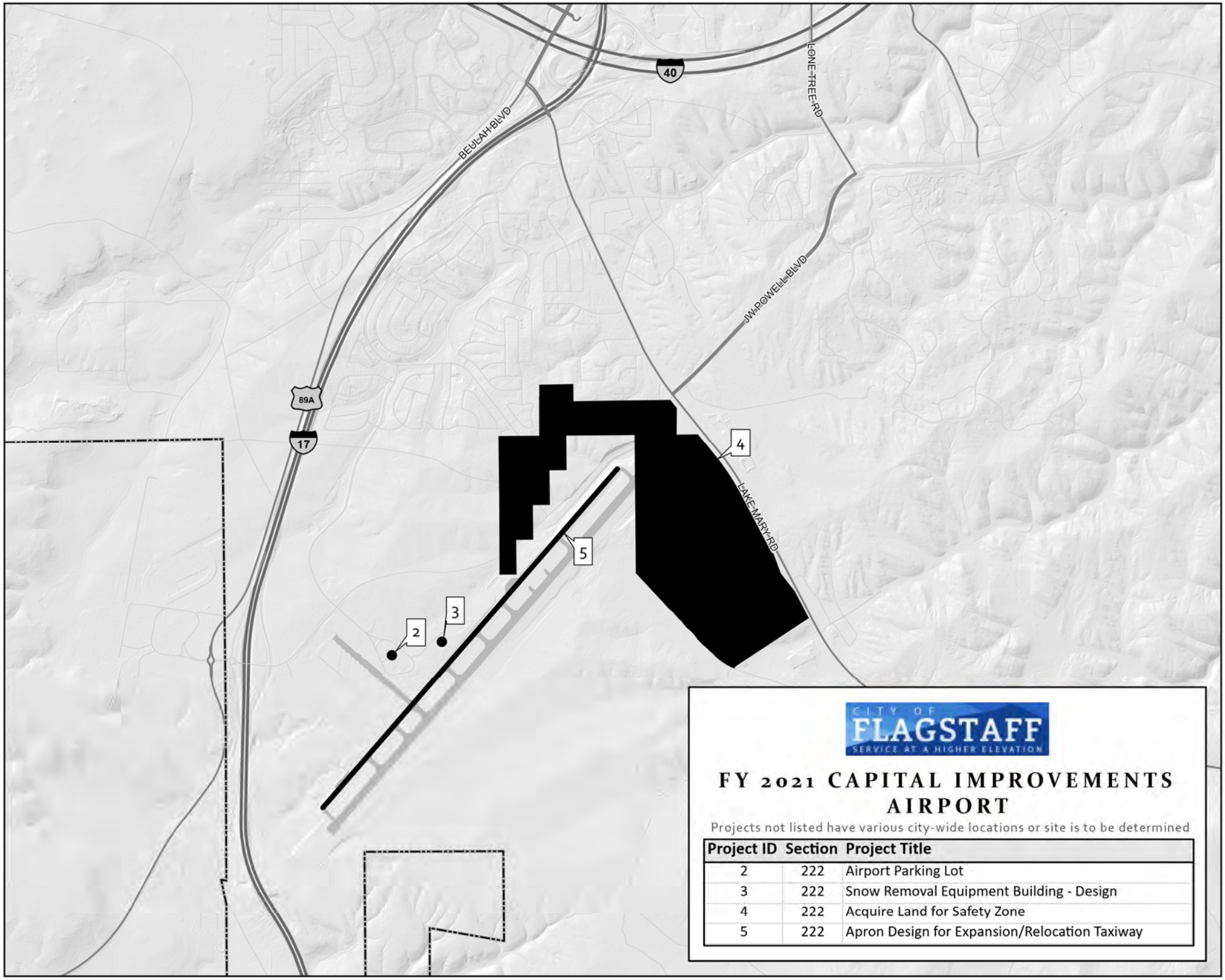
FY 2021 CAPITAL IMPROVEMENTS SOLID WASTE

Projects not listed have various city-wide locations or site is to be determined

Project ID	Section	Project Title
2	165	Building Repairs
3	165	Cell D Preparation
4	165	Excavation of Cell D
5	165	South Borrow Pit Design/Roads/Scales
6	165	Landfill Road Construction
7	165	Landfill Entrance and Parking Lot Resurfacing

Airport

	Sec	Project	Budget FY 2020-2021	Source of Funding Grants	Other	Debt
1	222	Drainage Study	$ 400,000	382,120	17,880	-
2	222	Airport Parking Lot	4,000,000	-	-	4,000,000
3	222	Snow Removal Equipment Building - Design	1,000,000	955,300	44,700	-
4	222	Acquire Land for Safety Zone	750,000	712,500	37,500	-
5	222	Apron Design for Expansion/Relocation Taxiway	800,000	720,000	80,000	-
		Total Airport	$ 6,950,000	2,769,920	180,080	4,000,000



CITY OF FLAGSTAFF
SERVICE AT A HIGHER ELEVATION

FY 2021 CAPITAL IMPROVEMENTS AIRPORT

Projects not listed have various city-wide locations or site is to be determined

Project ID	Section	Project Title
2	222	Airport Parking Lot
3	222	Snow Removal Equipment Building - Design
4	222	Acquire Land for Safety Zone
5	222	Apron Design for Expansion/Relocation Taxiway

Project Descriptions

General Government

1. **New Park Development:** Right-of-way access for future west-side park.

2. **John Wesley Powell Study:** Study to provide a specific plan to guide the future private development of public infrastructure, utilities and facilities.

3. **FUTS / Open Space Land Acquisition:** Acquisition of core open space for FUTS trails as well as for protection of critical open space lands as authorized in May 2004.

4. **USGS Building:** USGS Facility improvements, renovations and building replacement contingent upon availability of funding.

5. **Court Facility:** Municipal Court facility construction.

6. **Core Services Maintenance Facility:** Expansion of sweeper bay for the Streets building at the Core Facility. Minor land improvements.

7. **Temporary Southside Curbs:** Infrastructure funds designed to assist in implementing parking management action within the Southside. This area is missing curb, gutter and sidewalk on numerous streets, which could require physical modifications.

8. **Property Acquisition:** Purchase of land for future parking improvements.

9. **FHA Capital Expenditures:** Capital improvements such as painting, re-siding, replacing water heaters and grounds work to maintain public housing stock.

10. **Library Window Replacement:** Repairing and replacing exterior windows for the downtown library.

Streets / Transportation

1. **Switzer Canyon Trail:** Design and construction of a planned FUTS trail extending from Terrace Avenue (near Downtown) to Switzer Canyon Drive. Approximate length of the trail is 0.75 miles and will complete a missing trail segment between the downtown area and Buffalo Park.

2. **BNSF Walnut - Florence Underpass:** A new dedicated bicycle and pedestrian underpass of the BNSF railroad tracks. This underpass allows for the construction of a short section of concrete trail to connect Florence Street on the south side of the tracks with Walnut Street on the north side.

3. **Florence – Walnut Underpass:** Short trail segment under the BNSF tracks, between Florence Street and Walnut Street, using the underpass described in the project above.

4. **Marshall Trail:** Short connecting trail that follows a utility easement along the north side of Flagstaff High School's athletic fields. The planned trail will connect the Karen Cooper Trail with the Fort Valley Trail and provide access to Marshall School.

5. **Sheep Crossing Trail:** The planned trail follows an existing, well-used social trail from Pulliam Drive to Fort Tuthill, south of the Ponderosa Trails Neighborhood. The trail will use an existing underpass, originally built for moving sheep herds under I-17.

6. **Downtown Underpass:** FUTS component of the design for ADOT reconstruction of the Route 66 - Rio de Flag crossing due to increased size to accommodate the addition of a FUTS trail.

7. **La Plaza Vieja Traffic Improvements:** Roadway work involving additional traffic calming and pedestrian/bicycle improvements throughout the neighborhood.

8. **Switzer / Turquoise Roundabout:** Construction of roadway intersection improvements incorporating a roundabout, new curb and gutter, sidewalks and bike/pedestrian accessibility.

9. **San Francisco Street and Franklin Avenue Signal:** Addition of a new traffic signal at the intersection of San Francisco Street and Franklin Avenue.

10. **Industrial Drive – Huntington to Purina:** Construction of water and sewer extensions and realignments, a storm water system, new paved roadway with full edge improvements from Nestle Purina Avenue to Huntington Drive. The work at Fanning Wash, from the BNSF right-of-way south, would construct culverts beneath Industrial Drive and realign the profile of the road at this location. The culverts would accommodate the 100-year storm frequency through the right-of-way.

11. **Beulah Boulevard - University Drive:** Upgrade the intersection to current engineering standards. Improvements include new curbs and gutters, sidewalks, access ramps, traffic signal, lighting, drainage, FUTS trail, landscaping and signing/marking.

12. **Franklin Safety Improvements:** Install safety and traffic calming devices on Franklin Avenue. This project was initiated through public requests and processed by the Transportation Commission.

13. **Soliere Avenue to Fanning Wash Crossing:** Design and construct a culvert beneath Soliere Avenue at Fanning Wash and realign the profile of the road to allow for a safe all-weather crossing at this location.

14. **Transportation Master Plan:** Develop a prioritized long range plan for transportation projects that will be used to populate the Transportation 5-Year Program based in part on the Flagstaff Metropolitan Planning Organization's Regional Transportation Plan as well as other local needs.

15. **Southside Curbs:** Installation of edge improvements to aide in parking enforcement at locations yet to be determined.

16. **Butler - Fourth Street Intersection Reconstruction:** Project to construct a permanent traffic signal, street infrastructure and accommodate regional drainage by raising the elevation of the intersection.

17. **Quiet Zone Modifications:** Coordinated effort to ensure compliance with BNSF and Federal Railroad Administration regulations for establishing and maintaining the Quiet Zone status within the City limits.

18. **Major Road Reconstruction (Streets):** Roadway reconstruction (curb, gutter, sidewalk, roadway pavement widening) for unspecified major roadway segments within the City limits.

19. **Lone Tree Railroad Overpass:** Roadway project to provide a grade separated crossing of the railroad tracks near Downtown, connecting the Butler/Lone Tree intersection with Route 66. Funding provided through voter approval of Proposition 420 in November 2018.

20. **Fourth Street Reconstruction:** Roadway bridge replacements over Interstate 40, in partnership with ADOT, to accommodate a widened Fourth Street roadway section that addresses vehicular, bicycle and pedestrian needs along the corridor.

21. **Butler Avenue Widening:** Roadway construction project with project limits of Sinagua Heights to the east and Little America to the west. The project includes complete streets roadway improvements and will be combined with the Butler/Fourth intersection reconstruction project.

22. **Traffic Signal Program:** Funding for existing City traffic signal rebuilds and new City traffic signal installations.

23. **Lockett – Fourth Roundabout:** A construction project funded primarily with Federal Highway Safety Improvement Program funds. This project will add pedestrian crossing and improve overall safety through the conversion of a traffic signal to a roundabout controlled intersection.

24. **Intersection Improvements:** Funding for small intersection improvement projects such as right turn lanes, pedestrian ramps, turn restrictions and other traffic flow and safety improvements.

25. **Dark Sky Lighting:** Citywide lighting upgrade from legacy high-pressure and low-pressure sodium fixtures to modern dark sky enhancing narrow spectrum Light Emitting Diodes (LEDs).

26. **West Route 66:** A corridor master planning effort in coordination with the Arizona Department of Transportation and Coconino County. The limits of this study are from Woodlands Village Boulevard to Flagstaff Ranch Road with the outcome being a future planning document that outlines the future buildout of this corridor.

27. **Neighborhood Plans:** Planning studies of existing and future neighborhoods in connection with transportation.

28. **Switzer Canyon FUTS:** Design and construction of a planned FUTS trail extending from Terrace Avenue (near Downtown) to Switzer Canyon Drive. Approximate length of the trail is 0.75 miles and will complete a missing trail segment between the downtown area and Buffalo Park.

29. **Sidewalk Infill:** Annual funding allocation to complete fifteen short sidewalk segments, about ½ mile in length, over the next two years.

30. **Sidewalk Construction:** Completion of several high-priority missing sidewalk segments.

31. **Sinclair Ridge Trail:** Short trail connection between the University Terrace neighborhood, De Miguel School and University Highlands Park.

32. **Foxglenn Trail:** New FUTS trail across the Little America parcel that will ultimately connect from Foxglenn Park to the Arizona/Sinclair Wash Trails and complete an important trail corridor in the southeast part of the City. The trail segment is just under two miles in length.

33. **Bike Lane Striping Program:** Annual allocation to restripe several streets to include bike lanes.

34. **Reserve for Transportation Improvements:** Annual allocation of transportation tax revenues for unidentified transportation related improvements and/or City participation in transportation related improvements with other agencies (i.e., ADOT, NAU and FMPO).

35. **FUTS State Park Future Trails Grant:** Matching funds for grant to make the Nate Avery Trail through Buffalo Park accessible for wheelchair users and people with disabilities.

36. **Highway Safety Improvement Program (HSIP):** HSIP is a federally funded grant program through the Flagstaff Metropolitan Planning Organization (FMPO) under the Transportation Improvement Program (TIP). Projects are either systematic or spot specific.

37. **General and Partnering Opportunities:** Partnering opportunities.

38. **Traffic Engineering:** Workorder charge outs.

39. **Utility Replacement and Overlays:** Funded by Road Repair and Street Safety Tax, this allocation will be assigned to specific street segments in need of underground utility replacements (water, sewer and stormwater) where the roadway surface requires only a mill and overlay.

40. **Utility Replacement and Overlay for West Flagstaff:** Roadway infrastructure improvements on Canyon Terrace Drive, David Drive and Hutcheson Drive in West Flagstaff.

41. **Utility Replacement and Overlay for Coconino Estates:** Roadway and utility infrastructure improvements on Navajo Drive, Navajo Road, Beal Road and Crescent Drive in the Coconino Estates neighborhood.

42. **Minor Transportation Improvements:** Undesignated appropriation to fund street capacity, safety or operational improvements such as turn lanes, neighborhood traffic management devices and traffic signal modifications.

43. **Sidewalk Replacement Program:** Provides replacement of curb, gutter and sidewalks in cases where property owners contribute 50% of replacement costs.

44. **Street Improvement Program:** HURF funded City-wide annual pavement maintenance consisting of crack sealing, seal coating, asphalt overlay and ADA sidewalk compliance.

45. **Sunnyside:** Additional neighborhood street reconstruction.

46. **Road Construction (Dirt Roads):** Planning and paving of remaining dirt roads in the City.

47. **Pavement Maintenance:** Funded by Road Repair and Street Safety Tax, this component of the annual street maintenance program will mill and overlay numerous roadways throughout the City.

BBB (Recreation, Beautification and Arts and Science)

1. **Airport Parking Lot:** A new parking lot is anticipated for construction at the airport which will include beautification aspects such as landscaping and a decorative wall.

2. **Aspen Bike/ Pedestrian Enhancements:** Creating an Aspen Avenue niche on West Aspen Avenue, utilizing the public sidewalk and several spaces of the CenturyLink building. The niche will include bicycle parking as well as beautification elements.

3. **Buffalo Park Parking Enhancements:** Beautification of the Buffalo Park parking lot.

4. **City Hall Lawn:** Beautification of the City Hall lawn, working to increase sustainability, aesthetics and functionality.

5. **Downtown Green:** Periodic refreshing of the green-painted infrastructure in the downtown area such as the lampposts, benches and trash cans.

6. **Milton and Butler Drainage:** Beautification and art elements of this small, high-visibility area of land on the corner of Clay Avenue and Milton Road.

7. **Phoenix – San Francisco to Mikes Pike:** Placeholder project for the Southside depending on outcomes of the neighborhood plan.

8. **Playground Beautification:** Beautification elements for City Park playgrounds.

9. **Southside Triangle:** Beautification of the triangular shaped median at the intersection of Mikes Pike Street, Kendrick Street and Benton Avenue.

10. **Train Station Platform:** Beautification elements of the train station platform related to historic integrity, aesthetics and functionality.

11. **Holiday Decoration:** Holiday lights and decorations at various City owned locations.

12. **Downtown Tree Wells:** Replace and maintain tree wells and grates that pose tripping hazards.

13. **Steves Boulevard Corners:** Increase the FUTS width to standard, landscaping that provides accessibility access, enhance the pedestrian space and beautify the corner.

14. **Switzer Canyon Roundabout:** Enhanced landscaping around the newly created roundabout.

15. **East Route 66 - South Edge from Fanning to Route 66:** Continuation of landscaping to complement the existing landscaping at the Route 66 Park.

16. **ADOT Sites:** Beautification for ADOT funded infrastructure projects in the City limits.

17. **Eastside Neighborhood Beautification:** Identification of potential locations in eastside neighborhoods such as Mobile Haven, Christmas Tree and Smokerise to receive beautification funding.

18. **School Walkways, Pilot Project:** Enhancement of student walking routes to elementary and high schools to convey the importance of beauty.

19. **McAllister – Route 66 Interpretive Plaza:** A stone Route 66 placemaking monument along the road in front of McAllister Ranch. Concept originally included interpretive signage, parking and potential FUTS continuation elements.

20. **Northwest Corner of Humphreys and Fort Valley:** Beautification of strip between road and private property at northwest corner of Humphreys Street and Fort Valley Road.

21. **Route 66 Interpretive Trail:** Installations at various locations along the Route 66 corridor within City limits of monuments, signs and pedestrian amenities to celebrate Route 66.

22. **Library Entry (Art Base):** Americans with Disabilities Act front entry plaza retrofit and inclusion of public art and beautification elements at the downtown City library.

23. **Downtown Paver Redux:** Reinstallation of all pavers on geo-fabric to prevent subsidence at various locations in the downtown area.

24. **Flowers and Flagpoles:** A beautification project for Downtown consisting of flowers and new banners for existing decorative streetlights.

25. **Bus Stop Seed Blooms:** Sowing of native wildflower seeds and minor cultivation activities to beautify bus stops.

26. **Mural Initiative:** A public/private partnership for a series of murals and beautification components in downtown alleys.

27. **Urban Forest:** Funding for Flagstaff's urban forest, such as tree replacements.

28. **Fiber to Visitor Center:** A project that will bring high speed fiber connection to the Visitor Center to facilitate Free Public Wi-Fi, internet webcams and other business traffic. The high-speed fiber connection will replace a slow and fragile wireless connection to City Hall.

29. **Alley Art Improvements:** Additional alley artistic elements to complement the alley mural initiative.

30. **East Flagstaff Gateway (Fourth Street):** Revolving art project funding for the installation of artwork.

31. **Art Panels - Aspen Bike and Pedestrian Improvement:** Creating an Aspen Avenue niche on West Aspen Avenue, utilizing the public sidewalk and several spaces of the CenturyLink building. The niche will include bicycle parking as well as beautification elements.

32. **City Hall Trombe Wall:** Art project along the large entry wall at City Hall, facing Milton.

33. **Eastside Neighborhood Beautification:** Placeholder for beautification projects such as enhancing the Eastside Community Library or other Eastside areas.

34. **Indigenous Representation:** Placeholder for increasing visibility and artistic expression by and of Indigenous communities and artists.

35. **Library Art Piece:** The art funding component to complement the beautification of the Library Entry described above.

36. **NAIPTA Bus Wraps:** Creative expression projects such as visual art on Mountain Line buses.

37. **Neighborhood Plans–Art Projects:** Placeholder for art funding for priorities emerging from neighborhoods updating their plans.

38. **Sculpture at Route 66 and Switzer Canyon:** Relocation of the "Timeless Apparitions" sculpture to a location to be determined.

39. **Traffic Boxes:** Traffic signal box wrap project.

40. **Poetry on NAIPTA Buses:** Poetry printed on mylar sheets that are placed in the interior marquee slots of the bus.

41. **Airport Murals:** Addition of a moon landing photo and attribution panel to complete the photo murals at the airport terminal.

42. **Buffalo Park Sculpture:** A public art project to repair or replace the original buffalo sculpture.

43. **Moon Landing Sculpture/Art:** The public art component of a City-wide project to celebrate the 50th anniversary of the landing on the moon. This includes more than one public art installation in the planning.

44. **3D Art on 4th Street:** Identification of public property locations along 4th Street to receive sculptural public art.

45. **Sustainability and Art Education Project:** Public art project(s) that impart the idea of sustainability to school-age children.

46. **Sunnyside Traffic Circle:** Two-dimensional art installed in the traffic circle at the intersection of Arrowhead Avenue and West Street.

47. **Mural Initiative:** A public/private partnership for a series of murals and beautification components in downtown alleys.

48. **Santa Fe Pluto Sculpture:** Pluto-themed art piece celebrating the history of the planet Pluto in Flagstaff.

49. **Courthouse Mosaic:** Exterior wall art piece for the City's new courthouse.

Water Services - Drinking Water

1. **Aging Water Infrastructure Replacement (AWIR):** Replace 11,000 feet of water main each year. Water mains will be prioritized by age, condition, material and maintenance repair costs.

2. **Switzer Canyon Transmission Line:** Replace approximately 5,000 feet of aging 16-inch water line along Turquoise Avenue from Cedar Avenue to Fir Avenue. Project is the third phase of replacing the transmission line to the City's main reservoir. Project is part of the Annual Water Line replacement program.

3. **Water Meter Vault Replacement Program:** Replace old and outdated water meter vaults that have maintenance and safety issues with newer updated structures.

4. **Radio Read Meter Replacements:** Annual replacement of water meters to new style radio read meters.

5. **Reserve for Improvements:** Annual reserve for unanticipated line replacements, oversizing and participation with developers that may occur during the fiscal year.

6. **Lake Mary Water Treatment Plant - Sedimentation Basins (Flocculation's):** Rehabilitation of the flocculation and sedimentation basins at the Lake Mary Water Treatment Plant. Includes replacement of all structural, mechanical, electrical and instrumentation associated with the flocculation and sedimentation basins and clarifier drive equipment. Existing basins were installed in 1964 and are beyond their expected asset life. This is a multi-year project totaling $4 million with the first year budgeting the engineering design portion.

7. **Woody Mountain Clarifier Construction:** Rehabilitation of the clarifier drive equipment and structural beams. Includes replacement of all deteriorated structural members, mechanical rakes and bridge, electrical and instrumentation. Existing clarifier was built in 1960, original rake assemblies are in disrepair, structural beams are rusted and need to be recoated. This is a multi-year project totaling $700,000.

8. **Soliere Water Line Upsizing:** This is an oversize reimbursement project. The City is not managing installation of this water line. Project consists of new water transmission main from pressure relief valve located north of I-40 across from Elk Run Street to the intersection of Fourth Street and Soliere Avenue.

This water line will provide a looped water supply to the Canyon Del Rio development and is larger than required of the developer to accommodate future growth in the Canyon Del Rio and Little America area. The Water Services contribution portion is estimated not to exceed $600,000.

9. **Rio de Flag Flood Control Project - Water Line Replacement:** Replace existing water lines in conflict with the Rio de Flag Flood Control project being designed by the Corps of Engineers. The project funding reflects phasing of the utility relocation work.

10. **Amberwood Zone B Extension:** Design and installation of 7,000 feet of 12-inch PVC water line along Butler Avenue, from Sinagua Heights Drive to Amberwood Street. This new water main will eliminate the need for the existing Amberwood Booster Pump station, improve water quality in Amberwood subdivision and reduce operational costs. This is a multi-year project with the first year budgeting the engineering design portion only.

11. **Red Gap Water Line:** Acquisition of water rights and continued development of the water ranch. Preliminary expenditures include the Red Gap Ranch pipeline feasibility study currently in progress.

12. **Water Energy Efficiency Upgrades:** Implementation of energy efficiency projects that were identified in the energy audit of the water production facilities conducted in 2011. These projects will reduce the energy consumption and lower operational costs at water production facilities.

13. **Hydrological Studies:** This engineering study is for investigating new well sites for water production in the Flagstaff area. The need for additional well capacity is required to support the growth of the community. Per the newly adopted Flagstaff Regional Plan, the City of Flagstaff can expect 1.4% to 2.5% annual growth, which triggers the need for additional wells.

14. **Route 66 Water Line Improvements:** Installation of 4,000 feet of water line and pavement along Route 66 from Test Drive to El Paso Gas Road. This water line will provide a looped water supply to customers along Route 66 and El Paso Gas Road and is being upsized to accommodate future growth in the eastern edge of City distribution system.

15. **New Well and Pump House:** Drill and equip an additional well. Production, construction and furnishing of a pump house and tie into the existing City water infrastructure. The need for additional well capacity is required to support the growth of the community.

16. **Industrial Drive Water Line Replacement:** Replace the water main along Industrial Drive in central Flagstaff from approximately Enterprise Road to Bronco Avenue. Project will be completed in two phases; the first phase will begin construction in summer 2020. Project is part of the annual water line replacement program.

17. **Rate Study:** Update the rate study analysis of existing water, sewer, reclaim and stormwater rates every four years to assure prudent fiscal management of Water Services.

18. **Fir Avenue Water Line Replacement:** Replace the water main along Fir Avenue in Mt Elden Park Subdivision from approximately San Francisco Street to Highway 180. Project is part of the annual water line replacement program.

19. **Summit Water Line Replacement:** Replace the water main along Summit Avenue and Spring Street in downtown Flagstaff from approximately Santa Fe Avenue to Grand Canyon Avenue. This project is part of the City's ongoing infrastructure replacement program.

20. **Phoenix Avenue Bridge Water Line Replacement:** Replace the water main underneath the Phoenix Avenue Bridge in downtown Flagstaff from Mikes Pike Street to Beaver Street. Project will be constructed in conjunction with the stormwater Phoenix Avenue bridge replacement project.

21. **Water Resources Master Plan:** Development of formal master planning to provide direction on how to meet and provide water supplies for buildout and how to best meet our community's water needs.

22. **Water Systems Master Plan:** Development of formal master planning tool for the water distribution system. This is a planning tool and pre-requisite of the Water Rate Study.

23. **Lake Mary Land Acquisition:** Purchase of the Lake Mary Water Treatment Plant property from the United States Forest Service. The plant was constructed in 1940 on Forest Service property and is to be acquired as part of the land acquisition deal that includes the airport site.

24. **Fort Tuthill Water Line Loop:** Extension of a 16-inch transmission main from University Heights to Fort Tuthill. This line will support agreements made by the City with Fort Tuthill and Luke Air Force base to provide additional water infrastructure for this area.

Water Services - Wastewater

1. **Fort Tuthill Sewer Line Oversizing:** Water services to provide financial reimbursements to Coconino County or developer for the oversizing of 4,630 feet of 18-inch diameter sewer line along Sinclair Wash in southwest Flagstaff along FUTS trail alignment.

