

CITY COUNCIL BUDGET RETREAT AGENDA

CITY COUNCIL BUDGET RETREAT

TUESDAY - APRIL 26, 2016

WEDNESDAY - APRIL 27, 2016

**COUNCIL CHAMBERS
211 WEST ASPEN AVENUE**

8:00 A.M. TO 5:00 P.M.

8:00 A.M. TO 5:00 P.M.

1. Call to Order

NOTICE OF OPTION TO RECESS INTO EXECUTIVE SESSION

Pursuant to A.R.S. §38-431.02, notice is hereby given to the members of the City Council and to the general public that, at this work session, the City Council may vote to go into executive session, which will not be open to the public, for legal advice and discussion with the City's attorneys for legal advice on any item listed on the following agenda, pursuant to A.R.S. §38-431.03(A)(3).

2. Pledge of Allegiance

3. Roll Call

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

MAYOR NABOURS
VICE MAYOR BAROTZ
COUNCILMEMBER BREWSTER
COUNCILMEMBER EVANS

COUNCILMEMBER ORAVITS
COUNCILMEMBER OVERTON
COUNCILMEMBER PUTZOVA

4. City Council FY17 Budget Hearing

5. Adjournment

CERTIFICATE OF POSTING OF NOTICE

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

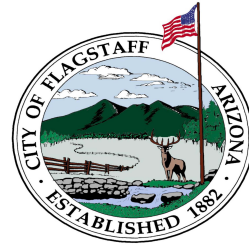
Dated this _____ day of _____, 2016.

Elizabeth A. Burke, MMC, City Clerk

CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council
From: Stephanie Smith, Assistant to City Manager
Date: 04/20/2016
Meeting Date: 04/26/2016



TITLE:

City Council FY17 Budget Hearing

DESIRED OUTCOME:

Present City Manager's Recommended Budget for Fiscal Year 2017 and receive Council direction.

EXECUTIVE SUMMARY:

Enclosed is the City Manager's Recommended Budget for Fiscal Year 2017. The following information is included in the agenda materials:

- Budget Retreat Presentation Packet
 - Slide Presentations
 - Supplemental Materials, including February retreat recap, Employee Advisory Committee's budget recommendation, Leadership Team priorities, and new funding requests.
- Council Review Budget Book

Mayor and Council will receive a detailed agenda prior to the retreat which will include an index referencing page numbers in the agenda packet.

Due to file size, the full budget reports including budget narratives 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 2017\April Retreat\Budget Reports>. Please contact Jason Cook if you need assistance accessing these files.

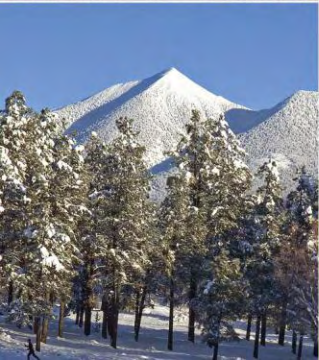
Executive Agenda - April 26 - 27, 2016

1. Welcome and Council's Expectations
2. Budget Priorities and Council Goals - *Where do we want to go?*
3. Feedback from February Budget Retreat
4. Budget Outlook and Fund Overviews - *Where are we now?*
5. Framework for the Retreat
6. Advancing Council Goals in FY17 Budget - *How do we get there?*
7. Capital Improvement Program
8. Council Discussion on Additional Funding Requests
9. Council Direction and Wrap-up

INFORMATION:

- 1) Invest in our employees and implement retention and attraction strategies
- 2) Ensure Flagstaff has a long-term water supply for current and future needs
- 3) Provide sustainable and equitable public facilities, services, and infrastructure systems in an efficient and effective manner to serve all population areas and demographics
- 4) Develop and implement guiding principles that address public safety service levels through appropriate staff levels
- 5) Explore and adopt policies to lower the costs associated with housing to the end user
- 6) Provide a well-managed transportation system
- 7) Continue to implement the Flagstaff Regional Plan and focus efforts on specific plans
- 8) Improve effectiveness of notification, communication, and engagement with residents, neighborhoods and businesses and about City services, programs, policies, projects and developments
- 9) Improve the economic quality of life for Flagstaff through economic diversification, and by fostering jobs and programs that grow wages and revenues
- 10) Support and assist the most vulnerable
- 11) Ensure that we are as prepared as possible for extreme weather events

Attachments: Presentation Packet
Council Review Budget Book



FY17 Budget Council Hearings April 26 – 27



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Agenda

- Welcome and Council's Expectations
- Goals/Priorities – *Where do we want to go?*
- February Retreat Recap
- Budget Outlook - *Where are we now?*
- Budget Review
- Framework FY17 Budget - *How do we get there?*
- Capital Program
- Council budget considerations
- Council Wrap-up and Direction



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Council Goals

1. Invest in our employees
2. Long-term water supply
3. Infrastructure and services
4. Public safety service levels and staffing
5. Lower the costs associated with housing
6. Well-managed transportation system
7. Flagstaff Regional Plan implementation
8. Notification, communication, and engagement
9. Economic quality of life
10. Support and assist the most vulnerable
11. Resiliency and preparedness



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FY17 Council Budget Priorities

- Economic development strategies
- Employee investment
- Needs of the most vulnerable
- Infrastructure
- Transportation
- Regional Plan implementation



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EAC and Leadership Priorities



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Approach for FY17 Budget Hearings

- Where are we now?
- Where do we want to go?
- How do we get there?
 - How does Recommended FY17 Budget advance Council goals and budget priorities?
 - Fund reviews
- Highlight successes from FY16 Budget



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February Retreat

- Revenue discussion



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February Retreat

- New revenues
NOT!



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February Retreat

- Cautiously optimistic
- Balanced budget
- Structurally balanced budget
- Service delivery efficiencies



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February Retreat

- Economic Development – stay the course
- Infrastructure/Transportation – maintain what we have
- Employee investment – focus on retention
- Vulnerable populations – focus on basic needs



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Where are we now?

- Resources for Division Reviews
- Budget Requests/Direction
- Budget Team Approvals
- Revenue Updates
- What's Available



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Where are we now?

Resources

GENERAL FUND	Ongoing Resources	One Time Resources
Revenue Available	\$ 2,142,000	\$ 1,196,000
Property Tax-Growth Only	80,000	-
Reduce HURF Transfer	200,000	800,000
Recreation Transfer In	55,000	60,000
Health Insurance Set Aside	140,000	-
Airport Transfer Decrease	-	140,000
Operating Capital Set Aside	-	100,000
Year End Estimate Savings	-	155,000
Total Available	\$ 2,617,000	\$ 2,451,000



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Where are we now?

Budget Requests

Process

- Divisions completed their request for new positions, increased funding, and operating capital
- Leadership met to discuss the new positions and then provided a priority ranking for all the positions
- Divisions met with the Budget Team over a two week period
- Divisions provided their requests with ranking priorities and how their requested met Council Goals and Budget Priorities



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Where are we now?

Budget Requests

Process (Continued)

- Budget Team reviewed each request
 - Council Goals/Budget Priorities
 - EAC and Leadership Priorities
 - Considerations of FY16 1x Staffing
 - 5-Year Plan Capacity/Structural Budgets
- Finance and HR Staff entered Budget Team Recommendations into the budget system, re-balanced 5-year plans and prepared the City Manager's Recommended Budget



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Where are we now?

Budget Requests

Division Requests by Fund	Ongoing	One Time
General Fund	\$4,700,000	\$ 5,300,000
Special Revenue Funds	1,100,000	3,300,000
Enterprise Funds	1,500,000	1,500,000
Total Requested by Divisions*	\$ 7,300,000	\$ 10,100,000
Compensation All Funds		
Health & Dental Insurance	\$ 318,000	\$ -
Reclasses/ Rezones	127,000	-
Market Based Pay	1,860,000	-
Pension	750,000	-

* Not inclusive of all pent up demand/needs



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Where are we now?

Post Division Reviews

General Fund	Ongoing	One Time
Resources	\$ 2,617,000	\$ 2,451,000
Budget Team Approvals (Net of Offsets)	(\$2,590,000)	(\$2,440,000)
Remaining after Reviews	\$27,000	\$11,000



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Where are we now? Revenue Update

City Sales Tax

State Shared Sales Tax

State Shared Income Tax

BBB Taxes

Highway User Revenue



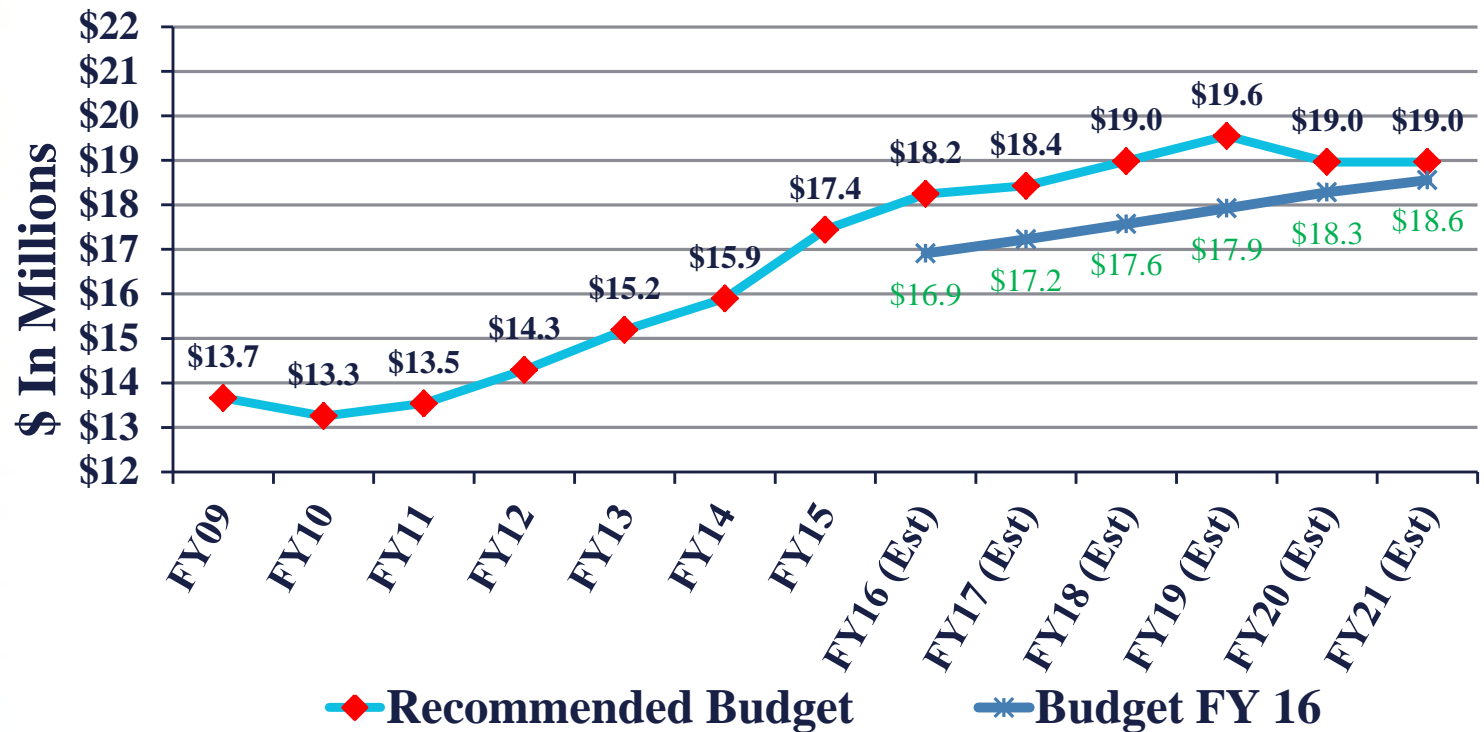
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Where are we now?

City Sales Tax



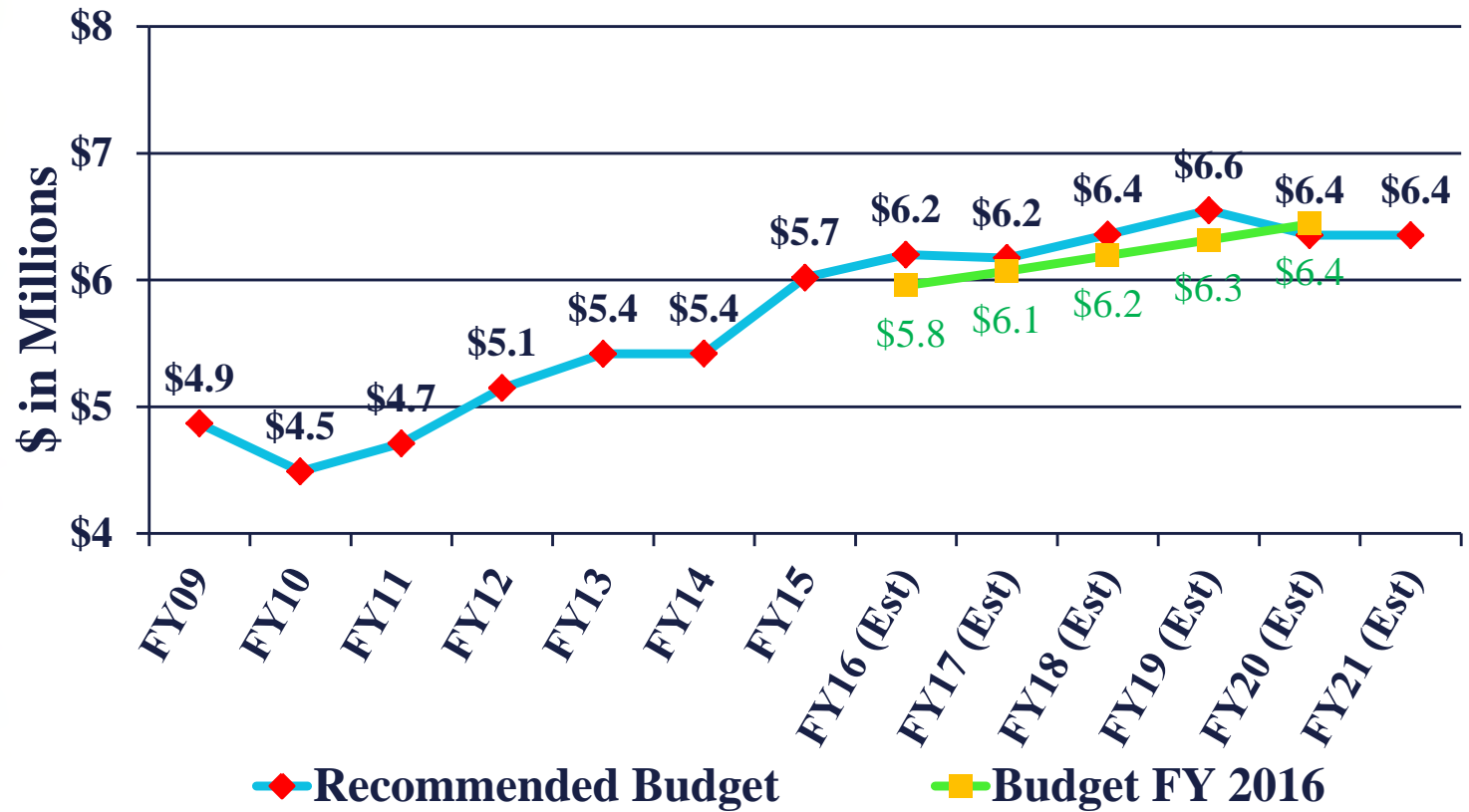
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Where are we now?

State Shared Sales Tax



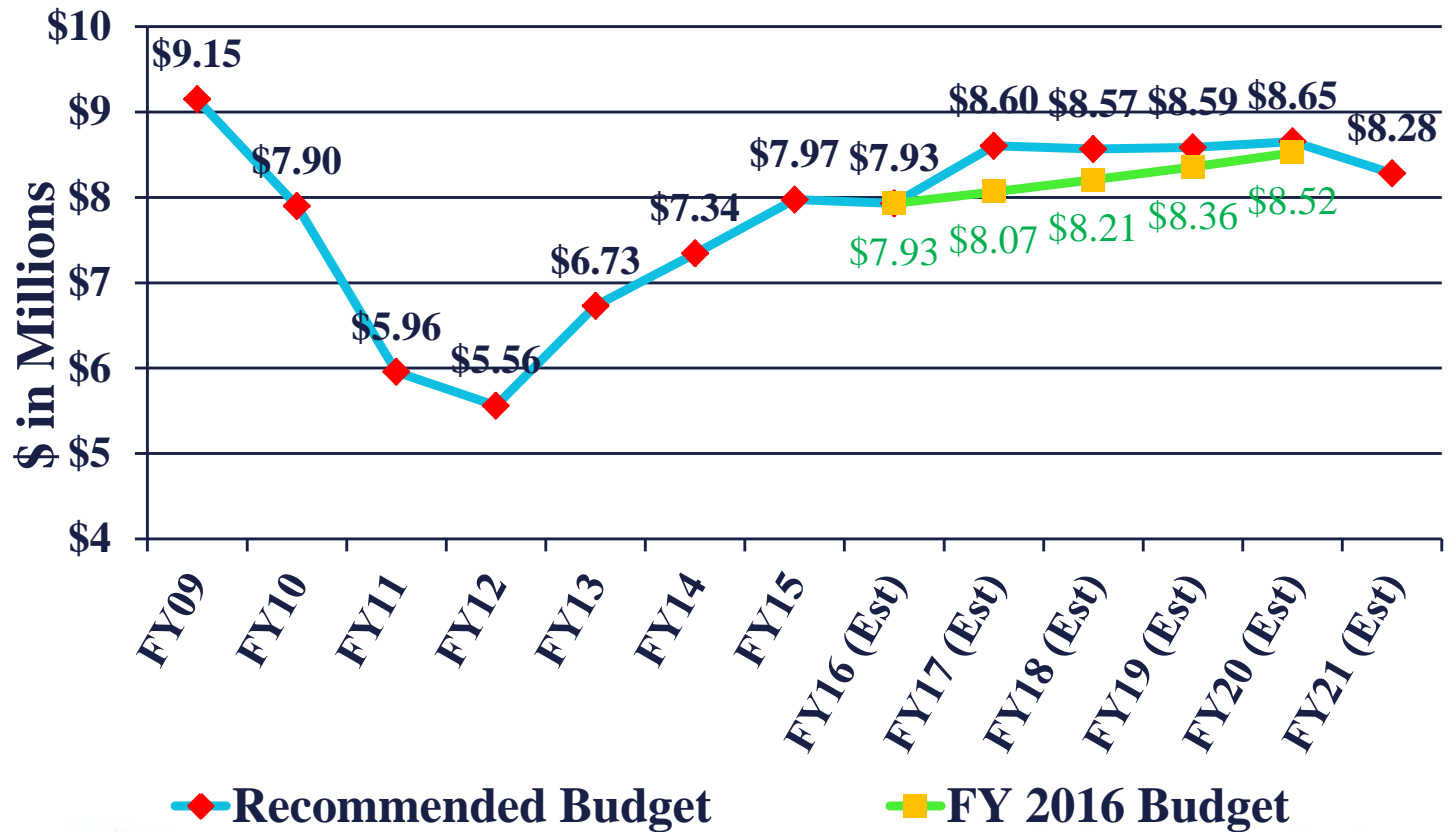
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Where are we now?

State Income Tax



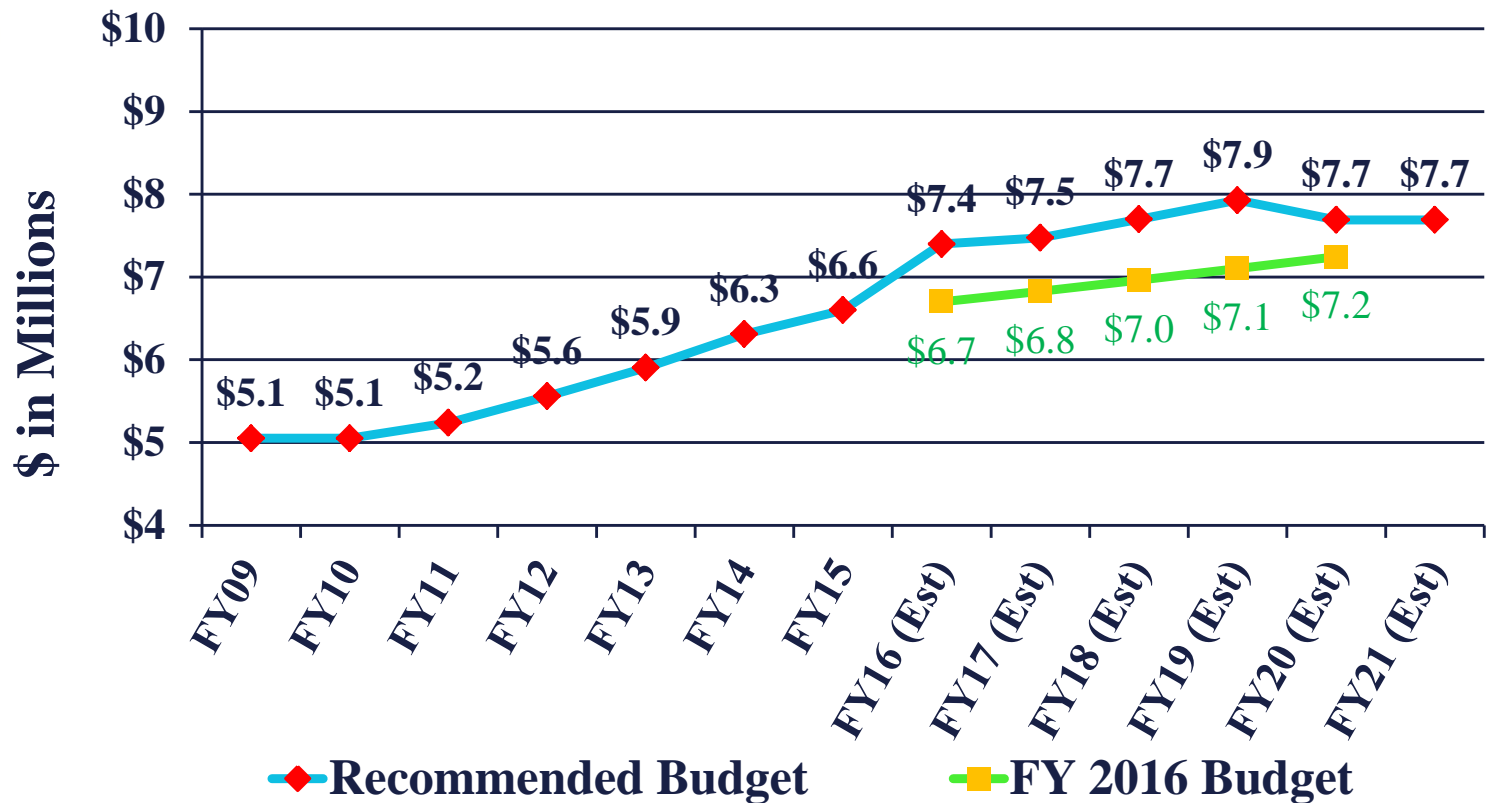
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Where are we now?

BBB Taxes



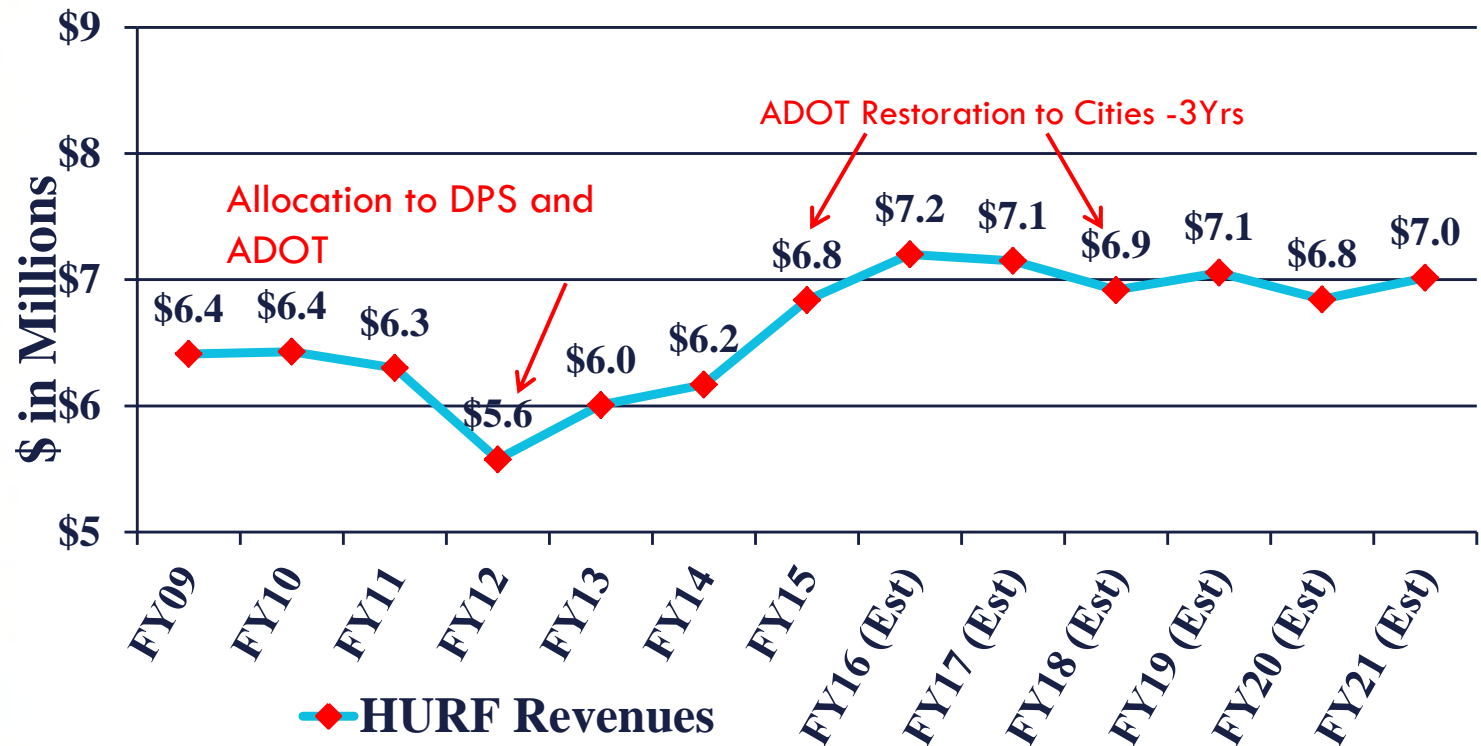
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Where are we now?

HURF Revenue



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Where are we now?

Good News

General Fund	Ongoing	One Time
Post Review Available	\$ 27,000	\$ 11,000
Cost Allocation	300,000	-
Accelerator Debt	-	400,000
Grant Funding Changes	-	150,000
5-Year Plan Balancing	23,000	29,000
Revenue Increases	30,000	110,000
Funds Available for FY17	\$ 380,000	\$ 700,000



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Budget Review

- Governmental Budgeting
- Fund Accounting
 - Color of Money
- 5 year planning
- FY17 outlook



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Budget Review

Governmental Budgeting

- Not simply an exercise in balancing revenues and expenditures one year at a time.
- A strategic in nature, encompassing a multi-year financial and operating plan that allocates resources on the basis of identified goals.
- Generally a 5 to 10 year outlook



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Budget Review

Governmental Budgeting

- The City uses a combination of zero based and base budgeting
- Base budgeting – the amount approved in the prior year becomes the “base” for the new year.
- Increases may have to be justified on a line-item basis if the overall base is increasing



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Budget Review

Fiscal Policies

- Maintain adequate fund balances (10% - 25% of budgeted revenue)
- Assure all revenue estimates are achievable
- Cash balance should be used only for one-time expenditures, such as capital equipment and improvements
- Structural balance - Ongoing program costs are equal to routine revenues



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Budget Review

Fiscal Policies

- Assess the long range impact on operations of capital improvements
- Leverage grants against City funds not relying on unstable, fluctuating grants for ongoing operations
- Volatile revenues are reserved for 1X use



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Budget Review Fund Accounting

Color of Money

- Capital Project Funds
- Debt Service Funds
- Enterprise Funds
- Special Revenue Funds
- General Fund



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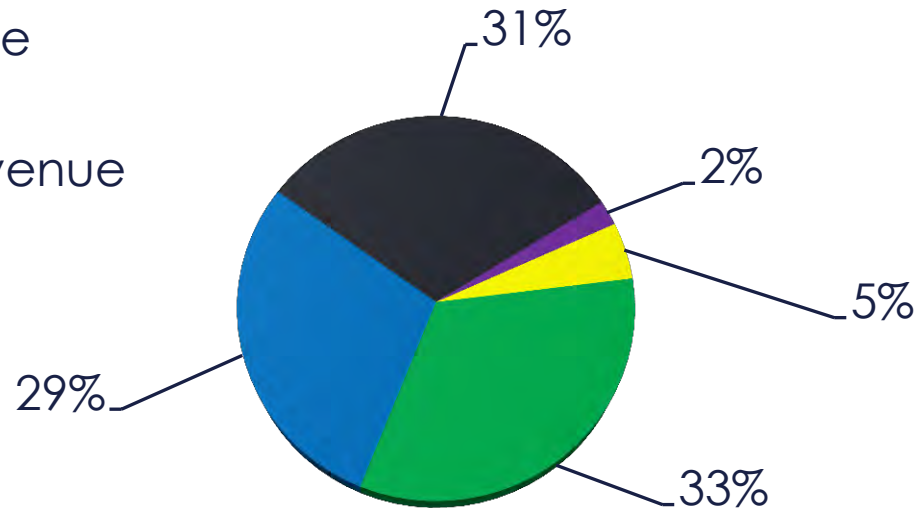


Budget Review

Fund Accounting

City Budget by Fund \$182.7 million*

- Capital Proj
- Debt Service
- Enterprise
- Special Revenue
- General



* Before carryforwards subject to change for final adoption



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Budget Review

Fund Accounting

Capital project funds are used to account for major capital acquisition separate from ongoing operations

- GO Projects
 - FUTS/Open Space, Core Facilities, FWPP, Parks, etc.
- USGS campus expansion
- Innovation Mesa
- Courthouse



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Budget Review

Fund Accounting

Debt service funds are used to account for the accumulation of resource and payment of long term debt

- General obligation bond fund – secondary property tax
- Special assessment fund – Paid by the party who received the benefit – Aspen Sawmill



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Budget Review

Fund Accounting

Enterprise funds are self supporting through user fees

	Operations	Capital , Debt, Contingency	Total
Utility	\$15,422,245	\$13,870,349	\$29,292,594
Airport	1,712,928	4,553,262	6,266,190
Solid Waste	10,096,069	4,440,000	14,536,069
SEMS	969,025	149,998	1,119,023
Stormwater	758,411	652,745	1,411,156
FHA	<u>5,996,832</u>	<u>1,640,804</u>	<u>7,637,636</u>
	\$34,955,510	\$25,307,158	\$60,262,668



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Fund Accounting

Special revenue funds are used to account for revenues derived from specific taxes or other earmarked revenue sources.

- Usually required by statute, charter provision, or ordinance to finance a particular function or activity.



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Budget Review

Fund Accounting

Special revenue funds

- Library – Secondary property tax and general fund transfer
- HURF – Gasoline Tax
- Transportation Tax – 0.721% TPT
- Road Repair Street Safety – 0.33% TPT
- BBB tax – 2.0% tax on bed, board, beverage
- Housing/comm serv - Grants
- MPO - Grants



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Budget Review

Fund Accounting

Special Revenue Funds

	Operations	Capital/Debt/ Contingency	Total
Library	\$5,055,088	\$297,735	\$5,352,823
HURF	5,317,921	7,677,939	12,995,860
Transportation (Trans/RR&SSI)	6,827,917	17,155,390	23,983,307
Parking District	420,776	1,081,022	1,501,798
BBB	3,925,908	2,174,093	6,100,001
Housing & Comm	2,008,521	-	2,008,521
MPO	427,177	500,000	927,177
EDA Revolving Loan			
Total	\$23,983,308	\$28,886,179	\$52,869,487



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Budget Review

Fund Accounting

General Fund

- Accounts for all revenues and expenditures used to finance the traditional services associated with a municipal government that are not accounted for in other funds
- In other words...
 - everything else



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Budget Review

Fund Accounting

General Fund

	Operations	Capital/Debt/ Contingency	Total
FY 2017			
CM Recommended Budget	\$54,913,129	\$1,976,302	\$56,889,431
FY 2016			
CM Recommended Budget	\$52,642,427	\$3,690,444	\$56,322,871
FY 201			
Adopted Budget	\$54,254,107	\$6,704,039	\$60,958,146



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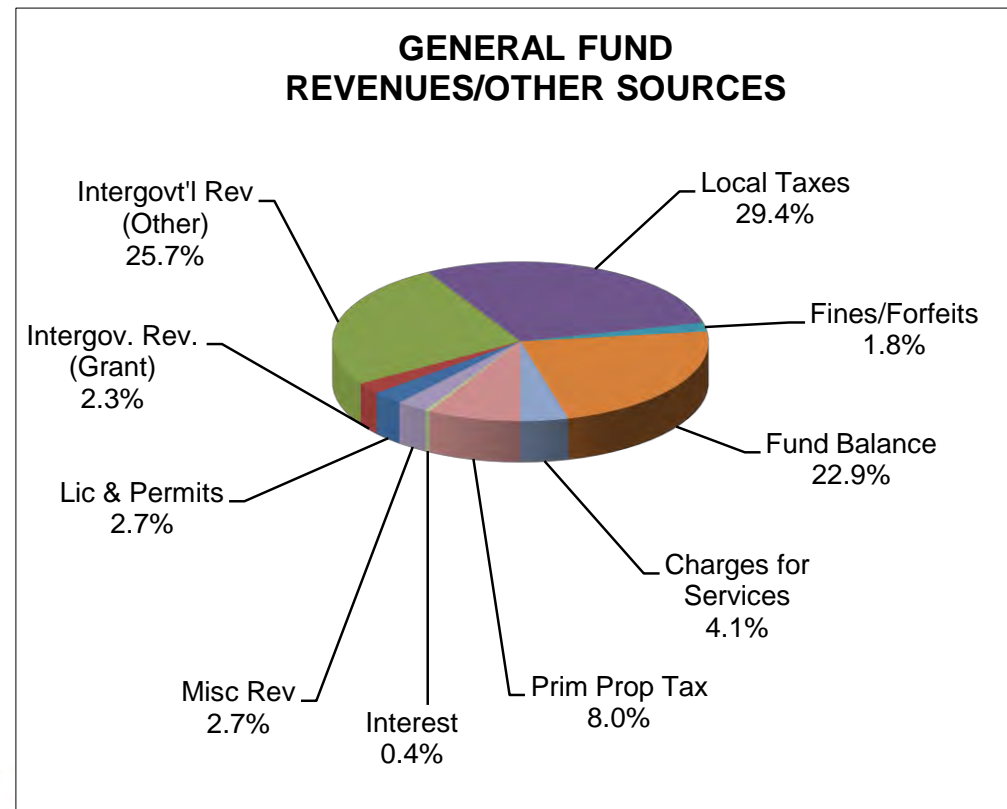
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Budget Review

Fund Accounting

General Fund Revenues



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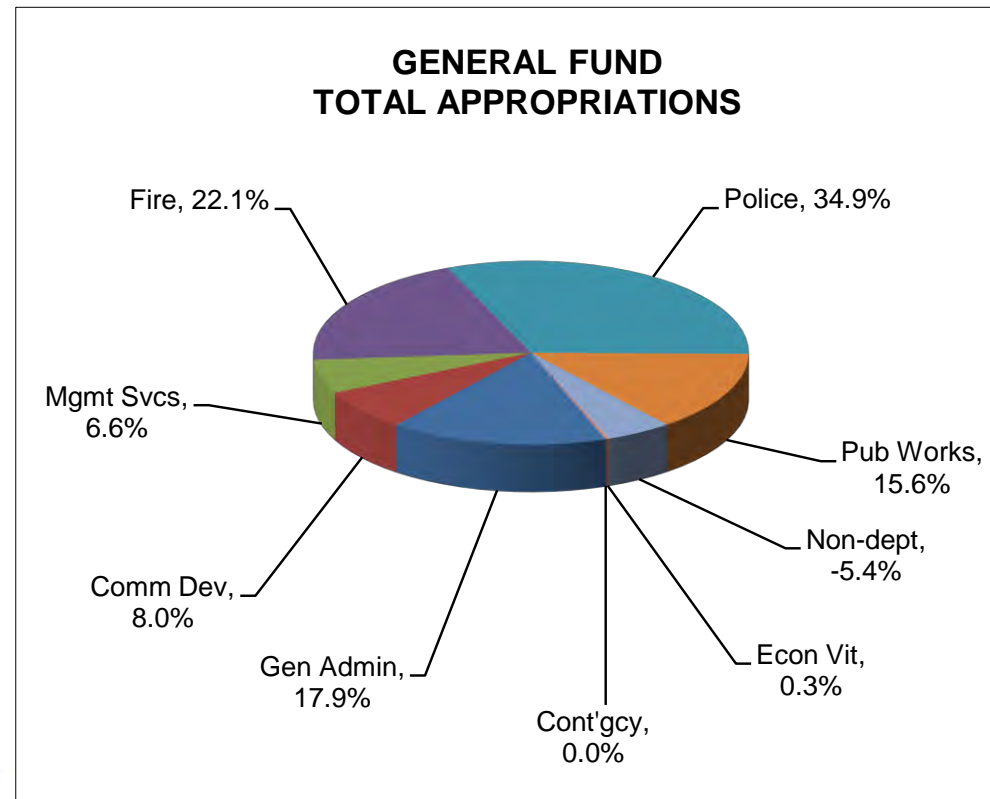
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Budget Review

Fund Accounting

General Fund Expenses



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Budget Review Funding Available

Special Revenue Funds	Ongoing	One Time
BBB-Beautificalton	\$61,000	\$250,000
BBB-Econ Dev	69,500	74,500
BBB-Tourism	296,000	528,000
BBB-Arts & Science	17,500	33,500
BBB- Recreation	83,000	373,000



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Budget Review

Funding Available

Enterprise Funds	Ongoing	One Time
Stormwater	\$56,000	\$15,000

General Fund	Ongoing	One Time
	\$380,000	\$700,000



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Framework: How do we get there?

Budget Priorities and Process

- Unable to fund all needs
- Recommended Budget considered:
 - Council goals
 - Budget priorities
 - Stabilization of existing services
 - Available funding
 - Regulatory compliance



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Framework: How do we get there?

Outline for presentations by goal:

- Budget priorities
- Highlight of new investments (RSLs)
- Division highlights
 - Base budget
 - New initiatives
- Additional funding requests/
opportunities



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Council goals

- 1. Invest in our employees**
2. Long-term water supply
- 3. Infrastructure and services**
4. Public safety service levels and staffing
5. Lower the costs associated with housing
- 6. Well-managed transportation system**
- 7. Flagstaff Regional Plan implementation**
8. Notification, communication, and engagement
- 9. Economic quality of life**
- 10. Support and assist the most vulnerable**
11. Resiliency and preparedness

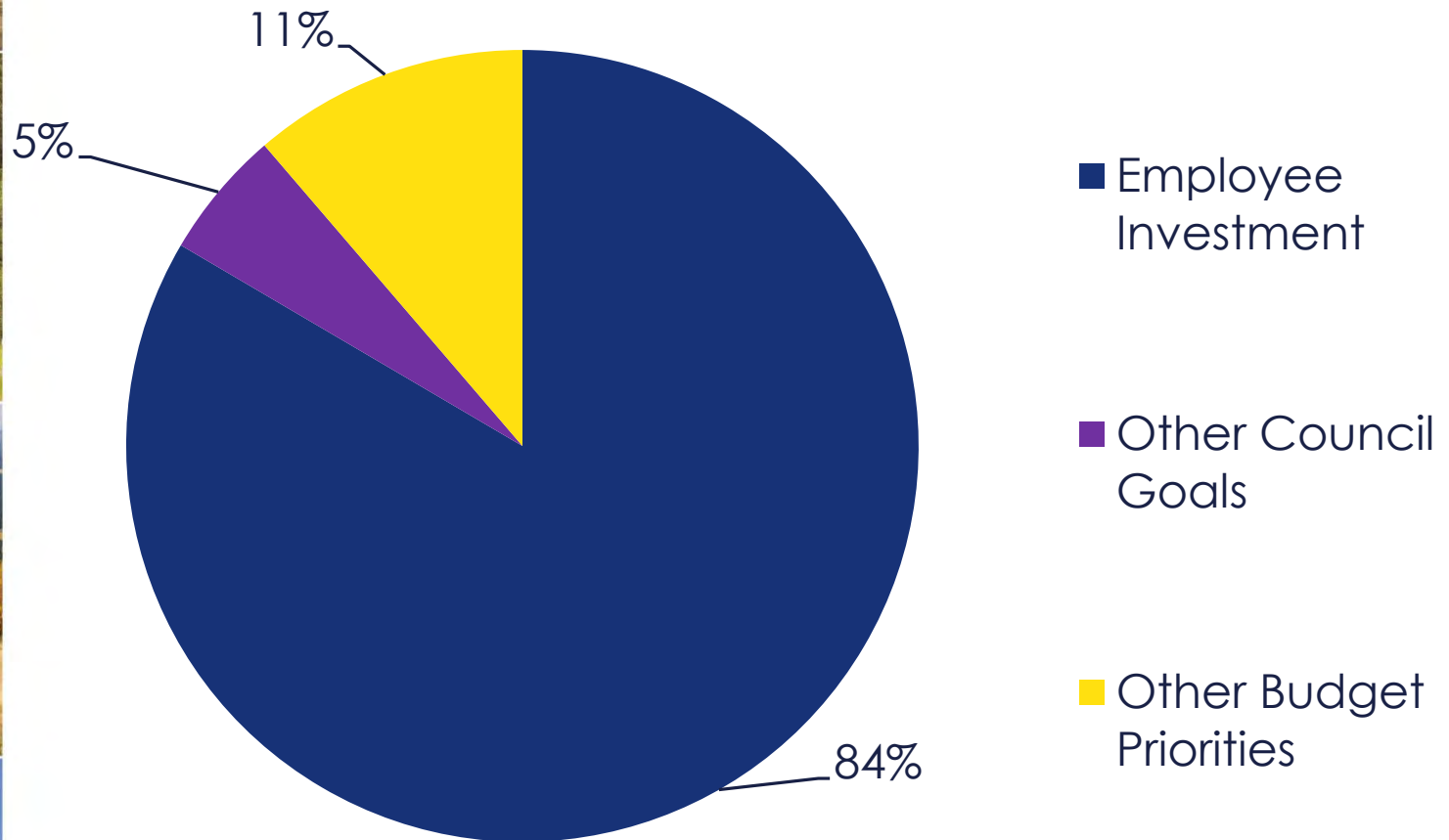


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General Fund New Ongoing Investment FY17 Budget



Does not include \$219,000 in offsets

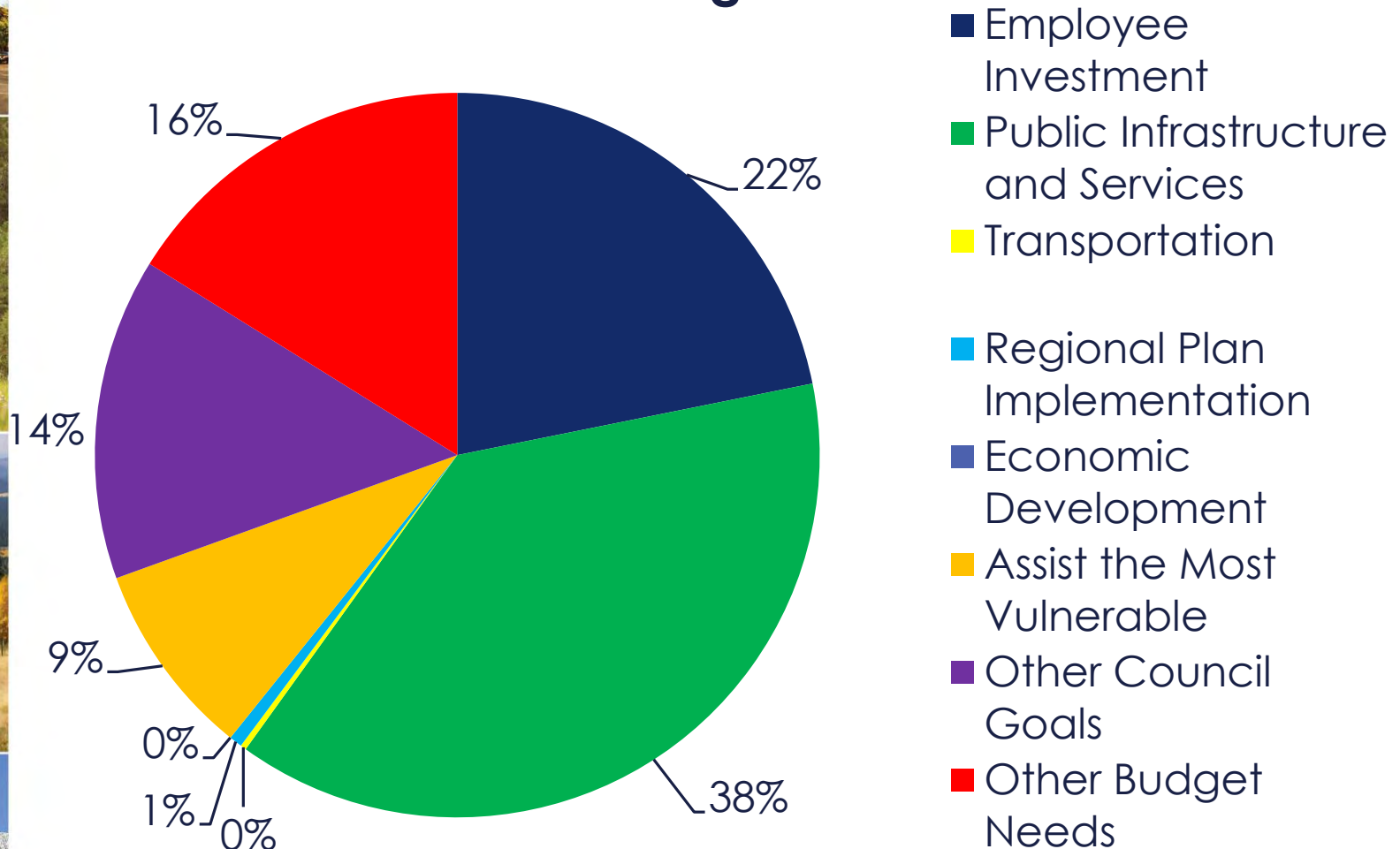


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General Fund - New 1x Investments FY17 Budget



Does not include \$1.4m in offsets



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Council goal/ budget priority

**Invest in our employees and
implement retention and
attraction strategies**



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Employee Investment FY 16 Successes

- Averaged 20 hours per month for Fire personnel training
- 86% overall success rate for Investing in You Training Program
- Reduction of PD Officer turnover rate by 43%
- Reduction of PD Dispatch turnover rate by 43%



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Employee Investment FY 16 Successes

- All PD Dispatch trained on more than one channel
- Doubled number of applicants in Dispatch
- 70% larger pool of snow operators
- Reduced gap in market from 8.32% to 5.21%



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Employee Investment FY17 Total Compensation

- 3-year market based pay implementation (\$815,000)
- 2% increase for City staff (\$555,000)
- 5% increase for medical insurance (\$310,000)
- 2.4% increase for dental insurance (\$8,000)
- \$215,000 new dollars for employee training



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Employee Investment Total Compensation Benchmark Comparison

- 18 benchmark organizations responded
- 83% providing merit increases
- 44% providing market increases
- 50% reported premium contribution increases
- Closing market gap



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Employee Investment

Investment	Ongoing	1x
Online Performance Evaluation System Maintenance		\$27,000 (GF)
Fire Department Level A Suits, turnouts, harnesses and ropes		\$67,200 (GF)



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Employee investment

Investment	Ongoing	1x
Paramedic Pay		\$100,000 (GF)
Dispatch Shift Differential Pay	\$23,000 (GF)	
Dispatch Recruitment/Training		\$50,000 (GF)



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Employee investment

Investment	Ongoing	1x
Champions of Team Flagstaff		\$15,000 (GF)
Counseling services for additional events		\$2,000 (GF)
Snow Stipend		\$60,000 (HURF)



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City Attorney's Office Investment (RSL)

- Training Budget for Civil Attorneys & Prosecutors
- Invest in our employees
- \$13,286
- One-time
- Maintaining a training and travel budget to allow our civil attorneys and our prosecutors to meet their continuing education requirements and stay up-to-date on current issues in their particular areas of expertise



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Police Department Base Budget Investment (sworn personnel)

Market Based Compensation

- Employee Investment
- In order for us to stay competitive with other cities and to retain our current staffing levels.
- Amount in the budget-\$521,168 Ongoing
- We have seen our vacancy rates drop from 23% to 13%
- We have seen a 7% reduction in overall crime



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Police Department

Base Budget Investment (ECS-Dispatch)

Emergency Communication Specialist- Shift Differential Pay & Recruitment and Training

- Employee Investment
- \$23,000 in one time \$ was provided for shift differential pay
- \$50,000 in one time funding was put toward cross training, recruitment, selection and training)
- All current employees received an additional \$1 per hour on going to bring them closer to market.



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Employee investment

Council Discussion

- Council reactions
- Does Council want to consider any other additional funding opportunities?
- Does Council want to consider funding 1x expenses with ongoing revenues?



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Funding opportunities

Positions	Amount	Fund
Dispatch Attraction/ Retention Funding	\$50,000	General Fund
Paramedic Pay	\$100,000	General Fund
Snow Removal Stipend	\$60,000	HURF
Patrol and Fire Overtime	\$125,000	General Fund
PSPRS Advance Funding	Anything helps	General Fund



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Council goal/ budget priority

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



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Infrastructure and services

Investment	1x
Server Redundancy	\$20,000 (GF)
IT Hardware Catastrophic Fund	\$150,000 (GF)
Replacement for backup network at Warehouse	\$75,000 (GF)
Fuel management system	\$60,000 (GF)



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Infrastructure and services

Investment	1x
50 additional wireless access point licenses	\$13,000 (GF)
Library radio frequency identification and facility improvements	\$198,000 (Library and GF)
A/C at Station 6	\$20,000 (GF)
Replace Fire mobile data computers	\$20,000 (GF)
Roof repair and new boilers at LEAF	\$21,000 (GF)



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Infrastructure and services

Investment	1x
Servers for WebRMS upgrade and router replacements at LEAF	\$117,000 (GF)
Intergraph Records Management Software maintenance increase	\$20,000 (GF)
City Hall carpet and exterior window cleaning	\$3,000 (GF)



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Infrastructure and services

Investment	1x
Street Sweeping	\$30,000 (HURF)
Street Snow operations	\$100,000 (HURF)
Boiler for the Innovation Mesa Incubator	\$50,000 (ED)
Rethink Recycling Outreach	\$67,000 (Solid Waste)



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Infrastructure and services

Investment	1x
J. Lively Activity Center-Back roof and locker room repairs	\$150,000 (BBB Rec)
Aquaplex - Sliding doors at the entrance of pool	\$35,000 (BBB Rec)
Hal Jensen Recreation Center - Add on storage	\$10,000 (BBB Rec)
Pavement Preservation - Various Recreation facilities	\$120,000 (BBB Rec)



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Infrastructure and services

Investment	1x
City Hall replace boilers	\$60,000 (GF)
Murdoch Center flooring	\$5,000 (GF)
Fleet Shop equipment	\$41,000 (GF)
Recreation Center Repairs – Joe C Montoya and Hal Jensen Rec Center	\$60,000 (BBB – Rec)
Temp hours at Jay Lively Activity Center and Joe C. Montoya	\$18,500 (BBB – Rec)



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Public Works

FY17 Base Budget Investment

New Cardio Equipment in Recreation Centers

- Infrastructure and Public Services
- \$22,000 budgeted for cardio equipment
- New equipment will be split amongst Aquaplex, Hal Jensen Center, and Joe C. Montoya based on priority needs.
- Purpose is to provide safe and functional equipment to encourage healthy living and community involvement.



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Public Works

FY17 New Investments (RSL)

Recycling Outreach

- Infrastructure and public services
- \$67,000
- One Time Funding
- Increase Recycling Education and Outreach to improve tonnage of waste recycled – Increasing tonnage will offset recycling costs



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Flagstaff Municipal Court New Investments (RSL)

Criminal Justice Integration Program

- Infrastructure and public services
- Amount in the budget - \$43,200
- 1x Revised Service Level request



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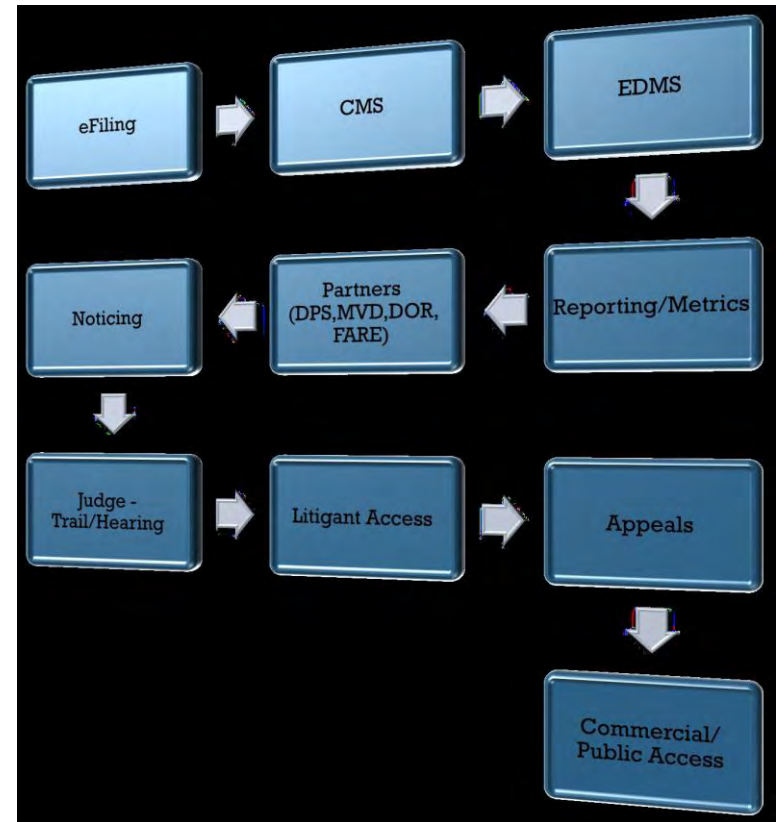
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Flagstaff Municipal Court New Investments (RSL)

- Criminal Justice Integration Program**

- This program allows for the sharing of information between jail, law enforcement, courts, prosecutors and state agencies in an electronic format.



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Community Development Building Inspector (RSL)

- Employee Investment
- \$81,000
- Ongoing funding
- Large mixed-use/high density projects require two inspectors
- Maintain next day inspections for all permits



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Community Development Building Inspector (RSL)

- Complexity and number of projects
- 22% increase in SFR homes (CY2015)
- 49% increase in commercial valuation (CY2015)



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Information Technology New Investments (RSL)

ESRI (GIS) Enterprise Agreement (EA)

- Infrastructure and Public Services
- \$18,000
- ongoing
- Provides for unlimited use by users
 - currently resources are shared, limiting availability to users of ESRI based tools
- Provides more powerful server side tools for website offerings and staff self service



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Information Technology Base Budget Investment

Conversion of the Microsoft Enterprise Agreement (EA) to Microsoft Office 365

- Infrastructure and Public Services
- \$152,000
- ongoing
- This conversion adds a plethora of new software such as SharePoint and Skype for Business which can greatly increase staff productivity.



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Economic Vitality Division

FY17: RSL REQUEST

Library Master Plan

- Infrastructure and Public Services
- \$197,735

\$190,000 Library Fund Balance

\$7,735 General Fund

- 1X RSL Request



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Economic Vitality Division

FY17: RSL REQUEST

Library Master Plan

- Radio Frequency Identification (RFID) System (Main and East Libraries)
- Main Library Bathroom and Front Ramp ADA Remodels
- Exterior Wood Trim Painting
- New Library Signage



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Management Services Contract Specialist (RSL)

- Infrastructure and Public Services
- \$169,000 (2 year position)
- 1X
- Support service to help all city divisions manage the contracts, leases, IGAs, real estate management and development agreements related to those divisions work responsibilities.



