

SPECIAL BUDGET WORK SESSION AGENDA

**CITY COUNCIL SPECIAL BUDGET WORK SESSION
WEDNESDAY
DECEMBER 4, 2013**

**FLAGSTAFF AQUAPLEX
1702 NORTH FOURTH STREET
8:00 A.M.**

1. **CALL TO ORDER**

2. **ROLL CALL**

NOTE: One or more Councilmembers may be in attendance telephonically or by other technological means.

MAYOR NABOURS
VICE MAYOR EVANS
COUNCILMEMBER BAROTZ
COUNCILMEMBER BREWSTER

COUNCILMEMBER ORAVITS
COUNCILMEMBER OVERTON
COUNCILMEMBER WOODSON

3. **City of Flagstaff FY2015 Budget**

RECOMMENDED ACTION:

Provide direction on Council priorities for FY2015 Budget

4. **ADJOURNMENT**

CERTIFICATION OF POSTING OF NOTICE

The undersigned hereby certifies that a copy of the foregoing notice was duly posted at Flagstaff City Hall on _____, at _____ a.m./p.m. in accordance with the statement filed by the City Council with the City Clerk.

Dated this _____ day of _____, 2013.

Elizabeth A. Burke, MMC, City Clerk

**CITY OF FLAGSTAFF
STAFF SUMMARY REPORT**

To: The Honorable Mayor and Council
From: Stephanie Smith, Executive Assistant to City Manager
Date: 11/27/2013
Meeting Date: 12/04/2013



TITLE

City of Flagstaff FY2015 Budget

RECOMMENDED ACTION:

Provide direction on Council priorities for FY2015 Budget

INFORMATION

Purpose and Overview
Revenue Forecast
Fixed Costs Forecast
Capital Improvements Program
Council Priorities for FY15 Budget
Council Discussion

Attachments: [Retreat Packet](#)



MEMORANDUM CITY MANAGER'S OFFICE

DATE: Tuesday, November 26, 2013

TO: Mayor and Council

FROM: Kevin Burke, City Manager

REGARDING: December 4, 2013 Budget Retreat

The purpose of the Fall Budget Retreat is to better articulate Council's budget priorities for the coming fiscal year. In this case, FY15.

To accomplish this we first start with some very early forecasts of revenues as well as anticipated inflation on fixed costs (e.g. pension, health insurance, workers compensation, etc). I will warn you that once again revenue growth may or may not keep up with inflation. There was a myth perpetuated by a *Daily Sun* editorial that balancing the budget last year was easy due to revenue growth. This overlooked the case that we cut 1.5% out of existing General Fund expenditures, reallocated over \$1 million dollars from the General Fund to other funds, and implemented significant increases in fees (most notably in recreation and development). FY15 is looking much the same in order to accomplish policy objectives. Our first presentations will set this stage.

Next we will spend some time reviewing the 5-year Capital Improvement Program (CIP). During the budget debrief last year, Council indicated they wanted a better understanding of what was in the outlying years of the CIP as well as a how projects were placed upon this list and funded. We will spend a couple of hours addressing that request.

In the afternoon, we will take a look at possible expenditures in FY15 and beyond. In an effort to be strategic, I have asked staff to identify costs that advance Council goals, advance policy documents (such as master plans, Council resolutions, or the Regional Plan), and/or expenditures necessary to maintain what we already have or provide. In

preparation, staff generated over 120 ideas. While this number seems wildly high and sure to be full of wants and desires rather than needs, a closer look will dispel that notion. However, the Budget Team initiated a process of prioritizing and winnowing these ideas down to a more manageable number. The problem was that in this budget cycle, almost any proposal may be more than we can afford without a cut in expenditures elsewhere or an increase in revenue. To say it again differently, whether it is one idea or 120 ideas, we may not be able to afford either.

Therefore, we have provided the full list and categorized them a number of different ways. (Attachment A) The primary sorting is based upon something that advances a Council goal (green), advances a policy (blue), or takes care of something that is already in place (orange). You will also notice columns that sort the item into "maintain" or "improve" service levels. Another column will identify if this is a one-time or on-going expenditure request. Lastly, we have sorted the possible expenditure items into categories such as "compensation," "infrastructure/maintenance," "training" etc.

Again, the purpose of this retreat is to better articulate Council's budget priorities. So I will lead Council through activities designed to get a grasp on these priorities in the most general sense down to a more categorical picture. Individual items are likely to be a discussion for later budget retreats (such a mini budget retreats).

Kevin Burke

CITY COUNCIL BUDGET RETREAT

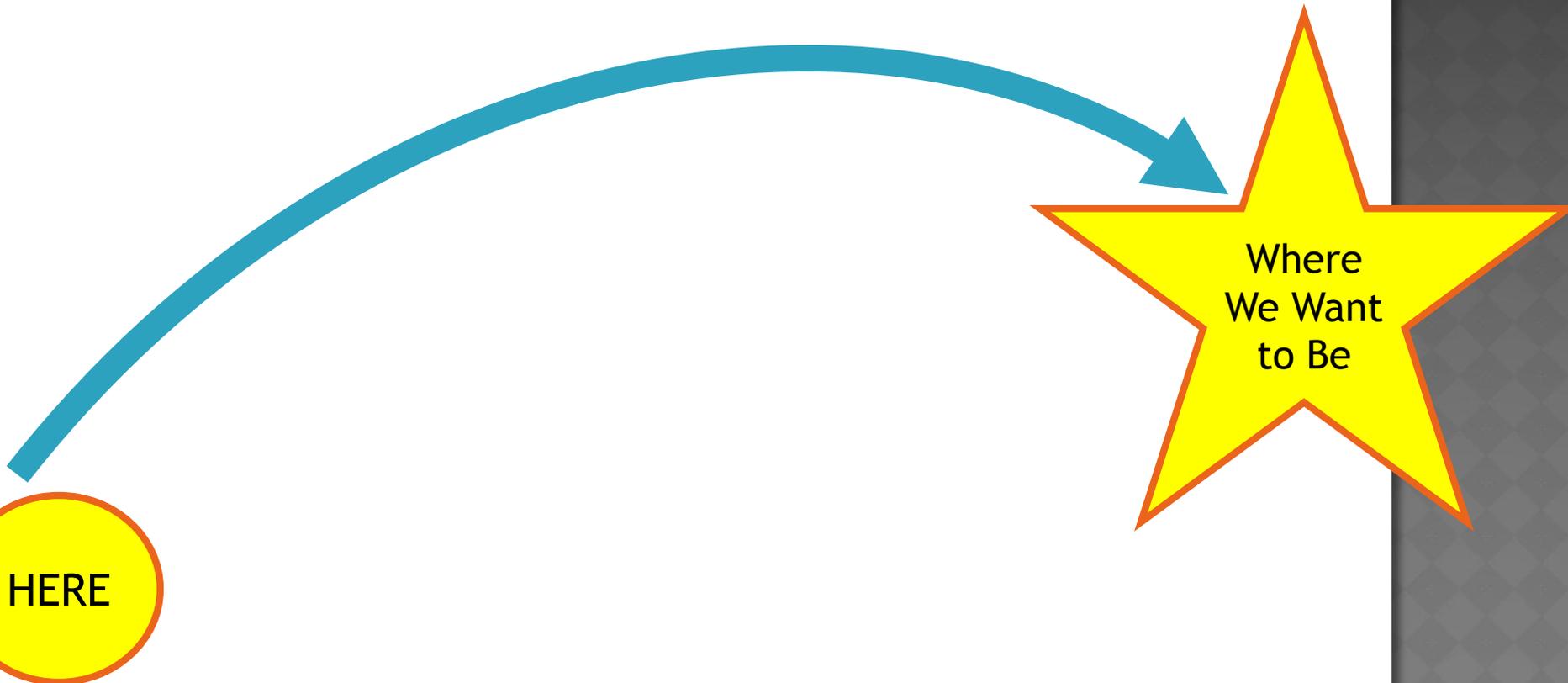
December 4, 2013



AGENDA

- ◎ Purpose and Overview
- ◎ Revenue Forecast
- ◎ Fixed Cost Forecast
- ◎ Capital Improvements Program
- ◎ Priorities for FY 15 Budget
- ◎ Council Discussion

PURPOSE AND OVERVIEW



HERE

Where
We Want
to Be

PURPOSE AND OVERVIEW

- ◎ Identify the Council trajectory
- ◎ Identify the priorities for the FY15 Budget
- ◎ Identify topics Council mini-retreats



REVENUE AND FIXED COSTS FORECASTS



DISCLAIMER

◎ It's Very Early

- We are trying to project through June 2015
- Trend lines are not established
- Numbers from other agencies have not been established.

◎ We will be Cautious

- Always better to be
 - Conservative with revenue estimates
 - Liberal with cost estimates
- Plan for the worst

REVENUE FORECAST

- ◎ Local Projections

- 20 year look back.

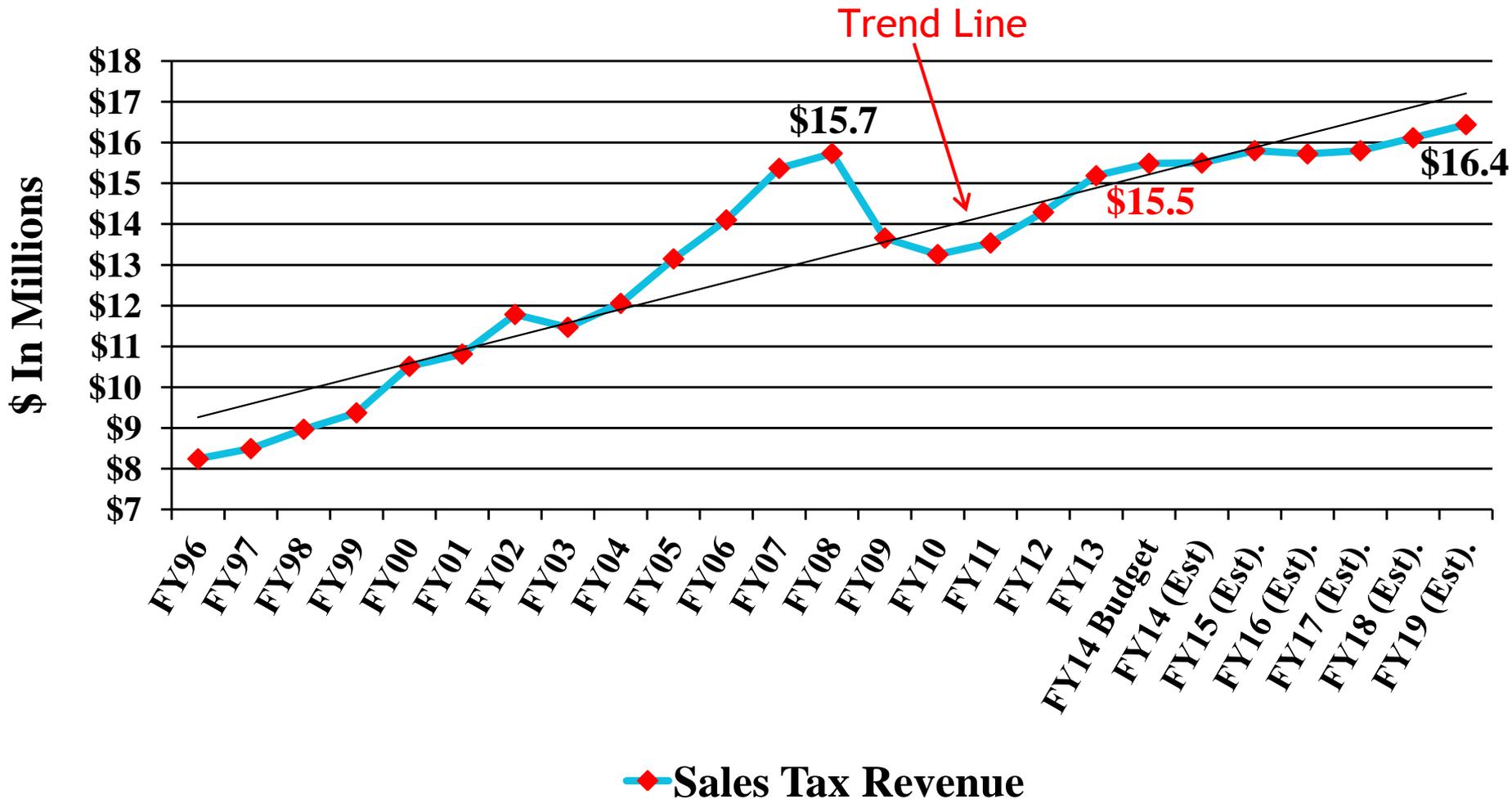
- Sales Tax/BBB Tax/Assessed Valuations

- Establish Trend Line

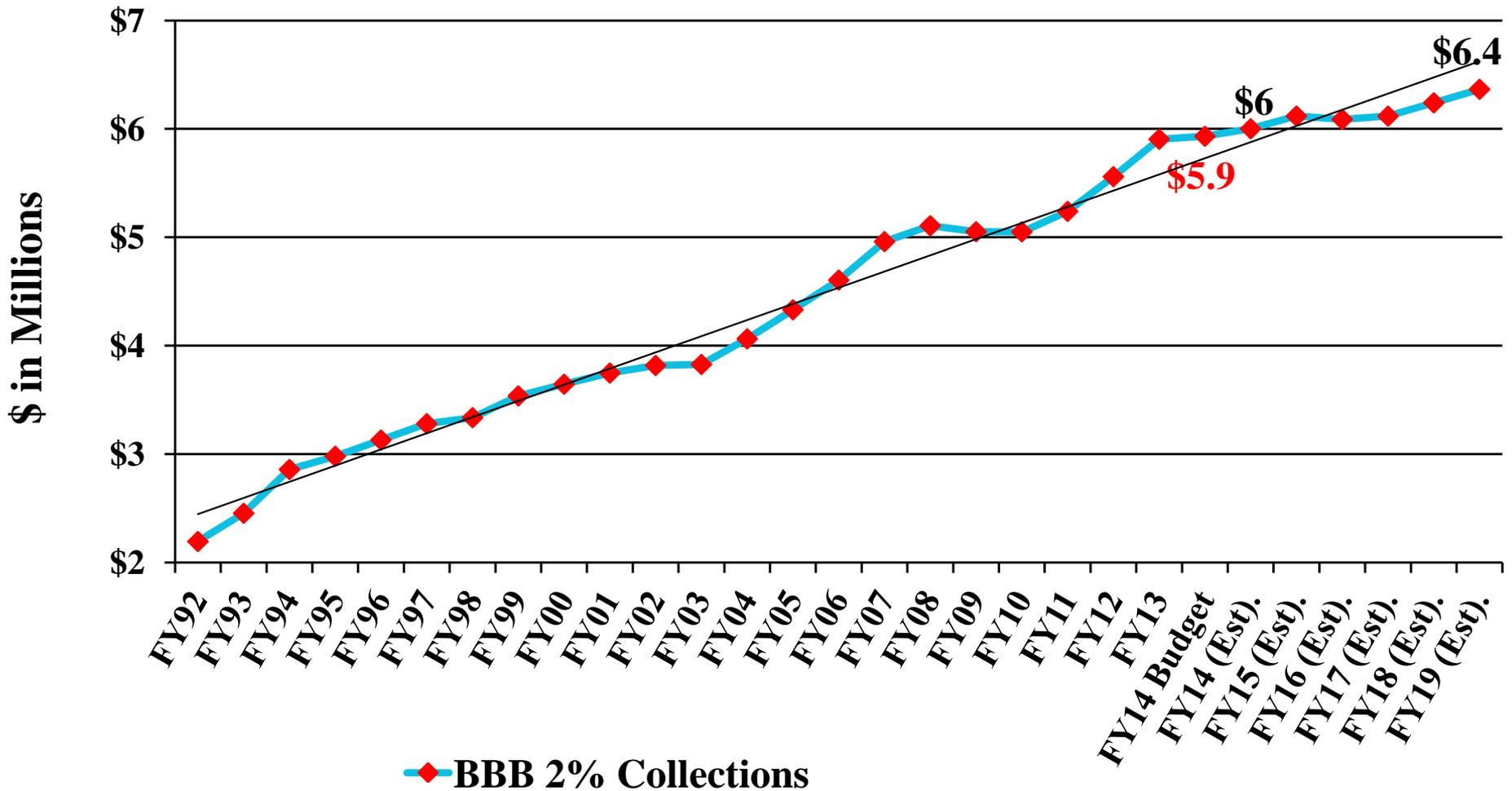
- ◎ State Projections

CITY SALES TAX REVENUE

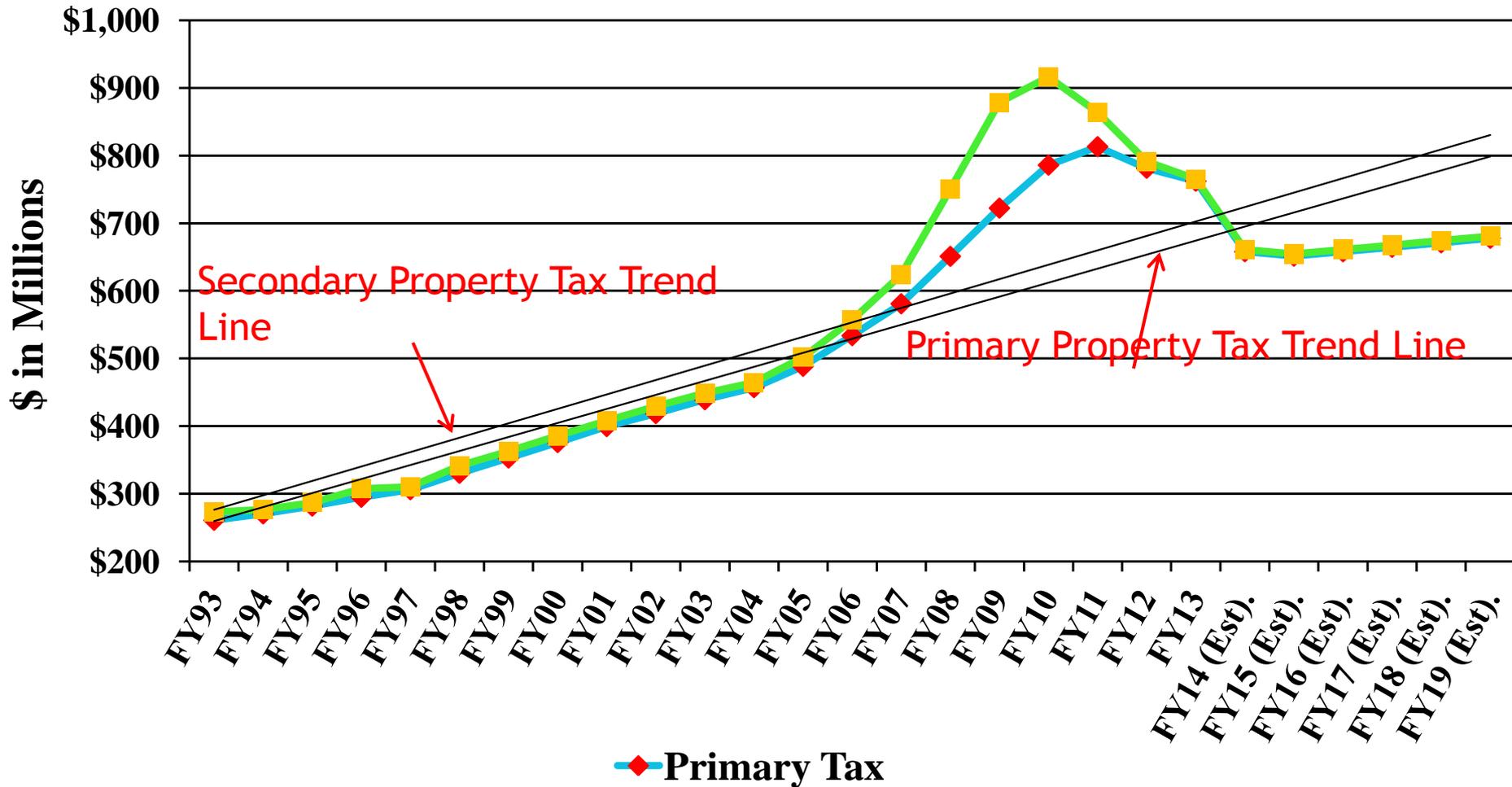
(TOTAL 1% COLLECTIONS- GENERAL FUND)



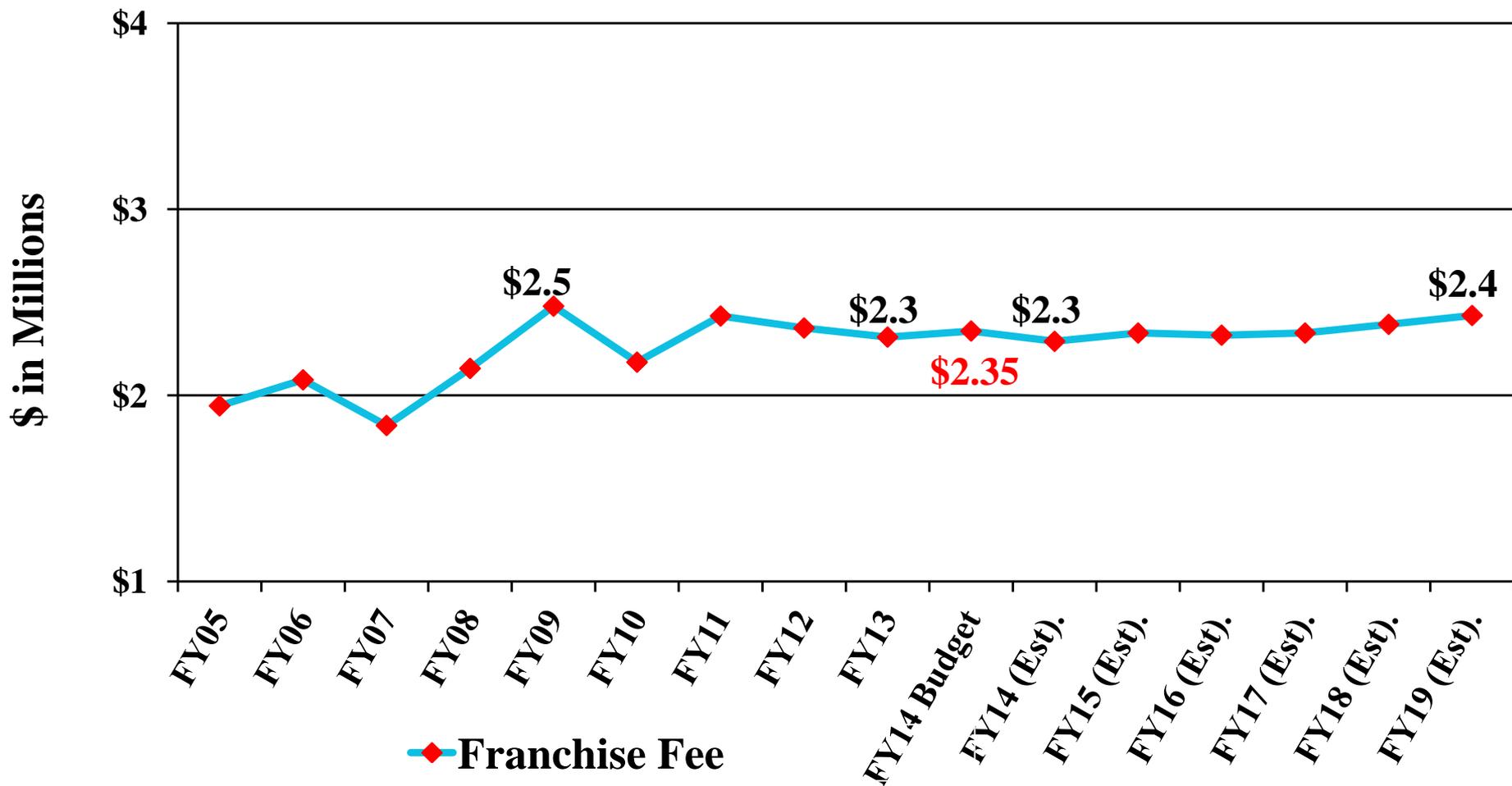
CITY SALES TAX REVENUE (BBB COLLECTIONS)



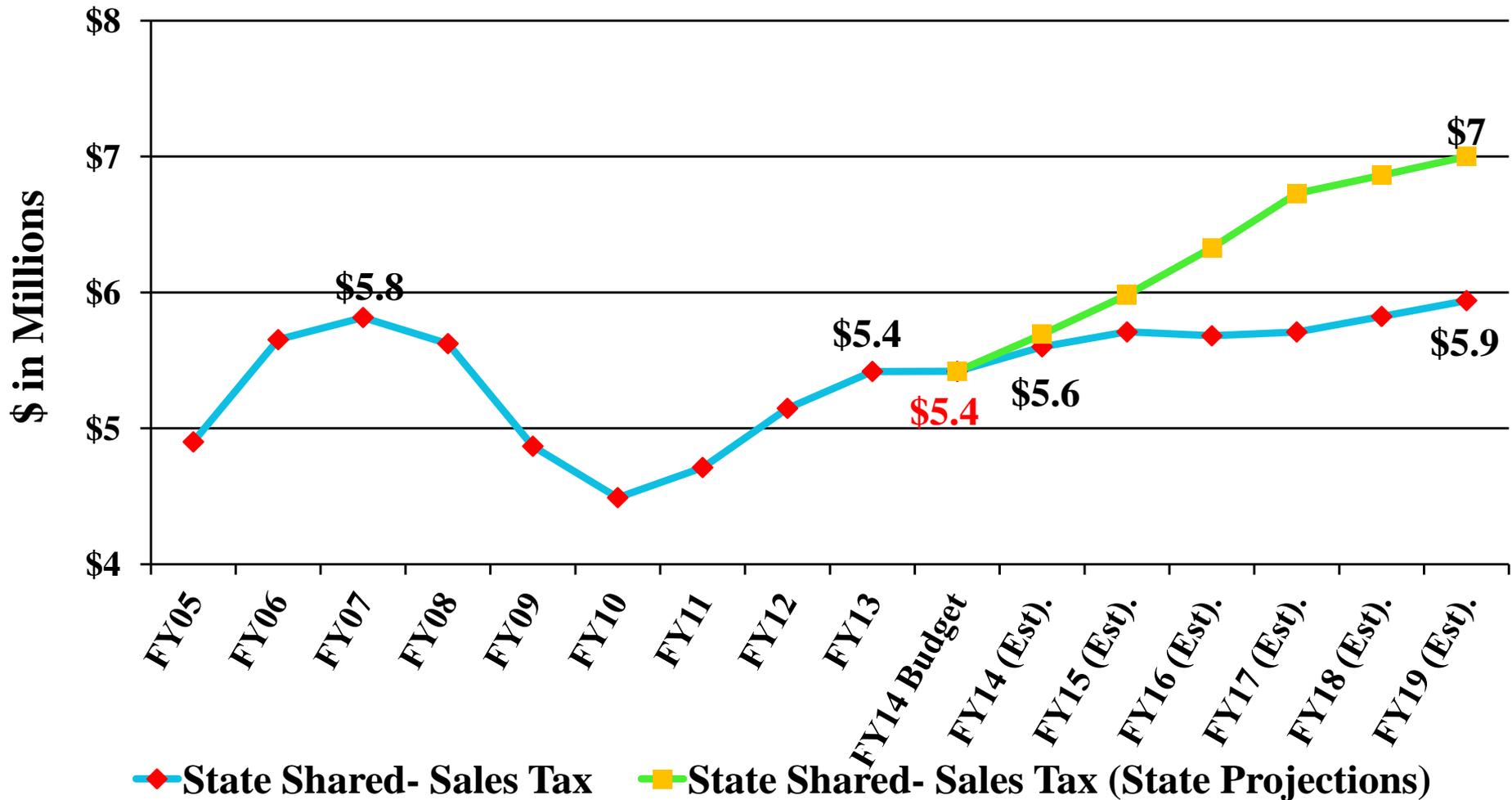
ASSESSED VALUATIONS- PROPERTY TAX (PRIMARY AND SECONDARY)