2. **Headworks MCC Improvements:** Refurbishment of the headworks building Motor Control Center (MCC) equipment. Includes replacement of all electrical, SCADA and control equipment located in the MCC room at the Wildcat Hill Wastewater Treatment Plant. The existing equipment in this center is 47 years old and past its asset life.

3. **WWTP Energy Efficiency Program:** Implementation of energy efficiency projects that were identified in the energy audit of the Wildcat and Rio de Flag Wastewater Treatment Plants conducted in 2011. This project will replace the existing blowers with new energy efficient blower equipment at both the Wildcat and Rio de Flag Wastewater Treatment Plants. These projects will reduce the energy consumption and lower operational costs at both treatment plants.

4. **Rio Bar Screens:** Replacement of two existing bar screens at the headwork's of the Rio Water Reclamation facility. Existing equipment is at the end of its asset life.

5. **Rate Study:** Prepare a current utility rate analysis and update City utility rates. Scheduled rate studies assure the City is managing utilities in a prudent and efficient manner.

6. **Aging Sewer Infrastructure Replacements:** Replace 5,300 feet of sewer main each year. Sewer mains will be prioritized by age, condition, material and maintenance repair costs.

7. **Reserve for Improvements:** Annual reserve for unanticipated line replacement and/or oversizing.

8. **Wildcat New Digester #3 and #4:** Add an additional digester to provide solids destruction and stabilization, thereby reducing odors and sludge volume. Design is scheduled to begin in FY 2020-2021 with construction to follow in FY 2021-2023.

9. **Wildcat Jenbacher Equipment Replacement:** Improvements to the Wildcat Hill co-generation equipment. This project will replace the existing Jenbacher 290 kW engine with a new equipment. Project

will increase co-generation operational runtime and reduce greenhouse gas emissions as part of the Climate Action and Adaptation plan.

10. **Wildcat Septage and Grease Station:** Installation of a new septage and grease receiving station at the Wildcat Hill Wastewater Treatment Plant facility. The project will add a grease concentrator to remove water that otherwise goes to digesters requiring additional heating and reducing solids concentration. The project would include a trash removal mechanism to reduce trash entering the digester.

11. **Wildcat Primary Pump Station Improvements:** Improvements to the Primary Pump Station at Wildcat Hill Water Reclamation Plant. Project includes replacement of primary effluent pump (PEP), variable frequency drives and electrical programmable logic controller (PLC) control systems. Includes piping to connect new pumps and existing piping, replacing the PEPS exhaust fans and the PEPS roof. Project will improve energy efficiency and reduce our greenhouse gas emissions as part of the Climate Action and Adaptation plan.

12. **Wildcat Centrifuge Relocation:** Relocation and installation of existing centrifuge equipment used for dewatering solids at the Wildcat Hill Water Reclamation Plant facility.

13. **Wildcat Capacity Flow Diversion:** Design and construction of bypass sewer line from Spruce Avenue sewer basin to the Rio De Flag Water Reclamation Plant. This sewer diversion will shift flows from Wildcat facility to the Rio De Flag facility. Construction of the recommended improvements for the Flow Diversion project will send up to 1.1 mgd of additional flow into the Rio de Flag Water Reclamation Plant.

14. **Wildcat Expansion Design:** Design of a two-tank digester complex with a digester control building. Includes piping to connect new and existing gas and heat systems.

15. **Rio de Flag Sewer Relocations:** Replace existing sewer lines in conflict with the Rio de Flag Flood Control project being designed by the Corps of Engineers. The project funding reflects phasing of the utility relocation work.

16. **First Avenue/Route 66 Sewer Replacement:** Project includes replacement of approximately 300 feet of 14-inch diameter ductile iron pipe sewer line with 24-inch DIP sewer interceptor within the Spruce Avenue Wash. Project is located at First Avenue and Route 66.

17. **Rio de Flag Clarifier Rebuild:** Rehabilitation of the primary and secondary clarifiers at the Rio De Flag Water Reclamation Plant. Includes replacement of all structural, mechanical, electrical and instrumentation associated with the clarifier and sedimentation basins and clarifier drive equipment.

18. **Route 66 Sewer Upsizing:** Vintage development project.

19. **Concrete Degradation:** Design and repair of the concrete degradation issues in the influent splitter box, influent force main and influent pump station including influent flow pump-around.

Water Services - Reclaimed Water

1. **Rate Study:** Prepare a current utility rate analysis and update City utility rates. Scheduled rate studies to assure the City is managing rates in a prudent and efficient manner.

2. **Reclaim Water Meters and Vaults:** Replace old and outdated water meter vaults on NAU Campus, that have maintenance and accuracy issues, with newer updated equipment.

3. **8″ Bottleneck – Reclaimed Line Replacement:** Replace 8-inch diameter piping bottleneck with a new 20-inch ductile iron transmission line near Buffalo Park and Coconino High School.

4. **Reclaim Master Plan:** Development of formal master plan to be used for the management and planning of the reclaimed system. This is a planning tool and pre-requisite of the rate study.

Water Services - Stormwater

1. **Rio De Flag Project:** City participation in Army Corps of Engineers flood control project to mitigate potential flood damage and facilitate redevelopment in the central business district.

2. **Spot Improvement – Annual:** Annual maintenance of the storm drain system.

3. **Spot Improvement – Phoenix Avenue:** Phoenix Avenue near the intersection with Beaver Street. The existing bridge structure under Phoenix Avenue conveys Rio de Flag flows to the Southside neighborhood.

4. **Spot Improvement – Wildwood Drainage Project:** Construct a pond with the intent of reducing floods.

5. **Spot Improvement – Aspen Avenue Culvert:** Analyze and design a replacement drainage system along the north side of Aspen Avenue, west of Beaver Street.

6. **Spot Improvement – Columbia Circle:** Rehabilitation of existing drainage system in Columbia Circle Neighborhood. The neighborhood experiences significant flood on a regular basis. Project includes the installation of open and closed conveyance systems.

7. **Spot Improvement – Steve's Boulevard:** Rehabilitation of existing drainage system along Steve's Boulevard in East Flagstaff. The neighborhood experiences significant flood on a regular basis.

8. **Future Improvements Reserve:** Annual allocation of stormwater funds to mitigate localized drainage problems.

Solid Waste

1. **Stormwater Infrastructure:** Stormwater control system around the perimeter of the landfill to direct the flow of storm water to the detention ponds located at the landfill.

2. **Building Repairs:** Remodeling of the Cinder Lakes Landfill Scale House.

3. **Cell D Preparation:** Future landfill expansion will require excavation of soil and rock from Cell D (33 acres). The scope of work for this year is to excavate to bedrock and stockpile the material for future use.

4. **Excavation of Cell D:** Excavation of Cell D in preparation for the future development of landfill cells.

5. **South Borrow Pit Design, Roads and Scales:** Cell E (South Borrow Pit) is a 40-acre site that consists of existing cells of buried trash, soil and rock. Need to excavate portions of the solid waste and soil from the area to accommodate future trash cells. This project consists of re-designing the depth of excavation, thereby gaining another 8 to 20 years of valuable landfill airspace. The scope of work includes considerations for infrastructure such as water, power, roads and other facilities.

6. **Landfill Road Construction:** The existing Forest Service Road is in disrepair and needs to be replaced to accommodate landfill traffic for at least 30 years.

7. **Landfill Entrance and Parking Lot Resurfacing:** This project is a part of the operations and maintenance of existing pavement within the landfill boundaries.

8. **National Environmental Policy Act Review:** This project is a review of potential impacts (environmental, biological, archeological and social) on expanding our road to accommodate vehicular traffic, while adding the necessary utilities for future operations.

Sustainability and Environment Management (SEMS)

1. **Observatory Mesa Improvements**: This is part of the Open Space program, enhancing recreation opportunities through improvements and development of trail and parking areas, informational and interpretive signs.

Airport

1. **Drainage Study:** The objective of storm drainage design is to provide for safe passage of vehicles or operation of the facility during the design storm event. The drainage system is designed to collect storm water runoff from the pavement surface and adjacent areas, convey it along and through the adjacent areas and discharge it to an adequate receiving body without causing adverse on-site or off-site impacts.

2. **Airport Parking Lot:** This is a new lot to support the growth of traffic the airport is experiencing. The lot will provide approximately 413 additional parking spaces. It will include infrastructure to turn the existing lot and new lot into paid parking. It will also include retention basin, wall, sidewalks, bike lanes and bus stops (turn off).

3. **Snow Removal Equipment Building – Design:** This building is approximately 30,000 square foot and will be used to store the snow removal equipment and related materials. It will house parking, maintenance bays and limited office space.

4. **Acquire Land for Safety Zone:** This project is to acquire property form Coconino National Forest that includes land inside the property fence off the end of the runways. This land includes Runway Safety areas and Runway Protection Zones. The amount of land has not been negotiated with Forest Service.

5. **Apron Design for Expansion/Relocation of Taxiway:** This is a safety issue and the FAA has pushed that Taxilane "W" be moved to eliminate direct routing to the runway. With this move it will allow us to remove general aviation traffic from coming through the commercial ramp. The movement of Taxilane "W" will take away a large portion of our general aviation ramp, which we will add a ramp between the terminal and fixed based operator parking to compensate for lost general aviation ramp.

Capital Budget Impact on the Operating Budget

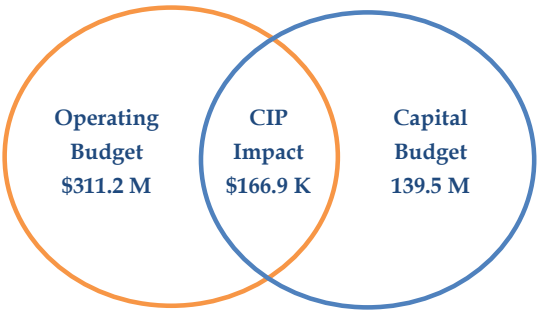
The City of Flagstaff prepares a Five-Year Capital Improvement Plan (multi-year, long-range study of construction and/or acquisition of high cost items with an extended useful life), which is prepared along with the Annual Budget and Financial Plan (focus on municipal service delivery programs which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

The impact of capital project operating costs on the annual budget are a fundamental element of the City's CIP and the overall budget development process. Reliable operating cost estimates are necessary from the onset of each budget cycle, as the city must determine specific ongoing expenses it will incur once a project has been completed. For example, once a project becomes active, it likely requires staff (personnel), utilities, planned equipment replacement for obsolescence, facility maintenance, etc., in order to operate. Since project components are often completed in phases, partially constructed projects generally have associated operating costs which will need to be funded in future fiscal years. In terms of budgeting, the projects initial operational impact may begin before completion of the project in its entirety. In addition, there are additional debt service payments for new debt financed projects.

The incremental impact for FY 2020-2021 is estimated as indicated in the following table.

Incremental Impact of Capital Budget on
Fiscal Year 2020 - 2021 Operating Budget

	FY 2020-2021
New Debt Service	
Stormwater	$ 600,000
Airport	320,000
New Operations and Maintenance	
General Fund	95,800
Streets/Transportation Funds	21,433
BBB Funds	7,700
Water Services	13,500
Solid Waste	15,500
Airport	13,000
Total	$ 1,086,933



The new FY 2020-2021 debt service is attributed to new general obligation (GO) bonds. These bonds will carry ten to twenty year maturities and the associated debt service will remain in the operating budget for the corresponding period of time. The impact of this new debt service is factored and will influence long range projections for new project prioritization and the City's capacity to issue future debt.

Debt associated with projects financed with GO bonds within the General Government program will be paid out of the Debt Service Fund with secondary property tax revenue.

The table on the following page lists the CIP projects budgeted for completion during FY 2020-2021 by major CIP program area. The associated operating budget impacts of capital projects completed, or substantially completed, early in the current fiscal year will take effect during the current budget year.

Fiscal Year 2020 - 2021 CIP Projects and Operating and Maintenance Budget Impacts			
Program and Project Name	Fund		Annual Impact
General Government			
Core Services Maintenance Facility	General		TBD
Court Facility	General	$	95,800
USGS Building	General		TBD
Streets and Transportation			
Beulah Boulevard/University Drive	Transportation		5,500
Foxglenn Trail	Transportation		7,770
Lone Tree Railroad Overpass	Transportation		TBD
Marshall Trail	Transportation		804
Sheep Crossing Trail	Transportation		3,430
Switzer Canyon Trail	Transportation		3,429
Walnut/Florence Underpass	Transportation		500
BBB			
Aspen Bike / Pedestrian Enhancements	BBB Fund		1,000
Buffalo Park Parking Enhancements	BBB Fund		500
Buffalo Park Sculpture	BBB Fund		200
City Hall Lawn	BBB Fund		1,000
Downtown Paver Redo	BBB Fund		1,000
East Route 66 - South Edge	BBB Fund		1,000
Eastside Neighborhood Beautification	BBB Fund		1,000
Library Entry (Art Base)	BBB Fund		1,000
Route 66 Interpretive Trail	BBB Fund		1,000
Water Services			
New Well and Pumphouse	Drinking Water		10,000
Phoenix Avenue Bridge	Stormwater		500
Steve's Boulevard Wash	Stormwater		3,000
Solid Waste			
Road Infrastructure	Solid Waste		15,500
Airport			
Temporary Parking Lot Improvements	Airport		13,000
Total Operating Impact of FY 2020 - 2021 CIP Projects		**$**	**166,933**

Within the general government program, the operating and maintenance estimates for the Court Facility is projected at $95,800. The Core Services maintenance facility and the USGS building replacement will be determined upon finalized planning of each project.

The project within streets consists of operating and maintenance costs in maintaining City streets infrastructure. The projected annual impact is $21,433.

Beautification has nine projects that will be completed in FY 2020-2021, which will require annual maintenance. The projected annual impact is $7,700.

The projects within Water Services consist of operating and maintenance costs in maintaining the water infrastructure. The projected annual impact is estimated at $13,500.

Solid Waste has one project with an annual impact of $15,500.

The Airport has two projects being completed in FY 2020-2021 that will require annual maintenance. The projected annual impact will be $13,000.

Future Operating Budget Impacts

In addition to current year operating budget impacts, future operating costs with current and planned projects are identified in the five-year capital plans. Since the City Council only formally adopts operating and capital budgets on an annual basis, the "out-year" impacts represent a forecast based on the current scope of the project and inflation assumptions. As such, they will be subject to revision in future years based on changes in inflation, the scope of the project and Council and community priorities.

Capital Improvement Program Net Operating Forecast
Fiscal Year 2021-2022 to Fiscal Year 2024-2025

Program and Project Name	Fund	2021-2022	2022-2023	2023-2024	2024-2025	Total
General Government						
Core Services Maintenance Facility	General	TBD	TBD	TBD	TBD	-
Court Facility	Capital Projects	$ 95,800	95,800	95,800	95,800	383,200
USGS Miscellaneous Buildings	Capital Projects	TBD	TBD	TBD	TBD	-
Streets						
Beulah Boulevard/University Drive	Transportation	5,500	5,500	5,500	5,500	22,000
Dark Sky Lighting	Transportation	-	-	-	50,000	50,000
Downtown Underpass	Transportation	TBD	TBD	TBD	TBD	-
Fourth Street Trail	Transportation	2,193	2,193	2,193	1,439	8,018
Florence - Walnut Underpass	Transportation	500	500	500	500	2,000
Foxglenn Trail	Transportation	7,770	7,770	7,770	7,770	31,080
Lone Tree Trail	Transportation	409	409	409	409	1,636
Lone Tree Railroad Overpass	Transportation	TBD	TBD	TBD	TBD	-
Marshall Trail	Transportation	804	804	804	804	3,216
Sheep Crossing Trail	Transportation	3,430	3,430	3,430	3,430	13,720
Sinclair Ridge Trail	Transportation	402	402	402	402	1,608
Switzer Canyon Trail	Transportation	3,429	3,429	3,429	3,429	13,716
BBB						
Arting Up Parking Kiosks	BBB Fund	-	-	500	500	1,000
Aspen Bike and Pedestrian Enhancements	BBB Fund	1,000	1,000	1,000	1,000	4,000
Beautification at Route 66 & Verde St	BBB Fund	-	-	500	500	1,000
Buffalo Park Parking Enhancements	BBB Fund	500	500	500	500	2,000
Buffalo Park Sculpture	BBB Fund	200	200	200	200	800
City Hall Lawn	BBB Fund	1,000	1,000	1,000	1,000	4,000
Downtown Paver Redo	BBB Fund	1,000	1,000	1,000	1,000	4,000
East Route 66 - South Edge	BBB Fund	1,000	1,000	1,000	1,000	4,000
Eastside Neighborhood Beautification	BBB Fund	1,000	1,000	1,000	1,000	4,000
Fourth Street Holiday Corridor	BBB Fund	-	1,000	1,000	1,000	3,000
Frances Short Pond Master Plan	BBB Fund	-	500	500	500	1,500
Gateways at Frances Short Pond	BBB Fund	-	1,000	1,000	1,000	3,000
Library Entry	BBB Fund	1,000	1,000	1,000	1,000	4,000
Milton and Butler Drainage	BBB Fund	500	500	500	500	2,000
Milton and Route 66 - South Edge	BBB Fund	-	-	500	500	1,000
Phoenix - San Francisco to Mikes Pike	BBB Fund	-	1,000	1,000	1,000	3,000
Phoenix Parking Plaza	BBB Fund	-	-	1,000	1,000	2,000
Rio de Flag	BBB Fund	-	-	-	2,000	2,000
Route 66 Interpretive Plaza	BBB Fund	TBD	TBD	TBD	TBD	-
Route 66 Interpretive Trail	BBB Fund	1,000	1,000	1,000	1,000	4,000
Urban Forest	BBB Fund	5,000	5,000	5,000	5,000	20,000

Program and Project Name	Fund	2021-2022	2022-2023	2023-2024	2024-2025	Total
Water Services						
Cheshire Tank Upgrade	Drinking Water	$ 2,500	-	-	-	2,500
New Well and Pumphouse	Drinking Water	10,000	10,000	10,000	10,000	40,000
Buffalo Park Storage Tank	Reclaimed Water	-	-	-	TBD	-
Bow and Arrow Wash	Stormwater	3,000	3,000	3,000	3,000	12,000
Darleen Drive Drainage Improvements	Stormwater	1,000	-	-	-	1,000
McMillan Mesa	Stormwater	1,000	-	-	-	1,000
Phoenix Avenue Bridge	Stormwater	500	500	500	500	2,000
Rio de Flag	Stormwater	TBD	TBD	TBD	TBD	-
Shadow Mountain Phase II	Stormwater	1,000	-	-	-	1,000
Smokerise	Stormwater	1,000	-	-	-	1,000
Steve's Blvd Wash	Stormwater	3,000	3,000	3,000	3,000	12,000
Sunnyside Hill	Stormwater	2,000	-	-	-	2,000
Mobile Haven	Stormwater	-	2,000	-	-	2,000
N. Sunset Drainage Improvements	Stormwater	-	1,000	-	-	1,000
Penstock Wash Crossings	Stormwater	-	1,000	-	-	1,000
Univ. Heights and S. Litzler Storm Drains	Stormwater	-	2,000	-	-	2,000
Wildwood Drainage	Stormwater	TBD	TBD	TBD	TBD	-
Dewatering Facility	Wastewater	-	-	-	TBD	-
Solid Waste						
Cell Preparation Fees	Solid Waste	-	50,000	-	-	50,000
Road Infrastructure	Solid Waste	-	15,000	-	15,000	30,000
Airport						
Parking Improvements	Airport	13,000	13,000	13,000	13,000	52,000
Runway Rehab/Reconstruction	Airport	75,000	75,000	75,000	75,000	300,000
Snow Removal Equipment Building	Airport	TBD	TBD	TBD	TBD	-
Taxiway Rehabilitation	Airport	-	-	30,000	30,000	60,000
Wildlife Assessment	Airport	10,000	10,000	10,000	10,000	40,000
Total Operating Impacts		**$ 256,437**	**322,437**	**283,937**	**350,183**	**1,212,994**

As shown above, a total of 61 CIP projects are projected to produce approximately $1,212,994 in operating budget impacts. These operating budget impacts represent new incremental expenditure increases which are anticipated to go into effect on a permanent annual basis in the fiscal years shown.

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2020-2021 - Fiscal Year 2024-2025

	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Plan
Beginning Balance	$ -	-	-	-	-	-	-	-
Resources								
Debt	45,300,000	10,154,807	37,919,066	34,600,000	6,250,000	11,500,000	13,000,000	113,423,873
Grants	1,518,668	811,248	5,444,576	10,928,368	832,120	15,152,080	5,005,300	38,173,692
Pay-as-you-go	101,308,201	33,670,276	96,134,901	46,244,779	31,045,026	33,061,985	37,348,396	277,505,363
Total Resources	148,126,869	44,636,331	139,498,543	91,773,147	38,127,146	59,714,065	55,353,696	429,102,928
Expenditures								
General Government	33,341,666	16,200,725	22,540,323	10,690,000	696,500	10,703,065	10,709,696	71,540,309
Streets/Transportation	55,625,286	18,153,703	51,563,739	25,454,147	18,810,346	18,766,000	25,689,000	158,436,935
BBB	5,169,054	407,583	4,989,409	2,649,000	1,410,300	2,200,000	510,000	12,166,292
Water Services	50,317,200	9,236,577	49,346,652	38,075,000	15,055,000	11,050,000	11,650,000	134,413,229
Solid Waste	878,146	272,226	4,108,420	4,905,000	1,255,000	995,000	1,295,000	12,830,646
Airport	2,795,517	365,517	6,950,000	10,000,000	900,000	16,000,000	5,500,000	39,715,517
Total Expenditures	148,126,869	44,636,331	139,498,543	91,773,147	38,127,146	59,714,065	55,353,696	429,102,928
Ending Balance	$ -	-	-	-	-	-	-	-

City of Flagstaff
Capital Improvement Program Summary
General Government
Fiscal Year 2020-2021 - Fiscal Year 2024-2025

	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Plan
General Government								
General Fund								
Brownfields Assessments	$ 50,000	50,000	-	-	-	-	-	50,000
Facilities Improvements	236,223	236,223	-	-	-	-	-	236,223
Irrigation System Upgrades	115,000	114,767	-	-	-	-	-	114,767
John Wesley Powell Study	307,408	20,342	287,066	-	-	-	-	307,408
Microwave Network	81,666	81,666	-	-	-	-	-	81,666
New Park Development	500,000	12,050	10,000	-	-	-	-	22,050
Parking District Fund								
Property Acquisition	686,148	-	834,191	-	-	-	-	834,191
Southside Curbs	40,000	-	40,000	40,000	40,000	40,000	40,000	200,000
Library Fund								
ADA Ramp/Conference Room	90,000	90,000	-	-	-	-	-	90,000
APEX Skylights - Repair - Downtown	200,000	200,000	-	-	-	-	-	200,000
Children's Area Safety Project	35,000	35,000	-	-	-	-	-	35,000
Conference Room - Downtown	40,000	40,000	-	-	-	-	-	40,000
East Flagstaff Restroom Remodel	30,000	30,000	-	-	-	-	-	30,000
Remodel at East Flagstaff Comm. Library	50,000	50,000	-	-	-	-	-	50,000
Window Replacement - Downtown	400,000	-	777,000	-	-	-	-	777,000
Capital Projects Bond Funded								
GO Bond Funded Projects								
Core Services Maintenance Facility	496,244	16,174	550,000	-	-	-	-	566,174
FUTS/Open Space Land Acquisition	2,017,100	2,017,100	73,873	-	-	-	-	2,090,973
Non GO Bond Funded Projects								
Court Facility and Parking	17,242,427	12,522,557	7,845,193	-	-	-	-	20,367,750
USGS Miscellaneous Buildings	9,930,950	14,846	10,000,000	10,000,000	-	10,000,000	10,000,000	40,014,846
Flagstaff Housing Authority Fund								
General Capital Expenditures	630,000	630,000	2,090,000	650,000	656,500	663,065	669,696	5,359,261
SEMS								
Future Grant Project	40,000	40,000	-	-	-	-	-	40,000
Observatory Mesa Improvements	33,000	-	33,000	-	-	-	-	33,000
Schultz Creek Trail Improvements	90,500	-	-	-	-	-	-	-
Total General Government	$ 33,341,666	16,200,725	22,540,323	10,690,000	696,500	10,703,065	10,709,696	71,540,309

City of Flagstaff
Capital Improvement Program Summary
Streets and Transportation
Fiscal Year 2020-2021 - Fiscal Year 2024-2025

	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Plan
Streets / Transportation								
Streets - HURF								
Road Construction (Dirt Roads)	$ 2,277,352	-	2,277,352	-	-	-	-	2,277,352
Minor Transportation Improvements	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Reserve for Improvements	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Sidewalk Replacement Program	15,000	15,000	200,000	200,000	200,000	200,000	200,000	1,015,000
Street Improvement Program	2,548,270	402,584	4,238,038	2,100,000	2,100,000	2,100,000	2,100,000	13,040,622
Sunnyside	1,955,875	133,728	1,703,922	-	-	-	-	1,837,650
Transportation Tax Funded								
Safety Improvements								
Bike/Pedestrian and Safety Improvement	380,046	189,655	-	-	-	-	-	189,655
Butler/4th Intersection Reconstruction	88,577	-	88,577	-	-	-	-	88,577
Franklin Safety Improvements	32,612	-	32,612	-	-	-	-	32,612
HSIP Program	75,000	45,246	29,754	-	-	-	-	75,000
Intersection Improvements	50,000	15,000	9,774	-	-	-	-	24,774
La Plaza Vieja Traffic Improvements	328,203	61,440	266,763	-	-	-	-	328,203
Quiet Zone Modifications	400,000	4,441	395,559	-	-	-	-	400,000
San Francisco/Franklin Signal	400,000	-	400,000	-	-	-	-	400,000
Switzer/Turquoise Roundabout	139,973	-	139,973	-	-	-	-	139,973
Traffic Signal Program	50,000	25,016	-	-	-	-	-	25,016
Transportation Planning and Programming	25,000	80,210	-	-	-	-	-	80,210
Street Improvements								
Beulah Boulevard/University Drive	8,096,492	71,826	8,024,666	-	-	-	-	8,096,492
Butler Fourth Street Intersection Reconst	3,735,753	-	2,288,121	-	-	-	-	2,288,121
Fourth Street Reconstruction	2,801,906	4,796,673	18,608	-	-	-	-	4,815,281
Industrial - Huntington to Purina - Phase 3	3,644,797	1,897,038	1,747,759	-	-	-	-	3,644,797
Major Road Reconstruction (Streets)	379,246	-	116,210	-	-	-	-	116,210
Reserve for Transportation Improvements	200,000	200,000	-	-	-	-	-	200,000
Soliere Avenue - Fanning Wash Crossing	250,000	-	250,000	-	-	-	-	250,000
Southside Curbs	265,008	-	265,008	-	-	-	-	265,008
Traffic Engineering	125,000	125,000	-	-	-	-	-	125,000
Transportation Master Plan	250,000	107,850	142,150	-	-	-	-	250,000
Transportation Planning and Programming	65,000	9,790	-	-	-	-	-	9,790
Fourth Street Overpass	3,279,898	2,696,886	-	-	-	-	-	2,696,886
FUTS								
BNSF Walnut - Florence Underpass	149,862	-	149,862	-	-	-	-	149,862
Downtown Underpass	165,000	-	165,000	-	-	-	-	165,000
Florence - Walnut Underpass Bridge	2,112,446	-	1,112,446	1,000,000	-	-	-	2,112,446
Fourth Street - Huntington to Butler	-	80,396	-	-	-	-	-	80,396
Fourth Street Bridge Bike/Ped	-	1,234,404	-	-	-	-	-	1,234,404
FUTS Signage Program	56,608	9,561	-	-	-	-	-	9,561

