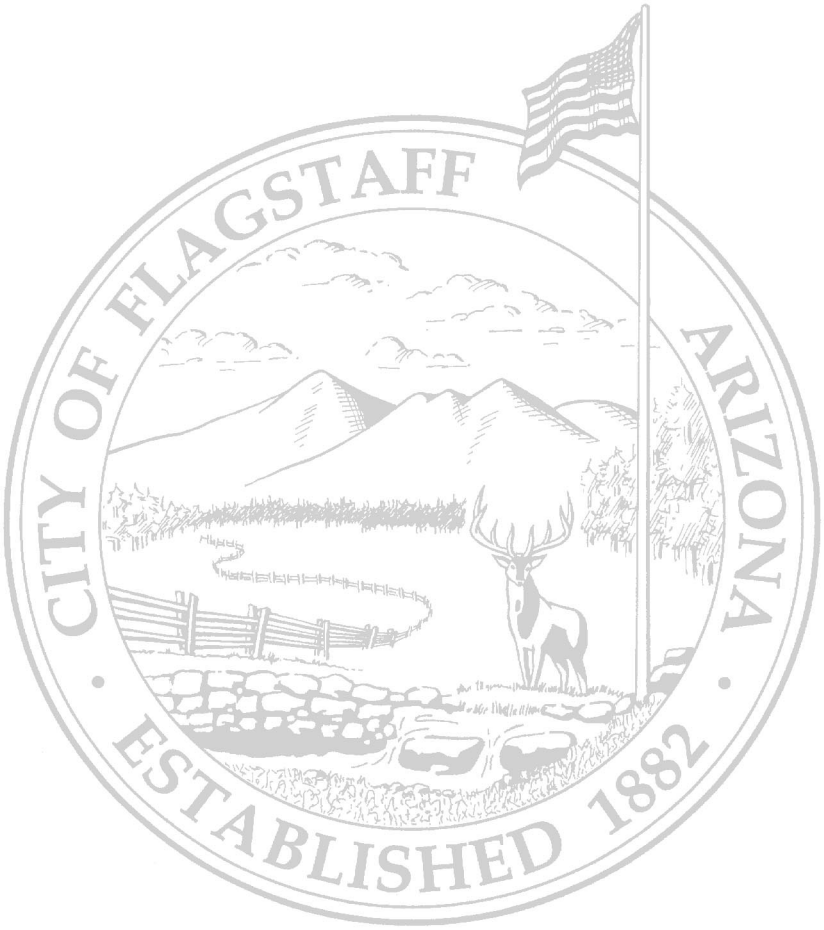
2012

FLAGSTAFF, ARIZONA

Flagstaff Urban Trails System: Pathways Supporting Flagstaff's Quality of Life

City of Flagstaff
Annual Budget and Financial Plan

2011–2012


CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882

Annual Budget and Financial Plan

Fiscal Year 2011-2012
City of Flagstaff, Arizona

CITY COUNCIL

Sara Presler, Mayor
Celia Barotz, Vice-Mayor
Art Babbott
Karla Brewster
Coral Evans
Scott Overton
Al White

BUDGET TEAM

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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, 2010. 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.

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

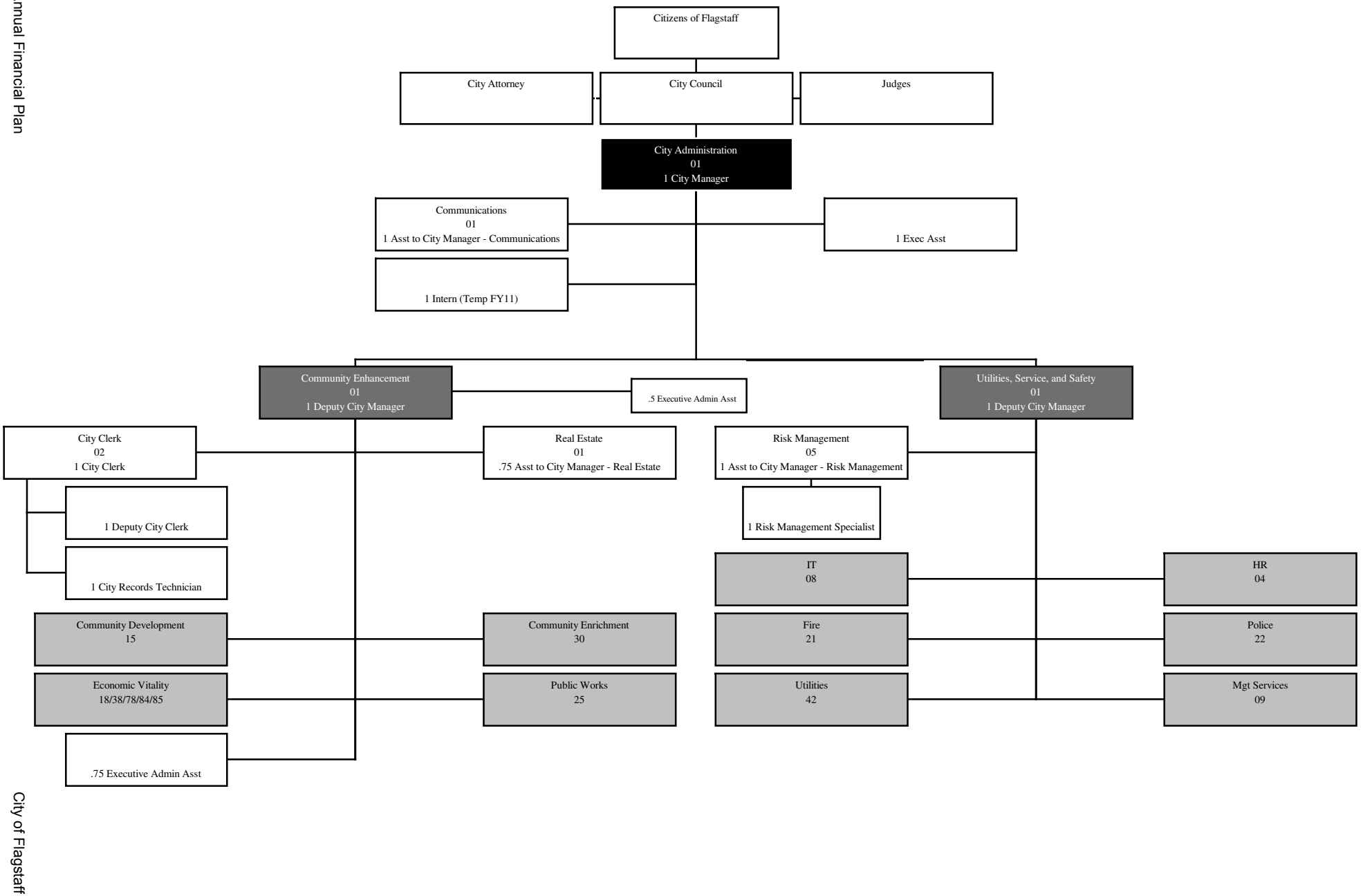
Capital Improvements - The current year portion of the five-year capital improvement program is listed, along with location maps and funding source. A more detailed project-planning sheet is available in the separately published five-year Capital Budget and Capital Improvement Plan.

Community Profile - The 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) 213-2215. This budget document may also be viewed in Adobe Acrobat format on the City of Flagstaff website, www.flagstaffaz.gov under the Finance and Budget section.

CITY ADMINISTRATION



City Council

Mayor Sara Presler

Sara Presler, attorney and law teacher, brings a fresh perspective and dynamic energy to the City of Flagstaff. Presler is an ardent supporter of clean industry and education, and works with nonprofit groups, business leaders, elected officials and others at all levels of government on initiatives to improve the quality of life for Flagstaff residents.

Born in Buffalo Grove, Illinois and raised in rural Arizona, Presler has called Flagstaff home since 1997. Sara graduated Cum Laude, earning a Bachelor of Science degree in history and a minor in English from Northern Arizona University in 2002**.** After, earning her law degree from Michigan State University in 2005, she returned to Flagstaff to serve as a public defense attorney for Coconino County until 2008, defending the rights of parents, children, the mentally ill, and low income persons in the justice system.

Sara's professional experiences include Legal Aid Services for students at Northern Arizona University. She has taught for six semesters at Northern Arizona University for the WA Franke College of Business. Sara is an attorney in private practice; with her office located in downtown Flagstaff. Sara was elected in 2008 and re-elected in 2010. Sara Presler has a strong commitment to public service and is involved in a number of local organizations.

Vice-Mayor Celia Barotz

Councilmember Celia Barotz was elected to the Flagstaff City Council for a four-year term in May 2010. Celia's seven years of public service experience on a wide variety of local boards and commissions, including the Coconino County Planning & Zoning Commission, City of Flagstaff Planning & Zoning Commission, City of Flagstaff Water Commission, City of Flagstaff Open Spaces Commission, City of Flagstaff Board of Adjustment, and Mountain Line Citizen's Review Commission, provide Celia with a solid foundation for service on the Flagstaff City Council. Celia's professional experience includes practicing real estate and land use law, coordinating the Alternative Dispute Resolution (ADR) Program for Coconino County Superior Court in Flagstaff and mediating and arbitrating civil and family law cases. Celia manages an investment portfolio and has a consulting business. Celia earned a Bachelor of Science, *cum laude*, from the University of Vermont, and a Juris Doctor from Tulane University. She is a member of the Connecticut Bar. Celia's recreational pursuits include exploring the Flagstaff Urban Trail System and hiking on the Colorado Plateau. She enjoys basket weaving, quilting, knitting, and practicing yoga.

Councilmember Art Babbott

Art served his first term on Flagstaff City Council from 2002-2006 and was recently re-elected in 2010. Art is a strong proponent of land use planning which maintain and enhance the characteristics that he believes makes Flagstaff different from other communities. He has B.A. in Political Science from Amherst College and an M.A. in Urban Affairs and Public Policy from the University of Delaware. Art is a small business owner who runs, with his wife Heather and daughter Lila, the Flagstaff Community Markets, a local farmers' market. He is also one of the managing partners at Pine Mountain Amphitheater and was one of the founding members of the Orpheum Theater in Flagstaff. His experience as a business owner gives him a strong foundation in responsible fiscal planning. Art has served on the Coconino County Planning and Zoning Commission, was co-chair of the Southwest Renewable Energy Fair and as a council member, served as council liaison to the Water Commission, the Flagstaff Housing Authority and the Coconino Water Advisory Council. Art believes strongly in forward thinking energy and water policy as well as ensuring that people of all income levels can live and thrive in Flagstaff.

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 Glendale, AZ until moving to Flagstaff in 1998 where she enjoys working with people and the diversity of Flagstaff. Karla's concern in representing all citizens of Flagstaff has been to have a vision and provide the leadership for thoughtful, foresighted planning for Flagstaff in growth, open spaces, water, economic development and the incorporation of alternative energies. A balance of these important issues is necessary to maintain our quality of life, our sense of place in Flagstaff for today and for the future. She earned degrees from Arizona State University (B.A. in Education), and University of Northern Colorado, (M.A. in Education). She has been a teacher most of her life, 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 Academic Affairs. She is the president of the Democratic Women of Northern Arizona, past president-elect of Classified Staff Advisory Council at NAU, and past president of the Organization of Administrative Support Staff at NAU. She was in the first class of Glendale's (AZ) Leadership Program.

Councilmember Coral Evans

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

Councilmember Scott Overton

Councilmember Scott Overton was elected to the Flagstaff City Council in May 2006, re-elected in 2010, 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. Councilmember Overton graduated with a Bachelor of Science degree in Industrial Technology Education in 1996 and a Master of Education degree in Educational Leadership in 2002. He currently operates a small construction company, SR Overton Construction. Councilmember Overton has an interest in providing a reasonable, common sense, working approach in addressing issues and concerns facing the citizens of Flagstaff. He will continue to utilize his personal ethics and professionalism to serve the City of Flagstaff to the best of his ability.

Councilmember Al White

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

CITY COUNCIL GOALS

In the summer of 2010 the Council attended a retreat to allow them to update their goals for the organization. From this retreat we have the following goals:

- A sustainable community through economic vitality, environmental protection, and social inclusion
- Diversity of arts, culture, and educational opportunities
- Livability through good neighborhoods, affordable housing, and varied recreational activities
- Effective governance
- Maintain public safety short response times and encourage expanded health services
- Maintain and deliver quality, reliable infrastructure

These goals are represented in the performance measures of each Section located in the Department Detail section of the book.

City of Flagstaff

July 11, 2011

To the Honorable Flagstaff Mayor and Council,

How we spend the public's money is our most important business. With this letter, I am transmitting the Final Approved Budget for Fiscal Year 2012.

The past three fiscal years have been extremely difficult as we have watched resources shrink dramatically. The City has become far leaner with many sacrifices by city personnel and difficult decisions by the City Council. Despite this, Flagstaff service levels are nearly unchanged.

Fiscal Year 2012 represents one of the most difficult budgeting years I have faced. Not because of the dramatic cuts, but in the absolute unpredictability of our revenue sources. In our November Budget Retreat, I characterized our financial situation as being on the fulcrum of a teeter-totter. A number of our revenue sources have been trending upward. And equal number of revenue sources had been trending downward. It was uncertain where this would leave us. We did not have the 2010 Census numbers available to us when developing the Recommended Budget. Moreover, the State Budget was not adopted until April 1, 2011, after we had sent the April recommended budget to print for the April Council Retreat. Therefore, this transmittal letter will explain the evolution of the Final Adopted Budget with these component parts.

<u>The Base Budget</u>

The Flagstaff budget is divided into funds. Think of each fund as its own business but all part of a larger corporation (sort of a holding company model). The reason for this is that many revenue sources are restricted. For example, revenue from utilities can only be spent on expenditures related to utilities. Therefore, we put those revenues and expenditures in their own "fund." The General Fund is the fund with mostly unrestricted revenues primarily from taxes. The General Fund has many of our core functions and administrative overhead. These include Police, Fire, Parks, Recreation, Community Development, Courts, Finance, Human Resources, Information Technology, City Manager, etc. Here is a brief synopsis of some of our funds.

The revenue sources for the Environmental Services Fund (Solid Waste and Sustainability and Environmental Management Section), Utilities Fund, Storm Water Fund, Bed Board and Beverage Funds are increasing. This breaks a downward trend from previous years. It also means that service levels associated with these funds will be holding steady or in some cases increasing. Examples of increases include:

Utilities – As a result of water and sewer utility rate increases that took effect January 1, the restoration of various maintenance and service programs is possible. These include: restoration of the Conservation Manager to a part-time basis and $15,000 towards various conservation incentives; restoration of the meter replacement program; restoration of overtime budgets for our 24/7 operations; resumption of our infrastructure replacement program; and $85,000 to pay for our share of the Arizona Department of Water Resources per the State Budget. The FY2012 budget also includes the elimination of the Project Manager position.

Environmental Services – This includes our Solid Waste program and our Sustainability and Environmental Management Section (SEMS). New services include: development of a wood pallet collection program; exploration of same day collection of trash and recycling; full year's operation of a fee-for-service glass collection service; as well as, money for a comprehensive Solid Waste Management Plan for the landfill. This study will include handling methane gas, alternative daily covers, etc.

BBB – Bed Board and Beverage revenue is earmarked into five different funds—Tourism/CVB, Economic Development, Beautification, Parks and Recreation, and Arts & Sciences. The BBB budget is predicting an approximate 8% increase in revenues versus the FY2011 Budget which translates into about a 1% over FY2011 estimates. This enables the substitution of a $100,000 in marketing dollars that was originally earmarked from the Incentive Fund, to be paid for out of BBB revenues within the CVB portion. It also allows for the City to Fund Riordan Mansion at $20,000 for another Fiscal Year from the Arts and Sciences portion of BBB. Community Investment (a section in Economic Vitality) is able to continue funding of Science Foundation, SEDI and ECONA in FY2012 as well as conduct its own retention, redevelopment and attraction programs.

The Capital Improvement Program (CIP) is not a fund, but a tracking mechanism of all our capital projects. The CIP will take another hit this year due to the continued reallocation of HURF funds by the State. Fortunately, the recently passed bond issue for streets and utility infrastructure maintenance and replacement will commence and we have several projects slated for FY2012. It is also important to note that due to a decrease in workload, the Capital Improvements delivery workgroup continued to make layoffs and did not fill vacancies.

The Library Fund is a complicated fund because it consists of revenue transferred from the General Fund to cover the City's portion of services, as well as revenue from property taxes collected in the County and transferred to the City to pay for County residents' use of Library facilities and libraries in the County. The revenue from property taxes will drop significantly in FY2012 due to a drop in real estate values. We are anticipating approximately a 10% drop in revenue to parallel a 10% decrease in property

values. Fortunately, this drop in revenue is mitigated by good planning. A drop was anticipated and therefore, 1) expenditures were not allowed to increase when revenues were increasing; and 2) additional reserves have been built up over time. So the Library Fund can absorb a 5% decrease in revenues without noticeably affecting services. The second 5% drop accessed reserves and the City continues planning for service decreases in FY2013.

The General Fund was far more complicated. Despite our principal revenue source, sales tax, trending upward at 1% versus this fiscal year, there was predicted a deficit in the General Fund of approximately $1 million dollars. However, we also had $1 million in carry-over money from FY 2010 that could have offset that deficit. This presented a policy choice: A) use the carry-over and hold service levels relatively constant; or B) adjust expenditures to match ongoing revenues and use the one-time dollars towards other purposes such as replenishing the General Fund Balance to 15%. Both had great merit, however, when we looked forward at future expenditures (rising health care and pension costs) and future revenue sources (grants expiring, future State deficits) our best prediction was further deficits; therefore, this budget addresses our current deficit immediately.

First, it is important to recognize, by self-imposed policy, we maintain a 15% Fund Balance in the General Fund. Fund Balance is a sort of savings or contingency account. Having a healthy savings account is critical to our bond rating. Having a good bond rating means we pay less in interest on our borrowing. In other words, we generally borrow our money for large projects through bonds. Outside agencies rate our credit worthiness based upon our financial health. One of the key components to that rating is how much money we have in our Fund Balance to make sure we can make the annual principal and interest payments to bond holders. Having a 15% Fund Balance is generally seen as a very good measure of credit worthiness. The Fund Balance also provides money in cases of emergencies, disaster, or significant recessions. The latter is the reason we reduced the General Fund Balance from 15% to 12% in FY2010. This provided $500,000 a year for three years to offset some of the service and personnel impacts of the Great Recession. The third year of this program is FY2012. The use of Fund Balance dollars is one-time money (meaning, it does not come from a recurring source and once it is spent, it goes away unless a new source of revenue is available to replace it). Therefore, it was anticipated that in FY2013 we would need to restore that Fund Balance to 15%. [As an important side note, our Financial Advisor advised us in 2009 that reducing the fund balance from 15% to 12% would not affect our credit rating because we were still so much healthier than others during the recession]. Fortunately, or unfortunately, the last three years of revenue and expenditure reductions means restoring the fund balance to 15% is a smaller actual number. By the end of FY2012, the Fund Balance will be at 15%. Therefore, it is not necessary to redirect one time carryover dollars from FY2010 to return the Fund Balance to 15%

Before tackling the $1 million deficit, it is important to know that our service levels are impacted by the numerous positions that were funded with one-time money used in the FY2011 budget that expires for FY2012. These include (with their personnel status in parenthesis):

- 11 Fire positions (10 operational and one Wildland Specialist)
- A Call Taker for dispatch (vacant)

- A Court Judicial Specialist (occupied)
- Reduction of a meter reader position (retiring)
- Assistant City Attorney (vacant)
- Code Enforcement Officer (occupied, but the supervisor position is vacant)
- Management Intern (occupied)
- Reduction of the Deputy City Clerk position 5 hours/week (occupied)

Additionally, Community Development has had numerous mid-year staffing reductions due to reduced workload and/or capital funding:

- Building Plan Reviewer
- Engineering Inspector
- Capital Improvements Engineer
- Capital Project Manager

With these personnel reductions in mind, we tackled the General Fund. Dissecting the $1,000,000 deficit for FY2012, our health care and pension contribution expenditures have increased approximately $500,000. Revenue was also expected to decrease $500,000 due to reduced revenue from State shared income tax. On the positive side, personnel costs (primarily associated with turnover in which the new employee was less expensive than the retiring or outgoing employee and lower workers compensation insurance rates) were reduced by $450,000. This left a $550,000 structural deficit. To mitigate the expenditures, we have reduced health benefits, used a premium holiday and instituted a $20 per month employee fee on health insurance. In other words, the City would no longer pay 100% of an employee's (separate from an employee plus dependent arrangement) health insurance. This resulted in a $250,000 decrease.

The remaining $300,000 in cuts is the equivalent of about 1% cut from other divisions in the General Fund. With the exception of Fire and Courts, every division in the General Fund made some cuts—Community Development made more than one percent. The impact of this includes, but not limited to the following:

- Elimination of 2 police officers (vacant)
- Elimination of part time Real Estate Assistant (vacant)
- Reduction of an Administrative Assistant in prosecution from 0.75 FTE to 0.50FTE
- $30,000 from Recreation associated with Aquaplex utilities
- Many other cuts in contractual and commodities such as training and street sweeping.

Combined with the loss of one-time funded positions, some of these cuts have a very serious impact on services. For Fire, of the 11 positions, we had three retirements and once vacancy. This leaves 7 unfunded positions. The Wildland Specialist is preserved for a year by shifting its costs to a grant. Of the remaining 6 positions, three are saved by reorganization and shifting of salary. This leaves three positions scheduled for lay-off/elimination. The resulting change in service levels is a reduction from 6 engines and 1 rescue/engine (depending upon daily staff availability) in FY2011 to 6 engines and a

rescue operated only 25% of the time. The reduction of two police officers would eliminate the DARE program. Elimination of the Court Judicial Specialist would delay when a person would get a hearing for a civil traffic violation, parking ticket and/or code violation. For these reasons, we are proposing the following:

- Use $140,000 of the one-time dollars carried over from FY10 to preserve 2 of the positions in Fire. Additionally, reduce the number of scheduled leave slots in peak months. Combined, this would enable us to operate the rescue 24/7 365 days a year.
- Transfer one fire operations person to the Fire Marshall position to avoid a layoff.
- Use of $10,000 in one-time money to preserve street sweeping downtown on a daily basis.
- Restore one of the police positions permanently with the institution of a Use Tax that Council consented to adopt.
- Use $30,000 in on-going dollars from a reorganization of CD-positions to hire a part-time planning technician to assist with front desk activities and the installation of a new permit tracking software.

These would offset the cuts with the greatest service impacts but creates a $150,000 structural deficit in FY13. It also does not address the reduced level of service in courts.

This leaves $850,000 in one-time money carried forward from FY2010. Council has allocated this money to prepare the organization for the future. It is broken down as follows:

- $450,000 set-aside to fulfill the grant obligation of maintaining 6 police-officers for one full year after their grant expires. This will occur in mid FY2013 and carry through mid FY2014.
- $70,000 to pay the General Fund's portion of increased utility costs over the next several years associated with the Power Purchase Agreement (PPA). If we can offset any expenses above anticipated electrical increases, this saves money immediately.
- $100,000 toward outside legal fees.
- $100,000 toward facility improvements that were deferred during the recession;
- $47,000 toward United Way and Rural Policy Institute to offset one-time funding that was set to expire in FY2012;
- $10,000 toward Council Travel. Otherwise there is no budget for travel.
- $3,000 for participation in community events such as Annual Chamber luncheon, annual economic forecast, Flagstaff Cultural Partners Viola awards, Back to Flagstaff and similar functions.
- $5,000 toward the Regional Plan Community Advisory Committee meetings;
- $8,000 toward the restoration of a 0.25 FTE in the City Attorney's office
- $10,000 toward the development of a Regional Plan
- $47,000 toward the City's share of Auto Park taxes.

Most of these expenses are operational expenses that may re-occur (particularly the police officers). Using this carry-over money in this capacity; however, allows us more time to either recover our revenues or plan for the reduced expenditure.

There is another significant one-time revenue/expenditure line item in the FY2012 budget that is unpredictable—Sawmill South bond payments. The municipal corporation inherited the improved parcels when the developer defaulted on their bond payments. These bond payments are estimated at approximately $700,000 per year. We made the December 2010 and June 2011 payments using budgeted contingency funds in the current fiscal year. The goal was to eliminate this burden by selling the properties for what is owed on the bond. In July 2011, this property closed to a developer of campus housing. With this sale to Campus Crest, the City will recoup the $700,000 spent in FY2011 and allow us to reallocate the $700,000 budgeted in contingency for bond payments in FY2012. That is a $1.4 million dollar swing. During the Council budget review, the Council agreed to use this money to further position ourselves for the future should it become available.

One of the principal unfunded expenditures in the future is the replacement of vehicles including fire engines (please reference the issue paper on this topic in the 'Issues and Updates' section). We have historically paid for replacement vehicles each year as money was available. With the recession, funds have not been available and most vehicle replacements were deferred. Therefore, the vast majority of the Sawmill dollars will provide a solid foundation for building a replacement fund for vehicles as they reach their useful life and must be replaced. It will provide greater planning and predictability. The other portion of the Sawmill funds would go toward election costs associated with various local elections in FY2012.

As I noted in my Budget Transmittal Letter last year, it is only possible to maintain the same level of services long term if we can address equipment, facilities, infrastructure and personnel. With the use of one-time money (such as FY2010 carry-over and Sawmill offset) towards these functions rather than operating costs, we are helping equipment and facilities. Another difficult policy choice we will need to look at is reducing facilities to a level we can maintain long-term. Parks fit this category. As we continue to decrease maintenance levels in parks, we tend to reach a decision point where it is preferred to have fewer parks with green grass and safe amenities than a lot of parks with spotty grass and dilapidated or closed amenities. Another issue paper on this topic can be found in the 'Issues & Updates' section of the budget book.

In terms of maintaining our infrastructure for the future, the November 2010 bond issue helps address infrastructure. This is a $16 million dollar one-time effort, but it does reduce the bleeding associated with deferring the maintenance of existing infrastructure. Lastly, as soon as possible, we need to start directing resources towards personnel. Municipal services are principally provided by people. If we are not able to maintain quality workers and/or suffer continual turnover due to non-competitive wages, service levels will suffer. The recession has been long and severe enough to limit employee choices; however, if we don't set the stage for addressing their needs, they will move as soon as the market bears. We must prepare the organization to make those adjustments and remain competitive.

Property Taxes

An important aspect of this year's budget is the status of property taxes. As expected, assessed values have dropped significantly. Recall that there are two types of property taxes with two formulas for determining assessed value (the value upon which the tax rate is applied). I'll start with secondary property taxes because they are easier to understand.

Secondary property taxes are used for the purposes of paying down general obligation debt. In Flagstaff's case, all of the debt is associated with voter approved projects such as the Aquaplex, the Fire Station relocation program, and Open Space projects. The assessed value for secondary property tax is based upon the "full cash value" (or appraised value) of the property. The full cash value most closely reflects the market value of a property. As we know, the market value for property has declined notably during this recession. On average, property values used for this fiscal year have dropped an average of 8.5%. Holding the property tax rate constant at $0.8366 per $100 in value, the City will see an approximately $600,000 decrease in revenue. Despite this decrease in revenue, we are able to meet all debt obligations. Therefore, the average taxpayer will see an approximate 8.5% decrease in their secondary property tax levy (a.k.a. tax bill) from the City.

The revenue from primary property taxes goes to the General Fund and pays for public safety, administration and various municipal services such as parks, recreation and community development. The assessed value for primary property taxes is taken from a "limited cash value" formula. In other words, when values of homes were rising significantly, a formula was created to limit that rise so as to limit the increase in property taxes when the property tax rate remained the same. Therefore, the value of your house, for primary property tax purposes, is less than the "full cash value" (or appraised value). The limited increase is restricted to 2% increase in revenue on existing property plus new construction. For FY2012, the limited cash value of most property is still below the full cash value despite a drop in property values. In order to minimize further cuts in the General Fund, primary property tax revenues will be increased by 2% plus new construction. This will increase revenue from approximately $5,000,000 to $5,125,000.

The net change in property taxes between primary and secondary will be a decrease in the amount paid for a majority of taxpayers. The only exception would be where the full cash value of a property actually increased. This is pretty rare in this market.

Census Data and State Budget

In mid-March 2011, we received the Census data from April 2010. That data indicated that Flagstaff population had grown by approximately 24%. This growth rate mirrored the state of Arizona growth rate for the last decade. This was unexpected. State-shared revenue is based upon population. It was anticipated that Flagstaff, as a percentage of the State's population, would decrease. In reality, our

percentage increased. We believe this is largely attributable to the undercount from the 2000 Census rather than an actual growth rate comparable to the State.

State shared revenue comes in four forms: sales tax, income tax, gas tax (HURF), and vehicle license tax (VLT). Based upon the Arizona League of Cities and Towns estimates, the City of Flagstaff should receive $987,000 more than was anticipated when we put the Recommended Budget together. State shared revenue is considered on-going (as opposed to one-time) revenue for budgeting purposes.

This extremely good news was tempered by the State adopted budget. The State of Arizona continues to suffer significant losses in revenues. In order to balance their budget, they have made significant expenditure cuts or shifts. The legislature adopted a budget on April 1, 2011, after the City Manager's recommended budget to Council in April was prepared. The following outline changes to the final budget. In that budget, the State reduced the amount of money provided to Flagstaff by reducing HURF funds by approximately $750,000. We had anticipated a $250,000 cut to HURF funds when preparing the budget so $500,000 of this was unanticipated.

We reduced the amount of new revenue sharing associated with the Census data by the $500,000 cut associated with the State budget, so we had approximately $487,000 in on-going revenue to work with. Council allocated that money as follows:

- Shift the 2 firefighter funded with one-time money to on-going money ($120,000);
- Offset the increase in health insurance premiums to employees ($20 per month/per employee) ($182,000) [for at least FY12].
- Restore the Call Taker position in dispatch ($45,000);
- Restore the Court Judicial Specialist position ($50,000);

These changes are focused on the City Manager's top fiscal policy of preserving FY10/11 service levels. Within that fiscal policy I have focused on maintaining service levels within public safety. This leaves about $90,000 in ongoing revenue.

Also in the State budget, they changed the Arizona State Retirement System (ASRS) contribution formula from 50% employer and 50% employee to 47% employer and 53% employee. This reduces the amount of take-home pay for an employee as they must now make a larger contribution to their retirement (in addition to an overall increase in premiums) for the same benefits. For the employer (in this case the City of Flagstaff), our expenditure is decreased by approximately $160,000. As noted above, we must position ourselves to remain competitive for employees. Therefore, Council agreed to offset this compensation decrease in the General Fund (including PSRS employees) by utilizing the $160,000 savings plus the $90,000 in unallocated on-going revenue associated with the Census.

As a further act of looking forward and planning, Council has created a "trigger" to restore between 0.6% and 1.2% of the 1.2% pay-cut employees took in May 2009 to help balance the budget. This

"trigger" means that if City sales tax revenues (minus construction and autos) is trending to come in $425,000 to $850,000 (twice as much as a the 0.6% to 1.2% pay increase costs) more than budget when looking at receipts through December 2011, a portion of the pay-cut could be restored on the first paycheck after April 1, 2012.

Summary

The FY2012 Adopted Budget is balanced and absent of a structural deficit. Furthermore, we are using one-time dollars to prepare the municipal corporation for financial challenges of the future. This planning and preparation will lead to greater stability as we proceed forward.

Sincerely,

Kevin Burke
City Manager

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 2012 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.

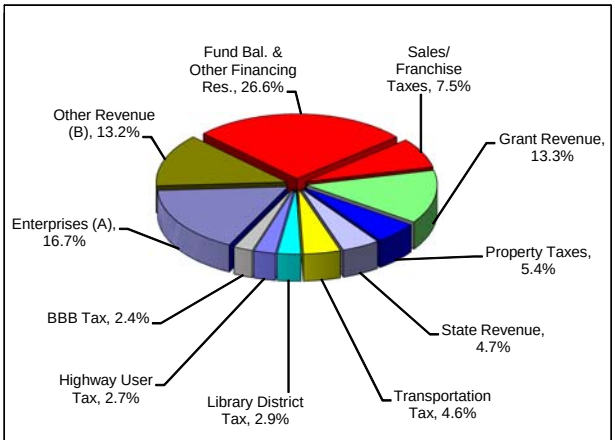
This section briefly describes the document *Format and Presentation*; the *Assumptions and Strategies* which formed the working parameters of the budget development; *Highlights of Appropriations*, *Revenues*, and *Capital Improvements Plan (CIP)* for FY 2012; *Debt Structure*; and the *Fund Balances*, which are the operating framework of the Financial Plan.

FINANCIAL RESOURCES AVAILABLE

Sales/Franchise Taxes	$	16,228,000	7.5%
Grant Revenue		28,958,385	13.3%
Property Taxes		11,820,618	5.4%
State Revenue		10,259,706	4.7%
Transportation Tax		9,985,181	4.6%
Library District Tax		6,330,598	2.9%
Highway User Tax		5,800,000	2.7%
BBB Tax		5,307,340	2.4%
Enterprises (A)		36,329,300	16.7%
Other Revenue (B)		28,684,141	13.2%
Fund Bal. & Other Financing Res.		57,926,885	26.6%
	$	217,630,154	100.0%

(A) Enterprises:		
Water	$	12,225,067
Wastewater		9,346,057
Airport		1,547,201
Environmental Services		11,766,083
Stormwater Utility		1,444,892
	$	36,329,300

(B) Other Revenue:		
Licenses and Permits	$	990,400
Vehicle License Tax		2,500,000
Charges for Services		3,055,045
Fines and Forfeits		1,262,470
Interest on Investments		425,350
Misc Revenue		20,450,876
	$	28,684,141

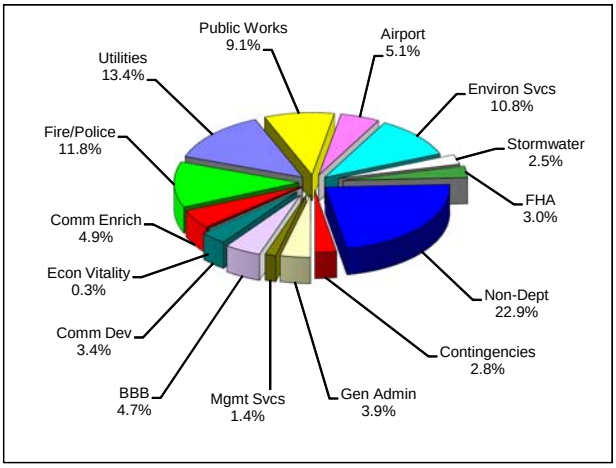


"WHERE THE MONEY COMES FROM"
$217,630,154

TOTAL APPROPRIATIONS

General Administration	$	8,463,745	3.9%
Management Services		3,051,139	1.4%
BBB (A)		10,241,149	4.7%
Community Development		7,429,599	3.4%
Economic Vitality		744,754	0.3%
Community Enrichment		10,593,879	4.9%
Fire/Police		25,733,885	11.8%
Utilities		29,222,440	13.4%
Public Works		19,902,603	9.1%
Airport		11,108,414	5.1%
Environmental Services		23,475,023	10.8%
Stormwater		5,533,132	2.5%
Flagstaff Housing Authority		6,470,299	3.0%
Non Departmental		49,938,093	22.9%
Reserves/Contingencies		5,722,000	2.8%
	$	217,630,154	100.0%

(A) BBB Tax Funds:		
Beautification	$	5,960,679
Tourism		1,559,757
Economic Development		2,054,630
Arts and Science		666,083
	$	10,241,149

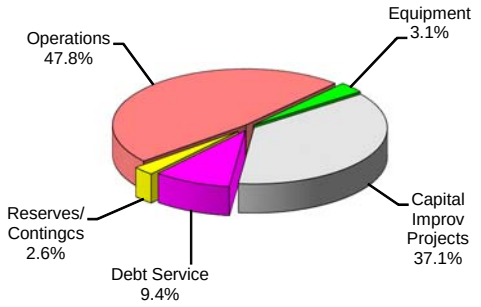


"WHERE THE MONEY GOES TO"
$217,630,154

The following graphs depict the major classifications of appropriation for the total 2011-2012 budget and expenditures by major types.

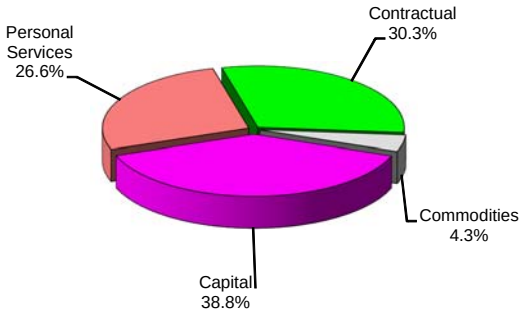
TOTAL APPROPRIATIONS		
Operations	$	103,926,940
Equipment		6,748,612
Capital Improvement Projects		80,766,329
Debt Service		20,466,273
Reserves/Contingencies		5,722,000
	$	217,630,154

TOTAL APPROPRIATIONS (all funds)



EXPENDITURES BY TYPE		
Personal Services	$	57,829,570
Contractual		65,927,655
Commodities		9,352,443
Capital		84,520,486
	$	217,630,154

EXPENDITURES BY TYPE (all funds)

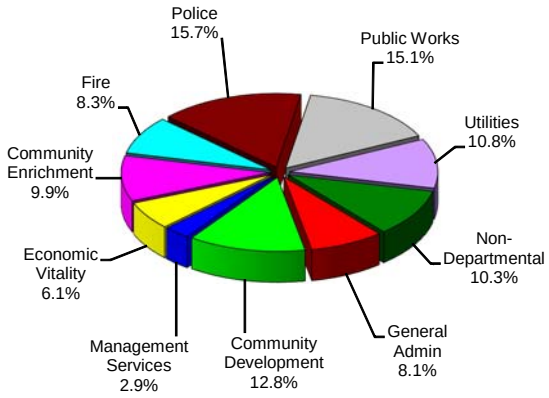


OPERATING EXPENDITURES BY DIVISION

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

OPERATING BUDGET *		
General Administration	$	8,463,745
Community Development		13,341,688
Management Services		3,051,139
Economic Vitality		6,354,409
Community Enrichment		10,330,879
Fire		8,622,511
Police		16,330,574
Public Works		15,714,462
Utilities		11,251,677
Non-Departmental		10,465,856
	$	103,926,940
* Exclusive of Debt Service	$	20,466,273

OPERATING BUDGET



General Administration activities comprise 8.1% of the budget ($8.5 million). The sections within this Division provide for the overall management and administration of the City, as well as enforcement of municipal laws through legal support and the courts. This division consists of City Manager, City Clerk, City Attorney, City Court, Human Resources, Risk Management and Information Technology.

Community Development (CD) comprises 12.8% of the operating budget ($13.3 million). The services in this Division include Planning & Development Services, Engineering, Capital Improvements, Housing, MPO (Metropolitan Planning Organization),

Community Redevelopment Services, FUTS (Flagstaff Urban Trail System), CD Administration and Flagstaff Housing Authority. The services provided by these divisions meet the current needs of the community and plan for the future.

Management Services comprises 2.9% of the operating budget ($3.1 million). The division encompasses those activities that provide administrative support and services including financial services, budgeting, purchasing, customer service, and sales tax.

Fire Department services comprise 8.3% of the operating budget ($8.6 million). The Division's public safety programs provide both personal safety in the community with proactive attention to preventable disasters and sense of well being through timely emergency response.

Police Department activities comprise 15.7% of the operating budget ($16.3 million). Public safety programs provide personal safety in the community by promoting a community free of crime and assured response in emergency situations.

Public Works activities are provided by seven sections that account for 15.1% of the operating budget ($15.7 million), excluding the debt service requirements for streets ($2.4 million), Fourth Street ($2.3 million), USGS facility ($1.7 million) and the proposed capital lease for the Public Works Facility ($0.2 million). The services provided include environmental service operations, cemetery operations, maintenance of all public facilities and public infrastructure including streets and parks, fleet services, and transportation services.

Economic Vitality activities comprise 6.1% of the operating budget ($6.4 million) excluding debt service requirements for Airport ($0.3 million) and Business Incubator ($0.3 million). The division includes the following sections: Community Investment, Tourism and Visitor Center, Airport, Arts and Science, Urban Design, Streetscape, and Economic Development.

Community Enrichment activities comprise 9.9% of the operating budget ($10.3 million) excluding debt service requirements for Recreation ($40 thousand). The division provides the following services: recreation services and operations of the City/County public library system.

Utilities comprises 10.8% of the operating budget ($11.3 million), excluding $6.5 million debt service requirements. There is one administrative section responsible for management of water, wastewater, and stormwater activities. Three sections within water operations and four sections within wastewater operations provide services that promote a clean and healthy community by providing a safe water supply and proper waste disposal. The Stormwater Utility is also included here.

Non-Departmental operations comprise 10.3% of the budget ($10.5 million) exclusive of $6.9 million debt service. Some sections are contractual in nature and include Contributions to Other Agencies. The Council and Commission and Non-departmental budgets account for expenditures that benefit City operations as a whole.

BUDGET FORMAT AND PROCESS

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

FORMAT

The Division Detail presents each operating activity at the Section level with each Section's *Mission, Program Description, FY 2011 Accomplishments, FY 2012 New Initiatives and Goals, Performance Measures, and Financial Summary*. The performance measures look at the efficiency and/or effectiveness at the program level.

To assist the City Manager in the management of the resources expended by the municipality, the budget also serves as an operational guide. The operating budget presentation includes, for comparative purposes, the *Actual Expenditures for FY 2010*, the *Estimated Actual for FY 2011*, and the *Adopted Budget for FY 2011 and FY 2012*. Expenditures are shown by category and programs. The comparatives in the Financial Summaries Section are presented at the fund level and the

division level to aid section and program managers in budget tracking and accountability.

Categories presented are:

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

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

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

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

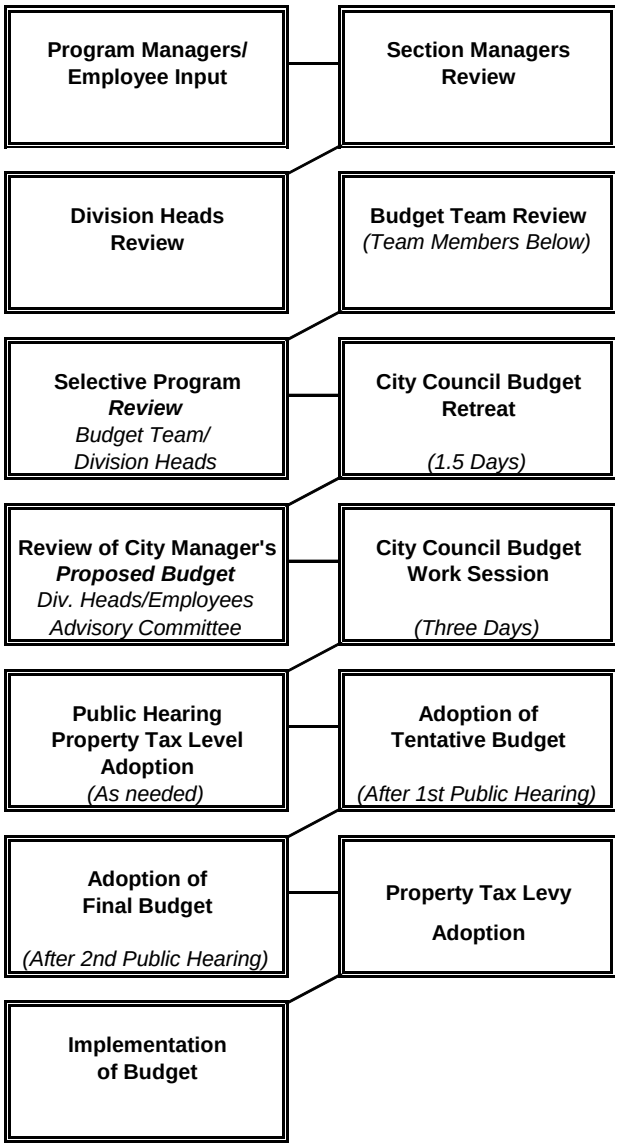
The following table represents the structure for the City.

Illustration of Relationship between Funds, Divisions, and Sections

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

BUDGET PROCESS

Budget Process Flowchart:



Budget Team: City Manager, Deputy City Managers (2), Management Services Director, Finance Director, Human Resources Director, Information Technology Director, and Budget Manager

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.
- The Issues and Update section includes discussions on personnel costs, cost allocation, Fleet Management, IT Plan, and issue papers discussed during the budget study sessions.
- The *Financial Summaries* section includes various schedules utilizing revenue and expenditure classifications and tax levy information in accordance with state reporting requirements as mandated by statute. Expenditures are reported at both the fund level and the Division level for operational control purposes.
- The *Division Detail* section provides both narrative and financial data. The budget commentary provides an explanation of significant budget changes for FY 2012.
- The *Capital Improvement Plan* (CIP) for FY 2012 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

November	Fall Council Retreat
December	Budget Module available to all Divisions
January	Selective Program Review with Budget Team and Division Managers
January 7	Capital improvement and equipment requests reviewed by Capital Improvements and Purchasing
February 10 & 11	Winter Council Retreat
February 24 - March 10	Review with Department Heads and City Manager
April 20 - 22	Council Study Sessions Proposed Budget available to public
June 7	Tentative budget hearing and Tentative budget adoption
June 21	Final budget hearing and Final budget adoption
June 21	Truth in taxation hearing
June 22	Notify Property Tax Oversight Commission of Compliance with Truth in Taxation
July 19	Adopt Property Tax Levy

Review and Approval: Issues presented during the review and approval period include discussion topics

of the Council Spring retreat. The winter retreat was held in February, to give city staff the opportunity to present major discussion points to Council and the public. The goal is for Council to make policy decisions and direct staff in budget priorities. This provides adequate time for the Council to gather input on major budget issues prior to preparation of the budget. The City Council holds Work Sessions in April. The Council reviews and discusses all personnel recommendations, capital equipment recommendations, and the capital improvement plan. The Council arrives at a consensus for all decisions needed. The Study Sessions provide the opportunity for City management, departments and the public to offer information and recommendations to the City Council.

The Proposed Budget is presented to Council for tentative adoption on or before the third Monday in July. Two public hearings are held on the content of the budget. Final adoption occurred on June 21 2011. State law requires the operating budget to be all-inclusive. Therefore, the budget includes provisions for contingent revenues and expenditures that cannot be accurately determined when the budget is adopted, e.g., grants. The Resolution adopting the annual budget requires Council authorization for any expenditure from contingencies, as well as transfer of budget authority between 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.

The Adopted Budget reflects the total funds appropriated ($217,630,154). Certain exclusions are allowed by the state [e.g., bond proceeds, debt service, grants] in computing the Expenditure Limitation ($127,214,898), and this total cannot be exceeded.

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

ASSUMPTIONS AND STRATEGIES

ECONOMIC OVERVIEW AND REVENUE FORECAST

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

The City collects three different retail sales taxes. The first is a 1% tax on all general sales, except for food. This is a general purpose tax that benefits the General Fund. The City of Flagstaff is the only city left in the State of Arizona that has a sunset clause on the general sales tax. This tax must go before the voters every ten years to be validated. Voters approved and extension of the tax in May 2010. This tax next expires in 2024.

The City realized local sales tax declines for all but four months between November 2007 and August 2010, in comparison to the same month in the prior year. Since September 2010, the City has seen increases every month between 1% and 10%. Based on business activity through January 2011, tax revenue has increased approximately 3% compared to a year ago. Of the three major categories of local sales taxes, two have seen an increase and one remains flat. Construction is up approximately 20%, hospitality is up approximately 3.5%, and general retail remains flat. Current sales tax estimates are approximately $400,000 higher than what was projected a year ago.

The second tax is a 0.721% sales tax on the same types of general sales; however, the tax is restricted in use to certain transportation projects. The four components of this tax include Safety Improvements, Street Improvements, 4th Street Overpass, and Transit. The transportation tax components expire in 2020. As these funding shifts

from construction to maintenance, the City will pursue a permanent component to this tax. As similar sales are taxed with this source, revenue declines follow the same trends as the general sales tax.

The third tax is a Bed, Board, and Beverage (BBB) tax that collects an additional 2% for motel rooms/campgrounds, restaurants, and bars. This tax is restricted in use to certain economic, arts, beautification, recreation, or tourism activities. Tourism is a major industry for our sector and overall sales have been consistently decreasing on a monthly basis since approximately July 2008 when the gas prices were peaking. BBB tax has been less volatile than our sales tax. We have been conservative in our estimates. Overall revenue is expected to increase 5.1% over FY 2010 actual revenue. This tax must go before the voters every fifteen years to be validated. Voters approved and extension of the tax in May 2010. This tax next expires in 2028.

State shared revenue consists of both a distribution of sales tax and income tax. These distributions are made based on a city or towns' relative share of population in comparison with all other cities and towns. Except during census years, Flagstaff's population is determined by the Arizona Department of Economic Security based on a number of factors including new homes and student enrollment.

The State has experienced similar or greater revenue declines as the City. Construction, tourism, and auto sales are the three hardest hit industries. In addition to sales tax declines, the distributions of personal income tax are not meeting stated projections. Our estimate for FY 2012 is 3% below the FY 2012 estimates and 7% below the FY 2010 actual. Estimates are provided by the Joint Legislative Budget Committee. After the completion of this budget we received census information and revised budget estimate. Estimates show an increase in revenue which will be presented during the Council budget review.

Highway user revenue (gas tax) funds are projected to end 2.5% below FY2011 budget. Initial governor's proposed budget was showing a $250,000 reduction in City funding as the state redirects the revenues for the Department of Public Safety. These revenues are distributed based on a fairly complex Arizona Department of Transportation formula, based on part on the amount of fuel purchased in our region. As fuel prices have decreased, we anticipate Flagstaff tourism to increase as we are a popular drive destination for Las Vegas, Los Angeles, and Phoenix; however that trend is not yet evident in our monthly receipts. After this budget was balanced, the state negotiated a budget for FY 2012 which impacted our revenue distributions by an additional $500,000. This is not reflected in this document.

Property tax revenues continue to see slight increases even though property tax valuation has decreased. This occurs as there is an approximate 18 – 24 month lag in home valuation and property tax assessment payment, and primary property taxes are based on limited assessed valuation. Property tax valuations have decreased for FY2012 as projected by the city. As the State of Arizona caps the primary property tax revenue increases at 2% on an annual basis, homeowners will actually realize a 4% rate increase from $0.6479 to $0.6917 per $100 of assessed value which is a result of lower assessed values.

Going into this budget season, management was concerned about the impact FY2011 as a result of the 2010 federal census count. We had conservatively estimated a decrease in the Cities' shared revenues as we felt we may not have grown as much proportionally to the rest of the state. When census information was provided in March, the City recognized an increased proportionate share. Currently, the City population percentage in relationship to the rest of the state is approximately 1.31% versus 1.25% in 2005. We have identified two components to this increase. First, we believe that the 2000 census did not reflect the true growth of the city. It showed an increase of approximately 200 people from 1995. The other factor was that even though the city did not grow as fast in the first half of the decade we feel we did not have as big of an impact during the state declines in the second half of the decade. The impact to the general fund is approximately $900,000 higher revenues than presented.

At the November Council budget retreat the main discussion was related to the uncertainty of our financial position and impacts related to the state's financial position. The primary focus of the discussions was related to the general fund. Even though we have seen up swings in our sales tax we were cautiously and conservatively project revenue estimates. Although we have a good understating of the revenues and expenditures that are under our control, we had concerns of what impacts are not in our control. Staff outlined many of the threats we see that could impact budget. Some of these threats were the state budget, reductions in state shared sales tax and income tax revenue, the census impact, the decline in building activity, and the loss of fire service contracts. These threats

could have major impacts on revenues. We also had discussions on positions and expenditures that were budgeted in FY 2011 as one-time funded. We had 17.88 FTE positions budgeted as one-time. Total expenses come to $1.4 million. The general fund overview showed concerns of having a $1 million dollar deficit which amounted to a 3% cut in operations. The Budget Team has direction to staff to prepare a flat budget with out any one-time expenses that were in their FY 2011 budget. In addition, the sections are to provide a spreadsheet outlining how a 3% cut and a 2% add would impact their operations. Council supported this direction but asked for the team to look at what larger impacts we may see if higher state cuts occur.

The February Council Budget Retreat allowed staff to update Council on our current financial positions and get additional direction from Council. Revenues continued to show stability with very moderate growth in our sales tax revenue. Staff also provided information of key expenditure increases related to state retirement and health insurance with impacted the general fund by approximately $500,000. The general fund 5-year plan was updated and presented to Council. The plan demonstrated that we had a boost to fund balance at the close of FY 2010 in the amount of $1.5 million. The general fund also saw a reduction in personal services related to lower industrial insurance and lower wages due to turnover. Divisions were allowed to budget the savings as a one-time expense in FY 2012. However, the structural deficit was about $1 million. The recommendation was to fund the structural deficit with one-time money available. The retreat allowed for an update on threats and bond programs. Policy discussions were related to property tax levies and revenues, FY 2011 one-time expenditures, fiscal priorities, and Fire Department staffing. Staff also presented a summary how the City could manage a $2 million reduction in state shared revenues. This is about a 20% reduction in these revenues. Most of the reduction in expenditures would be related to rolling position freezes, furloughs, and a 2% reduction in operating expenses resulting in a service level reduction.

At the beginning of Department Reviews, the Budget Team had shifted the strategies. Because the general fund's structural deficit past FY 2012 appeared to grow, it is best to address now and present a structurally balanced budget at the April Council Budget Retreat. One-time money from FY 2010 year end was redirected to be used only on one-time items in FY 2012 instead of masking the deficit. The personal savings allowed for one-time budget was eliminated and allowed for $483,000 in ongoing savings. The health insurance plan was subsidized by the benefits trust fund balance to save $250,000. An additional 1% in expenses was cut from several divisions in the amount of $235,000. And we explored the Use Tax revenue. By the end of Department Review, the Budget Team was able to correct the structural deficit in the general fund.

All other funds, except Library and Highway User, were expected to balance their 5-year projected expenditures with any revenue changes. Most funds were kept flat even though revenues may have shown an increase to be conservative and allow time for revenues to stabilize.

The Library Fund has the potential of losing revenues from property taxes as assessed valuations continue to decline. Although there is an option to raise the tax rate to keep the total levy flat, Council recommended keeping the rate flat. Staff estimated a 10% reduction in assessed values. The plan to balance the funds was by using built up reserves from prior year assessments that were based on growth and reducing the purchase of circulated materials. The tax rate is formally adopted by the County Board of Supervisors in August.

The Highway User Fund made a $250,000 reduction in expenditures. As we monitored state budget activities, the Governor's plan had a redirection of revenues to fund state operations. The state legislature and Governor met and made a compromise which redirected additional revenues to fund the Department of Public Safety and Motor Vehicle Division. The impact is about $500,000 less in revenue distribution. The City offset this decrease in HURF with the anticipated increase in state shared revenues due to census results through a revenue transfer from the General Fund.

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

EXPENDITURES

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

Efforts to Control Expenditures – The Fleet Management Committee reviews all equipment replacement requests and prioritizes those needs. A long-range planning approach is utilized to level cash flow requirements from one year to the next.

The Fleet Committee has developed a five-year plan and continues the process of reviewing the plan to identify cash flow needs and develop alternatives to better allocate future resources. Due to varying demands, the Fleet budget is flexible, allowing monies to shift within the five-year planning period.

Fund Balance – The carry forward of fund balances remain at a level that protects the financial integrity of the City. Moody's bond rating for the City is Aa2. The projected fund balance at the end of FY 2012 is estimated at $15,534,315 in the General Fund. A general fund balance equal to 15% of general fund revenues has been City practice. During poor economic conditions, the City has reduced the policy fund balance to 12% of ongoing revenue. The City implemented this measure for FY 2010 to span over three years by using $500,000 each year to meet operational needs. The City is expected to restore fund balance to 15% in the current financial plan. The General Fund balance is currently projected to be 16% at the end of FY.

The FY 2012 budget anticipates using excess fund balance from the completion of FY 2010 to fund one-time expenditures. In addition, a portion of the current fund balance represents carryforward of expenditures in equipment and capital projects.

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

The Council developed six priorities that encompass the following areas: a sustainable community through economic vitality, environmental protection, and social inclusion; diversity of arts, culture, and educational opportunities; livability through good neighborhoods, affordable housing, and varied recreational activities; effective governance; maintain public safety short response times and encourage expanded health services; and maintain and deliver quality, reliable infrastructure.

Budget review includes:

- *Estimated Actual Expenditures FY 2011*. Sections were asked to estimate expected expenditures by line item for FY 2011. Overage and underage amounts (and reasons, theretofore) were used to adjust the recommended budget for various line items in FY 2012.
- *Staffing Requests/Increases in Level of Service.* Divisions are required to provide narratives for increases in service levels and addition of staff. Generally, new staff additions are encouraged to have an independent funding source, or are needed to maintain current service levels.
- *Fleet Management.* All fleet equipment replacement requests were reviewed and prioritized by the Fleet Management Committee within financial parameters.
- *Information Systems.* Information Technology staff reviewed hardware and software needs. Funding was decreased and future needs have been reprioritized.
- *Capital Improvements.* The Capital Improvement staff reviewed all requests of capital projects or public improvements that require time charge outs from that section.
- *Operational Impacts.* All funds are continually evaluated relative to five-year financial projections. Increased service levels due to new programs or capital construction were projected to determine operating impacts in future years.

FUND SUMMARIES

GENERAL FUND

The General Fund includes all City operations, except enterprise activities which are to be self-sustaining, e.g., Utilities, Environmental Services, the Airport, and Stormwater; and 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 Metropolitan Planning Organization.

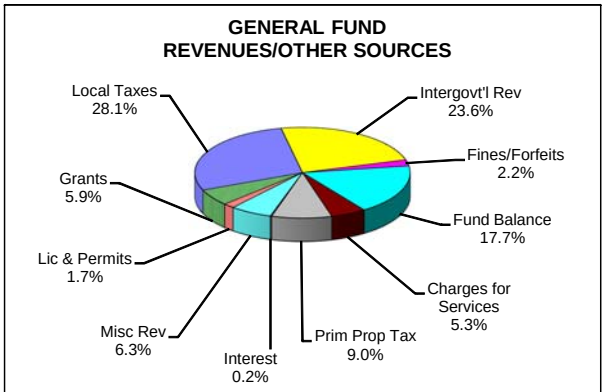
Total resources available for General Fund expenditures for FY 2012 are $57.7 million including the estimated beginning fund balance of $15.5 million. A substantial portion of General Fund resources comes from the following revenue categories: local sales taxes, franchise taxes, and intergovernmental revenues. Specific detail including comparative data is shown in Schedule 3 of Financial Summaries Section and 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 7.1%. As the economy shows signs of recovery, the revenues are remaining relatively flat or show slight increases, a dramatic positive shift from the prior three fiscal years. The fund balance decrease is due to the anticipated completion of several large capital projects.

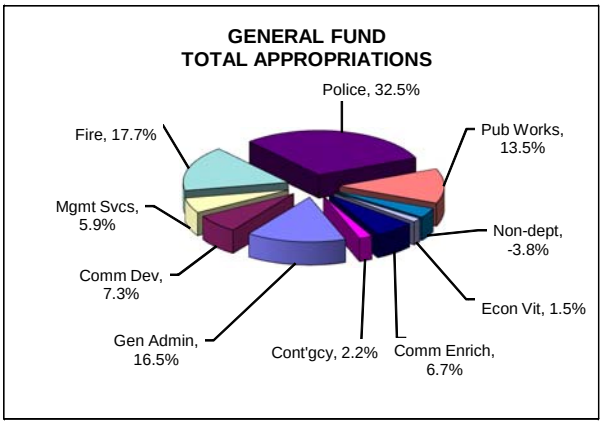
General Fund total appropriations compared to year-end estimates have increased by 10.0%. As part of the FY 2012 budget process, the City eliminated the structural deficit and restored the fund balance to a 15% minimum level. The appropriations increase is primarily due to capital carry forward.

The financial position of the General Fund remains balanced.

REVENUES/OTHER SOURCES	EST ACTUAL FY2011	BUDGET FY 2012
Licenses and permits	$ 873,650	$ 990,400
Grants	2,727,612	3,424,655
Local taxes	15,454,500	16,228,000
Intergovernmental	13,415,306	13,609,706
Fines and forfeits	1,239,500	1,262,470
Fund Balance, net of Transfers	17,493,238	10,243,524
Fund Balance for Carryovers	814,737	924,800
Charges for services	2,571,992	3,055,045
Primary Property Tax	5,005,000	5,200,000
Interest	125,000	125,000
Miscellaneous	2,460,069	2,687,072
	$ 62,180,604	$ 57,750,672



APPROPRIATIONS	EST ACTUAL FY2011	BUDGET FY 2012
General Administration	$ 7,660,083	$ 8,463,745
Community Development	3,835,999	3,752,105
Management Services	2,954,173	3,051,139
Fire	9,251,000	9,073,711
Police	15,685,947	16,660,174
Public Works	5,086,526	6,903,139
Non-departmental	(3,943,537)	(1,945,570)
Economic Vitality	456,916	744,754
Community Enrichment	4,859,182	3,418,612
Contingencies	800,000	1,200,000
	$ 46,646,289	$ 51,321,809



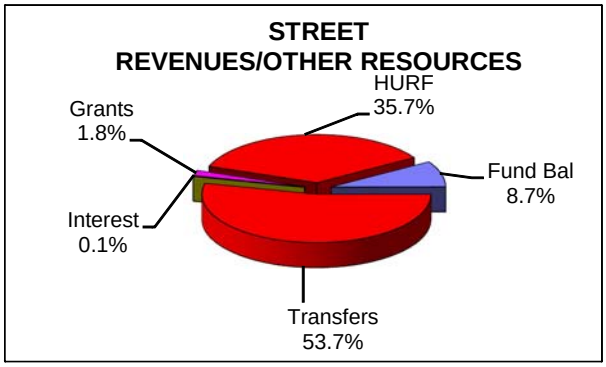
SPECIAL REVENUE FUNDS

HIGHWAY USER REVENUE FUND

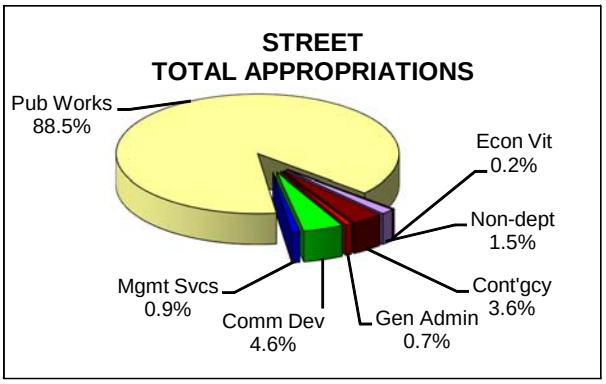
The Highway User Revenue Fund (HURF) is mainly supported by transportation related taxes distributed to the Cities and Counties by the State.

HURF appropriations have been significantly affected due to decreased revenue receipts over the past three years. Revenue has decreased by 28.2% comparing the FY2009 budget to the FY2012 budget.

REVENUES/OTHER RESOURCES		
HURF	$	5,800,000
Fund Balance/Misc Rev		1,415,135
Transfers (net)		8,721,333
Interest		7,000
Grants		300,000
	$	16,243,468



APPROPRIATIONS		
General Administration	$	108,282
Community Development		678,205
Management Services		138,296
Public Works		13,176,938
Economic Vitality		29,053
Non-departmental		226,418
Contingency		525,000
	$	14,882,192



Appropriations total $14.9 million in FY 2012 and major projects budgeted include the annual pavement maintenance program, Beulah Blvd., Bike/Ped and Safety Improvements, and West Arrowhead Improvements. However, a number of projects have been delayed or eliminated to balance this fund.

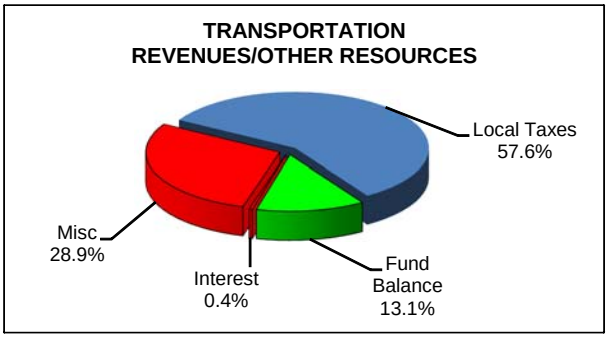
TRANSPORTATION FUND

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 2012 Revenues
4th Street Overpass	$	2,215,851
Safe-to-School, Pedestrian and Bike		1,107,926
Traffic Flow and Safety Improvements		2,575,927
Transit Service Enhancements		4,085,477
Totals	$	9,985,181

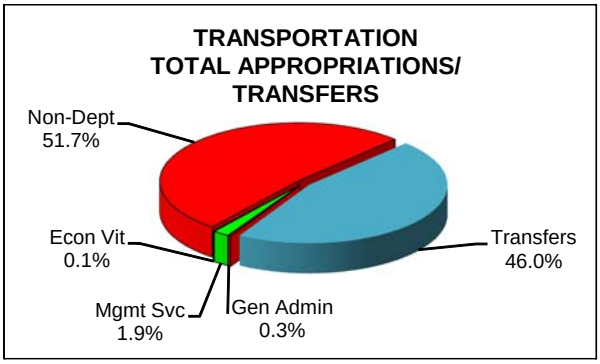
Appropriations total $7.6 million in FY 2012. Appropriations are comprised of $5.3 million for transit operations, and $2.3 million for debt service. Transfers include $6.0 million to the HURF Fund for Safety and Street Improvements and $504,000 to fund FUTS projects in Beautification. The tax rate for transportation is 0.721%.

REVENUES/OTHER RESOURCES		
Local Taxes	$	9,985,181
Fund Balance		2,272,936
Interest		66,000
Miscellaneous		5,000,000
	$	17,324,117



This fund has also experienced significant declines due to the reduction in sales tax receipts. Projects have been delayed or eliminated to balance the budget. This fund is now beginning to start to see an upward swing in tax collections.

APPROPRIATIONS/TRANSFERS		
General Administration	$	46,278
Management Services		266,540
Economic Vitality		10,449
Non-Departmental		7,272,376
Transfers (net)		6,480,656
	$	14,076,299

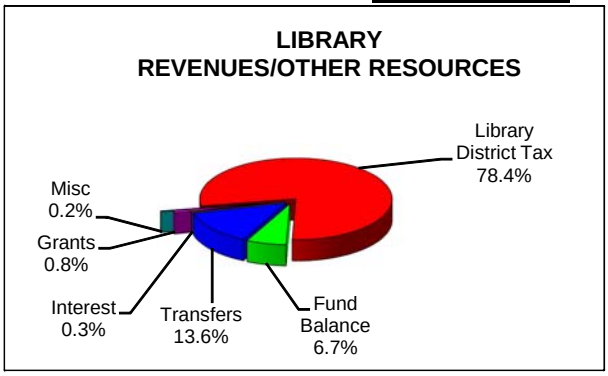


LIBRARY FUND

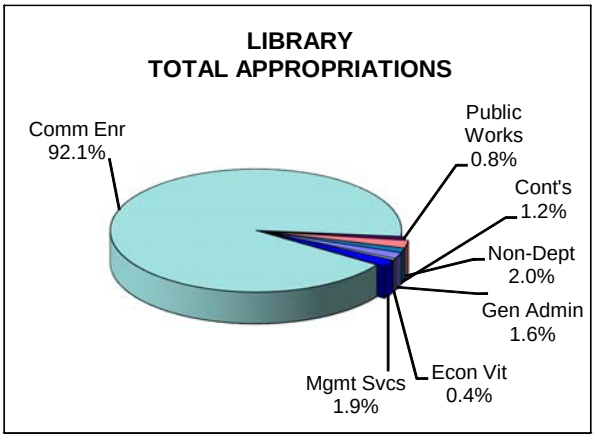
The City operates a joint City-County Public Library with auxiliary programs in outlying county locations and bookmobile services. $6.3 million of the funding for library operations comes from the library district tax.

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. Any adjustments to this base is directed by the Library Council with affirmation by the County Board of Supervisors.

REVENUES/OTHER RESOURCES		
Library District Tax	$	6,330,598
Fund Balance		540,180
Transfers (net)		1,094,960
Interest		27,115
Grants		62,400
Miscellaneous		20,474
	$	8,075,727



APPROPRIATIONS		
General Admin	$	124,645
Economic Vitality		27,622
Management Services		150,648
Community Enrichment		7,175,267
Public Works		58,909
Non-Departmental		152,196
Contingencies		100,000
	$	7,789,287



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 and again in the 2010 general election. The BBB tax approved by voters will expire in 2028. The funds were allocated into the following percentages:

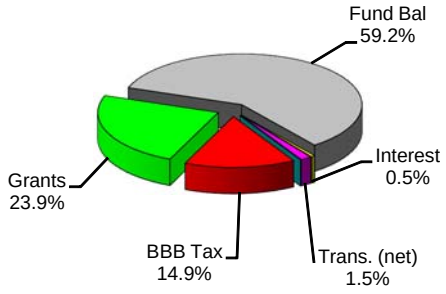
Economic Development	9.5%
Beautification	20.0%
Tourism	30.0%
Recreation	33.0%
Arts & Science	7.5%

Revenue for FY 2012 is projected with 0.9% growth over 2011 year end estimates and FY2011 receipts are 6.9% over budget. Activities funded with the revenues have made operating adjustments necessary to reflect a balanced budget to the increased sales tax receipts and these changes will be reflected within each five-year plan.

Beautification Fund: Total resources available for Beautification Fund activities amount to $6.0 million including carryovers and approved grants. Expenditures from this fund are primarily for capital improvements. (See the CIP Section for project list.)

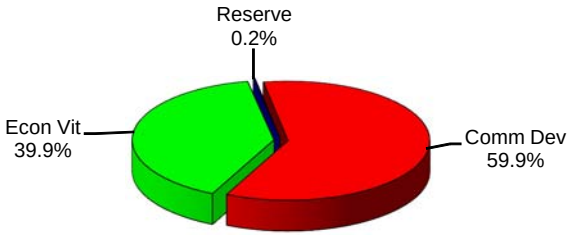
REVENUES/OTHER RESOURCES		
BBB Tax	$	1,061,468
Grants		1,702,949
Fund Balance		4,223,882
Interest		37,440
Transfers (net)		106,799
	$	7,132,538

BEAUTIFICATION
REVENUES/OTHER RESOURCES



APPROPRIATIONS		
Community Development	$	3,578,560
Economic Vitality		2,382,119
Reserve		10,000
	$	5,970,679

BEAUTIFICATION
TOTAL APPROPRIATIONS

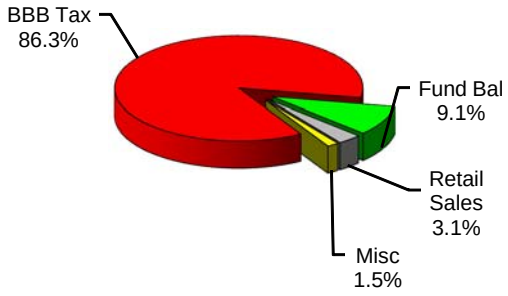


Tourism Fund: Total resources available in FY 2012 are $1.8 million. The total appropriations are $1.6 million, which include $1.2 million for Tourism. Tourism includes General Administration, Marketing, Sales, Public Relations, Film Office, and Economic Stimulus Advertising. The Visitors Center programs account for $310,000. In addition, there is a $50,000 reserve for contingencies.

REVENUES/OTHER RESOURCES		
BBB Tax	$	1,592,202
Fund Bal (Net of Transfers)		167,554
Retail Sales		57,750
Miscellaneous		27,661
	$	1,845,167

APPROPRIATIONS		
Economic Vitality	$	1,559,757
Reserve		50,000
	$	1,609,757

TOURISM
REVENUES/OTHER RESOURCES



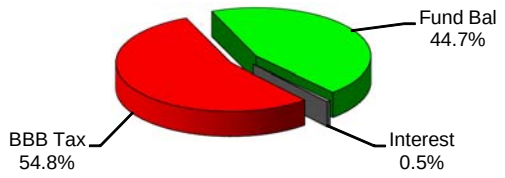
Included in the budget for Tourism is a strategic plan intended to provide guidance in determining markets, promotion directed at these markets, and measurement tools. The Visitor Center programs include the Train Station Operations and General Administration.

Arts & Science Fund: Total resources available for Arts & Science activities are $725,972 including estimated revenues from the BBB tax of $398,051. Expenditures include: General Operating and BPAC of $1,025, Public Art for $282,233, FCP Administration, and Grants to Other Agencies of $382,825 totaling $666,083. In addition, there is a $10,000 reserve for contingencies.

REVENUES/OTHER RESOURCES		
BBB Tax	$	398,051
Fund Bal, net of Transfers		324,674
Interest		3,247
	$	725,972

APPROPRIATIONS		
General Administration	$	666,083
Reserve		10,000
	$	676,083

ARTS & SCIENCE
REVENUES/OTHER RESOURCES

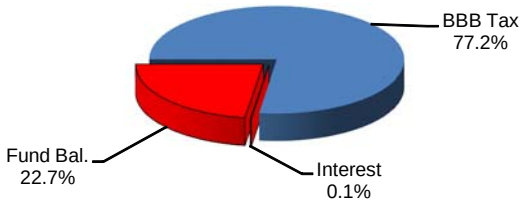


Recreation Fund: There are no appropriations in FY 2012 for Recreation Fund activities. Per discussion with City Council in the Spring 1996 retreat, Council concluded this funding should support the expansion of existing facilities and the associated maintenance. Due to the recent recession, City Council has reexamined the use of these funds and has now redirected $200,000 for FY 2012 to fund recreational programming via a transfer to the General Fund.

REVENUES/OTHER RESOURCES		
BBB Tax	$	1,751,422
Interest	$	2,600
Fund Balance		514,483
	$	2,268,505

APPROPRIATIONS/TRANSFERS		
Transfers (net)	$	1,459,712
	$	1,459,712

RECREATION
REVENUES/OTHER RESOURCES

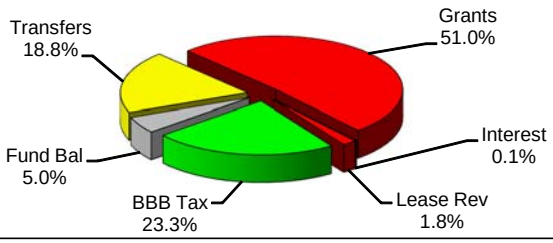


Economic Development Fund: This fund continues to focus on business retention and attraction as well as workforce development. In addition, the City funds the business incubation program, structured to allow university professors and local entrepreneurs to work in a supportive environment to develop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

REVENUES/OTHER RESOURCES		
Lease Revenues	$	40,020
BBB Tax		504,197
Fund Balance		108,555
Transfers		406,146
Grants		1,105,000
Interest		1,086
	$	2,165,004

APPROPRIATIONS		
Economic Vitality	$	2,054,630
Reserve		45,000
	$	2,099,630

ECONOMIC DEVELOPMENT
REVENUES/OTHER RESOURCES



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 $2.1 million, of which $1,105,000 is Grant Revenue, with all monies from BBB dedicated tax for economic development including a general fund contribution of $389,000 to support the business incubator operations and debt service.

OTHER FUNDS

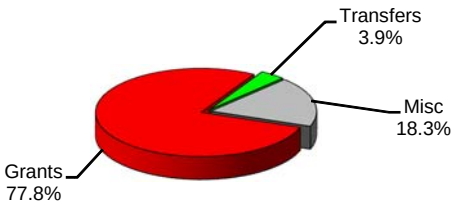
Metropolitan Planning Organization Fund: This fund was established to account for funding derived from the area's status as a designated Metropolitan Planning Organization (MPO). The MPO receives Federal funding administered through the Arizona Department of Transportation (ADOT).

The MPO has appropriated $573,949 for this program for FY 2012. This includes operating funds for transportation and transit planning. Transit operating funds are not included in this budget since that service is contracted through Coconino County.

REVENUES/OTHER RESOURCES		
Grants	$	446,456
Transfers		22,493
Miscellaneous		105,000
	$	573,949

APPROPRIATIONS		
Community Development	$	447,633
Non-Departmental		26,316
Contingency		100,000
	$	573,949

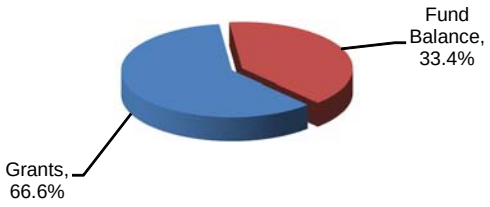
MPO
REVENUES/OTHER RESOURCES



Housing and Community Services Fund: This fund finances activities in conjunction with the CDBG program and affordable housing activities. There is $2.2 million appropriated to this activity for FY 2012. Expenditures in this fund include $600,000 in state grants and $600,000 in CDBG grant activities.

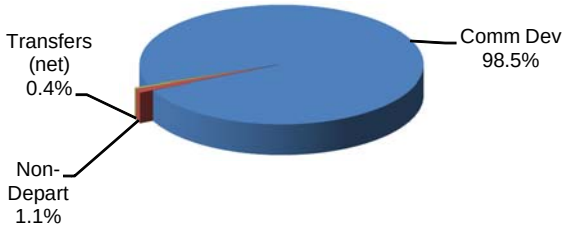
REVENUES/OTHER RESOURCES		
Grants	$	2,277,776
Fund Balance		1,512,887
	$	3,790,663

HOUSING AND COMMUNITY SERVICES
REVENUES/OTHER RESOURCES



APPROPRIATIONS/TRANSFERS		
Community Development	$	3,229,861
Non-Departmental	$	37,436
Transfers (net)		14,000
	$	3,281,297

HOUSING AND COMMUNITY SERVICES
TOTAL APPROPRIATIONS/
TRANSFERS

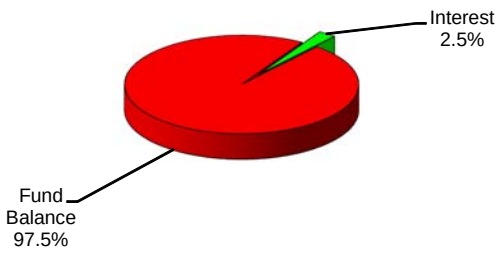


Real Estate Proceeds: The Real Estate Proceeds fund is currently restricted to the purchase of real estate. There is no projected activity for FY 2012.

REVENUES/OTHER RESOURCES		
Fund Balance	$	525,934
Interest		13,350
	$	539,284

APPROPRIATIONS/TRANSFERS		
Transfers (net)	$	-
	$	-

REAL ESTATE PROCEEDS
REVENUES/OTHER RESOURCES



ENTERPRISE FUNDS

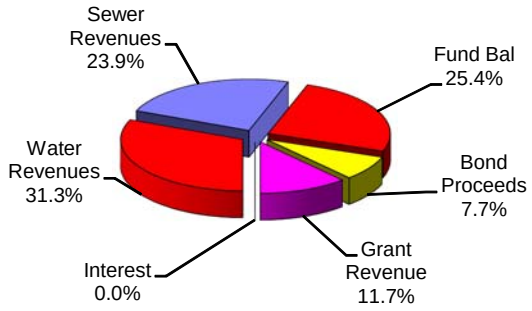
UTILITIES FUND

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 $33.6 million. Resources include $12.2 million in water revenues and $9.3 million in sewer revenues.

The City contracted for a rate model update in FY 2010 which identified a need to increase water and wastewater rates. This was presented to Council in the fall of 2010 and approved for rate increases beginning January 1, 2011. There are annual increases for the next 5 years.

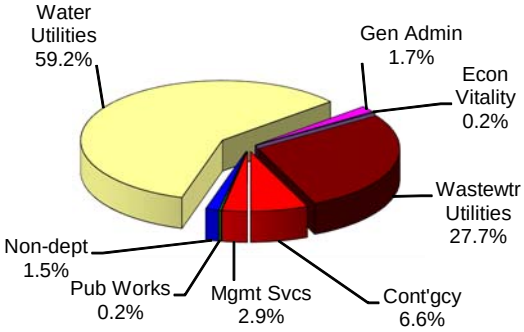
REVENUES/OTHER RESOURCES		
Water Revenues	$	12,225,067
Sewer Revenues		9,346,057
Fund Bal, net of Transfers		9,945,763
Bond Proceeds		2,999,000
Grant Revenue		4,564,000
Interest		40,000
	$	39,119,887

UTILITIES
REVENUES/OTHER RESOURCES



APPROPRIATIONS		
General Administration	$	580,253
Economic Vitality		78,942
Management Services		983,638
Public Works		50,698
Non-departmental		494,338
Water Utilities		19,896,204
Wastewater Utilities		9,326,236
Contingency		2,200,000
	$	33,610,309

UTILITIES
TOTAL APPROPRIATIONS



Water Operations: Total appropriations relating to direct costs for the water operations are $19.9 million. Water fees are the major source of revenue supporting water operations. Bond funds support well development and future water rights. Revenue estimates total $12.2 million for water sales.

Wastewater Operations: Total appropriations relating to the direct costs for the wastewater operations are $9.3 million. Wastewater (sewer) fees are the major source of revenue supporting wastewater operations. Revenue estimates total $9.3 million in wastewater service charges.

ENVIRONMENTAL SERVICES FUND

Total financial resources are $27.3 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, and commercial recycling) with different rates for each category based on cost of service.

User fees are the major revenue source of sustainability and environmental management operations. The user fee is the environmental fee that is based on the cost of service. Currently, this revenue does not recover the cost of service. This shortage is funded by the solid waste division.

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.

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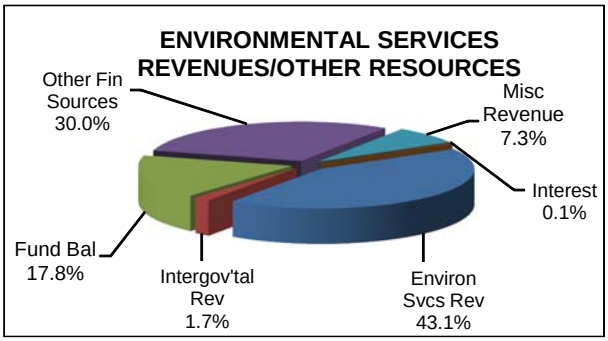
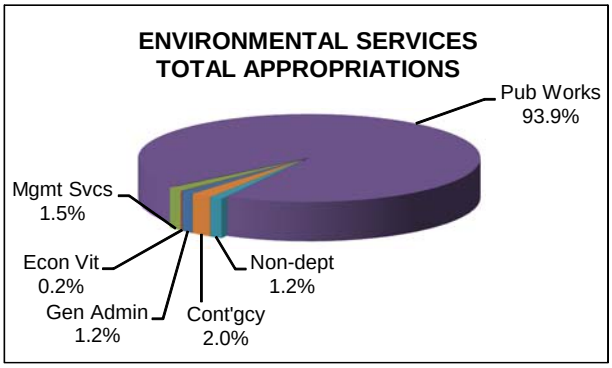
REVENUES/OTHER RESOURCES		
Environmental Svcs Revenue	$	11,766,083
Intergovernmental Revenues		472,710
Fund Bal, net of Transfers		4,869,429
Other Financing Sources		8,200,000
Miscellaneous Revenues		2,000,000
Interest		36,900
	$	27,345,122



APPROPRIATIONS		
General Administration	$	311,071
Economic Vitality		60,269
Management Services		373,062
Public Works		23,819,844
Non-departmental		297,412
Contingency		500,000
	$	25,361,658

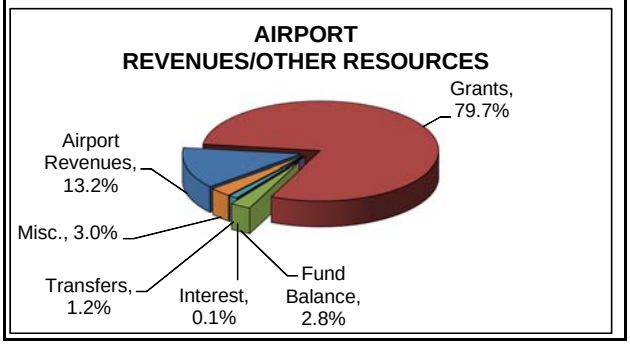


AIRPORT FUND

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. Total appropriations are $11.5 million: $2.1 million for operations, $0.3 million for debt and $9.1 million in capital outlay. Primarily FAA and ADOT grants will fund the capital improvements.

This year, of the $9.1 million in capital improvements, 96% are being funded by the FAA and ADOT.

REVENUES/OTHER RESOURCES		
Airport Revenues	$	1,547,201
Grants		9,360,284
Fund Balance		323,291
Interest		6,466
Transfers (net)		137,433
Miscellaneous		360,225
	$	11,734,900



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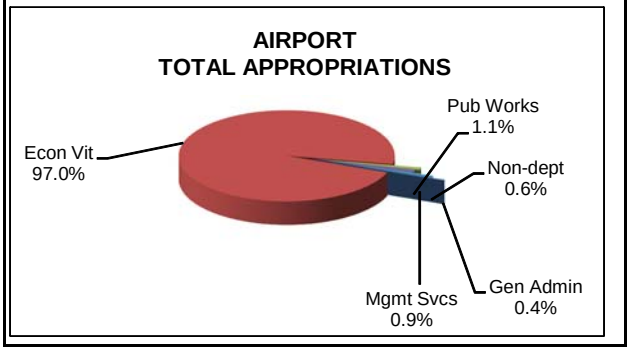
APPROPRIATIONS		
General Administration	$	51,062
Economic Vitality		11,117,686
Management Services		99,735
Public Works		127,108
Non-departmental		70,048
	$	11,465,639

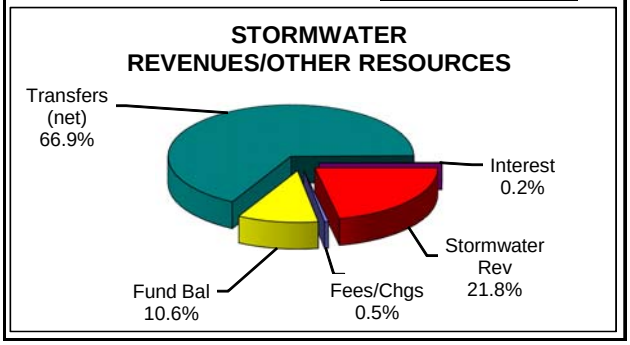


STORMWATER FUND

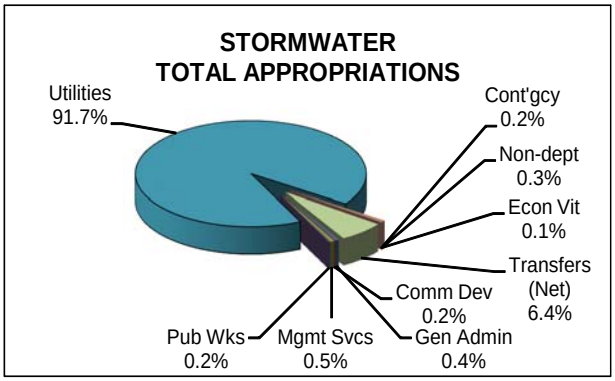
The Stormwater fund was initiated as a response to enhanced NPDES stormwater requirements affecting all communities with populations greater than 50,000 as of March 2003. The City of Flagstaff worked with consultants to design a program that met current minimum NPDES standards. Stormwater fees to both residential and commercial customers are stepped based on every 1,500 sq. ft. of impervious area. A rate increase was approved in FY 2010 to $1.30 per Equivalent Rate Unit (ERU). June 1, 2010 was the last scheduled increase. An ERU is 1,500 sq. feet of impervious area.

Total revenues/other resources of $6.4 million include a transfer of $4.3 million from the general fund for the Rio de Flag project. Total appropriations of $6.0 million include the operational components of NPDES implementation, general drainage maintenance, and the Rio de Flag including related parking.

REVENUES/OTHER RESOURCES		
Stormwater Revenues	$	1,414,390
Fees & Charges		30,502
Fund Balance		686,799
Transfers (net)		4,335,981
Interest		13,736
	$	6,481,408



APPROPRIATIONS		
General Admin	$	23,401
Community Development		19,762
Management Services		30,331
Public Works		12,249
Utilities		5,533,132
Non-departmental		17,545
Economic Vitality		4,813
Contingency		10,000
Tranfers(net)		384,461
	$	6,035,694



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 for capital projects and/or budgeting of such items. Funds such as the General, Highway User, Transportation, Beautification, BBB-Recreation, Real Estate Proceeds, Housing and Community Services, Capital Projects Bond Funds rely heavily on these one-time expenditure commitments.

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

The five-year projections are located in the Financial Summary section, Schedule 11. The following narratives present the highlight of the forecasts by funds and estimated change in fund balance for the coming fiscal year:

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 normal operating expenditures, debt service, fleet replacements, information system replacement and upgrades, an allocation for capital, and projected changes in personnel. As financial conditions change in the City, the five-year projections are continually updated to balance the ongoing sources and uses of funds.

The General Fund balance decreases by 59% as the City is currently funding several projects with fund balance and non-recurring revenues. Such projects include redevelopment, an updated land development code and Rio de Flag flood control.

LIBRARY

The five-year plan for Library shows the ability to fund ongoing operations costs with funding from the City, through revenue transfers, and the County, through Library District Taxes. The Library fund balance decreases by 47% due to planned expenditures at both the branch and the affiliate libraries. Library district tax revenues decreased by approximately 10% due to declining area property values.

HIGHWAY USER

This fund is devoted to the maintenance, improvement, and construction of street related items. The fund first matches ongoing revenues with ongoing maintenance and then plans out the capital equipment and improvements. Several capital improvements include portions that are funded through revenue transfers from other funds. The five-year plan shows the ability to balance ongoing and one-time expenditures while maintaining an adequate fund balance. The HURF fund balance decreases by 8% due to planned expenditures for the completion of various capital projects and decreased HURF revenue projections.

TRANSPORTATION

The Transportation Fund is used to track revenues and expenditures related to a dedicated sales tax approved by voters. The construction of the 4th Street Overpass was completed in FY 2007. The ongoing funding of the transit system is operated by the NAIPTA. Other projects are funded through revenue transfers to the fund where the projects are budgeted. In 2008, voters approved a rate increase for transit services for a new rate of 0.721%. The fund balance increase of 43% is substantially due to projected 4th Street land sales.

BEAUTIFICATION

The primary sources for this fund include BBB taxes, grants, and revenue transfers. This fund primarily accounts for capital projects related to FUTS and Streetscapes. It is an ongoing effort to balance the amount of projects within the availability of revenues. This five-year plan shows how it is accomplished. The Beautification fund balance decreases by 72% 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 decreased by 40% in 2012 due to combined effects of a reduced General Fund transfer, increase in fund reserve, increase in planned expenditures over revenues, and increased debt service. In addition, the Incubator Lease was restructured, affecting the revenues and expenditures for that program.

TOURISM

This fund is balanced with ongoing revenues from BBB taxes and ongoing expenditures related to tourism promotion and visitor center services. Based on projected revenue, this fund can maintain existing operations levels. The Tourism fund balance increased 29% due to projected increases in the BBB revenue while restructuring expenditures within its program to best meet the service and needs of the public and the City.

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. Though BBB revenues increase in FY-2012, the Arts and Science fund balance decreased by 85% due to planned expenditures for public art.

RECREATION-BBB

This fund is used for capital improvements to City and school recreational parks and fields. In addition, maintenance costs related to the improved parks and fields, maintenance of FUTS trails, 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 increased by 57% as the fund begins to accumulate reserves for new capital projects.

REAL ESTATE PROCEEDS

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

HOUSING AND COMMUNITY SERVICES

This fund is primarily used to track revenues and expenditures related to Community Development Block Grants and other housing grants. The block grants are an entitlement to the City and are expected to stay level over the next 5 years. The City currently expects to receive State housing grants every year. The Housing and Community Services fund balance decreased by 66% due to a reduction in beginning fund balance from FY-11 and planned expenditures.

METRPOLITAN PLANNING ORGANIZATION

This fund is solely 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 will be issued in the future within the

existing tax rate. This allows the City to smooth long-term secondary property tax rates so a level tax rate is maintained from year to year. The Secondary Property tax fund balance decreased by 10% due to the planned issuance of debt.

SPECIAL ASSESSMENT BOND

This fund is set up for repayment of bonds issued for special assessment districts. The Special Assessment Bond fund balance decreased due to the related decrease in investment income.

PERPETUAL CARE

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

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. In November 2010, the citizens of the City of Flagstaff approved two projects. Projects/bond sales are scheduled to coincide with the retirement of other debt so the overall secondary property tax rate does not increase. This fund currently has two components:

1. The Municipal Facilities Corp fund balance increases by 107,628% due to the timing of MFC proceeds.
2. The GO Bond Funded Projects fund balance decreases by 31% due to the timing of capital projects.

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, grants, bonds, and interest earnings. In addition to the five-year projections, the City uses a rate model to balance future operations and capital requirements with anticipated revenues over a ten-year period. The Water and Wastewater fund balance decreases by 43% due to the planned completion of capital projects.

AIRPORT

This fund is responsible for the operations at Flagstaff Pulliam Airport. The majority of future revenues are grants related to continued expansion and capital improvements at the airport. A second airline began service June, 2008 and withdrew in July, 2010, despite being a economically viable location. The City is pursuing grant alternatives to recruit another airline to fill this void. The capital improvement plan is based on annual updates to ADOT and FAA. The City General Fund currently makes a transfer to the Airport Fund to cover the match portion of capital grants awarded. The Airport fund balance decreases by 17% due to planned capital expenditures.

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 year. This coincides with on-going operations; capital needs, and revised service levels for all operations. Included in the five-year projection is the anticipated funding to cover the landfill closure and post-closure costs at the end of the useful life of the landfill, and related increase of user fees that will coincide with the construction of a new cell. The Environmental Services fund balance decreases by 60% to fund anticipated capital expenditures and contingency funding, as well as the shortfall within Sustainability and Environmental Management division.

STORMWATER

This enterprise fund oversees City issues related to drainage and associated federal requirements. Ongoing operating expenditures are paid for with Stormwater revenues and user fees. A rate increase was approved in FY 2007, with annual increases through FY 2011. The rate increase was to self-fund capital improvements and increase inspection efforts as required by NPDES. The Stormwater fund balance decreased 35% due to an increase in transfer to the General Fund and HURF and due to planned capital expenditures.

FLAGSTAFF HOUSING AUTHORITY

While the Flagstaff Housing Authority (FHA) has operated for a number of years, it was recently determined that it should be reported as a distinct City Fund. The FHA manages Housing & Urban Development (HUD) Section 8 and other voucher programs for City residents. The five year plan indicates the majority of funding is grant related and as such, the fund only generally experiences minor fluctuations in fund balance.

REVENUES

Historical Trend Information for Select Revenues

GENERAL FUND

PROPERTY TAX RECEIPTS CURRENT, PRIMARY

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

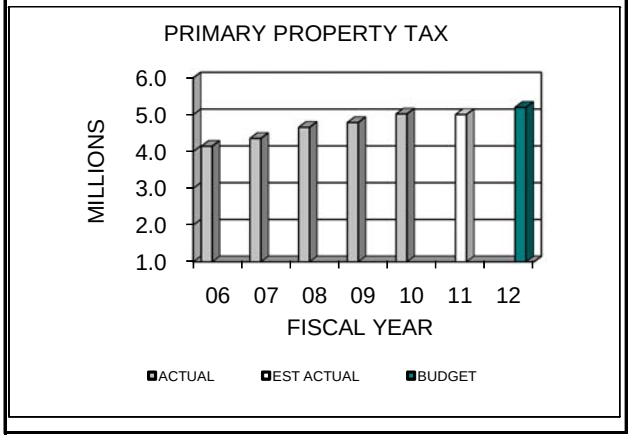
Description: The property tax is levied each year on or before the third Monday in August based on full cash value of the assessed property as determined by the Coconino County Assessors' Office.

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

Primary property taxes generally change on an annual basis for two reasons: new construction that is added to the tax rolls and the reassessment of existing property. New construction added over $3 million dollars to the assessed valuation. For FY 2012 existing Primary Property Tax values dropped by 4.5%. This trend is expected to continue for next fiscal year also.

PRIMARY PROPERTY TAX

FY:	AMOUNT	% CHANGE
05-06	$ 4,141,281	14.4%
06-07	4,353,660	5.1%
07-08	4,656,831	7.0%
08-09	4,786,900	2.8%
09-10	5,020,255	4.9%
10-11	5,005,000	-0.3%
11-12	5,200,000	3.9%



CITY SALES TAX (TRANSACTION PRIVILEGE TAX)

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

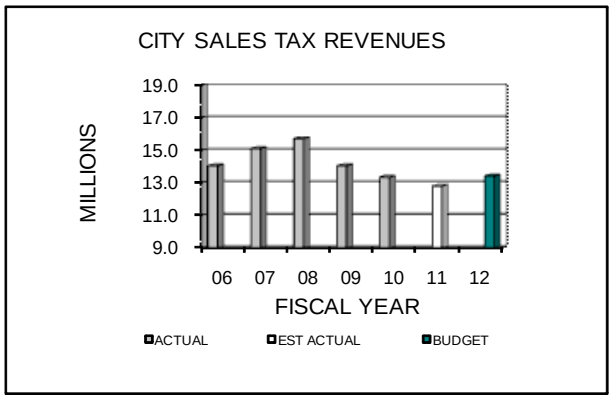
Tax currently sunsets November 2024.

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

These numbers are sales tax revenues only; audit assessments and penalty and interest revenues are combined with these numbers on Schedule 3. The decrease in revenues for FY 2010 and FY 2011 was driven by decreases in construction, tourism, and retail sales. Revenue projections in these three categories remains weak for FY 2012, however, there are initial signs of recovery as these categories have shown positive growth in the last quarter of calendar year 2010. The large increase in FY 2012 is driven through the approval of a revised franchise agreement that now allows for the collection of both a franchise tax and sales tax.

CITY SALES TAX

FY:		AMOUNT	% CHANGE
05-06	$	14,054,056	12.4%
06-07		15,109,645	7.5%
07-08		15,721,269	4.0%
08-09		14,044,577	-10.7%
09-10		13,348,773	-5.0%
10-11		12,800,000	-4.1%
11-12		13,428,000	4.9%



STATE SALES TAX

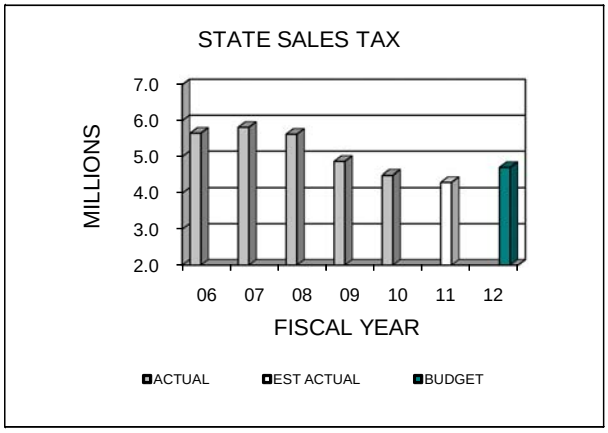
Legal Authority: Arizona Revised Statutes Section 42 - 1341 (D)

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

The sales tax revenues estimated for FY 2010, 2011 and 2012 reflect the economic downturn at the state level due to the declines in residential construction, retail, auto sales, and tourism. While recovery is anticipated to begin in FY 2012, the city is choosing to continue to budget conservatively as the State of Arizona has not yet balanced its' budget. FY 2012 is experiencing an increase due to the shift in Arizona state population. The City of Flagstaff is now 1.31% of the state population, up from 1.25%, which directed additional funds to the City from state shared resources.

STATE SALES TAX

FY:		AMOUNT	% CHANGE
05-06	$	5,652,335	15.4%
06-07		5,815,473	2.9%
07-08		5,623,144	-3.3%
08-09		4,868,072	-13.4%
09-10		4,490,087	-7.8%
10-11		4,300,000	-4.2%
11-12		4,700,000	9.3%



STATE INCOME TAX (REVENUE SHARING)

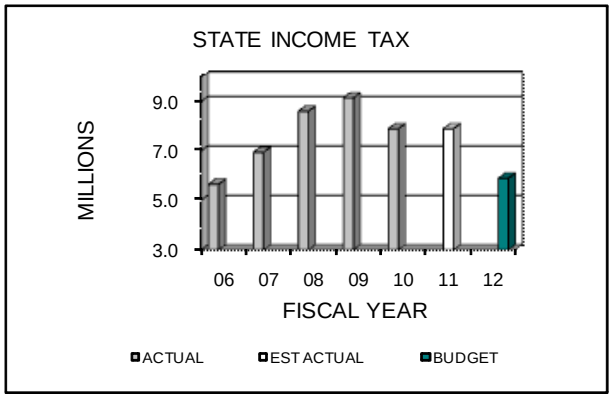
Legal Authority: Arizona Revised Statutes Section 43 - 244 (B)

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 2010 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.

FY 2010 experienced a large decrease as the State received less revenue from income tax than previously estimated. All cities have received a proportionate decrease. The large decrease in FY 2011 is driven by a reduction in the income tax rate coupled with decreased corporate and personal income tax revenue. The continued decrease in FY 2012 is driven by continued declined revenues associated with the recession. This decline for the City was somewhat mitigated in that the City of Flagstaff gained relative population share as a result of the 2010 Census. The City's population share within the State of Arizona grew from 1.25% to 1.31% which increases the local allocation of this revenue.

STATE INCOME TAX

FY:		AMOUNT	% CHANGE
05-06	$	5,655,642	15.0%
06-07		6,946,680	22.8%
07-08		8,610,567	24.0%
08-09		9,149,290	6.3%
09-10		7,899,626	-13.7%
10-11		5,900,000	-25.3%
11-12		5,559,706	-5.8%



FRANCHISE TAX

Legal Authority: Flagstaff Charter and City Code Article XII

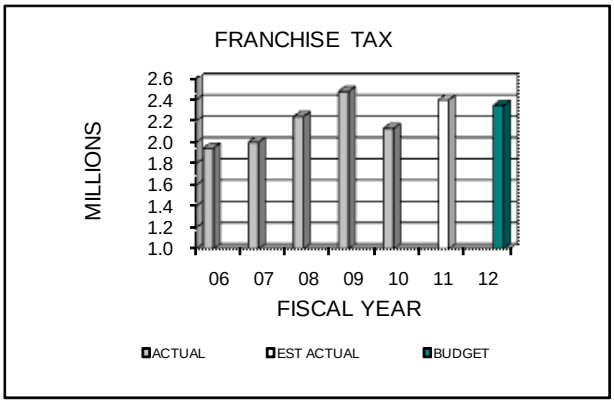
Arizona Public Service (APS): Resolution 2009-52 (expires 8-21-2036), UniSource Energy Services: Ordinance 1879 (expires 10-3-2020), US West, MCI, US Sprint, Central Corp, and A T & T: Ordinance 585. NPG: Resolution 2006-72 (expires 12-31-2016).

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

Franchise tax declined in FY 2010 as one entity mis-reported their revenues and a prior period credit was processed. FY 2011 represents normalized revenues. There is a slight increase anticipated for FY 2012 as the new APS franchise agreement allows for the inclusion of industrial customers.

FRANCHISE

FY:		AMOUNT	% CHANGE
05-06	$	1,947,699	1.2%
06-07		2,001,795	2.8%
07-08		2,243,051	12.1%
08-09		2,479,028	10.5%
09-10		2,132,644	-14.0%
10-11		2,400,000	12.5%
11-12		2,350,000	-2.1%



FINES & FORFEITURES

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

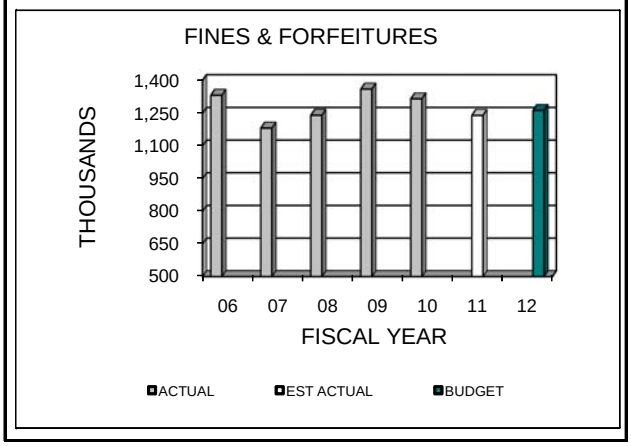
Description: Revenues are derived from a multitude of fines and forfeitures that relate to fines ordered by the court magistrates and administrative charges for Traffic School. Other miscellaneous fees allowed include court reimbursements and court collection fees.

In FY 2006 the FARE program was started which boosted overall revenues. Revenues vary on an annual basis dependent on the mix of criminal and civil cases handled by the court system in any particular year.

The current year increase is anticipated due to the shift of certain cases from the County to the Municipal Court for adjudication.

FINES & FORFEITURES

FY:	AMOUNT	% CHANGE
05-06	$ 1,332,101	24.5%
06-07	1,181,278	-11.3%
07-08	1,240,222	5.0%
08-09	1,360,441	9.7%
09-10	1,315,772	-3.3%
10-11	1,239,500	-5.8%
11-12	1,262,470	1.9%



AUTO IN LIEU TAX

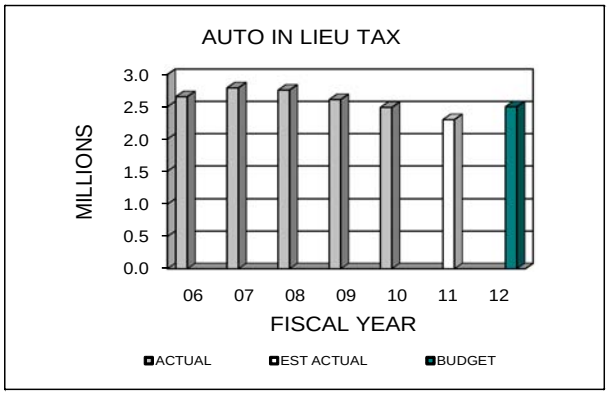
Legal Authority: Arizona Revised Statutes Section 28 - 1591 (c)

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

Revenues had been steadily increasing due to the sales boosts in auto sales due to 0% financing and other offered incentives. Collections began normalizing in 2008. Collections decreased in 2009 and has continued due to the severe slump in the auto industry. Auto in Lieu tax is received on a declining scale over a 5-year period based on the automobile value until it stabilizes at the depreciated amount. As fewer new vehicles have entered the grid, overall revenue decreased. Even with the opening of the Auto Mall and a local sales tax rebate for energy efficient cars, revenues continued to decline for FY 2010 and continued for FY 2011. In addition, the State of Arizona allows for multiple year payment, all of which is distributed at time of receipt. As more people pay their registrations in advance, fewer dollars will come in during the out years. There is no analysis available from the State to analyze or predict how many or what proportion of vehicle license taxes are prepaid to project the impact on future revenues.

AUTO IN LIEU TAX

FY:	AMOUNT	% CHANGE
05-06	$ 2,655,653	7.9%
06-07	2,792,404	5.1%
07-08	2,758,307	-1.2%
08-09	2,611,289	-5.3%
09-10	2,490,360	-4.6%
10-11	2,300,000	-7.6%
11-12	2,500,000	8.7%



SPECIAL REVENUE FUNDS

BBB FUNDS

BED, BOARD & BOOZE TAX

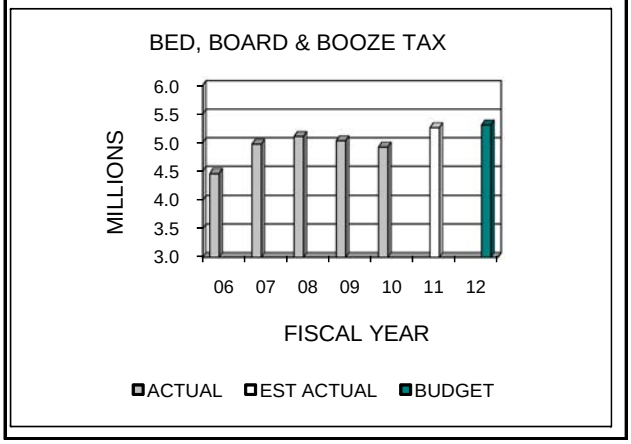
Legal Authority: Ordinance 1902, Reauthorized by voters May 2010, extended by vote to March 31, 2028.

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

With the economy now stabilizing, FY 2011 is showing an increase over the prior years downward trend. FY 2012 shows an increase of 0.9% as tourism in Northern Arizona is projected to continue its growth.

BBB

FY:	AMOUNT	% CHANGE
05-06	$ 4,463,359	3.4%
06-07	4,970,795	11.4%
07-08	5,106,427	2.7%
08-09	5,031,189	-1.5%
09-10	4,920,203	-2.2%
10-11	5,260,000	6.9%
11-12	5,307,340	0.9%



HIGHWAY USER REVENUE FUND

HIGHWAY USER TAX

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

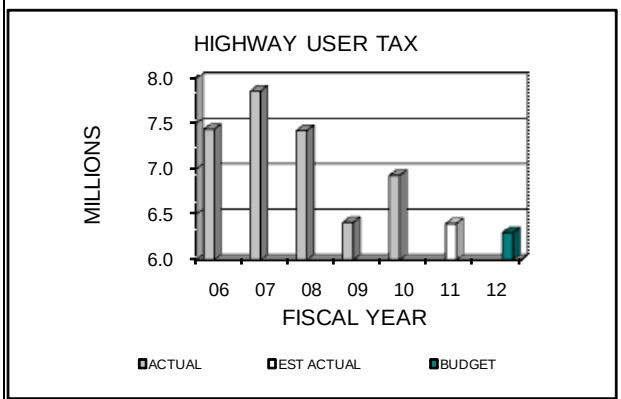
Description: The proceeds from the State-shared motor vehicle fuel tax (currently 16 cents per gallon, of which cities and towns share in 13 cents per gallon) are distributed by the State to cities and towns by a compromise formula. Fifty percent of the distribution is based on point of origin for the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

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

The City expects a decrease in HURF revenues in FY-2012 based on projections provided by the Arizona Department of Transportation due to additional state shared revenue sweeps by the State of Arizona.

HURF

FY:	AMOUNT	% CHANGE
05-06	$ 7,436,000	3.7%
06-07	7,855,427	5.6%
07-08	7,422,359	-5.5%
08-09	6,412,329	-13.6%
09-10	6,929,355	8.1%
10-11	6,400,000	-7.6%
11-12	6,300,000	-1.6%



LOCAL TRANSPORTATION ASSISTANCE

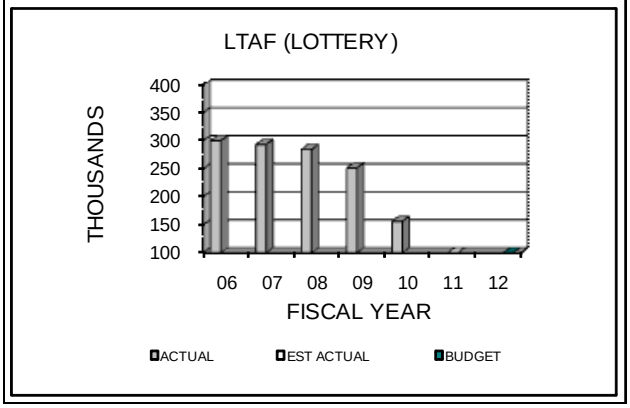
Legal Authority: Arizona Revised Statutes Sections 5 - 522, 40 - 1101, and 40 – 1102

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 have been swept by the State and the City does not expect to receive these funds in the future.

LTAF

FY:	AMOUNT	% CHANGE
05-06	$ 300,246	-4.3%
06-07	293,502	-2.2%
07-08	284,747	-3.0%
08-09	251,536	-11.7%
09-10	156,217	-37.9%
10-11	-	-100.0%
11-12	-	0.0%



TRANSPORTATION TAX

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

Description: The Transportation tax was approved by voters to address four transportation issues. This tax was approved for a period of twenty years. The tax helps pay for a 4th Street overpass, safety improvements, street improvements, and transit services. The transportation tax is assessed on the same goods and services as the City's general sales tax. The current tax rate is 0.721%.

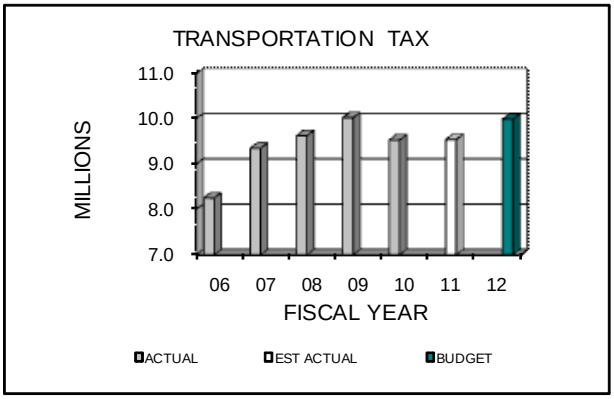
Transportation Tax Rate Breakdown

4th Street Overpass	0.160%
Street Improvements	0.186%
Safety Improvements	0.080%
Transit Services	0.295%
Total	0.721%

A small increase is anticipated in overall Transportation tax revenue due to slow local economic recovery and the passage of the APS Franchise Agreement.

TRANSPORTATION TAX

FY:	AMOUNT	% CHANGE
05-06	$ 8,251,863	4.5%
06-07	9,345,864	13.3%
07-08	9,623,142	3.0%
08-09	10,020,213	4.1%
09-10	9,526,056	-4.9%
10-11	9,538,832	0.1%
11-12	9,985,181	4.7%



ENTERPRISE FUNDS

WATER SALES

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

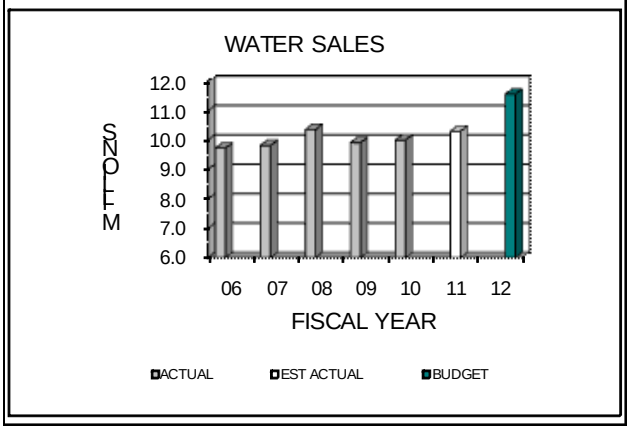
Description: The principal revenue for operating and managing the City's water system is derived from rates and charges for water services. Monthly water bills consist of 1) a base charge based on meter size and 2) a charged based on actual water consumption by customer class. Most single family accounts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

The rates for each customer class were reviewed in 2010 using an outside consultant. Rate changes were presented to and approved by Council in the fall of 2010 with an effective date of January 1, 2011. The rate will increase annually for five years.

Revenues in FY 2009 decreased due to a wet summer season. With the approved rate increase we are expecting moderate growth in FY 2011 since the increase was effective for only 6 months. In FY 2012 we are expecting a much hire increase related to the prior year increase and an addition rate increase on January 1st.

