









FLAGSTAFF, ARIZONA

2009

Expanding Flagstaff's Horizons with Access to the World

City of Flagstaff
Annual Budget
and Financial Plan

2008–2009



Annual Budget and Financial Plan

Fiscal Year 2008-2009
City of Flagstaff, Arizona

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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Flagstaff, Arizona for its annual budget for the fiscal year beginning July 1, 2007. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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CITY OF FLAGSTAFF, ARIZONA
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USERS GUIDE

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

Transmittal - The City Manager's message and Budget Summary provides readers with a synopsis of the resource allocation priorities established by the City Council for fiscal year 2008.

Budget Overview - The overview provides an overview of the key policy issues, priorities and strategies which shaped the fiscal year 2008 budget, the budget process fiscal policies, revenue assumptions, and expenditure highlights.

Policies and Procedures – This section provides information on fiscal and budget policies as it related to certain funds, debt performance, fund balances, expenditure limitation control, revenues, operating budget impact, and capital investments.

Issues and Updates - Excerpts from the Council Review and Discussion Book used during the two weeks of study sessions discuss specific Council decision/directions impacting the prior and current fiscal year budgets.

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

Department Detail - Each operating Division Summary provides a description, goals and objectives, major accomplishments of fiscal year 2008, performance indicators, expenditure history and budget, commentary on significant changes, and sources of funding.

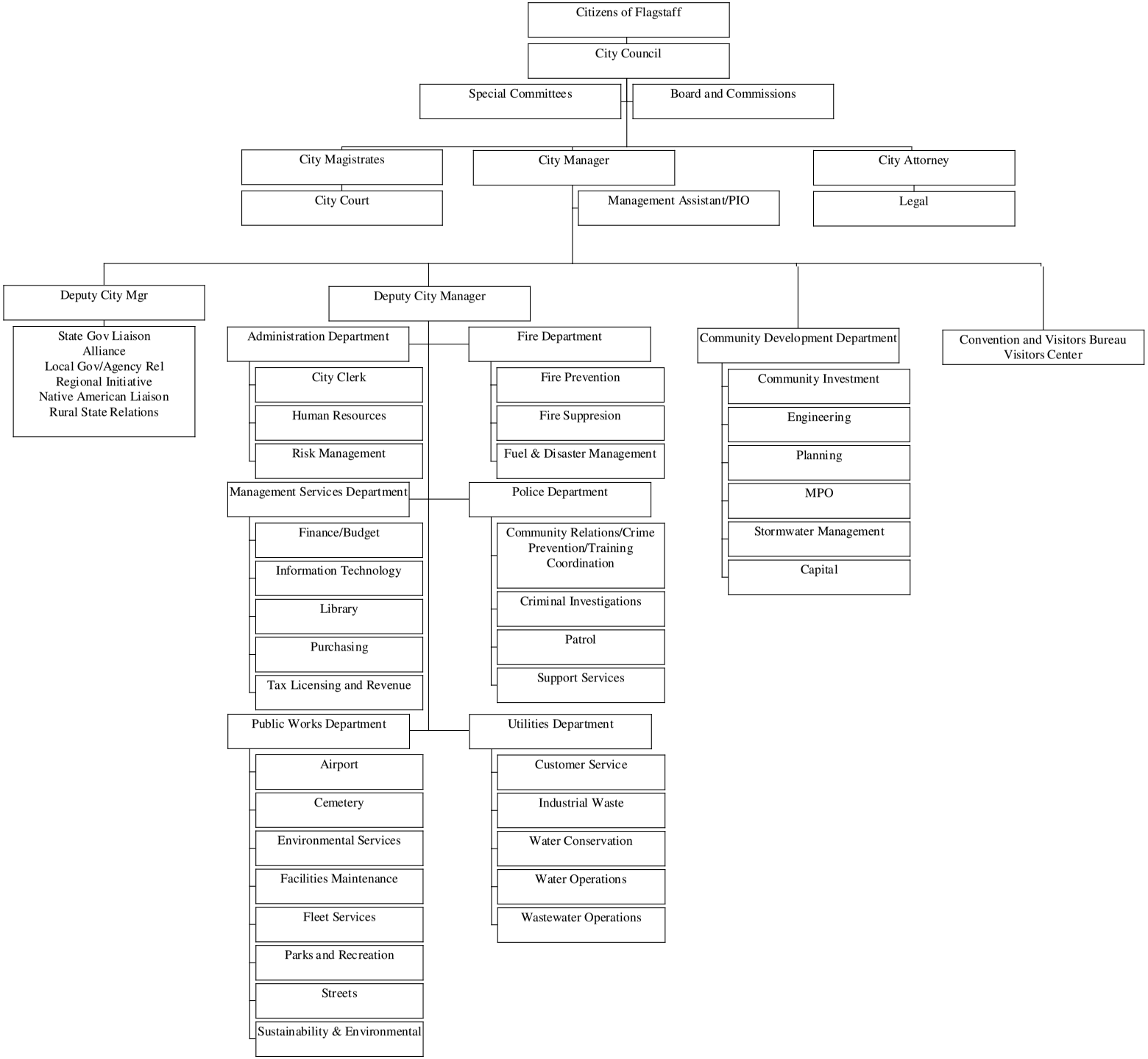
Capital Improvements - The current year portion of the five-year capital improvement program is listed, along with location maps and funding source. A more detailed project-planning sheet is available in the separately published five-year Capital Budget and Capital Improvement Plan.

Community Profile - The profile provides background information so that the budget can be viewed in the context of the factors that shape and affect budget decisions, priorities, and financial parameters within which the community operates. Also provided are select statistical tables providing historical trend information on tax rates, expenditures, and assessed valuations of property.

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

For additional information, please call the Finance and Budget Office directly at (928) 774-5281 extension 3201. This budget document may also be viewed on the City of Flagstaff website, www.flagstaff.az.gov, in Adobe Acrobat format.

City of Flagstaff



City Council

CITY COUNCIL GOALS

ECONOMIC DEVELOPMENT

GOAL: Maintain and strengthen Flagstaff as a regional center for retail, employment and hospitality, while enhancing the quality of life for our residents through technology and innovation and the attraction of employers who pay livable wages.

FISCAL HEALTH

GOAL: Maintain written policies to provide for a balanced budget that meets a vast array of community needs, to ensure that resources are available to meet future needs and allow for community infrastructure to be maintained at adequate levels and other sound financial practices that maintain the fiscal health of the organization.

PUBLIC SAFETY

GOAL: To promote and maintain a safe community through integrated public safety systems that addresses the underlying issues affecting public safety, health and quality of life.

AFFORDABLE HOUSING

GOAL: To insure that a variety of housing opportunities are available to a diverse population, especially those requiring entry level housing.

PLANNING FOR GROWTH

GOAL: To shape growth, with the involvement of the community, in a manner that protects and preserves our region's natural environment, livability and sense of community.



Mayor Sara Presler

Mayor Presler was elected to office in May 2008. She is an energetic, positive, Flagstaff professional. Sara was raised in rural Arizona, and moved to Flagstaff in 1997. After completing law school, she accepted a public defense attorney position in downtown Flagstaff with Coconino County. Sara represented the needs of children, the mentally ill and low-income clients in the justice system. Sara currently teaches Business Law & Ethics for Northern Arizona University and serves as Legal Aid Counsel for students. Sara and her husband, Scott, truly love Flagstaff. Scott works for the W.A. Franke College of Business at NAU. Together, they enjoy artistic and cultural events in Flagstaff and hiking throughout northern Arizona with their dog, Shadow. As Mayor of Flagstaff, Presler's approach is a citizen-centered focus that emphasizes relationship building and community development to address pressing concerns such as the environment, managed growth, and transportation. Mayor Presler is focused on solutions for Flagstaff around innovative economic development; preserving the Flagstaff we love; and, ensuring an effective process

Vice-Mayor Al White



Councilmember Al White was first elected to the Flagstaff City Council in May 2000 and re-elected in 2004 serving two years as Vice-Mayor, and has been re-elected in 2008 and will again serve two years as Vice-Mayor. He moved to Flagstaff in 1989 from the Grand Canyon where he worked in hotel management for 13 years. His career in the hospitality industry provided Councilmember White a key understanding of tourism issues in Flagstaff. His work in the recycling industry (owner/operator of New World Recycling) also afforded him an opportunity to observe the operation and actions of City government. Before running for City Council, Councilmember White furthered his involvement in his community by becoming the Chairperson of the City's Disability Awareness Commission, holding a special interest in disability issues since he became a paraplegic in 1996. Councilmember White was awarded a Bachelor of Science Degree in Communication Studies from the University of Massachusetts in Amherst, Massachusetts. He currently serves as the Council representative to the Disability Awareness Commission, the Sustainability Commission, the Tourism Commission, and on the Board for the northern Arizona Business and Technology Incubator. He remains convinced that economic growth does not have to be at the expense of conservation and environmental protection. Finding that blend is his primary concern

City Council

CITY COUNCIL GOALS

CAPITAL IMPROVEMENT

GOAL: Plan, program, design and construct public works and facilities capital improvements through a structured, efficient and transparent process ensuring scarce public resource expenditure for the greatest benefit to the community; creating a built environment shaped through citizen involvement, reflecting community pride.

QUALITY OF LIFE

GOAL: To enhance the quality of life of our community, we will assure comprehensive programs that allow for a balance between economic development, resource protection and neighborhood concerns, that include cultural components that cross generational boundaries and strive to create cost effective and pro-active approaches to meet the social, physical and economic needs of our citizenry as we celebrate Flagstaff's heritage, diversity, and vast aesthetic appeal.

PLANNING FOR GROWTH

GOAL: To shape growth, with the involvement of the community, in a manner that protects and preserves our region's natural environment, livability and sense of community.

CUSTOMER SERVICE

GOAL: Instill a positive customer service culture throughout the organization and with each employee of the City in the delivery of service both externally and internally.



Councilmember Karla Brewster

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

Councilmember Coral Evans



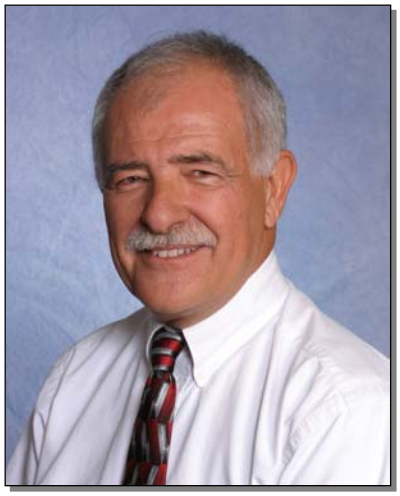
Councilmember Coral Evans was elected to a four-year term in May 2008. She is the third generation of her family to live in Flagstaff. Her family originally located in Flagstaff in 1929. Coral has a Master's degree in Business Administration, a Bachelor of Science Degree in Business Management and a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

City Council

CITY COUNCIL GOALS

COLLABORATION

GOAL: Strengthen the community by strengthening partnerships with sovereign nations, public, non-profit and private agencies. Develop collaborative goals, through all levels of the organization, based upon common interests with these agencies to optimize the use of community resources and the delivery of services to the citizens of Flagstaff.



Councilmember Joe Haughey

Councilmember Joe Haughey was elected to the Flagstaff City Council in May 2002 and re-elected in May 2006. He and his daughter Valerie are realtors. In his 30 years in Flagstaff, Councilmember Haughey has been involved in many volunteer organizations. He is a graduate of the Flagstaff Leadership Program and with the Flagstaff Metropolitan Planning Organization, is a past Board member of Flagstaff Cultural Partners, and is a certificate holder with the Flagstaff Medical Center. As a Councilmember he serves on the City Traffic and Water Commission. Born in Los Angeles, Councilmember Haughey spent the majority of his youth in Saudi Arabia, Jordan, and Lebanon. He returned to California to finish high school and receive his Bachelor of Science degree from Cal State Los Angeles. A private pilot and an avid outdoorsman, Councilmember Haughey served as a Seabee in the U. S. Navy. He and his wife Liz raised their four children in Flagstaff and they now have 10 grandchildren living in the community.



Councilmember Scott Overton

Councilmember Scott Overton was elected to the Flagstaff City Council in May 2006 and served as the Vice-Mayor from 2006-2008. He is a Flagstaff native and graduate of Sinagua High School and Northern Arizona University. His leadership role is based on a solid foundation of experiences as a small business owner and an instructor in the Flagstaff Unified School district teaching career and technical education courses at Flagstaff High School. Vice-Mayor Overton graduated with a Bachelor of Science degree in Industrial Technology Education in 1996 and a Master of Education degree in Educational Leadership in 2002, currently, he operates a small construction company, SR Overton Construction. Councilmember Overton has an interest in providing a reasonable, common sense, working approach in addressing issues and concerns facing the citizens of Flagstaff. He will continue to utilize his personal ethics and professionalism to serve the City of Flagstaff to the best of his ability.

Councilmember Rick Swanson

Councilmember Rick Swanson was elected to the Flagstaff City Council in May 2006. Councilmember Swanson is the Center Director of the Northern Arizona Area Health Education Center, and he is on the management team at North Country Community Health Center in Flagstaff. He directed a capital campaign to raise $3 million for a new facility. He was the director of the Northern Arizona Book Festival for the years 2000 through 2003. He has lived in Flagstaff for over twenty years, and this is his second time serving a term on the Flagstaff City Council. Rick has worked at a corporation, W.L. Gore and Associates, he worked at a non-profit organization, North Country Community Health Center, and he once owned a children's bookstore in Flagstaff's historic downtown. He has served on various boards, including the Literacy Volunteers of Coconino County, and the *High Country News*, a newspaper that covers environmental and social issues of the intermountain West.




CITY OF FLAGSTAFF
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City of Flagstaff

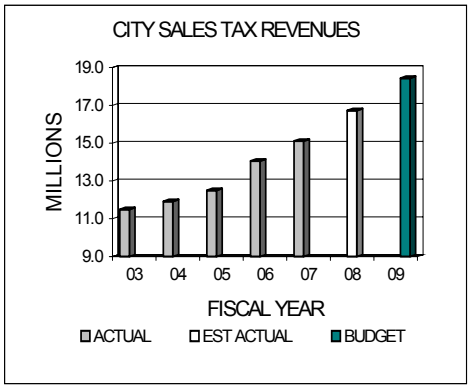
June 30, 2008

Dear Mayor and City Council:

It is with great consideration that I submit to you my first Manager's Recommended Budget. How we spend the public's money is our most important business. This proposal is for FY 2008-2009 with an eye towards our financial future for the next five years. I arrive at a time of significant financial uncertainty across the state of Arizona and the nation. For Flagstaff, our financial picture is a bit brighter than our peer cities due to our economic development efforts of the past few years, but is also susceptible to any financial stagnation in the retail, tourism and/or construction segments that fund our municipal corporation.

CITY SALES TAX

FY:	AMOUNT	% CHANGE
02-03	11,500,467	3.3%
03-04	11,917,786	3.6%
04-05	12,500,038	4.9%
05-06	14,054,056	12.4%
06-07	15,109,645	7.5%
07-08	16,720,191	10.7%
08-09	18,440,121	10.3%



The economic development work associated with Aspen Place at Sawmill, the Incubator, the expansion of the Flagstaff Mall, the auto-mall, and the contributions to the High Country Conference Center and now the State's capital infusion into Northern Arizona University, position Flagstaff to grow new revenue generators while other generators may stabilize or falter. These efforts shift construction associated revenues from the stalled residential market to the commercial market and offer greater retail opportunities for consumers and replacement revenue for governments. Our current estimate is a growth in sales tax revenue of approximately 10%. The following graph illustrates our historical and anticipated city sales tax growth:

The introduction of new non-stop air service to Southern California is another economic development effort that will assist in out-of-state bookings to Flagstaff and the new conference center which will in turn lead to greater tourism related expenditures also known as Bed, Board & Booze (BBB) revenue. This air service also serves as an important business retention program as some of our largest employers, W.L. Gore and Northern Arizona University among them, have greater access to their customers and partners and feel less pull towards the Valley for establishing business operations.

All of this being said, the greatest uncertainty when developing the proposed budget was the fiscal health of the State. Now that a state budget has been adopted, we have a better idea of its impact upon Flagstaff. The City of Flagstaff budgeted an amount of state shared **sales tax** that is equivalent to what the state has budgeted. The state has budgeted $137,000 more in state shared **income tax** than we originally budgeted. However, the amount of Highway User Revenue Funds (HURF) to be shared will decrease $500,000 - $600,000. Staff will need to confer with Council on how this shortfall will be addressed. It is our intent to absorb as much as possible within this earmarked fund and not look to the General Fund for changes. We had already projected state revenue sharing conservatively to the point that it offset much of the anticipated growth in sales tax at the local level setting our overall revenue growth for the General Fund at only 3% (excluding the Aquaplex and sales tax triggers).

211 West Aspen Avenue, Flagstaff, Arizona 86001
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Given these financial conditions, the Council Adopted Budget focuses upon meeting existing and previously made commitments first and foremost while addressing pressures to preserve existing service levels increases. Furthermore, departments were asked to compare their requests for new dollars against the lowest 1% priority from within their base budget in order to determine if there are trade-offs in expenditures that better address current program delivery. Lastly, departments and the Budget Team identified how existing programs, as well as new requests, help advance the five Council priorities of Economic Development, Affordable Housing, Facilities, Water Resources, and Competitive Employee Compensation. I will highlight these efforts later in the message under Council Goals.

Existing Commitments

In the General Fund, our revenue forecasts translate into approximately $2.2 million in new revenue. Unfortunately, state and federal mandates as well as existing commitments to programs reduce this amount fairly quickly.

New ongoing revenue	**$2,200,000**
Other budget changes	**300,000**
Total available	**$2,500,000**
Police PSPRS	($ 400,000)
Fire PSPRS	($ 250,000)
Keeping Employees Whole	($ 645,000)
Energy Increases	($ 100,000)
Aquaplex	($ 600,000)
Gas & Oil Increases	($ 50,000)
Airport Security	($ 200,000)
Cost Allocation Reduction	($ 250,000)
Available Ongoing	**$ 5,000**

The Public Safety Personnel Retirement System (PSPRS) plan is experiencing severe financial difficulties for numerous reasons including poor returns and increased benefits during peak returns. Consequently, employer contributions to PSPRS will increase significantly. This, combined with merit increases and other benefit cost increases, will keep employees whole (meaning their take-home pay does not decrease in FY '09). Keeping employees whole is critical as we continue to face rising turnover due to uncompetitive wages and the high cost of living in Flagstaff.

Additionally, inflation associated with energy and oil continues to impact our budget. While numerous conservation efforts are in place and expanding, our overall energy consumption will grow in 2008-2009 primarily attributable to the Aquaplex opening in August 2008. This is a sizeable new facility. While its energy demands have been mitigated through green technology, these are not sufficient to have a net neutral effect on our bottom line.

Airport security is an issue in which we have minimal control. As the nation continues to function under a Homeland Security level orange, we are required to provide someone with arresting powers at the airport during times of Transportation Security Administration (TSA) screening. This has been accomplished, with temporary approval by the Federal Aviation Administration (FAA), through overtime assignments by the police department or by pulling existing personnel off their beat to monitor the screening. With additional flights and pressure by the FAA to fully comply, we must add four new police officers to meet the requirements. This could certainly be accomplished by a reassignment of existing police personnel, but this would reduce the strengthened efforts that have been made in recent years to combat above average property crime and focus resource on community policing in the Sunnyside Neighborhood.

The last item, Cost Allocation Reduction, is an internal administrative measure that results in a real dollar decrease to the General Fund. As you know, much of our administrative overhead is appropriated in the General Fund. This includes the City Manager's Office, Finance, Human Resources, Information Technology etc. These administrative costs are charged to other funds based upon a formula. A recent reassessment of these charges found that the General Fund was overcharging other funds by approximately $250,000. The good news is that this provides additional revenue for those other funds. The bad news is that the General Fund, with the greatest array of programs and services, has fewer discretionary dollars to meet new demands.

Another existing commitment, whose funding will come from the General Fund, but is tied to an earmarked revenue source, is the Downtown Management Plan. The Downtown manager and ambassadors are funded from meter revenue. I consider this an existing commitment, but not one that is impacting our ongoing funds.

Due to these commitments, the amount of ongoing funds available in the General Fund is extremely limited. Personnel considerations should be funded with ongoing dollars in order to avoid the organizational and program instability that comes with constant hiring and terminations based upon the availability of one time money. Consequently, we focused personnel expenditures on requests that were addressing the growth of existing services or programs (such as dispatch call taker or park maintenance) and internal reorganizations that looked to increase efficiency and effectiveness. In total, there was sufficient ongoing dollars to add 3.75 FTE in the General Fund not including the police officers. There is also three new paramedic and four new phlebotomist assignment pay slots funded.

Another General Fund personnel expenditure that I would like to call attention to is the addition of fire fighters in conjunctions with the SAFER grant. Due to the extreme limitation in ongoing dollars we were not in a position to accept what might have been a grant award of six full time fire fighters. This is a five-year grant in which the federal government pays approximately 35% of our fire fighter's salary. I believe we can sustain three new fire fighters. Unfortunately, due to the inflexibility of the grant, we were not able to reduce our request to three. However, we have submitted a new application for the current SAFER grant cycle in which awards are anticipated prior to November. On this basis, $60,000 in ongoing funds has been earmarked in this budget to provide Flagstaff's match to a SAFER three-person award. If the grant is not received, we will look to use the $60,000 to hire three non-grant funded firefighters in the fourth quarter of this budget. Moreover, $200,000 in one-time money in the Fleet Fund has been recommended for a Rescue Unit that would be available in February 2009 and $125,000 in one time money from the Real-Estate fund has been allocated to the Fire Training Center.

To address the remaining non-personnel requests for revised services level (RSLs) increases, we had to turn to one-time revenue. In some cases these were capital expenditures such as vehicles or facility related, but in most cases these were ongoing expenditures in which the department must re-request the full amount next year or face a cut in the service. In total, there is $580,000 in ongoing RSL's that are funded with one-time dollars. While some may find this use of one-time dollars lacks the more conservative nature needed to address our situation, I found the expenditures necessary to address the growing demand for existing programs and services. We continue to see added acreage in parks, medians, rights-of-way, and the Flagstaff Urban Trails System (FUTS) from already committed capital projects. Computer software maintenance agreements have inflated either by increased licenses or other terms but are essential to keeping our programs up and running.

Related to the topic of computers, our use of technology and technology infrastructure is lagging and needs a boost. One-time dollars have been appropriated to assist in improving various aspects such as transactional e-government (for example permits, parks & recreation registration, forms submittals, etc.), push technology (most commonly known in Blackberry's), and office automation (copiers/scanners & document imaging). These will increase employee efficiency and make city services more accessible & convenient.

Council Goals

In February, the City Council conducted a mini-retreat in which it identified numerous worthy programs and services meriting consideration as top city priorities. After some voting, five priorities emerged. These were Economic Development, Affordable Housing, Facilities, Water Resources, and Competitive Employee Compensation. The Council further refined these goals to provide staff some focus and identify the overall desired outcome of the efforts. This work is articulated as follows:

Economic Development – *How can we facilitate an increase in the Annual Median Income (AMI)?*
How can we maximize investments (Conference Center, Sawmill, Mall, Airport, the Incubator)?
What can we do to enhance the opportunities for business development?
How do we build on our strengths to create anchor industries and bring budding ideas to the market?
How do we encourage public/private partnerships?
How do we align the labor supply with labor demand?

Affordable Housing – *How can we facilitate an increased supply of homes between $150,000 - $280,000 (80-150% of Annual Median Income (AMI))?*

Facilities – *How do we remedy inefficient, out-grown facilities that are not in the public eye?*
How do we develop appropriate facilities in a strategic manner that recognizes competition for bond money, priorities of the organization and is supportive by the community?

Water Resources – *How do we secure our water future for the next 100 years?*
How do we increase demand and supply for reclaimed water?

Compensation – *How do we retain and attract employees in order to serve the needs of our community?*
How do we ensure internal and external equity amongst employees?
How do we incentivize performance?
How can we mitigate the impact of housing costs?

Many of these efforts are underway and don't require significant, if any, new funding. Council and this community have made substantial investments in economic development, affordable housing and water resources in recent years. As a result, we have personnel developing and implementing programs to answer many of the questions posed above. Not just in paper but in actions. Some examples of progress towards these goals that is anticipated in Fiscal Year 2008-2009 include:

Economic Development
- The opening of the Northern Arizona Science, Technology and Clean Energy Center (the incubator) with an anticipated occupancy of greater that 80%
- New air service between Flagstaff and Los Angeles;
- Work Force Development including funding of the "WorkKeys" program in partnership with CCC, the County, NAU and private companies;
- The implementation of the University to Business Connection Program in partnership with Northern Arizona University;
- Ongoing support to implement the Northern Arizona Bioscience Roadmap including financial support of Science Foundation Arizona in partnership with the Flagstaff 40;
- Visitations to at least three businesses per month to understand their business retention and expansion needs, and using existing programs or developing new ones to meet those needs;
- Major expansion of Nestle Purina PetCare facility;
- Upgrading of the CityofInnovation.com Web site to create a single source portal for local businesses seeking assistance and for companies looking to relocate;
- Creation of an online database system to track trade show attendance, leads generated and necessary follow up related to business attraction and business retention and expansion;
- New Partnership with the Arizona Department of Commerce to promote the Flagstaff Innovation Park and the available land at the airpark to site selectors and potential relocating companies;
- Plans for a new retail development at Fourth Street and Route 66, a new public/private partnership.

Affordable Housing
- Development of 16 units on Izabel North in FY 08-09;
- Development of 22-26 units in Schultz Pass possible in FY 08-09;
- Continue work on Development Agreement for development the J.W. Powell property, resulting in a minimum of 125 units;
- Completion of the Rio Homes project, bringing the unit total to 30;
- Development of partnerships for employer assisted housing programs;
- Continued partnerships with the private development community for workforce housing units;
- Work to address homelessness with a broad community discussion and program implementation plan;
- Completion of set-aside policy rewrite.

Water Resources
- Award contract for feasibility study of Red Gap Ranch Pipeline;
- Complete analysis of Flagstaff Water Adequacy program;
- Bring four new wells on-line ;
- Negotiate groundwater allocation at Red Gap;
- Continue involvement in the Western Navajo Pipeline discussions;
- Participation in regional water partnership groups.

Facilities

- Complete Municipal Court Space Study;
- Complete City Space Needs Study & Facilities Master Plan;
- Identify site for Public Works Maintenance Facility;
- Construct Cemetery office building in order to meet with families indoors;
- Construct Fire Station 3;
- Award Contract for Fire Station 2;
- Determine & Fund Fire Administration location;
- Purchase & locate Fire Training facility;
- Complete Parking garage Feasibility Study.

Compensation

- Articulate management and Council commitment to competitive compensation;
- Conduct a compensation study to remove assortment of disjointed fixes;
- Move employee wages closer to middle of the market;
- Identify measures to stop immediate losses of police and dispatch personnel.

Below I will provide more details regarding the compensation proposals encompassed in this budget, but I first want to call your attention to an important related point regarding accomplishing the Council's priorities. It would be very easy as the City Manager to point to the various departments or divisions who are dedicated to these particular goals (ex. Community Investment for Economic Development and Affordable Housing), but we must orient the entire organizations towards making progress on these five goals. As you read the material in the budget, you will find individual department, division and section efforts towards these goals under the caption FY-09 New Initiatives. As we make this format a part of our annual budget process, I believe the coordination and ideas will strengthen and become more prominent and tangible.

Compensation

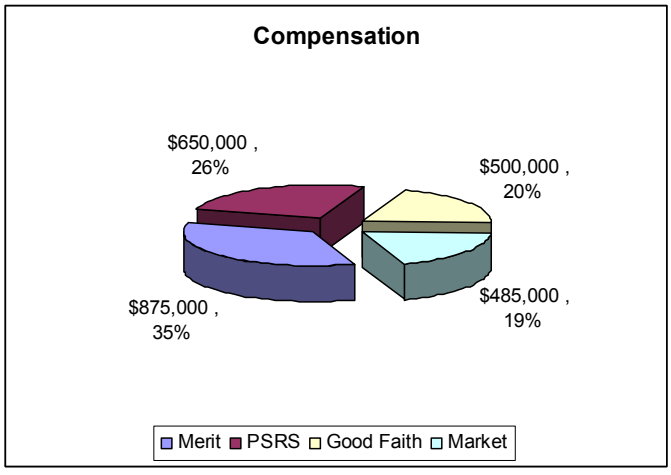
The City of Flagstaff as a municipal corporation is a service organization. In other words, we primarily provide services. Retaining and attracting personnel is key to providing the services this community demands. The disparity between housing costs and income have been a significant factor in increasing our turnover and impeding our recruitment efforts in many positions. Moreover, our most recent compensation survey indicated that our wages are anywhere from 6-12% below the market average. Therefore, more attention must be focused on taking care of the people we have before adding new positions. However, as noted above, we have very limited on-going funds available for FY 09. Therefore, I am proposing the following compensation efforts:

1) Keeping Employees Whole

Under the section entitled existing commitments, I called out the significant monetary contributions that the city must make to the Public Safety Personnel Retirement System. This $650,000 enables the existing benefits to remain untouched. The second item entitled "keeping employees whole" budgets a 3.2% merit or step increase for all eligible employees, plus any increase in benefit costs which is another $645,000 commitment from the General Fund, $875,000 citywide.

2) 1% Market Increase

In our initial budget projections, we anticipated a health and dental insurance rate increase of ten percent. The actual increase came in at 1.8% for health and a decrease of over 9% on dental. The difference between that projected amount and the actual cost was enough to award a 1% market increase city wide. This is a $375,000 ongoing expenditure to the General Fund, $485,000 citywide.



3) Good Faith Bonus

Items one and two above will not be sufficient to stave off turnover, particularly for patrol officers and dispatchers that are in high demand state and nation-wide and in which the competition has become particularly fierce. We are aware of double digit increases in police salaries in the Valley and signing bonuses greater than $10,000 in that same market. Therefore, we are proposing taking $500,000 in one time dollars and paying for one year a 5% retention pay to all patrol officers, dispatchers and 2% to corporals (estimated cost $250,000) and then providing a one-time good

faith bonus to all other employees mid-fiscal year (December 2008). The good faith bonus would be staggered depending upon tenure with a maximum of $400. Neither of these tools may be sufficient to completely stop the migration to better paying jobs in other communities, but they help and they show an acknowledgement of the situation and a commitment to explore long term compensation strategies.

4) Market Triggers

This is a new concept for the City of Flagstaff. Much of our revenue forecasts are conservative not only due to the economic uncertainty statewide, but many of the new revenue producers (the Sawmill, the Mall expansion, the Auto Mall, and the Conference Center) are not yet developed. We are also bringing in new stores in which we do not have a proven revenue history to rely upon. Consequently, we have projected conservatively. The market triggers say that if revenue come in higher than projected, we will dedicate those first ongoing dollars to compensation increases (i.e. getting the base salary closer to the middle of the market). In short, we have established a revenue benchmark for state and local sales tax revenue reflecting June 2008 through December 2008 sales. For every 2% we exceed that benchmark, a 1% market increase will be awarded on the first pay period in April 2009, for a maximum of a 2% market increase. This is not retro-active. Both the benchmark and the actual receipt will be verified by our external auditors to ensure impartiality.

While this concept it new, it is not unproven. We used this concept in the city of Boulder to get through a recession and the rebuild of the regional mall. The program was very successful and bought credibility with employees and eventually market competitiveness. I believe both will come true here. It further demonstrates a clear commitment to our employees that compensation is a high priority.

Combined, I believe these four efforts, along with the compensation study, will put us on a stronger path towards reduced turnover and competitive attraction efforts. They may also raise the AMI which will lead to more housing opportunities for our employees.

Other Funds

Obviously, the financial picture of the City includes many other funds that are impacted by compensation decisions and current economic conditions. Most of our special revenue funds are closely tied to the economy. This would include the BBB and transportation funds. These funds support ongoing operations associated with tourism, economic development, transit, and provide the financial engine to build essential infrastructure in the community such as roads and trails that contribute to the City's quality of place. BBB revenue in 2008-2009 is expected to rise minimally. The City's HURF funds are dependent on the fuel sales statewide and have been decreased for FY 09. This compounds the challenge to adequately meet the ongoing and growing demands of maintaining our roadways including the overlay program. With flat revenues and significant inflation of road construction materials, these programs will make smaller and smaller increments of progress.

All three of the enterprise funds received modest rate increase in 2008 and some are planned for 2009. The Water and Sewer fund has depleted most of the cash reserves to pay for the Wildcat Hill Plant upgrade and has had to make adjustments in their capital plan. As noted above, the City is also investing heavily in meeting long-term water demand. The timing of these investments is appropriate as state laws have changed and negotiations with state, federal and Indian parties continue. From an operating stand-point, energy costs to pump and treat water continue to erode our efficiency. While pumping water from Upper Lake Mary is cheaper than pumping from wells, the increase in power costs are minimizing that benefit. The Environmental Services fund will present several opportunities for Council consideration. These include glass recycling, the environmental service fee and continuation of alternative daily cover at the landfill. Stormwater is still in the infant stage as a utility and continues with their work program to maintain compliance with federal storm water requirements.

Conclusion

In summary, this budget primarily maintains the existing programs and services while meeting commitments made by previous acquisitions, capital projects or program expansions. Our economic development efforts will be more important than ever as we attempt to mitigate any economic downturn in the Flagstaff economy. The State's budget woes will have a material impact on our budget and combined with a local revenue slowdown could even result in cuts during the subsequent fiscal year. Consequently, we need to be guided by caution in this upcoming year.

Despite these sour notes, we will see the fruit of much labor come on line as the Aquaplex opens, FUTS trails and open space are acquired, affordable housing units are constructed, and previously hired police personnel hit the streets with their training complete. We must keep in mind that the existing budget and personnel can and will continue to improve our community and make "Flagstaff a sustainable, safe and vibrant community retaining the character, high quality of life and charm of a small town."



Kevin Burke
City Manag**er**

The City of Flagstaff
Service At A Higher Elevation

Mission

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

Vision

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

Values

Our Values
As employees we hold ourselves accountable to these values:

Accountability
We value accountability.

Responsiveness
We value addressing our customers' concerns.

Quality
We provide high-quality customer service

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

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

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

BUDGET OVERVIEW

The City of Flagstaff FY 2009 Financial Plan presents a fiscally sound and balanced budget that maintains the integrity of the City's financial condition while still meeting the service level demands of a community that expects quality services. The Financial Plan is balanced not only financially, but also equally as important, balances the allocation of resources among operating requirements, capital needs, debt burden, and strong reserves for future needs and contingencies.

This section briefly describes the document *Format and Presentation*; the *Assumptions and Strategies* which formed the working parameters of the budget development; *Highlights of Appropriations*, *Revenues*, and *Capital Improvements Plan (CIP)* for FY 2009; *Debt Structure*; and the *Fund Balances*, which are the operating framework of the Financial Plan.

FINANCIAL RESOURCES AVAILABLE

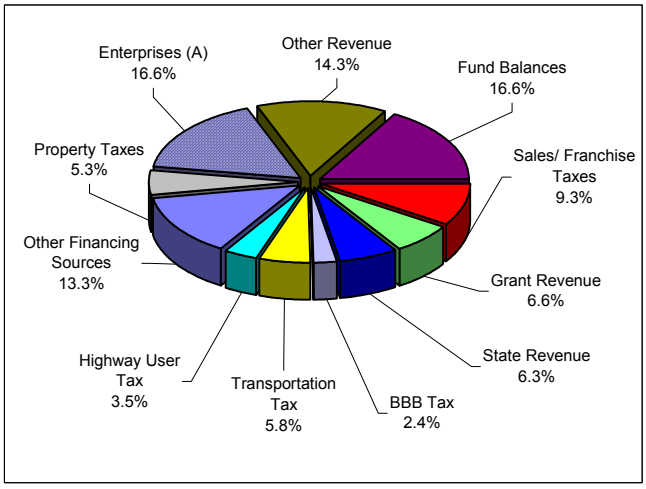
Sales/Franchise Taxes	$	21,314,557	9.3%
Grant Revenue		15,301,097	6.6%
State Revenue		14,549,181	6.3%
BBB Tax		5,514,830	2.4%
Transportation Tax		13,295,320	5.8%
Highway User Tax		8,083,215	3.5%
Other Financing Sources		30,500,000	13.3%
Property Taxes		12,266,160	5.3%
Enterprises (A)		38,120,933	16.6%
Other Revenue (B)		32,994,749	14.3%
Fund Balances		38,218,940	16.6%
	$	230,158,982	100.0%

(A) Enterprises:

Water	$	13,714,953
Wastewater		8,500,479
Airport		1,319,326
Environmental Services		13,386,951
Stormwater Utility		1,199,224
	$	38,120,933

(B) Other Revenue:

Licenses and Permits	$	2,180,255
County Vehicle Tax		2,706,080
Charges for Services		3,354,927
Fines and Forfeits		1,097,379
County Contribution		4,053,121
Interest on Investments		2,677,842
LTAF/Misc Revenue		16,925,145
	$	32,994,749



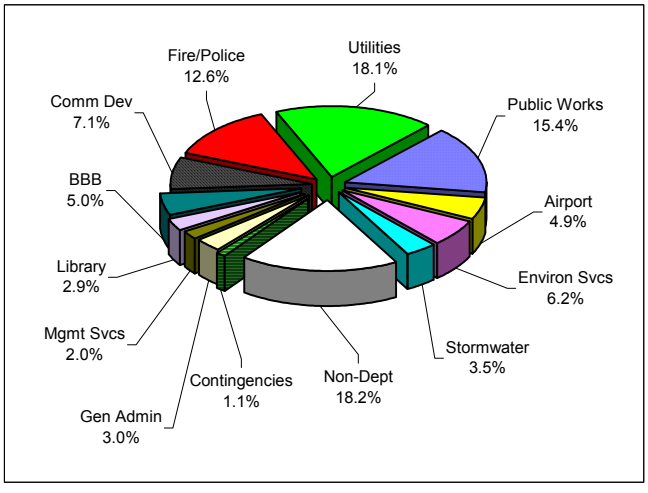
"WHERE THE MONEY COMES FROM"
$230,158,982

TOTAL APPROPRIATIONS

General Administration	$	6,869,877	3.0%
Management Services		4,609,985	2.0%
Library		6,591,380	2.9%
BBB (A)		11,433,471	5.0%
Community Development		16,245,170	7.1%
Fire/Police		28,964,563	12.6%
Utilities		41,590,209	18.1%
Public Works		35,559,477	15.4%
Airport		11,193,037	4.9%
Environmental Services		14,168,181	6.2%
Stormwater		8,041,959	3.5%
Non Departmental		41,936,673	18.2%
Reserves/Contingencies		2,955,000	1.1%
	$	230,158,982	100.0%

(A) BBB Tax Funds:

Beautification	$	7,567,548
Tourism		2,021,685
Economic Development		1,109,386
Arts and Science		734,852
	$	11,433,471

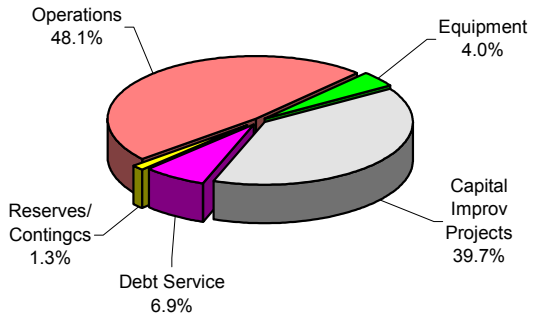


"WHERE THE MONEY GOES TO"
$230,158,982

The following graphs depict the major classifications of appropriation for the total 2008-2009 budget and expenditures by major types.

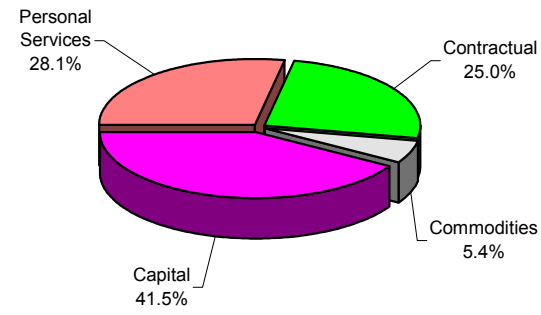
TOTAL APPROPRIATIONS		
Operations	$	110,702,948
Equipment		9,263,079
Capital Improvement Projects		91,420,556
Debt Service		15,817,399
Reserves/Contingencies		2,955,000
	$	230,158,982

TOTAL APPROPRIATIONS (all funds)



EXPENDITURES BY TYPE		
Personal Services	$	64,625,875
Contractual		57,604,792
Commodities		12,438,171
Capital		95,490,144
	$	230,158,982

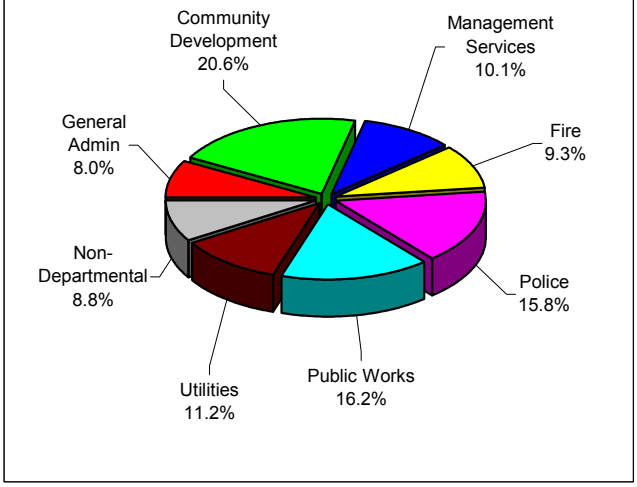
EXPENDITURES BY TYPE (all funds)



OPERATING EXPENDITURES BY DEPARTMENT

City operations include the traditional municipal services citizens expect their local government to provide. Operating expenditures exclude capital improvements, capital equipment, debt service and reserves. The department budgets are presented to include division budgets and Departmental (organizational structure) responsibilities as defined by the City Code.

OPERATING BUDGET *		
General Administration	$	8,830,865
Community Development		22,853,690
Management Services		11,201,365
Fire		10,286,114
Police		17,475,185
Public Works		17,895,405
Utilities		12,394,271
Non-Departmental		9,766,053
	$	110,702,948
* Exclusive of Debt Service	$	15,817,399



General Administration activities comprise 8.0% of the budget ($8.8 million). The divisions within this Department provide for the overall management and administration of the City, as well as enforcement of municipal laws through legal support and the courts. This department consists of City Manager, City Clerk, City Attorney, City Court, Human Resources, Risk Management, Tourism and Visitor Services.

Community Development comprises 20.6% of the operating budget ($22.9 million), excluding the debt service requirements for Fourth Street ($1.9 million). The services in this Department include Planning & Development Services, Engineering, Community Investments, Capital Improvements, Transportation, Stormwater, MPO, Housing and Community Services, Urban Design, Arts & Sciences, and CD Administration. The services provided by these divisions meet the current needs of the community and plan for the future.

Management Services comprises 10.1% of the operating budget ($11.2 million). The department encompasses those activities that provide administrative support and services including financial services, purchasing, information systems, sales tax, and real

estate. The City/County public library system is also included within the department.

Fire Department services comprise 9.3% of the operating budget ($10.3 million). The Department'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 15.8% of the operating budget ($17.5 million). Public safety programs provide personal safety in the community by promoting a community free of crime and assured response in emergency situations.

Public Works activities are provided by nine divisions that account for 16.2% of the operating budget ($17.9 million), excluding the debt service requirements for streets ($1.8 million), Airport ($0.6 million), USGS facility ($1.0 million) and Environmental Services ($0.2 million). The services provided include environmental service operations, cemetery operations, maintenance of all public facilities and public infrastructure including streets and parks, airport operations, fleet services, and recreation programming.

Utilities Department comprises 11.2% of the operating budget ($12.4 million), excluding $5.5 million debt service requirements. Six divisions within water operations and six divisions within wastewater operations provide services that promote a clean and healthy community by providing a safe water supply and proper waste disposal.

Non-Departmental operations comprise 8.8% of the budget ($9.7 million) exclusive of $4.8 million debt service. Some divisions are contractual in nature and include Contributions to Other Agencies, and Economic Development. The Council and Commission and Non-departmental budgets account for expenditures that benefit City operations as a whole.

BUDGET FORMAT AND PROCESS

The budget and financial plan for the City of Flagstaff is the policy document that reflects the goals and objectives of the City Council. These goals and objectives are implemented through the policies and priorities established by the Council as well as the various Boards and Commissions appointed by Council. The Office of the City Manager is then responsible for implementing these policies and priorities utilizing the allocation of financial resources. The annual review process provides the community an opportunity to evaluate the services provided to the citizens of the community. Programs are identified, evaluated, and the scope of service provided is defined. The staffing level needed to provide the service level deemed appropriate by Council is determined. Additionally, funding requirements and level of effort to be provided are established.

FORMAT

The Department Detail presents each operating activity at the division level with a *division mission*, *description of programs*, specific *goals and objectives* for FY 2009, *major accomplishments* in FY 2008, and *performance indicators* that measure the efficiency and/or effectiveness at the program level.

To assist the City Manager in the management of the resources expended by the municipality, the budget also serves as an operational guide. The operating budget presentation includes, for comparative purposes, the *Actual Expenditures for FY 2007*, the *Estimated Actual for FY 2008*, and the *Adopted Budget for FY 2009*. Expenditures are shown by category as well as cost center (program/activity). The comparatives in the Financial Summaries Section are presented at the fund level and the department level to aid division and program managers in budget tracking and accountability.

Categories presented are:

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

Fund, Department, and Division Structure:

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

Within each Fund there may be several Departments. Departments also may encompass several Funds. The Department level is the legal level of budget authority.

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

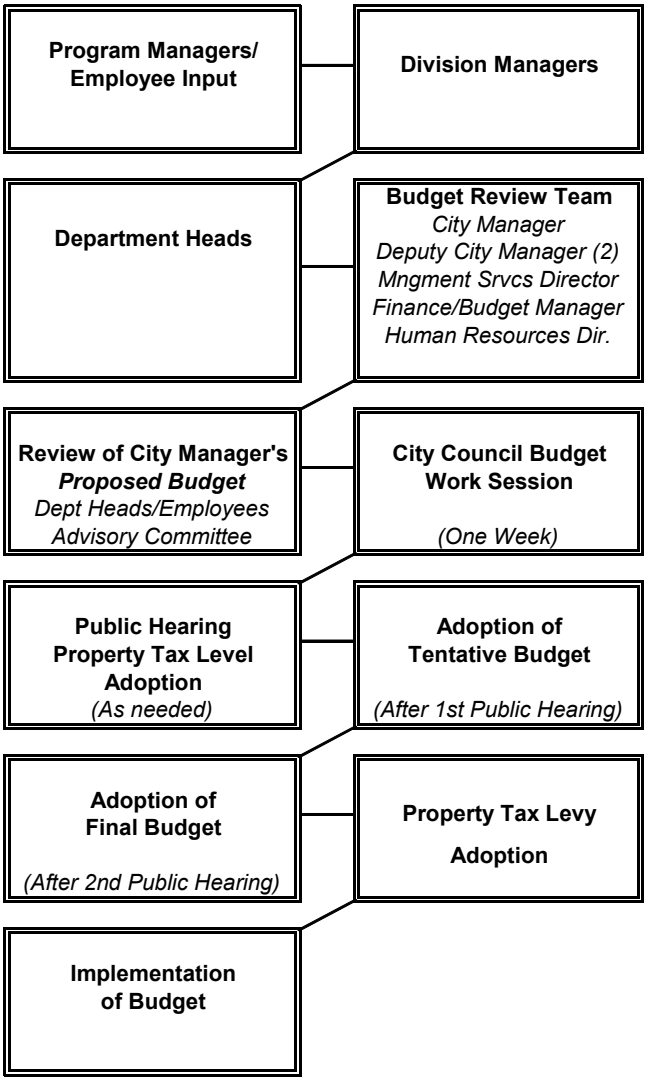
The following table represents the structure for the City.

Illustration of Relationship between Funds, Departments, and Divisions

DEPARTMENTS	General Administration	Management Services	Community Development	Fire	Police	Public Works	Utilities	Non-departmental
FUNDS								
General Fund	City Manager City Clerk Human Resources Risk Management City Attorney Municipal Court	Information Systems Management Services Administration Tax, Licensing & Revenue Finance & Budget	Administration Capital Improvements Development Services Engineering Community Investment	Fire	Police	Administration Parks Fleet Cemetery Facilities Maintenance Recreation		Council and Commission Contributions Non-departmental
Library		Library						
Highway User Revenue						Street Maintenance & Repairs		
Transportation			4th Street Overpass Safe to School Safety Improvements					Transit
Economic Development								Economic Development
Beautification			Beautification					
Tourism	Convention & Visitors Bureau Visitor Services							
Recreation						Recreation		
Arts & Science			Arts & Science					
Real Estate Proceeds								Real Estate Proceeds
Housing and Community Services			Housing and Community Services					
Metropolitan Planning Organization			Metropolitan Planning Organization					
G.O. Bond Fund								G.O. Bond Fund
Secondary Property Tax								Secondary Property Tax
Special Assessment								Special Assessment
Perpetual Care								Perpetual Care
Capital Projects Bond								Capital Projects Bond
Water & Wastewater							Administration Lake Mary Water Treatment Plant Customer Service Water Distribution Services Booster Stations Wastewater Treatment Plants Wastewater Collection Wastewater Monitoring	
Airport						Airport		
Environmental Services						Environmental Services		
Stormwater			Stormwater					
Expendable Trust								Firemen's Pension

BUDGET PROCESS

Budget Process Flowchart:



Presentation:

- The *Transmittal* provides a summary of the key policy issues, priorities, and strategies that shaped the budget as framed by the City Manager.
- The *Budget Overview* summarizes financial resources and expenditures along with fund summaries and an overview of selected revenues.
- *Policies and Procedures* provide an overview of both fiscal and budgetary practice.
- Budget Issues were prepared for Council review and discussion during their Fall and Spring retreat and the budget study sessions. Highlights of the issues reviewed are included in the *Issues and Updates section*.
- The *Financial Summaries* section includes various schedules utilizing revenue and expenditure classifications and tax levy information in accordance with state reporting requirements as mandated by statute. Expenditures are reported at both the fund level and the department level for operational control purposes.
- The *Department Detail* section provides both narrative and financial data. The budget commentary provides an explanation of significant budget changes for FY 2009.
- The *Capital Improvement Plan* (CIP) for FY 2009 lists projects, costs, and funding sources in the Capital Improvement (CIP) Section.
- The *Community Profile* section outlines key factors that contribute to the uniqueness of our community.
- A detailed listing of personnel and changes over the last five years is provided in the *Appendix* Section.

BUDGET CALENDAR

BUDGET CALENDAR

December	Budget Module available to all Divisions
January 15	Capital improvement and equipment requests reviewed by Capital Improvements and Purchasing
March 3 - March 25	Review with Department Heads and City Manager
March	Personnel review of reclassification requests completed
April 22 - 24	Council Study Sessions Proposed Budget available to public
June 3	Tentative budget and tax levy hearing Tentative budget adoption
June 17	Truth in taxation hearing Final budget and tax levy hearing Final budget adoption
June 18	Notify Property Tax Oversight Commission of Compliance with Truth in Taxation
July 22	Adopt Property Tax Levy

Review and Approval: Issues presented during the review and approval period include discussion topics of the Council Spring retreat. The Spring retreat was held in February, to give city staff the opportunity to present major discussion points to Council and the public. The goal is for Council to make policy decisions and direct staff in budget priorities. This provides adequate time for the Council to gather input on major budget issues prior to preparation of the budget. The City Council holds Study Sessions in April. The Council reviews and discusses the issue papers included in the Budget Review Book as well as all personnel recommendations, capital equipment recommendations, and the capital

improvement plan. The Council arrives at a consensus for all decisions needed. The Study Sessions provide the opportunity for City management, departments and the public to offer information and recommendations to the City Council.

The Proposed Budget is presented to Council for tentative adoption on or before the third Monday in July. Two public hearings are held on the content of the budget. Final adoption occurred on June 17, 2008. State law requires the operating budget to be all-inclusive. Therefore, the budget includes provisions for contingent revenues, e.g., Passengers Facility Charges, and expenditures that cannot be accurately determined when the budget is adopted, e.g., grants. The Resolution adopting the annual budget requires Council authorization for any expenditure from contingencies, as well as transfer of budget authority between departments.

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

The City received voter approval in the May 2006 general election for a second adjustment to the expenditure limitation base. This permanent adjustment was effective for the FY 2007 budget year and increased the current expenditure limitation by approximately $25 million.

The Adopted Budget reflects the total funds appropriated ($230,158,982). Certain exclusions are allowed by the state [e.g., bond proceeds, debt service, grants] in computing the Expenditure Limitation ($118,190,325), and this total cannot be exceeded.

Budget authority can be transferred between line items within a Division. At year-end, Department budgets are reviewed and budget authority is transferred from contingencies by Resolution as necessary. Additionally, any inter-fund transfer of appropriations requires Council approval. Council can also amend total appropriations for a fund during the year by Resolution as long as there is a corresponding increase/decrease in another fund so that the expenditure limitation is not exceeded.

ASSUMPTIONS AND STRATEGIES

ECONOMIC OVERVIEW AND REVENUE FORECAST

The City of Flagstaff continues to have mixed economic indicators for the coming Fiscal Year. Economic strength is reflected positively through the growth in local sales tax, and property tax, however, state shared revenues are faltering. Economic weaknesses are apparent in our community in two ways. First the average home price continues to increase beyond the means of the majority of middle class workers. Second, the community is increasingly dependent on tourism and those jobs based in the tourism industry are generally at the lower end of the wage scale.

The City collects three different retail sales taxes. The first is a 1% tax on all general sales, except for food. This tax is a general purpose tax that benefits the General Fund. The City collects 0.721% on the same types of general sales; however the tax is restricted in use to certain transportation projects. The third tax the City collects is a Bed, Board, and Beverage tax that collects an additional 2% for motel rooms/campgrounds, restaurants, and bars. 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 10 years to be revalidated. This tax next expires in 2014. The City unsuccessfully tried to have the sunset clause removed in 2004. The City is currently looking again to either have the sunset clause removed and/or to have the tax extended in 2010. The transportation tax has four separate components. The transit portion of this tax expires in 2010 and the City worked with the Northern Arizona Intergovernmental Public Transit Authority (NAIPTA) to have this portion of the tax extended. The May 2008 election extended the transit portion of the tax by 10 years and also increased the base from 0.175% to 0.295% realizing an approximate $2.2 million increase for transit services. The total transportation tax increased from 0.601% to 0.721%. All transportation tax components will now expire in 2020. As this funding converts from construction to maintenance the City will pursue a permanent component to this tax. The 2% BBB tax expires in 2013. As this tax has also moved from construction to maintenance, it will be important to have it extended past the 2013 date. The City is working cooperatively with the local hoteliers and restaurateurs to evaluate the allocation and the continuation of this tax to best meet the community needs.

Local sales tax has been bolstered in recent years by construction activity and steady increases in most retail categories. The construction activity had primarily been in the residential sector but this past year has seen an extreme downturn. The City is seeing regeneration in a number of commercial projects. The overall budgeted increase in local sales tax is 11.2%. Individual components of the increase include 17.2% primarily in commercial construction, 17.0% in general merchandise sales due to the Mall and Aspen Sawmill openings, and 16.3% in auto sales due to the new Auto Mall.

The City is also anticipating a 1.2% increase in the Bed, Board, and Beverage (BBB) tax. This increase is primarily due to the growth in our local tourism industry.

Indicators such as the Revenue per Available Room (RevPAR) reach new levels every quarter. These estimates include some impact from a Conference Center to be completed on the Northern Arizona University (NAU) Campus in 2008. Minimal estimates have been included to date as NAU has only started taking reservations for further events and it is unknown at this time how successful they will be in filling their venue in the first year.

Property tax revenues were negatively impacted in FY2007 due to legislation that reset the maximum primary property tax base to the 2005 level. This legislation decreased the maximum allowable assessment for the City of Flagstaff in excess of $4 million dollars. The City is now held to annual increases of the value added by new construction and 2% on existing property, regardless of the change in assessed valuation. Property taxes will increase by 5.5% in FY2009. As assessed valuation increased at a much greater rate than the allowed 2% increase, the actual primary property tax rate will decrease from a mil rate of $0.7153 to $0.6803, realizing an annual savings of $10.50 to a $300,000 home. There is also a pending lawsuit from the Qwest Corporation seeking past and future relief on assets they assert have been overvalued. There is no estimate at this time of the impact to the City should Qwest be successful in this suit.

State shared revenue consists of both a distribution of sales tax and income tax. These distributions are made based on a city or towns' relative share of population in comparison with all other cities and towns. Except during census years, Flagstaff's population is determined by the Arizona Department of Economic Security based on a number of factors including new homes and school enrollment. Flagstaff's greatest challenge is that while the population is growing, it is growing at a slower rate than some of the other communities in the state. This has translated into a decreased proportionate share in the past. Currently, the City is holding a steady population percentage in relationship to the rest of the state at 1.26%.

The City is concerned about the 2010 federal census count. In the 2000 census, the City experienced a U. S. Census determined that the City has only grown by approximately 200 people from the 1995 special census. Even though the City of Flagstaff could prove the federal census was incorrect, the Census Bureau declined to make any adjustments. This cost the City in excess of $2 million dollars in reduced funding that the City is only now recouping back to the FY2002 levels.

The State of Arizona is experiencing extreme shortfall in state sales tax and state income tax. State sales tax collections are currently 1.7% behind last years collections. State sales tax projections were reduced by an additional $780,000 for the FY2009 budget year as of April 2008. The City addressed this revenue shortfall by reducing certain one-time expenditures. As of June 2008, the Arizona State Legislature is looking at additional reductions in sales tax revenue distributions, and the City anticipates having to make additional budget cuts to accommodate.

State income tax is currently held statutorily at a minimum base level for FY 2009 but decreases are anticipated for all years following due to tax cuts implemented in 2007. The statutory base is currently at risk as the state looks to balance their budget. This could decrease City revenue by approximately $200,000 in FY2009. Income and population growth have not sustained the state income tax as previously anticipated. The City continues to budget these funds conservatively.

Highway user tax revenues are projected to end the year under budget and to be flat in FY 2009. The latest news from the State decreases the amount shared with cities and counties which could translate into an approximate $500,000 decrease to the City. These revenues are distributed based on a fairly complex Arizona Department of Transportation formula, based in part on the amount of fuel purchased in our region. As fuel prices continue to increase, it is difficult to determine if Flagstaff will continue to be a large drive-time destination for surrounding communities including Phoenix and Las Vegas.

In addition, the City must find ways to address the affordable housing crisis. Trends in housing prices in Flagstaff indicate that the average home price in 2000 was $170,372. The household income needed to purchase a house was $47,000 and the median Flagstaff household was only slightly under this at $45,500. In 2006, the average home price was $376,519. The household income needed to purchase this house is $95,000 but the median household income is only up to $54,200. While the housing market locally has stabilized, it has not decreased. The City in conjunction with a number of community partners offer a number of housing assistance programs, but for the majority of new residents to the area, the housing is unaffordable. In addition, the City is working on a land trust and requiring affordable housing components in new developments to help allay this problem.

This high cost of housing coupled with a lack of high level technical, manufacturing or administrative jobs also causes 'brain drain' from the community. With the location of one of the three major universities in our community and a well developed community college, Flagstaff has the ability to recruit for a wide array of higher level positions; however the community is challenged to recruit new business, in part due to the high cost of living. It is a very circular issue that the City works on from a number of perspectives.

EXPENDITURES

The adopted budget is based on fiscal restraint consistent with conservative and sustainable revenue estimates. The base budget approach has required operational cost reviews and redistributions of all Departments.

Efforts to Control Expenditures – The Fleet Management Committee reviews all equipment replacement requests and prioritizes those needs. A long-range planning approach is utilized to level cash flow requirements from one year to the next. The Fleet Committee has developed a five-year plan and continues the process of reviewing the plan to identify cash flow needs and develop alternatives to better allocate future resources. Due to varying demands, the Fleet budget is flexible, allowing monies to shift within the five-year planning period.

Fund Balance – The carryforward of fund balances remain at a level that protects the financial integrity of the City. Moody's bond rating for the City is Aa3. The projected fund balance at the end of FY 2009 is estimated at $8,730,066 in the General Fund. A general fund balance equal to 15% of general fund revenues is anticipated to maintain a sound financial position. The General Fund balance is currently budgeted at 16.2%.

The FY 2009 budget continues to use excess fund balances for one-time capital expenditures, facilities and redevelopment. In addition, a portion of the current fund balance represents carryforward of expenditures in equipment and capital projects.

The City of Flagstaff has dual challenges in expenditure funding. The first is operational growth due to accelerated personnel cost increases. The City is trying to keep salaries in line with other communities throughout the state, as determined by a market survey. The average employee will receive a 4.2% increase for FY 2009. The City will also fund increases in the public safety retirement system.

The City has also had to use most of the reserves in most of the funds to be able to complete existing capital projects. Double digit cost increases have translated into numerous capital projects exceeding budget.

As noted in the revenue section, while the budget is currently balanced the City may need to react quickly to the changing State environment. The City will proactively work on solutions to these issues throughout the budget year.

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

The Council developed ten goals that encompass the areas of Affordable Housing, Economic Development and Redevelopment, Capital Improvement, Public Safety, Customer Service, Quality of Life, Fiscal Health, Organizational Support, Collaboration, and Planning for Growth. These were refined into the five priorities described in the City Manager's Message.

- *Estimated Actual Expenditures FY 2008*. Divisions were asked to estimate expected expenditures by line item for FY 2008. Overages and underages (and reasons, theretofore) were used to adjust the recommended budget for various line items in FY 2009. This resulted in a reduction of a substantial number of line items, thereby allowing resources to be reallocated without inflating the total appropriations required.
- *Staffing Requests/Increases in Level of Service.* Departments were required to provide narratives for increases in service levels and addition of staff. New staff additions were encouraged to have an independent funding source, or were needed to maintain current service levels.
- *Fleet Management.* All fleet equipment replacement requests were reviewed and prioritized by the Fleet Management Committee within financial parameters.
- *Information Systems.* Management Information Systems Staff reviewed hardware and software needs. Funding was established to maintain funding at a level dollar amount to meet existing and future needs for current service levels including upgraded equipment and software.
- *Capital Improvements.* The Capital Improvement staff reviewed all requests of capital projects or public improvements that require time charge outs from that division.
- *Operational Impacts.* All funds are continually evaluated relative to five-year financial projections. Increased service levels due to new programs or capital construction were projected to determine operating impacts in future years.

FUND SUMMARIES

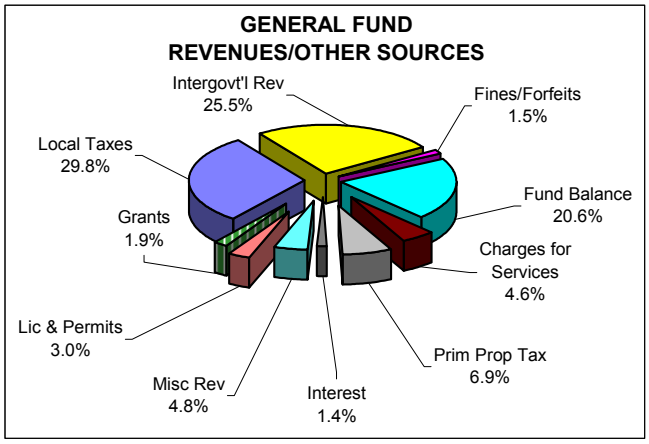
GENERAL FUND

The General Fund includes all City operations, except enterprise activities (operations which are to be self-sustaining), e.g., Utilities, Environmental Services, the Airport, and Stormwater; activities funded from a special revenue source dedicated to that activity, e.g., the BBB Tax funds, the Transportation tax funds, Streets; Library; Housing and Community Services; and Transportation Planning (MPO).

Total resources available for General Fund expenditures for FY 2009 are $71.6 million including the beginning fund balance of $24.9 million. A substantial portion of General Fund resources comes from two revenue categories: 1) local sales and franchise taxes and 2) intergovernmental revenues (specific detail including comparative data is shown in Schedule 3 of Financial Summaries Section). A more detailed review of major revenue categories, including historical trend information, is provided following the fund summaries.

General Fund revenue/other sources compared to the year-end estimates have decreased by 5.3%. The City is anticipating growth in City sales tax, and charges for services due to the opening of the Aquaplex in late summer 2008. The decrease in financial resources is due to increased transfers out to other funds in anticipation of capital project completion.

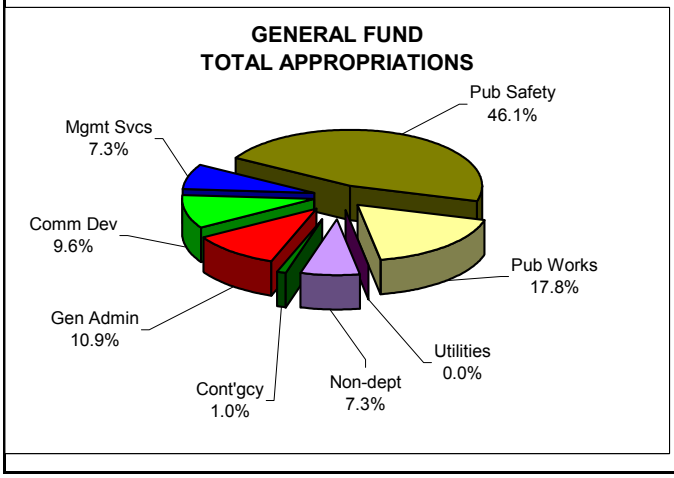
REVENUES/OTHER SOURCES	EST ACTUAL FY2008	BUDGET FY 2009
Licenses and permits	$ 1,805,863	$ 2,180,255
Grants	2,433,991	1,336,262
Local taxes	19,660,368	21,314,557
Intergovernmental	18,265,335	18,267,421
Fines and forfeits	1,117,737	1,097,379
Fund Balance, net of Transfers	21,827,058	14,719,336
Fund Balance for Carryovers	1,593,259	1,490,800
Charges for services	1,917,227	3,293,581
Primary Property Tax	4,726,831	4,914,271
Interest	1,025,000	973,750
Miscellaneous	1,188,275	1,991,691
	$ 75,560,944	$ 71,579,303



General Fund total appropriations compared to year-end estimates have increased by 24.0%. The appropriation growth is due to increases in salaries, benefits, insurance, and capital projects.

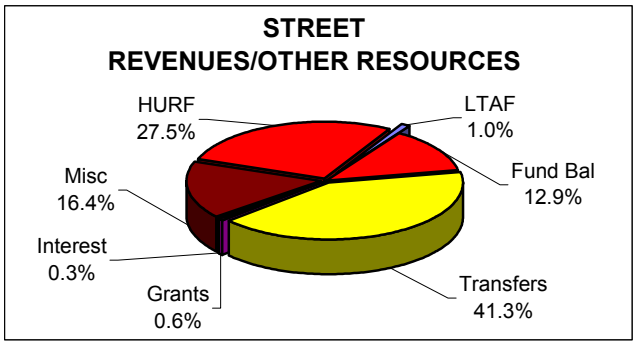
The financial position of the General Fund (after cost allocation distribution) remains strong. Accumulated funds will continue to be spent in Flagstaff for development opportunities.

APPROPRIATIONS	EST ACTUAL FY2008	BUDGET FY 2009
General Administration	$ 6,107,552	$ 6,869,877
Community Development	5,102,679	6,021,399
Management Services	4,389,208	4,609,985
Public Safety	26,684,092	28,964,563
Public Works	8,561,702	11,182,579
Utilities	21,441	26,125
Non-departmental	(194,534)	4,574,709
Contingencies	-	600,000
	$ 50,672,140	$ 62,849,237



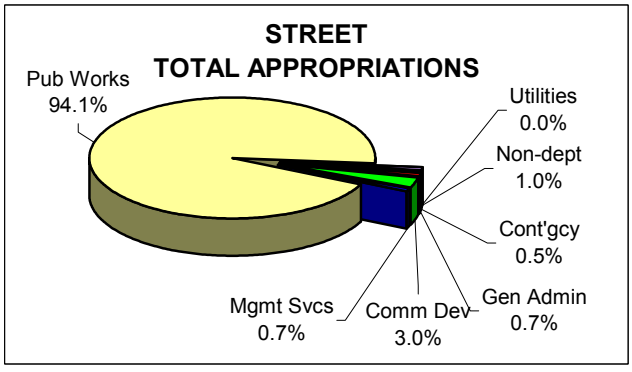
HIGHWAY USER REVENUE FUND

REVENUES/OTHER RESOURCES		
HURF	$	8,083,215
LTAF (lottery)		300,246
Fund Balance		3,785,483
Transfers (net)		12,142,567
Grants		180,000
Interest		95,000
Miscellaneous		4,792,636
	$	29,379,147



The Highway User Revenue Fund (HURF) is mainly supported by transportation related taxes distributed to the Cities and Counties by the State. Appropriations total $26.2 million in FY 2009. Projects budgeted includes the annual pavement maintenance program, and Sunnyside Street Improvements.

APPROPRIATIONS		
General Administration	$	193,821
Community Development		791,706
Management Services		187,242
Public Works		24,642,182
Utilities		1,723
Non-departmental		260,572
Contingency		100,000
	$	26,177,246



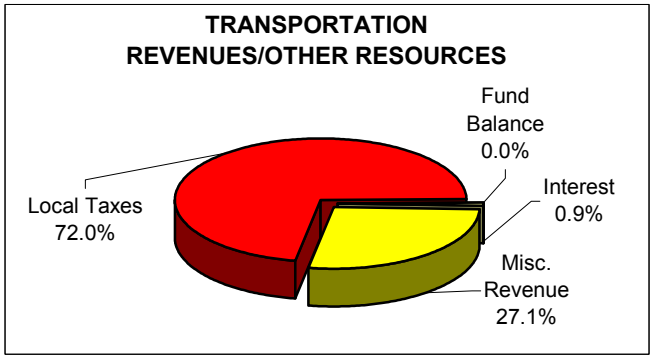
TRANSPORTATION FUND

The Transportation Fund was formed in FY 2001 as a result of voter authorization on May 16, 2000 to increase sales taxes to support four transportation issues. The tax increase is valid for twenty years. The Sales Tax revenue collected for transportation is recorded in this fund. The expenditures related to Transit and 4th Street Overpass are appropriated in this fund. Expenditures related to Safety Improvements and Street Improvements are accounted for in the HURF and Beautification funds. Appropriate transfers are made to fund the various projects that this tax supports.

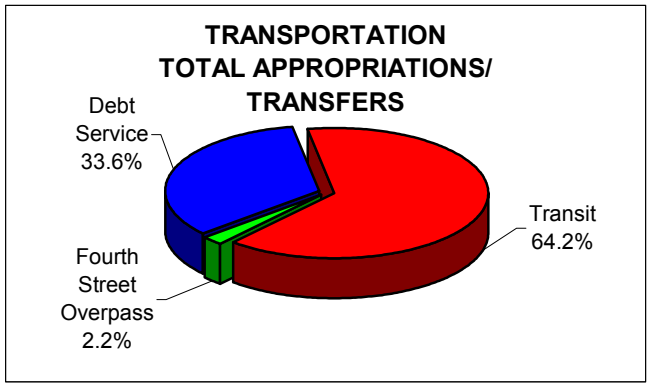
Projects		Budget FY 2009 Revenues
4th Street Overpass	$	2,950,420
Safe-to-School, Pedestrian and Bike		1,475,204
Traffic Flow and Safety Improvements		3,429,860
Transit Service Enhancements		5,439,836
Totals	$	13,295,320

Appropriations total $5.8 million in FY 2009. Appropriations are comprised of $3.7 million for transit operations, and $2.0 million for debt service. Transfers include $10.0 million to the HURF Fund for Safety and Street Improvements and $550,000 to fund FUTS projects in Beautification. The tax rate for transportation is .721%.

REVENUES/OTHER RESOURCES		
Local Taxes	$	13,295,320
Fund Bal, net of Transfers		(9,645,540)
Interest		162,000
Misc. Revenue		5,000,000
	$	8,811,780

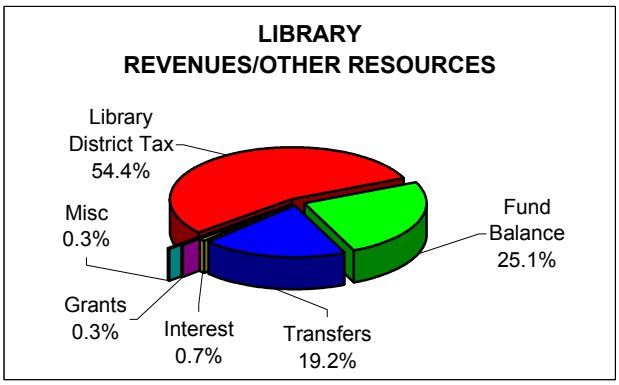


APPROPRIATIONS/TRANSFERS		
Transit	$	3,721,110
Fourth Street Overpass		125,000
Debt Service		1,951,108
	$	5,797,218



LIBRARY FUND

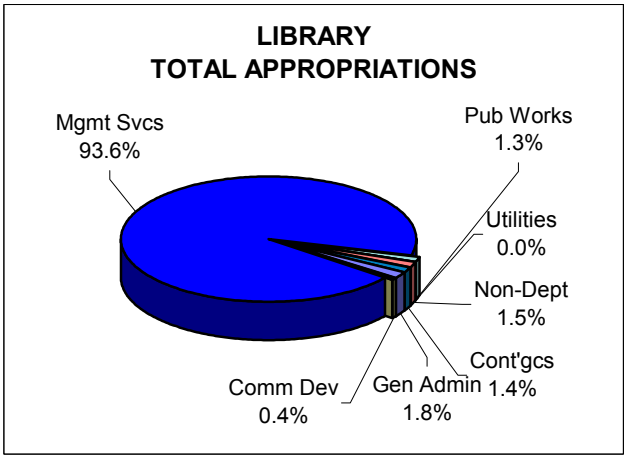
REVENUES/OTHER RESOURCES		
Library District Tax	$	4,053,121
Fund Balance		1,869,964
Transfers (net)		1,430,262
Interest		50,000
Grants		25,000
Miscellaneous		29,000
	$	7,457,347



The City operates a joint City-County Public Library with auxiliary programs in outlying county locations and bookmobile services. $4.1 million of the funding for library operations comes from the library district tax.

During 1997, the County, in concert with the affected entities throughout, developed a new funding formula for the distribution of the tax. The formula provides a base amount for all entities and the distribution of any additional monies as directed by the Library Council with affirmation by the County Board of Supervisors.

APPROPRIATIONS		
General Admin	$	132,253
Community Development		27,708
Management Services		6,741,890
Public Works		93,327
Utilities		1,002
Non-Departmental		110,184
Contingencies		100,000
	$	7,206,364



BBB FUNDS

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

Economic Development	9.5%
Beautification	20.0%
Tourism	30.0%
Recreation	33.0%
Arts & Science	7.5%

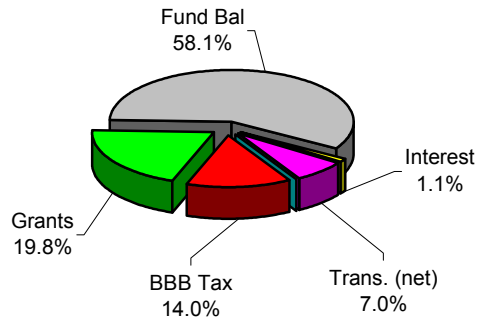
Since inception, the City has experienced a continual growth in BBB revenues. Revenue for fiscal year 2009 is anticipated to have a growth of 1.2%. Activities funded with the revenues have made operating adjustments necessary and these changes will be reflected within each five-year plan.

Beautification Fund: Total resources available for Beautification Fund activities amount to $7.8 million including carryovers and approved grants. Expenditures from this fund are primarily for capital improvements. (See the CIP Section for project list.)

REVENUES/OTHER RESOURCES		
BBB Tax	$	1,102,966
Grants		1,555,880
Fund Balance		4,566,904
Interest		83,361
Transfers (net)		553,754
	$	7,862,865

APPROPRIATIONS		
Community Development	$	7,567,548
Reserve		10,000
	$	7,577,548

BEAUTIFICATION
REVENUES/OTHER RESOURCES

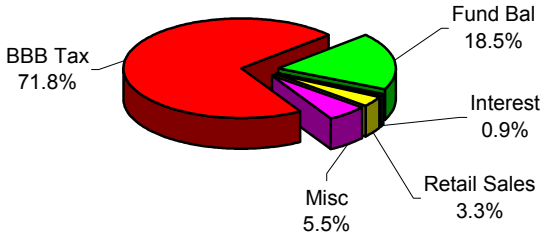


Tourism Fund: Total resources available in FY 2009 are $2.3 million. The total appropriations are $2.1 million, which includes a $100,000 reserve for contingencies.

REVENUES/OTHER RESOURCES		
BBB Tax	$	1,654,449
Fund Bal, net of Transfers		426,697
Interest		20,500
Retail Sales		75,000
Miscellaneous		127,856
	$	2,304,502

APPROPRIATIONS		
General Administration	$	2,021,685
Reserve		100,000
	$	2,121,685

TOURISM
REVENUES/OTHER RESOURCES



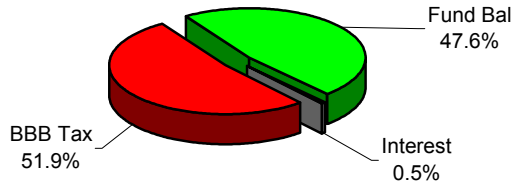
Expenditures include ongoing marketing programs and one-time expenditures for capital. Included in the budget for Tourism is a strategic plan intended to provide guidance in determining markets, promotion directed at these markets, and measurement tools.

Arts & Science Fund: Total resources available for Arts & Science activities are $796,213. Expenditures include contributions to local organizations and Art in Public Places. Contributions to Other Agencies are $305,000 and Art in Public Places has $252,414 that is derived from a 1% allocation from citywide eligible capital project expenditures. Administrative expense of $73,500 is paid to the Flagstaff Cultural Partners. Revenues received from the BBB tax are estimated to be $413,612.

REVENUES/OTHER RESOURCES		
BBB Tax	$	413,612
Fund Bal, net of Transfers		379,213
Interest		3,388
	$	796,213

APPROPRIATIONS		
Community Development	$	734,852
Reserve		10,000
	$	744,852

ARTS & SCIENCE
REVENUES/OTHER RESOURCES

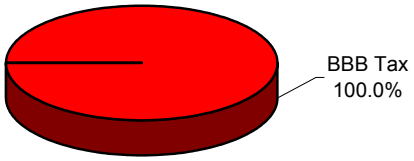


Recreation Fund: There are no appropriations in FY 2009 for Recreation Fund activities. Per discussion with City Council in the Spring 1996 retreat, Council concluded this funding should support the expansion of existing facilities and the associated maintenance. Through regular economic growth, however, the fund balance is again starting to accumulate. Recreation staff will be preparing and prioritizing future capital projects appropriate to this funding

REVENUES/OTHER RESOURCES		
BBB Tax	$	1,819,894
Fund Bal, net of Transfers		(1,749,682)
	$	70,212

APPROPRIATIONS		
Public Works	$	-
	$	-

RECREATION
REVENUES/OTHER RESOURCES

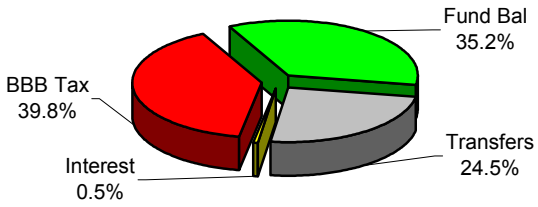


Economic Development Fund: This fund continues to focus on business retention and attraction as well as workforce development. In addition, the City funds the business incubation program, structured to allow university professors and local entrepreneurs to work in a supportive environment to develop ideas into commercial business models. The City will continue to seek targeted industries to relocate to the community. Those industries will be complementary to existing businesses or will be supportive of community goals such as clean energy, sustainability or BioScience. Total resources allocated to this effort are $1,316,663 with all monies from BBB dedicated tax for economic development and a general fund contribution of $322,000 to support the business incubator.

REVENUES/OTHER RESOURCES		
BBB Tax	$	523,909
Fund Balance		463,754
Transfers		322,000
Interest		7,000
	$	1,316,663

APPROPRIATIONS		
Non Departmental	$	1,109,386
Reserve		25,000
	$	1,134,386

ECONOMIC DEVELOPMENT
REVENUES/OTHER RESOURCES



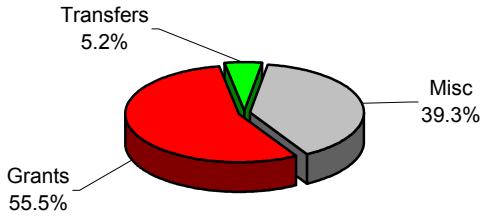
OTHER FUNDS

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

REVENUES/OTHER RESOURCES		
Grants	$	317,404
Transfers		30,000
Miscellaneous		225,000
	$	572,404

APPROPRIATIONS		
Community Development	$	449,782
Non-Departmental		22,622
Contingency		100,000
	$	572,404

MPO
REVENUES/OTHER RESOURCES



The MPO has appropriated $572,404 for this program for FY 2009. This includes operating funds for transportation and transit planning. Transit operating funds are not included in this budget since that service is contracted through Coconino County.

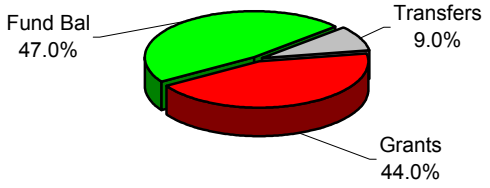
Housing and Community Services:

This fund finances activities in conjunction with the CDBG program and affordable housing activities. There is $4.1 million appropriated to this activity for FY 2009. Expenditures in this fund include $1.4 million for land acquisition, $1.3 million in CDBG related activities, and $600,000 in state grants activities and $450,000 for Community Homebuyer Assistance Program.

REVENUES/OTHER RESOURCES		
Grants	$	1,844,316
Fund Balance		1,969,435
Transfers		375,400
	$	4,189,151

APPROPRIATIONS		
Community Development	$	4,051,771
	$	4,051,771

HOUSING AND COMMUNITY SERVICES REVENUES/OTHER RESOURCES

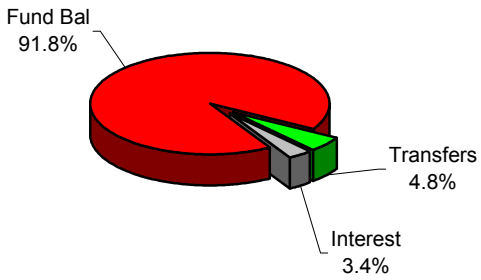


Real Estate Proceeds: The Real Estate Proceeds fund is currently restricted to the purchase of real estate. The appropriations total is $0.5 million for FY 2009 for facility development.

REVENUES/OTHER RESOURCES		
Fund Balance	$	474,046
Transfers		25,000
Interest		17,350
	$	516,396

APPROPRIATIONS		
Non-Departmental		500,000
	$	500,000

REAL ESTATE PROCEEDS REVENUES/OTHER RESOURCES



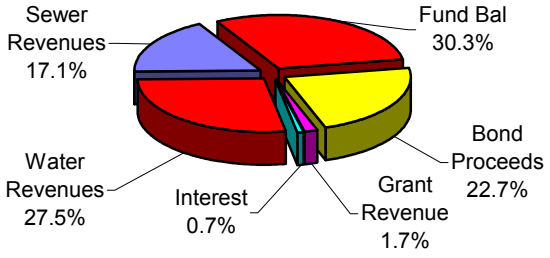
ENTERPRISE FUNDS

UTILITIES FUND: The City's water and wastewater operations are operated as an Enterprise Fund activity, i.e., self-sustaining operations with user fees and charges based on a "cost-of-service" methodology. The rate model determines the minimum revenue requirements needed to support operations including: all operating and maintenance costs; capital improvements considered routine in nature; principal and interest payments on bonded debt related to utility construction; and maintaining a year-end fund balance sufficient to ensure adequate working capital. Total appropriations for the Utilities Fund are $44.5 million. Resources include $13.7 million in water revenues and $8.5 million in sewer revenues.

Water Operations: Total appropriations relating to direct costs for the water operations are $23.0 million. Water fees are the major source of revenue supporting water operations. Bond funds support well development and land acquisition. Revenue estimates total $13.7 million for water sales. A rate increase was approved for FY 2009 to help repay debt service for bond projects.

REVENUES/OTHER RESOURCES		
Water Revenues	$	13,714,953
Sewer Revenues		8,500,479
Fund Bal, net of Transfers		15,070,935
Bond Proceeds		11,300,000
Grant Revenue		849,503
Interest		356,000
	$	49,791,870

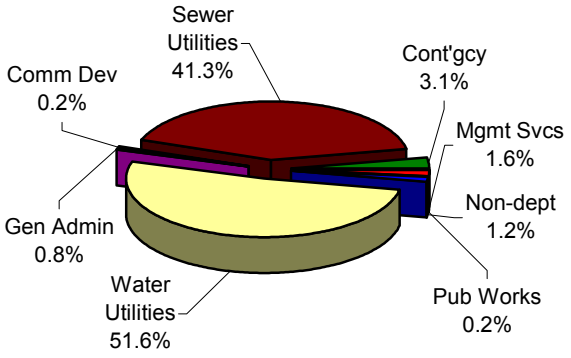
UTILITIES
REVENUES/OTHER RESOURCES



Wastewater Operations: Total appropriations relating to the direct costs for the wastewater operations are $18.4 million. Wastewater (sewer) fees are the major source of revenue supporting wastewater operations. Bonds will fund future water rights, water production wells, and completion of major improvements to the Wildcat Wastewater Treatment Facility. Revenue estimates total $8.5 million in wastewater service charges. A rate increase was approved for FY 2009 to help repay debt service for bond projects.

APPROPRIATIONS		
General Administration	$	357,908
Community Development		101,872
Management Services		713,770
Public Works		80,233
Non-departmental		519,805
Water Utilities		22,982,734
Sewer Utilities		18,384,327
Contingency		1,400,000
	$	44,540,649

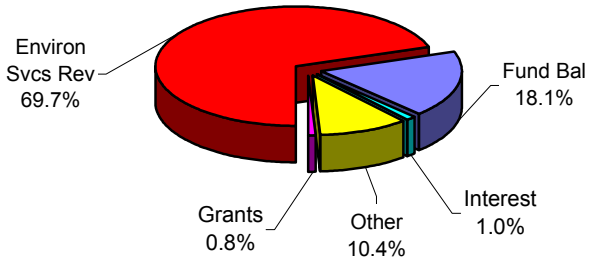
UTILITIES
TOTAL APPROPRIATIONS



ENVIRONMENTAL SERVICES FUND: Total financial resources are $19.2 million. User fees are the major revenue source of solid waste disposal operations. The user fees are comprised of eight major customer services areas (residential sanitation, curbside recycling, commercial sanitation, hoist and haul, landfill dumping, inert materials pit, environmental, and commercial recycling) with different rates for each category based on cost of service.

REVENUES/OTHER RESOURCES		
Environmental Svcs Revenue	$	13,386,951
Fund Bal, net of Transfers		3,482,928
Interest		199,613
Other Financing Sources		2,000,000
Grants		146,600
	$	19,216,092

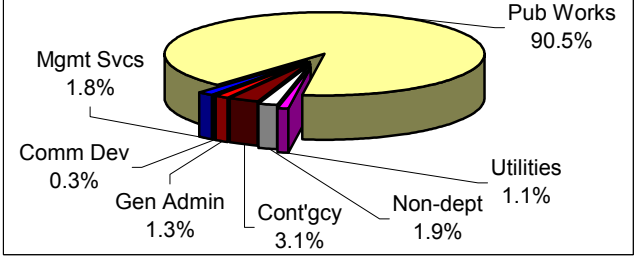
ENVIRONMENTAL SERVICES REVENUES/OTHER RESOURCES



Currently, the existing landfill rate structure provides cost recovery for ongoing operations as well as provisions for funding replacement equipment; closure and regulatory compliance costs related to mitigation of environmental contamination and/or degradation; as well as for future site requirements. Based on current estimates for closure and post-closure landfill costs, the City is setting aside legally restricted funds to insure sufficient funds will be available to meet these requirements.

APPROPRIATIONS		
General Administration	$	204,079
Community Development		54,687
Management Services		286,160
Public Works		14,556,997
Utilities		175,853
Non-departmental		303,680
Contingency		500,000
	$	16,081,456

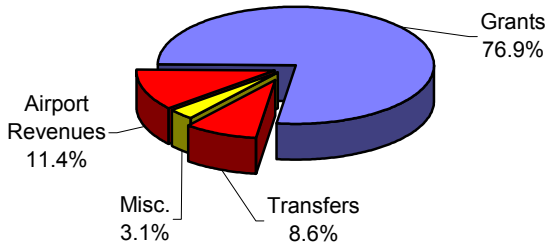
ENVIRONMENTAL SERVICES TOTAL APPROPRIATIONS



AIRPORT FUND: Pulliam Airport is located four miles south of downtown Flagstaff and is staffed seventeen hours per day, seven days each week and provides airline service to Phoenix and Los Angeles. Total appropriations are $11.5 million: $1.6 million for operations, $655,666 for debt and $9.3 million in capital outlay. Primarily FAA and ADOT grants will fund the capital improvements.

REVENUES/OTHER RESOURCES		
Airport Revenues	$	1,319,326
Grants		8,876,132
Fund Balance		1,435
Transfers (net)		993,440
Miscellaneous		350,154
	$	11,540,487

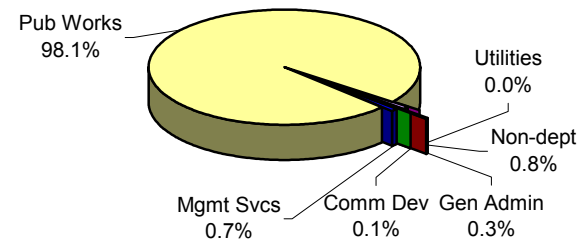
AIRPORT
REVENUES/OTHER RESOURCES



The general fund will continue to subsidize operations at $292,000 this year with an additional $398,000 for capital improvements including matching funds for grants. This year, of the $9.3 million in capital improvements, FAA and ADOT are funding $8.9 million. The secondary property tax fund will transfer $337,007 to cover debt service not paid with passenger facility charges.

APPROPRIATIONS		
General Administration	$	39,188
Community Development		9,923
Management Services		85,308
Public Works		11,316,310
Utilities		373
Non-departmental		88,839
	$	11,539,941

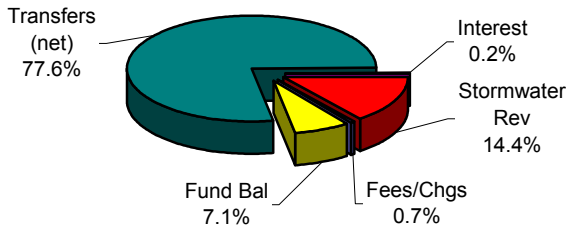
AIRPORT
TOTAL APPROPRIATIONS



STORMWATER FUND: The Stormwater fund was initiated as a response to enhanced NPDES stormwater requirements affecting all communities with populations greater than 50,000 as of March 2003. The City of Flagstaff worked with consultants to design a program that met current minimum NPDES standards. Stormwater fees to both residential and commercial customers are stepped based on every 1,500 square feet of impervious area. A rate increase has been approved for FY 2009.

REVENUES/OTHER RESOURCES		
Stormwater Revenues	$	1,199,224
Fees & Charges		61,346
Fund Balance		592,520
Transfers (net)		6,462,228
Interest		11,850
	$	8,327,168

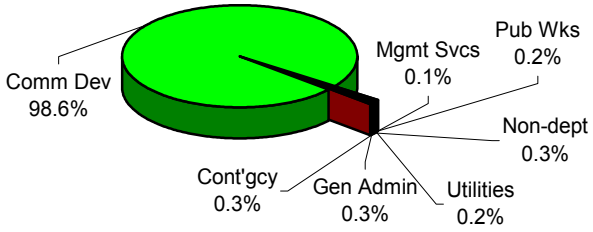
STORMWATER
REVENUES/OTHER RESOURCES



Total revenues/other resources include transfer of $6.8 million from the general fund for the Rio de Flag project. Total appropriations of $8.2 million include the operational components of NPDES implementation, general drainage maintenance, and the Rio de Flag including related parking.

APPROPRIATIONS		
General Admin	$	26,959
Community Development		8,118,877
Management Services		11,571
Public Works		15,181
Utilities		18,072
Non-departmental		21,299
Contingency		10,000
	$	8,221,959

STORMWATER
TOTAL APPROPRIATIONS



FIVE-YEAR PROJECTIONS BY FUND

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

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

The preparation of the five-year plan is a cooperative effort between department heads, division heads, and budget staffs to assure projections are based in current program needs and revenue estimates are achievable.

The five-year projections are located in the Financial Summary section, Schedule 11. The following narratives present the highlight of the forecasts by funds:

GENERAL

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

The General Fund balance decreases by 65% as the city is currently funding several projects with Fund Balance and non-recurring revenues. Such projects include redevelopment, the Flagstaff Mall expansion, and Rio de Flag flood control.

LIBRARY

The five-year plan for Library shows the ability to fund ongoing operations costs with funding from the City, through revenue transfers, and the County, through Library District Taxes. The Library fun balance decreases by 87% due to planned expenditures at both the branch and affiliate Library.

HIGHWAY USER

This fund is devoted to the maintenance, improvements, 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 15% due to planned expenditures for the completion of various capital projects.

TRANSPORTATION

The Transportation Fund is used to track revenues and expenditures related to a dedicated sales tax approved by voters. The five-year plan shows the completion of a 4th Street Overpass in FY 2007 and the ongoing funding of the transit system which is operated by the County. Other projects are funded through revenue transfers to the fund where the projects are budgeted. The Transportation fund balance increases by 227% due to the 2008 voter approved rate increase for transit services that will generate an additional $2.2 million in revenue.

BEAUTIFICATION

The primary sources for this fund include; BBB Tax, grants and revenue transfers. This fund primarily accounts for capital projects related to FUTS and Streetscapes. It is an ongoing effort to balance the amount of projects within the availability of revenues. This five-year plan shows how it is accomplished. The Beautification fund balance decreases by 94% due to planned expenditures for the completion of various capital projects.

ECONOMIC DEVELOPMENT

This fund is balanced with ongoing revenues from BBB taxes and General Fund transfers. Ongoing expenditures support a number of efforts focused on business attraction, retention, work force development, and the business incubator. The Economic Development fund balance decreases by 61% due to planned one-time expenditures focused on economic development efforts.

TOURISM

This fund is balanced with ongoing revenues from BBB taxes and ongoing expenditures related to tourism promotion and visitor center services. Based on revenue growth, this fund can maintain existing operations levels. The Tourism fund balance decreases by 49% due to planned one-time expenditures related to the roll-out of a new airline service to the Flagstaff area.

ARTS AND SCIENCE

This fund is balanced with ongoing revenues from BBB taxes and ongoing expenditures related to contributions to agencies for projects related to awareness of arts and science in our community. Based on revenue growth, contributions will be maintained or slightly increased over the next five years. The Arts and Science fund balance decreases by 87% as this fund has been accumulating reserve for public art and it is anticipated that selections will be made in FY2009.

RECREATION-BBB

This fund is used for the improvements to city and school recreational parks and fields. In addition, maintenance cost related to the improved parks and fields, maintenance of FUTS trails, debt service of bonds issued for improvements, and a transfer for construction of new FUTS trails are funded with ongoing revenues. The Recreation – BBB fund balance increases by 114% as the fund has recovered from a planned negative balance. As the fund accumulates reserves, new capital projects will be scoped and constructed.

REAL ESTATE PROCEEDS

This fund is used for one-time revenues and expenditures related to sale and acquisition of property. As the City sells additional properties, those funds will be restricted for a similar purchase of land as intended with the original land acquisition. The Real Estate Proceed fund balance decreases by 97% due to planned expenditures on facilities.

HOUSING AND COMMUNITY SERVICES

This fund is primarily used to track revenues and expenditures related to Community Development Block Grants and other housing grants. The block grants are an entitlement to the City and are expected to stay level over the next 5 years. The City currently expects to receive State housing grants every other year. The City General Fund makes contributions annually to fund a revolving loan program, land acquisition, and affordable housing assistance. The Housing and Community Services fund balance decreases by 93% due to the scheduled completion of various housing work programs.

METRPOLITAN PLANNING ORGANIZATION

This fund in used for transportation planning grants. It is currently estimated that grant revenues will remain consistent throughout the next five years. Some work is performed for internal customers and allocated through charge-outs.

GENERAL OBLIGATION BOND

This fund is used to track the debt service payments on General Obligation Bonds. This five-year plan shows the City is meeting the requirements for future debt service payments.

SECONDARY PROPERTY TAX

This fund is used for tracking of secondary property tax revenue and the subsequent transfer to other funds to make debt service requirements. The five-year projection uses the current assessed valuation figures from the county to estimate property taxes that will be available for debt service expenditures. The projection assumes additional voter authorization to be issued in the future and maintaining the existing tax rate. This allows the City to look at the long-term property tax rates to smooth the highs and lows and maintains a more level tax rate from year to year. The Secondary Property tax fund balance increases by 32% due to the overall increase in assessed values for the city.

SPECIAL ASSESSMENT BOND

This fund is set up for repayment of bonds issued for special assessment district. The City currently has two districts. The Bow and Arrow Estates special assessment will be paid in 2010. The newly formed Aspen Sawmill district will realize its first receipts and payments in FY 2010. The Special Assessment Bond fund balance decreases by 31% due to the planned retirement of debt.

PERPETUAL CARE

This fund is currently used for the tracking of contributions related to long-term maintenance at the City owned cemetery. The fund balance increases by 19% as expenditures will not be budgeted until there is adequate fund balance to pay for ongoing expenditures.

CAPITAL PROJECTS BOND

This fund is used to track the revenues and expenditures of the voter approved bond eligible projects. In May of 2004, the voters of Flagstaff approved ten projects. The exception is for Water and Wastewater projects that will be presented in the Utilities five-year plan. Projects/bond sales are scheduled to coincide with the retirement of other debt so the overall secondary property tax rate does not increase. This fund currently has three components:

1. The Aspen at Sawmill project fund balance decreases by 80% due to planned capital expenditures.
2. The Municipal Facilities Corp fund balance increases by 189% due to the timing of receiving bond proceeds.
3. The GO Bond Funded Projects fund balance decreases by 67% for planned capital expenditures.

WATER AND WASTEWATER

As a City enterprise fund, this fund is managed on a self-sustaining basis. The five-year projections show that ongoing expenditures, capital improvements, and debt service requirements are being met with user fees, fund balance, and interest earnings. In addition to the five-year projections, the City uses a rate model to balance future operations and capital requirements with

anticipated revenues over a ten-year period. The Water and Wastewater fund balance decreases by 63% due to planned capital expenditures.

AIRPORT

This fund is responsible for the operations at Flagstaff Pulliam Airport. The majority of future revenues are grants related to continued expansion and capital improvements at the airport. Currently the airport is not self-sustaining for ongoing expenditures. It is the goal of the Airport Fund to become self-sustaining through additional Airpark developments and the expansion of the runway to allow regional jet service. A second airline began service June 2008. Until then, the General Fund will make contributions to cover the differences. The capital improvement plan is based on annual updates to ADOT and FAA. The City General Fund also makes a transfer to the Airport Fund to cover the match portion of capital grants awarded. The Airport fund balance decreases by 62% due to normal fluctuations of the transfer from the General Fund.

ENVIRONMENTAL SERVICES

This enterprise fund is self-sustaining through user fees. The five-year projection anticipates a rate escalator of five percent per year over the next five years. This coincides with on-going operations; capital needs, and revised service levels for all operations. Included in the five-year projection is the anticipated funding to cover the landfill closure and post-closure costs at the end of the useful life of the landfill.

STORMWATER

This fund is an enterprise fund to oversee City issues related to drainage and the associated federal requirements. Ongoing operating expenditures are paid for with stormwater revenues and user fees. Capital projects are currently funded with transfers from other divisions. A rate increase was approved for FY 2007 and to self-fund capital improvements and increase inspection efforts as required by NPDES. Rates will continue to be increased annually from FY 2008 to 2011. The Stormwater fund balance decreases by 82% due to planned capital expenditures.

FIREMEN'S PENSION

All funds were distributed in FY2008 and the fund was closed.

REVENUES

Historical Trend Information for Select Revenues

GENERAL FUND

PROPERTY TAX RECEIPTS CURRENT, PRIMARY

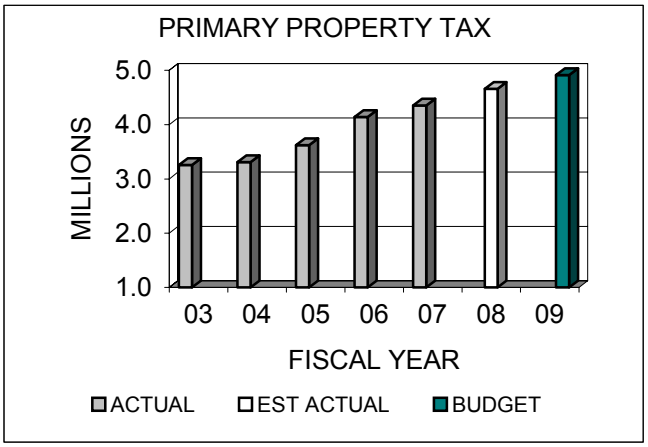
Legal Authority: Arizona Revised Statutes Section 42-45 (B) based on the State Constitution Article 9, Section 18. Revised through HB2876, June 2006.

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

Receipts from primary property taxes levied by the City are deposited in the General Fund. No restrictions on usage apply to the primary property tax. State statute limits the annual increase to 2% plus the amount generated by construction. This legal restriction previously had no impact on the City as the City had levied less than 50% of the maximum allowed. For FY 2007, legislation was introduced through an omnibus bill and signed by the governor that changed the base amount to the amount assessed in tax year 2005 this was subsequently approved in the November general election. This change decreased the City's ability to assess property tax dramatically.

PRIMARY PROPERTY TAX

FY:	AMOUNT	% CHANGE
02-03	3,258,732	7.4%
03-04	3,307,485	1.5%
04-05	3,618,849	9.4%
05-06	4,141,281	14.4%
06-07	4,353,660	5.1%
07-08	4,656,831	7.0%
08-09	4,914,271	5.5%



Primary property taxes generally change on an annual basis for two reasons: new construction that is added to

the tax rolls and the reassessment of existing property. New construction added over $24 million dollars to the assessed valuation for FY 2009 and accounts for 3.5% of the increase.

CITY SALES TAX (TRANSACTION PRIVILEGE TAX)

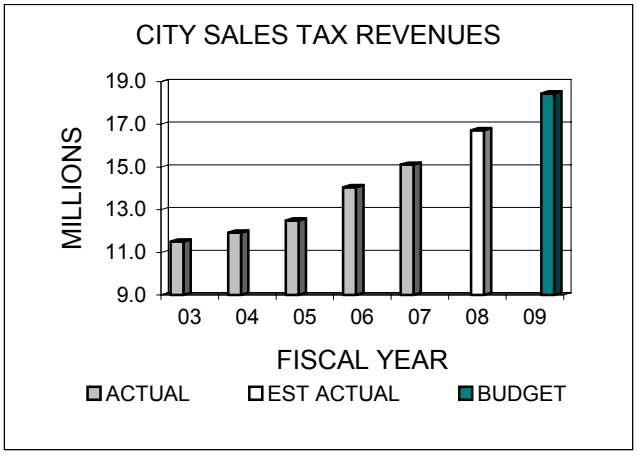
Legal Authority: City Code, Title 3, Chapter 5, (Ordinance 1491)

Tax currently sunsets 2014.

Description: The single largest revenue source for the City is obtained from a 1% tax on the sales of goods. The sale of food for home consumption is exempted from the tax. Additional sales taxes levies include a 2% tax on hotels, restaurants and bars (BBB Tax) and a 0.721% transportation tax.

CITY SALES TAX

FY:	AMOUNT	% CHANGE
02-03	11,500,467	3.3%
03-04	11,917,786	3.6%
04-05	12,500,038	4.9%
05-06	14,054,056	12.4%
06-07	15,109,645	7.5%
07-08	16,720,191	10.7%
08-09	18,440,121	10.3%



The 1% portion is designated as General Fund revenue to support activities and services provided by the City government. Bed, Board and Booze (BBB) and Transportation taxes are presented separately in this section.

These numbers are sales tax revenues only; audit assessments and penalty and interest revenues are combined with these numbers on schedule 3. The increase in revenues for FY 2008 was driven by increases in construction, tourism, and retail sales. Construction remains strong, primarily in commercial. The revenue projection for FY 2009 anticipates larger increases in retail from the Flagstaff Mall expansion, the Auto Mall expansion, and the completion of both the Conference Center and Aspen Sawmill.

STATE SALES TAX

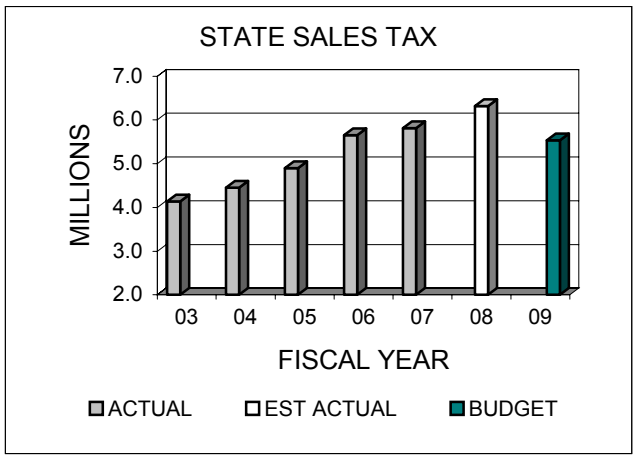
Legal Authority: Arizona Revised Statutes Section 42 - 1341 (D)

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

The sales tax revenue projected for FY 2009 reflects the economic downturn at the state level due to the residential construction and overall housing market slump.

STATE SALES TAX

FY:	AMOUNT	% CHANGE
02-03	4,136,724	1.5%
03-04	4,449,982	7.6%
04-05	4,900,116	10.1%
05-06	5,652,335	15.4%
06-07	5,815,473	2.9%
07-08	6,314,381	8.6%
08-09	5,534,381	-12.4%



STATE INCOME TAX (REVENUE SHARING)

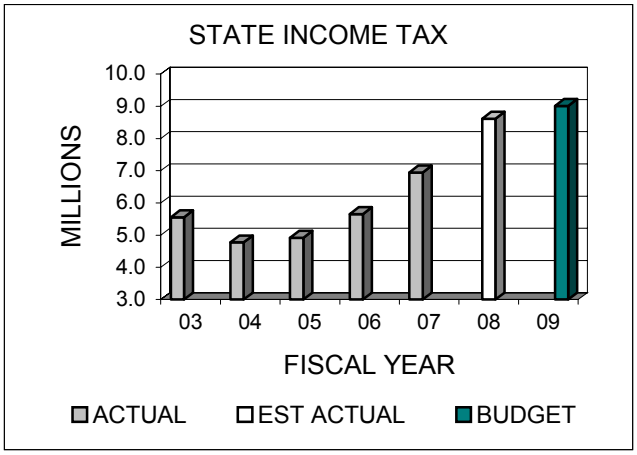
Legal Authority: Arizona Revised Statutes Section 43 - 244 (B)

Description: The City shares in 15.8% of the State income tax collected based on the population of the cities and towns as reported in the 2000 Census and adjusted by the annual DES POPTAC estimates. A two-year lag exists between the year of distribution and collection and the reporting year for which the income tax returns are filed. Therefore, little variance is expected between amounts estimated in the budget and actual receipts. Because revenues can be used for any municipal purpose, funds received are deposited in the General Fund to support the services and activities of the general government.

The large decrease in FY 04 is due to the State receiving less revenue from income tax than previously estimated. All cities have received a proportionate decrease. The League of Arizona Cities and Towns provides the revenue estimates for FY 2009. The increase in FY 2008 was set as a base for FY 2009 to hold cities harmless as the result of a state tax cut. The base available for distribution is less however, which decreases the city share in FY 2010 and following.

STATE INCOME TAX

FY:	AMOUNT	% CHANGE
02-03	5,557,918	0.6%
03-04	4,777,145	-14.0%
04-05	4,918,476	3.0%
05-06	5,655,642	15.0%
06-07	6,946,680	22.8%
07-08	8,616,976	24.0%
08-09	9,014,800	4.6%



FRANCHISE TAX

Legal Authority: Flagstaff Charter and City Code Article XII

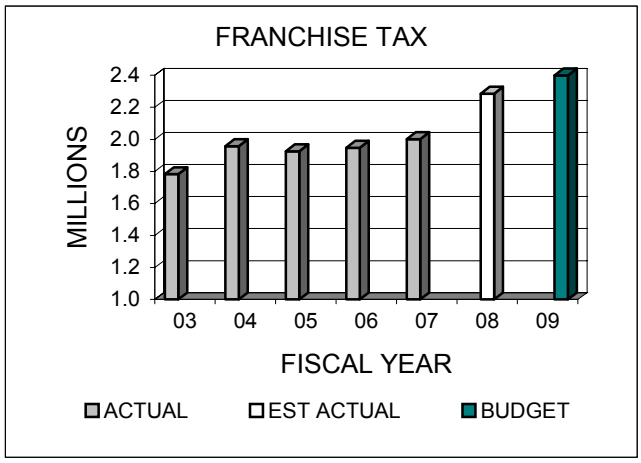
Arizona Public Service: Ordinance 360 (expires 8-21-2011), UniSource Energy Services: Ordinance 1879 (expires 10-3-2020), US West, MCI, US Sprint, Central Corp, and A T & T: Ordinance 585. NPG: Resolution 2006-72 (expires 12-31-2016).

Description: A 2% tax from utility companies--Arizona Public Service and UniSource-is credited to this account. The City also receives a franchise tax from Qwest Telephone Co., A T & T, NPG Cable, MCI, US Sprint, and Central Corp; these entities are currently taxed at 2% except NPG Cable that is taxed at 5%.

The growth rate for franchise tax revenue in FY 2009 is due to normal growth in consumer accounts.

FRANCHISE

FY:	AMOUNT	% CHANGE
02-03	1,783,098	-0.4%
03-04	1,957,830	9.8%
04-05	1,925,231	-1.7%
05-06	1,947,699	1.2%
06-07	2,001,795	2.8%
07-08	2,285,177	14.2%
08-09	2,399,436	5.0%



FINES & FORFEITURES

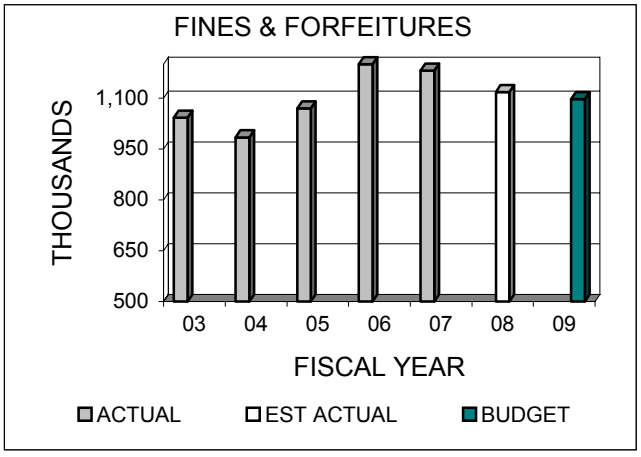
Legal Authority: Arizona Revised Statutes, Rules of Criminal Procedure
City Code, Title 1, Chapter 15, Section 8

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

The increase in FY 2006 was due to the inception of the FARE program. Fiscal years 2008 and 2009 reflect normalized collections.

FINES & FORFEITURES

FY:	AMOUNT	% CHANGE
02-03	1,042,133	11.8%
03-04	984,492	-5.5%
04-05	1,069,562	8.6%
05-06	1,332,101	24.5%
06-07	1,181,278	-11.3%
07-08	1,117,737	-5.4%
08-09	1,097,379	-1.8%



AUTO IN LIEU TAX

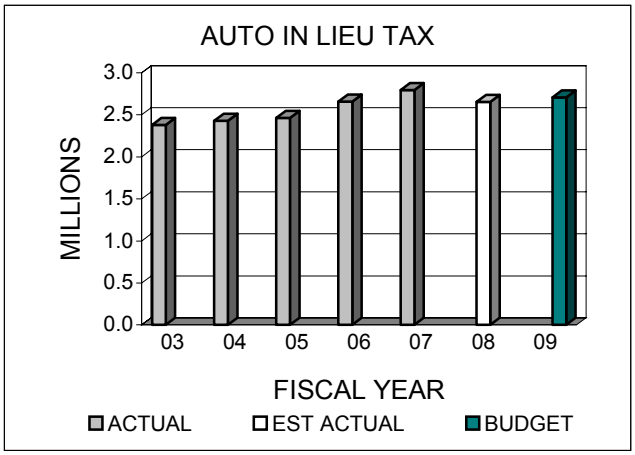
Legal Authority: Arizona Revised Statutes Section 28 - 1591 (c)

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

Revenues had been steadily increasing due to the sales boosts in auto sales due to 0% financing and other offered incentives. Collections are normalizing in 2008 with a slight bump anticipated due to sales at the Auto Mall.

AUTO IN LIEU TAX

FY:	AMOUNT	% CHANGE
02-03	2,378,467	31.9%
03-04	2,427,367	2.1%
04-05	2,461,425	1.4%
05-06	2,655,653	7.9%
06-07	2,792,404	5.1%
07-08	2,653,020	-5.0%
08-09	2,706,080	2.0%



BBB FUNDS

BED, BOARD & BOOZE TAX

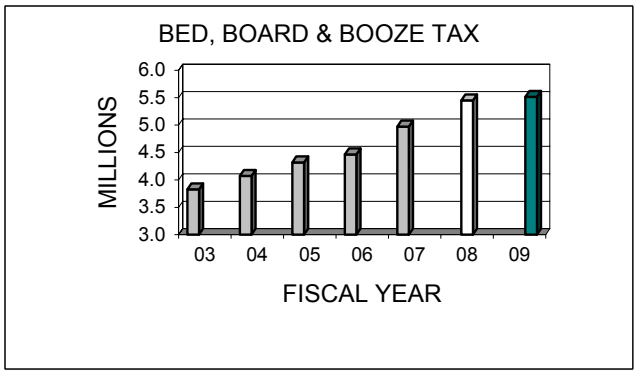
Legal Authority: Ordinance 1902, Approved by voters March 1996, extended by vote to March 31, 2013.

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

The steady growth reflects that the Flagstaff area remains a highly desirable tourism destination that is not as susceptible to economic downturns as realized by other Arizona locales. The BBB Revenue projection for FY 2009 reflects an increase of 1.2% as minimal growth in tourism is expected for Northern Arizona.

BBB

FY:	AMOUNT	% CHANGE
02-03	3,826,975	2.1%
03-04	4,072,344	6.4%
04-05	4,317,063	6.0%
05-06	4,463,359	3.4%
06-07	4,970,795	11.4%
07-08	5,450,366	9.6%
08-09	5,514,830	1.2%



HIGHWAY USER REVENUE FUND

HIGHWAY USER TAX

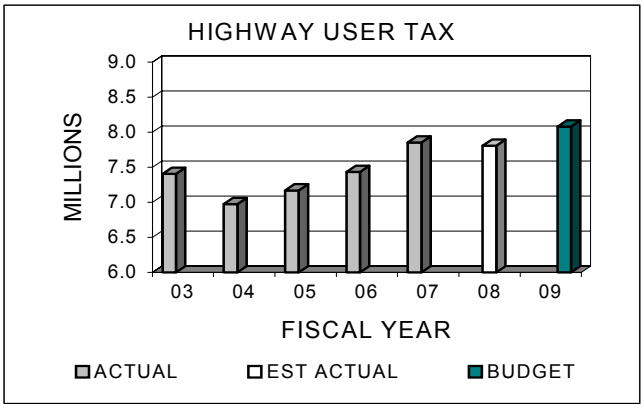
Legal Authority: Arizona Revised Statutes Section 28 - 1598 (B.4), (For method of distribution see ARS 28-1598 (D.3)

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 expects a 3.5% increase in HURF revenues for FY 2009 based on projections provided by the League of Arizona Cities and Towns.

HURF

FY:	AMOUNT	% CHANGE
02-03	7,408,116	-4.7%
03-04	6,975,351	-5.8%
04-05	7,171,383	2.8%
05-06	7,436,000	3.7%
06-07	7,855,427	5.6%
07-08	7,809,870	-0.6%
08-09	8,083,215	3.5%



LOCAL TRANSPORTATION ASSISTANCE

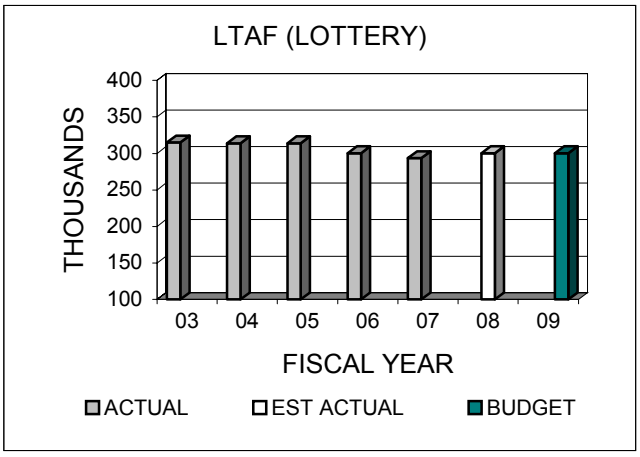
Legal Authority: Arizona Revised Statutes Sections 5 - 522, 40 - 1101, and 40 – 1102

Description: A portion of the lottery monies is distributed to cities and towns. Distribution is based on the population of a city as compared to the total populations of all the cities and towns. These funds must be used for transportation systems including street and highway projects and transit programs.

The City is eligible for monies from the Powerball Lottery game; however, this program has only reached the revenue thresholds that resulted in distribution to the Cities in FY 1998. The State lottery dollars are capped, and will remain static.

LTAF

FY:	AMOUNT	% CHANGE
02-03	315,026	4.9%
03-04	313,868	-0.4%
04-05	313,843	0.0%
05-06	300,246	-4.3%
06-07	293,502	-2.2%
07-08	300,246	2.3%
08-09	300,246	0.0%



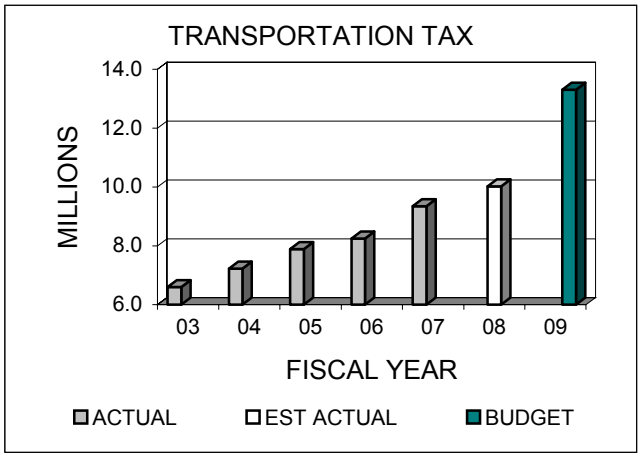
TRANSPORTATION TAX

Legal Authority: Resolution 2004-48, approved by voters May 2000.

Description: The Transportation tax was approved by voters to address four transportation issues. This tax was approved for a period of twenty years. The tax helps pay for a 4th Street overpass, safety improvements, street improvements, and transit services. The transportation tax is assessed on the same goods and services as the City's general sales tax. Prior to FY 2009, the tax rate was .601%. In May of 2008, voters approved a new tax rate of .721% Anticipated increased revenues are due to the expansion of the Flagstaff Mall and the increase in the tax rate.

TRANSPORTATION TAX

FY:	AMOUNT	% CHANGE
02-03	6,602,604	6.7%
03-04	7,228,565	9.5%
04-05	7,898,607	9.3%
05-06	8,251,863	4.5%
06-07	9,345,864	13.3%
07-08	10,022,211	7.2%
08-09	13,295,320	32.7%



ENTERPRISE FUNDS

WATER SALES

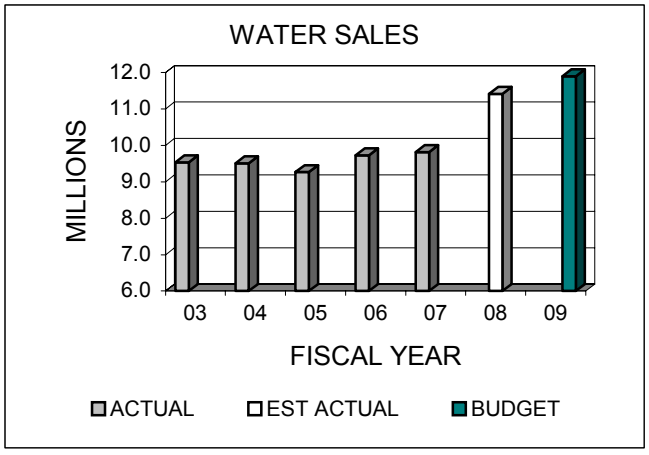
Legal Authority: City Code, Title 7, Chapter 3, Section 11

Description: The principal revenue for operating and managing the City's water system is derived from rates and charges for water services. Monthly water bills consist of a base charge for the amount of water consumed with an inverted rate structure for consumption levels above the base amount so as to encourage water conservation practices. The rates for each customer class are reviewed annually to assure adequate user charges; proposed rate changes effectuate in January.

The decrease in FY 2002 through FY 2005 is because of water restrictions due to a drought year. A rate increase has been approved for FY 2009 which was based on utilities rate model and debt issues to cover voter approved projects.

WATER

FY:	AMOUNT	% CHANGE
02-03	9,537,409	-3.5%
03-04	9,511,860	-0.3%
04-05	9,268,194	-2.6%
05-06	9,727,199	5.0%
06-07	9,816,624	0.9%
07-08	11,415,000	16.3%
08-09	11,899,453	4.2%



WASTEWATER SERVICE CHARGES

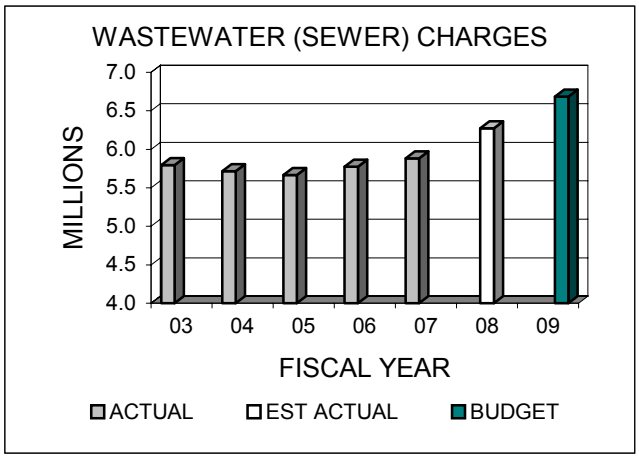
Legal Authority: City Code, Title 7, Chapter 2, Section 39

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

The revenue projections include a 2.0% factor due to population and consumption changes. A rate increase has been approved for FY 2009. This is a result of issuing voter approved debt for the Wildcat Plant upgrade.

WASTEWATER

FY:	AMOUNT	% CHANGE
02-03	5,796,821	0.5%
03-04	5,716,062	-1.4%
04-05	5,664,796	-0.9%
05-06	5,773,014	1.9%
06-07	5,884,159	1.9%
07-08	6,271,881	6.6%
08-09	6,685,179	6.6%



ENVIRONMENTAL SERVICES

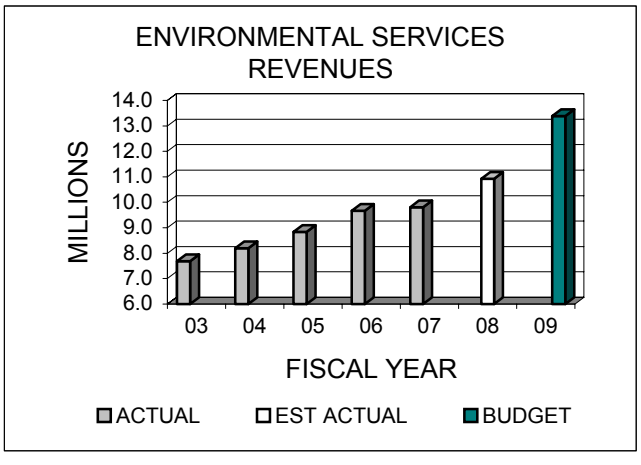
Legal Authority: City Code, Title 7, Chapter 4, Sections 8-9

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

The increase in revenues for FY 2009 represents expected increases related to residential and commercial collection which reflect a rate increase effective mid-year FY2008 and is planned to escalate by five percent per year over the next five years.

ENVIRONMENTAL SERVICES

FY:	AMOUNT	% CHANGE
02-03	7,680,008	29.6%
03-04	8,200,102	6.8%
04-05	8,833,909	7.7%
05-06	9,666,478	9.4%
06-07	9,811,052	1.5%
07-08	10,921,128	11.3%
08-09	13,386,951	22.6%



AIRPORT

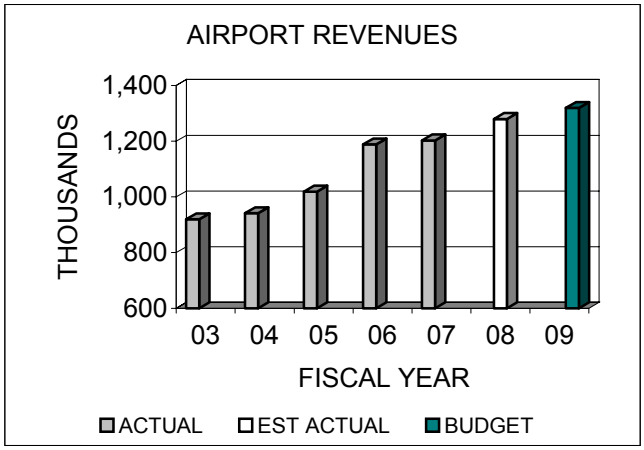
Legal Authority: City Code, Title 8, Chapter 6, Sections 1-8

Description: Airport revenue is derived from the rental of airplane hangars, tiedowns, tiedowns with electricity, and shades rented to various individuals and vendors. Landing fees are charged at a rate of $1.05/1,000 pounds based on gross certificate landing weight of aircraft. Rental revenue from terminal rent consists of space, concession and advertising fees. Revenues are collected from the sale and storage of aviation fuel. A $3 PFC charge is collected from the ticket sales of passengers embarking from Pulliam.

