

## CITY COUNCIL BUDGET RETREAT AGENDA

***A M E N D E D \****

CITY COUNCIL BUDGET RETREAT  
WEDNESDAY - FRIDAY  
APRIL 23 - 25, 2014

CITY COUNCIL CONFERENCE ROOM  
FLAGSTAFF CITY HALL - 211 WEST ASPEN  
8:00 A.M.

***PLEASE NOTE***

***AGENDA ITEMS MAY BE MOVED UP OR BACK AT ANY TIME***

### WEDNESDAY, APRIL 23, 2014

1. **WELCOME AND COUNCIL EXPECTATIONS**  
**RECOMMENDED ACTION:**

Staff direction

2. **OPENING AND ORIENTATION**
3. **FY2015 GOALS (COUNCIL AND BUDGET)**
4. **FIXED COSTS AND EXPENDITURE OUTLOOK**
5. **COMPENSATION AND BENEFITS**
6. **REVENUE OUTLOOK**

***B R E A K***

7. **EMPLOYEE ADVISORY COMMITTEE**
8. **GENERAL FUND OVERVIEW**

***L U N C H***

9. **LIBRARY FUND OVERVIEW**
10. **FMPO FUND OVERVIEW**
11. **HOUSING AND FHA FUNDS OVERVIEW**
12. **COMMUNITY DEVELOPMENT PRESENTATION**

***B R E A K***

13. **ENVIRONMENTAL SERVICES FUND AND SUSTAINABILITY AND ENVIRONMENTAL  
MANAGEMENT FUND OVERVIEW**
14. **HURF OVERVIEW**
15. **PUBLIC WORKS PRESENTATION\***

16. PUBLIC PARTICIPATION
17. REVIEW REQUESTS FOR ADDITIONAL INFORMATION

***AGENDA TOPICS MAY BE MOVED UP OR BACK AT ANY TIME***

**THURSDAY, APRIL 24, 2014**

18. OPENING AND OVERVIEW
19. BBB FUNDS OVERVIEW
20. AIRPORT FUND OVERVIEW
21. ECONOMIC VITALITY DIVISION
- B R E A K***
22. CAPITAL IMPROVEMENT PROGRAM
23. QIC - FLEET AND FACILITIES
- W O R K I N G   L U N C H***
24. UTILITIES AND STORMWATER FUNDS OVERVIEW
- B R E A K***
25. SERVICE PARTNER CONTRACTS DISCUSSION
26. PUBLIC PARTICIPATION
27. REVIEW REQUESTS FOR ADDITIONAL INFORMATION

***AGENDA TOPICS MAY BE MOVED UP OR BACK AT ANY TIME***

**FRIDAY, APRIL 25, 2014**

28. OPENING AND OVERVIEW
29. REVENUE DISCUSSION
30. COUNCIL WRAP UP / ADDS AND DELETES / DIRECTIONS
31. CONTINUED DISCUSSION ON BOARDS AND COMMISSIONS  
RECOMMENDED ACTION:  
Staff direction
32. PROPOSED CHANGES TO RULES OF PROCEDURE  
RECOMMENDED ACTION:  
Staff direction

33.        **ADJOURNMENT**

<p style="text-align: center;"><b>CERTIFICATION OF POSTING OF NOTICE</b></p> <p>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.</p> <p>Dated this ____ day of _____, 2014.</p> <p>_____ Elizabeth A. Burke, City Clerk</p>
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## **CITY OF FLAGSTAFF**

### **STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Elizabeth A. Burke, City Clerk  
**Co-Submitter:** Kevin Burke, City Manager  
**Date:** 04/17/2014  
**Meeting Date:** 04/23/2014



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#### **TITLE**

#### **WELCOME AND COUNCIL EXPECTATIONS**

#### **RECOMMENDED ACTION:**

Staff direction

#### **INFORMATION**

Attached are the documents relative to the 2014-15 Budget Retreat scheduled for April 23-25, 2014.

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**Attachments:** [Cover Memo](#)  
[Council Review Budget Book](#)  
[PowerPoint](#)





# MEMORANDUM

## CITY MANAGER'S OFFICE

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**DATE:** Wednesday, April 16, 2014

**TO:** Mayor and Council

**FROM:** Kevin Burke, City Manager

**COPY:** Budget Team  
Leadership Team

**RE:** City Manager's Proposed FY15 Budget

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Enclosed please find my proposed budget for Fiscal Year 2015. The following information is included in the agenda materials:

- Budget Retreat Presentation Packet and Supplemental Materials
- Council Review Budget Book

An index referencing page numbers in the above files to the agenda items will be distributed prior to the retreat.

Due to file size, the full budget reports can be accessed through the City's S:\Drive. You may access these files at City Hall, using the following link [S:\- City of Flagstaff\BUDGET - FY2015 - COUNCIL REVIEW](#). Please contact Meg Roederer if you need assistance accessing these files.

I look forward to seeing you next week!

# *Annual Budget and Financial Plan*

Fiscal Year 2014-2015  
City of Flagstaff, Arizona

## **CITY COUNCIL**

Jerry Nabours, Mayor  
Coral Evans, Vice-Mayor  
Celia Barotz  
Karla Brewster  
Jeff Oravits  
Scott Overton  
Mark Woodson



## **BUDGET TEAM**

Kevin Burke, City Manager  
Josh Copley, Deputy City Manager  
Jerene Watson, Deputy City Manager  
Shannon Anderson, Human Resources Director  
Barbara Goodrich, Management Services Director  
Ladd Vagen, Information Technology Director  
Stephanie Smith, Assistant to City Manager  
Brandi Suda, Finance Manager  
Rick Tadder, Finance Director

## **PREPARED BY**

Brandi Suda, Finance Manager  
Maryellen Pugh, Finance Manager  
Tricia Almendarez, Payroll Manager  
Stacey Brechler-Knaggs, Grants Manager  
Kristi Markey, Accountant  
Merle McCabe, Accountant  
Wanda Noffz, Accountant



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Flagstaff**

For the Fiscal Year Beginning

**July 1, 2013**

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Flagstaff, Arizona for its annual budget for the fiscal year beginning July 1, 2013. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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graph TD
    Citizens[Citizens of Flagstaff] --> CityAttorney[City Attorney  
07]
    Citizens --> CityCouncil[City Council]
    CityCouncil --> CityAdmin[City Administration  
01  
1 City Manager]
    CityCouncil --> Judges[Judges  
65]
    CityAdmin --> Comm[Communications  
01  
1 Asst to City Manager - Communications]
    CityAdmin --> Admin[1 Asst to City Manager - Administration]
    CityAdmin --> AdminAsst[1 Administrative Assistant]
    CityAdmin --> CommunityEnh[Community Enhancement  
01  
1 Deputy City Manager]
    CityAdmin --> Util[Utilities, Service, and Safety  
01  
1 Deputy City Manager]
    CommunityEnh --> CityClerk[City Clerk  
01  
1 City Clerk]
    CityClerk --> DeputyClerk[1 Deputy City Clerk]
    CityClerk --> Records[1 City Records Coordinator]
    CommunityEnh --> RealEstate[Real Estate  
01  
1 Asst to City Manager - Real Estate]
    CommunityEnh --> Council[Council  
1 Executive Assistant to Mayor and Council]
    CommunityEnh --> PublicWorks[Public Works  
25]
    CommunityEnh --> Dev[Community Development  
15]
    CommunityEnh --> Vitality[Economic Vitality  
18/38/78/84/85]
    Util --> IT[IT  
08]
    Util --> HR[HR  
04]
    Util --> Police[Police  
22]
    Util --> MgtServices[Mgt Services  
09]
    Util --> Risk[Risk Management  
05]
    Util --> Fire[Fire  
21]
    Util --> Utilities[Utilities  
42]
  
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March 23, 2014

Mayor and Council:

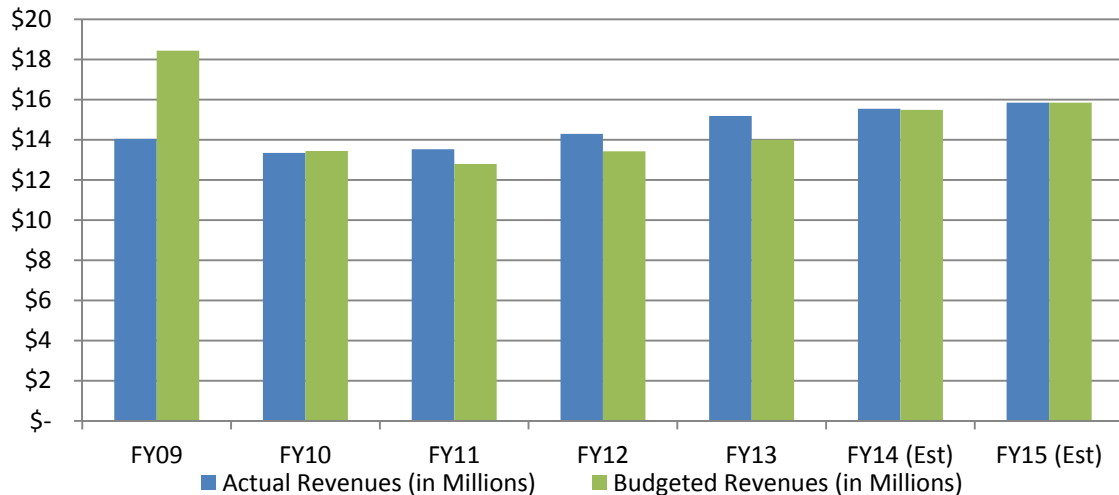
With this letter, I transmit the City Manager's Recommended FY2015 Budget. This Charter designated duty of the City Manager provides a solid foundation for City Council to deliberate and determine a plan on how best to allocate municipal revenues to further the City's mission of protecting and enhancing the quality of life of its citizens. As always, how we spend the public's money is our most important business.

This Recommended Budget has the best ability to stabilize the physical and fiscal condition of this organization of any budget since the Great Recession by addressing much of the pent up demand associated with providing the current level of municipal services. I have used terms like "cracks in the hull" in past budget cycles to illustrate the point that the City of Flagstaff is financially challenged in taking care of current assets. We have been especially diligent to make sure that ongoing expenditures are being paid for with ongoing revenue. This prudent approach ensures that the City remains fiscally responsible while continuing to provide the quality programs and services that our residents and visitors have come to expect and enjoy. The difficulty is that we have largely maintained pre-recession service levels by deferring maintenance on infrastructure (including streets, fleet and facilities), maintaining minimum staffing levels, and holding compensation below market levels. The result is infrastructure that is showing failures (such as high profile water main breaks, a chiller failure at the ice rink, and poor road conditions), service levels that are not always fulfilled (such a timely meter reads, timely replacement of computer hardware and software, or lengthier processing of development impact analyses), and turnover increases and vacancies that are not filled across multiple divisions, but particularly in the Police Department. Consequently, this Recommended Budget advances the Council identified budget priorities for FY15 by making necessary investments in employee compensation, staffing and infrastructure. Before I review this progress, let me outline our general economic condition going into this fiscal year.

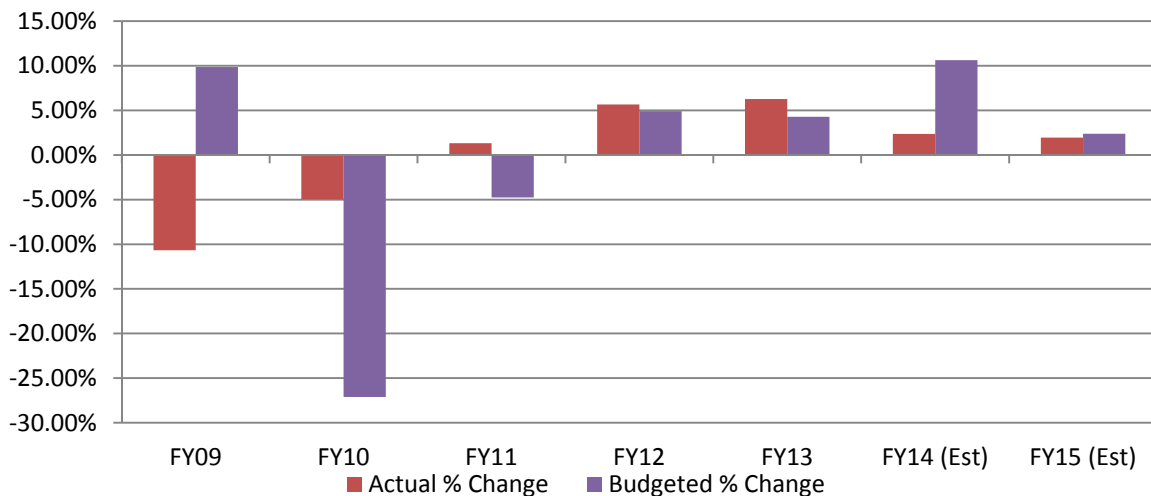
### **Economic Condition**

While the national, state and local economic conditions have improved since the Great Recession, they do so at an uneven and less robust pace. Locally, the Flagstaff economy can perhaps best be measured by three indicators--sales tax, unemployment and the construction industry. Actual sales tax growth in FY13 (July 1, 2012 – June 30, 2013) was remarkably strong—[6.27% growth over FY12]. However, sales tax growth thus far in FY14 has been positive but mediocre [2.35% growth over FY13]. With only some new retail stores expected in FY15, it is best to predict only a 1.95% growth in sales tax revenue for the year ahead.

## General Fund Sales Tax Revenues

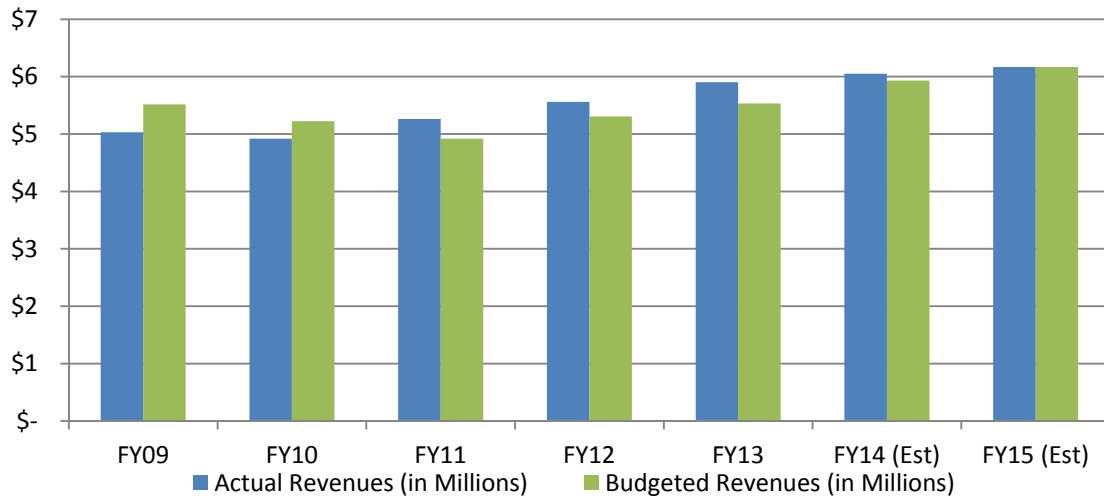


## General Fund Sales Tax Revenues (% Change)

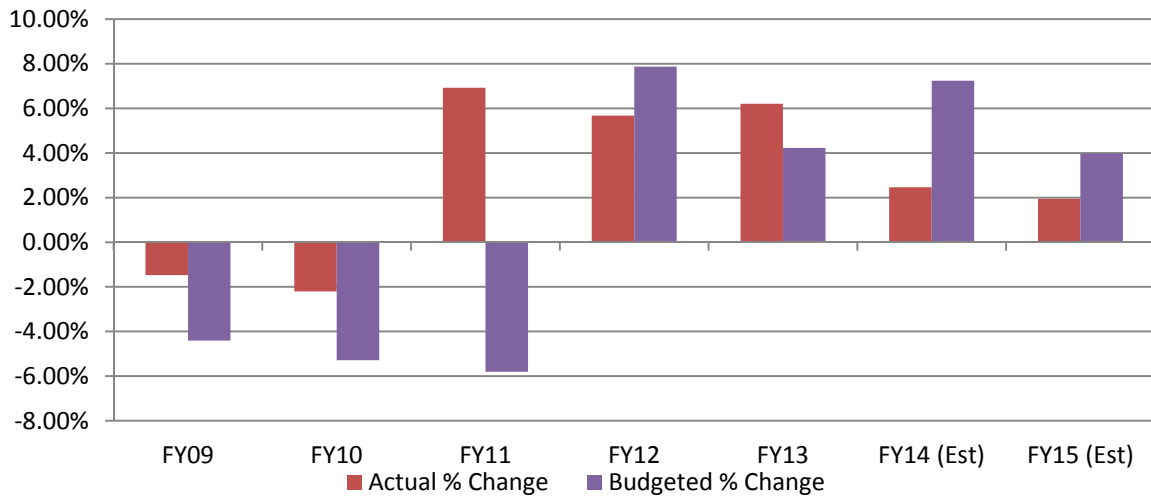


A corollary to sales tax is the Bed, Board and Beverage (BBB) tax. BBB is a great indicator of the health of our tourism sector which continues to be a significant part of our overall economy. This portion has remained incredibly strong relative to the national and state tourism industry and has been a crutch for Flagstaff through the recession. BBB growth was also remarkably strong in FY13 but has tapered off in FY14. Therefore, we are also cautiously projecting new revenue growth at 1.95%

## Bed, Board, and Beverage (BBB) Tax Revenues

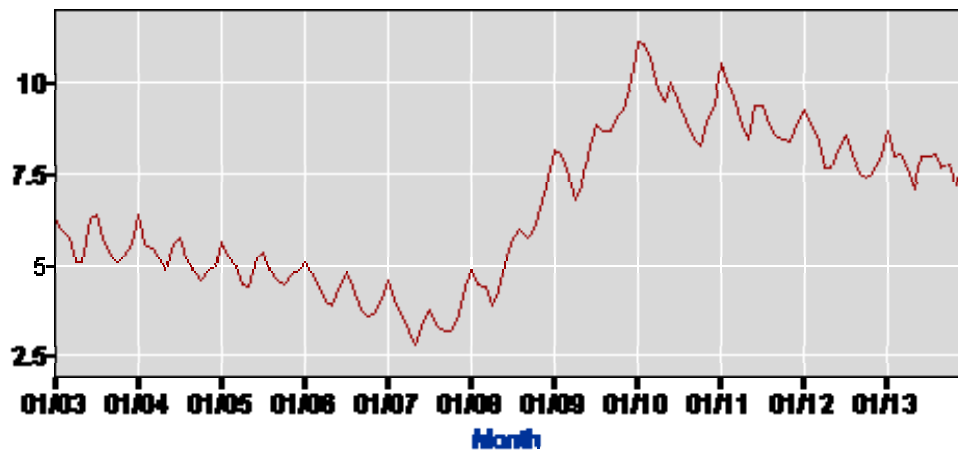


## Bed, Board, and Beverage (BBB) Tax Revenues (% Change)

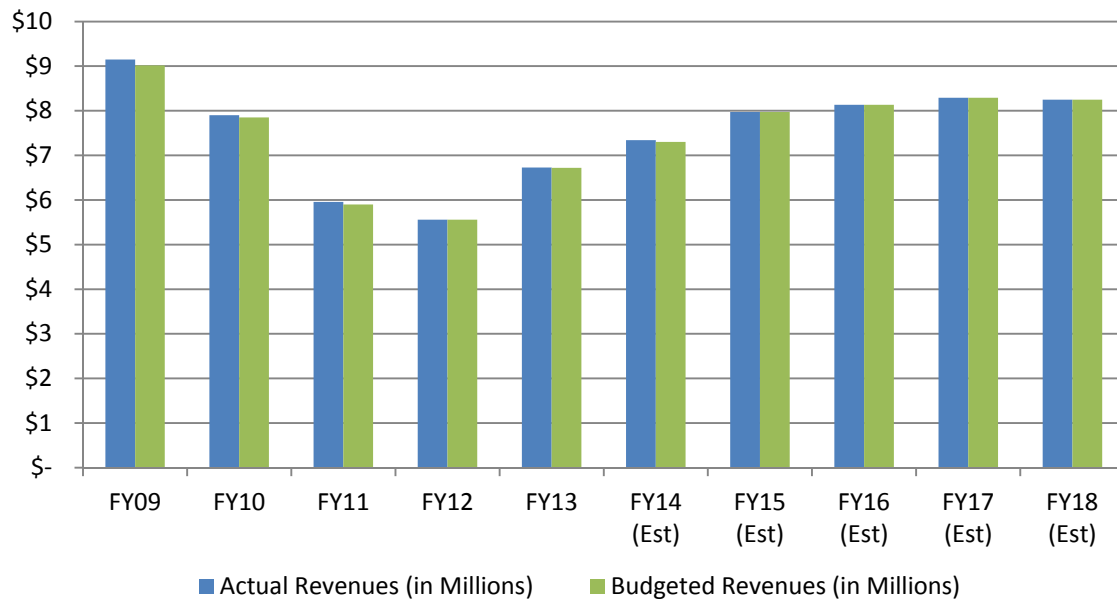


Another measure of our economic health is unemployment. While the City does not predict unemployment in its annual budget, the rate can affect revenue. The most direct correlation is the State Shared Income Tax. This revenue source is remitted to the City from the State approximately two years in arrears. Consequently, we know exactly how much is going to be remitted in the upcoming fiscal year. For FY15, we are receiving the bump that we saw in FY13. This is of great help to the ongoing portion of the General Fund. Looking out at unemployment rate, however, while it is improving, it is improving at a slower rate. So as we project out the next 5 years, our growth in State Shared Income Tax is not projected to grow as rapidly in future years as it does in FY15.

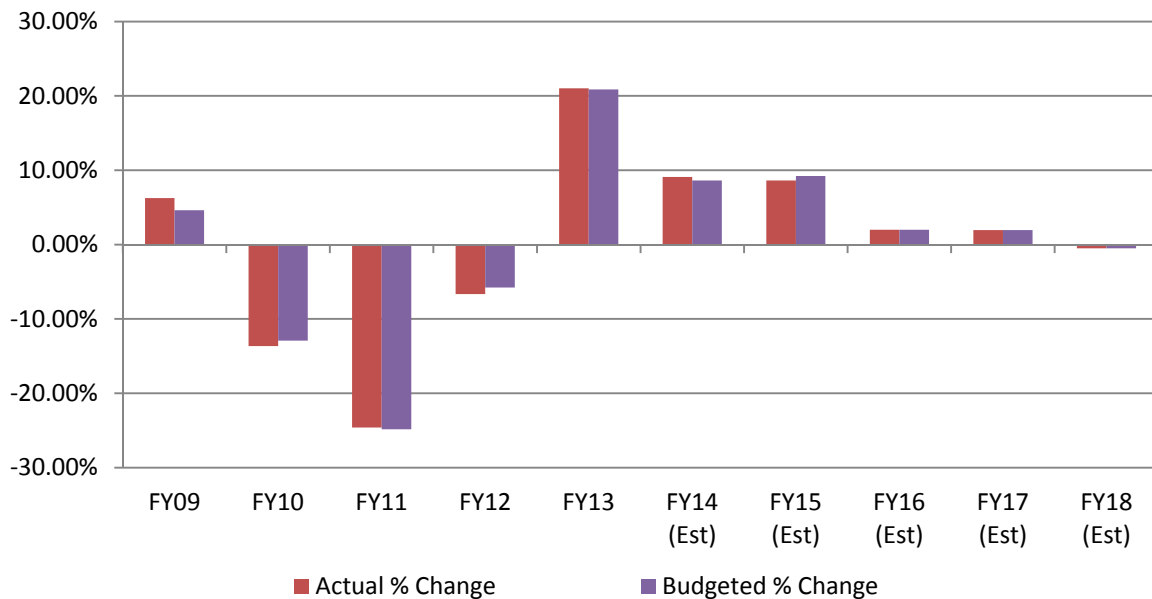
### unemployment rate



### State Shared Income Tax Revenues



## State Shared Income Tax Revenues (% Change)



In pre-recession times, the combination of new residential and commercial construction growth both provided its own stimulation to the economy (building permits, construction material, sales tax, etc), but also signified new residents spending new money and new retail establishments to capture sales tax leakage. This helped drive our local economy. The past calendar year, 2013, saw the recovery of new single family housing construction. In fact, the number of building permits meets our long term average and predicted growth rate in the updated Regional Plan. The problem is that in terms of “construction value,” calendar year 2013 actually represented a decrease. Again, Flagstaff is fortunate to have a second economic crutch and that is Northern Arizona University. With the recession, many people returned to, or stayed in, school. Likewise, NAU has been aggressively growing its enrollment and its campus facilities. The combination led to construction of new student housing units both on campus and off as well as new academic facilities. The value of that growth has not only sustained the City through decreasing sales tax times, but set a high bar for the construction industry to meet on an on-going basis. In fact, in CY13, single family permits grew 37%, but total construction value dropped 32%. Therefore our FY15 projections are fairly flat.

In summary, our economy is growing incrementally stronger. This translates into only incremental growth in our on-going revenue. In order to maintain existing services levels and address the maintenance, inflationary, and competitive costs of infrastructure, staffing and compensation, we will need to examine one-time and new revenue sources more closely.

### Revenues

One-time revenue is money that the City received that we do not expect to reoccur in subsequent fiscal years. Primary sources of one-time revenue include: unspent funds from the prior fiscal year, grants, bonds, and atypical revenue from a particular industry. The latter is most commonly associated with the auto and construction industry. Auto sales vary widely from year-

to-year. Consequently, when sales tax associated with the auto-industry is atypically high, we carry most of that forward as one-time revenue. The City budgets the construction industry the same way. Given the banner year FY13 turned out to be, we have \$2.1 million in one-time dollars to allocate in the General Fund for FY15. This is particularly helpful given we are only projecting \$500,000 in on-going money after deducting inflationary expenses associated with fixed costs.

Because of limited new on-going dollars, City Council has agreed to consider new revenue sources: Use Tax (projecting \$150,000 in new revenue), the second of a three-phase increase in Recreation Fees (projecting \$70,000), and a Jet Fuel Tax (projecting \$10,000). Because these are still under consideration, the Recommended Budget does not plan on these expenditures, but offers conditional expenses if the revenues are approved.

As an additional measure to find on-going revenue to fund budget priorities, Council asked me to find a 1% cut in General Fund. I have identified \$600,000 in reduced expenditures, but only recommend using \$500,000 of those in FY15. These include:

- \$100,000 in additional vacancy savings;
- \$350,000 in workers compensation and liability insurance savings;
- \$50,000 in Community Development savings; and
- \$100,000 in Recreation savings (not recommended).

I will collectively refer to this \$500,000 in recommended savings as the “1%.”

Before I highlight (via the chart below) on-going and one time revenues projections in other funds, let me note that the State of Arizona recently adopted a budget that restores a portion of swept HURF funds. This translates into a \$330,000 increase in revenue for HURF. This is good, but does not significantly improve our pavement preservation program because 1/3 of that money needs to go toward paying for the maintenance of LPS street lights plus our pavement preservation deficit is over \$2 million.

<b>Fund</b>	<b>1x Available</b>	<b>ONG Available</b>
<b>General Fund</b>	\$2,100,000	\$915,000
<b>Library</b>	(district) \$203,678	\$0
<b>FMPO</b>	\$1,200	\$4,000
<b>Housing and Comm.Services</b>	\$0	\$0
<b>Environmental Management</b>	\$28,540	\$20,000
<b>Highway User Revenue</b>	\$795,200	\$26,000
<b>Solid Waste</b>	\$780,000	\$96,0000
<b>BBB Fund</b>		
<i>Beautification</i>	\$120,000	\$0
<i>Economic Development</i>	\$15,700	\$10,000
<i>Tourism</i>	\$96,600	\$86,000
<i>Science</i>	\$4,000	\$29,000
<i>Recreation</i>	\$1,585,000	\$0
<b>Airport</b>	\$83,300	\$0
<b>Stormwater</b>	\$375,000	\$36,150
<b>Water/Wastewater</b>	\$1,500,000	\$730,000

## Expenditures

Consistent with previous budgets, I split both revenue and expenditures between “on-going” and “one-time” within each fund. This is particularly helpful in understanding the degree of impact the expenditure change can make on the level of service and/or Council goals and priorities. Council goals for the FY15 Budget are infrastructure, staffing and compensation.

### General Fund

#### *Compensation*

For the General Fund, the use of on-going money principally addresses compensation while the use of one-time money principally addresses infrastructure and staffing. While significant progress was made, use of the 1% and new revenue sources will be required to further address some of the staffing and compensation issues discussed in the September, December and February retreats.

Specifically, I am recommending the \$500,000 in on-going General Fund revenue from existing sources be combined with \$40,000 from vacancy savings and applied toward compensation. As discussed in the February budget retreat, merit increases and compaction were the two highest compensation priorities. The EAC took the lead in designing a solution with a fixed budget. In short, based upon an employee’s years of service, they will be eligible for the following merit:

- 1 year 0.4%
- 2 years 0.8%
- 3 years 1.2%
- 4 years 1.6%
- 5 years or more 2.0%

Essentially, we are offering 4/10<sup>th</sup> of a percent merit increase for each year an employee was eligible to receive a merit. The five year period reflects the five fiscal years in which there were no merits (FY10-FY14) but still don’t add-up to what was an average single year merit pre-recession (i.e. 3.2%). Therefore, in addition, the proposal calls for a one-time longevity payment, requiring approximately \$250,000 in one-time dollars, to address compaction. This would be awarded mid-fiscal year in the following amounts:

- 1 year \$100
- 2 years \$150
- 3 years \$250
- 4 years \$350
- 5 years or more \$450

The shortcoming of this proposal is that we will likely fall further behind the market average as a survey of our competitive agencies shows an anticipated movement of about 1.8% in FY15. This information is known and understood by the EAC and Leadership and the focus upon merit and compaction is the preferred emphasis.

This compensation strategy will be replicated in each fund. All funds can pay for the one-time amounts with the exception of the Library. All funds can pay for the on-going obligations with the exception of the Library, Airport and the Flagstaff Housing Authority. Therefore, those, together with funding necessary for reclass/rezone and Trigger #1, will require a transfer from the General Fund. This requires use of a portion of the 1% savings.

Trigger #1 Transfer	\$85,200	HURF and FHA
Merit	\$53,500	Library, FHA, Airport
Reclass/Rezone	\$16,800	Airport and HURF

Three additional notes regarding compensation within the General Fund: first, the Fire Department overtime budget has been running over-budget for the last several years due to a correction made to Holiday Pay relative to regular pay and a decrease in funding. Consequently, the Recommended Budget allocates \$115,000 from the 1% saving towards this on-going expenditure.

Second, for the past several years, we have been using sales tax triggers to address compensation issues such a reclassifications and market adjustments. In FY 14, we only met one of the three targets—reclassification of Maintenance Workers and Equipment Operators. This meant the reorganization of Library personnel and the second of two phases moving Commissioned Police personnel closer to market was not complete. The Recommended Budget proposes using \$125,000 of the 1% savings to put toward the Library Trigger. This completes the multi-year reorganization and associated reclassifications. The second phase of Commissioned Police personnel would require additional revenue (see below).

Lastly, the City recommends holding all health insurance premiums flat for employees by reallocating NABEPT fund balance.

### *Staffing*

Staffing associated with Public Safety remained the item of greatest discussion in preliminary Council budget retreats. The staffing goal was primarily focused upon filling the vacancies that already exist but can't be filled due to compensation issues, but also included structuring our staffing in such a way to deliver the current expected level of service.

Perhaps the most pressing position is the creation of a 911 Coordinator that benefits all members of the dispatch center. This was accomplished by reclassifying a dispatcher into this coordinating position (a cost of \$6,000/year). Additionally, the Police Department will reorganize from a 6 squad format to 8 squad format. This strategy supports a more efficient allocation of officer time; however, will not increase the number of officer positions. This is expected to cut down on over-time and burn-out of Officers associated with constant vacancies and extended coverage from one shift to the next. Both of these endeavors address staffing challenges in the Division that experiences the most critical turnover and retention. This Budget also calls for the second phase of market based pay for Commissioned Police personnel (\$200,000) and the increase in Police uniform allowances from \$600 per year to \$1,000 per year (\$45,000). Both of these efforts will assist, although not solve, in attracting and retaining Police Officers. However, both of these expenses require the implementation of a new revenue source.

Additionally, I am recommending the use of Affordable Housing Revolving Funds to provide down-payment assistance to Commissioned Police personnel and Dispatch personnel buying their first home in the area. The City funds a similar program offered through Bothands that is limited to low income residents in Flagstaff. Purchasing a house often establishes greater roots in a community and deterring one to leave for a competitive agency. Additionally, this money must be repaid if the Officer leaves before the required term.



On the Fire Department side, this Budget recommends the partial funding of a Regional Training Coordinator jointly funded and share training duties across the fire agencies in northern Arizona. This creates a great deal of efficiency across the departments and decreases some of the over-time that must be expended by existing personnel training their colleagues.

Additionally, the Recommended Budget proposes using one time dollars to hire a part time billing technician in Finance to manage the billing of Flagstaff Fire Department equipment and personnel when called for out-of-town to State and national disasters. These disasters typically pay above direct costs, but are only valuable if we are successful and efficient in recovering the fee. Other one time dollars will support staffing needs necessary for the implementation of Innoprise Financial System, meter reading and IT help desk support.

### *Infrastructure*

Infrastructure in the FY13 Budget was most pronounced in the area of funding Fleet replacement. In the FY14 Budget, it was most pronounced in the area of road repair (a.k.a. pavement preservation). While the on-going amount contributed to road repair in FY14 remains, and therefore pavement preservation stays above \$2 million this year, the focus needs to be principally on facilities in FY15. We continue to experience failures to critical systems while the wear-and-tear to valuable public assets is becoming more detrimental. The good news is money towards facilities goes a lot further than money towards road repairs.

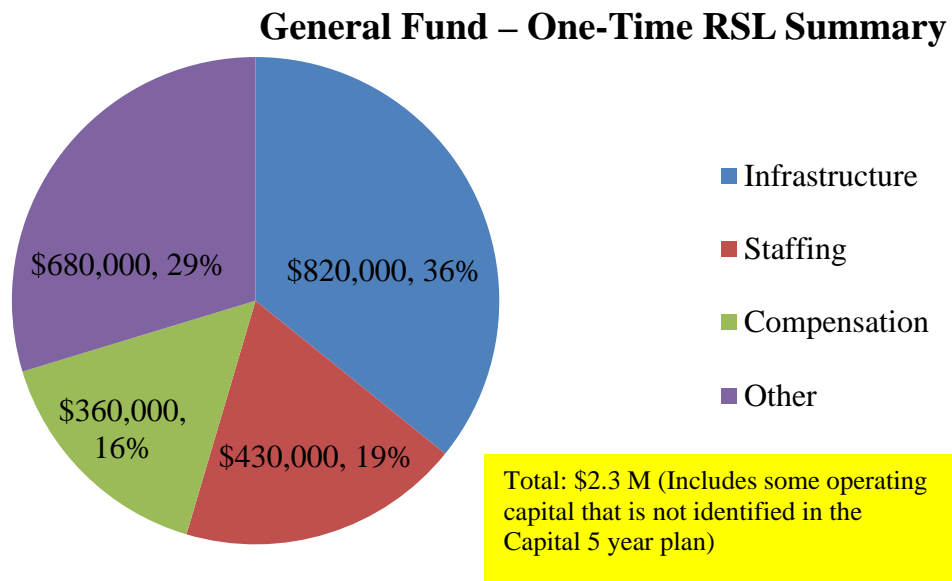
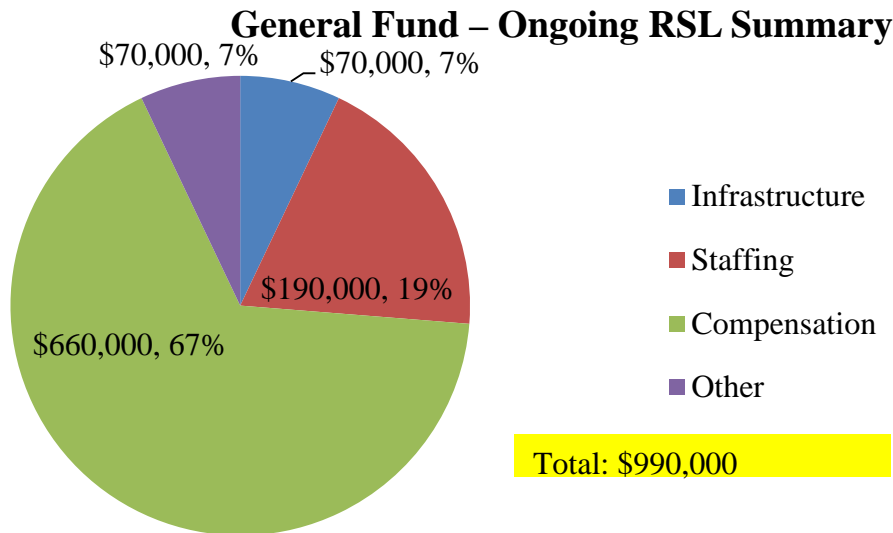
Approximately \$831,000 in one time dollars and operating capital budgets are dedicated to infrastructure including significant increases for facilities and information technology (IT). The main public library is a significant recipient as we look to replace the roof, the boiler and begin saving to modify the public rest room and entry ramp to be ADA compliant. IT will replace its network core-switches as well as accelerate some computer replacement due to Microsoft's discontinuation of support and future security enhancements for the vulnerable Windows XP operating software.

Other proposed infrastructure expenditures that involve various funds include \$108,000 for increased maintenance costs on street lights, the replacement of a fire engine, 4 police sedans, the Zamboni and 3 motor graders, 2 street sweepers and other fleet equipment in solid waste and utilities. The trade-in of equipment helped offset some of these expenses.

Additionally, there is \$1.58 million available in one-time BBB-Recreation funds. These funds will go toward Parks and Recreation facilities that have often waited for General Fund dollars to become available. They include:

- Install Second Chiller at Ice Rink;
- Construct Phase II of Bushmaster Park;
- Remove fake stone and install tile at Aquaplex pool;
- Replace HVAC in Flagstaff Recreation Center;
- Replace four tennis courts at Flagstaff Recreation Center;
- Various Ice Rink Repairs;
- Construct chemical storage room for Aquaplex;
- Install security cameras at Aquaplex; and
- Replace rubber flooring at J. Lively.

## Summary



## Utilities

Water and Wastewater continue to rebuild their operational and capital plans post Wildcat Wastewater Treatment Plant Upgrade which depleted reserves and presented some continuing challenges. The good news is there are healthy on-going and one-time revenues in FY15.

The ongoing revenues will be used to create a Regulatory Compliance Manager. Lessons learned from the consent decree with ADEQ during FY14 were that our regulatory compliance efforts were really dispersed across each sub-operation. Consolidating them in one section with a dedicated manager will keep these issues front-and-center and provide a check-and-balance across the utilities. Additionally, this budget will convert 1.5 temporary Multi-Skilled Workers into 2 regular positions to assist in increased solids handling on a year-round operation associated with the geo tubes.

On the one-time side of the equation, the Recommended Budget will allocate more dollars to hire outside consultants to complete Water and Sewer Impact Analyses (WSIA) of new

developments. This money is reimbursed by the developer, but development activity has skyrocketed and it is no longer possible to complete this work in-house. The Utilities budget will also spend money on numerous information technologies (IT) to increase our monitoring and reporting. The largest single expense is the purchase of a back-up generator to power our wells (mainly the Ft. Tuthill well) in case of power outage. This is a vulnerability in our system and the plan is to add generators each year to address this concern.

Stormwater has a very ambitious work program in FY15 including allocating an additional \$375,000 for capital construction focused on drainage improvement on Columbia Circle and Schultz Creek. Other one-time expenditures include allocating \$20,000 toward continued surveying, mapping and engineering of parcels to correct floodplain maps for individual citizens erroneously moved into the floodplain by FEMA.

#### Bed Board and Beverage Funds

The City of Flagstaff collects a 2% sales tax on restaurants, bars and hotels (commonly referred to as BBB). BBB funds are then divided into five categories: Recreation (33%), Tourism (30%), Beautification (20%), Economic Development (9.5%) and Arts and Sciences at (7.5%). As noted above, FY15 has some decent but minimal increases in revenue as BBB grows. This combined with fund balances from previous years in each of the BBB funds presented some opportunities for improved service levels.

I noted earlier the BBB-Recreation has \$1.58 million in one-time dollars. This will go strictly to capital projects.

It is evident that funding for marketing influences BBB revenues. Therefore, this Budget recommends the use of on-going BBB Tourism funds to pay for a new Creative Leadworker to assist with marketing.

BBB- Economic Development continues to receive a \$10,000 transfer from the General Fund for SEDI. That on-going money remains, but the \$10,000 in one-time dollars has been redirected toward Innovation Mesa and its start-up costs.

One million four hundred thousand dollars of BBB- Beautification along with a small portion of the existing Transportation sales tax has been set aside for improvements to Fourth Street focused between Route 66 and Seventh Street and the Locket and Cedar intersection. There is \$1.75 million available for these improvements in FY15 and another \$250,000 available for improvements in 2017. What the improvements will be still requires design and approval by City Council.

BBB-Arts and Sciences will see a \$29,000 increase in funding toward FCP grants and administration.

#### Other Funds

A 5 year plan and departmental detail of each fund is not suited for this letter but can be found in the attached budget book.

## New Revenue

As I noted earlier, not all of the public safety staffing goals could be accomplished with existing General Fund revenue. The main reason is that these improvements required on-going dollars which are limited. Therefore, I have established a list of expenditures in priority order based upon the next dollars available. We have typically used triggers for these and can do so again in FY15, but the Council agreed to explore possible new revenue sources at its February Budget retreat. The priority expenditures are as follows:

Department/Division	Item	Amount
Police	Market Based Pay Trigger	\$200,000
Police	Sworn Uniform Allowance \$600-\$1,000	\$45,000
Police	Overtime	\$60,000
Fire	Uniform Allowance \$250-\$500	\$23,000
Fire	Increase Paramedic Pay to Market	\$65,000
All Employees	1% Market Adjustment	\$390,000

As noted above, the three revenue sources Council agreed to consider are:

- Use Tax- generate approximately \$150,000
- Increase recreation User Fees the second 7% - generates approximately \$70,000
- Impose a Jet Fuel Tax – generates approximately \$10,000.

None of these revenues or expenses are budgeted in the Recommended Budget. These are possibilities that will be discussed during the April Budget Retreat with City Council. I place them here for your advanced consideration.

## Summary

TOTAL APPROPRIATIONS - FY 2015		TOTAL APPROPRIATIONS - FY 2014	
Operations	\$ 103,821,497	Operations	\$ 106,841,104
Equipment	6,236,525	Equipment	6,950,225
Capital Improvement Projects	70,640,144	Capital Improvement Projects	107,224,567
Debt Service	16,653,470	Debt Service	16,281,660
Reserves/Contingencies	6,583,320	Reserves/Contingencies	6,175,250
	<u>\$ 203,934,956</u>		<u>\$ 243,472,806</u>

The availability of one-time money, and the City Council's commitment to a more narrow focus of compensation, staffing and infrastructure, enables the FY15 Recommended Budget to be successful in stabilizing service levels and developing a platform for looking forward.

Respectfully Submitted,



Kevin Burke  
City Manager



## **The City of Flagstaff Service At A Higher Elevation**

### **Mission**

To protect and enhance the quality of life of its citizens

### **Vision**

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

### **Values**

*Teamwork*

*Accountability*

*Communication*

*Quality*

*Leadership*



## **City of Flagstaff – Priorities**

### **FY 2015 Council Goals are as follows:**

- ❖ Repair, replace, maintain infrastructure (streets & utilities)
- ❖ Fund existing and consider expanded recreational services
- ❖ Address Core Services Maintenance Facility
- ❖ Complete Rio de Flag
- ❖ Retain, expand, and diversify economic base
- ❖ Complete Water Policy
- ❖ Review financial viability of pensions
- ❖ Review all commissions
- ❖ Zoning Code check in and analysis of the process/implementation
- ❖ Develop an ongoing budget process

### **FY 2015 Council Budget Priorities are as follows:**

- ❖ Compensations
- ❖ Staffing
- ❖ Infrastructure

### **Management Priorities:**

- ➔ Effective Governance
- ➔ Customer Service
- ➔ Straightening the Pipes
- ➔ Resiliency and Preparedness Efforts

### **Flagstaff Regional Plan (2030) Priorities are as follows:**

#### **Environmental Planning & Conservation**

##### **AIR QUALITY**

- Goal E&C.1. Proactively improve and maintain the region's air quality.

##### **CLIMATE CHANGE AND ADAPTATION**

- Goal E&C.2. Reduce greenhouse gas emissions.
- Goal E&C.3. Strengthen community and natural environment resiliency through climate adaptation efforts.
- Goal E&C.4. Integrate available science into policies governing the use and conservation of Flagstaff 's natural resources.

##### **DARK SKIES**

- Goal E&C.5. Preserve dark skies as an unspoiled natural resource, basis for an important economic sector, and core element of community character.

##### **ECOSYSTEM HEALTH**

- Goal E&C.6. Protect, restore and improve ecosystem health and maintain native plant and animal community diversity across all land ownerships in the Flagstaff region.

##### **ENVIRONMENTALLY SENSITIVE LANDS**

- Goal E&C.7. Give special consideration to environmentally sensitive lands in the development design and review process.

##### **NATURAL QUIET**

- Goal E&C.8. Maintain areas of natural quiet and reduce noise pollution.

##### **SOILS**

- Goal E&C.9. Protect soils through conservation practices.

##### **WILDLIFE**

- Goal E&C.10. Protect indigenous wildlife populations, localized and larger-scale wildlife habitats, ecosystem processes, and wildlife movement areas throughout the planning area.

## **Open Space**

### **OPEN SPACE**

- 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.

## **Water Resources**

### **WATER SOURCES**

- Goal WR.1. Maintain a sustainable water budget incorporating regional hydrology, ecosystem needs, and social and economic well-being.
- Goal WR.2. Manage a coordinated system of water, wastewater, and reclaimed water utility service facilities and resources at the City level and identify funding to pay for new resources.

### **WATER DEMAND**

- Goal WR.3. Satisfy current and future human water demands and the needs of the natural environment through sustainable and renewable water resources and strategic conservation measures.
- Goal WR.4. Logically enhance and extend the City's public water, wastewater, and reclaimed water services including their treatment, distribution, and collection systems in both urbanized and newly developed areas of the City to provide an efficient delivery of services.

### **STORMWATER AND WATERSHED MANAGEMENT**

- Goal WR.5. Manage watersheds and stormwater to address flooding concerns, water quality, environmental protections, and rainwater harvesting.

### **WATER QUALITY**

- Goal WR.6. Protect, preserve, and improve the quality of surface water, groundwater, and reclaimed water in the region.

## **Energy**

### **EFFICIENT USE OF ENERGY**

- Goal E.1. Increase energy efficiency.
- Goal E.2. Expand production and use of renewable energy.

## **Community Character**

### **SCENIC RESOURCES AND NATURAL SETTING**

- Goal CC.1. Reflect and respect the region's natural setting and dramatic views in the built environment.

### **HERITAGE PRESERVATION**

- Goal CC.2. Preserve, restore, and rehabilitate heritage resources to better appreciate our culture.

### **COMMUNITY DESIGN**

- Goal CC.3. Preserve, restore, enhance, and reflect the design traditions of Flagstaff in all public and private development efforts.
- Goal CC.4. Design and develop all projects to be contextually sensitive, to enhance a positive image and identity for the region.

### **ARTS, SCIENCES, AND EDUCATION**

- Goal CC.5. Support and promote art, science, and education resources for all to experience.
- Goal CC.6. Encourage Native American art and Southwestern culture.

## **Growth Areas & Land Use**

### **REINVESTMENT**

- Goal LU.1. Invest in existing neighborhoods and activity centers for the purpose of developing complete, and connected places.

### **GREENFIELD DEVELOPMENT**

- Goal LU.2. Develop Flagstaff's Greenfields in accordance with the Regional Plan and within the growth boundary.

### **APPLICABLE TO ALL LAND USES**

- Goal LU.3. Continue to enhance the region's unique sense of place within the urban, suburban, and rural context.

- Goal LU.4. Balance housing and employment land uses with the preservation and protection of our unique natural and cultural setting.
- Goal LU.5. Encourage compact development principles to achieve efficiencies and open space preservation.
- Goal LU.6. Provide for a mix of land uses.
- Goal LU.7. Provide for public services and infrastructure.
- Goal LU.8. Balance future growth with available water resources.

#### URBAN AREA GOALS AND POLICIES Page IX-40

- Goal LU.9. Focus reinvestment, partnerships, regulations, and incentives on developing or redeveloping urban areas.
- Goal LU.10. Increase the proportion of urban neighborhoods to achieve walkable, compact growth.

#### DOWNTOWN

- Goal LU.11. Prioritize the continual reinvigoration of downtown Flagstaff, whose strategic location, walkable blocks, and historic buildings will continue to be a vibrant destination for all.
- Goal LU.12. Accommodate pedestrians, bicyclists, transit riders, and private cars to supplement downtown's status as the best-served and most accessible location in the region.

#### SUBURBAN AREA

- Goal LU.13. Increase the variety of housing options and expand opportunities for employment and neighborhood shopping within all suburban neighborhoods.

#### RURAL AREA

- Goal LU.14. Maintain the character of existing rural communities.

#### EMPLOYMENT AREA

- Goal LU.15. Plan for and encourage employee-intensive uses throughout the area as activity centers, corridors, research and development offices, business parks, and light industrial areas to encourage efficient infrastructure and multimodal commuting.
- Goal LU.16. Establish heavy industrial areas that provide for the manufacturing of goods, flexible space, and intermodal facilities that are well maintained, attractive and compatible with adjoining nonindustrial uses.

#### SPECIAL PLANNING AREA

- Goal LU.17. Protect, manage, and enhance the region's Special Planning Areas to benefit the whole community.

#### ACTIVITY CENTERS AND CORRIDORS

- Goal LU.18. Develop well designed activity centers and corridors with a variety of employment, business, shopping, civic engagement, cultural opportunities, and residential choices.
- Goal LU.19. Develop a manageable evolution of the main corridors into contextual place makers.

### Transportation

#### MOBILITY AND ACCESS

- Goal T.1. Improve mobility and access throughout the region.

#### SAFE AND EFFICIENT MULTIMODAL TRANSPORTATION

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

#### ENVIRONMENTAL CONSIDERATIONS

- Goal T.3. Provide transportation infrastructure that is conducive to conservation, preservation, and development goals to avoid, minimize, or mitigate impacts on the natural and built environment.

#### QUALITY DESIGN

- Goal T.4. Promote transportation infrastructure and services that enhance the quality of life of the communities within the region.

#### PEDESTRIAN INFRASTRUCTURE

- Goal T.5. Increase the availability and use of pedestrian infrastructure, including FUTS, as a critical element of a safe and livable community.

#### BICYCLE INFRASTRUCTURE

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

#### TRANSIT

- Goal T.7. Provide a high-quality, safe, convenient, accessible public transportation system, where feasible, to serve as an attractive alternative to single-occupant vehicles.

#### AUTOMOBILE

- Goal T.8. Establish a functional, safe, and aesthetic hierarchy of roads and streets.

#### PASSENGER RAIL AND RAIL FREIGHT

- Goal T.9. Strengthen and support rail service opportunities for the region's businesses and travelers.

#### AIR TRAVEL

- Goal 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.



## **PUBLIC SUPPORT FOR TRANSPORTATION**

- Goal T.11. Build and sustain public support for the implementation of transportation planning goals and policies, including the financial underpinnings of the Plan, by actively seeking meaningful community involvement.

### **Cost of Development**

## **COST OF DEVELOPMENT**

- Goal CD.1. Improve the City and County financial systems to provide for needed infrastructure development and rehabilitation, including maintenance and enhancement of existing infrastructure.

### **Public Buildings, Services, Facilities, & Safety**

## **RESILIENCY PLANNING**

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

### **Planning**

## **LOCATING FACILITIES**

- 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.

## **PUBLIC SAFETY**

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

### **Neighborhoods, Housing, & Urban Conservation**

## **NEIGHBORHOODS, HOUSING, AND URBAN CONSERVATION**

- Goal NH.1. Foster and maintain healthy and diverse urban, suburban, and rural neighborhoods in the Flagstaff
- Goal NH.2. Look to downtown Flagstaff as the primary focal point of the community character.
- Goal NH.3. Make available a variety of housing types at different price points, to provide housing opportunity for all economic sectors.
- Goal NH.4. All housing is safe and sanitary.
- Goal NH.5. Eliminate homelessness.
- Goal NH.6. Neighborhood conservation efforts of revitalization, redevelopment, and infill are compatible with and enhance our overall community character.

### **Economic Development**

## **RESPONSIVE GOVERNMENT**

- Goal ED.1. Create a healthy environment for business by ensuring transparent, expeditious, and predictable government processes.

## **EDUCATION AND WORKFORCE TRAINING**

- Goal ED.2. Support and encourage an excellent educational system that promotes critical thinking and job training programs at all levels.

## **BUSINESS RETENTION, EXPANSION, AND ENTREPRENEURSHIP**

- Goal ED.3. Regional economic development partners support the start-up, retention, and expansion of existing business enterprises.

## **BUSINESS ATTRACTION**

- Goal ED.4. Support efforts to recruit diverse new businesses and industries compatible with the region.

## **PULLIAM AIRPORT**

- Goal ED. 5. The Pulliam Airport will continue to serve the Northern Arizona region for air transportation, multimodal connectivity and business growth potential.

## **COMMUNITY CHARACTER**

- Goal ED.7. Continue to promote and enhance Flagstaff's unique sense of place as an economic development driver.

## **ACTIVITY CENTERS**

- Goal ED.8. Promote the continued physical and economic viability of the region's commercial districts by focusing investment on existing and new activity centers.

## REDEVELOPMENT AND INFILL

- Goal ED.9. Promote redevelopment and infill as a well-established means to accomplish a variety of community economic, planning, and environmental goals.

## Recreation

## RECREATION

- Goal REC.1. Maintain and grow the region's healthy system of convenient and accessible parks, recreation facilities, and trails.

## BUDGET OVERVIEW

The City of Flagstaff FY 2015 Financial Plan presents a fiscally sound and balanced budget that maintains the integrity of the City's financial condition while still meeting the service level demands of a community that expects quality services. The Financial Plan is balanced not only financially, but also equally as important, balances the allocation of resources among operating

requirements, capital needs, debt burden, and strong reserves for future needs and contingencies.

This section briefly describes the document *Format and Presentation*; the *Assumptions and Strategies* which formed the working parameters of the budget development; *Highlights of Appropriations, Revenues, and Capital Improvements Plan (CIP)* for FY 2015; *Debt Structure*; and the *Fund Balances*, which are the operating framework of the Financial Plan.

### FINANCIAL RESOURCES AVAILABLE

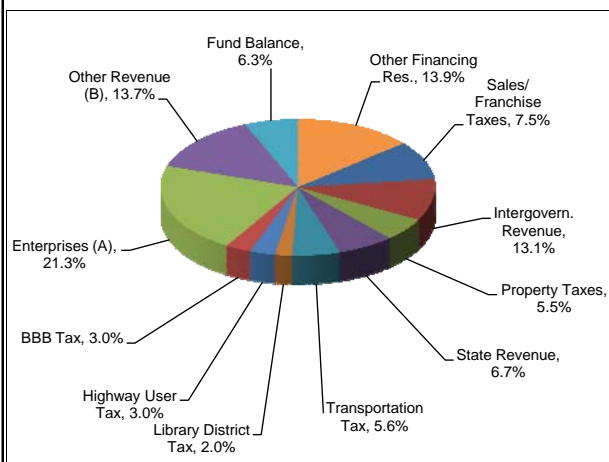
Sales/Franchise Taxes	\$ 18,712,694	9.2%
Intergovernmental Revenue	20,002,843	9.8%
Property Taxes	11,172,370	5.5%
State Revenue	13,680,175	6.7%
Transportation Tax	11,459,192	5.6%
Library District Tax	3,997,665	2.0%
Highway User Tax	6,067,818	3.0%
BBB Tax	6,157,976	3.0%
Enterprises (A)	43,406,286	21.3%
Other Revenue (B)	27,973,906	13.7%
Fund Balance	12,799,489	6.3%
Other Financing Res.	28,504,542	13.9%
	<u>\$ 203,934,956</u>	<u>100.0%</u>

#### (A) Enterprises:

Water	\$ 17,030,779
Wastewater	9,463,434
Airport	1,656,120
Solid Waste	11,788,712
Environmental Management	1,002,819
Stormwater Utility	1,507,789
Flagstaff Housing Authority	956,633
	<u>\$ 43,406,286</u>

#### (B) Other Revenue:

Licenses and Permits	\$ 1,419,005
Vehicle License Tax	2,548,750
Charges for Services	2,924,130
Fines and Forfeits	1,154,462
Interest on Investments	580,101
Misc Revenue	19,347,458
	<u>\$ 27,973,906</u>



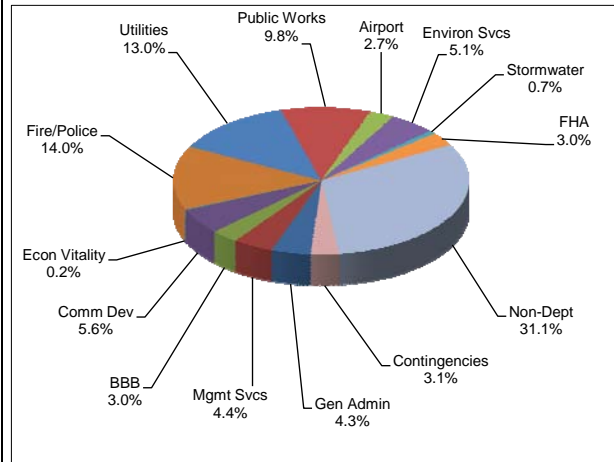
**"WHERE THE MONEY COMES FROM"**  
\$203,934,956

### TOTAL APPROPRIATIONS

General Administration	\$ 8,747,024	4.3%
Management Services	8,875,889	4.4%
BBB (A)	6,059,935	3.0%
Community Development	11,426,841	5.6%
Economic Vitality	464,301	0.2%
Fire/Police	28,651,490	14.0%
Utilities	26,429,690	13.0%
Public Works	19,911,924	9.8%
Airport	5,503,261	2.7%
Environmental Services	10,340,987	5.1%
Stormwater	1,459,689	0.7%
Flagstaff Housing Authority	6,042,876	3.0%
Non Departmental	63,437,729	31.1%
Reserves/Contingencies	6,583,320	3.1%
	<u>\$ 203,934,956</u>	<u>100.0%</u>

#### (A) BBB Tax Funds:

Beautification	\$ 2,586,421
Tourism	1,892,288
Economic Development	960,203
Arts and Science	621,023
	<u>\$ 6,059,935</u>



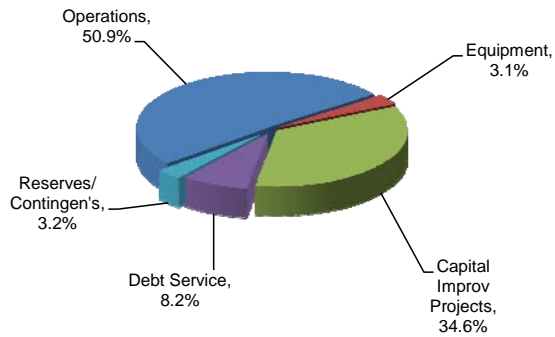
**"WHERE THE MONEY GOES TO"**  
\$203,934,956

The following graphs depict the major classifications of appropriation for the total FY2015 budget and expenditures by major types.

#### **TOTAL APPROPRIATIONS**

Operations	\$ 103,821,497
Equipment	6,236,525
Capital Improvement Projects	70,640,144
Debt Service	16,653,470
Reserves/Contingencies	6,583,320
	<u>\$ 203,934,956</u>

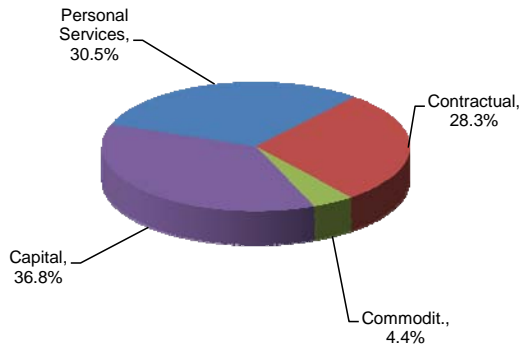
#### **TOTAL APPROPRIATIONS (all funds)**



#### **EXPENDITURES BY TYPE**

Personal Services	\$ 61,996,745
Contractual	57,766,650
Commodities	9,054,093
Capital	75,117,468
	<u>\$ 203,934,956</u>

#### **EXPENDITURES BY TYPE (all funds)**



### **OPERATING EXPENDITURES BY DIVISION**

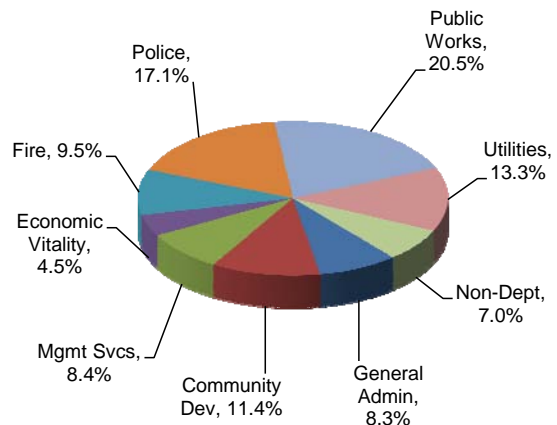
City operations include the traditional municipal services citizens expect their local government to provide. Operating expenditures exclude capital improvements, capital equipment, debt service and reserves. The division budgets are presented to include section budgets and Divisional (organizational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

#### **OPERATING BUDGET \***

General Administration	\$ 8,667,024
Community Development	11,818,526
Management Services	8,721,694
Economic Vitality	4,666,894
Fire	9,863,151
Police	17,730,839
Public Works	21,312,169
Utilities	13,761,055
Non-Departmental	7,280,145
	<u>\$ 103,821,497</u>

\* Exclusive of Debt Service \$ 16,653,470

#### **OPERATING BUDGET**



**General Administration** activities comprise 8.3% of the budget (\$8.7 million). The services within General Administration provide for the overall management and administration of the City, as well as enforcement of municipal laws through legal support and the courts. This group consists of City Manager, City Attorney, City Court, Human Resources, Risk Management, and Information Technology.

**Community Development** (CD) comprises 11.4% of the operating budget (\$11.8 million). The services in this Division include CD Administration, Planning & Development Services, Engineering, Capital Improvements, Housing, FMPO (Flagstaff Metropolitan Planning Organization), Community Redevelopment Services, and Flagstaff Housing Authority. The services provided by these divisions meet the current needs of the community and plan for the future.

**Management Services** comprises 8.4% of the operating budget (\$8.7 million). The division encompasses those activities that provide administrative support and services including financial services, budgeting, purchasing, customer service, grants management and sales tax. In addition, the division includes the operations of the City/County public library system.

**Fire Department** services comprise 9.5% of the operating budget (\$9.9 million). The division's public safety programs provide both personal safety in the community with proactive attention to preventable disasters and sense of well being through timely emergency response.

**Police Department** activities comprise 17.1% of the operating budget (\$17.7 million). Public safety programs provide personal safety in the community by promoting a community free of crime and assured response in emergency situations.

**Public Works** activities are provided by eight sections that account for 20.5% of the operating budget (\$21.3 million), excluding the debt service requirements for streets (\$550,000) and USGS facility (\$450,000). The services provided include: recreation services, solid waste operations, environmental management services, cemetery operations, maintenance of all public facilities and public infrastructure including streets and parks, and fleet services.

**Economic Vitality** activities comprise 4.5% of the operating budget (\$4.7 million) excluding debt service requirements for Airport (\$290,000) and Business Incubator (\$330,000). The division includes the following sections: Community Investment, Tourism and Visitor Center, Airport, Arts and Science, Urban Design, Streetscape, and Economic Development.

**Utilities** comprises 13.3% of the operating budget (\$13.8 million), excluding \$4.3 million debt service requirements. There is one administrative section responsible for management of water, wastewater, and stormwater activities. Two sections within water

operations and four sections within wastewater operations provide services that promote a clean and healthy community by providing a safe water supply and proper waste disposal. The Stormwater Utility is also included here, inclusive of the Spot Improvement Program, Drainage Program, the Rio De Flag project, and Engineering and Master Planning.

**Non-Departmental** operations comprise 7.0% of the budget (\$7.3 million) exclusive of \$10.7 million debt service. The Council and Commission, Transit, Special Assessment, Capital Projects and Non-departmental budgets account for expenditures that benefit City operations as a whole.

## **BUDGET FORMAT AND PROCESS**

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

## **FORMAT**

The Division Detail presents each operating activity at the Section level with each Section's *Mission, Program Description, FY 2014 Accomplishments, FY 2015 New Initiatives and Goals, Performance Measures, and Financial Summary*. The performance measures look at the efficiency and/or effectiveness at the program level.

To assist the City Manager in the management of the resources expended by the municipality, the budget also serves as an operational guide. The operating budget presentation includes, for comparative purposes, the *Actual Expenditures for FY 2013*, the *Estimated Actual for FY 2014*, and the *Adopted Budget for FY 2014 and FY 2015*. Expenditures are shown by category and programs. The comparatives in the Financial Summaries Section are presented at the fund level and the

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

*Categories presented are:*

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

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

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

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

The following table represents the structure for the City.

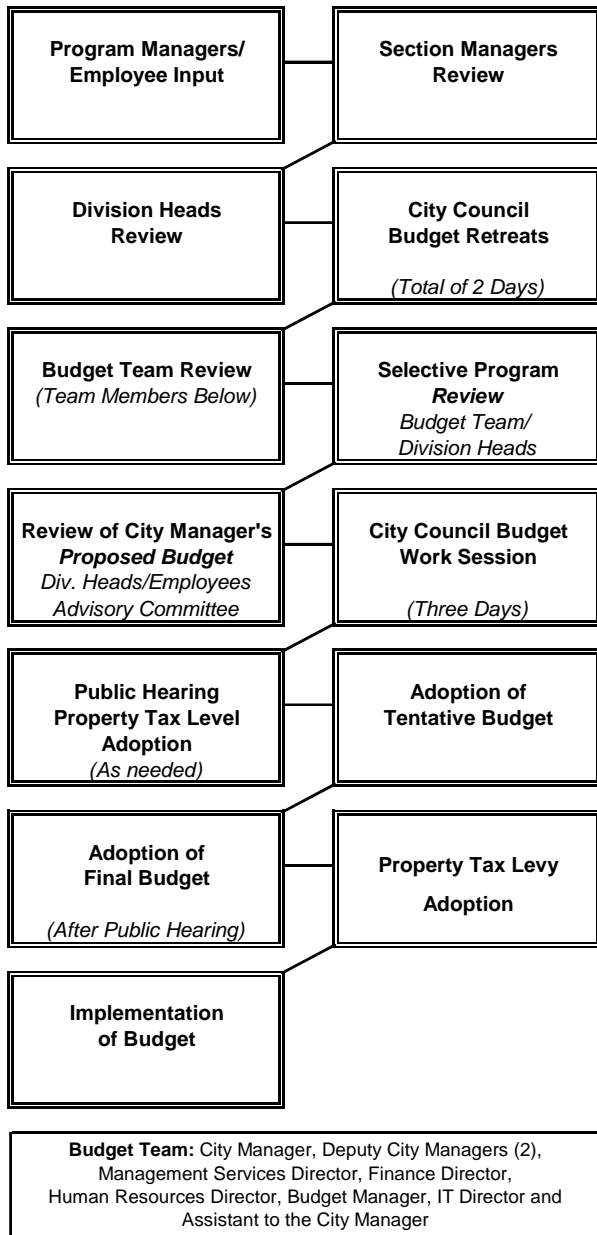
## RELATIONSHIP BETWEEN FUNDS, DIVISIONS, AND SECTIONS

FUND TYPE	FUND	DIVISION	SECTION
<b>GOVERNMENTAL</b>			
<b>GENERAL</b>	General *	General Administration City Manager Human Resources Risk Management Law Information Technology City Court	City Manager Human Resources Risk Management Law Information Technology City Court
		Management Services	Customer Service Management Services Administration Revenue Purchasing Finance and Budget
		Community Development	Community Development Administration Capital Improvements Planning & Development Services Engineering Housing
		Fire	Fire
		Police	Police
		Public Works	Public Works Administration Parks Fleet Services Cemetery Public Facilities Maintenance USGS Facilities Recreation
		Economic Vitality	Community Investment
		Non-Departmental	Council and Commissions Real Estate Proceeds Facility Improvement Debt Non-Departmental
<b>SPECIAL REVENUE</b>	Library	Management Services	Library
	Highway User Revenue *	Public Works	Street Maintenance
	Transportation *	Non-Departmental	Transit-NAIPTA 4th Street Overpass Safe to School Safety Improvements
	Flagstaff Urban Trail System	Community Development	Flagstaff Urban Trail System
	Beautification	Economic Vitality	Beautification General Administration Streetscapes
	Economic Development	Economic Vitality	Economic Development
	Tourism	Economic Vitality	Convention and Visitors Bureau Visitor Services
	Arts & Science	Economic Vitality	Arts and Science
	Recreation	Public Works	Recreation-BBB
	Housing and Community Service	Community Development	Community Housing
	Metropolitan Planning Organization	Community Development	Flagstaff MPO
	EDA Revolving Loan - Econ. Dev.	Economic Vitality	EDA Revolving Loan
<b>DEBT SERVICE</b>	G.O. Bond Fund	Non-Departmental	G.O. Bond Fund
	Secondary Property Tax	Non-Departmental	Secondary Property Tax
	Special Assessment *	Non-Departmental	Special Assessment
<b>PERMANENT</b>	Perpetual Care	Non-Departmental	Perpetual Care
<b>CAPITAL PROJECTS</b>	Capital Projects Bond	Non-Departmental	General Fund Capital Projects
<b>PROPRIETARY</b>			
<b>ENTERPRISE</b>	Utilities *	Utilities	Utilities Administration Lake Mary Water Treatment Plant Water Distribution Booster Stations Wildcat Wastewater Treatment Plant Wastewater Collection Wastewater Monitoring Rio De Flag Wastewater Treatment Plant
	Airport *	Economic Vitality	Airport
	Solid Waste	Public Works	Solid Waste
	Environmental Management *	Public Works	Sustainability and Environmental Mgmt
	Stormwater *	Utilities	Rio De Flag
	Flagstaff Housing Authority *	Utilities	Stormwater Utility
		Community Development	Flagstaff Housing Authority

\* Major Funds based on the FY 2013 CAFR

## BUDGET PROCESS

### Budget Process Flowchart:



### Presentation:

- The *Transmittal* provides a summary of the key policy issues, priorities, and strategies that shaped the budget as framed by the City Manager.
- The *Budget Overview* summarizes financial resources and expenditures along with fund summaries and an overview of selected revenues.
- The *Financial Summaries* section includes various schedules utilizing revenue and

expenditure classifications and tax levy information in accordance with state reporting requirements as mandated by statute. Expenditures are reported at both the fund level and the Division level for operational control purposes.

- The *Division Detail* section provides both narrative and financial data. The budget commentary provides an explanation of significant budget changes for FY 2015.
- The *Capital Improvement Plan* (CIP) for FY 2015 lists projects, costs, and funding sources in the Capital Improvement (CIP) Section.
- A detailed listing of personnel and changes over the last five years is provided in the *Appendix* Section.

### BUDGET CALENDAR

December 4, 6	Fall Council Retreat
December 11	Budget Module available to all Divisions
December 12	Mini Budget Council Retreat
January 13	Capital improvement and equipment requests reviewed by Capital Improvements and Purchasing
January 23	Mini Budget Council Retreat
February 10	Winter Council Retreat
March 4 - March 14	Review with Department Heads and City Manager
April 23 - 25	Council Study Sessions Proposed Budget available (Operating & Capital) to public
June 3	Tentative budget hearing (public) and Tentative budget adoption
June 17	Final budget hearing and Final budget adoption
July 1	Adopt Property Tax Levy



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

The Proposed Budget is presented to Council for tentative adoption on or before the third Monday in July. One public hearing is held on the content of the budget. Final adoption will occur on June 17 2014. State law requires the operating budget to be all-inclusive. Therefore, the budget includes provisions for contingent revenues and expenditures that cannot be accurately determined when the budget is adopted, e.g., grants. The Resolution adopting the annual budget requires Council authorization for any expenditure from contingencies, as well as transfer of budget authority between departments.

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

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

The Adopted Budget reflects the total funds appropriated (\$203,934,956). Certain exclusions are allowed by the state [e.g., bond proceeds, debt service, grants] in computing the Expenditure Limitation (\$133,177,482), and this total cannot be exceeded.

Budget authority can be transferred between line items within a Section. At year-end, Division budgets

are reviewed and budget authority is transferred from contingencies by Resolution as necessary. Council can also amend total appropriations for a fund during the year by Resolution as long as there is a corresponding increase/decrease in another fund so that the total appropriation is not exceeded.

## **ASSUMPTIONS AND STRATEGIES**

### **ECONOMIC OVERVIEW AND REVENUE FORECAST**

The City of Flagstaff has seen improvements in the economy. We have seen small improvements in FY 2014 in our local and state shared sales tax revenues. However, we remain below our highest levels recorded in FY 2008. We anticipate recovering to those same levels in FY15. The economic analysts for our local and state region estimate there will be continued improvement over the next few years with the recovery to pre-recession levels beginning in FY15.

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

Excluding the utilities tax category, the City realized declines in all but four months between November 2007 and August 2010, in comparison to the same month in the prior year. Since September 2010, the City has had increases in sales tax collections in all but 10 months when compared to the prior year, same month. Based on sales tax transaction data through February 2014, tax revenue has increased approximately 1.47% compared to a year ago. However, if utilities transaction data is included, the number becomes an increase of 2.21%. Of the three major categories of local sales taxes, one has decreased while two have had slight increases. Construction is down approximately 1.52%, hospitality is up approximately 4.40%, and retail is up approximately 0.61%. Current sales tax estimates are approximately \$275,000 higher than what was recognized in FY 2013.

The second sales tax is a 0.721% sales tax on the same types of general sales; however, the tax is restricted in use to certain transportation projects. The four components of this tax include Safety

Improvements, Street Improvements, 4<sup>th</sup> Street Overpass, and Transit. The transportation tax components expire in 2020. As expiration date for this tax nears, the city will reevaluate the transportation needs of the community to propose how any future transportation tax is allocated. As similar sales are taxed with this source, revenue projections follow the same trends as the general sales tax.

The third sales tax is a Bed, Board, and Beverage (BBB) tax that collects an additional 2% for hotel/motel and restaurant/bar transactions. This tax is restricted in use to certain economic, arts, beautification, recreation, or tourism activities. Tourism is a major driver in the local economy and overall sales have been increasing in FY 2014. Revenue in this category is expected to increase approximately \$200,000 over budgeted revenues. This tax must go before the voters every fifteen years to be validated. Voters approved and extension of the tax in May 2010. This tax next expires in 2028.

State shared revenue consists of both a distribution of sales tax and income tax. These distributions are made based on a city or towns' relative share of population in comparison with all other cities and towns. Except during census years, Flagstaff's population is determined by the Arizona Department of Economic Security based on a number of factors including new homes and student enrollment. The State has experienced a stronger recovery in revenues than the City. The City estimates that FY 2014 revenues will be approximately 6.0% higher than budgeted.

Highway User Revenue (gas tax) funds are projected to end above the FY 2013 budget. For FY 2014, the City anticipates that the State will continue to redirect the revenues to fund the Department of Public Safety. These revenues are distributed based on a fairly complex Arizona Department of Transportation formula, based in part on the amount of fuel purchased in our region. As fuel prices have decreased, we anticipate Flagstaff tourism to increase as we are a popular drive destination for Las Vegas, Los Angeles, and Phoenix; however that trend is not yet evident in our monthly receipts. After the City Manager's Budget was set, the State Budget approved an additional \$30M of HURF Revenues to be allocated to Cities and Counties. The City share is estimated at \$330,000.

Property tax revenues are projected to be flat. This occurs as there is an approximate 18 – 24 month lag in home valuation and property tax assessment payment, and primary property taxes are based on

limited assessed valuation. The State of Arizona caps the primary property tax revenue increases at 2% on an annual basis. Council directed staff to use a flat levy on property assessments, meaning to adjust the rate based on assessed values to provide the same level of revenues. Homeowners will realize a 18% rate increase from \$0.7131 to \$0.8429 per \$100 of assessed value to comply with council direction. With declining assessed values, the average property owner should see no increase in the city primary property tax.

In November 2013, Divisions were asked to provide list of budget suggestions on how to advance the Council's stated goals, the adopted Regional Plan, and/or a Master Plan. At the December retreat, based on the information provided by Divisions, Council was asked to identify budget priorities FY2015. Council concluded that that the priorities for the FY2015 budget include: employee compensation, staffing and infrastructure.

At a follow up Council Budget Retreat in February, staff provided updated revenue and expenditure projections. In addition, staff provided suggested strategies for accomplishing the Council's priorities of employee compensation, staffing and infrastructure. Council stated a preference to use ongoing available funding for employee compensation and some staffing. Council's stated preference for 1X available funding was to make investments in staffing and infrastructure. Specifically related to infrastructure, Council directed the City Manager to prioritize 1X available funding to the areas of facilities and information technology.

Following the February retreat, Finance completed the updates to all 5-year plans to provide an outlook on revenues and expenditures. The Budget Team then met with each division to discuss their proposed budget. Divisions were asked to correlate their increased funding requests to the Council's priorities of employee compensation, staffing and infrastructure. Further, the Budget Team asked Directors to discuss their greatest challenge as well as consider opportunities for outsourcing. From the meetings the Budget Team determined which revenue opportunities, fund reallocations and identify any potential cuts to move forward with in the recommended budget. This created the capacity in the budget to include a merit increases and one time pays to employee as recommended by EAC, additional funding for infrastructure and some additional appropriation to help support existing service levels.

Details of the previous discussions can be found in the City Manager's transmittal letter at the front of this document.

## EXPENDITURES

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

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

In FY 2012, the City set up a catastrophic vehicle replacement fund. As the City's fleet ages, this fund reduces the impact of unexpected vehicle and equipment failures and large expenditures. This fund will be addressed annually for opportunities to increase this reserve.

**Fund Balance** – The carry forward of fund balances remain at a level that protects the financial integrity of the City. Moody's bond rating for the City is Aa2. The projected fund balance at the end of FY 2015 is estimated at \$11.2 million in the General Fund. A general fund balance equal to 15% of general fund ongoing revenues has been the City practice. During the poor economic conditions (FY 2010 – 2012), the City reduced the policy fund balance to 12% of ongoing revenue in FY 2011. The General Fund balance is currently projected to be 22% at the end of FY 2015.

To provide better financial stability during poor economic times, the General Fund fund balance has increased to a minimum 20% in the current plan.

The FY 2015 budget anticipates using excess fund balance from the completion of FY 2013 to fund one-time expenditures. In addition, a portion of the current fund balance represents carry forward of expenditures in equipment and capital projects.

**City Council and Management Priorities** – The budget guidelines set forth by the City Manager were formulated based on Council concerns and goals. The Vision Statement and Council priorities

adopted reflects the environment on which all decisions will be made. The Vision Statement and the Council Priorities can be found in this document following the City Manager Transmittal Letter.

The budget review process includes:

- *Estimated Actual Expenditures FY 2014.* Sections were asked to estimate expected expenditures by line item for FY 2014. Overage and underage amounts (and reasons, theretofore) were used to adjust the recommended budget for various line items in FY 2015.
- *Staffing Requests/Increases in Level of Service.* Divisions are required to provide narratives for increases in service levels and addition of staff. Generally, new staff additions are encouraged to have an independent funding source, or are needed to maintain current service levels.
- *Fleet Management.* All fleet equipment replacement requests were reviewed and prioritized by the Fleet Management Committee within financial parameters.
- *Information Systems.* Information Technology staff reviewed hardware and software needs. Funding was decreased and future needs have been reprioritized.
- *Capital Improvements.* The Capital Improvement staff reviewed all requests of capital projects or public improvements that require time charge outs from that section.
- *Operational Impacts.* All funds are continually evaluated relative to five-year financial projections. Increased service levels due to new programs or capital construction were projected to determine operating impacts in future years.

## **FUND SUMMARIES**

### **GENERAL FUND**

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

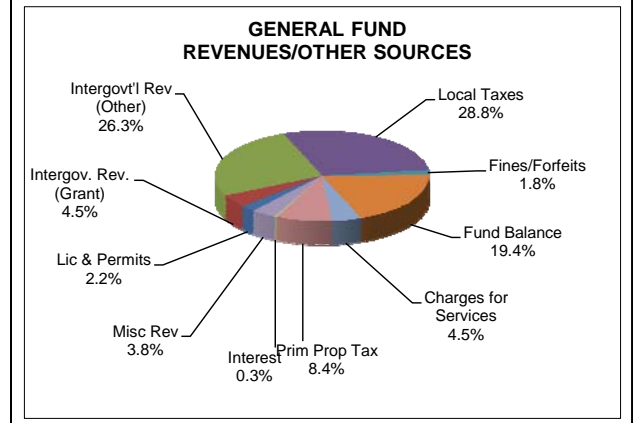
Total resources available for General Fund expenditures for FY 2015 are \$64.9 million including the estimated beginning fund balance of \$12.8 million. A substantial portion of General Fund resources comes from the following revenue categories: local sales taxes, franchise taxes, and intergovernmental revenues. Specific detail including comparative data is shown in Schedule C of Financial Summaries Section and a more detailed review of major revenue categories, including historical trend information, is provided following the fund summaries.

General Fund revenue/other sources compared to the year-end estimates have decreased 11%. As the economy shows signs of recovery, the revenues are remaining relatively flat or show slight increases, a dramatic positive shift from the prior three fiscal years. The fund balance decrease is due to the anticipated completion of several large capital projects.

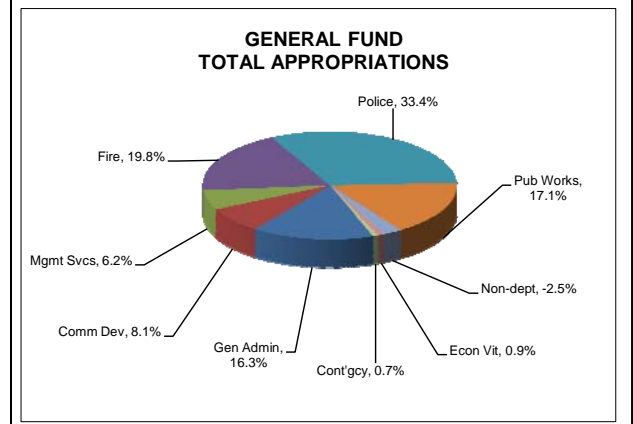
General Fund total appropriations compared to year-end estimates have decrease by 10.9%. The General Fund ongoing revenues and expenses are structurally balanced in the five-year plan. Fund Balance is estimated at minimum 20.0% of operating revenues over the next five years. This is up from 17.5% during prior year budgeting.

The financial position of the General Fund remains balanced.

	EST ACTUAL FY2014	BUDGET FY 2015
<b>REVENUES/OTHER SOURCES</b>		
Licenses and permits	\$ 1,400,180	\$ 1,419,005
Intergov Rev (Fed/State Grants)	3,706,481	2,913,918
Intergov Rev (All Other)	16,348,797	17,088,925
Local taxes	18,330,500	18,712,694
Fines and forfeits	1,115,151	1,154,462
Fund Balance, net of Transfers	10,331,592	12,611,613
Fund Balance for Carryovers	7,545,431	100,000
Charges for services	3,017,385	2,924,130
Primary Property Tax	5,355,000	5,435,325
Interest	207,500	210,600
Miscellaneous	5,792,230	2,340,309
	<b>\$ 73,150,247</b>	<b>\$ 64,910,981</b>



	EST ACTUAL FY2014	BUDGET FY 2015
<b>APPROPRIATIONS</b>		
General Administration	\$ 8,524,643	\$ 8,747,024
Community Development	4,368,997	4,337,345
Management Services	3,171,917	3,355,850
Fire	10,354,847	10,686,151
Police	17,603,854	17,965,339
Public Works	10,674,003	9,168,084
Non-departmental	3,574,519	(1,331,563)
Economic Vitality	612,978	464,301
Contingencies	1,465,000	350,000
	<b>\$ 60,350,758</b>	<b>\$ 53,742,531</b>

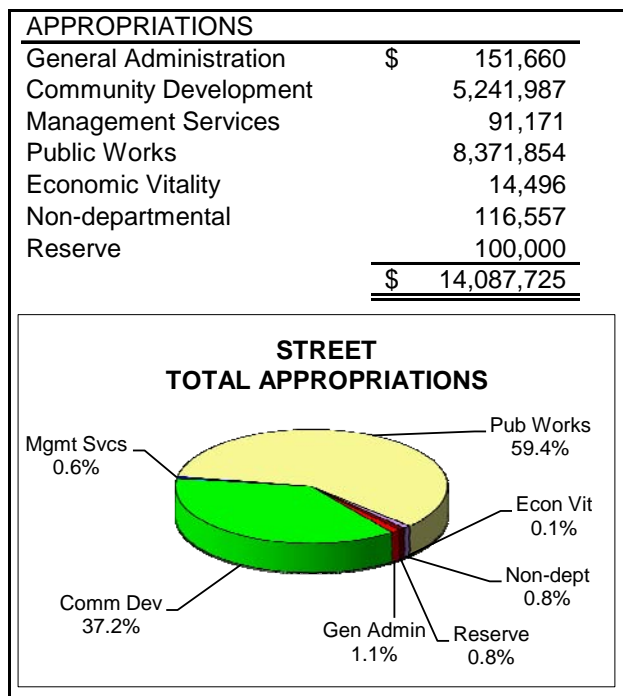
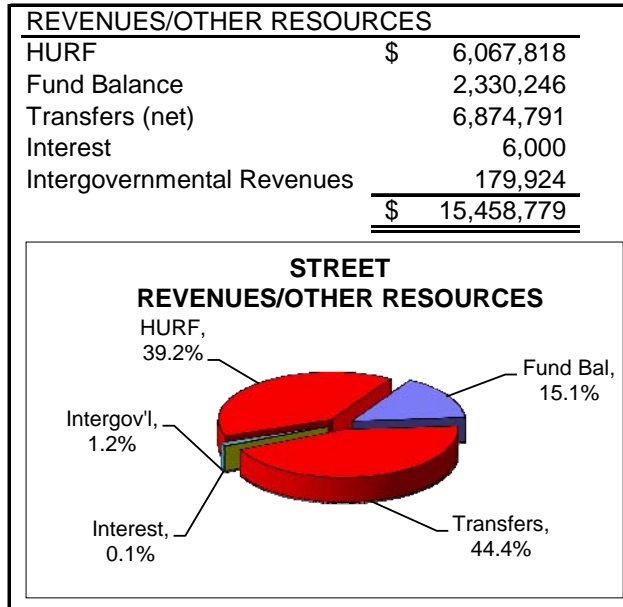


## **SPECIAL REVENUE FUNDS**

### **HIGHWAY USER REVENUE FUND**

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

HURF appropriations have been significantly affected due to decreased revenue receipts over the past six years. Budgeted HURF revenues are still significantly less than pre-recession HURF receipts.



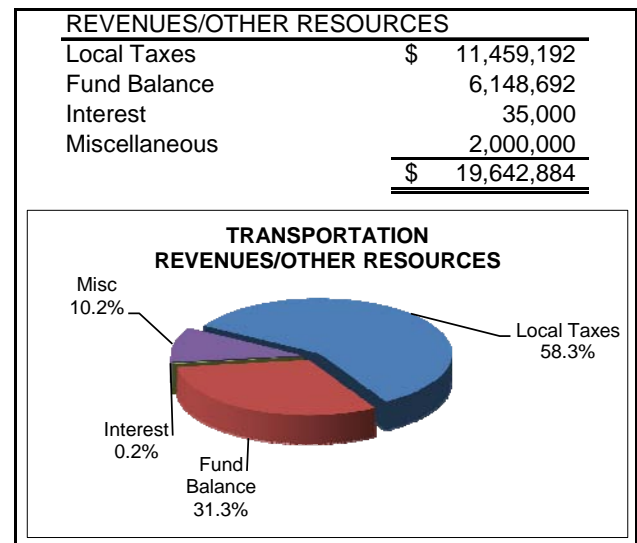
Appropriations total \$14.1 million in FY 2015 and major projects budgeted includes the annual pavement maintenance program at \$2.1M, Industrial Drive, Soliere Avenue, Franklin safety improvements, and 4<sup>th</sup> Street safety improvements.

### **TRANSPORTATION FUND**

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

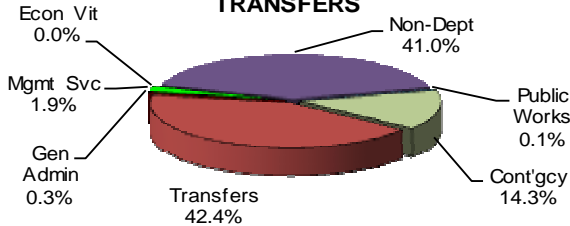
Projects	Budget FY 2015 Revenues
4th Street Overpass	\$ 2,540,736
Safe-to-School, Pedestrian and Bike	1,270,368
Traffic Flow and Safety Improvements	2,953,605
Transit Service Enhancements	4,694,483
Totals	<u>\$ 11,459,192</u>

Appropriations total \$8.1 million in FY 2015. Appropriations are comprised of \$4.7 million for transit operations, \$1.3 million for debt service and \$2 million in contingency for the potential road repair and street safety initiative if approved by council and passed by the voters in FY 2015. Transfers include \$5.4 million to the HURF Fund for Safety and Street Improvements and \$535,000 to fund FUTS projects. The tax rate for transportation is 0.721%.



**APPROPRIATIONS/TRANSFERS**

General Administration	\$ 39,239
Management Services	265,318
Economic Vitality	2,952
Non-Departmental	5,738,735
Public Works	12,822
Contingency	2,000,000
Transfers (net)	5,924,385
	<u>\$ 13,983,451</u>

**TRANSPORTATION  
TOTAL APPROPRIATIONS/  
TRANSFERS****FLAGSTAFF URBAN TRAIL FUND**

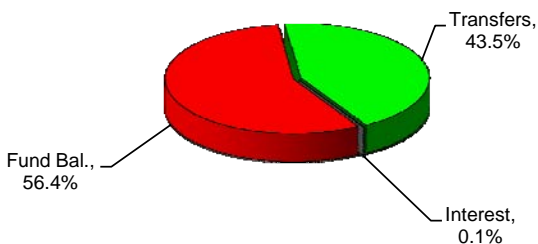
The Flagstaff Urban Trail Fund is a new fund starting in FY 2014. Total resources available for FUTS activities are approximately \$1.3 million. Approximately \$550,000 comes from the Transportation Tax in a transfer from the Transportation Fund.

**REVENUES/OTHER RESOURCES**

Fund Balance	712,949
Transfers (Net)	550,000
Interest Earnings	1,780
	<u>\$ 1,264,729</u>

**APPROPRIATIONS**

Community Development	\$ 555,000
	<u>\$ 555,000</u>

**FLAGSTAFF URBAN TRAILS  
REVENUES/OTHER RESOURCES**

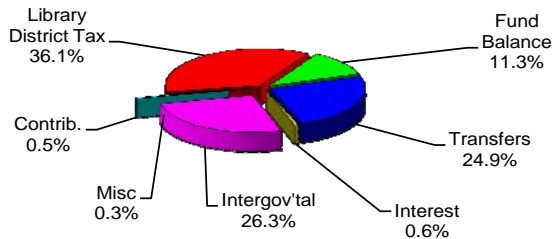
Expenditures from this fund are primarily capital improvement projects. Some major projects are the high country trail and sheep crossing trail. (A full project listing is located in the CIP Section).

**LIBRARY FUND**

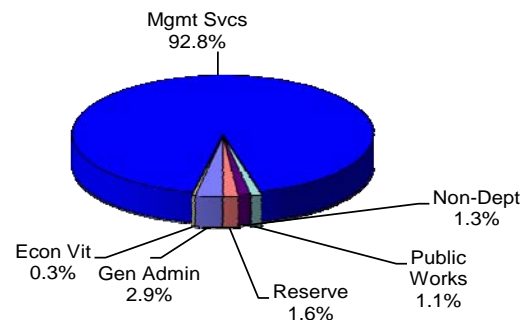
The City operates a joint City-County Public Library with auxiliary programs in outlying county locations along with bookmobile services. \$2.4 million of the funding for library operations comes from the library district tax.

**REVENUES/OTHER RESOURCES**

Library District Tax	\$ 2,359,625
Fund Balance	741,510
Transfers (net)	1,624,755
Interest	37,624
Intergovernmental	1,717,040
Contributions	33,000
Miscellaneous	20,474
	<u>\$ 6,534,028</u>

**LIBRARY  
REVENUES/OTHER RESOURCES****APPROPRIATIONS**

General Admin	\$ 176,085
Economic Vitality	14,909
Management Services	5,639,444
Public Works	68,965
Non-Departmental	77,765
Reserve	100,000
	<u>\$ 6,077,168</u>

**LIBRARY  
TOTAL APPROPRIATIONS**

During 1997, the County, in concert with the affected entities throughout, developed a new funding

formula for the distribution of the tax. The formula provides a base amount for all entities. Any adjustments to this base is directed by the Library Council with affirmation by the County Board of Supervisors.

## BBB FUNDS

A dedicated 2% Bed, Board and Booze sales tax collected on the services provided by lodging, restaurants and bars, was approved by voters in 1988 with a sunset clause in 10 years and extended by the voters for 15 years in the 1996 and again in the 2010 general election. The BBB tax approved by voters will expire in 2028. The funds were allocated into the following percentages:

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

Revenue for FY 2015 is projected with 2.0% growth over 2013 year end estimates and FY 2014 estimated receipts are 5.4% over budget. Activities funded with the revenues have made operating adjustments necessary to reflect a balanced budget to the increased sales tax receipts and these changes will be reflected within each five-year plan.

**Beautification Fund:** Total resources available for Beautification Fund activities amount to \$3.8 million. Expenditures from this fund are primarily for Beautification operations and capital improvements in Streetscape projects. Some major projects include the 4<sup>th</sup> Street Corridor Improvements, Butler Avenue-North Edge, and City Gateways. There is a \$426,139 transfer to the General Fund primarily for maintenance of Streetscapes. (A full project listing is located in the CIP Section.)