City of Flagstaff
Capital Improvement Program Summary
Streets and Transportation
Fiscal Year 2020-2021 - Fiscal Year 2024-2025

	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Plan
Streets / Transportation								
FUTS - Continued								
Lone Tree Trail - Butler to Sinclair Wash	$ 20,000	-	-	-	-	-	-	-
Marshall Trail	20,000	-	13,617	-	-	-	-	13,617
Sheep Crossing Trail	595,361	186,371	1,193,629	-	-	-	-	1,380,000
Special Projects and Unprogrammed Work	64,037	5,024	-	-	-	-	-	5,024
Switzer Canyon Trail	1,171,720	1,692	360,998	-	-	-	-	362,690
Road Repair and Street Safety								
Pullium Drive	225,000	-	-	-	-	-	1,500,000	1,500,000
Pavement Overlay	4,827,707	3,944,669	1,144,319	1,500,000	4,000,000	4,000,000	4,000,000	18,588,988
Utility Replacements and Overlays	833,999	14,060	34,100	-	-	-	-	48,160
Aztec Street	1,442,922	868,733	-	-	-	-	-	868,733
Broken Bow Drive	137,279	-	-	369,679	-	-	-	369,679
Coconino Estates	4,877,423	724,832	6,988,691	5,961,500	1,564,346	-	-	15,239,369
West Flag	4,574,914	67,853	3,524,822	1,500,000	-	-	-	5,092,675
Lone Tree Railroad Overpass								
Lone Tree Railroad Overpass	2,392,000	38,725	5,853,275	3,500,000	3,500,000	3,500,000	10,000,000	26,392,000
Roadway, Pedestrian, Bicycle and Safety								
New Street Projects (-117-)								
JWP - Lake Mary Road to Airport	-	-	-	-	-	-	502,000	502,000
Street Widening Projects (-118-)								
Butler Avenue Widening	-	-	500,000	2,420,000	2,364,000	1,056,000	1,500,000	7,840,000
Fourth Street Reconstruction	-	-	1,359,344	-	-	-	-	1,359,344
Lone Tree - Butler to Pine Knoll	-	-	-	-	-	1,468,000	-	1,468,000
Street Operations (-119-)								
Signal and Traffic Management	-	-	167,000	167,000	167,000	167,000	167,000	835,000
Neighborhood Plans	-	-	250,000	-	-	-	250,000	500,000
Dark Sky Lighting	-	-	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000
HSIP Program	-	-	75,000	75,000	-	-	-	150,000
Lockett/Fourth Roundabout	-	-	482,469	1,385,968	-	-	-	1,868,437
Intersection Improvements	-	-	130,000	50,000	300,000	50,000	470,000	1,000,000
Country Club/Oakmont Intersection	-	-	-	-	115,000	500,000	500,000	1,115,000
Traffic Engineering	-	-	125,000	125,000	125,000	125,000	125,000	625,000
West Route 66 Intersection	-	-	585,000	850,000	-	1,350,000	-	2,785,000
Corridor Studies	-	-	-	-	125,000	-	125,000	250,000
Quiet Zone Modifications	-	-	213,321	-	-	-	-	213,321

City of Flagstaff
Capital Improvement Program Summary
Streets and Transportation
Fiscal Year 2020-2021 - Fiscal Year 2024-2025

	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Plan
Streets / Transportation								
Bicycle and Pedestrian Projects (-120-)								
Bike Lane Striping Program	$ -	-	300,000	-	-	-	-	300,000
Fourth Street Sidewalks	-	-	267,000	-	-	-	-	267,000
Foxglenn Trail	-	-	57,000	-	-	-	-	57,000
FUTS Sidewalk - Bike/Pedestrian	-	-	-	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000
Future Trails Grant	-	-	100,000	-	-	-	-	100,000
Sidewalk Infill Program	-	-	267,000	-	-	-	-	267,000
Sinclair Ridge Trail	-	-	60,000	-	-	-	-	60,000
Switzer Canyon	-	-	1,200,000	-	-	-	-	1,200,000
General Improvements and Partnerships								
General & Partnering Opportunities	-	-	750,000	750,000	750,000	750,000	750,000	3,750,000
Reserve for Improvements	-	-	100,000	100,000	100,000	100,000	100,000	500,000
Total Streets / Transportation	$ 55,625,286	18,153,703	51,563,739	25,454,147	18,810,346	18,766,000	25,689,000	158,436,935

City of Flagstaff
Capital Improvement Program Summary
BBB
Fiscal Year 2020-2021 - Fiscal Year 2024-2025

	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Plan
BBB Funds								
Arts and Science								
3D Art on 4th Street	$ 40,000	-	40,000	-	-	-	-	40,000
ADOT Projects	40,000	-	-	-	-	-	-	-
Airport Murals	2,000	-	2,000	-	-	-	-	2,000
Alley Art Improvements	-	-	12,000	-	-	-	-	12,000
Art for Banner Sign Holders	-	-	-	10,500	-	-	-	10,500
Art Panels at Aspen Bike and Ped Imp	-	-	20,000	-	-	-	-	20,000
Arting Up Parking Kiosks	-	-	-	-	20,000	-	-	20,000
Artwork at Transportation Center	35,000	-	-	-	35,000	-	-	35,000
Artwork in Sidewalk	-	-	-	25,000	-	-	-	25,000
Aural Sculpture	40,000	-	-	-	-	-	-	-
Buffalo Park Sculpture	75,000	-	75,000	-	-	-	-	75,000
Buffalo Park Water Tank Mural	-	-	-	80,000	80,000	-	-	160,000
City Hall Lawn Project	-	-	-	12,500	-	-	-	12,500
City Hall Trombe Wall Art	-	-	25,000	-	-	-	-	25,000
Courthouse Mosaic	45,000	-	45,000	-	-	-	-	45,000
East Flagstaff Gateway (4th Street)	10,000	-	10,000	10,000	10,000	10,000	10,000	50,000
Eastside Neighborhood Beautification	-	-	15,000	20,000	-	-	-	35,000
Fort Valley and Humphreys Sculpture	20,000	-	-	20,000	-	-	-	20,000
Graffiti Art Wall	-	-	-	-	14,000	-	-	14,000
Indigenous Representation	-	-	25,000	175,000	-	-	-	200,000
Joel Montalvo Park Surrounds	15,000	10,000	-	-	-	-	-	10,000
Library Art Piece	-	-	75,000	-	-	-	-	75,000
Mancuso Mural Conservation Rt 66	2,500	2,500	-	-	-	-	-	2,500
Monte Vista	23,000	-	-	-	-	-	-	-
Moon Landing Sculpture/Art	100,000	-	20,000	80,000	-	-	-	100,000
Mural Initiative	49,000	-	98,000	-	-	-	-	98,000
Mural - Rock Wall - Railroad Trestle	-	-	-	35,000	-	-	-	35,000
NAIPTA Bus Wraps	-	-	25,000	-	-	-	-	25,000
NAIPTA Bus Stops	-	-	-	15,000	-	-	-	15,000
Neighborhood Plans Art Projects	-	-	50,000	-	-	-	-	50,000
Poetry on NAIPTA Buses	10,000	-	10,000	-	-	-	-	10,000
Sculpture - Route 66/Switzer Canyon	10,000	-	10,000	-	-	-	-	10,000
Rio de Flag Artwork	-	-	-	-	-	115,000	-	115,000
Santa Fe Pluto Sculpture	45,000	-	100,000	-	-	-	-	100,000
Sunnyside Traffic Circle	10,000	-	10,000	-	-	-	-	10,000
Sustainability and Art Education Project	10,000	-	10,000	-	-	-	-	10,000

City of Flagstaff
Capital Improvement Program Summary
BBB
Fiscal Year 2020-2021 - Fiscal Year 2024-2025

	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Plan
BBB Funds								
Arts and Science - Continued								
Thorpe Sculpture	$ 100,000	-	-	-	-	-	-	-
Traffic Boxes	-	-	10,000	10,000	-	-	-	20,000
Tromp l'oeil Tarmac Mural	30,000	-	-	-	-	-	-	-
	711,500	12,500	687,000	493,000	159,000	125,000	10,000	1,486,500
Tourism								
Fiber to the Visitor Center	-	-	80,000	-	-	-	-	80,000
	-	-	80,000	-	-	-	-	80,000
Recreation								
J. Lively Back Roof/Locker Repairs	116,842	-	-	-	-	-	-	-
Restrooms - Buffalo Park	242,202	242,202	-	-	-	-	-	242,202
Wheeler Park Drainage Improvements	110,220	-	-	-	-	-	-	-
	469,264	242,202	-	-	-	-	-	242,202
Beautification								
ADOT Sites	150,000	-	240,000	25,000	25,000	25,000	-	315,000
Airport Parking Lot	-	-	100,000	-	-	-	-	100,000
Aspen Bike/Pedestrian Enhancements	-	-	77,000	-	-	-	-	77,000
Beautification at Route 66 and Ponderosa	-	-	-	-	30,000	-	-	30,000
Beautification at Route 66 and Verde St	-	-	-	60,000	-	-	-	60,000
Buffalo Park Parking Enhancements	-	-	350,000	-	-	-	-	350,000
Bus Stop Seed Booms	12,000	-	12,000	-	-	-	-	12,000
City Hall Lawn	-	-	350,000	250,000	-	-	-	600,000
Downtown Green	-	-	50,000	50,000	50,000	50,000	-	200,000
Downtown Paver Redo	320,000	-	320,000	-	-	-	-	320,000
Downtown Tree Wells	200,000	-	200,000	-	-	-	-	200,000
East Route 66 - S. Edge: Fanning to Rt 66	250,000	8,000	242,000	-	-	-	-	250,000
Eastside Neighborhood Beautification	250,000	-	250,000	-	-	-	-	250,000
Flowers, Flagpoles, Sidewalks	100,000	15,000	85,000	-	-	-	-	100,000
Fourth Street Holiday Corridor	-	-	-	200,000	-	-	-	200,000
Frances Short Pond Master Plan	-	-	-	176,000	-	-	-	176,000
Future Projects	-	-	-	100,000	540,000	500,000	500,000	1,640,000
Gleaning Orchard and 3D Art	100,000	-	-	-	-	-	-	-
Gutter Diversions - Streets	50,000	-	-	-	-	-	-	-
Historic District Signs	-	-	-	-	40,000	-	-	40,000
Holiday Decorations	30,000	6,800	23,200	-	-	-	-	30,000
Indigenous Representation Base	-	-	-	275,000	-	-	-	275,000
Innovation Mesa Art Base	50,000	-	-	-	-	-	-	-
La Plaza Vieja Park	200,000	-	-	200,000	-	-	-	200,000

City of Flagstaff
Capital Improvement Program Summary
BBB
Fiscal Year 2020-2021 - Fiscal Year 2024-2025

	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Plan
BBB Funds								
Beautification - Continued								
Labyrinth at Frances Short Pond	$ -	-	-	-	30,000	-	-	30,000
Landscaping for Kaspar Drive	200,000	-	-	-	-	-	-	-
Library Entry (Art Base)	370,000	15,000	355,000	-	-	-	-	370,000
Lunar Landing Plaza	375,000	-	-	375,000	-	-	-	375,000
Milton and Butler Drainage	-	-	250,000	-	-	-	-	250,000
Mural Initiative	90,000	-	90,000	-	-	-	-	90,000
North Edge - Milton and Route 66	-	-	-	-	311,300	-	-	311,300
Northwest Humphreys and Fort Valley	50,000	-	50,000	-	-	-	-	50,000
Peace Pole Surrounds	50,000	-	-	-	-	-	-	-
Phoenix - San Francisco to Mikes Pike	-	-	75,000	100,000	-	-	-	175,000
Phoenix Parking Plaza	-	-	-	245,000	225,000	-	-	470,000
Playground Beautification	-	-	100,000	-	-	-	-	100,000
Rio de Flag	-	-	-	-	-	1,500,000	-	1,500,000
Route 66 Interpretive Plaza	95,070	82,620	12,450	-	-	-	-	95,070
Route 66 Interpretive Trail	275,000	6,145	268,855	-	-	-	-	275,000
Santa Fe Triangle - Pocket Park	80,000	-	-	-	-	-	-	-
School Walkways, Pilot Project	88,000	-	88,000	-	-	-	-	88,000
Southside Triangle	100,000	-	100,000	-	-	-	-	100,000
Steves Boulevard Corners	21,401	16,316	5,085	-	-	-	-	21,401
Switzer Canyon Roundabout	125,000	3,000	122,000	-	-	-	-	125,000
Train Station Platform	356,819	-	356,819	-	-	-	-	356,819
Urban Forest	-	-	50,000	100,000	-	-	-	150,000
	3,988,290	152,881	4,222,409	2,156,000	1,251,300	2,075,000	500,000	10,357,590
Total BBB Funds	$ 5,169,054	407,583	4,989,409	2,649,000	1,410,300	2,200,000	510,000	12,166,292

City of Flagstaff
Capital Improvement Program Summary
Water Services
Fiscal Year 2020-2021 - Fiscal Year 2024-2025

	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Plan
Water Services								
Drinking Water								
Administration Building Improvements	$ 105,000	105,000	-	-	-	-	-	105,000
Aging Water Infrastructure Replacement (AWIR)	560,496	360,000	705,496	1,500,000	1,200,000	2,500,000	2,500,000	8,765,496
Amberwood Zone B Extension	335,000	-	335,000	600,000	-	-	-	935,000
Fir Avenue Water Line Replacement	1,593,400	147,600	1,445,800	-	-	-	-	1,593,400
Fort Tuthill Water Line Loop - Phase 2	2,000,000	-	2,000,000	-	-	-	-	2,000,000
Foxglenn Well Energy Efficiency Upgrade	-	-	-	-	100,000	-	-	100,000
Red Gap Water Line	194,161	56,272	137,889	-	-	-	-	194,161
Hydrological Studies	73,503	-	73,503	-	-	-	-	73,503
Industrial Drive Water Line Replacement	-	-	1,200,000	750,000	-	-	-	1,950,000
Lake Mary Land Acquisition	3,000,000	-	3,000,000	-	-	-	-	3,000,000
Lake Mary Raw Water Pump Station	-	-	-	-	-	100,000	500,000	600,000
Lake Mary Sedimentation Basins (Flocculation)	640,000	119,656	780,344	2,000,000	1,000,000	-	-	3,900,000
McAllister Well	-	1,740,000	-	-	-	-	-	1,740,000
Milton Water Line Replacement	400,000	-	-	-	-	-	-	-
New Well and Pumphouse	2,234,461	169,374	2,065,087	-	-	1,500,000	-	3,734,461
Phoenix Avenue Bridge Water Line Replacement	150,000	305	149,695	-	-	-	-	150,000
Radio Read Meter Replacements	1,391,450	647,890	743,560	400,000	400,000	400,000	400,000	2,991,450
Railroad Springs #3 Storage Tank	-	-	-	-	-	-	300,000	300,000
Red Gap Ranch ROW Survey and Mapping	-	-	-	-	150,000	-	-	150,000
Red Gap Ranch ROW Acquisition Segments 1-3	-	-	-	500,000	-	-	-	500,000
Reserve for Improvements	300,000	29,671	300,000	300,000	300,000	300,000	300,000	1,529,671
Rio Flood Control - Water Line Replacement	400,000	-	400,000	400,000	400,000	400,000	400,000	2,000,000
Route 66 Water Line Improvements	678,000	1,625	901,375	-	-	-	-	903,000
Soliere Water Line 12" Upsizing	592,948	86,772	1,306,176	-	-	-	-	1,392,948
Summit Water Line Replacement	1,350,000	40,206	1,659,794	-	-	-	-	1,700,000
Switzer Canyon Transmission Line Phase 4	1,740,000	-	260,000	1,000,000	1,000,000	-	-	2,260,000
Switzer Canyon Transmission Line Phase 5	-	-	-	750,000	1,900,000	-	-	2,650,000
Water Energy Efficiency Upgrades	100,000	-	200,000	-	-	-	-	200,000
Water Vault/PRV Replacement Program	324,837	324,837	150,000	150,000	150,000	150,000	-	924,837
Water Rate Study	75,000	-	75,000	-	-	75,000	-	150,000
Water Resources Master Plan	150,000	150,000	150,000	-	-	-	-	300,000
Water System Master Plan	150,000	-	150,000	-	-	150,000	-	300,000
Woody Mountain Clarifier Improvements	669,918	29,671	669,918	-	-	-	-	699,589
	19,208,174	4,008,879	18,858,637	8,350,000	6,600,000	5,575,000	4,400,000	47,792,516
Wastewater								
ADOT SR 89 McConnell Sewer Replacement	-	135,256	-	-	-	-	-	135,256
Aging Sewer Infrastructure Replacements	1,186,546	210,812	1,072,209	1,000,000	1,000,000	1,000,000	1,000,000	5,283,021
Clay Ave Wash Oversizing	584,954	584,954	-	-	-	-	-	584,954
East Industrial Sewer Improvements	-	-	-	-	520,000	-	-	520,000
East Railhead Upsizing	-	-	-	-	-	500,000	-	500,000

City of Flagstaff
Capital Improvement Program Summary
Water Services
Fiscal Year 2020-2021 - Fiscal Year 2024-2025

	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Plan
Water Services								
Wastewater - Continued								
Energy Efficiency Program	$ 497,815	-	497,815	-	-	-	-	497,815
First Avenue Route 66 Sewer Replacement	340,000	-	340,000	-	-	-	-	340,000
Fort Tuthill Sewer Oversizing	760,000	-	760,000	-	-	-	-	760,000
Master Plan	150,000	-	-	-	-	150,000	-	150,000
Ponderosa Pkwy-McMillan Mesa	-	-	-	-	400,000	-	-	400,000
Reserve for Improvements	300,000	197,000	300,000	300,000	300,000	300,000	300,000	1,697,000
Rio Clarifier Rebuild	-	-	150,000	750,000	750,000	-	-	1,650,000
Rio Concrete Degradation	500,000	-	500,000	-	-	-	-	500,000
Rio de Flag Sewer Relocates	400,000	-	800,000	400,000	400,000	400,000	400,000	2,400,000
Rio Two Bar Screens	-	-	-	-	-	100,000	900,000	1,000,000
Rt 66 Sewer Upsize: Kit Carson to Kaibab	-	-	100,000	-	-	-	-	100,000
Sewer Rate Study	50,000	-	50,000	-	-	50,000	-	100,000
Sunnyside Trunk Upsizing	-	-	-	-	260,000	-	-	260,000
Thompson-Kaibab Oversizing	900,000	900,000	-	-	-	-	-	900,000
University Avenue Sewer Replacement	-	-	-	600,000	-	-	-	600,000
University Heights Oversizing	-	-	-	-	-	-	500,000	500,000
Wildcat - Bar Screen and Flow Meter Design	330,032	197,434	132,598	-	-	-	-	330,032
Wildcat - Biosolids Masterplan	35,000	35,000	-	-	-	-	-	35,000
Wildcat - Capacity Flow Diversion	-	50,000	400,000	-	-	-	-	450,000
Wildcat - Centrifuge Relocation	-	-	150,000	-	-	-	-	150,000
Wildcat - Dewatering Facility	-	-	-	-	-	-	3,100,000	3,100,000
Wildcat - Expansion Conceptual Design	250,000	49,952	200,048	-	-	-	-	250,000
Wildcat - Gas Conveyance System Improvements	540,705	540,705	-	-	-	-	-	540,705
Wildcat - Gen Bacher Rebuild	-	-	1,200,000	-	-	-	-	1,200,000
Wildcat - Headworks MCC	-	-	150,000	1,150,000	-	-	-	1,300,000
Wildcat - New Digester #3 & #4	700,000	-	700,000	3,700,000	4,400,000	-	-	8,800,000
Wildcat Primary Pump Station Improvements	100,000	-	250,000	1,500,000	-	-	-	1,750,000
Wildcat - Septage and Grease Station	95,529	43,257	52,272	-	-	-	-	95,529
Wildcat - Weir and Grit Line Replacement	-	155,000	-	-	-	-	-	155,000
	7,720,581	3,099,370	7,804,942	9,400,000	8,030,000	2,500,000	6,200,000	37,034,312
Reclaimed Water								
8" Bottleneck - Reclaimed Line Replacement	100,000	-	900,000	800,000	-	-	-	1,700,000
Advanced Treatment Concept Design	65,000	-	-	-	-	-	-	-
Buffalo Park Tank #1 Maintenance	-	-	-	400,000	-	-	-	400,000
Buffalo Park 2 MG Gallon Storage Tank	-	-	-	-	-	2,250,000	-	2,250,000
Master Plan	50,000	-	50,000	-	-	-	50,000	100,000
Rate Study - Reclaimed Portion	25,000	-	25,000	-	-	-	25,000	50,000
Reclaim Water Meters and Vaults	-	-	150,000	-	150,000	-	-	300,000
	240,000	-	1,125,000	1,200,000	150,000	2,250,000	75,000	4,800,000

City of Flagstaff
Capital Improvement Program Summary
Water Services
Fiscal Year 2020-2021 - Fiscal Year 2024-2025

	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Plan
Water Services								
Stormwater								
Aspen Avenue Culvert	$ 36,775	-	36,775	600,000	-	-	-	636,775
Linda Vista Culvert at Spruce Avenue Wash	-	322,000	-	-	-	-	-	322,000
Phoenix Avenue Bridge Repair - Design	44,098	3,900	40,198	-	-	-	-	44,098
Phoenix Avenue Bridge - Construction	999,995	2,546	1,563,449	-	-	-	-	1,565,995
Reserve for Improvements	18,000,000	-	18,000,000	18,000,000	-	-	-	36,000,000
Rio De Flag	3,264,134	1,784,882	154,208	-	-	-	-	1,939,090
Rio Project - Side Drain Lateral North Downtown	-	-	-	-	-	450,000	700,000	1,150,000
Spot Improvements	75,000	-	150,000	75,000	75,000	75,000	75,000	450,000
Clay Avenue Wash	15,000	15,000	-	-	-	-	-	15,000
Columbia Circle	-	-	600,000	-	-	-	-	600,000
Steves Boulevard Wash at Soliere	-	-	400,000	250,000	-	-	-	650,000
Stormwater Capital Reserve	300,000	-	200,000	200,000	200,000	200,000	200,000	1,000,000
Wildwood Drainage Project	413,443	-	413,443	-	-	-	-	413,443
	23,148,445	2,128,328	21,558,073	19,125,000	275,000	725,000	975,000	44,786,401
Total Water Services	$ 50,317,200	9,236,577	49,346,652	38,075,000	15,055,000	11,050,000	11,650,000	134,413,229

City of Flagstaff
Capital Improvement Program Summary
Solid Waste
Fiscal Year 2020-2021 - Fiscal Year 2024-2025

	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Plan
Solid Waste								
Construct Cells (Liner and Leachate Collection)	$ -	-	-	-	250,000	250,000	750,000	1,250,000
Design and permitting for Cell D Preparation	-	-	100,000	-	-	-	-	100,000
Excavation of Cell to be Operational by 2023	525,000	262,500	525,000	1,000,000	1,000,000	525,000	-	3,312,500
Landfill Cap	-	-	-	-	-	215,000	215,000	430,000
Landfill Entrance & Parking Lot Resurface	-	-	35,000	-	-	-	-	35,000
Landfill Road Infrastructure Project								
Power	-	-	-	600,000	-	-	-	600,000
Roadway	-	-	1,300,000	3,000,000	-	-	-	4,300,000
Stormwater	-	-	-	300,000	-	-	-	300,000
Water	-	-	1,800,000	-	-	-	-	1,800,000
Methane Gas Collection Wells	-	-	-	-	-	-	325,000	325,000
National Environmental Policy Act Review	300,000	-	300,000	-	-	-	-	300,000
Scale House Remodel	16,036	4,726	11,310	-	-	-	-	16,036
South Borrow Pit Design/Roads/Scales	32,110	-	32,110	-	-	-	-	32,110
Stormwater Infrastructure	5,000	5,000	5,000	5,000	5,000	5,000	5,000	30,000
Total Solid Waste	$ 878,146	272,226	4,108,420	4,905,000	1,255,000	995,000	1,295,000	12,830,646

City of Flagstaff
Capital Improvement Program Summary
Airport
Fiscal Year 2020-2021 - Fiscal Year 2024-2025

	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Plan
Airport								
AIR - Wildlife Hazard Assessment	$ 95,517	95,517	-	-	-	-	-	95,517
Airport Drainage Improvements - Design	400,000	-	400,000	-	-	-	-	400,000
Land Acquisition	-	-	750,000	2,000,000	-	-	-	2,750,000
Land Safety Area 60 Acres	-	-	-	-	-	2,000,000	-	2,000,000
Parking Improvements	1,300,000	-	4,000,000	-	-	-	-	4,000,000
Perimeter Service Road Rehabilitate	-	-	-	-	-	-	4,500,000	4,500,000
Runway Rehabilitate	-	-	-	-	-	400,000	-	400,000
Multi-Use Building - Design	1,000,000	-	1,000,000	-	-	-	-	1,000,000
Multi-Use Building - Construct	-	-	-	8,000,000	-	-	-	8,000,000
Taxiway - Apron - Design	-	-	800,000	-	-	-	-	800,000
Taxiway - Rehabilitate	-	-	-	-	500,000	-	-	500,000
Taxiway Rehabilitate and Relocate	-	-	-	-	-	11,500,000	-	11,500,000
Taxiway A Rehabilitate	-	-	-	-	-	-	1,000,000	1,000,000
Temporary Lot Improvements	-	270,000	-	-	-	-	-	270,000
Terminal Construct/Expand - Construct	-	-	-	-	-	2,100,000	-	2,100,000
Terminal Construct/Expand - Design	-	-	-	-	400,000	-	-	400,000
Total Airport	$ 2,795,517	365,517	6,950,000	10,000,000	900,000	16,000,000	5,500,000	39,715,517

City of Flagstaff
Unfunded Capital Improvements
Fiscal Year 2020-2021 - Fiscal Year 2029-2030

The following is a list of projects that currently do not have a funding source and therefore are unfunded City Capital projects at this time. This list is updated annually as changes in funding occur as well as changes in priorities for the City.