The increases from FY 2003 through FY 2009 are mainly due to a new terminal lease, growth in ground leases, auto rental revenues, and revenue from new hangars that were constructed in FY 2005.

AIRPORT

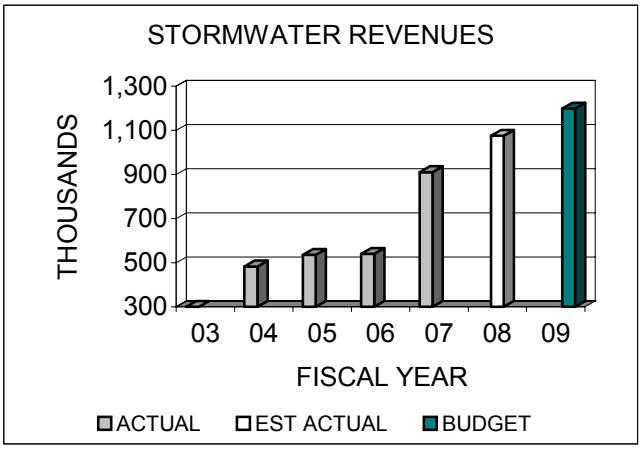
FY:	AMOUNT	% CHANGE
02-03	919,915	10.2%
03-04	941,623	2.4%
04-05	1,019,147	8.2%
05-06	1,188,512	16.6%
06-07	1,202,763	1.2%
07-08	1,279,644	6.4%
08-09	1,319,326	3.1%



STORMWATER

STORMWATER

FY:	AMOUNT	% CHANGE
02-03	-	0.0%
03-04	483,090	0.0%
04-05	535,819	10.9%
05-06	540,495	0.9%
06-07	910,976	68.5%
07-08	1,076,000	18.1%
08-09	1,199,224	11.5%



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

Description: Stormwater revenue is determined by the number of Equivalent Runoff Units (ERU) s on a property. An ERU is defined as 1500 square feet of impervious matter. Charges are the same for both commercial and residential customers. The first year of implementation was FY 2004 with a rate of $.53 per ERU. The FY 2007 estimated revenue increase of 84.9% is due to the new stormwater rate of $0.92 per ERU covers additional staff, additional costs related to the mandated NPDES permit activities, and a proposed Drainage Spot Improvement Program. The FY 2009 approved rate is $1.12 and will be increased by $.10 per year until FY 2011 when rate will be set at $1.30.

CAPITAL BUDGET

RELATIONSHIP BETWEEN OPERATING AND CAPITAL BUDGET

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

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

The Water and Wastewater Enterprise Fund's revenue structure is sufficient to meet existing and future impacts of capital, operating requirements including environmental sanctions and debt. Proposed, as well as existing, debt service is included because the changes in debt service requirements must be built into the rate models in determining what, if any, rate increases are required each year. The rate model was updated in FY 2007 which resulted in an increase in user fees. This fee also includes a new water resource impact fee.

The Highway User Revenue Fund designates a portion of State distributions to the pavement maintenance program. The program is important in order to keep roadways in good condition and not allow significant deterioration. An additional component of the maintenance program is funding for ADA compliance for curb cuts, curb returns, and deteriorating sidewalks. The major impact on street maintenance is the addition of roads from private development. The Streets division has maintained level staffing through the investment in new, more efficient equipment.

BBB projects will have a significant impact on operating budget requirements. Streetscape and FUTS trail maintenance will require an ongoing level of effort to maintain landscaping. Greater consideration is being given to design and maintenance requirements for future streetscape projects to keep maintenance costs as low as possible. The completion of several parks projects constructed in conjunction with the Parks and Recreation bond program require a major increase in the Parks maintenance budget. City Council has determined that any increased maintenance costs associated with the bond projects will be paid for from BBB funds. Staff has balanced construction maintenance responsibilities and funding sources in the Parks and Recreation Bond program.

CAPITAL IMPROVEMENT PLAN

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

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

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

What does a CIP provide?

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

FY 2009 CAPITAL IMPROVEMENT PLAN

The City budget for FY 2009 includes capital improvement projects totaling $91.4 million. This amount includes $31.9 million in carryover items that have been budgeted. Project funding is comprised of the following: $10.3 million in grants primarily for airport improvements, business incubator and beautification projects. $38.0 million in general obligation (G.O.) bonds and capital leases for the construction of Fire Stations, Aquatic/Multi-Gen Center , Wastewater Treatment Plant upgrade and other projects that were approved by the voters in the 2004 General Election. $43.1 million in operating funds that include street maintenance and improvements, flood control, land acquisition, FUTS and Streetscapes. In May 2004 General Election; the citizens of Flagstaff authorized the City to proceed with ten new projects totaling $155.2 million. These projects will be phased in over a ten-year period with debt being issued in conjunction with the timing of each project. Each proposed project will be discussed below in its appropriate fund. Project listings are located in the Capital Improvement section of this book.

A separate Capital Budget and Capital Improvement Plan (Five-Year) will be prepared from the Annual Budget biannually. Detail project descriptions including location, justification, planning document references, operating impact, and funding and expenditure data are provided for all funded projects.

General Government – twelve projects are scheduled for FY 2009 for a total of $28.6 million. Projects included in this category are several of the projects authorized by voters in the May 2004 election. These include, Fire Fighting Facilities, an aquatic/multi-generational recreation center; and open space acquisition. Also included in this category is redevelopment land acquisition, a business incubator and The Aspen Place at Sawmill Development.

Streets/Transportation – The City currently has 219 miles of paved streets, as well as an additional 10 miles of alleys and 14 miles of unpaved streets. Three major programs are funded in the CIP for the City's streets and related infrastructure. These include an annual maintenance program of chip seal and overlay to extend the useful life of the existing street system; a streets/arterial improvement program to bring streets into current standards or widen to meet existing and anticipated traffic flow patterns; and capital projects including the Sunnyside Street Improvements. There are a total of 24 Streets Transportation projects scheduled at a budgeted cost of $17 million. HURF revenues fund $6.8 million of these projects with Transportation Tax funding $9.9 million.

BBB Funds – Projects include Beautification, Tourism and Recreation funding. These projects include Multi-Use Path along Highway 180 and continuing our connectivity of FUTS Trails. This year Federal and State grants will provide funding of $1.6 million. 28 projects are scheduled at a budgeted cost of $7.4 million for FY 2009.

Utilities Fund – Major projects for Water production and distribution include $3.8 million for future water rights acquisition and $4.4 million for water wells. Major projects for Wastewater plants and collection include $7.2 million for Wildcat plant upgrade/reclaim extensions. 19 water projects and 11 wastewater projects are scheduled at a combined budget of $22.3 million for FY 2009.

Airport Fund – Five projects are scheduled at a budgeted cost of $8.7 million for FY 2009. The projects include land acquisition and terminal security enhancements.

Environmental Services Fund - This year's CIP includes 5 projects for a total cost of $301,800.

Stormwater Fund – The Stormwater fund completed its third year of operations as a new utility fund for the City of Flagstaff. 3 projects are budgeted in this fund with a cost of $7.1 million in FY 2009. These projects include; drainage spot improvement and the Rio De Flag Drainage Project.

CAPITAL PLAN IMPLICATIONS

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

Property Tax: Servicing general obligation debt over the previous five years is shown in the community profile section. The table shows that debt as a percentage of assessed valuation has not fluctuated significantly and per capita debt has actually declined. In May 2004, voters authorized sale of bonds to implement 10 new projects totaling $155.2M. These projects will be phased in over the next 10 years.

Utility Rate Structure: The Utility Rate Analysis was added in FY 2007. This rate model provides for major capital improvements, additional bond funding, and increased operating costs. A rate increase occurred in FY 2007 as a result of the updated Utility Rate Analysis. This increased fee also includes a new water resource impact fee. In May 2004 the voters authorized the sale of bonds to support 3 new Utility projects. These projects are reclaimed water system and related wastewater improvements; water wells; and water rights acquisition.

BBB Sales Taxes: The voters approved a 2% BBB tax in 1988 with a ten-year sunset provision and renewed the tax an additional fifteen years in March 1996. Capital projects currently underway include streetscape along corridors, and the FUTS (Flagstaff Urban Trail System) connectivity and various recreation projects.

Transportation Taxes: On May 16, 2000, the voters also approved a 0.51% transportation tax for twenty years that supports four major transportation issues. The four major areas undertaken are the 4th Street Overpass; Safety to School/Pedestrian/Bike; traffic Flow and Safety Improvements; and Transit Service Enhancements. In May 2008, voters approved an increase of .12 % in the transportation tax; effective July 1, 2008 the new transportation tax rate is .721%.

DEBT

DEBT CAPACITY

The City's legal debt margin shown below, demonstrates adequate capacity to complete the capital projects proposed with the May 2004 bond election. Projects will be initiated over time through issuing new debt within capacity as old debt retires.

CURRENT DEBT POSITION

The City's underlying bond rating for general obligation bonds is presently "A+" by Standard & Poor's Corporation and "Aa3" by Moody's Investor Services representing an upgrade from A1. In assigning a rating to bond issuance, the rating agencies analyze several factors to determine an entity's ability to repay its debt. Some of these factors are described in the following text.

General Obligation Debt
July 1, 2008

20% Limitation
(Water, Sewer, Lighting, Open Spaces, Recreation, and Fire Facilities Purpose Bonds)

Assessed Valuation	$	878,781,823
Allowable 20% Debt	$	175,756,365
20% Debt Outstanding		(39,514,000)
Allowable Debt Margin	$	136,242,365

6% Limitation
(All Other General Obligation Bonds)

Assessed Valuation	$	878,781,823
Allowable 6% Debt	$	52,726,909
6% Debt Outstanding		(351,000)
Allowable Debt Margin	$	52,375,909

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

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

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

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

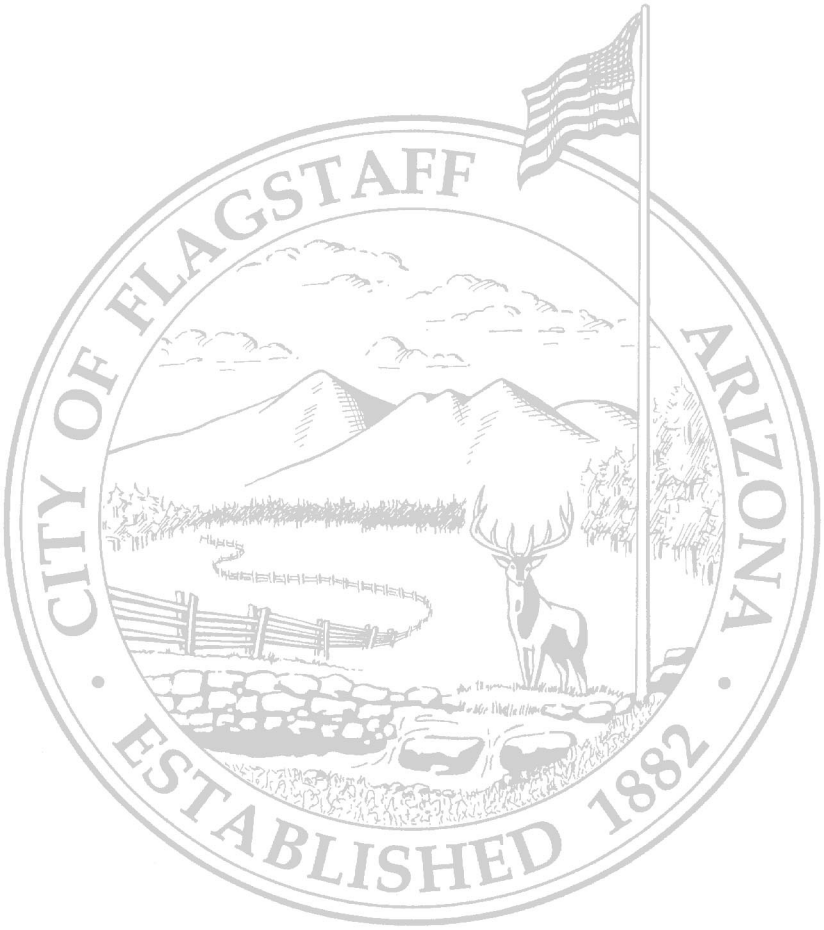
Quality of Life factors include the physical, environmental, and social/cultural amenities of a community, which enhance the desirability as a place to live and thereby add to the valuation of the tax base.

DEBT SERVICE

At July 1, 2008, the total actual indebtedness is $141.3 million. FY 2009 annual debt payments are projected to be $14.9 million. Under current state statutes, the City's General Obligation bonded debt issuances are subject to a legal limitation based on 6% of assessed valuation of real property for general purposes, e.g., buildings, land acquisition, street and highway construction and a limitation of 20% on assessed valuation of real property for public works projects, e.g., water, sewer, sanitation, parks, and open space. At the start of the fiscal year, July 1, 2008, the City's 20% general obligation debt of $39,514,000 is well below the legal limit of $175,756,365. The City's 6% general obligation debt of $351,000 is also well below the legal limit of $52,726,909. The following table illustrates the total actual indebtedness through the life for all currently outstanding debt.

Schedule of Bonded Indebtedness-Current Debt Only

FY	Principal	Interest	Total
2009	9,332,173	5,583,344	14,915,517
2010	10,374,303	5,509,418	15,883,721
2011	10,737,451	5,094,111	15,831,562
2012	11,222,347	4,654,701	15,877,048
2013	9,301,701	4,184,461	13,486,162
2014	7,740,091	3,791,079	11,531,170
2015	7,311,595	3,460,847	10,772,442
2016	7,384,844	3,152,881	10,537,725
2017	7,099,890	2,817,642	9,917,532
2018	7,262,366	2,511,883	9,774,249
2019	7,582,343	2,192,799	9,775,142
2020	7,905,359	1,859,130	9,764,489
2021	5,986,536	1,518,761	7,505,297
2022	6,226,002	1,281,638	7,507,640
2023	5,290,981	1,037,495	6,328,476
2024	3,689,524	841,583	4,531,107
2025	3,716,185	696,357	4,412,542
2026	3,746,260	554,850	4,301,110
2027	3,354,349	410,724	3,765,073
2028	1,110,000	278,500	1,388,500
2029	1,165,000	221,625	1,386,625
2030	1,220,000	162,000	1,382,000
2031	1,285,000	99,375	1,384,375
2032	1,345,000	33,629	1,378,629
	$141,389,300	$ 51,948,833	$193,338,133


CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882

POLICIES AND PROCEDURES

FISCAL POLICIES

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

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

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

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

GENERAL

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

The City's sales tax is used to meet the general operating needs of the City. An additional two cents ($.02) BBB tax has been levied on lodging, restaurant, and bar services. This latter tax has been designated for enhancing the quality of life through Beautification projects, Economic Development, Tourism efforts, Arts & Science contributions, and Recreation projects.

The City has dedicated ($.00721) sales tax for transportation purposes, which will expire in 2020.

The City's goal is to maintain a minimum general fund balance of 15%. The budgeted fund balance for FY 2009 is 16.2%.

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

ENTERPRISE FUNDS

The City has a policy of utilizing a systematic methodology to determine the rate increase in water and wastewater charges and fees based on the philosophy of "cost of service." All Utilities Fund and Environmental Services Fund operations are managed on the basis that they must be self-sustaining operations. The rate models include all capital costs and routine maintenance items. Analyses of the water and sewer rate model, sanitation requirements, and the stormwater rate model were completed in FY2007 with rate increases approved by Council. Uncertainty with regards to the transfer of the tonnage to other landfills continues to place a significant impact on all costs in the Environmental Service Fund. Rates will continue to be examined annually for possible increase over the next five years. As a matter of policy, the City will raise the landfill fee to an amount higher than the tipping fee at the Material Recovery Facility (MRF) to encourage recycling.

The stormwater program has scheduled a series of increases from FY 2007 to FY 2011 to fund increased operational and needed capital improvements.

An Environmental Services reserve will be determined and evaluated annually to provide funding for costs of landfill closure.

REAL ESTATE PROCEEDS FUND

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

DEBT PERFORMANCE

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

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

DEBT MANAGEMENT

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

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

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

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

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

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

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

FUND BALANCES AND RESERVES

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

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

A Landfill Sinking Fund has been established to provide for future closure and environmental regulation requirements and equipment needs. For closure costs, amounts are legally designated for future construction needs in order to insure financial compliance. Current estimates are almost $15 million. The landfill rates include an allocation to the sinking fund.

EXPENDITURE LIMITATION CONTROL

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

Arizona municipalities, which requires voter approval every four years. The City has a permanent adjustment to the base as a result of the BBB tax approved by voters in FY 1988, which allows the City to increase the expenditure level base by the amount of the additional revenues generated by the tax.

The City received voter approval for a second permanent base adjustment in the May 2006 general election. The adjustment was necessary to align previous citizen approved expenditures with the maximum allowable amount per the Economic Estimates Commission.

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

BUDGET POLICIES

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

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

The City will utilize a number of different fund types to segregate the financial activity within the City either due to regulatory reasons or as designated internally. The fund classifications are Governmental funds, Proprietary funds and Fiduciary funds.

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

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

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

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

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

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

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

REVENUE DISTRIBUTION

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

Local Transportation Assistance Funds (LTAF) will be used to fund a portion of the annual streets maintenance program.

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

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

Annual funding for Economic Development opportunities, $125,000 and Open Space $150,000 shall be allocated on a priority basis from excess revenues over expenditures.

Transportation funds benefit four major categories: Fourth Street overpass, Street Improvements, Safety Improvements, and Transit. The Street and Safety projects include Safe-To-School Projects, urban links, streets widening, and gateway development.

CONTRIBUTIONS TO ART IN PUBLIC PLACES

Art in Public Places has been funded through a general fund contribution. In addition, an art component may be incorporated in capital improvement designs. The Arts & Science Commission also appropriates an annual amount towards this effort.

OPERATING BUDGET IMPACT

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

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

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

MINIMUM LEVELS OF CAPITAL INVESTMENT

The Street Improvement Program will commit $1.5 million for annual capital maintenance of the street system which includes, approximately $125,000 for ADA compliance in the street system.

The Water and Sewer system will undertake sufficient capital improvements considered routine operations and maintenance to prevent system degradation. Additionally, the inner basin waterline will be charged out over a 20-year period.

Sinking funds have been established for future landfill closure costs. Currently, it is estimated that $15 million will be needed over 30 years starting in the year of closure to finance the closure and environmental regulatory compliance costs for the landfill. Landfill requirements are built into the Environmental Services rate structure.

NON-RECURRING REVENUES

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

ISSUES AND UPDATES

PERSONNEL SERVICE COSTS

COMPENSATION

The FY 2009 budget includes a market adjustment of 1% to the City's pay plan for classified employees. The cost of the market adjustment is approximately $335,000 to all funds. This adjustment is based on a market analysis, which included the same markets as identified in previous surveys. The market data includes local, private and public sector information. The EAC has reviewed this recommendation and has provided a separate recommendation.

In addition, the average merit that classified staff will be eligible for is 3.2% costing approximately $500,000. This amount is less than last year due to 13.28% (15.88% classified and 3.18% Exempt) of employees being topped out.

The exempt pay plan for employees is still open range, which means exempt employees do not receive an automatic market adjustment. The market adjustment is included with merit and any pay increase is based on performance. Exempt employees will be eligible to receive an average 4.2% merit increase. The total salary cost for merit increases for exempt employees is estimated to be $525,000 to all funds.

Employees who are in the skill based pay plan are eligible for pay adjustments based on acquiring skills and knowledge that are associated with skill blocks. Each of the skill blocks will be adjusted by the 1% market.

Assignment pay will be also be adjusted by the 1% market increase.

Based on the market analysis conducted in November of 2007, the City is currently an average of 8.90% below market (average of 12.6090% Actual to Mid, 7.9768% Mid to Mid and 6.1138% Actual to Actual). The budget has been prepared with two additional compensation components, good faith pay and an additional market increase based on revenue triggers.

The good faith pay will include:

5% additional one year pay for all Police Officer and Dispatch (PECS, PECS – Leadworker, Call Taker) employees and 2% for all Corporal/Detectives

- All existing and newly hired employees who are active between June 29, 2008 and June 13, 2009 are eligible.
- The one year good faith pay will be calculated using the employees base pay, not including overtime.
- The one year good faith pay will appear separately on the pay check and will be effective on July 18, 2008.

A one-time good faith payment to all other full-time and part-time classified and exempt employees:

- All full-time and part-time classified and exempt employees (except Police Officers, PECS, PECS-Leadworker and Call Taker) who are actively employed or on an approved Military or FMLA leave during November 30, and December 13, 2008 are eligible.
- Part-time employees' one-time payment will be pro-rated based on the number of hours they work per year (annual hours in status position).
- The one-time good faith payment will be tiered. Employees with less than one year of service will receive $100 (hired after 11/1/07), one to three years of service will receive $200 (hired between 11/1/07 and 10/31/05) and employees with three or more years of service will receive $400 (hired on or before 11/1/05).
- These one-time payments will not be grossed up and will be effective on December 19, 2008.

The cost to all funds for the good faith pay is $500,000.

The second component of the additional compensation is the addition of a market increase based on revenue triggers. The revenue triggers will be based on the adjusted local sales tax and state shared sales tax budgeted amount and the actual receipts collected between June and December of 2008. The reports will be received in January of 2009, which is the most comprehensive time to capture local sales tax, since it includes those businesses that file annually, monthly and quarterly. Before the calculations are completed an outside audit will be conducted to validate the projection methodology. For every 2% of receipts that exceed the budgeted amount, all employees will receive an additional 1% market increase up to a maximum of 2% total. Any market increase will be added to compensation in April of 2009 and this addition will not be retroactive.

The compensation package planned in this year's budget addresses three issues:

- The City Council and Leadership's commitment to keeping employees whole as well as moving towards market;
- The market analysis results; and
- Maintaining fiscal health and sustainability of the City's budget.

BENEFITS

Fiscal year 2009 begins the sixteenth year the City has participated in the joint purchasing of health insurance through Northern Arizona Public Employees Benefit Trust (NAPEBT). NAPEBT includes four voting members: Coconino County, Flagstaff Unified School District, Coconino Community College, and the City of Flagstaff and three non-voting members: Flagstaff Housing Authority, NAIPTA and the County Accommodation School.

NAPEBT continues to fund a wellness program in an effort to control costs. This year all members completed a wellness inventory and have begun to identify additional wellness efforts that could be implemented in order to positively impact the NAPEBT plan.

The premium increase for health insurance this year is 1.8%. This is well below national trend for plans similar to the City's, which is approximately 10-15%. One of the reasons NAPEBT is below trend is that NAPEBT is operating under an administrative contract which has provided the NAPEBT Trustees more flexibility in managing costs. In addition there has been more emphasis in educating employees through the "wellness" initiative.

FY 2009's budget reflects the continuation of the City of Flagstaff paying the full premium for the employee and keeping the subsidy for dependent health insurance at its current rate of $314.00 per month. For FY 2009 the total budget for employee only health insurance is $4.3 million dollars, which is an increase of 5.1% to all funds. The total cost of the dependent subsidy to the City is $1.3 million which is relatively flat compared to last year.

Employees who do not elect dependent health insurance coverage receive $60 per month in deferred compensation. The cost to all funds is approximately $380,000.

Dental insurance premiums, both employee only and dependent resulted in a rate decrease of approximately 9.5%. The City pays 100% of employee coverage and employees pay 100% for dependent coverage. The cost to all funds is approximately $325,000.

CLASSIFICATION

Maintenance of the job classification system is an ongoing process to ensure that job classifications accurately reflect the responsibilities and tasks being performed by City employees. If a department head believes that an employee(s) is functioning out of class on a regular basis or that job responsibilities have changed sufficiently, a request may be made for the Human Resources Division to conduct a review. The Human Resources Division then conducts an audit and evaluates the request utilizing Decision Band Method (DBM) methodology.

If the audit and analysis indicates that an adjustment needs to be made to a position classification, Human Resources procedures allow for four types of changes.

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

2. RERANGE - A classification in a given pay range is evaluated in regard to moving that position classification to a higher (or lower) pay range. This affects all employees in the classification, including single incumbent classifications. Some instances may include a title change.

3. RETITLE - A job title is evaluated in regard to changing the job title only. This does not affect pay.

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

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

All requests from departments were submitted to Human Resources for review, and only those recommended for approval were forwarded to the Budget Review Committee for inclusion in the FY 2009 budget. Human Resources have notified all department heads of the status of their requests, whether approved or disapproved. All approved changes will be effective as of July 1, 2008.

Human Resources received a total of 24 requests for reclassifications/reranges and 14 requests for rezones. The following shows those that were approved:

7/1/08 RECLASSIFICATIONS/RERANGES				
Old Title	Old Range	New Title	New Range	No. of Employees Effected
Accounts Receivable Specialist	7	Accounts Specialist	8	1
Associate Planner	9	No Change	10	1
Equipment Operator III	8	Safety/Training Coordinator	9	1
PECS Leadworker	9	PECS Supervisor	10	5
Records Leadworker	9	Records Supervisor	10	1
Administrative Specialist – Records	B21	Records Supervisor	10	1
Administrative Assistant – Records	B11-B13	Administrative Specialist – Records	B21	12
Inspector II	9	Engineering Inspector	10	2
Inspector I	8	Engineering Inspector	10	4
Court Collection Specialist	7	Collection Specialist	8	2
Revenue Collector	7	Collection Specialist	8	1
Parks Superintendent	12	No Change	14	1
Recreation Superintendent	12	No Change	14	1
Fleet Services Supervisor	11	Fleet Manager	12	1
Streets Supervisor	12	Streets Manager	13	1
Environmental Services Manager	12	No Change	13	2
Airport Manager	14	Airport Director	17	1
Landfill Maintenance Operator	6	Equipment Operator	B81	1
Equipment Operator I	4,5	Equipment Operator	B81	10
Equipment Operator II	6,7	Equipment Operator	B82	22
Equipment Operator III	7,8	Equipment Operator	B83	19
Maintenance Worker I	4	Maintenance Worker	B81	18
Maintenance Worker II	6	Maintenance Worker	B82	18
Maintenance Worker III	8	Maintenance Worker	B83	6
Public Relations Assistant	7	Public Relations Associate	8	1

7/1/08 REZONES				
Current Job Title	Old Zone	New Job Title	New Zone	No. of Employees Effected
Administrative Specialist	2	No Change	3	3
Instrumentation/Electrical Specialist	1	No Change	2	1
Maintenance Specialist	1	No Change	2	1
Plant Specialist	2	No Change	3	1
Plant Specialist	1	No Change	2	1
Operations Specialist	1	No Change	2	2
Assistant City Attorney	1	No Change	2	2
Project Manager	1	No Change	2	2
Project Manager	2	No Change	3	1
Sr. Assistant City Attorney	1	No Change	2	1

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

MID YEAR CHANGES				
RECLASSIFICATIONS/RERANGES				
Old Title	Old Range	New Title	New Range	No. of Employees Effected
Mechanic Aide	4	Mechanic I	7	1
Custodian Attendant	1	Maintenance Worker I	4	1
Court IS Specialist	8	Court IS Coordinator	10	1
Building Plans Examiner	10	Front Counter Supervisor	10	1

SALARY ADJUSTMENTS	
Hiring Salary for CDL Drivers	Accelerated pay during first year of employment and added one-time bonus to address pay compression and inequity.
Hiring Salary for Dispatchers	Adjusted hiring salary to address recruitment efforts. Adjusted existing employees' salaries to maintain equity with new hiring salary.
Retention Pay for Reinvestment and Economic Development Manager	10% retention pay due to recruitment difficulties.
Hiring Salary for Administrative Assistants (Records)	Adjusted hiring salary to address recruitment efforts. Adjusted existing employees' salaries to maintain equity with new hiring salary.
Supplemental Pay for Senior Assistant City Attorney	5% for assuming higher level duties.
Minimum Wage Adjustment	Minimum wage adjusted to comply with state law.

REORGANIZATIONS
The following reorganizations have been completed:

(1) Community Development – Based on City Council priorities for economic development and housing, Code Administration and Planning were moved from Community Investment to Development Services. The Development Services section was re-titled to Planning and Development Services. Building Inspection was moved under the Building Official. Public Works Inspection and Private Development Engineering were moved from Development Services to Community Improvement. The Community Improvement Division was re-titled to Engineering. Also, the Private Development Engineering Manager was changed to Assistant City Engineer.

(2) Engineering – To emphasize the department's role in the development review process, the Private Development Section was changed to the Development Engineering Section, changing an existing position to Assistant City Engineer in order to enforce the single point of contact concept.

(3) Parks and Recreation – In order to consolidate programs, two existing Sr. Recreation Coordinator positions (Aquatics and Aquaplex) were combined to create one new managerial position, Recreation Manager – Aquaplex.

(4) Utilities – The Assistant Utilities Director position was eliminated. In its place, a Water Resources Manager was created and the Utilities Engineer was reclassified to Utilities Engineering Manager. The Water Service Technician – MSW has been reclassified to an Administrative Specialist.

There is a reorganization that has been approved to be implemented during FY 2009:

(1) Building Inspectors – The addition of a Building Inspection Supervisor to provide for additional field supervision.

ORGANIZATIONAL STUDIES
The following studies have been conducted:

(1) Public Works employees in ranges 12 and up with be evaluated.

(2) Maintenance Workers will be evaluated for broad banding.

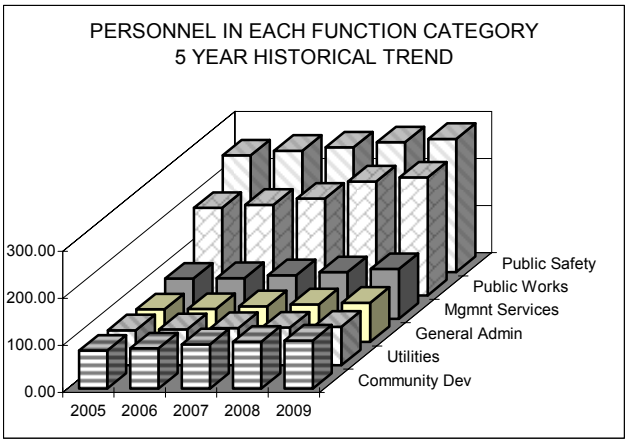
(3) Equipment Operators will be evaluated for broad banding.

(4) Police Dispatch and Records will be evaluated for reorganization.

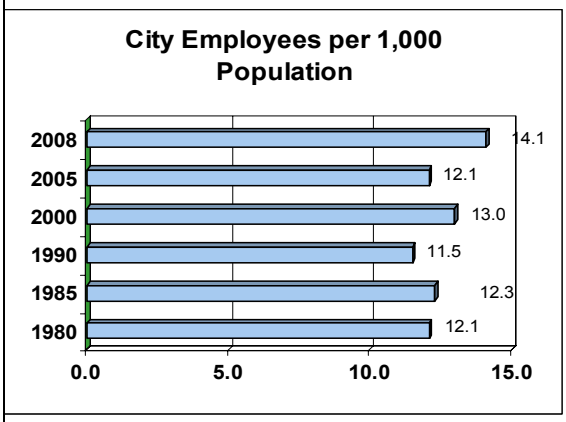
POSITION ADDITIONS/DELETIONS
In preparing budget requests for FY 2009, new position requests would be considered for:
1) Those that could identify a funding source
2) Those needed for maintenance of effort
3) Those needed to fulfill Council direction

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

A total of 29.8 FTE's were added across all funds. The following detail highlights the five year historical staffing trend as well as the City's calculation of City staff in comparison to population.



	Population	Employees	Emp/Pop
1980	34,743	422	12.1
1985	38,247	470	12.3
1990	45,857	527	11.5
2000	52,894	685	13.0
2005	61,185	743	12.1
2008 *	64,200	906	14.1



* Estimated census per
Arizona Department of Economic Security

Increased Service Levels:
Staffing increases that are related to new programs include:

City Manager (1.0) The City is adding an Intergovernmental Liaison to specifically respond to emerging governmental issues on a timely, ongoing basis.

Library (4.0) One Application Support Specialist position is being added to either create or enhance the city/county library web presence. 3.0 FTE's have been added to open the downtown library branch on Sundays.

Downtown Management (4.0) Should the Downtown Management Plan and metered parking be approved, the City will fund 3.0 FTE Parking Ambassadors and an additional maintenance position.

Police (6.0) Four officers are being added to provide a constant presence at the Flagstaff Pulliam Airport per FAA guidelines. In addition, two records clerks are being added to respond to the new legislation and restricted fee related to impound management.

Streets (0.5) A half time intern position is being added for two years to conduct a sign inventory.

Environmental Services (6.0) Environmental Services is adding 1.0 FTE bin maintenance/equipment operator to facilitate glass recycling should the city add that service. In addition, 4.0 FTE equipment operators may be added to service two new contracts should those contracts be obtained by the City. Another 1.0 FTE is being added to enhance the sustainability program and to meet the city's commitments to this priority.

Water/wastewater (1.0) An instrumentation tech/electrician is being added to the Rio de Flag plant to service the technology that is in the plant.

Court (1.0) A warrant officer may be added to provide service through a county IGA to county residents.

Maintaining Service Levels:

Human Resources (0.25) The Human Resources division is increasing staff time for an existing position to better address growing city needs.

Library (2.63) The Library is adding 0.13 FTE (5 hours a week) to central services to provide better coverage. Library Assistant time is increasing both for outreach services and the bookmobile to meet current demand. The Tuba City Library is adding 0.5 FTE Library Clerk temp time to meet their existing need. A network analyst is also being added to continue to meet the need for the ever expanding usage of computers throughout all the northern Arizona branches.

Police (1.0) One additional dispatch call taker has been added to supplement this service level.

Parks (1.46) Parks maintenance time is being added for FUTS trail, streetscape, recreation fields, and the East Flagstaff Interchange.

Environmental Services (0.5) Environmental services is adding administrative assistant temp time for six months to respond to heavy call volume during May to October annually.

Water/Wastewater (0.5) Administrative time to an existing position is being increased to meet current work load.

Court (1.0) A Court Judicial Specialist is being added to meet current work load needs.

Decreased Service Levels:

Planning & Development Services (-1.0) Due to an existing vacancy and higher priority needs, one Code Compliance Officer position has been eliminated.

City of Flagstaff, Arizona
FY2009 Full Cost Plan
Analysis of Fund Allocation by Service

CENTRAL SERVICE	GENERAL 001	LIBRARY 030	HURF 040-044	UTILITIES 201	STORMWTR 210	AIRPORT 270	ENVIRON. SERVICES 280	TOTAL	TOTAL CHARGED OUT - GF
General Fund Services									
Building Use	59,277	-	-	14,141	4,845	-	54,291	$ 132,554	$ 73,277
Equipment Use	1,365,578	-	-	-	-	-	-	1,365,578	-
Non-Departmental	632,325	-	-	-	-	-	-	632,325	-
General Administration		35,576	89,198	208,393	6,270	21,219	105,039	465,695	465,695
Employee Benefits	34,314	2,767	3,384	6,745	663	786	3,748	52,407	18,093
Insurance	426,924	35,942	79,366	158,743	3,219	53,962	69,982	828,138	401,214
Consultants	17,213	1,750	8,746	6,224	286	642	3,216	38,077	20,864
Non-Departmental	2,535,631	76,034	180,693	394,245	15,283	76,609	236,277	3,514,772	979,141
Council & Commissions	202,882	20,111	47,042	73,942	3,543	7,202	39,694	394,415	191,533
City Manager	635,469	50,318	61,539	122,670	12,904	14,291	68,166	965,357	329,888
City Clerk	138,759	9,297	17,364	32,218	1,579	2,965	16,128	218,309	79,550
City Attorney	328,294	31,431	73,518	115,562	5,538	11,256	62,036	627,635	299,341
Human Resources	345,767	29,603	26,923	60,503	5,066	7,572	41,268	516,702	170,935
Risk Management	115,987	11,604	14,478	26,955	1,872	3,104	16,481	190,481	74,494
Management Services	-	-	-	-	-	-	-	-	-
Administration	92,713	9,190	21,496	33,789	1,619	3,291	18,139	180,238	87,525
Purchasing	167,090	36,440	38,993	119,976	1,791	6,383	77,315	447,988	280,898
Mail Services	54,451	11,385	807	3,785	280	327	2,429	73,464	19,013
Warehouse	40,322	967	3,748	67,162	13	1,047	3,230	116,488	76,166
Property Managemen	70,190	-	15,160	5,793	-	2,507	-	93,650	23,460
Financial Services	-	-	-	-	-	-	-	-	-
Copy Center	6,708	316	187	1,280	113	13	776	9,394	2,686
Management Services	431,474	58,299	80,392	231,784	3,816	13,568	101,888	921,222	489,748
Information Systems	398,465	-	16,632	303,782	-	18,858	68,691	806,428	407,963
Finance	523,319	57,785	89,399	141,991	7,754	26,810	72,802	919,861	396,542
Sales Tax & Licensing	633,832	34,426	818	36,213	-	26,072	42,779	774,140	140,308
Public Works Admin.	46,536	-	128,392	-	-	26,315	97,657	298,901	252,365
Public Facilities Mainter	793,695	92,433	17,126	44,009	14,404	88,358	130,901	1,180,926	387,231
Mechanical Shop	134,967	894	119,764	36,224	777	8,600	160,258	461,485	326,518
Community Devel Admi	130,610	-	-	-	-	-	-	130,610	-
Development Services	-	-	-	-	-	-	-	-	-
Community Improvemer	113,977	-	726,897	-	72,037	-	-	912,911	798,934
Community Investments	1,118,283	27,708	64,809	101,872	4,881	9,923	54,687	1,382,163	263,880
Contributions	141,484	14,039	32,838	51,618	2,473	5,028	27,709	275,189	133,705
Total General Fund	8,769,431	513,982	1,698,625	1,773,588	151,928	346,531	1,237,422	14,491,507	5,722,076
BY DEPARTMENT									
General Administration	$ 1,564,276	$ 132,253	$ 193,822	$ 357,909	$ 26,959	$ 39,188	$ 204,078	$ 2,518,485	$ 954,209
Community Developmer	244,587	-	726,897	-	72,037	-	-	1,043,521	798,934
Management Services	1,987,090	150,510	187,242	713,770	11,571	85,308	286,160	3,421,651	1,434,561
Public Works	975,198	93,327	265,283	80,233	15,181	123,273	388,817	1,941,311	966,113
Non-Departmental	3,998,280	137,892	325,381	621,676	26,181	98,762	358,367	5,566,539	1,568,259
	$ 8,769,431	$ 513,982	$ 1,698,625	$ 1,773,588	$ 151,928	$ 346,531	$ 1,237,422	$ 14,491,507	$ 5,722,076
Utility Fund Services									
Customer Services	$ 26,125	$ 1,002	$ 1,723	$ (223,148)	$ 18,072	$ 373	$ 175,853	$ -	

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, 2007. The City utilized the services of a consultant to prepare this year's plan. Due to new allocation methodologies, some departmental share of cost allocation significantly increased or decreased. The City will now hold any department at a maximum 10% change to even out annual fluctuations. Overall, the allocation from the General Fund decreased by approximately $250,000. The cost allocation plan also provides information for user fees and the ability to charge indirect cost to grants. The City also utilizes the cost allocation plan to calculate an indirect cost rate that is allowable in accordance with OMB A-87. The City will annually update the indirect cost rate based on actual expenditures, as required by OMB A-87.

METHODOLOGY

A multiple allocation base methodology has been utilized to prepare the Plan. This methodology acknowledges that the utilization of central administration and support (indirect) services by users varies by type of service. The cost of each indirect service or activity of a service is allocated to users based on an appropriate allocation base related to the service performed. For example, general accounting has been allocated to users based on total budgeted expenditures; accounts payable activities have been allocated on the number of accounts payable transactions processed during FY 2007; and human resources activities have been allocated on the number of budgeted full-time equivalent positions served.

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

FLEET MANAGEMENT

Fleet Management is dedicated to sustaining and preserving resources by providing vehicles and equipment that maximizes fuel efficiencies, reduces greenhouse gas and preserves the environment for the Citizens of Flagstaff.

Fleet Management has set the goals of:

- Preserving the environment
- Purchasing environmentally compatible vehicles
- Improving fuel efficiency
- Conserving resources
- Downsizing vehicles
- Reducing green house emissions by using alternative energy
- Rotating under-utilized vehicles

Each piece of equipment submitted for review is evaluated by the Fleet Superintendent and fleet staff. Units are forwarded to the Fleet Review Committee that is comprised of a few supervisors and line workers familiar with equipment use and application. Based on the evaluated vehicle physical condition, fiscal year-to-date costs, and probability of major component failure, units are recommended for retention or replacement. Recommendations are determined by Fleet Review Committee using strict budget funds and guidelines.

This past fiscal year the Fleet committee had a very busy year. Some of the major accomplishments that occurred:

- Fleet Review committee reviewed 33 replacement requests and 19 new additions to the fleet. 79% were purchased as hybrids, diesels, E-85 Ethanol FFV'S, one electric vehicle, and two propane forklifts.
- Adopted policy of purchasing diesel engines for 3/4 ton and larger trucks so as to operate on Biodiesel.
- Purchased 11 E-85 (Ethanol) Flex-fueled vehicles for the Police department.
- Interagency partnering with Coconino County, NAU, ADOT, Forest Service that brought the availability of Ethanol to Flagstaff.
- Reviewed utilization and analysis on SUV'S, Vans, and light duty pickups.

- Provided Fleet Review committee members with training on the Fleet computer system.
- Develop five and ten year fleet equipment/vehicle plan using the H.T.E. fleet system.
- Continued to monitor practical vehicle utilization and rotation.

FLEET FISCAL YEAR 2009 REPLACEMENTS

DIVISION	AMOUNT
17 ENGINEERING	
PICKUP, 1/2 TON 4X4 EXT CAB (3)	$ 66,000
22 POLICE	
PATROL SEDANS (8)	192,000
HYBRID COMP. SUV	27,500
26 PARKS	
PICKUP, 3/4 TON DIESEL WITH PLOW (2)	92,000
TRACTOR MODEL 4720	40,000
VERMEER TRENCHER	19,600
29 FACILITIES MAINTENANCE	
PICKUP, 3/4 TON 4X2 DIESEL	32,000
65 MUNICIPAL COURT	
SEDAN, E85	24,000
66 NON-DEPARTMENTAL	
SUBCOMPACT SEDAN (2)	25,000
TOTAL GENERAL FUND FLEET	518,100
32 STREET MAINT. & REPAIR	
10 WHEEL DUMP (3)	615,000
PATCH TRUCK	186,000
AERIAL BUCKET TRUCK	196,000
2 1/2 YARD LOADER	286,000
TOTAL HURF FLEET	1,283,000
* RETAIN S5002	

DIVISION	AMOUNT
38 AIRPORT	
RUNWAY SWEEPER	146,000
TOTAL AIRPORT FLEET	146,000
42 UTILITIES ADMINISTRATION	
HYBRID SUV	28,000
49 WATER DISTRIBUTION	
6 YARD DUMP TRUCK	130,000
PICKUP, 1 TON DIESEL WITH LADDER	60,000
53 WASTEWATER TREATMENT PLANT	
COMP. PICKUP *	-
PICKUP, 1 TON 4X4 DIESEL	31,000
54 WASTEWATER COLLECTION	
2 TON 4X4 DUMP TRUCK DIESEL	70,000
6 YARD DUMP TRUCK	130,000
55 WASTEWATER MONITORING	
HYBRID SUV	28,000
TOTAL UTILITIES FLEET	477,000
41 ENVIRONMENTAL SERVIC	
HYBRID COMP. SEDAN	27,500
PICKUP, 1 1/2 TON DIESEL WITH LIFT	60,000
REAR LOADER	209,090
TOPLOADER	214,000
TOTAL ENVIRONMENTAL SERVICES FLEET	510,590
TOTAL FLEET REPLACEMENTS	$ 2,934,690

Proposed objectives for FY 2009 include:

- Coordinate with the sustainability division to develop written “green fleet” policies to conserve precious resources.
- Coordinate with the sustainability division to review each replacement or new addition that could be hybrids, diesels, Ethanol (FFV'S).
- Coordinate with Purchasing to include estimated MPG estimates in all bids for vehicles and equipment.
- Fleet Committee reviewed 44 replacement requests and approved 41 for replacement.
- Additional 12 new requests were presented to the committee for approval.
- Continue to provide Naviline fleet computer system training for committee members.
- To purchase 80% of all replacement and new additions that will be hybrids, FFV'S, diesels, and more fuel efficient vehicles that are lower emissions and reduces greenhouse gasses.
- Participate in the Valley of the Sun Clean Cities Coalition of other agencies dedicated to conserving and promoting the use of alternative fuels.

Five-Year Information Technology Plan

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

Items to consider

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

FY2009 Acquisitions

IT expects some large expenditures in FY2009 in the areas of software and telephony upgrades. IT will be continuing to deploy replacement PCs at a measured pace. Voice over IP phase two will be implemented. Migration to Microsoft Exchange and implementation of Microsoft SharePoint is anticipated. Additional data storage capacity needs to be purchased.

PC Replacements & Upgrades - $270,981

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

Infrastructure - $240,000

Included are the purchase of additional storage capacity, server enhancements, server refreshes and new tape backup equipment.

E-Government - $60,000

The City has completed the implementation of online utility billing access and on-line registration for Parks and Recreation events. Staff will work on the implementation of employee self-service, forms which can be filled in and submitted electronically, online vendor registration, public access to permit information and a new web based integrated applicant tracking system. The committee will continue to consider additional e-government opportunities.

New software or upgrades to existing software - $2,189,619

Monies (including carryover) used for upgrading existing software to newest versions and/or ensuring we are properly licensed. New software purchases funded from these funds may include Microsoft Exchange and SharePoint and modules for enhancing existing applications.

The City has a legacy software system for the collection of sales tax. In order to better meet today's customer needs we need to replace the existing software. Staff has been exploring alternatives and has set aside $1 million dollars to accommodate a new system. This is based on what other cities have spent for new systems. Staff will continue look to purchase and implement a new system in FY2009.

The existing permitting software has reached its end of life. Staff is exploring whether KIVA/Acela is the product for the City or whether a better alternative is available. The city has allocated $300,000 for this software. The city is also exploring an automated time entry system for the City.

Staff will work with the City manager's office on a Citizen Resource Management system. The Human Resources department uses software for its Leadership Training Development Program which was developed in-house. Staff will work with HR to explore whether there is software available which will better serve those needs.

Public Safety - $274,000

The police departments Information Technology needs include PC and laptop replacement, server upgrades, and replacement of Mobile Digital computers, (MDC's) in police and fire vehicles. Software includes additional licenses for MS Office and new software for forensics. This year there are monies to train staff on the server based database engine, Oracle, which is used by the Intergraph software dispatch system.

MIS Five Year Projection FY2009 - 2014

MIS Five Year Projections	Actual FY2007	Budget FY2008	Estimate FY2008	Budget FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Replacement Programs									
Replacement PC's and Printers	386,461	95,000	10,019	270,981	130,000	70,000	70,000	70,000	70,000
Network equip	-	66,000	-	240,000	320,000	240,000	240,000	240,000	240,000
Total - Replacement Programs	**386,461**	**161,000**	**10,019**	**510,981**	**450,000**	**310,000**	**310,000**	**310,000**	**310,000**
GIS									
Hardware upgrades/replacement	-	10,000	10,000	5,000	10,000	30,000	30,000	30,000	30,000
Software upgrades	-	10,000	10,000	5,000	10,000	10,000	10,000	10,000	10,000
Total GIS	**-**	**20,000**	**20,000**	**10,000**	**20,000**	**40,000**	**40,000**	**40,000**	**40,000**
E-Gov	**-**	**40,000**	**-**	**60,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**
New Hardware & Software and Upgrades									
Work Order Management/HR	-	80,000	80,000	-	-	-	-	-	-
Sales Tax Software	-	1,000,000	-	1,000,000					
Hardware & Software Purchases	340,645	1,073,619	100,000	1,189,619	150,734	252,734	284,734	316,734	352,734
Total New Hardware & Software	**340,645**	**2,153,619**	**180,000**	**2,189,619**	**150,734**	**252,734**	**284,734**	**316,734**	**352,734**
Public Safety									
Police Upgrades	101,621	149,000	149,000	149,000	149,000	212,000	228,700	247,700	265,700
Public Safety Equipment	-	157,000	157,000	125,000	125,000	125,000	125,000	125,000	125,000
E citation	-	-	-	-	-	-	-	-	-
Total Public Safety	**101,621**	**306,000**	**306,000**	**274,000**	**274,000**	**337,000**	**353,700**	**372,700**	**390,700**
Total Expenditures	**828,727**	**2,680,619**	**516,019**	**3,044,600**	**924,734**	**969,734**	**1,018,434**	**1,069,434**	**1,123,434**
Funding									
General Fund MIS allocation	**798,603**	**870,533**	**870,533**	**914,060**	**959,763**	**1,007,751**	**1,058,139**	**1,111,046**	**1,166,598**
One time monies	223,953	1,000,000	1,000,000						
Carryover		810,086	810,086	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-
Total Funding	**1,022,556**	**2,680,619**	**2,680,619**	**914,060**	**959,763**	**1,007,751**	**1,058,139**	**1,111,046**	**1,166,598**
Expenditure Summary									
Replacement Program	386,461	161,000	10,019	510,981	450,000	310,000	310,000	310,000	310,000
Local & Wide Area Network	-	-	-	-	-	-	-	-	-
GIS	-	20,000	20,000	10,000	20,000	40,000	40,000	40,000	40,000
E-Gov	-	40,000	-	60,000	30,000	30,000	30,000	30,000	30,000
New Hardware & Software Purchases	340,645	2,153,619	180,000	2,189,619	150,734	252,734	284,734	316,734	352,734
Public Safety	101,621	306,000	306,000	274,000	274,000	337,000	353,700	372,700	390,700
Total Expenditures	**828,727**	**2,680,619**	**516,019**	**3,044,600**	**924,734**	**969,734**	**1,018,434**	**1,069,434**	**1,123,434**

2008 UPDATES

E-Government

The City website continues to grow every year in enhancements, services, and its use by citizens and visitors. The entire City website has been updated, staff have been trained on how to update, and enhancements to the site have been added to improve citizen access to information. In addition, form changes are being made to provide for on-line completion rather than just a download. Additional storage has been purchased to accommodate better retention of City Council meeting information.

In 2007 there were more than 1,574,000 visits to the City of Flagstaff Website as compared with 1,200,000 in 2006. We had over 22 million hits on the website in 2007 with over 15 million hits in 2006. On average, 4,313 people visit our site per day – in 2006 that number was 3,422. And, the average hits per day are now more than 61,000 – with 42,000 in 2006. The top pages frequented in 2007 were: the city home page, job openings and job status, community profile, the airport, the Calendar, Parks & Recreation, bids, community resource links and the staff directory.

Capital Projects Up-Dates

Fire Stations Relocation Projects
The projects consist of the replacement and relocation of Fire Station facilities as authorized at the general election in May 2004 to improve response times and to maximize the effectiveness of the City's fire and emergency response resources.

Fire Station No. 1, located on Thompson Drive, has been completed and dedicated as of August 2007. The 8,000 square foot facility has recently been recognized for its architectural design elements and has been completed at a total project cost of $ 4.1 million.

Fire Station No. 2 is currently under design and will be located at the southerly end of McMillan Mesa. The facility will include Battalion Chief office space and is scheduled for completion late in 2009 or early 2010 at a total project cost of $ 5.85 million.

Fire Station No. 3 is also in the design phase and is to be located on Nestle Purina Dr. east of the Country Club overpass. The 9,300 square foot facility is scheduled for completion in the spring of 2009 at a total cost of $ 4.5 million.

Fire Station No. 5 located on Ft. Valley Rd. is currently in construction with a scheduled completion of July 2008 at a total cost of $ 3.9 million.

All four facilities are being delivered via design/build contracts with FCI Constructors and managed by the Capital Improvements staff.

Flagstaff Aquaplex

The City's new aquatics and multi-generational recreation center consists of nearly 52,000 square feet of multi-functional amenities including aquatics features, gymnasium, aerobics and fitness space and an indoor track. Upon completion, the new facility will provide the primary administrative offices for the Parks and Recreation Division and is destined to be the premier recreational facility for the community.

With all structural elements complete and most mechanical systems currently being installed, this facility is scheduled for completion by August 2008 at a total project cost of $16.7 million. Construction services are provided by Haydon Building Corp.

Rio de Flag Flood Control Project

On November 4, 2007 a new Water Resources Development Act bill was passed which reauthorized the Rio de Flag project to $54 million. This will allow the project to proceed with property acquisition, final design and award of the construction of the main stem.

The City and the Corps met in January and have agreed the first area to construct of the Main Stem channel improvements should be between Butler Avenue and San Francisco Street. The Corps has requested $8,000,000 for Federal Fiscal Year 2009 for this area. This project has $3,500,000 in federal funds currently available which may be enough to tunnel underneath Butler Avenue and install the new box culvert. The Executive Team is meeting on April 4th to decide whether to proceed with construction of this first phase of the Main Stem this year.

The Corps submitted 60% construction plans to the City for review in March 2008. These plans will enable the City's consultants to resume their design of utility relocations and right-of-way plans.

The Clay Avenue Wash Detention Basin is 17% complete and is scheduled to resume construction by the end of April and be completed by September 2008.

The amount currently in the City of Flagstaff budget for Fiscal Year 08/09 (July 1 – June 30) for the Rio de Flag Flood Control project is $6,037,228.

Aspen Place at the Sawmill

A special improvement district administered by the City, the Aspen Place project involves forty acres of mixed-use residential and retail development at the intersection of Butler Ave and Lone Tree Rd. The project includes

the re-alignment of a portion of Lone Tree Rd. in accordance with the City's regional plan and associated traffic improvements along Butler Ave. Through the development agreement, the City has contracted and is administering the $17 million in public and private infrastructure necessary to support the proposed development. The first phase of the project is expected to be completed by June 2008 with final completion in December 2009.

Northern Arizona Science, Technology and Clean Energy Center

Funded by a combination of a Dept. of Commerce Economic Development grant and Flagstaff Municipal Facilities Corporation bonds, the 10,000 square foot facility will provide lab and office space for the development of new technologies and regional businesses. The Science, Technology and Clean Energy Center will be the anchor for the research park located adjacent to the USGS campus, is currently under construction and is scheduled for completion in August 2008 at an estimated construction cost of $ 4.5 million.

Rail Crossing Modifications

The City's Rail Crossing Modifications project will provide safety improvements at each of the five at-grade rail crossings to allow for the elimination of train horns throughout the City. The crossing modifications must be in compliance with federal rail safety standards and are subject to review and approval by the Arizona Dept. of Transportation, Arizona Corporation Commission and BNSF Railway. Detailed plans of the proposed modifications are currently being reviewed by the appropriate agencies and completion of the project is scheduled for November 2008.

Lake Mary Rd/Forest Highway 3

Through a cooperative effort with Coconino County, the Flagstaff Metropolitan Planning organization, the Federal Highway Administration and U.S. Forest Service, a jointly funded project has been developed to widen Lake Mary Road from John Wesley Powell Blvd. to the City limits and to provide guardrail, turn lane and turnout improvements between Lake Mary and the Mormon Lake overlook. The project has been designed and will be administered by the Central Federal Highways Lands Division and will correct existing roadway shoulder and clear zone deficiencies on the roadway portion located within City limits. The current construction estimate for the project is $ 13.9 million with an anticipated bid advertisement in the spring of 2009. Construction activities are expected to commence during the season of 2009 with completion occurring in 2010.

Huntington Drive Reconstruction

This project consists of roadway improvements including roadway reconstruction, additional curb/gutter/sidewalk, and a multi-trunkline storm water drainage system on Huntington Drive between Enterprise Road and Bronco Way.

City Council awarded the Construction Manager at Risk construction phase contract to Austin Bridge & Road in the amount of $3,841,889 at the April 1 council session. Construction is to begin in mid-April and is scheduled to be complete by October 2008.

Wastewater Improvements

The project consists of upgrades to the Wildcat Hill Waste Water Treatment Plant to improve the effluent quality to Class A+ standards. This $29 million dollar project is 65% complete and ahead of the project schedule. The completion date is now estimated to be February 2009. This project is part of the 2004 bond election.

Water Production Wells

This project consists of the drilling and equipping of up to four deep potable water wells. The Fort Tuthill well drilling has been completed. The Dog Pound well drilling is substantially complete. The next two wells should be completely drilled by January 2009. All of the wells still need to be equipped and connected to the City distribution system. This $8.5 million dollar project is about 22% complete. Full project completion is not expected until 2010. This project is part of the 2004 bond election.

Facility Space Planning Update

The initial phases of the space planning study have been completed which include:

- Survey of each department
- Creation of the Steering Group and the Focus Group
- Completion all department interviews

Future efforts include accumulation the results of both the Steering and Focus groups so that the consultant can analyze the operational, financial, and facility information. A final report is expected in the summer of 2008.

Chemical De-icing Update

The City of Flagstaff tested the use of a chemical de-icer on city maintained roads for this past winter season. The de-icer performed as expected by preventing ice formations and allowing for snow pack to be more easily removed. In addition, sweeper clean up of project route

areas was minimal; accident rates appear to be reduced however ADOT has not as yet released accident statistics; regulated contaminants did not exceed state limits, corrosion was found on spreader units but regular cleaning minimized efforts; and concrete spalding was not visible in route areas.

Chemical de-icers performed as expected and future use in recommended.

FY2009 Issues

Compensation Study

The ability to attract and retain quality employees has become more challenging over the last several years. The City has been addressing the issue through creating a stair step pay structure, reducing the number of steps in broad branding, providing market increases and increasing the pay plan by nine percent. Even with all of the pay adjustments the City has made over the years, the City's overall pay structure remains an average of 8.9% below market.

The City's current turnover rate is 11.18% City wide; however, some of the hard to fill positions struggle to retain employees with turnover rates reaching as high as 40%. The number of positions being opened two to five times or being advertised as open until filled has increased over the last few years demonstrating the difficulty the organization is having in recruiting qualified applicants.

The organization has begun addressing this problem by adding retention pay; hiring above midpoint or giving more than the standard 6% for promotions; and utilizing hiring incentives such as moving expenses, temporary housing and extra paid time off.

A comprehensive compensation study will be conducted to evaluate the City's current pay structure, policies, procedures, practices, recruitment and retention issues and provide recommendations the organization may use to create specific strategies and long term compensation goals.

Main (Downtown) Library Open on Sunday

The City-County Library is a jointly funded public library administered by the City of Flagstaff and financed by both the City of Flagstaff and Coconino County.

The Main library has been closed on Sundays for five years as the result of a prior budget decision. There have been numerous requests for the Library to reopen. In analyzing the best way to provide the service several alternatives were explored including adding new staff and hours or reducing existing hours and moving staff. In the final analysis it has been recommended to hire new staff and open the Downtown Library branch for 4 hours on Sunday's at a cost of approximately $130,000.

Signal Synchronization Update

As traffic congestion continues to be a source of frustration for Flagstaff residents, a report was prepared to identify efforts to further improve the performance of regional traffic signals. Prior efforts include the installation of geographic positioning satellite (GPS) clocks in relevant signal control cabinets to prevent clocks from slipping and to develop new timing plans. While these efforts have helped, the City continues to be challenged by irregular train schedules, poor signal spacing, and weak directional traffic splits which all contribute against progression of traffic. In addition, City traffic signals are under two jurisdictions – the Arizona Department of Public Safety (25 signals) and the City of Flagstaff (42 signals). The report indicated that additional staffing be funded to keep the timing plans current as the other areas (trains, signal spacing and directional splits) have no ready solution and/or are cost prohibitive to implement. Additional staffing was not approved in the FY2009 budget, so timing plans will be adapted as conditions in various control zones change.

Pedestrian Safety at the Intersection of Route 66 and 4th Street

Concerns have been raised about pedestrian safety and friendliness at the intersection of 4th Street and Route 66 and the issue is if improvements can be made to mitigate these concerns.

The original design anticipated that pedestrians and trail users would need to be accommodated safely on all legs of the intersection. It is also noted that both pedestrian and vehicle volumes will continue to increase. As this occurs, operational mitigation techniques are available and could be readily implemented as needed. Operational mitigation techniques include increase the signal timing so that crossing time is increased for pedestrians; right on red could be restricted to vehicles; additional pedestrian warning signs and yield signs could be installed, and/or high visibility crosswalks could be installed.

Homelessness planning

Homelessness continues to be an issue in communities around the country and Flagstaff is no exception. The Housing section within the City works to address this issue in two ways: 1) Planning and 2) Service Partnership.

Planning efforts include working with the local Continuum of Care group which is comprised of local agencies and entities that coordinate efforts within the community. In addition, the Arizona Rural Policy

Institute, in partnership with the City is providing a relevant sample of best practices throughout rural and urban communities that address chronic homelessness.

Service partnership efforts include the City's continued support of facility rehabilitation and maintenance serving homeless and special needs populations; operational assistance to increase the capacity of organizations serving homeless and special needs populations; participation in special events providing outreach and direct services to the homeless population of Flagstaff; and homelessness prevention through eviction and foreclosure prevention and move-in assistance.

Police Retention

Police Departments across Arizona are experiencing increased rates of staff turnover and Flagstaff is no exception. Turnover rates in 2007 for the entire police department, police dispatchers, and police record clerks were 18%, 40% and 30%, respectively. This has both negative operational and financial impacts. The length and cost of training for both police officers and dispatchers is prohibitive.

The main reason for this turnover is that the City of Flagstaff is not offering a competitive wage when compared to other state city or state entities. Over the past two years, the Flagstaff Police Department has sought to improve retention through non-compensation incentives including engendering a strong commitment to our organizational mission and values for human life, exemplary service, integrity, and quality of life; to increase employee involvement in management and leadership by and engaging them in problem solving. While this has helped, it has not stemmed the outflow. The City of Flagstaff included 5% retention pay to police officers and dispatch and a 2.0% to corporals / detectives for FY2009 as a stop gap measure and will fully explore this issue in the compensation study previously presented.

County Transfer Station Hauling

Coconino County approached the City of Flagstaff to provide transportation of solid waste from the County transfer stations to the City landfill. The City currently receives the County tonnage at the landfill and the City would like to continue to receive or revenues would be decreased. This program would require additional equipment and operators, but the rates established through an intergovernmental agreement would assure payback on the equipment purchases as well as cover the operational program costs. The City will move forward with exploring this opportunity with the County.

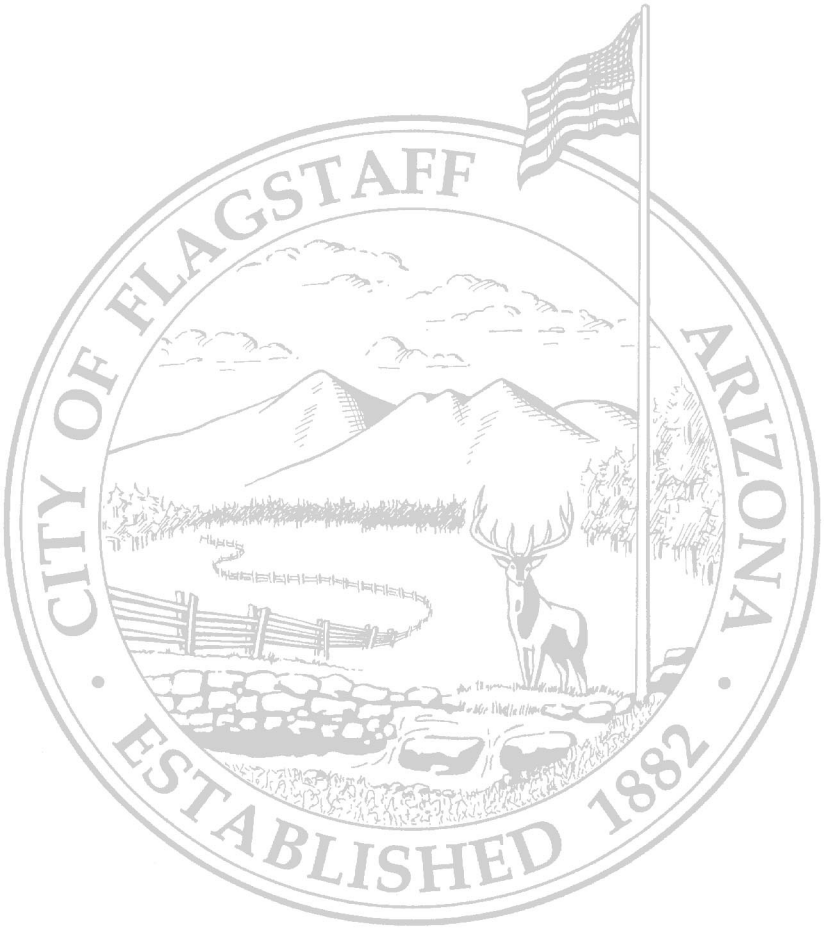
Environmental Management Fee

The current environmental management fee is set at $2 per month on each water bill the City sends, generating approximately $459,000 annually. Current expenses for the Sustainability and Environmental Management Division (SEMD) are over $1 million annually, so the deficit is currently supported by other Environmental Management activity. For the SEMD to become self supporting, the monthly fee would need to be increased to approximately $5 per bill in FY2009 and over the next five years, to $6 per bill. A review of this fee proposal is also part of the overall City user fee study. A future recommendation will be made to Council after such time that the user fee consultants complete their findings.

Glass Recycling

The City of Flagstaff is interested in providing an effective residential glass recycling program as well as creating a resource for use at the landfill.

Two options for curbside service were proposed including a subscription service which would charge a monthly fee to those residents that enrolled and a universal service which would provide service to 100% of our citizens. The Council has recommended the City pursue a subscription service strategy.


CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882

CITY OF FLAGSTAFF
SUMMARY SCHEDULE OF ESTIMATED REVENUES AND EXPENDITURES/EXPENSES
FISCAL YEAR 2008-2009

	UNRESERVED FUND BALANCE/ RETAINED EARNINGS AT 7/1/2008	ESTIMATED REVENUES AND OTHER FINANCING SOURCES 2008-2009	INTERFUND TRANSFERS 2008-2009 IN	INTERFUND TRANSFERS 2008-2009 OUT	TOTAL FINANCIAL RESOURCES AVAILABLE 2008-2009	OPERATIONS	CAPITAL OUTLAY (EQUIP/CIP)	DEBT SERVICE	RESERVES/ CONTINGENCIES	TOTAL APPROPRIATIONS 2008-2009	FUND BALANCE 6/30/2009
General Fund	$ 24,888,804	55,369,167	4,004,311	(12,682,979)	71,579,303	57,462,759	3,817,961	968,517	600,000	62,849,237	8,730,066
Special Revenue Funds:											
Library	1,869,964	4,157,121	1,758,653	(328,391)	7,457,347	7,106,364	-	-	100,000	7,206,364	250,983
Highway User Revenue	3,785,483	13,451,097	12,519,670	(377,103)	29,379,147	6,030,931	18,238,837	1,807,478	100,000	26,177,246	3,201,901
Transportation	920,732	18,457,320	-	(10,566,272)	8,811,780	3,721,110	125,000	1,951,108	-	5,797,218	3,014,562
Beautification	4,566,904	2,742,207	987,702	(433,948)	7,862,865	175,077	7,392,471	-	10,000	7,577,548	285,317
Economic Development	463,754	530,909	322,000	-	1,316,663	818,646	27,500	263,240	25,000	1,134,386	182,277
Tourism	361,134	1,877,805	75,000	(9,437)	2,304,502	1,994,185	27,500	-	100,000	2,121,685	182,817
Arts & Science	395,213	417,000	20,000	(36,000)	796,213	734,852	-	-	10,000	744,852	51,361
Recreation-BBB	(510,875)	1,819,894	-	(1,238,807)	70,212	-	-	-	-	-	70,212
Real Estate Proceeds	474,046	17,350	25,000	-	516,396	-	500,000	-	-	500,000	16,396
Housing and Comm Svcs	1,969,435	1,844,316	375,400	-	4,189,151	4,051,771	-	-	-	4,051,771	137,380
Metro Planning Org	-	542,404	30,000	-	572,404	472,404	-	-	100,000	572,404	-
Debt Service Funds:											
G.O. Bond Fund	348,355	-	3,320,142	-	3,668,497	-	-	3,320,142	-	3,320,142	348,355
Sec. Property Tax	2,089,934	7,428,889	-	(6,464,627)	3,054,196	-	-	-	-	-	3,054,196
Special Assessment Bond	282,908	9,524	-	-	292,432	-	-	96,712	-	96,712	195,720
Permanent Funds:											
Perpetual Care	117,888	22,908	-	-	140,796	-	-	-	-	-	140,796
Capital Projects Funds:											
Special Improvement District	10,235,564	3,001,000	-	-	13,236,564	-	10,203,562	953,750	-	11,157,312	2,079,252
Municipal Facilities Corp	(4,363,373)	10,686,000	-	-	6,322,627	-	2,394,700	-	-	2,394,700	3,927,927
G.O. Bonds	9,574,162	7,293,000	700,000	(370,650)	17,196,512	-	14,073,400	-	-	14,073,400	3,123,112
Enterprise Funds:											
Water and Wastewater	14,228,729	34,720,935	2,807,478	(1,965,272)	49,791,870	13,794,711	23,670,652	5,675,286	1,400,000	44,540,649	5,251,221
Airport											
Operating	1,435	10,545,612	1,027,007	(33,567)	11,540,487	1,596,508	9,287,767	655,666	-	11,539,941	546
Environmental Services	3,410,466	15,733,164	91,950	(19,488)	19,216,092	11,625,659	3,830,297	125,500	500,000	16,081,456	3,134,636
Stormwater Utility	592,520	1,272,420	6,787,228	(325,000)	8,327,168	1,117,971	7,093,988	-	10,000	8,221,959	105,209
TOTAL ALL FUNDS	$ 75,703,182	191,940,042	34,851,541	(34,851,541)	267,643,224	110,702,948	100,683,635	15,817,399	2,955,000	230,158,982	37,484,242

Schedule 2: Tax Levy

CITY OF FLAGSTAFF
EXPENDITURE LIMITATION
AND
TAX LEVY INFORMATION
FISCAL YEAR 2008-2009

	ESTIMATED FY 2007-2008	FY 2008-2009
Expenditure Limitation [Economic Estimates Commission]		$ 118,190,325
Total Estimated Expenditures Subject to Expenditure Limitation		
1. Maximum Allowable Primary Property Tax Levy [ARS 42-17051.A] rev 6/06 HB 2876	$ 4,656,831	$ 4,914,271
2. Amount Received from Primary Property Taxation in FY 2007-2008 in Excess of the Sum of that Year's Maximum Allowable Primary Property Tax Levy [ARS 42-17102.A.18]	$ -	
3. Property Tax Levy Amounts		
A. Primary Property Taxes	$ 4,656,831	$ 4,914,271
B. Secondary Property Taxes	6,279,004	7,351,889
C. Total Property Tax Levy Amount	$ 10,935,835	$ 12,266,160
4. Property Taxes Collected (Estimated)		
A. Primary Property Taxes:		
(1) FY 2007-2008 Levy	$ 4,989,271	
(2) Prior Years' Levies	20,000	
(3) Total Primary Property Taxes Collected	5,009,271	
B. Secondary Property Taxes:		
(1) FY 2006-2007 Levy	6,279,004	
(2) Total Secondary Property Taxes Collected	6,279,004	
C. Total Property Taxes Collected	$ 11,288,275	
5. Property Tax Rates		
A. City of Flagstaff Tax Rate:		
(1) Primary Property Tax Rate	0.7153	0.6803
(2) Secondary Property Tax Rate	0.8366	0.8366
(3) Total City Tax Rate	1.5519	1.5169

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

* Includes actual property taxes collected as of the date the proposed budget was prepared plus estimated property tax collections for the remainder of the fiscal year.

CITY OF FLAGSTAFF
SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES
FISCAL YEARS 2008 AND 2009
(WITH ACTUALS FOR FISCAL YEAR 2007)

SOURCE OF REVENUES	ACTUAL REVENUES 2006-2007	BUDGETED REVENUES 2007-2008	ESTIMATED ACTUAL REVENUES 2007-2008	BUDGETED REVENUES 2008-2009	CHANGE (BDGT-BDGT)	% CHANGE
GENERAL FUND						
Local taxes						
City Sales Tax	$ 15,812,845	17,035,426	17,375,191	18,915,121	1,879,695	11.03%
Franchise Tax	2,001,795	2,285,177	2,285,177	2,399,436	114,259	5.00%
Licenses and permits						
Business Licenses	33,401	43,138	43,138	45,295	2,157	5.00%
Building Permits	1,939,665	2,000,000	1,438,104	1,795,628	(204,372)	-10.22%
Other Licenses and permits	465,533	341,750	324,621	339,332	(2,418)	-0.71%
Intergovernmental revenues						
State Income Tax Sharing	6,946,680	8,616,976	8,616,976	9,014,800	397,824	4.62%
State Shared Sales Tax	5,815,474	6,314,381	6,314,381	5,534,381	(780,000)	-12.35%
County Vehicle License Tax	2,792,404	2,653,020	2,653,020	2,706,080	53,060	2.00%
Federal Grants	1,483,103	1,924,105	2,136,693	1,065,901	(858,204)	-44.60%
State Grants	366,233	310,868	297,298	270,361	(40,507)	-13.03%
Local Intergovernmental Agreements	721,797	750,000	680,958	1,012,160	262,160	34.95%
Charges for services						
General Government	622,082	1,155,874	272,607	936,237	(219,637)	-19.00%
Parks & Recreation	620,173	661,730	614,817	1,239,493	577,763	87.31%
Public Safety	852,156	796,751	908,935	990,939	194,188	24.37%
Cemetery	121,915	120,868	120,868	126,912	6,044	5.00%
Fines and forfeits	1,181,278	1,045,673	1,117,737	1,097,379	51,706	4.94%
Interest on investments	1,263,235	973,750	1,025,000	973,750	-	0.00%
Miscellaneous revenues	855,558	1,467,981	1,188,275	1,991,691	523,710	35.68%
Total General Fund	43,895,327	48,497,468	47,413,796	50,454,896	1,957,428	4.04%
SPECIAL REVENUE FUNDS						
LIBRARY FUND						
Intergovernmental revenues						
State Grants	134,349	-	169,526	25,000	25,000	0.00%
County Aid	2,502,814	3,294,271	3,848,555	4,053,121	758,850	23.04%
Interest on investments	67,607	50,000	50,000	50,000	-	0.00%
Miscellaneous revenues	269,731	29,000	29,000	29,000	-	0.00%
Total Library Fund	2,974,501	3,373,271	4,097,081	4,157,121	783,850	23.24%
HIGHWAY USER REVENUE FUND						
Intergovernmental revenues						
Federal Grants	18,421	-	-	180,000	180,000	0.00%
Highway User Tax	7,855,427	8,083,215	7,809,870	8,083,215	-	0.00%
Local Transportation Assistance Funds	293,502	300,246	300,246	300,246	-	0.00%
Interest on investments	352,712	316,000	184,374	95,000	(221,000)	-69.94%
Miscellaneous revenues	334,621	-	-	-	-	0.00%
Private Contributions	-	-	1,488,413	4,792,636	4,792,636	0.00%
Total Highway User Revenue Fund	8,854,683	8,699,461	9,782,903	13,451,097	(41,000)	-0.47%
TRANSPORTATION FUND						
Transportation Tax	9,345,864	10,088,031	10,022,211	13,295,320	3,207,289	31.79%
Interest on Investments	316,110	175,000	296,810	162,000	(13,000)	-7.43%
Miscellaneous revenues	87,851	5,000,000	1,524	5,000,000	-	0.00%
Total Transportation Fund	9,749,825	15,263,031	10,320,545	18,457,320	3,194,289	20.93%

Schedule 3: Revenues Other Than Property Taxes

SOURCE OF REVENUES	ACTUAL REVENUES 2006-2007	BUDGETED REVENUES 2007-2008	ESTIMATED ACTUAL REVENUES 2007-2008	BUDGETED REVENUES 2008-2009	CHANGE (BDGT-BDGT)	% CHANGE
BEAUTIFICATION FUND						
Intergovernmental revenues						
State Grants	$ 143,292	1,176,377	419,497	1,555,880	379,503	32.26%
BBB Tax	992,024	1,090,073	1,090,073	1,102,966	12,893	1.18%
Interest on investments	118,428	50,546	83,361	83,361	32,815	64.92%
Total Beautification Fund	1,253,744	2,316,996	1,592,931	2,742,207	425,211	18.35%
ECONOMIC DEVELOPMENT FUND						
BBB Tax	471,211	517,785	517,785	523,909	6,124	1.18%
Interest on investments	15,765	8,000	12,000	7,000	(1,000)	-12.50%
Total Economic Development Fund	486,976	525,785	529,785	530,909	5,124	0.97%
TOURISM FUND						
Intergovernmental revenues						
State Grants	-	50,000	-	-	(50,000)	-100.00%
BBB Tax	1,488,033	1,635,110	1,635,110	1,654,449	19,339	1.18%
Retail Sales	57,664	70,000	70,000	75,000	5,000	7.14%
Interest on investments	25,154	23,500	20,000	20,500	(3,000)	-12.77%
Miscellaneous revenues	38,950	17,030	27,856	127,856	110,826	650.77%
Total Tourism Fund	1,609,801	1,795,640	1,752,966	1,877,805	82,165	4.58%
ARTS AND SCIENCE FUND						
BBB Tax	372,009	408,777	408,777	413,612	4,835	1.18%
Interest on investments	10,886	8,382	11,000	3,388	(4,994)	-59.58%
Total Arts and Science Fund	382,895	417,159	419,777	417,000	(159)	-0.04%
RECREATION-BBB FUND						
Intergovernmental revenues						
State Grants	524,868	-	-	-	-	0.00%
BBB Tax	1,647,518	1,798,621	1,712,398	1,819,894	21,273	1.18%
Interest on investments	12,198	-	-	-	-	0.00%
Miscellaneous revenues	13,345	-	-	-	-	0.00%
Total Recreation-BBB Fund	2,197,929	1,798,621	1,712,398	1,819,894	21,273	1.18%
REAL ESTATE PROCEED FUND						
Real Estate Revenues	-	-	1,000,000	-	-	0.00%
Interest on investments	-	19,350	46,772	17,350	(2,000)	-10.34%
Total Real Estate Proceeds Fund	-	19,350	1,046,772	17,350	(2,000)	-10.34%
HOUSING AND COMMUNITY SVCS FUND						
Intergovernmental revenues						
Federal Grants	763,579	1,295,066	712,796	1,244,316	(50,750)	-3.92%
State Grants	-	666,000	400,000	600,000	(66,000)	-9.91%
Interest on investments	90,882	-	70,000	-	-	0.00%
Miscellaneous revenues	411,591	-	207,737	-	-	0.00%
Total Community Redevelopment Fund	1,266,052	1,961,066	1,390,533	1,844,316	(116,750)	-5.95%
METRO PLANNING ORGANIZATION FUND						
Intergovernmental revenues						
Federal Grants	364,424	740,659	541,538	317,404	(423,255)	-57.15%
Miscellaneous revenues	-	155,000	5,000	225,000	70,000	45.16%
Total Metro Planning Organization Fund	364,424	895,659	546,538	542,404	(353,255)	-39.44%
TOTAL SPECIAL REVENUE FUNDS	29,140,830	37,066,039	33,192,229	45,857,423	3,998,748	10.79%

Schedule 3: Revenues Other Than Property Taxes

SOURCE OF REVENUES	ACTUAL REVENUES 2006-2007	BUDGETED REVENUES 2007-2008	ESTIMATED ACTUAL REVENUES 2007-2008	BUDGETED REVENUES 2008-2009	CHANGE (BDGT-BDGT)	% CHANGE
DEBT SERVICE FUNDS						
SECONDARY PROPERTY TAX FUND						
Interest on investments	$ 76,972	49,700	74,400	77,000	27,300	54.93%
Total Secondary Property Tax Fund	76,972	49,700	74,400	77,000	27,300	54.93%
SPECIAL ASSESSMENT BONDS						
Interest on investments	16,670	11,608	12,944	7,502	(4,106)	-35.37%
Miscellaneous revenues	2,946	16,000	2,335	2,022	(13,978)	-87.36%
Total Special Assessment Bonds	19,616	27,608	15,279	9,524	(18,084)	-65.50%
TOTAL DEBT SERVICE FUNDS	96,588	77,308	89,679	86,524	9,216	11.92%
CAPITAL PROJECTS FUNDS						
G.O. BONDS PROJECTS						
Interest on investments	1,428,803	692,000	700,000	523,000	(169,000)	-24.42%
Miscellaneous Revenue	-	-	865,000	-	-	
Intergovernmental revenues						
Federal Grants	-	-	-	170,000	2,576,384	0.00%
Total G.O. Bonds Projects	1,428,803	692,000	1,565,000	693,000	2,407,384	347.89%
MUNICIPAL FACILITIES CORP						
Interest on investments	-	-	-	86,000	86,000	0.00%
Intergovernmental revenues						
Grant Revenues	232,524	2,576,384	-	-	2,576,384	100.00%
Total Municipal Facilities Corp	232,524	2,576,384	-	86,000	2,662,384	
SPECIAL IMPROVEMENT DISTRICT						
Interest on investments	32,709	-	600,000	1,000	1,000	0.00%
Miscellaneous Revenue	-	11,000,000	-	3,000,000	(8,000,000)	-72.73%
Total Capital Projects Bond Funds	32,709	11,000,000	600,000	3,001,000	(7,999,000)	-72.72%
TOTAL CAPITAL PROJECTS FUNDS	1,694,036	14,268,384	2,165,000	3,780,000	(2,929,232)	-20.53%
PERMANENT FUNDS						
PERPETUAL CARE FUND						
Contributions	19,460	29,131	19,000	19,380	(9,751)	-33.47%
Interest on investments	3,296	3,849	3,360	3,528	(321)	-8.34%
Total Perpetual Care Fund	22,756	32,980	22,360	22,908	(10,072)	-30.54%
TOTAL PERMANENT FUNDS	22,756	32,980	22,360	22,908	(10,072)	-30.54%
ENTERPRISE FUNDS						
WATER AND WASTEWATER FUND						
OPERATING FUND						
Intergovernmental revenues						
State Grants	59,123	305,960	30,000	194,000	(111,960)	-36.59%
Federal Grants	-	5,139	5,139	655,503	650,364	
Water Revenues	11,213,226	12,880,882	13,032,950	13,714,953	834,071	6.48%
Sewer Revenues	7,948,279	8,612,684	8,051,881	8,500,479	(112,205)	-1.30%
Interest on Investments	897,255	424,000	550,000	356,000	(68,000)	-16.04%
Miscellaneous revenues	38,232	-	8,500	-	-	0.00%
Total Water and Wastewater Fund	20,156,115	22,228,665	21,678,470	23,420,935	1,192,270	5.36%

Schedule 3: Revenues Other Than Property Taxes

SOURCE OF REVENUES	ACTUAL REVENUES 2006-2007	BUDGETED REVENUES 2007-2008	ESTIMATED ACTUAL REVENUES 2007-2008	BUDGETED REVENUES 2008-2009	CHANGE (BDGT-BDGT)	% CHANGE
AIRPORT FUND						
OPERATING FUND						
Intergovernmental revenues						
Federal Grants	$ 8,632,269	6,594,207	6,371,529	6,681,215	87,008	1.32%
State Grants	-	3,080,407	3,079,650	2,194,917	(885,490)	-28.75%
Airport Revenues	1,202,763	1,267,164	1,279,644	1,319,326	52,162	4.12%
Interest on investments	3,097	-	-	-	-	0.00%
Miscellaneous revenues	343,380	326,854	315,329	350,154	23,300	7.13%
AIRPARK FUND						
Interest on investments	32,929	1,400	20,000	-	(1,400)	-100.00%
Total Airport Fund	10,214,438	11,270,032	11,066,152	10,545,612	(724,420)	-6.43%
ENVIRONMENTAL SERVICES FUND						
Intergovernmental revenues						
Federal Grants	-	-	-	146,600	146,600	0.00%
State Grants	74,153	90,400	90,400	-	(90,400)	-100.00%
Environmental Services Revenues	9,811,052	10,061,827	10,921,128	13,386,951	3,325,124	33.05%
Interest on investments	601,814	222,005	194,744	199,613	(22,392)	-10.09%
Miscellaneous revenues	32,730	-	-	-	-	0.00%
Total Environmental Services Fund	10,519,749	10,374,232	11,206,272	13,733,164	3,358,932	32.38%
STORMWATER UTILITY						
Stormwater Utility Revenues	910,976	1,056,491	1,076,006	1,199,224	142,733	13.51%
Charges for Services	107,858	89,757	59,850	61,346	(28,411)	-31.65%
Interest on investments	11,798	12,746	9,723	11,850	(896)	-7.03%
Miscellaneous revenues	30	-	-	-	-	0.00%
Total Stormwater Utility Fund	1,030,662	1,158,994	1,145,579	1,272,420	113,426	9.79%
TOTAL ENTERPRISE FUNDS	41,920,964	45,031,923	45,096,473	48,972,131	3,940,208	8.75%
FIDUCIARY FUNDS						
VOLUNTEER FIREMEN'S PENSION FUND						
Interest on investments	-	6,163	-	-	(6,163)	-100.00%
Total Volunteer Firemen's Pension Fund	-	6,163	-	-	(6,163)	-100.00%
TOTAL FIDUCIARY FUNDS	-	6,163	-	-	(6,163)	-100.00%
TOTAL REVENUES	$ 116,770,501	144,980,265	127,979,537	149,173,882	6,960,133	4.80%

CITY OF FLAGSTAFF
SUMMARY BY FUNDING OF OTHER FINANCING SOURCES
AND INTERFUND TRANSFERS
FISCAL YEAR 2008 - 2009

FUND	PROCEEDS FROM OTHER FINANCING SOURCES	INTERFUND TRANSFERS IN	INTERFUND TRANSFERS OUT
GENERAL FUND	$ -	4,004,311	12,682,979
SPECIAL REVENUE FUNDS			
Library Fund	-	1,758,653	328,391
Highway User Revenue Fund	-	12,519,670	377,103
Transportation Fund	-	-	10,566,272
Beautification Fund	-	987,702	433,948
Economic Development	-	322,000	-
Tourism Fund	-	75,000	9,437
Arts and Science Fund	-	20,000	36,000
Recreation-BBB Fund	-	-	1,238,807
Real Estate Proceeds Fund	-	25,000	-
Housing & Community Services	-	375,400	-
MPO	-	30,000	-
Total Special Revenue Funds	-	16,113,425	12,989,958
DEBT SERVICE FUNDS			
Secondary Property Tax Fund	-	-	6,464,627
G.O. Bond Fund	-	3,320,142	-
Total Debt Service Funds	-	3,320,142	6,464,627
CAPITAL PROJECTS FUNDS			
G.O. Bond Funded Projects	6,600,000	700,000	370,650
Municipal Facilities Corporation	10,600,000	-	-
Total Capital Projects Funds	17,200,000	700,000	370,650
ENTERPRISE FUNDS			
Water and Wastewater Fund	11,300,000	2,807,478	1,965,272
Stormwater Utility	-	6,787,228	325,000
Airport Fund	-	1,027,007	33,567
Environmental Services Fund	2,000,000	91,950	19,488
Total Enterprise Funds	13,300,000	10,713,663	2,343,327
TOTAL ALL FUNDS	$ 30,500,000	34,851,541	34,851,541

SCHEDULE OF TRANSFERS
FISCAL YEAR 2008-2009

General Fund

Transfers In:

Library - $328,391
This transfer represents $250,000 for a contribution to a parking solution on the Municipal Campus and $78,391 for the APSES lease payment.

Highway User Revenue Fund - $85,401
This transfer is $70,000 for right-of-way maintenance completed by Parks staff and $15,401 for the APSES lease payment.

Beautification Fund - $433,948
This represents $428,747 for streetscape maintenance on projects previously constructed by BBB funds that are now maintained by the Parks division and $5,201 for the citywide publication.

Tourism Fund - $9,437
This transfer includes $6,238 as a contribution towards the citywide publication, and $3,199 for the APSES lease payment.

Recreation-BBB Fund - $1,128,807
This transfer is a contribution to the maintenance of FUTS which is a Parks responsibility for $237,903 with $890,904 for increased maintenance in the Parks budget related to additional field maintenance associated with Recreation Bond projects.

Water and Wastewater Fund - $1,965,272
This is a transfer of $1,807,478 utility revenue through the General Fund to Highway User Revenue Fund for a payment of debt and $157,794 for the APSES lease payment.

Airport - $33,567
This is a transfer for the APSES lease payment.

Environmental Services Fund - $19,488
This transfer represents $4,678 for advertising in the citywide publication and $14,810 for the APSES lease payment.

Transfers Out:

Library Fund - $1,758,653
This is the operating transfer from the General Fund to the Library for general services.

Highway User Revenue Fund - $1,807,478
This is $1,804,723 for debt service.

Economic Development - $322,000
This represents a transfer to assist in the expenditures related to the Incubator.

Tourism - $75,000
This transfer is to fund advertising for the new airline service, Horizon Air, at the Pulliam Airport.

Arts and Science Fund - $20,000
This transfer is for $10,000 to support Contributions to Agencies, and $10,000 represents a contribution for Art in Public Places.

Real Estate Proceeds Fund - $25,000
This is for the acquisition of open space.

Housing and Community Services Fund - $375,400
This transfer represents a $150,000 funding for a revolving loan source, $175,400 funding for land acquisition related to affordable housing development, and $50,000 for affordable housing fees.

MPO - $30,000
This transfer represents $25,000 to assist in the payment of the multi model planner position and $5,000 to assist in the payment of the Administration Assistant.

Stormwater Fund - $6,787,228
Transfer funds for Rio de Flag project.

Airport Fund - $690,000
This transfer is for the general operations in the amount of $292,000 and $398,000 for capital at the Airport. The Airport is an enterprise fund whose goal is to eventually eliminate any requirement for general fund transfers.

Environmental Services - $91,950
This transfer represents $66,950 to support the Sustainability position and $25,000 to support the KYOTO Protocol Program.

Capital Project Funds - $700,000
This transfer is to assist with the Fire Administration stations.

Library Fund

Transfers In:

General Fund - $1,758,653
This is the operating transfer from the General Fund to the Library for general services.

Transfers Out:

General Fund - $328,391
This transfer is $250,000 for a contribution to a parking solution in the Municipal Campus and $78,391 for the APSES lease payment.

Highway User Revenue Fund

Transfers In:

General Fund - $1,807,478
This is $1,807,478 from the General Fund to Highway User Revenue Fund for payment of debt.

Transportation Fund - $10,016,272
This is a transfer of the transportation tax to fund various transportation projects. Safety funding is $1,634,774 for miscellaneous projects. $8,381,498 is from Street Improvement for Transportation funded projects.

Stormwater Fund - $325,000
This transfer is for drainage maintenance.

Capital Projects Fund - $370,650
This transfer is for reimbursement of Fire Station #2 land.

Transfers Out:

General Fund - $85,401
This transfer is $70,000 for right-of-way maintenance completed by Parks staff and $15,401 for APSES repayment.

Beautification Fund - $291,702
This transfer is to support the Beaver/San Francisco Southside Project located Streetscape program.

Transportation Fund

Transfers Out:

HURF - $10,016,272
This is a transfer of the transportation tax to fund various transportation projects. Safety funding is $1,634,774 for miscellaneous projects. $8,381,498 is from Street Improvement for Transportation funded projects.

Beautification Fund - $550,000
This transfer funds various FUTS and Streetscape projects within the multi-modal transportation projects.

Beautification Fund

Transfers In:

Highway User Revenue Fund - $291,702
This transfer is to support the Beaver/San Francisco Southside Project located Streetscape program.

Transportation Tax - $550,000
This transfer funds various FUTS and Streetscape projects within the multi-modal transportation projects.

Arts & Science - $36,000
This transfer is to support the Beaver/San Francisco Southside Project located Streetscape program.

Recreation-BBB Fund - $110,000
This transfer is for new FUTS construction -$110,000.

Transfers Out:

General Fund - $433,948
This represents $428,747 for streetscape maintenance on projects previously constructed by BBB funds that are now maintained by the Parks division and $5,201 in support of the citywide publication.

Economic Development Fund

Transfers In:

General Fund - $322,000
This represents a transfer to assist with the expenditures related to the Incubator plan.

Tourism Fund

Transfers In:

Tourism - $75,000
This transfer is to fund advertising for the new airline service, Horizon Air, at the Pulliam Airport.

Transfers Out:

General Fund - $9,437
This transfer includes $6,238 as a contribution towards the citywide publication and $3,199 for the APSES lease payment.

Arts & Science Fund

Transfers In:

General Fund - $20,000
This transfer is for $10,000 to support Contributions to Agencies, and $10,000 represents a contribution for Art in Public Places.

Transfers Out:

Beautification Fund - $36,000
This transfer is to support the Beaver/San Francisco Southside Project located Streetscape program.

Recreation-BBB Fund

Transfers Out:

General Fund - $1,128,807
This transfer is a contribution to the maintenance of FUTS which is a Parks responsibility $237,903. $890,904 for increased maintenance in the Parks budget related to additional field maintenance associated with Recreation Bond projects.

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

Real Estate Proceeds

Transfers In:

Real Estate Proceeds - $25,000
This transfer is for acquisition of open space.

Housing and Community Services Fund

Transfers In:

General Fund - $375,400
This transfer represents a $150,000 funding for a revolving loan source, $175,400 funding for land acquisition related to affordable housing development, and $50,000 for affordable housing fees.

Metro Planning Organization Fund

Transfers In:

General Fund - $30,000
This transfer represents $25,000 to assist in the payment of the multi model planner position and $5,000 to assist in the payment of the Administration Assistant.

G.O. Bond Fund

Transfers In:

Secondary Property Tax Fund - $3,470,142
A transfer of Secondary Property Taxes collected for repayment of general obligation bonds for Projects and BBB Recreation.

Secondary Property Tax Fund

Transfers Out:

G.O. Bond Fund - $3,470,142
A transfer of Secondary Property Taxes collected for repayment of general obligation bonds for Projects and BBB Recreation.

Water and Wastewater Fund - $2,807,478
A transfer to Utilities for Secondary Property Taxes collected to support General Obligation Debt.

Airport Fund - $337,007
There is a transfer for Secondary Property Taxes collected for repayment of a portion of the Airport debt service; the remainder is funded with Passenger Facility Charges.

Water and Wastewater Fund

Transfers In:

Secondary Property Tax Fund - $2,807,478
A transfer to Utilities for Secondary Property Taxes collected to support the General Obligation Debt.

Transfers Out:

General Fund - $1,965,272
This is a transfer of $1,807,478 utility revenue to the General Fund; these funds are subsequently transferred to Highway User Tax Fund for a payment of debt and $157,794 for the APSES lease payment.

Stormwater Fund

Transfers In:

General Fund - $6,787,228
This transfer is for the Rio de Flag Project.

Transfers Out:

HURF - $325,000
This transfer is for drainage maintenance.

Airport Fund

Transfers In:

General Fund - $690,000
This transfer is for the general operations in the amount of $292,000 and $398,000 for capital at the Airport. The Airport is an enterprise fund whose goal is to eventually eliminate any requirement for general fund transfers.

Secondary Property Tax Fund - $337,007
There is a transfer for Secondary Property Taxes collected for repayment of a portion of the Airport debt service; the remainder is funded with Passenger Facility Charges.

Transfers Out:

General Fund - $33,567
This is a transfer for the APSES lease payment.

Environmental Services Fund

Transfers In:

General Fund - $91,950
This transfer represents $66,950 to support the Sustainability position, $25,000 to support the KYOTO Protocal Program.

Transfers Out:

General Fund - $19,488
This transfer represents $4,678 for advertising in the citywide publication and $14,810 for debt servicing related to APSES lease payment.

Capital Projects Fund

Transfers In:

General Fund - $700,000
This transfer is to assist with the Fire Administration station.

Transfers Out:

Highway User Revenue Fund - $370,650
This transfer is for reimbursement of Fire Station #2 land.

Schedule 5: Grant Revenues

CITY OF FLAGSTAFF
SCHEDULE OF GRANT REVENUES
FISCAL YEAR 2008-2009

	PROJECT NAME	BUDGETED REVENUES 2007-2008	ESTIMATED REVENUES 2007-2008	BUDGETED REVENUES 2008-2009	CITY MATCH 2008-2009	BUDGETED GRANT REIMB %	FUNDING
GENERAL FUND							
POLICE	METRO (NORTHERN AZ STREET CRIMES TASK FORCE)	$ 484,486	484,486	297,822	-	100%	F/S
POLICE	FY 08 HOMELAND SECURITY	-	-	50,000	-	100%	F
POLICE	INTERNET CRIMES AGAINST CHILDREN	5,000	5,000	19,415	-	100%	S
POLICE	BULLET PROOF VEST PROGRAM	7,219	7,219	-	-	50%	F
POLICE	STATEWIDE GANG TASK	-	-	96,877	17,096	85%	S
POLICE	NO AZ DUI TASK FORCE	25,000	25,000	-	-	100%	S
POLICE	ENFORCEMENT UNDERAGE DRINKING	25,000	25,000	-	-	100%	S
POLICE	AZ AUTO THEFT-WATCH YOUR CAR	5,000	5,000	5,000	-	100%	S
POLICE	GOHS SELECTIVE TRAFFIC ENF	177,200	177,200	48,049	-	100%	F/S
POLICE	HOMELAND SECURITY - BOMB EQUIP	50,000	50,000	-	-	100%	F
POLICE	ACJC ANTI-GANG INITIATIVE	50,000	50,000	20,055	-	100%	F/S
POLICE	ACJC DUI ABATEMENT	20,000	20,000	-	-	100%	S
POLICE	GOHS DUI ENFORCEMENT	20,000	20,000	20,055	-	100%	F/S
POLICE	WEED & SEED OVERTIME	37,200	37,200	37,302	-	100%	F/NP
POLICE	ED BRYNE MEMORIAL JAG	-	-	50,137	-	100%	F
POLICE	ACJC DUI ABATEMENT	-	-	32,408	-	100%	F/S
POLICE	TSA - LAW ENFORCEMENT OFFICER	-	-	56,808	29,614	60%	F
FIRE	FIRE VARIOUS GRANTS	-	212,588	-	-	-	-
FIRE	HAZARD FUEL REDUCTION FY04	77,750	77,750	-	-	50%	S
FIRE	FIRE - HEAVY RESCUE UNIT	300,000	300,000	-	-	100%	F
FIRE	GOHS RESCUE EQUIPMENT	-	-	10,000	-	100%	S
FIRE	SFA 06/07 REDUCE HAZ FIRE	120,000	120,000	-	-	50%	S
FIRE	SFA 06/07 RESTORING FIRE	2,500	2,500	-	-	50%	S
FIRE	08 HOMELAND SECURITY EQUIPMENT	120,000	120,000	-	-	100%	F/S
FIRE	FY 05 ASSISTANCE TO FIREFIGHTERS - EXHAUST SYSTEM	220,000	220,000	-	-	50%	F
FIRE	GOHS EXTRACTION EQUIPMENT	5,500	5,500	-	-	100%	F/S
FIRE	FY 05 ASSISTANCE TO FIREFIGHTERS - EXERCISE EQUIPMENT	200,000	200,000	-	-	100%	F
FIRE	FY 07 HOMELAND SECURITY GRANT	-	-	40,000	-	100%	F
FIRE	FY 08 HOMELAND SECURITY	-	-	120,000	-	100%	F
FIRE	FY 07 ASSISTANCE TO FIREFIGHTERS	-	-	160,000	-	100%	F
FIRE	FY 07 SAFER GRANT	-	-	113,850	12,650	90%	F
COURT	COURT WARRANT FEES	50,448	50,448	36,724	-	100%	L
COURT	COURT INTERPRETER	27,580	27,580	28,410	-	100%	L
COURT	TCPF/STATE JCEF FY 01/02 - COURT TRAINING OFFICER	25,000	25,000	25,000	-	100%	S
COURT	TCPF/LOCAL JCEF FY 01/02 - COURT TRAINING OFFICER	9,850	9,850	10,100	-	100%	L
COURT	LOCAL JCEF - TRAINING COUNTY	23,560	23,560	24,150	-	100%	L
COURT	COUNTY JCEF - INFORMATION SYSTEM TECH	23,340	33,110	34,100	-	100%	L
COURT	LOCAL TIME PMT. - INFORMATION SYSTEM TECH.	23,340	-	-	-	100%	L
FACILITIES	HLS BUILDING HARDWARE	100,000	100,000	-	-	100%	F/S
	SUBTOTAL-GENERAL FUND	2,234,973	2,433,991	1,336,262	59,360		
LIBRARY	LIBRARY VARIOUS GRANTS	-	169,526	25,000	-	100%	S
	SUBTOTAL	-	169,526	25,000	-		
CAPITAL	EDA-BUSINESS INCUBATOR	2,576,384	-	-	-	70%	F
CAPITAL	FIRE STATIONS	-	-	170,000	-	100%	F
	SUBTOTAL	2,576,384	-	170,000	-		
HURF	FHWA-WB STEVES	-	-	180,000	-	100%	F/S
	SUBTOTAL	-	-	180,000	-		

Schedule 5: Grant Revenues

	PROJECT NAME	BUDGETED REVENUES 2007-2008	ESTIMATED REVENUES 2007-2008	BUDGETED REVENUES 2008-2009	CITY MATCH 2008-2009	BUDGETED GRANT REIMB %	FUNDING
BEAUT	FUTS SIGNAGE	$ 331,377	331,377	-	-	50%	S
BEAUT	FUTS/RIO NORTH-CRESCENT TO OBSR MESA	35,000	35,000	-	-	50%	S
BEAUT	TEA - 21 - US 89-RAILHEAD TO SNOWFLAKE	500,000	-	500,000	-	94%	F/S
BEAUT	TEA 21 - SANTA FE WEST-WALNUT TO RIO N. ADOT (ROUND 11)	300,000	-	-	-	94%	F/S
BEAUT	AZ STATE PARKS-CERTIFIED LOCAL GOVERNMENT	10,000	10,000	-	-	100%	S
BEAUT	HERITAGE GRANT - NEON CORRIDOR	-	-	100,000	6,382	94%	S
BEAUT	TEA 21 - RT 66 EAST - CC TO MALL TRAIL (ROUND 14)	-	43,120	455,880	28,202	94%	S
BEAUT	TEA 21 - BEAVER/SF SOUTHSIDE PLAN IMPLEMENTATION (ROUND 15)	-	-	500,000	703,000	41%	S
	SUBTOTAL	1,176,377	419,497	1,555,880	737,584		
HSG	03/04 CDBG ENTITLEMENT	6,627	-	-	-	100%	F
HSG	04/05 CDBG ENTITLEMENT	43,373	5,372	-	-	100%	F
HSG	05/06 CDBG ENTITLEMENT	122,850	112,850	7,000	-	100%	F
HSG	06/07 CDBG ENTITLEMENT	290,684	285,542	86,000	-	100%	F
HSG	07/08 CDBG ENTITLEMENT	831,532	309,032	341,000	-	100%	F
HSG	08/09 CDBG ENTITLEMENT	-	-	810,316	-	100%	F
HSG	STATE GRANTS-HOUS REHAB & EMERGENCY REPAIR	666,000	400,000	600,000	-	100%	S
	SUBTOTAL	1,961,066	1,112,796	1,844,316	-		
MPO	FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION 2005	70,000	69,470	42,092	-	93%	F/S
MPO	FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION 2006	25,803	25,803	-	-	93%	F/S
MPO	FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION 2007	66,856	64,136	21,268	-	93%	F/S
MPO	FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION STP-CONSTR. 2007	341,000	216,987	-	-	93%	F/S
MPO	FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION 2008	237,000	165,142	254,044	-	93%	F/S
	SUBTOTAL	740,659	541,538	317,404	-		
UTIL	XERISCAPE DEMONSTRATION GARDEN	5,139	5,139	-	-	50%	F
UTIL	FRANCIS SHORT POND PH. III	30,000	30,000	29,543	-	100%	S
UTIL	AWPF-PICTURE CANYON	275,960	-	275,960	-	100%	S
UTIL	RED GAP	-	-	194,000	-	100%	F/S
UTIL	CITY HALL XERISCAPE	-	-	300,000	-	100%	S
UTIL	INNER BASIN SOLAR RESTROOM	-	-	50,000	-	100%	S
	SUBTOTAL	311,099	35,139	849,503	-		
AIRPT	CONSTRUCT ARFF BLDG - FAA	15,422	-	-	-	95.00%	F
AIRPT	CONSTRUCT ARFF BLDG - ADOT	757	-	-	-	2.50%	S
AIRPT	DESIGN/CONSTR RUNWAY EXT., SAFETY AREA RW21 - FAA	6,578,785	6,244,704	-	-	95.00%	F
AIRPT	DESIGN/CONSTR RUNWAY EXT., SAFETY AREA RW21 - ADOT	3,079,650	3,079,650	-	-	2.50%	S
AIRPT	LAND ACQUISITION (ADOT E6S44)	-	-	1,012,500	112,500	90%	S
AIRPT	LAND ACQUISITION (ADOT E1107)	-	-	1,012,500	112,500	90%	S
AIRPT	TERMINAL SECURITY - FAA	-	74,560	1,118,625	28,218	95.00%	F
AIRPT	TERMINAL SECURITY - ADOT	-	-	28,218	-	2.50%	S
AIRPT	BAG CLAIM EQUIPMENT - FAA	-	-	174,082	9,162	90%	F
AIRPT	NON REV. PARKING CONCEPT - FAA	-	11,570	3,935	4,909	90%	F
AIRPT	REHAB TAXIWAY WESTPLEX - FAA	-	-	4,884,573	128,542	95%	F
AIRPT	REHAB TAXIWAY WESTPLEX - ADOT	-	-	128,541	-	2.50%	S
AIRPT	TSA - LAW ENFORCEMENT OFFICER	-	40,695	-	-	60.00%	F
AIRPT	SNOW REMOVAL AND SWEEPER EQUIPMENT - FAA	-	-	500,000	13,158	95.00%	F
AIRPT	SNOW REMOVAL AND SWEEPER EQUIPMENT - ADOT	-	-	13,158	-	2.50%	S
	SUBTOTAL	9,674,614	9,451,179	8,876,132	408,989		

Schedule 5: Grant Revenues

	PROJECT NAME	BUDGETED REVENUES 2007-2008	ESTIMATED REVENUES 2007-2008	BUDGETED REVENUES 2008-2009	CITY MATCH 2008-2009	BUDGETED GRANT REIMB %	FUNDING
ENV	BROWNFIELD PETROLEUM ASSESSMENT (EPA)	$ 90,400	90,400	146,600	48,866	75%	F/S
	SUBTOTAL	90,400	90,400	146,600	48,866		
TOUR	TRAIN STATION RESTORATION	50,000	-	-	-	100%	S
	SUBTOTAL	50,000	-	-	-		
TOTAL		$ 18,815,572	14,254,066	15,301,097	1,254,799		

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

CITY OF FLAGSTAFF
SUMMARY BY DEPARTMENT OF EXPENDITURES/EXPENSES WITHIN EACH FUND
COMPARISON OF FISCAL YEAR 2008 AND 2009
(WITH ACTUAL FOR FISCAL YEAR 2007)

FUND/DEPARTMENT	ACTUAL EXPENDITURES/ EXPENSES 2006-2007	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2007-2008	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2007-2008	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2008-2009	CHANGE (BDGT-BDGT)	% CHANGE
GENERAL FUND						
General Administration	$ 5,446,166	6,439,989	6,107,552	6,869,877	429,888	6.7%
Community Development	5,080,378	5,283,822	5,102,679	6,021,399	737,577	14.0%
Management Services	3,739,717	4,561,875	4,389,208	4,609,985	48,110	1.1%
Fire	9,217,704	11,136,252	10,684,777	11,030,114	(106,138)	(1.0%)
Police	14,913,159	16,601,314	15,999,315	17,934,449	1,333,135	8.0%
Public Works	7,015,684	9,501,560	8,561,702	11,182,579	1,681,019	17.7%
Utilities	14,932	21,441	21,441	26,125	4,684	21.8%
Non-departmental	(473,332)	5,181,564	(194,534)	4,574,709	(606,855)	(11.7%)
Contingency	67,370	500,000	-	600,000	100,000	20.0%
Total General Fund	45,021,778	59,227,817	50,672,140	62,849,237	3,621,420	6.1%
SPECIAL REVENUE FUNDS						
LIBRARY FUND						
General Administration	113,206	120,593	120,593	132,253	11,660	9.7%
Community Development	50,242	47,691	47,691	27,708	(19,983)	(41.9%)
Management Services	3,927,482	4,617,335	4,053,649	6,741,890	2,124,555	46.0%
Public Works	80,077	120,378	120,378	93,327	(27,051)	(22.5%)
Utilities	1,195	3,746	3,746	1,002	(2,744)	(73.3%)
Non-departmental	83,696	85,791	85,791	110,184	24,393	28.4%
Contingency	-	100,000	-	100,000	-	-
	4,255,898	5,095,534	4,431,848	7,206,364	2,110,830	41.4%
HIGHWAY USER REVENUE FUND						
General Administration	230,386	238,262	238,262	193,821	(44,441)	(18.7%)
Community Development	884,940	934,490	934,490	791,706	(142,784)	(15.3%)
Management Services	205,898	259,130	259,130	187,242	(71,888)	(27.7%)
Public Works	14,699,314	29,276,306	18,002,851	24,642,182	(4,634,124)	(15.8%)
Utilities	3,503	3,620	3,620	1,723	(1,897)	(52.4%)
Non-departmental	250,476	270,626	270,626	260,572	(10,054)	(3.7%)
Contingency	-	100,000	-	100,000	-	-
	16,274,517	31,082,434	19,708,979	26,177,246	(4,905,188)	(15.8%)
TRANSPORTATION FUND						
Community Development	4,357,069	2,381,358	2,081,706	2,076,108	(305,250)	(12.8%)
Non-departmental	2,528,331	3,641,410	3,441,410	3,721,110	79,700	2.2%
	6,885,400	6,022,768	5,523,116	5,797,218	(225,550)	
BEAUTIFICATION FUND						
Community Development	1,491,119	6,430,718	1,135,207	7,567,548	1,136,830	17.7%
Reserve/Contingency	-	10,000	-	10,000	-	-
	1,491,119	6,440,718	1,135,207	7,577,548	1,136,830	17.7%
ECONOMIC DEVELOPMENT FUND						
Non-departmental	546,156	682,035	507,261	1,109,386	427,351	62.7%
Reserve/Contingency	-	25,000	-	25,000	-	-
	546,156	707,035	507,261	1,134,386	427,351	60.4%
TOURISM FUND						
General Administration	1,563,392	1,960,076	1,929,196	2,021,685	61,609	3.1%
Reserve/Contingency	-	50,000	-	100,000	50,000	100.0%
	1,563,392	2,010,076	1,929,196	2,121,685	111,609	5.6%

Schedule 6: Appropriations by Fund

FUND/DEPARTMENT	ACTUAL EXPENDITURES/ EXPENSES 2006-2007	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2007-2008	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2007-2008	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2008-2009	CHANGE (BDGT-BDGT)	% CHANGE
ARTS AND SCIENCE FUND						
General Administration	$ 331,197	678,680	420,673	734,852	56,172	8.3%
Reserve/Contingency	-	10,000	-	10,000	-	-
	331,197	688,680	420,673	744,852	56,172	8.2%
RECREATION-BBB FUND						
Public Works	4,410,614	-	2,236	-	-	-
REAL ESTATE PROCEEDS FUND						
Non-departmental	3,367	150,000	179,200	500,000	350,000	233.3%
HOUSING AND COMMUNITY SERVICES FUND						
Community Development	1,372,783	4,536,468	2,059,316	3,976,771	(559,697)	(12.3%)
Non-departmental	48,481	39,500	49,000	75,000	35,500	89.9%
	1,421,264	4,575,968	2,108,316	4,051,771	(524,197)	(11.5%)
METRO PLANNING ORG FUND						
Community Development	367,301	744,052	527,118	449,782	(294,270)	(39.5%)
Non-departmental	34,003	44,067	50,000	22,622	(21,445)	(48.7%)
Contingency	-	150,000	-	100,000	(50,000)	
	401,304	938,119	577,118	572,404	(365,715)	(39.0%)
Total Special Revenue Funds	37,584,228	57,711,332	36,523,150	55,883,474	(1,827,858)	(3.2%)
DEBT SERVICE FUNDS						
GENERAL OBLIGATION BONDS FUND						
Non-departmental	3,113,275	3,274,072	3,274,072	3,320,142	46,070	1.4%
SPECIAL ASSESSMENT BONDS FUND						
Non-departmental	91,446	93,525	95,525	96,712	3,187	3.4%
Total Debt Service Funds	3,204,721	3,367,597	3,369,597	3,416,854	49,257	1.5%
CAPITAL PROJECT FUNDS						
G.O. BONDS FUNDED PROJECTS FUND						
Non-departmental	6,152,426	21,026,383	17,180,101	14,073,400	(6,952,983)	(33.1%)
MUNICIPAL FACILITIES CORP FUND						
Non-departmental	333,477	4,382,887	4,237,686	2,394,700	(1,988,187)	(45.4%)
SPECIAL IMPROVEMENT DISTRICT FUND						
Non-departmental	1,268,521	30,111,279	10,972,005	11,157,312	(18,953,967)	(62.9%)
Total Capital Projects Funds	7,754,424	55,520,549	32,389,792	27,625,412	(27,895,137)	(50.2%)
ENTERPRISE FUNDS						
WATER AND WASTEWATER FUND						
General Administration	286,665	307,386	307,386	357,908	50,522	16.4%
Community Development	705,952	676,081	676,081	101,872	(574,209)	(84.9%)
Management Services	631,466	502,681	502,681	713,770	211,089	42.0%
Public Works	47,411	59,148	59,148	80,233	21,085	35.6%
Utilities	25,952,865	57,780,288	46,579,002	41,367,061	(16,413,227)	(28.4%)
Non-departmental	387,120	425,357	425,357	519,805	94,448	22.2%
Contingency	31,105	1,400,000	-	1,400,000	-	-
	28,042,584	61,150,941	48,549,655	44,540,649	(16,610,292)	(27.2%)

Schedule 6: Appropriations by Fund

FUND/DEPARTMENT	ACTUAL EXPENDITURES/ EXPENSES 2006-2007	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2007-2008	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2007-2008	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2008-2009	CHANGE (BDGT-BDGT)	% CHANGE
AIRPORT FUND						
General Administration	$ 47,792	41,380	41,380	39,188	(2,192)	(5.3%)
Community Development	30,046	20,586	20,586	9,923	(10,663)	(51.8%)
Management Services	91,181	110,960	110,960	85,308	(25,652)	(23.1%)
Public Works	11,732,976	13,220,324	12,600,421	11,316,310	(1,904,014)	(14.4%)
Utilities	725	642	642	373	(269)	(41.9%)
Non-departmental	96,716	79,327	79,327	88,839	9,512	12.0%
Contingency	(180)	-	-	-	-	-
	11,999,256	13,473,219	12,853,316	11,539,941	(1,933,278)	(14.3%)
ENVIRONMENTAL SERVICES FUND						
General Administration	168,627	186,315	186,315	204,079	17,764	9.5%
Community Development	120,107	118,426	118,426	54,687	(63,739)	(53.8%)
Management Services	217,261	264,823	264,823	286,160	21,337	8.1%
Public Works	9,409,850	13,497,223	13,164,914	14,556,997	1,059,774	7.9%
Utilities	150,338	182,200	182,200	175,853	(6,347)	(3.5%)
Non-departmental	217,854	301,520	301,520	303,680	2,160	0.7%
Contingency	13,418	500,000	175,400	500,000	-	-
	10,297,455	15,050,507	14,393,598	16,081,456	1,030,949	6.8%
STORMWATER UTILITY FUND						
General Administration	18,381	21,442	21,442	26,959	5,517	25.7%
Community Development	2,829,748	8,140,621	2,304,422	8,118,877	(21,744)	(0.3%)
Management Services	49,373	43,055	43,055	11,571	(31,484)	(73.1%)
Public Works	8,273	8,824	8,824	15,181	6,357	72.0%
Utilities	9,812	10,200	10,200	18,072	7,872	77.2%
Non-departmental	28,034	21,643	21,643	21,299	(344)	(1.6%)
Contingency	662	10,000	-	10,000	-	-
	2,944,283	8,255,785	2,409,586	8,221,959	(33,826)	(0.4%)
Total Enterprise Funds	53,283,578	97,930,452	78,206,155	80,384,005	(17,546,447)	(17.9%)
FIDUCIARY FUNDS						
VOLUNTEER FIREMEN'S PENSION						
Non-departmental	7,200	214,400	214,400	-	(214,400)	(100.0%)
Total Fiduciary Funds	7,200	214,400	214,400	-	(214,400)	(100.0%)
TOTAL ALL FUNDS	$ 146,855,929	273,972,147	201,375,234	230,158,982	- 43,813,165	(16.0%)

Schedule 7: Appropriations by Department

CITY OF FLAGSTAFF
BUDGET BY DEPARTMENT AND DIVISIONS
COMPARISON OF FISCAL YEAR 2008 AND 2009
(WITH ACTUAL FOR FISCAL YEAR 2007)

DEPARTMENT/DIVISION	ACTUAL EXPENDITURES/ EXPENSES 2006-2007	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2007-2008	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2007-2008	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2008-2009	CHANGE (BDGT-BDGT)	% CHANGE
GENERAL ADMINISTRATION						
City Manager	$ 1,081,490	990,639	973,081	1,070,403	79,764	8.1%
City Clerk	256,956	492,858	473,062	324,531	(168,327)	(34.2%)
City Court	2,151,035	2,551,077	2,503,736	2,910,942	359,865	14.1%
Law	1,263,131	1,595,684	1,541,844	1,721,028	125,344	7.9%
Human Resources	512,657	562,049	375,055	581,885	19,836	3.5%
Risk Management	180,897	247,682	240,774	261,088	13,406	5.4%
Tourism - Gen. Admin.	1,178,146	1,421,158	1,437,341	1,597,580	176,422	12.4%
Visitor Services	385,246	538,918	491,855	424,105	(114,813)	(21.3%)
TOTAL	7,009,558	8,400,065	8,036,748	8,891,562	491,497	5.9%
COMMUNITY DEVELOPMENT						
Community Development Admin.	261,590	266,262	260,901	282,136	15,874	6.0%
Planing & Development Services	3,383,884	3,449,871	3,399,255	2,809,431	(640,440)	(18.6%)
Capital Improvement	(258,798)	(246,500)	(227,231)	(173,823)	72,677	(29.5%)
Engineering	489,714	562,099	563,089	2,228,130	1,666,031	296.4%
Housing and Community Svcs	1,372,783	4,536,468	2,059,316	3,976,771	(559,697)	(12.3%)
Community Investment	1,203,988	1,252,090	1,106,665	875,525	(376,565)	(30.1%)
Stormwater Utility	594,856	1,001,708	660,949	947,971	(53,737)	(5.4%)
Stormwater Capital	2,189,091	340,000	255,814	306,760	(33,240)	(9.8%)
Drainage	-	6,725,068	1,313,814	6,787,228	62,160	0.9%
Transportation	4,915,253	4,071,410	3,571,758	3,846,110	(225,300)	(5.5%)
Debt Service-4th Street	1,970,147	1,951,358	1,951,358	1,951,108	(250)	(0.0%)
Urban Design	128,361	105,900	208,663	175,077	69,177	65.3%
Streetscape	163,558	2,652,451	322,576	4,267,982	1,615,531	60.9%
Flag Urban Trails System	1,199,200	3,672,367	603,968	3,124,489	(547,878)	(14.9%)
Arts and Science	331,197	678,680	420,673	734,852	56,172	8.3%
Metro Planning Organization	367,301	744,052	527,118	449,782	(294,270)	(39.5%)
TOTAL	18,312,125	31,763,284	16,998,686	32,589,529	826,245	2.6%
MANAGEMENT SERVICES						
Information Systems	1,236,764	1,731,822	1,639,947	1,792,326	60,504	3.5%
Management Services Admin.	956,866	1,143,104	1,106,056	1,017,666	(125,438)	(11.0%)
Finance/Budget	945,522	1,043,977	1,015,542	1,111,188	67,211	6.4%
Sales Tax & Licensing	600,565	642,972	627,663	688,805	45,833	7.1%
Library	3,143,987	3,554,074	3,334,096	3,883,584	329,510	9.3%
Library Grants	678,635	970,458	626,750	2,707,796	1,737,338	179.0%
TOTAL	7,562,339	9,086,407	8,350,054	11,201,365	2,114,958	23.3%
FIRE DEPARTMENT	9,217,704	11,136,252	10,684,777	11,030,114	(106,138)	(1.0%)
POLICE DEPARTMENT						
Police	13,672,833	15,658,768	15,099,430	17,139,939	1,481,171	9.5%
Police Grants	1,240,326	942,546	899,885	794,510	(148,036)	(15.7%)
TOTAL	14,913,159	16,601,314	15,999,315	17,934,449	1,333,135	8.0%

Schedule 7: Appropriations by Department

DEPARTMENT/DIVISION	ACTUAL EXPENDITURES/ EXPENSES 2006-2007	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2007-2008	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2007-2008	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2008-2009	CHANGE (BDGT-BDGT)	% CHANGE
PUBLIC WORKS						
Public Works Administration	$ 275,949	256,625	255,411	260,645	4,020	1.6%
USGS Facilities	894,161	1,290,780	1,002,197	1,484,276	193,496	15.0%
Parks	2,377,648	3,091,092	2,929,580	3,327,183	236,091	7.6%
Fleet Services	101,511	-	18,151	(7,221)	(7,221)	-
Cemetery	134,712	374,237	361,174	391,141	16,904	4.5%
Public Facilities Maintenance	1,347,371	1,887,776	1,540,020	2,175,706	287,930	15.3%
Recreation	1,884,332	2,601,050	2,455,169	3,550,849	949,799	36.5%
Street Maintenance & Repairs	3,992,092	5,145,652	4,733,057	5,683,183	537,531	10.4%
Street Const. & Reconstruction	1,454,263	5,832,102	4,346,325	7,069,965	1,237,863	21.2%
Transportation CIP	6,657,141	16,319,642	6,943,943	9,816,272	(6,503,370)	(39.8%)
Street & Highway User Rev Bonds	2,413,053	1,814,269	1,814,885	1,807,478	(6,791)	(0.4%)
Airport	11,089,492	12,441,973	11,822,070	10,537,371	(1,904,602)	(15.3%)
Debt Service - Airport	578,267	650,112	650,112	655,666	5,554	0.9%
Environmental Services	9,181,075	13,243,378	12,911,069	14,168,181	924,803	7.0%
Recreation-BBB	4,410,614	-	2,236	-	-	-
TOTAL	46,791,681	64,948,688	51,785,399	60,920,695	(4,027,993)	(6.2%)
UTILITIES						
Administration	1,146,623	1,413,889	1,449,944	1,501,882	87,993	6.2%
Lake Mary Water Plant	3,599,162	4,142,848	3,529,605	4,292,063	149,215	3.6%
Customer Service	759,559	971,826	982,630	995,696	23,870	2.5%
Water Distribution System	1,297,790	1,743,865	1,743,864	1,721,895	(21,970)	(1.3%)
Booster Stations	91,155	95,908	95,908	187,090	91,182	95.1%
Betterments & Imp. Water Dist	2,857,303	5,049,406	2,072,050	1,760,866	(3,288,540)	(65.1%)
Betterments & Imp. Water Prod	1,246,245	13,221,150	4,284,459	9,854,291	(3,366,859)	(25.5%)
Wastewater Treatment	1,533,948	1,723,898	1,754,657	2,033,081	309,183	17.9%
Wastewater Collection	1,342,424	1,055,550	1,022,603	1,294,220	238,670	22.6%
Wastewater Monitoring	287,011	335,283	326,435	401,348	66,065	19.7%
Reclaim Water Plant	876,936	977,538	975,382	1,125,331	147,793	15.1%
Wastewater Treatment Imp	4,954,949	19,341,654	22,256,000	7,774,357	(11,567,297)	(59.8%)
Wastewater Collection Imp	1,004,935	2,324,855	1,369,500	2,972,803	647,948	27.9%
Debt Service - Water	3,211,429	3,509,631	3,141,506	3,460,393	(49,238)	(1.4%)
Debt Service - Sewer	1,923,901	2,094,836	1,796,308	2,214,893	120,057	5.7%
TOTAL	26,133,370	58,002,137	46,800,851	41,590,209	(16,411,928)	(28.3%)
NON-DEPARTMENTAL						
Council & Commissions	283,080	307,270	291,948	400,962	93,692	30.5%
Contributions to Other Agencies	954,157	1,033,110	1,033,110	1,115,475	82,365	8.0%
Non-Departmental	3,510,186	9,291,381	3,946,038	8,348,227	(943,154)	(10.2%)
Real Estate Proceeds	3,367	150,000	179,200	500,000	350,000	233.3%
Firemen's Pension	7,200	214,400	214,400	-	(214,400)	(100.0%)
G.O. Bond - Debt Service	3,113,275	3,274,072	3,274,072	3,320,142	46,070	1.4%
SID-Debt	91,446	93,525	95,525	96,712	3,187	3.4%
G.O. Bond Funded Projects	6,152,426	21,026,383	17,180,101	14,073,400	(6,952,983)	(33.1%)
Municipal Facilities Corp	333,477	4,382,887	4,237,686	2,394,700	(1,988,187)	(45.4%)
Special Improvement District	1,268,521	30,111,279	10,972,005	11,157,312	(18,953,967)	(62.9%)
Economic Development	546,156	682,035	507,261	1,109,386	427,351	62.7%
Facility Improvement Debt	540,327	612,658	612,658	529,743	(82,915)	(13.5%)
TOTAL	16,803,618	71,179,000	42,544,004	43,046,059	(28,132,941)	(39.5%)
RESERVES/CONTINGENCIES	112,375	2,855,000	175,400	2,955,000	100,000	3.5%
GRAND TOTAL	$ 146,855,929	273,972,147	201,375,234	230,158,982	(43,813,165)	(16.0%)

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.