WATER

FY:		AMOUNT	% CHANGE
05-06	$	9,727,199	5.0%
06-07		9,816,624	0.9%
07-08		10,360,082	5.5%
08-09		9,910,726	-4.3%
09-10		10,000,060	0.9%
10-11		10,300,000	3.0%
11-12		11,562,267	12.3%



WASTEWATER SERVICE CHARGES

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

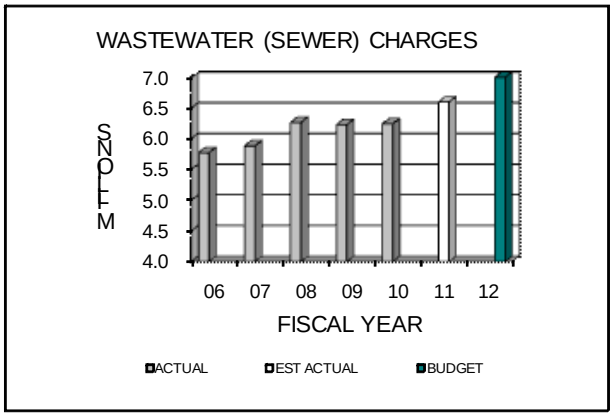
Description: The principal revenue for operating and managing the City's wastewater system is derived from revenues generated from wastewater (sewer) rates and user charges. Most residential customer charges are based on average water consumption for the proceeding winter months (Dec-Mar). All other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

The rates for each customer class were reviewed in 2010 using an outside consultant. Rate changes were presented to and approved by Council in the fall of 2010 with an effective date of January 1, 2011. The rate will increase annually for five years.

With the approved rate increase we are expecting moderate growth in FY 2011 since the increase was effective for only 6 months. In FY 2012 we are expecting a much hire increase related to the prior year increase and an addition rate increase on January 1st.

WASTEWATER

FY:		AMOUNT	% CHANGE
05-06	$	5,773,014	1.9%
06-07		5,884,159	1.9%
07-08		6,266,404	6.5%
08-09		6,230,404	-0.6%
09-10		6,244,381	0.2%
10-11		6,600,000	5.7%
11-12		7,853,332	19.0%



ENVIRONMENTAL SERVICES

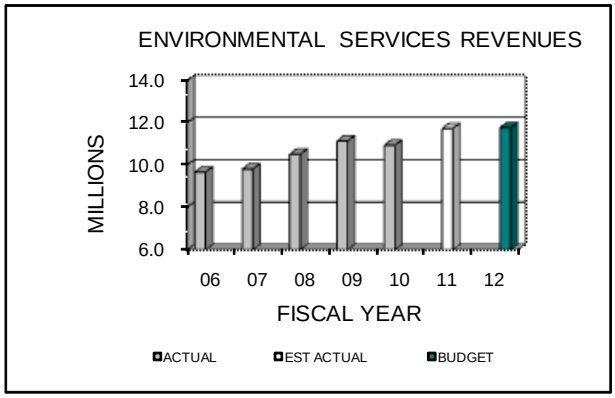
Legal Authority: City Code, Title 7, Chapter 4, Sections 8-9

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 2012 reflects a rate increase in residential collections, effective mid-year of FY 2011. This is a five percent rate escalator available for over the next year.

ENVIRONMENTAL SERVICES

FY:	AMOUNT	% CHANGE
05-06	$ 9,666,478	9.4%
06-07	9,811,052	1.5%
07-08	10,507,477	7.1%
08-09	11,133,973	6.0%
09-10	10,932,880	-1.8%
10-11	11,721,935	7.2%
11-12	11,766,083	0.4%



AIRPORT

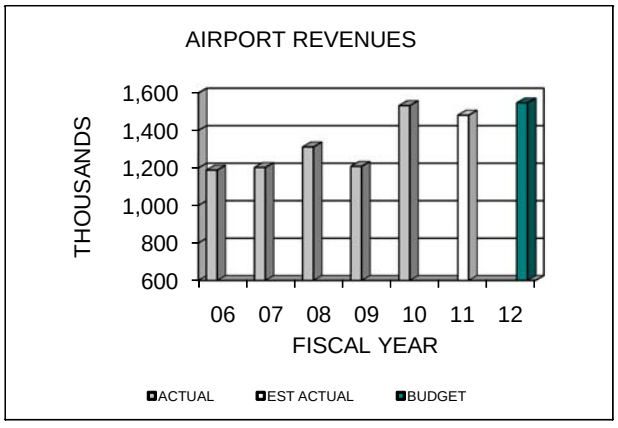
Legal Authority: City Code, Title 8, Chapter 6, Sections 1-8

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 $3.00 PFC charge is collected from the ticket sales of passengers embarking from Pulliam. PFC revenue is not used for operating expenditures.

The trend of increases from FY 2006 through FY 2012 were primarily due to new terminal leases, growth in ground leases, auto rental revenues, and revenue from new hangars that were constructed in FY 2005. Revenue was down in FY2009 due to hanger/tie vacancies and decreased passenger travel during the economic slump. In FY-2011 Horizon Airlines withdrawal from this airport, as well as the recession, negatively affected the terminal rents, hangar rents, tie downs, shades, landing fees and PFC collections. The City is actively pursuing grants which would encourage an airline to establish regular daily service with the Pulliam Airport. Gradual recovery from the recession is projected to positively impact Airport revenues in FY 2012.

AIRPORT

FY:	AMOUNT	% CHANGE
05-06	$ 1,188,512	16.6%
06-07	1,202,763	1.2%
07-08	1,312,143	9.1%
08-09	1,208,633	-7.9%
09-10	1,532,617	26.8%
10-11	1,481,518	-3.3%
11-12	1,547,201	4.4%



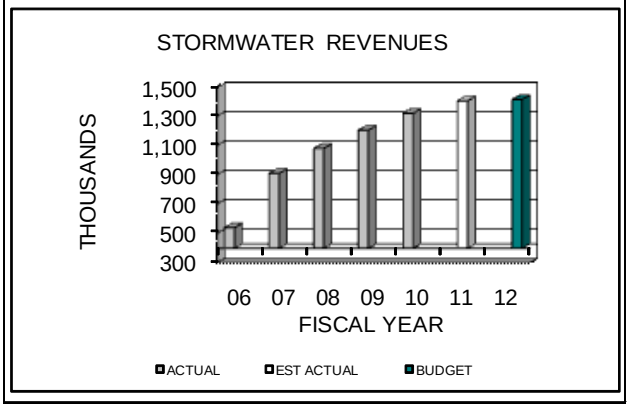
STORMWATER

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

Description: Stormwater revenue is determined by the number of Equivalent Runoff Units (ERU's) on a property. An ERU is defined as 1500 square feet of impervious matter. Charges are the same for both commercial and residential customers. The first year of implementation was FY 2004 with a rate of $.53 per ERU. The FY 2007 actual revenue increase of 68.5% was due to the new stormwater rate of $0.92 per ERU. It covered additional staff, additional costs related to the mandated NPDES permit activities, and a proposed Drainage Spot Improvement Program. The rate increased by $0.10 per year, reaching its current level of $1.30 per ERU in FY-2011. This rate will remain static for the foreseeable future.

STORMWATER

FY:	AMOUNT	% CHANGE
05-06	$ 540,495	0.9%
06-07	910,976	68.5%
07-08	1,081,282	18.7%
08-09	1,206,233	11.6%
09-10	1,320,241	9.5%
10-11	1,406,262	6.5%
11-12	1,414,390	0.6%



CAPITAL BUDGET

RELATIONSHIP BETWEEN OPERATING AND CAPITAL BUDGET

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

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

Upon completion of the latest rate model, the Water and Wastewater Enterprise Fund's revenue structure is sufficient to meet existing and future impacts of capital, operating requirements including environmental sanctions and debt. 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 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 2012 CAPITAL IMPROVEMENT PLAN

The City budget for FY 2012 includes capital improvement projects totaling $80.8 million. This amount includes $28.7 million in carryover items that have been budgeted. Project funding is comprised of the following: $14.8 million in grants primarily for airport, water, and beautification projects. $25.5 million in general obligation (G.O.) bonds and capital leases for the construction of Fire Stations, and FUTS open space and other projects that were approved by the voters in the 2004 and 2010 General Election. In May 2004 General Election, the citizens of Flagstaff authorized the City to proceed with ten new projects totaling $155.2 million. These projects will be phased in over a ten-year period with debt being issued in conjunction with the timing of each project. In November 2010 General Elections, the citizens of Flagstaff authorized the City to proceed with two new projects totaling $21.2 million. 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 – Sixteen projects are scheduled for FY 2012 for a total of $32.8 million. Projects included in this category are several of the projects authorized by voters in the November 2010 election. Major projects include street and utility improvements, communication system, FUTS and open space land acquisition, court facility, and Presidio Subdivision.

Streets/Transportation – The City currently has 634 miles of paved streets, as well as an additional 14 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 West/ Arrowhead improvements, and Beulah Blvd. extension. There are a total of 15 Streets Transportation projects scheduled at a budgeted cost of $6.3 million. HURF revenues fund $1.0 million of these projects with Transportation Tax funding $5.0 million.

BBB Funds – Projects include Beautification, Tourism and Recreation funding. Major projects include Woodland/Beulah medians, Butler medians, 4th Street Corridor, and continuing our connectivity of FUTS Trails. This year Federal and State grants will provide funding of $1.7 million. 29 projects are scheduled at a budgeted cost of $6.1 million for FY 2012.

Utilities Fund – Major projects for Water production and distribution include $4.4 million for Inner Basin Pipeline, $1.0 million Inner Basin Tree Removal, and $1.8 million for shallow well development at Red Gap Ranch. Eleven water projects and seven wastewater projects are scheduled at a combined budget of $11.1 million for FY 2012.

Airport Fund – Three projects are scheduled at a budgeted cost of $8.5 million for FY 2012. The projects include pavement marking, apron reconstruction and access road capacity.

Environmental Services Fund - This year's CIP includes four projects for a total cost of $10.4 million for fueling station, stormwater infrastructure, maintenance building, maintenance building and a municipal services maintenance facility.

Stormwater Fund – Seven projects are budgeted in the Stormwater fund with a cost of $5.0 million in FY 2012. These projects include; drainage spot improvement, the Rio De Flag parking replacement and Rio De Flag Hydrology Analysis.

CAPITAL PLAN IMPLICATIONS

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

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

Utility Rate Structure: The City has contracted with an outside agency to review the Water and Wastewater rate structure and provide a new rate modeling program. This rate model provides for major capital improvements, additional bond funding, and increased operating costs. The rate model has demonstrated a need for a rate increase which was presented to council in the fall of 2010. Rates will increase annually beginning January 2011.

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 and 2010, extending the tax to March 2028. Capital projects currently underway include streetscape along corridors, and the FUTS (Flagstaff Urban Trail System) connectivity and various recreation projects.

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

DEBT

DEBT CAPACITY

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

CURRENT DEBT POSITION

The City's underlying bond rating for general obligation bonds is presently "AA" by Standard & Poor's Corporation and "Aa2" by Moody's Investor Services. In assigning a rating to bond issuance, the rating agencies analyze several factors to determine an entity's ability to repay its debt. Some of these factors are described in the following text.

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

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

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

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

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

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

General Obligation Debt
July 1, 2011

20% Limitation (Water, Sewer, Lighting, Open Spaces, Recreation, and Fire Facilites Purpose Debt)		
Assessed Valuation	$	791,371,939
Allowable 20% Debt	$	158,274,388
20% Debt Outstanding		(27,845,000)
Allowable Debt Margin	$	130,429,388
6% Limitation (All Other General Obligation Debt)		
Assessed Valuation	$	791,371,939
Allowable 6% Debt	$	47,482,316
6% Debt Outstanding		-
Allowable Debt Margin	$	47,482,316

DEBT SERVICE

At July 1, 2011, the total actual indebtedness is $157 million. FY 2012 annual debt payments are projected to be $16.9 million with an additional $3.5 million as proposed debt. At the start of the fiscal year, July 1, 2011, the City's 20% general obligation debt of $27,845,000 is well below the legal limit by $130,429,388. The City has no outstanding general obligation debt in the 6% category. Thus, the full allowable debt margin of $47,482,316 is available. The following table illustrates the total actual indebtedness through the life for all currently outstanding debt.

	Principal	Interest	Total
2012	11,850,389	5,073,816	16,924,205
2013	9,945,826	4,291,262	14,237,088
2014	8,409,561	3,890,134	12,299,695
2015	8,006,575	3,551,922	11,558,497
2016	8,105,510	3,234,446	11,339,956
2017	7,846,421	2,888,667	10,735,088
2018	8,034,946	2,570,793	10,605,739
2019	8,386,161	2,237,997	10,624,158
2020	8,745,616	1,888,622	10,634,238
2021	6,268,435	1,543,106	7,811,541
2022	6,519,752	1,311,987	7,831,739
2023	5,595,900	1,074,118	6,670,018
2024	4,012,638	884,766	4,897,404
2025	3,214,305	746,189	3,960,494
2026	3,384,941	611,651	3,996,592
2027	3,660,634	473,875	4,134,509
2028	2,182,785	348,105	2,530,890
2029	1,660,545	250,853	1,911,398
2030	1,460,000	173,101	1,633,101
2031	1,285,000	99,375	1,384,375
2032	1,345,001	33,624	1,378,625
	119,920,941	37,178,409	157,099,350

FY 2012 CITY COUNCIL GOALS AND PRIORITIES

In the summer of 2010 the Council attended a retreat to allow them to update their goals for the organization. From this retreat we have the following goals:

- A sustainable community through economic vitality, environmental protection, and social inclusion
- Diversity of arts, culture, and educational opportunities
- Livability through good neighborhoods, affordable housing, and varied recreational activities
- Effective governance
- Maintain public safety short response times and encourage expanded health services
- Maintain and deliver quality, reliable infrastructure

These goals are represented in the performance measures of each Section located in the Department Detail section of the book.

The Council also discussed and ranked what they see as priorities. The rankings of Tier 1 priorities required 4 or more council member's votes, Tier 2 received 3 council member votes, and Tier 3 received 2 votes. The following is a list of those priorities:

Tier 1

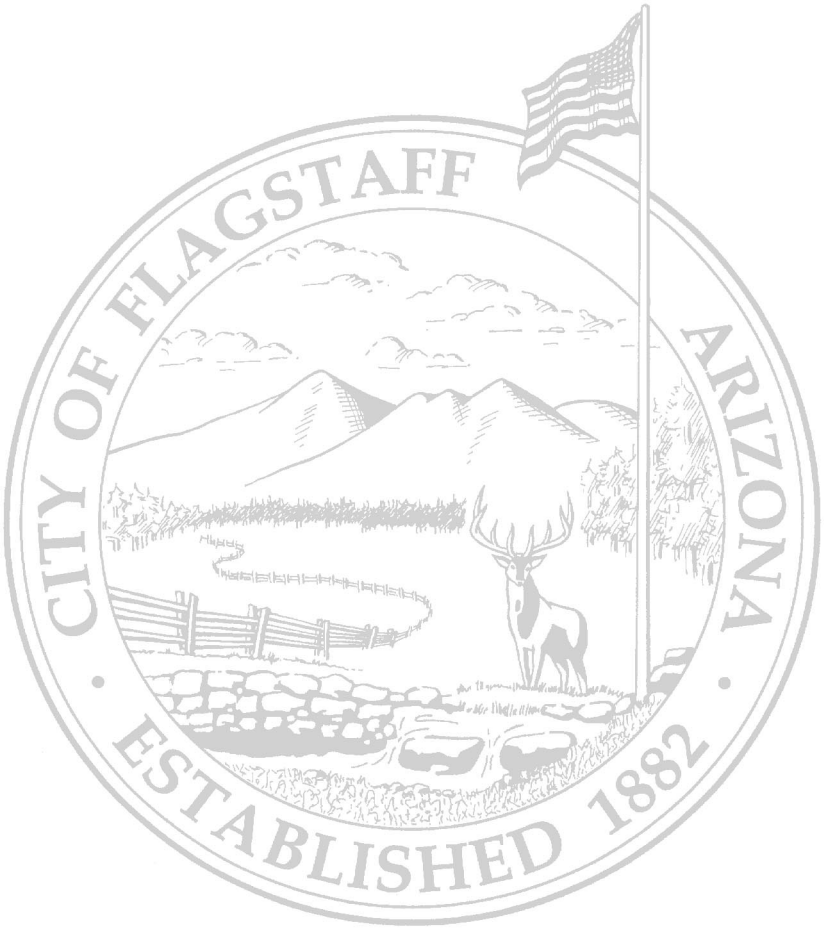
- Explore possibility of a second airline.
- NACET expansion and Science Park approved and construction commenced.
- Adopt a Water Policy resolution including water adequacy, funding, and rain water harvesting.

Tier 2

- Develop and implement a Property Maintenance Ordinance (PMO).
- Implement traffic solutions contained in the Transportation Master Plan.
- Acquire open space with unspent 2004 bond money.
- Development and implementation of an incentive policy for commercial infill.
- Maintain existing parks (no new ones).
- Substantial progress towards a snowplay area.
- Provide a briefing on residential infill incentive policies.
- Explore bi-monthly trash and recycling schedules.
- Conduct a community conversation about diverse cultures and consider a gay rights ordinance.
- Make sure we are following the Inclusive Cities Resolution.

Tier 3

- Year round homeless shelter with one-stop social services.
- Restore staff pay cut and get competitive pay.
- Redevelopment of Kmart building on 4th street.
- Establish fiscal policies.
- Explore partnerships with Tribal and other governments; including recharging Alliance with a 5-year strategic plan.
- Endorse November 2010 bond issue individually and work to pass.
- Review priorities in CIP.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POLICIES AND PROCEDURES

FISCAL POLICIES

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

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

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

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

GENERAL

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

The City's general sales tax is used to meet the general operating needs of the City. An additional two percent 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 operations and 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% of operating revenues. During difficult budget times, the city may reduce fund balance to 12%. The projected fund balance for FY 2011 is 39%, for FY 2012 is 16%, and for FY 2013 is 15%.

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, Environmental Services Fund, and Stormwater Fund operations are managed on the basis that they must be self-sustaining operations. The rate models include all capital costs and routine maintenance items. The water and wastewater fund is has been approved for a rate increase in the fall of 2010 effective January 1, 2011. The Environmental Services fund implemented a rate increase for FY 2008 and has a 5% annual escalator for commercial and residential refuse, commercial and curbside recycling, and tipping fees thru FY 2013. 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 had a rate increase June 2010 and there is no increase planned. Airport revenues generally have a CPI increase and several services are competitively bid.

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

The City’s goal is to maintain enterprise fund balances in excess of 10% of operating revenues due to the fluctuations of usage not in the control of the departments.

REAL ESTATE PROCEEDS FUND

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

DEBT PERFORMANCE

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

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

DEBT MANAGEMENT

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

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

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

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

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

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

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

FUND BALANCES AND RESERVES

The City will strive to maintain fund balances of at least fifteen percent (15%) in the General Fund and ten percent (10%) in the Special Revenue and Enterprise Operating funds. Twelve percent (12% of General Fund revenues and five percent (5%) of other funds is considered the minimum level necessary to maintain the City's credit worthiness (bond rating). However, a more stringent level is recommended 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 $16 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) funding was eliminated for FY 2011 by the State budget process which in turn will eliminate funding of a portion of the annual streets maintenance program. We do not currently see this funding being restored in the near future.

Debt service requirements for General Obligation 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 and programs. The Beautification Fund will finance major beautification projects including an urban trail system, bikeways, pocket parks, streetscape, rehabilitation, area redevelopment enhancements, and related maintenance expenditures. As determined at the April 1996 Council retreat, funds for recreation will serve to improve, maintain, and enhance park facilities.

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

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

OPERATING BUDGET IMPACT

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

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

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

MINIMUM LEVELS OF CAPITAL INVESTMENT

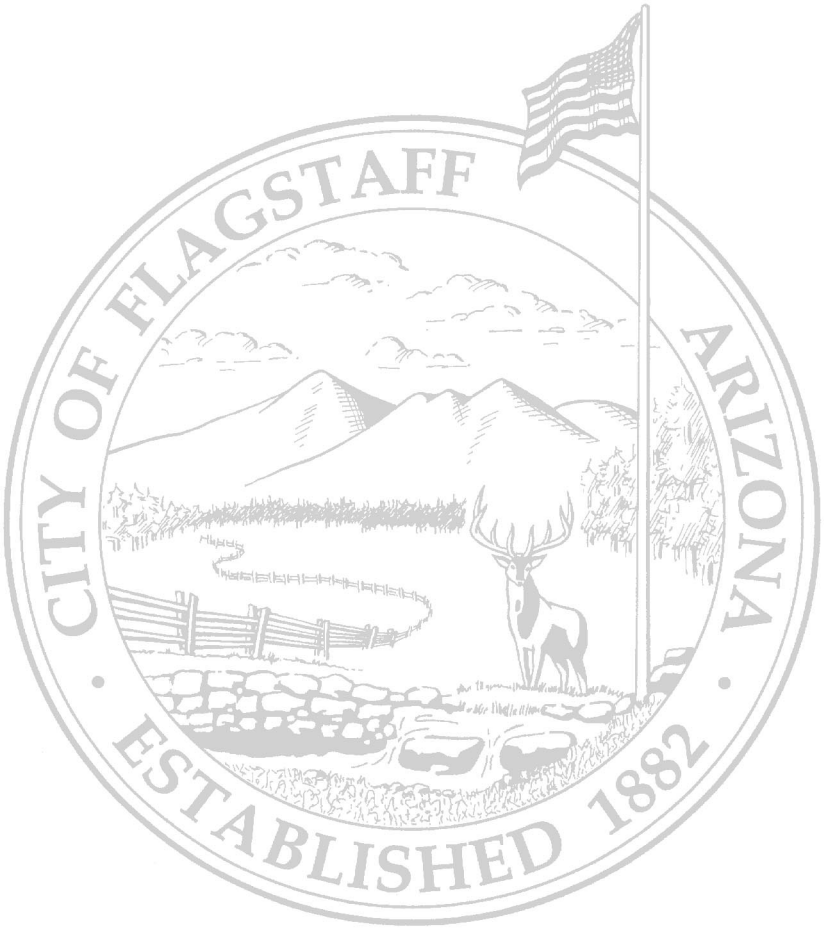
The Street Improvement Program will strive to commit $1.5 million for annual capital maintenance of the street system which includes ADA compliance in the street system.

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 improved over a 20-year period.

Sinking funds have been established for future landfill closure costs. Currently, it is estimated that $16 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.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ISSUES AND UPDATES

PERSONNEL SERVICE COSTS

HOUSING TRANSITION

The City Council adopted ordinance 2010-09 on June 8, 2010 affirming Housing Authority employees are City of Flagstaff employees. A transition team was assembled and Human Resources have been working with City and Housing Authority staff towards this integration. Effective July 1, 2011 Housing Authority staff will be added to the City's pay plan. The differences in benefits have also been examined and the benefit program will transition over time as the merging of systems continues.

COMPENSATION

The fiscal year 2012 budget does not include a market or merit increase for classified and exempt employees due to the financial condition of the organization. The City's pay plan was decreased by 1.2% on May 1, 2009 and which saves approximately $478,000 annually in the general fund.

There was approval to increase the pay plan by 0.6% to offset legislative changes in the retirement system. Because of the shift in burden of the retirement plan from the City the employee, the City was going to realize about $160,000 decrease in cost. The City used that savings and added $90,000 from our improved State revenue allocations, as a result of the census, to help minimize the impact to employees.

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 continue to be reduced by 0.6% (net of the retirement plan offset).

Hazardous Assignment Pay is paid to employees who perform demanding duties or duties with an unusual degree of responsibility, a heightened level of physical risk that is above the norm for the job, and where additional certification and/or continuing education is needed that is above and beyond the minimum requirements for the position. Assignment pay will continue to be reduced by 0.6% (net of the retirement plan offset).

Any additional restoration of pay this year will be based on revenue triggers. The revenue trigger 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 2011. The reports will be received in January of 2012, which is the most comprehensive time to capture local sales tax, since it includes those businesses that file annually, monthly and quarterly. If the receipts exceed the budgeted amount by 2.4%, all employees will have the 1.2% reduction in pay restored. This addition will be implemented in April of 2012 and this addition will not be retroactive.

The compensation package proposed in this year's budget attempts to address two issues:

- Maintaining compensation and benefits for employees
- Restoring compensation and benefits for employees that have been reduced due to budget reductions

City employees currently receive three additional paid time off days each fiscal year in consideration of the 1.2% reduction in compensation.

The Flagstaff Housing Authority compensation has increased by $49,734 due to replacement of a temporary employee with a higher paid permanent employee, elimination of one maintenance temporary position and an increase in one full-time grant-funded staff position for the new ROSS Grant. The total amount budgeted for compensation is $1,278,178. As part of the ongoing alignment of Housing Authority operations with City operations, a $30,000 reserve has been included in the Housing Authority budget to address any differences in pay between the Housing Authority and City. Any salaries that fall within the appropriate range in the City's pay scale will not be adjusted.

BENEFITS

Fiscal year 2012 begins the 19th 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 two non-voting members: NAIPTA and the Accommodation School.

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

The overall premium increase for health insurance is 8.1%. This increase will be mitigated through the use of Trust surplus and an additional cost sharing of $20 per employee. The plan design will also be updated to include a $100 access fee for hospitalization, $2 decrease to generic Rx, $5 increase to brand Rx and 90-day Rx supplies at a

pharmacy. The Trust is also adding wellness components to the group health plan fiscal year 2012.

NAPEBT will continue allow an opt-out provision for employees with proof of group health insurance outside of the Trust. This provision will provide savings to the City, but will not provide an incentive to the employee to opt-out.

The Trust's decision to become self insured in 2007 has led to the lower premium increases experienced over the last four years. The overall increase for health insurance is still below the national trend of approximately 10-15%.

The City will pay the full premium for employees participating in the HDHP and $254 per month for dependent subsidy. The dependent subsidy was reduced effective July 1, 2009 and this will continue fiscal year 2012. In order to offset the 8.1% increase NAPEBT voted for employees to begin a $20 per month contribution for the Base Plan, increase the Buy Up Plan contribution by $20 and reduce the HDHP H.S.A. contribution by $20. The fiscal year 2011-2012 budget proposes the City paying the $20 for each employee in order to maintain the current benefit package. This benefit will be evaluated each fiscal year as part of the budget process. The total budget for employee only health insurance is $4.1 million dollars. The total cost of the dependent subsidy to the City is $852,915.

The Flagstaff Housing Authority is proposing the same contribution strategy as the City and covers $473 of the cost of dependent coverage. As of January 1, 2012 the Housing Authority staff will begin receiving the same dependent subsidy as other City employees. The budget for employee health insurance and the dependent subsidy is $185,934.

City employees who do not elect dependent health insurance coverage normally receive $60 per month in deferred compensation, but this benefit was suspended beginning July 1, 2009 and will continue through fiscal year 2012. The savings to all funds is approximately $330,000.

The Flagstaff Housing Authority provides a deferred compensation benefit of $50 per month to employees who do not elect dependent coverage. As part of the Housing Authority transition, the deferred compensation benefit will be suspended as of January 1, 2012. The total cost for deferred compensation is $6,600.

The dental rates increased by 3% and there is now one plan for all eligible participants. The dental plan has a calendar year maximum of $2,000 per person, calendar year deductible of $50 per person, preventative services are covered at 10%, basic services at 80%, crowns at 60%, major services at 50%, and orthodontia (ages 8-17) 50% up to $1,000 lifetime maximum. The City pays 100% of employee coverage and employees pay 100% for dependent coverage. The cost to all funds is budgeted at $295,333.

The Flagstaff Housing Authority provides the same dental plan and will experience a 3% increase. The Housing Authority pays 100% of employee coverage and pays $33 per month of dependent coverage. The total cost for dental insurance is $12,800.

The City provides a basic vision benefit for the employee and dependents. The employee does have a buy up option for employee and dependent coverage. There is no change in the contribution this year. The cost to all funds is budgeted at $12,294.

The Flagstaff Housing Authority provides all employees and dependents with the buy up vision plan. Employees are also eligible for vision expense reimbursement of up to $150 per employee and $90 per insured dependent. The Housing Authority vision coverage will be aligned with the City's current coverage as of January 1, 2012. There is no change in the vision insurance premium. Vision coverage is budgeted for $2,441.

The City provides a basic life and accidental death & dismemberment benefit in the amount of one times the employee's annual salary to a maximum of $150,000. The premiums have increased by 12.1% and the cost of this benefit is $84,376. The Airport Service Workers receive an additional occupational accidental death & dismemberment (AD&D) benefit in the amount of two times the employee's annual salary to a maximum of $150,000; since this group of employees is not eligible for the Public Safety Personnel Retirement System. The cost of the additional occupational AD&D is $458.

The Flagstaff Housing Authority provides basic life and accidental death & dismemberment coverage in the amount of one times the employee's annual salary to a maximum of $150,000. The total budgeted cost for this coverage is $2,118.

Employees of the City and the Housing Authority may choose to purchase additional group term life coverage for themselves or their dependents and the employee pays 100% of those premiums.

The Public Safety Personnel Retirement System (PSPRS) employer contribution will be 24.54% for Police an increase of 2.22% and 31.28% for Fire an increase of 5.32%. The PSPRS employee contribution will increase to 8.65% for the employee.

The Arizona State Retirement System (ASRS) contribution rate split changed from 50/50 to 53 percent employee and 47 percent employer. The pension benefit employee contribution will be 11.13%, which is an increase of 1.53%. The pension benefit employer contribution will be 9.87%, which is a increase of 0.27%. The ASRS long-term disability will change from 0.25% to 0.26% for the employee and 0.23% for the employer. The cost to all funds is approximately $2.91 million for PSPRS and $2.60 million for ASRS.

The Flagstaff Housing Authority participates in the Arizona State Retirement System (ASRS) and the total cost for ASRS is $119,238.

SUPPLEMENTAL BENEFITS

The City provides supplemental benefits to employees including the Employee Assistance Program, Repetitive Motion Therapy and the ECOpass.

All benefit-eligible employees are eligible to participate in the Employee Assistance Program (EAP). The program provides six sessions at no cost to the employee.

There are two methods by which an employee may be referred to the City's EAP. The first is self-referral when the employee voluntarily calls or contacts the EAP. The second is a referral done by the supervisor when there is a documented performance problem. The EAP also responds to critical incidents, is the City's DOT Substance Abuse Counselor and provides training on topics such as Dealing with Difficult Customers, Preventing Violence in the Workplace and Drug & Alcohol Training for Supervisors.

The total amount budgeted for the Employee Assistance Program is $34,000 and there is no change proposed for the FY 2012 budget.

The Housing Authority also provides the same Employee Assistance Program to their employees.

The City provides a Repetitive Motion Therapy (RMT) benefit to all employees. The RMT sessions are for those employees who have previous, current, or are susceptible to a repetitive motion injury. Thus, priority for appointments is given in the following order.

- All employees with current workman's compensation claims or claims closed for less than one year have first priority when scheduling an appointment. However, employees with current workman's comp claims who do not follow their prescribed course of treatments will not have priority when scheduling an appointment.
- All other employees who are susceptible to a repetitive motion therapy are eligible for one therapy session per week.

The total amount budgeted for Repetitive Motion Therapy was reduced to $12,000 fiscal year 2010-2011 and this will continue to be the budgeted amount this fiscal year. Housing Authority personnel were added to this benefit beginning February 2011.

The City has discontinued the ECOpass benefit for all employees.

CLASSIFICATION

Maintenance of the job classification system is an ongoing process to ensure that job classifications accurately reflect the responsibilities and tasks being performed by City employees. If a Division Director believes that an employee(s) is functioning out of class on a regular basis or that job responsibilities have changed sufficiently, a request may be made for the Human Resources division to conduct a review. The Human Resources division then conducts an audit and evaluates the request utilizing 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 divisions were submitted to the Human Resources division for review, and only those recommended for approval were forwarded to the Budget Team for inclusion in the FY 2012 budget. The Human Resources division has notified all Division Directors of the status of their requests, whether approved or disapproved. All approved changes will be effective as of July 1, 2011.

The Human Resources division received a total of 13 requests for reclassifications/reranges and 15 requests for rezones. The following shows those that were approved:

FISCAL YEAR CHANGES				
RECLASSIFICATIONS/RERANGES				
Old Title	Old Range	New Title	New Range	No. of Employees Effected
Sr. Assistant City Attorney	Z3	City Prosecutor	18	1
Grants Manager	13	Grants Manager	14	1
Sustainability Manager	12	Sustainability Manager	13	1
HR Generalist	9	HR Analyst – Employee Relations	12	1
HR Recruitment Specialist	8	HR Generalist	9	1
Recreation Superintendent	14	Recreation Services Director	17	1

RETITLE		
Old Title	New Title	Range
Meter Reader	Meter Technician	9

REZONES				
Current Job Title	Old Zone	New Job Title	New Zone	No. of Employees Effected
Project Manager – Utilities	I	Project Manager – Utilities	II	1
Project Manager – Utilities	II	Project Manager – Utilities	III	1
Maintenance Worker – Parks	I	Maintenance Worker – Parks	II	1
Maintenance Worker – Parks	II	Maintenance Worker – Parks	III	3
Equipment Operator – Collections	I	Equipment Operator – Collections	II	4
Admin Specialist – Tax & License	I	Admin Specialist – Tax & License	II	1
Admin Assistant – Sales Tax	II	Admin Assistant – Sales Tax	III	1
Equipment Operator – Streets	II	Equipment Operator – Streets	III	1
Equipment Operator – Landfill	I	Equipment Operator – Landfill	II	1
Maintenance	I	Equipment Operator – Landfill	II	1

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

MID YEAR CHANGES	
NEW CLASSIFICATIONS	
Title	Range
Risk Management Specialist	10
Grants Specialist	9
Sr. Assistant City Attorney – Water and Natural Resources	15

RETITLE		
Old Title	New Title	Range
Wildland Fire Specialist	Wildland Fire Leadworker	9

SALARY ADJUSTMENTS	
Fire Captain (3)	Re-evaluated and updated salary adjustments given updated information from Fire Administration

REORGANIZATIONS

The following reorganizations have been completed:

1. Human Resources – The HR Recruitment Specialist will be reclassified to an HR Generalist to assume recruitment and benefit responsibilities. The current HR Generalist will be reclassified to an HR Analyst specializing in Employee Relations.

2. Recreation – Recreation has created a phased reorganization approach with Phase I introducing a Recreation Supervisor into the Jay Lively Activity Center. This Recreation Supervisor will oversee the Activity Center and Adult Athletics.

3. Housing – The vacant Housing Planner position will be eliminated and duties will be shifted to existing staff. The Administrative Specialist will assume contract, loan and rehabilitation administration and be retitled to Housing Specialist. The Housing and Grant Administrator will assume policy planning duties. The current Permanent Affordability Administrator will assume private development negotiations and implementation and oversight for the newly created Rehab and Project Specialist. The new title for this Administrator position will be Ownership Program Manager.

4. Fire – The Fire Department will be eliminating the Deputy Fire Chief position responsible for Fire Prevention and Fire Inspection. A Fire Marshal position will be created to oversee Fire Inspection services. The Deputy Fire Chief of Operations, Fire Marshal and Wildland Fire Manager will report directly to the Fire Chief.

ORGANIZATIONAL STUDIES

The Human Resources division conducted three organization studies this year.

1. Information Technology – This was phase two of the organization study conducted for the City's information technology division. Phase two included the review of information technology positions in the Court and Library. The information reviewed during the study supported a different structure is warranted in the Courts and Library due to the difference in duties. In doing the external comparison when a Library and Court have information technology staff separate from the information technology division it is common to have a different structure and job titles.

2. Paramedic – During the compensation study Fire suggested and the Compensation Committee supported an evaluation of the Paramedic and assignment pay structure.

The results of the compensation study did show that the majority of the benchmark organizations do treat paramedic service as an assignment pay versus a classification. Human Resources has revisited these results and have found no changes. The Fire Department did provide more information, so this study may continue into next fiscal year with review of this additional information and more research outside of the benchmark organizations to consider other best practices.

3. Housing Authority – City Council adopted an ordinance affirming Housing Authority employees are City employees. The Housing Authority will become a section of the Community Development division. The Human Resources Analyst has met with Housing Authority staff and management to understand the structure and the roles and responsibilities of each position. The positions have been compared to external housing authority benchmarks and internal City positions prior to being classified and added to the City pay plan. These changes will become effective July 1, 2011.

TURNOVER

The City's turnover rate for calendar year 2010 is 11.68%. This is 1.12% lower than the state and local government rate according to the Bureau of Labor Statistics.

POSITION ADDITIONS/DELETIONS

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

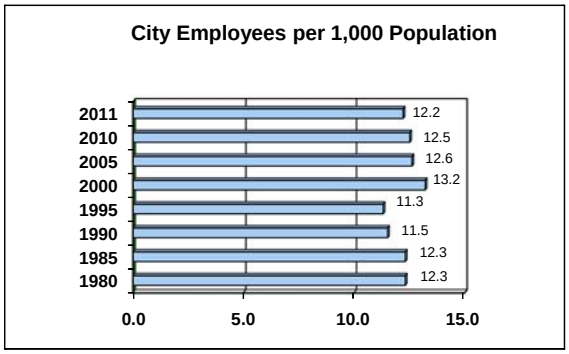
A total of 16.6 FTE's were cut across all funds for FY 2012. The following detail highlights the five year historical staffing trend as well as the City's calculation of City staff in comparison to population.

PERSONNEL IN EACH FUNCTION CATEGORY
5 YEAR HISTORICAL TREND

	Fiscal Year				
	2008	2009	2010	2011	2012
Public Safety	275.75	282.75	267.00	260.00	253.00
Public Works	241.89	250.35	159.09	153.59	149.87
Comm Enrich	0.00	0.00	110.43	110.43	112.75
General Admin	80.13	83.88	73.88	72.68	71.48
Utilities	80.25	81.75	70.50	68.50	67.50
Community Dev	99.38	102.38	69.58	61.88	57.38
Housing Authority	0.00	0.00	0.00	23.50	23.50
Mgmnt Services	98.78	105.41	38.75	39.00	38.25
Econ Vitality	0.00	0.00	38.25	35.75	34.99
	876.18	906.52	827.48	825.33	808.72

Employees per 1000 Population

Census Year	Population	Budget Year	Employees	Emp/Pop
1980 *	34,743	1981	427.75	12.3
1985	38,247	1986	470.25	12.3
1990 *	45,857	1991	527.25	11.5
1995	52,701	1996	593.00	11.3
2000 *	52,894	2001	700.00	13.2
2005	61,185	2006	768.03	12.6
2010 *	65,870	2011	825.33	12.5
2011 **	66,529	2012	808.72	12.2



* Census Figures per United States Census Bureau
All Other Populations per Arizona Department of Economic Security Estimates
**Estimated Population

The table below lists each section with staff level changes for FY 2012:

Section	FY 2011 Authorized Personnel	FY 2012 Authorized Personnel	FY 2011 1X Funded Reductions	Other Changes & Reductions
City Manager/City Clerk	11.50	10.795	-.125	-0.58
Human Resources	6.25	6.75		0.50
Risk Management	2	2		
Law	14.75	13.75	-1.0	
Information Technology	13	13		
Management Services – Purchasing	7	8		1.0
Management Services – Revenue	20	18.25	-.75	-1.0
Management Services – Finance	12	12		
FMPO	2.88	2.88		
Community Development – Administration	2	2		
Community Development – Capital Improvement	11	8		-3.0
Community Development – Planning & Development Services	24	22.5	-1.0	-.5
Community Development – Engineering	17	17		
Community Development – Housing	5	5		
Flagstaff Housing Authority	23.5	23.5		
Fire	92	85	-6.0	-1.0
Police	168	168	-1.0	1.0
Community Enrichment – Library	50.77	51.4		0.63
Community Enrichment – Recreation	59.66	61.35		1.69
Public Works – Administration	2.5	2.5		
Public Works – Parks	27.2	27.46		0.26
Public Works – Fleet	13	13		
Public Works – Facilities Maintenance	11	11		
Public Works – Streets Maintenance	36.31	36.31		
Public Works – Environmental Services	52.5	48		-4.5
Public Works – SEMS	11.08	11.6		.52
Utilities – Administration	9	8		-1.0
Utilities – Water Production	11	11		
Utilities – Water Distribution	14	14		
Utilities – Wildcat Wastewater Treatment Plant	12.5	12.5		
Utilities – Wastewater Collection	9	9		
Utilities – Industrial Waste	3	3		
Utilities – Rio Wastewater Treatment Plant	4	4		
Utilities – Stormwater	6	6		
City Court	25.18	25.18	-1.0	1.0
Economic Vitality – Administration	2	2		
Economic Vitality – Airport	9.5	9.5		
Economic Vitality – Community Investment	5	5		
Economic Vitality – CVB	9	9		
Economic Vitality – Visitors Center	5.25	4.49	-.76	
Total	820.33	803.72	-11.635	-4.98

CITY OF FLAGSTAFF
Cost Allocation
For Fiscal Year 2012

PROVIDING SECTIONS		GENERAL 001	LIBRARY 030	HURF 40	TRANSPOR-TATION 041-044	UTILITY 201	STORMWATER 210	AIRPORT 270	ENVIRON. SERVICES 280	TOTAL	TOTAL CHARGED OUT GF
General Fund Services											
City Manager	$	679,959	30,219	25,215	12	91,213	9,595	12,051	45,450	893,714	213,755
City Clerk		170,783	12,581	11,647	3,049	28,870	1,894	3,551	24,164	256,539	85,756
Human Resources		316,173	33,765	22,798	-	47,712	3,880	6,941	49,155	480,424	164,251
Risk Management		116,042	11,528	10,177	2,375	24,613	1,663	3,090	20,430	189,918	73,876
Law		422,880	36,552	38,445	40,842	104,462	6,369	12,269	79,753	741,572	318,692
Information Systems		489,905	-	-	-	283,383	-	13,160	92,119	878,567	388,662
Management Services		298,077	29,408	77,662	36,557	149,241	4,832	30,220	48,284	674,281	376,204
Customer Services		18,728	966	768	241	707,053	19,490	26	163,411	910,683	891,955
Sales Tax		416,440	59,811	-	204,056	26,534	-	41,216	84,008	832,065	415,625
Finance		577,795	60,463	59,866	25,686	100,810	6,009	28,273	77,359	936,261	358,466
Community Dev Admin		208,330	-	-	-	-	-	-	-	208,330	-
Engineering		1,451,487	-	678,205	-	-	19,762	-	-	2,149,454	697,967
Community Investments		310,687	27,622	29,053	10,449	78,942	4,813	9,272	60,269	531,107	220,420
Public Works Administration		95,557	-	93,153	-	-	-	62,190	125,686	376,586	281,029
Mechanical Shop		83,836	570	73,808	-	19,477	477	5,342	119,565	303,075	219,239
Facilities Maintenance		599,244	58,339	10,513	-	31,221	11,772	59,576	99,570	870,235	270,991
Council & Commissions		236,136	20,994	22,081	7,942	59,999	3,658	7,047	45,807	403,664	167,528
Non-Departmental		2,505,807	131,202	204,337	18,333	434,339	13,887	63,001	251,605	3,622,511	1,116,704
Total General Fund	$	8,997,866	514,020	1,357,728	349,542	2,187,869	108,101	357,225	1,386,635	15,258,986	6,261,120
General Administration	$	2,195,742	124,645	108,282	46,278	580,253	23,401	51,062	311,071	3,440,734	1,244,992
Community Development		1,659,817	-	678,205	-	-	19,762	-	-	2,357,784	697,967
Management Services		1,311,040	150,648	138,296	266,540	983,638	30,331	99,735	373,062	3,353,290	2,042,250
Public Works		778,637	58,909	177,474	-	50,698	12,249	127,108	344,821	1,549,896	771,259
Economic Vitality		310,687	27,622	29,053	10,449	78,942	4,813	9,272	60,269	531,107	220,420
Non-Departmental		2,741,943	152,196	226,418	26,275	494,338	17,545	70,048	297,412	4,026,175	1,284,232
	$	8,997,866	514,020	1,357,728	349,542	2,187,869	108,101	357,225	1,386,635	15,258,986	6,261,120

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, 2010. The City utilized the services of a consultant to prepare this year's plan. The City also utilizes the cost allocation plan to calculate an indirect cost rate that is allowable in accordance with OMB A-87. The City will annually update the indirect cost rate based on actual expenditures, as required by OMB A-87.

METHODOLOGY

A multiple allocation base methodology has been utilized to prepare the Plan. This methodology acknowledges that the utilization of central administration and support (indirect) services by users varies by type of service. The cost of each indirect service or activity of a service is allocated to users based on an appropriate allocation base related to the service performed. For example, general accounting has been allocated to users based on total budgeted expenditures; accounts payable activities have been allocated on the number of accounts payable transactions processed during FY 2010; and human resources activities have been allocated on the number of budgeted full-time equivalent positions served.

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

FLEET MANAGEMENT

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

Fleet management has set the following goals.

- Revamp the existing vehicle and equipment replacement criteria.
- Rework and rebuild the underutilized vehicle policy; eliminate 6 or more units out of the fleet.
- Coordinate driver training and operational procedures to increase fuel mileage and decrease fuel usage by 6.1%.
- Coordinate with Divisions and Purchasing for all fuel billing to create the most efficient and accurate fuel usage tracking.
- Make all fleet policies and procedures electronic.

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

The Fleet Management Committee is in the process of re-writing policies and replacement criteria with a goal of maximizing possible Fleet utilization. The Committee is committed to right-sizing the City of Flagstaffs Fleet. This last year we reviewed 31 replacement requests and agreed on replacing 20 vehicles and equipment in the different funding sources. We also agreed to a paint striper refurbishment and transferred two underutilized vehicles to other departments for full utilization. The committee created a catastrophic component replacement fund; this fund will help the General funded departments with major emergency failures and create a funding source for major purchases.

- Re-evaluated and adjusted the replacement criteria for FY 2012.
- Created an electronic spreadsheet for 10 year vehicle replacement plan for all Sections.
- Reorganized committee leadership.
- Removed 6 underutilized vehicles.
- Introduced and recommended a component replacement fund.

- **Proposed objectives for FY 2012 include:**

- 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 and awarding bids to the most fuel efficient when possible.
- Continue to identify and to reduce units from the fleet that are under-utilized.
- To purchase 90% 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.
- Provide quarterly fleet system training to all City employees, if interested.
- Continue to participate in the Valley of the Sun Clean Cities Coalition of other agencies dedicated to conserving and promoting the use of alternative fuels and vehicles.

FLEET FISCAL YEAR 2012 REPLACEMENTS

DIVISION/SECTION	AMOUNT
21 FIRE	
BRUSH TRUCK & BED	$ 51,200
22 POLICE	
PATROL SEDANS (4)	97,600
FULL SIZE SUV (1)	29,000
TOTAL GENERAL FUND FLEET	177,800
41 ENVIRONMENTAL SERVICES	
REAR LOADER	230,000
TOP LOADERS (3)	894,297
LANDFILL COMPACTOR	1,127,000
PICKUP TRUCK	22,400
REFURB PYTHON ARMS	55,000
TOTAL ENVIRONMENTAL SERVICES FLEET	2,328,697

DIVISION/SECTION	AMOUNT
32 STREET MAINTENANCE AND REPAIRS	
SNOW PLOWS (6)	49,000
THERMOPLASTIC MACHINE	90,000
REFURISH PAINT STRIPPER	50,000
WATER TRUCK WITH TANK	200,000
1 TON PICKUP TRUCK	60,000
TOTAL HURF FUND FLEET	449,000
42 UTILITIES ADMIN	
SEDAN	30,000
47 LAKE MARY	
FULL SIZE SUV	30,000
PICKUP TRUCK	25,000
53 WASTEWATER TREATMENT	
1 TON PICKUP TRUCK	6,000
DOZER	150,000
54 WASTEWATER COLLECTION	
1 TON PICKUP TRUCK	60,000
55 WASTEWATER MONITORING	
PICKUP TRUCK WITH SHELL	30,000
TOTAL UTILITIES FLEET	331,000
TOTAL FLEET REPLACEMENTS	$ 3,286,497

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 an as needed basis. 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

- Replacement of old telephone system with voice over IP in a 3-4 year phased approach
- Implementation of Sales Tax Software
- Continuation of disaster recovery planning including real time off-site data replication
- Data sharing and collaboration with public and private agencies

FY2012 Acquisitions - $633,003

Large purchases include the Microsoft Enterprise agreement, Kiva Replacement and the last phase of VOIP implementation.

PC and Network Replacements & Upgrades - $180,450

The budgeted amount will allow replacement of those pieces of end-user equipment on an as needed basis.

E-Government - $25,000

Implement the expansion of video streaming of council meetings to include television broadcast.

Public Safety - $280,900

The police departments Information Technology will be replaced on an as needed basis.

IT Five Year Projection FY2012-2017

IT Five Year Projections	Actual FY2010	Budget FY2011	Actual FY2011	Budget FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Replacement Programs									
Replacement PC's and Printers	108,090	45,750	750	90,225	70,000	70,000	70,000	70,000	70,000
Network equip	-	45,750	750	90,225	240,000	240,000	240,000	240,000	240,000
Total - Replacement Programs	**108,090**	**91,500**	**1,500**	**180,450**	**310,000**	**310,000**	**310,000**	**310,000**	**310,000**
GIS									
Hardware upgrades/replacement	-	-	-	-	10,000	10,000	10,000	10,000	10,000
Software upgrades	-	-	-	-	10,000	10,000	10,000	10,000	10,000
Total GIS	**-**	**-**	**-**	**-**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**
E-Gov	**9,000**	**10,000**	**-**	**25,000**	**20,000**	**30,000**	**30,000**	**30,000**	**30,000**
New Hardware & Software and Upgrades									
Sales Tax Software	20,000	20,000	20,000	20,000	20,000	20,000	20,000	21,000	22,050
Scheduling Software	-	90,000	-	90,000	-	-	-	-	-
Automated Time Entry	-	50,000	-	50,000	-	-	-	-	-
Parking Solution	-	90,000	-	90,000	-	-	-	-	-
Microsoft Enterprise Agreement	159,529	185,000	185,000	125,000	185,000	185,000	-	-	-
Kiva Replacement	-	-	-	132,778	-	-	-	-	-
VOIP Migration - next phase	120,985	95,750	75,750	65,225	-	-	-	-	-
SAN for Disaster Recovery	-	-	-	60,000	-	-	-	-	-
Hardware & Software Purchases	169,786	113,456	38,272	-	-	-	-	-	-
Equipment	-	52,350	20,128	-	-	-	-	-	-
Total New Hardware & Software	**470,300**	**696,556**	**339,150**	**633,003**	**205,000**	**205,000**	**20,000**	**21,000**	**22,050**
Public Safety									
Police Upgrades	80,328	117,700	26,500	280,900	289,327	298,007	306,947	316,155	325,640
Add PD to City Email	-	45,000	-	-	-	-	-	-	-
PD MS Office	-	10,000	-	-	-	-	-	-	-
PD Booking Photo Import	-	10,000	-	-	-	-	-	-	-
PD POS	-	7,000	-	-	-	-	-	-	-
Total Public Safety	**80,328**	**189,700**	**26,500**	**280,900**	**289,327**	**298,007**	**306,947**	**316,155**	**325,640**
Total Expenditures	**667,718**	**987,756**	**367,150**	**1,119,353**	**844,327**	**863,007**	**686,947**	**697,155**	**707,690**
Funding									
General Fund MIS allocation	-	-	-	-	-	-	-	-	-
One time monies	-	-	-	-	-	-	-	-	-
Carryover	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-
Total Funding	**-**	**-**	-	**-**	**-**	**-**	**-**	**-**	**-**
Expenditure Summary									
Replacement Program	108,090	91,500	1,500	180,450	310,000	310,000	310,000	310,000	310,000
Local & Wide Area Network	-	-	-	-	-	-	-	-	-
GIS	-	-	-	-	20,000	20,000	20,000	20,000	20,000
E-Gov	9,000	10,000		25,000	20,000	30,000	30,000	30,000	30,000
New Hardware & Software Purchases	470,300	696,556	339,150	633,003	205,000	205,000	20,000	21,000	22,050
Public Safety	80,328	189,700	26,500	280,900	289,327	298,007	306,947	316,155	325,640
Total Expenditures	**667,718**	**987,756**	**367,150**	**1,119,353**	**844,327**	**863,007**	**686,947**	**697,155**	**707,690**
Excess/(deficit) Funding over Expenditures	**(667,718)**	**(987,756)**	**(367,150)**	**(1,119,353)**	**(844,327)**	**(863,007)**	**(686,947)**	**(697,155)**	**(707,690)**

FY 2012 ISSUES

CITY FLEET

As City revenues have declined over recent years, there have been downward adjustments to the budget and reductions in most, if not all areas of City operations. During this time, several million dollars of vehicle/equipment purchases have been deferred to help balance the City budget. In his budget transmittal letter to the Mayor and Council dated June 30, 2010, the City Manager identified this problem and posed the questions of 1) what we would do if revenues didn't return? and 2) when will maintenance costs exceed replacement costs? Revenues have not returned remaining constant at best and maintenance costs are rising.

Current Situation

With fleet deferrals in FY 2011 of over $3 million and additional deferrals in FY 2012 of $1 million and no return of revenues in the near future, it is virtually impossible for us to recover from the borrowing on the life of the equipment we have done the past several years. Over the next ten years we will need a total of $17,281,974 for equipment replacement in the General Fund alone. In that same letter from June, 2010, the City Manager also wrote about opportunities for change which we now find necessary in Fleet Management.

The Long Climb Out

- Eliminate underutilized vehicles/equipment and right-size fleet to maximize utilization.
- Adjust replacement criteria to gain maximum useful life
- Implement component replacement fund to avoid catastrophic losses and keep fleet mobile
- Enlarge fleet pool size to facilitate changes
- General Fund financial benefit
  - Vehicle maintenance savings
  - Fuel savings
  - Sale of fleet assets
  - Ongoing replacement savings
  - Insurance savings

MAINTENANCE/CLOSURES OF CITY PARKS

Funding Issues

The Parks Section is responsible for the grounds maintenance and management of parks, athletic and recreation facilities, Heritage Square with the downtown area, city facilities that include city hall, Milligan house, library, Theatrikos, Cherry building, city courthouse and several City owned parking lots. These sites are funded by the General Fund. With the ongoing budget reductions of General Fund budgeted for these programs it is time to indentify a "trigger" when to decide to reduce or eliminate maintenance services in these areas. By closing parks we would reallocate resources to other parks to increase or maintain existing service levels. The cost savings will be realized in contractual/commodities but it is not realized in personnel that are shifted to other areas.

Triggers

When funding levels decrease there is a significant impact to the service level of existing facilities. It will not be sustainable in the future to maintain current service levels with decreasing funds. The current service levels for park grounds and city facilities range between a Level 3 (moderate-level maintenance) to Level 4 (moderately low-level maintenance) which is a reduction in the frequency of tasks performed. When service levels fall to a Level 5 (minimum-level maintenance), which is a reduction of tasks to monthly or not at all, priority is given to safety based tasks. This will be the time to consider implementing an alternative strategy.

Strategy

- Find alternative funding sources
  - Partnerships
  - Cost shifting
- Develop a matrix to prioritize city facilities and parks grounds based on:
  - Mission Statement
  - Usage
  - Protecting City's Infrastructure
  - Community Needs
  - Demographic Location
  - Available Partnerships – Neighborhood groups, Adopt-A-Park, HOA'S
  - Cost Savings
- Identify Facilities for elimination of services
- Identify Parks for closures

FY 2011 UPDATES

OUTSIDE LEGAL COUNSEL

The City has set forth an administrative policy. When a Division other than the City Attorney or City Court Divisions require the legal services of a contracted attorney, the request will be made in writing to the appropriate Deputy City Manager, with a copy to the City Attorney. The City Attorney has a system in place to track and monitors the legal activities of these contracted attorneys. Issues arise

annually that where not budgeted for and often put a strain on the Division needing the service. To help fund some of these unforeseen issues, for FY 2012 the City will be setting aside $100,000 in the budget for outside legal services.

BBB-RECREATION REVENUE TRANSFERS

In FY 2011, Council along with the support of the Recreation Commission recommended transferring $200,000 from the BBB-Recreation Fund to the General Fund to help support funding of Recreation operations. This support helps maintain some of the Recreation services levels. This come at a cost of reduced opportunities to fund future capital projects with this funding source.

This issue was revisited during the budget process and all groups involved agreed to continue funding of Recreation operations with the annual transfer of $200,000.

CONSTRUCTION STIMULUS

The Building Permit Stimulus Program was approved in May 2010 and provided $90,000 to pay for all or portions of building permit fees for affordable housing, lower market rate residential, and some commercial development. Fee waivers were based on types of permits and values of the permits. The City issued 67 permits under this program and will be completed in July 2011.

RIORDAN MANSION STATE HISTORIC PARK

For FY 2011 the City was able to provide a one-time $20,000 in funding from our Special Project funding in our Beautification Fund. The State continues with budget struggles and has not restored any funding cuts for Riordan Mansion. Therefore for FY 2012 we will continue the funding, however we will utilize our Arts and Science Fund which is better suited for this type of program.

CITY OF FLAGSTAFF
SUMMARY SCHEDULE OF ESTIMATED REVENUES AND EXPENDITURES/EXPENSES
FISCAL YEAR 2011-2012

	UNRESERVED FUND BALANCE/ RETAINED EARNINGS AT 7/1/2011	ESTIMATED REVENUES AND OTHER FINANCING SOURCES 2011-2012	INTERFUND TRANSFERS 2011-2012 IN	INTERFUND TRANSFERS 2011-2012 OUT	TOTAL FINANCIAL RESOURCES AVAILABLE 2011-2012	OPERATIONS	CAPITAL OUTLAY (EQUIP/CIP)	DEBT SERVICE	RESERVES/ CONTINGENCIES	TOTAL APPROPRIATIONS 2011-2012	FUND BALANCE 6/30/2012
General Fund	$ 15,534,315	46,582,348	4,384,629	(8,750,620)	57,750,672	45,910,736	2,020,600	2,190,473	1,200,000	51,321,809	6,428,863
Special Revenue Funds:											
Library	540,180	6,440,587	1,173,351	(78,391)	8,075,727	7,689,287	-	-	100,000	7,789,287	286,440
Highway User Revenue	1,475,135	6,047,000	8,806,734	(85,401)	16,243,468	5,231,722	6,753,991	2,371,479	525,000	14,882,192	1,361,276
Transportation	2,272,936	15,051,181	-	(6,480,656)	10,843,461	5,330,872	-	2,264,771	-	7,595,643	3,247,818
Beautification	4,223,882	2,801,857	614,000	(507,201)	7,132,538	144,620	5,816,059	-	10,000	5,970,679	1,161,859
Economic Development	108,555	1,650,303	406,146	-	2,165,004	1,797,752	-	256,878	45,000	2,099,630	65,374
Tourism	182,391	1,677,613	-	(14,837)	1,845,167	1,559,757	-	-	50,000	1,609,757	235,410
Arts & Science	324,674	401,298	-	-	725,972	383,850	282,233	-	10,000	676,083	49,889
Recreation-BBB	514,483	1,754,022	-	(1,459,712)	808,793	-	-	-	-	-	808,793
Real Estate Proceeds	525,934	13,350	-	-	539,284	-	-	-	-	-	539,284
Housing and Comm Svcs	1,512,887	2,277,776	-	(14,000)	3,776,663	3,267,297	-	-	-	3,267,297	509,366
Metro Planning Org	-	551,456	22,493	-	573,949	473,949	-	-	100,000	573,949	-
Debt Service Funds:											
G.O. Bond Fund	348,355	-	4,945,431	-	5,293,786	-	-	4,945,431	-	4,945,431	348,355
Sec. Property Tax	5,234,043	6,652,218	-	(7,166,526)	4,719,735	-	-	-	-	-	4,719,735
Special Assessment Bond	98,895	1,400,875	-	-	1,499,770	-	-	1,402,475	-	1,402,475	97,295
Permanent Funds:											
Perpetual Care	179,140	21,564	-	-	200,704	-	-	-	-	-	200,704
Capital Projects Funds:											
Municipal Facilities Corp	(16,338)	23,022,000	-	(17,146)	22,988,516	-	5,420,640	-	-	5,420,640	17,567,876
G.O. Bonds	13,049,894	22,489,775	-	-	35,539,669	-	26,544,144	-	-	26,544,144	8,995,525
Enterprise Funds:											
Water and Wastewater	9,703,557	29,174,124	2,221,095	(1,978,889)	39,119,887	12,859,138	12,003,090	6,548,081	2,200,000	33,610,309	5,509,578
Airport	323,291	11,274,176	309,000	(171,567)	11,734,900	2,080,901	9,098,053	286,685	-	11,465,639	269,261
Environmental Services	4,978,882	22,475,693	-	(109,453)	27,345,122	10,596,461	14,065,197	200,000	500,000	25,361,658	1,983,464
Stormwater Utility	686,799	1,458,628	4,335,981	(384,461)	6,096,947	688,509	4,952,724	-	10,000	5,651,233	445,714
Flagstaff Housing Authority	1,227,864	7,454,425	-	-	8,682,289	5,912,089	558,210	-	972,000	7,442,299	1,239,990
TOTAL ALL FUNDS	$ 63,029,754	210,672,269	27,218,860	(27,218,860)	273,702,023	103,926,940	87,514,941	20,466,273	5,722,000	217,630,154	56,071,869

CITY OF FLAGSTAFF
EXPENDITURE LIMITATION
AND
TAX LEVY INFORMATION
FISCAL YEAR 2011-2012

	ESTIMATED FY 2010-2011	FY 2011-2012
Expenditure Limitation		
[Economic Estimates Commission]		$ 127,214,898
Total Estimated Expenditures Subject to Expenditure Limitation		
1. Maximum Allowable Primary Property Tax Levy [ARS 42-17051.A] rev 6/06 HB 2876	$ 5,268,981	$ 5,395,370
2. Amount Received from Primary Property Taxation in FY 2010-2011 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	$ 5,268,981	$ 5,395,370
B. Secondary Property Taxes	7,228,554	6,620,618
C. Total Property Tax Levy Amount	$ 12,497,535	$ 12,015,988
4. Property Taxes Collected (Estimated)		
A. Primary Property Taxes:		
(1) FY 2010-2011 Levy	$ 5,005,000	
(2) Prior Years' Levies	120,000	
(3) Total Primary Property Taxes Collected	5,125,000	
B. Secondary Property Taxes:		
(1) FY 2010-2011 Levy	7,228,554	
(2) Total Secondary Property Taxes Collected	7,228,554	
C. Total Property Taxes Collected	$ 12,353,554	
5. Property Tax Rates		
A. City of Flagstaff Tax Rate:		
(1) Primary Property Tax Rate	0.6479	0.6917
(2) Secondary Property Tax Rate	0.8366	0.8366
(3) Total City Tax Rate	1.4845	1.5283

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 City Finance Department.

* 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 2011 AND 2012
(WITH ACTUALS FOR FISCAL YEAR 2010)

SOURCE OF REVENUES	ACTUAL REVENUES 2009-2010	BUDGETED REVENUES 2010-2011	ESTIMATED ACTUAL REVENUES 2010-2011	BUDGETED REVENUES 2011-2012	CHANGE (BDGT-BDGT)	% CHANGE
GENERAL FUND						
Local taxes						
City Sales Tax	$ 13,690,788	13,160,500	13,054,500	13,778,000	617,500	4.69%
Franchise Tax	2,132,644	2,625,000	2,400,000	2,450,000	(175,000)	-6.67%
Licenses and permits						
Business Licenses	34,021	84,000	35,000	36,750	(47,250)	-56.25%
Building Permits	1,059,827	690,000	690,000	800,000	110,000	15.94%
Other Licenses and permits	263,113	240,650	148,650	153,650	(87,000)	-36.15%
Intergovernmental revenues						
State Income Tax Sharing	7,899,626	5,900,000	5,955,306	5,559,706	(340,294)	-5.77%
State Shared Sales Tax	4,490,087	4,300,000	4,300,000	4,700,000	400,000	9.30%
Vehicle License Tax	2,490,360	2,248,000	2,300,000	2,500,000	252,000	11.21%
Federal Grants	1,715,109	2,374,506	2,204,904	2,979,023	604,517	25.46%
State Grants	535,678	395,080	522,708	445,632	50,552	12.80%
Local Intergovernmental Agreements	807,309	850,000	860,000	850,000	-	0.00%
Charges for services						
General Government	176,479	761,200	220,500	652,275	(108,925)	-14.31%
Parks & Recreation	1,278,194	1,298,080	1,199,992	1,333,095	35,015	2.70%
Public Safety	1,286,887	1,285,700	1,024,500	936,325	(349,375)	-27.17%
Cemetery	141,315	127,000	127,000	133,350	6,350	5.00%
Fines and forfeits	1,315,772	1,261,400	1,239,500	1,262,470	1,070	0.08%
Interest on investments	201,343	250,000	125,000	125,000	(125,000)	-50.00%
Miscellaneous revenues	3,399,288	6,602,898	2,460,069	2,687,072	(3,915,826)	-59.30%
Total General Fund	42,917,840	44,454,014	38,867,629	41,382,348	(3,071,666)	-6.91%
SPECIAL REVENUE FUNDS						
LIBRARY FUND						
Intergovernmental revenues						
State Grants	96,345	74,214	93,465	62,400	(11,814)	-15.92%
Library District Taxes	4,429,275	6,351,957	4,355,416	6,330,598	(21,359)	-0.34%
Interest on investments	26,844	26,980	26,980	27,115	135	0.50%
Miscellaneous revenues	52,920	20,474	20,474	20,474	-	0.00%
Total Library Fund	4,605,384	6,473,625	4,496,335	6,440,587	(33,038)	-0.51%
HIGHWAY USER REVENUE FUND						
Intergovernmental revenues						
Federal Grants	893,047	-	300,000	300,000	300,000	0.00%
Highway User Tax	6,429,355	6,562,309	6,400,000	5,800,000	(762,309)	-11.62%
Local Transportation Assistance Funds	156,217	-	-	-	-	0.00%
Interest on investments	9,488	4,000	1,000	7,000	3,000	75.00%
Miscellaneous revenues	134,569	146,038	1,265,968	(60,000)	(206,038)	-141.09%
Total Highway User Revenue Fund	7,622,676	6,712,347	7,966,968	6,047,000	(459,309)	-6.84%
TRANSPORTATION FUND						
Transportation Tax	9,526,056	9,235,030	9,538,832	9,985,181	750,151	8.12%
Interest on Investments	28,746	44,000	36,000	66,000	22,000	50.00%
Miscellaneous revenues	-	5,000,000	642,000	5,000,000	-	0.00%
Total Transportation Fund	9,554,802	14,279,030	10,216,832	15,051,181	772,151	5.41%

SOURCE OF REVENUES	ACTUAL REVENUES 2009-2010	BUDGETED REVENUES 2010-2011	ESTIMATED ACTUAL REVENUES 2010-2011	BUDGETED REVENUES 2011-2012	CHANGE (BDGT-BDGT)	% CHANGE
BEAUTIFICATION FUND						
Intergovernmental revenues						
State Grants	$ 688,349	1,784,194	749,386	1,702,949	(81,245)	-4.55%
BBB Tax	1,010,130	984,041	1,052,000	1,061,468	77,427	7.87%
Interest on investments	43,072	39,060	28,524	37,440	(1,620)	-4.15%
Miscellaneous	85	-	-	-	-	0.00%
Total Beautification Fund	1,741,636	2,807,295	1,829,910	2,801,857	(5,438)	-0.19%
ECONOMIC DEVELOPMENT FUND						
Intergovernmental revenues						
Federal Grants	-	-	-	1,080,000	1,080,000	0.00%
State Grants	4,013	-	-	25,000	25,000	0.00%
BBB Tax	479,812	467,419	499,700	504,197	36,778	7.87%
Interest on investments	6,561	1,292	2,566	1,086	(206)	-15.94%
Miscellaneous revenues	105,424	92,718	44,942	40,020	(52,698)	-56.84%
Total Economic Development Fund	595,810	561,429	547,208	1,650,303	1,088,874	193.95%
TOURISM FUND						
BBB Tax	1,515,195	1,476,061	1,578,000	1,592,202	116,141	7.87%
Retail Sales	72,819	65,047	55,000	57,750	(7,297)	-11.22%
Interest on investments	412	-	1,400	1,824	1,824	0.00%
Miscellaneous revenues	34,043	14,712	25,745	25,837	11,125	75.62%
Total Tourism Fund	1,622,469	1,555,820	1,660,145	1,677,613	121,793	7.83%
ARTS AND SCIENCE FUND						
BBB Tax	378,799	369,015	394,500	398,051	29,036	7.87%
Interest on investments	2,987	3,871	3,518	3,247	(624)	-16.12%
Miscellaneous revenues	1,275	-	-	-	-	0.00%
Total Arts and Science Fund	383,061	372,886	398,018	401,298	28,412	7.62%
RECREATION-BBB FUND						
BBB Tax	1,666,714	1,623,667	1,735,800	1,751,422	127,755	7.87%
Interest on investments	548	300	600	2,600	2,300	766.67%
Total Recreation-BBB Fund	1,667,262	1,623,967	1,736,400	1,754,022	130,055	8.01%
REAL ESTATE PROCEED FUND						
Interest on investments	14,721	13,350	13,692	13,350	-	0.00%
Total Real Estate Proceeds Fund	14,721	13,350	13,692	13,350	-	0.00%
HOUSING AND COMMUNITY SVCS FUND						
Intergovernmental revenues						
Federal Grants	486,096	1,338,644	846,682	1,194,776	(143,868)	-10.75%
State Grants	195,773	630,000	364,420	600,000	(30,000)	-4.76%
Interest on investments	13,223	-	8,200	-	-	0.00%
Miscellaneous revenues	114,811	-	512,148	483,000	483,000	0.00%
Total Community Redevelopment Fund	809,903	1,968,644	1,731,450	2,277,776	309,132	15.70%
METRO PLANNING ORGANIZATION FUND						
Intergovernmental revenues						
Federal Grants	278,039	514,285	386,622	446,456	(67,829)	-13.19%
Miscellaneous revenues	(11,901)	105,000	5,000	105,000	-	0.00%
Total Metro Planning Organization Fund	266,138	619,285	391,622	551,456	(67,829)	-10.95%
TOTAL SPECIAL REVENUE FUNDS	28,883,862	36,987,678	30,988,580	38,666,443	1,884,803	5.10%

SOURCE OF REVENUES	ACTUAL REVENUES 2009-2010	BUDGETED REVENUES 2010-2011	ESTIMATED ACTUAL REVENUES 2010-2011	BUDGETED REVENUES 2011-2012	CHANGE (BDGT-BDGT)	% CHANGE
DEBT SERVICE FUNDS						
SECONDARY PROPERTY TAX FUND						
Interest on investments	$ 35,985	30,500	34,602	31,600	1,100	3.61%
Total Secondary Property Tax Fund	35,985	30,500	34,602	31,600	1,100	3.61%
SPECIAL ASSESSMENT BONDS						
Special Assessments	1,402,250	1,403,625	1,403,625	1,398,875	(4,750)	-0.34%
Interest on investments	1,351	2,000	2,000	2,000	-	0.00%
Total Special Assessment Bonds	1,403,601	1,405,625	1,405,625	1,400,875	(4,750)	-0.34%
TOTAL DEBT SERVICE FUNDS	1,439,586	1,436,125	1,440,227	1,432,475	(3,650)	-0.25%
CAPITAL PROJECTS FUNDS						
G.O. BONDS PROJECTS						
Interest on investments	19,641	11,770	6,050	5,940	(5,830)	-49.53%
Miscellaneous Revenue	1,001,165	8,933,738	-	5,733,835	(3,199,903)	-35.82%
Total G.O. Bonds Projects	1,020,806	8,945,508	6,050	5,739,775	(3,205,733)	-35.84%
MUNICIPAL FACILITIES CORP						
Interest on investments	1,602	87,000	-	2,000	(85,000)	-97.70%
Total Municipal Facilities Corp	1,602	87,000	-	2,000	(85,000)	
SPECIAL IMPROVEMENT DISTRICT						
Interest on investments	3,531	-	-	-	-	0.00%
Miscellaneous Revenue	490,160	-	72,170	-	-	0.00%
Total Capital Projects Bond Funds	493,691	-	72,170	-	-	0.00%
TOTAL CAPITAL PROJECTS FUNDS	1,516,099	9,032,508	78,220	5,741,775	(3,290,733)	-36.43%
PERMANENT FUNDS						
PERPETUAL CARE FUND						
Contributions	19,135	12,734	27,340	19,518	6,784	53.27%
Interest on investments	1,243	2,016	1,024	2,046	30	1.49%
Total Perpetual Care Fund	20,378	14,750	28,364	21,564	6,814	46.20%
TOTAL PERMANENT FUNDS	20,378	14,750	28,364	21,564	6,814	46.20%
ENTERPRISE FUNDS						
WATER AND WASTEWATER FUND						
OPERATING FUND						
Intergovernmental revenues						
State Grants	622,572	302,553	133,646	1,294,000	991,447	327.69%
Federal Grants	-	-	30,000	3,270,000	3,270,000	0.00%
Water Revenues	10,840,239	10,403,400	10,999,470	12,225,067	1,821,667	17.51%
Wastewater Revenues	7,817,924	7,151,500	7,914,140	9,346,057	2,194,557	30.69%
Interest on Investments	45,325	121,000	26,000	40,000	(81,000)	-66.94%
Miscellaneous revenues	37,120	-	-	-	-	0.00%
Total Water and Wastewater Fund	19,363,180	17,978,453	19,103,256	26,175,124	8,196,671	45.59%
AIRPORT FUND						
OPERATING FUND						
Intergovernmental revenues						
Federal Grants	305,172	8,960,689	579,986	9,030,626	69,937	0.78%
State Grants	5,939	698,142	301,091	329,658	(368,484)	-52.78%
Airport Revenues	1,655,861	1,642,679	1,481,518	1,547,201	(95,478)	-5.81%
Interest on investments	4,943	2,539	990	6,466	3,927	154.67%
Miscellaneous revenues	21,559	367,524	23,078	360,225	(7,299)	-1.99%
Total Airport Fund	1,993,474	11,671,573	2,386,663	11,274,176	(397,397)	-3.40%

SOURCE OF REVENUES	ACTUAL REVENUES 2009-2010	BUDGETED REVENUES 2010-2011	ESTIMATED ACTUAL REVENUES 2010-2011	BUDGETED REVENUES 2011-2012	CHANGE (BDGT-BDGT)	% CHANGE
ENVIRONMENTAL SERVICES FUND						
Intergovernmental revenues						
Federal Grants	$ 86,623	517,958	333,437	472,710	(45,248)	-8.74%
Environmental Services Revenues	10,932,880	10,809,131	11,721,935	11,766,083	956,952	8.85%
Interest on investments	51,316	36,000	29,448	36,900	900	2.50%
Miscellaneous revenues	86,968	-	75,000	2,000,000	2,000,000	0.00%
Total Environmental Services Fund	11,157,787	11,363,089	12,159,820	14,275,693	2,912,604	25.63%
STORMWATER UTILITY						
Intergovernmental revenues						
Federal Grants	1,488	8,400	8,400	-	(8,400)	-100.00%
Stormwater Utility Revenues	1,355,719	1,436,851	1,436,462	1,444,892	8,041	0.56%
Interest on investments	3,556	2,693	4,800	13,736	11,043	410.06%
Miscellaneous revenues	99	-	-	-	-	0.00%
Total Stormwater Utility Fund	1,360,862	1,447,944	1,449,662	1,458,628	10,684	0.74%
FLAGSTAFF HOUSING AUTHORITY FUNDS						
Intergovernmental revenues						
Federal Grants	-	4,514,305	4,805,339	5,725,155	1,210,850	26.82%
Rents and Other Tenant Income	-	1,141,000	1,140,896	1,136,949	(4,051)	-0.36%
Miscellaneous revenues	-	321,157	586,995	592,321	271,164	84.43%
Total Stormwater Utility Fund	-	5,976,462	6,533,230	7,454,425	1,477,963	24.73%
TOTAL ENTERPRISE FUNDS	33,875,303	48,437,521	41,632,631	60,638,046	12,200,525	25.19%
TOTAL REVENUES	$ 108,653,068	140,362,596	113,035,651	147,882,651	7,726,093	5.50%

CITY OF FLAGSTAFF
SUMMARY BY FUNDING OF OTHER FINANCING SOURCES
AND INTERFUND TRANSFERS
FISCAL YEAR 2011 - 2012

FUND	PROCEEDS FROM OTHER FINANCING SOURCES	INTERFUND TRANSFERS IN	INTERFUND TRANSFERS OUT
GENERAL FUND	$ -	4,384,629	8,750,620
SPECIAL REVENUE FUNDS			
Library Fund	-	1,173,351	78,391
Highway User Revenue Fund	-	8,806,734	85,401
Transportation Fund	-	-	6,480,656
Beautification Fund	-	614,000	507,201
Economic Development	-	406,146	-
Tourism Fund	-	-	14,837
Recreation-BBB Fund	-	-	1,459,712
Housing & Community Services	-	-	14,000
MPO	-	22,493	-
Total Special Revenue Funds	-	11,022,724	8,640,198
DEBT SERVICE FUNDS			
Secondary Property Tax Fund	-	-	7,166,526
G.O. Bond Fund	-	4,945,431	-
Total Debt Service Funds	-	4,945,431	7,166,526
CAPITAL PROJECTS FUNDS			
G.O. Bond Funded Projects	16,750,000	-	-
Municipal Facilities Corporation	23,020,000	-	17,146
Total Capital Projects Funds	39,770,000	-	17,146
ENTERPRISE FUNDS			
Water and Wastewater Fund	2,999,000	2,221,095	1,978,889
Stormwater Utility	-	4,335,981	384,461
Airport Fund	-	309,000	171,567
Environmental Services Fund	8,200,000	-	109,453
Total Enterprise Funds	11,199,000	6,866,076	2,644,370
TOTAL ALL FUNDS	$ 50,969,000	27,218,860	27,218,860

SCHEDULE OF TRANSFERS
FISCAL YEAR 2011-2012

General Fund

Transfers In:

Library - $78,391
This transfer represents the APSES $78,391 lease.

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 - $507,201
This represents $452,000 for streetscape maintenance on projects previously constructed by BBB funds that are now maintained by the Parks division, $5,201 for the citywide publication and $50,000 for the 4th Street Redevelopment FTE.

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

Recreation-BBB Fund - $1,349,712
This transfer is a contribution to the maintenance of FUTS which is a Parks responsibility for $197,366, $952,346 for increased maintenance in the Parks budget related to additional field maintenance associated with Recreation Bond projects and $200,000 for the operation of Recreation Programs.

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

Water and Wastewater Fund - $1,978,889
This is a transfer of $1,821,095 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 - $171,567
This is a transfer for $33,567 to assist with the APSES lease payment and a transfer of $138,000 for airport operations.

Environmental Services Fund - $109,453
This transfer represents $4,678 for advertising in the citywide publication, $14,810 for the APSES lease payment and $89,965 that supports one position in the Brownfield program.

Stormwater Fund - $80,578
This transfer represents one FTE position.

Transfers Out:

Library Fund - $1,167,951
This is the operating transfer from the General Fund to the Library for general services.

Highway User Revenue Fund - $2,526,195
This is $1,821,095 for debt service, $500,000 for street maintenance and operations, $148,100 for the de-icer program, $10,000 for street sweeping and $47,000 for Auto Park fees and taxes.

Economic Development - $389,000
This is a transfer to assist in the expenditures and reserve increase in the amounts of $287,000 for the Incubator, $20,000 increase for reserve/contingency, $40,000 for ECONA, $25,000 for the Science Foundation, $10,000 for SEDI and $7,000 for RPI.

MPO - $22,493
This transfer represents $18,934 to assist in the payment of the multi model planner position and $3,559 to assist in the payment of the Administration Assistant.

Stormwater Fund - $3,248,691
Transfer of funds for the Rio de Flag project.

Airport Fund - $309,000
This transfer is for a portion of the capital projects at the Airport.

Library Fund

Transfers In:

General Fund - $1,167,951
This is the operating transfer from the General Fund to the Library for general services.

Tourism - $5,400
This is a transfer of $5,400 for Personnel related to a transfer from Tourism to the Library.

Transfers Out:

General Fund - $78,391
This transfer represents the APSES $78,391 lease.

Highway User Revenue Fund

Transfers In:

General Fund - $2,526,195
This is $1,821,095 for debt service, $500,000 for street maintenance and operations, $148,100 for the de-icer program, $10,000 for street sweeping and $47,000 for Auto Park fees and taxes

Transportation Fund - $5,976,656
This is a transfer of the transportation tax to fund various transportation projects. Safety funding is $735,047 for miscellaneous projects. $5,241,609 is from Street Improvement for Transportation funded projects.

Stormwater Fund - $303,883
This transfer is for drainage maintenance.

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.

Transportation Fund

Transfers Out:

HURF - $5,976,656
This is a transfer of the transportation tax to fund various transportation projects. Safety funding is $735,047 for miscellaneous projects. $5,241,609 is from Street Improvement for Transportation funded projects.

Beautification Fund - $504,000
This is $504,000 to fund various FUTS projects within the multi-modal transportation projects.

Beautification Fund

Transfers In:

Transportation Tax - $504,000
This is $504,000 to fund various FUTS projects within the multi-modal transportation.

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

Transfers Out:

General Fund - $507,201
This represents $452,000 for streetscape maintenance on projects previously constructed by BBB funds that are now maintained by the Parks division, $5,201 in support of the citywide publication, and $50,000 for the 4th Street Redevelopment FTE.

Economic Development Fund

Transfers In:

General Fund - $389,000
This is a transfer to assist in the expenditures and reserve increase in the amounts of $287,000 for the Incubator, $20,000 increase for reserve/contingency, $40,000 for ECONA, $25,000 for the Science Foundation, $10,000 for SEDI and $7,000 for RPI.

Capital Projects - $17,146
This represents a revenue transfer from the MFC Capital Bond Fund.

Tourism Fund

Transfers Out:

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

Library Fund - $5,400
This is a transfer of $5,400 for Personnel related to a transfer from Tourism to the Library.

Recreation-BBB Fund

Transfers Out:

General Fund - $1,349,712
This transfer is a contribution to the maintenance of FUTS which is a Parks responsibility of $197,366. $952,346 is for increased maintenance in the Parks budget related to additional field maintenance associated with Recreation Bond projects and $200,000 is for the operation of Recreation Programs.

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

Housing and Community Services Fund

Transfers Out:

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

Metro Planning Organization Fund

Transfers In:

General Fund - $22,493
This transfer represents $18,934 to assist in the payment of the multi model planner position and $3,559 to assist in the payment of the Administration Assistant.

G.O. Bond Fund

Transfers In:

Secondary Property Tax Fund - $4,945,431
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 - $4,945,431
A transfer of Secondary Property Taxes collected for repayment of general obligation bonds for Projects and BBB Recreation.

Water and Wastewater Fund - $2,221,095
A transfer to Utilities for Secondary Property Taxes collected to support General Obligation Debt.

Water and Wastewater Fund

Transfers In:

Secondary Property Tax Fund - $2,221,095
A transfer to Utilities for Secondary Property Taxes collected to support the General Obligation Debt.

Transfers Out:

General Fund - $1,978,889
This is a transfer of $1,821,095 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 - $3,248,691
This transfer is for the Rio de Flag Project.

Transfers Out:

HURF - $303,883
This transfer is for drainage maintenance.

General Fund - $80,578
This transfer represents one FTE position.

Airport Fund

Transfers In:

General Fund - $309,000
This transfer is for a portion of the capital projects at the Airport.

Transfers Out:

General Fund - $171,567
This is a transfer for $33,567 to assist with the APSES lease payment and a transfer of $138,000 for airport operations.

Environmental Services Fund

Transfers Out:

General Fund - $109,453
This transfer represents $4,678 for advertising in the citywide publication, $14,810 for the APSES lease payment and $89,965 that supports one position in the Brownfield program plus operating expense and the city match of the EPA Brownfield grant.

Capital Projects Fund

Transfers Out:

Economic Development - $17,146
This represents a revenue transfer from the MFC Capital Bond Fund to Economic Development.

CITY OF FLAGSTAFF
SCHEDULE OF GRANT REVENUES
FISCAL YEAR 2011-2012

		PROJECT NAME	BUDGETED REVENUES 2010-2011	ESTIMATED REVENUES 2010-2011	BUDGETED REVENUES 2011-2012	CITY MATCH 2011-2012	BUDGETED GRANT REIMB %	FUNDING
GENERAL FUND								
	POLICE	ACJC - RECOVERY METRO (NORTHERN AZ						
2337		STREET CRIMES TASK FORCE)	$ 360,317	227,971	253,440	-	100%	F/S
2312	POLICE	RICO FUNDS FOR METRO	185,941	240,320	185,299	-	100%	
2316	POLICE	TSA - LAW ENFORCEMENT OFFICER	56,808	145,538	56,808	227,000	76%	F
2324	POLICE	GOHS - COLLISION TEAM TRAINING	10,740	10,740		-	100%	S
2325	POLICE	GOHS - DUI ENFORCEMENT	-	24,445		-	100%	S
2327	POLICE	FUSD - RESOURCE OFFICER	55,000	55,000	55,000	-	100%	F/L
2331	POLICE	AZHLS - CALL TAKER STATION	89,200	-	-	-	100%	S
2334	POLICE	USDOJ - RECOVERY COPS GRANT	449,166	449,166	706,382	-	100%	F
	POLICE	USDOJ - RECOVERY JAG OVERTIME/RADIOS						
2336			198,907	-	90,909	-	100%	F
2338	POLICE	COUNTY - CANNABIS ERADICAITON	-	-	4,000	-	100%	
2339	POLICE	RICO - METRO OVERTIME	-	7,000	-	-	100%	L
2339	POLICE	RICO - OVERTIME	-	74,310	30,000	-	100%	L
	POLICE	GOHS - FY 10 ACCIDENT RECONSTRUCTION						
2340		EQUIPMENT	7,051	-	6,840	-	100%	S
2341	POLICE	DOJ - BULLET PROOF VEST PROGRAM	3,855	3,105	6,000	6,000	50%	F
2348	POLICE	GOHS FY12 GRANTS	-	-	49,999	5,555	90%	F/S
2365	POLICE	ACJC - STATEWIDE GANG TASK FORCE	167,809	115,520	130,483	43,494	75%	S
	POLICE	FY11/12 INTERNET CRIMES AGAINST						
2377		CHILDREN	-	14,631	10,000	-	100%	F/S
2384	POLICE	GOHS - FY12 NO AZ DUI TASK FORCE	-	-	20,000	-	100%	F/S
2387	POLICE	GOHS - FY 12 SEL TRAFFIC	-	-	40,000	-	100%	F/S
2388	POLICE	AZHLS - FY12 EQUIPMENT	-	-	155,000	-	100%	F/S
2389	POLICE	ACJC - ANTI-GANG INITIATIVE	-	10,032	20,000	-	100%	F/S
2391	POLICE	GOHS - DUI ENFORCEMENT	30,000	30,000	15,000	-	100%	F/S
2392	POLICE	SNA - WEED & SEED OVERTIME	8,000	8,000	8,000	-	100%	F/NP
	POLICE	DOJ - FY09 ED BRYNE MEMORIAL JAG -						
2394		OVERTIME	-	16,938	108,363	-	100%	F
2398	POLICE	ACJC DUI ABATEMENT	14,771	14,771	15,000	-	100%	S
2165	FIRE	AZHLS GRANT 2007	-	973	-	-	-	F/S
2166	FIRE	AZHLS - FY08 HOMELAND SECURITY	-	-	-	-	100%	F
2171	FIRE	AZHLS - FY09 HOMELAND SECURITY	-	49,031	-	-	100%	S
2174	FIRE	GOHS - FY09 EQUIPMENT	-	2,652	-	-	100%	S
2176	FIRE	AZSF - HAZARDOUS FUEL	96,941	149,361	-	-	100%	S
2178	FIRE	AZHLS - FY10 HLS	150,000	67,000	150,000	-	100%	F/S
2179	FIRE	GOHS - FY10 EQUIPMENT	10,000	10,000	5,000	-	100%	S
	FIRE	DHS - FY10 ASSISTANCE TO FIREFIGHTERS						
2180			120,000	-	187,500	-	100%	F
2181	FIRE	DHS - FY10 SAFER	360,000	360,000	270,000	-	100%	F
6505	COURT	COURT WARRANT FEES	67,060	67,060	68,401	-	100%	L
	COURT	TCPF/STATE JCEF - COURT TRAINING						
6506		OFFICER	25,750	25,750	25,750	-	100%	S
	COURT	TCPF/LOCAL JCEF - COURT TRAINING						
6501		OFFICER	16,990	16,990	17,410	-	100%	L
	COURT	COURT IMPROVEMENT FEES	94,025	94,025	96,850	-	100%	L
	COURT	COUNTY JCEF - INFORMATION SYSTEM					100%	L
		TECH	33,990	33,990	34,840	-		
6501	COURT	TCPF/LOCAL JCEF - COMPUTERS	84,690	84,690		-	100%	L
	COURT	COURT INTERPRETER-COUNTY	50,000	50,000	51,500	-	100%	L
6504	COURT	COURTH IGA FOR WEEKEND PROBATION	22,575	22,575	23,252	-	100%	L
6506	COURT	COUNTY INFO SYSTEMS TECH	-	36,715	36,715	-	100%	L
6501	COURT	COUNTY-TRAINER	-	51,226	51,227	-	100%	L
6502	COURT	COUNTY-INTERPRETER	-	39,687	39,687	-	100%	L
	PUBLIC	FACILITIES BLDG HARDWARE-						
1861	WKS	BROWNFIELDS	-	118,400	400000	-	100%	F
		SUBTOTAL-GENERAL FUND	2,769,586	2,727,612	3,424,655	282,049		
1280	LIBRARY	STATE GRANT IN AID	25,000	25,000	-	-	100%	S
1273	LIBRARY	YOUTH SERVICES GRANTS	49,214	-	-	-	100%	S
	LIBRARY	LIBRARY VARIOUS GRANTS	-	68,465	62,400	-	100%	S
		SUBTOTAL	74,214	93,465	62,400	-		

		PROJECT NAME	BUDGETED REVENUES 2010-2011	ESTIMATED REVENUES 2010-2011	BUDGETED REVENUES 2011-2012	CITY MATCH 2011-2012	BUDGETED GRANT REIMB %	FUNDING
DRSNOW	HURF	FEMA/ADEM - 2010 WINTER STORM EVENT	$ -	300,000	-	-	90%	F&S
		BEULAH BLVD EXTENSION-FMPO FUNDS			300,000	33,333	94%	F/S
		SUBTOTAL	-	300,000	300,000	33,333		
	BEAUT	ADOT - TEA 21 - FUTS RIO TO SAN						
7554		FRANCISCO (ROUND 9)	16,044	48,886		-	100%	F/S
	BEAUT	ADOT - TEA 21 - RT 66 EAST - CC TO MALL						
7436		TRAIL (ROUND 14)	366,570		-	-	94%	F/S
	BEAUT	ADOT - TEA 21 - BEAVER/SF SOUTHSIDE						
7446		PLAN IMPLEMENTATION (ROUND 15)	500,000	500,000	-	-	94%	F/S
	BEAUT	ADOT - TEA 21 - WOODLANDS / BEULAH						
7445		MEDIANS (ROUND 16)	401,580	50,000	450,000	20,526	94%	F/S
	BEAUT	ADOT - WALNUT - FLORENCE UNDERPASS						
7577		(ROUND 11)	500,000	-	500,000	30,222	94%	F/S
	BEAUT	AZ STATE PARKS - FUTS SIGNAGE						
7503		PROGRAM	-	-	227,777	-	100%	F/S
	BEAUT	AODT TE COUNTRY CLUB TRAIL -66 TO						
7565		CORTLAND (ROUND 14)	-	-	25,000	6,383	94%	F/S
7576	BEAUT	Rt 66 East - CC to Mall trail		150,500	269,607	17,209	94%	F/S
	BEAUT	ADOT TE 4TH ST-HUNTINGTON TO BUTLER						
7578		(ROUND 18)	-	-	150,565	9,611	94%	F/S
	BEAUT	ADOT SAFE ROUTES TO SCHOOL - FUTS						
7580		KINSEY SCHOOL TRAIL	-	-	80,000	5,106	94%	F/S
		SUBTOTAL	1,784,194	749,386	1,702,949	89,057		
3105	HSG	HUD - 08/09 CDBG ENTITLEMENT	78,432		-	-	100%	F
3105	HSG	HUD - 09/10 CDBG ENTITLEMENT	372,514	215,584	-	-	100%	F
3105	HSG	HUD - 09/10 RECOVERY	122,671	95,942	-	-		
3105	HSG	HUD - 10/11 CDBG ENTITLEMENT	765,027	535,156	1,194,776	-	100%	F
	HSG	AZHUD - FY 10 OWNER OCCUPED HOUSING						
3139		EMERGENCY REPAIRS	300,000	34,420	300,000	-	100%	F/S
	HSG	AZHUD - FY 10 OWNER OCCUPIED HOUSING						
3141		REHAB	330,000	330,000	300,000	-	100%	F/S
		SUBTOTAL	1,968,644	1,211,102	1,794,776	-		
	MPO	ADOT - FLAGSTAFF METROPOLITAN						
14XX		PLANNING ORGANIZATION (FMPO) 2009	114,339	-	-	-	94%	F/S
14XX	MPO	ADOT - PL FUNDS FMPO 2010	114,339	49,422	-	-	94%	F/S
14XX	MPO	ADOT - PL FUNDS FMPO 2011	-	100,000	-	-	94%	F/S
14XX	MPO	ADOT - PL FUNDS FMPO 2012	-	-	100,000	6,383	94%	F/S
1408	MPO	ADOT - FTA17 FUNDS FMPO 2009	25,803	26,416	-	-	94%	F/S
1408	MPO	ADOT - FTA18 FUNDS FMPO 2010	-	26,497			94%	F/S
1408	MPO	ADOT - FTA19 FUNDS FMPO 2011	-		26,497	1,647	94%	F/S
1404	MPO	ADOT - SPR FUNDS FMPO 2009	125,000					
1404	MPO	ADOT - SPR FUNDS FMPO 2010	104,560	125,000	-	-	94%	F/S
1404	MPO	ADOT - SPR FUNDS FMPO 2011	-	19,287	105,713	4,520	94%	F/S
14XX	MPO	SPECIAL FUNDS - US 180 STUDY	-	40,000	35,000	255	94%	F/S
1404	MPO	ADOT - SPR FUNDS FMPO 2012	-	-	125,000	6,637	94%	F/S
1408	MPO	FHWA STP - $226,000 LONG RANGE PLAN	30,244	-	-	-	94%	F/S
	MPO	FHWA - STP FUNDS MODEL UPDATE	-		-	-	94%	F/S
	MPO	FHWA - STP FUNDS US 180 STUDY	-		35,000	2,298	94%	F/S
	MPO	FHWA-STP Funds			19,246			
	MPO	FHWA - STP TRAVEL TIME DATA	-		-	-	94%	F/S
		SUBTOTAL	514,285	386,622	446,456	21,740		
4218	UTIL	AZG&F - FRANCIS SHORT POND PH. III	-	4,883	-	-	100%	S
5770	UTIL	AWPF - PICTURE CANYON	302,553	128,763	184,000	-	100%	S
	UTIL	FEMA/ADEM - SCHULTZ FLOODING IB						
5112		PIPELINE RECONSTRUCT	-		3,060,000	212,500	90%	F&S
	UTIL	FEMA/ADEM - SCHULTZ FLOODING IB						
5111		PIPELINE RELOCATION	-	30,000	570,000	54,167	90%	F&S
	UTL	FEMA/ADEM - SCHULTZ FLOODING IB						
5111		PIPELINE-TREE REMOVAL	-	-	750,000	83,333	90%	F&S
		SUBTOTAL	302,553	163,646	4,564,000	350,000		
	STORM	ADEQ - WATER QUALITY IMPROVEMENT						
9820		GRANT	8,400	8,400	-	-	100%	S
		SUBTOTAL	8,400	8,400	-	-		

		PROJECT NAME	BUDGETED REVENUES 2010-2011	ESTIMATED REVENUES 2010-2011	BUDGETED REVENUES 2011-2012	CITY MATCH 2011-2012	BUDGETED GRANT REIMB %	FUNDING
3761	AIRPT	ADOT - LAND ACQUISITION (ADOT E6S44)	$ -	-	-	-	90%	S
3761	AIRPT	ADOT - LAND ACQUISITION (ADOT E1107)	-	-	-	-	90%	S
	AIRPT	FAA AIP 32- Equipt Baggage,Term Enhance			553,399		90%	
3763	AIRPT	FAA - RUNWAY EXTENSION	430,498	203,875	-	-	95%	F
	AIRPT	ADOT- Taxiway Rehab AIP 34/35			128,319	3,208	3%	S
3778	AIRPT	FAA - PAVEMENT MARKING INSTALL	338,850	301,091	-	-	95%	F
3779	AIRPT	FAA - REHAB TAXIWAY RECONSTRUCT	5,230,245	354,126	4,876,119	121,903	95%	F
3777	AIRPT	FAA - SNOW REMOVAL AND SWEEPER EQUIPMENT	456,791	21,985	-	-	95%	F
3777	AIRPT	ADOT MATCH - SNOW REMOVAL AND SWEEPER EQUIPMENT	-		-	-	95%	
3781	AIRPT	FAA - TERMINAL ACCESS ROAD RECONSTRUCTION	2,843,155	-	3,001,108	157,953	95%	F
3781	AIRPT	ADOT - TERMINAL ACCESS ROAD RECONSTRUCTION	157,953	-	-	-	2.5%	S
3270	AIRPT	ADOT - PAVEMENT MAINTENANCE- apron reconstruction	201,339		201,339	22,371	90%	S
	AIRPT	FAA SMALL COMMUNITY AIR SERVICE DEVELOPMENT PROGRAM	-	-	600,000	-	100%	F
		SUBTOTAL	9,658,831	881,077	9,360,284	305,435		
4364	ENV	DOE - ENERGY EFFICIENCY CONSERVATION BLOCK GRANT	248,958	188,770	317,608	-	100%	F
4365	ENV	LIVING CITIES FOUNDATION	269,000	144,667	15,102	-	100%	N/P
	ENV	FEMA/ADEM-SCHULTZ FLOODING	-	-	40,000	4,444	90%	F&S
4136?		FEMA/ADEM-SCHULTZ FLOODING LANDFILL STUDY	-	-	100,000	11,111	90%	F&S
		SUBTOTAL	517,958	333,437	472,710	-		
7823	ECON VIT	AZ DEPT OF COMMMERCE - REDI GRANT	-	-	25,000	-	100%	S
7822	ECON VIT	AZ DEPT OF COMMERCE - TGEN NORTH EXPANSION	-	-	80,000	-	100%	F/S
	ECON VIT	AZ DEPT OF COMMERCE - SOUTHWEST WINDPOWER	-	-	1,000,000	-	100%	F/S
		SUBTOTAL	-	-	1,105,000	-		
	FHA	ROSS	-	43,570	57,280	-	100%	F
	FHA	LOW INCOME PUBLIC HOUSING	1,379,527	1,615,000	2,325,518	-	100%	F
	FHA	SECTION 8/MRO SRO	3,134,777	3,146,769	3,342,357	-	100%	F
		SUBTOTAL	4,514,304	4,805,339	5,725,155	-		
	TOTAL		$ 22,112,969	11,660,086	28,958,385	1,081,614		

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 DIVISION OF EXPENDITURES/EXPENSES WITHIN EACH FUND
COMPARISON OF FISCAL YEAR 2011 AND 2012
(WITH ACTUAL FOR FISCAL YEAR 2010)

FUND/DIVISION	ACTUAL EXPENDITURES/ EXPENSES 2009-2010	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2010-2011	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2010-2011	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2011-2012	CHANGE (BDGT-BDGT)	% CHANGE
GENERAL FUND						
General Administration	$ 7,217,598	8,496,243	7,660,083	8,463,745	(32,498)	(0.4%)
Community Development	4,252,296	3,802,064	3,835,999	3,752,105	(49,959)	(1.3%)
Management Services	2,992,888	3,070,118	2,954,173	3,051,139	(18,979)	(0.6%)
Fire	9,658,929	9,419,450	9,251,000	9,073,711	(345,739)	(3.7%)
Police	16,025,553	16,251,615	15,685,947	16,660,174	408,559	2.5%
Public Works	5,240,987	7,092,127	5,086,526	6,903,139	(188,988)	(2.7%)
Economic Vitality	406,811	606,095	456,916	744,754	138,659	22.9%
Community Enrichment	4,410,747	6,730,159	4,859,182	3,418,612	(3,311,547)	(49.2%)
Non-departmental	(2,315,435)	(2,392,216)	(3,943,537)	(1,945,570)	446,646	(18.7%)
Contingency	44,248	1,500,000	800,000	1,200,000	(300,000)	(20.0%)
Total General Fund	47,934,622	54,575,655	46,646,289	51,321,809	(3,253,846)	(6.0%)
SPECIAL REVENUE FUNDS						
LIBRARY FUND						
General Administration	142,628	147,710	147,710	124,645	(23,065)	(15.6%)
Management Services	171,125	156,025	156,025	150,648	(5,377)	(3.4%)
Public Works	105,112	98,152	98,152	58,909	(39,243)	(40.0%)
Economic Vitality	23,208	37,938	37,938	27,622	(10,316)	(27.2%)
Community Enrichment	5,071,942	7,179,116	5,038,977	7,175,267	(3,849)	(0.1%)
Non-departmental	110,950	111,066	111,066	152,196	41,130	37.0%
Contingency	-	100,000	-	100,000	-	-
	5,624,965	7,830,007	5,589,868	7,789,287	(40,720)	(0.5%)
HIGHWAY USER REVENUE FUND						
General Administration	168,593	162,907	162,907	108,282	(54,625)	(33.5%)
Community Development	752,512	689,931	689,931	678,205	(11,726)	(1.7%)
Management Services	247,240	123,758	123,758	138,296	14,538	11.7%
Public Works	12,690,373	12,125,410	10,958,459	13,176,938	1,051,528	8.7%
Economic Vitality	24,774	36,623	36,623	29,053	(7,570)	(20.7%)
Non-departmental	139,124	131,405	131,405	226,418	95,013	72.3%
Contingency	-	100,000	-	525,000	425,000	425.0%
	14,022,616	13,370,034	12,103,083	14,882,192	1,512,158	11.3%
TRANSPORTATION FUND						
General Administration	72,840	58,784	58,784	46,278	(12,506)	(21.3%)
Management Services	197,948	323,165	323,165	266,540	(56,625)	(17.5%)
Economic Vitality	27,959	38,240	38,240	10,449	(27,791)	(72.7%)
Non-departmental	5,681,670	7,047,444	5,967,810	7,272,376	224,932	3.2%
	5,980,417	7,467,633	6,387,999	7,595,643	128,010	1.7%
BEAUTIFICATION FUND						
Community Development	776,130	2,493,239	1,071,319	3,578,560	1,085,321	43.5%
Economic Vitality	1,118,468	3,593,770	1,745,539	2,382,119	(1,211,651)	(33.7%)
Reserve/Contingency	-	10,000	-	10,000	-	-
	1,894,598	6,097,009	2,816,858	5,970,679	(126,330)	(2.1%)
ECONOMIC DEVELOPMENT FUND						
Economic Vitality	776,955	969,634	959,406	2,054,630	1,084,996	111.9%
Reserve/Contingency	-	25,000	-	45,000	20,000	80.0%
	776,955	994,634	959,406	2,099,630	1,104,996	111.1%
TOURISM FUND						
Economic Vitality	1,602,288	1,552,628	1,550,474	1,559,757	7,129	0.5%
Reserve/Contingency	-	50,000	-	50,000	-	-
	1,602,288	1,602,628	1,550,474	1,609,757	7,129	0.4%

FUND/DIVISION	ACTUAL EXPENDITURES/ EXPENSES 2009-2010	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2010-2011	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2010-2011	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2011-2012	CHANGE (BDGT-BDGT)	% CHANGE
ARTS AND SCIENCE FUND						
Economic Vitality	$ 412,151	673,472	425,188	666,083	(7,389)	(1.1%)
Reserve/Contingency	-	10,000	-	10,000	-	-
	412,151	683,472	425,188	676,083	(7,389)	(1.1%)
HOUSING AND COMMUNITY SERVICES FUND						
Community Development	1,106,806	3,472,650	1,861,432	3,229,861	(242,789)	(7.0%)
Non-departmental	42,127	41,241	41,241	37,436	(3,805)	(9.2%)
	1,148,933	3,513,891	1,902,673	3,267,297	(246,594)	(7.0%)
METRO PLANNING ORG FUND						
Community Development	288,452	521,925	400,309	447,633	(74,292)	(14.2%)
Non-departmental	13,007	20,080	20,080	26,316	6,236	31.1%
Contingency	-	100,000	-	100,000	-	-
	301,459	642,005	420,389	573,949	(68,056)	(10.6%)
Total Special Revenue Funds	31,764,382	42,201,313	32,155,938	44,464,517	2,263,204	5.4%
DEBT SERVICE FUNDS						
GENERAL OBLIGATION BONDS FUND						
Non-departmental	3,019,926	3,517,453	3,276,953	4,945,431	1,427,978	40.6%
SPECIAL ASSESSMENT BONDS FUND						
Non-departmental	1,499,887	1,405,625	1,405,625	1,402,475	(3,150)	(0.2%)
Total Debt Service Funds	4,519,813	4,923,078	4,682,578	6,347,906	1,424,828	28.9%
CAPITAL PROJECT FUNDS						
G.O. BONDS FUNDED PROJECTS FUND						
Non-departmental	2,341,896	14,486,989	4,974,492	26,544,144	12,057,155	83.2%
MUNICIPAL FACILITIES CORP FUND						
Non-departmental	104,967	4,578,000	19,250	5,420,640	842,640	18.4%
SPECIAL IMPROVEMENT DISTRICT FUND						
Non-departmental	447,361	26,210	118,500	-	(26,210)	(100.0%)
Total Capital Projects Funds	2,894,224	19,091,199	5,112,242	31,964,784	12,873,585	67.4%
ENTERPRISE FUNDS						
WATER AND WASTEWATER FUND						
General Administration	620,084	629,492	629,492	580,253	- 49,239	(7.8%)
Management Services	1,037,074	1,101,046	1,101,046	983,638	(117,408)	(10.7%)
Public Works	51,228	50,007	50,007	50,698	691	1.4%
Economic Vitality	63,941	105,675	105,675	78,942	(26,733)	(25.3%)
Utilities	19,746,630	21,122,801	17,278,824	29,222,440	8,099,639	38.3%
Non-departmental	393,636	403,517	403,517	494,338	90,821	22.5%
Contingency	41,751	1,400,000	45,000	2,200,000	800,000	57.1%
	21,954,344	24,812,538	19,613,561	33,610,309	8,797,771	35.5%

FUND/DIVISION	ACTUAL EXPENDITURES/ EXPENSES 2009-2010	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2010-2011	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2010-2011	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2011-2012	CHANGE (BDGT-BDGT)	% CHANGE
AIRPORT FUND						
General Administration	$ 66,443	64,438	64,438	51,062	(13,376)	(20.8%)
Management Services	57,198	94,780	94,780	99,735	4,955	5.2%
Public Works	117,860	117,318	117,318	127,108	9,790	8.3%
Economic Vitality	1,476,591	11,181,084	2,129,632	11,117,686	(63,398)	(0.6%)
Non-departmental	89,443	77,139	77,139	70,048	(7,091)	(9.2%)
	1,807,535	11,534,759	2,483,307	11,465,639	(69,120)	(0.6%)
ENVIRONMENTAL SERVICES FUND						
General Administration	337,504	327,877	327,877	311,071	(16,806)	(5.1%)
Management Services	479,591	396,188	396,188	373,062	(23,126)	(5.8%)
Public Works	9,237,265	11,802,655	10,434,487	23,819,844	12,017,189	101.8%
Economic Vitality	52,346	75,585	75,585	60,269	(15,316)	(20.3%)
Non-departmental	316,973	303,624	303,624	297,412	(6,212)	(2.0%)
Contingency	111,393	500,000	-	500,000	-	-
	10,535,072	13,405,929	11,537,761	25,361,658	11,955,729	89.2%
STORMWATER UTILITY FUND						
General Administration	26,002	19,708	19,708	23,401	3,693	18.7%
Community Development	37,503	28,042	28,042	19,762	(8,280)	(29.5%)
Management Services	32,987	48,977	48,977	30,331	(18,646)	(38.1%)
Public Works	13,579	12,434	12,434	12,249	(185)	(1.5%)
Economic Vitality	3,773	5,436	5,436	4,813	(623)	(11.5%)
Utilities	2,815,426	6,038,195	2,133,146	5,533,132	(505,063)	(8.4%)
Non-departmental	18,779	17,773	17,773	17,545	(228)	(1.3%)
Contingency	3,314	10,000	-	10,000	-	-
	2,951,363	6,180,565	2,265,516	5,651,233	(529,332)	(8.6%)
FLAGSTAFF HOUSING AUTHORITY						
Community Development	-	5,927,492	6,188,399	6,470,299	542,807	9.2%
Contingency	-	-	-	972,000	972,000	-
	-	5,927,492	6,188,399	7,442,299	1,514,807	
Total Enterprise Funds	37,248,314	61,861,283	42,088,544	83,531,138	21,669,855	35.0%
TOTAL ALL FUNDS	$ 124,361,355	182,652,528	130,685,591	217,630,154	34,977,626	19.1%

CITY OF FLAGSTAFF
BUDGET BY DIVISION AND SECTIONS
COMPARISON OF FISCAL YEAR 2011 AND 2012
(WITH ACTUAL FOR FISCAL YEAR 2010)

DIVISION/SECTION	ACTUAL EXPENDITURES/ EXPENSES 2009-2010	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2010-2011	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2010-2011	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2011-2012	CHANGE (BDGT-BDGT)	% CHANGE
GENERAL ADMINISTRATION						
City Manager	$ 870,940	1,524,807	1,478,558	1,359,455	(165,352)	(10.8%)
City Clerk	353,767	-	-	-	-	-
City Court	2,607,440	2,533,266	2,534,636	2,583,431	50,165	2.0%
Law	1,431,635	1,501,355	1,408,646	1,340,604	(160,751)	(10.7%)
Human Resources	469,698	480,432	453,063	501,953	21,521	4.5%
Risk Management	170,444	185,021	184,856	185,891	870	0.5%
Information Technology	1,313,674	2,271,362	1,600,324	2,492,411	221,049	9.7%
TOTAL	7,217,598	8,496,243	7,660,083	8,463,745	(32,498)	(0.4%)
COMMUNITY DEVELOPMENT						
Community Development Admin.	274,934	258,264	258,270	272,070	13,806	5.3%
Planning & Development Services	2,237,649	2,060,392	1,941,402	1,949,928	(110,464)	(5.4%)
Capital Improvement	(217,314)	(211,886)	(47,904)	(122,996)	88,890	(42.0%)
Engineering	1,653,732	1,445,136	1,434,444	1,404,111	(41,025)	(2.8%)
Housing	303,295	250,158	249,787	248,992	(1,166)	(0.5%)
Community Redevelopment	1,106,806	3,472,650	1,861,432	3,229,861	(242,789)	(7.0%)
Flag Urban Trails System	776,130	2,493,239	1,071,319	3,578,560	1,085,321	43.5%
Metro Planning Organization	288,452	521,925	400,309	447,633	(74,292)	(14.2%)
Flagstaff Housing Authority	-	5,927,492	6,188,399	6,470,299	542,807	9.2%
TOTAL	6,423,684	16,217,370	13,357,458	17,478,458	1,261,088	7.8%
MANAGEMENT SERVICES						
Management Services Admin.	682,961	649,914	649,609	726,993	77,079	11.9%
Finance/Budget	879,507	882,907	869,254	889,139	6,232	0.7%
Sales Tax & Licensing	583,357	688,129	605,430	612,641	(75,488)	(11.0%)
Customer Service	847,063	849,168	829,880	822,366	(26,802)	(3.2%)
TOTAL	2,992,888	3,070,118	2,954,173	3,051,139	(18,979)	(0.6%)
FIRE	9,658,929	9,419,450	9,251,000	9,073,711	(345,739)	(3.7%)
POLICE						
Police	14,392,766	14,614,050	14,140,500	14,648,548	34,498	0.2%
Police Grants	1,632,787	1,637,565	1,545,447	2,011,626	374,061	22.8%
TOTAL	16,025,553	16,251,615	15,685,947	16,660,174	408,559	2.5%
PUBLIC WORKS						
Public Works Administration	284,886	69,840	89,484	69,968	128	0.2%
USGS Facilities	1,157,357	2,533,298	1,033,640	2,352,373	(180,925)	(7.1%)
Parks	2,537,065	2,801,764	2,584,152	2,762,201	(39,563)	(1.4%)
Fleet Services	4	621	(101,121)	211,921	211,300	34,025.8%
Cemetery	187,118	365,948	221,417	351,809	(14,139)	(3.9%)
Public Facilities Maintenance	1,074,557	1,320,656	1,258,954	1,154,867	(165,789)	(12.6%)
Street Maintenance & Repairs	3,389,298	4,058,459	3,937,494	4,322,994	264,535	6.5%
Street Const. & Reconstruction	4,645,822	2,773,207	3,334,264	1,003,719	(1,769,488)	(63.8%)
Transportation CIP	2,541,200	2,670,962	1,063,919	5,301,272	2,630,310	98.5%
Street & Highway User Rev Bonds	1,899,070	2,360,118	2,360,118	2,371,479	11,361	0.5%
Solid Waste	8,857,122	9,750,461	8,916,121	22,189,531	12,439,070	127.6%
Sustainability	1,478	1,713,336	1,179,508	1,285,492	(427,844)	(25.0%)
TOTAL	26,574,977	30,418,670	25,877,950	43,377,626	12,958,956	42.6%