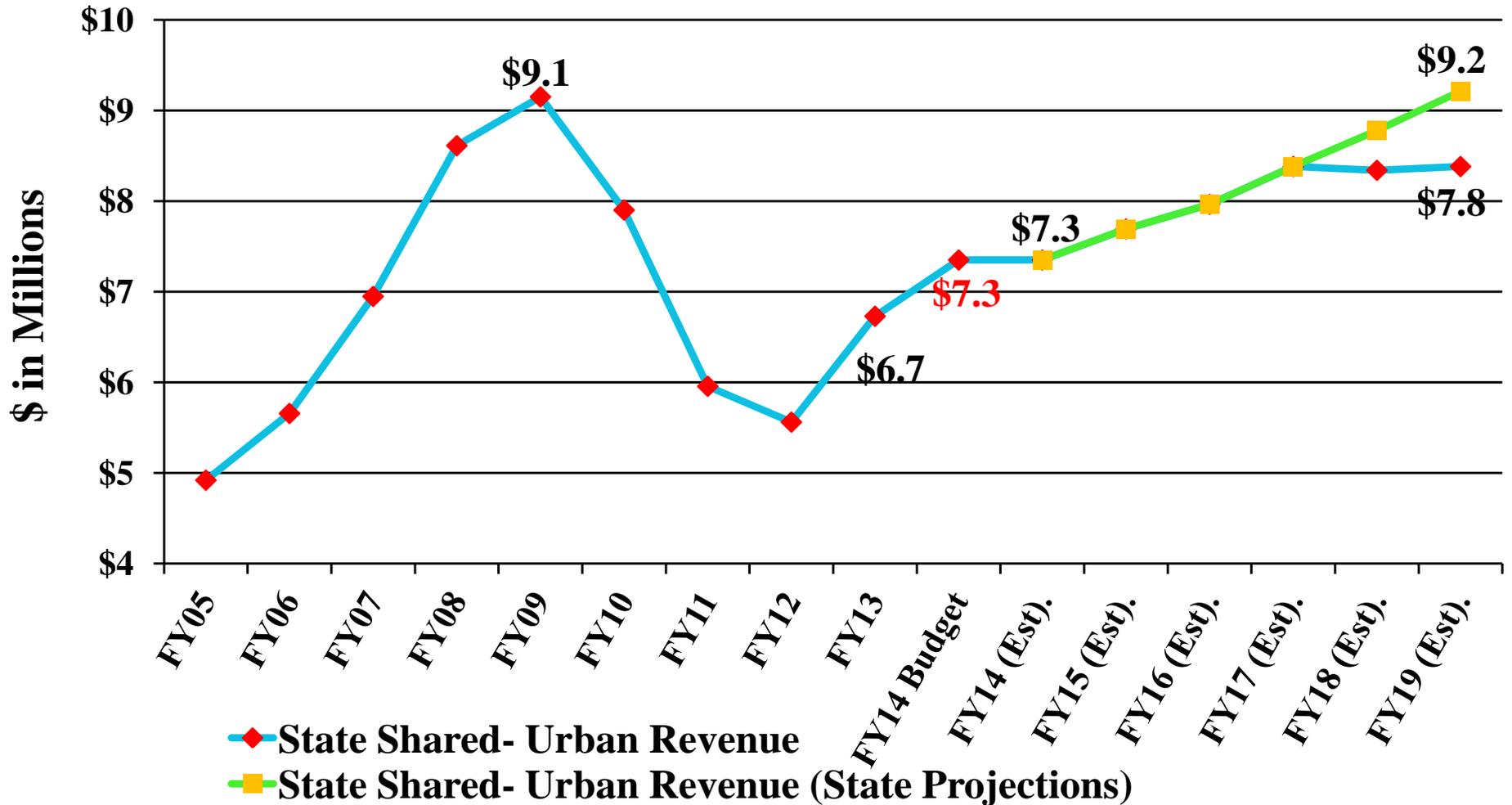
FRANCHISE FEE REVENUE



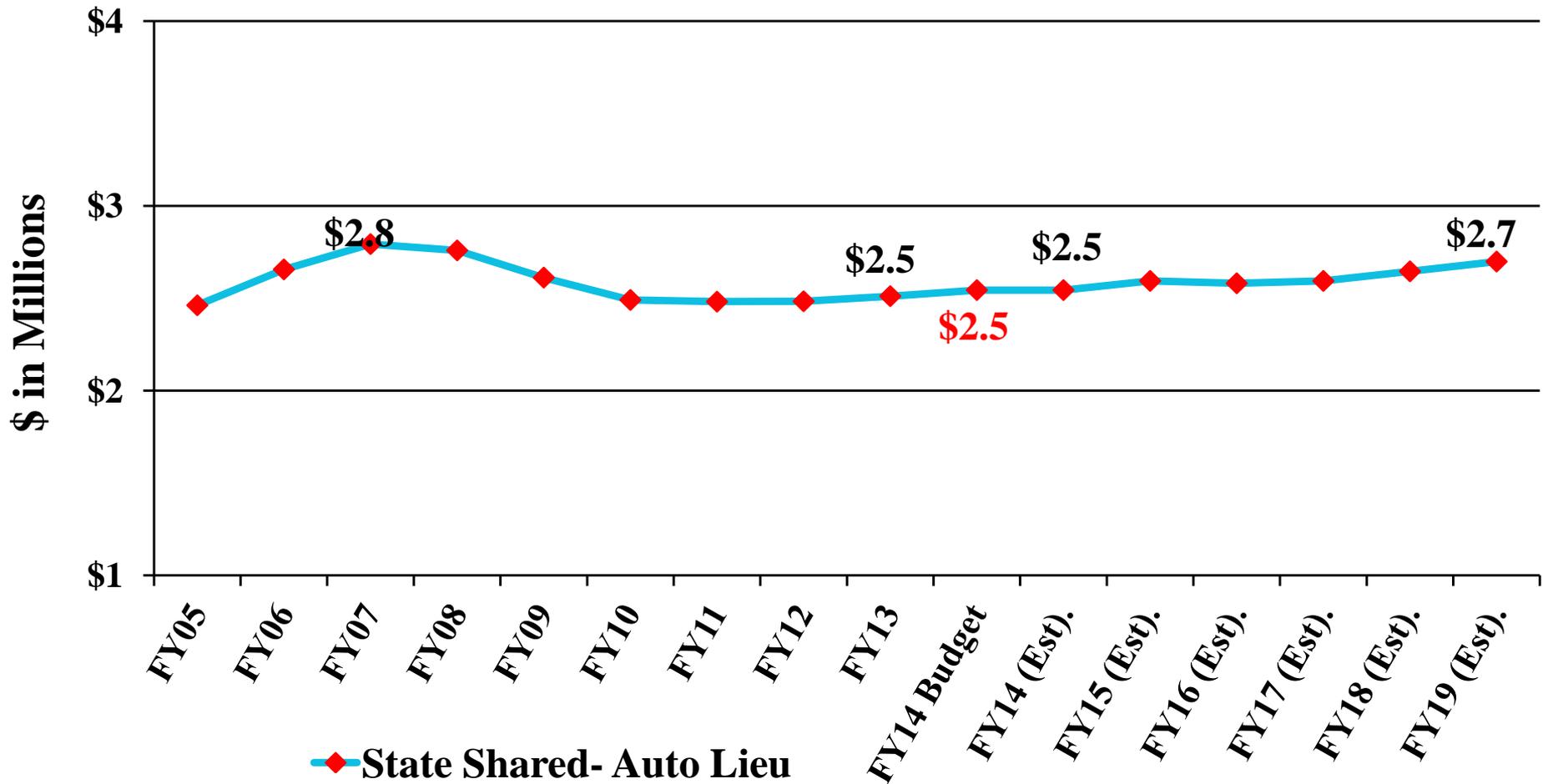
STATE SHARED- SALES TAX



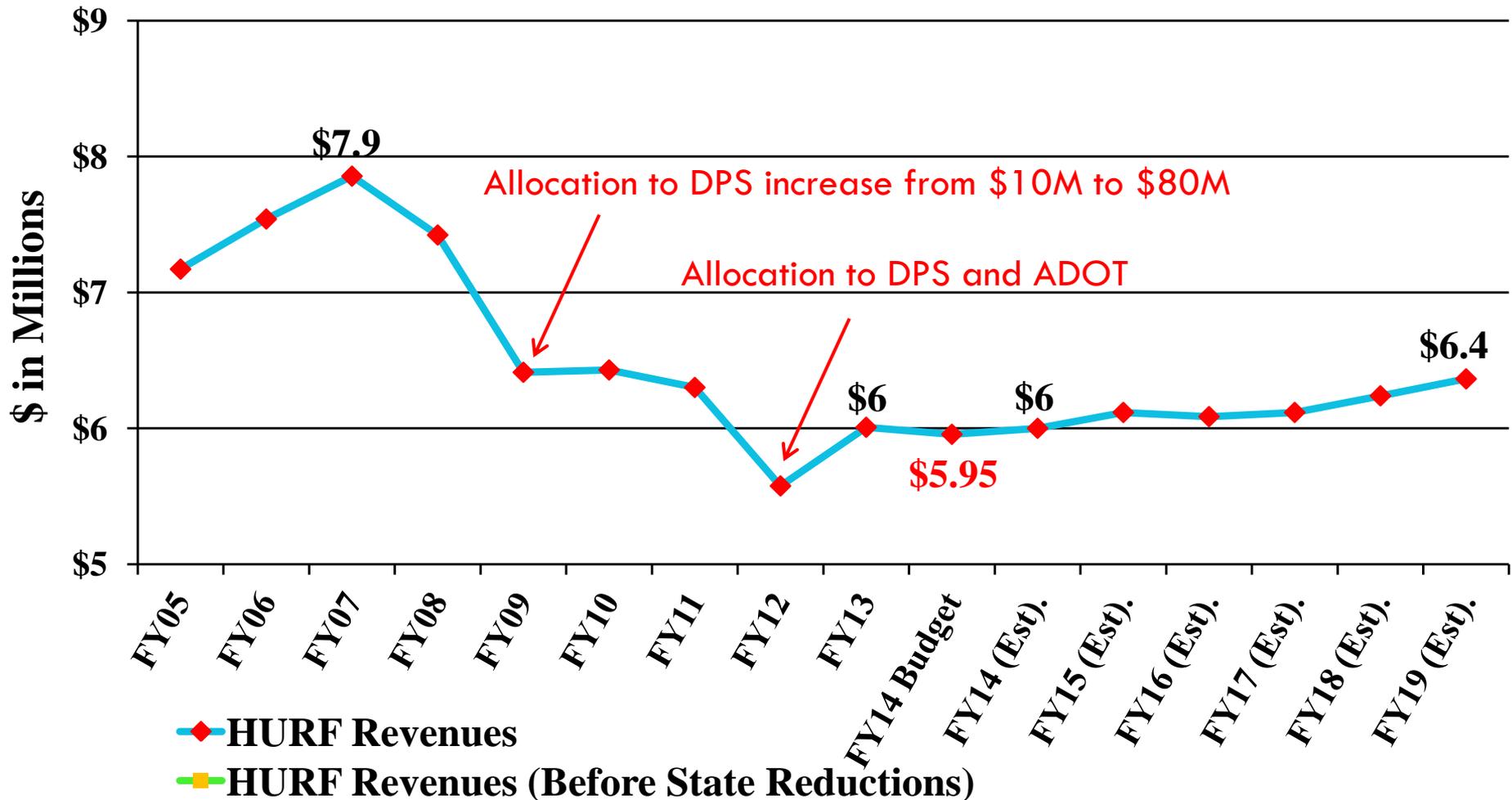
STATE SHARED- URBAN REVENUE (INCOME TAX COLLECTIONS)



STATE SHARED- AUTO LIEU (VEHICLE REGISTRATION FEES)



HIGHWAY USER REVENUE FUND (HURF)



SALARY TRIGGERS

- ◉ See Handout

PROJECTED/POSSIBLE GENERAL FUND REVENUE INCREASES IN FY15

Source of Increase	FY15 Ongoing Amount	FY14 One Time
Sales Tax- City	\$80,000	\$10,000
State Shared Sales Tax	\$0	\$180,000
State Shared Income Tax	\$340,000	\$0
Total:	\$420,000	\$190,000

Source of Increase	FY15 Ongoing Amount	FY14 One Time
HURF		\$5,000
BBB		\$70,000
Total:		\$75,000

PROJECTED/POSSIBLE GENERAL FUND REVENUE INCREASES IN FY15

Possible Future Sources (Ongoing)	Amount
Property Tax (maximum 6%)	\$330,000
Use Tax	\$100,000 (Up to \$250,000 in future)
Wastewater Services Sales Tax	\$80,000
Jet Fuel (\$0.03 per gallon) Sales Tax	\$20,000
Total:	\$530,000

SALES TAX OPTIONS

- ◎ Use Tax
- ◎ Wastewater Services
- ◎ Jet Fuel
- ◎ Tax Classification Increases

USE TAX INFORMATION

- Use Tax definition
 - Charge imposed on items that are used within a jurisdiction but were bought elsewhere, and which are thus not subject to its sales tax.¹
 - Equitability tax
- Important note
 - State of Arizona collects use tax
 - 52% of all Arizona Cities collect a use tax
 - Cities over 20,000 population, 73% collect a use tax
 - Cities larger than Flagstaff, 83% collect a use tax

USE TAX EXAMPLES

◎ Example 1:

- A vehicle is purchased from an out-of-state car dealer and brought back to Arizona. The purchaser did not pay any local sales tax in the other state. The owner of the vehicle lives in Flagstaff and registers the car in Flagstaff. The owner is subject to Arizona and Flagstaff Use Tax.

◎ Example 2:

- A new chain restaurant is opened in Flagstaff. Fixtures and equipment are purchased from out-of-state and delivered to Flagstaff. The purchaser did not pay any local sales tax in the other state. The new store's fixtures and equipment are subject to Arizona and Flagstaff Use Tax.

◎ Example 3:

- A dentist in Flagstaff purchases dental equipment from an out-of-state vendor. The purchaser did not pay any local sales tax in the other state. The dentist is subject to Arizona and Flagstaff Use Tax.

WASTEWATER SERVICES

- ⦿ New category in the Model City Tax Code
- ⦿ Collected on utility bill for sewer usage
- ⦿ Estimated revenue:
 - \$80,000 general fund
 - \$60,000 transportation funds

JET FUEL (OPTION LL)

- ⊙ Currently no jet fuel tax
- ⊙ 11 “Commercial” airports in Arizona
 - 5 levy jet fuel tax
 - 4 do not levy jet fuel tax (including Flagstaff)
 - 2 cannot (unincorporated areas)
- ⊙ 4 out of 8 largest charge jet fuel tax
 - Tucson and Grand Canyon West cannot-unincorporated
 - Yuma does not- airport authority, shared with Marine Corps
- ⊙ Average price per gallon: \$.025
- ⊙ Recommended price per gallon: \$.03
- ⊙ Estimated revenue: \$20,000

TAX CLASSIFICATION INCREASES

- ⦿ Increase the base from the 1.721% rate for specific categories.
- ⦿ May require voter approval.
- ⦿ Estimate: 1% increase across all categories equates to approximately \$15,000,000.

FIXED COSTS FORECASTS

Compensation and Benefits Incremental Costs

	General Fund	All Other Funds	Total
1% Health insurance increase (3% increase in FY14)	27,000	12,000	39,000
1% Dental insurance increase (0% increase in FY14)	2,000	1,000	3,000
1% increase in ASRS (3.7% increase in FY14)	18,000	13,000	31,000
Known increase in PSRS Police	171,000	-	171,000
Known increase in PSRS Fire	194,000	-	194,000

FIXED COSTS FORECASTS

Compensation and Benefits Incremental Costs

	General Fund	All Other Funds	Total
Merit	781,000	283,000	1,064,000
1% Salary increase	390,000	141,000	531,000

FIXED COSTS FORECASTS

Workers Comp Incremental Costs

	General Fund	All Other Funds	Total
Workers Compensation	189,000	81,000	270,000

FIXED COSTS FORECASTS

General Liability Incremental Costs

	General Fund	All Other Funds	Total
General Liability	350,000		350,000

FIXED COSTS FORECASTS

Energy, Water and Sewer Incremental Costs

	General Fund	All Other Funds	Total
Electricity/Natural Gas	43,000	185,000	228,000
Water and Sewer	20,000	15,000	35,000

FIXED COSTS FORECASTS

Total Fixed Costs

	General Fund	All Other Funds	Total
Total w/o Merit	1,014,000	307,000	1,321,000
Total w/ Merit	1,795,000	590,000	2,385,000

FIXED COSTS AND REVENUE FORECASTS

Total Fixed Costs

	General Fund	All Other Funds	Total
Total w/o Merit	1,014,000	307,000	1,321,000
Total w/ Merit	1,795,000	590,000	2,385,000

Total Revenue

	FY15 Ongoing Amount	FY14 One Time
General Fund Total	\$420,000	\$190,000
HURF		\$5,000
BBB		\$70,000

ONG General Fund Deficit: (\$594,000) or (\$1,375,000)

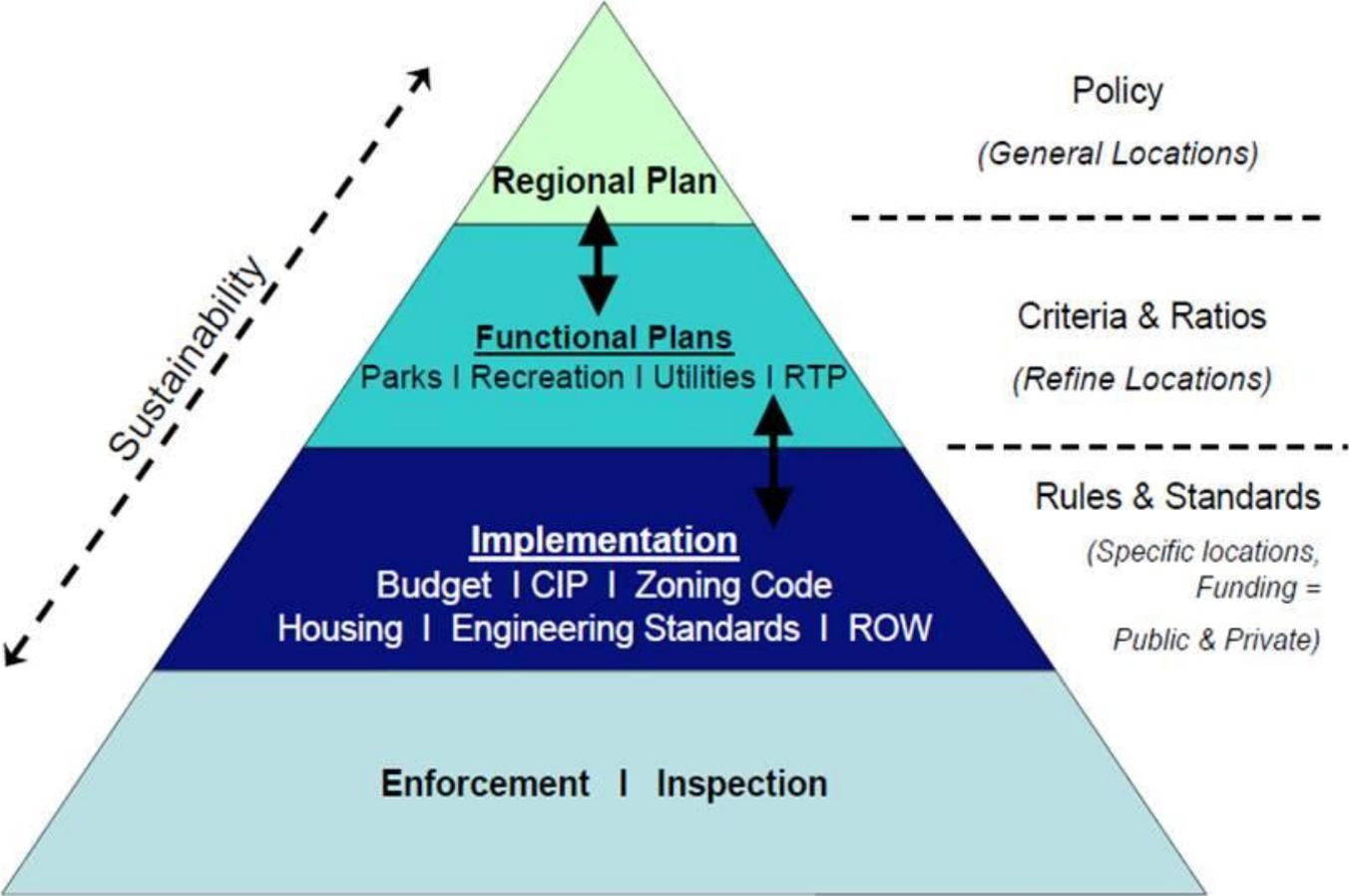
CAPITAL IMPROVEMENT PROGRAM OVERVIEW



CAPITAL IMPROVEMENT PROGRAM INTRODUCTION

- ◉ Comprehensive, five-year plan
- ◉ Supports the continued growth and development of the City
- ◉ Establishes the Capital Budget
- ◉ Implements the Regional Plan
- ◉ Implements the General Plan
- ◉ Supports the Council Adopted Goals

CAPITAL IMPROVEMENT PROGRAM PLANNING PYRAMID



CAPITAL IMPROVEMENT PROGRAM ELEMENTS

- ⦿ General Government
- ⦿ Transportation Tax
- ⦿ FUTS
- ⦿ Streets
- ⦿ Parks
- ⦿ Solid Waste
- ⦿ Beautification/Public Art
- ⦿ Airport
- ⦿ Water
- ⦿ Wastewater
- ⦿ Stormwater

GENERAL GOVERNMENT & 2010 STREET AND UTILITY PROGRAM OVERVIEW



2010 STREET/UTILITY PROGRAM FUNDING SOURCES

- ◎ \$16.5 Million authorized by voters

2010 STREET/UTILITY PROGRAM EXPENDITURES

- ◎ City Council Budget Adoption
- ◎ Implementation

2010 STREET/UTILITY PROGRAM CITIZEN PARTICIPATION

- ◎ Project Specific Public Meetings

2010 STREET/UTILITY PROGRAM PROGRAM GOALS

- ◉ November 2010 Publicity Pamphlet
- ◉ Council Goal: Repair, Replace, and Maintain Infrastructure

2010 STREET/UTILITY PROGRAM PROJECT SELECTION AND PRIORITY CRITERIA

- ⦿ Economic Feasibility (0-20 Points)
- ⦿ Public Safety (0-20Points)
- ⦿ Project Relationships (0-20Points)
- ⦿ Policy and Public Support (0-20 Points)
- ⦿ Delivery Certainty (0-10 Points)
- ⦿ Value Added Benefit (0-10 Points)
- ⦿ Coordination with Public Works and Utilities
Criteria.

2010 STREET/UTILITY PROJECTS

- ◉ Izabel Street
- ◉ Sunnyside Phase V-B
- ◉ Franklin / Mohawk Drive
- ◉ Beulah Blvd. Overlay
- ◉ Fourth Street Overlay
- ◉ Dodge Avenue
- ◉ Cherry Avenue
- ◉ Coconino / Elden / Humphreys
- ◉ S. Beaver / S. Leroux
- ◉ La Plaza Vieja
- ◉ Cedar Avenue Overlay
- ◉ Rose Avenue

GENERAL GOVERNMENT CORE SERVICES MAINTENANCE FACILITY

- ◎ Funding sources:
 - 2012 Bond \$14 Million
 - Approximately \$4 Million leveraged by \$2.50 per ton landfill tipping fee surcharge
 - Possible sale of City property
 - Mogollon Property
 - McAllister Ranch Property
- ◎ Public involvement included numerous public presentations and open houses
- ◎ Project is relocation of Public Works services

GENERAL GOVERNMENT 1996 PARKS AND RECREATION BOND \$1.1 MILLION

- ◎ **1996 Parks and Recreation Bond**
- ◎ **Parks and Recreation Commission**
- ◎ **1996 and 2013 Master Plans**
- ◎ **Programmed in FY14 Budget - \$1.1 Million**
- ◎ **Bushmaster Park Improvement is a possible project**

GENERAL GOVERNMENT 2004 PARKS AND RECREATION BOND \$2.8 MILLION

- ◎ **2004 Parks and Recreation Bond**
- ◎ **Parks and Recreation Commission**
- ◎ **1996 and 2013 Master Plans**
- ◎ **Included in CIP 5-year plan FY17 and FY18 (\$1.4 M each year)**
- ◎ **Property acquisition only - restricted by bond language to these properties:**
 - **Lake Mary Regional Park - 223 Acres**
 - **Adjacent to Christensen School - 17 Acres**
 - **Adjacent to Mt Elden Middle School - 11 Acres**

GENERAL GOVERNMENT SOLAR PANEL PROJECTS

- ◎ **Funding Source:**
 - **Capital Lease \$2.9 Million**
- ◎ **Council Resolution 2010-16 to increase renewable energy production**
- ◎ **Solar Panel construction projects:**
 - **Aquaplex**
 - **Rio de Flag Plant**
 - **Wildcat**

GENERAL GOVERNMENT OBSERVATORY MESA

◎ Funding Sources:

- 2004 Observatory Mesa Bond \$5.5 Million
- 2004 Open Spaces/FUTS Bond \$960,000
- Growing Smarter Grant \$6 Million

◎ Property acquisition

- 2250 acres of State Trust Land on Observatory Mesa

TRANSPORTATION TAX PROGRAM OVERVIEW



TRANSPORTATION TAX PROGRAM FUNDING SOURCES

- ◎ 2000 - 0.721% tax approved for 20 years
- ◎ Fourth Street Railroad Overpass (0.160%)
- ◎ Traffic Flow/Safety Improvements (0.186%)
- ◎ Pedestrian, Bicycle and School Safety(0.080%)
- ◎ Transit Service Enhancements (0.295%)

TRANSPORTATION TAX PROGRAM EXPENDITURES

- ◎ City Council Budget Adoption
- ◎ Implementation

TRANSPORTATION TAX PROGRAM CITIZEN PARTICIPATION

- ◎ Transportation Commission Recommendations
- ◎ Project Specific Public Meetings

TRANSPORTATION TAX PROGRAM PROGRAM GOALS

- ◎ May 2000 Publicity Pamphlet
- ◎ Resolution No. 2001-76 - Oct. 16, 2001
- ◎ Ordinance No. 2007-17 - Feb. 06, 2007
- ◎ Ordinance No. 2010-14 - June 01, 2010

TRANSPORTATION TAX PROGRAM PROJECT SELECTION AND PRIORITY CRITERIA

- ⦿ Economic Feasibility (0-20 Points)
- ⦿ Public Safety (0-20Points)
- ⦿ Project Relationships (0-20Points)
- ⦿ Policy and Public Support (0-20 Points)
- ⦿ Delivery Certainty (0-10 Points)
- ⦿ Value Added Benefit (0-10 Points)

This document has been provided as additional handout

TRANSPORTATION TAX PROGRAM FIVE-YEAR PLAN PROJECTS

- ◉ West/Arrowhead Improvements
- ◉ Industrial Drive/Fanning Wash
- ◉ Traffic Signal Program
- ◉ Reserve for Transportation Improvements
- ◉ Bike/Ped and Safety Improvements
- ◉ Transportation Planning and Programming
- ◉ Beulah Blvd/University Drive
- ◉ Butler/Fourth Intersection
- ◉ Country Club/Oakmont

FUTS OVERVIEW



FUTS FUNDING SOURCES

City revenue

- ◎ \$550,000 annually from 2000 Transportation Tax



FUTS

FUNDING SOURCES

Grants

- ⦿ Transportation Enhancement and Safe Routes to School discontinued in 2012
- ⦿ Transportation Alternatives not available yet
- ⦿ State Parks Trails Heritage Fund discontinued in 2010
- ⦿ 3 active FUTS projects still have grant funding but must be obligated by FY2015

FUTS

MILEAGE BY FUNDING SOURCE

Grant funded	15 miles
FUTS capital program	22 miles
Other capital projects	3 miles
Private development	15 miles