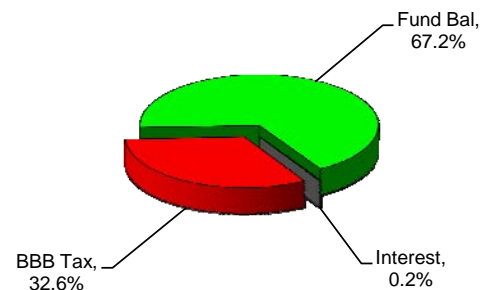
### REVENUES/OTHER RESOURCES

BBB Tax	\$ 1,233,595
Fund Balance	2,539,598
Interest	7,460
	<u>\$ 3,780,653</u>

### APPROPRIATIONS

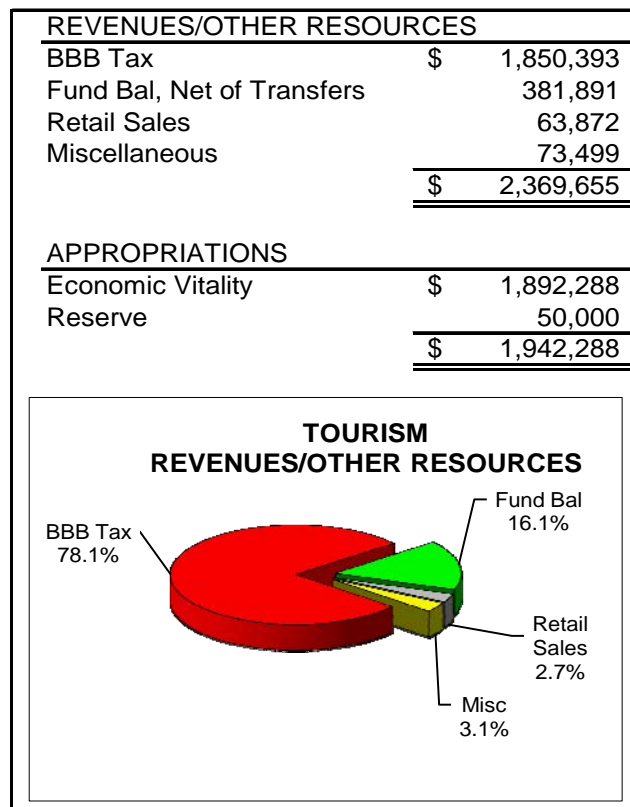
Economic Vitality	2,586,421
Transfers (net)	426,139
	<u>\$ 3,012,560</u>

### BEAUTIFICATION REVENUES/OTHER RESOURCES



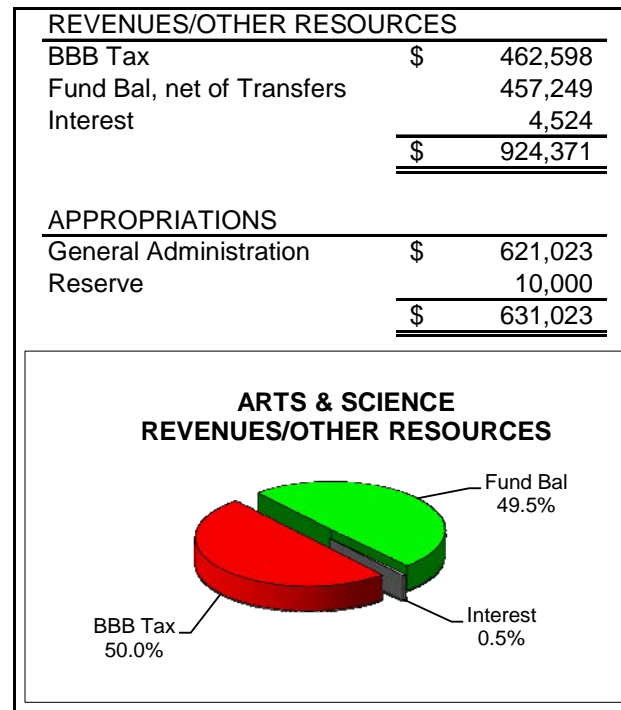


**Tourism Fund:** Total resources available in FY 2015 are \$2.4 million, of which an estimated \$1.9 million is from the BBB tax. The total appropriations are approximately \$1.9 million, which include \$1.5 million for Tourism. Tourism includes General Administration, Marketing, Sales, Public Relations and Film Office. The Visitors Center programs account for \$373,000.



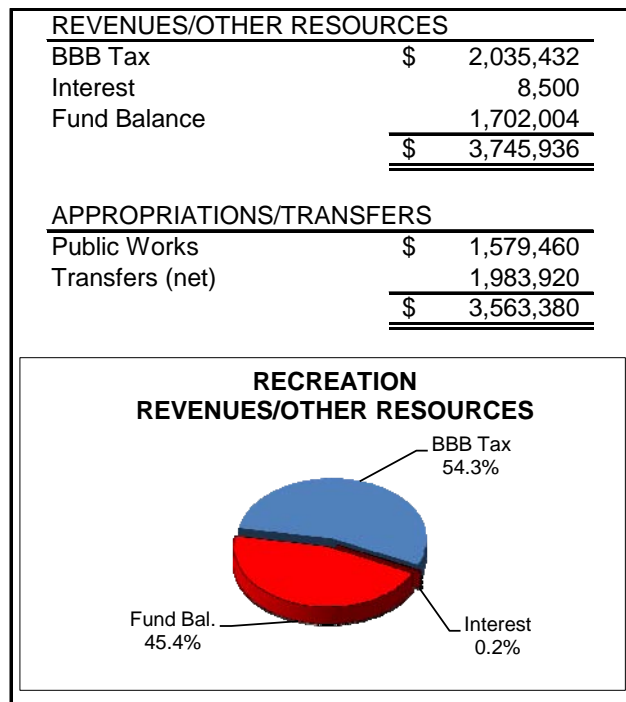
Included in the budget for Tourism is a strategic plan intended to provide guidance in determining markets, promotion directed at these markets, and measurement tools. The Visitor Center programs include the Visitor Center (including the gift shop) and Train Station Operations.

**Arts & Science Fund:** Total resources available for Arts & Science activities are approximately \$925,000 including estimated revenues from the BBB tax of \$463,000. Expenditures include: Public Art for \$212,000, Service Partner Contracts include the Flagstaff Cultural Partners for \$369,000, and the Science Foundation for \$40,000.

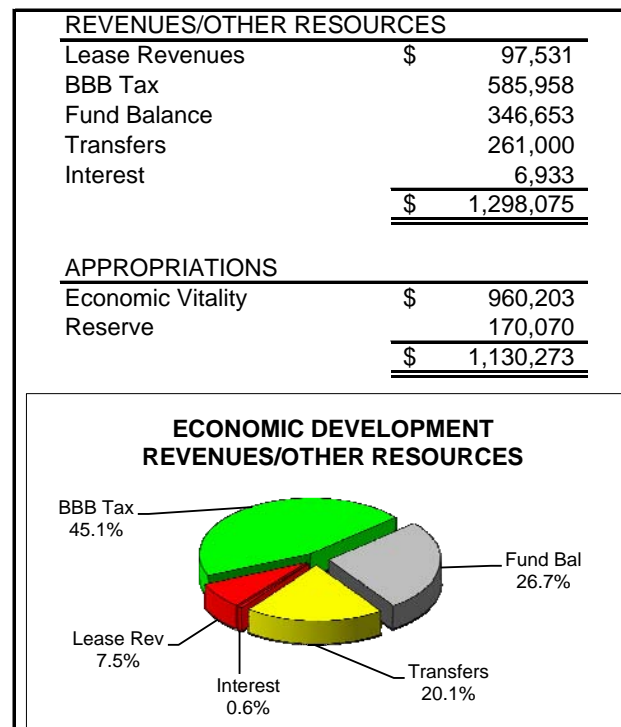




**Recreation Fund:** There is an appropriation in the amount of \$1.6M in FY 2015 for Recreation Fund activities. Expenditures in this fund are capital in nature. Some of these items include Bushmaster Park Improvements, Aquaplex Improvements, and Ice Rink Improvements (including a second chiller). Per discussion with City Council in the Spring 1996 retreat, Council concluded this funding should support the expansion of existing facilities and the associated maintenance. Over the past four years, the city council has reexamined the use of these funds and now directs \$550,000 to fund recreational programming and \$1.4 million to fund Parks-FUTS Maintenance and Parks-BBB Recreation Fields operation. These are funded via a transfer to the General Fund. The City is appropriating \$1.6M from Fund Balance to improve City recreational facilities and parks.



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



The City will continue to seek targeted industries to relocate to the community. Those industries will be complementary to existing businesses or will be supportive of community goals. Total resources allocated to this effort are \$1.3 million, of which \$586,000 from the BBB dedicated tax for economic development, lease revenue of \$98,000, and a general fund transfer of \$261,000 to support the business incubator/business accelerator operations, the Sustainable Economic Development Initiative, and debt service.

## OTHER FUNDS

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

The City has appropriated \$557,292 for this program for FY 2015. This includes operating funds for transportation and transit planning.

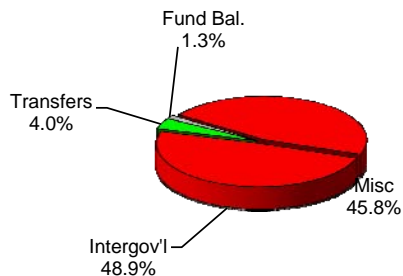
### REVENUES/OTHER RESOURCES

Intergovernmental Revenue	\$	272,731
Transfers		22,500
Fund Balance		7,061
Miscellaneous		255,000
	\$	<u>557,292</u>

### APPROPRIATIONS

Community Development	\$	285,638
Non-Departmental		21,654
Contingency		250,000
	\$	<u>557,292</u>

### MPO REVENUES/OTHER RESOURCES

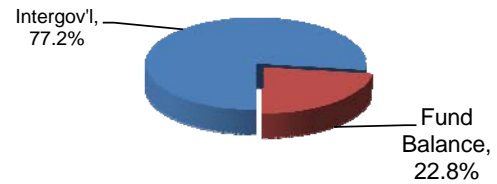


**Housing and Community Services Fund:** This fund finances activities in conjunction with the CDBG program and affordable housing activities. There is \$1.5 million appropriated to this activity for FY 2015. Expenditures in this fund include \$660,000 in State Housing grants and \$800,000 in CDBG grant activities.

### REVENUES/OTHER RESOURCES

Intergovernmental Revenue	\$	1,356,372
Fund Balance		400,584
	\$	<u>1,756,956</u>

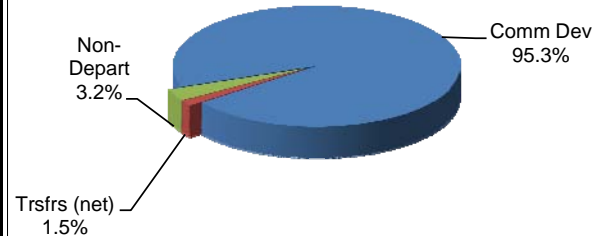
### HOUSING AND COMMUNITY SERVICES REVENUES/OTHER RESOURCES



### APPROPRIATIONS/TRANSFERS

Community Development	\$	1,398,872
Transfers (net)	\$	22,500
Non-Departmental		46,811
	\$	<u>1,468,183</u>

### HOUSING AND COMMUNITY SERVICES TOTAL APPROPRIATIONS/ TRANSFERS



**EDA Revolving Loan Fund:** This was a new fund in FY 2014. On June 30, 2012 the Northern Arizona Council of Governments (NACOG) staff received authorization from the U.S. Department of Commerce Economic Development Administration (EDA) to transfer the ownership of the Revolving Loan Fund (RLF) to the City of Flagstaff in an effort to better maximize the benefits and utilization of the RLF.

Via resolution from NACOG, the EDA Revolving Loan Fund portfolio was transferred to the City of Flagstaff for management of loans for the purpose of funding small business concerns. Revenues and expenditures will have a neutral impact to the City budget. Upon funds receipt, loans can be processed.

The availability of and access to funding for startup and/or working capital are significant impediments to doing business in the four county region. By keeping these funds in the region, the City of Flagstaff reaffirms its commitment to being an active economic development partner in the greater community.

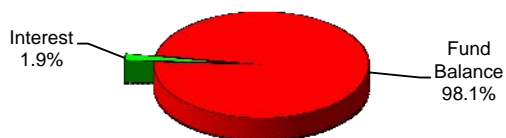
#### REVENUES/OTHER RESOURCES

Fund Balance	\$	855
Interest		17
	\$	872

#### APPROPRIATIONS

Economic Vitality	\$	-
Reserve		-
	\$	-

#### EDA REVOLVING LOAN FUND REVENUES/OTHER RESOURCES



## ENTERPRISE FUNDS

### UTILITIES FUND

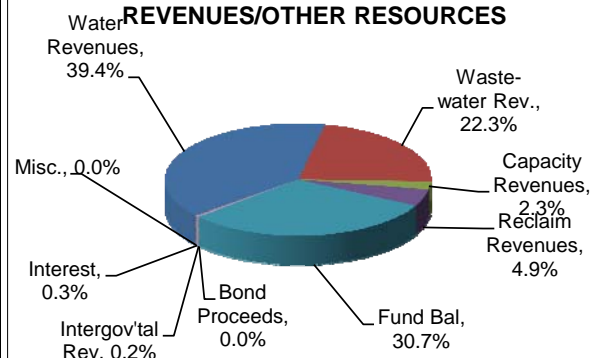
The City's water and wastewater operations are operated as an Enterprise Fund activity, i.e., self-sustaining operations with user fees and charges based on a "cost-of-service" methodology. The rate model determines the minimum revenue requirements needed to support operations including: all operating and maintenance costs; capital improvements considered routine in nature; principal and interest payments on bonded debt related to utility construction; and maintaining a year-end fund balance sufficient to ensure adequate working capital. Total appropriations for the Utilities Fund are \$30.3 million.

The City contracted for a rate model update in FY 2010 which identified a need to increase water and wastewater rates. This was presented to Council in the fall of 2010 and approved for rate increases beginning January 1, 2011. There are annual increases for the next 5 years. The City will be awarding a contract to update the rate model in FY 2014.

#### REVENUES/OTHER RESOURCES

Water Revenues	\$	15,158,279
Wastewater Revenues		8,567,184
Reclaim Revenues		896,250
Capacity Revenues		1,872,500
Fund Bal, net of Transfers		11,824,487
Bond Proceeds		-
Intergovernmental Revenue		60,000
Interest		116,150
	\$	38,494,850

#### UTILITIES REVENUES/OTHER RESOURCES



**Water Operations:** Total appropriations relating to direct costs for the water operations are \$14.2 million. Water fees are the major source of revenue supporting water operations. Bond funds support

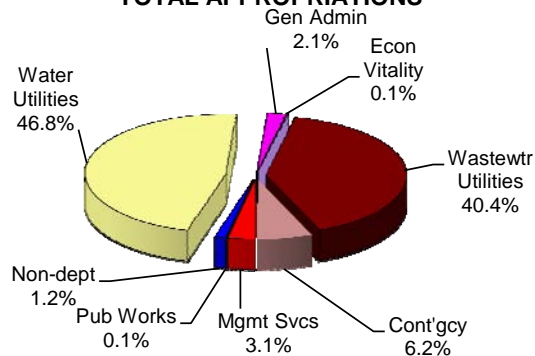
well development and future water rights. Revenue estimates total \$15.2 million for water sales.

**Wastewater Operations:** Total appropriations relating to the direct costs for the wastewater operations are \$12.2 million. Wastewater (sewer) fees are the major source of revenue supporting wastewater operations. Revenue estimates total \$9.5 million in wastewater and reclaim service charges.

#### APPROPRIATIONS

General Administration	\$	644,370
Economic Vitality		49,629
Management Services		967,305
Public Works		36,925
Non-departmental		370,377
Water Utilities		14,186,670
Wastewater Utilities		12,243,020
Contingency		1,800,000
	\$	<u>30,298,296</u>

#### UTILITIES TOTAL APPROPRIATIONS



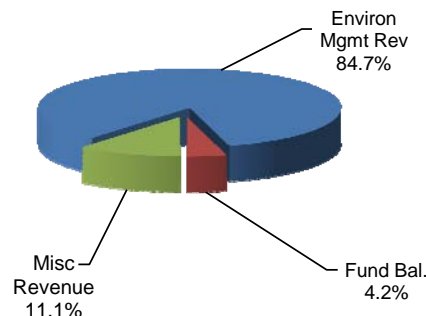
## ENVIRONMENTAL MANAGEMENT FUND

Total financial resources are \$1.2 million. User fees are the major revenue source of the management operations. The environmental fee is based on the cost of services available.

#### REVENUES/OTHER RESOURCES

Environmental Mgmt Revenue	\$	1,002,819
Miscellaneous Revenues	\$	50,140
Fund Balance		132,043
	\$	<u>1,185,002</u>

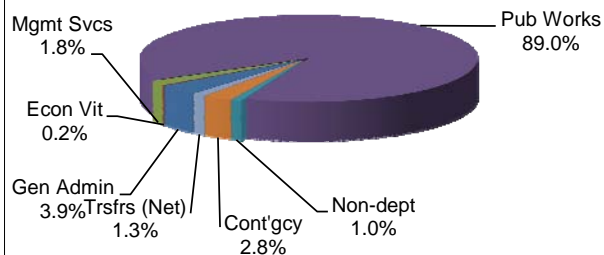
#### ENVIRONMENTAL MANAGEMENT REVENUES/OTHER RESOURCES



#### APPROPRIATIONS

General Administration	\$	41,635
Economic Vitality		1,735
Management Services		19,186
Public Works		944,204
Non-departmental		10,905
Contingency		30,000
Transfers (Net)		13,730
	\$	<u>1,061,395</u>

#### ENVIRONMENTAL MANAGEMENT TOTAL APPROPRIATIONS



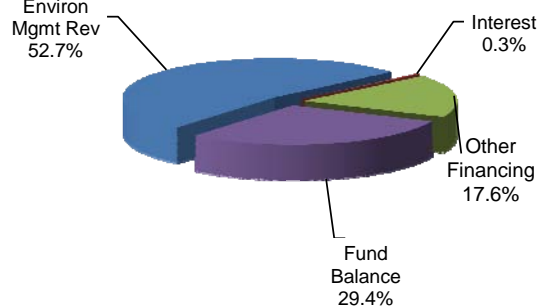
## SOLID WASTE FUND

Total financial resources are \$22.4 million. User fees are the major revenue source of solid waste disposal operations. The user fees are comprised of eight major customer services areas (residential sanitation, curbside recycling, commercial sanitation, hoist and haul, landfill dumping, inert materials pit, and commercial recycling) with different rates for each category based on cost of service.

### REVENUES/OTHER RESOURCES

Solid Waste Revenue	\$ 11,788,712
Interest	66,500
Other Financing Sources	3,930,000
Fund Balance	6,580,087
	<u>\$ 22,365,299</u>

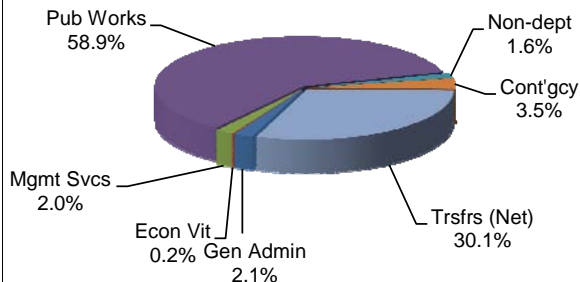
### SOLID WASTE REVENUES/OTHER RESOURCES



### APPROPRIATIONS

General Administration	\$ 358,624
Economic Vitality	35,471
Management Services	349,621
Public Works	10,512,342
Non-departmental	272,975
Contingency	612,000
Transfers (Net)	5,227,083
	<u>\$ 17,368,116</u>

### SOLID WASTE TOTAL APPROPRIATIONS



The existing landfill rate structure provides cost recovery for ongoing operations as well as provisions for funding replacement equipment; closure and regulatory compliance costs related to

mitigation of environmental contamination and/or degradation; as well as for future site requirements. Based on current estimates for closure and post-closure landfill costs, the City is setting aside legally restricted funds to ensure sufficient funds will be available to meet these requirements.

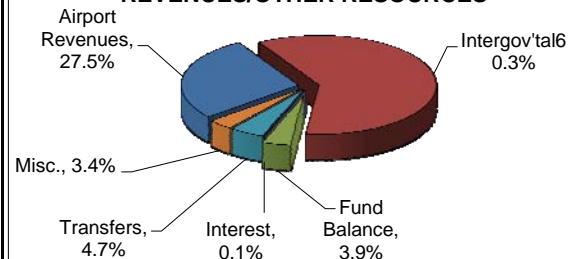
## AIRPORT FUND

Pulliam Airport is located four miles south of downtown Flagstaff and is staffed seventeen hours per day, seven days each week and provides airline service to Phoenix. Total appropriations are \$5.8 million: \$1.7 million for operations and reserve, \$0.3 million for debt and \$3.8 million in capital outlay. Primarily FAA and ADOT grants will fund the capital improvements.

### REVENUES/OTHER RESOURCES

Airport Revenues	\$ 1,656,120
Intergovernmental Revenues	3,622,550
Fund Balance	236,538
Interest	2,150
Transfers (net)	282,970
Miscellaneous	201,430
	<u>\$ 6,001,758</u>

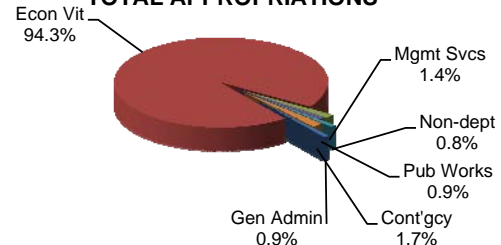
### AIRPORT REVENUES/OTHER RESOURCES



### APPROPRIATIONS

General Administration	\$ 55,329
Economic Vitality	5,506,205
Management Services	81,024
Public Works	52,146
Non-departmental	44,964
Contingency	100,000
	<u>\$ 5,839,668</u>

### AIRPORT TOTAL APPROPRIATIONS



This year, of the \$3.8 million in capital improvements, 95% of the budgeted expenses are being funded with grants from the FAA and ADOT.

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

## STORMWATER FUND

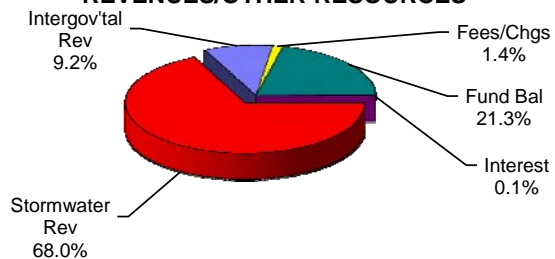
The Stormwater fund was initiated as a response to enhanced NPDES stormwater requirements affecting all communities with populations greater than 50,000 as of March 2003. The City of Flagstaff worked with consultants to design a program that met current minimum NPDES standards. Stormwater fees to both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

Total revenues/other resources for stormwater totals of \$2.2 million.

### REVENUES/OTHER RESOURCES

Stormwater Revenues	\$	1,477,788
Intergovernmental Revenues	\$	200,000
Fees & Charges		30,000
Fund Balance		461,930
Interest		1,424
	\$	<u>2,171,142</u>

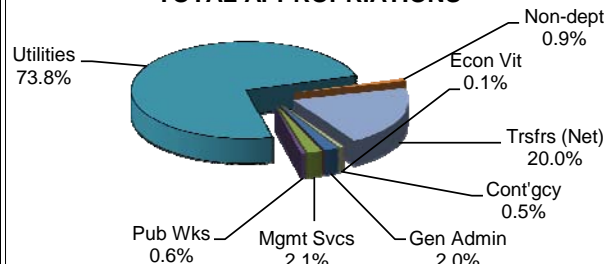
### STORMWATER REVENUES/OTHER RESOURCES



### APPROPRIATIONS

General Admin	\$	38,614
Management Services		42,471
Public Works		11,663
Utilities		1,459,689
Non-departmental		18,312
Transfers (net)		396,379
Economic Vitality		2,183
Contingency		10,000
	\$	<u>1,979,311</u>

### STORMWATER TOTAL APPROPRIATIONS



Total appropriations of \$2.0 million include the operational components of NPDES implementation, general drainage maintenance, and drainage improvement projects (DRIP). The DRIP program assesses the communities needs for drainage improvements in highest priority of need within the City.

## FLAGSTAFF HOUSING AUTHORITY

The Housing Authority (FHA) owns and operates 265 units of low income public housing, manages 80 units of low income housing and administers 358 Section 8 Housing Choice Vouchers, which includes 4 homeless Vouchers and 25 VASH Vouchers. FHA also administers 12 housing vouchers for seriously mentally ill persons. Total financial resources are \$7.3 million. Intergovernmental Revenue from the US Department of Housing and Urban Development comprises 72.8% of funding, or \$5.3 million. Rental Income represents rent charges based on resident family income per Federal regulations. Miscellaneous income is primarily pass through and administrative fee income for Housing Choice Vouchers which the Housing Authority administers locally for other housing agencies. These portable Vouchers are under HUD contract with other housing agencies, and FHA administers the Vouchers locally, for which FHA earns an administrative fee.

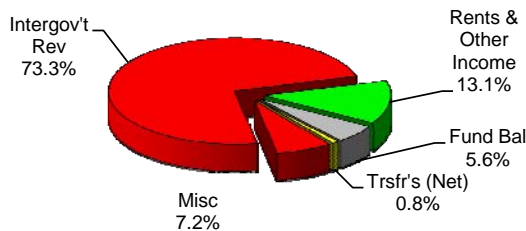


**REVENUES/OTHER RESOURCES**

Intergovernmental Revenue	\$ 5,332,047
Rents/Other Tenant Income	956,633
Fund Balance	405,233
Transfers (net)	55,700
Miscellaneous	523,650
	<u>\$ 7,273,263</u>

**APPROPRIATIONS**

Community Development	\$ 6,042,876
Contingency	1,001,250
	<u>\$ 7,044,126</u>

**FLAGSTAFF HOUSING AUTHORITY  
REVENUES/OTHER RESOURCES****FIVE-YEAR PROJECTIONS BY FUND**

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

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

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

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

**GENERAL**

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

The General Fund fund balance is projected to decrease by 13% as the City is currently funding several projects with fund balance and non-recurring revenues. Such projects include Rio de Flag flood control and Court Facility. A portion of one-time items tend to be the result of Carryover requests from the previous year. The General Fund will increase its minimum fund balance to 20% of operating revenues from 17.5% in the prior year's budget process as part of increasing financial security.

**LIBRARY**

The forecast for Library shows the ability to fund ongoing operations costs with funding from the City, through revenue transfers, and the County, through an IGA. The Library fund balance decreased by 38% due to planned reductions for circulation materials and one time items.

**HIGHWAY USER**

This fund is devoted to the maintenance, improvement, and construction of street related items. The fund first matches ongoing revenues with ongoing maintenance and then plans out the capital equipment and improvements. Several capital improvements include portions that are funded through revenue transfers from other funds. The five-year plan shows the ability to balance ongoing and one-time expenditures while maintaining an adequate fund balance. The HURF fund balance decreases by 41% due to planned expenditures for operating capital.

## **FUTS**

This fund accounts for capital projects related to FUTS (Flagstaff Urban Trail System). The primary source for this fund is revenue transfers. It is an ongoing effort to balance the amount of projects within the availability of revenues. This five-year plan shows how it is accomplished. The FUTS fund balance decreases by 1% due to planned expenditures for the completion of various capital projects

## **EDA REVOLVING LOAN**

The primary source for this fund was created by a transfer of the portfolio for the U.S. Department of Commerce Economic Development Administration Revolving Loan Fund program from the Northern Arizona Council of Governments to the City of Flagstaff. Program funding is based upon loans granted, then repaid, which fund additional new loans to growing businesses. There is a net neutral effect to the City budget. The program was transferred to the City in FY 2014 and the full implementation expected by FY 2015.

## **BEAUTIFICATION**

The primary source for this fund is BBB taxes. This fund primarily accounts for capital projects related to Streetscapes. It is an ongoing effort to balance the amount of projects within the availability of revenues. This five-year plan shows how it is accomplished. The Beautification fund balance decreases by 70% due to planned expenditures for the completion of various capital projects.

## **ECONOMIC DEVELOPMENT**

This fund is balanced with ongoing revenues from BBB taxes and General Fund transfers. Ongoing expenditures support a number of efforts focused on business attraction, retention, work force development, and the business incubator. The Economic Development fund balance decreases by 52% in FY 2015 due to use of excess fund balance to cover planned expenditures which will attract long term business investment in the City.

## **TOURISM**

This fund is balanced with ongoing revenues from BBB taxes and ongoing expenditures related to tourism promotion and visitor center services. Based on projected revenue, this fund can maintain existing operations levels. The Tourism fund balance decreases in FY 2015 by 18% due to use of excess fund balance to cover planned one-time expenditures.

## **ARTS AND SCIENCE**

This fund is balanced with ongoing revenues from BBB taxes and ongoing expenditures related to

service partner contracts for projects related to awareness of arts and science in our community. Planned public art projects delayed from FY 2014 results in Arts and Science fund decrease of 36% in the following years.

## **RECREATION-BBB**

This fund is used for capital improvements to City and school recreational parks and fields. In addition, maintenance costs related to the improved parks and fields, maintenance of FUTS trails, and recreation programming are funded with ongoing revenues. The Recreation – BBB fund balance decreases by 89% due to planned expenditures for the completion of various recreational projects.

## **HOUSING AND COMMUNITY SERVICES**

This fund is primarily used to track revenues and expenditures related to Community Development Block Grants and other housing grants. The block grants are an entitlement to the City and are expected to stay level over the next 5 years. The City currently expects to receive State housing grants every year. The Housing and Community Services fund balance decreases by 28% due to planned one-time expenditures.

## **METROPOLITAN PLANNING ORGANIZATION**

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

## **GENERAL OBLIGATION BOND**

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

## **SECONDARY PROPERTY TAX**

This fund represents the collection of secondary property tax revenue and the subsequent transfer to service the related debt as it becomes due. The five-year projection uses the current assessed valuation figures from the county to estimate property taxes that will be available for debt service expenditures. The projection assumes additional voter authorization will be issued in the future within the existing tax rate. This allows the City to smooth long-term secondary property tax rates so a level tax rate is maintained from year to year. The Secondary Property tax fund balance decreases by 24% as the City pays off debt.



## **SPECIAL ASSESSMENT BOND**

This fund is set up for repayment of bonds issued for special assessment districts. The Special Assessment Bond fund balance remains flat in FY 2015.

## **PERPETUAL CARE**

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

## **CAPITAL PROJECTS BOND**

This fund is used to track the revenues and expenditures of the voter approved bond eligible projects. In May of 2004, the voters of Flagstaff approved ten projects with 3 project still to be completed. In November 2010, the citizens of the City of Flagstaff approved two projects and in November of 2012, two additional projects were approved by the voters. Projects/bond sales are scheduled to coincide with the retirement of other debt so the overall secondary property tax rate does not increase. This fund currently has two components:

1. The Municipal Facilities Corp fund balance is expected to be 100% spent due to the timing of bond proceeds and capital expenditures.
2. The GO Bond Funded Projects fund balance increases by 78% due to the timing of bond proceeds and capital projects and one time expenditures.

## **WATER AND WASTEWATER**

As a City enterprise fund, this fund is managed on a self-sustaining basis. The five-year projections show that ongoing expenditures, capital improvements, and debt service requirements are being met with user fees, fund balance, grants, bonds, and interest earnings. In addition to the five-year projections, the City uses a rate model to balance future operations and capital requirements with anticipated revenues over a ten-year period. The Water and Wastewater fund balance decreases by 33% due to the planned completion of capital projects.

## **AIRPORT**

This enterprise fund is responsible for the operations at Flagstaff Pulliam Airport. The majority of future revenues are grants related to continued expansion and capital improvements at the airport. The capital improvement plan is based on annual updates to ADOT and FAA. The City General Fund currently makes a transfer to the Airport Fund to cover the match portion of capital grants awarded and to aid operations. The Airport fund balance decreases by

31% due to planned one time expenditures for operational capital and maintenance needs.

## **SOLID WASTE**

This enterprise fund is self-sustaining through user fees. The five-year projection anticipates a growth rate of two percent. This coincides with on-going operations; capital needs, and revised service levels for all operations. Included in the five-year projection is the anticipated funding to cover the landfill closure and post-closure costs at the end of the useful life of the landfill, and related increase of user fees that will coincide with the construction of a new cell. The Solid Waste fund anticipates a 24% decrease in fund balance in FY 2015 due to increased operating costs.

## **ENVIRONMENTAL MANAGEMENT**

This enterprise fund is self-sustaining through user fees. The five-year projection anticipates a growth rate of two percent. This coincides with ongoing operations and revised service levels for all operations. The Environmental Management fund anticipates a 6% decrease due to increased operating costs.

## **STORMWATER**

This enterprise fund oversees City issues related to drainage and associated federal requirements. Ongoing operating expenditures are paid for with Stormwater revenues and user fees. The last rate increase was in FY 2011. The rate increase was to self-fund capital improvements and increase inspection efforts as required by NPDES. No rate increases are included in the 5-year revenue projections. The Stormwater fund balance decreases 58% due to the timing of capital projects and planned one-time expenditures.

## **FLAGSTAFF HOUSING AUTHORITY**

While the Flagstaff Housing Authority (FHA) has operated for a number of years, it was recently determined that it should be reported as a distinct City fund. The FHA manages Housing & Urban Development (HUD) Section 8 and other voucher programs as well as public housing for City residents. The five year plan indicates the majority of funding is grant related. Due to the cuts of Federal funding in FY 2015, the City anticipated the FHA fund balance to decrease by 43%.

## REVENUES

Historical Trend Information for Select Revenues

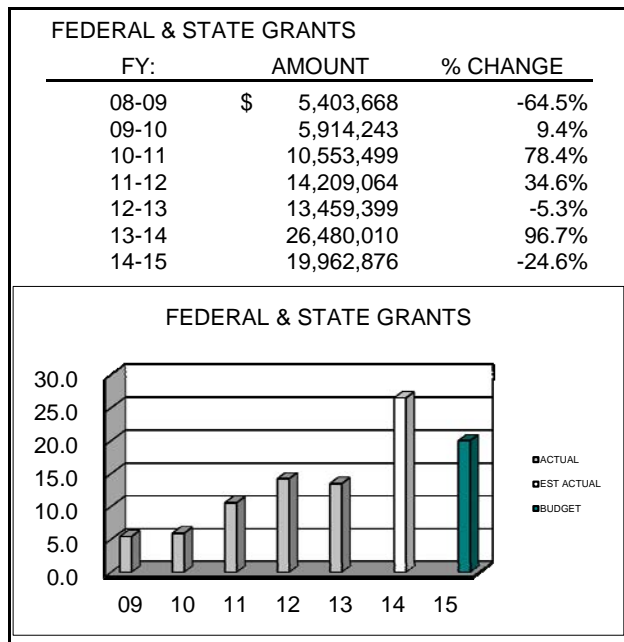
### ALL FUNDS

#### FEDERAL AND STATE GRANTS

Description: The City applies to Federal and/or State Agencies for various operating and capital grants. These grants have numerous requirements and restrictions that must be adhered to. Most grants are awarded in a competitive application process and others are entitlement based.

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

FY 2011 was the first year the Flagstaff Housing Authority was included as part of City's budget and they are largely grant funded. Several projects funded in FY2014 by federal & state grants include the Business Accelerator, Observatory Mesa, Westplex Taxilane Reconstruction and airport purchase of a fire rescue truck. In addition, we have several large ongoing federal grants for Community Development Block Grant, Section 8 and Low Income Public Housing. (See Schedule C-1 for additional details).



## GENERAL FUND

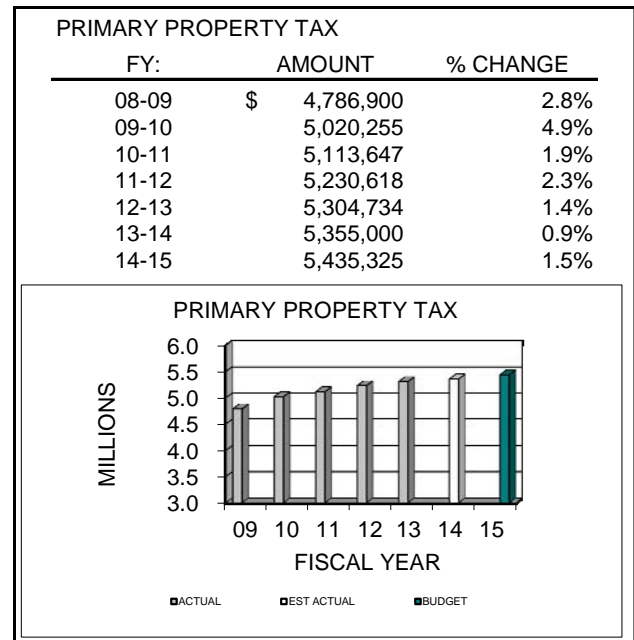
### PROPERTY TAX RECEIPTS CURRENT, PRIMARY

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

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

Receipts from primary property taxes levied by the City are deposited in the General Fund. No restrictions on usage apply to the primary property tax. State statute limits the annual increase in levy to 2% plus the amount generated by construction. For FY 2013 Council voted to keep the levy flat plus new construction. For FY 2015 we are continuing with flat levy plus new construction. The City's capacity for levy increase is 6%.

Primary property taxes generally change on an annual basis for two reasons: new construction that is added to the tax rolls and the reassessment of existing property. New construction added over \$4.9 million dollars to the assessed valuation. For FY 2015 existing Primary Property Tax values increase by less than one percent.



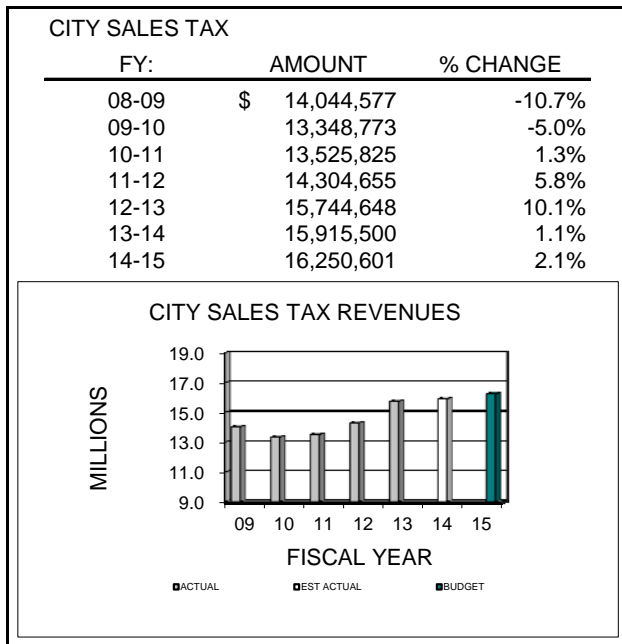
## CITY SALES TAX (TRANSACTION PRIVILEGE TAX)

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

Tax currently sunsets November 2024.

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

These numbers are sales tax revenues only; audit assessments and penalty and interest revenues are combined with these numbers on Schedule 3. The decrease in revenues for FY 2009 and FY 2010 was driven by decreases in construction, tourism, and retail sales. The large increase in FY 2012 is driven through the approval of a revised franchise agreement that now allows for the collection of both a franchise tax and a sales tax. Increases after FY 2012 point to the continued economic recovery.

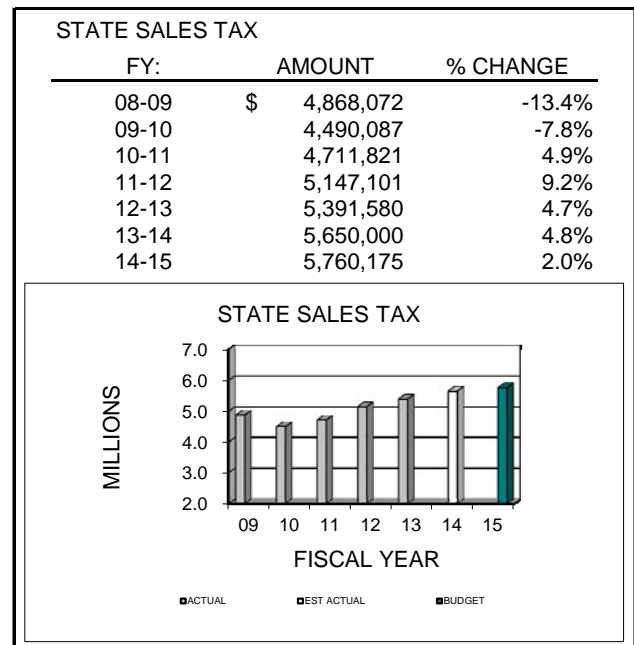


## STATE SALES TAX

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

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

The sales tax revenues for FY 2009 and 2010 reflect the economic downturn at the state level due to the declines in residential construction, retail, auto sales, and tourism. While recovery began in FY 2011, the city is choosing to continue to budget conservatively compared to the State of Arizona. Increases in FY 2012, and on, are due to an economic recovery and the shift in Arizona state population. The City of Flagstaff is now 1.31% of the state population, up from 1.25%, which directed additional funds to the City from state shared resources.



## STATE INCOME TAX (REVENUE SHARING)

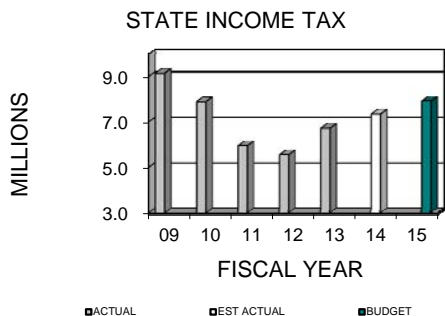
Legal Authority: Arizona Revised Statutes Section 43 - 244 (B)

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

FY 2010 experienced a large decrease as the State received less revenue from income tax than previously estimated. All cities received a proportionate decrease. The large decrease in FY 2011 is driven by a reduction in the income tax rate coupled with decreased corporate and personal income tax revenue. The decrease in FY 2012 is driven by continued decline in revenues associated with the recession. This decline for the City was somewhat mitigated in that the City of Flagstaff gained relative population share as a result of the 2010 Census. The City's population share within the State of Arizona grew from 1.25% to 1.31% which increases the local allocation of this revenue. The large increase in FY 2013 is due to the City's increased population share and economic recovery.

### STATE INCOME TAX

FY:	AMOUNT	% CHANGE
08-09	\$ 9,149,290	6.3%
09-10	7,899,626	-13.7%
10-11	5,955,305	-24.6%
11-12	5,559,477	-6.6%
12-13	6,728,479	21.0%
13-14	7,348,797	9.2%
14-15	7,920,000	7.8%



## FRANCHISE TAX

Legal Authority: Flagstaff Charter and City Code Article XII

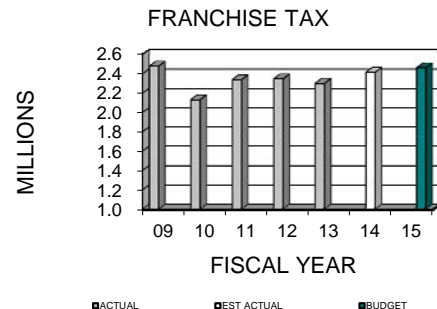
Arizona Public Service (APS): Resolution 2009-52 (expires 8-21-2036), UniSource Energy Services: Ordinance 1879 (expires 10-3-2020), US West, MCI, US Sprint, Central Corp, and A T & T: Ordinance 585. NPG: Resolution 2006-72 (expires 12-31-2016).

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

Franchise tax declined in FY 2010 as one entity mis-reported their revenues and a prior period credit was processed. FY 2011 represents normalized revenues. The increase in FY 2014 is due to the additional category of electric franchise payor.

### FRANCHISE

FY:	AMOUNT	% CHANGE
08-09	\$ 2,479,028	10.5%
09-10	2,132,644	-14.0%
10-11	2,338,951	9.7%
11-12	2,347,952	0.4%
12-13	2,302,643	-1.9%
13-14	2,415,000	4.9%
14-15	2,462,093	2.0%

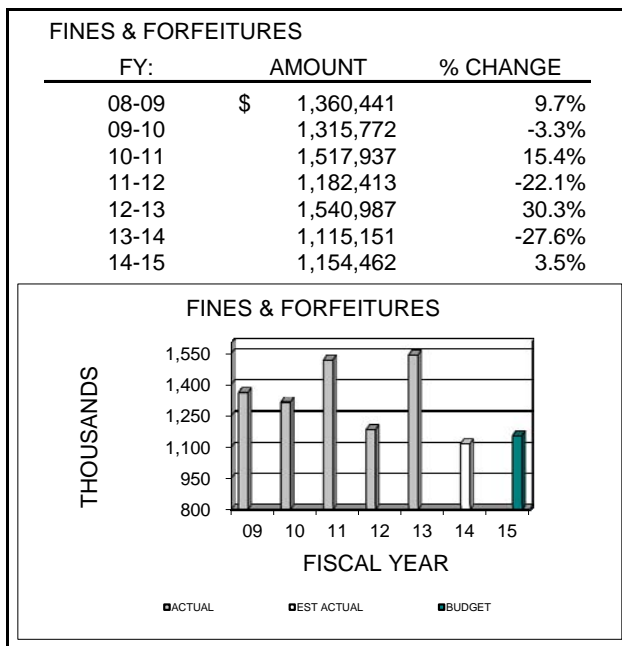


## FINES & FORFEITURES

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

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

Revenues vary on an annual basis dependent upon the mix of criminal and civil cases handled by the court system in any particular year. The allocation of the fines is prescribed by the Superior Court, usually annually, and/or the Flagstaff Municipal Court (dependent upon the type of case). There has been a shift of certain cases from the County to the Municipal Court, thereby affecting the comparability from year to year.

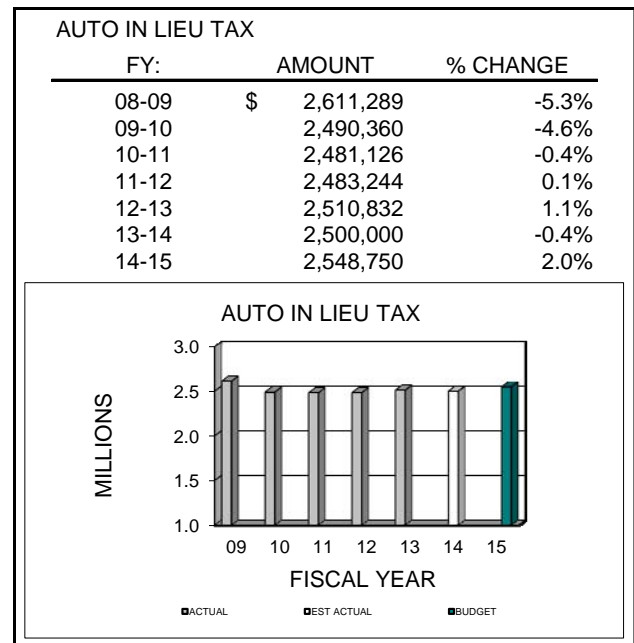


## AUTO IN LIEU TAX

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

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

Auto in Lieu tax is received on a declining scale over a 5-year period based on the automobile value until it stabilizes at the depreciated amount. As fewer new vehicles have entered the grid, overall revenue decreased. Even with the opening of the Auto Mall, revenues only show moderate growth the past few years. Revenue growth is projected to be moderate in the future.



## **SPECIAL REVENUE FUNDS**

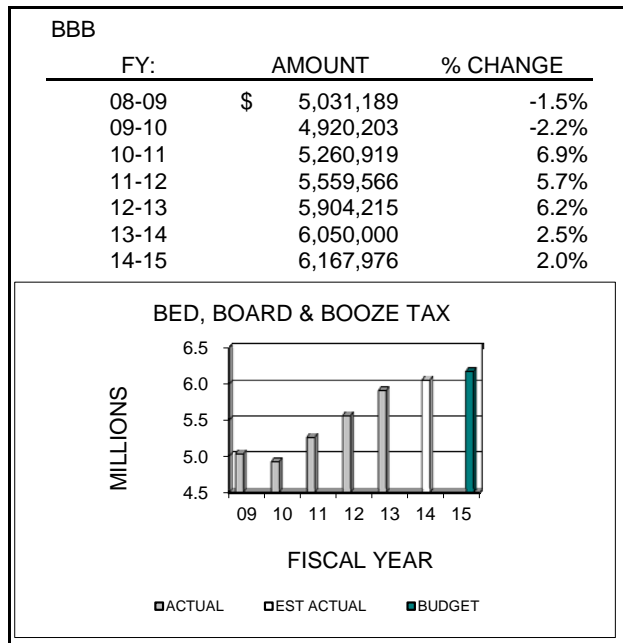
### **BBB FUNDS**

#### ***BED, BOARD & BOOZE TAX***

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

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

FY 2015 is continuing to show an increase in projected revenue, demonstrating the strength of tourism in Northern Arizona.



## **HIGHWAY USER REVENUE FUND**

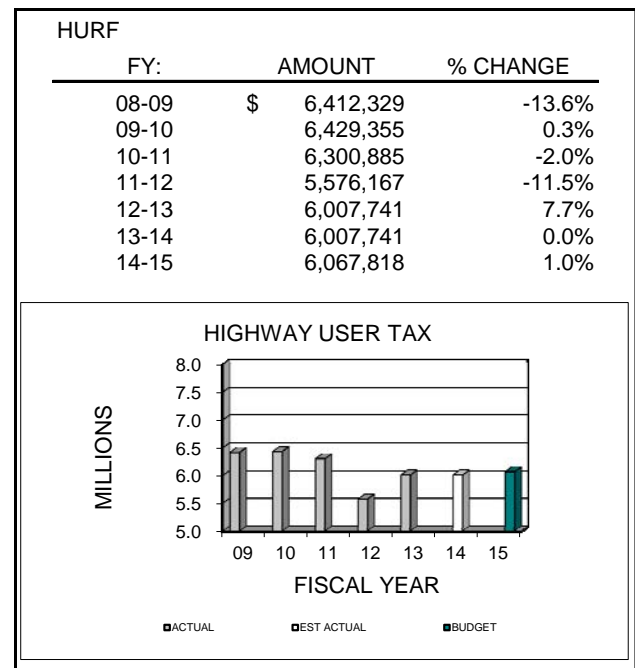
### ***HIGHWAY USER TAX***

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

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

The large decrease in FY 2009 is due to State appropriation for Department of Public Safety Services (DPS) and decreased sales due to record gas prices and again in FY 2012, due to State Appropriation for the DMV (Department of Motor Vehicles).

The City experienced a 7.7% increase in HURF revenues in FY 2013 due to the State eliminating the revenue sweep for the DMV. The City expects a very small increase in HURF revenue in FY 2015.



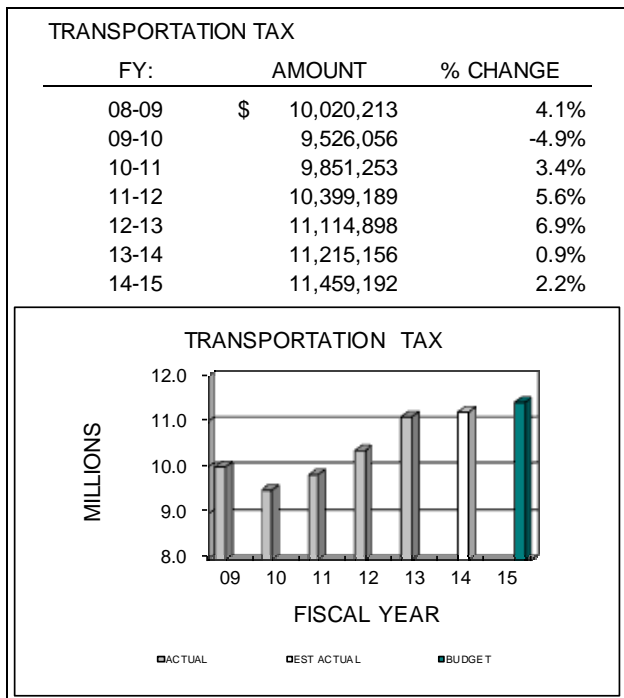
## TRANSPORTATION TAX

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

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

Transportation Tax Rate Breakdown	
4th Street Overpass	0.160%
Street Improvements	0.186%
Safety Improvements	0.080%
Transit Services	0.295%
<b>Total</b>	<b>0.721%</b>

A small increase 2.2% is anticipated in FY 2015 in overall Transportation tax revenue due to slow and steady growth in the local economy.



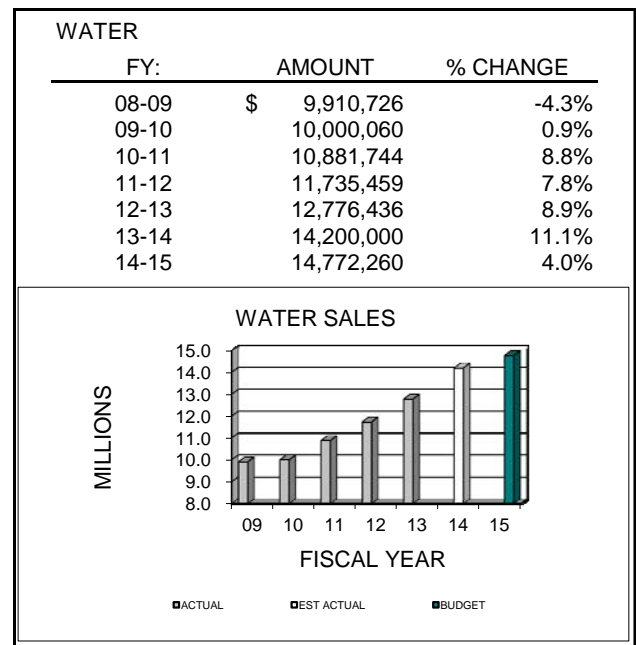
## ENTERPRISE FUNDS

### WATER SALES

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

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

The rates for each customer class were reviewed in 2010 using an outside consultant. Rate changes were approved by Council with an effective date of January 1, 2011. The rates will increase annually for the next five years. Revenues in FY 2009 decreased due to a wet summer season. The next rate study is planned for FY 2015.





## WASTEWATER SERVICE CHARGES

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

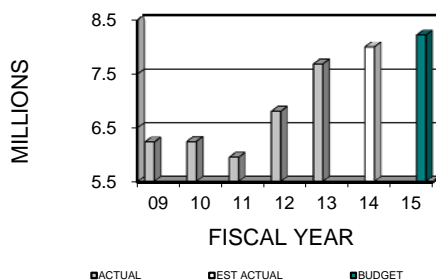
Description: The principal revenue for operating and managing the City's wastewater system is derived from revenues generated from wastewater (sewer) rates and user charges. Most residential customer charges are based on average water consumption for the proceeding winter months (Dec-Mar). All other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

The rates for each customer class were reviewed in 2010 using an outside consultant. Rate changes were approved by Council with an effective date of January 1, 2011. The rate will increase annually for the next five years. In the summer of 2012, staff identified an error in the rate model. Sewer consumption was set too high. This issue combined with the new rate structure resulted in decreased expected revenue in FY 2011. Staff decided not to go back to Council for a rate increase but decided to adjust operations and capital until a new rate study is completed. The next rate study is planned for FY 2015.

### WASTEWATER

FY:	AMOUNT	% CHANGE
08-09	\$ 6,230,404	-6.0%
09-10	6,244,381	0.2%
10-11	5,945,908	-4.8%
11-12	6,799,892	14.4%
12-13	7,682,210	13.0%
13-14	8,000,000	4.1%
14-15	8,217,360	2.7%

### WASTEWATER (SEWER) CHARGES



## ENVIRONMENTAL MANAGEMENT

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

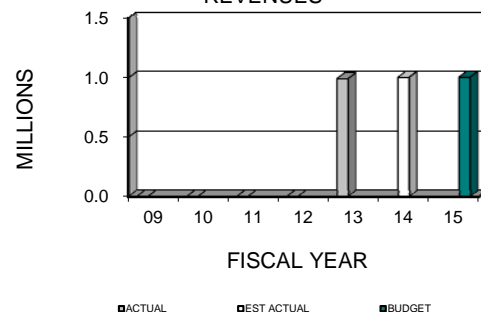
Description: Environmental Management is supported by an environmental service fee. This fee is a fixed monthly charge at a rate of \$4.00 per location.

The increase in revenues for FY15 is related to growth.

### ENVIRONMENTAL MANAGEMENT

FY:	AMOUNT	% CHANGE
08-09	\$ -	0.0%
09-10	-	0.0%
10-11	-	0.0%
11-12	-	0.0%
12-13	990,465	N/A
13-14	1,001,509 *	1.1%
14-15	1,002,819	0.1%

### ENVIRONMENTAL MANAGEMENT REVENUES



\* From Solid Waste

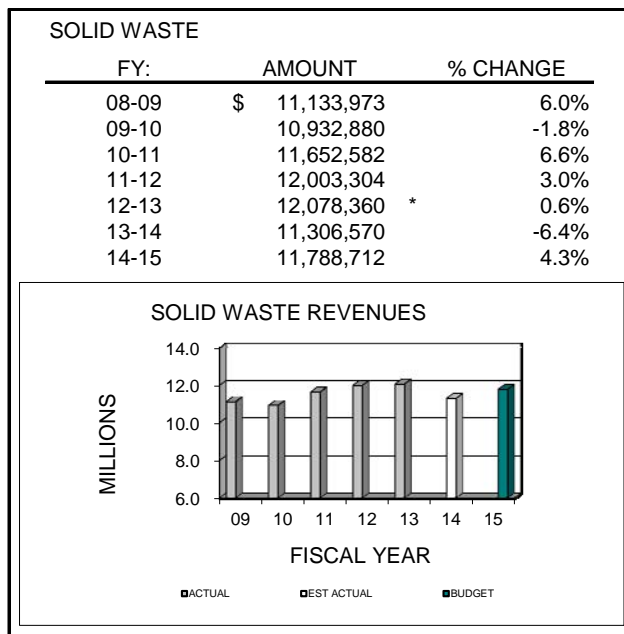


## SOLID WASTE

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

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

The increase in revenues for FY 2015 is related to projected growth.

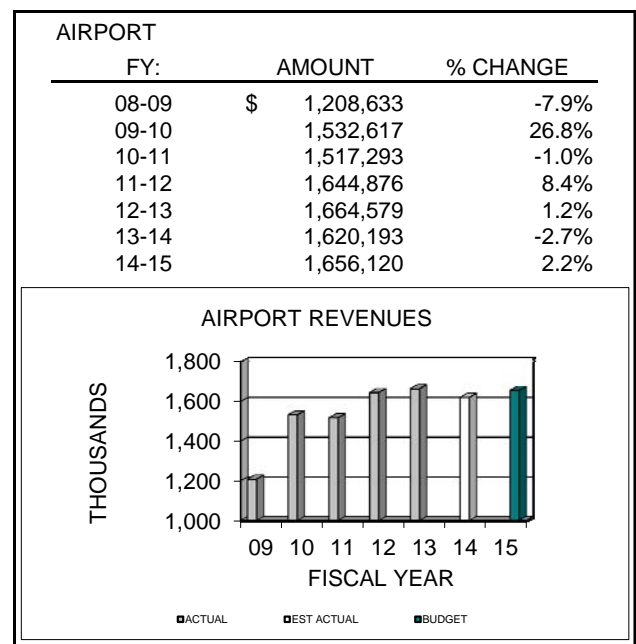


\* Adjustment to Environmental Management

## AIRPORT

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

Description: Airport revenue is derived from the rental of airplane hangars, tiedowns, tiedowns with electricity, and shades rented to various individuals and vendors. Landing fees are charged at a rate of \$1.05/1,000 pounds based on gross certificate landing weight of aircraft. Rental revenue from terminal rent consists of space, concession and advertising fees. Revenues are collected from the sale and storage of aviation fuel. During FY 2014, the PFC charge assessed was \$4.50 per ticket. PFC's are collected from the ticket sales of passengers embarking from the Pulliam Airport. PFC revenue is not used for operating expenditures. Airport revenues are required to be used for Airport Operations.



PFC revenues for the Airport were negatively affected in FY 2014 for two primary reasons. First, a second airline has not yet been secured with the \$800,000 Federal grant secured to encourage airline activity in Flagstaff. Second, PFC's were negatively impacted by the Federal government shutdown of 16 days during the peak tourism season. Many of the airline customers were flying to Flagstaff as a gateway to the Grand Canyon, and modified their plans when the park was closed and the uncertainty of the reopening.

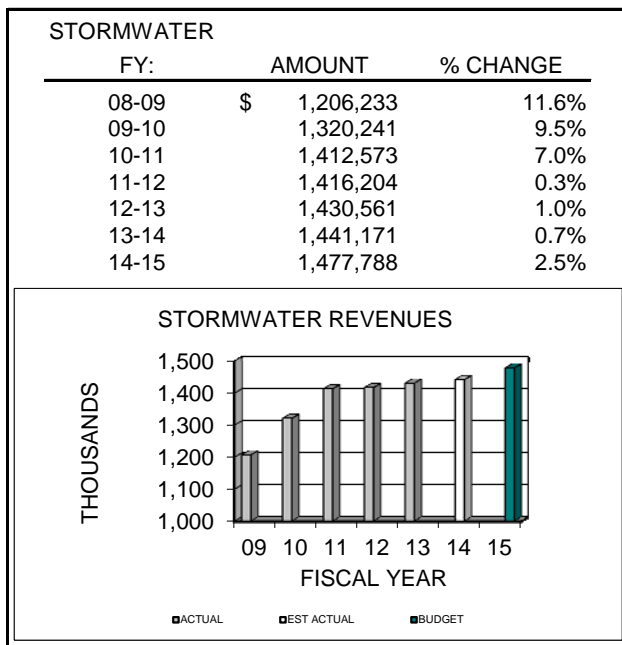
Other revenues were reduced due to ground leases being in transition, along with Hangar Executive Boxes having vacancies, and Fuel Flowage Fees being lower. The outlook for the future is good, with a 2.2% increase expected in FY 2015 revenues.

## STORMWATER

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

Description: Stormwater revenue is determined by the number of Equivalent Runoff Units (ERU's) on a property. An ERU is defined as 1500 square feet of impervious matter. Charges are the same for both commercial and residential customers.

The first year of implementation was FY 2004 with a rate of \$.53 per ERU. It was then adjusted in FY 2007 to \$.92 per ERU. It covered additional staff, additional costs related to the mandated NPDES permit activities, and a proposed Drainage Spot Improvement Program. In FY 2011 the rate was increased to its current level of \$1.30 per ERU. This rate will remain static for the foreseeable future.

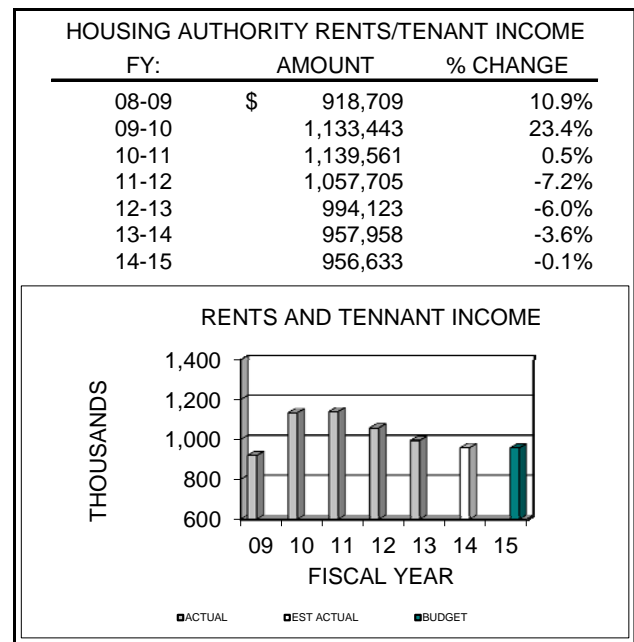


## HOUSING AUTHORITY

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

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

The revenue increases in 2009 through 2010 were the result of significant increases in the "flat rent". Residents may choose between flat rent and rent that is income based. FHA began implementing higher flat rents in this time frame, which resulted in more families paying higher rents. The projected decrease in income for FY 2013 is due to falling incomes for the families/individuals served.



## **CAPITAL BUDGET**

### **RELATIONSHIP BETWEEN OPERATING AND CAPITAL BUDGET**

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

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

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

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

BBB projects will have a significant impact on operating budget requirements. Streetscape maintenance will require an ongoing level of effort to maintain landscaping. Greater consideration is being given to design and maintenance requirements for future streetscape projects to keep maintenance costs as low as possible. The completion of several parks projects constructed in conjunction with the Parks and Recreation bond program require a major increase in the Parks maintenance budget. City Council has determined

that any increased maintenance costs associated with the bond projects will be paid for from BBB funds. Staff has balanced construction maintenance responsibilities and funding sources in the Parks and Recreation Bond program.

### **CAPITAL IMPROVEMENT PLAN**

#### ***What is a Capital Improvement Plan?***

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

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

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

#### ***What does a CIP provide?***

- ***Cash management capabilities.*** The dollars expended on Capital Improvement Plans in jurisdictions experiencing substantial growth or revitalization will often comprise 40% or more of the total budget. By reviewing the sources and uses of funds on a project basis and within the context of the entire CIP, as well as the related cash flows, a jurisdiction can maximize its investment earnings.
- ***Debt management.*** A CIP allows a jurisdiction to plan the financing requirements and the debt repayment schedule to allow for current and future needs relative to debt service capacity.
- ***Expenditure controls.*** Funds are expended as they were intended to be spent. The

appropriations figure becomes the project management budgets. It is typical for most jurisdictions in their process to budget a 15% to 20% overhead factor to cover engineering and design costs as well as to provide for contingencies.

- **Budgetary controls.** Operating cash flow projections on a project basis serves as a check and balance on a project's progress both in terms of the time schedule and expenditures to date compared with percentage completion.
- **Minimize disruption to citizens.** By looking at the overall impact of the proposed CIP in any given year, the disruption of services or inconvenience imposed by construction activity in a locale can be kept to a minimum. For example, citizen complaints can be minimized by not scheduling the chip sealing of a major arterial street concurrently with ongoing construction on immediately adjacent streets. Additionally, a comprehensive review of multiple projects to ensure adequate coordination can minimize multiple disruptions in a given area.

#### **FY 2015 CAPITAL IMPROVEMENT PLAN**

The City budget for FY 2015 includes capital improvement projects totaling \$70.6 million. This amount includes \$38.2 million in carryover items that have been budgeted. Project funding is comprised of the following: \$9.0 million in grants primarily for airport and general government projects, \$22.0 million in general obligation (G.O.) bonds and capital leases for the construction of Core Services Maintenance Facility and Flagstaff Watershed Protection Project and other projects that were approved by the voters in the 2004, 2010 and 2012 General Election. In May 2004 General Election, the citizens of Flagstaff authorized the City to proceed with ten new projects totaling \$155.2 million. These projects are being phased in over a ten-year period with debt being issued in conjunction with the timing of each project. In November 2010 General Elections, the citizens of Flagstaff authorized the City to proceed with two new projects totaling \$21.2 million. In November 2012 General Elections, the citizens of Flagstaff authorized the City to proceed with two new projects totaling \$24.0 million. Each project will be discussed below in its appropriate fund. Project listings are located in the Capital Improvement section of this book.

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

**General Government** – Six projects are scheduled for FY 2015 for a total of \$45.5 million. Projects included in this category are the Core Services Maintenance Facility and the Flagstaff Watershed Protection Project, which were authorized by voters in the November 2012 election. Other major projects include FUTS and open space land acquisition and Innovation Mesa.

**Streets/Transportation** – The City currently has 634 miles of paved streets, as well as an additional 14 miles of alleys and 14 miles of unpaved streets. Three major programs are funded in the CIP for the City's streets and related infrastructure. These include an annual maintenance program of chip seal and overlay to extend the useful life of the existing street system; a streets/arterial improvement program to bring streets into current standards or widen to meet existing and anticipated traffic flow patterns; and capital projects including the Sunnyside and Traffic Signal Program. There are a total of fourteen Streets/Transportation projects scheduled at a budgeted cost of \$7.3 million. Transportation Tax funding \$4.8 million and HURF & other revenues fund \$2.5 million.

**FUTS Fund** – Major projects include High Country Trail, Sheep Crossing Trail, and Lonetree Trail. Four projects are scheduled at a budgeted cost of \$555,000 for FY 2015.

**BBB Funds** – Three category's make up the BBB Funds Capital Projects for FY 2015. Arts and Science includes seven projects scheduled at a budgeted cost of \$200,900. BBB Recreation includes five projects scheduled at a budgeted cost of \$1.5 million. Beautification includes thirteen projects scheduled at a budgeted cost of \$2.4 million. Major projects include 4<sup>th</sup> Street Corridor Improvement, Butler Avenue-North Edge, and Train Station Platform.

**Utilities Fund** – Major projects for water production and distribution include Aging Water Infrastructure Replacement, McCallister Ranch, Communication Towers, Wildcat-RW Pump Station, Cogen Improvements, and Aging Sewer Infrastructure Replacements. Five water projects and six wastewater projects, and two reclaimed water projects are scheduled at a combined budget of \$7.8 million for FY 2015.

**Airport Fund** – Two projects are scheduled at a budgeted cost of \$3.8 million for FY 2015. The projects include ADOT Runway Rehab and the Main Airport Access/Public Circulation Road Rehab.

**Solid Waste Fund** - Four projects are scheduled for a budgeted cost of \$735,000. The projects include Stormwater Infrastructure, Alternative Line Test

Plots, Paper Sludge Storage, and Maintenance Building.

**Stormwater Fund** – Seven projects are budgeted in the Stormwater fund with a cost of \$705,000 in FY 2015. Major projects include drainage spot improvement maintenance, Columbia Circle and Five Points.

## CAPITAL PLAN IMPLICATIONS

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

**Property Tax:** Servicing general obligation debt over the previous five years is shown in the Community Profile section. The table shows that debt as a percentage of assessed and per capita debt. This debt is related to the voter authorized sale of bonds in May 2004 in the amount of \$155.2 million, in November 2010 in the amount of \$21.2 million, in November 2012 in the amount of \$24.0 and \$1.1 million remaining from November 1996 voter approved of \$8.2 million.

**Utility Rate Structure:** The City has contracted with an outside agency to review the Water and Wastewater rate structure and provide a new rate modeling program. This rate model provides for major capital improvements, additional bond funding, and increased operating costs. The rate model has demonstrated a need for a rate increase which was presented to council in the fall of 2010. Rates increase annually for five years and began in January 2011. The next rate study will be completed in FY 2015.

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

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

the total transportation tax to 0.601%. In May 2008, the voters approved an additional tax increase for transit of 0.12%, raising the total transportation tax to 0.721%.

## DEBT

### DEBT CAPACITY

The City's legal debt margin, shown on the following page, demonstrates adequate capacity to complete the capital projects passed with the November 1996 bond election, May 2004 bond election, November 2010 election, and the November 6, 2012 election. Projects will be initiated over time through issuing new debt within capacity as old debt retires.

### CURRENT DEBT POSITION

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

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

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

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

improvement plan is a primary method of planning for future debt needs and is a meaningful way of demonstrating budgetary and fiscal controls.

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

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

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

<b>General Obligation Debt</b>	
July 1, 2014	
20% Limitation (Water, Sewer, Lighting, Open Spaces, Recreation, and Fire Facilities Purpose Debt)	
Assessed Valuation	\$ 670,696,280
Allowable 20% Debt	\$ 134,139,256
20% Debt Outstanding	(55,387,587)
Allowable Debt Margin	<u>\$ 78,751,669</u>
6% Limitation (All Other General Obligation Debt)	
Assessed Valuation	\$ 670,696,280
Allowable 6% Debt	\$ 40,241,777
6% Debt Outstanding	-
Allowable Debt Margin	<u>\$ 40,241,777</u>

## DEBT SERVICE

At July 1, 2014, the total actual indebtedness is \$157.1 million. FY 2015 annual debt payments are \$14.2 million. At the start of the fiscal year, July 1, 2014, the City's 20% general obligation debt of \$55.4 million is well below the legal limit by \$134.1 million. The City has no outstanding general obligation debt in the 6% category. Thus, the full allowable debt margin of \$40.2 million is available. The following table illustrates the total actual indebtedness through the life for all currently outstanding debt.

	Principal	Interest	Total
2015	9,802,957	4,408,614	14,211,571
2016	11,352,326	4,118,182	15,470,508
2017	11,823,602	3,719,360	15,542,962
2018	10,757,794	3,327,824	14,085,618
2019	11,060,039	2,935,264	13,995,303
2020	11,415,991	2,518,828	13,934,819
2021	11,035,786	2,112,034	13,147,820
2022	7,674,575	1,778,271	9,452,846
2023	7,500,203	1,498,146	8,998,349
2024	6,607,650	1,231,161	7,838,811
2025	4,938,715	1,013,628	5,952,343
2026	4,877,711	830,341	5,708,052
2027	5,038,616	645,183	5,683,799
2028	4,668,946	463,642	5,132,588
2029	3,049,035	314,797	3,363,832
2030	1,459,520	221,667	1,681,187
2031	1,408,821	156,984	1,565,805
2032	1,227,046	98,563	1,325,609
2033	-	-	-
	<u>\$ 125,699,333</u>	<u>31,392,489</u>	<u>157,091,822</u>

CITY OF FLAGSTAFF  
SUMMARY SCHEDULE OF ESTIMATED REVENUES AND EXPENDITURES/EXPENSES  
FISCAL YEAR 2014-2015

	UNRESERVED FUND BALANCE/ RETAINED EARNINGS AT 7/1/2014	ESTIMATED REVENUES AND OTHER FINANCING SOURCES 2014-2015	INTERFUND TRANSFERS 2014-2015		TOTAL FINANCIAL RESOURCES AVAILABLE 2014-2015		CAPITAL OUTLAY (EQUIP/CIP)	DEBT SERVICE	RESERVES/ CONTINGENCIES	TOTAL APPROPRIATIONS 2014-2015	FUND BALANCE 6/30/2015
			IN	OUT		OPERATIONS					
General Fund	\$ 12,799,489	52,199,368	3,354,129	(3,442,005)	64,910,981	49,601,394	2,137,819	1,653,318	350,000	53,742,531	11,168,450
Special Revenue Funds:											
Library	741,510	4,167,763	1,663,951	(39,196)	6,534,028	5,822,973	154,195	-	100,000	6,077,168	456,860
Highway User Revenue	2,330,246	6,253,742	6,895,492	(20,701)	15,458,779	4,942,972	8,491,300	552,753	100,000	14,087,025	1,371,754
Transportation	6,148,692	13,494,192	-	(5,924,385)	13,718,499	4,889,216	-	1,169,850	2,000,000	8,059,066	5,659,433
Flagstaff Urban Trails	712,949	1,780	550,000	-	1,264,729	-	555,000	-	-	555,000	709,729
Beautification	2,539,598	1,241,055	-	(426,139)	3,354,514	141,821	2,444,600	-	-	2,586,421	768,093
Economic Development	346,653	690,422	261,000	-	1,298,075	623,285	-	336,918	170,070	1,130,273	167,802
Tourism	522,798	1,987,764	-	(140,907)	2,369,655	1,892,288	-	-	50,000	1,942,288	427,367
Arts & Science	457,249	467,122	-	-	924,371	420,123	200,900	-	10,000	631,023	293,348
Recreation-BBB	1,702,004	2,043,932	-	(1,983,920)	1,762,016	-	1,579,460	-	-	1,579,460	182,556
Housing and Comm Svcs	400,584	1,356,372	-	(22,500)	1,734,456	1,445,683	-	-	-	1,445,683	288,773
Metro Planning Org	7,061	527,731	22,500	-	557,292	307,292	-	-	250,000	557,292	-
EDA Revolving Loan Fund	855	17	-	-	872	-	-	-	-	-	872
Debt Service Funds:											
G.O. Bond Fund	-	-	7,474,272	-	7,474,272	-	-	7,474,272	-	7,474,272	-
Sec. Property Tax	7,384,991	5,672,845	-	(7,474,272)	5,583,564	-	-	-	-	-	5,583,564
Special Assessment Bond	236,375	845,580	-	-	1,081,955	-	-	849,350	-	849,350	232,605
Permanent Funds:											
Perpetual Care	243,244	24,833	-	-	268,077	-	-	-	-	-	268,077
Capital Projects Funds:											
Municipal Facilities Corp	(261,233)	15,614,700	-	-	15,353,467	-	15,353,467	-	-	15,353,467	-
G.O. Bonds	746,610	25,821,880	4,675,000	-	31,243,490	-	29,910,917	-	-	29,910,917	1,332,573
Enterprise Funds:											
Water and Wastewater	11,948,284	26,670,363	-	(123,797)	38,494,850	15,074,972	9,093,000	4,330,324	1,800,000	30,298,296	8,196,554
Airport	236,538	5,482,250	299,754	(16,784)	6,001,758	1,642,983	3,810,000	286,685	100,000	5,839,668	162,090
Solid Waste	6,580,087	15,785,212	-	(5,227,083)	17,138,216	9,331,713	2,197,320	-	612,000	12,141,033	4,997,183
Sustainable Environ Mgmt	132,043	1,052,959	220,000	(233,730)	1,171,272	1,017,665	-	-	30,000	1,047,665	123,607
Stormwater Utility	461,930	1,709,213	-	(396,379)	1,774,764	867,932	705,000	-	10,000	1,582,932	191,832
Flagstaff Housing Authority	405,233	6,812,330	55,700	-	7,273,263	5,799,185	243,691	-	1,001,250	7,044,126	229,137
<b>TOTAL ALL FUNDS</b>	<b>\$ 56,823,790</b>	<b>189,923,425</b>	<b>25,471,798</b>	<b>(25,471,798)</b>	<b>246,747,215</b>	<b>103,821,497</b>	<b>76,876,669</b>	<b>16,653,470</b>	<b>6,583,320</b>	<b>203,934,956</b>	<b>42,812,259</b>

CITY OF FLAGSTAFF  
EXPENDITURE LIMITATION  
AND  
TAX LEVY INFORMATION  
FISCAL YEAR 2014-2015

	ESTIMATED FY 2013-2014	FY 2014-2015
Expenditure Limitation [Economic Estimates Commission]		\$ 133,177,482
Total Estimated Expenditures Subject to Expenditure Limitation		
1. Maximum Allowable Primary Property Tax Levy [ARS 42-17051.A] rev 6/06 HB 2876	\$ 5,742,768	\$ 5,901,999
2. Amount Received from Primary Property Taxation in FY 2011-2012 in Excess of the Sum of that Year's Maximum Allowable Primary Property Tax Levy [ARS 42-17102.A.18]	\$ -	
3. Property Tax Levy Amounts		
A. Primary Property Taxes	\$ 5,520,173	\$ 5,561,740
B. Secondary Property Taxes	5,530,453	5,611,045
C. Total Property Tax Levy Amount	\$ 11,050,626	\$ 11,172,785
4. Property Taxes Collected (Estimated)		
A. Primary Property Taxes:		
(1) FY 2013-2014 Levy	\$ 5,381,000	
(2) Prior Years' Levies	100,000	
(3) Total Primary Property Taxes Collected	5,481,000	
B. Secondary Property Taxes:		
(1) FY 2013-2014 Levy	5,530,453	
(2) Total Secondary Property Taxes Collected	5,530,453	
C. Total Property Taxes Collected	\$ 11,011,453	
5. Property Tax Rates		
A. City of Flagstaff Tax Rate:		
(1) Primary Property Tax Rate	0.8429	0.8418
(2) Secondary Property Tax Rate	0.8366	0.8366
(3) Total City Tax Rate	1.6795	1.6784
B. Special Assessment District Tax Rates:		

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

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



## Schedule C: Revenues Other Than Property Taxes

CITY OF FLAGSTAFF  
SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES  
FISCAL YEARS 2014 AND 2015  
(WITH ACTUALS FOR FISCAL YEAR 2013)

SOURCE OF REVENUES	ACTUAL REVENUES 2012-2013	BUDGETED REVENUES 2013-2014	ESTIMATED ACTUAL REVENUES 2013-2014	BUDGETED REVENUES 2014-2015	CHANGE (BDGT-BDGT)	% CHANGE
<b>GENERAL FUND</b>						
Local taxes						
City Sales Tax	\$ 15,744,648	15,850,368	15,915,500	16,250,601	400,233	2.53%
Franchise Tax	2,302,643	2,345,338	2,415,000	2,462,093	116,755	4.98%
Licenses and permits						
Business Licenses	20,015	33,000	33,000	33,000	-	0.00%
Building Permits	1,309,720	1,119,250	1,119,250	1,141,075	21,825	1.95%
Other Licenses and permits	326,400	157,930	247,930	244,930	87,000	55.09%
Intergovernmental revenues						
State Income Tax Sharing	6,728,479	7,300,000	7,348,797	7,920,000	620,000	8.49%
State Shared Sales Tax	5,391,580	5,418,188	5,650,000	5,760,175	341,987	6.31%
Vehicle License Tax	2,510,832	2,543,750	2,500,000	2,548,750	5,000	0.20%
Federal Grants	1,359,175	2,158,654	2,158,654	1,571,360	(587,294)	-27.21%
State Grants	958,164	1,547,827	1,547,827	1,342,558	(205,269)	-13.26%
Local Intergovernmental Agreements	863,622	850,000	850,000	860,000	10,000	1.18%
Charges for services						
General Government	238,031	366,100	405,300	255,300	(110,800)	-30.26%
Parks & Recreation	1,372,629	1,578,830	1,568,730	1,576,730	(2,100)	-0.13%
Public Safety	1,264,540	910,863	908,015	957,100	46,237	5.08%
Cemetery	135,135	135,340	135,340	135,000	(340)	-0.25%
Fines and forfeits	1,540,987	1,115,151	1,115,151	1,154,462	39,311	3.53%
Interest on investments	226,353	207,500	207,500	210,600	3,100	1.49%
Miscellaneous revenues	2,294,419	2,810,642	1,792,230	2,340,309	(470,333)	-16.73%
Total General Fund	44,587,372	46,448,731	45,918,224	46,764,043	315,312	0.68%
<b>SPECIAL REVENUE FUNDS</b>						
<b>LIBRARY FUND</b>						
Intergovernmental revenues						
State Grants	53,882	25,000	25,000	79,000	54,000	216.00%
Library District Taxes	3,843,643	6,116,924	5,906,534	3,997,665	(2,119,259)	-34.65%
Interest on investments	34,004	37,437	31,261	37,624	187	0.50%
Miscellaneous revenues	494,502	20,474	30,000	53,474	33,000	161.18%
Total Library Fund	4,426,031	6,199,835	5,992,795	4,167,763	(2,032,072)	-32.78%
<b>HIGHWAY USER REVENUE FUND</b>						
Intergovernmental revenues						
Federal Grants	-	36,000	14,145	179,924	143,924	399.79%
Highway User Tax	6,007,741	5,955,798	6,007,741	6,067,818	112,020	1.88%
Local Transportation Assistance Funds	-	200,000	-	-	(200,000)	-100.00%
Interest on investments	10,995	6,000	22,000	6,000	-	0.00%
Miscellaneous revenues	36,507	540,000	1,265,922	-	(540,000)	100.00%
Total Highway User Revenue Fund	6,055,243	6,737,798	7,309,808	6,253,742	55,944	0.83%
<b>TRANSPORTATION FUND</b>						
Transportation Tax	11,114,898	11,081,675	11,215,156	11,459,192	377,517	3.41%
Interest on Investments	89,879	89,000	90,000	35,000	(54,000)	-60.67%
Miscellaneous revenues	-	4,500,000	3,100,000	2,000,000	(2,500,000)	-55.56%
Total Transportation Fund	11,204,777	15,670,675	14,405,156	13,494,192	(2,176,483)	-13.89%

## Schedule C: Revenues Other Than Property Taxes

CITY OF FLAGSTAFF  
SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES  
FISCAL YEARS 2014 AND 2015  
(WITH ACTUALS FOR FISCAL YEAR 2013)

SOURCE OF REVENUES	ACTUAL REVENUES 2012-2013	BUDGETED REVENUES 2013-2014	ESTIMATED ACTUAL REVENUES 2013-2014	BUDGETED REVENUES 2014-2015	CHANGE (BDGT-BDGT)	% CHANGE
<b>FUTS FUND</b>						
Intergovernmental revenues						
State Grants	-	1,239,339	1,239,339	-	(1,239,339)	-100.00%
Interest on investments	-	-	-	1,780	1,780	0.00%
Total Beautification Fund	-	1,239,339	1,239,339	1,780	(1,237,559)	-99.86%
<b>BEAUTIFICATION FUND</b>						
Intergovernmental revenues						
State Grants	360,932	-	8,750	-	-	0.00%
BBB Tax	1,180,604	1,186,405	1,210,000	1,233,595	47,190	3.98%
Interest on investments	43,404	6,120	43,757	7,460	1,340	21.90%
Miscellaneous	8,349	-	-	-	-	0.00%
Total Beautification Fund	1,593,289	1,192,525	1,262,507	1,241,055	48,530	4.07%
<b>ECONOMIC DEVELOPMENT FUND</b>						
Intergovernmental revenues						
Federal Grants	\$ 102,128	-	-	-	-	0.00%
State Grants	-	100,000	100,000	-	(100,000)	-100.00%
BBB Tax	560,934	563,542	574,750	585,958	22,416	3.98%
Interest on investments	3,199	2,977	2,977	6,933	3,956	132.89%
Miscellaneous revenues	40,020	41,637	39,737	97,531	55,894	134.24%
Total Economic Development Fund	706,281	708,156	717,464	690,422	(17,734)	-2.50%
<b>TOURISM FUND</b>						
BBB Tax	1,771,839	1,779,608	1,815,000	1,850,393	70,785	3.98%
Retail Sales	84,756	62,620	62,620	63,872	1,252	2.00%
Interest on investments	6,423	6,452	6,452	7,842	1,390	21.54%
Miscellaneous revenues	30,399	25,403	25,403	65,657	40,254	158.46%
Total Tourism Fund	1,893,416	1,874,083	1,909,475	1,987,764	113,681	6.07%
<b>ARTS AND SCIENCE FUND</b>						
BBB Tax	442,844	444,902	453,750	462,598	17,696	3.98%
Interest on investments	2,975	2,866	2,866	4,524	1,658	57.85%
Miscellaneous revenues	612	-	-	-	-	0.00%
Total Arts and Science Fund	446,431	447,768	456,616	467,122	19,354	4.32%
<b>RECREATION-BBB FUND</b>						
BBB Tax	1,947,994	1,957,568	1,996,500	2,035,432	77,864	3.98%
Interest on investments	12,566	7,000	12,000	8,500	1,500	21.43%
Miscellaneous revenues	2,692	-	-	-	-	0.00%
Total Recreation-BBB Fund	1,963,252	1,964,568	2,008,500	2,043,932	79,364	4.04%
<b>HOUSING AND COMMUNITY SVCS FUND</b>						
Intergovernmental revenues						
Federal Grants	383,389	912,174	866,441	696,372	(215,802)	-23.66%
State Grants	153,708	660,000	330,000	660,000	-	0.00%
Interest on investments	7,809	-	8,830	-	-	0.00%
Miscellaneous revenues	693,929	650,000	360,418	-	(650,000)	-100.00%
Total Housing and Community Svcs Fund	1,238,835	2,222,174	1,565,689	1,356,372	(865,802)	-38.96%
<b>METRO PLANNING ORGANIZATION FUND</b>						
Intergovernmental revenues						
Federal Grants	273,244	660,071	660,071	272,731	(387,340)	-58.68%
Miscellaneous revenues	8,980	255,000	5,000	255,000	-	0.00%
Total Metro Planning Organization Fund	282,224	915,071	665,071	527,731	(387,340)	-42.33%

## Schedule C: Revenues Other Than Property Taxes

CITY OF FLAGSTAFF  
SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES  
FISCAL YEARS 2014 AND 2015  
(WITH ACTUALS FOR FISCAL YEAR 2013)

SOURCE OF REVENUES	ACTUAL REVENUES 2012-2013	BUDGETED REVENUES 2013-2014	ESTIMATED ACTUAL REVENUES 2013-2014	BUDGETED REVENUES 2014-2015	CHANGE (BDGT-BDGT)	% CHANGE
<b>EDA REVOLVING LOAN FUND</b>						
Intergovernmental revenues						
Federal Grants	-	220,000	220,000	-	(220,000)	-100.00%
Interest on investments	-	855	855	17	(838)	-98.01%
Total EDA Revolving Loan Fund	-	220,855	220,855	17	(220,838)	-99.99%
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>29,809,779</b>	<b>39,392,847</b>	<b>37,753,275</b>	<b>32,231,892</b>	<b>(6,620,955)</b>	<b>-16.81%</b>
<b>DEBT SERVICE FUNDS</b>						
<b>SECONDARY PROPERTY TAX FUND</b>						
Interest on investments	75,439	59,700	78,100	61,800	2,100	3.52%
Total Secondary Property Tax Fund	75,439	59,700	78,100	61,800	2,100	3.52%
<b>SPECIAL ASSESSMENT BONDS</b>						
Special Assessments	722,733	902,000	902,000	843,750	(58,250)	-6.46%
Interest on investments	2,698	3,100	2,646	1,830	(1,270)	-40.97%
Total Special Assessment Bonds	725,431	905,100	904,646	845,580	(59,520)	-6.58%
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>800,870</b>	<b>964,800</b>	<b>982,746</b>	<b>907,380</b>	<b>(57,420)</b>	<b>-5.95%</b>
<b>CAPITAL PROJECTS FUNDS</b>						
<b>G.O. BONDS PROJECTS</b>						
Intergovernmental revenues						
Federal Grants	\$ 2,389,000	6,000,000	6,000,000	-	(6,000,000)	-100.00%
Interest on investments	16,908	10,355	10,000	1,880	(8,475)	-81.84%
Miscellaneous Revenue	-	9,711,092	91,106	9,620,000	(91,092)	-0.94%
Total G.O. Bonds Projects	2,405,908	15,721,447	6,101,106	9,621,880	(6,099,567)	-38.80%
<b>MUNICIPAL FACILITIES CORP</b>						
Intergovernmental revenues						
Grant Revenues	20,025	4,600,000	249,080	5,946,334	1,346,334	29.27%
Miscellaneous Revenue	-	8,024,000	-	2,505,866	(5,518,134)	-68.77%
Total Municipal Facilities Corp	20,025	12,624,000	249,080	8,452,200	(4,171,800)	
<b>TOTAL CAPITAL PROJECTS FUNDS</b>	<b>2,425,933</b>	<b>28,345,447</b>	<b>6,350,186</b>	<b>18,074,080</b>	<b>(10,271,367)</b>	<b>-36.24%</b>
<b>PERMANENT FUNDS</b>						
<b>PERPETUAL CARE FUND</b>						
Contributions	23,935	20,306	22,300	22,746	2,440	12.02%
Interest on investments	1,743	2,067	1,948	2,087	20	0.97%
Total Perpetual Care Fund	25,678	22,373	24,248	24,833	2,460	11.00%
<b>TOTAL PERMANENT FUNDS</b>	<b>25,678</b>	<b>22,373</b>	<b>24,248</b>	<b>24,833</b>	<b>2,460</b>	<b>11.00%</b>
<b>ENTERPRISE FUNDS</b>						
<b>WATER AND WASTEWATER FUND</b>						
<b>OPERATING FUND</b>						
Intergovernmental revenues						
State Grants	321,894	290,500	290,500	60,000	(230,500)	-79.35%
Federal Grants	1,266,975	300,000	300,000	-	(300,000)	-100.00%
Water Revenues	13,160,007	16,410,270	16,729,561	17,030,779	620,509	3.78%
Wastewater Revenues	8,772,026	8,945,972	9,171,360	9,463,434	517,462	5.78%
Interest on investments	109,599	95,950	115,000	116,150	20,200	21.05%
Miscellaneous revenues	218,325	91,000	91,000	-	(91,000)	-100.00%
Total Water and Wastewater Fund	23,848,826	26,133,692	26,697,421	26,670,363	536,671	2.05%

## Schedule C: Revenues Other Than Property Taxes

CITY OF FLAGSTAFF  
SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES  
FISCAL YEARS 2014 AND 2015  
(WITH ACTUALS FOR FISCAL YEAR 2013)

SOURCE OF REVENUES	ACTUAL REVENUES 2012-2013	BUDGETED REVENUES 2013-2014	ESTIMATED ACTUAL REVENUES 2013-2014	BUDGETED REVENUES 2014-2015	CHANGE (BDGT-BDGT)	% CHANGE
<b>AIRPORT FUND</b>						
<b>OPERATING FUND</b>						
Intergovernmental revenues						
Federal Grants	749,375	7,211,173	7,481,173	3,187,100	(4,024,073)	-55.80%
State Grants	415,961	466,102	514,456	435,450	(30,652)	-6.58%
Airport Revenues	1,664,579	1,726,440	1,620,193	1,656,120	(70,320)	-4.07%
Interest on investments	1,990	2,160	2,160	2,150	(10)	-0.46%
Miscellaneous revenues	81,380	328,520	328,520	201,430	(127,090)	-38.69%
Total Airport Fund	2,913,285	9,734,395	9,946,502	5,482,250	(4,252,145)	-43.68%
<b>SOLID WASTE</b>						
Intergovernmental revenues						
Federal Grants	120,004	-	-	-	-	0.00%
Solid Waste Revenues	12,078,360	11,384,327	11,306,570	11,788,712	404,385	3.55%
Interest on investments	66,001	47,044	66,496	66,500	19,456	41.36%
Miscellaneous revenues	30,817	-	-	-	-	0.00%
Total Environmental Services Fund	12,295,182	11,431,371	11,373,066	11,855,212	423,841	3.71%
<b>ENVIRONMENTAL MANAGEMENT</b>						
Intergovernmental revenues						
Federal Grants	120,004	-	-	-	-	0.00%
Environmental Services Revenues	990,465	1,001,509	1,001,509	1,002,819	1,310	0.13%
Interest on investments	-	-	128	-	-	0.00%
Miscellaneous revenues	22,573	23,600	50,000	50,140	26,540	112.46%
Total Environmental Services Fund	1,133,042	1,025,109	1,051,637	1,052,959	27,850	2.72%
<b>STORMWATER UTILITY</b>						
Intergovernmental revenues						
Federal Grants	\$ -	25,000	25,000	200,000	175,000	700.00%
Stormwater Utility Revenues	1,458,358	1,471,171	1,460,888	1,507,789	36,618	2.49%
Interest on investments	7,834	4,338	7,328	1,424	(2,914)	-67.17%
Miscellaneous revenues	462	-	219	-	-	0.00%
Total Stormwater Utility Fund	1,466,654	1,500,509	1,493,435	1,709,213	208,704	13.91%
<b>FLAGSTAFF HOUSING AUTHORITY FUNDS</b>						
Intergovernmental revenues						
Federal Grants	4,411,539	5,542,089	4,449,574	5,332,047	(210,042)	-3.79%
Rents and Other Tenant Income	994,123	990,000	957,958	956,633	(33,367)	-3.37%
Miscellaneous revenues	190,711	548,045	433,053	523,650	(24,395)	-4.45%
Total Stormwater Utility Fund	5,596,373	7,080,134	5,840,585	6,812,330	(267,804)	-3.78%
<b>TOTAL ENTERPRISE FUNDS</b>	47,253,362	56,905,210	56,402,646	53,582,327	(3,322,883)	-5.84%
<b>TOTAL REVENUES</b>	<u>\$ 124,902,994</u>	<u>172,079,408</u>	<u>147,431,325</u>	<u>151,584,555</u>	<u>(19,954,853)</u>	-11.60%

## Schedule C-1: Schedule of Grant Revenues

CITY OF FLAGSTAFF  
SCHEDULE OF GRANT REVENUES  
FISCAL YEAR 2014-2015

PROJECT NAME		BUDGETED REVENUES 2013-2014	ESTIMATED REVENUES 2013-2014	BUDGETED REVENUES 2014-2015	CITY MATCH 2014-2015	BUDGETED GRANT REIMB %	FUNDING
<b>GENERAL FUND</b>							
Police	ACJC - Metro (Northern Az Street Crimes Task Force)	\$ 316,672	316,672	339,964	-	100%	F/S
Police	COPS Hiring 2011	308,180	308,180	237,996	-	100%	F
Police	RICO Funds for Metro	201,847	201,847	212,724	-	100%	F/L
Police	TSA - Law Enforcement Officer	80,900	80,900	80,900	19,416	76%	F
Police	GOHS - DUI Enforcement	20,000	20,000	36,000	-	100%	S
Police	FUSD - Resource Officer	66,375	66,375	66,375	-	100%	F/L
Police	RICO - Overtime	45,000	45,000	45,000	-	100%	L
Police	DOJ - Bullet Proof Vest Program	6,500	6,500	6,500	6,500	50%	F
Police	PSN Gang Prev/Educ	10,000	10,000	10,000	-	100%	F
Police	US Marshall OT	5,000	5,000	15,000	-	100%	F
Police	Homeland Security Grant	100,000	100,000	100,000	-	100%	F/S
Police	ACJC - Statewide Gang Task Force	127,473	127,473	131,672	32,918	75%	S
Police	Internet Crimes Against Children	4,500	4,500	4,500	-	100%	F/S
Police	GOHS Click It or Ticket	5,000	5,000	5,000	-	100%	F/S
Police	DOJ - Ed Byrne Memorial JAG - Overtime	53,402	53,402	30,000	-	100%	F
Police	NPS Dispatch Services	-	-	5,000	-	100%	F
Police	USFS Dispatch Services	-	-	5,000	-	100%	F
Police	Homeland Security Grant	-	-	25,000	-	100%	F/S
Police	NA Gang Taskforce	-	-	40,000	-	100%	S
Fire	AZ Homeland Security	40,000	40,000	40,000	-	100%	F/S
Fire	GOHS Grant	30,000	30,000	25,000	-	100%	S
Fire	Assistance to Firefighters	350,000	350,000	279,000	-	100%	F
Fire	SAFER Grant	360,000	360,000	-	-	100%	F
Fire	Naval Observatory	10,000	10,000	10,000	-	100%	F
Fire	Hazardous Fuels Grant	107,500	107,500	100,000	100,000	50%	S
Court	Court Warrant Fees	65,357	65,357	65,360	-	100%	L
Court	TCPF/State JCEF - Court Training Officer	25,000	25,000	25,000	-	100%	S
Court	TCPF/Local JCEF - Court Training Officer	13,930	13,930	13,930	-	100%	L
Court	Court Improvement Fees	236,000	236,000	-	-	100%	L
Court	County JCEF - Information System Tech	36,600	36,600	-	-	100%	L
Court	Court Interpreter - County	20,000	20,000	20,000	-	100%	L
Court	Court IGA for Weekend Probation	23,950	23,950	23,950	-	100%	L
Court	County Info Systems Tech	34,000	34,000	34,000	-	100%	L
Court	County - Trainer	27,870	27,870	27,870	-	100%	L
Court	County - Interpreter	32,500	32,500	32,500	-	100%	L
Court	Local JCEF/Temp Help	-	-	-	-	100%	L
Court	Disposition Entry Fee - Facility Fund	490,000	490,000	415,000	-	100%	L
Court	Fill-The-Gap	20,000	20,000	10,177	-	100%	L
Court	Court Tech/EDMS	-	-	114,000	-	100%	L
Public Wks	EPA Brownfields Assessment	418,500	418,500	281,500	-	100%	F
Public Wks	N Country Healthcare	14,425	14,425	-	-	100%	L
<b>SUBTOTAL-GENERAL FUND</b>		<b>3,706,481</b>	<b>3,706,481</b>	<b>2,913,918</b>	<b>158,834</b>		
Library	Library/Various Grants	25,000	25,000	79,000	-	100%	S
<b>SUBTOTAL</b>		<b>25,000</b>	<b>25,000</b>	<b>79,000</b>	<b>-</b>		
HURF	Beulah Blvd Extension-FMPO Funds	36,000	14,145	179,924	10,795	94%	F/S
<b>SUBTOTAL</b>		<b>36,000</b>	<b>14,145</b>	<b>179,924</b>	<b>10,795</b>		
Capital	Business F40 Overlay	-	14,145	179,924	10,875	94%	F
Capital	EDA - Innovation Mesa	4,000,000	249,080	3,346,334	-	50%	F
Capital	NAU - Innovation Mesa	-	-	1,100,000	-	50%	L
Capital	Court Facility	600,000	-	1,500,000	-	100%	S
Capital	Observatory Mesa	6,000,000	6,000,000	-	-	100%	S
<b>SUBTOTAL</b>		<b>10,600,000</b>	<b>6,249,080</b>	<b>5,946,334</b>	<b>-</b>		
Beaut	NPS-FUTS Interpretive Signage	-	8,750	-	-	50%	F/S
<b>SUBTOTAL</b>		<b>-</b>	<b>8,750</b>	<b>-</b>	<b>-</b>		

## Schedule C-1: Schedule of Grant Revenues

CITY OF FLAGSTAFF  
SCHEDULE OF GRANT REVENUES  
FISCAL YEAR 2014-2015

	PROJECT NAME	BUDGETED REVENUES 2013-2014	ESTIMATED REVENUES 2013-2014	BUDGETED REVENUES 2014-2015	CITY MATCH 2014-2015	BUDGETED GRANT REIMB %	FUNDING
FUTS	ADOT - Walnut/Florence Underpass (Round 11)	\$ 500,000	500,000	-	-	94%	F/S
FUTS	AZ State Parks - FUTS Signage Program	95,000	95,000	-	-	100%	F/S
FUTS	ADOT - TE 4th St - Huntington to Butler (Round 18)	644,339	644,339	-	-	94%	F/S
	<b>SUBTOTAL</b>	<b>1,239,339</b>	<b>1,239,339</b>	<b>-</b>	<b>-</b>		
Housing	HUD - 10/11 CDBG Entitlement	7,174	5,258	-	-	100%	F
Housing	HUD - 11/12 CDBG Entitlement	56,558	55,657	1	-	100%	F
Housing	HUD- 12/13 CDBG Entitlement	315,977	296,667	1	-	100%	F
Housing	HUD-13/14 CDBG Entitlement	532,465	508,859	1	-		F
Housing	HUD-14/15 CDBG Entitlement	-	-	696,369	-	100%	F
Housing	AZ HUD - FY 12 Owner Occupied Housing Emergency Repairs	330,000	-	330,000	-	100%	F/S
Housing	AZ HUD - FY 13 Owner Occupied Housing Rehab	330,000	330,000	330,000	-	100%	F/S
	<b>SUBTOTAL</b>	<b>1,572,174</b>	<b>1,196,441</b>	<b>1,356,372</b>	<b>-</b>		
MPO	ADOT-PL Funds FMPO 2013	24,801	24,801	-	-	94%	F/S
MPO	AFOT- PL Funds FMPO 2014	100,000	100,000	111,735	6,704	94%	F/S
MPO	ADOT- FTA 20 Funds FMPO 2012	30,263	30,263	36,290	2,177	94%	F/S
MPO	ADOT - SPR Funds FMPO 2013	57,815	57,815	-	-	80%	F/S
MPO	ADOT- SPR Funds FMPO 2014	125,000	125,000	124,706	24,941	80%	F/S
MPO	FHWA - STP Funds Traffic Count	17,192	17,192	-	-	94%	F/S
MPO	FHWA - STP Funds RTP Study	100,000	100,000	-	-	94%	F/S
MPO	FHWA - STP Funds Milton Model	105,000	105,000	-	-	94%	F/S
MPO	FHWA - STP Funds Adaptive Control	100,000	100,000	-	-	94%	F/S
	<b>SUBTOTAL</b>	<b>660,071</b>	<b>660,071</b>	<b>272,731</b>	<b>33,823</b>		
Util	AWPF - Picture Canyon	290,500	290,500	-	-	100%	S
Util	NAZ Water Supply Feasibility	300,000	300,000	-	-	59%	F
Util	Smart Meter Grant	-	-	60,000	-	100%	F
	<b>SUBTOTAL</b>	<b>590,500</b>	<b>590,500</b>	<b>60,000</b>	<b>-</b>		
Storm	Rio De Flag	25,000	25,000	200,000	-	100%	S
	<b>SUBTOTAL</b>	<b>25,000</b>	<b>25,000</b>	<b>200,000</b>	<b>-</b>		
Airport	ADOT E2F2C-Apron Reconstruction	216,000	251,100	-	-	90%	S
Airport	FAA - ARRF Replacement Vehicle	1,282,500	1,282,500	-	-	91%	F
Airport	ADOT Match ARRF Replacement Vehicle	33,750	33,750	-	-	5%	S
Airport	FAA - AIP 37 Sustainability Master Plan	-	270,000	-	-	91%	F
Airport	ADOT MATCH - AIP 37 Sustainability Master Plan	-	13,254	-	-	5%	S
Airport	FAA - AIP 36 Const Westplex Taxi Lane	5,094,923	5,094,923	-	-	91%	F
Airport	ADOT Match - AIP-36 Constr Westplex	250,102	250,102	-	-	91%	S
Airport	ADOT- Runway Rehab	-	-	279,000	31,000	90%	S
Airport	FAA - AIP XX Pulliam Drive 215	-	-	3,187,100	156,450	91%	F
Airport	ADOT Match - AIP XX Pulliam Drive 215	-	-	156,450	-	5%	S
Airport	DOT-Small Community Air Service Development Program	800,000	800,000	-	-	100%	F
	<b>SUBTOTAL</b>	<b>7,677,275</b>	<b>7,995,629</b>	<b>3,622,550</b>	<b>187,450</b>		
Econ Vit	Az Dept of Commerce - REDG Grant Joy Cone	100,000	100,000	-	-	100%	S
Econ Vit	EDA Revolving Loan	220,000	220,000	-	-	100%	F/S
	<b>SUBTOTAL</b>	<b>320,000</b>	<b>320,000</b>	<b>-</b>	<b>-</b>		
FHA	ROSS	401,697	401,697	243,691	-	100%	F
FHA	Low Income Public Housing	1,207,212	956,023	982,830	-	100%	F
FHA	Section 8/MRO SRO	3,933,180	3,091,854	4,105,526	-	100%	F
	<b>SUBTOTAL</b>	<b>5,542,089</b>	<b>4,449,574</b>	<b>5,332,047</b>	<b>-</b>		
<b>TOTAL</b>		<b>\$ 31,993,929</b>	<b>26,480,010</b>	<b>19,962,876</b>	<b>390,902</b>		

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

CITY OF FLAGSTAFF  
SUMMARY BY FUNDING OF OTHER FINANCING SOURCES  
AND INTERFUND TRANSFERS  
FISCAL YEAR 2014-2015

FUND	PROCEEDS FROM OTHER FINANCING SOURCES	INTERFUND TRANSFERS	
		IN	OUT
GENERAL FUND	\$ -	3,354,129	3,442,005
<b>SPECIAL REVENUE FUNDS</b>			
Library Fund	-	1,663,951	39,196
Highway User Revenue Fund	-	6,895,492	20,701
Transportation Fund	-	-	5,924,385
FUTS Fund	-	550,000	-
Beautification Fund	-	-	426,139
Economic Development	-	261,000	-
Tourism Fund	-	-	140,907
Recreation-BBB Fund	-	-	1,983,920
Housing & Community Services	-	-	22,500
MPO	-	22,500	-
Total Special Revenue Funds	-	9,392,943	8,557,748
<b>DEBT SERVICE FUNDS</b>			
Secondary Property Tax Fund	-	-	7,474,272
G.O. Bond Fund	-	7,474,272	-
Total Debt Service Funds	-	7,474,272	7,474,272
<b>CAPITAL PROJECTS FUNDS</b>			
G.O. Bond Funded Projects	16,200,000	4,675,000	-
Municipal Facilities Corporation	7,162,500	-	-
Total Capital Projects Funds	23,362,500	4,675,000	-
<b>ENTERPRISE FUNDS</b>			
Water and Wastewater Fund	-	-	123,797
Stormwater Utility	-	-	396,379
Airport Fund	-	299,754	16,784
Solid Waste Fund	3,930,000	-	5,227,083
Environmental Management Fund	-	220,000	233,730
Flagstaff Housing Authority	-	55,700	-
Total Enterprise Funds	3,930,000	575,454	5,997,773
<b>TOTAL ALL FUNDS</b>	<b>\$ 27,292,500</b>	<b>25,471,798</b>	<b>25,471,798</b>

## SCHEDULE OF TRANSFERS FISCAL YEAR 2014-2015

### **General Fund**

#### **Transfers In:**

##### Library - \$39,196

This transfer represents the APSES \$39,196 lease payment.