DIVISION/SECTION	ACTUAL EXPENDITURES/ EXPENSES 2009-2010	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2010-2011	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2010-2011	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2011-2012	CHANGE (BDGT-BDGT)	% CHANGE
ECONOMIC VITALITY						
Community Investment	$ 406,811	606,095	456,916	744,754	138,659	22.9%
Airport	1,182,307	10,883,549	1,832,097	10,821,729	(61,820)	(0.6%)
Debt Service - Airport	286,685	286,686	286,686	286,685	(1)	(0.0%)
Arts and Science	412,151	673,472	425,188	666,083	(7,389)	(1.1%)
Urban Design	109,571	152,194	152,097	134,620	(17,574)	(11.5%)
Streetscape	1,008,897	3,441,576	1,593,442	2,247,499	(1,194,077)	(34.7%)
Economic Development	776,955	969,634	959,406	2,054,630	1,084,996	111.9%
Tourism - Gen. Admin.	1,235,878	1,223,259	1,222,348	1,248,460	25,201	2.1%
Visitor Services	366,410	329,369	328,126	311,297	(18,072)	(5.5%)
TOTAL	5,785,665	18,565,834	7,256,306	18,515,757	(50,077)	(0.3%)
COMMUNITY ENRICHMENT						
Library	3,615,414	3,748,140	3,585,331	3,751,135	2,995	0.1%
Library Grants	1,456,528	3,430,976	1,453,646	3,424,132	(6,844)	(0.2%)
Recreation	4,410,747	6,730,159	4,859,182	3,418,612	(3,311,547)	(49.2%)
TOTAL	9,482,689	13,909,275	9,898,159	10,593,879	(3,315,396)	(23.8%)
UTILITIES						
Administration	993,591	969,381	907,984	1,097,035	127,654	13.2%
Lake Mary Water Plant	3,088,266	3,769,049	3,662,794	3,813,823	44,774	1.2%
Customer Service	(53,005)	-	-	-	-	-
Water Distribution System	1,260,389	1,371,874	1,371,874	1,490,818	118,944	8.7%
Booster Stations	76,131	81,334	75,407	77,924	(3,410)	(4.2%)
Betterments & Imp. Water Dist	680,685	340,209	123,717	5,780,000	5,439,791	1,599.0%
Betterments & Imp. Water Prod	6,470,869	3,209,659	510,437	3,449,000	239,341	7.5%
Wastewater Treatment	1,934,139	1,936,220	2,005,808	3,165,607	1,229,387	63.5%
Wastewater Collection	873,931	961,290	961,290	1,136,286	174,996	18.2%
Wastewater Monitoring	298,900	427,950	302,941	465,187	37,237	8.7%
Reclaim Water Plant	789,213	929,785	826,388	1,022,089	92,304	9.9%
Wastewater Treatment Imp	384,413	495,000	128,763	484,000	(11,000)	(2.2%)
Wastewater Collection Imp	137,774	259,204	127,000	692,590	433,386	167.2%
Debt Service - Water	1,850,583	4,011,794	3,914,369	4,187,604	175,810	4.4%
Debt Service - Sewer	960,751	2,360,052	2,360,052	2,360,477	425	0.0%
Stormwater Utility	672,145	605,691	600,405	580,408	(25,283)	(4.2%)
Stormwater Capital	47,355	782,282	565,539	616,743	(165,539)	(21.2%)
Drainage	2,095,926	4,650,222	967,202	4,335,981	(314,241)	(6.8%)
TOTAL	22,562,056	27,160,996	19,411,970	34,755,572	7,594,576	28.0%
NON-DEPARTMENTAL						
Council & Commissions	302,093	358,287	358,564	362,540	4,253	1.2%
Contributions to Other Agencies	944,092	944,583	923,494	906,003	(38,580)	(4.1%)
Non-Departmental	2,702,900	2,585,401	1,054,892	2,638,101	52,700	2.0%
G.O. Bond - Debt Service	3,019,926	3,517,453	3,276,953	4,945,431	1,427,978	40.6%
SID-Debt	1,499,887	1,405,625	1,405,625	1,402,475	(3,150)	(0.2%)
G.O. Bond Funded Projects	2,341,896	14,486,989	4,974,492	26,544,144	12,057,155	83.2%
Municipal Facilities Corp	104,967	4,578,000	19,250	5,420,640	842,640	18.4%
Special Improvement District	447,361	26,210	118,500	-	(26,210)	(100.0%)
Transportation	3,325,683	4,698,793	3,619,159	4,981,330	282,537	6.0%
4th Street Debt Service	2,262,700	2,263,958	2,263,958	2,264,771	813	0.0%
Facility Improvement Debt	485,105	472,658	472,658	472,658	-	-
TOTAL	17,436,610	35,337,957	18,487,545	49,938,093	14,600,136	41.3%
RESERVES/CONTINGENCIES	200,706	3,805,000	845,000	5,722,000	1,917,000	50.4%
GRAND TOTAL	$ 124,361,355	182,652,528	130,685,591	217,630,154	34,977,626	19.1%

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

CITY OF FLAGSTAFF
SUMMARY OF OPERATING CAPITAL
FISCAL YEAR 2011-2012

SECT #	SECTION	OPERATING CAPITAL	CARRYFWD 2010-2011	BUDGET 2011-2012
21	FIRE	BRUSH TRUCK & BED	$ -	51,200
		ASSISTANCE TO FIREFIGHTER GRANT EQUIPMENT	-	250,000
		AZ HOMELAND SECURITY EQUIPMENT	-	150,000
22	POLICE	POLICE CRUISER	-	24,400
		POLICE CRUISER	-	24,400
		POLICE CRUISER	-	24,400
		POLICE CRUISER	-	24,400
		POLICE CRUISER	24,000	24,000
		POLICE CRUISER	24,000	24,000
		FULL SIZE 4 X 4 SUV	-	29,000
23	POLICE GRANTS	3D DIGITAL CRIME SCENE MAPPING EQUIPMENT	-	70,000
		BOMB DISPOSAL EQUIPMENT FOR ROBOT	-	20,000
		20 BODY CAMERAS & HARD DRIVE EQUIPMENT	-	65,000
26	PARKS	SOF'FAL ENGINEERED WOOD FIBER REPLACEMENT	-	20,500
		TENNIS COURT FENCING	-	17,000
		TENNIS COURT RESURFACING	-	39,000
		PONDEROSA PARK RAMADA ROOF REPAIR	-	14,100
		GUADALUPE PARK FENCE REPLACEMENT	-	8,200
		THORPE PARK TENNIS COURT	-	13,200
		FOXGLEN PARK SKATEPARK SURFACE REPAIRS	-	18,000
30	RECREATION	JAY LIVELY ANNUAL CAPITAL ALLOCATION	-	15,000
		AQUAPLEX CARDIO EQUIPMENT	-	140,000
		ICE RINK BLEACHERS	30,000	108,000
32	STREET MAINT. & REPAIRS	6 SNOW PLOWS	-	49,000
		THERMOPLASTIC MACHINE	-	90,000
		REFURBISH 1997 PAINT STRIPER	-	50,000
		WATER TRUCK WITH TANK	-	200,000
		1 TON PICK-UP TRUCK	-	60,000
37	AIRPORT	SNOW REMOVAL EQUIPMENT	468,289	582,525
41	SOLID WASTE	REAR LOADER	27,500	257,500
		(2) TOP LOADERS	-	596,198
		DUST CONTROL	-	10,000
		POST CLOSURE SET ASIDE	-	425,000
		LANDFILL COMPACTOR	-	1,127,000
		4X4 PICK UP TRUCK	-	22,400
		TOP LOADER	-	298,099
		METHANE GAS COLLECTION	-	70,000
		WASTE MANAGEMENT PLAN	-	50,000
		SOUTH BOUROUGH PIT STUDY	-	115,000
		CLOSURE STUDY	-	70,000
		SCHULTZ FLOOD MITIGATION	-	100,000
		SIDE LOADER REPLACEMENT	-	27,500
		PUBLIC WORKS YARD IMPROVEMENTS	-	200,000
		FLATBED TRAILER	10,000	10,000
		PAC RAT	155,000	155,000
		FUEL TANKER	105,000	105,000
		PYTHON RAPID RAIL	27,500	27,500
42	UTIL./ WS ADMIN	FOUR DOOR SEDAN	-	30,000
		COMPUTER SERVER	-	6,000
47	LAKE MARY WATER PLANT	NEW RAW WATER PUMP	-	75,000
		PICK-UP TRUCK	-	25,000
		PICK-UP TRUCK	-	30,000
		SCADA IMPROVEMENTS	60,000	60,000
49	WATER DISTRIBUTION	MAJOR VEHICLE REPAIRS	-	15,000
53	WASTEWATER TREATMENT	INSTALL NEW DIGESTER GAS BOOSTER SYSTEM	-	75,000
		INSTALL NEW DIGESTER GAS DRAIN PUMP	-	60,000
		DOZER - SLUDGE INJECTION	-	150,000
		MAJOR VEHICLE REPAIRS	-	6,000

CITY OF FLAGSTAFF
SUMMARY OF OPERATING CAPITAL
FISCAL YEAR 2011-2012

SECT #	SECTION	OPERATING CAPITAL	CARRYFWD 2010-2011	BUDGET 2011-2012
54	WSTWTR COLLECTION	UPGRADE VEHICLE, COMPUTER AND EQUIPMENT	$ -	75,000
		1 TON DUMP TRUCK	-	60,000
55	WSTWTR MONITORING	LAB EQUIPMENT	-	6,000
		PICK-UP TRUCK	-	30,000
56	RECLAIMED WATER PLANT-RIO	PRIMARY ODOR CONTROL CARBON CHANGEOUT	11,500	61,500
58	WW COLLECTION IMPROVEMENT	REACLAIM WATER REBATES	-	112,590
		TOTAL	$ 942,789	6,748,612

CITY OF FLAGSTAFF
SUMMARY OF CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2011-2012

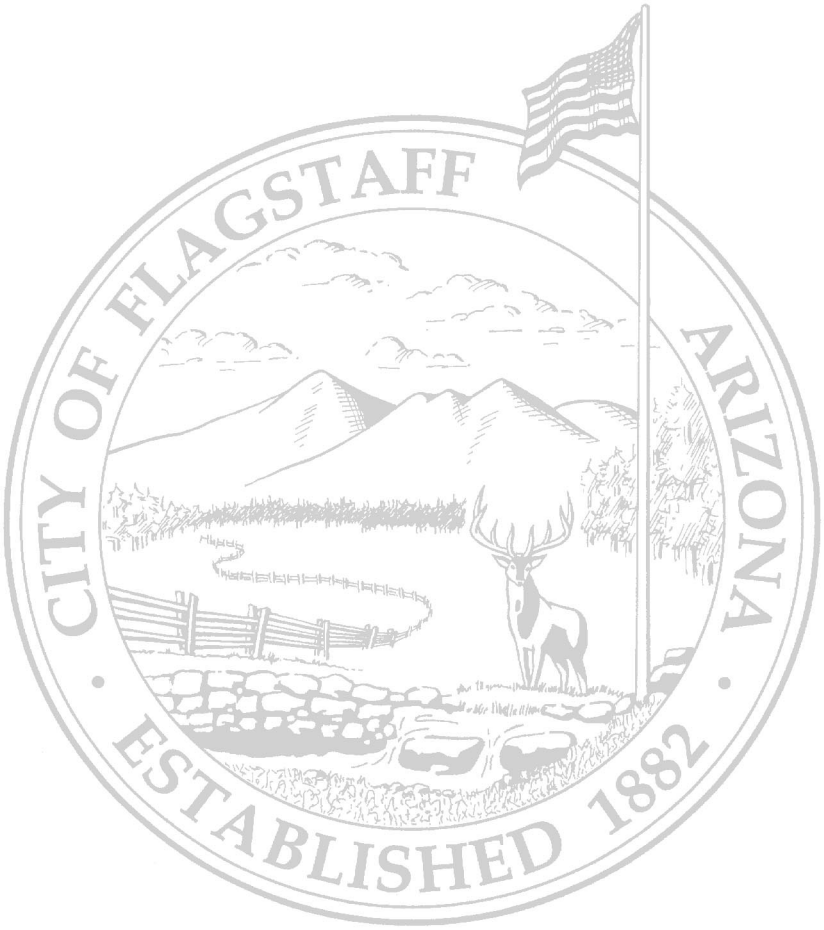
SECT #	SECTION	PROJECT	CARRYFWD 2010-2011	BUDGET 2011-2012
24	CAPITAL PROJECTS FUND	FIRE STATIONS	$ -	209,261
		FUTS/OPEN SPACE LAND ACQUISITION	1,300,000	1,300,000
		PRESIDIO SUBDIVISION	3,500,000	3,500,000
		2010 STREET/UTILITY	-	500,000
		COURT FACILITY	-	10,000,000
		USGS 2010 SFO	-	5,420,640
		COMMUNICATION SYSTEM 2010	4,720,000	4,720,000
		PAVEMENT PRESERVE	-	1,500,000
		CHERRY AVENUE STREET	-	1,150,000
		FRANKLIN/MOHAWK	-	2,084,308
		IZABEL AVENEUE	-	500,000
		SUNNYSIDE PHASE V-B	-	474,750
		SOUTH BEAVER/SOUTH LEROUX	-	605,825
26	PARKS	ARROYO PARK IMPROVEMENTS	73,800	73,800
28	CEMETERY	CEMETERY OFFICE ADDITION	128,000	128,000
33	STREET CONSTRUCTION	RESERVE FOR IMPROVEMENTS	-	40,000
		MINOR TRANSPORTATION IMPROVEMENTS	-	50,000
		SIDEWALK REPLACEMENT PROGRAM	-	15,000
		STREET IMPROVEMENT PROGRAM	-	893,000
		SUNNYSIDE PH V-A	-	1,000
		PONDEROSA PARKWAY	-	4,719
37	AIRPORT CAPITAL PROJECTS	APRON RECONSTRUCTION	223,710	223,710
		ACCESS ROAD CAPACITY	3,159,061	3,159,061
		REHAB TAXIWAY RECONSTRUCT	5,132,757	5,132,757
41	ENVIRONMENTAL SERVICES	STORMWATER INFRASTRUCTURE	-	24,000
		MAINTENANCE BUILDING	75,000	100,000
		FUELING STATION	-	275,000
		MUNICIPAL SERVICES MAINTENANCE FACILITY	-	10,000,000
49	WATER DISTRIBUTION	EAST FLAG PARKING LOT IMPROVEMENTS	-	57,000
51	BETTRMTS & IMP WATER DIST	FT TUTHILL WATER/SEWER EXTENSION	175,000	195,000
		RESERVE FOR IMPROVEMENTS	-	125,000
		I B PIPELINE RELOCATION	-	760,000
		I B PIPELINE REALIGNMENT	-	3,600,000
		I B TREE REMOVAL-FLOOD	-	1,000,000
		RADIO METER INSTALLATION	-	100,000
52	BETTRMTS & IMP WATER PROD	RAILROAD SPRINGS RESEVOIR	450,000	450,000
		FUTURE WATER ACQUISITIONS	749,563	948,000
		WATER RESOURCES SUSTAIN STUDY	251,000	251,000
		FLAGSTAFF SHALLOW WELLS	-	1,800,000
53	WASTEWATER TREATMENT	WILDCAT DIGESTOR REPAIR	-	600,000
		WILDCAT DIGESTOR IMPROVEMENTS	-	176,000
57	WASTEWATER TREATMENT IMPRV	PICTURE CANYON	184,000	184,000
		WILDCAT BARSCREENS	-	300,000
58	WSTWTR COLLECTION IMRPV	SEWER REPLACEMENT PROGRAM	-	100,000
		ELLERY/NAU SEWER INTERCEPTOR	-	380,000
		RESERVE FOR IMPROVEMENTS	-	100,000
66	NON-DEPARTMENTAL	REDEVELOPMENT	645,000	645,000
71	ARTS AND SCIENCE	PUBLIC ARTWORK	278,400	282,233
74	STREETSCAPE	SPECIAL PROJECTS & UNPROGRAMMED WORK	30,000	80,000
		HISTORIC FACADES	30,000	83,529
		WOODLANDS/BEULAH MEDIANS	760,530	760,530
		SOUTHSIDE PLAN - BEAVER/SAN FRANCISCO	27,000	27,000
		CITY HALL FLOWER BEDS	47,592	55,500
		4th ST NEIGHBORHOOD GATEWAY	97,360	197,360
		NEIGHBORHOOD GARDENS	12,500	12,500

CITY OF FLAGSTAFF
SUMMARY OF CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2011-2012

SECT #	SECTION	PROJECT	CARRYFWD 2010-2011	BUDGET 2011-2012
74	STREETSCAPE (cont'd)	BUTLER MEDIANS PHASE III	$ 20,000	521,080
		4TH ST CORRIDOR IMPROVEMENTS	200,000	500,000
75	FLAGSTAFF URBAN TRAIL	SPECIAL PROJECTS & UNPROGRAMMED WORK	-	50,000
		FUTS SIGNAGE PROGRAM	110,000	260,000
		ARIZONA TRAIL - RT 66 TO MCMILLAN MESA	-	292,080
		RT 66 - RIO N TO SAN FRANCISCO	1,000	1,000
		HOSPITAL RIM FUTS TRAIL	87,750	187,000
		COUNTRY CLUB FUTS TRAIL	-	25,000
		SIXTH AVE CONNECTOR	-	114,000
		ARROWHEAD CONNECTOR	-	229,000
		MUSEUM CONNECTOR	2,650	42,650
		CEDAR TRAIL - TURQOISE DRIVE TO AZ TRAIL	-	134,000
		SWITZER MESA TRAIL - FOREST TO AZ TRAIL	-	85,000
		SWITZER CANYON FUTS TRAIL	250,000	250,000
		BNSF WALNUT-FLORENCE UNDERPASS	357,530	681,164
		DOWNTOWN UNDERPASS	-	150,000
		MALL TRANSFER CENTER TRAIL REALIGNMENT	75,000	80,000
		RT 66 EAST - COUNTRY CLUB TO MALL TRAIL	236,000	236,000
		FLORENCE-WALNUT UNDERPASS	-	522,000
		4th STREET - HUNTINGTON TO BUTLER	-	159,666
		PINE KNOLL TRAIL - SAN FRANCISCO TO LONETREE	-	80,000
92	TRANSPORTATION CIP	BIKE/PED & SAFETY IMPROVEMENTS	-	337,400
		TRANSPORTATION PLANNING & PROGRAMMING	-	100,000
		BEULAH BLVD EXTENSIONS	-	300,000
		RESERVE FOR TRANSPORTATION IMPROVEMENTS	-	125,000
		INDUSTRIAL DRIVE - HUNTINGTON TO PURINA	11,225	11,225
		TRAFFIC SIGNAL PROGRAM	104,416	167,647
		MALL RT 66 INFRASTRUCTURE	175,000	175,000
		WEST/ARROWHEAD IMPROVEMENT	1,154,500	4,060,000
		2011 HSIP	-	25,000
99	STORMWATER CAPITAL PROJEC	RIO DE FLAG PROJECT	2,483,020	3,135,981
		RIO PARKING REPLACEMENT	1,200,000	1,200,000
		DRAINAGE SPOT IMPROVEMENT	-	2,419
		SPOT IMPROVEMENT-ANNUAL	-	75,000
		SPOT IMPROVEMENT-ANNUAL (3990)	-	15,000
		SPOT IMPROVEMENT-SKUNK CANYON	108,371	276,380
		SPOT IMPROVEMENT-MOUNTAIN PHASE I	108,372	247,944
	FLAGSTAFF HOUSING AUTHORITY	BUILDING IMPROVEMENTS	-	558,210
		Total	$ 28,735,107	80,766,329

CITY OF FLAGSTAFF
DEBT SERVICE REQUIREMENTS
FISCAL YEAR 2011-2012

	ORIGINAL ISSUE	OUTSTANDING 07/01/2011	PRINCIPAL	INTEREST	FISCAL CHARGES	TOTAL REQUIREMENTS
GENERAL FUND [20,21,30,80]						
Existing Debt:						
USGS-Series 12	$ 4,700,000	2,010,000	365,000	94,446	3,240	462,686
Capital Lease - APSES	3,800,000	1,542,458	422,397	48,596	1,665	472,658
Certificates of Participation - Fire Equipment	350,000	319,304	31,401	10,023	465	41,889
Proposed Capital Lease - Court Facility 2012	8,000,000	-	-	-	-	-
Proposed MFC Revenue Bonds - USGS Building 2012	23,020,000	-	1,000,000	210,000	3,240	1,213,240
	39,870,000	3,871,762	1,818,798	363,065	8,610	2,190,473
STREETS FUND [36]						
Existing Debt:						
Jr. Lien Rev Bonds, Series '92	5,580,000	1,725,000	1,725,000	94,875	1,220	1,821,095
Certificates of Participation - Street Overlay	4,610,000	4,205,696	413,599	132,010	4,775	550,384
	10,190,000	5,930,696	2,138,599	226,885	5,995	2,371,479
4TH STREET [87]						
2003 MFC Revenue Bonds	25,000,000	16,085,000	1,500,000	760,513	4,258	2,264,771
	25,000,000	16,085,000	1,500,000	760,513	4,258	2,264,771
ECONOMIC DEVELOPMENT [78]						
GADA Revenue Bonds Series 2010A- Incubator	3,370,000	3,205,000	120,000	133,638	3,240	256,878
	3,370,000	3,205,000	120,000	133,638	3,240	256,878
GENERAL OBLIGATION BOND FUND [70,24]						
Existing Debt:						
G.O. Series 2001 Parks & Recreation	3,100,000	1,445,000	460,000	67,008	1,920	528,928
G.O. Series 2006 Capital Projects	31,500,000	22,570,000	1,470,000	1,016,863	3,600	2,490,463
Proposed G.O. Series Capital Projects Improvements 2011	2,400,000	-	300,000	150,000	3,240	453,240
Proposed G.O. Series Public Safety Communication 2011	4,720,000	-	115,000	120,000	3,200	238,200
Proposed G.O. Series Street & Utility Improvements 2011	8,250,000	-	300,000	230,000	3,200	533,200
Proposed G.O. Series Street & Utility Improvements 2012	8,250,000	-	300,000	230,000	3,200	533,200
Proposed G.O. Series Capital Projects Improvements 2012	500,000	-	85,000	80,000	3,200	168,200
	58,720,000	24,015,000	3,030,000	1,893,871	21,560	4,945,431
SPECIAL ASSESSMENT DISTRICT [96]						
Existing Debt:						
Sawmill District	19,075,000	18,130,000	505,000	893,875	3,600	1,402,475
	19,075,000	18,130,000	505,000	893,875	3,600	1,402,475
ENVIRONMENTAL SERVICES [41]						
Proposed Capital Lease - Public Works Facility	8,200,000	-	100,000	100,000	-	200,000
	8,200,000	-	100,000	100,000	-	200,000
WATER AND WASTEWATER FUND [59,60]						
Existing Debt:						
G.O. Bonds '97	8,000,000	1,680,000	-	75,600	-	75,600
G.O. Series 2003	8,230,000	2,150,000	1,960,000	69,876	5,390	2,035,266
Wastewater Revolving Debt - 1992 (WIFA)	6,000,000	404,667	404,665	13,767	1,214	419,646
2002 Water Revenue Bonds (WIFA)	6,775,760	4,298,785	326,302	88,450	64,050	478,802
2006 WIFA Revolving Loan - Water	7,900,000	6,325,000	335,000	112,028	95,432	542,460
2007 WIFA Revolving Debt - Wastewater	23,100,000	20,380,478	970,913	410,055	305,707	1,686,675
2008 WIFA Revolving Debt - Water	8,500,000	7,539,307	324,586	178,642	114,214	617,442
2009 WIFA Revolving Debt - Water Feasibility	2,100,000	1,228,343	82,147	31,449	29,029	142,625
2010 WIFA Revolving Debt - Sinagua Well Improvements	775,000	214,773	9,252	2,995	3,244	15,491
2010 WIFA Revolving Debt - Fort Tuthill Well Improvements	1,000,000	504,174	41,296	8,794	13,755	63,845
2010 WIFA Revolving Debt - Local Aquifer Study	800,000	314,928	33,037	7,035	11,003	51,075
Other debt - Lease Purchase - Co-Generators	2,000,000	1,207,679	197,766	53,188	3,200	254,154
Proposed WIFA Revolving Loan - Future Water Rights 2011	2,000,000	-	85,000	35,000	30,000	150,000
Proposed WIFA Revolving Loan - Future Water Rights 2012	425,000	-	10,000	5,000	-	15,000
	77,605,760	46,248,134	4,779,964	1,091,879	676,238	6,548,081
AIRPORT FUND [39]						
Existing Debt:						
Other debt - Lease Purchase - Hangars	2,782,598	2,176,781	111,701	120,034	-	231,735
Other debt - Loan - Hangars	600,000	258,568	41,327	13,623	-	54,950
	3,382,598	2,435,349	153,028	133,657	-	286,685
Total Debt Service Requirements	$ 245,413,358	119,920,941	14,145,389	5,597,383	723,501	20,466,273


CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882

CITY OF FLAGSTAFF
GENERAL FUND
FIVE YEAR PLAN 2012-2017

	Actual 2009-2010	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Sources of Funds									
Beginning Fund Balance	$ 18,825,583	14,019,080	18,029,415	15,534,315	6,428,863	5,094,564	4,099,332	4,065,564	4,508,978
Revenues									
Taxes									
Sales Tax	13,690,788	13,160,500	13,054,500	13,778,000	13,922,780	14,069,218	14,217,336	14,367,159	14,728,307
Property Tax	5,020,255	5,005,000	5,005,000	5,200,000	5,304,000	5,410,080	5,518,282	5,683,830	5,854,345
Franchise Fees	2,132,644	2,625,000	2,400,000	2,450,000	2,499,000	2,548,980	2,599,960	2,651,959	2,704,998
Intergovernmental Revenues									
State Shared Income Tax	7,899,626	5,900,000	5,955,306	5,559,706	5,670,900	5,784,318	5,900,004	6,018,005	6,198,545
State Shared Sales Tax	4,490,087	4,300,000	4,300,000	4,700,000	4,747,000	4,794,470	4,842,415	4,890,839	4,939,747
Auto Lieu Tax	2,490,360	2,248,000	2,300,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Federal Grants	1,715,109	2,374,506	2,204,904	2,979,023	638,739	409,776	416,270	422,927	429,750
State Grants	535,678	395,080	522,708	445,632	453,467	461,502	469,765	476,327	483,082
Other IGA	807,309	850,000	860,000	850,000	850,000	850,000	850,000	850,000	850,000
License & Permits									
Business Licenses	34,021	84,000	35,000	36,750	38,588	40,517	42,543	44,670	46,904
Building Permits	1,059,827	690,000	690,000	800,000	832,000	865,280	899,891	935,887	973,322
Other Licenses and Permits	263,113	240,650	148,650	153,650	158,900	164,413	170,201	176,279	182,660
Charges for Services									
General Government	176,479	761,200	220,500	652,275	663,853	676,009	688,771	702,172	716,244
Parks and Recreation	1,278,194	1,298,080	1,199,992	1,333,095	1,394,975	1,459,841	1,527,827	1,599,092	1,673,795
Public Safety	1,286,887	1,285,700	1,024,500	936,325	642,841	649,607	656,632	583,929	591,509
Cemetery	141,315	127,000	127,000	133,350	140,018	147,019	154,370	162,089	170,193
Fines & Forfeitures									
Court Fines	983,648	1,025,500	975,000	989,350	1,004,074	1,019,187	1,034,704	1,050,643	1,067,020
Other Fines	332,124	235,900	264,500	273,120	279,407	285,864	292,497	299,313	306,315
Other Revenue									
Interest Earnings	201,343	250,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
Miscellaneous	3,399,288	6,602,898	2,460,069	2,687,073	2,693,203	2,749,439	2,756,170	2,763,226	2,770,621
Total Revenues	47,938,096	49,459,014	43,872,629	46,582,348	44,558,745	45,010,519	45,662,638	46,303,345	47,312,357
Transfers In									
Library	78,391	328,391	328,391	78,391	78,391	78,391	39,196	-	-
HURF	85,401	85,401	85,401	85,401	85,401	85,401	77,701	70,000	70,000
Beautification	451,260	507,853	456,037	507,201	519,631	482,403	495,526	509,010	522,865
Economic Development	263,240	-	-	-	-	-	-	-	-
Tourism	6,847	6,847	6,847	6,847	6,847	6,847	6,543	6,238	6,238
Visitor Center	2,590	2,590	2,590	2,590	2,590	2,590	1,295	-	-
Recreation-BBB	1,232,205	1,349,636	1,319,560	1,349,712	1,395,715	1,431,587	1,468,534	1,506,591	1,545,788
Real Estate Proceeds	-	-	-	-	-	-	-	-	-
Community Redevelopment	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Utilities fund	1,958,565	1,969,469	1,969,469	1,978,889	157,794	157,794	78,897	-	-
Airport	33,567	199,567	33,567	171,567	69,567	33,567	256,784	-	-
Environmental Services	223,603	109,480	107,182	109,453	111,252	113,088	107,555	102,059	104,007
Stormwater	73,312	79,780	79,780	80,578	81,384	82,197	83,019	83,850	84,688
Capital Projects Fund	700,000	500,000	500,000	-	-	-	-	-	-
Total Transfers In	5,122,981	5,153,014	4,902,824	4,384,629	2,522,572	2,487,865	2,629,049	2,291,747	2,347,585
Total Revenues & Transfers In	53,061,077	54,612,028	48,775,453	50,966,977	47,081,317	47,498,384	48,291,687	48,595,092	49,659,943
Total Sources of Funds	71,886,659	68,631,108	66,804,869	66,501,292	53,510,180	52,592,948	52,391,019	52,660,656	54,168,921

CITY OF FLAGSTAFF
GENERAL FUND
FIVE YEAR PLAN 2012-2017

	Actual 2009-2010	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Uses of Funds									
Divisions									
General Administration	7,217,598	7,548,612	7,328,629	7,410,304	7,014,089	7,109,089	7,014,089	7,109,089	7,014,089
Management Services	2,992,888	3,070,118	2,954,173	3,051,139	3,016,139	3,016,139	3,016,139	3,016,139	3,016,139
Community Development	4,230,249	3,780,214	3,835,999	3,752,105	3,747,107	3,747,107	3,747,107	3,747,107	3,747,107
Fire	9,245,895	9,119,450	9,132,317	8,622,511	8,117,511	8,117,511	8,117,511	8,117,511	8,117,511
Police	15,755,986	16,059,127	15,597,486	16,330,574	15,327,401	15,327,401	15,327,401	15,327,401	15,327,401
Public Works	4,508,328	4,721,254	2,931,153	4,813,525	5,800,483	5,800,483	5,803,289	5,792,009	5,792,009
Economic Vitality	406,811	606,095	456,916	744,754	344,754	344,754	344,754	344,754	344,754
Community Enrichment	3,008,868	3,200,159	3,178,862	3,155,612	3,103,612	3,103,612	3,143,612	3,143,612	3,143,612
Non-Departmental	3,265,692	3,243,271	2,340,550	3,261,644	2,980,644	2,980,644	2,980,644	2,980,644	2,980,644
Contingency	44,248	1,500,000	800,000	1,200,000	250,000	250,000	250,000	250,000	250,000
Less Indirect Charges	(6,762,662)	(6,753,145)	(6,753,145)	(6,324,872)	(5,700,000)	(5,700,000)	(5,700,000)	(5,700,000)	(5,700,000)
Total Department Expenditures	43,913,901	46,095,155	41,802,940	46,017,296	44,001,740	44,096,740	44,044,546	44,128,266	44,033,266
Debt Service									
Leases	483,938	472,658	472,658	472,658	472,658	472,658	280,497	45,000	45,000
Bonds	485,105	1,963,873	1,963,873	1,757,814	462,656	462,656	459,850	459,850	459,850
Total Debt Service	969,043	2,436,531	2,436,531	2,230,472	935,314	935,314	740,347	504,850	504,850
Total Operating Budget	44,882,944	48,531,686	44,239,471	48,247,768	44,937,054	45,032,054	44,784,893	44,633,116	44,538,116
Capital/CIP									
Fleet	279,941	152,850	83,000	177,800	286,670	286,670	286,670	286,670	286,670
Information Technology	667,718	947,631	331,454	1,053,441	469,950	469,950	469,950	469,950	469,950
Capital Improvement Projects	1,401,879	4,372,500	1,702,891	846,800	-	-	-	-	-
Operating Capital	702,140	570,988	289,473	996,000	245,000	245,000	245,000	245,000	245,000
Total Capital/CIP	3,051,678	6,043,969	2,406,818	3,074,041	1,001,620	1,001,620	1,001,620	1,001,620	1,001,620
Transfers Out									
Library	1,260,910	1,178,951	1,178,951	1,167,951	1,167,951	1,167,951	1,167,951	1,167,951	1,167,951
MPO	24,300	22,720	22,720	22,493	22,493	22,493	22,493	22,493	22,493
Hurf	2,074,355	1,972,275	1,972,275	2,526,195	648,100	648,100	648,100	648,100	648,100
Transit	120,000	-	-	-	-	-	-	-	-
Economic Development	40,057	411,698	264,117	389,000	358,398	360,398	354,398	354,398	293,000
Tourism	-	100,000	-	-	-	-	-	-	-
Housing and Community Svcs	229,074	-	-	-	-	-	-	-	-
Airport	78,000	63,000	219,000	309,000	280,000	261,000	346,000	324,000	321,000
Stormwater	2,095,926	4,650,222	967,202	4,335,981	-	-	-	-	-
Total Transfers Out	5,922,622	8,398,866	4,624,265	8,750,620	2,476,942	2,459,942	2,538,942	2,516,942	2,452,544
Excess revenues over expenditures	(796,167)	(8,362,493)	(2,495,101)	(9,105,452)	(1,334,299)	(995,232)	(33,768)	443,414	1,667,663
Total Uses of Funds	53,857,244	62,974,521	51,270,554	60,072,429	48,415,616	48,493,616	48,325,455	48,151,678	47,992,280
Ending Fund Balance	$ 18,029,415	5,656,587	15,534,315	6,428,863	5,094,564	4,099,332	4,065,564	4,508,978	6,176,641

CITY OF FLAGSTAFF
LIBRARY FUND
FIVE YEAR PLAN 2012-2017

	Actual 2009-2010	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Sources of Funds									
Beginning Fund Balance	$ 620,215	727,912	783,153	540,180	286,440	332,399	271,358	212,870	194,627
Revenues									
State Grants	96,345	74,214	93,465	62,400	100,000	100,000	100,000	100,000	100,000
Library District Taxes	4,429,275	6,351,957	4,355,416	6,330,598	3,328,290	3,290,830	3,332,870	3,375,907	3,419,353
Interest Revenue	26,844	26,980	26,980	27,115	27,250	37,437	37,624	37,812	39,006
Miscellaneous	52,920	20,474	20,474	20,474	20,474	20,474	20,474	20,474	20,474
Total Revenues	4,605,384	6,473,625	4,496,335	6,440,587	3,476,014	3,448,741	3,490,968	3,534,193	3,578,833
Transfers In									
Tourism	-	-	-	5,400	2,700				
General Fund	1,260,910	1,178,951	1,178,951	1,167,951	1,277,103	1,309,121	1,342,082	1,414,593	1,450,247
Total Transfers In	1,260,910	1,178,951	1,178,951	1,173,351	1,279,803	1,309,121	1,342,082	1,414,593	1,450,247
Total Sources of Funds	6,486,509	8,380,488	6,458,439	8,154,118	5,042,257	5,090,261	5,104,408	5,161,655	5,223,707
Uses of Funds									
Departments									
Library	3,615,416	3,748,140	3,585,331	3,751,135	3,668,297	3,760,544	3,855,156	3,952,193	4,051,718
Library Grants	96,345	74,214	93,465	62,400	100,000	100,000	100,000	100,000	100,000
Indirect Costs	553,023	550,891	550,891	514,020	526,871	540,043	553,544	567,383	581,568
Subtotal Departments	4,264,784	4,373,245	4,229,687	4,327,555	4,295,168	4,400,587	4,508,700	4,619,576	4,733,286
County Wide Projects & Growth	1,360,181	3,356,762	1,360,181	3,361,732	311,299	314,926	318,643	322,453	326,358
Subtotal County Wide Proj & Growth	1,360,181	3,356,762	1,360,181	3,361,732	311,299	314,926	318,643	322,453	326,358
Total Operating Expenditures	5,624,965	7,730,007	5,589,868	7,689,287	4,606,467	4,715,513	4,827,342	4,942,028	5,059,644
Reserves/Contingency	-	100,000	-	100,000	-	-	-	-	-
Library Capital	-	-	-	-	25,000	25,000	25,000	25,000	25,000
Total Capital	-	-	-	-	25,000	25,000	25,000	25,000	25,000
Transfer Out									
General Fund	78,391	328,391	328,391	78,391	78,391	78,391	39,196	-	-
Total Uses of Funds	5,703,356	8,158,398	5,918,259	7,867,678	4,709,858	4,818,904	4,891,538	4,967,028	5,084,644
Ending Fund Balance (1)	$ 783,153	222,090	540,180	286,440	332,399	271,358	212,870	194,627	139,063

(1) Excludes monies restricted for branch libraries, expansion, and automation.

CITY OF FLAGSTAFF
HIGHWAY USER FUND
FIVE YEAR PLAN 2012-2017

	Actual 2009-2010	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Sources of Funds									
Beginning Fund Balance	$ (309,412)	2,420,718	2,258,729	1,475,135	1,361,276	1,224,599	1,100,813	1,188,219	1,228,208
Revenues									
Intergovernmental Revenues	893,047	-	300,000	300,000	200,000	1,000,000	-	-	-
Highway User Revenues	6,429,355	6,562,309	6,400,000	5,800,000	5,858,000	5,975,160	6,184,291	6,400,741	6,624,767
LTAF	156,217	-	-	-	-	-	-	-	-
Interest Revenues	9,488	4,000	1,000	7,000	14,000	12,000	11,000	12,000	12,000
Other Financing Sources	4,629,066	-	-	-	-	-	-		
Miscellaneous Revenues	134,569	146,038	1,265,968	(60,000)	1,365,505	1,365,505	1,365,505	-	-
Total Revenues	12,251,742	6,712,347	7,966,968	6,047,000	7,437,505	8,352,665	7,560,796	6,412,742	6,636,769
Transfers In									
General Fund	2,074,355	1,972,275	1,972,275	2,526,195	648,100	648,100	648,100	648,100	648,100
Stormwater	101,909	298,887	255,634	303,883	311,480	319,267	327,249	335,430	343,816
Capital Projects	200,000	-	-	-	-	-	-	-	-
Transportation Tax	2,048,153	3,219,405	1,710,013	5,976,656	4,714,784	4,044,884	2,725,634	1,726,284	3,250,084
Total Transfers in	4,424,417	5,490,567	3,937,922	8,806,734	5,674,364	5,012,251	3,700,969	2,709,800	4,241,986
Total Sources of Funds	16,366,747	14,623,632	14,163,619	16,328,869	14,473,145	14,589,515	12,362,577	10,310,761	12,106,962
Uses of Funds									
Departments									
Operating Expenditures	3,297,908	3,881,459	3,766,662	3,873,994	3,963,920	4,056,229	4,150,984	4,248,250	4,348,094
Indirect Cost	1,547,226	1,407,288	1,407,288	1,357,728	1,289,842	1,322,088	1,355,140	1,389,019	1,423,744
Capital Expenditures	7,278,412	5,621,169	4,569,015	6,753,991	7,359,000	7,474,600	5,040,150	2,824,900	4,431,900
Reserves/Contingencies	-	100,000	-	525,000	-	-	-	-	-
Total Expenditures	12,123,546	11,009,916	9,742,965	12,510,713	12,612,762	12,852,917	10,546,274	8,462,169	10,203,738
Debt Service									
Debt Service	1,899,070	2,360,118	2,360,118	2,371,479	550,384	550,384	550,384	550,384	550,384
Total Debt Service	1,899,070	2,360,118	2,360,118	2,371,479	550,384	550,384	550,384	550,384	550,384
Transfers Out									
Beautification	-	500,000	500,000	-	-	-	-	-	
General Fund	85,401	85,401	85,401	85,401	85,401	85,401	77,701	70,000	70,000
Total Transfers Out	85,401	585,401	585,401	85,401	85,401	85,401	77,701	70,000	70,000
Total Uses of Funds	14,108,017	13,955,435	12,688,484	14,967,593	13,248,547	13,488,702	11,174,359	9,082,553	10,824,122
Ending Fund Balance	$ 2,258,730	668,197	1,475,135	1,361,276	1,224,599	1,100,813	1,188,219	1,228,208	1,282,840

CITY OF FLAGSTAFF
TRANSPORTATION FUND
FIVE YEAR PLAN 2012-2017

	Actual 2009-2010	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Sources of Funds									
Beginning Fund Balance	$ (502,116)	320,620	669,116	2,272,936	3,247,818	1,413,654	291,523	525,963	2,274,586
Revenues									
Sales Tax	9,526,056	9,235,030	9,538,832	9,985,181	10,075,047	10,175,796	10,328,433	10,605,696	10,890,463
Interest Revenues	28,746	44,000	36,000	66,000	32,000	33,000	8,000	21,000	58,000
Miscellaneous Revenues	-	5,000,000	642,000	5,000,000	-	-	-	-	-
Total Revenues	9,554,802	14,279,030	10,216,832	15,051,181	10,107,047	10,208,796	10,336,433	10,626,696	10,948,463
Transfers In									
General Fund	120,000	-	-	-	-	-	-		
Total Transfers In	120,000	-	-	-	-	-	-	-	-
Total Sources of Funds	9,172,686	14,599,650	10,885,948	17,324,117	13,354,865	11,622,450	10,627,956	11,152,659	13,223,049
Uses of Funds									
Departments									
Operating									
Indirect Costs	392,034	504,882	504,882	349,542	332,065	340,367	348,876	357,598	366,538
Transit	3,177,260	4,698,793	3,618,133	4,981,330	4,113,849	4,152,563	4,219,170	3,983,278	4,046,664
Capital Expenditures									
4th Street Overpass	148,423	-	1,026	-	-	-	-	-	-
Total Expenditures	3,717,717	5,203,675	4,124,041	5,330,872	4,445,914	4,492,930	4,568,046	4,340,876	4,413,202
Transfers Out									
Highway User Revenue Fund	2,048,153	3,219,405	1,710,013	5,976,656	4,714,784	4,044,884	2,725,634	1,726,284	3,250,084
Beautification Fund	475,000	515,000	515,000	504,000	520,000	535,000	550,000	550,000	550,000
Total Transfers Out	2,523,153	3,734,405	2,225,013	6,480,656	5,234,784	4,579,884	3,275,634	2,276,284	3,800,084
Total Debt Service	2,262,700	2,263,958	2,263,958	2,264,771	2,260,513	2,258,113	2,258,313	2,260,913	2,258,163
Total Use of Funds	8,503,570	11,202,038	8,613,012	14,076,299	11,941,211	11,330,927	10,101,993	8,878,073	10,471,449
Ending Fund Balance	$ 669,116	3,397,612	2,272,936	3,247,818	1,413,654	291,523	525,963	2,274,586	2,751,599

CITY OF FLAGSTAFF
BEAUTIFICATION FUND
FIVE YEAR PLAN 2012-2017

	Actual 2009-2010	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Sources of Funds									
Beginning Fund Balance	$ 4,568,901	3,743,901	4,541,867	4,223,882	1,161,859	1,065,307	856,891	807,739	791,055
Revenues									
BBB Tax Revenue	1,010,130	984,041	1,052,000	1,061,468	1,072,083	1,082,804	1,099,046	1,110,036	1,121,137
Intergovernmental Revenue	688,349	1,784,194	749,386	1,702,949	1,425,255	-	-	-	-
Interest Earnings	43,072	39,060	28,524	37,440	42,230	11,620	10,650	8,570	8,080
Miscellaneous	85	-	-	-	-	-	-	-	-
Total Revenues	1,741,636	2,807,295	1,829,910	2,801,857	2,539,568	1,094,424	1,109,696	1,118,606	1,129,217
Transfers In									
Transportation Tax-STS	475,000	515,000	515,000	504,000	520,000	535,000	550,000	550,000	550,000
Highway User Revenue	-	500,000	500,000	-	-	-	-	-	-
Recreation-BBB Fund	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Total Transfers In	585,000	1,125,000	1,125,000	614,000	630,000	645,000	660,000	660,000	660,000
Total Sources of Funds	6,895,537	7,676,196	7,496,777	7,639,739	4,331,427	2,804,731	2,626,587	2,586,346	2,580,272
Uses of Funds									
Departments									
General Operating	119,569	152,194	152,097	144,620	137,621	140,437	118,322	121,280	124,313
CIP	1,775,028	5,934,815	2,664,761	5,816,059	2,598,868	1,315,000	1,195,000	1,155,000	980,000
Reserves/Contingencies	-	10,000	-	10,000	10,000	10,000	10,000	10,000	10,000
Total Expenditures	1,894,598	6,097,009	2,816,858	5,970,679	2,746,489	1,465,437	1,323,322	1,286,280	1,114,313
Transfers Out									
General Fund	451,260	507,853	456,037	507,201	519,631	482,403	495,526	509,010	522,865
Enviromental Services	7,813	10,000	-	-	-	-	-	-	-
Total Transfers Out	459,073	517,853	456,037	507,201	519,631	482,403	495,526	509,010	522,865
Total Uses of Funds	2,353,670	6,614,862	3,272,895	6,477,880	3,266,120	1,947,839	1,818,848	1,795,290	1,637,177
Ending Fund Balance	$ 4,541,867	1,061,334	4,223,882	1,161,859	1,065,307	856,891	807,739	791,055	943,095

CITY OF FLAGSTAFF
ECONOMIC DEVELOPMENT FUND
FIVE YEAR PLAN 2012-2017

	Actual 2009-2010	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Sources of Funds									
Beginning Fund Balance	$ 554,667	129,222	256,636	108,555	65,374	81,356	97,989	117,993	133,293
Revenue									
BBB Tax Revenue	479,812	467,419	499,700	504,197	509,239	514,332	522,047	527,267	532,540
Incubator Lease	105,424	92,718	44,942	40,020	40,420	40,824	41,233	41,645	42,061
Grant Revenues	4,013	-	-	1,105,000	-	-	-	-	-
Interest Income/Misc Rev.	6,561	1,292	2,566	1,086	654	814	980	1,180	1,333
Total Revenues	595,810	561,429	547,208	1,650,303	550,313	555,970	564,260	570,092	575,934
Transfer In									
MFC Capital Bond Fund	106,297	-	-	17,146					
General Fund	40,057	411,698	264,117	389,000	345,000	345,000	345,000	338,000	337,000
Total Transfer In	146,354	411,698	264,117	406,146	345,000	345,000	345,000	338,000	337,000
Total Sources of Funds	1,296,831	1,102,349	1,067,961	2,165,004	960,687	982,326	1,007,249	1,026,085	1,046,227
Uses of Funds									
Departments									
Administration	82,268	59,742	60,431	60,809	62,450	64,135	65,866	67,643	69,469
Job Site Marketing/Partnerships	-	-	30	-	-	-	-	-	-
Flagstaff 40 Science Fund	50,000	50,000	50,000	50,000	-	-	-	-	-
NACOG	-	4,400	4,400	4,500	4,500	4,500	4,500	4,500	4,500
NAU/CCC	52,640	55,000	48,575	40,000	40,000	40,000	40,000	40,000	40,000
RPI-NAU				25,000	18,000	18,000	18,000	18,000	18,000
Business Ret & Work Force Develop	57,159	67,492	71,581	82,885	83,609	84,340	85,078	85,824	86,577
Incubator Program	316,310	313,201	301,848	260,000	260,400	260,804	261,212	261,624	262,040
ECONA		40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
SEDI	20,000	20,000	20,000	20,000	10,000	10,000	10,000	10,000	10,000
Business Attraction	83,651	105,621	108,363	109,558	110,335	111,120	111,913	112,713	113,522
Partnership Training	300	-	-	-	-	-	-	-	-
Grants	7,530			1,105,000					
Reserve/Contingencies	-	25,000	-	45,000	-	-	-	-	-
Total Expenditures	669,858	740,456	705,228	1,842,752	629,294	632,899	636,569	640,305	644,108
Debt Service									
Debt Service	107,097	254,178	254,178	256,878	250,038	251,438	252,688	252,488	252,488
Total Debt Service	107,097	254,178	254,178	256,878	250,038	251,438	252,688	252,488	252,488
Transfer out									
General Fund	263,240	-	-	-	-	-	-	-	-
Total Transfers Out	263,240	-	-	-	-	-	-	-	-
Total Uses of Funds	1,040,195	994,634	959,406	2,099,630	879,331	884,336	889,256	892,792	896,596
Ending Fund Balance	$ 256,636	107,715	108,555	65,374	81,356	97,989	117,993	133,293	149,632

CITY OF FLAGSTAFF
TOURISM FUND
FIVE YEAR PLAN 2012-2017

	Actual 2009-2010	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2015-2017
Sources of Funds									
Begining Fund Balance	$ 71,413	16,557	82,157	182,391	235,410	323,567	397,101	466,435	518,917
Revenues									
BBB Tax Revenues	1,515,195	1,476,061	1,578,000	1,592,202	1,608,124	1,624,205	1,648,568	1,665,054	1,681,704
Building Rental Revenue	11,240	11,125	11,033	11,125	11,403	11,688	11,980	12,280	12,587
Interest on Investments	412	-	1,400	1,824	2,000	3,000	8,000	9,000	10,000
Visitor Center Retail Sales	72,819	65,047	55,000	57,750	60,638	63,669	66,853	70,195	73,705
Miscellaneous Revenues	22,803	3,587	14,712	14,712	15,080	15,457	15,843	16,239	16,645
Total Revenues	1,622,469	1,555,820	1,660,145	1,677,613	1,697,245	1,718,020	1,751,244	1,772,768	1,794,641
Transfers In									
General Fund	-	100,000	-	-	-	-	-	-	-
Total Transfers In	-	100,000	-	-	-	-	-	-	-
Total Sources of Funds	1,693,882	1,672,377	1,742,302	1,860,004	1,932,655	2,041,586	2,148,345	2,239,203	2,313,558
Uses of Funds									
Departments									
Operating Expenditures	1,602,288	1,552,628	1,550,474	1,559,757	1,596,951	1,635,048	1,674,073	1,714,048	1,754,996
Reserve/Contingencies	-	50,000	-	50,000	-	-	-	-	-
Total Expenditures	1,602,288	1,602,628	1,550,474	1,609,757	1,596,951	1,635,048	1,674,073	1,714,048	1,754,996
Transfers Out									
Library fund				5,400	2,700				
General Fund	9,437	9,437	9,437	9,437	9,437	9,437	7,838	6,238	6,238
Total Transfers Out	9,437	9,437	9,437	14,837	12,137	9,437	7,838	6,238	6,238
Total Uses of Funds	1,611,725	1,612,065	1,559,911	1,624,594	1,609,088	1,644,485	1,681,911	1,720,286	1,761,234
Ending Fund Balance	$ 82,157	60,312	182,391	235,410	323,567	397,101	466,435	518,917	552,324

CITY OF FLAGSTAFF
ARTS AND SCIENCE FUND
FIVE YEAR PLAN 2012-2017
SUMMARY

	Actual 2009-2010	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Sources of Funds									
Beginning Fund Balance	$ 380,934	387,106	351,844	324,674	49,889	52,492	51,137	51,858	51,705
Revenues									
BBB Tax Revenues	378,799	369,015	394,500	398,051	402,031	406,051	412,142	416,263	426,670
Miscellaneous	1,275	-	-	-	-	-	-	-	-
Interest Income	2,987	3,871	3,518	3,247	499	525	511	519	517
Total Revenues	383,061	372,886	398,018	401,298	402,530	406,576	412,653	416,782	427,187
Total Sources of Funds	763,995	759,992	749,862	725,972	452,419	459,067	463,791	468,640	478,892
Uses of Funds									
Departments									
General Operating	24	100	105	100	103	105	108	110	113
Public Art	33,626	269,622	22,258	282,233	40,000	63,000	67,000	72,000	80,000
FCP Administration	68,751	69,825	69,825	69,825	69,825	69,825	69,825	69,825	69,825
Contribution to Other Agencies	309,750	333,000	333,000	313,000	290,000	275,000	275,000	275,000	275,000
To Be Determined by BPAC	-	925	-	925	-	-	-	-	-
Reserve	-	10,000	-	10,000	-	-	-	-	-
Total Expenditures	412,151	683,472	425,188	676,083	399,928	407,930	411,933	416,935	424,938
Total Uses of Funds	412,151	683,472	425,188	676,083	399,928	407,930	411,933	416,935	424,938
Ending Fund Balance	$ 351,844	76,520	324,674	49,889	52,492	51,137	51,858	51,705	53,954

CITY OF FLAGSTAFF
BBB-RECREATION FUND
FIVE YEAR PLAN 2012-2017

	Actual 2009-2010	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Sources of Funds									
Beginning Fund Balance	$ (117,414)	54,573	207,643	514,483	808,793	1,076,013	1,326,452	1,567,943	1,790,712
Revenues									
BBB Tax Revenue	1,666,714	1,623,667	1,735,800	1,751,422	1,768,936	1,786,626	1,813,425	1,831,559	1,849,875
Interest on Investments	548	300	600	2,600	4,000	5,400	6,600	7,800	9,000
Total Revenues	1,667,262	1,623,967	1,736,400	1,754,022	1,772,936	1,792,026	1,820,025	1,839,359	1,858,875
Total Sources of Funds	1,549,848	1,678,540	1,944,043	2,268,505	2,581,729	2,868,039	3,146,477	3,407,302	3,649,587
Uses of Funds									
Transfers Out									
General Fund	1,232,205	1,349,636	1,319,560	1,349,712	1,395,715	1,431,587	1,468,534	1,506,590	1,545,788
Beautification	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Total Transfers Out	1,342,205	1,459,636	1,429,560	1,459,712	1,505,715	1,541,587	1,578,534	1,616,590	1,655,788
Total Uses of Funds	1,342,205	1,459,636	1,429,560	1,459,712	1,505,715	1,541,587	1,578,534	1,616,590	1,655,788
Ending Fund Balance	$ 207,643	218,904	514,483	808,793	1,076,013	1,326,452	1,567,943	1,790,712	1,993,798

CITY OF FLAGSTAFF
REAL ESTATE PROCEEDS FUND
FIVE YEAR PLAN 2012-2017

	Actual 2009-2010	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Sources of Funds									
Beginning Fund Balance	$ 497,521	511,871	512,242	525,934	539,284	552,634	565,984	579,334	592,684
Revenues									
Interest on Investments	14,721	13,350	13,692	13,350	13,350	13,350	13,350	13,350	1,350
Total Revenues	14,721	13,350	13,692	13,350	13,350	13,350	13,350	13,350	1,350
Total Sources of Funds	512,242	525,221	525,934	539,284	552,634	565,984	579,334	592,684	594,034
Uses of Funds									
Total Uses of Funds	-	-	-	-	-	-	-	-	-
Ending Fund Balance	$ 512,242	525,221	525,934	539,284	552,634	565,984	579,334	592,684	594,034

CITY OF FLAGSTAFF
HOUSING AND COMMUNITY SERVICES FUND
FIVE YEAR PLAN 2012-2017

	Actual 2009-2010	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Sources of Funds									
Beginning Fund Balance	$ 1,822,066	1,769,454	1,698,110	1,512,887	509,366	495,366	481,366	467,366	453,366
Revenues									
Intergovernmental Revenues	681,869	1,968,644	1,211,102	1,794,776	1,176,385	1,147,565	1,120,187	1,094,178	1,069,469
Interest on Investments	13,223	-	8,200	-	-	-	-	-	-
Sale of Real Property	34,985	-	483,000	483,000	-	-	-	-	-
Miscellaneous Revenues	79,826	-	29,148	-	-	-	-	-	-
Total Revenues	809,903	1,968,644	1,731,450	2,277,776	1,176,385	1,147,565	1,120,187	1,094,178	1,069,469
Transfers In									
General Fund	229,074	-	-	-	-	-	-	-	-
Total Transfers In	229,074	-	-	-	-	-	-	-	-
Total Sources of Funds	2,861,043	3,738,098	3,429,560	3,790,663	1,685,751	1,642,931	1,601,553	1,561,544	1,522,835
Uses of Funds									
Departments									
Operating Expenditures	1,148,933	3,513,891	1,902,673	3,267,297	1,176,385	1,147,565	1,120,187	1,094,178	1,069,469
Total Expenditures	1,148,933	3,513,891	1,902,673	3,267,297	1,176,385	1,147,565	1,120,187	1,094,178	1,069,469
Transfers Out									
General Fund	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Total Transfers Out	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Total Uses of Funds	1,162,933	3,527,891	1,916,673	3,281,297	1,190,385	1,161,565	1,134,187	1,108,178	1,083,469
Ending Fund Balance	$ 1,698,110	210,207	1,512,887	509,366	495,366	481,366	467,366	453,366	439,366

CITY OF FLAGSTAFF
METRO PLANNING ORGANIZATION FUND
FIVE YEAR PLAN 2011-2017

	Actual 2009-2010	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Sources of Funds									
Beginning Fund Balance	$ 17,068	-	6,047	-	-	-	-	-	-
Revenues									
Intergovernmental Revenue	278,039	514,285	386,622	446,456	267,995	267,995	270,391	270,392	274,133
Miscellaneous Revenues	(11,901)	105,000	5,000	105,000	5,000	5,000	5,000	5,000	5,000
Total Revenues	266,138	619,285	391,622	551,456	272,995	272,995	275,391	275,392	279,133
Transfers In									
General Fund	24,300	22,720	22,720	22,493	22,493	22,493	22,493	22,493	22,493
Total Transfers In	24,300	22,720	22,720	22,493	22,493	22,493	22,493	22,493	22,493
Total Sources of Funds	307,506	642,005	420,389	573,949	295,488	295,488	297,884	297,885	301,626
Uses of Funds									
Departments									
Operating Expenditures	288,452	521,925	400,309	447,633	274,362	274,362	276,587	276,587	280,062
Indirect Grant Cost	13,007	20,080	20,080	26,316	21,126	21,126	21,297	21,298	21,564
Total Expenditures	301,459	542,005	420,389	473,949	295,488	295,488	297,884	297,885	301,626
Contingency	-	100,000	-	100,000	-	-	-	-	-
Total Uses of Funds	301,459	642,005	420,389	573,949	295,488	295,488	297,884	297,885	301,626
Ending Fund Balance	$ 6,047	-	-	-	-	-	-	-	-

CITY OF FLAGSTAFF
GENERAL OBLIGATION BOND FUND
FIVE YEAR PLAN 2012-2017

	Actual 2009-2010	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Sources of Funds									
Beginning Fund Balance	$ 348,355	348,355	348,355	348,355	348,355	348,355	348,355	348,355	348,355
Transfers In									
Secondary Property Tax Fund	3,019,926	3,517,453	3,276,953	4,945,431	7,009,751	8,327,751	8,435,949	8,446,165	8,451,664
Total Transfers In	3,019,926	3,517,453	3,276,953	4,945,431	7,009,751	8,327,751	8,435,949	8,446,165	8,451,664
Total Sources of Funds	3,368,281	3,865,808	3,625,308	5,293,786	7,358,106	8,676,106	8,784,303	8,794,519	8,800,019
Uses of Funds									
Debt Service									
Debt Service	3,019,926	3,517,453	3,276,953	4,945,431	7,009,751	8,327,751	8,435,949	8,446,165	8,451,664
Total Debt Service	3,019,926	3,517,453	3,276,953	4,945,431	7,009,751	8,327,751	8,435,949	8,446,165	8,451,664
Total Uses of Funds	3,019,926	3,517,453	3,276,953	4,945,431	7,009,751	8,327,751	8,435,949	8,446,165	8,451,664
Ending Fund Balance	$ 348,355	348,355	348,355	348,355	348,355	348,355	348,355	348,355	348,355

CITY OF FLAGSTAFF
SECONDARY PROPERTY TAX FUND
FIVE YEAR PLAN 2012-2017

	Actual 2009-2010	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Sources of Funds									
Beginning Fund Balance	$ 2,224,494	2,811,348	3,059,515	5,234,043	4,719,735	4,363,302	3,021,000	1,919,282	1,173,510
Revenues									
Secondary Property Taxes	7,620,317	7,228,554	7,228,554	6,620,618	6,620,618	6,951,649	7,299,231	7,664,192	8,047,402
Interest Revenue	35,985	30,500	34,602	31,600	32,700	33,800	35,000	36,200	37,500
Total Revenues	7,656,302	7,259,054	7,263,156	6,652,218	6,653,318	6,985,449	7,334,231	7,700,392	8,084,902
Total Sources of Funds	9,880,796	10,070,402	10,322,671	11,886,261	11,373,053	11,348,751	10,355,231	9,619,674	9,258,412
Uses of Funds									
Transfers Out									
G. O. Bond Fund	3,019,926	3,517,453	3,276,953	4,945,431	7,009,751	8,327,751	8,435,949	8,446,165	8,451,664
Utilities	3,801,355	1,811,675	1,811,675	2,221,095	-	-	-	-	-
Total Transfers Out	6,821,281	5,329,128	5,088,628	7,166,526	7,009,751	8,327,751	8,435,949	8,446,165	8,451,664
Total Uses of Funds	6,821,281	5,329,128	5,088,628	7,166,526	7,009,751	8,327,751	8,435,949	8,446,165	8,451,664
Ending Fund Balance	$ 3,059,515	4,741,274	5,234,043	4,719,735	4,363,302	3,021,000	1,919,282	1,173,510	806,748

CITY OF FLAGSTAFF
SPECIAL ASSESSMENT BOND FUND
FIVE YEAR PLAN 2012-2017

	Actual 2009-2010	Budget 2010-1011	Estimate 2010-2011	Budget 2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Sources of Funds									
Beginning Fund Balance	$ 195,182	99,122	98,895	98,895	97,295	97,295	97,295	97,295	97,295
Revenues									
Special Assessments	1,402,250	1,403,625	1,403,625	1,398,875	1,402,875	1,400,500	1,401,750	1,396,625	1,400,000
Interest on Investments	1,351	2,000	2,000	2,000	-	-	-	-	-
Total Revenues	1,403,601	1,405,625	1,405,625	1,400,875	1,402,875	1,400,500	1,401,750	1,396,625	1,400,000
Total Sources of Funds	1,598,783	1,504,747	1,504,520	1,499,770	1,500,170	1,497,795	1,499,045	1,493,920	1,497,295
Uses of Funds									
Departments									
Debt Service	1,499,888	1,405,625	1,405,625	1,402,475	1,402,875	1,400,500	1,401,750	1,396,625	1,400,000
Total Debt Service	1,499,888	1,405,625	1,405,625	1,402,475	1,402,875	1,400,500	1,401,750	1,396,625	1,400,000
Total Uses of Funds	1,499,888	1,405,625	1,405,625	1,402,475	1,402,875	1,400,500	1,401,750	1,396,625	1,400,000
Ending Fund Balance	$ 98,895	99,122	98,895	97,295	97,295	97,295	97,295	97,295	97,295

CITY OF FLAGSTAFF
PERPETUAL CARE FUND
FIVE YEAR PLAN 2012-2017

	Actual 2009-2010	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Sources of Funds									
Beginning Fund Balance	$ 130,398	157,042	150,776	179,140	200,704	222,699	245,134	268,018	291,359
Revenues									
Contributions	19,135	12,734	27,340	19,518	19,908	20,306	20,712	21,127	21,549
Interest on Investments	1,243	2,016	1,024	2,046	2,087	2,129	2,171	2,215	2,259
Total Revenues	20,378	14,750	28,364	21,564	21,995	22,435	22,884	23,341	23,808
Total Sources of Funds	150,776	171,792	179,140	200,704	222,699	245,134	268,018	291,359	315,168
Uses of Funds									
Departments									
Operating Expenditures	-	-	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-	-	-
Total Uses of Funds	-	-	-	-	-	-	-	-	-
Ending Fund Balance	$ 150,776	171,792	179,140	200,704	222,699	245,134	268,018	291,359	315,168

CITY OF FLAGSTAFF
CAPITAL PROJECTS FUND
SPECIAL IMPROVEMENT DISTRICT
ASPEN AT SAWMILL
FIVE YEAR PLAN 2012-2017

	Actual 2009-2010	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Sources of Funds									
Beginning Fund Balance	$ -	26,210	46,330	-	-	-	-	-	-
Revenues									
Interest Income	3,531	-	-	-	-	-	-	-	-
Developer Proceeds	490,160	-	-	-	-	-	-	-	-
Misc Revenue	-	-	72,170	-	-	-	-	-	-
Total Revenues	493,691	-	72,170	-	-	-	-	-	-
Total Sources of Funds	493,691	26,210	118,500	-	-	-	-	-	-
Uses of Funds									
Expenditures									
Aspen at Sawmill	447,361	26,210	118,500	-	-	-	-	-	-
Total Capital Expenditures	447,361	26,210	118,500	-	-	-	-	-	-
Total Uses of Funds	447,361	26,210	118,500	-	-	-	-	-	-
Ending Fund Balance	$ 46,330	-	-	-	-	-	-	-	-

CITY OF FLAGSTAFF
CAPITAL PROJECTS FUND
MUNICIPAL FACILITIES CORP
FIVE YEAR PLAN 2012-2017

	Actual 2009-2010	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Sources of Funds									
Beginning Fund Balance	$ (3,196,730)	49,204	2,912	(16,338)	17,567,876	4,760,516	987,016	997,016	7,016
Revenues									
MFC Bond Proceeds	3,409,304	4,600,000	-	23,020,000	-	-	2,500,000	9,000,000	-
Interest Income	48	87,000	-	2,000	176,000	48,000	10,000	10,000	-
Miscellaneous Revenues	1,554	-	-	-	-	-	-	-	-
Total Revenues	3,410,906	4,687,000	-	23,022,000	176,000	48,000	2,510,000	9,010,000	-
Total Sources of Funds	214,176	4,736,204	2,912	23,005,662	17,743,876	4,808,516	3,497,016	10,007,016	7,016
Uses of Funds									
Expenditures									
USGS Miscellaneous Buildings	-	1,578,000	19,250	5,420,640	12,983,360	3,821,500	-	10,000,000	-
USGS Office/Lab Building	211	-	-	-	-	-	-	-	-
Business Incubator	104,756	-	-	-	-	-	-	-	-
Incubator Expansion	-	2,500,000	-	-	-	-	2,500,000	-	-
Science Park Sewermain	-	500,000	-	-	-	-	-	-	-
Total Capital Expenditures	104,967	4,578,000	19,250	5,420,640	12,983,360	3,821,500	2,500,000	10,000,000	-
Transfers Out									
Economic Development	106,297	-	-	17,146	-	-	-	-	-
Total Uses of Funds	211,264	4,578,000	19,250	5,437,786	12,983,360	3,821,500	2,500,000	10,000,000	-
Ending Fund Balance	$ 2,912	158,204	(16,338)	17,567,876	4,760,516	987,016	997,016	7,016	7,016

CITY OF FLAGSTAFF
GENERAL OBLIGATION BOND FUND
FIVE YEAR PLAN 2012-2017

	Actual 2009-2010	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Sources of Funds									
Beginning Fund Balance	$ 348,355	348,355	348,355	348,355	348,355	348,355	348,355	348,355	348,355
Transfers In									
Secondary Property Tax Fund	3,019,926	3,517,453	3,276,953	4,945,431	7,009,751	8,327,751	8,435,949	8,446,165	8,451,664
Total Transfers In	3,019,926	3,517,453	3,276,953	4,945,431	7,009,751	8,327,751	8,435,949	8,446,165	8,451,664
Total Sources of Funds	3,368,281	3,865,808	3,625,308	5,293,786	7,358,106	8,676,106	8,784,303	8,794,519	8,800,019
Uses of Funds									
Debt Service									
Debt Service	3,019,926	3,517,453	3,276,953	4,945,431	7,009,751	8,327,751	8,435,949	8,446,165	8,451,664
Total Debt Service	3,019,926	3,517,453	3,276,953	4,945,431	7,009,751	8,327,751	8,435,949	8,446,165	8,451,664
Total Uses of Funds	3,019,926	3,517,453	3,276,953	4,945,431	7,009,751	8,327,751	8,435,949	8,446,165	8,451,664
Ending Fund Balance	$ 348,355	348,355	348,355	348,355	348,355	348,355	348,355	348,355	348,355

CITY OF FLAGSTAFF
WATER AND WASTEWATER FUND
FIVE YEAR PLAN 2012-2017

	Actual 2009-2010	Budget 2010-2011	Estimated 2010-2011	Budget 2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Sources of Funds									
Beginning Fund Balance	$6,192,485	6,218,265	6,712,604	9,703,557	5,509,578	5,453,405	5,416,586	4,616,088	2,653,423
Revenues									
Intergovernmental	622,572	302,553	163,646	4,564,000	-	-	-	-	-
Water Revenues	10,840,239	10,403,400	10,999,470	12,225,067	12,936,871	13,704,310	14,138,705	14,280,100	14,422,900
Wastewater Revenues	7,817,924	7,151,500	7,914,140	9,346,057	9,676,538	10,005,146	10,160,731	10,262,300	10,364,800
Interest Revenues	45,325	121,000	26,000	40,000	69,000	68,000	67,500	57,500	33,000
Bond Proceeds	1,268,493	2,672,826	3,659,052	2,999,000	450,000	-	-	-	-
Miscellaneous Revenues	37,120	-	-	-	-	-	-	-	-
Total Revenues	20,631,673	20,651,279	22,762,308	29,174,124	23,132,409	23,777,456	24,366,936	24,599,900	24,820,700
Transfers In									
Debt Service Fund	3,801,355	1,811,675	1,811,675	2,221,095	-	-	-	-	-
Total Transfers In	3,801,355	1,811,675	1,811,675	2,221,095	-	-	-	-	-
Total Sources of Funds	30,625,513	28,681,219	31,286,587	41,098,776	28,641,987	29,230,861	29,783,522	29,215,988	27,474,123
Uses of Funds									
Departments									
Operating Expenditures	9,127,254	10,289,972	10,094,486	10,671,269	10,441,400	10,545,800	10,651,200	10,757,600	10,865,200
Indirect Costs	2,165,598	2,289,737	2,289,737	2,187,869	2,078,500	2,130,500	2,183,800	2,238,400	2,294,400
Capital Expenditures	7,808,407	4,460,983	909,917	12,003,090	4,550,000	6,975,000	8,250,000	9,560,000	7,624,000
Reserves/Contingencies	41,751	1,400,000	45,000	2,200,000	-	-	-	-	-
Total Expenditures	19,143,010	18,440,692	13,339,140	27,062,228	17,069,900	19,651,300	21,085,000	22,556,000	20,783,600
Debt Service									
Bonds	2,811,334	6,371,846	6,274,421	6,548,081	5,960,888	4,005,181	4,003,537	4,006,565	3,878,623
Total Debt Service	2,811,334	6,371,846	6,274,421	6,548,081	5,960,888	4,005,181	4,003,537	4,006,565	3,878,623
Transfers Out									
General Fund	1,958,565	1,969,469	1,969,469	1,978,889	157,794	157,794	78,897	-	-
Total Transfers Out	1,958,565	1,969,469	1,969,469	1,978,889	157,794	157,794	78,897	-	-
Total Uses of Funds	23,912,909	26,782,007	21,583,030	35,589,198	23,188,582	23,814,275	25,167,434	26,562,565	24,662,223
Ending Fund Balance	$ 6,712,604	1,899,212	9,703,557	5,509,578	5,453,405	5,416,586	4,616,088	2,653,423	2,811,900

CITY OF FLAGSTAFF
AIRPORT FUND
FIVE YEAR PLAN 2012-2017

	Actual 2009-2010	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Sources of Funds									
Beginning Fund Balance	$ 4,130	1,335	234,502	323,291	269,261	211,140	147,004	149,501	150,391
Revenues									
Intergovernmental Revenues	311,111	9,658,831	881,077	9,360,284	3,609,235	2,890,601	1,306,065	8,061,391	-
Airport Revenues	1,338,070	1,442,679	1,321,518	1,377,201	1,383,307	1,406,715	1,429,113	1,432,840	1,447,263
Interest Revenue	4,943	2,539	990	6,466	5,385	4,223	2,940	2,990	3,008
Recovery of Indirect Costs	17,951	364,524	22,586	357,225	198,381	174,428	38,700	394,310	-
Miscellaneous Revenues	3,608	3,000	492	3,000	3,000	3,000	3,000	3,000	3,000
Passenger Facility Charges	317,791	200,000	160,000	170,000	200,000	200,000	200,000	200,000	200,000
Loan/Lease Proceeds	-	-	-	-	-	-	-	-	-
Total Revenues	1,993,474	11,671,573	2,386,663	11,274,176	5,399,308	4,678,967	2,979,818	10,094,531	1,653,271
Transfers In									
General Fund-Operating	301,000	-	161,000	-	-	34,000	237,000	-	321,000
General Fund-Capital	(223,000)	63,000	58,000	309,000	219,000	161,000	110,000	324,000	-
Total Transfers In	78,000	63,000	219,000	309,000	219,000	195,000	347,000	324,000	321,000
Total Sources of Funds	2,075,604	11,735,908	2,840,165	11,906,467	5,887,569	5,085,107	3,473,822	10,568,032	2,124,662
Uses of Funds									
Departments									
Operating Expenditures	1,093,937	1,137,924	1,095,690	1,723,676	1,161,650	1,190,690	1,220,460	1,250,970	1,282,240
Indirect Cost	338,543	364,524	364,524	357,225	366,156	375,310	384,692	394,310	404,168
Capital Expenditures	88,370	9,745,625	736,407	9,098,053	3,828,370	3,051,850	1,415,700	8,485,675	-
Total Expenditures	1,520,850	11,248,073	2,196,621	11,178,954	5,356,176	4,617,850	3,020,852	10,130,955	1,686,408
Debt Service									
Leases	231,736	231,736	231,736	231,736	231,736	231,736	231,736	231,736	231,736
Loans	54,949	54,950	54,950	54,949	54,950	54,950	54,950	54,950	54,950
Total Debt Service	286,685	286,686	286,686	286,685	286,686	286,686	286,686	286,686	286,686
Total Expenditures	1,807,535	11,534,759	2,483,307	11,465,639	5,642,862	4,904,536	3,307,538	10,417,641	1,973,094
Transfers Out									
General Fund	33,567	199,567	33,567	171,567	33,567	33,567	16,784	-	-
Total Transfers Out	33,567	199,567	33,567	171,567	33,567	33,567	16,784	-	-
Total Uses of Funds	1,841,102	11,734,326	2,516,874	11,637,206	5,676,429	4,938,103	3,324,322	10,417,641	1,973,094
Ending Fund Balance	$ 234,502	1,582	323,291	269,261	211,140	147,004	149,501	150,391	151,568

CITY OF FLAGSTAFF
ENVIRONMENTAL SERVICE FUND
FIVE YEAR PLAN 2012-2017

	Actual 2009-2010	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Sources of Funds									
Beginning Fund Balance	$ 4,057,080	4,540,071	4,464,005	4,978,882	1,983,464	2,166,131	945,242	1,547,846	983,512
Revenues									
Environmental Services Revenues	10,932,880	10,809,131	11,721,935	11,766,083	11,909,034	12,058,843	12,225,462	12,395,923	13,854,307
Intergovernmental Revenues	86,623	517,958	333,437	472,710	-	-	-	-	-
Other Financing Sources	291,281	-	-	8,200,000	300,000	2,000,000	-	-	300,000
Interest on Investments	51,316	36,000	29,448	36,900	37,823	38,769	39,738	40,731	41,749
Miscellaneous Revenues	86,968	-	75,000	2,000,000	-	-	-	-	-
Total Revenues	11,449,068	11,363,089	12,159,820	22,475,693	12,246,857	14,097,612	12,265,200	12,436,654	14,196,056
Transfers In									
Beautification Fund	7,813	10,000	-	-	-	-	-	-	-
Total Transfers In	7,813	10,000	-	-	-	-	-	-	-
Total Sources of Funds	15,513,961	15,913,160	16,623,825	27,454,575	14,230,321	16,263,743	13,210,442	13,984,500	15,179,568
Uses of Funds									
Departments									
Operating Expenditures	8,071,878	9,516,527	8,973,050	9,209,826	8,913,122	9,095,110	9,299,751	9,508,997	9,722,949
Indirect Costs	1,565,079	1,442,132	1,442,132	1,386,635	1,421,301	1,456,834	1,485,971	1,515,690	1,546,004
Capital Expenditures	786,722	1,947,270	1,122,579	14,065,197	1,618,515	4,653,470	769,320	1,711,243	3,599,348
Reserves/Contingencies	111,393	500,000	-	500,000	-	-	-	-	-
Total Expenditures	10,535,072	13,405,929	11,537,761	25,161,658	11,952,938	15,205,414	11,555,042	12,735,930	14,868,301
Debt Service									
Bonds	-	-	-	200,000	-	-	-	163,000	163,000
Total Debt Service	-	-	-	200,000	-	-	-	163,000	163,000
Transfers out:									
General Fund	223,603	109,480	107,182	109,453	111,252	113,087	107,554	102,058	104,006
Capital Projects Fund	291,281	-	-	-	-	-	-		
Total Transfers Out	514,884	109,480	107,182	109,453	111,252	113,087	107,554	102,058	104,006
Total Uses of Funds	11,049,956	13,515,409	11,644,943	25,471,111	12,064,190	15,318,501	11,662,596	13,000,988	15,135,307
Ending Fund Balance (1)	$ 4,464,005	2,397,751	4,978,882	1,983,464	2,166,131	945,242	1,547,846	983,512	44,261

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

CITY OF FLAGSTAFF
STORMWATER UTILITY FUND
FIVE YEAR PLAN 2012-2017

	Actual 2009-2010	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Sources of Funds									
Beginning Fund Balance	$ 540,661	656,859	870,866	686,799	445,713	454,468	470,344	460,702	423,913
Revenues									
Stormwater Revenues	1,320,241	1,406,262	1,406,262	1,414,390	1,477,367	1,499,534	1,499,534	1,499,534	1,499,534
User Fees	34,773	29,989	29,600	29,896	30,643	31,409	32,195	33,000	33,825
Permits	705	600	600	606	621	637	653	669	686
Grants	1,488	8,400	8,400	-	-	-	-	-	-
Interest Earnings	3,556	2,693	4,800	13,736	8,914	9,089	9,407	9,214	8,478
Misc	99	-	-	-	-	-	-	-	-
Total Revenues	1,360,862	1,447,944	1,449,662	1,458,628	1,517,546	1,540,670	1,541,789	1,542,417	1,542,523
Transfers in									
General Fund	2,095,926	4,650,222	967,202	4,335,981	-	-	-	-	-
Total Transfers in	2,095,926	4,650,222	967,202	4,335,981	-	-	-	-	-
Total Sources of Funds	3,997,449	6,755,025	3,287,730	6,481,408	1,963,258	1,995,138	2,012,132	2,003,119	1,966,435
Uses of Funds									
Departments									
Operating Expenditures	672,145	605,691	600,405	580,408	594,677	609,299	624,280	639,632	655,362
Indirect Costs	132,623	132,370	132,370	108,101	110,804	113,574	116,413	119,323	122,306
Capital Expenditures	2,143,281	5,432,504	1,532,741	4,952,724	410,000	400,000	400,000	400,000	400,000
Reserves/Contingencies	3,314	10,000	-	10,000	-	-	-	-	-
Total Expenditures	2,951,363	6,180,565	2,265,516	5,651,233	1,115,481	1,122,872	1,140,693	1,158,955	1,177,668
Transfers Out									
General Fund	73,312	79,780	79,780	80,578	81,384	82,198	83,020	83,850	84,688
HURF	101,909	298,887	255,634	303,883	311,926	319,724	327,717	336,402	345,317
Total Transfers Out	175,221	378,667	335,414	384,461	393,310	401,922	410,737	420,252	430,005
Total Uses of Funds	3,126,584	6,559,232	2,600,930	6,035,694	1,508,791	1,524,794	1,551,430	1,579,207	1,607,674
Ending Fund Balance	$ 870,865	195,793	686,799	445,714	454,468	470,344	460,702	423,913	358,762

CITY OF FLAGSTAFF
FLAGSTAFF HOUSING AUTHORITY FUNDS
FIVE YEAR PLAN 2012-2017

	Actual 2009-2010	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Sources of Funds									
Beginning Fund Balance	891,528	636,248	883,033	1,227,864	1,239,989	1,252,239	1,264,610	1,277,103	1,289,721
Revenues									
Dwelling Rental and Other Tenant Inc	1,133,443	1,141,000	1,140,896	1,136,949	1,148,319	1,159,802	1,171,400	1,183,114	1,194,945
HUD Operating Grants	$ 1,023,573	1,015,518	1,071,414	1,086,281	1,097,452	1,107,845	1,060,181	1,070,783	1,081,490
HAP Funding	2,882,230	2,883,925	2,883,925	4,080,664	3,139,751	3,171,148	3,202,860	3,234,888	3,267,237
Capital Funds	615,478	614,862	850,000	558,210	563,792	569,430	575,125	580,876	586,685
Investment Income	433	-	-	-	-	-	-	-	-
Other Income (including Port Pass Th	288,316	282,359	552,859	550,471	555,976	561,535	567,151	572,822	578,551
Management Fee Earned	39,389	38,798	34,136	41,850	42,269	42,691	43,118	43,549	43,985
Total Revenues	5,982,862	5,976,462	6,533,230	7,454,425	6,547,559	6,612,451	6,619,835	6,686,032	6,752,893
Total Sources of Funds	6,874,390	6,612,710	7,416,263	8,682,289	7,787,548	7,864,690	7,884,445	7,963,135	8,042,614
Uses of Funds									
Administration	823,104	891,194	945,708	1,039,462	976,700	986,031	951,856	961,375	970,988
Tenant Services	30,801	54,425	54,925	46,925	47,394	47,868	48,347	48,830	49,319
Utilities	353,868	339,578	341,862	339,578	342,973	346,403	349,868	353,367	356,900
Maintenance	363,721	543,525	547,103	579,406	585,200	591,052	596,962	602,931	608,961
General Expenses									
Housing Assistance Payments	3,282,707	2,883,925	2,883,925	4,008,664	3,139,751	3,171,148	3,202,860	3,234,888	3,267,237
Employee Benefits	292,686	421,465	386,516	441,660	446,820	451,143	440,948	445,357	449,811
Insurance	97,091	86,176	83,290	75,604	76,360	77,123	77,895	78,674	79,460
Other General Expenses	38,889	-	2,728	263,440	266,074	268,735	271,422	274,137	276,878
Payments in Lieu of Taxes	75,968	80,342	80,342	77,351	78,125	78,906	79,695	80,492	81,297
Bad Debt - Tenant Rents	17,044	12,000	12,000	12,000	12,120	12,241	12,364	12,487	12,612
Total General Expenses	3,804,385	3,483,908	3,448,801	4,878,719	4,019,250	4,059,296	4,085,184	4,126,035	4,167,295
Total Expenditures	5,375,879	5,312,630	5,338,399	6,884,090	5,971,517	6,030,650	6,032,217	6,092,538	6,153,463
Capital Expenditures	615,478	614,862	850,000	558,210	563,792	569,430	575,125	580,876	586,685
Total Use of Funds	5,991,357	5,927,492	6,188,399	7,442,300	6,535,309	6,600,080	6,607,342	6,673,414	6,740,148
Ending Fund Balance	$ 883,033	685,218	1,227,864	1,239,989	1,252,239	1,264,610	1,277,103	1,289,721	1,302,466

CITY OF FLAGSTAFF
SUMMARY OF ALL FISCAL ACTIVITY
FISCAL YEARS 2011 AND 2012
(WITH ACTUALS FOR FISCAL YEAR 2010)

	Actual 2009-2010	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012
Sources of Funds				
Total Beginning Fund Balance	$ 41,653,626	41,724,665	48,534,055	63,029,754
Flag. Hsg. Authority Beg. Fund Balanc	-	623,248	883,033	-
Revenues	131,241,785	206,468,976	144,298,257	210,672,269
Total Funds Available	172,895,411	248,816,889	192,832,312	273,702,023
Use of Funds				
Departments				
General Administration	7,217,598	8,496,243	7,660,083	8,463,745
Management Services	2,992,888	3,070,118	2,954,173	3,051,139
Community Development	6,423,684	16,217,370	13,357,458	17,478,458
Fire	9,658,929	9,419,450	9,251,000	9,073,711
Police	16,025,553	16,251,615	15,685,947	16,660,174
Public Works	21,949,353	23,907,743	20,787,022	37,065,450
Economic Vitality	5,391,883	18,024,970	6,715,442	17,972,194
Community Enrichment	9,482,689	13,909,275	9,898,159	10,593,879
Utilities	19,750,722	20,789,150	13,137,549	28,207,491
Non-Departmental	9,538,634	10,774,000	8,220,067	11,152,745
Contingency	200,706	3,805,000	845,000	5,722,000
Total Departments	108,632,639	144,664,934	108,511,900	165,440,986
Debt Service				
G.O. Bonds	3,019,926	3,517,453	3,276,953	4,945,431
Capital Leases	483,938	549,680	472,658	472,658
4th Street	2,262,700	2,263,958	2,263,958	2,264,771
Street & Highway Revenue Bonds	1,899,070	2,360,118	2,360,118	2,371,479
Economic Development	107,097	254,178	254,178	256,878
Airport	286,685	286,686	286,686	286,685
Environmental Services	-	-	-	-
Special Assessment Districts	1,499,888	1,405,625	1,405,625	1,402,475
USGS	463,854	1,886,851	466,852	1,675,926
Utilities	2,811,334	6,371,846	6,274,421	6,548,081
Total Debt Service	12,834,492	18,896,395	17,061,449	20,224,384
Other Activities				
Capital Projects Bond Funds	2,894,224	19,091,199	5,112,242	31,964,784
Total Other Activities	2,894,224	19,091,199	5,112,242	31,964,784
Total Appropriations	124,361,355	182,652,528	130,685,591	217,630,154
Excess (Deficiency) of Revenues over Appropriations	6,880,430	23,816,448	13,612,666	(6,957,885)
Ending Fund Balances				
General Fund	18,029,415	5,656,587	15,534,315	6,428,863
Special Revenue Funds:				
Library	783,153	222,090	540,180	286,440
HURF	2,258,730	668,197	1,475,135	1,361,276
Transportation	669,116	3,397,612	2,272,936	3,247,818
Beautification	4,541,867	1,061,334	4,223,882	1,161,859
Economic Development	256,636	107,715	108,555	65,374
Tourism	82,157	60,312	182,391	235,410
Arts & Science	351,844	76,520	324,674	49,889
Recreation	207,643	218,904	514,483	808,793
Real Estate Proceeds	512,242	525,221	525,934	539,284
Housing and Community Svc	1,698,110	210,207	1,512,887	509,366
Metro Planning Org	6,047	-	-	-
Debt Service Funds:				
G.O. Bond Fund	348,355	348,355	348,355	348,355
Sec. Property Tax	3,059,515	4,741,274	5,234,043	4,719,735
Special Assessment	98,895	99,122	98,895	97,295

CITY OF FLAGSTAFF
SUMMARY OF ALL FISCAL ACTIVITY
FISCAL YEARS 2011 AND 2012
(WITH ACTUALS FOR FISCAL YEAR 2010)

	Actual 2009-2010	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012
Capital Projects Funds:				
Special Improvement District	$ 46,330	-	-	-
Municipal Facilities Corp	2,912	158,204	(16,338)	17,567,876
G.O. Bonds	3,148,336	43,261,360	13,049,894	8,995,525
Permanent Funds				
Perpetual Care	150,776	171,792	179,140	200,704
Enterprise Funds:				
Utilities				
Operating	6,712,604	1,899,212	9,703,557	5,509,578
Airport				
Operating	234,502	1,582	323,291	269,261
Environmental Services	4,464,005	2,397,751	4,978,882	1,983,464
Stormwater Utility	870,865	195,793	686,799	445,714
Flagstaff Housing Authority	-	685,217	1,227,864	1,239,990
Total Ending Fund Balance	$ 48,534,055	66,164,361	63,029,754	56,071,869

GENERAL ADMINISTRATION DIVISION MISSION

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

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

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

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

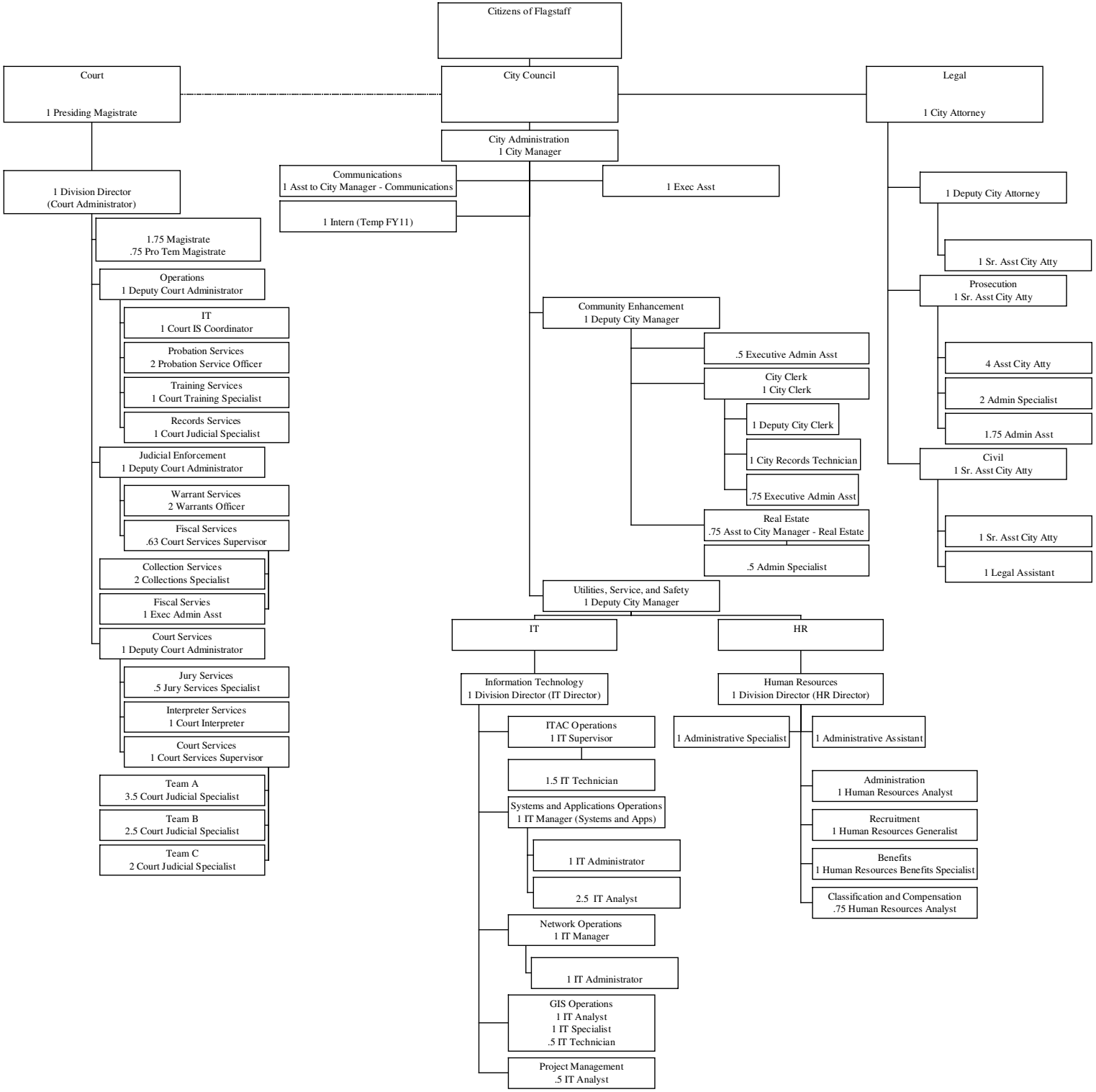
The mission of the **City Attorney's Office** is to prosecute misdemeanor crimes occurring in the City and to provide high quality legal services to the Mayor, City Council and City departments in an ethical, timely, and cost effective manner.

The mission of the **Information Technology Division** is to enable City staff to make informed decisions by providing: The desktop, network, server, electronic storage and telephony infrastructure technology that provides access to the City's available electronic data and geographical information; Helpdesk services, 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 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 **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.

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

FY 10 ACCOMPLISHMENTS

Council Goals:

- ✓ Housing – 3 Izabel Homes complete & Ridge at Clear Creek
- ✓ Facilities & Basic Services – Fort Tuthill Well brought online
- ✓ Public Safety – Crime rate is down and Repeat Offender Program Enhancement (ROPE) program successful.
- ✓ Sustainability – Greenhouse Gas emissions down & development of Power Purchasing Agreement.
- ✓ Family, Youth & Community – Event turnout is up and event costs are down.
- ✓ Fiscal Health – Successful sales tax & BBB renewals.

Other Accomplishments:

- ✓ Developed ECONA
- ✓ Effective emergency management of 54" snow storm, Hardy Fire, Shultz Fire and subsequent flooding.
- ✓ Reconstruction of Jay Lively Ice Rink
- ✓ Successful passage of Police Radio Communication Bond
- ✓ Successful passage of the Streets & Utilities Bond
- ✓ Achievement of state and federal agendas.
  - o Protection of state shared revenues
  - o Rio de Flag funding
  - o CDBG fully funded
- ✓ Reformatted CityScape.
- ✓ Significant progress on the Land Development Code
- ✓ Numerous public meetings/presentations on sales tax, BBB, franchise tax, and bond issues.

FY 11 NEW INITIATIVES AND GOALS

- ➢ Sign on to Little Colorado River water settlement.
- ➢ Sell Sawmill South properties for value of debt.
- ➢ Power Purchasing Agreement awarded & design stage complete.
- ➢ Adopt Land Development Code Rewrite
- ➢ Successful recruitment of two Deputy City Managers.
- ➢ Substantial progresses towards a snow play area(s).
- ➢ NACET & Science Park expansion
- ➢ Continue to construct Rio de Flag flood control project.
- ➢ Second Airline
- ➢ Achieve state and federal agendas
  - o Rio de Flag
  - o Forest health funding
  - o Expanded air service destinations

PERFORMANCE MEASURES

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

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
Evaluation By Council	Substantial	Substantial	Substantial	Substantial

Council Priority: Family, Youth & Community
Goal: Flagstaff citizens participate in community activities and decision making opportunities because they have access to information about these activities and opportunities.
Objective: Outreach and information dissemination by the City will increase citizen knowledge and involvement in the community.
Type of Measure: Program Effectiveness
Tool: Citizen Survey, Voter Turnout, # of Public Meetings, # of public present at public meetings, Cityscape pages
Frequency: Annually
Scoring: Increase, Decrease
Trend: ↔

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
Survey Results	N/A	Increase	N/A	N/A
Voter Turnout %	45.62%*	Increase (46%)	Increase (61.5%)*	Increase
# of Public Meetings	N/A	54	Increase	Increase
# of public present at public meetings	N/A	N/A	Increase	Increase
# of increased Cityscape pages	2	Decrease (1)	Increase (2)	Increase (3)**

* These elections were combined polling place elections with the State.
** Budget restrictions require the # of Cityscape publications to reduce to 3 per year

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 11 ACCOMPLISHMENTS

- ✓ Completed Phase I Property Acquisition & Easements for the Rio De Flag Project
- ✓ Assisted in the Sawmill South Aspen Place Land Disposition
- ✓ Completion of Purchase of Bow and Arrow Park
- ✓ Solicited Appraisal Services for the Flagstaff Pulliam Airport Runway Protection Zone Acquisition
- ✓ Completed various Capital Improvement Program property acquisitions
- ✓ Provided Management of City owned property
- ✓ Worked on politically sensitive, high profile projects with City Management

FY 12 NEW INITIATIVES AND GOALS

- ➢ Continue work with Rio De Flag Project property acquisition
- ➢ Continue work on politically sensitive, high profile projects with City Management
- ➢ U.S. Geological Survey property expansion for approximately $23 million
- ➢ Complete Fire Station 7 property sale
- ➢ Assist in grant application preparation for the Flagstaff Pulliam Airport Runway Protection Zone Acquisition for approximately $3 million
- ➢ Assist Economic Vitality Division with the Auto Mall Expansion
- ➢ Marketing of available of city-owned property available at the Flagstaff Pulliam Airport Airpark

PERFORMANCE MEASURES

Council Priority: Effective Governance
Goal: Flood Control Improvements
Objective: Acquire right of way and easements for Rio De Flag
Type of Measure: Output
Tool: Process
Frequency: Per project term
Scoring: 90%
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Complete acquisition of right of way – Phase 1	90%	90%	100%	100%
Complete acquisition of right of way & easements – Phase 2	NA	NA	15%	20%

Council Priority: **Livability through good neighborhoods, affordable housing and varied recreational activities**
Goal: Open Space & FUTS
Objective: Acquire Open Space & FUTS easements
Type of Measure: Output
Tool: Process
Frequency: Per project term
Scoring: 95%
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Complete acquisitions & easements	90%	90%	95%	95%

MISSION

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

PROGRAM DESCRIPTION

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

FY 11 ACCOMPLISHMENTS

- ✓ Implemented Council's new Rules of Procedure
- ✓ Processed meet and confer Referendum
- ✓ Supported the Bond Advisory Task Force
- ✓ Conducted primary, general, and Special Bond Authorization elections
- ✓ Implemented a new recording system for Council meetings.
- ✓ Formalized Section's Procedures Manual
- ✓ Attended Elections Training
- ✓ Participated in zoning code update
- ✓ Hired two new staff members

FY 12 NEW INITIATIVES AND GOALS

- ➢ Conduct March and May primary and general elections
- ➢ Reorganize Work Programs and Responsibilities
- ➢ Finalize Organizational Policies
- ➢ Finalize Board and Commission Member Handbook Update

PERFORMANCE MEASURES

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

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
The number of commissioners attending training	44	28	10	40
The number of commissioners who have been trained	110	98	103	110
The number of commissioners who need to attend training	69	63	51	40
Ratings from Training	86.3% rated at 4 or higher; 54.5% rated at 5	92% at a 4 or higher; 33-1/3% rated at 5	87.5% rated at a 4 or higher; 37.5% rated at 5	60% at 4 or higher.

The Clerk's Office conducted one board and commission member training session. We can accommodate 24 commissioners during training, or a total of 48 in two sessions. In the only session this year, 10 individuals attended training and only 8 feedback cards were submitted. Even with a small group giving feedback, ratings and feedback were consistent with the percentages from previous years. Again comments, for the most part were very positive with praise like, "Great examples!", "Good presentation. Good example relating to the subjects." "Good discussion." "You are both great assets to the City. Thank you." "Illustrations and examples of cases were excellent." Constructive feedback for improvement centered mostly around the theme of sticking to topic and less reading from slides.

Once again, feedback was positive and tells us that we are, for the most part, hitting the mark with the information we are trying to convey. Unanimously, the classes were viewed as helpful, informative, and easy to understand. About one-third of the participants felt the length of the session is just right, one-third; too short; and one-third, too long. 87.5% of the participants rated the training sessions as a 4 or higher and 37.5% of the respondents gave the highest rating of 5 to the training with 50% rating it as a 4. No one rated the training lower than a 3.

These results fell off a little this year, but are still above the goal set. We will use comments received from the participants to improve our sessions and see if we can nudge the ratings back upward.

Council Priority: **Family, Youth, and Community, Fiscal Health, Facilities and Basic Services**
Goal: Elections
Objective: To conduct effective elections; increase voter turnout; increase probability of passage of ballot issues.
Type of Measure: Voter Turnout
Tool: Voter Registration Rolls
Frequency: 3 times per year
Scoring: 40%+ Turnout = Excellent; 35-38% Turnout = Good; 30-35% Turnout = Caution; less than 30% = Needs
Trend: ↑

Measures					
Calendar Year	Registered Voters	Voter Turnout Percentage	Actual Number of Voters	Complaints Filed	All Deadlines Met
CY 09 Actual	27,452	45.62%	12,523	0	100%
CY 10 Actual	0	0	0	0	
CY 11 Actual					
Primary	27,785	44.90%	12,067	0	100%
General	27,589	46.00%	12,118	0	100%
Special	29,068	61.50%	17,874	0	100%
CY 12 Proposed	27,750	50.00%	13,500	0	100%

Council Priority: **Fiscal Health, Affordable Housing, Facilities and Basic Services, Community Sustainability**
Goal: Council Agendas
Objective: Quality Control--to prepare accurate, concise, and effective agendas for all types of City Council meetings.
Type of Measure: Numbers and types of agendas, changes/additions, staff summaries prepared, processed, and completed; deadlines met; and meetings cancelled.
Tool: Timeliness of posting on both website and official posting place
Frequency: 2-3 Times per week
Scoring: 100% = Perfect; Less Than 100% = Needs More Attention
Trend: ↓

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Actual	CY 12 Proposed
Open Meeting Law: 24 hr. required posting time	99.42%	100%	99.44%	100%
No. of agendas posted in posting place	174	199	* 179	176
Council Meeting Agendas			**67**	
Work Session Agendas			39	
Executive Session Agendas			51	
Public Notices			22	
No. of agendas posted to website	175	199	178	176
No. of agenda packets fully linked on website			76	
No. of staff summaries matching agenda item	50%	75%	282	
No. of staff summaries where assistance provided			179	
No. of agendas posted with no errors*			*164	
No. of deadlines extended			33	
No. of additions to final agenda (excluding addenda)			19 agendas for 69 adds	
No. of draft and final agendas re-posted with requested changes			22 agendas w/33 changes	
No. of addenda to draft and final agendas with requested additions			12 addenda w/21 adds	
No. of deletions from draft to final agenda			10 w/10	
TOTAL			**137 REQUESTED adds/changes****	
No. of agenda packets not fully linked on website	Unknown	4	1	
No. of agendas reposted due to errors	Unknown	Unknown	7	
No. of meetings cancelled due to agenda errors			1	
No. of addenda posted due to agenda error			1-2/3	

* The disparity between 164 agendas posted with no errors and the total 179 agendas posted is 15. 7 agendas are identified as reposted due to errors. The gap of 8 is a result of not counting the 8 replacement agendas in the "no errors" category because they wouldn't have existed were it not for the initial errors.

** This number is limited to changes that required reposting, additions or deletions for the final agenda, and addenda—not changes that were made to agenda items that stayed on the agenda.

Of the 67*** Council meeting agendas that were posted and reposted due to requested changes, 44 were final and draft agendas for 25 Council meetings. Of those, 40--or a staggering **90%**--of the agendas changed and/or were reposted by request, after the draft agenda deadline had passed.

*** This number does not include agendas where changes were made after the agendas were completed but before they were posted and distributed. Only posted agendas are included in these statistics because there is no way to track the others.

The 137 requested additions/changes made to the agendas for the 25 meetings breaks down to approximately 5.31 changes per meeting to the associated agendas **after** the draft agenda deadline. With 356 total items on the draft agendas for the year, 137 requested changes/additions translates to 38.5% of each draft agenda being changed **after** the draft agenda deadline. Yet another way to look at it is that there were an average of 14.25 items per meeting with an average of 5.31 additions/changes. The ratio of more than one change for every 2.63 agenda items does not include revisions made to items already on the agendas.
33 (32.67%) of the 101 agenda deadlines (work session and council meeting combined) were extended to meet staff's timelines.

Between executive sessions, work sessions, special work sessions, council meetings, and special council meetings, 111 meetings were scheduled. Of these, one meeting (.9% of the total meetings) was cancelled due to posting error, and five Council meeting agendas (2.79%) were reposted due to clerical errors or oversight.
One of the most compelling revelations from these statistics and information is that the draft agenda deadline and the final agenda deadlines have become soft deadlines and the firm deadline is the 24-hr. Opening Meeting Law posting requirement.

For every council meeting agenda, the Clerk's Office prepares revisions to City Code; prepares, reviews, edits, and finalizes ordinances and resolutions and makes sure that all exhibits are attached; reviews, edits, and rewrites staff summaries; provides advice and guidance on the agenda process and how to write staff summaries; and provides supporting work on all board and commission appointment staff summaries, as well as prepares and compiles staff summary packets for administrative staff.

The accuracy in preparing and posting agendas has been seriously compromised by excessive amounts of do-overs and deadlines extended beyond the draft agenda deadline. Agendas and agenda packets are repeatedly redone, recopied, and reposted, with the 24-hour Open Meeting Law requirements being the only barrier against additional revisions. This information warrants a re-evaluation of the agenda process which is trending toward an increase in confusion at Council meetings and agenda errors.

SECTION: **01-CITY MANAGER**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 707,958	$ 1,292,967	$ 1,263,016	$ 1,070,271	$ (222,696)
CONTRACTUAL	154,898	248,446	238,161	293,346	44,900
COMMODITIES	8,084	(16,606)	(22,619)	(4,162)	12,444
TOTAL	**$ 870,940**	**$ 1,524,807**	**$ 1,478,558**	**$ 1,359,455**	$ (165,352)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 697,061	$ 978,366	$ 988,221	$ 872,019	$ (106,347)
DISABILITY AWARENESS	3,319	3,319	(1,620)	3,288	(31)
PUBLIC INFORMATION	51,567	60,000	55,019	60,000	-
CUSTOMER SERVICE	9,200	10,000	10,000	10,000	-
PROPERTY MANAGEMENT	109,793	117,262	138,036	62,971	(54,291)
CITY CLERK - GEN ADMIN	-	260,860	219,802	213,177	(47,683)
CITY CLERK - ELECTIONS	-	95,000	69,100	138,000	43,000
TOTAL	**$ 870,940**	**$ 1,524,807**	**$ 1,478,558**	**$ 1,359,455**	$ (165,352)

SOURCE OF FUNDING:

GENERAL FUND	$ 1,145,700
LIBRARY FUND	30,219
HIGHWAY USER REVENUE FUND	25,215
TRANSPORTATION FUND	12
WATER AND WASTEWATER FUND	91,213
STORMWATER FUND	9,595
AIRPORT FUND	12,051
ENVIRONMENTAL SERVICES FUND	45,450
	$ 1,359,455

COMMENTARY:

The City Manager's operating budget has decreased 11% and there are no capital expenditures. Personal Services decreases are due to staffing reduction of .955 FTE (Administration Specialist, Deputy City Clerk, Mgmt Assistant) and small increases in retirement and insurance costs. Contractual increases are due to increase in travel, telephone, and miscellaneous services which is covering the cost of the County Election Services. Commodities decreases are due to a decrease in internal work order charges. There is no major capital (>$10,000) for this Section.

ADMINISTRATION | SECTION 0111 | CITY CLERK

SECTION: **02-CITY CLERK**

EXPENDITURES BY CATEGORY:	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 261,161	$ -	$ -	$ -	$ -
CONTRACTUAL	91,151	-	-	-	-
COMMODITIES	1,455	-	-	-	-
TOTAL	**$ 353,767**	**$ -**	**$ -**	**$ -**	$ -
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 274,509	$ -	$ -	$ -	$ -
ELECTIONS	79,258	-	-	-	-
TOTAL	**$ 353,767**	**$ -**	**$ -**	**$ -**	$ -

SOURCE OF FUNDING:	
GENERAL FUND	$ (85,756)
LIBRARY FUND	12,581
HIGHWAY USER REVENUE FUND	11,647
TRANSPORTATION FUND	3,049
WATER AND WASTEWATER FUND	28,870
STORMWATER FUND	1,894
AIRPORT FUND	3,551
ENVIRONMENTAL SERVICES FUND	24,164
	$ -

COMMENTARY:
The City Clerk Division had been merged with City Manager (Section 01) in FY 2011.

MISSION

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

PROGRAM DESCRIPTION

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

FY 11 ACCOMPLISHMENTS

- ✓ Established a classification matrix to ensure consistent application of Decision Band Method
- ✓ Implemented the one fifth job description review as recommended by the Compensation Study
- ✓ Implemented the Job Evaluation Team as recommended by the Compensation Study
- ✓ Conducted an organization study on Paramedic Pay as recommended by the Compensation Study
- ✓ Presented information on the Personnel Change request process and Decision Band Method
- ✓ Implemented a more inclusive process for Personnel Change requests
- ✓ Updated the City pay procedures to include Hazardous Assignment Pay Overtime
- ✓ Evaluated the City's 457 Deferred Compensation Plan Document
- ✓ Coordinated organizational training on Developing Resilience, Avoiding Workplace Harassment, Dealing with Difficult People and Preventing Workplace Violence
- ✓ Recruitment of City Attorney, Deputy City Manager and Utilities Director
- ✓ Transition of Housing Authority staff to City of Flagstaff policies and procedures; benefits and compensation
- ✓ Collaborated with the Employee Advisory Committee on tiered insurance and short term disability outreach and education
- ✓ Collaborated with the Northern Arizona Public Employees Benefit Trust on the RFP and selection process for a benefits consultant, network provider, third party administrator and pharmaceutical benefit manager
- ✓ Collaborated with the Northern Arizona Public Employees Benefit Trust to create a WRAP Document
- ✓ Created a HR website that is accessible by all locations

FY 12 NEW INITIATIVES AND GOALS

- ➢ Develop new and update existing policies to keep current with changes in employment law, benefits and compensation.
- ➢ Implement compensation policies and procedures that support the City's philosophy.

PERFORMANCE MEASURES

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

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Number of Employee Grievances	3	1	3	2
Number of Grievances resolved	3	Withdrew	3	2
Percent of Grievances resolved within defined timeframe	0%	N/A	50%	100%
Number of Complaints *	13	7	5	3
Complaints with substantiated findings	11	5	3	2
Corrections implemented	11	5	3	2

* One investigation may contain multiple complaints within the one investigation. This does not include employee relations solely dealing with progressive discipline.

Council Priority: Effective Governance
Goal: Provide a comprehensive and competitive compensation package that will attract, retain and motivate City employees.
Objective: Provide equitable salary structures, market competitiveness, and increase retention.
Type of Measure: Output
Tool: Human Resources data
Frequency: Annually
Scoring: 20 or less class requests, 1-2 inequities and 5% below market are Progressing at or above; 21-30 class requests, 3-4 inequities and 6-10% below market are Caution; and 31 or more class requests, 5 or more inequities and 11% or more below market are Need to Review.
Trend: ↓ Need to Review

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Number of Classification Requests	30	22	19	19
Percent of Classification Requests approved	58%	19	19	19
Number of pay inequities	4	3	4	4
Percent of pay inequities resolved	100%	100%	100%	100%
Salaries compared to market	19.05% below	19.05% below	19.05% below	19.05% below
Percent of salary adjustment	0%	0%	0%	0%
Turnover	4.05%	8.5%	10%	10%
Above/Below Government Turnover Rate*	7.40% below	Not avail	Not avail	Not avail

* Comparison based on Bureau of Labor Statistics: Job Openings and Labor Turnover Survey government

Council Priority: Effective Governance
Goal: Recruitment of qualified applicants.
Objective: Provide recruitment services to City staff so they can recruit qualified applicants.
Type of Measure: Program Outcome
Tool: Human Resources data
Frequency: Annually
Scoring: 40 days or less to recruit and less than 5% declinations is Progressing at or above, 41 to 65 days to recruit and 5-10% declinations is Caution and 66 or more days to recruit and more than 10% declinations is Need to Review.
Trend: ↓ Need to Review

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Number of vacancies *	200	317	355	400
Average time to complete the recruitment process	39 days	47 days	54 days	54 days
Number of positions advertised multiple times	2	13	15	20
Number of positions advertised as open until filled	18	4	4	4
Number of declinations	N/A*	38	45	50

* Vacancies include miscellaneous recruitment efforts.

SECTION: **04-HUMAN RESOURCES**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 416,529	$ 419,442	$ 413,095	$ 445,106	$ 25,664
CONTRACTUAL	40,374	34,327	20,435	37,964	3,637
COMMODITIES	12,634	26,663	19,533	18,883	(7,780)
CAPITAL	161	-	-	-	-
TOTAL	**$ 469,698**	**$ 480,432**	**$ 453,063**	**$ 501,953**	$ 21,521

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 294,207	$ 298,092	$ 293,031	$ 285,891	$ (12,201)
RECRUITMENT AND SELECTION	26,540	33,317	24,820	58,580	25,263
BENEFITS	60,469	63,401	65,180	65,426	2,025
COMPENSATION AND CLASS	62,125	62,989	62,899	62,953	(36)
TRAINING AND DEVELOPMENT	24,633	20,950	5,450	27,420	6,470
DIVERSITY AWARENESS	1,724	1,683	1,683	1,683	-
TOTAL	**$ 469,698**	**$ 480,432**	**$ 453,063**	**$ 501,953**	$ 21,521

SOURCE OF FUNDING:

GENERAL FUND	$ 337,702
LIBRARY FUND	33,765
HIGHWAY USER REVENUE FUND	22,798
WATER AND WASTEWATER FUND	47,712
STORMWATER FUND	3,880
AIRPORT FUND	6,941
ENVIRONMENTAL SERVICES FUND	49,155
	$ 501,953

COMMENTARY:

The Human Resources operating budget has increased 4% and there are no capital expenditures. Personal Services include the addition of 0.5 FTE of a Human Resource Recruitment Specialist and small increases in retirement and insurance costs. Contractual increases are due to an increase in education, training and postage. Commodities decreases are due to photo copying and food. There is no major captial (>$10,000) for this division.

MISSION

The mission of Risk Management is to develop and maintain an integrated multi-disciplinary program for effective management of the City's resources, assets and liabilities, to protect 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

Risk Management is responsible for control of risk and focuses on the protection of the City's human, financial, and physical assets. The protection and well being of employees and the public is of utmost priority. A variety of services are provided to City staff including risk assessments, loss control site reviews, safety training, contract and policy review. Human, financial and physical assets provide us with the tools to accomplish the City's mission of service to the public.

FY 11 ACCOMPLISHMENTS

- ✓ Liability claims – 80 closed during 2010 calendar year.
- ✓ $50,149 recovered from negligent 3rd parties during 2010 calendar year
- ✓ Provided 27 different OSHA compliance and other safety training topics to City employees and community partners
- ✓ Jay Lively rebuilt and reopened on time with insurance funding arriving timely.

FY 12 NEW INITIATIVES AND GOALS

- ➢ Expand in-house training curriculum
- ➢ Improve Risk Management web site providing fillable forms, training calendars, and citizen information.

PERFORMANCE MEASURES

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

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
% of liability claims proceeding to litigation	7%	10%	8%	8%
# of closed litigated claims / total number of claims closed in calendar year	4 / 58	8 / 80	5/ 64	5/64

Objective: Reduce # of OSHA recordable injuries or illness relative to hours worked.
Type of Measure: Program effectiveness
Tool: Risk management claims data / OSHA 300A
Frequency: Annual
Scoring: Progressing Less than 7 , Average 7-8 , Caution Increase <9**,**
Trend: ↓

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
OSHA incidence rate formula (# of injuries per 100 FTE /Hrs worked by all.	6.72	7.24	7.00	7.00

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

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Satisfaction % as based on received surveys	n/a	n/a	85%	85%

Council Priority: Diversity of arts, culture and educational opportunities
And Livability through good neighborhoods, affordable housing and varied recreational activities.
Goal: A wide range of activities and events are available to community.
Objective: Assist event producers in meeting City's safety and insurance requirements contained in Event requirements.
Type of Measure: Outcome
Tool: Analysis of special event log
Frequency: Annual
Scoring: 95%+ progressing, Average, 85-95%, Caution, 85%-
Trend: ←→

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
% of reviewed events receiving authorization	98%	99%	95%	95

SECTION: **05-RISK MANAGEMENT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 152,732	$ 152,391	$ 152,391	$ 158,771	$ 6,380
CONTRACTUAL	12,691	28,730	28,565	23,220	(5,510)
COMMODITIES	5,021	3,900	3,900	3,900	-
TOTAL	**$ 170,444**	**$ 185,021**	**$ 184,856**	**$ 185,891**	$ 870

EXPENDITURES BY PROGRAM:

ADMINISTRATION	$ 170,444	$ 185,021	$ 184,856	$ 185,891	$ 870
TOTAL	**$ 170,444**	**$ 185,021**	**$ 184,856**	**$ 185,891**	$ 870

SOURCE OF FUNDING:

GENERAL FUND	$ 112,015
LIBRARY FUND	11,528
HIGHWAY USER REVENUE FUND	10,177
TRANSPORTATION FUND	2,375
WATER AND WASTEWATER FUND	24,613
STORMWATER FUND	1,663
AIRPORT FUND	3,090
ENVIRONMENTAL SERVICES FUND	20,430
	$ 185,891

COMMENTARY:

The Risk Management operating budget has increased .5% with no capital expenditures. Personal Services increases are due to small increases in retirement and insurance costs. Contractual decrease is due to a decrease in consultant fees and education and training. Commodities have remained the same as FY 2011. There is no major capital (>$10,000) for this division.

MISSION

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

PROGRAM DESCRIPTION

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

FY 11 ACCOMPLISHMENTS

- ✓ Master Facility Use Agreement with NAU which simplifies the special event permit process for both NAU and the City for all NAU events on City property.
- ✓ Drafting or review of all documentation in connection with sales and administration of Izabel Homes Land Trust units.
- ✓ Council Rules of Procedure amendments.
- ✓ Ordinance regulating the possession and consumption of alcohol in Bushmaster and Ponderosa Parks.
- ✓ Coordinated with the Police Department on the Repeat Offender Program resulting in a significant increase in the number of participants in the EXODUS program—the jail's alcohol rehabilitation program—and a significant decrease in their rate of recidivism.
- ✓ Coordinated with the Municipal Court, The Guidance Center and other mental health care providers to provide a Mental Health Court Program.

FY 12 NEW INITIATIVES AND GOALS

- ➢ Reduce outside counsel expenditures.
- ➢ Provide additional in-house legal services for water and utilities matters.
- ➢ Continue to assign a Domestic Violence Prosecutor to the Domestic Violence Fatality Review Team, an advisory body to the Arizona Attorney General's Office.
- ➢ Explore the feasibility and desirability of establishing a Serial Inebriate Court Program modeled along the lines of the Mental Health Court Program.