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Infrastructure and public services

Additional funding opportunities

Library Sunday Hours

- \$60,000 ongoing
- Funding to support opening Main Library 4 hours on Sundays
- Council goal
- *Property Tax – trigger depending on County action*



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Infrastructure and public services

Additional funding opportunities

Humane Society

- \$88,000 ongoing
- Funding to administer contract
- Request received from service partner
- *General Fund*



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Infrastructure and public services

Additional funding opportunities Grad Night Sponsorship

- Up to \$10,000 1x
- Funding to hold grad night activities
- Request received from community
- *General Fund*



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Infrastructure and public services

Council Discussion

- Council reactions
- Does Council want to consider any other additional funding opportunities?



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Council goal/ budget priority

**Improve the economic quality
of life for Flagstaff through
economic diversification, and
by fostering jobs and programs
that grow wages and revenues.**



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Economic development

Investment	Ongoing	1x
Economic Development Marketing		\$35,000 (BBB-ED)
Economic Development Analytics	\$20,000 (BBB-ED)	
Economic Analysis future water supplies		\$30,000 (Water)
Arts & Economic Prosperity Study		\$15,000 (BBB – A/S)



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Economic development

Investment	Ongoing	1x
Winter Wonderland Promotion	\$30,000 (BBB-Tourism)	
Route 66 Anniversary promotion		\$30,000 (BBB-Tourism)
Model Railroad Attraction at Visitor Center		\$29,500 (BBB-Tourism)



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Economic Vitality Division

FY17: BASE BUDGET EXPENDITURE

Business Incubator/Accelerator & ECoNA

- Economic development
- \$305,000



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Economic Vitality Division

FY17: BASE BUDGET EXPENDITURE

Business Incubator/Accelerator & ECoNA

- Continued partnership with NACET staff to establish a work plan and marketing effort that will draw attention to the facilities and programs that both the Incubator and Accelerator offer our entrepreneurs.
- Continued partnership with ECoNA to build on our economic development sectors:

Bio Science

Medical Devices

Advanced Manufacturing

Astronomical Science

Tourism



CHOOSE
FLAGSTAFF



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Management Services Base Budget Investment

Grants Management

- All Council goals
- \$230,000 - Ongoing
- Grants Management consists of 2.5 FTE and provides grant seeking, pre-award application preparation, post-award management, compliance, performance & financial reporting, closeout and audit of municipal related grants.
- Member of the National Grant Professional Association (GPA) & the AZ GPA Chapter.



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Management Services Base Budget Investment

Grants Management

- \$46,176,073 - Actual Grant Revenue Received FY2011-2015
- FY 2016 Grant Results to Date;
 - \$17,611,432 - Budgeted Revenue 2015-2016
 - \$15,043,464 - Estimated Revenue Received 2015-2016
 - \$7,382,041 – Amount of Awarded Grants
 - 37 - Awarded Grants
 - 26 - Applications Submitted
 - 135 - Active Grants
- FY 2017 Grant Projections;
 - \$14,487,176 – Budgeted Revenue



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Economic development

Additional funding opportunities

Flagstaff STEM City \$20,000/year

- \$20,000/ year for 3 years
- Partial funding for executive director position
- Received request from community
- *BBB Economic Development, BBB Arts/Sciences or General Fund*



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Economic development

Additional funding opportunities

Dew Downtown

- \$55,000 direct costs, fully recovered
- City in-kind support
- Funding for event
- Previous Council discussion on event
- *General Fund*



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Economic development

Additional funding opportunities

Arizona – Mexico Commission Membership

- \$1,500/ year membership
- Economic prosperity and quality of life through strong, public/private collaborations, trade, networking and information
- Received request from Council
- *BBB Tourism or General Fund*



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Economic development

Council Discussion

- Council reactions
- Does Council want to consider any other additional funding opportunities?
- Council direction on programming \$30,000 Arts and Science funding



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Assist the most vulnerable

Investment	Ongoing	1x
Public defender services	\$75,000 (GF)	
Service Partner - United Way		\$71,000 (GF)
Public computers for Hal Jensen Rec Center		\$7,200 (GF)



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Assist the most vulnerable

Investment	Ongoing	1x
Thorpe Park Adaptive playground unit		\$126,000 (BBB-Rec)
Thorpe Park Adaptive playground surfacing		\$42,000 (BBB-Rec)



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Assist the most vulnerable

Additional funding opportunities

Boys and Girls Club

- \$50,000 1x
- Funding to administer after school programming for youth, including scholarships for low-income
- Received request from service partner
- *BBB Rec or General Fund*



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Assist the most vulnerable

Additional funding opportunities Siler Homes Afterschool Program

- \$59,000 ongoing or 1x pilot
- Funding to administer afterschool program at Flagstaff Housing Authority's Siler Homes
- February retreat discussion
- *General Fund, BBB – Rec, possible FHA fund balance*



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Assist the most vulnerable

Additional funding opportunities

Northern Arizona Citizens Against Sexual Assault

- \$3,000 ongoing
- Funding for forensic nurses
- Received request from community
- *General Fund*



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Assist the most vulnerable

Additional funding opportunities

FACTS

- \$25,000 ongoing
- Funding to administer programming
- Received request from service partner
- *General Fund*



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Assist the most vulnerable

Council Discussion

- Council reactions
- Does Council want to consider any other additional funding opportunities?



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Council goal/ budget priority

Provide a well-managed transportation system



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Transportation

Investment	1x
Traffic Counter Repair	\$10,000 (GF)
Sunnyside Phase 5D Improvements	\$850,000 (HURF/ Auto Lot Sales)
<i>Transportation Projects will be reviewed during Capital Improvement Program overview</i>	



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Transportation

Council Discussion

- Council reactions
- Does Council want to consider any other additional funding opportunities?
- Does Council want to advance any unfunded transportation capital projects?



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Council goal/ budget priority

**Continue to implement the
Flagstaff Regional Plan and
focus efforts on specific plans**



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Regional plan implement

Investment	1x
Salary for comprehensive planning intern	\$7,000 (GF)
Contracting services for specific plans	\$15,000 (GF)
NAU Community Liaison	\$60,000 (GF)



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Regional Plan implementation

Additional funding opportunities

Southside Neighborhood Plan

- TBD
- Funding to complete Southside Neighborhood Plan, in addition to High Occupancy Housing Plan
- Previous Council discussion
- *General Fund*



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Regional plan implementation

Council Discussion

- Council reactions
- Does Council want to consider any other additional funding opportunities?



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Council goal

Ensure Flagstaff has a long-term water supply for current and future needs



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Long-term water supply

Investment	Ongoing	1x
RIO plant improvements-parts/equipment and pumps	\$35,000 (Wastewater)	\$127,000 (Wastewater)
GIS data collection Mike She Modeling		\$50,000 (Stormwater)
Stream Team, watershed projects	\$5,000 (Stormwater)	\$5,000 (Stormwater)



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Long-term water supply

Investment	Ongoing	1x
WCH improvements		\$127,000
Water Conservation, staffing, Rebates, Conserve2E and Programming	\$134,000 (Water)	



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Long-term water supply

Investment	Ongoing	1x
Legal Fees for Water Rights Litigation/Settlement		\$150,000 (Water)
Water Production chemicals	\$25,000 (Water)	\$60,000 (Water)
Water distribution meter boxes	\$25,000 (Water)	



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Utilities Division

New Investments (RSL)



Water Conservation Program

- Council Goal #2 and #8
- Water Conservation Specialist operating budget: \$68,000
- Water Conservation Rebates: \$27,500
- Water Conservation program expansion: \$35,000
- Ongoing
- Water Commission to determine new program structure and goals



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Utilities Department New Investments (RSL)



Water Conservation Program (cont.)

- New Program will focus on:
 - Establishing and implementing program & community water use goals, Tracking and program reporting, Expanding community outreach, Changing behavior of water users, Revision of rebate program
- Water Commission to assist in creating new program structure and goals, check-in with Council



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Utilities Division

Base Budget Investment

Technology/Security/Efficiency

- Water, community engagement and infrastructure/public services
- Switching from analog to digital technology
- FY 17 Budget:
 - SCADA: \$114,808
 - Security: \$25,000
 - Work Order Management and public outreach data: \$11,000
- Ongoing



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Old Wildcat Hill Control Room



Wildcat Scada Room
2016

Modernized and
efficient control
room



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Utilities Division

Base Budget Investment

Technology/Security/Efficiency(cont.)

- FY 16 Budget amount:
 - SCADA technology: \$195,122
 - Security: \$12,500
 - Work Order Management and public outreach data: \$11,400
- Actual Expenditures during FY15-12 implementing these goals:
 - SCADA technology: \$259,401
 - Security: \$13,460
 - Work Order Management and public outreach data: \$118,293



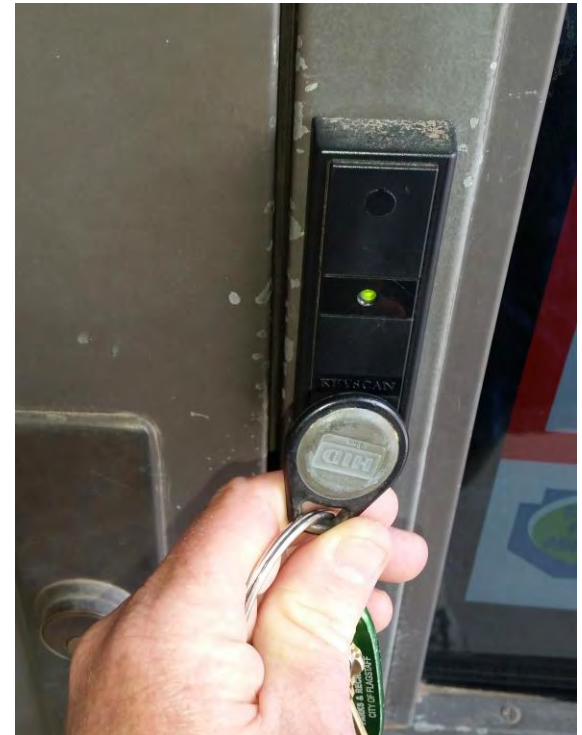
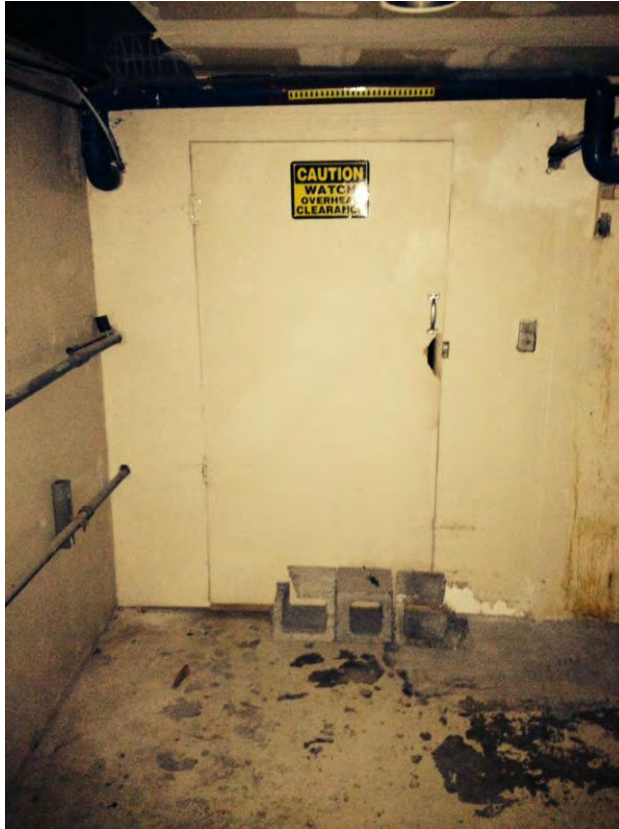
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Lake Mary Server Room Security

Upgraded door security
throughout Utilities facilities



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Long-term water supply

Council Discussion

- Council reactions
- Does Council want to consider any other additional funding opportunities?



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Council goal

Develop and implement guiding principles that address public safety service levels through appropriate staffing levels



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Public safety

Investment	Ongoing	1x
Paramedic Pay		\$100,000 (GF)
Patrol Overtime		\$50,000 (GF)
Fire Department Overtime		\$75,000 (GF)
Fire Inspector	\$76,000 (GF)	
Animal Control Officer	\$59,000 (GF)	



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Police Department **Animal Control Officer (ACO)**

- This request is related to Council Goals
 - Employee Investment, Public Safety Staffing and Community engagement
- \$59,000 Ongoing
- In 2008, the department had (2) two Animal Control Officers (ACO) We cut one of the two positions in order to meet the 19% reductions that year, and have never replaced this officer.
- In communities our size, agencies polled indicated they had on average 2 ACOs



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Police Department New Investment - (ACO)

- In 2015 a total of 2,413 animal calls were received- ACO handled 822 calls
- 1,591 calls handled by patrol or a full 2/3 of all ACO calls
- Uniformed officers are not specifically trained or equipped in the handling of animals
- The passage of the Animal Keeping Code will no doubt result in an increase of calls for service.



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Fire Department New Inspector (RSL)

- \$76,000 ongoing
- Currently Prevention Division is staffed with 2 personnel.
- An increase in 1 FTE will meet the following goals:



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Fire Department New Inspector (RSL)

- Provide a 24 hour turn-around for fire protection inspections (currently average 48 hours)
- Provide Med/High risk occupancies with re-inspections for violations at 30 days (currently 90-120 days avg.)
- Provide plans reviews within 2 weeks
- Provide enhanced on-site inspections for community special events



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City Attorney's Office Base Budget Investment

Router for ACJIS Computer

- Invest in our employees
- Develop and implement guiding principles that address public safety service levels
- \$4,430 One-time
- Improves access to information in the ACJIS (Arizona Criminal Justice Information System). This allows our Prosecutors to have up-to-date information to make recommendations to the Court in each case



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Public safety staffing

Council Discussion

- Council reactions
- Does Council want to consider any other additional funding opportunities?



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Council goal

Explore and adopt policies to lower the costs associated with housing to the end user



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Housing costs

Investment	Ongoing	1x
Housing Incentive Fund		\$100,000 (Housing)
Police Employer Housing Assistance Program		\$80,000 (Housing)
Housing Assistance Payments – Flag Housing Authority	\$164,764 (FHA)	



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Housing costs

Council Discussion

- Council reactions
- Does Council want to consider any other additional funding opportunities?

* Housing Roundtable discussion on May 24th 6pm



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Council goal

Improve effectiveness of notification, communication, and engagement with residents, neighborhoods and businesses and about City services, programs, policies, projects and developments



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Community engagement

Investment	Ongoing	1x
Flagstaff Community Forum – 2 Years		\$16,000 (GF)
Codification Services		\$5,000 (GF)
Archive Social Continuation		\$5,000 (GF)



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Community engagement

Investment	Ongoing	1x
E-Government - streaming services & audio rental		\$10,000 (GF)
NAU community liaison partnership		\$60,000 (GF)
Web hosting / Rights for VisionFlagstaff.com	\$1,725 (BBB- A/S)	



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City Manager's Office/City Clerk Base Budget Investment AgendaQuick Software

- Enhanced Communication
- \$3,500/year
- Ongoing
- Agendas/Packets/Minutes
- **NEW** – Council Voting Records



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City Manager's Office Flagstaff Community Forum (RSL)

- Outreach and community engagement
- \$8,000
- 1x for 2 years
- City's new online civic engagement tool
- Provide one-stop service for citizens and staff on surveys and online discussions concerning city issues, proposals and policies



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City Manager's Office Flagstaff Community Forum (RSL)



Community Forum

Welcome to City of Flagstaff's online forum for civic engagement! City officials will read and consider your input.

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Community engagement

Council Discussion

- Council reactions
- Does Council want to consider any other additional funding opportunities?



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Council goal

**Ensure that we are as prepared
as possible for extreme
weather events**



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Preparedness

Investment	Ongoing	1x
Economic Analysis future water supplies		\$30,000 (Water)
GIS data collection Mike She Modeling		\$50,000 (Stormwater)
Stream Team, watershed projects	\$5,000 (Stormwater)	\$5,000 (Stormwater)



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Preparedness

Investment	Ongoing	1x
Energy Rebate Program		\$20,000 (SEMS)
Hazardous Products Center Facility upgrades		\$5,000 (Solid Waste)
Airport Rescue Training		\$8,400 (GF)
Watershed Monitoring Project Maintenance-SRP	\$105,000 (Water)	\$32,000 (Water)



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Fire Department

Base Budget Investment

Regional Hazard Zone safety management and control of type IV and V all risk incidents

- Public Safety Staffing and Climate Preparedness
- \$205,407 (90/10 grant) 1x funding
- Creates increased Firefighter and life safety for all risk incident responses
- Certification of all Command staff personnel for shared tasks on joint incidents
- Regional training and common communication measures for joint incidents



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Fire Department

Base Budget Investment

Regional Hazard Zone safety management and control of type IV and V all risk incidents

- Regional training for the Greater Flagstaff Region partners to ensure higher efficiency and safety on all medium and high risk incidents.
- Command and control strategies with an emphasis on a standardized regional communication model.
- We are leaning more and more on our regional partners to provide staffing and coverage gaps due to consistent increases in our annual call volumes.



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Utilities Department

New Investments (RSL)

Upper Lake Mary Watershed Monitoring Project

- Maintain Current Investment: \$75,000
 - SRP Flowtography™
- Expand Current Project: \$30,000
 - Precipitation gauges & transducers \$32,000
- Ongoing: \$105,000
- One-time: \$32,000
- Contract w/ SRP for standardization across watersheds
- “We measure it to manage it”



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Upper Lake Mary Watershed Monitoring Project (cont.)

144

- A loss of ULM & wells would result in more than a 50% reduction in total water production capability
- 4FRI & FWPP forest thinning projects will effect runoff & aquifer recharge
- Monitor watershed conditions to inform decisions

¹Four Forests Restoration Initiative

²Flagstaff Watershed Protection Project



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Preparedness

Council Discussion

- Council reactions
- Does Council want to consider any other additional funding opportunities?



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City of Flagstaff

Capital Budget Presentation

April 27, 2016



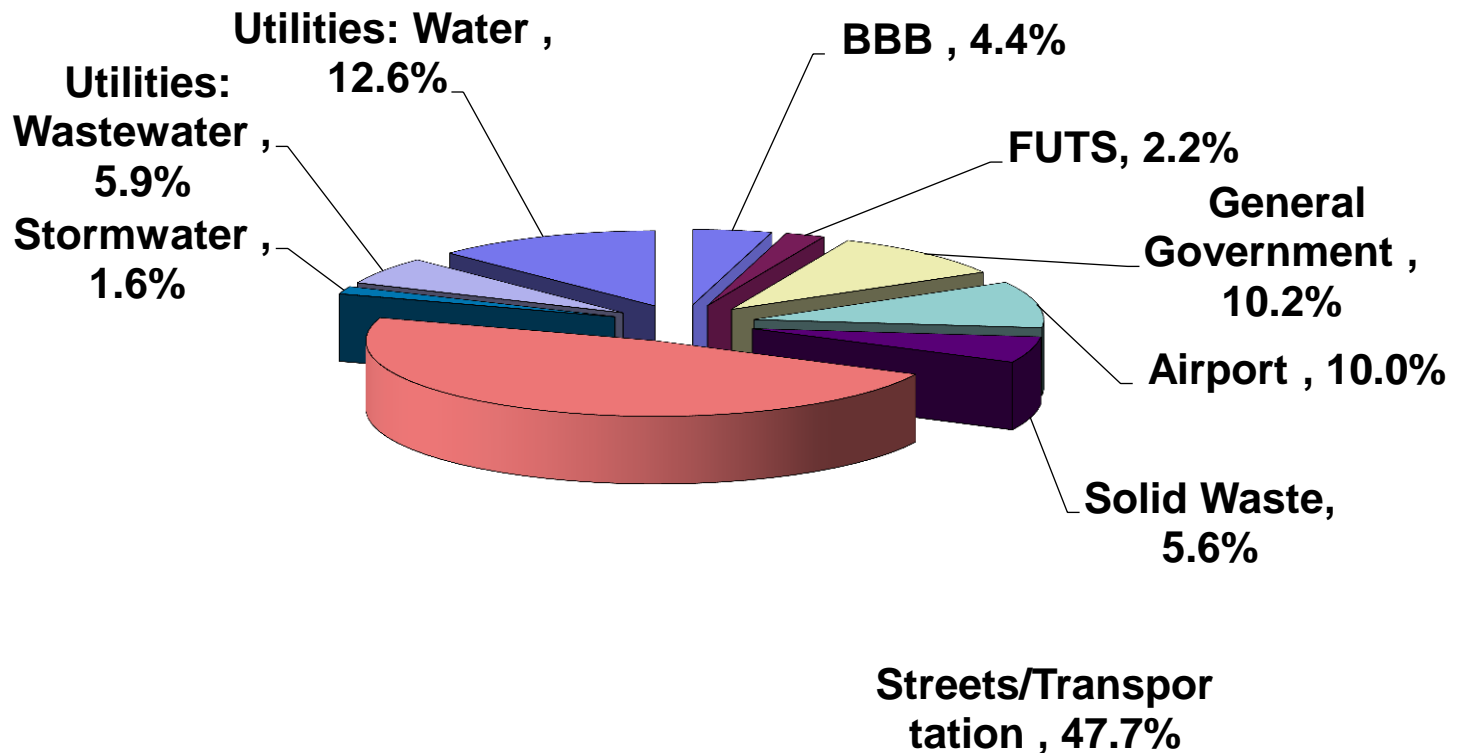
FY 2017 CAPITAL BUDGET

2018 – 2021 CAPITAL IMPROVEMENT PROGRAM

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FY 2017 CAPITAL BUDGET

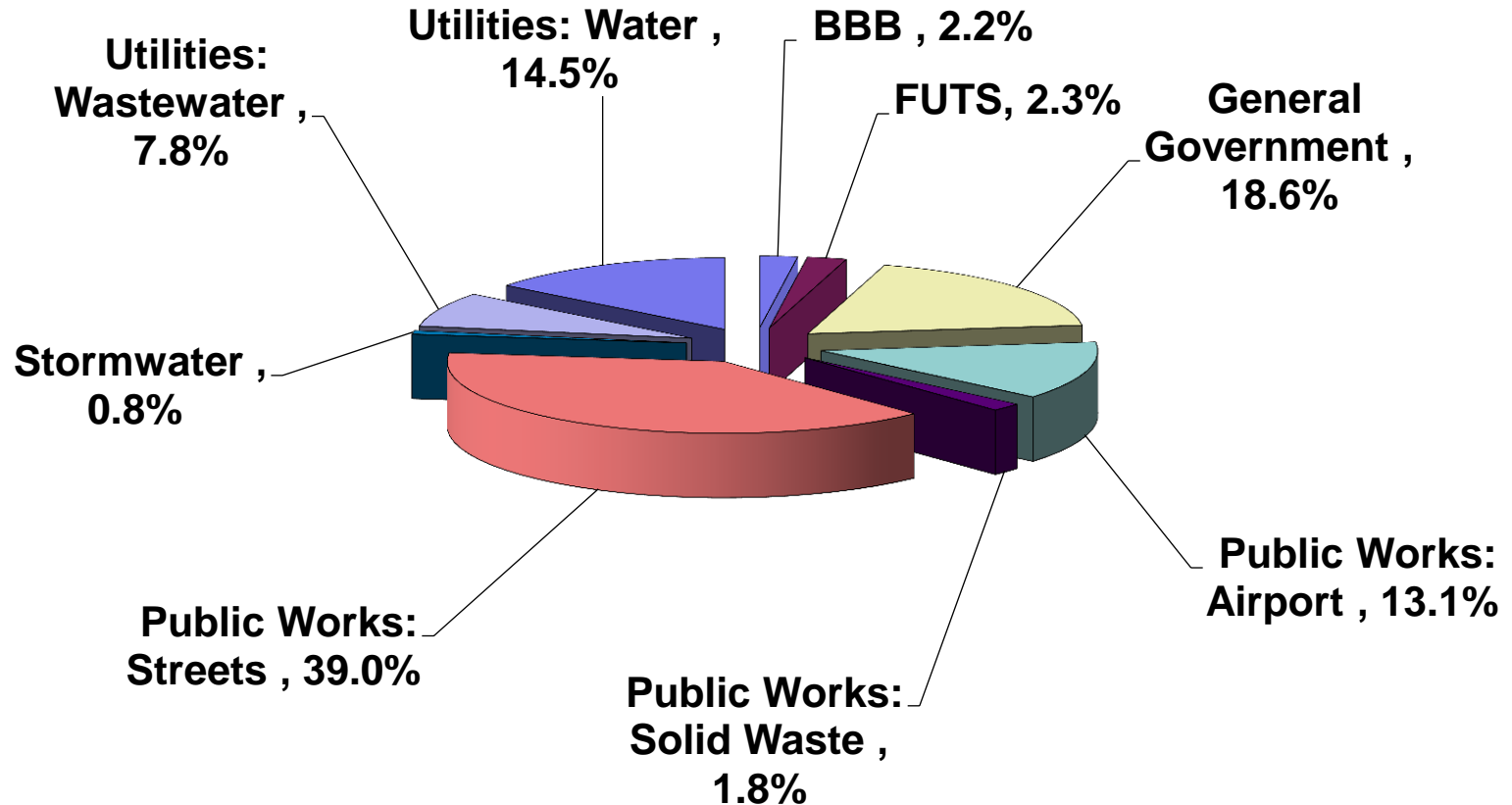
FY 2017 Capital Summary by Program Category



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FY 2018 – 2021 FIVE-YEAR CAPITAL PROGRAM

FY 2018-21 CIP Summary by Program Category



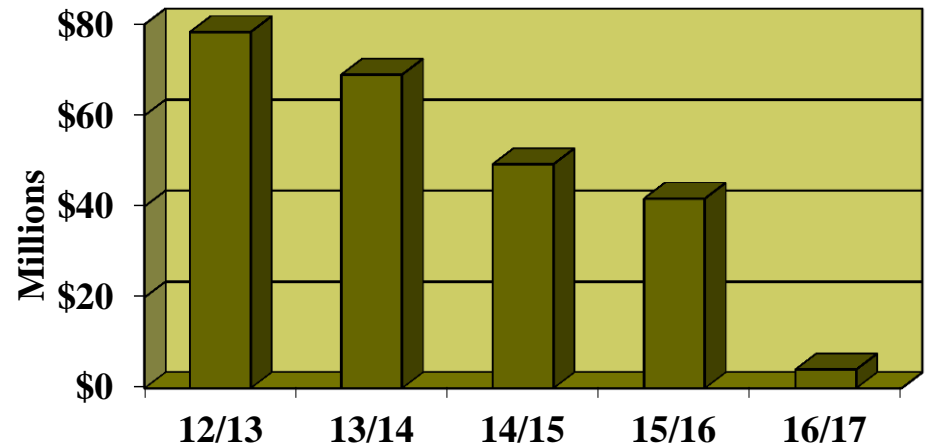
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GENERAL GOVERNMENT

FY 2017 BUDGET

GENERAL FUND: \$ 4.12 MILLION

- *Marriott ROW & ADA Ramp*
- *FUTS/Open Space Acquisitions*
- *Watershed Protection Project*
- *Business Accelerator*
- *Court Facility*



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GENERAL GOVERNMENT

FIVE-YEAR CAPITAL PROGRAM

FY18, FY19, FY20, FY21

GENERAL FUND: \$ 46.2 MILLION

- *FUTS/Open Space Acquisitions*
- *Watershed Protection Project*
- *USGS Misc Buildings*



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BBB FUND

FY 2017 BUDGET

ARTS & SCIENCE: **\$ 70,000**

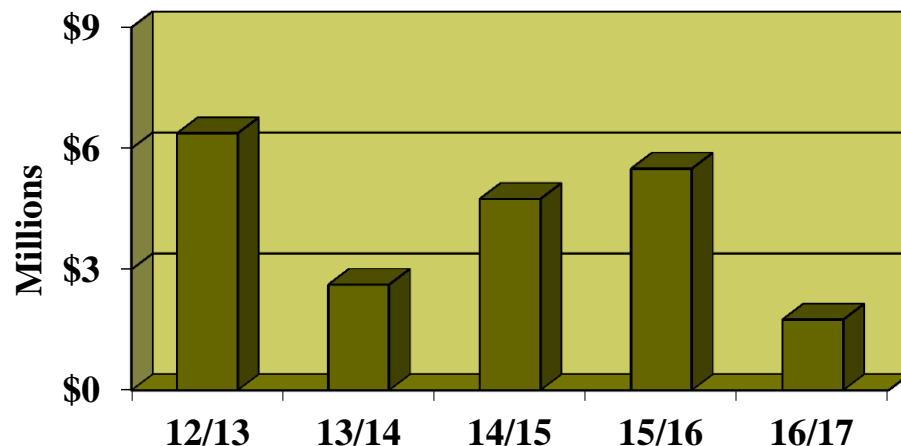
- *Public Art*

STREETSCAPE: **\$ 1.0 MILLION**

- *Gutter Diversions-Sustainable Streets*
- *US89 Medians*
- *Downtown Non-Gateway*
- *Buffalo Park Parking Enhancements*
- *Frances Short Pond Master Plan*

RECREATION: **\$ 0.7 MILLION**

- *Thorpe Park Adaptive Playground*
- *Wheeler Park Improvements*
- *Hal Jensen Rec Center Storage*
- *Aquaplex Pool Entrance*
- *J. Lively Roof/Locker Rm. Repairs*



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BBB FUND

FIVE-YEAR CAPITAL PROGRAM

FY18, FY19, FY20, FY21

ARTS & SCIENCE: \$ 0.4 MILLION

- *Public Art*

STREETSCAPE: \$ 2.6 MILLION

- *Urban Forest*
- *Frances Short Pond Master Plan*
- *City Gateway @ I-17/Milton Rd.*
- *Stem City Platforms*
- *Vision Flagstaff-Future Projects*
- *Minor City Gateway Signs*
- *Southside Triangle*

RECREATION: \$ 0.0 MILLION



Fourth Street Gateway

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STREETS & TRANSPORTATION

FY 2017 BUDGET

STREETS-HURF: **\$ 3.1**
MILLION

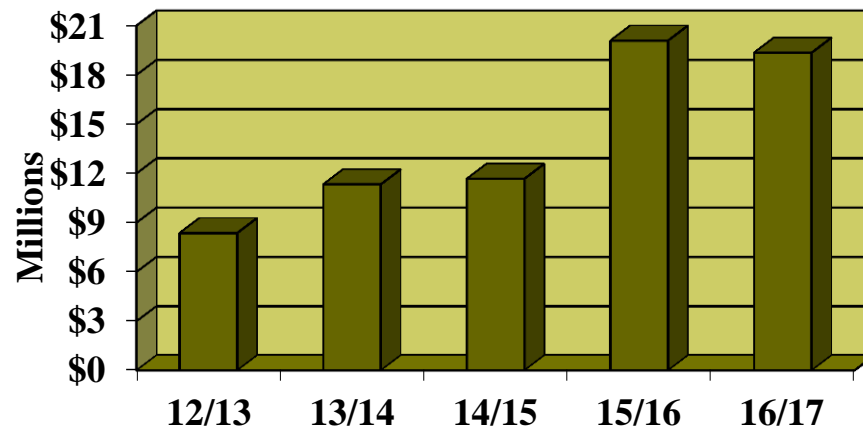
- *Street Impr. Program (Chip Seal)*
- *Sunnyside*

TRANSPORTATION: **\$ 3.9 MILLION**

- *Butler Adaptive Signal Control*
- *Industrial Dr. Phase III*
- *Fourth Street Improvements*
- *Transportation Master Plan*
- *Clay Avenue Traffic Calming*

RR&SS: **\$ 11.1 MILLION**

- *City Wide Improvements*



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STREETS & TRANSPORTATION

FIVE-YEAR CAPITAL PROGRAM

FY18, FY19, FY20, FY21

STREETS-HURF: **\$ 9.5 MILLION**

- *Street Improvement Program*

TRANSPORTATION: **\$ 16.2 MILLION**

- *Major Road Reconstruction*
- *Switzer/Turquoise Roundabout*
- *Industrial Drive – Phase III*
- *Beulah/University*
- *Butler/4th Intersection Reconstruction*
- *Country Club/Oakmont*

RR&SS: **\$ 27.7 MILLION**

- *City Wide Improvements*



Industrial Drive

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WATER & WASTEWATER

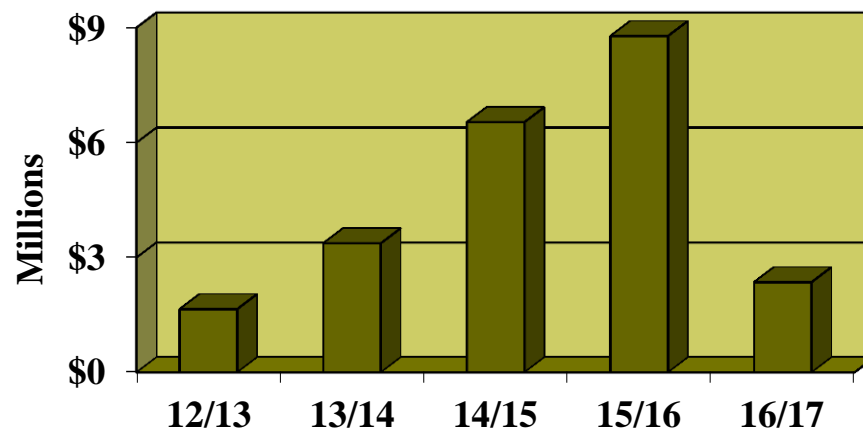
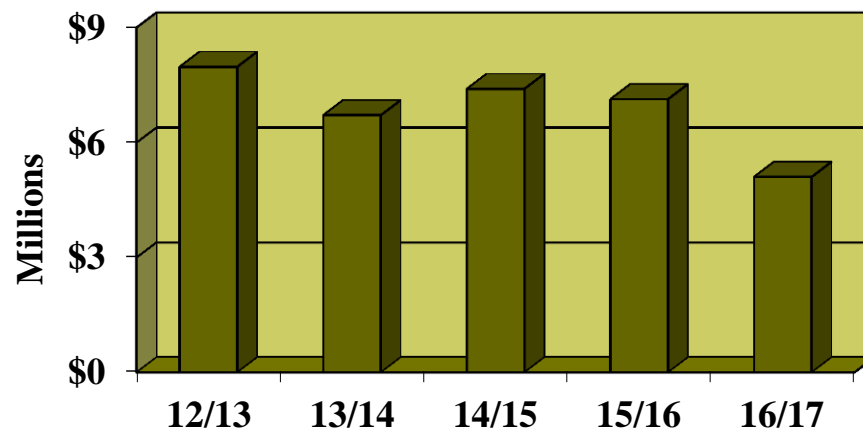
FY 2017 BUDGET

WATER: **\$ 5.1 MILLION**

- *Reserve for Improvements*
- *Aging Water Infrastructure Repl.*
- *New Well & Pumphouse*
- *WTP Security/SCADA Improvement*
- *Radio Read Meter Replacements*

WASTEWATER: **\$ 2.3 MILLION**

- *Reserve for Improvements*
- *Aging Sewer Infrastructure Repl.*



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WATER & WASTEWATER

FIVE-YEAR CAPITAL PROGRAM

FY18, FY19, FY20, FY21



Leroux Street

WATER: **\$ 19.8 MILLION**

- *Aging Water Infrastructure Repl.*
- *Rio Project – Waterline Relocations*
- *Lk Mary Land Acquisition*
- *Water Master Plan*
- *Switzer Canyon Transmission Line*

WASTEWATER: **\$9.2 MILLION**

- *Aging Sewer Infrastructure Repl.*
- *Wildcat – Primary Pump Station*
- *Rio Project – Sewer Relocations*
- *Rio Plant – Backup Generator*

RECLAIMED WATER: **\$ 1.5 MILLION**

- *Buffalo 8" & Juniper Pt 12" Lines*

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AIRPORT

FY 2017 BUDGET

AIRPORT: **\$ 4.0 MILLION**

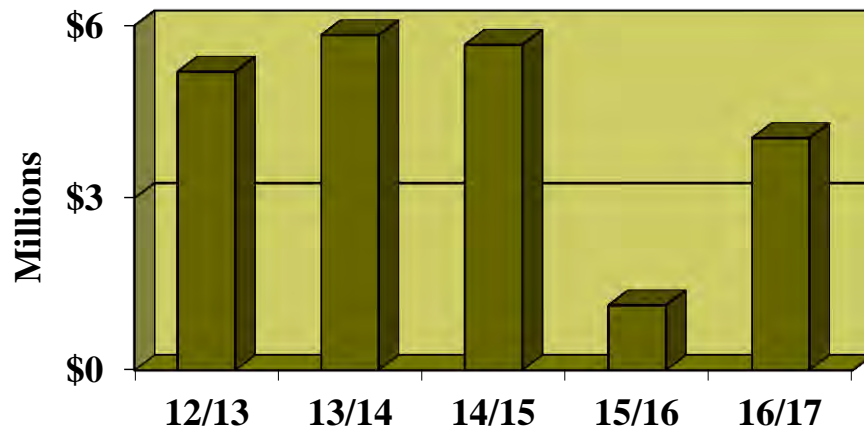
- *Master Plan Update*
- *Runway 321 Mill/Overlay Const.*
- *Wildlife Hazard Assessment*
- *Airport Drainage Impr. - Design*

FIVE-YEAR CAPITAL PROGRAM

FY18, FY19, FY20, FY21

AIRPORT: **\$ 17.9 MILLION**

- *Parking Structure (non-revenue)*
- *Guidance Signage Rehab Design*
- *Heliport – EA, Land, Perimeter Rd.*
- *Heliport – Design & Construction*
- *Land Acquisition FY-19*



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SOLID WASTE

FY 2017 BUDGET

SOLID WASTE: **\$ 2.3 MILLION**

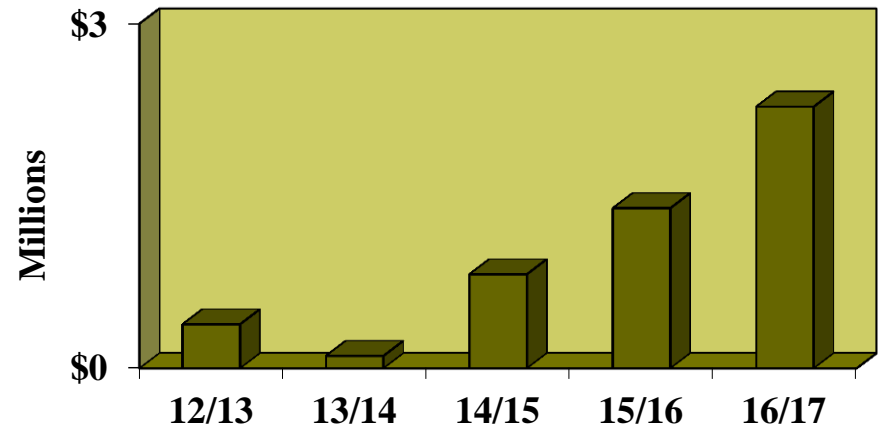
- *Stormwater Infrastructure*
- *Alternative Liner Test Plots*
- *Truck Barn*
- *SEMS – Picture Canyon Trail Impr.*

FIVE-YEAR CAPITAL PROGRAM

FY18, FY19, FY20, FY21

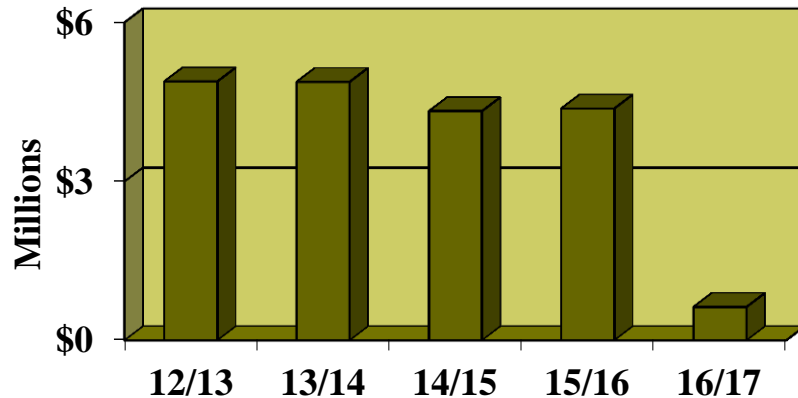
SOLID WASTE: **\$ 2.4 MILLION**

- *Truck Barn*
- *Stormwater Infrastructure*
- *Methane Gas Collection Wells*
- *Cell Preparation Fees*



CITY OF FLAGSTAFF

STORMWATER



Industrial Drive

FY 2017 BUDGET

STORMWATER: \$ 0.6 MILLION

- *Drainage Spot Improvement*
- *Phoenix Ave Culvert*
- *Cottage and Elden*

FIVE-YEAR CAPITAL PROGRAM

FY18, FY19, FY20, FY21

STORMWATER: \$ 1.1 MILLION

- *Drainage Spot Improvement*
- *Spruce Ave Wash-Linda Vista*
- *Spruce Ave Wash-Dortha Inlet*

Operating Capital

FY2017 Budget: \$6.5 Million

Major Items	
Fire Quantum Pumper	\$587,700 (GF)
Library RFID/Remodel	197,735 (Library/GF)
Street Sweeper	250,000 (HURF)
Street Paint Striper	487,000 (HURF)
Parking Meters	923,914 (Park Dist.)
Gravity Belt Thickener	225,000 (Utilities)
Airport Rapid Response Truck	152,550 (GF)
Siler Homes Remodel	250,000 (GF, FHA, Housing)
Rapid Rail, Top Loader & Roll Off Trucks	740,000 (Solid Waste)



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Job Order Contracting (JOC) Update



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How the JOC program works

- Per Project: Project Manager obtains competitive pricing from all three JOC contractors for a project in the applicable construction discipline.
- A separate JOC Construction Contract will be signed by both parties for that specific project.

Note:

- JOC contractors were formally solicited based on qualifications and experience, and approved by council on July 21, 2015.
- Resulting project specific contracts are not brought to Council for approval. Projects and funds are approved by council during budget process in prior year.



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Status as of 4/12/16

CONSTRUCTION DISCIPLINE AND CONTRACTOR AWARDS (YEAR 1)

Horizontal

Achen-Gardner	\$0
KCS	\$0
Kear Civil (Eagle Mtn)	\$103,123

Vertical

KCS	\$111,230
Loven	\$0
Wespac	\$0

Landfill

Fann	\$0
Rummel	\$0
SDB	\$37,978

W-WWTP Controls

Aliance	\$0
EIC	\$8,274
Quantum	\$70,606

W-WWTP General Contracting

Felix	\$219,189
PCL	\$0
Summa	\$0

Signing/Striping

Action Barricade	\$0
Traffic Safety	\$0

Year 1 Total: \$550,400



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Parking Lot – to be updated throughout retreat

Item	Amount	Type	Funds
Southside Neighborhood Plan	\$ TBD	1X	GF
Boys and Girls Club	50,000	1X	GF or BBB
FACTS	25,000	Ongoing	GF
NACASA	3,000	Ongoing	GF
Library Sunday Hours (Current Property Tax Trigger)	61,000	Ongoing	GF or Library /property tax
Humane Society	88,000	Ongoing	GF
Flagstaff STEM City	20,000	1X 3yrs	BBB or GF
Grad Night	Up to 10,000	1X	GF
Arizona-Mexico Commission Mbrshp	1,500	1X 2yrs	GF or BBB
1x Personnel Expenses	Various	Ongoing	GF
Dew Downtown	55,000	1X	Sponsors
Siler Homes After School Program	59,000	1X	GF or BBB or FHA



Council Discussion and Direction



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Recap



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Review Next Steps for FY17 Budget



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City of Flagstaff

City Council Goals: 2015 – 2017

Revised December 2015

- 1) Invest in our employees and implement retention and attraction strategies**
 - Bring all City employees up to market pay
 - Invest in training and development in our staff
 - Fund pensions at the minimum recommended contribution levels to assure ongoing plan viability
 - Participate in the evaluation and implementation of a pension plan structure that will provide a secure and sufficient benefit to retirees within a sustainable cost structure for the employer and the employee
- 2) Ensure Flagstaff has a long-term water supply for current and future needs**
 - Identify financing, plan for and construct red gap waterline
 - Secure ROW
 - Review current water rates structure
 - Integrate conservation strategies into all water resource management
 - Expand the use of reclaimed water
- 3) Provide sustainable and equitable public facilities, services, and infrastructure systems in an efficient and effective manner to serve all population areas and demographics**
 - Rio de Flag - Complete 100% plans, LRR and identify financing strategy
 - Construct Core Services Maintenance Facility at McAllister Ranch
 - Explore stadium and arts district
 - Maintain existing infrastructure by investing in ongoing maintenance and operations to get closer to target condition
 - Design, finance and construct Courthouse
 - Enhance library hours
- 4) Develop and implement guiding principles that address public safety service levels through appropriate staffing levels**



City of Flagstaff

City Council Goals: 2015 – 2017

Revised December 2015

- 4) **Explore and adopt policies to lower the costs associated with housing to the end user**
 - Understand and support increasing housing availability in conjunction with FHA
 - Facilitate exploration of financing tools and models that meet the needs of affordable rental community
 - Review regulatory documents in regard to the complexity of housing affordability
 - Support creative partnerships around workforce housing
- 6) **Provide a well-managed transportation system**
 - Identify financing strategies to support the transportation system
 - Identify specific projects that will help relieve traffic congestion
 - Consider geographic/behavioral/social solutions that will help relieve traffic congestion
 - Support partnerships and explore solutions that will help relieve traffic congestion
- 7) **Continue to implement the Flagstaff Regional Plan and focus efforts on specific plans**
 - Identify and address gaps in Regional Plan
 - Identify priorities for specific plans
- 8) **Improve effectiveness of notification, communication, and engagement with residents, neighborhoods and businesses and about City services, programs, policies, projects and developments**
 - Review what, when and how Council and public are notified about development projects
 - Identify opportunities for collaborative outreach among Council members and key community stakeholders
- 9) **Improve the economic quality of life for Flagstaff through economic diversification, and by fostering jobs and programs that grow wages and revenues.**
- 10) **Support and assist the most vulnerable**
 - Focus on comprehensive economic and social support systems
 - Provide direct assistance through service contracts for social services
 - Assist and decrease the number of and assist the working poor
- 11) **Ensure that we are as prepared as possible for extreme weather events**
 - Present resiliency and preparedness goals to Council

Stephanie Smith

To: Josh Copley
Subject: RE: Recap of Budget Retreat

From: Josh Copley
Sent: Friday, December 11, 2015 3:47 PM
To: Mayor and Council
Cc: Michelle D'Andrea
Subject: Recap of Budget Retreat

Mayor, Vice Mayor, and Council,

We've come to the end of a very busy week with a Council Work Session, two Executive Sessions, a daylong Council Budget Retreat, and a Legislative Breakfast and on behalf of myself and staff we want to thank you for your time and energy. Your direction, guidance, and feedback on these important matters is appreciated and definitely helpful to staff as we continue to work to implement and fulfill Council goals. I want to take a moment to provide a brief recap of Wednesday's Council Budget Retreat so that we're all on the same page with our understanding of the path forward as it relates to the FY17 budget process:

Through a budget prioritization exercise members of Council expressed interest in the following areas. These items appear in their order of precedence based upon the ranking given to them by individual council members as well as the number of council members who expressed interest in them. I do not consider these priorities to be mutually exclusive and I will endeavor to bring you back meaningful opportunities to further any or all of them within the context of the budget. Decisions on how best to allocate finite resources are ultimately a Council determination and my job is to bring you options and recommendations that respect your stated priorities. I also understand that council goals, policy, and the economic factors will also play an important role in how I prepare the FY17 Manager's recommended budget.

- Employee compensation and investment
- Economic Development Strategies
- Infrastructure
- Assist most vulnerable populations
- Regional plan implementation
- Transportation

I acknowledge that water conservation, public safety pensions, information technology investments, public safety employee compensation & benefits, affordable housing, and outreach/communication all received some expression of interest from council members and I will certainly keep that in mind as I work with staff to develop the FY17 budget for your consideration. However, while these are all important items I will not consider them as "priorities" in the FY17 budget. Again, this does not ascribe any specific value judgment on these items nor will it dictate whether or not they will be reflected in next year's budget. Indeed, some of them are already are and will continue to be reflected in the base budgets of the respective divisions. An example of this is the movement of the Police Department into market based pay in the FY16 budget. So, while public safety employee pay & benefits isn't a priority this coming year, I will still recommend that Council allocate funding to keep them from eroding out of the market in FY17.

Requests for additional information – staff will work to respond to these additional information requests and will follow up with Council in the coming weeks.

- reductions and restorations in City services
- update on housing forum, fund balance, savings, market value, etc.

- water conservation programming, strategy and performance metrics
- detail on new construction jobs
- data and outcomes on job training programs at library and partnerships
- new businesses coming to town - jobs/hiring/wage data
- spreadsheet that includes all contracts with social services
- info on the City's economic development efforts and plans in non-low wage sectors

Updates to Council Goals

Council reviewed the progress made towards advancing its goals adopted in December 2014. As a result of this discussion, Council agreed to modify goals 6, 7, 9 and 10. The revised City Council goals are attached. They are now posted on line and will be placed on the board in Council Chambers before next Tuesday's council meeting.

Thanks and have a great weekend.

Josh Copley
City Manager

Stephanie Smith

Subject: Recap of February Council Budget Retreat

From: Josh Copley
Sent: Friday, February 19, 2016 3:09 PM
To: Mayor and Council; Michelle D'Andrea
Cc: Budget Team; Leadership Team; Extended Leadership Team
Subject: Recap of February Council Budget Retreat

Good afternoon Mayor, Vice-Mayor, and Council,

We had a flurry of Council meetings in the past two weeks and city staff is very appreciative of your investment of time and thoughtful consideration of the issues so important to our community. I want to take a moment to briefly recap the February Council Budget Retreat so that we all have a thorough understanding of what was discussed and what, if any, direction was communicated to staff. As you know, we began our retreat on Thursday Feb 11th by asking council members what their expected outcomes were. We received good feedback during this exercise including a desire that I present a balanced budget recommendation to Council in April that achieves council priorities and where each member could see some success in the final product. Additionally, I heard that council would like to consider potentially funding "wish list" items with new revenues in FY17. Finally, I heard an expressed desire to continue to explore how the city can be more efficient in the delivery of its existing services, thus freeing up additional dollars for use in other priority areas.

We spent some time during the first day of the retreat reviewing our revenue and expense projections and learned that even though the revenue picture is good (approx. \$3 million in 1X and \$1.8 million in ongoing) there will be some tough decisions for council to make in April regarding our more challenging expenses such as pensions, maintaining market pay, and personnel costs that were funded with 1X dollars in FY16. Some examples of these 1X personnel costs are Dispatch Shift Pay & Attraction/Retention funding, Court Collection Specialist, Library staff, Snow Removal Stipend, and Regional Fire Training Coordinator. What I heard from council is that if any or all of these 1X allocations have proven to be successful in achieving their desired objectives, then you would like to see how they may be funded on a more long term basis.

In our review of city staffing since the start of the Great Recession, we saw that we have seen a reduction of about 12% across the organization (or 110 employees) from FY10 to FY16. Numerically, this has impacted police, solid waste/SEMS, and recreation the most. On a percentage basis, Fuels Management, Fire Prevention, and Public Works Administration have experienced a significant impact since they didn't have a lot of staff to begin with. We spoke briefly about the 33% reduction in Community Development Administration staff and how we are challenged to keep up with demand as a result of a rebounding economy and associated development. I wrapped up this portion of the discussion by reminding all present that the city had undergone a difficult slimming down process as a result of necessity brought on by the recession and we were going to resist the temptation of simply hitting the "reset" button to take us back to 2009. This isn't good for anyone and only sets us up for the evitable gloomy scenario of layoffs when the next downturn hits. We therefore would like to be strategic and very purposeful in how and why we add any staff positions going forward. These recommendations will come before council for its consideration in April and will be closely tied to the achievement of council goals and priorities and particularly in those areas where we are experiencing the highest demand for services. Council member reactions included a need to control overtime costs, consider how we may bolster recruitment through a paid intern program, look at helping lower paid employees achieve market pay before higher wage earners, and possibly increasing the housing assistance program. Additionally, we discussed the possibility of adding back the Animal Control Officer and restoring Uniform Allowance and Training budgets. I don't consider any of these items as "direction" per say since we were wanting to hear where council member's interests were rather than voting on any singular idea. The Leadership and Budget Teams will carefully consider council's reactions and expressions of interest as we bring back options for council to consider in April.

The rest of the retreat focused on council's priority areas from December. In the area of Economic Development Strategies council generally agreed that it would like to continue its present course with respect to efforts in business attraction and retention. The goal is to foster a positive and friendly business environment that respects our community values and current policy direction.

In the area of Infrastructure and Transportation I heard that council was generally wanting to make sure that we were keeping up on maintenance of city owned facilities such as parks and ball fields. We spoke about street maintenance and staff provided an update on the timeline for work to be performed this coming year with Prop 406 funding. Council liked the economical idea of using millings from other road projects to provide a much better road surface on city streets that are not currently paved. We discussed the importance of the new Public Works Core Maintenance Facility and keeping that project on time and within budget. Council generally expressed a desire to focus on maintaining what we already have but also indicated a willingness to consider how it may assist in solving infrastructure and transportation "roadblocks" especially where they are limiting development that is consistent with Regional Plan goals.

Finally, in the area of Assisting the Most Vulnerable Populations council heard a staff presentation on what the city is currently doing in this area which was followed by a presentation from Tom Combrink and Wayne Fox from NAU's Rural Policy Institute on data and demographics existing in Flagstaff and Coconino County. Generally speaking, council expressed a desire to maintain its current service contracts with community partners. Additionally, council expressed a desire to continue finding ways to support our most vulnerable populations who are struggling with basic needs like food and shelter.

My take on the question of whether or not council would consider new revenue opportunities through taxes was that it was not inclined to do so. Since this was a vote, I will take this as direction from council. Council members also expressed the need to have more information on the matter before it could take a position on supporting a Library District Tax increase since it was primarily in the jurisdiction of the County.

In the interest of brevity I'll stop here and remind you that these observations are not exhaustive and I'm sure there are things we talked about that didn't show up in this email. I've attached the list of council "reactions" to the four priority areas. This list is unedited and merely captures council's reactions to staff presented ideas along with their individual interests. Please let me know if you have any questions or comments and, again, thank you for your participation in this process. From the staff perspective these two days were very productive in helping us to better understand council's desired outcomes and determinates of success for the FY17 budget. Beginning on Feb 29th we have two weeks of department and division budget reviews with staff. I am looking forward to meeting with you again in April to further refine the manager's recommended budget. Have a great weekend.

Josh Copley
City Manager

February 2016 Budget Retreat Notes

Economic Development – *What does success look like?*

Policy-related success indicators

- Unify effort of agreements and send clear message of expectations i.e.: ADOT project in needed lobby and succeed to get
- Continue to support clear policy that encourages improvement while recognizing stated values
- Our energy should focus on creating positive conditions through policies rather than individual projects and agreements

Community (economic) infrastructure-related success indicators

- Adding to our affordable housing inventory
- Be robust in advancing capital programs that leverage or align with property owner's investment

Local businesses-related success indicators

- Increase \$ to attract and retain business and expansion
- Increase in small business start ups
- Success equals local businesses expanding

Regional-related success indicators

- Flagstaff as Northern AZ's regional economic, education, transportation, shopping, cultural, entertainment and outdoor activity Hub

Manufacturing-related success indicators

- Manufacturing is better than more retail

Individual prosperity-related success indicators

- The outcome should be measured not in terms of "tax revenues" but improved economic conditions of our residents and decreased level of poverty
- Increase in the number of jobs available that pay more than minimum wage and provide benefits
- More money comes into town than goes out = more money for locals
- To focus attention toward a more diverse economic structure address the negative externalities caused by the low-wage sector
- Income gain at the individual level
- Creating more jobs well above minimum wage

Transparency-related success indicators

- Council asked about all policy questions related to economic development

Reactions to Economic Development Policy Discussion

Economic Development Strategy: Direct Investments

Redevelopment

- City land used for redevelopment and aligned with community values
- City not in business of being “the developer”
- Invest upfront to trigger growth
- Evaluate city inventory for creative redevelopment

Infrastructure

- Consider investing in infrastructure that is limiting development
- Fund City’s share of infrastructure improvement/enhance
- Tie direct investments to infrastructure not “cash”
- Understand synergy and impacts to entire community of various sectors

Business and/or Visitation

- Do rebate/incentives actually work?
- Enhance tourism activities

Economic Development Strategy: Business Climate

City Responsiveness Staffing and Land use

- Concern regarding staffing additions when anticipating future economic downturn

Code, Advocacy, Grants + Resources

- Programming and Partnerships
- Expand economic gardening opportunities
- SBDC/idea lab

Economic Development Strategy: Other

- Process/climate that creates “hurdles” to City services and development
- Connect opportunities to available commercial space
- ID how we can be most efficient-effective with attraction
- Evaluate P3

Reactions to Infrastructure and Transportation Policy Discussion

Preservation

- Look at unpaved road in residential area – what is impact to safety
- Ball field parking lot (maintenance)
- Look at Fox Glenn ball fields
- Pulliam airport road rebuild
- Try to knock out capital project as ongoing \$ become avail rather than defer with sinking funds \$

Modernization

- Address unpaved residential roads
- Funding dark skies solution
- Unfunded portion of City Hall entry way
- Traffic signal modernization – phased – long term plan

Policy Question #1: Is there one area that stands out for you to provide current resource to? If there is new capital funding in FY17 where should it go?