##### Highway User Revenue Fund - \$20,701

This transfer is \$13,000 for right-of-way maintenance completed by Parks staff and \$7,701 for the APSES lease payment.

##### Beautification Fund - \$426,139

This represents \$359,938 for streetscape maintenance on projects previously constructed by BBB funds that are now maintained by the Parks division, \$57,000 for right-of-way and median maintenance, \$5,201 in support for the citywide publication and \$4,000 for downtown district assessment fee.

##### Tourism Fund - \$104,407

This transfer includes \$92,569 for community events, \$6,238 as a contribution towards the citywide publication, \$1,600 for the APSES lease payment and \$4,000 toward the Downtown District.

##### Recreation-BBB Fund - \$1,983,920

This transfer is a contribution to the maintenance of FUTS which is a Parks responsibility for \$213,048, \$1,216,872 for increased maintenance in the Parks budget related to additional field maintenance associated with Recreation Bond projects, \$550,000 for the operation of Recreation Programs, and \$4,000 toward the Downtown District.

##### Water and Wastewater Fund - \$123,797

This is transfer of \$44,900 to fund a Meter Technician position and \$78,897 is for the APSES lease payment.

##### Airport - \$16,784

This is a transfer for \$16,784 to assist with the APSES lease payment.

##### Solid Waste Fund - \$315,083

This transfer represents \$4,678 for advertising in the citywide publication, \$7,405 for the APSES lease payment, a fee holiday for operating expenses for the general fund internal accounts totaling \$53,000, and \$250,000 for debt service related to public work facility.

##### Stormwater Fund - \$90,372

This transfer represents one FTE position for a Project Manager in Community Development.

##### Environmental Management Fund - \$233,730

This transfer represents \$214,005 for code compliance and \$19,725 for funding of the Greater Flagstaff Forest Partnership contract.

#### **Transfers Out:**

##### Library Fund - \$1,627,451

This is the operating transfer from the General Fund to the Library for general services, plus one time general maintenance repairs.

##### Highway User Revenue Fund - \$1,220,600

This is \$180,600 for general street maintenance operation, \$40,000 for street sweeping, and \$1,000,000 for street improvement program.

##### Economic Development - \$261,000

This is a transfer to assist in the expenditures in the amounts of \$10,000 for SEDI and \$251,000 for the Incubator.

##### Airport Fund - \$299,754

This transfer is comprised of \$188,000 for capital projects at the Airport and \$111,754 for operating uses, including operating capital equipment.

##### FHA - \$33,200

This transfer represents an amount to fund compensation increases for merit and triggers for FHA staff.



## **Library Fund**

### **Transfers In:**

#### General Fund - \$1,627,451

This is the operating transfer from the General Fund to the Library for general services, plus one time general maintenance repairs.

#### Tourism Fund - \$36,500

This is for an operating transfer from Tourism to the Library for general services.

### **Transfers Out:**

#### General Fund - \$39,196

This transfer represents the APSES \$39,196 lease payment.

## **Highway User Revenue Fund**

### **Transfers In:**

#### General Fund - \$1,220,600

This is \$180,600 for general street maintenance operation, \$40,000 for street sweeping, and \$1,000,000 for street improvement program.

#### Transportation Fund - \$5,351,885

This is a transfer of the transportation tax to fund various transportation projects. Safety funding is \$945,000 for miscellaneous projects. \$4,406,885 is from Street improvements for Transportation funded projects.

#### Stormwater Fund - \$306,007

This transfer includes \$306,007 for drainage maintenance.

#### Environmental Services Fund - \$17,000

This transfer represents \$17,000 for a fee holiday related to HURF accounts.

### **Transfers Out:**

#### General Fund - \$20,701

This transfer is \$13,000 for right-of-way maintenance completed by Parks staff and \$7,701 for the APSES lease payment.

## **Transportation Fund**

### **Transfers Out:**

#### HURF - \$5,351,885

This is a transfer of the transportation tax to fund various transportation projects. Safety funding is \$945,000 for miscellaneous projects. \$4,406,885 is from Street improvements for Transportation funded projects.

#### FMPO - \$22,500

This transfer is to assist in the non-grant reimbursable costs associated with transit planning.

#### FUTS Fund - \$550,000

This is \$550,000 to fund various FUTS projects within the multi-modal transportation projects.

## **FUTS Fund**

### **Transfer In:**

#### Transportation Tax - \$550,000

This is \$550,000 to fund various FUTS projects within the multi-modal transportation.

## **Beautification Fund**

### **Transfers Out:**

#### General Fund - \$426,139

This represents \$359,938 for streetscape maintenance on projects previously constructed by BBB funds that are now maintained by the Parks division, \$57,000 for right-of-way and median maintenance, \$5,201 in support for the citywide publication and \$4,000 for downtown district assessment fee.

## **Economic Development Fund**

### **Transfers In:**

#### General Fund - \$261,000

This is a transfer to assist in the expenditures in the amounts of \$10,000 for SEDI and \$251,000 for the Incubator.

## **Tourism Fund**

### **Transfers Out:**

#### General Fund - \$104,407

This transfer includes \$92,569 for community events, \$6,238 as a contribution towards the citywide publication, \$1,600 for the APSES lease payment and \$4,000 toward the Downtown District.

#### Library Fund - \$36,500

This is for an operating transfer from Tourism to the Library for general services.

## **Recreation-BBB Fund**

### **Transfers Out:**

#### General Fund - \$1,983,920

This transfer is a contribution to the maintenance of FUTS which is a Parks responsibility for \$213,048, \$1,216,872 for increased maintenance in the Parks budget related to additional field maintenance associated with Recreation Bond projects, \$550,000 for the operation of Recreation Programs and \$4,000 toward the Downtown District.

## **Housing and Community Services Fund**

### **Transfers Out:**

#### FHA - \$22,500

This transfer is to help fund the Section 8 program.

## **Flagstaff Metro Planning Organization Fund**

### **Transfers In:**

#### Transportation Fund - \$22,500

This transfer to assist in the non-grant reimbursable costs associated with transit planning.

## **G.O. Bond Fund**

### **Transfers In:**

#### Secondary Property Tax Fund - \$7,474,272

A transfer of Secondary Property Taxes collected for repayment of general obligation bonds.

## **Secondary Property Tax Fund**

### **Transfers Out:**

#### G.O. Bond Fund - \$7,474,272

A transfer of Secondary Property Taxes collected for repayment of general obligation bonds.

## **Water and Wastewater Fund**

### **Transfers Out:**

#### General Fund - \$123,797

This is a transfer of \$44,900 to fund a Meter Technician position and \$78,897 is for the APSES lease payment.

## **Stormwater Fund**

### **Transfers Out:**

#### HURF - \$306,007

This transfer includes \$306,007 for drainage maintenance.

#### General Fund - \$90,372

This transfer represents one FTE position for a Project Manager in Community Development.

## **Airport Fund**

### **Transfers In:**

#### General Fund - \$299,754

This transfer is comprised of \$188,000 for capital projects at the Airport and \$111,754 for operating uses, including operating capital equipment.

### **Transfers Out:**

#### General Fund - \$16,784

This is a transfer for \$16,784 to assist with the APSES lease payment.

## **Solid Waste Fund**

### **Transfers Out:**

#### General Fund - \$315,083

This transfer represents \$4,678 for advertising in the citywide publication, \$7,405 for the APSES lease payment, a fee holiday for operating expenses for the general fund internal accounts totaling \$53,000, and \$250,000 for debt service related to public work facility.

#### HURF - \$17,000

This transfer represents \$17,000 for a fee holiday related to HURF accounts.

#### Capital Projects Fund - \$4,675,000

This transfer is one time funding provided by capital reserve and revenue bond proceeds to construct a public works facility.

#### Environmental Management Fund-\$220,000

This transfer represents \$160,000 for service related to the HPC program and \$60,000 to assist with other program costs.

## **FHA Fund**

### **Transfer In:**

#### General Fund - \$33,200

This transfer represents an amount to fund compensation increases for merit payments and triggers for FHA staff.

#### Housing and Community Services Fund - \$22,500

This transfer is to help fund the Section 8 program.

## **Capital Projects Fund**

### **Transfers In:**

#### Solid Waste Fund - \$4,675,000

This transfer is one time funding provided by capital reserve and revenue bond proceeds to construct a public works facility.

## **Environmental Management Fund**

### **Transfers In:**

#### Solid Waste Fund - \$220,000

This transfer represents \$160,000 for service related to the HPC program and \$60,000 to assist with other program costs.

### **Transfers Out:**

#### General Fund - \$233,730

This transfer represents \$214,005 for code compliance and \$19,725 for funding of the Greater Flagstaff Forest Partnership contract.

## Schedule E: Appropriations by Fund

CITY OF FLAGSTAFF  
SUMMARY BY DIVISION OF EXPENDITURES/EXPENSES WITHIN EACH FUND  
COMPARISON OF FISCAL YEAR 2014 AND 2015  
(WITH ACTUAL FOR FISCAL YEAR 2013)

FUND/DIVISION	ACTUAL EXPENDITURES/ EXPENSES 2012-2013	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2013-2014	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2013-2014	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2014-2015	CHANGE (BDGT-BDGT)	% CHANGE
<b>GENERAL FUND</b>						
General Administration	\$ 7,645,383	8,470,643	8,524,643	8,747,024	276,381	3.3%
Community Development	3,717,118	4,293,997	4,368,997	4,337,345	43,348	1.0%
Management Services	3,040,627	3,171,917	3,171,917	3,355,850	183,933	5.8%
Fire	9,908,235	10,304,847	10,354,847	10,686,151	381,304	3.7%
Police	15,968,273	17,556,777	17,603,854	17,965,339	408,562	2.3%
Public Works	4,991,648	10,674,003	10,674,003	9,168,084	(1,505,919)	(14.1%)
Economic Vitality	171,783	612,978	612,978	464,301	(148,677)	(24.3%)
Community Enrichment	3,206,917	-	-	-	-	0.0%
Non-departmental	(2,319,701)	3,568,519	3,574,519	(1,331,563)	(4,900,082)	(137.3%)
Contingency	20,926	1,565,000	1,465,000	350,000	(1,215,000)	(77.6%)
Total General Fund	46,351,209	60,218,681	60,350,758	53,742,531	(6,476,150)	(10.8%)
<b>SPECIAL REVENUE FUNDS</b>						
<b>LIBRARY FUND</b>						
General Administration	150,716	148,678	148,678	176,085	27,407	18.4%
Management Services	134,552	7,025,781	6,632,462	5,639,444	(1,386,337)	(19.7%)
Public Works	87,664	81,044	81,044	68,965	(12,079)	(14.9%)
Economic Vitality	27,272	14,800	14,800	14,909	109	0.7%
Community Enrichment	4,976,235	-	-	-	-	0.0%
Non-departmental	93,095	89,293	89,293	77,765	(11,528)	(12.9%)
Contingency	258	222,000	-	100,000	(122,000)	(55.0%)
	5,469,792	7,581,596	6,966,277	6,077,168	(1,504,428)	(19.8%)
<b>HIGHWAY USER REVENUE FUND</b>						
General Administration	118,391	109,645	109,645	151,660	42,015	38.3%
Community Development	3,267,660	7,310,840	6,808,914	5,241,987	(2,068,853)	(28.3%)
Management Services	73,428	66,108	66,108	91,171	25,063	37.9%
Public Works	5,868,177	9,408,233	9,423,233	8,371,154	(1,037,079)	(11.0%)
Economic Vitality	24,888	13,892	13,892	14,496	604	4.3%
Non-departmental	85,536	88,851	88,851	116,557	27,706	31.2%
Contingency	-	100,000	-	100,000	-	0.0%
	9,438,080	17,097,569	16,510,643	14,087,025	(3,010,544)	(17.6%)
<b>TRANSPORTATION FUND</b>						
General Administration	52,014	41,592	41,592	39,239	(2,353)	(5.7%)
Management Services	215,009	251,419	251,419	265,318	13,899	5.5%
Public Works	-	-	-	12,822	12,822	0.0%
Economic Vitality	7,789	5,455	5,455	2,952	(2,503)	(45.9%)
Non-departmental	6,225,715	6,943,202	5,233,923	5,738,735	(1,204,467)	(17.3%)
Contingency	-	-	-	2,000,000	2,000,000	0.0%
	6,500,527	7,241,668	5,532,389	8,059,066	817,398	11.3%
<b>FUTS FUND</b>						
Community Development	-	3,446,341	3,446,341	555,000	(2,891,341)	(83.9%)
	-	3,446,341	3,446,341	555,000	(2,891,341)	(83.9%)
<b>BEAUTIFICATION FUND</b>						
Community Development	759,757	-	-	-	-	0.0%
Economic Vitality	776,837	2,794,669	1,168,098	2,586,421	(208,248)	(7.5%)
Reserve/Contingency	-	10,000	-	-	(10,000)	(100.0%)
	1,536,594	2,804,669	1,168,098	2,586,421	(218,248)	(7.8%)
<b>ECONOMIC DEVELOPMENT FUND</b>						
Economic Vitality	1,030,408	968,885	942,955	960,203	(8,682)	(0.9%)
Reserve/Contingency	7,033	45,000	-	170,070	125,070	277.9%
	1,037,441	1,013,885	942,955	1,130,273	116,388	11.5%
<b>TOURISM FUND</b>						
Economic Vitality	1,688,004	1,879,658	1,891,958	1,892,288	12,630	0.7%
Reserve/Contingency	19,420	50,000	-	50,000	-	0.0%
	1,707,424	1,929,658	1,891,958	1,942,288	12,630	0.7%

## Schedule E: Appropriations by Fund

CITY OF FLAGSTAFF  
SUMMARY BY DIVISION OF EXPENDITURES/EXPENSES WITHIN EACH FUND  
COMPARISON OF FISCAL YEAR 2014 AND 2015  
(WITH ACTUAL FOR FISCAL YEAR 2013)

FUND/DIVISION	ACTUAL EXPENDITURES/ EXPENSES 2012-2013	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2013-2014	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2013-2014	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2014-2015	CHANGE (BDGT-BDGT)	% CHANGE
<b>ARTS AND SCIENCE FUND</b>						
Economic Vitality	\$ 395,587	642,206	408,806	621,023	(21,183)	(3.3%)
Reserve/Contingency	1,605	10,000	-	10,000	-	0.0%
	<u>397,192</u>	<u>652,206</u>	<u>408,806</u>	<u>631,023</u>	<u>(21,183)</u>	<u>(3.2%)</u>
<b>RECREATION-BBB FUND</b>						
Public Works	-	1,100,000	1,119,791	1,579,460	479,460	43.6%
<b>HOUSING AND COMMUNITY SERVICES FUND</b>						
Community Development	1,472,673	2,740,457	2,081,716	1,398,872	(1,341,585)	(49.0%)
Non-departmental	27,322	38,284	32,284	46,811	8,527	22.3%
	<u>1,499,995</u>	<u>2,778,741</u>	<u>2,114,000</u>	<u>1,445,683</u>	<u>(1,333,058)</u>	<u>(48.0%)</u>
<b>METRO PLANNING ORG FUND</b>						
Community Development	279,164	666,445	680,284	285,638	(380,807)	(57.1%)
Non-departmental	17,260	21,126	21,126	21,654	528	2.5%
Contingency	-	250,000	-	250,000	-	0.0%
	<u>296,424</u>	<u>937,571</u>	<u>701,410</u>	<u>557,292</u>	<u>(380,279)</u>	<u>(40.6%)</u>
<b>EDA REVOLVING LOAN FUND</b>						
Economic Vitality	-	220,000	220,000	-	(220,000)	(100.0%)
	<u>-</u>	<u>220,000</u>	<u>220,000</u>	<u>-</u>	<u>(220,000)</u>	<u>(100.0%)</u>
<b>Total Special Revenue Funds</b>	<u>27,883,469</u>	<u>46,803,904</u>	<u>41,022,668</u>	<u>38,650,699</u>	<u>(8,153,205)</u>	<u>(17.4%)</u>
<b>DEBT SERVICE FUNDS</b>						
<b>GENERAL OBLIGATION BONDS FUND</b>						
Non-departmental	4,289,412	7,460,125	7,460,125	7,474,272	14,147	0.2%
<b>SPECIAL ASSESSMENT BONDS FUND</b>						
Non-departmental	905,475	905,600	905,600	849,350	(56,250)	(6.2%)
<b>Total Debt Service Funds</b>	<u>5,194,887</u>	<u>8,365,725</u>	<u>8,365,725</u>	<u>8,323,622</u>	<u>(42,103)</u>	<u>(0.5%)</u>
<b>CAPITAL PROJECT FUNDS</b>						
<b>G.O. BONDS FUNDED PROJECTS FUND</b>						
Non-departmental	10,299,536	49,203,033	20,995,751	29,910,917	(19,292,116)	(39.2%)
<b>MUNICIPAL FACILITIES CORP FUND</b>						
Non-departmental	51,338	13,074,250	479,000	15,353,467	2,279,217	17.4%
<b>Total Capital Projects Funds</b>	<u>10,350,874</u>	<u>62,277,283</u>	<u>21,474,751</u>	<u>45,264,384</u>	<u>(17,012,899)</u>	<u>(27.3%)</u>
<b>ENTERPRISE FUNDS</b>						
<b>WATER AND WASTEWATER FUND</b>						
General Administration	626,188	621,261	621,261	644,370	23,109	3.7%
Management Services	915,248	857,869	857,869	967,305	109,436	12.8%
Public Works	59,122	48,039	48,039	36,925	(11,114)	(23.1%)
Economic Vitality	73,918	44,347	44,347	49,629	5,282	11.9%
Utilities	18,794,799	26,946,257	28,882,700	26,429,690	(516,567)	(1.9%)
Non-departmental	263,254	270,184	270,184	370,377	100,193	37.1%
Contingency	92,667	1,800,000	-	1,800,000	-	0.0%
	<u>20,825,196</u>	<u>30,587,957</u>	<u>30,724,400</u>	<u>30,298,296</u>	<u>(289,661)</u>	<u>(0.9%)</u>

## Schedule E: Appropriations by Fund

CITY OF FLAGSTAFF  
SUMMARY BY DIVISION OF EXPENDITURES/EXPENSES WITHIN EACH FUND  
COMPARISON OF FISCAL YEAR 2014 AND 2015  
(WITH ACTUAL FOR FISCAL YEAR 2013)

FUND/DIVISION	ACTUAL EXPENDITURES/ EXPENSES 2012-2013	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2013-2014	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2013-2014	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2014-2015	CHANGE (BDGT-BDGT)	% CHANGE
<b>AIRPORT FUND</b>						
General Administration	\$ 62,750	61,759	61,759	55,329	(6,430)	(10.4%)
Management Services	119,449	94,151	94,151	81,024	(13,127)	(13.9%)
Public Works	125,633	105,195	105,195	52,146	(53,049)	(50.4%)
Economic Vitality	2,467,914	9,432,657	9,768,366	5,506,205	(3,926,452)	(41.6%)
Non-departmental	57,063	59,662	59,662	44,964	(14,698)	(24.6%)
Contingency	16,023	500,000	500,000	100,000	(400,000)	(80.0%)
	<u>2,848,832</u>	<u>10,253,424</u>	<u>10,589,133</u>	<u>5,839,668</u>	<u>(4,413,756)</u>	<u>(43.0%)</u>
<b>SOLID WASTE</b>						
General Administration	398,292	425,155	425,155	358,624	(66,531)	(15.6%)
Management Services	376,834	323,645	323,645	349,621	25,976	8.0%
Public Works	11,046,304	9,508,438	9,268,438	10,512,342	1,003,904	10.6%
Economic Vitality	61,828	44,291	44,291	35,471	(8,820)	(19.9%)
Non-departmental	244,599	282,110	282,110	272,975	(9,135)	(3.2%)
Contingency	53,769	612,000	-	612,000	-	0.0%
	<u>12,181,626</u>	<u>11,195,639</u>	<u>10,343,639</u>	<u>12,141,033</u>	<u>945,394</u>	<u>8.4%</u>
<b>SUSTAINABILITY &amp; ENV MGMT FUND</b>						
General Administration	-	18,020	18,020	41,635	23,615	131.0%
Management Services	-	21,367	21,367	19,186	(2,181)	(10.2%)
Public Works	-	887,221	887,221	944,204	56,983	6.4%
Economic Vitality	-	4,628	4,628	1,735	(2,893)	(62.5%)
Non-departmental	-	18,560	18,560	10,905	(7,655)	(41.2%)
Contingency	-	-	-	30,000	30,000	0.0%
	<u>-</u>	<u>949,796</u>	<u>949,796</u>	<u>1,047,665</u>	<u>97,869</u>	<u>10.3%</u>
<b>STORMWATER UTILITY FUND</b>						
General Administration	38,734	37,905	37,905	38,614	709	1.9%
Community Development	-	-	-	-	-	0.0%
Management Services	50,435	53,860	53,860	42,471	(11,389)	(21.1%)
Public Works	10,921	9,626	9,626	11,663	2,037	21.2%
Economic Vitality	3,782	2,035	2,035	2,183	148	7.3%
Utilities	1,394,536	5,508,079	5,508,079	1,459,689	(4,048,390)	(73.5%)
Non-departmental	15,138	14,022	14,022	18,312	4,290	30.6%
Contingency	4,408	10,000	10,000	10,000	-	0.0%
	<u>1,517,954</u>	<u>5,635,527</u>	<u>5,635,527</u>	<u>1,582,932</u>	<u>(4,052,595)</u>	<u>(71.9%)</u>
<b>FLAGSTAFF HOUSING AUTHORITY</b>						
Community Development	5,675,976	6,183,620	6,230,784	6,042,876	(140,744)	(2.3%)
Contingency	-	1,001,250	-	1,001,250	-	0.0%
	<u>5,675,976</u>	<u>7,184,870</u>	<u>6,230,784</u>	<u>7,044,126</u>	<u>(140,744)</u>	
<b>Total Enterprise Funds</b>	<u>43,049,584</u>	<u>65,807,213</u>	<u>64,473,279</u>	<u>57,953,720</u>	<u>(7,853,493)</u>	<u>(11.9%)</u>
<b>TOTAL ALL FUNDS</b>	<u>\$ 132,830,023</u>	<u>243,472,806</u>	<u>195,687,181</u>	<u>203,934,956</u>	<u>(39,537,850)</u>	<u>(16.2%)</u>

CITY OF FLAGSTAFF  
BUDGET BY DIVISION AND SECTIONS  
COMPARISON OF FISCAL YEAR 2014 AND 2015  
(WITH ACTUAL FOR FISCAL YEAR 2013)

DIVISION/SECTION	ACTUAL EXPENDITURES/ EXPENSES 2012-2013	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2013-2014	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2013-2014	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2014-2015	CHANGE (BDGT-BDGT)	% CHANGE
<b>GENERAL ADMINISTRATION</b>						
City Manager	\$ 1,344,404	1,477,942	1,491,942	1,709,622	231,680	15.7%
City Court	2,560,761	2,647,378	2,647,378	2,733,199	85,821	3.2%
Law	1,340,474	1,420,380	1,420,380	1,507,129	86,749	6.1%
Human Resources	547,366	716,488	716,488	599,318	(117,170)	(16.4%)
Risk Management	140,591	178,670	178,670	185,738	7,068	4.0%
Information Technology	1,711,787	2,029,785	2,069,785	2,012,018	(17,767)	(0.9%)
TOTAL	7,645,383	8,470,643	8,524,643	8,747,024	276,381	3.3%
<b>COMMUNITY DEVELOPMENT</b>						
Community Development Admin.	289,516	301,793	301,793	312,918	11,125	3.7%
Planning & Development Services	1,973,527	2,307,246	2,382,246	2,284,368	(22,878)	(1.0%)
Capital Improvement	(104,279)	(77,818)	(77,818)	(148,328)	(70,510)	90.6%
Engineering	1,341,738	1,497,308	1,497,308	1,588,684	91,376	6.1%
Housing	216,616	265,468	265,468	299,703	34,235	12.9%
Community Housing Services	920,473	1,084,613	892,559	90,004	(994,609)	(91.7%)
Community Housing Grants	153,709	660,000	330,000	660,000	-	-
CDBG Grant	398,491	995,844	859,157	648,868	(346,976)	(34.8%)
Transportation CIP	2,733,877	6,760,601	6,258,675	4,849,986	(1,910,615)	(28.3%)
Flag Urban Trails System	759,757	3,446,341	3,446,341	555,000	(2,891,341)	(83.9%)
Metro Planning Organization	279,164	666,445	680,284	285,638	(380,807)	(57.1%)
Flagstaff Housing Authority	5,675,976	6,183,620	6,230,784	6,042,876	(140,744)	(2.3%)
TOTAL	14,638,565	24,091,461	23,066,797	17,469,717	(6,621,744)	(27.5%)
<b>MANAGEMENT SERVICES</b>						
Management Services Admin.	713,257	779,658	779,658	817,863	38,205	4.9%
Finance/Budget	933,924	969,377	969,377	1,019,182	49,805	5.1%
Sales Tax & Licensing	1,393,446	1,422,882	1,422,882	1,518,805	95,923	6.7%
Library	-	3,337,480	2,944,161	3,802,999	465,519	13.9%
Library County Direct	-	644,044	644,044	582,305	(61,739)	(705,783)
Library Grants	-	2,927,865	2,927,865	1,134,735	(1,793,130)	(61.2%)
TOTAL	3,040,627	10,081,306	9,687,987	8,875,889	(1,205,417)	(12.0%)
<b>FIRE</b>						
Fire	9,556,143	9,262,847	9,312,847	10,101,151	838,304	9.1%
Fire Grants	352,092	1,042,000	1,042,000	585,000	(457,000)	(43.9%)
TOTAL	9,908,235	10,304,847	10,354,847	10,686,151	381,304	3.7%
<b>POLICE</b>						
Police	14,167,570	15,673,262	15,720,339	16,462,926	789,664	5.0%
Police Grants	1,800,703	1,883,515	1,883,515	1,502,413	(381,102)	(20.2%)
TOTAL	15,968,273	17,556,777	17,603,854	17,965,339	408,562	2.3%

CITY OF FLAGSTAFF  
BUDGET BY DIVISION AND SECTIONS  
COMPARISON OF FISCAL YEAR 2014 AND 2015  
(WITH ACTUAL FOR FISCAL YEAR 2013)

DIVISION/SECTION	ACTUAL EXPENDITURES/ EXPENSES 2012-2013	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2013-2014	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2013-2014	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2014-2015	CHANGE (BDGT-BDGT)	% CHANGE
<b>PUBLIC WORKS</b>						
Public Works Administration	27,369	22,216	22,216	24,429	2,213	10.0%
USGS Facilities	1,085,873	1,323,583	1,323,583	1,273,384	(50,199)	(3.8%)
Parks	2,590,408	3,203,838	3,203,838	3,172,762	(31,076)	(1.0%)
Fleet Services	18,616	1,657,497	1,657,497	17,337	(1,640,160)	(99.0%)
Cemetery	208,471	204,576	204,576	211,129	6,553	3.2%
Public Facilities Maintenance	1,060,911	1,000,624	1,000,624	1,157,142	156,518	15.6%
Recreation	-	3,261,669	3,261,669	3,311,901	50,232	1.5%
Street Maintenance & Repairs	4,068,217	4,127,570	4,127,570	5,226,164	1,098,594	26.6%
Street Const. & Reconstruction	1,118,315	4,561,000	4,576,000	2,451,800	(2,109,200)	(46.2%)
Street & Highway User Rev Bonds	544,784	549,211	549,211	552,753	3,542	0.6%
Solid Waste - Landfill	3,595,947	2,960,666	2,995,666	3,591,318	630,652	21.3%
Solid Waste - Collections	6,112,973	5,731,800	5,731,800	6,749,669	1,017,869	17.8%
Solid Waste - Capital	107	342,000	317,000	-	(342,000)	(100.0%)
Solide Waste Debt Service	-	250,000	-	-	(250,000)	(100.0%)
Sustainability	1,094,044	873,431	873,431	933,663	60,232	6.9%
Recreation-BBB	-	1,100,000	1,119,791	1,579,460	479,460	43.6%
<b>TOTAL</b>	<b>21,526,035</b>	<b>31,169,681</b>	<b>30,964,472</b>	<b>30,252,911</b>	<b>(916,770)</b>	<b>(2.9%)</b>
<b>ECONOMIC VITALITY</b>						
Community Investment	\$ 171,783	612,978	612,978	464,301	(148,677)	(24.3%)
Airport	2,172,795	9,141,216	9,476,925	5,216,576	(3,924,640)	(42.9%)
Debt Service - Airport	286,685	286,685	286,685	286,685	-	-
Arts and Science	395,587	642,206	408,806	621,023	(21,183)	(3.3%)
Urban Design	177,503	175,309	150,470	141,821	(33,488)	(19.1%)
Streetscape	599,334	2,619,360	1,017,628	2,444,600	(174,760)	(6.7%)
Economic Development	779,903	713,332	687,402	623,285	(90,047)	(12.6%)
Economic Development Debt Serv	250,505	255,553	255,553	336,918	81,365	31.8%
EDA Revolving Loan Program	-	220,000	220,000	-	(220,000)	(100.0%)
Tourism - Gen. Admin.	1,339,287	1,518,280	1,523,080	1,518,807	527	0.0%
Visitor Services	348,717	361,378	368,878	373,481	12,103	3.3%
<b>TOTAL</b>	<b>6,522,099</b>	<b>16,546,297</b>	<b>15,008,405</b>	<b>12,027,497</b>	<b>(4,518,800)</b>	<b>(27.3%)</b>
<b>COMMUNITY ENRICHMENT</b>						
Library	3,022,271	-	-	-	-	-
Library County Direct	490,619	-	-	-	-	-
Library Grants	1,463,345	-	-	-	-	-
Recreation	3,206,917	-	-	-	-	-
<b>TOTAL</b>	<b>8,183,152</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



CITY OF FLAGSTAFF  
BUDGET BY DIVISION AND SECTIONS  
COMPARISON OF FISCAL YEAR 2014 AND 2015  
(WITH ACTUAL FOR FISCAL YEAR 2013)

DIVISION/SECTION	ACTUAL EXPENDITURES/ EXPENSES 2012-2013	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2013-2014	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2013-2014	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2014-2015	CHANGE (BDGT-BDGT)	% CHANGE
<b>UTILITIES</b>						
Administration	1,290,232	1,411,719	1,411,719	2,041,889	630,170	44.6%
Lake Mary Water Plant	3,574,407	4,476,904	4,476,904	4,890,027	413,123	9.2%
Water Distribution System	1,482,379	1,572,676	1,572,676	1,780,061	207,385	13.2%
Water Capital	2,556,806	6,632,960	6,632,960	3,082,000	(3,550,960)	(53.5%)
Wastewater Treatment	2,190,397	2,420,774	2,420,774	3,464,114	1,043,340	43.1%
Wastewater Collection	924,167	1,232,693	1,232,693	1,219,221	(13,472)	(1.1%)
Wastewater Monitoring	270,768	451,639	451,639	298,740	(152,899)	(33.9%)
Reclaim Water Plant	884,434	1,153,102	1,153,102	1,128,314	(24,788)	(2.1%)
Wastewater Capital	317,173	3,385,867	5,322,310	2,850,000	(535,867)	(15.8%)
Reclaim Water Capital	-	-	-	1,345,000	1,345,000	-
Debt Service	5,304,036	4,207,923	4,207,923	4,330,324	122,401	2.9%
Stormwater Utility	528,847	632,151	632,151	754,689	122,538	19.4%
Stormwater Capital	865,689	4,875,928	4,875,928	705,000	(4,170,928)	(85.5%)
Drainage	-	-	-	-	-	-
<b>TOTAL</b>	<b>20,189,335</b>	<b>32,454,336</b>	<b>34,390,779</b>	<b>27,889,379</b>	<b>(4,564,957)</b>	<b>(14.1%)</b>
<b>NON-DEPARTMENTAL</b>						
Council & Commissions	400,338	414,197	414,197	392,034	(22,163)	(5.4%)
Non-Departmental	2,325,712	7,129,079	7,129,079	2,087,299	(5,041,780)	(70.7%)
Real Estate Proceeds	-	1,000,000	1,000,000	-	(1,000,000)	(100.0%)
G.O. Bond - Debt Service	4,289,412	7,460,125	7,460,125	7,474,272	14,147	0.2%
SID-Debt	905,475	905,600	905,600	849,350	(56,250)	(6.2%)
G.O. Bond Funded Projects	10,299,536	49,203,033	20,995,751	29,910,917	(19,292,116)	(39.2%)
Municipal Facilities Corp	51,338	13,074,250	479,000	15,353,467	2,279,217	17.4%
Transportation	4,098,972	5,738,691	4,732,012	4,553,942	(1,184,749)	(20.6%)
4th Street Debt Service	2,109,073	1,182,775	480,175	1,169,850	(12,925)	(1.1%)
Facility Improvement Debt	512,354	514,458	514,458	1,646,598	1,132,140	220.1%
<b>TOTAL</b>	<b>24,992,210</b>	<b>86,622,208</b>	<b>44,110,397</b>	<b>63,437,729</b>	<b>(23,184,479)</b>	<b>(26.8%)</b>
<b>RESERVES/CONTINGENCIES</b>	<b>216,109</b>	<b>6,175,250</b>	<b>1,975,000</b>	<b>6,583,320</b>	<b>408,070</b>	<b>6.6%</b>
<b>GRAND TOTAL</b>	<b>\$ 132,830,023</b>	<b>243,472,806</b>	<b>195,687,181</b>	<b>203,934,956</b>	<b>(39,537,850)</b>	<b>(16.2%)</b>

This schedule includes the entire budgetary responsibility of the division without regard to funding source.

## Schedule F: Budget Summary by Division of Expenditures

CITY OF FLAGSTAFF  
BUDGET SUMMARY BY DIVISION OF EXPENDITURES  
COMPARISON OF FISCAL YEAR 2014 AND 2015  
(WITH ACTUAL FOR FISCAL YEAR 2013)

DIVISION/FUND	ACTUAL EXPENDITURES/ EXPENSES 2012-2013	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2013-2014	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2013-2014	PROPOSED BUDGETED EXPENDITURE/ EXPENSE * 2014-2015	CHANGE (BDGT-BDGT)	% CHANGE
<b>GENERAL ADMINISTRATION</b>						
General Fund	\$ 7,645,383	8,470,643	8,524,643	8,747,024	276,381	3.3%
Library Fund	150,716	148,678	148,678	176,085	27,407	18.4%
HURF Fund	118,391	109,645	109,645	151,660	42,015	38.3%
Transportation Fund	52,014	41,592	41,592	39,239	(2,353)	(5.7%)
Water and Wastewater Fund	626,188	621,261	621,261	644,370	23,109	3.7%
Airport	62,750	61,759	61,759	55,329	(6,430)	(10.4%)
Solid Waste Fund	398,292	425,155	425,155	358,624	(66,531)	(15.6%)
Sustainability & Environment Mgmt Fund	-	18,020	18,020	41,635	23,615	131.0%
Stormwater Utility Fund	38,734	37,905	37,905	38,614	709	1.9%
TOTAL	9,092,468	9,934,658	9,988,658	10,252,580	317,922	3.2%
<b>COMMUNITY DEVELOPMENT</b>						
General Fund	3,717,118	4,293,997	4,368,997	4,337,345	43,348	1.0%
HURF Fund	3,267,660	7,310,840	6,808,914	5,241,987	(2,068,853)	(28.3%)
FUTS Fund	-	3,446,341	3,446,341	555,000	(2,891,341)	(83.9%)
Beautification Fund	759,757	-	-	-	-	0.0%
Housing and Community Services Fund	1,472,673	2,740,457	2,081,716	1,398,872	(1,341,585)	(49.0%)
Metro Planning Organization Fund	279,164	666,445	680,284	285,638	(380,807)	(57.1%)
Flagstaff Housing Authority	5,675,976	6,183,620	6,230,784	6,042,876	(140,744)	(2.3%)
TOTAL	15,172,348	24,641,700	23,617,036	17,861,718	(6,779,982)	(27.5%)
<b>MANAGEMENT SERVICES</b>						
General Fund	3,040,627	3,171,917	3,171,917	3,355,850	183,933	5.8%
Library Fund	134,552	7,025,781	6,632,462	5,639,444	(1,386,337)	(19.7%)
HURF Fund	73,428	66,108	66,108	91,171	25,063	37.9%
Transportation Fund	215,009	251,419	251,419	265,318	13,899	5.5%
Water and Wastewater Fund	915,248	857,869	857,869	967,305	109,436	12.8%
Airport Fund	119,449	94,151	94,151	81,024	(13,127)	(13.9%)
Solid Waste Fund	376,834	323,645	323,645	349,621	25,976	8.0%
Sustainability & Environment Mgmt Fund	-	21,367	21,367	19,186	(2,181)	(10.2%)
Stormwater Utility Fund	50,435	53,860	53,860	42,471	(11,389)	(21.1%)
TOTAL	4,925,582	11,866,117	11,472,798	10,811,390	(1,054,727)	(8.9%)
<b>FIRE</b>						
General Fund	9,908,235	10,304,847	10,354,847	10,686,151	381,304	3.7%
TOTAL	9,908,235	10,304,847	10,354,847	10,686,151	381,304	3.7%
<b>POLICE</b>						
General Fund	15,968,273	17,556,777	17,603,854	17,965,339	408,562	2.3%
TOTAL	15,968,273	17,556,777	17,603,854	17,965,339	408,562	2.3%
<b>PUBLIC WORKS</b>						
General Fund	4,991,648	10,674,003	10,674,003	9,168,084	(1,505,919)	(14.1%)
Library Fund	87,664	81,044	81,044	68,965	(12,079)	(14.9%)
HURF Fund	5,868,177	9,408,233	9,423,233	8,371,154	(1,037,079)	(11.0%)
Transportation Fund	-	-	-	12,822	12,822	0.0%
Recreation-BBB Fund	-	1,100,000	1,119,791	1,579,460	479,460	43.6%
Water and Wastewater Fund	59,122	48,039	48,039	36,925	(11,114)	(23.1%)
Airport Fund	125,633	105,195	105,195	52,146	(53,049)	(50.4%)
Solid Waste Fund	11,046,304	9,508,438	9,268,438	10,512,342	1,003,904	10.6%
Sustainability & Environment Mgmt Fund	-	887,221	887,221	944,204	56,983	6.4%
Stormwater Utility Fund	10,921	9,626	9,626	11,663	2,037	21.2%
TOTAL	22,189,469	31,821,799	31,616,590	30,757,765	(1,064,034)	(3.3%)

## Schedule F: Budget Summary by Division of Expenditures

CITY OF FLAGSTAFF  
BUDGET SUMMARY BY DIVISION OF EXPENDITURES  
COMPARISON OF FISCAL YEAR 2014 AND 2015  
(WITH ACTUAL FOR FISCAL YEAR 2013)

DIVISION/FUND	ACTUAL EXPENDITURES/ EXPENSES 2012-2013	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2013-2014	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2013-2014	PROPOSED BUDGETED EXPENDITURE/ EXPENSE * 2014-2015	CHANGE (BDGT-BDGT)	% CHANGE
<b>ECONOMIC VITALITY</b>						
General Fund	\$ 171,783	612,978	612,978	464,301	(148,677)	(24.3%)
Library Fund	27,272	14,800	14,800	14,909	109	0.7%
HURF Fund	24,888	13,892	13,892	14,496	604	4.3%
Transportation Fund	7,789	5,455	5,455	2,952	(2,503)	(45.9%)
Beautification Fund	776,837	2,794,669	1,168,098	2,586,421	(208,248)	(7.5%)
Economic Development Fund	1,030,408	968,885	942,955	960,203	(8,682)	(0.9%)
EDA Revolving Loan Fund	-	220,000	220,000	-	(220,000)	(100.0%)
Tourism Fund	1,688,004	1,879,658	1,891,958	1,892,288	12,630	0.7%
Arts and Science Fund	395,587	642,206	408,806	621,023	(21,183)	(3.3%)
Water and Wastewater Fund	73,918	44,347	44,347	49,629	5,282	11.9%
Airport Fund	2,467,914	9,432,657	9,768,366	5,506,205	(3,926,452)	(41.6%)
Solid Waste Fund	61,828	44,291	44,291	35,471	(8,820)	(19.9%)
Sustainability & Environment Mgmt Fund	-	4,628	4,628	1,735	(2,893)	(62.5%)
Stormwater Utility Fund	3,782	2,035	2,035	2,183	148	7.3%
<b>TOTAL</b>	<b>6,730,010</b>	<b>16,680,501</b>	<b>15,142,609</b>	<b>12,151,816</b>	<b>(4,528,685)</b>	<b>(27.1%)</b>
<b>COMMUNITY ENRICHMENT</b>						
General Fund	3,206,917	-	-	-	-	0.0%
Library Fund	4,976,235	-	-	-	-	0.0%
<b>TOTAL</b>	<b>8,183,152</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>UTILITIES</b>						
Water and Wastewater Fund	18,794,799	26,946,257	28,882,700	26,429,690	(516,567)	(1.9%)
Stormwater Utility Fund	1,394,536	5,508,079	5,508,079	1,459,689	(4,048,390)	(73.5%)
<b>TOTAL</b>	<b>20,189,335</b>	<b>32,454,336</b>	<b>34,390,779</b>	<b>27,889,379</b>	<b>(4,564,957)</b>	<b>(14.1%)</b>
<b>NON-DEPARTMENTAL</b>						
General Fund	(2,319,701)	3,568,519	3,574,519	(1,331,563)	(4,900,082)	(137.3%)
Library Fund	93,095	89,293	89,293	77,765	(11,528)	(12.9%)
HURF Fund	85,536	88,851	88,851	116,557	27,706	31.2%
Transportation Fund	6,225,715	6,943,202	5,233,923	5,738,735	(1,204,467)	(17.3%)
Housing and Community Services Fund	27,322	38,284	32,284	46,811	8,527	22.3%
Metro Planning Organization Fund	17,260	21,126	21,126	21,654	528	2.5%
General Obligation Bonds Fund	4,289,412	7,460,125	7,460,125	7,474,272	14,147	0.2%
Special Assessment Bonds Fund	905,475	905,600	905,600	849,350	(56,250)	(6.2%)
G.O. Bonds Funded Projects Fund	10,299,536	49,203,033	20,995,751	29,910,917	(19,292,116)	(39.2%)
Municipal Facilities Corp Fund	51,338	13,074,250	479,000	15,353,467	2,279,217	17.4%
Special Improvement District Fund	-	-	-	-	-	0.0%
Water and Wastewater Fund	263,254	270,184	270,184	370,377	100,193	37.1%
Airport Fund	57,063	59,662	59,662	44,964	(14,698)	(24.6%)
Solid Waste Fund	244,599	282,110	282,110	272,975	(9,135)	(3.2%)
Sustainability & Environment Mgmt Fund	-	18,560	18,560	10,905	(7,655)	(41.2%)
Stormwater Utility Fund	15,138	14,022	14,022	18,312	4,290	30.6%
<b>TOTAL</b>	<b>20,255,042</b>	<b>82,036,821</b>	<b>39,525,010</b>	<b>58,975,498</b>	<b>(23,061,323)</b>	<b>(28.1%)</b>
<b>RESERVES/CONTINGENCIES</b>						
General Fund	20,926	1,565,000	1,465,000	350,000	(1,215,000)	(77.6%)
Library Fund	258	222,000	-	100,000	(122,000)	(55.0%)
HURF Fund	-	100,000	-	100,000	-	0.0%
Transportation Fund	-	-	-	2,000,000	2,000,000	0.0%
Beautification Fund	-	10,000	-	-	(10,000)	(100.0%)
Economic Development Fund	7,033	45,000	-	170,070	125,070	277.9%
Tourism Fund	19,420	50,000	-	50,000	-	0.0%
Arts and Science Fund	1,605	10,000	-	10,000	-	0.0%
Metro Planning Organization Fund	-	250,000	-	250,000	-	0.0%
Water and Wastewater Fund	92,667	1,800,000	-	1,800,000	-	0.0%
Airport Fund	16,023	500,000	500,000	100,000	(400,000)	(80.0%)
Solid Waste Fund	53,769	612,000	-	612,000	-	0.0%
Stormwater Utility Fund	4,408	10,000	10,000	10,000	-	0.0%
Sustainability & Environmental Mgmt Fund	-	-	-	30,000	30,000	0.0%
Flagstaff Housing Authority Fund	-	1,001,250	-	1,001,250	-	0.0%
<b>TOTAL</b>	<b>216,109</b>	<b>6,175,250</b>	<b>1,975,000</b>	<b>6,583,320</b>	<b>408,070</b>	<b>6.6%</b>
<b>ALL FUNDS TOTAL</b>	<b>\$ 132,830,023</b>	<b>243,472,806</b>	<b>195,687,181</b>	<b>203,934,956</b>	<b>-39,537,850</b>	<b>(16.2%)</b>

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

CITY OF FLAGSTAFF  
SUMMARY OF OPERATING CAPITAL  
FISCAL YEAR 2014-2015

SECT #	SECTION	OPERATING CAPITAL	BUDGET 2014-2015
GENERAL FUND			
014	IT Department	Network Core Switches	\$ 70,000
		Camera	10,000
051	Fire	Fire Engine	495,000
		Thermal Imaging Cameras	18,000
052	Fire Grants	AZ Homeland Security Equipment	310,000
061	Police	Police Cruisers (4)	114,500
062	Police Grants	Communications Equipment	100,000
		Police Equipment	20,000
105	Housing	Building Improvement / Remodel	50,000
154	Fleet Services	Setaside for Catastrophic / Vehicle Replace Fund	35,383
155	Parks	Basketball Court Resurface	18,100
		Thorpe Field Parking Lot Overlay	21,000
		Ponderosa Park Parking Lot Overlay	9,600
		Thorpe Playground Parking Lot Overlay	28,000
		Basketball / Tennis Court Overlay	25,570
		Thorpe Bark Park Equipment	22,000
		Cheshire Parking Lot Overlay	5,730
		Skate Track Surface Repairs	24,000
		Continental Parking Lot Overlay	48,500
		Continental Fence Repair	7,500
		Foxglenn Park Parking Lot Overlay	45,000
		BBB Setaside for Fleet Replacement Fund	40,946
156	Recreation	Annual Recreation Capital	36,590
		Zamboni Replacement	100,900
402	Non-Departmental	Management Services Quadrant Remodel	200,000
GENERAL FUND TOTAL			1,856,319
LIBRARY			
035	Library	Setaside for Fleet Replacement Fund	29,195
		Public Restroom ADA Compliance	30,000
		Ramp Access ADA Compliance	65,000
		Annual Building Improvement	30,000
LIBRARY TOTAL			154,195

CITY OF FLAGSTAFF  
SUMMARY OF OPERATING CAPITAL  
FISCAL YEAR 2014-2015

SECT #	SECTION	OPERATING CAPITAL	BUDGET 2014-2015
HIGHWAY USER REVENUE			
161	Street Maintenance & Repairs	Replace Sweepers (3)	\$ 560,000
		AWD Motorgraders (3)	677,000
HIGHWAY USER REVENUE TOTAL			<u>1,237,000</u>
RECREATION			
158	BBB Recreation	HVAC Unit	15,000
		Security Cameras (2)	10,000
		Portable Cash Register	5,000
		Lobby Seating	13,000
		Rubber Flooring	20,000
BBB RECREATION TOTAL			<u>63,000</u>
WATER & WASTEWATER			
301	Water Production	Back-up Generator	400,000
		SCADA Improvements	50,000
303	Water Distribution	Hand Held Meter Readers	28,000
		Flatbed Truck	19,000
		Backhoe Trailer	19,000
		Keyscan Entry System	10,000
		Tapping Machine	35,000
311	Wastewater Treatment-WC	Facilities Repair	30,000
		WCH Sump Pump Replacement	20,000
		4x4 One Ton Pick-up Truck with Plow	45,000
		Sludge Dredge	275,000
		Dozer	177,000
		Crane Repairs	12,000
312	Wastewater Treatment-RIO	Facilities Repair	23,500
		Discharge Flow Monitoring	20,000
313	Wastewater Collection	4x4 One Ton Pick-up Truck	80,000
		Crane Repairs	7,500
370	Wastewater Capital Projects	Water Vault / Compound Meters	32,000
WATER & WASTEWATER TOTAL			<u>1,283,000</u>
HOUSING AUTHORITY			
FHA	Flagstaff Housing Authority	Housing Facilities Improvements	243,691
			<u>243,691</u>

CITY OF FLAGSTAFF  
SUMMARY OF OPERATING CAPITAL  
FISCAL YEAR 2014-2015

<u>SECT #</u>	<u>SECTION</u>	<u>OPERATING CAPITAL</u>	<u>BUDGET 2014-2015</u>
ENVIRONMENTAL SERVICES			
165	Solid Waste - Landfill	Dozer	\$ 750,000
		Dust Control	45,000
		Annual Setaside - Landfill Closure	160,000
166	Solid Waste	Trash Truck	215,000
		Maintenance Truck	77,320
		Top Load Truck	215,000
ENVIRONMENTAL SERVICES TOTAL			<u>1,462,320</u>
TOTAL			<u><u>\$ 6,236,525</u></u>

CITY OF FLAGSTAFF  
SUMMARY OF CAPITAL IMPROVEMENT PROGRAM  
FISCAL YEAR 2014-2015

SECT #	SECTION	PROJECT	CARRYFWD 2013-2014	BUDGET 2014-2015
GENERAL FUND				
201	Community Investment	Brownfield Assessment	\$ -	281,500
GENERAL FUND TOTAL			-	281,500
HIGHWAY USER REVENUE				
112	Transportation CIP	Bike / Ped and Safety Improvement	-	121,000
		Transportation Planning and Programming	-	90,000
		Reserve for Transportation Improvements	-	167,500
		Industrial Drive / Fanning Wash	-	2,075,000
		Beulah Blvd / University Drive	-	1,500,000
		HSIP Program	-	79,000
		Soliere Avenue - Fanning Wash Crossing	-	250,000
		Franklin Safety Improvements	-	250,000
		4th Street Safety Improvements	-	270,000
162	Street Construction	Reserve for Improvements	-	50,000
		Minor Transportation Improvements	-	50,000
		Sidewalk Replacement Program	-	15,000
		Street Improvement Program	-	2,146,000
		Business F 40 Overlay	-	190,800
HIGHWAY USER REVENUE TOTAL			-	7,254,300
FUTS				
111	Flagstaff Urban Trail	Special Projects and Unprogrammed Work	-	50,000
		High Country Trail	-	280,000
		Sheep Crossing Trail	-	125,000
		Lonetree Trail	-	100,000
FUTS TOTAL			-	555,000
BEAUTIFICATION				
212	Streetscape	Special Projects and Unprogrammed Work	-	60,000
		Historic Facades	-	50,000
		Neighborhood Gardens	10,000	10,000
		4th Street Corridor Improvements	1,300,000	1,537,100
		Butler Avenue - North Edge	-	100,000
		Beautification in Action	-	12,500
		Lockette Avenue - North Edge	-	50,000
		Milton Avenue - North Edge	-	20,000
		Capital Repair Project	-	50,000
		Train Station Platform	-	300,000
		City Gateways	-	75,000
		Non-Conforming Sign Program	-	80,000
		Gutter Diversions - Sustainable Streets	-	100,000
BEAUTIFICATION TOTAL			1,310,000	2,444,600
ARTS & SCIENCE				
216	Arts & Science	Kings House Mural	-	25,000
		Fort Valley Wall	-	25,000
		Art in the Alley	-	50,000
		West Rt66 - North Edge	-	10,000
		Utility Box Art	-	12,500
		Airport Murals	-	70,000
		TBD	-	8,400
ARTS & SCIENCE TOTAL			-	200,900

CITY OF FLAGSTAFF  
SUMMARY OF CAPITAL IMPROVEMENT PROGRAM  
FISCAL YEAR 2014-2015

SECT #	SECTION	PROJECT	CARRYFWD 2013-2014	BUDGET 2014-2015
RECREATION				
158	BBB Recreation	Bushmaster Park	\$ -	581,460
		Four (4) Tennis Courts	-	480,000
		Second Chiller	-	250,000
		Aquaplex Improvements	-	60,000
		Ice Rink Improvements	-	145,000
		BBB RECREATION TOTAL	-	1,516,460
CAPITAL PROJECTS				
421	Capital Projects Fund	FUTS / Open Space Land Acquisition	-	1,076,094
422	Capital Projects Fund	Innovation Mesa	595,250	7,353,467
424	Core Service Facility	Municipal Maintenance Facility	28,295,000	28,295,000
425	Flagstaff Watershed	Watershed Protection Project	-	539,823
426	Court Facility	Court Facility	8,000,000	8,000,000
		CAPITAL PROJECTS TOTAL	36,890,250	45,264,384
WATER & WASTEWATER				
301	Water Production	SCADA Communication Towers	-	225,000
313	Wastewater Collection	COGEN Improvements	-	340,000
370	Water Capital Projects	Aging Water Infrastructure Replacement	-	2,000,000
		Radio Read Meter Replacements	-	300,000
		Reserve for Improvements	-	300,000
		McCallister Ranch	-	450,000
375	Wastewater Capital Projects	WWTP Energy Efficiency Program	-	750,000
		Wildcat Septage and Grease Station	-	600,000
		Wildcat Centrate	-	450,000
		Bushmaster RW Pump Station	-	495,000
		Wildcat RW pump Station and Piping	-	850,000
		Aging Sewer Infrastructure Replacements	-	750,000
		Reserve for Improvements	-	300,000
		WATER & WASTEWATER TOTAL	-	7,810,000
STORMWATER				
385	Stormwater Capital Projects	Spot Improvement - Annual	-	75,000
		Spot Improvement - 5 Points	-	175,000
		Spot Improvement - Rio Culvert	-	10,000
		Spot Improvement - Fanning / Steves Culvert	-	35,000
		Spot Improvement - Columbia Circle	-	300,000
		Spot Improvement - City Prop 116 Butler	-	20,000
		Spot Improvement - Schultz Creek Design Phase I	-	90,000
		STORMWATER TOTAL	-	705,000
AIRPORT				
222	Airport Capital Projects	ADOT Runway Rehab	-	310,000
		Rehab Airport Access/Public Circulation Road	-	3,500,000
		AIRPORT TOTAL	-	3,810,000



CITY OF FLAGSTAFF  
SUMMARY OF CAPITAL IMPROVEMENT PROGRAM  
FISCAL YEAR 2014-2015

<u>SECT #</u>	<u>SECTION</u>	<u>PROJECT</u>	<u>CARRYFWD 2013-2014</u>	<u>BUDGET 2014-2015</u>
ENVIRONMENTAL SERVICES				
165	SOLID WASTE	Stormwater Infrastructure	\$ -	10,000
		Maintenance Building	-	150,000
		Alternative Liner Test Pilots	-	75,000
		Paper Sludge Storage	-	500,000
		ENVIRONMENTAL SERVICES TOTAL	-	735,000
		Total	<u>\$ 38,200,250</u>	<u>70,577,144</u>

## Schedule J: Debt Service Requirements

CITY OF FLAGSTAFF  
DEBT SERVICE REQUIREMENTS  
FISCAL YEAR 2014-2015

	ORIGINAL ISSUE	OUTSTANDING 07/01/2014*	PRINCIPAL	INTEREST	FISCAL CHARGES	TOTAL REQUIREMENTS
<b>GENERAL FUND</b>						
Existing Debt:						
USGS-Series 12	\$ 4,700,000	1,260,000	400,000	50,350	3,240	453,590
Capital Lease - APSES	3,800,000	231,583	231,583	3,914	1,600	237,097
Certificates of Participation - Fire Equipment	350,000	222,631	34,224	7,158	465	41,847
Capital Lease - Renewable Energy Equipment	1,014,557	1,002,292	55,742	28,177	6,720	90,639
Proposed Courthouse 2014	13,000,000	-	498,397	323,768	7,980	830,145
	22,864,557	2,716,506	1,219,946	413,367	20,005	1,653,318
<b>STREETS FUND</b>						
Certificates of Participation - Street Overlay						
	4,610,000	2,932,369	450,776	94,287	7,690	552,753
	4,610,000	2,932,369	450,776	94,287	7,690	552,753
<b>4TH STREET</b>						
2003 MFC Revenue Bonds	25,000,000	-	-	-	-	-
2012 Pledged Revenue Partial Advance Refunding	12,530,000	12,530,000	695,000	469,750	5,100	1,169,850
	37,530,000	12,530,000	695,000	469,750	5,100	1,169,850
<b>ECONOMIC DEVELOPMENT</b>						
Existing Debt:						
GADA Revenue Bonds Series 2010A- Incubator	3,370,000	2,965,000	125,000	124,563	7,355	256,918
Proposed Other debt (loan) - Innovation Building 2015	3,150,000	-	-	80,000	-	80,000
	6,520,000	2,965,000	125,000	204,563	7,355	336,918
<b>GENERAL OBLIGATION BOND FUND</b>						
Existing Debt:						
G.O. Series 2006 Capital Projects	31,500,000	19,560,000	1,620,000	823,838	3,600	2,447,438
G.O. Series 2011 Capital Projects	12,845,000	12,510,000	1,650,000	310,850	3,200	1,964,050
G.O. Series 2011 NAU Public Safety	3,952,287	3,292,927	378,269	74,491	1,920	454,680
G.O. Series 2011 Refunding Parks & Recreation	1,394,136	212,704	212,704	2,127	1,920	216,751
G.O. Series 2013 Capital Projects	11,460,000	11,460,000	560,000	315,413	4,740	880,153
G.O. Series 2014 Capital Projects	6,600,000	6,600,000	236,800	175,000	6,400	418,200
Proposed G.O. Series Core Services Facility 2015	14,000,000	-	417,500	500,000	6,400	923,900
Proposed G.O. Open Space Series 2015	2,200,000	-	-	165,900	3,200	169,100
	83,951,423	53,635,631	5,075,273	2,367,619	31,380	7,474,272
<b>SPECIAL ASSESSMENT DISTRICT</b>						
Sawmill District						
	19,075,000	8,605,000	350,000	493,750	5,600	849,350
	19,075,000	8,605,000	350,000	493,750	5,600	849,350
<b>WATER AND WASTEWATER FUND</b>						
Existing Debt:						
G.O. Series 2003	8,230,000	-	-	-	-	-
G.O. 2011 WIFA Debt - Red Gap Shallow Well	1,633,933	1,504,660	63,661	23,624	22,092	109,377
G.O. Series 2011 Current Refunding of 1997 Series	1,620,864	247,296	247,296	2,473	5,390	255,159
2002 Water Revenue Bonds (WIFA)	6,775,760	3,634,606	349,864	70,837	51,895	472,596
2006 WIFA Revolving Loan - Water	7,900,000	5,645,000	355,000	97,322	82,012	534,334
2007 WIFA Revolving Debt - Wastewater	23,100,000	18,404,554	1,040,307	359,834	268,266	1,668,407
2008 WIFA Revolving Debt - Water	8,500,000	6,923,844	350,695	155,890	101,227	607,812
2009 WIFA Revolving Debt - Water Feasibility	2,100,000	1,136,884	87,340	22,783	21,193	131,316
2010 WIFA Revolving Debt - Sinagua Well Improvements	775,000	196,001	9,797	2,685	2,867	15,349
2010 WIFA Revolving Debt - Fort Tuthill Well Improvements	594,951	451,188	23,372	4,175	6,593	34,140
2010 WIFA Revolving Debt - Local Aquifer Study	1,100,000	942,142	48,804	8,719	13,766	71,289
Other debt - Lease Purchase - Co-Generators	2,000,000	695,913	221,527	29,429	4,414	255,370
Other debt - Lease Purchase - Renewable Energy Equipment	1,936,443	1,913,033	106,393	53,781	-	160,174
Proposed WIFA Revolving Loan - Future Water Rights 2015	177,007	-	10,000	5,000	1	15,001
	66,443,958	41,695,121	2,914,056	836,552	579,716	4,330,324
<b>AIRPORT FUND</b>						
Other debt - Lease Purchase - Hangars						
	2,782,598	1,822,343	131,773	99,963	-	231,736
Other debt - Loan - Hangars	600,000	127,362	48,830	6,119	-	54,949
	3,382,598	1,949,705	180,603	106,082	-	286,685
Total Debt Service Requirements	\$ 244,377,536	127,029,332	11,010,654	4,985,970	656,846	16,653,470

\* As restated due to change in accounting principle application

CITY OF FLAGSTAFF  
GENERAL FUND  
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 20,022,440	19,552,029	23,362,421	12,799,489	11,168,449	10,996,252	10,752,098	10,660,988
Revenues								
Taxes								
Sales Tax	15,744,648	15,850,368	15,915,500	16,250,601	16,182,333	16,272,798	16,602,190	16,938,288
Property Tax	5,304,734	5,355,000	5,355,000	5,435,325	5,516,855	5,599,608	5,683,602	5,768,856
Franchise Fees	2,302,643	2,345,338	2,415,000	2,462,093	2,449,782	2,462,031	2,511,272	2,561,497
Intergovernmental Revenues								
State Shared Income Tax	6,728,479	7,300,000	7,348,797	7,920,000	8,079,318	8,236,865	8,195,680	8,236,659
State Shared Sales Tax	5,391,580	5,418,188	5,650,000	5,760,175	5,731,374	5,760,031	5,875,232	5,992,736
Auto Lieu Tax	2,510,832	2,543,750	2,500,000	2,548,750	2,536,006	2,548,686	2,599,660	2,651,653
Federal Grants	1,317,140	2,113,654	2,113,654	1,571,360	261,464	261,464	261,464	261,464
State/Local Grants	1,000,199	1,592,827	1,592,827	1,342,558	608,282	608,282	608,282	608,282
Other IGA	863,622	850,000	850,000	860,000	860,000	860,000	860,000	860,000
License & Permits								
Business Licenses	20,015	33,000	33,000	33,000	33,000	33,000	33,000	33,000
Building Permits	1,309,720	1,119,250	1,119,250	1,141,075	1,135,370	1,141,047	1,163,868	1,187,145
Other Licenses and Permits	326,400	157,930	247,930	244,930	244,930	244,930	244,930	244,930
Charges for Services								
General Government	238,031	366,100	405,300	255,300	315,300	315,300	315,300	315,300
Parks and Recreation	1,372,629	1,578,830	1,568,730	1,576,730	1,508,730	1,508,730	1,508,730	1,508,730
Public Safety	1,264,540	910,863	908,015	957,100	915,266	919,979	924,739	929,546
Cemetery	135,135	135,340	135,340	135,000	136,350	137,714	139,091	140,482
Fines & Forfeitures								
Court Fines	768,189	820,190	820,190	819,000	827,190	835,462	843,817	852,255
Other Fines	772,798	294,961	294,961	335,462	299,970	302,971	306,000	309,060
Other Revenue								
Interest Earnings	226,353	207,500	207,500	210,600	212,650	214,821	217,012	219,124
Miscellaneous	2,534,419	6,810,642	5,792,230	2,340,309	2,319,395	2,321,272	2,323,166	2,325,082
<b>Total Revenues</b>	<b>50,132,106</b>	<b>55,803,731</b>	<b>55,273,224</b>	<b>52,199,368</b>	<b>50,173,565</b>	<b>50,584,991</b>	<b>51,217,035</b>	<b>51,944,089</b>
Transfers In								
Library	78,391	328,391	328,391	39,196	-	-	-	-
HURF	85,401	28,401	28,401	20,701	13,000	13,000	13,000	13,000
Beautification	357,558	510,985	510,985	426,139	422,139	422,139	422,139	422,139
Tourism	9,437	99,685	99,685	104,407	98,807	98,807	98,807	98,807
Recreation-BBB	1,366,633	1,948,789	1,948,789	1,983,920	1,979,920	1,979,920	1,979,920	1,979,920
Housing and Comm Svcs	14,000	-	-	-	-	-	-	-
Utilities fund	157,794	157,794	157,794	123,797	44,900	-	-	-
Airport	33,567	33,567	33,567	16,784	-	-	-	-
Environmental Services	77,903	72,488	72,488	315,083	57,678	57,678	4,678	4,678
SEMS	-	239,681	239,681	233,730	233,730	233,730	233,730	233,730
Stormwater	80,700	86,300	86,300	90,372	90,372	90,372	90,372	90,372
<b>Total Transfers In</b>	<b>2,261,384</b>	<b>3,506,081</b>	<b>3,506,081</b>	<b>3,354,129</b>	<b>2,940,546</b>	<b>2,895,646</b>	<b>2,842,646</b>	<b>2,842,646</b>
<b>Total Revenues &amp; Transfers In</b>	<b>52,393,490</b>	<b>59,309,812</b>	<b>58,779,305</b>	<b>55,553,497</b>	<b>53,114,111</b>	<b>53,480,637</b>	<b>54,059,681</b>	<b>54,786,735</b>
<b>Total Sources of Funds</b>	<b>72,415,930</b>	<b>78,861,841</b>	<b>82,141,726</b>	<b>68,352,985</b>	<b>64,282,560</b>	<b>64,476,889</b>	<b>64,811,779</b>	<b>65,447,723</b>

CITY OF FLAGSTAFF  
GENERAL FUND  
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Uses of Funds</b>								
<b>Divisions</b>								
General Administration	7,645,381	7,826,975	7,880,975	8,667,024	8,114,166	8,254,166	8,114,166	8,254,166
Management Services	3,040,628	3,171,917	3,171,917	3,355,850	3,291,844	3,291,844	3,291,844	3,291,844
Community Development	3,717,117	4,293,997	4,368,997	4,287,345	4,235,309	4,235,309	4,235,309	4,235,309
Fire	9,134,025	9,904,847	9,954,847	9,863,151	9,265,918	9,265,918	9,265,918	9,465,918
Police	15,938,299	17,258,026	17,258,026	17,730,839	17,171,939	17,222,322	17,322,322	17,322,322
Public Works	4,252,897	7,971,387	7,971,387	8,692,545	8,452,364	8,452,364	8,452,364	8,452,364
Economic Vitality	171,783	194,478	194,478	182,801	182,353	182,353	182,353	182,353
Community Enrichment	3,199,358	-	-	-	-	-	-	-
Non-Departmental	2,669,853	3,298,276	3,298,276	2,279,333	2,199,673	2,199,673	2,199,673	2,199,673
Contingency	20,926	1,565,000	1,465,000	350,000	100,000	100,000	100,000	100,000
Less Indirect Charges	(5,558,105)	(5,489,215)	(5,483,215)	(5,457,494)	(5,457,494)	(5,457,494)	(5,457,494)	(5,457,494)
Total Department Expenditures	44,232,162	49,995,688	50,080,688	49,951,394	47,556,072	47,746,455	47,706,455	48,046,455
<b>Debt Service</b>								
Leases-APSES	470,993	472,659	472,659	987,516	45,000	45,000	45,000	45,000
Leases-Fire Equipment	41,720	41,799	41,799	51,567	51,567	51,567	51,567	51,567
Bonds (20-01 only?)	465,896	669,330	669,330	614,235	614,235	614,235	614,235	614,235
Total Debt Service	978,609	1,183,788	1,183,788	1,653,318	710,802	710,802	710,802	710,802
Total Operating Budget	45,210,771	51,179,476	51,264,476	51,604,712	48,266,874	48,457,257	48,417,257	48,757,257
<b>Future Uses</b>								
PSRS - FD Increases	-	-	-	-	-	-	200,000	204,000
Benefit Increases	-	-	-	-	280,000	420,000	560,000	700,000
Available 1X's	-	-	-	-	590,000	600,000	700,000	700,000
Total Revised Service Levels	-	-	-	-	870,000	1,020,000	1,460,000	1,604,000
<b>Capital/CIP</b>								
Fleet	803,827	2,337,037	2,384,114	1,096,729	757,783	757,783	757,783	757,783
Information Technology	-	643,668	643,668	-	-	-	-	-
Capital Improvement Projects	(28,022)	5,563,500	5,563,500	281,500	-	-	-	-
Operating Capital	364,633	495,000	495,000	759,590	285,000	285,000	285,000	285,000
Total Capital/CIP	1,140,438	9,039,205	9,086,282	2,137,819	1,042,783	1,042,783	1,042,783	1,042,783
<b>Transfers Out</b>								
Library	1,137,951	1,187,951	1,187,951	1,627,451	1,398,951	1,448,951	1,498,951	1,548,951
Hurf	721,100	1,437,100	1,437,100	1,220,600	1,265,500	1,220,600	1,237,600	1,237,600
Economic Development	491,500	261,000	261,000	261,000	261,000	261,000	261,000	261,000
MPO	22,493	-	-	-	-	-	-	-
Capital Projects Fund	63,270	1,626,000	1,626,000	-	-	-	-	-
Airport	99,000	552,000	552,000	299,754	148,000	241,000	200,000	220,000
Stormwater	166,986	3,927,428	3,927,428	-	-	-	-	-
Flagstaff Housing Authority	-	-	-	33,200	33,200	33,200	33,200	33,200
Environmental Services	-	-	-	-	-	-	-	-
Total Transfers Out	2,702,300	8,991,479	8,991,479	3,442,005	3,106,651	3,204,751	3,230,751	3,300,751
Excess revenues over expenditures	3,339,981	(9,900,348)	(10,562,932)	(1,631,039)	(172,197)	(244,154)	(91,110)	81,944
<b>Total Uses of Funds</b>	49,053,509	69,210,160	69,342,237	57,184,536	53,286,308	53,724,791	54,150,791	54,704,791
<b>Ending Fund Balance</b>	\$ 23,362,421	9,651,681	12,799,489	11,168,449	10,996,252	10,752,098	10,660,988	10,742,932

CITY OF FLAGSTAFF  
LIBRARY FUND  
FIVE YEAR PLAN 2015-2019

	Actual 2012 -2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 800,433	873,900	818,932	741,510	456,861	439,808	361,478	261,983
Revenues								
State Grants	53,882	25,000	25,000	79,000	100,000	100,000	100,000	100,000
Intergovernmental	3,843,643	6,116,924	5,906,534	3,997,665	3,952,541	3,971,658	4,034,074	4,114,349
Interest Revenue	34,004	37,437	31,261	37,624	37,812	39,006	39,201	39,397
Miscellaneous	494,502	20,474	30,000	53,474	20,474	20,474	20,474	20,474
<b>Total Revenues</b>	<b>4,426,031</b>	<b>6,199,835</b>	<b>5,992,795</b>	<b>4,167,763</b>	<b>4,110,827</b>	<b>4,131,138</b>	<b>4,193,749</b>	<b>4,274,220</b>
Transfers In								
Tourism	2,700	36,500	36,500	36,500	36,500	36,500	36,500	36,500
General Fund	1,137,951	1,187,951	1,187,951	1,627,451	1,389,420	1,431,102	1,474,035	1,518,256
<b>Total Transfers In</b>	<b>1,140,651</b>	<b>1,224,451</b>	<b>1,224,451</b>	<b>1,663,951</b>	<b>1,425,920</b>	<b>1,467,602</b>	<b>1,510,535</b>	<b>1,554,756</b>
<b>Total Sources of Funds</b>	<b>6,367,115</b>	<b>8,298,186</b>	<b>8,036,178</b>	<b>6,573,224</b>	<b>5,993,607</b>	<b>6,038,548</b>	<b>6,065,762</b>	<b>6,090,959</b>
<b>Uses of Funds</b>								
Departments								
Library City Direct	3,022,271	3,278,285	2,884,966	3,648,804	3,363,131	3,455,571	3,550,615	3,648,339
Library County	490,619	644,044	644,044	582,305	532,605	547,008	561,811	577,026
Library Grants	53,881	25,000	25,000	79,000	100,000	100,000	100,000	100,000
County Wide Projects & Growth	1,409,464	2,902,865	2,902,865	1,055,735	1,060,311	1,065,025	1,069,880	1,074,881
Indirect Costs	493,299	450,207	450,207	457,129	468,557	480,271	492,278	504,585
Capital Expenditures	-	59,195	59,195	154,195	29,195	29,195	29,195	29,195
Reserves/Contingencies	258	222,000	-	100,000	-	-	-	-
<b>Total Department Expenditures</b>	<b>5,469,792</b>	<b>7,581,596</b>	<b>6,966,277</b>	<b>6,077,168</b>	<b>5,553,799</b>	<b>5,677,070</b>	<b>5,803,779</b>	<b>5,934,025</b>
Transfer Out								
General Fund	78,391	328,391	328,391	39,196	-	-	-	-
<b>Total Transfers Out</b>	<b>78,391</b>	<b>328,391</b>	<b>328,391</b>	<b>39,196</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses of Funds</b>	<b>5,548,183</b>	<b>7,909,987</b>	<b>7,294,668</b>	<b>6,116,364</b>	<b>5,553,799</b>	<b>5,677,070</b>	<b>5,803,779</b>	<b>5,934,025</b>
<b>Ending Fund Balance (1)</b>	<b>\$ 818,932</b>	<b>388,199</b>	<b>741,510</b>	<b>456,860</b>	<b>439,808</b>	<b>361,478</b>	<b>261,983</b>	<b>156,934</b>

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

CITY OF FLAGSTAFF  
HIGHWAY USER FUND  
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 2,243,491	2,546,353	3,008,503	2,330,246	1,371,754	1,220,582	1,187,936	1,187,185
Revenues								
Intergovernmental Revenues	-	36,000	14,145	179,924	1,170,931	-	-	2,249,765
Highway User Revenues	6,007,741	5,955,798	6,007,741	6,067,818	6,128,497	6,281,709	6,438,752	6,664,108
LTAIF	-	200,000	-	-	-	-	-	-
Interest Revenues	10,995	6,000	22,000	6,000	7,000	6,000	6,000	6,000
Miscellaneous Revenues	36,507	540,000	1,265,922	-	1,500,000	-	-	-
Total Revenues	6,055,243	6,737,798	7,309,808	6,253,742	8,806,427	6,287,709	6,444,752	8,919,873
Transfers In								
General Fund	721,100	1,437,100	1,437,100	1,220,600	1,220,600	1,220,600	1,237,600	1,237,600
Stormwater	206,243	338,818	288,818	306,007	314,116	322,440	330,985	339,756
Environmental Services	17,000	17,000	17,000	17,000	17,000	17,000	-	-
Transportation Tax	3,288,907	7,309,986	6,808,060	5,351,885	4,842,285	1,274,085	6,070,285	3,493,973
Total Transfers in	4,233,250	9,102,904	8,550,978	6,895,492	6,394,001	2,834,125	7,638,870	5,071,329
<b>Total Sources of Funds</b>	12,531,984	18,387,055	18,869,289	15,479,480	16,572,182	10,342,416	15,271,558	15,178,387
<b>Uses of Funds</b>								
Departments								
Operating Expenditures	3,256,246	3,927,570	3,927,570	4,036,650	3,973,560	4,078,860	4,186,949	4,297,903
Indirect Cost	972,887	999,187	999,187	906,322	999,187	1,024,167	1,049,771	1,076,015
Capital Expenditures	4,664,163	11,521,601	11,034,675	8,491,300	9,813,100	3,485,700	8,281,900	8,005,353
Reserves/Contingencies	-	100,000	-	100,000	-	-	-	-
Total Expenditures	8,893,296	16,548,358	15,961,432	13,534,272	14,785,847	8,588,727	13,518,620	13,379,271
Debt Service								
Debt Service	544,784	549,211	549,211	552,753	552,753	552,753	552,753	552,753
Total Debt Service	544,784	549,211	549,211	552,753	552,753	552,753	552,753	552,753
Transfers Out								
General Fund	85,401	28,401	28,401	20,701	13,000	13,000	13,000	13,000
Total Transfers Out	85,401	28,401	28,400	20,701	13,000	13,000	13,000	13,000
<b>Total Uses of Funds</b>	9,523,481	17,125,970	16,539,043	14,107,726	15,351,600	9,154,480	14,084,373	13,945,024
<b>Ending Fund Balance</b>	\$ 3,008,503	1,261,085	2,330,246	1,371,754	1,220,582	1,187,936	1,187,185	1,233,363

CITY OF FLAGSTAFF  
TRANSPORTATION FUND  
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 3,746,142	4,397,568	4,641,485	6,148,692	5,659,433	5,614,118	9,109,497	7,994,711
Revenues								
Sales Tax	11,114,898	11,081,675	11,215,156	11,459,192	11,391,945	11,448,907	11,677,884	11,911,441
Bond Proceeds	-	-	-	-	-	-	-	-
Interest Revenues	89,879	89,000	90,000	35,000	33,000	42,000	64,000	67,000
Miscellaneous Revenues	-	4,500,000	3,100,000	2,000,000	-	-	-	-
<b>Total Revenues</b>	<b>11,204,777</b>	<b>15,670,675</b>	<b>14,405,156</b>	<b>13,494,192</b>	<b>11,424,945</b>	<b>11,490,907</b>	<b>11,741,884</b>	<b>11,978,441</b>
<b>Total Sources of Funds</b>	<b>14,950,919</b>	<b>20,068,243</b>	<b>19,046,641</b>	<b>19,642,884</b>	<b>17,084,378</b>	<b>17,105,025</b>	<b>20,851,381</b>	<b>19,973,152</b>
<b>Uses of Funds</b>								
Departments								
Operating								
Indirect Costs	292,482	320,202	320,202	335,274	343,656	352,247	361,053	370,080
Transit	4,098,972	5,738,691	4,732,012	4,553,942	3,476,418	3,562,820	3,631,056	4,045,974
Contingency	-	-	-	2,000,000	-	-	-	-
<b>Total Expenditures</b>	<b>4,391,454</b>	<b>6,058,893</b>	<b>5,052,214</b>	<b>6,889,216</b>	<b>3,820,074</b>	<b>3,915,067</b>	<b>3,992,109</b>	<b>4,416,054</b>
Transfers Out								
Highway User Revenue Fund	3,288,907	7,309,986	6,808,060	5,351,885	4,842,285	1,274,085	6,070,285	3,493,973
MPO	-	22,500	22,500	22,500	22,500	22,500	22,500	22,500
Beautification Fund	520,000	-	-	-	-	-	-	-
FUTS Fund		535,000	535,000	550,000	550,000	550,000	550,000	550,000
<b>Total Transfers Out</b>	<b>3,808,907</b>	<b>7,867,486</b>	<b>7,365,560</b>	<b>5,924,385</b>	<b>5,414,785</b>	<b>1,846,585</b>	<b>6,642,785</b>	<b>4,066,473</b>
<b>Total Debt Service</b>	<b>2,109,073</b>	<b>1,182,775</b>	<b>480,175</b>	<b>1,169,850</b>	<b>2,235,400</b>	<b>2,233,875</b>	<b>2,221,775</b>	<b>2,226,525</b>
<b>Total Use of Funds</b>	<b>10,309,434</b>	<b>15,109,154</b>	<b>12,897,949</b>	<b>13,983,451</b>	<b>11,470,259</b>	<b>7,995,527</b>	<b>12,856,669</b>	<b>10,709,052</b>
<b>Ending Fund Balance</b>	<b>\$ 4,641,485</b>	<b>4,959,089</b>	<b>6,148,692</b>	<b>5,659,433</b>	<b>5,614,118</b>	<b>9,109,497</b>	<b>7,994,711</b>	<b>9,264,099</b>

CITY OF FLAGSTAFF  
FLAGSTAFF URBAN TRAILS FUND  
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ -	-	-	712,949	709,729	536,499	512,839	689,119
Revenues								
Intergovernmental Revenue	-	1,239,339	1,239,339	-	-	-	-	-
Interest Earnings	-	-	-	1,780	1,770	1,340	1,280	1,720
Total Revenues	-	1,239,339	1,239,339	1,780	1,770	1,340	1,280	1,720
Transfers In								
Beautification Fund	-	2,349,259	2,384,951	-	-	-	-	-
Transportation Tax-STIS	-	535,000	535,000	550,000	550,000	550,000	550,000	550,000
Total Transfers In	-	2,884,259	2,919,951	550,000	550,000	550,000	550,000	550,000
<b>Total Sources of Funds</b>	-	4,123,598	4,159,290	1,264,729	1,261,499	1,087,839	1,064,119	1,240,839
<b>Uses of Funds</b>								
Departments								
Capital Expenditures	-	3,446,341	3,446,341	555,000	725,000	575,000	375,000	475,000
Total Expenditures		3,446,341	3,446,341	555,000	725,000	575,000	375,000	475,000
<b>Total Uses of Funds</b>	-	3,446,341	3,446,341	555,000	725,000	575,000	375,000	475,000
<b>Ending Fund Balance</b>	\$ -	677,257	712,949	709,729	536,499	512,839	689,119	765,839



CITY OF FLAGSTAFF  
BEAUTIFICATION FUND  
FIVE YEAR PLAN 2015-2019

Schedule K: Five-year Plans

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 5,011,988	4,685,665	5,341,125	2,539,598	768,093	631,467	633,403	516,488
Revenues								
BBB Tax Revenue	1,180,604	1,186,405	1,210,000	1,233,595	1,227,427	1,233,564	1,258,235	1,283,400
Intergovernmental Revenue	360,932	-	8,750	-	-	-	-	-
Interest Earnings	43,404	6,120	43,757	7,460	6,350	1,920	1,580	6,330
Miscellaneous	8,349	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>1,593,289</b>	<b>1,192,525</b>	<b>1,262,507</b>	<b>1,241,055</b>	<b>1,233,777</b>	<b>1,235,484</b>	<b>1,259,815</b>	<b>1,289,730</b>
Transfers In								
Transportation Tax-STIS	520,000	-	-	-	-	-	-	-
Recreation-BBB Fund	110,000	-	-	-	-	-	-	-
<b>Total Transfers In</b>	<b>630,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources of Funds</b>	<b>7,235,277</b>	<b>5,878,190</b>	<b>6,603,632</b>	<b>3,780,653</b>	<b>2,001,870</b>	<b>1,866,951</b>	<b>1,893,218</b>	<b>1,806,218</b>
<b>Uses of Funds</b>								
Departments								
General Operating	177,503	175,309	150,470	141,821	145,367	149,001	152,726	156,544
CIP	1,359,091	2,619,360	1,017,628	2,444,600	762,500	587,500	687,500	677,500
Reserves/Contingencies	-	10,000	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>1,536,594</b>	<b>2,804,669</b>	<b>1,168,098</b>	<b>2,586,421</b>	<b>907,867</b>	<b>736,501</b>	<b>840,226</b>	<b>834,044</b>
Transfers Out								
General Fund	357,558	510,985	510,985	426,139	462,537	497,047	536,505	576,649
Flagstaff Urban Trails Fund	-	2,045,634	2,384,951	-	-	-	-	-
<b>Total Transfers Out</b>	<b>357,558</b>	<b>2,556,619</b>	<b>2,895,936</b>	<b>426,139</b>	<b>462,537</b>	<b>497,047</b>	<b>536,505</b>	<b>576,649</b>
<b>Total Uses of Funds</b>	<b>1,894,152</b>	<b>5,361,288</b>	<b>4,064,034</b>	<b>3,012,560</b>	<b>1,370,404</b>	<b>1,233,547</b>	<b>1,376,731</b>	<b>1,410,693</b>
<b>Ending Fund Balance</b>	<b>\$ 5,341,125</b>	<b>516,902</b>	<b>2,539,598</b>	<b>768,093</b>	<b>631,467</b>	<b>633,403</b>	<b>516,488</b>	<b>395,525</b>