FUTS

COMMITTEES AND COMMISSIONS

Regularly informed and involved

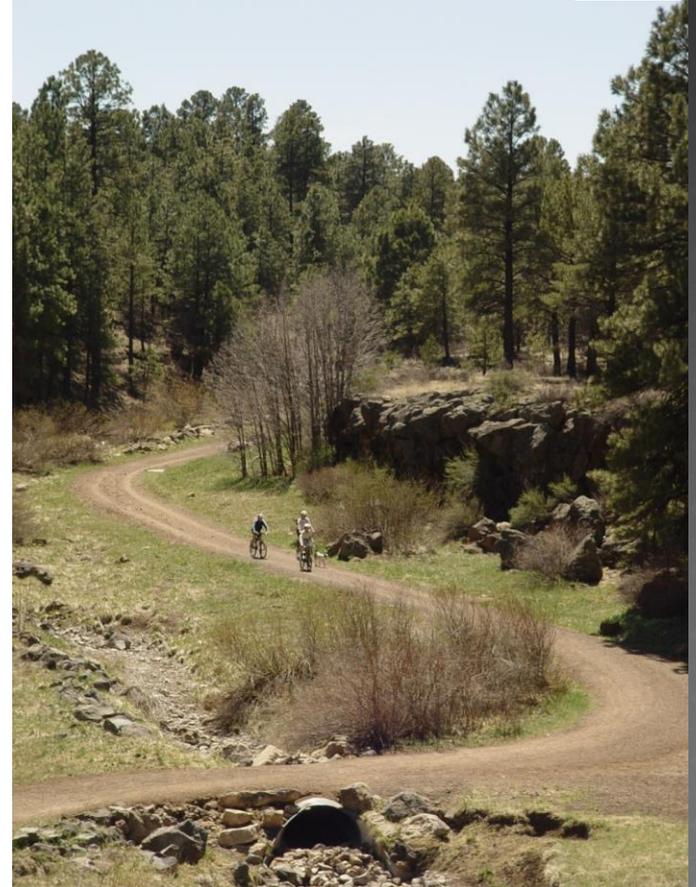
- ⦿ Pedestrian Advisory Committee
- ⦿ Bicycle Advisory Committee
- ⦿ Transportation Commission

Periodically informed

- ⦿ Open Spaces Commission
- ⦿ Parks and Recreation Commission
- ⦿ Sustainability Commission

FUTS CITIZEN INVOLVEMENT

- ⦿ Public meetings - PAC, BAC
- ⦿ Notify Me email lists via City website - 900 total subscribers
- ⦿ FUTS Facebook/Twitter page - 1100 followers
- ⦿ FUTS Project Status Report (quarterly)
- ⦿ Presence at public events - Bike to Work Week Bazaar, Earth Day, Community Market



FUTS PROGRAM GOALS

- ◉ Complete missing segments/connect trails
- ◉ Build sustainable trails that reduce need for maintenance
- ◉ Fix on-going maintenance problems
- ◉ Create a comprehensive, well-connected system that supports multimodal transportation options, recreational opportunities, and access to open space



FUTS

PRIORITY EVALUATION

- Process and criteria developed by Bicycle and Pedestrian Advisory Committees
- Presented to Open Space, Parks and Rec, Beautification and Public Arts Commissions
- Rankings are reviewed and updated annually



FUTS CRITERIA

- ◉ Connectivity
- ◉ Opportunities for completion
- ◉ Integration into multimodal network
- ◉ Spacing
- ◉ Existing need
- ◉ Safety
- ◉ Public support
- ◉ Recreation potential
- ◉ Open space access
- ◉ Forest access
- ◉ Transit connections
- ◉ Part of Arizona Trail / Loop Trail
- ◉ School access
- ◉ Grants opportunities
- ◉ Partnerships with other agencies
- ◉ Part of backbone system

FUTS PROJECTS

Recently completed

- ◉ Switzer Canyon Trail
- ◉ Sego Lily/Arizona Trail

In progress

- ◉ Arizona Trail
- ◉ McMillan Mesa Trail
- ◉ Fourth Street Trail
- ◉ Country Club Trail
- ◉ Pine Knoll Trail
- ◉ Walnut Underpass
- ◉ FUTS Signing

Upcoming

- ◉ Hospital Rim Trail
- ◉ High Country Trail
- ◉ Lone Tree Trail
- ◉ Sheep Crossing Trail
- ◉ Switzer Canyon Trail
- ◉ Lake Mary Trail



FUTS Master Plan

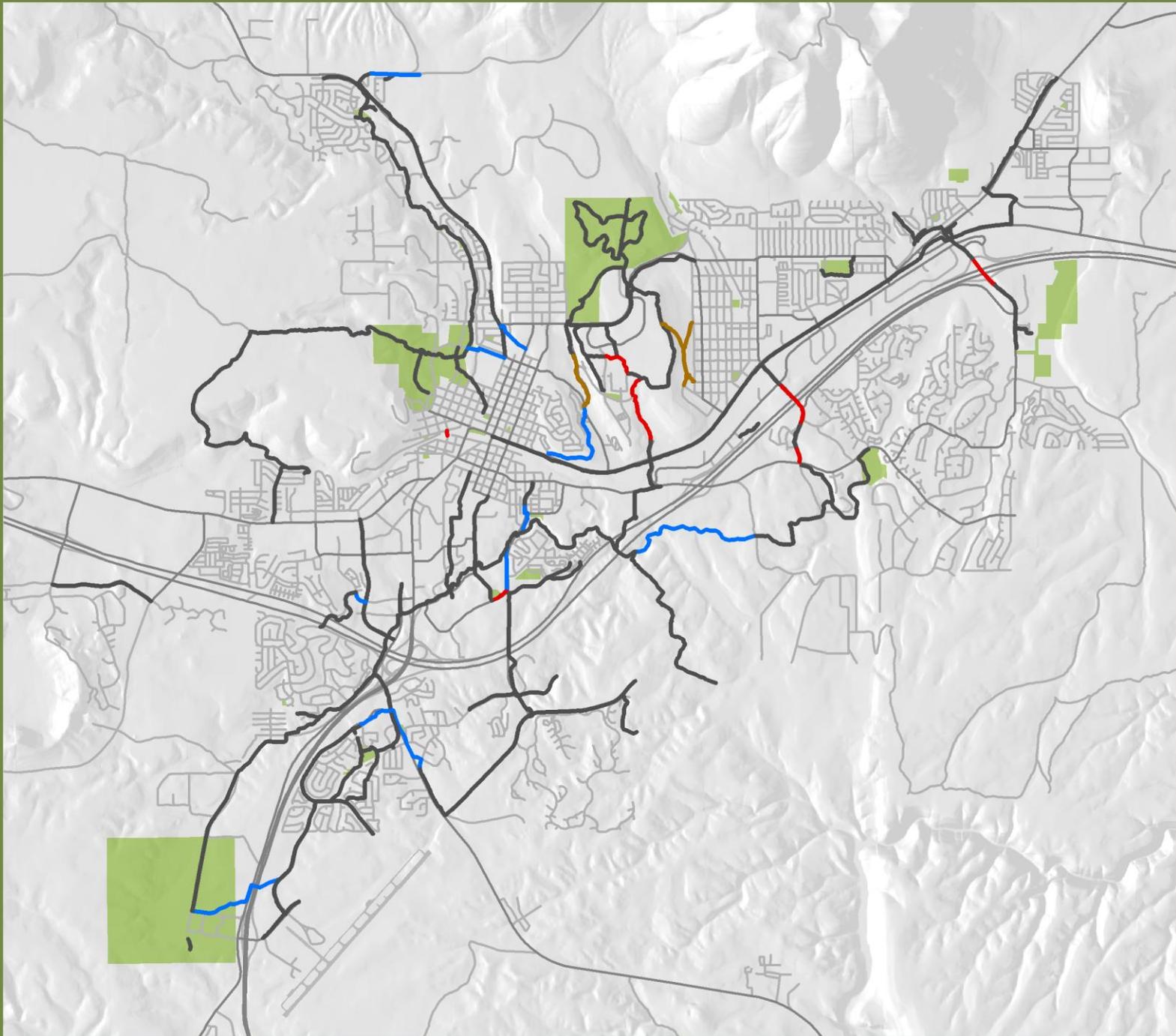
-  Existing trails
-  Recently completed
-  In progress
-  Five year plan



1



Miles



PARKS AND RECREATION/ HURF/SOLID WASTE OVERVIEW



PARKS AND RECREATION CAPITAL UNFUNDED

- ◎ **Various**
- ◎ **Parks and Recreation Commission**
- ◎ **1996 and 2013 Master Plans**
- ◎ **Top 7 Parks and Recreation Commission Projects: All have equal priority**
 - **Bushmaster Park Improvements**
 - **West Side Park Land Acquisition**
 - **Wheeler Park Redesign - Phase I**
 - **Christensen Park Development/Soccer Fields**
 - **Continental Park Improvements - Phase I**
 - **Competitive Lap Pool**
 - **Enclosed Tennis Structure**

STREETS

HIGHWAY USER REVENUE FUND

- ◎ **Pavement Preservation Program**
 - HURF Funded
 - Budgeted in FY14 Budget - \$3.6 Million
 - Utilize Pavement Management Software to create Overall Condition Index (OCI) to identify the treatment (e.g. overlay, chipseal or other)

- ◎ **Sidewalk Replacement Program**
 - HURF Funded
 - Budgeted in FY14 Budget - \$15,000
 - Sidewalks are repaired on a reactive basis (complaint or by request)

SOLID WASTE CAPITAL LANDFILL

- ◎ **Funding source is landfill tipping fees**
- ◎ **In compliance with ADEQ approved Landfill Operations Plan**
- ◎ **Example projects include:**
 - **Stormwater infrastructure**
 - **Road extension**
 - **Geophysical studies**

BBB - BEAUTIFICATION OVERVIEW



BBB - Beautification ■ Arts and Sciences Funding Sources

◎ Beautification

- BBB Tax (20 %)
- Grants
- Donations

◎ Arts and Sciences

- BBB Tax (7.5 %)
- 1% for Public Art Resolution
- Grants
- Donations

BBB - Beautification ■ Arts and Sciences Expenditures

- ◎ Beautification and Public Art Commission Recommendation

- ◎ City Council Budget Adoption

- ◎ Implementation
 - Beautification in Action Grant Program
 - Historic Facades and Sign Grant Program
 - Staff Project Management

BBB - Beautification ■ Arts and Sciences

How are BPAC recommendations developed?

◎ Ideas Generated

- Directly from public
- Commissioners
- City Council
- Other boards/commissions
- City management/staff
- VisionFlagstaff.com

◎ Annual Budget Retreat

- Evaluation and Budget
- Selection and Priority

BBB - Beautification ■ Arts and Sciences Selection and Priority - BBB Ordinance

◎ Beautification

- Landscaping
- Billboards and Signs
- Buildings
- Streetscapes
- Gateways
- Staff

◎ Arts and Sciences

- Organizations
- Festivals and Events
- Public Art
- Program Marketing
- Staff

BBB - Beautification ■ Arts and Sciences Selection and Priority - BPAC Guidelines

◎ Overall Goals

- Resilient legacies
- High impact
- Promote the image
- Community involvement
- Contemporary /contextual
- Enhancing
- Accessible to all
- Appropriate Maintenance

◎ Specific Criteria

- BBB Ordinance
- City Council Direction
- Program Needs
(Sensibility, Impact, Scale,, and Distribution)
- Aesthetics and Context
- Value and Sustainability
- Partnerships and Coordination
- Cost and Maintenance
- Safety

BBB - Beautification ■ Arts and Sciences FY 14 Five-year Plans

◎ Beautification

- Community Gardens
- Woodlands/Beulah Medians
- Butler Medians - Phase 3
- East Flagstaff Gateway
- Fourth St Improvements
- Basque Properties
- Heritage Square Lighting
- Visitor Center Rt 66 Planters
- Milton Road Sign Program
- RT66 Sign Project
- Arts Incubator Facility

◎ Arts and Sciences

- Flagstaff Cultural Partners
- Arizona Science Foundation

◎ Public Art

- Lumberyard Mural
- Rendezvous Sculpture

AIRPORT OVERVIEW



AIRPORT CAPITAL IMPROVEMENT FUNDING SOURCES

- Federal Grants
- Arizona Department of Transportation Grants
- Passenger Facility Charges
- Airport Revenue
- General Fund

INVOLVEMENT IN AIRPORT CAPITAL PROGRAMS

- Airport Commission
- Airport Master Plan
- Federal Aviation Administration and ADOT meetings
- Airport tenants
- Airport users
- Flagstaff Employee Stakeholders

CITIZEN IDENTIFIED CONCERNS VS PROFESSIONAL TECHNICAL ASPECTS

The Airport like all City of Flagstaff Departments listens to public concerns, comments, and wants. Public input is important to meet local needs. As part of the National Air Space System the Airport must comply with multiple Federal and State laws and grant assurances. All Airport projects are vetted through the FAA to maintain grant assurances.

AIRPORT CAPITAL PROJECTS

1. FUNDED

- Westplex Storage Area
- Sustainability Master Plan
- Aircraft Rescue Trucks
- Runway Reconstruction
- Parking Garage
- Airport Master Plan
- Heliport
- Runway Markings
- Land Acquisition
- Construct Perimeter Road (inside fence)

AIRPORT CAPITAL PROJECTS

UNFUNDED

- Pulliam Drive
- Airport Gate Improvement
- DPS Hangar Improvement
- FAA Building Improvement

AIRPORT CAPITAL PROGRAM GOALS

- Safety
- Maintain for long term usage
- Obtain grants
- Provide public air service
- Promote business, tourism in Flagstaff
- Provide for emergency users

UTILITIES OVERVIEW



UTILITIES 5 YR CIP PROGRAM FUNDING SOURCES

- ◉ Rates- Operation and Maintenance projects
- ◉ Capacity Fees-Growth Related projects

UTILITIES 5 YR CIP PROGRAM EXPENDITURES

- ◎ City Council Budget Adoption
- ◎ Implementation

UTILITIES 5 YR CIP PROGRAM CITIZEN PARTICIPATION

- ◉ Water Commission Recommendations
- ◉ Project Specific Public Meetings

UTILITIES 5 YR CIP PROGRAM PROJECT SELECTION AND PRIORITY CRITERIA

- ◎ City Council Goals Objective(0-20 Points)
- ◎ Regulatory or Public Safety (0-20Points)
- ◎ Criticality of Infrastructure (0-20Points)
- ◎ Annual O&M Costs(0-20 Points)
- ◎ Capital Costs-Econommic Feasibility (0-20 Pts)

This document has been provided as additional handout

UTILITIES CIP

FIVE-YEAR PLAN MAJOR PROJECTS

- ◉ Annual Sewer Replacement Program-1 Mile
- ◉ Annual Water Line Replacement-2 Mile
- ◉ Annual Radio Read Meter Replacement
- ◉ Well Pump house Building-McCalister
- ◉ WWTP Blower-Consent/Energy Efficiency
- ◉ WWTP-Septage and Grease Station
- ◉ WWTP Rio UV System
- ◉ Lake Mary WTP Land Acquisition from FS
- ◉ New Well and Pumphouse
- ◉ Rio Flood Control Project-Water &Sewer

STORMWATER FUNDING SOURCES

- ◎ Stormwater Utility Fee
- ◎ Plan review fees



STORMWATER CAPITAL DRAINAGE IMPROVEMENT PROGRAM

- ◎ **Commission Involvement: Water Commission**
- ◎ **Prioritization Scheme: Water Commission approved matrix from Northeast Area Master Plan (urgency, severity, implementation, cost, maintenance, compliance, quality of life, environmental/sustainability).**
- ◎ **Projects are a mixture of Master Plan projects and neighborhood drainage complaints.**



TABLE 1. DRAINAGE IMPROVEMENT PROJECT PRIORITY LIST

Priority	Project Name/Location
1	Columbia Circle
2	Fanning Drive Wash – Steve’s Blvd Crossing
3	Schultz Creek
4	Spruce Avenue Wash – Dortha Inlet
5	Steve’s Boulevard Wash – Soliere Crossing
6	Spruce Avenue Wash – Linda Vista
7	Fanning Drive Wash Upper Reach
8	Switzer Canyon Wash Upper Reach
9	Cottage and Elden Drainage Improvements
10	West Street Wash
11	Penstock Ave Wash
12	Switzer Canyon Wash Lower Reach
13	Mobile Haven
14	McMillan Mesa
15	City Property at 120 E. Butler Drainage Improvements
16	Shadow Mtn Phase II - Monte Vista Drainage Improvements
17	Hospital Hill
18	West Phoenix Street Drainage Improvements
19	Darleen Dr. Street Drainage Improvements
20	U. Heights S. & Litzler SD Improvements
21	N. Sunset Drainage Improvements
22	Leroux Ave. Storm Drain Upgrade
23	Flag Truckstop

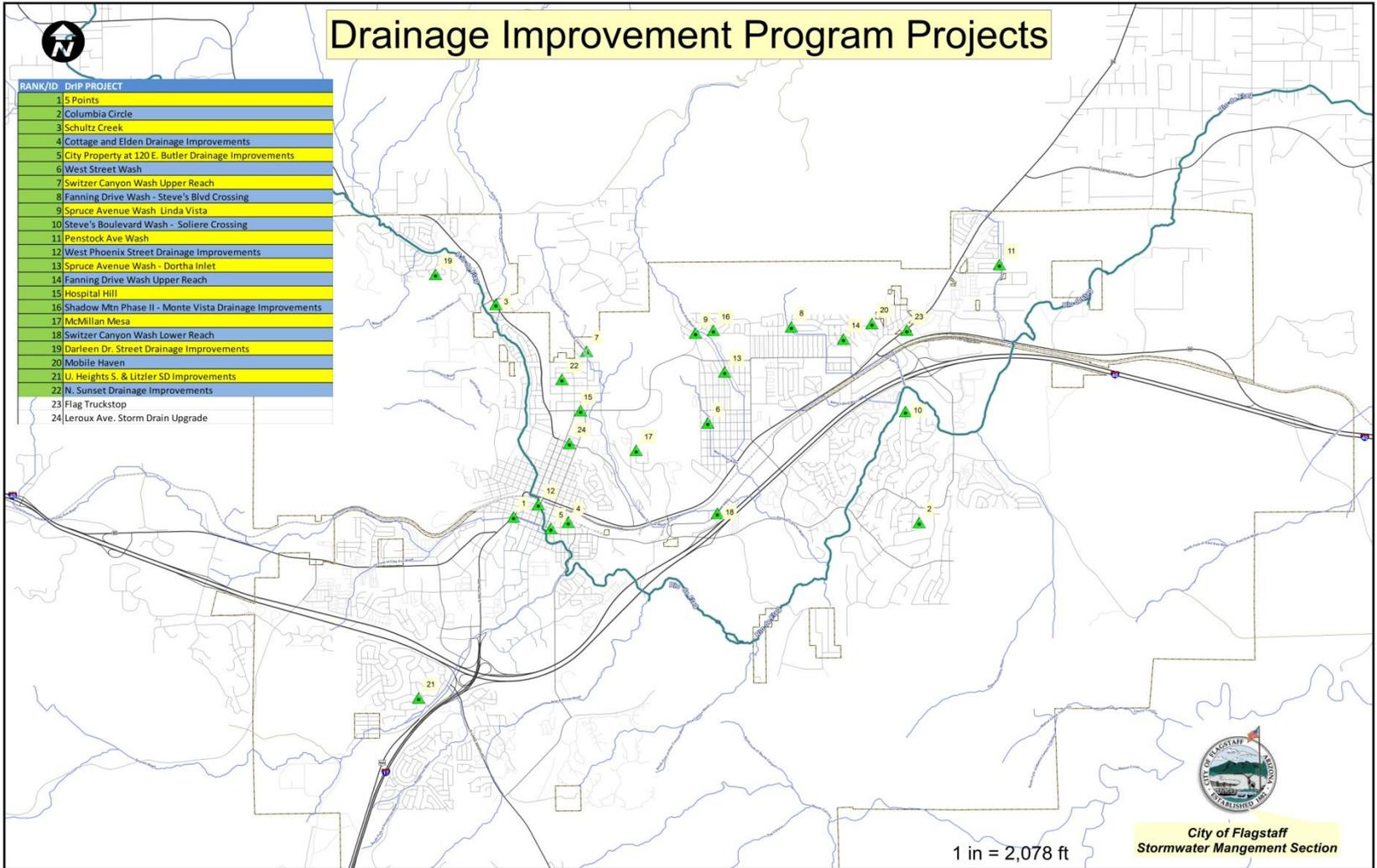
	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Project Description
Stormwater Utility	\$255,000	\$259,000	\$263,080	\$267,242	\$271,486	
5 Points	\$180,000					flooding from clay avenue wash adjacent to Natural Grocers and onto Milton. Solution will catch flows in box culvert under Milton and create open channel across City property
City Property at 120 E. Butler	\$20,000					water from city lot flows into residential area causing flooding
Fanning Drive - Steve's Blvd Crossing	\$40,000					water breaks out of the wash and flows south through the Upper Greenlaw neighborhood
Columbia Circle		\$250,000				drainage improvement to columbia circle flooding in Country Club estates
Schultz Creek			\$263,000			installation of drainage channel from Hgwy 180 west to the Rio de Flag would remove 20 homes from the floodplain and potential major flooding
Cottage and Elden				\$40,000		reduce and eliminate structural flooding and drainage issues
Spruce Avenue Wash - Dortha Inlet				\$224,000		Spruce Avenue Wash transitions from above ground channel to stormdrain at wash's intersection with Dortha Avenue. Improve inlet to capture the 100 year event and avoid major flooding.
Spruce Avenue Wash - Linda Vista					271,000	undersized Spruce Avenue Wash crossing of Linda Vista resulting in overtopping of floodwaters on the road. New upsized box culvert will accommodate the 100 year discharge
Total annual expenditures	\$240,000	\$250,000	\$263,000	\$264,000	\$271,000	



Drainage Improvement Program Projects



RANK/ID	DrIP PROJECT
1	5 Points
2	Columbia Circle
3	Schultz Creek
4	Cottage and Elden Drainage Improvements
5	City Property at 120 E. Butler Drainage Improvements
6	West Street Wash
7	Switzer Canyon Wash Upper Reach
8	Fanning Drive Wash - Steve's Blvd Crossing
9	Spruce Avenue Wash - Linda Vista
10	Steve's Boulevard Wash - Soliere Crossing
11	Penstock Ave Wash
12	West Phoenix Street Drainage Improvements
13	Spruce Avenue Wash - Dortha Inlet
14	Fanning Drive Wash Upper Reach
15	Hospital Hill
16	Shadow Mtn Phase II - Monte Vista Drainage Improvements
17	McMillan Mesa
18	Switzer Canyon Wash Lower Reach
19	Darleen Dr. Street Drainage Improvements
20	Mobile Haven
21	U. Heights S. & Litzler SD Improvements
22	N. Sunset Drainage Improvements
23	Flag Truckstop
24	Leroux Ave. Storm Drain Upgrade



City of Flagstaff
Stormwater Mangement Section

1 in = 2,078 ft

MASTER PLANS

- ◎ Northeast Area master Plan
- ◎ USACE Rio De Flag Flood Control Project
- ◎ Zuni Drive Drainage Study

COUNCIL DISCUSSION



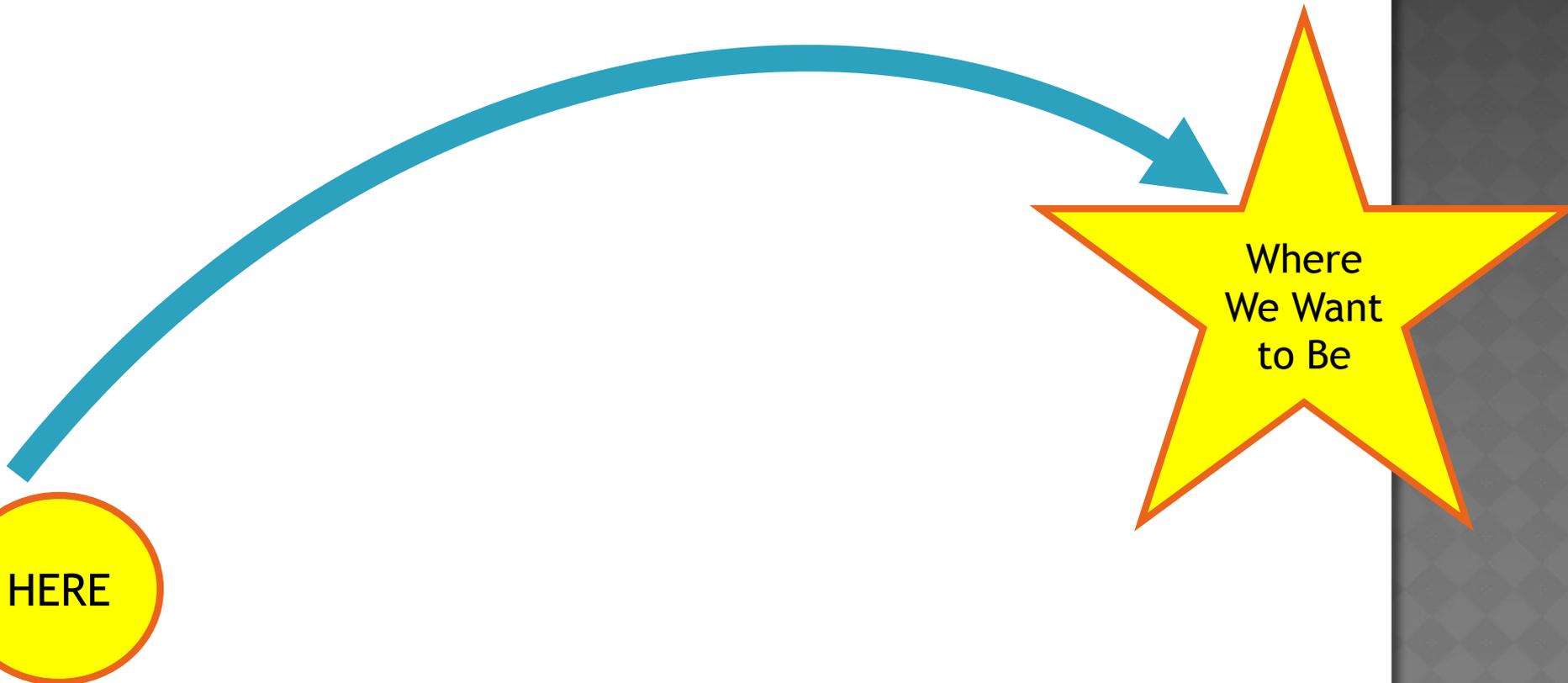
COUNCIL DISCUSSION

- ◎ Process Review
- ◎ Roundtable

PRIORITIES FOR FY2015 BUDGET



PURPOSE AND OVERVIEW



HERE

Where
We Want
to Be

THE BIG PICTURE

- ◎ Mission
- ◎ Vision
- ◎ Council Goals

Strategic Documents

- ◎ Regional Plan
- ◎ Master Plans
- ◎ Council Resolutions

THE BIG PICTURE

Taking Care of What we Have
(a.k.a. Cracks in the Hull)

- ⦿ What's Broken
- ⦿ What's Behind
- ⦿ What's on it's Last Leg

CUTTING IS LESS OF AN OPTION

◎ Efficiencies

- FY10 Budget Instructions: Cut 19%
 - FY11 Budget Instructions: Cut 5%
 - FY12 Budget Instructions: Cut
 - FY13 Budget Instructions:
 - FY14 Budget Instructions: Cut 2.5%
-
- Cut to survive
- Cut to improve

◎ FY14 Mini Budget Retreats

- 22 Services Examined For Elimination or Cut
- 0 Services Cut
- Different majority on each one

**WE ARE NOT GETTING OUT
OF ANY BUSINESSES!**

**WE MAY CHANGE THE WAY
WE DELIVER A SERVICE.**

BUDGET TOOLS OF TODAY

- ⦿ Contracting Out
 - Vacancies
 - New Hires
 - Internal Services
- ⦿ Marginal Cuts
- ⦿ Re-Allocation
- ⦿ New Revenue Sources

PRIORITIES FOR FY15 BUDGET

Approach A

- ◎ Catch-up
- ◎ Maintain
- ◎ Improve

Approach B

- ◎ No Cost
- ◎ Existing Cost
- ◎ New Cost

PRIORITIZATION

Approach C = Categories/A + B

APPROACH C - CATEGORIES

Competing Pent-up Needs Broken Into Categories:

- ⦿ Compensation
- ⦿ Maintenance/Infrastructure
- ⦿ Training
- ⦿ Staffing
- ⦿ IT
- ⦿ Life Safety
- ⦿ Economic Development
- ⦿ Other

EXERCISE #1: COUNCIL DISCUSSION ON INVESTMENT CATEGORIES

Step 1: Review investment categories

Step 2: Confirm the investment categories are accurate

Step 3: Confirm no need for additional investment categories

Step 4: Can any investment categories be combined?