Schedule 8: Operating Capital

CITY OF FLAGSTAFF
SUMMARY OF OPERATING CAPITAL
FISCAL YEAR 2008-2009

DIV #	DIVISION	OPERATING CAPITAL	CARRYFWD 2007-2008	BUDGET 2008-2009
2	CITY CLERK	HEAVY DUTY SHREDDER	$ -	9,197
17	ENGINEERING	4X4 EXCAB PICKUP	-	22,000
		4X4 EXCAB PICKUP	-	22,000
		4X4 EXCAB PICKUP	-	22,000
		CONCRETE BREAKER	-	19,500
21	FIRE	RESCUE VEHICLE	200,000	200,000
		RESCUE VEHICLE	-	200,000
		POSSIBLE 2008 GOHS GRANT	-	10,000
		08 HOMELAND SECURITY EQUIPMENT GRANT	-	120,000
		05 FIREFIGHTERS EXERCISE EQUIPMENT GRANT	-	200,000
		VIDEO CONFERENCE EQUIPMENT	14,000	14,000
22	POLICE	REPLACEMENT PHOTOCOPIER FOR ADMINISTRATION.	-	11,000
		1X 4 EA CRUISERS FLT APP, REPL P2140, 141, 149,	-	96,000
		1X 4 EA CRUISERS FLT APP, REPL P2151, 153, 154,	-	96,000
		1X - NON FLEET - 4 NEW AIRPORT POLICE - BG 3/31	-	24,000
		(5) IN-CAR DIGITAL VIDEO/AUDIO RECORDING SYSTEM	-	26,475
		1X HYBRD COMP SUV, FWD, FLT APP-FLT FNDD REPL P	-	27,500
		1X 4-DR SEDAN, FLT APP-NOT FLT FUNDED NEW ADDIT	-	20,000
		1X 4-DR SEDAN, FLT APP-NOT FLT FUNDED NEW ADDIT	-	20,000
		LIVE SCAN FINGERPRINT SYSTEM FOR RECORDS SECTIO	-	13,440
		FORD ESCAPE HYBRID	26,800	26,800
23	POLICE GRANTS	FY08 AZ HOMELAND SECURITY GRANT	-	50,000
		FY08 GOHS DIGITAL IN-CAR CAMERA SYSTEMS	-	48,049
26	PARKS	TRACTOR MODEL 4720 FLT APP-FLT FNDD REPL P3-	-	40,000
		TRENCHER VERM RT200 FLT APP-FLT FNDD REPL P3	-	19,600
		V-SNOW BLADES FOR PLOW TRUCKS	-	9,100
		JUMPING JACK TAMPER	-	3,400
		3/4 TN C&C 4X4 W/LOW SVC BODY, DSL, REPL P3-	-	46,000
		SOCCER GOAL REPLACEMENT	-	11,000
		3/4-TON C&C 4X4 DSL, FLT APP-FLT FND REPL P3	-	46,000
		MWII EAST FLAG TI	-	47,000
		SOFTBALL WOOD FIBER	-	16,800
		KIWANIS PARK TABLE	-	15,000
		KINLANI STORAGE PHASE II	-	20,000
		FLAG MONUMENT REPAIRS	-	5,000
		THORPE PARK METAL ROOF	-	14,000
		TENNIS COURT RESURFACE	-	22,700
		BASKETBALL COURT RESURFACE	-	20,000
		LEVEL BALLFIELDS	-	13,000
		SOD REPLACEMENT	-	15,000
		THORPE SOFTBALL PARKING LOT REPAIR	-	65,000
		DESIGN SIGNAGE	-	23,000
27	FLEET SERVICES	10,000 LB. TWO POST MOHAWK LIFT AVAILABLE UNDER	-	8,500
		10,000 LB. 2 POST MOHAWK LIFT	-	8,500
		REPLACEMENT TIG PLASMA WELDER	-	10,000
29	FACILITIES	1X 3/4 TN REG C&C, 4X2 DSL W/SVC BODY REPL M2-1	-	32,000
		NEW FACILITIES SET ASIDE	-	360,000

Schedule 8: Operating Capital

DIV #	DIVISION	OPERATING CAPITAL	CARRYFWD 2007-2008	BUDGET 2008-2009
30	RECREATION	VOLLEYBALL STANDARDS	-	4,500
		BREAK AWAY BASES	-	3,700
		BACKBOARDS	-	3,000
		INFLATABLE MOVIE	-	3,250
		MULTIMEDIA PROJECTOR	-	1,600
		WALL MATS - COGDILL	-	1,176
		GYM MATS - COGDILL	-	2,750
		TOUCH SCREEN - JAY LIVELY	-	4,500
		ICE DECALS	-	1,524
		PORTABLE SOUND SYSTEM & CASE	-	3,700
		TUFF STORAGE SHED	-	3,500
		KAYAKS	-	4,000
		FLOOR COVERING - FLAG REC	-	2,500
		SUN PATIO - ADULT CENTER	-	7,000
		FLOOR COVERING - COGDILL CENTER	-	5,800
		FLOOR COVERING - JAY LIVELY	-	2,500
32	STREET MAINT & REP	10 WHL DUMP TRUCK, FLT APP-HURF FND REPL S3-	-	205,000
		10 WHL DUMP TRUCK, FLT APP-HURF FND REPL S3-	-	205,000
		1 PATCH TRUCK, FLT APP-HURF FNDD REPL S3-10	-	186,000
		10 WHL DUMP TRK, FLT APP-HURF FNDD REPL S3-1	-	205,000
		2-1/2 YD LOADER FLT APP-HURF FNDD REPL S3-17	-	286,000
		3/4-TON 4X2 CREWCAB P/U, FLT APP-NEW ADDITIO	-	32,000
		DUST ABATEMENT STORAGE TANK - REPL	-	15,200
		UPS UNIT	3,900	3,900
		5-TON AER/BCKET TRK FLT APP-HURF FND REPL S3	-	196,000
		TRAFFIC SIGNAL CONTROL CABINET	-	18,500
38	AIRPORT	5-YD LOADER	-	380,316
		RUNWAY SWEEPER	-	146,000
41	ENVIRONMENTAL SVCS	1X BACKHOE 4X4, FLT APP-ENT FUND, NEW ADDITION	-	90,000
		REAR LOADER	-	209,090
		LOADER	-	80,000
		LANDFILL CLOSURE ANNUAL SETASIDE	-	500,000
		1X 1-1/2 TON 4X4, REG CAB, C&C, REPL. G8-6	-	60,000
		STORMWATER INFRASTRUCTURE	-	10,000
		CINDER SPREADER	-	10,000
		BIN STORAGE	-	24,000
		LYSIMETER OPTIONS	-	30,000
		COUNTY TRANSFER STATION - ROLLOFF	-	188,000
		COUNTY TRANSFER STATION - ROLLOFF	-	188,000
		COUNTY TRANSFER STATION - PUP TRAILER	-	36,500
		SCA NEW CONTRACT - TRACTOR	-	135,000
		SCA NEW CONTRACT - TRACTOR	-	135,000
		SCA NEW CONTRACT - TRAILER	-	45,000
		SCA NEW CONTRACT - TRAILER	-	45,000
		SCA NEW CONTRACT - USED LOADER	-	145,000
		GLASS RECYCLE PROPOSAL SIDELOADER	-	250,000
		GLASS RECYCLE EQUIPMENT CARTS	-	880,000
		1X TOPLOADER, FLT APP-ENT FUNDED, REPL. G8-72	-	214,000
		CONSTRUCTION IMPRV TO CONTAINER AREA	-	15,500
		1X COMP SEDAN, HYBRID FLT APP-ENT FNDD REPL. G8	-	27,500
		TRAILER FOR ROLLOFF TRUCK	24,907	24,907
		WATER TENDER	125,000	125,000
		METHANE MITIGATION	40,000	40,000
		LITTER FENCING	21,000	21,000
42	UTILITY ADMIN	COMP SUV HYBRD AWD, FLT APP-ENT FND REPL. W2	-	28,000
47	LAKE MARY WTR PLANT	FORKLIFT, RECONDITIONED KOMATSU, YR 2000 OR LAT	-	15,000
		UPPER LAKE MARY DAM REHAB	-	40,000
		SCADA	125,000	125,000
		REPLACE VEH W2-051	29,463	29,463

Schedule 8: Operating Capital

DIV #	DIVISION	OPERATING CAPITAL	CARRYFWD 2007-2008	BUDGET 2008-2009
48	CUSTOMER SERVICE	REMITTANCE PROCESSING AND ELECTRONIC CHECK	-	25,000
49	WATER DISTRIBUTION	1-TON 4X4 EXCAB, DIESEL P/U, REPL. W2-37	-	60,000
		6 YD DUMP TRK, FLT APP-ENT FNDD, REPL. W2-71	-	130,000
50	BOOSTER STATIONS	SOLARBEE CIRCULATORS	-	90,000
51	WATER DISTRIBUTION IMPROV	RADIO METER INSTALL	-	200,000
52	BETTRMTS & IMP WATER PROD	WATER SYSTEM OPTIMIZATION	-	61,850
53	WASTEWATER TREATMENT PLANT	1-TON 4X4 C&C, FLT APP-ENT FNDD REPL. S2-18	-	31,002
54	WSWTR COLLECTION	6 YD DUMP TRK, FLT APP-ENT FNDD, REPL. S4-39	-	130,000
		2-TON 4X4 REG CAB/CHAS W/DIESEL REPL. S4-9	-	70,000
		SKID MOUNT FOAMING UNIT	32,890	32,890
55	WSTWTR MONITORING	COMP SUV AWD HYBRD, FLT APP-ENT FND REPL. S5	-	28,000
56	RECLAIMED WATER	REPLACEMENT - INFLUENT WETWELL RECIRCULATING PU	-	43,000
		REPLACEMENT - LABORATORY GLASSWARE WASHER	-	7,200
57	WW TREATEMENT IMPROVEMENTS	WWATER SYS OPTIMIZE	-	74,700
		RIO CLARIFIER CONCRETE REPAIRS	75,000	75,000
58	WSTWTR COLLECTION IMPRV	WATER REBATES	-	110,000
65	CITY COURT	POLICE INTRCPTR FLT APPR, FLT FNDED, REPL A2	-	24,000
66	NON-DEPARTMENTAL	2 EA SUBCOMP SEDANS, USED, REPL A2-10 & A2-68	-	25,000
		GATOR FOR DOWNTOWN MGMT PLAN	-	22,000
		VOIP	100,000	100,000
78	ECON DEV GEN ADMIN	SUV HYBRID	-	27,500
84	TOURISM GEN ADMIN	COMP SUV, HYBRID FWD	-	27,500
		TOTAL	$ 817,960	9,263,079

Schedule 9: Capital Improvement Program

CITY OF FLAGSTAFF
SUMMARY OF CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2008-2009

DIV #	DIVISION	PROJECT	CARRYFWD 2007-2008	BUDGET 2008-2009
24	CAPITAL PROJECTS FUND	FIRE STATIONS	$ 1,900,720	8,892,000
		AQUAPLEX	1,788,351	2,417,500
		FUTS/OPEN SPACE LAND ACQ	1,268,237	2,163,900
		FIRE TRAINING TOWER	-	200,000
		FIRE ADMIN OFFICES	-	400,000
		USGS OFFICE/LAB BUILDING	542,742	1,023,600
		BUSINESS INCUBATOR	-	1,371,100
28	CEMETERY	CEMETERY HOUSE REBUILD	-	140,000
29	FACILITIES	USGS BUILDING 2 DEMO	-	133,400
33	STREET CONSTRUCTION	RESERVE FOR IMPROVEMENTS	-	50,000
		MINOR TRANSPORTATION IMPR	-	125,000
		SIDEWALK REPLACEMENT PROG	-	15,000
		STREET IMP PROGRAM	-	2,854,265
		SUNNYSIDE PH IVA	-	1,530,700
		SUNNYSIDE PH V	-	2,295,000
		RT 66 BUS PULLOUTS	-	180,000
		TRAFFIC SIGNAL MODIFICATION	20,000	20,000
34	DRAINAGE	RIO DE FLAG PROJECT	6,037,228	6,037,228
		RIO PARKING REPLACEMENT	750,000	750,000
35	4TH STREET OVERPASS	FOURTH ST CORRIDOR STUDY	-	125,000
37	AIRPORT CAPITAL PROJ	LAND ACQUISITION	-	2,250,000
		TERMINAL SECURITY ENHANCE	48,774	1,177,500
		TERMINAL ENHANCEMENTS (BAGGAGE CLAIM)	-	183,244
		PARKING LOT CONCEPT DESIGN	4,142	9,051
		REHAB TAXIWAY WESTPLEX	-	5,141,656
41	ENVIRONMENTAL SERVICES	ROAD EXTENSION	-	30,000
		CINDERLAKE LANDFILL SITE ENTRY	-	15,000
		LANDFILL FUELING STATION	-	80,000
		MAINTENANCE BUILDING	175,000	175,000
		SINCLAIR PIT CLOSURE	1,800	1,800
47	LAKE MARY WTR TRT PLANT	INNER BASIN PIPELINE	401,000	401,000
		ROOF REPLACEMENT - CHLORINE STORAGE	17,780	22,780
51	BETTRMTS & IMP WATER DIST	COLORADO ST WL	-	55,000
		AIRPORT TO PONDEROSA TRAIL	-	422,000
		WATERLINE RELOCATION	-	97,939
		LM ROAD UTILITY RELOCATE	-	450,000
		BENTON/SAN FRANCISCO/ELDEN WATER LINE	220,000	220,000
		BEAVER ST WATER LINE	-	200,000
		RESERVE FOR IMPS (UF)	-	115,927
52	BTTRMTS & IMP WATER PROD	FUTURE WATER ACQUISITIONS	2,000,000	3,800,000
		WATER PRODUCTION WELLS BD	1,300,000	4,400,000
		RAILROAD SPRINGS RESERVOIR	-	500,000
		CITY HALL XERISCAPE PROJECT	-	300,000
		LM WELLFIED -LM#2 12"	-	100,000
		RED GAP IMPROVEMENTS	-	224,000
		WATER SYSTEM MASTER PLAN	-	50,000
		INNER BASIN RESTROOM	-	40,000
		CHLORINE DIOXIDE	303,441	303,441
		TOWN WELL #5	75,000	75,000

Schedule 9: Capital Improvement Program

DIV #	DIVISION	PROJECT	CARRYFWD 2007-2008	BUDGET 2008-2009
57	WSTWTR TREATMENT IMP	WC UPGRADE/RECLAIM CONFLUENCE	-	7,292,097
		PICTURE CANYON	-	307,560
		SEWER MASTER PLAN	-	25,000
58	WSTWTR COLLECTION IMPRV	BUSHMASTER RECLAIM LINE		968,000
		CLAY AVE WASH DETENTION BASIN	212,610	212,610
		MCMILLAN MESA SEWER UPSIZE	-	50,000
		MALL RECL BOOSTER	260,000	790,000
		PHOENIX SEWER	-	201,713
		S. BEAVER ST. SEWER	-	142,034
		RESERVE FOR IMPS (UF)	90,000	176,946
		BUFFALO PARK TANK	300,000	300,000
		RECLAIM HYDRANTS	21,500	21,500
66	NON-DEPARTMENTAL	REDEVELOPMENT	1,150,000	1,150,000
67	REAL ESTATE PROCEEDS	REDEVELOPMENT	-	500,000
74	STREETSCAPE	SPECIAL PROJ & UNPROGRAMM	-	50,000
		HISTORIC FACADES	-	83,529
		CITY GATEWAY SIGNS	-	40,278
		NEON CORRIDOR	-	180,000
		RT 66 E. CC TO MALL TRAIL	-	520,180
		US 89 RAILHEAD TO SNOWFLK	-	997,245
		REDEVELOPMENT OPPORTUNITY	-	200,000
		RIO DE FLAG USACE PROJECT	-	287,500
		RT 66 S OF TRACKS SCREEN	-	100,000
		WOODLANDS/BEULAH MEDIANS	-	150,000
		BEAVER/SF SOUTHSIDE PLAN	-	1,269,250
		RT 66 N EL PUEBLO MOTEL	-	45,000
		CITY HALL FLOWER BEDS	-	30,000
		PLAZA VIEJA GATEWAY	-	25,000
		CITY GATEWAY LANDSCAPING	-	40,000
		RT 66 N SIDE STREETSCAPE	-	250,000
75	FLAGSTAFF URBAN TRAIL	SPECIAL PROJECTS & UNPROG	-	75,000
		SIGNAGE PROGRAM	-	294,844
		ATA-RT 66 TO MCMILLAN MES	-	50,000
		FUTS & ATA MCMESA TRAILHE	-	50,000
		RIO N CRESENT TO OBS MESA	-	322,800
		RT66-RIO N TO SAN FRAN	-	556,100
		SANTA FE-W VILLAGE-WALNUT	-	300,000
		SANTA FE W-WALNUT TO RIO	-	300,000
		RIO N. BLUE WILLOW TO 180	-	591,440
		COUNTRY CLUB TRAIL - 66 TO CORTLAND	-	270,385
		SIXTH AVE CONNECTOR	-	258,920
		MUSEUM CONNECTOR	-	55,000
92	TRANSPORTATION CIP	MISC SAFE TO SCHOOL PROJ	-	75,789
		MISC BIKE/PED	109,829	492,400
		TRANS. PLANNING & PROG.	-	261,737
		HUNTINGTON DR IMPROVEMENT	424,943	2,330,400
		BEULAH BLVD EXTENSIONS	-	525,800
		DOWNTOWN RAIL CROSSING MODIF	653,600	655,785
		RESERVE FOR IMPROVEMENTS	-	125,000
		LAKE MARY RD/FH 3	-	1,427,752
		INDUSTRIAL DR/FANNING WAS	219,367	838,200
		BRANNEN & GABEL PAVING	90,525	250,000
		WEST/SIXTH INTERSECTION	536,649	704,021
		INDUSTRIAL: FANNING TO EAGLE MOUNTAIN	1,164,130	1,838,423
		STEVES BLVD RAIL CROSSING	155,718	175,365
		BUTLER/CONF CNTR MEDIANS	-	42,600
		LONE RD TREE OVERPASS STUDY	-	73,000
95	SPEC IMPRV DIST CAPTIAL PROJ	ASPEN PLACE AT SAWMILL	9,637,132	10,203,562
99	STORMWATER CAPITAL PROJ	DRAINAGE SPOT IMPROVEMENT	-	306,760
		Total	$ 31,880,218	91,420,556

CITY OF FLAGSTAFF
DEBT SERVICE REQUIREMENTS
FISCAL YEAR 2008-2009

	ORIGINAL ISSUE	OUTSTANDING 07/01/2008	PRINCIPAL	INTEREST	FISCAL CHARGES	TOTAL REQUIREMENTS
GENERAL FUND [20,80]						
Existing Debt:						
OTHER DEBT						
USGS-Series 12	$ 4,700,000	3,015,000	320,000	139,534	3,240	462,774
Capital Lease - APSES	3,800,000	2,727,932	381,990	89,003	2,450	473,443
Purposed Capital Lease - Cardio Equipment	100,000	-	-	32,300	-	32,300
	8,600,000	5,742,932	701,990	260,837	5,690	968,517
STREETS FUND [36]						
Existing Debt:						
Jr. Lien Rev Bonds, Series '92	5,580,000	5,230,000	365,000	308,423	1,220	674,643
Series 2003 Revenue Bonds	9,375,000	1,095,000	1,095,000	35,587	2,248	1,132,835
	14,955,000	6,325,000	1,460,000	344,010	3,468	1,807,478
4TH STREET [87]						
Existing Debt:						
2003 MFC Revenue Bonds	25,000,000	19,985,000	1,055,000	891,850	4,258	1,951,108
	25,000,000	19,985,000	1,055,000	891,850	4,258	1,951,108
ECONOMIC DEVELOPMENT [78]						
Proposed MFC Revenue Bonds	10,600,000	-	60,000	200,000	3,240	263,240
	10,600,000	-	60,000	200,000	3,240	263,240
GENERAL OBLIGATION BOND FUND [70,24]						
Existing Debt:						
G.O. Series 2001 Parks & Recreation	3,100,000	2,715,000	405,000	124,157	320	529,477
G.O. Series 2003 Refunding	720,000	-	-	-	895	895
G.O. Series 2006 Capital Projects	31,500,000	26,635,000	1,300,000	1,186,170	1,600	2,487,770
Proposed G.O. Series Capital Projects	6,600,000	-	-	300,000	2,000	302,000
	41,920,000	29,350,000	1,705,000	1,610,327	4,815	3,320,142
SPECIAL ASSESSMENT DISTRICT [96]						
Existing Debt:						
Bow and Arrow	720,000	182,000	88,000	6,712	2,000	96,712
Sawmill District	19,075,000	19,075,000	-	953,750	-	953,750
	19,795,000	19,257,000	88,000	960,462	2,000	1,050,462
ENVIRONMENTAL SERVICES [41]						
Proposed Capital Lease - Equipment	2,000,000	-	-	125,500	-	125,500
	2,000,000	-	-	125,500	-	125,500
WATER AND WASTEWATER FUND [59,60]						
Existing Debt:						
G.O. Bonds '97	8,000,000	1,680,000	-	75,600	-	75,600
G.O. Series 2001	13,808,000	2,349,000	2,349,000	117,450	1,892	2,468,342
G.O. Series 2003	8,230,000	6,135,000	355,000	199,388	2,605	556,993
Wastewater Revolving Debt - 1992 (WIFA)	6,000,000	1,540,515	366,023	52,408	5,683	424,114
2002 Water Revenue Bonds (WIFA)	6,775,760	5,212,135	293,901	184,901	-	478,802
2006 WIFA Revolving Loan - Water	7,900,000	7,265,000	305,000	238,292	-	543,292
2007 WIFA Revolving Debt - Wastewater	23,100,000	23,100,000	-	631,563	-	631,563
2008 WIFA Revolving Debt - Water	8,500,000	8,500,000	-	95,625	-	95,625
Other debt - Lease Purchase - Co-Generators	2,000,000	1,749,875	172,595	78,360	-	250,955
Proposed WIFA Revolving Loan - Future Water Rights	7,100,000	-	-	150,000	-	150,000
	91,413,760	57,531,525	3,841,519	1,823,587	10,180	5,675,286
AIRPORT FUND [39]						
Existing Debt:						
G.O. Series 2001	2,062,000	351,000	351,000	17,550	431	368,981
Other debt - Lease Purchase - Hangars	2,782,598	2,477,230	94,687	137,049	-	231,736
Other debt - Loan - Hangars	600,000	369,613	34,977	19,972	-	54,949
	5,444,598	3,197,843	480,664	174,571	431	655,666
Total Debt Service Requirements	$ 219,728,358	141,389,300	9,392,173	6,391,144	34,082	15,817,399

CITY OF FLAGSTAFF
GENERAL FUND
FIVE YEAR PLAN 2009-2014

	Actual 2006-2007	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Sources of Funds									
Beginning Fund Balance	$ 26,672,810	25,968,653	27,153,309	24,888,804	8,730,066	4,055,906	1,057,824	(2,718,667)	(3,686,158)
Revenues									
Taxes									
Sales Tax	15,812,845	17,035,426	17,375,191	18,915,121	18,739,253	19,426,173	20,457,204	20,971,230	21,498,183
Property Tax	4,453,454	4,656,831	4,726,831	4,914,271	5,061,699	5,213,550	5,369,957	8,531,055	9,336,987
Franchise Fees	2,001,795	2,285,177	2,285,177	2,399,436	2,519,408	2,645,378	2,777,647	2,916,529	3,062,355
Intergovernmental Revenues									
State Shared Income Tax	6,946,680	8,616,976	8,616,976	9,014,800	8,627,147	8,816,944	8,816,944	9,081,452	9,353,896
State Shared Sales Tax	5,815,474	6,314,381	6,314,381	5,534,381	5,744,687	6,192,773	6,192,773	6,384,749	6,582,676
Auto Lieu Tax	2,792,404	2,653,020	2,653,020	2,706,080	2,760,202	2,815,406	2,871,714	2,929,148	2,987,731
Federal Grants	1,483,103	1,924,105	2,136,693	1,065,901	445,710	434,940	427,999	320,723	328,741
State Grants	366,233	310,868	297,298	270,361	137,028	140,497	144,151	108,340	111,590
Other IGA	721,797	750,000	680,958	1,012,160	1,036,464	1,061,376	1,086,910	1,113,083	1,139,910
License & Permits									
Business Licenses	33,401	43,138	43,138	45,295	47,560	49,938	52,435	55,057	57,810
Building Permits	1,939,665	2,000,000	1,438,104	1,795,628	1,867,453	1,942,151	2,019,837	2,100,630	2,184,655
Other Licenses and Permits	465,533	341,750	324,621	339,332	354,936	371,320	388,524	406,588	425,555
Charges for Services									
General Government	622,082	1,155,874	272,607	936,237	983,049	1,032,202	1,083,811	1,138,001	1,194,902
Parks and Recreation	620,173	661,730	614,817	1,239,493	1,295,296	1,353,777	1,415,074	1,479,322	1,546,660
Public Safety	852,156	796,751	908,935	990,939	1,001,215	971,941	983,138	994,830	1,007,039
Cemetery	121,915	120,868	120,868	126,912	133,257	139,920	146,916	154,262	161,975
Fines & Forfeitures									
Court Fines	1,006,987	900,642	943,750	956,938	970,445	984,284	998,468	1,013,011	1,027,927
Other Fines	174,291	145,031	173,987	140,441	142,919	145,455	148,048	150,702	153,417
Other Revenue									
Interest Earnings	1,263,235	973,750	1,025,000	973,750	973,750	973,750	973,750	973,750	973,750
Miscellaneous	855,558	1,467,981	1,188,275	1,991,691	2,048,845	2,107,986	2,169,192	2,232,545	2,347,942
Total Revenues	48,348,780	53,154,299	52,140,627	55,369,167	54,890,324	56,819,760	58,524,493	63,055,006	65,483,700
Transfers In									
Library	78,391	328,391	78,391	328,391	78,391	78,391	78,391	78,391	78,391
HURF	85,401	85,401	85,401	85,401	85,401	85,401	85,401	85,401	85,401
Beautification	175,201	405,201	405,201	433,948	445,739	457,853	470,301	483,092	496,234
Tourism	6,847	6,847	6,847	6,847	6,847	6,847	6,847	6,847	6,847
Visitor Center	2,590	2,590	2,590	2,590	2,590	2,590	2,590	2,590	2,590
Recreation-BBB	900,915	972,298	972,298	1,128,807	1,117,115	1,149,636	1,183,095	1,217,519	1,254,145
Real Estate Proceeds	-	-	1,126,000	-	-	-	-	-	-
Utilities fund	2,570,847	1,972,064	1,972,064	1,965,272	1,958,565	1,968,885	1,978,305	157,794	157,794
Airport	33,567	33,567	33,567	33,567	33,567	33,567	33,567	33,567	33,567
Environmental Services	19,488	19,488	19,488	19,488	19,488	19,488	19,488	19,488	19,488
Total Transfers In	3,873,247	3,825,847	4,701,847	4,004,311	3,747,703	3,802,658	3,857,985	2,084,689	2,134,457
Total Revenues & Transfers In	52,222,028	56,980,146	56,842,474	59,373,478	58,638,027	60,622,418	62,382,478	65,139,695	67,618,157
Total Sources of Funds	$ 78,894,838	82,948,799	83,995,783	84,262,282	67,368,094	64,678,324	63,440,302	62,421,028	63,931,999

CITY OF FLAGSTAFF
GENERAL FUND
FIVE YEAR PLAN 2009-2014

	Actual 2006-2007	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Uses of Funds									
Departments									
General Administration	$ 5,410,665	6,439,989	6,092,552	6,836,680	7,009,245	7,000,156	7,387,628	7,383,825	7,786,649
Management Services	3,729,743	4,441,875	4,370,208	4,609,985	4,651,903	4,777,795	4,907,097	5,039,903	5,176,307
Community Development	4,879,994	5,268,822	5,087,679	5,935,899	6,098,040	6,268,335	6,443,377	6,623,300	6,808,242
Fire	8,984,302	10,034,152	9,997,240	10,286,114	10,418,488	10,704,115	10,997,574	11,297,709	11,606,039
Police	13,948,983	16,058,630	15,335,605	17,475,185	17,469,137	17,943,978	18,431,738	18,932,767	19,447,429
Public Works	6,144,276	8,175,721	7,274,100	9,488,505	9,479,062	9,740,552	10,009,604	10,281,587	10,564,029
Non-Departmental	3,816,544	6,652,642	4,608,818	5,619,364	3,051,390	3,077,721	3,104,733	3,132,443	3,160,870
Contingency	67,370	500,000	-	600,000	250,000	250,000	250,000	250,000	250,000
Less Indirect Charges	(5,746,150)	(6,041,414)	(6,056,847)	(5,793,573)	(5,793,573)	(5,793,573)	(5,793,573)	(5,793,573)	(5,793,573)
Total Department Expenditures	41,235,727	51,530,417	46,709,355	55,058,159	52,633,692	53,969,079	55,738,178	57,147,961	59,005,992
Debt Service									
Leases	540,327	612,658	612,658	505,743	529,743	529,743	529,743	529,743	529,743
Bonds	462,439	465,639	465,639	462,774	460,614	460,371	459,446	462,656	462,656
Total Debt Service	1,002,766	1,078,297	1,078,297	968,517	990,357	990,114	989,189	992,399	992,399
Total Operating Budget	42,238,493	52,608,714	47,787,652	56,026,676	53,624,049	54,959,193	56,727,367	58,140,360	59,998,391
Revised service Levels									
Ongoing service efforts		-	-	-	400,000	820,000	1,261,000	1,724,050	2,210,253
Aquaplex operating	-	-	-	-	200,000	205,500	211,151	216,958	222,924
Total Revised Service Levels	-	-	-	-	600,000	1,025,500	1,472,151	1,941,008	2,433,177
Capital/CIP									
Fleet	751,237	499,900	337,659	518,100	673,720	690,563	707,827	725,523	743,661
Information Technology	828,727	2,680,619	516,019	3,004,600	924,734	969,734	1,018,434	1,069,434	1,123,434
Capital Improvement Projects	-	1,200,000	50,000	1,423,400	-	-	-	-	-
Operating Capital	1,203,321	2,238,584	1,980,810	1,876,461	1,465,000	1,065,000	1,065,000	1,065,000	1,065,000
Total Capital/CIP	2,783,285	6,619,103	2,884,488	6,822,561	3,063,454	2,725,297	2,791,261	2,859,957	2,932,095
Transfers Out									
Library	1,445,706	1,613,028	1,613,028	1,758,653	1,810,688	1,856,628	1,903,757	1,952,108	2,001,711
MPO	25,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Hurf	2,683,053	2,181,423	2,181,423	1,807,748	1,800,135	1,810,455	1,819,875	-	-
Economic Development	67,000	108,000	108,000	322,000	449,000	370,000	330,000	258,000	258,000
Tourism	-	-	-	75,000	-	-	-	-	-
Arts and Science	35,000	35,000	35,000	20,000	20,000	20,000	20,000	20,000	20,000
Real Estate Proceeds	-	150,000	150,000	25,000	-	-	-	-	-
Housing and Community Svcs	341,953	375,400	375,400	375,400	375,400	375,400	375,400	375,400	375,400
Capital Projects Fund	238,000	350,000	350,000	700,000	-	-	-	-	-
Airport	705,000	1,905,000	1,839,682	690,000	319,000	352,000	591,000	430,000	530,000
Stormwater	1,146,539	7,047,959	1,612,306	6,787,228	1,126,503	-	-	-	-
Environmental Services	32,500	140,000	140,000	91,950	93,959	96,027	98,158	100,353	102,613
Total Transfers Out	6,719,751	13,935,810	8,434,839	12,682,979	6,024,685	4,910,510	5,168,190	3,165,861	3,317,724
Excess revenues over expenditures	480,499	(16,183,481)	(2,264,505)	(16,158,738)	(4,674,160)	(2,998,082)	(3,776,491)	(967,490)	(1,063,230)
Total Uses of Funds	51,741,529	73,163,627	59,106,979	75,532,216	63,312,188	63,620,500	66,158,969	66,107,186	68,681,387
Ending Fund Balance	$ 27,153,309	9,785,172	24,888,804	8,730,066	4,055,906	1,057,824	(2,718,667)	(3,686,158)	(4,749,388)

CITY OF FLAGSTAFF
LIBRARY FUND
FIVE YEAR PLAN 2009-2014

	Actual 2006-2007	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Sources of Funds									
Beginning Fund Balance	$ 584,176	682,421	670,094	1,869,964	250,983	371,486	508,397	617,161	696,403
Revenues									
State Grants	134,349	-	169,526	25,000	100,000	100,000	100,000	100,000	100,000
Library District Taxes	2,502,814	3,294,271	3,848,555	4,053,121	4,106,584	4,216,001	4,282,614	4,349,647	4,417,107
Interest Earnings	67,607	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Miscellaneous	269,731	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000
Total Revenues	2,974,501	3,373,271	4,097,081	4,157,121	4,285,584	4,395,001	4,461,614	4,528,647	4,596,107
Transfers In									
General Fund	1,445,706	1,613,028	1,613,028	1,758,653	1,810,707	1,856,647	1,903,777	1,952,128	2,001,732
Total Transfers In	1,445,706	1,613,028	1,613,028	1,758,653	1,810,707	1,856,647	1,903,777	1,952,128	2,001,732
Total Sources of Funds	5,004,383	5,668,720	6,380,203	7,785,738	6,347,274	6,623,135	6,873,788	7,097,936	7,294,241
Uses of Funds									
Departments									
Library	2,876,152	3,429,074	3,263,348	3,883,584	3,811,023	3,908,228	4,007,953	4,110,265	4,215,232
Library Grants	134,349	-	169,526	25,000	100,000	100,000	100,000	100,000	100,000
Indirect Costs	433,276	471,002	471,002	514,984	527,859	541,055	554,581	568,446	582,657
Subtotal Departments	3,443,777	3,900,076	3,903,876	4,423,568	4,438,882	4,549,283	4,662,534	4,778,711	4,897,889
County Wide Projects & Growth	544,361	970,458	457,224	2,682,796	1,433,515	1,462,064	1,490,702	1,519,431	1,548,253
Subtotal County Wide Proj & Growth	544,361	970,458	457,224	2,682,796	1,433,515	1,462,064	1,490,702	1,519,431	1,548,253
Total Operating Expenditures	3,988,138	4,870,534	4,361,100	7,106,364	5,872,397	6,011,347	6,153,236	6,298,142	6,446,142
Reserves/Contingency	-	100,000	-	100,000	-	-	-	-	-
Library Capital	267,760	125,000	70,748	-	25,000	25,000	25,000	25,000	25,000
Transfer Out									
General Fund	78,391	328,391	78,391	328,391	78,391	78,391	78,391	78,391	78,391
Total Uses of Funds	4,334,289	5,423,925	4,510,239	7,534,755	5,975,788	6,114,738	6,256,627	6,401,533	6,549,533
Ending Fund Balance	$ 670,094	244,795	1,869,964	250,983	371,486	508,397	617,161	696,403	744,708

CITY OF FLAGSTAFF
HIGHWAY USER FUND
FIVE YEAR PLAN 2009-2014

	Actual 2006-2007	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Sources of Funds									
Beginning Fund Balance	$ 9,782,662	16,080,949	6,911,893	3,785,483	3,201,901	1,679,810	471,346	(1,372,945)	(2,273,522)
Revenues									
Intergovernmental Revenues	18,421	-	-	180,000	-	-	-	-	-
Highway User Revenues	7,855,427	8,083,215	7,809,870	8,083,215	8,366,128	8,658,942	8,962,005	9,275,676	9,600,324
LTAF	293,502	300,246	300,246	300,246	300,246	300,246	300,246	300,246	300,246
Interest Revenues	352,712	316,000	184,374	95,000	80,000	42,000	12,000	(34,000)	(57,000)
Miscellaneous Revenues	334,621	-	1,488,413	4,792,636	-	-	150,000	-	-
Total Revenues	8,854,683	8,699,461	9,782,903	13,451,097	8,746,365	9,001,188	9,424,251	9,541,922	9,843,570
Transfers In									
General Fund	2,683,053	2,181,423	2,181,423	1,807,748	1,800,135	1,810,455	1,819,875	-	-
Stormwater	135,000	241,927	241,927	325,000	333,125	341,453	349,989	358,739	367,708
Capital Projects	-	-	-	370,650	-	-	-	-	-
Transportation Tax	1,816,413	8,801,984	4,461,717	10,016,272	1,642,200	2,440,200	5,540,963	5,803,164	6,313,000
Total Transfers in	4,634,466	11,225,334	6,885,067	12,519,670	3,775,451	4,592,098	7,710,816	6,161,891	6,680,695
Total Sources of Funds	23,271,811	36,005,744	23,579,863	29,756,250	15,723,717	15,273,096	17,606,414	14,330,868	14,250,743
Uses of Funds									
Departments									
Operating Expenditures	2,944,181	4,065,593	3,693,974	4,330,583	4,432,608	4,537,337	4,644,841	4,755,194	4,868,472
Indirect Cost	1,757,968	1,870,769	1,870,769	1,700,348	1,742,857	1,786,428	1,831,089	1,876,866	1,923,788
Capital Expenditures	9,159,315	23,231,803	12,329,351	18,238,837	5,882,907	6,482,129	10,498,154	9,786,928	10,513,933
Reserves/Contingencies	-	100,000	-	100,000	100,000	100,000	100,000	100,000	100,000
Total Expenditures	13,861,464	29,268,165	17,894,094	24,369,768	12,158,372	12,905,894	17,074,084	16,518,988	17,406,193
Debt Service									
Debt Service	2,413,053	1,814,269	1,814,885	1,807,478	1,800,135	1,810,455	1,819,875	-	-
Total Debt Service	2,413,053	1,814,269	1,814,885	1,807,478	1,800,135	1,810,455	1,819,875	-	-
Transfers Out									
Beautification				291,702					
General Fund	85,401	85,401	85,401	85,401	85,401	85,401	85,401	85,401	85,401
Total Transfers Out	85,401	85,401	85,401	377,103	85,401	85,401	85,401	85,401	85,401
Total Uses of Funds	16,359,918	31,167,835	19,794,380	26,554,349	14,043,908	14,801,750	18,979,360	16,604,389	17,491,594
Ending Fund Balance	$ 6,911,893	4,837,909	3,785,483	3,201,901	1,679,810	471,346	(1,372,945)	(2,273,522)	(3,240,851)

CITY OF FLAGSTAFF
TRANSPORTATION FUND
FIVE YEAR PLAN 2009-2014

	Actual 2006-2007	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Sources of Funds									
Beginning Fund Balance	$ 1,719,255	904,578	1,117,267	920,732	3,032,809	8,499,045	14,503,346	18,223,527	22,093,766
Revenues									
Sales Tax	9,345,864	10,088,031	10,022,211	13,295,320	13,158,246	13,642,932	14,375,406	14,761,309	15,157,655
Interest Revenues	316,110	175,000	296,810	162,000	75,000	212,000	362,000	455,000	552,000
Miscellaneous Revenues	87,851	5,000,000	1,524	5,000,000	-	-	-	-	-
Total Revenues	9,749,825	15,263,031	10,320,545	18,457,320	13,233,246	13,854,932	14,737,406	15,216,309	15,709,655
Total Sources of Funds	11,469,080	16,167,609	11,437,812	19,378,052	16,266,055	22,353,977	29,240,752	33,439,836	37,803,421
Uses of Funds									
Departments									
Operating									
Transit	2,528,331	3,641,410	3,441,410	3,721,110	3,314,609	2,600,728	2,665,746	2,732,390	2,800,700
Capital Expenditures									
4th Street Overpass	2,386,922	430,000	130,348	125,000	-	-	-	-	-
Total Expenditures	4,915,253	4,071,410	3,571,758	3,846,110	3,314,609	2,600,730	2,665,748	2,732,392	-
Transfers Out									
Highway User Revenue Fund	1,816,413	8,801,984	4,479,964	10,016,272	1,642,200	2,440,200	5,540,963	5,803,164	5,888,000
Capital Projects (Aquaplex)	-	139,000	139,000	-	-	-	-	-	-
Beautification Fund	1,416,000	375,000	375,000	550,000	550,000	550,000	550,000	550,000	550,000
BBB-Recreation	234,000	-	-	-	-	-	-	-	-
Total Transfers Out	3,466,413	9,315,984	4,993,964	10,566,272	2,192,200	2,990,200	6,090,963	6,353,164	6,438,000
Total Debt Service	1,970,147	1,951,358	1,951,358	1,951,108	2,260,200	2,259,700	2,260,513	2,260,513	2,258,113
Total Use of Funds	10,351,813	15,338,752	10,517,080	16,363,490	7,767,009	7,850,630	11,017,224	11,346,069	8,696,113
Ending Fund Balance	$ 1,117,267	828,857	920,732	3,014,562	8,499,045	14,503,346	18,223,527	22,093,766	29,107,307

CITY OF FLAGSTAFF
BEAUTIFICATION FUND
FIVE YEAR PLAN 2009-2014

	Actual 2006-2007	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Sources of Funds									
Beginning Fund Balance	$ 2,915,957	4,168,067	4,029,381	4,566,904	285,317	292,287	241,486	260,392	216,711
Revenues									
BBB Tax Revenue	992,024	1,090,073	1,090,073	1,102,966	1,180,174	1,262,786	1,351,180	1,391,715	-
Intergovernmental Revenue	143,292	1,176,377	419,497	1,555,880	-	-	-	-	-
Interest Earnings	118,428	50,546	83,361	83,361	91,338	5,706	5,846	4,830	5,208
Miscellaneous	-	-	-	-	-	-	-	-	-
Total Revenues	1,253,744	2,316,996	1,592,931	2,742,207	1,271,512	1,268,492	1,357,026	1,396,545	5,208
Transfers In									
Transportation Tax-STS	1,100,000	375,000	375,000	550,000	550,000	550,000	550,000	550,000	550,000
Highway User Revenue	-	-	-	291,702	-	-	-	-	-
Arts and Science	316,000	-	-	36,000	-	-	-	-	-
Recreation-BBB Fund	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Total Transfers In	1,526,000	485,000	485,000	987,702	660,000	660,000	660,000	660,000	660,000
Total Sources of Funds	5,695,701	6,970,063	6,107,312	8,296,813	2,216,829	2,220,779	2,258,511	2,316,938	881,919
Uses of Funds									
Departments									
General Operating	128,361	105,900	208,663	175,077	179,454	183,940	188,539	193,252	198,084
CIP	1,362,758	6,324,818	926,544	7,392,471	1,299,350	1,337,500	1,339,279	1,423,883	4,811,486
Reserves/Contingencies	-	10,000	-	10,000	-	-	-	-	-
Total Expenditures	1,491,119	6,440,718	1,135,207	7,577,548	1,478,804	1,521,440	1,527,818	1,617,135	5,009,570
Transfers Out									
General Fund	175,201	405,201	405,201	433,948	445,739	457,853	470,301	483,092	496,234
Total Transfers Out	175,201	405,201	405,201	433,948	445,739	457,853	470,301	483,092	496,234
Total Uses of Funds	1,666,320	6,845,919	1,540,408	8,011,496	1,924,542	1,979,294	1,998,119	2,100,227	5,505,803
Ending Fund Balance	$ 4,029,381	124,144	4,566,904	285,317	292,287	241,486	260,392	216,711	(4,623,884)

CITY OF FLAGSTAFF
ECONOMIC DEVELOPMENT FUND
SUMMARY 5 YEAR PLAN 2009-2014

	Actual 2006-2007	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Sources of Funds									
Beginning Fund Balance	$ 345,410	331,205	353,230	463,754	182,277	186,090	139,959	90,694	25,252
Revenue									
BBB Tax Revenue	471,211	517,785	517,785	523,909	560,582	599,823	641,811	658,000	-
Interest Income/Misc Rev.	15,765	8,000	12,000	7,000	5,000	4,000	3,000	2,000	500
Total Revenues	486,976	525,785	529,785	530,909	565,582	603,823	644,811	660,000	500
Transfer In									
General Fund	67,000	108,000	108,000	322,000	449,000	370,000	330,000	258,000	258,000
Total Transfer In	67,000	108,000	108,000	322,000	449,000	370,000	330,000	258,000	258,000
Total Sources of Funds	899,386	964,990	991,015	1,316,663	1,196,859	1,159,913	1,114,770	1,008,694	283,752
Uses of Funds									
Departments									
Administration	-	170,635	125,692	177,415	182,294	187,307	192,458	197,751	203,189
Job Site Marketing/Partnerships	-	100,000	104,000	88,000	74,825	76,696	78,613	80,578	82,593
Flagstaff 40 Science Fund	-	50,000	50,000	50,000	50,000	50,000	50,000	-	-
NACOG	8,625	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400
NAU	-	-	-	70,000	70,000	70,000	70,000	70,000	70,000
Business Ret & Work Force Develop	-	127,000	5,000	167,000	84,050	86,151	88,305	90,513	92,775
Airport Consultant	-	50,000	33,169	16,831	-	-	-	-	-
Incubator	149,634	180,000	185,000	483,240	545,200	545,400	540,300	540,200	544,800
SEDI	-	-	-	25,000	-	-	-	-	-
GFEC	372,920	-	-	-	-	-	-	-	-
Rural Economic Conference	14,977	-	-	-	-	-	-	-	-
Capital Expenditures	-	-	-	27,500	-	-	-	-	-
Reserve/Contingencies	-	25,000	-	25,000	-	-	-	-	-
Total Expenditures	546,156	707,035	507,261	1,134,386	1,010,769	1,019,954	1,024,076	983,442	997,757
Transfer out									
Tourism Fund	-	-	20,000	-	-	-	-	-	-
Total Transfers Out	-	-	20,000	-	-	-	-	-	-
Total Uses of Funds	546,156	707,035	527,261	1,134,386	1,010,769	1,019,954	1,024,076	983,442	997,757
Ending Fund Balance	$ 353,230	257,955	463,754	182,277	186,090	139,959	90,694	25,252	(714,004)

CITY OF FLAGSTAFF
TOURISM FUND
FIVE YEAR PLAN 2009-2014

	Actual 2006-2007	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Sources of Funds									
Begining Fund Balance	$ 489,829	442,857	526,801	361,134	182,817	179,129	258,957	430,088	660,361
Revenues									
BBB Tax Revenues	1,488,033	1,635,110	1,635,110	1,654,449	1,770,260	1,894,178	2,026,771	2,128,110	-
Interest on Investments	25,154	23,500	20,000	20,500	21,013	21,538	22,076	22,628	23,194
Miscellaneous Revenues	38,950	67,030	27,856	127,856	28,553	29,267	29,999	30,748	31,517
Visitor Center Retail Sales	57,664	70,000	70,000	75,000	78,750	82,688	86,822	91,163	95,721
Total Revenues	1,609,801	1,795,640	1,752,966	1,877,805	1,898,576	2,027,670	2,165,668	2,272,649	150,433
Transfers In									
Economic Development	-	-	20,000	-	-	-	-	-	-
General Fund	-	-	-	75,000	-	-	-	-	-
Total Transfers In	-	-	20,000	75,000	-	-	-	-	-
Total Sources of Funds	2,099,630	2,238,497	2,299,767	2,313,939	2,081,393	2,206,799	2,424,625	2,702,737	810,794
Uses of Funds									
Departments									
Operating Expenditures	1,523,243	1,818,440	1,835,860	1,994,185	1,892,827	1,938,405	1,985,100	2,032,939	2,081,953
Capital Expenditures	40,149	141,636	93,336	27,500	-	-	-	-	-
Reserve/Contingencies	-	50,000	-	100,000	-	-	-	-	-
Total Expenditures	1,563,392	2,010,076	1,929,196	2,121,685	1,892,827	1,938,405	1,985,100	2,032,939	2,081,953
Transfers Out									
General Fund	9,437	9,437	9,437	9,437	9,437	9,437	9,437	9,437	9,437
Total Transfers Out	9,437	9,437	9,437	9,437	9,437	9,437	9,437	9,437	9,437
Total Uses of Funds	1,572,829	2,019,513	1,938,633	2,131,122	1,902,264	1,947,842	1,994,537	2,042,376	2,091,390
Ending Fund Balance	$ 526,801	218,984	361,134	182,817	179,129	258,957	430,088	660,361	(1,280,596)

CITY OF FLAGSTAFF
ARTS AND SCIENCE FUND
FIVE YEAR PLAN 2009-2014

	Actual 2006-2007	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Sources of Funds									
Beginning Fund Balance	$ 274,411	335,271	361,109	395,213	51,361	54,703	57,216	60,854	61,960
Revenues									
BBB Tax Revenues	372,009	408,777	408,777	413,612	442,565	473,545	506,693	519,360	-
Interest Income	10,886	8,382	11,000	3,388	1,284	1,368	1,430	1,521	1,549
Total Revenues	382,895	417,159	419,777	417,000	443,849	474,913	508,123	520,881	1,549
Transfers In									
General Fund	35,000	35,000	35,000	20,000	20,000	20,000	20,000	20,000	20,000
Total Transfers In	35,000	35,000	35,000	20,000	20,000	20,000	20,000	20,000	20,000
Total Sources of Funds	692,306	787,430	815,886	832,213	515,210	549,615	585,339	601,735	83,509
Uses of Funds									
Departments									
General Operating	799	8,680	8,680	1,300	1,333	1,366	1,400	1,435	1,471
Public Art	(446)	300,000	41,993	252,414	30,000	30,000	30,000	30,000	30,000
FCP Administration	45,844	70,000	70,000	73,500	77,175	81,034	85,085	89,340	93,807
Contribution to Other Agencies	285,000	300,000	300,000	305,000	305,000	315,000	325,000	335,000	345,000
To Be Determined by BPAC	-	-	-	102,638	47,000	65,000	83,000	84,000	-
Reserve	-	10,000	-	10,000	-	-	-	-	-
Total Expenditures	331,197	688,680	420,673	744,852	460,508	492,400	524,485	539,775	470,278
Transfers Out									
Beautification	-	-	-	36,000	-	-	-	-	-
Total Transfers Out	-	-	-	36,000	-	-	-	-	-
Total Uses of Funds	331,197	688,680	420,673	780,852	460,508	492,400	524,485	539,775	470,278
Ending Fund Balance	$ 361,109	98,750	395,213	51,361	54,703	57,216	60,854	61,960	(386,768)

CITY OF FLAGSTAFF
BBB-RECREATION FUND
FIVE YEAR PLAN 2009-2014

	Actual 2006-2007	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Sources of Funds									
Beginning Fund Balance	$ 1,075,164	(1,138,693)	(1,138,739)	(510,875)	70,212	791,783	1,631,542	2,600,493	3,290,208
Revenues									
Intergovernmental Revenue	524,868	-	-	-	-	-	-	-	-
BBB Tax Revenue	1,647,518	1,798,621	1,712,398	1,819,894	1,947,286	2,083,596	2,229,446	1,965,234	-
Interest on Investments	12,198	-	-	-	1,400	15,800	32,600	52,000	65,800
Miscellaneous Revenues	13,345	-	-	-	-	-	-	-	-
Total Revenues	2,197,929	1,798,621	1,712,398	1,819,894	1,948,686	2,099,396	2,262,046	2,017,234	65,800
Transfers In									
Secondary Prop Tax Fund	278,936	790,503	790,503	-	-	-	-	-	-
Real Estate Proceeds	1,125,000	-	-	-	-	-	-	-	-
Transportation - Safety	234,000	-	-	-	-	-	-	-	-
Total Transfers In	1,637,936	790,503	790,503	-	-	-	-	-	-
Total Sources of Funds	4,911,029	1,450,431	1,364,162	1,309,019	2,018,898	2,891,179	3,893,588	4,617,727	3,356,008
Uses of Funds									
Departments									
Capital Expenditures	4,410,614	-	2,236	-	-	-	-	-	-
Total Expenditures	4,410,614	-	2,236	-	-	-	-	-	-
Transfers Out									
General Fund	900,915	972,298	972,298	1,128,807	1,117,115	1,149,636	1,183,095	1,217,519	1,254,045
GO Bond Fund	628,239	790,503	790,503	-	-	-	-	-	-
Beautification	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Total Transfers Out	1,639,154	1,872,801	1,872,801	1,238,807	1,227,115	1,259,636	1,293,095	1,327,519	1,364,045
Total Uses of Funds	6,049,768	1,872,801	1,875,037	1,238,807	1,227,115	1,259,636	1,293,095	1,327,519	1,364,045
Ending Fund Balance	$ (1,138,739)	(422,370)	(510,875)	70,212	791,783	1,631,542	2,600,493	3,290,208	1,991,963

CITY OF FLAGSTAFF
REAL ESTATE PROCEEDS FUND
FIVE YEAR PLAN 2009-2014

	Actual 2006-2007	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Sources of Funds									
Beginning Fund Balance	$ 2,704,390	623,390	582,474	474,046	16,396	26,746	37,096	48,446	59,796
Revenues									
Real Estate Revenues	17,405	-	1,000,000	-	-	-	-	-	-
Interest on Investments	89,046	19,350	46,772	17,350	10,350	10,350	11,350	11,350	11,350
Miscellaneous	-	-	-	-	-	-	-	-	-
Total Revenues	106,451	19,350	1,046,772	17,350	10,350	10,350	11,350	11,350	11,350
Transfers In									
General Fund	-	150,000	150,000	25,000	-	-	-	-	-
Total Transfers In	-	150,000	150,000	25,000	-	-	-	-	-
Total Sources of Funds	2,810,841	792,740	1,779,246	516,396	26,746	37,096	48,446	59,796	71,146
Uses of Funds									
Departments									
Operating Expenditrues	3,367	-	29,200	-	-	-	-	-	-
Capital Expenditures	-	150,000	150,000	500,000	-	-	-	-	-
Total Expenditures	3,367	150,000	179,200	500,000	-	-	-	-	-
Transfers Out									
BBB - Rec	1,125,000	-	-	-	-	-	-	-	-
Capital Projects Fund	1,100,000	-	-	-	-	-	-	-	-
General Fund	-	-	1,126,000	-	-	-	-	-	-
Total Transfers Out	2,225,000	-	1,126,000	-	-	-	-	-	-
Total Uses of Funds	2,228,367	150,000	1,305,200	500,000	-	-	-	-	-
Ending Fund Balance	$ 582,474	642,740	474,046	16,396	26,746	37,096	48,446	59,796	71,146

CITY OF FLAGSTAFF
HOUSING AND COMMUNITY SERVICES FUND
FIVE YEAR PLAN 2009-2014

	Actual 2006-2007	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Sources of Funds									
Beginning Fund Balance	$ 2,125,077	2,262,740	2,311,818	1,969,435	137,380	137,380	137,380	137,380	137,380
Revenues									
Intergovernmental Revenues	763,579	1,961,066	1,112,796	1,844,316	1,179,560	1,150,582	1,123,053	1,096,900	1,072,055
Interest on Investments	90,882	-	70,000	-	-	-	-	-	-
Miscellaneous Revenues	411,591	-	207,737	-	-	-	-	-	-
Total Revenues	1,266,052	1,961,066	1,390,533	1,844,316	1,179,560	1,150,582	1,123,053	1,096,900	1,072,055
Transfers In									
General Fund	341,953	375,400	375,400	375,400	375,400	375,400	375,400	375,400	375,400
Total Transfers In	341,953	375,400	375,400	375,400	375,400	375,400	375,400	375,400	375,400
Total Sources of Funds	3,733,082	4,599,206	4,077,752	4,189,151	1,692,340	1,663,362	1,635,833	1,609,680	1,584,835
Uses of Funds									
Departments									
Operating Expenditures	1,421,264	4,575,968	2,108,316	4,051,771	1,554,960	1,525,982	1,498,453	1,472,300	1,447,455
Total Expenditures	1,421,264	4,575,968	2,108,316	4,051,771	1,554,960	1,525,982	1,498,453	1,472,300	1,447,455
Total Uses of Funds	1,421,264	4,575,968	2,108,316	4,051,771	1,554,960	1,525,982	1,498,453	1,472,300	1,447,455
Ending Fund Balance	$ 2,311,818	23,238	1,969,435	137,380	137,380	137,380	137,380	137,380	137,380

CITY OF FLAGSTAFF
METRO PLANNING ORGANIZATION FUND
FIVE YEAR PLAN 2009-2014

	Actual 2006-2007	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Sources of Funds									
Beginning Fund Balance	$ 12,460	12,460	580	-	-	-	-	-	-
Revenues									
Intergovernmental Revenue	364,424	740,659	541,538	317,404	388,106	288,106	288,106	288,106	288,106
Miscellaneous Revenues	-	155,000	5,000	225,000	105,000	105,000	105,000	105,000	105,000
Total Revenues	364,424	895,659	546,538	542,404	493,106	393,106	393,106	393,106	393,106
Transfers In									
General Fund	25,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Total Transfers In	25,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Total Sources of Funds	401,884	938,119	577,118	572,404	523,106	423,106	423,106	423,106	423,106
Uses of Funds									
Departments									
Operating Expenditures	367,301	744,052	527,118	449,782	403,026	303,026	303,026	303,026	303,026
Indirect Grant Cost	34,003	44,067	50,000	22,622	20,080	20,080	20,080	20,080	20,080
Total Expenditures	401,304	788,119	577,118	472,404	423,106	323,106	323,106	323,106	323,106
Contingency	-	150,000	-	100,000	100,000	100,000	100,000	100,000	100,000
Total Uses of Funds	401,304	938,119	577,118	572,404	523,106	423,106	423,106	423,106	423,106
Ending Fund Balance	$ 580	-	-	-	-	-	-	-	-

CITY OF FLAGSTAFF
GENERAL OBLIGATION BOND FUND
FIVE YEAR PLAN 2009-2014

	Actual 2006-2007	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Sources of Funds									
Beginning Fund Balance	$ 350,155	350,155	348,355	348,355	348,355	348,355	348,355	348,355	348,355
Transfers In									
BBB- Recreation	628,239	790,503	790,503	-	-	-	-	-	-
Secondary Property Tax Fund	2,483,236	2,483,569	2,483,569	3,320,142	4,291,852	4,286,833	4,288,871	4,284,671	4,287,671
Total Transfers In	3,111,475	3,274,072	3,274,072	3,320,142	4,291,852	4,286,833	4,288,871	4,284,671	4,287,671
Total Sources of Funds	3,461,630	3,624,227	3,622,427	3,668,497	4,640,207	4,635,188	4,637,226	4,633,026	4,636,026
Uses of Funds									
Debt Service									
Debt Service	3,113,275	3,274,072	3,274,072	3,320,142	4,291,852	4,286,833	4,288,871	4,284,671	4,287,671
Total Debt Service	3,113,275	3,274,072	3,274,072	3,320,142	4,291,852	4,286,833	4,288,871	4,284,671	4,287,671
Total Uses of Funds	3,113,275	3,274,072	3,274,072	3,320,142	4,291,852	4,286,833	4,288,871	4,284,671	4,287,671
Ending Fund Balance	$ 348,355	350,155	348,355	348,355	348,355	348,355	348,355	348,355	348,355

CITY OF FLAGSTAFF
SECONDARY PROPERTY TAX FUND
FIVE YEAR PLAN 2009-2014

	Actual 2006-2007	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Sources of Funds									
Beginning Fund Balance	$ 1,192,085	1,095,221	1,088,299	2,089,934	3,054,196	3,760,756	4,850,789	7,337,537	12,077,533
Revenues									
Secondary Property Taxes	5,187,896	6,279,004	6,279,004	7,351,889	7,719,483	8,105,457	8,510,730	8,936,267	9,383,080
Interest Revenue	76,972	49,700	74,400	77,000	79,700	82,500	85,400	88,400	91,500
Total Revenues	5,264,868	6,328,704	6,353,404	7,428,889	7,799,183	8,187,957	8,596,130	9,024,667	9,474,580
Total Sources of Funds	6,456,953	7,423,925	7,441,703	9,518,823	10,853,379	11,948,713	13,446,919	16,362,204	21,552,113
Uses of Funds									
Transfers Out									
G. O. Bond Fund	2,483,236	2,483,569	2,483,569	3,320,142	4,291,852	4,286,833	4,288,871	4,284,671	4,287,671
Recreation - BBB	278,936	790,503	790,503	-	-	-	-	-	-
Airport	193,429	263,427	263,427	337,007	-	-	-	-	-
Utilities	2,413,053	1,814,270	1,814,270	2,807,478	2,800,771	2,811,091	1,820,511	-	-
Total Transfers Out	5,368,654	5,351,769	5,351,769	6,464,627	7,092,623	7,097,924	6,109,382	4,284,671	4,287,671
Total Uses of Funds	5,368,654	5,351,769	5,351,769	6,464,627	7,092,623	7,097,924	6,109,382	4,284,671	4,287,671
Ending Fund Balance	$ 1,088,299	2,072,156	2,089,934	3,054,196	3,760,756	4,850,789	7,337,537	12,077,533	17,264,442

CITY OF FLAGSTAFF
SPECIAL ASSESSMENT BOND FUND
FIVE YEAR PLAN 2009-2014

	Actual 2006-2007	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	2009-2010	2010-1011	2011-2012	2012-2013	2013-2014
Sources of Funds									
Beginning Fund Balance	$ 434,984	372,718	363,154	282,908	195,720	-	-	-	-
Revenues									
Special Assessments	2,927	16,000	2,335	2,022	1,402,250	1,403,625	1,398,875	1,402,875	1,400,500
Interest on Investments	16,670	11,608	12,926	7,502	4,900	-	-	-	-
Miscellaneous Revenues	19	-	18	-	-	-	-	-	-
Total Revenues	19,616	27,608	15,279	9,524	1,407,150	1,403,625	1,398,875	1,402,875	1,400,500
Total Sources of Funds	454,600	400,326	378,433	292,432	1,602,870	1,403,625	1,398,875	1,402,875	1,400,500
Uses of Funds									
Departments									
Debt Service	91,446	93,525	95,525	96,712	1,500,553	1,403,625	1,398,875	1,402,875	1,400,500
Total Debt Service	91,446	93,525	95,525	96,712	1,500,553	1,403,625	1,398,875	1,402,875	1,400,500
Transfers Out									
General Fund	-	-	-	-	102,317	-	-	-	-
Total Transfers Out	-	-	-	-	102,317	-	-	-	-
Total Uses of Funds	91,446	93,525	95,525	96,712	1,602,870	1,403,625	1,398,875	1,402,875	1,400,500
Ending Fund Balance	$ 363,154	306,801	282,908	195,720	-	-	-	-	-

CITY OF FLAGSTAFF
PERPETUAL CARE FUND
FIVE YEAR PLAN 2009-2014

	Actual 2006-2007	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Sources of Funds									
Beginning Fund Balance	$ 72,772	104,032	95,528	117,888	140,796	165,773	192,070	219,742	248,850
Revenues									
Contributions	19,460	29,131	19,000	19,380	19,768	20,163	20,566	20,978	21,397
Interest on Investments	3,296	3,849	3,360	3,528	5,209	6,134	7,107	8,130	9,207
Miscellaneous	-	-	-	-	-	-	-	-	-
Total Revenues	22,756	32,980	22,360	22,908	24,977	26,297	27,673	29,108	30,605
Total Sources of Funds	95,528	137,012	117,888	140,796	165,773	192,070	219,742	248,850	279,455
Uses of Funds									
Departments									
Operating Expenditures	-	-	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-	-	-
Total Uses of Funds	-	-	-	-	-	-	-	-	-
Ending Fund Balance	$ 95,528	137,012	117,888	140,796	165,773	192,070	219,742	248,850	279,455

CITY OF FLAGSTAFF
CAPITAL PROJECTS FUND
SPECIAL IMPROVEMENT DISTRICT
ASPEN AT SAWMILL
FIVE YEAR PLAN 2009-2014

	Actual 2006-2007	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Sources of Funds									
Beginning Fund Balance	$ -	(838,496)	20,607,569	10,235,564	2,079,252	2,131,252	2,184,252	2,239,252	2,295,252
Revenues									
Bond Proceeds	19,075,000	20,000,000	-	-	-	-	-	-	-
Bond Premium	46,707	-	-	-	-	-	-	-	-
Interest Income	32,709	-	600,000	1,000	52,000	53,000	55,000	56,000	57,000
Developer Proceeds	2,721,674	11,000,000	-	3,000,000	-	-	-	-	-
Total Revenues	21,876,090	31,000,000	600,000	3,001,000	52,000	53,000	55,000	56,000	57,000
Total Sources of Funds	21,876,090	30,161,504	21,207,569	13,236,564	2,131,252	2,184,252	2,239,252	2,295,252	2,352,252
Uses of Funds									
Expenditures									
Aspen at Sawmill	1,268,521	30,111,279	9,989,113	10,203,562	-	-	-	-	-
Capitalized Interest Expense	-	-	982,892	953,750	-	-	-	-	-
Total Capital Expenditures	1,268,521	30,111,279	10,972,005	11,157,312	-	-	-	-	-
Total Uses of Funds	1,268,521	30,111,279	10,972,005	11,157,312	-	-	-	-	-
Ending Fund Balance	$ 20,607,569	50,225	10,235,564	2,079,252	2,131,252	2,184,252	2,239,252	2,295,252	2,352,252

CITY OF FLAGSTAFF
CAPITAL PROJECTS FUND
MUNICIPAL FACILITIES CORP
FIVE YEAR PLAN 2009-2014

	Actual 2006-2007	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Sources of Funds									
Beginning Fund Balance	$ (24,734)	(248,188)	(125,687)	(4,363,373)	3,927,927	4,025,927	4,126,927	4,229,927	4,335,927
Revenues									
MFC Bond Proceeds	-	5,500,000	-	10,600,000	-	10,000,000	-	10,000,000	-
Grant Revenue	232,524	2,576,384	-	-	-	-	-	-	-
Interest Income	-	-	-	86,000	98,000	101,000	103,000	106,000	108,000
Miscellaneous Revenues	-	-	-	-	-	-	-	-	-
Total Revenues	232,524	8,076,384	-	10,686,000	98,000	10,101,000	103,000	10,106,000	108,000
Total Sources of Funds	207,790	7,828,196	(125,687)	6,322,627	4,025,927	14,126,927	4,229,927	14,335,927	4,443,927
Uses of Funds									
Expenditures									
USGS Miscellaneous Buildings	-	-	-	-	-	10,000,000	-	10,000,000	-
USGS Office/Lab Building	3,742	580,600	8,569	1,023,600	-	-	-	-	-
Business Incubator	329,735	3,802,287	4,229,117	1,371,100	-	-	-	-	-
Total Capital Expenditures	333,477	4,382,887	4,237,686	2,394,700	-	10,000,000	-	10,000,000	-
Total Uses of Funds	333,477	4,382,887	4,237,686	2,394,700	-	10,000,000	-	10,000,000	-
Ending Fund Balance	$ (125,687)	3,445,309	(4,363,373)	3,927,927	4,025,927	4,126,927	4,229,927	4,335,927	4,443,927

CITY OF FLAGSTAFF
CAPITAL PROJECTS FUND
GO BOND FUNDED PROJECTS
FIVE YEAR PLAN 2009-2014

	Actual 2006-2007	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Sources of Funds									
Beginning Fund Balance	$ 28,085,886	21,369,805	24,700,263	9,574,162	3,123,112	557,612	(364,388)	749,612	749,612
Revenues									
Bond Proceeds	-	-	-	5,000,000	-	-	-	-	-
APSES Lease Proceeds-Aquaplex	-	-	665,000	-	-	-	-	-	-
Sale of Knowles Property Fire	-	-	200,000	-	-	-	-	-	-
Fire Equip Lease Proceeds	-	-	-	300,000	-	-	-	-	-
Fire Grants	-	-	-	170,000	-	-	-	-	-
Sale of Fire Stations	-	-	-	1,300,000	-	-	-	-	-
Interest Income	1,428,803	704,000	700,000	523,000	38,000	78,000	14,000	-	19,000
Total Revenues	1,428,803	704,000	1,565,000	7,293,000	38,000	78,000	14,000	-	19,000
Transfers In									
General Fund - Aquaplex & Fire	238,000	350,000	350,000	700,000	-	-	2,600,000	-	-
Transportation (Safety) Aquaplex	-	139,000	139,000	-	-	-	-	-	-
Real Estate Proceeds Fund	1,100,000	-	-	-	-	-	-	-	-
Total Transfers In	1,338,000	489,000	489,000	700,000	-	-	2,600,000	-	-
Total Sources of Funds	30,852,689	22,562,805	26,754,263	17,567,162	3,161,112	635,612	2,249,612	749,612	768,612
Uses of Funds									
Expenditures									
General Administration	298	-	-	-	-	-	-	-	-
Fire Stations	3,062,621	6,369,250	4,345,788	8,892,000	103,500	-	-	-	-
Aquaplex	1,835,203	13,296,908	11,698,398	2,417,500	-	-	-	-	-
FUTS/Open Space Acquisition	48,424	1,360,225	173,501	2,163,900	1,500,000	-	1,500,000	-	1,500,000
Bond Funded Fire Equipuipment	60,125	-	360,000	-	-	-	-	-	-
Adult Center Renovation	1,145,163	-	2,414	-	-	-	-	-	-
Observatory Mesa	592	-	-	-	-	-	-	-	5,500,000
Parks Acquistion	-	-	-	-	1,000,000	1,000,000	-	-	-
Fire Training Tower	-	-	600,000	200,000	-	-	-	-	-
Fire Administration Offices	-	-	-	400,000	-	-	-	-	-
Total Capital Expenditures	6,152,426	21,026,383	17,180,101	14,073,400	2,603,500	1,000,000	1,500,000	-	7,000,000
Transfers Out									
Transfer to HURF	-	-	-	370,650	-	-	-	-	-
Total Transfers Out	-	-	-	370,650	-	-	-	-	-
Total Uses of Funds	6,152,426	21,026,383	17,180,101	14,444,050	2,603,500	1,000,000	1,500,000	-	7,000,000
Ending Fund Balance	$ 24,700,263	1,536,422	9,574,162	3,123,112	557,612	(364,388)	749,612	749,612	(6,231,388)

CITY OF FLAGSTAFF
WATER AND WASTEWATER FUND
FIVE YEAR PLAN 2009-2014

	Actual 2006-2007	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Sources of Funds									
Beginning Fund Balance	$15,801,970	16,963,352	17,657,707	14,228,729	5,251,221	5,120,791	3,961,870	2,251,784	1,709,110
Revenues									
Intergovernmental	59,123	311,099	35,139	849,503	-	-	-	-	-
Water Revenues	11,213,226	12,880,882	13,032,950	13,714,953	14,199,411	14,483,300	14,772,800	15,068,300	15,369,600
Wastewater Revenues	7,948,279	8,612,684	8,051,881	8,500,479	8,823,725	9,000,100	9,180,000	9,363,400	9,550,700
Interest Revenues	897,255	424,000	550,000	356,000	131,000	128,000	99,000	56,000	43,000
Bond Proceeds	7,900,000	39,700,000	23,600,000	11,300,000	1,750,000	2,050,000	-	3,159,274	10,796,369
Lease Proceeds	2,000,000	-	-	-	-	-	-	-	-
Miscellaneous Revenues	38,232	-	8,500	-	-	-	-	-	-
Total Revenues	30,056,115	61,928,665	45,278,470	34,720,935	24,904,136	25,661,400	24,051,800	27,646,974	35,759,669
Transfers In									
Debt Service Fund	2,413,053	1,814,270	1,814,270	2,807,478	2,800,771	2,811,091	1,820,511	-	-
Total Transfers In	2,413,053	1,814,270	1,814,270	2,807,478	2,800,771	2,811,091	1,820,511	-	-
Total Sources of Funds	48,271,138	80,706,287	64,750,447	51,757,142	32,956,128	33,593,282	29,834,181	29,898,758	37,468,779
Uses of Funds									
Departments									
Operating Expenditures	10,240,323	11,094,258	11,140,798	12,244,271	12,285,872	12,593,167	12,908,089	13,230,791	13,561,591
Indirect Costs	1,878,109	1,748,804	1,748,804	1,550,440	1,589,200	1,628,900	1,669,600	1,711,300	1,754,100
Capital Expenditures	10,757,717	41,303,412	30,722,239	23,670,652	4,598,935	5,896,620	4,129,256	6,743,063	16,334,242
Reserves/Contingencies	31,105	1,400,000	-	1,400,000	-	-	-	-	-
Total Expenditures	22,907,254	55,546,474	43,611,841	38,865,363	18,474,007	20,118,687	18,706,945	21,685,154	31,649,933
Debt Service									
Bonds	5,135,330	5,604,467	4,937,814	5,675,286	6,402,765	6,543,840	6,897,147	6,346,700	4,377,315
Total Debt Service	5,135,330	5,604,467	4,937,814	5,675,286	6,402,765	6,543,840	6,897,147	6,346,700	4,377,315
Transfers Out									
General Fund	2,570,847	1,972,064	1,972,064	1,965,272	2,958,565	2,968,885	1,978,305	157,794	157,794
Total Transfers Out	2,570,847	1,972,064	1,972,064	1,965,272	2,958,565	2,968,885	1,978,305	157,794	157,794
Total Uses of Funds	30,613,431	63,123,005	50,521,719	46,505,921	27,835,337	29,631,412	27,582,397	28,189,648	36,185,042
Ending Fund Balance	$17,657,707	17,583,282	14,228,729	5,251,221	5,120,791	3,961,870	2,251,784	1,709,110	1,283,737

CITY OF FLAGSTAFF
AIRPORT FUND
FIVE YEAR PLAN 2009-2014

	Actual 2006-2007	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Sources of Funds									
Beginning Fund Balance	$ (126,076)	453	(1,078,961)	1,435	546	261	586	586	519
Revenues									
Intergovernmental Revenues	8,632,269	9,674,614	9,451,179	8,876,132	7,365,240	3,350,500	2,250,000	4,003,172	1,797,500
Airport Revenues	1,091,788	1,167,164	1,159,644	1,287,352	1,394,367	1,429,204	1,464,339	1,490,733	1,528,048
Interest Revenue	3,097	-	-	-	-	-	-	-	-
Recovery of Indirect Costs	331,677	323,604	310,679	346,904	355,580	202,353	123,529	205,882	64,706
Miscellaneous Revenues	11,703	3,250	4,650	3,250	3,250	3,250	3,250	3,250	3,250
Passenger Facility Charges	110,975	100,000	120,000	31,974	-	-	-	-	-
Loan/Lease Proceeds	-	-	-	-	-	-	-	-	-
Total Revenues	10,181,509	11,268,632	11,046,152	10,545,612	9,118,437	4,985,307	3,841,118	5,703,037	3,393,504
Transfers In									
Airpark Fund	-	69,897	850,700	-	-	-	-	-	-
Secondary Prop Tax Fund	193,429	263,427	230,745	337,007	-	-	-	-	-
General Fund-Operating	257,000	443,000	421,000	292,000	105,000	262,000	345,000	277,000	422,000
General Fund-Capital	448,000	1,462,000	1,418,682	398,000	214,000	90,000	246,000	153,000	108,000
Total Transfers In	898,429	2,238,324	2,921,127	1,027,007	319,000	352,000	591,000	430,000	530,000
Total Sources of Funds	10,953,862	13,507,409	12,888,318	11,574,054	9,437,983	5,337,568	4,432,704	6,133,623	3,924,023
Uses of Funds									
Departments									
Operating Expenditures	1,013,519	1,235,455	1,180,073	1,249,604	1,182,690	1,212,260	1,242,560	1,273,630	1,305,470
Indirect Cost	331,677	381,134	381,134	346,904	355,580	364,470	373,580	382,920	392,490
Capital Expenditures	10,075,793	11,206,518	10,641,997	9,287,767	7,579,200	3,440,000	2,495,726	4,156,302	1,905,555
Total Expenditures	11,420,989	12,823,107	12,203,204	10,884,275	9,117,470	5,016,730	4,111,866	5,812,852	3,603,515
Debt Service									
Bonds	291,582	363,427	363,427	368,981	-	-	-	-	-
Leases	231,736	231,736	231,736	231,736	231,736	231,736	231,736	231,736	231,736
Loans	54,949	54,949	54,949	54,949	54,949	54,949	54,949	54,949	54,949
Total Debt Service	578,267	650,112	650,112	655,666	286,685	286,685	286,685	286,685	286,685
Total Expenditures	11,999,256	13,473,219	12,853,316	11,539,941	9,404,155	5,303,415	4,398,551	6,099,537	3,890,200
Transfers Out									
General Fund	33,567	33,567	33,567	33,567	33,567	33,567	33,567	33,567	33,567
Total Transfers Out	33,567	33,567	33,567	33,567	33,567	33,567	33,567	33,567	33,567
Total Uses of Funds	12,032,823	13,506,786	12,886,883	11,573,508	9,437,722	5,336,982	4,432,118	6,133,104	3,923,767
Ending Fund Balance	$ (1,078,961)	623	1,435	546	261	586	586	519	256

CITY OF FLAGSTAFF
ENVIRONMENTAL SERVICES FUND
FIVE YEAR PLAN 2009-2014

	Actual 2006-2007	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Sources of Funds									
Beginning Fund Balance	$ 6,241,976	6,261,383	6,477,282	3,410,466	3,134,636	2,791,095	2,325,332	165,660	350,829
Revenues									
Environmental Services Revenues	9,811,052	10,061,827	10,921,128	13,386,951	13,732,387	14,143,621	14,584,200	15,048,307	15,418,899
Intergovernmental Revenues	74,153	90,400	90,400	146,600	-	-	-	-	-
Other Financing Sources	-	-	-	2,000,000	-	1,700,000	3,200,000	-	-
Interest on Investments	601,814	222,005	194,744	199,613	204,603	209,718	214,961	220,335	225,843
Miscellaneous Revenues	32,730	-	-	-	-	-	-	-	-
Total Revenues	10,519,749	10,374,232	11,206,272	15,733,164	13,936,990	16,053,339	17,999,161	15,268,642	15,644,742
Transfers In									
General Fund	32,500	140,000	140,000	91,950	94,709	97,550	100,476	103,491	106,595
Total Transfers In	32,500	140,000	140,000	91,950	94,709	97,550	100,476	103,491	106,595
Total Sources of Funds	16,794,226	16,775,615	17,823,554	19,235,580	17,166,335	18,941,984	20,424,968	15,537,793	16,102,166
Uses of Funds									
Departments									
Operating Expenditures	7,591,909	8,757,549	8,883,070	10,212,384	10,351,622	10,636,293	10,928,791	11,229,333	11,538,141
Indirect Costs	1,102,962	1,307,129	1,307,129	1,413,275	1,441,541	1,470,372	1,499,779	1,529,775	1,560,371
Capital Expenditures	1,589,162	4,485,829	4,027,999	3,830,297	2,311,589	4,239,499	7,560,250	1,957,368	2,639,574
Reserves/Contingencies	13,422	500,000	175,400	500,000	-	-	-	-	-
Total Expenditures	10,297,455	15,050,507	14,393,598	15,955,956	14,104,752	16,346,164	19,988,820	14,716,476	15,738,086
Debt Service									
Bonds	-	-	-	125,500	251,000	251,000	251,000	451,000	451,000
Total Debt Service	-	-	-	125,500	251,000	251,000	251,000	451,000	451,000
Transfers out:									
General Fund	19,488	19,488	19,490	19,488	19,488	19,488	19,488	19,488	19,488
Total Transfers Out	19,488	19,488	19,490	19,488	19,488	19,488	19,488	19,488	19,488
Total Uses of Funds	10,316,943	15,069,995	14,413,088	16,100,944	14,375,240	16,616,652	20,259,308	15,186,964	16,208,574
Ending Fund Balance (1)	$ 6,477,282	1,705,620	3,410,466	3,134,636	2,791,095	2,325,332	165,660	350,829	(106,408)

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

CITY OF FLAGSTAFF
STORMWATER UTILITY FUND
FIVE YEAR PLAN 2009-2014

	Actual 2006-2007	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Sources of Funds									
Beginning Fund Balance	$ 1,388,229	637,296	486,148	592,520	105,209	161,916	221,728	277,441	328,632
Revenues									
Stormwater Revenues	910,976	1,056,491	1,076,006	1,199,224	1,325,886	1,434,014	1,455,527	1,477,367	1,499,534
User Fees	102,593	89,426	59,450	60,936	62,460	64,021	65,622	67,262	68,944
Permits	5,265	331	400	410	420	431	442	453	464
Grants	-	-	-	-	-	-	-	-	-
Interest Earnings	11,798	12,746	9,723	11,850	2,104	3,238	4,435	5,549	6,573
Misc	30	-	-	-	-	-	-	-	-
Total Revenues	1,030,662	1,158,994	1,145,579	1,272,420	1,390,870	1,501,705	1,526,025	1,550,630	1,575,515
Transfers in									
General Fund	1,146,539	7,047,959	1,612,306	6,787,228	1,126,503	-	-	-	-
Total Transfers in	1,146,539	7,047,959	1,612,306	6,787,228	1,126,503	-	-	-	-
Total Sources of Funds	3,565,430	8,844,249	3,244,033	8,652,168	2,622,582	1,663,621	1,747,753	1,828,072	1,904,147
Uses of Funds									
Departments									
Operating Expenditures	594,856	1,001,708	660,949	947,971	606,788	621,833	637,251	653,052	669,246
Indirect Costs	159,674	179,009	179,009	170,000	174,250	178,606	183,071	187,648	192,339
Capital Expenditures	2,189,091	7,065,068	1,569,628	7,093,988	1,346,503	300,000	300,000	300,000	300,000
Reserves/Contingencies	662	10,000	-	10,000	-	-	-	-	-
Total Expenditures	2,944,283	8,255,785	2,409,586	8,221,959	2,127,541	1,100,439	1,120,322	1,140,700	1,161,585
Transfers Out									
HURF	135,000	241,927	241,927	325,000	333,125	341,453	349,989	358,739	367,708
Total Transfers Out	135,000	241,927	241,927	325,000	333,125	341,453	349,989	358,739	367,708
Total Uses of Funds	3,079,283	8,497,712	2,651,513	8,546,959	2,460,666	1,441,892	1,470,312	1,499,440	1,529,293
Ending Fund Balance	$ 486,148	346,537	592,520	105,209	161,916	221,728	277,441	328,632	374,854

Schedule 12: Summary of all Fiscal Activity

CITY OF FLAGSTAFF
SUMMARY OF ALL FISCAL ACTIVITY
FISCAL YEARS 2008 AND 2009
(WITH ACTUALS FOR FISCAL YEAR 2007)

	Actual 2006-2007	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009
Sources of Funds				
Total Beginning Fund Balance	$ 103,135,028	97,018,363	114,548,538	75,703,182
Revenues	158,269,439	221,128,100	162,529,878	191,940,042
Total Funds Available	261,404,467	318,146,463	277,078,416	267,643,224
Use of Funds				
Departments				
General Administration	7,009,558	8,400,065	8,036,748	8,891,562
Management Services	7,562,339	9,086,407	8,350,054	11,201,365
Community Development	16,341,978	29,811,926	15,047,328	30,638,421
Fire	9,217,704	11,136,252	10,684,777	11,030,114
Police	14,913,159	16,601,314	15,999,315	17,934,449
Public Works	43,337,922	62,018,668	48,854,763	57,869,277
Utilities	20,998,040	52,397,670	41,863,037	35,914,923
Non-Departmental	5,304,146	11,678,196	6,171,957	10,281,060
Contingency	112,375	2,855,000	175,400	2,955,000
Total Departments	124,797,221	203,985,498	155,183,379	186,716,171
Debt Service				
G.O. Bonds	3,113,275	3,274,072	3,274,072	3,320,142
Capital Leases	540,327	612,658	612,658	505,743
4th Street	1,970,147	1,951,358	1,951,358	1,951,108
Street & Highway Revenue Bonds	2,413,053	1,814,269	1,814,885	1,807,478
Economic Development	-	-	-	263,240
Airport	578,267	650,112	650,112	655,666
Environmental Services	-	-	-	125,500
Special Assessment Districts	91,446	93,525	95,525	1,050,462
USGS	462,439	465,639	465,639	462,774
Utilities	5,135,330	5,604,467	4,937,814	5,675,286
Total Debt Service	14,304,284	14,466,100	13,802,063	15,817,399
Other Activities				
Capital Projects Bond Funds	7,754,424	55,520,549	32,389,792	27,625,412
Total Other Activities	7,754,424	55,520,549	32,389,792	27,625,412
Total Appropriations	146,855,929	273,972,147	201,375,234	230,158,982
Excess (Deficiency) of Revenues over Appropriations	11,413,510	(52,844,047)	(38,845,356)	(38,218,940)
Ending Fund Balances				
General Fund	27,153,309	9,785,172	24,888,804	8,730,066
Special Revenue Funds:				
Library	670,094	244,795	1,869,964	250,983
HURF	6,911,893	4,837,909	3,785,483	3,201,901
Transportation	1,117,267	828,857	920,732	3,014,562
Beautification	4,029,381	124,144	4,566,904	285,317
Economic Development	353,230	257,955	463,754	182,277
Tourism	526,801	218,984	361,134	182,817
Arts & Science	361,109	98,750	395,213	51,361
Recreation	(1,138,739)	(422,370)	(510,875)	70,212
Real Estate Proceeds	582,474	642,740	474,046	16,396
Housing and Community Svc	2,311,818	23,238	1,969,435	137,380
Metro Planning Org	580	-	-	-
Debt Service Funds:				
G.O. Bond Fund	348,355	350,155	348,355	348,355
Sec. Property Tax	1,088,299	2,072,156	2,089,934	3,054,196
Special Assessment	363,154	306,801	282,908	195,720
Capital Projects Funds:				
Special Improvement District	20,607,569	50,225	10,235,564	2,079,252
Municipal Facilities Corp	(125,687)	3,445,309	(4,363,373)	3,927,927
G.O. Bonds	24,700,263	1,536,422	9,574,162	3,123,112
Permenant Funds				
Perpetual Care	95,528	137,012	117,888	140,796
Enterprise Funds:				
Utilities				
Operating	17,657,707	17,583,282	14,228,729	5,251,221
Airport				
Operating	(1,078,961)	623	1,435	546
Airpark Proceeds	830,700	-	-	-
Environmental Services	6,477,282	1,705,620	3,410,466	3,134,636
Stormwater Utility	486,148	346,537	592,520	105,209
Fiduciary Funds				
Firemen's Pension	218,964	-	-	-
Total Ending Fund Balance	$ 114,548,538	44,174,316	75,703,182	37,484,242

GENERAL ADMINISTRATION DEPARTMENT MISSION

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

The mission of the **City Clerk's** office is to support the values of the community and to administer and safeguard the integrity of the municipal governing process by: conducting fair and open municipal elections; overseeing the timely and accurate accumulation, organization, dissemination, and accessibility to public records; and ensuring legal compliance of all official postings, public notices, and related advertising.

The mission of the **Human Resources Division** is to support the City of Flagstaff's commitment to enhancing partnerships by providing dependable service, addressing customer's concerns (both externally and internally), providing high-quality public service, and creating a work environment where initiative, teamwork, and creativity are encouraged and valued. Human Resources works to position the City as a quality employer within the community through recruitment and retention tactics, a comprehensive and affordable compensation and benefits package and a well-trained staff

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

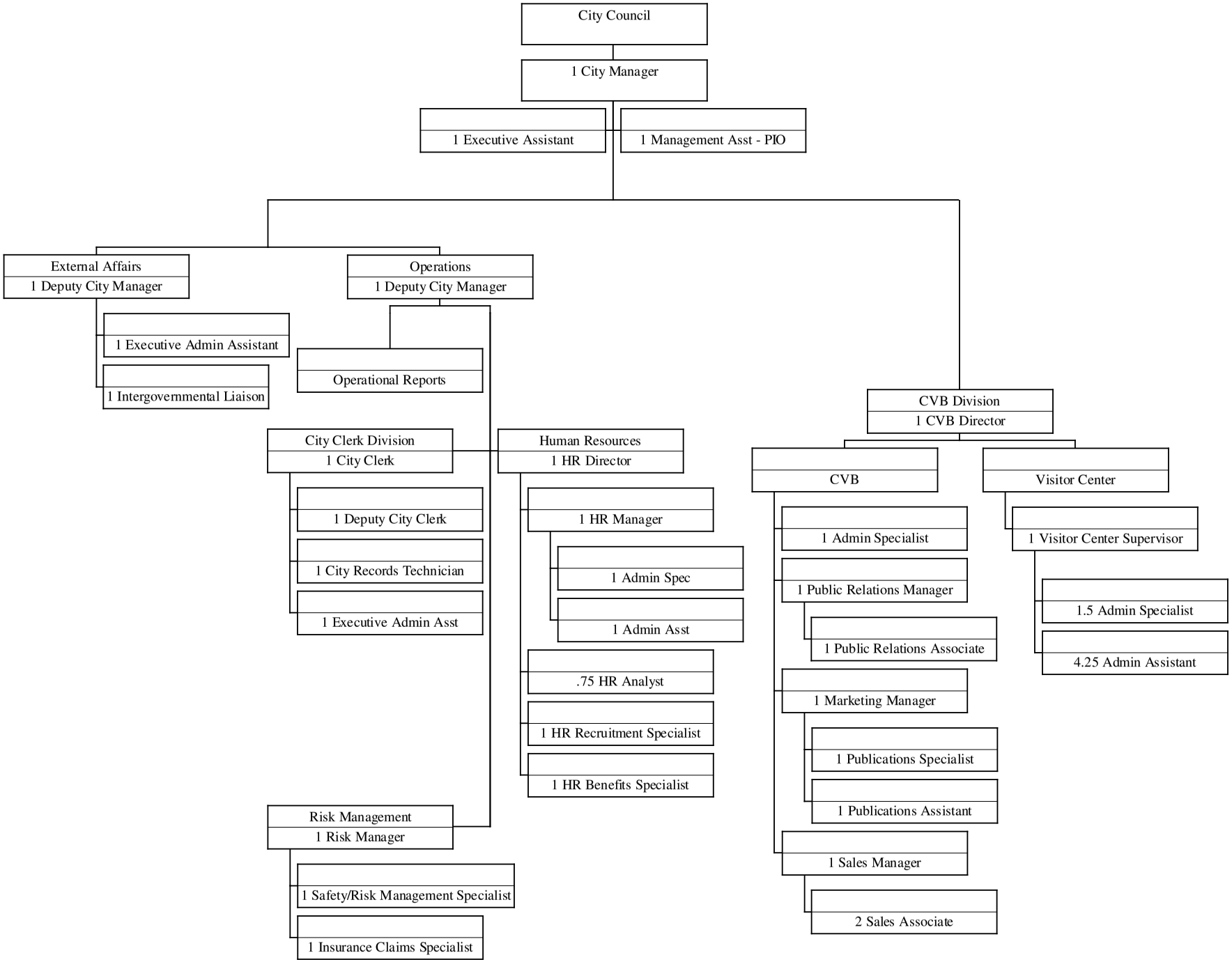
The mission of the **City Attorney's Office** is to advance the City's vision by providing high quality legal services to the Mayor, City Council and City departments in an ethical, timely, and cost effective manner.

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

The mission of the **Convention and Visitors Bureau** is to develop, promote, and maintain Flagstaff as a year-round visitor destination with professional visitor services that will benefit the community economically, environmentally, and socially.

The mission of **Visitor Services** is to introduce and educate visitors about the vast tourism opportunities within Flagstaff and the surrounding areas, and to increase the frequency of visits and length of stay to Flagstaff.

Administration



MISSION

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

PROGRAM DESCRIPTION

The City Manager is responsible for providing professional leadership in administering the programs and policies established by the Mayor and Council. The Manager informs and advises the Council on the affairs of the City, studies and proposes alternative solutions to community needs for Mayor and Council consideration, prepares and implements the annual financial plan, and coordinates the activities of all Departments/Divisions under his authority to provide effective services at the lowest possible costs.

FY 08 ACCOMPLISHMENTS

- ✓ Hired a new Utilities Director.
- ✓ Hired a new Human Resources Director.
- ✓ Finished transition of new Utilities Director.
- ✓ Facilitated Council budget priorities retreat.
- ✓ Implemented Cityfest.
- ✓ Coordinated development of a new web site.

FY 09 NEW INITIATIVES

- ➢ Working with staff and Council, explore options and alternatives to strengthen the City's Governmental Relations program.
- ➢ Assist coordination between Leadership, Budget, Human Resources staff, and EAC in the examination of compensation issues and alternatives.
- ➢ Initiate an outreach program between the City Manager and key community stakeholders.
- ➢ Begin review of organizational design and structure.
- ➢ Working with Alliance partners, develop and implement a communication plan to better inform citizens about the Alliance.
- ➢ Assist E-Gov team with developing/implementing technology improvements, including video streaming of Council meetings.
- ➢ Initiate an audit of current City communication methods.
- ➢ Develop a City communications plan with strategies to address opportunities found in audit and to address Council priorities.

PERFORMANCE MEASURES

Council Priority/Goal: QUALITY OF LIFE
Goal: Timely dissemination of information on programs, activities and issues.
Objective: Provide, through a variety of mediums, timely and consistent information to the public about City issues, programs and services.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of live and taped television reports in a year	50	15	48	48
Number of live and taped radio reports in a year	100	100	100	100
Special Sunday inserts in the Arizona Daily Sun	9	10	15	N/A

Council Priority/Goal: QUALITY OF LIFE
Goal: Improve and simplify citizen access to city information and services.
Objective: Develop and implement and plan to increase online services to citizens via the city web site.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Plan with needed online service developed in CY 08	N/A	N/A	100%	N/A
Video streaming of Council Work Session are available to staff and citizens	N/A	N/A	100%	N/A
Survey citizens on knowledge and use of online service and information	N/A	N/A	100%	N/A

Council Priority/Goal: ORGANIZATIONAL SUPPORT
Goal: Provide direction and support of the Utilities Department, Legal Department, regional partners, and Federal and State agencies to developing long-range water acquisition and use policies and strategies.
Objective: Development of long-range water acquisition and use policies and strategies.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Receive approval of acquisition and use policies for strategies from the appropriate authority, Colorado Plateau, Water Resources or City Council	0	50%	50%	90%

Council Priority/Goal: CUSTOMER SERVICE
Goal: Promote and provide excellent customer service to constituents.
Objective: Act responsively to the customers of the City Manager's Office.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Return phone calls to citizens, staff and Council within 24 hours	95%	98%	100%	100%
Provide solutions to citizen's problems directly without unnecessarily transferring calls to other departments	80%	95%	100%	100%
Provide the same responses to internal customers	99%	100%	100%	100%

Council Priority/Goal: ORGANIZATIONAL SUPPORT
Goal: Support the City's Leadership Development Program to ensure a smooth transition in key leadership positions throughout the organization.
Objective: Develop and partake in succession planning program.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Successful transition for 50% of leadership positions	100%	100%	100%	100%

Council Priority/Goal: COLLABORATION
Goal: Working with CD and our Economic Development community partners, develop a set of comprehensive economic development policies and procedures to include a process to administer economic incentives.
Objective: Work collaboratively with key stakeholders to develop policies and procedures to administer economic incentives.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Implementation of policies and procedures	0%	80%	100%	N/A

Council Priority/Goal: QUALITY OF LIFE
Goal: Coordination of regional communicators to work on local issues that can impact community.
Objective: Be knowledgeable, participate in training and update as needed communication plans for emergencies.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
At least four meetings of all area PIO's in a year	3	5	8	4
Develop a regional communication plan for area emergencies	1/2	1	Yes	N/A
Participate in at least two emergency training drills in a year	2 actuals	2	1	2

Council Priority/Goal: FISCAL HEALTH
Goal: Inform/educate citizens and residents of northern Arizona about the Alliance of the 2nd Century.
Objective: Citizens and residents to have a better understanding of local leadership cooperation, partnerships and financial benefits to citizens and the community.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Completed communication plan from Alliance PIO's.	N/A	N/A	100%	N/A
Implementation of communication plan through media outreach and to citizens groups	N/A	N/A	50%	100%
Citizen survey shows greater understanding of Alliance and its function and benefits	N/A	N/A	100%	100%

Council Priority/Goal: CUSTOMER SERVICE
Goal: Maintain high level of internal and external customer service.
Objective: Assist with consistent customer service orientation and training of new and existing employees.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
2 to 4 training session a year	4	4	4	2
Develop additional staff as customer service trainers	trained 4	Train 4	10	N/A
Annual citizen survey of city services	1	0	1	1

Council Priority/Goal: AFFORDABLE HOUSING
Goal: Citizens are knowledgeable about the City's Affordable Housing efforts.
Objective: Coordinate with Affordable Housing staff on the planning and timely release of information on programs, services and new initiatives.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
2 to 4 meetings a year with housing staff to plan/update outreach methods	N/A	N/A	2	4
Immediate response to housing staff requests for dissemination of information to the community/citizens	N/A	N/A	100%	100%
Survey citizens on knowledge of housing services	N/A	N/A	1	1

Council Priority/Goal: CAPITAL IMPROVEMENTS
Goal: Citizens are knowledgeable about current projects and future planning efforts.
Objective: Support Capital Improvements staff on the timely release of information on current work program and citizen outreach for feedback on future projects.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Immediate response to capital staff requests for writing and/or dissemination of information to the community/citizens about projects and project impacts.	N/A	N/A	100%	100%
Assist staff as requested on community outreach meetings in the planning of future projects.	N/A	N/A	100%	100%

DEPARTMENT: GENERAL ADMINISTRATION
DIVISION: 01-CITY MANAGER

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 848,175	$ 728,269	$ 735,948	$ 815,913	$ 87,644
CONTRACTUAL	217,781	249,195	216,437	238,015	(11,180)
COMMODITIES	15,534	13,175	20,696	16,475	3,300
CAPITAL	-	-	-	-	-
TOTAL	**$ 1,081,490**	**$ 990,639**	**$ 973,081**	**$ 1,070,403**	$ 79,764

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 941,671	$ 822,984	$ 835,689	$ 879,948	$ 56,964
DISABILITY AWARENESS	1,793	8,105	9,192	8,105	-
PUBLIC INFORMATION	117,211	109,300	108,200	132,100	22,800
CUSTOMER SERVICE	20,815	50,250	20,000	50,250	-
TOTAL	**$ 1,081,490**	**$ 990,639**	**$ 973,081**	**$ 1,070,403**	$ 79,764

SOURCE OF FUNDING:

GENERAL FUND	$ 740,515
LIBRARY FUND	50,318
HIGHWAY USER REVENUE FUND	61,539
WATER AND WASTEWATER FUND	122,670
STORMWATER FUND	12,904
AIRPORT FUND	14,291
ENVIRONMENTAL SERVICES FUND	68,166
	$ 1,070,403

COMMENTARY:

The City Manager's operating budget has increased 8% and there are no capital expenditures. Personal Services increases are due to a (1) FTE Intergovernmental Liaison position. In addition, there is a 1% market adjustment, expected merit adjustments, and a small increase in health insurance. Contractual decreases are due to a one time prior year cost to search for new City Manager. Commodities reflect no major increase/decrease. There is no major capital (>$10,000) for this division.

MISSION

The mission of the City Clerk's office is to support the values of the community and to administer and safeguard the integrity of the municipal governing process by: conducting fair and open municipal elections, overseeing the timely and accurate accumulation, organization, dissemination, and accessibility to public records; and ensuring legal compliance of all official postings, public notices, and related advertising.

PROGRAM DESCRIPTION

As required by the City Charter, the City Clerk maintains the official documents of the City, such as council meeting minutes, ordinances (including codification), resolutions, deeds, contracts, easements, rights-of-way, and leases. The City Clerk conducts all City elections, coordinates the Council's boards and commissions; conducts board and commission member training and maintains the board and commission member handbook; prepares the Council meeting, work session, and executive session agendas; oversees the City's record management program; oversees and maintains City's policies and procedures; administers the City Council/City Clerk postings on the website; and ensures legal requirements regarding official posting, public notices, publishing, and advertising are met.

FY 08 ACCOMPLISHMENTS

- ✓ Conducted two Board and Commission member training sessions and one staff training session.
- ✓ Conducted the March, 2008 Primary and May, 2008 General Elections.
- ✓ Completed the Initial Review and Organization of the City's Policies and Procedures.
- ✓ Continued Training for Members of the City Clerk's Division.
- ✓ Catalogued Records and Updated Retention Schedules for about 40% of City Departments.
- ✓ Continued the expansion of Website Services.
- ✓ Hired Assistant for the Mayor and Council.

FY 09 NEW INITIATIVES

- ➢ Finalize the City's Policies and Procedures.
- ➢ Continue Expansion of Website Services to Meet New Legal Mandates.
- ➢ Begin the groundwork for a Full Service Records Facility and Initial Planning.
- ➢ Hire a 1/2 FTE to take on Records Warehouse Activities.
- ➢ Revise and Update the Board and Commission Member Handbook.

PERFORMANCE MEASURES

Council Priority/Goal: **ORGANIZATIONAL SUPPORT**
Goal: Training of new staff members.
Objective: To provide training opportunities pertinent to staff needs.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
The City Clerk has attended the AMCA Clerks' Academy, AMCA Annual Conference, and Elections Training and participated in leadership training	100% Completed	100% Completed	100% by 06/30/08	100% by 6/30/09
The Deputy City Clerk has attended the AMCA Clerk's Institute, AMCA Annual Conference, and Elections Training; and additional miscellaneous training has been budgeted	100% Completed	66% Completed	100% by 06/30/08	66% Completed
The Executive Administrative Assistant has a budget for local, training of her choice and was enrolled in the Leadership Talent Development Program prior to leaving the City	0% Completed	0% Completed	100% by 06/30/08	40% Complete

Council Priority/Goal: FISCAL HEALTH, AFFORDABLE HOUSING, CAPITAL IMPROVEMENT, QUALITY OF LIFE, CUSTOMER SERVICE
Goal: Conducted May, 2008 General Election.
Objective: To conduct the General Election in compliance with all laws and present ballot questions to the voters in a clear and concise way.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Received Justice Department Pre-clearance	100% Completed	Off Election Year	100% by 6/30/08	100% by 06/30/09
All notices were translated and published in accordance with established timelines	100% Completed	Off Election Year	100% by 6/30/08	100% by 06/30/09
No complaints of election irregularities were received	100% Success	Off Election Year	By 06/30/08	100% by 06/30/09

Council Priority/Goal: ORGANIZATIONAL SUPPORT
Goal: Board and Commission Member Training.
Objective: Redesign and Reinitiate Board and Commission Member Training.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Board and Commission Member Handbook updated and distributed to all Boards and Commission members and Staff Liaison and posted on the City's website as a fully linked document	100% Completed	100% Completed	100 % By 06/30/08	100% By 06/30/09
Board and Commission member training and Staff Liaison training redesigned	100% Completed	100% Ongoing	100 % By 06/30/08	100% By 06/30/09
Two Board and Commission member training sessions Conducted and One Staff Liaison training conducted	100% Completed	100% Completed	100% By 06/30/08	100% 06/30/09

DEPARTMENT: GENERAL ADMINISTRATION
DIVISION: 02-CITY CLERK

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 219,513	$ 263,672	$ 260,318	$ 286,664	$ 22,992
CONTRACTUAL	29,687	215,651	205,759	26,100	(189,551)
COMMODITIES	6,577	13,535	6,985	2,570	(10,965)
CAPITAL	1,179	-	-	9,197	9,197
TOTAL	**$ 256,956**	**$ 492,858**	**$ 473,062**	**$ 324,531**	$ (168,327)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 256,956	$ 302,948	$ 283,152	$ 324,531	$ 21,583
ELECTIONS	-	189,910	189,910	-	(189,910)
TOTAL	**$ 256,956**	**$ 492,858**	**$ 473,062**	**$ 324,531**	$ (168,327)

SOURCE OF FUNDING:

GENERAL FUND	$ 244,981
LIBRARY FUND	9,297
HIGHWAY USER REVENUE FUND	17,363
WATER AND WASTEWATER FUND	32,218
STORMWATER FUND	1,579
AIRPORT FUND	2,965
ENVIRONMENTAL SERVICES FUND	16,128
	$ 324,531

COMMENTARY:

The City Clerks operation budget has decreased 36% with capital expenditures of $9,197 resulting in an overall net decrease of 34%. Personal Services increase is for a 1% market adjustment, expected merit adjustments and a small increase in health insurance. Contractuals decreases are due to prior year one-time election expenditures. Commodities decreased due to higher costs for office furniture in prior year. There is no major capital (>$10,000) for this division.

MISSION

The mission of the Human Resources division is to support the City of Flagstaff's commitment to enhancing partnerships by providing dependable service, addressing customer's concerns (both externally and internally), providing high-quality public service, and creating a work environment where initiative, teamwork, and creativity are encouraged and valued. Human Resources works to position the City as a quality employer within the community through recruitment and retention tactics, a comprehensive and affordable compensation and benefits package and a well-trained staff.

PROGRAM DESCRIPTION

Human Resources is responsible for all areas impacting employees and potential employees. These functions include recruitment and selection, employee grievance and appeals resolution, classification and compensation, organizational development, employee development and training, employee benefits and services, and equal employment opportunity and affirmative action.

FY 08 ACCOMPLISHMENTS

- ✓ Used the results of the survey conducted in 2007 and identified ways to improve and promote excellent customer service such as creating awareness and additional training.
- ✓ Identified two methods to communicate and explain what "excellent customer service" is this year. A link was created on the City's intranet for the Customer Service Committee communication and a quarterly news bulletin was established.
- ✓ Evaluated the probationary period for Police Officers and updated the policy to reflect changes.
- ✓ Provided five Ethics training sessions as of January 2008 and trained 262 employees. The training was created to increase the awareness and understanding on how the recently approved Ethics Policy applies to them.
- ✓ Implemented an informal training program to help integrate new employees into the organization.
- ✓ Promote the Leadership Talent Development Program (LTDP) citywide and four courses as part of the program.
- ✓ Evaluated the effectiveness of the program and the City has promoted from within 65% of the time versus 35% of employees are hired from the outside.
- ✓ Conducted a market analysis in October 2007 to ensure salaries are within market. In addition, conducted salary surveys for Magistrates, City Council, GIS and assignment pay.
- ✓ Completed the broad banding of Project Managers, Court Judicial Specialists and Attorneys in order to address classification and compensation issues.
- ✓ Revised compensation for Police, Dispatch, CDL drivers, and Attorneys to improve recruitment and retention.
- ✓ Implemented an orientation for supervisors and managers. Provided two training sessions and 65 employees participated.
- ✓ Provided development opportunities to employees such as Powerful Business Writing, Technical Writing Skills, Peer to Boss, Supervisor's Academy, Computer training (Excel, Word, Access and PowerPoint), Media Relations, and Drug & Alcohol Awareness Training for Supervisors.
- ✓ Updated the Continuing Education Policy, so more employees can benefit from the program.
- ✓ Researched and implemented a policy on Veteran's Preference.
- ✓ Implemented "H.T.E. HR Net, Applicant Tracker, and Click2Gov Applications" in order to support the organization with personnel and training records management and recruitment efforts.
- ✓ Implemented a procedure in order to comply with the new E-Verification requirements.
- ✓ Increased the number of face-to-face exit interviews.
- ✓ Completed a position control audit.
- ✓ Participated in an IRS audit and completed all items that needed to be updated in order to address areas of concern.
- ✓ Updated the Take Home Vehicle policy and procedure in order to meet IRS requirements.
- ✓ Created and implemented an FLSA policy to address deductions from Exempt employee's paychecks.

FY 09 NEW INITIATIVES

- ➢ Using the results of the survey conducted in 2007 identify ways to address the importance of internal customer service and provide training on conflict resolution.
- ➢ Work with Payroll/Finance to implement "H.T.E. Click2Gov Employee Self Serve", so employees will be able to see their payroll deductions and benefits online.
- ➢ Continue to evaluate the new HR application installed this year "H.T.E. HR Net, Applicant Tracker and Click2Gov Applications" in order to determine

FY 09 NEW INITIATIVES-cont.

additional ways to provide services through the use of technology.
- Evaluate the evaluation intervals and probationary period for the Court, Fire and Dispatch divisions.
- Conduct a follow Climate Survey in October 2008 to measure effectiveness of changes made since the last survey was conducted in 2005.
- Provide Ethics training for all new employees.
- Evaluate the current courses offered in the Leadership Talent Development Program (LTDP) to ensure they are meeting the organization's needs.
- Based on the feedback from the training needs survey and review of the LTDP program, consider adding a second part to the LTDP program.
- Implement a recruitment incentive policy/program in order to improve recruitment and retention.
- Review positions that are receiving retention pay to determine if it is still necessary or what other actions may be taken.
- Review the City's current pay structure and the Compensation policy to ensure it is still meeting the organization's goals and objectives.
- Conduct training needs survey.
- Based on the results of the needs survey, evaluate the courses being offered and add or change as necessary in order to meet the goals and objectives of the organization.
- Consider the addition of a customer satisfaction survey that would be sent out by HR annually in order to measure how successful we are meeting the needs of our customers.
- Work with others in the organization to create a pandemic flu policy.
- Work with the new City Manager to identify additional goals, priorities and other training; on organization wide strategic planning; and on workforce planning.
- Review the organizational structure to capitalize on organizational effectiveness and efficiency.

PERFORMANCE MEASURES

Council Priority/Goal: CUSTOMER SERVICE
Goal: Determine a base-line regarding employee opinions on topics related to career opportunities, job satisfaction, pay and benefits, supervision etc.
Objective: Address the issues that were identified in the Climate Survey and measure improvements by conducting a survey in FY 07-08.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Identify 4 areas for improvement by 6/30/06	3	3	Completed	Completed
Implement at least 2 recommendations	3	2	2	Completed

Council Priority/Goal: CUSTOMER SERVICE
Goal: Develop guidelines so that employees understand the importance of maintaining the highest standards of personal integrity, truthfulness, honesty, and fairness in carrying out their public duties.
Objective: Develop an Ethics policy.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Ethics policy is developed by 6/30/07	Yes	Completed	Completed	Completed
Provide Ethics training to all employees by 6/30/08	10%	34%	100%	Completed
Provide Ethics training to all new employees each year (number of participants)	N/A	N/A	200	200

Council Priority/Goal: CUSTOMER SERVICE
Goal: Continue to evaluate the new HR applications installed this year "H.T.E. HR Net, Applicant Tracker and Click2Gov Applications" in order to determine additional ways to provide services through the use of technology.
Objective: Develop new ways to provide customer service using new HR applications.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Identify 2 areas for improvement by 6/30/08	N/A	N/A	2	2
Implement at least 1 recommendation each year	N/A	N/A	1	1

Council Priority/Goal: ORGANIZATIONAL SUPPORT
Goal: Address the need for succession planning.
Objective: Develop a program to identify employees who can assume leadership roles as needed across a broad spectrum of the organization.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Train managers and supervisors in all departments - "Setting a Climate for Development" (number of departments)	1 (Fire)	1	Completed	Completed
Provide career development for employees who are interested in assuming leadership roles - "Taking Charge of Your Own Career Development" (number of participants)	28	14	15	15

Council Priority/Goal: ORGANIZATION SUPPORT
Goal: Maintain a compensation and benefits system that is internally equitable and externally competitive within the financial capability of the City.
Objective: Align salaries with market and offer health insurance options for employees.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Provide a salary structure that aligns with market	9%	2%	1%	Unknown
Provide health insurance options for employees by 1/07	3 Options	No Change	No Change	Tiers

Council Priority/Goal: ORGANIZATIONAL SUPPORT
Goal: Professional Development.
Objective: Identify and develop training programs to enhance employees' professional development.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Develop at least two workshops to address employee development	3	3	2	2

Council Priority/Goal: ORGANIZATIONAL SUPPORT
Goal: Review the City's Employee Handbook and HR Administrative policies to ensure they are meeting the goals and objectives of the organization. Continue to review the policies until all policies have been evaluated within the last two years.
Objective: Identify policies to be updated or created to support the organization.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Identify at least three policies to update or create until all policies have been reviewed within the last two years	N/A	N/A	3	2

Council Priority/Goal: ORGANIZATIONAL SUPPORT
Goal: Conduct an annual HR satisfaction survey to determine if we are meeting the needs of the organization and our customers.
Objective: Ensure we are meeting the needs of the organization and our customers by measuring their satisfaction and making adjustments were needed.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Rating of 80% or higher with improvement each following year	N/A	N/A	80%	85%
Identify two areas of improvement annually	N/A	N/A	2	2
Implement at least on recommendation each year	N/A	N/A	1	1

Council Priority/Goal: ORGANIZATIONAL SUPPORT
Goal: Maintaining a work environment that is free of discrimination, harassment, intimidation and retaliation.
Objective: Preventing and correcting unlawful discrimination and harassment in employment policies, procedures, practices and operations.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of EEO Complaints	N/A	2	1	Unknown
Complaints with substantiated findings	N/A	1	Unknown	Unknown
Corrections implemented	N/A	5	Unknown	Unknown

Council Priority/Goal: ORGANIZATIONAL SUPPORT
Goal: Recruitment & Retention
Objective: Increase retention and limit the amount of time spent recruiting quality applicants for open vacancies.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of Vacancies	231	220	210	Unknown
Average time frame to fill a position	Unknown	Unknown	10 weeks	Unknown
Number of positions advertised multiple times	5	16	10	Unknown
Number of positions advertised as open until filled	Unknown	18	24	Unknown
Turnover rate	16.46%	11.18%	13%	Unknown
Above/Below Local and State Government Rate	0.56% above	4.12% below	Unknown	Unknown

DEPARTMENT: GENERAL ADMINISTRATION
DIVISION: 04-HUMAN RESOURCES

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 425,786	$ 460,884	$ 303,269	$ 468,110	$ 7,226
CONTRACTUAL	58,899	78,140	56,058	87,725	9,585
COMMODITIES	26,491	23,025	15,728	26,050	3,025
CAPITAL	1,481	-	-	-	-
TOTAL	**$ 512,657**	**$ 562,049**	**$ 375,055**	**$ 581,885**	$ 19,836

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 428,653	$ 399,887	$ 261,982	$ 394,496	$ (5,391)
RECRUITMENT AND SELECTION	2,928	58,575	39,323	65,623	7,048
BENEFITS	-	-	-	4,325	4,325
COMPENSATION AND CLASS.	-	800	800	41,610	40,810
TRAINING & DEVELOPMENT	80,114	98,562	68,725	71,606	(26,956)
DIVERSITY AWARENESS COMM.	962	4,225	4,225	4,225	-
TOTAL	**$ 512,657**	**$ 562,049**	**$ 375,055**	**$ 581,885**	$ 19,836

SOURCE OF FUNDING:

GENERAL FUND	$ 410,950
LIBRARY FUND	29,603
HIGHWAY USER REVENUE FUND	26,923
WATER AND WASTEWATER FUND	60,503
STORMWATER FUND	5,066
AIRPORT FUND	7,572
ENVIRONMENTAL SERVICES FUND	41,268
	$ 581,885

COMMENTARY:

The Human Resources operating budget has increased 4% and there are no capital expenditures. Increase in Personal Services is for .25 Human Resources Generalist position. In addition, there is a 1% market adjustment, expected merit adjustments, and a small increase in health insurance. Commodities increase reflects additional costs for benefits. There is no major captial (>$10,000) for this division.

MISSION

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

PROGRAM DESCRIPTION

The Risk Management division is responsible for control of risk and focuses on the protection of the City's human, financial and physical assets. The protection and well-being of employees and the public is of utmost priority and financial and physical assets provide us with the tools to accomplish the City's mission of service to it's citizens.

FY 08 ACCOMPLISHMENTS

- ✓ Successfully managed and negotiated ADOSH citywide general inspection.
- ✓ Liability claims – 78 closed during calendar year 2007.
- ✓ $26,700 was recovered from negligent 3rd parties
- ✓ Trained over 500 employees in a variety of safety oriented classes.
- ✓ Work Comp Frequency rates improved by 14%.
- ✓ Accident review board procedures rewritten and adopted.

FY 09 NEW INITIATIVES

- ➢ Conduct job hazard analysis citywide.
- ➢ Implement safety performance standards.
- ➢ Mandatory defensive driver training for employees assigned City vehicles.
- ➢ Conduct customer service survey of claimants.

PERFORMANCE MEASURES

Council Priority/Goal: PUBLIC SAFETY
Goal: To provide a safer working environment for employees.
Objective: Reduce injury by educating employees in proper safety procedures.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of OSHA compliance and general safety training classes presented	15	36	45	45
Percent increase in number of safety training classes	N/A	240%	125%	115%
Number of employees trained	N/A	412	515	600

Council Priority/Goal: PUBLIC SAFETY
Goal: To provide a safer environment for the general public and employees on City premises.
Objective: Reduce frequency and severity of injury and loss by performing safety inspections and implementing recommendations.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of safety inspections and ergonomic evaluations	16	19	30	30
Conduct Accident Review Board meetings	11	7	8	9
Number of recommendations promulgated from ARB and safety committees	N/A	167	36	30
Reduce number of workers compensation claims as compared to previous year by stated %	Down 10%	Up 27%	Down 10%	Down 10%
Measure success of Return to Work & Sick Industrial program by number of lost workdays per FTE as compared to ICMA benchmark	Down by 12%	Exceeds Benchmark Up 236%	Does not exceed benchmark by greater than 5%.	Does not exceed benchmark by greater than 5%.

Council Priority/Goal: CUSTOMER SERVICE
Goal: To be responsive to internal customers' needs and requests.
Objective: Respond to internal customers in a timely manner.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of documents reviewed for risk transfer or risk assessment including contracts, certificates and events	N/A	519	400	300
Percent of risk assessments conducted within 3 days of original request	N/A	81%	90%	95%
Percent of loss control and insurance issues resolved within 3 days for all requests	N/A	62%	80%	80%

Council Priority/Goal: CUSTOMER SERVICE
Goal: To be responsive to external customers needs.
Objective: Respond to external customers needs in a timely manner.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Average number of calendar days from receipt of complete claim to claim closure (Non-litigated)	26	25	25	25
Percent of complete non-litigation citizen claims closed within 30 days	58%	64%	75%	75%

Council Priority/Goal: FISCAL HEALTH
Goal: Reduce the frequency and severity of public entity liability claims.
Objective: Reduce liability claim expenditures.

Measures:	FYE 06 Actual	FYE 07 Actual	FY E08 Estimate	FYE 09 Proposed
Total payments for investigation, defense and settlement of liability claims including insurance carrier contribution	623,983	204,230	364,934	275,000
Less than 10% of liability claims proceeding to litigation	18% +	9%	11% +	9%
No more than 10 claims per 10,000 population (Population estimated 61,185)	9	11 +	10	10

DEPARTMENT: GENERAL ADMINISTRATION
DIVISION: 05-RISK MANAGEMENT

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 153,583	$ 214,553	$ 209,962	$ 222,443	$ 7,890
CONTRACTUAL	19,434	29,694	27,082	33,726	4,032
COMMODITIES	7,880	3,435	3,730	4,919	1,484
CAPITAL	-	-	-	-	-
TOTAL	**$ 180,897**	**$ 247,682**	**$ 240,774**	**$ 261,088**	$ 13,406

EXPENDITURES BY PROGRAM:

ADMINISTRATION	$ 180,897	$ 247,682	$ 240,774	$ 261,088	$ 13,406
TOTAL	**$ 180,897**	**$ 247,682**	**$ 240,774**	**$ 261,088**	$ 13,406

SOURCE OF FUNDING:

GENERAL FUND	$ 186,594
LIBRARY FUND	11,604
HIGHWAY USER REVENUE FUND	14,478
WATER AND WASTEWATER FUND	26,955
STORMWATER FUND	1,872
AIRPORT FUND	3,104
ENVIRONMENTAL SERVICES FUND	16,481
	$ 261,088

COMMENTARY:

The Risk Management operating budget has increased 5% with no captial expenditures. Personal Services increase is for a 1% market adjustment, expected merit adjustments, and a small increase in health insurance. Contractual increases are one-time costs for additional training. Increases in Commodities are for one-time work order charges for the Cherry Building facility. There is no major capital (>$10,000) for this division.

MISSION

The mission of the City Attorney's Office is to advance the City's vision by providing high quality legal services to the Mayor, City Council and City departments in an ethical, timely, and cost effective manner.

PROGRAM DESCRIPTION

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

FY 08 ACCOMPLISHMENTS

CUSTOMER SERVICE / ORGANIZATIONAL SUPPORT

Requests for Legal Assistance	CY 2004	CY 2005	CY 2006	CY 2007
Contracts (includes contracts, development agreements, grants, IGAs, bids)	90	*200*	*220*	*275*
Legal Opinions/Research	35	*54*	*99*	*80*
Ordinances/Resolutions	124	*157*	*117*	*117*
Real Estate	19	*36*	*33*	*29*
Claims/Litigation/Hearings	17	*18*	*22*	*15*
Public Records Requests	Not Available	Not Available	*18*	*10*
Miscellaneous	77	*59*	*55*	*80*
Total:	**362**	***524***	***564***	***606***

- ✓ A primary goal of the City Attorney's Office is to support the work of City Departments. As the above chart indicates, the requests for legal assistance are numerous and growing. There has been a 7% increase in overall requests, with a 20% increase in requests for contract review, and a 31% increase in miscellaneous requests which may include: human resources/personnel issues, policy and procedure review, city code violations and/or enforcement issues, form review or creation, surety/assurance approvals, and garnishments. In addition, the Office responds to telephone and email requests for routine legal guidance within a day or two (not tracked), and sooner when possible. Of the 606 formal requests for legal assistance made in 2007, 83% have been completed and 17% are continuing projects.

- ✓ In an effort to streamline City processes, the City Attorney's Office has worked to create and update contract templates and worked with the Procurement Department to standardize procurement processes.

- ✓ Provided support and documentation for the City's real estate negotiations and acquisition, including the Yavapai Land Exchange, land trust properties, a land swap for a fire station, and a variety of eminent domain actions.

PUBLIC SAFETY

Criminal Cases	CY04	CY05	CY06	CY07
New Criminal Cases	3,637	3,604	3740	4024
Domestic Violence Cases	607	529	604	659
Driving Under the Influence (DUI) cases	697	679	723	686
Criminal Traffic Cases (excluding DUI)	572	623	567	555
Sales Tax Cases	27	39	28	22
Other Cases	1,533	1,334	1,370	1,587
Underage Alcohol	179	93	152	194
Drug/Drug paraphernalia cases	326	307	296	321
Cases Involving a Victim	622	693	983	1161
Victims' Services Performed (FY stats)	Not Available	6,636	8,866	12,761
Cases Reviewed for Charging Referred by PD	Not Available	Not Available	223	449
Pre-trial Conferences	Not Available	Not Available	3,463	3,658
Pending DUI files at year end	187	204	247	225
% Increase in New Criminal Cases from Prior Year:	-6%	-1%	4%	7%

- ✓ Vigorous enforcement of the City's and State's laws is a necessary part of preserving public safety in the City. The City Attorney's Office handles the prosecution of misdemeanor offenses in Municipal Court, as well as notifying victims of the progress of the case and informing victims of their rights. The above chart shows numbers for some of the types of cases the Office prosecutes. The office also handles criminal conflict cases from other agencies such as the Coconino County Attorney's Office and the Sedona and Williams City Attorney's Offices, and certain felony cases that the Coconino County Attorney's Office declines to prosecute as felonies and refers to be prosecuted as misdemeanors, such as assault, theft, criminal damage, harassment, and possession of methamphetamine paraphernalia. In addition to prosecuting all criminal cases in Flagstaff Municipal Court, prosecutors also become involved in civil traffic cases upon request from the Police Department or if there is an attorney representing the defendant. Prosecutors also handle all criminal and civil traffic appeals from the Municipal Court to the Superior Court.

- ✓ The Office also reviews numerous requests for charging that come to the Office on a weekly basis from police officers and citizens, and draft and file complaints or decline charging as appropriate. The Office also coordinates with Coconino County Drug Court to enroll appropriate candidates into that program.

QUALITY OF LIFE

- ✓ Some of the more time intensive cases the Prosecutors handle are those involving nuisance type violations of City ordinances -- usually "quality of life" issues for our community. Prosecutors work with Zoning and Clean and Green enforcement officers to charge, prosecute and seek abatement of those types of violations, many of which arise under the City's Land Development Code, Building Code and Litter Ordinance.

ECONOMIC DEVELOPMENT

- ✓ The City Attorney's Office has been actively involved in supporting staff's negotiations, working with outside counsel, and drafting documents in economic development activities including the technology and incubator projects, the conference center, expansion of existing businesses, expanded airport service and leases, and redevelopment projects at the former sawmill site and the Mall.

AFFORDABLE HOUSING

- ✓ The City Attorney's Office has reviewed RFPs and numerous contracts related to housing issues, has provided legal research and advice concerning incentives and options for funding low-income and workforce housing, prepared leases, and responded to legal concerns raised by staff and council concerning the legality of a variety of proposals for increasing the affordable housing stock in the City.

SUSTAINABILITY

- ✓ The City Attorney's Office has worked with the Utilities Division on matters related to increasing the City's water supply. In addition, the Office participates in the Sustainability Leadership Team which is working to develop, promote, and administer sustainable internal operations within the City of Flagstaff. The Office also assisted in implementing an agreement between the City and the Northern Arizona Renewable Energy Purchasing Group, which works to promote the use of renewable energy by governments in northern Arizona.

PLANNING FOR GROWTH

- ✓ The City Attorney's Office has worked with the Community Development Department in providing legal advice, support, and reviewing documents and ordinances concerning several development projects, including the Juniper Point project.
- ✓ The Office has worked on a number of amendments to the Land Development Code, including the creation of the Traditional Neighborhood Design District and amendments to the adult use, sign, and accessory dwelling unit regulations.

COLLABORATION

- ✓ The City Attorney's Office has drafted and reviewed numerous intergovernmental agreements with other public entities. In addition, the City Prosecutor has been actively involved in regional criminal justice issues through participation in the Coconino County Criminal Justice Integration Project, the Coconino County Criminal Justice Coordinating Council, the Arizona Criminal Misdemeanor Issues Group, and the development of a mental health court program for Flagstaff Municipal court -- a first in Coconino County.

FY 09 NEW INITIATIVES

- ➢ Property Maintenance Ordinance: creation, adoption and enforcement.
- ➢ Housing Initiatives: legal issues concerning development of land trust properties, financing, and homeless shelter.
- ➢ Land Development Code revisions.

PERFORMANCE MEASURES

Council Priority/Goal: AFFORDABLE HOUSING
Goal: Support the City's Housing Programs.
Objective: Create legal documents and provide support to Community Development for the launching of the City's Community Land Trust in FY 2007.

Measures:	FY 06 Actual	FY 07 Actual	FY 08 Estimate	FY 09 Proposed
Approval of the land lease	---	Completed	N/A	N/A
Approval of the eligibility regulations	---	Completed	N/A	N/A
Develop contract documents for development project	---	Completed	N/A	N/A

Objective:
1. Support initial construction of land trust units.
2. Support additional housing initiatives.

Measures:	CY06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
RFP and Contract for land trust project	---	1	2	2
Land lease documents for specific projects	---	1	2	2

Council Priority/Goal: CAPITAL IMPROVEMENTS
Goal: Provide legal support to improve efficiencies in contract delivery.
Objective: Create templates and update existing agreements and processes for procurements and alternative delivery methods.

Measures:	FY 06 Actual	FY 07 Actual	FY 08 Estimate	FY 09 Proposed
Create templates for Rio de Flag project	---	On Hold	N/A	N/A
Develop contracts/procedures for Job Order Contracting	---	Abandoned	N/A	N/A
Review/update/standardize existing agreements and processes	---	Several completed; ongoing updates	2	2

Council Priority/Goal: CUSTOMER SERVICE
Goal: Maintain Open Records in a legally sustainable manner.
Objective: 1. Provide public records access to external customers.
2. Provide guidance on the collection and release of records to internal customers.