CITY OF FLAGSTAFF  
ECONOMIC DEVELOPMENT FUND  
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 146,347	242,940	311,144	346,653	167,802	146,391	118,931	110,664
Revenue								
BBB Tax Revenue	560,934	563,542	574,750	585,958	583,028	585,943	597,662	609,615
Lease Proceeds	40,020	41,637	39,737	97,531	269,342	384,169	407,812	454,272
Grant Revenues	102,128	100,000	100,000	-	-	-	-	-
Interest Income/Misc Rev.	3,199	2,977	2,977	6,933	3,356	2,928	2,379	2,213
<b>Total Revenues</b>	<b>706,281</b>	<b>708,156</b>	<b>717,464</b>	<b>690,422</b>	<b>855,726</b>	<b>973,040</b>	<b>1,007,853</b>	<b>1,066,101</b>
Transfer In								
Capital Projects	4,457							
General Fund	491,500	261,000	261,000	261,000	363,500	261,000	261,000	261,000
<b>Total Transfer In</b>	<b>495,957</b>	<b>261,000</b>	<b>261,000</b>	<b>261,000</b>	<b>363,500</b>	<b>261,000</b>	<b>261,000</b>	<b>261,000</b>
<b>Total Sources of Funds</b>	<b>1,348,585</b>	<b>1,212,096</b>	<b>1,289,608</b>	<b>1,298,075</b>	<b>1,387,028</b>	<b>1,380,431</b>	<b>1,387,783</b>	<b>1,437,765</b>
<b>Uses of Funds</b>								
Departments								
General Operating	779,903	713,332	687,402	623,285	823,719	844,582	860,201	887,583
Reserve/Contingencies	7,033	45,000	-	170,070	-	-	-	-
<b>Total Expenditures</b>	<b>786,936</b>	<b>758,332</b>	<b>687,402</b>	<b>793,355</b>	<b>823,719</b>	<b>844,582</b>	<b>860,201</b>	<b>887,583</b>
Debt Service								
Debt Service	250,505	255,553	255,553	336,918	416,918	416,918	416,918	416,918
<b>Total Debt Service</b>	<b>250,505</b>	<b>255,553</b>	<b>255,553</b>	<b>336,918</b>	<b>416,918</b>	<b>416,918</b>	<b>416,918</b>	<b>416,918</b>
<b>Total Uses of Funds</b>	<b>1,037,441</b>	<b>1,013,885</b>	<b>942,955</b>	<b>1,130,273</b>	<b>1,240,637</b>	<b>1,261,500</b>	<b>1,277,119</b>	<b>1,304,501</b>
<b>Ending Fund Balance</b>	<b>\$ 311,144</b>	<b>198,211</b>	<b>346,653</b>	<b>167,802</b>	<b>146,391</b>	<b>118,931</b>	<b>110,664</b>	<b>133,265</b>

CITY OF FLAGSTAFF  
TOURISM FUND  
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Sources of Funds</b>								
<b>Begining Fund Balance</b>	\$ 467,611	645,165	641,466	522,798	427,368	406,150	366,192	317,862
Revenues								
BBB Tax Revenues	1,771,839	1,779,608	1,815,000	1,850,393	1,841,141	1,850,346	1,887,353	1,925,100
Building Rental Revenue	12,366	12,403	12,403	12,527	12,652	12,779	12,907	13,036
Interest on Investments	6,423	6,452	6,452	7,842	6,411	6,092	5,493	4,768
Visitor Center Retail Sales	84,756	62,620	62,620	63,872	65,150	66,453	67,782	69,138
Miscellaneous Revenues	18,033	13,000	13,000	53,130	13,261	13,394	13,528	13,663
Total Revenues	1,893,416	1,874,083	1,909,475	1,987,764	1,938,614	1,949,064	1,987,063	2,025,704
<b>Total Sources of Funds</b>	2,361,027	2,519,248	2,550,941	2,510,562	2,365,982	2,355,214	2,353,255	2,343,566
<b>Uses of Funds</b>								
Departments								
Operating Expenditures	1,688,004	1,879,658	1,891,958	1,892,288	1,824,525	1,853,715	1,900,086	1,947,671
Reserve	19,420	50,000	-	50,000	-	-	-	-
Total Expenditures	1,707,424	1,929,658	1,891,958	1,942,288	1,824,525	1,853,715	1,900,086	1,947,671
Transfers Out								
Library fund	2,700	36,500	36,500	36,500	36,500	36,500	36,500	36,500
General Fund	9,437	99,685	99,685	104,407	98,807	98,807	98,807	98,807
Total Transfers Out	12,137	136,185	136,185	140,907	135,307	135,307	135,307	135,307
<b>Total Uses of Funds</b>	1,719,561	2,065,843	2,028,143	2,083,195	1,959,832	1,989,022	2,035,393	2,082,978
<b>Ending Fund Balance</b>	\$ 641,466	453,405	522,798	427,367	406,150	366,192	317,862	260,588

CITY OF FLAGSTAFF  
ARTS AND SCIENCE FUND  
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 360,200	388,524	409,439	457,249	293,348	126,933	60,798	61,369
Revenues								
BBB Tax Revenues	442,844	444,902	453,750	462,598	460,285	462,587	471,838	481,275
Miscellaneous	612	-	-	-	-	-	-	-
Interest Income	2,975	2,866	2,866	4,524	3,055	1,642	1,116	1,218
Total Revenues	446,431	447,768	456,616	467,122	463,340	464,229	472,954	482,493
<b>Total Sources of Funds</b>	806,631	836,292	866,055	924,371	756,688	591,162	533,752	543,862
<b>Uses of Funds</b>								
Departments								
Operating Expenditures	395,587	408,806	408,806	420,123	404,755	401,964	407,382	401,370
Operating Capital	-	233,400	-	200,900	225,000	128,400	65,000	65,000
Reserve	1,605	10,000	-	10,000	-	-	-	-
Total Expenditures	397,192	652,206	408,806	631,023	629,755	530,364	472,382	466,370
<b>Total Uses of Funds</b>	397,192	652,206	408,806	631,023	629,755	530,364	472,382	466,370
<b>Ending Fund Balance</b>	\$ 409,439	184,086	457,249	293,348	126,933	60,798	61,369	77,492

CITY OF FLAGSTAFF  
BBB-RECREATION FUND  
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 1,405,674	1,751,379	1,642,293	1,702,004	182,556	185,894	195,173	200,949
Revenues								
BBB Tax Revenue	1,947,994	1,957,568	1,996,500	2,035,432	2,025,255	2,035,381	2,076,088	2,117,610
Interest on Investments	12,566	7,000	12,000	8,500	900	900	1,000	1,000
Miscellaneous Revenues	2,692	-	-	-	-	-	-	-
Bond Proceeds	-	1,100,000	1,100,000	-	-	-	-	-
Bond Premiums	-	-	19,791	-	-	-	-	-
<b>Total Revenues</b>	<b>1,963,252</b>	<b>3,064,568</b>	<b>3,128,291</b>	<b>2,043,932</b>	<b>2,026,155</b>	<b>2,036,281</b>	<b>2,077,088</b>	<b>2,118,610</b>
<b>Total Sources of Funds</b>	<b>3,368,926</b>	<b>4,815,947</b>	<b>4,770,584</b>	<b>3,745,936</b>	<b>2,208,711</b>	<b>2,222,175</b>	<b>2,272,261</b>	<b>2,319,559</b>
<b>Uses of Funds</b>								
Departments								
Capital Expenditures	-	1,100,000	1,119,791	1,579,460	-	-	-	-
<b>Total Expenditures</b>	<b>-</b>	<b>1,100,000</b>	<b>1,119,791</b>	<b>1,579,460</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Transfers Out								
General Fund	1,616,633	1,948,789	1,948,789	1,983,920	2,022,818	2,027,002	2,071,312	2,116,952
Beautification	110,000	-	-	-	-	-	-	-
<b>Total Transfers Out</b>	<b>1,726,633</b>	<b>1,948,789</b>	<b>1,948,789</b>	<b>1,983,920</b>	<b>2,022,818</b>	<b>2,027,002</b>	<b>2,071,312</b>	<b>2,116,952</b>
<b>Total Uses of Funds</b>	<b>1,726,633</b>	<b>3,048,789</b>	<b>3,068,580</b>	<b>3,563,380</b>	<b>2,022,818</b>	<b>2,027,002</b>	<b>2,071,312</b>	<b>2,116,952</b>
<b>Ending Fund Balance</b>	<b>\$ 1,642,293</b>	<b>1,767,158</b>	<b>1,702,004</b>	<b>182,556</b>	<b>185,894</b>	<b>195,173</b>	<b>200,949</b>	<b>202,607</b>

CITY OF FLAGSTAFF  
HOUSING AND COMMUNITY SERVICES FUND  
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 1,224,054	796,818	948,895	400,584	288,773	288,773	288,773	288,773
Revenues								
Intergovernmental Revenues	537,097	1,572,174	1,196,441	1,356,372	1,225,000	1,225,000	1,225,000	1,225,000
Interest Revenue	7,809	-	8,830	-	-	-	-	-
Sale of Real Property	642,444	650,000	315,112	-	-	-	-	-
Miscellaneous Revenues	51,485	-	45,306	-	-	-	-	-
<b>Total Revenues</b>	<b>1,238,835</b>	<b>2,222,174</b>	<b>1,565,688</b>	<b>1,356,372</b>	<b>1,225,000</b>	<b>1,225,000</b>	<b>1,225,000</b>	<b>1,225,000</b>
<b>Total Sources of Funds</b>	<b>2,462,890</b>	<b>3,018,992</b>	<b>2,514,584</b>	<b>1,756,956</b>	<b>1,513,773</b>	<b>1,513,773</b>	<b>1,513,773</b>	<b>1,513,773</b>
<b>Uses of Funds</b>								
Departments								
Operating Expenditures	1,499,995	2,778,741	2,114,000	1,445,683	1,225,000	1,225,000	1,225,000	1,225,000
<b>Total Department Expenditures</b>	<b>1,499,995</b>	<b>2,778,741</b>	<b>2,114,000</b>	<b>1,445,683</b>	<b>1,225,000</b>	<b>1,225,000</b>	<b>1,225,000</b>	<b>1,225,000</b>
Transfers Out								
Flagstaff Housing Authority	14,000	-	-	22,500	-	-	-	-
<b>Total Transfers Out</b>	<b>14,000</b>	<b>-</b>	<b>-</b>	<b>22,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses of Funds</b>	<b>1,513,995</b>	<b>2,778,741</b>	<b>2,114,000</b>	<b>1,468,183</b>	<b>1,225,000</b>	<b>1,225,000</b>	<b>1,225,000</b>	<b>1,225,000</b>
<b>Ending Fund Balance</b>	<b>\$ 948,895</b>	<b>240,251</b>	<b>400,584</b>	<b>288,773</b>	<b>288,773</b>	<b>288,773</b>	<b>288,773</b>	<b>288,773</b>

CITY OF FLAGSTAFF  
METRO PLANNING ORGANIZATION FUND  
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 12,607	-	20,900	7,061	-	-	-	-
Revenues								
Intergovernmental Revenue	273,244	660,071	660,071	272,731	272,731	272,731	272,731	272,731
Miscellaneous Revenues	8,980	255,000	5,000	255,000	5,000	5,000	5,000	5,000
<b>Total Revenues</b>	<b>282,224</b>	<b>915,071</b>	<b>665,071</b>	<b>527,731</b>	<b>277,731</b>	<b>277,731</b>	<b>277,731</b>	<b>277,731</b>
Transfers In								
Transportation	22,493	22,500	22,500	22,500	22,500	22,500	22,500	22,500
<b>Total Transfers In</b>	<b>22,493</b>	<b>22,500</b>	<b>22,500</b>	<b>22,500</b>	<b>22,500</b>	<b>22,500</b>	<b>22,500</b>	<b>22,500</b>
<b>Total Sources of Funds</b>	<b>317,324</b>	<b>937,571</b>	<b>708,471</b>	<b>557,292</b>	<b>300,231</b>	<b>300,231</b>	<b>300,231</b>	<b>300,231</b>
<b>Uses of Funds</b>								
Departments								
Operating Expenditures	279,164	666,445	680,284	285,638	278,035	277,481	276,912	276,329
Indirect Grant Cost	17,260	21,126	21,126	21,654	22,196	22,750	23,319	23,902
Reserves/Contingencies	-	250,000	-	250,000	-	-	-	-
<b>Total Expenditures</b>	<b>296,424</b>	<b>937,571</b>	<b>701,410</b>	<b>557,292</b>	<b>300,231</b>	<b>300,231</b>	<b>300,231</b>	<b>300,231</b>
<b>Total Uses of Funds</b>	<b>296,424</b>	<b>937,571</b>	<b>701,410</b>	<b>557,292</b>	<b>300,231</b>	<b>300,231</b>	<b>300,231</b>	<b>300,231</b>
<b>Ending Fund Balance</b>	<b>\$ 20,900</b>	<b>-</b>	<b>7,061</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

CITY OF FLAGSTAFF  
EDA REVOLVING LOAN FUND  
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ -	-	-	855	872	890	907	925
Revenue								
EDA Grant	-	220,000	220,000	-	-	-	-	-
Interest Income/Misc Rev.	-	855	855	17	17	18	18	19
Total Revenues	-	220,855	220,855	17	17	18	18	19
<b>Total Sources of Funds</b>	-	220,855	220,855	872	890	907	925	944
<b>Uses of Funds</b>								
Departments								
EDA Revolving Loans	-	220,000	220,000	-	-	-	-	-
Total Expenditures	-	220,000	220,000	-	-	-	-	-
<b>Total Uses of Funds</b>	-	220,000	220,000	-	-	-	-	-
<b>Ending Fund Balance</b>	\$ -	855	855	872	890	907	925	944



CITY OF FLAGSTAFF  
GENERAL OBLIGATION BOND FUND  
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 378,057	-	-	-	-	-	-	-
Transfers In								
Secondary Property Tax Fund	3,911,355	7,460,125	7,045,125	7,474,272	8,207,105	7,845,442	7,764,643	7,702,324
Total Transfers In	3,911,355	7,460,125	7,045,125	7,474,272	8,207,105	7,845,442	7,764,643	7,702,324
<b>Total Sources of Funds</b>	4,289,412	7,460,125	7,045,125	7,474,272	8,207,105	7,845,442	7,764,643	7,702,324
<b>Uses of Funds</b>								
Debt Service								
Debt Service	4,289,412	7,460,125	7,045,125	7,474,272	8,207,105	7,845,442	7,764,643	7,702,324
Total Debt Service	4,289,412	7,460,125	7,045,125	7,474,272	8,207,105	7,845,442	7,764,643	7,702,324
<b>Total Uses of Funds</b>	4,289,412	7,460,125	7,045,125	7,474,272	8,207,105	7,845,442	7,764,643	7,702,324
<b>Ending Fund Balance</b>	\$ -	-	-	-	-	-	-	-

CITY OF FLAGSTAFF  
SECONDARY PROPERTY TAX FUND  
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 6,234,327	8,471,639	8,821,564	7,384,991	5,583,564	3,117,714	1,456,926	1,420,074
Revenues								
Secondary Property Taxes	6,423,153	5,530,453	5,530,453	5,611,045	5,677,255	6,118,454	7,659,290	7,631,580
Interest Revenue	75,439	59,700	78,100	61,800	64,000	66,200	68,500	70,900
Total Revenues	6,498,592	5,590,153	5,608,553	5,672,845	5,741,255	6,184,654	7,727,790	7,702,480
<b>Total Sources of Funds</b>	12,732,919	14,061,792	14,430,117	13,057,836	11,324,819	9,302,368	9,184,716	9,122,554
<b>Uses of Funds</b>								
Transfers Out								
G. O. Bond Fund	3,911,355	7,460,125	7,045,125	7,474,272	8,207,105	7,845,442	7,764,643	7,702,324
Utilities	-	-	-	-	-	-	-	-
Total Transfers Out	3,911,355	7,460,125	7,045,126	7,474,272	8,207,105	7,845,442	7,764,643	7,702,324
<b>Total Uses of Funds</b>	3,911,355	7,460,125	7,045,126	7,474,272	8,207,105	7,845,442	7,764,643	7,702,324
<b>Ending Fund Balance</b>	\$ 8,821,564	6,601,667	7,384,991	5,583,564	3,117,714	1,456,926	1,420,074	1,420,230

CITY OF FLAGSTAFF  
SPECIAL ASSESSMENT BOND FUND  
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 414,694	414,729	234,579	236,375	232,605	228,305	224,005	219,605
Revenues								
Special Assessments	722,733	902,000	902,000	843,750	899,125	903,750	902,250	899,750
Interest on Investments	2,627	3,100	2,646	1,830	1,300	1,300	1,200	1,200
Total Revenues	725,360	905,100	904,646	845,580	900,425	905,050	903,450	900,950
<b>Total Sources of Funds</b>	1,140,054	1,319,829	1,139,225	1,081,955	1,133,030	1,133,355	1,127,455	1,120,555
<b>Uses of Funds</b>								
Debt Service	905,475	905,600	902,850	849,350	904,725	909,350	907,850	905,350
Total Debt Service	905,475	905,600	902,850	849,350	904,725	909,350	907,850	905,350
<b>Total Uses of Funds</b>	905,475	905,600	902,850	849,350	904,725	909,350	907,850	905,350
<b>Ending Fund Balance</b>	\$ 234,579	414,229	236,375	232,605	228,305	224,005	219,605	215,205

CITY OF FLAGSTAFF  
PERPETUAL CARE FUND  
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 193,318	214,968	218,996	243,244	268,077	293,387	319,181	345,470
Revenues								
Contributions	23,935	20,306	22,300	22,746	23,201	23,665	24,138	24,621
Interest on Investments	1,743	2,067	1,948	2,087	2,108	2,129	2,151	2,172
Total Revenues	25,678	22,373	24,248	24,833	25,309	25,794	26,289	26,793
<b>Total Sources of Funds</b>	218,996	237,341	243,244	268,077	293,387	319,181	345,470	372,263
<b>Uses of Funds</b>								
Departments								
Operating Expenditures	-	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-	-
<b>Total Uses of Funds</b>	-	-	-	-	-	-	-	-
<b>Ending Fund Balance</b>	\$ 218,996	237,341	243,244	268,077	293,387	319,181	345,470	372,263

CITY OF FLAGSTAFF  
CAPITAL PROJECTS FUND  
MUNICIPAL FACILITIES  
FIVE YEAR PLAN 2015 - 2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ (58,815)	(436,750)	(31,313)	(261,233)	-	-	-	-
Revenues								
Bond Proceeds	-	3,000,000	-	4,000,000	-	-	-	-
Loan Proceeds	-	-	-	3,162,500	-	-	-	-
MFC Bond Proceeds	-	2,700,000	-	-	-	10,000,000	-	10,000,000
Grant Revenue	20,025	4,600,000	249,080	5,946,334	384,561	-	-	-
Real Estate Proceeds	-	5,449,000	-	2,000,000	-	-	-	-
Miscellaneous Revenues	-	2,575,000	-	505,866	-	-	-	-
<b>Total Revenues</b>	<b>20,025</b>	<b>18,324,000</b>	<b>249,080</b>	<b>15,614,700</b>	<b>384,561</b>	<b>10,000,000</b>	<b>-</b>	<b>10,000,000</b>
Transfers In								
Gen Fund	63,271	1,626,000	-	-	-	-	-	-
<b>Total Transfers In</b>	<b>63,271</b>	<b>1,626,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources of Funds</b>	<b>24,481</b>	<b>19,513,250</b>	<b>217,767</b>	<b>15,353,467</b>	<b>384,561</b>	<b>10,000,000</b>	<b>-</b>	<b>10,000,000</b>
<b>Uses of Funds</b>								
Expenditures								
USGS Miscellaneous Bldgs.	-	-	-	-	-	10,000,000	-	10,000,000
Innovation Mesa	45,472	1,074,250	479,000	7,353,467	384,561	-	-	-
Court Facility	5,866	12,000,000	-	8,000,000	-	-	-	-
<b>Total Capital Expenditures</b>	<b>51,338</b>	<b>13,074,250</b>	<b>479,000</b>	<b>15,353,467</b>	<b>384,561</b>	<b>10,000,000</b>	<b>-</b>	<b>10,000,000</b>
Transfers Out								
Economic Development	4,456	-	-	-	-	-	-	-
<b>Total Uses of Funds</b>	<b>55,794</b>	<b>13,074,250</b>	<b>479,000</b>	<b>15,353,467</b>	<b>384,561</b>	<b>10,000,000</b>	<b>-</b>	<b>10,000,000</b>
<b>Ending Fund Balance</b>	<b>\$ (31,313)</b>	<b>6,439,000</b>	<b>(261,233)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

CITY OF FLAGSTAFF  
CAPITAL PROJECTS FUND  
GO BOND FUNDED PROJECTS  
FIVE YEAR PLAN 2015 - 2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 5,540,050	9,692,198	9,761,540	759,788	1,345,751	1,131,665	716,603	-
Revenues								
Bond Proceeds	11,460,000	19,500,000	5,500,000	16,200,000	2,000,000	2,000,000	2,000,000	2,000,000
Bond Premium	542,689	-	98,953	-	-	-	-	-
Real Estate Proceeds	-	9,711,092	91,106	9,620,000	-	-	-	-
Interest Income	16,908	10,355	9,216	1,880	630	420	-	-
Intergovernmental Revenue	2,389,000	6,000,000	6,000,000	-	-	-	-	-
<b>Total Revenues</b>	<b>14,408,597</b>	<b>35,221,447</b>	<b>11,699,275</b>	<b>25,821,880</b>	<b>2,000,630</b>	<b>2,000,420</b>	<b>2,000,000</b>	<b>2,000,000</b>
Transfers In								
Environmental Services	112,428	4,675,000	20,000	4,675,000	-	-	-	-
Utilities	-	25,000	380,957	-	-	-	-	-
Gen Fund (USGS)	-	-	13,962	-	-	-	-	-
<b>Total Transfers In</b>	<b>112,428</b>	<b>4,700,000</b>	<b>414,919</b>	<b>4,675,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources of Funds</b>	<b>20,061,075</b>	<b>49,613,645</b>	<b>21,875,734</b>	<b>31,256,668</b>	<b>3,346,381</b>	<b>3,132,085</b>	<b>2,716,603</b>	<b>2,000,000</b>
<b>Uses of Funds</b>								
Fire Stations	3,405	-	2,609	-	-	-	-	-
FUTS/Open Space Acquis.	40,871	1,163,845	1,223,461	1,076,094	214,716	415,482	716,603	-
Picture Canyon	4,927,009	-	-	-	-	-	-	-
Observatory Mesa	110,730	12,020,000	12,166,844	-	-	-	-	-
Public Work Facility	112,428	28,295,000	20,000	28,295,000	-	-	-	-
Watershed Protection Project	56,993	1,500,000	1,500,000	539,823	2,000,000	2,000,000	2,000,000	2,000,000
2010 Street/Utility	5,044,360	6,224,188	6,082,837	-	-	-	-	-
Communication Sys 2010	3,740	-	-	-	-	-	-	-
<b>Total Capital Expenditures</b>	<b>10,299,536</b>	<b>49,203,033</b>	<b>20,995,751</b>	<b>29,910,917</b>	<b>2,214,716</b>	<b>2,415,482</b>	<b>2,716,603</b>	<b>2,000,000</b>
Transfer Out								
General Fund	-	-	120,000	-	-	-	-	-
Environmental Services	-	-	195	-	-	-	-	-
<b>Total Transfers Out</b>	<b>-</b>	<b>-</b>	<b>120,195</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses of Funds</b>	<b>10,299,536</b>	<b>49,203,033</b>	<b>21,115,946</b>	<b>29,910,917</b>	<b>2,214,716</b>	<b>2,415,482</b>	<b>2,716,603</b>	<b>2,000,000</b>
<b>Ending Fund Balance</b>	<b>\$ 9,761,540</b>	<b>410,612</b>	<b>759,788</b>	<b>1,345,751</b>	<b>1,131,665</b>	<b>716,603</b>	<b>(0)</b>	<b>-</b>

CITY OF FLAGSTAFF  
WATER AND WASTEWATER FUND  
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 10,992,035	15,885,414	15,885,414	11,948,284	8,196,554	8,295,169	7,375,728	6,400,450
Revenues								
Intergovernmental	1,588,869	590,500	590,500	60,000	-	-	-	-
Water Revenues	13,109,566	14,367,887	14,582,561	15,158,279	15,339,450	15,552,801	15,799,557	16,050,239
Wastewater Revenues	7,981,725	8,169,409	8,346,360	8,567,184	8,669,295	8,789,262	8,927,764	9,068,463
Reclaim Revenues	790,301	776,563	825,000	896,250	907,005	919,703	934,418	949,369
Capacity Fees	50,441	2,042,383	2,147,000	1,872,500	800,000	17,500	137,500	1,792,224
Interest Revenues	109,599	95,950	115,000	116,150	117,312	118,485	119,669	120,866
Bond Proceeds	2,027,543	628,600	628,600	-	-	-	-	-
Miscellaneous Revenues	218,325	91,000	91,000	-	-	-	-	-
<b>Total Revenues</b>	<b>25,876,369</b>	<b>26,762,292</b>	<b>27,326,021</b>	<b>26,670,363</b>	<b>25,833,062</b>	<b>25,397,751</b>	<b>25,918,908</b>	<b>27,981,161</b>
<b>Total Sources of Funds</b>	<b>36,868,404</b>	<b>42,647,706</b>	<b>43,211,435</b>	<b>38,618,647</b>	<b>34,029,616</b>	<b>33,692,920</b>	<b>33,294,636</b>	<b>34,381,611</b>
<b>Uses of Funds</b>								
Departments								
Operating Expenditures	10,323,075	11,769,007	11,769,007	13,006,366	12,122,307	12,349,735	12,583,530	12,973,768
Indirect Costs	1,937,730	1,841,700	1,841,700	2,068,606	2,120,300	2,173,300	2,227,600	2,283,300
Capital Expenditures	3,167,688	10,969,327	12,905,770	9,093,000	7,500,000	7,975,000	8,387,000	9,267,000
Reserves/Contingencies	92,667	1,800,000	-	1,800,000	-	-	-	-
<b>Total Expenditures</b>	<b>15,521,160</b>	<b>26,380,034</b>	<b>26,516,477</b>	<b>25,967,972</b>	<b>21,742,607</b>	<b>22,498,035</b>	<b>23,198,130</b>	<b>24,524,068</b>
Debt Service	5,304,036	4,207,923	4,207,923	4,330,324	3,946,940	3,819,157	3,696,056	3,697,955
Transfers Out								
General Fund	157,794	157,794	157,794	123,797	44,900	-	-	-
Capital Projects Fund	-	25,000	380,957	-	-	-	-	-
<b>Total Transfers Out</b>	<b>157,794</b>	<b>182,794</b>	<b>538,751</b>	<b>123,797</b>	<b>44,900</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses of Funds</b>	<b>20,982,990</b>	<b>30,770,751</b>	<b>31,263,151</b>	<b>30,422,093</b>	<b>25,734,447</b>	<b>26,317,192</b>	<b>26,894,186</b>	<b>28,222,023</b>
<b>Ending Fund Balance</b>	<b>\$ 15,885,414</b>	<b>11,876,955</b>	<b>11,948,284</b>	<b>8,196,554</b>	<b>8,295,169</b>	<b>7,375,728</b>	<b>6,400,450</b>	<b>6,159,588</b>

CITY OF FLAGSTAFF  
AIRPORT FUND  
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 230,649	215,819	360,535	236,538	162,090	205,249	160,810	160,579
Revenues								
Intergovernmental Revenues	1,165,336	7,677,275	7,995,629	3,622,550	3,510,488	11,277,289	5,493,330	382,120
Airport Revenues	1,464,920	1,448,440	1,420,193	1,441,120	1,531,770	1,546,498	1,561,419	1,576,493
Interest Revenue	1,990	2,160	2,160	2,150	1,620	2,052	1,608	1,606
Recovery of Indirect Costs	47,796	325,520	325,520	198,430	192,790	294,503	301,866	22,678
Miscellaneous Revenues	33,584	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Passenger Facility Charges	199,659	278,000	200,000	215,000	265,000	265,000	265,000	265,000
Total Revenues	2,913,285	9,734,395	9,946,502	5,482,250	5,504,668	13,388,342	7,626,223	2,250,897
Transfers In								
General Fund-Operating	( 15,000)	278,000	261,000	111,754	-	-	-	53,000
General Fund-Capital	114,000	274,000	291,000	188,000	-	275,000	3,000	18,000
Total Transfers In	99,000	552,000	552,000	299,754	-	275,000	3,000	71,000
<b>Total Sources of Funds</b>	3,242,934	10,502,214	10,859,037	6,018,542	5,666,758	13,868,591	7,790,033	2,482,476
<b>Uses of Funds</b>								
Departments								
Operating Expenditures	1,102,177	1,956,089	1,956,089	1,406,576	1,277,990	1,311,290	1,345,480	1,380,590
Indirect Cost	373,329	325,523	325,523	236,407	287,320	294,503	301,866	309,412
Capital Expenditures	1,086,641	7,185,127	7,520,635	3,810,000	3,609,514	11,842,777	5,750,372	400,000
Reserve	16,023	500,000	500,000	100,000	-	-	-	-
Total Expenditures	2,562,147	9,966,739	10,302,247	5,552,983	5,174,824	13,448,570	7,397,718	2,090,002
Debt Service								
Leases	231,736	231,736	231,736	231,736	231,736	231,736	231,736	231,736
Loans	54,949	54,949	54,949	54,949	54,949	27,475	-	-
Total Debt Service	286,685	286,685	286,685	286,685	286,685	259,211	231,736	231,736
Total Expenditures	2,848,832	10,253,424	10,588,932	5,839,668	5,461,509	13,707,781	7,629,454	2,321,738
Transfers Out								
General Fund	33,567	33,567	33,567	16,784	-	-	-	-
Total Transfers Out	33,567	33,567	33,567	16,784	-	-	-	-
<b>Total Uses of Funds</b>	2,882,399	10,286,991	10,622,499	5,856,452	5,461,509	13,707,781	7,629,454	2,321,738
<b>Ending Fund Balance</b>	\$ 360,535	215,223	236,538	162,090	205,249	160,810	160,579	160,738



CITY OF FLAGSTAFF  
SOLID WASTE FUND  
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b><u>Sources of Funds</u></b>								
<b>Beginning Fund Balance</b>	\$ 5,958,602	4,922,416	5,845,876	6,580,087	4,997,183	7,193,827	7,739,094	9,228,792
Revenues								
Solid Waste Revenues	12,078,360	11,384,327	11,306,570	11,788,712	11,960,731	12,177,622	12,398,518	12,623,490
Intergovernmental Revenues	120,004	-	-	-	-	-	-	-
Interest on Investments	66,001	47,044	66,496	66,500	67,830	69,526	71,264	73,046
Miscellaneous Revenues	30,817	-	-	-	-	-	-	-
Other Financing Sources	-	3,950,000	-	3,930,000	250,000	250,000	250,000	3,250,000
<b>Total Revenues</b>	<b>12,295,182</b>	<b>15,381,371</b>	<b>11,373,066</b>	<b>15,785,212</b>	<b>12,278,561</b>	<b>12,497,148</b>	<b>12,719,782</b>	<b>15,946,536</b>
<b>Total Sources of Funds</b>	<b>18,253,784</b>	<b>20,303,787</b>	<b>17,218,942</b>	<b>22,365,299</b>	<b>17,275,744</b>	<b>19,690,975</b>	<b>20,458,876</b>	<b>25,175,328</b>
<b><u>Uses of Funds</u></b>								
Departments								
Operating Expenditures	8,678,900	7,944,470	7,919,470	8,143,667	7,758,642	7,947,952	8,141,882	8,340,545
Indirect Costs	1,324,786	1,299,173	1,299,173	1,188,046	1,217,747	1,248,191	1,279,396	1,311,381
Capital Expenditures	2,124,171	1,089,996	1,124,996	2,197,320	616,450	2,263,372	1,383,086	8,275,283
Reserves/Contingencies	53,769	612,000	-	612,000	-	-	-	-
<b>Total Expenditures</b>	<b>12,181,626</b>	<b>10,945,639</b>	<b>10,343,639</b>	<b>12,141,033</b>	<b>9,592,839</b>	<b>11,459,515</b>	<b>10,804,364</b>	<b>17,927,209</b>
Debt Service								
Capital Lease	-	250,000	-	-	250,000	250,000	250,000	950,000
<b>Total Debt Service</b>	<b>-</b>	<b>250,000</b>	<b>-</b>	<b>-</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>950,000</b>
Transfers out:								
General Fund	77,903	72,488	72,488	315,083	57,678	57,678	4,678	4,678
Environmental Management		185,728	185,728	220,000	164,400	167,688	171,042	174,463
Capital Projects Fund	-	4,675,000	20,000	4,675,000	-	-	-	-
HURF Fund	17,000	17,000	17,000	17,000	17,000	17,000	-	-
<b>Total Transfers Out</b>	<b>94,903</b>	<b>4,950,216</b>	<b>295,216</b>	<b>5,227,083</b>	<b>239,078</b>	<b>242,366</b>	<b>175,720</b>	<b>179,141</b>
<b>Total Uses of Funds</b>	<b>12,276,529</b>	<b>16,145,855</b>	<b>10,638,855</b>	<b>17,368,116</b>	<b>10,081,917</b>	<b>11,951,881</b>	<b>11,230,084</b>	<b>19,056,350</b>
<b>Ending Fund Balance (1)</b>	<b>\$ 5,977,255</b>	<b>4,157,932</b>	<b>6,580,087</b>	<b>4,997,183</b>	<b>7,193,827</b>	<b>7,739,094</b>	<b>9,228,792</b>	<b>6,118,978</b>

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

CITY OF FLAGSTAFF  
ENVIRONMENTAL MANAGEMENT FUND  
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ -	-	84,155	132,043	123,607	143,971	161,521	176,114
Revenues								
Environmental Mgmt Revenues	990,465	1,001,509	1,001,509	1,002,819	1,022,875	1,043,332	1,064,198	1,085,482
Intergovernmental Revenues	120,004	-	-	-	-	-	-	-
Interest on Investments	-	-	128	-	-	-	-	-
Miscellaneous	22,573	23,600	50,000	50,140	-	-	-	-
<b>Total Revenues</b>	<b>1,133,042</b>	<b>1,025,109</b>	<b>1,051,637</b>	<b>1,052,959</b>	<b>1,022,875</b>	<b>1,043,332</b>	<b>1,064,198</b>	<b>1,085,482</b>
Transfers In								
Solid Waste Fund	-	185,728	185,728	220,000	164,400	167,688	171,042	174,463
<b>Total Transfers In</b>	<b>-</b>	<b>185,728</b>	<b>185,728</b>	<b>220,000</b>	<b>164,400</b>	<b>167,688</b>	<b>171,042</b>	<b>174,463</b>
<b>Total Sources of Funds</b>	<b>1,133,042</b>	<b>1,210,837</b>	<b>1,321,520</b>	<b>1,405,002</b>	<b>1,310,882</b>	<b>1,354,991</b>	<b>1,396,761</b>	<b>1,436,059</b>
<b>Uses of Funds</b>								
Departments								
Operating Expenditures	1,094,044	873,431	873,431	933,663	842,824	862,901	883,467	904,536
Indirect Costs	33,583	76,365	76,365	84,002	85,682	87,396	89,144	90,927
Reserves/Contingencies	-	-	-	30,000	-	-	-	-
<b>Total Expenditures</b>	<b>1,127,627</b>	<b>949,796</b>	<b>949,796</b>	<b>1,047,665</b>	<b>928,506</b>	<b>950,297</b>	<b>972,611</b>	<b>995,463</b>
Transfers Out								
General Fund	5,415	239,681	239,681	233,730	238,405	243,173	248,036	252,997
<b>Total Transfers Out</b>	<b>5,415</b>	<b>239,681</b>	<b>239,681</b>	<b>233,730</b>	<b>238,405</b>	<b>243,173</b>	<b>248,036</b>	<b>252,997</b>
<b>Total Uses of Funds</b>	<b>1,133,042</b>	<b>1,189,477</b>	<b>1,189,477</b>	<b>1,281,395</b>	<b>1,166,911</b>	<b>1,193,470</b>	<b>1,220,647</b>	<b>1,248,460</b>
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>21,360</b>	<b>132,043</b>	<b>123,607</b>	<b>143,971</b>	<b>161,521</b>	<b>176,114</b>	<b>187,599</b>

CITY OF FLAGSTAFF  
STORMWATER UTILITY FUND  
FIVE YEAR PLAN 2015-2019

	Actual 2012-2013	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 1,287,389	867,572	1,116,133	461,930	191,831	273,026	355,912	440,537
Revenues								
Stormwater Revenues	1,430,561	1,441,171	1,442,411	1,477,788	1,477,788	1,477,788	1,477,788	1,477,788
User Fees	27,452	29,370	18,387	29,355	29,424	29,495	29,567	30,306
Permits	345	630	91	646	662	678	695	713
Intergovernmental Revenues	-	25,000	25,000	200,000	-	-	-	-
Interest Revenues	7,834	4,338	7,328	1,424	959	1,365	1,780	2,203
Miscellaneous Revenues	462	-	219	-	-	-	-	-
<b>Total Revenues</b>	<b>1,466,654</b>	<b>1,500,509</b>	<b>1,493,435</b>	<b>1,709,213</b>	<b>1,508,833</b>	<b>1,509,326</b>	<b>1,509,830</b>	<b>1,511,010</b>
Transfers in								
General Fund	166,986	3,927,428	3,863,007	-	-	-	-	-
<b>Total Transfers in</b>	<b>166,986</b>	<b>3,927,428</b>	<b>3,863,007</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources of Funds</b>	<b>2,921,029</b>	<b>6,295,509</b>	<b>6,472,575</b>	<b>2,171,143</b>	<b>1,700,664</b>	<b>1,782,352</b>	<b>1,865,742</b>	<b>1,951,547</b>
<b>Uses of Funds</b>								
Departments								
Operating Expenditures	528,847	632,151	632,151	754,689	579,282	574,269	619,138	614,550
Indirect Costs	119,010	117,448	117,448	113,243	116,074	118,976	121,950	124,999
Capital Expenditures	865,689	4,875,928	4,875,928	705,000	325,000	325,000	275,000	275,000
Reserves/Contingencies	4,408	10,000	10,000	10,000	10,000	10,000	10,000	10,000
<b>Total Department Expenditures</b>	<b>1,517,954</b>	<b>5,635,527</b>	<b>5,635,527</b>	<b>1,582,932</b>	<b>1,030,356</b>	<b>1,028,245</b>	<b>1,026,088</b>	<b>1,024,549</b>
Transfers Out								
General Fund	80,700	86,300	86,300	90,372	91,276	92,188	93,110	94,041
HURF	206,243	288,818	288,818	306,007	306,007	306,007	306,007	306,007
<b>Total Transfers Out</b>	<b>286,943</b>	<b>375,118</b>	<b>375,118</b>	<b>396,379</b>	<b>397,283</b>	<b>398,195</b>	<b>399,117</b>	<b>400,048</b>
<b>Total Uses of Funds</b>	<b>1,804,897</b>	<b>6,010,645</b>	<b>6,010,645</b>	<b>1,979,311</b>	<b>1,427,638</b>	<b>1,426,440</b>	<b>1,425,205</b>	<b>1,424,598</b>
<b>Ending Fund Balance</b>	<b>\$ 1,116,133</b>	<b>284,864</b>	<b>461,930</b>	<b>191,832</b>	<b>273,026</b>	<b>355,912</b>	<b>440,537</b>	<b>526,949</b>

CITY OF FLAGSTAFF  
FLAGSTAFF HOUSING AUTHORITY FUNDS  
FIVE YEAR PLAN 2015-2019

Schedule K: Five-year Plans

	Actual 2012-2013	Budget 2013 - 2014	Estimate 2013-2014	Budget 2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Sources of Funds</b>								
Beginning Fund Balance	\$ 875,035	536,380	795,432	405,233	229,137	143,404	151,423	224,072
Revenues								
Intergovernmental Revenues	4,411,539	5,542,089	4,449,574	5,332,047	4,448,202	4,578,915	4,624,705	4,670,953
Rents and Other Tenant Income	994,123	990,000	957,958	956,633	975,000	984,750	994,598	1,004,544
Investment Income		-	-	-	-	-	-	-
Miscellaneous Revenue	190,711	548,045	433,053	523,650	528,176	468,774	473,462	478,196
Total Revenue	5,596,373	7,080,134	5,840,585	6,812,330	5,951,378	6,032,439	6,092,765	6,153,693
Transfers In								
Housing & Community Svcs Fund	-	-	-	22,500	-	-	-	-
General Fund	-	-	-	33,200	33,200	33,200	33,200	33,200
Total Transfers In		-		55,700	33,200	33,200	33,200	33,200
<b>Total Sources of Funds</b>	6,471,408	7,616,514	6,636,017	7,273,263	6,213,715	6,209,043	6,277,388	6,410,965
<b>Uses of Funds</b>								
Departments								
Low Income Public Housing	1,885,464	1,868,728	1,773,319	1,848,172	1,866,421	1,876,083	1,829,963	1,848,263
ROSS Grant	56,048	63,991	45,984	64,113	64,043	-	-	-
Section 8, MRO, SRO, & VASH	3,576,043	3,523,223	3,678,231	3,563,849	3,567,436	3,603,403	3,639,438	3,675,834
Non-HUD Program	46,267	41,786	47,358	42,414	42,839	43,267	43,699	44,136
FHC	-	284,195	284,195	280,637	283,444	286,278	289,141	292,032
Contingency	-	1,001,250	-	1,001,250	-	-	-	-
Total Expenditures	5,563,822	6,783,173	5,829,087	6,800,435	5,824,183	5,809,031	5,802,241	5,860,265
Capital Expenditures	112,154	401,697	401,697	243,691	246,128	248,589	251,075	253,586
Total Use of Funds	5,675,976	7,184,870	6,230,784	7,044,126	6,070,311	6,057,620	6,053,316	6,113,851
<b>Ending Fund Balance</b>	\$ 795,432	431,644	405,233	229,137	143,404	151,423	224,072	297,114

DRAFT for Council Review - April 23, 2014  
Annual Financial Plan

## ***GENERAL ADMINISTRATION DIVISIONS MISSION***

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

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

The mission of the **Real Estate Program** is to provide assistance and support services to other departments in the acquisition, sale, leasing and management of real property necessary for effective accomplishment of the City's goals and objectives. The program provides guidance in planning of projects affecting property and facilities and ensures the transfer of property rights are accomplished in ways that are beneficial, effective, and compliant.

DIVISION:		01-011-CITY MANAGER			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 1,084,472	\$ 1,177,325	\$ 1,177,325	\$ 1,212,651	\$ 35,326
Contractuals	241,611	299,929	313,929	496,787	196,858
Commodities	18,319	688	688	184	(504)
TOTAL	\$ 1,344,402	\$ 1,477,942	\$ 1,491,942	\$ 1,709,622	\$ 231,680
EXPENDITURES BY PROGRAM:					
General Administration	\$ 850,844	\$ 919,866	\$ 933,866	\$ 975,152	\$ 55,286
Disability Awareness	4,119	3,288	3,288	3,288	-
Public Information	52,659	60,000	60,000	57,000	(3,000)
Customer Service	11,313	16,154	16,154	13,000	(3,154)
Property Management	78,701	79,715	79,715	98,541	18,826
City Clerk	267,430	273,919	273,919	562,641	288,722
Elections	79,336	125,000	125,000	-	(125,000)
TOTAL	\$ 1,344,402	\$ 1,477,942	\$ 1,491,942	\$ 1,709,622	\$ 231,680
SOURCE OF FUNDING:					
GENERAL FUND				\$ 1,303,236	
LIBRARY FUND				78,778	
HIGHWAY USER REVENUE FUND				56,298	
TRANSPORTATION FUND				1,651	
WATER AND WASTEWATER FUND				122,144	
STORMWATER FUND				10,275	
AIRPORT FUND				21,396	
SOLID WASTE FUND				105,294	
ENVIRONMENTAL SERVICES FUND				10,550	
				\$ 1,709,622	
COMMENTARY:					
The City Manager's operating budget has increased 16% and there are no capital expenditures. Personnel Services increases are due to a merit increase, one time payments and an increase in cost of benefits. Contractual increase is due to an increase in miscellaneous services which is covering the cost of the fall election and charter election for spring. Commodities decreases are due to a decrease in food and in photo copying charges. There is no major capital (>\$10,000) for this Section.					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Admin Assistant	0	0	1	0	1
Assistant to City Mgr (Communications)	1	1	1	0	1
Assistant to City Mgr (Real Estate)	1	1	1	0	1
City Clerk	1	1	1	0	1
City Manager	1	1	1	0	1
City Records Coordinator	0	1	1	0	1
City Records Technician	1	0	0	0	0
Deputy City Clerk	0.875	1	1	0	1
Deputy City Manager	2	2	2	0	2
Executive Admin Assistant	1	0	0	0	0
Executive Assistant	1	2	2	0	2
Intern	0.25	0.25	0.25	0	0.25
Mgmt Assistant (Funded in FY11 & FY12)	0.67	0	0	0	0
Total	10.795	10.25	11.25	0	11.25

<b>CAPITAL</b>	NONE
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## ***HUMAN RESOURCES DIVISION MISSION***

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

<b>DIVISION: 01-012-HUMAN RESOURCES</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 496,289	\$ 557,025	\$ 557,025	\$ 559,810	\$ 2,785
Contractuals	33,036	53,460	53,460	23,900	(29,560)
Commodities	17,780	106,003	106,003	15,608	(90,395)
Capital	261	-	-	-	-
<b>TOTAL</b>	<b>\$ 547,366</b>	<b>\$ 716,488</b>	<b>\$ 716,488</b>	<b>\$ 599,318</b>	<b>\$ (117,170)</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General Administration	\$ 374,446	\$ 458,357	\$ 458,357	\$ 393,478	\$ (64,879)
Recruitment and Selection	37,956	65,493	65,493	50,698	(14,795)
Benefits	67,160	83,292	83,292	74,533	(8,759)
Compensation and Classification	63,090	66,063	66,063	67,281	1,218
Employee Training and Counseling	2,859	42,375	42,375	12,420	
Diversity Awareness	1,855	908	908	908	-
<b>TOTAL</b>	<b>\$ 547,366</b>	<b>\$ 716,488</b>	<b>\$ 716,488</b>	<b>\$ 599,318</b>	<b>\$ (117,170)</b>
<b>SOURCE OF FUNDING:</b>					
GENERAL FUND				\$ 404,804	
LIBRARY FUND				41,112	
HIGHWAY USER REVENUE FUND				29,751	
WATER AND WASTEWATER FUND				55,783	
STORMWATER FUND				5,578	
AIRPORT FUND				8,832	
SOLID WASTE FUND				47,913	
ENVIRONMENTAL SERVICES FUND				5,545	
				<b>\$ 599,318</b>	
<b>COMMENTARY:</b>					
The Human Resources operating budget has decreased 16% and there are no capital expenditures. Personnel Services increases are due to a merit increase, one time payments and an increase in cost of benefits and is offset by a decrease due to a FY 2014 retirement. Contractual decrease is due to an decrease in education and training . Commodities decreases are due to an annual license in FY 2014 for a new performance evaluation software. There is no major capital (>\$10,000) for this section.					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Admin Assistant	1	1	0	0	0
Admin Specialist	1	1	1	0	1
Division Director (HR)	1	1	1	0	1
Human Resources Analyst	1.75	1.75	2.75	0	2.75
Human Resources Benefit Spec.	1	1	0	0	0
Human Resources Generalist	1	2	1	0	1
Human Resources Manager	0	0	0	0	0
Human Resources Recruiter	0	0	1	0	1
Human Resources Recrt Spec	0	0	0	0	0
Human Resources Supervisor	0	0	1	0	1
Total	6.75	7.75	7.75	0	7.75

<b>CAPITAL</b>	NONE
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## ***RISK MANAGEMENT DIVISION MISSION***

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

<b>DIVISION: 01-013-RISK MANAGEMENT</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 121,494	\$ 149,143	\$ 149,143	\$ 156,211	\$ 7,068
Contractuals	9,460	25,211	25,211	25,211	-
Commodities	9,637	4,316	4,316	4,316	-
<b>TOTAL</b>	<b>\$ 140,591</b>	<b>\$ 178,670</b>	<b>\$ 178,670</b>	<b>\$ 185,738</b>	<b>\$ 7,068</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General Administration	\$ 140,591	\$ 178,670	\$ 178,670	\$ 185,738	\$ 7,068
<b>TOTAL</b>	<b>\$ 140,591</b>	<b>\$ 178,670</b>	<b>\$ 178,670</b>	<b>\$ 185,738</b>	<b>\$ 7,068</b>
<b>SOURCE OF FUNDING:</b>					
GENERAL FUND				\$ 122,599	
LIBRARY FUND				10,491	
HIGHWAY USER REVENUE FUND				8,434	
TRANSPORTATION FUND				879	
WATER AND WASTEWATER FUND				22,018	
STORMWATER FUND				1,356	
AIRPORT FUND				1,995	
SOLID WASTE FUND				16,747	
ENVIRONMENTAL SERVICES FUND				1,219	
				<b>\$ 185,738</b>	
<b>COMMENTARY:</b>					
The Risk Management operating budget has increased 4% with no capital expenditures. Personnel Services increases are due to a merit increase, one time payments and increase in cost of benefits. There are no changes in contractual and commodities for this section. There is no major capital (>\$10,000) for this section.					
<b>NEW PERSONNEL</b> NONE					
<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Assistant to City Manager (Risk Mgt)	1	1	1	0	1
Insurance Claim Specialist	1	1	1	0	1
Total	2	2	2	0	2
<b>CAPITAL</b> NONE					

## ***INFORMATION TECHNOLOGY DIVISION MISSION***

The mission of the **Information Technology Division** is to enable City staff to make informed decisions by providing: The tools and infrastructure technology that provides access to the City's available electronic data and geographical information; Helpdesk services. To ensure that the City's network infrastructure and data resources are protected through sound security and disaster recovery management methodologies. Provide and maintain a Geographic Information System, which allows staff and citizens to make informed and effective decisions that affect the future of the City of Flagstaff.

<b>DIVISION: 01-014-INFORMATION TECHNOLOGY</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 942,975	\$ 1,020,104	\$ 1,020,104	\$ 1,104,770	\$ 84,666
Contractuals	360,022	421,083	461,083	419,083	(2,000)
Commodities	408,790	588,598	588,598	408,165	(180,433)
Capital	-	-	-	80,000	80,000
<b>TOTAL</b>	<b>\$ 1,711,787</b>	<b>\$ 2,029,785</b>	<b>\$ 2,069,785</b>	<b>\$ 2,012,018</b>	<b>\$ (17,767)</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General Administration	\$ 185,841	\$ 181,876	\$ 181,876	\$ 188,718	\$ 6,842
Applications	313,558	401,390	401,390	407,215	5,825
Systems	243,635	208,794	208,794	279,197	70,403
Services	135,911	140,523	140,523	258,456	117,933
Network	214,337	246,230	246,230	319,136	72,906
GIS	167,722	207,304	207,304	156,061	(51,243)
IT Non Departmental	450,783	643,668	683,668	403,235	(240,433)
<b>TOTAL</b>	<b>\$ 1,711,787</b>	<b>\$ 2,029,785</b>	<b>\$ 2,069,785</b>	<b>\$ 2,012,018</b>	<b>\$ (17,767)</b>
<b>SOURCE OF FUNDING:</b>					
GENERAL FUND				\$ 1,478,353	
LIBRARY FUND				12,396	
HIGHWAY USER REVENUE FUND				24,792	
WATER AND WASTEWATER FUND				333,551	
STORMWATER FUND				16,528	
AIRPORT FUND				16,528	
SOLID WASTE FUND				109,425	
ENVIRONMENTAL SERVICES FUND				20,445	
				<b>\$ 2,012,018</b>	
<b>COMMENTARY:</b>					
The Information Technology operating budget has decreased 5% and capital expenditures total \$80,000, resulting in an overall net decrease of 1%. Personnel Services increases are due to a merit increase, one time payments, increase cost of benefits, and a 1.0 FTE new position (IT Technician). Contractual decreases are due to reductions in computer equipment maintenance. Commodities decreases are due a decrease in computer software. Major capital (>\$10,000 ) is for Network Core Switches (\$70,000) and a Camera (\$10,000).					
<b>NEW PERSONNEL</b>					
TITLE	FTE	2014-2015 TOTAL \$	POTENTIAL OFFSET	NET COST 2014-2015	FUTURE COSTS
IT Technician	1.00	52,000	(39,000)	13,000	13,000
<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Division Director (IT)	1	1	1	0	1
IT Adminstrator	1	3	2	0	2
IT Analyst	4	3	4	0	4
IT Manager	2	2	2	0	2
IT Services Supervisor	1	1	1	0	1
IT Specialist	1	1	2	0	2
IT Technician	2	2	1	1	2
System Administrator	1	0	0	0	0
Total	13	13	13	1	14
<b>CAPITAL</b>			<b>TOTALS</b>		
<b>DESCRIPTION</b>			<b>2014-2015</b>		
NETWORK CORE SWITCHES			\$ 70,000		
CAMERA			10,000		

## ***CITY ATTORNEY'S DIVISION MISSION***

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

<b>DIVISION: 01-015-CITY ATTORNEY</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 1,240,934	\$ 1,365,482	\$ 1,365,482	\$ 1,441,445	\$ 75,963
Contractuals	69,751	32,658	32,658	42,309	9,651
Commodities	29,789	22,240	22,240	23,375	1,135
<b>TOTAL</b>	<b>\$ 1,340,474</b>	<b>\$ 1,420,380</b>	<b>\$ 1,420,380</b>	<b>\$ 1,507,129</b>	<b>\$ 86,749</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General Administration	\$ 125,464	\$ 129,088	\$ 129,088	\$ 139,816	\$ 10,728
Council and Department Support	591,966	655,266	655,266	667,627	12,361
Police Court	623,044	636,026	636,026	699,686	63,660
<b>TOTAL</b>	<b>\$ 1,340,474</b>	<b>\$ 1,420,380</b>	<b>\$ 1,420,380</b>	<b>\$ 1,507,129</b>	<b>\$ 86,749</b>
<b>SOURCE OF FUNDING:</b>					
GENERAL FUND				\$ 1,199,277	
LIBRARY FUND				33,308	
HIGHWAY USER REVENUE FUND				32,385	
TRANSPORTATION FUND				36,709	
WATER AND WASTEWATER FUND				110,874	
STORMWATER FUND				4,877	
AIRPORT FUND				6,578	
SOLID WASTE FUND				79,245	
ENVIRONMENTAL SERVICES FUND				3,876	
				<b>\$ 1,507,129</b>	
<b>COMMENTARY:</b>					
The City Attorney operating budget has increased 6% and there are no capital expenditures. Personnel Services increases are due to a merit increase, one time payments and increase in cost of benefits. Contractual increases are due to an increase in education and training. Commodities increase is due to a increase in books and subscriptions. There is no major capital (>\$10,000) for this section.					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Admin Assistant	1.5	1.75	1.75	0	1.75
Admin Asst (Funded in FY12)	0.25	0	0	0	0
Admin Specialist	2	2	2	0	2
Admin Specialist Leadworker	0	0	0	0	1
Asst City Attorney	4	3	3	0	3
City Attorney	1	1	1	0	1
City Prosecutor	1	1	1	0	1
Deputy City Attorney	1	1	1	0	1
Legal Assistant	1	1	1	0	0
Senior Ass't City Attorney	2	3	3	0	3
Total	13.75	13.75	13.75	0	13.75

<b>CAPITAL</b>	NONE
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## ***FLAGSTAFF MUNICIPAL COURTS DIVISION MISSION***

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

<b>DIVISION: 01-016-MUNICIPAL COURT</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 1,870,689	\$ 1,843,671	\$ 1,843,671	\$ 1,848,187	\$ 4,516
Contractuals	636,361	742,827	742,827	811,827	69,000
Commodities	53,711	60,880	60,880	73,185	12,305
<b>TOTAL</b>	<b>\$ 2,560,761</b>	<b>\$ 2,647,378</b>	<b>\$ 2,647,378</b>	<b>\$ 2,733,199</b>	<b>\$ 85,821</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General Administration	\$ 439,849	\$ 604,648	\$ 604,648	\$ 635,073	\$ 30,425
Court Services	806,270	646,584	646,584	589,990	(56,594)
Record Management	137,164	120,629	120,629	85,547	(35,082)
Court Enforcement	209,257	237,055	237,055	297,428	60,373
Warrant Division	333,045	357,847	357,847	336,148	(21,699)
Court Operations	170,619	197,970	197,970	332,477	134,507
Judicial Services	464,557	482,645	482,645	456,536	(26,109)
<b>TOTAL</b>	<b>\$ 2,560,761</b>	<b>\$ 2,647,378</b>	<b>\$ 2,647,378</b>	<b>\$ 2,733,199</b>	<b>\$ 85,821</b>
<b>SOURCE OF FUNDING:</b>				GENERAL FUND	
				\$ 2,733,199	
				<b>\$ 2,733,199</b>	
<b>COMMENTARY:</b>					
The Municipal Court operating budget has increased 3%, and there is no major capital expenditures planned. Personal Services increases are due to a merit increase, one time payments and increased cost of benefits. Contractual increases are due to anticipated utility rate increases for electricity, and building maintenance, and the EDMS support needs. Commodities increases are due to computer equipment replacement as part of a state-wide roll-out.. There are one-time authorized expenditures budgeted for \$5,000 for a flood door, \$75,000 for computer equipment maintenance, \$50,000 for court records scanning catch-up, \$10,177 for computer equipment, \$1,717 for Arc Flash Hazards update.					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
<b>TITLE</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>Current 2013-2014</b>	<b>Changes 2014-2015</b>	<b>Proposed 2014-2015</b>
Collection Specialist	1	1	1	0	1
Court Finance Specialist	0	0.75	0.8	0	0.8
Court Info Systems Coordinator	1	1	1	0	1
Court Interpreter	1	1	1	0	1
Court Judicial Specialist	7.75	6.75	8.25	0	8.25
Court Services Supervisor	1.75	2	1	0	1
Court Training Specialist	1	1	1	0	1
Deputy Court Administrator	2	2	2	0	2
Deputy Court Admin. (Funded in FY11 & FY12)	1	0	0	0	0
Division Director (Court)	1	1	1	0	1
Jury Services Specialist	1	1	1	0	1
Magistrate	1.63	1.63	1	0	1
Presiding Magistrate	1	1	1	0	1
Probation Service Officer	1.5	1.5	1	0	1
Pro-Tem Magistrate	0.55	0.55	1.3	0	1.3
Warrant Officer	2	2	2	0	2
<b>Total</b>	<b>25.18</b>	<b>24.18</b>	<b>24.35</b>	<b>0</b>	<b>24.35</b>

<b>CAPITAL</b>	NONE
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## ***MANAGEMENT SERVICES DIVISION MISSION***

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

The mission of the **Revenue Section** is to ensure compliance with the City's Business License ordinances and assist the public so that tax-reporting problems can be avoided. Within Revenue, Customer Service is to provide accurate and timely billing of City services; to provide excellent customer service to internal and external customers; to assist in all customer copy center needs; to collect on delinquent customer accounts; and to answer all incoming customer calls.

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

The mission of the **Library Section** is to provide a supportive environment for the community, enhancing quality of life through services, materials, programs, Internet access and electronic resources that meet the diverse needs of residents of all ages as well as visitors to Flagstaff and Coconino County.

<b>SECTION: 032-PURCHASING</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 658,347	\$ 734,545	\$ 734,545	\$ 772,675	\$ 38,130
Contractuals	37,558	38,236	38,236	38,236	-
Commodities	17,352	6,877	6,877	6,952	75
<b>TOTAL</b>	<b>\$ 713,257</b>	<b>\$ 779,658</b>	<b>\$ 779,658</b>	<b>\$ 817,863</b>	<b>\$ 38,205</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General Administration	\$ 237,352	\$ 276,320	\$ 276,320	\$ 304,620	\$ 28,300
Purchasing	390,644	416,117	416,117	424,637	8,520
Warehouse	85,261	87,221	87,221	88,606	1,385
<b>TOTAL</b>	<b>\$ 713,257</b>	<b>\$ 779,658</b>	<b>\$ 779,658</b>	<b>\$ 817,863</b>	<b>\$ 38,205</b>
<b>SOURCE OF FUNDING:</b>					
GENERAL FUND				\$ 441,293	
LIBRARY FUND				32,610	
HIGHWAY USER REVENUE FUND				32,284	
TRANSPORTATION FUND				20,072	
WATER AND WASTEWATER FUND				192,735	
STORMWATER FUND				17,409	
AIRPORT FUND				14,242	
SOLID WASTE FUND				63,062	
ENVIRONMENTAL SERVICES FUND				4,156	
				<b>\$ 817,863</b>	
<b>COMMENTARY:</b>					
The Management Services operating budget has increased 5% and there are no no capital expenditures planned. Personnel Services increase is due to a merit increase, one time payments and increase cost of benefits as well as one-time funds for temporary staffing. Commodities increases are due to work order charges.					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Admin Specialist	1	1	1	0	1
Division Director (Mgmt Services)	1	1	1	0	1
Financial Systems Analyst	1	1	1	0	1
Purchasing Director	1	1	1	0	1
Procurement Specialist	0	3	3	0	3
Senior Procurement Specialist	3	0	0	0	0
Warehouse Technician	1	1	1	0	1
Total	8	8	8	0	8

<b>CAPITAL</b>	NONE
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<b>SECTION: 033-REVENUE</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 1,046,274	\$ 1,039,893	\$ 1,039,893	\$ 1,137,816	\$ 97,923
Contractuals	302,380	336,589	336,589	332,489	(4,100)
Commodities	44,792	46,400	46,400	48,500	2,100
<b>TOTAL</b>	<b>\$ 1,393,446</b>	<b>\$ 1,422,882</b>	<b>\$ 1,422,882</b>	<b>\$ 1,518,805</b>	<b>\$ 95,923</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General Administration	\$ 199,164	\$ 166,860	\$ 166,860	\$ 171,051	\$ 4,191
Licensing and Support	97,313	103,892	103,892	105,791	1,899
Auditing	147,531	162,767	162,767	173,083	10,316
Sales Tax Collections	91,282	75,866	75,866	77,951	2,085
Customer Service	537,731	625,760	625,760	608,735	(17,025)
Billing and Collections	44,582	900	900	48,437	47,537
Print and Mail Services	9,967	10,900	10,900	10,900	-
Meter Services	265,876	275,937	275,937	322,857	46,920
<b>TOTAL</b>	<b>\$ 1,393,446</b>	<b>\$ 1,422,882</b>	<b>\$ 1,422,882</b>	<b>\$ 1,518,805</b>	<b>\$ 95,923</b>
<b>SOURCE OF FUNDING:</b>					
GENERAL FUND				\$ 346,929	
LIBRARY FUND				16,343	
HIGHWAY USER REVENUE FUND				18,536	
TRANSPORTATION FUND				219,831	
WATER AND WASTEWATER FUND				657,630	
STORMWATER FUND				17,440	
AIRPORT FUND				27,368	
SOLID WASTE FUND				207,913	
ENVIRONMENTAL SERVICES FUND				6,815	
				<b>\$ 1,518,805</b>	
<b>COMMENTARY:</b>					
The Revenue operating budget has increased 7% and there are no capital expenditures planned. Personnel Services increases are an increase in 1.0 FTE for Meter Technicians and the elimination of 1.0 FTE related to outsourcing the Copy Center, a merit increase, one time payments and increase cost of benefits. Contractuals decreases are due to decreases in equipment maintenance and other miscellaneous services. Commodities increases are due to increase in motor vehicle parts. There is no major capital (>\$10,000) for this section.					
<b>NEW PERSONNEL</b>					
TITLE	FTE	2014-2015 TOTAL \$	POTENTIAL OFFSET	NET COST 2014-2015	FUTURE COSTS
Meter Technician	1.00	44,000	(44,000)	-	-
<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Accounts Specialist	1	0	0	0	0
Admin Assistant	5	5	5	-1	4
Admin Specialist	2	2	2	0	2
Admin Spclst Supervisor	1	0	0	0	0
Auditor II	1	1	1	0	1
Billing Specialist	0	1	1	0	1
Collections Specialist	2	2	2	0	2
Customer Svc Manager	0	1	1	0	1
Meter Technician Supervisor	1	1	1	0	1
Meter Technician	3.25	2.25	2.25	1	3.25
Meter Technician II	0	1	1	0	1
Revenue Director	1	1	1	0	1
Sales Tax Manager	1	0	0	0	0
Tax Licensing & Revenue Mgr	0	1	1	0	1
Total	18.25	18.25	18.25	0	18.25
<b>CAPITAL</b> NONE					

SECTION:		034-FINANCE			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 869,901	\$ 900,789	\$ 900,789	\$ 948,694	\$ 47,905
Contractuals	44,107	51,972	51,972	53,372	1,400
Commodities	19,916	16,616	16,616	17,116	500
TOTAL	\$ 933,924	\$ 969,377	\$ 969,377	\$ 1,019,182	\$ 49,805
EXPENDITURES BY PROGRAM:					
General Administration	\$ 114,061	\$ 124,315	\$ 124,315	\$ 132,583	\$ 8,268
Accounting	354,803	368,833	368,833	402,620	33,787
Payroll	147,602	148,716	148,716	159,797	11,081
Accounts Payable	128,376	133,382	133,382	126,392	(6,990)
Grants Management	189,082	194,131	194,131	197,790	3,659
TOTAL	\$ 933,924	\$ 969,377	\$ 969,377	\$ 1,019,182	\$ 49,805
SOURCE OF FUNDING:					
GENERAL FUND				\$ 632,127	
LIBRARY FUND				70,452	
HIGHWAY USER REVENUE FUND				40,351	
TRANSPORTATION FUND				25,415	
WATER AND WASTEWATER FUND				116,940	
STORMWATER FUND				7,622	
AIRPORT FUND				39,414	
SOLID WASTE FUND				78,646	
ENVIRONMENTAL SERVICES FUND				8,215	
				\$ 1,019,182	
COMMENTARY:					
The Finance and Budget operating budget has increased 5% and there are no capital expenditures planned. Personnel Services increases are due to a merit increase, one time payments and increase cost of benefits and reclasses. Contractual increases are due to increases in travel and training. Commodities increases are related to one-time authorization for computer equipment.					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Account Clerk I	1	1	1	0	1
Accountant	0	3	3	0	3
Accountant I	3	0	0	0	0
Accounts Specialist	1	1	1	0	1
Finance Director	1	1	1	0	1
Finance Manager	2	2	2	0	2
Grants Specialist	1	1	1	0	1
Grants Manager	1	1	1	0	1
Payroll Assistant	1	1	1	0	1
Payroll Manager	1	1	1	0	1
Total	12	12	12	0	12

<b>CAPITAL</b>	NONE
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<b>SECTION: 035-LIBRARY CITY DIRECT</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 2,203,961	\$ 2,231,982	\$ 2,231,982	\$ 2,465,916	\$ 233,934
Contractuals	360,790	391,336	391,336	585,189	193,853
Commodities	457,520	654,967	261,648	597,699	(57,268)
Capital	-	59,195	59,195	154,195	95,000
<b>TOTAL</b>	<b>\$ 3,022,271</b>	<b>\$ 3,337,480</b>	<b>\$ 2,944,161</b>	<b>\$ 3,802,999</b>	<b>\$ 465,519</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General Administration	\$ 434,937	\$ 527,749	\$ 527,749	\$ 1,032,438	\$ 504,689
Technical Services	743,489	769,545	669,545	867,233	97,688
Public Services	1,353,273	1,618,463	1,325,144	1,412,058	(206,405)
East Flag Library	478,727	400,773	400,773	470,320	69,547
Main Library Automation	11,501	19,500	19,500	19,500	-
Outreach	344	1,450	1,450	1,450	-
<b>TOTAL</b>	<b>\$ 3,022,271</b>	<b>\$ 3,337,480</b>	<b>\$ 2,944,161</b>	<b>\$ 3,802,999</b>	<b>\$ 465,519</b>
<b>SOURCE OF FUNDING:</b>				LIBRARY FUND	
				\$ 3,802,999	
				<b>\$ 3,802,999</b>	
<b>COMMENTARY:</b>					
The Library operating fund has increased by 11%. Personnel Services witness an increase of 10% for merit increases, section reorganization and a new position at the East Flagstaff Branch. Contractual had a increase of 50% which represents one time allowances. Commodities decrease of 9% is related to the reorganization plan. The capital for this section is related to set-asides for future fleet replacements and renovations related to ADA guidelines.					
<b>NEW PERSONNEL</b>					
TITLE	FTE	2014-2015 TOTAL \$	POTENTIAL OFFSET	NET COST 2014-2015	FUTURE COSTS
Library Assistant I	1.00	49,000	(49,000)	-	-
<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Admin Specialist	2	2	2	0	2
Librarian	2	2	2	0	2
Library Assistant I	11.89	12.21	12.14	1	13.14
Library Assist. I (temp)	3	3	3	0	3
Library Assistant II	2	2	0	0	0
Library Cataloging Assistant	1	1	1	0	1
Library Clerk I	5.94	6.7	5.76	0	5.76
Library Clerk I (temp)	3.75	3.18	3.18	0	3.18
Library COE Aide	0.25	0	0	0	0
Library Director	1	1	1	0	1
Library IT Analyst	1	1	1	0	1
Library Manager	3	3	3	0	3
Library Page	2	2	2	0	2
Library Page (temp)	1	1	1	0	1
Library Specialist	0	0	1.19	0	1.19
Library Supervisor	2	2	4	0	4
Network Administrator	1	1	1	0	1
Total	42.83	43.09	43.27	1	44.27
<b>CAPITAL</b>			<b>TOTALS</b>		
<b>DESCRIPTION</b>			<b>2013-2014</b>		
SETASIDE FOR FLEET REPLACEMENT FUND			\$ 29,195		
PUBLIC RESTROOM ADA COMPLIANCE			30,000		
RAMP ACCESS ADA COMPLIANCE			65,000		
ANNUAL BUILDING IMPROVEMENT			30,000		

<b>SECTION: 036-LIBRARY COUNTY DIRECT</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 323,866	\$ 377,265	\$ 377,265	\$ 364,145	\$ (13,120)
Contractuals	61,413	91,000	91,000	83,500	(7,500)
Commodities	91,672	175,779	175,779	134,660	(41,119)
Capital	13,668	-	-	-	-
<b>TOTAL</b>	<b>\$ 490,619</b>	<b>\$ 644,044</b>	<b>\$ 644,044</b>	<b>\$ 582,305</b>	<b>\$ (61,739)</b>
<b>EXPENDITURES BY PROGRAM:</b>					
County Jail	\$ 55,702	\$ 84,670	\$ 84,670	\$ 77,201	\$ (7,469)
County Bookmobile	80,396	99,308	99,308	84,515	(14,793)
Forest Lakes Library	67,577	96,768	96,768	91,014	(5,754)
Tuba City Library	188,490	227,176	227,176	219,219	(7,957)
Supai Library	2,346	15,500	15,500	15,500	-
Grand Canyon	96,108	120,622	120,622	94,856	(25,766)
<b>TOTAL</b>	<b>\$ 490,619</b>	<b>\$ 644,044</b>	<b>\$ 644,044</b>	<b>\$ 582,305</b>	<b>\$ (61,739)</b>
<b>SOURCE OF FUNDING:</b>					
LIBRARY FUND				\$ 582,305	
				<b>\$ 582,305</b>	

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Application Support Specialist II	1	1	1	0	1
Librarian	0	0	1	0	1
Library Assistant I	5.13	4.81	1	0	1
Library Clerk I	1.44	1.5	0	0	0
Library IT Manager	1	1	1	0	1
Library Specialist	0	0	1.25	0	1.25
Library Supervisor	0	0	2.88	0	2.88
Total	8.57	8.31	8.13	0	8.13

<b>CAPITAL</b>	NONE
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<b>SECTION: 038-LIBRARY GRANTS AND COUNTY WIDE PROJECTS</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 143,478	\$ 149,674	\$ 149,674	\$ 152,544	\$ 2,870
Contractuals	1,065,786	2,586,691	2,586,691	792,301	(1,794,390)
Commodities	254,081	191,500	191,500	189,890	(1,610)
<b>TOTAL</b>	<b>\$ 1,463,345</b>	<b>\$ 2,927,865</b>	<b>\$ 2,927,865</b>	<b>\$ 1,134,735</b>	<b>\$ (1,793,130)</b>
<b>EXPENDITURES BY PROGRAM:</b>					
Surge of Technology Grant G11-05	\$ 4,912	\$ -	\$ -	\$ -	\$ -
BTOP II Recovery Grant	14,773	-	-	-	-
Flagstaff AZ: A Look Back Grant G11-06	5,927	-	-	-	-
AZ State Grant in Aid 13	24,999	-	-	-	-
State Grants In Aid 2014	-	25,000	25,000	-	(25,000)
Youth Services Grant	3,270	-	-	24,000	24,000
State Grant-in-Aid FY 2014	-	-	-	25,000	25,000
Showcasing Science through Sustainable Space	-	-	-	30,000	30,000
County-wide Projects	1,409,464	2,902,865	2,902,865	1,055,735	(1,847,130)
<b>TOTAL</b>	<b>\$ 1,463,345</b>	<b>\$ 2,927,865</b>	<b>\$ 2,927,865</b>	<b>\$ 1,134,735</b>	<b>\$ (1,793,130)</b>
<b>SOURCE OF FUNDING:</b>					
LIBRARY FUND				\$ 1,134,735	
				<b>\$ 1,134,735</b>	
<b>COMMENTARY:</b>					
Library grants are, in nature, one time revenues and expenditures as grant funding opportunities arise. Also, included are other items for county wide projects, that are also one time in nature.					
<b>NEW PERSONNEL</b> NONE					
<b>AUTHORIZED PERSONNEL/POSITIONS</b> NONE					
<b>CAPITAL</b> NONE					

## ***COMMUNITY DEVELOPMENT DIVISION MISSION***

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

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

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

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

The mission of the **Flagstaff Housing Authority** is to assist low income families with safe, decent, and affordable housing opportunities as they strive to improve the quality of their lives. They are committed to operating in a efficient, ethical, and professional manner and will create and maintain partnerships with its clients and appropriate community organizations in order to accomplish this mission.

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



<b>SECTION: 101-COMMUNITY DEVELOPMENT</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 233,456	\$ 243,281	\$ 243,281	\$ 254,406	\$ 11,125
Contractuals	40,284	47,134	47,134	47,134	-
Commodities	15,776	11,378	11,378	11,378	-
<b>TOTAL</b>	<b>\$ 289,516</b>	<b>\$ 301,793</b>	<b>\$ 301,793</b>	<b>\$ 312,918</b>	<b>\$ 11,125</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General Administration	\$ 289,516	\$ 301,793	\$ 301,793	\$ 312,918	\$ 11,125
<b>TOTAL</b>	<b>\$ 289,516</b>	<b>\$ 301,793</b>	<b>\$ 301,793</b>	<b>\$ 312,918</b>	<b>\$ 11,125</b>
<b>SOURCE OF FUNDING:</b>					
GENERAL FUND				\$ 312,918	
				<b>\$ 312,918</b>	
<b>COMMENTARY:</b>					
The Community Development operating budget has increased 4%, and there is no major capital expenditures planned. Personal Services increases are due to a merit increase, one time payments and increased cost of benefits. Contractual remain flat. Commodities also remain flat.					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Admin Specialist	1	1	1	0	1
Division Director (CD)	1	1	1	0	1
Total	2	2	2	0	2

<b>CAPITAL</b>	NONE
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<b>SECTION: 102-ENGINEERING</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 1,257,180	\$ 1,427,639	\$ 1,427,639	\$ 1,318,609	\$ (109,030)
Contractuals	55,113	47,327	47,327	256,378	209,051
Commodities	29,445	22,342	22,342	13,697	(8,645)
<b>TOTAL</b>	<b>\$ 1,341,738</b>	<b>\$ 1,497,308</b>	<b>\$ 1,497,308</b>	<b>\$ 1,588,684</b>	<b>\$ 91,376</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General Administration	\$ 174,167	\$ 194,868	\$ 194,868	\$ 205,430	\$ 10,562
Transportation Engineering	204,268	273,665	273,665	325,328	51,663
Development Engineering	434,381	468,695	468,695	457,940	(10,755)
Public Works Inspection	401,133	409,306	409,306	599,986	190,680
Materials Testing	127,789	150,774	150,774	-	(150,774)
<b>TOTAL</b>	<b>\$ 1,341,738</b>	<b>\$ 1,497,308</b>	<b>\$ 1,497,308</b>	<b>\$ 1,588,684</b>	<b>\$ 91,376</b>
<b>SOURCE OF FUNDING:</b>					
GENERAL FUND				\$ 1,196,683	
HIGHWAY USER REVENUE FUND				392,001	
				<b>\$ 1,588,684</b>	
<b>COMMENTARY:</b>					
The Engineering operating budget has increased 6%, and there is no major capital expenditures planned. Personal Services decreases are due to a decrease in 2 FTE for Materials Tech positions, while incurring a merit increase, one time payments and increased cost of benefits for the remaining positions. Contractual increases are due to anticipated utility rate increases for electricity and increases in building maintenance, increases for a traffic impact analysis review (\$25,000), traffic counters repair (\$8,000), survey services (\$10,000) and material testing consultant services (\$183,798) which is on a cost recovery basis. Commodities decreases are due to the Material Testing program outsourcing and the related reduction in motor vehicle costs, lab and safety supplies and workorder charges. There is \$18,000 budgeted as one-time authorized expenditures for \$8,000 for traffic counters repair and maintenance and \$10,000 for a survey consultant.					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Admin Specialist	Transfer	1	1	0	1
Assistant City Engineer	1	1	1	0	1
City Engineer	1	1	1	0	1
Construction Manager	1	1	1	0	1
Engineering Inspector	4	3	3	0	3
Engineering Specialist	0	1	1	0	1
Inspection Supervisor	1	1	1	0	1
Intern	0	0.5	0.5	0	0.5
Materials Tech I	2	2	2	-2	0
Project Manager	4.7	4.7	5	0	5
Traffic Engineer	1	1	1	0	1
Total	16.7	17.2	17.5	-2	15.5

<b>CAPITAL</b>	NONE
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SECTION:		103-CAPITAL MANAGEMENT			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 790,452	\$ 836,999	\$ 836,999	\$ 766,489	\$ (70,510)
Contractuals	8,449	18,092	18,092	18,092	-
Commodities	(903,180)	(932,909)	(932,909)	(932,909)	-
TOTAL	\$ (104,279)	\$ (77,818)	\$ (77,818)	\$ (148,328)	\$ (70,510)
EXPENDITURES BY PROGRAM:					
General Administration	\$ 17,989	\$ 30,183	\$ 30,183	\$ 30,183	\$ -
Capital Improvement Engineering	(176,446)	(108,001)	(108,001)	(178,511)	(70,510)
ADOT Project Coordination	15,126	-	-	-	-
Unplanned/Unprogrammed Work	3,841	-	-	-	-
5 Year Capital Program Development	35,211	-	-	-	-
TOTAL	\$ (104,279)	\$ (77,818)	\$ (77,818)	\$ (148,328)	\$ (70,510)
SOURCE OF FUNDING:					
GENERAL FUND				\$ (148,328)	
				\$ (148,328)	
COMMENTARY:					
The Capital Management operating budget has decreased 91% and there is no capital expenditures planned. Personnel Services decreases are due to a Budget FY 2014 one-time retirement payout that is not budgeted for FY 2015. The Capital Management Section is allocated to the sections it provides services for based on an hourly rate percentage. All costs plus the administrative overhead assigned to the section are allocated.					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>		Current	Changes	Proposed
TITLE	2011-2012	2012-2013	2013-2014	2014-2015
Admin Specialist	1	Transfer	0	0
Capital Improvements Engineer	1	1	1	1
Project Manager	6	6	6	6
Total	8	7	7	7

<b>CAPITAL</b>	NONE
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<b>SECTION: 104-PLANNING AND DEVELOPMENT</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 1,687,716	\$ 2,001,644	\$ 2,001,644	\$ 2,095,851	\$ 94,207
Contractuals	235,309	208,120	283,120	115,870	(92,250)
Commodities	50,502	97,482	97,482	72,647	(24,835)
<b>TOTAL</b>	<b>\$ 1,973,527</b>	<b>\$ 2,307,246</b>	<b>\$ 2,382,246</b>	<b>\$ 2,284,368</b>	<b>\$ (22,878)</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General Administration	\$ 236,037	\$ 220,088	\$ 220,088	\$ 216,552	\$ (3,536)
Advanced Planning	212,792	270,070	270,070	158,499	(111,571)
Building Plan Review	52	-	-	-	-
Building Inspection	848,718	837,523	912,523	895,178	57,655
Current Planning	485,734	594,276	594,276	600,827	6,551
Code Compliance	173,796	191,108	191,108	199,307	8,199
Code Compliance-SEMS	16,398	194,181	194,181	214,005	19,824
<b>TOTAL</b>	<b>\$ 1,973,527</b>	<b>\$ 2,307,246</b>	<b>\$ 2,382,246</b>	<b>\$ 2,284,368</b>	<b>\$ (22,878)</b>
<b>SOURCE OF FUNDING:</b>					
GENERAL FUND				\$ 2,284,368	
				<b>\$ 2,284,368</b>	
<b>COMMENTARY:</b>					
The Planning and Development operating budget has decreased 1%, and there is no major capital expenditures planned. Personal Services increases are due to an increase in one FTE for a Building Plans Examiner, a merit increase, one time payments and increased cost of benefits. Contractual decreases are due to a reduction in consultant fees, postage and freight. Commodities decreases are due to reductions in copying, printing, books and subscriptions. There is \$13,080 budgeted as one-time authorized expenditures of \$10,000 for overtime, \$2,080 for electronic plan review software and licenses, and \$1,000 for GIS based tools.					

<b>NEW PERSONNEL</b>		2014-2015	POTENTIAL	NET COST	FUTURE
TITLE	FTE	TOTAL \$	OFFSET	2014-2015	COSTS
Building Plans Examiner	1.00	67,500	-	67,500	67,500

AUTHORIZED PERSONNEL/POSITIONS			Current	Changes	Proposed
TITLE	2011-2012	2012-2013	2013-2014	2014-2015	2014-2015
Admin Specialist	1	1	1	0	1
Associate Planner	0	0	1	0	1
Building Inspector	5	5	5	0	5
Building Official	1	1	1	0	1
Building Plans Examiner	2	2	2	1	3
Code Compliance Officer I	0	Transfer	1	0	1
Code Compliance Officer II	0	Transfer	1	0	1
Code Compliance Manager	1	1	1	0	1
Comprehensive Planning and Code Administration	0	0	1	0	1
Comprehensive Planning Manager	1	1	1	0	1
Current Planning Mgr	1	1	1	0	1
Development Services Specialist	1	1	1	0	1
Development Services Supervisor	1	1	1	0	1
Inspection Supervisor	1	1	1	0	1
Neighborhood Planner	1	1	0	0	0
Planning Development Mgr.	3	3	4	0	4
Planning Director	1	1	1	0	1
Planning Technician	0.5	0	0	0	0
Volunteer Coordinator	0	0	Transfer	0	0.48
Zoning Code Administrator	1	1	0	0	0
Zoning Code Manager (Funded thru in FY13)	1	1	0	0	0
Total	22.5	22	24	1	25.48

<b>CAPITAL</b>	NONE
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SECTION:		105-HOUSING			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 241,366	\$ 314,264	\$ 314,264	\$ 298,499	\$ (15,765)
Contractuals	2,065	9,258	9,258	9,258	-
Commodities	(26,815)	(58,054)	(58,054)	(58,054)	-
Capital	-	-	-	50,000	50,000
TOTAL	\$ 216,616	\$ 265,468	\$ 265,468	\$ 299,703	\$ 34,235
EXPENDITURES BY PROGRAM:					
General Administration	\$ 134,291	\$ 176,181	\$ 176,181	\$ 294,603	\$ 118,422
Land Trust	82,325	89,287	89,287	5,100	(84,187)
TOTAL	\$ 216,616	\$ 265,468	\$ 265,468	\$ 299,703	\$ 34,235
SOURCE OF FUNDING:					
GENERAL FUND				\$ 299,703	
				\$ 299,703	
COMMENTARY:					
The Housing operating budget has decreased 6% and capital expenditures totaling \$50,000 resulting in a overall net increase of 13%. Personnel Services decreases are due to a decrease in salary costs and offset by a merit increase, one time payments and increase in cost of benefits. Contractuals and commodities had no changes. The capital for this section is related to a remodel of Siler homes offices to accommodate the housing section staff.					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
TITLE					
Admin Specialist	1	1	0	0	0
Homeownership Program Manager	0	0	1	0	1
Housing & Grants Adm. (Grant Fnd)	1	1	1	0	1
Housing Manager	1	1	1	0	1
Housing Rehab Specialist	0	0	1	0	1
Housing Specialist	0	0	1	0	1
Community Housing/Neigh Planner	1	1	0	0	0
Permanent Afford Adm (Grant Fnd)	1	1	0	0	0
Total	5	5	5	0	5

<b>CAPITAL</b>	<b>TOTALS</b>
DESCRIPTION	2013-2014
BUIDLING IMPROVEMENT / REMODEL	\$ 50,000

<b>SECTION: 106-COMMUNITY HOUSING SERVICES</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Contractuals	\$ 917,435	\$ 1,084,613	\$ 892,559	\$ 90,004	\$ (994,609)
Commodities	3,039	-	-	-	-
<b>TOTAL</b>	<b>\$ 920,474</b>	<b>\$ 1,084,613</b>	<b>\$ 892,559</b>	<b>\$ 90,004</b>	<b>\$ (994,609)</b>
<b>EXPENDITURES BY PROGRAM:</b>					
Revolving Loan - General Fund	\$ -	\$ 70,000	\$ -	\$ 90,001	\$ 20,001
Workforce Housing Incentives	102,958	210,692	173,784	1	(210,691)
Workforce Housing Development	-	-	-	1	1
Land Acquisition-GF	817,516	803,921	718,775	1	(803,920)
<b>TOTAL</b>	<b>\$ 920,474</b>	<b>\$ 1,084,613</b>	<b>\$ 892,559</b>	<b>\$ 90,004</b>	<b>\$ (994,609)</b>
<b>SOURCE OF FUNDING:</b>					
GENERAL FUND				\$ 90,004	
				<b>\$ 90,004</b>	
<b>COMMENTARY:</b>					
The Housing operating budget has decreased 92% and there are no capital expenditures. There are no personnel services. Contractuals decreased due to a decrease in Land Acquisition and Housing Incentive funds. There are no commodities for this section. There are no major capital (>\$10,000) for this section.					
<b>NEW PERSONNEL</b> NONE					
<b>AUTHORIZED PERSONNEL/POSITIONS</b> NONE					
<b>CAPITAL</b> NONE					

SECTION:		107-COMMUNITY HOUSING GRANTS			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Contractuals	\$ 140,627	\$ 660,000	\$ 330,000	\$ 660,000	\$ -
Commodities	13,082	-	-	-	-
TOTAL	\$ 153,709	\$ 660,000	\$ 330,000	\$ 660,000	\$ -
EXPENDITURES BY PROGRAM:					
AZ Housing Trust Funds	\$ -	\$ 330,000	\$ -	\$ 330,000	\$ -
Home Grant Rehab	153,709	330,000	330,000	330,000	-
TOTAL	\$ 153,709	\$ 660,000	\$ 330,000	\$ 660,000	\$ -
SOURCE OF FUNDING:					
GENERAL FUND				\$ 660,000	
				\$ 660,000	
COMMENTARY:					
This is a grant funded section with no capital expenditures. There are no personnel services for this section. There are no changes in contractuals and commodities. No major capital (>\$10,000) for this section.					
NEW PERSONNEL		NONE			
AUTHORIZED PERSONNEL/POSITIONS		NONE			
CAPITAL		NONE			

<b>SECTION: 108-COMMUNITY DEVELOPMENT BLOCK GRANTS</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 65,552	\$ 71,463	\$ 71,463	\$ 70,889	\$ (574)
Contractuals	313,889	920,931	784,245	574,529	(346,402)
Commodities	19,050	3,450	3,450	3,450	-
<b>TOTAL</b>	<b>\$ 398,491</b>	<b>\$ 995,844</b>	<b>\$ 859,158</b>	<b>\$ 648,868</b>	<b>\$ (346,976)</b>
<b>EXPENDITURES BY PROGRAM:</b>					
CDBG Entitlement Administration	\$ 60,022	\$ 83,663	\$ 83,663	\$ 83,089	\$ (574)
CDBG Rehab of Acquired Homes	50,886	67,175	65,259	1	(67,174)
CDBG Construction of New Homes	3,361	7,512	75,232	1	(7,511)
CDBG Housing Rehab	122,184	95,001	136,457	1	(95,000)
CDBG Miscellaneous Projects	-	532,465	53,000	565,772	33,307
CDBG Home Buyers Assistance	79,457	66,855	157,001	1	(66,854)
CDBG Public Facility	13,778	42,124	106,349	1	(42,123)
CDBG Housing Stabilization	9,303	101,048	100,197	1	(101,047)
CDBG Public Facility Ops	59,500	1	20,000	1	
<b>TOTAL</b>	<b>\$ 398,491</b>	<b>\$ 995,844</b>	<b>\$ 859,158</b>	<b>\$ 648,868</b>	<b>\$ (346,976)</b>
<b>SOURCE OF FUNDING:</b>					
GENERAL FUND				\$ 648,868	
				<b>\$ 648,868</b>	
<b>COMMENTARY:</b>					
This grant funded section decreased 35% and there are no capital expenditures for this section. Personnel Services decreases are due to a change in personnel. Contractuals decreased 38% due to an anticipated CDBG grant award amount. Commodities had no changes. There is no major capital (>\$10,000) for this section.					
<b>NEW PERSONNEL</b> NONE					
<b>AUTHORIZED PERSONNEL/POSITIONS</b> NONE					
<b>CAPITAL</b> NONE					



<b>SECTION: 110-FLAGSTAFF MPO</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 232,880	\$ 271,198	\$ 285,037	\$ 257,748	\$ (13,450)
Contractuals	82,148	430,307	430,307	65,350	(364,957)
Commodities	(35,865)	(35,060)	(35,060)	(37,460)	(2,400)
<b>TOTAL</b>	<b>\$ 279,163</b>	<b>\$ 666,445</b>	<b>\$ 680,284</b>	<b>\$ 285,638</b>	<b>\$ (380,807)</b>
<b>EXPENDITURES BY PROGRAM:</b>					
FMPO Administration	\$ 105,934	\$ 232,445	\$ 246,284	\$ 236,138	\$ 3,693
Short Range Data Collection	63,629	30,000	30,000	6,000	(24,000)
Short Range Transportation Improvements	8,810	1,000	1,000	1,000	-
Long Range Transportation Plan	51,746	135,000	135,000	41,000	(94,000)
Short Range Planning	18,423	265,000	265,000	-	(265,000)
Long Range Other Transportation	10,579	-	-	-	-
Public Information Program	956	3,000	3,000	1,500	(1,500)
Long Range Transit Plan	19,086	-	-	-	-
<b>TOTAL</b>	<b>\$ 279,163</b>	<b>\$ 666,445</b>	<b>\$ 680,284</b>	<b>\$ 285,638</b>	<b>\$ (380,807)</b>
<b>SOURCE OF FUNDING:</b>					
METROPOLITAN PLANNING FUND				\$ 285,638	
				<b>\$ 285,638</b>	
<b>COMMENTARY:</b>					
The MPO operating budget has decreased 57% and there are no capital expenditures. Personnel Services decreases are due to reduction in temporary pay. Contractual decreases are due to a decrease in consultant fees. Commodities decreases are due to a decrease in computer equipment. There is no major capital (>\$10,000) for this section. With the exception of the Transportation Fund transfer of \$22,500, the MPO is a 100% grant reimbursed program.					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Intern	0.38	0.38	0.38	0	0.38
Admin Specialist	0.5	0.5	0.5	0	0.5
Metro Planning Org Manager	1	1	1	0	1
Multi modal Planner	1	1	1	0	1
Total	2.88	2.88	2.88	0	2.88

<b>CAPITAL</b>	NONE
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SECTION: FLAGSTAFF HOUSING AUTHORITY					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2012 - 2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
PERSONAL SERVICES	\$ 1,358,838	\$ 1,763,963	\$ 1,562,503	\$ 1,751,906	\$ (12,057)
CONTRACTUAL	4,025,107	4,878,449	4,101,471	4,888,149	9,700
COMMODITIES	179,877	140,761	165,113	160,380	19,619
CAPITAL	112,154	401,697	401,697	243,691	(158,006)
<b>TOTAL</b>	<b>\$ 5,675,976</b>	<b>\$ 7,184,871</b>	<b>\$ 6,230,784</b>	<b>\$ 7,044,126</b>	<b>\$ (140,745)</b>
EXPENDITURES BY PROGRAM:					
LOW INCOME PUBLIC HOUSING	\$ 1,997,618	\$ 2,270,425	\$ 2,175,016	\$ 2,091,863	\$ (178,562)
ROSS GRANT	\$ 56,048	63,991	\$ 45,984	64,113	122
SEC 8 HSG CHOICE VOUCHER/MRO	\$ 3,576,043	3,523,223	\$ 3,678,231	3,563,849	40,626
NON-HUD PROGRAM	\$ 46,267	41,786	\$ 47,358	42,414	628
FLAGSTAFF HOUSING CORP	\$ -	284,195	\$ 284,195	280,637	(3,558)
CONTINGENCY	\$ -	1,001,250	\$ -	1,001,250	-
<b>TOTAL</b>	<b>\$ 5,675,976</b>	<b>\$ 7,184,870</b>	<b>\$ 6,230,784</b>	<b>\$ 7,044,126</b>	<b>\$ (140,744)</b>
SOURCE OF FUNDING:					
FLAGSTAFF HOUSING AUTHORITY FUND				\$ 7,044,126	
				<b>\$ 7,044,126</b>	
COMMENTARY:					
The Housing Authority operating budget has decreased 0.3% and their capital expenditures total \$243,691 resulting in an overall net decrease of 2.0%. Personal services increases are due to market increases and changes in benefits. Contractuals decreases are primarily due to reductions in Housing Assistance Payments, utilities, and training. Commodities increase is due to general inflationary cost increases. Major capital (>\$10,000) is for roof and siding replacement (\$243,691). Capital improvements are funded by HUD's Capital Grant program.					

<b>NEW PERSONNEL</b>	NONE
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AUTHORIZED PERSONNEL/POSITIONS TITLE	Actual 2011-2012	Actual 2012 -2013	Current 2013-2014	Changes 2013-2014	Proposed 2013-2014
Administrative Clerk/Occupancy Specialist	1	1	1	0	1
Executive Director	1	1	1	0	1
Finance Assistant	1	0	0	0	0
Finance Director	1	1	1	0	1
Finance Specialist	0	1	1	0	1
Housing Director	2	2	2	0	2
Housing Services Administrator	5	5	5	0	5
Maintenance Coordinator	1	1	1	0	1
Maintenace Director	1	1	1	0	1
Maintenance Lead Worker	2	2	2	0	2
Maintenance Worker	2	2	2	0	2
Maintenance Worker III	1	1	1	0	1
Maintenace Worker II	4	4	4	0	4
Maintenance Temps	3.5	1	1	0	1
Total	25.5	23	23	0	23

CAPITAL	TOTALS
DESCRIPTION	2013-2014
Facility Improvements	\$ 243,691

## ***FIRE DIVISION MISSION***

The mission of the **Flagstaff Fire Section** is to provide caring and excellent customer service utilizing our highly trained professional staff, innovative leadership and aggressive problem solving skills. We will provide a rapid and effective response to all requests for service by the community, visitors and surrounding regions.