EXERCISE #2: SMALL GROUP DISCUSSION ON BENCHMARKS

For Each Category:

Step 1: How would you define success/progress

Step 2: Group report out

- ⦿ Document group's discussion
- ⦿ Do not debate - only add to the list
- ⦿ Only clarifying questions

PRIORITIES FOR FY2015 BUDGET

Council Discussion

- ◎ Objectives listed exceed well over \$30M
- ◎ Investment category
- ◎ One-time vs. Ongoing investment
- ◎ New vs. existing investment
- ◎ Service Levels: Catch up/maintain/improve

PRIORITIES FOR FY2015 BUDGET

Council Discussion

- ⦿ Mini Budget Retreat Topics
- ⦿ February Retreat Topics

PRIORITIES FOR FY2015 BUDGET

Questions

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEARS 2014-2019**

	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
Beginning Balance	\$ -	-	-	-	-	-	-	-	-
Resources									
Debt	48,577,911	8,003,780	42,656,283	4,374,063	2,270,977	13,811,450	3,909,342	10,493,790	85,519,685
Grants	16,648,269	6,326,679	14,409,364	7,203,813	1,797,130	4,646,199	4,227,203	3,205,065	41,815,453
Pay-as-you-go	48,893,814	8,406,062	50,158,920	17,459,201	18,101,142	13,087,858	14,134,909	14,756,239	136,104,331
Reserved	-	-	-	-	1,750,000	-	300,000	3,000,000	5,050,000
Total Resources	114,119,994	22,736,521	107,224,567	29,037,077	23,919,249	31,545,507	22,571,454	31,455,094	268,489,469
Expenditures									
General Government	79,304,305	10,607,357	68,940,783	9,189,563	2,468,477	13,811,450	3,915,512	10,493,790	119,426,932
Streets/Transportation	8,358,192	4,316,695	11,321,601	7,168,500	7,513,900	5,055,700	5,509,200	7,710,318	48,595,914
Flagstaff Urba Trails System	3,210,435	1,197,880	3,446,341	555,000	725,000	500,000	550,000	425,000	7,399,221
BBB: Streetscape	3,160,214	1,049,341	2,619,360	512,500	512,500	612,500	512,500	562,500	6,381,201
Utilities: Water	7,973,511	2,673,980	6,710,560	3,110,000	2,740,000	4,340,000	3,684,000	6,144,000	29,402,540
Utilities: Wastewater	1,649,000	601,133	3,366,867	2,890,000	3,815,000	2,100,000	3,323,000	1,763,000	17,859,000
Airport	5,198,170	1,406,709	5,835,127	3,359,514	1,750,372	4,777,777	4,425,000	1,000,000	22,554,499
Solid Waste	383,000	10,000	108,000	1,922,000	4,060,000	10,000	310,000	3,010,000	9,430,000
Stormwater Utility	4,883,167	873,426	4,875,928	330,000	334,000	338,080	342,242	346,486	7,440,162
Total Expenditures	114,119,994	22,736,521	107,224,567	29,037,077	23,919,249	31,545,507	22,571,454	31,455,094	268,489,469
Ending Balance	\$ -	-	-	-	-	-	-	-	-

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2014-2019**

	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
General Government									
General Fund									
Redevelopment	\$ 645,000	-	145,000	-	-	-	-	-	145,000
Solar Panel Project	-	-	4,000,000	-	-	-	-	-	4,000,000
Brownfields Assessment	1,000,000	281,500	418,500	-	-	-	-	-	700,000
Property Purchase / Improvement	1,000,000	-	1,000,000	-	-	-	-	-	1,000,000
General Fund Bond Fund									
Fire Stations	8,000	6,000	-	-	-	-	-	-	6,000
FUTS / Open Space Land Acquisition	-	17,409	1,163,845	935,063	270,977	411,450	515,512	-	3,314,256
Picture Canyon	6,600,000	5,251,032	-	-	-	-	-	-	5,251,032
USGS 2010 SFO	1,587,000	-	-	-	-	-	-	-	-
USGS Misc Buildings	-	-	-	-	-	10,000,000	-	10,000,000	20,000,000
Innovation Mesa	7,525,000	186,750	1,074,250	6,254,500	197,500	-	-	-	7,713,000
Observatory Mesa	-	225,000	12,020,000	-	-	-	-	-	12,245,000
Communication System 2010	-	3,747	-	-	-	-	-	-	3,747
2010 Street / Utility	272,000	109,888	-	-	-	-	-	-	109,888
Pavement Preservation	650,000	331	-	-	-	-	-	-	331
Cherry Avenue	1,248,000	938,406	-	-	-	-	-	-	938,406
Franklin / Mohawk Avenue	-	241	-	-	-	-	-	-	241
Izabel Avenue	-	568	-	-	-	-	-	-	568
S. Beaver / S. Leroux Street	2,342,350	235,710	2,130,650	-	-	-	-	-	2,366,360
Dodge Avenue	968,467	782,928	10,667	-	-	-	-	-	793,595
Rose Avenue	1,047,500	155,746	1,449,260	-	-	-	-	-	1,605,006
Coconino / Elden / Humphrey	1,549,900	1,922,454	-	-	-	-	-	-	1,922,454
La Plaza Vieja	1,590,088	159,495	1,957,236	-	-	-	-	-	2,116,731
Cedar Avenue	-	12,075	676,375	-	-	-	-	-	688,450
Presidio Subdivision	2,876,000	-	-	-	-	-	-	-	-
Watershed Protection Project	6,000,000	50,000	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	493,790	10,043,790
Court Facility	12,000,000	250,000	12,000,000	-	-	-	-	-	12,250,000
Municipal Maintenance Facility	28,295,000	18,077	28,295,000	-	-	-	-	-	28,313,077
Land Acquisition (Parks & Rec)	-	-	-	-	-	1,400,000	1,400,000	-	2,800,000
Parks and Recreation	1,100,000	-	1,100,000	-	-	-	-	-	1,100,000
Total General Government	\$ 79,304,305	10,607,357	68,940,783	9,189,563	2,468,477	13,811,450	3,915,512	10,493,790	119,426,932

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2014-2019**

	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
Streets / Transportation									
Streets									
Street Improvement Program	\$ 1,154,879	1,054,879	2,146,000	2,146,000	2,146,000	2,146,000	2,253,300	2,365,965	14,258,144
Street Improvement Program - 1X funding	-	-	1,450,000	865,000	865,000	-	-	-	3,180,000
Sunnyside	850,000	-	850,000	-	-	-	-	-	850,000
Minor Transportation Improvements	50,000	50,000	50,000	60,000	65,000	70,000	75,000	85,000	455,000
Reserve for Improvements	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	350,000
Sidewalk Replacement Program	15,000	14,450	15,000	15,000	15,000	15,000	15,000	15,000	104,450
Ponderosa Parkway	3,000	-	-	-	-	-	-	-	-
Transportation Tax Funded									
West / Arrowhead Improvement	4,469,313	2,755,171	4,821,575	-	-	-	-	-	7,576,746
Industrial Drive / Fanning Wash	-	-	575,000	1,375,000	-	-	-	-	1,950,000
Traffic Signal Program	-	-	445,000	-	477,000	-	512,000	-	1,434,000
Reserve for Transportation Improvements	175,000	175,000	159,500	167,500	175,900	184,700	193,900	203,600	1,260,100
Bike / Ped and Safety Improvement	484,500	112,191	669,526	200,000	200,000	200,000	200,000	200,000	1,781,717
Transportation Planning and Programming	95,000	95,000	90,000	90,000	90,000	90,000	90,000	90,000	635,000
Beulah Blvd / University Drive	995,000	10,004	-	1,500,000	1,580,000	2,300,000	2,120,000	-	7,510,004
Industrial Drive - Huntington to Purina	-	-	-	700,000	1,850,000	-	-	-	2,550,000
Butler / 4th Intersection Reconstruction	-	-	-	-	-	-	-	3,585,753	3,585,753
Country Club / Oakmont	-	-	-	-	-	-	-	1,115,000	1,115,000
Total Streets/Transportation	\$ 8,358,192	4,316,695	11,321,601	7,168,500	7,513,900	5,055,700	5,509,200	7,710,318	48,595,914

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2014-2019**

	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
FUTS FUND									
FUTS									
Special Projects & Unprogrammed Work	\$ 50,000	32,200	50,000	50,000	50,000	50,000	50,000	50,000	332,200
FUTS Signage Program	293,000	200,000	95,000	-	-	-	-	-	295,000
Arizona Trail	316,279	65,414	283,438	-	-	-	-	-	348,852
Country Club FUTS Trail	9,100	9,100	3,500	-	-	-	-	-	12,600
Sixth Avenue / Arrowhead Connector	449,313	326,540	-	-	-	-	-	-	326,540
Cedar Trail	20,000	-	20,000	-	-	-	-	-	20,000
Switzer Mesa Trail	45,000	40,000	5,000	-	-	-	-	-	45,000
Switzer Canyon FUTS Trail	282,552	238,575	-	-	-	-	-	-	238,575
BNSF Walnut - Florence Underpass	647,500	4,000	1,315,200	-	-	-	-	-	1,319,200
Mall Transfer Center Trail Realignment	80,000	43,866	33,934	-	-	-	-	-	77,800
Florence - Walnut Underpass	478,031	2,850	530,223	-	-	-	-	-	533,073
Fourth Street Trail	159,660	7,719	683,286	-	-	-	-	-	691,005
Pine Knoll Trail	80,000	17,616	50,000	-	-	-	-	-	67,616
Ponderosa Trail Rehab	300,000	210,000	-	-	-	-	-	-	210,000
Hospital Rim FUTS Trail	-	-	266,760	-	-	-	-	-	266,760
Brannen Connector	-	-	40,000	-	-	-	-	-	40,000
High Country Trail	-	-	70,000	280,000	-	-	-	-	350,000
Sheep Crossing Trail	-	-	-	125,000	200,000	-	-	-	325,000
Lonetree Trail	-	-	-	100,000	250,000	-	-	-	350,000
Switzer Canyon Trail	-	-	-	-	225,000	300,000	-	-	525,000
Shultz Pass Trail	-	-	-	-	-	150,000	-	-	150,000
Lake Mary Road Trail	-	-	-	-	-	-	500,000	225,000	725,000
Little America Trail	-	-	-	-	-	-	-	150,000	150,000
Total FUTS	\$ 3,210,435	1,197,880	3,446,341	555,000	725,000	500,000	550,000	425,000	7,399,221

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2014-2019**

	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
BBB FUNDS									
Beautification									
Streetscape									
Special Projects & Unprogrammed Work	\$ 50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	350,000
Historic Facades	106,177	50,000	50,000	50,000	50,000	50,000	50,000	50,000	350,000
4th Street Neighborhood Gateway	184,360	-	184,360	-	-	-	-	-	184,360
Neighborhood Gardens	19,000	-	20,000	-	-	-	-	-	20,000
Butler Medians Phase III	513,900	50,000	352,500	-	-	-	-	-	402,500
4th Street Corridor Improvements	1,100,000	-	1,300,000	200,000	-	-	-	-	1,500,000
Basque Properties	250,000	14,600	-	-	-	-	-	-	14,600
Heritage Square Permanent Lighting	30,000	30,000	-	-	-	-	-	-	30,000
Visitor Center Route 66 Planter	25,000	25,000	-	-	-	-	-	-	25,000
Arts Incubator Façade Contribution	50,000	25,000	125,000	-	-	-	-	-	150,000
Milton Signs	100,000	-	100,000	-	-	-	-	-	100,000
Beautification in Action	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	87,500
Route 66 Preservation Project	20,000	23,000	-	-	-	-	-	-	23,000
Woodlands/Beulah Medians	699,277	769,160	-	-	-	-	-	-	769,160
Southside Plan - Beaver / San Francisco	-	81	-	-	-	-	-	-	81
Butler Avenue - North Edge	-	-	400,000	100,000	-	-	-	-	500,000
Fort Valley Road Enhancements	-	-	25,000	-	-	-	-	-	25,000
Gutter Diversions-Sustainable Streets	-	-	-	100,000	100,000	100,000	-	-	300,000
Butler Medians Phase IV	-	-	-	-	300,000	300,000	-	-	600,000
City Gateway at Milton Road	-	-	-	-	-	50,000	200,000	-	250,000
Urban Forest	-	-	-	-	-	50,000	200,000	-	250,000
CSPM Projects	-	-	-	-	-	-	-	450,000	450,000
Total BBB	\$ 3,160,214	1,049,341	2,619,360	512,500	512,500	612,500	512,500	562,500	6,381,201

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2014-2019**

	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
Water/Wastewater									
Water									
Reserve for Improvements	\$ 100,000	67,803	195,000	150,000	150,000	150,000	150,000	150,000	1,012,803
Railroad Springs Reservoir	25,923	100,847	-	-	-	-	-	-	100,847
Future Water Rights	1,322,606	4,600	624,000	-	-	-	-	-	628,600
Water Resource Sustainability Study	35,000	35,000	-	-	-	-	-	-	35,000
Inner Basin Pipeline Realignment	3,778,982	1,900,000	-	-	-	-	-	-	1,900,000
Inner Basin Pipeline Relocation	-	9,100	-	-	-	-	-	-	9,100
Aging Water Infrastructure Replacement	-	-	451,741	2,000,000	2,000,000	2,000,000	2,832,000	2,832,000	12,115,741
Radio Read Meter Replacements	100,000	49,040	100,960	290,000	300,000	300,000	340,000	340,000	1,720,000
Water Meter Vault Replacement Program	-	-	120,000	120,000	40,000	40,000	40,000	40,000	400,000
Rio de Flag Waterline Relocations	200,000	-	200,000	-	-	200,000	222,000	32,000	654,000
San Francisco Alley Waterline	50,000	29,875	117,000	-	-	-	-	-	146,875
Lake Mary Land Acquisition	-	-	-	-	-	1,400,000	-	-	1,400,000
McCallister Ranch	-	-	900,000	-	-	-	-	-	900,000
Lake Mary Well #2 - 12" Pipeline	382,000	50,000	332,000	-	-	-	-	-	382,000
LM Electrical Service Upgrade	-	-	-	300,000	-	-	-	-	300,000
Water System Master Plan	150,000	30,000	120,000	-	150,000	-	-	150,000	450,000
Switzer Canyon Transmission Line	804,000	137,741	1,546,259	-	-	-	-	-	1,684,000
West / Arrowhead Waterline	230,000	139,000	330,000	-	-	-	-	-	469,000
SCADA Master Plan	50,000	30,000	20,000	-	-	-	-	-	50,000
SCADA Control Upgrades	80,000	-	80,000	-	-	-	-	-	80,000
Water Plant Efficiency Project	35,000	35,000	97,000	50,000	100,000	100,000	100,000	100,000	582,000
NAZ Water Supply Feasibility	300,000	-	300,000	-	-	-	-	-	300,000
Water Rate Study	-	-	150,000	-	-	150,000	-	-	300,000
Vehicle Equipment Storage	90,000	12,400	77,600	-	-	-	-	-	90,000
Westside Waterline Expansion	-	-	450,000	-	-	-	-	-	450,000
Cheshire Tank Repairs	-	-	300,000	-	-	-	-	-	300,000
Railroad Springs Reservoir #1 Repaint	-	-	-	200,000	-	-	-	-	200,000
New Well and Pumphouse	-	-	-	-	-	-	-	2,500,000	2,500,000
Walapai Drive Alley Waterline	240,000	43,574	199,000	-	-	-	-	-	242,574
	7,973,511	2,673,980	6,710,560	3,110,000	2,740,000	4,340,000	3,684,000	6,144,000	29,402,540

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2014-2019**

	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
Water/Wastewater									
Wastewater									
Picture Canyon	\$ 65,600	32,200	290,500	-	-	-	-	-	322,700
Westside Interceptor Improvements	-	-	-	-	400,000	-	-	-	400,000
Sewer / Reclaimed Water Master Plan	125,000	20,800	104,200	-	125,000	-	-	125,000	375,000
Rio Plant - Replace UV System	-	-	-	-	-	-	1,400,000	-	1,400,000
WWTP Energy Efficiency Program	120,000	18,600	301,400	400,000	350,000	150,000	150,000	150,000	1,520,000
Wildcat Barscreens	450,000	36,000	414,000	-	-	-	-	-	450,000
Wildcat - Replacement Grit Pumps	-	-	-	90,000	-	-	-	-	90,000
Wildcat - Third Digester	-	-	-	1,500,000	1,500,000	-	-	-	3,000,000
Wildcat - Solids Disposal	-	70,000	1,130,000	-	-	-	-	-	1,200,000
Aging Sewer Infrastructure Replacements	110,000	30,000	484,225	750,000	1,290,000	1,290,000	1,290,000	1,290,000	6,424,225
Rio de Flag Sewer Relocates	242,000	-	242,000	-	-	300,000	333,000	48,000	923,000
Juniper Point 12" Reclaim Line Connection	-	-	-	-	-	210,000	-	-	210,000
East Flag Shop Improvements	85,000	55,000	30,000	-	-	-	-	-	85,000
Hillside Sewer Replacement	290,000	177,133	255,542	-	-	-	-	-	432,675
Reserve for Improvements	161,400	161,400	115,000	150,000	150,000	150,000	150,000	150,000	1,026,400
	1,649,000	601,133	3,366,867	2,890,000	3,815,000	2,100,000	3,323,000	1,763,000	17,859,000
Total Water And Wastewater	\$ 9,622,511	3,275,113	10,077,427	6,000,000	6,555,000	6,440,000	7,007,000	7,907,000	47,261,540

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2014-2019**

	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
Airport									
Non-Revenue Parking Design	\$ -	-	-	-	-	777,777	-	-	777,777
Non-Revenue Parking	-	-	-	-	-	4,000,000	4,000,000	-	8,000,000
Rehab Taxiway Reconstruct	1,532,757	598,065	-	-	-	-	-	-	598,065
Westplex Taxilane - Design	554,318	554,318	-	-	-	-	-	-	554,318
Rehab Taxilane - Westplex	2,878,732	-	-	-	-	-	-	-	-
Westplex Taxiway - Rehab Phase II	-	-	5,595,127	-	-	-	-	-	5,595,127
Apron Reconstruction	181,362	203,986	-	-	-	-	-	-	203,986
Apron Rehab	-	-	240,000	-	-	-	-	-	240,000
Runway Rehab / Reconstruction	-	-	-	3,259,514	-	-	-	-	3,259,514
Airport Heliport	-	-	-	-	1,750,372	-	-	-	1,750,372
ADOT Taxi A & West	51,001	50,340	-	-	-	-	-	-	50,340
ADOT Runway Rehab	-	-	-	100,000	-	-	-	-	100,000
Future Projects - FAA	-	-	-	-	-	-	-	1,000,000	1,000,000
Future Projects - Pavement Marking	-	-	-	-	-	-	425,000	-	425,000
Total Airport	\$ 5,198,170	1,406,709	5,835,127	3,359,514	1,750,372	4,777,777	4,425,000	1,000,000	22,554,499

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2014-2019**

	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
Solid Waste									
Maintenance Building	\$ -	-	-	100,000	-	-	-	-	100,000
Stormwater Infrastructure	34,000	10,000	34,000	10,000	10,000	10,000	10,000	10,000	94,000
Methane Gas Collection Wells	-	-	-	-	3,750,000	-	-	-	3,750,000
Road Extension	49,000	-	49,000	-	-	-	-	-	49,000
Cell Preparation Fees	-	-	-	-	-	-	300,000	3,000,000	3,300,000
Sub-Surface Geo Physical Study	300,000	-	25,000	-	-	-	-	-	25,000
Sub-Surface Geo Physical Study - Ph 2	-	-	-	-	300,000	-	-	-	300,000
Utility Infrastructure Fiber Optics	-	-	-	1,812,000	-	-	-	-	1,812,000
Total Solid Waste	\$ 383,000	10,000	108,000	1,922,000	4,060,000	10,000	310,000	3,010,000	9,430,000

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2014-2019**

	Budget 2012-2013	Estimate 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
Stormwater Utility									
Drainage Spot Improvement	\$ 206,625	-	-	255,000	259,000	263,080	267,242	271,486	1,315,808
Spot Improvement - Annual	75,000	43,876	75,000	75,000	75,000	75,000	75,000	75,000	493,876
Spot Improvement - Skunk Canyon	24,032	331,000	-	-	-	-	-	-	331,000
Spot Improvement - East Rt 66 Culvert	198,891	47,000	250,000	-	-	-	-	-	297,000
Spot Improvement - Shadow Mountain Phase I	189,000	225,000	-	-	-	-	-	-	225,000
Spot Improvement - Fanning at Steves Culvert	37,510	-	-	-	-	-	-	-	-
Spot Improvement - Shultz Creek Design Phase I	81,168	-	-	-	-	-	-	-	-
Spot Improvement - Columbia Circle	-	-	129,000	-	-	-	-	-	129,000
Spot Improvement - City Prop 116 Butler	-	-	32,500	-	-	-	-	-	32,500
Spot Improvement - 10 Bundled Projects	-	55,350	462,000	-	-	-	-	-	517,350
Rio De Flag Project	2,870,941	171,200	2,727,428	-	-	-	-	-	2,898,628
Rio Parking Replacement	1,200,000	-	1,200,000	-	-	-	-	-	1,200,000
Total Stormwater Utility	\$ 4,883,167	873,426	4,875,928	330,000	334,000	338,080	342,242	346,486	7,440,162

**CITY OF FLAGSTAFF
UN-FUNDED CAPITAL IMPROVEMENTS
FY 2014- 2024**

The following is a list of projects that currently do not have a funding source and therefore are unfunded City Capital projects at this time. This list is updated annually as changes in funding occur as well as changes in priorities for the City

	<u>Estimated Cost</u>
GENERAL GOVERNMENT	
Police Department	
Police Administration Facility Expansion	\$ 2,650,000
Joint City / County Evidence / Property / Document Storage Facility	2,500,000
	5,150,000
Fire Department	
Training Center Facility Improvements	250,000
Training Center Ground Improvements	315,000
Fire Station Repairs and Upgrades	205,000
	770,000
Municipal Facilities	
Municipal Courts Facility	23,000,000
New Public Works Facility	20,610,000
Downtown Parking Garage	25,000,000
City Hall Annex	3,750,000
Records Storage Facility	250,000
	72,610,000
Total General Government	78,530,000
 STREETS / PUBLIC WORKS	
Streets	
Sunnyside Neighborhood Improvements	5,000,000
Unfunded Street Pavement Preservation	50,000,000
	55,000,000
Parks	
Arroyo Park Improvements	1,368,183
Buffalo Park Improvements	1,327,532
Bushmaster Park Land/Expansion	1,915,000
Cheshire Park Improvements	5,563,387
Christensen Park Development	9,766,363
Clay Basin West Park Development	13,708,098
Continental Regional Park Phase I	30,616,014
Continental Regional Park Phase II	16,029,861
Joe Montalvo Park Improvements	1,036,353
Lake Mary Regional Park Development	25,146,009
	106,476,800
Mechanical Shop	
New Shop / Yard Facility	TBD
Wheeler Park Re-Design Phase I	1,100,000
	1,100,000
Cemetery	
Cemetery Entrance at Lone Tree / Woodlands	706,520
	706,520
Total Streets / Public Works	163,283,320

**CITY OF FLAGSTAFF
UN-FUNDED CAPITAL IMPROVEMENTS
FY 2014- 2024**

TRANSPORTATION

Priority

1 Fourth Street / I-40 Overpass and Roadway	\$	10,000,000
2 John Wesley Powell Boulevard - Pine Canyon to South Fourth Street		25,000,000
3 Yale / Plaza Way / Metz Walk Backage Road		3,000,000
4 John Wesley Powell Boulevard - Airport to Lake Mary Road		8,000,000
		46,000,000

Lone Tree Corridor

5 Route 66 to Butler Avenue		50,000,000
6 Pine Knoll to John Wesley Powell Boulevard		47,900,000
7 Sawmill to Pine Knoll		TBD
8 Steves Boulevard / Lakin Realignment		1,550,000
9 Old Walnut Canyon Road Paving		1,700,000
10 Milton Road Corridor Improvements (ADOT Partnership)		13,000,000
11 Riordan Ranch Street / Backage Road		2,000,000
12 Beulah Boulevard - Airport Traffic Interchange to Lake Mary Road		14,000,000
13 Woody Mountain Loop - Route 66 to I-17		28,000,000
14 I-17 / Woody Mountain Road Traffic Interchange		23,300,000
15 East Butler Avenue Extension to Section 20		15,000,000
16 Empire Avenue Extension to East Route 66		10,700,000
17 Lockett Road - Fourth to Fanning Reconstruction		3,700,000
18 Beaver - Columbus to Cherry Reconstruction		2,000,000
		212,850,000

Total Transportation **258,850,000**

COMMUNITY ENRICHMENT

Recreation

Aquaplex Expansion - 25 meter		6,000,000
Competitive Pool - 50 meter		20,000,000
Enclosed Tennis Courts / Flagstaff Recreation Center		1,000,000
Snow Play Area		5,640,000
Girls Softball Facility		TBD
		32,640,000

Total Community Enrichment **32,640,000**

ECONOMIC VITALITY

Community Design/Streetscape

North Fourth Street Corridor Improvements		18,000,000
Arts Incubator Facility		TBD
		18,000,000

Airport Capital

Airport Terminal Access Road Reconstruction - Pulliam Drive		3,160,000
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Tourism/Visitor Services

Visitor Center Platform Reconstruction		355,000
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Total Economic Vitality **21,515,000**

**CITY OF FLAGSTAFF
UN-FUNDED CAPITAL IMPROVEMENTS
FY 2014- 2024**

URBAN TRAILS

Bow & Arrow Trail - Lone Tree to AZ Trail	\$	75,000
Downtown Underpass		550,000
Linda Vista Trail - Linda Vista to Winifred Ranch Trail		175,000
Santa Fe West Trail - Clay Avenue to Railroad Springs		200,000
Santa Fe West Trail - Walnut to Rio		1,050,000
Woodlands Trail - Route 66 to Santa Fe West		200,000
		2,250,000
Total Urban Trails		2,250,000

UTILITIES

Water

Lake Mary Water Plant (Div 47)		
Lake Mary Watershed Forest Thinning		200,000
LM WTP 2 & 4 Pitless Adapters		120,000
WTP Replace switchgear at Woody Mountain Wells #6 & Lake Mary #4		150,000
WTP Groundwater Rule Measurement Equipment		75,000
Water Security Monitoring Program (quantity 8)		100,000
Video Surveillance (water production facilities)		300,000
Lake Mary WTP treatment basin upgrades		1,000,000
Water Distribution (Div 51)		
Handheld Readers		75,000
Water Loadout Facility		200,000
John Wesley Powell to Fourth Street Transmission Line		1,500,000
Westside Route 66 Waterline Extension 3500'		400,000
Water Production (Div 52)		
Lake Mary WTP Flocculator Drive Assemblies		350,000
Lake Mary Well #7 & #9 Rehab		250,000
Precast Concrete Structures at Paradise and X-mas Tank sites		75,000
Upgrade Existing Well Houses - Annual 1 per year		150,000
Red Gap Ranch Drill 10 Proving Wells		1,350,000
Red Gap Pump Test of Wells		9,000,000
Red Gap Pipeline and Wellfield Final Design		3,300,000
Red Gap Environmental Impact Study and Statement		9,000,000
Red Gap ROW Acquisition		4,050,000
Red Gap Construction		225,000,000
		256,645,000

Wastewater

Wastewater Treatment Plant (Div 53)		
WCH & Rio HVAC System Replacements		250,000
Wastewater Treatment Improvements (Monitoring) (Div 57)		
Wildcat Screenings Monster		150,000
WW SCADA Improvements		975,000
WW Treatment Plant Expansion - Design		4,000,000
Wastewater Collection / Reclaim Distribution (Div 58)		
Sunnyside Phase VII Sewer Main Replacements		2,810,000
Continental Reclaim Line Replacement		2,000,000
		10,185,000
Total Utilities		266,830,000

**CITY OF FLAGSTAFF
UN-FUNDED CAPITAL IMPROVEMENTS
FY 2014- 2024**

STORMWATER

Priority

1 West Street Wash	\$ 5,595,037
2 Switzer Canyon Wash Upper Reach	5,351,513
3 Steve's Boulevard Wash - Soliere Crossing	308,000
4 Penstock Avenue Wash	3,799,802
5 West Phoenix Street Drainage Improvements	TBD
6 Fanning Drive Wash Upper Reach	2,631,526
7 Hospital Hill	714,696
8 Shadow Mountain Phase II - Monte Vista Drainage Improvements	248,000
9 McMillan Mesa	15,000
10 Switzer Canyon Wash Lower Reach	1,578,522
11 Sunnyside Hill	64,000
12 Darlene Drive Street Drainage Improvements	120,000
13 Mobile Haven	575,861
14 North Sunset Drainage Improvements	TBD
15 Flag Truckstop	149,000
16 Leroux Avenue Storm Drain Upgrade	30,000
	21,180,957

Total Stormwater **21,180,957**

TOTAL UNFUNDED PROJECTS **\$ 845,079,277**



**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENTS PROGRAM**

**CAPITAL IMPROVEMENTS PROGRAM
UNIVERSAL PRIORITIZATION CRITERIA**

1. Economic Feasibility (0- 20 Points):

Dedicated Funding Sources – A measure of funding available for the improvements.