- Preservation/maintain
- Don't get worse
- Address deferred maintenance
- PW yard is priority
- Construction is on schedule
- Courthouse funding

Policy Question #2: Is the Council interested in an election to bond for project needs? What are the elements of a successful process to develop a list of projects for Council consideration?

- Parking Structure
- Courthouse
- Lone tree
- Courthouse *Timing 2016 or 2018

Reactions to Employee Investment Policy Discussion

- Training restored
- Uniform reimbursement restoration
- Lower paid employees should be 1st to go to market
- Address fire department market
- Focus on EE retention
- Continue to keep employees at market
- Move 1x for police and dispatch to ongoing \$
- Consider paid intern program for police
- Balance attraction/retention with fiscal responsibility
- Single EE deferred benefit restoration

Reactions to Assist the Most Vulnerable Populations

Annual presentation

- Before budget hearings
- 2 days
- Hear about impact to community and outcomes with funding

Definition of vulnerable population

Who:

- Those who struggle to live in Flagstaff – financially, socially, physically, intellectually
- Persons who are unable to maintain a reasonable standard of living through no fault of their own
- Members of our community who just need some help
- Vulnerable populations include: economically disadvantage, racial and ethnic minorities, the un/under insured, those with severe mental illness, those at high risk of homelessness, alcohol/substance abuse, victims of crime, vets, 25% of those living in poverty

How:

- Provide support in areas of food and shelter (leverage \$)
- Most vulnerable can be short term or longer term
- Partnership leverage is critical
- Vulnerable assistance can come in many, many forms. Assistance in varied modes is good
- Do not support a higher min wage in order to keep prices/costs down
- Transfer \$130k from housing to PD home grant program
- Invest more \$ in attraction and retention of small and large employers to create jobs
- Use more BBB funds to attract tourism to help grow jobs
- Do not support increases property taxes in order to keep housing costs down
- Review city costs associated with housing construction drive regulatory costs down

Maintain

- Maintain current service contracts and City services

Expand/enhance

- Services to provide food/shelter

- After school programming/ youth services
- Housing
 - Vets
 - PD Personnel
- Jobs
- Partners in service delivery

Info requests

- **Better bucks** – how successful? How is it going? How many have been distributed?
- Housing info***
 - Where are we on housing on City lands and designated
 - Infrastructure already installed?
 - Lonetree parcel
 - What is Council's philosophy on affordable housing
 - Segregation vs. integrated
 - Employee – whole
 -

EAC Budget Recommendations Concerning Employee Compensation

1. Get all employees to market
 - a. The availability of ongoing funds this fiscal cycle is significant (currently projected at \$1.8 million)
 - b. The estimated cost to get all general fund employees to market is approximately \$1.8 million
 - i. This assumes bringing employees into the new ranges in the same way as Police Department, which is EAC's current recommendation for moving employees to market
 - c. If a portion of the available ongoing funds must be spent on other fixed costs, thereby reducing the available ongoing funds to a level that would prevent moving all employees to market, EAC recommends that the Budget Committee ask all departments to (1) identify any capacity in their ongoing budgets, and (2) to identify any current ongoing expenditures that could be replaced with one-time funds
 - i. Rather than only focus on new ongoing dollars, departments should work to create ongoing capacity through increased efficiencies and conservative fiscal management
2. If budget constraints prevent taking all employees to market this year, EAC recommends the following compensation strategies (listed in order of priority):
 - a. Provide all employees a 3-5% raise to account for increased cost of living and to prevent employees from falling further below market
 - b. With any remaining funds earmarked for compensation, identify the positions within the City that are furthest below market (currently, thirteen positions are 15% or more below market) and bring as many of those positions as possible to market
 - i. Employees should be placed in their new ranges in the same way as Police Department
 - c. Use one-time dollars to fund a longevity payment, to be paid in December 2016, for employees who have been with the City five years or longer. A sample structure is provided below:
 - i. 5-9 years of service: \$500
 - ii. 10-14 years of service: \$750
 - iii. 15 plus years of service: \$1,000
 - d. Expand PD's housing assistance program so it is available to all City staff
 - i. Use additional one-time dollars to fund the program if needed, but do not increase funding if doing so would impact the longevity payments discussed above
3. EAC does not support freezing reclassifications, rezones, or skill-based pay increases. However, EAC does feel that all such increases to compensation need to be highly scrutinized—they should not be used as a method to give certain employees raises while all other employees have to wait to be moved to market

Scenarios for Moving Employees to Market

The following scenarios illustrate what moving to market may look like. *These are not exact figures as the City will base it on a % above minimum and not a dollar figure above minimum, but these scenarios shows the point in a less complicated way and is for illustrative purposes only.*

Current Salary Range min 20k, mid 35k, max 50k

Market Salary range min 30k, mid 40k, max 55k

Employee A- Current salary 25K, and 7 years of service

Employee B- Current salary 35K, and 10 years of service

Employee C- Current salary 40K, and 15 years of service

Option A- Move to market follow last year's plan (PD plan):

Employee A- new salary of 35,000, increase of 10k or 40% (maintains 5k above min)

Employee B- new salary of 40,000, increase of 5k or 14% (does not maintain 15k over minimum due to hitting new mid and stopping)

Employee C- new salary of 40,800, increase of 800 or 2% (does not maintain 20k over minimum due to already being at new mid, so only gets 2% across-the-board increase that all employees get)

As you can see the employee with 15 years of service now makes 800 more a year than someone with 10 years of service, versus 5k in the old plan. This creates compaction at the midpoint. Now all three employees are within 5k, versus a spread of 15k in the old plan. This has created some animosity within the department.

Option B- Move to market but maintain same amount above min and do not cap at mid

Employee A- new salary of 35,000, increase of 10k or 40% (maintains 5k above min)

Employee B- new salary of 45,000, increase of 10k or 28% (maintains 15k above min)

Employee C- new salary of 50,000, increase of 10k or 25% (maintains 20k above min)

As you can see the employee spread is maintained so compaction is not created. However the cost to do this for just 3 employees went from 15,800 a year to 30,000 a year, essentially doubling it. It also matters where the employees fall on the scale. If the majority of the employees are near mid or above mid, the cost of option B goes up even more. In a perfect world of unlimited funds this option gives the most to each employee, however we do not have the luxury of having unlimited funds so the cost has to be weighed into the decision.

CITY OF FLAGSTAFF
LEADERSHIP BUDGET PRIORITIES
FOR FY2017

COMPENSATION:

Invest in total compensation to achieve and maintain market competitive pay and benefits.

TECHNOLOGY

Invest in technology solutions and staffing that positively impact transparency and efficiency while moving the city closer to industry standards.

TRAINING

Invest in ongoing development that enables employees to provide the high level of service and expertise the community deserves.

ECONOMIC GROWTH

Invest in growing the local economy creatively and sustainably through targeted sectors to achieve long-term fiscal stability while enhancing quality of life.

COMMUNICATION AND OUTREACH

Invest in communication tools, resources, and practices to enhance collaboration, transparency and participation between the public and city employees.



Success Stories



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FY16 success story – Evidence Warehouse

Police Department

- This request is related to the City Council Goal: public facilities, services, and infrastructure
- Remodel of the Commerce warehouse to accommodate additional evidence storage.
- Amount budgeted-\$100,000 -1X from Impact fees
- Outcome/Results-allowed much needed storage, more efficient and organized



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FY16 success story – Evidence Warehouse (Overview)

- Purpose of the evidence warehouse is for long term storage
- State law requires us to retain and store the evidence for several years and in some cases we must retain the evidence indefinitely
- The warehouse is 16,800 square feet, 4,800 square feet of the space has been allocated for the library vehicles
- We have been taking in an average of just over 14,000 items of evidence per year



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FY16 success story – *Veteran's Court*

Flagstaff Municipal Court

- Flagstaff City Council Goal 10: Support and assist the most vulnerable.
- Amount Budgeted – There is no additional funding required for this Base Budget item.



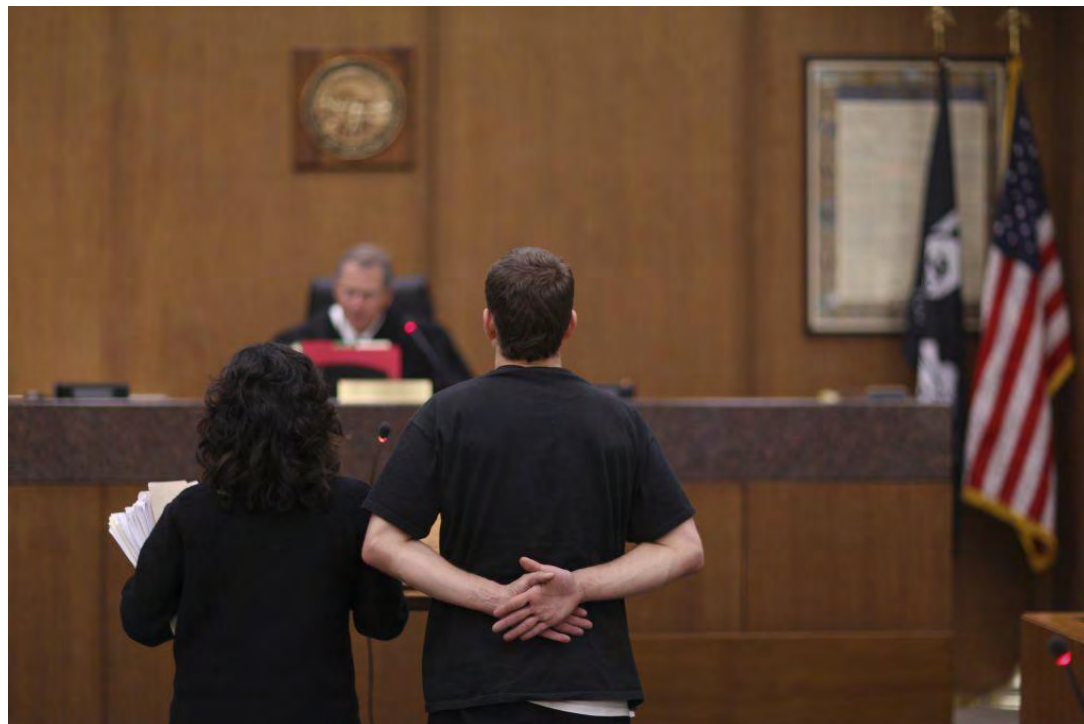
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Veteran's Court

This specialty court that focuses on the needs of those who have served in the armed forces and find themselves involved in the criminal justice system.



Outcomes - We have helped dozens of veterans receive eligible benefits through the Veterans Administration. Currently there are 40 participants in the program



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Flagstaff Municipal Court Base Budget Investment

Court Collection Specialist

- Flagstaff City Council Goal 3: Provide sustainable and equitable public facilities, services, and infrastructure systems in an efficient and effective manner to serve all population areas and demographics.
- Amount in the budget - \$65,179
- Ongoing Revised Service Level request.



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Court Collection Specialist



- Court Collections Specialist – A **2016 RSL** that added an additional Court Collections Specialist position to help improve the collections of outstanding fees and fines owed to the Court. Resulted in an increase of over \$300,000 in revenues being collected at the Court.



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FY16 success story – *Snow Plow Stipend*

Public Works - Streets

- Goal #6 Provide a Well Managed Transportation System
- Goal #11 Ensure we are prepared for extreme weather events
- \$60,000 budgeted in FY16
- Provides snow duty stipend for employees during snow shift operations
- Able to provide more adequate staffing for appropriate weather event response



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FY16 success story – Bushmaster Park Renovations

Public Works – Parks

- Goal #3 Provide sustainable and equitable public facilities, services, and infrastructure
- \$1.1M from 1996 Parks and Recreation Bond
- \$581,000 from BBB Recreation funding
- Added additional parking, restroom facilities, playground equipment (with adaptive accessibility), a roller rink, and 4 ramadas
- Will add outdoor fitness equipment in FY17 – budgeted \$53,947



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FY16 success story – *Regional Training Officer*

Fire Department

- Council goals met – *Foster relationships and maintain economic development commitment to partners*
- \$78,700 (includes full ERE / split costs with regional partners)
- Identify and hire a training Officer that could assist with individual, joint and regional training needs

❑ 12 month outcome:

- Over 145 local and regional Fire personnel trained in the past year
- Over 9500 training hours logged specific to joint / regional efforts
- Identified regional training deficiencies and developed an annual regional training plan to improve operational efficiencies
- Initiated plans for the first joint regional hiring and academy process. This process will potentially save thousands of dollars
- Became a member of the state training committee to rebuild lost relationships at the State level with training needs and opportunities for the Greater Flagstaff Region (GFR).



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FY16 success story

Harris ERP/Innoprise software migration

Information Technology, Management Services, Community Development

- Infrastructure and Public Service
- Approximately \$290,000
- Replace outdated legacy software with 21st century technology
- Go-lives:
 - Sales Tax: 2012
 - Financials: 1a-2013, 2a-2015, 2b-2016
 - Community Development: 2015
 - Financials: 3 (final phase) – late 2016 targeted



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FY16 success story

Harris ERP/Innoprise software migration



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FY16 SUCCESS STORY

CVB – Tourism Advertising

Economic Vitality Division

- #9 Foster relationships and maintain economic development commitment to partners.
- \$85,000
- Requested funding for an additional year with the Flagstaff Cool Zone along with activations.
- Purchased a 7' Route 66 inflatable for 90th Anniversary Celebration



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FY16 SUCCESS STORY

CVB – Tourism Advertising

Economic Vitality Division

- OUTCOMES:**

2015	Occupancy
Flagstaff	74.4%
	6.3% increase
State of Arizona	56.9%
	1.8% increase
2015	Average Daily Rate (ADR)
Flagstaff	\$93.05
	8.3% increase
State of Arizona	\$96.07
	3.0% increase
2015	Revenue per Available Room (RevPar)
Flagstaff	\$69.19
	15.2% increase
State of Arizona	\$51.81
	5.1% increase



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FY16 success story – Completed CIP projects with additional engineer

Utilities Division

- Council goal #1 and #2
- FY 17 CIP \$4.15m
- The Engineering Project Mgr added in FY16 to help manage increasing CIP that requires intimate knowledge of treatment plants.
- FY 15/16 projects eligible for APS energy rebate:
 - Wildcat lighting facility upgrade-\$75,000
 - Wildcat Plant air compressor - \$75,000
 - Wildcat Grit Tank pump & blowers - \$300,000



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FY16 success story – Completed CIP projects with additional engineer (cont.)

Utilities Division

- FY 16 projects eligible for APS energy rebate (cont):
 - Rio blower replacement - \$1.2m
 - Rio UV system replacement - \$1.4m
- Additional FY 16 projects:
 - SCADA upgrade - \$100,000
 - Buffalo Park tank chlorination - \$150,000
 - Wildcat Micro Carbon feed - \$200,000
 - Wildcat septage receiving station - \$600,000



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Before - 1979



After-2016

Wildcat plant Air Compressor Replacement

Wildcat plant micro
carbon feed
addition



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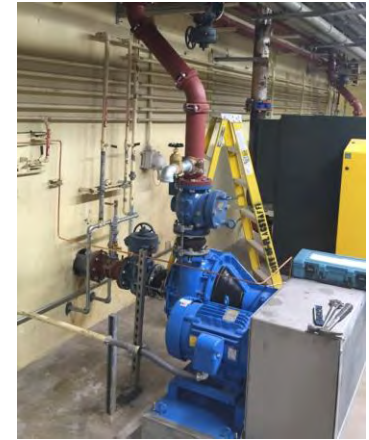




Before-1979



New coating

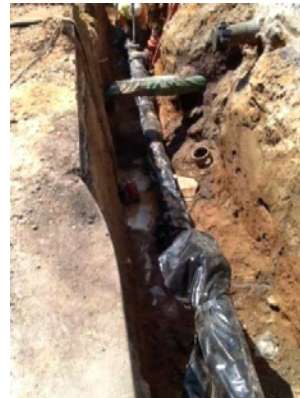


After-2015

Wildcat plant Grit Tank and Pump Replacement



Before-1919 Sewer



During Const



After-2015

Bonito Sewerline Infrastructure Replacement



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FY16 success story – *Software Implementation* Management Services Division

- Infrastructure and Public Services
- Amount budgeted \$116,000 and staff time
- Management Service Sections have been able to implement several new software programs in FY 2016. Call Center, Innoprise-CIS, IVR Payments, E-Procurement, OpenGov, W-2's
- Outcomes: Improved technology allows our sections to provide better customer service both externally and internally.



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FY16 success story – *Materials Testing*

Community Development

- Council Goal #3 – Provide sustainable and equitable public facilities, services and infrastructure systems in an efficient manner to serve all populations and demographics
- Amount budgeted = \$183,798
- Overview; Eliminated City Materials Testing Laboratory and field personnel and replaced with private sector service provider
- Outcome; After 2 seasons we have developed a strong working relationship with ATL-CMT that is an extension of the City's Inspection & Testing Program staff that meets the needs of our customers and ensures quality of the built environment



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FY16 success story – Employer Assisted Housing Program for Police Department

Program Overview

- Sworn officers and Dispatch Personnel are eligible
- Up to \$7,000 per household for down payment and/or closing costs on the purchase of a home
- Funds are matching funds
- Assistance is a loan – forgiven over 7 years as long as employee (1) owner-occupies home and (2) remains employed with the City of Flagstaff



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FY16 success story – Employer Assisted Housing Program for Police Department

Current Status

- Program is offered through Housing Solutions of Northern Arizona
- Started end of September
- 5 officers assisted
 - Average 6.85 years with PD
 - Average assistance: \$6,400
- 1 additional household with a purchase contract



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FY16 City Attorney's Office success story – *Legal Advisor to Police Department*

- **Legal Advisor to the Police Department**
- Develop and implement guiding principles that address public safety service levels
- \$99,724.48
- The Police Department saw need for a full-time legal advisor to provide guidance for Officers.
- Moved Marianne Sullivan from part time civil/prosecutor to Senior Assistant City Attorney. Marianne is a full-time legal advisor to the Police Department and handles all PD-related litigation. This saves a significant amount on fees for outside legal counsel. Marianne also represents the Fire Department.



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City of Flagstaff
FY2017 Budget - RSL requests
Division Requests

SECTION NAME	DESCRIPTION	Approved Ongoing	Approved 1X	Not Approved	Offsets
City Manager Division	Real Estate Administrative Specialist			49,170	
City Manager Division	Kitchen - funding to purchase high efficiency dishwasher and ice-maker for City Hall			1,000	
City Manager Division	Travel Allowance (Real Estate & PIO)	5000		-	
City Manager Division	Office Supplies Sufficient funding to support all functions of the City Manager's Office		500	-	
City Manager Division	Peak Democracy – Flagstaff Community Forum: This is our new online civic engagement tool to improve citizen engagement from the Flagstaff community. This platform will provide new opportunities for participation to all of Flagstaff's citizens. Peak Democracy keeps participant information confidential per their strict privacy agreement, meets all public record requirements for the City, and provides unique services in data analysis and civility monitoring.		16,000	24,000	
City Manager Division	Social Media Outreach Expand and enhance our outreach via social media. This will help the City build its outreach by paying to push key posts and information. This guarantees that our information is reaching an extensive audience and in turn generates more likes allowing us to provide information to thousands in one post.			5,000	
City Manager Division	Request Tracker Increase or provide unlimited users for Request Tracker on City website - \$1,000 to add 10 new users to up to \$3,000 to add unlimited users. Currently we can only afford 10 users while we have 20+ who actually use it. We have figured out a way around the system by via email access by area vs. by person. There are also many other sections/divisions within the City that should have access but they do not and work through other divisions. (Police, Fire, etc.) This limits and slows the City's ability to be notified and to respond to online citizen requests for service. For that reason I have been hesitant to promote this citizen reporting tool for fear that we cannot be as responsive as we should be.		3,000	-	
City Manager Division	3CMA Membership This would allow the Communications Manager to be a member of the City County Communications and Marketing Association.	390		-	
City Manager Division	Eliminate Charge-out Budget The Real Estate program currently budgets \$15,000 in charge outs annually. This has not occurred in the last several years. The position is currently funded through the City's cost allocation plan.			(15,000)	
City Manager Division	Travel Increase in travel request for annual International Right of Way Agent Conference and monthly membership meetings in Phoenix. Conferences and meetings are educational as well as a great networking opportunity to meet other Right of Way Agents and gain support and advice on projects.		1,500	-	
City Manager Division	Education Real Estate transactions are complex and the laws and processes are constantly evolving. It is important for the Real Estate Manager to take the necessary courses to keep up on the changes and be in compliance with the law. The requested amount is based on a series of classes that are required for a Right of Way Certification. This certification will greatly aid me in my job and the City of Flagstaff.		275	-	
City Manager Division	Postage & Freight Costs necessary for business operations in Real Estate	100		-	

City of Flagstaff
FY2017 Budget - RSL requests
Division Requests

SECTION NAME	DESCRIPTION	Approved Ongoing	Approved 1X	Not Approved	Offsets
City Manager Division	Codification Services Increase in funding for codification services to better reflect actual expenses. These have been covered by excess funding in elections (as these were both listed under Other Miscellaneous Services). Would like to separate election services if possible.		5,000	-	
City Manager Division	Archive Social Continuation This service started last year to provide retention of social media accounts of the various City departments and councilmembers to be able to respond to PRR.		5,000	-	
City Manager Division	AgendaQuick – Public Records Request System This is a new module provided for monitoring Public Records Requests. There are no up-front costs associated with this; it is an annual service amount and works in conjunction with our current AgendaQuick program. Allows for close monitoring of PRR, their status, types of requests, time associated with responding, etc.			3,500	
City Manager Division	Elections August Primary & November General		150,000	-	140,000
City Manager Division	Transportation Tax Renewal Outreach Funding to support outreach and citizen engagement related to the renewal of the transportation tax renewal. Funding would support community outreach, election advertising, citizen review committee, consultant/facilitation, polling, etc. Funding source TBD, transportation tax?			50,000	
City Manager Division	Bond Program Outreach and Publicity Pamphlet Funding to support outreach and citizen engagement related to a possible bond project campaign. Funding would support community outreach, election advertising, citizen review committee, consultant/facilitation, polling, etc. Funding would likely be leveraged with Courthouse fees.		40,000	10,000	
Human Resources Division	1X RSL - Human Resources Staff Training		5,000	-	
Human Resources Division	1X RSL - Citywide Employee Celebration (1X approved FY16)		1,500	-	
Human Resources Division	1X RSL - Affordable Care Act Service Contract with Equifax (\$10,000 set up and \$15,000 per year)			25,000	
Human Resources Division	1X RSL - HIPAA Security Manual		22,000	-	
Human Resources Division	1X RSL - OnBase for Electronic Document Management			167,000	
Human Resources Division	1X RSL - Copying, Printing & Scanning for Human Resources General Administration		7,200	-	
Human Resources Division	1X RSL - Online Performance Evaluation System Maintenance (2 years - 1 year to replace was taken out of citywide training budget because was not carried over and 1 year to cover FY16-17)		27,000	26,918	
Human Resources Division	1X RSL - Citywide Training (Communication Skills Training, Ethics, Annual Training Program)		70,000	(7,000)	
Human Resources Division	1X RSL - Copying, Printing & Scanning for Human Resources Recruitment		7,200	-	
Human Resources Division	1X RSL - Copying, Printing & Scanning for Human Resources Benefits		800	-	
Human Resources Division	ONG RSL - QSI for one staff member		2,694	-	
Human Resources Division	ONG RSL - 10 additional hours HR Analyst in Classification and Compensation (1X approved FY16)	21,063		(20,650)	
Information Technology Division	Service improvements & project implementation			250,000	
Information Technology Division	Travel, lodging, meals		10,000	3,000	
Information Technology Division	E-Government - streaming services & audio rental		10,000	-	
Information Technology Division	Digital Audio System - council chambers			100,000	
Information Technology Division	Innoprise Modifications		15,000	-	
Information Technology Division	Bluebeam Maintenance	1,000		-	
Information Technology Division	DFAST Maintenance			2,000	
Information Technology Division	Potential unanticipated software maintenance increases (5%)			2,000	
Information Technology Division	Firehouse Maintenance	4,000		-	
Information Technology Division	AutoCAD Maintenance	5,000		-	

City of Flagstaff
FY2017 Budget - RSL requests
Division Requests

SECTION NAME	DESCRIPTION	Approved Ongoing	Approved 1X	Not Approved	Offsets
Information Technology Division	Telestaff Maintenance	-	8,000	-	
Information Technology Division	IBM Operating System Maintenance AS400		2,000	-	
Information Technology Division	Server Redundancy - clustering critical servers/replacing clusters		20,000	-	
Information Technology Division	IT Hardware Catastrophic Fund - use contingent upon Budget				
Information Technology Division	Team approval		150,000	(110,000)	
Information Technology Division	Innoprise Server plus operating system & clustering licenses			20,000	
Information Technology Division	Replacement for backup/DR/BC SAN at Warehouse		75,000	-	
Information Technology Division	Laptops for field workers		36,000	-	
Information Technology Division	Digital Boards - City Hall			30,000	
Information Technology Division	Fuel management hardware and software to replace outdated fuel management system in use at PW yard		60,000	-	60,000
Information Technology Division	Constituent Relationship Management Software - Mayor and Council			5,000	
Information Technology Division	Suddenlink Fiber		40,000	-	
Information Technology Division	PC Refresh - bring totals up to about 115 PCs/year (4 year cycle)		40,000	60,000	
Information Technology Division	Cisco SmartNet - cover all equipment			20,000	
Information Technology Division	50 additional wireless access point licenses for upgrades & new buildings		13,000	-	
Information Technology Division	Unified Messaging (ties VoIP & PCs together)			20,000	
Information Technology Division	ESRI Enterprise Agreement (minus \$6000 if related Utilities request granted)		18,000	-	6,000
Information Technology Division	Microsoft Enterprise Agreement - upgrade to Office 365	2,000		-	
Information Technology Division	Microsoft Enterprise Agreement - additional licenses	15,000		-	
Information Technology Division	IT Administrator - Help Desk			90,462	
Information Technology Division	IT Administrator - GIS	94,500		(4,038)	
Information Technology Division	IT Administrator - Systems			90,462	
Information Technology Division	IT Analyst - Network			82,027	
City Attorney Division	1X RSL - Paralegal contract services (shared with City Clerk's office)			25,000	
City Attorney Division	ONG RSL - Training/travel to attend required CLE training (6 attorneys)		9,786	-	
City Attorney Division	ONG RSL - State Bar of Arizona - fee increase for 6 civil attorneys	180		-	
City Attorney Division	1X RSL - Replacement laptop for Civil Section attorney			1,000	
City Attorney Division	1X RSL - Replace broken desk and two chairs			2,000	
City Attorney Division	ONG RSL - Charge Legal Advisor litigation time to SIT to free hours for paralegal			25,000	
City Attorney Division	ONG RSL - QSI for Prosecution support staff (approx. \$.40/hr increase)			1,015	
City Attorney Division	ONG RSL - Secure stand-alone internet line for ACJIS use	1,260		-	
City Attorney Division	ONG RSL - Annual DAMION fees 2 additional licenses added FY16	880		-	
City Attorney Division	ONG RSL - Evidence.com Annual License for BodyCam Videos		1,100	-	
City Attorney Division	ONG RSL - Training for Prosecution Section Staff		3,500	-	
City Attorney Division	ONG RSL - Reimburse ex-officers to travel to hearings for DUIs		1,000	-	
City Attorney Division	ONG RSL - State Bar of Arizona - increase for 3 prosecutors	90		-	
City Attorney Division	ONG RSL - State Bar of Arizona - 1 Prosecutor (new position FY16)	520		-	
City Attorney Division	ONG RSL - Coconino County Bar Assn - 1 Prosecutor (new position FY16)	75		-	
City Attorney Division	1X RSL - Router for ACJIS computer (currently using DPS loaner)		4,430	-	
City Attorney Division	1X RSL - Scanners for support staff (4 each)		840	840	
City Attorney Division	1X RSL - Conference table/chairs for Prosecution office/break room			2,800	
City Attorney Division	1X RSL - Pre-claim fund			25,000	
Municipal Court Division	IT Coordinator	68,075		(48,775)	68,075

City of Flagstaff
FY2017 Budget - RSL requests
Division Requests

SECTION NAME	DESCRIPTION	Approved Ongoing	Approved 1X	Not Approved	Offsets
Municipal Court Division	ONG RSL The court has completed the bid process for public defender services. Costs for these mandated services have increased significantly over the years. These funds will cover the additional cost of a contract or establishing a public defender office within the city. We are requesting that we expand this funding to cover the anticipated increase in providing this service. Failure to provide funding for this contract will result in the need to order indigent attorney services on an individual case basis resulting in even greater costs than what is requested. This is a constitutionally mandated requirement for the court and must be paid for by the city.	75,000		-	
Municipal Court Division	ONG RSL To accommodate an anticipated 3% increase in electricity costs.			380	
Municipal Court Division	ONG RSL To accommodate an anticipated 2% increase in Water/Sewer costs.			42	
Municipal Court Division	ONG RSL Due to increased maintenance costs for the x-ray security machine we are proposing going into a maintenance contract.		4,387	-	
Municipal Court Division	ONG RSL ADD 2.00 Admin Assistant positions to work as cashiers and for our call center to handle the increase in work load. With the general increase in cases and the addition of parking citations to the court's workload we are requesting these positions to allow continued adequate customer service to the public. (est salary 25,968/FTE)		42,700	26,605	20,000
Municipal Court Division	ONG RSL The court is seeing a significant increase in the number of jury trial being requested, an increase in this line item is needed to cover legally mandated jury payments.		500	-	
Municipal Court Division	ONG RSL The court as an IGA with Coconino County to provide integration services for criminal justice agencies throughout the justice system. This has included projects such as our electronic transfer of citation information and electronic field citation units. Elimination of this funding will increase workloads at the Police Department and the court and eliminate the use of handheld devices. It will also impact prosecutors who use the long form filing process and many other agencies throughout the system including superior court, county attorney, sheriff, jail, etc. In the past several years \$36,000 in one-time funding has been put toward this project.		42,000	38,000	2,000
Municipal Court Division	1x RSL Pay for the back scanning of records to move toward a paperless court within the established EDMS system. To be paid out of JCEF funds, no general fund impact.		56,000	-	56,000
Municipal Court Division	ONG RSL ADD and increase for the Pretrial services IGA with Coconino County due to ongoing personnel cost increases.			10,000	
Municipal Court Division	ONG RSL Due to the volatile nature of the costs for this item we are requesting an increase in the overall amount to cover fluxuations.			25,000	
Municipal Court Division	ONG RSL In Fiscal Year 2016 a collection specialist position (position #10848) was added to the Court in order to help with the ongoing and growing financial collection needs of the Court. This position was added using one-time funding with the understanding that if the impact of the position resulted in an increase in revenue in an amount equal to or greater than the cost of the position it would be considered for permanent funding. Base on revenues collected in the first 1/2 of FY 16 we are estimating an increase of \$323,697. Based on this we are requesting it be moved to permanent ongoing funding beginning in FY17.	65,900		(721)	65,900

City of Flagstaff
FY2017 Budget - RSL requests
Division Requests

SECTION NAME	DESCRIPTION	Approved Ongoing	Approved 1X	Not Approved	Offsets
Municipal Court Division	1X RSL The amount of funds outstanding and the requirements for collection efforts continues to grow. We are requesting an additional collection specialist position to help manage the growing need for collections. We are proposing that this position be funded with one-time money for the first year and that the increase in collections over the next fiscal year be more than the cost of position. If the increase in collections justifies the position then it will become a permanent position in FY 18.		65,900	(721)	65,179
Municipal Court Division	ONG RSL The Arizona Supreme Court Administrative Office of the Courts has increased their access fee for the statewide Arizona Judicial Information Network. This network is essential for accessing all of our case history and other case related information, for performing statistical analysis and for reporting of criminal history.	3,600		-	
Municipal Court Division	ONG RSL Increase in the amount of 25,000 for on-call judges to manage the increase in work load needed for these positions.			25,000	
Management Services	ONG RSL - Travel - Innoprise Conference - Yates		950	-	
Management Services	ONG RSL - Registration - Innoprise Conference - Yates		300	-	
Purchasing	Contract Specialist		169,000	(89,260)	30,000
Purchasing	ONG RSL - E-Procurement Software-annual service and support.		11,475	-	
Revenue	1X RSL - Sales Tax Staffing, 2 positions, 3/4 year before ADOR transition		90,000	-	
Revenue	ONG RSL - Call Center Maintenance (Purchase approved in FY 2016)		2,400	-	
Revenue	ONG RSL - Travel, Lodging, and Meals for Harris and other Conferences		950	650	
Revenue	ONG RSL - Registration for Harris and other Conferences		300	600	
Revenue	Ongoing RSL - Credit Card Processing Fees Ongoing fees to cover the increased costs associated with credit card usage for the Customer Service credit card processing fees. Customer usage and total \$'s of transactions continue to rise. Last year we received a \$40K one-time.		30,000	10,000	
Revenue	ONG RSL - Printing and Mailing of Utility Delinquency Notices, 12k/year			8,000	
Revenue	ONG RSL - Copying and Printing		3,000	-	
Revenue	ONG RSL - Verizon Wireless Service - iPads for Meter Techs to use with Harris Innoprise	2,500		-	
Revenue	1X RSL - Confined Space Equipment - 2 Meter Tech II's			3,000	
Finance	Payroll Specialist	62800		(820)	
Finance	1X RSL - Temp Staffing for Innoprise implementation (6 months) Refresh for 6 months and part-time temp for 6 months		15,000	29,600	
Finance	ONG RSL - copy charges increase		3,000	-	
Finance	ONG RSL - CAFR unlimited software maintenance	1,600		-	
Finance	ONG RSL - Travel - GFOAz Annual Conference - one additional staff		350	-	
Finance	Tuition Reimbursement - Finance		3,000	-	
Finance	ONG RSL - Registration - GFOAz Annual Conference - one additional staff		350	-	
Finance	ONG RSL - 2 additional staff with CPA certifications and 1 additional staff -GFOAz Membership		650	-	
Finance	1X RSL - Travel - Innoprise training - one payroll staff member		950	-	
Finance	ONG RSL - Finance Clerk training - Payroll and Grant Training		700	-	
Finance	1X RSL - Registration - Innoprise training - one payroll staff member		300	-	
Finance	1X RSL - Payroll ATS online viewing. This is needed until Innoprise Payroll goes live. 6 months of the year		1,800	-	
Finance	1X RSL - Payroll - ATS online W2 Total Estimate is \$1700. (partially offset by operating supplies for printing W2 internal)		1,000	-	
Fire Operations	28) Fire Management Analyst (ASRS) @ 41% ERE (some cost recovery)			81,530	
Fire Operations	33) Emergency Management (Co-op) Maintenance			5,000	

City of Flagstaff
FY2017 Budget - RSL requests
Division Requests

SECTION NAME	DESCRIPTION	Approved Ongoing	Approved 1X	Not Approved	Offsets
Fire Operations	19) Add 1 Fire Inspector in Prevention Division	75,800		-	
Fire Operations	1) Regional Training Coordinator (Year-2) total budgeted with IGA for reimbursements + 3%		85,314	-	85,314
Fire Operations	14) Provide funding for TLM for RTO position at State Fire Training Committee		2,000	-	
Fire Operations	17) Increase CEP's by 9. Includes ERE @ 75.8% (6000 each)			94,932	
Fire Operations	18) CART / CIP - Add 1 CEP (ASRS) + 1 EMT (ASRS) on 40hr week @ 41% ERE (some cost recovery)		77,100	45,097	
Fire Operations	1) SAFER Grant-9 new Firefighter / CEP's + Promotion of 3 to Captain @ 11% + 75.8% ERE to staff new Rescue Unit			789,000	
Fire Operations	6) Fund Overtime account to actual expenditure average		75,000	75,000	
Fire Operations	9) Academy funding for 3-12 (SAFER)			35,000	
Fire Operations	23) Professional Development consisting of a Captains academy, Command and Control training for all members, Engineer training and Assessment center			60,000	
Fire Operations	11) Restore FF position and ERE from CART program @ 75.8%			31,530	
Fire Operations	20) QIC project Station 6 A/C		20,000	-	
Fire Operations	21) QIC project Station 4 A/C			24,000	
Fire Operations	22) QIC project Station 2 & 4 annual inspections			3,000	
Fire Operations	25) QIC project station 3, and 5. Maintenance increases for aluminum siding fascia'			28,000	
Fire Operations	26) QIC project Replace 30 yr old kitchen cabinets at Station 4			25,000	
Fire Operations	30) QIC project Roof repair, painting and add grease trap at Station 4 (10,000 for parking lot paving repair)			25,000	
Fire Operations	32) QIC project Station 6. roof repair. (15,000) painting and door and window repairs			18,000	
Fire Operations	13) Restore funding in Travel Lodging and Meals		5,000	-	
Fire Operations	12) Restore funding for education and training		5,000	-	
Fire Operations	34) FireHouse Analytics training for new software and data analysis			5,000	
Fire Operations	35) Target solutions Software agreement and Maintenance			10,000	
Fire Operations	27) Blue Card- Incident Command Training package			6,000	
Fire Operations	16) MDC - EPCR Replacement		20,000	-	
Fire Operations	7) Fund vehicle maintenance account to actual expenditure average		25,000	25,000	
Fire Operations	10) Increase uniform base for additional "new" SAFER members			4,500	
Fire Operations	2) Level A Suits 15 year replacement - need 12 due to dated (4 per year)		13,000	-	
Fire Operations	3) 20 sets of turnout attire to include Boots, helmet, Turnout pants and coat, gloves, and hood. 2017 20 sets are out of date		50,000	-	
Fire Operations	4) TRT Harnesses 10 year replacement - Need 18 due to dated (6 per yr)		2,500	-	
Fire Operations	5) TRT Rope 10 year replacement - Need 5250' due to dated (1750' per yr)		1,750	-	
Fire Operations	2) Equipment for 9 new SAFER grant Firefighters (Impact Fees)			90,000	
Fire Operations	Rescue Truck - (Impact Fees)			200,000	
Fire Operations	15) Purchase final 2 Thermal Imaging Cameras (year 3 of 3)		24,000	-	
Fire Operations	4) Maintain Type 2 IA Wildfire Crew (Bond / Grant / Fire Reimbursements)			78,865	
Fire Operations	5) Equipment / Facility needs for Type 2 IA Wildfire Crew (Impact Fees)			124,000	
Fire Operations	29) QIC project Station 10. roof repair			8,000	
Fire Operations	31) Hazard tree removal program			20,000	
Fire Operations	3) Type 2 IA- Wildfire Crew (current 9 seasonals) + 2 joints (ARFF) + 3 Senior Crew members + current staff (Bond + Fire Reimbursements)			341,115	
Fire Operations	8) Establish funding for Wildfire Management vehicle maintenance / machinery / equipment and repairs			10,000	
Fire Operations	24) UTV & trailer for Wildfire Management (WFM Crew)			16,000	
Fire Operations	CART- 2 BLS non-public safety employees full time for 40 hours a week			42,984	

City of Flagstaff
FY2017 Budget - RSL requests
Division Requests

SECTION NAME	DESCRIPTION	Approved Ongoing	Approved 1X	Not Approved	Offsets
Fire Operations	Summit fire 39000 overtime (funded) Jan-Jan =1/2 a fiscal year		39,000	-	39,000
Fire Operations	Summit fire acting (funded) Jan-Jan =1/2 a fiscal year		38,500	-	38,500
Fire Operations	CEP Pay was increased by \$6000 per member for 2 yrs		100,000	-	100,000
Police Operations	LEAF Boilers		13,173	-	
Police Operations	LEAF Roof Repairs		8,233	-	
Police Operations	ONG RSL- Increase in patrol overtime by \$100,000- (expected to be over budget by \$180,00 in FY16)		50,000	50,000	50,000
Police Operations	Medical Fees for New Employee hires and Current employee drug screens			5,000	
Police Operations	ONG RSL- Education and Training for AZ POST Standards and Lexipol Training Policy and Procedures for best practices cost is \$13,250. APX \$10,000 per year is used for college reimbursement .		82,500	-	82,500
Police Operations	1X RSL - Purchase of 8-10 Servers for WebRMS Upgrade- Will share the cost with five other agencies- FPD will make initial purchase.		80,000	-	35,000
Police Operations	1X RSL - for Router Replacements (total cost to LEAF IT \$84,000) Equipment purchase is \$37,248		37,248	-	
Police Operations	ONG RSL - PD Portion and ONG Maintenance to support the new Router Replacement system listed above (PD portion)		3,110	-	
Police Operations	ONG-Intergraph Records Management Software maintenance increase		20,000	-	8,600
Police Operations	ONG -RSL- continuous replacement of 15 Desktops/Monitors/Servers		8,000	8,000	
Police Operations	1X RSL Bair Analytics Software + annual maintenance plan (\$813)			3,950	
Police Operations	ONG- Assignment Pay (Funds allocated from existing budget) discus w/budget team	16,000		-	16,000
Police Operations	ONG - Maintain Compensation Level			298,125	
Police Operations	1X RSL 4 COPS Grant Officer Salaries (\$78,881.03 *4)			315,528	
Police Operations	ONG RSL - Travel			13,300	
Police Operations	ONG RSL- Registration			9,050	
Police Operations	1X RSL use court safety fees to purchase safety equipment (to purchase tasers and body camera equipment)		50,000	-	50,000
Police Operations	1X RSL equipment for 4 COPS Grant Officers			40,000	
Police Operations	ONG RSL- Shift Differential Pay ** to discuss with budget team **	23,000		-	
Police Operations	1X RSL - Dispatch Recruitment/Training and Retention to include: Dispatch Academy Cross-training, NTN and updated software for Critical **to discuss with budget team		50,000	-	
Police Operations	ONG-RSL Improvement and maintenance of dispatch console equipment			1,000	
Police Operations	ONG RSL - ACO Position	59,200		-	43,131
Community Development	CD Conference Room Upgrade, to include smart TV with hardware and Installation. Quote was supplied by IT.			3,000	
Engineering	Transportation Engineer Project Manager full burden salary (midpoint zone II)			30,000	
Engineering	Traffic Counter Repair		10,000	-	
Engineering	Eliminate transfer from Stormwater to General Fund for Development Engineering Project Manager position that has been eliminated	87,000		-	
Engineering	Survey Consultant City wide control			50,000	
Engineering	Smart Phones for four Development Engineer Project Managers	2,200		2,800	
Planning & Development	Other Miscellaneous Services		23,000	-	23,000
Planning & Development	Salary for Comprehensive Planning Intern to support plan amendments and Specific Plans		7,000	-	
Planning & Development	Contracting services for Specific Plans		15,000	15,000	
Planning & Development	Milton Corridor Study			250,000	
Planning & Development	Full Time Building Inspector	80,900		(5,785)	
Planning & Development	Building Inspector Overlap (4 months)			25,182	
Planning & Development	Overtime for Building Department		10,000	-	10,000
Planning & Development	Consultant Fees		45,000	-	45,000

City of Flagstaff
FY2017 Budget - RSL requests
Division Requests

SECTION NAME	DESCRIPTION	Approved Ongoing	Approved 1X	Not Approved	Offsets
Planning & Development	Siler Remodel to accommodate City Hall staff		250,000	-	170,000
Facility Maintenance	1X RSL - Facilities Expo Annual Conference in Las Vegas - travel for 6 staff		1,000	-	
Facility Maintenance	1X RSL - City Hall carpet cleaning (2X hallways/stairs) \$2,000 and Exterior window cleaning 1X at \$1,000.		3,000	-	
Facility Maintenance	1X RSL - City Hall electrical PM inspection.		3,000	-	
Facility Maintenance	1X RSL - J. Lively Ice Rink electrical PM inspection.			3,000	
Facility Maintenance	1X RSL - Hal Jensen Rec. Center Roof emulsion seal (last completed in 2011).			30,000	
Facility Maintenance	1X RSL - McPherson Center interior plumbing and electrical repairs.			5,000	
Facility Maintenance	1X RSL - Murdoch Center replacement of vent flashings/seals.			2,000	
Facility Maintenance	1X RSL - Murdoch Center replacement of interior doors.			5,000	
Facility Maintenance	1X RSL - Murdoch Center miscellaneous interior repairs.			5,000	
Facility Maintenance	1X RSL - JC Montoya Center replacement of exterior concrete sidewalks.			5,000	
Facility Maintenance	1X RSL - City Hall replace boilers.		60,000	-	
Facility Maintenance	1X RSL - Theatrikos main stair/entry redesign and construction.			30,000	
Facility Maintenance	1X RSL - Murdoch Center replace flooring in community offices.		5,000	-	
Facility Maintenance	1X RSL - City Hall Phase 2 construction of front entry structural cover and sliding doors.			250,000	
Facility Maintenance	1X RSL - JC Montoya Center install metal fascia and metal soffit.			15,000	
Facility Maintenance	1X RSL - Cherry Building new HVAC system upgrade (Phase 1 of 2).			60,000	
Facility Maintenance	1X RSL - JC Montoya Center replacement of two front HVAC units.			25,000	
Facility Maintenance	1X RSL - City Hall new card badge/swipe security access system.			75,000	
Facility Maintenance	1X RSL - City Hall furniture.			20,000	
Facility Maintenance	1X RSL - City Hall council CR new ceiling and LED lighting.			20,000	
Facility Maintenance	1X RSL - City Hall housing new ceiling and LED lighting.			20,000	
Facility Maintenance	1X RSL - J. Lively Ice Rink replace front windows.			6,000	
USGS Campus	1X RSL - USGS-6 Replacement of carpeting throughout building to comply with lease terms. 1XRSL at \$75,000.		75,000	-	75,000
Fleet Management	Baileigh Foot Shear and Sheet Metal Brake			5,520	
Fleet Management	Heavy Duty Tire Changer			21,100	
Fleet Management	Heavy Duty Tire Changer Adapter			2,200	
Fleet Management	Table-Top Tire Changer		7,300	-	
Fleet Management	Heavy Duty Tire/Wheel Balancer - and other small equipment replacements		25,000	(9,835)	
Fleet Management	Light Duty Tire/Wheel Balancer		8,600	-	
Fleet Management	Wheel Balancer Adapters			5,100	
Fleet Management	Set of (6) Heavy Duty Mobile Column Lift System			57,905	
Fleet Management	General Administration, regular pay. The purpose of this request is to fund the payroll necessary for the completion of multiple projects relating to software enhancements of Fleet Services work order and inventory management systems.		20,000	-	
Parks	Ong RSL - Cost increase due to changes in ASRS statute pertaining to forty hour temporary employees (1560 rule).City must pay matching funds of 11.47% from start of employment for employees working 40 hrs per week	5,488		(0)	
Parks	Ong RSL - Cost increase due to changes in ASRS statute pertaining to forty hour temporary employees (1560 rule).City must pay matching funds of 11.47% from start of employment for employees working 40 hrs per week	5,964		(0)	
Parks	Ong RSL - Cost increase due to changes in ASRS statute pertaining to forty hour temporary employees (1560 rule).City must pay matching funds of 11.47% from start of employment for employees working 40 hrs per week	825		(0)	

City of Flagstaff
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Division Requests

SECTION NAME	DESCRIPTION	Approved Ongoing	Approved 1X	Not Approved	Offsets
Parks	Ong RSL - Cost increase due to changes in ASRS statue pertaining to forty hour temporary employees (1560 rule).City must pay matching funds of 11.47% from start of employment for employees working 40 hrs per week	11,230		(0)	
Parks	Ong RSL - Cost increase due to changes in ASRS statue pertaining to forty hour temporary employees (1560 rule).City must pay matching funds of 11.47% from start of employment for employees working 40 hrs per week	824		(0)	
Recreation	1X RSL - Dew Downtown winter festival (with revenue offset) - if we want to continue next year			55,000	
Recreation	ONG RSL - Add work order capacity to pay Parks staff for hanging banners in the downtown area	15,000		-	15,000
Recreation	ONG RSL - Increase temporary labor hours for Jay Lively Activity Center to cover late night hockey games and increased custodial needs		17,500	-	
Recreation	ONG RSL - Increase temporary labor hours at Joe C Montoya Community and Senior Center to re-fund baseball camps		1,000	-	
Recreation	1X RSL - Facility repairs for Joe C Montoya e.g. window replacements, HVAC, masonry, painting, door opener		60,000	(41,800)	60,000
Recreation	1X RSL - Fund recreation supplies related to baseball camps e.g. baseballs, whiffle balls, hit sticks, batting "T's", etc.			2,000	
Recreation	1X RSL - Facility repairs for Hal Jensen Rec Center e.g. upgrade and centralization of electrical panels, tile floor replacement			11,000	
Recreation	1X RSL - purchase 6 computers and monitors for Hal Jensen Rec Center for use by the public including youth for homework and adults for resume building and job hunting (to resume activities of the Weed and Seed "One Stop")		7,200	-	
Recreation	1X RSL - Security monitoring for Hal Jensen Rec Center			10,000	
Recreation	ONG RSL - Increase temporary labor hours for weight room coverage at Hal Jensen Rec Center			8,200	
Recreation	1X RSL - Sanding and refinishing gym floor at Hal Jensen Rec Center			14,000	
Council and Commissions	Office Supplies Funding request is due to election year. Office furniture will need to be purchased for new Mayor*, new name plates and City Council photoshoot and prints		5,000	(3,000)	
Council and Commissions	Promotional items Funding will provide promotional items for example keys to the city from Mayor and City Council		500	29,500	
	ONG RSL - Lobbying Services-Federal Increase			5,000	
Non-Departmental	ONG RSL - Customer Service Team/Team Flagstaff Funding			10,000	
Non-Departmental	Marriot ROW & ADA Ramp Construction		225000	-	150000
Non-Departmental	Customer Service Team/ Champions of Team Flagstaff Funding has been provided to the Champions of Team Flagstaff in years past on a one-time basis. This request is to continue this annual budget allocation and includes a \$5,000 increase from last year. The purpose of the increase is to better support the growing initiatives currently championed by the team.		15,000	-	
Non-Departmental	NAU - City of Flagstaff Community Liaison Funding to support NAU hiring a joint position to assist with community and neighborhood outreach tied to the Student Housing Action Plan objectives. The position will be housed at NAU and the City would contribute to the costs associated with the staffing resource. Multi year approach? 1x?		60,000	(30,000)	
Non-Departmental	ONG RSL - Service Partner - Humane Society		50,000	-	
Non-Departmental	ONG RSL - Service Partner - United Way		71,000	-	
Non-Departmental	ONG RSL- Humane Shelter Agreement			40,000	
Non-Departmental	ONG RSL - Counseling for additional events		2,000	-	
Non-Departmental	ONG RSL - Additional Drug Testing			1,000	
Non-Departmental	ONG RSL - Tuition Reimbursements		-	15,000	
Non-Departmental	ONG RSL - Recognition Awards/Retirement Plaques		4,000	-	
Non-Departmental	ONG RSL - Audit Contract Increase		5,000	-	
Non-Departmental	1X RSL - Impact Fee Audit Services		32,000	-	

City of Flagstaff
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Division Requests

SECTION NAME	DESCRIPTION	Approved Ongoing	Approved 1X	Not Approved	Offsets
Municipal Court Division	1x RSL The furniture throughout the courthouse is old and threadbare. Replacement furniture is need for safety of those visiting the court as well as for comfort, maintenance and aesthetics.			13,000	
Planning & Development	Retirement Payout		45227	-	
Municipal Court Division	Retirement Payout		64124	-	
Police Operations	Retirement Payout		55706	-	
Fire Operations	Retirement Payout		43300	-	
City Manager Division	Retirement Payout		55000	-	
City Manager Division	CMO Copy charges		2000	-	
City Manager Division	Recruitment and Relocation of CM		40000	10,000	
Council and Commissions	Council Food		1000	-	
		813,964	3,844,172	5,341,677	1,609,199
				-	
				-	
Community Housing Services	Incentive Fund		100,000	-	100,000
Community Housing Services	PD EAH Program		80,000	-	
		-	180,000	-	100,000
				-	
Library City Direct	ONG RSL - Sunday Open per Council goal of enhancing service hours (\$60,174.16 TTL)			-	
Library City Direct	Open 4 hours to public, staffing 5 hours	41,944		0	41,944
Library City Direct	Electricity increase for opening Sundays	9,800		-	9,800
Library City Direct	Heat increase for opening Sundays	1,560		-	1,560
Library City Direct	Water increase for opening Sundays	820		-	820
Library City Direct	Janitorial cost increase for opening Sundays	6,050		-	6,050
Library City Direct	1X RSL - Library Master Plan - Phase One Program RFID Project and Automatic Materials Handler, Bathroom Remodel for ADA Compliance, Front Ramp Remodel for ADA Compliance, Exterior Wood Trim Painting, and new Library Sign.		197,735	(135,000)	190,000
Library City Direct	ONG RSL - 15 Permanent Library Specialist hours for Main (inc. ERE) - Request was funded with one-time dollars in FY16		6,000	6,134	
Library City Direct	ONG RSL - 40 Permanent Library Clerk hours for EFCL (inc. ERE) (This position was originally a 30 Temporary at 1X) \$42,228 cost is for FT perm position. Cost for 1x funded FY16 30 hour temp is \$23,125. Difference of \$19,103.		11,563	30,665	
Library County Direct	ONG RSL - 25 Permanent Library Clerk hours for Tuba City Public Library (inc. ERE).	32,600		-	
Library Grants	County Library District Restricted Funds 1X RSL - (Sedona \$44,114; Fredonia \$7,696; Page \$33,192; Williams \$9,870; IT \$51,153; FPL, EFCL, & PALSmobile \$195,091; CoBo \$7,800; FLCL \$9,156; TCPL \$17,406; GCCL \$9,663; Correctional Facility \$14,329; and Law Library \$6,681). This number reflects the projected growth of \$93,927 for Library District. These numbers are tentative until the April County Meeting.	312,224		-	
		404,998	215,298	(98,201)	250,174
Street Maintenance	Snow Stipend (FY16 1x RSL)		60000	-	
Street Maintenance	1X RSL - For Street Sweeping operations to meet Council goals.		20,000	-	
Street Maintenance	1X RSL - For Street Sweeping operations to meet Council goals.		10,000	-	
Street Maintenance	1X RSL - To replace outdated computers in 20 pieces of equipment that actuates the hydraulic system in controlling the spreader units, plows and beds of the units. The computers are no longer supported with replacement parts		50,000	-	
Street Maintenance	On-Going - For Street Snow operations to meet Council goals.		60,000	-	
Street Construction	Mark Forrest Retirement		11,500	-	
Street Construction	Sunnyside Phase 5D		850000	0	
Street Maintenance	On-Going - For Street Snow operations to meet Council goals.		40,000	-	
		-	1,101,500	-	-