<b>SECTION: 051-FIRE OPERATIONS</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 7,973,162	\$ 8,396,930	\$ 8,446,930	\$ 8,713,115	\$ 316,185
Contractuals	357,002	393,300	393,300	403,400	10,100
Commodities	471,447	472,617	472,617	471,636	(981)
Capital	754,532	-	-	513,000	513,000
<b>TOTAL</b>	<b>\$ 9,556,143</b>	<b>\$ 9,262,847</b>	<b>\$ 9,312,847</b>	<b>\$ 10,101,151</b>	<b>\$ 838,304</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General Administration	\$ 517,918	\$ 671,946	\$ 671,946	\$ 608,617	\$ (63,329)
Fire Prevention	232,699	224,004	224,004	225,387	1,383
Training	4,656	8,250	8,250	85,750	77,500
Fire Suppression	8,559,955	8,152,243	8,202,243	8,930,461	778,218
Fuel Management	240,915	206,404	206,404	250,936	44,532
<b>TOTAL</b>	<b>\$ 9,556,143</b>	<b>\$ 9,262,847</b>	<b>\$ 9,312,847</b>	<b>\$ 10,101,151</b>	<b>\$ 838,304</b>
<b>SOURCE OF FUNDING:</b>					
GENERAL FUND				\$ 10,101,151	
				<b>\$ 10,101,151</b>	
<b>COMMENTARY:</b>					
The Fire Department operating budget has increased 4% and capital expenditures total \$513,000, resulting in an overall net increase of 9%. Personnel Services increases are due to a increase in 1 FTE for a Training Coordinator, increase in overtime, a merit increase, one time payments and increase cost of benefits as well as one-time retirement payouts. Contractual increases are due to increases in training and maintenance. Commodities decreases are due to prior year one-time budget authorizations. Other one-time authorized expenditures totaling \$74,600 include Arc Hazard Survey, EMT recertifications, recruitment academy and MDC replacements. Major capital (>\$10,000) is for a Fire Engine (\$495,000) and 2 Thermal Imaging Cameras (\$18,000).					

<b>NEW PERSONNEL</b>					
TITLE	FTE	2014-2015 TOTAL \$	POTENTIAL OFFSET	NET COST 2014-2015	FUTURE COSTS
Training Coordinatory (One-time funded)	1.00	77,500	(46,500)	31,000	31,000

<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Admin Specialist	2	2	2	0	2
Deputy Fire Chief	1	1	1	0	1
Division Director (Fire Chief)	1	1	1	0	1
Fire Battalion Chief	3	3	3	0	3
Fire Captain	21	21	21	0	21
Fire Engineer	21	21	21	0	21
Fire Fighter	31	31	30	0	30
Fire Fighter - Temp	0	0	1	0	1
Fire Inspector	0	1	1	0	1
Fire Inspector II	1	0	0	0	0
Fire Marshall	1	1	1	0	1
Fuel Manager	0	0	0	0	0
Fuel Mgt. Crew Member	0	0	0	0	0
Fuel Mgt. Leadworker	0	0	0	0	0
Training Coordinator (FY2015 - FY2017)	0	0	0	1	1
Wildland Fire Manager	1	1	1	0	1
Wildland Fire Specialist I (Grant Funded)	1	0	0	0	0
Wildland Fire Supervisor	0	1	1	0	1
Wildland Fire Leadworker (Grant Funded)	1	0	0	0	0
Wildland Fire Firewise Specialist	0	1	1	0	1
Total	85	85	85	1	86

<b>CAPITAL</b>		<b>TOTALS</b>
<u>DESCRIPTION</u>		<u>2014-2015</u>
FIRE ENGINE		\$ 495,000
THERMAL IMAGING CAMERAS		18,000

SECTION:		052-FIRE GRANTS			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 253,571	\$ 612,000	\$ 612,000	\$ 195,000	\$ (417,000)
Contractuals	56,746	-	-	5,000	5,000
Commodities	22,454	30,000	30,000	75,000	45,000
Capital	19,321	400,000	400,000	310,000	(90,000)
TOTAL	\$ 352,092	\$ 1,042,000	\$ 1,042,000	\$ 585,000	\$ (457,000)
EXPENDITURES BY PROGRAM:					
Hazardous Fuels Projects	\$ 42,679	\$ 10,000	\$ 10,000	\$ -	\$ (10,000)
Camp Navajo	5,161	7,000	7,000	-	(7,000)
General Wildfire Response	214,044	-	-	-	-
AZ Homeland Security	23,729	50,000	50,000	40,000	(10,000)
GOHS	-	30,000	30,000	25,000	(5,000)
Assistance To Firefighter	-	350,000	350,000	310,000	(40,000)
SAFER	-	360,000	360,000	-	(360,000)
Naval Observatory Thin 10	9,870	10,000	10,000	10,000	-
FY2012 Hazardous Fuel	35,753	215,000	215,000	200,000	(15,000)
NAU GFFP Thinning	20,856	10,000	10,000	-	(10,000)
TOTAL	\$ 352,092	\$ 1,042,000	\$ 1,042,000	\$ 585,000	\$ (457,000)
SOURCE OF FUNDING:					
GENERAL FUND				\$ 585,000	
				\$ 585,000	
NEW PERSONNEL					
NONE					

<b>AUTHORIZED PERSONNEL/POSITIONS</b>	NONE
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<b>CAPITAL</b>	<b>TOTALS</b>
<u>DESCRIPTION</u>	<u>2014-2015</u>
AZ HOMELAND SECURITY EQUIPMENT	\$ 310,000

## ***POLICE DIVISION MISSION***

The mission of the **Flagstaff Police Section** is to protect and preserve life, property, public order, and the rights of the individual by providing exemplary service through the establishment of a partnership of shared responsibility, support, and trust with law abiding members of the community.

<b>SECTION: 061-POLICE OPERATIONS</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 12,547,606	\$ 13,473,277	\$ 13,473,277	\$ 14,247,354	\$ 774,077
Contractuals	1,310,938	1,386,311	1,386,311	1,432,695	46,384
Commodities	279,052	614,923	614,923	668,377	53,454
Capital	29,974	198,751	245,828	114,500	(84,251)
<b>TOTAL</b>	<b>\$ 14,167,570</b>	<b>\$ 15,673,262</b>	<b>\$ 15,720,339</b>	<b>\$ 16,462,926</b>	<b>\$ 789,664</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General Administration	\$ 1,268,556	\$ 2,028,299	\$ 2,028,299	\$ 2,061,367	\$ 33,068
Patrol	7,848,993	8,384,715	8,431,792	8,933,040	548,325
Detectives	1,689,286	1,649,611	1,649,611	1,691,714	42,103
Records	617,235	735,380	735,380	728,605	(6,775)
Communications	1,952,949	2,056,780	2,056,780	2,195,263	138,483
Special Services	670,428	685,921	685,921	676,927	(8,994)
Crime and Prevention Training	120,123	132,556	132,556	176,010	43,454
<b>TOTAL</b>	<b>\$ 14,167,570</b>	<b>\$ 15,673,262</b>	<b>\$ 15,720,339</b>	<b>\$ 16,462,926</b>	<b>\$ 789,664</b>
<b>SOURCE OF FUNDING:</b>					
GENERAL FUND				\$ 16,462,926	
				<b>\$ 16,462,926</b>	
<b>COMMENTARY:</b>					
The Police Departments operating budget has increased 6% and capital expenditures total \$114,500 with an overall net increase of 5%. Personnel Services increases are due to a merit increase, new officer uniform allowance, reclasses transferring six police officers from the COPS grant to Patrol, one time payments and large increases in PSPRS retirement contributions as well as one-time retirement payouts. Contractual increases are due to increases in maintenance contracts and facility repairs. Commodities increases are due to one-time expenditures budget authorization for MDCs, computers, digital cameras, digital audio recorders, servers and other safety equipment. Major capital (>\$10,000) includes (4) police cruisers.					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Admin Specialist	13	13	13	0	13
Animal Control Officer	1	1	1	0	1
Deputy Police Chief	2	2	2	0	2
Dispatch Admin Call Taker	2	2	2	0	2
Division Director (Police Chief)	1	1	1	0	1
Evidence Technician	2	2	2	0	2
Parking Control Officer	1	1	1	0	1
Police 911 Coordinator	0	0	0	0	1
Police Communications Mgr	1	1	1	0	1
Police Corporal/Det.	19	19	19	0	19
Police Emerg Comm Specialist	23	23	23	0	22
Police Emerg Comm Speclst Sup.	5	5	5	0	5
Police Lieutenant	4	4	4	0	4
Police Officer	65	65	62	0	66
Police Officer (Funded in FY12)	1	0	0	0	0
Police Records Supervisor	1	1	1	0	1
Police Sergeant	12	12	12	0	14
Police Special Serv. Sup	1	1	1	0	1
Police Support Serv. Sup.	1	1	1	0	1
Property Control Coord	1	1	1	0	1
Training Officer	0	0	1	0	1
Total	156	155	153	0	159

<b>CAPITAL</b>	<b>TOTALS</b>
<b>DESCRIPTION</b>	<b>2014-2015</b>
POLICE CRUISERS (4)	\$ 114,500

SECTION:		062-POLICE GRANTS			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 1,290,317	\$ 1,468,213	\$ 1,468,213	\$ 992,613	\$ (475,600)
Contractuals	111,987	104,500	104,500	146,400	41,900
Commodities	398,399	210,802	210,802	243,400	32,598
Capital	-	100,000	100,000	120,000	20,000
TOTAL	\$ 1,800,703	\$ 1,883,515	\$ 1,883,515	\$ 1,502,413	\$ (381,102)
EXPENDITURES BY PROGRAM:					
Metro Grant	\$ 287,514	\$ 316,672	\$ 316,672	\$ 339,964	\$ 23,292
COPS Hiring Grant - FY11	262,455	308,180	308,180	319,888	11,708
COPS Hiring (City Share) One Year Obligation	257,441	460,175	460,175	-	(460,175)
RICO Funds for Police	180,260	201,847	201,847	175,824	(26,023)
Law Enforcement Officer Reimbursement	182,831	80,900	80,900	80,900	-
GOHS - DUI Enforcement	29,726	20,000	20,000	36,000	16,000
FUSD Resource Officer	66,139	66,375	66,375	66,375	-
Recovery COPS Grant	159,983	-	-	-	-
Recovery JAG Grant	65,145	-	-	-	-
Recovery - METRO Grant	(164)	-	-	-	-
RICO/METRO Overtime	46,819	45,000	45,000	45,000	-
Bullet Proof Vest	7,462	6,500	6,500	6,500	-
FY12 PSN Gang Prevention & Education	1,681	10,000	10,000	10,000	-
Dispatch Services Agreement (NPS)	12,535	5,000	5,000	5,000	-
Statewide Gang Task Force(GITEM)	203,622	169,964	169,964	175,562	5,598
10-AZ Home Land Security	-	100,000	100,000	100,000	-
AZ Internet Crimes Child	4,001	4,500	4,500	4,500	-
07-AZ Home Land Security	-	-	-	25,000	25,000
GOHS Clicket or Ticket	-	5,000	5,000	5,000	-
Edward Byrne Memorial (JAG)	29,980	83,402	83,402	30,000	(53,402)
FY 14 NA Gang Task Force OT	3,273	-	-	40,000	40,000
RICO-Metro Equipment	-	-	-	16,900	16,900
RICO-PD Equipment	-	-	-	20,000	20,000
TOTAL	\$ 1,800,703	\$ 1,883,515	\$ 1,883,515	\$ 1,502,413	\$ (381,102)
SOURCE OF FUNDING:					
GENERAL FUND				\$ 1,502,413	
				\$ 1,502,413	
NEW PERSONNEL					
NONE					

<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Admin Specialist	1	1	1	0	1
Police Officer	14	14	14	0	8
Police Sergeant	1	1	1	0	1
Total	16	16	16	0	10

<b>CAPITAL</b>		<b>TOTALS</b>
<b>DESCRIPTION</b>		<b>2014-2015</b>
COMMUNICATIONS EQUIPMENT	\$	100,000
POLICE EQUIPMENT		20,000



# ***PUBLIC WORKS DIVISION MISSION***

The mission of **Public Works Administration** is to direct and coordinate the efforts of Public Works programs in providing cost efficient, quality based services to the Citizens of Flagstaff. By ensuring a well-trained safety conscience work staff, we strive to improve the quality of life in Flagstaff through sustainable, affordable, efficient maintenance programs and enhanced Transportation and Park opportunities.

The mission of **Facility Maintenance** is to strive to maximize its resources by maintaining all City Buildings in a safe and efficient manner for all users.

The mission of **USGS Maintenance** is to strive to maximize its resources by maintaining all USGS Buildings in a safe and efficient manner for all users.

The mission of the **Fleet Services Section** is to provide expert, cost efficient maintenance and repairs of city vehicles and equipment enabling City Divisions to perform their duties to the citizens of Flagstaff.

The mission of the **Fleet Management Section** is to provide a comprehensive fleet management program dedicated to selecting and supplying the most efficient state of the art vehicles and equipment to support City divisions and employees in the delivery of municipal services.

The mission of the **Parks Section** is to provide exceptional facilities which are safe and aesthetically pleasing for the community in order to pursue family oriented and recreational activities that promote a healthy lifestyle.

The mission of **Recreation** is enhance our community through people, parks and programs

The **Cemetery Division** employees dedicate themselves to offering quality customer service in a time of need by being compassionate and providing proper grounds maintenance that is aesthetically pleasing to the public.

The mission of the **Street Section** is to provide the citizens of Flagstaff with a safe transportation system within the City's right of ways.

The mission of **Solid Waste Section** is to provide the community with affordable, efficient and sustainable comprehensive solid waste solutions.

The **Sustainability and Environmental Management Section's** mission is to preserve and enhance the community and natural environment by implementing resource conservation and sustainability through projects, leadership and education.

<b>SECTION: 151-PUBLIC WORKS</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 114,017	\$ 119,498	\$ 119,498	\$ 120,113	\$ 615
Contractuals	1,409	3,051	3,051	3,051	-
Commodities	(88,057)	(100,333)	(100,333)	(98,735)	1,598
<b>TOTAL</b>	<b>\$ 27,369</b>	<b>\$ 22,216</b>	<b>\$ 22,216</b>	<b>\$ 24,429</b>	<b>\$ 2,213</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General Administration	\$ 27,369	\$ 22,216	\$ 22,216	\$ 24,429	\$ 2,213
<b>TOTAL</b>	<b>\$ 27,369</b>	<b>\$ 22,216</b>	<b>\$ 22,216</b>	<b>\$ 24,429</b>	<b>\$ 2,213</b>
<b>SOURCE OF FUNDING:</b>					
GENERAL FUND				\$ (132,870)	
HIGHWAY USER REVENUE FUND				94,986	
AIRPORT FUND				13,302	
SOLID WASTE FUND				40,030	
ENVIRONMENTAL SERVICES FUND				8,981	
				<b>\$ 24,429</b>	
<b>COMMENTARY:</b>					
The Public Works operating budget has increased 10%, and there are no major capital expenditures planned. Personal Services increases are due to a merit increase, one time payments and increased cost of benefits. Contractuals remain flat. Commodities increases are reflective of the change in work order credits.					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Admin Specialist	0.5	0	0	0	0
Division Director (Public Works)	1	1	1	0	1
Project Manager	1	1	1	0	1
Total	2.5	2	2	0	2

<b>CAPITAL</b>	NONE
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<b>SECTION: 152-FACILITY MAINTENANCE</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 670,761	\$ 720,742	\$ 720,742	\$ 754,474	\$ 33,732
Contractuals	\$ 521,509	542,878	542,878	662,526	119,648
Commodities	\$ (131,359)	(262,996)	(262,996)	(259,858)	3,138
<b>TOTAL</b>	<b>\$ 1,060,911</b>	<b>\$ 1,000,624</b>	<b>\$ 1,000,624</b>	<b>\$ 1,157,142</b>	<b>\$ 156,518</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General Administration	\$ 342,705	\$ 297,663	\$ 297,663	\$ 322,572	\$ 24,909
Custodial Service	85,799	91,508	91,508	93,288	1,780
Structural & Other Maintenance	318,717	288,071	288,071	288,071	-
Maintenance-Mechanical, Electrical and Plumbi	255,102	268,098	268,098	281,877	13,779
Catastrophic Set Aside	28,348	28,400	28,400	128,400	100,000
Rio Properties	15,484	15,930	15,930	16,857	927
Phoenix Building	14,756	10,954	10,954	11,077	123
City Leased Property Maintenance	-	-	-	15,000	15,000
<b>TOTAL</b>	<b>\$ 1,060,911</b>	<b>\$ 1,000,624</b>	<b>\$ 1,000,624</b>	<b>\$ 1,157,142</b>	<b>\$ 156,518</b>
<b>SOURCE OF FUNDING:</b>					
GENERAL FUND				\$ 970,131	
LIBRARY FUND				67,736	
WATER AND WASTEWATER FUND				36,925	
STORMWATER FUND				11,406	
AIRPORT FUND				37,108	
SOLID WASTE FUND				32,345	
ENVIRONMENTAL SERVICES FUND				1,491	
				<b>\$ 1,157,142</b>	
<b>COMMENTARY:</b>					
The Facility Maintenance operating budget has increased 16%, and there are no major capital expenditures planned. Personal Services increases are due to a merit increase, one time payments and increased cost of benefits. Contractual increases are due to anticipated utility rate increases for electricity and increases in building maintenance, and set-aside for catastrophic facilities events. Commodities increases are due to City Hall chemicals for the cooling tower and custodial workorder charges. There is budgeted as one-time \$1,500 for training and travel, \$3,000 for additional City Hall cleaning interior and windows, and \$100,000 for a set-aside for catastrophic facilities events.					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Facility Maintenance Manager	1	1	1	0	1
Facilities Maintenance Superintendent	1	1	1	0	1
Maintenance Worker	9	9	9	0	9
Total	11	11	11	0	11

<b>CAPITAL</b>	NONE
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SECTION:		153-USGS Campus			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Contractuals	\$ 565,778	\$ 525,236	\$ 525,236	\$ 525,236	\$ -
Commodities	82,221	129,017	129,017	130,913	1,896
Capital	(28,022)	-	-	-	-
TOTAL	\$ 619,977	\$ 654,253	\$ 654,253	\$ 656,149	\$ 1,896
EXPENDITURES BY PROGRAM:					
Maintenance Building 3	\$ 131,013	\$ 178,118	\$ 178,118	\$ 178,578	\$ 460
Maintenance Building 4	270,001	214,637	214,637	215,230	593
Maintenance Building 5	40,516	66,574	66,574	66,840	266
Maintenance Building 6	178,447	194,924	194,924	195,501	577
TOTAL	\$ 619,977	\$ 654,253	\$ 654,253	\$ 656,149	\$ 1,896
SOURCE OF FUNDING:					
GENERAL FUND				\$ 656,149	
				\$ 656,149	
COMMENTARY:					
The USGS Campus operating budget has increased 1%, and there are no major capital expenditures planned. Contractuals remain flat. Commodities increases are due to work order charges for snow removal and landscaping.					
NEW PERSONNEL		NONE			
AUTHORIZED PERSONNEL/POSITIONS		NONE			
CAPITAL		NONE			

<b>SECTION: 154-FLEET MANAGEMENT</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 85,512	\$ 193,008	\$ 193,008	\$ 214,540	\$ 21,532
Contractuals	113,372	107,151	107,151	107,151	-
Commodities	(180,268)	(340,002)	(340,002)	(339,737)	265
Capital	-	1,697,340	1,697,340	35,383	(1,661,957)
<b>TOTAL</b>	<b>\$ 18,616</b>	<b>\$ 1,657,497</b>	<b>\$ 1,657,497</b>	<b>\$ 17,337</b>	<b>\$ (1,640,160)</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General Administration	\$ 87,966	\$ (70,232)	\$ (70,232)	\$ (63,551)	\$ 6,681
Inventory Management	70,218	74,278	74,278	75,291	1,013
Prevention Maintenance	108,086	129,460	129,460	133,938	4,478
Vehicle Repair	(301,304)	(248,685)	(248,685)	(247,309)	1,376
Pool Vehicles - City Hall	5,522	5,500	5,500	5,500	-
Pool Vehicles - Shop	365	4,400	4,400	4,400	-
Other Shop Work	47,763	65,436	65,436	73,685	8,249
Catastrophic/Major Repair Funding	-	1,697,340	1,697,340	35,383	(1,661,957)
<b>TOTAL</b>	<b>\$ 18,616</b>	<b>\$ 1,657,497</b>	<b>\$ 1,657,497</b>	<b>\$ 17,337</b>	<b>\$ (1,640,160)</b>
<b>SOURCE OF FUNDING:</b>					
GENERAL FUND				\$ (143,207)	
LIBRARY FUND				1,229	
HIGHWAY USER REVENUE FUND				45,451	
WATER AND WASTEWATER FUND				12,822	
STORMWATER FUND				257	
AIRPORT FUND				1,736	
SOLID WASTE FUND				98,980	
ENVIRONMENTAL SERVICES FUND				69	
				<b>\$ 17,337</b>	
<b>COMMENTARY:</b>					
The Fleet Services operating budget is a zero base budget meaning the section expects to recover ongoing operating expenditures plus administrative overhead through charges for services, markups on parts and fuel, and an environmental disposal fee. The current shop rate varies per hour based on the type of equipment and does not cover one-time and capital requests. Personnel Services increases are due to a merit increase, one time payments and increase cost of benefits. Changes in commodities are due to the increase cost of work order charges. Major capital items include funding set-aside for the catastrophic/future vehicle replacement fund program.					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Buyer	1	1	1	0	1
Fleet Services Specialist	1	1	1	0	1
Mechanic I	3	3	2	0	2
Mechanic II	4	4	4	0	4
Mechanic III Leadworker	2	2	2	0	2
Public Works Manager (Fleet)	1	1	1	0	1
Welder	1	1	1	0	1
Total	13	13	12	0	12

<b>CAPITAL</b>	<b>TOTALS</b>
DESCRIPTION	2014-2015
SETASIDE FOR CATASTROPHIC / VEHICLE REPLACE FUND	\$ 35,383

SECTION:		155-PARKS			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 1,410,045	\$ 1,616,077	\$ 1,616,077	\$ 1,666,374	\$ 50,297
Contractuals	495,549	759,067	759,067	667,901	(91,166)
Commodities	383,937	532,748	532,748	542,541	9,793
Capital	300,877	295,946	295,946	295,946	-
TOTAL	\$ 2,590,408	\$ 3,203,838	\$ 3,203,838	\$ 3,172,762	\$ (31,076)
EXPENDITURES BY PROGRAM:					
General Administration	\$ 104,470	\$ 130,407	\$ 130,407	\$ 140,958	\$ 10,551
Park Grounds Maintenance	704,689	692,850	692,850	701,006	8,156
Park Buildings and Facility Maintenance	24,123	29,389	29,389	29,782	393
BBB - Streetscape/Median Maintenance	352,323	448,784	448,784	369,612	(79,172)
Right-of-Way/ Median	62,619	88,229	88,229	84,752	(3,477)
FUTS Trail System	161,373	210,128	210,128	213,048	2,920
Heritage Square Maintenance	43,647	41,221	41,221	41,722	501
BBB Recreation Fields	963,872	1,369,257	1,369,257	1,402,329	33,072
Downtown/Plaza Maintenance	15,398	19,445	19,445	19,871	426
Non-Park Grounds and Landscapes	150,487	164,128	164,128	169,682	5,554
Open Space Maintenance-Parks	7,407	10,000	10,000	-	(10,000)
TOTAL	\$ 2,590,408	\$ 3,203,838	\$ 3,203,838	\$ 3,172,762	\$ (31,076)
SOURCE OF FUNDING:					
GENERAL FUND				\$ 3,172,762	
				\$ 3,172,762	
COMMENTARY:					
The Parks operating budget has decreased 1% and capital expenditures total \$295,946 resulting in an overall net decrease of 1%. Personnel Services increases are due to a merit increase, one time payments and increase cost of benefits trigger for Maintenance workers offset partially by the reduction in temps. Contractual decreases are due to a reduction in miscellaneous services. Commodities increases are due to increase in gas and oil, horticultural supplies and operating supplies. Major capital (>\$10,000) is for basketball / tennis court overlay (\$43,670), Thorpe Bark Park equipment (\$22,000), Skate Track surface repairs (\$24,000), Continental Fence repair (\$7,500), BBB Setaside for Fleet Replacement (\$40,946), and parking lot overlay (\$157,830).					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
<b>TITLE</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>Current 2013-2014</b>	<b>Changes 2014-2015</b>	<b>Proposed 2014-2015</b>
Maintenance Worker - Temps	3.46	4.69	7.91	-1	6.91
Maintenance Worker	21	21	21	0	21
Maintenance Worker Leadworkers	2	2	2	0	2
Public Works Manager (Parks)	1	1	1	0	1
Total	27.46	28.69	31.91	-1	30.91

<b>CAPITAL</b>	<b>TOTALS</b>
<b>DESCRIPTION</b>	<b>2014-2015</b>
BASKETBALL COURT RESURFACE	\$ 18,100
THORPE FIELD PARKING LOT OVERLAY	21,000
PONDEROSA PARK PARKING LOT OVERLAY	9,600
THORPE PLAYGROUND PARKING LOT OVERLAY	28,000
BASKETBALL/TENNIS COURT OVERLAY	25,570
THORPE BARK PARK EQUIPMENT	22,000
CHESHIRE PARKING LOT OVERLAY	5,730
SKATE TRACK SURFACE REPAIRS	24,000
CONTINENTAL PARKING LOT OVERLAY	48,500
CONTINENTAL FENCE REPAIR	7,500
FOXGLENN PARK PARKING LOT OVERLAY	45,000
BBB SETASIDE FOR FLEET REPLACEMENT FUND	40,946

SECTION:		156-RECREATION			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 1,913,330	\$ 1,866,268	\$ 1,866,268	\$ 1,917,430	\$ 51,162
Contractuals	933,558	952,685	952,685	892,725	(59,960)
Commodities	352,470	402,716	402,716	364,256	(38,460)
Capital	7,559	40,000	40,000	137,490	97,490
TOTAL	\$ 3,206,917	\$ 3,261,669	\$ 3,261,669	\$ 3,311,901	\$ 50,232
EXPENDITURES BY PROGRAM:					
General Administration	\$ 448,131	\$ 431,347	\$ 431,347	\$ 453,354	\$ 22,007
Youth Commission	62	-	-	-	-
Community Services/Events	157,105	150,248	150,248	160,569	10,321
Adult Athletics	255,651	279,822	279,822	289,962	10,140
Jay Lively Activity Center	479,792	517,428	517,428	583,187	
Aquaplex	1,266,074	1,300,890	1,300,890	1,283,472	(17,418)
Joe C Montoya Community and Sr Center	206,412	232,474	232,474	224,164	(8,310)
Flag Recreation Center	264,358	265,035	265,035	272,193	7,158
Cogdill Recreation Center	118,960	70,000	70,000	45,000	(25,000)
North Country Killip Grant	10,372	14,425	14,425	-	(14,425)
TOTAL	\$ 3,206,917	\$ 3,261,669	\$ 3,261,669	\$ 3,311,901	\$ (15,527)
SOURCE OF FUNDING:					
GENERAL FUND				\$ 3,311,901	
				\$ 3,311,901	
COMMENTARY:					
The Recreation operating budget has increased 2% and has a capital expenditure of \$137,490 for a net increase of 2%. Personnel Services increases are due to a merit increase, one time payments and increased cost of benefits and is offset by a decrease in temps related to a grant. The Contractual decrease is mainly related to reduction of the support for Boys and Girls Club based on a contract and prior year one time items. Contractuals decreased related to prior year one time items related to maintenance and utilities. There is major capital (>\$10,000) expenditures for general improvements (\$36,590) and an ice rink zamboni (\$100,900).					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Admin Assistant	1	1	1	0	1
Admin Specialist	1	1	1	0	1
Division Director (Comm Enrichment)	1	1	0	0	0
Intern	0.25	0.25	0.25	0	0.25
Recreation Coord. I	5.5	0	0	0	0
Recreation Coordinator II	5	0	0	0	0
Recreation Program Coordinator	0	9.5	9.5	0	9.5
Recreation Services Director	1	1	1	0	1
Recreation Supervisor	1	6	6	0	6
Recreation Temporaries	39.31	36.15	35.08	0	35.08
Recreation Temporaries (Grant Funded)	0.29	0.29	0.29	-0.29	0
Senior Recreation Coordinator	6	0	0	0	0
Total	61.35	56.19	54.12	-0.29	53.83

<b>CAPITAL</b>	<b>TOTALS</b>
<b>DESCRIPTION</b>	<b>2014-2015</b>
ANNUAL RECREATION CAPITAL	\$ 36,590
ZAMBONI REPLACEMENT	100,900

SECTION:		157-CEMETERY			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 11,824	\$ 4,815	\$ 4,815	\$ 4,815	\$ -
Contractuals	26,866	34,132	34,132	34,632	500
Commodities	169,781	165,629	165,629	171,682	6,053
TOTAL	\$ 208,471	\$ 204,576	\$ 204,576	\$ 211,129	\$ 6,553
EXPENDITURES BY PROGRAM:					
General Administration	\$ 116,692	\$ 41,281	\$ 41,281	\$ 43,373	\$ 2,092
Opening & Closing	26,667	52,071	52,071	53,711	1,640
Maintenance of Buildings	4,037	9,373	9,373	9,428	55
Maintenance of Grounds	61,075	101,851	101,851	104,617	2,766
TOTAL	\$ 208,471	\$ 204,576	\$ 204,576	\$ 211,129	\$ 6,553
SOURCE OF FUNDING:					
GENERAL FUND				\$ 211,129	
				\$ 211,129	
COMMENTARY:					
The Cemetery operating budget has increased 3%, and there are no major capital expenditures planned. Personal Services remain flat. Contractual increases are due to education and training. Commodities increases are due to work order charges related to opening/closing and grounds maintenance. There is \$500 budgeted as one-time authorized expenditures for education and training.					
NEW PERSONNEL		NONE			
AUTHORIZED PERSONNEL/POSITIONS		NONE			
CAPITAL		NONE			



<b>SECTION: 161-STREET MAINTENANCE</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 1,969,540	\$ 2,369,305	\$ 2,369,305	\$ 2,376,632	\$ 7,327
Contractuals	595,299	717,423	717,423	829,577	112,154
Commodities	691,407	840,842	840,842	782,955	(57,887)
Capital	811,970	200,000	200,000	1,237,000	1,037,000
<b>TOTAL</b>	<b>\$ 4,068,216</b>	<b>\$ 4,127,570</b>	<b>\$ 4,127,570</b>	<b>\$ 5,226,164</b>	<b>\$ 1,098,594</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General Administration	\$ 183,848	\$ 370,957	\$ 370,957	\$ 371,334	\$ 377
Street Cleaning	312,125	231,837	231,837	797,474	565,637
Snow Control	1,107,248	754,591	754,591	1,373,066	618,475
Sign, Signal, Mark & Light	269,070	337,246	337,246	359,998	22,752
Street Maintenance	1,299,661	1,417,673	1,417,673	1,276,038	(141,635)
Drainage-way Maintenance	156,245	288,818	288,818	306,007	17,189
Training	518	1,900	1,900	1,900	-
Streetlights	354,975	381,702	381,702	504,702	123,000
Traffic Signal Maintenance	344,526	342,846	342,846	235,645	(107,201)
Autopark Association Fees	40,000	-	-	-	-
<b>TOTAL</b>	<b>\$ 4,068,216</b>	<b>\$ 4,127,570</b>	<b>\$ 4,127,570</b>	<b>\$ 5,226,164</b>	<b>\$ 1,098,594</b>
<b>SOURCE OF FUNDING:</b>					
HIGHWAY USER REVENUE FUND				\$ 5,226,164	
				<b>\$ 5,226,164</b>	
<b>COMMENTARY:</b>					
<p>The Street Maintenance operating budget has increased 2%, and capital expenditures total \$1,237,000, resulting in an overall net increase of 27%. Personal Services increases are due to a merit increase, employee reclasses and rezones, one time payments and increase cost of benefits. Contractual increases are due to anticipated utility rate increases for electricity and one-time budget authorization for street light maintenance. Commodities decreases are due to decreases to motor vehicle parts and street repair materials that related prior year one-time budget authorizations. Major capital (&gt;\$10,000) is for (2) street sweepers (\$560,000) and (3) all wheel drive motorgraders (\$677,000).</p>					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Admin Specialist	1	1	1	0	1
Cemetery Caretaker	0.75	0.75	0.75	0	0.75
Cemetery Maint. Specialist	1	1	1	0	1
Equip. Ops. Temps	4.31	2.97	3.52	0	3.52
Equipment Operator	15	15	15	0	15
Intern	0.5	0.5	0.5	0	0.5
Maintenance Worker	7	7	7	0	7
Maint. Worker temp	0.75	0.75	0.75	0	0.75
Public Works Manager (Streets)	1	1	1	0	1
Public Works Section Head	1	1	1	0	1
Streets Leadworker	3	3	3	0	3
Traffic Signal Technician Ass't	1	1	1	0	1
Total	36.31	34.97	35.52	0	35.52

<b>CAPITAL</b>	<b>TOTALS</b>
<b>DESCRIPTION</b>	<b>2014-2015</b>
STREET SWEEPERS (2)	\$ 560,000
AWD MOTORGRADERS (3)	677,000

SECTION:		165-SOLID WASTE - LANDFILL				
EXPENDITURES BY CATEGORY:		Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$	1,312,637	\$ 1,307,222	\$ 1,307,222	\$ 1,097,918	\$ (209,304)
Contractuals		254,044	287,936	262,936	219,194	(68,742)
Commodities		469,754	592,512	592,512	584,206	(8,306)
Capital		2,124,171	772,996	832,996	1,690,000	917,004
TOTAL	\$	4,160,606	\$ 2,960,666	\$ 2,995,666	\$ 3,591,318	\$ 630,652
EXPENDITURES BY PROGRAM:						
General Administration	\$	532,562	\$ 555,790	\$ 555,790	\$ 321,951	\$ (233,839)
Sanitary Landfill		3,385,614	2,135,259	2,170,259	2,983,338	848,079
Landfill Outside Contract		242,423	267,117	267,117	268,529	1,412
Inert Material Landfill		7	2,500	2,500	17,500	15,000
TOTAL	\$	4,160,606	\$ 2,960,666	\$ 2,995,666	\$ 3,591,318	\$ 630,652
SOURCE OF FUNDING:		ENVIRONMENTAL SERVICES FUND			\$ 3,591,318	
					\$ 3,591,318	
COMMENTARY:						
The solid waste landfill operating budget had a decrease of 13% and capital expenditures total \$1,690,000 resulting in an overall net increase of 21%. Personnel Services decreased by 16% due to a reallocation of administrative staff within the new sections. Contractuals decreased by 24% with a minimal decrease in commodities, also related to separating of administrative costs. One-time expenditures for this section are for internal work requests. Major capital (>\$10,000) includes capital equipment and capital improvements ongoing at the landfill.						

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Admin Assistant	1	0.65	0.65	0	0.65
Admin Specialist	1	1	1	0	1
Equipment Operator	6	6	6	0	6
ES Equip. Oper I - Temp	1	1	1	0	1
Landfill Supervisor	1	1	1	0	1
Program Asst	0.5	0.5	0.5	0	0.5
Project Manager	2	2	2	0	2
Public Works Manager (ES)	1	1	1	0	1
Public Works Section Head	1	1	1	0	1
Total	14.5	14.15	14.15	0	14.15

<b>CAPITAL</b>	<b>TOTAL</b>
<b>DESCRIPTION</b>	<b>2014-2015</b>
DOZER	\$ 750,000
DUST CONTROL	45,000
ANNUAL SETASIDE - LANDFILL CLOSURE	160,000
STORMWATER INFRASTRUCTURE	10,000
MAINTENANCE BUILDING	150,000
ALTERNATIVE LINER TEST PILOTS	75,000
PAPER SLUDGE STORAGE	500,000

<b>SECTION: 166-SOLID WASTE - COLLECTIONS</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 2,085,120	\$ 2,031,887	\$ 2,031,887	\$ 2,382,645	\$ 350,758
Contractuals	2,318,356	2,674,526	2,674,526	2,740,509	65,983
Commodities	1,144,838	1,025,387	1,025,387	1,119,195	93,808
Capital	-	-	-	507,320	507,320
<b>TOTAL</b>	<b>\$ 5,548,314</b>	<b>\$ 5,731,800</b>	<b>\$ 5,731,800</b>	<b>\$ 6,749,669</b>	<b>\$ 1,017,869</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General Administration	\$ -	\$ -	\$ -	\$ 433,671	\$ 433,671
Residential Collection	1,653,783	1,604,152	1,604,152	1,878,650	274,498
Bin Maintenance - Residential	23,908	67,269	67,269	65,399	(1,870)
Recycling Curbside Collection	768,298	905,492	905,492	863,191	(42,301)
Commercial Collection	2,110,243	2,053,240	2,053,240	2,189,419	136,179
Bin Maintenance - Commercial	70,204	90,122	90,122	169,560	79,438
Commercial Recycling	551,272	592,424	592,424	798,596	206,172
Commercial Sales	3,923	7,960	7,960	-	(7,960)
Hoist & Haul	366,683	411,141	411,141	351,183	(59,958)
<b>TOTAL</b>	<b>\$ 5,548,314</b>	<b>\$ 5,731,800</b>	<b>\$ 5,731,800</b>	<b>\$ 6,749,669</b>	<b>\$ 1,017,869</b>
<b>SOURCE OF FUNDING:</b>				ENVIRONMENTAL SERVICES FUND	
				\$ 6,749,669	
				<b>\$ 6,749,669</b>	
<b>COMMENTARY:</b>					
The solid waste - collections operating budget had a increase of 8.9% and capital expenditures total \$507,320 resulting in an overall net increase of 18%. Personnel Services increased by 17% due to a reallocation of administrative staff within the new sections. Contractuals increased by 2% and an increase in commodities of 9%, also related to separating of administrative costs between sections. One-time expenditures for this division are for internal work requests. Major capital (>\$10,000) includes capital equipment as rolling stock.					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Admin Assistant	2	2	2	0	2
Admin Spclst Supervisor	1	1	1	0	1
Bin Maint. Leadworker	1	1	1	0	1
Equipment Operator	24	24	23.3	0	23.3
ES Collection Super	2	2	2	0	2
ES Leadworkers	2	2	2	0	2
Program Asst	0.5	0.5	0.5	0	0.5
Public Works Manager (ES)	1	1	1	0	1
Total	33.5	33.5	32.8	0	32.8

<b>CAPITAL</b>	<b>TOTAL</b>
<b>DESCRIPTION</b>	<b>2014-2015</b>
TRASH TRUCK	\$ 215,000
MAINTENANCE TRUCK	77,320
TOP LOAD TRUCK	215,000

<b>SECTION: 170-ENVIRONMENTAL MANAGEMENT</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 672,666	\$ 582,477	\$ 582,477	\$ 563,394	\$ (19,083)
Contractuals	295,212	227,507	227,507	305,362	77,855
Commodities	126,166	63,447	63,447	64,907	1,460
<b>TOTAL</b>	<b>\$ 1,094,044</b>	<b>\$ 873,431</b>	<b>\$ 873,431</b>	<b>\$ 933,663</b>	<b>\$ 60,232</b>
<b>EXPENDITURES BY PROGRAM:</b>					
Sustainability	\$ 269,619	\$ 287,671	\$ 287,671	\$ 287,102	\$ (569)
Environmental Management	470,941	542,160	542,160	503,921	(38,239)
Conservation	141,193	-	-	-	-
Energy Contracts	46,202	20,000	20,000	20,000	-
Open Space Maintenance-SEMS	-	-	-	72,500	72,500
Recovery-Energy Efficiency Conservation Block	84,717	-	-	-	-
EECBG Program Income	46,000	23,600	23,600	50,140	26,540
Department of Energy Program Grant	35,372	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,094,044</b>	<b>\$ 873,431</b>	<b>\$ 873,431</b>	<b>\$ 933,663</b>	<b>\$ 60,232</b>
<b>SOURCE OF FUNDING:</b>				ENVIRONMENTAL MANAGEMENT	
				\$ 933,663	
				<b>\$ 933,663</b>	
<b>COMMENTARY:</b>					
The Sustainability and Environmental Management operating budget has increased 7% and there are no capital expenditures. Personnel Services witnessed a decrease of 3%, with the transfer of the volunteer coordinator position net of increases for merits. Contractual increases of 34% are due to the transition of open space maintenance in this section. There is a slight increase in commodities of 2%.					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Environmental Aide	0.6	0.6	0	0	0
Environmental Assistant	1	1	1	0	1
Environmental Code Specialist	1	1	Transfer	0	0
Environmental Code Technician	1	1	Transfer	0	0
Environ Program Manager	1	1	1	0	1
Environmental Program Specialist	1	1	1	0	1
Environmental Technician	1	1	1	0	1
Public Works Section Head	1	1	1	0	1
Sustainability Assistant (Grant Funded)	1	0.25	0	0	0
Sustainability Manager	1	1	1	0	1
Sustainability Specialist	2	2	2	0	2
Volunteer Coordinator	0	0	0.48	0	Transfer
Total	11.6	10.85	8.48	0	8

<b>CAPITAL</b>	NONE
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## ***ECONOMIC VITALITY DIVISION MISSION***

The mission of the **Community Investment Section – Economic Development** is to retain and strengthen existing local businesses while helping to grow and attract innovative companies for sustainable economic health.

The mission of the **Community Investment Section – Community Design and Redevelopment** is to create, enhance and preserve the sense of place, the built and natural environment, and the cultural heritage of Flagstaff by implementing the community's vision for character and design, the environment, resources and economic sustainability.

The mission of **Beautification General Administration** is to deploy Bed, Board, and Beverage tax monies efficiently and effectively to create, enhance, and preserve the sense of place, local character, and the cultural diversity and heritage of Flagstaff.

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

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

The mission of **The Arts and Science Section** is to deploy Bed, Board, and Beverage tax monies efficiently and effectively to create, enhance, and preserve the cultural heritage of Flagstaff.

The **Airport Section** mission dedicates its efforts to provide quality service for the ever-growing transportation needs of Northern Arizona.

<b>SECTION: 201-COMMUNITY INVESTMENT</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 152,916	\$ 162,210	\$ 162,210	\$ 150,383	\$ (11,827)
Contractuals	11,268	98,453	98,453	20,268	(78,185)
Commodities	7,599	28,315	28,315	12,150	(16,165)
Capital	-	324,000	324,000	281,500	(42,500)
<b>TOTAL</b>	<b>\$ 171,783</b>	<b>\$ 612,978</b>	<b>\$ 612,978</b>	<b>\$ 464,301</b>	<b>\$ (148,677)</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General Administration	\$ 104,611	\$ 128,201	\$ 128,201	\$ 114,590	\$ (13,611)
Community Design	59,854	66,277	66,277	68,211	1,934
Brownfields Management	1,593	-	-	-	-
Brownfield Assessment	5,725	418,500	418,500	281,500	(137,000)
<b>TOTAL</b>	<b>\$ 171,783</b>	<b>\$ 612,978</b>	<b>\$ 612,978</b>	<b>\$ 464,301</b>	<b>\$ (148,677)</b>
<b>SOURCE OF FUNDING:</b>					
GENERAL FUND				\$ 339,982	
LIBRARY FUND				14,909	
HIGHWAY USER REVENUE FUND				14,496	
TRANSPORTATION FUND				2,952	
WATER AND WASTEWATER FUND				49,629	
STORMWATER FUND				2,183	
AIRPORT FUND				2,944	
SOLID WASTE FUND				35,471	
ENVIRONMENTAL SERVICES FUND				1,735	
				<b>\$ 464,301</b>	
<b>COMMENTARY:</b>					
The Community Investment operating budget has decreased 37%, and capital expenditures total \$281,500, resulting in an overall net decrease of 24%. Personal Services decreases are due to salary savings from position turnover net of increases for merit. Contractual decreases are due to reductions in Consultant Fees, travel, lodging, meals, postage and advertising. Commodities decreases are due to a reduction in workorder credits, operating supplies, promotional materials, copying and printing. Major capital (>\$10,000) is for the Brownfield Coalition Grant (\$281,500).					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
<b>TITLE</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>Current 2013-2014</b>	<b>Changes 2014-2015</b>	<b>Proposed 2014-2015</b>
Admin Specialist	0	0	0	0	1
Admin Spclst Leadworker	1	1	1	0	0
Brownfield Specialist	1	0	0	0	0
Community Design & Redevelopment Mgr	1	1	1	0	1
Community Design & Redevel. Project Admin.	1	1	1	0	1
Division Director (Economic Vitality)	1	1	1	0	1
Manager of Enhanced Svcs Dist (Eff 2010-13)	1	1	0	0	0
Total	6	5	4	0	4

<b>CAPITAL</b>	<b>TOTALS</b>
<b>DESCRIPTION</b>	<b>2014-2015</b>
Brownfield Assessment	\$ 281,500

SECTION:		202-EDA REVOLVING LOAN			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Contractuals	\$ -	\$ 220,000	\$ 220,000	\$ -	\$ (220,000)
TOTAL	\$ -	\$ 220,000	\$ 220,000	\$ -	\$ (220,000)
EXPENDITURES BY PROGRAM:					
EDA Revolving Loan	\$ -	\$ 220,000	\$ 220,000	\$ -	\$ (220,000)
TOTAL	\$ -	\$ 220,000	\$ 220,000	\$ -	\$ (220,000)
SOURCE OF FUNDING:					
GENERAL FUND				\$ -	
				\$ -	
COMMENTARY:					
The EDA Revolving Loan operating budget has decreased 100%, and there are no major capital expenditures planned. Once the program is fully implemented from the FY 2014 budget, then the revenues and related expenditures can be forecasted.					
NEW PERSONNEL		NONE			
AUTHORIZED PERSONNEL/POSITIONS		NONE			
CAPITAL		NONE			

SECTION:		211-BEAUTIFICATION			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 138,911	\$ 126,034	\$ 126,034	\$ 134,661	\$ 8,627
Contractuals	35,893	48,375	23,375	6,450	(41,925)
Commodities	2,699	900	1,061	710	(190)
TOTAL	<u>\$ 177,503</u>	<u>\$ 175,309</u>	<u>\$ 150,470</u>	<u>\$ 141,821</u>	<u>\$ (33,488)</u>
EXPENDITURES BY PROGRAM:					
General Administration	\$ 106,488	\$ 130,309	\$ 130,309	\$ 141,621	\$ 11,312
Commission	490	-	161	200	200
Enhanced Service District	48,645	20,000	-	-	(20,000)
Wheeler Park Lighting	21,880	25,000	20,000	-	(25,000)
TOTAL	<u>\$ 177,503</u>	<u>\$ 175,309</u>	<u>\$ 150,470</u>	<u>\$ 141,821</u>	<u>\$ (33,488)</u>
SOURCE OF FUNDING:					
BEAUTIFICATION FUND				\$ 141,821	
				\$ 141,821	
COMMENTARY:					
The Beautification operating budget has decreased 19% and there is no major capital expenditures planned. Personnel Services increases are due to a merit increase, one time payments and increase cost of benefits. Contractual decreases are due to the removal of Wheeler Park Lighting and Fiscal Year 2014 having a one-time budgeted amount for the Enhanced Service District. The Commodities decreases are due to decrease in Office Supplies and Copying and Printing. There is \$3,348 budgeted for travel and registration, training, and web hosting. There is no major capital (>\$10,000) for this section.					
NEW PERSONNEL		NONE			
AUTHORIZED PERSONNEL/POSITIONS		NONE			
CAPITAL		NONE			



<b>SECTION: 213-ECONOMIC DEVELOPMENT</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 220,742	\$ 212,987	\$ 187,057	\$ 221,653	\$ 8,666
Contractuals	534,578	481,617	481,617	383,248	(98,369)
Commodities	24,583	18,728	18,728	18,384	(344)
<b>TOTAL</b>	<b>\$ 779,903</b>	<b>\$ 713,332</b>	<b>\$ 687,402</b>	<b>\$ 623,285</b>	<b>\$ (90,047)</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General Administration	\$ 64,766	\$ 37,619	\$ 37,619	\$ 84,630	\$ 47,011
Incubator	257,500	265,947	265,947	267,563	1,616
Service Partner Agencies	115,401	64,500	64,500	15,400	(49,100)
Business Retention & Expansion	101,052	90,241	90,241	98,686	8,445
Business Attraction	139,060	155,025	129,095	157,006	1,981
Recovery-Econ Dev Commerce Grant-SWWP F	(4)	-	-	-	-
ACA Rural Grant FY 12 and 13 (Machine Soluti	95,044	-	-	-	-
ACA Rural Grant FY 13 (Joy Cone)	7,084	100,000	100,000	-	(100,000)
<b>TOTAL</b>	<b>\$ 779,903</b>	<b>\$ 713,332</b>	<b>\$ 687,402</b>	<b>\$ 623,285</b>	<b>\$ (90,047)</b>
<b>SOURCE OF FUNDING:</b>				ECONOMIC DEVELOPMENT FUND	
				\$ 623,285	
				<b>\$ 623,285</b>	
<b>COMMENTARY:</b>					
The Economic Development operating budget has decreased 13%, and there are no major capital expenditures planned. Personal Services increases are due to a merit increase, one time payments and increase cost of benefits. Contractual decreases are due to reductions in service partner contracts. Commodities decreases are due to stakeholder meeting amenities. There is \$2,500 budgeted for increased workforce training.					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Business Retention & Expansion Mgr	1	1	1	0	1
Economic Development Manager	1	1	1	0	1
Total	2	2	2	0	2

<b>CAPITAL</b>	NONE
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<b>SECTION: 214-TOURISM</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 548,848	\$ 600,448	\$ 600,448	\$ 684,065	\$ 83,617
Contractuals	670,296	804,785	809,585	702,467	(102,318)
Commodities	120,143	113,047	113,047	132,275	19,228
<b>TOTAL</b>	<b>\$ 1,339,287</b>	<b>\$ 1,518,280</b>	<b>\$ 1,523,080</b>	<b>\$ 1,518,807</b>	<b>\$ 527</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General Administration	\$ 623,542	\$ 662,480	\$ 667,280	\$ 746,402	\$ 83,922
Marketing and Promotion	613,218	727,150	727,150	661,255	(65,895)
Sales	68,626	85,780	85,780	77,280	(8,500)
Convention Sales & Services	33,108	42,120	42,120	33,120	(9,000)
Film Office	793	750	750	750	-
<b>TOTAL</b>	<b>\$ 1,339,287</b>	<b>\$ 1,518,280</b>	<b>\$ 1,523,080</b>	<b>\$ 1,518,807</b>	<b>\$ 527</b>
<b>SOURCE OF FUNDING:</b>				TOURISM FUND	
				\$ 1,518,807	
				<b>\$ 1,518,807</b>	
<b>COMMENTARY:</b>					
<p>The Tourism operating budget has remained flat, and there are no major capital expenditures planned. Personal Services increases are due to an increase in one FTE for a Creative Services Leadworker, a merit increase, one time payments and increase cost of benefits. Contractual decreases are due to anticipated utility rate increases for electricity and increases in building maintenance, and reductions in advertising from prior year 1X allocations. Commodities increases are due to marketing and promotional expenditures into a new market. There are one-time authorized expenditures of \$800 for travel, lodging and meals, \$65,000 for Advertising, \$8,000 for marketing and promotional materials, \$19,000 for copying and printing, \$3,200 for a controllable webcam, and \$6,500 for new booth displays for tradeshows and promotional items.</p>					
<b>NEW PERSONNEL</b>					
TITLE	FTE	2014-2015 TOTAL \$	POTENTIAL OFFSET	NET COST 2014-2015	FUTURE COSTS
Creative Services Leadworker	1.00	67,000	-	67,000	67,000
<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Admin Specialist	1	1	1	0	1
Creative Services Leadworker	0	0	0	1	1
Creative Services Specialist	0	2	2	0	2
CVB Director	1	1	1	0	1
Marketing & Public Relations Manager	1	1	1	0	1
Publication Specialist	2	0	0	0	0
Public Relations Associate	1	0	0	0	0
Public Relations Specialist	0	1	1	0	1
Sales Associate	2	0	0	0	0
Sales Specialist	0	2	2	0	2
Total	8	8	8	1	9
<b>CAPITAL</b>					
NONE					

<b>SECTION: 215-VISITOR SERVICES</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 205,335	\$ 216,903	\$ 216,903	\$ 212,085	\$ (4,818)
Contractuals	93,093	112,654	120,154	131,329	18,675
Commodities	50,289	31,821	31,821	30,067	(1,754)
<b>TOTAL</b>	<b>\$ 348,717</b>	<b>\$ 361,378</b>	<b>\$ 368,878</b>	<b>\$ 373,481</b>	<b>\$ 12,103</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General Administration	\$ 231,830	\$ 250,078	\$ 257,578	\$ 242,990	\$ (7,088)
Train Station Operations	116,887	111,300	111,300	130,491	19,191
<b>TOTAL</b>	<b>\$ 348,717</b>	<b>\$ 361,378</b>	<b>\$ 368,878</b>	<b>\$ 373,481</b>	<b>\$ 12,103</b>
<b>SOURCE OF FUNDING:</b>					
TOURISM FUND				\$ 373,481	
				<b>\$ 373,481</b>	
<b>COMMENTARY:</b>					
The Visitor Services operating budget has increased 3%, and there is no major capital expenditures planned. Personal Services decreases are due to a reduction in overtime expense net of increase. Contractual increases are due to anticipated utility rate increases for electricity and increases in building maintenance and structures, and landscaping. Commodities decreases are due to computer equipment replaced last fiscal year. There are one-time authorized expenditures of \$22,000 for building maintenance and structures, and \$2,500 for installation of a concrete walkway.					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Admin Asst	1.99	1.99	2.43	0	2.43
Admin Specialist	1.5	1.5	1.5	0	1.5
Admin Spclst	0.5	1.5	1.5	0	1.5
Visitor Center Manager	1	1	1	0	1
Total	4.49	4.49	4.93	0	4.93

<b>CAPITAL</b>	NONE
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<b>SECTION: 216-ARTS AND SCIENCE</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Contractuals	\$ 381,437	\$ 405,683	\$ 405,683	\$ 409,500	\$ 3,817
Commodities	-	3,123	3,123	3,123	-
Capital	14,150	233,400	-	208,400	(25,000)
<b>TOTAL</b>	<b>\$ 395,587</b>	<b>\$ 642,206</b>	<b>\$ 408,806</b>	<b>\$ 621,023</b>	<b>\$ (21,183)</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General	\$ 800	\$ 183	\$ 183	\$ -	\$ (183)
Public Artwork	19,787	237,023	3,623	212,023	(25,000)
Service Partner Agencies	290,000	340,000	340,000	340,000	-
FCP Administration	65,000	65,000	65,000	69,000	-
Riordan Mansion	20,000	-	-	-	-
<b>TOTAL</b>	<b>\$ 395,587</b>	<b>\$ 642,206</b>	<b>\$ 408,806</b>	<b>\$ 621,023</b>	<b>\$ (21,183)</b>
<b>SOURCE OF FUNDING:</b>					
ARTS AND SCIENCE FUND				\$ 621,023	
				<b>\$ 621,023</b>	
<b>COMMENTARY:</b>					
The Arts and Science operating budget has increased 1%, and capital expenditures total \$208,400, resulting in an overall net decrease of 3%. There are no Personal Services in this section. Contractual increases are due to contract increases for partner administration. Commodities remained flat. There is \$40,000 budgeted as one-time authorized expenditures for the Science Foundation Arizona. Major capital (>\$10,000) is for various public art projects totaling \$208,400 which were project delays originally planned for FY 2014 now in FY 2015 and FY 2017.					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>	NONE
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<b>CAPITAL</b>	
<u>DESCRIPTION</u>	<u>TOTALS</u> <u>2014-2015</u>
Kings House Mural	\$ 25,000
Fort Valley Wall	25,000
Art in the Alley	50,000
W Rt 66 - N Edge: Milton Intersection	10,000
Utility Box Art	12,500
Airport Murals	70,000
Misc. Art Projects FY 2015	8,400
Public Art Map	7,500
<b>TOTAL</b>	<b>\$ 208,400</b>

<b>SECTION: 221-AIRPORT OPERATIONS</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 620,268	\$ 651,646	\$ 651,646	\$ 750,676	\$ 99,030
Contractuals	360,816	1,161,010	1,161,010	451,876	(709,134)
Commodities	105,070	143,433	143,433	204,024	60,591
<b>TOTAL</b>	<b>\$ 1,086,154</b>	<b>\$ 1,956,089</b>	<b>\$ 1,956,089</b>	<b>\$ 1,406,576</b>	<b>\$ (549,513)</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General Administration	\$ 467,211	\$ 490,673	\$ 490,673	\$ 492,474	\$ 1,801
Safety and Security	112,173	111,277	111,277	143,224	31,947
Snow Control	51,763	74,803	74,803	83,920	9,117
Maintenance Buildings & Grounds	407,934	401,721	401,721	598,445	196,724
Maintenance Runway & Taxiway	47,073	77,615	77,615	88,513	10,898
Small Commercial Air Service Development	-	800,000	800,000	-	(800,000)
<b>TOTAL</b>	<b>\$ 1,086,154</b>	<b>\$ 1,956,089</b>	<b>\$ 1,956,089</b>	<b>\$ 1,406,576</b>	<b>\$ (549,513)</b>
<b>SOURCE OF FUNDING:</b>					
AIRPORT FUND				\$ 1,406,576	
				<b>\$ 1,406,576</b>	
<b>COMMENTARY:</b>					
The Airport operating budget has decreased 28%, and there is no major capital expenditures planned. Personal Services increases are due to a merit increase, one time payments and increase cost of benefits for some employees from ASRS to PSPRS. Contractual decreases are due to anticipated utility rate increases for electricity and increases in building maintenance, and reductions in an operational grant of \$800,000 to promote Airline presence in Flagstaff which was budgeted in FY 2014. Commodities increases are due to hangar repairs/street overlay project, hangar structural repairs, and signage improvements. There are one-time authorized expenditures for \$40,000 for a security gate replacement, \$45,000 for terminal repairs, and \$8,000 for structural repairs of a hangar.					
<b>NEW PERSONNEL</b> NONE					
<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Admin Specialist	1	1	1	0	1
Airport Director	1	1	1	0	1
Airport Operations/ARFF Specialist	6	6	6	0	6
Airport Operations/ARFF Manager	0	0	0	0	1
Airport Operations Supv	1	1	1	0	0
Maintenance Wrks - Snow	0.5	0.5	0.5	0	0.5
Total	9.5	9.5	9.5	0	9.5
<b>CAPITAL</b> NONE					

## ***UTILITIES DIVISION MISSION***

The mission of the **Utilities Section** is to professionally and cost effectively provide water, reclaimed water, and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers.

We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations by continuously improving our operations.

We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

The mission of the **Stormwater Management Section** is to promote the public health, safety and general welfare, to minimize public and private losses due to flood conditions, to reduce the cost of flood insurance and to comply with applicable floodplain and stormwater regulations.

<b>SECTION: 300-UTILITIES ADMINISTRATION</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 819,692	\$ 815,620	\$ 815,620	\$ 1,038,890	\$ 223,270
Contractuals	415,003	563,979	563,979	695,879	131,900
Commodities	50,914	32,120	32,120	307,120	275,000
Capital	630	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,286,239</b>	<b>\$ 1,411,719</b>	<b>\$ 1,411,719</b>	<b>\$ 2,041,889</b>	<b>\$ 630,170</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General Administration	\$ 943,543	\$ 1,051,354	\$ 1,051,354	\$ 1,112,517	\$ 61,163
Water Commission	286	180	180	180	-
Engineering	141,060	145,092	145,092	306,602	161,510
Water Conservation	127,899	136,667	136,667	337,427	200,760
GIS-Utilities	73,451	78,426	78,426	225,163	146,737
Smart Meter Grant	-	-	-	60,000	60,000
<b>TOTAL</b>	<b>\$ 1,286,239</b>	<b>\$ 1,411,719</b>	<b>\$ 1,411,719</b>	<b>\$ 2,041,889</b>	<b>\$ 630,170</b>
<b>SOURCE OF FUNDING:</b>					
WATER AND WASTEWATER FUND				\$ 2,041,889	
				<b>\$ 2,041,889</b>	
<b>COMMENTARY:</b>					
The Utilities Administration operating budget has increased 45% and there is no capital expenditures planned. Personnel Services increases are due to an increase in 1.0 FTE for a Regulatory Compliance Manager, 1.0 FTE Transfer for a Management Analyst, a merit increase, one time payments and increase in cost benefits. Contractual increases are due to anticipated utility rate increases for electricity and increases in building maintenance, and one-time budgeted amounts for Rio WRF Pumps and PM Engineering Services & WSIA Consultants. Commodities increases are due to POC Monitoring Well and CMMS/WIMS Water Quality dBase Implementations. There is \$567,322 budgeted as one-time authorized expenditures including contingency fees, assesment contract, services & consultants, temporary staff, water festival outreach, and computer software.					
<b>NEW PERSONNEL</b>					
TITLE	FTE	2014-2015 TOTAL \$	POTENTIAL OFFSET	NET COST 2014-2015	FUTURE COSTS
Regulatory Compliance Manager	1.00	88,000	-	88,000	88,000
<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Admin Specialist	2	2	2	0	2
Division Director (Utilities)	1	1	1	0	1
GIS System Analyst	1	1	1	0	1
Management Analyst	0	0	Transfer	0	1
Regulatory Compliance Manager	0	0	0	1	1
Utilities Engineering Manager	1	1	1	0	1
Utilites Operations Section Head	0	Transfer	1	0	1
Utilities Plan Reviewer	1	1	1	0	1
Utilities Program Manager	1	1	1	0	1
Water Resource Manager	1	1	1	0	1
Total	8	8	9	1	11
<b>CAPITAL</b>					
NONE					

SECTION:		301-WATER PRODUCTION			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 715,751	\$ 791,160	\$ 791,160	\$ 871,183	\$ 80,023
Contractuals	2,515,622	2,872,424	2,872,424	2,753,786	(118,638)
Commodities	251,763	500,020	500,020	590,058	90,038
Capital	7,441	313,300	313,300	675,000	361,700
TOTAL	\$ 3,490,577	\$ 4,476,904	\$ 4,476,904	\$ 4,890,027	\$ 413,123
EXPENDITURES BY PROGRAM:					
General Administration	\$ 323,664	\$ 811,703	\$ 811,703	\$ 1,009,817	\$ 198,114
Water Treatment Operation	313,818	454,065	454,065	490,469	36,404
Chemical Analysis	223,283	252,354	252,354	253,180	826
Buildings and Grounds Maintenance	41,832	84,391	84,391	57,037	(27,354)
Equipment Maintenance	189,931	316,628	316,628	154,348	(162,280)
SCADA Tracking	25,750	117,386	117,386	131,186	13,800
Local Wells	931,220	1,028,574	1,028,574	1,346,726	318,152
Lake Mary Wellfield	318,178	335,823	335,823	358,526	22,703
Woody Mountain Wellfield	921,520	797,876	797,876	820,578	22,702
North Reservoirs	34,381	45,769	45,769	59,352	13,583
Inner Basin Maintenance	33,251	110,865	110,865	115,647	4,782
Upper Lake Mary Dam Imp	32,857	12,000	12,000	-	(12,000)
Red Gap Ranch Operation & Mgmt	3,993	8,100	8,100	23,100	15,000
Booster Station Administration	36,558	34,498	34,498	18,407	(16,091)
Zone A - RFP	776	250	250	250	-
Kinlani	1,480	1,911	1,911	1,911	-
University Highlands #1	2,681	1,600	1,600	1,600	-
Airport Booster	2,465	1,700	1,700	1,700	-
Amberwood Booster	3,683	6,351	6,351	6,351	-
Railroad Springs Booster	20,587	25,650	25,650	25,650	-
Inner Basin Pipeline Maintenance	28,669	29,410	29,410	14,192	(15,218)
TOTAL	\$ 3,490,577	\$ 4,476,904	\$ 4,476,904	\$ 4,890,027	\$ 413,123
SOURCE OF FUNDING:					
WATER AND WASTEWATER FUND				\$ 4,890,027	
				\$ 4,890,027	
COMMENTARY:					
The Water Distribution operating budget has increased 1% and capital expenditures total \$675,000, resulting in an overall net increase of 9%. Personnel Service increased due to a merit increase, one time payments and increase cost benefits. Contractual decreases are due to a decrease in maintenance costs for electrical and computer equipment. Commodities increases are due to one-time expenditure for switches. Major capital (>\$10,000) is for a Back-up Generator (\$400,000), Communication Towers (\$225,000), and SCADA Upgrades (\$50,000).					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2013-2014
Instrumentation/Electrical Spec	1	1	1	0	1
Laboratory Specialist	1	1	1	0	1
Maintenance Specialist	1	1	1	0	1
MSW Operations	3	3	3	0	3
MSW Laboratory	1	1	1	0	1
MSW Maintenance	2	2	2	0	2
Operations Specialist	1	1	1	0	1
Water Production Manager	1	1	1	0	1
Total	11	11	11	0	11



<b>SECTION:</b>	<b>301-WATER PRODUCTION</b>
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<b>CAPITAL</b>	<b>TOTALS</b>
<u>DESCRIPTION</u>	<u>2013-2014</u>
BACK-UP GENERATOR	\$ 400,000
COMMUNICATION TOWERS	225,000
SCADA UPGRADES	50,000

<b>SECTION: 303-WATER DISTRIBUTION</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 899,597	\$ 924,279	\$ 924,279	\$ 964,164	\$ 39,885
Contractuals	64,782	215,650	215,650	263,513	47,863
Commodities	403,414	387,747	387,747	524,384	136,637
Capital	2,817	45,000	45,000	28,000	(17,000)
<b>TOTAL</b>	<b>\$ 1,370,610</b>	<b>\$ 1,572,676</b>	<b>\$ 1,572,676</b>	<b>\$ 1,780,061</b>	<b>\$ 207,385</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General Administration	\$ 162,081	\$ 201,301	\$ 201,301	\$ 206,082	\$ 4,781
Water System Maintenance & Operation	225,324	233,615	233,615	408,737	175,122
Main & Service Line Repair	315,615	338,327	338,327	380,000	41,673
Main Ext. - Fire Hydrant & Valve	31,912	31,869	31,869	33,316	1,447
Valve & Fire Hydrant Maintenance	119,975	251,196	251,196	221,480	(29,716)
Meter Installation	376,235	378,234	378,234	421,409	43,175
Meter Repair and Testing	101,098	101,038	101,038	71,913	(29,125)
Blue Stake	38,370	37,096	37,096	37,124	28
<b>TOTAL</b>	<b>\$ 1,370,610</b>	<b>\$ 1,572,676</b>	<b>\$ 1,572,676</b>	<b>\$ 1,780,061</b>	<b>\$ 207,385</b>
<b>SOURCE OF FUNDING:</b>					
WATER AND WASTEWATER FUND				\$ 1,780,061	
				<b>\$ 1,780,061</b>	
<b>COMMENTARY:</b>					
The Water Distribution operating budget has increased 15% and capital expenditures total \$28,000, resulting in an overall net increase of 13%. Personnel Services increases are due to merit increase, one time payments and increase cost of benefits. Contractual increases are due to one-time expenditures for building roof repairs and hydraulic jack repair. Commodities decrease are due to one-time consultant and gas alert detectors. Major capital (>\$10,000) is for Computer Hardware (\$28,000).					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Field Services Manager	1	1	Transfer	0	0
Maintenance Worker	1	1	1	0	0
MSW - Water Services Tech	10	10	10	0	11
Water Services Specialist	1	1	1	0	1
Water/Sewer Util. Locator	1	1	1	0	1
Total	14	14	13	0	13

<b>CAPITAL</b>	<b>TOTALS</b>
<b>DESCRIPTION</b>	<b>2014-2015</b>
Computer Hardware	\$ 28,000

<b>SECTION: 311-WASTEWATER TREATMENT - WILDCAT</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 814,520	\$ 911,110	\$ 911,110	\$ 896,450	\$ (14,660)
Contractuals	992,153	1,025,050	1,025,050	1,102,650	77,600
Commodities	294,629	296,614	296,614	566,014	269,400
Capital	11,856	188,000	188,000	899,000	711,000
<b>TOTAL</b>	<b>\$ 2,113,158</b>	<b>\$ 2,420,774</b>	<b>\$ 2,420,774</b>	<b>\$ 3,464,114</b>	<b>\$ 1,043,340</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General Administration	\$ 159,407	\$ 268,291	\$ 268,291	\$ 651,516	\$ 383,225
Plant Operations	1,118,991	1,126,988	1,126,988	1,216,084	89,096
Plant Maintenance	517,344	695,534	695,534	594,084	(101,450)
Lab Process Control and Monitor	215,168	227,708	227,708	237,816	10,108
Septage Collection	694	650	650	20,650	20,000
WH Rio Maintenance	2,793	1,700	1,700	1,700	-
Solids Handling	98,761	90,703	90,703	731,342	640,639
Reclaim Services	-	9,200	9,200	10,922	1,722
<b>TOTAL</b>	<b>\$ 2,113,158</b>	<b>\$ 2,420,774</b>	<b>\$ 2,420,774</b>	<b>\$ 3,464,114</b>	<b>\$ 1,043,340</b>
<b>SOURCE OF FUNDING:</b>					
WATER AND WASTEWATER FUND				\$ 3,464,114	
				<b>\$ 3,464,114</b>	
<b>COMMENTARY:</b>					
Wastewater Treatment Plant operating budget increased by 15% and capital expenditures total \$899,000 resulting in an overall net increase of 43%. Personnel Services decrease is due to a prior year expense which offset merit increases, one time payments and an increase in cost of benefits. Contractuals increased due utilities and maintenance. Commodities increased due to new computer equipment, chemicals and other operating supplies. Major capital (>\$10,000) includes building improvements (\$30,000), vehicle replacement (\$45,000), machinery replacement (\$452,000), crane repairs (\$12,000), cogen gas piping improvements (\$340,000) and sump pump replacement (\$20,000).					
<b>NEW PERSONNEL</b> NONE					
<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Equip Operator II Temp	1.5	1.5	0	0	0
Instrumentation/Electrical Spec	1	1	1	0	1
MSW - Operations	2	2	2	0	2
MSW - Plant Tech	4	4	6	0	6
Plant Specialist	3	3	3	0	3
Wastewater Treatment Manager	1	1	1	0	1
Total	12.5	12.5	13	0	13
<b>CAPITAL</b>			<b>TOTALS</b>		
<b>DESCRIPTION</b>			<b>2014-2015</b>		
Facilities Repair			\$ 30,000		
WCH Sump Pump Replacement			20,000		
4X4 One Ton Pick Up Truck With Plow			45,000		
Sludge Dredge			275,000		
Dozer			177,000		
Crane Repairs			12,000		
Wildcat Hill WWTP Cogen Gas Piping Improvements			340,000		
<b>TOTAL</b>			<b>\$ 899,000</b>		

<b>SECTION: 312-WASTEWATER TREATMENT - RIO PLANT</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 351,458	\$ 371,933	\$ 371,933	\$ 431,645	\$ 59,712
Contractuals	424,748	494,550	494,550	490,027	(4,523)
Commodities	91,350	115,419	115,419	155,642	40,223
Capital	-	171,200	171,200	51,000	(120,200)
<b>TOTAL</b>	<b>\$ 867,556</b>	<b>\$ 1,153,102</b>	<b>\$ 1,153,102</b>	<b>\$ 1,128,314</b>	<b>\$ (24,788)</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General Administration	\$ 69,254	\$ 133,133	\$ 133,133	\$ 165,383	\$ 32,250
Plant Operations	513,463	660,033	660,033	543,816	(116,217)
Plant Maintenance	149,379	201,879	201,879	212,264	10,385
Lab Process Control and Monitor	135,460	124,057	124,057	124,851	794
Reclaim Services	-	34,000	34,000	82,000	48,000
<b>TOTAL</b>	<b>\$ 867,556</b>	<b>\$ 1,153,102</b>	<b>\$ 1,153,102</b>	<b>\$ 1,128,314</b>	<b>\$ (24,788)</b>
<b>SOURCE OF FUNDING:</b>				WATER AND WASTEWATER FUND	
				\$ 1,128,314	
				<b>\$ 1,128,314</b>	
<b>COMMENTARY:</b>					
The Rio de Flag Treatment Plant operating budget increased 10% and capital expenditures total \$51,000 resulting in an overall net decrease of 2%. Personnel Services increases are related to a merit increase, one time payments and increases in cost of benefits. Contractual decrease is related to a reduction in electrical plant maintenance. The Commodities increase is related to an increase in chlorine use. Major capital (>\$10,000) is for building improvements (\$23,500), and discharge flow monitoring (\$20,000).					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
<b>TITLE</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>Current 2013-2014</b>	<b>Changes 2014-2015</b>	<b>Proposed 2014-2015</b>
MSW - Laboratory Tech	1	1	1	0	1
MSW - Plant Tech	2	2	2	0	2
Plant Specialist	1	1	1	0	1
Total	4	4	4	0	4

<b>CAPITAL</b>	<b>TOTALS</b>
<b>DESCRIPTION</b>	<b>2014-2015</b>
FACILITIES REPAIR	\$ 23,500
DISCHARGE FLOW MONITORING	20,000

<b>SECTION: 313-WASTEWATER COLLECTION</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 653,912	\$ 677,274	\$ 677,274	\$ 696,802	\$ 19,528
Contractuals	40,441	107,530	107,530	227,530	120,000
Commodities	188,770	214,889	214,889	214,889	-
Capital	41,044	233,000	233,000	80,000	(153,000)
<b>TOTAL</b>	<b>\$ 924,167</b>	<b>\$ 1,232,693</b>	<b>\$ 1,232,693</b>	<b>\$ 1,219,221</b>	<b>\$ (13,472)</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General Administration	\$ 256,981	\$ 492,095	\$ 492,095	\$ 273,391	\$ (218,704)
Service Connections	55,023	49,917	49,917	50,343	426
Preventive Maintenance	367,213	353,221	353,221	356,388	3,167
TV Inspect and Hydro Clean	159,130	168,633	168,633	169,688	1,055
Corrective Maintenance	75,189	157,499	157,499	358,029	200,530
Reclaimed Waterline	10,631	11,328	11,328	11,382	54
<b>TOTAL</b>	<b>\$ 924,167</b>	<b>\$ 1,232,693</b>	<b>\$ 1,232,693</b>	<b>\$ 1,219,221</b>	<b>\$ (13,472)</b>
<b>SOURCE OF FUNDING:</b>					
WATER AND WASTEWATER FUND				\$ 1,219,221	
				<b>\$ 1,219,221</b>	
<b>COMMENTARY:</b>					
The Wastewater Collection operating budget has increased 14% and capital expenditures total \$80,000 resulting in an overall net decrease of 1%. Personnel Services increased due to a merit increase, one time payments and increase in cost of benefits. Contractual increase is for manhole rehab to address aging infrastructure. Commodities had no changes. Major Capital (>\$10,000) is for vehicle replacement (\$80,000).					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
MSW- Water Services Tech	8	8	8	0	8
Water Services Specialist	1	1	1	0	1
Total	9	9	9	0	9

<b>CAPITAL</b>	TOTALS
<u>DESCRIPTION</u>	<u>2014-2015</u>
4X4 ONE TON PICK UP TRUCK	\$ 80,000

SECTION:		314-INDUSTRIAL WASTEWATER MONITORING			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 193,768	\$ 196,207	\$ 196,207	\$ 193,308	\$ (2,899)
Contractuals	58,754	239,417	239,417	89,417	(150,000)
Commodities	18,013	16,015	16,015	16,015	-
Capital	233	-	-	-	-
TOTAL	\$ 270,768	\$ 451,639	\$ 451,639	\$ 298,740	\$ (152,899)
EXPENDITURES BY PROGRAM:					
General Administration	\$ 101,642	\$ 113,405	\$ 113,405	\$ 108,263	\$ (5,142)
NPDES Monitoring-Wastewater Plants	39,438	44,002	44,002	44,306	304
Industrial Waste Monitoring	47,215	55,348	55,348	55,652	304
Backflow X Conn Control	82,473	88,884	88,884	90,519	1,635
Local Limits Management	-	150,000	150,000	-	(150,000)
TOTAL	\$ 270,768	\$ 451,639	\$ 451,639	\$ 298,740	\$ (152,899)
SOURCE OF FUNDING:					
WATER AND WASTEWATER FUND				\$ 298,740	
				\$ 298,740	
COMMENTARY:					
The Industrial Wastewater budget has decreased 34% and there are no capital expenditures. Personnel Services decrease are related to a decrease in benefit costs. Contractuals decreased due to a reduction in consultant fees. There was no change for commodities. There is no major capital (>\$10,000) for this section.					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>					
TITLE	2011-2012	2012-2013	Current 2013-2014	Changes 2014-2015	Proposed 2014-2015
Industrial Waste Inspector	2	2	2	0	2
Industrial Waste Supervisor	1	1	1	0	1
Total	3	3	3	0	3

<b>CAPITAL</b>	NONE
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SECTION:		331-STORMWATER			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 467,411	\$ 488,646	\$ 488,646	\$ 433,534	\$ (55,112)
Contractuals	51,924	107,045	107,045	299,376	192,331
Commodities	14,472	36,460	36,460	21,779	(14,681)
TOTAL	\$ 533,807	\$ 632,151	\$ 632,151	\$ 754,689	\$ 122,538
EXPENDITURES BY PROGRAM:					
General Administration	\$ 254,831	\$ 277,249	\$ 277,249	\$ 215,255	\$ (61,994)
Engineering and Master Planning	17,289	50,000	50,000	50,000	-
Operations	261,687	279,902	279,902	289,434	9,532
Rio de Flag Restoration	-	25,000	25,000	-	(25,000)
FEMA Flood Hazard Mitigation Studies	-	-	-	200,000	200,000
TOTAL	\$ 533,807	\$ 632,151	\$ 632,151	\$ 754,689	\$ 122,538
SOURCE OF FUNDING:					
STORMWATER UTILITY FUND				\$ 754,689	
				\$ 754,689	
COMMENTARY:					
The Stormwater Utility operating budget has increase of 19% and there are no capital expenditures. Personnel Services decreases are due to an FTE position which is split between Utilities and Stormwater. Contractual increases overall are due to a FEMA grant. Commodities decreased due to a decrease in other operating supplies. There are no major capital (>\$10,000) expenditures planned for this section.					

<b>NEW PERSONNEL</b>	NONE
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<b>AUTHORIZED PERSONNEL/POSITIONS</b>				Current	Changes	Proposed
TITLE	2011-2012	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
Floodplain Inspector	1	0	0	0	0	0
Intern	1	1	0.5	0	0.5	0.5
Project Manager	2	2	2	0	2	2
Stormwater Program Manager	1	1	1	0	1	1
Stormwater Service Analyst	1	1	1	0	Transfer	
Watershed Specialist	0	1	1	0	1	1
Total	6	6	5.5	0	4.5	4.5

<b>CAPITAL</b>	NONE
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## ***NON-DEPARTMENTAL MISSION***

Non-Departmental accounts for all divisions which are not under the direct supervision of a department head or whose operations are contractual in nature. These include:

The mission of the **Council and Commission Section** of the City of Flagstaff is to enhance the quality of life of its citizens while supporting the values of its community.

The **Contributions to Other Agencies Section** accounts for contractual agreements with outside agencies that provide services to Flagstaff's citizens. The City is a major contributor to United Way, arts and cultural agencies whose activities benefit the citizens of Flagstaff, and other Alliance partnerships.

The **Non-Departmental Section** accounts for all expenditures that are not specifically allocable to individual divisions or programs, e.g. property and liability insurance, unemployment insurance, audit fees, and capital equipment that benefit various departments (mainframe computer). Costs of this division are allocated to the respective departments based on a cost-allocation formulation.

The mission of **NAIPTA** is to create the finest transportation experience by making our services an excellent choice for communities of Northern Arizona.



<b>SECTION: 401-COUNCIL AND COMMISSIONS</b>					
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 327,523	\$ 337,042	\$ 337,042	\$ 307,279	\$ (29,763)
Contractuals	69,124	74,710	74,710	79,510	4,800
Commodities	3,691	2,445	2,445	5,245	2,800
<b>TOTAL</b>	<b>\$ 400,338</b>	<b>\$ 414,197</b>	<b>\$ 414,197</b>	<b>\$ 392,034</b>	<b>\$ (22,163)</b>
<b>EXPENDITURES BY PROGRAM:</b>					
General Administration	\$ 400,282	\$ 414,197	\$ 414,197	\$ 392,034	\$ (22,163)
Boards and Commissions	56	-	-	-	-
<b>TOTAL</b>	<b>\$ 400,338</b>	<b>\$ 414,197</b>	<b>\$ 414,197</b>	<b>\$ 392,034</b>	<b>\$ (22,163)</b>
<b>SOURCE OF FUNDING:</b>					
GENERAL FUND				\$ 248,302	
LIBRARY FUND				15,748	
HIGHWAY USER REVENUE FUND				13,224	
TRANSPORTATION FUND				4,303	
WATER AND WASTEWATER FUND				57,885	
STORMWATER FUND				6,553	
AIRPORT FUND				3,491	
SOLID WASTE FUND				38,585	
ENVIRONMENTAL SERVICES FUND				3,943	
				<b>\$ 392,034</b>	
<b>COMMENTARY:</b>					
The Council and Commissions operating budget has decreased 5% and there are no capital expenditures. Personnel Services decreases are due to a legislative change effecting the pension account for this section. Contractual increases are due to an increase in membership costs. Commodities increases are due to an increase in office supplies. There are no major capital (>\$10,000) expenditures for this section.					