Other Funding Sources – A measure of funding opportunities that may exist on a specific basis that are available for use for limited duration such as Grants, Developer Contributions and Inter-Agency Funding.

O&M Reduction – A measure of a project’s ability to reduce on-going Operations and Maintenance costs.

Life Cycle Costs – A measure of annual and replacement costs that are incurred as a result of making an improvement.

2. Public Safety (0-20 points):

This will be used to determine if the project has an impact on an existing or potential physical threat such as accidents, injuries, sickness, fire or flooding damages or reductions in legal liability. Impacts to emergency responsiveness are also to be considered.

3. Project Relationships (0-20 points):

This is a measure of compatibility and connectivity of projects within the CIP. This will be used to measure linkages of projects, enhancements to existing systems, potential benefits or impacts to/from other projects, completion of adopted plans, connections to existing systems and effects on other agency’s programs.

4. Policy and Public Support (0-20 points):

Considerations should include: existing policy documents such as the General Plan, Master Plans, IGA’s, and Approved Staff Summaries; direction from the City Council; citizen requests/complaints; Committee/Commission/Board Actions; and potential impacts to neighborhoods and businesses.

5. Delivery Certainty (0-10 points):

The ability to realistically delivery the project within the 5-year CIP proposed timeframe. Consideration should be given to the certainty of obtaining required Council authorization, right-of-way, permits, agreements, and public support.

6. Value Added Benefit (0-10 points):

Discretionary category to consider quality-of-life issues such as environmental benefits, aesthetic enhancements, creating an affordable community for our citizens, tourism, economic development and cultural issues.



CITY OF FLAGSTAFF

Utility Capital Improvement Plan Project Evaluation Guidelines

The following guidelines determine what is a CIP project:

Relatively high monetary value (at least \$100,000)

Long life (at least five years)

Results in creation of a fixed asset, or the revitalization of a fixed asset

Included within the above definition of a Capital project are the following items:

- Construction of new City facilities
- Remodeling or expansion of existing facilities
- Purchase, improvement and development of land
- Operating equipment and machinery for new or expanded facilities
- Planning and engineering costs related to specific capital improvements
- Vehicles and other large equipment
- Street construction, reconstruction, resurfacing or renovation

Utility Section Heads prepared and submitted capital improvement requests along with detailed project descriptions for first year projects, asset inventory and replacement schedules, supporting information and planning documents, and priorities.

The Capital Improvement program is based on an extensive prioritization process. Projects are prioritized based on City critical objectives and strategies, the Utilities Master Plan, Wastewater studies and reports, City Council and department priorities, and anticipated funding sources. Projects are then evaluated on the following project prioritization matrix.

1. City Council Goals Objective – If a capital project directly addresses a City critical objective, the relative attractiveness of that project increases.

- a) Identified in Council Goals, Master PLAN or other study
- b) Specific request of the City Council
- c) Consistent with annual work plan described in operating budget
- d) Important; but not critical

2. Regulatory or Health and Safety Effects – This criterion includes consent order-related projects that impacts plant process or reductions to accidents, injuries, deaths, sickness due to safety or health hazards present at the facility.

- a) Increase public health and safety
- b) Regulatory-Consent order
- c) No impact

3. Criticality of Infrastructure Investment– This represents how critical the project is to our existing infrastructure or ability to maintain the desired level of service. Does the project protect and preserve the City’s water, sewer and reclaim water infrastructure, will the project avert a more expensive, subsequent replacement, or prevent extended outage and interruption to serving customers, and the extent of such savings.

- a) High Impact/risk to the system if project not completed
- b) Low Impact/risk to the system –minimal customers affected
- c) No impact

4. Annual O&M Costs - The expected change in operation and maintenance costs. Operating departments provide year-by-year estimates of the additional costs or reductions likely in the operating budget because of the new project. Also to be considered is changes in revenues, which may be affected by a project, for example, the increase in energy usage for added electrical equipment incurred when added to the plant.

- a) Lower operating costs
- b) Higher source of revenues
- c) Increases in productivity or opportunity
- d) Higher operating costs
- e) Lower source of revenues
- f) No impact

5. Capital Costs – These represent the annual total costs, including future year capital costs. Also to be considered is whether the proposed project will reduce future capital costs, for example, a rehabilitation project that averts a more expensive, subsequent replacement, and the extent of such savings.

- a) Lower future capital costs
- b) High future capital costs
- c) No impact

After all proposed projects are prioritized using these five criteria, the list will be reviewed from two more viewpoints: 1) does the list stand an “intuitive check”? Do projects fall in the priority order that was “anticipated”?, and (2) are there any linkages between projects such as pavement replacement? Are any projects related to each other geographically, or otherwise, such that having them accomplished concurrently would be advantageous? What about sequencing or timing? Are any projects dependent on the completion of other projects? Adjustments to the priority list may be necessary dependent on this final review.

City of Flagstaff - Utilities Department

Capital Improvement Program

Project Evaluation and Criteria Scoring Sheet

Criteria #1 – City Council Adopted Strategic Vision and/or Priorities

How does the project help meet the goals of the City Council Strategic Vision and/or the City Council Priorities?

Review Committee Scoring

5 Project meets the goals of the City Council Strategic Vision and/or Priorities

0 Project does not meet the goals of the City Council Strategic Vision and/or Priorities

Criteria #2 – Regulatory, Public health and safety

Does the project solve and/or address a regulatory requirement, or prevent an existing health, environmental, or safety hazard?

Review Committee Scoring

5 Project required for regulatory compliance, eliminates or prevents an existing health, environmental, or safety hazard.

3 Project partially eliminates or prevents an existing health, environmental, or safety hazard.

0 Project does not eliminate or prevent an existing health, environmental, or safety hazard.

Criteria #3 – Infrastructure investment / protection

How does the project protect and preserve the City's infrastructure? Does it remove an aging asset, increase the line size or allow for infill and development to occur.

Review Committee Scoring

5 The project improves and / or protects the City's infrastructure.

3 The project maintains the City's infrastructure.

0 The project does not protect or preserve the City's infrastructure.

Criteria #4 – Impact on Utilities operational finances

Explain how the project will have a positive, neutral, or negative impact on the City's operational and maintenance costs.

Review Committee Scoring

5 The project will result in a positive net impact on Utilities Department finances.

3 The project will result in a neutral net impact on Utilities Department finances.

0 The project will result in a negative net impact on Utilities Department finances.

Criteria #5 – Impact on Utilities Capital Improvement Program

Explain how the project will have a positive, neutral, or negative impact on the City's future CIP Program ie will completion of the rehabilitation project reduce future capital costs.

Review Committee Scoring

5 The project will result in a positive impact on Utilities future CIP expenditures.

3 The project will result in a some improvement to Utilities future CIP expenditures.

0 The project will result in a no net impact on Utilities future CIP expenditures.

City Sales Tax				
	FY14 Budget*	FY14 Annualized Estimate	\$ Change	
Total	\$ 15,489,868	\$ 15,499,416		
Reduced by: Auto Sales	\$ 1,400,000	\$ 1,450,000		
Reduced by: Construction Contracting	\$ 1,729,750	\$ 1,600,000		
Revised General Fund	\$ 12,360,118	\$ 12,449,416	\$ 89,298	Projected FY14 City Sales Tax Change

State Sales Tax				
	FY14 Budget*	FY14 Annualized Estimate	\$ Change	
Total	\$ 5,418,188	\$ 5,600,000		
Reduced by: Auto Sales	\$ 381,925	\$ 394,741		
Reduced by: Construction Contracting	\$ 758,870	\$ 784,335		
Revised City Portion	\$ 4,277,393	\$ 4,420,925	\$ 143,532	Projected FY14 State Sales Tax Change

Total City and State Sales Tax				
	FY14 Budget*	FY14 Annualized Estimate	\$ Change	
Total City Revenue	\$ 20,908,056	\$ 21,099,416		
Reduced by: Total Auto Sales	\$ 1,781,925	\$ 1,844,741		
Reduced by: Total Construction Contracting	\$ 2,488,620	\$ 2,384,335		
Revised Total City Revenue	\$ 16,637,511	\$ 16,870,341	\$ 232,830	Projected FY14 Total City and State Sales Tax Change

	Required Increase for Raise:	Current Projected Increase/(Decrease):	Difference from Goal:	Goal Met?
Tier 1 Revenue Trigger (Maint. Workers and Equip. Operators)	\$ 300,000	\$ 232,830	\$ 67,170	NO
Tier 2 (Library Reorganization)	\$ 550,000	\$ 232,830	\$ 317,170	NO
Tier 3 (Commissioned Police Structure Phase 2)	\$ 950,000	\$ 232,830	\$ 717,170	NO

*FY14 budget numbers are based on 2013 budget projections.

****DISCLAIMER-revenue projections are volatile and may change every month-DISCLAIMER****

****Common sense checks are applied to each month's estimate****

Attachment A

City Council Budget Retreat

December 4, 2013

Fund	Category	Council Goal	Strategic Document	Other/Critical	Objective	Division	Funding Request	Priority Number	Total Priorities for Division	Catch up	Maintenance of Existing Service Level	Improvement of Existing Service Level	New	Existing	1x	ONG
General Fund	Capital	x - Address Core Services Maintenance Facility	x		Design and begin construction of the Core Services Facility: o Reinstated \$2.50 landfill tipping fee surcharge o Sell Mogollon property estimated at \$2 million and/or McAllister property estimated at \$1.5 million.	Public Works	\$ Unknown	2	25			x	x	x	x	x
General Fund	Capital	x - Repair, Replace and Maintain Infrastructure.	x		Decide on a location for a new courthouse. Develop a funding stream for court facility that meets the needs of security, safety and a growing caseload. Possibilities include court facility fund, land sale, bond election and/or general fund contributions. Cost: ~\$13.5M.	Municipal Court	\$ 13,500,000.00	4	4			x	x		x	x
General Fund	Capital	x - Fund existing and consider expanded recreational services	x		Fund the purchase of a new ice resurfacer, cost estimate \$101,000	Public Works	\$ 101,000.00	5	25		x			x	x	
General Fund	Capital	x - Fund existing and consider expanded recreational services	x		Fund Bushmaster Park improvements in two (2) phases: o Phase 1, \$1.1 million available within the 1996 bond o Phase 2, estimated at \$600,000	Public Works	\$ 1,700,000.00	11	25			x	x	x	x	
General Fund	Capital	x - Repair, Replace, and Maintain Infrastructure.	x		Planning and Development of a 1.4-acre area expanded section in the Cemetery: Plan to expand burial space at the Cemetery, Provide funding for the development of an expanded section with related improvements	Public Works	\$ 100,000.00	22	25			x	x		x	x
Utilities	Capital		x		Fund the design and/or construction of a new reclaimed water system booster station to be located at near Bushmaster Park i. Fund the design of the pipe upsizing from 8" to 20" [FY16]	Utilities	\$250,000	3B	16		x			x	x	

* = Possible Duplicate

General Fund	Comp			x	Fund merit increase for employees	City Manager's Office	\$1,064,000	1	2	x			x			x
	Comp			x	1% market increase		\$531,000			x			x			x
General Fund	Comp	x - Expand and diversify economic base.	x	x	Increase compensation for officers in order to reduce deficit in market comparisons. Address compression issue.	Police	\$ Unknown	1	10		x		x			x
General Fund	Comp		x		Allocate a percentage of personnel budget to each division to be allocated to employees as pay for performance.	Human Resources	\$ Unknown	1	13			x	x			x
General Fund	Comp			x	Address pension funding challenges	City Manager's Office	TBD	2	2			x	x		x	x
General Fund	Comp	x - Expand and diversify economic base.	x	x	Increase uniform allowance per officer from \$600.00 annually, to \$1000.00 annually to remain competitive with local agencies. Total cost-\$45,600.00. Increase the uniform allowance for each new hire by \$1000.00. In Fiscal Year 2012 we hired 12 new officers, and in 2013 we hired 18 new officers. We are requesting an additional \$15,000 be added to our uniform allowance line item.	Police	\$ 45,600.00	2	10			x	x			x
General Fund	Comp		x		Increase to employees to address compaction based on years of service (less than 2 years 0.5%, 2.1 to 4 years 1.0%, 4.1 to 6 1.5%)	Human Resources	\$ Unknown	2	13		x		x			x
General Fund	Comp	x - Expand and diversify economic base.	x	x	Increase existing overtime budget by \$60,000.00 to allow us to continue to place supplemental proactive patrols in the downtown area during busy weekends and events, despite a reduction in grant funded overtime opportunities which has funded these operations in the past.	Police	\$ 60,000.00	3	10		x		x			x

Fund	Category	Council Goal	Strategic Document	Other/Critical	Objective	Division	Funding Request	Priority Number	Total Priorities for Division	Catch up	Maintenance of Existing Service Level	Improvement of Existing Service Level	New	Existing	1x	ONG
General Fund	Comp		x		Convert some additional and premium pay categories to an increase in hourly rate. This will then be counted towards market competitiveness and decreases the administrative burden of manually calculating overtime.*	Human Resources	\$10,000	4	13			x				x
General Fund	Comp		x		Pay issues: The consideration of a different FLSA work cycle and market competitive paramedic pay. \$64,000 (CEP) + (FLSA work week impacts to be determined).*	Fire	\$64,000 + FLSA	4	10			x	x			x
General Fund	Comp		x		Building Inspector Overtime	Community Development	\$ 10,000.00	4	11		x		x			x
General Fund	Comp		x		Add back \$60 to dependent subsidy since there is impact to the employee's take home pay.	Human Resources	\$60 Per Eligible Employee	5	13			*	x			x
General Fund	Comp		x		Change in benefit eligibility to 30 hours per week or more for employees hired after July 1, 2014 (the beginning of next plan year).	Human Resources	Decrease	6	13			x	x			x
General Fund	Comp		x		Add back holidays to the Hours Worked definition, so it can be included when calculating overtime eligibility since the employee cannot chose the holiday.	Human Resources	\$ Unknown	8	13			x	x			x
General Fund	Comp	x - Retain, expand and diversify economic base	x		Use of grant funds or existing City funds to create a Police Housing Assistance Program.	Human Resources	\$ Unknown	9	13			x	x			x
General Fund	Comp		x		Addition of some time off to part-time employees who are not benefit eligible.	Human Resources	\$ Unknown	10	13			x	x			x
General Fund	Comp		x		Address the differences in pay for Battalion Chiefs and Lieutenants. Both positions are exempt and currently the Battalion Chiefs receive straight pay in addition to their salary when being called in (exempt overtime) and Lieutenants receive an annual stipend instead. Again, benefit of adding something to salary is it gets included in the market study.	Human Resources	\$ Unknown	11	13		x		x			x
General Fund	Comp				Reclassification multiplier.	Human Resources	\$ Unknown	13	13			x	x			x
HURF	Comp		x	x	Implement a Stipend pay for Snow Operations (Provide permanent employees a temporary wage increase when working snow operations to help retain staff as other agencies currently do. Provide a permanent wage increase for temporary snow plow operators to compete with other agencies within the region to attract additional help.)	Public Works	\$ 55,000.00	1	25			x	x			x

BBB	Economic	x - Retain, expand, and diversify economic base	x		Revitalize 4th Street Corridor o Adopt and implement Redevelopment/Infill (Reinvestment) Policy o Support District Formation for both Downtown and 4th Street; and, consider funding operations in the initial year(s) and/or ongoing (i.e. Downtown ~\$162K; 4th Street – unknown at this time) o Revisit 4th Street Master Planning document and determine cost implications.	Economic Vitality	\$162,000	1	10			x	x	x	x	x
BBB	Economic	x - Retain, expand, and diversify economic base	x		Develop and implement additional marketing efforts to reach new visitor markets (~\$100K)	Economic Vitality	\$ 100,000.00	3	10			x	x			x
BBB	Economic	x - Retain, expand, and diversify economic base	x		Continue financial and personnel support to ECNA	Economic Vitality	\$40,000 Annually	4	10		x			x		x

Fund	Category	Council Goal	Strategic Document	Other/Critical	Objective	Division	Funding Request	Priority Number	Total Priorities for Division	Catch up	Maintenance of Existing Service Level	Improvement of Existing Service Level	New	Existing	1x	ONG
BBB	Economic	x - Retain, expand, and diversify economic base	x		In anticipation of the new substation coming online in the fall of 2014, there is an opportunity to generate new Airport Business Park tenants on the existing undeveloped 103 acres through additional marketing efforts and/or broker representation (budgetary impacts are dependent upon the structure of the agreement and may be minimal or none at all, especially if commission based - anticipate at most \$25K).	Economic Vitality	\$ 25,000.00	6	10			x	x		x	
BBB	Economic	x - Retain, expand, and diversify economic base	x		Fund increased awareness of Flagstaff's business environment through enhanced marketing efforts and co-op advertising with the Arizona Commerce Authority	Economic Vitality	\$ 50,000.00	7	10			x	x			x

General Fund	IT		x		Manage and maintain current integration of data flow in order to maintain all elements of data sharing between criminal justice partners and include the management of parking citations in the Municipal Court case management system. As the electronic document management system IGA expires look to creating a local replacement system for the Municipal Court: Electronic Document Management System \$96,000 (1X funds) Criminal Justice Integration System \$Currently unknown	Municipal Court	\$96,000 + \$Unknown	3	4		x				x	
General Fund	IT		x		E-citation program- to outfit our 30 primary patrol vehicles with an electronic citation program will cost roughly \$55,000.00 This includes project management labor as well as the driver's license scanners, mobile printers, mounting equipment, and the software to interface the MDC's with our records computer and ultimately the city court. The yearly ongoing maintenance cost is estimated to be: \$2000.00	Police	\$55000 To Start ; \$2000 Annually	8	10			x	x		x	x
General Fund	IT	x - Repair, Replace and Maintain Infrastructure	x		Capital Planning Software	Community Development	\$ 100,000.00	11	11			x	x		x	x
Solid Waste	IT	x - Repair, Replace, and Maintain Infrastructure	x		Purchase industry specific (Solid Waste collections and landfill) software applications to aid in maintaining productivity, efficiency and operational costs, \$75,000 to \$125,000.	Public Works	\$75,000 - \$125,000	21	25			x	x		x	x
Utilities	IT		x		Fund PLC\RTU upgrades at Utilities remote locations (i.e., programmable logic controllers or remote terminal units that are essentially industrial-type computers). PLC\RTUs are an essential part of our SCADA system and they are installed remotely to operationally control, collect and transmit data. Many of these industrial computers are extremely old and beginning to fail with no replacement parts available	Utilities	\$ Unknown	4	16		x		x	x		x
Utilities	IT		x		Fund the expansion of Utilities WIMS water quality database system (Water Information Management System) to other parts of Utilities to centralize the management of all water quality data throughout the Division (e.g., water production (partial implementation), Industrial Waste and wastewater treatment plants)	Utilities	\$ Unknown	5	16			x	x		x	

Fund	Category	Council Goal	Strategic Document	Other/Critical	Objective	Division	Funding Request	Priority Number	Total Priorities for Division	Catch up	Maintenance of Existing Service Level	Improvement of Existing Service Level	New	Existing	1x	ONG
Utilities	IT		x		Fund the expansion and integration of the existing CMMS to all Utilities sections: wastewater treatment plants, water production, water distribution (partial implementation) and wastewater collection (full implementation).	Utilities	\$ Unknown	6	16			x	x		x	
Utilities	IT		x		Fund a multi-year, professional services contract for SCADA Systems Integration to provide on-call programming services to ensure continuity between each system upgrade implementation	Utilities	\$ Unknown	10	16			x				x
Utilities	Life Safety	x - Complete Water Policy	x	x	Fund the pre-treatment of the centrate return flow from the Solids Settling Basin/Dedicated Land Disposal (SSB/DLD) area, Fund the Wildcat Blower Replacement and IFAS Monitoring/Controls Upgrade. This project has the added benefit of energy efficiency which will save Utilities ~\$20,000/month in electrical costs, Fund the replacement of the 30-year old SSB/DLD Dredge that is critical to the disposal of our community's solids, Fund the redesign Septage and Grease receiving areas(construction in FY16), Fund the drilling of a new groundwater compliance monitor well closer to Wildcat Hill wastewater treatment plant	Utilities	\$ Unknown	1	16	x			x	x	x	

BBB	Infrastructure/Maintenance	x - Retain, expand, and diversify economic base	x		Complete BBB Maintenance Inventory and issue RFP for services: Fund/reallocate maintenance service agreements (budgetary impacts unknown at this time. Last year costs were approximately \$465k; we anticipate costs to be the same or less depending upon reallocation/outourcing.) (fund neutral?)	Economic Vitality	\$ 465,000.00	2	10		x			x		x
BBB	Infrastructure/Maintenance			x	Facilities annual review and evaluation of needed repairs/replacement	Economic Vitality	\$ Unknown	5	10		x		x			x
BBB	Infrastructure/Maintenance	x - Retain, expand, and diversify economic base	x		Fund facility improvements and infrastructure at the Visitor Center/Train Station (i.e. reconstruct platform including upgrade bandwidth/replace fiber (400K); and/or, remodel "attic" to be in compliance and meet tenant needs(250K))	Economic Vitality	\$ 650,000.00	8	10		x	x	x		x	
General Fund	Infrastructure/Maintenance	x - Retain, expand and diversify economic base	x		Traffic Counter Repair and Maintenance	Community Development	\$ 8,000.00	2	11		x		x			x
General Fund	Infrastructure/Maintenance	x - Fund existing and consider expanded recreational services	x		Fund second chiller at J Lively (working on updated estimate)	Public Works	\$ Unknown	3	25			x	x		x	
General Fund	Infrastructure/Maintenance	x - Repair, replace, and maintain infrastructure	x	x	Increase funding for Facilities ongoing Long Range Capital Repair/Replacement Plan. Historically, \$500,000 has been a successful budget amount that allowed current staff levels to keep up with required maintenance.	Public Works	\$ Unknown	4	25	x			x			x
General Fund	Infrastructure/Maintenance	x - Repair, Replace, and Maintain Infrastructure	x		Fund approximately \$200,000 in deferred maintenance and repair of fire stations. (Sta. 4 repairs HVAC, kitchen, paving \$95k; Sta. 6 roof replacement HVAC \$65k; Sta. 10 Roof and HVAC repair \$20k; Station 3 Concrete repair \$25k)	Fire	\$ 200,000.00	6	10		x		x		x	
General Fund	Infrastructure/Maintenance	x - Fund existing and consider expanded recreational services	x		Fund new dehumidifier and installation at J Lively (working on updated estimate)	Public Works	\$ Unknown	6	25		x		x		x	
General Fund	Infrastructure/Maintenance	x - Repair, Replace, and Maintain Infrastructure	x		Fund approximately \$ 50,000 in deferred maintenance and/or replacement of emergency response equipment.	Fire	\$ 50,000.00	7	10	x	x		x		x	

Fund	Category	Council Goal	Strategic Document	Other/Critical	Objective	Division	Funding Request	Priority Number	Total Priorities for Division	Catch up	Maintenance of Existing Service Level	Improvement of Existing Service Level	New	Existing	1x	ONG
General Fund	Infrastructure/Maintenance	x - Repair, replace, and maintain infrastructure	x	x	Continue to fund ongoing Quality Infrastructure Cabinet (QIC) requests. Continuing FY14 funding helps to maintain buildings at the assessment level they currently are; in other words, it keeps buildings from getting worse but does not necessarily provide for improvements.	Public Works	\$ Unknown	7	25	x	x			x		x
General Fund	Infrastructure/Maintenance	x - Fund existing and consider expanded recreational services.	x		Fund facility improvements at Flagstaff Recreation Center, cost estimate \$44,000	Public Works	\$ 44,000.00	8	25			x	x		x	
General Fund	Infrastructure/Maintenance	x - Repair, replace, improve infrastructure.	x		Replace the carpet in the Law Enforcement Administrative Facility FPD portion : \$25,000	Police	\$ 25,000.00	9	10		x		x		x	
General Fund	Infrastructure/Maintenance	x - Repair, replace, improve infrastructure.	x		Chip seal the parking lot of the Law Enforcement Administrative Facility FPD portion : \$15,000	Police	\$ 15,000.00	10	10		x		x		x	
General Fund	Infrastructure/Maintenance	x - Fund existing and consider expanded recreational services.	x		Fund facility improvements at the Flagstaff Aquaplex, cost estimate \$53,500	Public Works	\$ 53,500.00	10	25			x	x		x	
General Fund	Infrastructure/Maintenance	x - Repair, replace, and maintain infrastructure	x		Evaluate levels of custodial service at all facilities and improve funding to meet all Facilities' needs. Custodial service levels are a direct reflection on how well a building is maintained. For example, regular and ongoing carpet cleaning helps carpet last longer, thereby delaying replacement needs.	Public Works	\$ Unknown	12	25		x	x	x			x
General Fund	Infrastructure/Maintenance	x - Repair, replace, and maintain infrastructure	x	x	Using the 15 year replacement plan and physical inspections as well as life to date costs, verify vehicles/equipment that meets replacement criteria and replace or extend life as needed AND Institute a vehicle/equipment rental program to allow Divisions the opportunity to retire underutilized vehicles/equipment.	Public Works	\$ Unknown	15	25		x		x	x		x
General Fund	Infrastructure/Maintenance		x		Fund city-wide energy efficiency measures at City facilities and plants. We are still working on the planning for these projects, but the energy saved would likely pay for the cost of the projects. For example, installation of a low-emissivity ceiling at Jay Lively ice arena would save energy and may help with humidity issues on the ice (best guess \$80,000).	Public Works	80000 - savings potential	17	25				x			x
General Fund	Infrastructure/Maintenance		x		Fund new renewable energy projects at City facilities and plants, for example solar thermal systems at recreation centers (best guess \$120,000 for both Jay Lively and Joe C. Montoya). We are still working on the planning for these projects, but the energy saved would likely pay for the cost of the projects.	Public Works	\$ 120,000.00	18	25			x	x		x	x
General Fund	Infrastructure/Maintenance		x		Increase funding for on-going Long Range Capital Repair/Replacement Plan utilizing high efficiency products such as high-efficiency boilers (best guess \$50,000 for Ice Rink and a fire station). Rebates from utility companies may be available for this work.	Public Works	\$ 50,000.00	19	25			x	x			x
General Fund	Infrastructure/Maintenance		x		Continue to fund on-going energy reduction efforts through the use of high efficiency equipment and new technologies such as LED lighting upgrades indoors (projects can be phased but best guess at this time is \$50,000 for City Hall conference rooms and hallway). Rebates from utility companies may be available for this work.	Public Works	\$ 50,000.00	20	25		x	x	x			x
HURF	Infrastructure/Maintenance	x - Repair, Replace, and Maintain Infrastructure.	x		Streets has deferred many pieces of equipment for replacement within the past 6 years due to funding. \$3.5 million to \$4 million is needed to purchase deferred equipment.	Public Works	\$3,500,000 - \$4,000,000	16	25	x			x	x	x	