Criminal Cases	CY06	CY07	CY08	CY09	CY10
New Criminal Cases	3,740	4,024	4,341	4,681	4746
Domestic Violence Cases	604	659	642	628	746
Driving Under the Influence (DUI) cases	723	686	567	586	599
Criminal Traffic Cases (excluding DUI)	567	555	584	850	816
Sales Tax Cases	28	22	28	28	16
Other Cases	1,370	1,587	1,885	1,829	1,841
Underage Alcohol	152	194	295	313	355
Drug/Drug paraphernalia cases	296	321	340	318	248
City Code Violations (other than sales tax)	Not Available	Not Available	Not Available	129	125
Cases Involving a Victim **(FY stats)**	983	1,161	1,655	1,715	2,177
Victims' Services Performed **(FY stats)**	8,866	12,761	17,165	18,923	24,042
Cases Reviewed for Charging Referred by PD	223	449	332	205	234
Pending DUI files at year end	247	225	201	263	363
% Increase in New Criminal Cases from Prior Year:	4%	7%	7%	7%	1%
New cases per attorney:	Not Available	Not Available	868	936	949
New cases per support staff:	Not Available	Not Available	1,240	1,337	1,265
New cases for all Prosecution staff:	Not Available	Not Available	511	551	542

Requests for Legal Assistance	CY 2007	CY 2008	CY 2009	CY 2010
Contracts (includes contracts, development agreements, grants, IGAs, bids)	275	233	193	171
Legal Opinions/Research	80	129	174	101
Ordinances/Resolutions	117	108	99	115
Real Estate	29	44	53	52
Claims/Litigation/Hearings	15	54	80	94
Public Records Requests	10	18	24	36
Miscellaneous	80	35	19	19
Total:	**606**	**621**	**642**	**588**
% Increase from Prior Year:	7%	2%	3%	-9%
Number of cases per attorney:	Not Available	113	142	141
Number of cases per attorney and staff:	Not Available	104	128	126

PERFORMANCE MEASURES

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

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Number of charges opened	9021	9328	9608	9896
Number of charges closed	7760	8714	8975	9244

For Calendar Year 2010 our scoring was within the Performing range of 90+%

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

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Overall rating of meets or exceeds expectations	90%	85%	90%	90%

For Calendar Year 2010 our scoring was within the Warning range of 75-90%

SECTION: **07-LAW**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 1,368,321	$ 1,446,457	$ 1,355,532	$ 1,285,706	$ (160,751)
CONTRACTUAL	39,937	28,138	27,564	31,457	3,319
COMMODITIES	23,377	26,760	25,550	23,441	(3,319)
TOTAL	**$ 1,431,635**	**$ 1,501,355**	**$ 1,408,646**	**$ 1,340,604**	$ (160,751)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 129,826	$ 166,690	$ 139,596	$ 123,909	$ (42,781)
COUNCIL, COMM AND DEPTS	635,368	644,252	583,595	518,201	(126,051)
POLICE COURT	666,441	690,413	685,455	698,494	8,081
TOTAL	**$ 1,431,635**	**$ 1,501,355**	**$ 1,408,646**	**$ 1,340,604**	$ (160,751)

SOURCE OF FUNDING:

GENERAL FUND	$ 1,021,912
LIBRARY FUND	36,552
HIGHWAY USER REVENUE FUND	38,445
TRANSPORTATION FUND	40,842
WATER AND WASTEWATER FUND	104,462
STORMWATER FUND	6,369
AIRPORT FUND	12,269
ENVIRONMENTAL SERVICES FUND	79,753
	$ 1,340,604

COMMENTARY:

The City Attorney operating budget has decreased 11% and there are no capital expenditures. Personal Services decreases are due to 1 FTE staffing reductions that include a Senior Assistant City Attorney (1 FTE) and small increases in retirement and insurance costs. Contractual increases are due to increases in telephone and maintenance. Commodities decrease is due to non-library books/subscriptions. There is no major capital (>$10,000) for this division.

MISSION

The mission of the Division of Information Technology (DoIT) is:

- To enable City staff to make informed decisions by providing:
  - The desktop, network, server, electronic storage and telephony infrastructure technology that provides access to the City's available electronic data and geographical information;
  - Helpdesk services, 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 11 ACCOMPLISHMENTS

- ✓ Finished deployment of Voice over IP (VoIP) telephony phones throughout City Hall, Main Library, Cherry building, White House building, Chase basement.
- ✓ Finished server virtualization consolidation project which reduced the number of physical servers from about twenty-five to about six
- ✓ Migrated to new Storage Area Network (SAN) hardware
- ✓ Completed an upgrade of the City's ERP system to version 7.0.4
- ✓ Completed implementation of disaster recovery plan phase one
- ✓ Completed the IT Strategic plan
- ✓ Deployed a video conferencing system for the Fire Department
- ✓ Implemented numerous 'green' initiatives
- ✓ Implemented project specific GIS web applications
- ✓ Automated repetitive GIS tasks
- ✓ Visually related building certifications to location in the GIS database
- ✓ Completed 90-day due diligence evaluation of ERP and Community Development software

FY 12 NEW INITIATIVES AND GOALS

- ➢ Upgrade City PCs to Windows 7
- ➢ Begin planning disaster recovery phase two
- ➢ Continue the implementation of new sales tax software
- ➢ Upgrade online GIS application – make it available to the public via the internet
- ➢ Enhance GIS features
- ➢ Rearrange equipment racks in data center
- ➢ Upgrade City wireless access points
- ➢ Enable secure connection to City network through County network at the LEAF
- ➢ Deploy POE (Power Over Ethernet) switches at remote sites in preparation for VoIP deployment

PERFORMANCE MEASURES

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

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Estimate
Percentage of uptime hours versus total hours	99.92%	99.86%	99.90%	TBD

Council Priority: Customer Service
Goal: Ensure a high level of satisfaction with DoIT Services
Objective: Achieve 95% customer rating of satisfactory or better
Type of Measure: Program effectiveness
Tool: Web survey
Frequency: Random computer selection average of 43.5% of those work requests that have been completed with an average survey return rate of 38.3%
Scoring: 95%
Trend: ↔

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Estimate
Customer surveys returned with an overall rating of satisfactory or better	94.68%	95.6%	96%	TBD

Council Priority: Customer Service
Goal: Ensure a high level of satisfaction with DoIT Services
Objective: Ensure that the backlog of uncompleted work requests is kept to a minimum
Type of Measure: Program effectiveness
Tool: Data extraction and reporting
Frequency: yearly
Scoring: count
Trend: ↓

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Estimate
Percentage of work requests completed versus submitted	95	175	100	TBD

SECTION: **08-INFORMATION TECHNOLOGY**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 970,705	$ 915,740	$ 860,138	$ 956,279	$ 40,539
CONTRACTUAL	321,996	396,094	396,746	407,795	11,701
COMMODITIES	20,973	959,528	343,440	1,128,337	168,809
TOTAL	**$ 1,313,674**	**$ 2,271,362**	**$ 1,600,324**	**$ 2,492,411**	$ 221,049

EXPENDITURES BY PROGRAM:

ADMINISTRATION	$ 213,260	$ 170,991	$ 172,283	$ 171,272	$ 281
APPLICATIONS	1,243	362,398	362,398	386,122	23,724
SYSTEMS	482,681	190,661	190,623	192,389	1,728
SERVICES	118,722	151,549	95,446	157,148	5,599
NETWORK	194,258	215,794	215,789	242,351	26,557
GIS	303,510	159,663	159,656	160,513	850
MICROSOFT SETTLEMENT IT	-	-	(12,199)	(912)	(912)
IT NON-DEPARTMENTAL	-	1,020,306	416,328	1,183,528	163,222
TOTAL	**$ 1,313,674**	**$ 2,271,362**	**$ 1,600,324**	**$ 2,492,411**	$ 221,049

SOURCE OF FUNDING:

GENERAL FUND	$ 2,103,749
WATER AND WASTEWATER FUND	283,383
AIRPORT FUND	13,160
ENVIRONMENTAL SERVICES FUND	92,119
	$ 2,492,411

COMMENTARY:

The Information Technology operating budget has decreased 10% with no capital expenditures. Personal Services increases are due to an organizational re-organization in FY11 and small increases in retirement and insurance costs. Contractual increases are due to an increase in computer maintenance. Commodities increases are due to an increase in IT Non-Departmental computer equipment and computer software.

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

FY 11 ACCOMPLISHMENTS

- ✓ Through active case management adjudicated 96% of all cases within 90 days, 83% of all cases including time a case spent out on a warrant (exceeds state average of 78% for municipal courts).
- ✓ Complied with all Rules of Court and Statutory case handling requirements.
- ✓ Provided accurate information to the public in over 60,000 specific case inquiries, 56,000 visits by the public 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 $4.0M in financial transactions, have complied with the Arizona Supreme Court Minimum Accounting Standards and reported timely.
- ✓ Participated in the 2010 bond election. Although unsuccessful, presented valuable information to the public regarding the need.
- ✓ Piloted a Fines Reduction Program under Administrative Order from Chief Justice Birch. Succeeded in increasing overall revenues while reducing the number of older, non-active cases.
- ✓ Participated in the development, implementation and facilitation of the Justice 2030 strategic plan for the Courts in Coconino County.
- ✓ Trained judicial staff on case flow management techniques in order to move up the disposition of cases and improving efficiency.
- ✓ Completed our external triennial financial audit, reported to the Arizona Supreme Court a single minor finding.
- ✓ Implemented the court strategic planning agenda for 2011. 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).
- ✓ Used state FARE funds along with state Fill The Gap funds and local court improvement fees to help with additional case load and slow the creation of backlog cases.
- ✓ Expanded electronic transfer process of case information including citations, booking information and long form complaints (CJI program).
- ✓ Participated with Arizona Chief Justices' Committee on Electronic Courts and implemented a statewide process to provide for electronic filing of civil cases.
- ✓ Participated in the development of curriculum and as faculty for the Court Leadership Institute.
- ✓ Maintained the DUI case management plan to help 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), E-Court Committee, Limited Jurisdiction Case Management System Development Group (LJCMS), Criminal Justice Integration (CJI), Limited Jurisdiction Court Administrators Association (LJCAA), Arizona Court Association (ACA), Justice 2030, and state and local meetings with criminal justice partners.
- ✓ Evaluated effectiveness and feasibility of continued operation regarding specialty courts to meet the needs of defendants with cases in the court including the DUI/Drug Court, Mental Health Court and Homeless Court.
- ✓ Implemented a reorganization of court staffing and responsibilities around changes in automation, case filing and budget changes.

- ✓ Implemented automated work flow for collections program within the Electronic Document Management System (EDMS) in coordination with state and county partners.
- ✓ Redesigned the Court calendar to improve efficiencies in the Case Management Plan. Applied continuance and other policies modifications to all cases.

FY 12 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.
- ➢ Get Supreme Court approval of local rules of procedure for civil cases that may be filed at the Municipal Court (submitted for Arizona Supreme Court 2011 rules calendar).
- ➢ Use statistics based on case management teams to review case loads and develop accountability in the management of cases.
- ➢ Implement additional CourTool performance measures to review case management team effectiveness and overall court performance.
- ➢ Continue with the development of options for new facilities to improve work environment, community access and security at the Municipal Court.
- ➢ Create a viable options to present to the City Council for location, funding and construction of a new court facility.
- ➢ Study the nature and size of cases that are backlogged in the system, create an action plan through continued case management and measures.
- ➢ Work toward process and automation changes that will meet the requirements so that the electronic records may be designated as the official record of the court.
- ➢ Participate in the pilot and implementation of a new automated Limited Jurisdiction Case Management System (LJCMS).
- ➢ Expand the use of handheld electronic citation devices at the Flagstaff Police Department. Search for funds to allow full implementation of handheld electronic citation units at the Flagstaff Police Department through Judicial Collection Enforcement Funds (JCEF).
- ➢ Participate in leadership development of court staff through the Court Leadership Institute of Arizona (CLIA), the Institute for Court Management (ICM) and the creation of individual professional development plans.
- ➢ Develop and implement a Strategic Plan for FY11 in cooperation with the Criminal Justice Coordinating Council and Justice 2030.
- ➢ Explore the feasibility of and funding for a Veterans Court.

PERFORMANCE MEASURES

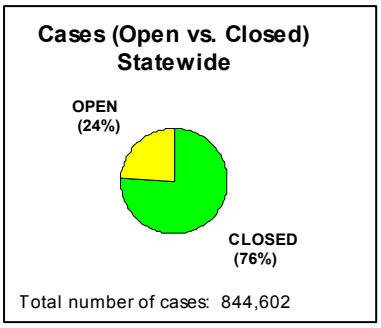
Municipal Court performance measures are based on the CourTools Trial Court Performance Measures developed by the National Center for State Courts. Ten core measures have been developed, the court is moving toward implementing all ten measures over the next several years.

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

Measures:	**FY 09 Actual**		**FY 10 Actual**		**FY 11 Estimate**		**FY 12 Proposed**	
Total cases cleared in 90 days excluding warrant time	**96%**		**96%**		**97%**		**93%**	
	W	**Ex**	**W**	**Ex**	**W**	**Ex**	**W**	**Ex**
Cases completed in 0 - 30 days (FY10 state average = 46%)	54%	63%	52%	61%	59%	61%	52%	60%
Cases completed in 31 -60 days (FY10 state average = 21%)	21%	24%	24%	27%	25%	28%	23%	24%
Cases completed in 61 - 90 days (FY10 state average = 11%)	8%	9%	7%	8%	7%	8%	7%	9%
Cases completed in 91 - 120 days (FY10 state average = 7%)	4%	4%	4%	4%	3%	3%	4%	6%
Cases completed 121+ days (FY10 state average = 16%)	13%	0%	13%	0%	6%	0%	14%	1%

W - Time to disposition does not exclude time cases were out on warrant status. Almost 100% of 121+ day cases were on warrant. The high clearance rate in 121+ days reflects efforts by the court to clear old cases with an emphasis on pending DUIs.
Ex - Excludes warrant status time, less than 1% of cases exceed 121+ days unless they are on warrant.

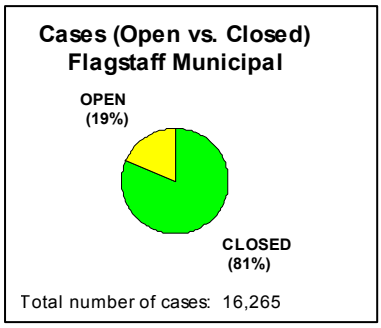
Council Priority: Public Safety
Goal: Timely Adjudication of cases filed in the court.
Objective: Meet or exceed state average for limited jurisdiction courts.
Type of Measure: Outcome
Tool: % of Closed Cases as Portion of All Cases Filed in FY 2010
Frequency: Annual
Scoring: Exceeding - Above Statewide Average, Meeting – Matches Statewide Average, Needs Attention – Below Statewide Average.
Current Score: Exceeding
Trend: ↓



Previous Year

28% Open

72% Closed



Previous Year

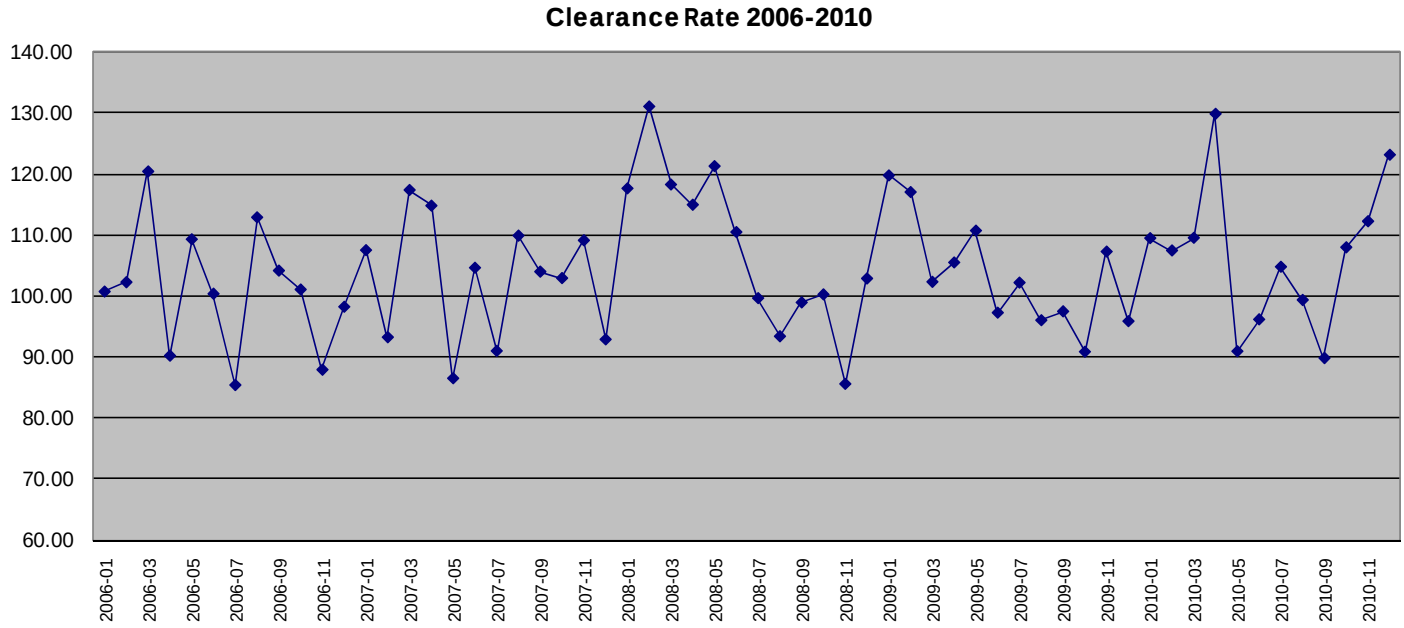
18% Open

82% Closed

The Flagstaff Municipal Court exceeded the statewide average for Limited Jurisdiction Courts by 6%.
Last year we exceeded the statewide average for Limited Jurisdiction Courts by 10%

Council Priority: Public Safety
Goal: Timely adjudication of cases filed in the court.
Objective: Meet or exceed case management standards and state average for limited jurisdiction courts.
Type of Measure: Outcome
Tool: Clearance Rate for all case types
Frequency: Annual
Scoring: Exceeding – 95%+, Meeting – 80% to 94%, Needs Attention – Below 80%.
Current Score: Exceeding
Trend: →

Measures:	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
Clearance Rate	110.27%	102.72%	102.71%	100.00%	98.00%



Council Priority: Fiscal Accountability
Goal: Consistent and accurate collection of fines imposed and other funds collected by the Municipal Court.
Objective: Accurately account for all funds and increase financial compliance.
Type of Measure: Output
Tool: Collection of Monetary Penalties and Fees
Frequency: Annual
Scoring: Total Dollar Amount
Trend: ↑

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
Amount of city general funds collected	$1,096,280	$1,021,472	$1,050,000	$1,000,000
Amount of surcharges/state funds collected	$1,610,844	$1,811,159	$1,800,000	$1,800,000
Amount of other local funds collected	$305,161	$428,327	$430,000	$400,000
Total amount of fines/fees collected	$3,012,285	$3,260,958	$3,280,000	$3,200,000
Amount of restitution paid	$40,791	$47,121	$45,000	$40,000
Amount of bonds posted	$819,759	$720,200	$750,000	$760,000
Total amount of pass-through funds	$860,550	$767,321	$795,000	$800,000
Total all financial transactions	$3,872,835	$4,028,279	$4,075,000	$4,000,000

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

Measures: Those that Agree or Strongly Agree That:	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Proposed
ACCESS				
Finding the courthouse was easy.	84%	87%	87%	85%
The forms I needed were clear and easy to understand.	81%	83%	91%	85%
I felt safe in the courthouse.	86%	87%	90%	86%
The court makes reasonable efforts to remove physical and language barriers to service.	76%	81%	92%	82%
I was able to get my business done in a reasonable amount of time.	73%	81%	86%	70%
Court staff paid attention to my needs.	81%	79%	92%	80%
I was treated with courtesy and respect.	88%	85%	91%	90%
I easily found the courtroom or office I needed.	88%	87%	94%	88%
The court's website was useful.	54%	48%	80%	60%
The court's hours of operation made it easy for me to do my business.	76%	80%	88%	70%
FAIRNESS				
The way my case was handled was fair.	71%	76%	86%	75%
The judge listened to my side of the story before he or she made a decision.	74%	77%	88%	76%
The judge had the information necessary to make good decisions about my case.	70%	73%	88%	75%
I was treated the same as everyone else.	78%	81%	91%	80%
As I leave the court I know what to do next about my case.	84%	85%	93%	85%

Results are based only on those individuals responding to the appropriate question ("not applicable" or "no response" were excluded).

SECTION: **65-CITY COURT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 1,905,823	$ 1,829,454	$ 1,793,049	$ 1,857,302	$ 27,848
CONTRACTUAL	638,637	642,510	679,262	655,605	13,095
COMMODITIES	62,980	61,302	62,325	70,524	9,222
TOTAL	**$ 2,607,440**	**$ 2,533,266**	**$ 2,534,636**	**$ 2,583,431**	$ 50,165

EXPENDITURES BY PROGRAM:

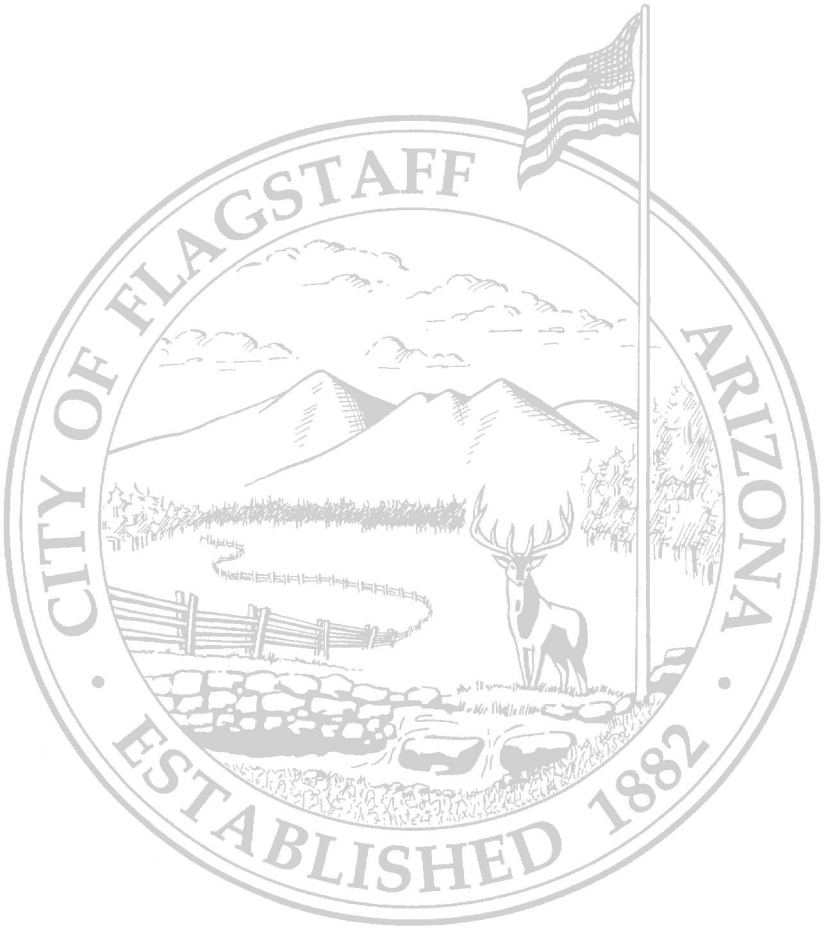
GENERAL ADMINISTRATION	$ 1,116,632	$ 854,300	$ 893,481	$ 509,476	$ (344,824)
COURT SERVICES	716,162	809,810	706,941	777,760	(32,050)
RECORDS MANAGEMENT	219,693	284,269	355,584	177,725	(106,544)
COURT ENFORCEMENT	532,976	315,380	430,750	168,810	(146,570)
WARRANT DIVISION	13,824	138,095	17,491	337,512	199,417
COURT OPERATIONS	8,153	131,412	130,389	184,276	52,864
JUDICIAL SERVICES	-	-	-	427,872	427,872
TOTAL	**$ 2,607,440**	**$ 2,533,266**	**$ 2,534,636**	**$ 2,583,431**	$ 50,165

SOURCE OF FUNDING:

GENERAL FUND	$ 2,583,431
	$ 2,583,431

COMMENTARY:

The City Court operating budget increased 2% due to retirement, personnel and benefit costs, and 1X authorized expenditures. The 1X expenditures this year include $94,025 for a Deputy Court Administrator, $28,641 for Court Judicial Support, and $84,690 for the Integration Services for Criminal Justice Agencies. There are no major capital (>$10,000) expenditures planned for this section. There have been increases in Contractual and commodities for Utilities, Janitorial, Travel, and Computer Equipment, This department has reorganized, which affects the Expenditures by Program.


CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882

MANAGEMENT SERVICES DIVISION MISSION

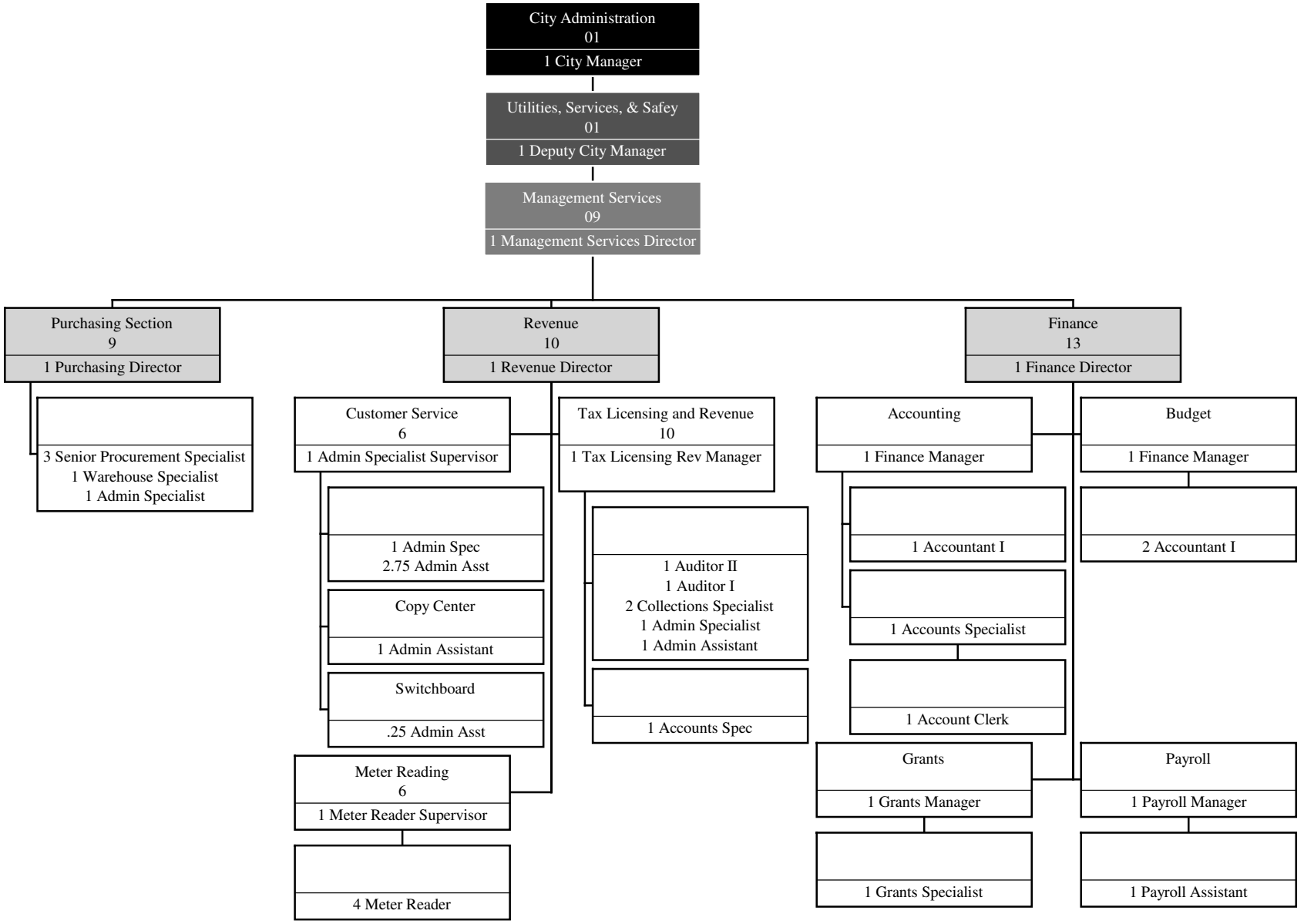
The mission of the **Customer Service Section** is to provide accurate and timely billing of Water, Sewer, Trash, Recycling, and Stormwater Services. To provide excellent customer service to internal and external customers; to assist in all customer copy center needs and to answer all incoming switchboard calls.

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

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

The mission of the **Finance and Budget Section** is to ensure that City's financial resources are protected through sound financial management, including allocation of resources consistent with community goals and providing timely, accurate, and reliable information that will assist in making informed decisions.

MANAGEMENT SERVICES



MISSION

The mission of the Customer Service Section is to provide accurate and timely billing of water, sewer, trash, recycling, and stormwater services; to provide excellent customer service to internal and external customers; to assist in all customer copy center needs; and to answer all incoming switchboard calls.

PROGRAM DESCRIPTION

Customer Service is responsible for meter reading, utility billing, and for the turn-off and collection of delinquent accounts. Unusually high or low water consumption is investigated and inactive meters are monitored for possible consumption. The section 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. Customer Service also operates the copy center and switchboard; processing mail, fulfilling customer copy needs, and answering incoming calls.

FY 11 ACCOMPLISHMENTS

- ✓ Successfully integrated switchboard and copy center activities into the Customer Service section.
- ✓ Entered, tested, and implemented the new water and sewer rates passed by Council in September and effective January 1, 2011.
- ✓ Implemented Red Flag (privacy) policies and procedures to become compliant with federal rules.
- ✓ Worked with the Visitor's Center to enable independent entering of cash receipts and handling of bank deposits in the cash receipts system.
- ✓ Changed Meter Reader job title to Meter Technician to recognize the technical aspects of the work.
- ✓ Integrated Meter Technicians into the collections end of Customer Service. Meter Technicians now lock-off customers for non-payment.
- ✓ Added over 400 new radio read devices into the meter system.
- ✓ Identified, diagnosed, and repaired more than 500 failed electronic receiver/transmitters (ERTs) throughout the City.

FY 12 NEW INITIATIVES AND GOALS

- ➢ Landfill and Police cashiering implementation. Work with these two sections to allow the use of the City's cash receipt system. This will eliminate double entry and provide for better reconciliation. It will also allow these locations to accept credit cards.
- ➢ Work with the IT Department on the installation of the VOIP phone system throughout the City and eliminate the physical switchboard.
- ➢ Continue to promote paperless billing to reduce printing and mailing expenses. Reach a total of 8% of customers signed up for paperless billing.
- ➢ Continue to promote bank drafting to reduce time and expenses associated with check processing.
- ➢ Encourage utility customers to make payments via the City's payment website, Click2Gov.
- ➢ Upgrade the MVRS system and handheld units to obtain data logging information in order for staff to more easily detect leaks within the City's water system.
- ➢ Convert over 500 visually read water meters to electronic radio read water meters with the assistance of the Water Distribution Section.
- ➢ Upgrade the City's 4 potable water self-loading stations to accept payment with a credit card in order to decrease the time and expense associated with self-loading station maintenance.
- ➢ Train Meter Technicians to install radio read registers and ERTs in order to improve reading efficiency.

PERFORMANCE MEASURES

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

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Annual write off of customer accounts, excluding bankruptcies	$57,408	$60,304	$60,000	$50,000
Write offs as a percentage of total billed	0.25%	0.25%	0.25%	0.20%

Council Priority: Effective Governance
Goal: Provide timely and accurate billings.
Objective: Limit the number of estimated read billings and send bills to customers in a timely manner.
Type of Measure: Outcome
Tool: Spreadsheet data for meter reading and billing calendar.
Frequency: Monthly
Scoring: Reading Estimate: (CY08-CY10) <2% Exceeding, 2-5% Meeting, >5% Not Meeting
(CY11) <15% Exceeding, 15-25% Meeting, >25% Not Meeting
Billing: 34+ bills sent=Meeting, <34 bills sent=Not Meeting
Trend: Reading - ←→, Billing **-** ←→

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Percent of estimated meter reads	2.71%	4.78%	15.00%	15.00%
Number of bills sent out within 34 days of prior bill (36 total)	36	34	36	36

SECTION: **06-CUSTOMER SERVICE**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 537,159	$ 510,298	$ 509,665	$ 468,046	$ (42,252)
CONTRACTUAL	277,471	302,995	292,136	326,270	23,275
COMMODITIES	27,606	35,875	28,079	28,050	(7,825)
CAPITAL	4,827	-	-	-	-
TOTAL	**$ 847,063**	**$ 849,168**	**$ 829,880**	**$ 822,366**	$ (26,802)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 201,758	$ 254,016	$ 167,345	$ 166,892	$ (87,124)
FIELD READING	199,388	202,119	202,226	193,587	(8,532)
COLLECTION	93,998	88,482	88,500	88,839	357
MAIL ROOM	1	8,500	12,815	9,900	1,400
CUSTOMER SERVICE	351,918	296,051	358,994	363,148	67,097
TOTAL	**$ 847,063**	**$ 849,168**	**$ 829,880**	**$ 822,366**	$ (26,802)

SOURCE OF FUNDING:

GENERAL FUND	$ (69,589)
LIBRARY FUND	966
HIGHWAY USER REVENUE FUND	768
TRANSPORTATION FUND	241
WATER AND WASTEWATER FUND	707,053
STORMWATER FUND	19,490
AIRPORT FUND	26
ENVIRONMENTAL SERVICES FUND	163,411
	$ 822,366

COMMENTARY:

The Customer Service operating budget has decreased 3% and there are no capital expenditures. Personal Services decreases are due to reduction of a Meter reader position by .75 FTE and small increases in retirement and insurance costs. Contractuals increases are due to one time items for new standpipe credit card readers and Commodities decreases are due to reduction in miscellaneous computer equipment. There is no major capital (<$10,000) for this section.

MISSION

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

PROGRAM DESCRIPTION

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

FY 11 ACCOMPLISHMENTS

- ✓ Have completed the scanning and set up of IGAs, term contracts, lease agreements and development agreements to centralize and manage within the Contract Assistant Software System;
- ✓ Conducted and participated in more "Joint Bidding" with other public sector agencies throughout Arizona to leverage our purchases to obtain more competitive pricing;
- ✓ Planned, implemented and conducted vendor outreach forums to educate our vendor community on "How to do business with the City" and the City's procurement process;
- ✓ Developed and implemented a vendor performance database to track vendor performance and related issues on City projects;
- ✓ Implemented more long-term contracts through formal solicitations to obtain more competitive pricing;
- ✓ Developed and implemented policy and procedures involving task orders to initiate professional design services and construction projects;
- ✓ Organized and facilitated "Round Table" discussions with our local Flagstaff Design Professionals to develop and implement evaluation criteria under "Value Added
- ✓ Knowledge and Experience" to be incorporated into our Request For Statements of Qualifications documents. This additional evaluation criteria, will potentially allow local Flagstaff Design Professionals to score higher when being evaluated through their demonstration of "Value Added" knowledge and experience with Northern Arizona geology, cold weather climate and local building codes; and
- ✓ Achieved cost savings/cost avoidance that amounted to just over $150,000 and brought in over $150,000 in revenues through on-site and on-line bidding and subsequent sale of surplus property.

FY 12 NEW INITIATIVES AND GOALS

- ➢ Research and identify national cooperative purchasing contracts in addition to what we utilize currently that could potentially provide more competitive pricing;
- ➢ Research and conduct "Cost Benefit Analysis" of lease vs. buy of computer and City vehicles;
- ➢ Formulate and implement flowchart and associated formal policy and procedures for the utilization of "Alternative Project Delivery Methods" for capital projects;
- ➢ With regard to the City's Central Warehouse and City Shop, identify "dead stock" or "obsolete" inventory items and work with associated vendors to either buy back or provide a credit for future inventory purchases;
- ➢ Develop more aggressive cost saving/cost avoidance strategies.

PERFORMANCE MEASURES

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

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Overall rating of meets or exceeds expectations	80%	90%	92%	95%

Council Priority: Effective Governance
Goal: Provide cost effective procurement of goods, services, and construction.
Objective: Identify and implement cost saving, and cost avoidance opportunities in the procurement of goods, services, and construction.
Type of Measure: Program Efficiency
Tool: Documented comparison of budgeted dollars to actual dollars expended.
Frequency: Annually
Scoring: $50,000 - Progressing (Average), $35,000-Caution (Warning), $35,000 and less-Need to Review
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Total cost savings and/or cost avoidance	$35,000	$52,000	$60,000	$90,000

Council Priority: Effective Governance
Goal: To be efficient and effective with small dollar purchases.
Objective: Continue to utilize procurement card program for more efficient and effective purchases of small dollar maintenance, repair and operating supplies.
Type of Measure: Program Efficiency
Tool: Percentage of total purchases utilizing procurement cards.
Frequency: Annually
Scoring: 12%- Progressing (Average), 10% -- 12%-Caution (Warning), 10% and less- Need To Review
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Percentage of total purchase transactions utilizing procurement card vs. requisition/purchase order process.	5%	10%	15%	15%+

Council Priority: Effective Governance
Goal: To process requisitions into purchase orders within a 24 hour time period after requisitions have been approved.
Objective: To make purchases for requested material goods, services and construction in a timely manner.
Type of Measure: Program Efficiency
Tool: Total or length of time.
Frequency: Annually
Scoring: Within 24 hrs.- Progressing (Average), 24hrs. – 36hrs.- Caution (Warning), More than 36 hrs.- Need To Review
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Length of time it takes to process a purchase order once a requisition has been approved.	n/a	n/a	Within 24 hrs.	Within 24 hrs.

SECTION: **09-PURCHASING**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 636,077	$ 618,263	$ 618,263	$ 695,314	$ 77,051
CONTRACTUAL	36,514	25,427	26,006	25,427	-
COMMODITIES	10,370	6,224	5,340	6,252	28
TOTAL	**$ 682,961**	**$ 649,914**	**$ 649,609**	**$ 726,993**	$ 77,079

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 147,889	$ 161,577	$ 162,733	$ 236,311	$ 74,734
PURCHASING	441,510	411,645	412,493	413,591	1,946
MAIL SERVICES	8,794	-	-	-	-
WAREHOUSE	84,503	76,692	74,383	77,091	399
PROPERTY MANAGEMENT	265	-	-	-	-
TOTAL	**$ 682,961**	**$ 649,914**	**$ 649,609**	**$ 726,993**	$ 77,079

SOURCE OF FUNDING:

GENERAL FUND	$ 350,789
LIBRARY FUND	29,408
HIGHWAY USER REVENUE FUND	77,662
TRANSPORTATION FUND	36,557
WATER AND WASTEWATER FUND	149,241
STORMWATER FUND	4,832
AIRPORT FUND	30,220
ENVIRONMENTAL SERVICES FUND	48,284
	$ 726,993

COMMENTARY:
The Management Services operating budget has increased 12% with no capital expenditures. Personal Services increases are due to the addition of Business Analyst position and small increases in retirement and insurance costs. Contractuals and Commodities has little to no change from FY2011. There is no major capital (>$10,000) for this section.

MISSION

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

PROGRAM DESCRIPTION

The Tax, Licensing, and Revenue section is responsible for the licensing of new businesses, the processing of city sales tax returns, and the collecting of delinquent sales tax and business license accounts. Section staff disseminates City and State sales tax information to taxpayers and management. The section is responsible for the collection of delinquencies from utility billings, library accounts, City Court fines, parking tickets, miscellaneous city billings and NSF checks. Staff also bills monthly for the miscellaneous receivable accounts and manages the City's investment portfolio.

FY 11 ACCOMPLISHMENTS

- ✓ Analyzed sales tax section functions and developed work flows to help in the sales tax software implementation. Wrote system requirements for the new system to create efficiencies in the section's work flow.
- ✓ Successfully completed resiliency and Myers-Briggs team building trainings.
- ✓ Processed 39,950 city sales tax returns for FY 11. This is an increase of 1.04% over FY 10.
- ✓ Issued approximately 1,000 sales tax and business licenses in FY 11.
- ✓ Performed 30 sales tax audits and reviews that generated $225,000 in additional tax revenue.
- ✓ Collected $2.3 million from delinquent miscellaneous revenue accounts.
- ✓ Managed collections for over 3,500 parking tickets totaling over $110,900.
- ✓ Collected on over 2,860 library delinquent accounts for over $155,832 in library fines.
- ✓ Collected on 4,290 delinquent tax returns totaling $1.2 million.
- ✓ Pursued collections for over 200 non-sufficient funds checks.
- ✓ Billed monthly through the miscellaneous receivables program an average of 650 accounts for $850,000.
- ✓ Billed and collected for 350 Fire Department User Fee accounts with annual revenue of $45,000.
- ✓ Managed 373 community restitution workers with 13,373 hours of service.

FY 12 NEW INITIATIVES AND GOALS

- ➢ Implement new tax and licensing program that will enable our taxpayers to apply for license, file sales tax returns, make payments, and maintain account information online.
- ➢ Implement the new tax and licensing program to improve processing efficiency and move the section away from the home-grown legacy system.
- ➢ Write procedures manuals for each function in the sales tax section to document step by step procedures.
- ➢ Put out a RFP for an outside party to manage the city's cash investments. The investments would be limited to those currently allowed by the city investment policy. City staff would oversee the investments made by the outside party.
- ➢ Implement electronic billing for miscellaneous revenue accounts.

PERFORMANCE MEASURES

Council Priority: Effective Governance
Goal: Provide sales tax education to new business owners
Objective: Conduct at least 5 seminars during the year
Type of Measure: Output and Outcome
Tool: Output: Number of people that attend the seminars. The goal is 60 people per year, an average of 12 per seminar.
Tool: Outcome: At least 90% of the seminar evaluations completed by the attendees show that the seminars provided information and instructions that were easy to follow and that the material presented was basic, but provided sufficient detail.
Frequency: 5 per year
Scoring: Declining
Trend: ↓ Due to downturn in new license applications the number of attendees has declined.
Trend: ↑ Total of 6 seminars were held and they continue to meet the needs of our customers.

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Output-The number of people attending the seminars	43	52	45	60
Outcome- At least 90% of attendees found the seminar useful, the presentation and the materials provided were easy to follow.	93%	97%	98%	90%

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

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
Outcome-Sales tax write-offs as a percentage of revenue	0.1%	0.018%	0.34%	0.4%
Outcome-Miscellaneous receivables as a percentage of revenue	0.1%	1.01%	0.95%	0.7%

Council Priority: Effective Governance
Goal: Invest city funds with the goal of maximum return but keeping mind that safety of the principal is more important than the return on that principal.
Objective: Achieve a rate of return on investments outside the Local Government Investment Pool (LGIP) that exceeds the LGIP rate.
Type of Measure: Program Outcome
Tool: Compare rate of return on investments outside the LGIP with the rate of return at the LGIP.
Frequency: Annually
Scoring: Declining
Trend: ↔ Although returns have been declining compared to last year, investment returns remain well above LGIP and two year treasury notes average.

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
Annual rate of return on investments outside LGIP	4.05%	2.5%	1.5%	1.5%
LGIP annual rate of return	1.22%	0.11%	0.17%	0.17

Council Priority: Effective Governance
Goal: Have a sales tax audit program that is financially productive and performing enough audits and reviews to keep a high profile within the business community.
Objective: Sales tax audit assessments will exceed the cost of operating an audit program and performing approximately 50 audits and reviews per year.
Type of Measure: Program Outcome
Tool: Compare sales tax audit assessments with the expenses required to have an audit function.
Frequency: Annually
Scoring: Declining
Trend: ↔ Continuing to meet program objectives.

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
Audit assessments for the fiscal year	275,967	156,034	220,000	300,000
Audit program expenses	164,424	86,514	86,514	101,064
Number of audits and reviews performed	60	32	30	50

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

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 534,146	$ 632,010	$ 549,294	$ 556,522	$ (75,488)
CONTRACTUAL	33,771	39,376	39,291	40,819	1,443
COMMODITIES	15,440	16,743	16,845	15,300	(1,443)
TOTAL	**$ 583,357**	**$ 688,129**	**$ 605,430**	**$ 612,641**	$ (75,488)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 140,418	$ 286,527	$ 172,314	$ 264,597	$ (21,930)
AUDIT	177,132	137,953	174,157	77,251	(60,702)
COLLECTIONS	122,893	120,423	120,153	121,076	653
LICENSING AND CLERICAL	88,886	89,367	88,754	95,370	6,003
ACCOUNTS RECEIVABLE	54,028	53,859	50,052	54,347	488
TOTAL	**$ 583,357**	**$ 688,129**	**$ 605,430**	**$ 612,641**	$ (75,488)

SOURCE OF FUNDING:

GENERAL FUND	$ 197,016
LIBRARY FUND	59,811
TRANSPORTATION FUND	204,056
WATER AND WASTEWATER FUND	26,534
AIRPORT FUND	41,216
ENVIRONMENTAL SERVICES FUND	84,008
	$ 612,641

COMMENTARY:

The Sales Tax operating budget has decreased 11% with no capital expenditures. Personal Services decreases are due to reduction of one Auditor I position. In addition, there are small increases for retirement and insurance benefits. Contractuals increases are due to increases in travel, registration, and education. Commodities decreases are due to reductions in photocopying and office supplies. There is no major capital (>$10,000) for this section.

MISSION

The mission of the Finance/Budget division is to ensure that City's financial resources are protected through sound financial management, including allocation of resources consistent with community goals and providing timely, accurate, and reliable information that will assist in making informed decisions.

PROGRAM DESCRIPTION

The Finance Division provides a variety of financial services to the Council and City staff. Services include accounts payable, payroll, financial analysis, budget reporting, grant management, and performance reporting.

FY 11 ACCOMPLISHMENTS

- ✓ Received the Government Finance Officers Association (GFOA) Distinguished Budget presentation award for Fiscal Year (FY) 2011 for the seventeenth consecutive year.
- ✓ Received the GFOA Certificate of Achievement in financial reporting for FY 2009 for the sixteenth consecutive year.
- ✓ Early implemented GASB Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions.
- ✓ Completed Fiscal Year 2010 financial audit with only one major deficiency which was identified by staff and brought to the auditor's attention.
- ✓ Continue to work with Grant Representatives on American Recovery and Reinvestment Act (ARRA) Grants and review all quarterly ARRA-1512 Reports.
- ✓ Hired a full-time Grants Specialist position.
- ✓ Submitted the Airport Capital Improvement 5-Year Plan for 2012-2016.
- ✓ Project coordination with Federal Emergency Management Agency (FEMA) and AZ Department of Emergency Management (ADEM) on Disaster Recovery efforts for the 2010 Winter Storm, Hardy Fire, Schultz Fire, and Schultz Flooding events.
- ✓ Provided guidance to staff and attended numerous meetings regarding the grant funded Airport-Snow Removal Equipment.
- ✓ Continue to work with staff and AZ Department of Transportation, Aeronautics Division on Airport Land Acquisition.
- ✓ Worked with staff and the Water Infrastructure Finance Authority (WIFA) on the ARRA-Sinagua Well project final grant compliance closeout.
- ✓ Reviewed and provided comments to the new Flagstaff Metropolitan Planning Organization (FMPO) Title IV Plan.
- ✓ Updated current grant access database and researched potential software.
- ✓ Attended and conducted Resiliency Training for Finance staff.
- ✓ Researched time entry and scheduling software for citywide use.
- ✓ Participated in due diligence group to identify pros and cons for new financial software.
- ✓ Working with Flagstaff Housing Authority (FHA) to align policies, processes, and reporting within those of the City of Flagstaff.
- ✓ Assisted with implementing new software at the Visitor Center that allows better integration with general ledger and inventory reporting.
- ✓ Implement recreation software changes to allow better reconciliation to general ledger and provide installment billing.

FY 12 NEW INITIATIVES AND GOALS

- ➢ Continue to increase grant application submission and success on award approval.
- ➢ Investigate new Grant Management programs if city moves to a new software package.
- ➢ Complete the Schultz Flooding-Inner Basin Pipeline Reconstruction Project with FEMA/ADEM.
- ➢ Continue to work with FHA to identify efficiencies and operational changes.
- ➢ Implement time entry and scheduling software for citywide use.
- ➢ Explore paperless payroll options.
- ➢ Work with sections for improved and timely financial reporting to meet their operational needs.
- ➢ Begin quarterly financial reporting to Council.
- ➢ Begin posting monthly financial reports and transactions on the city website.

PERFORMANCE MEASURES

Council Priority: Effective Governance
Goal: To maintain external validation of appropriate budget and year end financial reporting.
Objective: Maintain the Government Finance Officer's Association (GFOA) Certificate of Achievement of Excellence in Financial Reporting and the GFOA Distinguished Budget Presentation Award.
Type of Measure: Outcome
Tool: Produce Documents and Submit for Review
Frequency: Yearly
Scoring: 100%
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
GFOA Certificate of Achievement	100%	100%	100%	100%
GFOA Distinguished Budget Presentation Award	100%	100%	100%	100%

Council Priority: Effective Governance
Goal: Continue to maintain budgeted grant revenue levels.
Objective: To budget & apply for projected grant revenue in the amount of approximately $10 million per Fiscal Year.
Type of Measure: Outcome
Tool: Budget Document, Schedule of Grant Revenues, FY Grant Revenue Reconciliation, Grants Management Database
Frequency: Yearly
Scoring: $10 million or more
Trend: ↑

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
Projected Grant Budgeted Revenue	$15,301,097	$17,221,239	$22,000,000	$22,000,000
Actual Grant Revenue Received	$5,249,709	$5,612,625	$7,000,000	$8,000,000
Grant Amounts Awarded During the Fiscal Year	$5,476,603	$4,884,046	$7,000,000	$8,000,000

Council Priority: Effective Governance
Goal: To apply and succeed in grant applications submitted
Objective: Of the grants applied for expect successful awards on more that 50%.
Type of Measure: Outcome
Tool: Grants Management Database
Scoring: > 60%=Exceeding, 50%-60%=Meeting, <50%=Needs Attention
Trend: ↑

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
Grants Applications Submitted	80	80	90	100
Grants Awarded	52 (65%)	55 (68%)	60 (67%)	70 (70%)
Active Grants Worked During Fiscal Year	141	163	175	200

Council Priority: Effective Governance
Goal: Increase the number of vendors paid through Electronic Funds Transfers.
Objective: Continue to increase the percentage of EFT versus paper check payments.
Type of Measure: Output
Tool: Check Registers
Frequency: Every Check-Run
Scoring: >25% Very Good, 15-25% Good, <15% Needs Attention
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Vendors paid by EFT	23	106	150	150
Number of Payments Made by EFT	113	1,003	1,500	2,500
Percent of Total Payments	1%	14%	20%	35%

Council Priority: Effective Governance
Goal: Limit the number of single audit auditor findings.
Objective: To have no audit findings on either the City general or single audit.

Type of Measure: Outcome
Tool: Single Audit
Frequency: Yearly
Scoring: 100%
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
City of Flagstaff control deficiencies	0	0	0	0
City of Flagstaff significant deficiencies	0	1	0	0
Single audit findings	0	1	0	0

SECTION: **13-FINANCE AND BUDGET**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 829,670	$ 844,153	$ 816,350	$ 850,385	$ 6,232
CONTRACTUAL	27,986	23,904	33,604	22,800	(1,104)
COMMODITIES	21,851	14,850	14,800	15,954	1,104
CAPITAL	-	-	4,500	-	-
TOTAL	**$ 879,507**	**$ 882,907**	**$ 869,254**	**$ 889,139**	$ 6,232

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 86,315	$ 111,841	$ 117,737	$ 111,673	$ (168)
ACCOUNTING	366,714	335,523	327,071	333,553	(1,970)
PAYROLL	138,299	135,906	135,753	136,856	950
ACCTS PAYABLE/ RECEIVABLE	144,561	124,524	123,674	125,864	1,340
BUDGET	6,312	6,500	6,800	6,050	(450)
GRANTS ADMINISTRATION	137,306	168,613	158,219	175,143	6,530
TOTAL	**$ 879,507**	**$ 882,907**	**$ 869,254**	**$ 889,139**	$ 6,232

SOURCE OF FUNDING:

GENERAL FUND	$ 530,673
LIBRARY FUND	60,463
HIGHWAY USER REVENUE FUND	59,866
TRANSPORTATION FUND	25,686
WATER AND WASTEWATER FUND	100,810
STORMWATER FUND	6,009
AIRPORT FUND	28,273
ENVIRONMENTAL SERVICES FUND	77,359
	$ 889,139

COMMENTARY:

The Finance and Budget operating budget has increased 1% with no capital expenditures. Personal Services increases are due to small increases in retirement and insurance benefits. Contractual decreases are due to reductions in memberships and advertising. Commodities increases are due to increases in subscriptions and office supplies. There is no major capital (>$10,000) for this section.

COMMUNITY DEVELOPMENT DIVISION MISSION

The mission of the **Capital Improvement Section** is to provide for the delivery of high quality community projects that improve the quality of life for the citizens of Flagstaff, through the efficient management of public resources.

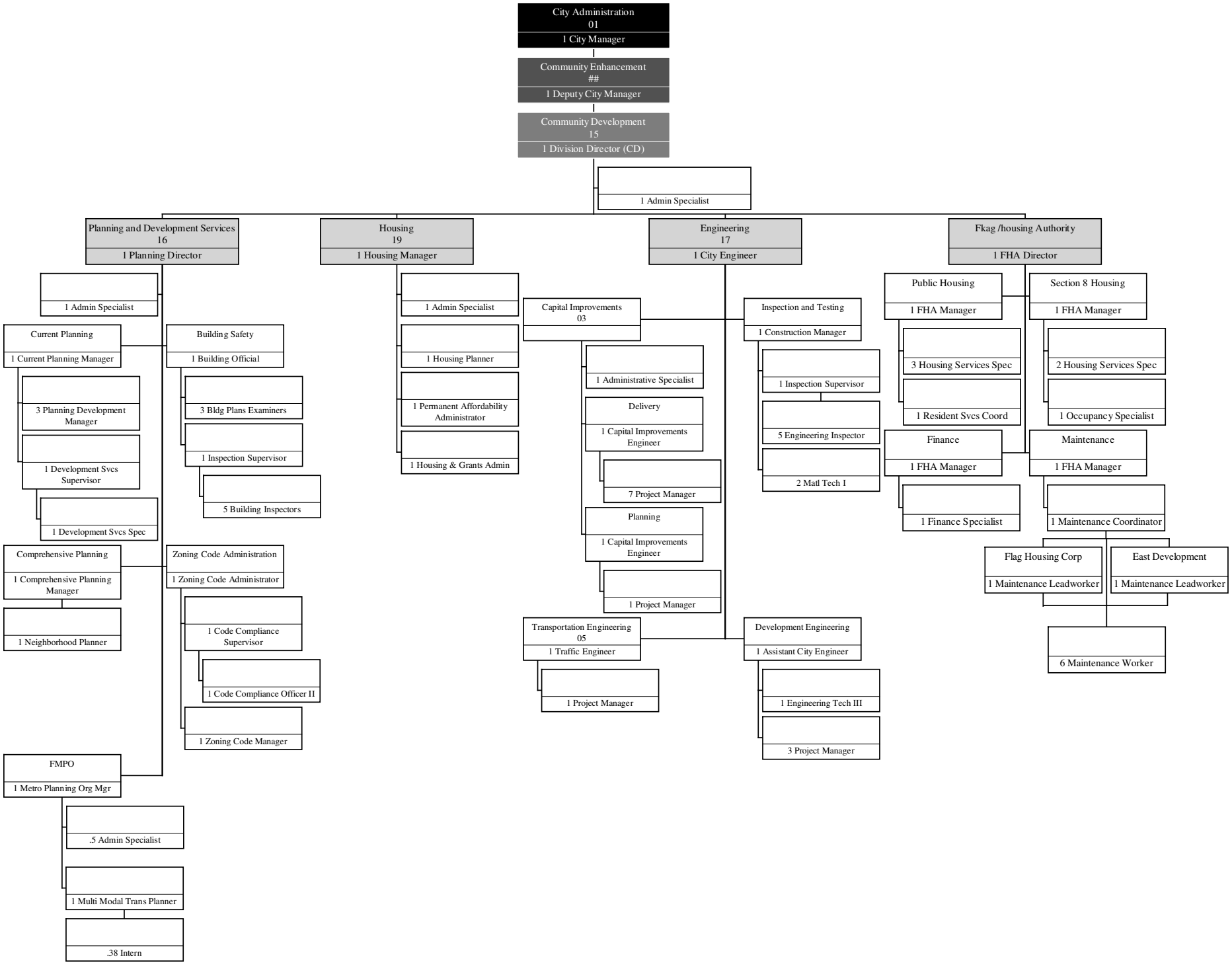
Innovative solutions and communications with the public define the **Metropolitan Planning Organization** as the leader for coordinating regional transportation and land use planning. Intellectual and professional integrity keep us there.

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

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

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

COMMUNITY DEVELOPMENT



MISSION

The Capital Improvements Program provides for the delivery of high quality commuity projects that improve the quality of life for the citizens of Flagstaff; through the efficient management of public resources..

PROGRAM DESCRIPTION

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

FY 11 ACCOMPLISHMENTS

- ✓ Assisted NAIPTA with development of preliminary and final design for new Mountain Links Transit route.
- ✓ Facilitated City participation in ADOT Interstate 40 Corridor design concept study.
- ✓ Assisted in the development of proposed bond program for 2010 and provided support for the Bond Advisory Task Force.
- ✓ Continued to facilitate Capital Improvements Committee meetings to provide internal review and oversight.
- ✓ 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.
- ✓ Coordinated internal review of proposed 5 year plans for each functional area within the City of Flagstaff and 5-year CIP up-date for 2012–2017.
- ✓ Facilitated monthly coordination meetings for Urban Streetscape and Urban Trails Programs.
- ✓ Completed project administration services for the Southside Improvements project at S. Beaver and S. San Francisco Streets.
- ✓ Completed project management services for Historic Rote 66 pedestrian improvements.
- ✓ Completed project administration services for design of Industrial Dr. roadway improvements from Huntington Dr. to Nestle Purina Dr.
- ✓ Continued Rio de Flag project coordination with Army Corps of Engineers including construction phase liaison for the Butler Tunnel.
- ✓ Continued project management services for Fire Stations #2 and associated Ponderosa Parkway.
- ✓ Continued project administration services for new Traffic Signal installation at S. Fourth St. and Sparrow Ave.
- ✓ Continued project management services for multiple FUTS projects.
- ✓ Completed project management services and parcel re-assessments for the Aspen Place at the Sawmill project.
- ✓ Completed project management for the Sunnyside Ph V-A neighborhood improvement project.

- ✓ Engineered design documents in progress toward construction for 17 capital projects valued at $ 14.3 M. Projects with design percent completed (status as of 1/06/11) include

  - Industrial Dr - Huntington to Nestle Purina @ 99%
  - FUTS Linda Vista connector @ 91%
  - Rio De Flag Downtown RR bridge @ 90%
  - FUTS Hospital rim @ 80%
  - FUTS Switzer canyon trail @ 69%.
  - 4th /Sparrow signal @ 54%
  - Milton - Sitgreaves ramp @ 38%
  - FUTS Florence – Walnut underpass @ 30%
  - Woodland Village Blvd Medians @ 28%
  - Woodlands Village sidewalk @ 3%
  - 4th /St gateway
  - Butler Medians Phase 3
  - FUTS Rt. 66 – McMillian Mesa
  - FUTS Country Club
  - FUTS Arrow -6th Ave connector
  - West & Arrowhead Reconstruction
  - NAIPTA/Mtn. Links, @ 75%

- ✓ Scheduled construction or are under construction for 10 projects valued at $5.8M. Projects with construction percent completed (status as of 1/06/11):include:
  - Ponderosa parkway
  - Rio De Flag Butler Tunnel
  - Lake Mary Rd. Utility

- Rt 66 South of Tracks beautification
- FUTS Rte 66 Downtown trail
- Rail crossing modifications
- West/Sixth intersection
- Industrial Dr. –Fanning to Eagle Mtn
- Sunnyside Phase V-B

✓ Construction completed with projects under warranty includes 12 city projects valued at $10.1M including:

- Izabel homes Phase I
- Sunnside Phase V(a)
- Ponderosa parkway
- FUTS cresent Rio bridge
- RDF Butler culvert
- Southside traffic improvements
- Historic rte. 66 awning
- Lake Mary Road
- FUTS downtown trail
- West – 6th intersection
- Two spot logging train
- East Flagstaff TI medians

FY 12 NEW INITIATIVES AND GOALS

Facilities and Public Safety

➢ Ensure development and completion of all public facilities and infrastructure in a manner that promotes the effective delivery of basic services and assures the public safety.

Fiscal Health

➢ Maintain well trained and team-centered staff.
➢ Track continuous improvement of internal processes to ensure timely delivery of projects while complying with all policy and legal requirements.
➢ Enhance recurring communication with internal clients and stakeholders and provide regular comprehensive project reporting.
➢ Continue to ensure an appropriate level of public involvement and accountability.

Community Sustainability

➢ Continue facilitation of the capital planning process and five year capital program to assure the most effective allocation of the City's capital resources.
➢ Continue quarterly project status reporting for all projects managed by Capital Improvements Program.
➢ Provide project management for bond-funded street and utility replacements consistent with voter authorization of November 2010.
➢ Provide assistance and expertise required for further development of USGS Campus and Science & Technology Facilities.

Capital Project Delivery

The forecast for projects that the Capital program expects to achieve major milestones encompasses 14 projects with a total City Value of $13.77 M and includes:

➢ Fire Station No. 2 – complete summer 2011
➢ First round 2010 Street/Utility Bond projects – complete fall 2011
➢ Sunnyside Ph V – B – complete fall 2011
➢ Woodlands Village Blvd Medians – design complete fall 2011
➢ Butler Ave Medians – complete design fall 2011
➢ FUTS – ATA Rte 66 to Switzer Mesa - complete fall 2011
➢ FUTS – Country Club Rte 66 to Cortland - Design Summer/fall '11
➢ FUTS – Hospital Rim Trail, Museum Connector, Linda Vista Connector, Switzer Canyon Trail – complete fall 2011
➢ FUTS – Milton Sitgreaves ADA walkway – complete fall 2011
➢ FUTS Arrowhead and 6th connectors – completed fall 2011
➢ Fourth St./Sparrow Ave Traffic Signal – complete summer 2011
➢ West & Arrowhead reconstruction - Design summer/fall 2011
➢ NAIPTA/NAU Mt. Link - Construction summer 2011
➢ Reflectivity sign management program – 2011
➢ Presidio onsite public improvements
➢ FUTS – Florence St. – Walnut St. railroad underpass- Construction fall 2011
➢ RDF downtown railroad underpass. – Construction fall 2011

PERFORMANCE MEASURES

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

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
Percentage of projects completed within 5% of authorized amount	65 %, (Four quarter avg.)	100 % (Four quarter avg.)	95% (Two quarter avg)	90%

Council Priority: Deliver Quality, Reliable Infrastructure
Goal: Fiscal Responsibility
Objective: Deliver Capital projects within approved schedule
Type of Measure: Program Outcome
Tool: Aggregated data for projects completed as defined by the schedule at the time of Council award of construction.
Frequency: Quarterly (using a 12-month moving trend)
Scoring: Dashboard - Green
Trend: ↑/→

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
Percentage of projects completed within 3 months of accepted schedule	87.9 %, (Four quarter avg.)	81.8 % (Four quarter avg.)	85% (Two quarter avg)	90%

Council Priority: Deliver Quality, Reliable Infrastructure
Goal: Effective establishment and allocation of capital resources to deliver community improvements based on Council priorities
Objective: Coordination and development of a comprehensive, integrated 5-year capital program
Type of Measure: Program Outcome
Tool: Coordination with Divisions responsible for capital programs, number of projects active vs. budgeted
Frequency: Annual
Scoring: Dashboard – yellow
Trend: ↑

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
Percentage of programmed projects implemented within 2 years of the project's initially programmed starting year	66%	70%	70%	70%

SECTION: **03-CAPITAL IMPROVEMENTS**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 1,110,976	$ 1,101,931	$ 1,013,825	$ 785,821	$ (316,110)
CONTRACTUAL	72,696	73,092	14,950	53,092	(20,000)
COMMODITIES	(1,400,986)	(1,386,909)	(1,076,680)	(961,909)	425,000
CAPITAL	-	-	1	-	-
TOTAL	**$ (217,314)**	**$ (211,886)**	**$ (47,904)**	**$ (122,996)**	$ 88,890

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 81,051	$ 28,183	$ 22,318	$ 28,183	$ -
PROJECT MANAGEMENT	(389,291)	(416,799)	(200,794)	(262,955)	153,844
ADOT PROJECT COORDINATION	7,804	11,816	11,740	11,849	33
UNPLANNED/UNPROGAMED WORK	5,179	-	5,977	-	-
5 YEAR CAPITAL PROG DEV	54,200	147,731	99,243	99,927	(47,804)
BOND ELECTION DEVELOPMENT	23,743	17,183	13,612	-	(17,183)
TOTAL	**$ (217,314)**	**$ (211,886)**	**$ (47,904)**	**$ (122,996)**	$ 88,890

SOURCE OF FUNDING:

GENERAL FUND	$ (122,996)
	$ (122,996)

COMMENTARY:

The Capital Management operating budget has decreased 42% and there are no capital expenditures. Personal Services decreases are due to 3.0 FTE staffing reductions that include one Capital Improvements Engineer and two Project Managers and small increases in retirement and insurance costs Contractuals decreases are due to the decrease of outside consultant fees. Commodities increases are due to a decrease in internal work charges. The Capital Management Section is allocated to the sections it provides services for based on an hourly rate percentage. All costs plus the administrative overhead assigned to the section are allocated.

MISSION

Innovative solutions and communications with the public define the FMPO as the leader for coordinating regional transportation and land use planning. Intellectual and professional integrity keep us there.

PROGRAM DESCRIPTION

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

FY 11 ACCOMPLISHMENTS

- ✓ Winter Congestion Study and data collection
- ✓ Coordination and support for state and local initiatives like Regional Plan 2012 ($250,000 grant), State Long Range Transportation Plan, I-40 DCR
- ✓ 50 Miles of FUTS celebration
- ✓ Two successful enhancement grants, $1,300,000, and submittal of Safe Routes to School Grant
- ✓ FUTS Signing Grant, $228,000
- ✓ Transportation Research Board national conference presentation

FY 12 NEW INITIATIVES

- ➢ 5-Year Transit Plan Update (coordinated with NAIPTA)
- ➢ Trip Diary Survey (2nd survey, five-year cycle)
- ➢ Coordination and support for state and local initiatives like Regional Plan 2012 ($250,000 grant), State Long Range Transportation Plan

PERFORMANCE MEASURES

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

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Percent of regional residents finding transportation system meets their needs somewhat well or very well.	77%	No cityscape survey	No survey	80% Trip Diary Survey
Executive Board accepts findings of annual Performance Report	n/a	100%	100%	100%

Council Priority: Community Sustainability
Goal: Achieve public support for federal, state and local funding or legislation to fulfill broader transportation policies.
Objective: Develop and sustain 70% public support for transportation funding measures proposed by the state or city that comply with the FMPO regional transportation plan.
Type of Measure: Outcome
Tool: Survey (with city or other support); citizen comment forms
Frequency: quarterly
Scoring: Green = Progressing, Average
Trend: → (no transportation-related legislation proferred)

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Percent of city and/or regional residents supporting proposal	n/a	70%	n/a	n/a

Council Priority: Community Sustainability
Goal: Achieve increasing mode share for walk, bicycle, transit and carpool modes.
Objective: Achieve a combined mode share of 25% for the region by 2040.
Type of Measure: Outcome
Tool: Trip Diary Survey (with city or other support); transit reports, bicycle commutes logged by Flagstaff Biking Organization
Frequency: full survey every 5 years, annual tracking of other measures
Scoring: Green = Progressing, Average, Yellow = static; Red = regressing
Trend: ↗ (Mostly up –based on transit performance, moderated by bike-to-work week)

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Trip Diary Results (2006 = 42.9%)	n/a	n/a	n/a	45%
Transit trips per city capita	17.05	19.4	20.9	22
Bike-to-work week registered commutes by bike	3380	2421	3500	3700

Council Priority: Facilities & Basic Services
Goal: Provide design level transportation system detail for use by city, county and state transportation staff and local development interests.
Objective: Annually produce a regional transportation model that exceeds industry standards.
Type of Measure: Program output
Tool: Model output compared to industry standards for production-attraction balance, screen-line and functional classification on percent and root-mean square error basis (total error based on variance of model from counts)
Frequency: annually
Scoring: percent under industry standard
Trend: Model RMSE - down ↓ (smaller is better)
Mode Share – down ↓ (expect accuracy to lag between surveys)

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Root mean square error for roadway volumes FMPO/Industry (RMSE 35)	20/35	20/35	19/35	18/35
Non-auto mode share accuracy (based on trip diary survey every 5 years)	70%	65%	60%	75%

SECTION: **14-FLAGSTAFF MPO**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 238,798	$ 240,868	$ 240,868	$ 242,198	$ 1,330
CONTRACTUAL	74,996	297,020	186,626	240,100	(56,920)
COMMODITIES	(25,342)	(26,963)	(27,185)	(34,665)	(7,702)
CAPITAL	-	11,000	-	-	(11,000)
TOTAL	**$ 288,452**	**$ 521,925**	**$ 400,309**	**$ 447,633**	$ (74,292)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 118,420	$ 188,625	$ 235,195	$ 218,933	$ 30,308
PUBLIC INFORMATION PROGRAM	1,759	9,000	814	3,000	(6,000)
SHORT RANGE PLANNING PROGRAM	20,434	176,000	85,000	80,000	(96,000)
TANSPORTATION IMPROVEMENT PLAN	-	700	700	700	-
SHORT RANGE DATA COLLECTION	4,306	30,000	51,000	65,000	35,000
LONG RANGE TRANSIT PLAN	10,951	-	-	30,000	30,000
LONG RANGE TRANSPORT PLAN	107,153	117,600	27,600	50,000	(67,600)
LONG RANGE "OTHER" TRANSPORT	25,429	-	-	-	-
TOTAL	**$ 288,452**	**$ 521,925**	**$ 400,309**	**$ 447,633**	$ (74,292)

SOURCE OF FUNDING:

METROPOLITAN PLANNING FUND	$ 447,633
	$ 447,633

COMMENTARY:

The MPO operating budget has decreased 14% and there are no capital expenditures. Personal Services increase is due to small increases in retirement and insurance benefits. Contractual decrease are due to lower consultant costs in Long Range Transport. Commodities decreases are due to the Contra Work Order Charges. There is no major capital (>$10,000) for this section. With the exception of the General Fund transferring $22,493, the MPO is a 100% grant reimbursed program.

MISSION

CREATING COMMUNITY TOGETHER. We are a client-focused team that enables quality development, reinvestment, and conservation of the natural and built environment through publicly adopted policies.

PROGRAM DESCRIPTION

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

FY 11 ACCOMPLISHMENTS

- ✓ Aspen Place at Sawmill Management
- ✓ Flagstaff Housing Authority Integration
- ✓ Presidio in the Pines Bond Settlement
- ✓ Fire Station Construction
- ✓ Southside Streetscape
- ✓ Isabel Homes Construction – 3 Units
- ✓ CD Leadership Team and on-going excellence initiatives
- ✓ Rio de Flag Project Executive Team
- ✓ Development Oversight Team to continually review process and outcomes
- ✓ Lone Tree Traffic Interchange Negotiations with ADOT

FY 12 NEW INITIATIVES AND GOALS

- ➢ Aspen Place Southside Sales
- ➢ WestCor Lawsuit Management
- ➢ Presidio HOA Lawsuit Management
- ➢ Aspen Place North Development
- ➢ Isabel Homes Phase 2 Construction
- ➢ 2010 Street and Utility Bond Projects
- ➢ Flagstaff Housing Authority Integration
- ➢ Presidio in the Pines Bond Settlement and Construction
- ➢ CD Leadership Team and on-going excellence initiatives
- ➢ Rio de Flag Project Executive Team
- ➢ Development Oversight Team focus on IDS and Construction Management Processes

PERFORMANCE MEASURES

Council Priority:

Livability through good neighborhoods, affordable housing and varied recreational activities
Goal: Create a built community that enhances the community's character
Objective: Ensure that developments within the City are creating a positive built environment
Type of Measure: Outcome
Tool: Survey of C.D. clients
Frequency: Annually
Scoring: 75% of clients favorable
Trend: →

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Percentage of Community Development clients and citizens who agree that a sampling of new development, capital and housing projects are positively affecting our built environment	N/A	75%	75%	75%

SECTION: **15-COMMUNITY DEVELOPMENT ADMINISTRATION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 254,910	$ 230,246	$ 229,788	$ 231,283	$ 1,037
CONTRACTUAL	7,743	16,790	16,790	29,559	12,769
COMMODITIES	12,281	11,228	11,692	11,228	-
TOTAL	**$ 274,934**	**$ 258,264**	**$ 258,270**	**$ 272,070**	$ 13,806

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 274,934	$ 258,264	$ 258,270	$ 272,070	$ 13,806
TOTAL	**$ 274,934**	**$ 258,264**	**$ 258,270**	**$ 272,070**	$ 13,806

SOURCE OF FUNDING:

GENERAL FUND	$ 272,070
	$ 272,070

COMMENTARY:

The Community Development operating budget has increased by 5% and there are no capital expenditures. Personal Services increases of less than 1% are due to slight increases in retirement and insurance benefits. Contractual increases are due to Divisions 15, 16, and 17 realigning their programs expenditures to better match program needs. In addition, in this division, a 1X increase of $5,600 was authorized for Contractuals, offset by a 1X decrease in Division 17 (from personnel changes) in the same amount. Commodities remain unchanged. There are no major capital (>$10,000) expenditures planned for this section.

MISSION

The mission of the Community Development Division is to be a client-focused team that enables quality development, reinvestment, and conservation of the natural and built environment through publicly adopted policies and plans.

PROGRAM DESCRIPTION

The Planning & Development Services Section is responsible for working closely with applicants, other city staff and the general public to process cases from the conceptual idea stage through formal applications, building plan review, building inspection, and finally occupancy approval. This section is also responsible for processing changes to the Regional Plan, the Zoning Code, and the Building Code. Our customers include the general public, developers, trade groups, other city and county staff, the Planning and Zoning Commission, and the City Council.

The Section is divided into four programs.

The **Current Planning Program** is responsible for administering, implementing and enforcing the Zoning Code (LDC) and the Flagstaff Regional Land Use and Transportation Plan. The Program provides single point of contact service to both our clients and our various customers by coordinating city-wide input through the Development Review Board. The Program also provides customer service to external and internal clients and is the information hub to the Community Development Division for all activities that are funneled though the front counter. The front courter recieves and deceminates various applications, reviews applications for completeness, provides direct customer support to all, issues permits and reviews applications (such as site plans, rezoning, & plats).

The combined **Building Safety Program** is responsible for administering and enforcing the provisions of the various International model codes and energy code, adopting changes to Title 4 of City Code for building code amendments regulating horizontal and vertical construction. This program consists of a plan review portion that reviews both residential and commercial construction plans, and an inspection portion which conducts on-site inspections to ensure compliance with applicable codes and ordinances, to abate life safety hazards and unsanitary conditions, and to facilitate future development in the City of Flagstaff. Staff provides our clients with the highest level of progressive interpretation of requirements which assist in problem solving to achieve the clients' goals for timely issuance of construction permits.

The **Zoning Code Administration Program** is responsible for ensuring fair and consistent interpretation and administration of the City's zoning code and providing timely updates and amendments to the code. For the current and upcoming fiscal years, the primary task will be completing work on the comprehensive rewrite of the Zoning Code, and ensuring its coordination with the Regional Plan. After the zoning code is completed and implemented, work will commence on the proposed Property Maintenance Ordinance. In addition, the Code Compliance Program promotes the health, well-being, and general quality of life for the citizens of Flagstaff by ensuring compliance with relevant city codes.

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

FY 11 ACCOMPLISHMENTS

- ✓ Current Planning continues to be the staff liaison and provide administration to the Planning and Zoning Commission. The Commission conducted over 25 hours of Public Hearing time in the review and preparing recommendations related to the re-write of the Zoning Code.
- ✓ Current Planning continues to improve and refine the Development Review Board process that coordinates comments from all city sections on development proposals. The single-point-of-contact service provides excellent customer service in processing the various types of development proposals.
- ✓ Improved the newly-implemented Pre-Application process, which allows our clients to get a basic, free, and timely pre-development review with minimal information. This process is a direct response from our customers to obtain basic information prior to any substantial commitments by the applicants.
- ✓ Updated the Current Planning Business Practices manual. The manual fully documents all of the business processes, steps, requirements, and techniques related to Current Planning. The manual has been updated to account the new fee structures.
- ✓ Initiated a refinement tracking system of all permits, process and procedures related to the front counter. Audit all permit applications to maintain updated requirements, processing and procedures.
- ✓ The Current Planning Program reviewed a total of 91 concept and site plan proposals though-out the review period.
- ✓ Assisted with the detailed review of approximately 150 miscellaneous building permits during the fiscal year.
- ✓ Continue to process lot-split requests. The Current Planning Program Management processed 8 lot splits during the fiscal year.
- ✓ Provided the lead in implementation, administration, and reporting of the Building Stimulus Program, which was a success with our clients.
- ✓ Current Planning provides assistance to the Zoning Administration Program re-writing, testing, and reviewing the Zoning Code. The Current Planning Program has provided expertise and suggests amendments to the Zoning Code.
- ✓ Provide assistance to Comprehensive Planning Program with the updating of the Regional Land Use and Transportation Plan. Provide assistance to Regional Planning Core Team and the Citizen Advisory Commission as needed.
- ✓ Two amendments to the Zoning Code were proposed for adoption, including response to passage of Prop 203 to allow for the sale, growth and cultivation of medical marijuana within the City, and revisions to the standards allowing for an off-premise sign for the Flagstaff Auto Park.
- ✓ Following approval by the City Council in January 2009 of a contract with Opticos Design Inc. and their team, work has commenced in earnest on the comprehensive rewrite of the zoning code. Task 1 (Background Review and Initial Public Participation) and Task 2 (Documentation and Analysis) were completed in summer 2009, and Task 3 (Design Charrette) was completed by the end of 2009. Throughout 2010 work continued on drafting new code provisions, ensuring that interested Flagstaff residents had a chance to learn about the new code, and ultimately working to complete a public review draft that was released on August 30, 2010. Thereafter, public hearings and meetings with the Planning and Zoning Commission resulted in a recommendation to approve the draft Zoning Code subject to various amendments. The City Council continues to review and provide comment on the draft Zoning Code with its adoption anticipated by mid-2011.
- ✓ Provide assistance to the Comprehensive Planning Program, Regional Plan Core Team and Citizen Advisory Committee on the update of the Regional Plan. Work to ensure the Regional Plan update and the Zoning Code rewrite are also coordinated.
- ✓ Successful development of improved relationships between neighborhood organizations and code compliance staff, (e.g. Plaza de Vieja, Southside and Sunnyside).

- ✓ Maintained updates to a comprehensive process and procedures manual for the code compliance program.
- ✓ Successful implementation of stronger working relationships with the Police Department and other City Divisions on compliance issues.
- ✓ Continue with the implementation of a proactive program to ensure compliance with the City's lighting code to protect the quality of Flagstaff's dark skies.
- ✓ Added new training for the inspection of safe installations of photovoltaic, solar thermal, and wind generation systems to include requirements by Arizona Public Service and State DOE sponsored plan review requirements.
- ✓ Transitioned inspectors with in-house training with the Fire Inspectors to perform annual kitchen hood and commercial building fire sprinkler safety inspections due to reduction of personnel.
- ✓ Added inspection assistance to Public Works Division in performing detailed annual inspections of back-flow prevention devices and grease trap interceptors.
- ✓ Council adopted the 2009 amendments to the 2006 International Building Codes and Energy Code.
- ✓ Conducted in-house cross-training classes to provide plan review and inspection personnel the knowledge to make good decisions and conduct plan review and inspections for both commercial and residential projects.
- ✓ Every inspector conducts both commercial and residential inspections.
- ✓ Maintained inspections within 24 hours from request after the loss of 3 personnel.
- ✓ Maintained plan review time frames with 2 plans examiners after the loss of 1 plans examiner.
- ✓ Awarded $250,000 ADOT PARA grant for the Regional Plan.
- ✓ 16 Citizen's Advisory Committee meetings supported with staff reports and meeting management.
- ✓ 18 open house events for the following planning elements: Economic development (3); community character (8); housing (3); general information (4).
- ✓ Six focus group sessions conducted for the Regional Plan elements: Economic development (2); community character (1); housing (1); open space and recreation (1); energy (1).
- ✓ 55 Regional Plan outreach meeting opportunities (e.g. City Council, P&Z, Chamber of Commerce, League of Neighborhoods, Work Force Commission, SEDI, AZ State Trust Lands, Kiwians, Airport Commission, Tourism Commission, NABA, Home Show, NAU, Open Space Commission, Neighborhoods groups, etc.)
- ✓ Completed "Environmental Quality" subsection consisting of 5 planning elements with goals/policies/text of the Regional Plan.
- ✓ Incorporated video PR pieces of Regional Plan broadcasted upon webpage, Facebook and YouTube.
- ✓ Increased to 315 Twitter Followers and 88 "Friends" on Facebook for Regional Plan.
- ✓ 1,530 external web links back to Regional Plan webpage have been created.
- ✓ Achieved a 70% return rate for the 2010 Census, exceeding the 2000 Census rate of 54%.
- ✓ Awarded $3,000 for Census banners and bus posters.
- ✓ Organized recording of Public Service Announcements for the Census by Mayor Presler, Councilmember Brewster and former Councilmember Haughey. PSAs broadcasted on local radio stations.
- ✓ Awarded promotional "March to the Mailbox" material and rally day for hard to reach neighborhoods.
- ✓ Awarded the "Portrait of America" mobile promotional Census tour at NAU – the only stop in Arizona.
- ✓ Created and implemented Council's 2010 priority item, a "Flagstaff Neighborhoods" webpage and Neighborhood Registration.
- ✓ Prepared and presented NAU Town Gown Report to City and University.
- ✓ Comprehensive review of bond initiatives in respect to compliance with the Regional Plan.
- ✓ Project review (e.g. – Zoning Code, Fourth Street, State Lands, NAIPTA, Downtown Parking Management, Snowplay, I-40 DCR, Economic Vitality bid packages, etc.).

- ✓ Represented Flagstaff at "AZ Planner's Day on the Capital."
- ✓ Presenters of "Flagstaff's Extreme Planning Makeover" at annual AZ Planning Chapter meeting.

FY 11 ADDITIONAL ACCOMPLISHMENTS

- ✓ Worked with IT on new building and zoning permit tracking software.
- ✓ Refinement of the single point of contact system in concert with the development review process. Conducted a single point of contact retreat. Conducted several lesson's learned meeting with the team that resulted in further refinements.
- ✓ Approved the Super Walmart occupancy permit.
- ✓ Manage and operated CD TV that inform our clients, customers and stakeholders of current events.
- ✓ Assisted Zoning Administration with an amendment to the Zoning Code for auto park signage.
- ✓ Completed St. Francis de Assisi Church Rezoning, including an associated development agreement amendment. (Fire station and road work completed.
- ✓ Science Technology Park rezoning case.
- ✓ The Planning and Zoning Commission is represented on the Open Spaces Commission, Board of Adjustment, Water Commission and the Transportation Advisory Committee.
- ✓ Conducted public forums starting in January 2010 for customer feedback on the adoption of the 2009 International Codes.
- ✓ No on-the-job injuries.
- ✓ Put together a business practice manual on various operational procedures.
- ✓ No vehicular accidents caused by city personnel.

FY 12 NEW INITIATIVES AND GOALS

- ➢ Public Safety:

  The Building and Inspection management offices are being combined and placed under one manager in the fall of 2010. The physical facilities have already been merged to provide better one-stop client services. A public forum process was initiated in January 2010 to review and prepare the 2010 Building Code Amendments that will eventually adopt the 2009 International Building Code series.

  Enforcement of the 2009 International Building Codes and 2011 National Electrical Code.

  Conduct thorough plan reviews and inspections so as not to have any "surprises" for the client.

  Continue with proactive and reactive code compliance to courteously enforce community values to foster clean, safe and orderly neighborhoods.

  Continue with the implementation of a comprehensive report writing program developed in cooperation with the Police Department to ensure tracking of timely follow-up inspections and detailed recording of compliance history on a property.

  Ensure that all code compliance officers are certified as Zoning Inspectors and Property Maintenance Inspectors with the International Code Council (ICC).

  Continue to build and strengthen relationships with other enforcement agencies within the City.

- ➢ Family, Youth and Community

  A primary goal is the drafting and creation of the Regional Plan 2012 for City Council approval and voter consideration in 2012. Much of this will be accomplished in advanced planning by a series of new initiates:

- ✓ Leverage community assets (i.e. NAU, Rural Policy Institute, FMPO), grant sources and technology (Decision Theater and/or In-house GIS) to provide planning analysis to optimize, test and achieve the primary goal.
- ✓ Adoption of the Butler Corridor Access Area Plan -- release of DCR I-40 and TI's may affect timing.
- ✓ Serving as Steering Committee members for NAU Master Plan ensuring the compatibility with the *Regional Plan 2012*.
- ✓ Collaboration with Economic Vitality proposals with long-range and neighborhood plans to ensure that new ideas and economic development opportunities are compatible with plans and community desires (on-going).
- ✓ Implement at least 3 of 19 goals from the *Town Gown Report* in partnership and direction from the Mayor and the President of NAU's offices.
- ✓ Decision Theater to test Regional Plan policies and options.

Continue with the process of working toward adoption of a Zoning Code based on Smart Growth principles and sustainable development policies to ensure it is consistent with the Regional Plan and to make it simpler, easier to use and understand. Numerous opportunities for public input and participation will continue to be provided throughout this process.

Continue to implement a Community Oriented Code Compliance (COCC) initiative that will bring code officers in closer contact with community residents to inform them about code compliance issues and solicit their participation in caring for their communities.

Following successful completion and implementation of the new zoning code, commence work on a proposed Property Maintenance Ordinance.

- ➢ Affordable Housing:
  Through the Zoning Code rewrite actively promote and encourage the development of affordable housing opportunities. New energy conservation efforts through new code changes are assuring that affordable housing will also be sustainable by assure that increasing energy costs are partially mitigated.

- ➢ Community Sustainability: Through the adoption of an updated zoning ordinance: encourage sustainable economic vitality, environmental protection and social inclusion so that community residents and visitors can enjoy a better quality of life via the comprehensive DRB review process.

  Continue with the implementation of a proactive program to ensure compliance with the City's lighting code to protect the quality of Flagstaff's dark skies.

  Sustainability must be extended to the manmade environment and through the encouragement of using local materials, energy conservation requirements and better fire/life safety coordination, Planning and Development Services is providing superior facilities to meet current and future needs.

- ➢ Economic Vitality:
  Through the eventual adoption of a revised and updated Zoning Code, promote economic vitality through new growth and development.

  Improve the Development Review Board staff coordination process for project review.

- Environmental Sustainability.
  Through the Zoning Code rewrite actively promote and encourage sustainable development practices to protect and enhance Flagstaff's unique environment. City Council has amended Title 4 to adopt an aggressive energy conservation codes that will assure that existing resources are wisely used.

  Enforcement of the 2009 International Energy Efficiency Code.

  Training for plan reviewers and inspectors on reviewing plans and inspecting projects for compliance with the energy code.

- Facilities and Basic Services.
  Continue to implement a Community Oriented Code Compliance (COCC) initiative that will bring code officers in closer contact with community residents to inform them about code compliance issues and provide them with a high standard of basic municipal services.

PERFORMANCE MEASURES

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

Goal: (A) Facilitate the creation and adoption of a community supported, innovative, and comprehensive updated Regional Land Use Plan, Zoning Code, and annual review of Building/Energy Code.
(B) Increase public awareness of and participation in the process.
(C) Timely process development applications through the Development Review Board, Planning & Zoning Commission and Council process while increasing public awareness in the process and support for the resultant built environment.
Objective: (A) Adoption of a new Regional Land Use Plan, Zoning and Energy Code, on schedule and within budget, that supports Economic Vitality, Environmental Enhancement, and Affordable Housing. (B) Significantly increase efforts for public awareness of and participation in determining the future "look and feel" of Flagstaff resulting in increased public support in the three processes and products. (C) Approval of development proposals that support the City's Economic Vitality, Environmental and Affordable Housing goals. (D) Determine support for resultant built environment.

Type of Measure: (A) Output, (B) Policy outcome
Tool: (A) Progress reports,
(B) Weighted average of the following targets:
- Groups invited: Target at 100% attendance and 100% participation.
- General public: Major meeting: - target at 25 public members attending. Minor meetings: target at 15 public members attending..

Frequency: Quarterly
Scoring: (A) Percent completed to meet deadline, (B) New measure
Trend: ↔

Measures: (A)	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Regional Plan Milestones (Percent completed)	30%	50%	60%	90%
Percent of development applications that meet two or more of Council policies	N/A	95%	100%	100%
Land Development Code Milestones (Percent completed)	95%	80%	100%	100%
Energy Code (Percent completed)	100%	100%	100%	100%

Measures: (B)	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Regional Plan (Major meeting public attendance goal.)	90%	95%	100%	95%
Regional Plan (Minor meeting/events attendance goals.)	90%	95%	90%	95%
Zoning Code (Percent major meeting public attendance goal)	90%	95%	95%	95%
Zoning Code (Percent minor meeting public attendance goal.)	95%	95%	95%	95%
Energy Code (Percent scoring met in public & group awareness in project)	95%	95%	95%	95%
Energy Code(Percent scoring met in public and group participation in project)	50%	90%	95%	95%
Percent of built projects that meet scoring target	80%	90%	95%	95%

Council Priority: Public Safety
Goal: To courteously enforce community values within neighborhoods.
Objective: Through education and community outreach foster clean, safe and orderly neighborhoods.
Type of Measure: Program Outcome

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Participate in neighborhood clean-up efforts.	Not Achieved	Targeted	Targeted	Targeted

Tool: Participation by staff
Frequency: Min. 2 times per year [Lack of funding from the County, City and local neighborhood organizations resulted in no organized neighborhood clean-ups. However, outreach on the need for keeping neighborhoods, clean, safe and orderly continued.]
Scoring: 50% Progressing
Trend: ↓

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Meet with neighborhood groups to build stronger relationships.	Ongoing	Ongoing	Ongoing	Targeted

Tool: Meet with neighborhood residents
Frequency: Min. 1 time per month
Scoring: 90% Progressing
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Measure community response to COCC by recording compliments and complaints.	Ongoing	Ongoing	Ongoing	Targeted

Tool: Survey or tracking of citizen contacts with staff
Frequency: Monthly report
Scoring: 75-90% Average
Trend: ↔

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

Measures: (A)	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Percent of development applications that meet two or more of Council policies.	95%	98%	99%	100%

Measures: (B)	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Percent of built projects that meet scoring target.	80%	92%	85%	90%

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

Measures: (A)	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Percent of error free plan reviews	95%	98%	100%	100%
Percent of error free building inspections	95%	98%	100%	100%

Measures: (B)	CY 08 Actual	CY 09 Actual	CY 10 Estimate	CY 12 Proposed
Percent of contractor rating plan review as satisfactory or better	N/A-	80%	90%	100%
Percent of builders rating building inspections as satisfactory or better	N/A-	85%	90%	95%

Council Priority: Community Sustainability
Goal: Provide development project applicants all the information needed at the earliest opportunity to secure approval of a quality project while providing for safe and functioning transportation, water, sewer and drainage systems for lasting use by current and future residents and visitors.
Objective: Provide punctual and comprehensive client focused site plan review to enable quality development.
Type of Measure: Program output
Tool: Project tracking software/Program Manager analysis
Frequency: Each application
Scoring: Percentage of occurrence
Trend: ↔

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Percent of land development applications approved without "surprise" conditions when conceptual site plan was not altered or modified by the applicant/developer.	90%	98%	99%	95%

Type of Measure: Program output
Tool: Project tracking software/Program Manager analysis
Frequency: Each permit issued
Scoring: Percentage of occurrence
Trend: ↔

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Percent of building & engineering permits issued without "surprise" construction plan conditions of approval.	90%	94%	95%	95%

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

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 2,129,972	$ 1,927,064	$ 1,836,817	$ 1,822,470	$ (104,594)
CONTRACTUAL	69,039	78,025	49,946	60,314	(17,711)
COMMODITIES	38,638	55,303	54,639	67,144	11,841
TOTAL	**$ 2,237,649**	**$ 2,060,392**	**$ 1,941,402**	**$ 1,949,928**	$ (110,464)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 273,337	$ 276,921	$ 232,694	$ 215,628	$ (61,293)
ADVANCE PLANNING	205,944	222,642	203,479	301,256	78,614
BUILDING PLANNING REVIEW	350,349	258,835	217,159	-	(258,835)
BUILDING INSPECTION	604,653	529,795	528,490	720,967	191,172
CODE COMPLIANCE	286,364	339,830	281,126	194,138	(145,692)
CURRENT PLANNING	517,002	432,369	478,454	517,939	85,570
TOTAL	**$ 2,237,649**	**$ 2,060,392**	**$ 1,941,402**	**$ 1,949,928**	$ (110,464)

SOURCE OF FUNDING:

GENERAL FUND	$ 1,949,928
	$ 1,949,928

COMMENTARY:

The Planning and Development Services operating budget has decreased by 5% and there are no capital expenditures. Personal Services decreases of 5% are due to 1.5 FTE staffing reductions that include 1-Building Plans Examiner, 1-Code Compliance Officer, and an increase of .5-Planning Technician. In addition, there was an increase in retirement and insurance benefits. Contractual decreases of 23% are due to a realignment between Divisions 15, 16, and 17 to better reflect division needs. Commodities increases are due to a 1X addition of $5,000 to support the Regional Plan. There are no major capital (>$10,000) expenditures planned for this section.

MISSION

The Community Development Division is a client focused team that enables quality development, reinvestment and conservation of the natural and built environment through publicly adopted policies.

PROGRAM DESCRIPTION

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

FY 11 ACCOMPLISHMENTS

Administration

- Conducted Section staff meetings
- Attended Program staff meetings
- Toured completed, current and future projects with staff
- Responsive to the needs of Council, citizens, City Manager and other Divisions/Sections
- Provided consistent leadership and support for the Engineering Section
- Attended monthly meetings with FUSD's Assistant Superintendent of Operations
- Attended bi-monthly meetings with ADOT's District Engineer and staff
- Attended quarterly Executive meetings with US Army Corps of Engineers for the Rio de Flag project
- Met regularly with Purchasing Director and Public Works Director
- Member of Capital Improvements and Change Order Committees
- Member of the Development Review Board
- Member of FMPO Technical Advisory Committee
- Attended Council Meetings, Executive Sessions and Work Sessions
- Attend Traffic Commission meetings
- Monitored established performance measures for the Engineering Section
- Member of Community Development's Development Oversight Team
- Participated in ongoing improvements to Community Development's Single Point of Contact development review process

Transportation Engineering

- Developed scope, reviewed and provided written comments for Traffic Impact Analysis' for West Side 197, Butler Commerce Center, North Fourth Street Corridor Study, and Juniper Point
- Member of FMPO Technical Advisory Committee
- Supported the Traffic Commission to engage the public and provide forum for public input
- Designed and constructed two long standing Neighborhood Traffic Calming Projects for Beal Road and the Bow and Arrow Neighborhood
- Conducted 95 traffic studies including follow-up studies for the Beal Road narrowing and the Bow and Arrow traffic calming island
- Provided private and capital plan reviews on numerous projects
- Addressed Citizen complaints in part with 52 new internal Work Orders for new or revised traffic control devices
- Process signage and striping improvements city wide
- Supported Risk Management in the defense of roadway related claims against the City
- Provided extensive pre and post construction support for the WalMart Supercenter's adjacent roadways traffic control changes.
- Provided support for numerous Mountain Line Transit initiatives, most notably New Route 10, the Mountain Links Project
- Led the FMPO HSIP Project to create a City Wide sign database and management system
- In cooperation with FUSD and the individual school administrators the program worked on signing, striping and signal timing projects at MEMS/PDH, Knolles, Sinagua MS, Coconino HS, Thomas, South Beaver, Kinsey and Northland Prep
- Initiated a project with NAU to develop, test and gain Federal approval for a City of Flagstaff designed "Share the Road / 3 Feet" sign

Development Engineering

- Streamlined a number of internal processes to enhance productivity and customer service
- Provided support to promote completion of the Presidio in the Pines development
- Completed a user friendly GIS spatially-aware link to all drawings on file in the COF FREDII database and trained internal customers
- Assisted with preparation of the technical sections of the Zoning Code

- Managed an update to the COF Engineering Design & Construction Standards

Engineering Inspection & Testing

- The Materials Testing Lab performed 4,927 individual tests
- There was no warranty work required on any of the construction projects.
- The Materials Lab staff attended asphalt testing training provided by the independent testing firm ATL (Arizona Testing Laboratory)
- The Inspectors performed 10,935 inspections in the City right-of-way
- There were no on the job personal injuries
- 22 major construction projects received a Final Letter of Acceptance
- All of the inspectors attended field training on concrete sampling techniques
- Inspected 30 Private Development Projects (including Beaver Street Lumberyard and Grill, Flagstaff Arts and Leadership Academy, and Super Walmart) and 13 Capital Improvement Projects (Ponderosa Parkway, Southside Improvements, Fort Tuthill Water and Sewer Phase 1, Rio FUTS Bridge and Sunnyside Phase VA).
- All of the inspectors were provided training on the possession, use and transportation of Nuclear Gauges for materials testing

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FY 12 NEW INITIATIVES AND GOALS

Administration

- Provide leadership and support for the Engineering Section
- Work closely with other Divisions and Sections to ensure thorough communication and coordinate work programs
- Ensure a well trained, team centered, client focused staff
- Increase Engineering Section's use of the City's webpage
- Promote Leadership's Culture and Values
- Continue to improve citizen's satisfaction with Engineering Section's work outcome through defined performance measurements

Transportation Engineering

- Continue to support the Traffic Commission and its advisory committees to engage the public and establish positive working relationships
- Work on the Transportation Element and related portions of the Regional Land Use Plan update
- Develop implementation strategies for some of the key elements of the recently completed Regional Transportation Plan
- In cooperation with the Flagstaff MPO, develop revised Traffic Impact Analysis guidelines and internal modeling procedures for private development projects
- In coordination with the overall DMP, continue to find new opportunities for additional parking resources in and around the Downtown area
- Revise the program's Performance Measures to be more comprehensive, measurable and meaningful to our mission to provide a safe, balanced and efficient transportation system

Development Engineering

- Continue to streamline internal processes to enhance productivity and customer service
- Continue to educate the development and consulting professionals community regarding code, processing, and construction requirements
- Combine the four public improvements permits into a single permit to enhance customer service
- Continue to refine roles and responsibilities of project team members during the construction phase of private development projects
- Continue to provide timely and complete reviews of construction plans and reports for private development and capital projects

Engineering Inspection & Testing

- Maintain the current levels of NICET (National Institute for Certification In Engineering Technologies) through continued education and 5 employees are tentatively scheduled for testing for the next levels of certification
- Continue to provide timely inspections and materials tests for both private development and capital improvement projects
- Completion of the Fire Station #2, San Francis de Asis, Oakwood Village Apartments, Chipotle, and Fed Ex Expansion
- Continue to maintain a low amount of warranty work on the construction project

PERFORMANCE MEASURES

Council Priority: Maintain public safety short response times
Goal: In unison with FMPO, develop a procedure to improve traffic & pedestrian safety on City roadways.
Objective: Identify high accident locations, perform safety audits, prioritize and implement low cost improvements and evaluate before & after performance of the improvements.
Type of Measure: Program Outcome
Tool: Accident counts, safety audits and physical improvements
Frequency: Annual, in conjunction with FMPO, Police and GIS.
Scoring: green (<350)
Trend: ↓

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
Reduce existing crash rate per 100 million vehicle miles traveled for all reported crash types within the FMPO Region	Not Measured	350	350	350

Council Priority: Maintain public safety short response times
Goal: In unison with FMPO, accurately predict traffic behavior associated with development/growth and maintain acceptable level of service (LOS D) on City roadways.
Objective: Maintain comprehensive and accurate traffic model for current and full build out conditions for use in developing Traffic Impact Analyses and to predict capital improvements in advance of unacceptable levels of congestion
Type of Measure: Program Outcome
Tool: Syncro (microscopic traffic simulation software) and field measurement
Frequency: Annually
Scoring: green (<540 NB; <360 SB)
Trend: ↓

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
Travel time (in seconds) through the 89N corridor (Fanning Drive east to City limits) during the PM Peak	NB = 536.7 SB = 360.9	NB = 540 SB = 360	NB = 540 SB = 360	NB = 540 SB = 360

Council Priority: Maintain and deliver quality, reliable infrastructure
Goal: Provide safe and functioning transportation, water, sewer, and drainage systems for lasting use by our current and future residents.
Objective: Ensure the installation of durable, well-designed, properly functioning infrastructure that remains acceptable at the end of the warranty period.
Type of Measure: Program outcome
Tool: Logged citizen and client phone calls and internal survey from City Divisions who are responsible for infrastructure maintenance
Frequency: Quarterly
Scoring: yellow (95% - 85%)
Trend: ↑

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
Percentage of projects without malfunctioning or underperforming infrastructure throughout the project's design life	Not measured	Not measured	100%	95%

Type of Measure: Program outcome
Tool: Completed and processed variance forms and field change forms prepared by Development Engineering Project Managers and Engineering Inspectors
Frequency: Quarterly
Scoring: yellow (95% - 85%)
Trend: ↑

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
Percentage of development projects completed with no required design variances to the City Engineering Standards or field changes to approved construction plans	Not measured	83%	83%	85%

Priority: **Maintain and deliver quality, reliable infrastructure**
Goal: Provide safe and functioning transportation, water, sewer, and drainage systems for lasting use by our current and future residents.
Objective: Provide punctual and comprehensive customer service to ensure successful delivery of new infrastructure projects.
Type of Measure: Output
Tool: Tracking by program staff of number of sheets completed with specified amount of time
Frequency: Quarterly
Scoring: red (<80%)
Trend: ↑

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
Percentage of as-built drawings for new infrastructure completed within allotted time frame	81%	93%	84%	85%

Type of Measure: Output
Tool: Tracking (KIVA) by program staff of review time for every application and number of times that it is met
Frequency: Quarterly
Scoring: red (<80%)
Trend: ↑

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
On-time review of land development applications	Not measured	86%	90%	95%

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

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
Percentage of Lab tests performed that pass appropriate criteria after the initial (1st) test	98.45%	99.22%	99%	99%

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

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
Percentage of projects that do not have any corrective work issues that arise during the 1 year warranty period	95%	100%	98%	99%

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

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
Percentage of Inspection staff with Highway Construction Certifications	75%	100%	100%	100%
Percentage of Inspection staff with Underground Utilities Certifications	88%	71%	71%	86%

SECTION: **17-ENGINEERING**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 1,568,262	$ 1,343,038	$ 1,353,481	$ 1,330,850	$ (12,188)
CONTRACTUAL	35,211	46,827	48,880	45,827	(1,000)
COMMODITIES	28,212	33,421	32,083	27,434	(5,987)
CAPITAL	22,047	21,850	-	-	(21,850)
TOTAL	**$ 1,653,732**	**$ 1,445,136**	**$ 1,434,444**	**$ 1,404,111**	$ (41,025)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 152,124	$ 139,606	$ 139,634	$ 175,615	$ 36,009
TRAFFIC ENGINEERING	167,674	163,415	152,494	214,072	50,657
PRIVATE DEVELOPMENT ENGR	576,607	435,555	421,233	435,321	(234)
PUBLIC WORKS INSPECTION	563,166	579,889	595,604	456,470	(123,419)
MATERIALS TESTING	194,054	126,671	125,479	122,633	(4,038)
SURVEYING	105	-	-	-	-
ADEQ PLAN APPROVAL	2	-	-	-	-
TOTAL	**$ 1,653,732**	**$ 1,445,136**	**$ 1,434,444**	**$ 1,404,111**	$ (41,025)

SOURCE OF FUNDING:

GENERAL FUND	$ 706,144
HIGHWAY USER REVENUE FUND	678,205
STORMWATER FUND	19,762
	$ 1,404,111

COMMENTARY:

The Engineering operating budget has decreased 3%. Personal Services decreases of 1% are due to 1.0 FTE staffing reductions of an Engineering Inspector, and addition of 1-Transportation Technician. In addition there are slight increases in retirement and benefits costs. Contractual decreases of 2% are due to reduced telephone costs. Commodities decreases of 18% are due to vehicle related costs, and miscellaneous other equipment, One-time Personnel savings for this division were offset by an increased 1X allocation to Division 15. There are no capital expenditures planned for this division.

MISSION

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

PROGRAM DESCRIPTION

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

CY 10 ACCOMPLISHMENTS

Division 19

- ✓ Three new homes at Izabel Homes completed
- ✓ Entered into contract for long-term administration with BOTHANDS Inc. for Izabel Homes.
- ✓ Twelve housing rehabilitation projects completed
- ✓ Two Rio Homes units re-sold
- ✓ Awarded $330,000 in grant funds from the Arizona Department of Housing for Housing Rehabilitation
- ✓ Rio Homes Development Agreement amended
- ✓ Administration of 33 City of Flagstaff deed restricted and CLPT homes
- ✓ Participated in planning efforts related to the Regional Plan and Zoning Code re-write
- ✓ Chartered new Regional Housing Group in collaboration with BOTHANDS, Inc.
- ✓ Hosted visit of HUD Director of Region Nine

Division 31

- ✓ Monitored by HUD and ADOH – Programs found to be 100% in compliance
- ✓ Active participation in local Continuum of Care
- ✓ Entered into contract with BOTHANDS, Inc. for homebuyer /owner services.
- ✓ Federal and State grant funds administered successfully
- ✓ Provided CDBG funding to benefit vulnerable populations as awarded by Council.
- ✓ Provided home repair assistance to moderate-income households though the Owner Occupied Housing Rehabilitation Program.
- ✓ Conducted public outreach and created draft 5-year Consolidated Plan

CY 11 NEW INITIATIVES AND GOALS

- ➢ Continue to pursue additional funding to increase the number of affordable housing units available to the public.
- ➢ Pursue a 10% goal of affordable rental and ownership housing opportunities created based on total rental units receiving building plan approval
- ➢ Continue to provide the Owner-Occupied Housing Rehabilitation Program
- ➢ Approval by HUD for the City's 5-year Consolidated Plan.
- ➢ New Analysis of Impediments to Fair Housing Choice approved by Council and submitted to HUD
- ➢ Complete the Housing Element for the Regional Plan
- ➢ Participate in the creation of a Property Maintenance Ordinance

PERFORMANCE MEASURES

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

	CY 2010							
	City				Permitted Private Units in Reporting Period			
	Number of units or people served		$$ Spent	Funding Source	Number of New Units		Percentage of Affordable in comparison to existing housing stock	Trend
	People	Units			Rental	Ownership		
Homeless		0	$116,556	Federal, GF	1			↔
Rental		313*	$830,435	Federal	56		9.4% or w/ Section8 12.7%	↑
Ownership		22	$419,909	Federal, State, GF		5	Perm AH .5%; ah .5% Total = 1%	↑
Services			$165,780	Federal				
Homeless	348		$93,529					
Neighbor-hood Revit	0		$0					
Ownership	149		$55,165					
Other	8		$17,086					
Total	505	335	$1,532,680		57	5	6.87%	↑

* 288 Housing Authority units were assisted this year (some assisted multiple times) and 25 new vouchers were established.

Council Priority: Affordable Housing & Community Sustainability
Goal: Administer grant funding in full compliance with funding source requirements.
Objective: Planning & Delivery
Type of Measure: Outcome
Tool: Compilation of evaluation reports
Frequency: Annually, dependent on Federal and State feedback
Scoring: 100%
Trend: ↔

Measures:	CY 08 Actual	CY 09 Actual	CY 10 Estimate	CY 11 Proposed
Percentage of compliance achieved with requirements for grants received from the State and Federal governments.	100%	100%	100%	100%

SECTION:	19-HOUSING				
EXPENDITURES BY CATEGORY:	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 357,721	$ 299,485	$ 299,114	$ 298,319	$ (1,166)
CONTRACTUAL	714	9,258	9,258	9,258	-
COMMODITIES	(55,140)	(58,585)	(58,585)	(58,585)	-
TOTAL	**$ 303,295**	**$ 250,158**	**$ 249,787**	**$ 248,992**	$ (1,166)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 222,393	$ 228,719	$ 165,534	$ 227,169	$ (1,550)
LAND TRUST	80,902	21,439	84,253	21,823	384
TOTAL	**$ 303,295**	**$ 250,158**	**$ 249,787**	**$ 248,992**	$ (1,166)
SOURCE OF FUNDING:					
	GENERAL FUND			$ 248,992	
				$ 248,992	

COMMENTARY:
The Housing operating budget has decreased .5% and there are no capital expenditures. Personal Services decreases are due to decreases in worker compensation rates offset by small increases in retirement and insurance benefits. Contractuals and Commodities had no changes. There is no major capital (>$10,000) for this section.

COMMUNITY DEVELOPMENT SECTION 31 COMMUNITY REDEVELOPMENT

SECTION: **31-COMMUNITY REDEVELOPMENT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 60,537	$ 66,759	$ 94,371	$ 67,101	$ 342
CONTRACTUAL	899,467	3,335,991	1,117,391	2,672,860	(663,131)
COMMODITIES	70,860	69,900	85,986	6,900	(63,000)
CAPITAL	75,943	-	563,684	483,000	483,000
TOTAL	**$ 1,106,807**	**$ 3,472,650**	**$ 1,861,432**	**$ 3,229,861**	$ (242,789)

EXPENDITURES BY PROGRAM:

REVOLVING LOAN GEN FUND	$ 290,000	$ -	$ 924	$ -	$ -
CDBG ENTITLEMENT ADMINISTRATION	48,485	97,659	95,271	84,180	(13,479)
LAND ACQUISITION-GF	107,342	1,265,184	658,531	1,166,232	(98,952)
AZ HOUSING TRUST FUNDS	72,623	300,000	34,420	300,000	-
HOME GRANT	123,934	330,000	330,000	300,000	(30,000)
WORKFORCE HSG INCENTIVES	26,240	280,063	-	306,289	26,226
WORKFORCE HOUSING DEVELOPMENT	-	-	3,868	-	-
CDBG-REHAB OF ACQ HOMES	56,711	228,432	78,450	147,992	(80,440)
CDBG-NEIGH REV/HSG CONSTR	-	-	-	50,000	50,000
CDBG HOUSING REHAB	73,078	153,477	94,394	264,909	111,432
CDBG MISC PROJECTS	-	15,000	-	-	(15,000)
CDBG HOME BUYERS ASSISTANCE	61,689	200,000	117,648	207,353	7,353
CDBG ECONOMIC DEVELOPMENT	-	40,000	40,000	1	(39,999)
CDBG PUBLIC FACILITY REHAB	17,626	174,405	124,933	219,105	44,700
CDBG HSG SUBSIDY GRANTS	109,763	87,000	65,741	21,455	(65,545)
CDBG HSG STABILIZATION	50,213	141,614	94,285	107,330	(34,284)
CDBG PUBLIC FACILITY OPS	10,054	37,145	27,025	55,014	17,869
CDBG-R OWNER OCCUPIED REHAB	38,839	106,743	92,904	1	(106,742)
CDBG-R HSG STABILIZTION	20,210	15,928	3,038	-	(15,928)
TOTAL	**$ 1,106,807**	**$ 3,472,650**	**$ 1,861,432**	**$ 3,229,861**	$ (242,789)

SOURCE OF FUNDING:

COMMUNITY REDEVELOPMENT FUND	$ 3,229,861
	$ 3,229,861

COMMENTARY:

The Housing and Community Services operating budget has decreased 21% and capital expenditures total $483,000 resulting in an overall a net decrease of 7%. Personal Services include small retirement and insurance benefit increases. Contractuals decrease is due to decreases in Other Miscellaneous Services expense. Commodities decreased due to a decrease in work order charges. Capital expenditures include $483,000 for the construction of Izabel housing.

MISSION

The mission of the Flagstaff Housing Authority is to assist low income families with safe, decent, and affordable housing opportunities as they strive to improve the quality of their lives. The Housing Authority is committed to operating in an efficient, ethical, and professional manner. The Housing Authority will create and maintain partnerships with its clients and appropriate community organizations in order to accomplish this Mission.

PROGRAM DESCRIPTION

The Flagstaff Housing Authority owns and manages 265 units of low-income public housing; administers 333 Section 8 Housing Choice Vouchers; manages Clark Homes, and 80 unit low-income, Section 8 New Construction development; and provides 12 Section 8 Certificates for the seriously mentally ill in partnership with the Guidance Center. We are also in the process of implementing a new Section 8 Veterans program, known as VASH, with 25 vouchers. We partner with the VA on this program.

FY 11 ACCOMPLISHMENTS

- ✓ Maintained Public Housing High Performer status from HUD. This system measures financial management, maintenance and physical plant and overall management the of public housing program.
- ✓ Maintained High Performer status for the Section 8 Housing Choice Voucher Program. This program status reflects our excellent use of Section 8 resources, including a lease up rate over 98% for the year ended June 30, 2009.
- ✓ Maintained Public Housing High Performer status and scored 100% on SEMAP ranking criteria. Lost SEMAP scoring position due to failure to file with HUD timely as a result of a computer problem.
- ✓ Maintained high lease-up rates of 99.2% and 102.5% for the fiscal year 2010.
- ✓ Continued to upgrade units, grounds and replace aging equipment by utilizing HUD's Capital Fund Program. Capital expenditures have totaled $734,419 as of December 31, 2010.
- ✓ Improved resident interaction by providing regular meetings with staff; monthly BBQs at Siler Homes, Brannen Homes and Clark Homes; publishing a newsletter to help residents in education, employment, job training and youth services.
- ✓ Began implementation of a new grant to enhance resident opportunities for self sufficiency (ROSS Grant).
- ✓ Completed Fiscal Year 2010 financial audit with no findings, comments or deficiencies.

FY 12 NEW INITIATIVES AND GOALS

- ➢ Continue to assist the Aztec Acres Corporation in obtaining approval from HUD for the development of 26 units of Section 202 Housing for the Elderly.
- ➢ Maintain status of a High Performing Agency in both the Public Housing and Section 8 Housing Choice Voucher programs.
- ➢ Partner with the Guidance Center on funding for additional Section 8 assistance for the Seriously Mentally ill.
- ➢ Continue to use the Capital Fund Program for energy conservation.
- ➢ Pursue funding for additional low-income housing.

PERFORMANCE MEASURES

Council Priority: Livability through good neighborhoods, affordable housing and varied recreational activities;

Goal: Maintain excellent program management for Low Income Public Housing and Section 8 Housing Choice Voucher Programs as measured under HUD's assessment programs, known as PHAS and SEMAP, respectively.
Objective: Maintain PHAS and SEMAP ratings at High Performer status.
Type of Measure: Outcome
Tool: HUD PHAS and SEMAP certification programs.
Frequency: Yearly, based on fiscal year performance
Scoring: 100%
Trend: ↑

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
PHAS High Performer	100%	100%	100%	100%
SEMAP High Performer	100%	0%	100%	100%

NOTE: 2010 SEMAP Score was 0 due to computer filing issue. However, based on HUD's scoring matrix, we would have received a 100% score.