General Government

Police Department		
Sta. 7 - (Fire/Police) Shared Facility - (per JWP Specific Plan Study)	$	1,000,000
Metal Building on Commerce Site Eastside Sub-Station (2nd Bldg.)		3,000,000
Dispatch Expansion		600,000
Police Admin. Facility Expansion		2,650,000
Roof Replacement (LEAF)		1,000,000
		8,250,000
Fire Department		
Heart Saver Tones in all stations and Dispatch Console		475,000
Sta. 2 - Concrete re-design and replacement (back driveway)		250,000
Sta. 2 - Shot Crete for rock wall erosion protection		750,000
Sta. 4 - Facility replacement (not land)		2,750,000
Sta. 7 - Planning and Engineering/Station Costs (JW Powell Blvd area)		3,500,000
Training Center Facility Improvements (structure)		1,500,000
Training Center Ground Improvements		800,000
Signal Pre-emption		965,000
		10,990,000
Municipal Facilities		
City Hall Annex		3,750,000
Records Storage Facility		250,000
City Hall Main Entry Redesign		500,000
Mogollon Yard Decommission/Remediation		600,000
		5,100,000
Flagstaff Housing Authority		
Redevelop Public Housing		18,000,000
		18,000,000
Information Technology		
Fiber Project		14,000,000
Future Software Development		25,000
		14,025,000
Total General Government		**56,365,000**

City of Flagstaff
Unfunded Capital Improvements
Fiscal Year 2020-2021 - Fiscal Year 2029-2030

Public Works

Streets		
Sunnyside Neighborhood Improvements	$	6,500,000
		6,500,000
Parks		
Buffalo Park Improvements		1,328,000
Buffalo Parking Lot Improvements		300,000
Cheshire Park Improvements		3,500,000
Christensen Park Development		7,000,000
Clay Basin West Park Development		13,708,000
Continental Regional Park (includes girls softball complex)		50,000,000
Field Lighting update to LED		750,000
FUTS Asphalt R/R		2,000,000
Thorpe Park Annex Yard Planning, Design and Redevelopment		1,600,000
Thorpe Park Restrooms		200,000
Thorpe Park Softball Field Parking Lot		160,000
Playground Replacement		1,200,000
Lake Mary Regional Park Development		25,146,000
Pickleball Courts		700,000
Splash Pad		500,000
Tennis Courts		300,000
West Side Park		1,480,500
Wheeler Park Electrical Repair		110,220
		109,982,720
Cemetery		
Veteran's Section Expansion & Cremains (3'x3' plots) Garden Design		185,000
Cemetery Road Network Improvements		TBD
Cemetery Master Plan		50,000
Cemetery Entrance at Lone Tree/Woodlands		728,000
		963,000
Recreation		
Aquaplex Expansion - 25 meter Pool		8,000,000
Aquaplex Kids Club Outdoor Play Area		50,000
Aquaplex Facility Capital Maintenance		875,000
Competitive Lap Pool - 50 meter		20,000,000
Facility Capital Repair		1,000,000
Jay Lively Cooling Tower Replacement		500,000
Jay Lively Chiller Replacement		500,000
Joe C Montoya Expansion		500,000
Snow Play Area		5,640,000
Master Plan Update		150,000
Second Sheet of Ice at Jay Lively Activity Center		TBD
Special Events Facility/Venue		TBD
		37,215,000
Total Public Works		**154,660,720**

City of Flagstaff
Unfunded Capital Improvements
Fiscal Year 2020-2021 - Fiscal Year 2029-2030

Transportation

J. Wesley Powell Blvd - Pine Canyon to 4th St. (Property Owner Contrib.)	$	27,433,100
Yale/Plaza Way/Metz Walk Backage Rd.		3,000,000
Riordan Ranch St. Backage Rd.		2,000,000
Butler to Pine Knoll		13,468,000
Lonetree - Pine Knoll to JWP (corridor study alignment)		78,000,000
Lonetree - Steve's Blvd. / Lakin Realignment		1,550,000
Milton Rd. Corridor Improvements (ADOT Partnership)		44,603,600
Beulah Blvd - Airport T.I. to L. Mary Rd.		14,000,000
Woody Mtn Loop - Rte. 66 to I-17		22,190,000
I-17/Woody Mtn Rd Traffic Interchange (T.I.)		57,154,000
E. Butler Ave Extension to Section 20		15,000,000
Empire Ave. Extension to E. Rte. 66		10,700,000
Ponderosa Parkway Extension (Rt. 66 to the north)		9,753,000
Linda Vista Extension (Fanning to Kaspar)		9,872,000
		308,723,700
Total Transportation		**308,723,700**

Economic Vitality

Airport Capital

Airport Paid Parking Structure	25,000,000
	25,000,000

Parking

Downtown Parking Facility Parking	25,000,000
	25,000,000
Total Economic Vitality	**50,000,000**

Water Services

Drinking Water

North Reservoir Treatment Plant	1,200,000
Main Tank Rehabilitation	1,200,000
Christmas Tree Tank Rehabilitation	500,000
Paradise Tank Rehabilitation	500,000
Kinlani Booster Station Upgrade-Fire Flow	650,000
Red Gap Ranch Boring-Canyon Crossings Seg 1 only	4,000,000
Red Gap Ranch Boring-Canyon Crossings Seg 2 only	4,000,000
Red Gap Ranch Boring-Canyon Crossings Seg 3 only	14,000,000
Red Gap Ranch Pipeline 100% Design	12,000,000
Red Gap Ranch Pipeline Construction	220,000,000
	258,050,000

City of Flagstaff
Unfunded Capital Improvements
Fiscal Year 2020-2021 - Fiscal Year 2029-2030

Wastewater		
Rio -Filter Expansion, TF-1	$	550,000
Wildcat Upgrades:		
Improve baffling and weirs at secondary clarifiers		480,000
Add post anoxic zone		2,152,000
Add initial anaerobic zone		2,400,000
Replace all three anoxic mixers on IFAS		150,000
Plant influent isolation valve, vault and actuator		280,000
Wastewater Treatment Plant Expansion Design & Const		216,000,000
		222,012,000
Wastewater Collection/Reclaim Distribution		
Flagstaff Interceptor (Butler to Continental Country Club)		5,600,000
		5,600,000
Reclaim Distribution System		
Continental Reclaimed Line replacement		2,800,000
Reclaim Water System Expansion - Westside		4,500,000
Reclaimed Water Line Loop - Foxglenn Park to Continental		10,000,000
		17,300,000
Stormwater		
West Street Wash Storm Sewer		5,600,000
Switzer Canyon Wash Upper Reach		5,400,000
Fanning Drive Wash Upper Reach (Bushmaster Park, past Rt 66 to Railroad)		2,600,000
Switzer Canyon Wash Lower Reach (Huntington Dr. area)		1,600,000
Walapai Dr. Drainage Improvements		2,300,000
		17,500,000
Total Water Services		**520,462,000**
Total Unfunded Projects	**$**	**1,090,211,420**

FLAGSTAFF ATTRACTIONS **POINTS OF INTEREST**

1. **Flagstaff Visitor Center and Amtrak Train Station***
2. The Aquaplex
3. Babbitt Brothers Building*
4. Buffalo Park
5. Bushmaster Park and Bark Park
6. Coconino County Courthouse*
7. Continental Country Club and Elden Hills Golf Course
8. Flagstaff Airport
9. Greater Flagstaff Chamber of Commerce
10. Flagstaff City Hall
11. Flagstaff Convention and Visitors Bureau Administration Office/ Historic Milligan House*
12. Flagstaff Main Library
13. Flagstaff Mall and The Marketplace
14. Flagstaff Medical Center
15. Flagstaff Police Department
16. Fort Tuthill County Park
17. Foxglenn Park
18. Greyhound Bus Depot
19. Heritage Square
20. Jay L. Lively Activity Center
21. Jim Cullen Memorial Park
22. Historic 1890 Lumberyard*
23. McMillan (Bank) Building*
24. McMillan Mesa Park
25. McPherson Park
26. Hotel Monte Vista*
27. NAU Walkup Skydome
28. Orpheum Theater*
29. Sawmill County Park
30. Thorpe Park
31. Thorpe Park Softball Complex and Bark Park
32. Weatherford Hotel*
33. Wheeler Park

**Historic Downtown Landmark*

FLAGSTAFF VISITOR CENTER

One E. Route 66 | Flagstaff, AZ 86001 | 800.842.7293 | 928.213.2951 | visitorcenter@flagstaffaz.gov

Open Monday-Saturday 8 a.m.-5 p.m., Sunday 9a.m.-4 p.m. Closed Thanksgiving, Christmas and NewYear's Day.

discoverflagstaff.com

Flagstaff Community Profile

Flagstaff, Arizona is located at the intersection of Interstate 17 and Interstate 40 and is the largest city in Northern Arizona. The city is also the regional center and county seat for Coconino County, the second largest county in the 48 contiguous states. The City of Flagstaff, becoming a town in 1894, incorporated as a city in 1928, and currently comprising of just over 66 square miles, is nestled at the base of the San Francisco Peaks and is surrounded by one of the largest pine forests on earth. At nearly 7,000 feet, Flagstaff is also one of the highest elevation cities in the United States. Flagstaff drew its name from a very tall pine tree made into a flagpole in 1876 to celebrate our nation's centennial. The city is a year-round mecca for visitors and many Arizonans maintain second homes here.

History

Flagstaff is in the heart of the Colorado Plateau, a region known for its rich Native American history. Evidence of the earliest native cultures in the Flagstaff area can be found in the cliff dwellings of Walnut Canyon National Monument and the rock-walled pueblos of Wupatki National Monument where the ancient Sinagua and Ancestral Puebloan tribes inhabited more than 800 years ago. This Native American heritage still permeates the culture today, as tribal lands cover more than 31,000 square miles (49,890 km2) in this region and are home to the Navajo, Hopi, Havasupai, Kaibab-Paiute and Hualapai peoples.

In 1855, Lieutenant Beale, in surveying a road from the Rio Grande in New Mexico to Fort Tejon in California, passed over the spot where Flagstaff now stands. While camping at the Eastern extremity of the present town, the lieutenant had his men cut the limbs from a straight pine tree in order to fly the United States flag.

The town's first recognized permanent settler, Thomas F. McMillan, arrived in 1876 and built a cabin at the base of Mars Hill. During the 1880's Flagstaff began to grow, opening its first post office and welcoming the booming railroad industry. The town had timber, sheep and cattle, and by 1886, Flagstaff was the biggest city on the main line between Albuquerque and the West Coast.

In 1894, Dr. Percival Lowell chose Flagstaff, due to its great visibility, as the site for the now famous Lowell Observatory. Thirty-six years later, Pluto was discovered through the observatory's telescopes. The Arizona Teacher's College began in 1899, later becoming Northern Arizona University (1966). During the 1920's, Route 66 was built right through town making Flagstaff a popular tourist stop. Flagstaff was incorporated as a city in 1928.

Today, Flagstaff is a community rich with cultural diversity, beauty and history, as well as amazing educational, recreational and scientific opportunities.

Weather

Flagstaff enjoys four distinct seasons. Moderate summer temperatures average twenty-six degrees less than Phoenix, and are punctuated with afternoon rain showers in July and August. The winter brings an average annual snowfall of 89.1 inches, much to the enjoyment of skiers and snowboarders. As the snow thaws into spring, blooming wildflowers are abundant and fragrant along Flagstaff's many hiking trails. Autumn is highlighted with the changing of the aspen leaves that transform the surrounding mountains into a golden tapestry of color.

Flagstaff averages 288 days without precipitation each year, so it is not surprising that our residents love the great outdoors, and the mild climate encourages year-round outdoor activities.

Climate

Month	Average Temperature (F) Daily Max.	Average Temperature (F) Daily Min.	Average Precipitation (in.)
January	42.2	15.3	2.07
February	44.8	18.0	2.01
March	50.2	22.4	2.03
April	58.5	28.0	1.25
May	68.0	34.3	0.62
June	78.0	41.8	0.44
July	81.6	50.9	2.47
August	79.1	49.8	2.73
September	73.5	41.9	1.91
October	63.4	31.5	1.49
November	51.6	22.5	1.60
December	43.4	16.6	2.03
(Average)	61.2	31.1	20.65

Source: Western Regional Climate Center (Jan 1893 - June 2016)

Economic Information

Flagstaff is a governmental, educational, transportation, cultural and commercial center. Government is one of the largest employment sectors. Tourism is also a large employer as the city sees over 5,000,000 visitors a year. In addition, the City is home to Northern Arizona University (NAU) and other scientific and high tech research and development industries.

Population	2000	2010	2019
Flagstaff	52,894	65,870	75,859
Coconino County	116,320	134,421	147,099
Arizona	5,130,632	6,392,017	7,183,628

Sources: Arizona Office of Economic Opportunity and U.S. Census Bureau

Northern Arizona University, the largest employer in the City, has a major economic impact annually. It is the home of over 30,000 students in their 173 degree programs. In addition, NAU's year-round use of its campus facilities draws in tourists from throughout the world. Campus activities include a multitude of music, educational and athletic camps, as well as a broad variety of conferences from across the nation.

Sales Tax Licenses	June 2020
Advertising 018	61
Amusements 012	126
Commercial Rental, Leasing and Licensing for Use 213	675
Communications 005	346
Contracting- Speculative Builders 016	16
Contracting-Owner-Builders 037	7
Contracting-Prime 015	1,955
Hotels 044	286
Job Printing 010	65
Marketplace Facilitated or Remote Retail Sales 605	1,319
Publication 009	56
Rental, Leasing and Licensing for Use of TPP 214	802
Restaurants and Bars 011	523
Retail Sales 017	9,174
Severance-Metal Mining 019	1
Telcom Franchise 133	158
Timbering and Other Extraction 020	4
Transporting 006	20
Utilities 004	28
Total Licenses	15,622

Source: City of Flagstaff, Revenue Section

Five business and industrial parks are situated with excellent access to the interstates (I-40 and I-17). One additional site resides within fifteen miles of the City limits. Major manufacturers include W.L. Gore and Associates (of GORE-TEX® renown), manufacturer of medical equipment; Nestle Purina Petcare Products, manufacturer of pet food; and Joy Cone, manufacturer of ice cream cones.

Tourism is a year-round industry attracting skiers in the winter, vacationers in the summer and sightseers viewing the aspens turning gold in the fall. Non-city residents provide an estimated 50% of the sales tax revenues. The City has 809 licensed businesses generating Bed, Board and Beverage (BBB) tax revenues (an additional 2% sales tax from restaurants/bars and hotels/motels).

Economic Indicators	2000	2010	2020*
Sales Tax Licenses	5,440	9,762	15,622
Sales Tax Revenue	$ 9,910,837	$ 13,537,779	$ 21,612,806
Primary Net Assessed Value	399,244,815	813,239,868	925,765,090

Sources: AZ Department of Revenue; City of Flagstaff
** Estimate*

Major private employers in the Flagstaff area include Flagstaff Medical Center, W. L. Gore and Associates, Grand Canyon Railway, Joy Cone and Nestle Purina. Major public employers in the Flagstaff area include Northern Arizona University, Flagstaff Unified School District, Coconino County, City of Flagstaff, Coconino Community College and the U.S. Forest Service.

Labor Force Data	2000	2010	2020*
(Annual Average)			
Civilian Labor Force	34,589	76,599	77,000
Unemployed	1,582	6,819	5,400
Unemployment Rate	4.6%	8.9%	7.1%

*Source: Bureau of Labor Statistics, *Mar 2020*

Education

Flagstaff Unified School District #1 includes ten elementary schools, two middle schools, two alternative schools, three magnet school and three high schools. In addition to the public school system, there are ten charter schools. These schools provide educational opportunities for children kindergarten through high school and specialize in everything from specific learning styles to programs focused on the arts.

Coconino County Community College offers 29 associate degrees and 22 certificate programs, as well as continuing education courses and special programs for small businesses. Enrollment for the 2018-2019 school year was 5,900 students.

Flagstaff's commitment to education is enhanced by Northern Arizona University's contribution to the community. Established in 1899, NAU is one of Arizona's three state universities. In the fall of 2019, NAU offered 94 Bachelor, 62 Master, and 17 Doctorate degrees along with 44 Undergraduate and 34 Graduate certificates. Top enrollment for its 30,736 students (22,791 of which were enrolled at the Flagstaff campus) are Biomedical Science, Criminology and Criminal Justice, Nursing, Elementary Education and Biology.

Cultural Opportunities and Scenic Attractions

Flagstaff serves as the cultural hub of Northern Arizona. Since arts and cultural activities enhance the quality of life and have an economic impact, the City supports these endeavors. Funding support for these activities come from the Bed, Board and Beverage tax (Flagstaff Cultural Partners disburses these funds) and the General Fund. Throughout the year, there are art shows, festivals, live theater performances and Native American arts and crafts exhibits to satisfy the most ardent enthusiast.

The Flagstaff Symphony Orchestra (FSO) is a non-profit corporation dedicated to bringing world-class musical performances to their audiences, and to providing innovative programs in music education for youth across northern Arizona. The FSO conducts six concerts from September through April, with additional Young People's Concerts for children in the Flagstaff Unified School District, and a Lollipop concert in December for families with young children. Regular concerts are held in the 1,500-seat Ardrey Auditorium on the campus of Northern Arizona University.

Lowell Observatory was founded in 1894 by Boston mathematician Percival Lowell and is best known for the discovery of Pluto. Lowell Observatory is also where astronomer V.M. Slipher gathered the first evidence that the universe is expanding. The Observatory is home to the Discovery Channel Telescope and the Giovale Open Deck Observatory, which opened in October 2019. Lowell also maintains a vigorous education and outreach program, headquartered in the Steele Visitor Center on Mars Hill. Each year, about 100,000 people visit the Observatory to learn about astronomy by participating in multimedia programs, private and school programs, special events and other educational activities.

The Museum of Northern Arizona offers permanent and changing exhibits in anthropology, biology, geology and fine art of the Colorado Plateau. In addition, four festivals that attract national and international visitors, include the annual Zuni, Hopi, Navajo and Hispanic Exhibitions with contemporary and traditional pottery, weaving, jewelry and sand paintings, as well as native artist demonstrations and traditional dance.

The Coconino Center for the Arts, operated by the Flagstaff Cultural Partners, serves as the cultural center of the Flagstaff community. The 4,000 square foot gallery features diverse rotating exhibitions showcasing local and regional artists, craftspeople and Flagstaff students. Contemporary fine crafts, western art and special science programs are also held throughout the year. The intimate 200-seat theater offers musical concerts, readings, theater performances and other presentations.

The Pepsi Amphitheater at Fort Tuthill County Park features outdoor concerts and dance performances from May through September. The events feature local and regional artists, as well as nationally and internationally acclaimed artists.

Known as the "City of Seven Wonders," Flagstaff attracts millions of tourists each year due to its easy access to scenic destinations such as the Grand Canyon, Sunset Crater, Oak Creek Canyon, Meteor Crater, Walnut Canyon, Wupatki National Monument and the San Francisco Peaks.

Community Facilities

Flagstaff offers a wide range of community and cultural facilities, including:

City Recreational Facilities:	
Basketball Courts	19
BMX Facility	1
Disc Golf Course	2
Horseshoe Courts	9
Ice Rink/Activity Center	1
Off Leash Areas - Bark Parks	2
Parks - Developed	25
Parks - Undeveloped	5
Playgrounds	20
Racquetball Courts	4
Ramadas	18
Recreation Centers	3
Recreation Center - Swimming Pool	1
Skate Tracks	2
Soccer Fields	4
Softball/Baseball Fields	17
Tennis Courts	17
Volleyball Courts	4
Outdoor Roller/Hockey Rink	1
Outdoor Artificial Turf Play Area	1
Outdoor Fitness Area	1

Other Facilities:	
Arboretum	1
Art Galleries	12
Bowling Alleys	1
Fairgrounds/Race Track	1
Libraries	3
Movie Screens	16
Museums	5
Outdoor Amphitheater	2
Observatories	3
Ski Resort/Nordic Center	2
Swimming Pools*	2
Symphony Orchestra	1

*Owned by schools

Transportation

Flagstaff is a major crossroad for the West. Interstates 17 and 40 provide road access to major west coast markets, including San Francisco, Las Vegas, Albuquerque, El Paso, Los Angeles, San Diego, parts of Mexico and of course, Phoenix and Tucson. US Highway 89 provides access to the states north of Arizona and Highway 180 provides access to the Grand Canyon.

Approximate Drive Times from Flagstaff:	
Grand Canyon, AZ	1 ¼ Hours
Lake Powell, AZ	2 ½ Hours
Nogales, AZ	4 ¾ Hours
Phoenix, AZ	2 ¼ Hours
Sedona, AZ	¾ Hour
Tucson, AZ	4 Hours
Albuquerque, NM	4 ¾ Hours
El Paso, TX	8 ¼ Hours
Las Vegas, NV	4 Hours
Los Angeles, CA	7 Hours

Burlington Northern Santa Fe Railway serves the City of Flagstaff with more than 100 trains passing through town daily. Amtrak also services Flagstaff twice daily connecting with Los Angeles and Chicago. Bus services are available for within the City (Mountain Line), intra and interstate (Greyhound) and several tour guide companies provide service around Northern Arizona. In addition, there are several shuttle and taxicab companies.

Flagstaff Pulliam Airport, located four miles south of downtown Flagstaff on I-17, provides frequent daily flights to and from Phoenix Sky Harbor International Airport, Dallas/Fort Worth and Denver where national and international connections can be made.

Additionally, the City is committed to the development of a non-motorized urban trail (FUTS), which will interconnect all areas of the City when completed and will serve as an important transportation element, as well as a recreation amenity. The Flagstaff Regional Land Use and Transportation Plan shows an estimated 130 miles of FUTS. The City has completed approximately 59 miles to date.

Medical

Flagstaff has an extensive array of medical facilities and resources in the areas of traditional, integrative and alternative healthcare. Flagstaff Medical Center is the Northern Arizona Regional referral center for trauma, cancer, rehabilitation, cardiac care, high-risk maternal/fetal, MRI/CT scans and more. Close to 200 physicians are on active staff at the hospital, representing approximately 50 medical specialties.

Recreation

The City is surrounded within and without by coniferous forests, which allow for an array of outdoor sports, camping and backpacking opportunities. Downhill skiers enjoy 55 trails down the San Francisco Peaks, just 14 miles from downtown Flagstaff. Groomed trails at the Flagstaff Nordic Center provide over 45 kilometers of cross-country skiing. Endless paths can be skied on the hundreds of miles of forest service roads. Flagstaff even sponsors the annual Winter Festival that includes dog sled races.

Hikers, joggers and mountain bikers will find miles of trails, which range from gentle grades to extremely difficult terrain. The outdoor sportsman will also find opportunities for hunting and fishing. The individual committed to an exercise routine, which includes running, or walking will find a 2-mile track complete with a 20-station Vita Course at Buffalo Park, a woodland area atop a mesa with spectacular views of the San Francisco Peaks.

For those who enjoy organized team sports, the City has adult and youth leagues for softball, baseball, basketball, soccer, ice hockey and volleyball throughout the year. Additional year-round recreation amenities include skateboard parks, a BMX course and disc golf courses.

Sustainability and Environmental Focus

Flagstaff citizens realize that the quality of life enjoyed in this mountain community is intricately related to the social well-being of current and future citizens, a vibrant economy and a self-renewing, healthy environment. As a result, the City of Flagstaff's Sustainability and Environmental Management Section (SEMS) works to preserve and enhance the community and natural environment by implementing resource conservation and sustainability through projects, leadership and education.

The Sustainability program develops and implements policies, projects and programming related to municipal and community-wide sustainability. Building on the principles of economic, environmental, organizational and social consideration, programming provides critical resources to the Flagstaff community and municipal organization. Programming supports energy efficiency, renewable energy, fleet management, recycling, composting, open space acquisition and management, community agriculture and climate resiliency and preparedness.

Environmental management ensures that the municipal organization is within compliance of environmental regulations and provides the safe disposal of residential and small business hazardous wastes utilizing the Hazardous Products Center (HPC) at the Cinder Lake Landfill. Programming also achieves environmental compliance within the city for asbestos, due diligence for property acquisitions, lead-based paint, indoor air quality, mold and industrial stormwater discharge permits. This includes not only performing smaller projects utilizing trained and certified city staff, but also the management of larger projects. Environmental Management staff also provides required annual asbestos and stormwater training to city staff.

Water conservation programs include a reclaimed water treatment plant and related distribution lines to transport water to large irrigation water users, rebates and incentives, development of xeriscape demonstration gardens and a year round water use policy that restricts the times and days outside irrigation is allowed. Rebates are offered for qualifying high efficiency toilets, efficient washing machines, hot water re-circulators and turf removal/xeriscape projects. Additionally, an Arizona Project WET Water Festival occurs in October for all Flagstaff area 4th grade school children. Making the most efficient use of the water we already have means we do not have to find additional sources of water as often.