Fund	Category	Council Goal	Strategic Document	Other/Critical	Objective	Division	Funding Request	Priority Number	Total Priorities for Division	Catch up	Maintenance of Existing Service Level	Improvement of Existing Service Level	New	Existing	1x	ONG
SEMS	Infrastructure/Maintenance		x		Estimated cost for maintenance is \$54,000 (we currently have budgeted approximately \$20/acre; with Observatory Mesa we will own 2,700 acres, hence the increased cost).	Public Works	\$ 54,000.00	13	25			x	x			x
Solid Waste	Infrastructure/Maintenance	x - Repair, Replace, and Maintain Infrastructure	x		Purchase of additional equipment to maintain service levels, as needed (use of ten year plan, refurbishments, adjustments based on volume and need). Potential purchase of two (2) "Pac Rat" trucks for the collection of high-density infill areas, estimated at \$320,000.	Public Works	\$ 320,000.00	25	25		x		x			x
Utilities	Infrastructure/Maintenance	x - Repair, replace and Maintain Infrastructure	x	x	Continue funding aging waterline and sewer line replacement program	Utilities	\$ Unknown	2	16	x				x		x
Utilities	Infrastructure/Maintenance	x - Repair, replace and Maintain Infrastructure	x		Fund repair or replacement of select aging treatment plant buildings/equipment and aging manhole and valve maintenance	Utilities	\$ Unknown	8	16	x			x	x		X
Utilities	Infrastructure/Maintenance		x		Fund the design and/or construction of a reconfigured pumping station at the Wildcat plant to separate the flows going to Continental versus the flows going to the reclaimed water distribution system	Utilities	\$ Unknown	3A	16			x		x	x	

BBB	Other	x - Retain, expand, and diversify economic base	x		Fund and install significant public art piece(s) throughout the community – In FY15, this includes work toward seven projects including art in downtown alleys (~\$50K), a gateway sculpture (~\$10K), decoratively painted utility boxes (~\$12K), and various murals indoors and outside (~\$125K).	Economic Vitality	\$ 197,000.00	9	10			x		x	x	
General Fund	Other		x		Conduct Recruit Hiring and Training to fill vacancies created by attrition. \$40,000	Fire	\$ 40,000.00	1	10		x		x		x	
General Fund	Other		x		Pilot test an alternative response model to address the impact of non-emergent calls upon our all risk resources, Pilot test an expanded community medicine component given the opportunities of the Affordable Care Act.	Fire	\$ Unknown	2	10			x	x		x	
General Fund	Other	x - Retain, expand and diversify economic base	x		Traffic Impact Analysis Reviews	Community Development	\$ 25,000.00	5	11		x		x			x
General Fund	Other		x		Body cameras- to purchase 60 body cameras will cost \$18,000. The ongoing costs to manage camera download, storage, retrieval, management and purging will run \$31,000.00 annually.	Police	\$18,000 To Start ; \$31,000 Annually	6	10			x	x		x	x
General Fund	Other	x - Retain, expand and diversify economic base	x		Affordable Housing Incentive Fund	Community Development	\$ 50,000.00	7	11			x	x			x
General Fund	Other	x - Repair, Replace and Maintain Infrastructure	x		Development Engineering Reviews	Community Development	\$ 25,000.00	8	11		x		x			x??
General Fund	Other		x		Strengthen Relationships with Community Partners and conduct initiatives: o FWWP (Forest Service, State Land Department, Tribal Governments) o Mutual Aid Partners (regional fire/medical departments) o Emergency Management (City and County and State) o Coconino Community College	Fire	\$ Unknown	9	10			x	x			x

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General Fund	Other			x	Janitorial Services for Jay Lively (Front Area Only); FRC; and Joe C. Montoya	Public Works	\$ 83,000.00	9	25	x			x			x
General Fund	Other			x	Addition of an employee awards line item in each division for recognition. Currently not equally distributed due to budget limitations.	Human Resources	\$ Unknown	12	13			x	x			x
Utilities	Other	x - Water Policy	x		Expand funding for educational opportunities and outreach - hire a public relations company to help Utilities develop a communications plan for reclaimed water. The purpose would be to focus on the beneficial use, water quality, future treatment options, Advisory Panels (City Manager and ADEQ state-wide) recommendations, etc.	Utilities	\$ Unknown	7	16			x	x		x	

HURF	Staff	x - Repair, Replace, and Maintain Infrastructure.	x		This will provide assistance to the Streets section in the repairing of street cracks and deficiencies during the summer months that the service level was reduced in 2007, relieving permanent crews to complete other necessary repairs to drainage, signs, sidewalk repairs, street sweeping and other necessary tasks. Estimated cost is \$90,000 for labor and materials.	Public Works	\$ 90,000.00	14	25	x	x		x			x
General Fund	Staff			x	Meter Technician	Management Services	\$ 36,000.00	1	4	x			x			x
General Fund	Staff		x		Manage and maintain current integration of citations and other data flow in order automate entry and include the management of parking citations in the Municipal Court case management system. (see existing programs and services proposal below). Add the following positions to improve customer service and collection processes: 1 Judicial Specialist (customer service) \$42,000/yr. ongoing	Municipal Court	\$ 42,000.00	1	4		x		x			x
General Fund	Staff		x		Provide ongoing funding for an additional ITAC FTE.	Information Technology	\$ 62,090.00	1	1	x			x			x
General Fund	Staff	x - Retain, expand and diversify economic base	x		Section 8 Program Administration	Community Development	\$ 45,000.00	1	11		x		x			x
General Fund	Staff			x	Accounting Clerk	Management Services	\$ 44,000.00	2	4	x			x			x
General Fund	Staff		x		Manage and maintain current integration of citations and other data flow in order automate entry and include the management of parking citations in the Municipal Court case management system. (see existing programs and services proposal below). Add the following positions to improve customer service and collection processes: 1 Collection Specialist (revenue collection) \$61,000/yr. ongoing	Municipal Court	\$ 61,000.00	2	4		x	x	x			x
General Fund	Staff	x - Retain, expand and diversify economic base	x		Enhance public safety by increasing prosecuting attorney staff by .5 FTEs. (\$45,000)	City Attorney	\$ 45,000.00	2	3			x	x			x
General Fund	Staff			x	Customer Service Representative	Management Services	\$ 36,000.00	3	4		x		x			x
General Fund	Staff	x - Repair, Replace, and Maintain Infrastructure	x		Addition of a bond funded Field Operations Forester FTE (project manager) assigned full-time to FWWP	Fire	\$ Unknown	3	10			x	x		x	
General Fund	Staff		x		Reclassify Comprehensive Planning Associate Planner to Planner I	Community Development	\$ 10,000.00	3	11			x	x			x

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General Fund	Staff		x	x	To migrate to an eight squad format, we need to promote two new Corporals and two new Sergeants. If staffing improves, no new officer positions will be required. The cost for the four new supervisors is \$25,000.00. A revenue opportunity exists to off-set this cost. By civilianizing our crime analyst position, and replacing one sworn position with this civilian, the department will save about \$25,000.00!	Police	\$25,000 with Revenue Opportunity	4	10		x		x			x
General Fund	Staff			x	Accountant	Management Services	\$ 60,000.00	4	4		x		x			x
General Fund	Staff	x - Retain, expand and diversify economic base	x		Additional Building Plans Reviewer	Community Development	\$ 70,000.00	6	11		x		x			x
General Fund	Staff			x	The most economical way to staff the coordinator position is to re-class a dispatcher to a coordinator. The coordinator will work directly under the communications manager. This will result in an ongoing increase of approximately \$4,124.00 (midrange ECS to midrange ECSS).	Police	\$ 4,124.00	7	10			x	x			x
General Fund	Staff			x	Additional FTE request rather than temporary employee pools.	Human Resources	\$ Unknown	7	13			?	x			x
General Fund	Staff	x - Repair, Replace, and Maintain Infrastructure	x		Addition of a general fund funded Squad Boss FTE position to support Hazard Mitigation and Response Efforts	Fire	\$ Unknown	8	10			x	x			x
General Fund	Staff	x - Expand and Diversify the Economic Base	x		Additional Engineering Inspector	Community Development	\$ 70,000.00	9	11		x		x			x
General Fund	Staff	x - Expand and Diversify the Economic Base	x		Additional Building Inspector	Community Development	\$ 70,000.00	10	11		x		x			x
General Fund	Staff	x - Repair, replace, and maintain infrastructure	x		If new buildings come on line in FY15, e.g. Innovation Mesa, staffing levels will need to be reviewed. One additional FTE and related supplies and equipment would be appropriate for the amount of square footage being added to the City's inventory. We suggest setting up the funding mechanism similar to the City's agreement with NACET. Other personnel needs also need to be evaluated, for example, a Facilities focused project manager may be needed as project costs and complexity increase.	Public Works	\$ Unknown	23	25			x	x			x
SEMS	Staff		x		The conservation easements require additional management by staff for day-to-day activities and volunteer coordination/management. A fully burdened Range 7 FTE is estimated at \$60,000, which will likely be needed in FY15.	Public Works	\$ 60,000.00	24	25			x	x			x
Utilities	Staff	x - Water Policy	x		Fund temporary summer staff to help enforce the conservation ordinance and provide customer education i. Expand funding for financial incentive rebate program	Utilities	\$ Unknown	9	16			x	x			x
Utilities	Staff	x - Repair, replace and Maintain Infrastructure	x		Fund temporary staff to help with Inner Basin Waterline Road repairs, water distribution system flushing, valve maintenance and leak detection. i. Fund water system piping modifications to eliminate the Amberwood Booster Station in order to increase	Utilities	\$ Unknown	11	16		x		x			x

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General Fund	Training	x - Expand and diversify economic base	x		Improve the efficiency of the criminal attorneys by providing training for the Damion computer system. (\$5,000)	City Attorney	\$ 5,000.00	1	3			x	x		x	
General Fund	Training	x - All Council Goals	x		Enhance support of clients by improving the specialized education of civil attorneys. (\$20,000 maximum, even incremental increase would be helpful)	City Attorney	\$ 20,000.00	3	3			x	x			x
General Fund	Training	x - Expand and diversify economic base	x		Replace the line item for training. Since 2009, one FTE full burden sworn officer salary (\$72,500) has been utilized to fund the police department's training and tuition reimbursement. Replacing the training/tuition budget allows us to fill one additional sworn officer position.	Police	\$ 72,500.00	5	10		x		x			x
General Fund	Training		x		Professional Development: Restore professional development to invest in our firefighters to address our succession needs. \$ 60,000.	Fire	\$ 60,000.00	5	10			x	x			x

FY15 BUDGET DEVELOPMENT EXERCISE (with priorities)
ECONOMIC VITALITY DIVISION

PRIORITIES RELATED TO COUNCIL GOALS (i.e. left side of chart)

Airport

Council Goal:

- Retain, expand, and diversify economic base
 - Development of adequate infrastructure to support current and expanding economic base

Regional Plan Goals:

- ED.4 (Policy ED 4.6) – Support efforts to recruit new businesses and industries compatible with the region.
- T.10 – Strengthen and expand the role of Flagstaff Pulliam Airport as the dominant hub for passenger, air freight, public safety flights, and other services in northern Arizona.

Council Policies/Master Plan/Guiding Documents:

- Airport Master Plan – The Airport Master Plan is a proactive document which identifies and plans for the future facility needs, and assures the City can coordinate design, financing and construction.

Possible Budget Priorities for Consideration:

- **#6** In anticipation of the new substation coming online in the fall of 2014, there is an opportunity to generate new Airport Business Park tenants on the existing undeveloped 103 acres through additional marketing efforts and/or broker representation (*budgetary impacts are dependent upon the structure of the agreement and may be minimal or none at all, especially if commission based - anticipate at most \$25K*).

Economic Development

Council Goal:

- Retain, expand, and diversify economic base

Regional Plan Goals:

- ED.3 – Regional economic development partners support the start-up, retention, and expansion of existing business enterprises.
- ED.4 – Support efforts to recruit new businesses and industries compatible with the region.

Council Policies/Master Plan/Guiding Documents:

- ECoNA Resolution No. 2010-36 – The Resolution cites that the four founding agencies, of which the City of Flagstaff is one, wish to contribute funds for activities to enhance economic development for the northern Arizona region by developing a diverse and sustainable economy through the creation of this collaborative.
- Economic Development Strategic Plan (DRAFT) – The current working document cites the need for leadership role(s) and financial support for partnering efforts directed at marketing and promoting economic development opportunities in the region.

Possible Budget Priorities for Consideration:

- **#4** Continue financial and personnel support to ECoNA (\$40K annually)
- **#7** Fund increased awareness of Flagstaff's business environment through enhanced marketing efforts and co-op advertising with the Arizona Commerce Authority (~\$50K)

Tourism – CVB and Visitor Center

Council Goal:

- Retain, expand, and diversify economic base
 - Development of adequate infrastructure to support current and expanding economic base

Regional Plan Goals:

- ED.5 – Continue to promote and enhance Flagstaff’s unique sense of place as an economic development driver.
- New Tourism Goal is pending discussion for inclusion within the Regional Plan

Council Policies/Master Plan/Guiding Documents:

- Tourism Strategic Plan (DRAFT) – The working document outlines goals and objectives to promote Flagstaff as a premier travel destination through marketing, sales, and public relations efforts while providing professional visitor services.
- Tourism Marketing Plan – The CVB’s marketing plan is a comprehensive guideline showcasing accomplishments of the previous year, as well as identifying goals and objectives of the current work program and how Flagstaff is positioned as a visitor destination to various market segments.
- Other – Unfunded CIP list; and, Facilities annual review and evaluation of needed repairs/replacement

Possible Budget Priorities for Consideration:

- **#8** Fund facility improvements and infrastructure at the Visitor Center/Train Station (i.e. reconstruct platform including upgrade bandwidth/replace fiber ~\$400K; and/or, remodel “attic” to be in compliance and meet tenant needs ~\$250K)
- **#3** Develop and implement additional marketing efforts to reach new visitor markets (~\$100K)

Community Design and Redevelopment

Council Goal:

- Retain, expand, and diversify economic base
 - Increase arts and cultural tourism

Regional Plan Goal:

- ED.5 – Continue to promote and enhance Flagstaff’s unique sense of place as an economic development driver.

Council Policies/Master Plan/Guiding Documents:

- Beautification and Public Art Commission Guidelines – Serving the sense of well-being for residents and visitors alike, the public art program is focused on areas of high impact that promote the image of the City.

Possible Budget Priorities for Consideration:

- **#9** Fund and install significant public art piece(s) throughout the community – In FY15, this includes work toward seven projects including art in downtown alleys (~\$50K), a gateway sculpture (~\$10K), decoratively painted utility boxes (~\$12K), and various murals indoors and outside (~\$125K).

Council Goal:

- Repair, replace, and maintain infrastructure (streets and utilities)

Regional Plan Goal:

- ED.5 – Continue to promote and enhance Flagstaff’s unique sense of place as an economic development driver.

Council Policies/Master Plan/Guiding Documents:

- Beautification and Public Art Commission Guidelines – The Commission carefully considers costs for all of its endeavors and the Commission is increasingly cognizant of maintenance and maintenance costs, considering sustainability, life-cycle, impact, and value.
- BBB Maintenance Inventory memo – Staff is currently inventorying and evaluating the specific circumstances, condition, and future needs relative to the maintenance of beautification landscape projects seeking to more closely manage the maintenance.

Possible Budget Priorities for Consideration:

- **#2A** Complete BBB Maintenance Inventory and issue RFP for services (\$0)
- **#2B** Fund/reallocate maintenance service agreements (budgetary impacts unknown at this time. Last year costs were approximately \$465K; we anticipate costs to be the same or less depending upon reallocation/outsourcing.)

Community Design and Redevelopment, continued

Council Goal:

- Retain, expand, and diversify economic base
 - Development of adequate infrastructure to support current and expanding economic base
 - Review/Adopt/Reject/Modify the Redevelopment/Infill Policy

Regional Plan Goals:

- ED.6 – Promote the continued physical and economic viability of the region’s commercial districts by focusing investment on existing and new activity centers.
- ED.7 – Promote redevelopment and infill as a well-established means to accomplish a variety of community economic, planning, and environmental goals.

Council Policies/Master Plan/Guiding Documents:

- Redevelopment/Infill (Reinvestment) Policy (DRAFT) – The goal is to cause a developer to choose reinvestment – not to address a “slum and blight” area, or one subject or another, but rather to promote the various forms of new development that can occur in areas of the city that are already developed – those areas that are already largely served by existing infrastructure and services.
- Downtown District Formation General Plan – The districts are being formed for all purposes allowed by law (which are defined to include provision of infrastructure improvements and enhanced municipal services – such as street cleaning, sidewalk maintenance, snow plowing, landscape maintenance, special event management, and economic development).
- 4th Street Corridor Master Plan – To address community concerns about the corridor and based on substantial community engagement and analysis of the corridor, the study proposes that while still serving regional traffic needs, that the Fourth Street Corridor be developed primarily as a destination; a pedestrian-friendly, multimodal corridor with a strong theme and brand, which creates a unique sense of place that will spur reinvestment.

Possible Budget Priorities for Consideration:

- **#1** Revitalize 4th Street Corridor
 - Adopt and implement Redevelopment/Infill (Reinvestment) Policy
 - Support District Formation for both Downtown and 4th Street; and, consider funding operations in the initial year(s) and/or ongoing (i.e. Downtown ~\$162K; 4th Street – unknown at this time)
 - Revisit 4th Street Master Planning document and determine cost implications

****Need to un-budget for FY15****

Council goal – Support Arts Incubator

- *BPAC and community support is for Art Box concept rather than Arts Incubator; final Council presentation in December 2013 to close out initiative*

THIRD TIER/CATEGORY

Airport

Possible Budget Priorities for Consideration:

- Fund on-site building/facility improvements that are not grant eligible
 - Gate mechanisms (total of 4) ~\$160K
 - Pavement and parking lot for DPS building ~\$68K
 - Terminal enhancements/repairs (budgetary impacts pending)

Guiding documents:

- **#5** Facilities annual review and evaluation of needed repairs/replacement

Fire Department
FY15 Budget Priorities

Priorities related to Council Goals (a.k.a. left side)

Fire Station Maintenance and Repair

Regional Plan Goal PF.2.: Provide sustainable and equitable public facilities, services and infrastructure systems in an efficient and effective manner to serve all population areas and demographics.

Regional Plan Goal PF.3.: Provide high-quality emergency response and public safety services including law enforcement, fire, medical and ambulance transport services.

Council Goal: Repair, Replace, and Maintain Infrastructure.

Possible Budget Priorities

- Fund approximately \$200,000 in deferred maintenance and repair of fire stations. (Sta. 4 repairs HVAC, kitchen, paving \$95k; Sta. 6 roof replacement HVAC \$65K; Sta. 10 Roof and HVAC repair \$20k; Station 3 Concrete repair \$25k) **(Priority 6 of 9)**
- Fund approximately \$ 50,000 in deferred maintenance and/or replacement of emergency response equipment. **(Priority 7 of 9)**

Wildland Fire Management

Regional Plan Goal PF.1.: Work across all government operations and services to prepare for the impacts of natural and human-caused hazards.

Regional Plan Policy PF.1.5.: Support proactive communication and education aimed at both residents and governmental operations as a means to build individual, organizational, and community resiliency to weather-related impacts and climate-caused or natural disasters.

Regional Plan Goal PF.3.: Provide high-quality emergency response and public safety services including law enforcement, fire, medical and ambulance transport services.

Council Goal: Complete the Water Policy

Community Wildfire Protection Plan Goal: To protect Flagstaff and surrounding communities, and associated values and infrastructure, from catastrophic wildfire by means of: a) an educated and involved public, b) Implementation of forest treatment projects designed to reduce wildfire threat and improve long-term forest health, in a progressive and prioritized manner, and c) utilization of FireWise building techniques and principles.

Possible Budget Priorities

- Addition of a bond funded Field Operations Forester FTE (project manager) assigned full-time to FWWP **(Priority 3 of 9)**
- Addition of a general fund funded Squad Boss FTE position to support Hazard Mitigation and Response Efforts **(Priority 8 of 9)**

Priorities not related to Council Goals (a.k.a. Transactional right side)

Note: The Fire Department priorities going into next year's budget are primarily driven by discussions with City Management, FD Executive Staff, and in the Labor/Management discussion. During FY15 the Fire Department will conduct and implement an ongoing strategic planning process.

Alternative Response(non-emergent)

Regional Plan Goal PF.2.: Provide sustainable and equitable public facilities, services and infrastructure systems in an efficient and effective manner to serve all population areas and demographics.

Regional Plan Policy PF.2.5.: Pursue cooperative and coordinated planning between government jurisdictions, agencies, educational institutions, non-profits, and private service providers.

Regional Plan Goal PF.3.: Provide high-quality emergency response and public safety services including law enforcement, fire, medical and ambulance transport services.

Possible Budget Priorities: (Note: one project with two objectives.)

- Pilot test an alternative response model to address the impact of non-emergent calls upon our all risk resources. (Priority 2 Of 9)
- Pilot test an expanded community medicine component given the opportunities of the Affordable Care Act. (Priority 2 Of 9)

Professional Development/Succession

Regional Plan Goal PF.2.: Provide sustainable and equitable public facilities, services and infrastructure systems in an efficient and effective manner to serve all population areas and demographics.

Regional Plan Goal PF.3.: Provide high-quality emergency response and public safety services including law enforcement, fire, medical and ambulance transport services.

Staff suggestions: Professional development and compensation competitiveness will have an ongoing impact on the City's recruitment/promotion of the best individuals to achieve the expectation of high-quality services. FFD in many employee compensation categories appears to be among the lowest state-wide. Additionally, many tenured employees are leaving the workforce through attrition leaving an increasing gap in experience and competency. Investing in the workforce now to attract the best additions to the department and grow confidence and competence within our own work force would yield a solid return on investment.

Possible Budget Priorities:

- Professional Development: Restore professional development to invest in our firefighters to address our succession needs. \$ 60,000. (Priority 5 of 9)
- Pay issues: The consideration of a different FLSA work cycle and market competitive paramedic pay. \$64,000 (CEP) + (FLSA work week impacts to be determined). (Priority 4 of 9)
- Conduct Recruit Hiring and Training to fill vacancies created by attrition. \$40,000 (Priority 1 of 9)

Community Partnerships

Regional Plan Goal PF.1.: Work across all government operations and services to prepare for the impacts of natural and human-caused hazards.

Regional Plan Policy PF.1.5.: Support proactive communication and education aimed at both residents and governmental operations as a means to build individual, organizational, and community resiliency to weather-related impacts and climate-caused or natural disasters.

Community Plan Policy PF.1.1.: Consider climate resiliency and preparedness in community planning and development to be better prepared for changing conditions.

Regional Plan Goal PF.2.: Provide sustainable and equitable public facilities, services and infrastructure systems in an efficient and effective manner to serve all population areas and demographics.

Regional Plan Policy PF.2.5.: Pursue cooperative and coordinated planning between government jurisdictions, agencies, educational institutions, non-profits, and private service providers.

Possible Budget Priorities:

- Strengthen Relationships with Community Partners and conduct initiatives (Priority 9 of 9)
 - FWWP (Forest Service, State Land Department, Tribal Governments)
 - Mutual Aid Partners (regional fire/medical departments)
 - Emergency Management (City and County and State)
 - Coconino Community College

Engineering Section – FY15 Budget Priorities

Priorities related to current/existing Council Goals (a.k.a. left side):

CAPITAL IMPROVEMENTS PROGRAM

Regional Plan Goals (2001)

- Community Facilities and Services
 - Strategy CFS1.4(a) – Implement Capital Improvements Program

Council Goals

- Repair, Replace and Maintain Infrastructure
- Effective Governance (Deliver capital projects within approved Budget and established schedule)
- Complete Rio de Flag (FEMA Feasibility Analysis and WRDA Self Administration)

Considerations

- Manage budgeted projects with staff of 6 Project Managers and 1 Capital Improvements Engineer

Possible Budget Priorities

- Capital planning/programming software for 5 Year Capital Program that integrates with new Finance ERP software
 - 1X expense \$80K - \$100K
 - Ongoing annual maintenance \$10K

Engineering Section – FY15 Budget Priorities

Priorities related to current/existing Council Goals (a.k.a. left side):

TRANSPORTATION ENGINEERING PROGRAM

Regional Plan Goals (2001)

- Transportation
 - Policy T1.1 – Develop a Balanced Transportation System
 - Policy T1.2 – Create an Efficient Transportation System
 - Policy T1.3 – Establish Roadway Improvements Categories
 - Policy T1.4 – Reduce Negative Traffic Impacts in Residential Neighborhoods
 - Policy T1.6 – Establish a Roadway Planning Categorization and Access Management System
 - Policy T1.8 – Identify Truck Circulation Needs
 - Policy T1.9 – Provide Inter-Modal Connectivity
 - Strategy T2.3(a) – Integrate Multi-modal Street Design Criteria
- Community Facilities and Services
 - Strategy CFS1.1(a) – Determine and Require Adequate Public Facilities & Services
 - Strategy CFS1.1(c) – Provide Adequate Public Facilities at time of Development

Council Goals

- Repair, Replace and Maintain Infrastructure
- Effective Governance (support Transportation Commission, Responsive to Citizen concerns though traffic studies conducted and work orders processed as well as citizen surveys)

Considerations

- Manage network operations and capital/development review with staff of 2 Project Managers, 1 Intern (0.5 FTE) and 1 Traffic Engineer

Possible Budget Priorities

- Re-establish Budget line item for repair/maintenance of traffic counters
 - Ongoing expense \$5K – \$8K
- Establish Budget line item for consultant services to review Traffic Impact Analyses (TIA)
 - Ongoing expense \$25K
 - Covered by established Users Fees (50% recovery).

Engineering Section – FY15 Budget Priorities

Priorities related to current/existing Council Goals (a.k.a. left side):

DEVELOPMENT ENGINEERING PROGRAM

Regional Plan Goals (2001)

- Community Facilities and Services
 - Strategy CFS1.1(a) – Determine and Require Adequate Public Facilities & Services
 - Strategy CFS1.1(c) – Provide Adequate Public Facilities at time of Development

Council Goals

- Repair, Replace and Maintain Infrastructure
- Effective Governance (provide safe and functioning transportation, water, sewer, and drainage systems for lasting use by our current and future residents through measurement of new projects without malfunctioning or underperforming infrastructure throughout the project's design life and provide punctual and comprehensive customer service through on-time application/plan reviews)

Considerations

- Manage review of development applications and public improvements construction plans as well as records management with staff of 3 Project Managers, 1 Engineering Specialist and 1 Assistant City Engineer. Survey services managed through private sector service providers (\$10K annual appropriation).

Possible Budget Priorities

- Establish Budget line item for consultant services to review applications/plans
 - Ongoing expense \$20K - \$25K
 - Covered by established Users Fees (50% recovery).

Engineering Section – FY15 Budget Priorities

Priorities related to current/existing Council Goals (a.k.a. left side):

INSPECTION & TESTING PROGRAM

Regional Plan Goals (2001)

- Community Facilities and Services
 - Strategy CFS1.1(a) – Determine and Require Adequate Public Facilities & Services
 - Strategy CFS1.1(c) – Provide Adequate Public Facilities at time of Development

Council Goals

- Repair, Replace and Maintain Infrastructure
- Effective Governance (provide safe and functioning transportation, water, sewer, and drainage systems for lasting use by our current and future residents through increased communication and contractor’s understanding as measured by failing tests and warranty issues)

Considerations

- Manage inspection & testing of permitted projects with staff of 4 Inspectors and 1 Construction Manager (\$15K annual appropriation for Overtime). Laboratory to be eliminated with materials testing services managed through private sector service provider.