Measures:	FY 06 Actual	FY 07 Actual	FY 08 Estimate	FY 09 Proposed
Develop new policies and schedules for maintenance, release, redaction, and destruction of records	---	Distributed for Review	Completed	N/A
Create forms for requests and responses	---	Distributed for Review	Completed	N/A

Goal: Increase customer satisfaction by improving timeliness
Objective: 1. Track response and completion times to establish baseline.
2. Make first contact with client within 3 days of receiving request for assistance.
3. Complete small projects as quickly as possible.

Measures:	CY06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Contact Client and establish timeline within 3 days	---	88%	90%	90%
Meet Client agreed deadlines	---	92%	90%	90%
Project Completion within 30 days	---	65%	70%	70%

Goal: Increase customer satisfaction by improving communication and consistency in response
Objective: 1 . Provide training on recurring legal issues.
2. Create forms that embody legal and departmental needs.
3. Establish regular for a for legal discussions.

Measures:	CY06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Trainings provided	---	4	5	5
Forms created	---	15	10	10
Interdepartmental meetings held	---	80	80	80

Council Priority/Goal: PLANNING FOR GROWTH
Goal: Provide legal support for the City's planning efforts in a timely and effective manner.
Objective: 1. Create template development agreement.
2. Provide legal review and support for rewrite of the Land Development Code.

Measures:	FY 06 Actual	FY 07 Actual	FY 08 Estimate	FY 09 Proposed
Creation of form agreement	---	Completed	N/A	N/A
Percentage completion of Code rewrite	---	25%	50%	100%

Measures:	CY06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Provide training on land use law/exactions/regulatory takings	---	Completed	N/A	N/A
Provide training on the uses of/limitations on development agreements	---	0	1	N/A
Amend Ordinances to Promote Traditional Neighborhood Design	---	Completed	N/A	N/A

Council Priority/Goal: PUBLIC SAFETY
Goal: Support the public safety efforts of the police and fire departments.
Objective: 1. Prepare legal documents and procedures for Emergency Response events.
2. Prosecute in a timely manner misdemeanor cases where the defendant appears.

Measures:	FY06 Actual	FY 07 Actual	FY 08 Estimate	FY 09 Proposed
Create a handbook that includes laws, procedures, and forms for major emergency events	N/A	Completed	N/A (update as needed)	N/A
Percentage of DUI cases closed within six months of first pretrial conference	80%	85%	90%	95%
Percentage of DUI cases closed within four months of first pretrial conference	Not available	Not available	80%	90%

DEPARTMENT: GENERAL ADMINISTRATION
DIVISION: 07-LAW

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 1,196,733	$ 1,493,369	$ 1,423,924	$ 1,627,162	$ 133,793
CONTRACTUAL	29,750	48,650	41,445	50,678	2,028
COMMODITIES	36,648	53,665	68,475	43,188	(10,477)
CAPITAL	-	-	8,000	-	-
TOTAL	**$ 1,263,131**	**$ 1,595,684**	**$ 1,541,844**	**$ 1,721,028**	$ 125,344

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 163,234	$ 330,778	$ 294,994	$ 245,867	$ (84,911)
COUNCIL, COMM & DEPT'S	626,898	657,307	626,883	799,194	141,887
POLICE COURT	472,999	607,599	619,967	675,967	68,368
TOTAL	**$ 1,263,131**	**$ 1,595,684**	**$ 1,541,844**	**$ 1,721,028**	$ 125,344

SOURCE OF FUNDING:

GENERAL FUND	$ 1,421,687
LIBRARY FUND	31,431
HIGHWAY USER REVENUE FUND	73,518
WATER AND WASTEWATER FUND	115,562
STORMWATER FUND	5,538
AIRPORT FUND	11,256
ENVIRONMENTAL SERVICES FUND	62,036
	$ 1,721,028

COMMENTARY:
The City Attorney operating budget has increased 8% and there are no capital expenditures. Personal Services increase is for a 1% market adjustment, expected merit adjustments, a small increase in health insurance and an Attorney position reclassification. There are no significant Contractual variances and the Commodities decrease is due to prior year one-time expenditures. There is no major capital (>$10,000) for this division.

MISSION

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

PROGRAM DESCRIPTION

The Municipal Court is responsible for the adjudication and disposition of all criminal misdemeanor, criminal traffic, local code violations and civil traffic cases that occur within the Flagstaff City limits in a prompt, judicious, 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 08 ACCOMPLISHMENTS

- ✓ Through active case management adjudicated 90% of all cases within 90 days including time a case spent out on a warrant (exceeds ABA standard and state average of 83% for municipal courts).
- ✓ Complied with all Rules of Court and Statutory case handling requirements.
- ✓ Provided accurate information to the public in over 20,000 specific case inquiries and participated in ongoing statistical reporting. All public court case information is available through an online data warehouse.
- ✓ All court staff have completed the orientation and training requirements of the Arizona Judicial Branch and we have reported timely.
- ✓ Processed over $3.8M in financial transactions, have complied with the Arizona Supreme Court Minimum Accounting Standards and reported timely. Completed an external audit of financial operations.
- ✓ Increased use of the Fines Fees And Restitution Enforcement (FARE) program including tax intercept cases.
- ✓ Updated a court Self-Evaluation tool in cooperation with the Limited Jurisdiction Court Administrators Association that includes operational standards for limited jurisdiction courts.
- ✓ Implemented recommended security measures. Worked with FPD in establishing security procedures for the courthouse.
- ✓ Renewed the court strategic planning agenda for 08. Worked with the Criminal Justice Coordinating Council in developing coordinated plans for the criminal justice system in the county.
- ✓ Participated in the development, review and implementation of a new statewide automated case management system (CMS). The CMS for Superior Courts has been established, the system for limited jurisdiction courts is continuing its development.
- ✓ Expanded electronic transfer process of case information beyond citations to including booking information and long form complaints (court integration program).
- ✓ Funded the implementation of handheld electronic citation units at the Flagstaff Police Department through Judicial Collection Enforcement Funds (JCEF).
- ✓ Participated with Arizona Chief Justices' Committee on Electronic Courts.
- ✓ Participated with the Chief Justices' Advisory Committee on public access to court records.
- ✓ Participated in the development of curriculum and as faculty for the Court Leadership Institute.
- ✓ Participated in Arizona Chief Justices' DUI Committee to reduce disposition time of DUI cases. Helped to develop statewide process that became part of a Supreme Court administrative order.
- ✓ Implemented a pilot DUI case management plan to reduce the time needed to process DUI cases. Coordinated this effort with a county wide DUI case processing plan.
- ✓ Participated in collaboration efforts with numerous groups including the Limited Jurisdiction Court (LJC) Committee a subcommittee of the Arizona Judicial Council, the Criminal Justice Coordinating Council (CJCC), the Court Automation Coordinating Committee (CACC), the Commission on Technology (COT), Criminal Justice Integration (CJI), Limited Jurisdiction Court Administrators Association (LJCAA), Arizona Court Association (ACA), Justice 2025, and state and local meetings with criminal justice partners.
- ✓ Evaluated effectiveness and continued operation of specialty courts to meet the needs of defendants with cases in the court including a DUI/Drug Court and a Mental Health Court.
- ✓ Implemented a reorganization of court staffing and responsibilities around changes in automation and case filing.
- ✓ Implemented pre-trial services for weekend and holiday initial appearances to help judges make more informed release decisions.
- ✓ Began a facility evaluation study. Anticipate completion of this study prior to the end of FY 08.
- ✓ Received additional funding through Fill The Gap, FARE fees, and other non-general fund sources.

FY 09 NEW INITIATIVES

- Continue to manage the courts case load not only meeting all legal requirements as given in rule and statute, but exceed accepted standards of time to disposition on both a national and statewide basis.
- Implement permanent changes to expedite DUI cases through an evaluation of the DUI Case Management Plan pilot.
- Continue with the development of options for new facilities to improve work environment, community access and security at the Municipal Court.
- Create viable options to present to the City Council for a new court facility.
- Begin to use state FARE funds along with state Fill The Gap funds to help with additional case load.
- Publish electronic court filing standards through the Elecronic Court Committee. Implement changes in court operations to allow the standards to be used at the Flagstaff Municipal Court.
- Work toward rule changes to allow the electronic records to be the official record of the court.
- Participate in the pilot and implementation of a new automated Case Management System (CMS).
- Participate in the department wide roll-out of handheld electronic citation devices at the Flagstaff Police Department.
- Train staff in the implementation of Evidence Based Sentencing.
- Examine the need for additional specialty courts including a Homeless Court.
- Expand enforcement efforts the the implementation of an automated calling system for defendants who Fail to Appear (FTA) or Fail to Comply (FTC).
- Expand the Warrant Officer Division through an agreement with Flagstaff Justice Court to enforce warrants on a broader basis.
- Participate in leadership development of court staff through the Court Leadership Institute of Arizona (CLIA).
- Develop and implement a Strategic Plan for 09 in cooperation with the Criminal Justice Coordinating Council.
- Implement an Electronic Document Management System (EDMS) in coordination with state and county criminal justice partners.

PERFORMANCE MEASURES

Council Priority/Goal: PUBLIC SAFETY
Goal: Timely adjudication of all cases filed before the Court.
Objective: Meet or exceed ABA standards and state average for limited jurisdiction courts.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Total number of charges filed	20,896	18,866	20,000	20,000
Cases completed in 0 - 30 days (07 state average = 51%)	60%	61%	60%	59%
Cases completed in 31 -60 days (07 state average = 23%)	22%	22%	22%	22%
Cases completed in 61 - 90 days (07 state average = 9%)	7%	7%	8%	8%
Cases completed in 91 - 120 days (07 state average = 11%)	4%	4%	4%	4%
Cases completed 121+ days (07 state average = 7%)	7%	6%	6%	7%

Time to disposition does not exclude time cases were out on warrant status.

Council Priority/Goal: FISCAL RESPONSIBILITY
Goal: Consistent and accurate collection of fines imposed and other funds collected by the Municipal Court.
Objective: Accurately account for all funds and increase financial compliance.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Amount of city general funds collected	$1,049,891	$1,007,948	$1,050,000	$1,100,000
Amount of surcharges/state funds collected	$1,552,517	$1,716,033	$1,800,000	$1,900,000
Amount of other local funds collected	$222,271	$348,999	$400,000	$450,000
Total amount of fines/fees collected	$2,824,679	$3,072,980	$3,250,000	$3,450,000
Amount of restitution paid	$35,114	$38,514	$40,000	$42,000
Amount of bonds posted	$487,909	$737,986	$500,000	$550,000
Total amount of pass-through funds	$523,023	$776,500	$540,000	$592,000
Total all financial transactions	$3,347,702	$3,849,480	$3,790,000	$4,042,000

DEPARTMENT: GENERAL ADMINISTRATION
DIVISION: 65-CITY COURT

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 1,570,051	$ 1,778,026	$ 1,806,141	$ 2,112,464	$ 334,438
CONTRACTUAL	493,345	721,526	629,584	709,021	(12,505)
COMMODITIES	52,138	51,525	53,011	65,457	13,932
CAPITAL	35,501	-	15,000	24,000	24,000
TOTAL	**$ 2,151,035**	**$ 2,551,077**	**$ 2,503,736**	**$ 2,910,942**	$ 359,865

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 1,008,845	$ 1,242,514	$ 1,225,882	$ 1,200,843	$ (41,671)
COURT SERVICES	519,221	571,775	542,343	747,270	175,495
RECORDS MANAGEMENT	341,261	446,236	445,138	66,279	(379,957)
COURT ENFORCEMENT	281,708	290,552	290,373	541,246	250,694
WARRANT DIVISION	-	-	-	142,905	142,905
COURT OPERATIONS	-	-	-	212,399	212,399
TOTAL	**$ 2,151,035**	**$ 2,551,077**	**$ 2,503,736**	**$ 2,910,942**	$ 359,865

SOURCE OF FUNDING:

GENERAL FUND	$ 2,910,942
	$ 2,910,942

COMMENTARY:
The City Court operating budget has increased 13% and capital expenditures total $24,000 resulting in an overall net increase of 14%. Personal Services increases are due to a 1% market adjustment, expected merit adjustments, a small increase in health insurance and an addition of (2) FTE's. One-time expenditures include $71,463 increased costs with integration project, $20,000 FTA Call Program, $19,000 Electronic Document Mgmt System and $20,000 Public Defender contract. Major capital (>$10,000) includes $24,000 for a police intercepter.

MISSION

The mission of the Convention and Visitors Bureau is to develop, promote, and maintain Flagstaff as a year-round visitor destination with professional visitor services that will benefit the community economically, environmentally, and socially.

PROGRAM DESCRIPTION

The Flagstaff Convention and Visitors Bureau (CVB) is charged with administering tourism programs for the City of Flagstaff and receives an allocation of 30% of the BBB tax collected. Programs include marketing to tour operators, travel agents, meeting planners, group coordinators and individual leisure travelers; as well as development of public outreach and educational programs, media relations and media coverage. The CVB is also responsible for the creation and maintenance of partnership opportunities locally and regionally.

FY 08 ACCOMPLISHMENTS

- ✓ Received "Economic Engine of Arizona" award.
- ✓ In coordination with five area hotels, expanded sales efforts and promoted winter travel to Flagstaff from northern Mexico.
- ✓ Introduced new ad campaign reflective of our new branding efforts.
- ✓ Developed and launched new CVB website.
- ✓ Implemented new e-marketing tool "My Flagstaff" to promote travel during shoulder and off-seasons.
- ✓ Produced comprehensive sales kits and CD-rom versions for sales, film, and public relations.
- ✓ Introduced new online customer relationship management program, SimpleView, including new lead tracking mechanisms for staff.
- ✓ Implemented new tracking reports for stakeholders, specific to tour groups.
- ✓ Garnered significant media coverage, including *Ellen DeGeneres Show*, *Sunset* and *Figure* Magazines, as well as "Top Adventure Town" designation by *National Geographic Adventure Magazine*
- ✓ Increased number of journalist visits (approximately 45) through partnership with AOT and other group press trips
- ✓ Hosted three press trips with a total of ten media outlets utilizing thematic concepts (Route 66 and Place-based foods)

FY 09 NEW INITIATIVES

- ➢ Actively utilize e-mail database to further promote events and encourage travel to Flagstaff during shoulder and off-seasons.
- ➢ Produce three new collateral pieces (5-day Explorer guide on hiking trails, new Japanese 5-day Explorer guide, and additional special interest brochure).
- ➢ Conduct conversion study that focuses on the effectiveness of CVB collateral materials and visitation to our area.
- ➢ Increase story pitch efforts resulting in more feature articles within targeted locations (ie new direct flight destinations from Flagstaff Pulliam Airport).
- ➢ Increase exposure of Flagstaff as a filming location, creation of a locations photo/contact database, and creation of a Flagstaff Production Guide.
- ➢ Continue educating local community regarding benefits of the tourism and hospitality industry through press release distribution, National Tourism Week programming, TV and radio interviews, and community involvement.
- ➢ Continue exploring and evaluating sustainable tourism opportunities through SEDI and City of Flagstaff's sustainability program.
- ➢ Expand tour and travel sales efforts into northern Mexico; and, develop new sales and marketing programs to reach the Japanese market.
- ➢ Increase sales and marketing efforts in the meetings and conference market; generate leads for the High Country Conference Center and other stakeholders.

PERFORMANCE MEASURES

Council Priority/Goal: ECONOMIC DEVELOPMENT
Goal: Increase BBB revenues.
Objective: Maintain existing strong travel patterns on weekends and in high season, and increase occupancy midweek and in shoulder and off-seasons to improve average length of stay.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Track number of leads/room nights	141/31,974	172/31,259	150/35,000	175/38,000
Hotel occupancy percentage; revpar figures	64.9% / $46.31	67.2% / $51.70	69.5% / $55.00	72.5%/ $59.00
Track percentage of increase/decrease of BBB revenues	up 8.3%	up 4.7%	up 5%	up 7%

Council Priority/Goal: COLLABORATION AND FISCAL HEALTH
Goal: Facilitate partnerships with state agencies (ie AOT, ATA) and other trade associations (ie NTA, MPI).
Objective: Regularly attend meetings to ensure high visibility of the Flagstaff CVB on a statewide level; and pursue all funding opportunities through agency collaboration.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
AOT TEAM grant revenue received (based on FY actual)	$31,957	$31,982	$28,114	$29,000
Number of shows, sales missions & training sessions	12	13	23	25

Council Priority/Goal: QUALITY OF LIFE AND ECONOMIC DEVELOPMENT
Goal: Increase awareness of Flagstaff by portraying the many artistic, cultural and recreational offerings.
Objective: Aggressively advertise in key markets and pursue all media opportunities to complement advertising strategies.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Track fulfillment requests, collateral distribution	31,395	30,946	33,000	35,000
Place AVE (advertising value equivalency) on all media coverage	$3.25 million	$2.5 million	$3.25 million	$3.5 million
Number of website visits (unique visits)	340,000 (figs. not available for June and July; new ISP as of August)	335,367	385,672	443,522

DEPARTMENT: GENERAL ADMINISTRATION
DIVISION: 84-TOURISM GENERAL ADMINISTRATION

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 510,298	$ 641,799	$ 620,371	$ 685,955	$ 44,156
CONTRACTUAL	532,823	611,694	649,270	721,824	110,130
COMMODITIES	135,025	167,665	167,700	162,301	(5,364)
CAPITAL	-	-	-	27,500	27,500
TOTAL	**$ 1,178,146**	**$ 1,421,158**	**$ 1,437,341**	**$ 1,597,580**	$ 176,422

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 549,352	$ 686,799	$ 672,421	$ 770,737	$ 83,938
MARKETING AND PROMOTION	589,153	684,609	715,170	668,460	(16,149)
SALES	-	-	-	108,233	108,233
PUBLIC RELATIONS	35,056	43,500	43,500	44,600	1,100
FILM OFFICE	4,585	6,250	6,250	5,550	(700)
TOTAL	**$ 1,178,146**	**$ 1,421,158**	**$ 1,437,341**	**$ 1,597,580**	$ 176,422

SOURCE OF FUNDING:

TOURISM FUND	$ 1,597,580
	$ 1,597,580

COMMENTARY:
The Tourism operating budget has increased 10% and capital expenditures total $27,500 resulting in an overall increase of 12%. Personal Services increases are for a 1% market adjustment, expected merit adjustments, and a small increase in health insurance. Contractual increases are due to travel, education and training, memberships for trade shows, plus a one-time expenditure for additional advertising for new and exisiting markets. Commodities reflect no major increase/decrease. Major capital (>$10,000) includes (1) hybrid vehicle ($27,500).

MISSION

The mission of the Visitors Center is to introduce and educate visitors about the vast tourism opportunities within Flagstaff and the surrounding areas, and to increase the frequency of visits to Flagstaff and length of stay.

PROGRAM DESCRIPTION

The Flagstaff Visitor Center (VC) opened in the Historic Train Station in 1994. Until March of 2003, the VC was operated by the Flagstaff Chamber of Commerce, and funded by the City of Flagstaff. The Flagstaff Tourism Commission sought an expanded mission for the VC and determined the operation would be more cohesive under the direction of the Flagstaff Convention and Visitor Bureau (CVB). The Visitor Center was successfully transitioned to the CVB in the spring of 2003 with existing staff becoming city employees.

FY 08 ACCOMPLISHMENTS

- ✓ Developed new rotating displays featuring area attractions and events.
- ✓ Implemented pilot program for taking on-site reservations/bookings for area attractions.
- ✓ Received endorsement by the Mangums to continue with the historic downtown walking tours.
- ✓ Successfully expanded the walking tour program, including new "Haunted Tour" brochure.
- ✓ Upgraded Visitor Center services, including expansion of brochure library, installation of world time clocks, and enhanced retail offerings.
- ✓ Substantial increase in walk-ins; surpassed CY06 by 19,000 people.

FY 09 NEW INITIATIVES

- ➢ Continue upgrading overall appearance of Visitor Center.
- ➢ Enhance customer service/programs (including retail offerings, Red Rock and National Park passes, as well as concierge services).
- ➢ Expand tour programs with related collateral pieces.
- ➢ Further promote Discovery Passport program by developing stronger relationships with stakeholders.
- ➢ Create additional special interest brochures based on local resident and visitor feedback.

PERFORMANCE MEASURES

Council Priority/Goal: ECONOMIC DEVELOPMENT
Goal: Increase the frequency of visitors to Flagstaff and length of stay.
Objective: Encourage visitation through promotion of area attractions and related services and amenities.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Distribution/Redemption of fulfillment piece (Discovery Passport brochure)	4,136/155 (brochures not available June-Aug)	6,997/220	8,500/400	10,000/500
Number of walk-ins at Visitor Center	100,244	119,315	125,000	135,000
Number of fulfillment requests	34,132	33,195	38,000	42,000

Council Priority/Goal: CUSTOMER SERVICE
Goal: Provide excellent customer service which meets and exceeds the City of Flagstaff's mission.
Objective: Enhance existing customer service programs to both internal and external customers.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Survey of visitor experience at Visitor Center in coordination with the Arizona Office of Tourism (based on FY)	21 Flagstaff responses out of 488 statewide	N/A (not an ongoing AOT program; for FY06 only)	N/A	N/A

DEPARTMENT: GENERAL ADMINISTRATION
DIVISION: 85-VISITOR SERVICES

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 285,932	$ 321,048	$ 325,756	$ 296,535	$ (24,513)
CONTRACTUAL	75,720	79,645	84,207	79,766	121
COMMODITIES	86,194	18,285	15,752	47,804	29,519
CAPITAL	5,055	119,940	66,140	-	(119,940)
TOTAL	**$ 452,901**	**$ 538,918**	**$ 491,855**	**$ 424,105**	$ (114,813)

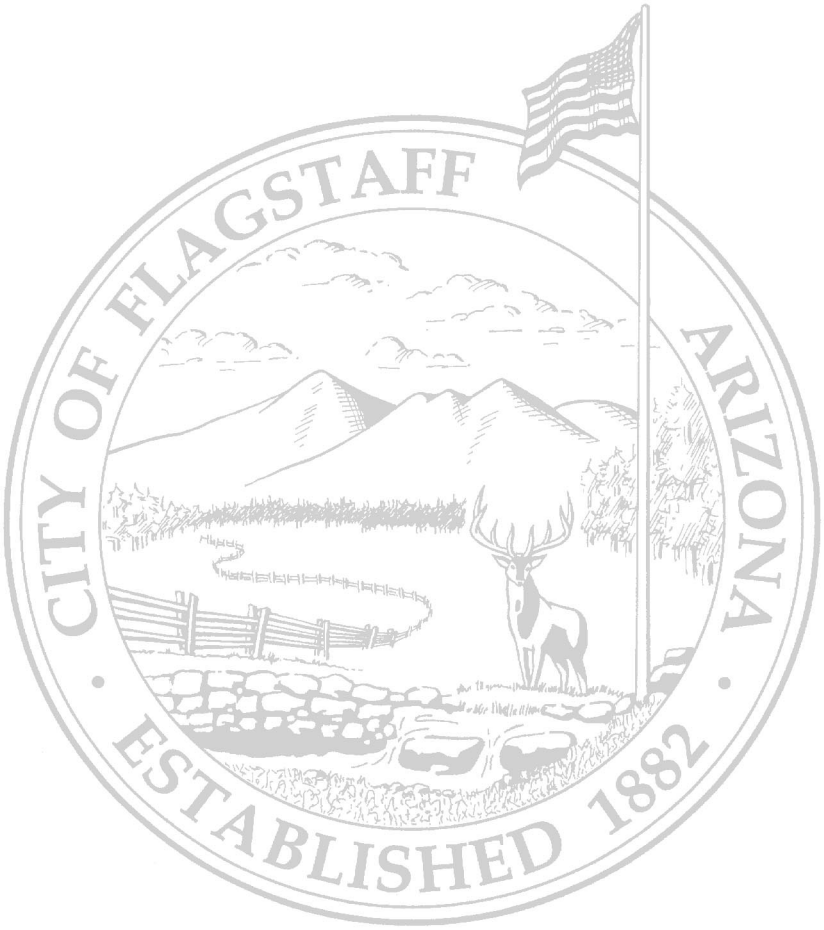
EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 348,453	$ 307,867	$ 314,564	$ 321,670	$ 13,803
TRAIN STATION OPERATIONS	64,299	89,415	83,955	102,435	13,020
VSTR CNTR PAVER R	40,149	141,636	93,336	-	(141,636)
TOTAL	**$ 452,901**	**$ 538,918**	**$ 491,855**	**$ 424,105**	$ (114,813)

SOURCE OF FUNDING:

TOURISM FUND	$ 424,105
	$ 424,105

COMMENTARY:
The Visitor Centers operating budget has increased 1% and there is no major capital expenditures resulting in an overall decrease of 21%. Personal Servcies decreased due to one-time internal engineering in prior year. Contractuals reflect no major increase/decrease. Commodities increases are mainly for one-time facility maintenance cost of the Visitor Center. There is no major capital (>$10,000) for this division.


CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882

MANAGEMENT SERVICES MISSION

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

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

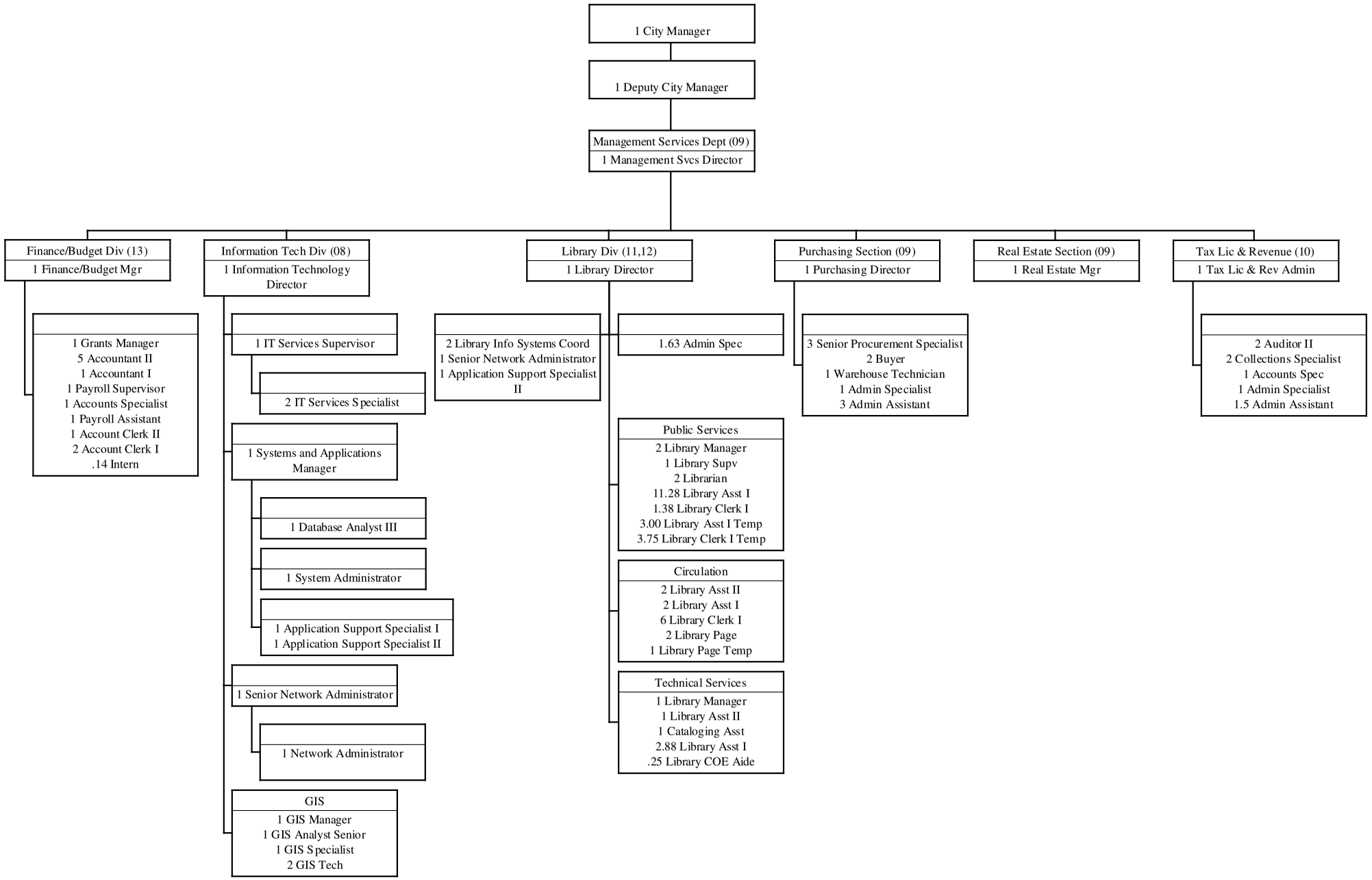
The mission of the **Real Estate Program** is to provide assistance and support services to other Departments in the acquisition, sale, leasing and management of real property necessary for utilization of the City's Housing program, Capital Improvements, Economic Development and Collaboration with other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

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

The mission of the **Flagstaff City-County Public Library** is to provide residents of the City of Flagstaff and Coconino County with access to available recorded knowledge, which will assist them to meet their informational, recreational, educational, and cultural needs. The Library staff will deliver services to users in a professional, timely, and courteous manner.

The mission of the **Finance and Budget Division** is to ensure that City's financial resources are protected through sound financial management, including allocation of resources consistent with community goals and providing timely, accurate, and reliable information that will assist in making informed decisions.

Management Services



MISSION

The mission of the Information Technology Division is:

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

PROGRAM DESCRIPTION

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

FY 08 ACCOMPLISHMENTS

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

FY 09 NEW INITIATIVES

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

PERFORMANCE MEASURES

Council Priority/Goal: CUSTOMER SERVICE
Goal: Timely completion of help desk tasks.
Objective: Complete 95% of help desk tasks submitted which require 25 effort-hours or less within 3 weeks.

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

Council Priority/Goal: CUSTOMER SERVICE
Goal: A high level of customer satisfaction.
Objective: Achieve 95% customer satisfaction rating of satisfactory or better.

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

Council Priority/Goal: CUSTOMER SERVICE
Goal: Maintain high availability of IT services.
Objective: Achieve 98% uptime of IT services.

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

DEPARTMENT: MANAGEMENT SERVICES
DIVISION: 08-INFORMATION SYSTEMS

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 874,246	$ 1,078,663	$ 1,055,030	$ 1,130,865	$ 52,202
CONTRACTUAL	303,160	482,409	524,447	585,861	103,452
COMMODITIES	59,358	70,750	60,470	75,600	4,850
CAPITAL	-	100,000	-	-	(100,000)
TOTAL	**$ 1,236,764**	**$ 1,731,822**	**$ 1,639,947**	**$ 1,792,326**	$ 60,504

EXPENDITURES BY PROGRAM:

ADMINISTRATION	$ 284,150	$ 622,771	$ 502,562	$ 332,366	$ (290,405)
SYSTEMS	128,466	112,139	130,274	478,937	366,798
SERVICES	171,111	195,902	192,059	204,154	8,252
NETWORK	349,444	442,113	427,613	352,605	(89,508)
GIS	303,593	358,897	387,439	424,264	65,367
TOTAL	**$ 1,236,764**	**$ 1,731,822**	**$ 1,639,947**	**$ 1,792,326**	$ 60,504

SOURCE OF FUNDING:

GENERAL FUND	$ 1,384,363
HIGHWAY USER REVENUE FUND	16,632
WATER AND WASTEWATER FUND	303,782
AIRPORT FUND	18,858
ENVIRONMENTAL SERVICES FUND	68,691
	$ 1,792,326

COMMENTARY:
The Information Technology operating budget has increased 10% with no capital expenditures. Personal Services increase is for a 1% market adjustment, expected merit adjustments, and a small increase in health insurance. There is an increase in Contractuals of $103,452 for computer maintenance of which $46,000 is a one-time expenditure. Increase in Commodities are for one-time general maintenance work for the GIS building and the remainder is for necessary office and equipment supplies.

PURCHASING - 0902

MISSION

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

PROGRAM DESCRIPTION

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

FY 08 ACCOMPLISHMENTS

- ✓ Provided regularly scheduled training sessions for Purchasing/Inventory software module.
- ✓ Provided regularly scheduled training sessions for Procurement Card Program.
- ✓ Drafted and implemented a standard template for solicitation documents.
- ✓ Developed a draft Purchasing Policy and Procedures Manual.
- ✓ Developed a draft city-wide Procurement Code Manual.
- ✓ Implemented and utilizing Electronic Fund Transfer (EFT) for payments to vendors.
- ✓ Migrated to the Contract Assistant (Enterprise Version) for monitoring all contracts.

FY 09 NEW INITIATIVES

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

PERFORMANCE MEASURES

Council Priority/Goal: FISCAL HEALTH
Goal: Process Efficiency - Procurement Card Program (On-going).
Objective: To provide a cost effective method to make and administer small dollar purchases .

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

Council Priority/Goal: CUSTOMER SERVICE
Goal: Develop Purchasing Department policy and procedures manual.
Objective: To provide standardization and continuity in the delivery of best practices when conducting a purchasing related function.

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

Council Priority/Goal: FISCAL HEALTH/CUSTOMER SERVICE
Goal: Amend City Charter to increase threshold dollar amount for formal bid process.
Objective: To increase threshold dollar amount, that requires formal bid process, while maintaining informal bid procedures to promote competition and procure goods and services at fair and reasonable prices. This will also allow us to be more efficient and effective with our purchasing process, and help minimize the time and "soft" dollar costs associated with conducting a formal bid process where we can sometimes spend a dollar in staff time to save a dime with the particular purchase. In addition, we will be able to conduct a more timely purchase of goods and services for our end users.

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

Council Priority/Goal: FISCAL HEALTH
Goal: Develop and implement Expense Management Team.
Objective: Team will identify and implement cost saving/cost avoidance opprtunities within the City of Flagstaff.

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

Council Priority/Goal: CUSTOMER SERVICE
Goal: Achieve an increasing level of customer satisfaction.
Objective: Continually increase customer satisfaction survey results through implementation of process improvements, better communication with departments, and quicker response time to customer's requests.

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

PROPERTY MANAGEMENT - 0910

MISSION

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

PROGRAM DESCRIPTION

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

FY 08 ACCOMPLISHMENTS

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

FY 09 NEW INITIATIVES

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

PERFORMANCE MEASURES

Council Priority/Goal: Economic Development
Goal: Acquire properties and assist in right of way changes for project completion.
Objective: Acquire right of way for realignment of Railhead Avenue and abandon excess for Flagstaff Mall expansion.

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

Council Priority/Goal: Housing
Goal: Assist in acquiring and preparing properties for City wide housing projects.
Objective: Acquisition of property and prepare title for leased projects.

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

Council Priority/Goal: Public Safety
Goal: Provide strategic locations for Fire Stations for better response.
Objective: Acquire new sites for the relocation of fire Station Sites.

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

Council Priority/Goal: Planning for Growth
Goal: Development of Regional Transportation Plan.
Objective: Acquire property for transportation project.

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

DEPARTMENT: MANAGEMENT SERVICES
DIVISION: 09-MANAGEMENT SERVICES

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 864,834	$ 1,036,279	$ 1,007,981	$ 939,889	$ (96,390)
CONTRACTUAL	62,429	62,280	57,805	62,686	406
COMMODITIES	19,629	24,545	21,270	15,091	(9,454)
CAPITAL	9,974	20,000	19,000	-	(20,000)
TOTAL	**$ 956,866**	**$ 1,143,104**	**$ 1,106,056**	**$ 1,017,666**	$ (125,438)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 161,744	$ 343,896	$ 314,198	$ 188,109	$ (155,787)
PURCHASING	568,258	542,608	539,863	613,257	70,649
MAIL SERVICES	42,772	62,550	62,455	32,726	(29,824)
WAREHOUSE	89,803	98,038	95,778	81,456	(16,582)
PROPERTY MANAGEMENT	94,289	96,012	93,762	102,118	6,106
TOTAL	**$ 956,866**	**$ 1,143,104**	**$ 1,106,056**	**$ 1,017,666**	$ (125,438)

SOURCE OF FUNDING:

GENERAL FUND	$ 527,918
LIBRARY FUND	58,299
HIGHWAY USER REVENUE FUND	80,392
WATER AND WASTEWATER FUND	231,784
STORMWATER FUND	3,817
AIRPORT FUND	13,568
ENVIRONMENTAL SERVICES FUND	101,888
	$ 1,017,666

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

MISSION

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

PROGRAM DESCRIPTION

The Tax, Licensing, and Revenue division is responsible for the licensing of new businesses and the collection of delinquent sales tax and business license accounts. Division staff disseminates City and State sales tax information to the taxpayers. This division is responsible for the collection of delinquent utility billings, delinquent library accounts, City Court fines, parking tickets, miscellaneous city billings and NSF checks. Staff has the responsibility to bill for the miscellaneous receivable accounts. This division also invests excess funds as allowed by the City Investment Policy.

FY 08 ACCOMPLISHMENTS

- ✓ Processed 35,884 city sales tax returns. A 3.3% increase over FY 06.
- ✓ Performed 78 sales tax audits and reviews.
- ✓ Issued 1,265 sales tax licenses, a 4.2% increase over FY 06.
- ✓ Issued 418 business licenses, an 11.4% decrease from FY 06.

FY 09 NEW INITIATIVES

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

PERFORMANCE MEASURES

Council Priority/Goal: CUSTOMER SERVICE
Goal: Provide taxpayer education seminars.
Objective: Conduct at least 5 seminars during the year.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of seminars held	5	5	5	5
Number of attendees	70	80	85	90

Council Priority/Goal: FISCAL HEALTH
Goal: Maintain a high collection rate of sales tax and miscellaneous billing accounts.
Objective: Keep write-offs below 1.0% of annual billings.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Sales tax write-offs as a percentage of sales tax revenue	0.1%	0.1%	0.3%	0.3%
Miscellaneous receivables write-offs as a percentage of billings	0.1%	0.1%	0.3%	0.3%

Council Priority/Goal: FISCAL HEALTH
Goal: Invest city funds.
Objective: Maintain a rate of return that exceeds the state Local Government Investment Pool (LGIP).

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

DEPARTMENT: MANAGEMENT SERVICES
DIVISION: 10-TAX, LICENSES, AND REVENUE COLLECTION

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 547,274	$ 572,297	$ 575,938	$ 623,545	$ 51,248
CONTRACTUAL	35,038	50,480	34,850	44,951	(5,529)
COMMODITIES	18,253	20,195	16,875	20,309	114
CAPITAL	-	-	-	-	-
TOTAL	**$ 600,565**	**$ 642,972**	**$ 627,663**	**$ 688,805**	$ 45,833

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 189,426	$ 218,371	$ 207,663	$ 220,665	$ 2,294
AUDIT	174,194	176,197	176,000	186,965	10,768
COLLECTIONS	113,279	117,749	117,000	138,410	20,661
LICENSING AND CLERICAL	75,255	76,570	76,000	82,691	6,121
ACCOUNTS RECEIVABLE	48,411	54,085	51,000	60,074	5,989
TOTAL	**$ 600,565**	**$ 642,972**	**$ 627,663**	**$ 688,805**	$ 45,833

SOURCE OF FUNDING:

GENERAL FUND	$ 548,497
LIBRARY FUND	34,426
HIGHWAY USER REVENUE FUND	818
WATER AND WASTEWATER FUND	36,213
AIRPORT FUND	26,072
ENVIRONMENTAL SERVICES FUND	42,779
	$ 688,805

COMMENTARY:
The Sales Tax operating budget has increased 7% with no capital expenditures. Personal Services increase is for a 1% market adjustment, expected merit adjustments, a small increase in health insurance and also due to a transfer of a temporary employee from Contractual to Personal Services. Commodities reflect no major increase/decrease. There is no major capital (>$10,000) for this division.

MISSION

The mission of the Flagstaff City-County Public Library is to provide residents of the City of Flagstaff and Coconino County with access to available recorded knowledge, which will assist them to meet their informational, recreational, educational, and cultural needs. The Library staff will deliver services to users in a professional, timely, and courteous manner.

PROGRAM DESCRIPTION

The City-County Library is a jointly funded public library administered by the City of Flagstaff and financed by both the City of Flagstaff and Coconino County. The Library provides residents of the City and County with access to available recorded knowledge that will assist them in meeting their informational, recreational, educational, and cultural needs. The Library staff is committed to delivering services to users in a professional, timely and courteous manner.

FY 08 ACCOMPLISHMENTS

- ✓ Partnered with City IT Department & NAU on fiber; increased bandwidth from 1.5mb to 3mb.
- ✓ Partnered with APS on Earth Day READ Program.
- ✓ Partnered for the first time with senior living facilities to begin a new story time program for seniors.
- ✓ Began a "Tween" Book Club for ages 8 to 11, and a Teen Scene program at the Main Library.
- ✓ Partnered as a Cooperating Collection with the Foundation Center on Grant information for public.
- ✓ We added an additional professional librarian position, first time in ten years.
- ✓ Installed 11 computers and PC Reservation at Williams Community Library.
- ✓ Set up an extension program to the Lower Moencopi Hopi community.
- ✓ For the first time, we held a Special needs story time and crafts program at the EFCL.
- ✓ Started Club 23, a 2nd and 3rd grade reading club.
- ✓ Friends of the Library helped with costs to expand storage of circulating materials.
- ✓ Collaborated with Police Department on 2 Summer Reading Programs, "Get a Clue at Your Library."
- ✓ Collaborated with the Coconino County Community Services on Small Business class instructions.
- ✓ Branch Library broke circulation and door count records.
- ✓ Received a $56,599 State Library LSTA grant to purchase laptop computers, books, furniture & shelving. Received funds from Forest Highlands, the GeoFund and Flagstaff Community Foundation.
- ✓ Library participated in the 4th of July parade.
- ✓ East Flagstaff library staff awarded the City Managers Award for excellent teamwork.
- ✓ Two staff completed (3 year) Library Institute.
- ✓ Staff participated in the Flagstaff Leadership Development Program.
- ✓ Pearl Yazzie became Tribal Library Chair.
- ✓ Staff evaluated 200 boxes of City department records for historical documents and retention.

FY 09 NEW INITIATIVES

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

PERFORMANCE MEASURES

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

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

Council Priority/Goal: QUALITY OF LIFE
Goal: To continue to have a large number of people use and enjoy the library system.
Objective: Increase the number of people using the libraries on a yearly basis.

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

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

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

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

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

Council Priority/Goal: QUALITY OF LIFE
Goal: Provide adequate number of materials for users (per capita).
Objective: Select new materials for purchase on a monthly basis.

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

Council Priority/Goal: QUALITY OF LIFE
Goal: Ensure that young people are using and enjoying the libraries.
Objective: Provide special programming for young people.

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

DEPARTMENT: MANAGEMENT SERVICES
DIVISION: 11-LIBRARY

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 2,110,557	$ 2,464,644	$ 2,374,542	$ 2,722,912	$ 258,268
CONTRACTUAL	397,162	459,510	463,795	544,710	85,200
COMMODITIES	368,508	504,920	425,011	615,962	111,042
CAPITAL	267,760	125,000	70,748	-	(125,000)
TOTAL	**$ 3,143,987**	**$ 3,554,074**	**$ 3,334,096**	**$ 3,883,584**	$ 329,510

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 399,993	$ 603,805	$ 580,919	$ 573,863	$ (29,942)
TECHNICAL SERVICES	670,869	721,195	735,994	783,270	62,075
PUBLIC SERVICES	1,264,666	1,388,846	1,263,455	1,619,692	230,846
COUNTY JAIL	54,318	66,500	66,176	68,606	2,106
COUNTY BOOKMOBILE	202,667	52,050	41,229	63,164	11,114
FOREST LAKES LIBRARY	48,338	85,087	57,175	88,203	3,116
TUBA CITY LIBRARY	141,396	172,848	150,979	187,080	14,232
SUPAI LIBRARY	4,851	5,500	5,500	5,500	-
EAST FLAGSTAFF LIBRARY	313,288	358,302	354,400	392,465	34,163
OUTREACH	627	1,550	1,550	1,850	300
GRAND CANYON	31,526	84,566	62,294	84,566	-
MAIN LIBRARY AUTOMATION	11,448	13,825	13,825	15,325	1,500
E. FLAG COMMUNITY	-	-	600	-	-
TOTAL	**$ 3,143,987**	**$ 3,554,074**	**$ 3,334,096**	**$ 3,883,584**	$ 329,510

SOURCE OF FUNDING:

LIBRARY FUND	$ 3,883,584
	$ 3,883,584

COMMENTARY:

The Library operating fund has increased 13% with no capital expenditures. Personal Services increases are due to 3.63 staffing additions that include: 0.13 Administration Specialist, 0.75 Library Assistant I, 0.25 Library Assistant I (temporary), and 0.5 for a Library Clerk I (temporary), (1) FTE App Support Specialist I, and (1) FTE Network Analyst II. In addition, the council approved a Sunday opening for the downtown branch which adds another 3.0 FTE's Compensation includes a 1% market adjustment, expected merit adjustments, and a small increase in health insurance. Contractual increases are due to utilities, travel and education, equipment maintenance costs, a one-time expense of $10,575 to improve the noise level in the IT/Automation office, $20,000 to refurbish the woodwork throughout the main library, and $900 for carpet cleaning. Commodities ongoing increases are for office supplies, operating expenses and subscriptions. One-time commodities expenses are for general facility maintenance of the Main and East Flag libraries $32,293, plus circulated materials of $113,811. Included also as one-time costs are office and computer equipment of $11,050. There is no major capital (>$10,000) for this division.

DEPARTMENT: MANAGEMENT SERVICES
DIVISION: 12-LIBRARY GRANTS

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

MISSION

The mission of the Finance/Budget division is to ensure that City's financial resources are protected through sound financial management, including allocation of resources consistent with community goals and providing timely, accurate, and reliable information that will assist in making informed decisions.

PROGRAM DESCRIPTION

The Finance Division provides a variety of financial services to the Council and City staff. Services include accounting and financial reporting, budgeting, payroll, accounts payable, special financial analysis, grant management, citywide switchboard operations, and performance reporting.

FY 08 ACCOMPLISHMENTS

- ✓ Received the Government Finance Officers Association (GFOA) Distinguished Budget presentation award for the fourteenth year in a row.
- ✓ Received special recognition from the GFOA on our budget document for performance measures.
- ✓ Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the twelfth year in a row.
- ✓ Implemented new GASB regulations in financial reporting.
- ✓ Assisted with the continued implementation of the Human Resource interface module.
- ✓ Assisted with the implementation of Work Orders and continue to problem solve issues.
- ✓ Eliminated most modifications from HTE for both payroll and GMBA.
- ✓ Issued a Cost Allocation/User Fee RFP and have successfully completed all studies.
- ✓ Facilitated an IRS audit for payroll, human resources, accounts payable, and purchasing. Findings were minimal.
- ✓ Met with Finance staff in a retreat to evaluate the current work program.
- ✓ Reassigned staff duties to better accommodate overall functionality and specifically grants.
- ✓ Assisted with contract retention set up.
- ✓ Updated and trained on a new City travel policy.
- ✓ Accelerated Council Budget hearings to occur annually in April to assure a June budget adoption.
- ✓ Created a Special Event Committee to define special events and structure payment requests for both one-time and ongoing needs.
- ✓ With the assistance of facilities, reorganized the switchboard space to house three employees (an increase of one).
- ✓ Facilitated efforts to assure the Business Incubator were completed within funding deadlines.
- ✓ Provided grant training to all City staff.

FY 09 NEW INITIATIVES

- ➢ Reorganization of Finance/Budget staff to accommodate changing work priorities.
- ➢ Implement Grant Management software, potential of beta testing software, as available from HTE.
- ➢ Issue RFP's for Audit Services, Credit Card Services, and other services as appropriate.
- ➢ Fully implement electronic payments to vendors.
- ➢ Continue to bring forth need for city-wide imaging solution.
- ➢ Fully implement Employee Self Serve, a web-based service for City employees to have look up capability on their personal salary and withholding information.
- ➢ Research time –entry solutions for City divisions.
- ➢ Distribute a survey to Council and staff to evaluate the City budget process.
- ➢ Distribute a survey to staff to evaluate and rate all services provided by Finance & Budget.

PERFORMANCE MEASURES

Council Priority/Goal: FISCAL HEALTH
Goal: To maintain external validation of appropriate budget and year end financial reporting.
Objective: Maintain the Government Finance Officer's Association (GFOA) Certificate of Achievement of Excellence in Financial Reporting and the GFOA Distinguished Budget Presentation Award.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
GFOA Certificate of Achievement	Yes	Yes	Yes	Yes
GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes

Council Priority/Goal: FISCAL HEALTH
Goal: Continue to maintain budgeted grant revenue levels.
Objective: To apply and receive grant revenue in the amount of approximately $10 million per Fiscal Year.

Measures:	**CY 06 Actual**	**CY 07 Actual**	**CY 08 Estimate**	**CY 09 Proposed**
Grant Revenue Received	$5,627,737	$12,552,603	$10,000,000	$10,000,000

Council Priority/Goal: FISCAL HEALTH
Goal: Increase the number of vendors paid through ACH transactions.
Objective: Have a total of 50 vendors paid through ACH transactions.

Measures:	**CY 06 Actual**	**CY 07 Actual**	**CY 08 Estimate**	**CY 09 Proposed**
Vendors registered for ACH payments	2	5	5	200

Council Priority/Goal: FISCAL HEALTH
Goal: Limit the number of management letter and/or single audit auditor findings.
Objective: To have no audit findings on either the City general or single audit.

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

DEPARTMENT: MANAGEMENT SERVICES
DIVISION: 13-FINANCE AND BUDGET

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 865,370	$ 965,067	$ 942,077	$ 1,040,678	$ 75,611
CONTRACTUAL	58,623	53,105	47,026	50,205	(2,900)
COMMODITIES	21,529	25,805	26,439	20,305	(5,500)
CAPITAL	-	-	-	-	-
TOTAL	**$ 945,522**	**$ 1,043,977**	**$ 1,015,542**	**$ 1,111,188**	$ 67,211

EXPENDITURES BY PROGRAM:

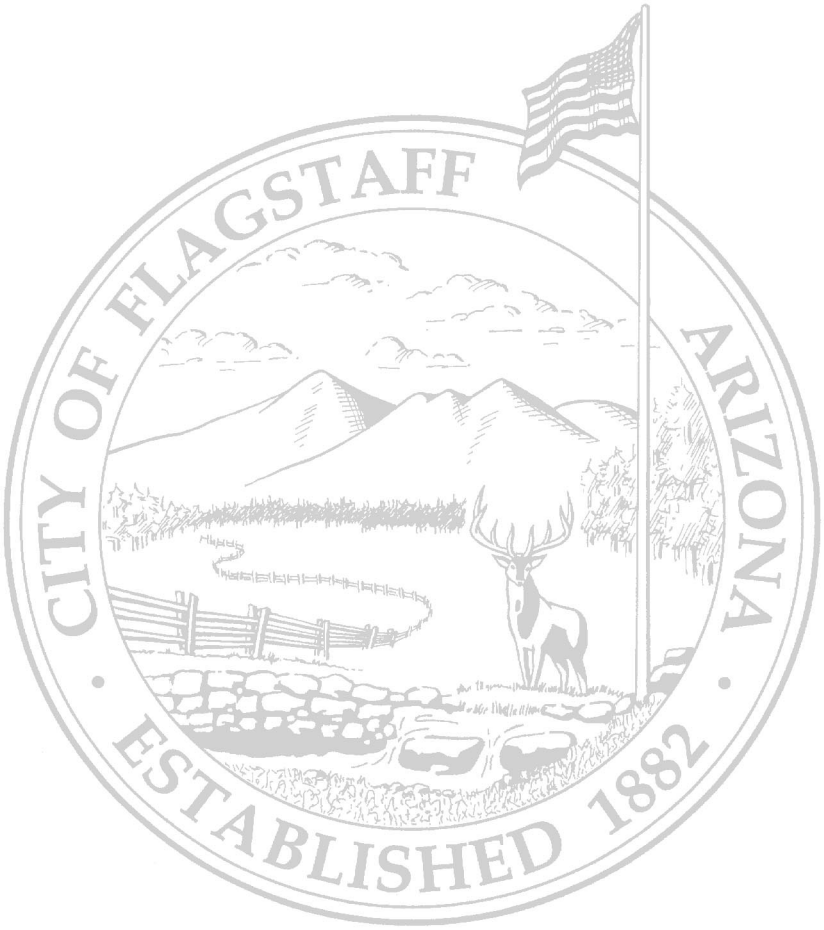
GENERAL ADMINISTRATION	$ 192,958	$ 199,967	$ 199,263	$ 214,482	$ 14,515
ACCOUNTING	345,131	420,307	390,131	464,329	44,022
PAYROLL	146,456	142,386	148,417	138,055	(4,331)
ACCTS PAYABLE/ RECEIVABLE	150,550	165,744	159,551	172,869	7,125
BUDGET	7,226	4,000	6,300	4,000	-
GRANTS ADMINISTRATION	103,201	111,573	111,880	117,453	5,880
TOTAL	**$ 945,522**	**$ 1,043,977**	**$ 1,015,542**	**$ 1,111,188**	$ 67,211

SOURCE OF FUNDING:

GENERAL FUND	$ 714,646
LIBRARY FUND	57,785
HIGHWAY USER REVENUE FUND	89,400
WATER AND WASTEWATER FUND	141,991
STORMWATER FUND	7,754
AIRPORT FUND	26,810
ENVIRONMENTAL SERVICES FUND	72,802
	$ 1,111,188

COMMENTARY:

The Finance and Budget operating budget has increased 6% with no capital expenditures. Personal Services increase is for a 1% market adjustment, expected merit adjustments, a small increase in health insurance and costs associated with a reorganization. Contractual decreases are mainly due to the reduction of training. Commodities decreases are a reduction of costs for office and computer equipment. There is no major capital (>$10,000) for this division.


CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882

COMMUNITY DEVELOPMENT DEPARTMENT MISSION

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

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

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

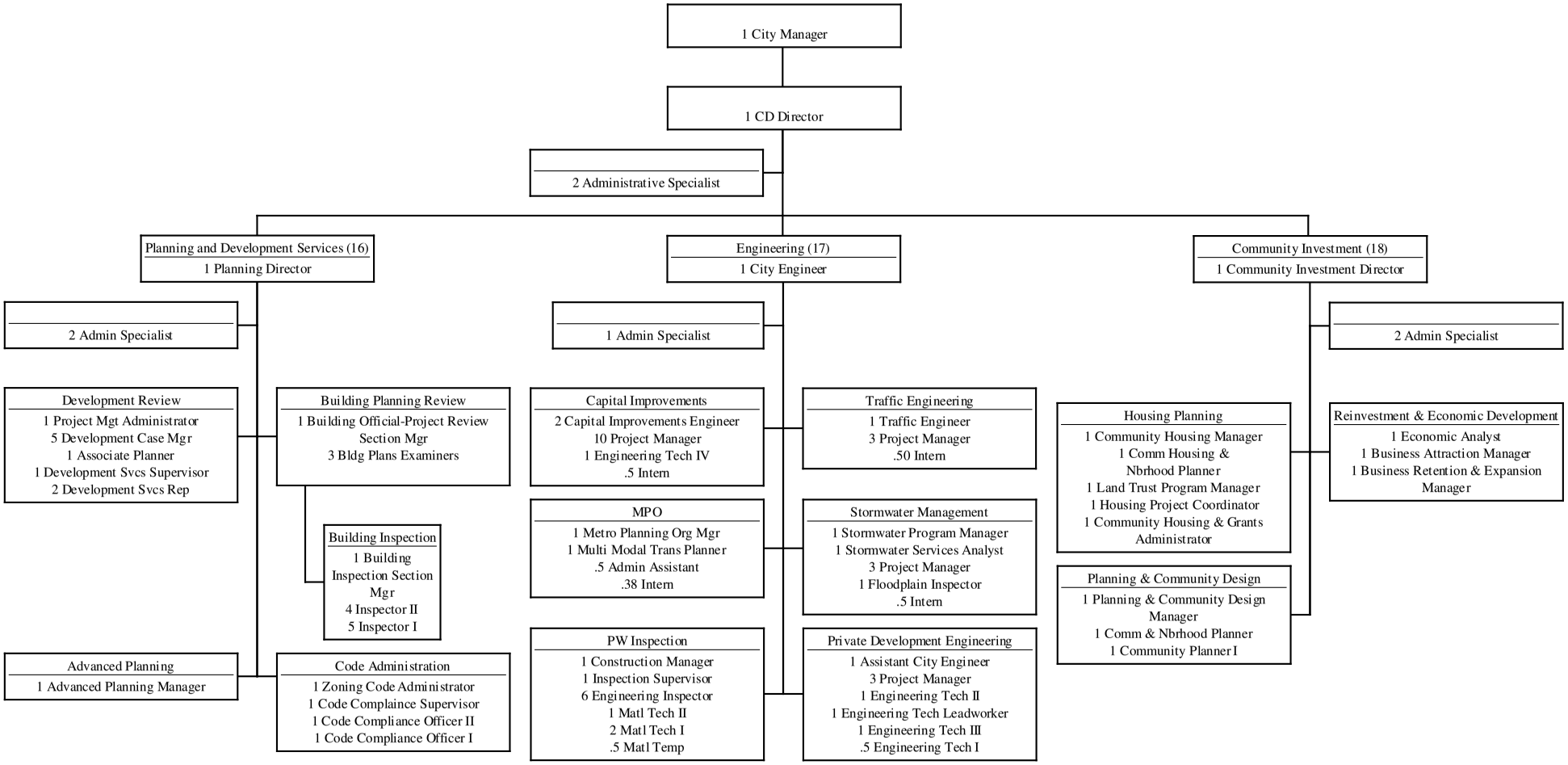
The mission of the **Metropolitan Planning Organization** is to work with regional partners to produce a transportation system that positively influences community character, enhances the way we experience our environment, and improves our ability to interact with the people and places necessary to our lives.

The mission of the **Community Investment Division** is to retain and strengthen existing local businesses while helping to grow and attract innovative companies. Redevelop the community to reinvest and rebuild itself for sustainable economic health.

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.

The mission of the **Stormwater Management Section** is to promote the public health, safety and general welfare, to minimize public and private losses due to flood conditions, to reduce the cost of flood insurance and to comply with applicable floodplain and stormwater regulations.

Community Development



MISSION

The Capital Improvements Section provides efficient and responsible management of resources in order to deliver a quality program and projects to improve the community of Flagstaff.

PROGRAM DESCRIPTION

The Capital Improvements Section produces the City's 5-year Capital program and provides project planning and delivery for Capital Improvements Projects. The Section is responsible for the project planning, programming and administration of design and construction services for the City facilities and infrastructure while ensuring an appropriate level of public involvement.

FY 08 ACCOMPLISHMENTS

- ✓ Initiated City-wide preliminary master plan study and assessment.
- ✓ Re-assigned senior staff resources to enhance inter-departmental planning relationships.
- ✓ Continued to facilitate monthly Capital Improvements Committee meetings to provide internal review and oversight.
- ✓ Continued facilitation of and staff support to the Citizens Transportation Advisory Committee.
- ✓ Facilitated the identification and budgeting of annual operating and maintenance costs associated with infrastructure and facility improvements.
- ✓ Continued project definition and development efforts through project scoping and concept DRB review.
- ✓ Completed E. Flagstaff Industrial Area Feasibility Study and preliminary design for potential roadway improvement district.
- ✓ Contributed to the facilitation of the fall Council Retreat to address near and long term capital needs.
- ✓ Maintained City-wide data base of capital projects for funding division input and up-dates.
- ✓ Coordinated internal review of proposed 5 year plans for each functional area within the City of Flagstaff and 5-year CIP up-date for 2009 – 2013.
- ✓ Provided support for Congressional reauthorization of WRDA funding for Rio de Flag Flood Control project.
- ✓ Continued administration of initial consultant services for identification and evaluation of FUTS/Open Space acquisitions.
- ✓ Coordinated GIS mapping services for up-date of 5 year capital program and mapping of current public and private projects administered by the Community Development Department.
- ✓ Administered Design/Build contracts for new Fire Station projects.
- ✓ Continued project management and administration of design services for Quiet Zones and Wayside Horns.
- ✓ Assisted in coordination of activities and Council actions necessary for the formation and implementation of the Aspen/Sawmill Improvement District.
- ✓ Continued Rio de Flag project coordination with Army Corps of Engineers including construction phase liaison for the Clay Ave. Detention Basin.
- ✓ Project management for Butler Ave medians and pedestrian enhancements at the NAU Conference Center.
- ✓ Initiated design phase project management services for the paving of Brannen Ave. and Colorado St.
- ✓ Project management and design phase services for the Sixth Ave/West St. Intersection improvements.
- ✓ Continued project management services for the FUTS Crescent to Observatory Mesa and Blue Willow to Hwy 180 projects.
- ✓ Continued project coordination with FHWA and US Forest Service for the Lake Mary Road improvements project.
- ✓ Administered design services for the paving of Industrial Dr. between Fanning Dr. and Eagle Mountain Dr.
- ✓ Completion of design services and contract documents for US 89 Streetscape.
- ✓ Continued administration of the design services contract for the Huntington Dr. Reconstruction project and completed selection and award of Construction Manager at Risk services for the design phase.
- ✓ Assisted Community Investment Division in design for the first phase of the Southside Redevelopment.
- ✓ Completed administration of design services for the 4th Leg of Railhead Avenue-Hwy 89N intersection (Name to change to 'Marketplace Dr.').
- ✓ Adult Center Renovations completed spring 2007.
- ✓ Fire Station #1 completed July 2007.
- ✓ Fourth St/Butler Ave Traffic Signal completed.
- ✓ Fire Station #5 under construction and scheduled for completion July 2008.
- ✓ Sunnyside Neighborhood Improvements Phase IV under construction and scheduled for completion April 2008.
- ✓ Aquaplex (Aquatics/Multi-generational) recreation facility under construction and scheduled for completion August 2008.
- ✓ Northern Arizona Center for Emerging Technologies under construction.

FY 08 ACCOMPLISHMENTS-cont

- ✓ Provided liaison services for ADOT East Flagstaff Traffic Interchange project.
- ✓ Aspen Place at the Sawmill public and private improvements under construction with phased completions scheduled for 2008 and 2009.
- ✓ Sixth Ave. Detention Basin Spillway completed December 2007.
- ✓ Clay Ave. Wash Detention Basin under construction and scheduled for completion spring 2008.
- ✓ Provided liaison services for ADOT US 180/Ft. Valley Multi-purpose paths project.
- ✓ Woodlands Village Blvd Sidewalks project completed.
- ✓ Huntington Dr. Reconstruction scheduled for construction May through November 2008.
- ✓ Killip Elementary and Country Club Dr. Median landscaping projects completed.

FY 09 NEW INITIATIVES

- ➢ Completion of Aquaplex Recreational Facility, Fire Station #5, Aspen Place at the Sawmill Phase I, Huntington Dr. Reconstruction, N. Az. Center for Emerging Technologies and Quiet Zone/Wayside Horn installations.
- ➢ Maintain well trained and team-centered staff.
- ➢ Continuous improvement of internal processes to ensure timely delivery of projects while complying with all legal and policy requirements.
- ➢ Continue facilitation of the capital planning process and five year capital improvement program.
- ➢ Support of functional master plans development.
- ➢ Enhance recurring communication with internal clients and funding Divisions.
- ➢ Provide regular comprehensive project reports.
- ➢ Continue facilitation of Capital Improvements Committee, Citizens Transportation Advisory Committee and functional master plan development.
- ➢ Ensure appropriate public involvement for projects administered by the Capital Improvements Section.

PERFORMANCE MEASURES

Council Priority/Goal: CAPITAL IMPROVEMENT
Goal: Be fiscally responsible.
Objective: Deliver Capital Improvements Projects within approved budgets.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Percentage of projects managed within 5% of total authorized project amount	75%	80%	65%	75%

Council Priority/Goal: CAPITAL IMPROVEMENT
Goal: Be timely/responsive.
Objective: Deliver Capital Improvements projects in a timely manner.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Percentage of projects managed within 3 months of accepted schedule	65%	72%	67.5%	75%

Council Priority/Goal: CAPITAL IMPROVEMENT
Goal: Be well-planned/coordinated.
Objective: Facilitation of Capital Improvement five year plan.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Adoption of five year capital plan	Yes	Yes	Yes	Yes

Council Priority/Goal: CAPITAL IMPROVEMENT
Goal: Enhance project delivery.
Objective: Develop strategic initiatives.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of strategic initiatives developed	N/A	N/A	3	5

DEPARTMENT: GENERAL ADMINISTRATION
DIVISION: 03-CAPITAL IMPROVEMENTS

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ (377,017)	$ (453,624)	$ (390,467)	$ 1,342,715	$ 1,796,339
CONTRACTUAL	105,747	181,224	139,686	181,874	650
COMMODITIES	12,472	25,900	23,550	(1,698,412)	(1,724,312)
CAPITAL	-	-	-	-	-
TOTAL	**$ (258,798)**	**$ (246,500)**	**$ (227,231)**	**$ (173,823)**	$ 72,677

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ (740,803)	$ (1,552,328)	$ (796,585)	$ 128,074	$ 1,680,402
PROJECT MANAGEMENT	375,529	1,084,719	363,454	(518,523)	(1,603,242)
ADOT PROJECT COORDINATION	15,117	11,376	18,200	17,901	6,525
UNPLANNED/UNPROGAMED WORK	14,390	-	9,000	-	-
5 YEAR CAPITAL PROG DEV	76,969	209,733	178,700	198,725	(11,008)
TOTAL	**$ (258,798)**	**$ (246,500)**	**$ (227,231)**	**$ (173,823)**	$ 72,677

SOURCE OF FUNDING:

GENERAL FUND	$ (173,823)
	$ (173,823)

COMMENTARY:
The Capital Management operating budget has decreased 29% and there are no capital expenditures. Increases in Personal Services is due to a 1% pay plan adjustment, expected merit increases, and a small increase in health insurance. Our internal charge outs are processed differently due to implentation of a new work order system. This accounts for the year to year variances by program. The Capital Management Division is allocated to the divisions it provides services for based on an hourly rate percentage. All costs plus the administrative overhead assigned to the division are allocated.

MISSION

The Flagstaff Metropolitan Planning Organization will work with our regional partners to produce a transportation system that positively influences community character, enhances the way we experience our environment, and improves our ability to interact with the people and places necessary to our lives.

PROGRAM DESCRIPTION

The Flagstaff area's Cooperative, Comprehensive, and Continuing ("3C") Urban Transportation Planning Program is conducted by the FMPO through the administration and support of the City of Flagstaff, Coconino County, and the Arizona Department of Transportation (ADOT), in cooperation with state and federal agencies, including the U.S. Department of Transportation (USDOT), Federal Highway Administration (FHWA), and Federal Transit Administration (FTA).

FY 08 ACCOMPLISHMENTS

- ✓ Hosted and set-up National Safe Routes to School Train the Trainer Workshop.
- ✓ Produced with ADOT a Coordinated Human Resources Transportation Plan.
- ✓ Contributed to "Building A Quality Arizona (bqAZ) Statewide Transportation Reconnaissance Study" conducted by the MPO/COG Director's Association and ADOT.
- ✓ Completed Route Transfer Study.
- ✓ Completed Fourth Street Traffic Interchange Feasibility Study completion.
- ✓ Contributed to Townsend-Winona Corridor Study completed by Coconino County.
- ✓ Contributed to 5-Year Transit Plan update completed by NAIPTA.
- ✓ Launched Regional Transportation Plan update.
- ✓ Launched www.flagstaffmpo.org website!
- ✓ Submitted $660,000 Alternative Transportation for Parks and Public Lands grant application.
- ✓ Collaborated with NAIPTA on the 5-Year Transit Plan update.

FY 09 NEW INITIATIVES

- ➢ Regional Transportation Plan completion.
- ➢ Arizona State Transportation Planning Framework and Northern Region Planning Framework participation.
- ➢ Federal Highway Bill reauthorization review and response.

PERFORMANCE MEASURES

Council Priority/Goal: COLLABORATION
Goal: To assure coordination of transportation policies, plans and projects across member agencies.
Objective: Communicate regularly with member agencies collectively and individually.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Regular meetings with TAC, Executive Board and Mgmt. Committee	20/28	23/23	16/18	28/30
One 1/4-ly meeting with each partner agency (+NAIPTA in '08)	N/A	12	14/16	15/16

Objective: Effectuate appropriate levels of public involvement for 100% of tasks in the FMPO Work Program.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Public involvement Plan developed for 100% of tasks	N/A	N/A	100%	100%
Public Involvement Plan implemented 100% for each task	N/A	N/A	90%	100%

Council Priority/Goal: PLANNING FOR GROWTH
Goal: Annual update of regional traffic model.
Objective: Successful incorporation of new land use data into well-calibrated model.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Production of previous year base year model calibrated to industry standards	N/A	0%	100%	100%

Council Priority/Goal: PLANNING FOR GROWTH
Goal: To assist the region in the visualization and measurement of existing, planned and alternative land use scenarios.
Objective: Cooperative development of standards, data and maintenance procedures for a regional base and future year land use models.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Relevant department heads are aware of the initiative and have adopted needed procedures for model upkeep	N/A	60%	75%	100%
Successful test of model upkeep procedures	N/A	40%	80%	90%

Council Priority/Goal: PLANNING FOR GROWTH/ECONOMIC DEVELOPMENT/AFFORDABLE HOUSING
Goal: Through the regional transportation planning process develop a series of performance metrics reflect the influence of transportation on a broad array of community objectives.
Objective: To isolate and track measures such as "vehicle miles of travel," "percent low and moderate households within ¼ mile of a bus stop," against publicly-adopted policy targets.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
To be established by the Regional Transportation Plan	N/A	N/A	25%	100%

DEPARTMENT: COMMUNITY DEVELOPMENT
DIVISION: 14-MPO

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 165,251	$ 201,881	$ 200,951	$ 245,273	$ 43,392
CONTRACTUAL	192,597	535,146	319,662	249,830	(285,316)
COMMODITIES	9,453	7,025	6,505	(45,321)	(52,346)
CAPITAL	-	-	-	-	-
TOTAL	**$ 367,301**	**$ 744,052**	**$ 527,118**	**$ 449,782**	$ (294,270)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 123,396	$ 227,552	$ 177,131	$ 215,382	$ (12,170)
PUBLIC PLAN DEVELOPMENT	-	-	326	-	-
SHORT RANGE PLANNING PROG	151,999	187,500	156,225	-	(187,500)
SHORT RANGE DATA COLLECTN	19,454	22,000	25,000	30,000	8,000
LONG RANGE TRANSIT PLAN	44,461	67,000	77,704	-	(67,000)
LONG RANGE TRANSPORT PLAN	11,426	240,000	69,833	204,400	(35,600)
LONG RANGE "OTHER" TRANSP	16,565	-	20,899	-	-
TOTAL	**$ 367,301**	**$ 744,052**	**$ 527,118**	**$ 449,782**	$ (294,270)

SOURCE OF FUNDING:

METROPOLITAN PLANNING FUND	$ 449,782
	$ 449,782

COMMENTARY:

The MPO operating budget has decreased 40% and there are no capital expenditures. Personal Services increases are due to a 1% pay plan adjustment, expected merit adjustments and a small increase in health insurance. Contractual decrease are due to lower costs in Short Range Planning and Long Range Transport. Commodities decreases are due to a change in how the internal charge outs are handled and the new work order system. There is no major capital (>$10,000) for this division. The MPO is a 100% grant reimbursed program.

MISSION

CREATING COMMUNITY TOGETHER. We are a client-focused team that enables quality development, reinvestment, and conservation of the natural and built environment through publicly adopted policies.

PROGRAM DESCRIPTION

The Community Development Administration Division provides leadership, vision, and coordinates the activities of the Engineering Division, Community Investment, and Planning & Development Services Division. Community Development Administration also services C.D. by coordinating issue resolution with other City Departments and external agencies.

FY 08 ACCOMPLISHMENTS

- ✓ Department Corporate Games Retreat.
- ✓ CD Leadership Team Retreat and on-going excellence initiatives.
- ✓ AGTS Supervisor's Academy Training.
- ✓ Project Delivery System Training.
- ✓ Offices for all new staff – APS Expansion.
- ✓ BioScience Accomplishment.
- ✓ Closed GFEC Contract.
- ✓ Member N. Arizona BioScience Roadmap Comm.

FY 09 NEW INITIATIVES

- ➢ Continue BioScience Advancements.
- ➢ Continue Leadership Development in CD.
- ➢ Communications and Culture Focus.

PERFORMANCE MEASURES

Council Priority/Goal: ECONOMIC DEVELOPMENT AND HOUSING
Goal: Provide On-going Departmental Leadership and Management Training, Develop Effective Partnership, Maintain Positive Client Relations.
Objective: Professionally Lead and Managed Department Focused on our Clients.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
On-going and annual training for Department's Leadership Team members	100	100	100	100
Create Opportunities for Meaningful Partnerships	n/a	n/a	n/a	Ongoing
Ensure timely, educational responses to Clients	n/a	n/a	n/a	Ongoing

DEPARTMENT: COMMUNITY DEVELOPMENT
DIVISION: 15-COMMUNITY DEVELOPMENT ADMINISTRATION

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 211,004	$ 224,462	$ 224,621	$ 240,327	$ 15,865
CONTRACTUAL	37,440	23,850	20,175	23,859	9
COMMODITIES	13,146	17,950	16,105	17,950	-
CAPITAL	-	-	-	-	-
TOTAL	**$ 261,590**	**$ 266,262**	**$ 260,901**	**$ 282,136**	$ 15,874

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 261,590	$ 266,262	$ 260,901	$ 282,136	$ 15,874
TOTAL	**$ 261,590**	**$ 266,262**	**$ 260,901**	**$ 282,136**	$ 15,874

SOURCE OF FUNDING:

GENERAL FUND	$ 282,136
	$ 282,136

COMMENTARY:
The Community Development operating budget has increased by 6% and there are no capital expenditures. Personal Services increases are due to a 1% pay plan adjustment, expected merit adjustments, and a small increase in health insurance. Contractual and Commodities had little to no change over 2008 budget. There is no major capital (>$10,000) for this division.

MISSION

The mission of the Community Development Department is to be a client-focused team that enables quality development, reinvestment, and conservation of the natural and built environment through publicly adopted policies.

PROGRAM DESCRIPTION

The Planning and Development Services Division is responsible for working closely with applicants and the general public to process cases from the conceptual idea stage through formal applications, building plan review, building inspection, and finally occupancy approval. The division is also responsible for drafting new zoning and subdivision codes and rewriting the Regional Land Use and Transportation Plan. Our customers include the general public, developers, trade groups, other City and County staff, the Planning and Zoning Commission, and the City Council.

The Division is divided into five sections:

The Project Review section is primarily responsible for administering and enforcing the provisions of the various codes regulating engineering, horizontal and vertical construction, and building plan review. Responsibilities include guidance for developers and investors to facilitate the ordered growth of the city of Flagstaff.

The Building Inspection section is primarily responsible for administering and enforcing the provisions of the various codes regulating horizontal and vertical construction, ensuring compliance with applicable codes and ordinances, on-site inspections, review and update of all codes to conform to current trends in the engineering and construction industry, and abatement of safety hazards and unsanitary conditions.

The Code Administration section (which moved under the Planning and Development Services Division in mid-2007) provides two essential functions:

To provide amendments as necessary to the Land Development Code and ensure fair and consistent interpretation and administration of the code. For the current fiscal year this means continuing work on the comprehensive rewrite of the Land Development Code.

To ensure that the regulations of the Code are complied with and enforced. To promote health, well being, and general quality of life for the citizens of Flagstaff by seeking compliance with relevant city codes. Compliance is the goal. For the current fiscal year this means starting implementation of the Property Maintenance Ordinance.

The Project Management section advises the City Manager, City Council, Planning & Zoning Commission, and various city commissions on all matters relating to Flagstaff's growth and development. It administers, implements, and enforces the Land Development Code (LDC), and the Flagstaff Regional Land Use and Transportation Plan. This section provides single-point-of-contact service to both our clients and our various customers.

The Advanced Planning section is responsible for redrafting and reviewing proposed amendments and interpreting the Regional land Use and Transportation Plan.

FY 08 ACCOMPLISHMENTS

Economic Development/Redevelopment

- ✓ Developed a Sustainable Building Program with the adoption of the 2006 Edition International Energy Conservation Code and the City of Flagstaff 2007 Building Code Amendments. The program was coordinated with Coconino County Building Department and the City of Flagstaff Public Works sustainability manager for consolidating and integrating efforts.
- ✓ Amended Title 4 of the city code by producing Resolution 2007-61 and Ordinance 2007-47 which brought a new family of building codes to the city of Flagstaff for code compliance. Working closely with Coconino County Building Department and Board of Supervisors to adopt these new building codes, the City and the County will now be using the same rules for construction for the first time since the adoption of the 1997 Uniform Building Codes. The project was closely coordinated with the Northern Arizona Builders Association and a local Citizen Advisory Committee to bring GREEN building practices to Flagstaff.

- ✓ Provided complete code review for more than 314 residential building permits, with more than 166 being issued for $35,992,606 in value. Although this number is less than last year's total (based upon economic factors in the second mortgage market), the plan reviews were thorough and timely.
- ✓ Commercial plan review has more than doubled since the previous year, with 67 permits valued at $37,488,949 being issued. Commercial tenant improvement permits have also increased to $16,365,482 for 97 permits during the same period of time.
- ✓ Adoption of amendments to the Land Development Code to promote housing affordability based on the recommendations of the Housing Policy Task Force.
- ✓ Adoption of a new Traditional Neighborhood District ordinance as a new Chapter 10-17 of the Land Development Code with related amendments to the City Engineering Standards.
- ✓ Adoption of comprehensive amendments to the Subdivision Regulations, Chapter 10-11 of the Land Development Code.
- ✓ Adoption of amendments to the Land Development Code needed to ensure consistency with recent revisions to the Arizona Revised Statutes and applicable case law regarding such issues as adult oriented businesses, non-conforming signs, adoption of a Historic Preservation District, and revised findings for review and approval of conditional use permits.
- ✓ Adoption of a final round of Land Development Code amendments to address numerous, important, known deficiencies and problem areas, such as temporary signs and storage containers.
- ✓ Completed an RFQ for the comprehensive rewrite of the zoning and subdivision codes.
- ✓ Completion of phase 1 installation of new software to track code compliance cases with training for the code compliance staff.
- ✓ Completion of a Baseline Condition Survey for the Sunnyside and Plaza Vieja neighborhoods.
- ✓ Complete overhaul of code compliance procedures and processes to ensure more timely and efficient customer service.
- ✓ Through slow and patient work, all mercury vapor lights in the city have been eliminated, and numerous other non-compliant light fixtures have been removed.
- ✓ Continued the administration of the Development Review Board process. The Project Management section provided leadership and administration to the Planning & Development Services Director in the refinement of the Development Review Board process. The process also implemented a single-point-of-contact to provide excellent customer service in processing the various types of development proposals.
- ✓ The Project Management section reviewed a total of 353 concept and site plan proposals.
- ✓ Continued review of miscellaneous building permits. The Project Management section provided timely review of approximately 78 miscellaneous building permits during the fiscal year.
- ✓ Continued to process lot-split requests. The Project Management section processed 32 lot splits during the fiscal year.
- ✓ Assisted the Information Services to implement the new Subdivision Process within Kiva. This effort will include the auditing of all permits to assure seamless customer service throughout the various permitting processes.
- ✓ Continued to provide a complete and comprehensive review of all plans submitted. The new Development Review Board process streamlines various processes and permits. This will allow the sharing of information citywide. This has been strongly supported by the development community.
- ✓ Continued to administer the Design Review Guidelines ordinance.
- ✓ Provided assistance to the Code Administration section by providing expertise and suggested amendments to the LDC and will further assist the Zoning Administration section in the re-write of the LDC and any interim revision program.
- ✓ Completed review and Council adoption of Juniper Point Regional Plan Amendment using new TND designs.

Planning for Growth and Customer Service

- ✓ The Project Review section played a major role in establishing the technical code compliance guidelines and negotiated compromising positions that affected the Traditional Neighborhood Design (TND) ordinance and modifications to the Land Development Code.
- ✓ Developed procedures for increased installation requests for solar panel permits (including coordination with APS for interconnect agreements).

- ✓ Smoothly transferred the five plans examiners and Building Official from city hall offices to a new location at the old APS (Cherry Ave. building) during the height of the construction season. This move allowed for the expansion of services within Community Development that needed direct access to other departments within city hall.
- ✓ Assisted with the development of the building code requirements and additional definitions with Title 4 of the city code for Accessory Dwelling Units (ADUs). This was merged into a code adoption for both the Land Development Code zoning requirements and the International Residential Code requirements.
- ✓ Successfully implemented and trained inspectors on the use of the off-line remote inspector.
- ✓ Successfully trained inspectors on the use of the Tablet PC's. These units have eliminated the double work inspectors previously performed.
- ✓ Processed major rezoning cases such as: Juniper Point, a TND development with regulating plan, form based code and development agreement; Canyon del Rio development with specific plan; St Francis de Assisi Church rezoning and conditional use permit; Presidio in the Pines modifications.
- ✓ The Project Management section has and will continue to provide expertise to the Community Investment Division on several redevelopment and economic development projects such as Small Business Incubator, Flagstaff Mall Expansion and Auto Park, Sawmill, Forth Street/City Property Annexation/Rezoning and Redevelopment Project and Southside implementation.
- ✓ Continue to provide assistance to the Housing Section to provide work-force housing projects. The Project Management section is currently discussing affordable housing with the various rezoning, site plan, and subdivision applications.
- ✓ Project Management section has submitted comments concerning proposed developments with the County Planning Division as agreed with the regional mutual review system. The section also receives comments from the County on proposals adjacent to the city limits.

FY 08 ADDITIONAL ACCOMPLISHMENTS

- ✓ Reorganization of the Project Review section to include proposing the re-ranging of front counter staff, adding a front counter supervisor (plans examiner for small projects) and a senior building inspector/supervisor. Although the splitting of the section between city hall and the Cherry Ave. building has been advantageous for city employees, there have been some technical challenges with the two locations. Assistance of the front counter in making "on-the-spot" decisions will be greatly enhanced once this proposal is completed.
- ✓ Began training plans examiners on energy inspections and smart building science techniques.
- ✓ Coordinated the inclusion of the International Fire Codes and the editing of the International Urban Wildland Interface Code for the City of Flagstaff. These efforts were closely coordinated with the Fire Department and the Project Management section (Planning) to assure compatibility. This effort completes the "family" of model code adoptions for the city of Flagstaff and assures continued high rankings for the Insurance Service Organization five-year renewal effort.
- ✓ Continued participation in the automated permit tracking software development and migration to either a web-based system or new software.
- ✓ Continuing education was completed for all the plans examiners and the inspection staff through AZBO in Prescott and Tucson, Arizona.
- ✓ Completed the ICC certification for the front counter staff as the second Planning and Development Services Representative became a Plan Technician.
- ✓ Enrolled an employee in the AGTS Supervisor's Academy as part of an ongoing tutoring and mentoring program to provide upward mobility for existing employees.
- ✓ Continued an active roll with the Willow Bend Citizens Advisory Committee to discuss future developments of sustainable buildings, building science, LEED requirements for city-funded structures, and US GREEN incorporation to the permit process.
- ✓ Began training inspectors on energy efficiency inspections and smart building techniques.
- ✓ All completed permits have been signed off in Kiva.
- ✓ No on-the-job injuries.
- ✓ Refinement of the single-point-of-contact system in concert with a new development review process.
- ✓ All of the Development Case Managers received and completed Form Based Code training from Form Based Code Institute.
- ✓ Assisted in the creation of the TND zoning district and standards as well as the TND street standards.
- ✓ Reviewed and approved the Small Business Incubator.
- ✓ Assisted in the LDC amendments including the subdivision amendments.

- ✓ In the process of reviewing the Super Wal-Mart site plan.

Planning Commission

The Commission has reviewed 31 items from January 2007 through January of 2008. They approved several redevelopment projects, new developments, and residential subdivisions. Some of the more interesting cases included:

- ✓ St. Francis de Assis church plat.
- ✓ Sawmill Tentative Plat including development agreement amendment and forming an improvement district for the project.
- ✓ Pine Canyon subdivision plats and resolved the restricted access issues and obtained affordable housing site of approximately 27 acres.
- ✓ Apartment conversion to condominiums.
- ✓ McMillan mesa estates t-plat/rezone.

The Commission is also represented on the Open Spaces Commission, Board of Adjustment, Water Commission and the Transportation Advisory Committee.

FY 09 NEW INITIATIVES

Economic Development/Housing/Sustainability

- ➢ Complete the web-based initiative and seek funding for a permit system which will interact with GIS, Coconino County over-lays and data bases, and provide for more on-line capability and access for our clients.
- ➢ Integrate a voice-activated construction inspection system to take inspections, translate (must be bi-lingual) information automatically into the data base and report results when completed. This system is seen as being used by building inspectors, zoning compliance officers and the utility billing department (water/sewer/garbage collection).
- ➢ Continue to expand the single-point-of-contact philosophy for the Development Review Board process with the Capital Improvements Division (City Engineer section) by assuring a smooth transition from the entitlement phase of development to the engineering construction and building construction phases. This will take the developer and their contractor through the legal authorization for use to the physical construction stages and Certificate of Occupancy completion for a project.
- ➢ Implement the Sustainable Building Program through educational out-reach into the community (from the owner-builder, designer, contractor and design professional levels).
- ➢ Complete the last phases of the Engineering "super permit" to include the tracking of capital projects.
- ➢ Purchase telephone server to receive and input inspection requests into Kiva and relay notification of inspection results.
- ➢ Continue in-house training to instill confidence and
- ➢ Consistency in code enforcement and empower inspection personnel to make good decisions at the job site.
- ➢ Develop a new inspector training program.
- ➢ Train inspectors for the new energy code and sustainability.
- ➢ Work on a Dual Career track for the inspectors.
- ➢ Seek consensus on streamlining the current multi-department field inspection functions.
- ➢ Work with a consultant to rewrite the Land Development Code to ensure its consistency with the Regional Plan and to make it simpler and easier
- ➢ To use and understand. Numerous opportunities for public input and participation will be provided throughout this process.
- ➢ Develop an implementation schedule for the new Property Maintenance Ordinance.
- ➢ As the Division migrates to a new permit tracking software program, it is essential that training for the code officers must be provided.
- ➢ Ensure that all code compliance officers are certified as zoning inspectors and property maintenance inspectors with the International Code Council (ICC).
- ➢ Engage section staff more fully in the goals and objectives of the CD Leadership Team by, for example, empowering them to take appropriate risks and share the Leadership Team's successes.
- ➢ Develop a program to ensure that all closed code compliance cases and sign permit applications are scanned into Laser Fiche.
- ➢ Strengthen relationships with other enforcement agencies within the city, particularly with regard to implementation of the Property Maintenance Ordinance.
- ➢ Seek citywide consensus on streamlining the civil hearing officer positions currently in several departments.
- ➢ Provide assistance to the Community Code Administration section on amendments to the Land Development Code and the re-write effort.

- Refining the new Development Review process and improving the single-point-of-contact with all City departments.
- Provide Project Management section staff assistance to revising and updating the KIVA LIS/Permit Tracking software to be in line with the new plat process.
- Participate in the selection of a new permit tracking software if budget is approved.
- Review and process sign permit applications.
- Continue to provide planner-of-the-day services to the general public by telephone and front counter services.
- Review the Design Review Guidelines for possible additions and deletions.
- Begin process of reexamining the Regional Land Use and Transportation Plan. Coordinate with county and online process.
- Hire consultant to prepare multi-functional Master Plans.
- Begin process leading to 2010 census.

Compensation

- Continue to create solutions to difficulty in filling vacant positions. Common problems relate to high housing cost and difficulty in spouse finding a job.

Facilities

- Continue working with Facilities director to consolidate Community Development staff in a single location in order to improve efficiency and customer service.

Regional Water Issues

- Implement water conservation building techniques.
- Promote more efficient site design through Traditional Neighborhood Design and density techniques.

PERFORMANCE MEASURES

Council Priority/Goal: ECONOMIC DEVELOPMENT AND HOUSING
Goal: Provide specific detailed information that indicates type of construction (commercial, residential, misc.) and development projects that are being executed within the City of Flagstaff on a monthly (statistical) report.
Objective: Detail the projected growth of construction and the location within the MPO for construction trends and provide this information through activity reports, website information and interaction by clients using web based permitting information. The detailed statistic report is available currently by request. Once an enhanced LIS system is completed and made web-based, it would be desireable for individuals (customers) to find where construction permits are issued by reviewing a City map through the internet.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of of new single family residential permits issued	217	105	215	350
Number of Multi-family permits issued (duplexes, triplexes, townhouses)	200	71	150	215
Number of manufactured housing permits issued	52	61	45	50

Council Priority/Goal: ECONOMIC DEVELOPMENT AND HOUSING
Goal: Provide specific detailed information on the type and quantity of land uses being approved though the Development Review Process.
Objective: Provide a baseline of development activity/information within the community, and furthermore, the specific locations within our community. This information will assist our clients and customers with an actual projection of growth and market conditions.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of single family residential lots approved	1706**	136	206	200
Number of cases reviewed by the Development Review Board	302	353	350	350
Number of multi-family residential units approved	445**	48	0	0

**Condo conversions
Industrial square footage approved – 81,445
Commercial square footage approved – 671,081
Commercial Construction Square Footage – 498,145 square feet
Note: Residential markets were slower this year. However, commercial construction was extremely strong. The commercial numbers listed above do not include the NAU conference center/hotel or other building at NAU.

Council Priority/Goal: ECONOMIC DEVELOPMENT AND HOUSING
Goal: Provide the ability to anticipate building construction (both residential and commercial) by tracking the types of engineering permits and Platting processes that are approved through DRB as well as the actual issuance of engineering and building permits.
Objective: Detail the time line between when permit applications are made and when the permits are issued and keep track of number of plats being requested during a given year. A key element of planning for growth is to be able to estimate the time for reviews and what areas of review are the most difficult to complete. Staff will be able to track and measure this through several construction seasons so that better information is provided to the client.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Track the time between when an application is submitted and when the applicant is notified of critical requirements that may delay processing of the application (this will require training and revamping how we currently use the KIVA permit software and enhancement requested)-measured in day	Manually; 7-15 days	3.5	3	2
Track the time from when an applicant is notified of problems and when the applicant makes the required corrections	Manually, 7-27 days	14	14	18
Track the total time from application to when the permit is available for issuance (construction start is separate)	Manually, 15-31 days	39	40	30

Objective: Detail the projected growth of construction and the location within the MPO for construction trends and provide this information through activity reports, website information and interaction by clients using web based permitting information. Once an enhanced LIS system is completed and made web-based, it would be desirable for individuals (customers) to find where construction permits are issued by reviewing a City map through the internet.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of commercial/industrial building permits processed (separate tracking of square footage included)	35	67	75	75
Number of apartment/condo units permitted	256	0	150	150
Number of major/minor tenant improvement projects permitted	108	102	115	121

Council Priority/Goal: CUSTOMER SERVICE
Goal: The ability to measure how well we are servicing our clients is often boiled down to "time is money". A majority of the regulatory review done by the Project Review Section is best received when clients know about problems early in the process and can then get corrections made in a timely manner. The goal of measuring these times would be to provide feedback to both the client and the reviewers on where to improve the processes and thereby provide quality products.
Objective: The objective is to provide initial feedback on all types of permits within 72 hours. Depending upon quality of the submittal, review requirements, capacity of the system and ability to communicate requirements early.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Percentage of applicants called within 72 hours of submittal	95%	96%	98%	98%

Council Priority/Goal: CUSTOMER SERVICE
Goal: To be able to provide the building community inspections in a time frame that will not hinder the progress of the project.
Objective: To conduct 98% of inspections on the day requested.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Percentage of inspection requests conducted on day requested	93%	95%	98%	98%

Council Priority/Goal: CUSTOMER SERVICE
Goal: To have KIVA permits signed off.
Objective: To get all old and new permits that have been finalized signed off in KIVA so as to give the correct status of the project.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Have all permits in KIVA that have been finalized or passed indicated as done	60%	100%	100%	100%

Council Priority/Goal: ORGANIZATIONAL SUPPORT
Goal: Officer Certification.
Objective: Recognized officer certification.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Certified Housing and Property Maintenance Inspector	N/A	N/A	1 officer certified	2-3 officers to be certified
Certified Zoning Enforcement Officer	N/A	N/A	1 other officer to complete	2-3 officers to be certified

Council Priority/Goal: QUALITY OF LIFE
Goal: Increase pro-active inspection programs.
Objective: Decrease client reactive complaints.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Establish daily inspections of commercial districts	Yes	Incomplete	Incomplete	Will be completed
Establish bi-annual inspections of industrial districts	N/A	Incomplete	Incomplete	Will be completed
Establish other priority violation inspections	Yes	Ongoing	Ongoing	Ongoing
Code officers to spend a min. of 4 hours per day in the field, 60% of the time	N/A	N/A	Target not achieved	Targeted

Council Priority/Goal: QUALITY OF LIFE
Goal: Provide timely response to all requests for code enforcement service.
Objective: Decrease delays and improve customer service satisfaction.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Return all phone calls and acknowledge requests for service within 24 hours	N/A	Met 90% of the time	Meet 90% of the time	Meet 90% of the time
Ensure first inspections are completed within 48 hours after assignment 90% of the time	N/A	Met 90% of the time	Meet 90% of the time	Meet 90% of the time

Council Priority/Goal: QUALITY OF LIFE
Goal: Adopt a Property Maintenance Ordinance.
Objective: Ensure that all buildings and properties are maintained to ensure safe occupancy.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Establish documentation requirements for CDBG funding	Started	Ongoing	Completed	N/A
Provide staff support for implementation of the proposed code	N/A	Will be completed	Will be completed	Ongoing

Council Priority/Goal: CUSTOMER SERVICE
Goal: Policy and procedures manual.
Objective: Create clear and direct procedures and systems for ensuring compliance with the Code.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Create standard procedures for violation actions	N/A	Started	Completed	Reevaluate
Create time lines for enforcement actions	N/A	Started	Completed	Reevaluate
Create officer protocol for enforcement actions	N/A	N/A	Will be completed	Ongoing

Council Priority/Goal: CUSTOMER SERVICE
Goal: Standardization of documents.
Objective: Standardize reports, notices and letters.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Create form letter database	Started	Completed	Reevaluate	Ongoing
Create standard violation notices	Started	Completed	Reevaluate	Ongoing

Council Priority/Goal: CUSTOMER SERVICE
Goal: Develop a code compliance/enforcement web page.
Objective: Provide citizens with code enforcement information.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Provide information on violation types and corrections	N/A	N/A	N/A	Will be completed
Provide clients with information on the code compliance section	N/A	N/A	N/A	Will be completed
Provide an on-line complaint form	N/A	N/A	Completed	Reevaluate

Council Priority/Goal: CUSTOMER SERVICE
Goal: Obtain specialized enforcement computer program.
Objective: Ability to track and report code enforcement actions.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Ability to log and track compliance/enforcement cases	N/A	Completed	Completed	Ongoing
Ability to create reports on compliance/enforcement actions	N/A	Completed	Completed	Ongoing
Ability to report on problem areas and specific violations and maintain database linked to parcels	N/A	Completed	Completed	Ongoing

Council Priority/Goal: CUSTOMER SERVICE
Goal: Provide timely updates and amendments to the Land Development Code based on the input of staff and citizens.
Objective: Ensure that citizens and staff are informed of proposed amendments and completed updates.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Engage staff and citizens in the process of drafting Land Development Code amendments	N/A	N/A	Will be completed	Ongoing
Commence Phase 1 of a major rewrite of the Land Development Code	N/A	N/A	Will be completed	Ongoing
Encourage public participation in the Land Development Code rewrite through appropriate outreach techniques	N/A	N/A	Will be completed	Ongoing

Council Priority/Goal: QUALITY OF LIFE
Goal: Promote a better “built” environment.
Objective: Ensure a high quality of all new buildings in terms of sustainability, aesthetics, and energy conservation.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of builders engaging in better building techniques	N/A	N/A	N/A	N/A
Number of suppliers stocking sustainable material	N/A	N/A	N/A	N/A
Survey public on raising the bar on better “built” environment for new construction	N/A	N/A	N/A	N/A

DEPARTMENT:	**COMMUNITY DEVELOPMENT**				
DIVISION:	**16-PLANNING & DEVELOPMENT SERVICES**				
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 2,893,571	$ 3,078,948	$ 3,030,917	$ 2,559,712	$ (519,236)
CONTRACTUAL	164,329	201,917	199,669	171,958	(29,959)
COMMODITIES	149,959	154,006	153,669	77,761	(76,245)
CAPITAL	176,025	15,000	15,000	-	(15,000)
TOTAL	**$ 3,383,884**	**$ 3,449,871**	**$ 3,399,255**	**$ 2,809,431**	$ (640,440)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 201,123	$ 115,080	$ 36,548	$ 343,161	$ 228,081
COUNCIL AND COMMISSIONS	1,236	5,750	5,750	6,150	400
PRIVATE DEVELOPMENT ENGR	376,495	376,799	372,979	-	(376,799)
TRAFFIC ENGINEERING	422	-	-	-	-
PUBLIC WORKS INSPECTION	561,424	596,419	605,670	-	(596,419)
MATERIALS TESTING	225,987	241,075	241,410	-	(241,075)
SURVEY	127,505	130,483	136,872	6,574	(123,909)
STORMWATER MANAGEMENT	7	-	-	-	-
ADEQ PLAN APPROVAL	14,374	12,299	12,332	-	(12,299)
ADVANCE PLANNING	-	-	-	105,011	105,011
BUILDING PLANNING REVIEW	541,827	617,031	632,536	550,902	(66,129)
BUILDING INSPECTION	843,772	779,440	780,096	808,962	29,522
CODE COMPLIANCE	-	-	-	339,699	339,699
DEVELOPMENT REVIEW	489,712	575,495	575,062	648,972	73,477
TOTAL	**$ 3,383,884**	**$ 3,449,871**	**$ 3,399,255**	**$ 2,809,431**	$ (640,440)
SOURCE OF FUNDING:					
	GENERAL FUND			$ 2,809,431	
				$ 2,809,431	

COMMENTARY:

The Planning and Development Services operating budget has decreased 18% and there are no capital expenditures. Personal Services decrease are due to the reorganization in the Community Development Department with 14 less positions in Planning and Development Services. In addition there is a 1% pay plan adjustment, expected merit adjustments, and a small increase in health insurance. Overall, Contractuals and Commodities decreases are due to the reorganization. There is no major capital (>$10,000) for this division.

MISSION

The Community Development Department 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 Division is made up of 6 sections: Capital Improvements (see Division 03); Stormwater Management (see Division 98), Flagstaff Metropolitan Planning Organization (see Division 14), Public Works Inspection & Materials Testing, Development Engineering & Surveying and Traffic Engineering. Division 17 is home for administration of all sections listed above and includes the Traffic Engineering, Development Engineering, Survey, Public Works Inspection and Materials Testing programs.

Administration

FY 08 ACCOMPLISHMENTS

- ✓ Conducted Division staff meetings.
- ✓ Responsive to needs of the Council, citizens, City Manager and Departments/Divisions.
- ✓ Provided thorough reports to the City Manager.
- ✓ Provided consistent leadership and support for the Division.
- ✓ Attended monthly meetings with FUSD's Chief Financial Officer.
- ✓ Attended bi-monthly meetings with ADOT District Engineer.
- ✓ Attend quarterly Executive meetings with US Army Corps of Engineers for the Rio de Flag Flood Control Project.
- ✓ Member of Capital Improvements and Change Order Committees (internal staff committees).
- ✓ Member of FMPO Technical Advisory Committee.
- ✓ Attended Council Meetings & Work Sessions, Development Review Board, FMPO Executive Board, Traffic Commission, Pedestrian & Bike Advisory Committees, Citizens Transportation Advisory Committee, and Stormwater Advisory Committee.

FY 09 NEW INITIATIVES

- ➢ Develop strategic initiatives, performance measures and implementation strategies for FY10.
- ➢ Provide consistent leadership and support for the Division.
- ➢ Work closely with other Departments/Divisions to ensure thorough communication.
- ➢ Ensure a well trained, team centered staff.
- ➢ Increase the Division's use of the City's web page.

Traffic Engineering

FY 08 ACCOMPLISHMENTS

- ✓ Provide support for Juniper point master plan and zoning application.
- ✓ Provide support for Wal-Mart Supercenter site plan and development proposal.
- ✓ Provide design and signal inspection support for Mall infrastructure construction.
- ✓ Installation of variable speed limit signs on Butler Avenue at Knoles Elementary and Sinagua High School.
- ✓ Design and construction of traffic signal improvements at Beulah Boulevard/McConnell Drive and at Fourth Street/7th Avenue.
- ✓ Provide Support for development of Traditional Neighborhood Design (TND) chapter in Land Development Code and TND street standards.
- ✓ Design and installation of trial traffic diverter for traffic calming in Bow and Arrow neighborhood.
- ✓ Member of FMPO Technical Advisory Committee.
- ✓ Take over programming and coordination of eight ADOT traffic signals on N. Highway 89 as part of the EFTI route transfer agreement.
- ✓ Construction and turn on of four new City traffic signals at Fourth Street/Butler Ave., Market Place Dr./Mall Way, Butler Ave./Lone Tree Rd., and Butler Ave./Sawmill Dr.
- ✓ Support the Traffic Commission to engage the public and provide forum for public input.
- ✓ Provided Private and Capital Plan Reviews on numerous projects.
- ✓ Address citizen complaints.
- ✓ Process signage/striping improvements city wide.

FY 09 NEW INITIATIVES

- In conjunction with Public Works Department's Street Division and GIS, develop a traffic sign inventory program to meet new federal requirements for minimum traffic sign retro-reflectivity.
- Continue to support the Traffic Commission and its advisory committees to engage the public and establish positive working relationships.
- Working with GIS to develop accident database accessible to Traffic Section and FMPO.
- With GIS, develop comprehensive traffic volume count map accessible on the City's web site.

Development Engineering & Surveying

FY 08 ACCOMPLISHMENTS

- ✓ Annual revision to the City of Flagstaff Engineering Design and Construction Standards and Specifications.
- ✓ Developed a new Chapter of the Standards "Traditional Neighborhood Design (TND) Thoroughfare Standards".
- ✓ Revised Engineering Grading Permit Application and Certification Forms.
- ✓ Revised Engineering Plan Review Process Sheet.
- ✓ Provided support for Juniper Point's master plan and zoning application.
- ✓ Provided support for Wal-Mart Supercenter site plan and development proposal.
- ✓ Supported efforts of the Employee Advisory Committee (EAC) by assignment of a staff member from the Section.
- ✓ Supported efforts to develop a permit tracking software replacement by assignment of a staff member to the Kiva Replacement Committee.

FY 09 NEW INITIATIVES

- Continue annual revisions of the City of Flagstaff Engineering Design and Construction Standards and Specifications.
- Revise Title 18 "Landscaping Standards for Rights of Way" of the Engineering Standards.
- Develop an employee manual for Development Engineering.
- Combine all public improvement permits into a Single permit (from 4 permits to 1 permit).

Public Works Inspection & Materials Testing

FY 08 ACCOMPLISHMENTS

- ✓ No on the job injuries.
- ✓ Trench Safety Awareness training.
- ✓ Asbestos Awareness training.
- ✓ Began five-year upgrade of lab equipment.
- ✓ Confined Space Entry training.
- ✓ Staff performed 14,773 of-site inspections.
- ✓ 95% of the inspections were performed on time.
- ✓ There was no warranty work required in CY 2007.
- ✓ 34 major construction projects received a Final Letter of Acceptance.
- ✓ Inspected 54 Private Development projects and 19 City Capital projects.
- ✓ Continued on time testing of projects.
- ✓ Provided testing for 12 Capital Projects and 32 on site projects.
- ✓ Provided testing for the Landfill.
- ✓ Provided testing for Utilities Department.
- ✓ Finished testing Market Place at the Mall expansion.
- ✓ Provided testing for the NAU Conference Center.

FY 09 NEW INITIATIVES

- Obtain American Concrete Institute training for Materials Testing staff.
- Continue to provide on time inspections and materials testing of both private and capital projects.
- Continue to provide materials testing for other Departments.

PERFORMANCE MEASURES

Council Priority/Goal: QUALITY OF LIFE/PUBLIC SAFETY
Goal: Design and implement optimized summer-conditions (school-out/tourist season) timing plans for all 40 City traffic signals.
Objective: Improve traffic signal operations to reduce delays and congestion at individual intersections on City streets.

Measures: For all City traffic signals:	**CY 06 Actual**	**CY 07 Actual**	**CY 08 Estimate**	**CY 09 Proposed**
Completion of necessary intersection turning movement studies	16 of 34	30 of 40	35 of 40	40 of 40
Design of intersection timing plans	0 of 34	10 of 40	35 of 40	40 of 40
Installation of plans, and fine-tuning of intersection timings	0 of 34	10 of 40	35 of 40	40 of 40

* Optimized signal timing for the school year traffic patterns at all City Traffic Signals in CY 04 and 05.

Council Priority/Goal: QUALITY OF LIFE/PUBLIC SAFETY
Goal: Design and implement summer-conditions synchronization plans for arterial and collector corridors on the City street system.
Objective: Improve traffic system operations to reduce delays and congestion along corridors on the City streets that have closely spaced traffic signals.

Measures: For 10 identified corridors	**CY 06 Actual**	**CY 07 Actual**	**CY 08 Estimate**	**CY 09 Proposed**
Completion of necessary link and intersection traffic counts	5 of 9	6 of 10	6 of 10	8 of 10
Design of individual system timing plans	5 of 9	6 of 10	6 of 10	8 of 10
Installation of plans and fine-tuning of offsets and cycle splits	0 of 9	1 of 10	6 of 10	8 of 10

*Corridor synchronization for the school year traffic patterns at all City Traffic Signals in CY 04 and 05.

Council Priority/Goal: CUSTOMER SERVICE
Goal: Develop traffic service request tracking system and service categorization & prioritization scheme.
Objective: A service request tracking system and service categorization & prioritization scheme will allow staff to better track, categorize and prioritize service requests and citizen complaints.

Measures:	**CY 06 Actual**	**CY 07 Actual**	**CY 08 Estimate**	**CY 09 Proposed**
Develop and implement a traffic service request tracking system and service categorization & prioritize scheme	85%	85%	100%	N/A

Council Priority/Goal: PUBLIC SAFETY
Goal: Reduce crashes at high accident locations on City streets.
Objective: Identify high accident locations, perform safety audits, implement low cost improvements, program capital improvements, and track 'before and after' performance of the improvements.

Measures:	**CY 06 Actual**	**CY 07 Actual**	**CY 08 Estimate**	**CY 09 Proposed**
Annually: Review 3-yr running average accident rates at highest accident locations	NA	NA	Complete	Complete
Prioritize these locations and perform safety audits of 3 highest locations	NA	NA	NA	3 locations
Implement signing, marking and/or signal timing improvements at these locations	NA	NA	NA	3 locations
Submit request for Capital Improvements Section to program major construction improvements	NA	NA	NA	3 locations
Review accident rates to assess the effect of the improvements	NA	NA	NA	Begin CY 2010

DEVELOPMENT ENGINEERING

PERFORMANCE MEASURES

Council Priority/Goal: ECONOMIC DEVELOPMENT
Goal: Make annual revisions to the Engineering Design and Construction Standards and Specifications.
Objective: To provide up to date Engineering Standards and Specifications for the City of Flagstaff that include state of the art practices and procedures for design, construction methods, and materials of public improvements that also reflect the needs and desires of the community.

Measures:

Adopt revisions to the Standards by the end of each calendar year

Council Priority/Goal: REGIONAL WATER ISSUES
Goal: Complete revisions to the Standards for Landscaping in the public Right of Way.
Objective: To provide at set of standards that will provide the City with landscaping in the rights of way that is aesthetically appealing, compliments the surrounding environment, minimizes the effort needed for maintenance, and that specifies plants that require a minimal amount of water to grow.
Measures:

Complete revisions to the Landscaping Standards along with the annual revisions to the Engineering Standards

Council Priority/Goal: CUSTOMER SERVICE
Goal: Insure that the inspectors and contractors have timely and accurate testing.
Objective: Accurate field and lab testing.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of lab tests performed	9,811	11,000	13,000	13,500

Council Priority/Goal: CUSTOMER SERVICE
Goal: Promote safety by keeping Lab personnel safe in the field and in the lab.
Objective: Adequately trained Lab personnel.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of injuries in the field and in the lab	None	None	None	None

Council Priority/Goal: CUSTOMER SERVICE
Goal: Develop a service tracking system of actual night work performed in the City Right of Way and easements.
Objective: The objective is to determine future staffing needs for permitted work after normal working hours.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of nights that require public works inspections and materials testing	N/A	N/A	10	20

Council Priority/Goal: CAPITAL IMPROVEMENT
Goal: Inspect and test 90% of the Capital Improvement Projects.
Objective: Provide additional support services for those projects that require inspection services in the city right-of-way or easement.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Percentage of Capital projects that staff inspect	92%	92%	90%	90%
Number of inspections conducted	12,961	14,773	15,000	15,500

Council Priority/Goal: ORGANIZATIONAL SUPPORT
Goal: Encourage education and training by supporting the National Institute of Certified Engineering Technician certifications.
Objective: Ensure that staff is trained to achieve goals of the city now and in the future.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of Highway Construction certifications	3	3	4	5
Number of Underground Utilities certifications	5	5	6	7
Number of Materials Testing certifications	4	4	6	6

DEPARTMENT: COMMUNITY DEVELOPMENT
DIVISION: 17-ENGINEERING

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 424,988	$ 517,934	$ 519,334	$ 2,011,076	$ 1,493,142
CONTRACTUAL	37,245	27,815	27,005	84,434	56,619
COMMODITIES	27,481	16,350	16,750	47,120	30,770
CAPITAL	-	-	-	85,500	85,500
TOTAL	**$ 489,714**	**$ 562,099**	**$ 563,089**	**$ 2,228,130**	$ 1,666,031

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 171,548	$ 182,210	$ 183,900	$ 294,296	$ 112,086
TRAFFIC BOARDS & COMMISSN	2,028	11,459	11,459	1,200	(10,259)
TRAFFIC ENGINEERING	316,138	368,430	367,730	450,836	82,406
PRIVATE DEVELOPMENT ENGR	-	-	-	427,464	427,464
PUBLIC WORKS INSPECTION	-	-	-	659,250	659,250
MATERIALS TESTING	-	-	-	261,700	261,700
SURVEYING	-	-	-	133,384	133,384
TOTAL	**$ 489,714**	**$ 562,099**	**$ 563,089**	**$ 2,228,130**	**$ 1,666,031**

SOURCE OF FUNDING:

GENERAL FUND	$ 1,429,196
HIGHWAY USER REVENUE FUND	726,897
STORMWATER FUND	72,037
	$ 2,228,130

COMMENTARY:
The Engineering (previous known as Community Improvement) operating budget has increased 281% and capital expenditures total $85,500 resulting in an overall net increase of 296%. Personal Services increases are due the Community Development Department reorganization with 19 additional staff in this division. In addition there is a 1% pay plan adjustment, expected merit adjustments, and a small increase in health insurance. Overall, Contractuals and Commodities increases are due to the reorganization. Major capital (>$10,000) includes three pickup trucks and a concrete breaker.

COMMUNITY DESIGN - 1807

MISSION

The Community Design Section provides detail for, and implements, the community's vision for the built and natural environment, thus improving the quality of life for the citizens of Flagstaff.

PROGRAM DESCRIPTION

The Community Design Section provides detail for, and implements, the community's vision for the built and natural environment as articulated in the Flagstaff Area Regional Land Use and Transportation Plan. This work includes discovery and documentation, ongoing review and maintenance, and specifically the development of general and specific implementation plans, oversight for compliance in other plans and instruments, as well as general advocacy for, and education about, the community's vision.

The work of this section is divided into two general scales; a neighborhood and district scale, and an urban design scale. One might describe these, respectively, as planning and design at a one thousand foot elevation, and on the ground. Work at these scales provides a direct connection, or path, between the broad brush goals of the Regional Plan and implementation of the vision in the physical world. By so doing, the work of this section both maintains and creates the built and natural environment desired by the citizens of Flagstaff.

Finally, Division 71 and 73 work load is grouped with Division 1807 to provide a comprehensive overview of the Community Design Section. Details of these responsibilities can be seen under "Program Description" for that division.

FY 08 ACCOMPLISHMENTS

Arts & Sciences:

- ✓ Update of Flagstaff Cultural Partners contract and grant policies and procedures.
- ✓ Indoor art installed at three City facilities.
- ✓ Worked with Beautification and Public Art Commission (BPAC) to establish charter, roles, and responsibilities, and basic policies.
- ✓ Initiated development of a Beautification and Pubic Art Annual Plan (Start of 5-year Plan).

Beautification:

- ✓ Initiated implementation of the Southside Plan through streetscape redevelopment plans for San Francisco and Beaver Streets.
- ✓ Beautification project; landscaping; Industrial Dr.
- ✓ Beautification project; landscaping; Woodlands and Buelah medians.
- ✓ Beautification component; Butler Medians Project.

Flagstaff Urban Trail System:

- ✓ Development of a FUTS Master Plan.

Heritage Preservation:

- ✓ Creation of the Townsite Historic Design Review Overlay District and the Landmarks Design Review Overlay District.
- ✓ Route 66 Motel Preservation Outreach.
- ✓ Initiated Cultural Resource Sensitivity Mapping.

Neighborhood Planning:

- ✓ Initiation of a planning process for the Plaza Vieja Neighborhood.
- ✓ Specific Plan for the Lone Tree Corridor.
- ✓ Initiation of a corridor plan for Butler Avenue.
- ✓ Initiation of Character District identification.

Open Space:

- ✓ Development and approval of an Open Space Acquisition Plan (2004 Bond).
- ✓ Initiated development of an Open Space Management Plan.

Urban Design:

- ✓ Development of various demonstrative concept plans to promote historic preservation, economic development, affordable housing and private development that meets the goals of the community.
- ✓ Rezoning and annexation of City owned parcels at Fourth and Route 66.
- ✓ Rezoning for the Science Park parcels.
- ✓ Construction of two City Gateway Signs.
- ✓ Repair Plan for downtown pavers.
- ✓ Contributing to the development of the NAIPTA Downtown Transfer Center and World Headquarters.

FY 09 NEW INITIATIVES

- Continue with above (Not repeated here for brevity).
- Beautification and Pubic Art Annual plan developed to Five-year Plan and various projects per the plan.
- Development of FUTS Capital Reserve Plan.
- Designate various public and private properties to the Landmarks Design Review Overlay District.
- Open Space acquisitions.
- Complete Central Business District Parking Study.
- McMillan Mesa Open Space Park plan development

PERFORMANCE MEASURES

Council Priority/Goal: QUALITY OF LIFE, PLANNING FOR GROWTH, and ECONOMIC DEVELOPMENT
Goal: As a basic component of economic development, to enhance the quality of life for our community and based on publicly adopted policies, we will deliver planning, plans, and projects that will provide high quality places to live, work and shop, that enhance the aesthetics of the community, and that balance development needs with the conservation of the natural and built environment, while simultaneously planning for growth according to this goal.
Objective: Deliver planning for Arts and Sciences, Public Art, Beautification, and FUTS.

Measures (Typically No. of Plans):	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Provide contract management for Arts and Sciences (Flagstaff Cultural Partners)	(4) Payments	(4) Payments, Contract, and Grant Policies.	(4) Payments and Annual Audit	(4) Payments and Annual Audit
Provide planning on a 5-year basis for Public Art	(0)	(0)	(1)	(1)
Provide coordinated planning on a 5-year basis for Beautification (Linked to FUTS planning)	(1)	(1)	(1)	(1)
Provide coordinated planning on a 5-year basis for FUTS (Linked to Beautification planning)	(1)	(1)	(1)	(1)

Objective: Deliver community plans that implement the community's vision for the built and natural environment.

Measures (Typically % Complete):	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Lone Tree Corridor Study (Specific Plan)	50%[1]	75%	100%	N/A
Southside Historic District National Register Listing	50%[1]	75%	100%	N/A
Open Space Bond – Property Acquisition Plan	0%	75%	100%	N/A
Route 66 Northside Conceptual Streetscape	N/A	75%	100%	N/A
FUTS Master Plan	N/A	50%	100%	N/A
Butler Avenue Corridor Study (Specific Plan)	N/A	50%	75%	100%
Open Space Management Plan	N/A	50%	75%	100%
Central Business District Parking Study (See also Emergent Work)	N/A	N/A	75%	100%
Plaza Vieja Neighborhood Plan (Includes Clay Avenue Corridor)	N/A	N/A	50%	100%
Cultural Resource Sensitivity Mapping	N/A	N/A	50%	75%
FUTS Capital Reserve Study	N/A	N/A	20%	40%
Character Districts (possibly as Specific Plans)	N/A	10%	30%	30%[2]
Local Historic District Formation (per existing National Register Historic Districts)	(0) of (7)	(1) of (7)	(1) of (6)	(0) of (6) [2]
Heritage Preservation Program	N/A	10%	20%	20%[3]

[1] Project inherited at this level of development.
[2] On lower priority pending further study of Proposition 207 impacts.

Objective: Project Delivery (Implementing the community's vision for the built and natural environment).

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Provide Indoor Art for City properties as desired	(3) of (3)	(3) of (3)	(3) of (3)	(3) of (3)
Deliver installed art works for current year projects for public art	N/A	N/A	75% of Planned Projects	75% of Planned Projects
Deliver conceptual designs for current year projects for beautification projects (Note: Delivery of documents / construction by Capital Improvements)	N/A	N/A	75% of Planned Projects	75% of Planned Projects
Deliver conceptual designs for current year projects for urban trails (Note: Delivery of documents / construction by Capital Improvements)	N/A	N/A	75% of Planned Projects	75% of Planned Projects
McMillan Mesa Open Space Park (See also Emergent Work)	15% Complete	20% Complete	30% Complete	Per Council Direction
Loaner project management	(0) Projects	(2) Projects	(2) Projects	(0) Project
Provide demonstrative designs for Development Review Board projects as needed	(1) Project	(2) Project	(1) Project	(1) Project
Provide demonstrative designs for Heritage Resource Preservation projects as needed	(0) Projects	(3) Projects	(2) Projects	(1) Project
Provide concept / feasibility designs for affordable housing projects as needed	(2) Projects	(2) Projects	(1) Project	(1) Project
Provide concept / feasibility designs for economic development projects as needed	(2) Projects	(0) Projects	(2) Projects	(2) Projects

Objective: Deliver regulations that implement the community's vision for the built and natural environment.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Landscape Standards for Right-of-ways - Update	N/A	N/A	100% Complete	N/A
Engineering Standards - Update	100% Participation	100% Participation	100% Participation	100% Participation
Design Standards and Guidelines for Historic Districts	(0) Sets	(1) Set	(1) Set	(0) Sets[4]
Parking Lot Design Standards and Guidelines	0% Complete	0% Complete	0% Complete	50% Complete
LDC Design Review Guidelines - Update	0% Complete	0% Complete	0% Complete	50% Complete

Objective: Project Regulation (Implementing the community's vision for the built and natural environment).

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Provide design review, resource protection, and Regional Plan comments for Development Review Board	100% of Agenda (Approx. 260)	100% of Agenda (Approx. 260)	100% of Agenda (Approx. 260)	100% of Agenda (Approx. 260)
Provide design review, resource protection, and Regional Plan comments, and Consent Calendar Approvals, for Historic Preservation Commission	100% of Agenda (Approx. 40)	100% of Agenda (Approx. 40)	100% of Agenda (Approx. 40)	100% of Agenda (Approx. 40)
Provide design review, resource protection, and Regional Plan comments for capital projects of other City agencies	100% of Submitted Projects (Approx. 6)	100% of Submitted Projects (Approx. 6)	100% of Submitted Projects (Approx. 6)	100% of Submitted Projects (Approx. 6)

[3] On hold pending further study of Proposition 207 impacts.
[4] On hold pending further study of Proposition 207 impacts.

Provide design review and resource protection comments for external various agencies as a part of Section 106 (Heritage Resources) project reviews	100% of Submitted Projects (Approx. 6)	100% of Submitted Projects (Approx. 3)	100% of Submitted Projects (Approx. 3)	100% of Submitted Projects (Approx. 3)

Objective: Promote Heritage Resource Preservation through delivery of financial incentives.

Measures:	**CY 06 Actual**	**CY 07 Actual**	**CY 08 Estimate**	**CY 09 Proposed**
Issue grants through Historic Facades and Signs Grant Program	(8) Grants	(2) Grants	(6) Grants	(4) Grants
Assist property owners with National Register Listing (Provides access to Grants, Income Tax Credits, and Property Tax Reductions)	(0) Listings	(0) Listings	(2) Listings	(1) Listing

Objective: Public Involvement (Implementing the community's vision for the built and natural environment).

Measures:	**CY 06 Actual**	**CY 07 Actual**	**CY 08 Estimate**	**CY 09 Proposed**
Provide Staff support for Commissions and Committees (Beautification and Public Art Commission, Bicycle Advisory Committee, Historic Preservation Commission, Open Spaces Commission, and Pedestrian Advisory Committee) and,	100% (5) of (5)	100% (5) of (5)	100% (5) of (5)	100% (5) of (5)
Commission satisfaction measure via survey	N/A	N/A	> 75%	> 75%
Provide planning and project outreach as needed	(4) Events	(6) Events	(12) Events	(12) Events
Provide public education (Work Programs, Processes, and Objectives)	(0) Events	(1) Event	(2) Events	(1) Event
Provide public general awareness (Work Programs, Processes, and Objectives)	(1) Service Activity	(2) Service Activities	(2) Service Activities	(2) Service Activities

Objective: Emergent Work (Any of the above).

Measures:	**CY 06 Actual**	**CY 07 Actual**	**CY 08 Estimate**	**CY 09 Proposed**
Absorb various emergent work items (Any of the above)	30% Time	10% Time	30% Time	20% Time

Objective: Resultant "high quality places to live, work and shop, that enhance the aesthetics of the community, and that balance development needs with the conservation of the natural and built environment."

Measures:	**CY 06 Actual**	**CY 07 Actual**	**CY 08 Estimate**	**CY 09 Proposed**
Customer satisfaction measure via survey of citizens	N/A	N/A	> 50%	> 50%
Customer satisfaction measure via survey of the City Council	N/A	N/A	> 67%	> 67%

Council Priority/Goal: AFFORDABLE HOUSING

Goal: Towards seeking quality affordable housing, the reader is referred to the comprehensive overview of the Community Design Section above. And, recognizing the more direct project contributions of the Community Design Section to affordable housing, please note the concept / feasibility plans for affordable housing included above.

Objective: See objectives of "Quality of Life" above.

Measures:	**CY 06 Actual**	**CY 07 Actual**	**CY 08 Estimate**	**CY 09 Proposed**
Applicable measures from "Quality of Life" above	See above.	See above.	See above.	See above.

COMMUNITY REINVESTMENT AND ECONOMIC DEVELOPMENT - 1809

MISSION

Community Reinvestment and Economic Development - Retain and strengthen existing local businesses while helping to grow and attract innovative companies. Redevelop the community to reinvest and rebuild itself for sustainable economic health.

PROGRAM DESCRIPTION

Promote sustainable retail, commercial, industrial development that enhances employment and revenues for the City by: providing critical information and programs needed by businesses to survive and thrive; developing and cultivating infrastructure that includes quality of life, a culture that embraces growth and change, and access to intellectual resources, including qualified and talented employees; and developing connections between businesses and the people and organizations that can help take them to the next level including educational institutions.

FY 08 ACCOMPLISHMENTS

- ✓ Started Economic Development Program.
- ✓ Formed the Northern Arizona Economic Development Advisory Committee.
- ✓ Created "CityofInnovation.com" as gateway.
- ✓ Started Business Retention and Expansion Program.
- ✓ Started Business Attraction Program.
- ✓ Held two roundtables on Workforce issues.
- ✓ Completed new GPLET for Nestle Purina which will add 100,000 SF and new jobs.
- ✓ Opened first phase of Mall expansion.
- ✓ Started construction on Aspen Place at the Sawmill second phase and opening of New Frontiers.
- ✓ Bestjobinflagstaff.com opened.
- ✓ Sale of six auto park lots.
- ✓ Three new auto brands to the market.
- ✓ Opening of first phase of Mall.

FY 09 INITIATIVES

Concentration on companies and programs dealing with BioSciences, Technology and Clean Energy/Sustainable Businesses while retaining and expanding existing businesses

- ➢ B3 Program Business Retention Program in cooperation with Arizona Public Service.
- ➢ Workforce outreach program in cooperation with Northern Arizona University and Coconino Community College.
- ➢ University to Business Program supporting local business with marketing, business planning and proof of concept support.
- ➢ Business Attraction Program.
- ➢ Incubator construction completed and building occupied.
- ➢ Downtown Management District running.
- ➢ Urban Design completed for major Downtown project.
- ➢ Parking Garage feasibility analysis completed.
- ➢ Marketing of www.bestjobsinflagstaff.com site.
- ➢ Construction of next phase at Mall.
- ➢ Completion of next phase of Auto Park.
- ➢ Automotive Training Facility feasibility completed.
- ➢ Updated www.cityofinnovation website as gateway portal for economic and business programs including resources.
- ➢ Update video on community.