<b>NEW PERSONNEL</b>	NONE
<b>AUTHORIZED PERSONNEL/POSITIONS</b>	NONE
<b>CAPITAL</b>	NONE

SECTION:		402-NON-DEPARTMENTAL			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 51,466	\$ (146,079)	\$ (146,079)	\$ (300,000)	\$ (153,921)
Contractuals	2,250,973	3,070,158	3,070,158	2,300,299	(769,859)
Commodities	(32,924)	(40,000)	(40,000)	(113,000)	(73,000)
Capital	56,197	4,245,000	4,245,000	200,000	(4,045,000)
TOTAL	\$ 2,325,712	\$ 7,129,079	\$ 7,129,079	\$ 2,087,299	\$ (5,041,780)
EXPENDITURES BY PROGRAM:					
General Administration	\$ 364,895	\$ 4,257,535	\$ 4,257,535	\$ 157,694	\$ (4,099,841)
Service Partner Agencies	853,464	883,559	883,559	858,407	(25,152)
Employee Benefits	59,196	57,500	57,500	57,500	-
Insurance	833,164	1,144,492	1,144,492	894,492	(250,000)
Consultants	199,283	395,740	395,740	119,206	(276,534)
Copy Center	(1,290)	29,171	29,171	-	(29,171)
Redevelopment	17,000	361,082	361,082	-	(361,082)
TOTAL	\$ 2,325,712	\$ 7,129,079	\$ 7,129,079	\$ 2,087,299	\$ (5,041,780)
SOURCE OF FUNDING:					
GENERAL FUND				\$ 1,304,233	
LIBRARY FUND				62,017	
HIGHWAY USER REVENUE FUND				103,333	
TRANSPORTATION FUND				10,640	
WATER AND WASTEWATER FUND				312,492	
STORMWATER FUND				11,759	
AIRPORT FUND				41,473	
SOLID WASTE FUND				234,390	
ENVIRONMENTAL SERVICES FUND				6,962	
				\$ 2,087,299	
COMMENTARY:					
The Non-Departmental operating budget has decreased by 25% and capital expenditures total \$4,245,000 resulting in an overall net decrease of 84%. Personnel Services have decreased because of reduction in copy center charges and the impact for salary savings planned for vacancies. The decrease in Contractual is due to FY 2013 one-time items along with a reduction in property insurance. There were some increases in contractuals related to audit services, lobbying services, a Downtown District fee adn outsource contract for the copy center. Commodities decreased for prior year one-time items and an adjustment to the copy center chrage out for new contract. The major capital (>\$10,000) is for the second floor quadrant remodelling (\$200,000).					
NEW PERSONNEL		NONE			
AUTHORIZED PERSONNEL/POSITIONS		NONE			
CAPITAL			TOTALS		
DESCRIPTION			2014-2015		
MANAGEMENT SERVICES QUADRANT REMODEL			\$ 200,000		

SECTION:		404-NAIPTA			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Contractuals	\$ 4,098,972	\$ 5,738,691	\$ 4,732,012	\$ 4,553,942	\$ (1,184,749)
TOTAL	\$ 4,098,972	\$ 5,738,691	\$ 4,732,012	\$ 4,553,942	\$ (1,184,749)
EXPENDITURES BY PROGRAM:					
Transit Contribution	\$ 4,098,972	\$ 5,738,691	\$ 4,732,012	\$ 4,553,942	\$ (1,184,749)
TOTAL	\$ 4,098,972	\$ 5,738,691	\$ 4,732,012	\$ 4,553,942	\$ (1,184,749)
SOURCE OF FUNDING:					
TRANSPORTATION FUND				\$ 4,553,942	
				\$ 4,553,942	
COMMENTARY:					
The Transit budget has decreased by 20% this fiscal year due to larger capital funding needed in FY 2013-2014. The City contracts with NAIPTA to run the Transit System. We contribute monthly based on the budget appropriated by the NAIPTA Board and the City Council.					
NEW PERSONNEL		NONE			
AUTHORIZED PERSONNEL/POSITIONS		NONE			
CAPITAL		NONE			

**CITY OF FLAGSTAFF  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEARS 2015-2019**

	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
Beginning Balance	\$ -	-	-	-	-	-	-	-
Resources								
Debt	42,656,283	22,883,376	21,981,323	2,214,716	12,415,482	2,716,603	15,000,000	77,211,500
Grants	14,409,364	14,399,613	8,993,974	4,348,957	11,277,289	5,493,330	2,631,885	47,145,048
Pay-as-you-go	50,396,534	28,346,344	39,601,847	16,055,718	12,712,088	16,698,442	18,152,968	131,567,407
Total Resources	107,462,181	65,629,333	70,577,144	22,619,391	36,404,859	24,908,375	35,784,853	255,923,955
Expenditures								
General Government	68,940,783	27,158,042	45,545,884	2,599,277	12,415,482	2,716,603	12,000,000	102,435,288
Streets/Transportation	11,321,601	10,834,675	7,254,300	7,813,100	2,985,700	7,781,900	7,455,353	44,125,028
Flagstaff Urba Trails System	3,446,341	3,446,341	555,000	725,000	575,000	375,000	475,000	6,151,341
BBB: Arts & Science	233,400	-	200,900	225,000	128,400	65,000	65,000	684,300
BBB: Recreation	-	-	1,516,460	-	-	-	-	1,516,460
BBB: Streetscape	2,619,360	1,017,628	2,444,600	762,500	587,500	687,500	677,500	6,177,228
Utilities: Water	6,710,560	6,710,560	3,275,000	3,300,000	2,975,000	5,222,000	6,194,000	27,676,560
Utilities: Wastewater	3,366,867	5,303,310	3,190,000	3,500,000	3,860,000	2,025,000	1,933,000	19,811,310
Utilities: Reclaimed Water	-	-	1,345,000	-	-	-	-	1,345,000
Airport	5,835,127	6,170,635	3,810,000	3,259,514	11,842,777	5,750,372	400,000	31,233,298
Solid Waste	108,000	108,000	735,000	110,000	710,000	10,000	6,310,000	7,983,000
Stormwater Utility	4,880,142	4,880,142	705,000	325,000	325,000	275,000	275,000	6,785,142
Total Expenditures	107,462,181	65,629,333	70,577,144	22,619,391	36,404,859	24,908,375	35,784,853	255,923,955
Ending Balance	\$ -	-	-	-	-	-	-	-

CITY OF FLAGSTAFF  
CAPITAL IMPROVEMENT PROGRAM LISTING  
FISCAL YEARS 2015-2019

	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
<b>General Government</b>								
General Fund								
Redevelopment	\$ 145,000	145,000	-	-	-	-	-	145,000
Solar Panel Project	4,000,000	4,000,000	-	-	-	-	-	4,000,000
Brownfield Assessment	418,500	418,500	281,500	-	-	-	-	700,000
Property Purchase / Improvement	1,000,000	-	-	-	-	-	-	-
General Fund Bond Fund								
Fire Stations	-	2,609	-	-	-	-	-	2,609
FUTS / Open Space Land Acquisition	1,163,845	1,223,461	1,076,094	214,716	415,482	716,603	-	3,646,356
USGS Misc Buildings	-	-	-	-	10,000,000	-	10,000,000	20,000,000
Innovation Mesa	1,074,250	479,000	7,353,467	384,561	-	-	-	8,217,028
Observatory Mesa	12,020,000	12,166,844	-	-	-	-	-	12,166,844
2010 Street / Utility Projects								
S. Beaver / S. Leroux Street	2,130,650	1,575,615	-	-	-	-	-	1,575,615
Dodge Avenue	10,667	-	-	-	-	-	-	-
Rose Avenue	1,449,260	1,590,097	-	-	-	-	-	1,590,097
Coco / Elden / Humphrey	-	17,507	-	-	-	-	-	17,507
La Plaza Vieja	1,957,236	2,116,000	-	-	-	-	-	2,116,000
Cedar Avenue	676,375	783,618	-	-	-	-	-	783,618
Parks and Recreation	1,100,000	1,119,791	-	-	-	-	-	1,119,791
Watershed Protection Project	1,500,000	1,500,000	539,823	2,000,000	2,000,000	2,000,000	2,000,000	10,039,823
Court Facility	12,000,000	-	8,000,000	-	-	-	-	8,000,000
Core Services Maintenance Facility	28,295,000	20,000	28,295,000	-	-	-	-	28,315,000
<b>Total General Government</b>	<b>\$ 68,940,783</b>	<b>27,158,042</b>	<b>45,545,884</b>	<b>2,599,277</b>	<b>12,415,482</b>	<b>2,716,603</b>	<b>12,000,000</b>	<b>102,435,288</b>

CITY OF FLAGSTAFF  
CAPITAL IMPROVEMENT PROGRAM LISTING  
FISCAL YEARS 2015-2019

	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
<b>Streets / Transportation</b>								
Streets								
Street Improvement Program	\$ 2,146,000	2,146,000	2,146,000	2,146,000	2,146,000	2,146,000	2,146,000	12,876,000
Street Improvement Program - 1X funding	1,450,000	1,450,000	-	-	-	-	-	1,450,000
Sunnyside	850,000	850,000	-	-	-	-	-	850,000
Minor Transportation Improvements	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Reserve for Improvements	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Sidewalk Replacement Program	15,000	15,000	15,000	15,000	15,000	15,000	15,000	90,000
Business F 40 Overlay	-	15,000	190,800	1,259,200	-	-	-	1,465,000
Transportation Tax Funded								
West / Arrowhead Improvement	4,821,575	4,721,575	-	-	-	-	-	4,721,575
Traffic Signal Program	445,000	445,000	-	477,000	-	512,000	-	1,434,000
Reserve for Transportation Improvements	159,500	159,500	167,500	175,900	184,700	193,900	203,600	1,085,100
Bike / Ped and Safety Improvement	669,526	200,000	121,000	125,000	125,000	125,000	125,000	821,000
Transportation Planning and Programming	90,000	90,000	90,000	90,000	90,000	90,000	90,000	540,000
Beulah Blvd / University Drive	-	-	1,500,000	1,350,000	-	4,525,000	-	7,375,000
Industrial Drive - Huntington to Purina	575,000	575,000	2,075,000	1,850,000	-	-	-	4,500,000
Butler / 4th Intersection Reconstruction	-	-	-	-	-	-	3,585,753	3,585,753
HSIP Program	-	67,600	79,000	75,000	75,000	75,000	75,000	446,600
Country Club / Oakmont	-	-	-	-	-	-	1,115,000	1,115,000
Solier Avenue - Fanning Wash Crossing	-	-	250,000	-	-	-	-	250,000
Franklin Safety Improvements	-	-	250,000	-	-	-	-	250,000
4th Street Safety Improvements	-	-	270,000	-	250,000	-	-	520,000
Beulah Blvd / University Drive Public Infra. Contro	-	-	-	150,000	-	-	-	150,000
<b>Total Streets / Transportation</b>	<b>\$ 11,321,601</b>	<b>10,834,675</b>	<b>7,254,300</b>	<b>7,813,100</b>	<b>2,985,700</b>	<b>7,781,900</b>	<b>7,455,353</b>	<b>44,125,028</b>

CITY OF FLAGSTAFF  
CAPITAL IMPROVEMENT PROGRAM LISTING  
FISCAL YEARS 2015-2019

	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
<b>FUTS Fund</b>								
<b>FUTS</b>								
Special Projects & Unprogrammed Work	\$ 50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
FUTS Signage Program	95,000	95,000	-	-	-	-	-	95,000
Arizona Trail	283,438	283,438	-	-	-	-	-	283,438
Country Club FUTS Trail	3,500	3,500	-	-	-	-	-	3,500
Cedar Trail	20,000	20,000	-	-	-	-	-	20,000
Switzer Mesa Trail	5,000	5,000	-	-	-	-	-	5,000
BNSF Walnut - Florence Underpass	1,315,200	1,315,200	-	-	-	-	-	1,315,200
Florence - Walnut Underpass	530,223	530,223	-	-	-	-	-	530,223
Mall Transfer Center Trail Realignment	33,934	33,934	-	-	-	-	-	33,934
Fourth Street Trail	683,286	683,286	-	-	-	-	-	683,286
Pine Knoll Trail	50,000	50,000	-	-	-	-	-	50,000
Hospital Rim FUTS Trail	266,760	266,760	-	-	-	-	-	266,760
Brannen Connector	40,000	40,000	-	-	-	-	-	40,000
High Country Trail	70,000	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	-	-	-	-	-	-	225,000	225,000
Little America Trail	-	-	-	-	-	-	150,000	150,000
Marshall Trail	-	-	-	-	75,000	325,000	-	400,000
Walnut Canyon West Trail	-	-	-	-	-	-	50,000	50,000
<b>Total FUTS Fund</b>	<b>\$ 3,446,341</b>	<b>3,446,341</b>	<b>555,000</b>	<b>725,000</b>	<b>575,000</b>	<b>375,000</b>	<b>475,000</b>	<b>6,151,341</b>

**CITY OF FLAGSTAFF  
CAPITAL IMPROVEMENT PROGRAM LISTING  
FISCAL YEARS 2015-2019**

	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
<b>BBB FUNDS</b>								
<b>Arts and Science</b>								
Rendezvous Sulpture	\$ 200,000	-	-	200,000	-	-	-	200,000
Kings House Mural	-	-	25,000	-	-	-	-	25,000
Fort Valley Wall	-	-	25,000	-	-	-	-	25,000
Art in the Alley	-	-	50,000	-	-	-	-	50,000
West Rt 66 - North Edge	-	-	10,000	-	-	-	-	10,000
Utility Box Art	-	-	12,500	-	-	-	-	12,500
Airport Murals	-	-	70,000	-	-	-	-	70,000
TBD	-	-	8,400	-	-	-	-	8,400
East Flagstaff Gateway	33,400	-	-	-	58,400	-	-	58,400
Vision Flagstaff	-	-	-	25,000	25,000	65,000	65,000	180,000
Route 66 FUTS Rest Area	-	-	-	-	45,000	-	-	45,000
	233,400	-	200,900	225,000	128,400	65,000	65,000	684,300
<b>BBB Recreation</b>								
Bushmaster Park	-	-	581,460	-	-	-	-	581,460
Four (4) Tennis Courts	-	-	480,000	-	-	-	-	480,000
Second Chiller	-	-	250,000	-	-	-	-	250,000
Aquaplex Improvements	-	-	60,000	-	-	-	-	60,000
Ice Rink Improvements	-	-	145,000	-	-	-	-	145,000
	-	-	1,516,460	-	-	-	-	1,516,460
<b>Beautification</b>								
Streetscape								
Special Projects & Unprogrammed Work	50,000	50,000	60,000	50,000	50,000	50,000	50,000	310,000
Historic Facades	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Neon Corridor	-	20,000	-	-	-	-	-	20,000
4th Street Neighborhood Gateway	184,360	184,360	-	-	-	-	-	184,360
Neighborhood Gardens	20,000	5,000	10,000	-	-	-	-	15,000
Butler Medians Phase III	352,500	225,768	-	-	-	-	-	225,768
4th Street Corridor Improvements	1,300,000	-	1,537,100	100,000	100,000	100,000	100,000	1,937,100
Visitor Center Route 66 Planter	-	25,000	-	-	-	-	-	25,000
Arts Incubator Façade Contribution	125,000	-	-	-	-	-	-	-
Milton Signs	100,000	20,000	-	-	-	-	-	20,000
Beautification in Action	12,500	12,500	12,500	12,500	12,500	12,500	12,500	75,000
Butler Avenue - North Edge	400,000	400,000	100,000	-	-	-	-	500,000
Fort Valley Road Enhancements	25,000	25,000	-	-	-	-	-	25,000
Lockett Avenue - North Edge	-	-	50,000	-	-	-	-	50,000
Milton Avenue - North Edge	-	-	20,000	-	-	-	-	20,000
Capital Repair Project	-	-	50,000	-	-	-	-	50,000
Train Station Platform	-	-	300,000	-	-	-	-	300,000
City Gateways	-	-	75,000	325,000	-	-	-	400,000
Non-Conforming Sign Program	-	-	80,000	25,000	25,000	25,000	25,000	180,000



**CITY OF FLAGSTAFF  
CAPITAL IMPROVEMENT PROGRAM LISTING  
FISCAL YEARS 2015-2019**

	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
<b>BBB FUNDS</b>								
<b>Beautification</b>								
Streetscape (continued)								
Gutter Diversions - Sustainable Streets	-	-	100,000	100,000	100,000	-	-	300,000
Urban Forest	-	-	-	50,000	50,000	50,000	50,000	200,000
US 89 Medians	-	-	-	50,000	150,000	-	-	200,000
South Edge - East Route 66	-	-	-	-	50,000	150,000	-	200,000
VisionFlagstaff.com	-	-	-	-	-	250,000	390,000	640,000
	2,619,360	1,017,628	2,444,600	762,500	587,500	687,500	677,500	6,177,228
<b>Total BBB FUNDS</b>	<b>\$ 2,852,760</b>	<b>1,017,628</b>	<b>4,161,960</b>	<b>987,500</b>	<b>715,900</b>	<b>752,500</b>	<b>742,500</b>	<b>8,377,988</b>

CITY OF FLAGSTAFF  
CAPITAL IMPROVEMENT PROGRAM LISTING  
FISCAL YEARS 2015-2019

	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
<b>Water/Wastewater</b>								
Water								
Reserve for Improvements	\$ 195,000	195,000	300,000	300,000	300,000	300,000	300,000	1,695,000
Future Water Rights	624,000	624,000	-	-	-	-	-	624,000
Aging Water Infrastructure Replacement	451,741	451,741	2,000,000	2,200,000	2,200,000	2,832,000	2,832,000	12,515,741
Radio Read Meter Replacements	100,960	100,960	300,000	300,000	300,000	340,000	340,000	1,680,960
Water Meter Vault Replacement Program	120,000	120,000	-	-	-	-	-	120,000
Rio de Flag Waterline Relocations	200,000	200,000	-	-	-	200,000	222,000	622,000
San Francisco Alley Waterline	117,000	117,000	-	-	-	-	-	117,000
Lake Mary Land Acquisition	-	-	-	-	-	1,400,000	-	1,400,000
McCallister Ranch	900,000	900,000	450,000	-	-	-	-	1,350,000
Lake Mary Well #2 - 12" Pipeline	332,000	332,000	-	-	-	-	-	332,000
LM Electrical Service Upgrade	-	-	-	300,000	-	-	-	300,000
Water System Master Plan	120,000	120,000	-	-	-	150,000	-	270,000
Switzer Canyon Transmission Line	1,546,259	1,546,259	-	-	-	-	-	1,546,259
West / Arrowhead Waterline	330,000	330,000	-	-	-	-	-	330,000
SCADA Master Plan	20,000	20,000	-	-	-	-	-	20,000
SCADA Control Upgrades	80,000	80,000	-	-	-	-	-	80,000
Water Plant Efficiency Project	97,000	97,000	-	-	-	-	-	97,000
NAZ Water Supply Feasibility	300,000	300,000	-	-	-	-	-	300,000
Water Rate Study	150,000	150,000	-	-	175,000	-	-	325,000
Vehicle Equipment Storage	77,600	77,600	-	-	-	-	-	77,600
Westside Waterline Expansion	450,000	450,000	-	-	-	-	-	450,000
Cheshire Tank Repairs	300,000	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	199,000	199,000	-	-	-	-	-	199,000
SCADA Communication Towers	-	-	225,000	-	-	-	-	225,000
	6,710,560	6,710,560	3,275,000	3,300,000	2,975,000	5,222,000	6,194,000	27,676,560

CITY OF FLAGSTAFF  
CAPITAL IMPROVEMENT PROGRAM LISTING  
FISCAL YEARS 2015-2019

	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
<b>Water/Wastewater</b>								
Wastewater								
Picture Canyon	290,500	290,500	-	-	-	-	-	290,500
Westside Interceptor Improvements	-	-	-	500,000	-	-	-	500,000
Sewer / Reclaimed Water Master Plan	104,200	104,200	-	-	-	125,000	-	229,200
Rio Plant - Replace UV System	-	-	-	-	1,400,000	-	-	1,400,000
WWTP Energy Efficiency Program	301,400	301,400	750,000	950,000	650,000	-	-	2,651,400
Wildcat - Barscreens	414,000	414,000	-	-	-	-	-	414,000
Wildcat - Replacement Grit Pumps	-	-	-	150,000	-	-	-	150,000
Wildcat - Solids Disposal	1,130,000	1,130,000	-	-	-	-	-	1,130,000
Wildcat - Septage & Grease Station	-	-	600,000	-	-	-	-	600,000
Wildcat - Centrate	-	-	450,000	-	-	-	-	450,000
Wildcat - Primary Pump Station	-	-	-	300,000	-	-	-	300,000
Solar Projects - Wildcat & Rio	-	1,936,443	-	-	-	-	-	1,936,443
Aging Sewer Infrastructure Replacements	484,225	484,225	750,000	1,300,000	1,300,000	1,300,000	1,300,000	6,434,225
Rio de Flag Sewer Relocates	242,000	242,000	-	-	-	300,000	333,000	875,000
Juniper Point 12" Reclaim Line Connection	-	-	-	-	210,000	-	-	210,000
East Flag Shop Improvements	30,000	30,000	-	-	-	-	-	30,000
Hillside Sewer Replacement	255,542	255,542	-	-	-	-	-	255,542
Cogen Improvements	-	-	340,000	-	-	-	-	340,000
Reserve for Improvements	115,000	115,000	300,000	300,000	300,000	300,000	300,000	1,615,000
	3,366,867	5,303,310	3,190,000	3,500,000	3,860,000	2,025,000	1,933,000	19,811,310
Reclaimed Water								
Wildcat - RW Pump Station	-	-	850,000	-	-	-	-	850,000
Bushmaster - RWP Pump Station	-	-	495,000	-	-	-	-	495,000
	-	-	1,345,000	-	-	-	-	1,345,000
<b>Total Water and Wastewater</b>	<b>\$ 10,077,427</b>	<b>12,013,870</b>	<b>7,810,000</b>	<b>6,800,000</b>	<b>6,835,000</b>	<b>7,247,000</b>	<b>8,127,000</b>	<b>48,832,870</b>

**CITY OF FLAGSTAFF  
CAPITAL IMPROVEMENT PROGRAM LISTING  
FISCAL YEARS 2015-2019**

	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
<b>Airport</b>								
Non-Revenue Parking Design	\$ -	-	-	-	777,777	-	-	777,777
Non-Revenue Parking	-	-	-	-	4,000,000	4,000,000	-	8,000,000
Runway Rehab / Reconstruction	-	-	-	3,259,514	-	-	-	3,259,514
Westplex Taxiway - Rehab Phase II	5,595,127	5,595,127	-	-	-	-	-	5,595,127
Apron Rehab	240,000	279,000	-	-	-	-	-	279,000
Airport Heliport	-	-	-	-	-	1,750,372	-	1,750,372
ADOT Runway Rehab	-	-	310,000	-	-	-	-	310,000
Future Projects - Pavement Marking	-	-	-	-	-	-	400,000	400,000
Sustainability Master Plan	-	296,508	-	-	-	-	-	296,508
Update Master Plan	-	-	-	-	350,000	-	-	350,000
Rehab Airport Access / Public Circulation Road	-	-	3,500,000	-	-	-	-	3,500,000
Land Acquisitions FY19	-	-	-	-	6,715,000	-	-	6,715,000
<b>Total Airport</b>	<b>\$ 5,835,127</b>	<b>6,170,635</b>	<b>3,810,000</b>	<b>3,259,514</b>	<b>11,842,777</b>	<b>5,750,372</b>	<b>400,000</b>	<b>31,233,298</b>

**CITY OF FLAGSTAFF  
CAPITAL IMPROVEMENT PROGRAM LISTING  
FISCAL YEARS 2015-2019**

	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
<b>Solid Waste</b>								
Maintenance Building	\$ -	-	150,000	-	-	-	-	150,000
Stormwater Infrastructure	34,000	34,000	10,000	10,000	10,000	10,000	10,000	84,000
Road Extension	49,000	49,000	-	-	-	-	-	49,000
Cell Preparation Fees	-	-	-	-	-	-	6,300,000	6,300,000
Sub-Surface Geo Physical Study	25,000	25,000	-	-	-	-	-	25,000
Alternative Liner Test Plots	-	-	75,000	-	-	-	-	75,000
Paper Sludge Storage	-	-	500,000	-	-	-	-	500,000
South Borrow Pit Design / Roads / Scales	-	-	-	100,000	700,000	-	-	800,000
<b>Total Solid Waste</b>	<b>\$ 108,000</b>	<b>108,000</b>	<b>735,000</b>	<b>110,000</b>	<b>710,000</b>	<b>10,000</b>	<b>6,310,000</b>	<b>7,983,000</b>

**CITY OF FLAGSTAFF  
CAPITAL IMPROVEMENT PROGRAM LISTING  
FISCAL YEARS 2015-2019**

	Budget 2013-2014	Estimate 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total Plan
<b>Stormwater Utility</b>								
Spot Improvement - Annual	\$ 75,000	75,000	75,000	75,000	75,000	75,000	75,000	450,000
Spot Improvement - 5 Points	-	-	175,000	-	-	-	-	175,000
Spot Improvement - Rio Culvert	-	-	10,000	-	-	-	-	10,000
Spot Improvement - East Rt 66 Culvert	250,000	250,000	-	-	-	-	-	250,000
Spot Improvement - Fanning / Steves Culvert	-	-	35,000	-	-	-	-	35,000
Spot Improvement - Columbia Circle	129,000	129,000	300,000	-	-	-	-	429,000
Spot Improvement - City Prop 116 Butler	32,500	32,500	20,000	-	-	-	-	52,500
Spot Improvement - Shultz Creek Design Phase I	-	-	90,000	250,000	-	-	-	340,000
Spot Improvement - 10 Bundled Projects	462,000	462,000	-	-	-	-	-	462,000
Spot Improvement - Cottage and Elden	-	-	-	-	250,000	-	-	250,000
Spot Improvement - Spruce Ave Wash-Linda Vista	-	-	-	-	-	200,000	-	200,000
Spot Improvement - Spruce Ave Wash-Dortha Inlet	-	-	-	-	-	-	200,000	200,000
Rio De Flag Project	2,731,642	2,731,642	-	-	-	-	-	2,731,642
Rio Parking Replacement	1,200,000	1,200,000	-	-	-	-	-	1,200,000
<b>Total Stormwater Utility</b>	<b>\$ 4,880,142</b>	<b>4,880,142</b>	<b>705,000</b>	<b>325,000</b>	<b>325,000</b>	<b>275,000</b>	<b>275,000</b>	<b>6,785,142</b>

**CITY OF FLAGSTAFF  
UN-FUNDED CAPITAL IMPROVEMENTS  
FY 2015- 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

Revised 04/07/2014

	<u>Estimated Cost</u>
<b>GENERAL GOVERNMENT</b>	
<b>Police Department</b>	
Police Admin. Facility Expansion	\$ 2,650,000
Evidence/Property/Document Storage Facility	2,500,000
	<u>5,150,000</u>
<b>Fire Department</b>	
Training Center Facility Improvements	250,000
Training Center Ground Improvements	315,000
	<u>565,000</u>
<b>Municipal Facilities</b>	
Municipal Courts Facility	8,000,000
Downtown Parking Garage	25,000,000
City Hall Annex	3,750,000
Records Storage Facility	250,000
City Hall Main Entry Redesign	500,000
	<u>37,500,000</u>
<b>Total General Government</b>	<u><b>43,215,000</b></u>

**PUBLIC WORKS**

<b>Streets</b>	
Sunnyside Neighborhood Improvements	5,000,000
Unfunded Street Pavement Preservation	50,000,000
	<u>55,000,000</u>
<b>Parks</b>	
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
Wheeler Park Re-Design Phase I	1,100,000
	<u>107,576,800</u>

**CITY OF FLAGSTAFF  
UN-FUNDED CAPITAL IMPROVEMENTS  
FY 2015- 2024**

**Cemetery**

Cemetery Entrance at Lone Tree/Woodlans	\$ 706,520
	<u>706,520</u>

**Recreation**

Aquaplex Expansion - 25 meter	6,000,000
Competitive Lap Pool - 50 meter	20,000,000
Enclosed Tennis Courts/Flag Rec Center	1,000,000
Snow Play Area	5,640,000
Girls Softball Facility	TBD
Flagstaff Recreation Center Expansion	TBD
Second Sheet of Ice at Jay Lively Activity Center	TBD
Special Events Facility/Venue	TBD
	<u>32,640,000</u>

**Total Public Works      195,923,320**

**TRANSPORTATION**

Priority

1 Fourth St./I-40 Overpass & Roadway	10,000,000
2 J. Wesley Powell Blvd - Pine Canyon to S. Fourth St.	25,000,000
3 Yale/Plaza Way/Metz Walk Backage Rd.	3,000,000
4 J. Wesley Powell Blvd - Airport to L. Mary Rd.	8,000,000

Lone Tree Corridor

5 Rte 66 to Butler Ave	50,000,000
6 Sawmill to Pine Knoll	TBD
7 Pine Knoll to J Wesley Powell Blvd	47,900,000
8 Steves Blvd. / Lakin Realignment	1,550,000
9 Old Walnut Canyon Road Paving	1,700,000
10 Milton Rd. Corridor Improvements (ADOT Partnership)	13,000,000
11 Riordan Ranch St. Backage Rd.	2,000,000
12 Beulah Blvd - Airport T.I. to L. Mary Rd.	14,000,000
13 Woody Mtn Loop - Rte 66 to I-17	28,000,000
14 I-17/Woody Mtn Rd Traffic Interchange	23,300,000
15 E. Butler Ave Extension to Section 20	15,000,000
16 Empire Ave. Extension to E. Rte 66	10,700,000
17 Lockett Road, Fourth to Fanning Reconstruction	3,700,000
18 Beaver, Columbus to Cherry Reconstruction	2,000,000
19 Ponderosa Parkway Improvements	TBD

258,850,000

**Total Transportation      258,850,000**



**CITY OF FLAGSTAFF  
UN-FUNDED CAPITAL IMPROVEMENTS  
FY 2015- 2024**

**ECONOMIC VITALITY**

**Community Design/Streetscape**

N. Fourth St. Corridor Improvements	\$ 18,000,000
	<u>18,000,000</u>

**Airport Capital**

Airport Terminal Access Road Reconstruction - Pulliam Dr	3,160,000
	<u>3,160,000</u>

<b>Total Economic Vitality</b>	<u><b>21,160,000</b></u>
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**FLAGSTAFF URBAN TRAILS SYTEMS**

**FUTS**

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 Ave. to Railroad Springs	200,000
Santa Fe West Trail - Walnut to Rio	1,050,000
Woodlands Trail - Rte 66 to Santa Fe West	200,000
	<u>2,250,000</u>

<b>Total FUTS</b>	<u><b>2,250,000</b></u>
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**UTILITIES**

**Water**

**Water Capital Improvement (370)**

Lake Mary Watershed Forest Thinning	1,000,000
Zone C+ Realignment pipeline project -Eliminate Amberwood Booster station	220,000
Replace PRV 4 Zone A at Linda Vista	140,000
Upgrade PRV 3 Cedar Turquoise	100,000
Fort Tuthill 16" waterline Loop -County	500,000
30" Dia Transmission Waterline replacement-Woody Mountain Wellfield to Woodlands Village 17,000 LF	4,250,000
Handheld Readers	75,000
Water Loadout Facility	200,000
JW Powell to 4th Street Transmission Line	1,500,000
Replace Inner Basin Water line 3 Miles	3,960,000
Woody Mountain Clarifier Improvements	400,000
Lake Mary Raw Water Pump Station	250,000
Lake Mary Treatment Plant Improvements	6,500,000
Inner Basin Water Treatment Plant Filter upgrades	2,500,000
LM WTP 2&4 Pitless Adapters	120,000
WTP Replace switchgear at Woody Mtn. Wells 6 & LM#4	150,000
WTP Groundwater Rule Measurement Equipment	75,000

**CITY OF FLAGSTAFF  
UN-FUNDED CAPITAL IMPROVEMENTS  
FY 2015- 2024**

**Water**

**Water Capital Improvement (370) (continued)**

Water Security Monitoring Program qty 8	\$ 100,000
Video Surveillance (water production facilities)	300,000
Lake Mary WTP treatment basin upgrades	1,000,000
Lake Mary WTP Flocculator Drive Assemblies	350,000
Lake Mary Well #7 & 9 Rehab	250,000
Precast Concrete Structures at Paradise & X-mas Tank sites	75,000
Upgrade Existing Wellhouses-Annual 1 per yr	150,000
Red Gap Ranch drill 10 proving wells	1,350,000
Red Gap Pump test of wells	9,000,000
Red Gap Pipeline & Wellfield Final Design	3,300,000
Red Gap Environmental Impact Study & Statement	9,000,000
Red Gap ROW Acquisition	4,050,000
Red Gap Construction	250,000,000
	<b>300,865,000</b>

**Wastewater**

**Wastewater Capital Improvement (375)**

Permanent Solids Disposal at Wildcat Hill WWTP	
Design of Solids Handling Facility New sludge thickening, dewatering facilities	4,430,000
Wildcat Hill WWTP	
Carbon storage and feed system	318,000
Post anoxic zone	2,152,000
Initial anaerobic zone	1,440,000
Improve baffling and weirs at secondary clarifiers	480,000
Third Digester	3,000,000
Odor Scrubber Media Replacement	450,000
Jenbacher top end rebuild	260,000
Plant influent isolation valve and vault and actuator	275,000
Plant HRS distribution system	310,000
WCH & Rio HVAC system replacements	250,000
Wildcat Screenings Monster	150,000
WW SCADA Improvements	975,000
WW Treatment Plant Expansion-Engineering Design	4,000,000
WW Treatment Plant Expansion-Land Acquisition/permitting	2,000,000
RW 20" Transmission Line - 8" Bottleneck	2,500,000
Reclaim Storage - 2 MG Storage Reservoir at Buffalo park	2,200,000
Westside Interceptor Improvements-Reimbursement for WL Gore	1,500,000
Interceptor upsize and replacement- I-40 to Wildcat Hill Treatment Plant	1,600,000
Sunnyside Phase VII sewer main replacements	2,810,000
Continental Reclaim Line replacement	2,000,000
	<hr/> 33,100,000

**CITY OF FLAGSTAFF  
UN-FUNDED CAPITAL IMPROVEMENTS  
FY 2015- 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 Ave 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 Mtn 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 Dr. Street Drainage Improvements		120,000
13 Mobile Haven		575,861
14 N. Sunset Drainage Improvements		TBD
15 Flag Truckstop		149,000
16 Leroux Ave. Storm Drain Upgrade		30,000
		<hr/> 21,180,957

<b>Total Utilities</b>	<hr/> <b>355,145,957</b> <hr/>
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<b>TOTAL UNFUNDED PROJECTS</b>	<hr/> <b>\$ 876,544,277</b> <hr/>
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**City of Flagstaff**  
**Authorized Personnel/Position Summary**

SECTION	2010-2011	2011-2012	2012-2013	2013-2014	Add/Delete 2013-2014	Adopted 2014-2015
<b>CITY MANAGER</b>						
Admin Assistant	0	0	0	1	0	1
Admin Specialist	0.5	0	0	0	0	0
Assistant to City Mgr (Communications)	1	1	1	1	0	1
Assistant to City Mgr (Real Estate)	0.75	1	1	1	0	1
City Clerk	1	1	1	1	0	1
City Manager	1	1	1	1	0	1
City Records Coordinator	0	0	1	1	0	1
City Records Technician	1	1	0	0	0	0
Deputy City Clerk	0.875	0.875	1	1	0	1
Deputy City Clerk (Funded in FY11)	0.125	0	0	0	0	0
Deputy City Manager	2	2	2	2	0	2
Executive Admin Assistant	1.25	1	0	0	0	0
Executive Assistant	1	1	2	2	0	2
Intern	0	0.25	0.25	0.25	0	0.25
Mgmt Assistant (Funded in FY11 & FY12)	1	0.67	0	0	0	0
Total	11.5	10.795	10.25	11.25	0	11.25
<b>CITY CLERK</b>						
City Clerk	Transfer	0	0	0	0	0
City Records Technician	Transfer	0	0	0	0	0
Deputy City Clerk	Transfer	0	0	0	0	0
Executive Admin Assistant	Transfer	0	0	0	0	0
Total	0	0	0	0	0	0
<b>CAPITAL IMPROVEMENTS</b>						
Admin Specialist	1	1	Transfer	0	0	0
Capital Improvements Engineer	2	1	1	1	0	1
Project Manager	8	6	6	6	0	6
Total	11	8	7	7	0	7
<b>HUMAN RESOURCES</b>						
Admin Assistant	1	1	1	0	0	0
Admin Specialist	1	1	1	1	0	1
Division Director (HR)	1	1	1	1	0	1
Human Resources Analyst	0.75	1.75	1.75	2.75	0	2.75
Human Resources Benefit Spec.	1	1	1	0	0	0
Human Resources Generalist	1	1	2	1	0	1
Human Resources Recruiter	0	0	0	1	0	1
Human Resources Recrt Spec	0.5	0	0	0	0	0
Human Resources Supervisor	0	0	0	1	0	1
Total	6.25	6.75	7.75	7.75	0	7.75
<b>RISK MANAGEMENT</b>						
Assistant to City Manager (Risk Mgt)	1	1	1	1	0	1
Insurance Claim Specialist	1	1	1	1	0	1
Total	2	2	2	2	0	2
<b>LAW</b>						
Admin Assistant	1.75	1.5	1.75	1.75	0	1.75
Admin Asst (Funded in FY12)	0	0.25	0	0	0	0
Admin Specialist	2	2	2	2	0	2
Admin Specialist Leadworker	0	0	0	0	0	1
Asst City Attorney	4	4	3	3	0	3
City Attorney	1	1	1	1	0	1
City Prosecutor	0	1	1	1	0	1
Deputy City Attorney	1	1	1	1	0	1
Legal Assistant	1	1	1	1	0	0
Senior Ass't City Attorney	3	2	3	3	0	3
Senior Ass't City Attorney (Funded in FY11)	1	0	0	0	0	0
Total	14.75	13.75	13.75	13.75	0	13.75

**City of Flagstaff**  
**Authorized Personnel/Position Summary**

SECTION	2010-2011	2011-2012	2012-2013	2013-2014	Add/Delete 2013-2014	Adopted 2014-2015
<b>INFORMATION TECHNOLOGY</b>						
Division Director (IT)	1	1	1	1	0	1
IT Administrator	1	1	3	2	0	2
IT Analyst	4	4	3	4	0	4
IT Manager	2	2	2	2	0	2
IT Services Supervisor	1	1	1	1	0	1
IT Specialist	1	1	1	2	0	2
IT Technician	2	2	2	1	1	2
System Administrator	1	1	0	0	0	0
Total	13	13	13	13	1	14
<b>MANAGEMENT SERVICES</b>						
Admin Assistant	Transfer	0	0	0	0	0
Admin Specialist	1	1	1	1	0	1
Division Director (Mgmt Services)	1	1	1	1	0	1
Financial Systems Analyst	0	1	1	1	0	1
Purchasing Director	1	1	1	1	0	1
Procurement Specialist	0	0	3	3	0	3
Senior Procurement Specialist	3	3	0	0	0	0
Warehouse Technician	1	1	1	1	0	1
Total	7	8	8	8	0	8
<b>REVENUE</b>						
Accounts Specialist	1	1	0	0	0	0
Admin Assistant	5	5	5	5	-1	4
Admin Specialist	2	2	2	2	0	2
Admin Spclst Supervisor	1	1	0	0	0	0
Auditor I	1	0	0	0	0	0
Auditor II	1	1	1	1	0	1
Billing Specialist	0	0	1	1	0	1
Collections Specialist	2	2	2	2	0	2
Customer Srvc Manager	0	0	1	1	0	1
Meter Reader	3.25	0	0	0	0	0
Meter Reader (Funded in FY11)	0.75	0	0	0	0	0
Meter Reader Supervisor	1	0	0	0	0	0
Meter Technician Supervisor	0	1	1	1	0	1
Meter Technician	0	3.25	2.25	2.25	1	3.25
Meter Technician II	0	0	1	1	0	1
Revenue Director	1	1	1	1	0	1
Sales Tax Manager	1	1	0	0	0	0
Tax Licensing & Revenue Mgr	0	0	1	1	0	1
Total	20	18.25	18.25	18.25	0	18.25
<b>FINANCE</b>						
Account Clerk I	1	1	1	1	0	1
Accountant	0	0	3	3	0	3
Accountant I	3	3	0	0	0	0
Accounts Specialist	1	1	1	1	0	1
Finance Director	1	1	1	1	0	1
Finance Manager	2	2	2	2	0	2
Grants Specialist	1	1	1	1	0	1
Grants Manager	1	1	1	1	0	1
Payroll Assistant	1	1	1	1	0	1
Payroll Manager	1	1	1	1	0	1
Total	12	12	12	12	0	12
<b>COMMUNITY DEVELOPMENT ADMIN</b>						
Admin Specialist	1	1	1	1	0	1
Division Director (CD)	1	1	1	1	0	1
Total	2	2	2	2	0	2

**City of Flagstaff**  
**Authorized Personnel/Position Summary**

SECTION	2010-2011	2011-2012	2012-2013	2013-2014	Add/Delete 2013-2014	Adopted 2014-2015
<b>PLANNING &amp; DEVELOPMENT SERVICES</b>						
Admin Specialist	1	1	1	1	0	1
Associate Planner	0	0	0	1	0	1
Building Inspector	5	5	5	5	0	5
Building Official	1	1	1	1	0	1
Building Plans Examiner	3	2	2	2	1	3
Code Compliance Officer I	0	0	Transfer	1	0	1
Code Compliance Officer II	0	0	Transfer	1	0	1
Code Compliance Officer II (Funded in FY11)	1	0	0	0	0	0
Code Compliance Manager	1	1	1	1	0	1
Comprehensive Planning and Code Administrator	0	0	0	1	0	1
Comprehensive Planning Manager	1	1	1	1	0	1
Current Planning Mgr	1	1	1	1	0	1
Development Services Specialist	1	1	1	1	0	1
Development Services Supervisor	1	1	1	1	0	1
Environmental Code Technician	0	0	Transfer	0	0	0
Inspection Supervisor	1	1	1	1	0	1
Neighborhood Planner	1	1	1	0	0	0
Planning Development Mgr.	3	3	3	4	0	4
Planning Director	1	1	1	1	0	1
Planning Technician	0	0.5	0	0	0	0
Volunteer Coordinator	0	0	0	Transfer	0	0.48
Zoning Code Administrator	1	1	1	0	0	0
Zoning Code Manager (Funded thru in FY13)	1	1	1	0	0	0
Total	24	22.5	22	24	1	25.48
<b>ENGINEERING</b>						
Admin Specialist	0	Transfer	1	1	0	1
Assistant City Engineer	1	1	1	1	0	1
City Engineer	1	1	1	1	0	1
Construction Manager	1	1	1	1	0	1
Engineering Inspector	5	4	3	3	0	3
Engineering Specialist	0	0	1	1	0	1
Engineering Technician III	1	1	0	0	0	0
Inspection Supervisor	1	1	1	1	0	1
Intern	0	0	0.5	0.5	0	0.5
Materials Tech I	2	2	2	2	-2	0
Project Manager	4	4.7	4.7	5	0	5
Traffic Engineer	1	1	1	1	0	1
Total	17	16.7	17.2	17.5	-2	15.5
<b>COMMUNITY INVESTMENT</b>						
Admin Specialist	0	0	0	0	0	1
Admin Spclst Leadworker	1	1	1	1	0	0
Brownfield Specialist	1	1	0	0	0	0
Community Design & Redevelopment Mgr	1	1	1	1	0	1
Community Design & Redevel. Project Admin.	0	1	1	1	0	1
Community Planner	1	0	0	0	0	0
Division Director (Economic Vitality)	1	1	1	1	0	1
Manager of Enhanced Svcs Dist (Eff 2010-13)	1	1	1	0	0	0
Total	6	6	5	4	0	4
<b>HOUSING</b>						
Admin Specialist	1	1	1	0	0	0
Homeownership Program Manager	0	0	0	1	0	1
Housing & Grants Adm. (Grant Fnd)	1	1	1	1	0	1
Housing Manager	1	1	1	1	0	1
Housing Rehab Specialist	0	0	0	1	0	1
Housing Specialist	0	0	0	1	0	1
Community Housing/Neigh Planner	1	1	1	0	0	0
Permanent Afford Adm (Grant Fnd)	1	1	1	0	0	0
Total	5	5	5	5	0	5

**City of Flagstaff**  
**Authorized Personnel/Position Summary**

SECTION	2010-2011	2011-2012	2012-2013	2013-2014	Add/Delete 2013-2014	Adopted 2014-2015
<b>FIRE</b>						
Admin Specialist	2	2	2	2	0	2
Deputy Fire Chief	2	1	1	1	0	1
Division Director (Fire Chief)	1	1	1	1	0	1
Fire Battalion Chief	3	3	3	3	0	3
Fire Captain	21	21	21	21	0	21
Fire Captain (Funded in FY11)	3	0	0	0	0	0
Fire Engineer	18	21	21	21	0	21
Fire Engineer (Funded in FY11)	3	0	0	0	0	0
Fire Fighter	29	31	31	30	0	30
Fire Fighter - Temp	0	0	0	1	0	1
Fire Fighter (Funded in FY11)	4	0	0	0	0	0
Fire Inspector	0	0	1	1	0	1
Fire Inspector II	2	1	0	0	0	0
Fire Marshall	0	1	1	1	0	1
Fuel Manager	0	0	0	0	0	0
Fuel Mgt. Crew Member	0	0	0	0	0	0
Fuel Mgt. Leadworker	0	0	0	0	0	0
Training Coordinator (FY2015 - FY2017)	0	0	0	0	1	1
Wildland Fire Manager	1	1	1	1	0	1
Wildland Fire Mgt Crew Mmbr (Grt Funded)	1	0	0	0	0	0
Wildland Fire Specialist I (Funded in FY11)	1	0	0	0	0	0
Wildland Fire Specialist I (Grant Funded)	0	1	0	0	0	0
Wildland Fire Supervisor	0	0	1	1	0	1
Wildland Fire Leadworker (Grant Funded)	1	1	0	0	0	0
Wildland Fire Firewise Specialist	0	0	1	1	0	1
<b>Total</b>	<b>92</b>	<b>85</b>	<b>85</b>	<b>85</b>	<b>1</b>	<b>86</b>
<b>POLICE</b>						
Admin Specialist	13	13	13	13	0	13
Animal Control Officer	1	1	1	1	0	1
Deputy Police Chief	2	2	2	2	0	2
Dispatch Admin Call Taker	1	2	2	2	0	2
Dispatch Admin Call Taker (Funded in FY11)	1	0	0	0	0	0
Division Director (Police Chief)	1	1	1	1	0	1
Evidence Technician	2	2	2	2	0	2
Parking Control Officer	1	1	1	1	0	1
Police 911 Coordinator	0	0	0	0	0	1
Police Communications Mgr	1	1	1	1	0	1
Police Corporal/Det.	19	19	19	19	0	19
Police Emerg Comm Specialist	23	23	23	23	0	22
Police Emerg Comm Specilst Sup.	5	5	5	5	0	5
Police Lieutenant	4	4	4	4	0	4
Police Officer	66	65	65	62	0	66
Police Officer (Funded in FY12)	0	1	0	0	0	0
Police Records Supervisor	1	1	1	1	0	1
<b>POLICE (continued)</b>						
Police Sergeant	12	12	12	12	0	14
Police Special Serv. Sup	1	1	1	1	0	1
Police Support Serv. Sup.	1	1	1	1	0	1
Property Control Coord	1	1	1	1	0	1
Training Officer	0	0	0	1	0	1
<b>Total</b>	<b>156</b>	<b>156</b>	<b>155</b>	<b>153</b>	<b>0</b>	<b>159</b>
<b>POLICE GRANTS</b>						
Admin Specialist	1	1	1	1	0	1
Police Officer	10	14	14	14	0	8
Police Sergeant	1	1	1	1	0	1
<b>Total</b>	<b>12</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>0</b>	<b>10</b>
<b>PUBLIC WORKS ADMINISTRATION</b>						
Admin Specialist	0.5	0.5	0	0	0	0
Division Director (Public Works)	1	1	1	1	0	1
Project Manager	1	1	1	1	0	1
<b>Total</b>	<b>2.5</b>	<b>2.5</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>

**City of Flagstaff**  
**Authorized Personnel/Position Summary**

SECTION	2010-2011	2011-2012	2012-2013	2013-2014	Add/Delete 2013-2014	Adopted 2014-2015
<b>PARKS</b>						
Maintenance Worker - Temps	3.2	3.46	4.69	7.91	-1	6.91
Maintenance Worker	21	21	21	21	0	21
Maintenance Worker Leadworkers	2	2	2	2	0	2
Public Works Manager (Parks)	1	1	1	1	0	1
Total	27.2	27.46	28.69	31.91	-1	30.91
<b>FLEET SERVICES</b>						
Buyer	1	1	1	1	0	1
Fleet Services Specialist	0	1	1	1	0	1
Mechanic I	3	3	3	2	0	2
Mechanic II	4	4	4	4	0	4
Mechanic III Leadworker	2	2	2	2	0	2
Public Works Manager (Fleet)	1	1	1	1	0	1
Service Writer	1	0	0	0	0	0
Welder	1	1	1	1	0	1
Total	13	13	13	12	0	12
<b>FACILITIES MAINTENANCE</b>						
Facility Maintenance Manager	1	1	1	1	0	1
Facilities Maintenance Superintendent	1	1	1	1	0	1
Maintenance Worker	9	9	9	9	0	9
Total	11	11	11	11	0	11
<b>RECREATION</b>						
Admin Assistant	1	1	1	1	0	1
Admin Specialist	1	1	1	1	0	1
Division Director (Comm Enrichment)	1	1	1	0	0	0
Intern	0.25	0.25	0.25	0.25	0	0.25
Recreation Coord. I	5.5	5.5	0	0	0	0
Recreation Coordinator II	5	5	0	0	0	0
Recreation Program Coordinator	0	0	9.5	9.5	0	9.5
Recreation Services Director	0	1	1	1	0	1
Recreation Supervisor	1	1	6	6	0	6
Recreation Supt.	1	0	0	0	0	0
Recreation Temporaries	37.91	39.31	36.15	35.08	0	35.08
Recreation Temporaries (Grant Funded)	0	0.29	0.29	0.29	-0.29	0
Senior Recreation Coordinator	6	6	0	0	0	0
Total	59.66	61.35	56.19	54.12	-0.29	53.83
<b>CITY COURT</b>						
Collection Specialist	1	1	1	1	0	1
Court Finance Specialist	0	0	0.75	0.8	0	0.8
Court Info Systems Coordinator	1	1	1	1	0	1
Court Interpreter	1	1	1	1	0	1
Court Judicial Specialist	6.75	7.75	6.75	8.25	0	8.25
Court Judicial Specialist (Funded in FY11)	1	0	0	0	0	0
Court Services Supervisor	1.75	1.75	2	1	0	1
Court Training Specialist	1	1	1	1	0	1
Deputy Court Administrator	2	2	2	2	0	2
Deputy Court Admin. (Funded in FY11 & FY12)	1	1	0	0	0	0
Division Director (Court)	1	1	1	1	0	1
Jury Services Specialist	1	1	1	1	0	1
Magistrate	1.63	1.63	1.63	1	0	1
Presiding Magistrate	1	1	1	1	0	1
Probation Service Officer	1.5	1.5	1.5	1	0	1
Pro-Tem Magistrate	0.55	0.55	0.55	1.3	0	1.3
Warrant Officer	2	2	2	2	0	2
Total	25.18	25.18	24.18	24.35	0	24.35



**City of Flagstaff**  
**Authorized Personnel/Position Summary**

SECTION	2010-2011	2011-2012	2012-2013	2013-2014	Add/Delete 2013-2014	Adopted 2014-2015
<b>LIBRARY - CITY</b>						
Admin Specialist	1.63	2	2	2	0	2
Librarian	2	2	2	2	0	2
Library Assistant I	12.12	11.89	12.21	12.14	1	13.14
Library Assist. I (temp)	3	3	3	3	0	3
Library Assistant II	3	2	2	0	0	0
Library Cataloging Assistant	1	1	1	1	0	1
Library Clerk I	6.13	5.94	6.7	5.76	0	5.76
Library Clerk I (temp)	3.75	3.75	3.18	3.18	0	3.18
Library COE Aide	0.25	0.25	0	0	0	0
Library Director	1	1	1	1	0	1
Library IT Analyst	0	1	1	1	0	1
Library Inf. Tech. Coord.	2	0	0	0	0	0
Library Manager	3	3	3	3	0	3
Library Page	2	2	2	2	0	2
Library Page (temp)	1	1	1	1	0	1
Library Specialist	0	0	0	1.19	0	1.19
Library Supervisor	1	2	2	4	0	4
Network Administrator	1	1	1	1	0	1
Total	43.88	42.83	43.09	43.27	1	44.27
<b>LIBRARY - COUNTY</b>						
Application Support Specialist II	1	1	1	1	0	1
Librarian	0	0	0	1	0	1
Library Assistant I	4.63	5.13	4.81	1	0	1
Library Clerk I	1.25	1.44	1.5	0	0	0
Library IT Manager	0	1	1	1	0	1
Library Specialist	0	0	0	1.25	0	1.25
Library Supervisor	0	0	0	2.88	0	2.88
Total	6.88	8.57	8.31	8.13	0	8.13
<b>STREET MAINTENANCE &amp; REPAIRS</b>						
Admin Specialist	1	1	1	1	0	1
Cemetery Caretaker	0.75	0.75	0.75	0.75	0	0.75
Cemetery Maint. Specialist	1	1	1	1	0	1
Equip. Oper. Temps	4.31	4.31	2.97	3.52	0	3.52
Equipment Operator	15	15	15	15	0	15
Intern	0.5	0.5	0.5	0.5	0	0.5
Maintenance Worker	7	7	7	7	0	7
Maint. Worker temp	0.75	0.75	0.75	0.75	0	0.75
<b>STREET MAINTENANCE &amp; REPAIRS (cont.)</b>						
Public Works Manager (Streets)	1	1	1	1	0	1
Public Works Section Head	1	1	1	1	0	1
Streets Leadworker	3	3	3	3	0	3
Traffic Signal Technician Ass't	1	1	1	1	0	1
Total	36.31	36.31	34.97	35.52	0	35.52
<b>DOWNTOWN MANGEMENT</b>						
Downtown Manager	1	1	1	1	0	1
Parking Ambassador	3	3	3	3	0	3
Park Maintenance	1	1	1	1	0	1
Total	5	5	5	5	0	5
<b>ECONOMIC DEVELOPMENT</b>						
Business Retention & Expansion Mgr	1	1	1	1	0	1
Economic Development Manager	1	1	1	1	0	1
Total	2	2	2	2	0	2
<b>TOURISM</b>						
Admin Specialist	1	1	1	1	0	1
Creative Services Leadworker	0	0	0	0	1	1
Creative Services Specialist	0	0	2	2	0	2
CVB Director	1	1	1	1	0	1
Marketing & Public Relations Manager	1	1	1	1	0	1
Publication Specialist	2	2	0	0	0	0
Public Relations Associate	1	1	0	0	0	0
Public Relations Specialist	0	0	1	1	0	1
Sales Associate	2	2	0	0	0	0
Sales Specialist	0	0	2	2	0	2
Total	8	8	8	8	1	9

**City of Flagstaff**  
**Authorized Personnel/Position Summary**

SECTION	2010-2011	2011-2012	2012-2013	2013-2014	Add/Delete 2013-2014	Adopted 2014-2015
<b>TOURISM-VISITOR CENTER</b>						
Admin Asst	2.99	1.99	1.99	2.43	0	2.43
Admin Asst (Funded in FY11)	0.76	0	0	0	0	0
Admin Specialist	0.5	1.5	1.5	1.5	0	1.5
Visitor Center Manager	1	1	1	1	0	1
Total	5.25	4.49	4.49	4.93	0	4.93
<b>FMPO</b>						
Intern	0.38	0.38	0.38	0.38	0	0.38
Admin Specialist	0.5	0.5	0.5	0.5	0	0.5
Metro Planning Org Manager	1	1	1	1	0	1
Multi modal Planner	1	1	1	1	0	1
Total	2.88	2.88	2.88	2.88	0	2.88
<b>UTILITIES ADMINISTRATION</b>						
Admin Specialist	2	2	2	2	0	2
Division Director (Utilities)	1	1	1	1	0	1
GIS System Analyst	1	1	1	1	0	1
Management Analyst	0	0	0	Transfer	0	1
Project Manager	1	0	0	0	0	0
Regulatory Compliance Manager	0	0	0	0	1	1
Utilities Engineering Manager	1	1	1	1	0	1
Utilities Operations Section Head	0	0	Transfer	1	0	1
Utilities Plan Reviewer	1	1	1	1	0	1
Utilities Program Manager	1	1	1	1	0	1
Water Resource Manager	1	1	1	1	0	1
Total	9	8	8	9	1	11
<b>LAKE MARY WATER PLANT</b>						
Instrumentation/Electrical Spec	1	1	1	1	0	1
Laboratory Specialist	1	1	1	1	0	1
Maintenance Specialist	1	1	1	1	0	1
MSW Operations	3	3	3	3	0	3
MSW Laboratory	1	1	1	1	0	1
MSW Maintenance	2	2	2	2	0	2
Operations Specialist	1	1	1	1	0	1
Water Production Manager	1	1	1	1	0	1
Total	11	11	11	11	0	11
<b>WATER DISTRIBUTION SYSTEM</b>						
Field Services Manager	1	1	1	Transfer	0	0
Maintenance Worker	1	1	1	1	0	0
MSW - Water Services Tech	10	10	10	10	0	11
Water Services Specialist	1	1	1	1	0	1
Water/Sewer Util. Locator	1	1	1	1	0	1
Total	14	14	14	13	0	13
<b>WASTEWATER TREATMENT PLANT</b>						
Equip Operator II Temp	1.5	1.5	1.5	0	0	0
Instrumentation/Electrical Spec	0	1	1	1	0	1
MSW - Operations	0	2	2	2	0	2
MSW - Plant Tech	6	4	4	6	0	6
Plant Specialist	4	3	3	3	0	3
Wastewater Treatment Manager	1	1	1	1	0	1
Total	12.5	12.5	12.5	13	0	13
<b>WASTEWATER COLLECTION</b>						
MSW- Water Services Tech	8	8	8	8	0	8
Water Services Specialist	1	1	1	1	0	1
Total	9	9	9	9	0	9
<b>WASTEWATER MONITORING</b>						
Industrial Waste Inspector	2	2	2	2	0	2
Industrial Waste Supervisor	1	1	1	1	0	1
Total	3	3	3	3	0	3

**City of Flagstaff**  
**Authorized Personnel/Position Summary**

SECTION	2010-2011	2011-2012	2012-2013	2013-2014	Add/Delete 2013-2014	Adopted 2014-2015
<b>RECLAIMED WASTEWATER TREATMENT PLANT</b>						
Maintenance Specialist	1	0	0	0	0	0
MSW - Laboratory Tech	1	1	1	1	0	1
MSW - Plant Tech	1	2	2	2	0	2
Plant Specialist	1	1	1	1	0	1
Total	4	4	4	4	0	4
<b>STORMWATER</b>						
Floodplain Inspector	1	1	0	0	0	0
Intern	1	1	1	0.5	0	0.5
Project Manager	2	2	2	2	0	2
Stormwater Program Manager	1	1	1	1	0	1
Stormwater Service Analyst	1	1	1	1	0	Transfer
Watershed Specialist	0	0	1	1	0	1
Total	6	6	6	5.5	0	4.5
<b>FLAGSTAFF HOUSING AUTHORITY</b>						
Administrative Clerk/Occupancy Specialist	1	1	0	0	0	0
Occupancy Specialist	0	0	1	1	0	1
Executive Director	1	1	0	0	0	0
FHA Director	0	0	1	1	0	1
FHA Manager	0	0	4	4	0	4
Finance Assistant	1	1	0	0	0	0
Finance Director	1	1	0	0	0	0
Finance Specialist	0	0	1	1	0	1
Housing Director	2	2	0	0	0	0
<b>FLAGSTAFF HOUSING AUTHORITY (continued)</b>						
Housing Services Administrator	5	5	0	0	0	0
Housing Services Specialist	0	0	5	5	0	5
Maintenance Coordinator	1	1	1	1	0	1
Maintenance Director	1	1	0	0	0	0
Maintenance Lead Worker	2	2	2	2	0	2
Maintenance Worker	0	0	5	5	0	5
Maintenance Worker III	1	1	0	0	0	0
Maintenance Worker II	4	4	0	0	0	0
Maintenance Worker I	0	0	2	2	0	2
Temporary Maintenance Worker	3.5	3.5	2	0	0	0
Total	23.5	23.5	24	22	0	22
<b>AIRPORT</b>						
Admin Specialist	1	1	1	1	0	1
Airport Director	1	1	1	1	0	1
Airport Operations/ARFF Specialist	0	6	6	6	0	6
Airport Operations/ARFF Manager	0	0	0	0	0	1
Airport Operations Supv	1	1	1	1	0	0
Airport Service Worker I	3	0	0	0	0	0
Airport Service Worker II	3	0	0	0	0	0
Maintenance Wrks - Snow	0.5	0.5	0.5	0.5	0	0.5
Total	9.5	9.5	9.5	9.5	0	9.5
<b>LANDFILL</b>						
Admin Assistant	1	1	0.65	0.65	0	0.65
Admin Specialist	1	1	1	1	0	1
Environmental Aide	Transfer	0	0	0	0	0
Environmental Assistant	Transfer	0	0	0	0	0
Environmental Code Specialist	Transfer	0	0	0	0	0
Environ Program Manager	Transfer	0	0	0	0	0
Environmental Program Specialist	Transfer	0	0	0	0	0
Environmental Technician	Transfer	0	0	0	0	0
Equipment Operator	6	6	6	6	0	6
ES Equip. Oper I - Temp	1	1	1	1	0	1
Landfill Supervisor	1	1	1	1	0	1
Program Asst	0.5	0.5	0.5	0.5	0	0.5

**City of Flagstaff**  
**Authorized Personnel/Position Summary**

SECTION	2010-2011	2011-2012	2012-2013	2013-2014	Add/Delete 2013-2014	Adopted 2014-2015
<b>LANDFILL (continued)</b>						
Project Manager	2	2	2	2	0	2
Public Works Manager (ES)	1	1	1	1	0	1
Public Works Section Head	1	1	1	1	0	1
Sustainability and Env Mgr	Transfer	0	0	0	0	0
Sustainability Assistant (Grant Funded)	Transfer	0	0	0	0	0
Sustainability Manager	Transfer	0	0	0	0	0
Sustainability Specialist	Transfer	0	0	0	0	0
Total	14.5	14.5	14.15	14.15	0	14.15
<b>SOLID WASTE COLLECTIONS</b>						
Admin Assistant	2.5	2	2	2	0	2
Admin Spclst Supervisor	1	1	1	1	0	1
Bin Maint. Leadworker	1	1	1	1	0	1
Environmental Aide	Transfer	0	0	0	0	0
Environmental Assistant	Transfer	0	0	0	0	0
Environmental Code Specialist	Transfer	0	0	0	0	0
Environ Program Manager	Transfer	0	0	0	0	0
Environmental Program Specialist	Transfer	0	0	0	0	0
Environmental Technician	Transfer	0	0	0	0	0
Equipment Operator	28	24	24	23.3	0	23.3
ES Collection Super	2	2	2	2	0	2
ES Leadworkers	2	2	2	2	0	2
Program Asst	0.5	0.5	0.5	0.5	0	0.5
Public Works Manager (ES)	1	1	1	1	0	1
Public Works Section Head	0	0	0	0	0	0
Total	38	33.5	33.5	32.8	0	32.8
<b>SUSTAINABILITY &amp; ENVIROMENTAL MANAGEMENT SERVICES</b>						
Environmental Aide	0.6	0.6	0.6	0	0	0
Environmental Assistant	1	1	1	1	0	1
Environmental Code Enf Officer	1	0	0	0	0	0
Environmental Code Specialist	1	1	1	Transfer	0	0
Environmental Code Technician	0	1	1	Transfer	0	0
Environ Program Manager	1	1	1	1	0	1
Environmental Program Specialist	1	1	1	1	0	1
Environmental Technician	1	1	1	1	0	1
Public Works Section Head	1	1	1	1	0	1
Sustainability Assistant (Grant Funded)	0.48	1	0.25	0	0	0
Sustainability Manager	1	1	1	1	0	1
Sustainability Specialist	2	2	2	2	0	2
Volunteer Coordinator	0	0	0	0.48	0	Transfer
Total	11.08	11.6	10.85	8.48	0	8
<b>GRAND TOTALS</b>	<b>825.32</b>	<b>812.42</b>	<b>802.50</b>	<b>799.04</b>	<b>2.71</b>	<b>801.75</b>

# CITY COUNCIL BUDGET RETREAT – FY2015



APRIL 23-25,  
2014

# WELCOME AND COUNCIL'S EXPECTATIONS



# AGENDA

- Overview and orientation
- FY15 goals
- Fixed costs and expenditure outlook
- Compensation and benefits
- Revenue outlook
- EAC
- Fund presentations
- Division presentations
- Capital improvement program
- QIC - Facilities and Fleet update
- Service partner contracts
- Revenue discussion

# OVERVIEW

## Retreat Orientation:

- 5 Year Plan – How We Budget
- Fund Level Presentations
- Significant Expenditures
- Budget Priority Investments
- Parking Lot and Adds/Deletes



# FY2015 GOALS AND PRIORITIES



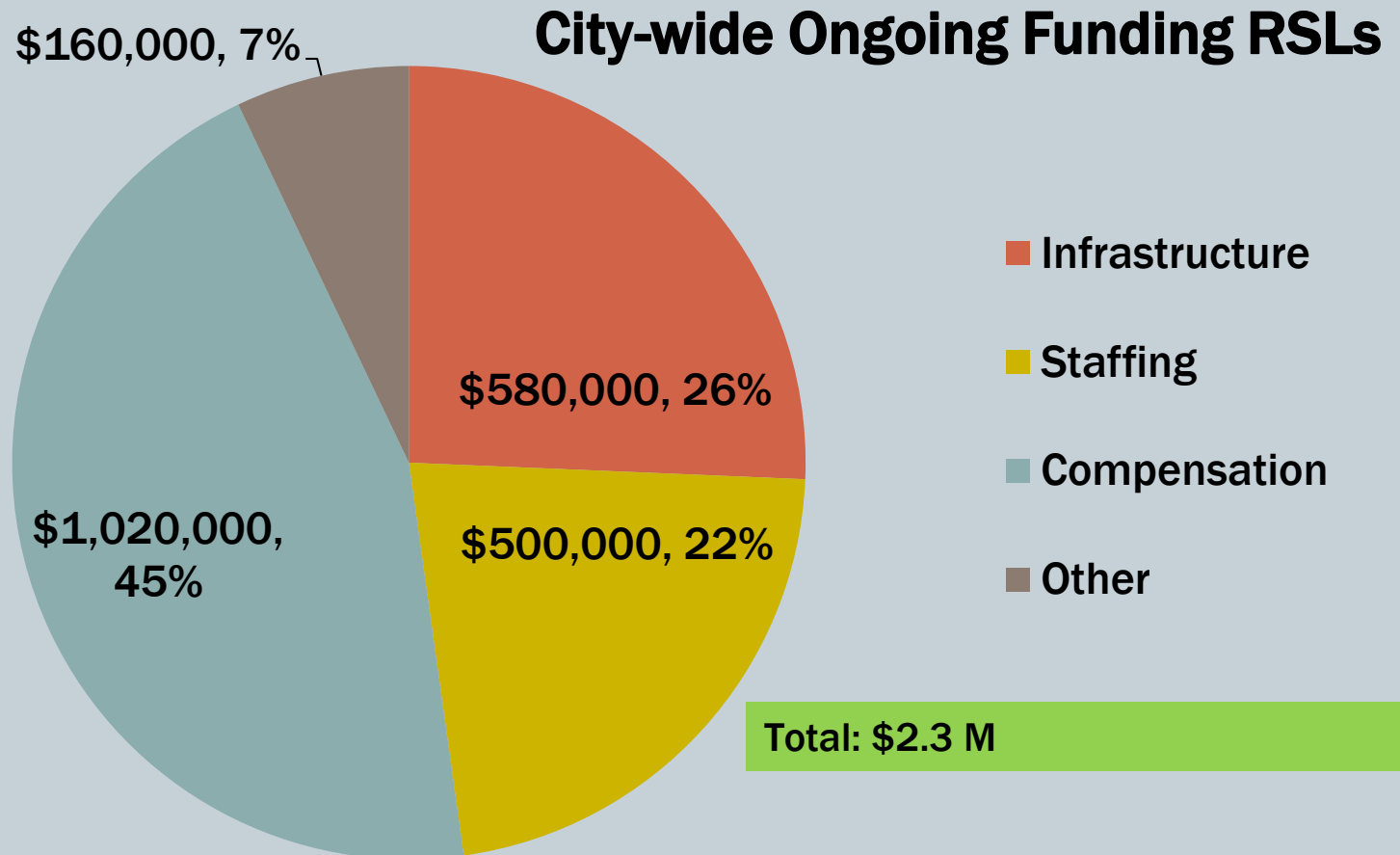
# FY2015 GOALS – COUNCIL GOALS

1. Repair, replace and maintain infrastructure (streets & utilities)
2. Fund existing and consider expanded recreational services
3. Address Core Services Maintenance Facility
4. Complete Rio de Flag
5. Retain, expand, and diversify economic base
6. Complete Water Policy
7. Review financial viability of pensions
8. Review all Commissions
9. Zoning Code check in and analysis of the process and implementation
10. Develop an ongoing budget process

# **FY2015 GOALS – COUNCIL BUDGET PRIORITIES**

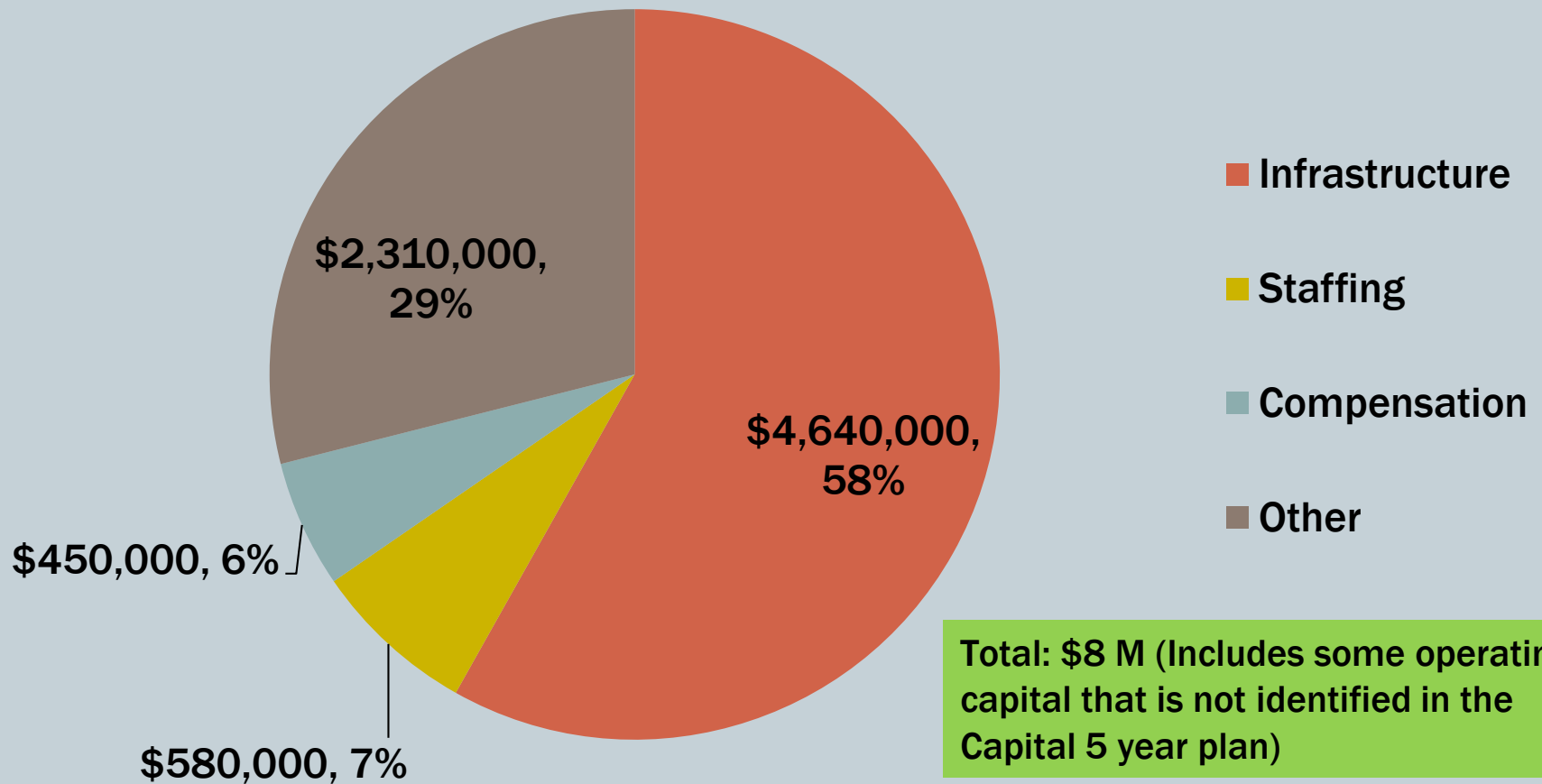
- 1. Employee Compensation**
- 2. Staffing**
- 3. Infrastructure**

# FY2015 GOALS – COUNCIL BUDGET PRIORITIES CITY-WIDE NEW ONGOING FUNDING



# FY2015 GOALS – COUNCIL BUDGET PRIORITIES CITY-WIDE NEW 1X FUNDING

City-wide 1x Funding RSLs



# GENERAL FUND – 1% BUDGET REDUCTION

- \$60.2 M General Fund Budget – FY14
  - \$49 M Operations
    - \$42 M Personnel
    - \$7 M Contractual and Commodities
  - \$8.4 M Capital
  - \$1.2 M Debt Service
  - \$1.6 M Reserve
- 1% of Total General Fund Budget = \$600,000

# GENERAL FUND – 1% BUDGET REDUCTION

## ■ Possible Reductions: (\$500,000 Recommended)

Reduction	Amount	Recommended
\$100,000	Additional Vacancy Savings	Yes
\$350,000	Workers Comp/ General Liability Savings	Yes
\$50,000	Community Development	Yes
\$100,000	<i>Recreation</i>	No

# FIXED COSTS AND EXPENDITURE OUTLOOK

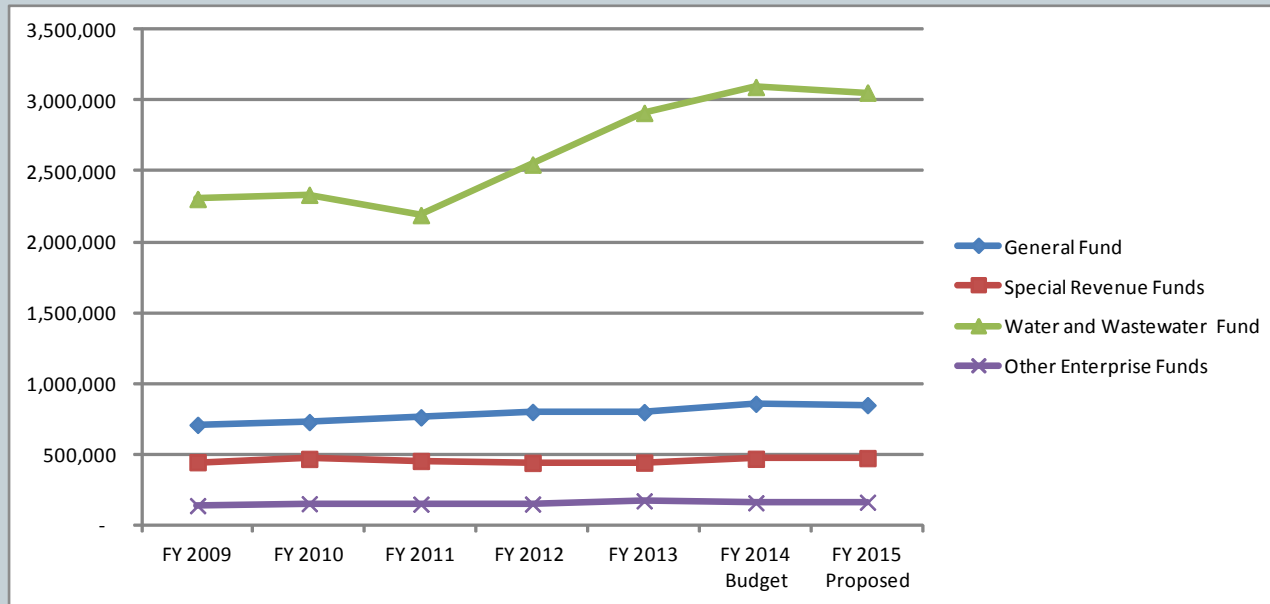




# FIXED COSTS AND EXPENDITURE OUTLOOK

## ELECTRIC EXPENSE

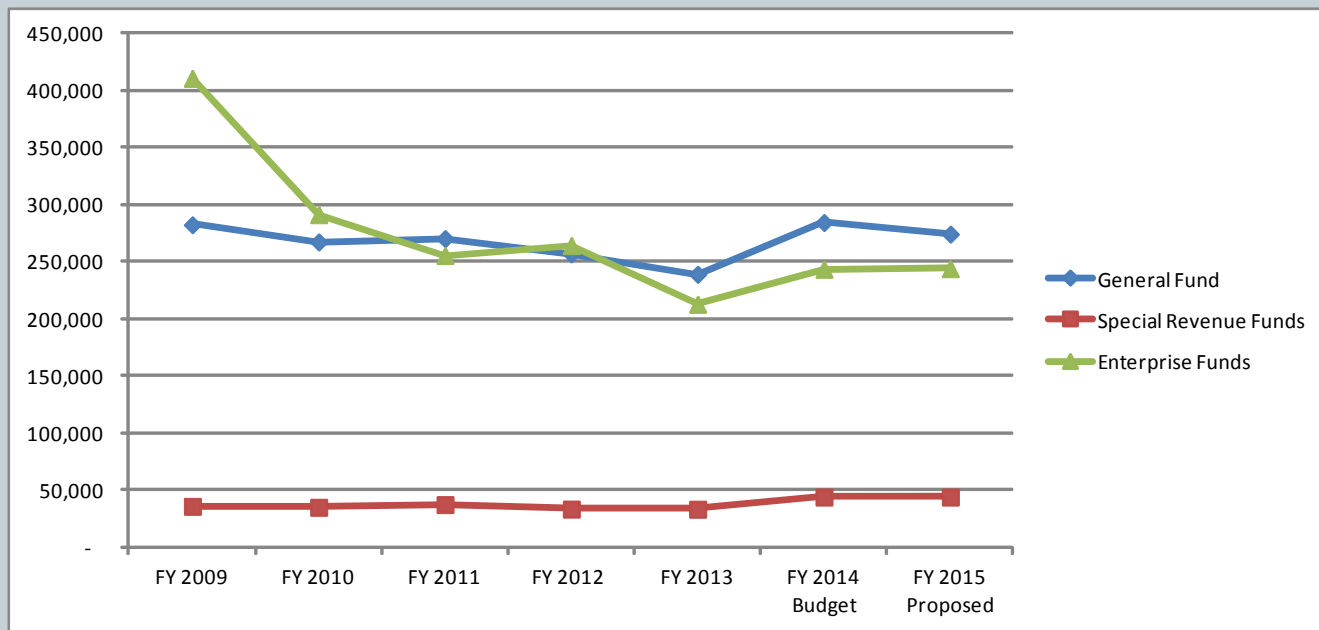
UTILITIES-LIGHT & POWER	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014 Budget	FY 2015 Proposed
General Fund	708,729	728,680	761,813	800,023	798,516	857,506	848,289
Special Revenue Funds	444,845	468,438	454,243	440,485	441,980	468,971	474,471
Water and Wastewater Fund	2,303,578	2,333,314	2,190,164	2,547,268	2,912,123	3,094,456	3,055,556
Other Enterprise Funds	138,254	151,941	148,639	149,425	172,033	158,390	162,415
	3,595,406	3,682,373	3,554,859	3,937,201	4,324,652	4,579,323	4,540,731



# FIXED COSTS AND EXPENDITURE OUTLOOK

## NATURAL GAS EXPENSE

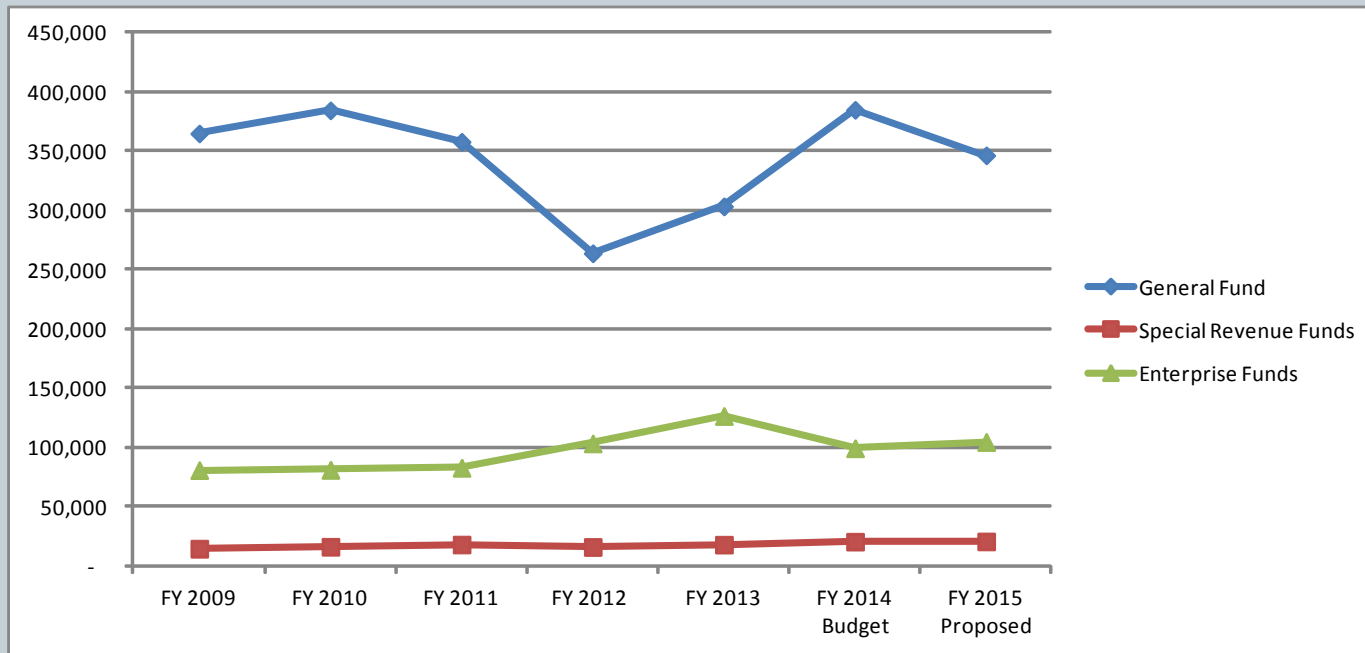
UTILITIES-NATURAL GAS	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014 Budget	FY 2015 Proposed
General Fund	282,558	267,480	270,401	257,039	239,189	284,499	274,344
Special Revenue Funds	36,002	35,159	37,452	33,528	33,442	44,052	44,052
Enterprise Funds	410,776	291,384	255,566	264,276	212,923	243,563	244,060
	729,336	594,023	563,419	554,843	485,554	572,114	562,456



# FIXED COSTS AND EXPENDITURE OUTLOOK

## WATER/SEWER/TRASH/STORMWATER

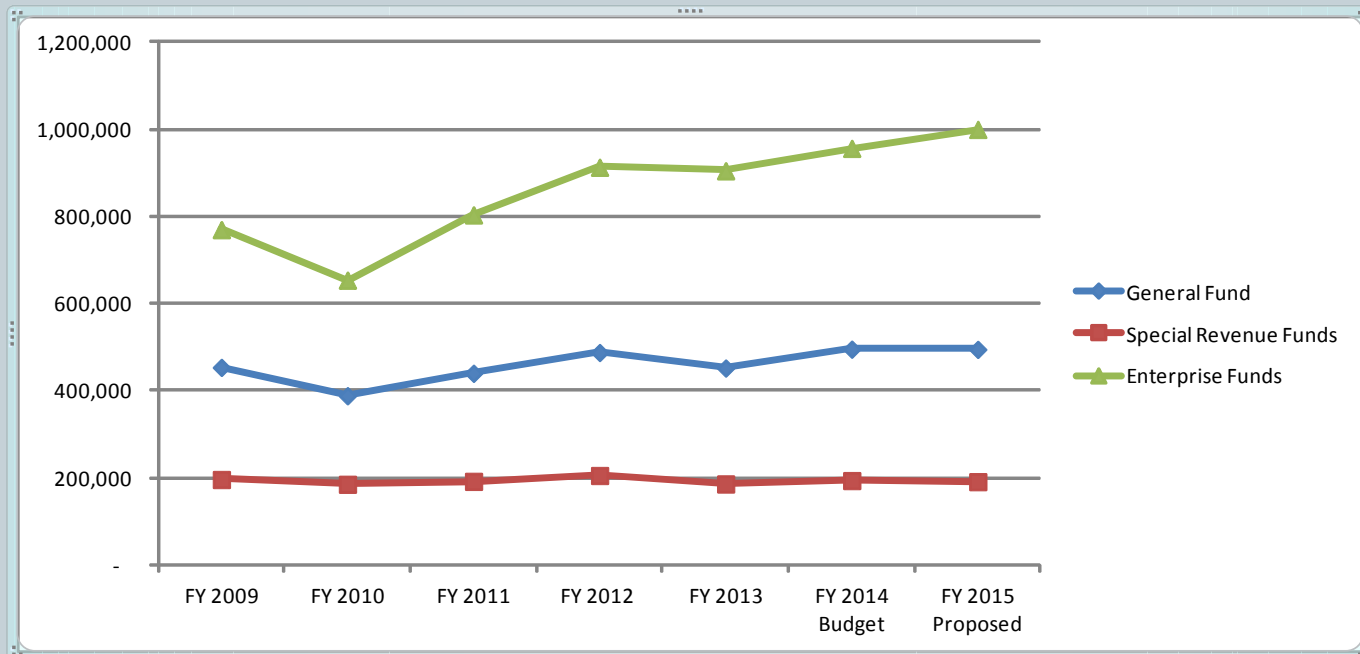
UTILITIES-WTR-SWR-REFUSE	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014 Budget	FY 2015 Proposed
General Fund	365,023	384,497	357,981	263,953	303,489	384,972	346,567
Special Revenue Funds	14,752	16,380	18,222	16,232	18,123	20,660	20,835
Enterprise Funds	80,996	81,232	83,024	103,489	126,681	99,426	104,721
	460,771	482,109	459,227	383,674	448,293	505,058	472,123



# FIXED COSTS AND EXPENDITURE OUTLOOK

## GAS AND OIL

GAS AND OIL	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014 Budget	FY 2015 Proposed
General Fund	453,754	388,721	440,187	487,851	452,215	495,560	495,028
Special Revenue Funds	196,398	185,530	192,195	205,734	186,185	193,878	191,388
Enterprise Funds	769,786	653,896	803,678	913,005	904,947	956,347	999,747
	1,419,938	1,228,147	1,436,060	1,606,590	1,543,347	1,645,785	1,686,163

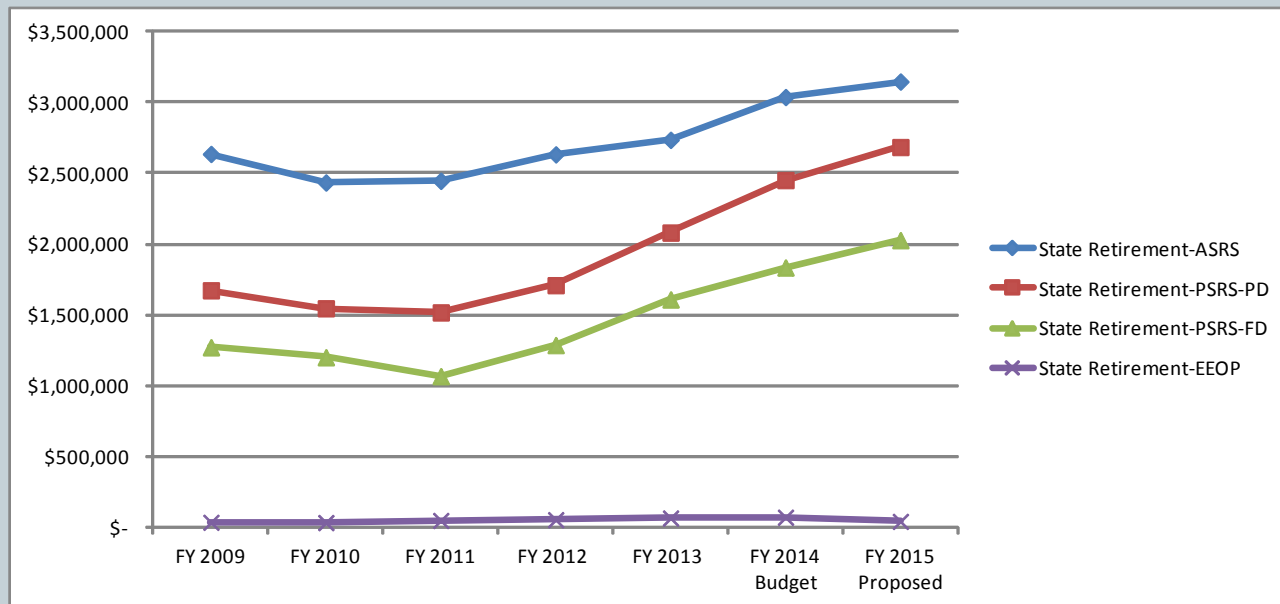


# FIXED COSTS AND EXPENDITURE OUTLOOK

## PENSION EXPENSE

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014 Budget	FY 2015 Proposed
State Retirement-ASRS	2,637,137	2,435,790	2,447,568	2,634,123	2,737,048	3,039,153	3,148,734
State Retirement-PSRS-PD	1,674,365	1,547,200	1,517,911	1,710,445	2,081,724	2,452,868	2,686,160
State Retirement-PSRS-FD	1,271,824	1,201,360	1,067,592	1,287,623	1,609,719	1,835,149	2,028,236
State Retirement-EEOP	35,837	33,859	48,694	54,254	65,703	71,512	42,416
	5,619,163	5,218,209	5,081,765	5,686,445	6,494,194	7,398,682	7,905,546

(Does not include potential impact to Arport retirement.)

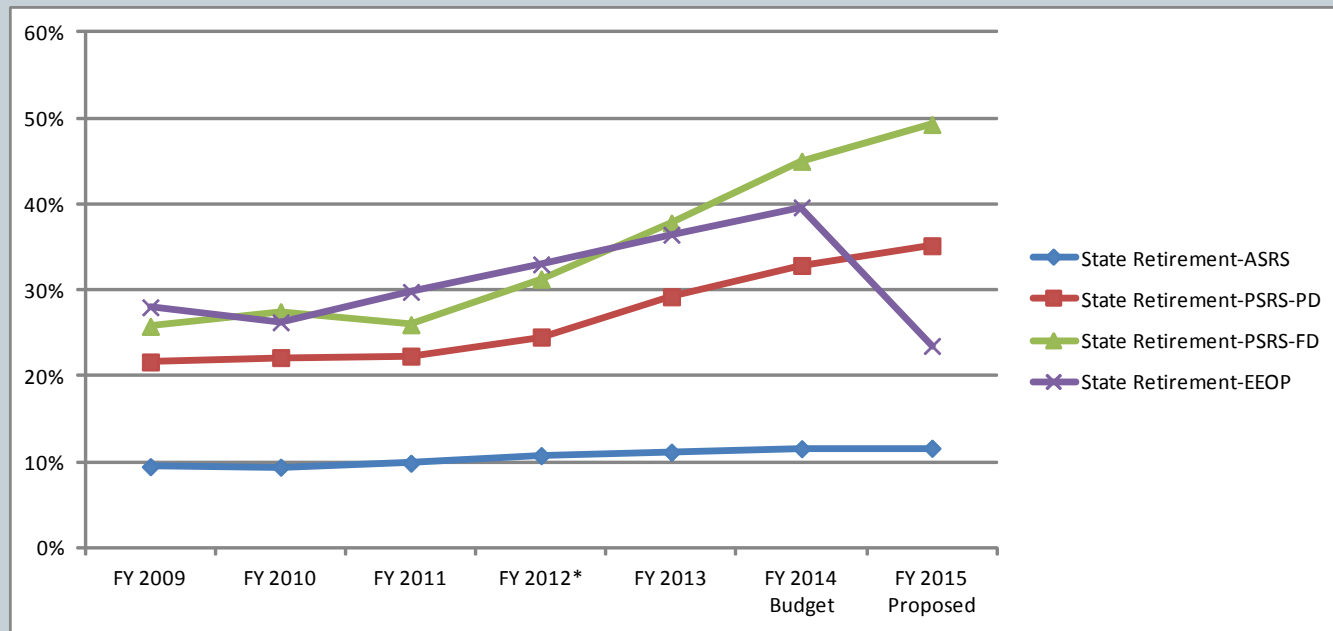


# FIXED COSTS AND EXPENDITURE OUTLOOK

## PENSION RATES

	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013	FY 2014 Budget	FY 2015 Proposed
State Retirement-ASRS	9.45%	9.40%	9.85%	10.74%	11.14%	11.54%	11.60%
State Retirement-PSRS-PD	21.63%	22.15%	22.32%	24.54%	29.22%	32.87%	35.16%
State Retirement-PSRS-FD	25.78%	27.48%	25.97%	31.28%	37.80%	44.99%	49.26%
State Retirement-EEOP	28.00%	26.25%	29.79%	32.99%	36.44%	39.62%	23.50%

\* FY 2012 shown at ASRS 50/50 split.

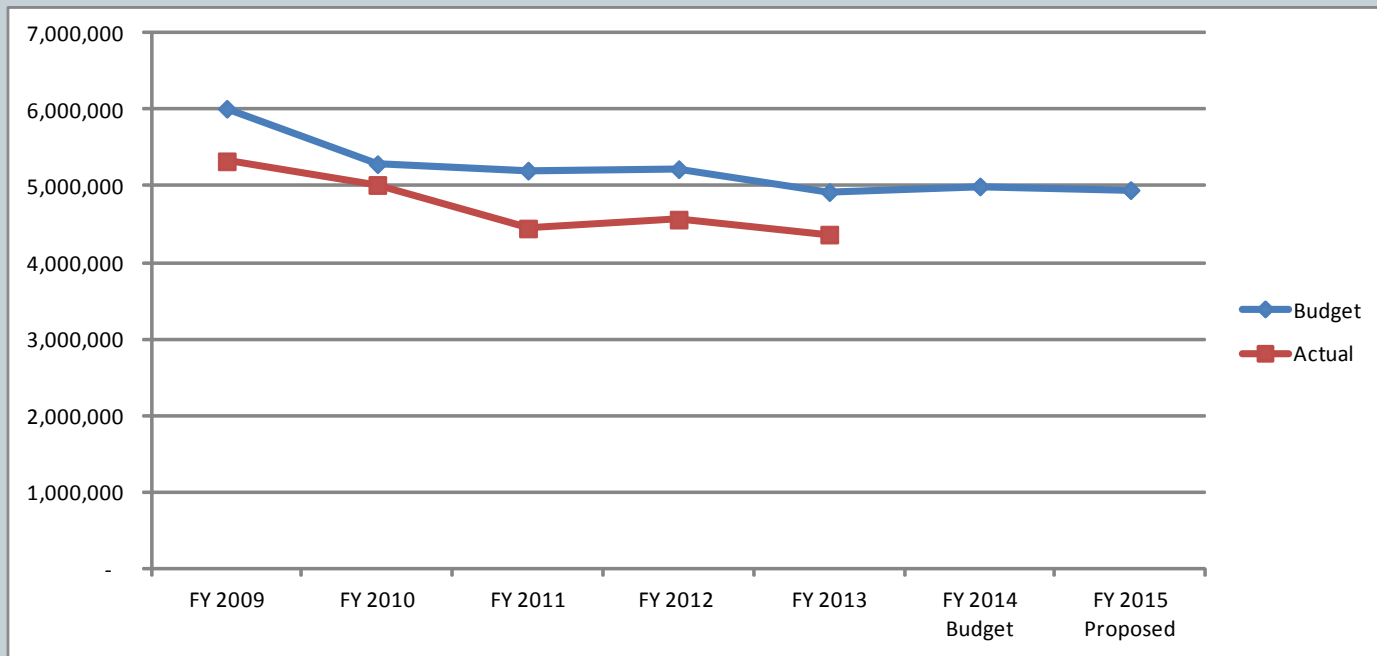


# FIXED COSTS AND EXPENDITURE OUTLOOK

## HEATH INSURANCE EXPENSE-CITY

HEALTH BENEFITS	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014 Budget	FY 2015 Proposed
Budget	6,013,093	5,289,188	5,204,107	5,223,160	4,924,110	4,997,744	4,949,780
Actual	5,326,246	5,016,468	4,448,898	4,564,108	4,368,837		

(Includes: Employee Health Insurance, Dependent Insurance, Dental, Vision, and HSA)



# Workers' Compensation & General Liability Insurance Renewals

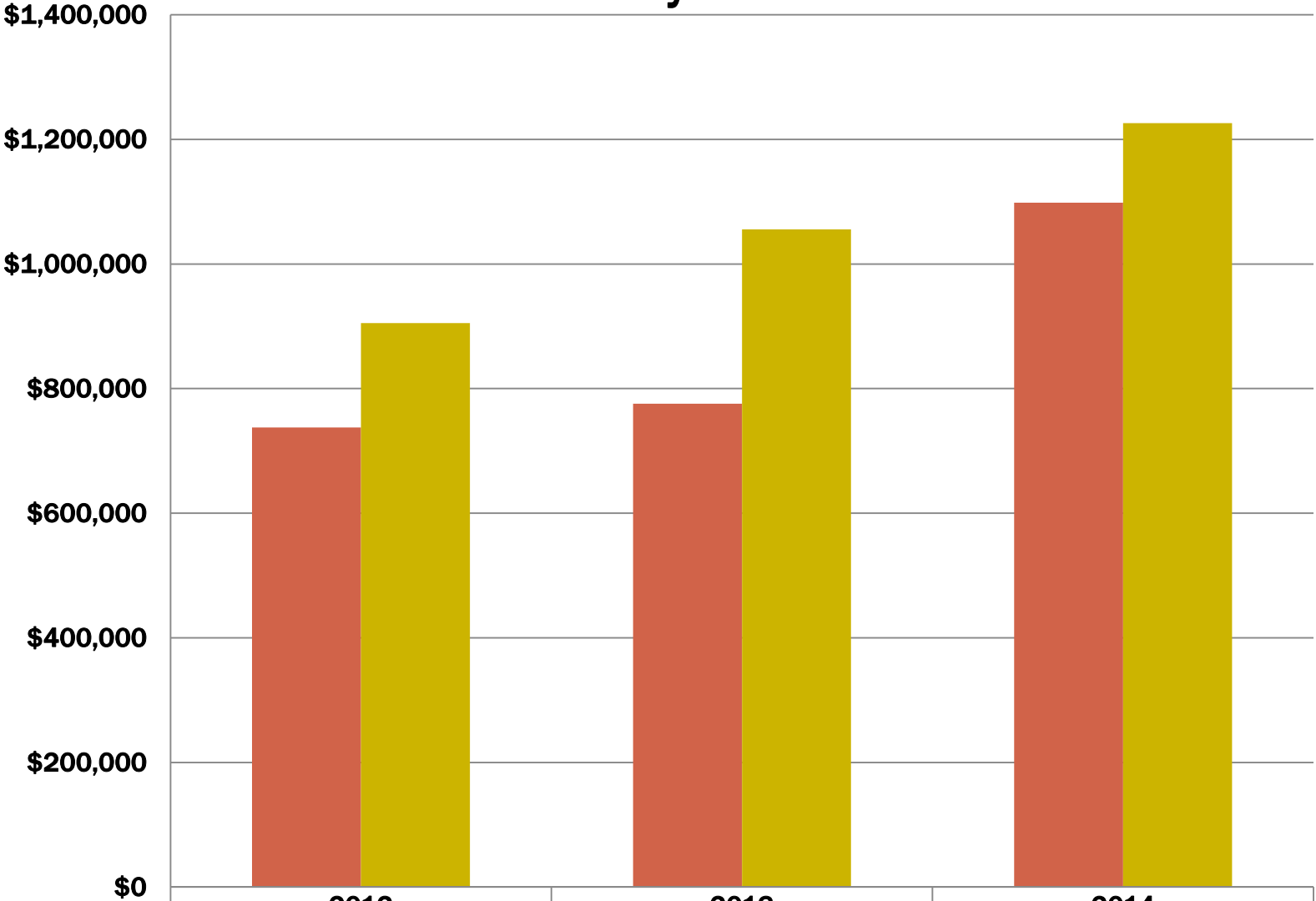




# WHERE WE ARE TODAY

- We insure our Workers' Compensation coverage with CopperPoint Mutual Insurance formally SCF of Arizona
- We insure our Property & Casualty coverage with Travelers Insurance
- Last year we did not receive competing quotes and did not receive pricing until May

# Premiums by Year



Workers' Compensation

737,479

775,665

1,098,382

General Liability

905,340

1,055,485

1,226,093

# WHAT WE DID ABOUT IT?

- Began renewal discussions in October
- Negotiated a favorable renewal with CopperPoint, our Workers' Compensation Carrier, in March
- Marketed our Property & Casualty Insurance in February, (Receiving the "Rapid Renewal Response Award"), securing competing quotes in March and early April
- Reviewed all coverage for value verses risk and the amounts of insurance
- Weighed the Risk of increased deductibles to offset premiums to meet long term strategic goals of controlling premium costs

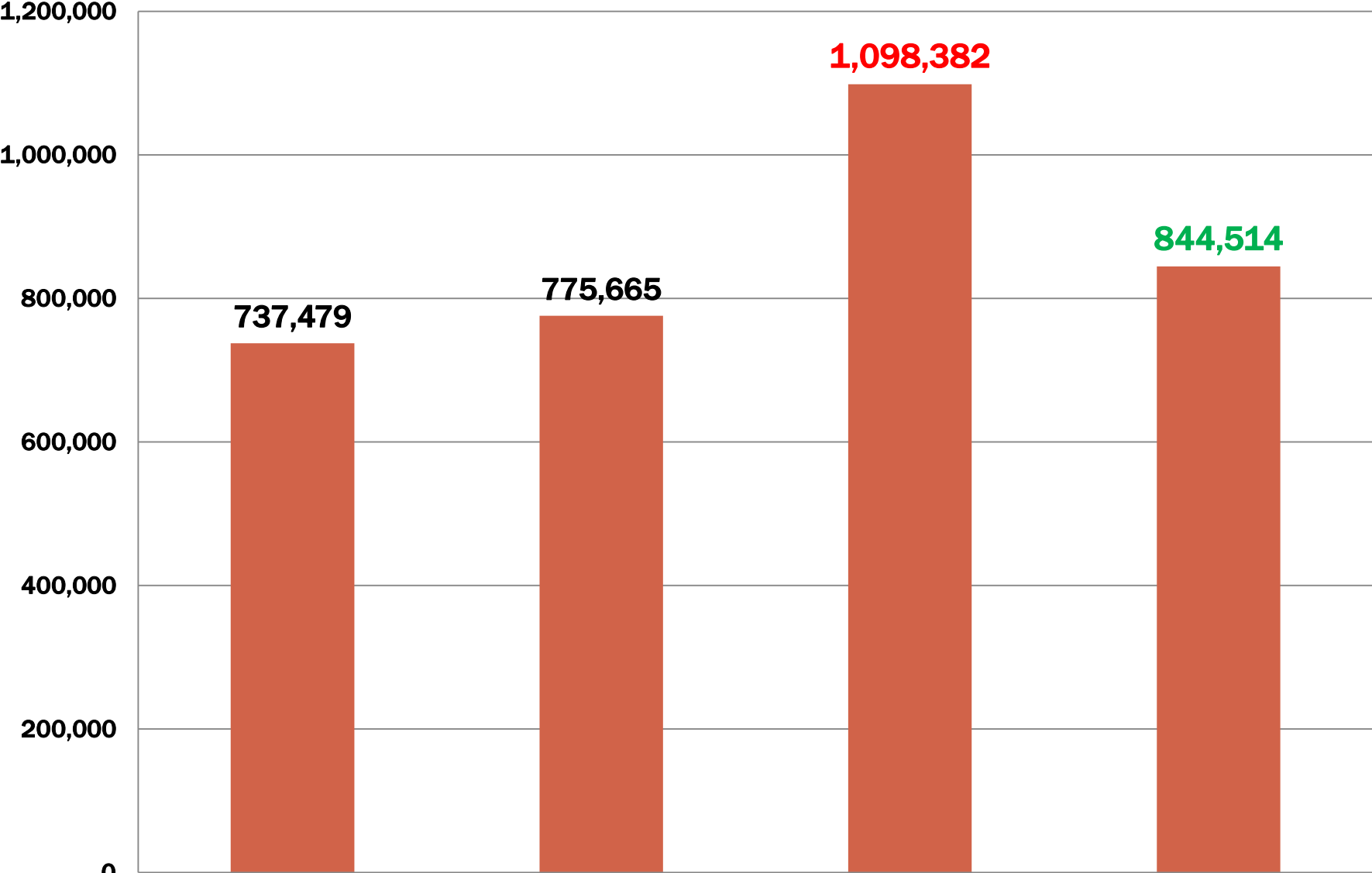
# Workers' Compensation Renewal Results



# THE RESULTS

- Same Carrier
- Same Coverage
- Different Expectations

# Workers' Compensation Estimated Annual Premium



2012

2013

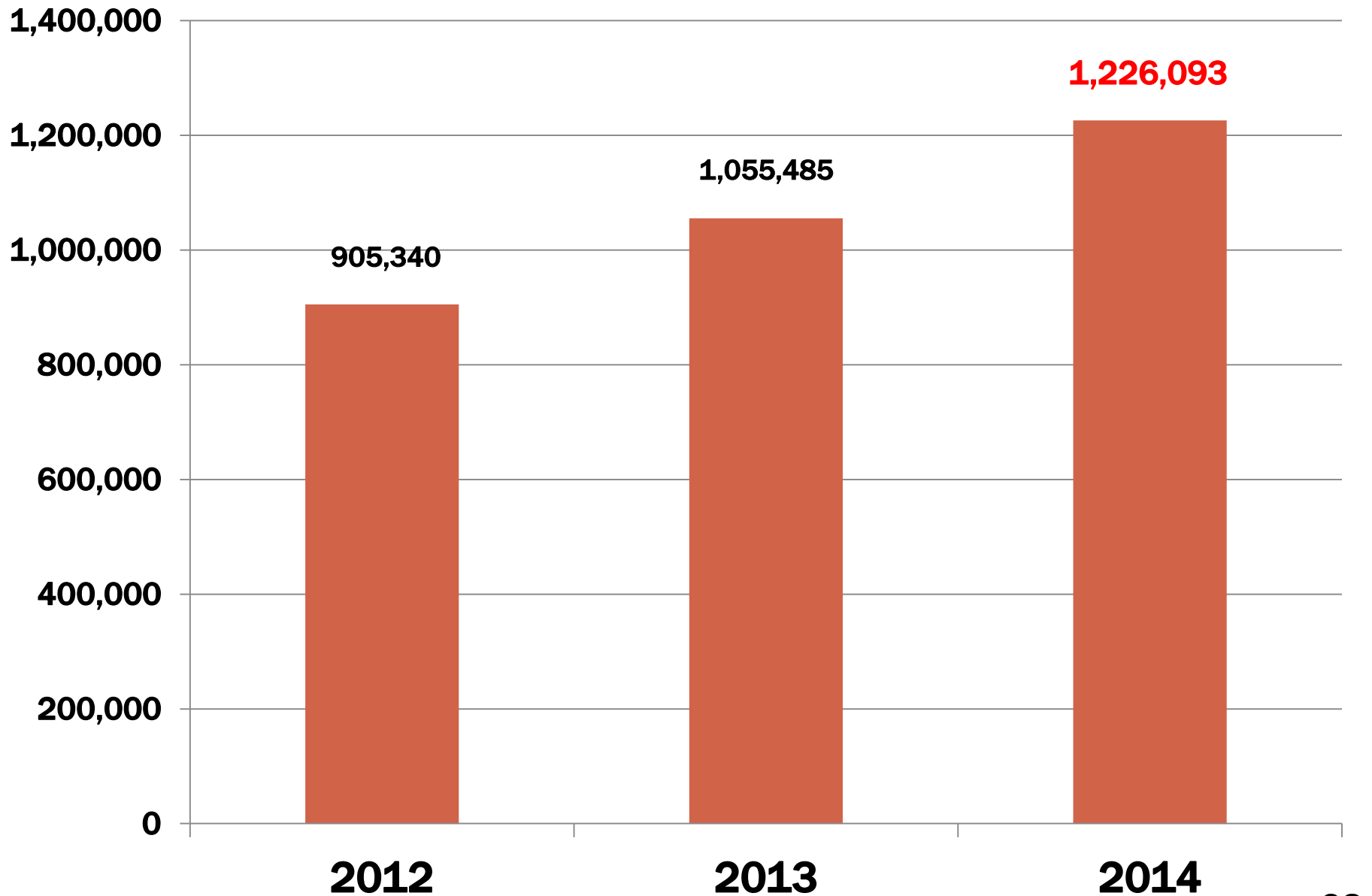
2014

2015

# Property and Casualty Renewal

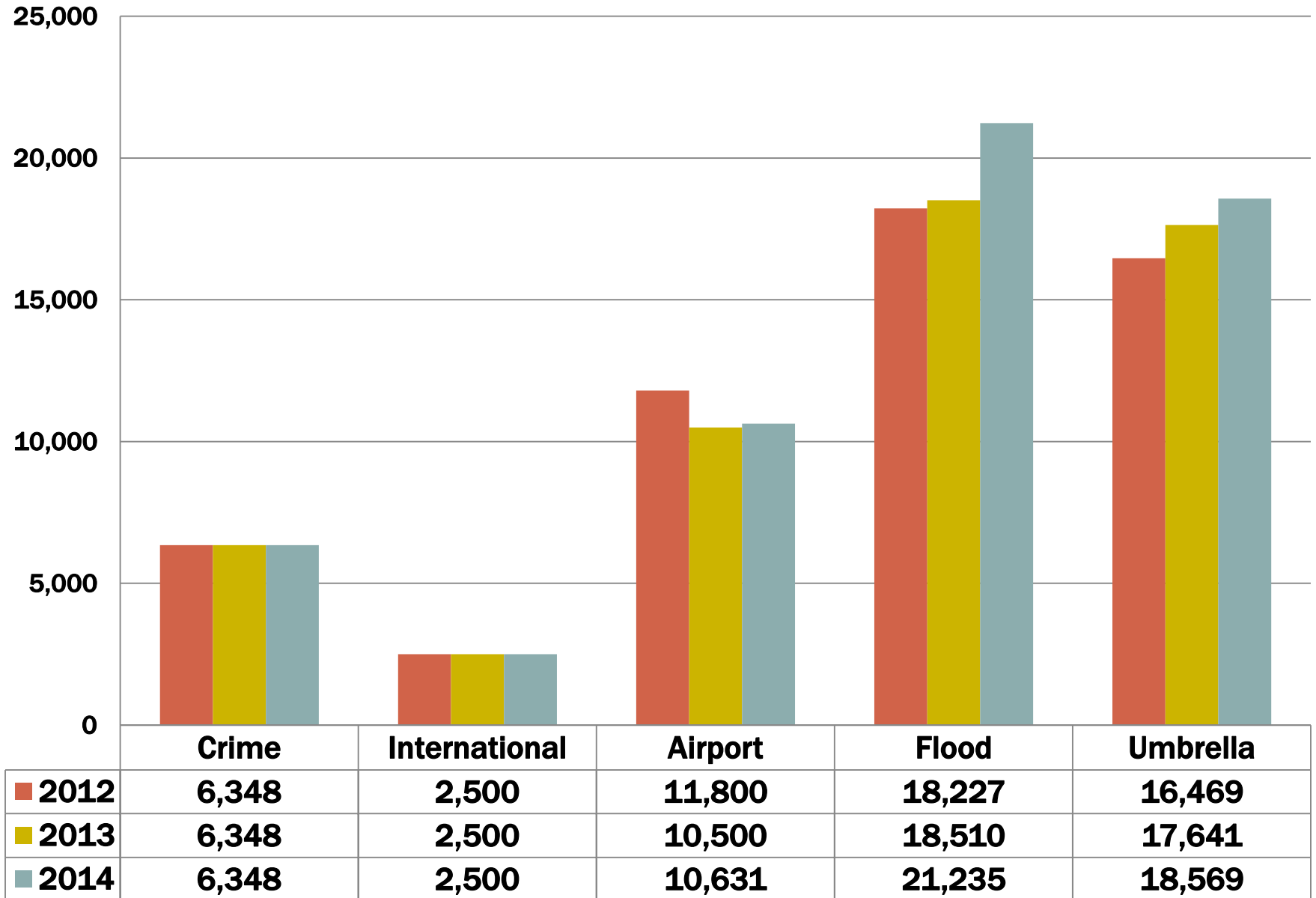


## General Liability

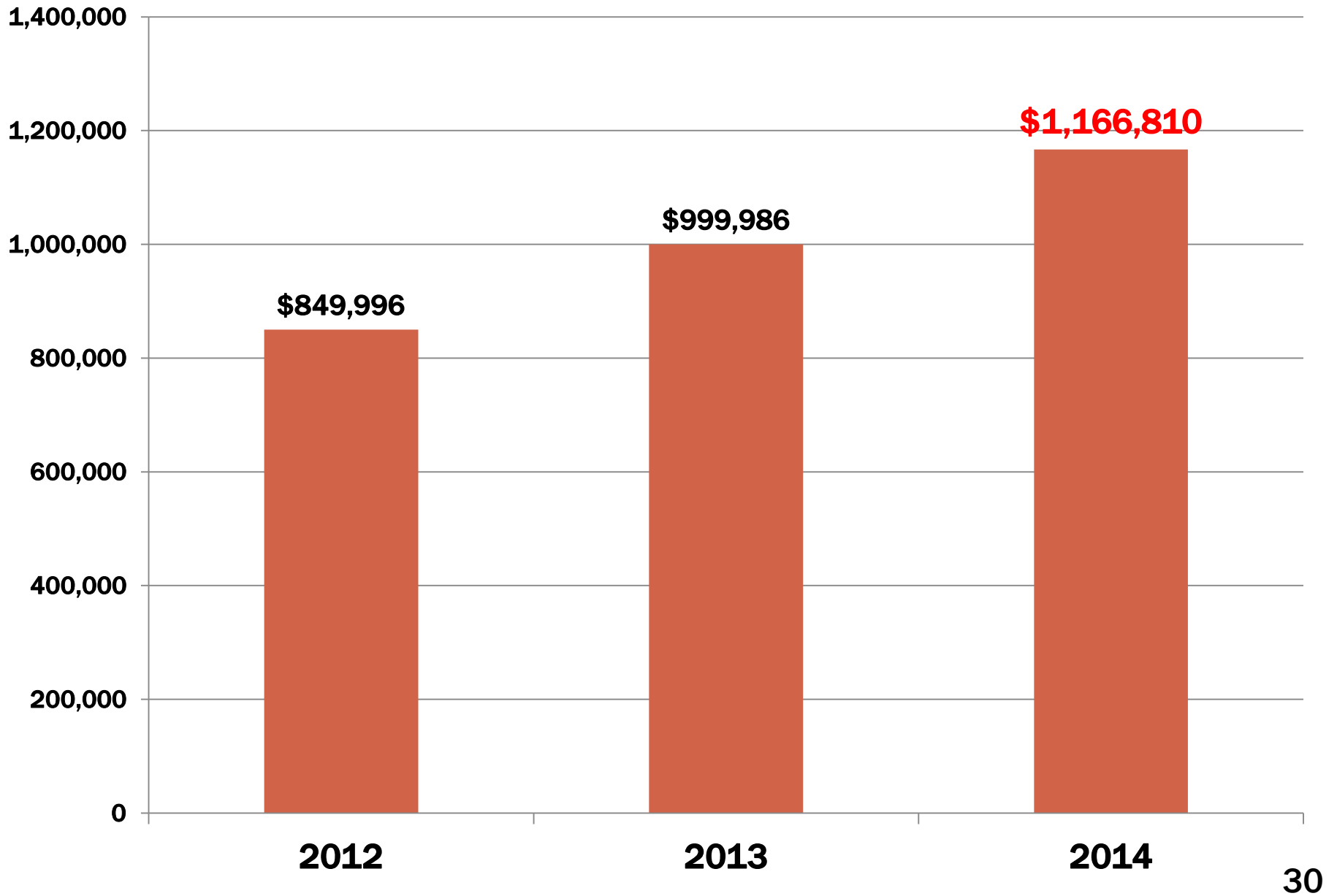




## Other Coverage Premiums



# Travelers



# WHAT DROVE THE INCREASE?

- Property in 2010
- \$3.1 million loss of roof at Ice Rink
- \$0.5 million loss when digester failed at wastewater treatment plant

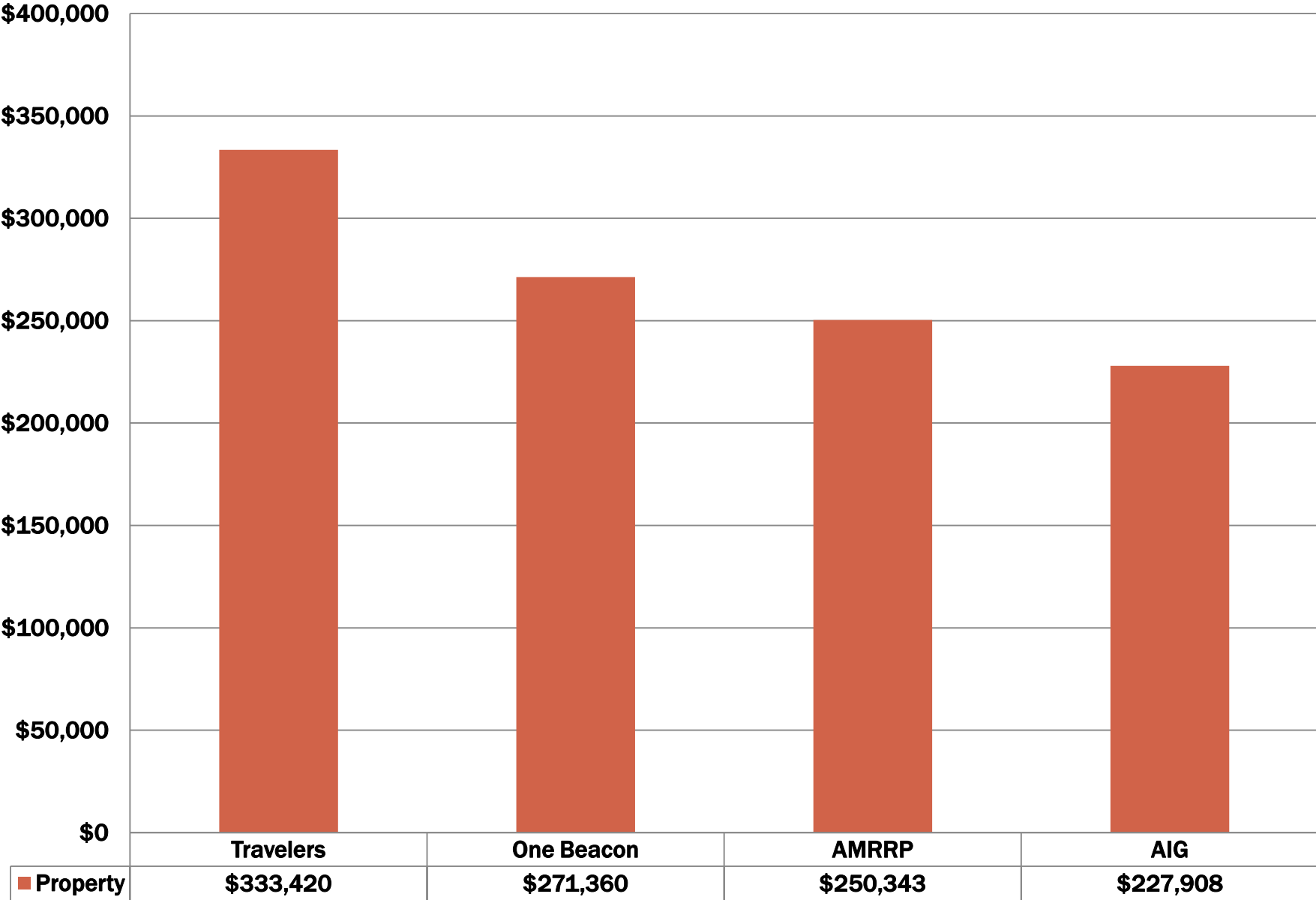
# WHAT DROVE THE INCREASE?