Council Priority: Livability through good neighborhoods, affordable housing and varied recreational activities;

Goal: Maintain efficient and effective program management as demonstrated by no audit findings.
Objective: To have no audit findings on Housing Authority audit.
Type of Measure: Outcome
Tool: Audit
Frequency: Yearly
Scoring: 100%
Trend: ↑

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
Housing Authority control deficiencies	0	0	0	0
Housing Authority significant deficiencies	0	0	0	0
Housing Authority audit findings	0	0	0	0

SECTION: **FLAGSTAFF HOUSING AUTHORITY**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 1,167,600	$ 1,530,585	$ 1,536,439	$ 1,729,584	$ 198,999
CONTRACTUAL	4,073,080	3,680,247	3,672,202	5,017,862	1,337,615
COMMODITIES	135,199	101,798	129,758	136,644	34,846
CAPITAL	615,478	614,862	850,000	558,210	(56,652)
TOTAL	**$ 5,991,357**	**$ 5,927,492**	**$ 6,188,399**	**$ 7,442,300**	$ 1,514,808

EXPENDITURES BY PROGRAM:

LOW INCOME PUBLIC HOUSING	$ 2,421,994	$ 2,490,977	$ 2,705,737	$ 2,481,686	$ (9,291)
ROSS GRANT	-	-	43,570	57,280	57,280
SEC 8 HSG CHOICE VOUCHER/MRO	3,541,078	3,139,480	3,144,518	3,611,866	472,386
NON-HUD PROGRAM	28,285	36,677	33,715	40,997	4,320
FLAGSTAFF HOUSING CORP	-	260,358	260,859	278,471	18,113
CONTINGENCY	-	-	-	972,000	972,000
TOTAL	**$ 5,991,357**	**$ 5,927,492**	**$ 6,188,399**	**$ 7,442,300**	$ 1,514,808

SOURCE OF FUNDING:

FLAGSTAFF HOUSING AUTHORITY FUND	$ 7,442,300
	$ 7,442,300

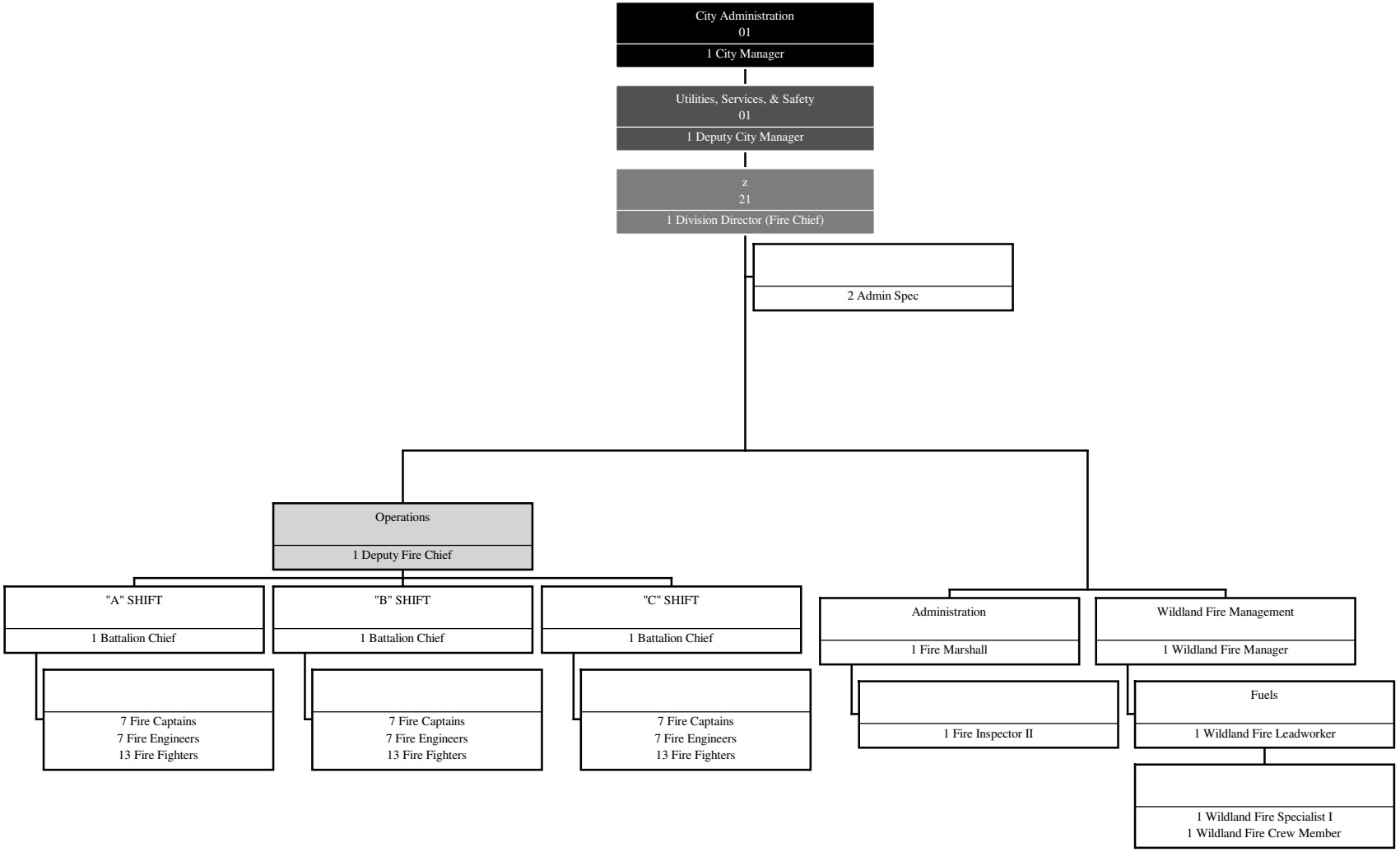
COMMENTARY:

The Housing Authority Budget is increasing by 30%, or $1,514,808. A large portion of the increase is the inclusion of $972,000 of contingency expenditures for any new Section 8 Housing Vouchers or other programs the HA might apply for and receive. Personal Services increases are due to the addition of one permanent professional position (ROSS Grant Coordinator), the conversion of one temp position to a permanent position at a higher salary, the elimination of one temporary maintenance employee and salary adjustments from the City Reclassification. While FTE positions remain the same, compensation and benefits are higher. Contractual expense increase is primarily due to anticipated increases in the cost of monthly housing assistance payments in the Section 8 Housing Choice Voucher program and increased Vouchers outstanding under the VASH program. Major capital (>$10,000) is for building improvements ($558,210). Capital improvements are funded by HUD's Capital Grant program.

FIRE DIVISION
MISSION

The mission of the **Flagstaff Fire Division** is to responsibly protect values at risk in our community, which are accomplished by protecting life, property, and community resources; through preparation, prevention, response and mitigation.

FIRE


City Administration
01
1 City Manager
Utilities, Services, & Safety
01
1 Deputy City Manager
z
21
1 Division Director (Fire Chief)
2 Admin Spec
Operations
1 Deputy Fire Chief
"A" SHIFT
1 Battalion Chief
7 Fire Captains
7 Fire Engineers
13 Fire Fighters
"B" SHIFT
1 Battalion Chief
7 Fire Captains
7 Fire Engineers
13 Fire Fighters
"C" SHIFT
1 Battalion Chief
7 Fire Captains
7 Fire Engineers
13 Fire Fighters
Administration
1 Fire Marshall
1 Fire Inspector II
Wildland Fire Management
1 Wildland Fire Manager
Fuels
1 Wildland Fire Leadworker
1 Wildland Fire Specialist I
1 Wildland Fire Crew Member

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 11 ACCOMPLISHMENTS

- ✓ New station 2 is deployed and station 7(old 1) is closed.
- ✓ Monitored our response data to identify budget reduction impact.
- ✓ Monitored Fuel treatments for grant compliance

FY 12 NEW INITIATIVES AND GOALS

- ➢ Monitor response data for NFPA compliance
- ➢ Absorb the duties of the Fire Marshal
- ➢ Monitor Fuels work for grant compliance
- ➢ Maintain our high Customer Satisfaction score

PERFORMANCE MEASURES

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

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Customer Satisfaction	N/A	98.925%	97%	97%

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

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Correct, or refer to fire prevention 100% of fire code violations found during quarterly engine company inspections within 120 days (Note: All fire code violations are ultimately corrected.)	82%	87%	88%	88%

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

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Limit fire loss to less than 2 tenths of a percent of Flagstaff's full cash value. (Note: Fire Loss includes contents not reflected in a property's full cash value).	,003	.16294	.175	.175

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

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Station #1	94%	97%	95%	95%
Station #2	97%	96%	95%	95%
Station #3	98%	95%	95%	95%
Station #4	95%	92%	95%	95%
Station #5	89%	95%	95%	95%
Station #6	94%	96%	95%	95%
Station #7	94%	99%	95%	OOS

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

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Number of training hours per person completed this year in support of ISO guidelines.	88 per quarter Year=352	66.5 Per quarter. Year=266	240	240

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

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Limit the amount of lost time resulting from line of duty injuries to .5 FTE's per day.	.07	.048	.5	.5

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

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
The first arriving vehicle is on scene of an incident within 4 minutes, 90% on the time.	65%	66.2%	55%	55%
The balance of the first alarm assignment on fire calls arrives on scene within 8 minutes, 90% of the time.	80%	65%	70%	70%
Companies initiate response within 1 minute of receipt of the alarm, 90% of the time.	67%	67.6%	70%	70%

Council Priority: **Maintain Public Safety**
Goal: Ensure the department is actively reducing Wildfire risk to the community.
Objective: Complete 180 acres of combined treatment and limit wildfire size on treated and non treated property
Type of Measure: Program Effectiveness
Tool: Data base system has this reporting capability.
Frequency: Quarterly
Scoring: Relative to each goal actual numbers
Trend: ←→

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Thinning - Complete 60 acres	314 acres	469 acres	240 acres	240 acres
Debris Disposal - Complete 80 acres (*Pile burning, chipping, or removal)*	471 acres	637 acres	320 acres	320 acres
Ecosystem Health - Complete 40 acres of broadcast burning	300 acres	342 acres	160 acres	160 acres
Limit average wildfire size on treated property to 5 acres or less. *NOTE: CY10 * = with Hardy Fire; ** = without Hardy Fire*	.3 acres	5.9 acres* .2 acres **	≤ 5 acres	≤ 5 acres
Limit average wildfire size on non-treated property to 20 acres or less. *NOTE: CY10 * = with Hardy Fire; ** = without Hardy Fire*	.6 acres	5.2 acres* .3 acres**	≤ 20 acres	≤ 20 acres

SECTION: **21-FIRE**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 8,498,458	$ 8,302,179	$ 8,245,598	$ 7,825,425	$ (476,754)
CONTRACTUAL	392,057	382,083	445,748	366,330	(15,753)
COMMODITIES	355,380	435,188	440,971	430,756	(4,432)
CAPITAL	415,812	300,000	118,683	451,200	151,200
TOTAL	**$ 9,661,707**	**$ 9,419,450**	**$ 9,251,000**	**$ 9,073,711**	$ (345,739)

EXPENDITURES BY PROGRAM:

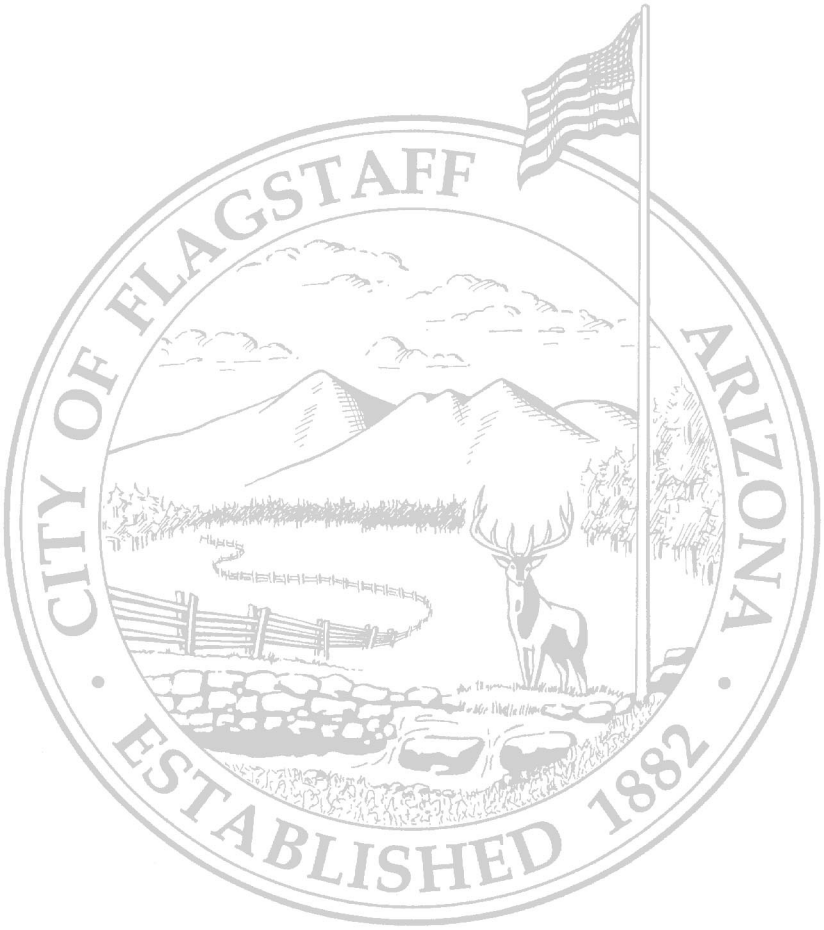
GENERAL ADMINISTRATION	$ 339,418	$ 825,095	$ 363,532	$ 838,213	$ 13,118
FIRE PREVENTION	282,152	290,614	290,956	190,130	(100,484)
TRAINING	138,997	10,303	53,235	10,303	-
FIRE OPERATIONS	7,885,988	7,292,419	7,592,527	6,964,280	(328,139)
RESERVE FIREFIGHTERS	223	-	-	-	-
NAU FIRE GRANT II	488	-	-	-	-
FUEL MANAGEMENT PROGRAM	483,755	192,336	188,111	144,065	(48,271)
GENERAL WILDFIRE RESPONSE	291,738	-	81,880	-	-
CAPITAL LEASE - ENGINE	7,414	41,742	41,742	41,889	147
FY 07 HLS GRANTS	-	-	973	-	-
FY 08 HLS GRANTS	51,905	-	-	-	-
FY 09 AZ HLS	123,907	-	49,031	-	-
FY 09 GHOHS	16,062	-	-	-	-
FY 10 GOHS - EQUIPMENT	3,870	-	2,652	-	-
HAZARDOUS FUEL	26,976	96,941	149,361	119,831	22,890
FY10 GOHS/EXTRICATION EQ	8,814	-	-	-	-
AZ HOMELAND SECURITY	-	150,000	67,000	150,000	-
GOHS	-	10,000	10,000	5,000	(5,000)
ASSISTANCE TO FF	-	150,000	-	250,000	100,000
SAFER GRANT	-	360,000	360,000	360,000	-
TOTAL	**$ 9,661,707**	**$ 9,419,450**	**$ 9,251,000**	**$ 9,073,711**	$ (345,739)

SOURCE OF FUNDING:

GENERAL FUND	$ 9,073,711
	$ 9,073,711

COMMENTARY:

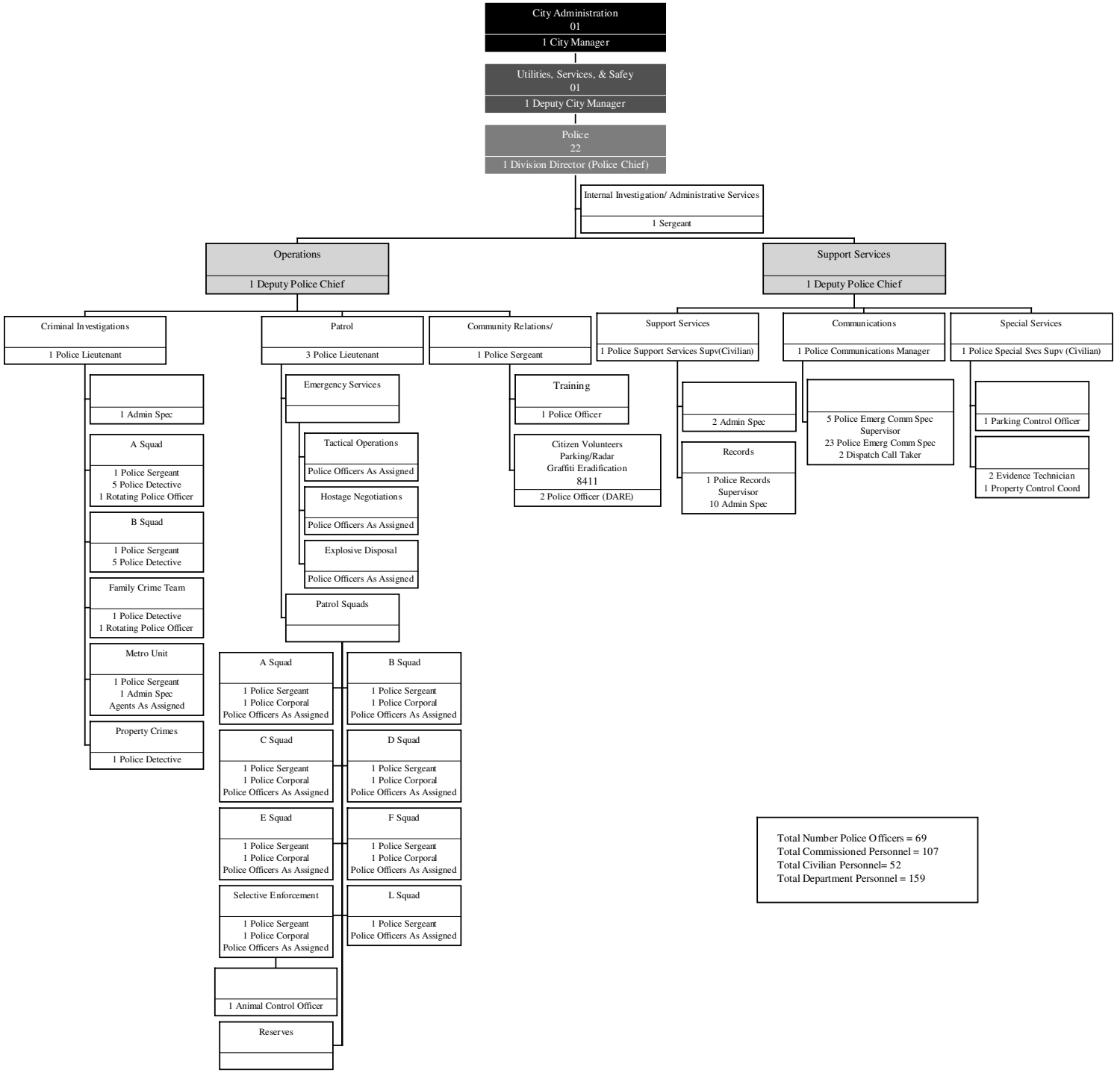
The Fire Department operating budget has decreased 5% and capital expenditures total $451,200 resulting in an overall net decrease of 4%. Personal Services decreases are due to 7 FTE staffing reductions that include 1 Deputy Fire Chief, 3 Fire Captains, 2 Firefighters, and 1 Wildland Fire Crew . In addition, there are large increases in retirement benefit costs. Contractual decrease are due to utility cost for light and power and heating. Commodities decreases are due reductions in small miscellaneous equipment. Major capital (>$10,000)includes $51,200 for a brush truck, a possible 2011 AZ Homeland Security grant for $150,000 and a possible 2011 Assistance to Firefighter grant for $250,000.


CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882

POLICE DIVISION
MISSION

The mission of the **Flagstaff Police Division** is to protect and preserve life, property, public order, and the rights of the individual by providing exemplary service through the establishment of a partnership of shared responsibility, support, and trust with law abiding members of the community.

POLICE


City Administration
01
1 City Manager
Utilities, Services, & Safey
01
1 Deputy City Manager
Police
22
1 Division Director (Police Chief)
Internal Investigation/ Administrative Services
1 Sergeant
Operations
1 Deputy Police Chief
Support Services
1 Deputy Police Chief
Criminal Investigations
1 Police Lieutenant
Patrol
3 Police Lieutenant
Community Relations/
1 Police Sergeant
Support Services
1 Police Support Services Supv(Civilian)
Communications
1 Police Communications Manager
Special Services
1 Police Special Svcs Supv (Civilian)
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
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
Police Officers As Assigned
L Squad
1 Police Sergeant
Police Officers As Assigned
1 Animal Control Officer
Reserves
Training
1 Police Officer
Citizen Volunteers
Parking/Radar
Graffiti Eradification
8411
2 Police Officer (DARE)
2 Admin Spec
Records
1 Police Records
Supervisor
10 Admin Spec
5 Police Emerg Comm Spec
Supervisor
23 Police Emerg Comm Spec
2 Dispatch Call Taker
1 Parking Control Officer
2 Evidence Technician
1 Property Control Coord
Total Number Police Officers = 69
Total Commissioned Personnel = 107
Total Civilian Personnel= 52
Total Department Personnel = 159

MISSION

The mission of the Flagstaff Police Department is to protect and preserve life, property, public order, and the rights of the individual by providing exemplary service through the establishment of a partnership of shared responsibility, support, and trust with law abiding members of the community.

CORE VALUES

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

PROGRAM DESCRIPTION

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

FY 11 ACCOMPLISHMENTS

- ✓ Partnered with City Attorney/Courts on Repeat Offender Program (R.O.P.E) to improve community safety and quality of life for citizens.
- ✓ Worked with other city Divisions and Council to adopt a “no alcohol without permit” policy in two city parks in order to reduce the occurrence of alcohol related offenses in these popular recreation areas and improve safety in the surrounding neighborhoods.
- ✓ Comp Stat has continued to be an important factor in the 13% reduction in violent crimes and 6% reduction in property crimes in Flagstaff.
- ✓ Implemented new web-based service of on-line crime reports to improve customer service.
- ✓ Continued emphasis on youth outreach initiatives like “Night Court” basketball to reduce juvenile crime in neighborhoods.

FY 12 NEW INITIATIVES

- ➢ Violence against Women outreach to community in order to reduce crimes of domestic violence. Includes new training program for police officers on domestic violence awareness & prevention.
- ➢ Reduce Sexual Assault incidents through increased education and community awareness that includes a partnership with the Coconino County Response Team (CCRT). Enhance training for police officers in sexual assault investigations. Adopt case management procedures that will lead to an increase in number of cases forwarded to County Attorney for review and prosecution.
- ➢ Establish an Ethics Team in coordination with the Department’s Chaplaincy Program to promote integrity & professionalism among police officers. Unveiling of new Department motto of “*Ad Honorem*” which means “service with honor without expectation of material reward.”
- ➢ Develop Employee Crisis Intervention Team, through training and prevention strategies, to deal with officer involved suicide and other critical incidents affecting employees.

PERFORMANCE MEASURES

Council Priority: Maintain Public Safety

Goal: Improve security for the citizens of Flagstaff by addressing the high rate of property crimes in our community.

Objective: 1. Reduce property crimes to achieve the national benchmark of no more than 33 per 1,000 residents through increased enforcement activities by patrol officers (based upon current staffing levels), crime prevention and education to include special operations details, proactive solutions such as target hardening and community outreach, and dealing with the root causes of crime.

Type of Measure: Workload

Tool: Crime statistics

Frequency: Monthly

Scoring: Meets/exceeds, progressing (trending) towards, or away from property crime reduction to meet national benchmark of 33 per 1,000 residents.

Trend: ↑ (progressing)

Measures:	CY 09 Actual	CY 10 Actual	CY11 Estimate	CY12 Proposed
Value of Stolen Property	$2,121,255	$1,827,548	$2,015,192	$1,914,433
Property Crimes per 1,000 residents	49	46	45	44
Graffiti Incidents	310	234	222	211
Volunteer Hours for Graffiti Eradication	20*	120	192	192

*****recent economic conditions coupled with any reductions in staffing of patrol officers may result in reversal of downward trend in property crimes (*does not incl. volunteer hrs. contributed by Juvenile Probation)

Objective: 2. Maintain the current outstanding clearance rate for property crimes in comparison to the national benchmark of 24% by identifying and aggressively pursuing prosecution of repeat offenders while maximizing use of Property Crimes Detective to employ intelligence-led policing and effective communications with the business community and citizens to curtail the ability of criminals to pawn or sell stolen merchandise.

Scoring: Meets/exceeds, progressing (trending) towards, or away from maintaining current clearance rate for property crimes that exceeds the national benchmark of 24%.

Trend: ↑ (exceeds)

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Property Crimes Cleared	41%	35%	39%	40%

Council Priority: Maintain Public Safety
Goal: Promote traffic safety on Flagstaff's streets by identifying and targeting the causes of motor vehicle collisions and by providing a highly visable deterrent.
Objective: 1. Reduce traffic collisions and associated injuries by 5%, from CY08 (3,129), through the identification & targeting of collision-causing violations such as impaired driving, speed, red light and seat belt violations.
Type of Measure: Output/Outcome
Tool: CompStat – Computer Statistics process
Frequency: Monthly
Scoring: Meets/exceeds, progressing towards, or way from 5% reduction in traffic collisions.
Trend: ↑ (exceeds)

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Traffic Citations Issued	15,271	15,273	15,275	15,280
Warnings Issued	12,207	13,252	13,260	13,265
Number of DUI Arrests	898	852	900	900
Speed Citations	2,317	1,961	2,059	2,162
Red Light Violation Citations	718	590	620	651
Seat Belt/Child Restraint Citations	650	997	683	717
All Collisions	2,803	2,736	2,599	2,469
DUI Related Collisions	89	73	69	66

Council Priority: Maintain Public Safety

Goal: Improve community safety by collaborating with agency partners and the community, while fully utilizing all investigative resources, to ensure the apprehension of offenders, consistent and timely investigation, prosecution and disposition of all Part 1 crimes and domestic violence cases.

Objective: 1. In concert with agency partners like the state gang task force (GIITEM), the Criminal Justice Coordinating Council (CJCC) and the narcotics unit (METRO), detectives will work with the County Attorney's Office to target repeat offenders for enhanced prosecution and thus maintain the current clearance rate for violent crime in comparison to the national benchmark of 60%.

Type of Measure: Workload/Outcome

Tool: CompStat – Computer Statistics process

Frequency: Monthly

Scoring: Meets/exceeds, progressing towards, or away from maintaining current clearance rate for violent crimes that exceeds the national benchmark of 60%.

Trend: ↑ (meets)

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Total cases assigned to Detectives	4,169	3,642	3,824	4,015
Violent crime cases assigned to Detectives	312	271	264	256
% of violent crime cases cleared	57%	61%	60%	60%

2. Reduce part 1 violent crimes, including aggravated assault, allowing no more than the national benchmark of 4.0 per 1,000 residents through increased enforcement activities by patrol officers. (Based upon current staffing levels)

Scoring: Meets/exceeds, progressing towards, or away from reduction in Part One crimes to meet national benchmark of 4.0 per 1,000 residents.

Trend: ↑ (progressing)

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Part 1 violent crimes per 1,000 residents	4.5	4.2	4.1	4.0
Aggravated Assault	184	177	175	174

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

3. Make full custody arrests in cases of domestic violence where sufficient probable cause exists.

Scoring: Meets/exceeds, progressing towards, or away from 2% increase from FY07 (42%) in full custody arrests for domestic violence

Trend: ↑ (meets)

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
% of Domestic Violence incidents where an arrest is made	45%	44%	46%	47%

Council Priority: Maintain Public Safety
Goal: Enhance quality of life for Flagstaff's citizens by expanding our community policing philosophy of promoting partnerships of shared responsibility, support and trust with law abiding members of the community.
Objective: 1. Increase staff and citizen participation at least 5% in Community Policing programs such as Community Support Meetings, Neighborhood Watch, Citizens Police Academy and Volunteer Program.
Type of Measure: Outcome
Tool: Statistics
Frequency: Monthly
Scoring: Meets/exceeds, progressing towards, or away from 5% increase, from CY09, in employee and citizen participation in CP programs
Trend: ↑ (meets)

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Volunteer Hours donated	1,812	1,623	1,903	1,903
Community Support Meetings	31	24	24	24

2. Provide a high level of enforcement for substance abuse crimes such as methamphetamine and heroin abuse by maintaining the current outstanding arrest rate for Part II drug offenses that exceeds the national benchmark of 6.6 arrests per 1,000 residents.

Scoring: Meets/exceeds, progressing (trending) towards, or away from maintaining current arrest rate for Part Two drug offenses that exceeds the national benchmark of 6.6 arrests per 1,000 residents.
Trend: ↑ (exceeds)

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Arrests for Part II drug offenses	11.8	10.6	10.6	10.6

3. Continue enforcement emphasis on crimes of public disorder, such as open container liquor violations, through directed patrol efforts like Operation 40 with a resulting 5% reduction in public intoxicants from CY09.

Scoring: Meets/exceeds, progressing towards, or away from 5% reduction in public intoxicants.
Trend: ↑ (exceeds)

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Contacts with Public Intoxicants	3,810	2,466	3,620	3,620

Council Priority: Maintain Public Safety
Goal: Continuously improve service to internal and external customers.
Objective: 1. Maintain average response time to priority one calls that exceeds the national benchmark of 6.49 minutes.
Type of Measure: Outcome
Tool: Statistics
Frequency: Monthly
Scoring: Meets/exceeds, progressing towards, or away from maintaining average response time to priority one calls that exceeds the National Benchmark of 6.49 minutes.
Trend: ↑ (exceeds)

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Average response time to priority one calls	4.92 min.	4.19 min.	5.00 min.	5.00 min.

2. Reduce number of founded complaints on employees by at least 5% from CY07 (17) with increased training and by encouraging staff to pursue their educational goals.

Type of Measure: Program effectiveness
Tool: Statistics
Frequency: Monthly
Scoring: Meets/exceeds, progressing towards, or away from at least a 5% reduction in the number of founded complaints CY07 (17).
Trend: ↑ (exceeds)

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Number of founded complaints from citizens	13	13	13	13

3. Continuously improve customer service by maintaining a positive rating of citizen feedback on Quality Assurance Questionnaires and Customer Service Surveys that exceeds the national benchmark of 80%.

Type of Measure: Program effectiveness
Tool: Surveys
Frequency: Monthly
Scoring: Meets/exceeds, progressing towards, or away from maintaining at least an 80% positive rating on citizen responses to surveys
Trend: ↑ (exceeds)

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
% of positive responses to surveys	87%	87%	91%	92%

SECTION:	22-POLICE				
EXPENDITURES BY CATEGORY:	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 12,677,273	$ 12,882,582	$ 12,411,605	$ 12,828,717	$ (53,865)
CONTRACTUAL	1,374,550	1,255,467	1,350,167	1,255,467	-
COMMODITIES	175,293	379,764	331,057	389,764	10,000
CAPITAL	165,650	96,237	47,671	174,600	78,363
TOTAL	**$ 14,392,766**	**$ 14,614,050**	**$ 14,140,500**	**$ 14,648,548**	$ 34,498
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 1,435,695	$ 1,786,998	$ 1,454,681	$ 1,958,854	$ 171,856
PATROL	7,993,434	7,816,789	7,721,308	7,650,959	(165,830)
DETECTIVES	1,609,490	1,660,019	1,622,264	1,599,363	(60,656)
RECORDS	612,929	708,879	586,054	596,802	(112,077)
COMMUNICATIONS	1,932,131	2,131,090	1,946,338	2,021,679	(109,411)
SPECIAL SERVICES	713,320	394,243	698,260	701,851	307,608
CRIME PREVENTION AND TRAINING	95,767	116,032	111,595	119,040	3,008
TOTAL	**$ 14,392,766**	**$ 14,614,050**	**$ 14,140,500**	**$ 14,648,548**	$ 34,498
SOURCE OF FUNDING:					
	GENERAL FUND			$ 14,648,548	
				$ 14,648,548	

COMMENTARY:
The Police Departments operating budget hasdecreased .3% and captial expenditures total $174,600 with an overall net increase of .2%. Personal Services decreases are due to one time reallocation of position resources to fund training needed. In addition, there are increases in retirement and insurance benefits. Contractual had no change. Commodities increases due to increase in ammunition and other related supplies. Major capital (>$10,000) includes (6) police crusiers ($145,600) and (1) SUV($29,000).

SECTION: **23-POLICE GRANTS**

EXPENDITURES BY CATEGORY:	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 828,316	$ 1,360,081	$ 1,054,595	$ 1,628,960	$ 268,879
CONTRACTUAL	165,714	158,106	25,371	11,600	(146,506)
COMMODITIES	534,840	23,127	424,691	216,066	192,939
CAPITAL	114,176	96,251	40,790	155,000	58,749
TOTAL	**$ 1,643,046**	**$ 1,637,565**	**$ 1,545,447**	**$ 2,011,626**	$ 374,061
EXPENDITURES BY PROGRAM:					
METRO	$ 209	$ -	$ -	$ 253,440	$ 253,440
METRO BUYS	10,000	-	-	-	-
RICO FUNDS FOR METRO	202,654	185,941	240,320	185,299	(642)
LEO GRANT	252,309	56,808	145,538	56,808	-
ACJC GUN INTELLIGENCE	17,256	-	-	-	-
SHLS - MULTI HIT BALLAST	19,455	-	-	-	-
GOHS - COLLISION TEAM TRAINING	34,041	10,740	10,740	-	(10,740)
GOHS - DUI ENFORCEMENT	3,591	-	24,445	-	-
FUSD - RESOURCE OFFICER	55,007	55,000	55,000	55,000	-
AZ HLS	67,494	89,200	-	-	(89,200)
COPS GRANT	259,065	449,166	449,166	707,515	258,349
RECOVERY JAG GRANT	96,439	198,907	90,909	90,909	(107,998)
RECOVERY - METRO	310,844	360,317	227,971	-	(360,317)
CANNABIS ERADICATION	3,534	-	-	4,000	4,000
RICO/METRO OVERTIME	34,161	-	74,310	30,000	30,000
FY10 GOHS/ACCIDENT EQUIPMENT	12,677	7,051	7,051	6,840	(211)
BULLET PROOF VEST	2,429	3,855	3,105	6,000	2,145
RECOVERY PUBLIC STABILIZATION	-	-	-	49,999	49,999
COUNTY IGA-BICYCLE SAFETY	-	-	7,000	-	-
STATEWIDE GANG TASK	169,561	167,809	115,520	174,453	6,644
AZ INTERNET CRIMES CHILD	9,339	-	14,631	10,000	10,000
GOHS UNDERAGE DRINKING	-	-	-	20,000	20,000
GOHS SEL TRAFFIC	-	-	-	40,000	40,000
AZ HOME LAND SECURITY	-	-	-	155,000	155,000
ACJC ANTI GANG INITIATE	19,826	-	10,032	20,000	20,000
GOHS DUI ENFORCEMENT	19,354	30,000	30,000	15,000	(15,000)
08-WEED AND SEED OVERTIME	4,194	8,000	8,000	8,000	-
ED BYRNE MEMORIAL(JAG)	24,997	-	16,938	108,363	108,363
ACJC DUI ABATEMENT	14,610	14,771	14,771	15,000	229
TOTAL	**$ 1,643,046**	**$ 1,637,565**	**$ 1,545,447**	**$ 2,011,626**	$ 374,061
SOURCE OF FUNDING:					
	GENERAL FUND			$ 2,011,626	
				$ 2,011,626	

PUBLIC WORKS DIVISION MISSION

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

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

The mission of the **Fleet Services Section** is to provide expert, cost efficient maintenance and repairs of city vehicles and equipment enabling City Divisions to perform their duties to the citizens of Flagstaff.

The mission of the **Fleet Management Section** is to provide a comprehensive fleet management program dedicated to health, safety, resource conservation and fiscal responsibility in selecting and supplying the most efficient state of the art vehicles and equipment to supper City divisions and employees in the delivery of municipal services.

The **Cemetery Division** employees dedicate themselves to offering quality customer service in time of need by being compassionate and providing proper grounds maintenance that is aesthetically pleasing to the public.

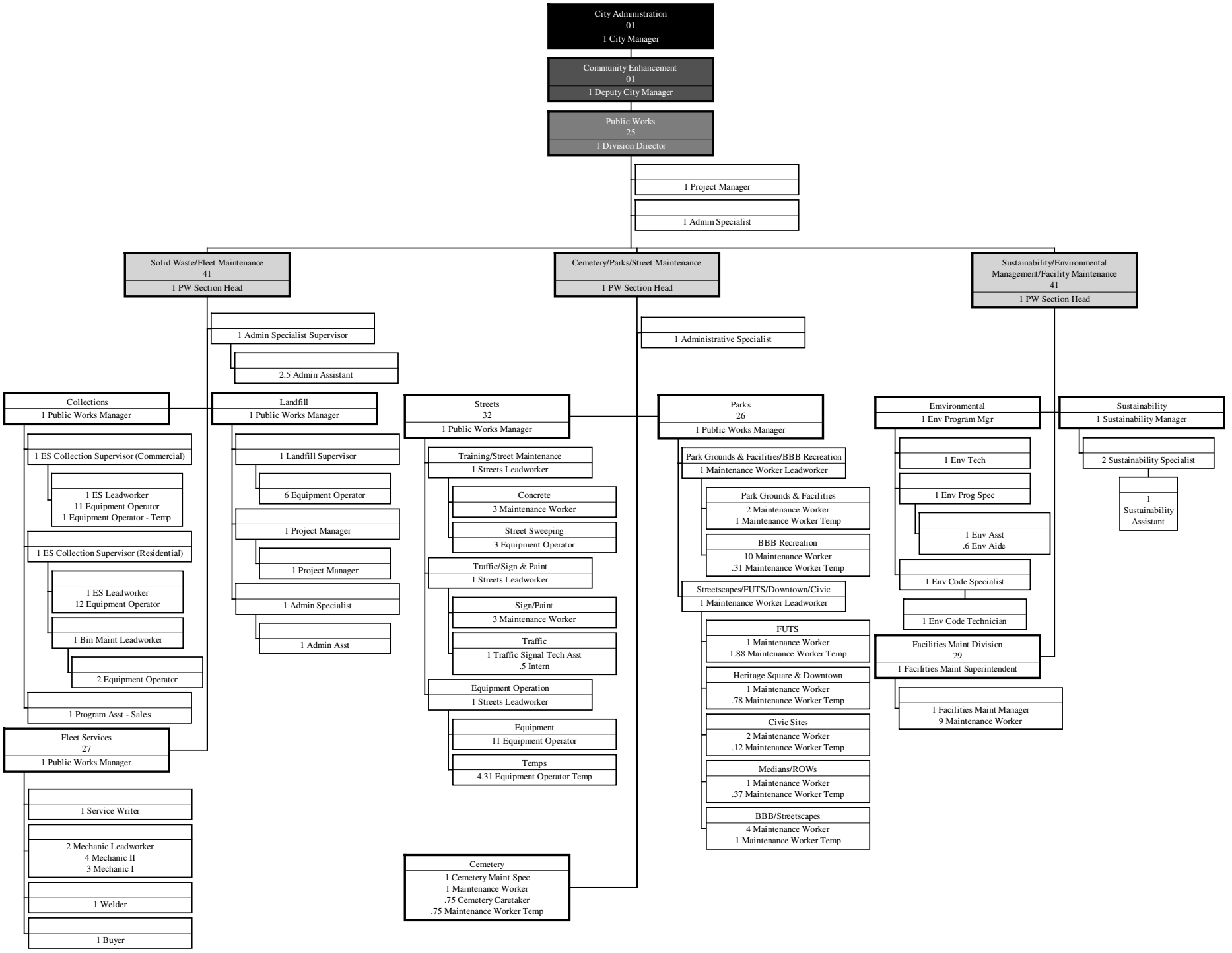
The **Facility Maintenance** will ensure, through effective building maintenance programs and long range planning, that city buildings are safe, secure, efficient, reliable, clean, code compliant, aesthetically pleasing, and environmentally friendly for all users.

The mission of the **Street Section** is to provide the citizens of Flagstaff with a safe transportation system within the City's right of ways. As the Street Section maintains the current infrastructure, they continue to meet the current needs of expansion of the transportation system.

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

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

PUBLIC WORKS



MISSION

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

PROGRAM DESCRIPTION

Division 20 (USGS) accounts for the costs associated with the USGS facilities owned by the City and leased by the GSA. The City currently has responsibility for Buildings 3, 4, 5 and 6. The Facilities and Parks Sections share responsibility for the maintenance.

FY 11 ACCOMPLISHMENTS

- ✓ Complex parking lot pavement chip/seal.
- ✓ Annual Electrical PMs completed at each site.
- ✓ USGS-4 carpet replacement (Phase 1).
- ✓ USGS-6 Building Delta HVAC controls installed.
- ✓ USGS-6 Server Room new HVAC Data-Aire unit installed.
- ✓ USGS-3 HVAC unit replacement (2 units).

FY 12 NEW INITIATIVES AND GOALS

- ➢ USGS-3 Court parapet walls repaired.
- ➢ USGS-3 Carpet replacement.
- ➢ USGS-4 Carpet replacement.
- ➢ USGS-3 HVAC unit replacements (2 units).
- ➢ USGS-4 HVAC unit replacements (2 units).
- ➢ USGS-3 & 4 interior misc. painting.

PERFORMANCE MEASURES

Council Priority: **Maintain and deliver quality, reliable infrastructure**
Goal: Facility assessment scores
Objective: Track the maintenance work for all four (4) USGS buildings in all areas (HVAC, plumbing, roofing, etc); objective is to maintain the building annual assessment scores above 90%. This guarantees safe, functional, and aesthetically pleasing facilities.
Type of Measure: Output and Program Effectiveness
Tool: Inspection assessment
Frequency: Yearly
Scoring: 90%+ Progressing / average; 75 – 89% Caution / warning; <74% Need to review/discuss.
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Facility Assessment Average Score – Measures quality of staff work, quality, and effectiveness.	N/A*	74%	80%	85%

*** USGS buildings were assessed in 2006, no assessments completed from 2007-2009.**

Council Priority: Maintain and deliver quality, reliable infrastructure
Goal: Work order dispatching
Objective: Tracks the timeliness of the work orders dispatched and completed by city facilities staff for the USGS buildings.
Type of Measure: Output
Tool: Naviline – Work Orders
Frequency: Yearly
Scoring: 95% (1-5 days), 90% (6-10 days), 85% (10-15 days), 80% (15-20 days), 75% (+21 days)
Trend: ←→

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Work Order Dispatching - Average # of days to complete a work order.	90% (N/A)	90% (8 days average)	90% (7 days average)	90% (6 days average)

SECTION: **20-USGS FACILITIES**

EXPENDITURES BY CATEGORY:	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 9,060	$ -	$ 1,557	$ -	$ -
CONTRACTUAL	946,433	2,271,043	864,120	2,080,118	(190,925)
COMMODITIES	200,864	262,255	167,963	272,255	10,000
CAPITAL	1,000	-	-	-	-
TOTAL	**$ 1,157,357**	**$ 2,533,298**	**$ 1,033,640**	**$ 2,352,373**	$ (180,925)
EXPENDITURES BY PROGRAM:					
ADMINISTRATION	$ 463,854	$ 1,886,851	$ 466,852	$ 1,675,926	$ (210,925)
MAINTENANCE-BLDG #2	7,263	-	7,226	-	-
BUILDING 6	210,039	149,419	176,296	170,308	20,889
USGS BUILDING 3	248,755	285,989	208,814	305,276	19,287
USGS BUILDING 4	184,468	159,122	157,947	159,284	162
USGS BUILDING 5	42,390	51,917	16,505	41,579	(10,338)
BUILDING #2 DEMO	588	-	-	-	-
TOTAL	**$ 1,157,357**	**$ 2,533,298**	**$ 1,033,640**	**$ 2,352,373**	$ (180,925)
SOURCE OF FUNDING:					
	GENERAL FUND			$ 2,352,373	
				$ 2,352,373	

COMMENTARY:
The USGS Maintenance operating budget has decreased 7% overall. The proposed budget reflects no capital or 1X expenditures. There are no personnel associated with this account. Work is provided through internal work order charges. Contractual decreases are due to a reduction of utility costs, maintenance, custodial and landfill. Contractuals and Commodities building costs were realigned to reflect the needs of the specific buildings. There is also a reduction in Debt Service charges.

MISSION

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

PROGRAM DESCRIPTION

Public Works Administration provides leadership and general direction for Solid Waste (Environmental Services), Fleet Maintenance Sustainability and Environmental Management, Facility Maintenance, Street Maintenance, Citizen Cemetery and Parks Maintenance.

FY 11 ACCOMPLISHMENTS

- ✓ Managed 2nd largest snowfall in January
- ✓ Fast tracked the rebuild of Jay Lively Ice Rink
- ✓ Aided in the Hardy fire
- ✓ Worked with Coconino County Timberline/Doney Park flooding
- ✓ Glass Recycling – Residential curbside pickup
- ✓ Planning and preparation of new cemetery office.
- ✓ Completed Picture Canyon restoration project.
- ✓ The Environmental Code Enforcement Program organized a Waste Tire Roundup event.
- ✓ Completed a variety of maintenance tasks on city facilities
- ✓ Completed a Public Works reorganization
- ✓ Evaluated procedures and policies to increase productivity and customer service in Fleet Services.

FY 12 NEW INITIATIVES AND GOALS

- ➢ Keep scheduled work at/or above 80% and unscheduled below 20%
- ➢ Begin implementation of Sign Inventory into Cartegraph software and related hardware.
- ➢ Create a database of Environmental Compliance issues applicable to the city for use by all divisions within the city.
- ➢ 1% energy use reduction at City Hall.
- ➢ Collections- Implement same day residential collection services for trash and recycling to improve service and operational efficiency.

PERFORMANCE MEASURES

Council Priority: Fiscal Health
Goal: Effective Vehicle Safety Program
Objective: Reduce Vehicular Accidents by 10%
Type of Measure: Outcome
Tool: Reports Using Excel Spreadsheets
Frequency: Annual
Scoring: 75%
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Number of accidents chargeable compared to previous year	18 Accidents	16 Accidents	15 Accidents	14 Accidents
Number of miles driven	1,108,685	1,096,021	1,096,021	1,096,021
Number of accidents per thousand miles	1 accident/ 61,593 miles	1 accident/ 68,501 miles	1 accident/ 73,068 miles	1 accident/ 78,287 miles

Council Priority: **Fiscal Health**
Goal: Develop bi-annual customer Service Survey for both internal and external customers
Objective: To assist with evaluation of Public Works services as they relate to customer expectations
Type of Measure: Program Outcome
Tool: Customer Surveys
Frequency: Annual
Scoring: 90%
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Develop and distribute 2 surveys per year to both internal and external customers. Surveys will focus on the quality of service received from the various Public Works Sections	N/A	Create external survey. Distribute 1 external and 1 internal survey. Analyze results to identify the top areas for improvement. Outline an action plan to improve in the areas identified.	Conduct 1 external survey in the fall of 2010. Work with Sections on action plan to increase in low rated areas.	Conduct 1 external survey in the fall of 2011. Work with Sections on action plan to increase in low rated areas.
Results	N/A	Internal survey just recently completed. Results were between satisfactory and above average. Will be working on an action plan to increase in areas that were low.	Never sent out due to staffing.	

SECTION: **25-PUBLIC WORKS ADMINISTRATION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 328,527	$ 135,200	$ 130,682	$ 140,069	$ 4,869
CONTRACTUAL	5,107	4,601	3,409	3,901	(700)
COMMODITIES	(48,748)	(69,961)	(44,607)	(74,002)	(4,041)
TOTAL	**$ 284,886**	**$ 69,840**	**$ 89,484**	**$ 69,968**	$ 128

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 284,886	$ 69,840	$ 89,484	$ 69,968	$ 128
TOTAL	**$ 284,886**	**$ 69,840**	**$ 89,484**	**$ 69,968**	$ 128

SOURCE OF FUNDING:

GENERAL FUND	$ (211,061)
HIGHWAY USER REVENUE FUND	93,153
AIRPORT FUND	62,190
ENVIRONMENTAL SERVICES FUND	125,686
	$ 69,968

COMMENTARY:

The Public Works Administration operating budget has increased slightly due to Personnel retirement and benefit increases. There are no Capital (>$10,000) nor 1X budgeted expenditures. Reduced Telephone expenditures result in Contractual decreases. Commodities decreases are due to increased work order chargeouts.

MISSION

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

PROGRAM DESCRIPTION

Parks staff is responsible for the maintenance and management of parks and sports fields; school fields improved by BBB funds; HURF right-of-ways, BBB funded Streetscapes, FUTS trails, downtown area, 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 City's weed and tree management plan are also housed in this section.

FY 11 ACCOMPLISHMENTS

- ✓ Replaced the Sof'Fall playground surface material at Ponderosa, Cogdill, Old Town and Cheshire Parks.
- ✓ Resurfaced four tennis courts at Flagstaff Recreation Center and Ponderosa Park.
- ✓ Completed concrete surface repairs to the skate track at Bushmaster Park.
- ✓ Replaced the outfield fence on Field #1 at the Continental Sports Complex.
- ✓ Leveled and replaced the sod infields on Fields #1 and #2 at the Continental Sports Complex.
- ✓ Laser level and install infield mix on the infields at MEMS and Killips School and Field #4 at Continental Sports Complex and four fields at the Thorpe Sports Complex.
- ✓ Replaced the chain link fence fabric and added mid-rails at Ponderosa and Guadalupe Park.
- ✓ Replaced wooden fencing with metal FUTS type fencing at University Heights and the FUTS Arizona trail.
- ✓ Installed benches and plaque for the Karen Cooper Memorial.
- ✓ Coordinated the naming and dedication of Adrian Garcia Sr. Field at Guadalupe Park.
- ✓ Helped coordinate the fence replacement near Colton Park with the Rotary Club and Sigma Chi Fraternity
- ✓ Repaired/Removed vandalism at City Parks, at an estimated cost of $32,010.
- ✓ Purchase replacement truck with snowplow.
- ✓ Help coordinate the Eagle Scout project to replace the wooden fence at the Buffalo Park entrance restoring it to its' historical look.
- ✓ Help Environmental Code Enforcement implement Adopt-A-Park and Adopt-A-Trail Program

FY 12 NEW INITIATIVES

- ➢ Replacement of Sof'Fall playground surface material at Coconino, Flagstaff Recreation Center, McMillan Mesa and University Heights Park.
- ➢ Replacement of chain link fence at the tennis courts at Flagstaff Recreation Center.
- ➢ Resurface two tennis courts and patch four tennis courts at Thorpe Park.
- ➢ Make concrete surface repairs to the skate track at Foxglenn Park.
- ➢ Replacement of chain link fence at the tennis courts at Thorpe Park.
- ➢ Replacement of chain link fence at Adrian Garcia Sr. field.
- ➢ Replacement of the ramada roof with a metal roof at Ponderosa Park

PERFORMANCE MEASURES

Council Priority: Livability through good neighborhoods, affordable housing and varied recreational activities
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
Type of Measure: Output and Program Outcome
Tool: Inspections and Inspection Reports
Frequency: Bi-weekly
Scoring: 75%
Trend: ↓

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Conduct monthly inspections of parks and bi-weekly safety inspections of playground equipment	85%	61%	70%	70%
Complete daily and weekly maintenance tasks at all park sites.	70%	60%	65%	65%
Claims for accidents/injuries	0	0	0	0

Council Priority: Livability through good neighborhoods, affordable housing and varied recreational activities
Goal: Enhance the quality of life for our community by providing comprehensive park resources, services and programs.
Objective: Strive to maintain parks, trails, and beautification projects at the highest level of service.
Type of Measure: Output and Program Outcome
Tool: Track Quarterly Performance Measures based off of Work Schedules
Frequency: Yearly
Scoring: 100%
Trend: ↓

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
BBB Landscape areas – Bi-weekly Irrigation checks, litter control, prune 20% plant units per year or as needed, Bi-monthly rodent control, Monthly weed and noxious control and disease and insect control.	70%	47%	50%	60%
Sports Field Turf Maintenance – Weekly Mowing (during rain season twice per week), the following are done three times per year over seeding, top dressing; aeration – six times per year; and fertilizing – four times per year.	70%	57%	65%	65%

Council Priority: Livability through good neighborhoods, affordable housing and varied recreational activities
Goal: Decrease Park Vandalism.
Objective: Implement a tracking and response log that will identify annual vandalism costs, locations and frequencies, and types, in order to develop prevention procedures to address and deter future acts.
Type of Measure: Outcome and Program Outcome
Tool: Excel Worksheet
Frequency: Monthly
Scoring: 75%
Trend: ←→

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Estimate
Annual vandalism costs	$38,572	$43,545	$32,000	$32,000
Respond within 24 hrs. to correct	36 hrs./NA	66%	70%	70%

SECTION: **26-PARKS**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 1,364,784	$ 1,404,490	$ 1,294,627	$ 1,413,885	$ 9,395
CONTRACTUAL	540,876	710,196	649,912	699,610	(10,586)
COMMODITIES	382,684	433,778	460,113	444,906	11,128
CAPITAL	248,721	253,300	179,500	203,800	(49,500)
TOTAL	**$ 2,537,065**	**$ 2,801,764**	**$ 2,584,152**	**$ 2,762,201**	$ (39,563)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 131,103	$ 136,496	$ 102,234	$ 123,431	$ (13,065)
PARK GROUNDS MAINTENANCE	500,224	546,829	559,256	553,267	6,438
PARK BLDGS AND FAC MAINTENANCE	44,930	29,785	28,046	28,941	(844)
BBB-STREETSCAPE/MEDIAN	303,404	452,000	391,942	454,543	2,543
RIGHT OF WAYS/MEDIAN	63,878	80,971	79,757	85,692	4,721
FUTS TRAIL SYSTEM	173,243	204,476	186,381	197,814	(6,662)
HERITAGE SQUARE MAINTENANCE	18,970	64,627	42,384	40,968	(23,659)
BBB RECREATION FIELDS	1,098,699	1,007,236	995,179	988,744	(18,492)
DOWNTOWN MAINTENANCE	15,525	16,776	23,820	28,582	11,806
NON-PARKS GROUNDS/LANDSCAPE	175,118	175,068	175,153	172,719	(2,349)
SNOW PLAY AREA	11,971	-	-	-	-
ARROYO PARK IMPROVEMENTS	-	87,500	-	87,500	-
TOTAL	**$ 2,537,065**	**$ 2,801,764**	**$ 2,584,152**	**$ 2,762,201**	$ (39,563)

SOURCE OF FUNDING:

GENERAL FUND	$ 2,762,201
	$ 2,762,201

COMMENTARY:
The Parks operating budget has net change of 0% and capital expenditures total $203,800 resulting in an overall net decrease of 1%. Personal Services increases are due to 0.26 FTE staff increase (Maintenance workers - Temporary) and small increases in retirement and insurance costs. Contractuals decreases are due to reduction in travel, utilities and other miscellaneous services. Commodities increases are due to increases in gas, motor vehicle parts, and supplies. Major capital (>$10,000) includes replacement items for various City parks, resurfacing basketball & tennis courts.

MISSION

To provide expert, cost efficient maintenance and repairs of city vehicles and equipment enabling City Divisions to perform their duties to the citizens of Flagstaff.

PROGRAM DESCRIPTION

Using experienced highly trained technicians, Fleet Services delivers safe, dependable and economical service and repairs in an environmentally conscious manner, supporting Flagstaff's Divisions in accomplishing their goals and objectives with a high focus on public safety.

FY 11 ACCOMPLISHMENTS

- ✓ Evaluated procedures and policies to increase productivity and customer service.
- ✓ Organized shop to increase effectiveness, eliminating outdated parts and equipment.
- ✓ Created technician performance matrix.
- ✓ Established work teams; one supporting public safety the other supporting departments maintaining Flagstaff's infrastructure.
- ✓ Established EVT (emergency vehicle technician) training program.
- ✓ Conducted an internal safety audit and addressed the issues.
- ✓ Streamlined work order system.

FY 12 NEW INITIATIVES AND GOALS

- ➢ Keep scheduled work at/or above 80% and unscheduled below 20% This will not include emergency situations (fires, snow storms)
- ➢ Keep return work under .9%.
- ➢ Continue to train public safety technicians; schedule 14 training sessions.
- ➢ Maintain technician productivity above 90%.
- ➢ Evaluate current price chargeout structure and revenue generation
- ➢ Set up employee cross training program to increase workload flexibility.

PERFORMANCE MEASURES

Council Priority: Effective governance
Goal: Technicians to input repair data, maintain productivity at or above 90% using flat rate standards as applicable with less than 1% repair comebacks.
Objective: To improve technician skills by measuring performance and reduce comebacks.
Type of Measure: Input
Tool: Supervisor Inspection, H.T.E. repair order system/customer feedback
Frequency: Weekly
Scoring: 99.1% (Average score of all technicians on completed repair orders)
Trend: ↓

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Average percentage of repair come backs per technician.	1%	<1%	<1%	<.9%

Council Priority: Effective governance
Goal: Increase ratio of scheduled work to unscheduled work
Objective: Gain efficiencies and productivity in Fleet and other Sections by reducing unscheduled maintenance and repairs
Type of Measure: Input
Tool: Compare the total number of scheduled work orders completed to unscheduled work orders
Frequency: Quarterly
Scoring: 80%
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Keep scheduled work above 80% unscheduled work below 20%		72%	80%	85%

Council Priority: Maintain public safety short response times and encourage expanded health services
Goal: Train technicians on emergency and public safety equipment and vehicles.
Objective: Improve skills and certifying employees. This will give public safety more skilled technicians, giving public safety the most qualified personnel and quick repairs on vehicles and equipment.
Type of Measure: Input
Tool: Fleet services and Fire department funding.
Frequency: Quarterly
Scoring: 100%
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Quarterly training	2	5	14	14

Council Priority: Effective governance
Goal: Evaluate Fleet services price structure/revenue generation
Objective: Consider alternative ways for Fleet Services to be funded (propose 2 options)
Type of Measure: Input
Tool: Current cost and chargeout structure; new proforma
Frequency: Annual
Scoring: 100%
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
1. Rework current price structure 2. New business model	0	0	2	

SECTION: **27-FLEET SERVICES**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 227,123	$ 250,130	$ 42,408	$ 251,347	$ 1,217
CONTRACTUAL	94,755	92,651	97,454	92,651	-
COMMODITIES	(321,874)	(342,160)	(240,983)	(132,077)	210,083
TOTAL	**$ 4**	**$ 621**	**$ (101,121)**	**$ 211,921**	$ 211,300

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 435	$ (42,447)	$ 2,995	$ (75,162)	$ (32,715)
INVENTORY MANAGEMENT	67,274	71,043	68,066	71,375	332
PREVENTIVE MAINTENANCE	128,180	125,097	119,593	116,262	(8,835)
VEHICLE REPAIR	(261,207)	(215,104)	(355,204)	(173,069)	42,035
POOL VEHICLES-CITY HALL	3,013	4,500	4,611	4,500	-
POOL VEHICLES-SHOP	610	-	166	-	-
OTHER SHOP WORK	61,699	57,532	57,555	59,815	2,283
MOBILE MOUNTED GENERATOR	-	-	-	-	-
CATASTROPHIC/MAJOR REPAIR	-	-	-	208,200	208,200
SHOP IMPROVEMENTS	-	-	1,097	-	-
TOTAL	**$ 4**	**$ 621**	**$ (101,121)**	**$ 211,921**	$ 211,300

SOURCE OF FUNDING:

GENERAL FUND	$ (7,318)
LIBRARY FUND	570
HIGHWAY USER REVENUE FUND	73,808
WATER AND WASTEWATER FUND	19,477
STORMWATER FUND	477
AIRPORT FUND	5,342
ENVIRONMENTAL SERVICES FUND	119,565
	$ 211,921

COMMENTARY:

The Fleet Services operating budget is a zero base budget meaning the division expects to recover ongoing operating expenditures plus administrative overhead through charges for services, markups on parts and fuel, and an environmental disposal fee. The current shop rate is $62.00 per hour and does not cover one-time and capital requests. Personal Services increases are due to small increases in retirement and insurance benefits, offset by labor charge outs to obtain a zero budget. Contractual had no changes. Commodities increase are due to a new program, Catastropic/Major Component Repair, which is funded with fleet capital funds. There is no major capital (>$10,000) expenditures for this section.

MISSION

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

PROGRAM DESCRIPTION

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

FY 11 ACCOMPLISHMENTS

- ✓ Re-evaluated and adjusted the replacement criteria for FY2012
- ✓ Created an electronic spreadsheet for 10 year vehicle replacement plan for all Sections
- ✓ Reorganized committee leadership.
- ✓ Removed 6 underutilized vehicles.
- ✓ Introduced and recommended a component replacement fund.

FY 12 NEW INITIATIVES AND GOALS

- ➢ Revamp the existing vehicle and equipment replacement criteria.
- ➢ Rework and rebuild the underutilized vehicle policy; eliminate 6 or more units out of the fleet.
- ➢ Coordinate driver training and operational procedures to increase fuel mileage and decrease fuel usage by 6.1%.
- ➢ Coordinate with Divisions and Purchasing for all fuel billing to create the most efficient and accurate fuel usage tracking.
- ➢ Make all fleet policies and procedures electronic.

PERFORMANCE MEASURES

Council Priority: Effective governance
Goal: Conduct a utilization study coordinated with Fleet Services to reduce the number of under-utilized fleet vehicles (cars, pickups, vans and SUV's).
Objective: To improve vehicle utilization by reducing unnecessary vehicles thus reducing future purchases and Divisions' operating costs.
Type of Measure: Output
Tool: Compare equipment totals in H.T.E. fleet system
Frequency: Annually
Scoring: 100%
Trend: ⟶

Measures:	CY 08 Actual	CY 09 Actual	CY 10 Actual	CY 11 Estimate
Number of vehicles to be eliminated	0	18 units	6 units	6 +units
Percentage of total Vehicles	0%	3.3%	1.15%	1.16%+

Council Priority: A sustainable community through economic vitality, economic protection and social inclusion
Goal: Evaluate and reduce the fuel efficiency and usage of Division programs.
Objective: To conserve fuel and energy.
Type of Measure: Output
Tool: Compare fuel usage reports year over year
Frequency: Annual
Scoring: 100%
Trend: ↓

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Percent of decrease in fuel used.		1.3%	6.1%	3.9%

MISSION

Citizen Cemetery employees dedicate themselves to offering quality customer service in a time of need and providing proper grounds maintenance that is aesthetically pleasing to the public.

PROGRAM DESCRIPTION

Under the direction of the Public Works Section Head, 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 11 ACCOMPLISHMENTS

- ✓ Planning and preparation of new cemetery office.
- ✓ All concerns/complaints were addressed promptly.
- ✓ Addition of four donated granite benches throughout the cemetery.
- ✓ Addition of a retaining wall in Masonic Section "A".

FY 12 NEW INITIATIVES

- ➢ Completion of Cemetery office addition with separate office, greeting room, and public restroom.
- ➢ Work with the Masonic Lodge on their purchase of a new columbarium in Masonic Section "A".
- ➢ Planning and preparation of a new Veterans Section "K" South.
- ➢ Replace weathered/damaged Veteran head-stones throughout the cemetery.
- ➢ Take over all headstone setting throughout Citizens Cemetery

PERFORMANCE MEASURES

Council Priority: A SUSTAINABLE COMMUNITY THROUGH VITALITY, ENVIRONMENTAL PROTECTION AND SOCIAL INCLUSION
Goal: Reduce the amount of gallons by 2% for reclaimed water usage.
Objective: To maintain healthy grass while cutting water costs.
Type of Measure: Program Effectiveness
Tool: Efficiently monitor the quantity and quality of water usage in turf sections and personal plots.
Frequency: Weekly/Seasonal
Scoring: 90%
Trend: ↓

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Gallons Consumption	14,874,400	11,425,900	14,285,374	13,999,666
Target		14,576,912	14,285,374	13,999,666
2% reduction in gallons of water from previous year	N/A	(297,488)	(291,538)	(285,708)

Council Priority: MAINTAIN AND DELIVER QUALITY, RELIABLE INFRASTRUCTURE
Goal: To provide better accommodations to the public and employees.
Objective: To offer a greeting room with separate office, and public restrooms.
Type of Measure: Policy Effectiveness
Tool: Build better accommodations for the public.
Frequency: Annually
Scoring: 100%
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Percentage of families that fit in current office	60%	60%	100%	100%

Council Priority: A SUSTAINABLE COMMUNITY THROUGH VITALITY, ENVIRONMENTAL PROTECTION AND SOCIAL INCLUSION
Goal: To maintain a high level of quality service throughout the community, including families of Veterans, Masonics, and Odd Fellows.
Objective: To upkeep grounds for the community, and those who have loved ones at Citizen Cemetery.
Type of Measure: Outcome
Tool: Effectively resolve citizen complaints and requests.
Frequency: Annually
Scoring: 83% Pending Temporary Employee
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Mowing turf sections every week	85%	80%	90%	90%
Trimming of turf sections biweekly	65%	60%	80%	85%
Pruning cemetery quarterly	80%	60%	80%	85%

Council Priority: A SUSTAINABLE COMMUNITY THROUGH VITALITY, ENVIRONMENTAL PROTECTION AND SOCIAL INCLUSION
Goal: To provide better services by straightening and leveling headstones in a designated turf section.
Objective: To offer a more uniform appearance throughout Citizens Cemetery.
Type of Measure: Outcome
Tool: Effectively resolve citizen complaints and requests.
Frequency: Seasonal
Scoring: 60%
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Percentage of headstones set correctly	50%	50%	60%	70%

SECTION: **28-CEMETERY**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 135,263	$ 11,303	$ 152,236	$ 19,091	$ 7,788
CONTRACTUAL	43,390	41,735	41,020	37,289	(4,446)
COMMODITIES	8,465	172,910	16,161	167,429	(5,481)
CAPITAL	-	140,000	12,000	128,000	(12,000)
TOTAL	**$ 187,118**	**$ 365,948**	**$ 221,417**	**$ 351,809**	$ (14,139)

EXPENDITURES BY PROGRAM:

GENERAL SERVICES	$ 46,596	$ 48,865	$ 48,741	$ 56,653	$ 7,788
OPENING AND CLOSING	38,698	196,554	53,855	178,766	(17,788)
MAINTENANCE OF BUILDINGS	5,175	9,034	8,929	9,034	-
MAINTENANCE OF GROUNDS	96,649	111,495	109,892	107,356	(4,139)
TOTAL	**$ 187,118**	**$ 365,948**	**$ 221,417**	**$ 351,809**	$ (14,139)

SOURCE OF FUNDING:

GENERAL FUND	$ 351,809
	$ 351,809

COMMENTARY:

The Cemetery operating budget (excluding capital) has decreased 1%. Capital funding from the expansion of the Cemetery office are spread between two years, which affects the presentation of the overall budget. There are no new or major (>$10,000) capital expenditures planned. Personal services increases are due to an allocation of management to this area, and mechanical shop labor for two pieces of equipment for opening and closing graves and for 3 pieces of equipment for grounds. There was a slight increase for retirement and benefits costs. Contractual decreases are due to utility savings. Commodities decreases are from internal work orders.

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

The Facilities Maintenance Section is responsible for maintenance and upgrades of City buildings.

FY 11 ACCOMPLISHMENTS

- ✓ Best Lock security lockset system installs: Library, Geographic Information Systems (GIS), and Flagstaff Recreation Center.
- ✓ Roofing projects: City Hall, Visitor Center-Amtrak, Theatrikos, Geographic Information systems (GIS), Airport DPS.
- ✓ HVAC projects: Airport, Visitor Center, Cherry.
- ✓ Door & Window projects: Milligan House, Library, Flagstaff Recreation Center, Ice Rink.
- ✓ Painting projects: Ice Rink ext., Thorpe Shop exterior.

FY 12 NEW INITIATIVES AND GOALS

- ➢ 1% energy use reduction at City Hall.
- ➢ Best Lock security lockset system transitions: City Hall, Cogdill, City Court, Cherry bldg.
- ➢ Long Range Capital Improvements: Roofing (City Hall, Library, City Court), HVAC (City Hall boilers, Court HVAC system), Public Works buildings miscellaneous repairs, Painting: Flagstaff Recreation exterior.
- ➢ Preventive Maintenance Plan Development: Overhead Doors.

PERFORMANCE MEASURES

Council Priority: Maintain and deliver quality, reliable infrastructure
Goal: facility assessment scores
Objective: Track maintenance work for all buildings in all areas (HVAC, plumbing, roofing, etc); objective is to maintain the building annual assessment scores above 90%. This guarantees safe, functional, and aesthetically pleasing facilities. Not all facilities are assessed each year; smaller sites are on a 2 or 3-year frequency.
Type of Measure: Output and Program Effectiveness
Tool: Inspection Assessment
Frequency: Yearly, Bi-annual, Tri-annual.
Scoring: 90%+ Progressing / average; 75 – 89% Caution / warning; <74% Need to review / discuss. This is the average score of all buildings assessed during the calendar year.
Trend: ←→

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Facility Assessment Average Score – Measures quality of staff work, quality, and effectiveness.	85%	63%	64%	65%

Council Priority: **Maintain and deliver quality, reliable infrastructure**
Goal: Maintenance Productivity
Objective: This tracks the timeliness of starting work orders. How many days elapse before a work order is actually started?
Type of Measure: Output
Tool: Naviline – Work Order Backlog Tracking
Frequency: Yearly
Scoring: 95% (0-2.99 days), 90% (3.0-5.99 days), 85% (6.0-8.99 days), 80% (9.0-11.99 days), 75% (12+ days)
Trend: ←→

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Work Order Dispatching – Work Request Date to Job Start Work date.	5.40 (90%)	3.85 (90%)	3.28 (90%)	3.26 (90%)

Council Priority: **Maintain and deliver quality, reliable infrastructure**
Goal: Maintenance Productivity
Objective: This tracks the timeliness of completing work orders. How many days on average does it take to finish a work order?
Type of Measure: Output
Tool: Naviline – Work Order Production/Effectiveness
Frequency: Yearly
Scoring: 95% (0-2.99 days), 90% (3.0-5.99 days), 85% (6.0 -8.99 days), 80% (9.0-11.99 days), 75% (12.0+ days)
Trend: ←→

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Work Order Dispatching – Job Start Date to Job Finish Date.	5.47 (90%)	2.72 (95%)	2.27 (95%)	2.26 (95%)

SECTION: **29-PUBLIC FACILITIES MAINTENANCE**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 664,524	$ 688,842	$ 689,366	$ 692,025	$ 3,183
CONTRACTUAL	468,151	727,774	718,672	616,296	(111,478)
COMMODITIES	(61,706)	(95,960)	(149,084)	(153,454)	(57,494)
CAPITAL	3,588	-	-	-	-
TOTAL	**$ 1,074,557**	**$ 1,320,656**	**$ 1,258,954**	**$ 1,154,867**	$ (165,789)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 275,686	$ 390,952	$ 305,112	$ 267,292	$ (123,660)
CUSTODIAL SERVICE	75,739	85,885	78,247	86,885	1,000
STRUCTURAL AND OTHER MAINTENANCE	352,054	579,800	587,975	538,229	(41,571)
MAINT-MECH,ELECT AND PLUMB	312,624	217,879	237,710	219,479	1,600
MILLIGAN HOUSE	16,425	12,043	13,274	11,143	(900)
PREVENTATIVE MAINTENANCE	959	-	-	-	-
APS BUILDING	732	-	1,734	-	-
RIO PROPERTIES	22,838	20,218	19,888	17,818	(2,400)
MURDOCK	377	-	-	-	-
PHOENIX BUILDING	17,123	13,879	15,014	14,021	142
TOTAL	**$ 1,074,557**	**$ 1,320,656**	**$ 1,258,954**	**$ 1,154,867**	$ (165,789)

SOURCE OF FUNDING:

GENERAL FUND	$ 883,876
LIBRARY FUND	58,339
HIGHWAY USER REVENUE FUND	10,513
WATER AND WASTEWATER FUND	31,221
STORMWATER FUND	11,772
AIRPORT FUND	59,576
ENVIRONMENTAL SERVICES FUND	99,570
	$ 1,154,867

COMMENTARY:

The Public Facilities Maintenance operating budget has decreased 13% and there are no capital expenditures. Personal Services increases are due to slight increases in retirement and benefits costs. Contractual decreases are due to the maintenance of the buildings and structures 1X expenditures funded at a lower level than last year. Commodities decreases are due to an increase in internal work orders chargeouts. Decreases in commodities included: food, uniforms, and safety supplies.Other commodities increased to reflect organizational priorities. They included: Janitor and Cleaning Supplies. There are no planned changes in personnel this fiscal year.

MISSION

The mission of the Street Section is to provide the citizens of Flagstaff with a safe transportation system within the City's right of ways. As the Street Section maintains the current infrastructure, they continue to meet the current needs of expansion of the transportation system.

PROGRAM DESCRIPTION

The Street Section is responsible for all of the multi model transportation system. Streets are solely responsible for every aspect of the system in regards of street maintenance, drainage, street sweeping, road grading, dust abatement, concrete replacement, repair, guardrail repair, signing and painting operations, pavement marking installation, asphalt paving, asphalt deficiency repair, hauling operations, drainage inspections and maintenance, street light inspections and urban trail maintenance.

FY 11 ACCOMPLISHMENTS

- ✓ Hiring of summer temporary drainage crew in spring of 2011 to work on open channel, and all drainage repairs allowing Street Section employees to concentrate on other priorities
- ✓ Replaced 6 snow plows.
- ✓ Helped inform public on bond issues, and successful in achieving voter approval of Utility/Street improvement bond totaling 16.5 million dollars.
- ✓ Replaced dust abatement tank, Sign and Paint service truck, Crew cab truck and 6 snow plows with funds available from capital.
- ✓ Established a request for proposal for a collection of sign inventory, identifying funds through H.S.I.P. federal safety monies.
- ✓ Completed a route analysis on snow plow routes and implemented changes to be more efficient.
- ✓ Completed a route analysis on sweeper routes and implemented changes to be more efficient.
- ✓ Aided in the 15,000 acre Shultz fire and flooding efforts.
- ✓ Aided in the Hardy fire.
- ✓ Aided with other government agencies in diverting flooding from the landfill and Doney Park residences.
- ✓ Reestablished access to Inner basin well roads after Shultz fire and flooding.
- ✓ Installed 1 Uninterrupted Power Supply in signal cabinet along the 89 corridor.
- ✓ Completed Picture Canyon restoration project, totaling 1,178 man hours.
- ✓ Completed Foxglen park restoration project.
- ✓ Installed 2 traffic calming devices with Low Impact Development structures.
- ✓ Completed Trinity heights F.U.T.S trail connection.
- ✓ Assisted in hazardous tree removal within right of ways.
- ✓ Assisted with installing rainwater harvesting system at Aquaplex.
- ✓ Assisted with re-opening of Jay Lively Ice Rink.

FY 12 NEW INITIATIVES AND GOALS

- ➢ Install 4 Un-Interrupted Power supplies in signal cabinets.
- ➢ Continue to lower accident rates on De-Icer routes.
- ➢ Replace 10 wheel water tender, Barricade truck and 6 Snowplows with capital monies.
- ➢ Purchase Thermoplastic machine for applying stop bars, crosswalks and lane bars with capital monies.
- ➢ Refurbishing of Paint Striper with capital monies.
- ➢ One time RSL using capital monies to purchase 36 Motor grader tires and 8 Loader tires totaling $49,400.
- ➢ Begin implementation of Sign Inventory into Cartegraph software and related hardware.
- ➢ Import data into Cartegraph software to manage streetlight inventory and maintenance.

PERFORMANCE MEASURES

Council Priority: Maintain public safety short response times and encourage expanded health services.
Goal: Maintain snow priorities within set timeframes.
Objective: 0 – 3" 1st priorities. 2nd priorities residential plowing 3-8" within 12 hrs, 8-12" within 18 hrs, 12+ within 36 hrs after snowfall stops.
Type of Measure: Clearing Streets within timeframes
Tool: Inspections by Leadworkers, filling all routes (with available equipment)
Frequency: Each snowfall
Scoring: 100%
Trend: ←→

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Complete 2nd priorities while maintaining 1st priorities.	96%	98%	98%	98%

Council Priority: Maintain and deliver quality, reliable infrastructure.
Goal: Shoulder streets without curb & gutters
Objective: Complete West side streets.
Type of Measure: Shoulder West side while maintaining washouts on East side.
Tool: Provide proper flagging/barricading and public announcements.
Frequency: Spring/Fall
Scoring: 100%
Trend: ↓

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Place material on shoulders of roads without curb improvements to preserve roadways from deterioration of asphalt and road base. (15 lane miles will be addressed in CY12)	90%	85%	80%	80%

Council Priority: Maintain and deliver quality, reliable infrastructure.
Goal: Coverage time for pothole repair
Objective: Patch all reported potholes within 24hrs. of notification
Type of Measure: Provide coverage to West and East sides once monthly while responding to all calls.
Tool: Tracking operator logs
Frequency: Daily
Scoring: 100%
Trend: ←→

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Patch potholes within 24 hours of notification.	97%	99%	99%	99%
3,685 potholes were patched in CY10				

Council Priority: Maintain and deliver quality, reliable infrastructure.
Goal: Optimal traffic signal operation
Objective: Insure proper operation and correct operational deficiencies.
Type of Measure: Signal operation compared to design standards.
Tool: Preventive Maintenance and Inspections, Unscheduled repairs, Scheduled repairs (i.e. software updates, replacement of components before failure)
Frequency: Inspections 3 times annually, Corrective repairs as needed.
Scoring: 100%
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Percentage of signals operating without deficiencies at time of inspection.	79%	80%	85%	90%
Completion of inspections as scheduled (3 times annually)	90%	58%	100%	100%

SECTION: **32-STREET MAINTENANCE**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 2,138,598	$ 2,340,137	$ 2,293,743	$ 2,312,772	$ (27,365)
CONTRACTUAL	590,141	727,908	669,864	730,068	2,160
COMMODITIES	569,169	813,414	803,055	831,154	17,740
CAPITAL	91,390	177,000	170,832	449,000	272,000
TOTAL	**$ 3,389,298**	**$ 4,058,459**	**$ 3,937,494**	**$ 4,322,994**	$ 264,535

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 16,293	$ 328,609	$ 221,235	$ 357,275	$ 28,666
STREET CLEANING	304,814	355,605	335,672	374,093	18,488
SNOW CONTROL	867,096	815,218	786,586	874,676	59,458
SIGN, SIGNAL, MARK AND LIGHT	306,951	436,414	420,808	513,022	76,608
STREET MAINTENANCE	1,242,947	1,226,267	1,319,326	1,293,490	67,223
DRAINAGE WAY MAINTENANCE	101,909	299,705	255,634	303,883	4,178
TRAINING	506	1,900	1,900	1,900	-
STREET LIGHTS	360,539	381,702	378,258	381,702	-
TRAFFIC SIGNAL MAINTENANCE	188,243	213,039	218,075	222,953	9,914
TOTAL	**$ 3,389,298**	**$ 4,058,459**	**$ 3,937,494**	**$ 4,322,994**	$ 264,535

SOURCE OF FUNDING:

HIGHWAY USER REVENUE FUND	$ 4,322,994
	$ 4,322,994

COMMENTARY:
The Streets Maintenance operating budget has decreased .2% and capital expenditures total $449,000 resulting in an overall a net increase of 7%. Personal Services decreases are due to worker compensation rate decreases offset partially by small increases in retirement and insurance benefits. Contractuals increases are due to increase telephone for air cards. Commodities increases are due to increases in motor vehicle parts and street & highway repair materials. Major Capital (>$10,000) includes six snow plows($49,000, thermoplastic machine ($60,000), refurished paint striper ($50,000), water truck with 4,000 gallon tank ($200,000) and 1 ton pickup truck($60,000) .

MISSION

To efficiently provide a comprehensive waste management and diversion program to the residents of Flagstaff.

PROGRAM DESCRIPTION

The Environmental Services section provides the citizens of Flagstaff with quality customer service, timely refuse and recycling collections and sound landfill management practices. The section works toward cost efficient operations while considering the benefit and development of additional waste diversion programs that will sustain landfill resources.

FY 11 ACCOMPLISHMENTS

- ✓ Collections- Glass collection. Implement diversion & capture of residential glass. Begin Residential subscription curbside glass collection.
- ✓ Collections- Designed new containers and collection methods to enhance service to Downtown area.
- ✓ Collections- Developed SOP's (Standard Operating Procedures) & JHA's (Job Hazard Analysis) for new equipment.
- ✓ Collections- Collection of new Southside Business district containers.
- ✓ Renewed Recycling IGA with the City of Winslow.
- ✓ Landfill- Implement Customer Waste Profile Program to track waste stream for additional diversion opportunities, extending Landfill life. (75% Complete).
- ✓ Landfill- Increase average density by 10% in landfill cell construction by implementing a 12 week landfill compaction training program.
- ✓ Landfill- Gas Study completed determining that the Cinder Lake Landfill has a viable source of methane gas for use as potential alternative energy project.
- ✓ Collections/Landfill- Collaborated with FFD & USFS in the Airport thinning project, resulting in the capture & diversion of over 4,500 cubic yards of chipped green waste to be used as ADC.
- ✓ Landfill- Completed Pilot Study on use of ground up Wood Waste as a supplement to the Cinder Lake Landfill ADC program. .
- ✓ Landfill- Completed a conceptual evaluation of the feasibility of a municipal composting operation.
- ✓ Collections/Landfill- Developed staff for career succession using NAU CTC, AGTS Supervisor's Academy, and other training.
- ✓ Collections/Landfill- Developed a schedule of staff cross training to ensure operational flexibility, efficiency and coverage while enhancing response and customer service levels.
- ✓ Landfill- Conducted Noxious Weed abatement activities at the Sinclair Wash Inert Materials pit.
- ✓ Landfill- Discovered a mapping discrepancy that revealed approximately 12 months of additional airspace on the Northwestern edge of existing landfill foot print. The value of this airspace is approximately $4 million.
- ✓ Landfill- Conducted flood water mitigation through planning and constructing diversion berms at the Cinder Lake Landfill during the Schultz Flood Incident.
- ✓ Landfill- Participated with the Schultz Flood Incident Management team providing consulting, operators, and equipment on mitigation efforts
- ✓ Collections/Landfill- Provided assistance during the "Western Wallop" snow storm event

FY 12 NEW INITIATIVES AND GOALS

- ➢ Collections- develop wood pallet collection program to further enhance commercial revenues and supplement materials for the ADEQ Wood Waste Pilot Study at Cinder Lake Landfill.
- ➢ Collections- Implement same day residential collection services for trash and recycling to improve service and operational efficiency.
- ➢ Landfill/Collections- Establish a performance bench mark program for Administrative staff.
- ➢ Landfill- Examination of soil resources and future liner/cap construction.

- Landfill- Drainage improvements and Haul Road Extensions.
- Landfill- Feasibility study for the collection and utilization of methane gas from Cinder Lake
- Landfill. Staff will determine the potential markets within the vicinity that could use methane gas for a combustion source.
- Landfill- An integrated waste management plan will be drafted to help to determine triggers for implementation of waste programs at Cinder Lake Landfill.
- Landfill- Feasibility study to determine the potential future use of paper pulp millings as an alternative cap and liner in solid waste cells.
- Landfill- Development of an excavation plan for Sequence D, which consists of a 33 acre site located to the south of Cinder Lake Landfill.
- Landfill- Renew Litter Management IGA with the United States Forest Service
- Administration- Cross training with Fleet service staff and will assume additional administrative responsibilities.
- Landfill-Shultz Flood Mitigation project that will characterize subsurface hydrological conditions between the newly formed floodplain and the Cinder Lake Landfill.

PERFORMANCE MEASURES

Council Priority: Maintain and deliver quality, reliable infrastructure
Goal: Initiate the Development of an Integrated Waste Management Plan. (5-Year Plan)
Objective: Develop an Integrated Waste Management Plan over a five year Period. In FY 12 staff will hire a consultant to develop components for the landfill section of the plan. In FY 13 staff will concentrate on the waste collections components. In FY 14 Staff will focus on other partners. Plan should be completed by FY 15.
Type of Measure: Outcome
Tool: FY 12-Landfill, FY 13-Collections, FY 14-Other Agencies, FY 15-Complete.
Frequency: Quarterly reports to Division Head and Annual reports to council.
Scoring: 50%
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Profile system approved and ready for implementation	N/A	16.66	33.33	50%

Council Priority: Maintain and deliver quality, reliable infrastructure
Goal: Increase tonnage capture of green & wood waste materials, reduced fuel use and carbon footprint
Objective: Diversion of green & wood waste from the current waste stream; collaborate with FFD to capture slash pile green waste, reducing burning and utilizing green waste as alternative daily cover at the Cinder Lake Landfill.
Type of Measure: Input
Tool: Tonnage reports, operator performance tracking system, fuel usage reports, route audits
Frequency: Monthly, quarterly, annually
Scoring: 65%
Trend: →

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
% increase of tonnage of green & wood waste material diverted from landfill over prior year	50.35%	50%	65%	Same as CY 11 levels

Council Priority: **Maintain and deliver quality, reliable infrastructure**
Goal: Establish measure unit for tracking our customer service calls.
Objective: Track customer's response to our service requests within a 24hr period.
Type of Measure: Outcome
Tool: Graph designed to equate the flow of timeliness of response and service satisfaction.
Frequency: Daily call backs and monthly graph
Scoring: 75-100%
Trend: →

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Track number of customer callbacks	N/A	75%	100%	Same as CY 11 levels

Council Priority: **A sustainable community through economic vitality, environmental protection and social inclusion**
Goal: Implement collection of residential glass for reuse.
Objective: Diversion of as much as 600 tons per year, by curbside collection.
Type of Measure: Input
Tool: Graphs/ spreadsheets to track collection and tonnage data.
Frequency: monthly
Scoring: 50-75%
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
% of 600 tons collected, by curbside	N/A	N/A	50%	75%

SECTION: **41-SOLID WASTE**

EXPENDITURES BY CATEGORY:	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 3,858,570	$ 3,244,209	$ 3,226,720	$ 3,213,937	$ (30,272)
CONTRACTUAL	3,296,646	2,983,344	3,009,635	3,271,394	288,050
COMMODITIES	1,247,788	1,575,638	1,557,187	1,639,003	63,365
CAPITAL	812,390	1,947,270	1,122,579	14,065,197	12,117,927
TOTAL	**$ 9,215,394**	**$ 9,750,461**	**$ 8,916,121**	**$ 22,189,531**	$ 12,439,070
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 403,198	$ 574,981	$ 448,754	$ 505,968	$ (69,013)
RESIDENTIAL COLLECTION	1,519,944	1,867,162	1,662,958	1,973,730	106,568
COMMERCIAL COLLECTION	2,054,539	2,061,121	2,097,376	2,679,419	618,298
SANITARY LANDFILL	1,753,666	2,763,830	2,391,868	3,850,511	1,086,681
BIN MAINT-RESIDENTIAL	110,443	20,522	26,179	65,144	44,622
BIN MAINT-COMMERCIAL	63,100	69,356	90,448	92,179	22,823
HOIST AND HAUL	366,143	412,051	436,917	384,492	(27,559)
LANDFILL OUTSIDE CONTRACT	127,374	155,347	220,598	268,173	112,826
RECYCLING - CURBSIDE COLLECTION	799,126	1,221,322	1,021,502	943,995	(277,327)
INERT MATERIAL LANDFILL	529,181	2,500	2,500	2,500	-
COMMERCIAL RECYCLING	568,148	594,309	509,016	875,460	281,151
SUSTAINABLILITY	164,914	-	-	-	-
ENVIRONMENTAL MANAGEMENT	440,804	-	-	-	-
CONSERVATION	217,375	-	-	-	-
COMMERCIAL SALES	2,495	7,960	8,005	7,960	-
HH HAZARDOUS WASTE BUILD	8,321	-	-	-	-
ENERGY EFF/CONSERVATION	86,623	-	-	-	-
PUBLIC WORKS YARD IMPROV	-	-	-	200,000	200,000
MUNICIPAL SERV MAINT FAC	-	-	-	10,000,000	10,000,000
06 ADEQ PHOENIX AVE SRG	-	-	-	40,000	40,000
GREENHOUSE GAS GRANT	-	-	-	100,000	100,000
DEBT SERVICE	-	-	-	200,000	200,000
TOTAL	**$ 9,215,394**	**$ 9,750,461**	**$ 8,916,121**	**$ 22,189,531**	$ 12,439,070

SOURCE OF FUNDING:	
ENVIRONMENTAL SERVICES FUND	$ 22,189,531
	$ 22,189,531

COMMENTARY:

The Environmental Services operating budget had a increased of 4% and capital expenditures total $14,065,197 resulting in an overall net increase of 128%. Personal Services decreased by 1%. Contractuals increased by 10% and is due to a increase in miscellaneous services. Commodities increased by 4% and is related to gas, oil and tire replacements. One-time expenditures for this division are for internal work requests. Major capital (>$10,000) includes capital equipment, capital improvements ongoing at the landfill as well as a public works yard related to capital reserves. Refer to Schedules 8 and 9 for a detailed listing.

MISSION

The Sustainability and Environmental Management Section's mission is to preserve and enhance the community and natural environment by implementing resource conservation and sustainability through projects, leadership and education.

PROGRAM DESCRIPTION

The Sustainability and Environmental Management Section (SEMS) is comprised of two main program areas: The Sustainability Program develops and implements municipal and community-wide sustainability and climate adaptation and management initiatives. Programming provides practical solutions through program and policy development in the following areas: open space, recycling, composting, energy efficiency and renewable energy, community agriculture and climate adaptation and management. The Sustainability Program also works with all City divisions to integrate sustainability by initiating policy and providing technical assistance, research and best practices.

The Environmental Management Program works with all City divisions to ensure City operations are in compliance with federal and state environmental regulations. This includes compliance with asbestos, lead-based paint, industrial stormwater, and underground storage tank regulations. This program also manages the Hazardous Product Center (HPC) and the Environmental Code Enforcement (ECE) Program. The HPC is a permanent facility used by residents and small businesses of Coconino County and the City of Flagstaff for the collection of hazardous wastes. The ECE Program enforces the City's litter, safe sidewalks, abandoned/junked vehicle and solid waste ordinances. The ECE Program also organizes anti-litter campaigns including Adopt-an-Avenue and volunteer community clean-ups.

FY 11 ACCOMPLISHMENTS

- ✓ The Sustainability Program's residential energy efficiency initiatives, which include Residential Energy Retrofits, Energy Efficiency Kit distribution, LED Holiday Light Swap and CFL installations, have reduced 937,288 kilowatt hours of energy use and 1,443,424 pounds of carbon dioxide equivalents from being released into the atmosphere. Grant contributions to these initiatives total $758,294.
- ✓ The Sustainability Program expanded the City's community agriculture efforts; in partnership with the Housing Section and Public Art and Beautification Commission established a second community garden.
- ✓ The Sustainability Program initiated a renewable energy initiative to install 1.25 megawatts of solar photovoltaic systems on municipal buildings and properties.
- ✓ The Environmental Code Enforcement Program organized a Waste Tire Roundup event. Approximately 1,000 tires were collected during the one day event.
- ✓ The Environmental Code Enforcement Program is coordinating with City Parks and the FMPO to implement new programs for volunteers to help keep City Parks (Adopt a Park) and FUTS trails (Adopt a FUTS Trail) free of litter.
- ✓ The Environmental Management Program coordinated the removal of regulated asbestos containing building materials from the 2010 J. Lively roof collapse. New building materials used in reconstruction of the ice rink were verified to be free of regulated levels of asbestos and the entire facility is free of asbestos.

FY 12 NEW INITIATIVES AND GOALS

- ➢ Implement Municipal Sustainability Plan and develop standardized monitoring tool for evaluation and verification of the plan's strategies and actions.
- ➢ Conduct thorough assessment of Flagstaff's current and projected vulnerabilities to climate change impacts.

- Develop effective monitoring and tracking tools to report municipal energy consumption by completing an energy meter audit and analysis.
- Increase municipal renewable energy generation and consumption through power purchase agreement.
- Expand program initiatives to include open space, recycling and composting outreach.
- Track the number of closed cases for Environmental Code Enforcement.
- Create a database of Environmental Compliance issues applicable to the city for use by all divisions within the city.

PERFORMANCE MEASURES

Council Priority/Goal: A sustainable community through economic vitality, environmental protection and social inclusion.
Goal: Promote the reduction of greenhouse gas emissions in the municipal organization and the Flagstaff community.
Objective: Track progress in reducing greenhouse gas emissions as directed by Council Resolution 2006-58.
Type of Measure: Program effectiveness.
Tool: Energy consumption and fuel use.
Frequency: Annual municipal inventory, every other year community inventory
Scoring: Acceptable = any decrease in measures. Cautionary = a 1 to 15% increase in measures. Unacceptable = more than 15% increase in measures.
Trend: ↓ acceptable decrease in measures

Measures:	**FY 09 Actual**	**FY 10 Actual**	**FY 11 Estimate**	**FY 12 Proposed**
Municipal GHG emissions	53,263 $MTCO_2e$*	TBD	48,263 $MTCO_2e$	48,263 $MTCO_2e$
Municipal energy consumption	61,091 MWh**	53,748 MWh	53,748 MWh	53,748 MWh
Municipal fuel use	446,492 Gal.	450,094 Gal.	450,094 Gal.	405,085 Gal.
Measures:	**CY 09 Actual**	**CY 10 Actual**	**CY 11 Estimate**	**CY 12 Proposed**
Community GHG emissions	1,192,650 $MTCO_2e$	N/A	1,192,650 MTCO2e	N/A
Community energy consumption	1,213,548 MWh	N/A	1,213,548 MWh	N/A
Community fuel use	50,000,000 Gal.	N/A	50,000,000 Gal.	N/A

*$MTCO_2e$ = Metric Tons of Carbon Dioxide equivalent **MWh = Megawatt hours ***Gal. = Gallons

Council Priority: A sustainable community through economic vitality, environmental protection and social inclusion.
Goal: Increase energy efficiency and create/retain jobs in the Flagstaff community utilizing American Recovery and Reinvestment Act (ARRA) funds.
Objective: Track the energy efficiency of program participants, creation/retention of jobs, and successful utilization of ARRA funding.
Type of Measure: Program effectiveness
Tool: Reports, participant information
Frequency: Monthly and quarterly reports
Scoring: Acceptable = any increase in energy savings and jobs created/retained as outlined in the goals of the ARRA funding request. Cautionary = a 1 to 30% decrease. Unacceptable = more than 30% decrease.
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Number of household/Number of residents served	N/A	123/278	136/300	91/200
Cumulative number of household/Number of residents served	N/A	123/278	259/578	360/778
Estimated GHG emissions savings	N/A	677,432 lbs CO_2e	591,192 lbs CO_2e	395,475 lbs CO_2e
Cumulative estimated GHG emissions savings	N/A	677,432 lbs CO_2e	1,268,624 lbs CO_2e	1,664,099 lbs CO_2e
Estimated energy Savings	N/A	439,891 kWh	383,891 kWh	256,802 kWh
Cumulative estimated energy savings	N/A	439,891 kWh	823,782 kWh	1,080,584 kWh
Number of jobs created/retained	N/A	2	6	2
Cumulative number of jobs created/retained	N/A	2	8	10

Council Priority: A sustainable community through economic vitality, environmental protection and social inclusion
Goal: Evaluate the effectiveness Environmental Code Enforcement case closures.
Objective: Monitor percentage of closed cases versus number of cases to measure effectiveness of case closures.
Type of Measure: Program Effectiveness
Tool: Track the number of closed cases versus total cases
Frequency: Quarterly
Scoring: Acceptable = more than 85% closed cases. Cautionary = 75 to 85% closed cases. Unacceptable = less than 75 % closed cases.
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Number of closed cases versus total number of cases	92%	87%	90%	90%

Council Priority: A sustainable community through economic vitality, environmental protection and social inclusion

Goal: Preserve and enhance the natural environment and extend the life of the landfill by providing an option for residents and small businesses to recycle and properly dispose of hazardous wastes at the Hazardous Products Center (HPC).

Objective: Monitor participation and tonnage at the HPC to evaluate the effectiveness of the program.

Type of Measure: Input

Tool: Track number of customers and hazardous waste disposal tonnage.

Frequency: Monthly with quarterly and annual reporting

Scoring: Acceptable = increase or less than 10% decrease in participation and tonnage, Cautionary = 10 to 30% decrease in participation and/or tonnage, Unacceptable = more than 30% decrease in participation and/or tonnage.

Trend: ↑ for participation and hazardous waste disposal, ↓ electronics but now stable

Measures:	**CY 09 Actual**	**CY 10 Actual**	**CY 11 Estimate**	**CY 12 Proposed**
Number of residential visitors to the HPC	3,047	2,860	3,150	3,250
Number of active small business waste customers	65	52	58	60
Residential and Small business waste hazardous waste tonnage	72 tons	73 tons	75 tons	77 tons
Residential and Small business waste electronics tonnage	108 tons	78 tons	80 tons	82 tons

SECTION: **43-SUSTAINABILITY AND ENVIRONMENTAL MANAGEMENT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ -	$ 731,186	$ 659,009	$ 738,870	$ 7,684
CONTRACTUAL	1,466	890,268	451,804	433,620	(456,648)
COMMODITIES	12	91,882	68,695	95,215	3,333
CAPITAL	-	-	-	17,787	17,787
TOTAL	**$ 1,478**	**$ 1,713,336**	**$ 1,179,508**	**$ 1,285,492**	$ (427,844)

EXPENDITURES BY PROGRAM:

SUSTAINABILITY	$ -	$ 246,395	$ 209,184	$ 271,015	$ 24,620
ENVIRONMENTAL MANAGEMENT	26	500,051	464,643	509,484	9,433
CONSERVATION	1,440	209,373	172,244	172,283	(37,090)
ENERGY EFF CONSER GRANT	12	488,517	188,770	317,608	(170,909)
LIVING CITIES GRANT	-	269,000	144,667	15,102	(253,898)
TOTAL	**$ 1,478**	**$ 1,713,336**	**$ 1,179,508**	**$ 1,285,492**	$ (427,844)

SOURCE OF FUNDING:

SUSTAINABILITY AND ENVIRONMENTAL MANAGEMENT	$ 1,285,492
	$ 1,285,492

COMMENTARY:

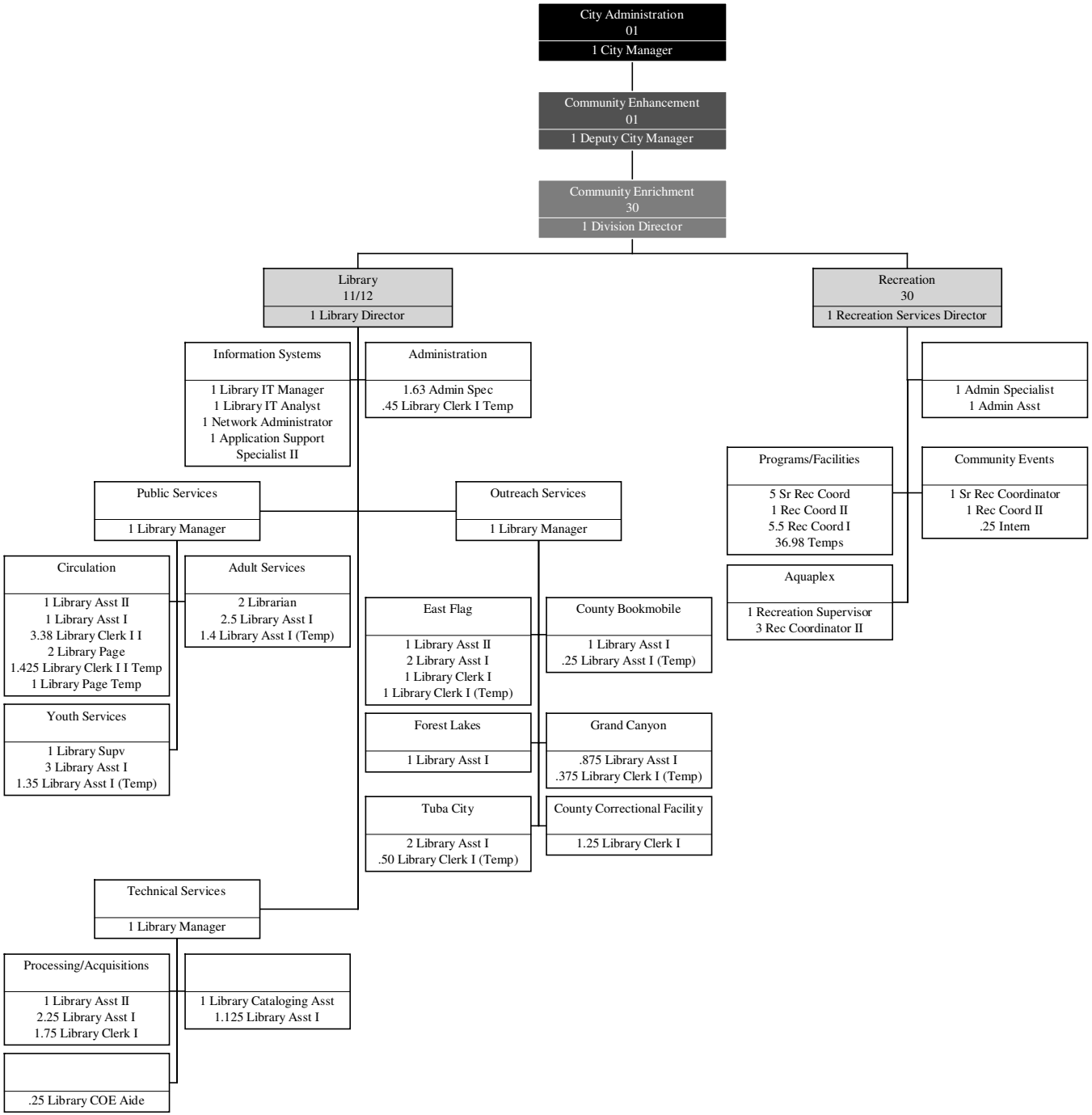
The Sustainability and Environmental Management operating budget has decreased 26% and there are no capital expenditures except grant indirect allocations. Personal Services witnessed a increase of 1%. Contractual decreases of 51% are due to declining grant matches. The slight increase in commodities of 4% can be attributed to additional promotional materials. The indirect grant match of $17,787 represents the capital portion of this division.

COMMUNITY ENRICHMENT DIVISION MISSION

The mission of the **Flagstaff City-Coconino County Pubic Library** is to enhance the quality of life for citizens by providing services, materials, programs, Internet access and electronic resources that will meet the diverse needs of adult and youth residents as well as tourists of Flagstaff and Coconino County.

The mission of **Recreation Services** is to enrich the lives of our community by providing exceptional opportunities for families and individuals of all abilities to participate in programs valuable to sustaining a healthy lifestyle.

COMMUNITY ENRICHMENT



MISSION

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

PROGRAM DESCRIPTION

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

FY 11 ACCOMPLISHMENTS

- ✓ Broke records on patron visitations and circulation.
- ✓ Increased adult programming at Main by 91%.
- ✓ Partnered with Sustainability on successfully checking-out energy meters to the community.
- ✓ Enhanced bandwidth from 10 Mbps to 12 Mbps.
- ✓ Replaced servers at the Main library.
- ✓ Worked with Facilities to create new parking area in the City Warehouse for library bookmobiles.
- ✓ Upgraded both bookmobiles to wireless service for internet connection.
- ✓ Modified the Borrower Card Policy to make obtaining a library card more easily accessible.
- ✓ Enhanced promotions and public interest in the One Book Arizona project and events.
- ✓ Partnered with NAU to initiate and facilitate the Flagstaff Reads program.
- ✓ Applied for grants to enhance programming and purchase books, materials and supplies.
- ✓ Purchased public access computers through an ARRA BTOP I grant for Main, Branch & Tuba City.
- ✓ Increased online usage of electronic resources and enhanced promotions through grant funding.
- ✓ Installed laptop workspaces at East Branch & Main.
- ✓ Nick Rullman, Library Assistant, received the City Manager's Fremont Award for troubleshooting.
- ✓ Implemented electronic information displays (flat screen TVs) at Main and East Branch.
- ✓ Replaced several library public study tables at Main.
- ✓ Replaced many leaking windows at Main.
- ✓ Facilitated project to get all the fireplaces at the Main library up and running for the first time in 20+ years.
- ✓ Partnered with the Arizona State Library on the Flagstaff Telephone Directory Digitization Project for the Arizona Centennial Anniversary.
- ✓ Worked with the Coconino County Library District to develop plans for countywide computer networking, library web presence and continuity across the county.
- ✓ Created family-oriented free library programs via grant funding.
- ✓ Doubled the size of the Friends of the Library book sale at Main.
- ✓ Designed and implemented a one-on-one computer tutoring program utilizing library volunteers.
- ✓ Enhanced bookmobile programming to seniors and schools.
- ✓ Presented story/music program to 3 Flagstaff High Schools – to full auditoriums, thousands of students.
- ✓ Assisted teachers, parents and homeschoolers with educational resources and training.
- ✓ Partnered with Recreation on Halloween Harvest and Winter Wonderland events.
- ✓ Established a Saturday story time and introduced a monthly Family Game Day.
- ✓ Installed Early Literacy Stations at Main and E. Branch that offer early literacy software programs to preschoolers.
- ✓ Established VPN connections to county libraries.
- ✓ Successfully upgraded (ILS) Integrated Library Systems software to new Sirsi product, Symphony.
- ✓ Finished relocating all county library catalogs into unified ILS.

- ✓ Collaborated with County and Chevelon Butte School District in regards to heavy snow damage to the Forest Lakes Community Library shared facility.
- ✓ Implemented an improved procedure in processing Jail books.
- ✓ Installed WiFi at all libraries throughout the county.
- ✓ Installed eight public computers & one Early Literacy Station at the Grand Canyon Community Library.
- ✓ Replaced all Fredonia Public Library computers & installed three Early Literacy Stations.
- ✓ Worked with Page Library on their new ILS & server.
- ✓ Added two Early Literacy Stations at the Williams Library.
- ✓ Worked with NAU on First Things First program in Supai. Library staff gave out new books to Supai families.
- ✓ Created opportunities for library employees' professional development through free webinars.

FY 12 NEW INITIATIVES AND GOALS

- ➢ Enhance bandwidth from 12 Mbps to 15 Mbps.
- ➢ Complete VOIP project at East Branch library.
- ➢ Complete the installment of servers at East Branch.
- ➢ Phase out the old VHS formats and replace with DVDs and CDs.
- ➢ Work with the (NPS) National Parks Service on expanding the space for the Grand Canyon Library.
- ➢ Apply for LSTA and other grants for materials and programming.
- ➢ Complete the Integrated Library System across the Coconino County Library District.
- ➢ Partner with the County Workforce Development.
- ➢ Evaluate and update library signage to allow for easier navigation and promotion of library services and resources.
- ➢ Continue to work on updating the Library's community room, including installing a mounted projector & applying fresh paint & a possible mural.
- ➢ Increase collaboration with COF IT and Alliance Partnership.
- ➢ Analyze the retention schedule of the library's periodicals to increase space efficiency and potentially make periodicals available for check-out.
- ➢ Update Library's website and online library calendar and create intuitive navigation to library databases.
- ➢ Collaborate in new website design for new county-wide ILS.
- ➢ Analyze the Library's current space issues and develop a space plan for future needs.
- ➢ Provide more staff training to promote learning, and enhance performance and customer service.
- ➢ Streamline circulation process.
- ➢ Upgrade all public and staff PCs to Windows 7.
- ➢ Train all County Library District staff on new ILS ops.
- ➢ Advise County Library staff on policies, profiles, and other Workflows templates for smooth migration.
- ➢ Participate in the ARRA funded BTOP 2 grant through the state library, inc. branches and affiliates.
- ➢ Participate in the SACCNet/SEDNet statewide grant planning.
- ➢ Expand E-Rate participation to include all county libraries.
- ➢ Collect and share library materials with Hopi Library.
- ➢ Evaluate the layout of the Youth Services area with consideration to optimizing browsing capabilities.
- ➢ Develop a bilingual story time.
- ➢ Increase number of computers for use by teens.
- ➢ Work with youth to refurbish Youth Services student artwork.
- ➢ Provide access to downloadable books.
- ➢ Work on specs for developing handicap accessibility for public restrooms at Main.
- ➢ Develop a plan for a drive through book drop area.
- ➢ Collaborate with County to complete the Coconino County Library District Information Booklet.

PERFORMANCE MEASURES

Council Priority: Diversity of Arts, Culture, and Educational Opportunities; Social Inclusion; Recreational Activities
Goal: Provide positive, diverse opportunities for educational, cultural, arts, and leisure activities and programs for all ages
Objective: Offer special programming for children, youth, adults & seniors
Type of Measure: Outcome & Output, Number of Programs and Participants in Library Programs
Tool: Customer Surveys, Hardcopy & Online, Library Website; Survey Machine; Customer Questions & Feedback, Program Stats
Frequency: Daily, Monthly, Quarterly, Annually (ongoing)
Scoring: 95%
Trend: ←→

Measures:	CY 09 Actual	CY 10 Actual*	CY 11 Estimate	CY 12 Proposed
Customer satisfaction with programs offered at the Library	97%	93%	94%	95%
Number of programs offered	1037	1119	1120	1125
Number of participants in programs	23,543	32,096	28,886	30,403

*Pilot survey variables CY10

Council Priority: Diversity of Arts, Culture, and Educational Opportunities; Social Inclusion
Goal: Provide exceptional customer service
Objective: Provide a welcoming community space, access to computers and the internet, and meet the informational needs, requests and desires of library patrons
Type of Measure: Outcome
Tool: Customer Surveys, Hardcopy & Online, Library Website; Survey Machine; Customer Questions and Feedback,
Frequency: Daily, Monthly, Quarterly, Annually (ongoing)
Scoring: 96%
Trend: ←→

Measures:	CY 09 Actual	CY 10 Actual*	CY 11 Estimate	CY 12 Proposed
Customers pleased with their Library experience	97%	94%	95%	96%

*Pilot survey variables CY10

Council Priority: Diversity of Arts, Culture, and Educational Opportunities; Social Inclusion
Goal: Provide a wide variety of diverse materials to enhance the quality of life for the community
Objective: Select, acquire, prepare, and maintain quality resources in different formats for use by the public
Type of Measure: Outcome. Output
Tool: Customer Surveys, Hardcopy & Online, Library Website; Survey Machine; Customer Questions & Feedback, Circulation Statistical Records
Frequency: Daily, Weekly, Quarterly, Annually (ongoing)
Scoring: 96%
Trend: ←→

Measures:	CY 09 Actual	CY 10 Actual*	CY 11 Estimate	CY 12 Proposed
Customers believe that having access to library resources enhances their quality of life	98%	94%	95%	96%
Number of items circulated/checked out by patrons	941,056	1,035,736	1,046,093	1,056,554

*Pilot survey variables CY10

SECTION: **11-LIBRARY**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 2,428,883	$ 2,438,641	$ 2,461,546	$ 2,450,010	$ 11,369
CONTRACTUAL	451,908	477,172	479,441	477,772	600
COMMODITIES	620,964	832,327	644,344	823,353	(8,974)
TOTAL	**$ 3,501,755**	**$ 3,748,140**	**$ 3,585,331**	**$ 3,751,135**	$ 2,995

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 458,776	$ 437,725	$ 437,425	$ 461,669	$ 23,944
TECHNICAL SERVICES	763,853	759,951	759,951	751,378	(8,573)
PUBLIC SERVICES	1,319,266	1,547,701	1,315,713	1,484,062	(63,639)
COUNTY JAIL	67,108	70,023	70,023	69,454	(569)
COUNTY BOOKMOBILE	72,624	86,244	86,244	95,112	8,868
FOREST LAKES LIBRARY	59,148	92,296	92,296	92,642	346
TUBA CITY LIBRARY	186,937	229,907	229,907	230,608	701
SUPAI LIBRARY	1,667	15,500	15,500	15,500	-
EAST FLAGSTAFF LIBRARY	464,361	382,387	451,396	423,835	41,448
OUTREACH	1,192	1,450	1,450	1,450	-
GRAND CANYON	81,676	105,456	105,496	105,925	469
MAIN LIBRARY AUTOMATION	25,147	19,500	19,930	19,500	-
TOTAL	**$ 3,501,755**	**$ 3,748,140**	**$ 3,585,331**	**$ 3,751,135**	$ 2,995

SOURCE OF FUNDING:

LIBRARY FUND	$ 3,751,135
	$ 3,751,135

COMMENTARY:
The Library operating fund has decreased 1% with no capital expenditures. Personal Services increase of 1% is related to the realignment of staff FTE equivalancy and one reclass. Contractual increase of $600 is related to postage increases. Commodities decrease of 1% is partly related to a decrease in circulated materials and a one-time commodity of the prior year. There is no major capital (>$10,000) for this section.

SECTION: **12-LIBRARY GRANTS**

EXPENDITURES BY CATEGORY:	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 136,629	$ 136,551	$ 136,551	$ 141,521	$ 4,970
CONTRACTUAL	25,101	2,812,511	837,080	3,052,011	239,500
COMMODITIES	239,504	481,914	480,015	230,600	(251,314)
TOTAL	**$ 401,234**	**$ 3,430,976**	**$ 1,453,646**	**$ 3,424,132**	$ (6,844)
EXPENDITURES BY PROGRAM:					
COUNTY WIDE PROJECTS	$ 304,887	$ 3,356,762	$ 1,360,181	$ 3,361,732	$ 4,970
STATE GRANT IN AID 2007	-	-	-	25,000	25,000
C.O.O.L.	203	-	-	-	-
TELEPHONE DIRECTORY	659	-	-	-	-
BRANCH OUT W LIBRARY	30	-	-	-	-
CHILDREN L.O.V.E.	23,753	-	-	-	-
STATE GRANT IN AID 08-09	3	-	-	-	-
FY 10 STATE GRANT IN AID	25,000	-	-	-	-
YOUTH SERVICES GRANT	-	49,214	13,600	37,400	(11,814)
EDGAR ALLAN POE GRANT	400	-	-	-	-
EVERY CHILD READY TO READ	8,776	-	3,418	-	-
READING STIMULAS	26,549	-	-	-	-
LEARNING LECTURES	-	-	1,000	-	-
BOOKMOBILE ENRICHMENT	1,167	-	2,633	-	-
EARLY LITERACY COMPUTERS	9,498	-	-	-	-
FY 11 STATE GRANT IN AID	-	25,000	25,000	-	(25,000)
STORIES TO LIFE	309	-	22,814	-	-
SPECIAL SERVICES GRANT	-	-	25,000	-	-
TOTAL	**$ 401,234**	**$ 3,430,976**	**$ 1,453,646**	**$ 3,424,132**	$ (6,844)
SOURCE OF FUNDING:					
	LIBRARY FUND			$ 3,424,132	
				$ 3,424,132	

MISSION

Recreation Services enriches the lives of our community by providing exceptional opportunities for families and individuals of all abilities to participate in programs valuable to sustaining a healthy lifestyle.

PROGRAM DESCRIPTION

Recreation staff is responsible for the management and operation of the Flagstaff Aquaplex, the Thorpe Park Community and Senior Center, the Jay Lively Ice Arena, Flagstaff Recreation Center, Cogdill Recreation Center, and numerous sports fields. Special community events and use permits are coordinated for organizations and individuals; recreational activities and classes are programmed for all ages and abilities, and sports are facilitated for both youth and adults. All Recreation administrative functions and master plan management are also budgeted in this section.