PERFORMANCE MEASURES

Council Priority/Goal: ECONOMIC DEVELOPMENT
Goal: Promote Downtown as a cultural and shopping destination.
Objective: Provide a well-managed Downtown District.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Establish a Parking Meter Zone	N/A	N/A	1st Phase Installed	2nd Phase installed
Identify Public Parking areas with signs and a map, available at CVB, downtown kiosks, and web site	In Process	Ongoing	Completed	N/A
Preparea Parking Study for the Central Business District with proposed funding; possible start to implementation	See 1807	See 1807	See 1807	See 1807

Council Priority/Goal: ECONOMIC DEVELOPMENT
Goal: Establish Fourth Street as a culturally rich retail and business corridor.
Objective: Identify redevelopment opportunities in Fourth Street overpass corridor.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
RFQ sent out for south sites at Fourth Street and Route 66	RFQ issued	Developer selected and Development Application Submitted	Annexation, Land Use change, and Rezone completed and DA completed	First Phase of Project under construction

Council Priority/Goal: ECONOMIC DEVELOPMENT
Goal: Stimulate Southside retail and services.
Objective: Implementation of 2005 Southside Plan strategies for redevelopment.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Propose an Overlay District for Southside District - establish design guidelines and incentives for proper infill and adaptive re-use	Planning	Planning	Planning	Planning
Identify underutilized sites and pursue proper redevelopment	Planning	Planning	RFP issued for Lumberyard	Developer Selected and Project under construction
Southside Street Improvements	See 1807	See 1807	See 1807	See 1807

Council Priority/Goal: ECONOMIC DEVELOPMENT
Goal: Establish Route 66 as a Heritage Corridor
Objective: Preserve and redevelop Route 66 to attract the Heritage Tourist

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Work with community and property owners to develop a Route 66 Heritage Corridor Plan - design guidelines and incentives for quality retail, service, and cultural amenities	Planning	Planning	Planning	Planning
Encourage a Route 66 Business Association	Planning	Planning	Organization established	ongoing
Develop a package of federal, state and local incentives for historic preservation and restoration of existing structures	Planning	Planning	Planning	Planning

Council Priority/Goal: ECONOMIC DEVELOPMENT
Goal: Promote redevelopment in underutilized neighborhoods.
Objective: Establish 'Infill Incentive Districts'.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
White paper on which neighborhoods fit criteria of "Infill Incentive Districts" with proposed incentives	Completed	N/A	N/A	N/A
Public Education process of Infill Incentive Districts in targeted areas	ongoing	ongoing	ongoing	Ongoing
Propose ordinance for Infill Incentive Districts	Public discussion	Public discussion	Ordinance Adopted	Infill Districts Implemented

Council Priority/Goal: ECONOMIC DEVELOPMENT
Goal: Development of Innovation Park as anchor for innovative companies.
Objective: Ongoing Project.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Creation of a Science and Technology Park	Developer chosen	Development Application Submitted	Rezoned, Lease Signed and tenants identified	Construction Underway, first phase opened
Development of a Science, Technology and Clean Energy Center	Grant Awarded	A/E Plans completed and bid	Building opened and operational	Building occupied with qualified companies
Use of the Science, Technology and Clean Energy Center as a center of innovation and excellence that creates an environment that grows local innovation	N/A	Funding of Operator and virtual incubation	Ten companies reviewed and building occupied by leading edge companies	Program makes revenue requirements while incubating innovative companies
Local venture funding identified to assist in the growth of innovative start-up companies	N/A	N/A	Initial meeting and strategy for screening and identification of companies	Private funding structure created and implemented

Council Priority/Goal: ECONOMIC DEVELOPMENT
Goal: Retention and Expansion of Local Business
Objective: Meet with local businesses to assess need

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Business Retention and Expansion Visits and assessment of needs and deliver of information and assistance	N/A	N/A	30 visits	50 visits

Council Priority/Goal: ECONOMIC DEVELOPMENT
Goal: Retention and Expansion of Local Business.
Objective: Workforce Development.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Development and funding of program in cooperation with CCC and NAU	N/A	N/A	Programs Created	Funded
Identification of local company(ies) to partner with and evaluate positions, training needs and hiring of properly trained employees to reduce turnover	N/A	N/A	Programs created and trial launched with company/user of services	10% drop in turnover at trial company based on data

Council Priority/Goal: ECONOMIC DEVELOPMENT
Goal: Higher wage jobs for the community.
Objective: Bring new high wage jobs.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Leads developed, responded to and possible site visits by companies with ultimate conversion of one lead to a company locate	N/A	N/A	3 Trade Shows with 50 leads	Wage level and number of jobs increased by relocation of at least one company

Council Priority/Goal: ECONOMIC DEVELOPMENT
Goal: Retention and Expansion of Local Business.
Objective: Connection of Business to University.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Development of University to Business Program	N/A	N/A	Programs Created	Funded
Identification of local companies to partner with in cooperation with institution and implementation of critical business review, business plan, marketing, proof of concept and retaining of two to three student interns to work with company to finalize new product development and introduction	N/A	N/A	3 companies identified and included in program	Students employed and concepts tested and possibly implemented depending on market outcome

Council Priority/Goal: ECONOMIC DEVELOPMENT
Goal: Higher wage jobs for the community.
Objective: Market opportunities for former residents.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Website in cooperation with NAU and CCC Alumni office and incorporating CItyofInnovation as another gateway site and linkage to bestjobsinflagstaff site for job opportunities	N/A	N/A	Operational and generating hits	Site seen as a gateway for people interested in returning to Flagstaff

Council Priority/Goal: ECONOMIC DEVELOPMENT
Goal: Business Retention and Expansion.
Objective: Workforce Availability.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Users of Bestjobsinflagstaff along with new listserve for local business issues	N/A	N/A	5-user companies	15-user companies
Use of CityofInnovation website as a gateway to other services and information	N/A	N/A	Redevelopment of the site	Update and tracking of number of hits and time spend on site as measure of performance

DEPARTMENT: COMMUNITY DEVELOPMENT
DIVISION: 18-COMMUNITY INVESTMENT

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 929,216	$ 1,125,120	$ 888,562	$ 792,894	$ (332,226)
CONTRACTUAL	142,835	80,770	171,196	55,031	(25,739)
COMMODITIES	107,578	46,200	46,907	27,600	(18,600)
CAPITAL	24,359	-	-	-	-
TOTAL	**$ 1,203,988**	**$ 1,252,090**	**$ 1,106,665**	**$ 875,525**	$ (376,565)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 653,065	$ 367,239	$ 222,407	$ 251,868	$ (115,371)
COMMUNITY DESIGN	106,457	127,040	127,566	137,234	10,194
CODE ADMINISTRATION	210,238	238,857	240,900	-	(238,857)
REINVESTMENT AND ECONOMIC DE	82,302	163,656	168,662	68,819	(94,837)
HOUSING	115,970	267,036	268,118	312,413	45,377
COMMISSIONS	-	1,600	1,600	1,200	(400)
LAND TRUST PROGRAM	35,956	86,662	77,412	103,991	17,329
TOTAL	**$ 1,203,988**	**$ 1,252,090**	**$ 1,106,665**	**$ 875,525**	**$ (376,565)**

SOURCE OF FUNDING:

GENERAL FUND	$ 611,645
LIBRARY FUND	27,708
HIGHWAY USER REVENUE FUND	64,809
WATER AND WASTEWATER FUND	101,872
STORMWATER FUND	4,881
AIRPORT FUND	9,923
ENVIRONMENTAL SERVICES FUND	54,687
	$ 875,525

COMMENTARY:

The Community Investment operating budget has decreased 30% and there are no capital expenditures. Personal Services decreases are due to the Community Development Department reorganization where 4 FTE staffing in Code Administration are moving to Planning and Development Services . In addition, there is a 1% pay plan adjustment, expected merit adjustments, and a small increase in health insurance. Contractuals and Commodities decreases are due to the reorganization. There is no major capital (>$10,000) for this division.

AFFORDABLE HOUSING - 1810

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 groups 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; 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 08 ACCOMPLISHMENTS

Planning and Administration – Division 31

- ✓ Received State Housing Hero Award – Innovate Partnerships – for Community Housing Policy Task Force efforts.
- ✓ Received Arizona Chapter of National Association of Housing and Redevelopment Officials award for Program Innovation of the Year in Community Development.
- ✓ Administered CDBG fund in a federally compliant manner.
- ✓ Completed 2007/2008 Annual Action Plan and received Council and HUD approval.
- ✓ Completed 2007/2008 CDBG Request for Proposals process.
- ✓ Completed CDBG Consolidated Annual Performance and Evaluation Report and received satisfactory performance evaluation from HUD.
- ✓ Conducted on site sub-recipient monitoring.
- ✓ Conducted Environmental Review procedures as required.
- ✓ Met HUD spending requirements.
- ✓ Provided loan servicing to prior Housing Program clients.
- ✓ Continuing education of staff on HUD policies and procedures.
- ✓ Formalized loan tracking and procedures – augmented post purchase counseling.

Planning and Administration – Division 18

- ✓ Coordinated efforts with Development Services to integrate housing planning early in the development process.
- ✓ Created and implemented community wide housing education effort.
- ✓ Grant awarded from ADOH for emergency repair and owner occupied housing rehabilitation.
- ✓ Utilized technical assistance and partnership opportunities with Fannie Mae.
- ✓ Participated in community planning efforts, including: Northern Arizona Homelessness Task Force/Rural Continuum of Care.
- ✓ Initiated partnership with Arizona Rural Policy Institute to create 10-year plan to end chronic homelessness.
- ✓ Participated in community efforts to open homeless shelters.
- ✓ Established administrative setup and implementation of Land Trust Program.
- ✓ Provided foreclosure training opportunities for the public.
- ✓ Completed project management of contract and process for Nexus Study.
- ✓ Worked with developer to bring first cooperative housing to Flagstaff.
- ✓ Created and implemented Workforce Housing Incentive Policy.
- ✓ Integrated Smart Growth concepts into housing programs, where appropriate.
- ✓ Increased workforce housing opportunities through economic development.
- ✓ Coordinated with three local businesses to establish Employer Assistance Housing efforts.
- ✓ Maintained ongoing relationship with Flagstaff Housing Authority as staff liaison.
- ✓ Created Development Agreements and tools to ensure that three developments have permanent workforce housing.
- ✓ Entered into planning process with successful respondents for John Wesley Powell site and 202 site.
- ✓ Established Community Land Trust Advisory Committee.
- ✓ Completed analysis of City owned properties.

Affordable Housing Development and Neighborhood Revitalization – Division 31

- ✓ Provided funding and administrative oversight for the following programs to benefit the community;
  - Housing Acquisition/Rehabilitation:
  - Flagstaff Homeless Shelter
  - Owner Occupied Housing Rehabilitation
  - Minor Rehab of Sharon Manor
  - HALO House Retro Fit
  - Flagstaff Homebuyer Assistance Program
  - Housing Subsidy Grants
  - Housing Stabilization
  - Flagstaff Senior Services
  - IDA Matching Fund
  - Acquisition & Rehabilitation
  - Contract for Construction of Two Homes
- ✓ Completed public improvements for Community Land Trust Program properties (Schultz Pass and Izabel Homes), resulting in site preparation for approximately 36 workforce housing units.
- ✓ Phase II Izabel Homes vertical construction RFP conducted and identified successful respondent for construction of 16 units.

Affordable Housing Development and Neighborhood Revitalization – Division 18

- ✓ Continued to implement recommendations from the Community Housing Policy Task Force.
- ✓ Ongoing planning efforts with developers to incorporate workforce housing units into upcoming developments in the City of Flagstaff – where appropriate.
- ✓ First Community Land Trust Program homes sold and occupied.
- ✓ Worked with lenders to provide financing options for Land Trust Program Homes.
- ✓ Conducted lender / appraiser trainings for Community Land Trust Program.
- ✓ Developed post purchase support measures.
- ✓ Two RFPs issued for Community Land Trust Program developments.
- ✓ Met with major community employers to discuss Employer Assisted Housing opportunities.

FY 09 NEW INITIATIVES

- ➢ Implementation of Nexus Study recommendations as directed.
- ➢ Provide non-duplicative educational opportunities related to workforce housing issues.
- ➢ Work with community partners to create shelter options for the homeless.
- ➢ Work with community partners to create and implement a 10-year plan to end chronic homelessness.
- ➢ Work with private sector partners to construct Community Land Trust Program homes.
- ➢ Provide policy guidance on workforce housing opportunities for all interested – clients, stakeholders, and developers.
- ➢ Increase awareness of incentives and work with residential and mixed-use developers on the benefits of including workforce housing in forthcoming developments.
- ➢ Work with interested businesses on the benefits and policy guidance of Employer Assisted Housing programs.
- ➢ Administer Council approved Community Development Block Grant (CDBG) programs.
- ➢ Administer two Housing Rehabilitation and Emergency Repair grants funded by the Arizona Department of Housing.
- ➢ Administer Federal and State grant programs and reporting.
- ➢ Assist and provide support for homeowner members of the Community Land Trust Program in compliance with City Council direction and programmatic intention.
- ➢ Develop and refine policies and procedures to ensure effective programmatic implementation including:
  - protection of City assets
  - balanced benefit to homeowners and the community
  - non-intrusive support for homeowners,
  - a fair and efficient process, and
  - consistent utilization of community partners.
- ➢ Identify and pursue potential partnerships which could result in additional units either in the Community Land trust Program or providing permanent affordability through a legally sounds mechanism.
- ➢ Work with internal staff to develop workforce housing on City of Flagstaff land for inclusion in the Community Land Trust Program.

PERFORMANCE MEASURES

Council Priority/Goal: WORKFORCE HOUSING
Goal: Provide a variety of housing opportunities for citizens of Flagstaff.
Objective: 1. Produce, or cause to be produced, housing for sale to identified target populations.
2. Assist Flagstaff's workforce in reaching homeownership through a variety of programs.
3. Preserve Flagstaff's current housing stock through housing rehabilitation of health and safety hazards.
4. Provide progressive housing planning.
5. Assist in creating additional rental options for residents.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Produce new affordable homes for Flagstaff's workforce through the Land Trust Program and public/private partnerships	N/A	9	Approx. 26	Approx. 41
Provide homeownership assistance to designated target populations	14	24	24	24
Provide homeownership education to designated target populations		75	130	130
Address health and safety hazards in homes owned and occupied by low/moderate income persons	6	8	10	10
Assist local employers with creation and implementation of Employer Assisted Housing efforts	N/A	3	3	3
Work with developers to incorporate workforce housing units into upcoming developments in the City of Flagstaff where appropriate	Yes	Yes	Yes	Yes
Complete market analyses including job housing linkage to address community sustainability	Yes	Draft completed	Complete / Implement	
Maintain 100% compliance with Federal funding sources	100%	100%	100%	100%
Complete and enter into development agreements for workforce and/or community housing	Yes	Yes	Yes	Yes
Assist in increasing the supply of rental housing	71	64	Support provided	Support provided

Council Priority/Goal: WORKFORCE HOUSING
Goal: Address the economic and social needs of Flagstaff's population through targeted programming and planning.
Objective: Participate in community planning efforts and provide programs where appropriate.
Objective: Maintain and strengthen Flagstaff as the regional center for retail, employment, and hospitality, while enhancing the quality of life for our residents.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Participate in community planning efforts (Continuum of Care; Detox center planning; Annual Action Plan; etc)	Yes	Yes	Yes	Yes
Partner to provide targeted programs to assist with economic and social needs where not addressed by other resources	Yes	Yes	Yes	Yes
Utilize results from Nexus Study to educate the community on job/housing linkage	N/A	On going	On going	Ongoing
Provide non-duplicative educational opportunities related to workforce housing issues		4	4	4

DEPARTMENT: COMMUNITY DEVELOPMENT
DIVISION: 31-HOUSING AND COMMUNITY SERVICES

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 165,728	$ 214,239	$ 142,239	$ 71,774	$ (142,465)
CONTRACTUAL	1,113,622	4,317,329	1,313,261	3,900,097	(417,232)
COMMODITIES	21,319	4,900	4,900	4,900	-
CAPITAL	72,114	-	598,916	-	-
TOTAL	**$ 1,372,783**	**$ 4,536,468**	**$ 2,059,316**	**$ 3,976,771**	$ (559,697)

EXPENDITURES BY PROGRAM:

REVOLVING LOAN GEN FUND	$ 410,696	$ 450,000	$ 260,000	$ 450,000	$ -
CDBG ENTITLEMENT ADMIN	107,275	112,000	112,000	108,535	(3,465)
LAND ACQUISITION-GF	78,060	1,817,538	530,120	1,407,956	(409,582)
AZ HOUSING TRUST FUNDS	-	300,000	300,000	300,000	-
HOME GRANT	-	366,000	100,000	300,000	(66,000)
WORKFORCE HSG INCENTIVES	32	252,964	15,000	287,964	35,000
WORKFORCE HOUSING DEVELP	-	94,400	71,400	23,000	(71,400)
CDBG-REHAB OF ACQ HOMES	36,417	176,850	83,850	243,000	66,150
CDBG-NEIGH REV/HSG CONSTR	3,638	100,000	50,000	-	(100,000)
CDBG-PUBLIC IMPROVEMENTS	299,943	-	66,230	-	-
CDBG HOUSING REHAB	92,029	85,000	48,000	205,000	120,000
CDBG MISC PROJECTS	82,354	205,684	132,684	130,316	(75,368)
CDBG HOME BUYERS ASSIST	115,004	145,000	132,000	130,000	(15,000)
LAND TRUST DEVELOPMENT	11,783	3,000	-	-	(3,000)
CDBG CODE ENFORCE	135,552	139,000	67,000	-	(139,000)
CDBE IDA MATCHING	-	30,000	30,000	-	(30,000)
CDBG PUBLIC FACILITY REH	-	117,032	19,032	120,000	2,968
CDBG HSG SUBSIDY GRANTS	-	142,000	42,000	186,000	44,000
CDBG HSG STABILIZATION	-	-	-	85,000	85,000
TOTAL	**$ 1,372,783**	**$ 4,536,468**	**$ 2,059,316**	**$ 3,976,771**	$ (559,697)

SOURCE OF FUNDING:

COMMUNITY REDEVELOPMENT FUND	$ 3,976,771
	$ 3,976,771

COMMENTARY:
The Housing and Community Services operating budget has decreased 12% and there are no capital expenditures. Personal Services decreases due to the Code Enforcement Officers no longer being funded with CDBG grant monies. Contractuals decrease is due to decreases in Other Miscellaneous Services expense. Commodities are unchanged over the prior year budget There is no major capital (>$10,000) for this division.

MISSION

We are a client-focused team that enables quality development, reinvestment and conservation of the natural and built environment through publicly adopted policies.

PROGRAM DESCRIPTION

The work of the Art & Science program has three parts, Cultural Arts and Sciences, Outdoor Public Art, and Indoor Public Art.

Cultural Arts and Sciences - The City contracts with Flagstaff Cultural Partners, Inc., a community based non-profit organization, for the administration and delivery of grant funds for the development, co-ordination, and support of arts, culture, and science programs. Grants include organizations delivering art, dance, heritage resources, literature, music, theater, and other programs to the community. Staff provides for administration of the contract including quarterly payments and annual review.

Outdoor Public Art - This program provides for recommendations to the City Council for the selection, placement, and installation of art pieces in community settings. Funding, when approved by the City Council, comes from allocations within Capital Improvement project budgets.

Indoor Public Art - This program provides for the selection, placement, and installation of art pieces in public buildings including City Hall, Pulliam Airport, and the Visitors Center. Art pieces are loaned by artists at no cost and nominal installation costs are funded by the General Fund.

The Public Art programs are overseen by the Beautification and Public Art Commission. A Staff Liaison is provided including various additional duties associated with Commission programs and projects including urban design for outdoor installations

Finally, Division 71 work load is grouped with Division 1807 to provide a comprehensive overview of the Community Design Section. Details of these responsibilities can be seen under "Program Description" for that division.

FY 08 ACCOMPLISHMENTS

- ✓ See Division 1807

FY 09 NEW INITIATIVES

- ➢ See Division 1807

DEPARTMENT: COMMUNITY DEVELOPMENT
DIVISION: 71-ARTS AND SCIENCE

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 231	$ 11,948	$ 11,948	$ -	$ (11,948)
CONTRACTUAL	330,953	666,182	406,560	731,002	64,820
COMMODITIES	13	550	2,165	3,850	3,300
TOTAL	**$ 331,197**	**$ 678,680**	**$ 420,673**	**$ 734,852**	$ 56,172

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 799	$ 8,680	$ 8,680	$ 103,938	$ 95,258
CONTRACTUAL SERVICES	285,000	300,000	300,000	305,000	5,000
PUBLIC ARTWORK	(446)	300,000	41,993	252,414	(47,586)
FCP ADMINISTRATION	45,844	70,000	70,000	73,500	3,500
TOTAL	**$ 331,197**	**$ 678,680**	**$ 420,673**	**$ 734,852**	$ 56,172

SOURCE OF FUNDING:

ARTS AND SCIENCE FUND	$ 734,852
	$ 734,852

COMMENTARY:
The Arts & Science operating budget has increased 8% and there are no capital expenditures. Personal Services decreases are due to a change in how the internal charge outs are handled in the new work order system and are now included in Commodities. Contractual increase is due to carryforward for the public art work program that is expected to be expended in 2009. There is no major capital (>$10,000) for this division.

MISSION

We are a client-focused team that enables quality development, reinvestment and conservation of the natural and built environment through publicly adopted policies.

PROGRAM DESCRIPTION

The work of Beautification General Administration is provided by the Community Design Section that performs a variety of functions related to the enhancing and maintaining the quality of natural and built environment of the City of Flagstaff. These functions include community, neighborhood, and urban design projects and include oversight of BBB Tax funds allocated for beautification projects and Flagstaff Urban Trail System projects.

For Beautification (Div 74) and FUTS (Div 75) projects, responsibilities include financial and physical planning, inter-agency coordination, design guidelines, design services, project delivery, and ongoing maintenance. Much is performed by contract with other agencies including the Flagstaff Metropolitan Planning Organization, and outside consultants.

Internal planning and design services range in scale from details to whole neighborhoods, including Beautification and FUTS projects. Participation in public project design further implements the goals of this program.

Staff also participates in the Development Review Board, with responsibility for review of public and private projects in terms of beautification efforts, Commission efforts, other planning efforts such as districts and transportation systems, and consistency with environmental (natural and built) aspects of the Land Development Code.

Staff Liaisons for the Beautification and Public Art Commission, Historic Preservation Commission, and the Open Spaces Commission, is provided out of this Division, including various additional duties for Commission programs and projects.

Finally, Division 73 work load is grouped with Division 1807 to provide a comprehensive overview of the Community Design Section. Details of these responsibilities can be seen under "Program Description" for that division.

FY 08 ACCOMPLISHMENTS

- ✓ See Division 1807

FY 09 NEW INITIATIVES

- ➢ See Division 1807

DEPARTMENT: COMMUNITY DEVELOPMENT
DIVISION: 73-BEAUTIFICATION GENERAL ADMINISTRATION

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 104,977	$ 89,075	$ 189,258	$ 158,252	$ 69,177
CONTRACTUAL	21,810	13,225	15,305	13,225	-
COMMODITIES	1,574	3,600	4,100	3,600	-
TOTAL	**$ 128,361**	**$ 105,900**	**$ 208,663**	**$ 175,077**	$ 69,177

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 127,996	$ 103,700	$ 205,883	$ 172,877	$ 69,177
COMMISSION	365.00	2,200	2,780	2,200	-
TOTAL	**$ 128,361**	**$ 105,900**	**$ 208,663**	**$ 175,077**	$ 69,177

SOURCE OF FUNDING:

BEAUTIFICATION FUND	$ 175,077
	$ 175,077

COMMENTARY:
The Beautification operating budget has increased 65% and there are no capital expenditures. Personal Services increases are due to a 1% market adjustment, expected merit adjustments, and a small increase in health insurance. In addition, the allocation of internal staff is the majority of the personal increase. There is no major capital ($10,000) for this division.

MISSION

The mission of the Stormwater Management Section is to promote the public health, safety and general welfare, to minimize public and private losses due to flood conditions, to reduce the cost of flood insurance and to comply with applicable floodplain and stormwater regulations.

PROGRAM DESCRIPTION

The Stormwater Section includes: administration, utility management, engineering/hydrology technical support, master planning, customer service, data collection, field inspection, and plan review components.

FY 08 ACCOMPLISHMENTS

- ✓ Initiated Phase II of the Stormwater Master Plan.
- ✓ Developed process for enforcement of Illicit Discharge Ordinance.
- ✓ Developed and implemented Drainage Improvement Program.
- ✓ Achieved full FEMA regulatory compliance and obtained a Community Rating System Classification of 7.
- ✓ FEMA has agreed to develop specific criteria for levee-like structures, rather than treat them like levees. However, there is concern regarding what the criteria will look like. Staff has sent a letter to FEMA more involvement in the development and review of the criteria.
- ✓ Achieved compliance with National Pollutant Discharge Elimination System (NPDES) Permit.
- ✓ Completed development of a Stream Team inventory and assessment of city watercourses.
- ✓ Completed the Drainage System Inventory.
- ✓ Initiated stormwater quality Best Management Practices (BMP's).
- ✓ Ensure that private & capital construction projects meet the standard required by the City.
- ✓ Delivered $200,000 worth of Drainage Improvement Projects.
- ✓ Successfully continue to work with the Stormwater Advisory Committee (SWAC) in critical path areas for Stormwater.

FY 09 NEW INITIATIVES

- ➢ Continue delivery of Drainage Improvement program.
- ➢ Research the renewed NPDES permit requirements to develop a Stormwater Management Plan that will ensure compliance with permit conditions.
- ➢ Complete Phase II of the Stormwater Master Plan.
- ➢ Complete stormwater quality Low Impact Development program.
- ➢ Implement the recommendations of the Stream Team for watercourse restoration and preservation
- ➢ Maintain FEMA CRS Class 7 rating.
- ➢ Continue to research Low Impact Development and how to introduce this concept to the community as well as revise the appropriate codes.
- ➢ Continue to work with the SWAC in the program development and implementation. Particularly in the near future with the LID concept.

PERFORMANCE MEASURES

Council Priority/Goal: PUBLIC SAFETY
Goal: Respond in a timely manner to requests or needs of citizens, Council, Manager, and City Departments and Divisions.
Objective: Timely responses to requests for information and assistance

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Respond to Floodplain Status citizen requests within 48 hours	100%	100%	100%	100%
Respond to Grading Inspection and illicit discharge report requests within 48 hours	90%	95%	100%	100%
Respond to Drainage Complaints within 24 hours			100%	100%

Council Priority/Goal: PUBLIC SAFETY
Goal: Maintain and/or improve Community Rating system (CRS) standing. The current rating is Class 7, which provides a 15% discount on flood insurance premiums for those citizens required to carry flood insurance. Current goal is to maintain the newly improved rating while evaluating operations to identify the appropriateness of achieving an additional class rating up-grade.
Objective: Monitor and maintain eligible CRS activities.

	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Maintain CRS ranking (the lower the rating; the better the score). In FY 09, staff will assess feasibility of moving to next class.	Yes, (Class 8)	Yes (Class 7)	Class 7	Class 7

Council Priority/Goal: PUBLIC SAFETY
Goal: Meet Development Services adopted time frames for civil reviews.
Objective: Perform drainage reviews on time.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
On time reviews	80%	80%	80%	90%

Council Priority/Goal: PUBLIC SAFETY
Goal: Reduce flooding and manage stormwater.
Objective: Utilize available funding to complete drainage projects in FY09.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
% of budget spent				90%
# of projects on time				90%
# of completed projects within budget				5

Council Priority/Goal: ECONOMIC DEVELOPMENT
Goal: Remove properties from the regulatory floodplain resulting in redevelopment potential.
Objective: Complete Phase II of the Stormwater Master Plan which will ultimately provide for a capital improvements program list for projects that will remove properties from the floodplain.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Complete Phase II of the Master Plan				100%

Council Priority/Goal: REGIONAL WATER ISSUES
Goal: Complete the Low Impact Development (LID) project that will result in requirements for the re-use and infiltration of stormwater in new developments.
Objective: Adoption, by Council, of new regulations for requirements to re-use and infiltrate stormwater.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Adoption of LID Ordinance				100%

Council Priority/Goal: REGIONAL WATER ISSUES
Goal: Obtain and comply with USEPA National Pollutant Discharge Elimination System (NPDES) Permit.
Objective: To implement Best Management Practices (BMP's) pursuant to the Permit conditions, resulting in pollutant removal from stormwater and minimizing pollutant impacts to groundwater resources.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Compliance with USEPA NPDES Permit required in Permit Year I				100%

DEPARTMENT: COMMUNITY DEVELOPMENT
DIVISION: 98-STORMWATER UTILITY

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 500,856	$ 495,129	$ 511,629	$ 525,134	$ 30,005
CONTRACTUAL	54,042	489,291	139,198	406,749	(82,542)
COMMODITIES	41,686	17,288	10,122	16,088	(1,200)
TOTAL	**$ 596,584**	**$ 1,001,708**	**$ 660,949**	**$ 947,971**	$ (53,737)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 287,082	$ 365,418	$ 323,473	$ 261,231	$ (104,187)
ENG. & MASTER PLANNING	18,957	322,356	32,410	355,690	33,334
OPERATIONS	290,545	313,934	305,066	331,050	17,116
TOTAL	**$ 596,584**	**$ 1,001,708**	**$ 660,949**	**$ 947,971**	$ (53,737)

SOURCE OF FUNDING:

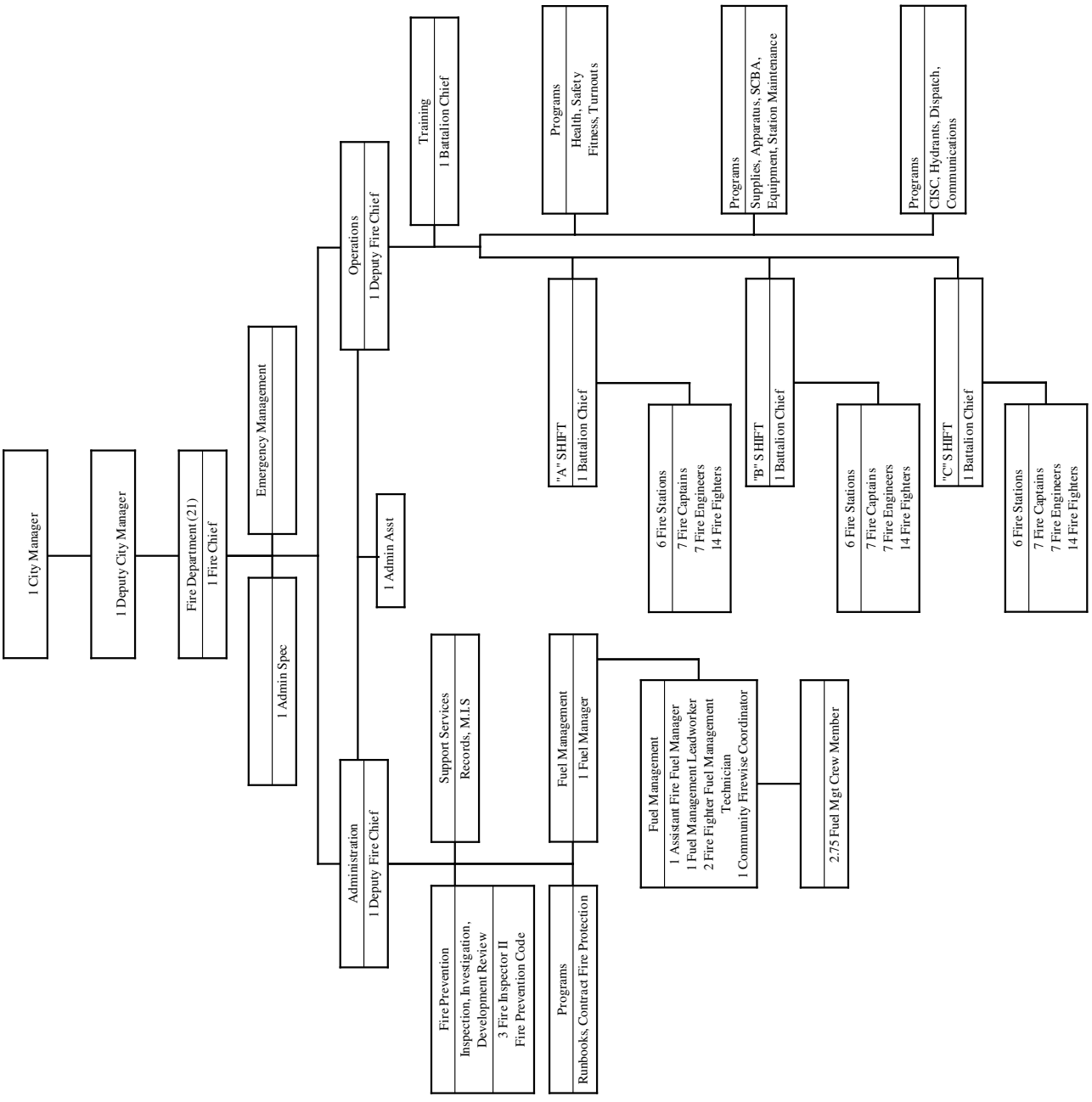
STORMWATER UTILITY FUND	$ 947,971
	$ 947,971

COMMENTARY:
The Stormwater Utility operating budget has decreased 5% and there are no capital expenditures, resulting in an overall net decrease of 5%. Capital for Drainage and Stormwater are captured in Divisions 34 and 99. Personal Services increases are due to a 1% market adjustment, expected merit adjustments, and a small increase in health insurance. Contractuals decreases are due to moving a non operating expenditure to the appropriate Capital Project (DRIP). Commodities have no significant changes. One-time expenditures include rain gages, website redesign, Fanning Dr. LOMR, and the Stormwater Master Plan. There is no major capital (>$10,000) for this division.

FIRE DEPARTMENT
MISSION

The mission of the **Flagstaff Fire Department** is to responsibly protect values at risk in our community. We do this by protecting life, property, and community resources through preparation, prevention, response and mitigation.

Fire


1 City Manager
1 Deputy City Manager
Fire Department (21)
1 Fire Chief
Emergency Management
1 Admin Spec
Operations
1 Deputy Fire Chief
Training
1 Battalion Chief
Programs
Health, Safety
Fitness, Turnouts
Programs
Supplies, Apparatus, SCBA,
Equipment, Station Maintenance
Programs
CISC, Hydrants, Dispatch,
Communications
1 Admin Asst
"A" SHIFT
1 Battalion Chief
"B" SHIFT
1 Battalion Chief
"C" SHIFT
1 Battalion Chief
6 Fire Stations
7 Fire Captains
7 Fire Engineers
14 Fire Fighters
6 Fire Stations
7 Fire Captains
7 Fire Engineers
14 Fire Fighters
6 Fire Stations
7 Fire Captains
7 Fire Engineers
14 Fire Fighters
Administration
1 Deputy Fire Chief
Support Services
Records, M.I.S
Fuel Management
1 Fuel Manager
Fuel Management
1 Assistant Fire Fuel Manager
1 Fuel Management Leadworker
2 Fire Fighter Fuel Management Technician
1 Community Firewise Coordinator
2.75 Fuel Mgt Crew Member
Fire Prevention
Inspection, Investigation,
Development Review
3 Fire Inspector II
Fire Prevention Code
Programs
Runbooks, Contract Fire Protection

MISSION

The mission of the Flagstaff Fire Department is to responsibly protect values at risk in our community. We do this by protecting life, property, and community resources through preparation, prevention, response, and mitigation.

PROGRAM DESCRIPTION

The Fire Department is responsible for protecting life, property, and resources through the delivery of public safety services. Prevention, preparedness, mitigation, and response represent the core of the program efforts. The organized divisions include Administration, Prevention, Training, Operations, and Fuel Management.

FY 08 ACCOMPLISHMENTS

Aministration

- ✓ Received an Assistance to Firefighter Grant for Vehicle exhaust extraction systems in the stations.
- ✓ Completed two new Fire Station construction projects. (Westside and Ft. Valley Road.)
- ✓ Completed the Fire Department Strategic Plan.

Operations

- ✓ Deployed a Type 1 Engine, an 85' aerial platform, and a grant funded Heavy Rescue Truck.
- ✓ Increased Special Operation assignments to support the program.
- ✓ Developed our communications system and continue to move toward narrow banding

Fire Prevention

- ✓ Implemented three new inspection programs: hood system inspections, haz-mat permitting, and special population inspection.
- ✓ Updated the local Fire Code to the most contemporary edition.
- ✓ Adopted a Wildland Urban Interface Code.

Fuel Management

- ✓ Established two FireWise neighborhoods.
- ✓ Hired first winter seasonal crew and one new Fire Technician.
- ✓ Completed 1500 acres of forest treatment to reduce fire threat.
- ✓ Contined working with various mutli-party community collaboratives.
- ✓ Utilized over 1000 hrs of volunteer labor.
- ✓ Received national FireWise Leadership Award.

Disaster Management

- ✓ Received grants for technology upgrades to the Emergency Operations Center (EOC).
- ✓ Developed a Senior Level Leadership Steering Group to plan EOC Operations and Training.
- ✓ Held at least two EOC Training Exercises.

FY 09 NEW INITIATIVES

- ➢ Deploy Rescue vehicle(s) as part of NFPA 1710 staffing levels.
- ➢ Develop communication system and move toward FCC require narrow banding.
- ➢ Complete one additional new Fire Station construction project. (Eastside)
- ➢ Design one additional new Fire Station construction project (Mid-Town).
- ➢ Complete the construction of a new modular Training Tower.

PERFORMANCE MEASURES

Council Priority/Goal: PUBLIC SAFETY
Goal: To provide public safety services and programs directed toward customer care and community protection, with an emphasis on customer service.
Objective: 1. To correct 100% of fire code violations found during annual commercial inspections.
2. To review plan checks within 10 working days after receipt 100% of the time.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Fire code violations corrected	90%	85%	85%	85%
Plan reviews completed within 10 days after receipt	87%	85%	85%	95%

Council Priority/Goal: PUBLIC SAFETY
Goal: To provide basic and advanced life support pre-hospital care for emergency medical patients in conjuntion with our community partners.
Objective: To track the percent of days ALS personnel operate in each district.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Station #1	100%	97%	98%	98%
Station #2	98%	97%	98%	98%
Station #3	96%	91.5%	98%	98%
Station #4	96%	95.5%	98%	98%
Station #5	96%	94.5%	98%	98%
Station #6	97%	98%	98%	98%
Station #7	N/A	93%	98%	98%

Council Priority/Goal: PUBLIC SAFETY
Goal: To prepare,operate, and respond to emergencies, which meets community expectations and complies with National Fire Protection Agency and OSHA standards.
Objective:
#1. To complete 240 hours of training annually for each firefighter.
#2. To have the first due company travel to fire and ems incidents within 4 minutes, 90% of the time.
#3. To have the balance of first alarm fire assignments travel to the scene within 8 minutes, 90% of the time.
#4. To have emergency events dispatched within 1 minute of receipt of alarm, 90% of the time.
#5. Companies to initiate response within 1 minute of recipt of a call, 90% of the time.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Complete 240 hours of annual training per firefighter	320	240	240	240
First due company to the scene of fire and EMS within 4 minutes, 90% of the time	47%	50%	60%	60
Balance of first alarm assignments on the scene within 8 minutes, 90% of the time.	N/A	*85	*87	87
Emergency events dispatched with 1 minute of receipt of call, 90% of the time.	84%	*85	*85	85
Companies to respond within 1 minute of receipt of call, 90% of the time.	75%	*85	*90	85

***** Dependent on the capabilities of the CAD data management software to load into the FD records system properly.

Council Priority/Goal: PUBLIC SAFETY
Goal: To provide the necessary leadership and management to accomplish the organizations's mission, goals, and objectives in an effective manner.
Objective: To manage the department budget within approved funding levels 100% of the time.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Manage budget within apporved funding levels	98.2%	98.6%	98%	98%

Council Priority/Goal: PUBLIC SAFETY
Goal: To provide a Disaster Management Program designed to prepare and protect the community from both man made and natural disasters.
Objective: 1. Plan, conduct, and evaluate 1 wildfire field exercise.
2. Plan, conduct, and evaluate 1 WMD drill.
3. Plan, conduct, and evaluate 1 muti-agency drill.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Wildfire exercise	2 completed	2	2	2
WMD drill	1 completed	1	1	1
Multi-agency drill	2 completed	2	2	2

Council Priority/Goal: PUBLIC SAFETY
Goal: To provide quality fire suppression services ensuring the least amount of fire related dollar losses to our citizens.
Objective: To monitor the dollar loss estimates on a yearly basis.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Maintain annual property loss figures.	$.837	$1.08	$1.0	$1.0

Council Priority/Goal: PUBLIC SAFETY
Goal: To provide the necessary programs and activities to minimize the risk of a catastrophic wildfire, promote forest health, create a FireWise environment, and promote community well-being in -and-adjacent to the City.
Objective: 1. Conduct specialized training for Fuel Crew: 200-FTE, 80-Seasonal.
2. Complete 450 acres of thinning.
3. Complete 800 acres of prescribed burning.
4. Manage 500 hrs of volunteer labor.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Plans completed	585	0	0	0
Acres Thinned	1195	1001	450	450
Acres Burned (Rx Fire)	800	935	800	800
Training Hours – FTE	N/A	638	200	200
– Seasonal crew		570	80	80
Manage 500 hrs of volunteer labor	1154	1324	500	500

Council Priority/Goal: PUBLIC SAFETY
Goal: To measure the effectiveness of Fire Inspections through decreased fire occurrences in inspectable buildings.
Objective: To monitor the amount of structure fires in Inspected buildings.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of inspected buildings experiencing a fire event	unavailable	33	30	30

Council Priority/Goal: PUBLIC SAFETY
Goal: To identify and track appropriate metric designed to track effectiveness of Hazard Mitigation forest treatments.
Objective: 1. # ignitions on treated/non-treated property.
2. Final fire size on treated/non-treated property.

Measures: **New Measurement Program**	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
# ignitions on treated/non-treated property	NA	NA	Unk	Unk
Final fire size on treated/non-treated property	NA	NA	Unk	Unk

DEPARTMENT: FIRE
DIVISION: 21-FIRE

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 8,025,237	$ 9,003,132	$ 8,829,060	$ 9,290,203	$ 287,071
CONTRACTUAL	363,467	407,955	403,509	398,005	(9,950)
COMMODITIES	595,598	623,065	764,671	597,906	(25,159)
CAPITAL	233,402	1,102,100	687,537	744,000	(358,100)
TOTAL	**$ 9,217,704**	**$ 11,136,252**	**$ 10,684,777**	**$ 11,030,114**	$ (106,138)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 369,393	$ 1,682,564	$ (258,130)	$ 1,053,137	$ (629,427)
FIRE PREVENTION	313,552	357,885	373,374	370,924	13,039
TRAINING	129,981	129,631	188,066	128,780	(851)
FIRE OPERATIONS	7,554,383	7,273,028	8,243,113	8,541,703	1,268,675
NAU FIRE GRANT II	-	74,360	74,360	-	(74,360)
STATE FIRE ASSISTANT	237	33,840	33,840	-	(33,840)
FUEL MANAGEMENT PROGRAM	292,635	283,943	330,622	312,399	28,456
GENERAL WILDFIRE RESPONSE	84,328	-	40,812	-	-
HAZARD REDUCTION F/Y 2004	(95)	-	3,510	-	-
FIREWISE EDUCATION F/Y 03	(1)	-	-	-	-
FIRE IMPROVE PREVENTION	-	-	2,000	-	-
HMOWNER & COMM. ACTION 04	25,000	-	-	-	-
HAZARD FUEL REDUCTION	163,108	155,501	374,210	-	(155,501)
2005 ASSIST.TO FIREFIGHTERS	4,994	-	-	-	-
HLS 05-HEAVY RESCUE UNIT	210,941	300,000	300,000	-	(300,000)
05 DHS FIRE PREV& SAFETY	-	-	300	-	-
FYO6 GOHS RESCUE EQ.	-	-	-	10,000	10,000
06 CERT.ARBORIST TRAININ	132	-	-	-	-
SFA-6/05 REDUCE HAZ FI	39,925	240,000	468,200	253,171	13,171
SFA 6-07 RESTORING FIR	5,569	5,000	5,000	-	(5,000)
U&CF-ARBORIST TRAINING	4,209	-	-	-	-
2007-FIRE HLS	-	120,000	120,000	-	(120,000)
06-ASSIST TO FIREFIGHT	-	275,000	275,000	-	(275,000)
2007-FIRE EXTRACATION	-	5,500	5,500	-	(5,500)
04 HLS FIRE STATION - GE	19,413	-	-	-	-
DEP HOME SEC EXERC EQUIP	-	200,000	-	-	(200,000)
FY 07 HLS GRANTS	-	-	105,000	40,000	40,000
FY 08 HLS Grants	-	-	-	120,000	120,000
FY 07 ASST TO FIREFIGHTE	-	-	-	200,000	200,000
TOTAL	**$ 9,217,704**	**$ 11,136,252**	**$ 10,684,777**	**$ 11,030,114**	**$ (106,138)**

SOURCE OF FUNDING:

GENERAL FUND	$ 11,030,114
	$ 11,030,114

COMMENTARY:

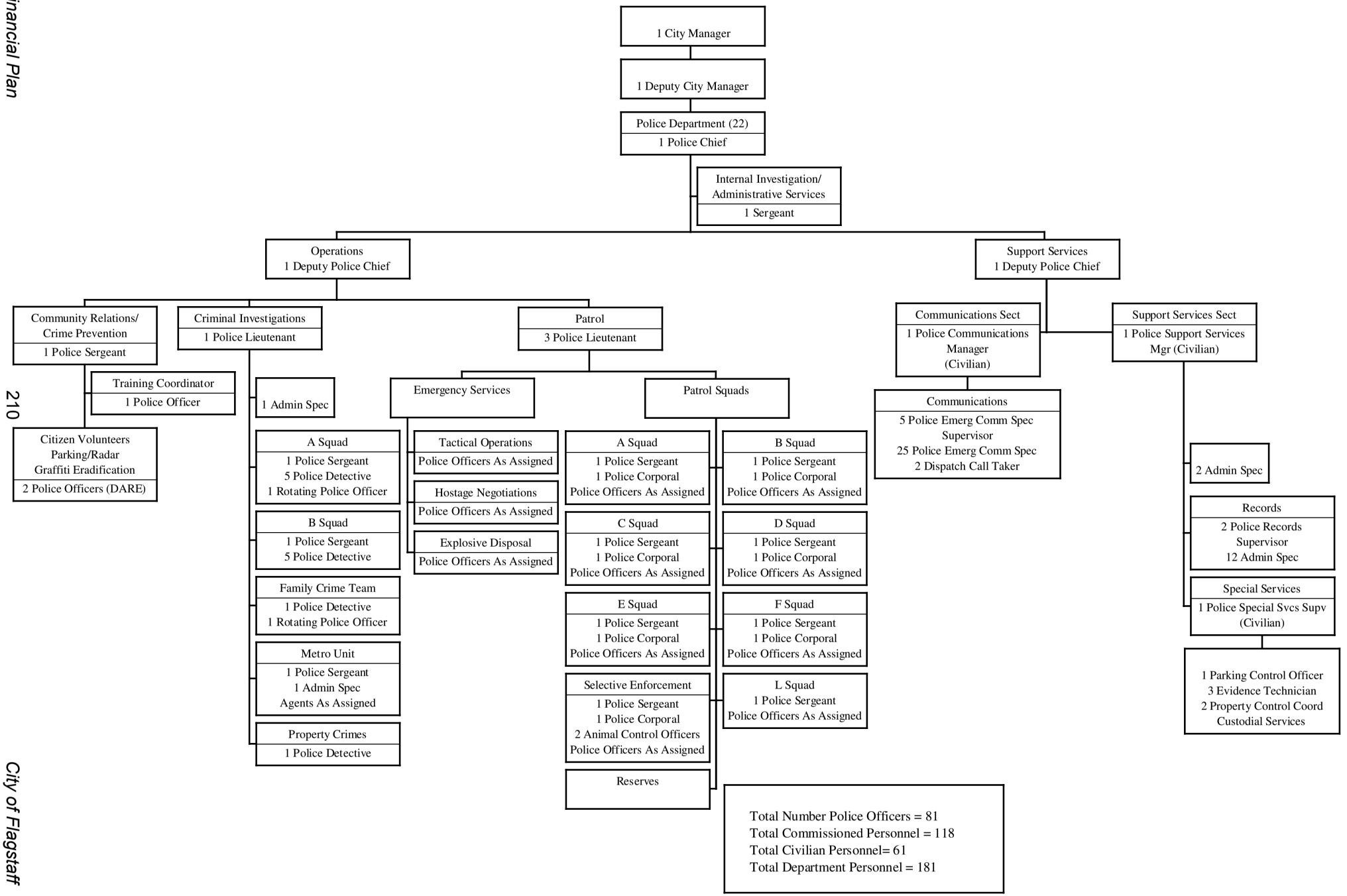
The Fire Department operating budget has increased 3% and capital expenditures total $744,000 resulting in an overall net decrease of 1%. Personal Services increases are due to the addition of 3.0 Firefighters plus one-time overtime costs of $45,500. In addition, there is a 1% market adjustment, expected merit adjustments, and a small increase in health insurance. Contractual decreases are due to reduction in Fire Prevention. Commodities decreases are due to prior year one-time expenditures. Major capital (>$10,000) is for (1) rescue fire truck ($200,000), as well as possible grant funded Fire Equipment ($330,000). Capital carry forward are Video equipment ($14,000) and (1) Rescue Vehicle ($200,000).


CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882

POLICE DEPARTMENT 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.

Police


1 City Manager
1 Deputy City Manager
Police Department (22)
1 Police Chief
Internal Investigation/ Administrative Services
1 Sergeant
Operations
1 Deputy Police Chief
Support Services
1 Deputy Police Chief
Community Relations/ Crime Prevention
1 Police Sergeant
Training Coordinator
1 Police Officer
Citizen Volunteers
Parking/Radar
Graffiti Eradification
2 Police Officers (DARE)
Criminal Investigations
1 Police Lieutenant
1 Admin Spec
A Squad
1 Police Sergeant
5 Police Detective
1 Rotating Police Officer
B Squad
1 Police Sergeant
5 Police Detective
Family Crime Team
1 Police Detective
1 Rotating Police Officer
Metro Unit
1 Police Sergeant
1 Admin Spec
Agents As Assigned
Property Crimes
1 Police Detective
Patrol
3 Police Lieutenant
Emergency Services
Tactical Operations
Police Officers As Assigned
Hostage Negotiations
Police Officers As Assigned
Explosive Disposal
Police Officers As Assigned
Patrol Squads
A Squad
1 Police Sergeant
1 Police Corporal
Police Officers As Assigned
B Squad
1 Police Sergeant
1 Police Corporal
Police Officers As Assigned
C Squad
1 Police Sergeant
1 Police Corporal
Police Officers As Assigned
D Squad
1 Police Sergeant
1 Police Corporal
Police Officers As Assigned
E Squad
1 Police Sergeant
1 Police Corporal
Police Officers As Assigned
F Squad
1 Police Sergeant
1 Police Corporal
Police Officers As Assigned
Selective Enforcement
1 Police Sergeant
1 Police Corporal
2 Animal Control Officers
Police Officers As Assigned
L Squad
1 Police Sergeant
Police Officers As Assigned
Reserves
Communications Sect
1 Police Communications Manager (Civilian)
Communications
5 Police Emerg Comm Spec Supervisor
25 Police Emerg Comm Spec
2 Dispatch Call Taker
Support Services Sect
1 Police Support Services Mgr (Civilian)
2 Admin Spec
Records
2 Police Records Supervisor
12 Admin Spec
Special Services
1 Police Special Svcs Supv (Civilian)
1 Parking Control Officer
3 Evidence Technician
2 Property Control Coord
Custodial Services
Total Number Police Officers = 81
Total Commissioned Personnel = 118
Total Civilian Personnel= 61
Total Department Personnel = 181

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.

PROGRAM DESCRIPTION

The Police Department is responsible for protecting life and property, preserving the peace, and protecting the rights of individuals through crime prevention, Community Policing programs, repression of crime and the apprehension of criminal offenders. The Metro Narcotics Task Force, a multi-agency investigative unit, is one of many State and Federal grants the Flagstaff Police Department has received.

FY 08 ACCOMPLISHMENTS

- ✓ Six Officers for Sunnyside.
- ✓ Property Crime Detective.
- ✓ Compstat "Intelligence-led Policing" Program Initiated.
- ✓ Over 10% reductions in Part I Crimes 2006 to 2007.
- ✓ Dispatch Call Taker hired.
- ✓ Dispatch Training Supervisor promoted.
- ✓ New Property Control position filled.
- ✓ Electronic Citation Project Initiated.

FY 09 NEW INITIATIVES

- ➢ Continue to improve Compstat Program.
- ➢ Improve retention of Officers and Dispatchers.
- ➢ Two additional Dispatch Call Takers.
- ➢ Salary adjustments for Officers and Dispatchers.
- ➢ New Volunteer Coordinator Position.
- ➢ Outsource Background Investigations.
- ➢ Traffic Unit.
- ➢ Pay Adjustments and additional staff in Records .
- ➢ Additional Specialty Pay Positions.
- ➢ School Resource Officers.
- ➢ Maintain ratio of 1.7 officers to 1,000 citizens.

PERFORMANCE MEASURES

Council Priority/Goal: PUBLIC SAFETY/PROPERTY CRIMES

Goal: Enhance the security of Flagstaff's citizens by addressing the high rate of property crimes in Flagstaff as compared to the state and the national average. Reduce property crime by establishing programs and community partnerships designed to reduce opportunities for crime and enhance identification of suspects.

Objective:
1. Reduce property crimes committed by stepped up enforcement, education of public and special details (e.g. auto burglaries).
2. Increase the clearance rate for property crimes by identifying and aggressively pursuing prosecution of repeat offenders.
3. Increase hours committed to expedite graffiti removal.
4. Decrease graffiti and criminal damage crimes with stepped up enforcement and special projects.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Larceny Theft Crimes	3,360	3,095	3,000	2,850
Burglaries/Vehicle Thefts	691	594	560	530
Value of Stolen Property	$3,853,745	$2,969,281	$2,850,000	$2,750,000
Property Crimes Cleared	31%	33%	35%	37%
Property Crimes per 100,000 - Flagstaff (trending 7% down)	7289	6793	6318	5876
Property Crimes per 100,000 – State (trending 4% down)	4838	4628	4443	4265
Property Crimes per 100,000 – Nation (trending 3% down)	3430	3335	3235	3138
Graffiti Incidents	385	429	400	380
Volunteer Hours on Graffiti Eradication	213	129	250	300

Council Priority/Goal: PUBLIC SAFETY/TRAFFIC
Goal: Enhance the safety of Flagstaff's streets by identifying then targeting the causes of motor vehicle collisions and by providing a highly visible deterrent.
Objective: 1. Increase traffic enforcement in high collision locations by identifying & targeting collision-causing violations such as speed and red light violations. Use CompStat tools for more timely tracking of collision locations/causes and increase media attention and use of Speed Monitoring Trailers, Project TRAP, Motorcycle Patrols, and other resources in selected areas.
2. Continued emphasis on arresting intoxicated drivers.
3. Increase seat belt and child restraint use with a combination of education and enforcement.
4. Use Volunteer Coordinator to increase volunteer hours donated to enhance traffic enforcement efforts.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Traffic Citations Issued	11,906	11,274	12,000	12,500
Warnings Issued	10,746	10,358	10,850	11,400
All Collisions DUI related Collisions	3,374 109	3,379 124	3,200 118	3,050 112
Seat Belt Citations	435	442	460	480
Red Light Violation Citations	446	458	480	500
Speed Citations	1,905	1,596	1,680	1,750
Volunteer Hours donated	2,548	2,280	3,050	3,600

Council Priority/Goal: PUBLIC SAFETY/QUALITY OF LIFE
Goal: Expand our community policing philosophy by promoting a community partnership of trust, support and responsiveness and by providing timely response and quality service to the citizens of Flagstaff.
Objective: 1. Hold no more than 12% of total calls for service 20 minutes or longer.
2. Increase staff and citizen participation in Community Policing programs such as PRIDE (Partnership Responsible for Improving Daily Environment), Block Watch and Citizens Police Academy.
3. Provide a high level of enforcement for substance abuse crimes such as DUI and Methamphetamine abuse.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
% of calls held 20 minutes or longer	11%	11%	11%	11%
Number of DUI Arrests	1,043	992	1,000	1,000
Arrests for Dangerous Drugs	119	117	125	132

Council Priority/Goal: PUBLIC SAFETY/CUSTOMER SERVICE
Goal: Improve service to internal and external customers.
Objective: 1. Promote Community Policing philosophy and customer service orientation with increased training and by encouraging staff to pursue their educational goals. Improve mentoring of new officers to ensure they understand Department philosophy and are involved in Community Policing projects.
2. Continuously improved customer service as indicated by citizen feedback on PD Quality Assurance Questionnaires and NAU Social Science Research Lab Survey.
2. Increase the ratio of evidence/property items received to items purged to free up storage space.
3. Decrease vehicle out-of-service hours by outsourcing fleet management tasks such as the build-out of new cruisers and maintenance/shop work.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Annual Training Hours	22,107	25,415	27,000	28,000
Ratio of evidence items received to items purged	1 to 1	1 to 1	1 to 1.5	1 to 1.5

Council Priority/Goal: PUBLIC SAFETY/COLLABORATION
Goal: Utilize all investigative resources; ensure consistent and timely investigation and disposition of all assigned cases.
Objective: 1. Target repeat offenders for enhanced prosecution.
2. Make full custody arrests in cases of domestic violence where sufficient probable cause exists.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Total cases assigned to Detectives	6,070	5,291	5,025	4,775
% of cases cleared	53%	57%	60%	63%
% of Domestic Violence incidents where an arrest is made	42%	42%	45%	47%

DEPARTMENT: POLICE
DIVISION: 22-POLICE

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 11,396,922	$ 12,978,664	$ 12,434,325	$ 14,523,330	$ 1,544,666
CONTRACTUAL	1,346,417	1,505,541	1,492,864	1,627,623	122,082
COMMODITIES	590,004	681,879	706,357	627,771	(54,108)
CAPITAL	339,490	492,684	465,884	361,215	(131,469)
TOTAL	**$ 13,672,833**	**$ 15,658,768**	**$ 15,099,430**	**$ 17,139,939**	$ 1,481,171

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 1,788,985	$ 2,584,930	$ 2,122,355	$ 2,171,505	$ (413,425)
PATROL	7,295,522	8,032,112	8,055,784	9,382,032	1,349,920
DETECTIVES	1,458,568	1,452,879	1,471,116	1,704,067	251,188
RECORDS	578,051	667,438	633,068	882,553	215,115
COMMUNICATIONS	1,578,119	1,856,319	1,757,178	2,357,427	501,108
SPECIAL SERVICES	850,269	938,385	937,224	505,007	(433,378)
CRIME PREVENTION & TRAIN	123,319	126,705	122,705	137,348	10,643
TOTAL	**$ 13,672,833**	**$ 15,658,768**	**$ 15,099,430**	**$ 17,139,939**	$ 1,481,171

SOURCE OF FUNDING:

GENERAL FUND	$ 17,139,939
	$ 17,139,939

COMMENTARY:
The Police Departments operating budget has increased 11% and captial expenditures total $361,215 with an overall net increase of 9%. Personal Services increases are due to the addition of (2) FTE Administrative Assistant Records Impound, (1) Disptach Administrative Call Taker, and (4) Police Officers. In addition, there is a 1% market adjustment, expected merit adjustments, and a small increase in health insurance. Contractual increases are for ongoing LEAF costs and pre-employment expenses. Commodities decreased due to prior year one-time expenditures. Major capital (>$10,000) includes (1) copier ($11,000), (9) police vehicles ($216,000), (5) in-car recording systems ($26,475), (3) Detective Vehicles ($67,500), and (1) fingerprint system ($13,440).

DEPARTMENT: POLICE
DIVISION: 23-POLICE GRANTS

EXPENDITURES BY CATEGORY:	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 493,995	$ 358,038	$ 627,614	$ 507,881	$ 149,843
CONTRACTUAL	95,688	389,440	29,713	156,591	(232,849)
COMMODITIES	25,507	145,068	44,732	31,989	(113,079)
CAPITAL	625,136	50,000	197,826	98,049	48,049
TOTAL	**$ 1,240,326**	**$ 942,546**	**$ 899,885**	**$ 794,510**	$ (148,036)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 14,246	$ 29,222	$ 18,778	$ -	$ (29,222)
METRO	261,826	484,486	361,455	373,984	(110,502)
DOMESTIC ABUSE-DOJ	-	-	16,000	-	-
FY08 HOMELAND SECURITY	-	-	-	50,000	50,000
AZ INTERNET CRIME	-	5,000	-	19,415	14,415
RICO FUNDS FOR ME	(1,892)	-	-	-	-
LLEBG POLICE GRANT - 2004	156	-	-	-	-
2004 WEED & SEED	1,487	-	-	-	-
BULLET PROOF VEST	4,213	14,438	11,875	-	(14,438)
DRINK, DRIVE, LOSE GRANT	104	-	-	-	-
2006 GOHS GRANT	43	-	-	-	-
FYO4 HOM SEC/BOMB	20,279	-	-	-	-
2005 LLEBG	28,318	-	-	-	-
2005 - 2006 GREAT	(4,160)	-	-	-	-
2004 WEED & SEED	9,019	-	-	-	-
PSN-GUN & INTELLIGENCE	(4,829)	-	-	-	-
PSN-JUVENILE ED/P	13,245	-	-	-	-
2005-HSG-EQ/BOMB	240,102	-	-	-	-
BURGLARY & ST CRIME	3,173	-	-	-	-
DIRECTED PATROL GANG	4,167	-	-	-	-
STATEWIDE GANG TASK	168,315	-	102,470	97,280	97,280
DHS 06 HOME LAND	329,460	-	-	-	-
2006 JAG PATRO OVERTIME	20,436	-	9,617	-	-
2006 ACJC DUI	26,400	-	-	-	-
06/07 WEED & SEED	16,318	-	29,600	-	-
06 PSN-JUVENILE E	-	-	20,756	-	-
06 PSN-GUN INTELLIGENCE	21,402	-	3,724	-	-
06 SELECTIVE TRAFFIC E	27,040	-	-	-	-
WATCH YOUR CAR POLICE	4,279	-	-	-	-
05 DHS-COMM CONTROLLER	4,707	-	103,568	-	-
2006 AATIA SEMINAR	545	-	-	-	-
NO. AZ. DUI TASK FORCE	7,526	25,000	17,473	-	(25,000)
07-ENF UNDERAGE DRINKI	-	25,000	-	-	(25,000)
AZ AUTO THEFT-WATCH CA	-	5,000	-	5,000	-
07-GOHS SEL TRAFFIC IN	-	177,200	-	48,049	(129,151)
07-AZ HOME LAND SECURI	-	50,000	94,258	-	(50,000)
ACJC ANTI GANG INITIAT	-	50,000	14,950	26,384	(23,616)
ACJC DUI ABATEMENT	-	20,000	26,000	-	(20,000)
07-GOHS DUI ENFORCEMEN	-	20,000	-	26,384	6,384
08-WEED & SEED OVERTIM	-	37,200	-	49,075	11,875

EXPENDITURES BY PROGRAM:	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
CLICKET OR TICKET GRANT	3,807	-	-	-	-
08-ED BYRNE MEMORIAL(JAG	20,594	-	25,477	65,960	65,960
METH-PREVENTION/TREATMEN	-	-	7,922	-	-
07/08 PUBLIC AWARENESS	-	-	7,767	-	-
07/08 PROFESS TRAIN GRAN	-	-	1,700	-	-
ACJC DUI ABATEMENT 07/08	-	-	26,000	32,979	32,979
GOHS-OUT OF STATE TRAVEL	-	-	495	-	-
TOTAL	**$ 1,240,326**	**$ 942,546**	**$ 899,885**	**$ 794,510**	**$ (246,975)**
SOURCE OF FUNDING:					
	GENERAL FUND			$ 794,510	
				$ 794,510	


CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882

PUBLIC WORKS DEPARTMENT MISSION

The **Public Works Department**, consisting of the **Airport, Cemetery, Environmental Services, Facilities Maintenance, Fleet Services, Parks & Recreation, and Streets Divisions**, dedicate their efforts to provide customer service oriented, quality based, cost efficient services to the citizens of Flagstaff and their fellow City employees.

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

The **Parks and Recreation Division** strives to bring our community together by providing exceptional opportunities for families and individuals to enjoy our outdoor environment and to participate in programs valuable to sustaining a healthy lifestyle.

The **Fleet Services Division** vows to provide efficient maintenance, refueling capabilities and support services to all departments as well as indirectly to the citizens of Flagstaff by keeping vehicle and equipment in a safe and reliable condition that maximizes City resources

The **Fleet Management Division** is dedicated to sustaining and preserving resources by providing vehicles and equipment that maximizes fuel efficiencies, reduces green house gases and preserves the environment for the citizens of Flagstaff.

The **Cemetery Division** employees dedicates themselves to offering quality customer service in time of need by being compassionate and provide proper grounds maintenance that is aesthetically pleasing to the public.

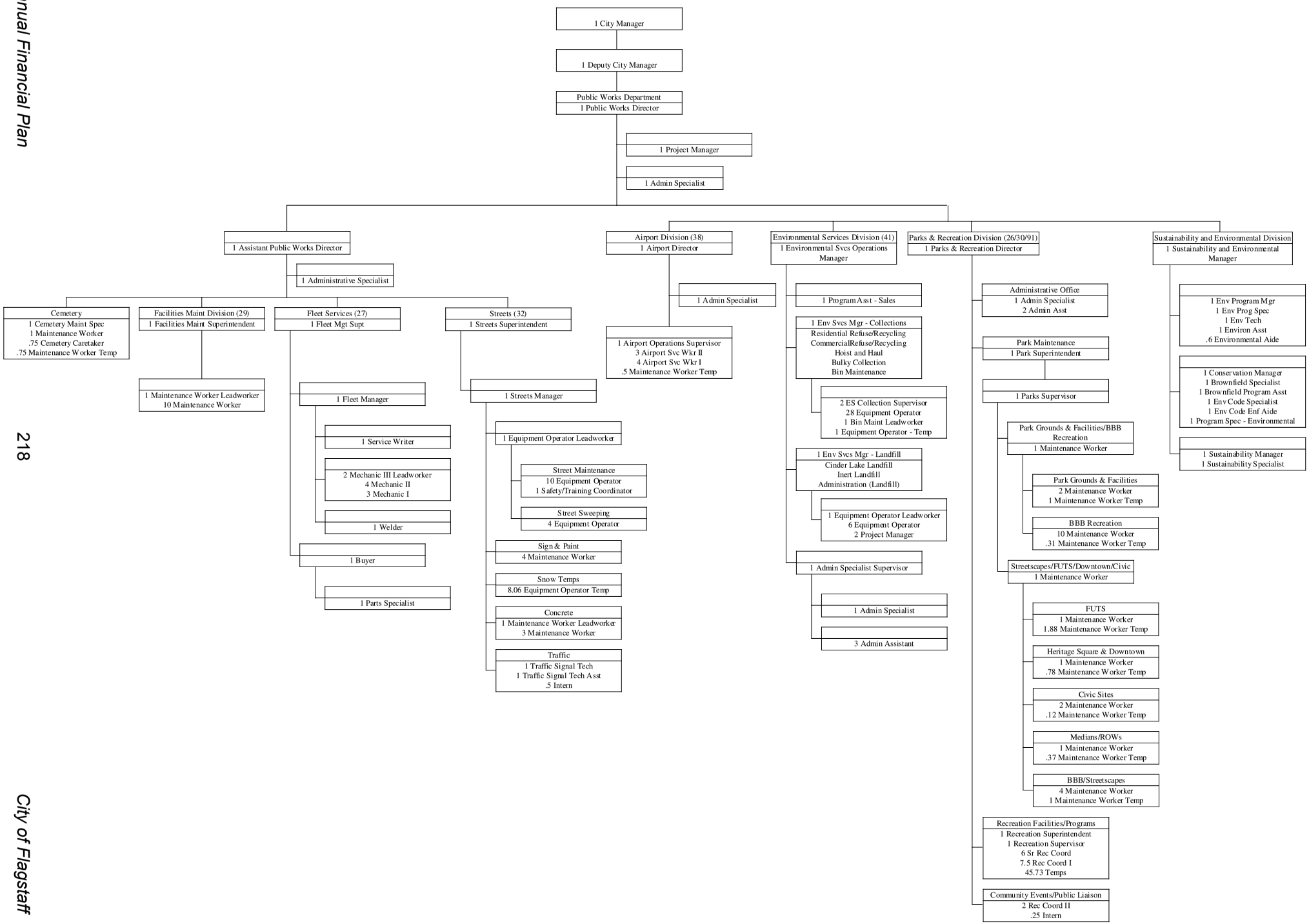
The **Facility Maintenance** will ensure, through effective building maintenance programs and long range planning, that city buildings are safe, secure, efficient, reliable, clean, code compliant, aesthetically pleasing, and environmentally friendly for all users.

The **Streets Maintenance and Repairs Divisions** mission is to provide the citizens of Flagstaff with a maintained and safe transportation system. We seek to render cost effective and competent service to the citizens of Flagstaff, striving to be responsive to the citizen's requests and concerns and handle them in a timely manner. Major functions of the division include: snow removal, sign & striping, street sweeping, drainage maintenance, traffic signal & streetlight repairs as well as overall street maintenance.

The **Airport Divisions** mission dedicates its efforts to provide quality service for the ever-growing transportation needs of our community.

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

Public Works



MISSION

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

PROGRAM DESCRIPTION

The USGS Division 20 accounts for the costs associated with the USGS facilities owned by the City and leased by the GSA. The City currently has responsibility for Buildings 2 (to be demolished in 2008), 3, 4, 5 and 6.The Facilities and Parks Division share responsibility for the maintenance.

FY 08 ACCOMPLISHMENTS

- ✓ Roofing repairs at USGS-3, USGS-4, and USGS-5.
- ✓ Exterior painting at USGS-3, USGS-4, and USGS-5.

FY 09 NEW INITIATIVES

- ➢ Electrical Inspections at all USGS facilities.
- ➢ USGS-3 siding repairs in the courtyard.
- ➢ HVAC improvements at USGS-3 and USGS-4.

PERFORMANCE MEASURES

Council Priority/Goal: CAPITAL IMPROVEMENTS
Goal: Facility Assessment average scores to be at a minimum 90%.
Objective: To maintain Facility standards to 90% acceptable in all inspection areas.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Average score for all sections maintained at a minimum 90%	N/A*	N/A*	N/A*	90
* new performance measurement standard				

Council Priority/Goal: CAPITAL IMPROVEMENTS
Goal: Develop and Revise yearly a Capital Improvement Plan for each building for a total of four.
Objective: Capital Improvement Plans.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Complete one plan per quarter (4 buildings)	N/A	N/A	4	4

Council Priority/Goal: QUALITY OF LIFE
Goal: Maintain Preventive Maintenance schedules for HVAC, Roofing, Electrical, Painting, Plant, Eq, Flooring, and Overhead Doors.
Objective: Maintain PM schedules.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
PM schedules for each facility, except HVAC	N/A	1	2	7
The HVAC program was developed in 2006				

DEPARTMENT: PUBLIC WORKS
DIVISION: 20-USGS FACILITIES

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 10,875	$ 34,022	$ 33,416	$ -	$ (34,022)
CONTRACTUAL	787,613	958,058	862,461	880,041	(78,017)
COMMODITIES	95,673	298,700	103,620	470,835	172,135
CAPITAL	-	-	2,700	133,400	133,400
TOTAL	**$ 894,161**	**$ 1,290,780**	**$ 1,002,197**	**$ 1,484,276**	$ 193,496

EXPENDITURES BY PROGRAM:

ADMINISTRATION	$ 493,420	$ 465,639	$ 465,639	$ 462,774	$ (2,865)
MAINTENANCE-BLDG #2	9,966	18,684	15,295	7,738	(10,946)
BUILDING 6	116,499	141,041	136,778	162,428	21,387
USGS BUILDING 3	153,723	345,200	156,620	449,944	104,744
USGS BUILDING 4	100,773	132,922	133,125	176,087	43,165
USGS BUILDING 5	19,780	62,294	27,000	61,805	(489)
BUILDING #2 DEMO	-	125,000	67,740	163,500	38,500
TOTAL	**$ 894,161**	**$ 1,290,780**	**$ 1,002,197**	**$ 1,484,276**	$ 193,496

SOURCE OF FUNDING:

GENERAL FUND	$ 1,484,276
	$ 1,484,276

COMMENTARY:
The USGS operating budget has increased 5%. Personal Services decreases are due to changes with the allocation of internal labor and a 1% market adjustment, expected merit adjustments, and a small increase in health insurance. Contractual decreases are due to completion of projects. Commodity increases are due to the change in the allocation of internal labor that is now in commodities. Major capital for this division is related to building and construction, refer to Schedule 8 & 9 for details.

MISSION

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

PROGRAM DESCRIPTION

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

FY 08 ACCOMPLISHMENTS

- ✓ Implemented re-organization which included new Assistant Public Works Director position and new Sustainability and Environmental Management Division.
- ✓ Completed major Runway Extension Project.
- ✓ Negotiated new Air Service Agreement with Horizon Air.
- ✓ Received approval from ADEQ to use crushed glass for alternative daily cover.
- ✓ Established new rates for Environment Services programs.
- ✓ Conducted a baseline inventory of current sustainable activities within municipal operations.
- ✓ Provided E85 (ethanol gasoline) for purchase through Carter Cardlock.
- ✓ Implemented Chemical De-Icer Pilot Program for snow removal.
- ✓ Completed facility improvements at Flagstaff Recreation Center, Cogdill Recreation Center and Jay Lively Activity Center.

FY 09 NEW INITIATIVES

- ➢ Re-focus efforts of Public Works Safety Committee to review Vehicle Safety Policies and Procedures for all Divisions.
- ➢ Complete Facilities Space Needs Study with recommendations/options for improvements/new facilities for Council consideration.
- ➢ Provide location options and conceptual plans for new Public Works Maintenance Facility.
- ➢ Initiate Curbside Glass Recycling Program.
- ➢ Develop and implement a community-wide Sustainability and Climate Management Awareness and Education Campaign.
- ➢ Planning, plotting and landscaping of Citizens Section “N” at Cemetery.
- ➢ Initiate maintenance and snow removal for east side Traffic Interchange and Market Place additions.
- ➢ Implement new Fourth of July Celebration Activity: laser light show and Symphony performance.
- ➢ Secure funding for terminal security enhancements in anticipation of second air carrier start up.

PERFORMANCE MEASURES

Council Priority/Goal:
ORGANIZATIONAL SUPPORT
Goal: Emphasize Personal Development Training Opportunities.
Objective: Establish Public Works Succession Plan/Training Program.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Coordinate specific development needs with training opportunities	N/A	N/A	N/A New Program	Identify Succession Plan-specific training schools

Council Priority/Goal: ORGANIZATIONAL SUPPORT
Goal: Effective Vehicle Safety Program.
Objective: Reduce Vehicular Accidents by 15%.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of accidents compared to last year	29 accidents	24 accidents	20 accidents	17 accidents
Number of accidents per thousand miles	993,600 miles	1,073,088 miles	1,158,935 miles	1,119,653 miles
	1 accident/ 34,262 miles	Reduce 15%	Reduce 15%	Reduce 15%

Council Priority/Goal: CUSTOMER SERVICE
Goal: Develop biannual Customer Service Survey for both internal and external customers.
Objective: To assist with evaluation of Public Works' services as they related to customer expectations.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of surveys per year	N/A	Public Works Admin. has a new Admin. Specialist who has been assigned the task of developing a Customer Service Survey to better identify concerns with Public Works Services	Anticipate 1 survey to be sent out in Fall of 08. Survey will concentrate on predominantly summer activities	Anticipate 2 surveys for 09, one in spring to focus on winter services and one in fall to concentrate on summer services

DEPARTMENT: PUBLIC WORKS
DIVISION: 25-PUBLIC WORKS ADMINISTRATION

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 235,008	$ 231,808	$ 232,448	$ 341,444	$ 109,636
CONTRACTUAL	8,215	13,983	12,818	13,489	(494)
COMMODITIES	5,379	4,834	4,145	(94,288)	(99,122)
CAPITAL	27,347	6,000	6,000	-	(6,000)
TOTAL	**$ 275,949**	**$ 256,625**	**$ 255,411**	**$ 260,645**	$ 4,020

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 275,949	$ 256,625	$ 255,411	$ 260,645	$ 4,020
TOTAL	**$ 275,949**	**$ 256,625**	**$ 255,411**	**$ 260,645**	$ 4,020

SOURCE OF FUNDING:

GENERAL FUND	$ 8,280
HIGHWAY USER REVENUE FUND	128,393
AIRPORT FUND	26,315
ENVIRONMENTAL SERVICES FUND	97,657
	$ 260,645

COMMENTARY:

The Public Works Administration operating budget has increased 4%. Personal Services increases are due to a 1% market adjustment, expected merit adjustments, and a small increase in health insurance. Contractuals decreases are due to budget restaints. Commodities decreases are due to a change in the work order system and the way internal labor is allocated. There is no major capital (>$10,000).

MISSION

The Parks and Recreation Division strives to bring our community together by providing exceptional opportunities for families and individuals to enjoy our outdoor environment and to participate in programs valuable to sustaining a healthy lifestyle.

PROGRAM DESCRIPTION

Parks staff is responsible for the maintenance and management of parks and sports fields; school fields improved by BBB funds; HURF right-of-ways, BBB Streetscapes, FUTS trails, downtown areas, Heritage Square, grounds at City buildings, including recreation centers, library, City Hall, and USGS, and snow removal from City owned parking lots and designated City sidewalks and alleyways. The Parks and Recreation weed and tree management plan are also budgeted in this division.

FY 08 ACCOMPLISHMENTS

- ✓ Resurfaced one tennis court and two basketball courts at Ponderosa Park.
- ✓ Repaired/Removed vandalism at City Parks, at a total estimated cost of $28,835.
- ✓ Replaced basketball concrete slabs at Cheshire and McPherson Parks.
- ✓ Replaced Sof'Fall playground surface material at Smokerise, Cheshire, and Kiwanis Parks.
- ✓ Chip sealed, re-striped and repaired the parking lot at Bushmaster Park.
- ✓ Installed solar lighting, split rail fencing, repaired malapai rock plaque area and sidewalks surrounding the Thorpe Park Flag Monument.
- ✓ Replaced the wooden dowel fence with a wrought iron fence at Cheshire Park.
- ✓ Replaced two picnic table shelters at Kiwanis Park.
- ✓ Installed cover lids on all downtown trash receptacles.
- ✓ Completed outfield fencing at the Thorpe Park Minor Little League field.
- ✓ Completed concrete and metal coping repairs at Bushmaster Park.
- ✓ Completed tree trimming within the 15 blocks of the downtown.
- ✓ Provided assistance for the completion of the Thorpe Park Softball Complex.
- ✓ Provided assistance on the installation of fully shielded light fixtures at the Thorpe Tennis Courts.
- ✓ Repaired FUTS trails damaged by the heavy rains in July and August.
- ✓ Utilization of the MaxiCom Central Irrigation Control System, which promotes sound water management; 86.55 acres of turf area utilizing 87% reclaimed water and 13% potable water.
- ✓ 77% of citizens surveyed in the City of Flagstaff Citizen Survey (April 2007) rated Parks at Excellent/Good. Since 2001, Parks has been rated between 76% - 80% favorable in the Citizen Survey.

FY 09 NEW INITIATIVES

- ➢ Replacement of Sof'Fall playground surface material at McPherson Park.
- ➢ Replacement of the final two picnic shelters at Kiwanis Park.
- ➢ Resurface two tennis courts and two basketball courts at Bushmaster Park.
- ➢ Chip seal, re-stripe, and repair the parking lots at the Thorpe Park Softball Complex and the Thorpe Flag Monument.
- ➢ Replace soccer goals at Killip School fields.
- ➢ Repair two building roofs at the Parks Maintenance Yard.
- ➢ Replace two Park storage bins at the Kinlani Storage Yard site.
- ➢ Coordinate and maintain landscaping installation at the Flagstaff Aquaplex.

PERFORMANCE MEASURES

Council Priority/Goal: FACILITIES
Goal: Enhance the quality of life for our community by providing comprehensive park resources, services and programs
Objective: Strive to maintain parks, trails, and beautification projects at the highest level of service (Level 1).

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
BBB Landscape areas	40%	40%	40%	50%
Parks	70%	70%	70%	70%
Sports fields	70%	70%	70%	70%

Council Priority/Goal: FACILITIES
Goal: Maintain safe parks through active involvement in an integrated public safety system
Objective: Identify and complete maintenance upgrades and inspections at all parks and park amenities; develop highly trained and certified parks staff to ensure professional performance.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Conduct Bi-weekly safety inspections of parks and playground equipment	85%	85%	85%	85%
Complete daily and weekly maintenance tasks at all park areas	70%	70%	70%	70%
Maintain number of professional certifications for all Parks employees for inspections and maintenance applications	43	53	60	65

Council Priority/Goal: FACILITIES
Goal: Decrease park vandalism.
Objective: Implement a tracking and response log that will identify annual vandalism costs, locations and frequencies, and types, in order to develop prevention procedures to address and deter future acts.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Annual vandalism costs	$23,825	$25,000	$27,000	$30,000
Respond time to correction	36 hrs.	36 hrs.	36 hrs.	24 hrs.
Prevention measures implemented	45%	45%	50%	50%

DEPARTMENT: PUBLIC WORKS
DIVISION: 26-PARKS

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 1,078,758	$ 1,366,765	$ 1,366,518	$ 1,612,764	$ 245,999
CONTRACTUAL	671,984	872,405	750,095	934,360	61,955
COMMODITIES	379,830	431,222	417,904	328,459	(102,763)
CAPITAL	247,076	420,700	395,063	451,600	30,900
TOTAL	**$ 2,377,648**	**$ 3,091,092**	**$ 2,929,580**	**$ 3,327,183**	$ 236,091

EXPENDITURES BY PROGRAM:

GENERAL ADMIN	$ 181,522	$ 174,028	$ 182,247	$ 94,936	$ (79,092)
PARK GROUNDS MAINT.	747,652	779,113	756,327	754,664	(24,449)
PARK BLDGS & FAC MAINT.	27,313	42,265	43,162	48,150	5,885
BBB-STREETSCAPE/MEDIAN	246,896	384,770	377,096	421,214	36,444
RIGHT OF WAYS/MEDIAN	65,674	151,966	143,211	109,923	(42,043)
FUTS TRAIL SYSTEM	94,474	149,009	141,754	203,336	54,327
HERITAGE SQUARE MAINT	62,288	66,133	44,071	44,576	(21,557)
BBB RECREATION FIELDS	789,104	1,083,106	990,293	1,252,033	168,927
DOWNTOWN MAINTENANCE	53,954	93,044	100,640	82,416	(10,628)
NON-PARKS GROUNDS/LANDSCA	108,771	167,658	150,779	315,935	148,277
TOTAL	**$ 2,377,648**	**$ 3,091,092**	**$ 2,929,580**	**$ 3,327,183**	$ 236,091

SOURCE OF FUNDING:

GENERAL FUND	$ 3,327,183
	$ 3,327,183

COMMENTARY:

The Parks operating budget has increased 8% and capital expenditures total $451,600 resulting in an overall net increase of 8%. Personal Services increase is due to a additional staff, expected merit adjustments, and a small increase in health insurance. Contractuals increase is due to increases in Rent, Utilities, Travel, and Other Miscellaneous Services. Commodities decreases are due to prior year one time expenditures. Major capital (>$10,000) includes various vehicles/equipment, Thorpe Park softball parking lot repair, and tennis court/basketball court resurfacing.

MISSION

The Fleet Services Division vows to provide efficient maintenance, refueling capabilities and support services to all departments as well as indirectly to the citizens of Flagstaff by keeping vehicle and equipment in a safe and reliable condition that maximizes City resources.

PROGRAM DESCRIPTION

To establish efficient and effective delivery of City fleets services by providing customer agencies with safe, reliable, economical, and environmentally sound transportation and related support services that are responsive to the needs of customer departments and that conserve vehicle value and equipment investment.

FY 08 ACCOMPLISHMENTS

- ✓ Improved shop building working conditions with a recoated floor and replaced the overhead air exhaust system.
- ✓ Light duty labor repair standards were implemented.
- ✓ E85 (ethanol gasoline) purchases for City and other municipal agencies became available at Carter Cardlock.
- ✓ Completed the H.T.E. business plan and reviewed recommendations.

FY 09 NEW INITIATIVES

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- ➢ Train technicians to use Naviline (fleet software) to input labor and check historical data.
- ➢ Maintain technician productivity at 90% while utilizing established repair standards.
- ➢ Procure computers for technicians in all work areas.
- ➢ Further training on EPA and storm water regulations and mandates.

PERFORMANCE MEASURES

Council Priority/Goal: CUSTOMER SERVICE
Goal: To ensure user department vehicles/equipment are serviced as scheduled.
Objective: To complete preventative maintenance (PM) appointments within the month scheduled.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Percentage of completed scheduled PM services	95%	95%	98%	97%

Council Priority/Goal: CUSTOMER SERVICE
Goal: To establish heavy equipment repair time standards.
Objective: To standardize technician time charged to replace various components (i.e. brooms, brakes and tires).

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Identify and track 12 types of components and repair for each type of equipment	4	4	4	5

Council Priority/Goal: CUSTOMER SERVICE
Goal: Continue to maintain quality repair services.
Objective: To keep technician repair come backs to less than one percent.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Percentage of come backs per technician	1%	1%	1%	1%

Council Priority/Goal: FISCAL HEALTH
Goal: To ensure Fleet Services provides quality service and attains a "break even" budget.
Objective: To maintain technician productivity at 90% and realized target charge outs for each technician.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Percentage of completed monthly mechanic labor	91%	91%	92%	90%

Council Priority/Goal: COLLABORATION
Goal: To increase training opportunities and provide fuel with Coconino County and NAIPTA.
Objective: To share training expenses locally and to provide fuel.

Measures:	CY 06* Actual	CY 07* Actual	CY 08 Estimate	CY 09 Proposed
Number of joint classes, schools and seminars	5	4	7	8
*Total gallons	56,514.9	134,265.78	145,000	150,000
Revenue income	$3,956.05	$9,399	$10,150	$10,500

* County 54,204.2 gallons unleaded in 2007
* NAIPTA Transit 79,958 gallons biodiesel in 2007
*Nature Conservancy 626 gallons biodiesel in 2007



DEPARTMENT: PUBLIC WORKS
DIVISION: 27-FLEET SERVICES

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 192,646	$ 158,100	$ 173,251	$ 134,523	$ (23,577)
CONTRACTUAL	112,642	131,115	135,946	129,881	(1,234)
COMMODITIES	(265,373)	(295,215)	(297,046)	(298,625)	(3,410)
CAPITAL	61,596	6,000	6,000	27,000	21,000
TOTAL	**$ 101,511**	**$ -**	**$ 18,151**	**$ (7,221)**	$ (7,221)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ (59,079)	$ 92,038	$ 111,664	$ 19,333	$ (72,705)
INVENTORY MANAGEMENT	107,021	122,188	120,252	138,516	16,328
PREVENTIVE MAINTENANCE	135,671	141,245	137,095	151,162	9,917
VEHICLE REPAIR	(212,462)	(452,021)	(449,601)	(417,122)	34,899
POOL VEHICLES-CITY HALL	10,715	10,665	10,647	10,665	-
POOL VEHICLES-SHOP	32,410	8,050	8,050	8,050	-
OTHER SHOP WORK	87,235	77,835	80,044	82,175	4,340
TOTAL	**$ 101,511**	**$ -**	**$ 18,151**	**$ (7,221)**	$ (7,221)

SOURCE OF FUNDING:

GENERAL FUND	$ (333,739)
LIBRARY FUND	894
HIGHWAY USER REVENUE FUND	119,765
WATER AND WASTEWATER FUND	36,224
STORMWATER FUND	777
AIRPORT FUND	8,600
ENVIRONMENTAL SERVICES FUND	160,258
	$ (7,221)

COMMENTARY:

The Fleet Services operating budget is a negative base budget meaning the division expects to recover ongoing operating expenditures plus administrative overhead through charges for services and markups on parts and fuel. Shop rate is currently $62.00 per hour and does not cover one-time and captial requests. Personal Services decreased due to one-time retirement costs plus labor cost adjustments on new hires. Contractuals and Commodities reflect no major increase/decrease. Major capital (>$10,000) (1) replacement TIG Plasma Welder ($10,000).

MISSION

Fleet Management is dedicated to sustaining and preserving resources by providing vehicles and equipment that maximizes fuel efficiencies, reduces green house gases and preserves the environment for the citizens of Flagstaff

PROGRAM DESCRIPTION

Fleet Management consists of line workers and supervisors representing major departments that are dedicated to maximizing vehicle and equipment life, retaining units as long as economically possible and replacing units that have met or exceeded useful life. The committee identifies replacement and additional units that are more fuel efficient and environmentally friendly.

FY 08 ACCOMPLISHMENTS

- ✓ Fleet Review committee reviewed 33 replacement requests and 19 new additions to the fleet. 79% were purchased as hybrids, diesels, E-85 Ethanol FFV'S, one electric vehicle, and two propane forklifts.
- ✓ Adopted policy of purchasing diesel engines for 3/4 ton and larger trucks so as to operate on Biodiesel.
- ✓ Purchased 11 E-85 (Ethanol) Flex-fueled vehicles for the Police department
- ✓ Interagency partnering with Coconino County, NAU, ADOT, Forest Service that brought the availability of Ethanol to Flagstaff.
- ✓ Reviewed utilization and analysis on SUV'S, Vans, and light duty pickups.
- ✓ Provided Fleet Review committee members with training on the Fleet computer system.
- ✓ Develop five and ten year fleet equipment/vehicle plan using the H.T.E. fleet system.

FY 09 NEW INITIATIVES

- ➢ Coordinate with the sustainability division to review each replacement or new addition that could be hybrids, diesels, Ethanol (FFV'S).
- ➢ Coordinate with Purchasing to include estimated MPG estimates in all bids for vehicles and equipment.
- ➢ Fleet Committee reviewed 44 replacement requests and approved 41 for replacement.
- ➢ Additional 12 new requests were presented to the committee for approval.
- ➢ Continue to provide Naviline fleet computer system training for committee members.
- ➢ To purchase 80% of all replacement and new additions that will be hybrids, FFV'S, diesels, and more fuel efficient vehicles that are lower emissions and reduces greenhouse gasses.
- ➢ Participate in the Valley of the Sun Clean Cities Coalition of other agencies dedicated to conserving and promoting the use of Alternative fuels.

PERFORMANCE MEASURES

Council Priority/Goal: CUSTOMER SERVICE
Goal: To promote the increase usage of clean, efficient and environmentally friendly hybrids.
Objective: To identify vehicle replacements adaptable as hybrids.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Actual	CY 09 Proposed
Actual number of replacement/additional units that can be purchased as hybrids.	3	8	20	24

Council Priority/Goal: CUSTOMER SERVICE
Goal: To promote the increased usage of clean diesel engines on vehicles ¾ and larger.
Objective: To identify vehicle replacements and additions that are adaptable to biodiesel and other alternative fuels.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Percentage of replacement/additional units that can be purchased to run on biodiesel or other alternative fuels.	11%	50%	75%	80%

Council Priority/Goal: CUSTOMER SERVICE
Goal: To coordinate with the Sustainability Division to develop written "green fleet policies" to conserve energy, preserve the environment and improve vehicle efficiencies.
Objective: To develop and adopt green fleet policies.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of policies developed and adopted.	N/A	N/A	0	3

MISSION

Citizens Cemetery employees dedicates themselves to offering quality customer service in time of need by being compassionate and provide proper grounds maintenance that is aesthetically pleasing to the public.

PROGRAM DESCRIPTION

Under the direction of the Assistant Public Works Director, the City maintains Citizens Cemetery performing services related to opening/closing of graves, lot sales, record keeping, facility and grounds maintenance. The Cemetery also provides opening/closing services for the Calvary Cemetery.

FY 08 ACCOMPLISHMENTS

- ✓ The completion of upgrade to Veterans Section "C".
- ✓ The completion of upgrade to Masonic Section "D".
- ✓ All complaints/concerns were addressed promptly.
- ✓ Addition of donated foliage and granite bench in Citizens Section "G".

FY 09 NEW INITIATIVES

- ➢ Planning, plotting, and landscaping of Citizens Section "N".
- ➢ Planning for new chip seal to all cemetery asphalt roads.

PERFORMANCE MEASURES

Council Priority/Goal: CUSTOMER SERVICE
Goal: Planning, plotting, and landscaping of Citizens Section "N".
Objective: To prepare Citizens Section "N" to be available for reservations and interments.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Mapping and new foliage	50%	50%	75%	100%

Council Priority/Goal: CUSTOMER SERVICE
Goal: Grounds Up-Keep of turf Section.
Objective: Mow and Trimming turf section in a timely matter.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Mowing turf section every week	50%	75%	75%	90%
Trimming of Grass Section every week	25%	50%	75%	80%

Council Priority/Goal: FISCAL HEALTH
Goal: Cemetery Cost Comparison.
Objective: Measurement of our fees in comparison of other cemetery in AZ.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Fees Comparison	100%	100%	100%	100%

Council Priority/Goal: FISCAL HEALTH
Goal: Cemetery Fee Structure.
Objective: Review Current Fee Structure.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Fee Structure Reviewed	NA	100%	100%	100%

DEPARTMENT: PUBLIC WORKS
DIVISION: 28-CEMETERY

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 91,338	$ 135,782	$ 175,795	$ 5,000	$ (130,782)
CONTRACTUAL	32,851	167,880	120,999	61,212	(106,668)
COMMODITIES	10,523	37,575	37,380	184,929	147,354
CAPITAL	-	33,000	27,000	140,000	107,000
TOTAL	**$ 134,712**	**$ 374,237**	**$ 361,174**	**$ 391,141**	$ 16,904

EXPENDITURES BY PROGRAM:

GENERAL SERVICES	$ 2,284	$ 23,025	$ 50,091	$ 57,376	$ 34,351
OPENING & CLOSING	42,902	60,858	50,033	193,906	133,048
MAINTENANCE OF BUILDINGS	5,385	9,070	10,565	9,812	742
MAINTENANCE OF GROUNDS	84,141	281,284	250,485	130,047	(151,237)
TOTAL	**$ 134,712**	**$ 374,237**	**$ 361,174**	**$ 391,141**	$ 16,904

SOURCE OF FUNDING:

GENERAL FUND	$ 391,141
	$ 391,141

COMMENTARY:
The Cemetery operating budget has decreased 26%. Personal Services decreases are due to a change in the work order system and the allocation of internal labor that is now presented with commodities. Personal Services also witness a 1% market adjustment and increases in health and dental insurance. Contractuals decreases are due to prior year one-time expenditures. Commodities increases are due to reallocation of internal labor. Major capital (>$10,000) for this division is related to improvements.

MISSION

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

PROGRAM DESCRIPTION

Under the direction of the Assistant Public Works Director, the Public Facilities Maintenance division is responsible for all maintenance and upgrades of all City buildings.

FY 08 ACCOMPLISHMENTS

- ✓ Completed over 35 major capital repairs and improvements throughout the city.
- ✓ Staffing additions, staffing development, dispatching improvements.
- ✓ City Hall improvements: Chambers, office remodels, roofing replacement, HVAC upgrades.
- ✓ Other improvements: Cherry building office remodels, Airport fire protection system upgrades.
- ✓ Airport remodel.
- ✓ HVAC upgrades: Flagstaff Recreation Center, Airport terminal, City Court, and Visitor Center.
- ✓ Prosecutor's Building remodel.

FY 09 NEW INITIATIVES

- ➢ Staffing Certifications, training & development.
- ➢ Capital improvements and repairs throughout.
- ➢ Preventive Maintenance planning.

PERFORMANCE MEASURES

Council Priority/Goal: CAPITAL IMPROVEMENTS
Goal: Facility Assessment average scores to be at a minimum 90%.
Objective: To maintain Facility standards to 90% acceptable in all inspection areas.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Average score for all sections maintained at a minimum 90%	N/A*	N/A*	N/A*	90
* new performance measurement standard				

Council Priority/Goal: QUALITY OF LIFE
Goal: Develop and maintain three PM programs for HVAC, Plant Equipment, and Painting.
Objective: Develop and maintain PM programs.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Complete PM schedules before 2008-9 Fiscal year	1	3	3	3
(Complete one every 4 months)				

Council Priority/Goal: CAPITAL IMPROVEMENTS
Goal: Develop Long Range Capital Improvement plans for HVAC and Flooring. Complete 25 major repairs per year.
Objective: Develop Long Range Capital Improvements Plans and complete major repairs as approved.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Complete plans: Painting and Roofing	0	1	2	2
Complete 2007 Major repair projects (as approved & listed)	10	25	35	25
(Complete 2 per month)				

Council Priority/Goal: ORGANIZATIONAL SUPPORT
Goal: Develop trained staff to support Facilities Maintenance needs. Send key staff to 5 development workshops per year, one per major task item as follows: HVAC, Plumbing, Electrical, Aquatics, and Facilities Management.
Objective: Develop knowledgeable Facilities staff.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Training/Workshop Certifications.	0	2	6	5

DEPARTMENT: PUBLIC WORKS
DIVISION: 29-PUBLIC FACILITIES MAINTENANCE

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 378,256	$ 431,131	$ 421,836	$ 729,646	$ 298,515
CONTRACTUAL	232,451	245,717	258,316	257,742	12,025
COMMODITIES	711,119	849,028	497,968	796,318	(52,710)
CAPITAL	25,545	361,900	361,900	392,000	30,100
TOTAL	**$ 1,347,371**	**$ 1,887,776**	**$ 1,540,020**	**$ 2,175,706**	$ 287,930

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 341,221	$ 486,507	$ 379,976	$ 478,868	$ (7,639)
CUSTODIAL SERVICE	99,451	96,996	90,425	102,757	5,761
STRUCTURAL & OTHER MAINT.	583,048	1,134,800	789,886	1,404,000	269,200
MAINT-MECH,ELECT & PLUMB	272,544	138,144	240,204	145,831	7,687
MILLIGAN HOUSE	13,886	18,415	16,420	17,018	(1,397)
APS BUILDING	25,358	6,199	15,612	-	(6,199)
RIO PROPERTIES	8,043	6,715	6,900	18,232	11,517
MURDOCK	3,820	-	597	-	-
PHOENIX BUILDING	-	-	-	9,000	9,000
TOTAL	**$ 1,347,371**	**$ 1,887,776**	**$ 1,540,020**	**$ 2,175,706**	$ 287,930

SOURCE OF FUNDING:

GENERAL FUND	$ 1,788,475
LIBRARY FUND	92,433
HIGHWAY USER REVENUE FUND	17,126
WATER AND WASTEWATER FUND	44,009
STORMWATER FUND	14,404
AIRPORT FUND	88,358
ENVIRONMENTAL SERVICES FUND	130,901
	$ 2,175,706

COMMENTARY:
The Facilities Maintenance operating budget has increased 17% and capital expenditures total $392,000. Personal Services increases are due to 1 FTE staffing reclassification for the Maintenance Worker I position as well as implementation of work orders. In addition, there is a 1% market adjustment, expected merit adjustments, and a small increase in health insurance . Commodity decreases are due to a change in the allocation of internal labor with the work order system. Major capital (> $10,000) includes a replacement vehicle and increase in facility setaside.

MISSION

The mission of the Parks and Recreation Division is to bring our community together by providing exceptional opportunities for families and individuals to enjoy our outdoor environment and to participate in programs valuable to sustaining a healthy lifestyle.

PROGRAM DESCRIPTION

Recreation staff is responsible for the management and operation of two community centers, an adult center, an ice arena, two swimming pools, and numerous sports fields. Special event and use permits are coordinated for organizations and individuals; "leisure learning" activities are programmed for all ages and abilities, and sports are facilitated for both adults and youth. All Parks and Recreation administrative functions and master plan management are also budgeted in this division.

FY 08 ACCOMPLISHMENTS

- ✓ Completion of the Thorpe Park Improvement Project.
- ✓ Implemented RecTrac Upgrades to include credit card processing.
- ✓ Implementation of online registration.
- ✓ Coordinated the on-going construction of the Aquaplex with the construction Manager at Risk (CMAR) team.
- ✓ Received State APRS award for Outstanding facility for "The Basin" BMX facility.
- ✓ Conducted a "Call to Artists" for the public art to be included at the Aquaplex.
- ✓ Installed Class IV lighting fixtures at the Thorpe Park Tennis Courts in partnership with the Lowell Observatory.
- ✓ Created three new large community events – The Daddy/Daughter Ball, "Touch a Truck" and the "Picture This" Photography Contest.
- ✓ Implemented POST (Parks, Open Spaces and Trails) volunteer program.
- ✓ Participated on the Northern Arizona Winter Recreation Task force to provide direction and guidance for quality snow play opportunities in Northern Arizona; created a new Winter Recreation brochure for general distribution.
- ✓ Hosted twelve pieces of public art work in Thorpe Park Community and Senior Center.
- ✓ Facilitated Youth Town Hall at the Radisson Hotel.
- ✓ Completed facility improvements at Flagstaff Recreation Center, Cogdill Recreation Center and Jay Lively Activity Center to include new carpeting, painting, gym re-finishing, locker room flooring, shower dri-decking, and parking lot chip sealing.

FY 09 NEW INITIATIVES

- ➢ The opening and staffing of the Aquaplex.
- ➢ Facilitate Intergovernmental Agreement (IGA) renewals for shared use with Flagstaff Unified School District (FUSD) for pools, fields and facilities.
- ➢ Implementation of the new Special Events Application packet with Probationary Process.
- ➢ Initiate additional facility improvements for Jay Lively, Cogdill, and Flagstaff Recreation Centers.
- ➢ Coordination of a Laser Light Show and Symphony performance for July 4th.

PERFORMANCE MEASURES

Council Priority/Goal: FACILITIES
Goal: Continued partnerships.
Objective: Strength and enhance recreation services through new and continuing partnerships with other community agencies that optimize the delivery of services to citizens.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Participation with FUSD through shared facility IGA's	Yes	Yes	Yes	Yes
Participation with County services for Senior Nutrition	Yes	Yes	Yes	Yes
Participation with AZ Nutrition Network to provide youth classes	Yes	Yes	Yes	Yes
Participation with the Northern Arizona Winter Recreation Task force to provide direction and guidance for quality snow play opportunities in Northern Arizona	Yes	Yes	Yes	Yes

Council Priority/Goal: FACILITIES
Goal: Plan, design, improve and construct community recreational facilities.
Objective: Implement the Recreation Capital Program by completing the design and construction of identified recreation projects.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Flagstaff Aquaplex	No	No	Yes	Yes

Council Priority/Goal: ECONOMIC DEVELOPMENT
Goal: Promote sound fiscal health by addressing cost recovery levels of recreational programs and services.
Objective: Maintain self-sufficiency percentages.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Improve gross revenue	$527,353	$620,173	$999,758	$1,055,880
Improve self-sufficiency percentage	23%	37%	50%	52%
Annual review of fees and charges	Yes	Yes	Yes	Yes
Review of Special Event application packet and fees	No	No	Yes	Yes

Council Priority/Goal: ECONOMIC DEVELOPMENT
Goal: Enhance the quality of life for the community by providing comprehensive recreation programs and services that also serve to address Divisional Cost Recovery.
Objective: Increase and/or expand the number of new events and programs annually.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Senior programs, services, events	3	5	4 new proposed • Instant Piano • Instant Guitar • Photography Contest • S.T.A.R. program	5 new proposed • Tennis • Astronomy • Canine Agility • Water Resistance Training • Climbing Wall
Adult programs, services, events	2	5	10 new proposed • Photography Contest • Water Workout • Adult Swimming Lessons • Open Scuba • Lap Swim 16+ • Badminton • Faux Painting • Jay Lively Theme Skates	5 new proposed • Tennis • Astronomy • Canine Agility • Aquaplex Fitness Classes • Climbing Wall

Youth programs, services, events	2	5	11 new proposed • Baby Signs • Photography Contest • Daddy Daughter Ball • Touch-a-Truck • Inflatable Fun Nite • Teen Night at FHS Pool • Jay Lively Theme Skates • Baseball Clinics • Basketball Clinics • Outdoor Adventures • Fishing Derby	10 new proposed • Tennis • Teen Idol • Astronomy • Tot Classes • Creative Play • Cardio For Kids • Climbing Wall • Kidz Kayak • Themed Party Packages • Babysitting

DEPARTMENT: PUBLIC WORKS
DIVISION: 30-RECREATION

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 1,343,265	$ 1,702,103	$ 1,652,379	$ 2,141,662	$ 439,559
CONTRACTUAL	339,626	627,531	532,287	955,013	327,482
COMMODITIES	154,036	238,816	244,503	399,174	160,358
CAPITAL	47,405	32,600	26,000	55,000	22,400
TOTAL	**$ 1,884,332**	**$ 2,601,050**	**$ 2,455,169**	**$ 3,550,849**	$ 949,799

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 457,650	$ 639,433	$ 460,056	$ 701,556	$ 62,123
ATHLETIC PROGRAMS	182,313	220,912	221,722	251,775	30,863
PARKS & RECR COMMISSION	375	2,220	2,220	2,220	-
AQUATICS	138,576	187,072	192,847	192,902	5,830
MURDOCK CENTER	1,316	231	191	-	(231)
FLAGSTAFF RECREATION CNTR	270,485	307,489	386,993	312,508	5,019
ADULT CENTER	214,707	256,812	259,119	318,465	61,653
COGDILL CENTER	177,068	198,905	193,450	261,115	62,210
YOUTH COMMISSION	6,123	10,435	10,485	10,435	-
JAY LIVELY ACTIVITY CENTR	362,990	517,245	522,585	451,971	(65,274)
YOUTH SPORTS PROGRAMS	(78)	-	-	-	
COMMUNITY SERVICES/EVENTS	61,340	117,187	137,187	100,815	(16,372)
RECREATION GRANTS	8,883	14,040	1,814	-	(14,040)
AQUAPLEX	2,584	129,069	66,500	947,087	818,018
TOTAL	**$ 1,884,332**	**$ 2,601,050**	**$ 2,455,169**	**$ 3,550,849**	$ 949,799

SOURCE OF FUNDING:

GENERAL FUND	$ 3,550,849
	$ 3,550,849

COMMENTARY:

The Recreation operating budget has increased 36% and capital expenditures total $55,000 resulting in an overall net increase of 37%. Personal Services increases are mainly due to the Aquaplex salaries being added for FY 2009. In addition, there is a 1% market adjustment, expected merit adjustments, and a small increase in health insurance. The increases in Contractuals and Commodities are due to adding the Aquaplex expenditures. There is no major capital (>$10,000).

MISSION

The primary mission of the Flagstaff Street Division is to provide the citizens of Flagstaff with a maintained and safe transportation system. We seek to render cost effective and competent service to the citizens of Flagstaff, striving to be responsive to the citizen's requests and concerns and handle them in a timely manner. Major functions of the division include: snow removal, sign & striping, street sweeping, drainage maintenance, traffic signal & streetlight repairs as well as overall street maintenance.

PROGRAM DESCRIPTION

Street's is responsible for keeping our city streets safe and passable for the motoring public, pedestrian and bike lane traffic. We are available 24/7 for emergency snow removal, street sweeping, road grading and dust abatement, concrete replacement and repair, traffic signal maintenance and timing issues at 42 intersections, guard rail repair, signing and painting operations, pavement marking installation, asphalt paving and deficiency repair, truck and semi-truck hauling, storm drain inspection and cleaning, and quarterly street light inspections.

FY 08 ACCOMPLISHMENTS

- ✓ Awarded bids for a new 5 cy loader and three 10-wheel trucks. (all replacements, except one 10-wheel truck which is an additional purchase).
- ✓ Added a new 3rd party CDL tester.
- ✓ Installed 4 UPS systems at the new East TI intersections.
- ✓ Jersey barriers installed at Butler / 4th as road guards.
- ✓ Initiate a chemical de-icer program for snow removal

FY 09 NEW INITIATIVES

- ➢ Provide labor, equipment, and materials necessary to maintain 12 additional lane miles at the East Traffic Interchange. These facilities will require additional equipment, labor and material to maintain an acceptable service level.
- ➢ Reconstruct signalized intersections at Beulah/ McConnell and Cedar / Lockett which will improve traffic movements and standardize our traffic system.
- ➢ Replace three older 10-wheel trucks, an aerial bucket truck and a patch unit. These vehicles will be needed to maintain performance measures and current service standards.

PERFORMANCE MEASURES

Council Priority/Goal: PUBLIC SAFETY
Goal: Shoulder streets without curb and gutter.
Objective: Shoulder the east side of town in 08 and the west side in 09.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Haul and screen material & shoulder 1/2 streets without curb and gutter. This is important in preventing lateral asphalt deterioration and creating potholes which undermine the road base	50%	90%	95%	100%

Council Priority/Goal: PUBLIC SAFETY
Goal: Paint 1/2 of all red/yellow curbs and bike lane symbols.
Objective: Complete the east side of Flagstaff CY 08 and the west side in 09.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Red/yellow curbs (1/2 the city). Visible "no parking" zones are created to protect pedestrians in school zones and open access to targeted areas	50%	95%	100%	100%
Refresh bike symbols (1/2 the city). Refreshed markings for on-road bicycle and vehicle traffic aids in safely sharing the road for all parties	50%	95%	100%	100%

Council Priority/Goal: PUBLIC SAFETY
Goal: Coverage time line for pothole repair.
Objective: Patch areas of city 10 days per month.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Complete all areas of the city within a 2 month period. Extends life of existing asphalt	60%	75%	90%	95%

Council Priority/Goal: CUSTOMER SERVICE
Goal: Maintain sweeping standards.
Objective: Keep residential streets swept bi-monthly on summer schedules and once monthly during the winter.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Maintain summer sweep routes. Arterials weekly, residential' bi-monthly	75%	85%	90%	95%
Maintain winter residential areas during storm breaks. Less dust and a clean community	90%	95%	60%	75%

Council Priority/Goal: PUBLIC SAFETY
Goal: Improve pedestrian safety.
Objective: Install safety grounding for downtown pedestrian lighting pull boxes.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Ground all downtown pedestrian lights for pedestrian safety.	n/a	new	90%	100%

DEPARTMENT: PUBLIC WORKS
DIVISION: 32-STREET MAINTENANCE

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 1,760,508	$ 2,345,556	$ 2,079,163	$ 2,660,782	$ 315,226
CONTRACTUAL	410,383	544,314	546,442	718,273	173,959
COMMODITIES	773,290	1,175,723	1,068,369	951,528	(224,195)
CAPITAL	1,047,911	1,080,059	1,039,083	1,352,600	272,541
TOTAL	**$ 3,992,092**	**$ 5,145,652**	**$ 4,733,057**	**$ 5,683,183**	$ 537,531

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 153,103	$ 386,069	$ 483,919	$ 300,803	$ (85,266)
STREET CLEANING	508,152	352,446	342,503	366,640	14,194
SNOW CONTROL	1,138,214	981,604	963,136	1,178,327	196,723
SIGN,SIGNAL,MARK & LIGHT	343,675	386,801	359,024	427,524	40,723
STREET MAINTENANCE	1,182,533	2,101,755	1,756,702	2,181,884	80,129
DRAINAGE WAY MAINTENANCE	153,352	241,927	241,927	249,440	7,513
TRAINING	1,187	1,900	1,403	1,900	-
STREET LIGHTS	318,220	345,770	330,540	355,770	10,000
TRAFFIC SIGNAL MAINTENANC	193,656	347,380	253,903	620,895	273,515
TOTAL	**$ 3,992,092**	**$ 5,145,652**	**$ 4,733,057**	**$ 5,683,183**	$ 537,531

SOURCE OF FUNDING:

HIGHWAY USER REVENUE FUND	$ 5,683,183
	$ 5,683,183

COMMENTARY:
The Streets Maintenance operating budget has increased 7% and capital expenditures total $1,352,600 resulting in an overall net increase of 10%. Personal Services increases are due to a 1% market increase, expected merit adjustments, and a small increase in health insurance. Other increases are due to increase in cost of petroleum, concrete and utilities.

MISSION

The Airport Division dedicates its efforts to provide quality service for the ever-growing transportation needs of our community.

PROGRAM DESCRIPTION

The Airport Division operates and maintains Flagstaff Pulliam Airport. The Airport is certificated as a non-hub air carrier and general aviation airport by the Federal Aviation Administration (FAA). Responsibilities of the division include administration, safety, operations, and maintenance of all buildings and pavements with federal mandates to provide aircraft rescue/fire-fighting, medical response, and security. Other services are provided through lease agreements with the direct service providers, (i.e. airlines, car rental agencies, fixed base operators, and other concessionaires). The division is also developing the Airport Business Park.

FY 08 ACCOMPLISHMENTS

- ✓ Extended Runway 3/21 by 1800' (to 8800').
- ✓ Hired new Airport Manager and Operations Supervisor.
- ✓ Enjoyed a discrepancy-free annual FAA Certification and Safety inspection.
- ✓ Increased passenger enplanements 9.2% to 45,866.
- ✓ Initiated an Air Service study to determine FLG passenger travel patterns and needs.

FY 09 NEW INITIATIVES

- ➢ Attract a second commercial air carrier to FLG.
- ➢ Expand the terminal secure hold room by 150%.
- ➢ Replace existing baggage claim carousel.
- ➢ Hire three Flag PD officers for passenger screening and enhanced terminal security.

PERFORMANCE MEASURES

Council Priority/Goal: PUBLIC SAFETY
Goal: Meet FAA regulations for Aircraft Rescue/Fire Fighting and medical responses
Objective: Consistently respond within 3 minutes.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Percentage of calls responded to within 3 minutes.	100%	100%	100%	100%

Council Priority/Goal: PUBLIC SAFETY
Goal: Keep the airport open and maintain safe operations during snow events
Objective: Commence snow removal operations on time and have the airport opened by 07:00 during snow events.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Percentage of time airport opened by 07:00	100%	100%	100%	100%

Council Priority/Goal: CUSTOMER SERVICE
Goal: Keep airport facilities and equipment operational.
Objective: Commence or complete repairs within 24 hours of notification.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Percent of time repairs are completed or commenced within 24 hours of notification	100%	100%	100%	100%

Council Priority/Goal: FISCAL HEALTH
Goal: Increase airport revenues.
Objective: Lease additional space on airport.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Percentage of airport revenue increases	+11%	+11%	+12%	+12%

Council Priority/Goal: CUSTOMER SERVICE
Goal: Increase passenger enplanements by 3% each year.
Objective: Encourage increased commercial air travel through improved customer service, marketing and Airport facility improvements.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Annual passenger enplanements (actual numbers)	41996	45743	69736	83416
Percentage change from previous calendar year	+1.9%	+8.9%	+52.5%	+19.6%

DEPARTMENT: PUBLIC WORKS
DIVISION: 38-AIRPORT

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 606,760	$ 734,504	$ 723,261	$ 675,201	$ (59,303)
CONTRACTUAL	307,293	334,954	324,214	350,741	15,787
COMMODITIES	99,646	165,997	132,598	223,662	57,665
CAPITAL	84,769	-	-	526,316	526,316
TOTAL	**$ 1,098,468**	**$ 1,235,455**	**$ 1,180,073**	**$ 1,775,920**	$ 540,465

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 526,217	$ 492,138	$ 422,205	$ 407,692	$ (84,446)
SAFETY AND SECURITY	88,872	120,337	121,837	139,913	19,576
SNOW CONTROL	39,948	78,715	77,147	467,093	388,378
MAINT BLDGS AND GROUNDS	365,994	448,182	396,447	488,836	40,654
MAINT RUNWAY & TAXIWAY	76,969	95,783	96,500	272,086	176,303
AIRPORT COMMISSION	468	300	300	300	-
LAW ENFORCEMENT OFFICER	-	-	65,637	-	-
TOTAL	**$ 1,098,468**	**$ 1,235,455**	**$ 1,180,073**	**$ 1,775,920**	$ 540,465

SOURCE OF FUNDING:

AIRPORT FUND	$ 1,775,920
	$ 1,775,920

COMMENTARY:
The Airport operating budget has increased 1% and capital expenditures total $526,316 resulting in an overall net increase of 44%. Personal Services decrease is due to the law enforcement officers needed at the airport are now included in the police department budget. In addition, there is a 1% market adjustment, expected merit adjustments, and a small increase in health insurance. Contractuals increases are due to increases in Utilities, Custodian Services, and Maintance - Other. Commodities increases are due to gas & oil, tires and tubes, and other operating supplies expenses. Major capital (>$10,000) includes ($146,000) for a runway sweeper and ($380,316) for a 5 yard loader.

MISSION

To efficiently provide a comprehensive waste management and diversion program to the residents of Flagstaff.

PROGRAM DESCRIPTION

The Environmental Services division provides the citizens of Flagstaff with quality customer service, timely refuse and recycling collection and sound landfill management practices. The Division works toward cost efficient operations while considering the benefit and development of additional waste diversion programs that will sustain landfill resources.

FY 08 ACCOMPLISHMENTS

- ✓ Utilized new survey instrumentation Total Station to obtain data related to compaction and landfill sequencing.
- ✓ Coordination with Northern Arizona University College of Engineering and Natural Sciences to propose conceptual ideas for future development of Cinder Lake Landfill.
- ✓ Acquisition of a GPS unit for the analysis of compaction rates, sequencing, airspace and cover usage at the Landfill. (Projected by June 30)
- ✓ Construction standards implemented for the proper construction of daily landfill cells handle solid waste.
- ✓ Submitted a proposal to ADEQ for the use of crushed glass as an alternative daily cover.
- ✓ Initiated the drafting of a Health and Safety Plan for the Division.
- ✓ Constructed an All Weather Area for Freon Evacuation activities.
- ✓ Landfill Safety Program was successful in accounting for 0 chargeable accidents at landfill from January 1, 2007 to December 31, 2007.
- ✓ Completely automated all customer transactions in the scale house.
- ✓ Developed and implemented comprehensive Litter Management Plan.
- ✓ Revised Solid Waste Ordinance.
- ✓ Chip Seal existing asphalt parking and asphalt roadways. (Projected by June 30).
- ✓ Reduced Paper Sludge (ADC) usage by 8% from 65,320 CY in 2006 to 59,905 CY in 2007. Reduced Daily Coverage usage by 7% from 43,650 CY in 2006 to 40,420 in 2007. These gains were possible because of increased compaction and uniform cell construction. Total airspace savings is 8,645 CY.
- ✓ Successfully passed ADEQ Solid Waste Bi-Annual Inspection.
- ✓ Implemented Supervisor On-call rotation to provide 7 day a week customer service.
- ✓ Re-Routes of Commercial and Residential trash collection to improve efficiency, safe fuel and labor hours.
- ✓ Increased services including specialized collection in high density infill areas.
- ✓ Development of safety parameters for Environmental Services, including Standard Operating Procedures and Job Hazard Analysis.
- ✓ Expansion of Recycling collections including increased glass collection via community drop off locations and increased pre-baled cardboard collection.

FY 09 NEW INITIATIVES

- ➢ Monitoring of compaction rates, landfill sequencing, airspace and cover usage.
- ➢ 5 year renewal of the National Pollutant Discharge Elimination System (NPDES) Permit.
- ➢ Non Methane Organic Compounds (NMOC) analysis to be completed as per the ADEQ Tier II requirements.
- ➢ Resolution with ADEQ on future development of the south borrow pit.
- ➢ Proposed solutions to improve the monitoring network on the existing landfill footprint.
- ➢ Continue to gain efficiencies by improving on daily cell construction uniformity and increased compaction. These efficiencies will gain the operations an additional 10% reduction in cover usage.
- ➢ Initiate residential curbside glass recycling.
- ➢ Increase green/wood waste collection by 75%, diverting product from waste stream and providing alternative daily cover for the Cinder Lake Landfill.
- ➢ Expanded service in Hoist and Haul program 4107 to include county transfer stations. Route re-structuring to increase productivity/efficiency by 15%.
- ➢ Begin same day collections service for the City of Flagstaff residential trash and recycling.

PERFORMANCE MEASURES

Council Priority/Goal: Economic Development
Goal: Continue to increase our solid waste diversion from the landfill.
Objective: Increase our solid waste diversion rate by 1.7% annually.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Total tons delivered to our landfill from all sources	152234tons	157408tons	160960tons	164179tons
Total tons delivered to our landfill-Flagstaff Programs only*	76502 tons	74389 tons	72901 tons	71443 tons
Tonnage diverted from our landfill Flagstaff Programs**	10380 tons	12531 tons	13535 tons	14559 tons
Diversion rate as a 1.7% - Flagstaff Programs only	13.6%	16.9%	18.6%	20.4%

* Paper sludge and inert material not included

** Recycle material (includes glass), wood waste (does not include one time event in winter of 2006),

Council Priority/Goal: Public Safety
Goal: Work with employees to fine tune our Safety Awareness Program.
Objective: Decrease number of chargeable accidents by 25% annually.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Chargeable Accidents	3	6	3	1.5

Council Priority/Goal: Fiscal Health
Goal: Develop and implement an Equipment Maintenance Facility/Fuel Station Operating Plan in conjunction with Fleet Services.
Objective: Reduce landfill expenses associated with equipment maintenance and fueling

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Reduce fuel costs by installing a tank and using Red Dye diesel	0	0	$15,000	$50,000

Council Priority/Goal: Facilities
Goal: Develop and implement a new comprehensive landfill construction sequencing plan.
Objective: Identify expected alternate and on-site daily cover volumes; identify remaining airspace; calculate waste compaction rates; project waste volume growth and cost analysis per ton by waste product.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Provide numbers for projections for a short term and long term operating plan for the landfill	25%	50%	75%	100%

Council Priority/Goal: Customer Service
Goal: Establish and meet new timeline standards for complaints, service requests and phone calls.
Objective: Improve on customer service standards to increase Customer Service Satisfaction score from 88% to 93%.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Reduce complaint call response time to 24 hours Reduce average service request time to 48 hours	75%	100%	N/A	
Increase phone coverable hours of operation for City Hall and Saturday and Sunday coverage	50%	Completed	N/A	
Implemented Customer Call Back Program for the purpose of verifying customer satisfaction		50%	75%	100%

SUSTAINABILITY AND ENVIRONMENTAL MANAGEMENT

MISSION

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

PROGRAM DESCRIPTION

The Sustainability and Environmental Management Division is comprised of three main program areas: Sustainability, Conservation, and Environmental Management. We provide sustainability information and resources to city employees and the community and work to incorporate sustainable practices into our own operations and reduce greenhouse gas emissions. The Conservation program includes Brownfield Land Recycling, Environmental Code Enforcement, outreach and education regarding recycling and composting, and organizing anti-litter campaigns and volunteer clean-ups. Environmental Management works to ensure that all City operations are in compliance with federal and state regulations as they pertain to the environment, including asbestos, lead based paint, underground storage tanks, and petroleum contaminated soils. They also manage the operations and compliance of the Hazardous Products Center located at Cinder Lake Landfill for the collection of hazardous wastes from residents and small businesses.

FY 08 ACCOMPLISHMENTS

The Sustainability Program

- ✓ Conducted a greenhouse gas inventory and developed a climate management plan.
- ✓ Conducted a baseline inventory of current sustainable activities within municipal operations.

The Brownfield Program

- ✓ Obtained three volunteers for the Route 66 Central Corridor EPA grant project.
- ✓ Was awarded an additional $38,963 from ADEQ for work at 116 West Phoenix Avenue.
- ✓ Participated in the formation of the Arizona Chapter of the National Brownfield Association.

The Environmental Code Enforcement Program

- ✓ Currently sponsors 47 Adopt-an-Avenue volunteer groups.
- ✓ Is on track to tow 100 abandoned/junked vehicles this fiscal year through the Vehicle Removal Program.
- ✓ Increased the outreach and enforcement of snow and ice removal from sidewalks. In December 2007 and January 2008, approximately 300 businesses have been directly contacted and over 40 Notices of Violation were issued.

The Environmental Education Program

- ✓ Added 2 more glass recycling drop off locations available to the public.
- ✓ Provided 3 compost workshops to the public at the community garden and 2 workshops at the Sustainable Living Fair.
- ✓ Performed waste audits in the Sunnyside Neighborhood.
- ✓ Distributed Spanish/English recycling information for January Utility bills and had cart hangers printed for residential recycling bins in Spanish/English for distribution in the spring.

The Environmental Management Program

- ✓ The small business waste program has been operating at the Hazardous Products Center (HPC) for a year and over 50 businesses are participating in the program.
- ✓ Reduced hazardous waste disposal costs for the disposal of spent fuels and set up a contract to obtain revenue for used oil and antifreeze.
- ✓ Began accepting household hazardous wastes from City of Sedona residents located within Yavapai County.
- ✓ Coordinated the removal of asbestos-containing building materials (ACBMs) at United States Geological Survey Building 2 prior to demolition of the building.

Other accomplishments

- ✓ Completed Northern Arizona Renewable Energy Purchasing Group Memorandum of Understanding. Implemented purchase of renewable energy from APS in July 2008.
- ✓ Joined the Coconino County Sustainable Economic Development Board of Directors and participated in the Energy Efficiency and Renewable Energy Action Team.

FY 09 NEW INITIATIVES

- Develop and implement a community-wide sustainability and climate management awareness and educational campaign.
- Continue coordination with other City departments to increase program awareness and collaborative projects in all program areas, but especially in Sustainability, Brownfields, and Environmental Code Enforcement.
- Review current codes and research ways to increase the aesthetic and safety standards to which residents and business are held.
- Coordinate with Environmental Services to develop and implement a Bulk Pick-up Service for Multi-Family Residences to reduce litter and illegal dumping complaints.
- Research creation of a Snow Removal Assistance Program for property owners who cannot clean sidewalks due to age, health, or disability.
- Research creation of a shoe recycling program in coordination with other City departments, NAU, ASU and the City of Tempe.
- Continue to enhance the Environmental Management safety program which includes the Hazardous Products Center (HPC) so that there are no work related accidents.
- Expand advertising efforts so that the public is more aware of the HPC as the preferred disposal option for household and small business hazardous wastes.
- Provide public outreach to inform residents and business owners of asbestos-containing building materials (ACBM), the hazards associated with disturbing ACBMs, how to comply with regulations, and proper disposal options for ACBMs.

PERFORMANCE MEASURES

Council Priority/Goal: QUALITY OF LIFE
Goal: : Development and successful implementation of a long-term Sustainability Plan that identifies near, mid and long term goals to make city operations and the Flagstaff community more sustainable (economically, environmentally and socially).
Objective: Develop Sustainability and Climate Management Plans.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Develop Sustainability Plan	N/A	50%	100%	Ongoing updating and measuring
Develop Climate Management Plan and a series of indicators to measure progress of the Sustainability Plan and conduct indicator baseline	N/A	25%	100%	Ongoing updating and measuring

Council Priority/Goal: COLLABORATION
Goal: Effective collaboration with all sectors of the community.
Objective: Increase cross-sector partnerships to raise awareness about sustainability and climate management.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Develop and implement a successful community lecture series	N/A	50%	100%	N/A
Conduct sector specific education/professional development events	N/A	15%	100%	N/A

Council Priority/Goal: QUALITY OF LIFE
Goal: Increase volunteer participation in environmental community service projects.
Objective: Increase number of community service projects by 10%. (Increased percentage due to Aide position.)