- Property in 2010
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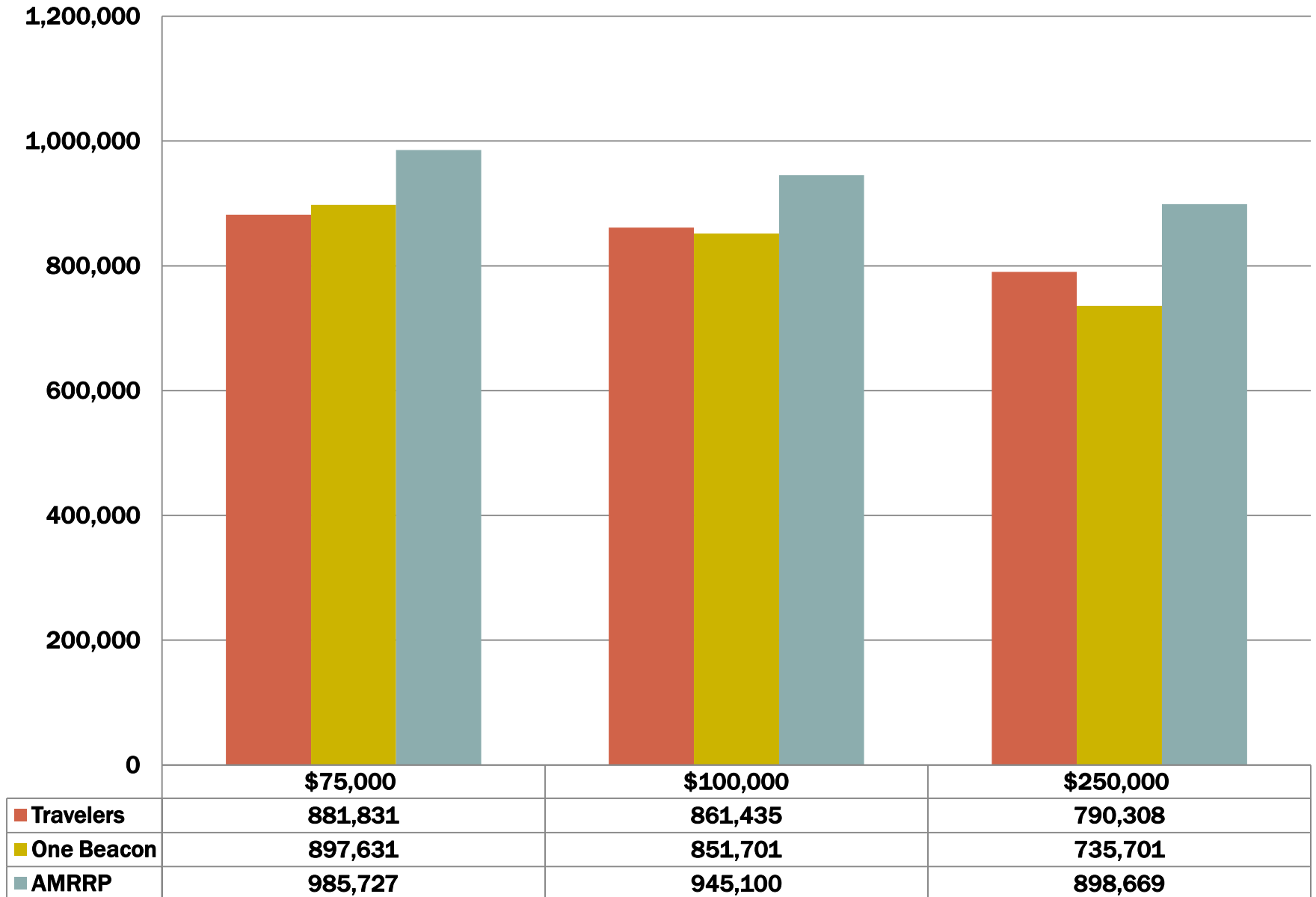
# Unbundle our Property Insurance Coverage



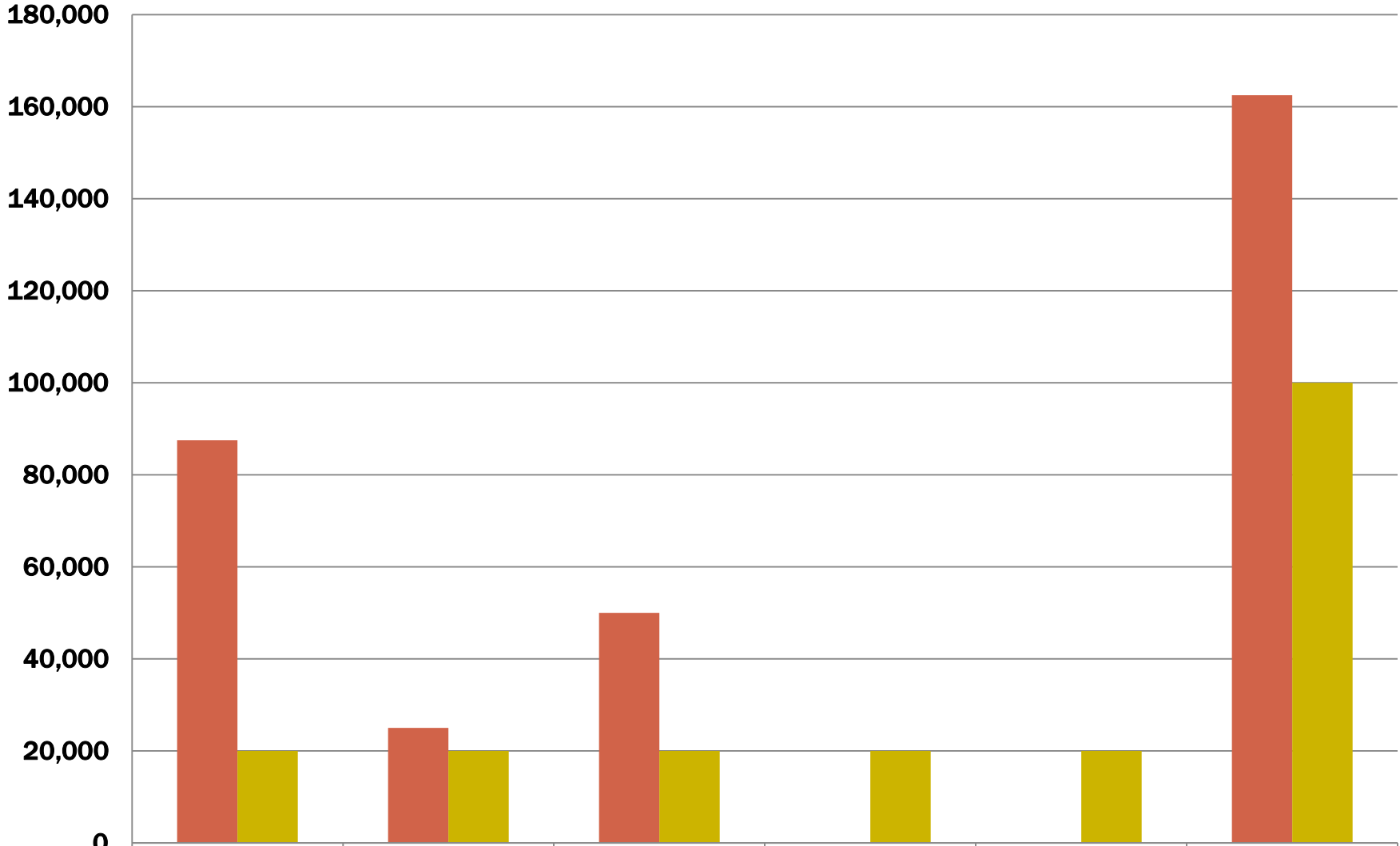
# Property Insurance Quotes



# Carrier Pricing Comparisons



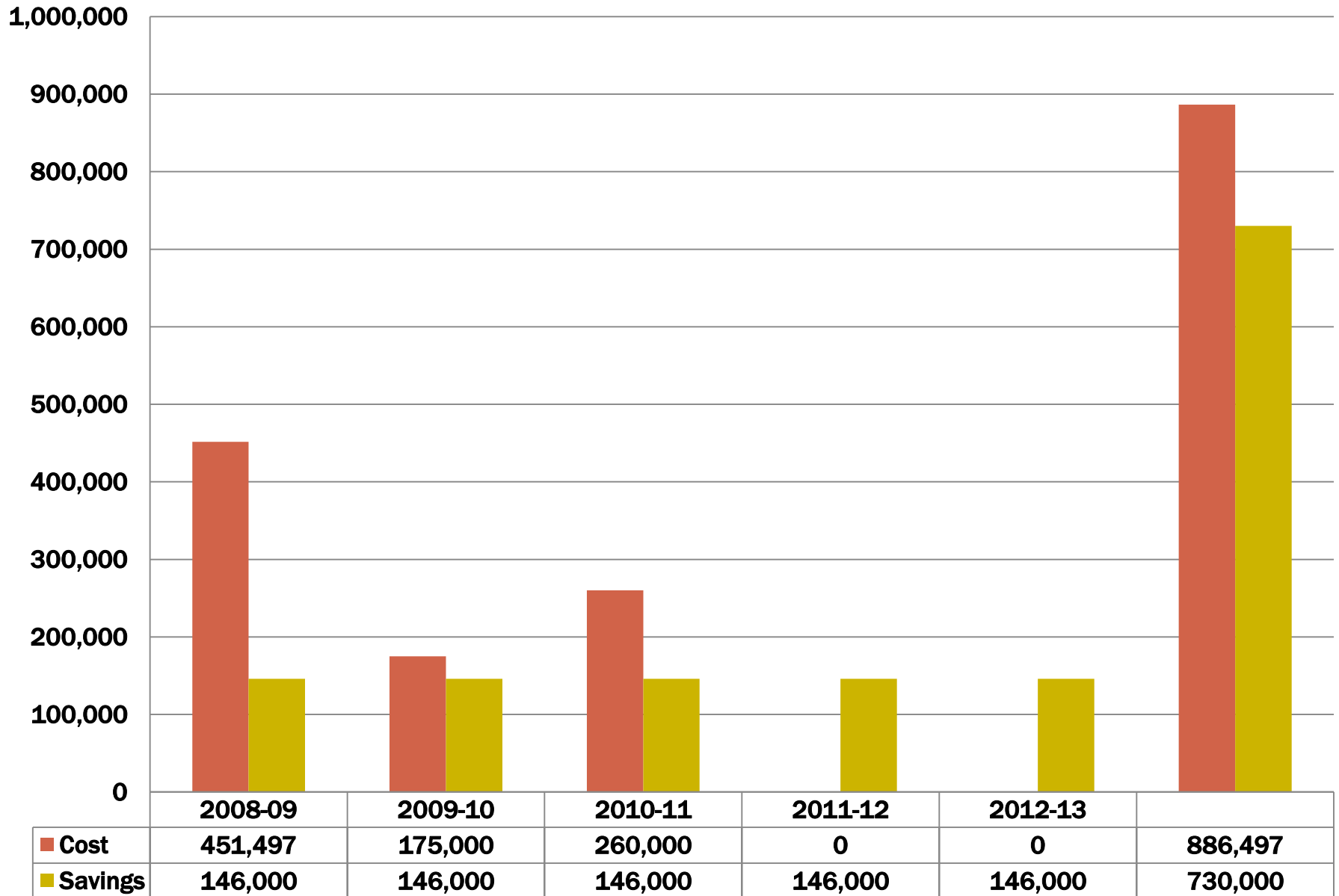
# Cost Benefit of a \$100,000 Self Insured Retention



Cost	87,460	25,000	50,000	0	0	162,460
Savings	20,000	20,000	20,000	20,000	20,000	100,000

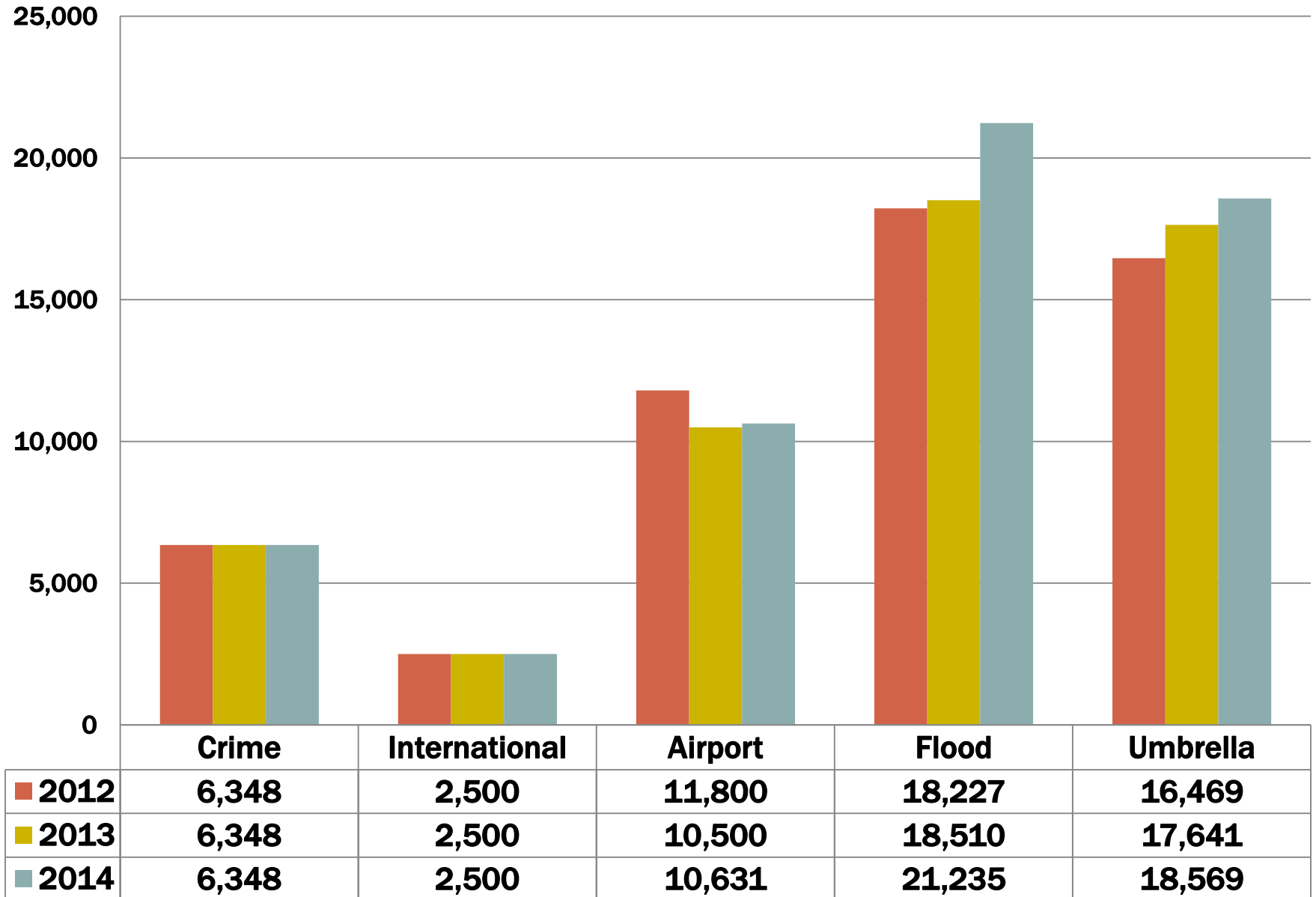


# Cost Benefit of a \$250,000 Self Insured Retention

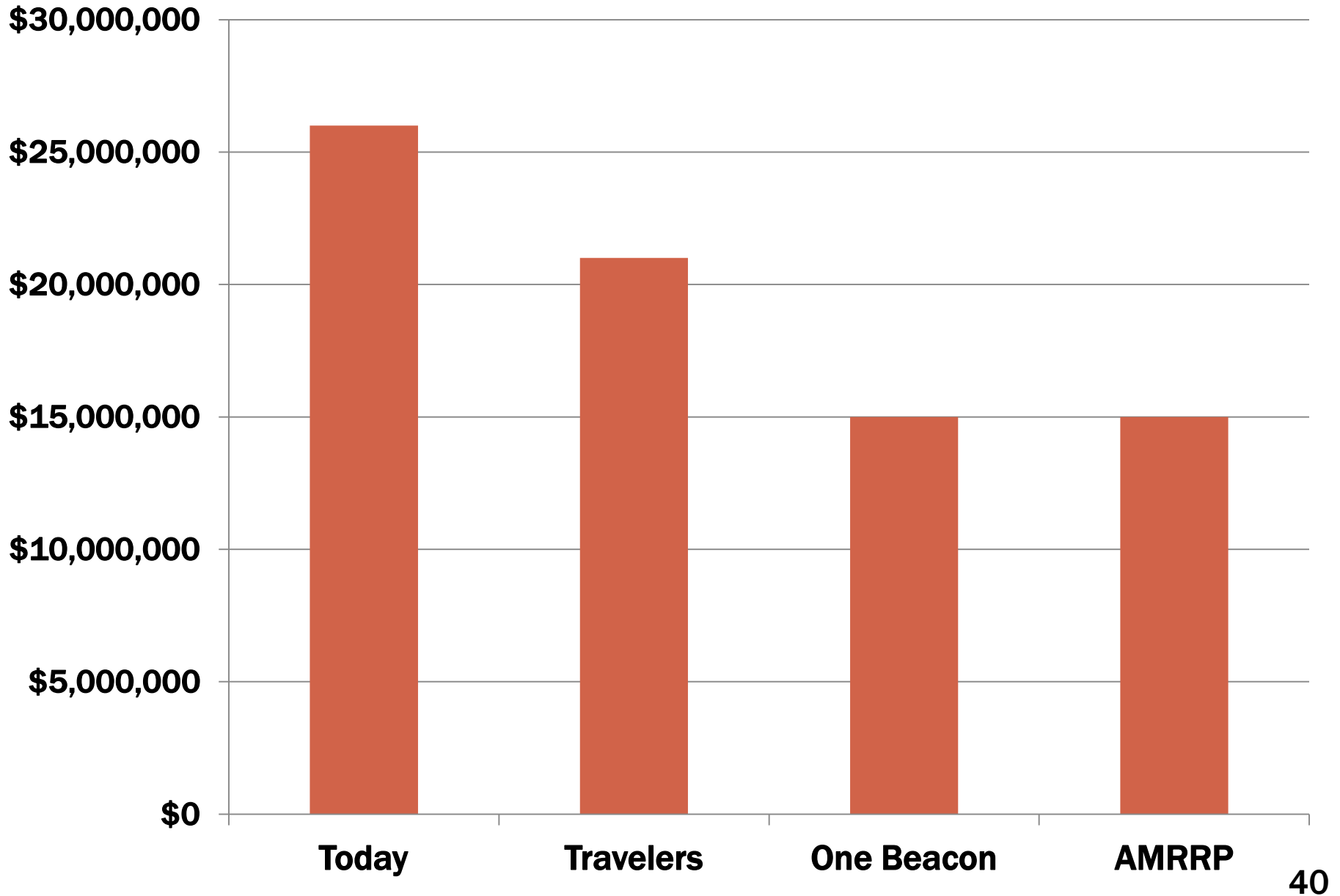


# Other Insurance Coverage

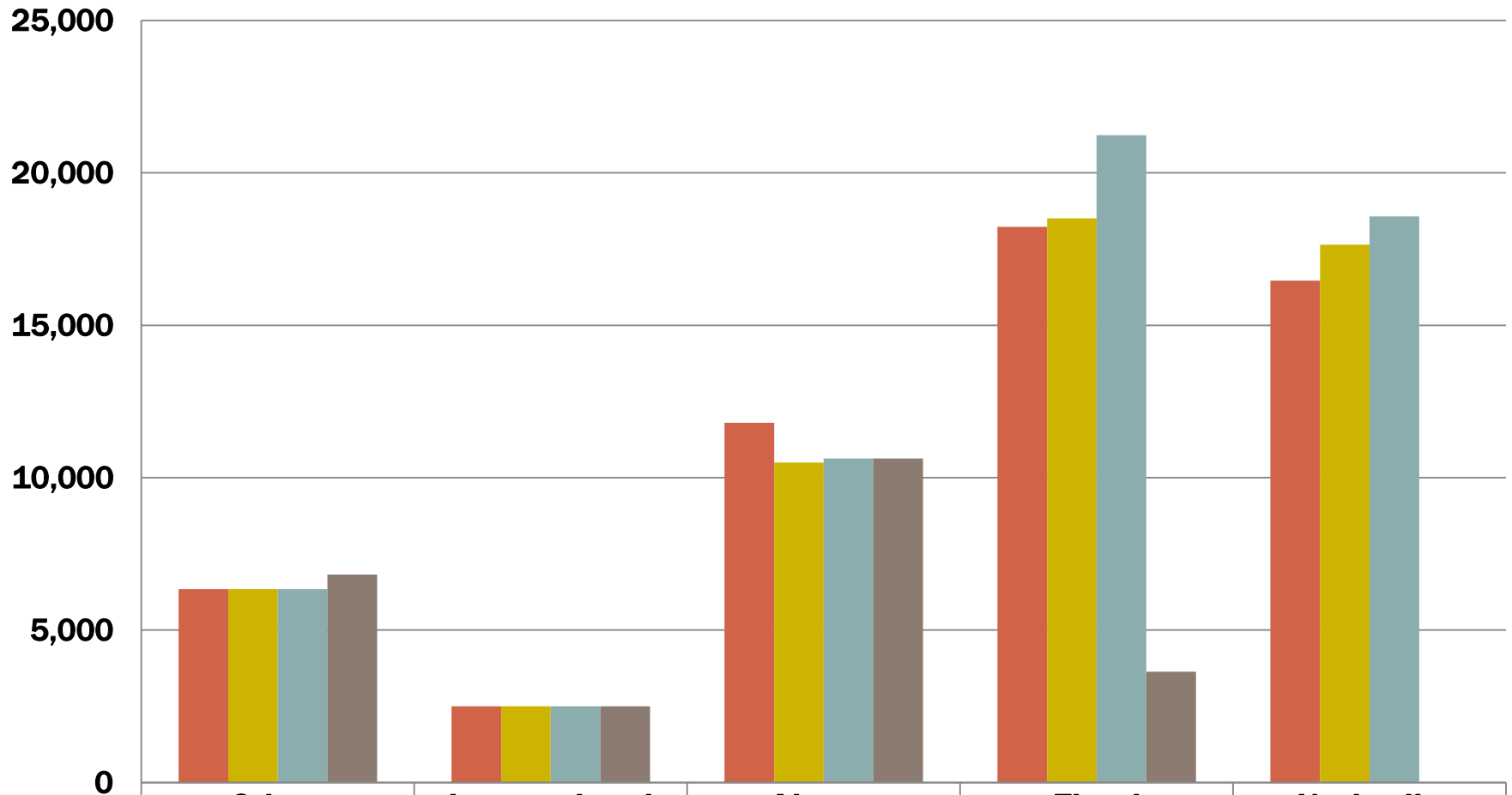
## Other Coverage Premiums



# Umbrella Coverage



## Other Coverage Premiums

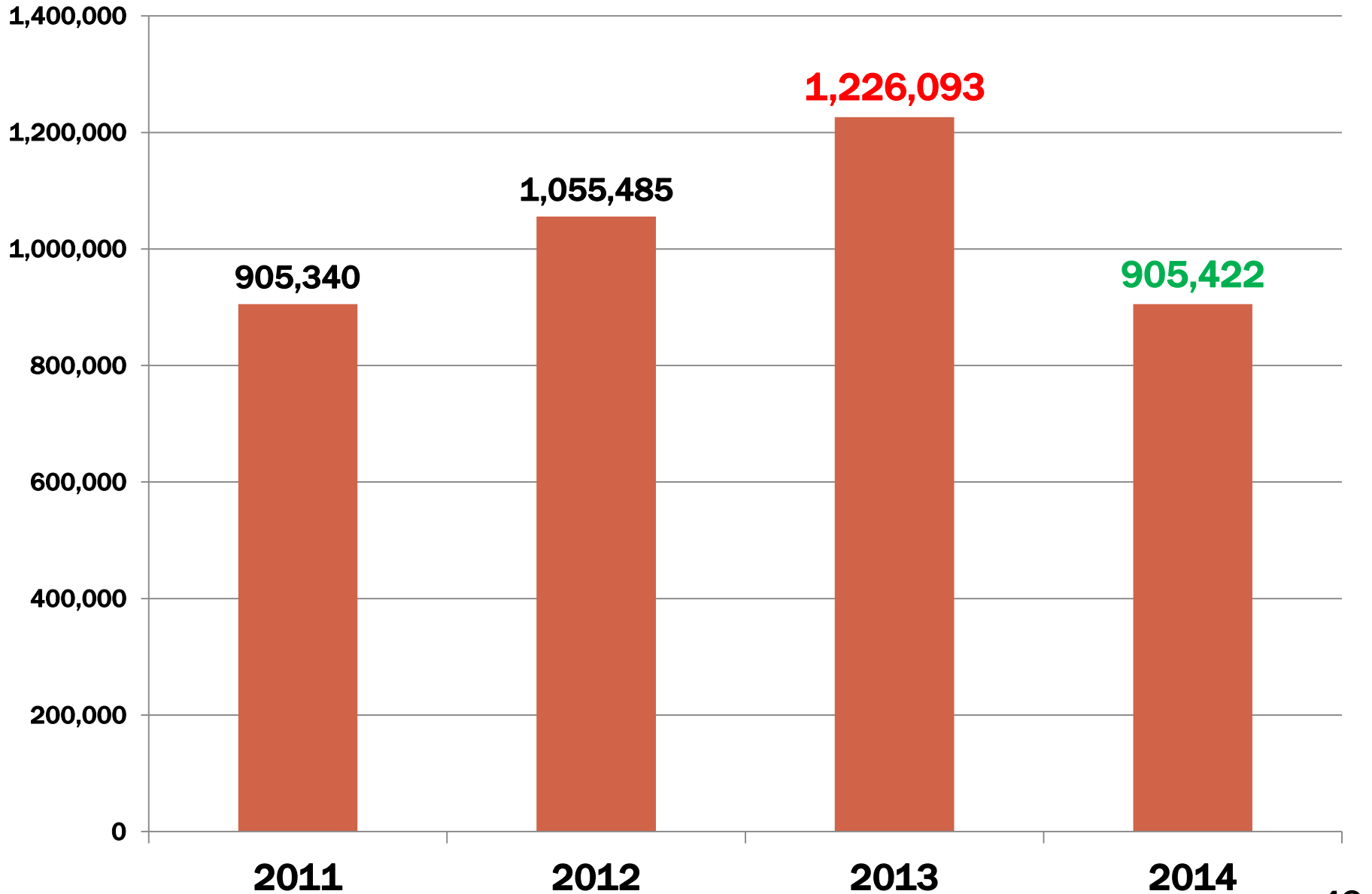


	Crime	International	Airport	Flood	Umbrella
2012	6,348	2,500	11,800	18,227	16,469
2013	6,348	2,500	10,500	18,510	17,641
2014	6,348	2,500	10,631	21,235	18,569
2015	6,825	2,500	10,631	3,635	0

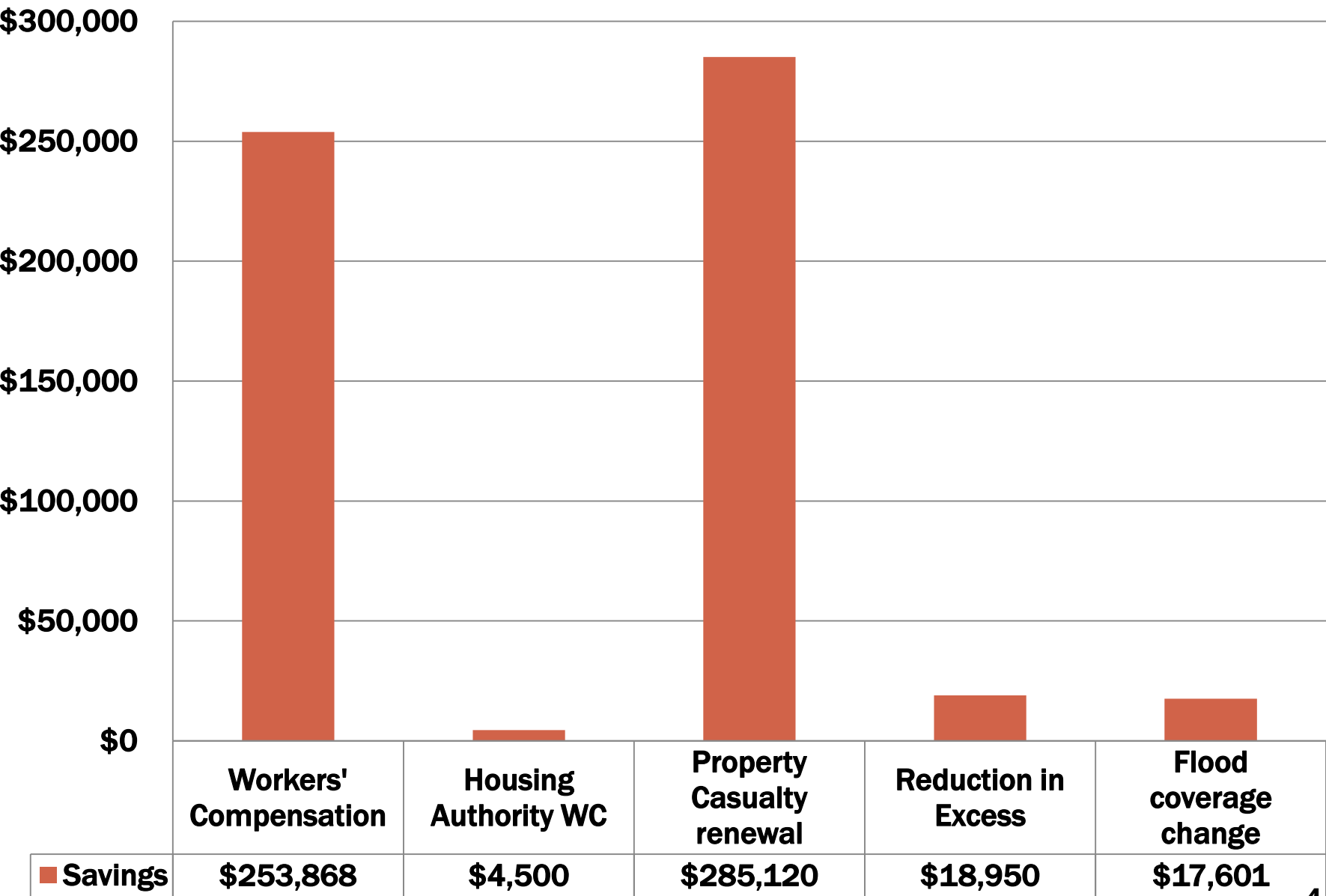
# THE RESULTS

- Same Insurance Coverage
- Same Self Insured Retention
- Different Expectation

# General Liability



**Total Ongoing Annual Savings of (\$580,039)**





# COMPENSATION AND BENEFITS



# COMPENSATION AND BENEFITS – HUMAN RESOURCES PRESENTATION

**Single Biggest Challenge and/or Goal for Division:**

**Constant changes in the Federal and State regulations and its impact on Human Resources policies and procedures.**

# COMPENSATION AND BENEFITS – HUMAN RESOURCES PRESENTATION

## Current Areas of Outsourcing:

- Advertising
- Wellness Program (partial)

# COMPENSATION AND BENEFITS – BENCHMARK DATA HISTORY

- FY 2008-2009 7.98% below market
- FY 2009-2010 19.00% below market
- FY 2010-2011 19.00% below market
- FY 2011-2012 11.10% below market
- FY 2012-2013 approx 7.9% below market

# COMPENSATION AND BENEFITS – PAY ADJUSTMENT HISTORY

- FY 2008-2009 1% market & merit increases, then 1.2% decrease in May 2009
- FY 2009-2010 no increases
- FY 2010-2011 no increases
- FY 2011-2012 1.2% decrease restored
- FY 2012-2013 0.6% market increase, reclass of positions 25% or more below market
- FY 2013-2014 3.2% market increase and trigger for Maintenance Worker/Equipment Operator

# COMPENSATION AND BENEFITS – COMPENSATION OUTLOOK

- Average market movement for FY15 1.83%
- 5 benchmark organizations providing merits
- 2 benchmark organizations providing merits to Police and Fire only
- 1 benchmark organization targeting next year for merit increases
- Merit increases range from 1.7% to 5%
- No change to Assignment Pay rates

# COMPENSATION AND BENEFITS – BENEFIT RENEWALS

Benefit	Increase/Decrease	Cost
Medical	(36,466)	3,983,082
Dental	1,142	292,654
Vision	49	12,466
Life and AD&D	2,324	90,769
Dependent Subsidy	(27,514)	803,919

# COMPENSATION AND BENEFITS – FUTURE RETIREMENT COSTS

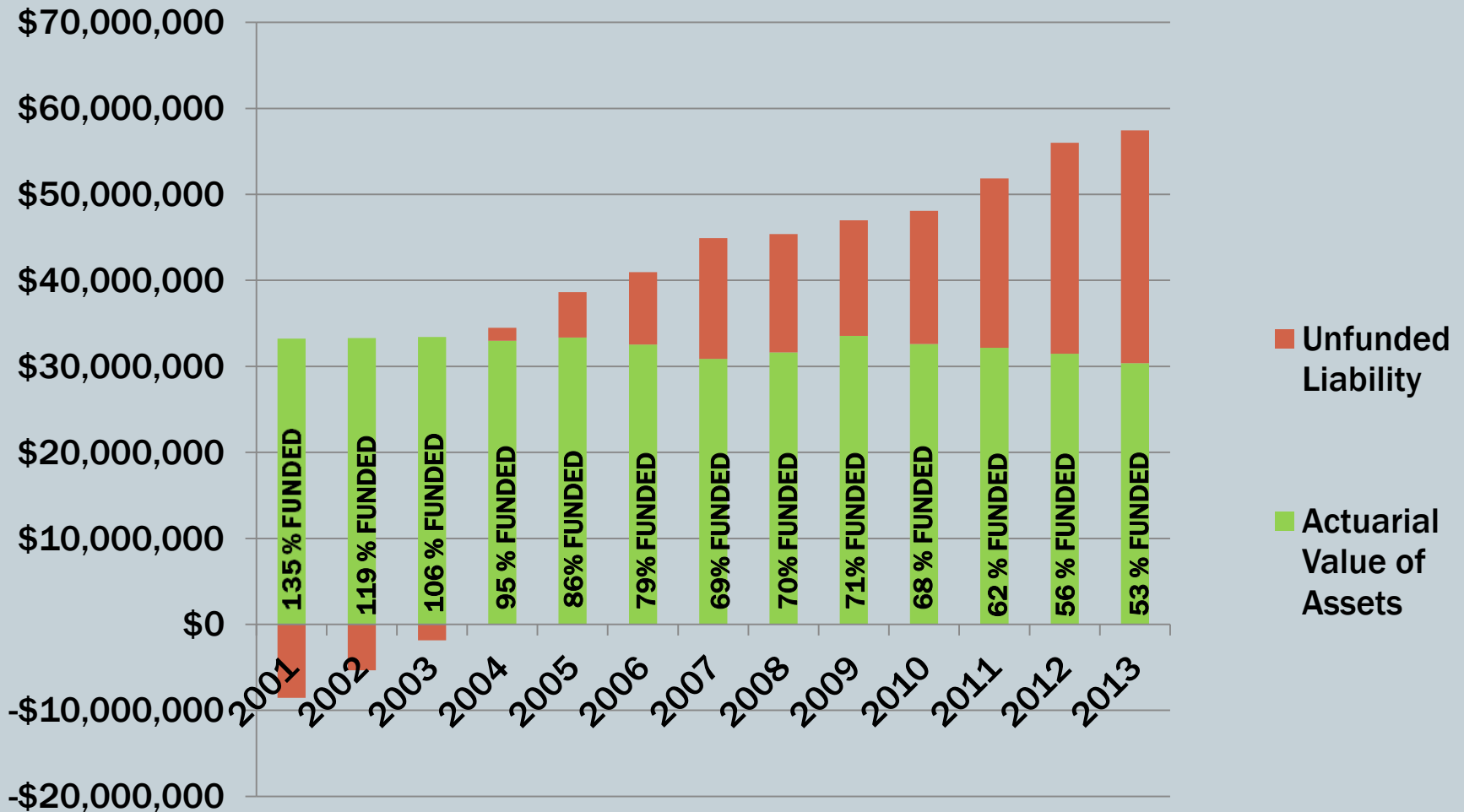
- 8.7% rate increase PSPRS - Police
- 5.4% rate increase PSPRS – Fire
- 2.9% rate increase ASRS pension & health insurance
- No Change ASRS long term disability
- \$4,714,396 PSPRS Cost (increase of \$326,379)
- \$3,279,561 ASRS Cost (increase of \$93,803)



# COMPENSATION AND BENEFITS – FUTURE RETIREMENT COSTS



# COMPENSATION AND BENEFITS – FUTURE RETIREMENT COSTS



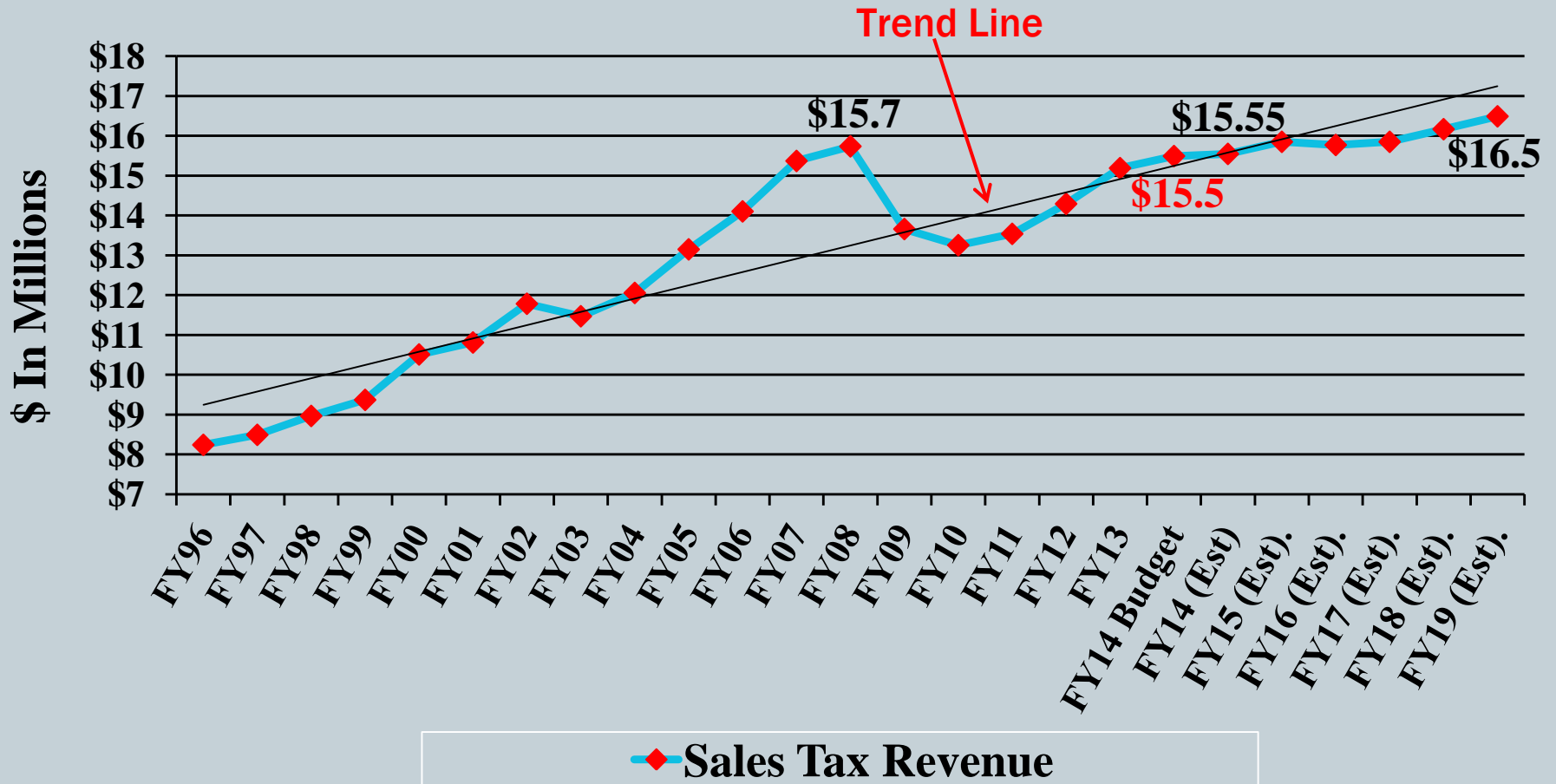
# REVENUE OUTLOOK



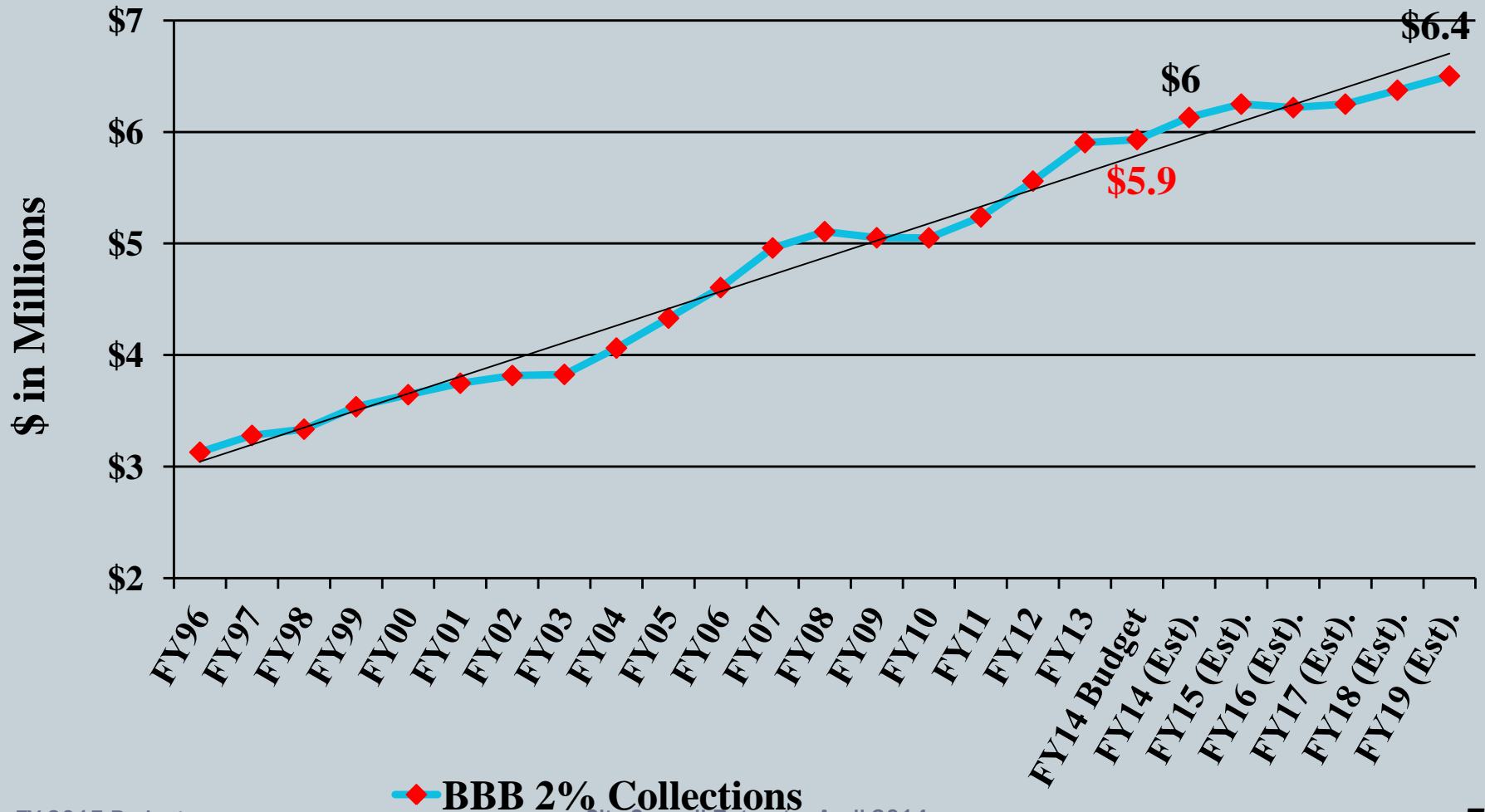
# REVENUE OUTLOOK

- Local Projections
  - 20 year look back.
    - Sales Tax/BBB Tax/Assessed Valuations
    - Establish Trend Line
  
- State Projections

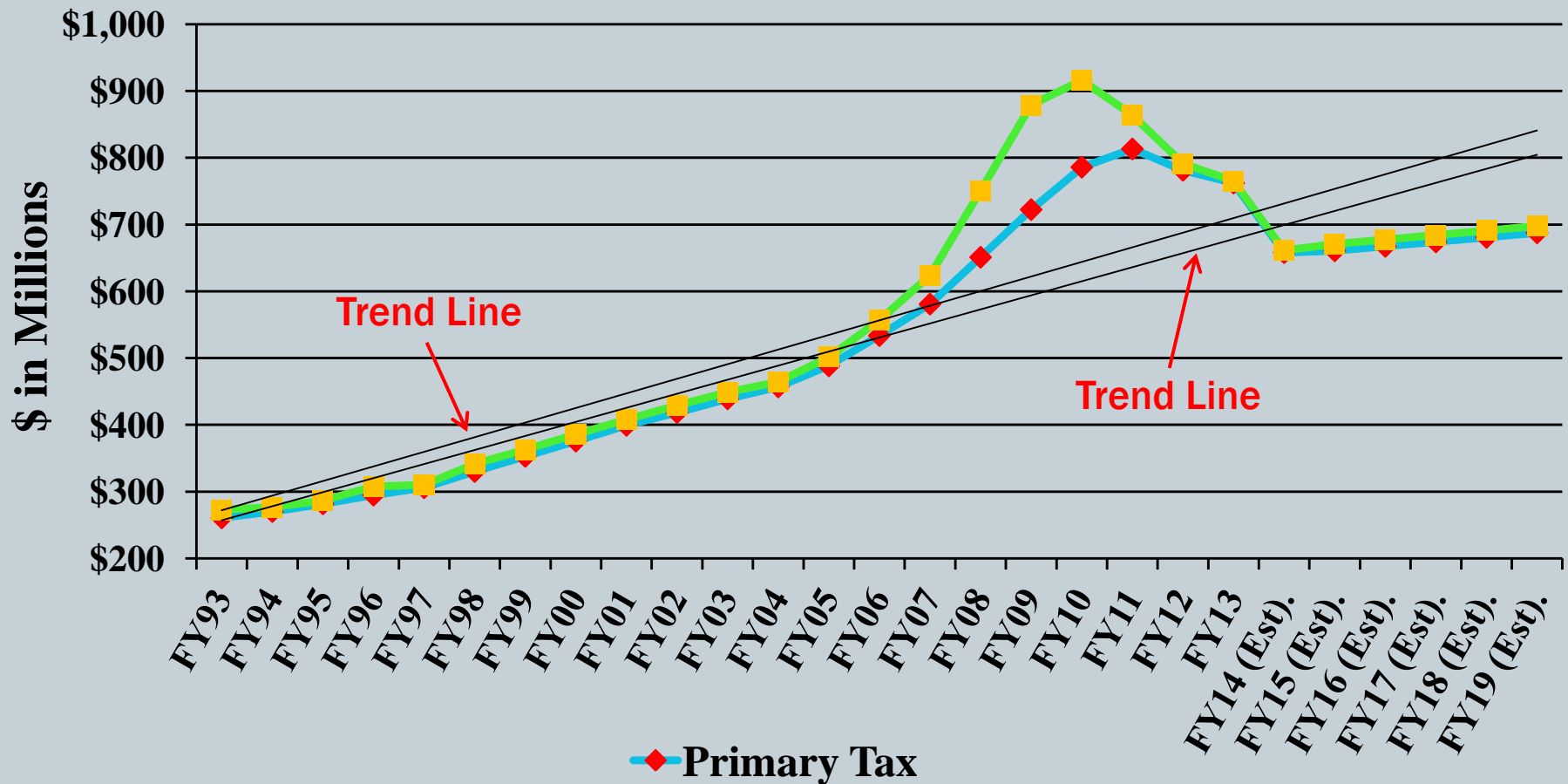
# CITY SALES TAX REVENUE (TOTAL 1% COLLECTIONS- GENERAL FUND)



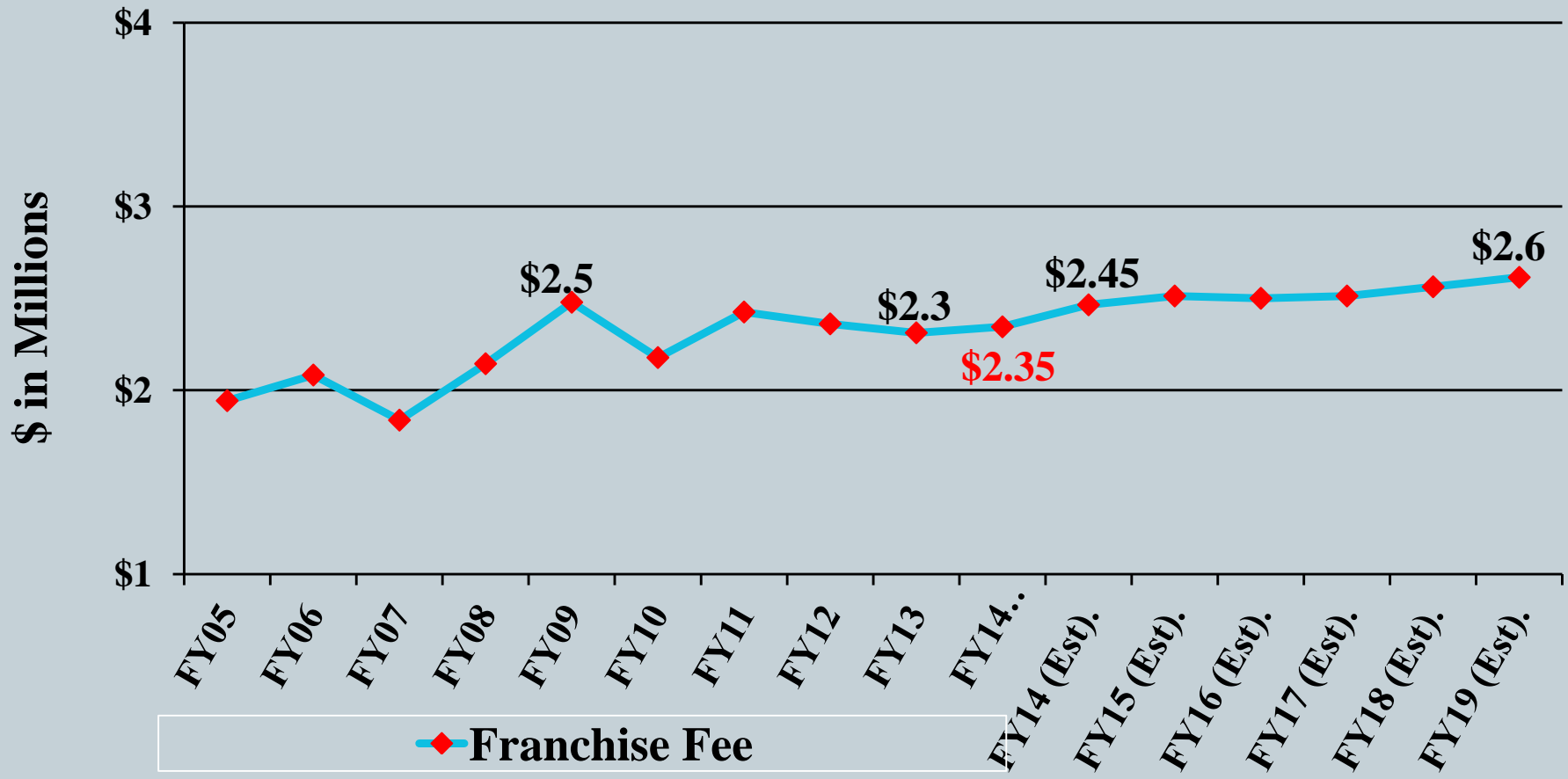
# CITY SALES TAX REVENUE (BBB COLLECTIONS)



# ASSESSED VALUATIONS- PROPERTY TAX (PRIMARY AND SECONDARY)

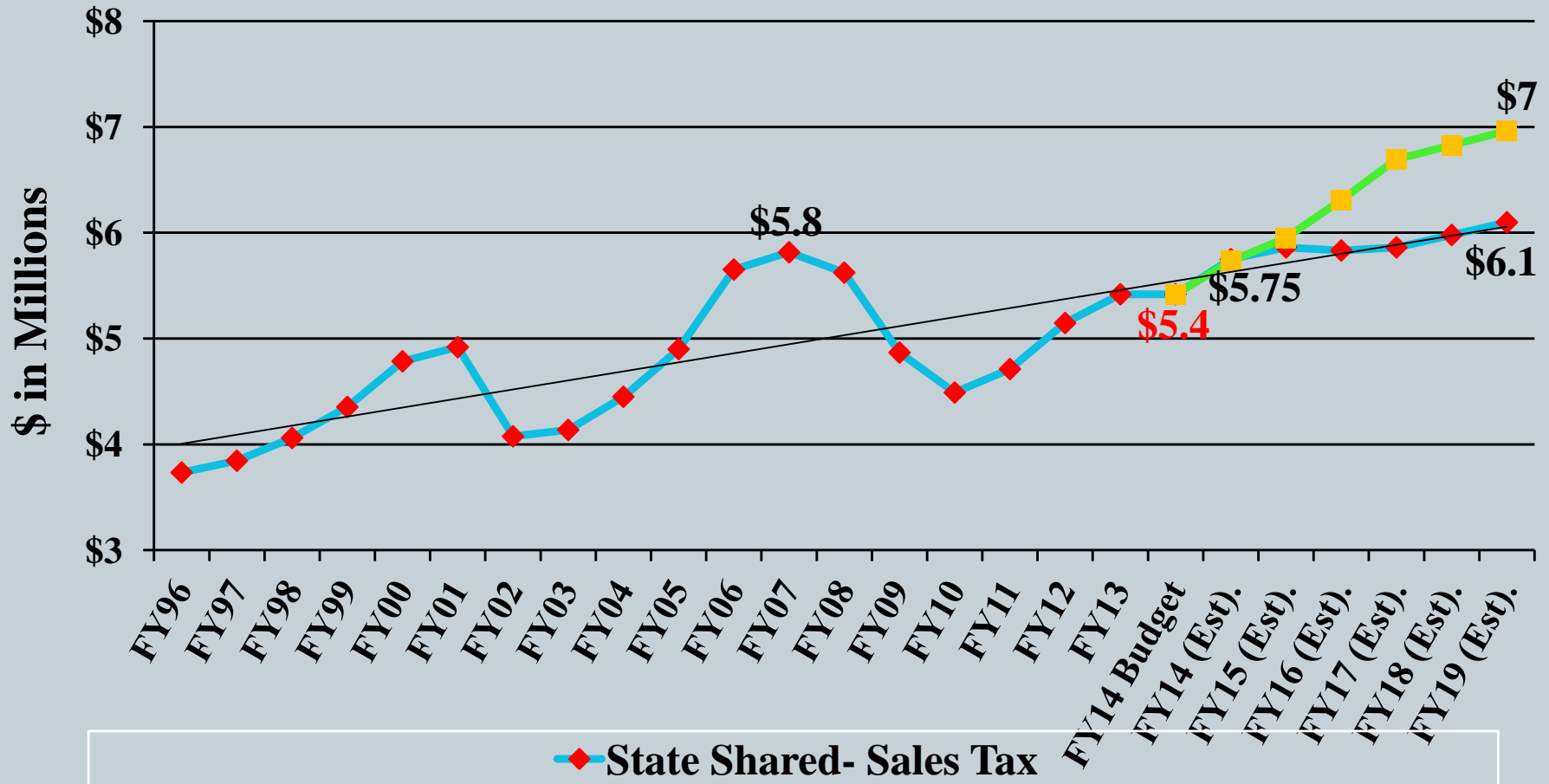


# FRANCHISE FEE REVENUE

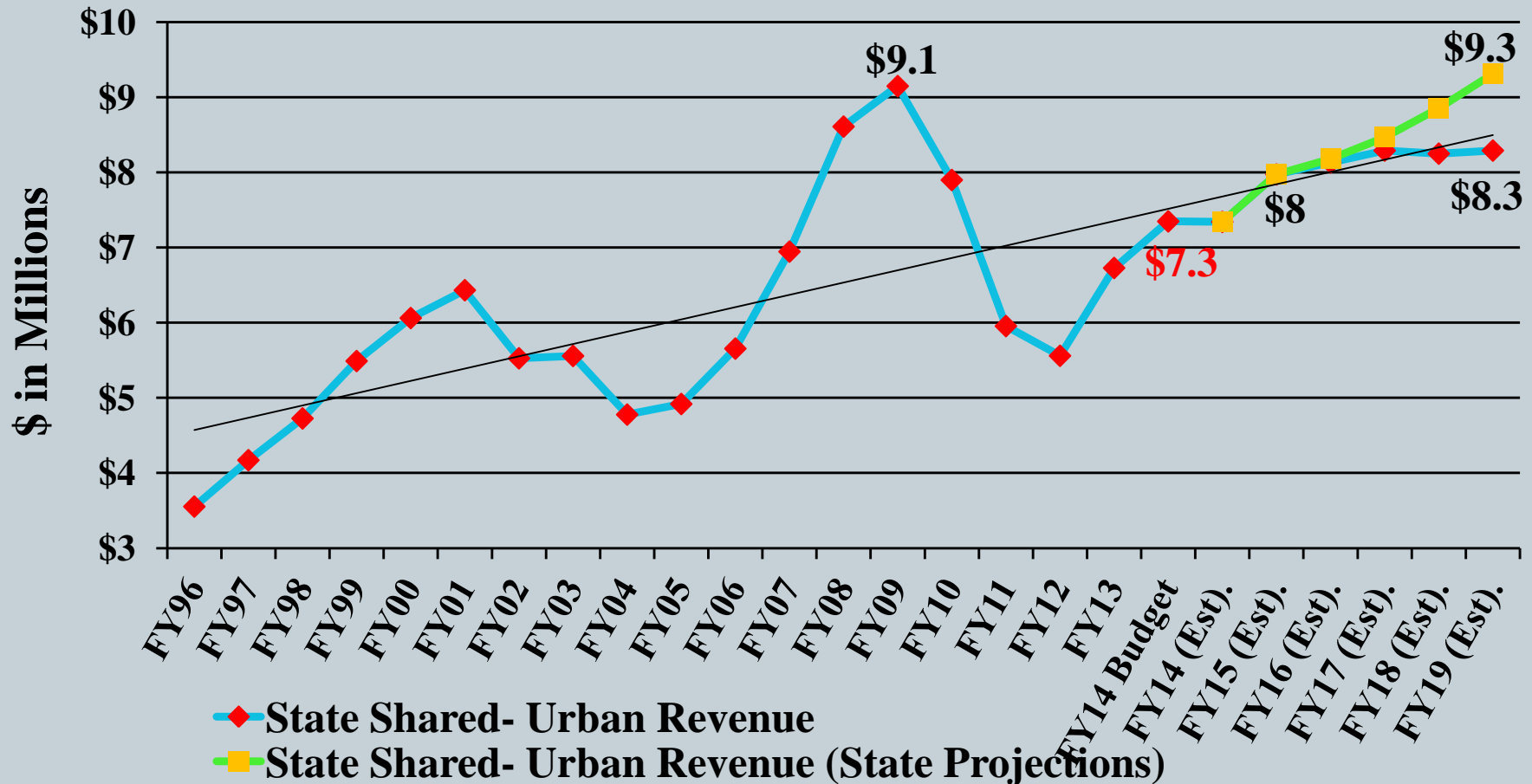




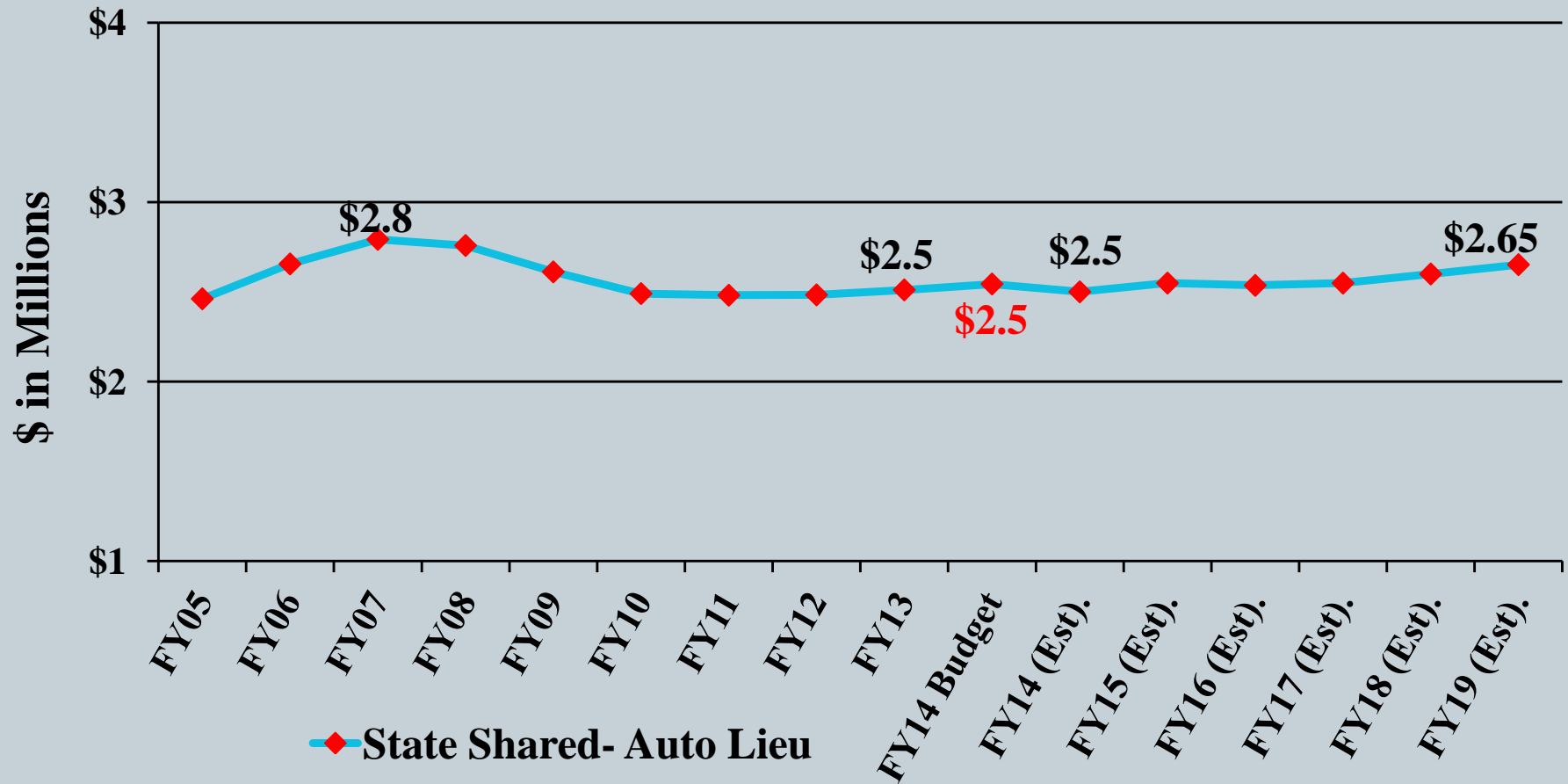
# STATE SHARED- SALES TAX



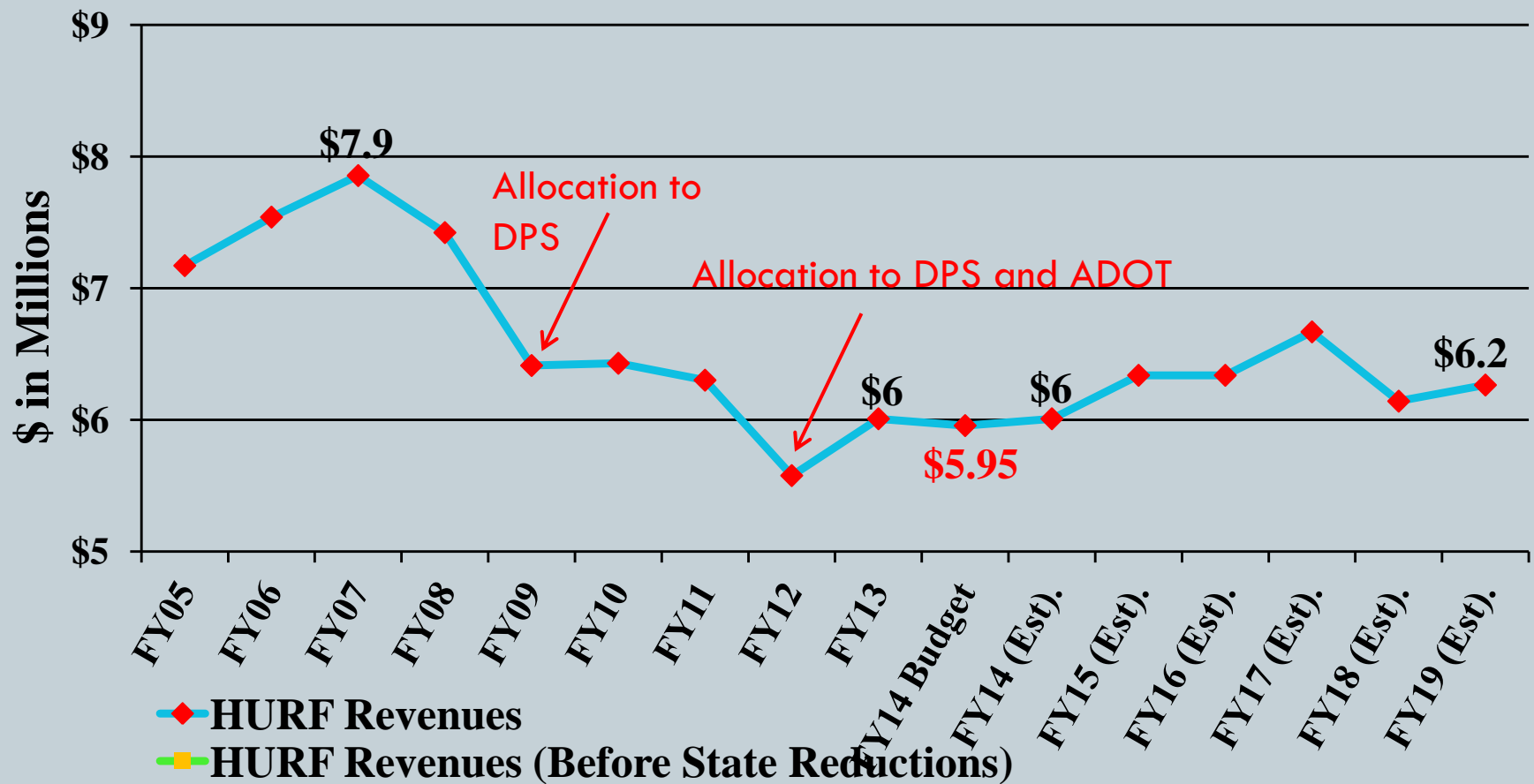
# STATE SHARED- URBAN REVENUE (INCOME TAX COLLECTIONS)



# STATE SHARED- AUTO LIEU (VEHICLE REGISTRATION FEES)



# HIGHWAY USER REVENUE FUND (HURF)



# Employee Advisory Committee



# EMPLOYEE ADVISORY COMMITTEE

## The Exercise

- \$500,000 Ongoing
- \$250,000 One time

## How do you allocate?

- Market Increase
- Merit Increase
- Compaction

# EMPLOYEE ADVISORY COMMITTEE

## Market Increase

- Moves entire pay plan up
- Disbursed on July 1<sup>st</sup>
- All employees regardless of position in range
- 1% market increase would cost \$385,000
- \$500,000 equals 1.3% market increase

# EMPLOYEE ADVISORY COMMITTEE

## Merit Increase

- Moves employee through range
- Disbursed on anniversary based on performance
- Recurring traditionally at 3.2%
- Does not include topped out employees
- Stops compaction
- 1% merit increase would cost \$350,000
- \$500,000 equals 1.4% merit increase
- No more steps



# EMPLOYEE ADVISORY COMMITTEE

## Compaction

- Result of merit freeze for 5 years
- Increase based on years of service

# EMPLOYEE ADVISORY COMMITTEE

## Recommendation for Ongoing Dollars

- Apply all \$500,000 in form of a weighted merit increase
- Break merits into .4% for each year of service

Years of Service	Percentage
1	0.4%
2	0.8%
3	1.2%
4	1.6%
5+	2.0%
Total Cost	\$544K – General Fund \$211K – Other Funds

# EMPLOYEE ADVISORY COMMITTEE

## Recommendation for One-time Dollars

- Longevity award disbursed December 1<sup>st</sup>
- Split among all employees based on years of service

Years of Service	Amount
1	\$100
2	\$150
3	\$250
4	\$350
5+	\$450
Total	\$210K – General Fund \$90K – Other Funds

# EMPLOYEE ADVISORY COMMITTEE

What does this accomplish?

- Reinstates merit increases
- Addresses compaction
- Boosts morale
- Easily replicated

# EMPLOYEE ADVISORY COMMITTEE

Thank you

# General Fund Overview



# GENERAL FUND OVERVIEW

## NEW REVENUE – ONGOING

Sources/Revenues (Ongoing)		Amount
Sales Tax-City	\$	105,000
State Shared Sales Tax		240,000
State Shared Income Tax		485,000
Franchise/ Auto Lieu		30,000
Miscellaneous Revenue Growth		55,000
<b>TOTAL</b>		<b>915,000</b>

# GENERAL FUND OVERVIEW

## REALLOCATIONS – ONGOING

Reallocations (Ongoing)	Amount
Transfer to HURF (RSL, Reclasses, Triggers)	(83,500)
Transfer to Airport (Merit)	(19,870)
Transfer to FHA (Merit, Triggers)	(33,000)
Transfer to Library (Reorg & Merits)	(161,000)
Transfer from Utilities (Meter Tech)	45,000
<b>TOTAL</b>	<b>(252,370)</b>



# GENERAL FUND OVERVIEW – 1% (\$600,000 SAVINGS/REALLOCATIONS)

1%	Amount
30 Day Vacancies (From \$200,000 to \$300,000)	\$100,000
Reduction in Property, Liability & Workers Comp. Insurance	\$350,000
Comm. Dev. Plan Review in-house staffing	\$50,000
<b>TOTAL</b>	<b>\$500,000</b>

# GENERAL FUND OVERVIEW

## REVISED SERVICE LEVELS (RSL)

<b>RSL – Ongoing</b>	<b>Amount</b>	<b>Council Budget Priority</b>
Retirement Increases	140,000	Fixed Cost
Merits	544,000	Compensation
Reclass/Rezoning	115,000	Fixed Cost
PD Reorg	32,000	Fixed Cost
Trigger #1	47,000	Fixed Cost
Fire Overtime	\$115,000	Compensation
<b>TOTAL</b>	<b>Continued</b>	

# GENERAL FUND OVERVIEW

## REVISED SERVICE LEVELS (RSL)

<b>RSL – Ongoing</b>	<b>Amount</b>	<b>Council Budget Priority</b>
New Personnel	164,000	Staffing/ Infrastructure
Utilities	19,100	Infrastructure
Comm Dev. Contracted Services	110,000	Staffing
Other Misc Contractual Increases	19,700	Other
Revenue/Funding Offsets	(149,000)	
<b>TOTAL</b>	<b>1,156,800</b>	

# GENERAL FUND OVERVIEW

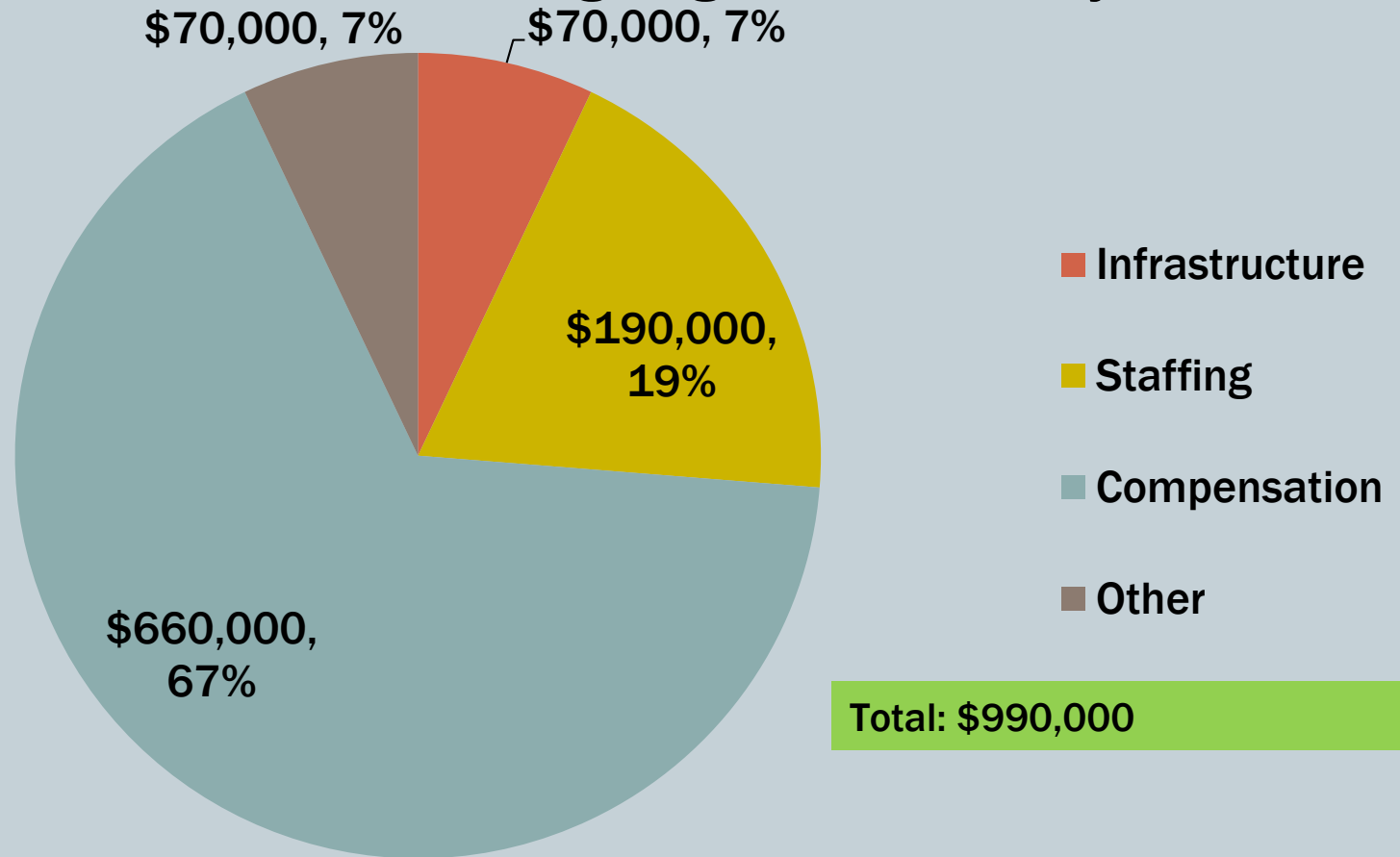
## SUMMARY – ONGOING

Ongoing Balance - Summary	Amount
Sources/Revenues	915,000
Reallocations	(252,370)
Savings/Reallocations (1%)	500,000
Uses/Expenditures	(1,156,800)
<b>Available Balance</b>	<b>5,830</b>

# GENERAL FUND OVERVIEW

## ONGOING RSL SUMMARY

### General Fund – Ongoing RSL Summary



# GENERAL FUND OVERVIEW

## REVENUE – 1X

Sources/Revenues (1x)	Amount
Sales Tax	\$760,000
State Shared Sales Tax	230,000
State Shared Urban Revenue	50,000
Auto Lieu/Franchise	70,000
FY2013 Final Balance Capacity	1,000,000
<b>TOTAL</b>	<b>\$2,100,000</b>

# GENERAL FUND OVERVIEW

## REALLOCATIONS – 1X

Reallocations (1X)		Amount
Transfer to Library	\$	(277,000)
Transfer to Airport		(71,000)
Transfer from BBB		12,000
<b>TOTAL</b>	<b>\$</b>	<b>(336,000)</b>

# GENERAL FUND OVERVIEW

## REVISED SERVICE LEVELS (RSL)

RSL – 1x		Amount	Council Budget Priority
One-time Pay	\$	210,000	Compensation
New Personnel/Temps		117,500	Staffing
Retirement Payouts		147,500	Compensation
Overtime		51,000	Staffing
Uniform (PD New Hire)		15,000	Staffing
Continued			



# GENERAL FUND OVERVIEW

## REVISED SERVICE LEVELS (RSL)

<b>RSL – 1x</b>	<b>Amount</b>	<b>Council Budget Priority</b>
<b>Contracted Services</b>	<b>\$107,000</b>	<b>Staffing and Plan Review</b>
<b>EDMS/Court Scanning</b>	<b>125,000</b>	<b>Infrastructure</b>
<b>Facility Improvements/Repairs</b>	<b>173,300</b>	<b>Infrastructure</b>
<b>Employee Rewards, Training &amp; Travel</b>	<b>45,000</b>	<b>Staffing</b>
<b>Service Partner Contracts</b>	<b>95,000</b>	<b>Other</b>
<b>Continued</b>		

# GENERAL FUND OVERVIEW

## REVISED SERVICE LEVELS (RSL)

RSL – 1x		Amount	Council Budget Priority
Computer Equip. Replacements	\$	222,900	Infrastructure
Other Small Equip. Replace.		66,500	Infrastructure
Downtown District Fees		16,000	Other
Other Miscellaneous		22,300	Other
Contingency – ADOR Sales Tax		150,000	Other
Continued			

# GENERAL FUND OVERVIEW

## REVISED SERVICE LEVELS (RSL)

RSL – 1x	Amount	Council Budget Priority
Election	286,000	Other
Revenue/Funding Offsets	(365,100)	
<b>TOTAL</b>	<b>1,484,500</b>	

# GENERAL FUND OVERVIEW

## OPERATING CAPITAL

Operating Capital	Amount
<b>Police / Fire</b>	
Fire Engine	495,000
Thermal Imaging Cameras	18,000
Police Cruisers (4)	114,500
<b>Community Dev</b>	
FHA Office Remodel	50,000
<b>Fleet</b>	
Setaside for Catastrophic/Vehicle Replacement	35,000
<b>Recreation</b>	
Zamboni	100,900
Annual Recreation Capital	\$37,000

# GENERAL FUND OVERVIEW

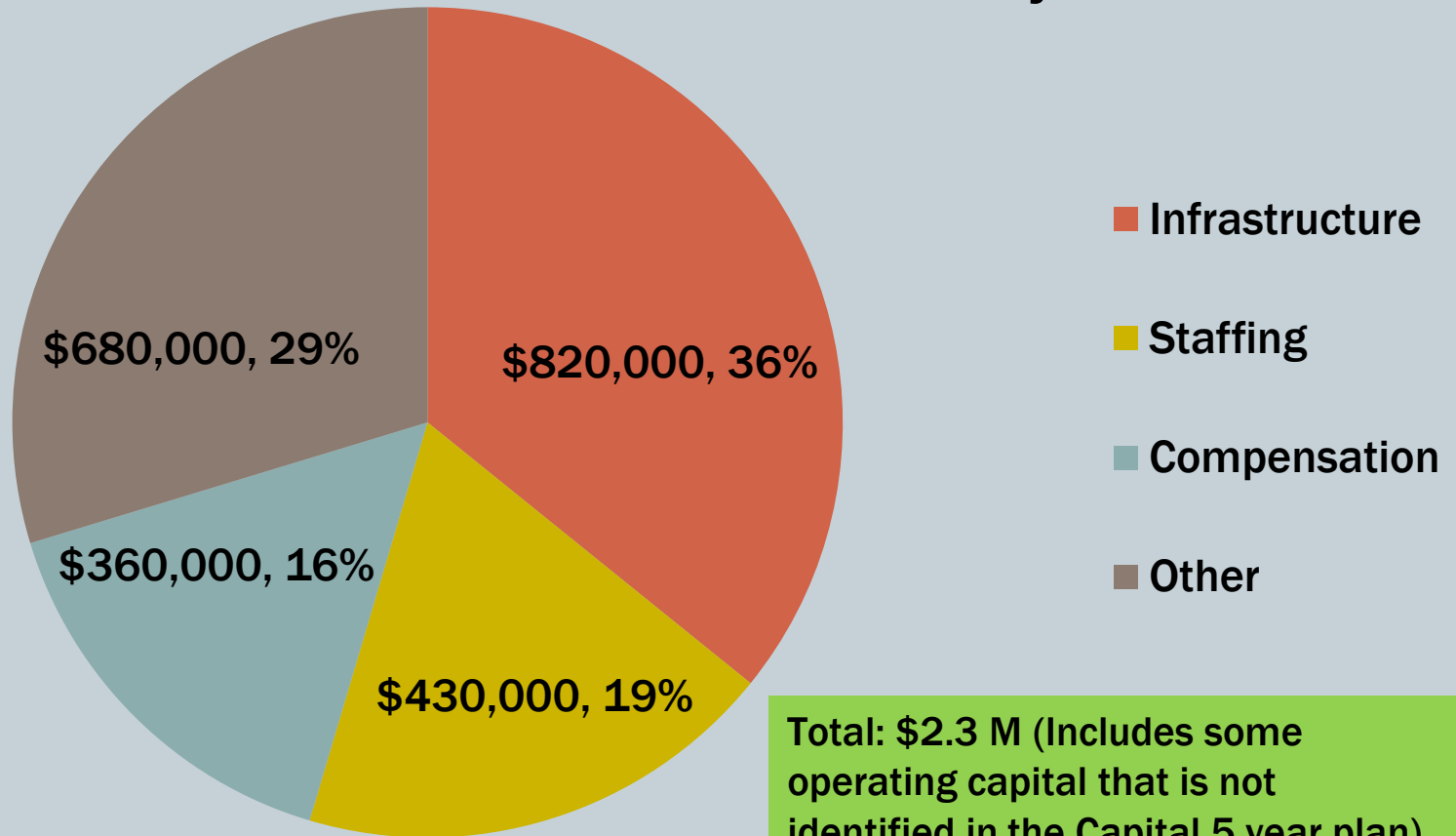
## OPERATING CAPITAL

Operating Capital	Amount
<b>Parks</b>	
Park Repairs/Improvements	255,000
BBB Setaside for Fleet Replacements	40,900
<b>Information Technology</b>	
Network Core Switches	70,000
Video Camera	10,000
<b>Non-Departmental</b>	
City Hall Quadrant Remodel	\$200,000

# GENERAL FUND OVERVIEW

## 1X RSL SUMMARY

### General Fund – 1x RSL Summary



# GENERAL FUND OVERVIEW – MAJOR EXPENDITURES

Major Expenditures in Base Budget	Amount
Annual Software Maintenance	101,300
Microsoft Enterprise Agreement	135,000
County Sherriff's Department – Warrants	183,000
Fleet Parts	121,000
Custodial	273,657
Gas and Oil for Patrol Vehicles	249,400
<u>Regular Maintenance of Patrol Vehicles</u>	<u>108,481</u>

# GENERAL FUND OVERVIEW – MAJOR EXPENDITURES

Major Expenditures in Base Budget	Amount
LEAF (PD)	475,243
Credit Card fees and utility bill making fees	213,270
APS Electric Power for City Hall	106,213
Basic Services for Ice Rink and McPherson Center	108,740
Misc. Outside Legal Services	114,035



# GENERAL FUND OVERVIEW

## Contingency Funding Discussion

# Police Department



# DIVISION PRESENTATIONS – POLICE

## Single Biggest Challenge and/or Goal for Division:

Turnover and vacancies in the police and dispatch positions, and the related problems it creates (excessive recruitment cost to the city, loss of officer experience, long work days, leads to a reactive versus proactive department, excessive overtime, and burnout).