FY 11 ACCOMPLISHMENTS

- ✓ Initiated the 18-month process of a comprehensive organizational Long Range Master Plan for Parks, Recreation and Open Spaces.
- ✓ Completed the "fast tracked" design-build replacement process for the Jay Lively Activity Center to include building and structural rebuild, inventory/content replacements, and code upgrades. Initiated a successful donation process and grand re-opening of the new facility.
- ✓ Recreation Services was awarded "Most Outstanding Community Event" in the state of Arizona for Halloween Harvest and "Most Outstanding Cultural Event" in the state of Arizona for the Children's Music and Arts Festival by APRA.
- ✓ The Flagstaff Aquaplex planned and hosted the Northern Arizona Summit for the AZ Centennial.
- ✓ Met cost recovery directives for the Flagstaff Aquaplex, while increasing programs, services, rentals and pass holder sales.
- ✓ Initiated social network marketing with a Recreation Services Facebook Page.
- ✓ Coordinated with the Parks Division on alcohol permits for parks.
- ✓ Installed a new chlorine system at the Flagstaff Aquaplex that increased operational efficiencies, water purity and clarity, improved patron satisfaction and overall cost savings.
- ✓ Initiated rainwater harvesting and improved drainage systems at the Flagstaff Aquaplex with the installation of a 2,500 gallon cistern on the West side of the facility.
- ✓ Created a comprehensive marketing and educational brochure for the Cogdill Recreation Center, as well as initiated a Junior Recreation Leader Program for youth.
- ✓ Began a successful and long awaited concessionaire contract for the Thorpe Park Softball Complex.
- ✓ Implemented a new communitywide event, "Eggstravaganza," that successfully attracted over 1,000 participants.
- ✓ Coordinated with Community Development, IT and the Flagstaff Housing Authority to implement a ROSS (Resident Opportunities and Self Sufficiency) Grant Program at Cogdill Recreation Center.
- ✓ Increased athletic field permits and tournaments by 125%.
- ✓ Coordinated with the Coconino Coalition for Children and Youth, Beautification and Public Arts Commission, and the Youth Advisory Council to host an artist reception and the placement of a PAWS mountain lion at the Flagstaff Aquaplex.
- ✓ Initiated two popular new services at the Flagstaff Aquaplex: Gift Cards and Daily Drop-In rates for some aerobic classes.
- ✓ Relocated the 10-week Summer Camp Program from McPherson to Cogdill with great results and enthusiastic response from the public.
- ✓ Partnered with the Flagstaff Medical Center to host the National Senior Health & Fitness Day at the Flagstaff Aquaplex, with over 500 senior citizens in attendance.
- ✓ Active contributors to Family, Youth and Community Cabinet, FUTS and Open Space Cabinet, Snowplay Committee, 4th of July and New Year's Celebration Committees.
- ✓ Processed over 300 special event permits through the Recreation Services' Office of Community Events.

- ✓ Hosted the "Northern Arizona's Got Talent" program with increased revenues, donations, partnerships, participation, and regional exposure.
- ✓ 150 senior citizens from around the state of Arizona participated in 13 different sport categories in the Flagstaff Senior Olympics. Oldest athlete was 95 years young!

FY 12 NEW INITIATIVES AND GOALS

- ➢ Implement updated Special Event Permit Application
- ➢ Reintroduce summer ice at Jay Lively Activity Center
- ➢ Complete the Parks, Recreation and Open Space Master Plan.
- ➢ Work with the Library to offer dynamic and quality "collaborative" programs.
- ➢ Continue to expand the volunteer base and community partnerships to offer low cost/high quality programming.
- ➢ Continue to improve all marketing efforts to reach the greater Flagstaff community.
- ➢ Replace existing cardio equipment at the Aquaplex with all new equipment.
- ➢ Secure new bleachers for Jay Lively Activity Center.
- ➢ Expand the Summer Day Camp program.

PERFORMANCE MEASURES

Council Priority: **Livability through good neighborhoods, affordable housing and varied recreational activities**
Goal: Superior customer service in the delivery of recreational programs and services
Objective: Professional, knowledgeable, outgoing, and friendly staff
Type of Measure: Process Outcome (new measure)
Tool: Customer comment cards & feedback (weighted at 30%), Program surveys (weighted at 40%), Direct staff observations (weighted at 10%), and staff performance evaluations (weighted at 20%).
Frequency: Daily, Monthly, Quarterly & Yearly
Scoring: 90%
Trend: →

Measures:	**CY 09 Actual**	**CY 10 Actual**	**CY 11 Estimate**	**CY 12 Proposed**
Results of the culmination of participant surveys, observations and performance, with a Target rating of 100% of staff rated good or excellent.	75%	85%	85%	90%

Council Priority: Livability through good neighborhoods, affordable housing and varied recreational activities
Goal: Customer satisfaction with programs & services
Objective: Provide quality recreation programs and services that create positive leisure experiences for all participants
Type of Measure: Program Outcome
Tool: City of Flagstaff Citizen Survey, customer feedback, program surveys
Frequency: Daily, Monthly, Quarterly & Yearly
Scoring: 75%
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Results of the culmination of participant surveys, with a Target rating of 90% of the overall experience rated good or excellent.	65%	87%	90%	90%

Council Priority: Effective governance – Adult Programs
Goal: Fiscal Accountability – Revenue and Expenses of all Recreation Programs
- Assessment of the Flagstaff Aquaplex completed separately due to higher cost recovery directives
- Prior to FY2010 cost recovery of youth and adult programming was not assessed separately

Objective: Adequate revenue generated to meet cost recovery expectations and self sufficiency percentages.
Type of Measure: Outcome
Tool: Program planning sheets, program evaluation worksheets, temporary employee hourly tracking, and Quarterly Budget Reports
Frequency: Quarterly, Annually
Scoring: 60%
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Targeted cost recovery of 100% of adult programs following established philosophy.	50%	85%	90%	95%

Council Priority: Effective governance – Youth Programs
Goal: Fiscal Accountability – Revenue and Expenses of all Recreation Programs
(Assessment of the Flagstaff Aquaplex completed separately due to higher cost recovery directives)
Objective: Adequate revenue generated to meet cost recovery expectations and self sufficiency percentages.
Type of Measure: Outcome
Tool: Program planning sheets, program evaluation worksheets, temporary employee hourly tracking, and Quarterly Budget Reports
Frequency: Quarterly, Annually
Scoring: 75%
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Targeted cost recovery of 50% for youth programs following established philosophy. Note: a 100%score = 50% cost recovery.	50%	65%	75%	80%

Council Priority: Effective governance – Flagstaff Aquaplex
Goal: Fiscal Accountability – Flagstaff Aquaplex
Objective: Adequate revenue generated to meet cost recovery expectations
Type of Measure: Outcome
Tool: Monthly Budget Reports
Frequency: Quarterly, Annually
Scoring: 90%
Trend: ←→

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Annual Cost Recovery Rate between 50% - 70%	Not available	65%	67%	70%

Council Priority: Livability through good neighborhoods, affordable housing and varied recreational activities
Goal: Expand community wide events for residents and visitors.
Objective: Increase attendance at signature community event via expanded marketing and innovative programming.
Type of Measure: Process outcome (new measure)
Tool: Direct staff observation, tracking via participant clicker device, and vendor surveys.
Frequency: Quarterly, Annually
Scoring: 95%
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Participation growth Note: a score of 100% = 10% of growth	Not available	20%	Additional 10%	10%

SECTION: **30-RECREATION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 1,946,952	$ 1,951,123	$ 1,915,573	$ 1,983,732	$ 32,609
CONTRACTUAL	725,619	887,028	851,966	799,026	(88,002)
COMMODITIES	336,297	362,008	411,323	372,854	10,846
CAPITAL	1,401,879	3,530,000	1,680,320	263,000	(3,267,000)
TOTAL	**$ 4,410,747**	**$ 6,730,159**	**$ 4,859,182**	**$ 3,418,612**	$ (3,311,547)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 458,137	$ 488,453	$ 485,287	$ 499,609	$ 11,156
ATHLETIC PROGRAMS	245,553	241,529	243,004	295,231	53,702
FLAGSTAFF RECREATION CENTER	259,932	237,505	214,691	246,010	8,505
THORPE PARK COMM/SEN CENTER	178,682	193,437	193,403	186,917	(6,520)
COGDILL CENTER	191,496	196,213	196,768	208,424	12,211
YOUTH COMMISSION	3,388	5,380	5,380	5,370	(10)
JAY LIVELY ACTIVITY CENTER	319,507	434,630	387,330	494,110	59,480
COMMUNITY SERVICES/EVENTS	83,966	89,396	91,405	89,003	(393)
AQUAPLEX	1,203,372	1,308,336	1,286,101	1,382,854	74,518
AQUAPLEX-CAPITAL LEASES	35,280	35,280	54,168	-	(35,280)
NORTH COUNTRY KILLIP GRN	-	-	-	11,084	11,084
JAY LIVELY SNOW DISASTER	1,431,434	3,500,000	1,701,645	-	(3,500,000)
TOTAL	**$ 4,410,747**	**$ 6,730,159**	**$ 4,859,182**	**$ 3,418,612**	$ (3,311,547)

SOURCE OF FUNDING:

GENERAL FUND	$ 3,418,612
	$ 3,418,612

COMMENTARY:

The Recreation operating budget has decreased less thatn1% and has a capital expenditure of $263,000. Personal Services increases are due to 1.4 FTE staffing increases for various Temporary positions of which there was offsetting decreases in contractual and commodities. In addition, there are benefit cost increases. Contractual decreases are primarily due to reductions in utilities at the Aquaplex and offsets for personnel changes. There were also increases for building maintenance and miscellaneous services. Commodities increased slightly. There are increases in tools, machinery parts, safety supplies, and building materials and supplies. There were some offsetting decreases in food and recreational supplies. The is major capital (>$10,000) expenditures are for Aquaplex Cardio Equipment ($140,000), Jay Lively Bleachers ($108,000) and Jay Lively Improvements ($15,000).

ECONOMIC VITALITY DIVISION MISSION

The mission of the **Community Investment Section** is to retain and strengthen existing local businesses while helping to grow and attract innovative companies for sustainable economic health.

The **Airport Section** mission dedicates its efforts to provide quality service for the ever-growing transportation needs of Northern Arizona.

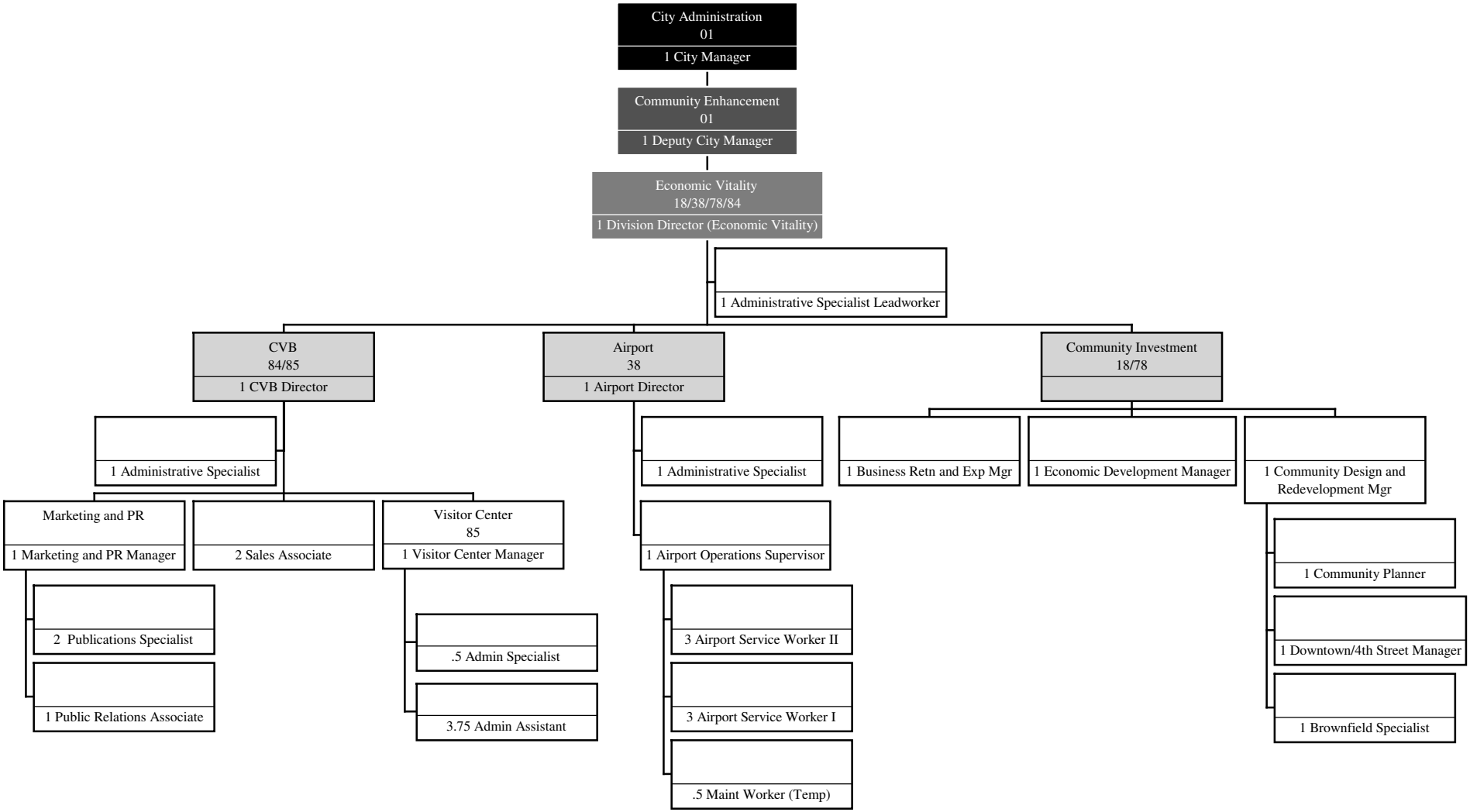
The mission of **The Arts and Science Section** is to deploy Bed, Board, and Beverage tax monies efficiently and effectively to create, enhance, and preserve the cultural heritage of Flagstaff.

The mission of **Beautification General Administration** is to deploy Bed, Board, and Beverage tax monies efficiently and effectively to create, enhance, and preserve the sense of place, both the built and natural environment, of Flagstaff.

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

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

ECONOMIC VITALITY



ECONOMIC DEVELOPMENT

Includes 1801 (Community Investment Gen. Admin.), and 78 (Business Attraction, Retention and Expansion)

MISSION

Retain and strengthen existing local businesses while helping to grow and attract innovative companies for sustainable economic health.

PROGRAM DESCRIPTION

The Economic Development Program promotes sustainable retail, commercial, and industrial development that enhances high wage/low impact employment and increases revenues by providing support, analysis and programs for businesses; develops and cultivates infrastructure that preserves quality of life and allows access to intellectual resources; and, develops connections between businesses, people, and the organizations that can take them to the next level.

FY 11 ACCOMPLISHMENTS

- ✓ Completed 32 visits for the B3 (Building Bridges to Business) program.
- ✓ Retained major employer – Southwest WindPower; provided program and data in an effort to keep this renewable energy manufacturer. Competition included five other states.
- ✓ Added three new retailers to the market, including Ashley Furniture, Chipotle and Freddy's.
- ✓ Two businesses accepted into Flagstaff Enterprise Zone program.
- ✓ Implemented a community wide "trailing partner" program tying employers and employment resources through the CityofInnovation.com website.
- ✓ Conducted a strategic household analysis through the Buxton Company; shared information with over 10 community organizations and 25 private businesses and retail developers.
- ✓ Established two new companies for the University to Business program.
- ✓ Increased business retention partnerships by providing LEAN and Anatomy and Physiology training programs to three major Flagstaff companies, resulting in the training of 60 employees in the manufacturing sector.
- ✓ Responded to over 23 business attraction inquiries produced from ROI, ECoNA, Arizona Department of Commerce, local inquiries and CityofInnovation.com website.
- ✓ Published quarterly Flagstaff economic development newsletter and distributed to over 1,500 recipients in economic development database.
- ✓ Provided 12 referrals to the Northern Arizona Center for Emerging Technologies (NACET).
- ✓ Assisted NACET with strategic analysis of facility expansion as capacity increased with 20 new clients; amended ground lease and implemented first two phases.
- ✓ Responded to USGS Solicitation for Offers (SFO) which will entail a major remodel of the McMillan Mesa campus.
- ✓ Amended Ground Lease with Loven Contracting and coordinated implementation of Innovation Mesa with Community Development, including Planning & Zoning Commission and DRB.
- ✓ Assisted Auto Park dealers with the implementation of an off premise sign and retention of existing auto manufacturers.
- ✓ Furthered the establishment of ECoNA. Staff support includes Chair of the Business Retention and Expansion Team, and staff participation on both the Business Attraction and Redevelopment Teams.
- ✓ Revised Lumberyard lease to tighten parameters for parking lot completion regardless of Rio De Flag completion date.
- ✓ Improved our relationship with the statewide alliance (GPEC, TREO, GYEC) for targeted business attraction. Advanced from a primarily telemarketing organization to two direct sales people in California.
- ✓ Initiated 18 real estate searches for companies investigating expansion or relocation in the Flagstaff market.
- ✓ Assisted a new charter school in their real estate search and guidance through the Community Development process.

- ✓ Expanded the "Business Toolbox" on the CityofInnovation.com website to assist businesses with one stop solutions to often requested programs and problems and techniques.
- ✓ Participated with SEDI in two primary initiatives: SEED's and SCIP programs.
- ✓ Successfully awarded two Arizona Commerce Authority Grants for the expansion of the T-Gen facility and an extension of the Joy Cone rail spur.
- ✓ Attended International Council of Shopping Centers in Las Vegas and presented community data to targeted companies for retail attraction.
- ✓ Promoted Flagstaff at the Medical Device & Manufacturing trade show and Solar International trade show, as part of a coordinated statewide effort.

FY 12 NEW INITIATIVES AND GOALS

- ➢ Continue business retention and expansion efforts by conducting at least 26 business interviews and documenting critical performance measures using the B3 process.
- ➢ Add one new automobile manufacturer to the Auto Park.
- ➢ Support the expansion of the Mall and Marketplace by facilitating the addition and relocation of critical businesses in that development.
- ➢ Add at least three new retailers to the community.
- ➢ Submit and obtain new Enterprise Zone status for the City of Flagstaff.
- ➢ Assist local businesses in qualifying for Enterprise Zone employment and equipment tax credits.
- ➢ Assist at least two Flagstaff businesses with business or technical issues by collaborating with Northern Arizona University through the University to Business program.
- ➢ Assist Northern Arizona University's MBA program in placing semester-long interns in local companies.
- ➢ Fund workforce development programs targeting specific training needs using community partners such as Coconino Community College, Northern Arizona University, and the Arizona Manufacturing Extension Partnership.
- ➢ Support new graduates of NACET with relocating in the community.
- ➢ Facilitate and assist NACET through Phase 3 of their Strategic Expansion Plan.
- ➢ Lead the development process for the USGS expansion and for Innovation Mesa (science and technology park).
- ➢ Increase interest and awareness of Airport Business Park and secure at least one new ground lease.
- ➢ Respond to business retention and expansion and business attraction inquiries from ECoNA.
- ➢ Provide leadership in ECoNA BR&E efforts, redevelopment, and business attraction strike team.
- ➢ Facilitate extension and realignment of the Joy Cone rail spur extension.
- ➢ Facilitate the expansion of T-Gen North's facility by collaborating with landlord using grant funding.
- ➢ Assist SEDI in developing infrastructure so local entrepreneurs and micro-businesses can flourish.
- ➢ Continue expansion and publication of the "Business Toolbox" for local businesses.
- ➢ Develop a Phoenix / Tucson networking program to attract small bioscience and technology firms to Flagstaff and include community developers.
- ➢ Refine attraction efforts by supporting tighter focus of the statewide alliance (GPEC, TREO, GYEC and Pinal County) to improve efficiency and results.
- ➢ Educate and assist local manufacturing and other high impact employers in obtaining job training grants.
- ➢ Conduct quarterly business outreach seminars to educate Flagstaff's business community as to available federal, state, and local assistance programs.
- ➢ Assist Coconino County's Workforce Investment Board (WIB) in developing programs and initiatives to help potential employees develop general workforce skills.
- ➢ Work with key employers to develop and assess a behavioral screening tool / test for potential employment applicants.
- ➢ Continue support of the Flagstaff Area Employment Resource website and provide assistance as needed to professionals new to the community.

- Upgrade Flagstaff's City of Innovation website to include more real-time data and local economic development news.
- Utilize Buxton data to target compatible retail opportunities for various developments.

PERFORMANCE MEASURES

Council Priority: A sustainable community through economic vitality, environmental protection and social inclusion.
Goal: Create an environment that retains and expands local businesses in Flagstaff.
Objective: Monitor health of businesses in the community and provide tools and programs for existing businesses to improve their performance.
Type of Measure: Program outcome
Tools: Trend analysis through B3, City and State incentive programs, ECoNA, staff advocacy, workforce development tools, and other business performance programs.
Frequency: Regular contact via phone, email, and in-person business visits, CityofInnovation.com updates, Quarterly e-newsletter, and educational outreach.
Scoring: Retaining 95% of Flagstaff's major employers (75 or more employees).
Trend: ←→

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Local businesses retained and/or expanded	N/A	100%	95%	95%

Council Priority: A sustainable community through economic vitality, environmental protection and social inclusion.
Goal: Create an environment that is attractive to high wage/low impact companies.
Objective: Market aggressively to targeted sectors and utilize incentive policies.
Type of Measure: Policy/Program outcome
Tools: Statewide Alliance, Arizona Commerce Authority, ECoNA, CityofInnovation.com, FlagstaffProspector.com, trade shows, advertising and other marketing pieces, and generating appropriate leads through existing companies.
Frequency: Regular meetings with existing companies, planned trade shows, ongoing web site updates and quarterly e-newsletter.
Scoring: Respond to 100% of qualified leads through/from ECoNA, Arizona Commerce Authority, site locators, and existing companies.
Trend: ←→

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Respond to qualified new business leads	N/A	100%	100%	100%
Percentage of total commercial listings on Prospector site	N/A	75%	85%	85%

Council Priority: (1) A sustainable community through economic vitality, environmental protection and social inclusion. (2) Effective governance.
Goal: Sustain existing development projects
Objective: Facilitate and support existing developments, developers, leasing agents, and funders by providing assistance in locating appropriate tenants and helping to navigate the DRB process.
Type of Measure: Program Outcome
Tool: FlagstaffProspector.com, Development Review Process, LDC, Regional Plan, Incentive Policies, Retail Analysis and other data research
Frequency: Quarterly e-newsletter to site location firms, regular business meetings, annual ICSC attendance.
Scoring: Based on Economic Development staff contacts from committed projects/tenants, 80% of viable developments and signed leases transitioned to DRB process.
Trend: ←→

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Transition viable projects to DRB process	N/A	80%	80%	80%
Percentage of total commercial listings on Prospector site	N/A	75%	85%	85%

COMMUNITY DESIGN & REDEVELOPMENT

Includes 1807 (Community Design), 1815 (Brownfield Land Recycling Program), 71 (Arts and Science), and 73 (Beautification General Administration).

MISSION

The Community Design and Redevelopment Program creates, enhances, and preserves the sense of place, the built and natural environment, and the cultural heritage of Flagstaff by implementing the community's vision for character and design, the environment, resources, and economic sustainability.

PROGRAM DESCRIPTION

The Community Design and Redevelopment Program is accomplished through a series of programs described as follows:

Arts and Sciences – This program involves the preservation and enhancement of the aesthetic, scientific, and cultural environment of Flagstaff. Program staff works with the Beautification and Public Art Commission for public art and with Flagstaff Cultural Partners for support of local arts, science, and cultural activities and projects.

Community Design – This program generates and executes beautification projects, as well as provides demonstrative design work for economic development, the Design Review Board, heritage preservation, capital improvements, and other internal and external customers. Program staff works with the Beautification and Public Art Commission for beautification projects.

Design Review – Program staff serves as a member of the Design Review Board, providing design review, comments, and conditions to assure that public and private development is consistent with the community's vision and meets design and aesthetic standards.

Heritage Preservation – Sustaining heritage and cultural resources, through preservation and re-use, is the focus of this program. Work includes inventories, landmark and historic district formation and maintenance, design review, and impact analysis. Program staff works with the Historic Preservation Commission on heritage preservation efforts.

Redevelopment – This program facilitates infill, redevelopment, revitalization, and preservation within targeted areas through policy development, planning, infrastructure development, and other community investment projects. Program staff also assists property owners and developers with planning, design, and permit processing.

Brownfields – The Brownfield Land Recycling Program is dedicated to revitalization of abandoned, idle, or underused commercial and industrial properties with real or perceived environmental contamination. Program staff assists property owners and developers by providing technical assistance, grants, and resource information for site assessment, clean-up, and redevelopment.

FY 11 ACCOMPLISHMENTS

- ✓ Installed public art pieces including Centennial Mural, Southside Bicycle Racks, Route 66 Preservation Project Bicycle Racks, PAWS Sculptures, and indoor art program.
- ✓ At the direction of the City Council and working with the Beautification and Public Art Commission, developed and initiated Arts Stimulus Program.
- ✓ Compiled inventory of public art (City and privately owned) and published Public Art Map.
- ✓ Beautification in Action Grants initiated for small community/neighborhood projects.
- ✓ Installed new streetscape on Beaver and San Francisco Streets (Southside).
- ✓ Installed Route 66 Preservation Project that includes historic preservation, FUTS amenity, beautification, and public art components.
- ✓ Initiated community design process for East Flagstaff Gateway Project.
- ✓ Provided design assistance and review, including Wal-Mart, Sam's Club, Chipotle, McDonalds, Science and Technology Park, Verizon Store, CVS, and Juniper Point.

- ✓ Working with the community, the Heritage Preservation Commission, and the State Historic Preservation Office, developed and integrated heritage preservation into the Land Development Code.
- ✓ Completed listing of Southside on the National Register of Historic Places.
- ✓ Developed and successfully implemented systematic approval of Housing Program Section 106 review process. Initiated adoption of Programmatic Agreement with State Historic Preservation Office.
- ✓ Connected property owner and the National Park Service for technical assistance in the preservation of the Pelota Court.
- ✓ Completed preservation painting for Two-spot the Train.
- ✓ Contributed to replacement of historic fences along Route 66 at Colton Park and at Buffalo Park entrance.
- ✓ Presented to the City Council for consideration, redevelopment and infill policy and plan options, including Brownfield opportunities.
- ✓ Completed Fourth Street Corridor Study which provides critical information for physical and financial planning.
- ✓ Continued development of management plans for Downtown and East Flagstaff (includes facilitating formation of independent business districts).
- ✓ Integrated Brownfields knowledge into project review information through GIS database.
- ✓ City-owned Brownfields: Physical clean-up of 116 W. Phoenix Avenue and obtained grant and Phase I studies prepared for five other holdings.
- ✓ Expanded Brownfield program exposure through outreach and participation in State and national events – Western Brownfield Workshop speaker, formation and membership in Consortium for Business and the Environment, published articles, and EPA Documentary.

FY 12 NEW INITIATIVES AND GOALS

- ➢ For all programs, we plan to expand our grant seeking, using said funds to leverage the execution of other goals.
- ➢ For all programs, we plan to maintain a high level of community engagement and outreach, and provide excellent customer service in response to community goals and concerns.
- ➢ Install significant public art piece (Lumberyard Mural for example).
- ➢ Complete and initiate implementation of Arts Stimulus Program.
- ➢ Construct water-wise and aesthetic median landscaping along Butler Avenue and along Beulah and Woodlands Blvd.
- ➢ Construct East Flagstaff Gateway Project that includes branding, beautification, and public art components.
- ➢ Continue to provide design assistance and review for heritage preservation and economic development projects.
- ➢ Complete adoption of Housing Program Programmatic Agreement with State Historic Preservation Office.
- ➢ Continue development of management plans for Downtown and East Flagstaff (includes facilitating formation of independent business districts).
- ➢ Seek capital for Fourth Street improvements.
- ➢ Implement City Council approved infill and redevelopment incentive polices.
- ➢ Expand Brownfield program opportunities by identifying and securing clean-up funding sources.

PERFORMANCE MEASURES

Council Priority: A sustainable community through economic vitality, environmental protection and social inclusion.
Goal: Improve neighborhoods (livability), protect our natural and built environment, and utilize our resources efficiently by stimulating redevelopment and infill.
Objective: Facilitate the stakeholder development of sustainable strategies for resource and operational management for Downtown and East Flagstaff.
Type of Measure: Outcome
Tool: Survey seeking stakeholder satisfaction with process, timeliness, and output
Frequency: Quarterly
Scoring: Percent satisfaction
Trend: ← →

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Stakeholder satisfaction with facilitation and strategy development.	N/A	80%	80%	80%

Council Priority: A sustainable community through economic vitality, environmental protection and social inclusion.
Goal: Remove existing environmental hazards, improve neighborhoods (livability), and protect our natural and built environment, by assisting in the clean-up of contaminated properties.
Objective: Continue to provide community education, funding, and technical assistance for the identification, assessment, and clean-up of Brownfields.
Type of Measure: Output
Tool: Monitoring outcome
Frequency: Annual
Scoring: Count
Trend: ← →

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Number of customer properties with Phase I Studies or clean-up completed.	N/A	5	5	5

Council Priority: Diversity of arts, culture and educational opportunities.
Goal: Improve neighborhoods (livability) through the preservation and enhancement of the aesthetic, scientific, and cultural environment of Flagstaff.
Objective: Tangible, accessible preservation or enhancement programs or works in beautification, art, sciences, or cultural arts.
Type of Measure: Output
Tool: Monitoring outcome
Frequency: Quarterly
Scoring: Count
Trend: ← →

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Number of programs or works	32	32	32	32

SECTION: **18-COMMUNITY INVESTMENT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 248,264	$ 283,593	$ 286,177	$ 285,633	$ 2,040
CONTRACTUAL	150,119	306,714	157,920	442,133	135,419
COMMODITIES	8,428	15,788	12,819	16,988	1,200
TOTAL	**$ 406,811**	**$ 606,095**	**$ 456,916**	**$ 744,754**	$ 138,659

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 153,303	$ 188,857	$ 125,545	$ 123,138	$ (65,719)
COMMUNITY DESIGN	64,173	66,555	66,372	66,237	(318)
REINVEST AND ECONOMIC DEV	1,882	-	-	-	-
HOUSING	87	-	-	-	-
LAND TRUST PROGRAM	9	-	11	-	-
DOWNTOWN MANAGEMENT	(250)	-	58,894	65,027	65,027
BROWNFIELDS	80,113	89,992	87,694	90,352	360
BROWNFIELDS	98,994	-	-	-	-
RT 66 CREOSOTE PIT SITE	8,500	118,400	118,400	-	(118,400)
GREATER SUNNYSIDE REDEV	-	142,291	-	400,000	257,709
TOTAL	**$ 406,811**	**$ 606,095**	**$ 456,916**	**$ 744,754**	$ 138,659

SOURCE OF FUNDING:

GENERAL FUND	$ 524,334
LIBRARY FUND	27,622
HIGHWAY USER REVENUE FUND	29,053
TRANSPORTATION FUND	10,449
WATER AND WASTEWATER FUND	78,942
STORMWATER FUND	4,813
AIRPORT FUND	9,272
ENVIRONMENTAL SERVICES FUND	60,269
	$ 744,754

COMMENTARY:

The Community Investment operating budget has increased 23%, however, most of this relates to grant funded projects. There are no capital expenditures. Personal Services increases (1%) are due to small increases in retirement and benefits. Contractual imcreases are primarily due to the Greater Sunnyside Redevelopment project. There are no major capital (>$10,000) expenditures planned for this section.

SECTION: **78-ECONOMIC DEVELOPMENT GENERAL ADMINISTRATION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 172,265	$ 185,289	$ 188,331	$ 189,824	$ 4,535
CONTRACTUAL	591,383	769,290	749,340	1,848,065	1,078,775
COMMODITIES	13,307	15,055	21,735	16,741	1,686
TOTAL	**$ 776,955**	**$ 969,634**	**$ 959,406**	**$ 2,054,630**	$ 1,084,996

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 82,266	$ 59,742	$ 60,431	$ 60,809	$ 1,067
INCUBATOR PROGRAM	316,310	313,201	301,848	260,000	(53,201)
MARKETING	1	-	30	-	-
CONTRIBUTIONS	69,000	114,400	114,400	139,500	25,100
PARTNERSHIP TRAINING	300	-	-	-	-
BUS RETENTION AND EXPANSION	110,800	122,492	120,156	122,885	393
BUSINESS ATTRACTION	83,651	105,621	108,363	109,558	3,937
REDI GRANT	7,530	-	-	-	-
TRAILING SPOUSE PROJECT	-	-	-	80,000	80,000
DEBT SERVICE	-	-	-	25,000	25,000
REC-EXPAN TGEN N.FACILIT	-	-	-	1,000,000	1,000,000
SW WINDPOWER COMMERCE	107,097	254,178	254,178	256,878	2,700
TOTAL	**$ 776,955**	**$ 969,634**	**$ 959,406**	**$ 2,054,630**	$ 1,084,996

SOURCE OF FUNDING:

ECONOMIC DEVELOPMENT FUND	$ 2,054,630
	$ 2,054,630

COMMENTARY:

The Economic Development operating budget has increased 112% primarily due to grants totalling $1,105,000. Personal Services increases are a result of increased benefit and retirement costs. Additional expenditure increases are Debt Service, Business Attraction program needs, and Contributions. The reduction in cost for the Incubator Program relates to the renegotiation of the facility lease and the tenant responsiblity for utility costs. There are no planned changes in the Personal Services for this fiscal year nor are there any major capital (>$10,000) expenditures planned for this section.

MISSION

The Airport Section is dedicated to providing quality air service to meet the ever-growing transportation needs of northern Arizona.

PROGRAM DESCRIPTION

The Airport Section operates and maintains Flagstaff Pulliam Airport. The Airport is certified as a non-hub air carrier and general aviation airport by the Federal Aviation Administration (FAA). Responsibilities of the section include administration, safety, operation, and maintenance of all buildings, pavements and airfield lighting with federal mandates to provide aircraft rescue/firefighting, medical first response and area security. Certain segments of passenger and terminal security are also Airport responsibilities as outlined in Department of Homeland Security (DHS) and Transportation Security Administration (TSA) directives. Other services are provided through lease agreements with the direct service providers (i.e., airlines, car rental agencies, fixed base operator and other concessionaires). The Airport Section is also partnering with the Economic Development staff to expand development of the Airport Business Park.

FY 11 ACCOMPLISHMENTS

- ✓ Achieved another discrepancy-free annual FAA Certification and Safety Inspection.
- ✓ Completed grant funded restriping of the airport runways and taxiways.
- ✓ U.S. Airways enplanements grew by 21% in 2010.
- ✓ Through the efforts of airport staff, the airport remained open despite record levels of snow.
- ✓ Worked with TSA to resolve security plan issues and maintain compliance.
- ✓ Completed RFP and secured four (4) new three-year contracts (with two one-year options) with the rental car agencies.
- ✓ Completed RFP and secured new one-year contract (with a one-year option) for advertising/media agreement.
- ✓ Completed Air Rescue Firefighting training for staff and maintained FAA compliance.
- ✓ Hosted the third annual Armed Forces Day Open House.

FY 12 NEW INITIATIVES AND GOALS

- ➢ Seek opportunities to expand Flagstaff's air service to multiple direct destination choices.
- ➢ Secure a Small Community Air Service Development Program (SCASDP) Grant toward development of second air carrier.
- ➢ Secure additional FAA grant funding for airport capital projects.
- ➢ Seek additional Airport Business Park revenue and employment opportunities through new tenants/business leases.
- ➢ Maintain full occupancy of airport general aviation hangar and shade storage facilities to maximize aircraft storage revenues.
- ➢ Achieve a discrepancy-free FAA Certification and Safety inspection.
- ➢ Streamline airport operations and maintenance costs to preserve budget dollars.
- ➢ Continue to enhance airport snow removal capability to minimize both the number and length of runway closures during snow events.
- ➢ Plan and host a fourth annual no-fee airport open house to increase community awareness of the airport's capabilities, functions and equipment.

PERFORMANCE MEASURES

Council Priority: Maintain and deliver quality, reliable infrastructure
Goal: Ensure the entire airport's operational and facility tasks function in concert to promote and support reliable commercial air travel.
Objective: Reduce commercial flight cancellations through effective runway and taxiway maintenance, timely snow removal operations and regular maintenance of airfield navigation aids.
Type of Measure: Program Outcome
Tool: Air carrier flight activity and landing reports, daily operations inspection logs, published Notices to Airmen and passenger feedback
Frequency: Monthly
Scoring: 5% or less cancelled – Progressing, average. 5+ to 7% cancelled – Caution, warning. More than 7% cancelled, Need to review, discuss
Trend: ←→

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Percentage of scheduled commercial flights cancelled	2.4%	4.6%	3.0%	3.0%

Council Priority: A sustainable community through economic vitality, environmental protection and social inclusion
Goal: Provide a safe and secure environment where air passengers have multiple travel destination choices at affordable prices.
Objective: Grow commercial air travel to and from Flagstaff in the form of increased enplanements.
Type of Measure: Program Effectiveness
Tool: Air carrier flight activity and landing reports, passenger comment cards, CVB, Visitor Center and Chamber of Commerce feedback
Frequency: Measured monthly; reported annually
Scoring: 3% growth or more – Progressing, average. Less than 3% to zero growth – Caution, warning. Any annual decline – Need to review, discuss
Trend: ↓

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Percentage change in annual passenger enplanements	+48.4%	-7.4%	+3.0%	+3.0%

Council Priority: Maintain public safety short response times and encourage expanded health services
Goal: Meet or exceed FAA requirements for Aircraft Rescue Firefighting and on-airport medical responses.
Objective: Consistently arrive at the scene within three minutes of alert notification
Type of Measure: Program Effectiveness
Tool: Air Traffic Control tower logs, Airport incident report forms, daily operations inspection checklists/logs
Frequency: Measured monthly; reported annually
Scoring: 100% of responses within 3 minutes – Progressing, average. 99.9% to 97% response success – Caution, warning. Less than 97% of responses within 3 minutes – Need to review, discuss.
Trend: ←→

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Percentage of emergency call responses within three minutes	100%	100%	100%	100%

SECTION: **38-AIRPORT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 621,536	$ 654,989	$ 625,663	$ 630,320	$ (24,669)
CONTRACTUAL	322,001	333,195	308,015	945,582	612,387
COMMODITIES	151,337	149,740	161,968	147,774	(1,966)
CAPITAL	-	12,500	23,098	-	(12,500)
TOTAL	**$ 1,094,874**	**$ 1,150,424**	**$ 1,118,744**	**$ 1,723,676**	$ 573,252

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 369,450	$ 429,289	$ 424,151	$ 479,165	$ 49,876
SAFETY AND SECURITY	114,711	123,441	123,745	96,853	(26,588)
SNOW CONTROL	121,612	107,696	90,759	86,126	(21,570)
MAINT BLDGS AND GROUNDS	421,008	392,096	378,470	379,725	(12,371)
MAINT RUNWAY AND TAXIWAY	67,961	97,602	101,619	81,507	(16,095)
AIRPORT COMMISSION	132	300	-	300	-
SMALL COMM AIR SVCS DVLP	-	-	-	600,000	600,000
TOTAL	**$ 1,094,874**	**$ 1,150,424**	**$ 1,118,744**	**$ 1,723,676**	$ 573,252

SOURCE OF FUNDING:

AIRPORT FUND	$ 1,723,676
	$ 1,723,676

COMMENTARY:

The Airport operating budget has increased 51% due to an expected grant (within Contractuals) of $600,000 for developing an additional airline presence. There are no planned changes in Personal Services. There were retirement payouts in FY-2011, along with SmartWorks costs, reflecting a decrease in Personal Services budget of ($24,114). However, there are expected increases in costs for retirement and benefit costs. Contractuals have increased for Maintenance Buildings and Grounds. Commodities have decreased slightly in the areas of Sign and Paintshop Materials.

MISSION

The Arts and Science Fund deploys Bed, Board, and Beverage Tax monies efficiently and effectively to create, enhance, and preserve the cultural heritage of Flagstaff.

PROGRAM DESCRIPTION

The Arts and Science Fund utilizes dedicated Bed, Board, and Beverage Tax monies to support the operations of local arts, science, and cultural organizations, and their projects, as well as to install public art within the community. Grant funding of organizations and their projects is administered by Flagstaff Cultural Partners, and overseen by program staff. Public art includes an indoor art program that utilizes City owned facilities including City Hall, Thorpe Park Community and Senior Center, Pulliam Airport Terminal building, and the Aquaplex for display. Permanent outdoor art pieces are installed at various locations throughout the City.

For planning purposes, the administration and implementation of the programs and activities of this section are combined with Section 18 (Community Design) and Section 73 (Beautification General Administration), and are planned comprehensively. See Section 18, Community Investment, for greater detail.

FY 11 ACCOMPLISHMENTS

- ✓ See Section 18, Community Investment.

FY 12 NEW INITIATIVES AND GOALS

- ➢ See Section 18, Community Investment.

PERFORMANCE MEASURES

See Section 18, Community Investment.

SECTION: **71-ARTS AND SCIENCE**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
CONTRACTUAL	$ 411,458	$ 670,464	$ 422,179	$ 663,044	$ (7,420)
COMMODITIES	692	3,008	3,009	3,039	31
TOTAL	**$ 412,150**	**$ 673,472**	**$ 425,188**	**$ 666,083**	$ (7,389)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 24	$ 1,025	$ 105	$ 1,025	$ -
CONTRACTUAL SERVICES	309,750	333,000	333,000	293,000	(40,000)
PUBLIC ARTWORK	33,626	269,622	22,258	282,233	12,611
FCP ADMINISTRATION	68,750	69,825	69,825	69,825	-
RIORDAN MANSION	-	-	-	20,000	20,000
TOTAL	**$ 412,150**	**$ 673,472**	**$ 425,188**	**$ 666,083**	$ (7,389)

SOURCE OF FUNDING:

ARTS AND SCIENCE FUND	$ 666,083
	$ 666,083

COMMENTARY:

The Arts and Science operating budget has decreased by 1% over FY-2011. Personal Services are handled through internal charge outs and are included in Commodities. One-time expenditures for this division are: $18,000 for the Flagstaff Cultural Partners, $278,400 for Public Artwork specific projects, and $20,000 for the Riordan Mansion. Minor flucuations in year-to-year budgets relate to specific program needs each year while maintaing adequate fund balance. There are no major capital (>$10,000) expenditures planned for this section.

MISSION

The Beautification General Administration program deploys Bed, Board, and Beverage Tax monies efficiently and effectively to create, enhance, and preserve the sense of place, both the built and natural environment, of Flagstaff.

PROGRAM DESCRIPTION

The Beautification General Administration program oversees the expenditures of Bed, Board, and Beverage Tax monies that are dedicated to beautification. This includes Beautification and Public Art Commission staff support, beautification projects generated under the Community Design program, and other activities related to the development of the community.

For planning purposes, the administration and implementation of the programs and activities of this section are combined with Section 18 (Community Design) and Section 71 (Arts and Science Fund) and are planned comprehensively. See Section 18, Community Investment, for greater detail.

FY 11 ACCOMPLISHMENTS

- ✓ See Section 18, Community Investment.

FY 12 NEW INITIATIVES AND GOALS

- ➢ See Section 18, Community Investment.

PERFORMANCE MEASURES

See Section 18, Community Investment.

SECTION: **73-BEAUTIFICATION GENERAL ADMINISTRATION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 105,001	$ 104,114	$ 103,837	$ 104,545	$ 431
CONTRACTUAL	3,403	46,905	47,050	28,900	(18,005)
COMMODITIES	1,165	1,175	1,210	1,175	-
TOTAL	**$ 109,569**	**$ 152,194**	**$ 152,097**	**$ 134,620**	$ (17,574)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 109,455	$ 107,194	$ 107,097	$ 109,620	$ 2,426
COMMISSION	114	-	-	-	-
WHEELER PARK LIGHTING	-	25,000	25,000	25,000	-
RIORDAN MANSION	-	20,000	20,000	-	(20,000)
TOTAL	**$ 109,569**	**$ 152,194**	**$ 152,097**	**$ 134,620**	$ (17,574)

SOURCE OF FUNDING:

BEAUTIFICATION FUND	$ 134,620
	$ 134,620

COMMENTARY:

The Beautification operating budget has decreased 12% and there are no capital expenditures. Personal Services include a pension increase. Contractual decreases are due to Riordan Mansion maintenance services being transferred to Div 71 - Arts and Science. Commodities has a net change of 0%. There is no major capital (>$10,000) for this section.

MISSION

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

PROGRAM DESCRIPTION

The 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 both locally and regionally.

FY 11 ACCOMPLISHMENTS

- ✓ Received AZ Governor's Award for Innovative Promotions for the CVB Stimulus campaign.
- ✓ Organized and promoted city-wide "Kick Return to Flagstaff Deals" campaign with emphasis on Cardinals Training Camp visitors returning to Flagstaff during the winter season. Heavily promoted Cardinals Training camp, with nearly 19,000 web hits to the online splash page.
- ✓ Hosted 2nd Annual Treasure Tourism event in partnership with the Flagstaff Lodging and Restaurant Association, celebrating individuals and organizations in the industry while also raising funds for NAU School of HRM scholarships.
- ✓ Enhanced sales and marketing efforts to produce 26% more leads with the potential to generate over 13,400 more room nights as compared to the same period of time last fiscal year.
- ✓ Secured the Governor's Rural and Regional Development Conference and hosted *A Taste of Fall in Flagstaff* Welcome Reception for attendees and sponsors. Also helped secure the National Association of Counties Western Interstate Region Conference, Harley Davidson motorcycle rally, and Navajo Nation Behavioral Health UAD Conference.
- ✓ Jointly hosted Travel Classics West media FAM tour, partnering with the Sedona Chamber of Commerce.
- ✓ Increased sales and public relations efforts in multiple markets due to reductions of state support. Efforts included taking part in a new Japanese market collaborative, partnering with state-wide CVB's to attend ITB, and coordinating a state-wide LA Media Marketplace.
- ✓ Utilized Flagstaff HD footage to expand video coverage of Flagstaff through multiple media outlets, including television and online channels.
- ✓ Distributed quarterly *My Flagstaff* consumer marketing e-newsletter, with over 10,000 subscribers to five topics of interest: Dining & Nightlife, Arts & Entertainment, Science & Education, Active in the Outdoors, and Family Fun.
- ✓ Developed several splash pages within the CVB website supporting specific promotions, including Fourth of July events and Winter Recreation.
- ✓ Garnered significant media coverage, including *USA Today*, *Sunset Magazine, American Way,* and *Arizona Highways Magazine.*
- ✓ Updated CVB collateral materials to remain competitive in the market, including the *Visitor Guide* and *Explore Flagstaff* series.

FY 12 NEW INITIATIVES

- ➢ Increase BBB revenues by 2% through targeted leisure and group sales and marketing efforts.
- ➢ Increase both number of web visits and duration of online visit by 10% through implementation of effective consumer applications and marketing efforts.
- ➢ Increase the quantity of consumer database subscribers by 8% reaching an open rate of 22% to effectively influence potential visitors.

- Produce new group leads and assist current operators/planners, resulting in 2% increase in number of 'definite' room nights generated through CVB efforts.
- Expand number of feature Flagstaff media placements resulting in 6% increase in PR value of articles that the CVB generates/assists with.
- Lay groundwork to create a new advertising /media campaign, including conducting focus groups/market research and updating imagery.

PERFORMANCE MEASURES

Council Priority: Sustainable Community through economic vitality, environmental protection and social inclusion; Diversity of arts, culture and educational opportunities
Goal: Provide the community with resources that meet or exceed expectations through increased BBB revenues.
Objective: Increase visitation and extend the length of stay by positioning Flagstaff as the premier year-round destination while maintaining strong travel patterns on weekends and during high season, and increasing occupancy mid-week and in slower shoulder and off-seasons.
Type of Measure: Outcome
Tool: Room night bookings generated through leads, RevPAR (revenue per available room) and occupancy reports, restaurant/bar sales, attraction visitation, media coverage and publicity value, reach and frequency of marketing, website visits, fulfillment request/distribution and e-marketing/social media subscribers/interactions.
Frequency: Monthly
Scoring: BBB revenues at or above projection
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Bed Board and Booze (BBB) Tax revenues	$4,985,630	$5,140,954	$5,240,000	5,340,000

SECTION: **84-CONVENTION AND VISITORS BUREAU**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 614,394	$ 550,202	$ 544,564	$ 557,388	$ 7,186
CONTRACTUAL	499,689	571,229	568,234	566,501	(4,728)
COMMODITIES	121,799	101,828	109,550	124,571	22,743
TOTAL	**$ 1,235,882**	**$ 1,223,259**	**$ 1,222,348**	**$ 1,248,460**	$ 25,201

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 653,337	$ 579,543	$ 573,770	$ 609,522	$ 29,979
MARKETING AND PROMOTION	476,013	532,500	539,734	546,950	14,450
SALES	77,577	80,028	79,625	67,750	(12,278)
PUBLIC RELATIONS	27,174	30,438	28,469	23,488	(6,950)
FILM OFFICE	1,781	750	750	750	-
TOTAL	**$ 1,235,882**	**$ 1,223,259**	**$ 1,222,348**	**$ 1,248,460**	$ 25,201

SOURCE OF FUNDING:

TOURISM FUND	$ 1,248,460
	$ 1,248,460

COMMENTARY:

The Tourism operating budget has increased 2% since FY-2011. Personal Services have increased as a result of benefit and retirement costs. Commodities increases reflect program needs for Promotional Materials and Copying/Printing There are no 1X nor major capital (>$10,000) expenditures for this section.

MISSION

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

PROGRAM DESCRIPTION

Located in the Historic Train Station, the Flagstaff Visitor Center is charged with providing local, state and regional information to visitors in order to enhance or extend their stay. The Visitor Center (VC) is funded through the Flagstaff Convention and Visitors Bureau (CVB) allocation of BBB tax collections. Programs include visitor services, train station operations, educational programs, and creation of local partnerships.

FY 11 ACCOMPLISHMENTS

- ✓ Coordinated the installation of the Centennial Mural, an official Arizona Centennial Legacy Project.
- ✓ Successfully transferred the Historic Downtown Tours program to the AZ Historical Society; trained guides and provided reservation assistance.
- ✓ Developed a Route 66 Walking Tour on the south side of downtown which is coordinated and conducted by a well-known community volunteer.
- ✓ Conducted on-site outreach programs, including NAU Bookstore author book signings, Council for Indigenous Arts and Culture educational events, and National Train Day program.
- ✓ Initiated installation of Grand Canyon ticket kiosk where visitors can purchase passes in advance of their trip and obtain additional Flagstaff information.
- ✓ Promoted Visitor Center as single point of contact for recreational snowplay information.
- ✓ Recruited and trained multiple volunteers at the Visitor Center to increase customer service opportunities.
- ✓ Installed new gift shop point of sale system to better track revenues and product inventory.

FY 12 NEW INITIATIVES

- ➢ Enhance relationships with front-line staff and local businesses to broaden awareness of the Visitor Center as the primary resource for regional information and collateral material.
- ➢ Continue to develop and provide on-site opportunities, such as educational forums, informational displays and programs to enhance both the visitor and local community's experience.
- ➢ Take part in the AZ Centennial Celebrations as available, highlighting Flagstaff's role in the state's history and future.
- ➢ Maximize regional partnerships to expand use of the Visitor Center, such as working with Route 66 Association as a redemption point for the passport program and selling Grand Canyon Park passes.

PERFORMANCE MEASURES

Council Priority: Sustainable Community through economic vitality, environmental protection and social inclusion; Maintain and deliver quality, reliable infrastructure
Goal: Provide excellent customer service which meets and exceeds the City of Flagstaff's mission.
Objective: Enhance existing customer service programs to encourage visitors to stay longer and/or revisit Flagstaff.
Type of Measure: Program Effectiveness
Tool: Customer service surveys, fulfillments, walk-in visitation
Frequency: Monthly
Scoring: Percentage of survey respondents with satisfaction rating of 4 or above on scale or 1 to 5 (5 being highest) and number of visitors that utilize the Visitor Center
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Visitor Center Customer Service Survey (# surveys / % satisfaction)	324 / 96%	400 / 95%	420 / 96%	450 / 96%
Visitor Center Walk-ins	92,938	82,638	90,000	100,000

SECTION: **85-VISITOR SERVICES**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 234,706	$ 224,124	$ 216,622	$ 195,992	$ (28,132)
CONTRACTUAL	92,747	79,709	85,293	90,179	10,470
COMMODITIES	38,957	25,536	26,211	25,126	(410)
TOTAL	**$ 366,410**	**$ 329,369**	**$ 328,126**	**$ 311,297**	$ (18,072)

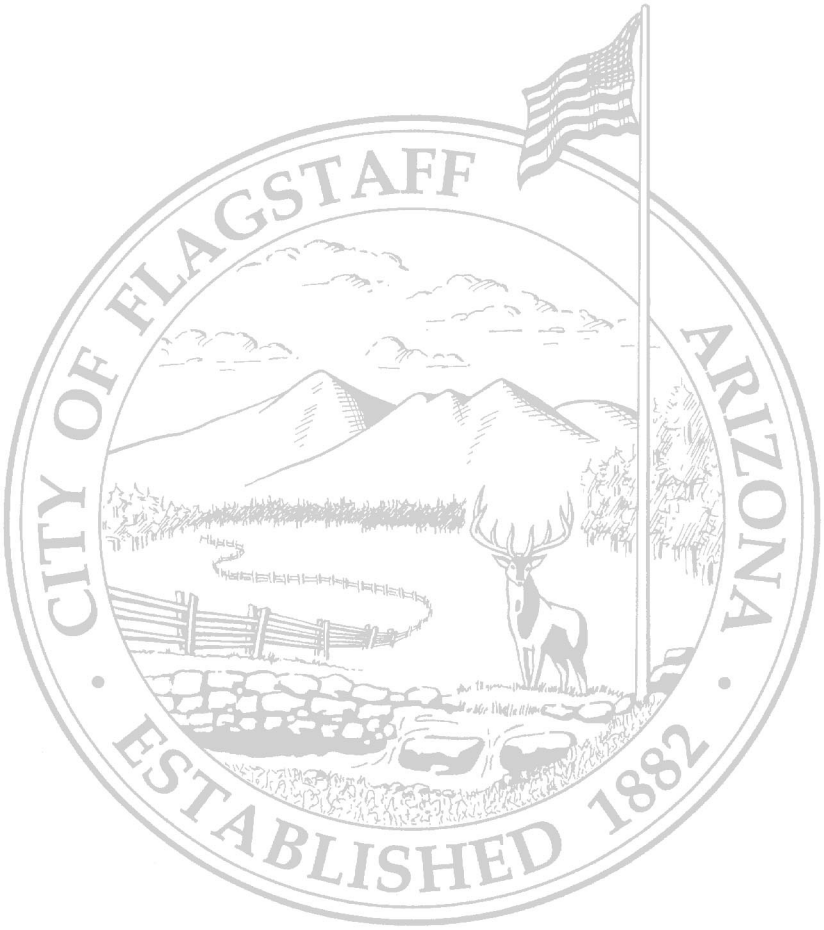
EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 260,242	$ 244,144	$ 237,084	$ 215,312	$ (28,832)
TRAIN STATION OPERATIONS	106,168	85,225	91,042	95,985	10,760
TOTAL	**$ 366,410**	**$ 329,369**	**$ 328,126**	**$ 311,297**	$ (18,072)

SOURCE OF FUNDING:

TOURISM FUND	$ 311,297
	$ 311,297

COMMENTARY:
The Visitor Center's operating budget has decreased 5% since FY-2011. Personal Services decreases are due to a .76 FTE staffing reduction for an Administrative Assistant funded with 1X money in FY-2011. In addition, there were minor increases in Personal Services as a result of benefit and retirement costs. Contractual increases are due to Telephone, Equipment Maintenance, Miscellaneous Services, Janitor and Other Operating Supplies There is no major capital (>$10,000) for this section.


CITY OF FLAGSTAFF
ARIZONA
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UTILITIES DIVISION MISSION

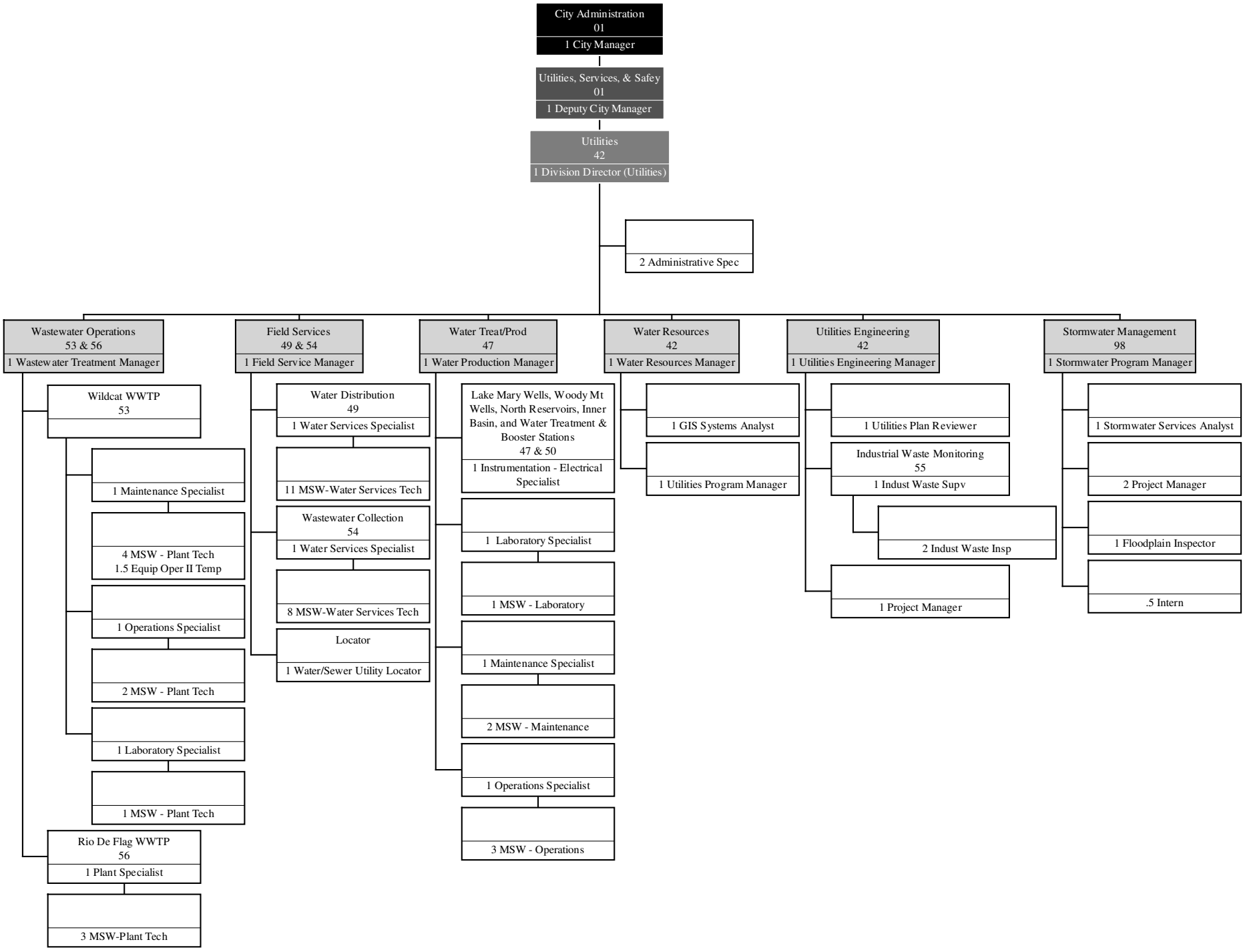
The mission of the **Utilities Section** is to professionally and cost effectively provide water, storm-water, and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers.

We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations by continuously improving our operations.

We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

The mission of the **Stormwater Management Section** is to promote the public health, safety and general welfare, to minimize public and private losses due to flood conditions, to reduce the cost of flood insurance and to comply with applicable floodplain and stormwater regulations.

UTILITIES


City Administration
01
1 City Manager
Utilities, Services, & Safey
01
1 Deputy City Manager
Utilities
42
1 Division Director (Utilities)
2 Administrative Spec
Wastewater Operations
53 & 56
1 Wastewater Treatment Manager
Wildcat WWTP
53
1 Maintenance Specialist
4 MSW - Plant Tech
1.5 Equip Oper II Temp
1 Operations Specialist
2 MSW - Plant Tech
1 Laboratory Specialist
1 MSW - Plant Tech
Rio De Flag WWTP
56
1 Plant Specialist
3 MSW-Plant Tech
Field Services
49 & 54
1 Field Service Manager
Water Distribution
49
1 Water Services Specialist
11 MSW-Water Services Tech
Wastewater Collection
54
1 Water Services Specialist
8 MSW-Water Services Tech
Locator
1 Water/Sewer Utility Locator
Water Treat/Prod
47
1 Water Production Manager
Lake Mary Wells, Woody Mt Wells, North Reservoirs, Inner Basin, and Water Treatment & Booster Stations
47 & 50
1 Instrumentation - Electrical Specialist
1 Laboratory Specialist
1 MSW - Laboratory
1 Maintenance Specialist
2 MSW - Maintenance
1 Operations Specialist
3 MSW - Operations
Water Resources
42
1 Water Resources Manager
1 GIS Systems Analyst
1 Utilities Program Manager
Utilities Engineering
42
1 Utilities Engineering Manager
1 Utilities Plan Reviewer
Industrial Waste Monitoring
55
1 Indust Waste Supv
2 Indust Waste Insp
1 Project Manager
Stormwater Management
98
1 Stormwater Program Manager
1 Stormwater Services Analyst
2 Project Manager
1 Floodplain Inspector
.5 Intern

MISSION

The mission of the Utilities Division is to professionally and cost effectively provide water, storm-water, reclaimed water and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers. We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations by continuously improving our operations. We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

PROGRAM DESCRIPTION

Coordinate activities of the Utilities Division including Water Production, Distrubution, Wastewater Collection, Treatment, Reclaimed Water Distrubution, Booster Stations, Industrial Waste, Backflow and Stormwater Program. Administers water resources, water conservation program, safety program, water commission activities, City Change order committee, and acts as a Forest Service liasion. Provides representation for the City of Flagstaff to various planning groups such as the Technical Advisory group for the Coconino Plateu Water Advisory Council and the Technical Advisory Committee for the National Park Service/U.S. Forest Service Lake Mary Watershed planning group. Reviews proposed water legislation and provides input to Council and legislators. Represents the City of Flagstaff on the Northern Arizona Water Users Association. Assesses Utilities capital improvement needs, prioritizes needs and provides project management engineering services for capital improvement projects. Administers water and sewer computer modeling activities for the City and new developments. Investigates customer, staff, and City Council inquiries and follows up on complaints.

Provides regulatory permit administration for NPDES, APP, Reuse Emergency Operations and Safety Programs as required. Reviews new developments and represents the Department on a multitude of various committeees. Provides all clerical services for the Department and Utilities GIS services for the City.

FY 11 ACCOMPLISHMENTS

- ✓ Utility Water, Wastewater and Reclaimed Water Rate Study and Financial Model
- ✓ Picture Canyon Project
- ✓ Completed construction and permitting associated with Sinagua and Fort Tuthill Well Projects
- ✓ Working with Arizona Dept. of Emergency Management to obtain funding and starting the Inner Basin Pipeline Project to mitigate flood damage
- ✓ Obtained water supply allocation for the Red Gap Ranch from ADWR
- ✓ Developed a video of the Flagstaff Water System
- ✓ Voter acceptance of a Street and Utility Replacement Bond Project
- ✓ Continued work on Water, Wastewater, and Reclaimed Water Master Plans, Water Policies, Northeast Arizona Water Settlement, Red Gap Feasibility Study, Area Hydrology Study

FY 12 NEW INITIATIVES AND GOALS

- ➢ Water, Wastewater, and Reclaimed Water Master Plans
- ➢ Water Policies
- ➢ Northeast Arizona Water Settlement
- ➢ Red Gap Feasibility Study
- ➢ Area Hydrology Study
- ➢ Completion of Inner Basin Pipeline Project to mitigate flood damage
- ➢ Wildcat Hill Wastewater Plant optimum operation

PERFORMANCE MEASURES

Council Priority: Public Safety
Goal: Maintain public safety short response times and encourage expanded health services
Objective: No employee accidents resulting in injury or Lost Time accidents.
Type of Measure: Outcome
Tool: Risk management tracking of recordable incidents.
Frequency: Quarterly and Yearly
Scoring: 100%
Trend: ←→

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Number of Accidents resulting in Injury	0	0	0	0
Number of Lost Time Accidents	0	0	0	0

Council Priority: Maintain Reliable Infrastructure
Goal: Maintain and deliver quality, reliable infrastructure,
Objective: Exceed customer's water and wastewater service expectations, and reduce water unscheduled outage hours (repairs),
Type of Measure: Outcome
Tool: Compliance testing, monitoring condition of infrastructure
Frequency: Quarterly and Yearly
Scoring: 100%
Trend: ←→

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Capital Projects Managed	9	7	5	7
Product Quality				
• Water compliance tests/%100 passing			1200/100%	1200/100%
• Wastewater comp tests/%100 passing			1000/99%	1000/100%
Water Dist. Condition Assessment				
• Needs improvement			25 miles	24 miles
• Adequate			300 miles	300 miles
• Excellent			72 miles	73 miles
WW Coll. Condition Assessment				
• Needs improvement			10 miles	9 miles
• Adequate			200 miles	200 miles
• Excellent			59 miles	60 miles
Insurance claims ($)	$50,000	$8,000	$10,000	$15,000

Council Priority: Sustainable Community
Goal: A sustainable community through economic vitality, environmental protection and social inclusion.
Objective: Insure water and sewer infrastructure is adequate for new development to occur and make the best use of water and energy resources.
Type of Measure: Output
Tool, Division reports
Frequency: Quarterly and Yearly
Scoring: 90 -100%%
Trend: ←→

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Number of Development Review Board plans reviewed	120	130	60	75
Number of water and sewer impact analysis performed	12	12	6	8
Per capita water use GPCD	124	116	115	114
Energy use per million gallons				
• Water (KWH/mg)	na	6190	6100	6200
• Wastewater (KWH/mg)	na	na	4540	4400
• Reclaimed Water (KWH/mg)	na	na	1007	1100
Water Reuse/ Total Water Usage ratio	.215	.203	.210	.220

Council Priority: Effective governance
Goal: Provide a rate structure to meet the financial needs of the utility, maintain efficiency.
Objective: Update rates on a regular basis. Maintain utility infrastructure necessary to adequately meet current and future community needs.
Type of Measure: Outcome
Tool: Financial Revenue Reports
Frequency: Quarterly and Yearly
Scoring: 95%
Trend: ↓

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Review Rates with internal rate model	Yes	Yes	Yes	yes
Update rate model to accommodate system changes	No	Yes	Yes	yes
Water Revenues % Actual vs Budget	93%	99%	100%	100%
Sewer Revenues % Actual vs Budget	95%	99%	100%	100%
Customer Accounts per employee	245	285	304	300
Employee Job satisfaction (1 low – 5 high)	na	na	4	4.1
Revenue to expenditure ratio	na	na	1.0	1.10

Council Priority: Livability
Goal: Livability through good neighborhoods, affordable housing and varied recreational activities
Objective: Exceed customer's water and wastewater service expectations, and reduce number of service complaints.
Type of Measure: Outcome
Tool: Customer survey, tracking of customer complaints and compliments
Frequency: Quarterly and Yearly
Scoring: 95%
Trend: ↓

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Number of customer complaints	140	100	100	120
• Water	na	na	70	80
• Wastewater			10	10
• Storm-water			20	30
Number of complaints resolved	140	100	100	120
Number of compliments received	50	50	50	50
Customer Survey Rating	None	88%	90%	
First call resolution			95%	95%

SECTION: **42-UTILITIES ADMINISTRATION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 815,940	$ 723,468	$ 718,907	$ 687,627	$ (35,841)
CONTRACTUAL	167,937	209,188	155,477	343,008	133,820
COMMODITIES	17,513	36,725	33,600	30,400	(6,325)
CAPITAL	-	-	-	36,000	36,000
TOTAL	**$ 1,001,390**	**$ 969,381**	**$ 907,984**	**$ 1,097,035**	$ 127,654

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 656,194	$ 573,334	$ 576,888	$ 751,185	$ 177,851
WATER COMMISSION	65	75	1,575	180	105
CITY WATER SYSTEM ANALYSIS	6,240	13,285	13,285	8,585	(4,700)
FIXED ASSET INVENTORY	4,490	3,648	4,000	4,500	852
ENGINEERING	209,672	164,398	165,610	113,741	(50,657)
WATER CONSERVATION	21,048	63,996	42,708	115,403	51,407
GIS-UTILITIES	90,158	92,302	95,918	96,341	4,039
FRANCIS SHORT POND PH II	-	5,139	900	-	(5,139)
FRANCES SHORT POND PH III	6,072	48,943	-	-	(48,943)
RED GAP OPER AND LAND MGMT	7,451	4,261	7,100	7,100	2,839
TOTAL	**$ 1,001,390**	**$ 969,381**	**$ 907,984**	**$ 1,097,035**	$ 127,654

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 1,097,035
	$ 1,097,035

COMMENTARY:

The Utilities Administration operating budget has increased 9% and capital expenditure total $36,000 resulting in an overall net increase of 13%. Personal Services decreased of 5% which is related to eliminating a project manager, increase the Water Conservation Enforcement Aide to full year funded, and increase in benefits. Contractual increases are due to payment of ADWR fees related to state budget changes, ADWR water adequacy permits, consulting fees, and advertising for water conservation. The decrease in Commodities is due to communication equipment. Major capital (>$10,000) for this section is for a replacement vehicle ($30,000).

MISSION

The mission of the Utilities Department is to professionally and cost effectively provide water and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers. We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations by continuously improving our operations. We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

PROGRAM DESCRIPTION

The Lake Mary Water Treatment Plant provides conventional surface water treatment for water from upper Lake Mary. Staff is responsible for the operation of the Water Plant and all other water production facilities including: Lake Mary Wellfield, Woody Mountain Wellfield, the Inner Basin wells and springs, local wells and the Reservoir Filtration Plant. Staff also operates and maintains system water tanks and booster stations (Division 50). The State certified Compliance Lab provides analysis for process control and water sampling for compliance. This division cost effectively produces water that meets all safe Drinking Water Act requirements. It manages the quantity of stored water to provide flows to customers, with an adequate reserve for fire fighting. It teaches public awareness of the water system through educational programs and demonstrations.

FY 11 ACCOMPLISHMENTS

- ✓ Kept the water production facilities in 100% operation during the severe winter snow storms with a minimum of facility damage
- ✓ Provided a mountain water source for the Forest Service Hot Shot crews during the Shultz fire
- ✓ Accessed the inner basin on foot to shut down the spring flows after the pipeline broke during the first Shultz Flood event within hours after the pipeline broke
- ✓ Assisted both the Forest Service, Fire Department, & FEMA during many trips up and down the broken pipeline providing damage assessment and mitigation
- ✓ Initiated and assisted in the issuance of a design/build RSOQ providing technical and administrative support
- ✓ Made good use of a full Lake Mary by producing 1.3 billion gallons of surface water in calendar 2010.
- ✓ Mitigated the chronic taste and odor issues from the surface water by using a combination of powdered activated carbon and chlorine dioxide to pre-treat the lake water prior to conventional treatment.
- ✓ Maintained 100% of water system operation manually after a summer lightning strike crippled the plant SCADA system for over two weeks

FY 12 NEW INITIATIVES AND GOALS

- ➢ Assist and manage the design build contract to be issued for the inner basin pipeline restoration with the goal of restoring inner basin water production by the end of FY 12.
- ➢ Conduct in-house bench testing to test the feasibility of using a combination of aeration and oxidants in the reclaimed water storage ponds for manganese removal at this source rather than during the water treatment process
- ➢ Reallocate inner basin development funding that cannot be used during FY 12 due to the pipeline disaster to much needed SCADA communications system upgrades
- ➢ Restore staff training opportunity funding by reductions in contract and commodities funding
- ➢ Initiate a valve exercise and maintenance program so large main line valves will work when we need them to during emergencies
- ➢ Evaluate whether or not a Lake Mary management program is cost effective at this time to mitigate the water quality deterioration in a closed watershed reservoir that is over 70 years old.

PERFORMANCE MEASURES

Council Priority: Maintain Public Safety
Goal: Reduce injury accidents.
Objective: Reduce the number of employee accidents by increasing safety awareness through training.
Type of Measure: Outcome
Tool: Quarterly Reports
Frequency: Daily, Monthly, Quarterly and Yearly
Scoring: 90% = ≤ 1 injury accident, 75-90% = 2-3 injury accidents, 75% = 3-5 injury accidents
Trend: ↓

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Injury Accidents	1	0	0	0
Non-Injury Accidents	1	0	0	0
Lost Work Days	1	0	0	0
Sick Time (% of total)	2.5	2.5	2.5	2.5
Safety Training (hr/person)	15	10	10	10

Council Priority: A sustainable community through environmental protection
Goal: Provide safe drinking water to citizens of Flagstaff
Objective: Reduce the amount of violations. Continue to provide the best quality water by meeting or exceeding all requirements.
Type of Measure: Outcome
Tool: Monitoring and instrumentation readings, laboratory testing
Frequency: Daily, Monthly, Quarterly and Yearly
Scoring: 90% = ≤ 1 monitoring violation, 75-90% = 2 monitoring violations, 75% = > 2 monitoring violations or 1 violation requiring 30 day public notice.
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Number of Safe Drinking Water Act Violations	1	0	0	0

Council Priority: Maintain and deliver quality, reliable infrastructure
Goal: Provide uninterrupted water service to the citizens of Flagstaff.
Objective: Provide FY 09 service level (minimum to meet demand) at a minimum budget with two new deep wells, increased power and chemical costs, and increased sampling and testing requirements. Production demand divided by production capacity will be measured daily. The highest daily percentage is given.
Type of Measure: Outcome
Tool: Section Reports
Frequency: Monthly
Scoring: Cost per 1000 gals to produce 90%= ≤ $1.50/1000 gals, 75-90% = $1.58/1000 gals, 75% = $1.65/1000 gals.
Trend: ←→
Scoring: Production demand as a percent of production capacity Green= ≤ 90%, Yellow = 90 – 95%, Red = >95%.
Trend: ←→

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Gallons produced in MG	2,737 MG	2,722 MG	2,750 MG	2,750 MG
Cost per 1000 gallons to produce	1.33	$1.41	$1.44	
Actual vs. Projected Power Costs to Produce 1000 gallons	$0.62/0.61	$0.62/0.69	$0.66/0.69	
Production Percent of Demand – Lowest Day	57%	49%	50%	50%

Council Priority: Maintain and deliver quality, reliable infrastructure
Goal: Reduce the number of complaints in the highest water production related category.
Objective: Minimize complaints for taste and odor by 1. Diligently monitor lake indicating parameters and begin using a combination of chlorine dioxide and powdered activated carbon for taste & odor control before the problem develops in the distribution system. 2. Blending well water with lake water if taste and odor conditions persist. 3. If production needs warrant; suspend the use of lake water and use 100% well water should T & O problems cannot be controlled by established methods.

Tool: Customer Complaint Forms
Frequency: Daily
Scoring: 90% = ≤ 22 complaints, 75-90% = 37 complaints, 75% = 55 complaints
Trend: * ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Number of customer complaints	84	44	30	30*
Number of complaints resolved	84	44	30	30
Number of compliments received	12	16	12	12

* Note – Water quality complaints are those regarding a treatment or a production issue. Water Distribution handles water quality issues pursuant to the City distribution system. We try to consistently keep what appears to be a historical average of 30. Zero is the preferred goal but can be unrealistic to achieve as a proportion of WQ complaints are more due to changes in the ratio of proportion of lake water and well water. Each source has a distinctive "taste" and mineral content. We strive to blend appropriately to achieve a reasonable compromise as surface water costs much less to produce that well water.

SECTION: **47-LAKE MARY WATER TREATMENT PLANT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 615,034	$ 720,467	$ 730,341	$ 729,610	$ 9,143
CONTRACTUAL	1,859,352	2,460,780	2,362,610	2,469,830	9,050
COMMODITIES	465,820	478,779	549,843	424,383	(54,396)
CAPITAL	101,070	109,023	20,000	190,000	80,977
TOTAL	**$ 3,041,276**	**$ 3,769,049**	**$ 3,662,794**	**$ 3,813,823**	$ 44,774

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 443,921	$ 695,324	$ 673,857	$ 836,981	$ 141,657
WATER TREATMENT OPERATION	521,377	471,685	553,774	471,526	(159)
CHEMICAL ANALYSIS	201,384	207,383	207,561	210,270	2,887
BLDGS AND GROUNDS MAINTENANCE	56,535	49,450	51,466	67,251	17,801
EQUIPMENT MAINTENANCE	142,171	181,829	150,124	155,329	(26,500)
USFS LAKE MARY CONTRACT	8,860	8,860	8,860	8,860	-
UPPER LAKE MARY DAM IMPROVEMENT	309	-	-	-	-
SEDMNTION BASIN MODS	-	15,000	15,000	-	(15,000)
SCADA TRACKING	58,039	67,469	47,070	113,170	45,701
LOCAL WELLS	471,874	707,776	702,220	706,460	(1,316)
LAKE MARY WELLFIELDS	499,131	349,881	348,581	339,389	(10,492)
WOODY MOUNTAIN WELLFIELD	497,408	808,324	745,542	798,182	(10,142)
NORTH RESERVOIRS	38,795	44,762	41,371	44,662	(100)
INNER BASIN DEVELOPMENT	40,310	84,918	52,100	35,653	(49,265)
INNER BASIN PIPELINE	61,162	76,388	23,388	26,090	(50,298)
LOCKETT MEADOW RD REPAIR	-	-	41,880	-	-
TOTAL	**$ 3,041,276**	**$ 3,769,049**	**$ 3,662,794**	**$ 3,813,823**	$ 44,774

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 3,813,823
	$ 3,813,823

COMMENTARY:

The Lake Mary Water Treatment Plant operating budget decreased 1% and capital expenditures total $190,000 resulting in an overall net increase of 1%. Personal Services increase is due to benefits and overtime. Contractual increases is due to maintenance of equipment. Commodities decrease is primarily due to the cost of operating the inner basing waterline which will not be operating this year due to flooding damage. Major capital (>$10,000) is for two replacement vehicles ($55,000), a new raw water pump ($75,000), and carryover of SCADA improvements ($60,000) .

MISSION

The mission of the Utilities Department / Water Distribution Section is to professionally and cost effectively provide water services that meet the present and future environmental, health and safety needs of the community and our co-workers.

PROGRAM DESCRIPTION

The Water Distribution system operators safely and efficiently operate, maintain and repair all water distribution lines, fire hydrants, pressure reducing stations and meters, supplying each customer with a sufficient volume of water at adequate pressures, throughout our varying elevations and pressure zones.

FY 11 ACCOMPLISHMENTS

- ✓ Crewmembers located, cleaned and operated most of all the valves throughout the City, adjusted, repaired as needed.
- ✓ Crewmembers isolated lines, flushed fire hydrants, cleaning our main lines in the commercial areas such as in the areas of north downtown, S. Milton Rd., W. Rt 66, E. Butler Ave., Woodlands Village Blvd. These are areas that have a high amount of restaurants and hotels that may be financially and physically affected by dirty water when the Fire Department does their annual fire hydrant check program.
- ✓ Crewmembers installed a new meter, backflow preventer, over 100 ft. of yard line, two outdoor farm hydrants with drainage rings for the Izabel Gardens project in Sunnyside.
- ✓ Crewmembers flushed dead end lines and areas of low chlorine and low demand and or flow to prevent the possibility of poor water quality.
- ✓ Crewmembers installed 2 – 16" butterfly valves behind U-Haul and Arizona Public Service's maintenance yard on Huntington Dr. in order to isolate the 16" water main that had broke in July.
- ✓ Crewmembers worked mostly at night on the Asphalt Overlay Projects throughout the City to perform inspections of the valves and manholes, insuring proper standards.
- ✓ Crewmembers installed a new 6" reclaim water service, 4" meter and vault for the Cemex property off of N. El Paso Flagstaff Rd.
- ✓ Crewmembers assisted the Streets and Water Production crews with hauling material to the Inner Basin to rebuild the roads from fire and flood damage.
- ✓

FY 12 NEW INITIATIVES AND GOALS

- ➢ Locate, clean and operate valves throughout the City of Flagstaff, adjust and repair as needed.
- ➢ Isolate lines, flush fire hydrants, clean our main line areas that may be financially and physically affected by dirty water.
- ➢ Locate, adjust/repair and flush dead end lines.
- ➢ Flush areas of low demand and or flow to prevent poor water quality issues.
- ➢ Increased involvement in the fire hydrant check program that the Fire Department is currently performing.
- ➢ Continue to work on getting the CMMS system to a more workable state.
- ➢ Install temporary reflective marking whips/antennas on fire hydrants in certain areas where the hydrant has a higher possibility of being buried or damaged during the snow removal season.
- ➢ Reduce the amount of unaccounted water loss through meter replacement.
- ➢ Replace the 6" fire service meter and vault at the BIA Dormitory and at Black Barts.
- ➢ Stay within budget reductions and keep the same level of service.
- ➢ Field Services to assist other Sections within Utilities as needed.

PERFORMANCE MEASURES

Council Priority: **Maintain and deliver quality, reliable infrastructure**
(Water Quality Issues / Complaints / Outage time)
Goal: Provide good, safe, and reliable drinking water to citizens of Flagstaff / Reduce water outage time hrs.
Objective: Reduce infrastructure problems that result in water quality issues by properly operating and maintaining water distribution system, return ample water pressure to public A.S.A.P. after downtime.
Type of Measure: Outcome
Tool: Monitoring and instrumentation readings, laboratory testing, complaints.
Frequency: Daily, Monthly, Quarterly and Yearly
Scoring: (5.1%) Acceptable Water loss, - 7% /acceptable, - 8% /high risk, greater then 8% is unacceptable.)
Trend: ←→ average

Measures: (based on 6 months usage)	**CY 09 Actual**	**CY 10 Actual**	**CY 11 Estimate**	**CY 12 Proposed**
Number of Dirty Water / Clarity - complaints	24 (Many Fire Dept. related)	13 (Low chlorine flushing, Fire Dept. related and main breaks)	20 (Low chlorine flushing, Fire Dept. related and main breaks)	20 (Low chlorine flushing, Fire Dept. related and main breaks)
Number of High/Low Pressure - complaints	16 Noted (The were too many to document)	1 Noted (Many are from the 16" break on Huntington Dr.)	10 (Freezing, missed during scheduling and main breaks)	10 (Freezing, missed during scheduling and main breaks)
Number of Taste and Odor - complaints	28	Section #47 (2)	3 (Possibly from Lake Water Manganese)	3 (Possibly from Lake Water Manganese)
Damages	0	0	0	0
Number of compliments	18	1	1	1
Total Water Outage Time in hours	2775	824	1250	1250
a. Scheduled	750	399	500	500
b. Un-Scheduled	2025	425	750	750
c. Isolation time (estimate - average)	30 min. unless Fire Department responds to call first, then 1 to 11/2 hrs. response time	30 min. unless Fire Department responds to call first, then 1 to 11/2 hrs. response time	30 min. unless Fire Department responds to call first, then 1 to 11/2 hrs. response time	30 min. unless Fire Department responds to call first, then 1 to 11/2 hrs. response time
d. Unaccounted water loss (meter accuracy, hydrant flushing, leaks/breaks, new main line installation flushing, etc.	5.1% of production	10.1%. of production	8%. of production	8%. of production

Council Priority: Maintain Public Safety
Goal: Reduce accidents and maintain high safety standards.
Objective: To communicate the importance of safety and loss control through our safety program
Type of Measure: Outcome
Tool: Risk management tracking of recordable incidents
Frequency: Daily, Monthly, Quarterly and Yearly
Scoring: high / above average injuries this year (1, 2, 3) low to high
Trend: ←→ average

Measures: (based on 6 months usage)	**CY 09 Actual**	**CY 10 Actual**	**CY 11 Estimate**	**CY 12 Proposed**
Number of Injury Accidents	1	2	2	0
Number of Lost Time Accidents	0	0	1	0
Safety Training	500hrs (38.5 per.)	701hrs. (50.07 per.)	500hrs (38.5 per.)	500hrs (38.5 per.)

SECTION: **49-WATER DISTRIBUTION**

EXPENDITURES BY CATEGORY:	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 889,062	$ 926,376	$ 931,082	$ 959,320	$ 32,944
CONTRACTUAL	65,788	63,400	84,600	77,400	14,000
COMMODITIES	305,539	382,098	356,192	382,098	-
CAPITAL	-	-	-	72,000	72,000
TOTAL	**$ 1,260,389**	**$ 1,371,874**	**$ 1,371,874**	**$ 1,490,818**	$ 118,944
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 219,161	$ 162,757	$ 148,976	$ 306,400	$ 143,643
WATER SYSTEM MAINT-OPERATION	229,968	225,375	239,925	316,991	91,616
MAIN AND SERVCE LINE REPAIR	291,636	312,096	353,146	364,251	52,155
MAIN EXT-FIRE HYDR/VALVE	23,619	31,586	26,787	31,983	397
VALVE AND FIRE HYDR MAINT	126,489	133,095	129,545	88,567	(44,528)
METER INSTALLATION	235,651	373,351	342,081	252,256	(121,095)
METER REPAIR AND TESTING	100,969	98,191	95,941	94,903	(3,288)
BLUE STAKE	32,896	35,423	35,473	35,467	44
TOTAL	**$ 1,260,389**	**$ 1,371,874**	**$ 1,371,874**	**$ 1,490,818**	$ 118,944
SOURCE OF FUNDING:					
WATER AND WASTEWATER FUND				$ 1,490,818	
				$ 1,490,818	

COMMENTARY:
Water Distribution operating budget has increased 3% and capital expenditures total $72,000 resulting in an overall net increase of 9%. Personal Services increase is due to retirement payout, benefits, and overtime. Contractual increase is for an extended warranty purchase on equipment. Commodities remained flat. Major capital (>$10,000) includes vehicle repairs ($15,000) and parking lot improvements ($57,000).

MISSION

The mission of the Utilities Department is to professionally and cost effectively provide water and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers. We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations by continuously improving our operations. We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

PROGRAM DESCRIPTION

This program provides for the operation and maintenance of Booster Stations and Storage Tanks. Booster Stations increase water pressure for domestic and fire service outside of the normal pressure zones of the distribution system (higher elevations.) Storage Tanks provide pressure and low when booster pumps are not running or pumped flow is inadequate to keep up with demand.

FY 11 ACCOMPLISHMENTS

- ✓ Cleaned & inspected the Raw Water Pump Station tank and the Railroad Springs storage tank.
- ✓ Staff managed to unplug and then clean the Woody Mt. well sand clarifier without having to bring the contract firm back to clean out this tank
- ✓ The equipment and sections that make up the second Railroad Springs 1 MG tank were off-loaded and put into storage for future erection.
- ✓ Decommissioned the Airport booster station which is no longer needed due to recently constructed looped distribution system lines.

FY 12 NEW INITIATIVES AND GOALS

- ➢ Clean & inspect the Woody Mt. sand clarifier and a second tank to be determined this summer.

PERFORMANCE MEASURES

Council Priority: **Maintain and deliver quality, reliable infrastructure**
Goal: Keep facilities operational and aesthetically pleasing while maintaining water quality.
Objective: Clean and inspect inside of the Woody Mountain Clarifier and the Raw Water Pump Station wet well if funds permit.
Type of Measure: Outcome
Tool: Inspection
Frequency: Annual
Scoring: 90% if 2 tanks can be cleaned, 75-90% if one tank can be cleaned, 75% if no tanks are cleaned
Trend: ↓

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Tanks Cleaned (diving contract)	1	2	2	2

SECTION: **50-BOOSTER STATIONS**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 30,356	$ 36,484	$ 36,596	$ 35,374	$ (1,110)
CONTRACTUAL	45,320	42,150	36,250	40,150	(2,000)
COMMODITIES	455	2,700	2,561	2,400	(300)
TOTAL	**$ 76,131**	**$ 81,334**	**$ 75,407**	**$ 77,924**	$ (3,410)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 42,772	$ 43,484	$ 39,596	$ 42,374	$ (1,110)
ZONE A	-	250	200	250	-
KINLANI	1,302	1,650	1,500	1,650	-
UNIVERSITY HIGHLANDS #1	2,121	1,600	2,211	1,600	-
AIRPORT BOOSTER	4,028	3,200	2,800	1,200	(2,000)
AMBERWOOD BOOSTER	3,810	5,300	4,150	5,200	(100)
RAILROAD SPRINGS BOOSTER	22,098	25,850	24,950	25,650	(200)
TOTAL	**$ 76,131**	**$ 81,334**	**$ 75,407**	**$ 77,924**	$ (3,410)

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 77,924
	$ 77,924

COMMENTARY:

The Booster Station operating budget has decreased 4% and there are no capital expenditures. Personal Services decrease is due to a change in internal charge outs. Contractuals decrease is due to a reduction in light and power charges. Commodity decreases are due lower water parts and building materials. There is no major capital (>$10,000) for this section.

MISSION

Provide wastewater treatment and reclaim water that meets or exceeds all regulatory requirements, minimize treatment cost per unit of treated wastewater, maintain state certified Laboratory Standards, encourage use of reclaim water by Fairfield golf courses and various customers. Submit all required state and federal monitoring reports accurately and on time.

PROGRAM DESCRIPTION

The Wildcat Hill Wastewater Plant is a 6 million gallon- per- day advanced treatment facility. This program is responsible for the day-to-day operation and maintenance, as well as the pumping of treated wastwater to the Fairfield golf courses, Buffalo tank. The plant operates a State-certified laboratory, which performs the majority of the required routine lab analysis.

FY 11 ACCOMPLISHMENTS

- ✓ Increased Co – Generation efficiency, continued to improve over all maintenance and operations of unit.
- ✓ Improvement on process control, including process equipment and over all water quality on new plant process, worked with engineers to work out problems.
- ✓ Decreased our cost to treat per thousand gallons of influent flow.

FY 12 NEW INITIATIVES AND GOALS

- ➢ Continue to improve Co – Generation unit efficiencies.
- ➢ Improve on water quality.
- ➢ Reduce permit violations to none.
- ➢ Improve on our solids handling and disposal process.

PERFORMANCE MEASURES

Council Priority: A sustainable community through economic vitality, environmental protection and social inclusion.
Goal: Run Co-Generation at 100% power on digester gas.
Objective: Reduce demand on public utilities by utilizing available digester gas.
Type of Measure: Outcome
Tool: Meters on digester and natural gas at Co-Gen.
Frequency: Quarterly / Yearly
Scoring: Efficiency based on % digester gas.
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Digester gas / Natural gas	<50%	67%	80%	100%

Council Priority: diversity of arts, culture and educational opportunities
Goal: Provide a good quality of life for our customers, neighbors, and employees.
Objective: Reduce the number of complaints and injuries.
Type of Measure: Outcome
Tool: Reports received from customers
Frequency: Daily
Scoring: 1-2 = 90% 3-5 = 75% ≥6 = 50%
Trend: ←→

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Number of complaints /odors ect.	2	2	0	0
Number of on the job lost time accidents / injuries.	0	0	0	0

Council Priority: Livability through good neighborhoods, affordable housing and varied recreational activities.
Goal: Maintain financial responsibility that meets or exceeds the City of Flagstaff expectations.
Objective: Maintain cost per thousand to treat.
Type of Measure: Outcome
Tool: Financial Reports
Frequency: Monthly
Scoring: < $1.60 = 100% $1.60 - $1.80 = 90% >$1.80 = 75-50%
Trend: ↓

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Cost per thousand to treat (influent).	$1.88	$1.44	$1.50	$1.60

Council Priority: Maintain public safety short response times and encourage expanded health services.
Goal: Provide wastewater treatment that meets or exceeds criteria for Federal, State & Water Reuse Permits
Objective: Production and distrubution of reclaimed water that is safe for its intended use.
Type of Measure: Outcome
Tool: Laboratory testing
Frequency: Daily, Monthly, Quarterly and Yearly
Scoring: 1-2 = 90% 3-5 = 75% ≥6 = 50%
Trend: ←→

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Number of regulatory permit violations (within plant design)	2	10	0	0
Number of regulatory permit violations (beyond plant capabilities)	3	0	0	0

Council Priority: **Maintain and deliver quality, reliable infrastructure.**
Goal: Exceed the expectations of our customers.
Objective: Continue to provide services that meet or exceed all Federal, State and City requirements.
Type of Measure: Input
Tool: Flow measurements
Frequency: Daily
Scoring: 50-65% of capacity = 100% 65-75% of capacity = 90% >75% of capacity = 75-50%
Trend: ←→

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Gallons of influent treated (billions).	1.22	1.29	1.30	1.35
Gallons of septage treated (millions).	2.08	2.64	2.70	2.75
Gallons of reclaim water sold (millions).	385.0	353.0	360.0	370
Gallons of grease treated (thousands).	569	690	700	720
Gallons of interceptor sludge (thousands).	31	62	65	70
Dry metric tons of solids/sludge injected.	870.46	883	1,000	1,100

SECTION: **53-WILDCAT WASTEWATER TREATMENT PLANT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 778,514	$ 838,616	$ 820,293	$ 820,107	$ (18,509)
CONTRACTUAL	869,523	823,150	885,653	980,600	157,450
COMMODITIES	286,102	274,454	299,862	297,900	23,446
CAPITAL	-	-	-	1,067,000	1,067,000
TOTAL	**$ 1,934,139**	**$ 1,936,220**	**$ 2,005,808**	**$ 3,165,607**	$ 1,229,387

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 113,455	$ 125,340	$ 89,673	$ 266,248	$ 140,908
WC-PLANT OPERATIONS	968,043	958,605	1,026,482	1,107,316	148,711
WC-PLANT MAINTENANCE	591,111	599,943	623,530	576,683	(23,260)
WC-LAB-PROC CNTRL-MONTR	187,178	217,672	199,923	201,008	(16,664)
WC-SEPTAGE	436	650	600	650	-
WC-WH RIO MAINTENANCE	16,650	6,510	7,104	1,700	(4,810)
WC-DRYING BEDS OPERATIONS	-	400	400	400	-
WC-SLUDGE INJECTION	57,266	27,100	48,173	235,602	208,502
WILDCAT DIGESTOR REPAIR	-	-	9,923	600,000	600,000
DIGESTOR I REPAIR OPTION	-	-	-	176,000	176,000
TOTAL	**$ 1,934,139**	**$ 1,936,220**	**$ 2,005,808**	**$ 3,165,607**	$ 1,229,387

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 3,165,607
	$ 3,165,607

COMMENTARY:

Wastewater Treatment Plant operating budget increased by 8% and capital expenditures total $1,067,000 resulting in an overall net increase of 63%. Personal Services decrease is due to reduction in regular and temp pay and associated benefits. Contractuals increased due to increased cost for equipment maintenance and higher expense for electric and natural gas. Commodities increase is due to equipment, chemicals, and supplies. Major capital (>$10,000) includes Wildcat digester repairs/improvements ($776,000), digester booster system ($75,000), digester gas pump ($60,000), and a dozer for sludge injection ($150,000)

MISSION

The mission of the Utilities Division / Wastewater Collections Section is to professionally and cost effectively provide sewer services that meet the present and future environmental, health, and safety needs of the community and our co-workers.

PROGRAM DESCRIPTION

The Wastewater Collections system operators safely and efficiently operate, maintain and repair all wastewater collection and reclaim distribution mains and manholes. Eliminating or reducing health hazards, system failures, customer complaints and property damage throughout our community.

FY 11 ACCOMPLISHMENTS

- ✓ Crewmembers located, cleaned and operated all Reclaim Water valves through out the city, adjusted and repaired as needed.
- ✓ Crewmembers installed a new 6" Reclaim service line and valve approximately 600' of pipe, and 8" meter and vault in the Country Club reclaim line for the Continental Ball fields to put that facility back on reclaim water.
- ✓ Crewmembers investigated the paper towel problem at the Court house line. This was resolved by die testing all the buildings in the block around the court house it was determined that only three buildings are tied to this main line that has given use the problem.
- ✓ Crewmembers assisted contractor at Flagstaff High School by removing a Manhole and replacing 17' of 8" sewer pipe.
- ✓ Crewmembers helped Wildcat by sucking liquid out of there drainage basin approx. 52 loads-1800 gal. a piece.
- ✓ Crewmembers repaired storm culvert at 410 N. San Francisco St. for Storm Water.
- ✓ Crewmembers assisted Water plant crews with water line that comes off the mountain Televising for problem areas and cutting out roots.
- ✓ Crewmembers assisted Water plant crews with repairing the road to the inner basin.
- ✓ Crewmembers dug up and repaired 16" metal air pipe that had separated at R I O Plant.
- ✓ Crewmembers dug up and located lines for Wildcat to get them back in compliance on there drainage.
- ✓ Crewmembers located infiltration from the Rio De Flag by chasing temperature of the sewer lines with temperature devices, and then Televising to identify the inflow into the city sewer mains. This was all done in the run off season.

FY 12 NEW INITIATIVES AND GOALS

- ➢ Stay within budget reduction and keep the same level of service.
- ➢ Increase the schedule of cutting and cleaning procedures to compensate for the decrease in chemical root control.
- ➢ Continue to reduce the number of blockages every year.
- ➢ Schedule and clean Pine Canyon for the first sewer cleaning.
- ➢ Field Services to assist other Sections within Utilities as needed.
- ➢ Dig up spot located by crews when chasing inflow in the Rio De Flag, and repair leaking Manholes and Pipe.

PERFORMANCE MEASURES

Council Priority: Maintain and deliver quality, reliable infrastructure
Goal: Exceed Customers sewer service expectation.
Objective: Reduce the number Sanitary Sewer system backups through proper maintenance and inspection procedures.
Type of Measure: Outcome
Tool: CMMS Maintenance tracking system
Frequency: Monthly, Quarterly and Yearly
Scoring: low / Blockages per quarter 5-7-9 (low to high), claims 10,000, 15,000, 20,000 (low to high)
Trend: below

Measures: (based on 6 months usage)	**CY 09 Actual**	**CY 10 Actual**	**CY 11 Estimate**	**CY 12 Proposed**
Number of Main line blockages	21(many of these were City Courts)	10(many of these are City Courts)	4 currently 10(many of these will be City Courts)	10(many of these will be City Courts)
Number of Manhole Overflows / Surface Spills 100 gal. or less	5	2	2	2
Number of Manhole Overflows / Surface Spills 101 gal. or more	2 - (one each at 300 gal. & 1500 gal.)	2 - (one each at 200 gal. & 500,000 gal.)	2	0
Number of Notice of Violations (NOV's)	0	1 - (NOV) at the end of Railhead Ave / 500,000 gal.	0	0
Number of Main line blockage claims: Information comes from Risk Management for $.amount	0	0	0	
Number of Main line cleaning claims (jetting): Information comes from Risk Management for $.amount	4 (2 current)	10 (1 claim is $4102.08)	7 currently 10	10

Council Priority: Maintain Public Safety
Goal: Reduce accidents and maintain high safety standards.
Objective: To communicate the importance of safety and loss control through our safety program.
Type of Measure: Outcome
Tool: Risk management tracking of recordable incidents.
Frequency: Daily, Monthly, Quarterly and Yearly
Scoring: high / above average injuries this year (1, 2, 3) low to high
Trend: ↓

Measures: (based on 6 months usage)	**CY 09 Actual**	**CY 10 Actual**	**CY 11 Estimate**	**CY 12 Proposed**
Number of Injury Accidents	4	2	0	0
Number of Lost Time Accidents	2	1	0	0
Safety Training		300 hrs. (33.3 hrs per)	300 hrs. (33.3 hrs per)	300 hrs. (33.3 hrs per)

SECTION: **54-WASTEWATER COLLECTION**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 692,056	$ 743,247	$ 743,362	$ 771,801	$ 28,554
CONTRACTUAL	29,267	39,930	41,294	43,430	3,500
COMMODITIES	152,608	178,113	176,634	186,055	7,942
CAPITAL	-	-	-	135,000	135,000
TOTAL	**$ 873,931**	**$ 961,290**	**$ 961,290**	**$ 1,136,286**	$ 174,996

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 237,323	$ 263,474	$ 253,349	$ 433,654	$ 170,180
SERVICE CONNECTIONS	38,373	53,560	54,645	42,458	(11,102)
PREVENTIVE MAINTENANCE	344,409	367,929	374,720	374,449	6,520
TV INSPECT AND HYDRO-CLEAN	158,203	166,806	169,078	166,327	(479)
CORRECTIVE MAINTENANCE	74,252	97,046	96,755	96,799	(247)
RECLAIMED WATER LINE	21,371	12,475	12,743	22,599	10,124
TOTAL	**$ 873,931**	**$ 961,290**	**$ 961,290**	**$ 1,136,286**	$ 174,996

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 1,136,286
	$ 1,136,286

COMMENTARY:
The Wastewater Collection operating budget has increased 4% and capital expenditures total $135,000 resulting in an overall net increase of 18%. Personal Services increase is due to benefits, overtime, and skill based pay. Contractual increase is for an extended warranty purchase on equipment. Commodities increase is due to work order charges. Major Capital (>$10,000) includes a replacement dump truck ($60,000) and upgrades to the TV vehicle ($75,000).

MISSION

To cost effectively protect the water supply from contamination while educating the public on how to reduce cross contamination into the drinking water system. To cost effectively protect the wastewater collection system environment from harmful materials that could adversely affect the collection crew and POTW personnel as well as the POTW and collection system.

PROGRAM DESCRIPTION

This section provides monitoring, permitting, and reporting of industrial and commercial wastewater discharges into the City of Flagstaff's sewer system to assure compliance with Local, State and Federal mandated pretreatment regulations and to prevent upset at the City's wastewater treatment plants. Other activities include administration of the City's cross-connection control program, wastewater monitoring, and seepage control.

FY 11 ACCOMPLISHMENTS

- ✓ Updated Cross Connection Control ordinance to reference correct documents and provide more information to the customer.
- ✓ Reduced the Fats, Oils and Greases (FOG) from being discharged into the sanitary sewer by working with local restaurants on installing properly sized grease traps/interceptors.
- ✓ Re-permitted Joy Cone Company's industrial wastewater discharge permit.
- ✓ Relocated office to a more accessible and centrally located area in town.

FY 12 NEW INITIATIVES AND GOALS

- ➢ Commence local limit study once ADEQ submits their pretreatment audit report from June 2010 outlining exactly what is needed to be included in the study.
- ➢ Work with restaurants on options to eliminating grease from atypical sources into the sewer system with new technology and devices that allow recycling of the captured grease for fuel.
- ➢ Inspect industries throughout the year to more effectively help them manage pretreatment and cross connection control issues before they become a problem.

PERFORMANCE MEASURES

Council Priority: **Maintain and deliver quality, reliable infrastructure**
Goal: Protect wastewater treatment facilities from possible damage from business & industrial discharges.
Objective: Inspect all businesses connected to City of Flagstaff water system for pretreatment needs.
Type of Measure: Output
Tool: Inspections
Frequency: Daily
Scoring: 75%
Trend: ↑

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
# of blockages/Notice of Violations (NOV's) issued	4	2	1	1
# resulting in sewer line cleaning	5	1	1	1

Council Priority: Quality of Life & Customer Service
Goal: Protect city drinking water.
Objective: Protect water quality and prevent cross connections into water system.
Type of Measure: Outcome
Tool: Testing and installation of Backflow prevention assemblies
Frequency: Daily
Scoring: 75% - (more inspections of businesses to educate resulting in fewer problems)
Trend: ↑

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
# of backflow prevention assemblies tested	2288	2373	2241	2260
% of bpa's tested that failed	10%	7.1%	10%	10%
Water quality violations due to bpa failing	0	0	0	0

Council Priority: Maintain Public Safety
Goal: Prevent harmful and illegal discharges into collection system
Objective: Prevent damage and upsets of the wastewater collection system that could harm equipment or personnel.
Type of Measure: Outcome
Tool: Notifications, Inspections
Frequency: Daily
Scoring: 75% - (fewer problems due to better communication and education with the public)
Trend: ↑

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
# of Industry and plant samples analyzed	1827	2773	2773	2773
# of NOV's written to industries	0	1	0	0
# of NOV's written to commercial sites	4	2	0	0

SECTION: **55-INDUSTRIAL WASTE**

EXPENDITURES BY CATEGORY:	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 211,967	$ 210,303	$ 210,483	$ 210,529	$ 226
CONTRACTUAL	67,990	204,088	75,418	204,186	98
COMMODITIES	18,943	13,559	17,040	14,472	913
CAPITAL	-	-	-	36,000	36,000
TOTAL	**$ 298,900**	**$ 427,950**	**$ 302,941**	**$ 465,187**	$ 37,237
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	$ 117,727	$ 112,832	$ 115,908	$ 154,175	$ 41,343
NPDES MONITORING	57,652	57,950	56,276	55,105	(2,845)
INDUSTRIAL WASTE MONITOR	62,437	71,050	69,212	69,555	(1,495)
BACKFLOW X CONN CONTROL	61,084	61,118	61,545	61,352	234
LOCAL LIMITS STUDY	-	125,000	-	125,000	-
TOTAL	**$ 298,900**	**$ 427,950**	**$ 302,941**	**$ 465,187**	$ 37,237
SOURCE OF FUNDING:					
WATER AND WASTEWATER FUND				$ 465,187	
				$ 465,187	

COMMENTARY:
The Wastewater Monitoring operating budget has increased less than 1% and capital expenditures total $36,000. Personal Services increase is due benefits. Contractual/Commodities increases are due cost of new office space. There is also a carryover for the local limits study of $125,000. Major Capital (>$10,000) is for a replacement pick up truck ($30,000).

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 vacinity. 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 11 ACCOMPLISHMENTS

- ✓ New boiler system was installed resulting in a reduction of natural gas consumption.
- ✓ Modified the wash water sump configuration to eliminate confined space entry.
- ✓ Repaired leaks to the underground pipe fittings that supplies air to the aeration basins.

FY 12 NEW INITIATIVES AND GOALS

- ➢ Work closely with WCH to provide reclaim water that meets customer demand at the lowest cost.
- ➢ Provide for increased process stability through proactive process control measures.
- ➢ Cut deferred maintenance items that have accumulated due to budget shortfall by half.

PERFORMANCE MEASURES

Council Priority: A sustainable community through economic vitality, environmental protection and social inclusion
Goal: Provide wastewater treatment that meets or exceeds criteria for Federal, State & Water Reuse Permits
Objective: Production and distrubution of reclaimed water that is safe for its intended use.
Type of Measure: Outcome
Tool: Laboratory Analysis
Frequency: Daily, Weekly, Monthly, Quarterly, Annual
Scoring: 1-2 = 90% 3-5 = 75% ≥6 = 50%
Trend: ↓

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Number of Permit Violations	3	2	0	0

CY 2010. These were due to exceeding the 24 hour 2.0 turbidity average and the 24 hour daily maximum limit.

Council Priority: A sustainable community through economic vitality, environmental protection and social inclusion
Goal: Promote and encourage use of reclaimed water through education and Public Relations programs. Provide information in a timely manner.
Objective: Promote the use of reclaimed water where appropriate, there by off setting the demands for potable water.
Type of Measure: Program Outcome
Tool: Plant Flow Reports
Frequency: Monthly
Scoring: 50-65% of capacity = 100% 65-75% of capacity = 90% >75% of capacity =75-50%
Trend: ←→

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Gallons of Wastewater Treated (millions)	709	724	725	735
Gallons of Reclaim Water Reused (millions)	295	284	290	300

Council Priority: Maintain and deliver quality reliable infrastructure
Goal: Maintain operations, maintenance and lab budgets within the projected amounts.
Objective: Control our costs while maintaining service levels at existing levels
Type of Measure: Program Outcome
Tool: Financial Reports
Frequency: Monthly
Scoring: < $1.20 = 100% $1.20 - $1.40 = 90% >$1.40 = 75-50%
Trend: ↓

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Cost/thousand gallons of reclaimed water produced	$1.19	$1.07	$1.20	$1.30

Council Priority: Livability through good neighborhoods, affordable housing and varied recreational activities
Goal: Provide a good quality of life for our customers, neighbors, and employees.
Objective: Reduce the number of complaints and injuries.
Type of Measure: Outcome
Tool: Reports received from customers
Frequency: Daily
Scoring: 1-2 = 90% 3-5 = 75% ≥6 = 50%
Trend: ↓

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Number of complaints /odors ect.	0	0	0	0
Number of on the job lost time accidents / injuries.	0	1	0	0

SECTION: **56-RIO DE FLAG WASTEWATER TREATMENT PLANT**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 299,376	$ 336,044	$ 318,008	$ 345,812	$ 9,768
CONTRACTUAL	374,405	477,200	429,230	495,500	18,300
COMMODITIES	48,970	105,041	79,150	119,277	14,236
CAPITAL	33,231	11,500	-	61,500	50,000
TOTAL	**$ 755,982**	**$ 929,785**	**$ 826,388**	**$ 1,022,089**	$ 92,304

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 61,679	$ 96,605	$ 68,642	$ 172,065	$ 75,460
PLANT OPERATIONS	474,303	563,596	524,128	569,808	6,212
PLANT MAINTENANCE	139,848	159,908	138,092	170,452	10,544
LAB-PROCESS CONTROL-MONTR	80,152	109,676	95,526	109,764	88
TOTAL	**$ 755,982**	**$ 929,785**	**$ 826,388**	**$ 1,022,089**	**$ 92,304**

SOURCE OF FUNDING:

WATER AND WASTEWATER FUND	$ 1,022,089
	$ 1,022,089

COMMENTARY:

The Rio de Flag Treatment Plant operating budget increased by 5% and capital expenditures total $61,500 resulting in an overall net increase of 10%. Personal Services increases are due benefits and overtime. Contractual increases are due to maintenance of equipment. Commodities increases are due to equipment and safety and operating supplies. Major capital (>$10,000) is for primary odor control change out ($61,500).

MISSION

The mission of the Stormwater Section is to promote the public health, safety and general welfare, to minimize public and private losses due to flood conditions within the City of Flagstaff, and to comply with the applicable floodplain and stormwater regulations.

PROGRAM DESCRIPTION

The Stormwater Section includes: administration, utility management, engineering/hydrology technical support, master planning, customer service, data collection, field inspection, and plan review components.

FY 11 ACCOMPLISHMENTS

- ✓ Completed Northeast Area Drainage Master Plan
- ✓ Substantial completion of Picture Canyon Meander restoration Project
- ✓ Maintained Flood Insurance discount for community-wide policies
- ✓ Complied with USEPA NPDES Permit requirements
- ✓ Completed Cherry Ave. Stormdrain improvements
- ✓ Performed open channel maintenance activities
- ✓ Completed Floodplain Ordinance revisions
- ✓ Initiated Design Manual update
- ✓ Completed formation rainwater harvesting citizen group including report to Council

FY 12 NEW INITIATIVES AND GOALS

- ➢ Complete Master Planning for remaining watercourses
- ➢ Complete rainwater harvesting Ordinance as directed by Council
- ➢ Complete Design Manual changes

PERFORMANCE MEASURES

Council Priority: Maintain Public Safety
Goal: Personnel safety: No accidents, injuries or job related illnesses; utilize safety training.
Objective: Safe vehicle operating and equipment handling with no injuries or work related sick days.
Type of Measure: Communication & feedback, injury reports; employee health & safety
Tool: Verbal, e-mail, phone contact; on-going safety training
Frequency: Annual employee training
Scoring: 100% - Section participation
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
a. No on-the-job injuries or accidents	100%	100%	100%	100%
b. No on-the-job non-injury accidents	100%	100%	100%	100%
c. No job related lost work days	100%	100%	100%	100%
d. No job related sick time (% of total)	100%	100%	100%	100%
e. Safety training (4 hrs/person)	100%	100%	100%	100%

Council Priority: Maintain and deliver quality, reliable infrastructure.
Goal: Respond to all Drainage Complaints within 24 hrs. of receiving complaint. Notify customer when a solution has been determined – usually within two weeks. Minimize flood damages and maximize responsiveness to citizen need during periods of potential flood hazard.
Objective: Provide excellent internal and external customer service in response to any drainage issues or concerns that develop. As well as provide timely responses to requests for information and assistance. Monitor areas of known drainage issues and develop a strategy for implementing corrective measures when fiscally possible.
Type of Measure: Direct communication (phone, in person or e-mail) with effected customers**.**
Tool: Verbal, e-mail, phone contact; site visit, field inspection
Frequency: As received
Scoring: 100% - Follow through whether solution is possible or not
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
a. Complaints received	39	30	40	40
Complaints resolved	30	30	35	35
c. No public infrastructure damages (100% = no damages; goal achieved)	100%	100%	95%	100%
d. No damages/claims to private property (100% = no damages; goal achieved)	100%	100%	95%	100%

Council Priority: Maintain Public Safety
Goal: Drainage Channel Maintenance Program - Coordinate & oversee internal projects performed by streets channel maintenance crew as well as routine infrastructure maintenance.
Objective: Monitor areas of known drainage issues and develop a strategy for implementing corrective measures where fiscally possible.
Type of Measure: Direct communication (phone, in person or e-mail) with streets supervisor and/or effected customers**.**
Tool: Field verification
Frequency: As drainage issues are received & resolved.
Scoring: 100% - Follow through whether solution is possible or not
Trend: ↑

Measures:	CY 09 Actual	CY 10 Actual	CY 11 Estimate	CY 12 Proposed
Annual miles of channels cleaned	3	6	6	6
Per cent of catch basins & culverts cleaned	100%	100%	100%	100%
Per cent of inventory cleaned	75%	75%	75%	75%

SECTION: **98-STORMWATER UTILITY**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 483,023	$ 479,124	$ 482,187	$ 491,581	$ 12,457
CONTRACTUAL	180,488	106,707	108,713	77,367	(29,340)
COMMODITIES	8,634	11,460	9,505	11,460	-
TOTAL	**$ 672,145**	**$ 597,291**	**$ 600,405**	**$ 580,408**	$ (16,883)

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 247,151	$ 247,343	$ 250,923	$ 255,918	$ 8,575
ENGINEERING AND MASTER PLANN	165,147	76,316	76,316	48,175	(28,141)
OPERATIONS	257,367	265,232	264,766	276,315	11,083
WATER QUALITY IMPROVEMENT GF	2,480	8,400	8,400	-	(8,400)
TOTAL	**$ 672,145**	**$ 597,291**	**$ 600,405**	**$ 580,408**	$ (16,883)

SOURCE OF FUNDING:

STORMWATER UTILITY FUND	$ 580,408
	$ 580,408

COMMENTARY:

The Stormwater Utility operating budget has decreased 3% and there are no capital expenditures. There are 1X expenditures of $5,000 for FEMA Map Revisions and $47,000 for the Master Plan Project. Personal Services increases are due to increases in benefit and retirement costs and Labor. Contractual decreased overall due to primarily reductions in Consultant Fees, Increases were toward Travel and Training, amongst other items. There are no major capital (>$10,000) expenditures planned for this section. See the Stormwater Capital section for related projects.

NON-DEPARTMENTAL MISSION

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 Section** of the City of Flagstaff is to enhance the quality of life of its citizens while supporting the values of its community.

The **Contributions to Other Agencies Section** accounts for contractual agreements with outside agencies that provide services to Flagstaff's citizens. The City is a major contributor to United Way, arts and cultural agencies whose activities benefit the citizens of Flagstaff, and other Alliance partnerships.