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of projects	47	70	77	85

Council Priority/Goal: QUALITY OF LIFE
Goal: Extend regular Bulk Service to Multi-Family Residences.
Objective: Decrease the amount of illegal dumping and positively impact community appearance through health and safety improvements.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Identify property managers/owners interested in a pilot study	N/A	2	4	Completed
Collaborate with Environmental Services to create a work plan for the future City-wide service	N/A	25%	75%	100%

Council Priority/Goal: QUALITY OF LIFE
Goal: Provide recycling and source reduction opportunities for the community
Objective: Increase options for the public to conserve resources.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Compost bins distributed to City residents	200	152	175	200
Increase types of recyclable materials accepted at the Material Recovery Facility	N/A	N/A	Started accepting additional plastics for recycling	Increase glass recycling opportunities

Council Priority/Goal: QUALITY OF LIFE
Goal: : Increase the overall tonnage of hazardous materials collected at the Hazardous Products Center.
Objective: Increase tonnages collected from Flagstaff residents and businesses by 5% annually.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Household hazardous waste tonnage including electronics	110 tons	138 tons	145 tons	152 tons
Small business waste program (began April 2007) Hazardous waste and electronics tonnage	N/A	29 Tons	32 tons	34 tons

Council Priority/Goal: PUBLIC SAFETY
Goal: Provide a safe working environment for city personnel and the public at the Hazardous Products Center. Conduct regular staff safety meetings.
Objective: Eliminate preventable accidents.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of Safety Meetings	NA	3	12	12
Number of accidents that were preventable	1	2	0	0

DEPARTMENT: PUBLIC WORKS
DIVISION: 41-ENVIRONMENTAL SERVICES

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 3,480,015	$ 3,975,141	$ 4,025,503	$ 4,530,417	$ 555,276
CONTRACTUAL	3,215,643	3,275,267	3,213,463	3,960,629	685,362
COMMODITIES	1,514,134	1,507,141	1,644,104	1,846,838	339,697
CAPITAL	715,416	4,485,829	4,027,999	3,830,297	(655,532)
TOTAL	**$ 8,925,208**	**$ 13,243,378**	**$ 12,911,069**	**$ 14,168,181**	$ 924,803

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 650,972	$ 588,380	$ 588,380	$ 486,733	$ (101,647)
RESIDENTIAL COLLECTION	1,456,993	2,757,917	2,617,583	2,247,238	(510,679)
COMMERCIAL COLLECTION	1,788,595	2,509,174	2,786,997	2,214,137	(295,037)
SANITARY LANDFILL	1,898,303	2,814,017	2,387,605	2,521,995	(292,022)
BIN MAINT-RESIDENTIAL	66,005	61,047	65,103	180,573	119,526
BIN MAINT-COMMERCIAL	100,856	144,278	153,153	107,001	(37,277)
HOIST & HAUL	324,662	590,848	725,281	1,083,172	492,324
RECYCLING-LANDFILL	93,066	-	-	-	-
HOUSEHOLD HAZ WASTE COLL	123,928	-	-	-	-
LANDFILL OUTSIDE CONTRAC	-	-	-	647,162	647,162
RECYCLING - CURBSIDE COLL	759,155	1,204,992	1,327,926	2,202,325	997,333
INERT MATERIAL LANDFILL	729	18,001	6,200	1,800	(16,201)
COMMERCIAL RECYCLING	634,191	1,302,463	1,125,341	891,693	(410,770)
BROWNFIELD	88,772	-	-	-	
CONSERVATION EDUCATION	57,583	-	-	-	-
SUSTAINABLILITY	-	167,236	135,825	228,922	61,686
ENVIRONMENTAL MANAGEMENT	229,020	486,596	481,480	551,977	65,381
CONSERVATION	86,757	420,069	410,420	505,780	85,711
COUNTY - HOIST AND HAUL	25	-	-	-	-
LANDFILL SITE IMP	139	80,000	-	80,000	-
06 ADEQ PHOENIX AVE SR	49,621	-	38,963	-	-
GREENHOUSE GAS GRANT	-	-	15,000	-	-
DEBT SERVICE	-	-	-	125,500	125,500
MRF ENTRY IMPROVE	482,488	-	-	-	-
TOTAL	**$ 8,925,208**	**$ 13,243,378**	**$ 12,911,069**	**$ 14,168,181**	$ 924,803

SOURCE OF FUNDING:

ENVIRONMENTAL SERVICES FUND	$ 14,168,181
	$ 14,168,181

COMMENTARY:
The Environmental Services operating budget has increased 18% and capital expenditures total $3,830,297 resulting in an overall net increase of 7%. Personal Services increases are due to new staffing, as well as a 1% market adjustment, expected merit adjustments and a small increase in health insurance. Contractuals increases are due to increased costs related to utilities, education, and training. Commodities increases are due to increases in fuel costs and fleet related charges. One-time expenditures for this division are mainly capital items. Major capital (>$10,000) includes capital equipment, as well as capital improvements ongoing at the landfill. Refer to Schedules 8 and 9 for a detailed listing.

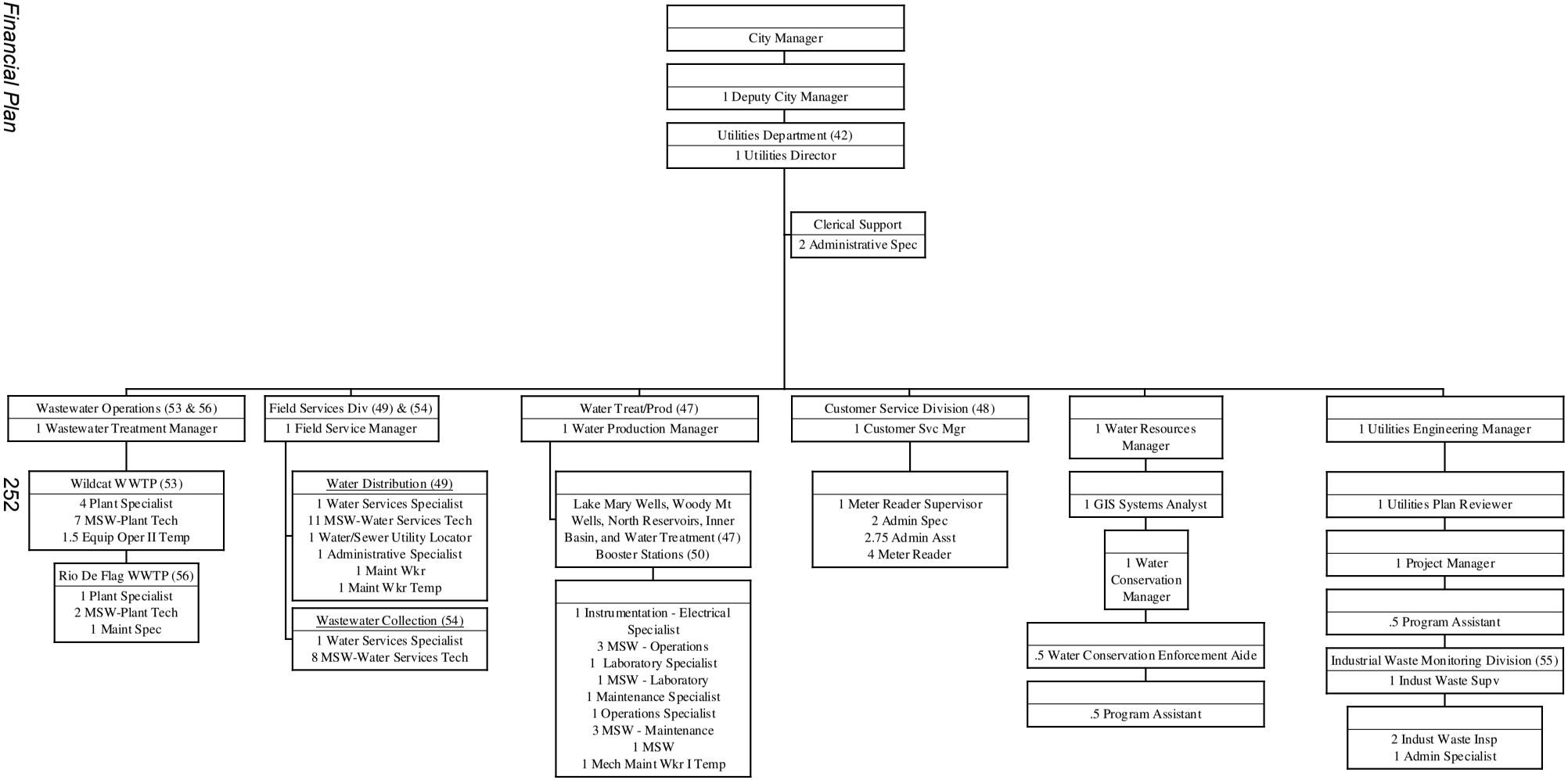
UTILITIES DEPARTMENT MISSION

The mission of the **Utilities Department** is to professionally and cost effectively provide water and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers.

We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations by continuously improving our operations.

We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

Utilities


City Manager
1 Deputy City Manager
Utilities Department (42)
1 Utilities Director
Clerical Support
2 Administrative Spec
Wastewater Operations (53 & 56)
1 Wastewater Treatment Manager
Wildcat WWTP (53)
4 Plant Specialist
7 MSW-Plant Tech
1.5 Equip Oper II Temp
Rio De Flag WWTP (56)
1 Plant Specialist
2 MSW-Plant Tech
1 Maint Spec
Field Services Div (49) & (54)
1 Field Service Manager
Water Distribution (49)
1 Water Services Specialist
11 MSW-Water Services Tech
1 Water/Sewer Utility Locator
1 Administrative Specialist
1 Maint Wkr
1 Maint Wkr Temp
Wastewater Collection (54)
1 Water Services Specialist
8 MSW-Water Services Tech
Water Treat/Prod (47)
1 Water Production Manager
Lake Mary Wells, Woody Mt Wells, North Reservoirs, Inner Basin, and Water Treatment (47)
Booster Stations (50)
1 Instrumentation - Electrical Specialist
3 MSW - Operations
1 Laboratory Specialist
1 MSW - Laboratory
1 Maintenance Specialist
1 Operations Specialist
3 MSW - Maintenance
1 MSW
1 Mech Maint Wkr I Temp
Customer Service Division (48)
1 Customer Svc Mgr
1 Meter Reader Supervisor
2 Admin Spec
2.75 Admin Asst
4 Meter Reader
1 Water Resources Manager
1 GIS Systems Analyst
1 Water Conservation Manager
.5 Water Conservation Enforcement Aide
.5 Program Assistant
1 Utilities Engineering Manager
1 Utilities Plan Reviewer
1 Project Manager
.5 Program Assistant
Industrial Waste Monitoring Division (55)
1 Indust Waste Supv
2 Indust Waste Insp
1 Admin Specialist

MISSION

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PROGRAM DESCRIPTION

Coordinates activities of the Utilities Department. Administers the department safety program, water conservation program, Water Commission activities, City Change Order Committee, and acts as Forest Service liaison. Provides representation for the City of Flagstaff to various planning groups such as the Technical Advisory Group for the Coconino Plateau Water Advisory Council and the Technical Advisory Committee for the National Park service/U.S. Forest Service Lake Mary Watershed planning group. Reviews proposed water legislation and provides input to Council and legislators. Represents the City of Flagstaff on the Northern Arizona Water Users Association. Assesses Utilities capital improvements needs, prioritizes needs, and provides project management engineering services for capital improvement projects. Administers water and sewer computer modeling activities for the City and new developments. Provides Blue Stake locating services. Investigates customer, staff, and City Council inquiries and follows up on complaints. Provides permit administration for NPDES, APP, Reuse, and other permits as required. Reviews new developments and represents the Department on a multitude of various committees. Provides all clerical services for the Department and Utilities GIS services for the City.

FY 08 ACCOMPLISHMENTS

- ✓ Updated Utilities Capital Improvement Program.
- ✓ Started Wildcat Improvements.
- ✓ Completed construction of 2 new wells.
- ✓ 2 new wells under construction.
- ✓ Updated stock wells and ponds at Red Gap.
- ✓ Completed first year of grazing lease.
- ✓ Completed construction of LM Well No. 7.
- ✓ Chlorine Dioxide Building const. completed.
- ✓ Rio Well Landscaping completed.
- ✓ Construction of 1 new well Building and ties to existing.
- ✓ Reconstruction of 2 sewer segments at Continental and Bulter.
- ✓ Millian House Xeriscape Project.

FY 09 NEW INITIATIVES

- ➢ City Hall Lawn Project.
- ➢ Picture Canyon project.
- ➢ Wildcat Hill construction.
- ➢ Buffalo Park Tank repainting.
- ➢ Bushmaster Park Reclaim Line.
- ➢ 2004 Well bond project.
- ➢ Red Gap Pipeline and Water Adequacy Study.
- ➢ Water, Sewer and Reclaim Master plans.

PERFORMANCE MEASURES

Council Priority/Goal: PLANNING FOR GROWTH
Goal: Provide uninterrupted water and sewer service to the citizens of Flagstaff.
Objective: Insure water and sewer infrastructure is adequate for new development.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Water and sewer impact analyses performed	12	16	18	18
Capital projects managed	14	14	17	17
Number of system-wide water curtailments	0	0	0	0
Per capita water use	122	116	120	116

Council Priority/Goal: FISCAL HEALTH
Goal: Provide a rate structure to meet the financial needs of the utility.
Objective: Update rates on a regular basis.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Review rates with internal rate model	Yes	Yes	Yes	Yes
Update rate model to accommodate system changes	Yes	No	No	Yes
Update user fees, impact fees	Yes	Yes	No	Yes

Council Priority/Goal: CUSTOMER SERVICE
Goal: Exceed customer's water and wastewater service expectations.
Objective: Reduce water outage hours (repairs) and number of public sewer blockages.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Water outage hours	1310	2553	1900	2000
Public sewer blockages	28	34	30	30

Council Priority/Goal: PUBLIC SAFETY
Goal: Provide safe drinking water and wastewater.
Objective: No permit violations.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number drinking water violations	3	0	0	0
Number wastewater permit violations	0	1	0	0

DEPARTMENT: UTILITIES
DIVISION: 42-UTILITIES ADMINISTRATION

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 882,567	$ 1,003,349	$ 1,016,634	$ 935,260	$ (68,089)
CONTRACTUAL	224,360	358,925	387,216	474,049	115,124
COMMODITIES	38,937	51,615	46,094	64,573	12,958
CAPITAL	22	-	-	28,000	28,000
TOTAL	**$ 1,145,886**	**$ 1,413,889**	**$ 1,449,944**	**$ 1,501,882**	$ 87,993

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 621,464	$ 718,498	$ 679,269	$ 871,248	$ 152,750
WATER COMMISSION	2,122	2,795	2,770	2,795	-
CITY WTR SYSTEM ANALYSIS	7,355	5,700	7,285	7,285	1,585
FIXED ASSET INVENTORY	3,166	18,070	18,070	18,070	-
CITY SWR SYSTEM ANALYSIS	7,287	3,648	11,640	8,648	5,000
ENGINEERING	306,179	314,047	465,856	257,654	(56,393)
BLUE STAKE	(3,986)	-	-	-	-
WATER CONSERVATION	103,225	260,795	214,112	191,474	(69,321)
GIS-UTILITIES	87,987	90,336	14,030	103,538	13,202
FRANCIS SHORT POND PH II	2,700	-	-	-	-
FRANCES SHORT POND PHIII	-	-	33,912	34,395	34,395
DISCOVER A WATERSHED GRN	-	-	3,000	-	-
RED GAP OPER & LAND MGMT	-	-	-	6,775	6,775
WILDLIFE VIEWING AREA	8,387	-	-	-	-
TOTAL	**$ 1,145,886**	**$ 1,413,889**	**$ 1,449,944**	**$ 1,501,882**	$ 87,993

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 1,501,882
	$ 1,501,882

COMMENTARY:
The Utilities Administration operating budget has increased 4% and capital expenditures total $28,000, resulting in an overall increase of 6%. Personal Services include a 1% market adjustment, expected merit adjustments and a small increase in health insurance. Overall, Personal Services decreased due to a budgeted retirement payout in FY 2008. Contractual increases are primarily due to consulting and legal fees. The increase in Commodities is due to office supplies and promotional material. One-time items in this division are $5,000 for sewer gems software, $10,000 for flow measurement consultant, $100,000 for new rate model, and $7,000 for trimble unit. Major capital (>$10,000) of $28,000 is for an SUV hybrid AWD.

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PROGRAM DESCRIPTION

The Lake Mary Water Treatment Plant provides conventional surface water treatment for waters from Upper Lake Mary. Staff is responsible for the operation of the Water Plant and all other water production facilities including: Lake Mary Wellfield, woody Mountain Wellfield, the Inner Basin wells and springs, local wells and the Reservoir Filtration Plant. Staff also operates and maintains system water tanks and booster stations (Division 50). The State certified Compliance Lab provides analysis for process control and water sampling for compliance. This division cost effectively produces water that meets all Safe Drinking Water Act requirements. It manages the quantity of stored water to provide flows to customers, with an adequate reserve for fire fighting. It teaches public awareness of the water system through educational programs and demonstrations.

FY 08 ACCOMPLISHMENTS

- LM #7 complete, well produces 140 gpm.
- Bathometric report completed by USGS.
- Data concentrator and Win 911 installed – SCADA.
- Leak on 27" raw water line repaired.
- Rio Well gravel removed from inside casing.
- Replaced four (4) pumps/motors out of 22 wells.
- Distribution pumps from Shop and Interchange replaced.
- RMP audit complete for Res. Filtration Plant.
- Well drilling at Fort Tuthill and Dog Pound.
- Risk Management Plan 5 year update completed.

FY 09 NEW INITIATIVES

- Chlorine Dioxide as a pre-treatment disinfectant to meet Stage II Disinfection By-products Rule.
- Four (4) wells drilled.
- Employee parking lot and equipment shade.
- ULM Dam headwall and abutment repaired.
- Replacement of switchgear at two (2) well sites.
- Roof modifications at Res Plant.
- Landscape of Rio Well.

PERFORMANCE MEASURES

Council Priority/Goal: PUBLIC SAFETY
Goal: Insure all instrumentation and reporting devices are working properly.
Objective: Reduce the amount of monitoring violations.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of tests performed	1339	1347	1400	1400
Number of Safe Drinking Water Violations (monitoring)	3	0	0	0

Council Priority/Goal: CAPITAL IMPROVEMENT
Goal: Replace aged infrastructure that becomes inoperative, lessens supply, and compromises water quality.
Objective: Install Inner Basin pipe from Screen Box to Weatherford Box.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Feet of pipe installed	0	2460	2500	2500
New infrastructure: Chlorine Dioxide Bldg	0	0	1	0

Council Priority/Goal: PLANNING FOR GROWTH
Goal: Expand current supply network for increased capacity.
Objective: New wells, booster stations, rehabilitated wells, increased efficiency.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Expanded capacity	0	330 gpm	500 gpm	1500 gpm
New and reconditioned wells	1	2	1	3
Booster stations and tanks	0	0	1	0

Council Priority/Goal: QUALITY OF LIFE
Goal: Water as a good value.
Objective: Cost conscious, environmentally aware.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Gallons produced	2,787 MG	2,894 MG	2,980 MG	3,000 MG
Cost per 1000 gallons to produce	1.22	1.31	1.50	1.50

DEPARTMENT: UTILITIES
DIVISION: 47-Water Production

EXPENDITURES BY CATEGORY:	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 662,142	$ 808,106	$ 808,106	$ 887,220	$ 79,114
CONTRACTUAL	2,642,598	2,246,062	2,246,062	2,395,322	149,260
COMMODITIES	270,084	327,232	327,232	376,278	49,046
CAPITAL	24,337	761,448	148,205	633,243	(128,205)
TOTAL	**$ 3,599,161**	**$ 4,142,848**	**$ 3,529,605**	**$ 4,292,063**	$ 149,215
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 468,970	$ 609,210	$ 609,210	$ 572,520	$ (36,690)
WATER TREATMENT OPERATION	251,493	312,861	312,861	356,266	43,405
CHEMICAL ANALYSIS	226,526	213,110	213,110	254,742	41,632
BLDGS & GROUNDS MAINT	231,315	61,766	61,766	68,346	6,580
EQUIPMENT MAINTENANCE	101,807	195,160	165,697	207,067	11,907
USFS LAKE MARY CONTRACT	8,860	8,860	8,860	8,860	-
UPPER LAKE MARY DAM IMP	947	41,000	1,000	41,000	-
SEDMNTION BASIN MODS (90)	2,442	15,000	15,000	15,000	-
SCADA TRACKING	40,532	148,850	23,850	149,850	1,000
LOCAL WELLS	821,505	553,145	553,145	556,913	3,768
LAKE MARY WELLFIELDS	405,732	447,736	447,736	566,753	119,017
WOODY MOUNTAIN WELLFIELD	862,133	862,954	862,954	901,565	38,611
NORTH RESERVOIRS	50,305	63,023	45,243	68,508	5,485
INNER BASIN DEVELOPMENT	105,350	180,188	180,188	93,235	(86,953)
INNER BASIN PIPELINE	21,245	429,985	28,985	431,438	1,453
TOTAL	**$ 3,599,161**	**$ 4,142,848**	**$ 3,529,605**	**$ 4,292,063**	$ 149,215

SOURCE OF FUNDING:	
WATER AND WASTEWATER FUND	$ 4,292,063
	$ 4,292,063

COMMENTARY:
The Lake Mary Water Treatment Plant operating budget has increased 8% and capital expenditures total $633,243 resulting in an overall increase of 4%. Personal Services increases are due to a 1% market adjustment, expected merit adjustments and a small increase in health insurance. Contractuals increases are due to consultants and equipment maintenance. Commodities increases are due to gas, oil and various pieces of equipment. One-time expenditures for this division are $18,800 for pre/post clearwell analyzer and various items for equipment maintenance. Major capital (>$10,000) includes $15,000 forklift, $5,000 roof modifications, $401,000 pipeline construction, $40,000 dam/spillway repair, and $125,000 SCADA enhancements.

MISSION

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PROGRAM DESCRIPTION

Customer Service is responsible for meter reading, water and sewer billing, and collection of delinquent accounts including the disconnection and lock of water service for unpaid billings and non-sufficient fund checks for the Utilities Department. Unusually high or low water consumption is investigated and inactive meters are monitored for possible consumption. This division is also responsible for cashiering operations for most City departments and for the calculation and collection of utility system fees for all new or added construction.

FY 08 ACCOMPLISHMENTS

- ✓ Helped enforce water restrictions by having the meter readers report illegal use to the Water Conservation Manager.
- ✓ Began clean up of address file by correcting the use of address fields such as apartment numbers and street suffixes. Also turned on the Street Dictionary program of the software.
- ✓ Supported Environmental Service with implementing rate increases.
- ✓ Changed bill printing services to DataProse. First with the support of our Information Technology Division, we analyzed existing bill print service with APS to see if they could make the changes needed to better user our software. We realized it would be very costly to make the modifications needed. It turned out that we would be better served with a new billing service. We were able to use an existing contract that the City of Tucson awarded.
- ✓ Began offering customer the opportunity to discontinue receiving paper bills with our E-Notification option of our utility billing software. This became available once we switched our bill printing services.
- ✓ Sent out a Request for Proposals to purchase new meter reading equipment. Current equipment was becoming out dated and support services were discontinuing. With upgrades to the meter technology it was necessary to replace the equipment.
- ✓ Worked with our billing software company, Sungard HTE, to review how the City currently does business using their software. Many changes were recommended the Business Analysis which the City will begin to implement. Primary focus will be on efficiencies and improved billing solutions for Environmental Services.
- ✓ Began the process of cross training with key individuals within Customer Service. By shifting job duties and increase hours, we are able to provide much needed support in the areas of Billing and Collections.

FY 09 NEW INITIATIVES

- ➢ Purchase equipment to more efficiently post payments by mail. The City spends many hours each day running tapes and entering payments. This system would streamline it into a process that should take less than 1 hour. Payments may also be converted into ACH transmissions which would eliminate creating a deposit for the bank. Staff time would be freed up to work on other division duties.
- ➢ Put out a bid or request for proposal related to credit card services. With the growing number of customers using their credit cards to make payments, the City needs to make sure it is getting the lowest rates possible.
- ➢ Review annual write off accounts to see if the City should change the amount of deposits on accounts, specifically renter deposit. Also analyze what other Arizona cities policies are for deposits.

PERFORMANCE MEASURES

Council Priority/Goal: FISCAL HEALTH
Goal: Limit the amount of accounts written off.
Objective: Timely collections of past due accounts and adequate deposits to reduce amount of receivables to write off.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Collection activity (delinquent accounts/total accounts)	3.3%	3.2%	3.5%	3.5%
Annual write off of customer accounts, excluding bankruptcies	$37,014	$39,784	$43,600	$45,000
Write offs as a percentage of total billed	0.16%	0.18%	0.19%	0.20%

Council Priority/Goal: ORGANIZATIONAL SUPPORT
Goal: Provided employees with proper training for safety and technical aspect of their positions.
Objective: We will improve our employees' safety records and knowledge by providing the necessary training.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Safety training hours provided to staff	26	19.5	40	40
Technical/Computer training provided to staff	152	214	200	150
Number of injury accidents	2	1	1	1

Council Priority/Goal: CUSTOMER SERVICE
Goal: Provide timely and accurate billings.
Objective: Reduce estimated meter reads and bill in a timely manner.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Percent of estimated meter reads	0.15%	1.16%	2.50%	2.50%
Number of cycle bills sent out within 34 days of prior bill (36 total cycles)	34	34	36	36
Average number of days between bills	30.28	30.47	31.00	31.00

DEPARTMENT: UTILITIES
DIVISION: 48-CUSTOMER SERVICE

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 534,018	$ 570,986	$ 573,393	$ 608,906	$ 37,920
CONTRACTUAL	199,816	259,890	270,730	297,790	37,900
COMMODITIES	25,725	64,450	41,307	64,000	(450)
CAPITAL	-	76,500	97,200	25,000	(51,500)
TOTAL	**$ 759,559**	**$ 971,826**	**$ 982,630**	**$ 995,696**	$ 23,870

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 170,035	$ 235,457	$ 236,560	$ 315,283	$ 79,826
FIELD READING	191,019	295,629	307,270	228,509	(67,120)
COLLECTION	88,374	97,145	95,350	103,813	6,668
CUSTOMER SERVICE	310,131	343,595	343,450	348,091	4,496
TOTAL	**$ 759,559**	**$ 971,826**	**$ 982,630**	**$ 995,696**	$ 23,870

SOURCE OF FUNDING:

GENERAL FUND	$ 26,125
LIBRARY FUND	1,002
HIGHWAY USER REVENUE FUND	1,723
WATER AND WASTEWATER FUND	772,548
STORMWATER FUND	18,072
AIRPORT FUND	373
ENVIRONMENTAL SERVICES FUND	175,853
	$ 995,696

COMMENTARY:

The Customer Service operating budget has increased 8% and capital expenditures total $25,000 resulting in an overall net change of 2%. Personal Services increase are due to a 1% market adjustment, expected merit adjustments and a small increase in health insurance. Contractuals increase are due to and increase in credit card fees. Commodities has no major increase/decrease. Major capital (>$10,000) of $25,000 is for remittance processing and electronic check conversion software and equipment.

MISSION

The mission of the Utilities Department/ Water Distribution Division is to professionally and cost effectively provide water services that meet the present and future environmental, health and safety needs of the community and our co-workers.

PROGRAM DESCRIPTION

The Water Distribution system operators safely and efficiently operate, maintain and repair all water distribution lines, fire hydrants, pressure reducing stations and meters, supplying each customer with a sufficient volume of water at adequate pressures, throughout our varying elevations and pressure zones.

FY 08 ACCOMPLISHMENTS

- ✓ The completion of underground utility relocations for the East Flagstaff Traffic Interchange Project.
- ✓ Distribution System Unaccounted Water Loss is less than 1% (.95%).
- ✓ The completion of underground utility work for Phase 1 of the Westcor Mall Expansion (The Marketplace).
- ✓ The purchase of a plasma-cutting unit, reducing radio read meter lid cost by approx. 75%. ($3 to $6,000.00 saved annually).
- ✓ 1500 ft. of pipe and fire hydrant installed at Red Gap Ranch headquarters.
- ✓ An estimated 268 training hours for 13 co-workers.
- ✓ Four new employees received their Grade One certification in Water Distribution through A.D.E.Q.
- ✓ Replaced outdated fire service meter and vault at Museum of Northern Az.
- ✓ Installation of 761 Radio read meters.
- ✓ Initiated service trucks replacements with diesel engines, improving fuel economy and lowering carbon emissions.
- ✓ Painted approx 93 fire hydrants, with Eagle Scout volunteers.
- ✓ Division Utility Locator has performed approx. 4336 utility locates with no hit lines.

FY 09 NEW INITIATIVES

- ➢ Assemble a Fire Hydrant Flushing Program depending on next year's water supply.
- ➢ Reduce the amount of unaccounted water loss, through meter replacement and leak detection.
- ➢ Valve Maintenance Crew to ensure proper valve location and operation during scheduled and emergency main line work to limit the amount of customers affected.
- ➢ Multi Skilled Work Force will focus on being more specialized thus creating a stronger devotion to Utilities future.
- ➢ Paint 100+ Fire Hydrants with or without the aid of Community Volunteers.
- ➢ Replace the BIA Dormitory 8" fire service meter and vault.
- ➢ Continue Radio Read meter installation project.

PERFORMANCE MEASURES

Council Priority/Goal: CUSTOMER SERVICE
Goal: Exceed customer service expectations.
Objective: To make sure all of our customers needs, questions and concerns have been addressed in a timely manner.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of complaints and responses	165	174	200	200

Council Priority/Goal: FISCAL HEALTH
Goal: Reduce accidents and maintain high safety standards.
Objective: To communicate the importance of safety and loss control through our safety programs.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of loss time accidents	0	0	0	0

Council Priority/Goal: PLANNING AND GROWTH
Goal: Set new water meters in a timely manner for contractors, developers and homeowners, keeping up with the rapid growth of our community.
Objective: Meters are paid for and our crews have them installed within 10 working days.
Comments: Meter set quantity varies depending on the condition of the economy, which this past year has been down.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of new meter installations	464	344	350	350

Council Priority/Goal: ORGANIZATIONAL SUPPORT
Goal: Continue to develop a multi-skilled work force through skill base pay.
Objective: To develop a multi-skilled work force by developing and updating training criteria and crew rotation training schedules. To strengthen teamwork within the division.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of employees that have completed skill blocks and received additional pay for the new skill they have learned and demonstrated an proficiency in	4	5	5	5

DEPARTMENT: UTILITIES
DIVISION: 49-WATER DISTRIBUTION

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 973,109	$ 1,100,723	$ 1,130,024	$ 1,121,449	$ 20,726
CONTRACTUAL	43,821	63,549	49,599	74,106	10,557
COMMODITIES	274,299	263,084	248,258	336,340	73,256
CAPITAL	6,561	316,509	315,983	190,000	(126,509)
TOTAL	**$ 1,297,790**	**$ 1,743,865**	**$ 1,743,864**	**$ 1,721,895**	$ (21,970)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 314,632	$ 322,001	$ 332,976	$ 194,919	$ (127,082)
WATER SYS MAINT-OPERATION	181,872	346,054	354,580	338,715	(7,339)
MAIN & SERVCE LINE REPAIR	290,344	286,375	334,135	526,922	240,547
MAIN EXT-FIRE HYDR/VALVE	78,862	104,853	103,353	30,438	(74,415)
VALVE & FIRE HYDR MAINT	137,541	207,072	201,282	162,625	(44,447)
METER INSTALLATION	216,758	316,952	259,686	339,565	22,613
METER REPAIR & TESTING	77,781	159,693	158,037	90,683	(69,010)
BLUE STAKE	-	865	(185)	38,028	37,163
TOTAL	**$ 1,297,790**	**$ 1,743,865**	**$ 1,743,864**	**$ 1,721,895**	$ (21,970)

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 1,721,895
	$ 1,721,895

COMMENTARY:
The Water Distribution operating budget has increased 7% and capital expenditures total $190,000 resulting in an overall net decrease of 1%. Personal Services increases are due to a 1% market adjustment, expected merit adjustments and a small increase in health insurance. The increase in Contractuals is due to education/training and equipment rentals. Commodities increase is due to gas and oil, materials and supplies for street and highway, safety supplies, and water/sewer parts. Major capital (>$10,000) of $190,000 is for one replacement 4x4 ext cab pickup and a 16 yard dump truck.

MISSION

The mission of the Utilities Department is to professionally and cost effectively provide water and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers. We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations by continuously improving our operations. We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

PROGRAM DESCRIPTION

Provides for the operation and maintenance of Booster Stations and Storage Tanks. Booster Stations increase water pressure for domestic and fire service outside of the normal pressure zones of the distribution system (higher elevations.) Storage tanks provide pressure and flow when booster pumps are not running or pumped flow is inadequate to keep up with demand.

FY 08 ACCOMPLISHMENTS

- ✓ Kinlani tank exterior painted by Southwest Industrial Coatings.
- ✓ Graffiti on RR Springs tank painted over.
- ✓ Paradise and RFP clearwell cleaned and inspected.

FY 09 NEW INITIATIVES

- ➢ SolarBee circulators in Main and Xmas Tree reservoirs to improve water quality.
- ➢ Clean and inspect Xmas Tree Reservoir and Airport Booster Station tank.

PERFORMANCE MEASURES

Council Priority/Goal: OUALITY OF LIFE
Goal: Keep facilities operational and esthetically pleasing while maintaining water quality.
Objective: Paint outside of tanks (Cheshire or RR Springs). Clean and inspect inside of tanks (Xmas Tree, Airport)

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Tanks painted	0	1	1	1
Tanks cleaned (diving contract)	1	2	2	2

DEPARTMENT: UTILITIES
DIVISION: 50-BOOSTER STATIONS

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 35,064	$ 30,803	$ 30,803	$ -	$ (30,803)
CONTRACTUAL	55,666	61,680	61,680	50,600	(11,080)
COMMODITIES	425	3,425	3,425	46,490	43,065
CAPITAL	-	-	-	90,000	90,000
TOTAL	**$ 91,155**	**$ 95,908**	**$ 95,908**	**$ 187,090**	$ 91,182

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 46,671	$ 42,583	$ 42,583	$ 57,765	$ 15,182
ZONE A	7	14,350	14,350	90,350	76,000
KINLANI	13,495	2,275	2,275	2,275	-
UNIVERSITY HIGHLANDS #1	1,450	2,050	2,050	2,050	-
AIRPORT BOOSTER	3,093	3,200	3,200	3,200	-
AMBERWOOD BOOSTER	4,536	5,550	5,550	5,550	-
RAILROAD SPRINGS BOOSTER	21,903	25,900	25,900	25,900	-
TOTAL	**$ 91,155**	**$ 95,908**	**$ 95,908**	**$ 187,090**	$ 91,182

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 187,090
	$ 187,090

COMMENTARY:

The Booster Station operating budget has increased 1% and capital expenditures total $90,000 resulting in an overal net increase of 95%. Personal Services decreases are due to a change in how the internal chargouts are handled in the new work order system that are now included in Commodities. Contractuals decrease is due to prior year one-times. One-time expenditures are $7,500 for main reservoir diving services. Major capital (>$10,000) of $90,000 is for Solarbee Circulators.

MISSION

Provide wastewater treatment and reclaim water that meets or exceeds all federal and state permit requirements, Minimize treatment cost per unit of treated wastewater, Maintain State Certified Laboratory Standards, Encourage use of reclaim water by Fairfield golf courses and contractors, Submit all required state and federal monitoring reports accurately and on time.

PROGRAM DESCRIPTON

The Wildcat Hill Wastewater Plant is a 6 million gallon-per- day advanced treatment facility. This program is responsible for the day-to-day operation and maintenance, as well as the pumping of treated wastewater to the Fairfield golf courses and contractors. The plant operates a State-certified laboratory, which performs the majority of the required routine lab analysis.

FY 08 ACCOMPLISHMENTS

- ✓ Started construction on plant upgrade.
- ✓ Have performed well under construction conditions.
- ✓ We have worked well with the contractors and have maintained a good working relationship with everyone involved.
- ✓ New sand filters installed.
- ✓ Have maintained solids handling on one digester for half of the year during construction.
- ✓ Key personal has increased in state certification status.
- ✓ Personal has remained active in community support.

FY 09 NEW INITIATIVES

- ➢ Continue to meet and exceed the challenges ahead for our facility upgrade.
- ➢ Run on the Co – generator unit that was installed, to save money and meet the budget.
- ➢ Provide a safe and clean environment for our employees and customers.

PERFORMANCE MEASURES

Council Priority/Goal: CUSTOMER SERVICE
Goal: Exceed the expectations of our customers.
Objective: Continue to provide services that meet or exceed all Federal, State and City requirements.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Gallons of influent treated (billions)	1.32	1.22	1.35	1.45
Gallons of septage treated (millions)	1.76	1.78	1.80	1.80
Gallons of reclaim water sold (millions)	408.0	410.2	415.0	415.0
Gallons of grease treated (thousands)	381,265	413,350	415,000	420,000
Gallons of interceptor sludge (thousands)	35,500	44,005	50,000	55,000
Dry metric tons of solids/sludge injected	1,163.54	1,007.37	1,100	1,100

Council Priority/Goal: FISCAL HEALTH
Goal: Maintain financial responsibility that meets or exceeds the City of Flagstaff expectations.
Objective: Maintain cost per thousand to treat.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Cost per thousand to treat (influent)	$ 1.10 avg.	$1.27	$1.20	$1.20

Council Priority/Goal: PUBLIC SAFETY
Goal: Develop and maintain public security.
Objective: Continue to provide the best quality effluent by meeting or exceeding all requirements.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of NPDES permit violations (within plant design)	0	0	0	0
Number of NPDES permit violations(beyond plant capabilities)	0	2	0	0

Council Priority/Goal: PLANNING FOR GROWTH
Goal: Promote the use of reclaim water.
Objective: Increase the number of customers using reclaim water.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of new reuse permits administered	28	25	25	20

Council Priority/Goal: QUALITY OF LIFE
Goal: Provide a good quality of life for our customers, neighbors, and employees.
Objective: Reduce the number of complaints and injuries.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of complaints /odors ect	0	0	0	0
Number of on the job lost time due to accidents / injuries	0	3	0	0

DEPARTMENT: UTILITIES
DIVISION: 53-WILDCAT WASTEWATER TREATMENT PLANT

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 770,198	$ 866,690	$ 865,881	$ 939,227	$ 72,537
CONTRACTUAL	477,857	491,236	572,144	704,299	213,063
COMMODITIES	285,893	338,972	289,662	358,553	19,581
CAPITAL	-	27,000	26,970	31,001	4,001
TOTAL	**$ 1,533,948**	**$ 1,723,898**	**$ 1,754,657**	**$ 2,033,080**	$ 309,182

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 85,301	$ 155,663	$ 82,526	$ 168,824	$ 13,161
WC-PLANT OPERATIONS	603,432	599,965	715,250	879,071	279,106
WC-PLANT MAINTENANCE	604,085	671,327	715,021	733,241	61,914
WC-LAB-PROC CNTRL-MONTR	165,740	204,917	186,050	209,771	4,854
WC-SEPTAGE	(486)	850	600	850	-
WC-WH RIO MAINTENANCE	2,832	6,561	5,500	10,053	3,492
WC-DRYING BEDS OPERATIONS	-	3,500	1,300	1,500	(2,000)
WC-SLUDGE INJECTION	73,044	81,115	48,410	29,770	(51,345)
TOTAL	**$ 1,533,948**	**$ 1,723,898**	**$ 1,754,657**	**$ 2,033,080**	$ 309,182

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 2,033,080
	$ 2,033,080

COMMENTARY:

The Wastewater Treatment Plant operating budget increased by 18% and capital expenditures total $31,001 resulting in an overall increase of 18%. Personal Services increases are due to a 1% market adjustment, expected merit adjustments and a small increase in health insurance. Contractuals increases are due to utilities. Commodities increases are due to lab supplies and machinery & equipment parts. Major Capital (>$10,000) of $31,002 is for a 1 ton 4 x 4 truck.

MISSION

The mission of the Utilities Department / Wastewater Collection Division is to professionally and cost effectively provide water services that meet the present and future environmental, health and safety needs of the community and our co-workers.

PROGRAM DESCRIPTION

The Wastewater Collection system operators safely and efficiently operate, maintain and repair all wastewater collection and reclaim distribution mains and manholes. Eliminating or reducing health hazards, system failures, customer complaints and property damage throughout our community.

FY 08 ACCOMPLISHMENTS

- ✓ Chemical root control expansion from 46,000' to over 90,000' all scheduled through the CMMS.
- ✓ Televising 93,000 ft of new and existing sewer lines.
- ✓ Co-Workers received approx. 136 hrs of training.
- ✓ 24 line repairs averaging 8 repairs per 100 miles of pipe.
- ✓ 25% less blockages due to PM and chemical treatment techniques.
- ✓ Additional Hydro-Vac put into service to clean and maintain Sewer System (better response time, and backup due to equipment failure).

FY 09 NEW INITIATIVES

- ➢ Continue to reduce the number of blockages every year. (Through increase chemical root control, cut cleaning, and point repairs).
- ➢ Keep increasing the skills of our Multi Skilled Workers through training, hands on training, cross training, and revising skill blocks (addendums).
- ➢ Incorporating the use of trench less line repair (fewer roadway cuts).
- ➢ Up-date chemical root foam application system, (to increase the handling safety, chemical efficiency and productivity).
- ➢ Upgrade recording and data storage method on Sewer Closed Caption TV system. (Eliminating paper files)

PERFORMANCE MEASURES

Council Priority/Goal: CUSTOMER SERVICE
Goal: Exceed customer service expectations.
Objective: Eliminate or reduce health hazards, system failures, customer complaints and property damage.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of main line blockages	28	28	28	20

Council Priority/Goal: FISCAL HEALTH
Goal: Reduce accidents and maintain high safety standards.
Objective: To communicate the importance of safety and loss control through our safety programs.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of loss time accidents	0	0	0	0

Council Priority/Goal: PLANNING AND GROWTH
Goal: Encourage the use of reclaim water throughout the community.
Objective: To expand our reclaim distribution system by installing distribution mains, services and fire hydrants.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of miles of reclaim waterlines	16.5	17.25	18	18

Council Priority/Goal: ORGANIZATIONAL SUPPORT
Goal: Continue to develop a multi-skilled work force through skill base pay.
Objective: To develop a multi-skilled work force by developing and updating training criteria and crew rotation training schedules. To strengthen teamwork within the division.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of employees that have completed skill blocks and received additional pay for the new skills they have learned and demonstrated an proficiency in	8	7	6	9

DEPARTMENT: UTILITIES
DIVISION: 54-WASTEWATER COLLECTION

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 664,101	$ 655,886	$ 657,231	$ 760,167	$ 104,281
CONTRACTUAL	33,541	19,954	25,175	46,372	26,418
COMMODITIES	124,391	201,820	195,197	254,791	52,971
CAPITAL	520,391	177,890	145,000	232,890	55,000
TOTAL	**$ 1,342,424**	**$ 1,055,550**	**$ 1,022,603**	**$ 1,294,220**	$ 238,670

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 169,532	$ 258,707	$ 247,889	$ 308,823	$ 50,116
SERVICE CONNECTIONS	21,058	48,677	43,427	187,649	138,972
PREVENTIVE MAINTENANCE	705,479	418,530	390,633	411,475	(7,055)
TV INSPECT & HYDRO-CLEAN	362,752	164,604	172,404	200,937	36,333
CORRECTIVE MAINTENANCE	78,752	149,692	151,610	168,561	18,869
RECLAIMED WATER LINE	4,850	15,340	16,640	16,775	1,435
TOTAL	**$ 1,342,424**	**$ 1,055,550**	**$ 1,022,603**	**$ 1,294,220**	$ 238,670

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 1,294,220
	$ 1,294,220

COMMENTARY:
The Wastewater Collection operating budget has increased 21% and capital expenditures total $232,890 for a net increase of 23%. Personal Services increases are due to a 1% market adjustment, expected merit adjustments and a small increase in health insurance. Contractuals increases are due to increased charge outs to other departments. Commodities increases are due to gas and oil increases and machine vehicle parts. Major capital (>$10,000) includes $130,000 dump truck, $70,000 for a 2 ton 4x4 regular cab dump body, and $32,890 root foaming unit.

MISSION

The mission of the Utilities Department is to professionally and cost effectively provide water and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers. We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations by continuously improving our operations. We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

PROGRAM DESCRIPTION

This division provides monitoring, permitting, and reporting of industrial and commercial wastewater discharges into the City sewer system to assure compliance with Local, State and Federal mandated pre-treatment regulations and to prevent upset at the City's wastewater treatment plants. Other activities include administration of the City's cross-connection control program, wastewater monitoring, and seepage control.

FY 08 ACCOMPLISHMENTS

- ✓ Inspected new and existing businesses as required by EPA and ADEQ to ensure that they are in compliance with the pretreatment and cross connection control programs.
- ✓ This division has worked with industries to reduce Fats, Oils and Greases (FOGs) from being discharged into the wastewater collection system.
- ✓ Established a new office contact person to work with the businesses on ensuring their backflow prevention assemblies are tested in a timely manner by approved testers.
- ✓ The Industrial Waste Division personnel developed a protocol to distribute information found during inspections that pertain to the City's storm water program. The information is given to the appropriate City of Flagstaff storm water personnel so that they can enforce the code and educate the public on a program that they have jurisdiction over.

FY 09 NEW INITIATIVES

- ➢ Modify the wastewater code for the Fats, Oils and Grease program to comply with the format EPA and ADEQ has recommended; reducing and keeping these types of materials out of the collection system and waste water treatment plants.

PERFORMANCE MEASURES

Council Priority/Goal: PUBLIC SAFETY
Goal: Protect water supply from possible cross-connections.
Objective: Inspect all businesses connected to City of Flagstaff water system for potential cross-connections.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of businesses inspected for potential cross connections	1574	1656	1600	1650
Percent of backflow devices that failed	5 - 7%	7 – 10%	10 %	10 %
Number of backflow devices tests logged	1804	2136	2150	2200

Council Priority/Goal: COLLABORATION
Goal: Inspect all businesses and industries that have connections to the City of Flagstaff collection system.
Objective: Inspect all businesses and industries for pretreatment options and educate them on pollution prevention techniques.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of pretreatment businesses inspected	1574	1656	1600	1650
Number of compliance samples analyzed	3179	2542	3180	3180

Council Priority/Goal: CUSTOMER SERVICE
Goal: Provide informational responses to our internal and external customers.
Objective: Communicate with customers as efficiently and effectively to answer their questions,

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Contacts through calls, letters, & e-mails to customers	3179	4607	3200	3250

PERFORMANCE INDICATORS	CY05 Actual	CY06 Actual	CY 07 Actual
Number of businesses inspected for potential cross connection	1387	1574	1656
Number of backflow device tests logged	1874	1804	2136
Number of compliance samples analyzed	10,245	3179	2542
Number of pre-treatment business inspections	1387	1574	1656
Percent of failed back flow tests	2 - 6%	5 - 7%	7 - 10%

DEPARTMENT: UTILITIES
DIVISION: 55-WASTEWATER MONITORING

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 195,739	$ 225,095	$ 223,560	$ 263,260	$ 38,165
CONTRACTUAL	73,080	90,631	80,800	90,531	(100)
COMMODITIES	18,192	19,557	22,075	19,557	-
CAPITAL	-	-	-	28,000	28,000
TOTAL	**$ 287,011**	**$ 335,283**	**$ 326,435**	**$ 401,348**	$ 66,065

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 142,355	$ 154,168	$ 140,134	$ 209,060	$ 54,892
NPDES MONITORING	33,878	28,000	53,278	58,309	30,309
INDUSTRIAL WASTE MONITOR	100,745	152,121	72,326	72,009	(80,112)
BACKFLOW X CONN. CONTROL	10,033	994	60,697	61,970	60,976
TOTAL	**$ 287,011**	**$ 335,283**	**$ 326,435**	**$ 401,348**	$ 66,065

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 401,348
	$ 401,348

COMMENTARY:
The Wastewater Monitoring operating budget has increased 11% and capital expenditures total $28,000 for a net increase of 20%. Personal Services increases are due to a .50 FTE staffing addition for an Administrative Assistant as well as a 1% market adjustment, expected merit adjustments, and a small increase in health insurance. Major Capital (>$10,000) includes $28,000 for AWD SUV Hybrid.

MISSION

To provide wastewater reclamation that exceeds all federal, state and reuse requirements in a safe and cost-effective manner. To submit all required regulatory reports on time without exception. To promote the use of reclaim water for all approved uses throughout the City of Flagstaff and vicinity. To educate the public on issues related to water reclamation, water conservation, and sustainable use.

PROGRAM DESCRIPTION

The Rio de Flag Water Reclamation Facility processes wastewater flow from the western half of the city and reclaims water for a variety of non-potable uses. Landscape irrigation is the principal use of reclaim water but water is also used for non-potable commercial and industrial uses. Excess reclaim water is released to the Rio de Flag wash for riparian enhancement. This semi-automated treatment facility uses advanced technology to produce non-potable water that is rated as Grade A+ by the State of Arizona. The program monitors product water quality as well as downstream water quality. Staff is also responsible for pumping the water into the citywide distribution system and maintaining the reclaim water storage facilities at Buffalo Park.

FY 08 ACCOMPLISHMENTS

- ✓ Ran full treatment plant for the summer of 2007.
- ✓ Additional filtration capacity added as part of the wastewater plant improvements.
- ✓ Completed rehab work on Buffalo Park Reclaim Storage Tank.

FY 09 NEW INITIATIVES

- ➢ To enhance the maintenance program at Rio by re-instating the Instrumentation Specialist position.
- ➢ Provide training opportunities for Wildcat Hill staff in the activated sludge treatment system.

PERFORMANCE MEASURES

Council Priority/Goal: PUBLIC SAFETY
Goal: Provide wastewater treatment that meets or exceeds criteria for Federal, State & Water Reuse Permits.
Objective: Production and distribution of reclaimed water that is safe for its intended use.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of Permit Violations	0	3	0	0

Council Priority/Goal: PLANNING FOR GROWTH
Goal: Promote and encourage use of reclaimed water through education and Public Relations programs. Schedule tours and provide information in a timely manner.
Objective: Promote the use of reclaimed water where appropriate, there by off setting the demands for potable water.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Gallons of reclaimed water produced (millions)	677	783	760	780
Gallons of reclaimed water reused (millions)	317	366	350	360

Council Priority/Goal: FISCAL HEALTH
Goal: Maintain operations, maintenance and lab budgets within the projected amounts.
Objective: Control our costs while maintaining service levels at existing levels.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Cost/thousand gallons of reclaimed water produced	1.16	1.16	1.20	1.25

Council Priority/Goal: QUALITY OF LIFE
Goal: Respond to complaints within 24 hours.
Objective: Minimize complaints resulting from the operation of the Rio de Flag WRP.

Measures:	CY 06 Actual	CY 07 Actual	CY 08 Estimate	CY 09 Proposed
Number of complaints (odors, etc.)	0	0	0	0

DEPARTMENT: UTILITIES
DIVISION: 56-RIO DE FLAG WASTEWATER TREATMENT PLANT

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 320,792	$ 351,370	$ 364,450	$ 371,207	$ 19,837
CONTRACTUAL	439,739	498,190	507,640	556,700	58,510
COMMODITIES	90,258	120,978	96,420	147,224	26,246
CAPITAL	26,147	7,000	6,872	50,200	43,200
TOTAL	**$ 876,936**	**$ 977,538**	**$ 975,382**	**$ 1,125,331**	$ 147,793

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 105,206	$ 120,567	$ 108,899	$ 121,699	$ 1,132
PLANT OPERATIONS	496,547	574,217	599,918	634,485	60,268
PLANT MAINTENANCE	169,237	171,130	151,665	239,320	68,190
LAB-PROCESS CONTROL-MONTR	105,946	111,624	114,330	129,827	18,203
RECLAIMED CONNECTIONS	-	-	570	-	-
TOTAL	**$ 876,936**	**$ 977,538**	**$ 975,382**	**$ 1,125,331**	**$ 147,793**

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 1,125,331
	$ 1,125,331

COMMENTARY:
The Rio de Flag Treatment Plant operating budget increased by 11% and capital expenditures total $50,200 resulting in an overall net increase of 15%. Personal Services increases are due to a 1% market adjustment, expected merit adjustments, a small increase in health insurance. Contractuals increases are due to increases in utilities. Commodities increases are due to miscellaneous computer equipment, office equipment, and vehicle/machine parts. One-time expenditures for this division are $30,000 for contractual activated carbon change-out of two primary odor control towers, $5,000 for purchase/installation of day tank system, and $4,000 for replacement parts for UV system pump . Major capital (>$10,000) includes $43,000 for recirculating pumps.

NON-DEPARTMENTAL

Non-Departmental accounts for all divisions which are not under the direct supervision of a department head or whose operations are contractual in nature. These include:

The mission of the **Council and Commission Division** of the City of Flagstaff is to enhance the quality of life of its citizens while supporting the values of its community.

The **Contributions to Other Agencies Division** accounts for contractual agreements with outside agencies that provide services to Flagstaff's citizens. The City is a major contributor to United Way, arts and cultural agencies whose activities benefit the citizens of Flagstaff, and other Alliance partnerships.

The **Non-Departmental Division** accounts for all expenditures that are not specifically allocable to individual divisions or programs, e.g. property and liability insurance, unemployment insurance, audit fees, and capital equipment that benefit various departments (mainframe computer). Costs of this division are allocated to the respective departments based on a cost-allocation formulation.

The **Firemen's Pension Division** accounts for the distribution of retirement benefits to beneficiaries covered under the Volunteer Firemen's Pension Trust Fund. Volunteer firefighters who are vested after 25 years and upon reaching retirement age or disabled receive a pension based on past volunteer service.

The **Economic Development Division** is responsible for the administration of Economic Development programs and is a contracted service. Activities include development and implementation of strategies to recruit new basic sector employers to the community, retention and expansion of existing basic sector employers, and the promotion of the Flagstaff area as an excellent location for business relocation. Economic development is funded by the BBB tax.

The **Transit Division** collects the portion of the transportation tax that is earmarked for Transit activities. Coconino County administers the Transit program per the Intergovernmental Agreement (IGA) between the City and the County.

MISSION

The mission of the City of Flagstaff is to enhance the quality of life of its citizens while supporting the values of its 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.

DEPARTMENT: NON-DEPARTMENTAL
DIVISION: 63-COUNCIL AND COMMISSIONS

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 160,504	$ 159,702	$ 159,402	$ 236,387	$ 76,685
CONTRACTUAL	82,736	103,618	92,533	111,618	8,000
COMMODITIES	39,840	43,950	40,013	52,957	9,007
TOTAL	**$ 283,080**	**$ 307,270**	**$ 291,948**	**$ 400,962**	$ 93,692

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 276,383	$ 296,880	$ 284,159	$ 391,342	$ 94,462
BOARDS AND COMMISSIONS	6,697	10,390	7,789	9,620	(770)
TOTAL	**$ 283,080**	**$ 307,270**	**$ 291,948**	**$ 400,962**	$ 93,692

SOURCE OF FUNDING:

GENERAL FUND	$ 209,429
LIBRARY FUND	20,111
HIGHWAY USER REVENUE FUND	47,041
WATER AND WASTEWATER FUND	73,942
STORMWATER FUND	3,543
AIRPORT FUND	7,202
ENVIRONMENTAL SERVICES FUND	39,694
	$ 400,962

COMMENTARY:

The Council and Commissions operating budget has increased 30% and there are no capital expenditures. Personal Services increase is for approved increases as members are elected. Contractual increases are one-time costs associated with telephone ($3,400) and memberships of ($10,460). Commodities reflect a slight increase in gas and oil ($256), and one-time costs for photo copying ($9,785), as well as promotional materials ($5,006). There is also a decrease of ($5,000) from prior years computer equipment and software purchases.

PROGRAM DESCRIPTION

This division accounts for contractual agreements with outside agencies that provide services to Flagstaff's citizens. The City is a major contributor to United Way, arts and cultural agencies whose activities benefit the citizens of Flagstaff, and other Alliance partnerships.

DEPARTMENT:	**NON-DEPARTMENTAL**				
DIVISION:	**64-CONTRIBUTIONS TO OTHERS**				
EXPENDITURES BY CATEGORY:	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ -	$ -	$ -	$ -	$ -
CONTRACTUAL	954,157	1,033,110	1,033,110	1,115,475	82,365
TOTAL	**$ 954,157**	**$ 1,033,110**	**$ 1,033,110**	**$ 1,115,475**	$ 82,365
EXPENDITURES BY PROGRAM:					
HEALTH & SOC SERVICES	$ 342,750	$ 342,390	$ 342,390	$ 342,390	$ -
OTHER CONTRIBUTIONS	611,407	690,720	690,720	773,085	82,365
TOTAL	**$ 954,157**	**$ 1,033,110**	**$ 1,033,110**	**$ 1,115,475**	$ 82,365
SOURCE OF FUNDING:					
	GENERAL FUND			$ 1,115,475	
				$ 1,115,475	

COMMENTARY:
The Contributions to Others operating budget has increased 8% and there are no capital expenditures. Contributions are as follows: United Way $342,390; Greater Flagstaff Forest Partnership $30,000; High Altitude Training $30,000; FACTS $364,420; Weed & Seed $7,000; Youth Coalition $25,000; NACOG Rural Transportation $4,300, Intake Triage $100,000, Cardinals $55,000, and Rural Policy Institute $50,000, Emergency Housing Funds $20,000, Victim Witness (1X) $52,500, NACASA (1X) $19,865 and Willow Bend $15,000 (1X).

PROGRAM DESCRIPTION

This division accounts for all expenditures that are not specifically allocable to individual divisions or programs, e.g. property and liability insurance, unemployment insurance, audit fees, and capital equipment that benefit various departments (mainframe computer). Costs of this division are allocated to the respective departments based on a cost-allocation formulation.

DEPARTMENT: NON-DEPARTMENTAL
DIVISION: 66-NON-DEPARTMENTAL

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ 74,842	$ 80,387	$ 82,343	$ 78,382	$ (2,005)
CONTRACTUAL	2,536,353	5,284,100	3,268,177	3,977,470	(1,306,630)
COMMODITIES	695,218	2,628,394	449,259	2,995,375	366,981
CAPITAL	203,773	1,298,500	146,259	1,297,000	(1,500)
TOTAL	**$ 3,510,186**	**$ 9,291,381**	**$ 3,946,038**	**$ 8,348,227**	$ (943,154)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 1,386,675	$ 2,959,919	$ 781,935	$ 3,407,500	$ 447,581
EMPLOYEE BENEFITS	63,407	73,000	62,288	76,000	3,000
INSURANCE	908,000	915,500	915,500	915,500	-
CONSULTANTS	331,574	1,300,000	523,000	1,380,570	80,570
COPY CENTER	55,927	50,662	42,594	3,657	(47,005)
REDEVELOPMENT	764,603	3,992,300	1,620,721	2,565,000	(1,427,300)
TOTAL	**$ 3,510,186**	**$ 9,291,381**	**$ 3,946,038**	**$ 8,348,227**	$ (943,154)

SOURCE OF FUNDING:

GENERAL FUND	$ 7,235,381
LIBRARY FUND	90,073
HIGHWAY USER REVENUE FUND	213,531
WATER AND WASTEWATER FUND	445,863
STORMWATER FUND	17,756
AIRPORT FUND	81,637
ENVIRONMENTAL SERVICES FUND	263,986
	$ 8,348,227

COMMENTARY:

The Non-Departmental operating budget has decreased 12% and capital expenditures total $1,297,000 resulting in an overall net decrease of 10%. Personal Services decreases are due to a change in the allocation methodologies. Contractual decreases are due to the completion of several larger consulting agreements. Commodities increases are related to information technology projects that have been carried forward to the FY2009 budget year. Major capital (>$10,000) include a Gator for the downtown area ($22,000), two replacement vehicles ($25,000), the voice over internet protocol ($100,000) and redevelopment ($1,150,000).

PROGRAM DESCRIPTION

This division accounts for the distribution of retirement benefits to beneficiaries covered under the Volunteer Firemen's Pension Trust Fund. Volunteer firefighters who are vested after 25 years and upon reaching retirement age or disabled receive a pension based on past volunteer service.

DEPARTMENT:	**NON-DEPARTMENTAL**				
DIVISION:	**68-FIREMEN'S PENSION**				
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ -	$ -	$ -	$ -	$ -
CONTRACTUAL	7,200	214,400	214,400	-	(214,400)
TOTAL	**$ 7,200**	**$ 214,400**	**$ 214,400**	**$ -**	$ (214,400)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 7,200	$ 214,400	$ 214,400	$ -	$ (214,400)
TOTAL	**$ 7,200**	**$ 214,400**	**$ 214,400**	**$ -**	$ (214,400)
SOURCE OF FUNDING:					
	FIREMEN'S PENSION FUND			$ -	
				$ -	
COMMENTARY:					
The Firemen's Pension fund was closed in FY 2008.					

PROGRAM DESCRIPTION

This division, responsible for the administration of Economic Development programs, is a contracted service. Activities include development and implementation of strategies to recruit new basic sector employers to the community, retention and expansion of existing basic sector employers, and the promotion of the Flagstaff area as an excellent location for business relocation. Economic development is funded by the BBB tax.

DEPARTMENT: NON-DEPARTMENTAL
DIVISION: 78-ECONOMIC DEVELOPMENT GENERAL ADMINISTRATION

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ -	$ 162,135	$ 105,435	$ 177,415	$ 15,280
CONTRACTUAL	546,156	516,400	388,826	895,471	379,071
COMMODITIES	-	3,500	13,000	9,000	5,500
CAPITAL	-	-	-	27,500	27,500
TOTAL	**$ 546,156**	**$ 682,035**	**$ 507,261**	**$ 1,109,386**	$ 427,351

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 427,897	$ 220,635	$ 158,861	$ 221,746	$ 1,111
INCUBATOR PROGRAM	109,634	180,000	185,000	220,000	40,000
MARKETING	-	100,000	104,000	88,000	(12,000)
CONTRIBUTIONS	8,625	181,400	59,400	234,400	53,000
PARTNERSHIP TRAINING	-	-	-	82,000	82,000
DEBT SERVICE	-	-	-	263,240	263,240
TOTAL	**$ 546,156**	**$ 682,035**	**$ 507,261**	**$ 1,109,386**	$ 427,351

SOURCE OF FUNDING:

ECONOMIC DEVELOPMENT FUND	$ 1,109,386
	$ 1,109,386

COMMENTARY:
The Economic Development operating budget has increased 59% and capital expenditures total $27,500 resulting in an overall net increase of 63%. Contractual increases are due to debt service payments for the Incubator construction ($263,240) and the Incubator operation ($40,000). Major capital (>$10,000) includes the purchase of a hybrid vehicle.

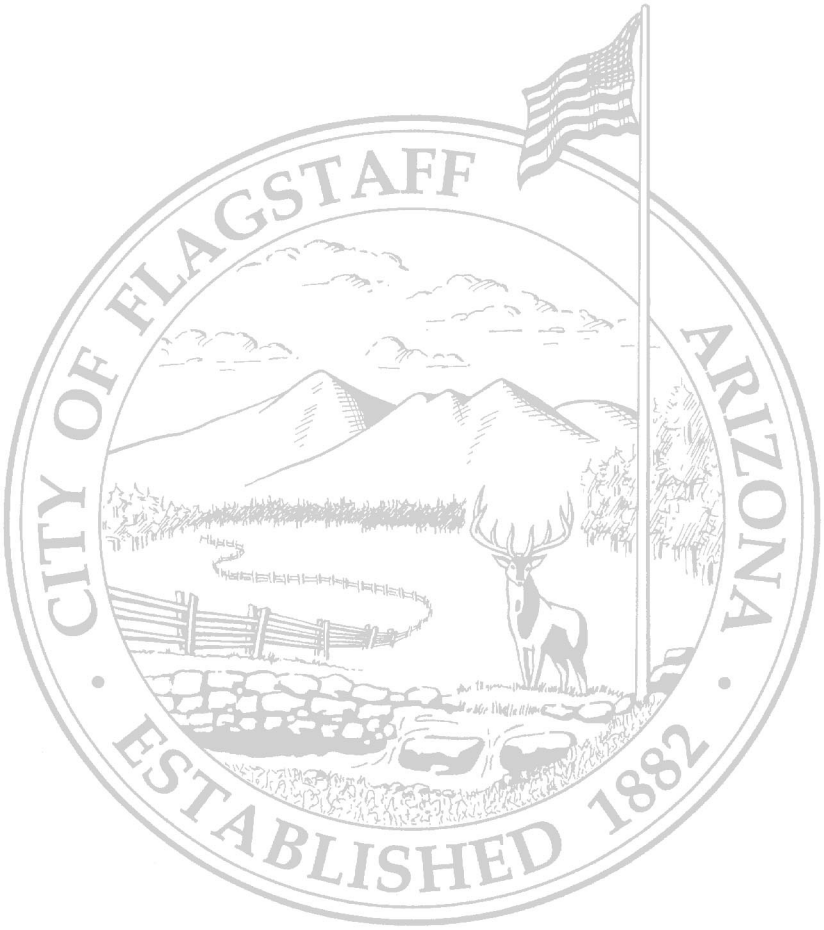
PROGRAM DESCRIPTION

This division collects the portion of the transportation tax that is earmarked for Transit activities. Coconino County administers the Transit program per the Intergovernmental Agreement (IGA) between the City and the County.

DEPARTMENT:	**NON-DEPARTMENTAL**				
DIVISION:	**97-TRANSIT**				
EXPENDITURES BY CATEGORY:	Actual Expenditures 2006-2007	Adopted Budget 2007-2008	Estimated Expenditures 2007-2008	Proposed Budget 2008-2009	Budget-Budget Variance
PERSONAL SERVICES	$ -	$ -	$ -	$ -	$ -
CONTRACTUAL	2,528,331	3,641,410	3,441,410	3,721,110	79,700
TOTAL	**$ 2,528,331**	**$ 3,641,410**	**$ 3,441,410**	**$ 3,721,110**	$ 79,700
EXPENDITURES BY PROGRAM:					
TRANSIT	$ 2,528,331	$ 3,641,410	$ 3,441,410	$ 3,721,110	$ 79,700
TOTAL	**$ 2,528,331**	**$ 3,641,410**	**$ 3,441,410**	**$ 3,721,110**	$ 79,700
SOURCE OF FUNDING:					
	TRANSPORTATION FUND			$ 3,721,110	
				$ 3,721,110	

COMMENTARY:

The Transit budget has increased by 2% this fiscal year. This is due to increased costs including but not limited to liability insurance, rents, and employee benefits. The City contracts with NAIPTA to run the Transit System. We contribute monthly based on the budget appropriated by the NAIPTA Board and the City Council.


CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882

CAPITAL IMPROVEMENTS

FY 2009 CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) for FY 2009 represents a $91.4 million investment of public funds in infrastructure and public facilities. The project mix has changed from prior years to 47.2% of the funding being provided on the pay-as-you-go basis versus 41.1% in FY 2008. The major projects in this year's budget are Aspen Place at Sawmill, Aquaplex, Fire Stations, Rio De Flag project, Business Incubator, and Wildcat Plant Upgrades. This year's capital improvement program is funded 41.5% through debt financing including the Water and Wastewater projects, Aquaplex and Fire Stations authorized by voters in May 2004. The grant funding of 11.3% is primarily for airport expansion, beautification, and the Business Incubator.

In May 2004 voters approved 10 bond projects totaling $155.2 million. These projects will be phased in over a 10-year period and budgeted on a cash flow basis.

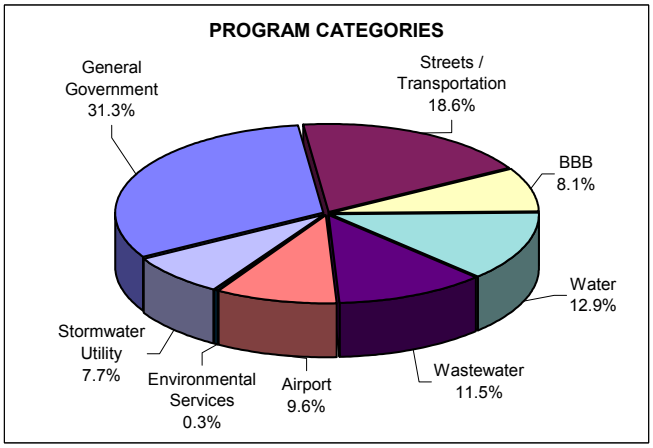
Expenditure totals may be shown as inflated or non-inflated costs depending on whether the scope of work or funding amount is the determining factor.

The Five-Year Capital Improvement Plan (multi-year, long-range study of construction and/or acquisition of high cost items with an extended useful life) is prepared separately from the Annual Budget and Financial Plan. The latest version of this plan can be found on the city website under Finance and Budget.

The following pages provided listing of the Capital Improvement projects along with a map to show the location of the improvements.

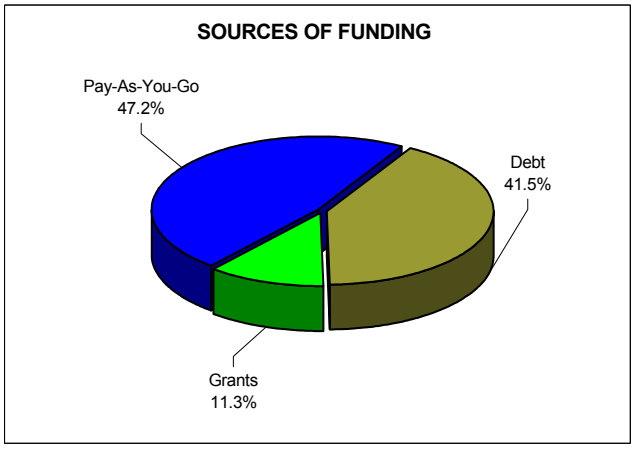
Funded projects in the five-year Capital Improvement Program fall into the following eight broad categories:

General Government	31.3%	$	28,595,062
Streets / Transportation	18.6%		17,011,237
BBB	8.1%		7,392,471
Water	12.9%		11,777,087
Wastewater	11.5%		10,487,460
Airport	9.6%		8,761,451
Environmental Services	0.3%		301,800
Stormwater Utility	7.7%		7,093,988
	100.0%	$	91,420,556



Sources of funding are categorized in three categories as shown below:

Pay-As-You-Go	47.2%	$	43,124,350
Debt	41.5%		37,971,662
Grants	11.3%		10,324,544
	100.0%	$	91,420,556



SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2008-2009

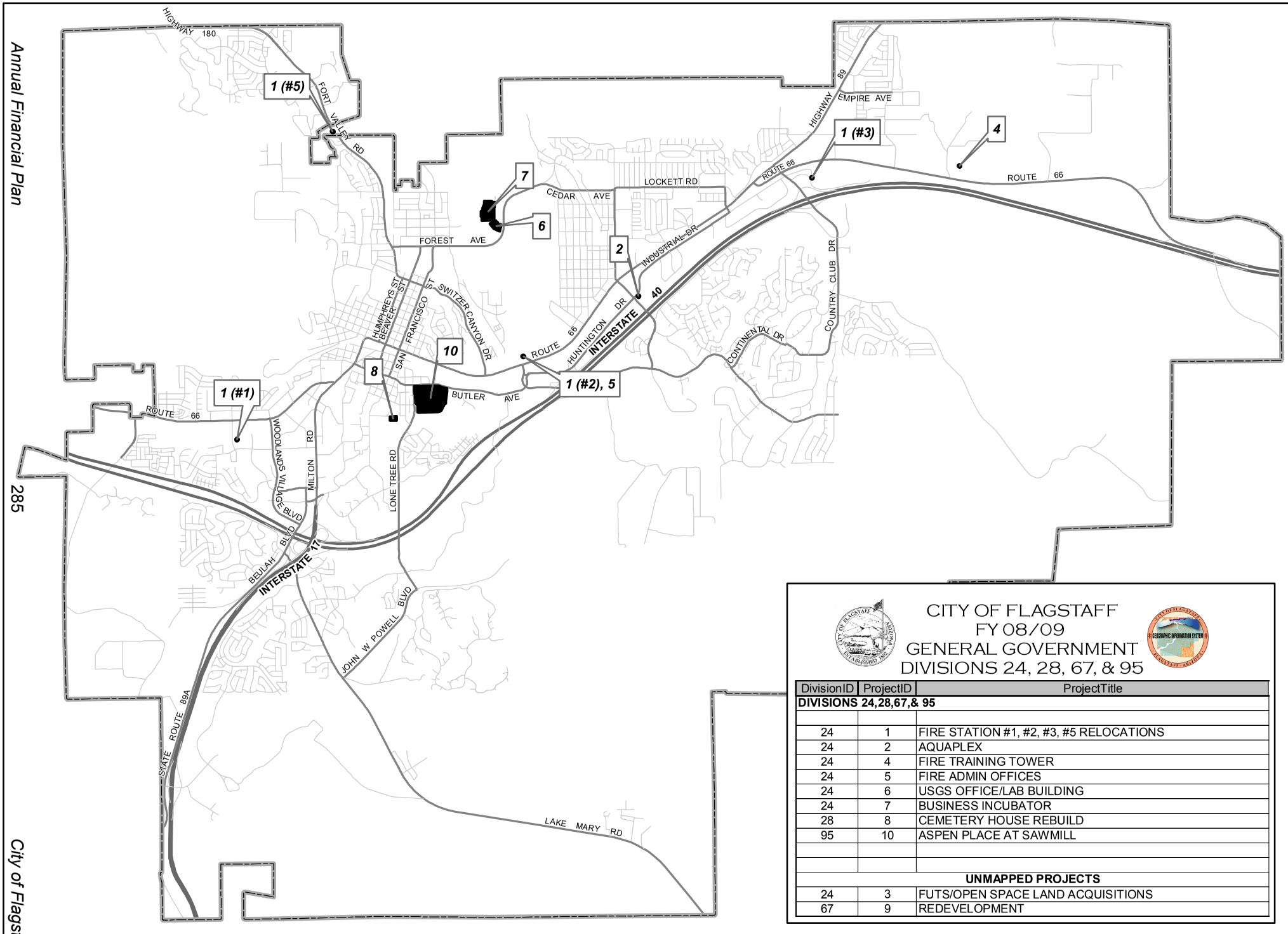
GENERAL GOVERNMENT

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2008	BUDGET FY 2009
1	24	FIRE STATIONS	$ 1,900,720	8,892,000
2	24	AQUAPLEX	1,788,351	2,417,500
3	24	FUTS/OPEN SPACE LAND ACQ	1,268,237	2,163,900
4	24	FIRE TRAINING TOWER	-	200,000
5	24	FIRE ADMIN OFFICES	-	400,000
6	24	USGS OFFICE/LAB BUILDING	542,742	1,023,600
7	24	BUSINESS INCUBATOR	-	1,371,100
8	28	CEMETERY HOUSE REBUILD	-	140,000
9	29	USGS BUILDING 2 DEMO	-	133,400
10	66	REDEVELOPMENT	1,150,000	1,150,000
11	67	REDEVELOPMENT	-	500,000
12	95	ASPEN PLACE AT SAWMILL	9,637,132	10,203,562
		TOTAL GENERAL GOVERNMENT	$ 16,287,182	$ 28,595,062

SOURCES OF FUNDING

	DIV	PROJECT	GENERAL FUND	BONDS	GRANTS	OTHER	TOTAL
1	24	FIRE STATIONS	$ -	8,892,000	-	-	8,892,000
2	24	AQUAPLEX	-	2,417,500	-	-	2,417,500
3	24	FUTS/OPEN SPACE LAND ACQ	-	2,163,900	-	-	2,163,900
4	24	FIRE TRAINING TOWER	-	200,000	-	-	200,000
5	24	FIRE ADMIN OFFICES	-	400,000	-	-	400,000
6	24	USGS OFFICE/LAB BUILDING	-	1,023,600	-	-	1,023,600
7	24	BUSINESS INCUBATOR	-	1,371,100	-	-	1,371,100
8	28	CEMETERY HOUSE REBUILD	140,000	-	-	-	140,000
9	29	USGS BUILDING 2 DEMO	133,400				133,400
10	66	REDEVELOPMENT	1,150,000	-	-	-	1,150,000
11	67	REDEVELOPMENT	500,000	-	-	-	500,000
12	95	ASPEN PLACE AT SAWMILL	-	10,203,562	-	-	10,203,562
		TOTAL GENERAL GOVERNMENT	$ 1,923,400	26,671,662	-	-	28,595,062



CITY OF FLAGSTAFF
FY 08/09
GENERAL GOVERNMENT
DIVISIONS 24, 28, 67, & 95

DivisionID	ProjectID	ProjectTitle
DIVISIONS 24,28,67,& 95		
24	1	FIRE STATION #1, #2, #3, #5 RELOCATIONS
24	2	AQUAPLEX
24	4	FIRE TRAINING TOWER
24	5	FIRE ADMIN OFFICES
24	6	USGS OFFICE/LAB BUILDING
24	7	BUSINESS INCUBATOR
28	8	CEMETERY HOUSE REBUILD
95	10	ASPEN PLACE AT SAWMILL
UNMAPPED PROJECTS		
24	3	FUTS/OPEN SPACE LAND ACQUISITIONS
67	9	REDEVELOPMENT

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2008-2009

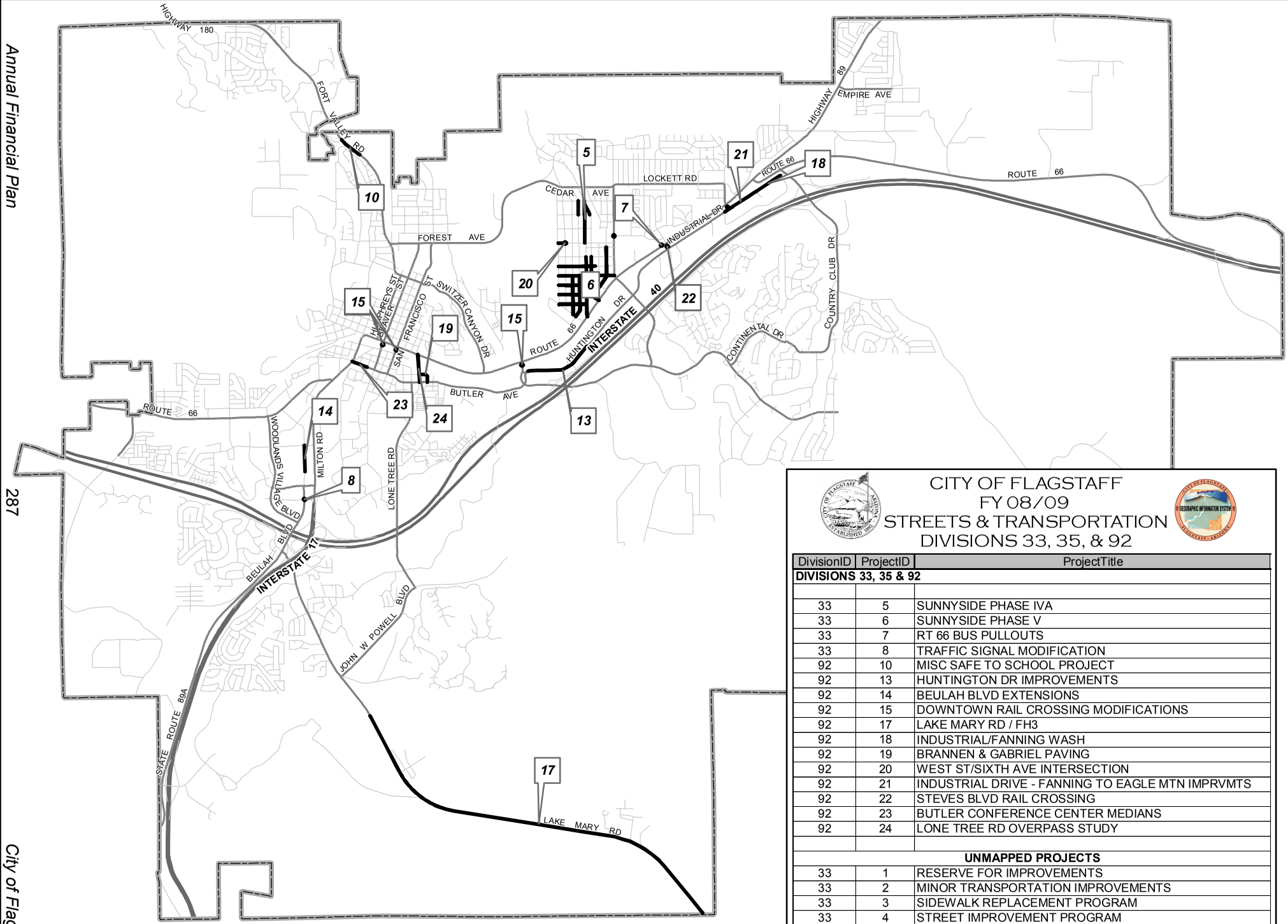
STREETS/TRANSPORTATION

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2008	BUDGET FY 2009
1	33	RESERVE FOR IMPROVEMENTS	$ -	50,000
2	33	MINOR TRANSPORTATION IMPR	-	125,000
3	33	SIDEWALK REPLACEMENT PROG	-	15,000
4	33	STREET IMP PROGRAM	-	2,854,265
5	33	SUNNYSIDE PH IVA	-	1,530,700
6	33	SUNNYSIDE PH V	-	2,295,000
7	33	RT 66 BUS PULLOUTS	-	180,000
8	33	TRAFFIC SIGNAL MODIFICATION	20,000	20,000
9	35	FOURTH ST CORRIDOR STUDY	-	125,000
10	92	MISC SAFE TO SCHOOL PROJ	-	75,789
11	92	MISC BIKE/PED	109,829	492,400
12	92	TRANS. PLANNING & PROG.	-	261,737
13	92	HUNTINGTON DR IMPROVEMENT	424,943	2,330,400
14	92	BEULAH BLVD EXTENSIONS	-	525,800
15	92	DOWNTOWN RAIL CROSSING MODIF	653,600	655,785
16	92	RESERVE FOR IMPROVEMENTS	-	125,000
17	92	LAKE MARY RD/FH 3	-	1,427,752
18	92	INDUSTRIAL DR/FANNING WAS	219,367	838,200
19	92	BRANNEN & GABEL PAVING	90,525	250,000
20	92	WEST/SIXTH INTERSECTION	536,649	704,021
21	92	INDUSTRIAL: FANNING TO EAGLE MOUNTAIN	1,164,130	1,838,423
22	92	STEVES BLVD RAIL CROSSING	155,718	175,365
23	92	BUTLER/CONF CNTR MEDIANS	-	42,600
24	92	LONE RD TREE OVERPASS STUDY	-	73,000
		TOTAL STREETS AND TRANSPORTATION	$ 3,374,761	17,011,237

SOURCES OF FUNDING

	DIV	PROJECT	HURF	TRANS-PORTATION	GRANTS	TOTAL
1	33	RESERVE FOR IMPROVEMENTS	$ 50,000	-	-	50,000
2	33	MINOR TRANSPORTATION IMPR	125,000	-	-	125,000
3	33	SIDEWALK REPLACEMENT PROG	15,000	-	-	15,000
4	33	STREET IMP PROGRAM	2,854,265	-	-	2,854,265
5	33	SUNNYSIDE PH IVA	1,530,700	-	-	1,530,700
6	33	SUNNYSIDE PH V	2,295,000	-	-	2,295,000
7	33	RT 66 BUS PULLOUTS	-	-	180,000	180,000
8	33	TRAFFIC SIGNAL MODIFICATION	20,000	-	-	20,000
9	35	FOURTH ST CORRIDOR STUDY	-	125,000	-	125,000
10	92	MISC SAFE TO SCHOOL PROJ	-	75,789	-	75,789
11	92	MISC BIKE/PED	-	492,400	-	492,400
12	92	TRANS. PLANNING & PROG.	-	261,737	-	261,737
13	92	HUNTINGTON DR IMPROVEMENT	-	2,330,400	-	2,330,400
14	92	BEULAH BLVD EXTENSIONS	-	525,800	-	525,800
15	92	DOWNTOWN RAIL CROSSING MODIF	-	655,785	-	655,785
16	92	RESERVE FOR IMPROVEMENTS	-	125,000	-	125,000
17	92	LAKE MARY RD/FH 3	-	1,427,752	-	1,427,752
18	92	INDUSTRIAL DR/FANNING WAS	-	838,200	-	838,200
19	92	BRANNEN & GABEL PAVING	-	250,000	-	250,000
20	92	WEST/SIXTH INTERSECTION	-	704,021	-	704,021
21	92	INDUSTRIAL: FANNING TO EAGLE MOUNTAIN	-	1,838,423	-	1,838,423
22	92	STEVES BLVD RAIL CROSSING	-	175,365	-	175,365
23	92	BUTLER/CONF CNTR MEDIANS	-	42,600	-	42,600
24	92	LONE RD TREE OVERPASS STUDY	-	73,000	-	73,000
		TOTAL STREETS AND TRANSPORTATION	$ 6,889,965	9,941,272	180,000	17,011,237



CITY OF FLAGSTAFF
FY 08/09
STREETS & TRANSPORTATION
DIVISIONS 33, 35, & 92

DivisionID	ProjectID	ProjectTitle
DIVISIONS 33, 35 & 92		
33	5	SUNNYSIDE PHASE IVA
33	6	SUNNYSIDE PHASE V
33	7	RT 66 BUS PULLOUTS
33	8	TRAFFIC SIGNAL MODIFICATION
92	10	MISC SAFE TO SCHOOL PROJECT
92	13	HUNTINGTON DR IMPROVEMENTS
92	14	BEULAH BLVD EXTENSIONS
92	15	DOWNTOWN RAIL CROSSING MODIFICATIONS
92	17	LAKE MARY RD / FH3
92	18	INDUSTRIAL/FANNING WASH
92	19	BRANNEN & GABRIEL PAVING
92	20	WEST ST/SIXTH AVE INTERSECTION
92	21	INDUSTRIAL DRIVE - FANNING TO EAGLE MTN IMPRVMTS
92	22	STEVES BLVD RAIL CROSSING
92	23	BUTLER CONFERENCE CENTER MEDIANS
92	24	LONE TREE RD OVERPASS STUDY
UNMAPPED PROJECTS		
33	1	RESERVE FOR IMPROVEMENTS
33	2	MINOR TRANSPORTATION IMPROVEMENTS
33	3	SIDEWALK REPLACEMENT PROGRAM
33	4	STREET IMPROVEMENT PROGRAM
35	9	FOURTH ST CORRIDOR STUDY
92	11	MISC BIKE/PED
92	12	TRANSPORATION PLANNING & PROGRAMMING
92	16	RESERVE FOR IMPROVEMENTS

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2008-2009

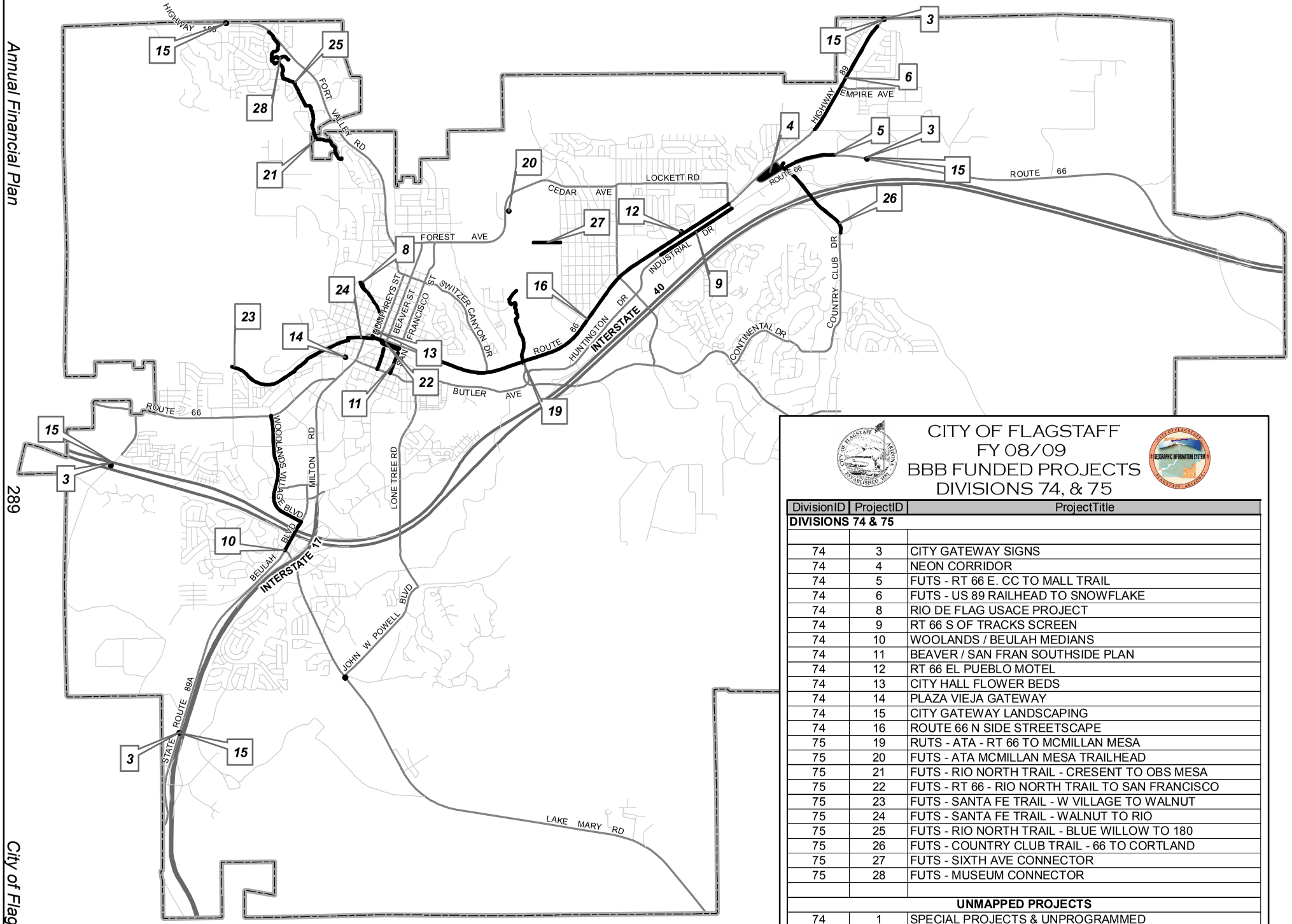
BBB

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2008	BUDGET FY 2009
1	74	SPECIAL PROJ & UNPROGRAMM	$ -	50,000
2	74	HISTORIC FACADES	-	83,529
3	74	CITY GATEWAY SIGNS	-	40,278
4	74	NEON CORRIDOR	-	180,000
5	74	RT 66 E. CC TO MALL TRAIL	-	520,180
6	74	US 89 RAILHEAD TO SNOWFLK	-	997,245
7	74	REDEVELOPMENT OPPORTUNITY	-	200,000
8	74	RIO DE FLAG USACE PROJECT	-	287,500
9	74	RT 66 S OF TRACKS SCREEN	-	100,000
10	74	WOODLANDS/BEULAH MEDIANS	-	150,000
11	74	BEAVER/SF SOUTHSIDE PLAN	-	1,269,250
12	74	RT 66 N EL PUEBLO MOTEL	-	45,000
13	74	CITY HALL FLOWER BEDS	-	30,000
14	74	PLAZA VIEJA GATEWAY	-	25,000
15	74	CITY GATEWAY LANDSCAPING	-	40,000
16	74	RT 66 N SIDE STREETSCAPE	-	250,000
17	75	SPECIAL PROJECTS & UNPROG	-	75,000
18	75	SIGNAGE PROGRAM	-	294,844
19	75	ATA-RT 66 TO MCMILLAN MES	-	50,000
20	75	FUTS & ATA MCMESA TRAILHE	-	50,000
21	75	RIO N CRESENT TO OBS MESA	-	322,800
22	75	RT66-RIO N TO SAN FRAN	-	556,100
23	75	SANTA FE-W VILLAGE-WALNUT	-	300,000
24	75	SANTA FE W-WALNUT TO RIO	-	300,000
25	75	RIO N. BLUE WILLOW TO 180	-	591,440
26	75	COUNTRY CLUB TRAIL - 66 TO CORTLAND	-	270,385
27	75	SIXTH AVE CONNECTOR	-	258,920
28	75	MUSEUM CONNECTOR	-	55,000
		TOTAL BBB	$ -	7,392,471

SOURCES OF FUNDING

	DIV	PROJECT	BBB	TRANS-PORTATION	GRANTS	OTHER	TOTAL
1	74	SPECIAL PROJ & UNPROGRAMM	$ 50,000	-	-	-	50,000
2	74	HISTORIC FACADES	83,529	-	-	-	83,529
3	74	CITY GATEWAY SIGNS	40,278	-	-	-	40,278
4	74	NEON CORRIDOR	80,000	-	100,000	-	180,000
5	74	RT 66 E. CC TO MALL TRAIL	64,300	-	455,880	-	520,180
6	74	US 89 RAILHEAD TO SNOWFLK	497,245	-	500,000	-	997,245
7	74	REDEVELOPMENT OPPORTUNITY	200,000	-	-	-	200,000
8	74	RIO DE FLAG USACE PROJECT	287,500	-	-	-	287,500
9	74	RT 66 S OF TRACKS SCREEN	100,000	-	-	-	100,000
10	74	WOODLANDS/BEULAH MEDIANS	150,000	-	-	-	150,000
11	74	BEAVER/SF SOUTHSIDE PLAN	-	315,298	500,000	453,952	1,269,250
12	74	RT 66 N EL PUEBLO MOTEL	45,000	-	-	-	45,000
13	74	CITY HALL FLOWER BEDS	30,000	-	-	-	30,000
14	74	PLAZA VIEJA GATEWAY	25,000	-	-	-	25,000
15	74	CITY GATEWAY LANDSCAPING	40,000	-	-	-	40,000
16	74	RT 66 N SIDE STREETSCAPE	250,000	-	-	-	250,000
17	75	SPECIAL PROJECTS & UNPROG	75,000	-	-	-	75,000
18	75	SIGNAGE PROGRAM	294,844	-	-	-	294,844
19	75	ATA-RT 66 TO MCMILLAN MES	50,000	-	-	-	50,000
20	75	FUTS & ATA MCMESA TRAILHE	50,000	-	-	-	50,000
21	75	RIO N CRESENT TO OBS MESA	322,800	-	-	-	322,800
22	75	RT66-RIO N TO SAN FRAN	171,731	384,369	-	-	556,100
23	75	SANTA FE-W VILLAGE-WALNUT	250,000	-	-	50,000	300,000
24	75	SANTA FE W-WALNUT TO RIO	240,000	-	-	60,000	300,000
25	75	RIO N. BLUE WILLOW TO 180	591,440	-	-	-	591,440
26	75	COUNTRY CLUB TRAIL - 66 TO CORTLAND	270,385	-	-	-	270,385
27	75	SIXTH AVE CONNECTOR	258,920	-	-	-	258,920
28	75	MUSEUM CONNECTOR	55,000	-	-	-	55,000
		TOTAL BBB	$ 4,572,972	699,667	1,555,880	563,952	7,392,471



CITY OF FLAGSTAFF
FY 08/09
BBB FUNDED PROJECTS
DIVISIONS 74, & 75

DivisionID	ProjectID	ProjectTitle
DIVISIONS 74 & 75		
74	3	CITY GATEWAY SIGNS
74	4	NEON CORRIDOR
74	5	FUTS - RT 66 E. CC TO MALL TRAIL
74	6	FUTS - US 89 RAILHEAD TO SNOWFLAKE
74	8	RIO DE FLAG USACE PROJECT
74	9	RT 66 S OF TRACKS SCREEN
74	10	WOOLANDS / BEULAH MEDIANS
74	11	BEAVER / SAN FRAN SOUTHSIDE PLAN
74	12	RT 66 EL PUEBLO MOTEL
74	13	CITY HALL FLOWER BEDS
74	14	PLAZA VIEJA GATEWAY
74	15	CITY GATEWAY LANDSCAPING
74	16	ROUTE 66 N SIDE STREETSCAPE
75	19	RUTS - ATA - RT 66 TO MCMILLAN MESA
75	20	FUTS - ATA MCMILLAN MESA TRAILHEAD
75	21	FUTS - RIO NORTH TRAIL - CRESENT TO OBS MESA
75	22	FUTS - RT 66 - RIO NORTH TRAIL TO SAN FRANCISCO
75	23	FUTS - SANTA FE TRAIL - W VILLAGE TO WALNUT
75	24	FUTS - SANTA FE TRAIL - WALNUT TO RIO
75	25	FUTS - RIO NORTH TRAIL - BLUE WILLOW TO 180
75	26	FUTS - COUNTRY CLUB TRAIL - 66 TO CORTLAND
75	27	FUTS - SIXTH AVE CONNECTOR
75	28	FUTS - MUSEUM CONNECTOR
		UNMAPPED PROJECTS
74	1	SPECIAL PROJECTS & UNPROGRAMMED
74	2	HISTORIC FACADES
74	7	REDEVELOPMENT OPPORTUNITY
75	17	SPECIAL PROJECTS & UNPROGRAMMED
75	18	SIGNAGE PROGRAM

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2008-2009

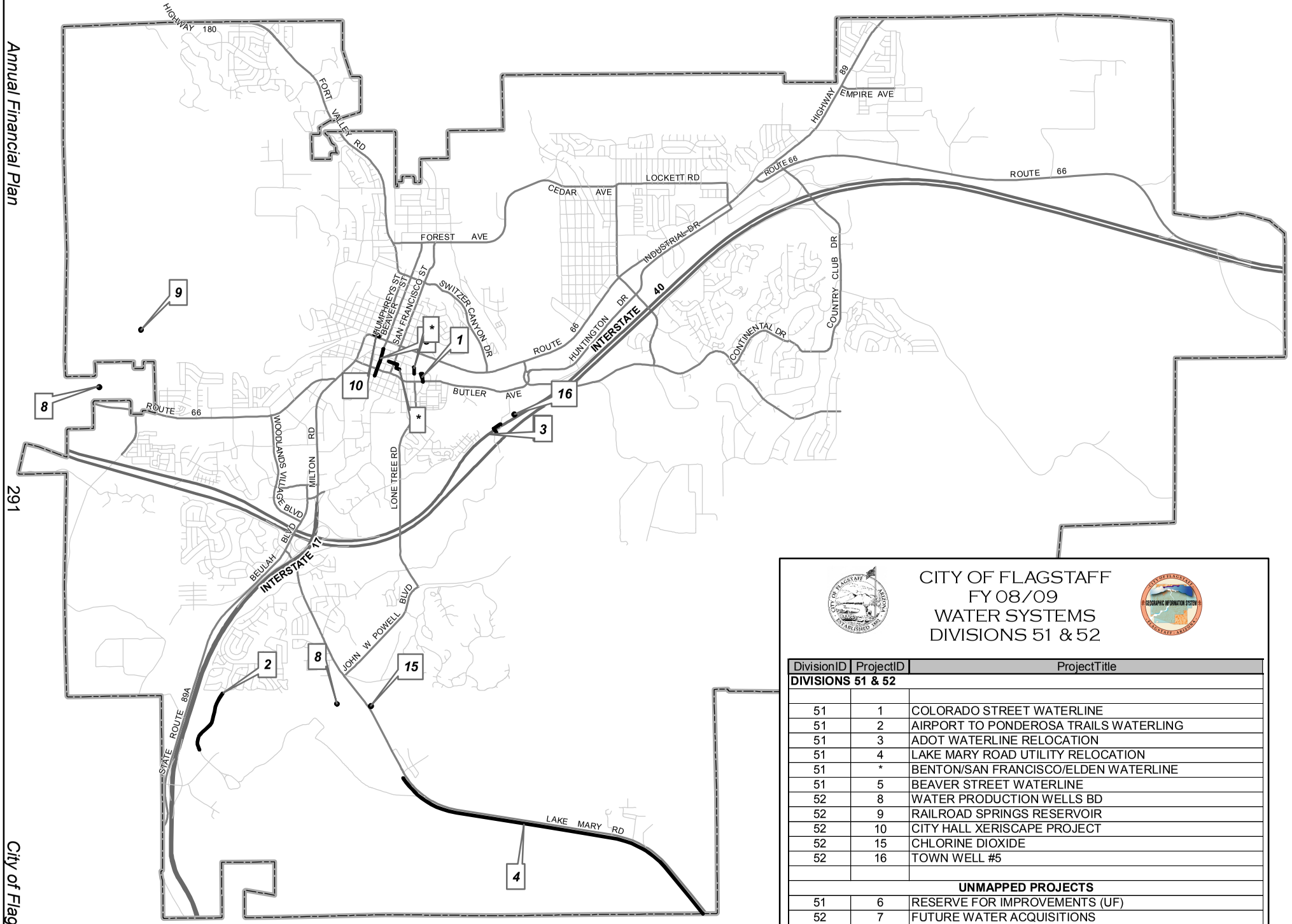
WATER

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2007	BUDGET FY 2008
1	47	INNER BASIN PIPELINE	$ 401,000	401,000
2	47	ROOF REPLACEMENT - CHLORINE STORAGE	17,780	22,780
3	51	COLORADO ST WL	-	55,000
4	51	AIRPORT TO PONDEROSA TRAIL	-	422,000
5	51	WATERLINE RELOCATION	-	97,939
6	51	LM ROAD UTILITY RELOCATE	-	450,000
7	51	BENTON/SAN FRANCISCO/ELDEN WATER LINE	220,000	220,000
8	51	BEAVER ST WATER LINE	-	200,000
9	51	RESERVE FOR IMPS (UF)	-	115,927
10	52	FUTURE WATER ACQUISITIONS	2,000,000	3,800,000
11	52	WATER PRODUCTION WELLS BD	1,300,000	4,400,000
12	52	RAILROAD SPRINGS RESERVOIR	-	500,000
13	52	CITY HALL XERISCAPE PROJECT	-	300,000
14	52	LM WELLFIED -LM#2 12"	-	100,000
15	52	RED GAP IMPROVEMENTS	-	224,000
16	52	WATER SYSTEM MASTER PLAN	-	50,000
17	52	INNER BASIN RESTROOM	-	40,000
18	52	CHLORINE DIOXIDE	303,441	303,441
19	52	TOWN WELL #5	75,000	75,000
		TOTAL WATER	$ 4,317,221	11,777,087

SOURCES OF FUNDING

	DIV	PROJECT	OPERATING	BONDS	TOTAL
1	47	INNER BASIN PIPELINE	$ 401,000	-	401,000
2	47	ROOF REPLACEMENT - CHLORINE STORAGE	22,780	-	22,780
3	51	COLORADO ST WL	55,000	-	55,000
4	51	AIRPORT TO PONDEROSA TRAIL	422,000	-	422,000
5	51	WATERLINE RELOCATION	97,939	-	97,939
6	51	LM ROAD UTILITY RELOCATE	450,000	-	450,000
7	51	BENTON/SAN FRANCISCO/ELDEN WATER LINE	220,000		220,000
8	51	BEAVER ST WATER LINE	200,000	-	200,000
9	51	RESERVE FOR IMPS (UF)	115,927	-	115,927
10	52	FUTURE WATER ACQUISITIONS	-	3,800,000	3,800,000
11	52	WATER PRODUCTION WELLS BD	-	4,400,000	4,400,000
12	52	RAILROAD SPRINGS RESERVOIR	500,000	-	500,000
13	52	CITY HALL XERISCAPE PROJECT	300,000	-	300,000
14	52	LM WELLFIED -LM#2 12"	100,000	-	100,000
15	52	RED GAP IMPROVEMENTS	224,000	-	224,000
16	52	WATER SYSTEM MASTER PLAN	50,000	-	50,000
17	52	INNER BASIN RESTROOM	40,000	-	40,000
18	52	CHLORINE DIOXIDE	303,441	-	303,441
19	52	TOWN WELL #5	75,000	-	75,000
		TOTAL WATER	$ 3,577,087	8,200,000	11,777,087



CITY OF FLAGSTAFF
FY 08/09
WATER SYSTEMS
DIVISIONS 51 & 52

DivisionID	ProjectID	ProjectTitle
DIVISIONS 51 & 52		
51	1	COLORADO STREET WATERLINE
51	2	AIRPORT TO PONDEROSA TRAILS WATERLING
51	3	ADOT WATERLINE RELOCATION
51	4	LAKE MARY ROAD UTILITY RELOCATION
51	*	BENTON/SAN FRANCISCO/ELDEN WATERLINE
51	5	BEAVER STREET WATERLINE
52	8	WATER PRODUCTION WELLS BD
52	9	RAILROAD SPRINGS RESERVOIR
52	10	CITY HALL XERISCAPE PROJECT
52	15	CHLORINE DIOXIDE
52	16	TOWN WELL #5
UNMAPPED PROJECTS		
51	6	RESERVE FOR IMPROVEMENTS (UF)
52	7	FUTURE WATER ACQUISITIONS
52	11	LAKE MARY WELLFIELD - LM WELL #2 12" LINE
52	12	RED GAP RANCH IMPROVEMENTS
52	13	WATER SYSTEM MASTER PLAN
52	14	INNER BASIN RESTROOM

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2008-2009

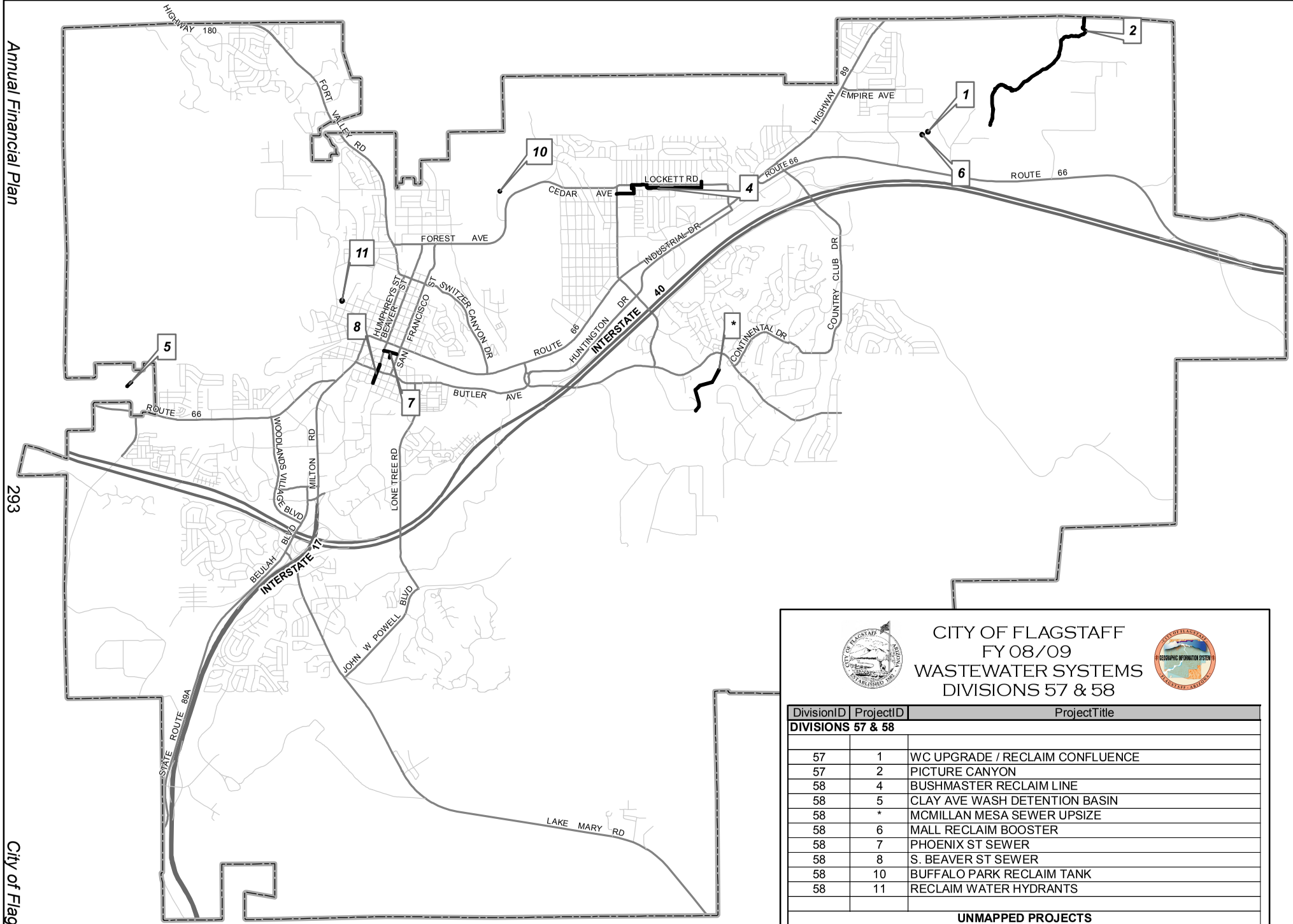
WASTEWATER

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2008	BUDGET FY 2009
1	57	WC UPGRADE/RECLAIM CONFLUENCE	$ -	7,292,097
2	57	PICTURE CANYON	-	307,560
3	57	SEWER MASTER PLAN	-	25,000
4	58	BUSHMASTER RECLAIM LINE	-	968,000
5	58	CLAY AVE WASH DETENTION BASIN	212,610	212,610
5	58	MCMILLAN MESA SEWER UPSIZE	-	50,000
6	58	MALL RECL BOOSTER	260,000	790,000
7	58	PHOENIX SEWER	-	201,713
8	58	S. BEAVER ST. SEWER	-	142,034
9	58	RESERVE FOR IMPS (UF)	90,000	176,946
10	58	BUFFALO PARK TANK	300,000	300,000
11	58	RECLAIM HYDRANTS	21,500	21,500
		TOTAL WASTEWATER	$ 884,110	10,487,460

SOURCES OF FUNDING

	DIV	PROJECT	OPERATING	BONDS	GRANT	TOTAL
1	57	WC UPGRADE/RECLAIM CONFLUENCE	$ 4,192,097	3,100,000	-	7,292,097
2	57	PICTURE CANYON	31,600	-	275,960	307,560
3	57	SEWER MASTER PLAN	25,000	-	-	25,000
4	58	BUSHMASTER RECLAIM LINE	968,000	-	-	968,000
5	58	CLAY AVE WASH DETENTION BASIN	212,610	-	-	212,610
5	58	MCMILLAN MESA SEWER UPSIZE	50,000	-	-	50,000
6	57	MALL RECL BOOSTER	790,000	-	-	790,000
7	57	PHOENIX SEWER	201,713	-	-	201,713
8	58	S. BEAVER ST. SEWER	142,034	-	-	142,034
9	58	RESERVE FOR IMPS (UF)	176,946	-	-	176,946
10	58	BUFFALO PARK TANK	300,000	-	-	300,000
11	58	RECLAIM HYDRANTS	21,500	-	-	21,500
		TOTAL WASTEWATER	$ 7,111,500	3,100,000	275,960	10,487,460



CITY OF FLAGSTAFF
FY 08/09
WASTEWATER SYSTEMS
DIVISIONS 57 & 58

DivisionID	ProjectID	ProjectTitle
DIVISIONS 57 & 58		
57	1	WC UPGRADE / RECLAIM CONFLUENCE
57	2	PICTURE CANYON
58	4	BUSHMASTER RECLAIM LINE
58	5	CLAY AVE WASH DETENTION BASIN
58	*	MCMILLAN MESA SEWER UPSIZE
58	6	MALL RECLAIM BOOSTER
58	7	PHOENIX ST SEWER
58	8	S. BEAVER ST SEWER
58	10	BUFFALO PARK RECLAIM TANK
58	11	RECLAIM WATER HYDRANTS
UNMAPPED PROJECTS		
57	3	SEWER MASTER PLAN
58	9	RESERVE FOR IMPROVEMENTS (UF)

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2008-2009

AIRPORT

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2008	BUDGET FY 2009
1	37	LAND ACQUISITION	$ -	2,250,000
2	37	TERMINAL SECURITY ENHANCE	48,774	1,177,500
3	37	TERMINAL ENHANCEMENTS (BAGGAGE CLAIM)	-	183,244
4	37	PARKING LOT CONCEPT DESIGN	4,142	9,051
5	37	REHAB TAXIWAY WESTPLEX	-	5,141,656
		TOTAL AIRPORT	$ 52,916	8,761,451

SOURCES OF FUNDING

	DIV	PROJECT	OPERATING	GRANTS	OTHER	TOTAL
1	37	LAND ACQUISITION	$ -	2,025,000	225,000	2,250,000
2	37	TERMINAL SECURITY ENHANCE	-	1,100,508	76,992	1,177,500
3	37	TERMINAL ENHANCEMENTS (BAGGAGE CLAIM)	-	174,082	9,162	183,244
4	37	PARKING LOT CONCEPT DESIGN	-	-	9,051	9,051
5	37	REHAB TAXIWAY WESTPLEX	-	5,013,114	128,542	5,141,656
		TOTAL AIRPORT	$ -	8,312,704	448,747	8,761,451



CITY OF FLAGSTAFF
FY 08/09
AIRPORT
DIVISION 37

DivisionID	ProjectID	ProjectTitle
DIVISION 37		
37	1	LAND ACQUISITION
37	2	TERMINIAL SECURITY ENHANCEMENT
37	3	TERMINAL ENHANCEMENTS (BAGGAGE CLAIM)
37	4	PARKING LOT CONCEPT DESIGN
37	5	REHAB TAXIWAY WESTPLEX

ENVIRONMENTAL SERVICES

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2008	BUDGET FY 2009
1	41	ROAD EXTENSION	$ -	30,000
2	41	CINDERLAKE LANDFILL SITE ENTRY	-	15,000
3	41	LANDFILL FUELING STATION	-	80,000
4	41	MAINTENANCE BUILDING	175,000	175,000
5	41	SINCLAIR PIT CLOSURE	1,800	1,800
		TOTAL ENVIRONMENTAL SERVICES	$ 176,800	301,800

SOURCES OF FUNDING

	DIV	PROJECT	OPERATING	TOTAL
1	41	ROAD EXTENSION	$ 30,000	30,000
2	41	CINDERLAKE LANDFILL SITE ENTRY	15,000	15,000
3	41	LANDFILL FUELING STATION	80,000	80,000
4	41	MAINTENANCE BUILDING	175,000	175,000
5	41	SINCLAIR PIT CLOSURE	1,800	1,800
		TOTAL ENVIRONMENTAL SERVICES	$ 301,800	301,800



CITY OF FLAGSTAFF
FY 08/09
ENVIRONMENTAL SERVICES
DIVISION 41

DivisionID	ProjectID	ProjectTitle
DIVISION 41		
41	1	ROAD EXTENSION
41	2	CINDLAKE LANDFILL SITE ENTRY
41	3	LANDFILL FUELING STATION

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2008-2009

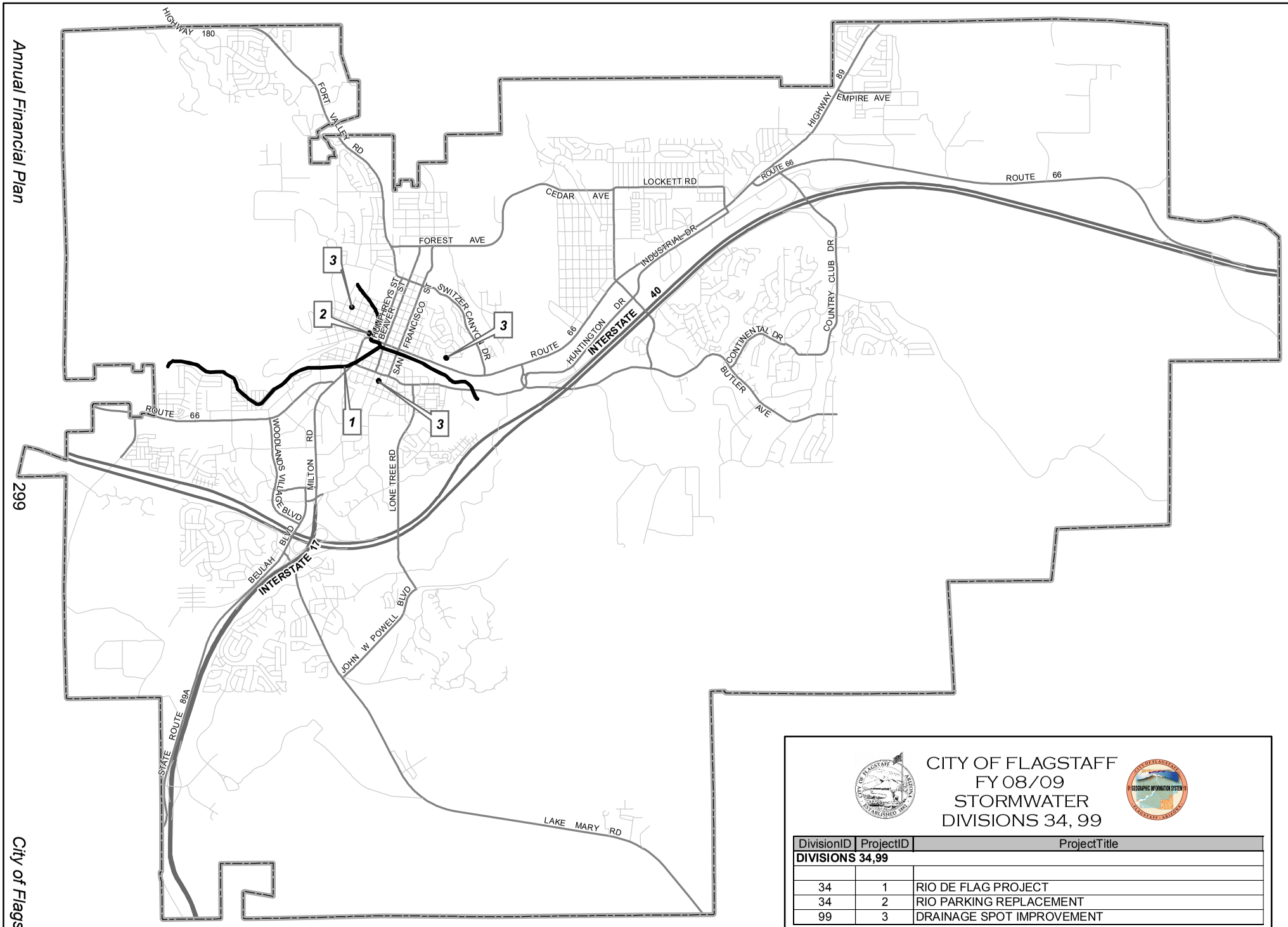
STORMWATER UTILITY

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2008	BUDGET FY 2009
1	34	RIO DE FLAG PROJECT	$ 6,037,228	6,037,228
2	34	RIO PARKING REPLACEMENT	750,000	750,000
3	99	DRAINAGE SPOT IMPROVEMENT	-	306,760
		TOTAL STORMWATER UTILITY	$ 6,787,228	7,093,988

SOURCES OF FUNDING

	DIV	PROJECT	OPERATING	GEN FUND	OTHER	TOTAL
1	34	RIO DE FLAG PROJECT	$ -	6,037,228	-	6,037,228
2	34	RIO PARKING REPLACEMENT	-	750,000	-	750,000
3	99	DRAINAGE SPOT IMPROVEMENT	306,760	-	-	306,760
		TOTAL STORMWATER UTILITY	$ 306,760	6,787,228	-	7,093,988



CITY OF FLAGSTAFF
FY 08/09
STORMWATER
DIVISIONS 34, 99

DivisionID	ProjectID	ProjectTitle
DIVISIONS 34,99		
34	1	RIO DE FLAG PROJECT
34	2	RIO PARKING REPLACEMENT
99	3	DRAINAGE SPOT IMPROVEMENT

FY 2009 PROJECT DESCRIPTIONS

GENERAL GOVERNMENT

1. **Fire Stations:** Development and construction of four new fire stations to replace existing facilities and improve response times as authorized at general election 2004.

2. **Aquaplex:** Development and construction of a new 51,000 square foot Recreation Center including leisure pool, fitness area and gym as well as facilities for meeting and recreational classes. Facility will be centrally located at the northeast corner of Fourth Street and Industrial Drive.

3. **FUTS/Open Space Land Acquisition:** Acquire approximately 750 acres of core open space for FUTS trails as well as for protection of critical open space lands.

4. **Fire Training Tower:** Development and construction of a new training facility and classroom setting that replaces the old fire training facility at Fire Station #3 located at (4800 Railhead Ave), which is slated to be torn down for the Eastside Redevelopment Project.

5. **Fire Administration Offices:** Development and construction of a 4800 square foot new fire administration facility that connects to new fire station #2. Incorporates additional office space needed for fire department staff, and provides additional office space within city hall for other city departments.

6. **USGS Office / Lab Building:** Construction of combination office and lab space to replace existing USGS facilities that will in turn be leased back to GSA.

7. **Business Incubator:** Develop 10,000 square foot regional business incubator facility with grant assistance from EDA creating partnerships and assisting in the development of new businesses.

8. **Cemetery Office Addition: -** The current cemetery office is connected to the caretaker's residence and is 10'x20'. The proposed new office addition is to move the office out of the caretaker's residence and add a 24'x38, addition onto the maintenance shed. This will allow enough room to meet with families and add restrooms.

9. **Redevelopment – Parking:** The City has been working with the property owners in the downtown area on enhancing the amenities in the area. The City is proposing a project that would add parking meters to both the north and south side business areas and develop controlled parking lots for the employees, businesses and visitors alike. Property owners have expressed concerns with the lack of parking enforcement and turnover as one of the major obstacles for promotion of the downtown.

10. **Aspen Place at Sawmill:** Improvement district funding for public infrastructure associated with a forty acre mixed-use redevelopment project located at the southeast corner of Butler Avenue and Lone Tree Road.

STREETS/TRANSPORTATION

1. **Reserve for Improvements:** Annual allocation for unprogrammed street improvements and/or City participation in projects of other agencies (i.e.: ADOT, BNSF, NAU).

2. **Minor Transportation Improvement:** Undesignated appropriation to fund street capacity, safety or operational improvements such as turn lanes, neighborhood traffic management devices and traffic signal modifications.

3. **Sidewalk Replacement Program:** Provides replacement of curb, gutter and sidewalk in cases where property owners contribute 50% of replacement costs.

4. **Street Improvement Program:** City-wide annual pavement maintenance consisting of crack sealing, seal coating and asphalt overlay and ADA sidewalk compliance.

5. **Sunnyside Phase IV:** Street and drainage construction with associated water main replacements in the Sunnyside neighborhood are bounded by Sixth Avenue, Main Street, Dortha Avenue and Center Street.

6. **Sunnyside Phase V:** Street reconstruction including full curb, gutter and sidewalk improvements at portions of Third Avenue, Second Avenue, Main Street or First Street.

7. **Route 66 Bus Pullouts:** Provide coordination with ADOT and Flagstaff Metropolitan Planning Organization for FMPO funded bus pullout for westbound Route 66 at Steves Blvd.

8. **Fourth Street Corridor Study:** Preliminary study to identify transportation and safety related improvements that may be warranted in the vicinity of the Fourth St. railroad overpass.

9. **Miscellaneous Safe to School:** As authorized by the transportation program 2000, generally includes traffic control and pedestrian improvements to enhance safety and accessibility in the vicinity of public school facilities. Some projects include City participation in F.U.S.D. projects that involve modifications and improvements located within the public right-of-way. For 2009, projects include completion of sidewalk replacement of the west side of Ft. Valley Road between the Sechrist Elementary School crosswalk and Stevanna Way.

10. **Miscellaneous Bike Pedestrian Project:** Pedestrian improvements including sidewalk construction in the vicinity of Navajo Dr., Bonito St. and Thorpe Rd.

11. **Transportation Planning and Programming:** Community wide transportation planning services for the identification and prioritization of projects based on the regional plan, current needs and public input. Transportation projects include pedestrian, bikeways, urban trails, safety, capacity and street improvements. Includes the development and updating of the 5-year Transportation Program on an annual basis and staff support of the Citizens Transportation Advisory Committee.

12. **Huntington Dr Improvements Phase II:** Provides roadway reconstruction including full width roadway improvements and drainage system. This project will complete improvements for Huntington Drive to service increased traffic volumes between the Fourth Street Rail Crossing project and the Butler Avenue / Enterprise Road Intersection.

13. **Beulah Blvd Extension:** Land and right-of-way acquisition for the future extension of Beulah Blvd from Forest Meadows Drive to Yale Street at University Avenue as authorized by Transportation Program 2000.

14. **Downtown Rail Crossing Modifications:** Rail crossing modifications necessary to eliminate train horns at Beaver Street, San Francisco Street, Enterprise Road, Steves Blvd and Fanning Drive railroad crossings.

15. **Reserve for Improvements:** Annual allocation of transportation tax revenues for unidentified transportation related improvements and/or City participation in transportation related improvements of other agencies (i.e. ADOT, NAU, FMPD).

16. **Lake Mary Rd/Forest Hwy 3:** Interagency project including City, County and Federal highways to provide safety improvements at Lake Mary Road (Forest Highway 3) including reconstruction from Walapai Drive to southern city limits to provide pavement widening and shoulder improvements.

17. **Industrial Drive / Fanning Wash:** In conjunction with the ADOT East Flagstaff Traffic Interchange Project, Identify and provide drainage facilities for the Fanning Drive wash at Industrial Drive to facilitate the conveyance of flood waters and surface drainage.

18. **Brannen and Gabel Paving:** Provide engineering design and construction services administration for the paving of Brannen Avenue and Gabel Street in the Southside neighborhood.

19. **West Sixth Intersection:** Intersection and pedestrian improvements at the intersection of West Street and Sixth Avenue in the Sunnyside Neighborhood.

20. **Industrial Drive/Fanning to Eagle Mountain:** Provide engineering and construction services for the paving of Industrial Dr. from Fanning Drive to Eagle Mountain Drive.

21. **Steves Blvd Rail Crossing:** Traffic and safety study to determine the effects of a possible closure of the Steves Blvd rail crossing subsequent to the completion of the Fourth Street Rail overpass project.

22. **Butler Avenue / Conference Center Medians:** Medians for a large arterial street (Butler) to provide calming to this busy section when the conference center is completed.

23. **Lone Tree Road Overpass Study:** Preliminary study to identify alternatives, impacts and costs associated with an additional railroad overpass and new roadway connection between Route 66 and Butler Ave as identified by the Regional Plan and Lone Tree Corridor Study.

BBB

1. **Special Projects:** Covers small emergent items of work, such as minor streetscape projects, plant replacements, irrigation system repairs, art installation needs, and other miscellaneous beautification needs.

2. **Historic Facades:** Very successful grant program to assist property owners with preservation of historic buildings and signs. Distribution overseen by Historic Preservation Commission.

3. **City Gateway Signs:** Construct gateway monument signs at major entries into City.

4. **Neon Corridor / RT 66 Preservation Project:** Part of 1936 Route 66 preserved in place under E Flag TI Project that will have enhancements including FUTS trail connection, landscaping, interpretive signage, rest area, and possibly some historic neon sign installations.

5. **RR 66 E CC to Mall Trail:** FUTS Trail per Regional Land Use and Transportation Plan FUTS Trial Map along Route 66 connecting Country Club to the Flagstaff Mall.