City of Flagstaff
FY2017 Budget - RSL requests
Division Requests

SECTION NAME	DESCRIPTION	Approved Ongoing	Approved 1X	Not Approved	Offsets
				-	
Beautification	Advertising (Beautification Public Notices/Vision Flagstaff) [Previously approved as 1X RSL]	1,700		-	
Beautification	Memberships [Partially reverses budget cuts - Karl covering difference since]	100		-	
Beautification	Other: Web hosting / Rights for VisionFlagstaff.com [Previously approved as 1X RSL]	1,725		-	
Beautification	Food (Travel/Networking) [Previously approved as 1X RSL]	800		-	
Beautification Capital Imprvmt	1X RSL - Beautification - Banner hardware for the Downtown area to allow improved banner signage		15,000	-	
Beautification Capital Imprvmt	Ong RSL - Contribution to downtown holiday decorations annually		5,000	-	
		4,325	20,000	-	-
				-	
Economic Development	ONG RSL - Economic Development Marketing - Request for marketing and social media contractor services beyond CVB lead worker support due to monthly content enhancements, etc. These enhancements are for website, social media, and print. Also, additional money for SEO (Search Engine Optimization) for the website and print advertising.		35,000	-	
Economic Development	1X RSL - Economic Development Partner Outreach - Enhanced STEM, ECONA and other 'organizational sponsorships'.			30,000	
Economic Development	1X RSL - New boilers for the Innovation Mesa Incubator		50,000	-	
Economic Development	ONG - Economic Development Retention Efforts - Expanded outreach to local businesses for retention and expansion efforts.			5,000	
Economic Development	ONG - Economic Development Event Sponsorships - Star Party, Robotics, CocoNuts, and more.			10,000	
Economic Development	ONG - Economic Development Retail Analytics (Currently using BUXTON and pricing has increased).	20,000		-	
Economic Development	ONG RSL - Enhanced Travel - Community Investment Director, Business Attraction Manager, Leadership and Policy Makers to trade shows and business attraction events.		8,000	2,000	
Economic Development	ONG RSL - Current NACET contract shows \$5,000 salary increase for NACET's Chief Entrepreneur.	5,000		-	
		25,000	93,000	47,000	-
				-	
Tourism	New Zealand Visit USA Expo (Travel)		2,500	-	
Tourism	(Travel) Book Passages Conference (San Francisco)		1,000	-	
Tourism	(Travel) Washington DC/Pre-IPW event		1,500	-	
Tourism	(Registration) Washington DC/Pre-IPW event		3,500	-	
Tourism	Book Passages Conference Registration		1,000	-	
Tourism	Increased cost for Meltwater Services (Press clipping / monitoring)	1,500		-	
Tourism	CVB group influencer/blogger FAM		6,000	-	
Tourism	Additional travel funds will be needed in order to cover all necessary travel for the CVB Director and EV Director		5,410	-	
Tourism	New copier/scanner/fax for CVB office. Current copier/scanner/fax is more than 10 years old and no longer has support available from the manufacturer.		8,000	-	
Tourism	Phoenix Design Week (Travel) for an additional two creative staff members	650		-	
Tourism	HOW Design Conference (Travel)		1,800	-	
Tourism	Phoenix Design Week Registration for two creative staff members. In 2016 FY we sent one and it was very useful. In FY 17 we would like to send all three. Asking for funds for an additional two staff.	600		-	
Tourism	HOW Design Live: Registration We sent one creative staff member in FY16 and would like to send two in FY17. Funds for the extra registration.		1,545	-	

City of Flagstaff
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Division Requests

SECTION NAME	DESCRIPTION	Approved Ongoing	Approved 1X	Not Approved	Offsets
Tourism	Winter Wonderland Promotion, SEM, Snowplay promotion, digital ad placement, content distribution, native content creation.	30,000		-	
Tourism	Route 66 Anniversary promotion: SEM, ad placements, November 11th event		30,000	-	
Tourism	Bloggers/Content Creation: We plan to hire local Flagstaff Bloggers to use their skill and influence to write blog content for our website which can be repurposed for native content in other applications as well as harness their influence with their audiences.		2,500	-	
Tourism	Holiday Decorations for Downtown		10,000	-	
Tourism	City-Wide Event Assistance - Sponsorship - visitor oriented			10,000	
Tourism	Route 66 Anniversary (Printing):		3,000	-	
Tourism	Jackrabbit: Online booking engine for the website. Proven to be successful in FY16 with over 5,000 referrals to accommodations partners so far. We want to continue the booking engine in FY 17.		5,100	-	
Tourism	Route 66 Anniversary (Promo items; clings, etc.)		5,000	-	
Tourism	Travel to meet with receptive tour operators in LV and call on AAA offices. Four stakeholders representing 6 hotels participated in FY 2016. Already two tour series leads have been generated. This year we met with 6 Tour operators and 2 AAA offices.		400	-	
Tourism	Arizona Showcase (Travel): We returned in 2015 for the first time since 2009. This year the show was also sold out (800 trade, media and upscale consumers). Our Winter product was a key selling point. Stakeholders are interested in traveling with us on future shows.	1,400		-	
Tourism	Travel to UK (November), our top international market. The UK is now emerging from their recession and are very ready to travel. The sales mission gives us the opportunity for in depth meetings with tour operators and to provide product training for our major current clients. We usually take at least one stakeholder on this sales mission. We plan to alternate one year mission and next World Travel Market in London.		4,000	-	
Tourism	Go West Summit increase in registration fees	295		-	
Tourism	(Travel)Visit USA Expos New Zealand. Happens right after the Expo in Australia. Excellent opportunity to add value to the Australian trip and target this growth market.		1,200	-	
Tourism	(Travel) CVB plans to participate in ITB as a partnership with AOT. ITB is the largest trade show in Germany, a top 5 market for FLG. The show creates the ability to meet TO's from both large and small cities. Plan to attend IBT on odd years with sales mission to Canada on even years (Alternating schedule).		1,000	-	
Tourism	Arizona Showcase: Registration fee	1,250		-	
Tourism	American Bus Association (February) registration increase	200		-	
Tourism	Australian Expo (March) with Visit USA, happens every other year. Even years is an Australian Sales Mission which does not require the extra funds for registration.		3,500	-	
Tourism	Visit USA New Zealand Expo: Registration		3,500	-	
Tourism	ITB: Registration		2,400	-	
Tourism	ESTO Professional Development for Joyce		2,500	-	
Visitor Services	Anna Good Reclass: Pay increase	11,309		-	
Visitor Services	Anna Good Reclass: Benefits	2,488		-	
Visitor Services	Smokey Mountain Gift Show, November 2016 Gatlinburg, TN. New show for the V.C. staff to attend with better selection for merchandise options. On-going funds are the difference in cost between the old show in AZ and the new show in TN.	1,300		-	
Visitor Services	I-17 Signage for Visitor Center		2,000	-	
Visitor Services	Mobil Charging Station		1,000	-	
Visitor Services	Better Bucks Partnership	400		-	

City of Flagstaff
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SECTION NAME	DESCRIPTION	Approved Ongoing	Approved 1X	Not Approved	Offsets
Visitor Services	Model Railroad Installation / Attraction: We want to make the Visitor Center and attraction in and of itself. With a G-scale model train that will run the perimeter of the main room at 9 feet above floor level.		29,500	-	
Visitor Services	HVAC Unit needs replacing		10,000	-	
Visitor Services	Misc. Painting Touchups		5,000	-	
Visitor Services	Misc. Electrical Repairs		5,000	-	
Visitor Services	Visitor Center upstairs remodel		50,000		
Visitor Services	Water Bottle Filling station		2,000	-	
		51,392	210,855	10,000	-
				-	
Arts & Science	Advertising (Public Art Fund - Call to Artists/Vision Flagstaff) [Previously approved as 1X RSL]		1,500	-	
Arts & Science	ONG RSL - Arizona Science Foundation [Not A&S agency; Foundational partnerships dissolved; Local agency (STEM City) eligible for A&S Grants through FAC]			(25,000)	
Arts & Science	ONG RSL - FCP Arts & Science Grants [Not Increased in Ten Years]	30,000		-	
Arts & Science	1X RSL - Arts & Economic Prosperity Study 5 [Provides valuable program data - Partial cost (Remainder by FAC)]		15,000	-	
Arts & Science	JLB Project (A&S)			50,000	
Arts & Science	ONG RSL - FCP Administrative Fee [Contractual Increase]	3,930		-	
		33,930	16,500	25,000	
BBB Recreation Projects	Thorpe Park Adaptive playground unit / surfacing		126,000		
BBB Recreation Projects	Thorpe Park Adaptive playground surfacing		42,000		
BBB Recreation Projects	J. Lively Activity Center-Back roof and locker room repairs. Includes moving all HVAC equipment, building pitched roof over flat roof, adding exhaust systems, repairing locker room ceilings and adding shower tile		150,000		
BBB Recreation Projects	Aquaplex - Sliding doors at the entrance of the pool to separate the two HVAC systems in the area that are mixing the air and causing condensation and moisture damage in the walls and cabanas		35,000		
BBB Recreation Projects	Hal Jensen Recreation Center - Add on storage area to back of building. Addresses storage needs as well as building security for this part of the building, which is a dark corner where people are hanging out after-hours		10,000		
BBB Recreation Projects	Pavement Preservation - Various Recreation facilities (Includes \$45,000 from Parks capital)		120,000		45,000
		-	483,000	-	
Utilities Administration	Admin-Legal Fees for Water Rights Litigation/Settlement		150,000	-	
Utilities Administration	Admin-Water / Wastewater Security Membership	2,000		-	
Water Production	Water Production-2 Temps for IB road maintenance		24,960	-	
Water Production	Water Production-Increased ClO2 feed (Chemicals)	25,000		-	
Water Production	Water Production-KMnO4 feed system (Chemicals)		60,000	-	
Water Distribution	Water Distribution-Operator certification	3,500		-	
Water Distribution	East Shop-Replace door key cylinders		4,000	-	
Water Distribution	Water Distribution-DFW water meter boxes	25,000		-	
Water Distribution	Water Distribution-replace hand tools in work trucks	1,500		-	
Water Distribution	Water Distribution-Tablets		4,000	-	
Water Resource Management	Economic Analysis future water supplies - WRMP		30,000	-	
Water Resource Management	Water Resources Training - Travel, Lodging, Meals	500		-	
Water Resource Management	Water Resources Training - Registration	500		-	
Water Resource Management	Existing-ULM Watershed Monitoring Project Maintenance - SRP	75,000		-	
Water Resource Management	Expansion-ULM Watershed Monitoring Project Maintenance-SRP	30,000		-	
Water Resource Management	Expansion-ULM Watershed Monitoring Project Maintenance - SRP		32,000	-	

City of Flagstaff
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SECTION NAME	DESCRIPTION	Approved Ongoing	Approved 1X	Not Approved	Offsets
Water Resource Management	Water Resources Office Supplies	500		-	
Water Resource Management	Water Conservation Specialist	67,900		-	
Water Resource Management	Water Conservation Rebates	27,500		-	
Water Resource Management	Water Conservation Program expansion	35,000		-	
Water Resource Management	Water Conservation Specialist - operating budget	3,000		-	
Water Resource Management	Water Conservation-C2E Pilot Program Paypal Fees, etc		3,000	-	
Water Resource Management	Water Conservation-Operational Budget for Enforcement Staff	1,600		-	
Utilities Engineering Section	Engineering-Contract for CMMS development @ treatment plants	30,000		-	
Utilities Engineering Section	Engineering-WISA Outsourcing (reimbursed by Developers)	96,000		-	96,000
Utilities Engineering Section	Engineering-ESRI licensing (IT-ELA Agreement)	6,000		-	
		430,500	307,960	-	96,000
Wastewater Treatment - Wildcat	WCH - Electrical Power for Plant		79,000	-	
Wastewater Treatment - Wildcat	WCH - Safety Equipment		5,000	-	
Wastewater Treatment - Wildcat	WCH - Rebuild Primary Pumps		15,000	-	
Wastewater Treatment - Wildcat	WCH - HACH Equipment annual calibration		17,000	-	
Wastewater Treatment - Wildcat	WCH - Replace DISC Filter chain (1 per year)		4,000	-	
Wastewater Treatment - Wildcat	WCH - SAMS water quality database		5,000	-	
Wastewater Treatment - Wildcat	WCH - Operator certification		1,450	-	
Wastewater Treatment - Rio Rico	RIO - Safety Equipment		5,000	-	
Wastewater Treatment - Rio Rico	RIO - HACH Equipment annual calibration		10,000	-	
Wastewater Treatment - Rio Rico	RIO - Replace DISC Filter chain (1 per year)		4,000	-	
Wastewater Treatment - Rio Rico	RIO - SAMS water quality database		5,000	-	
Wastewater Treatment - Rio Rico	RIO - Operator certification		1,350	-	
Wastewater Treatment - Rio Rico	RIO - Entrance Re-design - Phase 2		30,000	-	
Wastewater Treatment - Rio Rico	RIO - Replacement Parts for UV System		25,000	-	
Wastewater Treatment - Rio Rico	RIO - Replace 1 Influent VFD		45,000	-	
Wastewater Treatment - Rio Rico	RIO - Rebuild 1 Influent Pump		30,000	-	
Wastewater Collection	WW Collections-Operator certification		2,000	-	
		-	283,800	-	-
Wastewater Treatment - Rio Rico	RIO - Reclaimed Pumps Rebuild/Replace	35,000		-	
		35,000	-	-	-
Stormwater	GIS data collection Mike She Modeling		50,000	-	
Stormwater	Stormwater Project Manager	94,100		-	
Stormwater	Stream Team, watershed projects	5,000	5,000	(5,000)	
Stormwater Capital Improve.	CIP Phoenix Ave Culvert Repair - Temporary Fix Construction		230,000	-	
Stormwater Capital Improve.	CIP Phoenix Ave Culvert Repair - Final Fix Design		75,000	-	
		99,100	360,000	(5,000)	-
Solid Waste - Landfill	1XRSL-Closure of Dry Lake Inert Material Pit and Sinclair Pit- Abatement of noxious weeds.		15,000.00	-	
Solid Waste - Landfill	Landfill Scalehouse software is outdated. It cannot be upgraded.		49,999.00	-	
Solid Waste - Landfill	Rental for grader for 3 months when streets needs to use it during the winter months.		14,900.00	-	
Solid Waste - Collections	ONG RSL - Historical maintenance expenses in this program justifies this change.		40,000.00	-	
Solid Waste - Collections	ONG RSL - Historical maintenance expenses in this program justifies this change.		20,000.00	-	
Solid Waste - Collections	ONG RSL - Put or pay deficit with Norton agreement .		80,000.00	-	
Solid Waste - Collections	ONG RSL - Put or pay deficit with Norton agreement .		80,000.00	-	
Solid Waste - Collections	1 X RSL - 10 Receptacles strategically located in downtown(DBA) and Southside		50,000.00	-	
Solid Waste - Collections	ONG RSL - MyWaste annual fee		7,850.00	-	
Solid Waste - Collections	ONG RSL - Refurbish existing recycle/trash receptacles.		15,000.00	-	
		-	372,749	-	
				-	

City of Flagstaff
FY2017 Budget - RSL requests
Division Requests

SECTION NAME	DESCRIPTION	Approved Ongoing	Approved 1X	Not Approved	Offsets
Environmental Management	<p>in existence since FY13. The Sustainability Section was able to secure \$100,000 in outside funding to facilitate home energy efficiency upgrades for over 200 Flagstaff residences. These upgrades included:</p> <p>23 Energy Efficient Water Heaters 13 Energy Efficient Furnaces 152 Insulated Attics 149 Homes sealed from air leaks 148 Homes sealed from duct system leaks</p> <p>Flagstaff's high cost of living and below average family income can prohibit residents from affording efficiency upgrades like these that can lower their energy bills and provide a rapid return on investment. The Energy Rebate Program greatly improves the affordability of these improvements. There have been no additional outside funding opportunities since FY13.</p> <p>With \$25,000 the City could provide: Air sealing: 56 rebates (\$100 per household) Duct sealing: 55 rebates (\$100 per household) Attic insulation: 50 rebates (\$200 per household) Efficient furnace: 7 rebates (\$300 per household) Efficient water heater: 6 rebates (\$300 per household) The Rebate Program supports the City Council goal to assist the most vulnerable populations.</p>		20,000	5,000	20,000
Environmental Management	<p>Rethink Recycling Outreach. The City is currently spending \$0.25 per household on recycling outreach. With high contamination rates and low resident and business participation in recycling, funding needs to be increased for outreach. The City pays Norton Environmental on average \$225k for not meeting put or pay requirements. Increasing outreach will help lessen this pay out. An increase to \$1.00 per resident was recommended to City Council by the Plastic Bag Focus Group. Staff told Council that they would bring a proposed increase forward during the FY17 budget process. Examples of increased outreach include: recycling education to every 1st and 5th grade student in Flagstaff (including FUSD, private and charter schools), educational advertisement on NAIPTA buses, recycling informational bookmarks for distribution at libraries, new customer recycling information postcards, education and advertising on social media and print media, business and neighborhood zero contamination contests, educational radio ads, trash and recycling pick-up date reminder magnets, MyWaste web page and app, free reusable bags, etc...</p> <p>This request supports City Council goals to assist the most vulnerable populations and implementation of the Regional Plan.</p>	-	67,000	1,500	

City of Flagstaff
FY2017 Budget - RSL requests
Division Requests

SECTION NAME	DESCRIPTION	Approved Ongoing	Approved 1X	Not Approved	Offsets
Environmental Management	Permanent Outreach and Volunteer Coordinator Position The City is currently utilizing AmeriCorps workers to assist with coordinating, marketing and assisting with staffing 60 events that draw more than 7,280 community members. These events are focused on five of the six program areas in the Sustainability Section: waste prevention (recycling), energy, climate, food systems and natural areas. Due to state funding issues, the two full-time equivalent AmeriCorps positions will not be funded after this fiscal year. Funding is being requested to increase the half-time Volunteer Coordinator position that coordinates the Community Stewards Program (formerly Adopt-An-Ave) to full-time and assist with community event coordination and marketing. Currently \$17,000 is budgeted in the Sustainability Section budget for the AmeriCorps positions and \$15,000 for the part-time Volunteer Coordinator. Roughly \$17,000 is needed to bring this position up to full time permanent status. The loss of the AmeriCorps positions will decrease the Sustainability Section's service levels significantly. This request supports City Council goals to assist the most vulnerable populations and implementation of the Regional Plan.	17,000		-	
Environmental Management	Medical Fees (Hazardous Products Center) Required annual medical physicals for new full-time Environmental Assistant (reference priority 2).			625	
Environmental Management	Capital Improvements (Hazardous Products Center) Facility upgrades such as ventilation system, flooring, and painting. This supports City Council goal 3.		5,000	-	
Environmental Management	Education and Training (Hazardous Products Center) Required Hazardous Waste and Emergency Response certification for new full-time Environmental Assistant (reference priority 2).		625	-	
Environmental Management	Electronic Waste Recycling (Hazardous Products Center) Due to increasing waste disposal costs, the largest of which being the newly established EPA regulations governing the disposal of e-waste, the City is currently spending between \$2,000 and \$5,000 per e-waste pickup. As of the first quarter of FY 16, \$14,201.21 has been spent to recycle e-waste, already exceeding the budgeted \$11,500.00. In order to cover this increase in e-waste recycling costs, funding needs to be increased. Lift Station Maintenance (Hazardous Products Center) Required annual maintenance of City lift station to remove latex paint accumulation generated by Hazardous Products Center paint recycling operation. Annual maintenance performed by Speedy Plumbing costs (\$1000) . Failure to maintain the lift station could cause the pump to break requiring a several thousand dollar replacement. These support City Council goals 3, 4, 7 and 10.		100,000	-	
Environmental Management	Asbestos Testing (Environmental Management) Establish funding mechanism to test City facilities for asbestos containing material. Any untested existing or newly installed building material must be assumed to be asbestos containing until determined otherwise. Years of undocumented maintenance activity in City facilities now requires testing of building materials to determine the presence or absence of asbestos before maintenance work is performed. Money allocated for consistent asbestos testing will enable Environmental Management to maintain an updated and accurate catalog of asbestos containing City facilities, ensuring the safety of City staff and helping prevent scenarios such as that at the Aquaplex from occurring in the future. This supports Regional Goal CD.1 to improve the City financial system to provide for needed infrastructure development and rehabilitation.			10,000	

City of Flagstaff
FY2017 Budget - RSL requests
Division Requests

SECTION NAME	DESCRIPTION	Approved Ongoing	Approved 1X	Not Approved	Offsets
Environmental Management	Open Space Management and Maintenance Fund Increase. With the addition of Observatory Mesa and other open space and community garden parcels to the city's inventory, funding needs to be increased for necessary management and maintenance. Required management includes performing land assessments, coordinating illegal dumping abatement, organizing community events (clean-up and trail repairs) and coordinating volunteers, navigating natural and cultural resource regulations to ensure compliance, consulting with affiliated tribes on improvement projects, coordinating educational opportunities, writing grants, and addressing community complaints. Required maintenance and improvement projects include developing signage (interpretive and trail markers), maintaining existing trails, expanding the trail system by constructing new trails, repairing/removing/ installing fencing, re-vegetating and decommissioning illegal roads, and installing/removing gates. The City currently funds open space at \$8.18 per acre, while a more appropriate budget would be \$100.00 per acre. Staff requests increasing the annual management and maintenance funds by \$32,000, which would fund open space at \$19.82 per acre. Funding open space management and maintenance supports City Council goal of implementing the Regional Plan and Regional Plan goals including : E&C.4., E&C.5, E&C.6, E&C.7, E&C.8, E&C.9, OS.1, REC.1, and LU.3			32,000	
Environmental Management	Permanent Open Space Specialist Position. The Open Space Specialist is responsible for overseeing and implementing management and maintenance projects on the 2,750 acres of open space, as outlined above. Additionally, the Specialist is involved in long term open space planning efforts and participates in many local natural resource groups, including the Arizona Watchable Wildlife Experience, Regional Trails Coordination Group, and the Arizona State Parks Site Stewards Program. Having a dedicated staff member for open space allows that individual to investigate and address open space related projects while reducing the impact on other Staff. Funding dedicated open space staff supports City Council goal of implementing the			70,470	
		17,000	192,625	119,595	-
Airport Operations	ONG RSL - Airline Conferences and Wildlife Training		8,400	-	
Airport Operations	ONG-RSL - 2 FTE's to be shared between Airport and Wildlands Fire.			130,000	
Airport Operations	ONG-RSL - Cost of continued Certification Training			6,100	
Airport Operations	1X RSL - Cost to outfit and initial training of 4 FTE's			28,000	
Airport Operations	ONG RSL - 3% Electric Utilities Increase			3,940	
Airport Operations	1X RSL - Hangar Roof Repairs for snow on Foxtrot hangers			25,000	
Airport Operations	1X RSL - Terminal Carpet Replacement			80,000	
Airport Operations	1X RSL - Terminal Fans, to reduce electric bill			20,000	
Airport Operations	1X RSL - Terminal lights, replace outdated lights			20,000	
Airport Capital Projects	1X RSL - Replace crew truck with Rapid Intervention Vehicle			152,550	
		-	8,400	465,590	-
				-	
Housing Authority	Administrative Specialist (Housing)		21,000	28,170	
Housing Authority	Contractual increase in Payments in Lieu of Taxes (PILOT)	7,428		-	
Housing Authority	Housing Assistance Payments	164,764		-	
Housing Authority	Insurance	2,206		-	
Housing Authority	Maintenance Materials	9,400		-	
Housing Authority	Demonstration Afterschool and Summer Program for Siler in the SHAC - 2 years			59,200	
		183,798	21,000	87,370	-
				-	

City of Flagstaff
FY2017 Budget - RSL requests
Division Requests

SECTION NAME	DESCRIPTION	Approved Ongoing	Approved 1X	Not Approved	Offsets
Parking District	Parking Meters lease purchase		880,000		
Parking District	Resident Permit Parking - Installation	100,374		-	100,374
Parking District	Employee Permit Parking - Installation		23,100	-	23,100
Parking District	Parking Meters - Installation		43,914	-	43,914
Parking District	Parking Meters - Lease Payment	90,000		-	90,000
Parking District	Parking Meters - Back-of-house Software	36,000		-	36,000
Parking District	Time-limited Parking - Installation		26,552	-	26,552
Parking District	Parking Facilities - Temporary Southside Curbs		20,000	-	20,000
Parking District	Parking Facilities - Parking Lot Leases	5,000		-	5,000
Parking District	Parking Facilities - Maintenance	3,750		-	3,750
Parking District	Compliance - Equipment	4,500		-	4,500
Parking District	Compliance - Supplies/Uniforms/Ongoing	7,500		-	7,500
Parking District	Operational Reserve	47,108		-	47,108
Parking District	Transfer to Capital Reserve	111,352		-	111,352
Parking District	Parking Manager	79,000		-	79,000
Parking District	Compliance (Enforcement Staff)	135,000		-	135,000
		619,584	993,566	-	733,150

2,718,591	8,704,425	5,993,031	2,788,523
208,106	1,401,093		

Leadership Team's FY17 New Personnel Priorities

1. Building Inspector
2. IT Coordinator – Court
3. Parking Manager and Officers
4. IT Administrator – GIS
5. Animal Control Officer
6. Fire Inspector
7. Police Officer – COPS x4
8. Utilities Program Specialist
9. Utilities Project Manager
10. Finance Specialist – Payroll
11. Library Clerk/ Specialist
12. Paramedic
13. Paramedic Pay
14. Collection Specialist – Court x2
15. Contract Specialist
16. ARFF Crew
17. Admin Assistant – Court
18. Admin Specialist – Housing
19. Admin Specialist – Real Estate
20. IT Administrator – Systems
21. Firefighter x9
22. IT Administrator – Help Desk
23. IT Analyst
24. Volunteer Coordinator
25. Fire Management Analyst

Leadership Team's FY17 Personnel Priorities – Direct Offsets

1. Building Inspector
2. IT Coordinator – Court
3. Parking Manager and Officers
4. IT Administrator – GIS
5. Animal Control Officer
6. Fire Inspector
7. Police Officer – COPS x4
8. Utilities Program Specialist
9. Utilities Project Manager
10. Finance Specialist – Payroll
11. Library Clerk/ Specialist
12. Paramedic
13. Paramedic Pay
14. Collection Specialist – Court x2
15. Contract Specialist
16. ARFF Crew
17. Admin Assistant – Court
18. Admin Specialist – Housing
19. Admin Specialist – Real Estate
20. IT Administrator – Systems
21. Firefighter x9
22. IT Administrator – Help Desk
23. IT Analyst
24. Volunteer Coordinator
25. Fire Management Analyst

Budget Team FY17

New Personnel Recommendations

1. **Building Inspector**
2. **IT Coordinator – Court**
3. **Parking Manager and Officers**
4. **IT Administrator – GIS**
5. **Animal Control Officer**
6. **Fire Inspector**
7. Police Officer – COPS x4
8. **Utilities Program Specialist**
9. **Utilities Project Manager**
10. **Finance Specialist – Payroll**
11. Library Clerk/ Specialist
12. Paramedic
13. Paramedic Pay
14. **Collection Specialist – Court x1**
15. Contract Specialist
16. ARFF Crew
17. Admin Assistant – Court
18. Admin Specialist – Housing
19. Admin Specialist – Real Estate
20. IT Administrator – Systems
21. Firefighter x9
22. IT Administrator – Help Desk
23. IT Analyst
24. **Volunteer Coordinator**
25. Fire Management Analyst

Budget Team FY17

Other Personnel Recommendations

1. Library Clerk/Specialist – part time, 6 months, 1x
2. Collection Specialist – Court - 1x, revenue target
3. Contract Specialist – 1x for two years
4. Admin Assistant – Court – 1x
5. Admin Specialist – Housing – part-time, contract, 1x
6. Civilian Paramedic – CART/ Fire Department – 1x
7. Additional hours for HR Analyst Ongoing

City of Flagstaff
FY 2016 Service Partners

General Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016			Change from FY 2006
	Total	Total	Total	Total	Total	Total	Total	Ongoing	One-Time	Total	
AGENCIES											
United Way	342,390	301,032	270,000	293,781	293,750	293,750	293,750	222,750	71,000	293,750	(48,640)
FACTS	364,420	319,757	249,819	247,319	247,319	247,319	247,319	247,319	-	247,319	(117,101)
Humane Society	243,648	160,417	165,000	161,985	161,985	161,985	211,985	161,985	38,000	199,985	(43,663)
Alcohol Stabilization Unit	100,000	100,000	75,000	74,250	74,250	74,250	74,250	74,250	-	74,250	(25,750)
Victim Witness	52,500	44,625	41,724	41,304	41,304	41,304	41,304	41,304	-	41,304	(11,196)
Emergency Housing	20,000	20,000	20,000	20,000	20,000	20,000	20,000	-	20,000	20,000	-
Coalition for Children and Youth	25,000	21,250	19,869	19,669	19,669	19,669	19,669	19,669	-	19,669	(5,331)
NACASA	19,865	16,885	15,787	15,627	15,627	15,627	15,627	15,627	-	15,627	(4,238)
Weed & Seed	7,000	5,950	5,563	5,503	5,503	5,503	5,503	5,503	-	5,503	(1,497)
Rural Policy	50,000	50,000	25,000	-	-	-	-	-	-	-	(50,000)
Greater Flagstaff Forest Partnership	30,000	25,500	19,925	19,725	19,725	-	-	-	-	-	(30,000)
Boys & Girls Club	-	-	-	-	100,000	50,000	25,000	-	-	-	-
Sister Cities	-	3,000	2,805	2,775	2,775	-	-	-	-	-	-
<i>Grand Total</i>	<i>1,254,823</i>	<i>1,068,416</i>	<i>910,492</i>	<i>901,938</i>	<i>1,001,907</i>	<i>929,407</i>	<i>954,407</i>	<i>788,407</i>	<i>129,000</i>	<i>917,407</i>	<i>(337,416)</i>
Economic Development	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016			Change from FY 2006
	Total	Total	Total	Total	Total	Total	Total	Ongoing	One-Time	Total	
AGENCIES											
Rural Policy-University to Business	140,000	55,000	40,000	30,000	-	-	-	-	-	-	(140,000)
Rural Policy-Alliance Work	-	-	-	25,000	25,000	-	-	-	-	-	-
Science Foundation	50,000	50,000	50,000	50,000	50,000	-	-	-	-	-	(50,000)
SEDI	25,000	20,000	20,000	20,000	20,000	20,000	-	-	-	-	(25,000)
<i>Grand Total</i>	<i>215,000</i>	<i>125,000</i>	<i>110,000</i>	<i>125,000</i>	<i>95,000</i>	<i>20,000</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>(215,000)</i>
Arts and Science	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016			Change from FY 2006
	Total	Total	Total	Total	Total	Total	Total	Ongoing	One-Time	Total	
AGENCIES											
FCP Administration Fee	73,500	69,825	69,825	69,825	65,000	65,000	69,000	71,070	-	71,070	(2,430)
FCP A&S Grant Awards	305,000	289,750	290,000	293,000	290,000	290,000	300,000	300,000	-	300,000	(5,000)
FCP A&S Grant to Agencies (1x)	-	-	43,000	-	-	-	-	-	-	-	-
Riordan Mansion	-	-	10,000	20,000	20,000	-	-	-	-	-	-
Science Foundation	-	-	-	-	-	50,000	40,000	25,000	-	25,000	25,000
<i>Grand Total</i>	<i>378,500</i>	<i>359,575</i>	<i>412,825</i>	<i>382,825</i>	<i>375,000</i>	<i>405,000</i>	<i>409,000</i>	<i>396,070</i>	<i>-</i>	<i>396,070</i>	<i>17,570</i>
SEMS	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016			Change from FY 2006
	Total	Total	Total	Total	Total	Total	Total	Ongoing	One-Time	Total	
AGENCIES											
Greater Flagstaff Forest Partnership	-	-	-	-	-	19,725	19,725	19,725	-	19,725	19,725
<i>Grand Total</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>19,725</i>	<i>19,725</i>	<i>19,725</i>	<i>-</i>	<i>19,725</i>	<i>19,725</i>

City of Flagstaff Purchasing Division

Vendor Request For Price Increase

VENDOR NAME: Boys & Girls Club of Flagstaff

STREET ADDRESS: 301 S. Paseo Del Flag

CITY, STATE: Flagstaff, AZ 86001

PHONE: 928-774-5086

FAX: 928-774-7908

REPRESENTATIVE: Tim Hansen, Board Chair

EMAIL: Tim Hansen

Vendor's requested price increase: \$50,000 annually for 3 years.

Vendor's justification for price increase: Please provide justification for requested price increase in the space below

The Boys and Girls Club operates in the former City-operated Cogdill Rec Center and serves kids in the Brannen homes project and surrounding neighborhood. In the years since we have opened, we have expanded our membership to over 600 kids, which includes high school kids that we are serving through grant funding in the Kinlani Dorms, Winslow, and Holbrook High Schools. We are leveraging our limited budget to provide more comprehensive programming and additional services through many partnerships. For example, we have partnered with St. Mary's Food Bank to provide free breakfasts and lunches to kids in need for our summer programs. We are also utilizing NAU's work study program to reduce our staffing costs. When the City asked the Boys and Girls Club to provide programming at Cogdill Rec Center, it was our expectation to be able to expand our membership across the City and thus attract a broader spectrum of members who could better afford our membership and program fees; however, we have had limited success attracting kids from outside the surrounding neighborhoods. As a result, over 90% of our members receive full scholarships for their membership and program fees. A typical Boys and Girls Club will raise 20-30% of their budget through membership and program fees, while our club generates less than 5% of our budget through these fees. We have been effective in our fundraising efforts, but we have not been able to cover the gap left by this shortage of membership and program fees. It is the fees that we are unable to charge these underserved and at risk children that we are asking the City to cover; therefore, we are asking the City for \$50,000 in annual funding primarily to meet the gap in this funding source. We are asking that the City commit to funding for a three year period to help ensure the continued success of the club. We have performed well in providing services to the children that attend our club and we welcome all children, whether they can afford our services or not. This funding request represents a substantial savings compared to what the City was spending on operating this site as the Cogdill Rec Center, while at the same time allowing our organization to provide increased and expanded programs and services.

Authorized Signature:



City of Flagstaff Purchasing Division

Vendor Request For Price Increase

VENDOR NAME: FACTS (Family & Community Teaming for Students)

STREET ADDRESS: 3285 East Sparrow Avenue

CITY, STATE: Flagstaff, AZ 86004

PHONE: (928) 527-6180

FAX: (928) 527-6190

REPRESENTATIVE: Sylvia A. Johnson, Director of Educational Enrichment (928.527.6152)

EMAIL: sjohnson@fUSD1.org

Vendor's requested price increase: \$24,731 (for a total new allocation of \$272,050)

Vendor's justification for price increase:

Please provide justification for requested price increase in the space below

FACTS is proud to have served the greater Flagstaff community for more than 15 years. We always endeavor to offer quality services at the lowest price possible, and have maintained the low hourly rate of \$3.50 for nearly a decade.

However, as the years have progressed, the cost of operating the FACTS program has increased. The past two to three years we have attempted to cut back on costs while limiting the impact on the services provided to Flagstaff's families. These measures have helped, but are not enough to ensure the continued success and quality of FACTS. The program ended FY15 with a \$28,798 deficit and have projected a deficit for FY16 of \$39,000. This combined deficit is offset by carryover funds that we have been carefully protecting for needs such as this. However, if we continue eating away at this carryover, we estimate the funds will be fully expended before the end of FY18. We know it's critical to make changes now to ensure the program's sustainability.

Therefore, with input from staff and from our Community Advisory Council, we are taking additional steps to maintain our fiscal viability well into the future. This includes (1) raising the hourly rate by 50 cents per hour, (2) seeking other funding options (i.e., grants), and (3) requesting an increase in the longstanding and substantial support we receive from the City of Flagstaff.

We anticipate that the 50 cent/hour increase will generate approximately \$39,000 to 42,000 in revenue per year. Combined with an annual increase of \$24,731 (10% of current allocation) from the City, this would result in a break-even or better status for a minimum of five years, even with anticipated increases in salaries and benefits.

Why have FACTS costs increased? The information which follows provides a clear picture of the increasing cost to operate FACTS.

• Salary and Benefit costs have increased 21.3% over recent years!

o This is a "good news/bad news" situation. As our program quality has improved, we've been able to maintain quality staff longer. With staff longevity comes increases in salary.

o Additionally, we're pleased that our staff are now eligible for salary increases based on educational coursework or other training relevant to their work in FACTS.

o It's no surprise that benefit costs have increased dramatically over the past few years, and will continue to increase for the foreseeable future.

• Licensing Fees

o FACTS is required to hold current licensing through the Arizona Department of Health Services. This is just one more component that makes ours a high-quality program and a safe environment for children. These fees range from \$700 to \$1,300 per year per site, an increase of more than 1200% from just five years ago.

• Healthy Snacks

o Over the past two years, FACTS has worked closely with the State and with our snack distributor to ensure that snacks are healthy, yet still appealing to children. Our menu is focused on snacks kids enjoy without even knowing they are whole grain, low sugar and low sodium; fresh fruits or veggies are provided once or twice a week as well. The cost of these healthier options also impacts our budget.

How do FACTS fees compare to other after-school programs in Arizona?

• We recently completed a survey of similar before- and after-school programs in Arizona, some larger, some smaller. Frankly, we were surprised by what we found. Even with this .50 per hour increase, FACTS remains one of the lowest-priced programs available.

Fees	FACTS	Comparable Programs
Hourly Rate per Child FACTS lowers the rate for 2 or more children; most programs charge the same hourly rate for each child. National average \$6.00 to \$7.00/hour.	\$4.00	\$4.00 to \$5.00*
Special Activities Intermural sports, fieldtrips or outside vendors (music, tennis, disc golf, etc.).	Included	Additional fees per activity
Annual Registration Fee	\$40.00/family	\$50/family to as high as \$100/child
Drop-in Charges Many programs require families to have a set schedule, charging an extra fee if you use the service at a time outside the schedule on	None	\$5.50/hour up to \$25 flat fee per occurrence
Schedule Changes Programs that require an established schedule, charge a fee when a change is made to that schedule.	None	\$10 to \$25

*Most programs charge by the week or month, not by the hour; these "hourly" rates are determined based on the average number of hours a child would attend. FACTS changed from weekly to hourly fees years ago. This not only gives families more flexibility, it is almost always a cost-savings for families.

Authorized Signature:

April 19, 2016

Mayor Nabours and City Council members
City of Flagstaff—City Hall
211 W. Aspen Ave.
Flagstaff, Arizona 86001

Re: **Vendor Request for Price Increase**

Mayor Nabours and City Council members:

Northern Arizona Center Against Sexual Assault (NACASA) is requesting an increase in funding of \$3000. Our primary goal is to increase the number of forensic nurses offering services for NACASA. Examiners are currently volunteering their time on call and then being paid per exam as they occur. The current pay per exam is \$350, of which an exam can last up to six hours and now often requires a follow-up the next day. This pay also covers the time spent preparing for court and testifying as needed. Currently only two examiners cover all of the call time and exams in Coconino County.

In order to recruit more nurses for this position, I feel that a pay increase is justified to make the volunteer on call time more attractive. The number of exams increases each year and the load the couple of nurses carry is tremendous. In 2015, NACASA Coconino County saw 103 exams and an increase of \$3000 would allow me to add \$25 per exam to the current pay scale, essentially covering some of the on-call time they take in addition to performing the exam. I expect the exams to continue to increase at the same historical rate, with an estimated 120 exams to occur in 2016.

Forensic nurses examiners (FNE) are crucial to the program and more are needed to help lighten the load of the few current volunteers. Helping NACASA recruit more examiners is essential to the program's health in the future. No other organization provides similar services in this area and NACASA is a important partner for the City of Flagstaff in helping victims of sexual assault and strangulation.

Thank you for your time and consideration,

Jennifer Runge
NACASA Program Coordinator

Josh Copley

From: Coral Evans
Sent: Tuesday, March 29, 2016 6:49 PM
To: Josh Copley
Cc: Shane Dille
Subject: One-Time Budget Monies Request

Hello Josh.

I am going to request an allocation of one time monies to pay for a city membership to the Arizona-Mexico Commission (AMC) during the upcoming budget retreat session and I wanted to give you the opportunity to look at what it is that I am requesting. It costs \$1,500 a year and I am going to ask that the City make a commitment to a two-year membership (so a total of \$3,000). I believe that being a part of this commission will prove invaluable, especially as it relates to our Tourism industry here in Flagstaff. There is a direct correlation between tourism dollars and the increase in Mexican tourists that we have seen here in Flagstaff, AZ over the last 2-3 years (especially from the states of Sonora and Durango).

Here is a link to the AMC <http://www.azmc.org/>.

Thank you!

Coral

Sent from my iPad



CITY OF FLAGSTAFF SERVICE FUNDING REQUEST FORM

Date Submitted:

Service Being Provided:

Name of Organization (if applicable):

Contact Person:

Address:

Telephone Number:

Email Address:

Service Timeframe:

Please provide a detailed description of the service being provided:

Amount of Funding Requested:

Have you received Funding from the City of Flagstaff before? No _____ Yes _____

If yes, please explain when, how much, and what for:

What is the overall budget for the service for which you are requesting funding?

Does this service require one-time and ongoing funding?

Do you receive funding from United Way of Northern Arizona, Flagstaff Arts Council or other agencies?

Please list other funding sources and amounts below:

Based on the amount requested above, what will these funds specifically go toward and outcomes achieved?

Are there other agencies that provide this service to the community?

How does this proposed service advance [City Council](#) goals?

Applicant may be asked to meet with and/or provide other documentation based on further evaluation with the Budget Team. Award is subject to City Council approval and may require in a competitive procurement process.

Please submit form to Rick Tadder, Management Services Director for the City of Flagstaff: rtadder@flagstaffaz.us phone: 928-213-2205

Stephanie Smith

Subject: RE: Flagstaff Grad Night

From: Flagstaff Grad Night <flagstaffgradnight@gmail.com>

Date: March 29, 2016 at 4:26:27 PM MST

To: council@flagstaffaz.gov

Subject: Flagstaff Grad Night

Dear City Councilmembers,

Flagstaff Grad Night is an organization committed to offering all high school graduates in our community a safe, fun, and completely free graduation celebration. Many students today feel that graduation means parties with alcohol, and every year more than 2,000 young people under the age of 19 die from alcohol-related motor vehicle crashes. Statistics show that drinking also often leads to other injuries and risky behaviors. Our organization hosts an event at NAU with plenty of room for inflatable obstacle courses, food, dancing, casino games, laser tag...and more, along with give-a-ways donated by local businesses. All this with no alcohol allowed on the premises.

The event is offered at no charge to the graduates, but it does cost approximately \$10,000 to put together, factoring the cost of the venue, staff, food, prizes and activities. Last year we had over 400 graduates with representation from each of our schools, including the charter schools and our homeschoolers. We couldn't do this without the Flagstaff community's support and donations and volunteer hours.

As we plan the 2016 Grad Night festivities, we want to offer you the opportunity to join us in this endeavor. Would you be able to find some discretionary funds available for this important event? Our community would love to hear that our officials support Grad Night and keeping the graduates safe, and we appreciate your gift in any amount. All donations are tax-deductible as we are a 501c3 organization.

You will be recognized in several ways. First, a letter with our EIN number for tax purposes will be mailed to you. There will be multiple shout-outs on social media, a community thank-you will be published in the Daily Sun and your names will be posted throughout the NAU Recreation Center thanking you for your donation!

Thank you for your support of Flagstaff's graduating seniors. Please do not hesitate to contact me at (928) 853-6451, or via email at FlagstaffGradNight@gmail.com if you have questions or would like to arrange for us to pick up your donation.

Sincerely,

Tammy Newbury

2016 Grad Night Committee

FlagstaffGradNight@gmail.com



CITY OF FLAGSTAFF SERVICE FUNDING REQUEST FORM

Date Submitted:

Service Being Provided:

Name of Organization (if applicable):

Contact Person:

Address:

Telephone Number:

Email Address:

Service Timeframe:

Please provide a detailed description of the service being provided:

Amount of Funding Requested:

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If yes, please explain when, how much, and what for:

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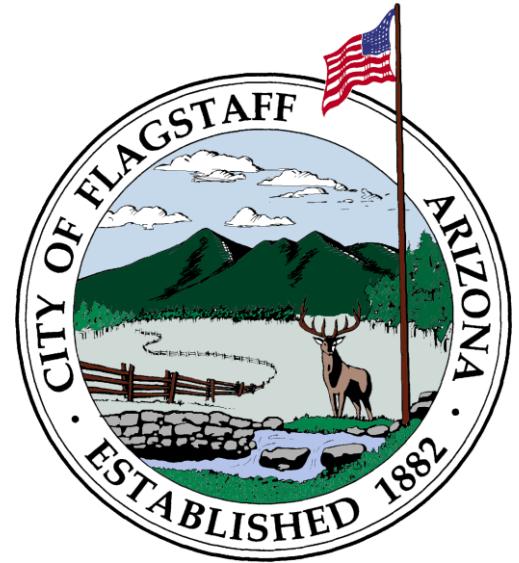
Please submit form to Rick Tadder, Management Services Director for the City of Flagstaff: rtadder@flagstaffaz.us phone: 928-213-2205

Annual Budget and Financial Plan

Fiscal Year 2016-2017
City of Flagstaff, Arizona

CITY COUNCIL

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



BUDGET TEAM

Josh Copley, City Manager
Barbara Goodrich, Deputy City Manager
Shane Dille, Deputy City Manager
Shannon Anderson, Human Resources Director
Rick Tadder, Management Services Director
Stephanie Smith, Assistant to City Manager
Brandi Suda, Finance Director

PREPARED BY

Maryellen Pugh, Finance Manager
Stacey Brechler-Knaggs, Grants Manager
Tricia Almendarez, Payroll Manager
Matt Luhman, Accountant
Megan Trout, Accountant
Wanda Noffz, Accountant
Glorice Pavey, Finance Specialist



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Flagstaff
Arizona**

For the Fiscal Year Beginning

July 1, 2015

Executive Director

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USERS GUIDE

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

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

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

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

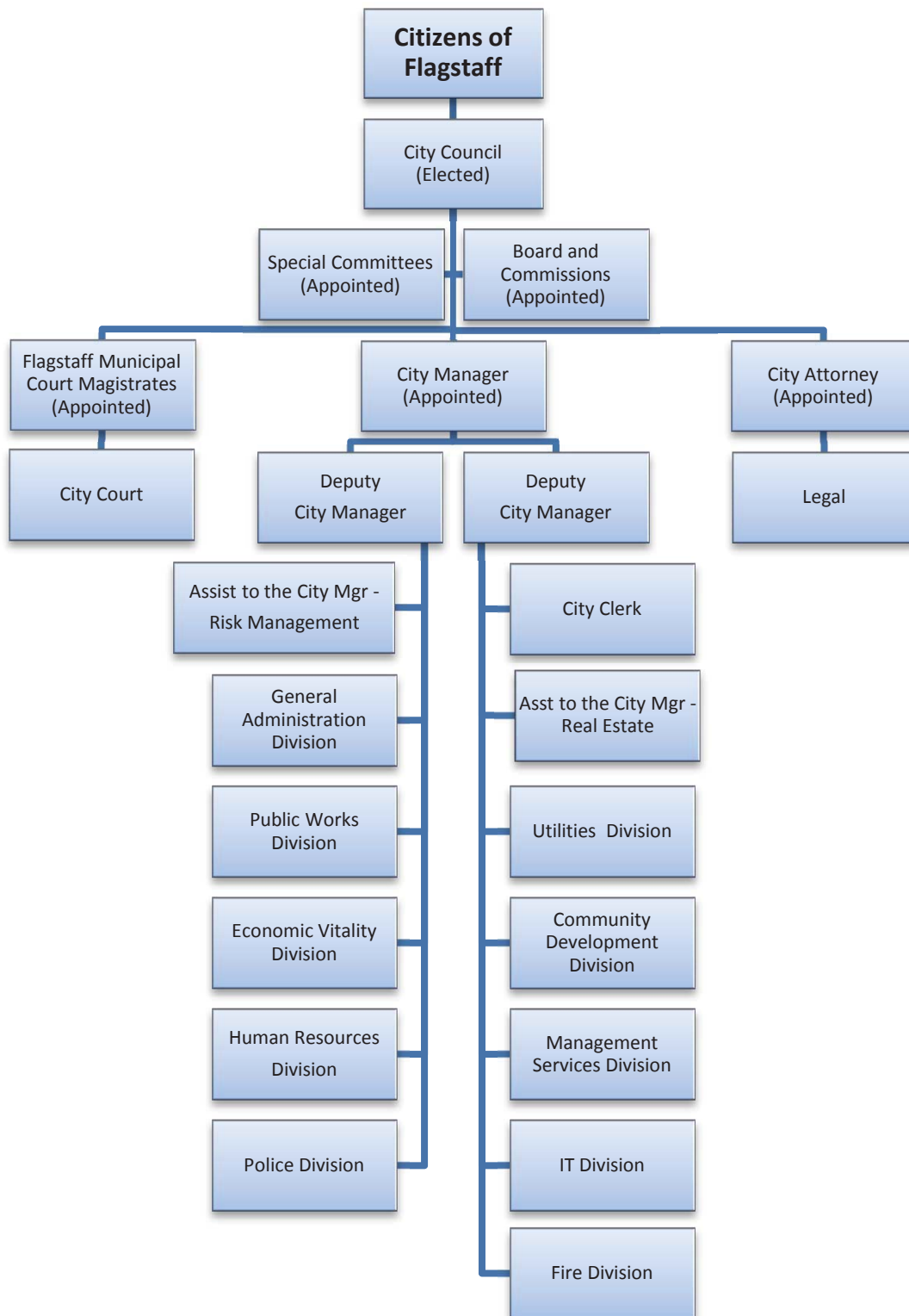
Department Detail - Each operating Division Summary provides a description, goals and objectives, major accomplishments of the current fiscal year, performance indicators, expenditure history and budget, commentary on significant changes, and sources of funding.

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

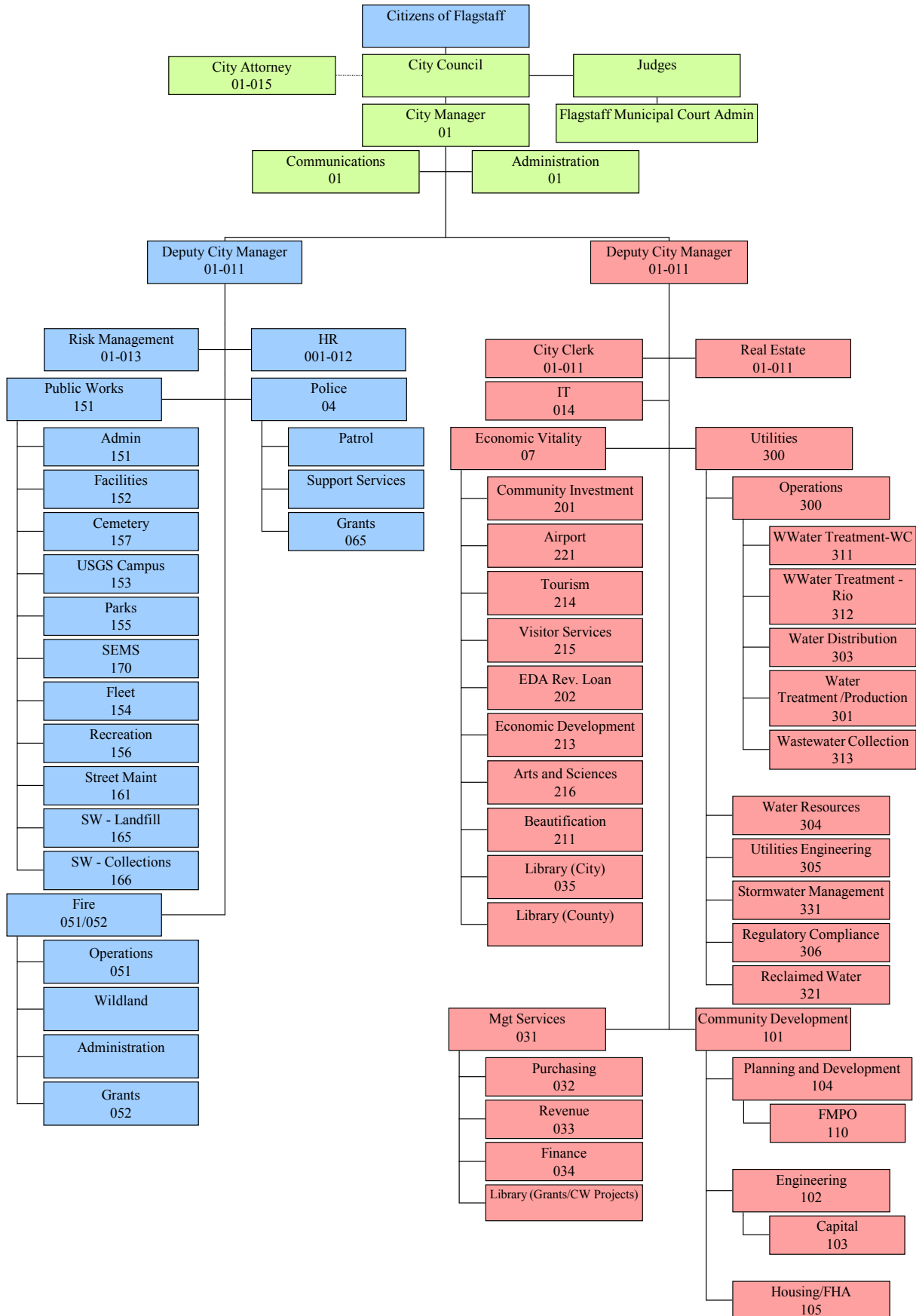
Appendix - In the appendices the user will find a glossary of budget terminology, ordinances/resolutions adopting the levies and budget, a summary of authorized personnel/positions by department, the city pay plan, and a summary of the cost allocation basis.

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

CITY OF FLAGSTAFF



CITY OF FLAGSTAFF





April 20, 2016

Mayor and Council:

The Flagstaff City Charter designates to the City Manager the responsibility to recommend an annual budget to the City Council. This is among the most important tasks of the City Manager and represents a significant investment in both time and energy for myself and city staff. With this letter, I transmit the City Manager's FY2017 Budget for your review and consideration. This Recommended Budget provides a solid foundation upon which the City Council can 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. Among our highest duties is the responsibility to remain fully accountable and transparent in the prudent use of public funds.

This Recommended Budget constitutes a collaboration with the City Council that began last December when we met to discuss Council's goals and budget priorities. At that time the City Council indicated its preference to focus on the following priorities for FY2017:

- Employee Compensation and Investment
- Economic Development Strategies
- Infrastructure
- Assist Most Vulnerable Populations
- Regional Plan Implementation
- Transportation

We met again in February to further refine your priorities and discuss our fiscal challenges. I believe that this budget reflects a commitment to furthering your budget priorities in a meaningful and strategic manner. For consistency in communications, it was helpful that your budget priorities were already aligned with several of your Council goals which were adopted in December 2014 and revised in 2015.

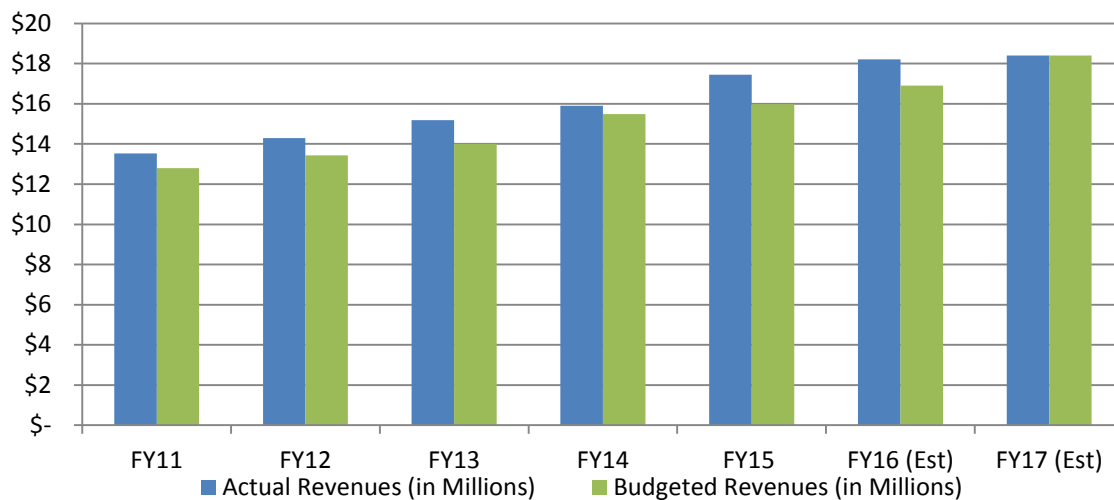
One of the highlights of this year's Recommended Budget is a three year strategy to bring all of the City's employee pay structures up to market. This market pay strategy is built into the 5-year plan and greatly contributes to the achievement of one of Council's top goals for the past few years. Additionally, we have been able to fund increased costs in both this current fiscal year and next to the public safety pension system with ongoing dollars, instead of one-time dollars, which further enhances our financial stability.