The **Non-Departmental Section** accounts for all expenditures that are not specifically allocable to individual divisions or programs, e.g. property and liability insurance, unemployment insurance, audit fees, and capital equipment that benefit various departments (mainframe computer). Costs of this division are allocated to the respective departments based on a cost-allocation formulation.

The **Transit Section** collects the portion of the transportation tax that is earmarked for Transit activities. NAIPTA administers the Transit program per the Intergovernmental Agreement (IGA) between the City and the NAIPTA.

MISSION

The mission of the City of Flagstaff is to enhance the quality of life of its citizens while supporting the values of the community.

PROGRAM DESCRIPTION

This division is the legislative branch of the City of Flagstaff's Council-Manager form of Government. The City Council enacts local legislation, assesses community needs; sets the tax rate; determines and develops policies for the City Manager to implement and adopts budgets. The Council appoints the City Manager, City Attorney, Court Magistrates and individuals to various boards, commissions, and committees.

SECTION: **63-COUNCIL AND COMMISSIONS**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 218,425	$ 272,366	$ 272,986	$ 274,469	$ 2,103
CONTRACTUAL	67,663	73,460	70,460	75,860	2,400
COMMODITIES	16,005	12,461	15,118	12,211	(250)
TOTAL	**$ 302,093**	**$ 358,287**	**$ 358,564**	**$ 362,540**	$ 4,253

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 301,539	$ 357,437	$ 358,014	$ 361,940	$ 4,503
BOARDS AND COMMISSIONS	554	850	550	600	(250)
TOTAL	**$ 302,093**	**$ 358,287**	**$ 358,564**	**$ 362,540**	$ 4,253

SOURCE OF FUNDING:

GENERAL FUND	$ 195,012
LIBRARY FUND	20,994
HIGHWAY USER REVENUE FUND	22,081
TRANSPORTATION FUND	7,942
WATER AND WASTEWATER FUND	59,999
STORMWATER FUND	3,658
AIRPORT FUND	7,047
ENVIRONMENTAL SERVICES FUND	45,807
	$ 362,540

COMMENTARY:

The Council and Commissions operating budget has increased 1% and there are no capital expenditures. Personal Services include benefit increases. Contractual increases are due to an increase in travel. Commodities decreases are due to reductions in copying. There are no major capital (>$10,000) expenditures for this section.

PROGRAM DESCRIPTION

This division accounts for contractual agreements with outside agencies that provide services to Flagstaff's citizens.

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The City is a major contributor to United Way, arts and cultural agencies whose activities benefit the citizens of Flagstaff, and other Alliance partnerships.

SECTION: 64-CONTRIBUTIONS TO OTHERS

EXPENDITURES BY CATEGORY:	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
CONTRACTUAL	$ 944,092	$ 944,583	$ 923,494	$ 906,003	$ (38,580)
TOTAL	**$ 944,092**	**$ 944,583**	**$ 923,494**	**$ 906,003**	$ (38,580)
EXPENDITURES BY PROGRAM:					
HEALTH AND SOCIAL SERVICES	$ 301,032	$ 270,000	$ 270,000	$ 262,750	$ (7,250)
OTHER CONTRIBUTIONS	643,060	674,583	653,494	643,253	(31,330)
TOTAL	**$ 944,092**	**$ 944,583**	**$ 923,494**	**$ 906,003**	$ (38,580)

SOURCE OF FUNDING:	
GENERAL FUND	$ 807,149
LIBRARY FUND	13,641
HIGHWAY USER REVENUE FUND	14,348
TRANSPORTATION FUND	5,160
WATER AND WASTEWATER FUND	28,985
STORMWATER FUND	2,377
AIRPORT FUND	4,579
ENVIRONMENTAL SERVICES FUND	29,764
	$ 906,003

COMMENTARY:

The Contributions to Others operating budget has decreased 4% and there are no capital expenditures. Contributions are as follows: United Way $262,750, FACTS $247,319, Coconino Humane Society $161,695, Intake Triage $74,250, Victim Witness $41,304, Arizona Cardinals $30,944, Greater Flagstaff Forest Partnership $19,725, Coconino Coalition for Children and Youth $19,669, NACASA $15,627, Weed & Seed $5,503, NACOG Rural Transportation $4,152, Emergency Housing $20,000, and Sister Cities $2,775.

PROGRAM DESCRIPTION

This division accounts for all expenditures that are not specifically allocable to individual divisions or programs, e.g. property and liability insurance, unemployment insurance, audit fees, and capital equipment that benefit various departments (mainframe computer). Costs of this division are allocated to the respective departments based on a cost-allocation formulation.

SECTION: **66-NON-DEPARTMENTAL**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
PERSONAL SERVICES	$ 580,435	$ 47,624	$ 47,600	$ 47,949	$ 325
CONTRACTUAL	1,509,396	1,966,777	1,094,792	2,024,152	57,375
COMMODITIES	597,394	(74,000)	(87,500)	(79,000)	(5,000)
CAPITAL	15,675	645,000	-	645,000	-
TOTAL	**$ 2,702,900**	**$ 2,585,401**	**$ 1,054,892**	**$ 2,638,101**	$ 52,700

EXPENDITURES BY PROGRAM:

GENERAL ADMINISTRATION	$ 934,522	$ 134,500	$ 148,090	$ 241,535	$ 107,035
EMPLOYEE BENEFITS	88,028	77,500	66,500	57,501	(19,999)
INSURANCE	1,122,023	608,674	608,674	608,674	-
CONSULTANTS	498,650	544,103	237,589	428,360	(115,743)
COPY CENTER	(19,670)	(12,126)	(28,225)	(16,801)	(4,675)
REDEVELOPMENT	76,356	1,232,750	22,264	1,318,832	86,082
PBID DEVELOPMENT	2,991	-	-	-	-
TOTAL	**$ 2,702,900**	**$ 2,585,401**	**$ 1,054,892**	**$ 2,638,101**	$ 52,700

SOURCE OF FUNDING:

GENERAL FUND	$ 1,521,397
LIBRARY FUND	131,202
HIGHWAY USER REVENUE FUND	204,337
TRANSPORTATION FUND	18,333
WATER AND WASTEWATER FUND	434,339
STORMWATER FUND	13,887
AIRPORT FUND	63,001
ENVIRONMENTAL SERVICES FUND	251,605
	$ 2,638,101

COMMENTARY:

The Non-Departmental operating budget has increased by 3% and capital expenditures remained flat resulting in an overall net increase of 2%. Personal Services have increased slightly due to slight increases in benefit costs. The increase in contractual is due to the city funding anticipated legal costs with one time dollars. There major capital (>$10,000) is a carryforward of the redevelopment dollars that had been in the prior year budget and were not spent.

MISSION

Getting you where you want to go.

Our Vision: To create the Finest Transportation Experience making NAIPTA services an Excellent Choice for Northern Arizona Communities.

PROGRAM DESCRIPTION

The **Transit Division** collects the portion of the transportation tax that is designated for Transit activities. Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA) administers the Transit program per the Intergovernmental Agreement (IGA) between the City and NAIPTA.

FY 11 ACCOMPLISHMENTS

- ✓ Estimated to continue lowering cost per hour, 4% decrease since FY2009.
- ✓ Continue change over to Hybrid Electric Fleet for Flagstaff area. Purchase of a hybrid paratransit vehicle and ordered 8 more hybrid buses to be delivered in coming year.
- ✓ Received appropriation of $6.2M for Mountain Links BRT system as well as FTA NEPA clearance and FTA approval of financial plan.
- ✓ Executed intergovernmental agreement solidifying partnership of City, NAU, and NAIPTA for construction and operation of Mountain Links.

Mountain Line Fixed Route:

- ✓ Continued with implementation of route timing strategies to improve on time performance.
- ✓ Projected to increase ridership by 10% from 1,142,301 to 1,284,414
- ✓ Projected to increase average numbers of riders per day from 3,081 to projected 3,460
- ✓ Maintained customer satisfaction by evaluating feedback regarding routes, stops, shelters, and on time performance.
- ✓ Won a national award for Small urban Transit System of the Year

Mountain Lift Para-Transit

- ✓ Successfully increased awareness of Taxi Voucher program and increased use of programs, creating a cost saving for the regular para-transit service. Service provides more flexibility to customers and is more cost efficient.
- ✓ Continued to improve trips per service hour from 2.77 in FY2009 to 3.03 in FY2011 – increasing efficiency of service and decreasing the cost of the program.
- ✓ Maintain on-time performance of 98% without sacrificing trips or service.
- ✓ Surpassed 1,050 consecutive days avoidable accident free

FY 12 NEW INITIATIVES AND GOALS

- ➢ Obtain additional funding from federal transit administration and other sources.
- ➢ Continue building public awareness of benefits of transit, including affordable living, mobility for those with no alternatives, and less environmental impact that single-occupancy-vehicle traffic,
- ➢ Continue increasing ridership and use of public transportation.
- ➢ Continue to build on mobility options by expansion of travel training programs and available information on how to use the system.
- ➢ Increase awareness and use of electronic information, including route status and public information process.
- ➢ Improve Customer Service and encourage use of passes through improved sales outlets, including internet.
- ➢ Build dedicated transitway and launch Mountain Links system in Fall 2011.
- ➢ Increase available federal transit funds by achieving “Small Transit Intensive city” status.

PERFORMANCE MEASURES

Council Priority: A sustainable community through economic vitality, environmental protection and social inclusion
Goal: Increase use of Public Transit System. Provide reliable alternative to single-occupancy vehicle use for commuting trips.
Objective: 2.5% increase of riders using existing services and routes.
Type of Measure: Program efficiency
Tool: Calculation of data, customer survey
Frequency: Quarterly
Scoring: 90%+ progressing
Trend: ↑

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
Total Ridership	1,098,400	1,115,254	1,255,998	1,293,678
Average Riders per Day	2,832	3,081	3,460	3,564
On time performance	91%	84%	88%	90%

Council Priority/Goal: Effective governance
Goal: Control operational cost per hour, maintain with less than 5% increase
Objective: Identify efficiencies to maintain and control costs.
Type of Measure: Program efficiency
Tool: Calculation of data
Frequency: Monthly
Scoring: 95% progressing
Trend: ↓

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
Operational Cost per Hour	$71.28	$68.90	$68.62	$71.12
Administrative Cost per Hour	$18.03	$15.66	$14.44	$12.26
Farebox Return	18%	19%	19%	16%

Council Priority/Goal: Livability through good neighborhoods, affordable housing and varied recreational activities
Goal: Evaluation of Updated 5 Year Transportation Plan and efforts to truth with community needs for growth and development.
Objective: Implementation of service increases as approved by voting public and consistent with community needs.
Type of Measure: Output
Tool: Calculation of data
Frequency: Quarterly/Annual
Scoring: 75 – 90% average
Trend: →

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
Service Hours	37,058	46,767	47,508	59,215
Revenue Miles	544,030	637,076	647,170	799,310

Council Priority/Goal: **Maintain and deliver quality, reliable infrastructure**
Goal: Develop and construct Transit Facilities/Amenities on routes throughout Flagstaff.
Objective: Install previously developed shelters at locations along routes to provide amenities like shade, shelter, and resting at bus stops.
Type of Measure: Outcome
Tool: Schedule for construction, calculation of data
Frequency: Semi-annual
Scoring: 75 – 90% average
Trend: ↑

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
Identify Sites and Implement Passenger Shelter and Amenities (# of sites)	12	7	10	10

Council Priority/Goal: **A sustainable community through economic vitality, environmental protection and social inclusion**
Goal: Improve customer satisfaction to a 6 on a scale of 1 to 7, or extremely satisfied.
Objective: Complete annual customer satisfaction evaluation of both existing and potential customers to identify satisfaction and barriers for potential customers. Use results to evaluate services and implement improvements.
Type of Measure: Program outcome
Tool: Customer survey
Frequency: Semi-annual
Scoring: 90% progressing
Trend: ↑

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
Customer Satisfaction Score	Not completed	5.9	6.0	6.1

SECTION: **97-NAIPTA**

EXPENDITURES BY CATEGORY:

	Actual Expenditures 2009-2010	Adopted Budget 2010-2011	Estimated Expenditures 2010-2011	Proposed Budget 2011-2012	Budget-Budget Variance
CONTRACTUAL	$ 3,177,260	$ 4,698,793	$ 3,618,133	$ 4,981,330	$ 282,537
TOTAL	**$ 3,177,260**	**$ 4,698,793**	**$ 3,618,133**	**$ 4,981,330**	$ 282,537

EXPENDITURES BY PROGRAM:

TRANSIT	$ 3,177,260	$ 4,698,793	$ 3,618,133	$ 4,981,330	$ 282,537
TOTAL	**$ 3,177,260**	**$ 4,698,793**	**$ 3,618,133**	**$ 4,981,330**	$ 282,537

SOURCE OF FUNDING:

TRANSPORTATION FUND	$ 4,981,330
	$ 4,981,330

COMMENTARY:

The Transit budget has decreased by 7% this fiscal year. This is due to decreased capital items relating to Mountain Links expansion. The City contracts with NAIPTA to run the Transit System. We contribute monthly based on the budget appropriated by the NAIPTA Board and the City Council.

CAPITAL IMPROVEMENTS

FY 2012 CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) for FY 2012 represents a $80.2 million investment of public funds in infrastructure and public facilities. The project mix has changed from prior years to 34.6% of the funding being provided on the pay-as-you-go basis versus 55.5% in FY 2011. The major projects in this year's budget are 2010 Street/Utility Projects, Rio De Flag project, West/Arrowhead Improvements, and Municipal Services Maintenance Facility. This year's capital improvement program is funded 47.0% through debt financing including the 2010 Streets/Utility projects, FUTS/Open Space and Fire Stations. The grant funding of 18.4% is primarily for airport projects and Beautification.

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.

In November 2010 voters approved two bond projects totaling $21.2 million. These projects are Public Safety/City Operations Communications Systems and Street and Utilities Improvements. The Public Safety/City Operations Communications System will be implemented in FY 2011 and the Street and Utilities Improvements will be phased in over a 5-year period and budgeted on a cash flow basis.

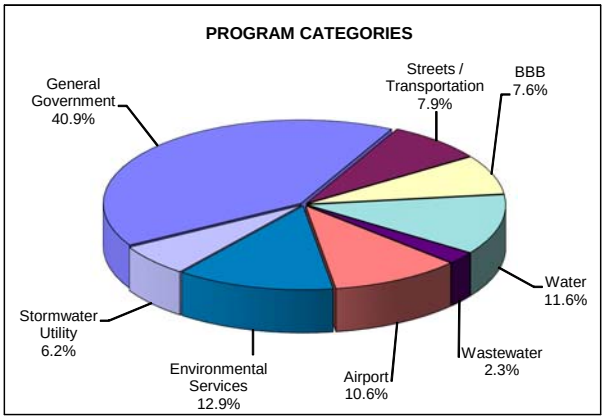
Expenditure totals may be shown as inflated or non-inflated costs depending on whether the scope of work or funding amount is the determining factor.

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 following pages provided listing of the Capital Improvement projects along with a map to show the location of the improvements.

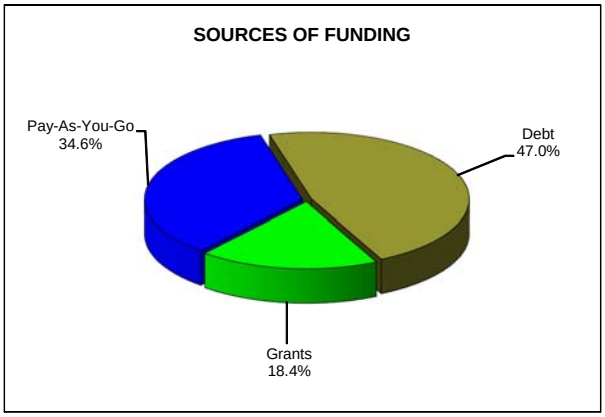
Funded projects in the five-year Capital Improvement Program fall into the following eight broad categories:

General Government	40.9%	$	32,811,584
Streets / Transportation	7.9%		6,304,991
BBB	7.6%		6,098,292
Water	11.6%		9,286,000
Wastewater	2.3%		1,840,000
Airport	10.6%		8,515,528
Environmental Services	12.9%		10,399,000
Stormwater Utility	6.2%		4,952,724
	100.0%	$	80,208,119



Sources of funding are categorized in three categories as shown below:

Pay-As-You-Go	34.6%	$	27,779,108
Debt	47.0%		37,663,784
Grants	18.4%		14,765,227
	100.0%	$	80,208,119



SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2011-2012

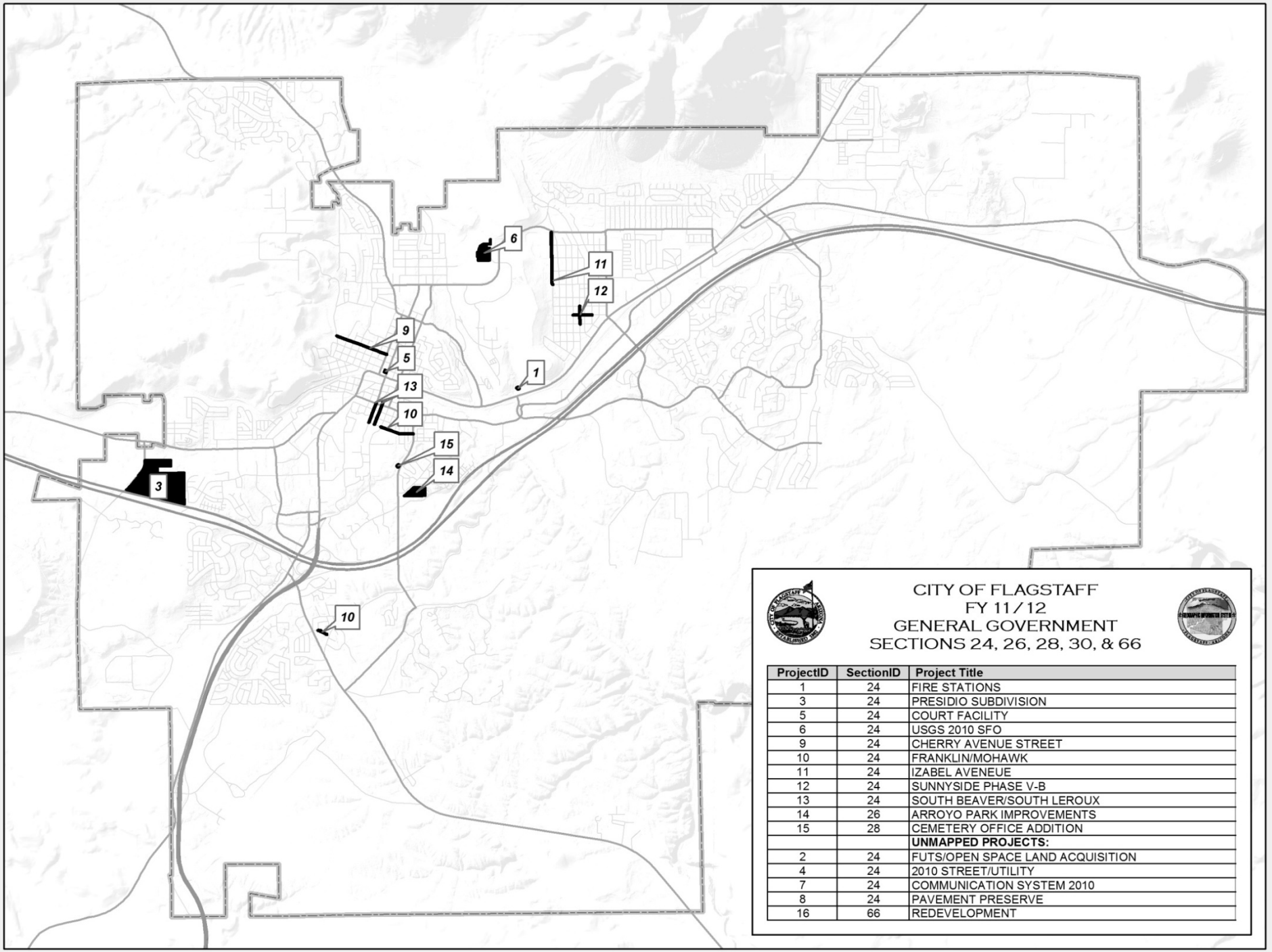
GENERAL GOVERNMENT

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2011	BUDGET FY 2012
1	24	FIRE STATIONS	$ -	209,261
2	24	FUTS/OPEN SPACE LAND ACQUISITION	1,300,000	1,300,000
3	24	PRESIDIO SUBDIVISION	3,500,000	3,500,000
4	24	2010 STREET/UTILITY	-	500,000
5	24	COURT FACILITY	-	10,000,000
6	24	USGS 2010 SFO	-	5,420,640
7	24	COMMUNICATION SYSTEM 2010	4,720,000	4,720,000
8	24	PAVEMENT PRESERVE	-	1,500,000
9	24	CHERRY AVENUE STREET	-	1,150,000
10	24	FRANKLIN/MOHAWK	-	2,084,308
11	24	IZABEL AVENEUE	-	500,000
12	24	SUNNYSIDE PHASE V-B	-	474,750
13	24	SOUTH BEAVER/SOUTH LEROUX	-	605,825
14	26	ARROYO PARK IMPROVEMENTS	73,800	73,800
15	28	CEMETERY OFFICE ADDITION	128,000	128,000
16	66	REDEVELOPMENT	645,000	645,000
		TOTAL GENERAL GOVERNMENT	$ 10,366,800	32,811,584

SOURCES OF FUNDING

	DIV	PROJECT	BONDS	OTHER	TOTAL
1	24	FIRE STATIONS	$ 209,261	-	209,261
2	24	FUTS/OPEN SPACE LAND ACQUISITION	1,300,000	-	1,300,000
3	24	PRESIDIO SUBDIVISION	-	3,500,000	3,500,000
4	24	2010 STREET/UTILITY	500,000	-	500,000
5	24	COURT FACILITY	8,000,000	2,000,000	10,000,000
6	24	USGS 2010 SFO	5,420,640	-	5,420,640
7	24	COMMUNICATION SYSTEM 2010	4,720,000	-	4,720,000
8	24	PAVEMENT PRESERVE	1,500,000	-	1,500,000
9	24	CHERRY AVENUE STREET	1,150,000	-	1,150,000
10	24	FRANKLIN/MOHAWK	2,084,308	-	2,084,308
11	24	IZABEL AVENEUE	500,000	-	500,000
12	24	SUNNYSIDE PHASE V-B	474,750	-	474,750
13	24	SOUTH BEAVER/SOUTH LEROUX	605,825	-	605,825
14	26	ARROYO PARK IMPROVEMENTS	-	73,800	73,800
15	28	CEMETERY OFFICE ADDITION	-	128,000	128,000
16	66	REDEVELOPMENT	-	645,000	645,000
		TOTAL GENERAL GOVERNMENT	$ 26,464,784	6,346,800	32,811,584



CITY OF FLAGSTAFF
FY 11 / 12
GENERAL GOVERNMENT
SECTIONS 24, 26, 28, 30, & 66

ProjectID	SectionID	Project Title
1	24	FIRE STATIONS
3	24	PRESIDIO SUBDIVISION
5	24	COURT FACILITY
6	24	USGS 2010 SFO
9	24	CHERRY AVENUE STREET
10	24	FRANKLIN/MOHAWK
11	24	IZABEL AVENEUE
12	24	SUNNYSIDE PHASE V-B
13	24	SOUTH BEAVER/SOUTH LEROUX
14	26	ARROYO PARK IMPROVEMENTS
15	28	CEMETERY OFFICE ADDITION
		UNMAPPED PROJECTS:
2	24	FUTS/OPEN SPACE LAND ACQUISITION
4	24	2010 STREET/UTILITY
7	24	COMMUNICATION SYSTEM 2010
8	24	PAVEMENT PRESERVE
16	66	REDEVELOPMENT

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2011-2012

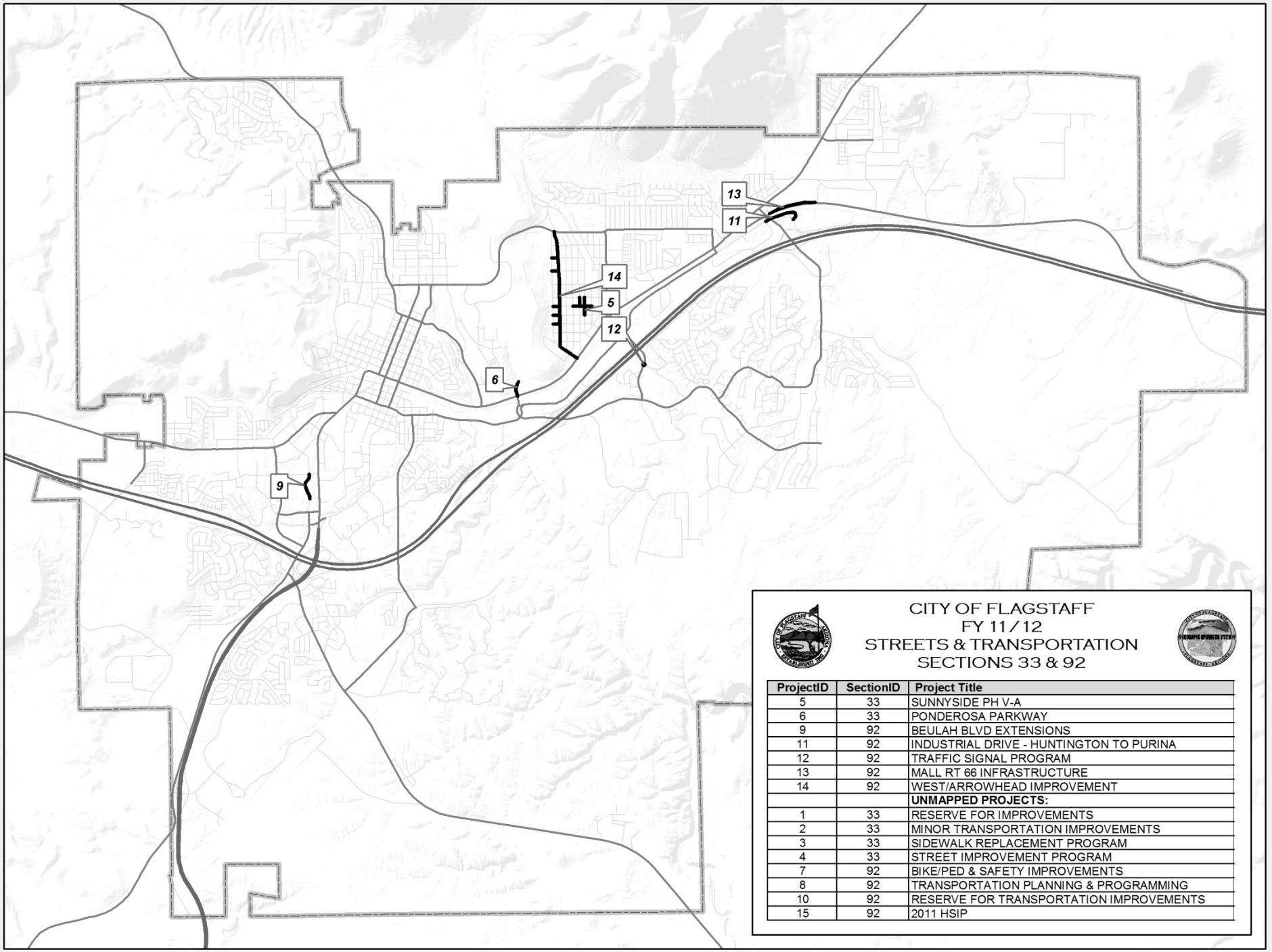
STREETS/TRANSPORTATION

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2011	BUDGET FY 2012
1	33	RESERVE FOR IMPROVEMENTS	$ -	40,000
2	33	MINOR TRANSPORTATION IMPROVEMENTS	-	50,000
3	33	SIDEWALK REPLACEMENT PROGRAM	-	15,000
4	33	STREET IMPROVEMENT PROGRAM	-	893,000
5	33	SUNNYSIDE PH V-A	-	1,000
6	33	PONDEROSA PARKWAY	-	4,719
7	92	BIKE/PED & SAFETY IMPROVEMENTS	-	337,400
8	92	TRANSPORTATION PLANNING & PROGRAMMING	-	100,000
9	92	BEULAH BLVD EXTENSIONS	-	300,000
10	92	RESERVE FOR TRANSPORTATION IMPROVEMENTS	-	125,000
11	92	INDUSTRIAL DRIVE - HUNTINGTON TO PURINA	11,225	11,225
12	92	TRAFFIC SIGNAL PROGRAM	104,416	167,647
13	92	MALL RT 66 INFRASTRUCTURE	175,000	175,000
14	92	WEST/ARROWHEAD IMPROVEMENT	1,154,500	4,060,000
15	92	2011 HSIP	-	25,000
		TOTAL STREETS AND TRANSPORTATION	$ 1,445,141	6,304,991

SOURCES OF FUNDING

	DIV	PROJECT	HURF	TRANS-PORTATION	GRANTS	OTHER	TOTAL
1	33	RESERVE FOR IMPROVEMENTS	$ 40,000	-	-	-	40,000
2	33	MINOR TRANSPORTATION IMPROVEMENTS	50,000	-	-	-	50,000
3	33	SIDEWALK REPLACEMENT PROGRAM	15,000	-	-	-	15,000
4	33	STREET IMPROVEMENT PROGRAM	893,000	-	-	-	893,000
5	33	SUNNYSIDE PH V-A	1,000	-	-	-	1,000
6	33	PONDEROSA PARKWAY	-	-	-	4,719	4,719
7	92	BIKE/PED & SAFETY IMPROVEMENTS	-	337,400	-	-	337,400
8	92	TRANSPORTATION PLANNING & PROGRAMMING	-	100,000	-	-	100,000
9	92	BEULAH BLVD EXTENSIONS	-	-	300,000	-	300,000
10	92	RESERVE FOR TRANSPORTATION IMPROVEMENTS	-	125,000	-	-	125,000
11	92	INDUSTRIAL DRIVE - HUNTINGTON TO PURINA	-	11,225	-	-	11,225
12	92	TRAFFIC SIGNAL PROGRAM	-	167,647	-	-	167,647
13	92	MALL RT 66 INFRASTRUCTURE	-	175,000	-	-	175,000
14	92	WEST/ARROWHEAD IMPROVEMENT	-	4,060,000	-	-	4,060,000
15	92	2011 HSIP	-	-	25,000	-	25,000
		TOTAL STREETS AND TRANSPORTATION	$ 999,000	4,976,272	325,000	4,719	6,304,991



CITY OF FLAGSTAFF
FY 11/12
STREETS & TRANSPORTATION
SECTIONS 33 & 92

ProjectID	SectionID	Project Title
5	33	SUNNYSIDE PH V-A
6	33	PONDEROSA PARKWAY
9	92	BEULAH BLVD EXTENSIONS
11	92	INDUSTRIAL DRIVE - HUNTINGTON TO PURINA
12	92	TRAFFIC SIGNAL PROGRAM
13	92	MALL RT 66 INFRASTRUCTURE
14	92	WEST/ARROWHEAD IMPROVEMENT
		UNMAPPED PROJECTS:
1	33	RESERVE FOR IMPROVEMENTS
2	33	MINOR TRANSPORTATION IMPROVEMENTS
3	33	SIDEWALK REPLACEMENT PROGRAM
4	33	STREET IMPROVEMENT PROGRAM
7	92	BIKE/PED & SAFETY IMPROVEMENTS
8	92	TRANSPORTATION PLANNING & PROGRAMMING
10	92	RESERVE FOR TRANSPORTATION IMPROVEMENTS
15	92	2011 HSIP

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2011-2012

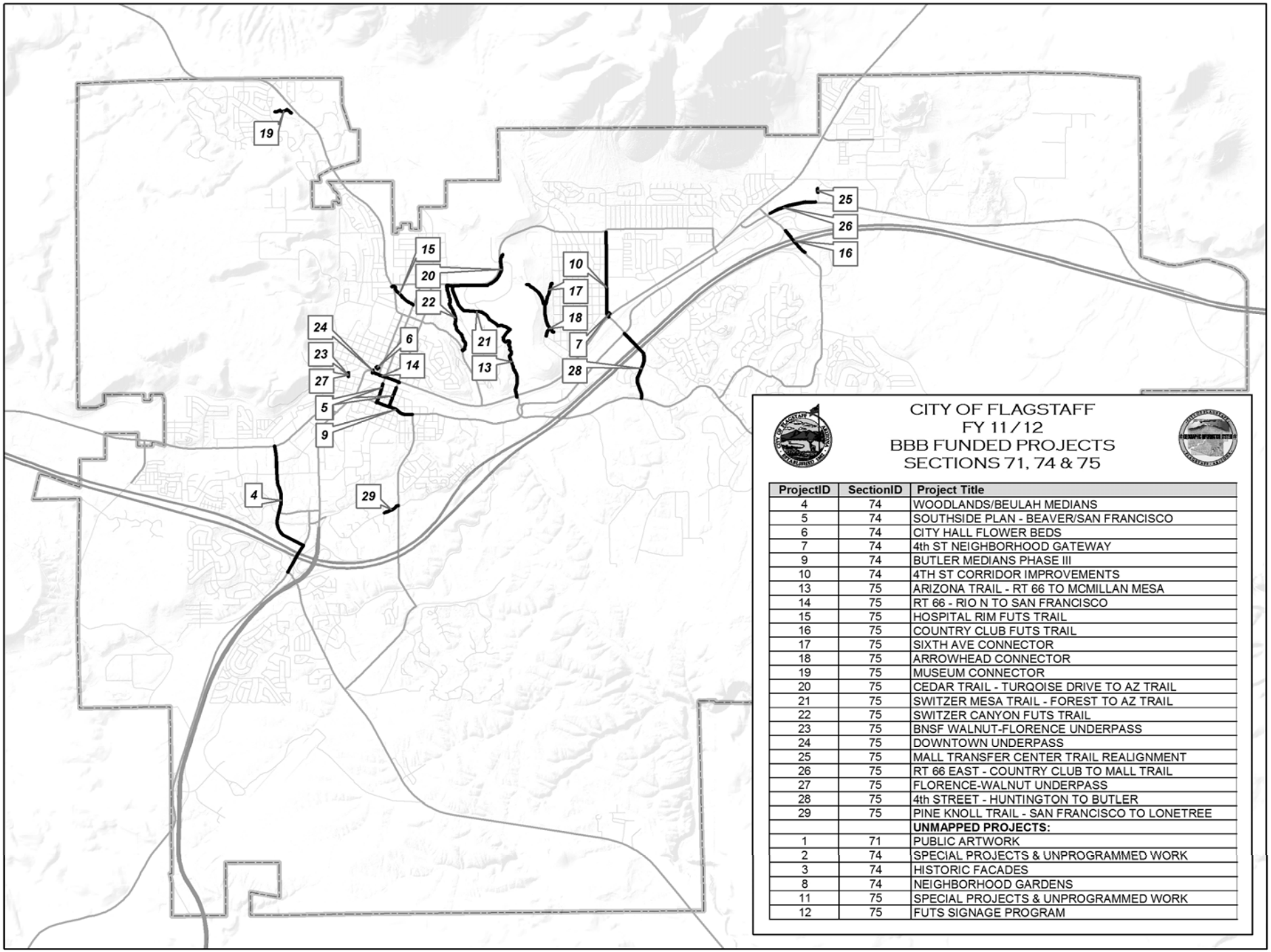
BBB

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2011	BUDGET FY 2012
1	71	PUBLIC ARTWORK	$ 278,400	282,233
2	74	SPECIAL PROJECTS & UNPROGRAMMED WORK	30,000	80,000
3	74	HISTORIC FACADES	30,000	83,529
4	74	WOODLANDS/BEULAH MEDIANS	760,530	760,530
5	74	SOUTHSIDE PLAN - BEAVER/SAN FRANCISCO	27,000	27,000
6	74	CITY HALL FLOWER BEDS	47,592	55,500
7	74	4th ST NEIGHBORHOOD GATEWAY	97,360	197,360
8	74	NEIGHBORHOOD GARDENS	12,500	12,500
9	74	BUTLER MEDIANS PHASE III	20,000	521,080
10	74	4TH ST CORRIDOR IMPROVEMENTS	200,000	500,000
11	75	SPECIAL PROJECTS & UNPROGRAMMED WORK	-	50,000
12	75	FUTS SIGNAGE PROGRAM	110,000	260,000
13	75	ARIZONA TRAIL - RT 66 TO MCMILLAN MESA	-	292,080
14	75	RT 66 - RIO N TO SAN FRANCISCO	1,000	1,000
15	75	HOSPITAL RIM FUTS TRAIL	87,750	187,000
16	75	COUNTRY CLUB FUTS TRAIL	-	25,000
17	75	SIXTH AVE CONNECTOR	-	114,000
18	75	ARROWHEAD CONNECTOR	-	229,000
19	75	MUSEUM CONNECTOR	2,650	42,650
20	75	CEDAR TRAIL - TURQOISE DRIVE TO AZ TRAIL	-	134,000
21	75	SWITZER MESA TRAIL - FOREST TO AZ TRAIL	-	85,000
22	75	SWITZER CANYON FUTS TRAIL	250,000	250,000
23	75	BNSF WALNUT-FLORENCE UNDERPASS	357,530	681,164
24	75	DOWNTOWN UNDERPASS	-	150,000
25	75	MALL TRANSFER CENTER TRAIL REALIGNMENT	75,000	80,000
26	75	RT 66 EAST - COUNTRY CLUB TO MALL TRAIL	236,000	236,000
27	75	FLORENCE-WALNUT UNDERPASS	-	522,000
28	75	4th STREET - HUNTINGTON TO BUTLER	-	159,666
29	75	PINE KNOLL TRAIL - SAN FRANCISCO TO LONETREE	-	80,000
		TOTAL BBB	$ 2,623,312	6,098,292

SOURCES OF FUNDING

	DIV	PROJECT	BBB	TRANS-PORTATION	GRANTS	OTHER	TOTAL
1	71	PUBLIC ARTWORK	$ 282,233	-	-	-	282,233
2	74	SPECIAL PROJECTS & UNPROGRAMMED WORK	80,000	-	-	-	80,000
3	74	HISTORIC FACADES	83,529	-	-	-	83,529
4	74	WOODLANDS/BEULAH MEDIANS	310,530	-	450,000	-	760,530
5	74	SOUTHSIDE PLAN - BEAVER/SAN FRANCISCO	-	-	-	27,000	27,000
6	74	CITY HALL FLOWER BEDS	55,500	-	-	-	55,500
7	74	4th ST NEIGHBORHOOD GATEWAY	197,360	-	-	-	197,360
8	74	NEIGHBORHOOD GARDENS	12,500	-	-	-	12,500
9	74	BUTLER MEDIANS PHASE III	521,080	-	-	-	521,080
10	74	4TH ST CORRIDOR IMPROVEMENTS	500,000	-	-	-	500,000
11	75	SPECIAL PROJECTS & UNPROGRAMMED WORK	-	-	-	50,000	50,000
12	75	FUTS SIGNAGE PROGRAM	-	-	227,777	32,223	260,000
13	75	ARIZONA TRAIL - RT 66 TO MCMILLAN MESA	-	292,080	-	-	292,080
14	75	RT 66 - RIO N TO SAN FRANCISCO	-	223	-	777	1,000
15	75	HOSPITAL RIM FUTS TRAIL	-	187,000	-	-	187,000
16	75	COUNTRY CLUB FUTS TRAIL	-	-	25,000	-	25,000
17	75	SIXTH AVE CONNECTOR	-	114,000	-	-	114,000
18	75	ARROWHEAD CONNECTOR	-	229,000	-	-	229,000
19	75	MUSEUM CONNECTOR	-	42,650	-	-	42,650
20	75	CEDAR TRAIL - TURQOISE DRIVE TO AZ TRAIL	-	134,000	-	-	134,000
21	75	SWITZER MESA TRAIL - FOREST TO AZ TRAIL	-	85,000	-	-	85,000
22	75	SWITZER CANYON FUTS TRAIL	-	250,000	-	-	250,000
23	75	BNSF WALNUT-FLORENCE UNDERPASS	-	681,164	-	-	681,164
24	75	DOWNTOWN UNDERPASS	-	150,000	-	-	150,000
25	75	MALL TRANSFER CENTER TRAIL REALIGNMENT	-	80,000	-	-	80,000
26	75	RT 66 EAST - COUNTRY CLUB TO MALL TRAIL	-	-	236,000	-	236,000
27	75	FLORENCE-WALNUT UNDERPASS	-	22,000	500,000	-	522,000
28	75	4th STREET - HUNTINGTON TO BUTLER	-	9,101	150,565	-	159,666
29	75	PINE KNOLL TRAIL - SAN FRANCISCO TO LONETREE	-	-	80,000	-	80,000
		TOTAL BBB	$ 2,042,732	2,276,218	1,669,342	110,000	6,098,292



CITY OF FLAGSTAFF
FY 11/12
BBB FUNDED PROJECTS
SECTIONS 71, 74 & 75

ProjectID	SectionID	Project Title
4	74	WOODLANDS/BEULAH MEDIANS
5	74	SOUTHSIDE PLAN - BEAVER/SAN FRANCISCO
6	74	CITY HALL FLOWER BEDS
7	74	4th ST NEIGHBORHOOD GATEWAY
9	74	BUTLER MEDIANS PHASE III
10	74	4TH ST CORRIDOR IMPROVEMENTS
13	75	ARIZONA TRAIL - RT 66 TO MCMILLAN MESA
14	75	RT 66 - RIO N TO SAN FRANCISCO
15	75	HOSPITAL RIM FUTS TRAIL
16	75	COUNTRY CLUB FUTS TRAIL
17	75	SIXTH AVE CONNECTOR
18	75	ARROWHEAD CONNECTOR
19	75	MUSEUM CONNECTOR
20	75	CEDAR TRAIL - TURQOISE DRIVE TO AZ TRAIL
21	75	SWITZER MESA TRAIL - FOREST TO AZ TRAIL
22	75	SWITZER CANYON FUTS TRAIL
23	75	BNSF WALNUT-FLORENCE UNDERPASS
24	75	DOWNTOWN UNDERPASS
25	75	MALL TRANSFER CENTER TRAIL REALIGNMENT
26	75	RT 66 EAST - COUNTRY CLUB TO MALL TRAIL
27	75	FLORENCE-WALNUT UNDERPASS
28	75	4th STREET - HUNTINGTON TO BUTLER
29	75	PINE KNOLL TRAIL - SAN FRANCISCO TO LONETREE
		UNMAPPED PROJECTS:
1	71	PUBLIC ARTWORK
2	74	SPECIAL PROJECTS & UNPROGRAMMED WORK
3	74	HISTORIC FACADES
8	74	NEIGHBORHOOD GARDENS
11	75	SPECIAL PROJECTS & UNPROGRAMMED WORK
12	75	FUTS SIGNAGE PROGRAM

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2011-2012

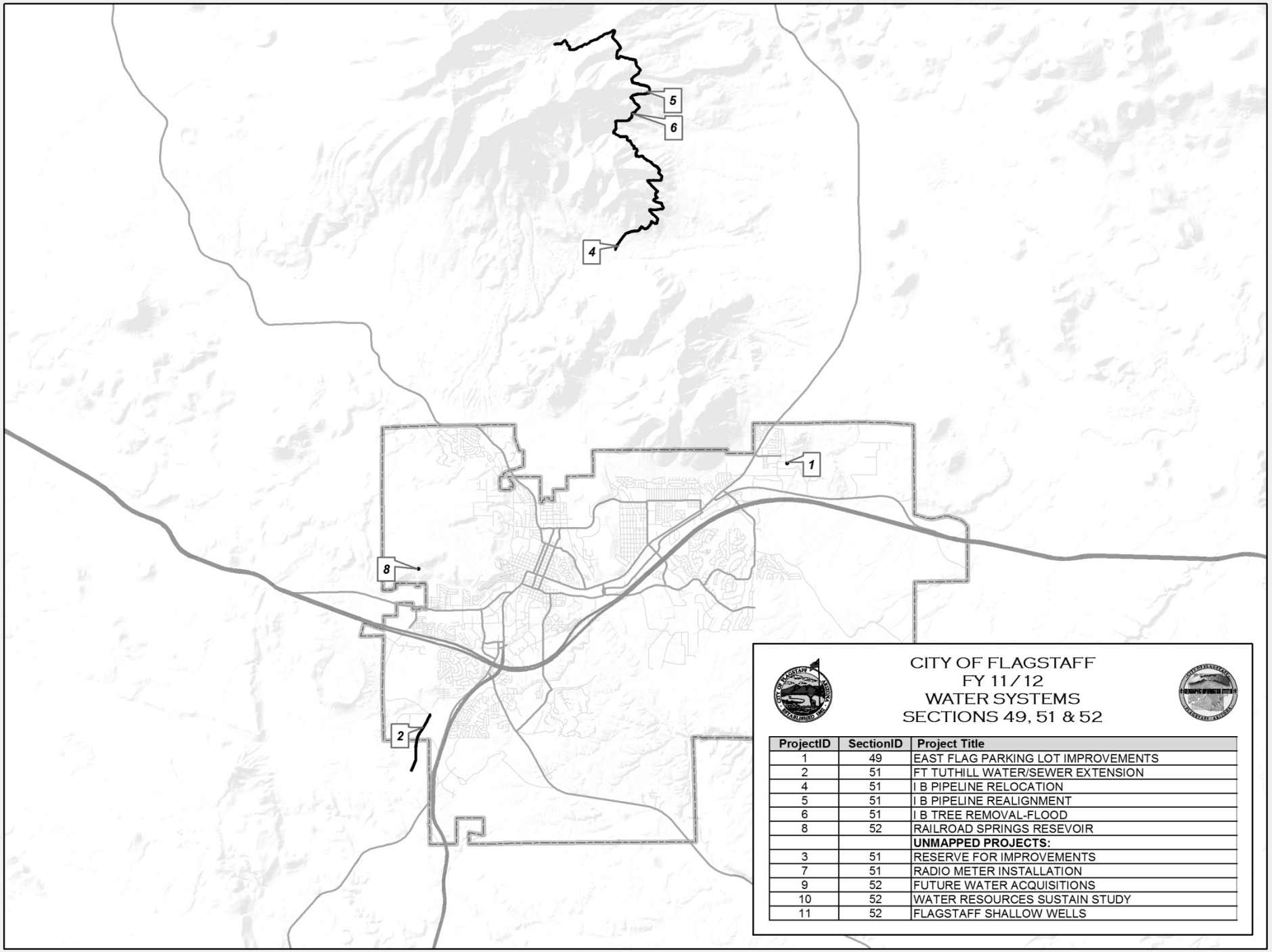
WATER

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2011	BUDGET FY 2012
1	49	EAST FLAG PARKING LOT IMPROVEMENTS	$ -	57,000
2	51	FT TUTHILL WATER/SEWER EXTENSION	175,000	195,000
3	51	RESERVE FOR IMPROVEMENTS	-	125,000
4	51	I B PIPELINE RELOCATION	-	760,000
5	51	I B PIPELINE REALIGNMENT	-	3,600,000
6	51	I B TREE REMOVAL-FLOOD	-	1,000,000
7	51	RADIO METER INSTALLATION	-	100,000
8	52	RAILROAD SPRINGS RESEVOIR	450,000	450,000
9	52	FUTURE WATER ACQUISITIONS	749,563	948,000
10	52	WATER RESOURCES SUSTAIN STUDY	251,000	251,000
11	52	FLAGSTAFF SHALLOW WELLS	-	1,800,000
		TOTAL WATER	$ 1,625,563	9,286,000

SOURCES OF FUNDING

	DIV	PROJECT	OPERATING	BONDS	GRANTS	TOTAL
1	49	EAST FLAG PARKING LOT IMPROVEMENTS	$ 57,000	-	-	57,000
2	51	FT TUTHILL WATER/SEWER EXTENSION	195,000	-	-	195,000
3	51	RESERVE FOR IMPROVEMENTS	125,000	-	-	125,000
4	51	I B PIPELINE RELOCATION	-	-	760,000	760,000
5	51	I B PIPELINE REALIGNMENT	3,387,500	-	212,500	3,600,000
6	51	I B TREE REMOVAL-FLOOD	625,000	-	375,000	1,000,000
7	51	RADIO METER INSTALLATION	100,000	-	-	100,000
8	52	RAILROAD SPRINGS RESEVOIR	450,000	-	-	450,000
9	52	FUTURE WATER ACQUISITIONS	-	948,000	-	948,000
10	52	WATER RESOURCES SUSTAIN STUDY	-	251,000	-	251,000
11	52	FLAGSTAFF SHALLOW WELLS	-	1,800,000	-	1,800,000
		TOTAL WATER	$ 4,939,500	2,999,000	1,347,500	9,286,000



CITY OF FLAGSTAFF
FY 11/12
WATER SYSTEMS
SECTIONS 49, 51 & 52

ProjectID	SectionID	Project Title
1	49	EAST FLAG PARKING LOT IMPROVEMENTS
2	51	FT TUTHILL WATER/SEWER EXTENSION
4	51	I B PIPELINE RELOCATION
5	51	I B PIPELINE REALIGNMENT
6	51	I B TREE REMOVAL-FLOOD
8	52	RAILROAD SPRINGS RESEVOIR
		UNMAPPED PROJECTS:
3	51	RESERVE FOR IMPROVEMENTS
7	51	RADIO METER INSTALLATION
9	52	FUTURE WATER ACQUISITIONS
10	52	WATER RESOURCES SUSTAIN STUDY
11	52	FLAGSTAFF SHALLOW WELLS

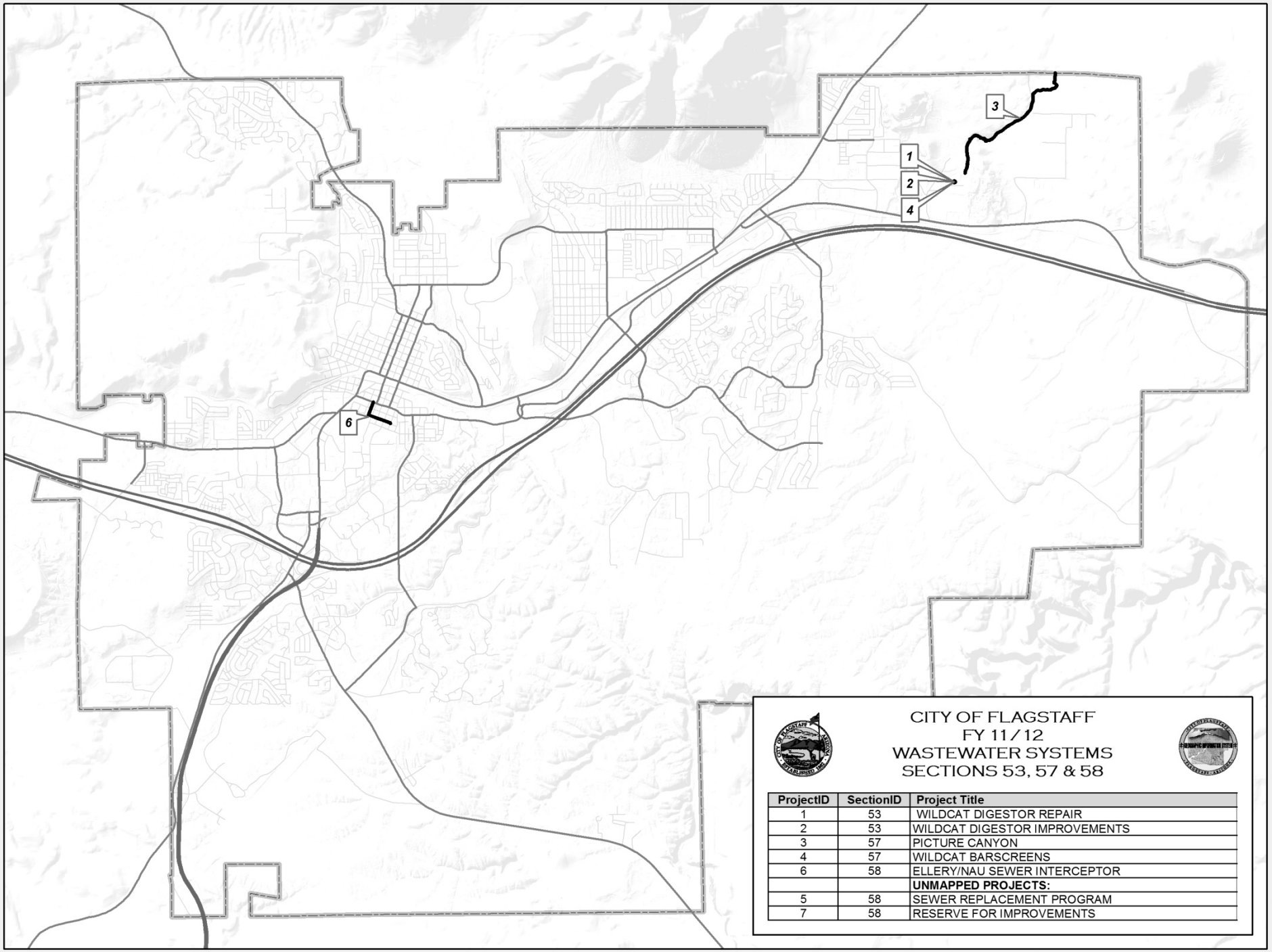
WASTEWATER

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2011	BUDGET FY 2012
1	53	WILDCAT DIGESTOR REPAIR	$ -	600,000
2	53	WILDCAT DIGESTOR IMPROVEMENTS	-	176,000
3	57	PICTURE CANYON	184,000	184,000
4	57	WILDCAT BARSCREENS	-	300,000
5	58	SEWER REPLACEMENT PROGRAM	-	100,000
6	58	ELLERY/NAU SEWER INTERCEPTOR	-	380,000
7	58	RESERVE FOR IMPROVEMENTS	-	100,000
		TOTAL WASTEWATER	$ 184,000	1,840,000

SOURCES OF FUNDING

	DIV	PROJECT	OPERATING	GRANT	TOTAL
1	53	WILDCAT DIGESTOR REPAIR	$ 600,000	-	600,000
2	53	WILDCAT DIGESTOR IMPROVEMENTS	176,000	-	176,000
3	57	PICTURE CANYON	-	184,000	184,000
4	57	WILDCAT BARSCREENS	300,000	-	300,000
5	58	SEWER REPLACEMENT PROGRAM	100,000	-	100,000
6	58	ELLERY/NAU SEWER INTERCEPTOR	380,000	-	380,000
7	58	RESERVE FOR IMPROVEMENTS	100,000		100,000
		TOTAL WASTEWATER	$ 1,656,000	184,000	1,840,000



CITY OF FLAGSTAFF
FY 11 / 12
WASTEWATER SYSTEMS
SECTIONS 53, 57 & 58

ProjectID	SectionID	Project Title
1	53	WILDCAT DIGESTOR REPAIR
2	53	WILDCAT DIGESTOR IMPROVEMENTS
3	57	PICTURE CANYON
4	57	WILDCAT BARSCREENS
6	58	ELLERY/NAU SEWER INTERCEPTOR
		UNMAPPED PROJECTS:
5	58	SEWER REPLACEMENT PROGRAM
7	58	RESERVE FOR IMPROVEMENTS

SCHEDULE OF CAPITAL IMPROVEMENTS - FISCAL YEAR 2011-2012

AIRPORT

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2011	BUDGET FY 2012
1	37	APRON RECONSTRUCTION	$ 223,710	223,710
2	37	ACCESS ROAD CAPACITY	3,159,061	3,159,061
3	37	REHAB TAXIWAY RECONSTRUCT	5,132,757	5,132,757
		TOTAL AIRPORT	$ 8,515,528	8,515,528

SOURCES OF FUNDING

	DIV	PROJECT	GRANTS	OTHER	TOTAL
1	37	APRON RECONSTRUCTION	$ 215,602	8,108	223,710
2	37	ACCESS ROAD CAPACITY	3,044,562	114,499	3,159,061
3	37	REHAB TAXIWAY RECONSTRUCT	4,946,722	186,035	5,132,757
		TOTAL AIRPORT	$ 8,206,885	308,643	8,515,528

ProjectID	SectionID	Project Title
1	37	APRON RECONSTRUCTION
2	37	ACCESS ROAD CAPACITY
3	37	REHAB TAXIWAY RECONSTRUCT

ENVIRONMENTAL SERVICES

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2011	BUDGET FY 2012
1	41	STORMWATER INFRASTRUCTURE	$ -	24,000
2	41	MAINTENANCE BUILDING	75,000	100,000
3	41	FUELING STATION	-	275,000
4	41	MUNICIPAL SERVICES MAINTENANCE FACILITY	-	10,000,000
		TOTAL ENVIRONMENTAL SERVICES	$ 75,000	10,399,000

SOURCES OF FUNDING

	DIV	PROJECT	OPERATING	BONDS	TOTAL
1	41	STORMWATER INFRASTRUCTURE	$ 24,000	-	24,000
2	41	MAINTENANCE BUILDING	100,000	-	100,000
3	41	FUELING STATION	275,000	-	275,000
4	41	MUNICIPAL SERVICES MAINTENANCE FACILITY	1,800,000	8,200,000	10,000,000
		TOTAL ENVIRONMENTAL SERVICES	$ 2,199,000	8,200,000	10,399,000

CITY OF FLAGSTAFF
FY 11/12
ENVIRONMENTAL SERVICES
SECTIONS 41

ProjectID	SectionID	Project Title
2	41	MAINTENANCE BUILDING
3	41	FUELING STATION
		UNMAPPED PROJECTS:
1	41	STORMWATER INFRASTRUCTURE
4	41	MUNICIPAL SERVICES MAINTENANCE FACILITY

STORMWATER UTILITY

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2010	BUDGET FY 2011
1	99	RIO DE FLAG PROJECT	$ 2,483,020	3,135,981
2	99	RIO PARKING REPLACEMENT	1,200,000	1,200,000
3	99	DRAINAGE SPOT IMPROVEMENT	-	2,419
4	99	SPOT IMPROVEMENT-ANNUAL	-	75,000
5	99	SPOT IMPROVEMENT-ANNUAL (3990)	-	15,000
6	99	SPOT IMPROVEMENT-SKUNK CANYON	108,371	276,380
7	99	SPOT IMPROVEMENT-SHADOW MOUNTAIN PHASE I	108,372	247,944
		TOTAL STORMWATER UTILITY	$ 3,899,763	4,952,724

SOURCES OF FUNDING

	DIV	PROJECT	OPERATING	TOTAL
1	99	RIO DE FLAG PROJECT	$ 3,135,981	3,135,981
2	99	RIO PARKING REPLACEMENT	1,200,000	1,200,000
3	99	DRAINAGE SPOT IMPROVEMENT	2,419	2,419
4	99	SPOT IMPROVEMENT-ANNUAL	75,000	75,000
5	99	SPOT IMPROVEMENT-ANNUAL (3990)	15,000	15,000
6	99	SPOT IMPROVEMENT-SKUNK CANYON	276,380	276,380
7	99	SPOT IMPROVEMENT-SHADOW MOUNTAIN PHASE I	247,944	247,944
		TOTAL STORMWATER UTILITY	$ 4,952,724	4,952,724

CITY OF FLAGSTAFF
FY 11/12
STORMWATER
SECTION 99

ProjectID	SectionID	Project Title
1	99	RIO DE FLAG PROJECT
2	99	RIO PARKING REPLACEMENT
3	99	DRAINAGE SPOT IMPROVEMENT
4	99	SPOT IMPROVEMENT-ANNUAL
5	99	SPOT IMPROVEMENT-ANNUAL (3990)
6	99	SPOT IMPROVEMENT-SKUNK CANYON
7	99	SPOT IMPROVEMENT-SHADOW MOUNTAIN PHASE I

FY 2012 PROJECT DESCRIPTIONS

GENERAL GOVERNMENT

1. **2010 Street/Utility:** Street reconstruction, pavement preservation and utility replacements as authorized at the November 2010 special election.

2. **Cherry Avenue Street Replacement:** Sewer main replacement and roadway resurfacing from Humphreys Street to Thorpe Road.

3. **Communication System 2010:** Replacement of the Public Safety/City Operations Communication System.

4. **Court Facility:** Budget appropriation for Municipal Courts improvements, renovations or relocation contingent on availability of funding.

5. **Fire Stations:** Complete construction of new fire stations to replace existing facilities and improve response times as authorized at general election 2004.

6. **Franklin/Mohawk – 2010 Bond:** Replace existing water distribution main and reconstruct Franklin Avenue from South San Francisco Street to Lone Tree Road. Replace existing water distribution main and resurface Mohawk Drive from Walapai Drive to Lake Mary Road.

7. **FUTS/Open Space Land Acquisition:** Acquisition of core open space for FUTS trails as well as for protection of critical open space lands as authorized in May 2004.

8. **Izabel Avenue – 2010 Bond:** Complete curb, gutter, sidewalk and water distribution main and resurface from Sixth Avenue North to Coconino High School.

9. **Pavement Preserve-Bond 2010 (Beulah):** Mill and repave Beulah Boulevard from Forest Meadows Drive South to Ft. Tuthill.

10. **Presidio Subdivision:** Budget allocation to be funded by development surety for the completion of public improvements in the event of default of other settlement agreement.

11. **South Beaver/South Leroux – Bond 2010:** Sewer main replacement and resurfacing at South Beaver Street from Butler Avenue to Franklin Avenue. Water distribution main replacement, sewer replacement and street reconstruction at South Leroux Street from Benton Avenue to Franklin Avenue.

12. **Sunnyside Ph V-B – 2010 Bond:** Complete approximately five blocks of street reconstruction including curb, gutter and sidewalk at Second Avenue and at Main Street.

13. **USGS 2010 SFO:** Design of general office and lab space to replace existing USGS facilities subject to lease agreements with General Services Administration and Geological Survey.

14. **Arroyo Park Improvements:** Budget appropriation for relatively minor neighborhood park enhancements funded via private development contribution.

15. **Cemetery Office Addition:** Expansion of existing Cemetery Office to provide family meeting area, office space and employee break room with restroom facilities.

16. **Redevelopment:** 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 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 downtown.

STREETS/TRANSPORTATION

1. **Minor Transportation Improvements:** Undesignated appropriation to fund street capacity, safety or operational improvements such as turn lanes, neighborhood traffic management devices and traffic signal modifications.

2. **Ponderosa Parkway:** City participation in design and construction of arterial roadway improvements north of Route 66 opposite Enterprise Rd. To facilitate access to the new Fire Station No. 2 and development at the south end of McMillan Mesa.

3. **Reserve for Improvements:** Annual allocation for un-programmed street improvements and/or City participation in projects of other agencies (i.e.: ADOT, BNSF, NAU).

4. **Sidewalk Replacement Program:** Provides replacement of curb, gutter and sidewalk in cases where property owners contribute 50% of replacement costs.

5. **Street Improvement Program:** City-wide annual pavement maintenance consisting of crack sealing, seal coating and asphalt overlay and ADA sidewalk compliance.

6. **Sunnyside Phase V-A:** Completion of warranty period for curb, gutter and sidewalk improvements at portions of Third Avenue, Second Avenue, Main Street or First Street.

7. **2011 HSIP:** Federal funding allocated via the local Metro Planning Organization for eligible Highway Safety Improvement projects. Project funding for FY 12 includes: Traffic Sign Inventory and Management, Guardrail Safety Improvements, Pavement Marking Upgrades, Intersection studies and Beulah Blvd Bike Lanes.

8. **Beulah Blvd Extension:** Preliminary design including utility and environmental clearances for the extension of Beulah Blvd from Forest Meadows St. to University Avenue at Yale St.

9. **Bike / Pedestrian and Safety Improvements:** Annual appropriation for infrastructure enhancements which provide improved safety and accessibility for bicyclists, pedestrians and vehicular traffic.

10. **Industrial Drive-Huntington To Purina:** Design construction documents and right-of-way acquisition for paving of Industrial Drive from Huntington Drive to Ralston Purina Drive.

11. **Mall Route 66 Infrastructure:** City contribution via development agreement for E. Route 66 improvements associated with the Flagstaff Market Place expansion.

12. **Reserve for Transportation Improvements:** Annual allocation of transportation tax revenues for unidentified transportation related improvements and/or City participation in transportation related improvements with other agencies (i.e. ADOT, NAU, FMPO).

13. **Traffic Signal Program:** Transportation tax appropriation for the installation of new traffic signals or other traffic control improvements at existing intersections as warranted.

14. **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, safety, capacity and street improvements. Includes the development and updating of the 5-year Transportation Program on an annual basis.

15. **West / Arrowhead Improvement:** Design, services, and right-of-way acquisition for the construction of collector street improvements at West St. and Arrowhead Ave. as authorized by the local transportation tax approved in May 2000.

BBB - Beautification

1. **Public Art:** The City periodically purchases and installs permanent outdoor art pieces. Typically, the pieces are solicited through a Call-to Artists process and juried by the Beautification and Public Art Commission. For FY12, the pieces are Rendezvous Bronze Sculpture, Lumberyard Mural, Rt 66 Preservation Sculpture and East Flagstaff Gateway.

2. **Butler Median Phase III:** The medians between the new medians at Sawmill and the new medians at the HCCC would be raised and planted to match the surrounding new medians.

3. **City Hall Flower Beds:** Landscaping the “pork chop” on the Route 66 side of City Hall (at Santa Fe and Milton Corner).

4. **Fourth Street Corridor Improvements:** To be determined – per the Fourth Street Corridor Study – North.

5. **Fourth Street Neighborhood Gateway:** This project would create an entrance element on the northeast corner of Route 66 and Fourth Street that could include neighborhood signage, landscaping, and public art.

6. **Historic Facades:** A very successful program to assist property owners with preservation of historic properties, building, and signs. Distribution overseen by Historic Preservation Commission.

7. **Neighborhood Gardens:** The Commission has considered this as having two parts: The first part is a neighborhood micro-grant program and the second is community garden start-up funding. Both are intended to deliver small scale beautification projects.

8. **Southside Plan – Beaver / San Francisco:** Provide traffic, pedestrian and/or bicycle improvements at South Beaver and San Francisco Streets.

9. **Special Projects and Unprogrammed Work:** Covers small emergent items of work, such as minor streetscape projects, plant replacements, irrigation system repairs, art installation needs, and other miscellaneous beautification needs.

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. **Fourth Street – Huntington to Butler:** This project completes missing segments of concrete tail along the west side of Fourth Street from Route 66 to Butler Avenue. There are existing trail segments from Route 66 to Huntington and adjacent to Forest Springs townhouses.

12. **Arizona Trail - Rt 66 to McMillan Mesa:** Construction of about 3/4 mile of aggregate FUTS trail, from Route 66 to the top of McMillan Mesa. Completes the last missing segment of the Arizona Trail through Flagstaff.

13. **Arrowhead Connector:** Short connecting trail on the east slope of McMillan Mesa beginning from Izabel Street and Arrowhead Avenue, which travels north along the hillside and will intersect with the Sixth Avenue Connector trail.

14. **BNSF Walnut – Florence Underpass:** A new dedicated bicycle and pedestrian underpass of the BNSF railroad tracks, and a short section of concrete trail to connect Walnut Street on the north side of the tracks with Florence Street on the south side.

15. **Cedar Trail – Turquoise Dr to AZ Trail:** Two short additions will complete the Cedar Trail along the south side of Cedar/Forest Avenue between West Street and Turquoise Drive. At the east end, a new aggregate trail will fill-in a missing section between Gemini Drive and the existing Arizona Trail. At the west end, the existing sidewalk at the southeast corner of Forest Avenue and Turquoise Drive will be replaced with a 10-foot concrete trail.

16. **Country Club FUTS Trail:** Completes missing section of FUTS trail along the east side of Country Club Drive between Cortland Boulevard and the East Flag Traffic Interchange.

17. **Downtown Underpass:** Bicycle and pedestrian underpass trail under the BNSF tracks adjacent to the planned Rio channel in downtown Flagstaff.
18. **Florence – Walnut Underpass:** Pedestrian and bicycle underpass trail at the BNSF tracks between Walnut and Florence Streets just west of downtown.

19. **FUTS Signage Program:** Comprehensive program to install regulatory, directional, trailhead, boundary, and interpretive signs along the entire FUTS system.

20. **Hospital Rim FUTS Trail:** Aggregate-surfaced trail will provide a connection between Beaver Street and the intersection of Fort Valley Road and Forest Avenue.

21. **Mall Transfer Center Trail Realignment:** Reconstruction of a short section of the El Paso FUTS Trail to accommodate improvements to the Mall Transfer Center.

22. **Museum Connector:** Short section of trail will allow direct access from the Rio North FUTS Trail to the Museum of Northern Arizona.

23. **Pine Knoll Trail – San Francisco to Lone Tree:** This trail is planned along the north side of Pine Knoll Drive, and completes a connection between the trail on San Francisco Street and the trail on Lone Tree Road.

24. **Route 66 East-Country Club 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.

25. **Route 66 – Rio North to San Francisco:** Short section of paved FUTS trail along the south side of Route 66 through downtown.

26. **6th Avenue Connector:** Trial connection on the east slope of McMillan mesa, from the Sunnyside neighborhood to the Arizona Trail on top of McMillan mesa.

27. **Special Projects and Unprogrammed Work:** Covers small emergent items of work, such as minor trail projects and repairs, and other miscellaneous trail needs.

28. **Switzer Canyon FUTS Trail:** Concrete trail follows an open space corridor along the east side of Turquoise Drive between Forest Avenue and Switzer Canyon Drive. The north end of this trail was constructed as part of the Summit Center, and another segment is under construction as part of the YMCA project.

29. **Switzer Mesa Trail – Forest to AZ Trail:** A planned aggregate-surfaced trail will connect the ends of two existing trails on top of McMillan Mesa. At the west end the planned trail extends the existing Switzer Mesa Trail east from Pink Cliff Drive, and on the east side the trial will connect to the existing trail at the end of Hemlock Way.

WATER

1. **East Flagstaff Parking Lot Improvements:** Rehabilitate and replace existing pavement in the parking lot at east flagstaff utility shop.

2. **Flagstaff Shallow Wells:** Bond funded project to drill multiple shallow wells at Red Gap Ranch. These wells will help secure water rights and be used to future delivery of water to Flagstaff.

3. **Inner Basin Pipeline Realignment:** Replacement and relocation of 3700 ft of 18" DL pipe that is located in the Forest Service Wilderness area.

4. **Inner Basin Pipeline Reconstruction:** Inner Basin Pipeline replacement project that was caused by the Schultz Fire in fall 2010. Approximately 5.5 miles of pipeline and access road needs to be replaced.

5. **Inner Basin Tree Removal:** There are 11,000 burnt trees along pipeline road. Scope of work is to identify, select and partially remove trees that pose a danger to crews during reconstruction of the pipeline and road.

6. **Radio Read Meter Replacement:** Annual replacement of water meters to new style radio read meters.

7. **Railroad Springs Reservoir:** Participation with the developer of the Presidio Project to upsize the reservoir from 500,000 to 1,000,000 gallons.

8. **Reserve for Improvements:** Annual reserve for unanticipated line replacements, oversizing and participation with developers that may occur during the fiscal year.

9. **Ft. Tuthill Water/Sewer:** Replace the old undersized O'Neil Springs waterline on Ft. Tuthill property.

10. **Future Water Rights:** Acquisition of water rights and continued development of water ranch.

11. **Water Resources Sustain Study**: Engineering study to evaluate the city's long term sustainable water supplies.

WASTEWATER

1. **Annual Sewer Replacement Program:** Replace 5,000 ft of sewer main each year. Sewer mains will be prioritized by age, condition, material and maintenance repair costs.

2. **Ellery/NAU Sewer Interceptor:** Replacement of 1,200 ft of 30" VC sewer line along Ellery Street from Beaver Street to Agassiz.

3. **Picture Canyon:** Realign Rio de Flag channel to original configuration.

4. **Reserve for Improvements:** Annual Reserve for unanticipated line replacement, oversizing.

5. **Wildcat Bar Screens:** Replacement of two existing bar screens at the headwork's of the Wildcat Hill facility.

6. **Wildcat Digestor Building Repairs:** Emergency repair of Digestor #1 cover at Wildcat Hill WWTP. Anaerobic digestor #1 cover failed in November 2010 and immediate repair is required to process city wastewater.

7. **Wildcat Digestor Building Improvements:** Improvements to the Wildcat Hill co-generation unit digestor gas delivery system. Digestor Gas delivery system will include installation of a compressor and heat exchanger.

AIRPORT

1. **Apron Reconstruction:** Joint repairs between commercial ramp concrete slabs. Project includes replacing backer rod spacers and permanently sealing joints to prevent concrete slab "heave."

2. **Rehab Taxiway Reconstruct:** The project consists of paving of Taxiway "A" from Taxiway A-6 to Taxiway A-9, installation of new runway edge lighting, installation of new taxiway edge lighting, installation of all new guidance signs and related electrical work.

3. **Terminal Access Road Reconstruction:** Mill and overlay or otherwise reconstruct road in front of the airport terminal building.

ENVIRONMENTAL SERVICES

1. **Fueling Station Project:** Install a fueling station at the landfill to fuel landfill equipment to reduce visits to the landfill by the fleet service truck.

2. **Maintenance Building:** This project is a facility that will house the Public Works Division and will enable us to move from the current yard.

3. **Municipal Services Maintenance Facility:** Continue to pursue the addition of a new Maintenance Facility.

4. **Stormwater Infrastructure:** The landfill will be adding a storm water control system around the perimeter of the landfill to direct the flow of storm water to the detention ponds located at the landfill.

STORMWATER

1. **Spot Improvement – Annual:** Annual Maintenance of the storm drain system.

2. **Spot Improvement – Annual (3990):** Annual fund for modifications and/or additions to the storm drain system.

3. **Spot Improvement – Skunk Canyon Construction:** The neighborhood downstream of where Skunk Canyon Wash crosses Lake Mary Road currently and historically has been flooded by the runoff in Skunk Canyon Wash. Skunk Canyon crosses Lake Mary Road in a 3'x8' Box Culvert where it spreads out through the neighborhood since there is no defined downstream conveyance system. There is one house that receives flooding often and several other properties that experience yard flooding due to the stormwater spreading out between the houses.

4. **Spot Improvement – Shadow Mountain Phase I:** Runoff from North Harris Way and both Rainer Loops bypasses the ex. Street gutter and runs across Linda Vista. This water then floods residences on the south side of Linda Vista. This project will reconstruct the intersections on the north side of Linda Vista and install valley gutters to ensure the runoff does not cross to the south side of Linda Vista.

5. **Rio De Flag Project:** City participation in Army corps of engineers flood control project to mitigate potential flood damage and facilitate redevelopment in central business district.

6. **Rio Parking Replacement:** General Fund allocation for partial funding to replace parking displaced by the Rio de Flag Project.

7. **Drainage Spot Improvement:** Annual allocation of Stormwater Utility funds to mitigate localized drainage problems.

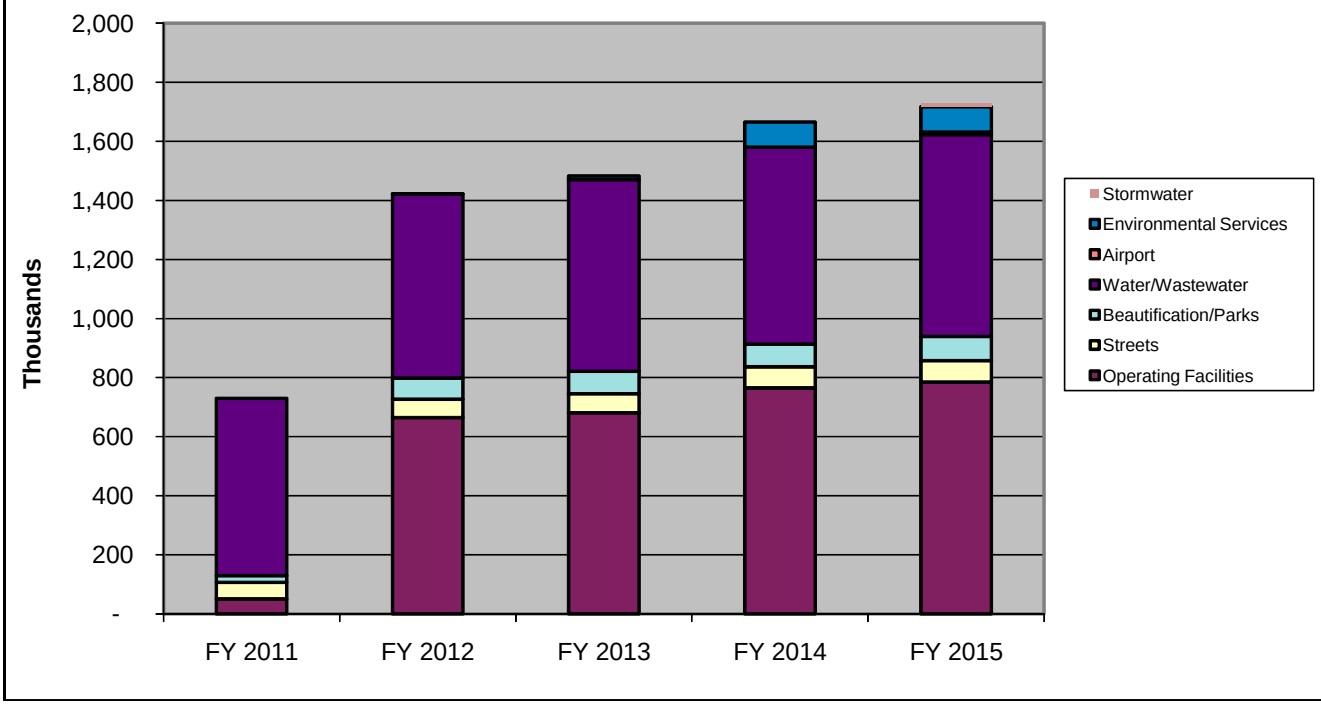
OPERATING BUDGET IMPACT

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. The City is not anticipating any significant operational cost savings due to the Capital Improvement Plan (CIP).

When analyzing the fiscal impacts of the CIP, city staff invests considerable time in evaluating the necessary operating elements of each project. Staffing levels, including position classification, are analyzed and determined. Equipment needs and the cost of operations and maintenance are also looked at and estimated. Inflationary impacts are also factored into future operating costs.

The following table and graph shows the operating impact by project type and includes compounded increases due to expected project phases. A number of projects such as the Fire Stations and Business Incubator are included in the costs below and will require funds for maintenance and operations.

PROJECT TYPE		FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Operating Facilities	$	51,000	665,300	681,900	765,600	784,700
Streets		56,100	62,200	63,800	70,800	72,600
Beautification/Parks		23,000	70,700	75,700	77,600	82,500
Water/Wastewater		600,000	623,200	649,000	666,300	683,000
Airport		-	-	-	-	7,700
Environmental Services		-	1,000	12,300	84,400	86,500
Stormwater		-	-	-	-	10,300
TOTAL	$	730,100	1,422,400	1,482,700	1,664,700	1,727,300



CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEARS 2012-2017

	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Total Plan
Beginning Balance	$ -	-	-	-	-	-	-	-	-
Resources									
Debt	13,564,025	6,269,435	37,663,784	17,848,855	10,421,500	3,506,539	11,500,000	1,800,000	89,010,113
Grants	11,288,787	1,541,066	14,765,227	5,234,490	3,890,601	1,306,065	8,061,391	-	34,798,840
Pay-as-you-go	29,612,249	9,245,699	27,779,108	10,441,748	12,508,849	12,881,785	13,206,184	11,035,900	97,099,273
Reserved	-	-	-	-	-	-	-	-	-
Total Resources	54,465,061	17,056,200	80,208,119	33,525,093	26,820,950	17,694,389	32,767,575	12,835,900	220,908,226
Expenditures									
General Government	23,463,699	6,814,633	32,811,584	17,098,855	8,421,500	3,506,539	11,500,000	1,500,000	81,653,111
Streets/Transportation	5,444,169	4,398,183	6,304,991	6,409,000	6,474,600	4,740,150	3,474,900	2,031,900	33,833,724
BBB	6,204,437	2,687,019	6,098,292	2,638,868	1,378,000	1,262,000	1,227,000	1,060,000	16,351,179
Utilities: Water	3,626,256	634,154	9,286,000	1,975,000	2,890,000	3,950,000	4,550,000	5,024,000	28,309,154
Utilities: Wastewater	644,204	145,763	1,840,000	775,000	2,285,000	2,500,000	3,210,000	2,600,000	13,355,763
Airport	9,264,792	713,309	8,515,528	3,828,370	3,051,850	1,415,700	8,485,675	-	26,010,432
Environmental Services	385,000	130,398	10,399,000	480,000	2,010,000	10,000	10,000	310,000	13,349,398
Stormwater Utility	5,432,504	1,532,741	4,952,724	320,000	310,000	310,000	310,000	310,000	8,045,465
Total Expenditures	54,465,061	17,056,200	80,208,119	33,525,093	26,820,950	17,694,389	32,767,575	12,835,900	220,908,226
Ending Balance	$ -	-	-	-	-	-	-	-	-

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2012-2017

	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Total Plan
General Government									
General Fund									
Cemetery Office Addition	$ 140,000	12,000	128,000	-	-	-	-	-	140,000
Redevelopment	645,000	-	645,000	-	-	-	-	-	645,000
Arroyo Park Improvements	87,500	10,571	73,800	-	-	-	-	-	84,371
Jay Lively Reconstruction	3,500,000	1,680,320	-	-	-	-	-	-	1,680,320
General Fund Bond Fund									
Fire Stations	2,765,530	3,370,914	209,261	15,495	-	-	-	-	3,595,670
Fire Training Tower	29,184	-	-	-	-	-	-	-	-
FUTS/Open Space Land Acquisition	1,627,275	125,000	1,300,000	-	1,500,000	-	1,500,000	1,500,000	5,925,000
USGS 2010 SFO	1,578,000	19,250	5,420,640	12,983,360	3,821,500	-	10,000,000	-	32,244,750
Incubator Expansion	2,500,000	-	-	-	-	2,500,000	-	-	2,500,000
Science Park Sewermain	500,000	-	-	-	-	-	-	-	-
2010 Potential Bond Projects	1,365,000	-	-	-	-	-	-	-	-
Communication System 2010	-	-	4,720,000	-	-	-	-	-	4,720,000
2010 Street/Utility	-	-	500,000	2,000,000	3,100,000	1,006,539	-	-	6,606,539
Pvmt Preserve-Bond 2010 (Beulah)	-	1,160,700	1,500,000	-	-	-	-	-	2,660,700
Cherry Ave St Replace	-	25,000	1,150,000	-	-	-	-	-	1,175,000
Franklin/Mohawk - 2010 Bond	-	103,070	2,084,308	-	-	-	-	-	2,187,378
Izabel Avenue - 2010 Bond	-	95,058	500,000	-	-	-	-	-	595,058
Sunnyside Ph V-B - 2010	-	61,000	474,750	-	-	-	-	-	535,750
S. Beaver/S. Leroux - Bond 2010	-	33,750	605,825	2,100,000	-	-	-	-	2,739,575
Aspen Place At Sawmill	26,210	118,000	-	-	-	-	-	-	118,000
Jay Lively - 2nd Sheet Ice	5,000,000	-	-	-	-	-	-	-	-
Presidio Subdivision	3,700,000	-	3,500,000	-	-	-	-	-	3,500,000
Court Facility	-	-	10,000,000	-	-	-	-	-	10,000,000
Total General Government	$ 23,463,699	6,814,633	32,811,584	17,098,855	8,421,500	3,506,539	11,500,000	1,500,000	81,653,111

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	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Total Plan
Streets/Transportation									
Streets									
Minor Transportation Improvements	$ 100,000	75,000	50,000	50,000	50,000	50,000	50,000	50,000	375,000
Presidio Roundabout	-	3,000	-	-	-	-	-	-	3,000
Sidewalk Replacement Program	15,000	11,211	15,000	15,000	15,000	15,000	15,000	15,000	101,211
Street Improvement Program	937,500	1,159,820	893,000	1,079,600	1,865,100	1,749,900	1,034,000	1,067,200	8,848,620
Overlay (Bonded Project)	-	150,256	-	-	-	-	-	-	150,256
Sunnyside	-	-	-	850,000	-	-	-	-	850,000
Sunnyside Phase V-A	895,484	517,541	1,000	-	-	-	-	-	518,541
Ponderosa Parkway	785,223	1,377,436	4,719	-	-	-	-	-	1,382,155
Reserve for Improvements	40,000	40,000	40,000	50,000	50,000	50,000	50,000	50,000	330,000
Transportation									
Miscellaneous Safe to School Project	100,000	61,492	-	-	-	-	-	-	61,492
Misc Bike/Pedestrian Improvements	100,000	12,000	-	-	-	-	-	-	12,000
Bike/Ped and Safety Improvement	-	-	337,400	200,000	200,000	200,000	200,000	200,000	1,337,400
Country Club Drive	-	182	-	-	-	-	-	-	182
Transportation Planning & Programing	115,000	85,500	100,000	100,000	100,000	100,000	100,000	100,000	685,500
East Flagstaff Gateway	-	60,000	-	-	-	-	-	-	60,000
Beulah Blvd Extension	468,600	468,979	300,000	700,000	2,000,000	-	-	-	3,468,979
Downtown Rail Crossing Modifications	21,318	4,982	-	-	-	-	-	-	4,982
Reserve for Transportation Improvements	125,000	50,000	125,000	151,900	159,500	167,500	175,900	184,700	1,014,500
Lake Mary Rd/Forest Highway 3	17,520	13,842	-	-	-	-	-	-	13,842
Industrial Drive/Fanning Wash	-	500	-	-	575,000	1,375,000	-	-	1,950,500
Brannen & Gabel Paving	416	416	-	-	-	-	-	-	416
West/Sixth Intersection	5,000	7,472	-	-	-	-	-	-	7,472
Industrial Drive-Fanning to Eagle Mtn Drive	-	338	-	-	-	-	-	-	338
Industrial Drive-Huntington to Purina	38,500	20,275	11,225	-	-	700,000	1,850,000	-	2,581,500
Steves Blvd Rail X-ing Study	-	25,931	-	-	-	-	-	-	25,931
Traffic Signal Program	304,608	200,192	167,647	302,500	-	332,750	-	365,000	1,368,089
West/Arrowhead Improvement	1,200,000	45,500	4,060,000	2,910,000	1,460,000	-	-	-	8,475,500
Mall Rt 66 Infrastructure	175,000	-	175,000	-	-	-	-		175,000
Lone Tree Overpass Study	-	1,318	-	-	-	-	-	-	1,318
2011 HSIP	-	5,000	25,000	-	-	-	-	-	30,000
Total Streets/Transportation	$ 5,444,169	4,398,183	6,304,991	6,409,000	6,474,600	4,740,150	3,474,900	2,031,900	33,833,724

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BBB FUNDS									
Arts and Science									
Public Art	$ 269,622	22,258	282,233	40,000	63,000	67,000	72,000	80,000	626,491
Beautification									
Streetscape									
Special Projects & Unprogrammed Work	49,740	31,466	80,000	50,000	50,000	50,000	50,000	50,000	361,466
Historic Facades	83,529	30,000	83,529	30,000	30,000	30,000	30,000	30,000	263,529
Neon Corridor/Route 66 Preservation Project	135,788	85,942	-	-	-	-	-	-	85,942
Rt 66-Country Club to Maill Trail	-	316	-	-	-	-	-	-	316
Woodlands/Beulah Medians	810,530	50,000	760,530	-	-	-	-	-	810,530
Southside Plan - Beaver San Francisco	1,485,945	1,197,126	27,000	-	-	-	-	-	1,224,126
City Hall Flower Beds	59,526	11,934	55,500	-	-	-	-	-	67,434
Rt 66 North Side Streetscape	280,000	-	-	-	-	-	-	-	-
4th Street Corridor North - Study	46,518	46,518	-	-	-	-	-	-	46,518
E. Flag TI ADOT Corridor	-	35,000	-	-	-	-	-	-	35,000
City Hall Lawn	50,000	-	-	-	-	-	-	-	-
4th Street Neighborhood Gateway	100,000	2,640	197,360	-	-	-	-	-	200,000
Neighborhood Gardens	40,000	22,500	12,500	-	-	-	-	-	35,000
Butler Medians Phase III	100,000	80,000	521,080	-	-	-	-	-	601,080
4th Street Corridor Improvements	200,000	-	500,000	300,000	300,000	300,000	300,000	300,000	2,000,000
Fourth Street Bridge Enhancement	-	-	-	250,000	-	-	-	-	250,000
Heritage Square Permanent Lighting	-	-	-	30,000	-	-	-	-	30,000
Arts Incubator Façade Contribution	-	-	-	125,000	-	-	-	-	125,000
Pulliam Exit Signage	-	-	-	-	50,000	-	-	-	50,000
Fort Valley Road Enhancements	-	-	-	-	100,000	-	-	-	100,000
Gutter Diversions-Sustainable Streets	-	-	-	-	-	100,000	200,000	-	300,000
	3,441,576	1,593,442	2,237,499	785,000	530,000	480,000	580,000	380,000	6,585,941
FUTS									
Special Projects & Unprogrammed Work	50,000	30,000	50,000	50,000	50,000	50,000	50,000	50,000	330,000
FUTS Signage Program	250,000	140,000	260,000	-	-	-	-	-	400,000
Route 66 East - Country Club to Mall Trail	526,040	150,500	236,000	-	-	-	-	-	386,500
Arizona Trail - Rt 66 to McMillan Mesa	32,674	44,741	292,080	-	-	-	-	-	336,821
Route 66 - Rio North to San Francisco	16,044	13,566	1,000	-	-	-	-	-	14,566
Hopsital Rim FUTS Trail	135,000	47,250	187,000	-	-	-	-	-	234,250
Rio North - Blue Willow to Hwy 180	-	17,933	-	-	-	-	-	-	17,933
Country Club FUTS Trail	30,000	5,000	25,000	547,395	-	-	-	-	577,395
Sixth Avenue Connector	36,000	11,000	114,000	-	-	-	-	-	125,000
Arrowhead Connector	18,000	23,000	229,000	-	-	-	-	-	252,000
Brannen Connector	-	-	-	40,000	-	-	-	-	40,000
Museum Connector	15,000	12,350	42,650	-	-	-	-	-	55,000
Cedar Trail - Turquoise Dr to AZ Trail	-	-	134,000	-	-	-	-	-	134,000
Linda Vista FUTS Connector	161,000	29,991	-	-	-	-	-	-	29,991
Switzer Mesa Trail - Forest to AZ Trail	-	-	85,000	-	-	-	-	-	85,000
Switzer Canyon FUTS Trail	380,000	55,000	250,000	-	-	-	-	-	305,000
Downtown Underpass	20,000	-	150,000	-	-	-	-	-	150,000
Mall Transfer Center Trail Realignment	75,000	-	80,000	-	-	-	-	-	80,000
Picture Canyon Mall to County	-	-	-	-	-	50,000	100,000	300,000	450,000

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BBB FUNDS									
FUTS (Cont'd)									
BNSF Walnut - Florence Underpass	452,048	94,518	681,164	-	-	-		-	775,682
Sheep Crossing-Ponderosa Tr-Soldiers Tr	-	-	-	-	65,000	260,000	-		325,000
High Ctry Tr. Wild West - Lk Mary Rd	-	-	-	-	70,000	280,000	-	-	350,000
Marshall Tr-Fort Valley-Rio North Tr	-	-	-	220,000	-	-	-	-	220,000
Lake Mary - Wild West to JW Powell	-	-	-	-	-	-	125,000	250,000	375,000
Rio North - Crescent Bridge	296,433	387,814	-	-	-	-	-	-	387,814
Lonetree - Sawmill Rd - Sinclair Wash	-	-	-	-	-	25,000	100,000	-	125,000
Little A - ATA to Herold Rn Rd	-	-	-	80,000	480,000	-	-	-	560,000
Florence-Walnut Underpass	-	8,656	522,000	-	-	-	-	-	530,656
4th Street-Huntington to Butler	-	-	159,666	531,345	-	-	-	-	691,011
Pine Knoll Trail-San Francisco to Lone Tree	-	-	80,000	315,128	-	-	-	-	395,128
SW Crossing Tr-Highland Mesa Rd-Woodlands	-	-	-	30,000	120,000	-	-	-	150,000
Switzer Cyn Tr-Switzer Cyn Dr-Terrace Ave	-	-	-	-	-	50,000	200,000	-	250,000
	2,493,239	1,071,319	3,578,560	1,813,868	785,000	715,000	575,000	600,000	9,138,747
Total BBB	$ 6,204,437	2,687,019	6,098,292	2,638,868	1,378,000	1,262,000	1,227,000	1,060,000	16,351,179

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Water/Wastewater									
Water									
Lake Mary Utility Relocate	$ 73,109	6,909	-	-	-	-	-	-	6,909
Ft Tuthill Water/Sewer Extension	200,000	25,000	195,000	-	-	-	-	-	220,000
Benton/SF Alley/Elden Waterline	17,100	-	-	-	-	-	-	-	-
Inner Basin Pipeline	76,388	-	-	-	-	-	-	-	-
Reserve for Improvements	50,000	50,000	125,000	125,000	150,000	150,000	150,000	150,000	900,000
Railroad Springs Reservior	450,000	-	450,000	-	-	-	-	-	450,000
Water Wells Production - Bond	1,472,826	60,000	-	-	-	-	-	-	60,000
Future Water Rights	1,000,000	250,437	948,000	450,000	-	-	-	-	1,648,437
Chlorine Dioxide	10,833	-	-	-	-	-	-	-	-
Water Resource Sustainability Study	276,000	-	251,000	-	-	-	-	-	251,000
I-17/I-40 Waterline Relocates	-	1,808	-	-	-	-	-	-	1,808
Inner Basin Pipeline Realignment	-	-	3,600,000	-	-	-	-	-	3,600,000
Inner Basin Pipeline Re-location	-	40,000	760,000	-	-	-	-	-	800,000
Inner Basin Tree Removal	-	-	1,000,000	-	-	-	-	-	1,000,000
Aging Water Infrustructure Replacement	-	-	-	500,000	1,000,000	2,000,000	2,000,000	2,000,000	7,500,000
Radio Read Meter Replacements	-	-	100,000	100,000	200,000	300,000	300,000	400,000	1,400,000
Rio Flood Control Project-W/L Replacement	-	-	-	500,000	350,000	500,000	500,000	-	1,850,000
San Francisco Alley Waterline	-	-	-	-	40,000	-	-	-	40,000
Sunnyside Improvements PH 5-9	-	-	-	-	300,000	300,000	500,000	500,000	1,600,000
Ft Tuthill Waterline Loop PH2	-	-	-	-	-	-	300,000	-	300,000
Beaver Street WL (Phoenix/Dupont)	-	-	-	-	-	-	-	218,000	218,000
Elm Street Waterline	-	-	-	-	-	-	-	230,000	230,000
Franklin Waterline	-	-	-	-	-	-	-	653,000	653,000
Flagstaff Shallow Wells	-	200,000	1,800,000	-	-	-	-	-	2,000,000
Raw Water Pump Station VFD Upgrade	-	-	-	150,000	-	-	-	-	150,000
Lake Mary Land Acquisition	-	-	-	-	700,000	700,000	-	-	1,400,000
Stonehouse-Well Pump & Building	-	-	-	-	-	-	800,000	-	800,000
LM Wellfield-LM#2 12" Pipeline	-	-	-	-	-	-	-	300,000	300,000
Water Optimization Study	-	-	-	-	-	-	-	100,000	100,000
LM Electrical Service Upgrade	-	-	-	-	-	-	-	300,000	300,000
LM Roof Replacement-Chlorine Storage	-	-	-	-	-	-	-	23,000	23,000
East Flag Parking Lot Improvements	-	-	57,000	-	-	-	-	-	57,000
Rate Study Analysis	-	-	-	-	150,000	-	-	-	150,000
Water System Master Plan	-	-	-	150,000	-	-	-	150,000	300,000
	3,626,256	634,154	9,286,000	1,975,000	2,890,000	3,950,000	4,550,000	5,024,000	28,309,154

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Water/Wastewater									
Wastewater									
WC Treatment Upgrade/Rec Conn	180,000	-	-	-	-	-	-	-	-
Picture Canyon	315,000	128,763	184,000	-	-	-	-	-	312,763
Westside Interceptor Improvements	15,432	-	-	-	-	-	-	-	-
Mall Reclaim Booster	80,000	14,000	-	-	-	-	-	-	14,000
Sewer Master Plan	-	-	-	100,000	-	-		100,000	200,000
Xeriscape Projects	3,772	3,000	-	-	-	-	-	-	3,000
Rio Plant-Replace UV System	-	-	-	-	-	-	-	1,000,000	1,000,000
Digestor Building Repairs	-	-	600,000	-	-	-	-	-	600,000
Digestor Building Improvements	-	-	176,000	-	-	-	-	-	176,000
Rate Study-Sewer Portion	-	-	-	-	100,000	-	-	-	100,000
Wildcat Barscreens	-	-	300,000	-	-	-	-	-	300,000
Replacement Dredge	-	-	-	-	210,000	-	-	-	210,000
Wildcat-Replacement Grit Pumps	-	-	-	-	75,000	-	-	-	75,000
Wildcat-Third Digestor	-	-	-	-	500,000	1,000,000	1,500,000	-	3,000,000
Annual Sewer Replacement Program	-	-	100,000	200,000	200,000	300,000	300,000	300,000	1,400,000
Rio Flood Control Project-Sewer Replacement	-	-	-	375,000	1,000,000	1,000,000	1,000,000	1,000,000	4,375,000
Ellery/NAU Sewer Interceptor	-	-	380,000	-	-	-	-	-	380,000
Reclaim Card Reader Replacement	-	-	-	-	100,000	-	-	-	100,000
Reclaim System Expansion	-	-	-	-	-	100,000	100,000	100,000	300,000
Juniper Point 12" Reclaim Line Connection	-	-	-	-	-	-	210,000	-	210,000
Reserve for Improvements	50,000	-	100,000	100,000	100,000	100,000	100,000	100,000	600,000
	644,204	145,763	1,840,000	775,000	2,285,000	2,500,000	3,210,000	2,600,000	13,355,763
Total Water And Wastewater	$ 4,270,460	779,917	11,126,000	2,750,000	5,175,000	6,450,000	7,760,000	7,624,000	41,664,917

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Airport									
Land Acquisition	$ -	6,000	-	-	-	-	-	-	6,000
Glycol Recovery Projects	-	-	-	-	-	638,700	-	-	638,700
Non-Revenue Parking Design	-	-	-	-	-	777,000	-	-	777,000
Non-Revenue Parking	-	-	-	-	-	-	8,070,375	-	8,070,375
Rehab Taxiway Reconstruct	5,505,521	372,764	5,132,757	-	-	-	-	-	5,505,521
Terminal Access Rd Reconstruct Pulliam Dr	3,159,061	-	3,159,061	-	-	-	-	-	3,159,061
Pavement Marking Installation	376,500	334,545	-	-	-	-	-	-	334,545
Westplex Taxilane - Design	-	-	-	554,318	-	-	-	-	554,318
Rehab Taxiway - Westplex	-	-	-	2,878,732	2,878,732	-	-	-	5,757,464
Apron Reconstruction	223,710	-	223,710	-	-	-	-	-	223,710
Reconstruct Aircraft Parking Apron	-	-	-	-	173,118	-	-	-	173,118
Future Projects	-	-	-	395,320	-	-	415,300	-	810,620
Total Airport	$ 9,264,792	713,309	8,515,528	3,828,370	3,051,850	1,415,700	8,485,675	-	26,010,432

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Environmental Services									
Maintenance Building	$ 75,000	-	100,000	100,000	-	-	-	-	200,000
Stormwater Infrastructure	10,000	10,398	24,000	10,000	10,000	10,000	10,000	10,000	84,398
Methane Gas Collection Wells	-	-	-	300,000	2,000,000	-	-	-	2,300,000
Road Extension	-	-	-	70,000	-	-	-	-	70,000
Fueling Station-Project #414501	-	-	275,000	-	-	-	-	-	275,000
MRF Retrofit for Glass Recycling	300,000	120,000	-	-	-	-	-	-	120,000
Cell Preparation Fees	-	-	-	-	-	-	-	300,000	300,000
Municipal Services Maint Facility	-	-	10,000,000	-	-	-	-	-	10,000,000
Total Environmental Services	$ 385,000	130,398	10,399,000	480,000	2,010,000	10,000	10,000	310,000	13,349,398

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Stormwater Utility									
Drainage Spot Improvement	$ 782,282	93,000	2,419	5,000	-	-	310,000	310,000	720,419
Spot Improvement-Annual	-	75,000	75,000	-	-	-	-	-	150,000
Spot Improvement-Annual (3990)	-	15,000	15,000	-	-	-	-	-	30,000
Spot Improvement-Cherry Ave	-	51,800	-	-	-	-	-	-	51,800
Spot Improvement-Skunk Canyon	-	86,348	276,380	-	-	-	-	-	362,728
Spot Improvement-East Rt 66 Culvert	-	30,000	-	-	-	-	-	-	30,000
Spot Improvement-Skunk Canyon Construction	-	101,891	-	-	-	-	-	-	101,891
Spot Improvement-Shadow Mountain Phase I	-	112,500	247,944	-	-	-	-	-	360,444
Spot Improvement-Steves Soliere	-	-	-	315,000	-	-	-	-	315,000
Spot Improvement-Shultz Creek & Construction	-	-	-	-	35,000	-	-	-	35,000
Spot Improvement-Steves Soliere	-	-	-	-	25,000	-	-	-	25,000
Spot Improvement-Spruce Linda Vista	-	-	-	-	250,000	130,000	-	-	380,000
Spot Improvement-Shultz Creek Construction	-	-	-	-	-	180,000	-	-	180,000
Rio De Flag Project	3,450,222	967,202	3,135,981	-	-	-	-	-	4,103,183
Rio Parking Replacement	1,200,000	-	1,200,000	-	-	-	-	-	1,200,000
Total Stormwater Utility	$ 5,432,504	1,532,741	4,952,724	320,000	310,000	310,000	310,000	310,000	8,045,465

FINANCING THE CAPITAL PLAN

The major sources of financing capital improvements in the upcoming fiscal year are:

Operating Funds	34.6%
Debt Financing	47.0%
Grants	18.4%

The rating agencies (Standard and Poors' Corp. and Moody Investors, Inc.) view 15% from operating funds as highly favorable. The City currently is financing 34.6% of its CIP out of operating funds. However, because of large funding requirements, debt financing still continues to be the major source of financing for capital improvements. A brief description of the major types of financing available and limitations as to use is presented below.

GENERAL OBLIGATION (G.O.) BONDS

Bonds issued as general obligations of the City are secured by the full faith and credit of the City through its power to tax. In order for bonds to be issued, voter authorization must be obtained. Debt service (payment of principal and interest) is to be paid from the proceeds of ad valorem taxes, i.e., property taxes. The Arizona Constitution and State Statutes limit the indebtedness that a jurisdiction may incur by the type of project constructed. The City can issue G.O. bonds up to 20% of the secondary assessed valuation for projects involving water, sewer, artificial lighting, parks, open space, recreational facilities, public safety, law enforcement, fire and emergency services, and street and transportation facilities. For all other general-purpose improvements, the City may issue up to 6% of its secondary assessed valuation. The City has elected to use this option. $27.8 million is outstanding on July 1, 2011, and the City has $47.5 million in available capacity at the 6% debt margin and $130.4 million in available capacity at the 20% debt margin as of July 1, 2011.

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 $1.7 million is outstanding as of July 1, 2011. The City may issue any combination of junior and senior lien bonds as long as the coverage requirements are satisfied. Approximately $19.0 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 $3.8 million outstanding at July 1, 2011. The $6.8 million remaining authorization was sold in FY 2003 through the Water Infrastructure Financing Authority (WIFA), with $4.2 million outstanding at July 1, 2011. The City is pledging the revenue of its water and wastewater system. Of the $46.6 million authorized by voters in 2004, $44.2 has been issued, with $37.0 outstanding at July 1, 2011.

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. The property owners are then levied a supplemental property tax assessment for their share of the costs of the improvements. The City issued $19.1 million of Aspen Special Improvement Debt related to Sawmill as of July 1, 2011. $18.1 million is outstanding.

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, 2011 is $2.18 million.

The Corporation finances various projects for the benefit of the City by issuing MFC bonds. Bonds may be issued without voter approval and without limitation as to interest rate or amount. The City enters into a rental lease agreement with the corporation sufficient to service the debt on the MFC bonds. The bonds are made marketable by assuring, prior to entering into any lease agreement with the MFC, the City will maintain an excise, transaction privilege, and franchise tax base at least three times the maximum annual debt service.

Most municipalities in Arizona have utilized this method of financing to construct major public projects such as municipal complexes, civic centers, and sports complexes. In September 1997, voters approved $4.7 million in MFC Bonds for the construction of a facility to be leased by USGS. The City issued these bonds in FY 2001 and $2.0 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 $16.1 million is still outstanding.

The City received voter authorization to issue $61.2 million in bonds for the construction of a business incubator and USGS office/lab building. The City issued $3.4 million in FY 2010, and $3.2 million is still outstanding.

CERTIFICATES OF PARTICIPATION

This type of financing is often used for lease purchases and is very similar to bond financing. An official statement for the certificates is prepared, which very closely resembles bond-offering statements. Proceeds from the certificates are remitted through a trust and per the lease agreement to the lessor. Lease payments are made to the trustee who then remits the appropriate funds to the certificate holders. Additionally, the trust holds an assignment agreement with the lessor to protect the investors. Certificates of Participation are often brokered through private placements to hold down issuance costs. The City will be issuing Certificates of Participation to fund the local economic stimulus package which includes the Street Overlay Program. The City issued $4.9 million in FY 2010 and $4.5 million is still outstanding.

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 34.6% of capital improvements on a pay as you go basis. Capital improvements that are considered ongoing improvements and maintenance required expenditures are built into the rate structure of the two enterprise funds (Utilities and Environmental Services). Additionally, the City has sinking reserve funds for landfill closure.

UNFUNDED PROJECTS

Projects that do not have a funding source are classified as unfunded City capital projects. These projects are evaluated annually as changes in funding occur and estimates are revised as well as changes in priorities for the City. The following schedule is a list of the current unfunded projects through FY 2021.

CITY OF FLAGSTAFF
UN-FUNDED CAPITAL IMPROVEMENTS
FY 2012- 2022

The following is a list of projects that currently do not have a funding source and are therefore unfunded City capital projects at this time. This list is updated annually as changes in funding occur as well as changes in priorities for the City.

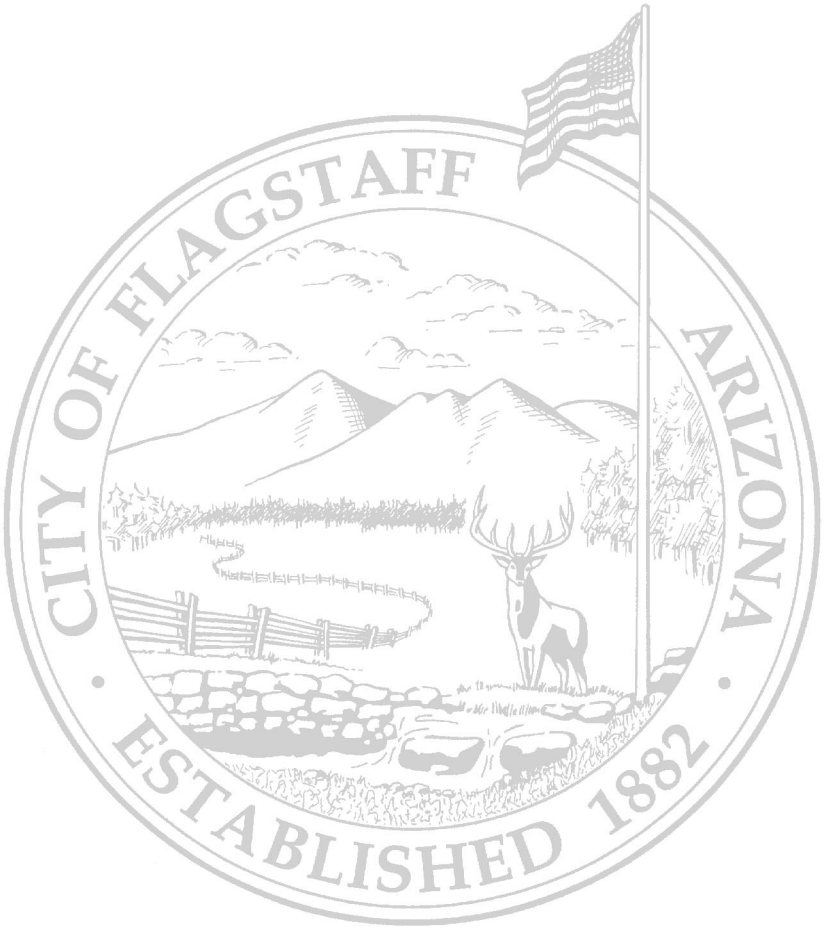
	Estimated Cost
GENERAL GOVERNMENT	
Police Department	
Police Admin. Facility Expansion	$ 2,650,000
Joint City/County Evidence Storage	2,500,000
Fire Department	
Apparatus Replacement Program	5,517,000
Training Center, Sta. 4 and 6 Improvements	1,250,000
Municipal Facilities	
Municipal Courts Facility	23,000,000
Municipal Services Maintenance Facility	54,000,000
Downtown Parking Garage	25,000,000
City Hall Annex	3,750,000
Records Storage Facility	250,000
ECONOMIC VITALITY	
Community Design/Streetscape	
N. Fourth St. Corridor Improvements	12,500,000
Arts Incubator Facility	TBD
Tourism/Visitor Services	
Visitor Center Platform Reconstruction	330,000
COMMUNITY ENRICHMENT	
Recreation	
Aquaplex Expansion - 25 meter	10,000,000
Competetive Pool - 50 meter	20,000,000
Cogdill Recreation Center Structural Renovations	1,000,000
Enclosed Tennis Courts/Flag Rec Center	1,000,000
Flagstaff Soccer Complex - Christiansen Parcel	4,000,000
Snow Play Area	5,640,000
Jay Lively Ice Rink Expansion	5,000,000
Girls Softball Facility	TBD

CITY OF FLAGSTAFF
UN-FUNDED CAPITAL IMPROVEMENTS
FY 2012- 2022

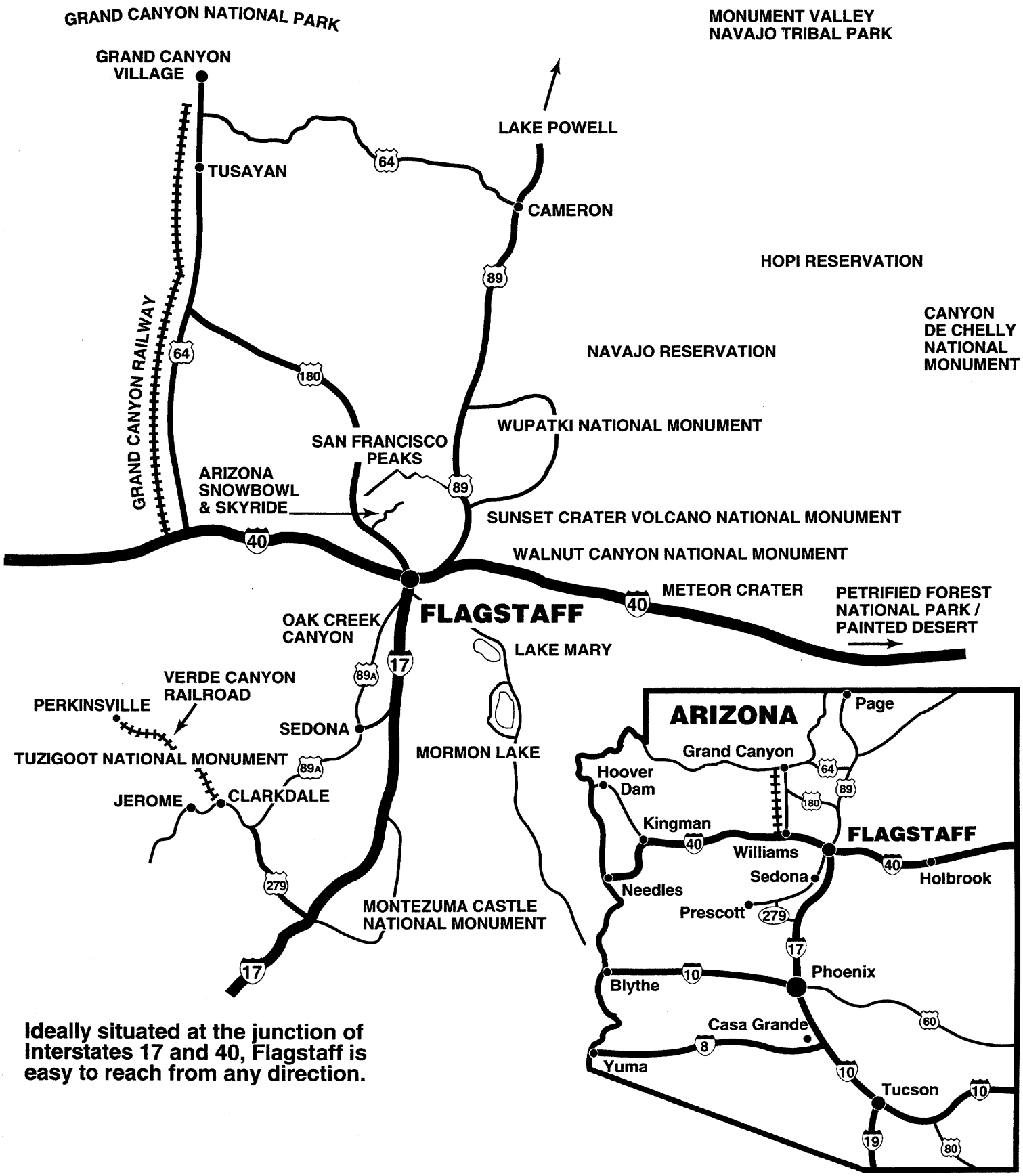
	Estimated Cost
PUBLIC WORKS	
Parks	
Arroyo Park Improvements	$ 1,316,800
Buffalo Park Improvements	1,277,700
Bushmaster Park Land/Expansion	1,915,000
Cheshire Park Improvements	5,354,500
Christensen Park Development	9,399,700
Clay Basin West Park Development	13,193,500
Continental Regional Park Phase I	29,466,800
Continental Regional Park Phase II	15,428,200
Joe Montalvo Park Improvements	997,450
Lake Mary Regional Park Development	24,202,100
McPherson Park Improvements	1,597,000
Thorpe Park Improvements Phase II	9,735,600
Wheeler Park Re-Design	1,096,500
Woodlands Village/Boulder Park Park Land Acquisition	4,428,200
Ft. Tuthill Park Land Acquisition	TBD
Cemetery	
Cemetery Entrance	680,000
Cemetery Expansion	TBD
Streets	
Sunnyside Neighborhood Improvements	7,500,000
Unfunded Street Pavement Preservation	12,125,000
Lockett Rd. Reconstruction	7,500,000
TRANSPORTATION	
Lone Tree Corridor	
Rte 66 to Butler Ave	50,000,000
Butler Ave to Pine Knoll	3,800,000
Pine Knoll to J Wesley Powell Blvd	47,900,000
Milton Rd. Corridor Improvements	13,000,000
Riordan Ranch St. Backage Rd.	2,000,000
Yale/Plaza Way/Metz Walk Backage Rd.	3,000,000
Beulah Blvd - Airport T.I. to L. Mary Rd.	14,000,000
Fourth St./I-40 Overpass & Roadway	10,000,000
J. Wesley Powell Blvd - Airport to L. Mary Rd.	8,000,000
Woody Mtn Loop - Rte 66 to I-17	28,000,000
I-17/Woody Mtn Rd Traffic Interchange	23,300,000
J. Wesley Powell Blvd - L. Mary Rd. to S. Fourth St.	25,000,000
E. Butler Ave Extension to Section 20	15,000,000
Empire Ave. Extension to E. Rte 66	10,700,000

CITY OF FLAGSTAFF
UN-FUNDED CAPITAL IMPROVEMENTS
FY 2012- 2022

	Estimated Cost
URBAN TRAILS	
Bow & Arrow Trail - Lone Tree to AZ Trail	$ 75,000
Downtown Underpass	550,000
Lone Tree Trail - Butler to Sinclair Wash	70,000
Santa Fe West Trail - Clay Ave. to Railroad Springs	200,000
Santa Fe West Trail - Walnut to Rio	1,050,000
Woodlands Trail - Rte 66 to Santa Fe West	200,000
UTILITIES	
Water	
Lake Mary Water Plant (3 projects)	1,225,000
Water Distribution (3 projects)	6,500,000
Water Production (5 projects)	2,121,000
Wastewater	
Wastewater Treatment Plant (1 projects)	250,000
Wastewater Collection (2 projects)	1,000,000
Wastewater Monitoring (1 project)	250,000
Wastewater Treatment Improvements (2 projects)	4,150,000
Wastewater Collection/Reclaim Distribution (2 projects)	1,776,500
Stormwater	
Rio de Flag Flood Control (partially funded)	17,885,000
Rio de Flag Parking Replacement (partially funded)	3,800,000
TOTAL UNFUNDED PROJECTS	**$ 619,403,550**


CITY OF FLAGSTAFF
ARIZONA
ESTABLISHED 1882

Flagstaff Arizona



Ideally situated at the junction of Interstates 17 and 40, Flagstaff is easy to reach from any direction.