6. **US 89 Railhead to Snowflake:** This project will provide approximately 6,500 linear feet of 10-foot wide concrete, multi-use path along US 89 N from Railhead Avenue to Snowflake. The path is a joint project of the City of Flagstaff and ADOT. Project also includes landscaping of the trail area and the medians.

7. **Redevelopment Opportunities:** Annual contribution for redevelopment projects, such as Route 66 or other redevelopment opportunities as identified by City Council.

8. **Rio de Flag USACE Project:** Gateway, bicycle, and pedestrian enhancements, and landscaping associated with USACE Rio de Flag reconstruction.

9. **RT 66 South of Tracks Screen:** Landscaping for "Industrial Drive/Fanning to Eagle Mountain" (Street/Transportation #23) in order to comply with Engineering Standards and to screen industrial zone from Route 66.

10. **Woodlands / Beulah Medians:** Landscaping for Woodlands and Beulah medians (completed) in order to comply with Engineering Standards, to replace dead plants, and to install needed irrigation.

11. **Beaver / SF Southside Plan:** Provide traffic, pedestrian and/or bicycle improvements at South Beaver and San Francisco Streets. This would be a second phase of "Southside Traffic Improvements" (Street/Transportation #7).

12. **RT 66 N El Pueblo Motel:** Hardscape and landscaping improvements demonstrating Route 66 streetscape concepts and possibilities and associated with historic preservation of the motel.

13. **City Hall Flower Beds:** Design installation and maintenance of decorative landscaping surrounding City Hall.

14. **Plaza Vieja Gateway:** Beautification Gateway project for Plaza Vieja neighborhood.

15. **City Gateway Landscaping:** Beautification Gateway project for City Gateways.

16. **RT 66 North Side Streetscape:** Implementation of protype streetscape design beginning with El Pueblo Motel.

17. **Special Projects and Unprogrammable Work:** Covers small emergent items of work, such as minor trail projects and repairs, and other miscellaneous trail needs.

18. **Signage Program:** Comprehensive program to install regulatory, directional, trailhead, boundary, and interpretive signs along the entire FUTS system.

19. **ATA RT 66 to McMillan Mesa:** FUTS section of the Arizona Trail parallels the planned extension of Ponderosa Parkway from Route 66 to the top of McMillan Mesa.

20. **FUTS and ATA McMillan Mesa Trailhead:** Trailhead improvements fro Arizona Trail on McMillan Mesa on south side of Cedar Avenue.

21. **Rio N Cresent to Obs Mesa:** Continues the existing FUTS trail along the Rio de Flag north from downtown. Part of planned trail connection between Cheshire and downtown.

22. **RT 66 – Rio N to San Francisco:** Short section of paved FUTS trail along the south side of Route 66 through downtown.

23. **Santa Fe – W Village – Walnut:** FUTS trail along the south side of the BNSF tracks from Clay Avenue to Railroad Springs. Includes planned under crossing of tracks at Walnut Street.

24. **Santa Fe W – Walnut to Rio:** FUTS trail follows north side of BNSF tracks from Colton Park to Walnut Street. Includes pedestrian/bicycle bridge across Milton Avenue on north side of railroad bridge.

25. **Rio N Blue Willow to 180:** Northern section of FUTS trail will help complete trail from Cheshire to downtown.

26. **Country Club Trail – 66 to Cortland:** Completes missing section of FUTS trail along the east side of Country Club Drive between Cortland Boulevard and the East Flag Traffic Interchange.

27. **Sixth Avenue Connector:** Trail connection from west side of the Sunnyside neighborhood to the Arizona Trail on top of McMillan Mesa. This connection is used informally.

28. **Museum Connector:** Trail connects Museum of Northern Arizona west building to Rio North Trail.

WATER

1. **Colorado Street W/L:** Provide design and construction of replacement water main associated with Lone Tree realignment project.

2. **Airport to Ponderosa Trail:** Provide design and construction of new 12" diameter water main from the Airport to Ponderosa Trails Subdivision. This will allow a second phase of waterline improvements to the new Fort Tuthill well/pump house.

3. **Waterline Relocation:** Provide 300K in funding to USDOT and Forest Service for various water line relocations required due to the Lake Mary Road widening project.

4. **Lake Mary Utility Relocate:** Various utility relocates on Lake Mary Road from water plant to cattle guard to accommodate Forest Service road widening project.

5. **Beaver Street Water Line:** Provide design and construction of replacement water main associated with the Southside Traffic Improvement plan. This project will replace the existing water line on Beaver Street between Phoenix and Dupont Avenue.

6. **Reserve for Improvements:** Annual reserve for unanticipated line replacements, oversizing and participation with developers that may occur during the fiscal year.

7. **Future Water Acquisition:** Acquisition of water rights, water ranch, or development of the Redwall Aquifer.

8. **Water Production Wells:** Design, drilling, equipping and construction of well buildings and water system connections.

9. **Railroad Springs Reservoir:** Participation with the developer of the Presidio Project to upsize the reservoir from 500,000 gallons to 1,000,000 gallons.

10. **City Hall Xeriscape Project:** Grant-funded project in cooperation with Lowell Observatory to remove water-intensive turf on the south side of City Hall and replace with an attractive public area utilizing low water consumptive landscaping.

11. **Lake Mary Wellfield – L/M #2:** Provide design and construction of 12" diameter pipeline from Lake Mary well #2 to the Raw Water Pump station. The existing line is exposed to freezing during the winter and runs through the dam. The new route will allow operation during the winter months.

12. **Red Gap Improvements:** Provide funding for well and stock tank improvements necessary for range management. These improvements are separate from water acquisition bond funds.

13. **Water System Master Plan:** Based on the City's projected land use plan, evaluate our existing water system infrastructure, resources and future needs. Develop and define a water system plan, including guidelines, policies and procedures

14. **Inner Basin Restroom:** Grant-funded project in cooperation with the U.S.F.S. to construct public restroom facilities in the inner basin city watershed on the San Francisco Peaks.

WASTEWATER

1. **Wildcat Treatment Upgrades:** Construction of upgrades to the Wildcat Plant to replace obsolete and deteriorating equipment which will improve discharge and reclaimed water quality.

2. **Picture Canyon:** Realign Rio de Flag channel to original configuration.

3. **Sewer Master Plan:** Based on the City's projected land use plan, evaluate our existing sewer system infrastructure, treatment plant capacity and future needs. Develop and define a sewer system plan, including guidelines, policies and procedures.

4. **Bushmaster Reclaim Line:** Replacement of a 6-inch reclaim main linking the Wildcat Plant with Buffalo Park storage reservoir with a 12-inch main.

5. **McMillan Mesa Sewer Upsize:** The City's portion of sewer main upsizing in Foxglenn Park caused in part by the McMillian Subdivision project.

6. **Mall Recycling Booster:** A reclaimed water booster station located near the new mall to lift reclaimed water from Wildcat Plant to the Buffalo Park Tank.

7. **Phoenix Sewer:** Provide design and construction of replacement sewer main associated with the Southside Traffic Improvement plan. This project will replace 875 ft the existing sewer line on Phoenix Avenue between San Francisco and Beaver Street.

8. **S. Beaver Street Sewer:** Provide design and construction of replacement sewer main associated with the Southside Traffic Improvement plan. This project will replace the existing sewer line on Beaver Street between Phoenix and Dupont Avenue.

9. **Reserve for Improvements:** Annual reserve for unanticipated line replacements, oversizing.

AIRPORT

1. **Land Acquisition:** Acquire parcel of Forest Service land located inside Airports Rwy 21 runway protection zone. Land purchase proposed under the Townsite Act.

2. **Terminal Security Enhancements:** Expand existing terminal secure hold room from 1900 square feet to 4900 square feet to accommodate increase passenger loads.

3. **Terminal Enhancements:** Redesign layout and purchase new baggage claim conveyor hardware to accommodate increased passenger loads.

4. **Parking Lot Concept Design:** Examine parking alternatives to expand capacity from the existing 296 spaces. Explore an option to build a multi-level parking structure in one of the existing parking lots.

5. **Rehab Taxiway Westplex:** Evaluate, design and rebuild existing taxilanes between and around hangars and shades. Construct drainage improvements throughout.

ENVIRONMENTAL SERVICES

1. **Road Extension:** Add and maintain service roads inside the landfill.

2. **Cinder Lake Landfill Site Entry:** Improvements to the main entrance at the landfill.

STORMWATER

1. **Rio De Flag Project:** City participation in Army corps of engineers flood control project to mitigate potential flood dame and facilitate redevelopment in central business district.

2. **Rio Parking Replacement:** Replacement of parking spaces lost to the Rio Project.

3. **Drainage Spot Improvement Program:** As the result of recent flooding citywide. Stormwater staff is proposing a spot improvement program to mitigate certain localized flooding problems.

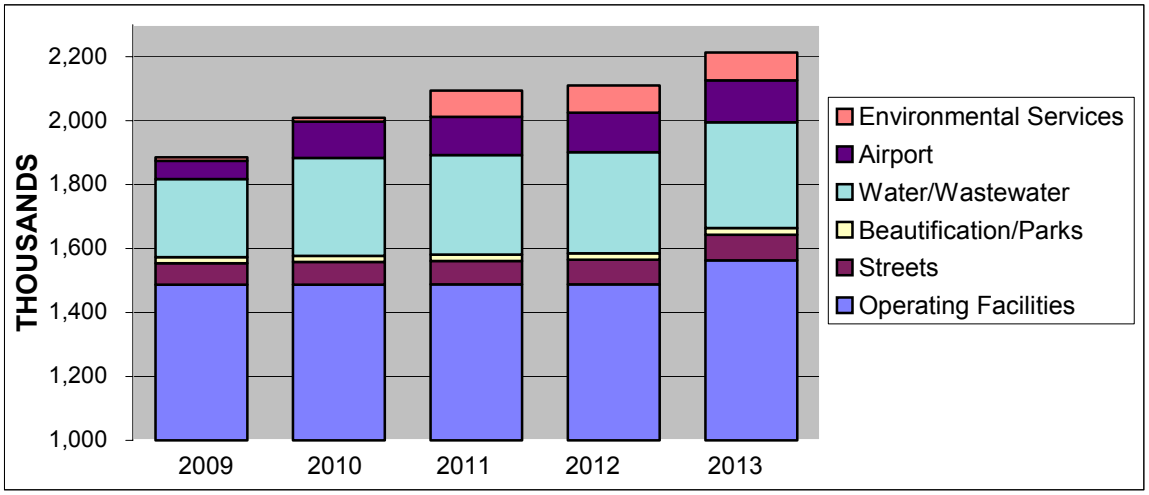
OPERATING BUDGET IMPACT

The Capital Improvement Plan (CIP) identifies the costs required to construct City facilities and infrastructure. However, the completion of these projects creates effects in continuing costs that must be absorbed in the operating budget. These costs include new personnel, maintenance, and various utilities needs. As the City develops the Capital Improvement Plan (CIP), attempts are made to identify and plan for operating costs resulting from the projects undertaken.

When analyzing the fiscal impacts of the CIP, city staff invests considerable time in evaluating the necessary operating elements of each project. Staffing levels, including position classification, are analyzed and determined. Equipment needs and the cost of operations and maintenance are also looked at and estimated. Inflationary impacts are also factored into future operating costs.

The following table and graph shows the operating impact by project type and includes compounded increases due to expected project phases. A number of projects such as the Aquaplex are included in the costs below and will require funds for maintenance and operations.

PROJECT TYPE		FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Operating Facilities	$	1,487,100	1,487,500	1,487,900	1,488,280	1,562,694
Streets		66,966	70,124	73,410	76,754	80,324
Beautification/Parks		18,693	19,206	19,831	20,426	21,447
Water/Wastewater		244,654	306,470	311,297	315,238	331,000
Airport		56,476	113,454	119,112	124,705	130,940
Environmental Services		11,000	12,000	82,000	84,460	86,994
TOTAL	$	1,884,889	2,008,754	2,093,550	2,109,863	2,213,399



CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEARS 2009-2014

	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	Budget 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Total Plan
Beginning Balance	$ -	-	-	-	-	-	-	-	-
Resources									
Debt	71,514,686	22,717,132	37,971,662	6,675,701	2,337,120	4,685,686	6,116,619	4,500,000	85,003,920
Grants	13,401,196	13,401,196	10,324,544	9,021,000	7,851,000	1,572,500	1,572,500	6,572,500	50,315,240
Pay-as-you-go	59,313,260	54,424,693	43,124,350	5,804,662	16,569,801	16,350,364	24,469,327	29,088,161	189,831,358
Total Resources	144,229,142	90,543,021	91,420,556	21,501,363	26,757,921	22,608,550	32,158,446	40,160,661	325,150,518
Expenditures									
General Government	56,870,549	33,574,464	28,595,062	2,603,500	11,000,000	1,500,000	10,000,000	7,000,000	94,273,026
Streets/Transportation	22,581,744	11,420,616	17,011,237	4,714,907	5,497,129	8,738,154	9,146,928	9,809,933	66,338,904
BBB	6,466,454	926,544	7,392,471	1,299,350	1,337,500	1,339,279	1,423,883	4,811,486	18,530,513
Utilities: Water	18,509,336	6,532,223	11,777,087	2,085,927	1,762,869	1,141,120	4,895,905	5,385,927	33,581,058
Utilities: Wastewater	21,158,309	23,519,500	10,487,460	1,983,008	1,820,423	2,094,271	2,165,428	10,948,315	53,018,405
Airport	11,206,518	10,641,997	8,761,451	7,579,200	3,440,000	2,495,726	4,156,302	1,905,000	38,979,676
Environmental Services	371,164	35,000	301,800	450,000	1,600,000	5,000,000	70,000	-	7,456,800
Stormwater Utility	7,065,068	3,892,677	7,093,988	785,471	300,000	300,000	300,000	300,000	12,972,136
Total Expenditures	144,229,142	90,543,021	91,420,556	21,501,363	26,757,921	22,608,550	32,158,446	40,160,661	325,150,518
Ending Balance	$ -	-	-	-	-	-	-	-	-

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2009-2014

	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	Budget 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Total Plan
General Government									
GENERAL FUND									
Cemetery House Rebuild	$ -	-	140,000	-	-	-	-	-	140,000
Redevelopment	1,200,000	1,200,000	1,150,000	-	-	-	-	-	2,350,000
USGS Building 2 Demo	-	-	133,400	-	-	-	-	-	133,400
General Fund Bond Fund									
Fire Stations	6,369,250	4,468,530	8,892,000	103,500	-	-	-	-	13,464,030
Fire Training Tower	-	600,000	200,000	-	-	-	-	-	800,000
Fire Admin Offices	-	-	400,000	-	-	-	-	-	400,000
Bond Funded Fire Equipment	-	360,000	-	-	-	-	-	-	360,000
Aquaplex	13,296,908	11,508,557	2,417,500	-	-	-	-	-	13,926,057
FUTS/Open Space Acquisitions	1,360,225	91,988	2,163,900	1,500,000	-	1,500,000	-	1,500,000	6,755,888
USGS Office/Lab	580,600	67,858	1,023,600	-	10,000,000	-	10,000,000	-	21,091,458
Business Incubator	3,802,287	4,534,513	1,371,100	-	-	-	-	-	5,905,613
Adult Center Renovation	-	2,414	-	-	-	-	-	-	2,414
Observatory Mesa	-	-	-		-	-	-	5,500,000	5,500,000
Parks Acquisition	-	-	-	1,000,000	1,000,000	-	-	-	2,000,000
Aspen At Sawmill	30,111,279	10,590,604	10,203,562	-	-	-	-	-	20,794,166
Real Estate Proceeds									
Land Acquisition	150,000	150,000	500,000	-	-	-	-	-	650,000
									-
Total General Government	$ 56,870,549	33,574,464	28,595,062	2,603,500	11,000,000	1,500,000	10,000,000	7,000,000	94,273,026

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2009-2014

		Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	Budget 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Total Plan
BEAUTIFICATION										
Streetscape	Special Projects & Unprogrammed Work	$ 50,000	54,720	50,000	50,000	50,000	50,000	50,000	50,000	354,720
	Historic Facades	148,650	20,000	83,529	-	-	-	-	-	103,529
	City Gateway Signs	80,000	35,000	40,278	-	-	-	-	-	75,278
	Neon Corridor	210,000	30,000	180,000	-	-	-	-	-	210,000
	Rt 66 East - CC to Mall Trail	507,866	20,895	520,180	-	-	-	-	-	541,075
	US 89 Railhead to Snowflake	1,030,935	47,344	997,245	-	-	-	-	-	1,044,589
	Redevelopment Opportunity	150,000	50,000	200,000	50,000	50,000	50,000	50,000	50,000	500,000
	Rio De Flag USACE Project Enhance	-	-	287,500	287,500	287,500	287,500	-	-	1,150,000
	Rt 66 - South of the Tracks Screening	100,000	9,520	100,000	-	-	-	-	-	109,520
	Woodlands/Beulah Medians	150,000	25,000	150,000	-	-	-	-	-	175,000
	Beaver/SF Southside Plan Implementation	150,000	97	1,269,250	-	-	-	-	-	1,269,347
	Rt 66 Northside - El Pueblo Motel	75,000	30,000	45,000	-	-	-	-	-	75,000
	City Hall Flower Beds	-	-	30,000	-	-	-	-	-	30,000
	Plaza Vieja Gateway	-	-	25,000	-	-	-	-	-	25,000
	City Gateway Landscapint	-	-	40,000	-	-	-	-	-	40,000
	Rt 66 N Side Streetscape	-	-	250,000	250,000	250,000	250,000	-	-	1,000,000
	Rt 66 Enterprise to Arrowhead	-	-	-	-	-	-	300,000	-	300,000
FUTS										
	Special Projects & Unprogrammed Work	50,000	25,000	75,000	50,000	50,000	50,000	50,000	50,000	350,000
	Signage Program	662,754	327,306	294,844	-	-	-	-	-	622,150
	ATA - Rt 66 to McMillan Mesa	150,000	-	50,000	-	-	-	150,000	-	200,000
	FUTS & ATA McMesa Trailhead	50,000	-	50,000	-	-	-	-	-	50,000
	RIO North - Crescent to Observatory Mesa	202,611	64,010	322,800	-	-	-	-	-	386,810
	Fort Valley (Sechrist to Fremont)	9,094	34,939	-	-	-	-	-	-	34,939
	E-Rio N to San Francisco	617,978	90,563	556,100	-	-	-	-	-	646,663
	Santa Fe - West Village to Walnut BNSF	300,000	1,465	300,000	200,000	325,000	300,000	453,883	-	1,580,348
	Santa Fe West - Walnut to Rio N - ADOT	300,000	-	300,000	200,000	325,000	351,779	-	-	1,176,779
	Hopsital Rim - Beaver to Ft Valley	100,000	-	-	100,000	-	-	-	-	100,000
	Rio North - Blue Willow to Hwy 180	608,775	60,685	591,440	-	-	-	-	-	652,125
	Co Club Trail - 66 to Cortland	270,385	-	270,385	-	-	-	-	-	270,385
	Little A - ATA to Herold Rn Rd	-	-	-	-	-	-	-	396,486	396,486
	Sixth Avenue Connector	258,920	-	258,920	-	-	-	-	-	258,920
	Brannen Connector	36,850	-	-	36,850	-	-	-	-	36,850
	Museum Connector	55,000	-	55,000	-	-	-	-	-	55,000
	Switzer Canyon Birch to Forest	-	-	-	-	-	-	-	870,000	870,000
	Picture Canyon Mall to County	-	-	-	-	-	-	-	1,400,000	1,400,000
	Sinclair Wash to Arroyo Park	-	-	-	-	-	-	-	300,000	300,000
	JWP Lone Tree to ATA	-	-	-	75,000	-	-	-	-	75,000
	Lake Mary Zuni Trail to JWP	-	-	-	-	-	-	-	900,000	900,000
	JWP Spur to Bow & Arrow Trail	-	-	-	-	-	-	-	275,000	275,000
	Fourth Street Huntington to Butler	-	-	-	-	-	-	370,000	370,000	740,000
	AZ Trail Rt 66 to Switzer Mesa Trail	-	-	-	-	-	-	-	150,000	150,000
TOURISM	Visitor Center Pavers	141,636	-	-	-	-	-	-	-	-
Total BBB		$ 6,466,454	926,544	7,392,471	1,299,350	1,337,500	1,339,279	1,423,883	4,811,486	18,530,513

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2009-2014

	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	Budget 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Total Plan
Streets/Transportation									
Streets									
Railhead 4th Leg at 89N	$ 519,000	559,527	-	-	-	-	-	-	559,527
Minor Transportation Improvements	50,000	42,250	125,000	125,000	125,000	125,000	125,000	125,000	792,250
Sidewalk Replacement Program	15,000	8,218	15,000	15,000	15,000	15,000	15,000	15,000	98,218
Overlay	2,854,265	1,294,661	2,854,265	2,982,707	3,116,929	3,257,191	3,403,764	3,556,933	20,466,450
Southside Traffic Improvements	355,000	176,032	-	-	-	-	-	-	176,032
Sunnyside Phase IV	1,835,837	2,071,937	-	-	-	-	-	-	2,071,937
Sunnyside Phase IVA	-	-	1,530,700	-	-	-	-	-	1,530,700
Sunnyside Phase V	-	-	2,295,000	-	-	-	-	-	2,295,000
Annual Bridge Maintenance	-	4,700	-	-	-	-	-	-	4,700
Traffic Signal Modification	153,000	139,000	20,000	-	-	-	-	-	159,000
Bus Pullouts	-	-	180,000	-	-	-	-	-	180,000
Deicer Storage Facility	-	-	-	150,000	-	-	-	-	150,000
Reserve for Improvements	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	350,000
Transportation									
Fourth Street Overpass	430,000	130,348	-	-	-	-	-	-	130,348
Fourth Street Corridor Study	-	-	125,000	-	-	-	-	-	125,000
Misc Safe to School	177,432	188,949	75,789	200,000	200,000	200,000	200,000	200,000	1,264,738
Misc Bike/Ped	402,666	220,583	492,400	200,000	200,000	200,000	200,000	200,000	1,712,983
Country Club Drive	55,155	107,145	-	-	-	-	-	-	107,145
Transportation Planning & Programing	325,594	114,710	261,737	120,000	120,000	120,000	120,000	120,000	976,447
Lone Tree Road Study	-	1,258	-	-	-	-	-	-	1,258
Huntington Drive Improvements	2,385,000	1,867,747	2,330,400	-	-	-	-	-	4,198,147
East Flagstaff Gateway	7,717,658	2,682,226	-	-	-	-	-	-	2,682,226
Beulah Blvd. Extension	554,520	554,520	525,800	497,200	468,600	-	-	500,000	2,546,120
Downtown Rail Crossing Modifications	863,311	176,245	655,785	-	-	-	-	-	832,030
Reserve for Improvements	25,000	25,000	125,000	125,000	125,000	125,000	125,000	125,000	775,000
Lake Mary Rd/FH 3	71,141	23,643	1,427,752	-	-	-	-	-	1,451,395
Butler Ave./4th Street Signal	23,482	58,932	-	-	-	-	-	-	58,932
Lone Tree Road Reconstruction	-	-	-	-	-	-	-	500,000	500,000
Commerce Ave. Paving	289,500	-	-	-	-	-	-	-	-
Preston Road Paving	102,000	-	-	-	-	-	-	-	-
Industrial Drive/Fanning Wash	225,000	7,968	838,200	-	-	970,963	970,964	-	2,788,095

	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	Budget 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Total Plan
Streets/Transportation (continued)									
Butler Ave Widening (City Portion Only)	293,360	7,500	-	-	-	-	1,287,200	3,700,000	4,994,700
Branden & Gabel Paving	298,500	90,757	250,000	-	-	-	-	-	340,757
West Street Corridor	-	1,840	-	-	-	-	-	-	1,840
West/Sixth Intersection	645,000	100,498	704,021	-	-	-	-	-	804,519
Industrial Drive-Fanning to Eagle Mtn Drive	1,344,823	138,461	1,838,423	-	-	-	-	-	1,976,884
East Flag Improvement District	-	22,427	-	-	-	-	-	-	22,427
Dodge Ave Diverter	-	7,500	-	-	-	-	-	-	7,500
Steves Blvd Rail X-ing Study	160,000	12,000	175,365	-	-	-	-	-	187,365
Butler Ave/Conference Cntr Medians	360,500	534,034	42,600	-	-	-	-	-	576,634
New Traffic Signal PGM	-	-	-	250,000	-	250,000	-	250,000	750,000
Country Club/Oakmont	-	-	-	-	-	775,000	-	-	775,000
West Arrowhead Improvements	-	-	-	-	1,076,600	2,650,000	2,650,000	-	6,376,600
Lone Tree Overpass Study	-	-	73,000	-	-	-	-	-	73,000
Penstock Ave Paving	-	-	-	-	-	-	-	468,000	468,000
Total Streets/Transportation	$ 22,581,744	11,420,616	17,011,237	4,714,907	5,497,129	8,738,154	9,146,928	9,809,933	66,338,904

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2009-2014

	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	Budget 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Total Plan
Water/Wastewater									
Water									
Purch of Property Rights-Watershed	$ 20,000	20,000	-	20,000	20,000	20,000	20,000	20,000	120,000
Inner Basin Pipeline	401,000	-	-	-	-	-	-	-	-
Roof Replacement-Chlorine Storage	17,780	-	-	-	-	-	-	-	-
Waterline Relocations - LM	303,684	11,565	450,000	-	-	-	-	-	461,565
Waterline Relocations	-	-	97,939	-	-	-	-	-	97,939
27" Pipeline Replacement (LM to Town)	-	-	-	-	-	-	2,000,000	2,000,000	4,000,000
Sunnyside Improvements	3,622,636	1,637,758	-	-	-	-	1,710,000	1,000,000	4,347,758
Mohawk Dr Waterline	148,565	40,000	-	-	-	-	-	-	40,000
Colorado Street Waterline Relocation	-	-	55,000	-	-	-	-	-	55,000
Ponderosa Trails to Airport W/L	-	-	422,000	-	-	-	-	-	422,000
Benton/SF Alley/Elden Waterline	336,819	230,000	220,000	-	-	-	-	-	450,000
Franklin Waterline (Beaver/Lone Tree)	308,702	-	-	-	-	-	-	-	-
Aspen Waterline (Sitgreaves/Aztec)	-	-	-	-	-	400,000	-	-	400,000
RFP/Turqouise Waterline	-	-	-	-	-	-	-	1,750,000	1,750,000
Beaver Street WL (Phoenix/Dupont)	-	-	200,000	-	275,649	-	-	-	475,649
Pinal/Papago Alley Waterline	-	-	-	-	136,023	-	-	-	136,023
SCADA	-	-	-	-	-	159,135	318,270	-	477,405
Inner Basin Pipeline		-	401,000	-	-	-	-	-	401,000
Roof Replacement-Chlorine Storage		-	22,780	-	-	-	-	-	22,780
Reserve	129,000	20,000	115,927	115,927	115,927	115,927	115,927	115,927	715,562
Tombstone Ave/Alley Waterline	-	-	-	-	-	-	200,000	-	200,000
Walapai Dr Alley Waterline	-	-	-	-	-	-	260,000	-	260,000
Thomas Park Waterline	-	-	-	-	-	-	171,708	-	171,708
Water Loadout Facility	-	-	-	-	-	-	-	200,000	200,000
Town Well #5	75,000	-	75,000	-	-	-	-	-	75,000
Railroad Springs Reservior	500,000	-	500,000	-	-	-	-	-	500,000
Red Gap Improvements (Grant)	-	-	224,000	-	-	-	-	-	224,000
Water Production Wells	4,500,000	3,500,000	4,400,000	-	-	-	-	-	7,900,000
LM Wellfield-LM#2 12" Pipeline	-	-	100,000	-	-	-	-	-	100,000
LTESWTR Evaluation	-	-	-	200,000	-	-	-	-	200,000
Flocculator Drive Assemblies	-	-	-	-	-	346,058	-	-	346,058
Clarifier Drive Assemblies	-	-	-	-	415,270	-	-	-	415,270
Future Water Rights	7,181,800	100,000	3,800,000	1,750,000	-	-	-	-	5,650,000
LM Well #7 Bldg and Power	280,000	292,900	-	-	-	-	-	-	292,900
Chlorine Dioxide	610,000	303,441	303,441	-	-	-	-	-	606,882
Water System Optimization	74,350	-	-	-	-	-	-	-	-
Cheshire Tank Upgrade	-	-	-	-	700,000	-	-	-	700,000
City Hall Xeriscape	-	376,559	300,000	-	-	-	-	-	676,559
Historic Structure Renovations	-	-	-	-	-	-	-	200,000	200,000
Inner Basin Solar Restrooms	-	-	40,000	-	-	-	-	-	40,000
Lake Mary Watershed Forest Thinning	-	-	-	-	100,000	100,000	100,000	100,000	400,000
Water System Master Plan	-	-	50,000	-	-	-	-	-	50,000
TOTAL WATER	$ 18,509,336	6,532,223	11,777,087	2,085,927	1,762,869	1,141,120	4,895,905	5,385,927	33,581,058

		Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	Budget 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Total Plan
Wastewater										
	Wildcat Crackseal	$ 32,174	-	-	-	-	-	-	-	-
	WW Plant Expansion	-	-	-	-	-	-	1,159,274	7,796,369	8,955,643
	WC Treatment Upgrade/Rec Conn	15,000,000	20,000,000	7,292,097	-	-	-	-	-	27,292,097
	Expand Reclaimed System	-	-	-	-	-	-	-	1,000,000	1,000,000
	Picture Canyon	307,560	-	307,560	-	-	-	-	-	307,560
	Wildcat Upgrade (Non-Bond)	803,720	-	-	-	-	-	-	-	-
	Co-Generation Equipment	2,000,000	2,000,000	-	-	-	-	-	-	2,000,000
	Plasma Linear Recycler	800,000	-	-	-	-	-	-	-	-
	Sewer Canyone Sewer Replace	-	-	-	-	-	-	-	65,000	65,000
	Reclaim Hydrants	25,000	3,500	21,500	-	-	-	-	-	25,000
	Huntington/Old Pit Sewer Upsize	419,646	517,000	-	-	-	-	-	-	517,000
	Rio Outfall	-	-	-	700,000	-	700,000	-	-	1,400,000
	Continental Outfall Sewer	363,117	557,000	-	-	-	-	-	-	557,000
	Mike's Pike Sewer	-	-	-	201,713	-	-	-	-	201,713
	Terrace/Birch Sewer	-	-	-	-	200,000	423,000	-	-	623,000
	Lower Greenlaw Sewer	-	-	-	320,000	-	-	-	-	320,000
	Phoenix Sewer (Beaver/SF)	-	-	201,713	-	-	-	-	-	201,713
	South Beaver Street Sewer	-	-	142,034	-	-	-	-	-	142,034
	Upper Greenlaw Phase II	-	-	-	674,349	-	-	-	-	674,349
	West Side Interceptor Improvements	100,000	51,000	-	-	-	-	-	-	51,000
	Bushmaster Reclaim Line	342,092	56,000	968,000	-	-	700,000	-	-	1,724,000
	Clay Avenue Wash Detention Basin	150,000	-	212,610	-	-	-	-	-	212,610
	McMillan Mesa Sewer Upsize	50,000	-	50,000	-	-	-	-	-	50,000
	Mall Reclaim Booster	300,000	260,000	790,000	-	-	-	-	-	1,050,000
	Reclaim Storage	-	-	-	-	-	184,325	-	2,000,000	2,184,325
	Circle View Sewer	-	-	-	-	-	-	270,714	-	270,714
	San Fransico Sewer Replace	-	-	-	-	-	-	105,494	-	105,494
	Hillside Sewer Replacement	-	-	-	-	-	-	143,000	-	143,000
	Cherry Hill Sewer Replacement	-	-	-	-	-	-	400,000	-	400,000
	N Sunnyside Sewer Replacement	-	-	-	-	1,153,477	-	-	-	1,153,477
	Butler/Ellery Sewer Replacement	-	-	-	-	380,000	-	-	-	380,000
	Buffalo Pk Tk	370,000	70,000	300,000	-	-	-	-	-	370,000
	Sewer Master Plan	-	-	25,000	-	-	-	-	-	25,000
	Reserve	95,000	5,000	176,946	86,946	86,946	86,946	86,946	86,946	616,676
	Total Wastewater	21,158,309	23,519,500	10,487,460	1,983,008	1,820,423	2,094,271	2,165,428	10,948,315	53,018,405
	TOTAL WATER AND WASTEWATER	$ 39,667,645	30,051,723	22,264,547	4,068,935	3,583,292	3,235,391	7,061,333	16,334,242	86,599,463

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2009-2014

	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	Budget 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Total Plan
Airport									
Land Acquisition	$ -	-	2,250,000	-	-	-	-	-	2,250,000
Design/Constr ARFF	16,936	-	-	-	-	-	-	-	-
Runway Extension	11,173,459	10,551,334	-	-	-	-	-	-	10,551,334
Perimeter Road Construction	-	-	-	7,579,200	-	-	-	-	7,579,200
Glycol Recovery Projects	-	-	-	-	-	170,726	-	-	170,726
Non-Revenue Parking Concept	-	12,179	9,051	-	-	-	4,000,000	-	4,021,230
Rehab/Reconstruct Taxiway "A"	-	-	5,141,656	-	3,440,000	-	-	-	8,581,656
Aircraft Washrack	3,780	-	-	-	-	-	-	-	-
Terminal Security Enhancements	-	78,484	1,177,500	-	-	-	-	-	1,255,984
Baggage Claim Equipment	-	-	183,244	-	-	-	-	-	183,244
Terminal Access Rd Reconstruct Pulliam Dr	-	-	-	-	-	2,325,000	-	-	2,325,000
Pavement Maintenance	-	-	-	-	-	-	156,302	250,000	406,302
Future Projects - ADOT	-	-	-	-	-	-	-	555,000	555,000
Future Projects - FAA	-	-	-	-	-	-	-	1,100,000	1,100,000
Echo Foxtrot Drainage	12,343	-	-	-	-	-	-	-	-
TOTAL AIRPORT	$ 11,206,518	10,641,997	8,761,451	7,579,200	3,440,000	2,495,726	4,156,302	1,905,000	38,979,676

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2009-2014

	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	Budget 2009-2010	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Buget 2013-2014	Total Plan
Environmental Services									
Maintenance Building - Project #414800	$ 175,000	-	175,000	-	-	-	-	-	175,000
Biodiesel Pumping Station	14,000	14,000	-	-	-	-	-	-	14,000
Cinderlake Landfill Residential Dropoff	81,164	-	-	-	100,000	1,800,000	-	-	1,900,000
Methane Gas Collection Wells	-	-	-	200,000	1,500,000	-	-	-	1,700,000
Road Extension	13,000	13,000	30,000	-	-	-	70,000	-	113,000
Cinderlake Landfill Site Entry	-	-	15,000	-	-	-	-	-	15,000
Sinclair Pit Closure	8,000	8,000	1,800	-	-	-	-	-	9,800
Landfill Site Improvements	-	-	-	250,000	-	-	-	-	250,000
Fueling Station-Project #414501	80,000	-	80,000	-	-	-	-	-	80,000
New Public Work Yard	-	-	-	-	-	3,200,000	-	-	3,200,000
Total Environmental Services	$ 371,164	35,000	301,800	450,000	1,600,000	5,000,000	70,000	-	7,456,800

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2009-2014

	Budget 2007-2008	Estimate 2007-2008	Budget 2008-2009	Budget 2009-2010	Buget 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Total Plan
Stormwater Utility									
6th Avenue Detention	$ -	86	-	-	-	-	-	-	86
Drainage Spot Improvement	340,000	312,428	306,760	220,000	300,000	300,000	300,000	300,000	2,039,188
Rio De Flag	5,975,068	3,580,163	6,037,228	115,471	-	-	-	-	9,732,862
Rio Parking Replacement	750,000	-	750,000	450,000	-	-	-	-	1,200,000
Total Stormwater Utility	$ 7,065,068	3,892,677	7,093,988	785,471	300,000	300,000	300,000	300,000	12,972,136

FINANCING THE CAPITAL PLAN

The major sources of financing capital improvements in the upcoming fiscal year are:

Operating Funds	47.2%
Debt Financing	41.5%
Grants	11.3%

The rating agencies (Standard and Poors' Corp. and Moody Investors, Inc.) view 15% from operating funds as highly favorable. The City currently is financing 47.2% of its CIP out of operating funds. However, because of large funding requirements, debt financing still continues to be the major source of financing for capital improvements. A brief description of the major types of financing available and limitations as to use is presented below.

GENERAL OBLIGATION (G.O.) BONDS

Bonds issued as general obligations of the City are secured by the full faith and credit of the City through its power to tax. In order for bonds to be issued, voter authorization must be obtained. Debt service (payment of principal and interest) is to be paid from the proceeds of ad valorem taxes, i.e., property taxes. The Arizona Constitution and State Statutes limit the indebtedness that a jurisdiction may incur by the type of project constructed. The City can issue G.O. bonds up to 20% of the secondary assessed valuation for projects involving water, sewer, artificial lighting, parks, open space, and recreational facilities. For all other general-purpose improvements, the City may issue up to 6% of its secondary assessed valuation. In 2006 voters approved a change to the calculation of municipal debt capacity, allowing cities to place projects concerning public safety, law enforcement, fire and emergency services, as well as street and transportation facilities under the 20% assessed valuation debt cap. The city has elected to use this option. $39.8 million is outstanding on July 1, 2008, and the City has $52.3 million in available capacity at the 6% debt margin and $136.2 million in available capacity at the 20% debt margin as of July 1, 2008.

HIGHWAY USER REVENUE (HURF) BOND

The State distributes a share of the motor vehicle fuel tax to cities based partially on population (50% of allocation) and partially on jurisdiction of origin. This special revenue source can only be used for maintenance or construction of streets and highways. Special revenue bonds can be issued for construction of street projects, with the gas tax revenues pledged as a source of debt repayment. The annual total debt service, both principal and interest, cannot exceed 50% of the HURF distribution received for the most recent twelve month period by the City.

JUNIOR LIEN BONDS PAYABLE FROM HIGHWAY USER TAX REVENUES

In order for the City to issue junior lien bonds, the City must have received Highway Users Tax Revenues in the twelve months preceding the issuance of the bonds in an amount equal to 1.5 times the highest annual debt service requirements (principal and interest) on all HURF bonds outstanding. Additionally, if coverage is not at least two times the highest debt service requirements, then the proposed bonds must bear a rating at the time of the issuance of “A” or better by one of the nationally recognized rating agencies. The City issued $5.2 million of junior lien bonds in FY 1993 and $5.5 million is outstanding as of July 1, 2008. The City may issue any combination of junior and senior lien bonds as long as the coverage requirements are satisfied. Approximately $44.3 million in capacity is currently available in junior lien bonds or as senior lien bonds.

WATER AND SEWER REVENUE BONDS

In addition to water/sewer G.O. bonds, the City can sell bonds that pledge utility revenues. Debt service requirements are paid from the net revenue derived by the City from the operations of its water and sewer system after provision has been made for the payment from such revenues of the reasonable and necessary expenses of the operation and maintenance of such systems. Therefore, there is no legal limitation on indebtedness that can be incurred; rather, there is only the practical limitations imposed by what the utility rate structures will support.

The $40.7 million authorized by voters in November 1990 can be either G.O. bonds or revenue bonds. G.O. bonds accounted for $33.9 million of the issuance, with $10.1 million outstanding at July 1, 2008. The $6.8 million remaining authorization was sold in FY 2003 through the Water Infrastructure Financing Authority (WIFA), with $5.2 millions outstanding at July 1, 2008. The City is pledging the revenue of its water and wastewater system. Of the $46.6 million authorized by voters in 2004, $39.5 have been issued, with $38.8 outstanding at July 1, 2008.

SPECIAL IMPROVEMENT/ASSESSMENT DISTRICTS

Special improvements/assessments are a means of financing services or capital improvements that benefit specific property owners more than the general public. Majority consent must be obtained from the property owners within the designated geographic assessment district. These property owners are then levied a supplemental property tax assessment for their share of the costs of the improvements. The City is currently assessing one district with a second expected to be completed by July 1, 2009.

MUNICIPAL FACILITIES CORPORATION (MFC) BONDS

The Flagstaff Municipal Facilities Corporation, Inc. (MFC) is a not for profit corporation over which the City exercises significant oversight authority. It was formed to assist the City in acquiring land and constructing improvements thereon, constructing and acquiring improvements upon land owned by the City, and in any other way incurring expenses to improve the use of presently owned facilities, or as they may be expanded in the future. The City Charter requires that to construct projects, with the exception of utilities, public safety and street facilities in excess of $1 million require voter approval. The $1 million limit is adjusted annually by the consumer price index at July 1 of each year. The estimated amount July 1, 2008 is $2 million.

The Corporation finances various projects for the benefit of the City by issuing MFC bonds. Bonds may be issued without voter approval and without limitation as to interest rate or amount. The City enters into a rental lease agreement with the corporation sufficient to service the debt on the MFC bonds. The bonds are made marketable by assuring, prior to entering into any lease agreement with the MFC, the City will maintain an excise, transaction privilege, and franchise tax base at least three times the maximum annual debt service.

Most municipalities in Arizona have utilized this method of financing to construct major public projects such as municipal complexes, civic centers, and sports complexes. In September 1997, voters approved $4.7 million in MFC Bonds for the construction of a facility to be leased by USGS. The City issued these bonds in FY 2001 and $3.0 million is still outstanding. In May 2000, the City received voter authorization to issue $25 million in bonds for the construction of an overpass at 4th Street. The City issued these bonds in FY 2004, and $19.9 million is still outstanding.

CERTIFICATES OF PARTICIPATION

This type of financing is often used for lease purchases and is very similar to bond financing. An official statement for the certificates is prepared, which very closely resembles bond-offering statements. Proceeds from the certificates are remitted through a trust and per the lease agreement to the lessor. Lease payments are made to the trustee who then remits the appropriate funds to the certificate holders. Additionally, the trust holds an assignment agreement with the lessor to protect the investors. Certificates of Participation are often brokered through private placements to hold down issuance costs.

LEASE FINANCING

Under this type of debt financing, a governmental entity enters into a contractual arrangement with the issuer to construct or otherwise acquire facilities and/or equipment that is needed by the entity. Ordinarily, all operation and maintenance costs are the responsibility of the lessee (borrower).

The lease terms are generally structured such that the rental payments are sufficient to meet debt service costs as well as any administrative expenses. Usually a reserve fund is set-aside at inception as security to obtain a competitive interest rate.

Typically, lease financing is used for acquisition of major capital equipment, e.g., computer systems, fire apparatus, which are very expensive and have a useful life greater than five years but typically are not expected to have a useful life as long as the terms of bonds issued.

GRANTS

Grants are contributions of cash or other assets from another governmental entity to be used or expended for a specified purpose, activity, or facility. Grants can be either capital grants or operating grants. Capital grants are for the acquisition or construction of fixed assets and usually require some local effort match. All other grants are considered operating grants. Grants have specific compliance requirements including prescribing the activities allowed and not allowed, eligibility requirements, matching level of effort or earmarking requirements, reporting requirements, and special provisions to be taken into consideration.

The current expansion at Pulliam Airport is being financed with proceeds from the sale of airpark property and ADOT and FAA grants. Major funding for the City's various affordable housing programs is provided through HOME and Community Development Block grants. The City has also received major funding for a streetscape project under the ISTEA (Intermodal Surface Transportation Efficiency) grant.

Block Grant Programs: The Federal government distributes grant funds under eight omnibus block grant programs. With the 1995 Census, HUD designated Flagstaff as an Entitlement Community. This designation allows the City to receive funding directly from HUD. These funds will be used primarily for low income housing repair and construction and infrastructure in low-income neighborhoods.

INTERGOVERNMENTAL AGREEMENTS (IGA)

Infrastructure needs may, at times, overlap different jurisdictional boundaries. Jurisdictions then often enter into an IGA for the construction and proportionally shared payment of the project. One jurisdiction will act as primary lead agent for project management purposes. The Transportation Regional Plan and Storm Drainage Master Plan, in particular, may often require coordinated efforts between the City, Arizona Department of Transportation (ADOT) and Coconino County.

STATE REVOLVING LOAN FUND

Arizona has established a revolving fund empowered to accept Federal capitalization grants for publicly owned wastewater treatment projects pursuant to the Federal Water Pollution Control Act and Water Quality Act. In order to qualify for the Federal monies, the State must match a 20% contribution into the fund. The WIFA that issues bonds that are then lent to different governmental entities to finance projects manages Arizona's fund. Projects are submitted to WIFA for review, and prioritization. Based on this compilation, projects are then eligible for funding.

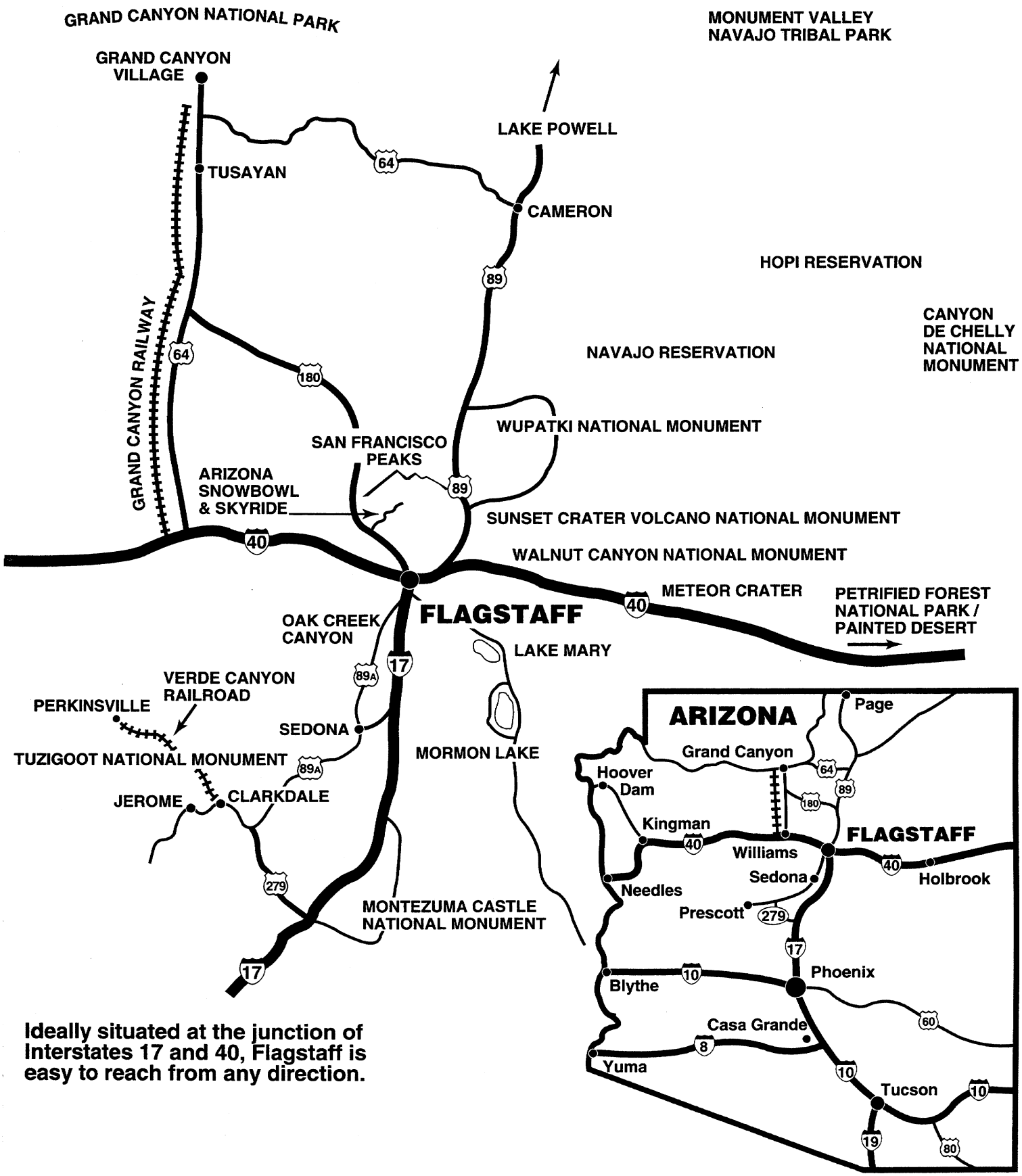
Another loan program available through the State is the Arizona State Transportation Board's Airport Revolving Loan Program. The loans are provided for airport-related construction projects not eligible for federal funding or under other programs and are designed to improve airport self-sufficiency.

PAY AS YOU GO FINANCING

Projects funded on a pay as you go basis derive their financing from current revenue streams or prior savings that have been kept in fund balance. This method of financing eliminates the need for borrowing and thereby preserves debt capacity for other purposes. Costs are lower because non-debt financing does not incur interest costs. The major drawbacks of pay as you go financing include inadequacy of funds available (taxes, reserves); erratic impact on rate structures (water/sewer rates); legislative approval (formation of improvement district); and political difficulties (impact fees or other exactions).

The City is currently funding 47.2% of capital improvements on a pay as you go basis. Capital improvements that are considered ongoing improvements and maintenance required expenditures are built into the rate structure of the two enterprise funds (Utilities and Environmental Services). Additionally, the City has sinking reserve funds for landfill closure.

Flagstaff Arizona



Ideally situated at the junction of Interstates 17 and 40, Flagstaff is easy to reach from any direction.

Flagstaff Community Profile

Flagstaff, Arizona is located at the intersection of Interstate 17 and Interstate 40, and is the largest city in Northern Arizona. The city is also the regional center and county seat for Coconino County, the second largest county in the 48 contiguous states. The City of Flagstaff, becoming a town in 1894, incorporated as a city in 1928, and currently comprising of just over 64 square miles, is nestled at the base of the San Francisco Peaks and surrounded by one of the largest pine forests on earth. Flagstaff drew its name from a very tall pine tree made into a flagpole in 1876 to celebrate our nation's centennial. At nearly 7,000 feet, Flagstaff is also one of the highest elevation cities in the United States. The city is a year-round mecca for visitors and many Arizonans maintain second homes here.

History

In 1855 Lieutenant Beale, in surveying a road from the Rio Grande in New Mexico to Fort Tejon in California, passed over the spot where Flagstaff now stands. While camping at the Eastern extremity of the present town, the lieutenant had his men cut the limbs from a straight pine tree in order to fly the United States flag.

The town's first recognized permanent settler, Thomas F. McMillan, arrived in 1876 and built a cabin at the base of Mars Hill. During the 1880's Flagstaff began to grow, opening its first post office and welcoming the booming railroad industry. The town had timber, sheep and cattle and by 1886 Flagstaff was the biggest city on the main line between Albuquerque and the West Coast.

In 1894, Dr. Percival Lowell chose Flagstaff, due to its great visibility, as the site for the now famous Lowell Observatory. Thirty-six years later, Pluto was discovered through the observatory's telescopes. The Arizona Teacher's College began in 1899, later becoming Northern Arizona University (1966). During the 1920's, Route 66 was built right through town making Flagstaff a popular tourist stop. Flagstaff was incorporated as a city in 1928.

Today, Flagstaff is a community rich with cultural diversity, beauty and history, as well as amazing educational, recreational and scientific opportunities.

Weather

Flagstaff enjoys four distinct seasons. Moderate summer temperatures average twenty degrees less than Phoenix, and are punctuated with afternoon rain showers in July and August. The winter brings an average annual snowfall of 97.9 inches, much to the enjoyment of skiers, ice skaters and snowboarders. As the snow thaws into spring, blooming wildflowers are abundant and fragrant along Flagstaff's many hiking trails. Autumn is highlighted with the changing of the aspen leaves that transform the surrounding mountains into a golden tapestry of color. Flagstaff averages 282 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	Average Temperature		Average
Month	Daily Max.	Daily Min.	Precipitation
January	42.6	15.9	2.01
February	45.2	18.2	2.05
March	49.8	21.9	2.19
April	58.1	27.2	1.28
May	67.8	33.9	0.67
June	78.1	41.2	0.49
July	81.9	50.4	2.52
August	79.0	49.1	2.88
September	73.8	41.3	1.93
October	63.5	31.0	1.62
November	51.1	22.1	1.70
December	43.8	16.4	1.91
Year (average)	61.2	30.7	21.24

Source: Western Regional Climate Center (Jan. 1950-April. 2007)

Economic Information

Flagstaff is a governmental, educational, transportation, cultural and commercial center. Government is one of the largest employment sectors. Tourism is also a large employer as the city sees over 5,000,000 visitors a year. In addition, the City houses Northern Arizona University and other scientific and high tech research and development industries.

NAU, the largest employer in the City, has a major economic impact annually. The campus is used year-round and hosts many professional athletes, e.g., Arizona Cardinals and Phoenix Suns, and Olympic athletes that choose Flagstaff as training site because of the climate, altitude, and available facilities. The University, in partnership with the City of Flagstaff and the State of Arizona, has institutionalized this with the development of the High Altitude Sports Training Center. The Center invites athletes worldwide to train at our 7,000 feet elevation, which has proven to offer a competitive advantage. The Center offers facilities, health assessments, and other services to these international athletes.

Population	1990	2000	2007
Flagstaff	45,857	52,894	64,200
Coconino County	96,591	116,320	134,898
Arizona	3,665,228	5,130,632	6,338,755

Sources: Arizona Department of Economic Security and U.S. Census Bureau

Five business and industrial parks are situated with excellent access to the Interstates (I-40 and I-17). One additional site resides within 15 miles of the City limits. Major manufacturers include W.L. Gore & Associates (of Gortex renown), manufacturer of medical equipment; Nestle Purina Petcare Products, manufacturer of pet

food; SCA Tissue, manufacturer of tissue paper; and Joy Cone, manufacturer of ice cream cones.

Business Licenses	June 2008
Misc. Retail	2,215
Construction Contracting	2,115
Service Related (Business Licenses)	1,710
Rentals	1,100
Home Furnishings	549
BBB	414
Auto Sales, Parts, etc.	348
Advertising, Publishing, and Printing	153
Food Stores	155
Building Materials	170
Franchise Accounts	119
Clothing Stores	98
Drug and Liquor Stores	19
General Merchandising Stores	17
Total	9,182

Source: City of Flagstaff, Tax, Licensing, and Revenue Division

Total sales generated by Flagstaff businesses reached $3.40 billion in FY 2008.

Tourism is a year-round industry attracting skiers in the winter, vacationers in the summer, and sightseers viewing the aspen turning gold in the fall. Non-city residents provided an estimated 50% of the sales tax revenue. The City has 414 licensed businesses generating BBB tax revenues (an additional 2% sales tax).

Major private employers in the Flagstaff area are Flagstaff Medical Center, W. L. Gore & Associates, Walgreens Distribution, Grand Canyon Railway, SCA Tissue, Joy Cone, and Nestle Purina. Major public employers in the Flagstaff area are Northern Arizona University, Flagstaff Unified School District, Coconino County, City of Flagstaff, Coconino Community College, and the U.S. Forest Service.

Labor Force Data	1990	2000	2007
(Annual Average)			
Civilian Labor Force	26,111	34,589	34,941
Unemployed	1,604	1,582	1,015
Unemployment Rate	6.1%	4.6%	2.9%

Source: Arizona Department of Economic Security

Growth Indicators	1990	2000	2008
Business Licenses	4,000 (est.)	5,440	8,972
Retail Sales	631,835,742	1,238,195,104	1,894,126,077
Primary Net Assessed Value	223,050,141	399,244,815	722,368,245

Sources: AZ Department of Revenue; City of Flagstaff

Education

Flagstaff Unified School District #1 has 9 elementary schools, 3 middle schools, 2 alternative schools, 4 magnet schools, and 3 high schools. In addition to the public school system, there are 9 charter schools and 4 private schools. These schools provide educational opportunities for children in kindergarten to high school. The schools specialize in everything from specific learning styles to programs focused on the Arts.

Coconino County Community College offers 35 associate degrees and 32 certificate programs, as well as continuing education courses and special programs for small businesses. In the fall of 2007, enrollment was 4,344 students (3,656 of which were enrolled at the two Flagstaff campus).

Flagstaff's commitment to education is enhanced by Northern Arizona University's contribution to the community. Established in 1899, NAU is one of Arizona's three state universities. In the fall of 2007, NAU offered 93 Bachelor, 46 Master, 8 Doctorate, and 1 Professional degrees along with 30 Undergraduate and 20 Graduate certificates. Top enrollment for its 21,352 students (13,989 of which were enrolled at the Flagstaff campus) are Elementary Education, Hotel & Restaurant Management, Business/Management, Biology, and Counseling-Human Relations.

Cultural Opportunities and Scenic Attractions

Flagstaff serves as the cultural hub of Northern Arizona. Because arts and cultural activities enhance the quality of life and have an economic impact, the City supports these endeavors. Funding support for these activities comes from the Bed, Board and Booze tax (Flagstaff Cultural Partners disburses these funds) and the General Fund. Throughout the year, there are art shows, festivals, live theater performances, and Native American arts and crafts exhibits to satisfy the most ardent enthusiast.

The Flagstaff Symphony Orchestra is a non-profit corporation dedicated to bringing world-class musical performances to their audiences, and to providing innovative programs in music education for youth across northern Arizona. The FSO conducts seven concerts from September through April form the core of the Symphony's season, with additional Young People's Concerts for children in the Flagstaff Unified School District, and a Lollipop concert in December for families with young children. Regular concerts are held in 1500-seat Ardrey Auditorium on the campus of Northern Arizona University.

Lowell Observatory was founded in 1894 by Boston mathematician Percival Lowell and is best known for the discovery of Pluto. Lowell Observatory is also where astronomer V.M. Slipher gathered the first evidence that the universe is expanding. The Observatory will soon be home to the Discovery Channel Telescope scheduled to open in 2007. Lowell also maintains a vigorous education and outreach program, headquartered in the Steele Visitor Center on Mars Hill. Each year, about 70,000 people visit the Observatory to learn about astronomy by participating in multimedia programs, private and school programs, special events, and other

educational activities. The Observatory offers daily-guided tours and evening programs.

The Museum of Northern Arizona offers permanent and changing exhibits in anthropology, biology, geology, and fine art of the Colorado Plateau. In addition, four festivals that attract national and international visitors, include the annual Zuni, Hopi, Navajo, and Hispanic Exhibitions with contemporary and traditional pottery, weaving, jewelry, and sand paintings, as well as native artist demonstrations and traditional dance.

The Coconino Center for the Arts, operated by the Flagstaff Cultural Partners, serves as the cultural center of the Flagstaff community. The 4000 square foot gallery features diverse rotating exhibitions showcasing local and regional artists, craftspeople, and Flagstaff students. Contemporary fine crafts, western art, and special science programs are also held throughout the year. The intimate 200-seat theater offers musical concerts, readings, theater performances, and other presentations.

The Pine Mountain Amphitheater at Fort Tuthill County Park features outdoor concerts and dance performances from May through September. The events feature local and regional artists, as well as nationally and internationally acclaimed artists.

Known as the "City of Seven Wonders," Flagstaff attracts millions of tourists each year due to its easy access to such scenic destinations as the Grand Canyon, Sunset Crater, Oak Creek Canyon, Meteor Crater, Walnut Canyon, Wupatki National Monument, and the San Francisco Peaks.

Community Facilities

Flagstaff offers a wide range of community and cultural facilities, including:

City Recreational Facilities:	
Recreation Centers	3
Parks-Developed	27
Parks-Undeveloped	4
Tennis Courts	17
Racquetball Courts	4
Ramadas	11
Softball/Baseball Fields	17
Ice Rink/Activity Center	1
Playgrounds	20
Skate Tracks	2
Soccer Fields	4
Disc Golf Course	2
Basketball Courts	19
Volleyball Courts	6
Horseshoe Courts	12
Off Leash Areas-Bark Parks	2
BMX Facility	1

Other Facilities:	
Museums	5
Art Galleries	12
Libraries	3
Swimming Pools	2
Bowling Alleys	1
Symphony Orchestra	1
Ski Resort	1
Movie Screens	12
Fairgrounds/Race Track	1
Outdoor Amphitheater	1

Transportation

Flagstaff is a major crossroads for the west. Interstates 17 and 40 provide road access to major west coast markets, including San Francisco, Las Vegas, Albuquerque, El Paso, Los Angeles, San Diego, parts of Mexico, and of course, Phoenix and Tucson. US Highway 89 provides access to the states north of Arizona and Highway 180 provides access to the Grand Canyon.

Approximate Drive Times from Flagstaff:	
Grand Canyon, AZ	2 Hours
Lake Powell, AZ	3 Hours
Nogales, AZ	4 1/2 Hours
Phoenix, AZ	2 1/4 Hours
Sedona, AZ	1 Hour
Tucson, AZ	3 3/4 Hours
Albuquerque, NM	4 1/2 Hours
El Paso, TX	8 Hours
Las Vegas, NV	4 1/4 Hours
Los Angeles, CA	6 1/2 Hours

Burlington Northern Santa Fe Railway serves the city of Flagstaff with more than 100 trains passing through town daily. Amtrak also services Flagstaff twice daily connecting with Los Angeles and Chicago. Bus services are available for within the city (Mountain Line), intra and interstate (Greyhound), and several tour guide companies provided service around Northern Arizona. In addition, there are several taxicab companies.

Flagstaff Pulliam Airport, located four miles south of downtown Flagstaff on I-17, provides frequent daily flights to and from Phoenix Sky Harbor International Airport, where national and international connections can be made.

Additionally, the City is committed to the development of a non-motorized urban trail (FUTS), which will interconnect all areas of the City when completed and will serve as an important transportation element, as well as a recreation amenity. The Flagstaff Regional Land Use and Transportation Plan shows an estimated 100 miles of FUTS. The City has completed approximately 42 miles to date.

Medical

Flagstaff has an extensive array of medical facilities and resources in the areas of traditional, integrative and alternative healthcare. Flagstaff Medical Center is the Northern Arizona Regional referral center for trauma, cancer, rehabilitation, cardiac care, high-risk maternal/fetal, MRI/CT scans, and more. More than 190 physicians are on active staff at the hospital, representing 33 medical specialties.

Recreation

The City is surrounded within and without by coniferous forests, which allow for an array of outdoor sports and camping and backpacking opportunities. Downhill skiers enjoy 32 runs down the San Francisco Peaks, just 14 miles from downtown Flagstaff. Groomed trails at the Flagstaff Nordic Center provide over 40 kilometers of cross-country skiing. Endless miles can be skied on the hundreds of miles of forest service roads. Flagstaff even sponsors the annual Winter Festival that includes dog sled races.

Hikers, joggers, and mountain bikers will find miles of trails, which range from gentle grades to extremely difficult terrain. The outdoor sportsman will find opportunities for hunting and fishing. The individual committed to an exercise routine, which includes running, or walking will find a 2-mile track complete with a 20-station Vita Course at Buffalo Park, a woodland area atop a mesa with spectacular views of the San Francisco Peaks.

For those who enjoy organized team sports, the City has adult and youth leagues for softball, baseball, basketball, soccer, ice hockey, and volleyball throughout the year. Additional recreation amenities include the skateboard park and disc golf course, which provide year-round recreational opportunities.

Sustainability and Environmental Focus

Flagstaff citizens realize that the quality of life enjoyed in this mountain community is intricately related to the balance of societal, environmental, and economic considerations. As a result, the City of Flagstaff has dedicated considerable resources to a variety of sustainability, environmental, and conservation efforts. The Sustainability and Environmental Management Division works to ensure that all residents of Flagstaff are provided with a clean, safe, and ecologically sound community. Programs promote sustainability and conservation strategies with an emphasis on recycling, anti-litter, waste reduction, safe disposal of hazardous products, environmental compliance, composting, sustainable community planning, climate management, energy efficiency, renewable energy and fuels, brownfield land recycling, and landfill management.

Water conservation programs include a reclaimed water treatment plant and related distribution lines to transport water to large irrigation water users, rebates and incentives, development of xeriscape demonstration gardens, and a year round water use policy that restricts the times and days outside irrigation is allowed. Rebates are offered for qualifying high efficiency toilets, efficient washing machines, hot water re-circulators, and turf removal/xeriscape projects. The City also sells rain barrels to residents. Additionally, an annual AZ Project WET Water Festival occurs in October for all Flagstaff area 4th grade school children. Making the most efficient use of the water we have means we do not have to find additional sources of water as often.

City of Flagstaff, Arizona
Principal Taxpayers
Tax Year 2008

Taxpayer	Type of Business	Total Assessed Valuation	As a Percentage of the City Total Secondary Assessed Valuation
Arizona Public Service Company	Utility	$ 13,254,392	2.04%
W L Gore & Associates Inc.	Manufacturer	12,589,351	1.93%
Qwest Corporation	Utility	9,023,179	1.39%
Walgreen Arizona Drug Co.	Manufacturing	5,463,047	0.84%
Nestle Purina Petcare Company	Distribution/Retail	4,642,491	0.71%
Flagstaff Mall Associated Ltd. Partnership	Shopping Center	4,460,032	0.69%
Cone Company George & Thomas DBA	Manufacturing	4,097,948	0.63%
Little America Refining Co.	Hotel/Tourism	3,844,773	0.59%
Flagstaff Medical Center Inc.	Hospital	3,360,975	0.52%
UniSource Energy Corporation	Utility	2,940,469	0.45%
Total Principal Taxpayers		$ 63,676,657	9.79%

Source: Arizona Department of Revenue, Central Information Services

City of Flagstaff, Arizona
Property Tax Rates
Direct and Overlapping Governments
Last Ten Fiscal Years

Fiscal Year	City	School District	Community College	County	State	Total
1999	1.7127	6.5477	0.3952	1.1094	-	9.7650
2000	1.7127	6.5585	0.5947	1.1444	-	10.0103
2001	1.7127	6.6885	0.5724	1.1336	-	10.1072
2002	1.7127	6.6741	0.5717	1.0951	-	10.0536
2003	1.7127	6.7590	0.5809	1.1941	-	10.2467
2004	1.7127	6.3679	0.5775	1.2369	-	9.8950
2005	1.7127	5.7236	0.5660	1.2212	-	9.2235
2006	1.6627	6.0786	0.5525	1.2010	-	9.4948
2007	1.5929	5.9009	0.5269	0.7521	-	8.7728
2008	1.5929	5.9009	0.5269	0.7521	-	8.7728

Note: Tax rates are per $100 assessed valuation.

City of Flagstaff, Arizona
Sales Tax Rates
Direct and Overlapping Governments
Last Ten Fiscal Years

June 30	City Sales Tax	City Transportation Tax	City BBB Tax	County Sales Tax	State Sales Tax	Total
1999	1.0000	-	2.0000	0.8000	5.0000	8.8000
2000	1.0000	-	2.0000	0.8000	5.0000	8.8000
2001	1.0000	0.5100	2.0000	0.8000	5.6000	9.9100
2002	1.0000	0.5745	2.0000	0.8000	5.6000	9.9745
2003	1.0000	0.5745	2.0000	0.9250	5.6000	10.0995
2004	1.0000	0.6010	2.0000	0.9250	5.6000	10.1260
2005	1.0000	0.6010	2.0000	0.9250	5.6000	10.1260
2006	1.0000	0.6010	2.0000	0.9250	5.6000	10.1260
2007	1.0000	0.6010	2.0000	1.1250	5.6000	10.3260
2008	1.0000	0.6010	2.0000	1.1250	5.6000	10.3260

Date of Incorporation
May 26, 1894

Date Charter Adopted
October 3, 1958

Date of Latest Charter Amendment
June 29, 1998

Form of Government
Council, City Manager

Area - Square Miles
June 2007 - 64.66

Infrastruture	
Miles of Streets	227.49
Miles of Alleys	10.15
Miles of Sidewalks	165.84
Miles of Waterlines	385.67
Miles of Reclaim Waterlines	15.7315.7
Miles of Sewer	
Storm	44.17
Sanitary	265.00
Number of Street Lights	3,107
Number of Fire Hydrants	2,743
Number of Manholes	6,906

Employees as of June 30, 2008	
Merit System	617
Exempt	154
Temporary	247
Elected Officials	7
Total Payroll for the Year Ending 2008:	$ 43,095,756

Fire Protection	
Number of Stations	6
Number of Employees (FTE)	101.75

Police Protection	
Number of Employees (FTE)	181
Number of Calls for Service per Annual Report-12/31/07	56,866
Ave. Patrol Officers for 24 hour period	27.0
Vehicular Patrol Units	32
Coconino County Jail Prisoner Capacity	562

Pulliam Airport	
Fixed Base Operators	1
Locally Based Aircraft	125
Tiedowns	11
Enclosed Hangars	61
Open Hangars	48

Elections	
Last Municipal Election May 2008	
Number of Registered Voters	27,452
Number of Votes Cast	12,523
% of Registered Voters that Voted	45.62%
Last Special Election May 2005	
Number of Registered Voters	28,704
Number of Votes Cast	17,167
% of Registered Voters that Voted	59.81%

Parks and Recreation	
Number of Developed Parks	27
Number of Un-developed Parks	4
Park Acreage	704.54
Flagstaff Urban Trail System-Miles	33.82
Number of Other Facilities:	
Basketball Courts	19
BMX Facility	1
Disc Golf Course	2
Horseshoe Courts	12
Ice Rink/Activity Center	1
Off Leash Areas-Bark Parks	2
Playgrounds	20
Racquetball Courts	4
Ramadas	11
Recreation Centers	3
Skate Tracks	2
Soccer Fields	4
Softball/Baseball Fields	17
Swimming Pools (School Owned)	2
Tennis Courts	17
Volleyball Courts	6

Education	
Number of Schools:	
Public Elementary	9
Public Middle School	3
Public High School	3
Alternative Schools	2
Magnet Schools	4
Charter Schools	9
Private Schools	4
Community College (Coconino)	1
University (Northern Arizona)	1
Number of Students (Fall 2006):	
Flagstaff Unified School District	11,166
Charter	1,672
Private (Fall 2004)	534
Northern Arizona University	
Flagstaff Campus	13,989
All Locations	21,352
Coconino Community College	
Flagstaff Campuses (2)	3,656
All Locations	4,344

City of Flagstaff, Arizona
Miscellaneous Statistics

Sales Tax	
Retail Sales Last 10 Fiscal Years:	
2007	2,004,544,814
2006	1,894,126,077
2005	1,749,149,158
2004	1,593,931,781
2003	1,458,775,346
2002	1,404,232,492
2001	1,324,735,136
2000	1,238,195,104
1999	1,117,197,604
1998	1,065,133,746
Total Sales Tax Revenue for Fiscal Year 2007	
$	15,367,821

Population	
Census Population Count-Last Five Censuses:	
2007**	64,200
2006**	62,030
2005**	61,185
2004**	61,270
2003**	61,030
2000	52,894
1995*	52,701
1990	45,854
1985*	38,247
1980	34,743
*Special Census	
**Estimate	

Utility Enterprise	
Total Active Accounts on June 30, 2008	
Water	18,849
Single Family Average	5,456
Gallons/Household/Month	
Plants Capacity (Million Gallons per Day):	
Water Treatment Plant	8
Reservoir Filtration Plant	2
Wildcat Hill Plant	6
Rio de Flag Reclaim Plant	4
Number of Facilities:	
Wells	25
Reservoirs	9
Reclaimed Reservoirs	2

2000 Census Information:		
Age Distribution of Population		
for Urbanized Areas Only		
1-4 Years		3,546
5-17 Years		9,288
18-24 Years		11,487
25-44 Years		16,111
45-64 Years		8,309
65+ Years		4,153
		52,894
Number of Housing Units		21,396
Average Persons per Housing Unit		2.59
Average Family Size		3.13
Median Household Income	$	37,146
Per Capita Income (2000)	$	18,637

2000 Census information available at the following websites:
http://www.census.gov/census2000/states/az.html
http://www.de.state.az.us/links/economic/webpage/index.html

City of Flagstaff, Arizona
Bonded Debt
Interest/Coupon Rate by Issue and Year

Fiscal Year	1992 Revenue Street and Highway	1997 G.O. Public Safety, Parks, Water	1999 Special Assessment Bow & Arrow	2001 G.O. Parks & Rec	2001 G.O. Water, Sewer Airport
2009	7.750	-	4.900	4.500	5.000
2010	5.900	-	4.900	4.500	-
2011	5.900	-	-	4.500	-
2012	5.500	-	-	4.500	-
2013	-	4.500	-	4.650	-
2014	-	-	-	4.750	-

Fiscal Year	2001 Certificates of Participation USGS	2003 G.O. Parks, Water	2003 Revenue Street and Highway	2003 Revenue 4th Street	2006 G.O. Fire, FUTS, Acquatic/Multi	2007 Special Assessment Sawmill
2009	4.350	3.250	3.250	3.000	4.250	-
2010	4.550	3.250	-	3.250	4.125	5.000
2011	4.550	3.250	-	3.750	4.125	5.000
2012	4.600	3.250	-	4.000	5.000	5.000
2013	4.625	3.250	-	4.000	5.000	5.000
2014	4.750	-	-	4.000	5.250	5.000
2015	4.750	-	-	4.000	5.250	5.000
2016	4.750	-	-	5.000	5.250	5.000
2017	-	-	-	5.250	4.375	5.000
2018	-	-	-	5.250	4.500	5.000
2019	-	-	-	5.250	4.500	5.000
2020	-	-	-	5.250	4.125	5.000
2021	-	-	-	-	4.125	5.000
2022	-	-	-	-	4.000	5.000
2023	-	-	-	-	3.250	5.000
2024	-	-	-	-	-	5.000
2025	-	-	-	-	-	5.000
2026	-	-	-	-	-	5.000
2027	-	-	-	-	-	5.000
2028	-	-	-	-	-	5.000
2029	-	-	-	-	-	5.000
2030	-	-	-	-	-	5.000
2031	-	-	-	-	-	5.000
2032	-	-	-	-	-	5.000

City of Flagstaff, Arizona
Percent of Net General Bonded Debt to Secondary Assessed Value
and Net General Bonded Debt Per Capita
Last Ten Fiscal Years

Fiscal Year	Population (1)	Secondary Assessed Value (2)	Gross Bonded Debt	Less Current Portion	Net Bonded Debt	Percent of Net Bonded Debt to Assessed Value	Net Bonded Debt Per Capita
1998	58,145	340,743,258	49,470,273	4,170,000	45,300,273	13%	779.09
1999	59,945	362,625,557	45,333,746	4,465,000	40,868,746	11%	681.77
2000	52,894 **	385,566,202	40,904,461	4,405,000	36,499,461	9%	690.05
2001	57,700	408,592,733	36,537,570	2,805,000	33,732,570	8%	584.62
2002	59,160	429,030,400	36,873,231	2,888,505	33,984,726	8%	574.45
2003	61,030	464,257,886	34,012,849	3,570,000	30,442,849	7%	498.82
2004	61,270	501,655,440	30,967,902	3,920,000	27,047,902	5%	441.45
2005	61,145	556,680,587	26,784,064	3,915,000	22,869,064	4%	374.01
2006	62,030	624,199,899	49,169,726	4,629,726	44,540,000	7%	718.04
2007	64,200	750,538,367	44,540,000	4,675,000	39,865,000	5%	620.95

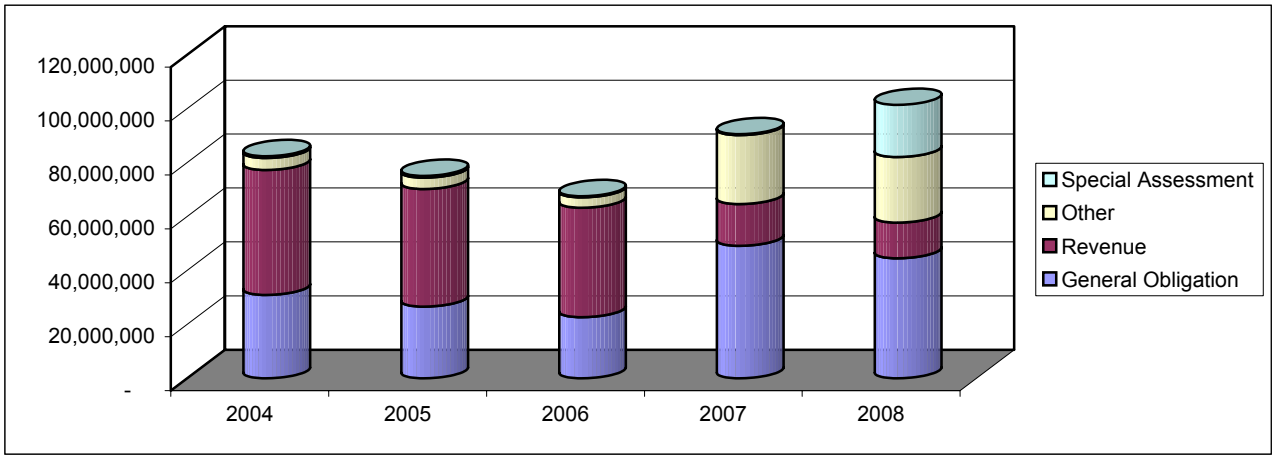
(1) Arizona Department of Economic Security projected population increases except 2000, which are official census figures.

(2) From County Assessors Office.

** Census estimates exceeded actual 2000 census results.
FY2000 adjusted to reflect population per U.S. Census official results

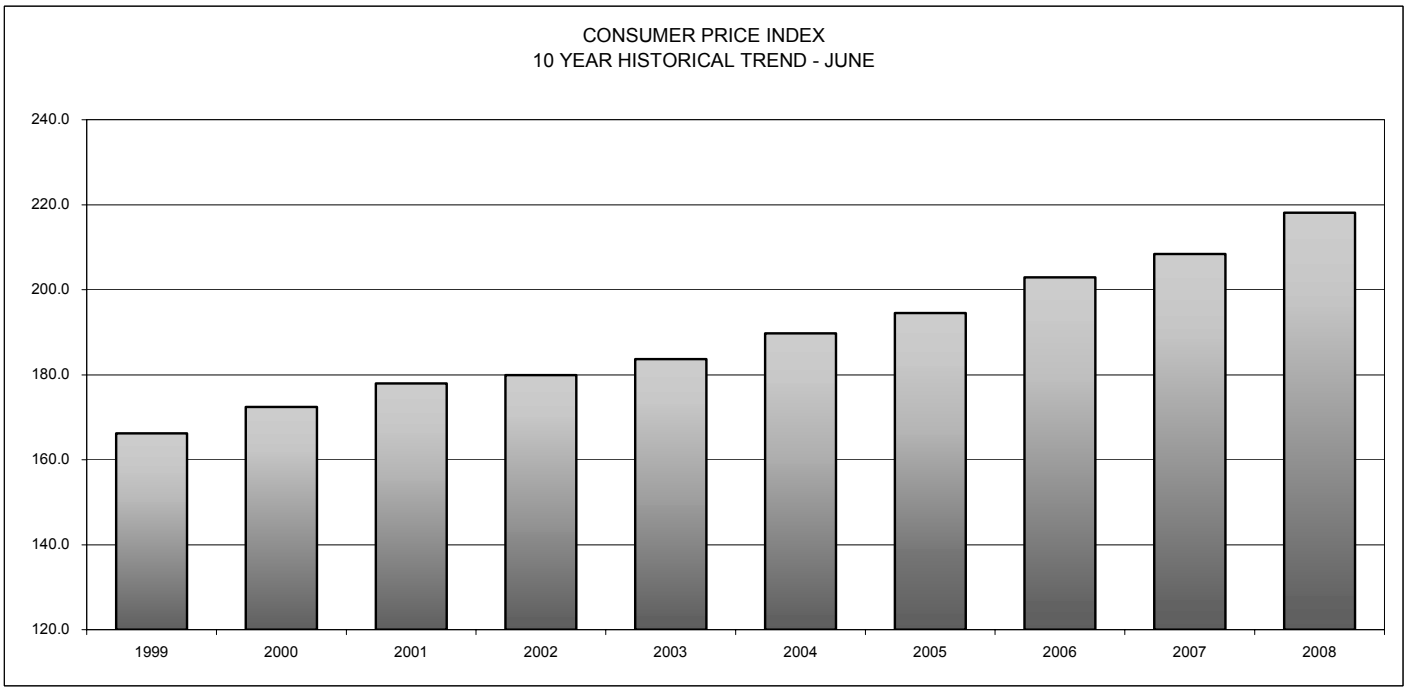
City of Flagstaff, Arizona
Total Bonds Payable
Last Five Fiscal Years

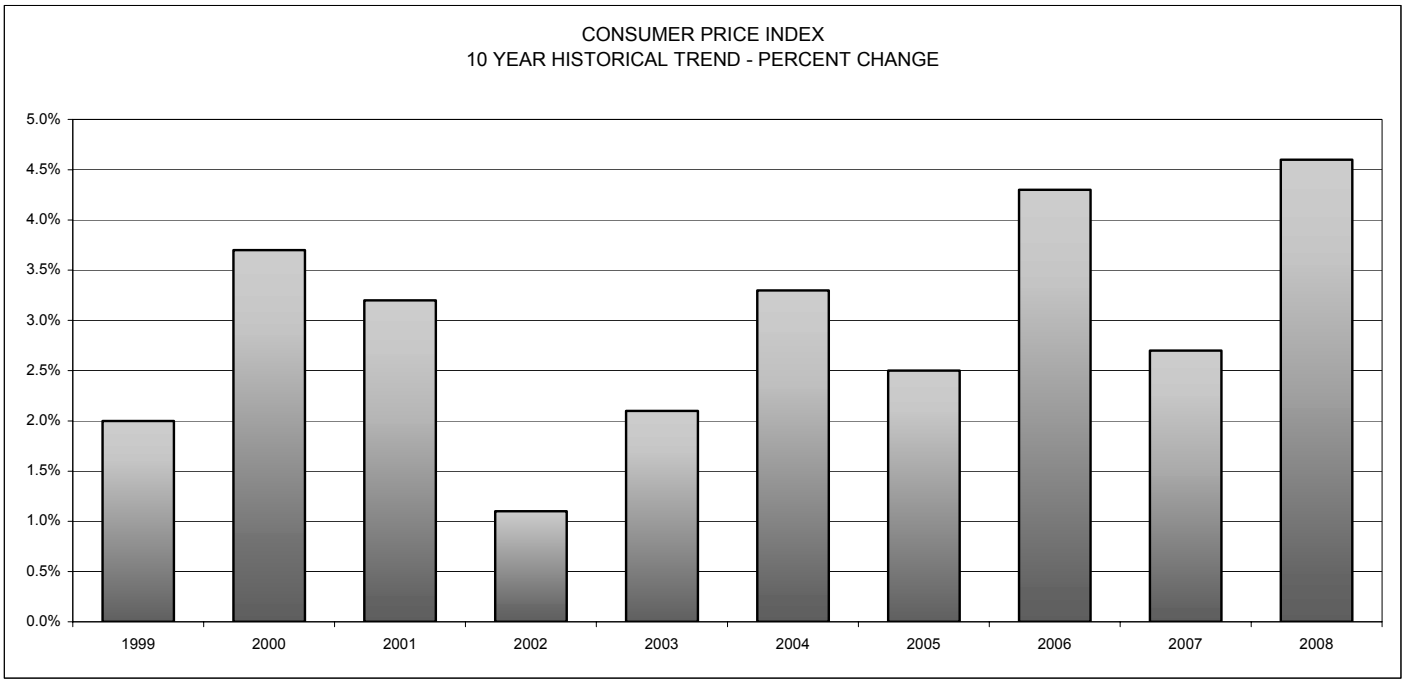
	2004	2005	2006	2007	2008
General Obligation	30,937,849	26,580,000	22,665,000	49,169,726	44,540,000
Revenue	46,327,329	43,660,440	40,579,792	15,435,075	13,220,967
Other	4,445,000	4,180,000	3,905,000	25,610,000	24,315,000
Special Assessment	685,000	685,000	415,000	340,000	19,339,000
Total Bonds Payable	82,395,178	75,105,440	67,564,792	90,554,801	101,414,967



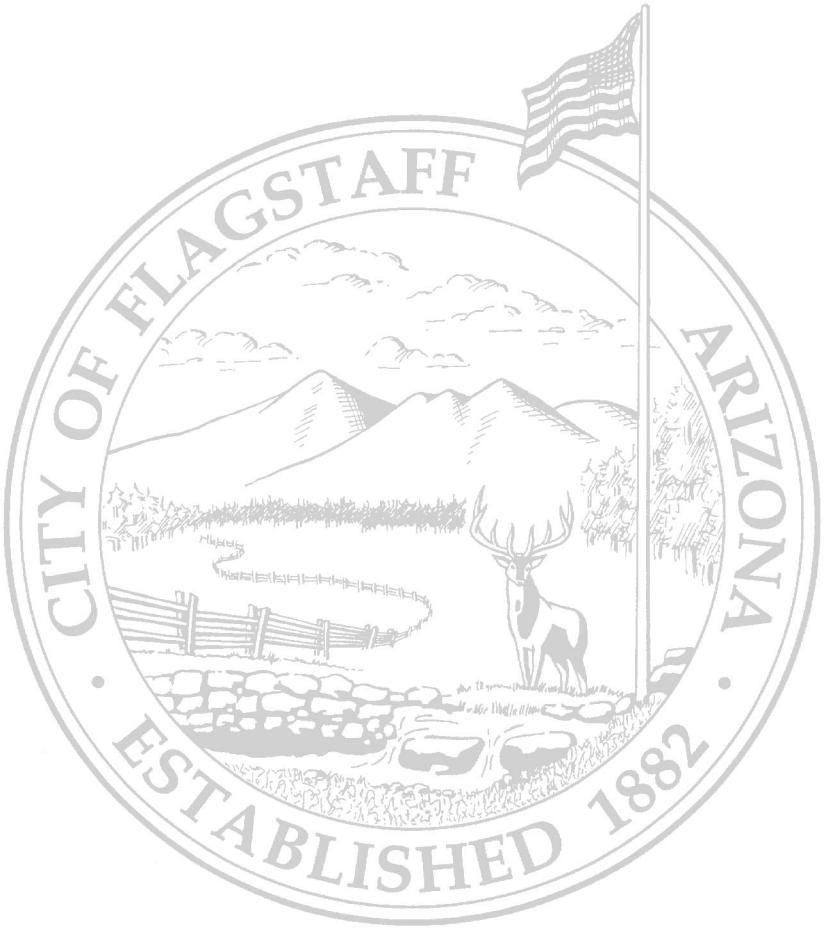
City of Flagstaff, Arizona
United States Consumer Price Index
10-Year Historical Trend - June Versus June
Non-Seasonally Adjusted

	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
June	166.2	172.4	178.0	179.9	183.7	189.7	194.5	202.9	208.4	218.1
Percent Change	2.0%	3.7%	3.2%	1.1%	2.1%	3.3%	2.5%	4.3%	2.7%	4.6%





Source: Tax, Licensing, and Revenue Division


CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882

City of Flagstaff
Authorized Personnel/Position Summary

DIVISION	2004-2005	2005-2006	2006-2007	2007-2008	New Request 2008-2009	Adopted 2008-2009
CITY MANAGER						
City Manager	1	1	1	1	0	1
Deputy City Manager	2	2	2	2	0	2
Executive Admin Assistant	1	1	1	1	0	1
Executive Assistant	1	1	1	1	0	1
PIO - Management Assistant	1	1	1	1	0	1
Intergovernmental Liaison	0	0	0	0	1	1
Total	6	6	6	6	1	7
CITY CLERK						
City Clerk	1	1	1	1	0	1
City Records Technician	0	0	1	1	0	1
Deputy City Clerk	1	1	1	1	0	1
Executive Admin Assistant	1	1	1	1	0	1
Total	3	3	4	4	0	4
CAPITAL IMPROVEMENTS						
Admin Spclst	1	0	0	0	0	0
Capital Improvements Engineer	2	2	2	2	0	2
Eng Project Manager I	2	2	2	0	0	0
Eng Project Manager II	3	3	3	0	0	0
Engineering Techinician IV	1	1	1	1	0	1
Intern	0.5	0.5	0.5	0.5	0	0.5
Project Manager	0	0	0	10	0	10
Senior Project Manager	5	5	5	0	0	0
Total	14.5	13.5	13.5	13.5	0	13.5
HUMAN RESOURCES						
Admin Assistant	1	1	1	1	0	1
Admin Specialist	1	1	1	1	0	1
Human Resources Analyst	1	0.5	0.5	0.5	0.25	0.75
Human Resources Benefit Spec.	0	0	1	1	0	1
Human Resources Director	0	1	1	1	0	1
Human Resources Manager	1	0	1	1	0	1
Human Resources Specialist	1	1	1	0	0	0
Human Resources Supervisor	1	1	0	0	0	0
Human Resources Recrt Spec	0	0	0	1	0	1
Total	6	5.5	6.5	6.5	0.25	6.75
RISK MANAGEMENT						
Risk Manager	1	1	1	1	0	1
Insurance Claim Specialist	0	0	1	1	0	1
Safety/Risk Management Specialist	1	1	1	1	0	1
Total	2	2	3	3	0	3

City of Flagstaff
Authorized Personnel/Position Summary

DIVISION	2004-2005	2005-2006	2006-2007	2007-2008	New Request 2008-2009	Adopted 2008-2009
LAW						
Admin Asst	1	1	1	1	0	1
Admin Spclst	2	2	2	2	0	2
Admin Spec Supervisor	0	0	0	1	0	1
Asst City Attorney	0	0	0	4	0	4
Asst City Attny-Chief Prosecuter	1	0	0	0	0	0
Asst City Attorney-Civil I	2	0	0	0	0	0
Asst City Attorney-Civil II	1	0	0	0	0	0
Asst City Attny-Prosecution	4	4	3	0	0	0
City Attorney	1	1	1	1	0	1
Deputy City Atorney	0	1	1	1	0	1
Executive Assistant/Paralegal	0	1	1	0	0	0
Intern	0.25	0.25	0.25	0.25	0	0.25
Legal Assistant	0	0	0	1	0	1
Prosecuter II	0	0	1	0	0	0
Senior Ass't City Attorney	0	3	4	5	0	5
Total	12.25	13.25	14.25	16.25	0	16.25
INFORMATION TECHNOLOGY						
Application Support Specialist I	0	0	1	1	0	1
Application Support Specialist II	0	0	0	1	0	1
Client Service Administrator	1	0	0	0	0	0
Computer Tech I	2	0	0	0	0	0
Computer Tech II	1	1	0	0	0	0
Database Analyst III	1	1	1	1	0	1
GIS Analyst Senior	0	0	0	1	0	1
GIS Manager	1	1	1	1	0	1
GIS Programmer Analyst	0	0	1	0	0	0
GIS Specialist	0	0	1	1	0	1
GIS System Analyst	1	1	1	0	0	0
GIS Technician	1	1	2	2	0	2
Software Specialist	0	0	1	0	0	0
Series Administrator	0	1	0	0	0	0
Info. Sys. Customer Svc. Rep.	1	0	0	0	0	0
Information Systems Mgr.	1	0	0	0	0	0
IT Director	0	1	1	1	0	1
IT Services Specialist	0	2	2	2	0	2
IT Services Supervisor	0	1	1	1	0	1
Network Administator	0	1	1	1	0	1
Network Analyst	1	0	0	0	0	0
Programmer/Analyst I	1	0	0	0	0	0
Senior GIS Technician	1	1	0	0	0	0
Senior Network Administrator	0	1	0	1	0	1
System and Applications Mgr	0	0	0	1	0	1
System Administrator	0	0	1	1	0	1
Window System Administrator	0	1	1	0	0	0
Total	13	14	16	16	0	16

City of Flagstaff
Authorized Personnel/Position Summary

DIVISION	2004-2005	2005-2006	2006-2007	2007-2008	New Request 2008-2009	Adopted 2008-2009
MANAGEMENT SERVICES						
Admin Asst	1.5	2.5	2.5	3	0	3
Admin Spclst	1	1	1	1	0	1
Buyer	1	1	1	2	0	2
Contract Specialist	1	1	1	0	0	0
Mail/Duplication Aide	1	0	0	0	0	0
Management Services Director	1	1	1	1	0	1
Purchasing Director	1	1	1	1	0	1
Real Estate Manager	1	1	1	1	0	1
Senior Buyer	2	2	2	0	0	0
Senior Procurement Specialist	0	0	0	3		3
Storekeeper	1	0	0	0	0	0
Warehouse Technician	0	1	1	1	0	1
Total	11.5	11.5	11.5	13	0	13
SALES TAX						
Account Clerk II	1	0	0	0	0	0
Accounts Receivable Specialist	0	1	1	1	0	0
Accounts Specialist	0	0	0	0	0	1
Admin Assistant	2.5	2.5	2.5	2.5	0	2.5
Auditor II	2	2	2	2	0	2
Collections Specialist	0	0	0	1	0	2
Revenue Collector	2	2	2	1	0	0
Tax Licensing & Revenue Adm	1	1	1	1	0	1
Total	8.5	8.5	8.5	8.5	0	8.5
LIBRARY - CITY/GRANTS						
Admin Specialist	1.5	1.5	1.5	1.5	0.13	1.63
Librarian	1	1	1	2	0	2
Library Assistant I	13.5	13.5	14.38	16.01	0.75	16.76
Library Assistant I, Bookmobile	0	0	0	0	0.0	0
Library Assist. I (temp)	2.75	2.75	2.75	2.75	0.25	3
Library Assistant II	3	3	3	3	0	3
Library Cataloging Assistant	1	1	1	1	0	1
Library Clerk I	5.5	5.5	6.5	7.38	0	7.38
Library Clerk I (temp)	2	2	2.75	3.25	0.5	3.75
Library COE Aide	0.25	0.25	0.25	0.25	0	0.25
Library Director	1	1	1	1	0	1
App Support Specialist II	0	0	0	0	1	1
Library Inf. Syst. Coord.	2	2	2	0	0	0
Library Inf. Tech. Coord.	0	0	0	2	0	2
Library Manager	2	2	3	3	0	3
Library Page	1.5	1.5	2	2	0	2
Library Page (temp)	1	1	1	1	0	1
Library Staff: Sunday	0	0	0	0	3	3
Library Supervisor	2	2	1	1	0	1
Network Analyst II	0	0	0	0	1	1
Total	40	40	43.13	47.14	6.63	53.77

City of Flagstaff
Authorized Personnel/Position Summary

DIVISION	2004-2005	2005-2006	2006-2007	2007-2008	New Request 2008-2009	Adopted 2008-2009
FINANCE						
Account Clerk I	2	2	2	2	0	2
Account Clerk II	0	0	1	1	0	1
Accountant I	1	1	1	1	0	1
Accountant II	4	4	4	5	0	5
Accounts Payable Specialist	1	1	1	1	0	0
Accounts Specialist	0	0	0	0	0	1
Finance/Budget Manager	1	1	1	1	0	1
Grants Manager	1	1	1	1	0	1
Intern	0	0	0.14	0.14	0	0.14
Payroll Assistant	1	1	1	1	0	1
Payroll Specialist	1	1	0	0	0	0
Payroll Supervisor	0	0	1	1	0	1
Total	12	12	13.14	14.14	0	14.14
MPO						
Intern	0.25	0.25	0.25	0.38	0	0.38
Administrative Assistant	0	0	0.5	0.5	0	0.5
Metro Planning Org Manager	0	1	1	1	0	1
Multi modal Planner	0	1	1	1	0	1
Transportation Planner	1	0	0	0	0	0
Total	1.25	2.25	2.75	2.88	0	2.88
COMMUNITY DEVELOPMENT ADMIN						
Admin Spcialist	2	1	1	2	0	2
Community Development Dir.	1	1	1	1	0	1
Deputy Community Development Dir.	1	0	0	0	0	0
Total	4	2	2	3	0	3
PLANNING & DEVELOPMENT SERVICES						
Admin Spclst	1	2	2	2	0	2
Advanced Planning Manager	0	0	0	1	0	1
Associate Planner	Transfer	0	1	1	0	1
Building & Develp Services Dir	Transfer	1	1	0	0	0
Building and Safety Manager	Transfer	1	0	0	0	0
Building Inspection Section Mgr	0	0	1	1	0	1
Building Offical-Proj Rev Sctn Mgr	0	0	0	1	0	1
Building Plans Examiner	0	0	3	4	0	4
Case Manager	0	4	5	5	0	5
City Engineer	1	1	1	0	0	0
Code Compliance Officer I	0	0	0	2	-1	1
Code Compliance Officer II	0	0	0	1	0	1
Code Compliance Supervisor	0	0	0	1	0	1
Construction Manager	1	1	1	Transfer	0	0
Development Review Planner	Transfer	0	0	0	0	0
Development Services Director	Transfer	1	1	0	0	0
Development Services Rep	Transfer	2	2	2	0	2
Engineering Project Manager I	Transfer	2	2	0	0	0
Engineering Project Manager II	Transfer	1	1	0	0	0
Engineering Technician I p-time	0.5	0.5	0.5	Transfer	0	0
Engineering Technician II	1	1	1	Transfer	0	0
Engineering Technician III	1	1	1	Transfer	0	0

City of Flagstaff
Authorized Personnel/Position Summary

DIVISION	2004-2005	2005-2006	2006-2007	2007-2008	New Request 2008-2009	Adopted 2008-2009
PLANNING & DEVELOPMENT SERVICES (cont.)						
Engineering Technician IV	2	1	1	Transfer	0	0
Inspector I	4	9	9	5	0	5
Inspector II	1	4	6	4	0	4
Inspection Supervisor	1	1	1	Transfer	0	0
Material Tech I (temp)	1.5	0.5	0.5	Transfer	0	0
Materials Tech. I	1	2	2	Transfer	0	0
Materials Tech. II	1	1	1	Transfer	0	0
Planner	Transfer	0	0	0	0	0
Planning Director	0	0	0	1	0	1
Plans Examiner	Transfer	4	1	0	0	0
Private Dev. Eng.	1	0	0	Transfer	0	0
Project Mgr. I	2	0	0	0	0	0
Project Mgr. II	1	0	0	0	0	0
Project Management Admin.	0	1	1	1	0	1
Traffic Eng. Mgr.	1	0	0	0	0	0
Traffic Projects & R/W Mgr.	1	0	0	0	0	0
Transportation Planner	0	0	0	0	0	0
Zoning Code Administrator	0	0	0	1	0	1
Total	23	42	46	33	-1	32
ENGINEERING						
Admin Spclst	1	1	1	1	0	1
Assistant City Engineer	0	0	0	1	0	1
Building & Safety Manager	1	0	0	0	0	0
Building & Develp Services Dir	1	0	0	0	0	0
City Engineer	0	0	0	1	0	1
Community Improvement Director	Transfer	1	1	0	0	0
Construction Manager	0	0	0	1	0	1
Development Services Rep	2	0	0	0	0	0
Engineering Inspector	0	0	0	0		6
Engineering Project Manager	0	1	1	0	0	0
Engineering Technician I p-time	0	0	0	0.5	0	0.5
Engineering Technician II	0	0	0	1	0	1
Engineering Technician III	0	0	0	1	0	1
Engineering Technician IV	0	0	0	1	0	1
Engineering Tech IV	Transfer	0	0	0	0	0
Inspector I	5	0	0	4	0	0
Inspector II	3	0	0	2	0	0
Inspection Supervisor	0	0	0	1	0	1
Intern	0	0	0	0.5	0	0.5
Material Tech Aide	0	0	0	0.5	0	0.5
Materials Tech I	0	0	0	2	0	2
Materials Tech II	0	0	0	1	0	1
Project Manager	0	0	0	6	0	6
Traffic Eng. Mgr.	Transfer	1	1	1	0	1
Traffic Project Manager II	0	1	2	0	0	0
Transportation Intern	0	0.25	0.25	0	0	0
Plans Examiner	3	0	0	0	0	0
Total	16	5.25	6.25	25.5	0	25.5

City of Flagstaff
Authorized Personnel/Position Summary

DIVISION	2004-2005	2005-2006	2006-2007	2007-2008	New Request 2008-2009	Adopted 2008-2009
COMMUNITY INVESTMENT						
Admin Spclst	1	2	2	2	0	2
Associate Planner	3	1	1	0	0	0
Community Code Administrator	0	1	1	Transfer	0	0
Community Code Enf Officer	0	0	2	Transfer	0	0
Community Code Officer II	0	0	1	Transfer	0	0
Community Code Enf Supervisor	0	0	1	Transfer	0	0
Community Housing & Grants Adm	0	0	1	1	0	1
Community Housing Manager	0	0	0	1	0	1
Community Housing/NeighPlanner	0	0	0	1	0	1
Community Investment Director	Transfer	1	1	1	0	1
Comm/Neighborhood Planner	0	0	0	1	0	1
Community Planner	0	0	1	1	0	1
Comm Reinvestment/ED Mgr	0	0	0	1	0	1
Current Planner	1	0	0	0	0	0
Development Review Planner	1	0	0	0	0	0
Housing Manager	1	1	1	0	0	0
Housing Planner	1	1	1	0	0	0
Housing Project Coordinator	0	0	0	1	0	1
Housing and CD Specialist	1	1	0	0	0	0
Land Trust Manager	0	1	1	1	0	1
Long Range Planner	1	1	1	0	0	0
Planner	2	0	0	0	0	0
Planning & Community Design Mgr	0	0	1	1	0	1
Planning Director	1	0	0	0	0	0
Redevelopment Program Mgr.	1	1	1	0	0	0
Zoning Enforce. Officer	1	1	0	0	0	0
Zoning Code Enf Official	1	1	0	0	0	0
Total	16	13	17	12	0	12
DOWNTOWN MANGEMENT						
Downtown Manager	0	0	0	1	0	1
Parking Ambassador	0	0	0	0	3	3
Park Maintenace	0	0	0	0	1	1
Total	0	0	0	1	4	5
FIRE						
Admin Asst	1	1	1	1	0	1
Admin Spclst	1	1	1	1	0	1
Asst. Fire Chief	2	2	2	0	0	0
Asst. Fire Fule Mgr	0	0	0	1	0	1
Asst. Fuel Mgr.	1	1	1	0	0	0
Community Firewise Coordinator	0	0	0	1	0	1
Deputy Fire Chief	0	0	0	2	0	2
Fire Battalion Chief	3	3	3	4	0	4
Fire Captain	21	21	21	21	0	21
Fire Chief	1	1	1	1	0	1
Fire Engineer	21	21	21	21	0	21
Fire Fighter	36	36	39	39	0	39
Fire Fighter Fuel Mgt Tech	0	0	0	2	0	2
Fire Inspector II	2	2	2	3	0	3
Fire Training Officer	1	1	1	0	0	0
FireWise Coordinator	0	1	1	0	0	0
Fuel Manager	0	0	0	1	0	1
Fuel Management Officer	1	1	1	0	0	0
Fuel Mgt. Crew Member	2.75	2.75	2.75	2.75	0	2.75
Fuel Mgt. Leadworker	1	1	1	1	0	1
Fuel Management Technicians	2	2	2	0	0	0
Suppport Services Coordinator	0	0	0	0	0	0
Total	96.75	97.75	100.75	101.75	0	101.75

City of Flagstaff
Authorized Personnel/Position Summary

DIVISION	2004-2005	2005-2006	2006-2007	2007-2008	New Request 2008-2009	Adopted 2008-2009
POLICE						
Admin Asst	10	10	10	10	0	0
Admin Asst Records Impound	0	0	0	0	2	0
Admin Spclst	4	4	4	4	0	15
Admin Spclst Volunteer Coord	0	0	0	0	0	0
Animal Control Officer	2	2	2	2	0	2
Deputy Police Chief	2	2	2	2	0	2
Dispatch Admin Call Taker	0	0	0	1	1	2
Emerg Comm Specialist	22	25	25	0	0	0
Emerg Comm Speclst - ldwkr	4	4	4	0	0	0
Evidence Technician	2	2	3	3	0	3
Parking Control Officer	1	1	1	1	0	1
Police Chief	1	1	1	1	0	1
Police Communications Mgr	1	1	1	1	0	1
Police Corporal/Det.	17	17	18	18	0	18
Police Emerg Comm Specialist	0	0	0	25	0	25
Police Emerg Comm Speclst - ldwkr	0	0	0	5	0	0
Police Emerg Comm Speclst Sup.	0	0	0	0	0	5
Police Lieutenant	4	5	4	5	0	5
Police Officer	64	65	68	77	4	81
Police Records Leadworker	1	1	1	1	0	0
Police Records Supervisor	0	0	0	0	0	2
Police Records Temp/COE	0	0	0	0	0	0
Police Sergeant	11	12	12	12	0	12
Police Special Serv. Sup	1	1	1	1	0	1
Police Support Serv. Mgr.	1	1	1	1	0	1
Property Control Coord	1	1	1	2	0	2
Total	149	155	159	172	7	179
POLICE GRANTS						
Admin Spclst	1	1	1	1	0	1
Police Officer	Transfer	3	3	0	0	0
Police Sergeant	1	1	1	1	0	1
Total	2	5	5	2	0	2
PUBLIC WORKS ADMINISTRATION						
Admin Spclst	1	1	1	1	0	1
Assistant Public Works Director	0	0	0	1	0	1
Public Works Director	1	1	1	1	0	1
Senior Project Manager	1	1	1	1	0	1
Total	3	3	3	4	0	4
PARKS						
Maintenance Worker - Temps	7	6.75	6.75	8	-2.54	5.46
Maintenance Worker	0	0	0	0	0	25
Maintenance Worker I	6	7	8	11	2	0
Maintenance Worker II	8	9	9	8	2	0
Maintenance Worker III	1	1	1	2	0	0
Maintenance Worker III Leadworker	1	1	1	0	0	0
Parks Supt.	1	1	1	1	0	1
Parks Supervisor	0	0	0	1	0	1
Total	24	25.75	26.75	31	1.46	32.46

City of Flagstaff
Authorized Personnel/Position Summary

DIVISION	2004-2005	2005-2006	2006-2007	2007-2008	New Request 2008-2009	Adopted 2008-2009
FLEET SERVICES						
Buyer	0	0	0	1	0	1
Buyer I	1	1	1	0	0	0
Fleet Manager	0	0	0	0	0	1
Fleet Mgmt. Supt.	1	1	1	1	0	1
Fleet Supervisor	1	1	1	1	0	0
Mechanic Aide	1	1	1	1	0	1
Mechanic I	2	2	2	2	0	2
Mechanic II	6	6	6	4	0	4
Mechanic III Leadworker	0	0	0	2	0	2
Parts Specialist	0	0	0	1	0	1
Service Writer	1	1	1	1	0	1
Welder	1	1	1	1	0	1
Total	14	14	14	15	0	15
FACILITIES MAINTENANCE						
Custodian/Attendant	1	1	1	1	0	1
Facility Maintenance Manager	0	0	1	1	0	1
Facility Maint. Supt.	1	1	0	0	0	0
Maintenance Worker	0	0	0	0	0	9
Maintenance Worker I	1	2	2	2	0	0
Maintenance Worker II	3	3	3	5	0	0
Maintenance Worker III	2	2	1	2	0	0
Maintenance Worker III - HVAC	0	0	1	0	0	0
Maintenance Worker III-Lead	0	0	1	1	0	1
Total	8	9	10	12	0	12
RECREATION						
Admin Asst	0	1	1	2	0	2
Admin Spclst	1	1	1	1	0	1
Intern	0.25	0.25	0.25	0.25	0	0.25
Parks & Recreation Manager	0	1	1	0	0	0
Parks & Recreation Director	1	0	0	1	0	1
Parks Project Manager	0	0	0	0	0	0
Recreation Coord. I	6.5	6.5	6.5	7.5	0	7.5
Recreation Coordinator II	2	2	2	2	0	2
Recreation Manager	0	0	0	1	0	1
Recreation Supt.	1	1	1	1	0	1
Recreation Temporaries	20.2	21.03	21.32	45.48	0	45.48
Senior Recreation Coordinator	7	7	8	6	0	6
Total	38.95	40.78	42.07	67.23	0	67.23

City of Flagstaff
Authorized Personnel/Position Summary

DIVISION	2004-2005	2005-2006	2006-2007	2007-2008	New Request 2008-2009	Adopted 2008-2009
STREET MAINTENANCE & REPAIRS						
Admin Spclst	1	1	1	1	0	1
Cemetary Caretaker	0	0	0	0.75	0	0.75
Cemetery Maint. Specialist	1	1	1	1	0	1
Equip. Oper. III LDWKR	1	0	0	1	0	1
Equip. Opers. various temps	5.5	5.5	5.5	0	0	0
Equip. Opers. Snow temps	0	0	0	8.06	0	8.06
Equipment Operator	0	0	0	0		14
Equipment Operator I	3	3	3	4	0	0
Equipment Operator II	8	8	8	8	0	0
Equipment Operator III	3	3	3	3	0	0
Intern	0	0	0	0	0.5	0.5
Leadworker/Training Coord.	1	1	1	0	0	0
Maintenance Worker	0	0	0	0	0	8
Maint. Wkr. I	4	4	3	3	0	0
Maint. Wkr. II	2	2	3	3	0	0
Maint. Wkr. III	2	2	2	2	0	0
Maint. Wkr. III LDWKR	1	1	1	1	0	1
Maint. Worker temp	0.75	0.75	0.75	0.75	0	0.75
Safety/Training Coordinator	0	0	0	0	0	1
Streets Manager	0	0	0	0	0	1
Street Superintendent	1	1	1	1	0	1
Street Supervisor	1	0	0	1	0	0
Supervisor of Operations	0	1	1	0	0	0
Traffic Signal Technician	1	1	1	1	0	1
Traffic Signal Technician Ass't	0	0	1	1	0	1
Transportation and Maint Mgr	0	1	1	Transfer	0	0
Total	36.25	36.25	37.25	40.56	0.5	41.06
AIRPORT						
Admin Spclst	1	1	1	1	0	1
Airport Director	0	0	0	0	0	1
Airport Manager	1	1	1	1	0	0
Airport Operations Supv	1	1	1	1	0	1
Airport Service Worker I	3	3	3	4	0	4
Airport Service Worker II	3	3	3	3	0	3
Equip. Operator II temp	0.5	0.5	0.5	0	0	0
Maintenance Wrks I Temp	0	0	0.5	0	0	0
Maintenance Wrks - Snow	0	0	0	0.5	0	0.5
Total	9.5	9.5	10.0	10.5	0	10.5
ENVIRONMENTAL SERVICES						
Admin Asst	2	2.5	2.5	2.5	0.5	3
Admin Spclst	2	2	2	1	0	1
Admin Spclst Supervisor	0	0	0	1	0	1
Bin Maint./Equip. Oper.	1	2	2	1	0	0
Bin Maint/Equip. Oper. II	0	0	0	0	1	0
Bin Maint. Leadworker	0	0	0	1	0	1
Brownfield Operations	2	0	0	0	0	0
Brownfield Specialist	0	1	1	1	0	1
Brownfield Program Ass't	0	1	1	1	0	1
Code Enforcement Aide	0	0	1	0	0	0
Conservation Coordinator	1	0	0	0	0	0
Conservation Manager	0	1	1	1	0	1
Environmental Aide	0	0	0.6	0.6	0	0.6
Environmental Assistant	1.5	1.5	1.5	1.5	0	1.5
Environmental Code Enf Aide	0	0	0	1	0	1
Environmental Code Officer	1	1	1	0	0	0
Environmental Code Specialist	0	0	0	1	0	1
Environ Operations Manager	1	1	1	0	0	0

City of Flagstaff
Authorized Personnel/Position Summary

DIVISION	2004-2005	2005-2006	2006-2007	2007-2008	New Request 2008-2009	Adopted 2008-2009
ENVIRONMENTAL SERVICES(Cont.)						
Environ Program Manager	1	1	1	0	0	0
Environmental Program Specialist	1	1	1	1	0	1
Environmental Project Manager	0	0	1	1	0	1
Environmental Project Specialist	1	1	1	0	0	0
Environmental Services Director	1	1	1	0	0	0
Environmental Services Mgr	2	2	2	2	0	2
Environmental Supervisor	1	1	0	0	0	0
Environmental Technician	1	1	1	1	0	1
Equipment Operator	0	0	0	0	0	38
ES Collection Super	0	1	2	2	0	2
ES Equip. Oper I - Temp	1	1	1	1	0	1
ES Equip. Oper I	2	2	4	4	0	0
ES Equip. Oper. II	11	11	11	11	0	0
ES Equip. Oper. III-Commercial	8	9	10	0	0	0
ES Equip. Oper. III-Relief Driver	0	0	1	0	0	0
ES Equip. Oper. III	0	0	0	11	4	0
ES Operations Mgr	0	0	0	1	0	1
ES Training & Safety Coord	1	0	0	0	0	0
Landfill Equip Operator I	2	1	1	1	0	0
Landfill Equip Operator II	1	1	2	2	0	0
Landfill Equip Operator III	3	3	3	2	0	0
Landfill Equip Operator III - Lead	0	0	0	1	0	1
Landfill Maint Operator	1	1	1	1	0	0
Program Asst	1.75	2	2	2	0	2
Project Manager	0	0	0	2	0	2
Project Manager II	1	1	1	0	0	0
Sustainability and Env Mgr	0	0	0	1	0	1
Sustainability Specialist	0	0	0	0	1	1
Sustainability Manager	0	0	0	1	0	1
Substainability Coordinator	0	0	1	0	0	0
Total	52.25	54	62.6	61.6	6.5	68.1
UTILITIES ADMINISTRATION						
Admin Spclst	2	2	2	2	0	2
Assistant Utilities Director	1	1	1	0	0	0
GIS System Analyst	1	1	1	1	0	1
Plan Reviewer	0	0	0	0	1	1
Plant Supervisor	1	0	0	0	0	0
Utilities Director	1	1	1	1	0	1
Utilities Engineer	1	1	1	0	0	0
Utilities Engineering Manager	0	0	0	1	0	1
Utilities Program Assistant	1	1	1	1	0	1
Utilities Senior Project Manager	0	1	1	1	0	1
Water Conservation Manager	1	1	1	1	0	1
Water Conservation Enforcement Aide	0.5	0.5	0.5	0.5	0	0.5
Water Resource Manager	0	0	0	1	0	1
Water/Sewer Util. Locator	1	1	0	0	0	0
Total	10.5	10.5	9.5	9.5	1	10.5

City of Flagstaff
Authorized Personnel/Position Summary

DIVISION	2004-2005	2005-2006	2006-2007	2007-2008	New Request 2008-2009	Adopted 2008-2009
LAKE MARY WATER PLANT						
Instrument Tech	1	1	1	0	0	0
Instrumentation/Electrical Spec	0	0	0	1	0	1
Lab Director/Chemist	1	1	1	0	0	0
Laboratory Specialist	0	0	0	1	0	1
Laboratory Tech	1	1	1	0	0	0
Maintenance Specialist	0	0	0	1	0	1
Mech. Maint. Wkr I (temp)	1	1	1	1	0	1
Mech. Maint. Wkr. III	2	2	2	0	0	0
Mech. Maint. Wkr. IV	1	1	1	0	0	0
MSW Operations	0	0	0	3	0	3
MSW Laboratory	0	0	0	1	0	1
MSW Maintenance	0	0	0	3	0	3
Operations Specialist	0	0	0	1	0	1
Plant Operator	3	3	3	0	0	0
Plant Supervisor	1	0	0	0	0	0
Water Production Manager	0	1	1	1	0	1
Water Treat/Prod Chf Operator	1	1	1	0	0	0
Total	12	12	12	13	0	13
CUSTOMER SERVICE						
Admin Asst	2.5	2.5	2.5	2.75	0	2.75
Admin Spclst	2	2	2	2	0	2
Customer Srvc Manager	1	1	1	1	0	1
Meter Reader	4	4	4	4	0	4
Meter Reader Supervisor	1	1	1	1	0	1
Total	10.5	10.5	10.5	10.75	0	10.75
WATER DISTRIBUTION SYSTEM						
Field Services Manager	0	0	0	1	0	1
Field Services Supervisor	0	1	1	0	0	0
Maintenance Worker - Temp	1	1	1	1	0	1
Maintenance Worker I	1	1	1	1	0	1
Utility Service Supr.	1	0	0	0	0	0
Water Services Specialist	1	1	1	1	0	1
Water Services Tech	10	10	12	12	0	12
Water/Sewer Util. Locator	0	0	1	1	0	1
Total	14	14	17	17	0	17
WASTEWATER TREATMENT PLANT						
Equip Operator II Temp	1.5	1.5	1.5	1.5	0	1.5
MSW - Plant Tech	0	0	0	7	0	7
Plant Specialist	4	4	4	4	0	4
Plant Supervisor	1	0	0	0	0	0
Plant Tech-Multi-Skilled Wrk	7	7	7	0	0	0
Wastewater Treatment Manager	0	1	1	1	0	1
Total	13.5	13.5	13.5	13.5	0	13.5
WASTEWATER COLLECTION						
MSW- Water Services Tech	0	0	0	8	0	8
Water Services Specialist	1	1	1	1	0	1
Water Services Tech	6	8	8	0	0	0
Total	7	9	9	9	0	9

City of Flagstaff
Authorized Personnel/Position Summary

DIVISION	2004-2005	2005-2006	2006-2007	2007-2008	New Request 2008-2009	Adopted 2008-2009
WASTEWATER MONITORING						
Asministrative Specialist	0	0	0.5	0.5	0.5	1
Industrial Waste Inspector	2	2	2	2	0	2
Industrial Waste Supervisor	1	1	1	1	0	1
Total	3	3	3.5	3.5	0.5	4
RECLAIMED WASTEWATER TREATMENT PLANT						
Maintenance Specialist	0	0	0	1	0	1
MSW - Plant Tech	0	0	0	2	0	2
Plant Specialist	1	1	1	1	0	1
Plant Tech Multi-Skilled Wrk	3	3	3	0	0	0
Total	4	4	4	4	0	4
CITY COURT						
Admin Asst	10	9	9	0	0	0
Admin Spclst	2.25	3.25	3.25	0	0	0
Collection Specialist	0	0	0	0	0	2
Court Administrator	1	1	1	1	0	1
Court Collection Specialist	1	1	1	2	0	0
Court Info Systems Spec	1	1	1	1	0	1
Court Interpreter	1	1	1	1	0	1
Court Judicial Specialist	0	0	0	8	1	9
Court Services Super	0	0	0	1.63	0	1.63
Court Training Specialist	1	1	1	1	0	1
Deputy Court Administrator	2	2	2	3	0	3
Executive Admin Asst (Judicial)	0	0	0	1	0	1
Jury Services Specialist	0	0	0	0.5	0	0.5
Magistrate	1.75	1.75	1.75	1.75	0	1.75
Presiding Magistrate	1	1	1	1	0	1
Probation Officer	2	2	2	0	0	0
Probation Service Officer	0	0	0	2	0	2
Pro-Tem Magistrate	0.5	0.5	0.5	0.75	0	0.75
Warrant Officer	2	2	2	2	1	3
Total	26.5	26.5	26.5	27.63	2	29.63
BEAUTIFICATION						
Urban Design Planner	1	1	0	0	0	0
Total	1	1	0	0	0	0
ECONOMIC DEVELOPMENT						
Business Attraction Manager	0	0	0	1	0	1
Business Retention & Expansion Mgr	0	0	0	1	0	1
Total	0	0	0	2	0	2
TOURISM						
Admin Spclst	1	1	1	1	0	1
CVB Director	1	1	1	1	0	1
Marketing Assistant	1	1	1	0	0	0
Marketing Manager	0	0	0	1	0	1
Publications Assistant	0	1	1	1	0	1
Publication Specialist	0	0	1	1	0	1
Public Relations Assistant	1	0	0	1	0	0
Public Relations Associate	0	0	0	0	0	1
Public Relations Manager	1	1	1	1	0	1
Sales Associate	0	0	0	2	0	2
Sales Marketing & Associate	2	2	2	0	0	0
Sales Manager	0	0	0	1	0	1
Sales & Marketing Manager	1	1	1	0	0	0
Total	8	8	9	10	0	10

City of Flagstaff
Authorized Personnel/Position Summary

DIVISION	2004-2005	2005-2006	2006-2007	2007-2008	New Request 2008-2009	Adopted 2008-2009
TOURISM-VISITOR CENTER						
Admin Asst	3.25	3.25	4.25	4.25	0	4.25
Admin Spclst	1.5	1.5	1.5	1.5	0	1.5
Visitor Center Supervisor	1	1	1	1	0	1
Total	5.75	5.75	6.75	6.75	0	6.75
STORMWATER						
Floodplain Inspector	0	1	1	1	0	1
Intern	0	0.5	0.5	0.5	0	0.5
Project Manager I	2	2	2	3	0	3
Project Manager II	1	1	1	0	0	0
Stormwater Manager	1	1	1	0	0	0
Stormwater Program Manager	0	0	0	1	0	1
Stormwater Service Analyst	1	1	1	1	0	1
Total	5	6.5	6.5	6.5	0	6.5
GRAND TOTALS	743.45	768.03	811.69	876.18	29.84	906.02

2008-2009 City of Flagstaff Pay Plan
2080 Hours

			Min				Mid 1-4	Mid 5-11	Mid 12+						
Range	**Pos #**	**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**
1	10100	N Library Page	9.4213	9.8368	10.2298	10.6453	11.0495	11.4650	11.8692	12.2735	12.7227				
A-1-0			753.70	786.94	818.38	851.62	883.96	917.20	949.54	981.88	1017.82				
			1633.03	1705.05	1773.17	1845.19	1915.25	1987.27	2057.33	2127.41	2205.27				
			19596.30	20460.54	21277.98	22142.22	22982.96	23847.20	24687.94	25528.88	26463.22				
2		N	10.8586	11.3190	11.7906	12.2623	12.7339	13.2168	13.6883	14.1600	14.6429				
A-1-1			868.69	905.52	943.25	980.98	1018.71	1057.34	1095.06	1132.80	1171.43				
			1882.16	1961.96	2043.70	2125.47	2207.21	2290.91	2372.64	2454.40	2538.10				
			22585.89	23543.52	24524.45	25505.58	26486.51	27490.94	28471.66	29452.80	30457.23				
3	10302	N Library Clerk I	11.7906	12.3072	12.8350	13.3627	13.8792	14.4183	14.9348	15.4626	15.9230				
A-1-2			943.25	984.58	1026.80	1069.02	1110.34	1153.46	1194.78	1237.01	1273.84				
			2043.70	2133.25	2224.73	2316.20	2405.73	2499.17	2588.70	2680.18	2759.99				
			24524.45	25598.98	26696.80	27794.42	28868.74	29990.06	31064.38	32162.21	33119.84				
4	10421	N Acct Clrk I	13.5985	14.1937	14.8000	15.3840	16.0016	16.5855	17.1806	17.7870	18.3485				
A-1-3	10423	N Cemetery Caretaker	1087.88	1135.50	1184.00	1230.72	1280.13	1326.84	1374.45	1422.96	1467.88				
	10422	N Dispatch Call Taker	2357.07	2460.24	2565.33	2666.56	2773.61	2874.82	2977.97	3083.08	3180.41				
	10400	N Engineering Tech (p/t)	28284.88	29522.90	30784.00	31998.72	33283.33	34497.84	35735.65	36996.96	38164.88				
	10416	N Meter Reader													
	10407	N Parking Control Officer													
	10410	N Property Control Coord													
	10419	N Recreation Coord I													
5	10500	N Library Assistant I	14.2723	14.8226	15.3615	15.9005	16.4732	17.0122	17.5512	18.1126	18.6517	19.1907	19.6960		
B-2-1			1141.78	1185.81	1228.92	1272.04	1317.86	1360.98	1404.10	1449.01	1492.14	1535.26	1575.68		
			2473.87	2569.25	2662.66	2756.09	2855.35	2948.78	3042.21	3139.52	3232.96	3326.39	3413.97		
			29686.38	30831.01	31951.92	33073.04	34264.26	35385.38	36506.50	37674.21	38795.54	39916.66	40967.68		
6	10600	N Account Clerk II	14.7102	15.2829	15.8332	16.4058	16.9673	17.5175	18.0902	18.6405	19.1907	19.7746	20.3136		
B-2-2	10634	N Airport Service Worker I	1176.82	1222.63	1266.66	1312.46	1357.38	1401.40	1447.22	1491.24	1535.26	1581.97	1625.09		
	10601	N Animal Control Officer	2549.77	2649.04	2744.42	2843.67	2941.00	3036.37	3135.63	3231.02	3326.39	3427.60	3521.02		
	10602	N BIN Maint/Equip Oper	30597.22	31788.43	32933.06	34124.06	35291.98	36436.40	37627.62	38772.24	39916.66	41131.17	42252.29		
	10627	N Engineering Tech II													
	10636	N Environmental Aide													
	10637	N Env Code Enforcement Aide													
	10632	N GIS Technician													
	10635	N IT Services Specialist													
	10609	N Materials Tech I													
	10638	N Parts Specialist													
	10630	N Rec Coordinator II													
	10614	N Service Writer													

2008-2009 City of Flagstaff Pay Plan
2080 Hours

				Min				Mid 1-4	Mid 5-11	Mid 12+					
Range	**Pos #**		**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**
7	10741	N	Airport Service Worker II	16.0914	16.7090	17.3154	17.9217	18.5506	19.1458	19.7746	20.3698	20.9873	21.6049	22.2113		
B-2-3	10748	N	Bin Maint Leadworker	1287.31	1336.72	1385.23	1433.74	1484.05	1531.66	1581.97	1629.58	1678.98	1728.39	1776.90		
	10742	N	Brownfield Program Assistant	2789.18	2896.23	3001.34	3106.43	3215.44	3318.61	3427.60	3530.77	3637.80	3744.85	3849.96		
	10735	N	Court Collection Specialist	33470.11	34754.72	36016.03	37277.14	38585.25	39823.26	41131.17	42369.18	43653.58	44938.19	46199.50		
	10714	N	Development Svs Rep													
	10731	N	Engineering Tech III													
	10739	N	Environmental Assistant													
	10705	N	Evidence Tech													
	10740	N	Executive Admin Asst													
	10738	N	Firefighter Fuel Mgt Tech													
	10709	N	Library Cataloging Asst													
	10700	N	Mechanic I													
	10734	N	Payroll Assistant													
	10725	N	Police Emerg Comm Spec													
	10747	N	Publications Assistant													
	10717	N	Program Assistant													
	10713	N	Revenue Collector													
	10746	N	Traffic Signal Technician Asst													
	10743	N	Warehouse Technician													
	10702	N	Water/Sewer Utility Locator													
107		E		16.0914					19.3142					22.5369		
				1287.31					1545.14					1802.95		
				2789.18					3347.79					3906.40		
				33470.11					40173.54					46876.75		
8	10849	N	Accounts Specialist	18.8875	19.5949	20.3136	21.0210	21.7396	22.4471	23.1658	23.8845	24.5919	25.3106	26.0629		
B-2-4	10846	N	Application Support Specialist I	1511.00	1567.59	1625.09	1681.68	1739.17	1795.77	1853.26	1910.76	1967.35	2024.85	2085.03		
	10827	N	Buyer	3273.83	3396.45	3521.02	3643.64	3768.20	3890.83	4015.41	4139.98	4262.60	4387.17	4517.57		
	10839	N	Cemetery Maint Specialist	39286.00	40757.39	42252.29	43723.68	45218.37	46689.97	48184.86	49679.76	51151.15	52646.05	54210.83		
	10845	N	City Records Technician													
	10819	N	Code Compliance Officer I													
	10848	N	Collections Specialist													
	10831	N	Court Interpreter													
	10826	N	Database Analyst I (Series)													
	10836	N	Deputy City Clerk													
	10805	N	Engineering Tech IV													
	10820	N	Environmental Tech													
	10842	N	Floodplain Inspector													
	10814	N	GIS Specialist													
	10812	N	Industrial Waste Insp													
	10810	N	Inspector I													
	10843	N	Legal Assistant													
	10807	N	Library Assistant II													
	10808	N	Mechanic II													
	10837	N	Meter Reader Supervisor													
	10809	N	Probation Service Officer													
	10850	N	Public Relations Associate													
	10841	N	Publications Specialist													
	10838	N	Sales Associate													
	10829	N	Sr Recreation Coordinator													
	10847	N	System Administrator													
	10840	N	Utilities Program Assistant													
	10803	N	Welder													
108	20801	E	Executive Asst	18.8875					22.6605					26.4335		
				1511.00					1812.84					2114.68		
				3273.83					3927.82					4581.81		
				39286.00					47133.84					54981.68		