City of Flagstaff, Arizona
Top 10 Principal Property Taxpayers
Tax Year 2019

Taxpayer	Type of Business	Total Assessed Valuation	As a Percentage of the City's Total Secondary Assessed Valuation
Arizona Public Service Company	Utility	$ 20,856,336	2.48%
W L Gore and Associates, Inc.	Manufacturer	19,321,385	2.30%
CCC-Flagstaff LLC	Real Estate	6,871,036	0.82%
Unisource Energy Corporation	Utility	5,090,549	0.61%
Village at Aspen Place LLC	Real Estate	4,965,913	0.59%
Nestle Purina PetCare Co	Distribution/Retail	4,753,331	0.57%
Little America Hotels and Resorts Inc	Shopping Center	4,663,470	0.56%
Core Campus Flagstaff LLC	Real Estate	4,172,038	0.50%
Wal-Mart Stores, Inc.	Shopping Center	3,577,890	0.43%
Cypress Flagstaff Mall LP	Shopping Center	3,095,255	0.37%
Total Principal Taxpayers		$ 77,367,203	9.23%

Source: Coconino County Assessor Office

City of Flagstaff, Arizona
Sales Tax Rates
Direct and Overlapping Governments
Last Ten Fiscal Years

June 30	City Sales Tax	City Transportation Tax	City BBB Tax	County Sales Tax	State Sales Tax	Total
2011	1.000%	0.721%	2.000%	1.125%	6.600%	11.446%
2012	1.000%	0.721%	2.000%	1.125%	6.600%	11.446%
2013	1.000%	0.721%	2.000%	1.125%	5.600%	10.446%
2014	1.000%	0.721%	2.000%	1.125%	5.600%	10.446%
2015	1.330%	0.721%	2.000%	1.300%	5.600%	10.951%
2016	1.330%	0.721%	2.000%	1.300%	5.600%	10.951%
2017	1.330%	0.721%	2.000%	1.300%	5.600%	10.951%
2018	1.330%	0.721%	2.000%	1.300%	5.600%	10.951%
2019	1.330%	0.721%	2.000%	1.300%	5.600%	10.951%
2020	1.000%	1.281%	2.000%	1.300%	5.600%	11.181%

City of Flagstaff, Arizona
Property Tax Rates
Direct and Overlapping Governments
Last Ten Fiscal Years

Fiscal Year	City	School District	Community College	County	Total
2010-2011	1.4913%	3.8860%	4.2670%	7.2440%	6.5284%
2011-2012	1.4845%	4.6772%	0.4308%	0.7245%	7.3170%
2012-2013	1.5283%	4.9458%	0.4734%	0.7656%	7.7131%
2013-2014	1.5497%	4.8712%	0.4927%	0.7847%	7.6983%
2014-2015	1.6795%	5.1939%	0.5879%	0.9022%	8.3635%
2015-2016	1.6784%	5.1867%	0.6056%	0.9202%	8.3909%
2016-2017	1.6600%	5.4555%	0.6105%	0.9291%	8.6551%
2017-2018	1.6487%	5.5681%	0.6214%	0.9344%	8.7726%
2018-2019	1.6599%	5.1816%	0.6142%	0.9234%	8.3791%
2019-2020	1.6700%	5.1475%	0.5959%	0.9145%	8.3279%

Note: Tax rates are per $100 assessed valuation.

City of Flagstaff, Arizona
Miscellaneous Statistics

Date of Incorporation
May 26, 1894

Date Charter Adopted
October 3, 1958

Date of Latest Charter Amendment
February 5, 2016

Form of Government
Council, City Manager

Area - Square Miles
66.04

Infrastructure as of June 30, 2020	
Miles of Streets	703.5
Miles of Alleys	17.6
Miles of Sidewalks	296.5
Miles of Water Lines	450.4
Miles of Reclaim Water Lines	25.8
Miles of Sewer	
Storm	92.3
Sanitary	281.8
Number of Street Lights	3,929.0
Number of Fire Hydrants	3,397.0
Number of Reclaim Hydrants	14.0
Number of Manholes	7,734.0

Employees as of June 30, 2020	
Merit System	547
Exempt	198
Temporary	228
Elected Officials	7
Total Payroll for the Year Ending 2020:	$ 51,150,104

Police Protection	
Number of Employees (FTE) FY 2020	177
Number of Employees (FTE) FY 2019	177
Number of Calls for Service	
Jan 2019 - Dec 2019	80,419
Average Officers for 24 Hour Period	36
Vehicular Patrol Units	43
Coconino County Jail Capacity	477

Pulliam Airport	
Fixed Base Operators	1
Locally Based Aircraft	112
Tiedowns	18
Enclosed Hangars	61
Open Hangars	48

Elections	
Last Municipal Election November 2018	
Number of Registered Voters	40,399
Number of Ballots Cast	28,134
Registered Voters that Voted	69.64%
Last Special Election November 2015	
Number of Registered Voters	28,513
Number of Ballots Cast	6,745
Registered Voters that Voted	23.66%

Parks and Recreation	
Number of Developed Parks	23
Number of Un-developed Parks	5
Park Acreage	741
Flagstaff Urban Trail System - Miles	59
Number of Other Facilities:	
Basketball Courts	19
BMX Facility	1
Disc Golf Courses	2
Horseshoe Courts	9
Ice Rink/Activity Center	1
Off Leash Areas - Bark Parks	2
Playgrounds	20
Racquetball Courts	5
Ramadas	16
Recreation Centers	5
Skate Tracks	3
Soccer Fields	4
Softball/Baseball Fields	17
Swimming Pools	1
Tennis Courts	17
Volleyball Courts	4
Outdoor Roller/Hockey Rink	1
Outdoor Fitness Area	2

Fire Protection	
Number of Stations	6
Number of Employees (FTE) FY 2020	94

Utility Enterprise	
Total Active Accounts for FY 2020	
Water	15,805
Single Family Average	
Gallons/Household/Month	4,297
Plants Capacity (Million Gallons per Day):	
Lake Mary Water Treatment Plant	8
Reservoir Filtration Plant	2
Wildcat Hill Water Reclamation Plant	6
Rio de Flag Water Reclamation Plant	4
Number of Facilities:	
Wells	29
Water Reservoirs	8
Reclaimed Water Reservoirs	1

City of Flagstaff, Arizona
Miscellaneous Statistics

Sales Tax Revenue

Last 10 Fiscal Years

2020*	$	21,612,806
2019		20,380,239
2018		21,079,067
2017		20,971,984
2016		18,839,043
2015		17,632,796
2014		15,990,917
2013		15,212,925
2012		14,439,234
2011		13,575,385

* Estimate

Population

Census Population Count

2019**	75,859
2018**	74,736
2017**	72,961
2016**	71,988
2015**	70,643
2014**	69,391
2013**	67,502
2012**	66,322
2011**	66,013
2010	65,870
2009**	64,581
2008**	63,867
2005**	61,185
2000	52,894
1995*	52,701
1990	45,854
1985*	38,247

*Special Census ** Estimate

Source: Arizona Department of Economic Security

Principal Employers

Employer	Employees
Northern Arizona University	4,949
Flagstaff Medical Center	2,653
W.L. Gore & Associates	2,500
Flagstaff United School District	1,802
Coconino County	1,270
City of Flagstaff	1,012
Grand Canyon Railway	500
Walmart	456
Coconino Community College	375
Nestle Purina Petcare	303

Source: City of Flagstaff
Comprehensive Annual Financial Report

2010 Census Information

Age Distribution of Population
for Urbanized Areas Only

1-5 Years		4,018
6-17 Years		9,551
18-64 Years		48,085
65+ Years		4,216
		65,870
Number of Housing Units		26,254
Average Persons per Housing Unit		2.6
Average Family Size		3.1
Median Household Income	$	53,889
Per Capita Income	$	28,930

Census information available at the following websites:
https://www.census.gov/quickfacts/fact/table/US/PST045216

Education

Number of Schools

Public Elementary	10
Public Middle Schools	2
Public High Schools	3
Alternative Schools	2
Private Schools	4
Magnet Schools	3
Charter Schools	10
Community College (Coconino)	1
University (Northern Arizona)	1

Number of Students (Fall 2019)

Flagstaff Unified School District	9,526
Charter	2,891
Northern Arizona University	
Flagstaff Campus	22,791
All Locations	30,736
Coconino Community College	
Full-Time Equivalent	1,770
Part-Time	4,130

City of Flagstaff, Arizona
Bonded Debt
Interest/Coupon Rate by Issue and Year

Fiscal Year	2010 A Revenue Infrastructure	2011 GO Public Safety	2013 GO Projects	2014 A GO Projects	2014 B GO Refunding	2016 GO Projects	2016 Revenue Road Repair
2020-2021	-	2.400	2.000	2.000	5.000	4.000	2.000
2021-2022	-	-	4.000	2.250	5.000	4.000	4.000
2022-2023	-	-	4.000	4.000	-	4.000	4.000
2023-2024	-	-	4.000	5.000	-	4.000	4.000
2024-2025	5.215	-	4.000	3.000	-	4.000	4.000
2025-2026	-	-	3.000	3.000	-	4.000	4.000
2026-2027	-	-	3.000	4.500	-	4.000	4.000
2027-2028	-	-	3.000	4.500	-	4.000	4.000
2028-2029	-	-	-	4.500	-	4.000	4.000
2029-2030	5.480	-	-	4.000	-	4.000	4.000
2030-2031	-	-	-	4.000	-	4.000	4.000
2031-2032	-	-	-	4.000	-	4.000	4.000
2032-2033	-	-	-	4.000	-	4.000	4.000
2033-2034	-	-	-	4.000	-	4.000	4.000
2034-2035	-	-	-	4.000	-	4.000	4.000
2035-2036	-	-	-	-	-	4.000	4.000

Fiscal Year	2017 Revenue Refunding	2018 COP Solid Waste	2018 Revenue Road Repair	2019 Revenue Utility System	2020 GO Court/Safety	2020 COPS Court
2020-2021	1.990	3.000	3.000	2.410	5.000	3.000
2021-2022	1.990	3.000	4.000	2.410	5.000	3.000
2022-2023	1.990	3.000	4.000	2.410	5.000	3.000
2023-2024	1.990	3.000	4.000	2.410	4.000	3.000
2024-2025	1.990	3.000	4.000	2.410	4.000	3.000
2025-2026	1.990	3.000	4.000	2.410	4.000	3.000
2026-2027	1.990	3.000	4.000	2.410	4.000	3.000
2027-2028	-	3.000	4.000	2.410	4.000	3.000
2028-2029	-	3.000	4.000	2.410	-	5.000
2029-2030	-	3.000	3.000	2.410	-	5.000
2030-2031	-	3.125	4.000	2.410	-	5.000
2031-2032	-	-	3.125	2.410	-	3.000
2032-2033	-	-	4.000	2.410	-	3.000
2033-2034	-	-	4.250	2.410	-	3.000
2034-2035	-	-	3.250	2.410	-	3.000
2035-2036	-	-	-	-	-	3.000
2036-2037	-	-	-	-	-	3.000
2037-2038	-	-	-	-	-	3.000
2038-2039	-	-	-	-	-	3.000
2039-2040	-	-	-	-	-	3.000
2040-2041	-	-	-	-	-	3.000
2041-2042	-	-	-	-	-	3.000
2042-2043	-	-	-	-	-	3.000
2043-2044	-	-	-	-	-	3.000
2044-2045	-	-	-	-	-	3.000

City of Flagstaff, Arizona
Percent of Net General Bonded Debt to Secondary Assessed Value
and Net General Bonded Debt Per Capita
Last Ten Fiscal Years

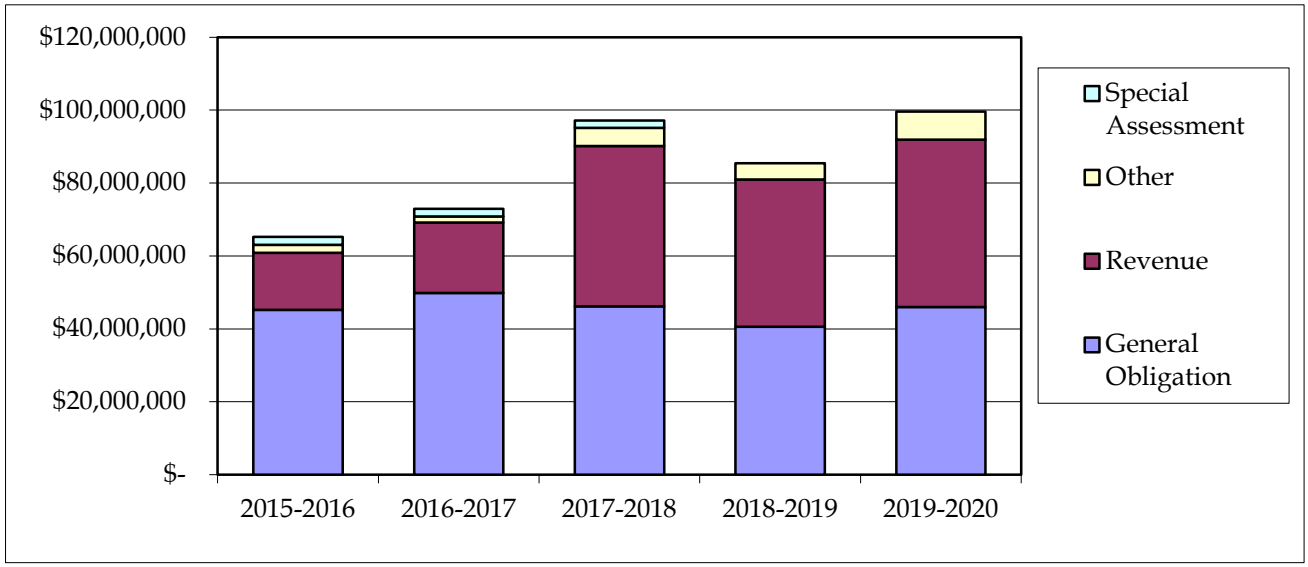
Fiscal Year	Population (1)	Full Cash Value (2)	Gross Bonded Debt	Less Current Portion	Net Bonded Debt	Percent of Net Bonded Debt to Assessed Value	Net Bonded Debt Per Capita
2010-2011	66,013	$ 916,341,717	$ 31,555,000	$ 3,710,000	$ 27,845,000	3%	$ 421.81
2011-2012	66,322	864,039,469	46,366,115	4,592,484	41,773,631	5%	629.86
2012-2013	67,502	791,371,939	41,573,736	4,254,028	37,319,708	5%	552.87
2013-2014	69,391	765,276,651	55,092,587	4,731,930	50,360,657	7%	725.75
2014-2015	70,643	670,692,616	50,360,657	5,167,985	45,192,672	7%	639.73
2015-2016	71,988	712,507,496	45,192,672	5,509,319	39,683,353	6%	551.25
2016-2017	72,961	758,581,752	49,828,353	3,690,939	46,137,414	6%	632.36
2017-2018	74,736	839,674,800	46,137,413	5,557,853	40,579,560	5%	542.97
2018-2019	75,859	868,806,647	40,579,559	5,685,068	34,894,491	4%	459.99
2019-2020	76,839	925,765,090	45,984,492	5,682,592	40,301,900	4%	524.50

(1) Arizona Department of Economic Security projected population increases.

(2) From County Assessors Office.

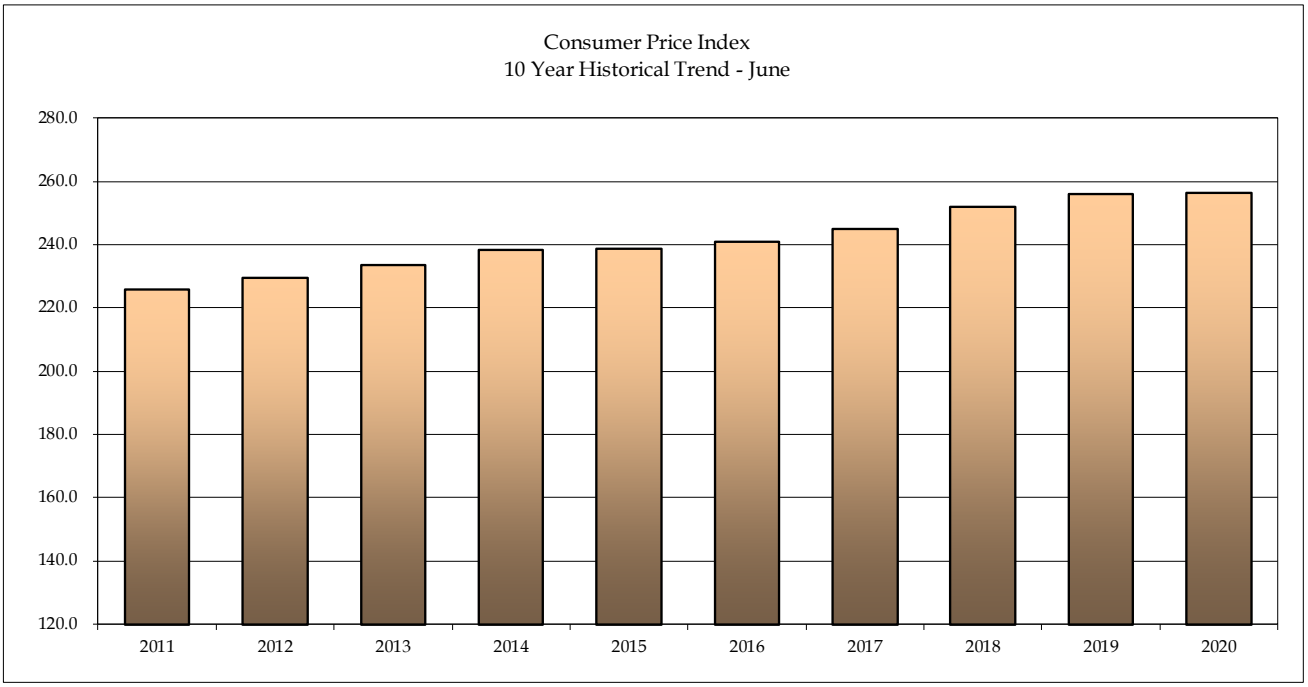
City of Flagstaff, Arizona
Total Bonds Payable
Last Five Fiscal Years

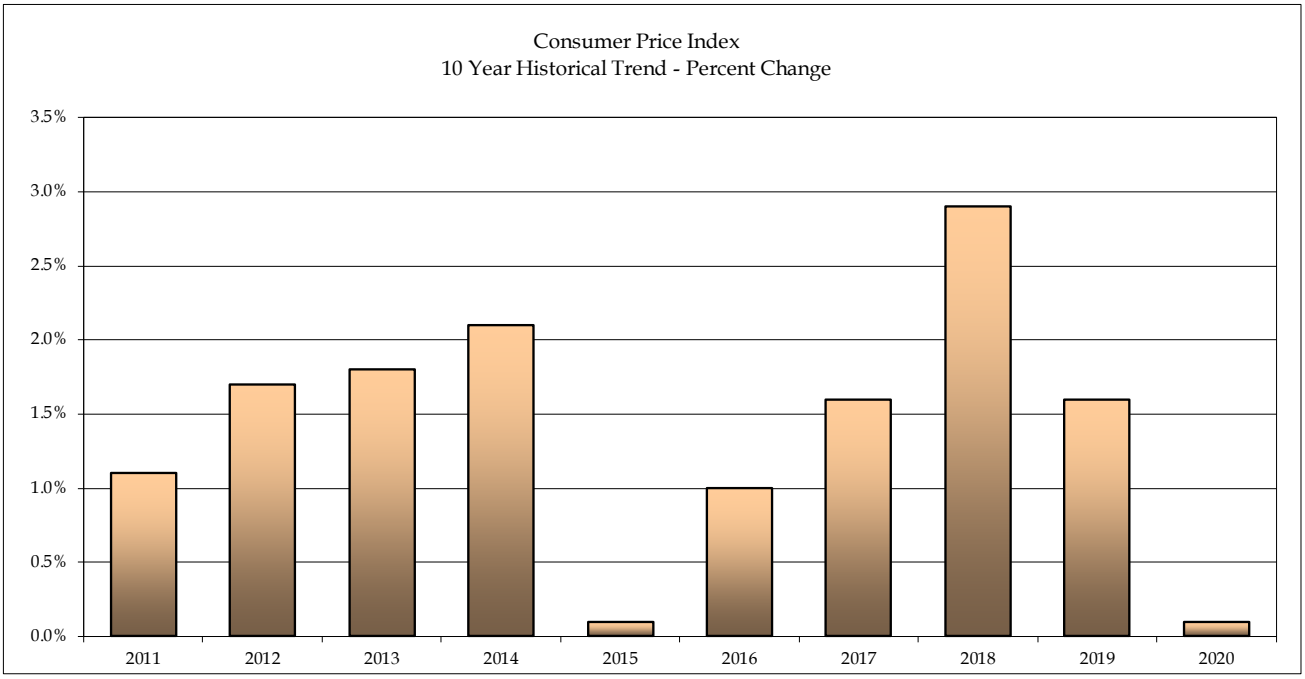
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
General Obligation	$ 45,192,672	49,828,353	46,137,413	40,579,559	45,984,492
Revenue	15,672,468	19,313,907	43,984,000	40,372,000	45,930,000
Other	2,170,000	1,655,000	5,005,000	4,455,000	7,640,000
Special Assessment	2,215,000	2,120,000	2,020,000	-	-
Total Bonds Payable	$ 65,250,140	72,917,260	97,146,413	85,406,559	99,554,492



City of Flagstaff, Arizona
United States Consumer Price Index
10-Year Historical Trend - June Versus June
Non-Seasonally Adjusted

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
June	225.7	229.5	233.5	238.3	238.6	241.0	245.0	252.0	256.1	256.4
Percent Change	1.1%	1.7%	1.8%	2.1%	0.1%	1.0%	1.6%	2.9%	1.6%	0.1%





Source: U.S. Bureau of Labor Statistics

COVID-19 **GUIDELINES**

CDC guidelines provided by the City of Flagstaff

WASH YOUR HANDS OFTEN

- Wash your hands often with soap and water for at least 20 seconds especially after you have been in a public place, or after blowing your nose, coughing, or sneezing.
- If soap and water are not readily available, **use a hand sanitizer that contains at least 60% alcohol.** Cover all surfaces of your hands and rub them together until they feel dry.
- **Avoid touching your eyes, nose, and mouth** with unwashed hands.

AVOID CLOSE CONTACT

- **Avoid close contact with people who are sick, even inside your home**. If possible, maintain 6 feet between the person who is sick and other household members.
- Put distance between yourself and other people outside of your home.
  - » Remember that some people without symptoms may be able to spread virus.
  - » **Stay at least 6 feet (about 2 arms' length) from other people.**
  - » Do not gather in groups.
  - » Stay out of crowded places and avoid mass gatherings.
  - » **Keeping distance from others is especially important for people who are at higher risk of getting very sick.**

COVER YOUR MOUTH AND NOSE WITH A CLOTH FACE COVER WHEN AROUND OTHERS

- You could spread COVID-19 to others even if you do not feel sick.
- **Everyone should wear a cloth face cover when they have to go out in public, for example to the grocery store or to pick up other necessities.**
  - » Cloth face coverings should not be placed on young children under age 2, anyone who has trouble breathing, or is unconscious, incapacitated or otherwise unable to remove the mask without assistance.
- The cloth face cover is meant to protect other people in case you are infected.
- Do NOT use a facemask meant for a healthcare worker.
- Continue to keep about 6 feet between yourself and others. The cloth face cover is not a substitute for social distancing.

COVER COUGHS AND SNEEZES

- **If you are in a private setting and do not have on your cloth face covering, remember to always cover your mouth** and nose with a tissue when you cough or sneeze or use the inside of your elbow.
- **Throw used tissues in the trash.**
- Immediately **wash your hands** with soap and water for at least 20 seconds. If soap and water are not readily available, clean your hands with a hand sanitizer that contains at least 60% alcohol.

CLEAN AND DISINFECT

- **Clean AND disinfect frequently touched surfaces daily**. This includes tables, doorknobs, light switches, countertops, handles, desks, phones, keyboards, toilets, faucets, and sinks.
- **If surfaces are dirty, clean them.** Use detergent or soap and water prior to disinfection.
- **Then, use a household disinfectant.** Most common EPA-registered household disinfectants will work.