In the FY2016 Budget, Council approved the funding of some one-time personnel expenses for the purposes of improving recruitment and retention of employees and providing better city services. Examples include Dispatch Shift Differential Pay and Attraction/Retention Funding, Library employee hours at both the Main and East Flagstaff Branches, and the Snow Removal Stipend. We evaluated these one-time personnel expenses in the context of whether they were successful in achieving their desired results and, if so, endeavored to fund them with recurring dollars in the FY2017 Recommended Budget. These positions are more fully described further on in this letter.

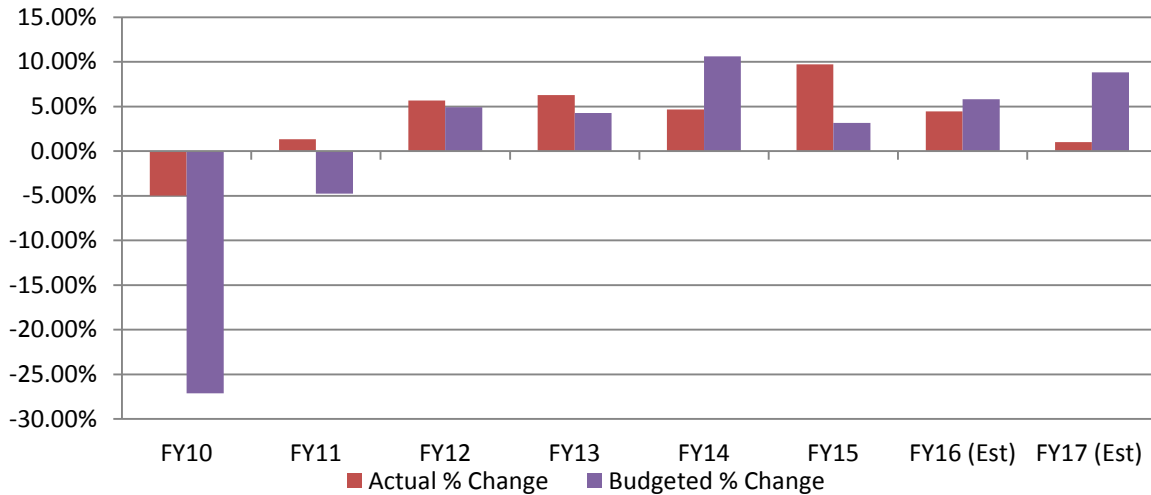
Economic Condition

National, state and local economic conditions have improved since the Great Recession. Locally, the Flagstaff economy can perhaps best be measured by four indicators--sales tax, BBB tax, state shared income tax, and the construction industry.

General Fund Sales Tax Revenues

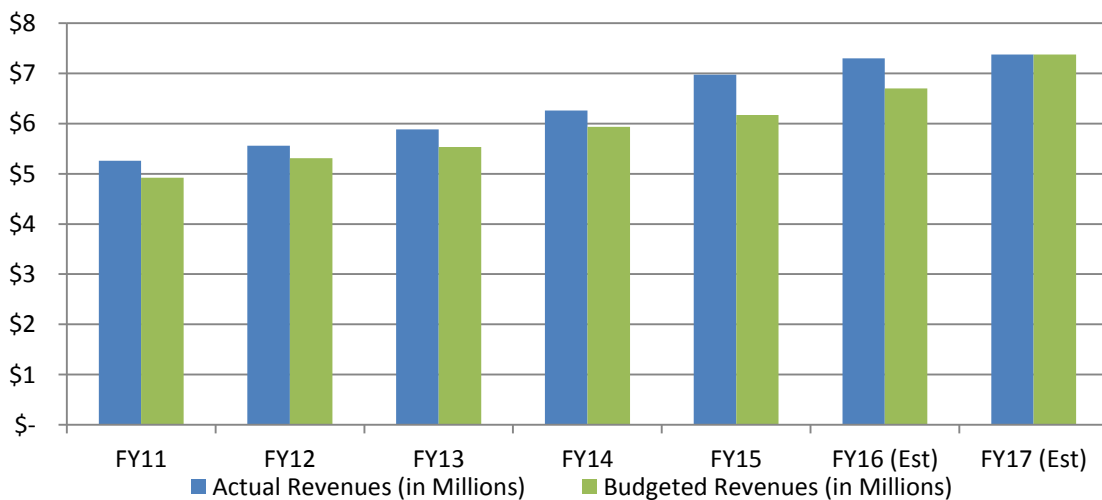


General Fund Sales Tax Revenues (% Change)

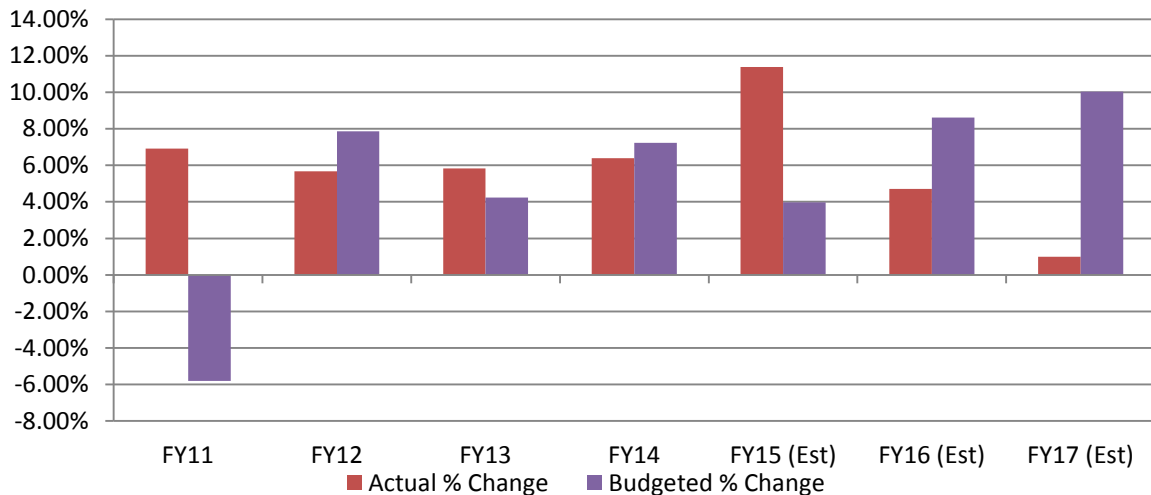


The Bed, Board and Beverage (BBB) tax is another important indicator of the health of the local economy. BBB revenues are estimated to end FY16 with an 4.7% increase over FY15. Revenue projections are cautiously estimated to increase by 10% or \$670,000 in FY17 over FY16 budgeted revenues. However, in order to build on FY16's success, the recommended budget provides a portion of the FY17 \$670,000 increase for expansion of the City's highly successful marketing and tourism related efforts.

Bed, Board, and Beverage (BBB) Tax Revenues

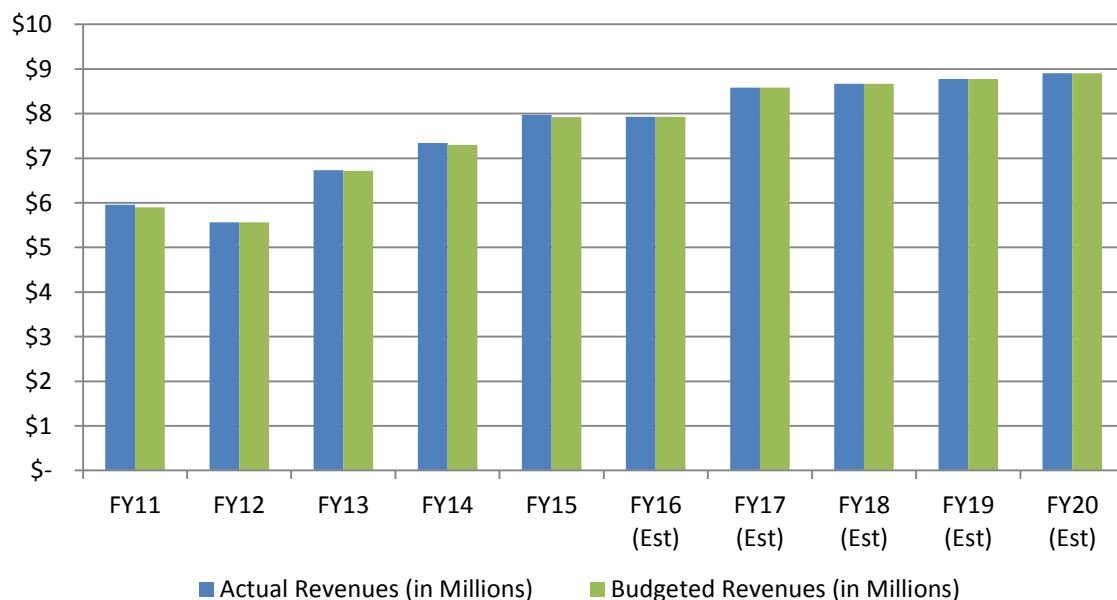


Bed, Board, and Beverage (BBB) Tax Revenues (% Change)

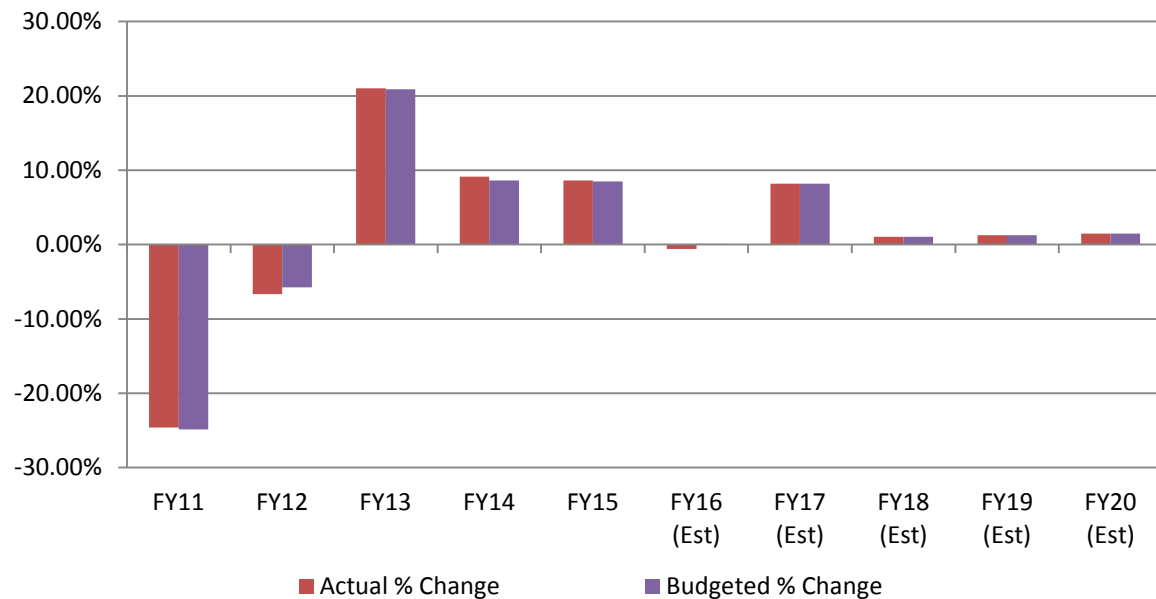


Another measure of our economic health is unemployment. While the City does not predict unemployment in its annual budget, the rate can affect revenue. The most direct correlation is the State Shared Income Tax. This revenue source is remitted to the City from the State approximately two years in arrears. Consequently, we know exactly how much is going to be remitted in the upcoming fiscal year. For FY17, State Shared Income Tax is projected to grow 8.2% with only small increases in future years.

State Shared Income Tax Revenues



State Shared Income Tax Revenues (% Change)



In pre-recession times, the combination of new residential and commercial construction growth provided its own stimulation to the economy through building permits, construction material, and sales taxes. Construction growth also resulted in sales tax leakage because new residents were spending money at new retail establishments. This helped drive our local economy. The past Calendar Year 2015 saw growth in total new construction valuation of \$75,938,780 compared to \$96,554,382 in CY14. In CY15, total new residential and commercial construction permits were up 23% from CY14. Total single family dwelling units were up in CY15: 208 compared to 171 in CY14, total dwelling units were down slightly in CY15: 400 compared to 406 in CY14 (this is single and multi-family units).

In summary, our economy is growing incrementally stronger and this translates into modest growth in our on-going revenues.

Fund Accounting

The City uses funds to report its financial position and the results of its operations. Fund accounting ensures financial resources are segregated by certain governmental functions or activities. Fund accounting also supports legal compliance and aids overall fiscal management practices. A fund is a separate accounting entity with a self-balancing set of accounts, which includes assets, liabilities, fund equity, revenues and expenditures. More information on fund accounting and the City's financial structure can be found in the next section of the Budget Book.

Revenues

Recurring revenues are the portion of City funds that can reasonably be expected to continue year over year with a certain degree of predictability. Property and sales taxes are an example of recurring revenues. One-time revenue is money that the City receives 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. At the February budget retreat Council expressed confidence that its priorities and goals could be accomplished in the coming year without the need to find additional revenues through increased taxes or fees. We have approximately \$2.5 million in one-time dollars and \$2.6 million in ongoing to allocate in the General Fund for FY17.

The following is a breakdown of 1x and recurring available funding per fund:

Fund	1x Available	ONG Available
General Fund	2,451,000	2,617,000
Library	-	190,000
FMPO	-	-
Housing and Comm.Services	230,000	-
Highway User Revenue	2,203,000	160,000
BBB Fund		
<i>Beautification</i>	240,000	50,000
<i>Economic Development</i>	100,000	100,000
<i>Tourism</i>	700,000	290,000
<i>Arts and Science</i>	110,000	55,000
<i>Recreation</i>	500,000	50,000
Environmental Management	25,000	20,000
Solid Waste	378,000	68,000
Airport	-	-
Housing Authority	-	98,000
Stormwater	375,000	145,000
Water	500,000	400,000
Wastewater	300,000	-
Reclaimed Water	-	50,000

Expenditures

Even though we find ourselves in a relatively better financial position for the coming year, we are still recovering from the effects of the “great recession” and the necessary constraints it has placed on our spending over the past five years. Last year’s budget reflected good progress towards restoring city services to a level consistent with the expectations of City Council and our community. However, with revised service level requests from across the organization for new spending in excess of \$17.3 million dollars we were challenged to deal with the lingering pent up demand. I called upon our Leadership Team to help prioritize the \$4.5 million in new personnel

requests. The FY2017 Recommended Budget provides for \$11.3 in new spending over last year for personnel, equipment, and services which means that the many of this year's requests from the various city divisions were denied. In addition, many of the ongoing requests were only approved as one-time expenditures as ongoing dollars were limited. The FY2017 budget is structurally balanced in accordance with the requirements of our City Charter and state law.

As in previous budgets, we split both revenue and expenditures between recurring and one-time within each fund. Identifying ongoing revenues is helpful in understanding the degree of impact the expenditure change can make on the level of service and/or Council goals and priorities. Employee compensation/investment, economic development strategies, transportation & infrastructure, and assisting the most vulnerable populations were high on Council's list of budget priorities for FY17.

Employee Compensation & Investment

This year I am recommending a three year strategy to bring all city pay structures up to market and this is built into all 5 year plans. This has been a goal of Council for the past few years and is supported by our Employee Advisory Committee (EAC). The recommended budget includes ongoing dollars for employee compensation for both FY17 and FY18. While some positions that are further below market will receive more than those positions closer to market, city employees will receive a minimum of a 2% increase unless they are at or above the maximum of the proposed pay structure.

Another achievement is the funding of public safety pension increases with ongoing dollars from FY17 forward. Previously, approximately \$750,000 of this expense was funded with one time dollars. It should be noted that this includes an increase of \$240,000 for FY17 alone. This helps us to maintain a strong fiscal position with a structural balance that pays for ongoing fixed expenses with recurring dollars. Finally, I think we were able to make some good progress towards achieving council's other budget priorities and goals in the Manager's Recommended Budget. Even with finite resources I was surprised of how much we were actually able to accomplish in the revised service level requests from the various divisions. I will say that this year the Budget Team was primarily concerned with making sure that we have the capacity in both staffing and other resources to keep up with current demand while strategically positioning ourselves to better respond to anticipated additional workload in FY17.

In order to invest in the training and development of our employees across the organization I am recommending a one-time appropriation of \$70,000 for Citywide "Investing in You" Training which includes such topics as communications skills, ethics, and leadership.

Staffing

The FY17 recommended budget includes six new permanent staff positions in the General Fund, including two that are funded with 100% direct offset, and a total of five new permanent positions throughout all other funds. These eleven new staff positions help achieve Council's budget priorities and goals and are designed to meet current service levels, build required infrastructure, and facilitate continued economic development:

- Building Inspector
- Fire Inspector
- GIS Administrator Payroll Specialist
- Court Collections Specialist (prior year 1x)

- Animal Control Officer (offset with parking officer)
- Utilities Stormwater Project Manager
- Water Conservation Specialist
- Parking Manager
- Parking Compliance Officers (3)
- Volunteer Coordinator (additional .52FTE)
- Additional hours for HR Analyst Ongoing

The FY17 recommended budget also includes staffing solutions on a temporary basis, including:

- Library Clerk/Specialist – part time, 6 months, 1x
- Collection Specialist – Court - 1x, revenue target – funded outside of General Fund
- Contract Specialist – 1x for two years
- Admin Assistant – Court – 1x – Funded outside of General Fund
- Admin Specialist – Housing – part-time, contract, 1x – Funded outside of General Fund
- Civilian Paramedic – CART/ Fire Department – 1x
- Community & Neighborhood Liaison with NAU – 1x for two years
- Court Administrative Assistant -1x

Economic Development Strategies:

The City of Flagstaff continues to invest in growing the local economy in a diverse manner with positive results indicated through increased wages and revenues. Some investments the City has made and continues to make include the Downtown, the Auto mall, the Southside revitalization, Northern Arizona Center for Entrepreneurship and Technology Incubator and Accelerator, and the newly formed Parking District. As a regional hub in northern Arizona, Flagstaff continues to look at retail development to decrease leakage to the larger metropolitan areas. In addition, the City has a robust tourism industry that continues to outpace both state and nationwide recovery numbers. In addition, the City looks to enhance primary high wage sectors including the bio-sciences, astronomy, advanced manufacturing, health care, and digital products. These efforts have come about through a multi-pronged approach that includes internal change (making it 'easier' to do business within the city) as well as direct assistance that encourages existing and new businesses.

Transportation and Infrastructure:

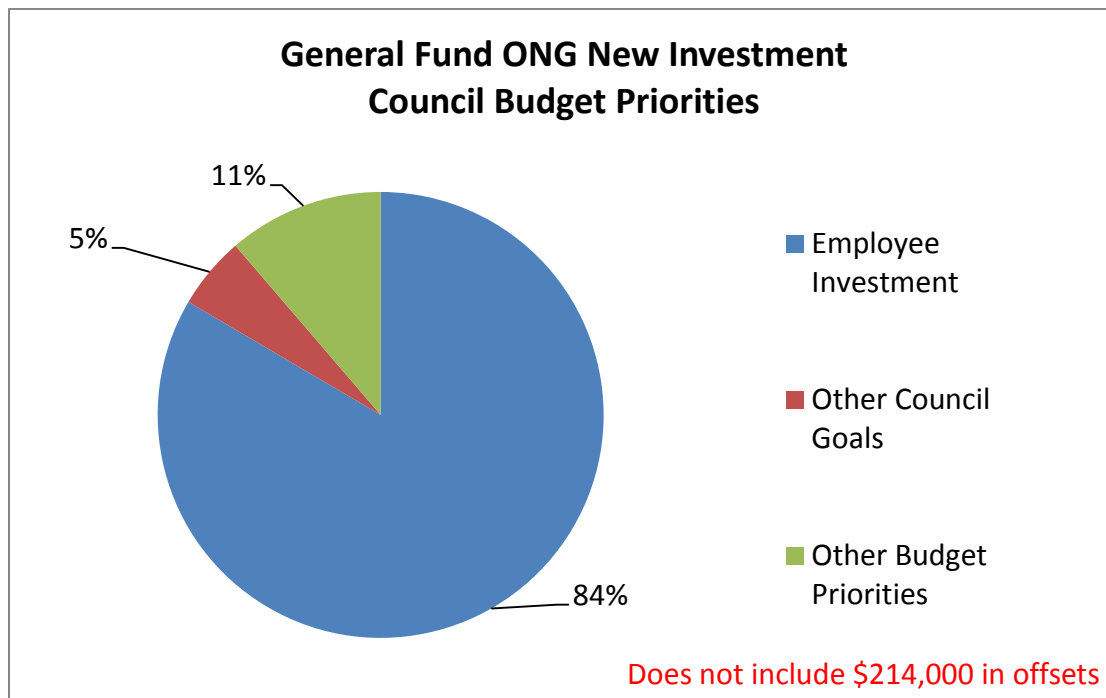
Another residual effect of recessionary budgeting is the adverse impact to transportation and infrastructure. In the past few budget years we have managed to provide additional funding for critical city infrastructure and improvements to transportation which aligns well with council goals. This year's recommended budget continues this investment with approximately \$20 million in capital expenditures, across all funds, for improvements to community assets like the Flagstaff Urban Trails System (FUTS), Flagstaff Pulliam Airport, the landfill, and water/wastewater utilities, just to name a few examples. In addition, there is another \$19.3 million for improvements to streets and transportation infrastructure that is funded through a combination of Highway User Revenue Funds (HURF), Transportation Tax, and Proposition 406 dollars. In the General Fund alone we have identified \$1.5 million in one-time and another \$200,000 in recurring funding for needed repairs and maintenance to many of our city buildings. Other highlights of this recommended budget include \$850,000 to construct the Sunnyside phase 5-D improvements, traffic signal enhancements to help alleviate congestion, and

\$150,000 to begin a catastrophic fund for future Information Technology hardware and software needs.

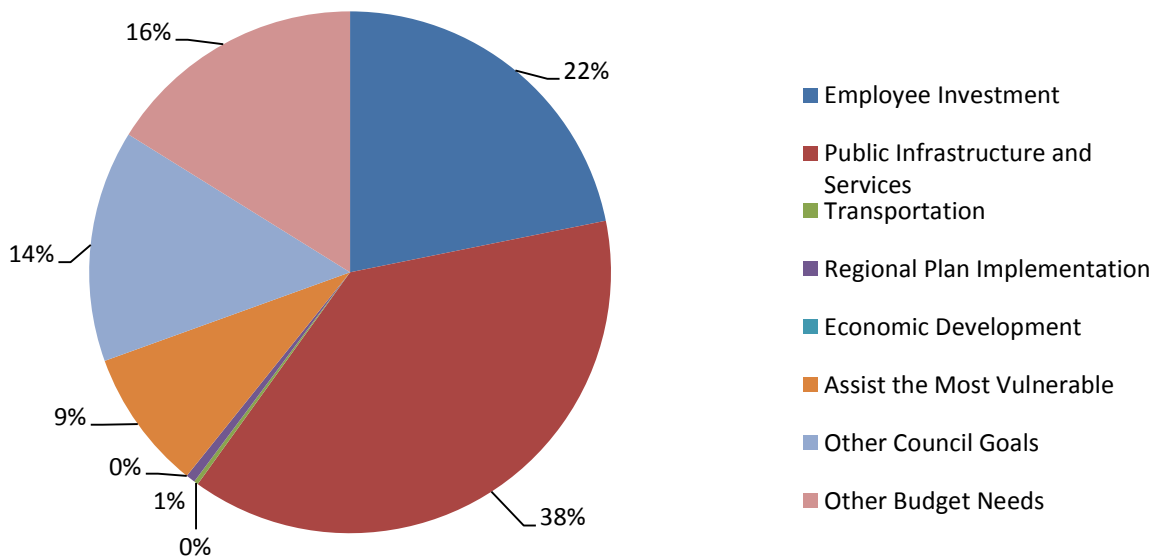
Assist Most Vulnerable Populations:

During our February retreat Council engaged in helping to define who comprises our most vulnerable. The result was a better understanding that this means those in our community who, through, no fault of their own, struggle to live and have consistent access to those basic human needs such as food, shelter, and clothing. We heard from Council that it would like us to consider short and long term solutions and leverage our resources by emphasizing partnerships when possible. Additionally, Council recognized that the high costs associated with housing in our community create an additional burden for those who are already struggling to make ends meet. In support of this council budget priority, we focused our efforts on maintaining current programming and services. During the upcoming retreat Council will have the opportunity to consider expanding programming and services

Summary in General Fund



General Fund - New 1x Investments FY17 Budget



Does not include \$1.4m in offsets

Other Funds

Full 5 Year Plan summaries can be found in budget book.

Summary

The Manager's Recommended Budget for FY2017 presents a financially sustainable plan under which to perform city services and operations in a manner which helps to achieve City Council priorities and goals. My focus with the Budget Team and Leadership for this year's budget was to make sure that we were taking care of our current personnel and responsibly maintaining the infrastructure we already have before adding anything else. I believe that this Recommended Budget reflects that commitment while also situating ourselves to be responsive to those areas where we expect to see increases in demand for city services in the coming year.

Respectfully Submitted,

Josh Copley
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

City Council Goals: 2015 – 2017

Revised December 2015

- 1) Invest in our employees and implement retention and attraction strategies**
 - Bring all City employees up to market pay
 - Invest in training and development in our staff
 - Fund pensions at the minimum recommended contribution levels to assure ongoing plan viability
 - Participate in the evaluation and implementation of a pension plan structure that will provide a secure and sufficient benefit to retirees within a sustainable cost structure for the employer and the employee
- 2) Ensure Flagstaff has a long-term water supply for current and future needs**
 - Identify financing, plan for and construct red gap waterline
 - Secure ROW
 - Review current water rates structure
 - Integrate conservation strategies into all water resource management
 - Expand the use of reclaimed water
- 3) Provide sustainable and equitable public facilities, services, and infrastructure systems in an efficient and effective manner to serve all population areas and demographics**
 - Rio de Flag - Complete 100% plans, LRR and identify financing strategy
 - Construct Core Services Maintenance Facility at McAllister Ranch
 - Explore stadium and arts district
 - Maintain existing infrastructure by investing in ongoing maintenance and operations to get closer to target condition
 - Design, finance and construct Courthouse
 - Enhance library hours
- 4) Develop and implement guiding principles that address public safety service levels through appropriate staffing levels**



City of Flagstaff

City Council Goals: 2015 – 2017

Revised December 2015

- 5) Explore and adopt policies to lower the costs associated with housing to the end user**
 - Understand and support increasing housing availability in conjunction with FHA
 - Facilitate exploration of financing tools and models that meet the needs of affordable rental community
 - Review regulatory documents in regard to the complexity of housing affordability
 - Support creative partnerships around workforce housing
- 6) Provide a well-managed transportation system**
 - Identify financing strategies to support the transportation system
 - Identify specific projects that will help relieve traffic congestion
 - Consider geographic/behavioral/social solutions that will help relieve traffic congestion
 - Support partnerships and explore solutions that will help relieve traffic congestion
- 7) Continue to implement the Flagstaff Regional Plan and focus efforts on specific plans**
 - Identify and address gaps in Regional Plan
 - Identify priorities for specific plans
- 8) Improve effectiveness of notification, communication, and engagement with residents, neighborhoods and businesses and about City services, programs, policies, projects and developments**
 - Review what, when and how Council and public are notified about development projects
 - Identify opportunities for collaborative outreach among Council members and key community stakeholders
- 9) Improve the economic quality of life for Flagstaff through economic diversification, and by fostering jobs and programs that grow wages and revenues.**
- 10) Support and assist the most vulnerable**
 - Focus on comprehensive economic and social support systems
 - Provide direct assistance through service contracts for social services
 - Assist and decrease the number of and assist the working poor
- 11) Ensure that we are as prepared as possible for extreme weather events**
 - Present resiliency and preparedness goals to Council

BUDGET OVERVIEW

The City of Flagstaff FY 2017 Financial Plan presents a fiscally sound and balanced budget that maintains the integrity of the City's financial condition while still meeting the service level demands of a community that expects quality services. The Financial Plan balances not only financially, but also equally as important, balances the allocation of resources among operating requirements, capital needs, debt burden, and strong reserves for future needs and contingencies.

This section briefly describes the 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 2017; *Debt Structure*; and the *Fund Balances*, which are the operating framework of the Financial Plan.

FINANCIAL RESOURCES AVAILABLE

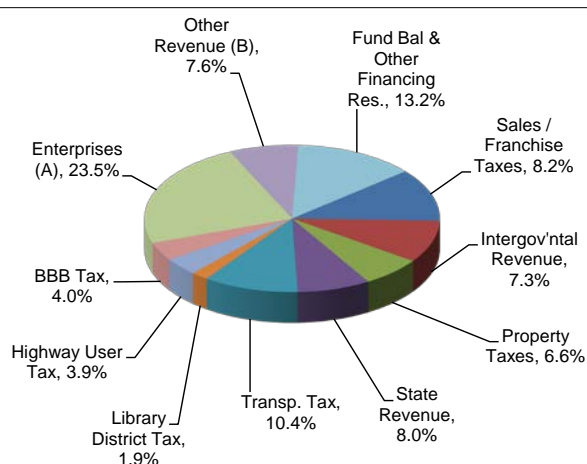
Sales/Franchise Taxes	\$	21,183,310	11.6%
Intergovernmental Revenue		17,047,599	9.3%
Property Taxes		12,078,771	6.6%
State Revenue		14,673,071	8.0%
Transportation Tax		18,912,924	10.4%
Library District Tax		3,430,820	1.9%
Highway User Tax		7,149,600	3.9%
BBB Tax		7,373,000	4.0%
Enterprises (A)		42,834,735	23.5%
Other Revenue (B)		13,899,336	7.6%
Fund Bal & Other Financing Res.		24,068,958	13.2%
	\$	<u>182,652,124</u>	<u>100.0%</u>

(A) Enterprises:

Water	\$	16,617,852
Wastewater		9,296,386
Airport		1,801,965
Solid Waste		11,581,437
Environmental Management		993,288
Stormwater Utility		1,514,807
Flagstaff Housing Authority		1,029,000
	\$	<u>42,834,735</u>

(B) Other Revenue:

Licenses and Permits	\$	1,921,680
Vehicle License Tax		2,788,408
Charges for Services		2,967,950
Fines and Forfeits		1,298,980
Interest on Investments		772,434
Misc Revenue		4,149,884
	\$	<u>13,899,336</u>



"WHERE THE MONEY COMES FROM"

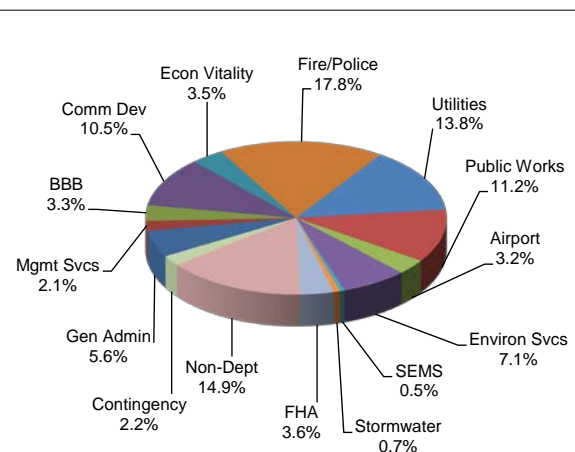
\$182,652,124

TOTAL APPROPRIATIONS

General Administration	\$	10,157,845	5.6%
Management Services		3,748,504	2.1%
BBB (A)		5,985,001	3.3%
Community Development		19,252,437	10.5%
Economic Vitality		6,347,955	3.5%
Fire/Police		32,477,301	17.8%
Utilities		25,160,051	13.8%
Public Works		20,376,243	11.2%
Airport		5,833,020	3.2%
Solid Waste		12,886,577	7.1%
SEMS		938,824	0.5%
Stormwater		1,286,908	0.7%
Flagstaff Housing Authority		6,636,386	3.6%
Non Departmental		27,161,714	14.9%
Reserves/Contingencies		4,403,358	2.2%
	\$	<u>182,652,124</u>	<u>100.0%</u>

(A) BBB Tax Funds:

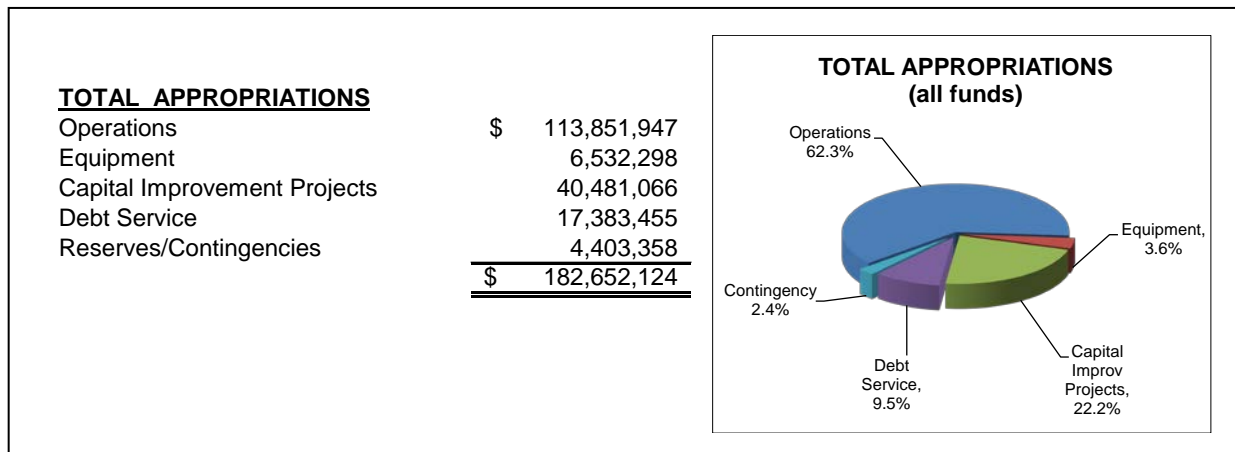
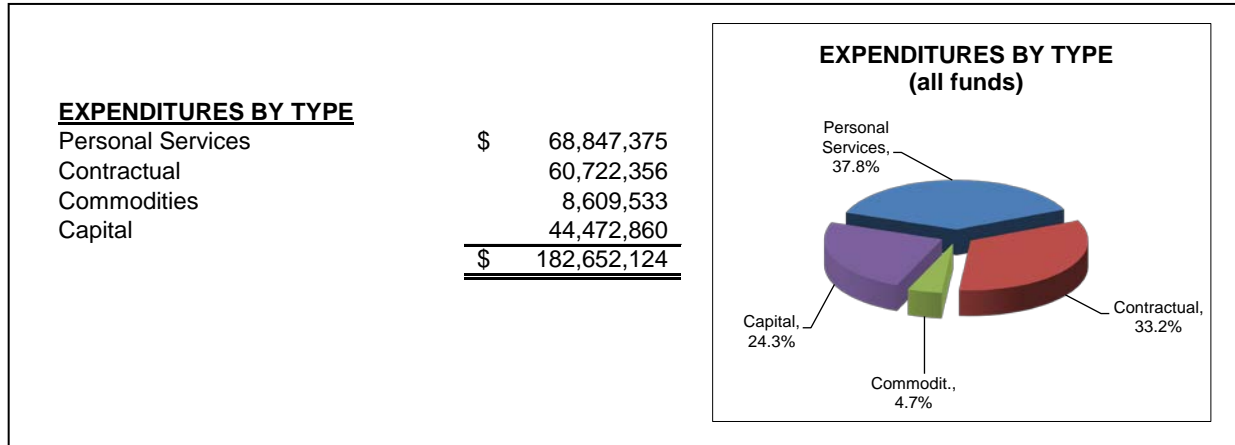
Beautification	\$	1,339,408
Tourism		2,165,077
Economic Development		1,220,926
Arts and Science		570,140
Recreation-BBB		689,450
	\$	<u>5,985,001</u>



"WHERE THE MONEY GOES TO"

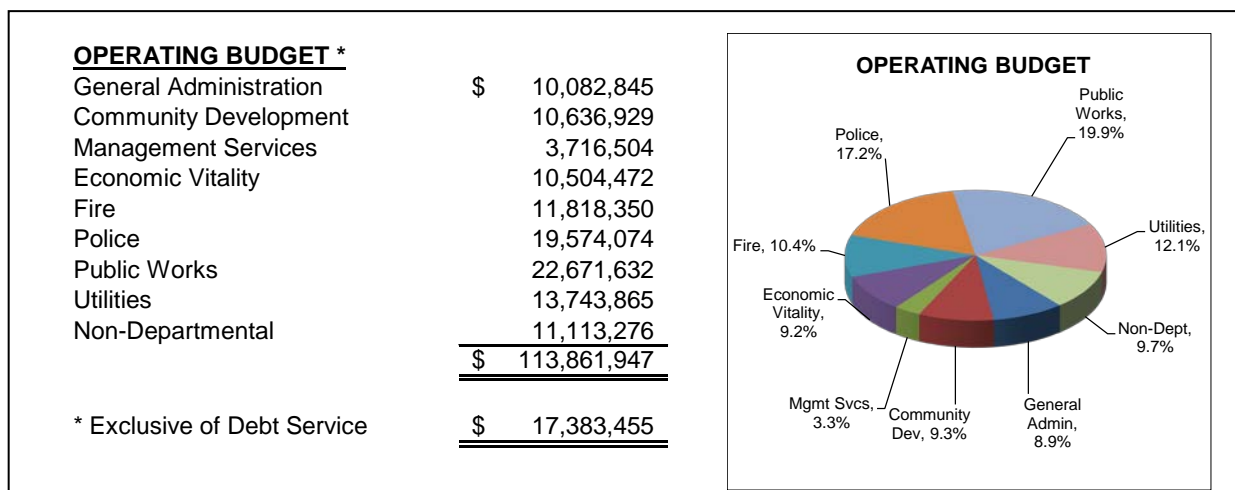
\$182,652,124

The following graphs depict the major classifications of appropriation for the total FY 2017 budget and expenditures by major types.



OPERATING EXPENDITURES BY DIVISION

City operations include the traditional municipal services that 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.



General Administration activities comprise 8.9% of the budget (\$10.1 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 9.3% of the operating budget (\$10.6 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 3.3% of the operating budget (\$3.7 million). The division encompasses those activities that provide administrative support and services including financial services, budgeting, purchasing, customer service, grants management and sales tax.

Fire Department services comprise 10.4% of the operating budget (\$11.8 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 17.2% of the operating budget (\$19.6 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 19.9% of the operating budget (\$22.7 million) and excluding the debt service requirements for streets (\$675,000). The services provided include: recreation services, solid waste operations, environmental management services, sustainability, maintenance of all public facilities and public infrastructure including streets, parks, and fleet services.

Economic Vitality activities comprise 9.2% of the operating budget (\$10.5 million) excluding debt service requirements for Airport (\$260,000) and Business Incubator (\$260,000) and Parking District (\$90,000). The division includes the following sections: Community Investment, Tourism and Visitor Center, Airport, Arts and Science, Urban Design, Streetscape, Parking District and Economic Development. In addition, the division includes the operations of the City/County public library system.

Utilities comprise 12.1% of the operating budget (\$13.7 million), excluding \$4.1 million debt service requirements. There is one administrative section responsible for management of water, wastewater, reclaimed water, and stormwater activities. Five operating sections within water operations and three sections within wastewater operations provide services that promote a clean and healthy community by providing a safe water supply and proper waste disposal. There is also one section for Reclaimed Water. 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 9.7% of the budget (\$11.1 million) exclusive of \$11.9 million debt service. The Council and Commission, Transit, Special Assessment, 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 which were provided by recommendations from 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 2016 Accomplishments, FY 2017 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 2015*, the *Estimated Actual for FY 2016*, and the *Adopted Budget for FY 2016 and FY 2017*. 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

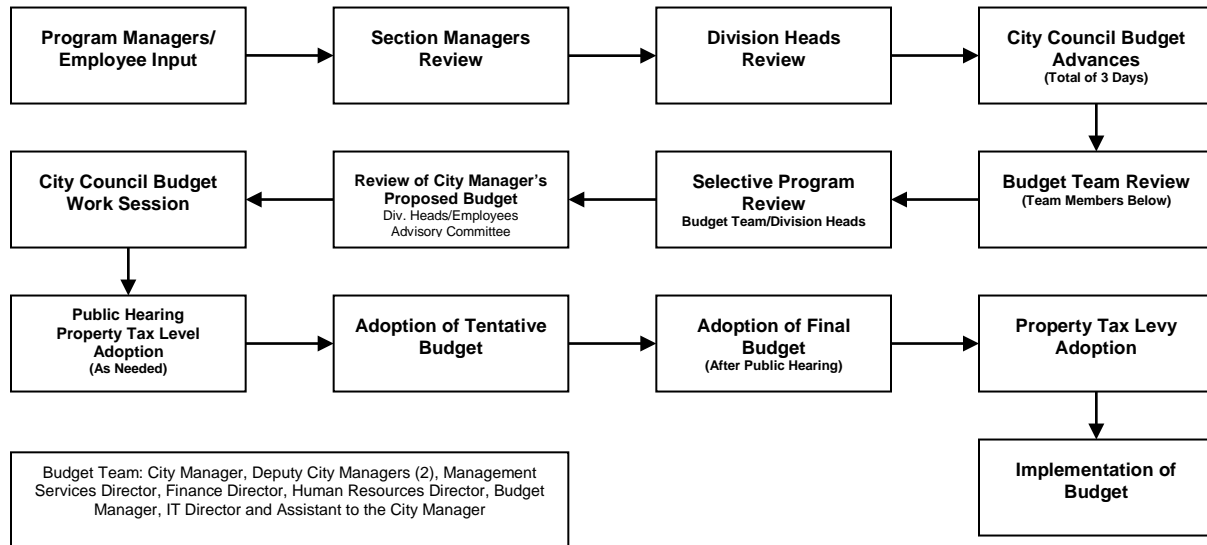
FUND TYPE	FUND	DIVISION	SECTION
GOVERNMENTAL	(All Modified Accrual Accounting)		
GENERAL	General *	City Manager	City Manager
		Human Resources	Human Resources
		Risk Management	Risk Management
		Information Technology	Information Technology
		City Attorney	Legal
		Municipal Court	Municipal Court
		Management Services	Management Services Revenue Purchasing Finance
		Community Development	Community Development Admin Capital Management Planning and Development Engineering Housing
		Fire	Fire Operations Fire Grants
		Police	Police Operations Police Grants
		Public Works	Public Works Administration Parks Fleet Services Cemetery Facilities Maintenance USGS Campus Recreation Services
		Economic Vitality	Community Investment
		Non-Departmental	Council and Commissions Real Estate Proceeds Non-Departmental
SPECIAL REVENUE	Library	Economic Vitality	Library City Direct Library County Direct Library Grants & County Wide Projects
	Highway User Revenue *	Public Works	Street Maintenance Transportation Construction Street Construction
	Transportation *	Community Development	4th Street Overpass Street Improvements Safety Improvements
		Non-Departmental	NAIPTA-Transit Transportation
	Flagstaff Urban Trail System	Community Development	Flagstaff Urban Trail System
	BBB-Beautification	Economic Vitality	Beautification Beautification-Capital Improvements
	BBB-Economic Development	Economic Vitality	Economic Development
	BBB-Tourism	Economic Vitality	Tourism Visitor Services
	BBB-Arts & Science	Economic Vitality	Arts and Science
	BBB-Recreation	Public Works	BBB-Recreation Projects
	Parking District	Economic Vitality	Parking District
	Housing and Community Service	Community Development	Community Housing Services Community Housing Grants Community Development Block Grants
	Metropolitan Planning Organization	Community Development	Flagstaff MPO
	EDA Revolving Loan - Econ. Dev.	Economic Vitality	EDA Revolving Loan

RELATIONSHIP BETWEEN FUNDS, DIVISIONS, AND SECTIONS			
FUND TYPE	FUND	DIVISION	SECTION
GOVERNMENTAL (All Modified Accrual Accounting)			
DEBT SERVICE	G.O. Bond Fund	Non-Departmental	Debt Service
	Secondary Property Tax	Non-Departmental	Debt Service
	Special Assessment *	Non-Departmental	Debt Service
PERMANENT	Perpetual Care	Non-Departmental	Perpetual Care
CAPITAL PROJECTS	G.O. Capital Projects Fund	Non-Departmental	General Fund Capital Projects Core Services Facility Flagstaff Watershed Protection
	MFC Bond Capital Project Fund	Non-Departmental	MFC Bond Capital Projects Capital Project Court Facility
PROPRIETARY (All Modified Accrual Accounting)			
ENTERPRISE	Utilities *	Utilities	Utilities Administration Water Production Water Distribution Water Resource Management Utilities Engineering Services Regulatory Compliance Wastewater Treatment - Wildcat Plant Wastewater Treatment - Rio Plant Wastewater Collection Reclaimed Water Water Capital Wastewater Capital Improvements Reclaimed Capital Stormwater Capital Improv-Rio De Flag Stormwater Utility
	Airport *	Economic Vitality	Airport Operations Airport Capital Projects
	Solid Waste*	Public Works	Solid Waste-Landfill Solid Waste-Collections Solid Waste-Capital Improvements
	Sustainability & Environ. Mgmt. *	Public Works	Sustainability Environmental Management
	Flagstaff Housing Authority	Community Development	Flagstaff Housing Authority

* Major Funds based on the FY 2015 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 2017.
- The *Capital Improvement Plan* (CIP) for FY 2017 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 8-9	Fall Council Budget Advances
December 16	Budget Module available to all Divisions
January 12	Capital improvement and equipment requests reviewed by Capital Improvements and Purchasing
N/A FY-17	Mini Budget Council Budget Advances
February 11 & 16	Winter Council Budget Advances
February 29 to March 11	Review with Division Directors and the Budget Team
April 26 - 27	Council Study Sessions Proposed Budget available (Operating & Capital) to public
June 7	Tentative budget hearing (public) and Tentative budget adoption
June 21	Final budget hearing and Final budget adoption
July 5	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 21, 2016. 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, & Beverage Tax. Flagstaff is not a Home Rule city. Alternative [Home Rule] Expenditure Control municipalities require voter approval every four years.

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

The Adopted Budget reflects the total funds appropriated (\$182,652,124). Certain exclusions are allowed by the state [e.g., bond proceeds, debt service, grants] in computing the Expenditure Limitation (\$145,156,751), 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 continues to see improvements in the economy. We have seen small improvements each year since FY 2010 in our local and state shared sales tax revenues. The economic analysts for our local and state region estimate there will be continued growth in the local economy over the next few years.

The City collects three different sales taxes. The first is a 1% tax on all general sales, except for food. This is a general purpose tax that benefits the General Fund. The City of Flagstaff is the only city left in the State of Arizona that has a sunset clause on the general sales tax. This tax must go before the voters every ten years to be validated. Voters approved an extension of the tax in May 2010. This tax expires in 2024. From FY 2016 budget to FY 2017 budget, we anticipate an 8.8% increase.

The second sales tax is a 1.051% sales tax on the same types of general sales; however, the tax is restricted in use to certain transportation projects. The previous rate was 0.721% but voters approved 0.33% increase in November 2014 with an effective date of January 1, 2015. A majority of 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 2015. Revenue in this category is expected to increase approximately \$600,000 over budgeted revenues. This tax must go before the voters every fifteen years to be validated. Voters approved an extension of the tax in May 2010. This tax 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 City estimates that FY 2017 state shared revenues will be approximately \$160,000 higher than budgeted.

Highway User Revenue (gas tax) funds are projected to end above the FY 2016 budget. For FY 2017, the City anticipates that the State will continue to redirect the revenues to fund the Department of Public Safety. However, the State Budget approved to continue the additional \$30M of HURF Revenues to be allocated to Cities and Counties. The City share is estimated at \$300,000. 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. These revenue continue to grow with fuel prices low and a steadily growing economy.

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 two percent rate decrease from \$0.8234 to \$0.8120 per \$100 of assessed value to comply with council direction. On average, property owners should see no increase in the city primary property tax. The City has the capacity to increase property tax levies by 10% due to keeping levies flat the past five years.

In December 2015, Divisions were asked to provide a list of their top budget priorities. At the December retreat, based on the information provided by Divisions, Council was asked to identify budget priorities FY 2017. Council concluded that the priorities for the FY 2017 budget include: economic growth and development strategies, employee compensation and investment, infrastructure, support and assist the most vulnerable members of the population, regional plan implementation and transportation.

At a follow up Council Budget Advance in February, staff provided updated revenue and expenditure projections with focus on opportunities and strategies to advance the council budget priorities previously listed above. In addition, Council provides direction on potential increased revenue opportunities.

Following the February advance, 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 budget priorities and goals. Based on this information, the FY 2017 proposed budget includes a 3 year plan to transition market based pay for all employees, several new positions relate to capacity needs, needed infrastructure, economic development funding, services to support the most vulnerable members of the population 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 in all Departments.

Efforts to Control Expenditures – The Fleet Management Committee reviewed all equipment replacement requests and prioritized 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 other 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 2017 is estimated at \$15.1 million in the General Fund. A general fund balance equal to 15% of general fund ongoing revenues has been the City's 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 27% at the end of FY 2017.

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 2017 budget anticipates using excess fund balance from the completion of FY 2015 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 Mission Statement and the Council Goals adopted reflects the environment on which all decisions will be made. The Mission Statement and the Council Goals and Highlights of budget Investments that Advance Council Goals can be found in this document following the City Manager Transmittal Letter.

The budget review process includes:

- *Estimated Actual Expenditures FY 2016.* Sections were asked to review their actual expenses and provide information on major variances expected compared to budget. Capital and other one-time expenditures were also reduced in the year end estimated and applied to the FY 2017 budget as a carryover item.
- *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

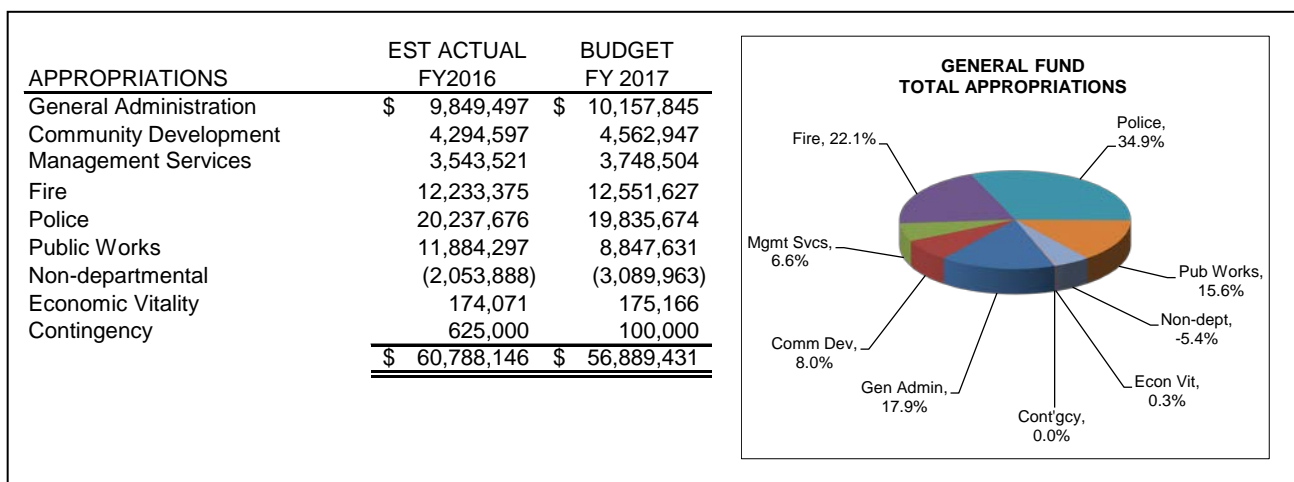
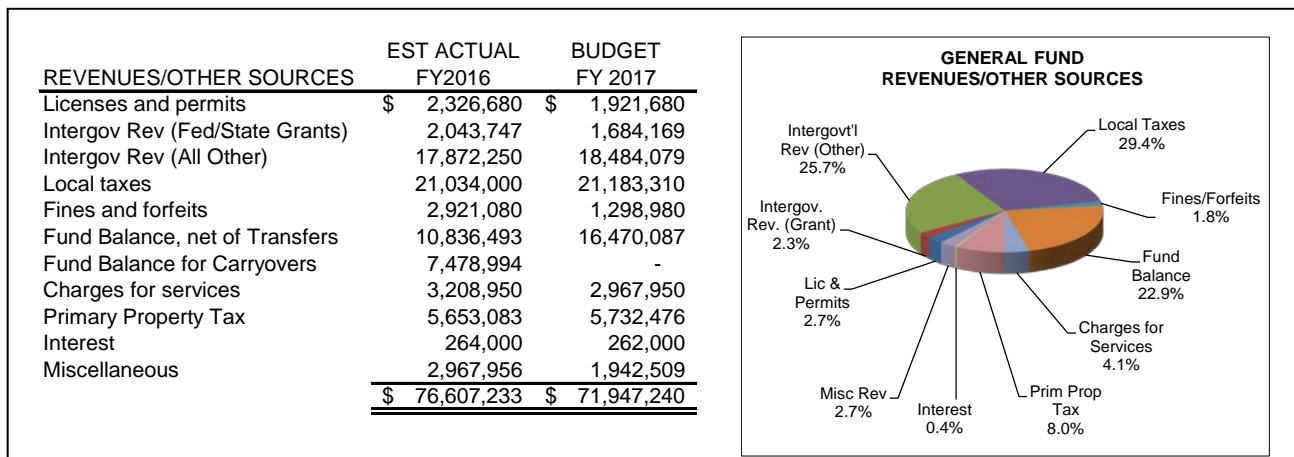
The General Fund includes all City operations, except enterprise activities which are to be self-sustaining, e.g., Utilities, Solid Waste, Environmental Management, the Airport, Stormwater; and activities funded from a special revenue source dedicated to that activity. These include the BBB Tax funds, 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 2017 are \$71.9 million including the estimated beginning fund balance of \$15.8 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 6.1%. As the economy shows signs of recovery, the revenues are remaining relatively flat or show slight increases, a dramatic positive shift from the prior three fiscal years. The fund balance decrease is due to the anticipated completion of several large capital projects.

General Fund total appropriations compared to year-end estimates have decreased by 6.4%. 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.

The financial position of the General Fund remains balanced.



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.

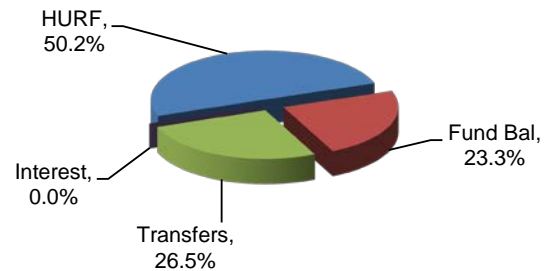
HURF revenues have seen steady growth over the past 5 years as fuel price fall and the economy experiences slow continuous growth.

Appropriations total \$13.0 million in FY 2017 and major projects budgeted include the annual pavement maintenance program at \$2.1 million, Clay Avenue Traffic Calming, 4th Street Bridge over I-40 Design, Industrial Drive Improvement and Butler Adaptive Signal Controls.