Possible Budget Priorities

- Establish Budget line item for Materials Testing consultant fees
 - Ongoing expense \$150K - \$180K
 - Covered by established Users Fees (100% recovery)
- Add additional Inspector position due to increased work load
 - Ongoing expense \$65K - \$70K (includes vehicle/gas/maintenance & phone)
 - Proposed to be covered by increased Users Fees

Planning Section – FY15 Budget Priorities

Priorities related to current/existing Council Goals (a.k.a. left side):

BUILDING SAFETY PROGRAM

Regional Plan Goals (2001)

- Cost of Development
 - CD2 : Emphasis will be placed on quality design in the private realm - commercial, workplace, and housing

Council Goals

- Expand and Diversify the Economic Base
- Effective Governance

Considerations

- Plan Review
 - Maintain quick turnaround times on Administrative Review
 - Implement “Self-Certification” programming with training and oversight
- Building Inspection
 - Maintain adequate staffing for prompt field inspections

Possible Budget Priorities

- Plan Review – Add 1 FTE
- Building Inspection – Add 1 FTE
- Overtime – Create \$4,000 line item

Planning Section – FY15 Budget Priorities

Priorities related to current/existing Council Goals (a.k.a. left side):

COMPREHENSIVE PLANNING AND CODE ADMINISTRATIVE PROGRAM

Regional Plan Goals (2001)

- Housing and Neighborhoods
 - HN2: Support existing neighborhoods
- Commercial Development
 - C1: Shopping and service areas will be compatible with surrounding land uses

Council Goals

- Effective Governance
- Zoning Code Process and Implementation

Considerations

- New Regional Plan Implementation
 - Create schedule for and begin preparing neighborhood plans
 - Create schedule for and begin specific plans for activity centers and corridors
 - Prepare first Annual Report
 - Identify changes needed to Zoning Code and other regulatory documents as a result of new Regional Plan

Possible Budget Priorities

- Reclassify Associate Planner position to Planner I position through minor reorganization of program and staff duties

Flagstaff Housing Authority and Housing Section FY15 Budget Priorities

Priorities related to current/existing Council Goals (a.k.a. left side):

Regional Plan Goals (2001)

- Land Use and Growth Management – Housing and Neighborhoods
 - Goal HN1 – The supply of affordable home ownership, rental and special needs housing units affordable to low- and moderate-income households will be increased.
 - Strategy HN1.1(b) – Ensure Affordable Housing Supply

Council Goals

- Retain, expand and diversify economic base
- Effective Governance

Council Policies / Other Plans

- Resolution 2011-01: Approving the City of Flagstaff FY 2011-2015 Consolidated Plan
 - Goal 1: Increase the availability and affordability of quality housing for low and moderate income *owner* households
 - Goal 2: Increase the availability and affordability of quality housing for low and moderate income *renter* households
- Resolution 2009-45: Adopting the City of Flagstaff's Incentive Policy for Affordable Housing
 - Provides incentives for both rental and ownership housing
- Flagstaff Housing Authority PHA 5-Year Plan 2010 – 2015, Goal Seven: Investigate and pursue expansion of affordable housing. Approved by Housing Authority Board and HUD

Considerations

- Limiting factors are found in the land and funding. Staffing is also a consideration when adding new initiatives.
- Site adjacent to Clark Homes identified by City Council for potential affordable housing development.

Possible Budget Priorities – Housing Section and Housing Authority

- Increase inventory of affordable housing units, homeownership and rental as appropriate, to ensure the availability of housing affordable to community members. *[existing staff and resources]*

Possible Budget Priorities – Housing Authority

- Complete site plan and identify funding sources to increase inventory of affordable rental housing for low-moderate income households, on the identified site.
- Establish Budget Line Item in support of Section 8 Housing Choice Voucher program administration.
 - Federal funding for FY 2014 is prorated at 62%; no increase anticipated for FY 2015.
 - Housing Authority has taken and will continue to take steps to cut administrative costs but may need short term support from the General Fund for the administration of the Section 8 program.

Flagstaff Housing Authority and Housing Section FY15 Budget Priorities

Possible Budget Priorities – Housing Section

- Re-invigorate Employer Assisted Housing programming *[existing staff and resources]*
- Provide funding for the Affordable Housing Incentive Fund
 - Historically, fund received an annual allocation of \$50,000 until budget cuts in FY12
 - 55% of current fund balance is committed to upcoming projects

COMMUNITY DEVELOPMENT FY 15 BUDGET PRIORITIES

	No Budget Impact	Budget Impact	ONG 1X
I. <u>Council Approved Change</u>			
1) Outsource Material Testing Lab	X		ONG *
II. <u>Proposed Council Goal</u>			
1) Re-invigorate Employee Assisted Housing Program	X		
2) Increase Affordable Housing Inventory	X		
3) Complete Site Plan for Affordable Rental Housing	X		
III. <u>Proposed Council Goal Budgetary Approval</u>			
1) Section 8 Program Administration (\$45,000)		X	ONG
2) Traffic Counter Repair and Maintenance (\$8,000)		X	ONG
3) Reclassify Comprehensive Planning Associate Planner to Planner I (\$10,000)		X	ONG
4) Building Inspector Overtime (\$10,000)		X	ONG Δ
5) Traffic Impact Analysis Reviews (\$25,000)	X		ONG *
6) Additional Building Plans Reviewer (\$70,000)		X	ONG Δ
7) Affordable Housing Incentive Fund (\$50,000)		X	ONG
8) Development Engineering Reviews (\$25,000)	X		ONG *
9) Additional Engineering Inspector (\$70,000)		X	ONG Δ
10) Additional Building Inspector (\$70,000)		X	ONG Δ
11) Capital Planning Software (\$100,000)		X	1X

* Established “budget authorization” which is offset by fees collected.

Δ Increased permit volume generates fees for staff expense.

COMMUNITY DEVELOPMENT FY 15 BUDGET PRIORITIES

Follow up questions from the budget submission.

- Engineering/Development Engineering – Can the application and plan review for this program be contracted out?

Yes, the \$25,000 requested budget authorization is for 3rd Party review of Engineering Construction Plans - similar to what we currently do for Building Plans. This is not a funding request only an authorization request to allow expenditure of the permit fees collected if and when we need to outsource some of this function.

- Planning/Building Safety – Can you elaborate on the possible priorities of adding two FTEs? What is the justification?

First, the Building Inspector position: we are anticipating an increased inspection work load based on current activity. However, CD still needs to justify this additional FTE if/when we make the personnel request after the first of the year - we're viewing this as a "heads up" for now.

Second, the Plans Examiner position: we feel that having just two Plans Examiners leaves us very thin. When a Plans Examiner recently retired, we were left with a single Plans Examiner to do review. So we shipped out the vast majority of our reviews to our consultant which put a lot of extra time pressure on the Building Official to deal with all of the administrative reviews required by SB 1598 (these are all done in-house), spot checking our consultants review work, and the additional administrative coordination. The Building Official manages the Building Inspection Program and the Building Plans Review Program. He is spending too much time as a "Plans Examiner". This occurs anytime a Plans Examiner is ill or goes on vacation. We'd like to strike a better balance of internal plans review v. outsourced work. The Building Official is also now going to be responsible for establishing and running the self-certification program.

Human Resources
FY 15 Budget Priorities

Priorities related to changes in Federal regulations

Affordable Care Act

The introduction of Affordable Care Act includes employer penalty taxes for not offering insurance to employees who work 30 hours or more.

Possible Budget Priorities:

- Change in benefit eligibility to 30 hours per week or more for employees hired after July 1, 2014 (the beginning of next plan year). **(#6 Priority)**
- Additional FTE request rather than temporary employee pools **(#7 Priority)**

Priorities related to existing strategic initiatives

Employee Compensation

Budget for increases to employee compensation in the form of performance increases, an increase to address compaction and a market increase.

City Manager Work Plan: Increase employee pay by the equivalent of at least 1 step

Compensation Philosophy adopted during 2008 Compensation Study: Compensation system at 100% of midpoint for non-commissioned employees and 100% of minimum for commissioned employees

Possible Budget Priorities:

- Allocate a percentage of personnel budget to each division to be allocated to employees as pay for performance. **(#1 Priority)**
- Increase to employees to address compaction based on years of service (less than 2 years 0.5%, 2.1 to 4 years 1.0%, 4.1 to 6 1.5%) **(#2 Priority)**
- Market increase to all pay structures (current number show market movement of 2.5-4%, but need more data) **(#3 Priority)**

Employee Handbook

Update the remaining sections of the Employee Handbook to reflect changes in federal and state law and best practices and create an online version.

City Manager Work Plan: Complete employee Handbook Revisions

Human Resources FY14 Budge Book Initiatives: Update the remaining sections of the Employee Handbook to reflect changes in federal and state law and best practices and create an online version.

Possible Budget Priorities:

- Reclassification multiplier **(#13 Priority)**
- Convert some additional and premium pay categories to an increase in hourly rate. This will then be counted towards market competitiveness and decreases the administrative burden of manually calculating overtime. **(#4 Priority)**

- Address the differences in pay for Battalion Chiefs and Lieutenants. Both positions are exempt and currently the Battalion Chiefs receive straight pay in addition to their salary when being called in (exempt overtime) and Lieutenants receive an annual stipend instead. Again, benefit of adding something to salary is it gets included in the market study. **(#11 Priority)**
- Addition of some time off to part-time employees who are not benefit eligible. **(#10 Priority)**
- Use of grant funds or existing City funds to create a Police Housing Assistance Program. **(#9 Priority)**
- Addition of an employee awards line item in each division for recognition. Currently not equally distributed due to budget limitations. **(#12 Priority)**

Budget Restoration

Restoration of budgetary items that have either been suspended or changed during the recession.

City Manager Fiscal Priorities:

- #3 Restore benefit cut of \$60 for Dependent Subsidy and Deferred Compensation
- #19 Restore Overtime, Call-out, and minimum staffing compensation to pre-recession policy

Possible Budget Priorities:

- Add back \$60 to dependent subsidy since there is impact to the employee's take home pay **(#5 Priority)**
- Add back holidays to the Hours Worked definition, so it can be included when calculating overtime eligibility since the employee cannot chose the holiday **(#8 Priority)**

Division of Information Technology
FY15 Budget Priorities

ITAC (Help Desk)

Increase ITAC staff from 2 to 3 FTEs.

IT Strategic Plan Goal 1.4.2: Expand Service Delivery – Help Desk

Summary:

Out of the 5 sections within the Division of Information Technology, the ITAC, or help desk, section has experienced the greatest increase in workload. Adding a single additional FTE to the ITAC section will help reduce the backlog of work requests and allow the help desk to become more proactive with equipment refreshes, software updates and requests for new hardware and software.

Possible Budget Priority and Consideration:

- Provide ongoing funding for an additional ITAC FTE.
- Annual ongoing cost for a help desk specialist is approximately \$42,821 salary plus the additional burden of 45% for benefits totaling approximately \$62,090.



City of Flagstaff

**Division of
Information Technology**

Division of Information Technology
IT Staffing

Proposal:

Increase ITAC staff from 2 to 3 FTEs.

What's failing:

ITAC cannot keep up with current work requests, upgrades/refreshes/repairs of staff PCs, printers and scanners, requests for new equipment and/or software, and the upgrade to Windows 7 operating system city wide.

Why it's failing:

Demands for technology have steadily increased as city staff has looked for technology to make up for staff reductions over the last 5 years. During that period of time, the Division of Information Technology also reduced its size by about 19% from 16 to 13 FTEs, including the reduction of the ITAC Section from 3 to 2 FTEs.. Additionally, the city is investing money and significant staff time to move to more technologically current enterprise software, including the city's Financial, Purchasing, HR/Payroll and Community Development applications.

The solution:

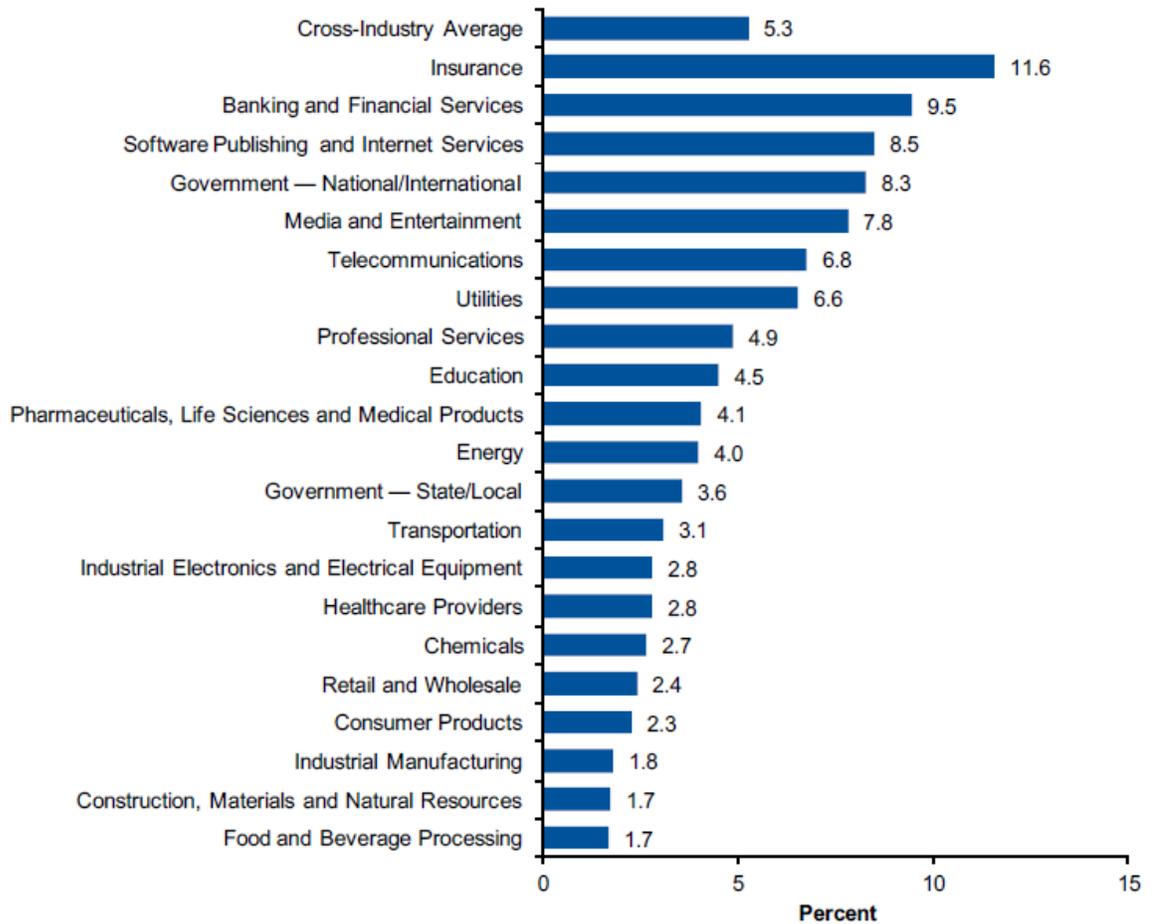
A current report from Gartner titled *"IT Metrics: IT Spending and Staffing Report, 2013"* from Gartner offers some statistics. Figure 32 from that report – which is shown on the next page – shows that the average percent ratio in state & local government of IT staff to employees is 3.6%. The City's FTE count is approximately 900. According to the report, average IT staffing for the City would be about 32 FTEs. While 32 IT FTEs is unrealistic, an increase from 13 to 14 FTEs will improve ITAC service delivery.



City of Flagstaff

Division of Information Technology

Figure 32. IT FTEs as a Percent of Employees, by Industry, 2012



Source: Gartner IT Key Metrics Data (February 2013)



Memorandum

from the City Attorney's Office

To: Kevin Burke, City Manager

From: Michelle D'Andrea, City Attorney

Date: November 19, 2013

Subject: FY 2015 Budget Priorities

The City Manager requested a list of budget priorities for Fiscal Year 2015. This short list is divided by Division, then in order by priority.

Left Side Priorities related to Council Goals:

Prosecution

The Prosecution Section of the City Attorney's office supports the **Council goal of retaining, expanding and diversifying the economic base** by enhancing the security and safety of the community through prosecuting misdemeanors.

The Prosecution Section works to hold accountable those who commit domestic violence, drive intoxicated, and those disturbing the peace. They also support the Police Department by providing training to help officers conduct sound investigations that enhance the ability to successfully prosecute crimes.

Currently the prosecution staff has a computer program that can provide statistics, create pleadings from templates, and help organize caseloads and calendars. The office is not utilizing the system effectively and needs training to do so.

Possible Budget Priority:

Improve the efficiency of the criminal attorneys by providing training for the Damion computer system. (\$5,000)

The Prosecution Section is still operating with a reduced workforce from the Great Recession. The number of prosecuting attorneys was reduced from five to four, with one FTE moving to the civil side of the office. (Despite that, the civil section is also still operating with one less attorney.) We've further reduced the prosecuting attorneys by .2 to provide legal-advisor services and bring police litigation in-house. This creates a strain on the department, particularly if someone is out sick or takes a well-earned vacation. The Prosecutors are working hard to increase the number of cases that are appropriately tried in court, and hold those who commit crimes accountable by only offering reasonable plea bargains. When there is not adequate time to prepare cases, justice suffers.

Possible Budget Priority

Enhance public safety by increasing prosecuting attorney staff by .5 FTEs.
(\$45,000)

Civil

The Civil Section of the City Attorney's Office **supports all Council goals** by providing legal advice, reviewing contracts, and litigating in support of the Division Directors, City Management, and the Council.

The Civil Section moved to a more customer friendly and responsive system of dividing assignments among the civil attorneys. This system works by assigning attorneys to particular divisions. By narrowing the focus of scope of each attorney's practice, attorneys are able to specialize. This increased specialization allows us to send less work to outside counsel, build useful networks, and provide better service.

There simply is not useful education for municipal lawyers available in Flagstaff. There are relatively low-cost education opportunities available in the Phoenix metropolitan area, but attending that training requires a sufficient budget to travel to and from Phoenix on a regular basis. Lawyers benefit not only from the training, but also from the networking opportunities. Although we can meet most of our legal requirement of obtaining 15 hours of continuing legal education through watching videos, doing this does not support our ability to assist our clients.

In 2007-2008, the City Attorney's Office had a budget of \$29,825 for training and travel. In 2013-2014, the budget is \$10,050. Originally we had \$2,711 per attorney, and now we are reduced to \$1,117 per attorney for an almost 60% reduction. Our training needs have increased because of the new system which allows for increased specialization/expertise. Specialized training is often more expensive because it occurs during day-long seminars. We have also reorganized to enhance services to the Police Department by providing a part-time legal advisor. She is also handling police department litigation in house. She can benefit from attending legal advisor training and networking opportunities in Phoenix with other legal advisors.

Possible Budget Priority

Enhance support of clients by improving the specialized education of civil attorneys. (\$20,000 maximum, even incremental increase would be helpful)

INTEROFFICE MEMORANDUM

TO: KEVIN BURKE
Josh Copley

FROM: BARBARA GOODRICH

SUBJECT: DECEMBER 4 COUNCIL BUDGET RETREAT

DATE: NOVEMBER 8, 2013

CC: STEPHANIE SMITH

On October 29, 2013 Kevin offered a third category to request Council consideration on programs/services that need the most budget attention in our area.

I propose the following under that guidance:

Customer Service/Meter Services:

The staffing in both Customer Service and Meter Services has been reduced to levels that do not meet the needs of our citizens. These areas cannot keep up with their daily work including meter reading, lock offs, work orders, telephone response, customer inquiry, and billing. These areas have tried numerous process changes to make their operations more efficient, but still have work load that exceeds staff capacity. The request is for consideration of two staff positions. One Meter Technician at an approximate burdened cost of \$36,000 and one Customer Service Representative also at an approximate burdened cost of \$36,000, for a total budget increase of \$72,000. The majority of this cost would be passed on to the Utility Enterprise Fund and would be part of the next rate case.

Financial Services:

Financial Services includes Accounting, Budgeting, Grant Management, Accounts Payable, and Payroll. These areas have historically been able to keep up with their regulatory work requirements, however the demands continue to increase. Staff has already significantly reduced the service they provide to their internal customer and the concern is growing about the ability to meet the needs of all the various agencies the City is responsible to report to. The City is very aggressive in grant applications, and the agency oversight on these dollars has tremendously increased. There are higher federal requirements, higher retention requirements, and an ever growing number of Governmental Accounting Standards Board (GASB) requirements that must be met in regard to capital assets, post-employment benefits, debt requirements, and fund balance reporting to name a few. The proposal is to increase staffing. An Account Clerk I at a burdened cost of approximately \$44,000 will allow existing staff to address some of these concerns. An additional Accountant at a burdened cost of approximately \$60,000 will allow the professional staff to reallocate their workloads.

Priority Order:

1. Meter Technician - \$36,000
2. Accounting Clerk - \$44,000
3. Customer Service Representative - \$36,000
4. Accountant - \$60,000

**Municipal Court
FY15 Budget Priorities**

Priorities not related to Council Goals

Priority #1

Parking Citation Management and Collections

Integrate 5000+ parking citations into current work-load, manage payments, appeals and collections.

Model Time Standards Interim Report, Civil Cases §5, Coconino County Courts Information Technology Strategic Plan §D: Manage all case types within standards established by the Arizona Case Processing Steering Committee, based on the national standards established by the National Center for State Courts and the American Bar Association.

Additional Strategic Documents:

Interim Report and Recommendations of the Arizona Case Processing Standards Steering Committee
Justice 2020 Strategic Plan
Justice 2030 Strategic Plan
Criminal Caseflow Policy and Procedure

Narrative: As parking citations are moved from their there current process in customer service and revenue we must take action to make sure the influx of over 5000 parking citations into the court case management system and process does not significantly impact all other case types currently managed by the Court. The intent is to make improvements to the current management and collection process used for parking citations and still keep up with the current requirements on other case types such as civil traffic and criminal cases.

Budget Proposal:

Manage and maintain current integration of citations and other data flow in order automate entry and include the management of parking citations in the Municipal Court case management system. (see existing programs and services proposal below). Add the following positions to improve customer service and collection processes:

1 Judicial Specialist (customer service)	\$42,000/yr. ongoing
1 Collection Specialist (revenue collection)	\$61,000/yr. ongoing

**Municipal Court
FY15 Budget Priorities**

**Priorities not related to Council Goals
Existing Programs and Services**

Priority #2

IT: Criminal Justice Integration System and EDMS

Maintain and prepare for future expansion of the Criminal Justice Integration System and Electronic Document Management System (EDMS)

Coconino County Courts Information Technology Strategic Plan §B2, §D1, Appendix A §5: Manage all case types within standards established by the Arizona Case Processing Steering Committee, based on the national standards established by the National Center for State Courts and the American Bar Association.

Additional Strategic Documents:

Interim Report and Recommendations of the Arizona Case Processing Standards Steering Committee

Justice 2020 Strategic Plan

CJCC Strategic Plan

Justice 2030 Strategic Plan

Coconino County Courts Information Technology Strategic Plan

Interim Report and Recommendations of the Arizona Case Processing Standards Steering Committee

Criminal Caseflow Policy and Procedure

Narrative: As intergovernmental agreements with our criminal justice partners end or are modified the Court must modify it's systems and possibly create new or additional infrastructure, connectivity and programs in order to keep up with requirements of both local and statewide IT systems.

Budget Proposal:

Manage and maintain current integration of data flow in order to maintain all elements of data sharing between criminal justice partners and include the management of parking citations in the Municipal Court case management system. As the electronic document management system IGA expires look to creating a local replacement system for the Municipal Court:

Electronic Document Management System	\$96,000 (1X funds)
Criminal Justice Integration System	\$Currently unknown

Municipal Court FY15 Budget Priorities

Priorities Related to Council Goals

Priority #3 – Capital Request, separate from other budgeted items

Courthouse

Fund and construct a new Municipal Courthouse

Regional Plan Goal PF.2: Provide sustainable and equitable public facilities services and infrastructure systems in an efficient and effective manner to serve all population areas and demographics.

Council Goal: Repair, Replace and Maintain Infrastructure.

Additional Strategic Documents:

Court Facility Space Study (Master Plan): 2008

Justice 2030 Strategic Plan

Narrative: The replacement of the current courthouse has been a need for many years going back to studies as old as 1997. The City of Flagstaff has never built a facility specifically for court use and the current facility is outdated and overcrowded. The City Council has, for many years, supported the development of an alternative to the current facility.

Budget Proposal:

Decide on a location for a new courthouse. Develop a funding stream for court facility that meets the needs of security, safety and a growing caseload. Possibilities include court facility fund, land sale, bond election and/or general fund contributions. Cost: ~\$13.5M.

Police Department
FY15 Budget Priorities

Priorities related to Council Goals (a.k.a. left side) Prioritization is in red

Operations

- 1. Reduce Property, Violent Crime, and Collisions through proactive enforcement efforts.
Accomplish this by significantly reducing turnover on the police department.**

Council Goal: Expand and diversify economic base.

FPD Performance Measures: “Reduce property crime to within 20% of the national benchmark in CY13. Reduce part 1 violent crimes, including aggravated assault, allowing no more than the national benchmark of 3.61 victims per 1000 residents through increased enforcement activities by officers. Reduce traffic collisions and associated injuries by 5% from the previous 3 year average.”

2013 FPD Strategic Plan: During a SWOT analysis performed in preparation of the strategic plan, employees articulated the Departments biggest threat and weakness was high employee turnover. “Strengthen the department’s community policing initiatives by emphasizing more random foot patrol by beat officers and strengthening community partnerships. Emphasize strategies to reduce property crime.”

City of Flagstaff Regional Plan: Transportation chapter:

Policy T.1.5. Manage the operation and interaction of all modal systems (ped, bike, bus, autos) for efficiency, effectiveness, safety and to best mitigate traffic congestion.

Goal T.2. Improve transportation safety and efficiency for all modes.

Policy T.2.3. Provide safety programs and infrastructure to protect the most vulnerable travelers, including youth, elderly, mobility impaired, pedestrians, and bicyclists.

Goal T.5. Provide a high-quality, safe, convenient, accessible public transportation system, where feasible, to serve as an attractive alternative to single-occupancy vehicles.

Goal T.6. Provide for bicycling as a safe and efficient means of transportation and recreation.

Policy T.6.3. Educate bicyclists and motorists about bicyclist safety through education programs, targeted enforcement, and detailed crash analysis.

Public Buildings, Services, Facilities and Safety chapter:

Goal PF.3. Provide high-quality emergency response and public safety services including law enforcement, fire, medical and ambulance transport service.

Policy PF.3.1 Maintain high-quality effectiveness and efficiency in law enforcement, fire and emergency services to the extent that is consistent with governmental operations, plans, public policies, population served, and monies available.

City of Flagstaff Resiliency and Preparedness Study: This study articulates vulnerabilities associated with public safety. It specifically articulates the following future impacts: “Increase length of stay and impact (trash, fires) of forest dwellers. Increase in demand for Woods Watch patrol. Increase in storm and flood related injuries. Having recognized that police and fire services, including nonemergency operations, are highly vulnerable to the impacts of climate variability, future climate projections can be incorporated into hazard response planning efforts....” High staff turnover can significantly impact our ability to address increase demands associated with Woods Watch, forest dwellers, and response to extreme weather and wildfire disasters.

Considerations: Reduced staffing levels result in a reactive police agency. Calls for service and reports per officer increase with high employee turnover, resulting in less time available for community policing initiatives, problem solving and proactive crime prevention efforts. Additionally, with high turnover, an inordinate amount of resources are spent recruiting, testing, conducting background investigations and training new hires, resources better utilized to prevent crime and reduce collisions. Exit interviews reveal 1/3 of our employees are leaving for better pay and benefits. A detailed white paper on this issue is forth-coming.

Possible Budget Priorities:

- **#2** Increase uniform allowance per officer from \$600.00 annually, to \$1000.00 annually to remain competitive with local agencies. Total cost-\$45,600.00. Increase the uniform allowance for each new hire by \$1000.00. In Fiscal Year 2012 we hired 12 new officers, and in 2013 we hired 18 new officers. We are requesting an additional \$15,000 be added to our uniform allowance line item.
- **#1** Increase compensation for officers in order to reduce deficit in market comparisons. Address compression issue.
- **#3** Increase existing overtime budget by \$60,000.00 to allow us to continue to place supplemental proactive patrols in the downtown area during busy weekends and events, despite a reduction in grant funded overtime opportunities which has funded these operations in the past.
- **#5** Replace the line item for training. Since 2009, one FTE full burden sworn officer salary (\$72,500) has been utilized to fund the police department’s training and tuition reimbursement. Replacing the training/tuition budget allows us to fill one additional sworn officer position.

2. Improvements to LEAF facility.

Council Goal: Repair, replace, improve infrastructure.

Coconino Sheriff’s Office Facilities Master Plan: “To maintain a sustainable and operational public safety facility through energy conservation and technology.” Carpet replacement has been identified as

the next major capital expense. As a facility that is in use 24/7 with officers and deputies constantly coming and going in and out of the weather, the wear and tear is apparent. Attempts to have the carpet cleaned and repaired have only compounded the damage. The parking lot continues to deteriorate, and the cost of repaving increases exponentially year to year. Having the lot chip sealed this budget year will buy us a few years.

Flagstaff Regional Plan: Public Buildings, Services, Facilities and Safety chapter:

Policy PF.1.4. Build, sustain and leverage partnerships with local and regional stakeholders for collective investment, efficient action, and shared responsibility in the building of local resiliency.

Goal PF.2. Provide sustainable and equitable public facilities, services and infrastructure systems in an efficient and effective manner to serve all population areas and demographics.

Policy PF.2.5. Pursue cooperative and coordinated planning between governmental jurisdictions, agencies, educational institutions, non-profits, and private service providers.