City of Flagstaff
Authorized Personnel/Position Summary

Section	2016-2017	2017-2018	2018-2019	2019-2020	Add/Delete 2020-2021	Adopted 2020-2021
City Manager						
Administrative Specialist	1	1	0	0	0	0
Assistant to City Manager	1	1	0	0	0	0
City Clerk	1	1	1	1	0	1
City Manager	1	1	1	1	0	1
City Records Coordinator	1	1	1	1	0	1
Communications Manager	1	1	1	0	0	0
Coordinator of Indigenous Initiatives	0	0	0	1	0	1
Deputy City Clerk	1	1	1	1	0	1
Deputy City Manager	2	2	2	2	0	2
Executive Assistant	1	1	1	1	0	1
Intern (Temp)	0.25	0.25	0.25	0	0	0
Labor Standards Manager	0	1	1	0	0	0
Management Analyst	0	0	2	2	(2)	0
Public Affairs Director	0	0	0	1	0	1
Public Policy Analyst	0	0	0	0	2	2
Real Estate Manager	1	1	0	0	0	0
Senior Executive Assistant	0	0	0	1	0	1
Total	11.25	12.25	11.25	12	0	12
Risk Management						
Risk Management Director	1	1	1	1	0	1
Risk Management Specialist	1	1	1	1	0	1
Total	2	2	2	2	0	2
Sustainability						
Administrative Assistant	0	0	0	0	1	1
Climate and Energy Coordinator	0	0	0	1	0	1
Climate Engagement Coordinator	0	0	0	0.49	0	0.49
Environmental Program Manager	1	1	1	0	0	0
Environmental Technician	1	1	1	0	0	0
Materials Management Coordinator	0	0	0	1	0	1
Open Space Specialist	1	1	1	1	0	1
Public Works Section Director	1	1	1	0	0	0
Sustainability Director	0	0	0	1	0	1
Sustainability Manager	1	1	1	0	0	0
Sustainability Specialist	2	2	2	2	0	2
Volunteer and Event Coordinator	1	1	1	1	0	1
Zero Waste Coordinator	0	0	1	0	0	0
Total	8	8	9	7.49	1	8.49
Human Resources						
Administrative Specialist	1	1	1	1	0	1
Division Director	1	1	1	1	0	1
Human Resources Analyst	3	3	3	3	0	3
Human Resources Generalist	1	1	1	2	0	2
Human Resources Manager	1	1	1	2	0	2
Human Resources Recruiter	1	1	1	1	0	1
Human Resources Recruitment Specialist	0	1	1	0	0	0
Human Resources Supervisor	1	1	1	0	0	0
Total	9	10	10	10	0	10
Information Technology						
Division Director	1	1	0	1	0	1
IT Administrator	3	3	3	4	0	4

City of Flagstaff
Authorized Personnel/Position Summary

Section	2016-2017	2017-2018	2018-2019	2019-2020	Add/Delete 2020-2021	Adopted 2020-2021
Information Technology (Continued)						
IT Analyst	5	5	6	4	0	4
IT Director	0	0	1	0	0	0
IT Information Security Officer	0	0	0	1	0	1
IT Intern	0	0.32	0	0	0	0
IT Manager	3	3	4	4	0	4
IT Specialist	1	1	1	2	0	2
IT Technician	2	2	1	1	0	1
Total	15	15.32	16	17	0	17
City Attorney						
Administrative Assistant	3	3	0	0	0	0
Administrative Specialist	0	0	3	3	1	4
Administrative Specialist Lead Worker	1	1	1	1	0	1
Assistant City Attorney	3	3	3	3	1	4
City Attorney	1	1	1	1	0	1
City Prosecutor	1	1	1	1	0	1
Deputy City Attorney	1	1	1	1	0	1
Legal Assistant	1	1	1	1	(1)	0
Legal Executive Assistant	0	0	0	0	1	1
Senior Assistant City Attorney	4	4	4	4	0	4
Water Attorney	0	0	0	1	0	1
Total	15	15	15	16	2	18
Municipal Court						
Administrative Assistant	2	2	3	3	0	3
Administrative Assistant (Temp)	1	1	0	0	0	0
Collection Specialist	3	3	3	3	0	3
Court Finance Specialist	0.8	0.8	0.8	0.8	0	0.8
Court Information Systems Coordinator	2	2	2	2	0	2
Court Interpreter	1	1	1	1	0	1
Court Judicial Specialist	8.25	8.25	8.25	8.25	0	8.25
Court Training Specialist	1	1	1	1	0	1
Deputy Court Administrator	2	2	2	2	0	2
Division Director	1	1	1	1	0	1
Jury Services Specialist	1	1	1	1	0	1
Magistrate	1	1	2	2	0	2
On-Call Magistrate	1.3	1.3	0.5	0.5	0	0.5
Presiding Magistrate	1	1	1	1	0	1
Probation Service Officer	1	1	1	1	0	1
Warrant Officer	2	2	2	2	0	2
Total	29.35	29.35	29.55	29.55	0	29.55
Management Services						
Division Director	1	1	1	1	0	1
Financial Systems Analyst	1	1	1	1	0	1
Total	2	2	2	2	0	2
Purchasing						
Administrative Specialist	1	1	1	1	0	1
Buyer	1	1	1	1	0	1
Contract Specialist	1	1	1	1	0	1
Finance Clerk	1	1	1	1	(1)	0
Grants and Contracts Assistant	0	0	0	0	1	1
Grants and Contracts Manager	1	1	1	1	0	1

City of Flagstaff
Authorized Personnel/Position Summary

Section	2016-2017	2017-2018	2018-2019	2019-2020	Add/Delete 2020-2021	Adopted 2020-2021
Purchasing (Continued)						
Grants Specialist	1	1	1	1	0	1
Purchasing Director	1	1	1	1	0	1
Purchasing Manager	1	1	1	1	0	1
Procurement Specialist	2	2	2	2	0	2
Total	10	10	10	10	0	10
Revenue						
Administrative Specialist	7	6	6	6	(1)	5
Auditor II	1	1	0	0	0	0
Billing and Collections Manager	1	1	1	1	0	1
Billing Specialist	2	2	2	2	0	2
Collections Specialist	0	0	1	1	0	1
Customer Services Manager	1	1	1	1	0	1
Customer Services Supervisor	0	1	1	1	0	1
Finance Specialist	1	1	1	1	0	1
Licensing Specialist	0	0	0	0	1	1
Meter Technician	2	2	2	2	0	2
Meter Technician II	2	2	2	2	0	2
Meter Technician Supervisor	1	1	1	1	0	1
Revenue Analyst/Auditor	0	0	0	0	1	1
Revenue Director	1	1	1	1	0	1
Total	19	19	19	19	1	20
Finance						
Accountant	4	4	4	4	0	4
Accounts Specialist	1	1	1	1	0	1
Assistant Finance Director	0	0	1	1	0	1
Assistant Finance Manager	0	0	1	1	0	1
Finance Clerk	2	2	2	2	0	2
Finance Director	1	1	1	1	0	1
Finance Manager	2	2	0	0	0	0
Finance Specialist	1	1	1.5	1.5	0	1.5
Payroll Coordinator	0	0	1	1	0	1
Payroll Manager	1	1	1	1	0	1
Payroll Specialist	2	2	1	1.75	(0.75)	1
Total	14	14	14.5	15.25	(0.75)	14.5
Fire Operations						
Administrative Specialist	2	2	2	2	0	2
CART Paramedic - Civilian	1	1	0	0	0	0
Deputy Fire Chief	1	1	3	3	0	3
Division Director	1	1	1	1	0	1
Fire Battalion Chief	4	4	3	3	0	3
Fire Captain	21	21	21	21	0	21
Fire EMT	1	1	0	0	0	0
Fire Engineer	21	21	21	21	0	21
Fire Fighter	30	30	30	30	0	30
Fire Inspector	2	2	2	2	0	2
FWPP Operations Specialist	1	1	1	0	0	0
Regional Fire Training Coordinator	1	1	1	1	0	1
Wildland Fire Firewise Specialist	1	1	1	1	(1)	0
Wildland Fire Manager	1	1	1	1	(1)	0
Wildland Fire Supervisor	1	1	1	1	(1)	0

City of Flagstaff
Authorized Personnel/Position Summary

Section	2016-2017	2017-2018	2018-2019	2019-2020	Add/Delete 2020-2021	Adopted 2020-2021
Fire Operations (Continued)						
Wildland Forest Health Supervisor	0	0	0	1	(1)	0
Total	89	89	88	88	(4)	84
Fire Grants						
Fire Fighter	0	6	6	6	0	6
Total	0	6	6	6	0	6
Water Resource & Infrastructure Protection						
Wildland Fire Firewise Specialist	0	0	0	0	1	1
Wildland Fire Manager	0	0	0	0	1	1
Wildland Fire Supervisor	0	0	0	0	1	1
Wildland Forest Health Supervisor	0	0	0	0	1	1
Total	0	0	0	0	4	4
Police Operations						
Administrative Specialist	13	13	13	13	0	13
Animal Control Officer	2	2	2	2	0	2
Deputy Police Chief	2	2	2	2	0	2
Dispatch Call Taker	1	0	0	0	0	0
Division Director	1	1	1	1	0	1
Evidence Technician	2	2	2	2	0	2
Police Aides	0	0	3	3	0	3
Police Communications Manager	1	1	1	1	0	1
Police Corporal/Detective	19	19	19	19	0	19
Police Crime Analyst	1	1	1	1	0	1
Police Emergency Communication Specialist	23	24	24	24	0	24
Police Emergency Communication Supervisor	6	6	6	6	0	6
Police Lieutenant	4	4	4	4	0	4
Police Officer	68	70	72	72	1	73
Police Records Supervisor	1	1	1	1	0	1
Police Sergeant	14	14	14	14	0	14
Police Special Services Supervisor	1	1	1	1	0	1
Police Support Services Manager	1	1	1	1	0	1
Property Control Coordinator	1	1	1	1	0	1
Police Training Coordinator	1	1	1	1	0	1
Total	162	164	169	169	1	170
Police Grants						
Administrative Specialist	1	1	1	1	0	1
Police Officer	3	7	5	5	0	5
Police Sergeant	1	1	1	1	0	1
Total	5	9	7	7	0	7
Community Development Administration						
Administrative Specialist	0	0	0	1	0	1
Administrative Specialist Lead Worker	1	1	1	0	0	0
Division Director	1	1	1	1	0	1
Real Estate Manager	0	0	1	1	0	1
Real Estate Specialist	0	0	0	1	0	1
Total	2	2	3	4	0	4
Engineering						
Administrative Specialist	1	1	1	1	0	1
City Engineer	1	1	1	1	0	1

City of Flagstaff
Authorized Personnel/Position Summary

Section	2016-2017	2017-2018	2018-2019	2019-2020	Add/Delete 2020-2021	Adopted 2020-2021
Engineering (Continued)						
Construction Inspector	4	4	4	5	0	5
Construction Manager	1	1	1	1	0	1
Development Engineer	1	1	1	1	0	1
Engineering Specialist	1	1	1	1	0	1
Intern	0.5	0.5	0.5	0	0	0
Project Manager	6	7	8	8	1	9
Senior Construction Inspector	1	1	1	0	0	0
Traffic Engineer	1	1	1	1	0	1
Total	17.5	18.5	19.5	19	1	20
Capital Improvements						
Capital Improvements Engineer	1	1	1	1	0	1
Project Manager	7	8	8	8	0	8
Total	8	9	9	9	0	9
Planning and Development						
Administrative Specialist	1	1	1	1	0	1
Associate Planner	1	2	2	2	0	2
Building Inspection Manager	0	1	1	1	0	1
Building Inspector	6	7	7	7	0	7
Building Official	1	1	1	1	0	1
Building Permit Technician	0	0	1	1	0	1
Building Plans Examiner	3	3	3	3	0	3
Code Compliance Manager	1	1	1	1	0	1
Code Compliance Officer I	1	1	1	1	0	1
Code Compliance Officer II	1	1	1	2	0	2
Comprehensive Planning Intern	0	0.48	0	0	0	0
Comprehensive and Neighborhood Planning Manager	1	1	1	1	0	1
Current Planning Manager	1	1	1	1	0	1
Development Services Manager	1	1	1	1	0	1
Development Services Specialist	1	1	1	1	0	1
Inspection Supervisor	1	0	0	0	0	0
Neighborhood Planner	0	0	0	1	0	1
Planning Development Manager	4	4	4	4	0	4
Planning Director	1	1	1	1	0	1
Zoning Code Manager	1	1	1	1	0	1
Total	26	28.48	29	31	0	31
Housing						
Affordable Housing Development Coordinator	0	0	0	1	0	1
Housing and Grants Administrator	1	1	1	1	0	1
Housing Analyst	1	1	1	1	0	1
Housing Director	1	1	1	1	0	1
Housing Manager	1	1	1	1	0	1
Housing Project Manager	0	1	1	0.42	(0.42)	0
Housing Rehabilitation Specialist	1	1	1	1	0	1
Housing Specialist	1	1	1	1	0	1
Total	6	7	7	7.42	(0.42)	7
Flagstaff Housing Authority						
Administrative Assistant (Temp)	0.48	0.48	0.48	0	0	0
Administrative Specialist	1	1	1	2	0	2
Housing Manager	3	3	3	3	0	3
Finance Manager	1	1	1	1	0	1

City of Flagstaff
Authorized Personnel/Position Summary

Section	2016-2017	2017-2018	2018-2019	2019-2020	Add/Delete 2020-2021	Adopted 2020-2021
Flagstaff Housing Authority (Continued)						
Finance Specialist	0.8	0.8	0.8	0.8	0	0.8
Housing Services Specialist	5	5	5	5	0	5
Maintenance Coordinator	1	1	1	1	0	1
Maintenance Lead Worker	2	2	2	2	0	2
Maintenance Worker	7	7	7	7	0	7
Total	21.28	21.28	21.28	21.8	0	21.8
Flagstaff Metropolitan Planning Organization						
Administrative Specialist	0.5	0.5	0.5	0	0	0
Finance Specialist	0	0	0	1	(1)	0
FMPO Director	0	0	1	1	(1)	0
Intern	0.38	0.38	0.38	0.38	(0.38)	0
Metropolitan Planning Organization Manager	1	1	1	1	(1)	0
Project Manager	1	1	1	1	(1)	0
Total	2.88	2.88	3.88	4.38	(4.38)	0
Public Works Administration						
Division Director	1	1	1	1	0	1
Project Manager	1	1	1	1	0	1
Public Works Section Director	0	0	0	1	0	1
Total	2	2	2	3	0	3
Facilities Maintenance						
Environmental Specialist	0	0	0	1	0	1
Facility Maintenance Manager	1	1	1	1	0	1
Facilities Maintenance Superintendent	1	1	1	1	0	1
Maintenance Worker	9.5	9.5	9.5	9.5	(1)	8.5
Maintenance Worker Lead Worker	0	0	0	0	1	1
Total	11.5	11.5	11.5	12.5	0	12.5
Fleet Management						
Buyer	1	1	1	1	0	1
Fleet Services Specialist	1	1	1	1	0	1
Mechanic I	2	2	2	2	1	3
Mechanic II	4	4	4	4	0	4
Mechanic Assistant	0	1	1	1	0	1
Mechanic Lead Worker	1	1	1	1	0	1
Parts Specialist	0	1	1	1	0	1
Public Works Manager	1	1	1	1	0	1
Public Works Supervisor	1	1	1	1	0	1
Welder Technician	1	1	1	1	0	1
Total	12	14	14	14	1	15
Parks						
Maintenance Worker - Temp	7.67	7.67	7.67	7.67	0	7.67
Maintenance Worker	22	22	22	22	0	22
Public Works Manager	1	1	1	1	0	1
Public Works Supervisors	4	4	4	4	0	4
Total	34.67	34.67	34.67	34.67	0	34.67
Recreation						
Administrative Assistant	1	1	0	0	0	0
Administrative Specialist	0	0	2	2	0	2
Head Lifeguard	0	2	2	2	0	2

City of Flagstaff
Authorized Personnel/Position Summary

Section	2016-2017	2017-2018	2018-2019	2019-2020	Add/Delete 2020-2021	Adopted 2020-2021
Recreation (Continued)						
Intern	0.25	0.25	0.25	0	0	0
Public Works Section Director	1	1	1	1	0	1
Recreation Manager	0	1	1	1	0	1
Recreation Program Assistant	0.5	0.5	0.5	0.5	0	0.5
Recreation Program Coordinator	9	9	9	9	0	9
Recreation Specialist	1	1	0	0	0	0
Recreation Supervisor	6	5	5	5	0	5
Recreation Temporaries	38.27	38.12	39.08	38.68	0	38.68
Total	57.02	58.87	59.83	59.18	0	59.18
Street Maintenance and Repairs						
Administrative Specialist	1	2	2	1	0	1
Equipment Operators (Temp)	3.52	3.52	3.52	3.52	(2.25)	1.27
Equipment Operator	15	15	15	15	0	15
Intern	0.5	0.5	0.5	0	0	0
Maintenance Worker	6	6	6	6	2	8
Public Works Manager	1	1	1	1	0	1
Public Works Section Director	1	1	1	1	0	1
Public Works Supervisor	3	3	3	3	1	4
Traffic Signal Technician	1	1	1	1	0	1
Total	32.02	33.02	33.02	31.52	0.75	32.27
Solid Waste - Landfill						
Administrative Specialist	2	2	2	2	0	2
Equipment Operator	6	6	4	4	0	4
Landfill Environmental Aide	0.5	0.5	0.5	0.5	0	0.5
Landfill Environmental Assistant	2	2	2	2	0	2
Landfill Environmental Program Specialist	1	1	1	1	0	1
Project Manager	2	2	2	2	0	2
Public Works Manager	1	1	1	1	0	1
Public Works Section Director	1	1	1	1	0	1
Public Works Supervisor	1	1	1	1	0	1
Total	16.5	16.5	14.5	14.5	0	14.5
Solid Waste - Collections						
Administrative Specialist	2	2	2	2	0	2
Customer Relations Supervisor	1	1	1	1	0	1
Equipment Operator	23	23	23	23	0	23
Program Assistant	0.5	0.5	0.5	0.5	0	0.5
Public Works Manager	1	1	1	1	0	1
Public Works Supervisor	2	2	2	2	0	2
Solid Waste Lead Worker	3	3	3	3	0	3
Total	32.5	32.5	32.5	32.5	0	32.5
Library - City						
Administrative Specialist	2	2	2	2	0	2
Collections Specialist	1	1	1	1	0	1
Deputy Library Director	0	2	2	2	0	2
Executive Assistant	0	1	1	1	0	1
IT Analyst	1	1	1	1	0	1
Librarian	2	2	2	3	0	3
Library Clerk	5.76	7.26	7.38	7.38	0	7.38
Library Clerk (Temp)	2.93	3.37	3.07	3.07	0	3.07
Library Director	1	1	1	1	0	1

City of Flagstaff
Authorized Personnel/Position Summary

Section	2016-2017	2017-2018	2018-2019	2019-2020	Add/Delete 2020-2021	Adopted 2020-2021
Library - City (Continued)						
Library Manager	3	0	0	0	0	0
Library Page	2	2	2	2	0	2
Library Page (Temp)	1.25	1.25	1.25	1.25	0	1.25
Library Specialist	13.65	12.59	12.71	11.71	0	11.71
Library Specialist (Temp)	3.18	3.18	3.18	3.18	0	3.18
Library Supervisor	5	5	5	5	0	5
Network Administrator	1	1	1	1	0	1
Total	44.77	45.65	45.59	45.59	0	45.59
Library - County						
Application Support Specialist II	1	1	1	1	0	1
IT Manager	1	1	1	1	0	1
Librarian	1	1	1	1	0	1
Library Clerk	0.63	0.63	0.63	0.63	0	0.63
Library Clerk (Temp)	0.88	0.88	0.88	0.88	0	0.88
Library Specialist	2.25	2.25	2.25	2.25	0	2.25
Library Specialist (Temp)	0.09	0.09	0.09	0.09	0	0.09
Library Supervisor	2.88	2.88	2.88	2.88	0	2.88
Total	9.73	9.73	9.73	9.73	0	9.73
Community Investment						
Administrative Specialist	1	1	1	1	0	1
Beautification, Arts and Science Manager	0	0	1	1	0	1
Beautification, Arts and Science Project Admin	1	1	1	1	0	1
Community Design and Redevelopment Manager	1	1	0	0	0	0
Community Investment Director	1	1	1	1	0	1
Division Director	1	1	1	1	0	1
Total	5	5	5	5	0	5
Economic Development						
Business Attraction Manager	1	1	1	1	0	1
Business Retention and Expansion Manager	1	1	1	1	0	1
Total	2	2	2	2	0	2
Tourism						
Administrative Specialist	1	1	1	1	0	1
Creative Services Manager	1	1	1	1	0	1
Creative Services Specialist	2	3	3	3	0	3
CVB Communication Specialist	1	1	1	1	0	1
CVB Director	1	1	1	1	0	1
Marketing and Media Relations Manager	1	1	1	1	0	1
Marketing Specialist	0	0	0	1	0	1
Sales Specialist	1	1	1	1	0	1
International Travel and Trade Manager	1	1	1	1	0	1
Total	9	10	10	11	0	11
Visitor Services						
Administrative Assistant (Temp)	1.65	1.65	1.65	1.65	0	1.65
Administrative Specialist	2	2	2	2	0	2
Administrative Specialist (Temp)	0.5	0.5	0.5	0.5	0	0.5
Visitor Center Manager	1	1	1	1	0	1
Visitor Specialist	0	0	0	0	1	1
Total	5.15	5.15	5.15	5.15	1	6.15

City of Flagstaff
Authorized Personnel/Position Summary

Section	2016-2017	2017-2018	2018-2019	2019-2020	Add/Delete 2020-2021	Adopted 2020-2021
Airport Operations						
Administrative Specialist	1	1	1	1	0	1
Airport Business Manager	0	0	1	1	(1)	0
Airport Director	1	1	1	1	0	1
Airport Operations/ARFF Specialist	6	6	9	9	0	9
Airport Operations/ARFF Manager	1	1	1	1	0	1
Airport Parking Aide	0	0	1	1	(1)	0
Maintenance Worker Temp - Airport Snow	0.5	0.5	0.5	0.5	0	0.5
Total	9.5	9.5	14.5	14.5	(2)	12.5
Parking District						
Parking Manager	1	1	1	1	0	1
Parking Aide	3	4	5	5	(1)	4
Parking Lead Worker	0	0	1	1	0	1
	4	5	7	7	(1)	6
Water Services Administration						
Administrative Specialist	2	2	2	2	0	2
Communications Aide (Temp)	0	0	0.23	0.71	0.25	0.96
Division Director	1	1	1	1	0	1
Water Services Management Analyst	1	1	1	1	0	1
Water Services Operations Section Director	1	1	1	1	0	1
Total	5	5	5.23	5.71	0.25	5.96
Water Production						
Maintenance Worker (Temp)	0	0	0.23	0.23	0	0.23
MSW Operations	3	3	4	4	0	4
MSW Maintenance	2	2	2	2	0	2
Water Services Supervisor	3	3	3	2	0	2
Water Production Manager	1	1	1	1	0	1
Water Services SCADA Administrator	0	1	1	0	0	0
Total	9	10	11.23	9.23	0	9.23
Water Distribution						
MSW - Water Services Tech	11	13	14	14	0	14
Water Services Supervisor	1	1	1	1	0	1
Water/Sewer Utility Locator	1	1	1	1	0	1
Total	13	15	16	16	0	16
Water Resource Management						
Water Conservation Enforcement Aide	1	1	1	1	0.49	1.49
Water Conservation Specialist	1	1	1	1	0	1
Water Resources Technician	0	0	0	0.48	0	0.48
Water Resource Manager	1	1	1	1	0	1
Water Services Program Manager	1	1	1	1	0	1
Total	4	4	4	4.48	0.49	4.97
Water Services Engineering						
GIS System Specialist	0	1	1	1	0	1
IT Administrator	1	1	1	0	0	0
Project Manager	1	1	1	1	0	1
Water Services Engineering Manager	1	1	1	1	0	1
Water Services Plan Reviewer	1	1	1	1	0	1
Total	4	5	5	4	0	4

City of Flagstaff
Authorized Personnel/Position Summary

Section	2016-2017	2017-2018	2018-2019	2019-2020	Add/Delete 2020-2021	Adopted 2020-2021
Regulatory Compliance						
Industrial Pretreat Inspector	2	2	2	2	0	2
Industrial Pretreat Supervisor	1	1	1	1	0	1
MSW - Laboratory	2	3	3	3	0	3
MSW - Plant Tech	1	0	0	0	0	0
Water Services Manager	1	1	1	1	0	1
Water Services Supervisor	2	2	2	2	0	2
Total	9	9	9	9	0	9
SCADA Information Systems						
IT Administrator	0	0	0	2	0	2
Water Services Supervisor	0	0	0	2	1	3
Total	0	0	0	4	1	5
Wastewater Treatment						
MSW - Maintenance	0	2	2	2	0	2
MSW - Operations	5	5	5	4	0	4
MSW - Plant Technician	2	0	0	0	0	0
Water Services Supervisor	3	3	3	3	0	3
Wastewater Treatment Manager	1	1	1	1	0	1
Total	11	11	11	10	0	10
Wastewater Collection						
MSW- Water Services Technician	8	8	8	8	0	8
Water Services Supervisor	1	1	1	1	0	1
Total	9	9	9	9	0	9
Reclaimed Water						
MSW - Operations	1	1	1	1	0	1
MSW - Maintenance	1	1	1	1	0	1
Water Services Supervisor	1	1	1	1	0	1
Total	3	3	3	3	0	3
Stormwater						
Intern	0.5	0.5	0.5	0	0	0
MSW- Water Services Technician	0	0	0	0	2	2
Project Manager	3	3	3	3	0	3
Stormwater Program Manager	1	1	1	1	0	1
Watershed Specialist	1	1	1	1	0	1
Total	5.5	5.5	5.5	5	2	7
Grand Total	834.12	865.65	880.91	888.15	3.94	892.09

City of Flagstaff
Regular Pay Plan (2080 Hours)
FY 2020-2021

Range	Pos #		Position Title	Min	Mid	Max
1				12.0368	14.7451	17.4534
A-1-0				25036.54	30669.81	36303.07
2	10205	N	Library Page	12.8736	15.7702	18.6667
A-1-1	10206	N	Head Lifeguard	26777.09	32801.92	38826.74
3				13.7686	16.8665	19.9644
A-1-2				28638.69	35082.32	41525.95
4	10427	N	Library Clerk	14.7257	18.0390	21.3523
A-1-3	10424	N	Meter Technician	30629.46	37521.12	44412.78
	10428	N	Parking Aide			
	10426	N	Recreation Program Asst			
D04				15.7257	19.0390	22.3523
				32709.46	39601.12	46492.78
5	10501	N	Meter Technician II	15.6219	19.2931	22.9642
B-2-1	10503	N	Property Control Coord	32493.55	40129.55	47765.54
6	10601	N	Animal Control Officer	16.8886	20.8574	24.8262
B-2-2	10639	N	Finance Clerk	35128.29	43383.40	51638.50
	10641	N	Fire EMT			
	10642	N	Mechanic Assistant			
	10644	N	Parking Aide Lead			
	10638	N	Parts Specialist			
	10643	N	Police Aide			
7	10752	N	Billing Specialist	18.2579	22.5485	26.8391
B-2-3	10705	N	Evidence Tech	37976.43	46900.88	55825.33
	10751	N	Fleet Services Specialist			
	10755	N	Human Resources Recruiter			
	10739	N	Landfill Environmental Assistant			
	10700	N	Mechanic I			
	10754	N	Police Training Coordinator			
	10717	N	Program Assistant			
	10702	N	Water/Sewer Utility Locator			
	10757	N	Materials Management Coordinator			
D07	10725	N	Police Emerg Comm Spec	19.2579	23.5485	27.8391
				40056.43	48980.88	57905.33
8	10849	N	Accounts Specialist	19.7383	24.3768	29.0153
B-2-4	10827	N	Buyer	41055.66	50703.74	60351.82
	10819	N	Code Compl Officer I			
	10848	N	Collections Specialist			
	10831	N	Court Interpreter			
	10852	N	Development Svcs Speclst			
	10861	N	Engineering Specialist			
	10820	N	Environmental Technician			
	10860	N	Finance Specialist			
	10863	N	Housing Specialist			
	10812	N	Industrial Pretreatment Insp			
	10869	N	IT Technician			
	10843	N	Legal Assistant			
	10808	N	Mechanic II			
	10865	N	Payroll Specialist			
	10864	N	Police Crime Analyst			
	10809	N	Probation Service Officer			
	10870	N	Real Estate Specialist			
	10868	N	Volunteer and Event Coordinator			
	10867	N	Water Services GIS Specialist			
	10853	N	Warehouse Specialist			
	10803	N	Welder Technician			
108	20801	E	Executive Asst	21.6350	26.9356	32.2361
				45000.80	56025.95	67051.09