REVENUES/OTHER RESOURCES

HURF	\$ 7,149,600
Fund Balance	3,315,381
Transfers (net)	3,776,073
Interest	6,000
	<u><u>\$ 14,247,054</u></u>

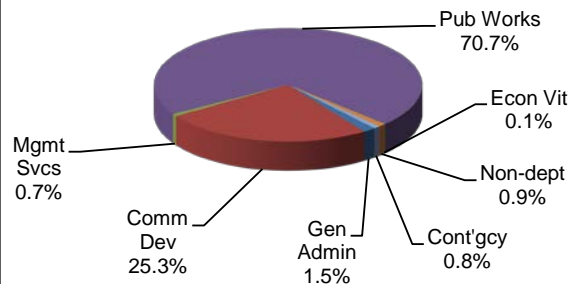
STREET REVENUES/OTHER RESOURCES



APPROPRIATIONS

General Administration	\$ 197,820
Community Development	3,289,807
Management Services	86,123
Public Works	9,182,495
Economic Vitality	17,838
Non-departmental	121,777
Contingency	100,000
	<u><u>\$ 12,995,860</u></u>

STREET TOTAL APPROPRIATIONS



TRANSPORTATION FUND

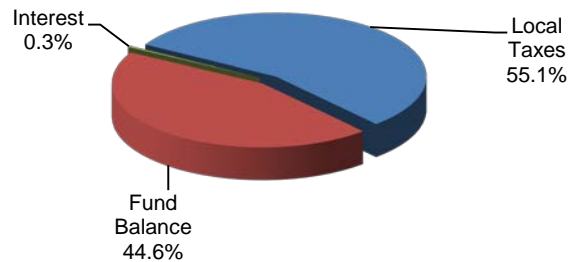
The Transportation Fund was formed in FY 2001 as a result of voter authorization on May 16, 2000 to increase sales taxes to support four transportation issues. The tax increase is valid for twenty years. In FY 2015, voters approved an additional transportation tax for road repair and street safety which is valid through 2035. The sales tax revenue collected for transportation is recorded in this fund. The expenditures related to Transit and 4th Street Overpass and Road Repair and Street Safety 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 2017 Revenues
4th Street Overpass	\$ 2,879,227
Road Repair & Street Safety	5,938,406
Safe-to-School, Pedestrian and Bike	1,439,614
Traffic Flow and Safety Improvements	3,347,102
Transit Service Enhancements	5,308,575
Totals	<u>\$ 18,912,924</u>

REVENUES/OTHER RESOURCES

Local Taxes	\$ 18,912,924
Fund Balance	15,326,275
Interest	99,000
	<u>\$ 34,338,199</u>

TRANSPORTATION REVENUES/OTHER RESOURCES

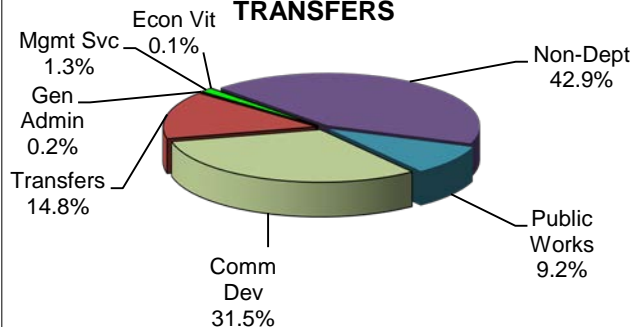


Appropriations total \$23.1 million in FY 2017. Appropriations are comprised of \$6.6 million for transit operations, \$3.0 million for debt service and \$11.1 million for road repair and street safety projects. Transfers include \$3.5 million to the HURF Fund for Safety and Street Improvements and \$550,000 to fund FUTS projects. The tax rate for transportation is 1.051%.

APPROPRIATIONS/TRANSFERS

General Administration	\$ 58,900
Management Services	339,102
Economic Vitality	3,188
Non-Departmental	11,636,402
Public Works	2,500,000
Community Development	8,543,800
Transfers (net)	4,033,439
	<u>\$ 27,114,831</u>

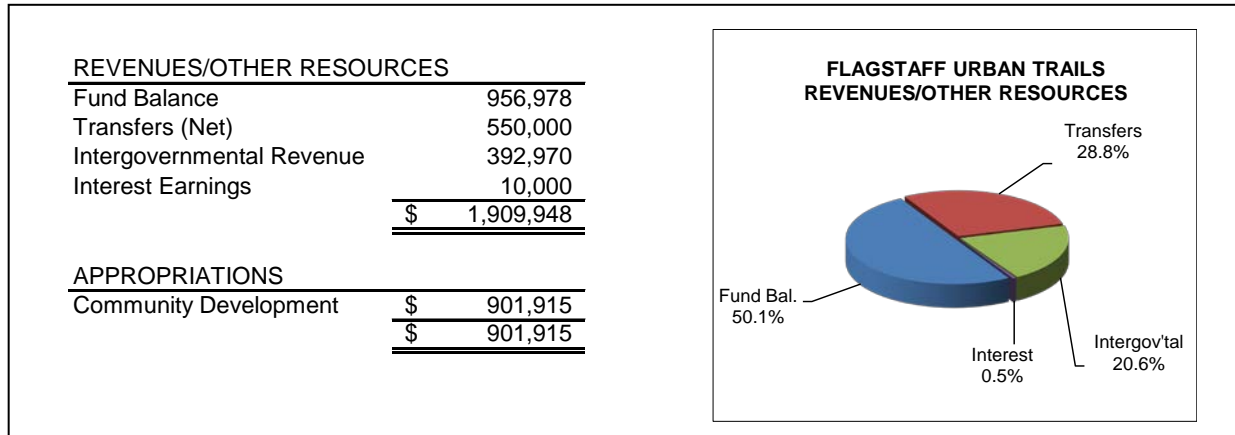
TRANSPORTATION TOTAL APPROPRIATIONS/ TRANSFERS



FLAGSTAFF URBAN TRAIL FUND

Total resources available for FUTS activities are approximately \$1.9 million. Approximately \$550,000 comes from the Safety Improvement Tax and approximately \$390,000 comes from an ADOT grant to help fund the BNSF-Florence/Walnut Underpass.

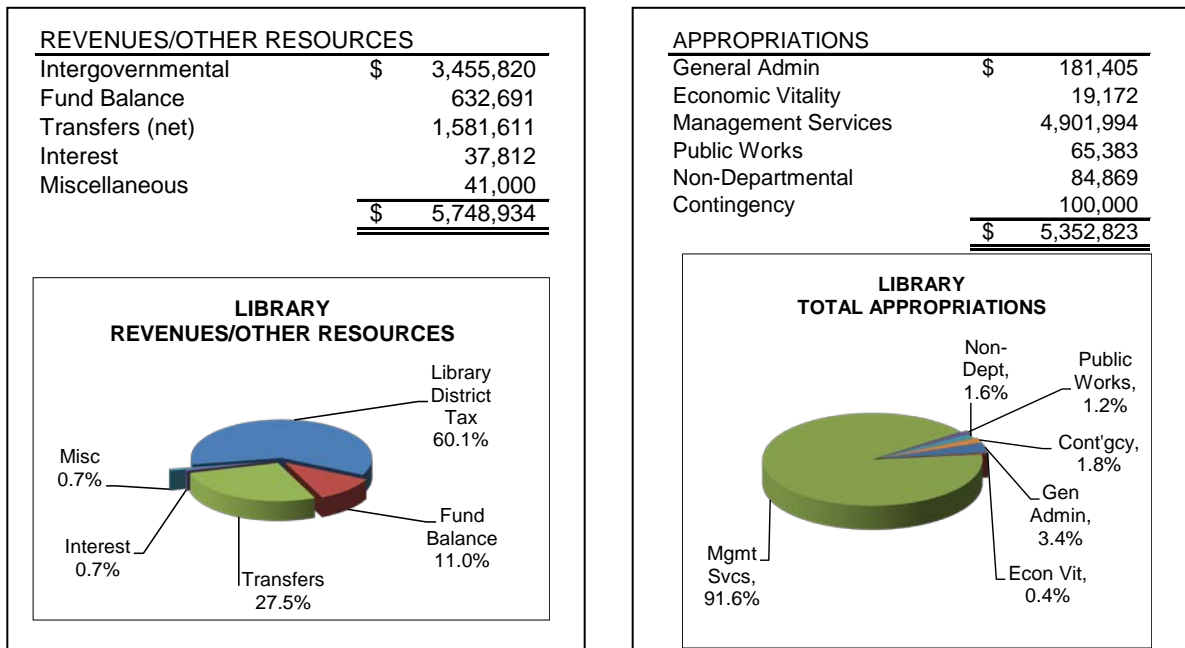
Expenditures from this fund are primarily capital improvement projects. Some major projects are the Sheep Crossing Trail, Signage Programs, Switzer Canyon Trail, and BNSF Walnut Florence Underpass. (A full project listing is located in the CIP Section).



LIBRARY FUND

The City operates a joint City-County Public Library with auxiliary programs in outlying county locations along with bookmobile services. \$2.3 million of the funding for library operations comes from the library district tax; \$1.0 million is a pass-through to district libraries. \$1.6 million of the library funding is a transfer from General Fund to further support the Flagstaff libraries.

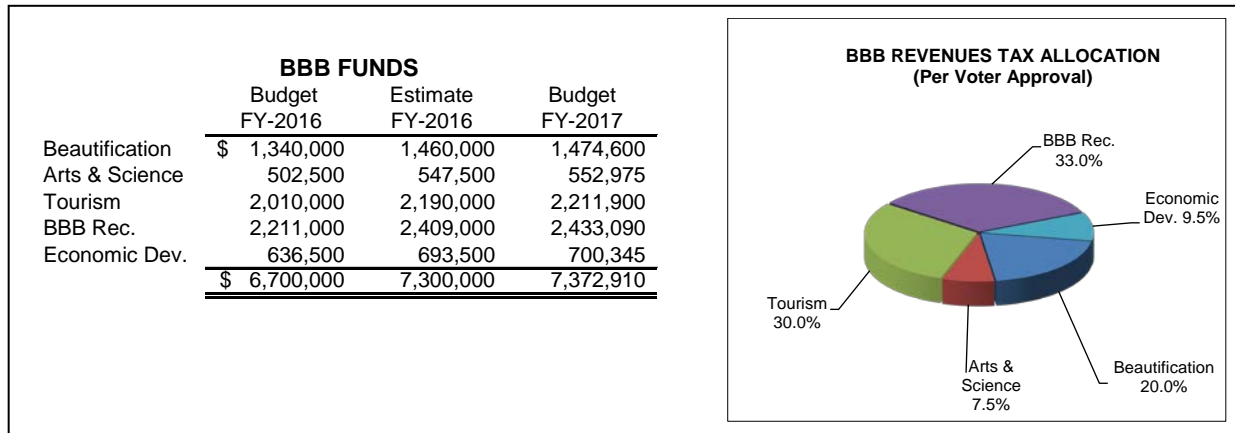
In July 2014, the County, related to district libraries, developed a new funding formula for the distribution of the tax. The formula provides a base amount for all entities. Any adjustments to this base are directed by the Library Council with affirmation by the County Board of Supervisors.



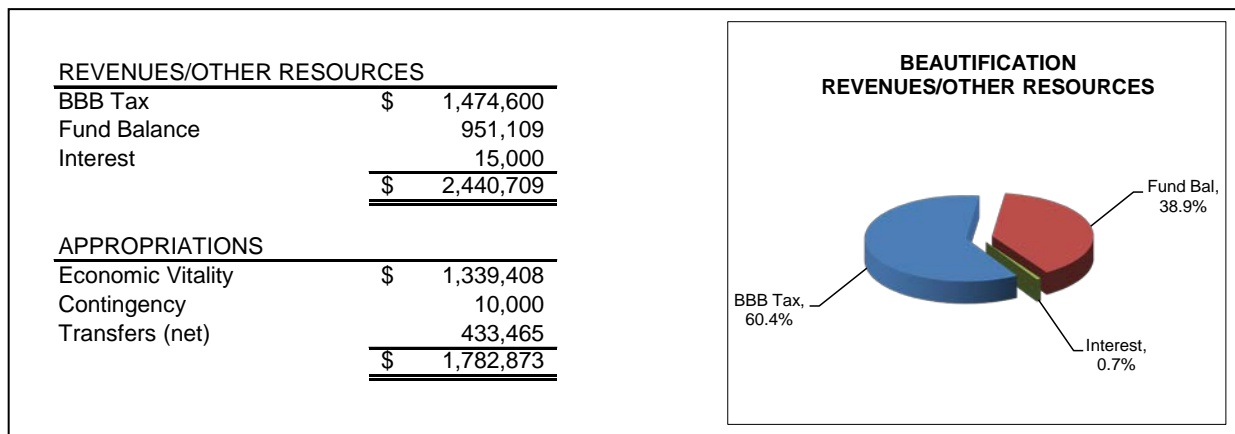
BBB FUNDS

A dedicated 2% Bed, Board and Beverage sales tax collected on the services provided by lodging, restaurants and bars, was approved by voters in 1988 with a 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: Recreation 33%; Economic Development 9.5%; Beautification 20%; Arts and Science 7.5%; Tourism 30%.

Revenue for FY 2017 is projected to be flat over FY 2016 estimated receipts. 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.

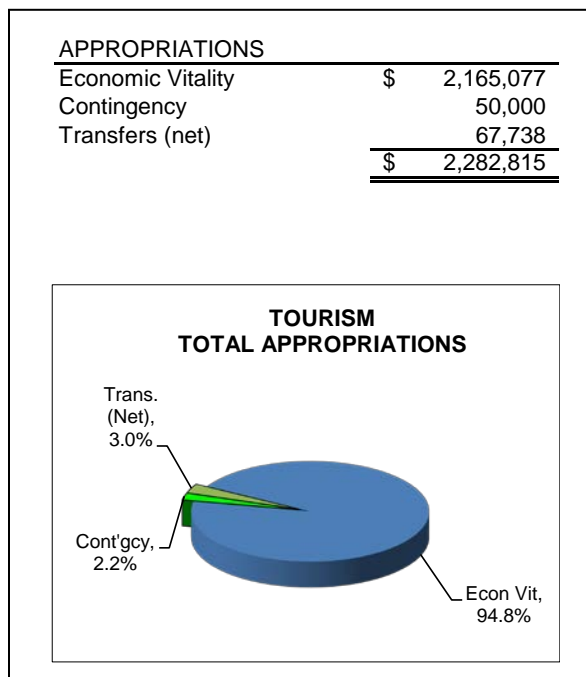
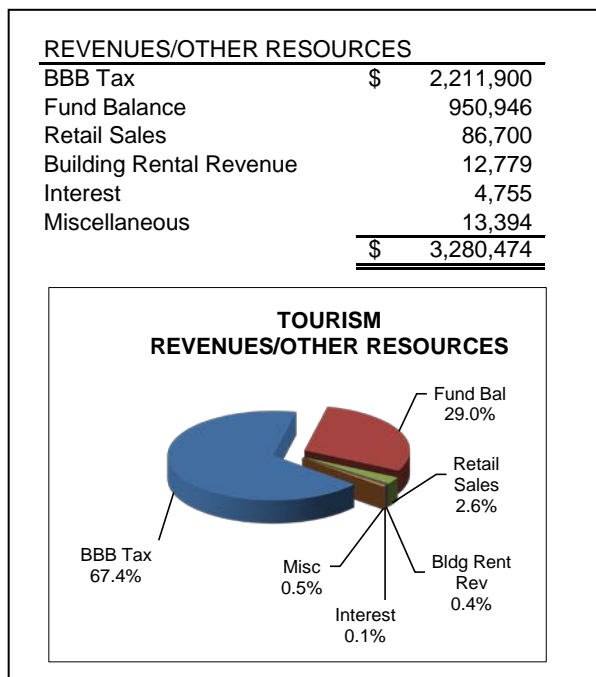


Beautification Fund: Total resources available for Beautification Fund activities amount to \$2.4 million. Expenditures from this fund are primarily for Beautification operations and capital improvements in Streetscape projects. Some major projects include the US 89 Medians – Fanning to Marketplace, Downtown, Non-Gateway, and Buffalo Park Parking Improvements. There is a \$433,465 transfer to the General Fund primarily for maintenance of Streetscapes. (A full project listing is located in the CIP Section.)

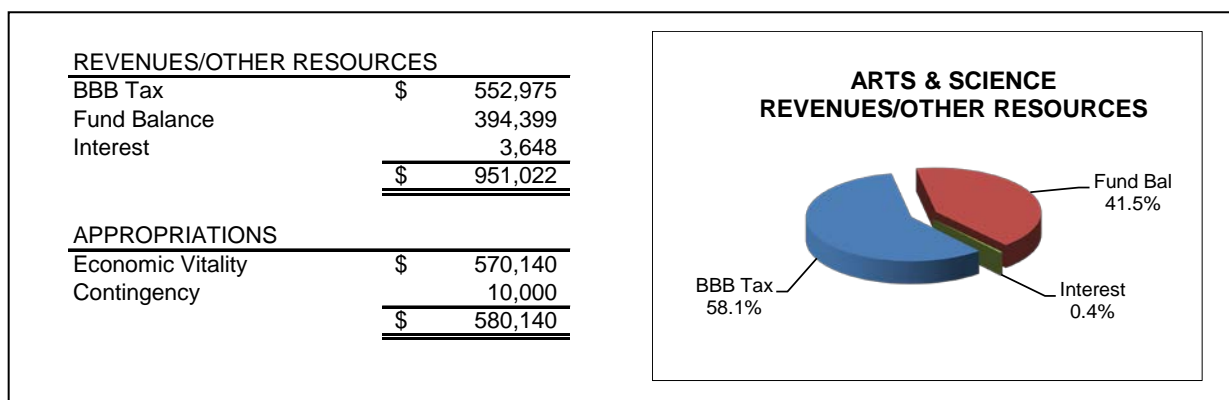


Tourism Fund: Total resources available in FY 2017 are \$3.3 million, of which an estimated \$2.2 million is from the BBB tax. The total appropriations are approximately \$2.3 million, which includes \$1.7 million for Tourism. Tourism includes General Administration, Marketing, Sales, Public Relations and the Film Office. The Visitors Center programs account for \$477,000.

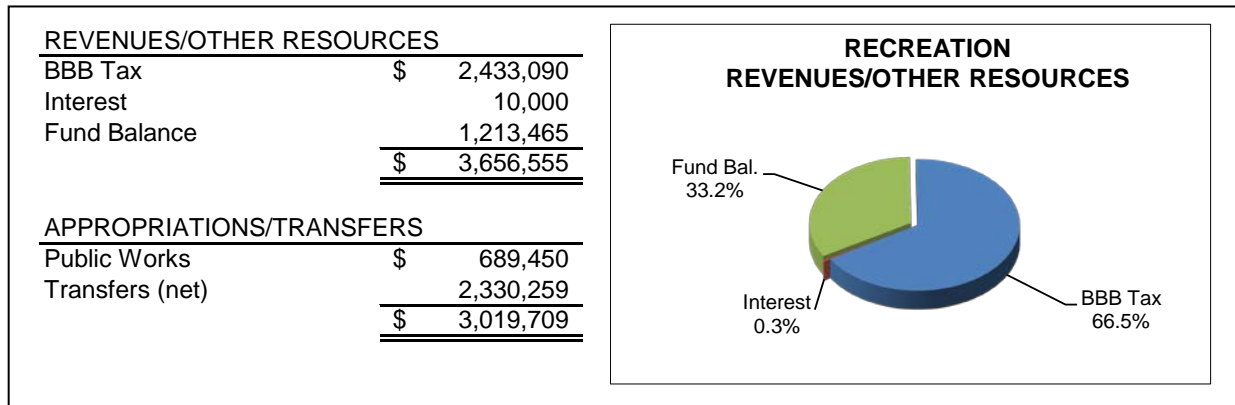
Included in the budget for Tourism is a strategic plan intended to provide guidance in determining markets, promotion directed at these markets, and measurement tools. The Visitor Center programs include the Visitor Center (including the gift shop) and Train Station Operations.



Arts & Science Fund: Total resources available for Arts & Science activities are approximately \$951,000, including estimated revenues from the BBB tax of \$553,000. Expenditures include: Public Art for \$105,000, Service Partner Contracts (\$420,000) and the Science Foundation (\$25,000).

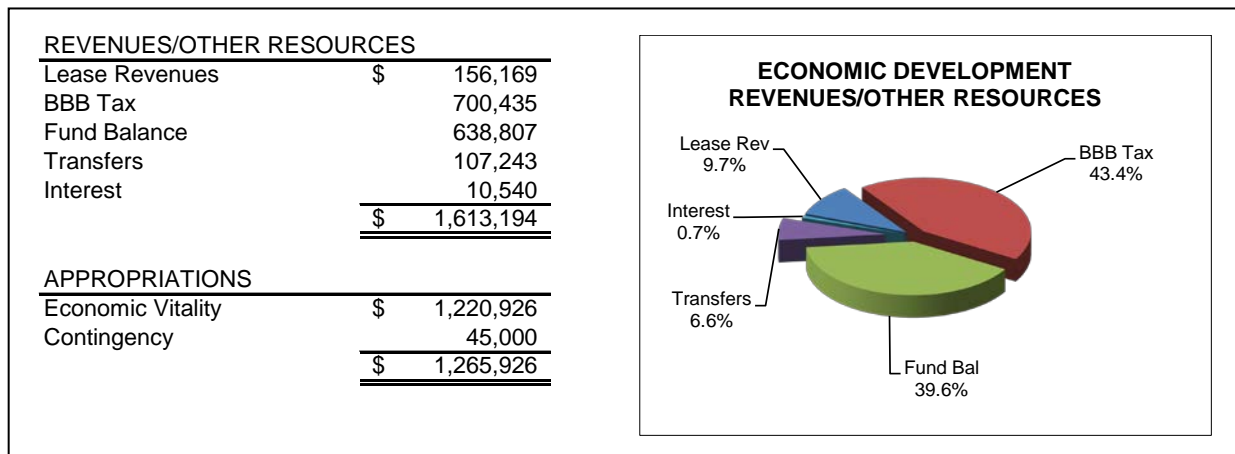


Recreation Fund: There are appropriations in the amount of \$689,450 in FY 2017 for Recreation Fund activities and projects. Expenditures in this fund are capital in nature and this fiscal year are for Thorpe Park adaptive playground and surfacing, pavement preservation at various recreation facilities, the addition of a storage area at the Hal Jensen Recreation Center, pool entrance sliding doors at the Aquaplex, repairs to Jay Lively Ice Arena roof and locker rooms, and Wheeler Park improvements. 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 five years, the City Council has re-examined the use of these funds and in FY17 directs \$878,000 to fund recreational programming and \$1.5 million to fund FUTS Maintenance and BBB Recreation Fields operation, and maintenance. These are funded via a transfer to the General Fund.



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.

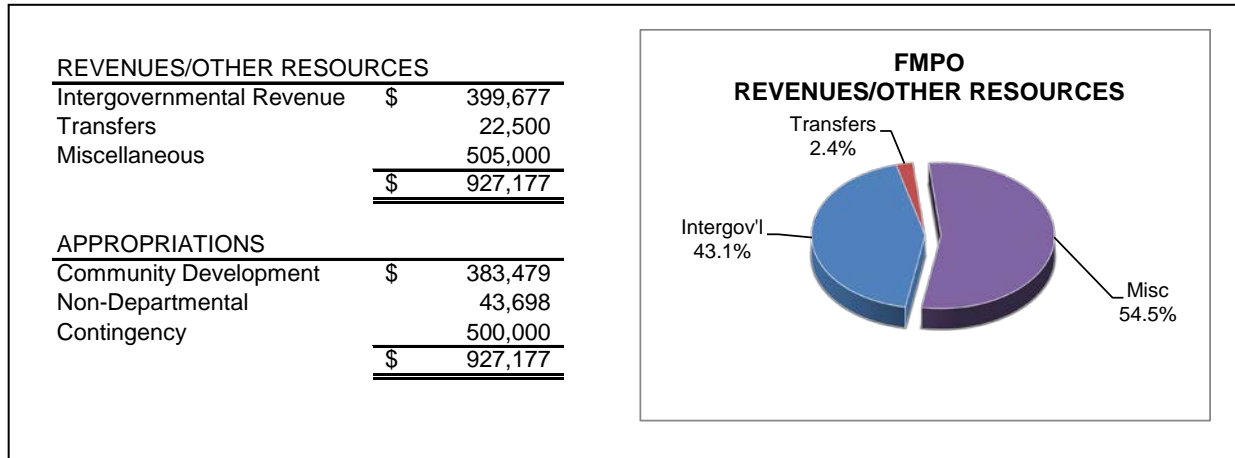
The City will continue to seek targeted industries to relocate to the community. Those industries will be complementary to existing businesses or will be supportive of community goals. Total resources allocated to this effort are \$1.6 million, of which \$700,000 is from the BBB dedicated tax for economic development, lease revenue of \$156,000, and a general fund net transfer of \$107,243 to support debt service.



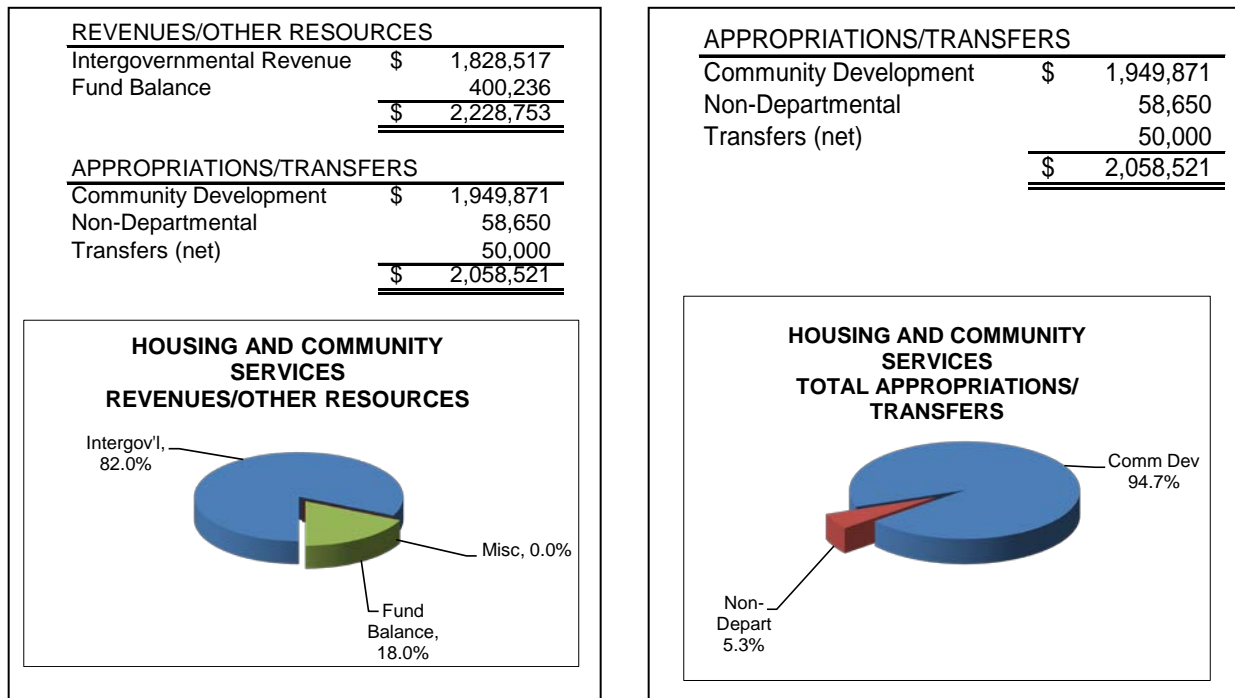
OTHER FUNDS

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

The City has appropriated \$927,000 for this program for FY 2017. This includes operating funds for transportation and transit planning.



Housing and Community Services Fund: This fund finances activities in conjunction with the CDBG program and affordable housing activities. There is \$2.0 million appropriated to this activity for FY 2016. Expenditures in this fund include \$780,000 in State Housing grants, \$700,000 in CDBG grant activities, and \$350,000 in County grants.



EDA Revolving Loan Fund: 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.

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.

Parking District Fund: FY2017 is the first year for the Parking District Fund. City Ordinance 2016-05 was approved by City Council and created a special revenue fund for revenue generated by the implementation of the Comprehensive Parking Management Program. 20% of the revenue generated by this fund is reserved for acquisition and development of new public parking spaces in the downtown area.

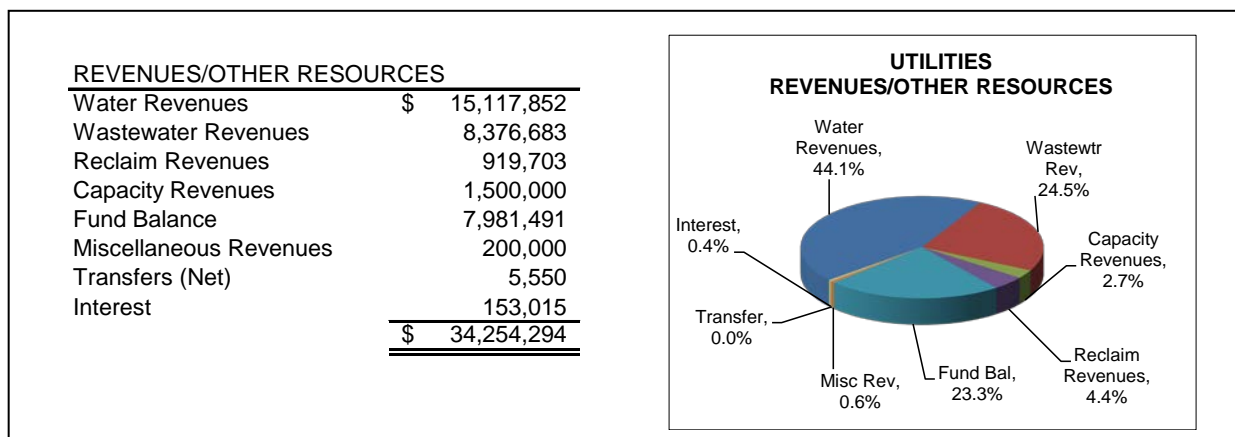
The revenue and other resources for FY 2017 include \$557,000 in parking revenues, \$880,000 in capital lease proceeds and transfer from the General Fund of \$385,000 for start up cash flow needs for the fund. Total appropriation for the fund is \$1.5 million which includes \$421,000 for operations, and \$944,000 for operating capital and capital improvements.

ENTERPRISE FUNDS

UTILITIES FUND

The City's water, wastewater, and reclaimed water 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; principle 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 \$29.2 million.

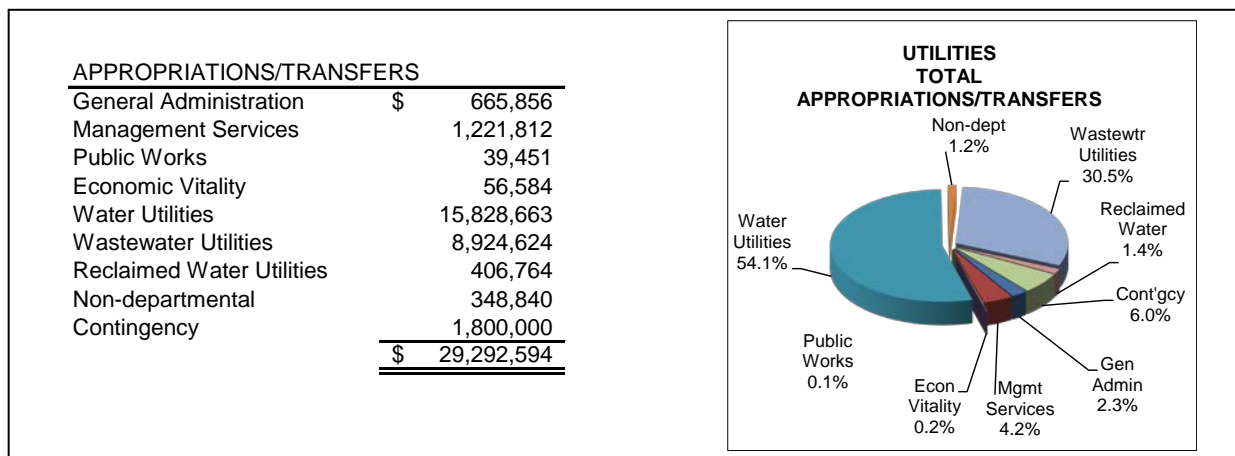
The City contracted for a rate model update in FY 2016 which identified a need to increase water and wastewater rates. This was presented to Council in the spring of 2016 and rate increases are expected to be approved beginning July 1, 2016. The five-year plan and revenue projections will be updated once approved by City Council.



Water Operations: Total appropriations relating to direct costs for the water operations are \$18.3 million. Water fees are the major source of revenue supporting water operations. Bond funds support future water rights. Revenue estimates total \$14.9 million for water sales.

Wastewater Operations: Total appropriations relating to the direct costs for the wastewater operations are \$11.6 million. Wastewater (sewer) fees are the major source of revenue supporting wastewater operations. Revenue estimates total \$8.4 million in wastewater charges.

Reclaimed Water Operations: Total appropriations related to the direct cost for the reclaimed water operations are \$596,000. Reclaimed water usage fees are the major source of revenue supporting these operations. Revenue estimates total \$920,000 in reclaimed water charges.



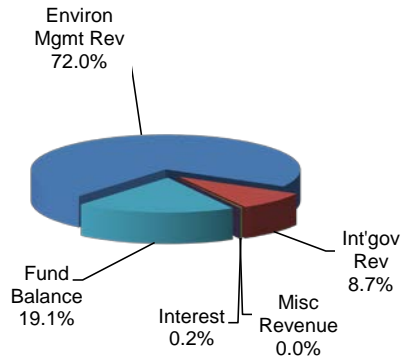
SUSTAINABILITY AND ENVIRONMENTAL MANAGEMENT FUND

Total financial resources are \$1.3 million. The Environmental Management Fee, a user fee, is the major revenue source of the Sustainability and Environmental Management Section's (SEMS) operations. The fee is based on cost of operations. SEMS is housed within the Public Works Division and includes the Sustainability Section, the Environmental Management Section, as well as Open Space Management. Through transfers out to the General Fund, this user fee also partially funds Code Enforcement in the Community Development Division and the Greater Flagstaff Forest Partnership contract within the Fire Department.

REVENUES/OTHER RESOURCES

Environmental Mgmt Revenue	\$ 993,288
Intergovernmental Revenue	119,998
Interest	2,993
Miscellaneous Revenues	500
Fund Balance	262,608
	<u>\$ 1,379,387</u>

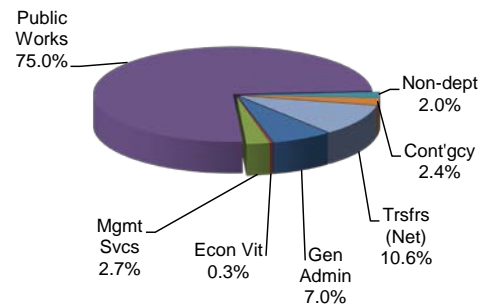
SUSTAINABILITY AND ENVIRONMENTAL MANAGEMENT REVENUES/OTHER RESOURCES



APPROPRIATIONS/TRANSFERS

General Administration	\$ 87,814
Economic Vitality	4,027
Management Services	33,672
Public Works	938,887
Non-departmental	24,623
Contingency	30,000
Transfers (Net)	132,162
	<u>\$ 1,251,185</u>

SUSTAINABILITY AND ENVIRONMENTAL MANAGEMENT TOTAL APPROPRIATIONS/TRANSFERS



SOLID WASTE FUND

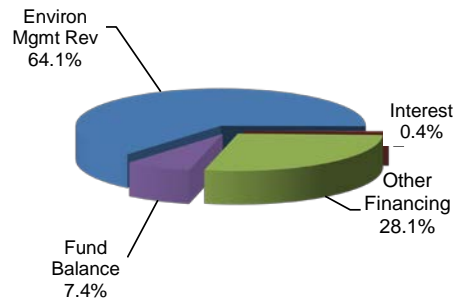
Total financial resources are \$18.0 million. User fees are the major revenue source of solid waste disposal operations. The user fees are comprised of eight major customer services areas (residential sanitation, curbside recycling, commercial sanitation, hoist and haul, landfill dumping, inert materials pit, and commercial recycling) with different rates for each category based on cost of service. The operating budget related to household hazardous waste has moved to solid waste this year.

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.

REVENUES/OTHER RESOURCES

Solid Waste Revenue	\$ 11,581,437
Interest	69,526
Other Financing Sources	5,075,000
Fund Balance	1,330,684
	<u>\$ 18,056,647</u>

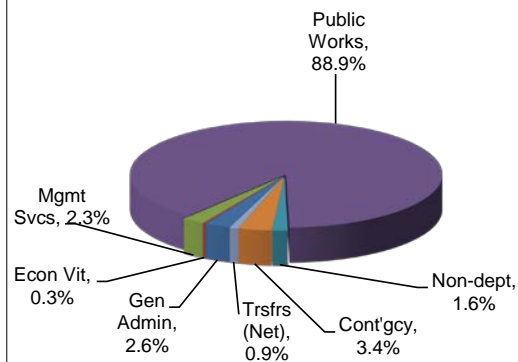
SOLID WASTE REVENUES/OTHER RESOURCES



APPROPRIATIONS/TRANSFERS

General Administration	\$ 381,308
Economic Vitality	40,125
Management Services	332,201
Public Works	13,050,037
Non-departmental	232,398
Contingency	500,000
Transfers (Net)	141,678
	<u>\$ 14,677,747</u>

SOLID WASTE TOTAL APPROPRIATIONS/TRANSFERS



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 \$6.3 million: \$1.7 million for operations and reserve, \$0.3 million for debt and \$4.2 million in capital outlay. Primarily FAA and ADOT grants will fund the capital improvements.

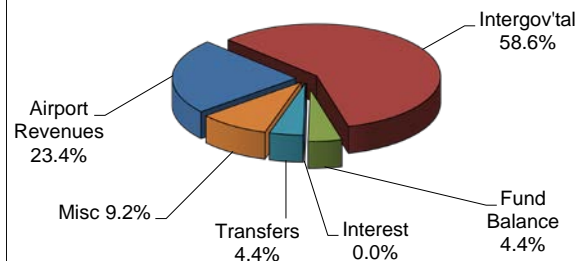
In 2017, of the \$4.2 million in capital improvements, 95% of the budgeted expenses are being funded with grants from the FAA and ADOT.

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.

REVENUES/OTHER RESOURCES

Airport Revenues	\$	1,530,045
Intergovernmental Revenues		3,841,491
Fund Balance		289,532
Interest		2,895
Transfers (net)		287,850
Miscellaneous		600,690
	\$	<u>6,552,503</u>

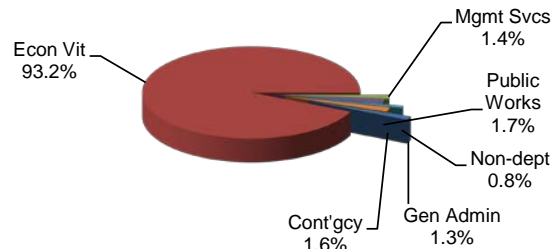
AIRPORT REVENUES/OTHER RESOURCES



APPROPRIATIONS

General Administration	\$	84,236
Economic Vitality		5,838,957
Management Services		87,528
Public Works		103,613
Non-departmental		51,856
Contingency		100,000
	\$	<u>6,266,190</u>

AIRPORT TOTAL APPROPRIATIONS



STORMWATER FUND

The Stormwater fund was initiated as a response to enhanced NPDES stormwater requirements affecting all communities with populations greater than 50,000 as of March 2003. The City of Flagstaff worked with consultants to design a program that met current minimum NPDES standards. Stormwater fees to both residential and commercial customers are stepped based on every 1,500 sq. ft. of impervious area (ERU). A rate increase is in process and expected to be approved beginning July 1, 2016.

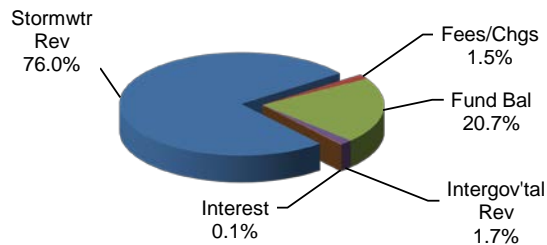
Total revenues/other resources for stormwater total \$2.0 million.

Total appropriations of \$1.7 million include the operational components of NPDES implementation, general drainage maintenance, and drainage improvement projects (DRIP). The DRIP program assesses the community's needs for drainage improvements in highest priority of need within the City.

REVENUES/OTHER RESOURCES

Stormwater Revenues	\$ 1,485,588
Fees & Permits	29,219
Fund Balance	405,124
Intergovernmental Revenues	33,960
Interest	781
	<u>\$ 1,954,672</u>

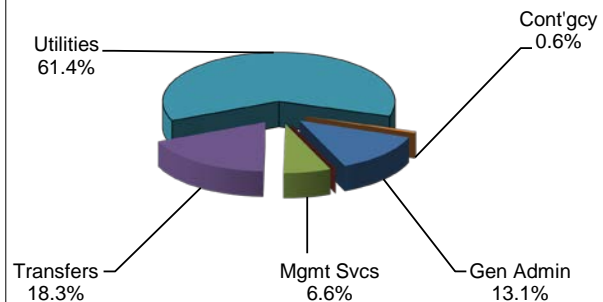
STORMWATER REVENUES/OTHER RESOURCES



APPROPRIATIONS

General Admin	\$ 226,025
Management Services	114,248
Transfers (Net)	316,684
Stormwater Utilities	1,060,883
Contingency	10,000
	<u>\$ 1,727,840</u>

STORMWATER TOTAL APPROPRIATIONS



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 399 Section 8 Housing Choice Vouchers, which include 4 homeless Vouchers and 66 VASH Vouchers. FHA also administers 12 housing vouchers for seriously mentally ill persons. Total financial resources are \$8.2 million. Intergovernmental Revenue from the US Department of Housing and Urban Development comprises 71.5% of funding, or \$5.9 million. Rental Income represents rent charges based on resident family income per Federal regulations. Miscellaneous income is primarily pass through and administrative fee income for Housing Choice Vouchers which the Housing Authority administers locally for other housing agencies and management of Flagstaff Housing Corporation. These portable Vouchers are under HUD contract with other housing agencies, and FHA administers the Vouchers locally, for which FHA earns an administrative fee.

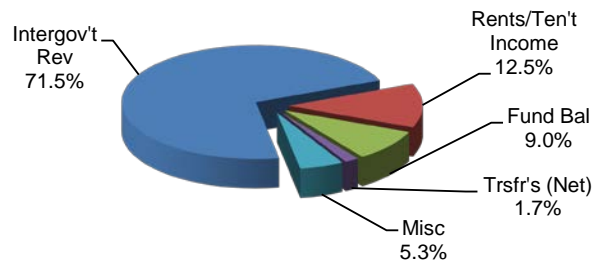
REVENUES/OTHER RESOURCES

Intergovernmental Revenue	\$	5,881,395
Rents/Other Tenant Income		1,029,000
Fund Balance		737,486
Transfers (net)		138,200
Miscellaneous		442,595
	\$	<u>8,228,676</u>

APPROPRIATIONS

Community Development	\$	6,636,386
Contingency		1,001,250
	\$	<u>7,637,636</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 on 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 5% 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 maintain a minimum fund balance of 20%. A 15% fund balance is considered sufficient for the General Fund.

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 37% due to planned expenditures for circulation materials and other 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 62% due to planned expenditures for operating capital and capital improvement projects.

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.

EDA REVOLVING LOAN

The primary source for this fund is 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 in FY 2017.

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 decreased by 31% due to planned expenditures for the completion of various capital projects.

ECONOMIC DEVELOPMENT

This fund is balanced with ongoing revenues from BBB taxes, lease revenues, and General Fund transfers. Ongoing expenditures support a number of efforts focused on business attraction, retention, work force development, and the Business Incubator and Accelerator. The Economic Development fund balance decreases by 46% in FY 2017 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 increases in FY 2017 by 5% due to phased expenditures to increase the investment in tourism promotion and Visitor Center needs.

ARTS AND SCIENCE

This fund is balanced with ongoing revenues from BBB taxes and ongoing expenditures related to service partner contracts for projects related to awareness of arts and science in our community. Planned public art projects result in an Arts and Science fund decrease of 6%.

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 48% due to planned expenditures for the completion of various recreational capital 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 57% 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.

PARKING DISTRICT

This fund is used collection revenue and track expenditures for the downtown park district. FY 2017 is the first year of this fund.

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 18% 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 2017.

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

Both fund balances are due to the timing of bond proceeds and capital expenditures.

WATER, WASTEWATER AND RECLAIMED WATER

As a City enterprise fund, this fund is managed on a self-sustaining basis. The five-year projections show that ongoing expenditures, capital improvements, and debt service requirements are being met with user fees, fund balance, grants, bonds, and interest earnings. In addition to the five-year projections, the City uses a rate model to balance future operations and capital requirements with anticipated revenues over a ten-year period. City Council is in the process of adopting a rate increase which is expected to be effective on July 1, 2016. The Water and Wastewater fund balance decreases by 38% due to the planned completion of capital projects.

AIRPORT

This enterprise fund is responsible for the operations at Flagstaff Pulliam Airport. The majority of revenues in FY 2017 and beyond 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 1% due to planned one time expenditures for operational capital and maintenance needs, as well as the construction capital program in FY 2017.

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 154% increase in fund balance due to timing of bond proceeds and the related capital expenditures.

SUSTAINABILITY AND ENVIRONMENTAL MANAGEMENT

This enterprise fund is self-sustaining through user fees and revenue transfers. The five-year projection anticipates a growth rate of two percent. This coincides with ongoing operations and revised service levels for all operations. The Sustainability and Environmental Management fund anticipates a 51% decrease due to increased one-time approved operating costs and the movement of the household hazardous waste program to the solid waste fund.

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. City Council is in the process of adopting a rate increase which is expected to be effective on July 1, 2016. The rate increase will self-fund capital improvements and increase inspection efforts as required by NPDES. The five-year plan and revenue projections will be updated once adopted. The Stormwater fund balance decreases 44% 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 2016, the City anticipated the FHA fund balance to decrease by 11% due to prorated HUD funding.

REVENUES

Historical Trend Information for Select Revenues

ALL FUNDS

FEDERAL AND STATE GRANTS

Description: The City applies to Federal and State Agencies and Foundations 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.

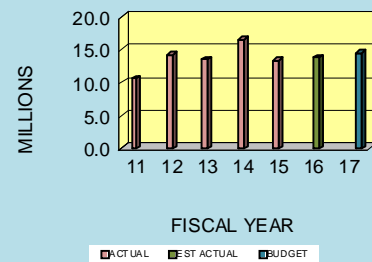
FY 2011 was the first year the Flagstaff Housing Authority was included as part of City's budget and they are largely grant funded.

Projects funded by Federal and State grants in 2017 include transportation planning efforts through FMPO; Airport improvements, such as a wildlife hazard assessment and master plan updates; a focus on improvements to recently-acquired open space areas of Picture Canyon and Observatory Mesa; and grants supporting thinning efforts by the Fire Department augmenting the Flagstaff Watershed Protection Project. In addition, the City has several large, ongoing federal grants for Community Development, Section 8, and Low Income Public Housing (See Schedule C-1 for details).

FEDERAL & STATE GRANTS

FY:	AMOUNT	% CHANGE
10-11	\$ 10,553,499	78.4%
11-12	14,209,064	34.6%
12-13	13,459,399	-5.3%
13-14	16,423,052	22.0%
14-15	13,263,009	-19.2%
15-16	13,709,345	3.4%
16-17	14,492,178	5.7%

FEDERAL & STATE GRANTS



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.

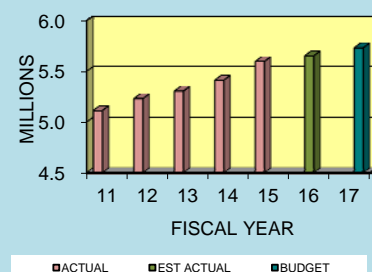
Receipts from primary property taxes levied by the City are deposited in the General Fund. No restrictions on usage apply to the primary property tax. State statute limits the annual increase in levy to 2% plus the amount generated by construction. For FY 2013, FY 2014, FY 2015 and FY 2016 Council voted to keep the levy flat plus new construction. For FY 2017 we are continuing with flat levy plus new construction. The City's capacity for levy increase is 10%.

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 \$9.9 million dollars to the assessed valuation. For FY 2017 existing Primary Property Tax values increase by 1.4%.

PRIMARY PROPERTY TAX

FY:	AMOUNT	% CHANGE
10-11	\$ 5,113,647	4.9%
11-12	5,230,618	2.3%
12-13	5,304,734	1.4%
13-14	5,413,125	2.0%
14-15	5,597,027	3.4%
15-16	5,653,083	1.0%
16-17	5,732,476	1.4%

PRIMARY PROPERTY TAX



CITY SALES TAX (TRANSACTION PRIVILEGE TAX)

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

Tax currently sunsets November 2024.

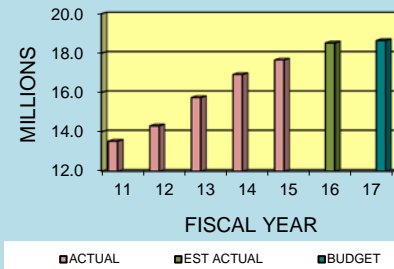
Description: The single largest revenue source for the City is obtained from a 1% tax on the sales of goods. The sale of food for home consumption is exempted from the tax. Additional sales taxes levies include a 2% tax on hotels, motels, restaurants and bars (BBB Tax) and a 1.051% transportation tax which are shown on the following pages.

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. FY 2017 shows a slight increase due to the unknown impact of tax collections moving to the Arizona Department of Revenue.

CITY SALES TAX

FY:	AMOUNT	% CHANGE
10-11	\$ 13,525,825	1.3%
11-12	14,304,655	5.8%
12-13	15,744,648	10.1%
13-14	16,916,865	7.4%
14-15	17,655,291	4.4%
15-16	18,520,000	4.9%
16-17	18,644,170	0.7%

CITY SALES TAX REVENUES



STATE SALES TAX

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

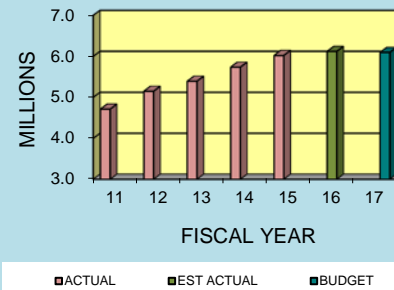
Description: A half-cent (.5%) portion of the five-cent (5%) State Sales Tax collected is divided among the State's cities and towns based on population. These revenues can be used for any municipal purpose and, therefore, are deposited in the General Fund to support activities and services provided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

Recovery from the recession began in FY 2011. 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. FY 2017 decrease is related to the mid-decade census changes and the City's expectation of a small decrease in our proportionate share of state population.

STATE SALES TAX

FY:	AMOUNT	% CHANGE
10-11	\$ 4,711,821	4.9%
11-12	5,147,101	9.2%
12-13	5,391,580	4.7%
13-14	5,733,507	6.3%
14-15	6,019,777	5.0%
15-16	6,120,000	1.7%
16-17	6,094,663	-0.4%

STATE SALES TAX



STATE INCOME TAX (REVENUE SHARING)

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

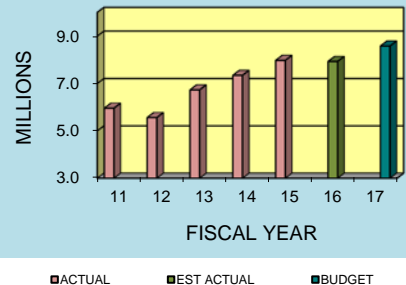
Description: Arizona cities share in 15.8% of the State income tax collected based on the population of the cities and towns as reported in the 2010 Census and adjusted by the annual DES POPTAC estimates. A two-year lag exists between the year of distribution and collection and the reporting year for 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.

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 increases in FY 2013, FY 2014, and FY 2015 are due to the City's increased population share and economic recovery. The decrease in FY 2016 is due to reductions in corporate income taxes passed by the Arizona state legislature. FY 2017 will see gains in individual income tax and one-time increases due to the State Tax Amnesty program. Corporate income tax will continue to decline due to state changes.

STATE INCOME TAX

FY:	AMOUNT	% CHANGE
10-11	\$ 5,955,305	-24.6%
11-12	5,559,477	-6.6%
12-13	6,728,479	21.0%
13-14	7,342,048	9.1%
14-15	7,973,971	8.6%
15-16	7,928,250	-0.6%
16-17	8,578,408	8.2%

STATE INCOME TAX



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).

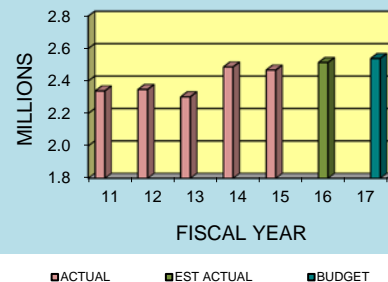
Description: A 2% tax from utility companies--Arizona Public Service and UniSource -- is credited to this account. The City also receives a 2% tax from telecommunication companies, except Suddenlink Communications, which is taxed at 5%.

The increase in FY 2014 is due to the additional category of electric franchise payor. The FY 2015 decrease reflects lower than expected collections in the natural gas and electric franchise categories due to a warmer than average winter. It is anticipated, in FY 2016 and FY 2017, there will be an inflationary increase of 1.9% and 1.0% in revenue projected.

FRANCHISE

FY:	AMOUNT	% CHANGE
10-11	\$ 2,338,951	9.7%
11-12	2,347,952	0.4%
12-13	2,302,643	-1.9%
13-14	2,486,617	8.0%
14-15	2,467,635	-0.8%
15-16	2,514,000	1.9%
16-17	2,539,140	1.0%

FRANCHISE TAX



FINES & FORFEITURES

Legal Authority: Arizona Revised Statutes, Rules of Criminal Procedure

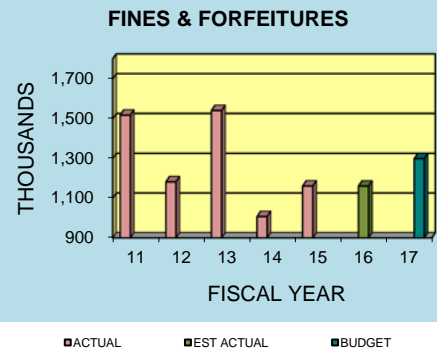
City Code, Title 1, Chapter 15, Section 8

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 as well as the fee structure in place at the time of the case. The allocation of the fines is prescribed by the Superior Court, usually annually, and/or the Flagstaff Municipal Court (dependent upon the type of case).

FINES & FORFEITURES

FY:	AMOUNT	% CHANGE
10-11	\$ 1,517,937	15.4%
11-12	1,182,413	-22.1%
12-13	1,540,987	30.3%
13-14	1,007,801	-34.6%
14-15	1,161,663	15.3%
15-16	1,161,080	-0.1%
16-17	1,298,980	11.9%



AUTO IN LIEU TAX

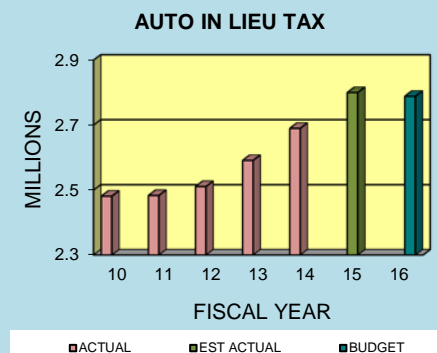
Legal Authority: Arizona Revised Statutes Section 28 - 1591 (c)

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

Auto in Lieu tax is received on a declining scale over a 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 was low from FY 2010 through FY 2012. Even with the opening of the Auto Mall, revenues only show moderate growth the past few years. Revenue growth has increased though is projected to decline in the future. FY 2017 decrease is related to the mid-decade census changes and the City's expectation of a small decrease in our proportionate share of state population.

AUTO IN LIEU TAX

FY:	AMOUNT	% CHANGE
10-11	\$ 2,481,126	-0.4%
11-12	2,483,244	0.1%
12-13	2,510,832	1.1%
13-14	2,591,413	3.2%
14-15	2,689,916	3.8%
15-16	2,800,000	4.1%
16-17	2,788,408	-0.4%



SPECIAL REVENUE FUNDS

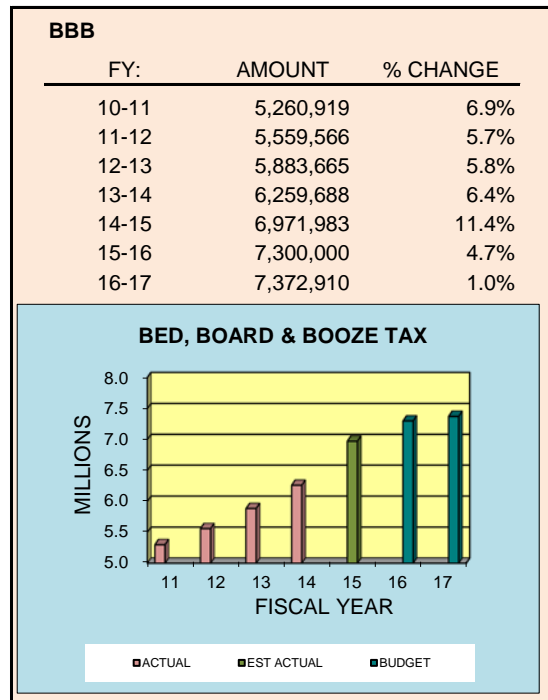
BBB FUNDS

BED, BOARD & BEVERAGE TAX

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

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

FY 2017 has shown a leveling in projected revenue, though continuing to demonstrate the strength of tourism in Northern Arizona. The growth demonstrated in year-over-year receipts indicates the funds used toward targeted tourism is paying off.