# DIVISION PRESENTATIONS – POLICE

## Current Areas of Outsourcing:

- City court security
- Civilianized training position
- Police policy (Lexipol)
- Custodial, facility maintenance, warrants, IT services (CCSO)
- Police volunteers

## Opportunities to Outsource:

- Dictation of police reports (recommended, feasibility study underway)
- Civilianize criminal analyst position (recommended)
- City court transports (not-recommended no funding)

# DIVISION PRESENTATIONS – POLICE

Revised Service Levels Approved by Budget Team:

1X

- New MDC's for patrol (24) (Infrastructure)
- Flashlights for officers (115) (Staffing)
- Digital audio recorders for interviews(70) (Staffing)
- Increase uniform allowance for new recruits (Staffing)
- Send five dispatchers to dispatch academy (Staffing)
- Replace carpet in the LEAF (Infrastructure)
- New blinds for dispatch (Infrastructure)
- Chip seal parking lot (Infrastructure)

# DIVISION PRESENTATIONS – POLICE

## Revised Service Levels Approved by Budget Team: Ongoing

- Forensics lab software (Infrastructure)
- Phase II 911 coordinator (Staffing)
- 8 Squad Structure (Staffing)

# Fire Department



# **DIVISION PRESENTATIONS – FIRE DEPARTMENT**

## **Single Biggest Challenge and/or Goal for Division:**

### **■ Employee Compensation**

- Matching Compensation Plans to Departmental Mission and Priorities
  - Paramedic Pay
  - Skill Pay Allotments
- Uniform Allowance
- Pension Costs

### **■ Maintaining Infrastructure**

- Recruit Academy
- Professional Development
  - Regional Training Coordinator

**Goal: Maintain Service Levels**



# DIVISION PRESENTATIONS – FIRE DEPARTMENT

## Current Areas of Outsourcing:

- Self-Contained Breathing Apparatus Maintenance
- Fit Testing
- Ladder Testing
- Medical and Fitness Assessments

## Opportunities to Outsource:

- Regional Training
- Hazard Tree Program
- Wildland Administrative

# DIVISION PRESENTATIONS – FIRE DEPARTMENT

## Revised Service Levels Approved by Budget Team One-Time

- Regional Training Officer (Staffing)
- Arc Hazard Survey (Infrastructure)
- Mobile Data Terminal Replacement (Infrastructure)
- Recruit Firefighter Training Academy (Staffing)
- Emergency Medical Technician (Staffing)
- Thermal Imaging Cameras Replacement (Infrastructure)

## Ongoing

- Increased overtime budget (Compensation)

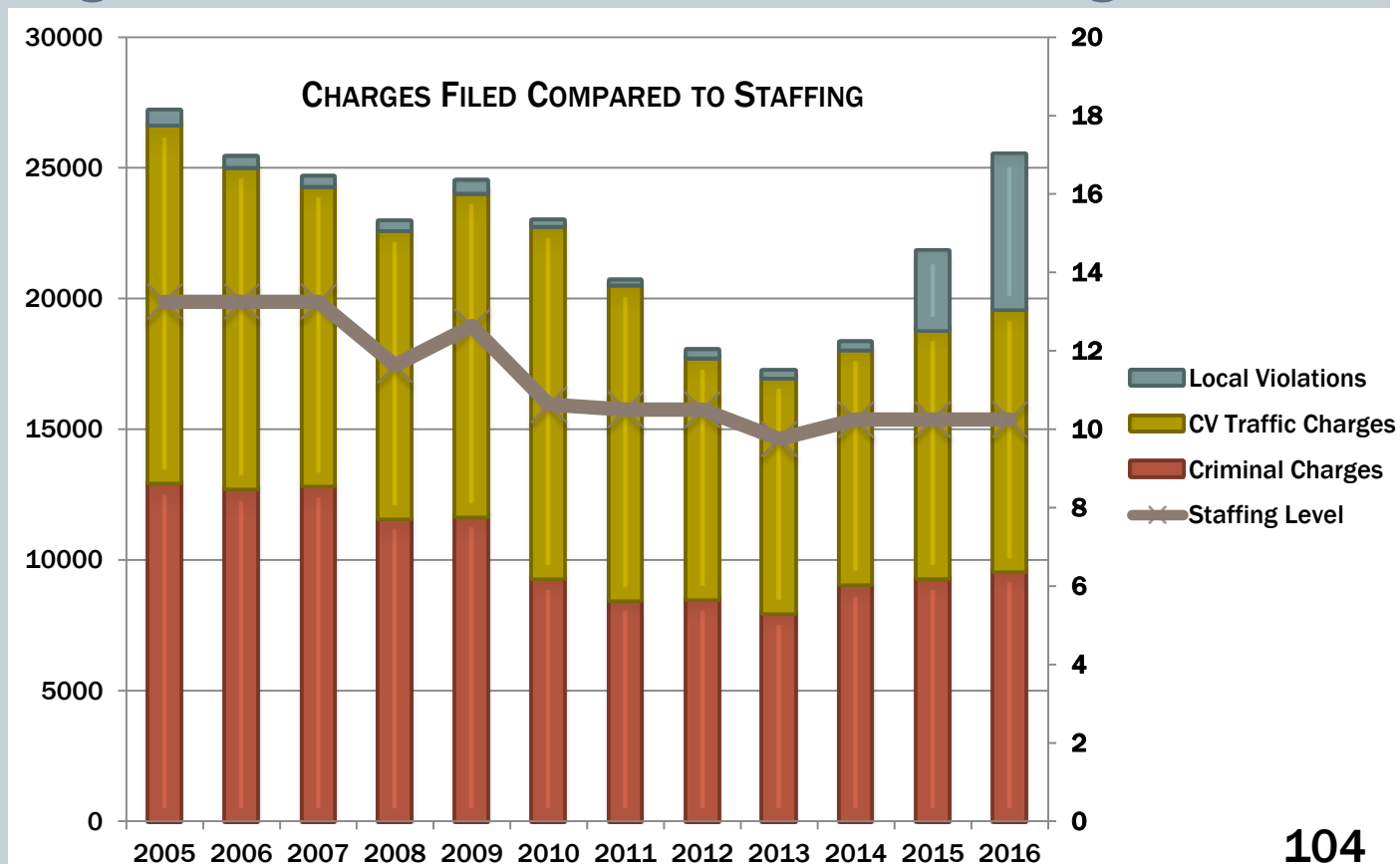
# Flagstaff Municipal Court



# DIVISION PRESENTATIONS – MUNICIPAL COURT

Single Biggest Challenge and/or Goal for Division:  
Maintaining service levels with current staffing.

Issues with:  
Workload  
Staff burnout  
Absenteeism  
Cross-training



# DIVISION PRESENTATIONS – MUNICIPAL COURT

## Current Areas of Outsourcing:

- Electronic Document Management System.
- Court Security (IGA with Coconino County Superior Court).
- Criminal Justice Integration Project.
- Public Defender Services.
- Information Technology infrastructure and services provided by the Arizona Supreme Court.
- Use of temporary service employees.

# DIVISION PRESENTATIONS – MUNICIPAL COURT

Revised Service Levels Approved by Budget Team:

## 1X

- Computer System Upgrade replacements – \$10,177 (Infrastructure)
- Arc Flash Hazard mitigation - \$1,717 (Infrastructure)
- EDMS/Scanning - \$120,000

## Ongoing

- Electronic Document Management System - \$39,000 (Staffing)

# City Manager Division



# **DIVISION PRESENTATIONS – CITY MANAGER’S OFFICE**

**Single Biggest Challenge and/or Goal for Division:**

**The most significant challenge is accomplishing the  
City Council’s ambitious goals and priorities with  
limited resources.**



# **DIVISION PRESENTATIONS – CITY MANAGER’S OFFICE**

## **Current Areas of Outsourcing:**

- **Cityscape – design, distribution, advertisement**
- **Streaming Services**
- **Website – hosting and maintenance**
- **Lobbying Services – Federal and State**
- **Codification Services**
- **Elections**
- **Title, appraisal, survey and legal descriptions for Real Estate**

# DIVISION PRESENTATIONS – CITY MANAGER’S OFFICE

## Revised Service Levels Approved by Budget Team:

### 1X

- Charter Election for Spring \$125,000
- Customer Service Initiative - Employee Trainings, Rewards and Recognition - \$10,000 (Staffing)
- City Manager Office: Road Repair and Street Safety Initiative – \$15,000 (Outreach and Consulting) (Infrastructure)
- Council: Office Supplies and Equipment – \$2,000
  - \$1,500 – Office equipment for potential new members
  - \$500 – Office supplies for new Councilmembers

### Ongoing

- Real Estate - Travel for Certifications, Training and Education \$3,000 (Staffing)
- Real Estate Appraisal Fees, Surveys and Title Work - \$15,000
- Annual State/Federal Lobbying Services Contract (3% increase) - \$3,700

# City Attorney's Office



# DIVISION PRESENTATIONS – CITY ATTORNEY'S OFFICE

Single Biggest Challenge and/or Goal for Division:

Civil Section:

training to allow lawyers to provide good advice in specialized areas, keep lawyers up-to-date, and establish networks

Prosecution Section:

increased staffing of attorneys to make case-loads manageable to ensure prosecution decisions are not driven to an unreasonable degree by time constraints

# DIVISION PRESENTATIONS – CITY ATTORNEY’S OFFICE

## Current Areas of Outsourcing:

- Contract with outside attorneys for almost all litigation other than some administrative hearings
- Contract with outside attorneys for legal advice in specialized areas such as water law or municipal bonds

## Opportunity to Outsource:

- Contract with outside attorneys for prosecution services (“recommend to consider”)

# DIVISION PRESENTATIONS – CITY ATTORNEY'S OFFICE

Revised Service Levels Approved by Budget Team:

1X

- Increased training and travel budget (Staffing)
- Contract prosecution services (Staffing)
- Fund established for paying ex-officers for travel to DUI hearings so that cases do not need to be dismissed

# Division of Information Technology



# DIVISION PRESENTATIONS – INFORMATION TECHNOLOGY

**Single Biggest Challenge and/or Goal for Division:**

**Staffing levels.**

**City staff seeks out technology to increase productivity  
which is increasing the workload on existing IT staff**



# DIVISION PRESENTATIONS – INFORMATION TECHNOLOGY

## Current Areas of Outsourcing:

- Outsource Dfast (Miscellaneous Billing)
- Outsource spam filtering to Microsoft

## Opportunities to Outsource:

- Outsource Firehouse
- Possible cloud based server
- Research additional applications that may utilize a hosted (cloud) model
- Outsource printer maintenance

# DIVISION PRESENTATIONS – INFORMATION TECHNOLOGY

## Revised Service Levels Approved by Budget Team:

### 1X

- \$70k – network core switches (Infrastructure)
- \$70k – additional replacement PCs (Infrastructure)
- \$10k – additional video streaming camera (Infrastructure)

### Ongoing

- \$52k – additional FTE *partially funded by municipal courts* (Staffing)

# Library Fund Overview



# LIBRARY FUND OVERVIEW – ONGOING

Sources/Uses (Ongoing)	Amount
5-Year Plan Capacity	-
Merits	(36,000)
Trigger 2-Library Reorganization	(125,000)
Transfer from General Fund (Reallocation)	161,000
New Personnel (funding with other cuts)	-
<b>TOTAL</b>	<b>0</b>

# LIBRARY FUND – CITY OVERVIEW – ONE TIME

Sources/Uses (1x)	Amount
Fund Balance-City	89,000
City District Funds	195,000
One Time Pay	(20,000)
1X RSL's Approved	(387,000)
Operating Capital Approved	(154,000)
General Fund Transfer (Reallocation)	277,000
<b>TOTAL</b>	<b>0</b>

# LIBRARY FUND OVERVIEW – CITY REVISED SERVICE LEVELS (RSL)

RSLs	Amount	Council Budget Priority
1X – Circulation Materials & Other Supplies	170,000	Other
1X – Boiler Maintenance	12,000	Infrastructure
1X – Roof Repairs/Replacement	180,000	Infrastructure
1X – Supplies/Programming/Tires	25,000	Infrastructure/Other
<b>TOTAL</b>	<b>387,000</b>	

# LIBRARY FUND OVERVIEW – CITY OPERATING CAPITAL

Operating Capital	Amount
ADA Compliant Restrooms	30,000
ADA Compliant Access Ramp	65,000
Fleet Replacement Fund	29,000
Annual Building Improvements	30,000

# LIBRARY FUND – DISTRICT LIBRARIES OVERVIEW – ONE TIME

Sources/Uses (1x)	Amount
District Fund Balance-Restricted	204,000
1X – Circulated Materials	(46,000)
1X – Misc Supplies, Equipment, Programming	(18,000)
1X – County Library Funds	(140,000)
<b>TOTAL</b>	<b>0</b>



# Management Services Division



# **DIVISION PRESENTATIONS – MANAGEMENT SERVICES**

**Single Biggest Challenge:**

**Staffing Levels/Compensation**

# DIVISION PRESENTATIONS – MANAGEMENT SERVICES

## Current Areas of Outsourcing:

- Library – Preprocessing of circulation materials
- Finance – Cost allocation, user fee/rate studies
- Customer Service- Bill print/mail and Copy Center
- Sales Tax – AZ Dept of Revenue Sales Tax Admin

## Opportunities to Outsource:

- Recommended to consider:
  - Customer Service – Lock box, Meter Reading
  - Library – Volunteers
- Not recommended
  - Finance- Payroll, Accounts Payable
  - Purchasing - Warehouse operations

# DIVISION PRESENTATIONS – MANAGEMENT SERVICES

Revised Service Levels Approved by Budget Team:

## 1X

- Sales Tax – ADOR Initiative - \$150,000
- Temporary Help – ADOR initiative, Innoprise Phases 2 and 3 (Staffing - \$20,000) / Fire Billing (Staffing -\$20,000)
- Meter Technician – 2 year funding then move to ongoing (Staffing - \$84,000 for both years)
- New handhelds/toughbooks – Meter Technicians (Infrastructure - \$28,000)
- Library boiler (\$12,000); Library roof (\$180,000); ADA ramp/bathroom set-a-side (\$95,000) – (Infrastructure)
- Management Services Misc - (\$9,200 – Training, software, hardware)
- Library Misc – (\$195,091 – Miscellaneous District funding)
- Quadrant Remodel – IT and Management Services (\$200,000)

## Ongoing

- Library reorganization (\$125,000 – Compensation)

# Flagstaff Metropolitan Planning Organization Fund Overview



# FMPO FUND OVERVIEW – ONGOING

Sources/Uses (Ongoing)	Amount
5-Year Plan Capacity	0
Merits	(4,000)
Grant Funding	4,000
<b>TOTAL</b>	<b>0</b>

# FMPO FUND OVERVIEW – ONE TIME

Sources/Uses (1x)	Amount
Fund Balance	0
One-Time Pay	(1,200)
Grant Funding	1,200
<b>TOTAL</b>	<b>0</b>

# Transportation Fund Overview





# TRANSPORTATION FUND OVERVIEW – ONGOING

Sources/Uses (Ongoing)	Amount
5-Year Plan Capacity	0
Merits	n/a
<b>TOTAL</b>	<b>0</b>

# TRANSPORTATION FUND OVERVIEW – ONE TIME

Sources/Uses (1x)	Amount
Fund Balance-Safety Improvements	270,000
Fourth Street Safety Improvements	(270,000)
Fund Balance-Street Improvements	250,000
Fourth Street Improvements	(250,000)
<b>TOTAL</b>	<b>0</b>

# Housing and Community Services Fund Overview



# HOUSING AND COMMUNITY SERVICES FUND OVERVIEW – ONGOING

Sources/Uses (Ongoing)	Amount
5-Year Plan Capacity	0
Merits	n/a
<b>TOTAL</b>	<b>0</b>

# HOUSING AND COMMUNITY SERVICES FUND OVERVIEW – ONGOING

Sources/Uses (1x)	Amount
Reallocation (Izabel)	\$225,000
Fund Balance	90,000
PD Housing Incentives	(90,000)
Transfer to Flagstaff Housing Authority	(22,500)
<b>TOTAL</b>	<b>0</b>

# HOUSING AND COMM SVCS FUND OVERVIEW – REVISED SERVICE LEVELS (RSL)

RSLs	Amount	Council Budget Priority
1X – PD Housing Incentives	90,000	Staffing
<b>TOTAL</b>	<b>81,000</b>	

# Flagstaff Housing Authority Fund Overview



# FLAGSTAFF HOUSING AUTHORITY FUND OVERVIEW – ONGOING

Sources/Uses (Ongoing)	Amount
5-Year Plan Capacity	0
Merits	(20,000)
Trigger 1-Maintenance/Equipment Operators	(13,000)
Transfer from General Fund	33,000
<b>TOTAL</b>	<b>0</b>



# FLAGSTAFF HOUSING AUTHORITY FUND OVERVIEW – ONE TIME

Sources/Uses (1x)	Amount
Fund Balance	(14,500)
One time pay	(8,000)
Transfer from Housing & Comm Svcs Fund	22,500
<b>TOTAL</b>	<b>0</b>

# FLAGSTAFF HOUSING AUTHORITY

## FUND OVERVIEW –

### OPERATING CAPITAL

Operating Capital	Amount
Public Housing Infrastructure	240,000

# FLAGSTAFF HOUSING AUTHORITY FUND OVERVIEW – MAJOR EXPENDITURES

Major Expenditures	Amount
Housing Assistance Payments	\$3,200,000

# Community Development Division



# **DIVISION PRESENTATIONS – COMMUNITY DEVELOPMENT**

**Single Biggest Challenge and/or Goal for Division:  
PROVIDING EXCELLENT CUSTOMER SERVICE**

- **FHA Financial Situation**
- **Pace/ Complexity of Development Applications**
- **Innoprise Conversion from KIVA Permit Tracking System**
- **Capital Projects Delivery – Major Buildings & RRSSI**

# DIVISION PRESENTATIONS – COMMUNITY DEVELOPMENT

## Current Areas of Outsourcing:

- Land Surveys
- Materials Testing Lab
- Traffic Impact Analysis Reviews
- Capital Projects Design
- Building Plan Review
- Land Trust Program Administration
- FHA Legal
- FHA Public Housing Rehab (Capital Fund)

## Opportunities to Outsource:

- Building Inspection for Large Scale Developments

# DIVISION PRESENTATIONS – COMMUNITY DEVELOPMENT

## Revised Service Levels Approved by Budget Team:

### 1X

- Traffic Counters Repair/Maintenance
- Survey Consultant
- Building Inspector Overtime (Staffing)
- Blue Beam Electronic Plan Review Software (Staffing)
- Community Viz Software (Infrastructure)
- Section 8 Program Administration
- Employer Assisted Housing for PD (Staffing)
- Remodel of Siler Homes For Offices (Infrastructure)

# DIVISION PRESENTATIONS – COMMUNITY DEVELOPMENT

## Revised Service Levels Approved by Budget Team: Ongoing

- Traffic Impact Analysis Reviews
- Materials Testing Contract Funding
- Building Plans Reviewer (Staffing)
- Smart Phones for Building Inspectors
- Offset of FHA Maintenance Worker Trigger (Compensation)
- FHA Employee Compensation Above 1% Budgeted (Compensation)



# Sustainability and Environmental Management (SEMS) Fund Overview



# SEMS FUND OVERVIEW – ONGOING

Sources/Uses (Ongoing)	Amount
5-Year Plan Capacity	20,000
Merits	(7,500)
Ongoing RSL's Approved	(12,500)
<b>TOTAL</b>	<b>0</b>

# SEMS FUND OVERVIEW – ONE TIME

Sources/Uses (1x)	Amount
Fund Balance	28,540
One-Time Pay	(2,000)
1X RSL's Approved	(86,540)
Reduce Transfer to General Fund (move to SW)	60,000
<b>TOTAL</b>	<b>0</b>

# SEMS FUND OVERVIEW – REVISED SERVICE LEVELS (RSL)

RSL s	Amount	Council Budget Priority
Ongoing – Open Space Maintenance	12,500	Infrastructure
1X – Open Space Maintenance	60,000	Infrastructure
1X – Energy Rebates	26,540	Other
<b>TOTAL</b>	<b>99,040</b>	

# Solid Waste Fund Overview



# SOLID WASTE FUND OVERVIEW – ONGOING

Sources/Uses (Ongoing)	Amount
5-Year Plan Capacity	96,000
Merits	(38,500)
Trigger 1-Maintenance/Equipment Operators	(77,000)
Bulky Trash Changes	30,000
<b>TOTAL</b>	<b>10,500</b>

# SOLID WASTE FUND OVERVIEW – ONE TIME

Sources/Uses (1x)	Amount
Fund Balance	780,000
One-Time Pay	(18,500)
1X RSL's Approved	(139,111)
Transfer to General Fund-Code Enforcement	(60,000)
<b>TOTAL</b>	<b>562,389</b>

# SOLID WASTE FUND OVERVIEW – REVISED SERVICE LEVELS (RSL)

RSL's	Amount	Council Budget Priority
1X – SW Customer Tipping Fee Adjust	124,111	Other
1X – Inert Pit Expenses	15,000	Other
<b>TOTAL</b>	<b>139,111</b>	



# SOLID WASTE FUND OVERVIEW – OPERATING CAPITAL

Operating Capital	Amount
Landfill Closure Set Aside	160,000
Fleet Purchases	1,257,320

# SOLID WASTE FUND OVERVIEW – MAJOR EXPENDITURES

Major Expenditures	Amount
Fuel – all operations	498,142
Fleet Maintenance and Equipment	433,438
Utilities - Landfill	725,000
MRF Additional Expense and Tipping Fees	530,000

# Highway User Revenue Fund Overview



# HURF FUND OVERVIEW – ONGOING

Sources/Uses (Ongoing)	Amount
5-Year Plan Capacity	26,000
Merits	(26,000)
Trigger 1-Maintenance/Equipment Operators	(60,000)
Reclass/Rezoning	(8,500)
Ongoing RSL's Approved	(15,000)
Transfer from General Fund (Reallocation)	83,500
<b>TOTAL</b>	<b>0</b>

# HURF FUND OVERVIEW – ONE TIME

Sources/Uses (1x)	Amount
Fund Balance	795,200
One-Time Pay	(10,200)
1X RSLs Approved	(108,000)
Additional Operating Capital	(677,000)
<b>TOTAL</b>	<b>0</b>

# HURF FUND OVERVIEW – REVISED SERVICE LEVELS (RSL)

RSL – Ongoing	Amount	Council Budget Priority
Ongoing-Electricity Increase	15,000	Infrastructure
1X-Streetlight Maintenance Contract	108,000	Infrastructure
<b>TOTAL</b>	<b>123,000</b>	

# HURF FUND OVERVIEW – OPERATING CAPITAL

Operating Capital	Amount
3 All Wheel Drive Motorgraders	1,119,500
Less: Trade 3 Motorgraders, 3 Loaders	(442,500)
Replace 2 Street Sweepers	560,000

# HURF FUND

## OVERVIEW – MAJOR EXPENDITURES

Major Expenditures	Amount
Parts for Snow Operations (24 pieces)	134,726
Cinders for Snow Operations	223,100
Machinery Parts-Street Equipment (37 total)	122,000
Budget (asphalt, asphalt concrete, guardrail supply and dust abatement)	136,224
Landfill Fees for Drainage and Construction	153,000
<u>Electricity for Streetlights (3500 total)</u>	<u>300,932</u>



# HURF FUND

## OVERVIEW – TEMPORARY RESTORATION

### Temporary Restoration of HURF:

- \$330,000 in FY15
- \$330,000 in FY16
- \$660,000 in FY17

### Recommendation:

- Streetlighting \$108,000
- Pavement Preservation \$222,000

# Public Works Division



# DIVISION PRESENTATIONS – PUBLIC WORKS

## Single Biggest Challenge and/or Goal for Division:

- Challenge – Staffing (quantity and keeping good staff, also compensation related)
- Goal – Core Services Maintenance Facility

# DIVISION PRESENTATIONS – PUBLIC WORKS

## Current Areas of Outsourcing:

- Streetlight maintenance
- Tire repair
- Landfill consulting (gas mitigation, etc.)
- Cogdill Recreation Center (Boys and Girls Club)
- Facilities Maintenance projects (HVAC, electrical, etc.)

## Opportunities to Outsource:

- Loader equipment and operators for snow operations (Recommended)
- Mowing of athletic fields (Not recommended)
- Light duty PM for Fleet (Not recommended)
- Ice skating lessons (Recommended)

# DIVISION PRESENTATIONS – PUBLIC WORKS

Revised Service Levels Approved by Budget Team:

## 1X (infrastructure and staffing)

- BBB Recreation Facilities Projects: \$1,760,000
- Facilities catastrophic fund: \$100,000
- Streets equipment/capital: \$677,000
- Training: \$2,000; Janitorial: \$3,000; Chemicals: \$2,000
- Leased Facilities: \$15,000; Solid waste: \$139,111
- SEMS: open space: \$60,000; Rebates: \$26,540

## Ongoing (infrastructure)

- Streetlight maintenance contract \$108,000
- Open space maintenance \$12,500

# BBB Funds Fund Overview



# BBB-BEAUTIFICATION FUND OVERVIEW – ONGOING

Sources/Uses (Ongoing)	Amount
5-Year Plan Capacity	0
Merits	(2,000)
Program Adjustments	2,000
<b>TOTAL</b>	<b>0</b>

# BBB-BEAUTIFICATION FUND OVERVIEW – ONE TIME

Sources/Uses (1x)	Amount
Fund Balance	120,000
One-Time Pay	(500)
1X RSL's Approved	(2,885)
Added to Fourth Street CIP	(112,100)
Transfer to General Fund-Downtown District	(4,000)
<b>TOTAL</b>	<b>515</b>



# BBB-BEAUTIFICATION FUND OVERVIEW – REVISED SERVICE LEVELS (RSL)

RSLs	Amount	Council Budget Priority
1X – Training	2,650	Staffing
1X – Web Hosting-VisionFlagstaff	235	Other
<b>TOTAL</b>	<b>2,885</b>	

# BBB-ECONOMIC DEVELOPMENT FUND OVERVIEW – ONGOING

Sources/Uses (Ongoing)	Amount
5-Year Plan Capacity	10,000
Merits	(3,000)
Ongoing RSL's Approved	(1,070)
Lease Proceeds	112,570
Contingency-Innovation Mesa O&M	(112,570)
<b>TOTAL</b>	<b>5,930</b>

# BBB-ECONOMIC DEVELOPMENT FUND OVERVIEW – ONE TIME

Sources/Uses (1x)	Amount
Fund Balance	15,700
One-Time Pay	(700)
1X RSL's Approved	(15,000)
<b>TOTAL</b>	<b>0</b>

# BBB-ECONOMIC DEVELOPMENT FUND OVERVIEW – REVISED SERVICE LEVELS (RSL)

RSLs	Amount	Council Budget Priority
Ongoing - Alarm System	1,070	Infrastructure
1X - Furnishings-Business Accelerator	12,500	Infrastructure
1X - Workforce Training	2,500	Other
<b>TOTAL</b>	<b>16,070</b>	

# BBB-TOURISM FUND OVERVIEW – ONGOING

Sources/Uses (Ongoing)	Amount
5-Year Plan Capacity	86,000
Merits	(11,000)
New Personnel	(75,000)
<b>TOTAL</b>	<b>0</b>

# BBB-TOURISM FUND OVERVIEW – ONE TIME

Sources/Uses (1x)	Amount
Fund Balance	96,600
One-Time Pay	(4,600)
1X RSLs Approved	(127,805)
Cool Zone Advertising	40,000
Transfer to General Fund-Downtown District	(4,000)
<b>TOTAL</b>	<b>195</b>

# BBB-TOURISM FUND OVERVIEW – REVISED SERVICE LEVELS (RSL)

RSL s	Amount	Council Budget Priority
1X - Cool Zone	90,500	Other
1X - Visitor Center Repairs	24,500	Infrastructure
1X - Staff Training	1,600	Staffing
1X – Photo Library/Shoots/Videos	8,005	Other
1X - Webcam	3,200	Other
** Tourism Commission requested additional \$40,000 for Marketing Purposes		
<b>TOTAL</b>	<b>127,805</b>	

# BBB-ARTS AND SCIENCE FUND OVERVIEW – ONGOING

Sources/Uses (Ongoing)	Amount
5-Year Plan Capacity	29,000
Merits	n/a
Ongoing RSLs Approved	29,000
<b>TOTAL</b>	<b>0</b>



# BBB-ARTS AND SCIENCE FUND OVERVIEW – ONE TIME

Sources/Uses (1x)	Amount
Fund Balance	4,000
1X RSLs Approved	0
<b>TOTAL</b>	<b>4,000</b>

# BBB-ARTS AND SCIENCE FUND OVERVIEW – REVISED SERVICE LEVELS (RSL)

RSL – Ongoing	Amount	Council Budget Priority
Ongoing - FCP Adm/Grants Increase	29,000	Other
<b>TOTAL</b>	<b>29,000</b>	

# BBB-RECREATION FUND OVERVIEW – ONGOING

Sources/Uses (Ongoing)	Amount
5-Year Plan Capacity	0
Merits	0
<b>TOTAL</b>	<b>0</b>

# BBB-RECREATION FUND OVERVIEW – ONE TIME

Sources/Uses (1x)	Amount
Fund Balance	1,585,000
Transfer to General Fund-Downtown District	(4,000)
Additional Operating Capital	(1,579,460)
<b>TOTAL</b>	<b>(1,540)</b>

# BBB-RECREATION FUND OVERVIEW – OPERATING CAPITAL

<b>Operating Capital</b>	<b>Amount</b>
Ice Rink Second Chiller	250,000
Bushmaster Park Ph 2	581,460
Aquaplex Tile Repair	31,000
Ice Rink Consultant	145,000
Flag Recreation Center HVAC	15,000
Flag Recreation Center Tennis Courts	480,000
Ice Rink Lobby Seating	13,000
Ice Rink Locker Room Flooring	20,000
Aquaplex Chemical Storage Room	15,000
Aquaplex Security Cameras	10,000
Aquaplex Controlled Access Point	14,000
Cash Register at J Lively	5,000

# BBB FUND

## OVERVIEW – MAJOR EXPENDITURES

Major Expenditures in Base Budget	Amount
NACET Annual Contract	\$220,000
All CVB Advertising	\$427,500

# Airport Fund Overview



# AIRPORT FUND OVERVIEW – ONGOING

Sources/Uses (Ongoing)	Amount
5-Year Plan Capacity	0
Merits	(9,500)
Reclass/Rezones	(8,300)
Ongoing RSL's Approved	(2,070)
Transfer From General Fund (Reallocation)	19,870
<b>TOTAL</b>	<b>0</b>



# AIRPORT FUND OVERVIEW – ONE TIME

Sources/Uses (1x)	Amount
Fund Balance	83,300
One-Time Pay	(3,300)
1X RSL's Approved	(151,000)
Transfer from General Fund (Reallocation)	71,000
<b>TOTAL</b>	<b>0</b>

# AIRPORT FUND OVERVIEW – REVISED SERVICE LEVELS (RSL)

RSLs	Amount	Council Budget Priority
Ongoing - Utilities-Water	2,070	Infrastructure
1X - Security Gate Replacement (1)	40,000	Infrastructure
1X - Terminal Repairs	45,000	Infrastructure
1X - DPS Hangar Repairs	66,000	Infrastructure
<b>TOTAL</b>	<b>153,070</b>	

# AIRPORT FUND

## OVERVIEW – MAJOR EXPENDITURES

Major Expenditures in Base Budget	Amount
Utilities-Electric	\$127,622

# Economic Vitality Division



# DIVISION PRESENTATIONS – ECONOMIC VITALITY

## Single Biggest Challenge and/or Goal for Division:

### ■ Primary Challenge

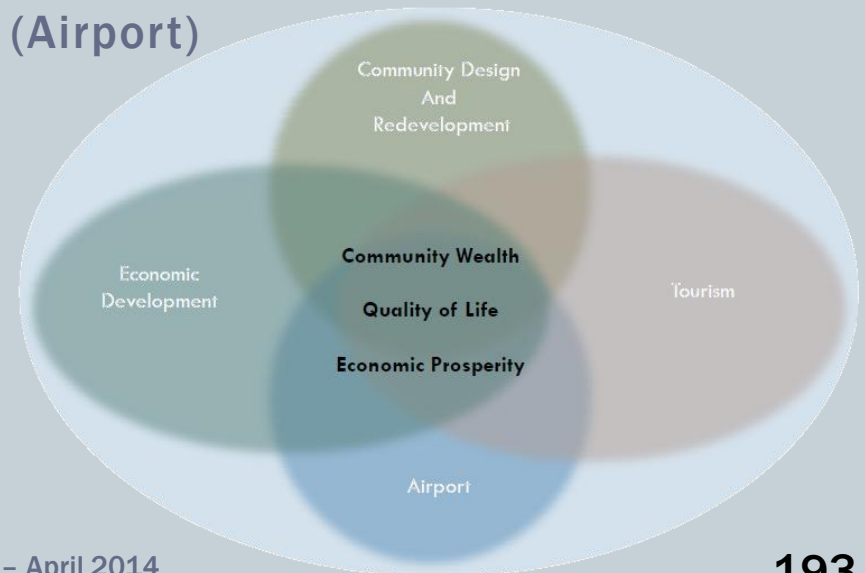
- Staffing (Tourism, Airport, Economic Development, CD&R)

### ■ Secondary Challenges

- Funding Source 1X vs ONG (Tourism and CD&R)
- Non-grant Funded Capital Projects (Airport)

### ■ Division Goal

- Providing quality services to residents and visitors that preserve and enhance Flagstaff's economic prosperity



# DIVISION PRESENTATIONS – ECONOMIC VITALITY

## Current Areas of Outsourcing

- Tourism – online buys, search engine marketing, landscaping, custodial
- Airport – custodial and landscaping
- Economic Development – business incubation and acceleration programming (NACET)
- CD&R – Flagstaff Arts Council

## Opportunities to Outsource

- None additional that are financially advantageous

# Capital Improvement Program



# CAPITAL IMPROVEMENT PROGRAM

- Overview of Carry-forward Process
  - Planning & Programming (October)
  - Finalize Year End Estimates (April)
  - Fiscal year falls in middle of typical Flagstaff construction season
  - Estimates typically conservative to be sure there is adequate budget authority



# CAPITAL IMPROVEMENT PROGRAM

## GENERAL GOVERNMENT

- FY 2015 Budget
- GENERAL FUND: \$45.5 Million
- Brownfields Assessment\*
- FUTS/Open Space Land Acquisition
- Innovation Mesa
- Rose Avenue\*
- Parks and Recreation (Bushmaster)\*
- Watershed Protection Project
- Court Facility (Unfunded)
- Core Services Maintenance Facility\*
- \* Carry-forward Project

# CAPITAL IMPROVEMENT PROGRAM

## GENERAL GOVERNMENT

- FIVE YEAR CAPITAL PROGRAM
- GENERAL FUND: \$102.4 Million
- FY 2015 Projects (Previous Slide)
- FUTS/Open Space Land Acquisition
- USGS Misc. Buildings (On Hold)
- Innovation Mesa
- Watershed Protection Project

# CAPITAL IMPROVEMENT PROGRAM

## STREETS/TRANSPORTATION

- FY 2015 BUDGET

- STREETS: \$2.5 Million

- Street Improvement Program
- Sunnyside\*
- Minor Transportation Improvements
- Reserve for Improvements
- Sidewalk Replacement Program
- FR 40 Overlay

# CAPITAL IMPROVEMENT PROGRAM

## STREETS/TRANSPORTATION

- FY 2015 Budget
- TRANSPORTATION: \$4.8 Million
- West/Arrowhead\*
- Reserve for Transportation Improvements
- Bike/Ped & Safety Improvements
- Transportation Planning & Programming
- Beulah Blvd/University Drive
- Industrial Drive – Huntington to Purina
- HSIP Program (ADOT)
- Soliere Avenue – Fanning Wash Crossing
- Franklin Safety Improvements
- 4<sup>th</sup> Street Safety Improvements

# CAPITAL IMPROVEMENT PROGRAM

## STREETS/TRANSPORTATION

- FIVE YEAR CAPITAL PROGRAM
- STREETS: \$17.3 Million
- Street Improvement Program
- Minor Transportation Improvements
- Reserve for Improvements
- Sidewalk Replacement Program
- FR 40 Overlay (ADOT)

# CAPITAL IMPROVEMENT PROGRAM

## STREETS/TRANSPORTATION

- FIVE YEAR CAPITAL PROGRAM
- TRANSPORTATION: \$26.8 Million
- FY 2015 Projects
  - Traffic Signal Program
  - Reserve for Transportation Improvements
  - Bike/Ped & Safety Improvements
  - Transportation Planning & Programming
  - Beulah Blvd/University Drive
  - Industrial Drive – Huntington to Purina
  - Butler/4<sup>th</sup> Intersection Reconstruction
  - HSIP Program (ADOT)
  - Country Club/Oakmont
  - Beulah Blvd/University Drive Public Infrastructure Contribution

# CAPITAL IMPROVEMENT PROGRAM FUTS

## ■ FY 2015 BUDGET

### ■ FUTS FUND: \$555,000

- Special Projects & Unprogrammed Work
- FUTS Signage Program\*
- Arizona Trail\*
- Country Club FUTS Trail (ADOT)\*
- BNSF Walnut/Florence Underpass (ADOT)\*
- Mall Transfer Center Trail Realignment\*
- Fourth Street Trail (ADOT)\*
- Pine Knoll Trail (ADOT)\*
- Hospital Rim FUTS Trail\*
- Brannen Connector\*
- High Country Trail
- Sheep Crossing Trail
- Lonetree Trail

# CAPITAL IMPROVEMENT PROGRAM FUTS

- FIVE YEAR CAPITAL PROGRAM
- FUTS FUND; \$6.2 Million
- FY 2015 Projects (Previous Slide)
- Special Projects & Unprogrammed Work
- Sheep Crossing Trail
- Lonetree Trail
- Switzer Canyon Trail
- Shultz Pass Trail
- Lake Mary Road Trail
- Little America Trail
- Marshall Trail
- Walnut Canyon West Trail



# CAPITAL IMPROVEMENT PROGRAM

## BBB FUNDS

- FY 2015 BUDGET

- Arts and Science: \$200,000

- Kings House Mural
- Fort Valley Wall
- Art in the Alley
- West Route 66 – North Edge
- Utility Box Art
- Airport Murals

# CAPITAL IMPROVEMENT PROGRAM

## BBB FUNDS

- FY 2015 BUDGET

- Recreation Projects: \$1.5 Million

- Bushmaster Park
- Four (4) Tennis Courts
- Second Chiller
- Aquaplex Improvements
- Ice Rink Improvements

# CAPITAL IMPROVEMENT PROGRAM

## BBB FUNDS

- FY 2015 BUDGET

- STREETSCAPE: \$2.4 Million

- Special Projects & Unprogrammed Work
- Historic Facades
- 4<sup>th</sup> Street Neighborhood Gateway\*(Partial)
- Neighborhood Gardens
- 4<sup>th</sup> Street Corridor Improvements
- Beautification in Action

- Butler Avenue – North Edge\*(Partial)
- Lockett Avenue – North Edge
- Milton Avenue – North Edge
- Capital Repair Project
- Train Station Platform
- City Gateways
- Non-Conforming Sign Program
- Gutter Diversions – Sustainable Streets

# CAPITAL IMPROVEMENT PROGRAM

## BBB FUNDS

- FIVE YEAR CAPITAL PROGRAM

- Arts and Science: \$700,000

- FY 2015 Projects
  - Rendezvous Sculpture
  - East Flagstaff Gateway
  - Vision Flagstaff
  - Route 66 FUTS Rest Area

# CAPITAL IMPROVEMENT PROGRAM

## BBB FUNDS

- FIVE YEAR CAPITAL PROGRAM
- STREETSCAPE: \$6.2 Million
- FY 2015 Projects
  - Special Projects & Unprogrammed Work
  - Historic Facades
  - 4<sup>th</sup> Street Corridor Improvements
  - Beautification in Action
  - City Gateways
  - Non-Conforming Sign Program
  - Gutter Diversions – Sustainable Streets
  - Urban Forest
  - US 89 Medians
  - South Edge - East Route 66
  - VisionFlagstaff.com

# CAPITAL IMPROVEMENT PROGRAM

## WATER

- FY 2015 BUDGET

- WATER: \$3.3 Million

- Reserve for Improvements
- Aging Water Infrastructure Replacements
- Radio Read Meter Replacement
- Water Meter Vault Replacement Program\*
- San Francisco Alley Waterline\*
- McCallister Ranch Pump House
- Lake Mary Well #2 – 12” Pipeline\*
- Switzer Canyon Transmission Line\*
- West/Arrowhead Waterline\*
- Water Rate Study\*
- Cheshire Tank Repairs\*
- Walapai Drive Alley Waterline\*
- SCADA Communication Towers

# CAPITAL IMPROVEMENT PROGRAM

## WASTEWATER

- FY 2015 BUDGET

- WASTEWATER: \$3.2 Million

- WWTP Energy Efficiency Program\*
- Wildcat - Barscreens\*
- Wildcat – Solids Disposals\*
- Aging Sewer Infrastructure Replacements
- WWTP Energy Efficiency Program
- Wildcat – Septage & Grease Station
- Wildcat – Centrate
- Cogen Gas Improvements
- Reserve for Improvements

# CAPITAL IMPROVEMENT PROGRAM RECLAIMED WATER

- FY 2015 BUDGET
- RECLAIMED WATER: \$1.3 Million
- Wildcat – RW Pump Station
- Bushmaster – RWP Pump Station



# CAPITAL IMPROVEMENT PROGRAM

## WATER

- FIVE YEAR CAPITAL PROGRAM
- WATER: \$27.7 Million
- FY 2015 Projects
  - Reserve for Improvements
  - Aging Water Infrastructure Replacements
  - Radio Read Meter Replacement
  - RDF Waterline Relocations
  - Lake Mary Land Acquisition
  - LM Electrical Service Upgrades
  - Water System Master Plan
  - Water Rate Study
  - Railroad Springs Reservoir #1 Repaint
  - New Well and Pumphouse

# CAPITAL IMPROVEMENT PROGRAM

## WASTEWATER

- FIVE YEAR CAPITAL PROGRAM
- WASTEWATER: \$19.6 Million
- FY 2015 Projects
  - Westside Interceptor Improvements
  - Sewer Master Plan
  - Rio Plant – Replace UV System
  - WWTP Energy Efficiency Program
  - Wildcat – Replacement Grit Pumps
  - Wildcat – Primary Pump Station
  - Aging Sewer Infrastructure Replacements
  - RDF Sewer Relocates
  - Reserve for Improvements

# CAPITAL IMPROVEMENT PROGRAM RECLAIMED WATER

- FIVE YEAR CAPITAL PROGRAM
- RECLAIMED WATER: \$1.6 Million
- FY 2015 Projects
  - Juniper Point 12" Reclaim Line Connection
  - Reclaimed Water Master Plan

# CAPITAL IMPROVEMENT PROGRAM AIRPORT

- FY 2015 BUDGET

- AIRPORT: \$3.8 Million

- Westplex Taxiway – Rehab Phase II\*
- ADOT Runway Rehab
- Sustainability Master Plan\*
- Rehab Airport Access/Public Circulation Road (Contigent)

# CAPITAL IMPROVEMENT PROGRAM AIRPORT

- FIVE YEAR CAPITAL PROGRAM
- AIRPORT: \$31 Million
- FY 2015 Projects (Previous Slide)
- Non-Revenue Parking
- Runway Rehab/Reconstruction
- Airport Heliport
- Pavement Marking
- Update Master Plan
- Land Acquisition

# CAPITAL IMPROVEMENT PROGRAM

## SOLID WASTE

- FY 2015 BUDGET
- Solid Waste: \$735,000 Million
- Maintenance Building
- Stormwater Infrastructure
- Alternative Liner Test Plots
- Paper Sludge Storage

# CAPITAL IMPROVEMENT PROGRAM

## SOLID WASTE

- FIVE YEAR CAPITAL PROGRAM
- SOLID WASTE: \$8 Million
- FY 2015 Projects (Previous Slide)
- Stormwater Infrastructure
- Cell Preparation Fees
- South Borrow Pit Design/Roads/Scales

# CAPITAL IMPROVEMENT PROGRAM

## STORMWATER

- FY 2015 BUDGET

- STORMWATER: \$700,000 Million

- Spot Improvement – Misc Improvements
- Spot Improvement – Clay Avenue Wash and Box Culvert Extension
- Spot Improvement – Structural Culvert Evaluation at Phoenix
- Spot Improvement – Steve's Blvd Crossing to address undersized wash
- Spot Improvement – Columbia Circle Drainage Improvements
- Spot Improvement – City Property 116 Butler Drainage Improvements
- Spot Improvement – Schultz Creek Design Phase I



# CAPITAL IMPROVEMENT PROGRAM

## STORMWATER

- FIVE YEAR CAPITAL PROGRAM
- STORMWATER: \$6.8 Million
- FY 2015 Projects (Previous Slide)
- Spot Improvement - Misc Improvements
- Spot Improvement – Schultz Creek Design Phase I
- Spot Improvement – Cottage and Elden Drainage Study
- Spot Improvement – Spruce Ave Wash/Linda Vista Drainage Improvements
- Spot Improvement – Spruce Ave Wash/Dortha Inlet Drainage Improvements

# Quality Infrastructure Cabinet (QIC) – Facilities



# QIC FACILITIES

## QIC Facilities:

- QIC funding for Facilities in FY14 was ~\$100,000 recurring
- FY15 proposed Facility Infrastructure investment above base budgets (RSLs) ~\$2,500,000
  - ~\$400,000 of this is in the general fund

# QIC FACILITIES

## Facilities Section:

- \$100,000 one-time (1X) to increase the catastrophic fund to \$128,000
- New line item to establish a fund for leased/vacant facilities, 1X \$15,000 to fund repairs as needed
  - Hunter house, McAllister Ranch, Fresquez property, Head Start buildings

Base budget \$258,000 (includes \$14,000 QIC) remains the same for ongoing capital repairs such as:

- Roof repairs, Carpet replacement, Boiler replacement, Door replacement
- Fire annunciation systems

# QIC FACILITIES

## Library:

- Roof 1X \$180,000; options (need Council direction):
  - Replace with metal - this will be first phase (\$330,000 total needed)
  - Replace with shingles – this will complete the entire roof including skylights
  - Hybrid of metal and shingles – come back in FY16 to complete roofing and skylights (\$240,000 total needed)
- Boiler replacement 1X \$12,000
- Set aside funding for future ADA projects
  - Restrooms 1X \$30,000
  - Entry ramp 1X \$65,000

# QIC FACILITIES

## J. Lively Ice Arena:

- Install second chiller 1X \$250,000
- Locker room flooring replacement 1X \$20,000
- Lobby seating and cubby storage 1X \$13,000
- Add cashier lane 1X \$5,000
- Reserve to implement consultant recommendations 1X \$145,000

# QIC FACILITIES

## Flagstaff Recreation Center:

- Replace HVAC serving the game room 1X \$15,000

## Aquaplex:

- Remove/replace fake stone in pool 1X \$31,000
- Construct chemical storage shed 1X \$15,000
- Install controlled access point 1X \$14,000
- Additional security cameras 1X \$10,000

# QIC FACILITIES

## Utilities:

- East Flagstaff Shop roof repair 1X \$25,000

## Airport:

- Terminal repairs (e.g. structural, metal roofing, cabinetry, and concrete repairs ) 1X \$45,000
- Security gate replacement (1 of 4 gates) 1X \$40,000
- DPS hangar repairs (e.g. roof emulsion, windows) 1X \$8,000



# QIC FACILITIES

## City Hall:

- Carpet cleaning and window cleaning 1X \$3,000
- Chemicals for cooling tower 1X \$2,000
- Second floor northeast quadrant remodel 1X \$200,000

## Visitor's Center:

- Additional maintenance needs (e.g. painting, carpet, equipment needs) 1X \$22,000
- Add concrete pathway from sidewalk to platform 1X \$2,500

# QIC FACILITIES

## Housing / FHA:

- Remodel of FHA offices to accommodate Housing Section staff 1X \$50,000

## City Court

- Flood door 1X \$5,000

## Police Department (LEAF)

- Carpet replacement 1X \$25,000
- Replace blinds in dispatch area 1X \$2,000

# Quality Infrastructure Cabinet (QIC) – Fleet



# QIC FLEET

## Fleet Overview

- Continue to adjust vehicle/equipment useful life
- Downsizing the Fleet by eliminating underutilized vehicles/equipment
- Right sizing fleet to fit operational needs
- New replacement criteria to include miles/hours as well as years

With proposed FY15 replacements and fleet reductions, we will reduce both the cost to maintain current condition (stop the bleeding) and the cost to bring the fleet up to target condition by 8% and 13% respectively.

# QIC FLEET

**General Fund fleet replacements = \$744,883**

- Police – replace 4 Cruisers      **\$114,500**
- Fire – replace 1 engine      **\$495,000**
- Recreation – replace Zamboni      **\$100,900**
- Catastrophic Fund addition      **\$ 35,383**

**Utilities fleet replacements = \$577,000**

- 2 – 4x4 utility trucks
- 1 – sludge dredge
- 1 – waste injection dozer

# QIC FLEET

**HURF fleet replacements = \$1,237,000**

- 3 – motor graders
- 2 – street sweepers
- Reduce fleet by 3 loaders

**Solid Waste fleet replacements = \$1,247,320**

- 1 – dozer (landfill)
- 2 – garbage/recycling trucks
- 1 – bin maintenance truck

# Stormwater Fund Overview



# STORMWATER FUND OVERVIEW – ONGOING

Sources/Uses (Ongoing)	Amount
5-Year Plan Capacity	36,150
Merits	(7,500)
Ongoing RSL's Approved	(650)
Transfer $\frac{3}{4}$ Stormwater Position to Utilities	64,000
Ongoing transferred to 1X Use	(74,400)
<b>TOTAL</b>	<b>17,600</b>



# STORMWATER FUND OVERVIEW – ONE TIME

Sources/Uses (1x)	Amount
Fund Balance	375,000
Transferred to CIP Projects	(375,000)
One-Time Pay	(2,400)
1X RSLs Approved	(72,000)
Ongoing transferred to 1X Use	74,400
<b>TOTAL</b>	<b>0</b>

# STORMWATER FUND OVERVIEW – REVISED SERVICE LEVELS (RSL)

RSLs	Amount	Council Budget Priority
Ongoing – Training	650	Staffing
1X – Training	2,000	Staffing
1X – Floodplain Map Corrections	20,000	Infrastructure
1X – Master Plan	50,000	Other
<b>TOTAL</b>		

# Water and Wastewater Fund Overview



# WATER AND WASTEWATER OVERVIEW – ONGOING

Sources/Uses (Ongoing)	Amount
5-Year Plan Capacity	730,000
Merits	(61,000)
Staffing-Regulatory Compliance and Wildcat MSW	(157,856)
Reclasses/Rezoning	(25,629)
Transfer $\frac{3}{4}$ of Position From Stormwater (Reallocation)	(64,000)
<u>Ongoing RSL's Approved</u>	<u>(413,900)</u>
<b><u>TOTAL</u></b>	<b><u>7,615</u></b>

# WATER AND WASTEWATER OVERVIEW – REVISED SERVICE LEVELS (RSL)

<b>RSL – Ongoing</b>	<b>Amount</b>	<b>Council Budget Priority</b>
Maintenance	185,000	Infrastructure
Other Contractuals	25,000	Other
Geo Bags and Polymer	150,000	Infrastructure
Chlorine	40,000	Other
Other Misc	13,900	Other
<b>TOTAL</b>	<b>413,900</b>	

# WATER AND WASTEWATER FUND OVERVIEW – ONE TIME

Sources/Uses (1x)	Amount
Fund Balance	1,500,000
Temp Staff-Water Conservation and IB Maintenance	(48,000)
1X RSL's Approved	(933,100)
Transfer to General Fund-Meter Reader/2 Years (Reallocation)	(84,000)
Additional Operating Capital	(428,000)
<b>TOTAL</b>	<b>6,900</b>

# WATER AND WASTEWATER OVERVIEW – REVISED SERVICE LEVELS (RSL)

<b>RSL – 1x</b>	<b>Amount</b>	<b>Council Budget Priority</b>
Legal Fees	80,000	Other
Consultants/Feasibility Study	219,000	Other
Maintenance/Parts-Buildings and Equipment	59,100	Infrastructure
Electricity-Cogen	100,000	Infrastructure
POC Well	110,000	Infrastructure
SCADA Improvements	245,000	Infrastructure
CMMS	120,000	Other
<b>TOTAL</b>	<b>933,100</b>	

# WATER AND WASTEWATER OVERVIEW – OPERATING CAPITAL

<b>Operating Capital</b>	<b>Amount</b>
BACK-UP GENERATOR	400,000
SCADA IMPROVEMENTS	50,000
METER READING DEVICES	28,000
FLATBED TRUCK	19,000
BACKHOE TRAILER	19,000
KEYSCAN ENTRY SYSTEM	10,000
TAPPING MACHINE	35,000
FACILITIES REPAIR	30,000
WCH SUMP PUMP REPLACEMENT	20,000
4X4 ONE TON PICK UP TRUCK WITH PLOW	45,000



# WATER AND WASTEWATER OVERVIEW – OPERATING CAPITAL

Operating Capital	Amount
SLUDGE DREDGE	275,000
DOZER	177,000
CRANE REPAIRS	12,000
FACILITIES REPAIR	23,500
DISCHARGE FLOW MONITORING	20,000
4X4 ONE TON PICK UP TRUCK	80,000
CRANE REPAIRS	7,500
WATER VAULT / COMPOUND METERS	32,000

# **WATER AND WASTEWATER OVERVIEW – MAJOR EXPENDITURES**

<b>Major Expenditures in Base Budget</b>	<b>Amount</b>
Legal Fees	150,000
Utilities – Gas and Electric at LMWTP	516,242
Treatment Chemicals	318,200
Electric for Local Wells	767,295
Electric for Lake Mary wells	175,527
Major pump and motor repairs	380,000
Electric for Woody Mountain well field, clarifier and pump building	511,670
Water meters, water meter repair parts, meter boxes, etc.	187,718
Electrical Power and Natural Gas for facilities	1,068,000

# Utilities Division



# DIVISION PRESENTATIONS – UTILITIES

## Goals for the Division:

- Complete treatment upgrades and operational efficiencies at Wildcat Hill WWTP
- Continue SCADA related technology upgrades across entire Division (*process control & monitoring*)
- Complete implementation of Water Quality & Maintenance Management database programs for consistency across Division
- Continue energy efficiency implementations and begin to implement power redundancy options
- Complete increased Stormwater Capital projects

# DIVISION PRESENTATIONS – UTILITIES

## Current areas of Outsourcing:

- Water-Sewer Impact Analysis (engineering firms)
- On-call engineering services for CIP (water & sewer treatment)
- Project Mgt services for treatment plant & water production related Capital projects (engineering firms)
- Project Mgt services to CD for water & sewer Capital projects within R-O-W
- Leak detection services – water conservation

## Opportunities to Outsource:

- SCADA programming & systems integration
- Manhole & valve maintenance or replacement

# DIVISION PRESENTATIONS – UTILITIES

Revised Service Levels Approved by Budget Team:

## 1X (infrastructure)

- Point of compliance well – Wildcat Hill
- Rio WRF pumps, mechanical, etc. condition assessment
- Back-up generator – Ft Tuthill Well
- Project Mgt – WSIA engineering services (staffing)
- Stormwater projects (Columbia Circle, 5-Points (Clay Ave wash)

## Ongoing (staffing)

- Regulatory Compliance Manager
- Temp staff - Conserv enforcement/ IB Road maintenance
- Reclass - GIS & Database Admin / Collection & Dist Lead
- Laboratory Specialists (Water & Wastewater)

# SERVICE PARTNER CONTRACTS



Agency/Partner Name	FY 14 Funding Amount	Additional Funding Request Amount	Amount in Proposed Budget
Victim Witness	\$41,304	\$-	\$41,304
NACASA - Northern Arizona Center Against Sexual Assault	\$15,627	\$-	\$15,627
The Guidance Center	\$74,250	\$24,500	\$74,250
Science Foundation of Arizona	\$50,000	\$-	\$50,000
United Way of Northern Arizona	\$222,750 ONG \$71,000 1X	\$ 71,000	\$293,750
Humane Society	\$161,985	\$78,015	\$161,985
SEDI - Sustainable Economic Development Initiative	\$10,000 ONG \$10,000 1X	\$10,000	\$10,000
FACTS	\$247,319	\$ -	\$247,319
Boys and Girls Club	\$50,000	\$-	\$25,000
CCC&Y - Coconino Coalition for Children and Youth	\$19,669	\$-	\$19,669
GFFP	\$19,725	\$200	\$19,725
ECONA	\$40,000	\$-	\$40,000
Sunnyside Weed and Seed	\$5,503	\$-	\$5,503
Flagstaff Cultural Partners	\$65,000	\$29,000	\$94,000
			<b>252</b>



# NEW REVENUE DISCUSSION



# REVENUE DISCUSSION

- Use Tax
- Jet Fuel
- Recreation Fees

# NEW REVENUE POSSIBILITIES – USE TAX

## ■ 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.<sup>1</sup>
- 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

# NEW REVENUE POSSIBILITIES – JET FUEL

- Currently no jet fuel tax in Flagstaff
- 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: \$11,000

# NEW REVENUE POSSIBILITIES – REC FEES

## Recreation Fees

- 7% increase
- Estimated revenue: \$70,000

# PROJECTED/POSSIBLE GENERAL FUND REVENUE INCREASES IN FY15

Possible Future Sources (Ongoing)	Amount
Use Tax	\$100,000 (Up to \$250,000 in future)
Jet Fuel (\$0.03 per gallon)	\$11,000
Recreation Fees	\$70,000

# ADDS/DELETES



# ADDS/DELETES

To be completed throughout the retreat.



# BOARDS AND COMMISSIONS – CONTINUED DISUCSSION



# CITY COUNCIL RULES OF PROCEDURE



# UPDATE TO RULES OF PROCEDURE AND DISCUSSION OF PUBLIC STATEMENTS

- Two recommended changes to the Rules of Procedure:
  - Update Rule 7 to conform to 9<sup>th</sup> Circuit case that requires an actual disturbance of the peace and good order before removing a citizen from a Council meeting;
  - Update Rule 9 to add a sentence indicating how the City will handle translation services.
- Stationery vs disclaimer
  - Avoid confusion by the public
  - Protect yourself from accusations
  - Disclaimer: “The views expressed here are mine and are not the views of the Flagstaff City Council.”
- Discussion on presentation from public

# Supplemental Materials

ACCOUNT NUMBER (include "-"s)	DESCRIPTION	AMOUNT	Recurring	One-time	Other - ONG	Other - 1x	Compensation ONG	Compensation 1x	Staffing (increased personnel, training, tools/uniform, etc.) ONG	Staffing (increased personnel, training, tools/uniform , etc.) 1x	Infrastructure ONG	Infrastructure 1x
001-01-016-0063-1-4290	ONG RSL - The court is currently modifying the basis on which its Electronic Document Management System (EDMS) is run. The IGA with Coconino County has expired and we are investigating option to keep the system functional. While the final solution is still being discussed we anticipate that we will need a significant amount of services funds to maintain and	60,000	60,000	-							60,000	
001-02-032-0110-1-4102	1X RSL - Backfill temporary for 1/2 year to complete Innoprise and ADOR	40,000	-	40,000						40,000		
001-02-032-0110-1-4110	1X RSL - Overtime to develop Management Services Manual	1,000	-	1,000								
00102-033-124-1-4102	1X RSL - Meter Technician for two years until cost is absorbed through cost allocation process by Utilities. Amount shown is a reserve for both years.	84,000	42,000	-					42,000	-		
001-03-051	Overtime for FIRE	115,000	115,000				115,000					
001-03-051-0202-2-4101	1X-RSL -Regional Training Coordinator-funded through IGA with partner agencies. (This is our portion)	77,500	-	77,500						77,500		
001-03-051-0203-2-4101	1X-RSL- Retirement payout for Carl. Orrill and Winickie.	116,450	-	116,450				116,450				
001-03-051-0203-2-4110	1X-RSL -Recruit Academy -New employee Fire Academy	40,000	-	40,000						40,000		
001-04-061-0221-2-4101	1X RSL - One retirement estimated in FY 15	31,000	-	31,000				31,000				
001-04-061-0221-2-4101	ONG RSL - 8 Patrol squad format promote two Cpl's to Sgt. and two Ofc's to Cpl.	25,800	25,800	-					25,800			
001-04-061-0221-2-4171	ONG RSL - Increase Uniform Allowance given up front to new hires from 600 to \$1600	15,000	-	15,000						15,000		
001-04-061-0224-2-4101	ONG RSL - Position re-class from Dispatcher to 911 Project Coordinator (salary & ERE increase)	6,021	6,021	-					6,021			
001-05-104-0334-4-4101	ONG RSL-Additional Building Plans Reviewer	70,000	70,000	-					70,000			
001-05-104-0334-4-4110	1X RSL -Building Inspector Overtime	10,000	-	10,000						10,000		
001-09-402-1310-1-4101	Ong RSL - Vacancy Savings	(100,000)	(100,000)	-								
030-02-035-0140-5-4101	Library Re-org	125,000	125,000				125,000					
030-02-035-0143-5-4102	ONG RSL - New Position at East Branch Library	43,451	43,451	-					43,451			
053-	CVB - Creative Leadworker	75,282	75,282						75,282			
201-08	Regulatory Compliance Manager	117,000	117,000	-					117,000			
201-08-300-1000-0-4101	Utilities Management Analyst	5,232	5,232	-					5,232			
201-08-300-1003-0-4102	2 temp staff; water cops; water conservation	24,000	-	24,000						24,000		
201-08-300-1004-0-4101	Utilities GIS & Database Administrator	5,397	5,397	-					5,397			
201-08-301-1010-0-4102	Water Production temps IB Road Maint	24,000	-	24,000						24,000		
201-08-303-1054-0-4101	Laboratory Specialists	5,000	5,000	-					5,000			
201-08-311-1111-0-4101	Wildcat MSW 1.5 Temporary to 2 Permanent	40,856	40,856	-					40,856			
201-08-313-1130-0-4101	Distribution Collection Lead	10,000	10,000	-					10,000			
	PERSONNEL	1,066,989	646,039	378,950								
001-01-011-0010-1-4206	ONG RSL - 3% increase for Annual State Lobbying Service Contract	1,308	1,308	-	1,308							
001-01-015-0052-1-4191	alternative: 1 X RSL - Add part-time Asst. City Attorney for Prosecution by contract.	45,000	-	45,000						45,000		
001-04-061-0220-2-4202	1X RSL -Increase from 10 drug screens to 20 drug screens per quarter	5,000	-	5,000		5,000						
001-05-102-0312-4-4206	ONG RSL-Traffic Impact Analysis Reviews	25,000	25,000	-	25,000							
001-05-102-0313-4-4206	1X RSL -Survey Consultant	10,000	-	10,000		10,000						
001-05-102-0314-4-4206	ONG RSL-Additional Funds for Testing Contract	35,000	35,000	-	35,000							
001-05-104-0334-4-4206	Plan Review consultant (Brown)	50,000	50,000	-					50,000			
001-09-402	Public Finance study/panel	25,000		25,000		25,000						

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ACCOUNT NUMBER (include "-"s)	DESCRIPTION	AMOUNT	Recurring	One-time	Other - ONG	Other - 1x	Compensation ONG	Compensation 1x	Staffing (increased personnel, training, tools/uniform, etc.) ONG	Staffing (increased personnel, training, tools/uniform , etc.)1x	Infrastructure ONG	Infrastructure 1x
001-06-152-0521-3-4224	1X-RSL - Leased / Vacant properties repairs and other work - e.g. Hunter House, Phoenix Bldg, McAllister, Fresquez. Right now there is no funding allocated for maintenance to deal with repairs in between tenants or for emergencies. We are requesting to establish a new program in either Facilities or Real Estate to allocate funds for use on an as-needed basis.	15,000	-	15,000								15,000
030-02-035-0140-5-4224	QIC - 1X RSL - Main Lib. - Maintenance: boiler	12,000	-	12,000								12,000
030-02-035-0140-5-4224	QIC - 1X RSL - Main Lib. - Maintenance: Roof Phase 1 (Target \$180,000)	180,000	-	180,000								180,000
040-06-161-0617-6-4225	ONG RSL - Increase in streetlight maintenance contract	108,000	-	108,000								108,000
052-07-213-0831-4-4224	Incubator Fire Alarm System	1,070	1,070	-							1,070	
053-07-215-0861-4-4224	Visitor Center: Upgrades and Repairs as noted by Kathy (VC Manager) and Sergio (Facilities) when we performed our annual walk around. (All listed on VC Priority List)	22,000	-	22,000								22,000
201-08-301-1020-0-4229	Well Maintenance - Local Wells	50,000	50,000	-							50,000	
201-08-301-1026-0-4229	Red Gap Ranch maintenance	15,000	15,000	-							15,000	
201-08-303-1050-0-4229	Hydraulic Jack Repair (7)	3,500	-	3,500								3,500
201-08-303-1051-0-4224	Building Roof Repairs Maintenance	25,000	-	25,000								25,000
201-08-311-1114-0-4229	Septage Equipment Service (labor)	5,000	-	5,000						5,000		
201-08-313-1134-0-4237	Manhole rehab	120,000	120,000	-							120,000	
221-07-221-0883-0-4224	Security Gate/Replacement (4Gates)	40,000	-	40,000								40,000
221-07-221-0883-0-4224	Terminal Repairs	45,000	-	45,000								45,000
	Maintenance	839,170	188,070	653,100								
001-01-011-0014-1-4261	1X RSL - Real Estate - Travel for Certifications, Training and Education	3,000	-	3,000						3,000		
001-01-015-0050-1-4261	1X RSL - Increase training and travel budget. The City Attorney's Office must fund a minimum of 15 hours of continuing legal education for each of its attorneys. The most useful conferences and classes occur outside of Flagstaff. In order to provide better customer service, we must stay educated and have sufficient professional networks	9,786	-	9,786						9,786		
001-01-015-0052-1-4261	1X RSL - establish a budget for paying ex-officers to travel to hearings for DUIs	1,000	-	1,000						1,000		
001-02-034-0132-1-4261	1X RSL -Payroll-Innoprise User Group Conference-Travel Exp	900	-	900						900		
001-02-034-0132-1-4262	1X RSL -Payroll-Innoprise User Group Conference-Registration	300	-	300						300		
001-02-034-0132-1-4263	1X RSL -Payroll -Online Classes for Pay Train	1,000	-	1,000						1,000		
001-02-034-0133-1-4263	1X RSL -AP -Educational Reimbursements-12 Credits	1,550	-	1,550						1,550		
001-02-034-0134-1-4263	1X RSL-Grants -Educational Reimbursements-One Class	350	-	350						350		
001-03-051-0203-2-4263	EMT Recertification's- Year 3 of 3. Additional funds for new curriculum for EMT's Cover class cost and overtime.	10,000	-	10,000						10,000		
001-04-061-0221-2-4101	1X RSL - Keep Officer position vacant to fund training \$75,201	(75,200)	-	(75,200)								
001-04-061-0221-2-4263	1X RSL - Keep Officer position vacant to fund training \$75,200	75,200	-	75,200						75,200		
001-04-061-0224-2-4261	1X RSL - Send five ECS to the three week Dispatch Training Academy	5,000	-	5,000						5,000		
001-06-152-0510-3-4261	1X RSL - Facilities Expo Annual Conference in Phoenix - travel for 6 staff	500	-	500						500		





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ACCOUNT NUMBER (include "-"s)	DESCRIPTION	AMOUNT	Recurring	One-time	Other - ONG	Other - 1x	Compensation ONG	Compensation 1x	Staffing (increased personnel, training, tools/uniform, etc.) ONG	Staffing (increased personnel, training, tools/uniform , etc.)1x	Infrastructure ONG	Infrastructure 1x
001-01-016-0063-1-4301	1X RSL - In the fall of 2014 the Flagstaff Municipal Court will be replacing all computers in the court with new boxes and operating system. This is a part of a state-wide roll-out and update. Many of the printers that the court currently utilizes are old and will not be compatible with the operating system which we will receive. In order to keep current capacity we are requesting funds to replace our old outdated printers with compatible ones.	10,177	-	10,177								10,177
001-014	Storage Area Network Equipment	70,000		70,000								70,000
001-014	Network Core Switches	70,000		70,000								70,000
001-014	Video Camera equipment	10,000		10,000								10,000
001-02-034-0134-1-4301	1X RSL-Grants -City IPAD fro Grants Manager	500	-	500								500
001-03-051-0202-2-4303	1X-RSL -MDC Replacement 4, replace 4 of 20 MDC's on a continued basis.	20,000	-	20,000								20,000
001-04-061-0220-2-4301	ONG RSL -Replace 15 desktops/monitors in FY 15 \$16,000 (we replaced 35 in FY14)(QIC-IT)	16,000	-	16,000								16,000
001-04-061-0221-2-4301	1X RSL - Purchase new file server for storage of police reports (4 Terabytes) (QIC IT)	6,200	-	6,200								6,200
001-04-061-0221-2-4303	1X RSL - Replace 24 tablets/MDC's , the XP operating system no longer supported (QIC-IT)	100,000	-	100,000								100,000
001-04-061-0222-2-4301	ONG RSL - Forensics lab software, to do search warrants on computers and electronics	4,453	4,453	-							4,453	
001-05-104-0334-4-4301	1X RSL-Blue Beam Electronic Plan Review Software & or Licenses for four computers - Request submitted to IT 12/06/13, Will provide the plans examiners to conduct plan reviews faster and easier.	2,080	-	2,080								2,080
001-05-104-0336-4-4301	1X RSL-Community Viz Software - Request submitted to IT 12/06/13, GIS Based tool to assist with Place Based Scenario Planning and Area Plan Analysis	1,000	-	1,000								1,000
030-02-036-0155-5-4302	1X RSL - Supai Library computers, software, & peripherals	5,000	-	5,000								5,000
030-02-036-0156-5-4302	1X RSL - Grand Canyon equipment budget	2,000	-	2,000								2,000
201-08-301-1015-0-4301	Switches, PLC & Fiberoptic - SCADA MP	90,000	-	90,000								90,000
201-08-311-1111-0-4301	Switches & Fiberoptic - SCADA MP	60,000	-	60,000								60,000
		467,410	4,453	462,957								
001-01-016-0065-1-4381	Arc Flash Hazards Update	1,717	-	1,717								1,717
001-04-061-0221-2-4305	1X RSL - Purchase a digital camera to assign to each squad car 30 X \$150 = \$4,500	4,500	-	4,500						4,500		
001-04-061-0221-2-4305	1X RSL - Digital audio recorders for patrol officers 70 @ \$100 = \$7,000	7,000	-	7,000						7,000		
001-04-061-0221-2-4305	1X RSL - Use court safety fees to purchase safety equipment (Tasers and SWAT helmets)	38,426	-	38,426						38,426		
001-04-061-0221-2-4354	1X RSL - Purchase patrol flashlights one per officer \$11,500	11,500	-	11,500						11,500		
001-04-061-0223-2-4305	1X RSL - New copier for Records to copy reports for victims, the public, attorneys, etc.	5,000	-	5,000								5,000
001-06-152-0513-3-4362	1X RSL - City Hall chemicals for cooling tower. This is an every-other year need. The \$2,000 request is for keeping the water inside the water cooling tower from rusting the interior pipes. This is a much needed preservation / life extender.	2,000	-	2,000		2,000						
001-09-401-1300-1-4342	1x RSL - Furniture, office supplies (business cards and headshots for new Council)	2,000	-	2,000		2,000						
030-02-035-0140-5-4321	1X RSL - Main circulated materials for collection, reference, & staff use	20,000	-	20,000		20,000						

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ACCOUNT NUMBER (include "-"s)	DESCRIPTION	AMOUNT	Recurring	One-time	Other - ONG	Other - 1x	Compensation ONG	Compensation 1x	Staffing (increased personnel, training, tools/uniform, etc.) ONG	Staffing (increased personnel, training, tools/uniform , etc.)1x	Infrastructure ONG	Infrastructure 1x
BBB recreation	1X RSL - Removal of all Fake Stone Work Around Pool and Replace with Tile	31,000	-	31,000								31,000
BBB recreation	Other BBB recreation facility capital requests	1,298,460		1,298,460								1,298,460
040-06-161-0612-6-4401	ONE TIME (1X) RSL - Purchase of 3 Allwheel drive Motorgraders. Trade in of three (3) motorgraders and three (3) loaders that are to be eliminated from the Fleet. White paper will be presented for explanation.	677,000	-	677,000								677,000
001-03-051-0202-2-4402	ONG-RSL-Thermal Imaging Cameras- year 1 of 3- Replace 2 of the 6 TIC's	18,000	-	18,000						18,000		
201-08-301-1020-0-4405	Ft Tuthill back-up generator	400,000	-	400,000								400,000
201-08-303-1050-0-4410	1x RSL- New handhelds and tablet/toughbooks for meter technicians. The current handhelds will not be serviced by the vendor starting January 1, 2015. With the new Innoprise system, the meter technicians will also need some sort of field device to complete service orders and make the unit paperless. It is expected that the ongoing maintenance for these items can be absorbed in the current budget.	28,000	-	28,000								28,000
030-02-035-0140-5-4435	1X RSL - Non-routine capital: Public Restroom ADA Compliance (\$75,000)	15,000	-	15,000								15,000
030-02-035-0140-5-4435	1X RSL - Non-routine capital: Public Restroom ADA Compliance - Target \$75,000 by FY18 - see below for City Funding request	15,000	-	15,000								15,000
030-02-035-0140-5-4435	1X RSL - Non-routine capital: Ramp Access ADA Compliance - Target \$350,000 by FY20 - see below for City Funding request	15,000	-	15,000								15,000
030-02-035-0140-5-4435	1X RSL - Non-routine capital: Ramp Access ADA Compliance (\$350,000)	50,000	-	50,000								50,000
206-08-385-3238-0-4442	Schultz Creek design & construction for drainage improvements	75,000	-	75,000		75,000						
206-08-385-3238-0-4443	1681 Columbia Circle (DrIP) to mitigate flooding to structures in Country Club Estates	300,000	-	300,000		300,000						
												-
		3,422,460	-	3,422,460								

Housing Authority's chart of acc	1X RSL-Section 8 Program Administration	45,000	-	45,000		45,000						
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Housing Authority's chart of acc ONG RSL-Offset of Maintenance Worker Trigger 25,200 25,200 - 25,200

		70,200	25,200	45,000								
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## Monthly Statistical Report

December 2013

Category	Current Month and Year December 2013			Current Year-to-Date December 2013			Previous Year-to-Date December 2012		
	Units	Permits	Valuation	Units	Permits	Valuation	Units	Permits	Valuation
<b>New Residential Housekeeping Buildings</b>									
Single-Family (Detached)	10	10	\$2,280,620	122	122	\$24,381,050	82	82	\$17,383,205
Single-Family (Attached)	4	4	\$1,024,978	64	61	\$9,556,411	53	53	\$9,230,361
Two-Family Buildings		0		5	3	\$834,136	4	2	\$609,573
<b>Total Single-Family Units</b>	<b>14</b>	<b>14</b>	<b>\$3,305,598</b>	<b>191</b>	<b>186</b>	<b>\$34,771,597</b>	<b>139</b>	<b>137</b>	<b>\$27,223,139</b>
Three and Four Family Buildings		0		3	1	\$146,264	4	1	\$264,232
Five or More Family Buildings		0		54	16	\$7,358,199	604	48	\$36,616,353
<b>Total Multi-Family Units</b>		<b>0</b>		<b>57</b>	<b>17</b>	<b>\$7,504,463</b>	<b>608</b>	<b>49</b>	<b>\$36,880,585</b>
<b>New Residential Non-Housekeeping Buildings</b>									
Hotels, Motels, Tourist Cabins		0			0			0	
Other Non-Hskpg Shelters		0			0			0	
<b>Total Non-Hskpg Buildings</b>		<b>0</b>			<b>0</b>			<b>0</b>	
<b>New Non-Residential Buildings</b>									
Amusement, Social, Recreational		0			1	\$13,524		1	\$448,817
Churches and Other Religious		0			0			0	
Industrial		0			0			0	
Prkg Garages Open to the Public		0			0			0	
Serv Stations / Repair Garages		0			0			0	
Hospitals and Institutions		0			0			0	
Offices, Banks, Professional		0			3	\$4,025,650		3	\$2,461,061
Public Works and Utilities		0			0			0	
Schools and Other Educational		0			4			0	
Stores, Restaurants, Cust Serv		0			1	\$1,650,018		3	\$2,252,273
Other Non-Residential Buildings		0			3	\$89,530		6	\$128,594
Structures Other Than Buildings		0			6	\$960,070		11	\$1,770,549
<b>Total Non-Residential</b>		<b>0</b>			<b>18</b>	<b>\$6,738,792</b>		<b>24</b>	<b>\$7,061,294</b>
<b>Total New Residential and Non-Residential Construction</b>		<b>14</b>	<b>\$3,305,598</b>		<b>221</b>	<b>\$49,014,852</b>		<b>210</b>	<b>\$71,165,018</b>
<b>Additions, Alterations, Conversions</b>									
Residential		4	\$46,888		67	\$1,333,882		84	\$1,195,791
Non-Residential, Non-Hskpg		3	\$143,806		78	\$7,544,432		72	\$11,032,532
Garages and Carports		0			6	\$196,124		4	\$2,244,726
<b>Total Add, Alt, Conv</b>		<b>7</b>	<b>\$190,694</b>		<b>151</b>	<b>\$9,074,438</b>		<b>160</b>	<b>\$14,473,049</b>
<b>Total New Construction and Add-itions, Alterations,</b>		<b>21</b>	<b>\$3,496,292</b>		<b>372</b>	<b>\$58,089,290</b>		<b>370</b>	<b>\$85,638,067</b>

City of Flagstaff  
**Monthly Statistical Report**  
 December 2013

Category	Current Month and Year December 2013			Current Year-to-Date December 2013			Previous Year-to-Date December 2012		
	Units	Permits	Valuation	Units	Permits	Valuation	Units	Permits	Valuation
<b>Demolitions</b>									
Single-Family Houses		0		1	5	\$1,900		0	
Two-Family Buildings		0			0			0	
Three and Four Family Buildings		0			0			0	
Five or More Family Buildings		0			0			0	
All Other Bldgs and Structures		2	\$8,800		13	\$39,300		43	(\$2,046,400)
<b>Grading</b>									
Residential		0			0			0	
<b>Mobile Homes</b>									
Total Res Installations		1			20			5	
Total Non-Res Installations		0			3			1	
(New Residential)		0			12			0	
(Residential Replacement)		1			8			5	
(Factory-Built Residential)		0			0			0	
(Factory-Built Non-Residential)		0			0			1	
<b>Miscellaneous</b>									
Residential Repairs		83	\$707,522		918	\$7,570,483		1151	\$10,075,168
Non-Residential Repairs		2	\$24,000		57	\$3,590,207		78	\$3,427,834
Residential Moves		0			0			0	
Foundations/Stem Walls Only		0			2	\$11,177		1	\$2,000
Other Misc. Residential Permits		4	\$66,001		49	\$457,343		31	\$75,041
Other Misc. Commercial Permits		3	\$292,500		8	\$700,168		13	\$356,563
Other - Plumbing		17			139			145	
Other - Electrical		13			103			108	
Other - Mechanical		15			82			89	
Other - Combination		1			31			31	
Other - Lighting		0			3			4	

Planning and Development Services  
 213-2611

## Monthly Statistical Report

March 2014

Category	Current Month and Year March 2014			Current Year-to-Date March 2014			Previous Year-to-Date March 2013		
	Units	Permits	Valuation	Units	Permits	Valuation	Units	Permits	Valuation
<b>New Residential Housekeeping Buildings</b>									
Single-Family (Detached)	6	6	\$1,178,912	20	20	\$4,378,001	22	22	\$4,288,532
Single-Family (Attached)	2	2	\$302,187	15	15	\$2,980,141	15	15	\$2,456,297
Two-Family Buildings	4	2	\$669,831	4	2	\$669,831	1	1	\$288,472
<b>Total Single-Family Units</b>	<b>12</b>	<b>10</b>	<b>\$2,150,930</b>	<b>39</b>	<b>37</b>	<b>\$8,027,973</b>	<b>38</b>	<b>38</b>	<b>\$7,033,301</b>
Three and Four Family Buildings		0			0			0	
Five or More Family Buildings		0			0			0	
<b>Total Multi-Family Units</b>		<b>0</b>			<b>0</b>			<b>0</b>	
<b>New Residential Non-Housekeeping Buildings</b>									
Hotels, Motels, Tourist Cabins		0			0			0	
Other Non-Hskpg Shelters		0			0			0	
<b>Total Non-Hskpg Buildings</b>		<b>0</b>			<b>0</b>			<b>0</b>	
<b>New Non-Residential Buildings</b>									
Amusement, Social, Recreational		0			0			0	
Churches and Other Religious		0			0			0	
Industrial		0			0			0	
Prkg Garages Open to the Public		0			0			0	
Serv Stations / Repair Garages		0			0			0	
Hospitals and Institutions		0			0			0	
Offices, Banks, Professional		1	\$374,158		1	\$374,158		0	
Public Works and Utilities		0			0			0	
Schools and Other Educational		0			0			0	
Stores, Restaurants, Cust Serv		0			1	\$1,192,992		0	
Other Non-Residential Buildings		0			0			0	
Structures Other Than Buildings		0			2	\$93,548		0	
<b>Total Non-Residential</b>		<b>1</b>	<b>\$374,158</b>		<b>4</b>	<b>\$1,660,698</b>		<b>0</b>	
<b>Total New Residential and Non-Residential Construction</b>		<b>11</b>	<b>\$2,525,088</b>		<b>41</b>	<b>\$9,688,671</b>		<b>38</b>	<b>\$7,033,301</b>
<b>Additions, Alterations, Conversions</b>									
Residential		5	\$134,074		18	\$480,239		17	\$263,692
Non-Residential, Non-Hskpg		3	\$196,968		17	\$961,886		19	\$3,006,849
Garages and Carports		0			0			0	
<b>Total Add, Alt, Conv</b>		<b>8</b>	<b>\$331,042</b>		<b>35</b>	<b>\$1,442,125</b>		<b>36</b>	<b>\$3,270,541</b>
<b>Total New Construction and Add-itions, Alterations,</b>		<b>19</b>	<b>\$2,856,130</b>		<b>76</b>	<b>\$11,130,796</b>		<b>74</b>	<b>\$10,303,842</b>

City of Flagstaff  
**Monthly Statistical Report**  
 March 2014

Category	Current Month and Year March 2014			Current Year-to-Date March 2014			Previous Year-to-Date March 2013		
	Units	Permits	Valuation	Units	Permits	Valuation	Units	Permits	Valuation
<b>Demolitions</b>									
Single-Family Houses		0			0		1	1	\$600
Two-Family Buildings		0			0			0	
Three and Four Family Buildings		0			0			0	
Five or More Family Buildings		0			0			0	
All Other Bldgs and Structures		0			1	\$20,000		9	\$25,000
<b>Grading</b>									
Residential		0			0			0	
<b>Mobile Homes</b>									
Total Res Installations		2			4			5	
Total Non-Res Installations		1			1			0	
(New Residential)		2			2			1	
(Residential Replacement)		0			2			4	
(Factory-Built Residential)		0			0			0	
(Factory-Built Non-Residential)		0			0			0	
<b>Miscellaneous</b>									
Residential Repairs		66	\$600,942		162	\$1,321,784		31	\$279,115
Non-Residential Repairs		1	\$50,235		3	\$156,035		22	\$595,720
Residential Moves		0			0			0	
Foundations/Stem Walls Only		0			0			0	
Other Misc. Residential Permits		2	\$6,058		3	\$6,358		10	\$87,707
Other Misc. Commercial Permits		0			0			1	\$41,000
Other - Plumbing		12			35			31	
Other - Electrical		4			13			18	
Other - Mechanical		2			13			7	
Other - Combination		0			3			5	
Other - Lighting		0			0			1	

Planning and Development Services  
 213-2611





## City of Flagstaff Revenue Section

### MEMORANDUM

**DATE:** April 16, 2014

**TO:** Barbara Goodrich, Management Services Director

**FROM:** Andy Wagemaker, Revenue Director; Ranbir Cheema, Tax Manager;

**SUBJECT: Jet Fuel Tax Update**

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#### SUMMARY

At the February budget retreat, Council gave direction to look deeper into the possibility of selecting Local Option LL of the Model City Tax Code, allowing the City to levy a per gallon Jet Fuel tax. This memo is a basis for the discussion, clarifying concepts and updating assumptions.

#### DISCUSSION POINTS

##### Aviation Fuel Taxation

There are two major fuels used at Arizona airports. Aviation Gas (AvGas) and Jet Fuel. AvGas is currently taxed in all jurisdictions as a retail sale. There are no exemptions for sale of this type of fuel. Jet fuel is taxed by a majority of cities with airports as well as the State of Arizona.

##### Jet Fuel Allocation

Per the Federal Aviation Administration (FAA), all jet fuel tax proceeds must remain with the airport within the airport fund. Most municipal airports simply reduce subsidies from the general fund at the amount the jet fuel tax brings in.

##### Revenue Update

Since the last review of this material during the FY12 budget process, assumptions used in the calculation of the jet fuel tax have changed. Specifically, the total gallons used for the calculation were reduced. The new estimate at \$0.03 per gallon of jet fuel is approximately \$11,000. The reduction is most likely due to the departure of the City's second major airline.

##### Jet Fuel Taxation

A per gallon jet fuel tax is usually paid at the point of the original sale. For example, if jet fuel for Flagstaff is purchased from a distributor in Phoenix, the Phoenix jet fuel tax is paid by the reseller. Currently, the City of Phoenix is getting the jet fuel tax versus the City of Flagstaff. If Flagstaff had its own jet fuel tax then the jet fuel purchased from a Phoenix distributor would be levied at the Flagstaff tax rate and exempt from the Phoenix tax rate. Both a Phoenix jet fuel tax and a Flagstaff jet fuel tax would not be charged. The current Phoenix jet fuel tax rate is



## City of Flagstaff Revenue Section

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### MEMORANDUM

\$0.00732. Should the City of Flagstaff assess at the same rate as the City of Phoenix, the revenue would be \$2,684 vs. the \$11,000 estimated at a \$0.03 rate.

The proposed \$0.03 rate is based on the following information from other jurisdictions:

City	Per Gallon Rate
Bullhead City	\$0.03000
Chandler	\$0.02300
Chino Valley	\$0.01500
Gila Bend	\$0.03000
Glendale	\$0.02800
Goodyear	\$0.03000
Lake Havasu City	\$0.03000
Mesa	\$0.03000
Phoenix	\$0.00732
Prescott	\$0.01500
Scottsdale	\$0.01800
Sierra Vista	\$0.02000
Tusayan	\$0.05000
Winslow	\$0.03000
AVERAGE:	\$0.02545
# of Cities	14

**CITY OF FLAGSTAFF  
STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Elizabeth A. Burke, City Clerk  
**Date:** 04/17/2014  
**Meeting Date:** 04/23/2014



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**TITLE**  
**CONTINUED DISCUSSION ON BOARDS AND COMMISSIONS**

**RECOMMENDED ACTION:**

Staff direction

**INFORMATION**

Attached is a recap of the prior discussion held by Council regarding Boards and Commissions. This item has been placed on the agenda to complete that discussion and provide direction to staff.

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**Attachments:** Recap

# CITY BOARDS AND COMMISSIONS

- Consider reducing BPAC from 9 to 7 members
- Consider debt service tools for BPAC projects
- Reconsider the membership classifications (by numbers) for BPAC
- Consider how we may reframe CODA to encourage participation; better defined
- Transfer Land Trust Commission responsibilities to staff
- Consider a uniform set of bylaws or rules of procedure
  - Terms
  - Term limits
  - How chair selected
  - Do some clean-up across enabling ordinances.
  - Maybe use Council rules as baseline rather than B/C handbook
- Board and Commission training – need to have a consequence to not completing the training
  - Within first 3 years is too long; prior to some number of meetings; within 3 months.
  - Provide a manual and then take the test
  - Could the training be offered on-line with a certificate (staff check into cost)
  - Don't re-appoint if has not go to training
  - Open meeting laws must be on web site and reviewed 1 day before taking office
  - Could ask for an affidavit that we keep on record that they have read it; can put with oath of office
  - Still have the training within 3 months
- Terms
  - 3 years all commissions
  - re-appointments; Council discretion each time; no preference
- Term Limits
  - Called out in handbook as 2 full terms; could be seated 3 times assuming first is partial
  - Off 1 year before can re-apply to same commission; can apply for another commission immediately
- More than 1 commission

- No; 1 at a time
- Industrial Revenue Board – could this be as needed
- Council ideas to Commission or Commission to Council
  - Staff could take an idea to the commission
  - If an extraordinary request is made of staff time, that must be cleared by city manager
  - Rule of 3 to put on their own commission agenda; staff Liaison sets the agenda
  - If majority passes a policy recommendation to Council, CM will schedule when appropriate; put on work session and hear presentation from commission/staff
- Minority report
  - Available but not formal; not requested; staff remind that if you are in the minority and want to send Council an email with your position you are welcome; can also speak at Council meeting
- Try to recognize at end of term

**CITY OF FLAGSTAFF**  
**STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Elizabeth A. Burke, City Clerk  
**Co-Submitter:** Michelle D'Andrea, City Attorney  
**Date:** 04/17/2014  
**Meeting Date:** 04/23/2014



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**TITLE**  
**PROPOSED CHANGES TO RULES OF PROCEDURE**

**RECOMMENDED ACTION:**

Staff direction

**INFORMATION**

The City Attorney's Office has a few amendments being proposed to the Rules of Procedure, Rule 7 and Rule 9, and this has been posted to allow for those discussions as well as any others that may be considered.

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**Attachments:** [Rule 7](#)  
[Rule 9](#)  
[PowerPoint](#)

## Proposed amendment to Rules of Procedure to comply with 9<sup>th</sup> Circuit ruling:

### **Rule 7** **MEETING DECORUM AND ORDER**

...

#### **7.03 Decorum and Order among Citizen Participants**

Citizens attending Council meetings shall also observe the same rules of propriety, decorum, and good conduct applicable to members of the Council. Any person ~~making personal, impertinent, and slanderous remarks, or who becomes boisterous-~~ disturbs the peace and good order of the meeting while addressing the Council ~~during a Council meeting~~, may be removed from the room if so directed by the Chair, and such person shall be barred from further audience before the Council. ~~Unauthorized remarks from the audience, S~~stamping of feet, whistles, yells, and similar demonstrations ~~shall may~~ not be permitted by the Chair if such demonstrations disturb the peace and good order of the meeting. ~~-, who-~~ The Chair may direct the Sergeant-at-Arms to remove such offenders from the room. Should the Chair fail to act, any member of the Council may move to require the Chair to enforce the Rules, and the affirmative vote of the majority of the Council shall require the Chair to act. Political campaigning is prohibited. Any member of the public desiring to address the Council on any non-public hearing item may, and on any public hearing item shall be recognized by the Chair pursuant to Rule 9, shall state his or her name and city of residence in an audible tone for the record, and shall limit his or her remarks to the questions under discussion. Any remarks shall be addressed to the Chair and to any or all members of the Council.

Citizens are allowed to address the Council a maximum of three times throughout the meeting, including comments made during Public Participation. Other than Public Participation, comments shall be limited to the business at hand. Statements may not be read on behalf of another citizen; however, those citizens that are unable to attend or do not wish to speak before the Council may submit a Written Comment Card.

**Proposed amendment to Rule 9 to explain the City's policy regarding translators:**

**Rule 9**

**PUBLIC PARTICIPATION IN COUNCIL DISCUSSIONS**

**9.01 Non-Public Hearing Discussions**

Any person wishing to speak on any matter on the agenda before the Council shall fill out a comment card and submit that card to the recording clerk, who will deliver the card to the Chair. The Chair need not accept public discussion on a non-public hearing item. If the Chair recognizes a speaker, the Chair shall limit the period of speaking to a reasonable period of time of no more than three minutes per person, at the discretion of the Chair, and statements may not be read on behalf of another citizen; however, those citizens that are unable to attend or do not wish to speak before the Council may submit a Written Comment Card. The person desiring to speak shall limit his or her remarks to the matter under discussion and shall address his or her remarks to the Chair. At the discretion of the Chair, ten or more persons present at the meeting and wishing to speak may appoint a representative who may have no more than fifteen minutes to speak.

If the City Manager receives adequate notice of a need for translation services to allow for increased citizen participation in a matter that is agendaized for consideration of the Council at a regular or special meeting, the City Manager will make a reasonable effort to obtain such services.



# UPDATE TO RULES OF PROCEDURE AND DISCUSSION OF PUBLIC STATEMENTS

- Two recommended changes to the Rules of Procedure:
  - Update Rule 7 to conform to 9<sup>th</sup> Circuit case that requires an actual disturbance of the peace and good order before removing a citizen from a Council meeting;
  - Update Rule 9 to add a sentence indicating how the City will handle translation services.
  
- Stationery vs disclaimer
  - Avoid confusion by the public
  - Protect yourself from accusations
  - Disclaimer: “The views expressed here are mine and are not the views of the Flagstaff City Council.”