City of Flagstaff
Regular Pay Plan (2080 Hours)
FY 2020-2021

Range	Pos #		Position Title	Min	Mid	Max
9	10946	N	App Support Specialist II	21.3387	26.3533	31.3678
B-2-5	10970	N	Building Permit Technician	44384.50	54814.76	65245.02
	10906	N	Climate and Energy Coordinator			
	10944	N	Code Compl Officer II			
	10908	N	Coordinator for Indigenous Initiatives			
	10931	N	Contract Specialist			
	10961	N	Court Finance Specialist			
	10923	N	Court Training Specialist			
	10966	N	Creative Services Specialist			
	10959	N	Grants Specialist			
	10960	N	Housing Svcs Spec (FHA)			
	10952	N	Human Resources Generalist			
	10948	N	Jury Services Specialist			
	10936	N	Landfill Env. Program Specialist			
	10956	N	Maintenance Worker Lead Worker			
	10947	N	Mechanic Lead Worker			
	10971	N	Payroll Coordinator			
	10955	N	Solid Waste Lead Worker			
	10951	N	Sustainability Specialist			
	10929	N	Traffic Signal Technician			
	10916	N	Warrants Officer			
	10969	N	Water Conservation Specialist			
	10954	N	Wildland Firewise Specialist			
109	20900	E	CVB Communications Spec	23.0159	28.6548	34.2938
	20903	E	Librarian	47873.07	59602.09	71331.10
	20904	E	Sales Specialist			
10	11021	N	Associate Planner	23.0688	28.4900	33.9112
B-2-6	11028	N	Building Inspector	47983.10	59259.20	70535.30
	11015	N	Building Plans Examiner			
	11033	N	City Records Coordinator			
	11023	N	Construction Inspector			
	11040	N	Customer Service Supervisor			
	11032	N	Fire Inspector (ASRS)			
	11043	N	Fire Inspector (PSPRS)			
	11041	N	IT Specialist			
	11031	N	Maintenance Coord (FHA)			
	11042	N	Marketing Specialist			
	11037	N	Housing Rehab Specialist			
	11035	N	Meter Tech Supervisor			
	11039	N	Open Space Specialist			
	11024	N	Police Records Supervisor			
	11030	N	Risk Management Specialist			
	11034	N	Watershed Specialist			
	11036	N	Wildland Fire Supervisor			
10	11038	N	Human Resources Supervisor	23.0688	28.4900	33.9112
B-3-1				47983.10	59259.20	70535.30
110	21009	E	Executive Assistant - Coord	24.4851	30.4839	36.4827
	21010	E	FMPO Specialist	50929.01	63406.52	75884.02
	21002	E	Library Supervisor			
D10	11022	N	PECS Supervisor	24.0688	29.4900	34.9112
				50063.10	61339.20	72615.30
11	11115	N	Wildland Forest Health Supervisor	24.9393	30.8000	36.6607
B-3-2	11114	N	Network Administrator	51873.74	64064.00	76254.26
	11112	N	Public Works Supervisor			
111	21108	E	Police Spec Svcs Superv	26.0479	32.4296	38.8114
	21111	E	Customer Relations Superv	54179.63	67453.67	80727.71
	21105	E	Senior Executive Assistant			

City of Flagstaff
Regular Pay Plan (2080 Hours)
FY 2020-2021

Range	Pos #		Position Title	Min	Mid	Max
112	21275	E	Airport Ops/ARFF Mgr	27.4898	34.4996	41.5095
C-4-1	21245	E	Auditor II	57178.78	71759.27	86339.76
	21274	E	Beaut, Arts & Scien Proj Admin			
	21277	E	Code Compliance Mgr			
	21289	E	Court IS Coordinator			
	21282	E	Creative Services Manager			
	21278	E	Deputy City Clerk			
	21285	E	Development Services Manager			
	21261	E	Environ Program Manager			
	21266	E	Facilities Maintenance Manager			
	21276	E	Financial Systems Analyst			
	21252	E	Housing & Grants Administrator			
	21281	E	Housing Analyst			
	21225	E	Human Resources Analyst			
	21201	E	Industrial Pretreatment Supv			
	21283	E	Int'l Travel Trade Manager			
	21273	E	IT Analyst			
	21290	E	Management Analyst			
	21272	E	Marketing and Media Relations Manager			
	21284	E	Parking Manager			
	21279	E	Regional Fire Training Coord			
	21287	E	Water Services Plan Reviewer			
	21288	E	Water Services Program Manager			
	21267	E	Visitor Center Manager			
113	21358	E	Assistant Finance Manager	29.5589	37.0964	44.6339
C-4-2	21360	E	Beautif, Arts & Science Manager	61482.51	77160.51	92838.51
	21340	E	Building Inspection Manager			
	21343	E	Business Attraction Mgr			
	21344	E	Business Retn & Exp Mgr			
	21326	E	Construction Manager			
	21354	E	Customer Service Manager			
	21352	E	IT Administrator			
	21350	E	Library IT Manager			
	21361	E	Neighborhood Planner-HPO			
	21357	E	Water Services Management Analyst			
114	21453	E	Billing and Collections Manager	31.7837	39.8886	47.9935
C-4-3	21433	E	Comp & Neighborhood Planng Mgr	66110.10	82968.29	99826.48
	21437	E	Deputy Court Admin			
	21429	E	Facilities Maintenance Supt			
	21445	E	FHA Manager			
	21443	E	Grants and Contracts Manager			
	21454	E	Human Resources Manager			
	21441	E	IT Manager			
	21455	E	Payroll Manager			
	21419	E	Police Communications Manager			
	21412	E	Police Support Svcs Manager			
	21444	E	Public Works Manager			
	21448	E	Sustainability Manager			
	21439	E	Tax License Revenue Manager			
	21436	E	Wildland Fire Manager			
115	21502	E	Building Official	34.1761	42.8910	51.6059
C-5-1	21531	E	Capital Impvs Engineer	71086.29	89213.28	107340.27
	21521	E	Comm Dsgn & Redev Mgr			
	21519	E	Current Planning Manager			
	21543	E	Deputy Library Director			
	21534	E	Development Engineer			
	21527	E	Finance Manager			
	21517	E	Housing Manager			

City of Flagstaff
Regular Pay Plan (2080 Hours)
FY 2020-2021

Range	Pos #		Position Title	Min	Mid	Max
	21549	E	Human Resources Manager			
	21548	E	Information Security Officer			
	21537	E	IT Administrator (Coordinating)			
	21529	E	IT Manager (Coordinating)			
	21518	E	Metropolitan Planning Org Mgr			
	21536	E	Purchasing Manager			
	21538	E	Real Estate Manager			
	21546	E	Recreation Manager			
	21547	E	SCADA and IS Manager			
	21512	E	Stormwater Program Mgr			
	21528	E	Traffic Engineer			
	21541	E	Wastewater Treatment Mgr			
	21542	E	Water Production Manager			
	21540	E	Water Services Manager			
	21539	E	Water Services Engineering Mgr			
	21526	E	Water Resources Mgr			
	21545	E	Zoning Code Manager			
116	21616	E	Assistant Finance Director	36.7485	46.1194	55.4902
C-5-2				76436.88	95928.25	115419.62
117	21723	E	Airport Director	39.2021	49.5907	59.9792
D-6-1	21729	E	City Clerk	81540.37	103148.56	124756.74
	21722	E	City Engineer			
	21714	E	Community Investment Director			
	21727	E	CVB Director			
	21724	E	Finance Director			
	21733	E	Housing Director			
	21716	E	IT Director			
	21701	E	Library Director			
	21721	E	Planning Director			
	21703	E	Public Affairs Director			
	21726	E	Public Works Section Director			
	21707	E	Purchasing Director			
	21725	E	Revenue Director			
	21732	E	Risk Management Director			
	21734	E	Water Services Operations Section Director			
118	21806	E	City Prosecutor	44.0473	55.7198	67.3924
D-6-2				91618.38	115897.29	140176.19
119				49.4914	62.6066	75.7218
D-6-3				102942.11	130221.73	157501.34
124	22400	E	Deputy City Manager	62.1967	80.8557	99.5147
E-9-1				129369.14	168179.86	206990.58
126	22601	E	City Manager	71.4905	92.9376	114.3847
F-10-2				148700.24	193310.21	237920.18

City of Flagstaff
Broad Band Pay Plan
FY 2020-2021

Band	Pos #		Position Title	Min	Mid	Max
B11	80101	N	Administrative Assistant	13.7686	16.3959	19.0232
				28,638.69	34,103.53	39,568.26
B12	80102	N	Administrative Assistant	15.7391	18.3664	20.9937
				32,737.33	38,202.17	43,666.90
B13	80103	N	Administrative Assistant	17.7096	20.3369	22.9642
				36,835.97	42,300.67	47,765.54
B21	80201	N	Administrative Specialist	15.6219	18.8268	22.0317
	80801	N	Court Judicial Specialist	32,493.55	39,159.81	45,825.94
B22	80202	N	Administrative Specialist	18.0256	21.2305	24.4354
	80802	N	Court Judicial Specialist	37,493.25	44,159.50	50,825.63
B23	80203	N	Administrative Specialist	20.4293	23.6342	26.8391
	80803	N	Court Judicial Specialist	42,492.94	49,159.05	55,825.33
B81	81601	N	Equipment Operator	15.6219	19.1672	22.7125
	81701	N	Maintenance Worker	32,493.55	39,867.82	47,242.00
B82	81602	N	Equipment Operator	18.7733	22.3186	25.8639
	81702	N	Maintenance Worker	39,048.46	46,422.69	53,796.91
B83	81603	N	Equipment Operator	21.9247	25.4700	29.0153
	81703	N	Maintenance Worker	45,603.38	52,977.54	60,351.82
B71	81801	E	Accountant	23.0159	27.9113	32.8067
	81111	E	Procurement Specialist	47,873.07	58,055.51	68,237.94
B72	81802	E	Accountant	27.3674	32.2628	37.1581
	81112	E	Procurement Specialist	56,924.19	67,106.52	77,288.85
B73	81803	E	Accountant	31.7188	36.6141	41.5095
	81113	E	Procurement Specialist	65,975.10	76,157.43	86,339.76
BA1	82201	N	Recreation Coordinator	18.2579	22.0036	25.7493
				37,976.43	45,767.54	53,558.54
BA2	82202	N	Recreation Coordinator	21.0672	24.8128	28.5586
				43,819.78	51,610.67	59,401.89
BA3	82203	N	Recreation Coordinator	23.8764	27.6221	31.3678
				49,662.91	57,454.05	65,245.02
BB1	82301	E	Recreation Supervisor	24.4851	29.3492	34.2133
	82601	E	Water Services Supervisor	50,929.01	61,046.34	71,163.66
BB2	82302	E	Recreation Supervisor	28.1332	32.9973	37.8614
	82602	E	Water Services Supervisor	58,517.06	68,634.44	78,751.71
BB3	82303	E	Recreation Supervisor	31.7813	36.6454	41.5095
	82603	E	Water Services Supervisor	66,105.10	76,222.34	86,339.76
B61	82401	N	Library Specialist	16.8886	20.3533	23.8181
				35,128.29	42,334.85	49,541.65
B62	82402	N	Library Specialist	19.4871	22.9519	26.4167
				40,533.17	47,739.94	54,946.74
B63	82403	N	Library Specialist	22.0857	25.5505	29.0153
				45,938.26	53,145.01	60,351.82
B51	81201	E	Planning Development Manager	27.4898	33.3479	39.2062
	81301	E	Project Manager	57,178.78	69,363.73	81,548.90
B52	81202	E	Planning Development Manager	31.8834	37.7417	43.5998
	81302	E	Project Manager	66,317.47	78,502.63	90,687.58
B53	81203	E	Planning Development Manager	36.2771	42.1353	47.9935
	81303	E	Project Manager	75,456.37	87,641.43	99,826.48
BC1	81401	E	Assistant City Attorney	31.7837	38.5570	45.3303
				66,110.10	80,198.61	94,287.02
BC2	81402	E	Assistant City Attorney	36.8637	43.6369	50.4102
				76,676.50	90,764.80	104,853.22
BC3	81403	E	Assistant City Attorney	41.9436	48.7169	55.4902
				87,242.69	101,331.24	115,419.62

City of Flagstaff
Broad Band Pay Plan
FY 2020-2021

Band	Pos #		Position Title	Min	Mid	Max
BD1	81501	E	Senior Assistant City Attorney	39.2021	49.6361	60.0705
				81,540.37	103,243.17	124,946.64
BD2	81502	E	Senior Assistant City Attorney	47.0276	57.4619	67.8961
				97,817.38	119,520.85	141,223.89
BD3	81503	E	Senior Assistant City Attorney	54.8534	65.2876	75.7218
				114,095.07	135,798.21	157,501.34
B91	81901	E	Division Director	54.1111	61.8006	69.4901
				112,551.09	128,545.25	144,539.41
B92	81902	E	Division Director	62.6550	70.3444	78.0339
				130,322.40	146,316.46	162,310.51
B93	81903	E	Division Director	71.1988	78.8883	86.5778
				148,093.50	164,087.66	180,081.82

City of Flagstaff
Fire Pay Plan (2912 Hours)
FY 2020-2021

Range	Pos #		Position Title	Min	Mid	Max
8	10813	N	Firefighter	16.1527	19.1393	22.1259
208				1809.10	2143.60	2478.10
				47036.66	55733.64	64430.62
8	10813	N	Firefighter Paramedic	18.2827	21.2693	24.2559
F08				2047.66	2382.16	2716.66
				53239.22	61936.20	70633.18
209	10905	N	Fire Engineer	20.8632	23.1077	25.3522
				2336.68	2588.06	2839.45
				60753.64	67289.63	73825.61
F29	10905	N	Fire Engineer Paramedic	22.9932	25.2377	27.4822
				2575.24	2826.62	3078.01
				66956.20	73492.19	80028.17
13	11300	N	Fire Captain	24.0612	26.7087	29.3562
213				2694.85	2991.37	3287.89
				70066.21	77775.73	85485.25
13	11300	N	Fire Captain Paramedic	26.1912	28.8387	31.4862
F13				2933.41	3229.93	3526.45
				76268.77	83978.29	91687.81
15	21513	E	Fire BC (40)	39.6113	46.6671	53.7229
215				3168.91	3733.37	4297.83
				82391.55	97067.59	111743.63
15	21514	E	Fire BC (56)	28.2938	33.3337	38.3735
215				3168.91	3733.37	4297.83
				82391.55	97067.59	111743.63
18	21805	E	Deputy Fire Chief	45.9046	55.7536	65.6026
218				3672.37	4460.29	5248.21
				95481.57	115967.49	136453.41

* Deputy Fire Chief hourly rate is MBP salary divided by 2080
* Fire BC (40) hourly rate is MBP salary divided by 2080; Fire BC (56) hourly rate is MBP salary divided by 2912.

City of Flagstaff
Police Pay Plan
FY 2020-2021

Range	Pos #		Position Title	Entry	After Academy		
PT9	10963	N	Police Officer Recruit	24.1974	24.834		
				1935.79	1986.72		
				50330.59	51654.72		
PT9	10964	N	Police Officer Lateral	24.8340			
				1986.72			
				51654.72			
Range	**Pos #**		**Position Title**	**Min**		**Mid**	**Max**
P09	10903	N	Police Officer	25.4708		30.73	35.99
				2037.66		2458.45	2879.23
				52979.26		63919.65	74860.03
P11	11100	N	Police Corp/Det	31.0380		36.00	40.97
				2483.04		2880.32	3277.60
				64559.04		74888.32	85217.60
P13	11301	N	Police Sergeant	36.3639		41.27	46.18
				2909.11		3301.85	3694.58
				75636.91		85848.05	96059.18
P15	21503	E	Police Lieutenant	43.8528		49.99	56.13
				3508.22		3999.37	4490.51
				91213.82		103983.57	116753.31
P18	21801	E	Deputy Police Chief	51.8668		63.96	76.06
				4149.34		5117.16	6084.98
				107882.94		133046.16	158209.38

City of Flagstaff
Skill Based Pay
FY 2020-2021

Range	Pos #		Position Title	1 (L1#1)	2 (LI#2)	3 (LI#3)	4 (LII#1)	5 (LII#2)	6 (LII#3)	7 (Max)
SB1	90101	N	MSW - Plant Technician	16.8886	18.2705	20.3523	22.4345	24.8695	27.6581	31.3678
	90201	N	MSW - Water Services Technician	35,128.29	38,002.64	42,332.78	46,663.76	51,728.56	57,528.85	65,245.02
	90301	N	MSW - Laboratory							
	90401	N	MSW - Operations							
	90501	N	MSW - Maintenance							

City of Flagstaff
Temporary Employee Pay Plan
FY 2020-2021

Position Title	Control #	Pay Grade	Step	Rate
Administrative Assistant - Customer Service	14814	800	Step 4	13.7686
Administrative Assistant - Prosecution	14818	700	Step 27	14.9900
Administrative Assistant - Sales Tax	14813	800	Step 4	13.7686
Administrative Assistant - Visitor Center	14813	800	Step 4	13.7686
Administrative Assistant - Visitor Center	14968	900	Step 53	17.6901
Administrative Specialist - Community Investment	14817	800	Step 26	18.0256
Administrative Specialist - HR - Temp	14815	700	Step 22	14.0000
Administrative Specialist - PD - Temp	14810	800	Step 24	15.6219
Administrative Specialist - Temp	14810	800	Step 6	15.6219
Attorney	14945	700	Step 21	44.1346
Building Plans Examiner	14956	700	Step 24	30.0000
CART EMP - Temp	14039	800	Step 12	16.8886
CART Paramedic - Temp	14040	900	Step 26	24.8162
Climate Engagement Coordinator	14974	900	Step 66	18.2500
Communications Aide	14971	900	Step 65	15.5000
Community Stewards Assistant	14975	900	Step 68	19.7500
Contract Specialist Temp	14593	900	Step 41	23.0089
Dew Downtown Construction	14928	900	Step 16	22.0347
Enrichment Coordinator	14306	900	Step 7	13.0000
Env Aide - Temp	14020	800	Step 5	16.8886
Env Assistant - Temp	14943	800	Step 14	18.2579
Equipment Operator	14014	800	Step varies	Varies
Equipment Operator II - Snow	14015	800	Step 9	25.5004
Equipment Operator II - Snow (CDL)	14018	800	Step 9	25.5004
Equipment Operator II - Snow (CDL) - Airport	14038	800	Step 9	25.5004
Equipment Operator III - Snow	14016	800	Step 10	31.0153
Equipment Operator III - Snow (CDL)	14019	800	Step 10	31.0153
Finance Clerk - Temp	14936	800	Step 5	16.8886
Finance Clerk - Temp	14936	800	Step 25	18.5000
Finance Manager - Temp	14946	900	Step 30	47.8584
Finance Specialist - Temp	14970	900	Step 69	19.7383
Fire Auxiliary Staff AD-A	14025	700	Step 1	11.1600
Fire Auxiliary Staff AD-B	14026	700	Step 2	12.2800
Fire Auxiliary Staff AD-C	14027	700	Step 3	13.6400
Fire Auxiliary Staff AD-D	14028	700	Step 4	15.0800
Fire Auxiliary Staff AD-E	14029	700	Step 5	16.5400
Fire Auxiliary Staff AD-F	14030	700	Step 6	18.1000
Fire Auxiliary Staff AD-G	14031	700	Step 7	21.0000
Fire Auxiliary Staff AD-H	14032	700	Step 8	24.0000
Fire Auxiliary Staff AD-I	14033	700	Step 9	24.5200
Fire Auxiliary Staff AD-J	14034	700	Step 10	26.9400
Fire Auxiliary Staff AD-K	14035	700	Step 11	29.6000
Fire Auxiliary Staff AD-L	14036	700	Step 13	35.4800
Fire Auxiliary Staff AD-M	14037	700	Step 14	42.1800
Fire Inspector	14041	700	Step 23	18.0000
Fitness Instructor	14705	900	Step 20	21.2242
Flag Watershed Protection Project Ops Specialist	14938	800	Step 20	22.4974
Grants Compliance Specialist	14929	700	Step 15	105.0000
Indigenous Coordinator	14343	700	Step 26	20.0000
Intern	14800	900	Step Varies	Varies

City of Flagstaff
Temporary Employee Pay Plan
FY 2020-2021

Position Title	Control #	Pay Grade	Step	Rate
IT Analyst - Project Management	14931	900	Step 18	53.0604
Library Clerk - Temp	14401	805	Step 2	13.9894
Library Page - Temp	14201	805	Step 1	13.0000
Library Specialist - Temp	14601	805	Step 3	16.0441
Lifeguard	14958	905	Step 2	13.1857
Maintenance Worker	14305	800	Step varies	Varies
Maintenance Worker - Airport Snow	14304	900	Step 19	13.0000
Maintenance Worker - Parks	14313	900	Step 9	13.7957
Maintenance Worker Temp - Recreation	14967	905	Step 8	14.5476
Mechanic Assistant	14955	900	Step 34	16.6464
Mechanic I Temp	14935	800	Step 14	18.2579
Open Space Aide	14944	900	Step 12	15.9181
Planning Development Manager	14042	700	Step 25	28.0000
Public Works Manager	14939	900	Step 17	32.2066
Real Estate Specialist	14968	700	Step 12	19.8200
Recreation Assistant	14957	905	Step 1	13.0000
Recreation Instructor I	14960	905	Step 2	13.1857
Recreation Instructor II	14961	905	Step 5	13.6190
Recreation Instructor III	14962	905	Step 11	25.7623
Recreation Leader I	14959	905	Step 3	13.3095
Recreation Leader II	14963	905	Step 6	14.0524
Recreation Official I	14964	905	Step 4	13.5571
Recreation Official II	14965	905	Step 9	14.8571
Recreation Official III	14966	905	Step 10	17.7175
Recreation Program Coordinator	14314	800	Step 14	18.2579
Rink Guard/Attendant	14103	905	Step 1	13.0000
Stormwater Technician	14316	700	Step 16	15.0000
Temporary - Specialized	14900	900	Step Varies	Varies
Volunteer Coordinator	14941	800	Step 11	21.3523
Volunteer Event Assistant	14976	900	Step 68	19.7500
Waste Minimization Assistant	14954	900	Step 31	13.5252
Water Conservation Enforcement Aide	14017	900	Step 28	15.0858
Water Conservation Enforcement Aide	14017	900	Step 12	15.9181
Water Conservation Enforcement Aide	14017	900	Step 33	20.8080
Weight Training Specialist	14706	905	Step 7	14.3747
Wildland Fire Crew Member	14914	900	Step 35	14.6696
Wildland Fire Crew Member (plus add pay)	14914	900	Step 36	15.6696
Wildland Fire Crew Member Senior	14934	900	Step 37	16.2302
Wildland Fire Crew Member Senior (plus add pay)	14934	900	Step 38	17.7302
Wildland Fire Squad Boss	14930	900	Step 39	18.2070
Wildland Fire Squad Boss (plus add pay)	14930	900	Step 40	20.2070

RESOLUTION NO. 2020-36

A RESOLUTION OF THE COUNCIL OF THE CITY OF FLAGSTAFF, ARIZONA ADOPTING THE BUDGET FOR THE CITY OF FLAGSTAFF FOR FISCAL YEAR 2020-2021

RECITALS:

WHEREAS, in accordance with the provisions of A.R.S. Title 42, Chapter 17, Articles 1 - 5, the City Council did, on June 2, 2020 make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property within the City of Flagstaff; and

WHEREAS, in accordance with said sections of said Title, and following due public notice, the Council met on June 2, 2020, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies; and

WHEREAS, it appears that publication has been duly made as required by law, of said estimates together with a notice that the City Council would meet on June 16, 2020, in the City Council Chambers at City Hall for the purpose of hearing taxpayers and making tax levies as set forth in said estimates; and

WHEREAS, it appears that the sums to be raised by taxation, as specified therein, do not in the aggregate amount exceed that amount as computed in A.R.S. 42-17051 (A).

ENACTMENTS:

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FLAGSTAFF AS FOLLOWS:

SECTION 1 That said estimates of revenues and expenditures shown on the accompanying schedules as now increased, reduced, or changed, are hereby adopted as the budget of the City of Flagstaff for Fiscal Year 2020-2021.

PASSED AND ADOPTED by the City Council of the City of Flagstaff this 17th day of June, 2020.

MAYOR

ATTEST:

CITY CLERK

RESOLUTION NO. 2020-36 **PAGE 2**

APPROVED AS TO FORM:

CITY ATTORNEY

Exhibits:

Schedule A – Summary schedule of Estimated Revenues and Expenditures/Expenses
Schedule B – Tax Levy and Tax Rate Information
Schedule C – Revenues Other Than Property Taxes
Schedule D – Other Financing Sources/(Uses) and Interfund Transfers
Schedule E – Expenditures/Expenses by Fund
Schedule F – Expenditures/Expenses by Division (as applicable)
Schedule G – Full-Time Employees and Personnel Compensation

ORDINANCE NO. 2020-16

AN ORDINANCE LEVYING UPON THE ASSESSED VALUATION OF THE PROPERTY WITHIN THE CITY OF FLAGSTAFF, ARIZONA, SUBJECT TO TAXATION A CERTAIN SUM UPON EACH ONE HUNDRED DOLLARS ($100.00) OF VALUATION SUFFICIENT TO RAISE THE AMOUNT ESTIMATED TO BE REQUIRED IN THE ANNUAL BUDGET, LESS THE AMOUNT ESTIMATED TO BE RECEIVED FROM OTHER SOURCES OF REVENUE; PROVIDING FUNDS FOR VARIOUS BOND REDEMPTIONS, FOR THE PURPOSE OF PAYING INTEREST UPON BONDED INDEBTEDNESS AND PROVIDING FUNDS FOR GENERAL MUNICIPAL EXPENSES, ALL FOR THE FISCAL YEAR ENDING THE 30TH DAY OF JUNE, 2020

RECITALS:

WHEREAS, by the provisions of State law, the ordinance levying taxes for fiscal year 2020-2021 is required to be finally adopted not later than the third Monday in August; and

WHEREAS, the County of Coconino is the assessing and collecting authority for the City of Flagstaff.

ENACTMENTS:

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FLAGSTAFF AS FOLLOWS:

SECTION 1. There is hereby levied on each one hundred dollars ($100.00) of the assessed value of all property, both real and personal within the corporate limits of the City of Flagstaff, except such property as may be by law exempt from taxation, a primary property tax rate of 0.7510 for the fiscal year ending on the 30th day of June 2020. If this tax rate exceeds the maximum levy allowed by law, the Board of Supervisors of the County of Coconino is hereby authorized to reduce the levy to the maximum allowable by law after providing notice to the City.

SECTION 2. In addition to the rate set in Section 1 hereof, there is hereby levied on each one hundred dollars ($100.00) of the assessed value of all property, both real and personal within the corporate limits of the City of Flagstaff, except such property as may be by law exempt from taxation, a secondary property tax rate of 0.8000 for the fiscal year ending June 30, 2020.

SECTION 3. Failure by the county officials of Coconino County, Arizona, to properly return the delinquent list, any irregularity in assessments or omissions in the same, or any irregularity in any proceedings shall not invalidate such proceedings or invalidate any title conveyed by any tax deed; failure or neglect of any officer or officers to timely perform any of the duties assigned to him or to them shall not invalidate any proceedings or any deed or sale pursuant thereto, the validity of the assessment or levy of taxes or of the judgment of sale by which the collection of the same may be enforced shall not affect the lien of the City of Flagstaff upon such property for the delinquent taxes unpaid thereon; overcharge as to part of the taxes or of costs shall not invalidate any proceedings for the collection of taxes or the foreclosure of the lien thereon or a sale of the

ORDINANCE NO. 2020-16 **PAGE 2**

property under such foreclosure; and all acts of officers de facto shall be valid as if performed by officers de jure.