Possible Budget Priorities:

- **#9** Replace the carpet in the Law Enforcement Administrative Facility FPD portion : \$25,000
- **#10** Chip seal the parking lot of the Law Enforcement Administrative Facility FPD portion : \$15,000

Police Department
FY15 Budget Priorities

Priorities not related to Council Goals (a.k.a. right side)

1.) Adopt an eight squad patrol format.

Staff recommendations: Our analysis of calls holding and overtime expenditure indicates a reorganization from the existing 6 squad format to an 8 squad format will save money on overtime spent on officer typing late reports, will realign our resources in a fashion more consistent with call volume, will allow more flexibility calling squads in early if needed, and finally will reduce supervisory span of control from 8-10 subordinates, to a much more manageable 5-6. A well-researched white paper on this topic is forthcoming.

2011 and 2013 Flagstaff Police Department Strategic Plan: “Evaluate an eight, ten or twelve squad format to assist with staffing the shift overlaps”.

FPD Performance Measures: “Maintain average response time to priority one calls that exceeds the National benchmark of 5.52 minutes”.

Possible Budget Priorities:

- **#4** To migrate to an eight squad format, we need to promote two new Corporals and two new Sergeants. If staffing improves, no new officer positions will be required. The cost for the four new supervisors is \$25,000.00.
- A revenue opportunity exists to off-set this cost. By civilianizing our crime analyst position, and replacing one sworn position with this civilian, the department will save about \$25,000.00.

2.) Enhance/Support the technological needs of the Flagstaff Police Department.

Staff recommendations: Since the economic downturn, funds necessary to support existing technology has been non-existent. The Department’s e-citation program originally funded by grant dollars is nearly defunct. This program saves time for officers, records clerks, and court staff. The same is true for our in car camera program. Body cameras for officers are growing in popularity nationwide. Studies reveal body cameras reduce liability, citizen complaints and use of force incidents, while increasing public trust and confidence. Studies also reflect that increased public trust in the police reduces crime rates. The time savings in a reduction of use of force and citizen complaints alone may be invested into crime reduction strategies as well as an increase in employee morale. Originally 14 cars were equipped with cameras, (funded initially through grant dollars), and most all of these are now obsolete. Many agencies

are migrating to body cameras in lieu of in car cameras. Employees voice their concern about our lack of technology compared to other agencies, perhaps contributing to turnover. A detailed white paper on these issues is forth-coming.

2013 FPD Strategic Plan: As part of the SWOT analysis completed February 2013 our employees indicated “declining performance of our equipment” as a threat to our agency. “Strengthening our community policing initiatives” is also listed, and body cameras and in car video applies.

CJCC 2013 Strategic Plan: “It is recommended that increased information sharing between agencies should be explored”. The Systems Performance Subcommittee has long supported the e-citation program as it is recognized that it enhances information sharing and efficiencies between the Flagstaff Police Department, City Court, and MVD.

Possible Budget Priorities:

- **#8** E-citation program- to outfit our 30 primary patrol vehicles with an electronic citation program will cost roughly \$55,000.00 This includes project management labor as well as the driver’s license scanners, mobile printers, mounting equipment, and the software to interface the MDC’s with our records computer and ultimately the city court. The yearly ongoing maintenance cost is estimated to be: \$2000.00
- **#6** Body cameras- to purchase 60 body cameras will cost \$18,000. The ongoing costs to manage camera download, storage, retrieval, management and purging will run \$31,000.00 annually.

3.) With the introduction of phase II 911, reclassify one dispatch position to serve as a Regional 911 Coordinator.

Staff recommendations: In December, the Flagstaff 911 Communications Center will initiate wireless phase II 911. This will allow emergency dispatchers to gather latitude and longitude information from wireless callers. This program will require additional staff to maintain constant updates to our service plan, maintain road and street range index in our emergency service areas, and will significantly increase the coordinating efforts amongst all emergency service providers and dispatch centers. These impacts will require additional staff time.

Possible Budget Priorities:

- **#7** The most economical way to staff the coordinator position is to re-class a dispatcher to a coordinator. The coordinator will work directly under the communications manager. This will result in an ongoing increase of approximately \$4,124.00 (midrange ECS to midrange ECSS)

**Public Works
FY15 Budget Priorities**

Priorities related to Council Goals (a.k.a. left side)

Cemetery

Fund: General Fund

Priority: 22

Planning and Development of an expanded section in the Cemetery:

Regional Plan Goal PF.2: Provide sustainable and equitable public facilities, services and infrastructure systems in an efficient and effective manner to serve all population areas and demographics.

Council Goal: Repair, Replace, and Maintain Infrastructure.

Citizens Cemetery Expansion Master Plan:

In response to a dwindling inventory of available burial space, the City initiated planning services for the Cemetery expansion on a 1.4-acre parcel within the Cemetery.

- Provide a variety of burial location/facilities to meet future needs.

Considerations: Current capacity can serve the community for an active 15 years.

Possible Budget Priorities:

- Plan to expand burial space at the Cemetery.
- Provide funding for the development of an expanded section with related improvements.
- Estimated cost \$110,000 for the 1.4-acre area.

Core Services Maintenance Facility

Fund: Bond, Environmental Services

Priority: 2

Regional Plan Goal PF.2: Provide sustainable and equitable public facilities, services and infrastructure systems in an efficient and effective manner to serve all population areas and demographics.

Council Goal: Address Core Services Maintenance Facility

Master Plan Strategy: Select location, design and construct a New Core Services Maintenance Facility.

Possible Budget Priorities and Considerations:

- Design and begin construction of the Facility
- In addition to the Bond proceeds, secure additional funding

- Reinstate \$2.50 landfill tipping fee surcharge
- Sell Mogollon property estimated at \$2 million and/or McAllister property estimated at \$1.5 million.

Facilities Maintenance

Fund: General Fund

Priority: Listed Below

Facilities Condition:

Regional Plan Goal PF.2: Provide sustainable and equitable public facilities, services and infrastructure systems in an efficient and effective manner to serve all population areas and demographics.

Council Goal: Repair, replace, and maintain infrastructure

Possible Budget Priorities (in priority order)

Priority 4: Increase funding for Facilities ongoing Long Range Capital Repair/Replacement Plan. Historically, \$500,000 has been a successful budget amount that allowed current staff levels to keep up with required maintenance. This fund allows for improved and required replacements as opposed to QIC funding. Also support other Divisions' repair fund requests.

Priority 7: Continue to fund ongoing Quality Infrastructure Cabinet (QIC) requests. Continuing FY14 funding helps to maintain buildings at the assessment level they currently are; in other words, it keeps buildings from getting worse but does not necessarily provide for improvements.

Priority 12: Evaluate levels of custodial service at all facilities and improve funding to meet all Facilities' needs. Custodial service levels are a direct reflection on how well a building is maintained. For example, regular and ongoing carpet cleaning helps carpet last longer, thereby delaying replacement needs.

Priority 23: If new buildings come on line in FY15, e.g. Innovation Mesa, staffing levels will need to be reviewed. One additional FTE and related supplies and equipment would be appropriate for the amount of square footage being added to the City's inventory. We suggest setting up the funding mechanism similar to the City's agreement with NACET. Other personnel needs also need to be evaluated, for example, a Facilities focused project manager may be needed as project costs and complexity increase.

Fleet Section

Fund: Various

Priority: 15

Regional Plan Policy: No policy that applies specifically. However, as growth occurs, we will need to expand operations.

Council Goal: Repair, Replace, and Maintain Infrastructure

Fleet Services and Fleet Management is responsible for the repair and replacement of vehicles and equipment. This allows City of Flagstaff Sections and Divisions to deliver expected services to residents of Flagstaff.

Master Plan Strategy: As the Fleet ages and vehicles/equipment needs replaced, new programs develop or end, managing, replacing and keeping the Fleet right sized is crucial. This is constant and needs periodic adjustment. Fleet Management uses a 15 year plan and utilization reports to monitor needed changes in Fleet size.

Possible Budget Priorities and Considerations:

- Using the 15 year replacement plan and physical inspections as well as life to date costs, verify vehicles/equipment that meets replacement criteria and replace or extend life as needed.
- Institute a vehicle/equipment rental program to allow Divisions the opportunity to retire underutilized vehicles/equipment.

Parks

Fund: 1996 Parks & Recreation Bond

Priority: 11

Bushmaster Park Improvements:

Regional Plan Goal Rec.1: Maintain and grow the region’s healthy system of convenient and accessible parks, recreation facilities, and trails.

Council Goal: Fund existing and consider expanded recreational services.

Master Plan Strategy: As the City of Flagstaff infills, and services area, housing unity and employment density increases, the total number of community park acres and the size of the individual community parks should also increase.

- Goal 1: Provide a variety of parks to meet current and future needs.
- Goal 2: Provide Parks and Facilities accessible to the public with physical disabilities.

Possible Budget Priorities

- Fund Bushmaster Park improvements in two (2) phases:
 - Phase 1, \$1.1 million available within the 1996 bond
 - Phase 2, estimated at \$600,000

Recreation

Fund: General Fund

Priority: Listed Below

Regional Plan Goal Rec.1: Maintain and grow the region’s healthy system of convenient and accessible parks, recreation facilities, and trails.

Council Goal: Fund existing and consider expanded recreational services

Master Plan Strategy: Continue adequate funding levels to support recreation programs and services for the greater City of Flagstaff community, with regards to staffing, operational supplies, facility operations and maintenance, marketing and capital replacement.

Goal 5: Identify new recreation facilities and improvements or additions to existing recreation amenities that are essential to furthering the development of programs and services.

Possible Budget Priorities

Priority: 3 Fund second chiller at J Lively (working on updated estimate)

Priority: 6 Fund new dehumidifier and installation at J Lively (working on updated estimate)

Priority: 5 Fund the purchase of a new ice resurfacers, cost estimate \$101,000

Priority: 8 Fund facility improvements at Flagstaff Recreation Center, cost estimate \$44,000

Priority: 10 Fund facility improvements at the Flagstaff Aquaplex, cost estimate \$53,500

~~1 Support upgrade to the current Rec Trac software \$3,700 (Will ask Recreation to fund it out of this years budget)~~

Solid Waste – Collections

Fund: Environmental Services

Priority: Listed below

Regional Plan Goal PF.2: Provide sustainable and equitable public facilities, services and infrastructure systems in an efficient and effective manner to serve all population areas and demographics.

Council Goal: Repair, Replace, and Maintain Infrastructure

(Infrastructure of Solid Waste services is related to the ability to maintain and provide expected collection services to residents of Flagstaff).

Master Plan Strategy: As the City infills, service areas and collection volumes will increase. Route collection standards, equipment, personnel and scheduling will need to be adjusted to maintain productivity and keep collection costs low. This will require adjusting our ten year plan as the city grows.

Possible Budget Priorities and Considerations:

Priority: 25 Purchase of additional equipment to maintain service levels, as needed (use of ten year plan, refurbishments, adjustments based on volume and need). Potential purchase of two (2) “Pac Rat” trucks for the collection of high-density infill areas, estimated at \$320,000.

Priority: 21 Purchase industry specific (Solid Waste collections and landfill) software applications to aid in maintaining productivity, efficiency and operational costs, \$75,000 to \$125,000.

- ~~• Possibly fund growth through rate adjustments.~~

Solid Waste – Landfill – This budget will be move out 5 years due to new information concerning methane testing results and discussion with ADEQ.

Methane tests came back at 17 mega grams. The number to trigger methane gas mitigation is 50 mega grams. Next test will be in 5 years.

Grade an area for paper pulp storage has been mitigated with recent trip to ADEQ.

Regional Plan Goal PF.2: ~~Provide sustainable and equitable public facilities, services and infrastructure systems in an efficient and effective manner to serve all population areas and demographics.~~

Guiding Document(s): ~~The Solid Waste Facility Plan acts as the operational plan for Cinder Lake Landfill. Although the document is a reliable source for the overall operation, the Facility Plan cannot be altered without the approval of the Arizona Department of Environmental Quality. As a more pro-active means of making changes within the Section, a comprehensive Solid Waste Plan is being drafted. The Solid Waste Plan will cover the overall strategy for managing growth, diversion, and capitalizing on the resources within municipal solid waste. It is staff's goal to complete the Solid Waste Plan in May, 2014. Current life expectancy is through the year 2054.~~

Council Goal: ~~Repair, Replace, and Maintain Infrastructure~~

Master Plan Strategy: ~~The Solid Waste Section is preparing for future infrastructure that will assist in keeping the cost of trash disposal low for the residents within the City of Flagstaff, while keeping up with technological advances within the solid waste industry. In an effort to optimize the resources within the solid waste stream, staff is conducting research and development of alternative sources of waste materials that could be used as an asset rather than being disposed of. Staff has taken into consideration the possibility for growth and will adjust operations and the 10-year capital fleet and CIP plans to meet those growth demands.~~

Possible Budget Priorities and Considerations:

- ~~Plan future utility infrastructure for Cinder Lake Landfill to mitigate methane gas accumulation. This would include an estimated \$300,000 in FY15 for Design and Plan approval of a landfill gas extraction system.~~
- ~~Grade an area of the landfill to bank paper pulp millings for future use as a landfill cap and possibly liner. This project is estimated to cost up to \$530,000 in FY15.~~

Streets

Fund: HURF

Priority: 14

Restore Temporary Employee Asphalt Repair crew:

Regional Plan Goal T.1: Improve mobility and access throughout the region.

Council Goal: Repair, Replace, and Maintain Infrastructure.

Possible Budget Priorities:

- This will provide assistance to the Streets section in the repairing of street cracks and deficiencies during the summer months that the service level was reduced in 2007, relieving permanent crews to complete other necessary repairs to drainage, signs, sidewalk repairs, street sweeping and other necessary tasks. Estimated cost is \$90,000 for labor and materials.

Q&A:

- **Q:** Would the \$90K request still be needed if there was a transportation tax to fund bringing existing streets to 70 OCI and there was a \$4.5M available for ongoing maintenance?
- **A:** It would greatly depend on how long it would take to deliver the project. After the project would be delivered this crew may be eliminated.

Fund: HURF

Priority: 16

Street Section Fleet Replacement:

Regional Plan Goal T.1: Improve mobility and access throughout the region.

Council Goal: Repair, Replace, and Maintain Infrastructure.

Master Plan Strategy: Streets will use the Fleet Committee's 15-year capital plan to prioritize equipment replacement in FY15 with appropriated funding of \$500,000. This will not address all deferred equipment.

Possible Budget Priorities:

- Streets has deferred many pieces of equipment for replacement within the past 6 years due to funding. \$3.5 million to \$4 million is needed to purchase deferred equipment.

Q&A:

- **Q:** Is the \$3.5M to \$4M to fund Street's fleet equipment identified in the QIC analysis?
- **A:** Yes

**Public Works
FY15 Budget Priorities**

Priorities not related to Council Goals (a.k.a. right side)

Facilities

Fund: General Fund

Priority: Listed Below

Energy Consumption/Energy Efficiency:

Regional Plan Goal E.1.: Increase energy efficiency.

Council policies / Master Plan

Resolution 2010-16: Committing to increased energy efficiency for City facilities and properties

Resolution 2012-22: Adopting municipal resiliency and preparedness policy statements

Municipal Sustainability Plan: Committing to increasing energy efficiency and energy performance of municipal operations

Possible Budget Priorities

Priority: 19 Increase funding for on-going Long Range Capital Repair/Replacement Plan utilizing high efficiency products such as high-efficiency boilers (best guess \$50,000 for Ice Rink and a fire station). Rebates from utility companies may be available for this work.

Priority: 20 Continue to fund on-going energy reduction efforts through the use of high efficiency equipment and new technologies such as LED lighting upgrades indoors (projects can be phased but best guess at this time is \$50,000 for City Hall conference rooms and hallway). Rebates from utility companies may be available for this work.

Streets

Fund: HURF

Priority: 1

Implement a Stipend pay for Snow Operations (also see separate white paper):

Regional Plan Goal T.1: Improve mobility and access throughout the region.

Staff suggestions: Staff has noticed in the past few years that other government agencies have raised their wages to attract and retain employees. Coconino County raised their temporary snow operator's wages and this has helped them recruit help during the snow season. ADOT implemented a stipend pay wage for when employees are working snow operations they receive premium pay during these times and it has helped them attract recruitments. In the past, the City of Flagstaff was the highest paying agency and it was beneficial for us to recruit people. Now the City is the lowest of the agencies and we have noticed the impacts to our operations, full time and temporary.

Possible Budget Priorities:

- Provide permanent employees a temporary wage increase when working snow operations to help retain staff as other agencies currently do.
- Provide a permanent wage increase for temporary snow plow operators to compete with other agencies within the region to attract additional help.
- Estimated cost \$55,000 ongoing.

Sustainability:

Fund: SEMS Fund

Priority: Listed below

1. Open Space:

Regional Plan Goal OS.1: The region has a system of open lands, such as undeveloped natural areas, wildlife corridors and habitat areas, trails, access to public lands, and greenways to support the natural environment that sustains our quality of life, cultural heritage, and ecosystem health.

Master Plan Strategy: Open Space and Greenways Plan and Open Spaces Commission property assessment.

Possible Budget Priority

- Fund open spaces maintenance and management.

Priority: 13 Estimated cost for maintenance is \$54,000 (we currently have budgeted approximately \$20/acre; with Observatory Mesa we will own 2,700 acres, hence the increased cost).

Priority: 24 The conservation easements require additional management by staff for day-to-day activities and volunteer coordination/management. A fully burdened Range 7 FTE is estimated at \$60,000, which will likely be needed in FY15.

Fund: Various

Priority: 17

2. Energy Efficiency:

Regional Plan Energy Goal E.1: Increase energy efficiency.

Regional Plan Policy – Environmental Planning and Conservation: Climate Change and Adaptation E&C.1. Proactively improve and maintain the region’s air quality.

Regional Plan Policy – Environmental Planning and Conservation: Climate Change and Adaptation E&C.2. Reduce greenhouse gas emissions.

Council Policies / Master Plan:

Resolution 2010-16: Committing to increased energy efficiency for City facilities and properties

Resolution 2012-22: Adopting municipal resiliency and preparedness policy statements.

Municipal Sustainability Plan: Committing to increasing energy efficiency and energy performance of municipal operations.

Possible Budget Priority

- Fund city-wide energy efficiency measures at City facilities and plants. We are still working on the planning for these projects, but the energy saved would likely pay for the cost of the projects. For example, installation of a low-emissivity ceiling at Jay Lively ice arena would save energy and may help with humidity issues on the ice (best guess \$80,000).

Fund: Various

Priority: 18

3. Renewable Energy:

Regional Plan Energy Goal E.2. Expand production and use of renewable energy.

Regional Plan Policy – Environmental Planning and Conservation: Climate Change and Adaptation E&C.1. Proactively improve and maintain the region’s air quality.

Regional Plan Policy – Environmental Planning and Conservation: Climate Change and Adaptation E&C.2. Reduce greenhouse gas emissions.

Council Policies / Master Plan:

Resolution 2010-16: Committing to increased renewable energy production and purchase for City facilities and properties.

Municipal Sustainability Plan: Committing to increase renewable energy generation.

Resolution 2012-22: Adopting municipal resiliency and preparedness policy statements.

Possible Budget Priorities

- Fund new renewable energy projects at City facilities and plants, for example solar thermal systems at recreation centers (best guess \$120,000 for both Jay Lively and Joe C. Montoya). We are still working on the planning for these projects, but the energy saved would likely pay for the cost of the projects.

Priority: 9

Third column (budget priorities outside of council goals or master plans):

Fund: General Fund

Priority: Listed below

Janitorial services for recreation facilities:

1. Jay Lively	\$28,000 (front area only)
2. FRC	\$30,000
3. Joe C. Montoya	\$25,000
	Total \$83,000

Justification

As we continue without janitorial services at these highly used and visible facilities, we will encounter increased maintenance costs as we will need to replace carpeting, tile and other highly used surfaces more often. While Recreation staff do their best to keep the facilities presentable

they are not janitorial professionals and need their time to develop and oversee programs for the public and address customer needs.

DATE: 11/4/2013

TO: Budget Team

FROM: Michael O'Connor, Public Works Section Head

CC: Kevin Burke, Josh Copley, Jerene Watson, Erik Solberg,
Leadership Team

SUBJECT: Snow Stipend Pay White Paper

This is a request to the budget team for consideration.

Implement a Stipend pay for Snow operation employees:

Discussion:

- Staff has noticed in the past few years that other government agencies have raised their wages to attract and retain employees.
- Coconino County raised their temporary snow operator's wages to \$22.00 an hour as compared to the City's \$21.00 an hour, and this has helped them recruit during the snow season. The County has a large area to manage and the operators are called upon more often to respond, therefore receiving more hours of work.
- ADOT implemented a stipend pay wage of \$9.00, when employees are working snow operations. Employees receive premium pay during these times and it has helped them attract recruitments.
- In the past, the City of Flagstaff was the highest paying agency and it was beneficial for us to recruit people. Now the City is the lowest of the agencies and we have noticed the impacts to our operations, full time and temporary.

Purpose:

- The purpose of the snowplow stipend is to ensure the ability to attract and retain fully qualified individuals willing to conduct critical snowplow operations during winter snowstorms. The stipend is intended to recognize the demands and hazardous conditions of snowplowing and to reduce employee turnover. It would assist the City of Flagstaff in competing with other local employers for skilled Commercial Driver License (CDL) drivers trained in snow operations.

- Provide permanent employees a temporary wage increase of \$5.00 an hour when working snow operations to help retain staff as other agencies currently do.
- Provide a permanent wage increase for temporary snow plow operators of \$2.00 an hour to compete with other agencies within the region and to attract additional help.
- These rates would help the City to remain competitive with local employers.

Eligibility:

- Employees must have a current CDL, and the employee must be registered with the pool of CDL drivers.
- This would pertain to employees whose job descriptions include snowplow duties and those (from any section) that have a CDL and are interested.
- Employees that do not have a CDL and have training in motor grader or loader operation could be involved as well.
- Employees must have received training in snow operations.

Budget Implications:

- Total estimated costs associated with implementation are \$55,000 ongoing.

UTILITIES DIVISION

Administration



November 20, 2013

FY15 Budget Prioritized TOP 10

I. Priorities related to Council Goals (aka “left side”)

A. Reclaimed Water Quality

Council Goal: Reclaimed Water Quality

Remain in compliance with ADEQ Consent Order (May 7, 2013); recommendations from Tetra Tech’s Process Optimization study (DRAFT); recommendations from Carollo Engineering’s Solids Handling Design Report:

The ADEQ Consent Order, among other things, requires the City to come into compliance with Class A+ reclaimed water nitrogen discharge and aquifer water quality levels. Tetra Tech’s Process Optimization Study (*Draft*) recommends several plant additions/upgrades to ensure appropriate denitrification once the geotextile tube solids handling project is fully implemented.

Possible Budget Priorities:

Priority #1 Fund the pre-treatment of the centrate return flow from the Solids Settling Basin/Dedicated Land Disposal (SSB/DLD) area

Priority #1 Fund the Wildcat Blower Replacement and IFAS Monitoring/Controls Upgrade. This project has the added benefit of energy efficiency which will save Utilities ~\$20,000/month in electrical costs

Priority #1 Fund the replacement of the 30-year old SSB/DLD Dredge that is critical to the disposal of our community’s solids

Priority #1 Fund the redesign Septage and Grease receiving areas (construction in FY16)

Priority #1 Fund the drilling of a new groundwater compliance monitor well closer to Wildcat Hill wastewater treatment plant

B. Water Distribution, Wastewater Collection and Treatment Plants

Council Goal: Repair, replace and Maintain Infrastructure

Water Infrastructure and Wastewater Infrastructure Master Plans (DRAFT)

The Water Infrastructure Master Plan (*Draft*) conducted by NCS Engineering identified the top priority water mains to be replaced using five (5) quantitative criteria and a hydraulic computer model of the distribution system. These criteria were; criticality of line, # of water breaks, material type, pipe age and historical maintenance costs. Brown & Caldwell is undertaking the Wastewater Infrastructure Master Plan and is currently performing a condition assessment of the collection system and treatment plant equipment. When completed, this assessment will assist in identifying priorities for what to replace over the next several years. Additionally, there was a Facilities Assessment conducted that identified deficiencies in the condition of many of the building structures and related appurtenances. Replacement of these items will need to be addressed in a prioritized manner in order to maintain our facilities in an acceptable condition.

Possible Budget Priorities:

Priority #2 Continue funding aging waterline and sewer line replacement program

Priority #8 Fund repair or replacement of select aging treatment plant buildings/equipment and aging manhole and valve maintenance

Priority #11 Fund temporary staff to help with Inner Basin Waterline Road repairs, water distribution system flushing, valve maintenance and leak detection.

- i. Fund water system piping modifications to eliminate the Amberwood Booster Station in order to increase water flows to the area for water quality purposes and reduce energy costs.

C. Water Conservation

Council Goal: Water Conservation Policy

Since FY09, the Water Conservation Program and its funding have been put on "idle" due to budget reductions. However, there is still a significant continued community demand for educational opportunities and conservation assistance.

Possible Budget Priorities:

Priority #7 Expand funding for educational opportunities and outreach - hire a public relations company to help Utilities develop a communications plan for reclaimed water. The purpose would be to focus on the beneficial use, water quality, future treatment options, Advisory

Panels (City Manager and ADEQ state-wide) recommendations, etc.

- Priority #9** Fund temporary summer staff to help enforce the conservation ordinance and provide customer education
- i. Expand funding for financial incentive rebate program

II. Priorities not related to Council Goals (aka “right side”)

A. Reclaimed Water Distribution System

Recommendations from Woodson Engineering’s reclaimed water distribution system hydraulic computer modeling analysis

As a result of this recent engineering evaluation, it has become apparent that the Wildcat reclaimed booster station and reclaimed waterline interconnection completed in 2009 were never properly analyzed or designed. Recommendations from this analysis are 3-fold: first, the pumping station at the Wildcat plant should be reconfigured to separate the reclaimed water flows to Continental versus the reclaimed water flows to the distribution system; second, the reclaimed water distribution system booster station currently located near Wildcat needs to be moved to in order to lower the system operational pressure. This facility needs to be relocated from near Wildcat to near Bushmaster Park for a more appropriate land surface elevation and system operation; and third, the 8” reclaimed water pipeline from the intersection of Dortha and Ellen Avenues up to Buffalo Tank is undersized and needs to be replaced with a 20” diameter pipe.

Possible Budget Priorities:

Priority #3 Fund the design and/or construction of a reconfigured pumping station at the Wildcat plant to separate the flows going to Continental versus the flows going to the reclaimed water distribution system

Priority #3 Fund the design and/or construction of a new reclaimed water system booster station to be located at near Bushmaster Park

- i. Fund the design of the pipe upsizing from 8” to 20” [FY16]

B. Utilities Operations Technology Upgrades

Recommendations from SCADA Master Plan

The Supervisory Control and Data Acquisition (SCADA) Master Plan currently underway has identified that the technology used by Utilities for process control and monitoring at our treatment plants is antiquated at some facilities (e.g., Rio WRF and remote well fields), needs expanded network capabilities (e.g., linking all three (3) treatment plants to allow for cross-monitoring and control to increase

system reliability in a unified SCADA network) and needs consistent integration, implementation and updates at each of Utilities facilities.

Utilities treatment plants need to more strategically plan, program and schedule their maintenance activities. Currently, except for the Rio plant's use of an old out-dated system, most of the maintenance work is being conducted on an "ad hoc as needed basis" using paper tracking and filing in lieu of a Computerized Maintenance Management System or CMMS (i.e., Cityworks).

Possible Budget Priorities:

Priority #4 Fund PLC\RTU upgrades at Utilities remote locations (i.e., programmable logic controllers or remote terminal units that are essentially industrial-type computers). PLC/RTUs are an essential part of our SCADA system and they are installed remotely to operationally control, collect and transmit data. Many of these industrial computers are extremely old and beginning to fail with no replacement parts available.

Priority #6 Fund the expansion and integration of the existing CMMS to all Utilities sections: wastewater treatment plants, water production, water distribution (partial implementation) and wastewater collection (full implementation).

Priority #5 Fund the expansion of Utilities WIMS water quality database system (Water Information Management System) to other parts of Utilities to centralize the management of all water quality data throughout the Division (e.g., water production (partial implementation), Industrial Waste and wastewater treatment plants)

Priority#10 Fund a multi-year, professional services contract for SCADA Systems Integration to provide on-call programming services to ensure continuity between each system upgrade implementation