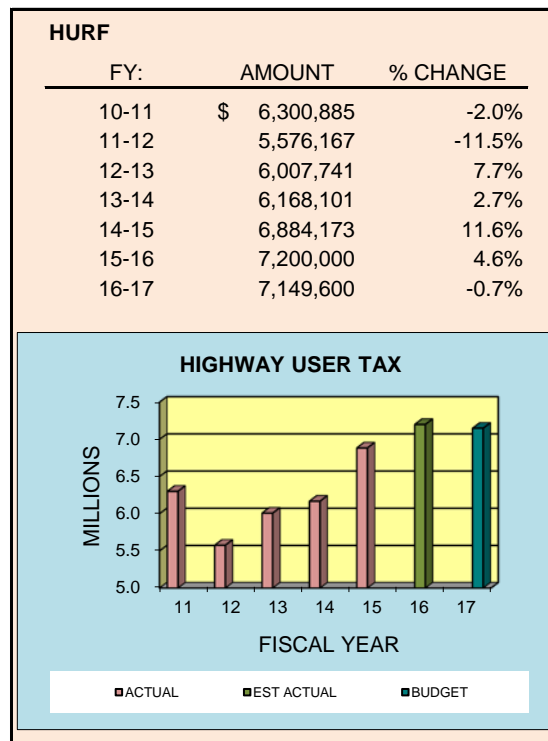
HIGHWAY USER REVENUE FUND

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 2012 is due to the decline in State Appropriation for the DMV (Department of Motor Vehicles). The City experienced 11.6% increase in HURF revenues in FY 2015 due to the State approving an additional \$30M of HURF Revenues to be allocated to cities and counties, plus an overall increase in HURF collection due to decreasing gas prices. The City expects a small decrease in FY 2017 due to a small percentage decrease in the City's proportionate share of population compared to total population for all incorporated towns and cities due to the mid-decade census changes.

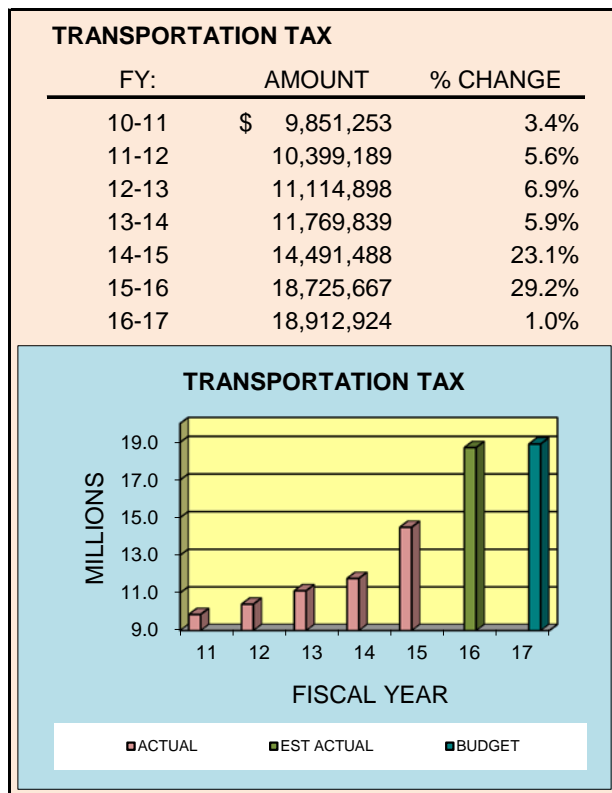


TRANSPORTATION TAX

Legal Authority: Resolution 2004-48, approved by voters May 2000 and Ordinance 2014-34 approved by voters November 2014.

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 to pay for the 4th Street overpass, safety improvements, street improvements, and transit services. The transportation tax is assessed on the same goods and services as the City's general sales tax. The current tax rate is 1.051%.

The large increases in FY 2015 and FY 2016 are due to a new 0.33% Road Repair and Street Safety tax approved by the voters in November 2014 and effective January 1, 2015. The City is anticipated small growth in FY 2017.



Transportation Tax Rate Breakdown	
4th Street Overpass	0.160%
Street Improvements	0.186%
Safety Improvements	0.080%
Road Repair and Street Safety	0.330%
Transit Services	0.295%
Total	1.051%

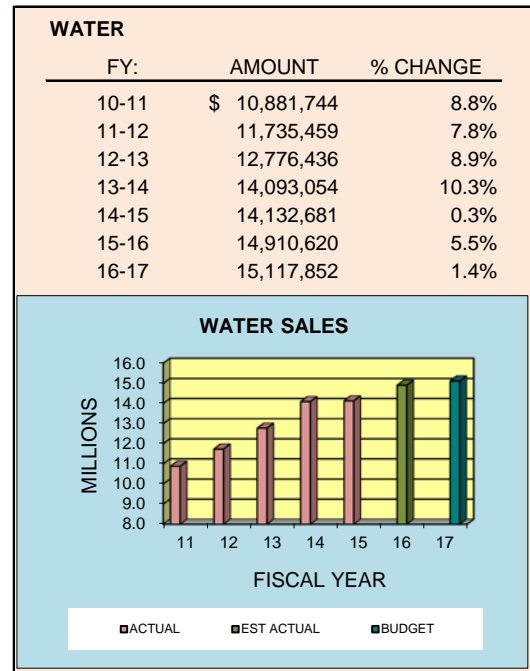
ENTERPRISE FUNDS

WATER SALES

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

Description: The principle 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 2016 using an outside consultant. Rate changes are expected to be approved by Council with an effective date of July 1, 2016. The rates will increase annually for the next five years.

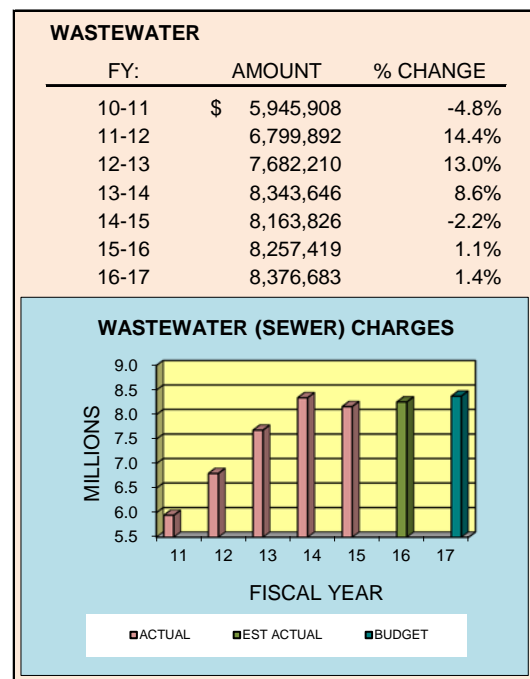


WASTEWATER SERVICE CHARGES

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

Description: The principle revenue for operating and managing the City's wastewater system is derived from revenues generated from wastewater (sewer) rates and user charges. Most residential customer charges are based on average water consumption for the 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 2016 using an outside consultant. Rate changes are expected to be approved by Council with an effective date of July 1, 2016. The rate will increase annually for the next five years.

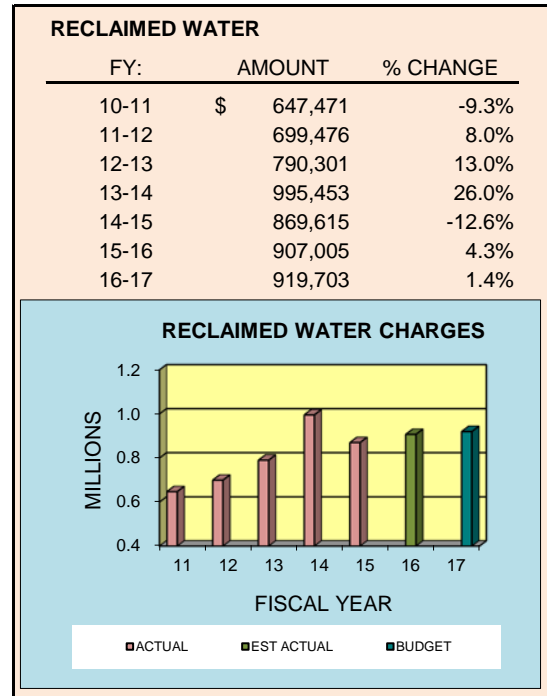


RECLAIMED WATER SALES

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

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

The rates for each customer class were reviewed in 2010 using an outside consultant. Rate changes were approved by Council with an effective date of January 1, 2011.

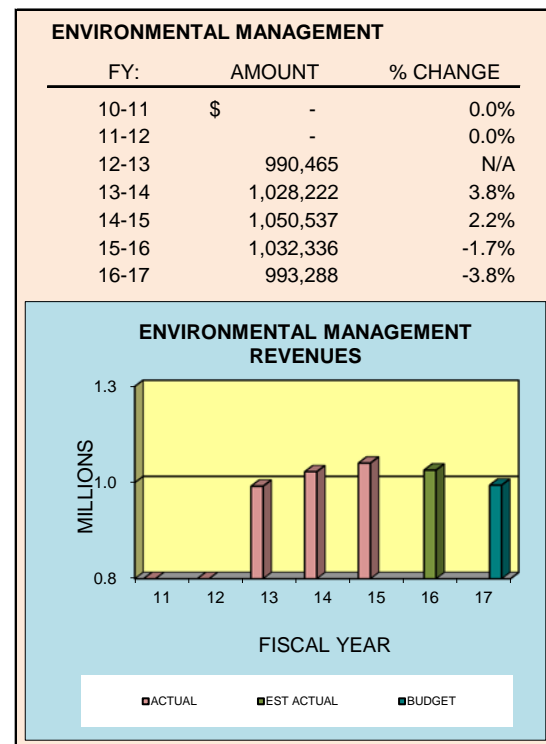


ENVIRONMENTAL MANAGEMENT

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 decrease in revenues for FY 2017 is related to the movement of the household hazardous waste program to the solid waste fund.

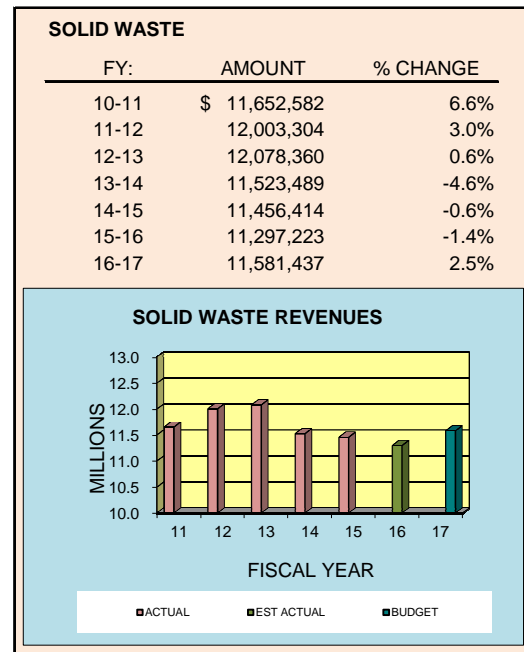


SOLID WASTE

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 2017 is related to projected growth and the inclusion of the program revenue related to household hazardous waste.

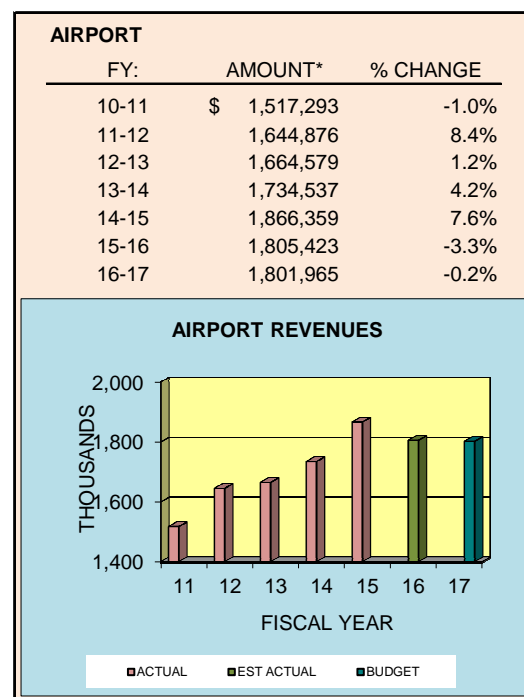


AIRPORT

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

Description: Airport revenue is derived from the rental of airplane hangars, tie-downs, tie-downs with electricity, and shades rented to various individuals and vendors. Landing fees are charged at a rate of \$1.05/1,000 pounds based on gross certificate landing weight of aircraft. Rental revenue from terminal rent consists of space, concession and advertising fees. In addition, revenues are collected from the sale and storage of aviation fuel. During FY 2016, the PFC charge assessed was \$4.50 per ticket. The \$4.50 PFC amount continues to be in effect in the foreseeable future. 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.

Revenues are conservatively estimated reflecting ground leases transition, Hangar Executive Box vacancies, and lower volume Fuel Flowage Fees. The expectation is that the airport will possibly decline slightly due to the fluctuations in the general economy.



STORMWATER

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

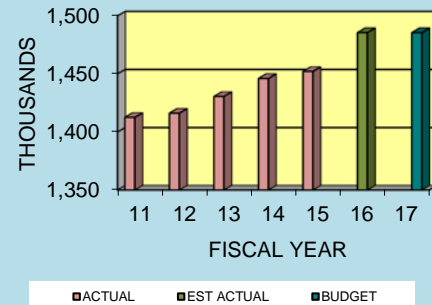
Description: Stormwater revenue is determined by the number of Equivalent Runoff Units (ERU's) on a property. An ERU is defined as 1500 square feet of impervious matter. Charges are the same for both commercial and residential customers.

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. City Council is in the process of adopting a rate increase which will be effective July 1, 2016.

STORMWATER

FY:	AMOUNT	% CHANGE
10-11	\$ 1,412,573	7.0%
11-12	1,416,204	0.3%
12-13	1,430,561	1.0%
13-14	1,446,080	1.1%
14-15	1,452,139	0.4%
15-16	1,485,588	2.3%
16-17	1,485,588	0.0%

STORMWATER REVENUES



HOUSING AUTHORITY

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

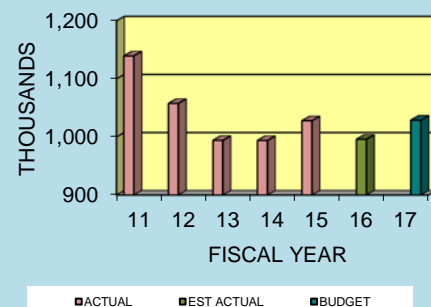
Description: Housing Authority (FHA) rents and tenant income represent rent and other charges paid by families/individuals living in public housing. Rent is generally based on approximately 30% of family income, and is not a fixed amount as it is for subsidized housing. It is important to note that as 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 2011 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 decrease in income for FY 2012 through FY 2014 is due to falling incomes for the families/individuals served. Rent is projected to increase slightly in FY 2017.

HOUSING AUTHORITY RENTS/TENANT INCOME

FY:	AMOUNT	% CHANGE
10-11	\$ 1,139,561	50.0%
11-12	1,057,705	-7.2%
12-13	994,123	-6.0%
13-14	993,909	0.0%
14-15	1,027,946	3.4%
15-16	996,000	-3.1%
16-17	1,029,000	3.3%

RENTS AND TENANT INCOME



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 2017 CAPITAL IMPROVEMENT PLAN

The City budget for FY 2017 includes capital improvement projects totaling \$40.5 million. Project funding includes the following: \$5.0 million in grants primarily for airport, general government, and FUTS projects, as well as \$6.6 million in general obligation (G.O.) bonds and capital leases for FUTS/Open Space Land Acquisition, Flagstaff Watershed Protection Project, and other projects that were approved by the voters in the 2004, 2010 and 2012 General Elections. 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 – Five projects are scheduled for FY 2017 for a total of \$4.1 million. Major projects included in this category are the Flagstaff Watershed Protection Project, which was authorized by voters in the November 2012 election, FUTS and Open Space land acquisition, Marriot ROW and ADA ramp construction, and the Court Facility.

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 Fourth Street Improvements and the Traffic Signal Program. There are a total of twenty-six Streets/Transportation projects scheduled at a budgeted cost of \$19.3 million. Transportation Tax funding \$14.0 million and HURF and other revenues funding \$5.3 million.

FUTS Fund – Major projects include Sheep Crossing Trail, Signage Program, and Switzer Canyon Trail. Seven projects are scheduled at a budgeted cost of \$901,915 for FY 2017.

BBB Funds – Three categories make up the BBB Funds Capital Projects for FY 2017. Arts and Science includes five projects scheduled at a budgeted cost of \$70,000. BBB Recreation includes seven projects scheduled at a budgeted cost of \$681,950. Beautification includes seven projects scheduled at a budgeted cost of \$1.0 million. Major projects include US 89 Medians, Downtown Non-Gateway, Buffalo Park Parking Enhancements, Thorpe Park Adaptive Playground and Surfacing, J. Lively Roof and Locker Room Repairs, and Wheeler Park Improvements.

Utilities Fund – Major projects for water, wastewater, and reclaimed water include Rio Plant – New Well and Pump house, Aging Water Infrastructure Replacement (AWIR), Radio Read Meter Replacements, WWTP Energy Efficiency Program and Aging Sewer Infrastructure Replacement (ASIR). Eight water projects and five wastewater projects are scheduled at a combined budget of \$7.5 million for FY 2017.

Airport Fund – Four projects including Master Plan Update, Runway Mill and Overlay Construction, Wildlife Hazard Assessment, and Drainage Improvement Design are scheduled at a budgeted cost of \$4.0 million for FY 2017.

Solid Waste Fund - Three projects are scheduled for a budgeted cost of \$2.2 million in FY 2017. The projects include Alternative Liner Test Plots and Methane Gas Collection Wells.

Stormwater Fund – Four projects are budgeted in the Stormwater fund with a cost of \$630,000 in FY 2017. Major projects include Phoenix Avenue Culvert Design and Construction as well as Spot Improvements at Cottage and Elden.

CAPITAL PLAN IMPLICATIONS

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

Property Tax: Servicing of general obligation debt over the previous five years is shown in the Community Profile section. The table shows 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 contracted with an outside agency to review the Water and Wastewater rate structure and provide a new rate modeling program. The most recent rate study was completed in FY 2016. This rate model provides for major capital improvements, additional bond funding, and increased operating costs. The rate model demonstrated a need for a rate increase which is being presented to council for adoption in the spring of 2016. Rates increase annually for five years and, once adopted by council, will begin in July 2016. The next rate study will be completed in FY 2021.

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 as well as various recreation and arts and science projects.

Transportation Taxes: In the May 2000 election, the voters approved a transportation tax that started at 0.51% and increased incrementally to 0.601%. The City Council approved an increase of 0.064% in the transit portion of the tax effective September 1, 2001, 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%. In November, 2014, voters approved an additional 0.33% tax dedicated for Road Repair and Street Safety projects, raising the total transportation tax to 1.051%.

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 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 (SPUR) Stable" by Standard & Poor's Corporation and "Aa3" 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.

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Schedule A-1: Total Resources and Appropriations Summary

CITY OF FLAGSTAFF SUMMARY SCHEDULE OF ESTIMATED REVENUES AND EXPENDITURES/EXPENSES FISCAL YEAR 2016-2017

	UNRESERVED FUND BALANCE/ RETAINED EARNINGS AT 7/1/2016	ESTIMATED REVENUES AND OTHER FINANCING SOURCES 2016-2017	INTERFUND TRANSFERS 2016-2017		TOTAL FINANCIAL RESOURCES AVAILABLE 2016-2017		CAPITAL OUTLAY (EQUIP/CIP)	DEBT SERVICE	RESERVES/ CONTINGENCIES	TOTAL APPROPRIATIONS 2016-2017	FUND BALANCE 6/30/2017
			IN	OUT		OPERATIONS					
General Fund	\$ 15,819,087	55,477,153	3,208,559	(2,557,559)	71,947,240	54,913,129	1,582,800	293,502	100,000	56,889,431	15,057,809
Special Revenue Funds:											
Library	632,691	3,534,632	1,581,611	-	5,748,934	5,055,088	197,735	-	100,000	5,352,823	396,111
Highway User Revenue	3,315,381	7,155,600	3,789,073	(13,000)	14,247,054	5,317,921	7,027,425	550,514	100,000	12,995,860	1,251,194
Transportation	15,326,275	19,011,924	-	(4,033,439)	30,304,760	6,827,917	13,300,000	2,953,475	-	23,081,392	7,223,368
Flagstaff Urban Trails	956,977	402,970	550,000	-	1,909,947	-	901,915	-	-	901,915	1,008,032
Beautification	951,109	1,489,600	-	(433,465)	2,007,244	339,408	1,000,000	-	10,000	1,349,408	657,836
Economic Development	638,807	867,144	251,000	(143,757)	1,613,194	963,783	-	257,143	45,000	1,265,926	347,268
Tourism	950,946	2,329,528	-	(67,738)	3,212,736	2,115,077	50,000	-	50,000	2,215,077	997,659
Arts & Science	394,399	556,623	-	-	951,022	500,140	70,000	-	10,000	580,140	370,882
Recreation-BBB	1,213,465	2,443,090	-	(2,330,259)	1,326,296	7,500	681,950	-	-	689,450	636,846
Housing and Comm Svcs	400,236	1,828,517	-	(50,000)	2,178,753	2,008,521	-	-	-	2,008,521	170,232
Metro Planning Org	-	904,677	22,500	-	927,177	427,177	-	-	500,000	927,177	-
EDA Revolving Loan Fund	-	13,766	-	-	13,766	-	-	-	-	-	13,766
Parking District	-	1,436,760	385,398	-	1,822,158	420,776	943,914	90,000	47,108	1,501,798	320,360
Debt Service Funds:											
G.O. Bond Fund	-	-	8,527,911	-	8,527,911	-	-	8,527,911	-	8,527,911	-
Sec. Property Tax	12,085,856	6,421,295	-	(8,527,911)	9,979,240	-	-	-	-	-	9,979,240
Special Assessment Bond	328,866	206,650	-	-	535,516	-	-	211,350	-	211,350	324,166
Permanent Funds:											
Perpetual Care	276,293	19,909	-	-	296,202	-	-	-	-	-	296,202
Capital Projects Funds:											
Non G.O. Bond Funded Proj	262,266	624,234	-	-	886,500	-	886,500	-	-	886,500	-
G.O. Bonds	3,094,970	1,326,440	-	-	4,421,410	-	3,004,777	-	-	3,004,777	1,416,633
Enterprise Funds:											
Water /Wastewater/Reclaim	7,981,491	26,267,253	1,174,343	(1,168,793)	34,254,294	15,422,245	7,955,000	4,115,349	1,800,000	29,292,594	4,961,700
Airport	289,532	5,975,121	287,850	-	6,552,503	1,712,928	4,194,051	259,211	100,000	6,266,190	286,313
Solid Waste	1,330,684	16,725,963	-	(141,678)	17,914,969	10,096,069	3,815,000	125,000	500,000	14,536,069	3,378,900
Sustainability & Env Mgmt	262,608	1,116,779	67,000	(199,162)	1,247,225	969,025	119,998	-	30,000	1,119,023	128,202
Stormwater Utility	405,124	1,549,548	-	(316,684)	1,637,988	758,411	642,745	-	10,000	1,411,156	226,832
Flagstaff Housing Authority	771,667	7,352,990	138,200	-	8,262,857	5,996,832	639,554	-	1,001,250	7,637,636	625,221
TOTAL ALL FUNDS	\$ 67,688,730	165,038,166	19,983,445	(19,983,445)	232,726,896	113,851,947	47,013,364	17,383,455	4,403,358	182,652,124	50,074,772

Schedule B: Expenditure Limitation and Tax Levy Information

CITY OF FLAGSTAFF EXPENDITURE LIMITATION AND TAX LEVY INFORMATION FISCAL YEAR 2016-2017

	ESTIMATED FY 2015-2016	FY 2016-2017
Expenditure Limitation [Economic Estimates Commission]		\$ 145,156,751
Total Estimated Expenditures Subject to Expenditure Limitation		
1. Maximum Allowable Primary Property Tax Levy [ARS 42-17051.A] rev 6/06 HB 2876	\$ 6,091,109	\$ 6,301,017
2. Amount Received from Primary Property Taxation in FY 2015-2016 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	\$ 5,627,083	\$ 5,706,476
B. Secondary Property Taxes	5,960,838	6,346,295
C. Total Property Tax Levy Amount	\$ 11,587,921	\$ 12,052,771
4. Property Taxes Collected (Estimated)		
A. Primary Property Taxes:		
(1) FY 2015-2016 Levy	\$ 5,527,083	
(2) Prior Years' Levies	100,000	
(3) Total Primary Property Taxes Collected	5,627,083	
B. Secondary Property Taxes:		
(1) FY 2015-2016 Levy	5,960,838	
(2) Total Secondary Property Taxes Collected	5,960,838	
C. Total Property Taxes Collected	\$ 11,587,921	
5. Property Tax Rates		
A. City of Flagstaff Tax Rate:		
(1) Primary Property Tax Rate	0.8234	0.8120
(2) Secondary Property Tax Rate	0.8366	0.8366
(3) Total City Tax Rate	1.6600	1.6486
B. Special Assessment District Tax Rates:		

As of the date of the proposed budget, the city was operating one special assessment district for which secondary property taxes are levied. For information pertaining to this district and its tax rates, please contact the City Finance 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: Revenue Other Than Property Taxes

CITY OF FLAGSTAFF SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES FISCAL YEARS 2016 AND 2017 (WITH ACTUALS FOR FISCAL YEAR 2015)

SOURCE OF REVENUES	ACTUAL REVENUES 2014-2015	BUDGETED REVENUES 2015-2016	ESTIMATED ACTUAL REVENUES 2015-2016	BUDGETED REVENUES 2016-2017	CHANGE (BDGT-BDGT)	% CHANGE
GENERAL FUND						
Local taxes						
City Sales Tax	\$ 17,655,291	17,279,341	18,520,000	18,644,170	1,364,829	7.90%
Franchise Tax	2,467,635	2,485,140	2,514,000	2,539,140	54,000	2.17%
Licenses and permits						
Business Licenses	30,697	30,000	30,000	30,000	-	0.00%
Building Permits	1,209,523	1,324,050	1,800,000	1,395,000	70,950	5.36%
Other Licenses and permits	626,573	260,930	496,680	496,680	235,750	90.35%
Intergovernmental revenues						
State Income Tax Sharing	7,973,971	7,928,250	7,928,250	8,578,408	650,158	8.20%
State Shared Sales Tax	6,019,777	5,958,225	6,120,000	6,094,663	136,438	2.29%
Vehicle License Tax	2,689,916	2,648,100	2,800,000	2,788,408	140,308	5.30%
Federal Grants	758,357	1,410,608	1,420,608	823,482	(587,126)	-41.62%
State Grants	455,348	2,574,479	628,139	865,687	(1,708,792)	-66.37%
Local Intergovernmental Agreements	890,667	1,124,000	1,024,000	1,022,600	(101,400)	-9.02%
Charges for services						
General Government	579,423	342,300	625,800	467,800	125,500	36.66%
Parks & Recreation	1,478,540	1,762,730	1,597,350	1,529,350	(233,380)	-13.24%
Public Safety	799,494	961,766	840,000	825,000	(136,766)	-14.22%
Cemetery	128,694	149,350	145,800	145,800	(3,550)	-2.38%
Fines and forfeits	1,161,663	1,141,160	2,921,080	1,298,980	157,820	13.83%
Interest on investments	281,023	221,050	264,000	262,000	40,950	18.53%
Miscellaneous revenues	1,779,700	2,116,283	2,967,956	1,942,509	(173,774)	-8.21%
Total General Fund	46,986,292	49,717,762	52,643,663	49,749,677	31,915	0.06%
SPECIAL REVENUE FUNDS						
LIBRARY FUND						
Intergovernmental revenues						
State Grants	44,819	188,625	188,625	25,000	(163,625)	-86.75%
Library District Taxes	3,682,066	4,882,490	4,882,494	3,430,820	(1,451,670)	-29.73%
Interest on investments	34,925	37,812	26,319	37,812	0	0.00%
Miscellaneous revenues	100,247	20,474	30,000	41,000	20,526	100.25%
Total Library Fund	3,862,057	5,129,401	5,127,438	3,534,632	(1,594,769)	-31.09%
HIGHWAY USER REVENUE FUND						
Intergovernmental revenues						
Federal Grants	2,856	-	-	-	-	0.00%
Highway User Tax	6,884,173	6,862,720	7,200,000	7,149,600	286,880	4.18%
Interest on investments	33,720	5,000	17,000	6,000	1,000	20.00%
Miscellaneous revenues	-	-	575,520	-	-	0.00%
Total Highway User Revenue Fund	6,920,749	6,867,720	7,792,520	7,155,600	287,880	4.19%
TRANSPORTATION FUND						
Intergovernmental revenues						
Federal Grants	-	-	-	-	-	0.00%
Transportation Tax	14,491,488	17,585,692	18,725,667	18,912,924	1,327,232	7.55%
Interest on Investments	118,732	71,000	70,000	99,000	28,000	39.44%
Miscellaneous revenues	2,941,000	-	-	-	-	0.00%
Total Transportation Fund	17,551,220	17,656,692	18,795,667	19,011,924	1,355,232	7.68%
FUTS FUND						
Intergovernmental revenues						
State Grants	92,456.00	183,597	183,597	392,970	392,970	214.04%
Interest on investments	24,080	6,750	24,000	10,000	10,000	148.15%
Contributions	5,000	-	-	-	-	0.00%
Miscellaneous revenues	53,439	-	-	-	-	0.00%
Total Beautification Fund	174,975	190,347	207,597	402,970	402,970	211.70%

Schedule C: Revenues Other Than Property Taxes

CITY OF FLAGSTAFF SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES FISCAL YEARS 2016 AND 2017 (WITH ACTUALS FOR FISCAL YEAR 2015)

SOURCE OF REVENUES	ACTUAL REVENUES 2014-2015	BUDGETED REVENUES 2015-2016	ESTIMATED ACTUAL REVENUES 2015-2016	BUDGETED REVENUES 2016-2017	CHANGE (BDGT-BDGT)	% CHANGE
BEAUTIFICATION FUND						
Intergovernmental revenues						
State Grants	\$ 10,000	-	-	-	-	0.00%
BBB Tax	1,392,624	1,340,000	1,460,000	1,474,600	134,600	10.04%
Interest on investments	33,572	7,800	34,000	15,000	7,200	92.31%
Miscellaneous Revenues	1,385	-	-	-	-	0.00%
Total Beautification Fund	1,437,581	1,347,800	1,494,000	1,489,600	141,800	10.52%
ECONOMIC DEVELOPMENT FUND						
Intergovernmental revenues						
State Grants	38,270	200,000	200,000	-	(200,000)	-100.00%
BBB Tax	663,269	636,500	693,500	700,435	63,935	10.04%
Interest on investments	10,121	7,257	12,228	10,540	3,283	45.24%
Miscellaneous revenues	36,685	155,342	54,414	156,169	827	0.53%
Total Economic Development Fund	748,345	999,099	960,142	867,144	(131,955)	-13.21%
TOURISM FUND						
BBB Tax	2,094,532	2,010,000	2,190,000	2,211,900	201,900	10.04%
Retail Sales	83,054	85,000	85,000	86,700	1,700	2.00%
Interest on investments	1,224	6,563	1,300	4,755	(1,808)	-27.55%
Miscellaneous revenues	85,842	25,913	37,335	26,173	260	1.00%
Total Tourism Fund	2,264,652	2,127,476	2,313,635	2,329,528	202,052	9.50%
ARTS AND SCIENCE FUND						
BBB Tax	523,634	502,500	547,500	552,975	50,475	10.04%
Interest on investments	3,699	4,185	4,185	3,648	(537)	-12.83%
Miscellaneous revenues	21	-	-	-	-	0.00%
Total Arts and Science Fund	527,354	506,685	551,685	556,623	49,938	9.86%
RECREATION-BBB FUND						
BBB Tax	2,297,924	2,211,000	2,409,000	2,433,090	222,090	10.04%
Interest on investments	28,797	16,900	35,000	10,000	(6,900)	-40.83%
Total Recreation-BBB Fund	2,326,721	2,227,900	2,444,000	2,443,090	215,190	9.66%
HOUSING AND COMMUNITY SVCS FUND						
Intergovernmental revenues						
Federal Grants	515,786	1,535,300	1,528,098	698,517	(836,783)	-54.50%
State Grants	118,694	1,003,168	1,003,168	1,130,000	126,832	12.64%
Interest on investments	8,047	-	4,603	-	-	0.00%
Miscellaneous revenues	172,789	4	237,705	-	(4)	-100.00%
Total Housing and Community Svcs Fund	815,316	2,538,472	2,773,574	1,828,517	(709,955)	-27.97%
METRO PLANNING ORGANIZATION FUND						
Intergovernmental revenues						
Federal Grants	547,287	966,290	991,290	399,677	(566,613)	-58.64%
Miscellaneous revenues	5,100	560,000	5,000	505,000	(55,000)	-9.82%
Total Metro Planning Organization Fund	552,387	1,526,290	996,290	904,677	(621,613)	-40.73%
EDA REVOLVING LOAN FUND						
Intergovernmental revenues						
Federal Grants	-	-	262,206	-	-	0.00%
Interest on investments	-	-	600	-	-	0.00%
Miscellaneous revenues	-	50,123	-	13,766	(36,357)	-72.54%
Total EDA Revolving Loan Fund	-	50,123	262,806	13,766	(36,357)	-72.54%
PARKING DISTRICT FUND						
Parking Revenue	-	-	-	556,760	556,760	0.00%
Total Secondary Property Tax Fund	-	-	-	556,760	556,760	0.00%
TOTAL SPECIAL REVENUE FUNDS	37,181,357	41,168,005	43,719,354	41,094,831	117,172	0.28%

Schedule C: Revenues Other Than Property Taxes

CITY OF FLAGSTAFF SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES FISCAL YEARS 2016 AND 2017 (WITH ACTUALS FOR FISCAL YEAR 2015)

SOURCE OF REVENUES	ACTUAL REVENUES 2014-2015	BUDGETED REVENUES 2015-2016	ESTIMATED ACTUAL REVENUES 2015-2016	BUDGETED REVENUES 2016-2017	CHANGE (BDGT-BDGT)	% CHANGE
DEBT SERVICE FUNDS						
SECONDARY PROPERTY TAX FUND						
Interest on investments	\$ 80,000	64,000	83,600	75,000	11,000	17.19%
Total Secondary Property Tax Fund	80,000	64,000	83,600	75,000	11,000	17.19%
SPECIAL ASSESSMENT BONDS						
Special Assessments	2,302,545	595,250	595,250	205,750	(389,500)	-65.43%
Interest on investments	1,098	1,800	900	900	(900)	-50.00%
Total Special Assessment Bonds	2,303,643	597,050	596,150	206,650	(390,400)	-65.39%
TOTAL DEBT SERVICE FUNDS	2,383,643	661,050	679,750	281,650	(379,400)	-57.39%
CAPITAL PROJECTS FUNDS						
G.O. BONDS PROJECTS						
Intergovernmental revenues						
Federal Grants	-	-	-	280,000	280,000	0.00%
Interest on investments	6,828	630	420	6,440	5,810	922.22%
Miscellaneous Revenue	-	9,620,000	2,250,000	540,000	(9,080,000)	-94.39%
Total G.O. Bonds Projects	6,828	9,620,630	2,250,420	826,440	(8,794,190)	-91.41%
NON G.O. BONDS PROJECTS						
Intergovernmental revenues						
Grant Revenues	4,035,158	454,197	813,342	-	(454,197)	-100.00%
Miscellaneous Revenue	-	-	-	624,234	624,234	0.00%
Total Municipal Facilities Corp	4,035,158	454,197	813,342	624,234	170,037	
TOTAL CAPITAL PROJECTS FUNDS	4,041,986	10,074,827	3,063,762	1,450,674	(8,624,153)	-85.60%
PERMANENT FUNDS						
PERPETUAL CARE FUND						
Contributions	16,822	23,201	15,640	17,780	(5,421)	-23.37%
Interest on investments	2,233	2,108	2,232	2,129	21	1.01%
Total Perpetual Care Fund	19,055	25,309	17,872	19,909	(5,400)	-21.33%
TOTAL PERMANENT FUNDS	19,055	25,309	17,872	19,909	(5,400)	-21.33%
ENTERPRISE FUNDS						
WATER, WASTEWATER, RECLAIMED WATER OPERATING FUND						
Intergovernmental revenues						
Federal Grants	283,587	288,394	37,592	-	(288,394)	-100.00%
Water Revenues	14,643,036	16,006,620	16,206,620	16,617,852	611,232	3.82%
Wastewater Revenues	9,337,766	11,360,639	10,921,730	9,296,386	(2,064,253)	-18.17%
Interest on investments	196,587	151,440	151,440	153,015	1,575	1.04%
Miscellaneous revenues	357,893	200,000	200,000	200,000	-	0.00%
Total Water and Wastewater Fund	24,818,869	28,007,093	27,517,382	26,267,253	(1,739,840)	-6.21%
AIRPORT FUND OPERATING FUND						
Intergovernmental revenues						
Federal Grants	1,937,955	2,850,910	1,554,116	3,361,481	510,571	17.91%
State Grants	101,837	89,825	38,235	480,011	390,186	434.38%
Airport Revenues	1,866,359	1,669,974	1,805,423	1,801,965	131,991	7.90%
Interest on investments	6,784	3,692	3,692	2,894	(798)	-21.61%
Miscellaneous revenues	187,725	68,026	76,150	328,770	260,744	383.30%
Total Airport Fund	4,100,660	4,682,427	3,477,616	5,975,121	1,292,694	27.61%

Schedule C: Revenues Other Than Property Taxes

CITY OF FLAGSTAFF SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES FISCAL YEARS 2016 AND 2017 (WITH ACTUALS FOR FISCAL YEAR 2015)

SOURCE OF REVENUES	ACTUAL REVENUES 2014-2015	BUDGETED REVENUES 2015-2016	ESTIMATED ACTUAL REVENUES 2015-2016	BUDGETED REVENUES 2016-2017	CHANGE (BDGT-BDGT)	% CHANGE
SOLID WASTE						
Intergovernmental revenues						
Solid Waste Revenues	\$ 11,456,414	11,760,588	11,297,223	11,581,437	(179,151)	-1.52%
Interest on investments	81,785	67,830	87,015	69,526	1,696	2.50%
Miscellaneous revenues	24,506	-	1,630	-	-	0.00%
Total Environmental Services Fund	11,562,705	11,828,418	11,385,868	11,650,963	(177,455)	-1.50%
SUSTAINABILITY AND ENVIRONMENTAL MGMT						
Intergovernmental revenues						
Federal Grants	-	-	-	119,998	119,998	0.00%
Environmental Services Revenues	1,050,537	1,029,029	1,032,336	993,288	(35,741)	-3.47%
Interest on investments	2,949	1,800	3,387	2,993	1,193	66.28%
Miscellaneous revenues	31,267	500	24,145	500	-	0.00%
Total Environmental Services Fund	1,084,753	1,031,329	1,059,868	1,116,779	85,450	8.29%
STORMWATER UTILITY						
Intergovernmental revenues						
Federal Grants	25,000	225,000	225,000	33,960	(191,040)	-84.91%
Stormwater Utility Revenues	1,483,745	1,515,588	1,515,588	1,514,807	(781)	-0.05%
Interest on investments	7,171	1,089	1,089	781	(308)	-28.28%
Miscellaneous revenues	4,450	-	-	-	-	0.00%
Total Stormwater Utility Fund	1,520,366	1,741,677	1,741,677	1,549,548	(192,129)	-11.03%
FLAGSTAFF HOUSING AUTHORITY FUNDS						
Intergovernmental revenues						
Federal Grants	4,295,599	5,636,039	4,634,789	5,881,395	245,356	4.35%
Rents and Other Tenant Income	1,027,946	996,000	996,000	1,029,000	33,000	3.31%
Miscellaneous revenues	501,384	436,034	436,034	442,595	6,561	1.50%
Total Stormwater Utility Fund	5,824,929	7,068,073	6,066,823	7,352,990	284,917	4.03%
TOTAL ENTERPRISE FUNDS	48,912,282	54,359,017	51,249,234	53,912,654	(446,363)	-0.82%
TOTAL REVENUES	<u>\$ 139,524,615</u>	<u>156,005,970</u>	<u>151,373,635</u>	<u>146,509,395</u>	<u>(9,306,228)</u>	<u>-5.97%</u>

Schedule C-1: Schedule of Grant Revenues

CITY OF FLAGSTAFF SCHEDULE OF GRANT REVENUES FISCAL YEAR 2016-2017

PROJECT NAME		BUDGETED REVENUES 2015-2016	ESTIMATED REVENUES 2015-2016	BUDGETED REVENUES 2016-2017	CITY MATCH 2016-2017	BUDGETED GRANT REIMB %	FUNDING
GENERAL FUND							
6050 Police	ACJC - Metro (Northern Az Street Crimes Task Force)	240,284	240,824	133,330	-	100%	F/S
6050 Police	RICO Funds for Metro	64,490	64,490	199,996	-	100%	F/L
6060 Police	TSA - Law Enforcement Officer	88,900	88,900	44,100	10,584	76%	F
6069 Police	GOHS - DUI Enforcement	175,500	175,500	165,636	-	100%	S
6082 Police	RICO - Overtime	50,000	50,000	50,000	-	100%	L
6084 Police	DOJ - Bullet Proof Vest Program	8,250	8,250	8,250	4,125	50%	F
6085 Police	PSN Gang Prev/Educ	10,000	10,000	10,000	-	100%	F
6070 Police	AZ HLS - Livescan Fingerprint match	-	-	22,300	-	100%	F/S
6091 Police	AZ Homeland Security Grant	102,000	102,000	102,000	-	100%	F/S
6092 Police	Internet Crimes Against Children	4,500	4,500	4,500	-	100%	F/S
6100 Police	GOHS Click It or Ticket	5,000	5,000	5,000	-	100%	F/S
6101 Police	DOJ - Ed Bryne Memorial JAG - Overtime	70,000	70,000	95,000	-	100%	F
6088 Police	NPS Dispatch Services	5,000	5,000	10,000	-	100%	F
224 Police	USFS Dispatch Services	-	5,000	5,000	-	100%	F
6088 Police	County Dispatch Services (Summit)	-	-	5,000	-	-	L
6161 Police	NA Gang Taskforce- FBI	40,000	40,000	74,000	-	100%	S
6164 Police	Rico Equipment - PD	-	-	40,000	-	100%	L
6163 Police	Rico Equipment - PD	208,400	208,400	32,626	-	100%	F/L
6090 Police	DPS Statewide GLITEM	165,879	165,879	112,030	28,008	75%	S
6058 Police	RICO Officers	-	-	80,965	-	100%	L
6043 Fire	AZ Homeland Security	40,000	40,000	40,000	-	100%	F/S
6044 Fire	GOHS Grant	25,000	25,000	25,000	-	100%	S
4405 Fire	Assistance to Firefighters	265,174	265,174	184,866	-	100%	F
4407 Fire	Naval Observatory	-	-	5,800	-	100%	F
6039 Fire	Camp Navajo	20,000	20,000	-	-	100%	F
6171 Fire	Cooperative-Western Bark Beetle Initiative	100,000	100,000	-	-	50%	F/S
6203 Fire	Coconino Couny RX Fire Grant	-	-	7,300	-	100%	L
6190 Fire	Wildland Fire Urban Interface	216,000	216,000	-	-	90%	F/S
6506 Court	TCPF/State JCEF - Court Training Officer	25,000	25,000	25,000	-	100%	S
6506 Court	County Info Systems Tech	34,000	34,000	111,000	-	100%	L
6501 Court	County - Trainer	27,870	27,870	27,870	-	100%	L
6502 Court	County - Interpreter	52,500	52,500	52,500	-	100%	L
Legal	Victims Rights	-	-	10,100	-	100%	S
SUBTOTAL-GENERAL FUND		2,043,747	2,049,287	1,689,169	42,717		
Library	Library/Various Grants	188,625	188,625	25,000	-	100%	S
SUBTOTAL		188,625	188,625	25,000	-		
3274 Capital	EDA - Innovation Mesa Business Accelerator	454,197	813,342	-	-	52%	F
6201 Fire	WBBI- 14-601 Section 12	-	-	45,000	45,000	50%	F/S
6204 Fire	Wildland Fire Hazardous Fuels 15-202	-	-	135,000	15,000	90%	F/S
6206 Fire	WBBI Observ. Mesa FY15 Awarded FY16	-	-	100,000	100,000	50%	F/S
SUBTOTAL		454,197	813,342	280,000	160,000		
7577 FUTS	ADOT - Walnut/Florence Underpass (Round 11)	107,031	107,031	392,970	23,578	94%	F/S
7503 FUTS	AZ State Parks - FUTS Signage Program	76,566	76,566	-	-	100%	F/S
SUBTOTAL		183,597	183,597	392,970	23,578		
3105 Housing	HUD - 13/14 CDBG Entitlement	116,289	116,289	-	-	100%	F
3105 Housing	HUD - 14/15 CDBG Entitlement	239,907	239,907	-	-	100%	F
3105 Housing	HUD - 15/16 CDBG Entitlement	829,104	808,098	-	-	100%	F
	HUD- 16/17 CDBG Entitlement	-	-	698,517	-	100%	F
3139 Housing	ADOH - Home Grant	673,168	673,168	450,000	-	100%	F/S
3141 Housing	ADOH - FY 13 Owner Occupied Housing Rehab	330,000	330,000	330,000	-	100%	F/S
Housing	Subrecipient w/ Coconino County (ADOH)	350,000	363,804	350,000	-	100%	F/S
SUBTOTAL		2,538,468	2,531,266	1,828,517	-		

Schedule C-1: Schedule of Grant Revenues

CITY OF FLAGSTAFF SCHEDULE OF GRANT REVENUES FISCAL YEAR 2016-2017

PROJECT NAME		BUDGETED REVENUES 2015-2016	ESTIMATED REVENUES 2015-2016	BUDGETED REVENUES 2016-2017	CITY MATCH 2016-2017	BUDGETED GRANT REIMB %	FUNDING
14XX MPO	ADOT - PL Funds FMPO 2016	100,000	100,000			94%	F/S
MPO	ADOT - PL Funds FMPO 2017			138,387	8,303	94%	F/S
1408 MPO	ADOT - FTA 22 Funds FMPO 2015	36,290	36,290	-	-	100%	F/S
1408 MPO	ADOT - FTA 5304 Funds FMPO 2014	300,000	300,000	-	-	80%	F/S
MPO	ADOT- FTA 5305 FMPO 2016	-	-	36,290	7,258	80%	F/S
MPO	ADOT- FTA 5304 FMPO 2016	-	-	100,000	20,000	80%	F/S
1404 MPO	ADOT - SPR Funds FMPO 2015	125,000	125,000	-	-	80%	F/S
1404 MPO	ADOT - SPR Funds FMPO 2016		-	125,000	25,000	80%	F/S
MPO	FHWA - STP Operations & Maintenance	215,000	215,000	-	-	94%	F/S
MPO	FHWA - STP Funds RTP Study	50,000	50,000	-	-	94%	F/S
MPO	FHWA - STP Funds Milton Model	40,000	40,000	-	-	94%	F/S
MPO	FHWA - STP Funds Adaptive Control	100,000	100,000	-	-	94%	F/S
MPO	FHWA - STP Funds Regional Trans Plan Tech	-	25,000	-	-	94%	F/S
SUBTOTAL		966,290	991,290	399,677	60,561		
5770 Util	AWPF - Picture Canyon	37,592	37,592	-	-	100%	S
Util	Innovation Mesa	250,802	-	-	-	51%	F
SUBTOTAL		288,394	37,592	-	-		
PW-SEMS	ASP Picture Canyon Trail	-	-	79,998	-	34%	S
PW-SEMS	AZGF Obs Mesa Grant	-	-	40,000	-	100%	S
		-	-	119,998	-		
STORM	Francis Short Pond	-	-	33,960	-		
6153 STORM	FEMA CTP	225,000	225,000	-	-	100%	F
SUBTOTAL		225,000	225,000	33,960	-		
3728 Airport	FAA - ARRF Replacement Vehicle	1,000,000	-	-	170,000	91%	F
3728 Airport	ADOT Match ARRF Replacement Vehicle	50,000	-	-	-	5%	S
3729 Airport	FAA - AIP 37 Sustainability Master Plan	187,500	187,526	-	-	91%	F
3729 Airport	ADOT MATCH - AIP 37 Sustainability Master Plan	10,418	10,418	-	-	5%	S
3332 Airport	FAA - AIPXX Runway 3/21 Mill Overlay Constrn	-	-	2,984,660	146,512	91%	F
3332 Airport	ADOT Match - AIP-XX Constr Runway 321Mill Overlay	-	-	146,513	-	91%	S
37XX Airport	FAA - AIP38 Mill & Overlay Runway 3/21-Design	293,500	293,500	-	-	91%	F
37XX Airport	ADOT Match - AIP 38 Mill & Overlay Runway 3/21-Design	14,407	14,407	-	-	5%	S
3334 Airport	FAA-AIP39 Master Plan Update with Aeronautical Survey	570,000	273,180	226,820	30,000	91%	F
3334 Airport	ADOT Match- AIP39 Master Plan Update with Aeronautical Survey	15,000	13,410	11,134	-	5%	S
37XX Airport	FAA AIP XX Wildlife Hazard Assessment	-	-	150,000	7,363	91%	F
37XX Airport	ADOT Match AP XX Willife Hazard Assessment	-	-	7,363	-	5%	S
37XX Airport	FAA AIP XX Airport Drainage Improv-Design	-	-	315,000	35,000	91%	F
3842 Airport	DOT-Small Community Air Service Development Program	799,910	799,910	-	-	100%	F
SUBTOTAL		2,940,735	1,592,351	3,841,490	388,875		
Econ Vit	AZ Dept of Commerce - REDG Grant Future Grant	200,000	200,000	-	-	100%	F/S
7701 Econ Vit	EDA Revolving Loan	-	262,206	-	-	100%	F/S
SUBTOTAL		200,000	462,206	-	-		
FHA	Low Income Public Housing	1,089,356	1,172,679	1,121,841	-	100%	F
FHA	Section 8/MRO SRO	4,546,683	3,462,110	4,759,554	-	100%	F
SUBTOTAL		5,636,039	4,634,789	5,881,395	-		
TOTAL		15,665,092	13,709,345	14,492,176	675,731		

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 2016-2017

FUND	PROCEEDS FROM OTHER FINANCING SOURCES	INTERFUND TRANSFERS	
		IN	OUT
GENERAL FUND	\$ -	3,208,559	2,557,559
SPECIAL REVENUE FUNDS			
Library Fund	-	1,581,611	-
Highway User Revenue Fund	-	3,789,073	13,000
Transportation Fund	-	-	4,033,439
FUTS Fund	-	550,000	-
Beautification Fund	-	-	433,465
Economic Development	-	251,000	143,757
Tourism Fund	-	-	67,738
Arts and Science Fund	-	-	-
Recreation-BBB Fund	-	-	2,330,259
Housing & Community Services	-	-	50,000
MPO	-	22,500	-
Parking	880,000	385,398	-
Total Special Revenue Funds	880,000	6,579,582	7,071,658
DEBT SERVICE FUNDS			
Secondary Property Tax Fund	-	-	8,527,911
G.O. Bond Fund	-	8,527,911	-
Total Debt Service Funds	-	8,527,911	8,527,911
CAPITAL PROJECTS FUNDS			
G.O. Bond Funded Projects	500,000	-	-
Non G.O. Bond Funded Projects	-	-	-
Total Capital Projects Funds	500,000	-	-
ENTERPRISE FUNDS			
Water , Wastewater, & Reclaimed Water Fund	-	1,174,343	1,168,793
Stormwater Utility	-	-	316,684
Airport Fund	-	287,850	-
Solid Waste Fund	5,075,000	-	141,678
Sustainability and Environmental Mgmt	-	67,000	199,162
Flagstaff Housing Authority	-	138,200	-
Total Enterprise Funds	5,075,000	1,667,393	1,826,317
TOTAL ALL FUNDS	\$ 6,455,000	19,983,445	19,983,445

Schedule D-1: Schedule of Transfers Descriptions

SCHEDULE OF TRANSFERS FISCAL YEAR 2016-2017

TRANSFER TO:	TRANSFER FROM:	AMOUNT	COMMENTS
General Fund	Highway User Fund	13,000	Right of way maintenance
General Fund	Beautification Fund	371,264	Streetscape maintenance on projects previously constructed by BBB funds that are now maintained by the Parks division
General Fund	Beautification Fund	57,000	Right of way and median maintenance
General Fund	Beautification Fund	5,201	Contribution towards citywide publication
General Fund	Economic Development	143,757	Debt payment for Accelerator
General Fund	Tourism Fund	6,238	Contribution towards citywide publication
General Fund	Tourism Fund	25,000	Support event costs impacting Recreation programming
General Fund	Recreation-BBB Fund	236,586	Contribution to the maintenance of FUTS which is a Parks responsibility
General Fund	Recreation-BBB Fund	1,215,673	Increased maintenance in Parks budget related to additional field maintenance associated with Recreation Bond projects
General Fund	Recreation-BBB Fund	878,000	Operation of Recreation programs
General Fund	Solid Waste Fund	4,678	Contribution towards citywide publication
General Fund	Solid Waste Fund	53,000	Fee holiday for operating expenses for the general fund internal accounts
General Fund	Sustainability and Environmental Management Fund	179,437	Code compliance
General Fund	Sustainability and Environmental Management Fund	19,725	Funding of the Greater Flagstaff Forest Partnership contract
Total		\$ 3,208,559	
Library Fund	General Fund	1,545,111	Library Operational and Capital
Library Fund	Tourism	36,500	Library Operational Support
Total		\$ 1,581,611	
Highway User Revenue Fund	Transportation Fund	1,918,574	Transportation funded Street Improvement Projects
Highway User Revenue Fund	Transportation Fund	1,542,365	Transportation funded Safety Improvement Projects
Highway User Revenue Fund	Stormwater Fund	311,134	Drainage maintenance
Highway User Revenue Fund	Solid Waste Fund	17,000	Fee holiday related to HURF accounts
Total		\$ 3,789,073	
Parking	General Fund	\$ 385,398	Cash Flow needs
		\$ 385,398	
FUTS Fund	Transportation Fund	550,000	Fund FUTS projects
Total		\$ 550,000	
Economic Development Fund	General Fund	251,000	Incubator debt service
Total		\$ 251,000	
Flagstaff Metro Planning Organization Fund	Transportation Fund	22,500	Non-grant reimbursable costs
Total		\$ 22,500	
G.O. Bond Fund	Secondary Property Tax Fund	8,527,911	Repayment of G.O. bonds
Total		\$ 8,527,911	
Water Fund	Stormwater Fund	5,550	Regulatory compliance services
Water Fund	Wastewater Fund	1,116,123	Wastewater's share of operational support
Water Fund	Reclaimed Water Fund	52,670	Reclaimed Water's share of operational support
Total		\$ 1,174,343	
Flagstaff Housing Authority Fund	General Fund	8,000	Compensation increases
Flagstaff Housing Authority Fund	General Fund	80,000	Remodel of Siler Homes
Flagstaff Housing Authority Fund	Housing and Community	50,000	Remodel of Siler Homes
Total		\$ 138,200	
Airport	General Fund	240,350	Operational support
Airport	General Fund	47,500	Capital support
Total		\$ 287,850	

Schedule D-1: Schedule of Transfers Descriptions

SCHEDULE OF TRANSFERS FISCAL YEAR 2016-2017

TRANSFER TO:	TRANSFER FROM:	AMOUNT	COMMENTS
Sustainability and Environmental Management Fund	Solid Waste Fund	67,000	Recycle Awareness
Total		\$ 67,000	
Total Transfer		\$ 19,983,445	