SECTION 6. Effective Date

The tax levies imposed by this Ordinance shall take effect August 6, 2020.

PASSED AND ADOPTED by the City Council of the City of Flagstaff this 7th day of July, 2020.

MAYOR

ATTEST:

CITY CLERK

APPROVED AS TO FORM:

CITY ATTORNEY

Glossary

Accrual Basis of Accounting – A method of accounting in which revenues are recorded when measurable and earned, and expenditures (or expenses) are recognized when a good or service is used.

Activity – The purpose/activity or group of sub-activities within a function/program for which the city is responsible.

Adopted Budget – Formal action made by City Council that sets the spending limits for the fiscal year.

Allocation – Assigning one or more items of cost or revenue to one or more segments of an organization according to benefits received, responsibilities, or other logical measures of use.

Annualized Costs – Operating costs incurred at annual rates for a portion of the prior fiscal year and which must be incurred at similar rates for the entire twelve months of the succeeding fiscal year.

Appropriation – An authorization granted by the City Council to make expenditures and to incur obligations for purposes specified in the appropriation ordinance.

Assessed Valuation – A valuation set upon real estate or other property by the County Assessor and the State as a basis for levying taxes (primary or secondary).

Available – Collectible within the current period or soon enough, thereafter, to be used to pay liabilities of the current period.

Balanced Budget – A budget in which current revenues equal current expenditures. The State or local government may set the legal requirements for a balanced budget.

Bond – A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specific rate.

Bond Funds – Used to account for the purchase or construction of major capital facilities that are not financed by other funds. The use of bond funds is necessary to demonstrate that bond proceeds are spent only in amounts and for purposes authorized.

Bonds Proceeds – Debt issuances derived from the sale of bonds for constructing major capital facilities.

Bond Rating – System of rating securities to provide investors with a simple system of gradation by which future relative creditworthiness of securities may be gauged.

Budget – A financial plan consisting of an estimate of proposed expenditures and their purposes for a given period and the proposed means of financing them.

Budgetary Control – The control of management of a governmental unit or enterprise in accordance with an approved budget for keeping expenditures within the limitations of authorized appropriations and available revenues.

Budget Message – The opening section of the budget that provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations regarding the financial policy for the coming period.

Capital – Those items valued over $5,000 with a life expectancy of at least three years.
Capital Improvement Program Budget – The appropriation of bonds or operating revenue for improvements to city facilities including buildings, streets, water and sewer lines, and parks.

Capital Outlay – Expenditures that result in the acquisition of or addition to fixed assets.

Capital Project – Any project having assets of significant value and having a useful life of three years or more. Capital projects include the purchase of land for design, engineering and construction of buildings and infrastructure items such as streets, bridges, drainage, street lighting, water system, etc. Capital projects are permanent attachments intended to remain attached to the land.

Carryforward – Any equipment, contractual, commodity, or capital project that has been previously approved by the Mayor and Council but for several reasons has not been implemented on schedule. Under State law and generally accepted accounting principles, only those costs related to work done on or before the last day of the fiscal year can be reflected on the financial statements of that fiscal year. To avoid having to charge the project costs estimated to be incurred in a subsequent fiscal year as an unbudgeted item for that year and, therefore, a violation of State budget law, such project and the associated projected costs are included in the subsequent year's budget.

Commodities – Expendable items used by operating or construction activities. Examples include office supplies, repair and replacement parts for equipment, fuels and lubricants, etc.

Community Development Division – Refers to the following group of Sections: Community Development, Engineering, Capital Improvements, Planning and Development, Housing, Real Estate, Community Housing Services, Flagstaff Metropolitan Planning Organization and Flagstaff Housing Authority.

Contingency – Monies set aside as carryover to the following fiscal year, but which can be used to finance unforeseen expenditures of the various operating funds.

Contractual Services – Contracted services used for operating or construction activities. Examples include legal fees, postage and freight, rents, utilities and debt service costs.

Cost Center – An organizational budget and/or operating unit within each city division or department.

Cost of Service - The degree to which the cost (direct and/or indirect) of facilities, services, and programs is supported by user fees and/or other designated funding mechanism such as grants, partnerships, etc.

Debt Service – Payment of principal, interest and related service charges on obligations resulting from the issuance of bonds.

Debt Service Fund Requirements – The amounts of revenue that must be provided for a Debt Service Fund so that all principal and interest payments can be made in full on schedule.

Depreciation – Depreciation is a systematic allocation of the cost of a fixed asset over its useful life. It is a way of matching the cost of a fixed asset with the revenue (or other economic benefits) it generates over its useful life. Without depreciation accounting, the entire cost of a fixed asset would be recognized in the year of purchase. This would give a misleading view of the financial status of the entity.

Division – A major administrative division of the city that indicates overall management responsibility for an operation or group of related operations within a functional area.

Economic Vitality Division – Refers to the following group of Sections: Community Investment, Beautification, EDA Revolving Loan, Tourism, Visitor Services Arts and Science, Airport, Library and Parking District.

Encumbrances – Obligations in the form of purchase orders, or contracts, which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbered when the obligations are paid or otherwise liquidated.

Enterprise Fund – An Accounting entity established to account for the acquisition, operation and maintenance of governmental facilities and services, which are entirely or predominately self-supporting.

Estimated Revenue – The amount of projected revenue to be collected during the fiscal year.

Expenditure/Expense – This term refers to the outflow of funds paid for an asset, goods, or services obtained.

Expenditure Limitation – The Arizona State Legislature imposed constitutional amendment that limits the annual expenditures of all municipalities. The Economic Estimates Commission, based on population growth and inflation, sets this limit.

Fiduciary Fund – Fiduciary Funds account for assets held in a trustee or agent capacity for outside parties, including individuals, private organizations and other governments.

Fiscal Year – A twelve-month period to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operations. For the City of Flagstaff, it is July 1, through June 30.

Fixed Assets – Assets of a long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

Fund – An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources, together with all related liabilities, for carrying on specific activities or attaining certain objectives in accordance with special regulations.

Fund Balance – Fund balance is the excess of assets over liabilities and reserves and is, therefore, also known as surplus funds.

Funds Carried Forward – The balance of operating funds brought forward from prior years.

General Administration Divisions – Refers to the following group of Sections: City Manager, Human Resources, Risk Management, City Attorney and Flagstaff Municipal Court.

General Fund – A fund used to account for all general-purpose transactions of the city that do not require a special type of fund.

General Government Revenue – The revenues of a government other than those derived from and retained in an Enterprise Fund.

General Obligation Bonds – Bonds that finance a variety of public projects such as streets, buildings and improvements. The repayment of these bonds is usually made from secondary property taxes.

Generally Accepted Accounting Principles – Common set of accounting principles, standards and procedures that companies use to the compile their financial statements.

Goal – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a specific achievement in a specific period.

Governmental Accounting Standards Board – Independent private-sector organization that establishes accounting and financial reporting standards for U.S. state and local governments that follow Generally Accepted Accounting Principles.

Governmental Fund – Term used in government accounting to apply to all funds except for the profit and loss funds (e.g., enterprise fund, internal service fund, and trust and agency fund). Examples of governmental funds are the general fund, special assessment fund, and capital projects fund. Governmental funds use the modified accrual accounting method.

Grant – A contribution by the state or federal government or other agency to support a function.

Hazardous Assignment Pay – Eligible employee compensation above which they are normally entitled. It is a monetary incentive that is paid to employees who perform demanding duties or duties with an unusual degree of responsibility, a heightened level of physical risk that is above the norm for the job and where additional certification and/or continuing education is needed that is above and beyond the minimum requirements for the position.

Home Rule – Privilege of citizens at the grass roots level to manage their own affairs with minimal interference from the state. Assumes that government issues should be solved at the level closest to the people. Need to reach a population of 5,000 and there must be an election ratifying a city/town charter. Allows city/town to pass any regulations or laws it deems necessary unless the state law prohibits it.

Interfund Transfer – Amounts transferred from one fund to another.

Major Fund – Those funds whose revenues, expenditures/expenses, assets or liabilities are at least ten percent of the total for their fund category (governmental or enterprise) and five percent of the aggregate of all governmental and enterprise funds in total.

Management Services Division – Refers to the following group of Sections: Management Services Administration, Purchasing, Finance, Information Technology and Revenue.

Modified Accrual Accounting – Basis of accounting required for use by governmental funds in which revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred.

Non-Departmental – Refers to the following Sections: Council and Commissions, Non-Departmental and NAIPTA.

Non-Major Fund – Those funds whose revenues, expenditures/expenses, assets or liabilities are not at least ten percent of the total for their fund category (governmental or enterprise) and five percent of the aggregate of all governmental and enterprise funds in total.

Non-Recurring Revenue – Revenue which is a one-time receipt, or which is not received on a continual basis.

Objectives – A statement of specific measurable outcomes that contribute toward accomplishing the departmental mission.

Operating Budget – A budget for general expenditures such as salaries, utilities and supplies.

Operating Revenue – Resources derived from recurring revenue sources used to finance recurring operating expenditures and pay-as-you-go capital expenditures.

Outside Agencies – Refers to organizations, which are not associated with or cannot be allocated to any division.

Pay as You Go Financing – The principle or practice of paying for goods and services at the time of purchase, rather than relying on credit.

Performance Indicators – Measures used to evaluate the performance of a program or activity. Effectiveness and efficiency are two types of outcome performance indicators.

Personal Services – All employers' costs related to compensating employees of the City of Flagstaff, including employee fringe benefit costs such as the city portion of retirement, social security, and health and industrial insurance.

Personnel Services – Expenditures for salaries, wages and fringe benefits of a government's employees.

Police Division – Refers to both Police and Police Grant Sections.

Primary Taxes and Values – Primary or "limited" values are used to calculate primary property taxes, which are collected to fund the maintenance and operation of school districts, community college districts, counties, cities and state government. Primary values and taxes are both limited as to how much they can increase if no changes have been made to the property.

Program – A group of related functions or activities performed by a division where there is a desire to budget and identify expenditures independently of other activities within the division.

Property Tax Levy – The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

Proprietary Fund - Proprietary funds are used to account for the government's ongoing organizations and activities that are like those often found in the private sector. These funds are considered self-supporting in that the services rendered by them are generally financed through user charges or on a cost reimbursement basis. Proprietary funds use the economic resources measurement focus and the accrual basis of accounting. There are two types of proprietary funds: enterprise funds and internal service funds.

Public Works Division – Refers to the following Sections: Public Works Administration, Facilities Maintenance, USGS Campus, Fleet Services, Parks, Recreation Services, Streets, Solid Waste, Sustainability and Environmental Management.

Recurring Revenues – Revenue sources available on a constant basis to support operating and capital budgetary needs.

Reserves – Account that records a portion of the fund equity that must be segregated for some future use and that is, therefore, not available for further appropriation or expenditure.

Restricted Revenues – Are legally restricted for a specific purpose by the Federal, State or local government.

Revenues – Amounts estimated to be received from taxes and other sources during the fiscal year.

Revolving Loan Fund – A gap financing measure primarily used for development and expansion of small businesses. It is a self-replenishing pool of money, utilizing interest and principle payment on old loans to issue new ones.

Secondary Property Taxes – Ad valorem taxes or special property assessments used to pay the principal and interest charges on any bonded indebtedness or other lawful long-term obligation issued or incurred for a specific purpose by a municipality.

Secondary Taxes and Values – Secondary, or full cash values are synonymous to market values. They are used to calculate secondary property taxes to support voter-approved budget overrides, bond issues and other debt service, such as special districts.

Special Revenue Fund – Fund used to account for revenues from specific taxes or other earmarked revenue sources that by law are designated to finance functions or activities of government.

Street and Highway Bonds – Bonds that are secured by the City's Highway User Revenues and used for the construction of street, highway and related capital projects.

Tax Levy – The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

Tax Rate – The amount of tax levied for each $100 of assessed valuation.

Urban Design – Refers to the following group of divisions: Beautification - General Administration, Streetscape, Flagstaff Urban Trails System, Rehabilitation Projects and Reserve - Beautification.

Water Services Division – Refers to the following Sections: Water Services Administration, Water Production, Water Distribution, Water Resource Management, Utilities Engineering Services, Regulatory Compliance, Wastewater Treatment – Wildcat, Wastewater Treatment - Rio, Wastewater Collection, Reclaimed Water and Stormwater.

Acronyms

Acronym	Description
4FRI	Four Forest Restoration Initiative
ACA	Arizona Commerce Authority
ACA	Arizona Court Association
ACI	American Concrete Institute
ACJC	Arizona Criminal Justice Commission
AD&D	Accidental Death & Dismemberment
ADA	Americans with Disabilities Act
ADC	Alternate Daily Coverage
ADEM	Arizona Division of Emergency Management
ADEQ	Arizona Department of Environmental Quality
ADOH	Arizona Department of Housing
ADOT	Arizona Department of Transportation
ADR	Average Daily Rate
ADWR	Arizona Department of Water Resources
AEP	Achievement of Excellence in Procurement
AG	Attorney General
AIP	Airport Improvement Program
APP	Aquifer Protection Permit
APS	Arizona Public Service
ARFF	Aircraft Rescue and Firefighting
ARS	Arizona Revised Statutes
ASCT	Adaptive Signed Control Technology
ASRS	Arizona State Retirement System
ATSSA	American Traffic Safety Services Association
ATTI	Arizona Technical Testing Institute
AWIR	Aging Water Infrastructure Replacement
BBB	Bed, Board, and Beverage Tax
BMX	Bicycle Motocross
BNSF	Burlington Northern Santa Fe Railroad Company
BPAC	Beautification and Public Art Commission
CACC	Court Automation Coordinating Committee
CAFR	Comprehensive Annual Financial Report
CAPPO	California Association of Public Procurement Officers
CCC	Coconino Community College
CCRT	Coordinated Community Response Team
CD	Community Development
CD&R	Community Design & Redevelopment
CDBG	Community Development Block Grant
CIP	Capital Improvement Plan/Projects
CJCC	Criminal Justice Coordinating Council
CJI	Criminal Justice Integration
CLIA	Court Leadership Institute of Arizona
CM	City Manager
CMMS	Computerized Maintenance Management System
CMS	Case Management System
COF	City of Flagstaff
COGEN	Cogeneration
CommDEV	New Permit Tracking System (Online) for the City of Flagstaff
COPS	Community Oriented Policing Services
COT	Commission on Technology
CRS	Community Rating System

CVB	Convention and Visitor Bureau
CY	Calendar Year
CY	Cubic Yards
DBE	Disadvantaged Business Enterprise Program
DBM	Decision Band Method
DES	Department of Economic Security
DES POPTAC	Department of Economic Security Population Technical Advisory Committee
DHS	Department of Homeland Security
DMV	Department of Motor Vehicles
DMA	Data and Marketing Mastery
DMO	Destination Marketing Organization
DOJ	Department of Justice
DoIT	Division of Information Technology
DOT	Department of Transportation
DRB	Development Review Board
DRIP	Drainage Improvement Project
DUI	Driving Under the Influence
EAH	Employer Assisted Housing
EAD	Employee Advisory Committee
EAP	Employee Assistance Program
ECONA	Economic Collaborative of Northern Arizona
EDA	Economic Development Administration
EDMS	Electronic Document Management System
EEOP	Equal Employment Opportunity Plans
EFCL	East Flagstaff Community Library
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
ERT	Electronic Receiver/Transmitters
ERU	Equivalent Rate Unit
ESTO	Educational Seminar for Tourism Organizations
FAA	Federal Aviation Administration
FAPPO	Florida Association of Public Procurement Officers
FBI	Federal Bureau of Investigation
FCP	Flagstaff Cultural Partners
FDBA	Flagstaff Downtown Business Alliance
FEMA	Federal Emergency Management Agency
FFATA	Federal Funding Accountability and Transparency Act
FFV	Flexible Fuel Vehicle
FHA	Flagstaff Housing Authority
FHC	State Forest Health Council
FHWA	Federal Highway Administration
FMPO	Flagstaff Metropolitan Planning Organization
FPD	Flagstaff Police Department
FPL	Flagstaff Public Library
FSO	Flagstaff Symphony Orchestra
FTA	Federal Transit Administration
FTE	Full-Time Equivalent
FUSD	Flagstaff Unified School District
FUTS	Flagstaff Urban Trail System
FWPP	Flagstaff Watershed Protection Project
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GCCL	Grand Canyon Community Library
GFFP	Greater Flagstaff Forests Partnership
GFOA	Government Finance Officers Association
GIITEM	Gang and Immigration Intelligence Team Enforcement Mission

GIS	Geographic Information System
GF	General Fund
GIS	Geographic Information System
GO	General Obligation
GOHS	Governor's Office of Highway Safety
GPLET	Government Property Lease Excise Tax
GPS	Global Positioning System
GSA	Government Services Administration
HB	House Bill
HPC	Hazardous Product Center
HR	Human Resources
HRA	Health Risk Assessment
HRIS	Human Resource Information Services
HSIP	Highway Safety Improvement Project
HTE	SunGard Public Sector Software
HUD	Housing and Urban Development
HURF	Highway User Revenue Fund
HVAC	Heating, Ventilation, Air Conditioning
I-17	Interstate Highway 17
ICM	Institute for Court Management
ICMA	International City/County Management Association
IDS	Interdivisional Staff
IGA	Intergovernmental Agreement
ICSC	International Centre for Sustainable Cities
ILS	Integrated Library System
ISM	Institute of Supply Management
ISO	Insurance Service Organization
ISTEA	Intermodal Surface Transportation Efficiency
IT	Information Technology
ITE	Institute of Transportation Engineers
JAG	Judge Advocate General
JCEF	Judicial Collection Enhancement Fund
KWH	Kilowatt Hour
LEAF	Law Enforcement Administrative Facility
LED	Light Emitting Diode
LID	Low Impact Development
LF	Lineal Feet
LGIP	Local Government Investment Pool
LIHTC	Low Income Housing Tax Credit
LJC	Limited Jurisdiction Court
LJCAA	Limited Jurisdiction Court Administrators Association
LJCMS	Limited Jurisdiction Case Management System Development Group
LM	Lake Mary
LRR	Limited Re-evaluation Report
LSTA	Library Services and Technology Act
LTAF	Local Transportation Assistance Funds
MCC	Motor Control Center
MDC	Mobile Data Communications
METRO	Northern Arizona Street Crimes Task Force
MFC	Municipal Facilities Corporation
MGD	Million gallons per day
MPO	Metropolitan Planning Organization
MRF	Materials Recovery Facility
MRO	Medicaid Rehab Option
MSW	Municipal Solid Waste
MUTCD	Manual of Uniform of Traffic Control Devices

MWh	Milliwatt-hour is 1/1000 W.h
NACET	Northern Arizona Center for Entrepreneurship and Technology
NACOG	Northern Arizona Council of Government
NAEP	National Association of Educational Procurement
NAIPTA	Northern Arizona Intergovernmental Public Transit Authority
NAPEBT	Northern Arizona Public Employees Benefit Trust
NASPO	National Association of State Procurement Officials
NAU	Northern Arizona University
NAZ	Northern Arizona
NFPA	National Fire Protection Association
NHPA	National Historic Preservation Act
NICET	National Institute of Certification in Engineering Technologies
NIGP	National Institute of Governmental Purchasing
NPDES	National Pollutant Discharge Elimination System
NPI	National Purchasing Institute
NPS	National Public Safety
OMB	Office of Management and Budget
OOHR	Owner Occupied Housing Rehabilitation
OSHA	Occupational, Safety, and Health Administration
OT	Overtime
P3	Public Private Partnership
P-CARD	Procurement Card
PC	Personal Computer
PD	Police Department
PEP	Primary Effluent Pump
PFC	Passenger Facility Charge
PHAS	Public Housing Assessment System
PL	Refers to Metropolitan Planning Funds
PL	Public Library
PLC	Programmable Logic Controller
POPTAC	Population Technical Advisory Committee
PR	Public Relations
PSPRS	Public Safety Personnel Retirement System
PVC	Polyvinyl Chloride
RDA	Resource Description and Access
REAC	Real Estate Assessment Center
RevPar	Revenue per Available Room
RFID	Radio Frequency Identification
RFP	Request for Proposal
RFP	Reservoir Filtration Plant
RICO	Racketeer Influenced and Corrupt Organizations Act
RLF	Revolving Loan Fund
RMSE	Root Mean Square Error
RMT	Repetitive Motion Therapy
ROSS	Resident Opportunities and Self-Sufficiency
ROW	Right of Way
RSL	Revised Service Level
RSOQ	Request for Statement of Qualifications
RTP	Regional Transportation Plan
RTU	Remote Terminal Unit
RW	Reclaimed Water
SAN	Storage Area Network
SB	Senate Bill
SBDC	Small Business Development Center
SCADA	Supervisory Control and Data Acquisition
SCASDP	Small Community Air Service Development Program

SDWA	Safe Drinking Water Act
SEDI	Sustainable Economic Development Initiative
SEED	Sustainable Entrepreneurial Economic Development
SEMAP	Section Eight Management Assessment Program
SEMS	Sustainability and Environmental Management Section
SID	Special Improvement District
SIU	Significant Industrial Users
SLEDS	Street Lighting for Enhancing Dark Skies
SPR	Statewide Planning and Research
SRO	Single Room Occupancy
SRO	School Resource Officer
STEM	Science, Technology, Engineering, Math
STP	Surface Transportation Program
SUV	Sport Utility Vehicle
TBD	To be Determined
TCPF	Traffic Citation Progressive Fund
TCPL	Tuba City Public Library
TIA	Traffic Impact Analysis
TIP	Transportation Improvement Program
TSA	Transportation Security Administration
TTHM	Total Trihalomethanes
TXPPA	Texas Public Purchasing Association
UPM	Unique Paving Material
UPWP	Unified Planning Work Program
USACE	United States Army Corps of Engineers
USEPA	United States Environmental Protection Agency
USFS	United States Forest Service
USGS	United States Geological Survey
UV	Ultraviolet
VASH	Veterans Affairs Supported Housing
VC	Visitor Center
VHT	Vehicle Hours Traveled
VISTA	Volunteers in Service to America
VMT	Vehicle Miles Traveled
VoIP	Voiceover Internet Protocol
WCH	Wildcat Hill
WIFA	Water Infrastructure Financing Authority
WMBS	Woody Mountain Booster Station
WQ	Water Quality
WRF	Water Reclamation Facility
WRP	Water Reclamation Plant
WTP	Water Treatment Plant
WWTP	Wastewater Treatment Plant

CITY OF FLAGSTAFF
ARIZONA
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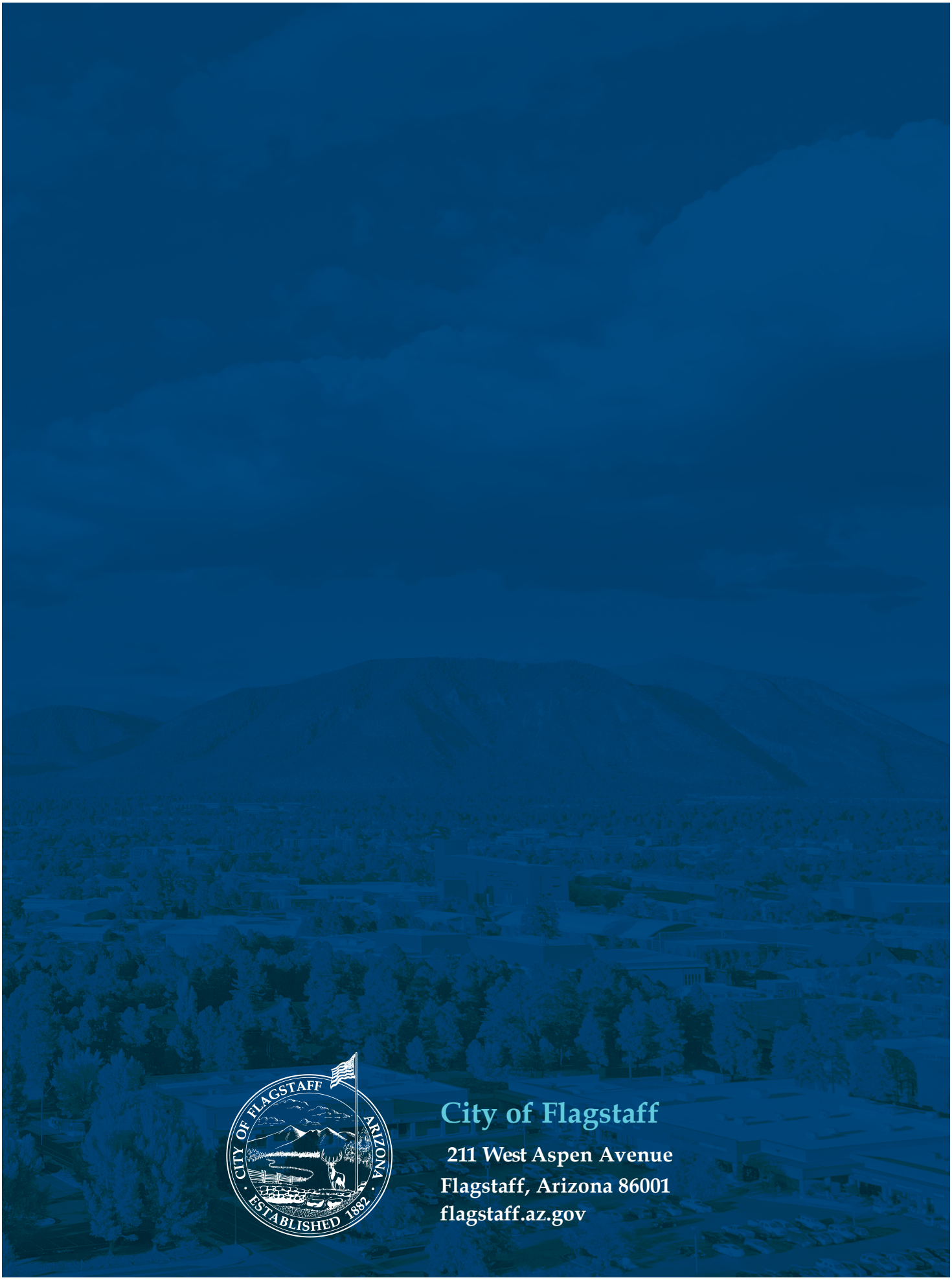

City of Flagstaff

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