Flagstaff Community Profile

Flagstaff, Arizona is located at the intersection of Interstate 17 and Interstate 40, and is the largest city in Northern Arizona. The city is also the regional center and county seat for Coconino County, the second largest county in the 48 contiguous states. The City of Flagstaff, becoming a town in 1894, incorporated as a city in 1928, and currently comprising of just over 64 square miles, is nestled at the base of the San Francisco Peaks and surrounded by one of the largest pine forests on earth. Flagstaff drew its name from a very tall pine tree made into a flagpole in 1876 to celebrate our nation's centennial. At nearly 7,000 feet, Flagstaff is also one of the highest elevation cities in the United States. The city is a year-round mecca for visitors and many Arizonans maintain second homes here.

History

In 1855 Lieutenant Beale, in surveying a road from the Rio Grande in New Mexico to Fort Tejon in California, passed over the spot where Flagstaff now stands. While camping at the Eastern extremity of the present town, the lieutenant had his men cut the limbs from a straight pine tree in order to fly the United States flag.

The town's first recognized permanent settler, Thomas F. McMillan, arrived in 1876 and built a cabin at the base of Mars Hill. During the 1880's Flagstaff began to grow, opening its first post office and welcoming the booming railroad industry. The town had timber, sheep and cattle and by 1886 Flagstaff was the biggest city on the main line between Albuquerque and the West Coast.

In 1894, Dr. Percival Lowell chose Flagstaff, due to its great visibility, as the site for the now famous Lowell Observatory. Thirty-six years later, Pluto was discovered through the observatory's telescopes. The Arizona Teacher's College began in 1899, later becoming Northern Arizona University (1966). During the 1920's, Route 66 was built right through town making Flagstaff a popular tourist stop. Flagstaff was incorporated as a city in 1928.

Today, Flagstaff is a community rich with cultural diversity, beauty and history, as well as amazing educational, recreational and scientific opportunities.

Weather

Flagstaff enjoys four distinct seasons. Moderate summer temperatures average twenty degrees less than Phoenix, and are punctuated with afternoon rain showers in July and August. The winter brings an average annual snowfall of 108.8 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 288 days without precipitation each year, so it is not surprising that our residents love the great outdoors, and the mild climate encourages year-round outdoor activities.

Climate

Month	Average Temperature		Average
	Daily Max.	Daily Min.	Precipitation
January	42.1	15.3	2.11
February	44.9	18.0	2.01
March	50.1	22.4	2.07
April	58.4	27.9	1.25
May	68.0	34.3	0.62
June	77.9	41.8	0.45
July	81.6	50.9	2.46
August	79.0	49.7	2.73
September	73.5	41.9	1.91
October	63.4	31.4	1.47
November	51.7	22.5	1.59
December	43.4	16.6	2.02
(average)	61.2	31.1	20.69

Source: Western Regional Climate Center (Jan. 1893-Sept. 2010)

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. It is the home of over 25,204 students in their 152 degree programs. In addition, NAU's year-round use of its campus facilities draws in tourists from throughout the world. Campus activities include hosting the Arizona Cardinals, Olympic and other high-caliber international and national athletes to train at the elite High Altitude Training Center, a multitude of music, educational and athletic camps, as well as a broad variety of conferences from across the nation.

Population	1990	2000	2010
Flagstaff	45,857	52,894	65,870
Coconino County	96,591	116,320	134,421
Arizona	3,665,228	5,130,632	6,392,017

Sources: Arizona Department of Commerce 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 2011
Misc. Retail	1,712
Construction Contracting	2,154
Service Related (Business Licenses)	1,649
Rentals	1,038
Home Furnishings	202
BBB	390
Auto Sales, Parts, etc.	313
Advertising, Publishing, and Printing	145
Food Stores	160
Building Materials	98
Franchise Accounts	60
Clothing Stores	93
Drug and Liquor Stores	21
General Merchandising Stores	18
Total	8,053

Source: City of Flagstaff, Tax, Licensing, and Revenue Division

Total sales generated by Flagstaff businesses reached $3.01 billion in FY 2011.

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 458 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	2010*
(Annual Average)			
Civilian Labor Force	26,111	34,589	76,599
Unemployed	1,604	1,582	6,819
Unemployment Rate	6.1%	4.5%	8.9%

*Source: Bureau of Labor Statistics, *Dec 2010*

Growth Indicators	2000	2010	2011
Business Licenses	5,440	9,762	8,053
Retail Sales	1,238,195,104	1,787,828,409	1,843,603,506
Primary Net Assessed Value	399,244,815	813,239,868	781,252,040

Sources: AZ Department of Revenue; City of Flagstaff

Education

Flagstaff Unified School District #1 has 8 elementary schools, 2 middle schools, 2 alternative schools, 3 magnet schools, and 2 high schools. In addition to the public school system, there are 12 charter 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 30 certificate programs, as well as continuing education courses and special programs for small businesses. In the fall of 2010, enrollment was 3,571 students (1,117 of which were enrolled Full-Time).

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 2011, NAU offered 95 Bachelor, 49 Master, and 9 Doctorate along with 19 Undergraduate and 19 Graduate certificates. Top enrollment for its 25,204 students (17,529 of which were enrolled at the Flagstaff campus) are Elementary Education, Biology, Hotel & Restaurant Management, Nursing, and Criminology & Criminal Justice.

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 2010. Lowell also maintains a vigorous education and outreach program, headquartered in the Steele Visitor Center on Mars Hill. Each year, about 80,000 people visit the Observatory to learn about astronomy by participating in multimedia programs, private and school programs, special events, and other educational activities. The Observatory offers daily-guided tours and evening programs.

The Museum of Northern Arizona offers permanent and changing exhibits in anthropology, biology, geology, and fine art of the Colorado Plateau. In addition, four festivals that attract national and international visitors, include the annual Zuni, Hopi, Navajo, and Hispanic Exhibitions with contemporary and traditional pottery, weaving, jewelry, and sand paintings, as well as native artist demonstrations and traditional dance.

The Coconino Center for the Arts, operated by the Flagstaff Cultural Partners, serves as the cultural center of the Flagstaff community. The 4000 square foot gallery features diverse rotating exhibitions showcasing local and regional artists, craftspeople, and Flagstaff students. Contemporary fine crafts, western art, and special science programs are also held throughout the year. The intimate 200-seat theater offers musical concerts, readings, theater performances, and other presentations.

The Pine Mountain Amphitheater at Fort Tuthill County Park features outdoor concerts and dance performances from May through September. The events feature local and regional artists, as well as nationally and internationally acclaimed artists.

Known as the "City of Seven Wonders," Flagstaff attracts millions of tourists each year due to its easy access to such scenic destinations as the Grand Canyon, Sunset Crater, Oak Creek Canyon, Meteor Crater, Walnut Canyon, Wupatki National Monument, and the San Francisco Peaks.

Community Facilities

Flagstaff offers a wide range of community and cultural facilities, including:

City Recreational Facilities:	
Basketball Courts	19
Disc Golf Course	2
Horseshoe Courts	12
Ice Rink/Activity Center	1
Off Leash Areas-Bark Parks	2
Parks-Developed	27
Parks-Undeveloped	4
Playgrounds	20
Racquetball Courts	4
Ramadas	11
Recreation Centers	3
Skate Tracks	2
Soccer Fields	4
Softball/Baseball Fields	17
Tennis Courts	17
Volleyball Courts	6

Other Facilities:	
Arboretum	1
Art Galleries	12
Bowling Alleys	1
Fairgrounds/Race Track	1
Libraries	3
Movie Screens	12
Museums	5
Outdoor Amphitheater	2
Observatories	3
Ski Resort/Nordic Center	2
Swimming Pools	2
Symphony Orchestra	1

Transportation

Flagstaff is a major crossroads for the west. Interstates 17 and 40 provide road access to major west coast markets, including San Francisco, Las Vegas, Albuquerque, El Paso, Los Angeles, San Diego, parts of Mexico, and of course, Phoenix and Tucson. US Highway 89 provides access to the states north of Arizona and Highway 180 provides access to the Grand Canyon.

Approximate Drive Times from Flagstaff:	
Grand Canyon, AZ	2 Hours
Lake Powell, AZ	3 1/2 Hours
Nogales, AZ	5 1/4 Hours
Phoenix, AZ	2 1/4 Hours
Sedona, AZ	3/4 Hour
Tucson, AZ	4 1/4 Hours
Albuquerque, NM	5 Hours
El Paso, TX	9 Hours
Las Vegas, NV	4 1/4 Hours
Los Angeles, CA	7 1/4 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 130 miles of FUTS. The City has completed approximately 50 miles to date.

Medical

Flagstaff has an extensive array of medical facilities and resources in the areas of traditional, integrative and alternative healthcare. Flagstaff Medical Center is the Northern Arizona Regional referral center for trauma, cancer, rehabilitation, cardiac care, high-risk maternal/fetal, MRI/CT scans, and more. More than 200 physicians are on active staff at the hospital, representing 50 medical specialties.

Recreation

The City is surrounded within and without by coniferous forests, which allow for an array of outdoor sports and camping and backpacking opportunities. Downhill skiers enjoy 32 runs down the San Francisco Peaks, just 14 miles from downtown Flagstaff. Groomed trails at the Flagstaff Nordic Center provide over 40 kilometers of cross-country skiing. Endless miles can be skied on the hundreds of miles of forest service roads. Flagstaff even sponsors the annual Winter Festival that includes dog sled races.

Hikers, joggers, and mountain bikers will find miles of trails, which range from gentle grades to extremely difficult terrain. The outdoor sportsman will find opportunities for hunting and fishing. The individual committed to an exercise routine, which includes running, or walking will find a 2-mile track complete with a 20-station Vita Course at Buffalo Park, a woodland area atop a mesa with spectacular views of the San Francisco Peaks.

For those who enjoy organized team sports, the City has adult and youth leagues for softball, baseball, basketball, soccer, ice hockey, and volleyball throughout the year. Additional recreation amenities include the skateboard park and disc golf course, which provide year-round recreational opportunities.

Sustainability and Environmental Focus

Flagstaff citizens realize that the quality of life enjoyed in this mountain community is intricately related to the balance of societal, environmental, and economic considerations. As a result, the City of Flagstaff has dedicated considerable resources to a variety of sustainability, environmental, and conservation efforts. The Sustainability and Environmental Management Division works to ensure that all residents of Flagstaff are provided with a clean, safe, and ecologically sound community. Programs promote sustainability and conservation strategies with an emphasis on recycling, anti-litter, waste reduction, safe disposal of hazardous products, environmental compliance, composting, sustainable community planning, climate management, energy efficiency, renewable energy and fuels, brownfield land recycling, and landfill management.

Water conservation programs include a reclaimed water treatment plant and related distribution lines to transport water to large irrigation water users, rebates and incentives, development of xeriscape demonstration gardens, and a year round water use policy that restricts the times and days outside irrigation is allowed. Rebates are offered for qualifying high efficiency toilets, efficient washing machines, hot water re-circulators, and turf removal/xeriscape projects. The City also sells rain barrels to residents. Additionally, an annual AZ Project WET Water Festival occurs in October for all Flagstaff area 4th grade school children. Making the most efficient use of the water we have means we do not have to find additional sources of water as often.

City of Flagstaff, Arizona
Principal Taxpayers
Tax Year 2010

Taxpayer	Type of Business	Total Assessed Valuation	As a Percentage of the City Total Secondary Assessed Valuation
Arizona Public Service Company	Utility	$ 14,976,488	1.73%
W L Gore & Associates Inc.	Manufacturer	14,094,332	1.63%
Qwest Corporation	Utility	5,485,687	0.63%
Nestle Purina Petcare Company	Distribution/Retail	4,973,928	0.58%
Lone Tree Investments, LLC	Residential Developer	5,202,867	0.60%
Flagstaff Mall Associated Ltd. Partnership	Shopping Center	4,234,886	0.49%
Walgreen Arizona Drug Co.	Medical	3,418,818	0.40%
Flagstaff Medical Center, Inc.	Medical	3,508,774	0.41%
Little America Refining Co.	Hotel/Tourism	2,956,466	0.34%
Ortholand, LLC	Medical	2,749,094	0.32%
Total Principal Taxpayers		$ 61,601,340	7.13%

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	Total
2001	$ 1.7127	6.6885	0.5724	1.1336	10.1072
2002	1.7127	6.6741	0.5717	1.0951	10.0536
2003	1.7127	6.7590	0.5809	1.1941	10.2467
2004	1.7127	6.3679	0.5775	1.2369	9.8950
2005	1.7127	5.7236	0.5660	1.2212	9.2235
2006	1.6627	6.0786	0.5525	1.2010	9.4948
2007	1.5929	5.9009	0.5269	0.7521	8.7728
2008	1.5519	4.7713	0.4865	0.7588	7.5685
2009	1.5169	4.8334	0.4643	0.7603	7.5749
2010	1.4913	3.8860	0.4267	0.7244	6.5284

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
2002	1.0000	0.5745	2.0000	0.8000	5.6000	9.9745
2003	1.0000	0.5745	2.0000	0.9250	5.6000	10.0995
2004	1.0000	0.6010	2.0000	0.9250	5.6000	10.1260
2005	1.0000	0.6010	2.0000	0.9250	5.6000	10.1260
2006	1.0000	0.6010	2.0000	0.9250	5.6000	10.1260
2007	1.0000	0.6010	2.0000	1.1250	5.6000	10.3260
2008	1.0000	0.6010	2.0000	1.1250	5.6000	10.3260
2009	1.0000	0.7210	2.0000	1.1250	5.6000	10.4460
2010	1.0000	0.7210	2.0000	1.1250	6.6000	11.4460
2011	1.0000	0.7210	2.0000	1.1250	6.6000	11.4460

City of Flagstaff, Arizona
Miscellaneous Statistics

Date of Incorporation
May 26, 1894

Date Charter Adopted
October 3, 1958

Date of Latest Charter Amendment
June 29, 1998

Form of Government
Council, City Manager

Area - Square Miles
June 2011 - 65.62

Infrastructure	
Miles of Streets	634.00
Miles of Alleys	13.69
Miles of Sidewalks	166.00
Miles of Waterlines	416.60
Miles of Reclaim Waterlines	24.20
Miles of Sewer	
Storm	87.17
Sanitary	271.20
Number of Street Lights	3,466
Number of Fire Hydrants	3,179
Number of Reclaim Hydrants	13
Number of Manholes	7,308

Employees as of June 30, 2011	
Merit System	558
Exempt	150
Temporary	215
Elected Officials	7
Total Payroll for the Year Ending 2011:	$ 51,147,754

Fire Protection	
Number of Stations	7
Number of Employees (FTE) FY 2011	85.00

Police Protection	
Number of Employees (FTE) FY 2011	168
Number of Employees (FTE) FY 2010	168
Number of Calls for Service per 12/31/2010	41,791
Ave. Patrol Officers for 24 hour period	26.9
Vehicular Patrol Units	29
Coconino County Jail Prisoner Capacity	596

Pulliam Airport	
Fixed Base Operators	1
Locally Based Aircraft	122
Tiedowns	11
Enclosed Hangars	61
Open Hangars	48

Elections	
Last Municipal Election May 2010	
Number of Registered Voters	27,589
Number of Votes Cast	11,970
% of Registered Voters that Voted	46.00%
Last Special Election November 2010	
Number of Registered Voters	29,068
Number of Votes Cast	17,874
% of Registered Voters that Voted	61.50%

Number of Developed Parks	24
Number of Un-developed Parks	5
Park Acreage	734.95
Flagstaff Urban Trail System-Miles	53.00
Number of Other Facilities:	
Basketball Courts	19
BMX Facility	1
Disc Golf Course	2
Horseshoe Courts	12
Ice Rink/Activity Center	1
Off Leash Areas-Bark Parks	2
Playgrounds	20
Racquetball Courts	4
Ramadas	11
Recreation Centers	4
Skate Tracks	2
Soccer Fields	4
Softball/Baseball Fields	17
Swimming Pools (School Owned)	1
Tennis Courts	17
Volleyball Courts	6

Education	
Number of Schools:	
Public Elementary	8
Public Middle School	2
Public High School	2
Alternative Schools	2
Magnet Schools	3
Charter Schools	10
Community College (Coconino)	1
University (Northern Arizona)	1
Number of Students (Fall 2010):	
Flagstaff Unified School District	10,104
Charter	1,969
Northern Arizona University	
Flagstaff Campus	17,529
All Locations	25,204
Coconino Community College	
Full-Time	1,117
Part-Time	2,454

City of Flagstaff, Arizona
Miscellaneous Statistics

Sales Tax

Retail Sales Last 10 Fiscal Years:		
2011	$	1,843,603,506
2010		1,787,828,409
2009		1,884,139,784
2008		2,043,103,670
2007		1,896,091,014
2006		1,894,126,077
2005		1,749,149,158
2004		1,593,931,781
2003		1,458,775,346
2002		1,404,232,492
Total Sales Tax Revenue for Fiscal Year 2010		
	$	13,537,779

Utility Enterprise

Total Active Accounts on June 30, 2011	
Water	22,092
Single Family Average	5,107
Gallons/Household/Month	
Plants Capacity (Million Gallons per Day):	
Lake Mary Water Treatment Plant	8
Reservoir Filtration Plant	2
Wildcat Hill Plant	6
Rio de Flag Reclaim Plant	4
Number of Facilities:	
Wells	28
Reservoirs	9
Reclaimed Reservoirs	1

Population

Census Population Count-Last Five Censuses:	
2010	65,870
2009**	65,522
2008**	64,693
2007**	64,200
2006**	62,030
2000	52,894
1995*	52,701
1990	45,854
1985*	38,247
1980	34,743

*Special Census
**Estimate

2000 Census Information:

Age Distribution of Population for Urbanized Areas Only	
1-4 Years	4,292
5-17 Years	5,937
18-64 Years	49,024
65+ Years	4,181
	63,434

Number of Housing Units		25,648
Average Persons per Housing Unit		2.61
Average Family Size		3.14
Median Household Income	$	47,289
Per Capita Income (2000)	$	23,276

2000 Census information available at the following websites:
http://www.census.gov/census2000/states/az.html
http://www.de.state.az.us/links/economic/webpage/index.html

City of Flagstaff, Arizona
Bonded Debt
Interest/Coupon Rate by Issue and Year

Fiscal Year	1992 Revenue Street and Highway		1997 G.O. Public Safety, Parks, Water	2001 G.O. Parks & Rec	2001 Certificates of Participation USGS	2003 G.O. Parks, Water
2011	5.900	%	-	4.500	4.550	3.250
2012	5.500		-	4.500	4.600	3.250
2013	-		4.500	4.650	4.625	3.250
2014	-		-	4.750	4.750	-
2015	-		-	-	4.750	-
2016	-		-	-	4.750	-

Fiscal Year	2003 Revenue 4th Street		2006 G.O. Fire, FUTS, Acquatic/Multi	2007 Special Assessment Sawmill	2009 Certificates of Participation St Ovlay/Fire Eq	2010 A Revenue Infratructure
2011	3.750	%	4.125	5.000	2.000	2.000
2012	4.000		5.000	5.000	2.500	3.000
2013	4.000		5.000	5.000	3.000	3.000
2014	4.000		5.250	5.000	3.000	3.000
2015	4.000		5.250	5.000	3.000	3.798
2016	5.000		5.250	5.000	3.000	4.057
2017	5.250		4.375	5.000	3.300	4.182
2018	5.250		4.500	5.000	3.500	4.402
2019	5.250		4.500	5.000	3.750	4.502
2020	5.250		4.125	5.000	4.000	4.602
2021	-		4.125	5.000	-	-
2022	-		4.000	5.000	-	-
2023	-		3.250	5.000	-	-
2024	-		-	5.000	-	-
2025	-		-	5.000	-	5.215
2026	-		-	5.000	-	-
2027	-		-	5.000	-	-
2028	-		-	5.000	-	-
2029	-		-	5.000	-	-
2030	-		-	5.000	-	5.480
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

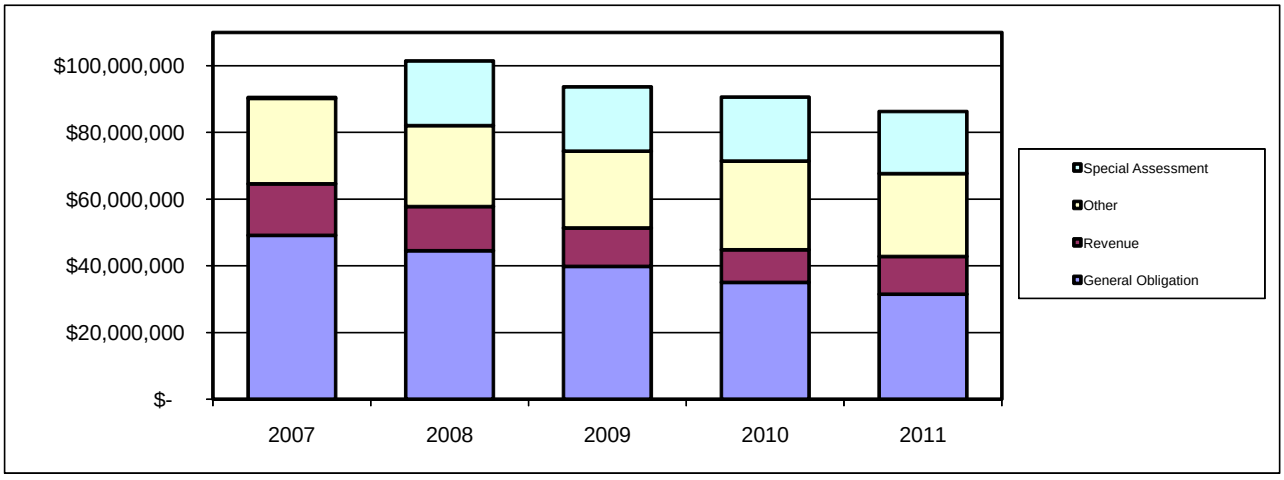
Fiscal Year	Population (1)	Secondary Assessed Value (2)	Gross Bonded Debt	Less Current Portion	Net Bonded Debt	Percent of Net Bonded Debt to Assessed Value	Net Bonded Debt Per Capita
2001	57,700	$ 408,592,733	$ 36,537,570	$ 2,805,000	$ 33,732,570	8%	$ 584.62
2002	59,160	429,030,400	36,873,231	2,888,505	33,984,726	8%	574.45
2003	61,030	444,674,678	34,012,849	3,570,000	30,442,849	7%	498.82
2004	61,270	464,257,886	30,967,902	3,920,000	27,047,902	6%	441.45
2005	61,145	501,655,440	26,784,064	3,915,000	22,869,064	5%	374.01
2006	62,030	556,680,587	49,169,726	4,629,726	44,540,000	8%	718.04
2007	64,200	624,199,899	44,540,000	4,675,000	39,865,000	6%	620.95
2008	64,693	750,538,367	39,865,000	4,760,000	35,105,000	5%	542.64
2009	65,522	878,781,823	35,105,000	3,550,000	31,555,000	4%	481.59
2010	65,870	916,341,717	31,555,000	3,710,000	27,845,000	3%	422.73

(1) Arizona Department of Economic Security projected population increases except 2010, which are official census figures.

(2) From County Assessors Office.

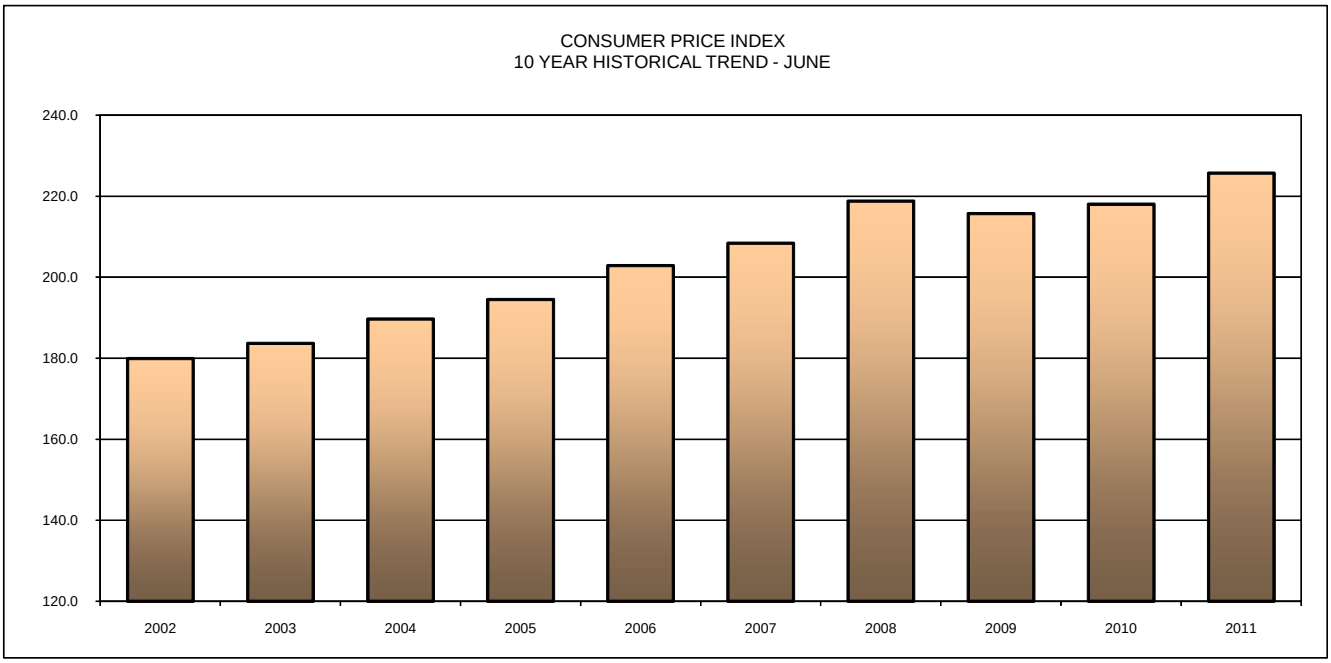
City of Flagstaff, Arizona
Total Bonds Payable
Last Five Fiscal Years

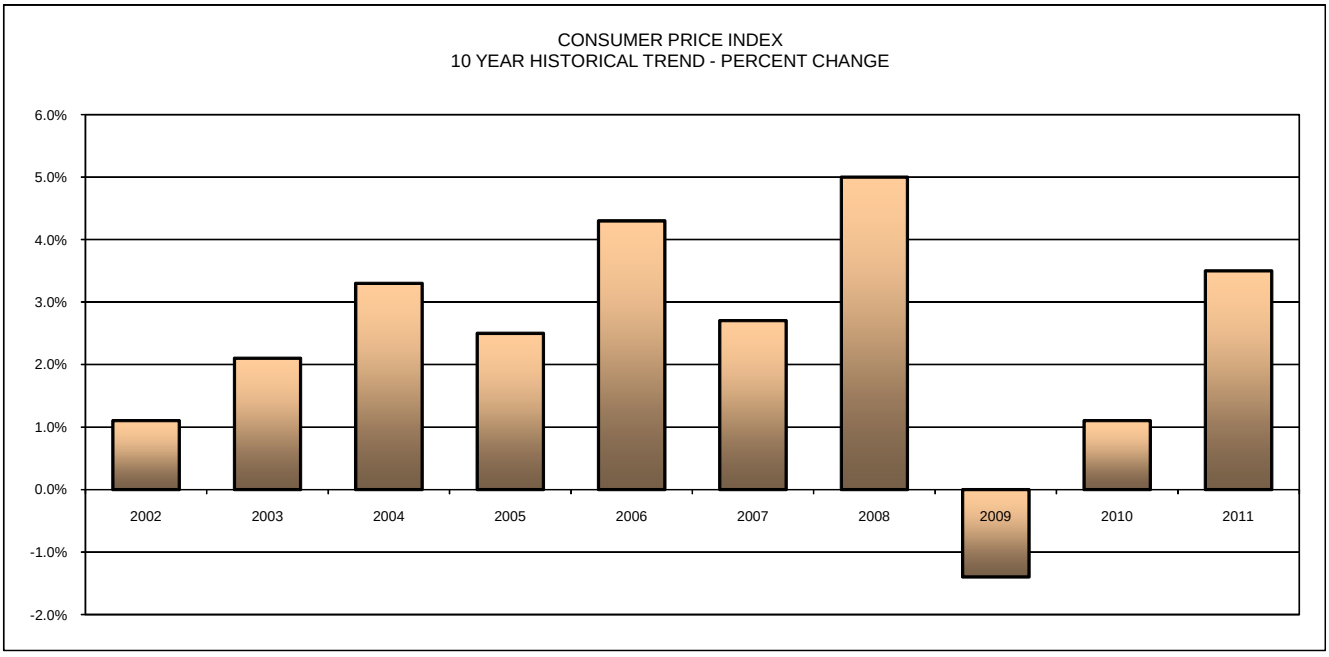
	2007	2008	2009	2010	2011
General Obligation	$ 49,169,726	44,540,000	39,865,000	35,105,000	31,555,000
Revenue	15,435,075	13,220,967	11,537,135	9,783,234	11,278,908
Other	25,610,000	24,315,000	23,000,000	26,585,000	24,850,000
Special Assessment	340,000	19,339,000	19,257,000	19,169,000	18,615,000
Total Bonds Payable	$ 90,554,801	101,414,967	93,659,135	90,642,234	86,298,908



City of Flagstaff, Arizona
United States Consumer Price Index
10-Year Historical Trend - June Versus June
Non-Seasonally Adjusted

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
June	179.9	183.7	189.7	194.5	202.9	208.4	218.8	215.7	218.0	225.7
Percent Change	1.1%	2.1%	3.3%	2.5%	4.3%	2.7%	5.0%	-1.4%	1.1%	3.5%





Source: Tax, Licensing, and Revenue Division

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2007-2008	2008-2009	2009-2010	2010-2011	Change 2011-2012	Adopted 2011-2012
CITY MANAGER						
Admin Specialist	0	0.5	0.5	0.5	-0.5	0
Assistant to City Mgr (Communications)	0	1	1	1	0	1
Assistant to City Mgr (Govt'al Relations)	0	1	0	0	0	0
Assistant to City Mgr (Real Estate)	0	1	1	0.75	0.25	1
City Clerk	0	0	0	1	0	1
City Manager	1	1	1	1	0	1
City Records Technician	0	0	0	1	0	1
Deputy City Clerk	0	0	0	0.875	0	0.875
Deputy City Clerk (Funded in FY11)	0	0	0	0.125	-0.125	0
Deputy City Manager	2	2	2	2	0	2
Executive Admin Assistant	1	1	1	1.25	0	1.25
Executive Assistant	1	1	1	1	0	1
Mgmt Assistant (Funded in FY11 & FY12)	0	0	0	1	-0.33	0.67
PIO - Management Assistant	1	0	0	0	0	0
Total	6	8.5	7.5	11.5	-0.705	10.795
CITY CLERK						
City Clerk	1	1	1	Transfer	0	0
City Records Technician	1	1	1	Transfer	0	0
Deputy City Clerk	1	1	1	Transfer	0	0
Executive Admin Assistant	1	1	1	Transfer	0	0
Total	4	4	4	0	0	0
CAPITAL IMPROVEMENTS						
Admin Spclst	0	0	1	1	0	1
Capital Improvements Engineer	2	2	2	2	-1	1
Engineering Technician IV	1	1	0	0	0	0
Intern	0.5	0.5	0	0	0	0
Project Manager	10	10	8	8	-2	6
Senior Project Manager	0	0	0	0	0	0
Total	13.5	13.5	11	11	-3	8
HUMAN RESOURCES						
Admin Assistant	1	1	1	1	0	1
Admin Specialist	1	1	1	1	0	1
Division Director (HR)	0	1	1	1	0	1
Human Resources Analyst	0.5	0.75	0.75	0.75	0	1.75
Human Resources Benefit Spec.	1	1	1	1	0	1
Human Resources Director	1	0	0	0	0	0
Human Resources Generalist	0	0	1	1	0	1
Human Resources Manager	1	1	0	0	0	0
Human Resources Recrt Spec	1	1	1	0.5	0.5	0
Total	6.5	6.75	6.75	6.25	0.5	6.75
RISK MANAGEMENT						
Assistant to City Manager (Risk Mgt)	0	1	1	1	0	1
Risk Manager	1	0	0	0	0	0
Insurance Claim Specialist	1	1	1	1	0	1
Safety/Risk Management Specialist	1	1	0	0	0	0
Total	3	3	2	2	0	2

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2007-2008	2008-2009	2009-2010	2010-2011	Change 2011-2012	Adopted 2011-2012
CUSTOMER SERVICE						
Admin Asst	2.75	2.75	2.75	4	0	4
Admin Spclst	2	2	2	1	0	1
Admin Spclst Supervisor	0	0	0	1	0	1
Customer Srvc Manager	1	1	1	0	0	0
Meter Reader	4	4	4	3.25	0	0
Meter Reader (Funded in FY11)	0	0	0	0.75	-0.75	0
Meter Reader Supervisor	1	1	1	1	0	1
Meter Technian	0	0	0	0	0	3.25
Total	10.75	10.75	10.75	11	-0.75	10.25
LAW						
Admin Asst	1	1	1.75	1.75	-0.25	1.5
Admin Asst (Funded in FY12)	0	0	0	0	0.25	0.25
Admin Spclst	2	2	2	2	0	2
Admin Spec Supervisor	1	1	0	0	0	0
Asst City Attorney	4	4	4	4	0	4
City Attorney	1	1	1	1	0	1
City Prosecutor	0	0	0	0	0	1
Deputy City Attorney	1	1	1	1	0	1
Executive Assistant/Paralegal	0	0	0	0	0	0
Intern	0.25	0.25	0	0	0	0
Legal Assistant	1	1	1	1	0	1
Senior Ass't City Attorney	5	5	4	3	0	2
Senior Ass't City Attorney (Funded in FY11)	0	0	0	1	-1	0
Total	16.25	16.25	14.75	14.75	-1	13.75
INFORMATION TECHNOLOGY						
Application Support Specialist I	1	1	1	0	0	0
Application Support Specialist II	1	1	1	0	0	0
Database Analyst III	1	1	1	0	0	0
Division Director (IT)	0	1	1	1	0	1
GIS Analyst Senior	1	1	0	0	0	0
GIS Manager	1	1	1	0	0	0
GIS Specialist	1	1	1	0	0	0
GIS System Analyst	0	0	1	0	0	0
GIS Technician	2	2	1	0	0	0
IT Adminstrator	0	0	0	1	0	1
IT Analyst	0	0	0	4	0	4
IT Director	1	0	0	0	0	0
IT Manager	0	0	0	2	0	2
IT Services Specialist	2	2	0	0	0	0
IT Services Supervisor	1	1	1	1	0	1
IT Specialist	0	0	0	1	0	1
IT Technician	0	0	0	2	0	2
Network Administator	1	1	1	0	0	0
Senior Network Administrator	1	1	1	0	0	0
System and Applications Mgr	1	1	1	0	0	0
System Administrator	1	1	1	1	0	1
Total	16	16	13	13	0	13

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2007-2008	2008-2009	2009-2010	2010-2011	Change 2011-2012	Adopted 2011-2012
MANAGEMENT SERVICES						
Admin Asst	3	3	1	Transfer	0	0
Admin Spclst	1	1	1	1	0	1
Business Analyst	0	0	0	0	1	1
Buyer	2	2	0.5	0	0	0
Division Director (Mgmt Services)	0	1	1	1	0	1
Management Services Director	1	0	0	0	0	0
Purchasing Director	1	1	1	1	0	1
Real Estate Manager	1	Transfer	0	0	0	0
Senior Procurement Specialist	3	3	3	3	0	3
Warehouse Technician	1	1	1	1	0	1
Total	13	12	8.5	7	1	8
SALES TAX						
Accounts Receivable Specialist	1	0	0	0	0	0
Accounts Specialist	0	1	1	1	0	1
Admin Assistant	2.5	1.5	1	1	0	1
Admin Specialist	0	1	1	1	0	1
Auditor I	0	0	0	1	-1	0
Auditor II	2	2	2	1	0	1
Collections Specialist	1	2	2	2	0	2
Revenue Collector	1	0	0	0	0	0
Revenue Director	0	0	0	1	0	1
Sales Tax Manager	0	0	0	1	0	1
Tax Licensing & Revenue Adm	1	1	1	0	0	0
Total	8.5	8.5	8	9	-1	8
LIBRARY - CITY/GRANTS						
Admin Specialist	1.5	1.63	1.63	1.63	0.37	2
Application Support Specialist II	0	1	1	1	0	1
Librarian	2	2	2	2	0	2
Library Assistant I	16.01	16.76	16.76	16.76	0.26	17.02
Library Assist. I (temp)	2.75	3	3	3	0	3
Library Assistant II	3	3	3	3	0	3
Library Cataloging Assistant	1	1	1	1	0	1
Library Clerk I	7.38	7.38	7.38	7.38	0	7.38
Library Clerk I (temp)	3.25	3.75	3.75	3.75	0	3.75
Library COE Aide	0.25	0.25	0.25	0.25	0	0.25
Library Director	1	1	1	1	0	1
Library Inf. Syst. Coord.	0	0	0	0	0	0
Library Inf. Tech. Coord.	2	2	2	2	0	2
Library Manager	3	3	3	3	0	3
Library Page	2	2	2	2	0	2
Library Page (temp)	1	1	1	1	0	1
Library Staff: Sunday	0	3	0	0	0	0
Library Supervisor	1	1	1	1	0	1
Network Administrator	0	1	1	1	0	1
Total	47.14	53.77	50.77	50.77	0.63	51.4

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2007-2008	2008-2009	2009-2010	2010-2011	Change 2011-2012	Adopted 2011-2012
FINANCE						
Account Clerk I	2	2	1.5	1	0	1
Account Clerk II	1	1	0	0	0	0
Accountant I	1	1	0	3	0	3
Accountant II	5	3	3	0	0	0
Accounts Payable Specialist	1	0	0	0	0	0
Accounts Specialist	0	1	1	1	0	1
Finance/Budget Manager	1	0	0	0	0	0
Finance Director	0	1	1	1	0	1
Finance Manager	0	2	2	2	0	2
Grants Specialist	0	0	0	1	0	1
Grants Manager	1	1	1	1	0	1
Intern	0.14	0.14	0	0	0	0
Payroll Assistant	1	1	1	1	0	1
Payroll Manager	0	0	1	1	0	1
Payroll Supervisor	1	1	0	0	0	0
Total	14.14	14.14	11.5	12	0	12
FMPO						
Intern	0.38	0.38	0.38	0.38	0	0.38
Administrative Specialist	0.5	0.5	0.5	0.5	0	0.5
Metro Planning Org Manager	1	1	1	1	0	1
Multi modal Planner	1	1	1	1	0	1
Total	2.88	2.88	2.88	2.88	0	2.88
COMMUNITY DEVELOPMENT ADMIN						
Admin Specialist	2	2	1.5	1	0	1
Community Development Dir.	1	0	0	0	0	0
Division Director (CD)	0	1	1	1	0	1
Total	3	3	2.5	2	0	2
PLANNING & DEVELOPMENT SERVICES						
Admin Spclst	2	2	2	1	0	1
Advanced Planning Manager	1	0	0	0	0	0
Associate Planner	1	1	0	0	0	0
Building Inspection Mgr	1	1	1	0	0	0
Building Inspector	0	0	0	5	0	5
Building Official	1	1	1	1	0	1
Building Plans Examiner	4	3	3	3	-1	2
Case Manager	5	5	0	0	0	0
Code Compliance Officer I	2	1	0	0	0	0
Code Compliance Officer II	1	1	1	0	0	0
Code Compliance Officer II (Funded in FY11)	0	0	0	1	-1	0
Code Compliance Supervisor	1	1	1	1	0	1
Comprehensive Planning Manager	0	1	1	1	0	1
Construction Manager	Transfer	0	0	0	0	0
Current Planning Mgr	0	0	1	1	0	1
Development Services Rep	2	2	0	0	0	0
Development Services Specialist	0	0	1	1	0	1
Development Services Supervisor	0	1	1	1	0	1
Engineering Technician I p-time	Transfer	0	0	0	0	0
Engineering Technician II	Transfer	0	0	0	0	0
Engineering Technician III	Transfer	0	0	0	0	0

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2007-2008	2008-2009	2009-2010	2010-2011	Change 2011-2012	Adopted 2011-2012
PLANNING & DEVELOPMENT SERVICES (cont.)						
Engineering Technician IV	Transfer	0	0	0	0	0
Inspector I	5	5	3.6	0	0	0
Inspector II	4	3	2.7	0	0	0
Inspection Supervisor	Transfer	1	0.9	1	0	1
Material Tech I (temp)	Transfer	0	0	0	0	0
Materials Tech. I	Transfer	0	0	0	0	0
Materials Tech. II	Transfer	0	0	0	0	0
Neighborhood Planner	0	0	1	1	0	1
Planning Development Mgr.	0	0	3	3	0	3
Planning Director	1	1	1	1	0	1
Planning Techician	0	0	0	0	0.5	0.5
Project Management Admin.	1	1	0	0	0	0
Zoning Code Administrator	1	1	1	1	0	1
Zoning Code Manager	0	0	1	1	0	1
Total	33	32	27.2	24	-1.5	22.5
ENGINEERING						
Admin Spclst	1	1	Transfer	0	0	0
Assistant City Engineer	1	1	1	1	0	1
City Engineer	1	1	1	1	0	1
Construction Manager	1	1	1	1	0	1
Engineering Inspector	0	6	5	5	-1	4
Engineering Technician I p-time	0.5	0.5	0	0	0	0
Engineering Technician II	1	1	0	0	0	0
Engineering Technician III	1	1	1	1	0	1
Engineering Technician IV	1	0	0	0	0	0
Engineering Tech Leadworker	0	1	1	0	0	0
Inspector I	4	0	0	0	0	0
Inspector II	2	0	0	0	0	0
Inspection Supervisor	1	1	1	1	0	1
Intern	0.5	0.5	0	0	0	0
Material Tech Aide	0.5	0.5	0	0	0	0
Materials Tech I	2	2	2	2	0	2
Materials Tech II	1	1	1	0	0	0
Project Manager	6	6	5	4	0	4
Traffic Engineer	1	1	1	1	0	1
Transportation Technician	0	0	0	0	1	1
Total	25.5	25.5	20	17	0	17

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2007-2008	2008-2009	2009-2010	2010-2011	Change 2011-2012	Adopted 2011-2012
COMMUNITY INVESTMENT						
Admin Spclst	2	1	1	0	0	0
Admin Spclst Leadworker	0	0	0	1	0	1
Brownfield Specialist	0	0	1	1	0	1
Community Code Administrator	Transfer	0	0	0	0	0
Community Code Enf Officer	Transfer	0	0	0	0	0
Community Code Officer II	Transfer	0	0	0	0	0
Community Code Enf Supervisor	Transfer	0	0	0	0	0
Community Design & Redevelopment Mgr	0	0	0	1	0	1
Community Housing & Grants Adm	1	Transfer	0	0	0	0
Community Housing Manager	1	Transfer	0	0	0	0
Community Housing/NeighPlanner	1	Transfer	0	0	0	0
Community Investment Director	1	1	1	0	0	0
Comm/Neighborhood Planner	1	1	Transfer	0	0	0
Community Planner	1	1	1	1	0	1
Comm Reinvestment/ED Mgr	1	0	0	0	0	0
Economic Analyst	0	1	Transfer	0	0	0
Housing Project Coordinator	1	Transfer	0	0	0	0
Manager of Enhanced Svcs Dist (Eff 2010-2012)	0	0	0	1	0	1
Land Trust Manager	1	Transfer	0	0	0	0
Planning & Community Design Mgr	1	1	1	0	0	0
Redevelopment Mgr. (Eff. 2010-2012)	0	0	1	0	0	0
Total	12	6	6	5	0	5
DOWNTOWN MANGEMENT						
Downtown Manager	1	1	1	1	0	1
Parking Ambassador	0	3	3	3	0	3
Park Maintenance	0	1	1	1	0	1
Total	1	5	5	5	0	5
HOUSING						
Admin Spclst	0	1	1	1	0	1
Comm. Housing & Grants Adm. (Grant Funded)	0	1	1	1	0	1
Community Housing Manager	0	1	1	1	0	1
Community Housing/NeighPlanner	0	1	1	1	0	1
Housing Project Coordinator (Grant Funded)	0	1	1	0	0	0
Permanent Afford Adm (Grant Funded)	0	1	1	1	0	1
Total	0	6	6	5	0	5

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2007-2008	2008-2009	2009-2010	2010-2011	Change 2011-2012	Adopted 2011-2012
FIRE						
Admin Asst	1	1	0	0	0	0
Admin Spclst	1	1	2	2	0	2
Asst. Fire Fuel Mgr	1	2	0	0	0	0
Asst. Wildland Fire Mgr.	0	0	2	0	0	0
Community Firewise Coordinator	1	1	0	0	0	0
Deputy Fire Chief	2	2	2	2	-1	1
Division Director (Fire Chief)	0	1	1	1	0	1
Fire Battalion Chief	4	4	4	3	0	3
Fire Captain	21	21	24	21	0	21
Fire Captain (Funded in FY11)	0	0	0	3	-3	0
Fire Chief	1	0	0	0	0	0
Fire Engineer	21	21	21	18	0	18
Fire Engineer (Funded in FY11)	0	0	0	3	-3	0
Fire Fighter	39	39	36	29	5	34
Fire Fighter (Funded in FY11)	0	0	0	4	-4	0
Fire Fighter Fuel Mgt Tech	2	2	0	0	0	0
Fire Inspector II	3	3	2	2	-1	1
Fire Marshall	0	0	0	0	1	1
Fuel Manager	1	1	0	0	0	0
Fuel Mgt. Crew Member	2.75	2.75	0	0	0	0
Fuel Mgt. Leadworker	1	0	0	0	0	0
Wildland Fire Manager	0	0	1	1	0	1
Wildland Fire Mgt Crew Mmbr (Grt Funded)	0	0	2	1	-1	0
Wildland Fire Specialist I	0	0	1	0	0	0
Wildland Fire Specialist I (Funded in FY11)	0	0	0	1	-1	0
Wildland Fire Specialist I (Grant Funded)	0	0	0	0	1	1
Wildland Fire Specialist II	0	0	1	0	0	0
Wildland Fire Leadworker (Grant Funded)	0	0	0	1	0	1
Total	101.75	101.75	99	92	-7	85

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2007-2008	2008-2009	2009-2010	2010-2011	Change 2011-2012	Adopted 2011-2012
POLICE						
Admin Asst	10	0	0	0	0	0
Admin Spclst	4	15	13	13	0	13
Animal Control Officer	2	2	1	1	0	1
Deputy Police Chief	2	2	2	2	0	2
Dispatch Admin Call Taker	1	2	2	1	1	2
Dispatch Admin Call Taker (Funded in FY11)	0	0	0	1	-1	0
Division Director (Police Chief)	0	1	1	1	0	1
Evidence Technician	3	3	2	2	0	2
Parking Control Officer	1	1	1	1	0	1
Police Chief	1	0	0	0	0	0
Police Communications Mgr	1	1	1	1	0	1
Police Corporal/Det.	18	19	19	19	0	19
Police Emerg Comm Specialist	25	25	23	23	0	23
Police Emerg Comm Speclst - ldwkr	5	0	0	0	0	0
Police Emerg Comm Speclst Sup.	0	5	5	5	0	5
Police Lieutenant	5	4	4	4	0	4
Police Officer	77	81	68	66	-1	65
Police Officer (Funded in FY12)	0	0	0	0	1	1
Police Records Leadworker	1	0	0	0	0	0
Police Records Supervisor	0	2	1	1	0	1
Police Sergeant	12	12	12	12	0	12
Police Special Serv. Sup	1	1	1	1	0	1
Police Support Serv. Mgr.	1	1	0	0	0	0
Police Support Serv. Sup.	0	0	1	1	0	1
Property Control Coord	2	2	1	1	0	1
Total	172	179	158	156	0	156
POLICE GRANTS						
Admin Spclst	1	1	1	1	0	1
Police Officer	0	0	8	10	0	10
Police Sergeant	1	1	1	1	0	1
Total	2	2	10	12	0	12
PUBLIC WORKS ADMINISTRATION						
Admin Spclst	1	1	1	0.5	0	0.5
Assistant Public Works Director	1	1	1	0	0	0
Division Director (Public Works)	0	1	1	1	0	1
Project Manager	0	1	1	1	0	1
Public Works Director	1	0	0	0	0	0
Senior Project Manager	1	0	0	0	0	0
Total	4	4	4	2.5	0	2.5
PARKS						
Maintenance Worker - Temps	8	5.46	3.2	3.2	0.26	3.46
Maintenance Worker	0	25	23	21	0	21
Maintenance Worker I	11	0	0	0	0	0
Maintenance Worker II	8	0	0	0	0	0
Maintenance Worker III	2	0	0	0	0	0
Parks Leadworkers	0	0	0	2	0	2
Public Works Manager (Parks)	0	0	0	1	0	1
Parks Supt.	1	1	1	0	0	0
Parks Supervisor	1	1	1	0	0	0
Total	31	32.46	28.2	27.2	0.26	27.46

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2007-2008	2008-2009	2009-2010	2010-2011	Change 2011-2012	Adopted 2011-2012
FLEET SERVICES						
Buyer	1	1	1	1	0	1
Fleet Manager	0	1	1	0	0	0
Fleet Mgmt. Supt.	1	1	1	0	0	0
Fleet Supervisor	1	0	0	0	0	0
Mechanic Aide	1	0	0	0	0	0
Mechanic I	2	3	3	3	0	3
Mechanic II	4	4	4	4	0	4
Mechanic III Leadworker	2	2	2	2	0	2
Parts Specialist	1	1	0	0	0	0
Public Works Manager (Fleet)	0	0	0	1	0	1
Service Writer	1	1	1	1	0	1
Welder	1	1	1	1	0	1
Total	15	15	14	13	0	13
FACILITIES MAINTENANCE						
Custodian/Attendant	1	0	0	0	0	0
Facility Maintenance Manager	1	0	0	1	0	1
Facilities Maintenance Superintendent	0	1	1	1	0	1
Facilities Maintenance Supervisor	0	0	1	0	0	0
HVACR Technician	0	1	0	0	0	0
Maintenance Worker	0	9	9	9	0	9
Maintenance Worker I	2	0	0	0	0	0
Maintenance Worker II	5	0	0	0	0	0
Maintenance Worker III	2	0	0	0	0	0
Maintenance Worker III-Lead	1	1	0	0	0	0
Total	12	12	11	11	0	11
RECREATION						
Admin Asst	2	2	1	1	0	1
Admin Spclst	1	1	1	1	0	1
Division Director (Comm Enhancement)	0	1	1	1	0	1
Intern	0.25	0.25	0.25	0.25	0	0.25
Parks & Recreation Director	1	0	0	0	0	0
Recreation Coord. I	7.5	7.5	5.5	5.5	0	5.5
Recreation Coordinator II	2	2	5	5	0	5
Recreation Manager	1	0	0	0	0	0
Recreation Services Director	0	0	0	0	0	1
Recreation Supervisor	0	1	1	1	0	1
Recreation Supt.	1	1	1	1	0	0
Recreation Temporaries	45.48	45.48	37.91	37.91	1.4	39.31
Recreation Temporaries (Grant Funded)	0	0	0	0	0.29	0.29
Senior Recreation Coordinator	6	6	6	6	0	6
Total	67.23	67.23	59.66	59.66	1.69	61.35

City of Flagstaff
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SECTION	2007-2008	2008-2009	2009-2010	2010-2011	Change 2011-2012	Adopted 2011-2012
STREET MAINTENANCE & REPAIRS						
Admin Spclst	1	1	1	1	0	1
Cemetary Caretaker	0.75	0.75	0.75	0.75	0	0.75
Cemetery Maint. Specialist	1	1	1	1	0	1
Equip. Oper. III LDWKR	1	1	0	0	0	0
Equip. Opers. Snow temps	8.06	8.06	4.31	4.31	0	4.31
Equipment Operator	0	14	14	15	0	15
Equipment Operator I	4	0	0	0	0	0
Equipment Operator II	8	0	0	0	0	0
Equipment Operator III	3	0	0	0	0	0
Intern	0	0.5	0.5	0.5	0	0.5
Maintenance Worker	0	8	7	7	0	7
Maint. Wkr. I	3	0	0	0	0	0
Maint. Wkr. II	3	0	0	0	0	0
Maint. Wkr. III	2	0	0	0	0	0
Maint. Wkr. III LDWKR	1	1	1	0	0	0
Maint. Worker temp	0.75	0.75	0.75	0.75	0	0.75
Safety/Training Coordinator	0	1	0	0	0	0
Public Works Manager (Streets)	0	0	0	1	0	1
Public Works Section Head	0	0	0	1	0	1
Streets Leadworker	0	0	3	3	0	3
Streets Manager	0	1	1	0	0	0
Street Superintendent	1	1	1	0	0	0
Street Supervisor	1	0	0	0	0	0
Traffic Signal Technician	1	1	0	0	0	0
Traffic Signal Technician Ass't	1	1	1	1	0	1
Transportation and Maint Mgr	Transfer	0	0	0	0	0
Total	40.56	41.06	36.31	36.31	0	36.31
AIRPORT						
Admin Spclst	1	1	1	1	0	1
Airport Director	0	1	1	1	0	1
Airport Manager	1	0	0	0	0	0
Airport Operations Supv	1	1	1	1	0	1
Airport Service Worker I	4	4	3	3	0	3
Airport Service Worker II	3	3	3	3	0	3
Maintenance Wrks - Snow	0.5	0.5	0.5	0.5	0	0.5
Total	10.5	10.5	9.5	9.5	0	9.5

City of Flagstaff
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SECTION	2007-2008	2008-2009	2009-2010	2010-2011	Change 2011-2012	Adopted 2011-2012
SOLID WASTE						
Admin Asst	2.5	3.5	3.5	3.5	-0.5	3
Admin Spclst	1	1	1	1	0	1
Admin Spclst Supervisor	1	1	1	1	0	1
Bin Maint./Equip. Oper.	1	0	0	0	0	0
Bin Maint. Leadworker	1	1	1	1	0	1
Brownfield Specialist	1	1	Transfer	0	0	0
Brownfield Program Ass't	1	1	0	0	0	0
Conservation Manager	1	1	1	0	0	0
Environmental Aide	0.6	0.6	0.6	Transfer	0	0
Environmental Assistant	1.5	1	1	Transfer	0	0
Environmental Code Enf Aide	1	1	1	0	0	0
Environmental Code Specialist	1	1	1	Transfer	0	0
Environ Program Manager	0	1	1	Transfer	0	0
Environmental Program Specialist	1	1	1	Transfer	0	0
Environmental Project Manager	1	0	0	0	0	0
Environmental Services Mgr	2	2	2	2	0	2
Environmental Technician	1	1	1	Transfer	0	0
Equipment Operator	0	38	37	34	-4	30
ES Director	0	0	0	1	0	1
ES Collection Super	2	2	2	2	0	2
ES Equip. Oper I - Temp	1	1	1	1	0	1
ES Equip. Oper I	4	0	0	0	0	0
ES Equip. Oper. II	11	0	0	0	0	0
ES Equip. Oper. III	11	0	0	0	0	0
ES Leadworkers	0	0	0	2	0	2
ES Operations Mgr	1	1	1	0	0	0
Landfill Equip Operator I	1	0	0	0	0	0
Landfill Equip Operator II	2	0	0	0	0	0
Landfill Equip Operator III	2	0	0	0	0	0
Landfill Equip Operator III - Lead	1	1	0	0	0	0
Landfill Maint Operator	1	0	0	0	0	0
Landfill Supervisor	0	0	1	1	0	1
Program Asst	2	2	2	1	0	1
Project Manager	2	2	2	2	0	2
Sustainability and Env Mgr	1	1	1	Transfer	0	0
Sustainability Assistant (Grant Funded)	0	0	0.48	Transfer	0	0
Sustainability Manager	1	1	1	Transfer	0	0
Sustainability Specialist	0	1	1	Transfer	0	0
Total	61.6	68.1	65.58	52.5	-4.5	48
SUSTAINABILITY & ENVIROMENTAL MANAGEMENT SERVICES						
Environmental Aide	0	0	0	0.6	0	0.6
Environmental Assistant	0	0	0	1	0	1
Environmental Code Enf Officer	0	0	0	1	0	1
Environmental Code Specialist	0	0	0	1	0	1
Environ Program Manager	0	0	0	1	0	1
Environmental Program Specialist	0	0	0	1	0	1
Environmental Technician	0	0	0	1	0	1
Sustainability and Env Director	0	0	0	1	0	1
Sustainability Assistant (Grant Funded)	0	0	0	0.48	0.52	1
Sustainability Manager	0	0	0	1	0	1
Sustainability Specialist	0	0	0	2	0	2
Total	0	0	0	11.08	0.52	11.6

City of Flagstaff
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SECTION	2007-2008	2008-2009	2009-2010	2010-2011	Change 2011-2012	Adopted 2011-2012
UTILITIES ADMINISTRATION						
Admin Spclst	2	2	2	2	0	2
Division Director (Utilities)	0	1	1	1	0	1
GIS System Analyst	1	1	1	1	0	1
Project Manager	0	0	1	1	-1	0
Utilities Director	1	0	0	0	0	0
Utilities Engineering Manager	1	1	1	1	0	1
Utilities Plan Reviewer	0	1	1	1	0	1
Utilities Program Assistant	1	1	1	0	0	0
Utilities Program Manager	0	0	1	1	0	1
Utilities Senior Project Manager	1	1	0	0	0	0
Water Conservation Manager	1	1	0	0	0	0
Water Conservation Enforcement Aide	0.5	0.5	0	0	0	0
Water Resource Manager	1	1	1	1	0	1
Total	9.5	10.5	10	9	-1	8
LAKE MARY WATER PLANT						
Instrumentation/Electrical Spec	1	1	1	1	0	1
Laboratory Specialist	1	1	1	1	0	1
Maintenance Specialist	1	1	1	1	0	1
Mech. Maint. Wkr I (temp)	1	1	0	0	0	0
MSW Operations	3	3	3	3	0	3
MSW Laboratory	1	1	1	1	0	1
MSW Maintenance	3	3	2	2	0	2
Operations Specialist	1	1	1	1	0	1
Water Production Manager	1	1	1	1	0	1
Total	13	13	11	11	0	11
WATER DISTRIBUTION SYSTEM						
Admin Specialist	0	1	0	0	0	0
Field Services Manager	1	1	1	1	0	1
Field Services Supervisor	0	0	0	0	0	0
Maintenance Worker - Temp	1	1	1	0	0	0
Maintenance Worker	1	1	1	1	0	1
MSW - Water Services Tech	0	11	10	10	0	10
Water Services Specialist	1	1	1	1	0	1
Water Services Tech	12	0	0	0	0	0
Water/Sewer Util. Locator	1	1	1	1	0	1
Total	17	17	15	14	0	14
WASTEWATER TREATMENT PLANT						
Equip Operator II Temp	1.5	1.5	1.5	1.5	0	1.5
MSW - Plant Tech	7	7	6	6	0	6
Plant Specialist	4	4	4	4	0	4
Wastewater Treatment Manager	1	1	1	1	0	1
Total	13.5	13.5	12.5	12.5	0	12.5
WASTEWATER COLLECTION						
MSW- Water Services Tech	8	8	8	8	0	8
Water Services Specialist	1	1	1	1	0	1
Total	9	9	9	9	0	9

City of Flagstaff
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SECTION	2007-2008	2008-2009	2009-2010	2010-2011	Change 2011-2012	Adopted 2011-2012
WASTEWATER MONITORING						
Administrative Specialist	0.5	1	0	0	0	0
Industrial Waste Inspector	2	2	2	2	0	2
Industrial Waste Supervisor	1	1	1	1	0	1
Total	3.5	4	3	3	0	3
RECLAIMED WASTEWATER TREATMENT PLANT						
Maintenance Specialist	1	1	1	1	0	1
MSW - Laboratory Tech	0	1	1	1	0	1
MSW - Plant Tech	2	1	1	1	0	1
Plant Specialist	1	1	1	1	0	1
Total	4	4	4	4	0	4
CITY COURT						
Collection Specialist	0	2	2	1	0	1
Court Administrator	1	0	0	0	0	0
Court Collection Specialist	2	0	0	0	0	0
Court Info Systems Coordinator	0	1	1	1	0	1
Court Info Systems Spec	1	0	0	0	0	0
Court Interpreter	1	1	0.9	1	0	1
Court Judicial Specialist	8	9	7	6.75	1	7.75
Court Judicial Specialist (Funded in FY11)	0	0	0	1	-1	0
Court Services Super	1.63	1.63	1.63	1.75	0	1.75
Court Training Specialist	1	1	1	1	0	1
Deputy Court Administrator	3	3	3	2	0	2
Deputy Court Admin. (Funded in FY11 & FY12)	0	0	0	1	0	1
Division Director (Court)	0	1	1	1	0	1
Executive Admin Asst (Judicial)	1	1	1	0	0	0
Jury Services Specialist	0.5	0.5	0.5	1	0	1
Magistrate	1.75	1.75	1.75	1.63	0	1.63
Presiding Magistrate	1	1	1	1	0	1
Probation Service Officer	2	2	2	1.5	0	1.5
Pro-Tem Magistrate	0.75	0.75	0.5	0.55	0	0.55
Warrant Officer	2	3	1.6	2	0	2
Total	27.63	29.63	25.88	25.18	0	25.18
ECONOMIC DEVELOPMENT						
Business Attraction Manager	1	1	0	0	0	0
Business Retention & Expansion Mgr	1	1	1	1	0	1
Economic Analyst	0	0	1	0	0	0
Economic Development Manager	0	0	0	1	0	1
Total	2	2	2	2	0	2

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2007-2008	2008-2009	2009-2010	2010-2011	Change 2011-2012	Adopted 2011-2012
TOURISM						
Admin Spclst	1	1	1	1	0	1
CVB Director	1	0	1	1	0	1
Division Director	0	1	1	1	0	1
Marketing & Public Relations Manager	0	0	0	1	0	1
Marketing Manager	1	1	1	0	0	0
Publications Assistant	1	1	0	0	0	0
Publication Specialist	1	1	2	2	0	2
Public Relations Assistant	1	0	0	0	0	0
Public Relations Associate	0	1	1	1	0	1
Public Relations Manager	1	1	0	0	0	0
Sales Associate	2	2	2	2	0	2
Sales Manager	1	1	1	0	0	0
Total	10	10	10	9	0	9
TOURISM-VISITOR CENTER						
Admin Asst	4.25	4.25	4.25	2.99	0	2.99
Admin Asst (Funded in FY11)	0	0	0	0.76	-0.76	0
Admin Spclst	1.5	1.5	0.5	0.5	0	0.5
Visitor Center Manager	0	0	1	1	0	1
Visitor Center Supervisor	1	1	0	0	0	0
Total	6.75	6.75	5.75	5.25	-0.76	4.49
STORMWATER						
Floodplain Inspector	1	1	1	1	0	1
Intern	0.5	0.5	1	1	0	1
Project Manager	0	3	2	2	0	2
Project Manager I	3	0	0	0	0	0
Stormwater Program Manager	1	1	1	1	0	1
Stormwater Service Analyst	1	1	1	1	0	1
Total	6.5	6.5	6	6	0	6
FLAGSTAFF HOUSING AUTHORITY						
Executive Director	0	0	0	1	0	1
Maintenace Director	0	0	0	1	0	1
Housing Director	0	0	0	2	0	2
Finance Director	0	0	0	1	0	1
Housing Services Administrator	0	0	0	5	0	5
Administrative Clerk/Occupancy Specialist	0	0	0	1	0	1
Finance Assistant	0	0	0	1	0	1
Maintenance Coordinator	0	0	0	1	0	1
Maintenance Lead Worker	0	0	0	2	0	2
Maintenance Worker III	0	0	0	1	0	1
Maintenace Worker II	0	0	0	4	0	4
Temporary Maintenance Worker	0	0	0	3.5	0	3.5
Total	0	0	0	23.5	0	23.5
GRAND TOTALS	876.18	906.52	827.48	825.33	-16.62	808.72

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			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	9.3640	9.7771	10.1676	10.5807	10.9824	11.3954	11.7972	12.1990	12.6454				
A-1-0			749.12	782.17	813.41	846.46	878.59	911.63	943.78	975.92	1011.63				
			1623.09	1694.70	1762.38	1833.99	1903.62	1975.20	2044.85	2114.49	2191.87				
			19477.12	20336.37	21148.61	22007.86	22843.39	23702.43	24538.18	25373.92	26302.43				
2			10.7927	11.2503	11.7190	12.1879	12.6566	13.1365	13.6051	14.0740	14.5540				
A-1-1			863.42	900.02	937.52	975.03	1012.53	1050.92	1088.41	1125.92	1164.32				
			1870.73	1950.05	2031.29	2112.57	2193.81	2276.99	2358.22	2439.49	2522.69				
			22448.82	23400.62	24375.52	25350.83	26325.73	27323.92	28298.61	29273.92	30272.32				
3	10302	N Library Clerk I	11.7190	12.2325	12.7571	13.2815	13.7949	14.3308	14.8441	15.3687	15.8263				
A-1-2			937.52	978.60	1020.57	1062.52	1103.59	1146.46	1187.53	1229.50	1266.10				
			2031.29	2120.30	2211.23	2302.13	2391.12	2484.01	2572.98	2663.91	2743.23				
			24375.52	25443.60	26534.77	27625.52	28693.39	29808.06	30875.73	31966.90	32918.70				
4	10423	N Cemetery Caretaker	13.5159	14.1075	14.7101	15.2906	15.9045	16.4848	17.0762	17.6790	18.2371				
A-1-3	10422	N Dispatch Call Taker	1081.27	1128.60	1176.81	1223.25	1272.36	1318.78	1366.10	1414.32	1458.97				
	10424	N Meter Technician	2342.76	2445.30	2549.75	2650.37	2756.78	2857.37	2959.87	3064.36	3161.10				
	10407	N Parking Control Officer	28113.07	29343.60	30597.01	31804.45	33081.36	34288.38	35518.50	36772.32	37933.17				
	10410	N Property Control Coord													
	10419	N Recreation Coord I													

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			Min				Mid 1-4	Mid 5-11	Mid 12+						
Range	**Pos #**	**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**
5	10500	N Library Assistant I	14.1856	14.7326	15.2683	15.8040	16.3732	16.9089	17.4446	18.0026	18.5385	19.0742	19.5764		
B-2-1			1134.85	1178.61	1221.46	1264.32	1309.86	1352.71	1395.57	1440.21	1483.08	1525.94	1566.11		
			2458.84	2553.65	2646.51	2739.36	2838.02	2930.88	3023.73	3120.45	3213.34	3306.19	3393.24		
			29506.05	30643.81	31758.06	32872.32	34056.26	35170.51	36284.77	37445.41	38560.08	39674.34	40718.91		
6	10639	N Account Clerk	14.6209	15.1901	15.7371	16.3062	16.8643	17.4111	17.9803	18.5273	19.0742	19.6545	20.1902		
B-2-2	10634	N Airport Service Worker I	1169.67	1215.21	1258.97	1304.50	1349.14	1392.89	1438.42	1482.18	1525.94	1572.36	1615.22		
	10601	N Animal Control Officer	2534.29	2632.95	2727.76	2826.41	2923.15	3017.92	3116.59	3211.40	3306.19	3406.78	3499.63		
	10636	N Environmental Aide	30411.47	31595.41	32733.17	33916.90	35077.74	36215.09	37399.02	38536.78	39674.34	40881.36	41995.62		
	10637	N Env Code Enforcement Aide													
	10609	N Materials Tech I													
	10630	N Rec Coordinator II													
	10614	N Service Writer													
R06	10640	N IS Technician	15.3520	15.9496	16.5240	17.1214	17.7075	18.2817	18.8794	19.4536	20.0279	20.6373	21.1997		
			1228.16	1275.97	1321.92	1369.71	1416.60	1462.54	1510.35	1556.29	1602.23	1650.98	1695.98		
			2661.01	2764.60	2864.16	2967.71	3069.30	3168.83	3272.43	3371.96	3471.50	3577.13	3674.61		
			31932.16	33175.17	34369.92	35612.51	36831.60	38025.94	39269.15	40463.49	41658.03	42925.58	44095.38		
7	10741	N Airport Service Worker II	15.9937	16.6076	17.2102	17.8128	18.4380	19.0296	19.6545	20.2462	20.8599	21.4737	22.0765		
B-2-3	10748	N Bin Maint Leadworker	1279.50	1328.61	1376.82	1425.02	1475.04	1522.37	1572.36	1619.70	1668.79	1717.90	1766.12		
	10731	N Engineering Tech III	2772.24	2878.65	2983.10	3087.55	3195.92	3298.46	3406.78	3509.34	3615.72	3722.11	3826.59		
	10739	N Environmental Assistant	33266.90	34543.81	35797.22	37050.62	38351.04	39581.57	40881.36	42112.10	43388.59	44665.30	45919.12		
	10705	N Evidence Tech													
	10740	N Executive Admin Asst													
	10709	N Library Cataloging Asst													
	10700	N Mechanic I													
	10734	N Payroll Assistant													
	10717	N Program Assistant													
	10746	N Traffic Signal Technician Asst													
	10702	N Water/Sewer Utility Locator													
	10750	N Wildland Fire Specialist													
R07	10725	N Police Emerg Comm Spec	16.7934	17.4379	18.0708	18.7035	19.3599	19.9811	20.6373	21.2585	21.9029	22.5474	23.1803		
			1343.47	1395.03	1445.66	1496.28	1548.79	1598.49	1650.98	1700.68	1752.23	1803.79	1854.42		
			2910.86	3022.57	3132.27	3241.94	3355.72	3463.39	3577.13	3684.81	3796.50	3908.22	4017.92		
			34930.27	36270.83	37587.26	38903.28	40268.59	41560.69	42925.58	44217.68	45558.03	46898.59	48215.02		

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			Min				Mid 1-4	Mid 5-11	Mid 12+					
Range	**Pos #**	**Position Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**
8	10849	N Accounts Specialist	18.7728	19.4760	20.1902	20.8933	21.6076	22.3108	23.0251	23.7395	24.4426	25.1569	25.9046		
B-2-4	10827	N Buyer	1501.82	1558.08	1615.22	1671.46	1728.61	1784.86	1842.01	1899.16	1955.41	2012.55	2072.37		
	10839	N Cemetery Maint Speclst	3253.95	3375.84	3499.63	3621.51	3745.32	3867.21	3991.02	4114.85	4236.72	4360.53	4490.13		
	10845	N City Records Technician	39047.42	40510.08	41995.62	43458.06	44943.81	46406.46	47892.21	49378.16	50840.61	52326.35	53881.57		
	10848	N Collections Specialist													
	10831	N Court Interpreter													
	10836	N Deputy City Clerk													
	10852	N Development Svcs Speclst													
	10856	N Environmental Code Tech													
	10820	N Environmental Technician													
	10842	N Floodplain Inspector													
	10854	N HR Recruitment Specialist													
	10812	N Industrial Waste Insp													
	10843	N Legal Assistant													
	10807	N Library Assistant II													
	10808	N Mechanic II													
	10837	N Meter Reader Supervisor													
	10809	N Probation Service Officer													
	10850	N Public Relations Associate													
	10841	N Publications Specialist													
	10829	N Sr Recreation Coordinator													
	10858	N Sustainability Assistant													
	10853	N Warehouse Specialist													
	10803	N Welder													
108	20801	E Executive Asst	18.7728					22.5229					26.2730		
	20802	E Sales Associate	1501.82					1801.83					2101.84		
			3253.95					3903.97					4553.99		
			39047.42					46847.63					54647.84		
R08	10857	N IT Specialist	19.7114	20.4498	21.1997	21.9379	22.6879	23.4263	24.1764	24.9265	25.6647	26.4147	27.1998		
			1576.91	1635.98	1695.98	1755.03	1815.03	1874.10	1934.11	1994.12	2053.18	2113.18	2175.98		
			3416.64	3544.63	3674.61	3802.57	3932.57	4060.56	4190.58	4320.59	4448.55	4578.55	4714.63		
			40999.71	42535.58	44095.38	45630.83	47190.83	48726.70	50286.91	51847.12	53382.58	54942.58	56575.58		

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				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	19.9000	20.6590	21.4179	22.1880	22.9471	23.7059	24.4649	25.2350	25.9939	26.7417	27.4561		
B-2-5	10958	N	Admin Spec Leadworker	1592.00	1652.72	1713.43	1775.04	1835.77	1896.47	1957.19	2018.80	2079.51	2139.34	2196.49		
	10957	N	Auditor I	3449.33	3580.89	3712.44	3845.92	3977.50	4109.02	4240.58	4374.07	4505.61	4635.23	4759.06		
	10937	N	Brownfield Specialist	41392.00	42970.72	44549.23	46151.04	47729.97	49308.27	50886.99	52488.80	54067.31	55622.74	57108.69		
	10944	N	Code Compliance Officer II													
	10923	N	Court Training Specialist													
	10950	N	Engineering Tech Leadworker													
	10945	N	Environmental Code Specialist													
	10936	N	Environmental Program Specialist													
	10955	N	Environmental Services Leadworker													
	10907	N	Fire Inspector II													
	10959	N	Grants Specialist													
	10941	N	HR Benefits Specialist													
	10952	N	HR Generalist													
	10948	N	Jury Services Specialist													
	10956	N	Maintenance Worker Leadworker													
	10947	N	Mechanic Leadworker													
	10951	N	Sustainability Specialist													
	10916	N	Warrants Officer													
	10954	N	Wildland Fire Leadworker													
109	20903	E	Librarian	19.9000					23.8789					27.8579		
				1592.00					1910.31					2228.63		
				3449.33					4139.01					4828.70		
				41392.00					49668.11					57944.43		
R09	10903	N	Police Officer	20.8950	21.6920	22.4888	23.2975	24.0944	24.8912	25.6882	26.4967	27.2936	28.0788	28.8288		
	10934	N	Network Administrator	1671.60	1735.36	1799.10	1863.80	1927.55	1991.30	2055.06	2119.74	2183.49	2246.30	2306.30		
				3621.80	3759.95	3898.06	4038.23	4176.36	4314.47	4452.62	4592.76	4730.89	4866.99	4996.99		
				43461.60	45119.36	46776.70	48458.80	50116.35	51773.70	53431.46	55113.14	56770.69	58403.90	59963.90		
10	11028	N	Building Inspector	20.8376	21.6301	22.4448	23.2372	24.0408	24.8333	25.6256	26.4292	27.2217	28.0364	28.7508		
B-2-6	11015	N	Building Plans Examiner	1667.01	1730.41	1795.58	1858.98	1923.26	1986.66	2050.05	2114.34	2177.74	2242.91	2300.06		
	11025	N	Development Svs Superv	3611.85	3749.22	3890.43	4027.78	4167.07	4304.44	4441.77	4581.06	4718.43	4859.64	4983.47		
	11023	N	Engineering Inspector	43342.21	44990.61	46685.18	48333.38	50004.86	51653.26	53301.25	54972.74	56621.14	58315.71	59801.66		
	11019	N	Recreation Supervisor													
	11030	N	Risk Management Specialist													
	11017	N	Senior Procurement Specialist													

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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**
10	11016	N Admin Spec Supervisor	20.8376	21.6301	22.4448	23.2372	24.0408	24.8333	25.6256	26.4292	27.2217	28.0364	28.7508		
B-3-1	11011	N Airport Ops Supervisor	1667.01	1730.41	1795.58	1858.98	1923.26	1986.66	2050.05	2114.34	2177.74	2242.91	2300.06		
	11018	N Court Services Supervisor	3611.85	3749.22	3890.43	4027.78	4167.07	4304.44	4441.77	4581.06	4718.43	4859.64	4983.47		
	11012	N Env Svcs Collection Super	43342.21	44990.61	46685.18	48333.38	50004.86	51653.26	53301.25	54972.74	56621.14	58315.71	59801.66		
	11026	N Landfill Supervisor													
	11027	N Streets Leadworker													
110	21002	E Library Supervisor	20.6701					25.1123					29.5544		
			1653.61					2008.98					2364.35		
			3582.82					4352.80					5122.76		
			42993.81					52233.58					61473.15		
R10	11020	N Court IT Coordinator	21.8795	22.7117	23.5670	24.3990	25.2429	26.0750	26.9069	27.7507	28.5828	29.4383	30.1883		
	11029	N IT Coordinator	1750.36	1816.94	1885.36	1951.92	2019.43	2086.00	2152.55	2220.06	2286.62	2355.06	2415.06		
	11022	N PECS Supervisor	3792.45	3936.69	4084.95	4229.16	4375.44	4519.67	4663.86	4810.12	4954.35	5102.64	5232.64		
			45509.36	47240.34	49019.36	50749.92	52505.23	54236.00	55966.35	57721.46	59452.22	61231.66	62791.66		
11	11109	N Asst Wildland Fire Mgr	23.0364	23.9069	24.7997	25.6703	26.5409	27.4115	28.2930	29.1525	30.0455	30.9160	31.7977		
B-3-2	11104	N Inspection Supervisor	1842.91	1912.55	1983.98	2053.62	2123.27	2192.92	2263.44	2332.20	2403.64	2473.28	2543.82		
	11100	N Police Corp/Detective	3992.98	4143.86	4298.61	4449.52	4600.42	4751.33	4904.12	5053.10	5207.89	5358.77	5511.60		
			47915.71	49726.35	51583.38	53394.22	55205.07	57015.92	58849.44	60637.20	62494.64	64305.28	66139.22		
111	21108	E Police Spec Svcs Superv	22.6568					27.5342					32.4116		
	21109	E Police Spprt Svcs Superv	1812.54					2202.74					2592.93		
			3927.18					4772.59					5618.01		
			47126.14					57271.14					67416.13		
R11	11110	N IT Supervisor	24.1883	25.1022	26.0397	26.9539	27.8679	28.7821	29.7077	30.6101	31.5478	32.4618	33.3876		
			1935.06	2008.18	2083.18	2156.31	2229.43	2302.57	2376.62	2448.81	2523.82	2596.94	2671.01		
			4192.64	4351.05	4513.55	4672.01	4830.44	4988.90	5149.33	5305.75	5468.29	5626.71	5787.18		
			50311.66	52212.58	54162.58	56064.11	57965.23	59866.77	61792.02	63669.01	65619.42	67520.54	69446.21		

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112	21246	E	Accountant II	23.6613						28.9795						34.2978
C-4-1	21245	E	Auditor II	1892.90						2318.36						2743.82
	21268	E	Business Retn & Exp Mgr	4101.29						5023.12						5944.95
	21253	E	Code Compliance Superv	49215.50						60277.46						71339.42
	21257	E	Community Planner I													
	21248	E	Conservation Manager													
	21269	E	Downtown/4th Street Manager													
	21261	E	Environ Program Manager													
	21266	E	Facilities Maintenance Manager													
	21252	E	Housing & Grants Administrator													
	21225	E	Human Resources Analyst													
	21201	E	Industrial Waste Supv													
	21207	E	Library Manager													
	21272	E	Marketing and PR Manager													
	21237	E	Stormwater Services Analyst													
	21262	E	Utilities Plan Reviewer													
	21271	E	Utilities Program Manager													
	21267	E	Visitor Center Manager													
	21270	E	Zoning Code Manager													
R12	21273	E	IT Analyst	24.8444						30.4285						36.0127
	21265	E	System Administrator	1987.55						2434.28						2881.02
				4306.36						5274.27						6242.20
				51676.35						63291.28						74906.42
13	11301	N	Police Sergeant	26.0944	26.9761	27.8689	28.7508	29.6548	30.5254	31.4183	32.2999	33.2040	34.0745	34.9674	35.8491	36.7866
C-4-2				2087.55	2158.09	2229.51	2300.06	2372.38	2442.03	2513.46	2583.99	2656.32	2725.96	2797.39	2867.93	2942.93
				4523.03	4675.86	4830.61	4983.47	5140.17	5291.07	5445.84	5598.65	5755.36	5906.25	6061.02	6213.84	6376.34
				54276.35	56110.29	57967.31	59801.66	61681.98	63492.83	65350.06	67183.79	69064.32	70874.96	72732.19	74566.13	76516.13
113	21338	E	Asst to City Mgr (Comm)	25.7595						31.5466						37.3336
	21324	E	Asst to City Mgr (Rl Est)	2060.76						2523.73						2986.69
	21339	E	City Clerk	4464.98						5468.07						6471.16
	21326	E	Construction Manager	53579.76						65616.83						77653.89
	21319	E	Housing Planner													
	21333	E	Multi Modal Transportation Planner													
	21337	E	Neighborhood Planner													
	21349	E	Payroll Manager													
	21332	E	Permanent Affordability Administrator													
	21351	E	Public Works Manager													
		E	Sustainability Manager													
R13	21352	E	IT Administrator	27.0475						33.1239						39.2002
	21350	E	IT Manager	2163.80						2649.91						3136.02
				4688.23						5741.48						6794.70
				56258.80						68897.71						81536.42

City of Flagstaff 2080 Pay Plan
2011-2012

				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**
114	21428	E	Asst to City Mgr (Risk)	29.2976						35.8882						42.4788
C-4-3	21438	E	Building Official	2343.81						2871.06						3398.30
	21433	E	Comp Planning Mgr	5078.25						6220.62						7362.99
	21437	E	Deputy Court Admin	60939.01						74647.46						88355.90
	21440	E	Economic Development Manager													
	21429	E	Facilities Mainenance Supt													
	21425	E	Field Service Manager													
	21443	E	Grants Manager													
	21419	E	Police Communications Manager													
	21439	E	Tax License Revenue Manager													
	21426	E	Wastewater Treatment Mgr													
	21424	E	Water Production Manager													
	21436	E	Wildland Fire Manager													
	21432	E	Zoning Code Administrator													
R14	21441	E	IT Manager (Network)	30.7625						37.6826						44.6027
				30.5790						37.4579						44.3367
				2461.00						3014.61						3568.22
				5332.17						6531.65						7731.13
				63986.00						78379.81						92773.62
15				30.5722	31.6772	32.7710	33.8760	34.9699	36.0749	37.1687	38.2626	39.3677	40.4727	41.5554	42.6604	43.7319
C-5-1				2445.78	2534.18	2621.68	2710.08	2797.59	2885.99	2973.50	3061.01	3149.42	3237.82	3324.43	3412.83	3498.55
				5299.18	5490.71	5680.31	5871.84	6061.45	6252.98	6442.57	6632.18	6823.73	7015.27	7202.94	7394.47	7580.20
				63590.18	65888.58	68163.68	70462.08	72737.39	75035.79	77310.90	79586.21	81884.82	84183.22	86435.23	88733.63	90962.35
115	21524	E	Assistant City Engineer	29.9115						37.0936						44.2757
C-5-1	21521	E	Comm Dsgn & Redev Mgr	2392.92						2967.49						3542.06
	21519	E	Current Planning Manager	5184.66						6429.56						7674.45
	21527	E	Finance Manager	62215.92						77154.69						92093.46
	21513	E	Fire Battalion Chief (40)													
	21514	E	Fire Battalion Chief (56)													
	21517	E	Housing Manager													
	21518	E	Metropolitan Planning Org Mgr													
	21503	E	Police Lieutenant													
	21512	E	Stormwater Program Mgr													
	21528	E	Traffic Engineer													
R15	21529	E	IT Mgr (Systems & Apps)	32.9026						40.8030						48.7033
	21525	E	Utilities Engineering Mgr	2632.21						3264.24						3896.26
	21526	E	Water Resources Mgr	5703.12						7072.52						8441.91
				68437.41						84870.24						101302.86
16	21602	E	Capital Imp Engineer	32.0544						39.7443						47.4342
C-5-2				2564.35						3179.55						3794.74
116				5556.10						6889.02						8221.93
				66673.15						82668.15						98663.14

City of Flagstaff 2080 Pay Plan
2011-2012

				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**
17	21723	E	Airport Director	34.5544						43.3772						52.2000
D-6-1	21722	E	City Engineer	2764.35						3470.18						4176.00
117	21714	E	Community Invstmnt Dir	5989.43						7518.72						9048.00
	21727	E	CVB Director	71873.15						90224.58						108576.00
	21724	E	Finance Director													
	21701	E	Library Director													
	15300	E	Magistrate (appointed)													
	21721	E	Planning Director													
	21726	E	Public Works Section Head													
	21707	E	Purchasing Director													
	21728	E	Recreation Svcs Director													
	21725	E	Revenue Director													
18	21806	E	City Prosecutor	36.0723						45.2634						54.4545
D-6-2	21805	E	Deputy Fire Chief	2885.78						3621.07						4356.36
118	21801	E	Deputy Police Chief	6252.53						7845.66						9438.78
				75030.38						94147.87						113265.36
R18	21804	E	Deputy City Attorney	37.8760						47.5266						57.1772
				3030.08						3802.13						4574.18
				6565.17						8237.94						9910.71
				78782.08						98855.33						118928.58
19				37.5456						47.1274						56.7090
D-6-3				3003.65						3770.19						4536.72
119				6507.90						8168.73						9829.56
				78094.85						98024.79						117954.72
20				40.3581						51.2625						62.1668
E-8-1				3228.65						4101.00						4973.34
120				6995.40						8885.49						10775.58
				83944.85						106625.90						129306.94
21				42.6016						54.7392						66.8768
E-8-2				3408.13						4379.14						5350.14
121				7384.28						9488.13						11591.98
				88611.33						113857.54						139103.74
22				47.1329						60.5708						74.0086
E-8-3				3770.63						4845.66						5920.69
122				8169.70						10498.93						12828.16
				98036.43						125987.16						153937.89
23	22300	E	Deputy City Manager	51.3601						65.9978						80.6354
E-9-1				4108.81						5279.82						6450.83
123				8902.42						11439.62						13976.80
				106829.01						137275.42						167721.63
26	22601	E	City Manager	54.9455						71.4249						87.9041
F-10-2				4395.64						5713.99						7032.33
126				9523.89						12380.30						15236.71
				114286.64						148563.59						182840.53

CITY OF FLAGSTAFF 2912 PAY PLAN
2011-2012

			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	13.4092	13.9114	14.4217	14.9239	15.4341	15.9362	16.4464	16.9567	17.4589	17.9693	18.5034		
B-2-4			1501.83	1558.08	1615.23	1671.48	1728.62	1784.85	1842.00	1899.15	1955.40	2012.56	2072.38		
208			3253.97	3375.83	3499.67	3621.53	3745.34	3867.18	3990.99	4114.83	4236.69	4360.55	4490.16		
			39047.59	40510.00	41995.99	43458.40	44944.10	46406.21	47891.92	49377.91	50840.32	52326.60	53881.90		
R29	10905	N Fire Engineer	14.9251	15.4942	16.0635	16.6412	17.2103	17.7795	18.3486	18.9264	19.4955	20.0563	20.5920		
B-2-5			1671.61	1735.35	1799.11	1863.81	1927.55	1991.30	2055.04	2119.76	2183.50	2246.31	2306.30		
			26009.47	27001.23	27993.33	29000.06	29991.82	30983.74	31975.49	32982.41	33974.16	34951.45	35884.99		
			43461.89	45119.11	46776.91	48459.17	50116.39	51773.90	53431.12	55113.68	56770.90	58403.95	59963.90		
13	11300	N Fire Captain	18.6390	19.2686	19.9064	20.5363	21.1820	21.8038	22.4416	23.0714	23.7173	24.3390	24.9767	25.6065	26.2761
C-4-2			2087.57	2158.08	2229.52	2300.07	2372.38	2442.03	2513.46	2584.00	2656.34	2725.97	2797.39	2867.93	2942.92
213			4523.06	4675.85	4830.62	4983.48	5140.17	5291.06	5445.83	5598.66	5755.40	5906.26	6061.01	6213.84	6376.33
			54276.77	56110.16	57967.44	59801.71	61681.98	63492.67	65349.94	67183.92	69064.78	70875.17	72732.15	74566.13	76516.00

CITY OF FLAGSTAFF
ADMIN ASSISTANT BROAD BAND
2011-2012

				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	10.7927	11.3244	11.8562	12.3879	12.9197	13.4514	13.9832	14.5150	15.0465
				863.42	905.95	948.50	991.03	1033.58	1076.11	1118.66	1161.20	1203.72
				1870.73	1962.90	2055.07	2147.24	2239.41	2331.58	2423.75	2515.93	2608.06
				22448.82	23554.75	24660.90	25766.83	26872.98	27978.91	29085.06	30191.20	31296.72

				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	12.3879	12.9197	13.4514	13.9832	14.5150	15.0465	15.5783	16.1101	16.6419
				991.03	1033.58	1076.11	1118.66	1161.20	1203.72	1246.26	1288.81	1331.35
				2147.24	2239.41	2331.58	2423.75	2515.93	2608.06	2700.24	2792.42	2884.60
				25766.83	26872.98	27978.91	29085.06	30191.20	31296.72	32402.86	33509.01	34615.15

				Zone 3								
Band	**Pos #**		**Position Title**	**Step 7**	**Step 8**	**Step 9**	**Step 10**	**Step 11**	**Step 12**	**Step 13**	**Step 14**	**Step 15**
B13	80103	N	Admin Assistant	13.9832	14.5150	15.0465	15.5783	16.1101	16.6419	17.1736	17.7053	18.2371
				1118.66	1161.20	1203.72	1246.26	1288.81	1331.35	1373.89	1416.42	1458.97
				2423.75	2515.93	2608.06	2700.24	2792.42	2884.60	2976.76	3068.92	3161.10
				29085.06	30191.20	31296.72	32402.86	33509.01	34615.15	35721.09	36827.02	37933.17

CITY OF FLAGSTAFF
ADMIN SPECIALIST/COURT JUDICIAL SPECIALIST BROAD BAND
2011-2012

			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	14.1856	14.7493	15.3128	15.8766	16.4402	17.0038	17.5674	18.1310	18.6947
	80801 N	Court Judicial Speclst	1134.85	1179.94	1225.02	1270.13	1315.22	1360.30	1405.39	1450.48	1495.58
			2458.84	2556.55	2654.22	2751.94	2849.63	2947.33	3045.02	3142.71	3240.41
			29506.05	30678.54	31850.62	33023.33	34195.62	35367.90	36540.19	37712.48	38884.98

			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	15.8766	16.4402	17.0038	17.5674	18.1310	18.6947	19.2583	19.8220	20.3856
	80802 N	Court Judicial Speclst	1270.13	1315.22	1360.30	1405.39	1450.48	1495.58	1540.66	1585.76	1630.85
			2751.94	2849.63	2947.33	3045.02	3142.71	3240.41	3338.11	3435.81	3533.50
			33023.33	34195.62	35367.90	36540.19	37712.48	38884.98	40057.26	41229.76	42402.05

			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	17.5674	18.1310	18.6947	19.2583	19.8220	20.3856	20.9492	21.5128	22.0765
	80803 N	Court Judicial Speclst	1405.39	1450.48	1495.58	1540.66	1585.76	1630.85	1675.94	1721.02	1766.12
			3045.02	3142.71	3240.41	3338.11	3435.81	3533.50	3631.19	3728.89	3826.59
			36540.19	37712.48	38884.98	40057.26	41229.76	42402.05	43574.34	44746.62	45919.12

CITY OF FLAGSTAFF
DIVISION DIRECTOR BROAD BAND
2011-2012

			Zone 1		
Band	Pos #	Position Title	Min	Mid	Max
B91	81901	Division Director	83944.85	103942.80	123940.96

			Zone 2		
Band	Pos #	Position Title	Min	Mid	Max
B92	81902	Division Director	98943.52	118941.47	138939.22

			Zone 3		
Band	Pos #	Position Title	Min	Mid	Max
B93	81903	Division Director	113941.78	133939.94	153937.89

			Zone 1		
Band	Pos #	Position Title	Min	Mid	Max
R91	82001	Division Director (IT)	88142.08	109139.89	130138.11

			Zone 2		
Band	Pos #	Position Title	Min	Mid	Max
R92	82002	Division Director (IT)	103890.80	124888.61	145886.21

			Zone 3		
Band	Pos #	Position Title	Min	Mid	Max
R93	82003	Division Director (IT)	119638.90	140636.91	161634.72

CITY OF FLAGSTAFF
EQUIPMENT OPERATOR/MAINTENANCE WORKER BROAD BAND
2011-2012

			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	13.5159	14.1679	14.8200	15.4721	16.1241	16.7762	17.4281	18.0801	18.7322	19.3843
	81701 N	Maintenance Worker	1081.27	1133.43	1185.60	1237.77	1289.93	1342.10	1394.25	1446.41	1498.58	1550.74
			2342.76	2455.77	2568.80	2681.83	2794.84	2907.87	3020.87	3133.88	3246.91	3359.95
			28113.07	29469.23	30825.60	32181.97	33538.13	34894.50	36250.45	37606.61	38962.98	40319.34

			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	16.7762	17.4281	18.0801	18.7322	19.3843	20.0363	20.6883	21.3405	21.9925	22.6445
	81702 N	Maintenance Worker	1342.10	1394.25	1446.41	1498.58	1550.74	1602.90	1655.06	1707.24	1759.40	1811.56
			2907.87	3020.87	3133.88	3246.91	3359.95	3472.96	3585.97	3699.02	3812.03	3925.05
			34894.50	36250.45	37606.61	38962.98	40319.34	41675.50	43031.66	44388.24	45744.40	47100.56

			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	20.0363	20.6883	21.3405	21.9925	22.6445	23.2964	23.9485	24.6006	25.2526	25.9046
	81703 N	Maintenance Worker	1602.90	1655.06	1707.24	1759.40	1811.56	1863.71	1915.88	1968.05	2020.21	2072.37
			3472.96	3585.97	3699.02	3812.03	3925.05	4038.04	4151.07	4264.10	4377.12	4490.13
			41675.50	43031.66	44388.24	45744.40	47100.56	48456.51	49812.88	51169.25	52525.41	53881.57

CITY OF FLAGSTAFF
SPECIALIST (NON-EXEMPT) BROAD BAND
2011-2012

Zone 1

Band	Pos #		Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
B31	80501	N	Inst/Electrical Spec	19.9000	20.7500	21.5997	22.4496	23.2994	24.1492	24.9990	25.8489	26.6988
	80601	N	Maintenance Spec	1592.00	1660.00	1727.98	1795.97	1863.95	1931.94	1999.92	2067.91	2135.90
	80701	N	Operations Spec	3449.33	3596.67	3743.95	3891.26	4038.56	4185.86	4333.16	4480.48	4627.79
	80301	N	Plant Specialist	41392.00	43160.00	44927.38	46695.17	48462.75	50230.34	51997.92	53765.71	55533.50
	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	22.4496	23.2994	24.1492	24.9990	25.8489	26.6988	27.5485	28.3984	29.2482
	80602	N	Maintenance Spec	1795.97	1863.95	1931.94	1999.92	2067.91	2135.90	2203.88	2271.87	2339.86
	80702	N	Operations Spec	3891.26	4038.56	4185.86	4333.16	4480.48	4627.79	4775.07	4922.39	5069.69
	80302	N	Plant Specialist	46695.17	48462.75	50230.34	51997.92	53765.71	55533.50	57300.88	59068.67	60836.26
	80402	N	Water Services Spec									

Zone 3

Band	Pos #		Position Title	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15
B33	80503	N	Inst/Electrical Spec	24.9990	25.8489	26.6988	27.5485	28.3984	29.2482	30.0980	30.9479	31.7977
	80603	N	Maintenance Spec	1999.92	2067.91	2135.90	2203.88	2271.87	2339.86	2407.84	2475.83	2543.82
	80703	N	Operations Spec	4333.16	4480.48	4627.79	4775.07	4922.39	5069.69	5216.99	5364.30	5511.60
	80303	N	Plant Specialist	51997.92	53765.71	55533.50	57300.88	59068.67	60836.26	62603.84	64371.63	66139.22

CITY OF FLAGSTAFF
SPECIALIST (EXEMPT) BROAD BAND
2011-2012

			Zone 1		
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
B41	81101 E	Laboratory Spec	41392.00	48827.38	56262.96

				Zone 2	
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
B42	81102 E	Laboratory Spec	46968.69	54404.27	61839.65

					Zone 3
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**
B43	81103 E	Laboratory Spec	52545.17	59980.75	67416.13

CITY OF FLAGSTAFF
MANAGER BROAD BAND
2011-2012

			Zone 1			
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**	[redacted]
B51	81201 E	Planning Dev Manager	49215.50	60398.62	71581.54	
	81301 E	Project Manager				

			[redacted]	*Zone 2*		
Band	**Pos #**	**Position Title**		**Min**	**Mid**	**Max**
B52	81202 E	Planning Dev Manager		57602.90	68785.60	79968.51
	81302 E	Project Manager				

			[redacted]	*Zone 3*		
Band	**Pos #**	**Position Title**		**Min**	**Mid**	**Max**
B53	81203 E	Planning Dev Manager		65989.87	77172.99	88355.90
	81303 E	Project Manager				

CITY OF FLAGSTAFF
ASSISTANT CITY ATTORNEY BROAD BAND
2011-2012

			Zone 1			
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**	[redacted]
R61	81401 E	Asst. City Attorney	63986.00	75303.28	86620.56	

			[redacted]	*Zone 2*		
Band	**Pos #**	**Position Title**		**Min**	**Mid**	**Max**
R62	81402 E	Asst. City Attorney		72474.06	83791.55	95108.42

			[redacted]	*Zone 3*		
Band	**Pos #**	**Position Title**		**Min**	**Mid**	**Max**
R63	81403 E	Asst. City Attorney		80962.13	92279.20	103596.48

CITY OF FLAGSTAFF
SENIOR ASSISTANT CITY ATTORNEY BROAD BAND
2011-2012

			Zone 1			[redacted]
Band	**Pos #**	**Position Title**	**Min**	**Mid**	**Max**	
R71	81501 E	Sr. Asst. City Atty	65326.77	79234.69	93142.82	

			[redacted]	*Zone 2*		
Band	**Pos #**	**Position Title**		**Min**	**Mid**	**Max**
R72	81502 E	Sr. Asst. City Atty		75757.34	89665.68	103573.81

			[redacted]	*Zone 3*		
Band	**Pos #**	**Position Title**		**Min**	**Mid**	**Max**
R73	81503 E	Sr. Asst. City Atty		86188.34	100096.88	114004.80

CITY OF FLAGSTAFF
SKILL BASED PAY
2011-2012

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	14.6209	16.1612	18.0026	19.8443	21.9983	24.4649	27.4561
	90201 N	MSW - Water Services Technician	1169.67	1292.90	1440.21	1587.54	1759.86	1957.19	2196.49
			2534.29	2801.27	3120.45	3439.68	3813.04	4240.58	4759.06
			30411.47	33615.30	37445.41	41276.14	45756.46	50886.99	57108.69

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	14.6209	16.1612	18.0026	19.8443	21.9983	24.4649	27.4561
	90401 N	MSW - Operations	1169.67	1292.90	1440.21	1587.54	1759.86	1957.19	2196.49
	90501 N	MSW - Maintenance	2534.29	2801.27	3120.45	3439.68	3813.04	4240.58	4759.06
			30411.47	33615.30	37445.41	41276.14	45756.46	50886.99	57108.69

RESOLUTION NO. 2011-26

A RESOLUTION FOR THE ADOPTION OF THE BUDGET FOR FISCAL YEAR 2011-2012

WHEREAS, in accordance with the provisions of A.R.S. Title 42, Chapter 17, Articles 1 - 5, the City Council did, on June 7, 2011 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 7, 2011, 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 19, 2011, 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:

That said estimates of revenues and expenditures shown on the accompanying schedules are hereby adopted as the budget of the City of Flagstaff for Fiscal Year 2011-2012.

PASSED AND ADOPTED by the City Council and approved by the Mayor of the City of Flagstaff this 21st day of June, 2011.

/s/ Sara Presler
MAYOR

ATTEST:

/s/ Margie Brown
CITY CLERK

APPROVED AS TO FORM:

/s/ Dana Kjellgren
CITY ATTORNEY

ORDINANCE NO. 2011-16

AN ORDINANCE LEVYING UPON THE ASSESSED VALUATION OF THE PROPERTY WITHIN THE CITY OF FLAGSTAFF, ARIZONA, SUBJECT TO TAXATION A CERTAIN SUM UPON EACH ONE HUNDRED DOLLARS ($100.00) OF VALUATION SUFFICIENT TO RAISE THE AMOUNT ESTIMATED TO BE REQUIRED IN THE ANNUAL BUDGET, LESS THE AMOUNT ESTIMATED TO BE RECEIVED FROM OTHER SOURCES OF REVENUE; PROVIDING FUNDS FOR VARIOUS BOND REDEMPTIONS, FOR THE PURPOSE OF PAYING INTEREST UPON BONDED INDEBTEDNESS AND PROVIDING FUNDS FOR GENERAL MUNICIPAL EXPENSES, ALL FOR THE FISCAL YEAR ENDING THE 30TH DAY OF JUNE, 2012, AND DECLARING AN EMERGENCY.

WHEREAS, by the provisions of State law, the ordinance levying taxes for fiscal year 2011-2012 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 0.6917 for the fiscal year ending on the 30th day of June, 2012. If this tax rate exceeds the maximum levy allowed by law, the Board of Supervisors of the County of Coconino is hereby authorized to reduce the levy to the maximum allowable by law after providing notice to the City.

SECTION 2. In addition to the rate set in Section 1 hereof, there is hereby levied on each one hundred dollars ($100.00) of the assessed value of all property, both real and personal within the corporate limits of the City of Flagstaff, except such property as may be by law exempt from taxation, a secondary property tax rate of 0.8366 for the fiscal year ending June 30, 2012.

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 de jure.

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 19, 2011.

PASSED AND ADOPTED by the City Council and approved by the Mayor of the City of Flagstaff this 19th day of _July, 2011.

/s/ Sara Presler
MAYOR

ATTEST:

/s/ Margie Brown
CITY CLERK

APPROVED AS TO FORM:

/s/ Dana Kjellgren
DEPUTY 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.
Redevelopment – Total operating expenses.

Contributions:
United Way-Total expenditures.

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 ENRICHMENT DIVISION – Refers to the following group of Sections: Flagstaff City-Coconino County Public Library and Recreation Services.

COMMUNITY DEVELOPMENT DIVISION – Refers to the following group of Sections: Capital Improvement, Metropolitan Planning Organization, Community Development Administration, Planning and Development, Engineering, and Housing.

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.

ECONOMIC VITALITY DIVISION – Refers to the following group of Sections: Community Investment, Airport, Arts and Science, Beautification General Administration, Convention and Visitors Bureau, and Visitor Services.

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 DIVISIONS – Refers to the following group of Sections: City Manager, Human Resources, Risk Management, City Attorney's Office, Information Technology, and Flagstaff Municipal Court.

GENERAL FUND – A fund used to account for all general-purpose transactions of the City that do not require a special type of fund.

GENERAL GOVERNMENT REVENUE – The revenues of a government other than those derived from and retained in an enterprise fund.

GENERAL OBLIGATION BONDS – (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 DIVISIONS – Refers to the following group of Sections: Customer Service, Purchasing, Tax, Licensing and Revenue, and Finance and Budget.

MODIFIED ACCRUAL ACCOUNTING – Basis of accounting required for use by governmental funds in which revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred.

NON-DEPARTMENTAL – Refers to the following Sections: Council and Commission, Contributions to Other Agencies, Non-Departmental, and NAIPTA.

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 DIVISION – Refers to both Police and Police Grant Sections.

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 DIVISION – Refers to the following Sections: Public Works Administration, Parks, Fleet Services, Cemetery, Facility Maintenance, Street, Environmental Services, and Sustainability and Environmental Management.

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 DIVISION – Refers to the following Sections: Utilities Administration, Lake Mary Water Treatment Plant, Water Distribution, Booster Stations, Wildcat Wastewater Treatment Plant, Wastewater Collection, Industrial Waste, Rio De Flag Reclaim Plant, and Stormwater.

ACRONYMS

Acronym	Description
ADA	Americans with Disabilities Act
ADEQ	Arizona Department of Environmental Quality
ADOC	Arizona Department of Commerce
ADOT	Arizona Department of Transportation
ADWR	Arizona Department of Water Resources
ALS	Advance Life Support
AOC	Administrative Office of the Courts
AOT	Arizona State Office of Tourism
APSES	Arizona Public Service Environmental Services
ARFF	Aircraft Rescue and Firefighting
ARS	Arizona Revised Statutes
ASE	Automotive Service Excellence
ATP	Administrative/Technical Personnel
ATV	All Terrain Vehicle
AWWA	American Water Works Association
BBB	Bed, Board, and Booze Tax
BLS	Basic Life Support
BMP	Best Management Practices
BNSF	Burlington Northern Santa Fe Railroad Company
CAD	Computer Assisted Drafting
CAFR	Comprehensive Annual Financial Report
CAPER	Consolidated Annual Performance Evaluation Report
CCC	Coconino Community College
CCCY	Coconino Coalition for Children and Youth
CCSO	Coconino County Sheriff's Office
CD	Community Development
CDBG	Community Development Block Grant
C.E.R.T.	Citizen Emergency Response Teams
CID	Capital Improvement Division
CIP	Capital Improvement Plan/Projects
CMS	Case Management System
COL	Cost of Living
CPM	Center for Performance Measurement
CSI	Construction Specifications Institute
CSR	Customer Service Representative
CTAC	Citizens Transportation Advisory Committee
CVB	Convention and Visitor Bureau
CY	Calendar Year
DBA	Downtown Business Alliance
DBM	Decision Band Method
DES	Department of Economic Security
DOJ	Department of Justice
DPS	Department of Public Safety
DRB	Development Review Board
DUI	Driving Under the Influence
EAC	Employee Advisory Committee
EEO/AA	Equal Employment Opportunity / Affirmative Action
EOC	Emergency Operations Center
ERU	Equivalent Rate Unit
FAA	Federal Aviation Administration
FAM	Familiarization Tour
FARE	Fines/Fees and Restitution Enforcement Program
FBI	Federal Bureau of Investigation

ACRONYMS

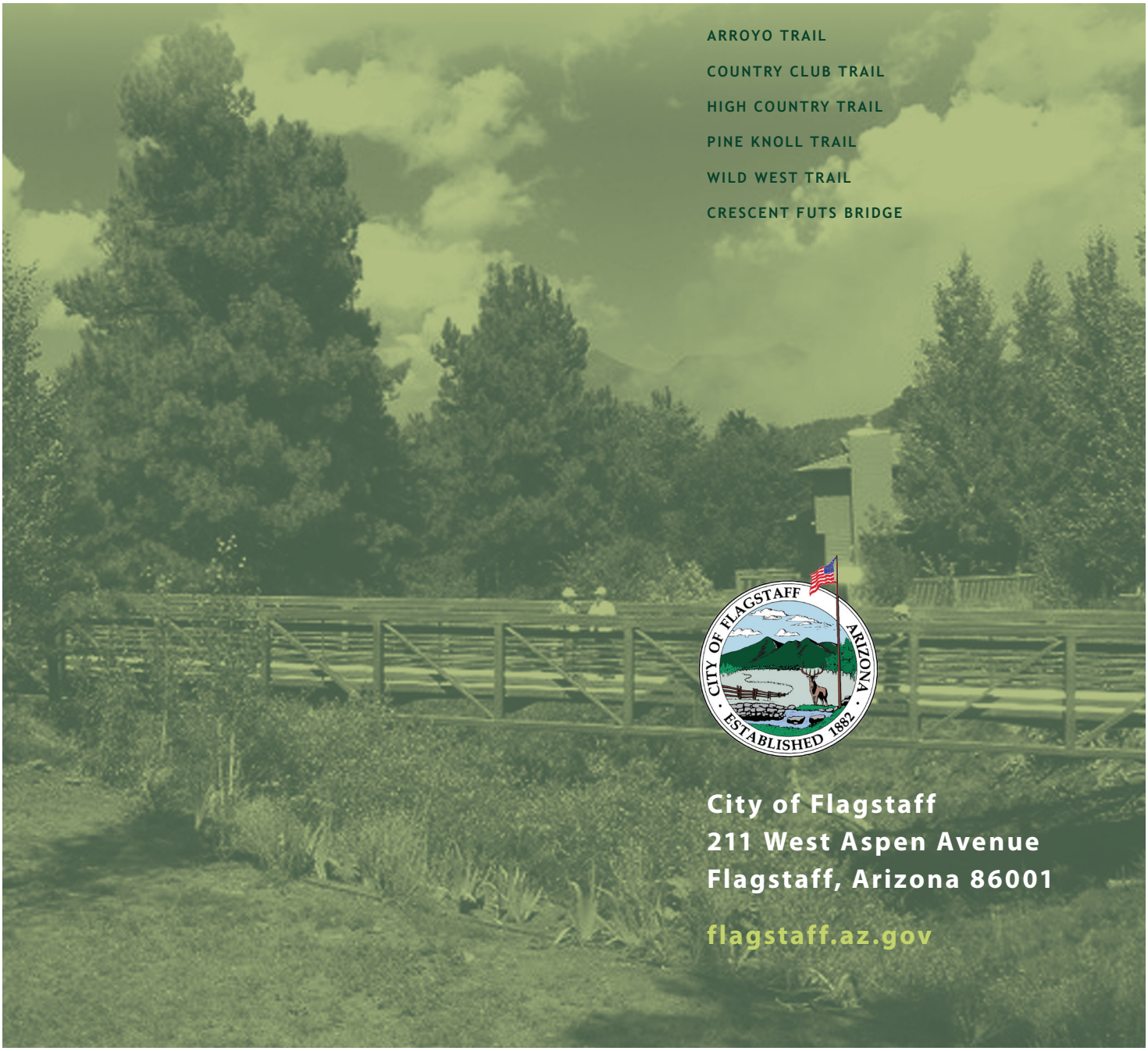
Acronym	Description
FCP	Flagstaff Cultural Partners
FEMA	Federal Emergency Management Agency
FHA	Flagstaff Housing Authority
FHS	Flagstaff High School
FHWA	Federal Highway Administration
FMLA	Family Medical Leave Act
FMPO	Flagstaff Metropolitan Planning Organization
FPD	Flagstaff Police Department
FRC	Flagstaff Recreation Center
FSO	Flagstaff Symphony Orchestra
FTA	Federal Transit Administration
FTE	Full-Time Equivalent
FUSD	Flagstaff Unified School District
FUTS	Flagstaff Urban Trail System
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GFEC	Greater Flagstaff Economic Council
GFFP	Greater Flagstaff Forest Partnership
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GMBA	Government Management and Budgetary Accounting
GO	General Obligation
GREAT	Gang Resistance Education and Training
GSA	Government Services Administration
HASTC	High Altitude Sports Training Complex
HHPCC	Household Hazardous Products Collection Center
HIPAA	Health Insurance Portability and Accountability Act
HRM	Hotel/Restaurant Management
HUD	Housing and Urban Development
HURF	Highway User Revenue Fund
ICMA	International City/County Management Association
IGA	Intergovernmental Agreement
ICSC	International Centre for Sustainable Cities
IDIS	Integrated Disbursement Information System
ISO	Insurance Service Organization
ISTEA	Intermodal Surface Transportation Efficiency
IT	Information Technology
JCEF	Judicial Collection Enhancement Fund
J.T.T.F.	Joint Terrorism Task Force
LAN	Local Area Network
LDC	Land Development Code
LEAF	Law Enforcement Administrative Facility
LEED	Leadership in Energy and Environment Design
LEPC	Local Emergency Planning Committee
LERRDS	Lands, Easements, Rights-of-way, Relocations, and Disposals
LLEBG	Local Law Enforcement Block Grant
LMWTP	Lake Mary Water Treatment Plant
LTAF	Local Transportation Assistance Funds
LTCS	Lone Tree Corridor Study
MAS	Minimum Accounting Standards
MDC	Mobile Data Computers
MFC	Municipal Facilities Corporation

ACRONYMS

Acronym	Description
MIS	Management Information Systems
MOU	Memorandum of Understanding
MPO	Metropolitan Planning Organization
MRF	Materials Recovery Facility
MSW	Municipal Solid Waste
NACOG	Northern Arizona Council of Government
NAIPTA	Northern Arizona Intergovernmental Public Transit Authority
NAMC	Northern Arizona Marketing Coalition
NAPEBT	Northern Arizona Public Employees Benefit Trust
NATBI	Northern Arizona Technology and Business Incubator
NAU	Northern Arizona University
NAUPD	Northern Arizona University Police Department
ND	Non-Departmental
NFPA	National Fire Protection Association
NPDES	National Pollutant Discharge Elimination System
NSF	Non-Sufficient Funds
O&M	Operations and Maintenance
OD	Organizational Development
OMB	Office of Management and Budget
OSHA	Occupational, Safety, and Health Administration
P&Z	Planning and Zoning
PC	Personal Computer
PFAC	Ponderosa Fire Advisory Council
PFC	Passenger Facility Charge
PIO	Public Information Officer
POPTAC	Population Technical Advisory Committee
POTW	Public Owned Treatment Works
PR	Public Relations
PW	Public Works
RFP	Request for Proposal
ROW	Right of Way
RPI	Rural Policy Institute
RSL	Revised Service Level
SCADA	Supervisory and Control Data Acquisition
SID	Special Improvement District
STS	Safe-to-School
SUV	Sport Utility Vehicle
TCEF	Traffic Citation Progressive Fund
TEA-21	Transportation Equity Act for the 21st Century
TIP	Tax Intercept Program
TND	Traditional Neighborhood Design
UCR	Uniform Crime Report
USACE	United Stated Army Corp of Engineers
USDOT	United States Department of Transportation
USFS	United States Forest Service
USGBC	United States Green Building Council
USGS	United States Geological Survey
VC	Visitor Center
VRC	Vacancy Review Committee
WIFA	Water Infrastructure Financing Authority
WMD	Weapons of Mass Destruction

FUTS 50 MILES 1988-2010

Flagstaff Urban Trails System



ARROYO TRAIL

COUNTRY CLUB TRAIL

HIGH COUNTRY TRAIL

PINE KNOLL TRAIL

WILD WEST TRAIL

CRESCENT FUTS BRIDGE

City of Flagstaff
211 West Aspen Avenue
Flagstaff, Arizona 86001

flagstaff.az.gov