2008-2009 City of Flagstaff Pay Plan
2080 Hours

				Min				Mid 1-4	Mid 5-11	Mid 12+					
Range	**Pos #**		**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**
9	10909	N	Accountant I	20.0216	20.7852	21.5488	22.3236	23.0872	23.8507	24.6144	25.3892	26.1527	26.9051	27.6238		
B-2-5	10946	N	Application Support Specialist II	1601.73	1662.82	1723.90	1785.89	1846.98	1908.06	1969.15	2031.14	2092.22	2152.41	2209.90		
	10937	N	Brownfield Specialist	3470.41	3602.77	3735.13	3869.42	4001.78	4134.12	4266.50	4400.79	4533.13	4663.55	4788.13		
	10944	N	Code Compliance Officer II	41644.93	43233.22	44821.50	46433.09	48021.38	49609.46	51197.95	52809.54	54397.62	55962.61	57457.50		
	10939	N	Community Firewise Coordinator													
	10923	N	Court Training Specialist													
	10920	N	Database Analyst II (Series)													
	10950	N	Engineering Tech Leadworker													
	10945	N	Environmental Code Specialist													
	10936	N	Environmental Program Specialist													
	10907	N	Fire Inspector II													
	10924	N	Fuel Management Leadworker													
	10941	N	HR Benefits Specialist													
	10925	N	HR Recruitment Specialist													
	10900	N	Inspector II													
	10942	N	Insurance Claims Specialist													
	10948	N	Jury Services Specialist													
	10938	N	Landfill EOIII Leadworker													
	10947	N	Mechanic III Leadworker													
	10934	N	Network Administrator													
	10909	N	Police Caseworker													
	10903	N	Police Officer													
	10933	N	Safety/Risk Mgt Specialist													
	10949	N	Safety/Training Coordinator													
	10929	N	Traffic Signal Technician													
	10916	N	Warrants Officer													
109	20903	E	Librarian	20.0216					24.0248					28.0280		
				1601.73					1921.98					2242.24		
				3470.41					4164.30					4858.19		
				41644.93					49971.58					58298.24		
10	11021	N	Associate Planner	20.9649	21.7622	22.5819	23.3792	24.1877	24.9850	25.7822	26.5907	27.3880	28.2077	28.9264		
B-2-6	11015	N	Building Plans Examiner	1677.19	1740.98	1806.55	1870.34	1935.02	1998.80	2062.58	2127.26	2191.04	2256.62	2314.11		
	11020	N	Court IS Coordinator	3633.92	3772.11	3914.20	4052.39	4192.53	4330.73	4468.91	4609.05	4747.25	4889.33	5013.91		
	11023	N	Engineering Inspector	43606.99	45265.38	46970.35	48628.74	50310.42	51968.80	53626.98	55308.66	56967.04	58672.02	60166.91		
	11014	N	Payroll Supervisor													
	11019	N	Recreation Manager													
	11017	N	Senior Procurement Specialist													
10	11016	N	Administrative Specialist Supervisor	20.9649	21.7622	22.5819	23.3792	24.1877	24.9850	25.7822	26.5907	27.3880	28.2077	28.9264		
B-3-1	11011	N	Airport Operations Supervisor	1677.19	1740.98	1806.55	1870.34	1935.02	1998.80	2062.58	2127.26	2191.04	2256.62	2314.11		
	11018	N	Court Services Supervisor	3633.92	3772.11	3914.20	4052.39	4192.53	4330.73	4468.91	4609.05	4747.25	4889.33	5013.91		
	11022	N	Development Svs Supervisor	43606.99	45265.38	46970.35	48628.74	50310.42	51968.80	53626.98	55308.66	56967.04	58672.02	60166.91		
	11003	N	Equip Oper III Ldwkr													
	11012	N	Env Svcs Collection Supervisor													
	11013	N	IT Services Supervisor													
	11002	N	Ldwkr/Training Coord													
	11004	N	Maint Worker III Ldwkr													
	11008	N	Materials Tech II													
	11022	N	Police Emerg Comm Spec Ldwkr													
	11024	N	Police Records Ldwkr													
110	21002	E	Library Supervisor	20.7964					25.2657					29.7349		
				1663.71					2021.26					2378.79		
				3604.71					4379.39					5154.05		
				43256.51					52552.66					61848.59		
11	11105	N	Assistant Fire Fuel Manager	23.1771	24.0529	24.9512	25.8271	26.7030	27.5789	28.4659	29.3306	30.2290	31.1049	31.9920		
B-3-2	11100	N	Police Corporal/Detective	1854.17	1924.23	1996.10	2066.17	2136.24	2206.31	2277.27	2346.45	2418.32	2488.39	2559.36		
	11104	N	Inspection Supervisor	4017.36	4169.17	4324.87	4476.70	4628.52	4780.34	4934.09	5083.97	5239.69	5391.52	5545.28		
	11108	N	Parks Supervisor	48208.37	50030.03	51898.50	53720.37	55542.24	57364.11	59209.07	61007.65	62876.32	64698.19	66543.36		
111	21108	E	Police Spec Services Supervisor	22.7952					27.7024					32.6096		
	21107	E	Visitor Center Supervisor	1823.62					2216.19					2608.77		
				3951.17					4801.75					5652.33		
				47414.02					57620.99					67827.97		

2008-2009 City of Flagstaff Pay Plan
2080 Hours

				Min				Mid 1-4	Mid 5-11	Mid 12+					
Range	**Pos #**		**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**
12		N		24.1203	24.9512	25.7710	26.6019	27.4329	28.2638	29.0836	29.9146	30.7455	31.5764	32.3962	33.2272	33.9907
C-4-1				1929.62	1996.10	2061.68	2128.15	2194.63	2261.10	2326.69	2393.17	2459.64	2526.11	2591.70	2658.18	2719.26
				4180.85	4324.87	4466.97	4611.00	4755.04	4899.06	5041.16	5185.20	5329.22	5473.24	5615.34	5759.38	5891.72
				50170.22	51898.50	53603.68	55331.95	57060.43	58788.70	60493.89	62222.37	63950.64	65678.91	67384.10	69112.58	70700.66
112	21246	E	Accountant II	23.8059						29.1566						34.5073
	21245	E	Auditor II	1904.47						2332.53						2760.58
	21253	E	Code Compliance Supervisor	4126.36						5053.82						5981.27
	21252	E	Comm Hsng & Grants Administr	49516.27						60645.73						71775.18
	21257	E	Community Planner I													
	21248	E	Conservation Manager													
	21243	E	Database Analyst III													
	21234	E	Deputy Court Administrator													
	21261	E	Environ Program Manager													
	21263	E	Fleet Manager													
	21258	E	GIS Analyst Senior													
	21241	E	GIS Systems Analyst													
	21260	E	Housing Project Coordinator													
	21225	E	Human Resources Analyst													
	21201	E	Industrial Waste Supv													
	21203	E	Library Info Sys Coord													
	21207	E	Library Manager													
	21236	E	Marketing Manager													
	21231	E	Network Analyst II													
	21240	E	Public Relations Manager													
	21259	E	Sales Manager													
	21249	E	Senior Network Administrator													
	21237	E	Stormwater Services Analyst													
	21255	E	Sustainability Manager													
	21262	E	Utilities Plan Reviewer													
	21238	E	Water Conservation Manager													
13	11301	N	Police Sergeant	26.2538	27.1409	28.0392	28.9264	29.8359	30.7118	31.6102	32.4973	33.4069	34.2827	35.1810	36.0681	37.0113
C-4-2				2100.30	2171.27	2243.14	2314.11	2386.87	2456.94	2528.82	2599.78	2672.55	2742.62	2814.48	2885.45	2960.90
				4550.66	4704.42	4860.13	5013.91	5171.56	5323.38	5479.10	5632.87	5790.53	5942.33	6098.04	6251.80	6415.29
				54607.90	56453.07	58321.54	60166.91	62058.67	63880.54	65749.22	67594.38	69486.35	71308.02	73176.48	75021.65	76983.50
113	21340	E	Building Inspection Section Mgr	25.9169						31.7393						37.5616
	21343	E	Business Attraction Manager	2073.35						2539.14						3004.93
	21344	E	Business Retentn & Expansn Mgr	4492.26						5501.47						6510.68
	21320	E	Client Service Administrator	53907.15						66017.64						78128.13
	21339	E	City Clerk													
	21337	E	Comm & Nbrhood Planner													
	21319	E	Comm Hsng & Nbrhood Planner													
	21326	E	Construction Manager													
	21328	E	Customer Service Manager													
	21347	E	Environmental Services Manager													
	21321	E	GIS Manager													
	21341	E	Grants Manager													
	21335	E	HR Manager													
	21332	E	Land Trust Program Manager													
	21333	E	Multi Modal Transportation Planner													
	21338	E	Mgt Asst-PIO													
	21324	E	Real Estate Manager													
	21346	E	Streets Manager													
	21342	E	Systems & Applications Mgr													

2008-2009 City of Flagstaff Pay Plan
2080 Hours

				Min				Mid 1-4	Mid 5-11	Mid 12+					
Range	**Pos #**		**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**
14		N		29.8696	30.8802	31.9021	32.9240	33.9458	34.9564	35.9895	37.0001	38.0220	39.0439	40.0657	41.0763	42.1094
C-4-3				2389.57	2470.42	2552.17	2633.92	2715.66	2796.51	2879.16	2960.01	3041.76	3123.51	3205.26	3286.10	3368.75
				5177.40	5352.57	5529.70	5706.83	5883.94	6059.11	6238.18	6413.35	6590.48	6767.61	6944.72	7119.89	7298.96
				62128.77	64230.82	66356.37	68481.92	70607.26	72709.31	74858.16	76960.21	79085.76	81211.31	83336.66	85438.70	87587.55
114	21433	E	Advanced Planning Manager	29.4766						36.1075						42.7383
	21429	E	Facilities Mainenance Supt	2358.13						2888.60						3419.06
	21425	E	Field Service Manager	5109.28						6258.63						7407.97
	21410	E	Fleet Management Supt	61311.33						75103.50						88895.66
	21420	E	Fuel Manager													
	21434	E	Parks Superintendent													
	21419	E	Police Communications Manager													
	21412	E	Police Support Svc Manager													
	21435	E	Recreation Superintendent													
	21428	E	Risk Manager													
	21409	E	Streets Superintendent													
	21414	E	Traffic Engineering Mgr													
	21431	E	Urban Design Planner													
	21423	E	Utilities Sr. Project Manager													
	21426	E	Wastewater Treatment Mgr													
	21424	E	Water Production Manager													
	21432	E	Zoning Code Administrator													
15		N		30.7567	31.8684	32.9688	34.0805	35.1810	36.2927	37.3931	38.4936	39.6053	40.7170	41.8062	42.9179	43.9959
C-5-1				2460.54	2549.47	2637.50	2726.44	2814.48	2903.42	2991.45	3079.49	3168.42	3257.36	3344.50	3433.43	3519.67
				5331.16	5523.86	5714.59	5907.29	6098.04	6290.73	6481.47	6672.22	6864.92	7057.61	7246.41	7439.10	7625.96
				63973.94	66286.27	68575.10	70887.44	73176.48	75488.82	77777.65	80066.69	82379.02	84691.36	86956.90	89269.23	91511.47
115	21524	E	Assistant City Engineer	30.0942						37.3202						44.5462
	21502	E	Building Official - Proj Rev Sctn Mg	2407.54						2985.62						3563.70
	21517	E	Community Housing Manager	5216.33						6468.84						7721.34
	21522	E	Comm Reinvest & Eco Dev Mgr	62595.94						77626.02						92656.10
	21513	E	Fire Battalion Chief (40)													
	21514	E	Fire Battalion Chief (56)													
	21518	E	Metropolitan Planning Org Mgr													
	21521	E	Planning & Community Design Mgr													
	21503	E	Police Lieutenant													
	21519	E	Project Management Admin													
	21512	E	Stormwater Program Mgr													
	21520	E	Sustainability and Environ Mgr													
	21500	E	Tax License/Revenue Adm													
	21525	E	Utilities Engineering Manager													
	21526	E	Water Resources Manager													
16	21602	E	Capital Imp Engineer	32.2502						39.9871						47.7240
C-5-2	21607	E	Convention/Visitor Bureau Dir	2580.02						3198.97						3817.92
116	21614	E	Environ Services Operations Mgr	5590.03						6931.10						8272.16
	21610	E	Finance/Budget Manager	67080.42						83173.17						99265.92
17	21723	E	Airport Director	34.7655						43.6422						52.5189
D-6-1	21720	E	Assistant Public Works Director	2781.24						3491.38						4201.51
117	21722	E	City Engineer	6026.02						7564.65						9103.28
	21714	E	Community Investment Director													
	21712	E	Court Administrator	72312.24						90775.78						109239.31
	21718	E	Human Resources Director													
	21716	E	IT Director													
	21701	E	Library Director													
	15300	E	Magistrate (appointed)													
	21719	E	Parks and Recreation Director													
	21721	E	Planning Director													
	21707	E	Purchasing Director													

2008-2009 City of Flagstaff Pay Plan
2080 Hours

				Min					Mid 1-4	Mid 5-11	Mid 12+					
Range	**Pos #**		**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**
18	15200	E	Presiding Magistrate (appointed)	36.2927						45.5399						54.7871
D-6-2	21804	E	Deputy City Attorney	2903.42						3643.20						4382.97
	21805	E	Deputy Fire Chief	6290.73						7893.58						9496.43
118	21801	E	Deputy Police Chief	75488.82						94723.00						113957.17
19		E		37.7750						47.4153						57.0555
D-6-3				3022.00						3793.22						4564.44
119				6547.67						8218.65						9889.62
				78572.00						98623.72						118675.44
20		E		40.6047						51.5757						62.5466
D-7-1				3248.38						4126.06						5003.73
120				7038.15						8939.78						10841.41
				84457.78						107277.36						130096.93
21	22103	E	Community Dev Director	42.8618						55.0736						67.2853
E-8-1	22101	E	Fire Chief	3428.94						4405.88						5382.82
121	22106	E	Management Svcs Director	7429.38						9546.09						11662.79
	22100	E	Police Chief	89152.54						114552.98						139953.42
	22102	E	Public Works Director													
	22105	E	Utilities Director													
22	22200	E	City Attorney	47.4208						60.9408						74.4607
E-8-2	22201	E	Deputy City Manager	3793.66						4875.26						5956.86
122				8219.61						10563.07						12906.52
				98635.26						126756.76						154878.26
26	22601	E	City Manager	55.2812						71.8612						88.4411
F-10-2				4422.50						5748.90						7075.29
126				9582.07						12455.93						15329.79
				114984.90						149471.20						183957.49

2008-2009 City of Flagstaff Pay Plan
2912 Hours

1.01				Min				Mid 1-4	Mid 5-11	Mid 12+					
Range	**Pos #**		**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**
8	10813	N	Firefighter	13.4911	13.9964	14.5098	15.0151	15.5283	16.0336	16.5469	17.0603	17.5656	18.0790	18.6164		
B-2-4				1511.00	1567.60	1625.10	1681.69	1739.17	1795.76	1853.25	1910.75	1967.35	2024.85	2085.04		
208				3273.84	3396.46	3521.04	3643.66	3768.20	3890.82	4015.38	4139.97	4262.59	4387.17	4517.58		
				39286.08	40757.52	42252.54	43723.97	45218.41	46689.84	48184.57	49679.59	51151.03	52646.05	54210.96		
9	10905	N	Fire Engineer	14.3012	14.8466	15.3920	15.9455	16.4909	17.0363	17.5817	18.1352	18.6806	19.2179	19.7313		
B-2-5				1601.73	1662.82	1723.90	1785.90	1846.98	1908.07	1969.15	2031.14	2092.23	2152.40	2209.91		
209				3470.42	3602.77	3735.13	3869.44	4001.79	4134.14	4266.49	4400.81	4533.16	4663.54	4788.13		
				41645.09	43233.30	44821.50	46433.30	48021.50	49609.71	51197.91	52809.70	54397.91	55962.52	57457.55		
13	11300	N	Fire Captain	18.7528	19.3863	20.0280	20.6617	21.3114	21.9370	22.5787	23.2123	23.8621	24.4877	25.1293	25.7630	26.4366
C-4-2				2100.31	2171.27	2243.14	2314.11	2386.88	2456.94	2528.81	2599.78	2672.56	2742.62	2814.48	2885.46	2960.90
213				4550.68	4704.41	4860.13	5013.91	5171.57	5323.38	5479.10	5632.85	5790.54	5942.35	6098.04	6251.82	6415.28
				54608.15	56452.91	58321.54	60166.87	62058.80	63880.54	65749.17	67594.22	69486.44	71308.18	73176.52	75021.86	76983.38

2008-2009 City of Flagstaff Pay Plan
5% Add Pay

			Min				Mid 1-4	Mid 5-11	Mid 12+			Max		
Range	**Pos #**	**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**
9	10905	N Fire Engineer	15.0163	15.5889	16.1616	16.7428	17.3154	17.8881	18.4608	19.0420	19.6146	20.1788	20.7179		
B-2-5			1681.82	1745.96	1810.10	1875.20	1939.33	2003.47	2067.61	2132.70	2196.84	2260.02	2320.41		
			3643.94	3782.91	3921.89	4062.91	4201.88	4340.85	4479.81	4620.85	4759.82	4896.72	5027.54		
			43727.34	45394.97	47062.58	48754.97	50422.58	52090.20	53757.81	55450.19	57117.81	58760.65	60330.43		
9	10903	N Police Officer	21.0227	21.8245	22.6262	23.4398	24.2416	25.0432	25.8451	26.6587	27.4603	28.2504	29.0050		
B-2-5			1681.82	1745.96	1810.10	1875.18	1939.33	2003.46	2067.61	2132.70	2196.83	2260.03	2320.40		
			3643.93	3782.91	3921.89	4062.89	4201.87	4340.83	4479.83	4620.83	4759.79	4896.73	5027.54		
			43727.18	45394.88	47062.58	48754.74	50422.45	52089.93	53757.85	55450.02	57117.50	58760.74	60330.38		

2008-2009 City of Flagstaff Pay Plan
Skill Based Pay

Range	Pos #	Position Title	1 (L1#1)	2 (LI#2)	3 (LI#3)	4 (LII#1)	5 (LII#2)	6 (LII#3)	7 (Max)
SB1	90101 N	MSW - Plant Technician	14.7102	16.2599	18.1126	19.9655	22.1327	24.6144	27.6238
			14.5646	16.0989	17.9333	19.7678	21.9136	24.3707	27.3503
	90201 N	MSW - Water Services Technician	1176.82	1300.79	1449.01	1597.24	1770.62	1969.15	2209.90
			2549.77	2818.38	3139.52	3460.69	3836.33	4266.50	4788.13
			30597.22	33820.59	37674.21	41528.24	46036.02	51197.95	57457.50

Lake Mary Water Treatment Plant

Range	Pos #	Position Title	1 (L1#1)	2 (LI#2)	3 (LI#3)	4 (LII#1)	5 (LII#2)	6 (LII#3)	7 (Max)
SB1	90301 N	MSW - Laboratory	14.7102	16.2599	18.1126	19.9655	22.1327	24.6144	27.6238
			14.5646	16.0989	17.9333	19.7678	21.9136	24.3707	27.3503
	90401 N	MSW - Operations	1176.82	1300.79	1449.01	1597.24	1770.62	1969.15	2209.90
	90501 N	MSW - Maintenance	2549.77	2818.38	3139.52	3460.69	3836.33	4266.50	4788.13
			30597.22	33820.59	37674.21	41528.24	46036.02	51197.95	57457.50

2008-2009 City of Flagstaff Pay Plan
Broad Banding
Administrative Assistant

			Zone 1								
Band	**Pos #**	**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**
B11	80101 N	Admin Assistant	10.8586	11.3936	11.9286	12.4636	12.9986	13.5336	14.0686	14.6036	15.1385
			868.69	911.49	954.29	997.09	1039.89	1082.69	1125.49	1168.29	1211.08
			1882.16	1974.89	2067.62	2160.36	2253.09	2345.82	2438.56	2531.29	2624.01
			22585.89	23698.69	24811.49	25924.29	27037.09	28149.89	29262.69	30375.49	31488.08

			Zone 2								
Band	**Pos #**	**Position Title**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**
B12	80102 N	Admin Assistant	12.4636	12.9986	13.5336	14.0686	14.6036	15.1385	15.6735	16.2085	16.7435
			997.09	1039.89	1082.69	1125.49	1168.29	1211.08	1253.88	1296.68	1339.48
			2160.36	2253.09	2345.82	2438.56	2531.29	2624.01	2716.74	2809.47	2902.21
			25924.29	27037.09	28149.89	29262.69	30375.49	31488.08	32600.88	33713.68	34826.48

			Zone 3								
Band	**Pos #**	**Position Title**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**	**Step 14**	**Step 15**
B13	80103 N	Admin Assistant	14.0686	14.6036	15.1385	15.6735	16.2085	16.7435	17.2785	17.8135	18.3485
			1125.49	1168.29	1211.08	1253.88	1296.68	1339.48	1382.28	1425.08	1467.88
			2438.56	2531.29	2624.01	2716.74	2809.47	2902.21	2994.94	3087.67	3180.41
			29262.69	30375.49	31488.08	32600.88	33713.68	34826.48	35939.28	37052.08	38164.88

2008-2009 City of Flagstaff Pay Plan
Broad Banding
Administrative Specialist

			Zone 1								
Band	**Pos #**	**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**
B21	80201 N	Admin Specialist	14.2723	14.8394	15.4064	15.9736	16.5406	17.1077	17.6747	18.2418	18.8089
	80801 N	Court Judicial Specialist	1141.78	1187.15	1232.51	1277.89	1323.25	1368.62	1413.98	1459.34	1504.71
			2473.87	2572.16	2670.44	2768.76	2867.04	2965.33	3063.61	3161.91	3260.21
			29686.38	30865.95	32045.31	33225.09	34404.45	35584.02	36763.38	37942.94	39122.51

			Zone 2								
Band	**Pos #**	**Position Title**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**
B22	80202 N	Admin Specialist	15.9736	16.5406	17.1077	17.6747	18.2418	18.8089	19.3759	19.9431	20.5101
	80802 N	Court Judicial Specialist	1277.89	1323.25	1368.62	1413.98	1459.34	1504.71	1550.07	1595.45	1640.81
			2768.76	2867.04	2965.33	3063.61	3161.91	3260.21	3358.49	3456.80	3555.08
			33225.09	34404.45	35584.02	36763.38	37942.94	39122.51	40301.87	41481.65	42661.01

			Zone 3								
Band	**Pos #**	**Position Title**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**	**Step 14**	**Step 15**
B23	80203 N	Admin Specialist	17.6747	18.2418	18.8089	19.3759	19.9431	20.5101	21.0772	21.6442	22.2113
	80803 N	Court Judicial Specialist	1413.98	1459.34	1504.71	1550.07	1595.45	1640.81	1686.18	1731.54	1776.90
			3063.61	3161.91	3260.21	3358.49	3456.80	3555.08	3653.38	3751.66	3849.96
			36763.38	37942.94	39122.51	40301.87	41481.65	42661.01	43840.58	45019.94	46199.50

2008-2009 City of Flagstaff Pay Plan
Broad Banding
Specialists

			Zone 1								
Band	**Pos #**	**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**
B31	80501 N	Inst/Electrical Spec	20.0216	20.8767	21.7317	22.5867	23.4417	24.2968	25.1517	26.0068	26.8619
	80601 N	Maintenance Spec	1601.73	1670.14	1738.54	1806.94	1875.34	1943.74	2012.14	2080.54	2148.95
	80701 N	Operations Spec	3470.41	3618.63	3766.83	3915.03	4063.23	4211.45	4359.63	4507.85	4656.06
	80301 N	Plant Specialist	41644.93	43423.54	45201.94	46980.34	48758.74	50537.34	52315.54	54094.14	55872.75
	80401 N	Water Services Spec									

			Zone 2								
Band	**Pos #**	**Position Title**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**
B32	80502 N	Inst/Electrical Spec	22.5867	23.4417	24.2968	25.1517	26.0068	26.8619	27.7168	28.5719	29.4269
	80602 N	Maintenance Spec	1806.94	1875.34	1943.74	2012.14	2080.54	2148.95	2217.34	2285.75	2354.15
	80702 N	Operations Spec	3915.03	4063.23	4211.45	4359.63	4507.85	4656.06	4804.25	4952.46	5100.66
	80302 N	Plant Specialist	46980.34	48758.74	50537.34	52315.54	54094.14	55872.75	57650.94	59429.55	61207.95
	80402 N	Water Services Spec									

			Zone 3								
Band	**Pos #**	**Position Title**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**	**Step 14**	**Step 15**
B33	80503 N	Inst/Electrical Spec	25.1517	26.0068	26.8619	27.7168	28.5719	29.4269	30.2819	31.1369	31.9920
	80603 N	Maintenance Spec	2012.14	2080.54	2148.95	2217.34	2285.75	2354.15	2422.55	2490.95	2559.36
	80703 N	Operations Spec	4359.63	4507.85	4656.06	4804.25	4952.46	5100.66	5248.86	5397.06	5545.28
	80303 N	Plant Specialist	52315.54	54094.14	55872.75	57650.94	59429.55	61207.95	62986.35	64764.75	66543.36
	80403 N	Water Services Spec									

2008-2009 City of Flagstaff Pay Plan
Broad Banding
Specialist (Exempt)

			Zone 1		
Band	Pos #	Position Title	Min	Mid	Max
B41	81101 E	Laboratory Spec	41644.93	49125.65	56606.78

			Zone 2		
Band	Pos #	Position Title	Min	Mid	Max
B42	81102 E	Laboratory Spec	47255.52	54736.66	62217.38

			Zone 3		
Band	Pos #	Position Title	Min	Mid	Max
B43	81103 E	Laboratory Spec	52866.11	60347.25	67827.97

2008-2009 City of Flagstaff Pay Plan
Broad Banding
Managers (Exempt)

			Zone 1			
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**	[redacted]
B51	81201 E	Dev Case Manager	49516.27	60767.62	72018.75	
	81301 E	Project Manager				

			[redacted]	Zone 2		
Band	**Pos #**	**Position Title**		**Min**	**Mid**	**Max**
B52	81202 E	Dev Case Manager		57954.83	69205.97	80457.10
	81302 E	Project Manager				

			[redacted]	Zone 3	
Band	**Pos #**	**Position Title**		**Min**	**Mid**
B53	81203 E	Dev Case Manager		66392.98	77644.32
	81303 E	Project Manager			

2008-2009 City of Flagstaff Pay Plan
Broad Banding
Assistant City Attorney

			Zone 1			
Band	Pos #	Position Title	Min	Mid	Max	[redacted]
B61	81401 E	Asst. City Attorney	61311.33	72155.62	82999.70	

			[redacted]	Zone 2			
Band	Pos #	Position Title		Min	Mid	Max	[redacted]
B62	81402 E	Asst. City Attorney		69444.54	80288.83	91132.91	

			[redacted]	Zone 3	
Band	Pos #	Position Title		Min	Mid
B63	81403 E	Asst. City Attorney		77577.76	88421.84

2008-2009 City of Flagstaff Pay Plan
Broad Banding
Sr. Assistant City Attorney

			Zone 1		
Band	Pos #	Position Title	Min	Mid	Max
B71	81501 N	Sr. Asst. City Atty	62595.94	75922.50	89249.26

			Zone 2		
Band	Pos #	Position Title	Min	Mid	Max
B72	81502 N	Sr. Asst. City Atty	72590.75	85917.73	99244.29

			Zone 3		
Band	Pos #	Position Title	Min	Mid	Max
B73	81503 N	Sr. Asst. City Atty	82585.78	95912.75	109239.31

2008-2009 City of Flagstaff Pay Plan
Broad Banding
Equipment Operator and Maintenance Workers

			Zone 1									
Band	**Pos #**	**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**
B81	81601 N	Equipment Operator	13.5985	14.2545	14.9105	15.5666	16.2226	16.8786	17.5346	18.1906	18.8467	19.5027
	81701 N	Maintenance Worker	1087.88	1140.36	1192.84	1245.33	1297.81	1350.29	1402.77	1455.25	1507.74	1560.22
			2357.07	2470.78	2584.49	2698.21	2811.92	2925.62	3039.33	3153.04	3266.76	3380.47
			28284.88	29649.36	31013.84	32378.53	33743.01	35107.49	36471.97	37836.45	39201.14	40565.62

			Zone 2									
Band	**Pos #**	**Position Title**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**	**Step 14**	**Step 15**
B82	81602 N	Equipment Operator	16.8786	17.5346	18.1906	18.8467	19.5027	20.1587	20.8147	21.4708	22.1268	22.7828
	81702 N	Maintenance Worker	1350.29	1402.77	1455.25	1507.74	1560.22	1612.70	1665.18	1717.66	1770.14	1822.62
			2925.62	3039.33	3153.04	3266.76	3380.47	3494.17	3607.88	3721.61	3835.31	3949.02
			35107.49	36471.97	37836.45	39201.14	40565.62	41930.10	43294.58	44659.26	46023.74	47388.22

1.01

			Zone 3									
Band	**Pos #**	**Position Title**	**Step 11**	**Step 12**	**Step 13**	**Step 14**	**Step 15**	**Step 16**	**Step 17**	**Step 18**	**Step 19**	**Step 20**
B83	81603 N	Equipment Operator	20.1587	20.8147	21.4708	22.1268	22.7828	23.4388	24.0948	24.7509	25.4069	26.0629
	81703 N	Maintenance Worker	1612.70	1665.18	1717.66	1770.14	1822.62	1875.10	1927.58	1980.07	2032.55	2085.03
			3494.17	3607.88	3721.61	3835.31	3949.02	4062.73	4176.43	4290.16	4403.86	4517.57
			41930.10	43294.58	44659.26	46023.74	47388.22	48752.70	50117.18	51481.87	52846.35	54210.83

RESOLUTION NO. 2008-28

A RESOLUTION FOR THE ADOPTION OF THE BUDGET FOR FISCAL YEAR 2008-2009; AND DECLARING AN EMERGENCY.

WHEREAS, in accordance with the provisions of Title 42, Chapter 17, Articles 1 - 5, A.R.S., the City Council did, on June 3, 2008 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 3, 2008, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies; and

WHEREAS, it appears that publication has been duly made as required by law, of said estimates together with a notice that the City Council would meet on July 22, 2008, in the Council Chambers at City Hall for the purpose of hearing taxpayers and making tax levies as set forth in said estimates; and

WHEREAS, it appears that the sums to be raised by taxation, as specified therein, do not in the aggregate amount exceed that amount as computed in A.R.S. 42-17051 (A);

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FLAGSTAFF AS FOLLOWS:

SECTION 1. That said estimates of revenues and expenditures shown on the accompanying schedules as now increased, reduced or changed be and the same are hereby adopted as the budget of the City of Flagstaff for Fiscal Year 2008-2009.

SECTION 2. Emergency Clause and Effective Date. The immediate operation of the provisions of this Resolution is necessary for the preservation of the public peace, health, and safety of the City. Therefore, an emergency is hereby declared to exist, and this Resolution is enacted as an emergency measure and will be in full force and effect from and after its passage and adoption by the Council of the City, as required by law. This Resolution shall take effect on June 17, 2008.

PASSED AND ADOPTED by the City Council and approved by the Mayor of the City of Flagstaff this 17th day of June, 2008.

/s/ Sara Presler
MAYOR

ATTEST:

/s/ Margie Brown
CITY CLERK

APPROVED AS TO FORM:

/s/ Patricia J. Boomsma
CITY ATTORNEY

ORDINANCE NO. 2008-19

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, 2009, AND DECLARING AN EMERGENCY.

WHEREAS, by the provisions of State law, the ordinance levying taxes for fiscal year 2008-2009 is required to be finally adopted not later than the third Monday in August; and

WHEREAS, the County of Coconino is the assessing and collecting authority for the City of Flagstaff;

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FLAGSTAFF AS FOLLOWS:

SECTION 1. There is hereby levied on each one hundred dollars ($100.00) of the assessed value of all property, both real and personal within the corporate limits of the City of Flagstaff, except such property as may be by law exempt from taxation, a primary property tax rate of 0.6803 for the fiscal year ending on the 30th day of June, 2009. If this tax rate exceeds the maximum levy allowed by law, the Board of Supervisors of the County of Coconino is hereby authorized to reduce the levy to the maximum allowable by law after providing notice to the City.

SECTION 2. In addition to the rate set in Section 1 hereof, there is hereby levied on each one hundred dollars ($100.00) of the assessed value of all property, both real and personal within the corporate limits of the City of Flagstaff, except such property as may be by law exempt from taxation, a secondary property tax rate of .8366 for the fiscal year ending June 30, 2009.

SECTION 3. Failure by the county officials of Coconino County, Arizona, to properly return the delinquent list, any irregularity in assessments or omissions in the same, or any irregularity in any proceedings shall not invalidate such proceedings or invalidate any title conveyed by any tax deed; failure or neglect of any officer or officers to timely perform any of the duties assigned to him or to them shall not invalidate any proceedings or any deed or sale pursuant thereto, the validity of the assessment or levy of taxes or of the judgment of sale by which the collection of the same may be enforced shall not affect the lien of the City of Flagstaff upon such property for the delinquent taxes unpaid thereon; overcharge as to part of the taxes or of costs shall not invalidate any proceedings for the collection of taxes or the foreclosure of the lien thereon or a sale of the property under such foreclosure; and all acts of officers de facto shall be valid as if performed by officers dejure.

SECTION 4. All ordinances and parts of ordinances in conflict herewith are hereby repealed.

SECTION 5. That the Clerk is hereby directed to transmit a certified copy of this ordinance to the County Assessor and the Board of Supervisors of the County of Coconino, Arizona.

SECTION 6. Emergency Clause and Effective Date. The immediate operation of the provisions of this Ordinance is necessary for the preservation of the public peace, health and safety of the City. Therefore, an emergency is hereby declared to exist, and this Ordinance is enacted as an emergency measure and will be in full force and effect from and after its passage and adoption by the Council of the City, as required by law, and it is hereby exempt from the referendum provisions of the Constitution and laws of the State of Arizona. The tax levies imposed by this Ordinance shall take effect July 22, 2008.

PASSED AND ADOPTED by the City Council and approved by the Mayor of the City of Flagstaff this 22nd day of July, 2008.

/s/ Sara Presler
MAYOR

ATTEST:
/s/ Margie Brown
CITY CLERK

APPROVED AS TO FORM:
/s/ Patricia Boomsma
CITY ATTORNEY

Full-Cost Plan Summary of Allocation Basis

Building Use:
City Hall-Gross square feet of assigned spaces.
Coconino Warehouse-Gross square feet of assigned space.
APS Building-Gross square feet of assigned space.
Single Use-Value of building utilized.

Equipment Use:
General-Inventory value of assigned equipment.
Computers-Inventory value of assigned equipment.
Vehicles-Inventory value of assigned equipment.
ND Computer-Number of personal computers supported.

Non-Departmental General Admin:
Personal-Number of full-time equivalent positions served including temporaries.
Fiscal-Total operating expenses.

Non-Departmental Employee Benefits:
Services-Personal services of units supervised or served.

Non-Departmental Insurance:
General Liability-Total operating expenses.
Auto Liability-Premium by department.
Property Liability-Premium by department.
Contractor Equipment-Premium calculation by item of equipment.
Data Processing-Number of personal computers supported.
Employee Related-Number of full time equivalent positions served per department.
City Hall Insurance-Gross square feet of assigned space.
City Liability-Total operating expense.
Single Items-Actual cost per premium schedule.

Non-Departmental Consultants:
Audit & Fiscal-Total operating expenses of units served.

Council & Commissions:
Council-Total operating expenses.

City Manager:
City Administration-Personal services of units supervised or served.
Deputy City Manager-Personal services of units supervised.
Mayor/Council-Direct allocation to Council
Community Development-Personal services Community Development.
Public Information Officer-Personal services of units supervised or served.

City Clerk:
Agenda Process-Total operating expenses.
Records Management-Number of boxes stored.
Citywide support-Number of FTE's per department.
Other Services-Total operating expenses.

City Attorney:
Civil Division-FY 2007 requests for legal services.
Council-Direct allocation to Council.

Human Resources:
Recruitment-Number of FTE's served, Police at 1.5.
Training/Benefits-Number of full-time equivalent positions served, excluding temporaries.

Risk Management:
Risk Management-Number of full-time equivalent positions served**.**
Safety-Number of full-time equivalent positions served.
Claims-Total operating expenditures.

Management Services Administration:
Department Admin-Total expenditures.

Management Services Purchasing:
General Purchases-Number of encumbrances per division.
Large Projects-Estimated effort expended on larger projects.
Contract Admin-Expenditures of contract administered.
Mail-Direct allocation to Mail Services.
Warehouse-Direct allocation to warehouse.

Management Services Mail Services:
Mail Services-FY 2007 mail charges.

Management Services Warehouse:
Warehouse Services-Cost of items issued through warehouse.

Management Services Property Mgmt:
Property Management Services-Estimated effort spent on projects.

Non-Departmental Copy Center:
Copy Center Services-Actual copy center charges.

Information Systems:
General Support-Number of personal computers supported.
GIS-Relative effort for departments supported.

Finance:
Accounting/Budget-Operating expenditures.
Accounts Payable-Number of accounts payable transactions.
Payroll-Number of payroll checks issued.
Switchboard-Number of full-time equivalent positions per department.
Grants-Number of grants with Federal grants weighted at 1.5.

Sales Tax & Licensing:
Collections-Estimated level of effort provided by Collections.
Accounts Receivable-Estimated level of effort provided by Accounts Receivable.
Other-Direct allocation to General Fund-Other.

Public Works Administration:
Director-Estimated effort expended by Public Works Director.
Secretary-Estimated effort expended by Public Works Director's Secretary.

Public Facilities Maintenance:
City Hall Custodial-Gross square feet of assigned space.
Other Custodial-Number of restrooms maintained.
General Maintenance-Work hours by division.
City Hall Maintenance-Gross square feet of assigned space.
APS Building Maintenance-Gross square feet.
Milligan House-Direct allocation to Tourism.
Rio Properties-Direct allocation to Stormwater.
Murdoch Building-Direct allocation to Recreation.

Fleet Services:
Services-Charges for services provided by Public Works Mechanical Shop.

Customer Services:
City Support-Total expenditures excluding utilities.
Deposit Assistance-Number of cash receipts transactions processed.
Enterprise-Budgeted revenue of Utilities, Environmental Services, and Stormwater.
Field Reading-Direct allocation to Utilities.

Community Development Admin:
Department Administration-Level of effort provided.
Administrative Assistant-Level of effort provided.

Community Improvements:
Administration-Level of administrative effort.
Traffic-Direct allocation to Highway User.

Community Investments:
Planning Services-Total operating expenses.
Housing-Direct allocation to-other.
Codes-Direct allocation to-other.

Contributions:
United Way-Total expenditures.

Council Goals

The City of Flagstaff Council undertook a tremendous effort in FY 2002 to develop citywide goals. The goals are reviewed and updated annually at the Council Fall Retreat by staff and Council.

Cross-departmental teams identify specific objectives from the goals that develop work programs to set the base from which all divisions develop their FY 2009 budget. All divisions had to identify their objectives within one of the goal areas.

The following list highlights the ten major areas established by Council and the complete work plan ensues.

- **Capital Improvements**
- **Collaboration**
- **Customer Service and Organization Support**
- **Economic Development**
- **Fiscal Health**
- **Housing**
- **Planning**
- **Public Safety**
- **Quality of Life**

CAPITAL IMPROVEMENTS

GOAL STATEMENT CAPITAL IMPROVEMENTS	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Plan, program, design and construct public works infrastructure and facilities improvements through a structured, efficient and transparent process ensuring the allocation of public resources for the greatest benefit to the community; creating a built environment shaped through citizen involvement and reflecting community pride. Discussion: The City Council realizes the importance of delivering all Capital Improvement projects on time and on budget through a structured program ensuring public funds are leveraged, through partnerships when appropriate, for the greatest benefit of the community.	**Plan:** Define each project's primary elements and costs through a holistic, concept-level engineering and planning effort, which engages our citizens. **FY 2008 Status Update:** • Initiated City-wide preliminary master plan assessment. • Filled staff position vacancy to support capital planning and programming effort. • Re-assigned senior staff resources to enhance inter-departmental planning relationships. • Continued to facilitate monthly Capital Improvements Committee meetings to provide internal review and oversight. • Facilitate integration of public infrastructure to be constructed via Development Agreements. • Facilitate the identification and budgeting of annual operating and maintenance costs associated with infrastructure and facility improvements. • Continued project definition and development efforts through project scoping and concept DRB review. • Completed E. Flagstaff Industrial Area Feasibility Study and preliminary design for potential roadway improvement district. • Supported preliminary corridor study for widening of Butler Ave between I-40 and Sinagua Heights subdivision.	CI Committee Capital Improvements Planning and Development Services Community Investment Stormwater Mgmt. Traffic Engr. FMPO Public Works Utilities Real Estate Mgmt Environmental Services

GOAL STATEMENT CAPITAL IMPROVEMENTS	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Comprehensively programmed infrastructure expenditures facilitate a planned growth, economic development and protect existing community assets. Allocating resources through a coordinated planning and engineering process with high levels of public involvement assures our community is shaped in alliance with citizen support. Partnerships with other public and private entities enhance our ability to leverage resources.	**Program:** Provide clear information and rationale to match available revenues with prioritized projects funded through the adopted 5-Year Capital Improvements Program. Assure that the 5-Year Capital Improvements Program is consistent with and reflects the objectives of the City's publicly adopted Regional Land Use Plan. **FY 2008 Status Update:** • Coordinate 5-year CIP Update for 2009 – 2013 • Contributed to the facilitation of the fall Council Retreat to address near and long term capital needs as well as to identify the opportunity of developing more comprehensive master plans. • Maintain City-wide data base of capital projects for funding division input and up-dates. • Provide conflict and coordination analysis for proposed projects. • Coordinated internal review of proposed 5 year plans for each functional area within the City of Flagstaff. • Facilitated the development and review of on-going operational costs associated with infrastructure improvements. • Provided support for Congressional reauthorization of WRDA funding for Rio de Flag Flood Control project. • Continued administration of initial consultant services for identification and evaluation of FUTS/Open Space acquisitions. • Coordinated GIS mapping services for up-date of 5 year capital program and mapping of current public and private projects administered by the Community Development Department.	Capital Improvements Mgmt. Services FMPO Community Investment Traffic Engr . Stormwater Mgmt. Utilities CI Committee Budget Committee Citizens Transportation Advisory Committee Public Works Real Estate Mgmt Environmental Services Grants Mgr.

GOAL STATEMENT CAPITAL IMPROVEMENTS	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Design: Administer development of project plans and specifications with continued involvement of project owners, partners and stakeholders. **FY 2008 Status Update:** • Administered Design/Build contracts for new Fire Station projects. • Continued project management and administration of design services for Quiet Zones and Wayside Horns project scheduled for completion November 2008. • Assisted in coordination of activities and Council actions necessary for the formation and implementation of the Aspen/Sawmill Improvement District. • Continued project management and design services administration for utility relocations and property acquisitions associated with the Rio de Flag project. • Continued Rio de Flag project coordination with Army Corps of Engineers including construction phase liaison for the Clay Ave. Detention Basin. • Project management for Butler Ave medians and pedestrian enhancements at the NAU Conference Center. • Initiated design phase project management services for the paving of Brannen Ave. and Colorado St. • Completed design phase services for the Sixth Ave Detention Basin Spillway. • Administered completion of design services contract of Aquatics/Multi-Generational Recreation Facility. • Project management and design phase services for the Sixth Ave/West St. Intersection improvements. • Completed the design of the paver replacement at the Visitors Center/BNSF Railroad. • Continued project management services for the FUTS Crescent to Observatory Mesa and Blue Willow to Hwy 180 projects. • Continued project coordination with FHWA and US Forest Service for the Lake Mary Road improvements project. • Administered design services for the paving of Industrial Dr. between Fanning Dr. and Eagle Mountain Dr. • Completion of design services and contract documents for US 89 Streetscape. • Continued administration of the design services contract for the Huntington Dr. Reconstruction project and completed selection and award of Construction Manager at Risk services for the design phase. • Assisted Community Investment Division in design for the first phase of the Southside Redevelopment. • Completed administration of design services for the 4th Leg of Railhead Avenue-Hwy 89N intersection (Name to change to 'Marketplace Dr.'). • Ft. Valley Rd. Sidewalk replacement between Sechrist Elem. School and Stevanna Dr. design completed.	Capital Improvements Funding Dept. Maintaining Department Planning and Development Services Community Investment Contract Administration Real Estate Mgmt Environmental Services Grants Mgr.

GOAL STATEMENT CAPITAL IMPROVEMENTS	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Construct: Deliver a final product that is cost effective with a quality of workmanship that ensures a lasting value for our citizens. **FY 2008 Status Update:** • Adult Center Renovations completed spring 2007. • Fire Station #1 completed July 2007. • Fourth St/Butler Ave Traffic Signal completed July 2007. • Fire Station #5 under construction and scheduled for completion June 2008. • Sunnyside Neighborhood Improvements Phase IV under construction and scheduled for completion April 2008. • Aquaplex (Aquatics/Multi-generational) recreation facility under construction and scheduled for completion August 2008. • Northern Arizona Center for Emerging Technologies under construction and scheduled for completion by summer 2008. • Aspen Place at the Sawmill public and private improvements under construction with phased completions scheduled for 2008 and 2009. • Sixth Ave. Detention Basin Spillway completed December 2007. • Crescent to Observatory Mesa FUTS trail under construction, scheduled for completion in the spring of 2008. • Clay Ave. Wash Detention Basin under construction and scheduled for completion spring 2008. • US 180/Ft. Valley Multi-purpose paths completed November 2007. • Woodlands Village Blvd Sidewalks and Killip Elementary School median landscaping completed. • Huntington Dr. Reconstruction scheduled for construction May through November 2008.	Capital Improvements Funding Department Inspection Services Purchasing Contracts Management
	Public Involvement: Provide opportunities for meaningful public input and involvement as well as access to current project and program information. **FY2008 Status Update:** • Continued public forums and open house meetings. • Wayside Horn demonstration. • Monthly project reports provide on-going status of all CID projects. • Website access to adopted capital budget and capital program. • Public notice and media releases of traffic impacts • Current project up-dates via City Manager's Report.	Capital Improvements Funding Depts. . Public Information FMPO CTAC

GOAL STATEMENT CAPITAL IMPROVEMENTS	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Process Improvements: Continuous improvement of our internal process to ensure the most timely delivery of projects while ensuring compliance with all legal/policy requirements. **FY2008 Status Update:** • Continued prospectus document development • Schedule-based work program and monitoring of work program status • Continuous monitoring of schedule and cost • Comprehensive 5-year CIP and annual updates • Annual Fall Council Retreat for early input on capital program up-dates. • Thorough project scope development • Team chartering • Internal project review process including concept DRB submittals. • Quarterly Project Financial Reports • Utilization of alternative project delivery methods as appropriate.	Contracts Administration Mgmt Services Capital Improvements Attorney's Office Purchasing Real Estate Mgmt Env. Services

COLLABORATION

GOAL STATEMENT COLLABORATION	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Strengthen the community by strengthening partnerships with sovereign nations, public, non-profit and private agencies. Develop collaborative goals, through all levels of the organization, based upon common interests with these agencies to optimize the use of community resources and the delivery of services to the citizens of Flagstaff.	**External relations:** Department Heads/Division Heads to seek and strengthen ties with other agencies to obtain benefits for the community from shared resources, ideas, and funding. **FY2008 Status Update:** • Developed new and strengthened existing relationships with Local State and Federal agencies including: **Coconino Plateau Water Advisory Council:** The Bureau of Reclamation completed the North Central Arizona Water Supply Study and presented an appraisal level report to the Council. The study is a preliminary evaluation of possible supply and pipeline alternatives that would address future water shortages on the Coconino County Plateau. The Council accepted the report and made a recommendation that authority be sought from Congress for a feasibility level study; **Statewide Water Advisory Group:** Continue to participate in NAMWUA and AMWUA to study sate water issues including conservation and resources. **FMPO**: Collaboration with Councils of Government and Metropolitan Planning Organizations from across the state to forge a strategy to increase transportation funding; NAIPTA and FMPO are working closely to set a vision for transit through the downtown corridor; continue to advise the City on the development of the Lone Tree corridor; **Northern Arizona Intergovernmental Public Transportation Authority**; continue to collaborate with Coconino county, City of Sedona, City of Cottonwood, and Yavapai County on public transportation issues; and **FY2008 Status Update continued:** • **CVB**: Continued participation in quarterly sales, marketing and public relations meetings with the **Arizona Office of Tourism** (AOT), local stakeholders, other statewide agencies and industry partners to ensure successful statewide marketing programs; Director attends quarterly meetings and is a board member of **Arizona Tourism Alliance** (ATA) whose mission is to ensure the future growth and success of tourism through collective efforts, ATA and it's partners work throughout the year to advocate, educate, and unite the tourism industry; Director holds an ex-officio position on the **Flagstaff Cultural Partners** board which serves as the re-granting organization for the City of Flagstaff art and science fund; CVB and Visitor Center staff coordinate efforts with the **Winter Recreation Task Force** to provide a first point of contact system and disseminate snowplay related information; and, CVB staff serves on multiple boards and associations throughout the city, state, and region as part of their ongoing work program. • Work with NAU and its partners to market the High Country Conference Center	CM, DCMs, DHs

GOAL STATEMENT COLLABORATION	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Policy development: Develop resources, through entities such as NAU, to identify strategies that address rural and regional issues on a broad scale. Encourage other agencies with common goals, such as other cities, Sovereign Nations, counties, and state and federal agencies to discuss and/or negotiate various issues using these strategies. **FY 2008 Status Update:** • Development and annual update of Alliance Policy statement. • Continued pursuit of funding for Rural Policy Institute; education; Telecommunication • Completed agreements for International Network Master Plan; construction, and funding.	CM, DCMs, DHs
	Alliance Work Program: Strengthen the commitment to the existing collaborative structure of the Alliance to obtain maximum benefits in areas such as telecommunications, health care for employees, after-school programs; avts, and education. **FY 2008 Status Update:** • Strengthened relationships and refined objectives to update or develop policy positions**;** address broader community and regional issues; and funding for education particularly University research and Allied Health Program development.	CM, DCMs, DHs
	Municipal Policy Statement: Refine policy statement development for internal and external use. **FY 2008 Status Update:** • Policy statement updated and adopted annually.	Council, CM, DCMs
	Relationships with regional partners: Formalize meetings and development of policies, as well as clarify outcome expectations with regional partners. **FY 2008 Status Update:** • Continuing to develop relationships as the basis for future work program formalization: water; transportation; tourism, housing; forest health.	CM, DCMs, DHs

CUSTOMER SERVICE COMMITTEE

GOAL STATEMENT CUSTOMER SERVICE COMMITTEE	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Continue to instill a positive customer service culture throughout the organization and with each employee of the City in the delivery of service both externally and internally. **Discussion:** The City Council recognizes the importance of partnership with the citizens of our community, specifically in staff providing good customer service, while building positive working relationships with the community. The Customer Service Committee implements, revises, and/or reviews internal policies and practices to ensure, improve and strengthen customer service and relationships with the citizens.	**Training:** Continue to provide ongoing customer service training for all employees to ensure they understand and demonstrate good customer service and that they are aware they are always in the public eye. **FY 2008 Status Update:** • Used the results of the survey conducted in 2007 and identified ways to improve and promote excellent customer service such as creating awareness and additional training. • Identified two methods to communicate and explain what "excellent customer service" or "service at a higher elevation" is this year. A link was created on the City's intranet for the Customer Service Committee communication and a quarterly news bulletin was established. • Addressed how the Committee and each department can recognize and celebrate individuals that have received WOWs, QSIs and 7K awards. **FY 2009 Goals:** • Using the results of the survey conducted in 2007 identify ways to address the importance of internal customer service and provide training on conflict resolution. • Work with the new City Manager to identify additional goals, priorities or other training.	Human Resources, Customer Service Committee
	Employee Services: Provide information on HR services to current employees and applicants through the use of technology. **FY 2009 Goals:** • Through "H.T.E. Click2Gov Employee Self Serve" employees will be able to see their payroll deductions and benefits on line. • Continue to evaluate the new HR applications installed this year "H.T.E. HRNet, Applicant Tracker and Click2Gov Applications" in order to determine additional was to provide services through the use of technology.	Human Resources, Payroll

GOAL STATEMENT CUSTOMER SERVICE COMMITTEE	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Performance Evaluations: Performance evaluations are currently completed at the three, six and twelve month intervals for all non-commissioned employees and the three, six, nine and twelve month intervals for all commissioned employees. **FY 2008 Status Update:** • Reviewed the probationary period for Police Officers and updated the policy to reflect changes. **FY 2009 Goals:** • Evaluate the evaluation intervals and probationary period for the Court, Fire and Dispatch divisions.	Human Resources
	Determine the "Climate" of the City: Survey employees in order to get a base line regarding employee opinions on topics related to career opportunities, commitment, job satisfaction, pay and benefits, supervision, etc. **FY 2008 Status Update:** • Climate survey was postponed until FY 2009 after the new City Manager starts, since a substantial piece of the survey is rating the City Manager. **FY 2009 Goals:** • Conduct a follow-up survey in October 2008 to measure effectiveness of changes made.	Customer Service Committee, Human Resources, Public Relations
	Ethics: Develop guidelines so that employees understand the importance of maintaining the highest standards of personal integrity, truthfulness, honesty, and fairness in carrying out their public duties. **FY 2008 Status Update:** • Provided five Ethics training sessions as of January 2008 and it included 262 employee. The training was created to increase awareness and understanding on how the recently approved Ethics Policy applies to them. **FY 2009 Goals:** • Provide Ethics training for all new employees	Customer Service Committee, City Manager, Deputy City Manager, Department Heads, EAC

ORGANIZATIONAL SUPPORT

GOAL STATEMENT ORGANIZATION SUPPORT	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
To ensure that the City of Flagstaff has the necessary organizational structure and staff who are trained to achieve the goals of the City, now and in the future. To develop and maintain compensation and benefits systems that allow the City as an employer to hire and retain a workforce that is recognized by the Council and public as committed public servants. **Discussion:** The City Council recognizes the importance of positioning the City as a quality employer within the community to enhance recruitment and retention of employees. To do so requires providing a compensation and benefit package to attract and retain qualified employees. The City further recognizes that to accomplish established goals requires a well-trained staff. An outcome of providing an excellent integrated and comprehensive level of service, and to ensure the continued long-term viability given that 20% of top management is eligible for retirement, succession planning will be implemented. Succession planning will be pursued to ensure the continuity of the City's leadership talent by identifying and developing potential individuals so that excellent performance is preserved as well as enhanced, individual advancement is strengthened, and the City has the right leaders prepared for the right positions at the needed time.	**Succession Planning:** Develop a "competency based" process that develops a group of high potential employees who can assume leadership roles as needed across a broad spectrum of the organization. **FY 2008 Status Update:** • Implemented an informal mentoring program to help integrate new employees into the organization. • Continued to promote and provide training in the Leadership Talent Development Program. • Evaluated the effectiveness of the program and as of May 2007 the City is promoting from within 65% of the time versus 35% of employees are hired from the outside. **FY 2009 Goals:** • Work with the new City Manager to identify additional goals, priorities or other training. • Evaluate the current courses offered in the Leadership Talent Development Program (LTDP) to ensure they are meeting the organizations needs. • Based on the feedback from the training needs survey and review of the LTDP program consider adding a second part to the LTDP program.	City Manager, Department Heads, Human Resources

GOAL STATEMENT ORGANIZATION SUPPORT	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Compensation and Benefits: Maintain a compensation and benefits system that is internally equitable and externally competitive within the financial capability of the City. This will include conducting a market survey annually to ensure the City's salaries are within the market. **FY 2008 Status Update:** • Conducted a market analysis in October 2007 to ensure salaries are within market. • In addition to the market analysis, HR completed Magistrate, Council, GIS and assignment pay salary surveys. • Completed broad banding of Project Managers, Court Judicial Specialist and Attorney to address classification and compensation issues. • Revised compensation for Police, Dispatch, CDL drivers and Attorneys to improve recruitment and retention. **FY 2009 Goals:** • Continue to conduct a market analysis to ensure salaries are within market. • Implement a recruitment incentive policy/program in order to improve recruitment and retention. • Review positions that are receiving retention pay to determine if it is still necessary or what other actions can be taken. • Review the City's current pay structure and the Compensation policy to ensure it is still meeting the organization's goals and objectives.	Human Resources, Compensation Committee, EAC, Department Heads, City Manager, Deputy City Manager, Budget Team

GOAL STATEMENT ORGANIZATION SUPPORT	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Professional Development: In conjunction with succession planning, identify and develop training plans to enhance the employees' knowledge, skills and abilities, potential for career growth, and leadership development. **FY 2008 Status Update:** • Implemented an orientation for new supervisors and managers. Provided two training sessions and 65 employees participated. • Continued to provide development opportunities to employees such as Powerful Business Writing, Technical Writing Skills, Peer to Boss, Supervisor's Academy, Computer Training (Excel, Word, Access and PowerPoint), Media Relations, and Drug & Alcohol Awareness Training for Supervisors. • Updated the Continuing Education policy, so more employees can benefit from the program. **FY 2009 Goals:** • Conduct a training needs survey. • Work with the new City Manager to identify additional goals, priorities or other training. • Based on the results of the needs survey, evaluate the courses currently being offered and add or change as necessary in order to meet the goals and objectives of the organization. • Continue to provide training that will enhance professional development.	Human Resources, Department Heads, Budget Team
	Employee Support: Evaluate current and proposed programs to ensure adequate financial and organizational support to successfully accomplish the goals. Also ensure that employees understand and support the mission and values of the City. **FY 2008 Status Update:** • Completed research and currently implementing a policy on veteran preference. • Implemented "H.T.E. HRNet, Applicant Tracker, and Click2Gov Applications" in order to support the organization with personnel and training records management and recruitment efforts. • Implemented a procedure in order to comply with the new E-verification requirements. • Increased the number of face-to-face exit interviews. **FY 2009 Goals:** • Consider the addition of a customer satisfaction survey that would be sent out by HR annually in order to measure how successfully we are meeting the needs of our customers. • Continue to conduct face-to-face exit interviews and report out on an annual basis.	Department Heads, Budget Team, Human Resources

GOAL STATEMENT ORGANIZATION SUPPORT	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Organizational Structure: Review the current organizational structure to determine relationships, organizational efficiency and effectiveness. Identify potential improvements considering new and existing programs. Review to include appropriate staffing levels and skill requirements. **FY 2008 Status Update:** • Completed a position control audit. • Participated in IRS audit and completed all items that needed to be updated in order to address concerns. • Updated the Take Home Vehicle policy and procedure in order to meet IRS requirements. • Created and implemented a FLSA policy to address deductions from Exempt employees paychecks. **FY 2009 Goals:** • Work with others in the organization to create a pandemic flu policy. • Work with the new City Manager on strategic planning organization wide. • Work with the new City Manager on workforce planning. • Review the organizational structure to capitalize on organizational effectiveness and efficiency.	City Manager, Deputy City Manager, Department Heads, EAC, Human Resources

ECONOMIC DEVELOPMENT/REINVESTMENT

GOAL STATEMENT: ECONOMIC DEVELOPMENT/ REINVESTMENT	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Maintain and strengthen Flagstaff as the regional center for retail, employment, and hospitality while enhancing the quality of life for our residents.	**Entrepreneurial Development** Work with Northern Arizona Technology and Business Incubator to develop start-up technology businesses to provide higher paying jobs in the future. **FY 2008 Status Update:** • Construction underway • Facility renamed Northern Arizona Science, Technology, and Clean Energy Center • Operator renamed NACET • Facility to open in August 2008 • 16 clients in the pipeline	**Community Investment**
	Site Specific Redevelopment Attract new development to the City on City-owned sites or sites that have an impact on the entire community. **Fourth Street/Route 66** **FY 2008 Status Update:** • Four responses received • Developer selected **Downtown Block** **FY 2009 Goals:** • 4240 retained for feasibility analysis • Work with PO on possible expansion/relocation	**Community Investment**
	***Strategy*: Community Reinvestment Marketing** Begin an aggressive marketing campaign in national trade magazines to raise awareness about the advantages of our community to potential developers, lenders, investors and tenants. A lifestyle theme will be used to appeal to specific retailers and corporations. **FY2008 Status Update:** • Ad campaign continues highlighting various projects in Shopping Centers Today and Urban Land. • Staff attended the annual International Shopping Center Conferences in Las Vegas and San Diego • Staff attended the annual Urban Land Institute Conference in Las Vegas **FY 2009 Goals:** Same	**Community Investment**

GOAL STATEMENT: ECONOMIC DEVELOPMENT/ REINVESTMENT	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	***Strategy*: East Flagstaff Gateway Area** Complete a Redevelopment Area Plan for this area that can serve as an anchor and gateway for the City. The plan will include stabilization and rebuilding of the existing industrial area into a more "park like" setting. The Mall expansion may include additional retail offerings, housing, and possibly an auto mall. All of this will strengthen the community's tax base while serving as an economic engine for additional redevelopment in the area. **FY 2008Status Update:** • First Phase opened in October 2007 • Toyota Scion dealership under construction **FY 2009 Goals:** • Complete sale of last three lots in Auto Park • Major renovation of Mall • Develop plans for next Phase of Mall expansion	**Community Investment**
	***Strategy*: Sawmill** Work with the developer to create plans for a mixed-use neighborhood center that may also include some regional business or headquarters. Project should serve as an anchor on Butler Avenue and eventual link and Gateway to the Southside and NAU. **FY 2008 Status Update:** • Improvement District under construction • New Frontiers under construction **FY 2009 Goals:** • Second phase under construction • New Frontiers opened	**Community Investment**

GOAL STATEMENT: ECONOMIC DEVELOPMENT/ REINVESTMENT	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Strategy: **USGS Park** Continue to address new employment base opportunities and fund campus Master Plan improvements. **FY 2008 Status Update:** • Worked through issues on Section 106 Review **FY 2009 Goals:** • Continue to work with USGS on GSA approval for lease and expansion **FY 2008 Status Update:** • Lease completed • Rezoning completed **FY 2009 Goals:** • Marketing in cooperation with the City for tenants • Preliminary construction begun	**Community Investment**
	Strategy: **Downtown** Address issues related to Downtown's continued economic viability since it is a major tourist attraction and the heart of the community. Issues include: On street parking; Employee parking; store turnover; events; street management; imaging **FY 2008 Status Update:** • Worked with a Downtown Parking Committee that included major stakeholders and businesses to develop a parking strategy and master plan **FY 2009 Goals:** • Install parking management best practices • Provide overall Downtown management similar to a mall with unified marketing and management, maintenance and assist property owners on attracting compatible businesses	**Community Investment**

GOAL STATEMENT: ECONOMIC DEVELOPMENT/ REINVESTMENT	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Strategy: **Economic Development** **FY 2008 Status Update** Launched new Economic Development Program including: • Hired Business Attraction Manager • Hired Business Retention Manager • Launched new partnerships with NAU and CCC including: Business Assistance Program Proof of Concept Program • Formed Northern Arizona Economic Development Advisory Committee • Held summit with workforce providers • Held summit with Employers on issues • Started new marketing program for Business Attraction including ads in: *Site Selection Magazine* *Business Expansion* *San Diego Business Journal* • Launched new website, www.cityofinnovation.com • Joined APS AZ Prospector program • Joined Site Location Network • Launched new jobs site, bestjobsinflagstaff.com • Responded to lead generations from ADOC • Joined the APS B3 Business Retention and Expansion Program • Visited employers regarding current business issues • Worked on development of local business expansion including: Nestle Purina Petcare, $40 million, 50 jobs, 100,000 square feet Federal Express, 6 acre expansion • Attended IEDC Training in: Business Retention & Expansion Business Attraction & Marketing Economic Development Planning • Attended and marketed Flagstaff at: MDM West Superbowl 2008 Governor's Innovation Awards GreenBuild BIO2008 Global2008 **FY 2009 Goals:** Continue above programs with the addition of addressing concerns raised in BR&E visits including: • Workforce training programs • Completion of Nestle Purina project • Completion of expanded FedEx Ground Facility	**Community Investment**

FISCAL HEALTH

GOAL STATEMENT FISCAL HEALTH	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
The City of Flagstaff shall maintain good fiscal health through sound financial management and fiscal integrity. The City shall maintain written polices that provide for a balanced budget that meets the vast array of community needs, that ensure that resources are available to meet future need, allows for community infrastructure to be maintained at adequate levels and other sound financial practices. Discussion: The Council recognizes that the vision and intentions of the policy makers exceeds the economic realities. In order to accomplish the plans of shaping a Flagstaff that stays true to its quality of life interests, the strategy must include the creation of community wealth through economic development, redevelopment, the creation of new revenues and the leveraging of financial assets.	**Sustainability** – Work with Environmental Services staff to incorporate sustainable goods and processes in the procurement process. **FY 2008 Status Update:** The Sustainability Program has implemented the Sustainability Leadership Team, comprised of representatives from all departments who work to assess departmental operations and implement changes to make them more sustainable and cost effective. In addition, staff continues to work closely with Purchasing staff to create and implement a Smart Purchasing Policy. Sustainability Program staff also continues to work with Fleet Management staff to implement changes in the Fleet Purchasing procedures to purchase more fuel efficient and alternative fuel vehicles.	Environmental Services, Finance, Purchasing, Fleet
	Housing – Assist with financial tools that will provide additional financial opportunities to achieve housing goals. **FY 2008 Statue Update:** • Finance and housing staff continue to work together to determine financial needs as Council offers direction and definition related to housing goals	Housing, City Administration, Finance
	Capital Improvements – work with CIP to develop comprehensive plan of infrastructure needs **FY 2008 Status Update:** • Five year CIP published. • Mapped all projects • Completed database for division input and reporting	CIP, PW, Finance, Utilities
	Fee Policies – Develop a policy of mandatory fee reviews including frequency and responsibility. **FY2 008 Status Update:** • Contracted with consultant to update City user fee study for all user fees in FY2008 • Beginning in FY2009, identified user fees will be reviewed on a three year rotating basis.	Finance
	Work Smarter –In an effort to reduce redundant work and paper work, explore electronic opportunities, i.e., online contracts. **FY 2008 Status Update:** The City has purchased software to provide online access to utility billing, vendor registration and employee access to payroll information. The City has implemented automated contract retainage, work orders, and electronic vendor payments.	E Government Committee

GOAL STATEMENT FISCAL HEALTH	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	New Revenues – Implement new fee recommendations. **FY 2008 Status Update:** • The City has contracted with consultant to update City user fee study for all user fees in FY2008. Fees will be revised or implemented based on the consultant's recommendation and Council's acceptance of the study.	Finance
	Impact Fees – Implement impact fee recommendations as desired. **FY 2008 Status Update:** The study will be forwarded to Council for consideration.	Planning
	Leverage Grants – Find grants for the city projects and programs. **FY 2008 Status Update** The City budgeted $18,815,572 for 52 grants for FY2007.	Finance
	Cost Allocation – Continue cost allocation methodology and start process of including overhead recovery in grants. **FY 2008 Status Update:** Both the full cost and OMB A 87 cost plans are updated on an annual basis based on the previous years actual numbers as shown on the CAFR. The indirect (OMB) rate for FY2008 was 6.25%	Finance
	Public Private Partnerships – Look for ongoing opportunities to coordinate infrastructure development to meet the needs of both parties. **FY 2008 Status Update:** Working to coordinate infrastructure on the USGS campus with the Incubator, Science Park, USGS building replacements and private development.	PW, Utilities, Community Development, Administration
	Performance Measurement – develop an internal system to streamline performance reporting that will be used for various City needs, including performance based budgeting in the future **FY 2008 Status Update:** Provided training to all divisions regarding performance measures. Implemented on-line forms. The City received special performance measurement recognition in the FY2008 budget document from the Government Finance Officer's Association.	

GOAL STATEMENT FISCAL HEALTH	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Credit Cards – Implement the credit card program citywide to reduce cost of processing. **FY 2008 Status Update:** Credit cards are accepted by Customer Service for all City services. Internet payments are accepted for charges reflected on the water bill. As the volume grows, the processing charges for the City have increased. The City will bid this service in FY2009.	Purchasing
	Bond Program – Based on an unfunded needs develop a bond program and financing alternatives for various city projects **FY 2008 Status Update**: Staff is working with space needs consultant to develop long term options to finance replacement of city facilities, public works yard, city court, records storage, and additional office space to accommodate city staff.	Finance, CIP, PW,
	Sales Tax – Remove the expiration clause on the City 1% Sales Tax to create revenue stability **FY 2008 Status Update:** • The City will start an education effort in the community of the importance of this vital revenue source to the City. Current plans would be to place this initiative on the ballot in 2010.	Finance
	Maintenance -- Incorporate reduced maintenance as capital criteria **FY 2008 Status Update:** • All capital projects continue to be reviewed to assess increased or reduced maintenance expenditures. • Current and future facility needs are being evaluated through a consultant to determine needed funding levels.	CIP, PW, Utilities, Finance

GOAL STATEMENT FISCAL HEALTH	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Investments - Invest excess City fund and achieve a rate higher than the Arizona State Treasurer's Pool. Current funds outside the pool earn 4.1%. The current return on the state pool is 5.2%. **FY 2008 Status Update:** The inverted yield curve has subsided and the longer term securities are offering a higher rate of return than the short term securities. The sub-prime mortgage investments have hurt some state investment pools around the country that invested heavily in mortgage backed securities. The result has been runs on those funds as cities and counties have withdrawn their funds before the investment pools lose value. A review last fall of the Arizona State Treasurer's list of investments showed that they began liquidating mortgage backed securities in the Spring of 2007 and now have an insignificant amount in mortgage backed securities in their portfolio. Interest rates have been declining since September 2007, a total of 2.25%. The city has increased the amount of funds in the State pool to 54% of the total funds available for investment because the State pool tends to lag behind the market. Thus, as interest rates decline, the State pool offers a better yield on short term investments. New purchases of federal agency securities have been those items that offer longer call protection and subsequently a higher yield than the State pool offers. However, as the yield rates continue to decline the maturity dates offered by the federal agencies to secure the higher yields is becoming too long. The goal is to invest in short term instruments, either the State pool or federal securities, so that cash is available to take advantage of the market when interest rates turn around.	Finance
	Software -- Integrate software systems with the financial mainframe to the extent possible. **FY 2008 Status Update:** The City has implemented both a Human Resource module and a Work Order System Module. FY2009 will bring the review and recommendation for software to replace the City Kiva system and a City-wide imaging solution.	Courts, Recreation, Finance
	Operational impacts of capital projects -- Identify operational impacts of capital projects and other decisions to incorporate a sustainability analysis. **FY 2008 Status update:** • Policy that all Capital Projects include the ongoing costs of operations.	All departments, Finance

GOAL STATEMENT FISCAL HEALTH	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Bond Ratings -- Maintain accounting standards and reporting to ensure good bond ratings. **FY 2008 Status Update:** • Bond ratings are at AA- or A+ by Standard and Poor's • Bond ratings are at Aa3 or A-1 by Moody's Investor Services	Finance.
	Tax base – Consider policies that increase the tax base through annexation and redevelopment **FY 2008 Status Update:** Due to the passage of Proposition 207 in 2006, the City's ability to annex property is limited. The City continues pursuit of the flood control project in downtown to encourage redevelopment. The project got reauthorized this year.	
	BBB Tax – Extend the BBB tax beyond the current 2013 expiration **FY 2008 Status Update:** The City will start an education effort in the community of the importance of this vital revenue source to the City. Current plans would be to place this initiative on the ballot in 2010.	
	Bond Issues – Time capital projects approved May 2004 so that bond issuances are timed resulting in no overall increase to the secondary property tax rate. **FY 2008 Status Update:** Bond issues are sold in alignment with time frames to complete capital projects to assure funds are available in a timely manner. The Secondary tax rate is evaluated annually to assure a steady rate over the various bond issues and retirements. Arbitrage is not restricted on investments held to construction bonds.	

WORKFORCE HOUSING

GOAL STATEMENT WORKFORCE HOUSING	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Research and Planning Goal Statements Maintain current information on housing market conditions, trends and issues, both locally and nationally. Ensure the information is available to the City and the general public. Maintain current knowledge of state of the art housing programs and policy initiatives undertaken successfully by other jurisdictions. Ensure housing plans remain current, accurate and in concert with other City plans including the Regional Plan.	Write and obtain HUD approval of the 2008/2009 Annual Action Plan **FY 2008 Status Update:** • Submission deadline May 15, 2008 – on schedule to meet deadline • Fair Housing activities and outreach completed **FY 2009 Goals:** • Submission deadline May 15, 2009.	Community Investment Division
	Maintain a close working/planning relationship with the new Arizona Department of Housing **FY 2008 Status Update:** • Attended Governor's conference on Housing • Attended Qualified Allocation Plan meetings and provided input • Efforts on-going **FY 2009 Goals:** • Will attend ADOH functions	Community Investment Division
	Update Affordable Housing Gap Analysis in Arizona Department of Housing Format **FY 2008 Status Update:** • Nexus Study completed **FY 2009 Goals:** • Begin implementation of recommendations as directed by City Council	Community Investment Division
	Research successful housing initiatives conducted or sponsored by municipalities with similar housing market conditions. **FY 2008 Status Update:** • Research and scoping for City of Flagstaff employer assisted housing program • On-going meetings with Police Department to design information for employees • Meetings with other employers on-going as requested **FY 2009 Goals:** • Implementation of employer assisted housing program if directed by Council	Community Investment Division

GOAL STATEMENT WORKFORCE HOUSING	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Policy Goal Statements Develop policy recommendations for City Council to address identified workforce housing issues. Consider the full housing continuum in making policy and program recommendations. (Historically attention had focused on homeownership, however greater attention needs to be paid to the rental market and other continuum steps.) Implement policies and programs as directed by City Council.	Rewrite the LDC based affordable housing incentive Ordinance (Set-Aside Policy) **FY 2008 Status Update:** • Housing Policy Task Force recommendations being implemented through the updating of the Land Development Code to promote workforce housing and rewrite of incentive policy • Completion of Nexus Study • Began developing housing element for the Regional Land Use and Transportation Plan **FY 2009 Goals:** • Implement incentive policy • Complete housing element for the Regional Land Use and Transportation Plan • Continue implementation of Housing Policy Task Force recommendations	Community Investment Division
Housing Goal Statements Increase entry level owner occupied housing opportunities available to workforce and low-income households	Partner with both private and non-profit builders to build entry level homes **FY 2008 Status Update:** • Rio Homes sold 20 permanently affordable units to qualified households • Public improvements completed for the Izabel Homes project– will result in 16 units • Request For Proposals for vertical construction for Izabel issued and awarded • Met with Arizona Multi Family Housing Association to explore rental opportunities **FY 2009 Goals:** • Issue two development Requests for Proposals • Establish beneficial partnership opportunities to continue providing housing opportunities	Community Investment Division
	Through the formation of the Community Land Trust Program, incorporate successful strategies employed by existing land trusts. **FY 2008 Status Update:** • Program implemented • First units of Land Trust Program Homes sold to qualified households **FY 2009 Goals:** • Issuance of 2 RFP for Community Land Trust Program construction	

GOAL STATEMENT WORKFORCE HOUSING	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Coordinate partnerships with private developers to build residential and mixed use subdivisions on City owned land with a variety of housing types and a minimum of 20% being entry level affordable **FY 2008 Status Update:** • Rio Homes construction underway • RFP issued and awarded for John Wesley Powell property **FY 2009 Goals:** • Additional opportunities to be identified and planned	Community Investment Division
Increase housing opportunities across the housing continuum in Flagstaff.	Continue to fund and coordinate: • Non-profit homebuyers assistance programs providing education and loans for down payment and closing costs • Non-profit acquisition/rehabilitation programs converting vacant and renter occupied homes into home ownership **FY 2008 Status Update:** • Homebuyer assistance programs continue to assist Flagstaff residents with first time home ownership • Acquisition/rehabilitation projects underway • Equity sharing implemented in eligible properties assisted with downpayment and closing costs **FY 2009 Goals:** • Continue homebuyer assistance programs • Research other viable tools to increase funds for programs	Community Investment Division
	Make City land available for rental housing developments where appropriate. **FY 2008 Status Update:** • RFP issued for property identified to be used for low-income senior rental housing via federal 202 program **FY 2009 Goals:** • Determine viability of incorporating rental properties into the Community Land Trust Program • Create timeline for implementation if viable	
	Continue to fund and coordinate owner occupied housing rehabilitation programs **FY 2008 Status Update:** • 5 emergency repairs and 3 minor rehabilitation completed • 5 emergency repairs and 3 minor repairs underway • Contract and funding for 14 emergency repair and 8 minor repair10 housing rehabilitation projects completed **FY 2009 Goals:** • 14 emergency repairs and 8 minor repairs10 housing rehabilitation projects to be completed	Community Investment Division

GOAL STATEMENT WORKFORCE HOUSING	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Reduce the substandard housing stock in Flagstaff.	Incorporate a variety of housing types and affordability in the residential portion of redevelopment projects **FY 2008 Status Update:** • Efforts ongoing **FY 2009 Goals:** • Efforts to continue	Community Investment Division
	Enhance early and up-front involvement in the Development Services new project process **FY 2008 Status Update:** • Housing Planner integrated into Development Services process and is reviewing plans and meeting with developers where appropriate **FY 2009 Goals:** • Housing Planner involvement in review process to be refined as needed	
	Maintain efforts to work with the development community to promote workforce housing efforts and opportunities **FY 2008 Status Update:** • Efforts ongoing **FY 2009 Goals:** • Efforts to continue	
Incorporate workforce housing components in appropriate projects using excellent design and maximizing the livability of area functions.		

GOAL STATEMENT WORKFORCE HOUSING	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Educate the community on the role of housing in a sustainable community	Develop and cultivate community partnerships where appropriate and viable. **FY 2008 Status Update:** • City of Flagstaff conducted a lender/realtor and appraiser training • Fannie Mae assisted community partners with designing employer assisted housing programs **FY 2009 Goals:** • Community education to continue where appropriate • Additional partners to be identified	Community Investment Division
	Explore / promote solutions other than 'board and nail', such as economic opportunity, sustainability, and supportive services in order to create a suitable living environment. **FY 2008 Status Update:** • Other solutions, such as employer assisted housing, are being promoted to community partners where appropriate **FY 2009 Goals:** • Continue exploration of other best practice strategies and share ideas with community partners	

FUTURE GROWTH

GOAL STATEMENT: PLANNING FOR GROWTH	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
General planning for growth through implementation and maintenance of the Regional Land Use and Transportation Plan.	**Regional & Community Planning**: Appropriately shape growth and continue implementation of the Regional Plan through policy development and large scale public and private planning efforts to promote the creation of high quality truly traditional neighborhoods and build a higher quality and more livable community. **FY 2008 Status Update:** 1. Housing Element 20% completed (staff position vacant). 2. Transportation Element being revised under consultant contract with the FMPO. 3. Several minor amendments approved. **FY 2009 Goals:** 1. Initiate contract to perform several functional Master Plans. 2. Complete, with the County, outline of scope of work for updating the Regional Plan. 3. Complete Transportation Element.	• Planning & Development Services Division • Housing Section, Community Investment Division • Economic Development Section, Community Investment Division • Utilities Department • City Council • Planning and Zoning Commission • Flagstaff Metropolitan Planning Organization • Coconino County • ADOT • SLTD • State of Arizona • USFS
(Continued)	**Community & Neighborhood Planning:** Plan and enhance the City, neighborhoods, and districts, to continue implementation of the Regional Plan, promote the creation, re-creation, and maintenance of high quality truly traditional neighborhoods, and build a higher quality and more livable community. **FY 2008 Status Update:** 1. Initiated documentation of Character Districts. 2. Continued implementation of Southside Plan with prototypical projects. 3. Initiate a planning process for the Plaza Vieja Neighborhood. **FY 2009 Goals:** 1. Continued to document Character Districts. 2. Continue implementation of Southside Plan with more City initiated projects and on private properties (possibly using Historic Facades & Signs grants). Continue planning process for the Plaza Vieja Neighborhood.	• Community Design Section, Community Investment Division • Development Services Division • Capital Improvements Division • City Council • Planning and Zoning Commission • Flagstaff Metropolitan Planning Organization • SLTD • USFS

GOAL STATEMENT: PLANNING FOR GROWTH	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
(Continued)	**Neighborhood Planning & Urban Design:** Plan and enhance the neighborhoods, districts, and special projects, to continue implementation of the Regional Plan, promote high quality and compact development, and build a higher quality and more livable community. **FY 2008 Status Update:** 1. Continued development of the McMillan Mesa Open Space/Park Design. 2. Constructed third community Gateway Sign. 3. Processed Specific Plan for Lone Tree Corridor. 4. Initiated Butler Avenue corridor planning. 5. Processed annexation and zone change application for City parcels at Route 66 and Fourth Streets. 6. Processed zone change application for Science Park. 7. Developed Route 66 prototype and design guidelines. **FY 2009 Goals:** 1. Develop Design Review Guidelines to provide clarity for current requirements and to address inadvertent outcomes. 2. Develop Character District standards and guidelines. 3. Provide special project planning to demonstrate high quality planning and design, affordable and work force housing, historic preservation, and economic development/redevelopment opportunities. 4. Continue Butler Avenue corridor planning. 5. Implement Route 66 prototype designs.	• Community Design Section, Community Investment Division • Development Services Division • Capital Improvements Division • City Council • Planning and Zoning Commission • Flagstaff Metropolitan Planning Organization
Shape anticipated growth so that the development of housing serves the entire spectrum of Flagstaff citizens.	**Housing Element:** See Regional and Community Planning.	• See Regional and Community Planning
(Continued)	**Housing Context:** Evaluate existing housing conditions; plan, prioritize, and program needs for existing shortcomings and for anticipated growth. **FY 2008 Status Update:** 1. Completed Community Economic Sustainability (Nexus) Study. **FY 2009 Goals:** 1. Implement recommendations of Community Economic Sustainability (Nexus) Study.	• Housing Section, Community Investment Division • City Council • Planning and Zoning Commission

GOAL STATEMENT: PLANNING FOR GROWTH	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
(Continued)	**Housing Development:** Initiate public and partnership housing development programs and projects and promote private industry initiation of same with the focus being unmet needs within the current development patterns. **FY 2008 Status Update:** 1. Initiated development of Isabel Homes. 2. Secured commitment to Affordable Housing in association with Juniper Point. 3. Fully integrated Housing Section into Development Review Board / project approval process to establish early contact with private developers and to maximize opportunities. 4. Initiated design of Schulz Pass Meadows. **FY 2009 Goals:** 1. Complete Isabel Homes. 2. Initiate construction of Schultz Pass Meadows. 3. Continue to monitor for, and act on, opportunities arising from development applications. 4. Initiate one to two new housing projects that serve unmet needs.	• Housing Section, Community Investment Division • Development Services Division • City Council • Planning and Zoning Commission
Continue planning and development of an efficient, cost effective, multi-modal Regional and City circulation system.	**Circulation (Transportation) Element:** See Regional and Community Planning.	• See Regional and Community Planning
(Continued)	**FUTS:** Continue development of the planned Flagstaff Urban Trail System. **FY 2008 Status Update:** 1. Secured acquisition of all trial needs for the top 100 trails. 2. Beautification and Public Art Commission orientation, organization, and focus (Provides oversight for FUTS expenditures). 3. Continued development of prospectus documents for planned trails. 4. Continued trail construction per previously developed ranking and five-year plan. 5. Initiated “savings” for remaining primary trails (exceeds available funds per year). **FY 2009 Goals:** 1. Initiate Capital Reserve Study and “savings” for trail maintenance. 2. Continue trail construction per previously developed ranking and five-year plan. 3. Continue development of prospectus documents for planned trails.	• Community Design Section, Community Investment Division • Beautification and Public Art Commission • Flagstaff Metropolitan Planning Organization

GOAL STATEMENT: PLANNING FOR GROWTH	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
(Continued)	1. **Circulation System Needs:** See Regional and Community Planning.	
Preserve the natural environment of Flagstaff and the community character derived from it.	**Open Space:** Retain open space through acquisition (purchases, land trades, easements), private partnerships (incentives and regulation), and maintenance. **FY 2008 Status Update:** 1. Completed Open Space Acquisition Plan. 2. Completed development of Open Space Management Plan. **FY 2009 Goals:** 1. Assess and develop future function of Open Spaces Commission.	• Community Design Section, Community Investment Division • Development Services Division • City Council • Planning and Zoning Commission • Open Spaces Commission
Preserve the heritage resources of Flagstaff and the community character derived from it.	**Heritage Preservation**: Actively work to protect and preserve heritage resources so that future generations will better understand and appreciate our rich heritage. **FY 2008 Status Update:** 1. Completed establishment of third Historic Design Review Overlay District (Landmark) that serves as floating zone for individual properties. 2. Five Historic Facades and Signs Grants approved. 3. Preservation of the El Pueblo Motel continues. 4. Preservation efforts for the Pelota Court continue. 5. Completed Inventory update of Southside Historic District. **FY 2009 Goals:** 1. Complete development and implement City wide Historic Preservation Program. 2. Initiate development of a Historic Route 66 Heritage and Redevelopment District. 3. Complete Inventory Southside Historic District National Register Listing. 4. Continue emergent preservation efforts (see also Neighborhood Planning & Urban Design).	• Community Design Section, Community Investment Division • Development Services Division • City Council • Planning and Zoning Commission • Historic Preservation Commission

GOAL STATEMENT: PLANNING FOR GROWTH	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Ensure that Flagstaff has a high quality built environment and that the development of Public and Cultural Arts is proportionate to planned growth.	**Beautification:** Enhance the appearance of the community and quality of life through high quality urban design, landscaping, architecture, and various enhancement projects. **FY 2008 Status Update:** 1. Beautification and Public Art Commission orientation, organization, and focus (Provides oversight for beautification expenditures). 2. Initiated Woodland / Buelah Medians Landscaping Project. 3. Initiated landscape screening south of tracks (Industrial Drive). 4. Developed Beautification Five-year Plan. 5. Worked to enhance Landscape Standards for Right-of-ways. 6. Worked with NAIPTA to develop NAIPTA World Headquarters. 7. Continued design review (DRB). **FY 2009 Goals:** 1. Initiate enhancement projects per Beautification Five-year Plan. 2. Coordinate with implementation of the Southside Plan (see also Community & Neighborhood Planning).	• Community Design Section, Community Investment Division • City Council • Beautification and Public Art Commission
(Continued)	**Public Art:** Enhance the appearance of the community and quality of life through public art. **FY 2008 Status Update:** 1. Public art is displayed indoors at City Hall, the Airport, and the Adult Center. 2. Beautification and Public Art Commission orientation, organization, and focus (Provides oversight for public art expenditures). 3. Developed Public Art Five-year Plan. **FY 2009 Goals:** 1. Continue indoor art displays. 2. Initiate outdoor public art projects.	• Community Design Section, Community Investment Division • City Council • Beautification and Public Art Commission
(Continued)	**Cultural Arts & Sciences:** Enhance the community's quality of life through cultural arts and sciences. **FY 2008 Status Update:** 1. Flagstaff Cultural Partners distributed $300,000 in grants to various cultural arts and science entities. 2. Flagstaff Cultural Partners grant policies updated. **FY 2009 Goals:** 1. Flagstaff Cultural Partners to distribute grants to various cultural arts and science entities.	• Community Design Section, Community Investment Division • City Council • Flagstaff Cultural Partners

GOAL STATEMENT: PLANNING FOR GROWTH	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Continue planning and delivery of efficient and cost effective public facilities and services including appropriate assignment of costs to new development.	**Public Facility and Services:** Evaluate existing facilities and service conditions; plan, prioritize, and program needs for existing shortcomings and for anticipated growth including appropriate assignment of costs to new development. **FY 2008 Status Update:** 1. Initiated Capital Improvement Program Construction. 2. Juniper Point project development agreement being negotiated. 3. Butler Avenue project still being discussed with adjacent land owners. **FY 2009 Goals:** 1. Several functional Master Plans will be developed to examine current facilities & services to project future needs.	• Public Works Department • Planning & Development Services Division • Capital Improvements Division • • City Council • Planning and Zoning Commission
Promote a higher quality and more livable community through economic development and re-development efforts that both demonstrate and achieve community goals, such as promoting employment, economic stability, revitalization, historic preservation, and other Regional Plan goals.	**Redevelopment:** Initiate public and partnership economic development and re-development programs and projects and promote private industry initiation of same. **FY 2008 Status Update:** 1. Mall Expansion / Auto Park under construction. 2. NAU Conference Center under construction. 3. FBI Building at Air Park completed. 4. USGS Science and Technology Park development initiated: Design work started for Incubator Project. 5. Downtown Parking Program and District initiated. **FY 2009 Goals:** 1. Continue ongoing major / living wage employer attraction efforts. 2. Monitor downtown economic slump, provide assistance where possible. 3. Continue development of Downtown Parking Program and District. 4. Deploy re-development programs / plans to implement the Southside Plan. 5. Continue USGS Science and Technology Park development.	• Economic Development and Re-development Section, Community Investment Division • Development Services Division • City Council • Planning and Zoning Commission

GOAL STATEMENT: PLANNING FOR GROWTH	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
The primary tool for implementation of the Regional Plan is the Land Development Code which currently is not performing as needed.	**Land Development Code**: Amend as needed so that public and private development work provides the desired type, scale, and character of the natural and built environment and community character. **FY 2008 Status Update:** 1. Amendment to LDC adopted by Council. 2. A Traditional Neighborhood Design (TND) Zone, that includes Form-Based Codes, was adopted by Council 3. Juniper Point project will use the Form-Based Code Techniques. **FY 2009 Goals:** 1. Perform Phase I of a Land Development Code study to determine the opportunities and risks in performing a complete rewrite of the Code. 2. Make needed amendments to the LDC as required.	• Zoning Administration Section, Planning & Development Services Division • City Attorneys Office • City Council • Planning and Zoning Commission

PUBLIC SAFETY

GOAL STATEMENT PUBLIC SAFETY	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
The goal is to promote and maintain a safe community through an integrated public safety system that addresses underlying issues affecting public safety, health and quality of life. **Discussion:** The City Council recognizes that the role of public safety encompasses a broad array of interrelated activities. Public order and quality of life issues must be addressed on a broad front through a partnership of shared responsibility and trust between Police, Fire, other city departments, civic organizations and the community. Community safety and well-being must be built from within each neighborhood and cannot be imposed from the outside. The integrated approach of using all available resources of private enterprise, government, civic organizations and neighborhoods, each accepting shared responsibility is the optimal use of public safety services to enhance the quality of life for the community.	Continue to improve upon the coordination and team approach of focusing Police, Fire, Planning & Zoning, Environmental Management, Legal and Health Services to efficiently address safety and health needs. **FY2008 Status Update:** • The Fire and IS departments are working with County IS to obtain statistics from the CAD system and the Fire Department's Fire House Management software. • The Dispatch User's Committee met throughout the year to enhance emergency dispatch and technical operations of the 911 Center. • The Police, Fire, Public Works and other City Departments participated in several disaster exercises. • The Police Department encouraged all City departments to participate in Block Watch forums to better enhance the partnership between City government and community members. • The Police department continued to develop and strengthen its COMPSTAT program. This program analyzes crime and traffic trends and quality of life issues and develops weekly objectives to respond to these trends. Reductions in Part I crime and property crime suggest these efforts are successful. • Reorganized the ability of the Police Department to develop and track intelligence on homeland security issues, gangs and drug activity. A more formalized process was developed in partnership with surrounding agencies with the goal of improving this process.	All
	Environmental Services/Code Enforcement continued the abandoned vehicle and litter control programs in partnership with block watch and neighborhood organizations. **FY 2008 Status Update:** • Police participated with Environmental Services in numerous neighborhood clean-up projects and graffiti removal within budget restrictions, in conjunction with the Sunnyside, Southside & Old Town neighborhoods. • Environmental Code Enforcement (Clean & Green) continues to coordinate the abandoned vehicle and litter control programs in cooperation with Police.	Environmental Services Police

GOAL STATEMENT PUBLIC SAFETY	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Push decision-making down to the lowest competent level to increase efficiency. The City Manager's office leads the effort to communicate with all the staff current issues facing the City. **FY2008 Status Update:** • The Fire Department has completed two of four Fire Station relocations. The remaining two stations will be relocated this year (2009). • A modular training tower is being designed and erected at the Wildcat Hill Wastewater Treatment plant. • The Fire Department Program/Project Management continues to empower employees by allowing them to manage critical areas of the department. • Police officers & supervisors attend Beat meetings with other COF employees to identify neighborhood issues and concerns and develop plans to solve problems. Development of Compstat Crime Analysis to identify criminal patterns and assist in developing strategies. • Police communication shift meetings are used as a conduit for in-service training and problem identification.	All

GOAL STATEMENT PUBLIC SAFETY	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Utilize the PRIDE Block Watch Program as a forum to promote and nurture a partnership of shared responsibility and trust with Police, Fire, government and residents and to identify and address issues that are adverse to public safety and quality of life. **FY 2008 Status Update:** • Approximately 130 Block Watch meetings were held by the Police Department with 41 Block Watch Groups. • Block Watch Captains Meetings were held quarterly. • Two Citizen Police Academies were held, with approximately 70 people graduating. • Citizen police patrols have been formed and utilized in the Siler Homes neighborhood. • Police Department continued the Crime Free Hotel/Motel program to educate innkeepers as to how to better protect their establishments and create a network for sharing information on current criminal activity. • The Police Department continued to train and develop Crisis Incident Teams (CIT) to more effectively deal with the mentally ill. Fifteen police employees are now trained in the program. Regular meetings occur between the Police Department and mental health providers. All police officers and dispatchers have received 4 hours of introductory training to CIT and the SMART card programs. In addition, NARBA received funding so CIT Officers can refer a mentally ill person to a mental health provider 24/7. • Implemented the "Smart Card" program in concert with CIT in order to improve the safety of our disabled citizens. • Officers worked closely with The Guidance Center to develop protocols for the Intake Triage Unit which opened in August 2007.	All
	Continue participation in after school programs as well as those during school hours that offer opportunities for education, mentoring and value building. **FY2008 Status Update:** • The DARE and GREAT programs continue as the primary prevention programs in the public schools. • "Adopt a School" program continued this year, where each officer was assigned a school in his or her beat to devote special attention by conducting close patrols and working closely with staff and students. • Police have held regularly scheduled meetings with high school and middle school administrators for the purpose of sharing information on potential gang activity. • Several gang and drug educational presentations were given to school teachers. • Officers worked closely with the Safe Kids Coalition to present several bicycle rodeos.	Police Fire Parks & Recreation

GOAL STATEMENT PUBLIC SAFETY	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Continue partnering of Police, Fire and Parks & Recreation in joint ventures such as Teen Night, the Teen Leadership Academy, GREAT Camp, Grad Night, and other positive youth programs. **FY2008 Status Update:** • The Fire Department Public Education clown program completed fire safety shows to 12 elementary schools. • The Dare and Great programs continue as the primary prevention programs in the public schools. • The Police and Fire Department served on the Victim Witness DUI Impact Panel sponsored by Coconino County. • Jam Zones, Celebrate Youth Day, and National Night Out were examples of programs completed with other City Departments. • Police personnel administered the very successful annual Christmas Toy drive. • An Officer attends the peer driven Teen Court administered by the Juvenile Court. • Officers assist Parks and Recreation with the annual Grad Night to provide positive and safe activities for graduating High School Seniors. • Planning has started for two GREAT summer camps for Middle School students to be held this summer.	Parks & Recreation Courts Coconino County Police Fire
	Review Park security issues, as well as the impact of alcohol on Park Use and Permit Policies. **FY 2008 Status Update:** • Parks are constantly monitored for violations and compliance. • Permits are scrutinized to ensure adequate security and compatibility. • Police in partnership with East side merchants attempted to gain compliance from liquor stores on Fourth Street not to sell alcohol to public intoxicants. One business voluntarily removed over 4000 bottles of liquor and reported success in reducing criminal activity in the vicinity with no detrimental impact in overall revenue. • The Police Department instituted a Park and Urban Trail program where volunteers help patrol these areas and call in suspicious activity. Volunteers have also assisted with handicap parking enforcement and graffiti eradication efforts. • Police Officers teamed with Parks and Rec employees to provide crime prevention and safety materials to youth attending the summer “Movies on the Square”. • The Fire Department Prevention Division continues to regulate fire use in parks during the wildfire season	Police Parks & Recreation Fire

GOAL STATEMENT PUBLIC SAFETY	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Continue participation in United Way partnerships such as the Sunnyside and Southside Neighborhood Associations, Success by Six, and Weed & Seed to address social issues and foster neighborhood responsibility. **FY 2008 Status Update:** • Police officers participate in many neighborhood based projects such as "Wood for Warmth" community clean up projects, numerous celebration events and assist in home restoration projects. • Police maintain representatives on the Weed & Seed, Sunnyside and Southside Neighborhood Association Boards.	All
	Use every opportunity and community forum to educate residents of their responsibility to contribute to the well being of their neighborhood, community and country, by participating in the identification and resolution of those social and economic issues that adversely affect crime, the fear of crime, public health and overall quality of life. **FY2008 Status Update:** • The Police Department continues to offer, or are willing participate in, an array of forums to communicate the Mission of the Department and the City. • Homeland Security and related issues continue to be a priority of the Police and Fire Departments. • Police personnel continued to foster relationships with the local builders associations through "Project Nail-Em" in an ongoing effort to reduce theft of construction materials and tools. • The Fire Department completed 2000 commercial occupancy inspections. • The Fire Department will continue to pursue grants, contracts, donations, and reimbursements to enhance public safety. • The Fuel Management Division of the Fire Department completed 43 Public outreach presentations. • The Fire Department tested and maintained 3000 City fire hydrants to insure operability and compliance with ISO standards. • The Fire Department completed annual pump testing on all apparatus with water pumping capability.	All

GOAL STATEMENT PUBLIC SAFETY	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Staff, train and equip City Public Safety to contend with the realized demand for service within the community. **FY2008 Status Update:** • The Fire Department trained three (5) additional personnel as Technical Rescue Technicians. • The Fire Department has received, and has deployed a state Heavy Rescue Unit through a Homeland Security Grant in the amount of $940,000. • One additional Inspector was added to the Fire Department as part of the keeping up with workload due to growth. • The Communication Center continues to explore creative options to improve the recruitment, training and retention of staff. A salary adjustment was implemented in September 2007 in the hopes of improving both recruitment and retention in the Center. • A salary adjustment was implemented in November 2007 for Police records personnel to allow the police department to remain more competitive within the City for like jobs that don't require shift work. • A Police recruitment and Retention Committee has been established to explore issues related to retention such as affordable housing programs and similar initiatives. • Police Officers broadcast a weekly safety or crime prevention message via local TV and radio stations.	Fire Police

GOAL STATEMENT PUBLIC SAFETY	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Adequately respond to realize demand for emergency services and prepare for the potential demands associated with disaster management. **FY2008 Status Update:** Police and Fire Departments in conjunction with the Coconino County Local Emergency Planning Committee, have instituted an Emergency Operations Center committee to define future needs for the EOC. • The Police and Fire Departments are working in concert with the Ponderosa Fire Advisory Council (PFAC) to develop a Wildland Fire Emergency Operation Plan for the greater Flagstaff area. • The Fire Department hosted a Special Operations deployment exercise at the Grand Canyon on September 2007. The event showcased Special Operations apparatus, equipment, and teams with the State. • The Emergency Operations Center (EOC) conducted 3 continuing education drills. • The Fire Department conducted a simulated high-rise fire drill with area partners and local law enforcement at NAU. • The Police Department received a Homeland Security grant to send one additional bomb technician through advanced training. • The Police Department continues to maintain a very active core group of 23 volunteers. These citizens perform a variety of police functions such as conducting the Citizen radar program, handicap parking enforcement and graffiti eradication. The Police Department will attempt to strengthen this program by requesting a Volunteer Coordinator in the FY09 budget. * Police continue their partnership with the Sheriff's Office in the development and training of Community Emergency Response Teams (CERT). Approximately 300 citizens have been trained thus far, with quarterly meetings being held to insure graduates remain prepared to respond in event of an emergency.	All

QUALITY OF LIFE

GOAL STATEMENT QUALITY OF LIFE	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
To enhance the quality of life for our community, we will assure comprehensive programs that allow for balanced resource development and protection, that include cultural components that cross generational boundaries and strive to create cost effective and proactive approaches to meet the social, physical and economic needs of our citizenry as we celebrate Flagstaff's heritage, diversity and vast aesthetic appeal. Consideration will be given to quality of life preservation and enhancement in all City actions and appropriations towards open space, neighborhood and historical preservation, land acquisition, facility and park development, environmental impact and controls, view shed retention and other community identified values in order to retain the essential and appropriate balance when considering issues related to growth and development and the related economic implications.	**Environment:** Continue to support and expand our successful community wide recycling program and increase the number of businesses participating in the program. Increase the materials being diverted from the landfill by expanding the types of materials accepted for recycling as markets are developed and work to develop a municipal composting program. **FY 2008 Status Update:** The City added more commercial recycling accounts this year and continues to grow in tonnage volume. We lost the recycling tonnage from Prescott when they canceled our IGA, however through increased sales efforts, we are beginning to make up the lost tonnage. Work continues on researching the financial feasibility of a municipal composting effort, including feedstock and marketability studies and operation options. Staff continues to explore additional recycling markets to capture more of the recyclable material available in Flagstaff. Staff are also working to identify areas of the city with high and low percentages of contamination and consider recognition of areas with low percentages of contamination and do intensive education and outreach for areas with high contamination.	Environmental Services, Sustainability and Environmental Management
	Environment: Continue to support and fund the fuel management efforts in cooperation with our regional partners. **FY 2008 Status Update:** See Public Safety	Fire Department

GOAL STATEMENT QUALITY OF LIFE	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Discussion: The City will incorporate the responsibility for enhancing quality of life as a component of every policy decision, appropriation, and governmental initiative and will always strive for a balance between growth, economic development and quality of life.	**Environment:** Continue to develop water resources in a manner consistent with long-term needs and resource sustainability as well as continue to develop and implement cooperative agreements with regional partners. Expand the use of reclaimed water resources throughout the community and continue to educate our community of the value of our water resources so that we can all make educated resource decisions. **FY 2008 Status Update:** • A new water and wastewater rate structure was approved by the City Council that included an impact fee for the purchase of Red Gap Ranch and an additional tier for the water conservation rate structure to provide more incentive for conservation. • Value engineering has been completed and design is being finalized for the Wildcat Hill wastewater improvement project that will improve water quality at the Wildcat Hill Plant to A+ reclaimed water and allow both plants to supply the City's main system. Construction will start in Spring of 2007. • The Bureau of Reclamation completed the Appraisal Study for the North Central Arizona Water Supply Study and it is anticipated to go on to the feasibility phase this year. • A grazing lease has been advertised and is anticipated to be awarded for the management of Red Gap Ranch	Utilities
We will recognize the diversity of our community both culturally and generationally and will strive to preserve the aesthetic values and well as our environment while promoting citizen awareness and participation.	**Neighborhoods:** Through the newly formed Sustainability Commission (formerly Clean and Green Committee), we will continue to listen to our citizen representatives and develop on-the-ground neighborhood conservation efforts. **FY 2008 Status Update:** The Sustainability Commission has been formed and they are working on various community issues and projects including the City's Sustainability Plan and an improved Earth Day celebration including a service project, lectures, informational booths, and interactive activities. The Brownfield Land Recycling Program is continuing with an EPA grant for the Route 66 Corridor and an ADEQ grant for the Phoenix Avenue property. Staff collaborated with other municipalities, contractors and the National Brownfield Association to form an Arizona Chapter of the National Brownfield Association. Environmental Code Enforcement is continuing cooperation with FPD to remove abandoned vehicles and will continue efforts to ensure timely removal of snow and cinders on sidewalks. In addition, Adopt-An-Avenue groups continue to join the program, providing more community and neighborhood clean-ups.	Sustainability and Environmental Management

GOAL STATEMENT QUALITY OF LIFE	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Cultural Heritage: Continue to serve as a repository for our community's media based historic materials. **FY 2008 Status Update:** • Staff continues to add historic materials to the library collections.	Library
	Youth & Elderly: Continue to invest in out-of-school services and programs for children; preteen and teen service opportunities, skill development, and diversion, adaptive recreation programs, inclusive recreation programs, and services for senior citizens. Pursue multi-use/multi-generational recreation facility construction and program enhancement to meet citizen needs as established in the Master Plan and future bond initiatives. **FY 2008 Status Update:** • Core programming continues with additional opportunities for partnerships explored to supplement offerings. • Implemented additional programs as allocated in FY08 budget. • Increased City's funding of FACTS out-of-school program. • Aquatic/Multi-generational Center 2004 Bond Project (The Flagstaff Aquaplex) construction initiated in spring 2007.	Parks & Recreation
	Youth & Elderly: Continue to provide a wide variety of youth and elderly services and will continue to develop it technical, multi-media format of service delivery. Staff will work to secure grant funding to improve technology based information systems and programming. **FY 2008 Status Update:** • Funding has been secured to provide after school and Family Learning and Literacy programs. • Outreach Services is developing a project to provide more services to the elderly.	Library

GOAL STATEMENT QUALITY OF LIFE	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Parks & Recreation: Through completion of the '96 bond initiative, residents and visitors benefit from parks and recreation facilities, which offer improved amenities that promote quality of life through physical, social, and instructional programming. Community-wide priorities will be reviewed and selected through Master Plan updates for development and inclusion in future bond initiatives. **FY 2008 Status Update:** 1996 Bond Projects: • The Thorpe Park Improvement Project was the last of the 1996 Bond projects. Construction began in spring 2006. Project was completed in summer 2007. 2004 Bond Projects: • Aquatic Center and Multi-Generational Center (Flagstaff Aquaplex) • Lake Mary Park – Phase II land acquisition (and two other smaller parcels). • Completed Adult Center Renovation Project.	Parks & Recreation & Community Development
	Events and Image: Continue to improve the quality of special events for residents and visitors compatible with the image and marketing of Flagstaff as a home and destination. Staff will continue teamwork with community partners to market and produce seasons of celebration, consistent with appropriate Flagstaff images. **FY 2008 Status Update:** • Parks and Recreation continues to provide year-round special events through the Community Events program area. This office also processes special event permits for outside organizations to provide special events. • Initiated second phase of "Winter Wonderland" holiday décor throughout Flagstaff. • Banner display in the Downtown area continues to inform residents and visitors of upcoming community events. • CVB produces a Calendar of Events brochure highlighting the special events in Flagstaff. It is available to residents and visitors throughout the state. In their seasonal marketing efforts, the Flagstaff CVB lists various special events in print publications, radio, website, etc.	Parks & Recreation CVB Planning

GOAL STATEMENT QUALITY OF LIFE	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Parks and Recreation: Continue to improve and protect outdoor public recreation resources through education and interaction with park and trail users. Explore the possibility of park ranger program through use of both paid staff and volunteers. **FY 2008 Status Update:** • Park Ranger programs would still be beneficial to meet this goal. No paid positions have been pursued due to budget conditions. • The P.O.S.T. Volunteer Program (Parks, Open Spaces and Trails) was initiated in the summer of 2007.	Parks & Recreation
	Parks and Recreation: Through the use of available technology, manage botanical and archeological park resources. Expand use of GIS/GPS technology to create and maintain resource databases and adopt strategic management plans for tree, weed, and archaeological programs. **FY 2008 Status Update:** • All tree and weed inventory databases were lost in the hardware "crash". Staffing levels are not such that regeneration of this information is possible at this time. FY09 budget proposal will address this need with request of a permanent Inventory Management Specialist (Maintenance Worker III) that would oversee the Natural Resources/Open Spaces Division in a proposed Parks re-organization.	Parks & Recreation

GLOSSARY

ACCRUAL BASIS OF ACCOUNTING – A method of accounting in which revenues are recorded when measurable and earned, and expenditures (or expenses) are recognized when a good or service is used.

ACTIVITY – The purpose/activity or group of sub-activities within a function/program for which the city is responsible.

ADOPTED BUDGET – Formal action made by City Council that sets the spending limits for the fiscal year.

ALLOCATION – Assigning one or more items of cost or revenue to one or more segments of an organization according to benefits received, responsibilities, or other logical measures of use.

ANNUALIZED COSTS – Operating costs incurred at annual rates for a portion of the prior fiscal year and which must be incurred at similar rates for the entire 12 months of the succeeding fiscal year.

APP – Aquifer Protection Permit

APPROPRIATION – An authorization granted by the City Council to make expenditures and to incur obligations for purposes specified in the Appropriation Ordinance.

ARB – Accident Review Board – A committee comprised of City Employees from various departments designated to review employee accidents that result in property damage.

ASSESSED VALUATION – A valuation set upon real estate or other property by the County Assessor and the State as a basis for levying taxes. (Primary or Secondary)

BALANCED BUDGET – A budget in which current revenues equal current expenditures. The State or local government may set the legal requirements for a balanced budget.

BOND – A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specific rate.

BOND FUNDS – Are used to account for the purchase or construction of major capital facilities that are not financed by other funds. The use of bond funds is necessary to demonstrate that bond proceeds are spent only in amounts and for purposes authorized.

BONDS PROCEEDS – Debt issuances derived from the sale of bonds for the purpose of constructing major capital facilities.

BUDGET – A financial plan consisting of an estimate of proposed expenditures and their purposes for a given period and the proposed means of financing them.

BUDGETARY CONTROL – The control of management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorized appropriations and available revenues.

BUDGET MESSAGE – The opening section of the budget that provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations regarding the financial policy for the coming period.

CAPITAL – Those items valued over $5,000 with a life expectancy of at least three years.

CAPITAL IMPROVEMENT PROGRAM BUDGET – The appropriation of bonds or operating revenue for improvements to city facilities including buildings, streets, water and sewer lines, and parks.

CAPITAL OUTLAY – Expenditures that result in the acquisition of or addition to fixed assets.

CAPITAL PROJECT – Any project having assets of significant value and having a useful life of three years or over. Capital projects include the purchase of land for design, engineering and construction of buildings and infrastructure items such as streets, bridges, drainage, street lighting, water system, etc. Capital projects are permanent attachments intended to remain to the land.

CARRYFORWARD – Any equipment, contractual, commodity, or capital project that has been previously approved by the Mayor and Council but for various reasons has not been implemented on schedule. Under the State laws and generally accepted accounting principals only those costs relating to work actually done on or before the last day of the fiscal year can be reflected on the financial statements of that fiscal year. To avoid having to charge the project costs estimated to be incurred in a subsequent fiscal year as an unbudgeted item for that year and, therefore, a violation of State budget law, such project and the associated projected costs are included in the subsequent year's budget.

COMMODITIES – Expendable items used by operating or construction activities. Examples include office supplies, repair and replacement parts for equipment, fuels and lubricants, etc.

COMMUNITY DEVELOPMENT DEPARTMENT – Refers to the following group of Divisions: Community Development Administration, Building Inspection, Engineering, Planning, Urban Design, Housing and Community Services, Metropolitan Planning Organization, Arts & Science, Drainage and Transportation.

CONTINGENCY – Monies set aside as carryover to the following fiscal year, but which can be used to finance unforeseen expenditures of the various operating funds.

CONTRACTUAL SERVICES – Contracted service used for operating or construction activities. Examples include Legal Fees, Postage & Freight, Rents, Utilities, and Debt Service costs.

COST CENTER – An organizational budget and/or operating unit within each City division or department.

DEBT SERVICE – Payment of principal, interest, and related service charges on obligations resulting from the issuance of bonds.

DEBT SERVICE FUND REQUIREMENTS – The amounts of revenue that must be provided for a Debt Service Fund so that all principal and interest payments can be made in full on schedule.

DEPARTMENT – A major administrative division of the City that indicates overall management responsibility for an operation or group of related operations within a functional area.

EMT - Executive Management Team - Team members selected from throughout the organization to participate in process improvement regarding organizational development.

ENCUMBRANCES – Obligations in the form of purchase orders, or contracts, which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbered when the obligations are paid or otherwise liquidated.

ENTERPRISE FUND – An Accounting entity established to account for the acquisition, operation and maintenance of governmental facilities, and services which are entirely or predominately self-supporting.

ESTIMATED REVENUE – The amount of projected revenue to be collected during the fiscal year.

EXPENDITURE/EXPENSE – This term refers to the outflow of funds paid for an asset obtained or goods and services obtained.

EXPENDITURE LIMITATION – The Arizona State Legislature imposed constitutional amendment that limits the annual expenditures of all municipalities. The Economic Estimates Commission based on population growth and inflation sets this limit.

FISCAL YEAR – A 12-month period of time to which the Annual Budget applies and at the end of which a governmental unit determines its financial position and the results of its operations. For the City of Flagstaff, it is July 1, through June 30.

FIT – Flagstaff Interagency Taskforce for Safe Housing – an interagency team with the purpose of identifying and correcting unsafe housing and living conditions in the Flagstaff area.

FIXED ASSETS – Assets of a long-term character that is intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

FUND – An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources, together with all related liabilities, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations.

FUND BALANCE – Fund balance is the excess of assets over liabilities and reserves and is, therefore, also known as surplus funds.

FUNDS CARRIED FORWARD – The balance of operating funds brought forward from prior years.

GENERAL ADMINISTRATION DEPARTMENT – Refers to the following group of Divisions: City Manager, City Clerk, Capital Management, Law, City Court, Tourism Administration, and Visitor Services.

GENERAL FUND – A fund used to account for all general-purpose transactions of the City that do not require a special type of fund.

GENERAL GOVERNMENT REVENUE – The revenues of a government other than those derived from and retained in an enterprise fund.

GENERAL OBLIGATION BONDS – (G.O.) Bonds that finance a variety of public projects such as streets, buildings, and improvements. The repayment of these bonds is usually made from secondary property taxes.

GOAL – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a specific achievement in a specific time period.

GRANT – A contribution by the state or federal government or other agency to support a particular function.

INTERFUND TRANSFER – Amounts transferred from one fund to another.

MANAGEMENT SERVICES DEPARTMENT – Refers to the following group of Divisions: Human Resources, Information Services, Management Services Administration, Finance/Budget, Sales Tax & Licensing, and Library division.

MODIFIED ACCRUAL ACCOUNTING – Basis of accounting required for use by governmental funds in which revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred.

NON-DEPARTMENTAL – Refers to the following Divisions: Contributions to Other Agencies, G.O.B.-Debt Service, Council & Commissions, Non-Departmental, Real Estate Proceeds, Firemen's Pension, Special Assessments and Transit.

NON-RECURRING REVENUE – Revenue which is a one-time receipt or which is not received on a continual basis.

NRFP – North Reservoir Filtration Plant

OBJECTIVES – A statement of specific measurable outcomes that contribute toward accomplishing the departmental mission.

OPERATING BUDGET – A budget for general expenditures such as salaries, utilities, and supplies.

OPERATING REVENUE – Resources derived from recurring revenue sources used to finance recurring operating expenditures and pay-as-you-go capital expenditures.

OUTSIDE AGENCIES – Refers to organizations, which are not associated with or can be allocated to any particular Department.

PERFORMANCE INDICATORS – Measures used to evaluate the performance of a program or activity. Effectiveness and efficiency are two types of "outcome" performance indicators.

PERSONAL SERVICES – All employers costs related to compensating employees of the City of Flagstaff, including employee fringe benefit costs such as City portion of retirement, social security, and health and industrial insurance.

PERSONNEL SERVICES – Expenditures for salaries, wages and fringe benefits of a government's employees.

PIT – Project Implementation Team – A team comprised of City employees to ensure that the Capital Improvement Project process is expedient with the goal of getting work done in a timely manner and within the appropriated budget.

POLICE DEPARTMENT – Refers to both Police and Police Grant Divisions.

PRIMARY TAXES & VALUES – Primary or "limited" values are used to calculate primary property taxes which are collected to fund the maintenance and operation of school districts, community college districts, counties, cities and state government. Primary values and taxes are both "limited" as to how much they can increase if no changes have been made to the property.

PROGRAM – A group of related functions or activities performed by a division where there is a desire to budget and identify expenditures independently of other activities within the division.

PROPERTY TAX LEVY – The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

PRV – Pressure reduction valve

PUBLIC WORKS DEPARTMENT – Refers to the following Divisions: Airport, Facilities Maintenance, Cemetery, Mechanical Shop, Parks and Recreation, Environmental Services and Streets.

PURCHASED CAPITAL OUTLAY – Acquisition of any item of capital that is complete in and of itself when it is purchased.

RECURRING REVENUES – Revenue sources available on a constant basis to support operating and capital budgetary needs.

RESERVES – Account that records a portion of the fund equity that must be segregated for some future use and that is, therefore, not available for further appropriation or expenditure.

RESTRICTED REVENUES – Are legally restricted for a specific purpose by the Federal, State, and local government.

REVENUES – Amounts estimated to be received from taxes and other sources during the fiscal year.

SECONDARY PROPERTY TAXES – Ad valorem taxes or special property assessments used to pay the principal and interest charges on any bonded indebtedness or other lawful long-term obligation issued or incurred for a specific purpose by a municipality.

SECONDARY TAXES & VALUES – Secondary, or "full cash" values are synonymous to market values. They are used to calculate secondary property taxes to support voter-approved budget overrides, bond issues and other debt service, such as special districts.

SPECIAL REVENUE FUND - Fund used to account for revenues from specific taxes or other earmarked revenue sources that by law are designated to finance particular functions or activities of government.

STREET AND HIGHWAY BONDS – Bonds that are secured by the City's Highway User Revenues and used for the construction of street, highway and related capital projects.

TAX LEVY – The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

TAX RATE – The amount of tax levied for each $100 of assessed valuation.

URBAN DESIGN – Refers to the following group of Divisions: Beautification-General Administration, Streetscape, Flagstaff Urban Trails System, Rehabilitation Projects, and Reserve-Beautification.

UTILITIES DEPARTMENT – Refers to the following Divisions: Betterments & Improvements Water District, Betterments & Improvements Water Production, Debt Service-Sewer, Debt Service-Water, Lake Mary Water Plant, Meter Reading, North Reservoirs, Utilities Administration, Wastewater Collection, Wastewater Collection Improvements, Wastewater Monitoring, Wastewater Treatment Improvements, Wastewater Treatment Plant, Water Distribution System, Woody Mountain Wells, and Reclaimed Plant.

ACRONYMS

Acronym	Description
ADA	Americans with Disabilities Act
ADEQ	Arizona Department of Environmental Quality
ADOC	Arizona Department of Commerce
ADOT	Arizona Department of Transportation
ADWR	Arizona Department Water Resources
ALS	Advance Life Support
AOC	Administrative Office of the Courts
AOT	Arizona State Office of Tourism
APSES	Arizona Public Service Environmental Services
ARFF	Aircraft Rescue and Firefighting
ARS	Arizona Revised Statutes
ASE	Automotive Service Excellence
ATP	Administrative/Technical Personnel
ATV	All Terrain Vehicle
AWWA	American Water Works Association
BBB	Bed, Board, and Booze Tax
BLS	Basic Life Support
BMP	Best Management Practices
BNSF	Burlington Northern Santa Fe Railroad Company
CAD	Computer Assisted Drafting
CAFR	Comprehension Annual Financial Report
CAPER	Consolidated Annual Performance Evaluation Report
CCC	Coconino Community College
CCCY	Coconino Coalition for Children and Youth
CCSO	Coconino County Sheriff's Office
CD	Community Development
CDBG	Community Development Block Grant
C.E.R.T.	Citizen Emergency Response Teams
CID	Capital Improvement Division
CIP	Capital Improvement Plan/Projects
CMS	Case Management System
COL	Cost of Living
CPM	Center for Performance Measurement
CSI	Construction Specifications Institute
CSR	Customer Service Representative
CTAC	Citizens Transportation Advisory Committee
CVB	Convention and Visitor Bureau
CY	Calendar Year
DBA	Downtown Business Alliance
DBM	Decision Band Method
DES	Department of Economic Security
DOJ	Department of Justice
DPS	Department of Public Safety
DRB	Development Review Board
DUI	Driving Under the Influence
EAC	Employee Advisory Committee
EEO/AA	Equal Employment Opportunity / Affirmative Action
EOC	Emergency Operations Center
ERU	Equivalent Runoff Unit
FAA	Federal Aviation Administration
FAM	Familiarization Tour
FARE	Fines/Fees and Restitution Enforcement Program
FBI	Federal Bureau of Investigation
FCP	Flagstaff Cultural Partners
FEMA	Federal Emergency Management Agency
FHA	Flagstaff Housing Authority

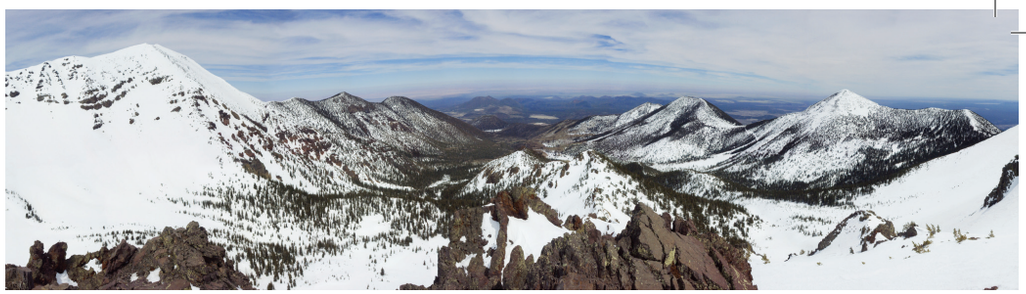
ACRONYMS

Acronym	Description
FHS	Flagstaff High School
FHWA	Federal Highway Administration
FMLA	Family Medical Leave Act
FMPO	Flagstaff Metropolitan Planning Organization
FPD	Flagstaff Police Department
FRC	Flagstaff Recreation Center
FSO	Flagstaff Symphony Orchestra
FTA	Federal Transit Administration
FTE	Full-Time Equivalent
FUSD	Flagstaff Unified School District
FUTS	Flagstaff Urban Trail System
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GFEC	Greater Flagstaff Economic Council
GFFP	Greater Flagstaff Forest Partnership
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GMBA	Government Management and Budgetary Accounting
GO	General Obligation
GREAT	Gang Resistance Education and Training
GSA	Government Services Administration
HASTC	High Altitude Sports Training Complex
HHPCC	Household Hazardous Products Collection Center
HIPAA	Health Insurance Portability and Accountability Act
HRM	Hotel/Restaurant Management
HUD	Housing and Urban Development
HURF	Highway User Revenue Fund
ICMA	International City/County Management Association
IGA	Intergovernmental Agreement
ICSC	International Centre for Sustainable Cities
IDIS	Integrated Disbursement Information System
ISO	Insurance Service Organization
ISTEA	Intermodal Surface Transportation Efficiency
IT	Information Technology
JCEF	Judicial Collection Enhancement Fund
J.T.T.F.	Joint Terrorism Task Force
LAN	Local Area Network
LDC	Land Development Code
LEAF	Law Enforcement Administrative Facility
LEED	Leadership in Energy and Environment Design
LEPC	Local Emergency Planning Committee
LERRDS	Lands, Easements, Rights-of-way, Relocations, and Disposals
LLEBG	Local Law Enforcement Block Grant
LMWTP	Lake Mary Water Treatment Plant
LTAF	Local Transportation Assistance Funds
LTCS	Lone Tree Corridor Study
MAS	Minimum Accounting Standards
MDC	Mobile Data Computers
MFC	Municipal Facilities Corporation
MIS	Management Information Systems
MOU	Memorandum of Understanding
MPO	Metropolitan Planning Organization
MRF	Materials Recovery Facility
MSW	Municipal Solid Waste
NACOG	Northern Arizona Council of Government

ACRONYMS

Acronym	Description
NAIPTA	Northern Arizona Intergovernmental Public Transit Authority
NAMC	Northern Arizona Marketing Coalition
NAPEBT	Northern Arizona Public Employees Benefit Trust
NATBI	Northern Arizona Technology and Business Incubator
NAU	Northern Arizona University
NAUPD	Northern Arizona University Police Department
ND	Non-Departmental
NFPA	National Fire Protection Association
NPDES	National Pollutant Discharge Elimination System
NSF	Non Sufficient Funds
O&M	Operations and Maintenance
OD	Organizational Development
OMB	Office of Management and Budget
OSHA	Occupational, Safety, and Health Administration
P&Z	Planning and Zoning
PC	Personal Computer
PFAC	Ponderosa Fire Advisory Council
PFC	Passenger Facility Charge
PIO	Public Information Officer
POPTAC	Population Technical Advisory Committee
POTW	Public Owned Treatment Works
PR	Public Relations
PW	Public Works
RFP	Request for Proposal
ROW	Right of Way
RPI	Rural Policy Institute
RSL	Revised Service Level
SCADA	Supervisory and Control Data Acquisition
SID	Special Improvement District
STS	Safe-to-School
SUV	Sport Utility Vehicle
TCEF	Traffic Citation Progressive Fund
TEA-21	Transportation Equity Act for the 21st Century
TIP	Tax Intercept Program
TND	Traditional Neighborhood Design
UCR	Uniform Crime Report
USACE	United Stated Army Corp of Engineers
USDOT	United States Department of Transportation
USFS	United States Forest Service
USGBC	United States Green Building Council
USGS	United States Geological Survey
VC	Visitor Center
VRC	Vacancy Review Committee
WIFA	Water Infrastructure Financing Authority
WMD	Weapons of Mass Destruction











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