Schedule E: Appropriations by Fund

CITY OF FLAGSTAFF SUMMARY BY DIVISION OF EXPENDITURES/EXPENSES WITHIN EACH FUND COMPARISON OF FISCAL YEAR 2016 AND 2017 (WITH ACTUAL FOR FISCAL YEAR 2015)

FUND/DIVISION	ACTUAL EXPENDITURES/ EXPENSES 2014-2015	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2015-2016	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2015-2016	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2016-2017	CHANGE (BDGT-BDGT)	% CHANGE
GENERAL FUND						
General Administration	\$ 8,494,339	9,914,497	9,849,497	10,157,845	243,348	2.5%
Community Development	4,017,632	4,294,597	4,294,597	4,562,947	268,350	6.2%
Management Services	3,324,859	3,633,521	3,543,521	3,748,504	114,983	3.2%
Fire	10,783,904	12,083,375	12,233,375	12,551,627	468,252	3.9%
Police	17,484,381	20,237,676	20,237,676	19,835,674	(402,002)	(2.0%)
Public Works	7,856,123	12,049,297	11,884,297	8,847,631	(3,201,666)	(26.6%)
Economic Vitality	366,048	174,071	174,071	175,166	1,095	0.6%
Non-departmental	(1,867,588)	(2,053,888)	(2,053,888)	(3,089,963)	(1,036,075)	50.4%
Contingency	57,382	625,000	625,000	100,000	(525,000)	(84.0%)
Total General Fund	50,517,080	60,958,146	60,788,146	56,889,431	(4,068,715)	(6.7%)
SPECIAL REVENUE FUNDS						
LIBRARY FUND						
General Administration	176,085	191,757	191,757	181,405	(10,352)	(5.4%)
Community Development	-	-	-	-	-	0.0%
Management Services	4,921,029	6,879,938	6,939,942	93,895	(6,786,043)	(98.6%)
Public Works	68,965	94,591	94,591	65,383	(29,208)	(30.9%)
Economic Vitality	14,909	17,485	17,485	4,827,271	4,809,786	27,508.1%
Non-departmental	77,765	73,142	73,142	84,869	11,727	16.0%
Contingency	-	100,000	-	100,000	-	0.0%
	5,258,753	7,356,913	7,316,917	5,352,823	(2,004,090)	(27.2%)
HIGHWAY USER REVENUE FUND						
General Administration	151,660	155,859	155,859	197,820	41,961	26.9%
Community Development	2,390,484	9,565,074	9,565,074	3,289,807	(6,275,267)	(65.6%)
Management Services	91,171	96,769	96,769	86,123	(10,646)	(11.0%)
Public Works	7,852,173	9,097,549	9,097,550	9,182,495	84,946	0.9%
Economic Vitality	14,496	13,729	13,729	17,838	4,109	29.9%
Non-departmental	116,557	126,761	126,761	121,777	(4,984)	(3.9%)
Contingency	-	100,000	-	100,000	-	0.0%
	10,616,541	19,155,741	19,055,742	12,995,860	(6,159,881)	(32.2%)
TRANSPORTATION FUND						
General Administration	39,239	40,595	40,595	58,900	18,305	45.1%
Community Development	10,001	1,525,600	1,275,600	8,543,800	7,018,200	460.0%
Management Services	265,318	302,624	302,624	339,102	36,478	12.1%
Public Works	3,585,418	6,110,000	6,110,000	2,500,000	(3,610,000)	(59.1%)
Economic Vitality	2,952	1,643	1,643	3,188	1,545	94.0%
Non-departmental	5,968,488	7,444,147	7,046,881	11,636,402	4,192,255	56.3%
	9,871,416	15,424,609	14,777,343	23,081,392	7,656,783	49.6%
FUTS FUND						
Community Development	307,163	3,758,780	3,758,780	901,915	(2,856,865)	(76.0%)
	307,163	3,758,780	3,758,780	901,915	(2,856,865)	(76.0%)
BEAUTIFICATION FUND						
Economic Vitality	566,732	3,950,191	3,950,191	1,339,408	(2,610,783)	(66.1%)
Reserve/Contingency	-	10,000	-	10,000	-	0.0%
	566,732	3,960,191	3,950,191	1,349,408	(2,610,783)	(65.9%)
ECONOMIC DEVELOPMENT FUND						
Economic Vitality	875,239	1,314,079	1,313,436	1,220,926	(93,153)	(7.1%)
Reserve/Contingency	1,771	45,000	-	45,000	-	0.0%
	877,010	1,359,079	1,313,436	1,265,926	(93,153)	(6.9%)
TOURISM FUND						
Economic Vitality	1,894,043	2,042,287	2,010,087	2,165,077	122,790	6.0%
Reserve/Contingency	5,593	70,000	20,000	50,000	(20,000)	(28.6%)
	1,899,636	2,112,287	2,030,087	2,215,077	102,790	4.9%

Schedule E: Appropriations by Fund

CITY OF FLAGSTAFF SUMMARY BY DIVISION OF EXPENDITURES/EXPENSES WITHIN EACH FUND COMPARISON OF FISCAL YEAR 2016 AND 2017 (WITH ACTUAL FOR FISCAL YEAR 2015)

FUND/DIVISION	ACTUAL EXPENDITURES/ EXPENSES 2014-2015	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2015-2016	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2015-2016	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2016-2017	CHANGE (BDGT-BDGT)	% CHANGE
ARTS AND SCIENCE FUND						
Economic Vitality	\$ 521,689	815,044	615,100	570,140	(244,904)	(30.0%)
Reserve/Contingency	-	10,000	-	10,000	-	0.0%
	521,689	825,044	615,100	580,140	(244,904)	(29.7%)
RECREATION-BBB FUND						
Public Works	363,875	2,469,216	2,469,382	689,450	(1,779,766)	(72.1%)
PARKING DISTRICT						
Parking District	-	-	-	1,454,690	1,454,690	0.0%
Reserve/Contingency	-	-	-	47,108	47,108	0.0%
	-	-	-	1,501,798	1,501,798	0.0%
HOUSING AND COMMUNITY SERVICES FUND						
Community Development	786,668	3,332,845	3,332,845	1,949,871	(1,382,974)	(41.5%)
Non-departmental	41,018	89,405	89,405	58,650	(30,755)	(34.4%)
	827,686	3,422,250	3,422,250	2,008,521	(1,413,729)	(41.3%)
METRO PLANNING ORG FUND						
Community Development	508,266	995,618	1,043,351	383,479	(612,139)	(61.5%)
Non-departmental	34,260	53,172	53,172	43,698	(9,474)	(17.8%)
Contingency	-	500,000	-	500,000	-	0.0%
	542,526	1,548,790	1,096,523	927,177	(621,613)	(40.1%)
EDA REVOLVING LOAN FUND						
Economic Vitality	-	270,673	262,806	-	(270,673)	(100.0%)
Total Special Revenue Funds	31,653,027	61,663,573	60,068,557	52,869,487	(8,794,086)	(14.3%)
DEBT SERVICE FUNDS						
GENERAL OBLIGATION BONDS FUND						
Non-departmental	6,016,470	7,436,600	7,436,600	8,527,911	1,091,311	14.7%
SPECIAL ASSESSMENT BONDS FUND						
Non-departmental	2,397,448	600,850	596,000	211,350	(389,500)	(64.8%)
Total Debt Service Funds	8,413,918	8,037,450	8,032,600	8,739,261	701,811	8.7%
CAPITAL PROJECT FUNDS						
G.O. BONDS FUNDED PROJECTS FUND						
Non-departmental	3,160,360	31,940,644	25,187,518	3,004,777	(28,935,867)	(90.6%)
NON G.O. BOND FUNDED PROJECTS FUND						
Non-departmental	6,385,110	7,757,972	8,037,950	886,500	(6,871,472)	(88.6%)
Total Capital Projects Funds	9,545,470	39,698,616	33,225,468	3,891,277	(35,807,339)	(90.2%)
ENTERPRISE FUNDS						
WATER, WASTEWATER & RECLAIMED WATER FUND						
General Administration	644,370	614,863	614,863	665,856	50,993	8.3%
Management Services	967,305	1,063,323	1,063,323	1,221,812	158,489	14.9%
Public Works	36,925	43,679	43,679	39,451	(4,228)	(9.7%)
Economic Vitality	49,629	43,177	43,177	56,584	13,407	31.1%
Utilities	18,367,661	33,899,047	33,899,048	25,160,051	(8,738,996)	(25.8%)
Non-departmental	370,377	354,602	354,602	348,840	(5,762)	(1.6%)
Contingency	218,352	1,800,000	-	1,800,000	-	0.0%
	20,654,619	37,818,691	36,018,692	29,292,594	(8,526,097)	(22.5%)
AIRPORT FUND						
General Administration	55,329	55,959	55,959	84,236	28,277	50.5%
Management Services	81,024	86,555	86,555	87,528	973	1.1%
Public Works	52,146	90,405	90,405	103,613	13,208	14.6%
Economic Vitality	3,386,467	4,940,360	3,547,460	5,838,957	898,597	18.2%
Non-departmental	44,964	61,555	61,555	51,856	(9,699)	(15.8%)
Contingency	-	100,000	-	100,000	-	0.0%
	3,619,930	5,334,834	3,841,934	6,266,190	931,356	17.5%

Schedule E: Appropriations by Fund

CITY OF FLAGSTAFF SUMMARY BY DIVISION OF EXPENDITURES/EXPENSES WITHIN EACH FUND COMPARISON OF FISCAL YEAR 2016 AND 2017 (WITH ACTUAL FOR FISCAL YEAR 2015)

FUND/DIVISION	ACTUAL EXPENDITURES/ EXPENSES 2014-2015	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2015-2016	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2015-2016	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2016-2017	CHANGE (BDGT-BDGT)	% CHANGE
SOLID WASTE						
General Administration	\$ 358,624	322,088	322,088	381,308	59,220	18.4%
Management Services	349,621	334,415	334,415	332,201	(2,214)	(0.7%)
Public Works	9,737,459	13,015,777	12,475,777	13,082,598	66,821	0.5%
Economic Vitality	35,471	29,313	29,313	40,125	10,812	36.9%
Non-departmental	272,975	195,906	195,906	232,398	36,492	18.6%
Contingency	-	612,000	-	500,000	(112,000)	(18.3%)
	10,754,150	14,509,499	13,357,499	14,568,630	59,131	0.4%
SUSTAINABILITY AND ENVIRONMENTAL MGMT						
General Administration	41,635	65,389	65,389	87,814	22,425	34.3%
Management Services	19,186	37,380	37,380	33,672	(3,708)	(9.9%)
Public Works	875,486	992,374	1,012,374	906,326	(86,048)	(8.7%)
Economic Vitality	1,735	2,876	2,876	4,027	1,151	40.0%
Non-departmental	10,905	15,234	15,234	24,623	9,389	61.6%
Contingency	-	30,000	-	30,000	-	0.0%
	948,947	1,143,253	1,133,253	1,086,462	(56,791)	(5.0%)
STORMWATER UTILITY FUND						
General Administration	38,614	39,650	39,650	49,480	9,830	24.8%
Management Services	42,471	44,800	44,800	40,780	(4,020)	(9.0%)
Public Works	11,663	4,613	4,613	4,517	(96)	(2.1%)
Economic Vitality	2,183	3,101	3,101	2,381	(720)	(23.2%)
Utilities	849,827	5,224,050	5,134,609	1,286,908	(3,937,142)	(75.4%)
Non-departmental	18,312	15,609	15,609	17,090	1,481	9.5%
Contingency	9,424	10,000	-	10,000	-	0.0%
	972,494	5,341,823	5,242,382	1,411,156	(3,930,667)	(73.6%)
FLAGSTAFF HOUSING AUTHORITY						
Community Development	6,134,741	6,210,462	6,210,462	6,636,386	425,924	6.9%
Contingency	-	1,001,250	-	1,001,250	-	0.0%
	6,134,741	7,211,712	6,210,462	7,637,636	425,924	
Total Enterprise Funds	43,084,881	71,359,812	65,804,222	60,262,668	(11,097,144)	(15.6%)
TOTAL ALL FUNDS	<u>\$ 143,214,376</u>	<u>241,717,597</u>	<u>227,918,993</u>	<u>182,652,124</u>	<u>- 59,065,473</u>	<u>(24.4%)</u>

Schedule E-1: Budget by Division and Sections

CITY OF FLAGSTAFF BUDGET BY DIVISION AND SECTIONS COMPARISON OF FISCAL YEAR 2016 AND 2017 (WITH ACTUAL FOR FISCAL YEAR 2015)

DIVISION/SECTION	ACTUAL EXPENDITURES/ EXPENSES 2014-2015	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2015-2016	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2015-2016	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2016-2017	CHANGE (BDGT-BDGT)	% CHANGE
GENERAL ADMINISTRATION						
City Manager Division	\$ 1,664,598	1,577,888	1,577,888	1,770,250	192,362	12.2%
Flagstaff Municipal Court Division	2,677,421	2,817,808	2,817,808	3,165,706	347,898	12.3%
City Attorney Division	1,472,442	1,592,721	1,592,721	1,660,566	67,845	4.3%
Human Resources Division	626,606	781,511	781,511	875,134	93,623	12.0%
Risk Management Division	185,483	204,470	204,470	214,982	10,512	5.1%
Information Technology Division	1,867,789	2,940,099	2,875,099	2,471,207	(468,892)	(15.9%)
TOTAL	8,494,339	9,914,497	9,849,497	10,157,845	243,348	2.5%
COMMUNITY DEVELOPMENT						
Community Development Admin.	307,142	316,505	316,505	319,336	2,831	0.9%
Planning & Development Services	2,180,484	2,299,719	2,299,719	2,542,721	243,002	10.6%
Capital Improvement	(171,988)	(112,697)	(112,697)	(131,626)	(18,929)	16.8%
Engineering	1,467,507	1,542,404	1,542,404	1,560,209	17,805	1.2%
Housing	234,487	248,666	248,666	272,307	23,641	9.5%
Community Housing Services	100,640	883,782	883,782	180,004	(703,778)	(79.6%)
Community Housing Grants	126,261	1,353,168	1,353,168	1,130,000	(223,168)	(16.5%)
CDBG Grant	559,767	1,095,895	1,095,895	639,867	(456,028)	(41.6%)
Transportation CIP	1,998,483	9,151,127	9,151,127	2,910,425	(6,240,702)	(68.2%)
Road Repair Construction	10,001	1,525,600	1,275,600	8,543,800	7,018,200	460.0%
Flag Urban Trails System	307,163	3,758,780	3,758,780	901,915	(2,856,865)	(76.0%)
Metro Planning Organization	508,266	995,618	1,043,351	383,479	(612,139)	(61.5%)
Flagstaff Housing Authority	6,134,741	6,210,462	6,210,462	6,636,386	425,924	6.9%
TOTAL	13,762,954	29,269,029	29,066,762	25,888,823	(3,380,206)	(11.5%)
MANAGEMENT SERVICES						
Management Services Admin.	97	264,068	244,068	272,369	8,301	3.1%
Purchasing	792,298	532,337	532,337	573,934	41,597	7.8%
Finance/Budget	1,008,490	1,224,318	1,179,318	1,301,292	76,974	6.3%
Sales Tax & Licensing	1,523,974	1,612,798	1,587,798	1,600,909	(11,889)	(0.7%)
Library	3,434,364	4,075,245	4,135,247	-	(4,075,245)	(100.0%)
Library County Direct	574,136	624,406	624,408	-	(624,406)	(100.0%)
Library Grants	793,124	2,087,084	2,087,084	-	(2,087,084)	(100.0%)
TOTAL	8,126,483	10,420,256	10,390,260	3,748,504	(6,671,752)	(64.0%)
FIRE						
Fire	10,527,529	11,226,908	11,376,908	12,268,120	1,041,212	9.3%
Fire Grants	256,375	856,467	856,467	283,507	(572,960)	(66.9%)
TOTAL	10,783,904	12,083,375	12,233,375	12,551,627	468,252	3.9%
POLICE						
Police	16,434,370	18,710,702	18,710,702	18,541,448	(169,254)	(0.9%)
Police Grants	1,050,011	1,526,974	1,526,974	1,294,226	(232,748)	(15.2%)
TOTAL	17,484,381	20,237,676	20,237,676	19,835,674	(402,002)	(2.0%)
PUBLIC WORKS						
Public Works Administration	68,071	125,977	125,977	114,304	(11,673)	(9.3%)
USGS Facilities	980,668	1,157,645	1,157,645	731,149	(426,496)	(36.8%)
Parks	2,484,489	3,371,232	3,371,232	3,458,045	86,813	2.6%
Fleet Services	(4)	2,160,759	1,995,759	60,331	(2,100,428)	(97.2%)
Cemetery	205,881	225,629	225,629	-	(225,629)	(100.0%)
Public Facilities Maintenance	1,049,350	1,697,385	1,697,385	1,152,659	(544,726)	(32.1%)
Recreation	3,067,668	3,310,670	3,310,670	3,331,143	20,473	0.6%
Street Maintenance & Repairs	4,105,200	5,003,031	5,003,031	5,348,098	345,067	6.9%
Street Const. & Reconstruction	3,059,614	3,378,120	3,378,120	3,130,000	(248,120)	(7.3%)
Road Repair Pavement Preservation	3,572,596	6,110,000	6,110,000	2,500,000	(3,610,000)	(59.1%)
Street & Highway User Rev Bonds	546,922	553,941	553,942	550,514	(3,427)	(0.6%)
Solid Waste - Landfill 165	1,854,280	4,743,701	2,231,701	5,454,383	710,682	15.0%
Solid Waste - Collections 166	6,502,183	7,941,805	6,286,805	7,339,755	(602,050)	(7.6%)
Solid Waste - Capital 167	1,209,641	42,000	3,669,000	-	(42,000)	(100.0%)
Solid Waste Debt Service	-	125,000	125,000	125,000	-	-
Sustainability and Environ Mgmt (170)	864,945	975,463	995,463	906,263	(69,200)	(7.1%)
Recreation-BBB	363,875	2,469,216	2,469,382	689,450	(1,779,766)	(72.1%)
TOTAL	29,935,379	43,391,574	42,706,741	34,891,094	(8,500,480)	(19.6%)

Schedule E-1: Budget by Division and Sections

CITY OF FLAGSTAFF BUDGET BY DIVISION AND SECTIONS COMPARISON OF FISCAL YEAR 2016 AND 2017 (WITH ACTUAL FOR FISCAL YEAR 2015)

DIVISION/SECTION	ACTUAL EXPENDITURES/ EXPENSES 2014-2015	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2015-2016	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2015-2016	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2016-2017	CHANGE (BDGT-BDGT)	% CHANGE
ECONOMIC VITALITY						
Community Investment	\$ 366,048	174,071	174,071	175,166	1,095	0.6%
Airport	3,096,838	4,649,251	3,256,351	5,573,809	924,558	19.9%
Debt Service - Airport	286,685	286,685	286,685	259,211	(27,474)	(9.6%)
Arts and Science	521,689	815,044	615,100	570,140	(244,904)	(30.0%)
Urban Design	151,622	182,714	182,714	339,408	156,694	85.8%
Streetscape	415,110	3,767,477	3,767,477	1,000,000	(2,767,477)	(73.5%)
Economic Development	625,210	1,056,636	1,055,993	963,783	(92,853)	(8.8%)
Economic Development Debt Service	250,029	257,443	257,443	257,143	(300)	(0.1%)
EDA Revolving Loan Program	-	270,673	262,806	-	(270,673)	(100.0%)
Library	-	-	-	3,516,813	3,516,813	-
Library County Direct	-	-	-	611,096	611,096	-
Library Grants	-	-	-	680,190	680,190	-
Parking District	-	-	-	1,364,690	1,364,690	-
Debt Service - Parking District	-	-	-	90,000	90,000	-
Tourism - Gen. Admin.	1,564,271	1,651,526	1,611,948	1,688,275	36,749	2.2%
Visitor Services	329,772	390,761	398,139	476,802	86,041	22.0%
TOTAL	7,607,274	13,502,281	11,868,727	17,566,526	4,064,245	30.1%
UTILITIES						
Administration	920,463	726,892	726,892	887,466	160,574	22.1%
Lake Mary Water Plant	3,210,135	4,763,649	4,763,649	4,256,152	(507,497)	(10.7%)
Water Distribution System	1,502,516	1,935,817	1,935,817	1,620,560	(315,257)	(16.3%)
Water Resource Management	346,362	329,049	329,049	632,501	303,452	92.2%
Utility Engineering Services	533,383	428,665	428,665	552,354	123,689	28.9%
Regulatory Compliance	894,346	1,010,833	1,010,833	1,020,197	9,364	0.9%
Wastewater Treatment	2,122,074	2,799,734	2,799,734	2,182,935	(616,799)	(22.0%)
Reclaim Water Plant	908,088	894,421	894,421	1,009,511	115,090	12.9%
Wastewater Collection	966,460	1,458,209	1,458,209	1,103,262	(354,947)	(24.3%)
Reclaim Water	-	350,504	350,504	406,764	56,260	16.1%
Water Capital	4,041,817	6,908,949	6,908,949	4,825,000	(2,083,949)	(30.2%)
Wastewater Capital	2,922,017	6,814,059	6,814,059	2,548,000	(4,266,059)	(62.6%)
Reclaim Water Capital	-	1,394,534	1,394,534	-	(1,394,534)	(100.0%)
Debt Service	-	4,083,732	4,083,733	4,115,349	31,617	0.8%
Stormwater Utility	480,867	851,497	851,497	656,908	(194,589)	(22.9%)
Stormwater Capital	368,960	4,372,553	4,283,112	630,000	(3,742,553)	(85.6%)
TOTAL	19,217,488	39,123,097	39,033,657	26,446,959	(12,676,138)	(32.4%)
NON-DEPARTMENTAL						
Council & Commissions	380,405	350,737	350,737	395,941	45,204	12.9%
Non-Departmental	2,900,098	2,853,571	2,853,571	2,218,172	(635,399)	(22.3%)
Real Estate Proceeds	-	15,000	15,000	-	(15,000)	(100.0%)
G.O. Bond - Debt Service	6,016,470	7,436,600	7,436,600	8,527,911	1,091,311	14.7%
SID-Debt	2,397,448	600,850	596,000	211,350	(389,500)	(64.8%)
G.O. Bond Funded Projects	3,160,360	31,940,644	25,187,518	3,004,777	(28,935,867)	(90.6%)
Non G.O. Bond Funded Projects	6,385,110	7,757,972	8,037,950	886,500	(6,871,472)	(88.6%)
Transportation	4,786,795	4,956,341	4,559,075	8,670,086	3,713,745	74.9%
4th Street Debt Service	1,166,750	2,232,500	2,232,500	2,230,975	(1,525)	(0.1%)
Road Repair Debt Service	-	250,000	250,000	722,500	472,500	189.0%
Facility Improvement Debt	316,216	368,347	368,347	293,502	(74,845)	(20.3%)
TOTAL	27,509,652	58,762,562	51,887,298	27,161,714	(31,600,848)	(53.8%)
RESERVES/CONTINGENCIES	292,522	5,013,250	645,000	4,403,358	(609,892)	(12.2%)
GRAND TOTAL	\$ 143,214,376	241,717,597	227,918,993	182,652,124	(59,065,473)	(24.4%)

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

Schedule F: Budget Summary by Division of Expenditures

CITY OF FLAGSTAFF BUDGET SUMMARY BY DIVISION OF EXPENDITURES COMPARISON OF FISCAL YEAR 2016 AND 2017 (WITH ACTUAL FOR FISCAL YEAR 2015)

DIVISION/FUND	ACTUAL EXPENDITURES/ EXPENSES 2014-2015	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2015-2016	ESTIMATED ACTUAL EXPENDITURES * EXPENSES * 2015-2016	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2016-2017	CHANGE (BDGT-BDGT)	% CHANGE
GENERAL ADMINISTRATION						
General Fund	\$ 8,494,339	9,914,497	9,849,497	10,157,845	243,348	2.5%
Library Fund	176,085	191,757	191,757	181,405	(10,352)	(5.4%)
HURF Fund	151,660	155,859	155,859	197,820	41,961	26.9%
Transportation Fund	39,239	40,595	40,595	58,900	18,305	45.1%
Water, Wastewater & Reclaimed Wtr Fund	644,370	614,863	614,863	665,856	50,993	8.3%
Airport	55,329	55,959	55,959	84,236	28,277	50.5%
Solid Waste Fund	358,624	322,088	322,088	381,308	59,220	18.4%
Sustainability & Environment Mgmt Fund	41,635	65,389	65,389	87,814	22,425	34.3%
Stormwater Utility Fund	38,614	39,650	39,650	49,480	9,830	24.8%
TOTAL	9,999,895	11,400,657	11,335,657	11,864,664	464,007	4.1%
COMMUNITY DEVELOPMENT						
General Fund	4,017,632	4,294,597	4,294,597	4,562,947	268,350	6.2%
HURF Fund	2,390,484	9,565,074	9,565,074	3,289,807	(6,275,267)	(65.6%)
Transportation Fund	10,001	1,525,600	1,275,600	8,543,800	7,018,200	
FUTS Fund	307,163	3,758,780	3,758,780	901,915	(2,856,865)	(76.0%)
Housing and Community Services Fund	786,668	3,332,845	3,332,845	1,949,871	(1,382,974)	(41.5%)
Metro Planning Organization Fund	508,266	995,618	1,043,351	383,479	(612,139)	(61.5%)
Flagstaff Housing Authority	6,134,741	6,210,462	6,210,462	6,636,386	425,924	6.9%
TOTAL	14,154,955	29,682,976	29,480,709	26,268,205	(3,414,771)	(11.5%)
MANAGEMENT SERVICES						
General Fund	3,324,859	3,633,521	3,543,521	3,748,504	114,983	3.2%
Library Fund	4,921,029	6,879,938	6,939,942	93,895	(6,786,043)	(98.6%)
HURF Fund	91,171	96,769	96,769	86,123	(10,646)	(11.0%)
Transportation Fund	265,318	302,624	302,624	339,102	36,478	12.1%
Water, Wastewater & Reclaimed Wtr Fund	967,305	1,063,323	1,063,323	1,221,812	158,489	14.9%
Airport Fund	81,024	86,555	86,555	87,528	973	1.1%
Solid Waste Fund	349,621	334,415	334,415	332,201	(2,214)	(0.7%)
Sustainability & Environment Mgmt Fund	19,186	37,380	37,380	33,672	(3,708)	(9.9%)
Stormwater Utility Fund	42,471	44,800	44,800	40,780	(4,020)	(9.0%)
TOTAL	10,061,984	12,479,325	12,449,329	5,983,617	(6,495,708)	(52.1%)
FIRE						
General Fund	10,783,904	12,083,375	12,233,375	12,551,627	468,252	3.9%
TOTAL	10,783,904	12,083,375	12,233,375	12,551,627	468,252	3.9%
POLICE						
General Fund	17,484,381	20,237,676	20,237,676	19,835,674	(402,002)	(2.0%)
TOTAL	17,484,381	20,237,676	20,237,676	19,835,674	(402,002)	(2.0%)
PUBLIC WORKS						
General Fund	7,856,123	12,049,297	11,884,297	8,847,631	(3,201,666)	(26.6%)
Library Fund	68,965	94,591	94,591	65,383	(29,208)	(30.9%)
HURF Fund	7,852,173	9,097,549	9,097,550	9,182,495	84,946	0.9%
Transportation Fund	3,585,418.00	6,110,000	6,110,000	2,500,000	(3,610,000)	(59.1%)
Recreation-BBB Fund	363,875.00	2,469,216	2,469,382	689,450	(1,779,766)	(72.1%)
Water, Wastewater & Reclaimed Wtr Fund	36,925	43,679	43,679	39,451	(4,228)	(9.7%)
Airport Fund	52,146	90,405	90,405	103,613	13,208	14.6%
Solid Waste Fund	9,737,459	13,015,777	12,475,777	13,082,598	66,821	0.5%
Sustainability & Environment Mgmt Fund	875,486	992,374	1,012,374	906,326	(86,048)	(8.7%)
Stormwater Utility Fund	11,663	4,613	4,613	4,517	(96)	(2.1%)
TOTAL	30,440,233	43,967,501	43,282,668	35,421,464	(8,546,037)	(19.4%)

Schedule F: Budget Summary by Division of Expenditures

CITY OF FLAGSTAFF BUDGET SUMMARY BY DIVISION OF EXPENDITURES COMPARISON OF FISCAL YEAR 2016 AND 2017 (WITH ACTUAL FOR FISCAL YEAR 2015)

DIVISION/FUND	ACTUAL EXPENDITURES/ EXPENSES 2014-2015	ADOPTED BUDGETED EXPENSE 2015-2016	ESTIMATED ACTUAL EXPENSES * 2015-2016	PROPOSED BUDGETED EXPENSE 2016-2017	CHANGE (BDGT-BDGT)	% CHANGE
ECONOMIC VITALITY						
General Fund	\$ 366,048	174,071	174,071	175,166	1,095	0.6%
Library Fund	14,909	17,485	17,485	4,827,271	4,809,786	27,508.1%
HURF Fund	14,496	13,729	13,729	17,838	4,109	29.9%
Transportation Fund	2,952	1,643	1,643	3,188	1,545	94.0%
Beautification Fund	566,732	3,950,191	3,950,191	1,339,408	(2,610,783)	(66.1%)
Economic Development Fund	875,239	1,314,079	1,313,436	1,220,926	(93,153)	(7.1%)
EDA Revolving Loan Fund	-	270,673	262,806	-	(270,673)	(100.0%)
Tourism Fund	1,894,043	2,042,287	2,010,087	2,165,077	122,790	6.0%
Arts and Science Fund	521,689	815,044	615,100	570,140	(244,904)	(30.0%)
Parking District	-	-	-	1,454,690	1,454,690	0.0%
Water, Wastewater & Reclaimed Wtr Fund	49,629	43,177	43,177	56,584	13,407	31.1%
Airport Fund	3,386,467	4,940,360	3,547,460	5,838,957	898,597	18.2%
Solid Waste Fund	35,471	29,313	29,313	40,125	10,812	36.9%
Sustainability & Environment Mgmt Fund	1,735	2,876	2,876	4,027	1,151	40.0%
Stormwater Utility Fund	2,183	3,101	3,101	2,381	(720)	(23.2%)
TOTAL	7,731,593	13,618,029	11,984,475	17,715,778	4,097,749	30.1%
UTILITIES						
Water, Wastewater, and Reclaimed Wtr Fund	18,367,661	33,899,047	33,899,048	25,160,051	(8,738,996)	(25.8%)
Stormwater Utility Fund	849,827	5,224,050	5,134,609	1,286,908	(3,937,142)	(75.4%)
TOTAL	19,217,488	39,123,097	39,033,657	26,446,959	(12,676,138)	(32.4%)
NON-DEPARTMENTAL						
General Fund	(1,867,588)	(2,053,888)	(2,053,888)	(3,089,963)	(1,036,075)	50.4%
Library Fund	77,765	73,142	73,142	84,869	11,727	16.0%
HURF Fund	116,557	126,761	126,761	121,777	(4,984)	(3.9%)
Transportation Fund	5,968,488	7,444,147	7,046,881	11,636,402	4,192,255	56.3%
Housing and Community Services Fund	41,018	89,405	89,405	58,650	(30,755)	(34.4%)
Metro Planning Organization Fund	34,260	53,172	53,172	43,698	(9,474)	(17.8%)
General Obligation Bonds Fund	6,016,470	7,436,600	7,436,600	8,527,911	1,091,311	14.7%
Special Assessment Bonds Fund	2,397,448	600,850	596,000	211,350	(389,500)	(64.8%)
G.O. Bonds Funded Projects Fund	3,160,360	31,940,644	25,187,518	3,004,777	(28,935,867)	(90.6%)
Non G.O. Bond Funded Projects Fund	6,385,110	7,757,972	8,037,950	886,500	(6,871,472)	(88.6%)
Water, Wastewater & Reclaimed Wtr Fund	370,377	354,602	354,602	348,840	(5,762)	(1.6%)
Airport Fund	44,964	61,555	61,555	51,856	(9,699)	(15.8%)
Solid Waste Fund	272,975	195,906	195,906	232,398	36,492	18.6%
Sustainability & Environment Mgmt Fund	10,905	15,234	15,234	24,623	9,389	61.6%
Stormwater Utility Fund	18,312	15,609	15,609	17,090	1,481	9.5%
TOTAL	23,047,421	54,111,711	47,236,447	22,160,778	(31,950,933)	(59.0%)
RESERVES/CONTINGENCIES						
General Fund	57,382	625,000	625,000	100,000	(525,000)	(84.0%)
Library Fund	-	100,000	-	100,000	-	0.0%
HURF Fund	-	100,000	-	100,000	-	0.0%
Transportation Fund	-	-	-	-	-	0.0%
Beautification Fund	-	10,000	-	10,000	-	0.0%
Economic Development Fund	1,771	45,000	-	45,000	-	0.0%
Tourism Fund	5,593	70,000	20,000	50,000	(20,000)	(28.6%)
Parking District	-	-	-	47,108	47,108	0.0%
Arts and Science Fund	-	10,000	-	10,000	-	0.0%
Metro Planning Organization Fund	-	500,000	-	500,000	-	0.0%
Water, Wastewater & Reclaimed Wtr Fund	218,352	1,800,000	-	1,800,000	-	0.0%
Airport Fund	-	100,000	-	100,000	-	0.0%
Solid Waste Fund	-	612,000	-	500,000	(112,000)	(18.3%)
Stormwater Utility Fund	9,424	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%
TOTAL	292,522	5,013,250	645,000	4,403,358	(609,892)	(12.2%)
ALL FUNDS TOTAL	\$ 143,214,376	241,717,597	227,918,993	182,652,124	(59,065,473)	(24.4%)

* 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.

Schedule H: Summary of Operating Capital

CITY OF FLAGSTAFF
SUMMARY OF OPERATING CAPITAL
FISCAL YEAR 2016-2017

SECT #	SECTION	OPERATING CAPITAL	BUDGET 2016-2017
GENERAL FUND			
014	IT Department	Storage Area Network Backup Replacement	\$ 75,000
033	Revenue	Truck Replacement - Meter Services	32,000
051	Fire	Quantum Pumper (Equipped)	587,700
		Thermal Imaging Cameras (2)	24,000
052	Fire Grants	Extraction Spreader/Cutter Tools (2)	25,000
		Fire Department IT Equipment and Control Boards	10,000
061	Police	Police Patrol Vehicle Replacements (2)	55,000
		Surveillance/Equipment Van	32,500
		Detective Vehicle Replacement	29,800
062	Police Grants	GOHS Sign Board	22,300
		DOJ Bomb Robot & Other Equipment	102,000
		RICO Police Equipment	20,000
155	Parks	Truck Mounted Snowplow Replacement	7,000
		Refurbished 42" riding mower	9,200
		Thorpe Adult Center - Chip seal parking lot	6,237
		Thorpe Park - Replace RR tie walls w/block	28,488
		Thorpe Park Tennis Courts - Resurface 4 courts	70,000
		Thorpe Park (Senior) Field - Laser level & replace materials	2,675
		Cheshire Park - Repair & paint tennis/BB courts	6,400
		Bushmaster Park - Outdoor fitness equipment	53,947
		Thorpe Park Sports Complex - chip, crack seal & stripe parking lot	48,300
		Bushmaster Park - chip, crack seal & stripe parking lot	16,873
		Foxglenn Park - sod repairs on soccer field	5,880
156	Recreation	RecTrac upgrade	7,000
		Cardio equipment (3 centers)	22,000
		JLAC floor buffer	5,000
		Aquaplex VFD	6,000
		JCM lobby furniture	5,000
		Contingency	10,000
401	Council and Commissions	Vehicle Replacement	32,500
GENERAL FUND TOTAL			1,357,800
LIBRARY			
035	Library	RFID - Phase I - Library Remodel	197,735
LIBRARY TOTAL			197,735

Schedule H: Summary of Operating Capital

CITY OF FLAGSTAFF
SUMMARY OF OPERATING CAPITAL
FISCAL YEAR 2016-2017

SECT #	SECTION	OPERATING CAPITAL	BUDGET 2016-2017
HIGHWAY USER REVENUE			
161	Street Maintenance & Repairs	Sweeper Replacement	\$ 250,000
		Cinder Box Replacements (3)	50,000
		Paint Striper Replacement	487,000
		Asphalt Bed on Patch Truck Replacement	100,000
		Transport Trailer Replacement	90,000
		Asphalt/Concrete Saw	10,000
		HIGHWAY USER REVENUE TOTAL	987,000
TOURISM			
215	Visitor Services	Visitor Center Remodel	50,000
		TOURISM TOTAL	50,000
PARKING DISTRICT			
231	Parking District	Parking Meters and Installation	923,914
		Southside Curbs	20,000
		PARKING DISTRICT TOTAL	943,914
WATER, WASTEWATER & RECLAIMED WATER			
311	Wastewater Treatment-WC	Chlorinator and Sulfanator	17,000
		Facilities Repair	10,000
312	Wastewater Treatment-RIO	Influent Check Valve Replacements	90,000
		Influent Pump VFD Replacements (2)	55,000
		Influent Pump Rebuild	30,000
		Influent Pump Replacement	45,000
		RIO - Entrance Re-design - Phase 2	30,000
321	Reclaimed Water	Reclaim Pumps (3) at Rio WRP	30,000
375	Wastewater CIP	Gravity Belt Thickener	225,000
		WATER, WASTEWATER & RECLAIMED WATER TOTAL	532,000
STORMWATER			
331	Stormwater	Pond Aeration System	12,745
		STORMWATER TOTAL	12,745
SUSTAINABILITY AND ENVIRONMENTAL MANAGEMENT			
170	Environmental Management	Observatory Mesa Improvements	40,000
		ENVIRONMENTAL MANAGEMENT TOTAL	40,000
AIRPORT			
222	Airport Capital Projects	Rapid Response Fire Suppression Truck	152,550
		AIRPORT TOTAL	152,550
FLAGSTAFF HOUSING AUTHORITY			
109	Housing Authority	Siler Homes Remodel	250,000
		Water Line Improvements	95,876
		FHA Dwelling Units Improvements	293,678
		HOUSING AUTHORITY TOTAL	639,554

Schedule H: Summary of Operating Capital

CITY OF FLAGSTAFF
SUMMARY OF OPERATING CAPITAL
FISCAL YEAR 2016-2017

SECT #	SECTION	OPERATING CAPITAL	BUDGET 2016-2017
SOLID WASTE			
165	Solid Waste - Landfill	Trailer	\$ 49,000
		Phase 2 Sub-Surface Geo Study	500,000
		Rate Study	40,000
		Landfill Permit Revisions	100,000
		Fly Over	20,000
		Annual Set-aside - Landfill Closure	160,000
		Dust Control	10,000
166	Solid Waste - Collections	Rapid Rail Truck Replacement	260,000
		Top Loader Replacement	260,000
		Roll Off Truck Replacement	220,000
		ENVIRONMENTAL SERVICES TOTAL	1,619,000
		TOTAL	<u>\$ 6,532,298</u>

Schedule I: Summary of Capital Improvement Program

CITY OF FLAGSTAFF
SUMMARY OF CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2016-2017

SECT #	SECTION	PROJECT	BUDGET 2016-2017
GENERAL FUND			
402	Non-Departmental	Marriot ROW and ADA Ramp Construction	\$ 225,000
		HURF TOTAL	225,000
HURF			
162	Street Construction	Reserve for Improvements	50,000
		Minor Transportation Improvements	50,000
		Sidewalk Replacement Program	15,000
		Street Improvement Program	2,146,000
		Sunnyside	869,000
		HURF TOTAL	3,130,000
TRANSPORTATION			
112	Transportation CIP	Bike / Ped and Safety Improvement	125,000
		Transportation Planning and Programming	90,000
		Reserve for Transportation Improvements	184,700
		Butler/Huntington Adaptive Signal Control	367,365
		Switzer/Turquoise Roundabout	130,000
		Industrial Dr - Huntington to Purina	305,160
		Beulah Blvd / University Drive	13,200
		HSIP Program	75,000
		Franklin Safety Improvements	120,000
		Fourth Street Improvements	2,275,000
		Fourth Street Bridge/I-40 Design	350,000
		Transportation Master Plan	250,000
		Lonetree Pedestrian Improvements	150,000
		Southside Curbs	300,000
		Clay Avenue Traffic Calming	350,000
		Reserve for Development Contributions	100,000
163	Road Repair Pavement Preserv	Pavement Maintenance	2,500,000
116	Road Repair Construction	Utility Replacements & Overlays	3,800,000
		Zuni Drive	2,300,000
		Lockett Avenue	1,725,000
		East Route 66	700,000
		TRANSPORTATION TOTAL	16,210,425
FUTS			
111	Flagstaff Urban Trail	Special Projects and Unprogrammed Work	50,000
		FUTS Signage Program	72,000
		Cedar Trail	10,000
		Fourth Street Trail	79,115
		Sheep Crossing Trail	348,400
		Pine Knoll Trail	22,400
		Switzer Canyon Trail	320,000
		FUTS TOTAL	901,915

Schedule I: Summary of Capital Improvement Program

CITY OF FLAGSTAFF
SUMMARY OF CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2016-2017

SECT #	SECTION	PROJECT	BUDGET 2016-2017
BEAUTIFICATION			
212	Streetscape	Gutter Diversions - Sustainable Streets	\$ 100,000
		Urban Forest	50,000
		US 89 Medians	250,000
		Downtown Non-Gateway (Jimmy Johns)	250,000
		Buffalo Parking Enhancements	250,000
		Frances Short Pond Master Plan	50,000
		South Edge - East Route 66	50,000
		BEAUTIFICATION TOTAL	1,000,000
ARTS & SCIENCE			
216	Arts & Science	Utility Box Art	30,000
		Bushmaster Park Mural	10,000
		Circle K Mural Dortha and 4th Street	10,000
		Inset Sidewalk Art, Jimmy John's Beaver	10,000
		East Flagstaff Gateway (4th Street)	10,000
		ARTS & SCIENCE TOTAL	70,000
RECREATION			
158	BBB Recreation	Thorpe Park Adaptive Playground Surfacing	42,000
		Pavement Preservation - Various Rec Facilities	75,000
		Thorpe Park Adaptive Playground Unit/Surfacing	126,000
		Hal Jensen Rec Center Storage Area add-on	10,000
		Aquaplex Sliding Doors at Pool Entrance	35,000
		J. Lively Back Roof & Locker Room Repairs	150,000
		Wheeler Park Improvements	243,950
		RECREATION TOTAL	681,950
CAPITAL PROJECTS			
421	GO Capital Projects Fund	FUTS / Open Space Land Acquisition	1,002,000
422	Capital Projects Fund	Business Accelerator	26,500
425	Flagstaff Watershed	Watershed Protection Project	2,002,777
426	Court Facility	Court Facility	860,000
		CAPITAL PROJECTS TOTAL	3,891,277

Schedule I: Summary of Capital Improvement Program

CITY OF FLAGSTAFF
SUMMARY OF CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2016-2017

<u>SECT #</u>	<u>SECTION</u>	<u>PROJECT</u>	<u>BUDGET 2016-2017</u>
WATER, WASTEWATER, & RECLAIMED WATER			
301	Water Production	Building Improvements-LMWTP	\$ 125,000
		Communication Towers for Operations (3)	150,000
370	Water Capital Projects	Aging Water Infrastructure Replacement (AWIR)	2,400,000
		Radio Read Meter Replacements	300,000
		Reserve for Improvements	300,000
		WTP Security and SCADA Improvements	150,000
		New Well and Pumphouse	1,500,000
		Well Pumphouse Improvements	175,000
375	Wastewater Capital Projects	WWTP Energy Efficiency Program	650,000
		Aging Sewer Infrastructure Replacements	1,300,000
		Reserve for Improvements	300,000
		WWTP Security and SCADA Improvements	73,000
		WATER, WASTEWATER, & RECLAIMED WATER TOTAL	7,423,000
STORMWATER			
385	Stormwater Capital Projects	Spot Improvement - Annual	75,000
		Spot Improvement - Phoenix Ave Culvert Design	75,000
		Spot Improvement - Phoenix Ave Culvert Construction	230,000
		Spot Improvement - Cottage and Elden Design	250,000
		STORMWATER TOTAL	630,000
AIRPORT			
222	Airport Capital Projects	Master Plan Update 2016	249,089
		Runway 321 Mill & Overlay Construction	3,277,685
		AIR-Wildlife Hazard Assessment	164,727
		Airport Drainage Improvements-Design	350,000
		AIRPORT TOTAL	4,041,501
SOLID WASTE			
165	Solid Waste	Stormwater Infrastructure	10,000
		Alternative Liner Test Plots	250,000
		Truck Barn and LEED Retrofit	1,936,000
		ENVIRONMENTAL SERVICES TOTAL	2,196,000
SUSTAINABILITY AND ENVIRONMENTAL MANAGEMENT			
170	Environmental Management	Picture Canyon Trail	79,998
		ENVIRONMENTAL MANAGEMENT TOTAL	79,998
		TOTAL	\$ 40,481,066

Schedule J: Debt Service Requirements

CITY OF FLAGSTAFF DEBT SERVICE REQUIREMENTS FISCAL YEAR 2016-2017

	ORIGINAL ISSUE	OUTSTANDING 07/01/2016	PRINCIPAL	INTEREST	FISCAL CHARGES	TOTAL REQUIREMENTS
GENERAL FUND						
Existing Debt:						
Certificates of Participation - Fire Equipment	\$ 350,000	153,125	36,341	4,989	570	41,900
Capital Lease - Renewable Energy Equipment	1,014,557	888,306	60,500	24,825	-	85,325
Capital Lease - Heart Monitors	160,279	122,815	39,150	5,527	-	44,677
Proposed Courthouse 2016	13,000,000	-	120,000	-	1,600	121,600
	14,524,836	1,164,246	255,991	35,341	2,170	293,502
STREETS FUND						
Certificates of Participation - Street Overlay	4,610,000	2,016,875	478,659	65,686	6,169	550,514
	4,610,000	2,016,875	478,659	65,686	6,169	550,514
4TH STREET						
2012 Pledged Revenue Partial Advance Refunding	12,530,000	10,040,000	1,855,000	370,875	5,100	2,230,975
	12,530,000	10,040,000	1,855,000	370,875	5,100	2,230,975
ROAD REPAIR AND STREET SAFETY FUND						
Proposed Certificates of Participation - Road Repair	10,000,000	-	470,000	250,000	2,500	722,500
	10,000,000	-	470,000	250,000	2,500	722,500
ECONOMIC DEVELOPMENT						
GADA Revenue Bonds Series 2010A- Incubator	3,370,000	2,710,000	135,000	114,788	7,355	257,143
	3,370,000	2,710,000	135,000	114,788	7,355	257,143
PARKING DISTRICT						
Proposed Capital Lease - Meters	90,000	-	90,000	-	-	90,000
GENERAL OBLIGATION BOND FUND						
Existing Debt:						
G.O. Series 2006 Capital Projects	31,500,000	7,750,000	1,790,000	366,600	3,600	2,160,200
G.O. Series 2011 Capital Projects	12,845,000	8,635,000	2,320,000	215,525	3,200	2,538,725
G.O. Series 2011 NAU Public Safety	3,952,287	2,527,310	396,644	55,895	-	452,539
G.O. Series 2013 Capital Projects	11,460,000	10,235,000	675,000	292,269	4,740	972,009
G.O. Series 2014A Capital Projects	6,600,000	6,400,000	260,000	221,138	3,200	484,338
G.O. Series 2014B Partial Advance Refunding 2006 Prc	8,270,000	8,270,000	-	366,600	3,200	369,800
Proposed G.O. Series Core Services Facility 2016	14,000,000	-	417,500	875,000	6,400	1,298,900
Proposed G.O. Series Watershed Protection 2016	3,500,000	-	-	125,000	3,200	128,200
Proposed G.O. Open Space Series 2016	2,200,000	-	-	120,000	3,200	123,200
	94,327,287	43,817,310	5,859,144	2,638,027	30,740	8,527,911
SPECIAL ASSESSMENT DISTRICT						
Sawmill District	19,075,000	2,215,000	95,000	110,750	5,600	211,350
	19,075,000	2,215,000	95,000	110,750	5,600	211,350
SOLID WASTE FUND						
Proposed Capital Lease - Core Services Facility	3,700,000	-	-	125,000	-	125,000
	3,700,000	-	-	125,000	-	125,000
WATER FUND						
Existing Debt:						
G.O. 2011 WIFA Debt - Red Gap Shallow Well	1,633,933	1,375,363	67,675	21,518	20,123	109,316
2002 Water Revenue Bonds (WIFA)	6,775,760	2,922,467	375,127	55,997	41,024	472,148
2006 WIFA Revolving Loan - Water	7,900,000	4,925,000	380,000	84,283	71,025	535,308
2008 WIFA Revolving Debt - Water	8,500,000	6,209,093	377,927	139,065	90,302	607,294
2009 WIFA Revolving Debt - Water Feasibility	2,100,000	1,005,655	92,862	25,032	23,286	141,180
2010 WIFA Revolving Debt - Sinagua Well Improvemer	775,000	176,123	10,374	2,402	2,564	15,340
2010 WIFA Revolving Debt - Fort Tuthill Well Improvem	594,951	403,871	24,531	3,720	5,874	34,125
2010 WIFA Revolving Debt - Local Aquifer Study	1,100,000	843,338	51,225	7,768	12,266	71,259
Other debt - Lease Purchase - Renewable Energy Equip	1,936,443	1,695,471	115,475	47,383	-	162,858
Proposed WIFA Revolving Loan - Future Water Rights 21	177,007	-	20,000	10,000	18,463	48,463
	31,493,094	19,556,381	1,515,196	397,168	284,927	2,197,291
WASTEWATER FUND						
2007 WIFA Revolving Debt - Wastewater	23,100,000	16,287,404	1,114,662	316,489	235,951	1,667,102
Other debt - Lease Purchase - Co-Generators	2,000,000	242,573	242,574	8,382	-	250,956
	25,100,000	16,529,977	1,357,236	324,871	235,951	1,918,058
AIRPORT FUND						
Other debt - Lease Purchase - Hangars	2,782,598	1,551,335	147,120	84,617	-	231,737
Other debt - Loan - Hangars	600,000	26,909	26,908	566	-	27,474
	3,382,598	1,578,244	174,028	85,183	-	259,211
Total Debt Service Requirements	\$ 222,202,815	99,628,033	12,285,254	4,517,689	580,512	17,383,455

Schedule K: Five Year Plans

CITY OF FLAGSTAFF
GENERAL FUND
FIVE YEAR PLAN 2017-2021

	Actual 2014-2015	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Sources of Funds								
Beginning Fund Balance	\$ 24,209,124	23,294,618	24,990,786	15,819,087	15,062,809	14,263,387	14,230,243	13,020,125
Revenues								
Taxes								
Property Tax	5,597,027	5,527,083	5,648,083	5,732,476	5,732,476	5,732,476	5,732,476	5,732,476
Sales Tax	17,655,291	17,279,341	18,520,000	18,644,170	19,066,145	19,634,679	19,049,089	19,049,089
Franchise Fees	2,467,635	2,485,140	2,514,000	2,539,140	2,615,314	2,693,773	2,612,960	2,612,960
Intergovernmental Revenues								
State Shared Sales Tax	6,019,777	5,958,225	6,120,000	6,094,663	6,277,503	6,465,828	6,271,853	6,271,853
State Shared Income Tax	7,973,971	7,928,250	7,928,250	8,578,408	8,668,595	8,778,204	8,906,146	8,573,343
Auto Lieu Tax	2,689,916	2,648,100	2,800,000	2,788,408	2,872,060	2,958,222	2,869,475	2,869,475
Federal Grants	758,357	1,410,608	1,420,608	823,482	141,580	141,580	141,580	141,580
State/Local Grants	455,348	2,574,479	628,139	865,687	578,396	578,396	578,396	578,396
Other IGA	890,667	1,124,000	1,024,000	1,022,600	906,500	906,500	906,500	906,500
License & Permits								
Business Licenses	30,697	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Building Permits	1,209,523	1,324,050	1,800,000	1,395,000	1,363,500	1,377,135	1,335,821	1,335,821
Other Licenses and Permits	626,573	260,930	496,680	496,680	497,488	498,304	499,128	499,960
Charges for Services								
Community Development	579,423	342,300	625,800	467,800	467,800	467,800	467,800	467,800
Parks and Recreation	1,478,540	1,762,730	1,597,350	1,529,350	1,529,350	1,529,350	1,529,350	1,529,350
Public Safety	799,494	961,766	840,000	825,000	828,810	832,659	836,546	840,472
Cemetery/General Government	128,694	149,350	145,800	145,800	147,250	148,715	150,194	151,688
Fines & Forfeitures								
Court Fines	637,820	805,190	730,000	802,000	745,020	752,470	759,994	767,594
Other Court Revenues	523,843	335,970	2,191,080	496,980	398,085	401,222	404,389	407,588
Other Revenue								
Interest Earnings	281,023	221,050	264,000	262,000	264,500	267,025	269,575	273,151
Miscellaneous	1,779,700	2,216,283	2,967,956	1,942,509	1,934,382	1,936,274	1,938,183	1,940,113
Total Revenues	52,583,319	55,344,845	58,291,746	55,482,153	55,064,754	56,130,612	55,289,455	54,979,209
Transfers In								
Housing and Comm Svcs	130,000	-	-	-	-	-	-	-
Library	39,196	250,000	-	-	-	-	-	-
HURF	20,701	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Beautification	359,293	420,527	420,527	433,465	433,465	433,465	433,465	433,465
Economic Development	-	-	-	143,757	143,757	143,757	143,757	143,757
Tourism	104,407	31,238	31,238	31,238	31,238	31,238	31,238	31,238
Recreation-BBB	1,651,418	2,357,989	2,357,989	2,330,259	2,270,259	2,270,259	2,270,259	2,270,259
Parking District	-	-	-	-	192,699	192,699	-	-
Utilities fund	123,797	59,900	59,900	-	-	-	-	-
Stormwater	90,372	91,276	91,276	-	-	-	-	-
Environmental Services	39,410	57,678	57,678	57,678	4,678	4,678	4,678	4,678
Sustainability and Environ Mgmt	233,730	229,678	229,678	199,162	199,162	199,162	199,162	199,162
Airport	16,784	-	-	-	-	-	-	-
Capital Projects Fund	39,110	-	100,000	-	-	-	-	-
Total Transfers In	2,848,218	3,511,286	3,361,286	3,208,559	3,288,258	3,288,258	3,095,559	3,095,559
Total Revenues & Transfers In	55,431,537	58,856,131	61,653,032	58,690,712	58,353,012	59,418,870	58,385,014	58,074,768
Total Sources of Funds	79,640,661	82,150,749	86,643,818	74,509,799	73,415,821	73,682,257	72,615,257	71,094,893

Schedule K: Five Year Plans

CITY OF FLAGSTAFF
GENERAL FUND
FIVE YEAR PLAN 2017-2021

	Actual 2014-2015	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Uses of Funds								
Divisions								
General Administration Divisions	\$ 8,435,367	9,127,497	9,062,497	10,082,845	8,911,509	9,071,509	8,911,509	9,071,509
Management Services	3,324,859	3,598,521	3,508,521	3,716,504	3,580,029	3,515,029	3,515,029	3,515,029
Community Development	4,017,632	4,294,597	4,294,597	4,562,947	4,407,720	4,407,720	4,407,720	4,407,720
Fire	10,226,090	11,434,408	11,584,408	11,904,927	11,184,870	11,384,870	11,464,870	11,464,870
Police	17,362,030	19,460,676	19,460,676	19,574,074	18,931,660	18,931,660	18,931,660	18,931,660
Public Works	7,148,235	8,636,572	8,636,572	8,537,631	8,303,431	8,303,431	8,303,431	8,303,431
Economic Vitality	315,038	174,071	174,071	175,166	175,166	175,166	175,166	175,166
Non-Departmental	3,114,651	3,169,308	3,169,308	2,356,613	2,111,113	2,111,113	2,111,113	2,111,113
Contingency	57,382	625,000	625,000	100,000	100,000	100,000	100,000	100,000
Less Indirect Charges	(5,471,208)	(5,641,543)	(5,641,543)	(5,997,578)	(5,947,578)	(5,947,578)	(5,947,578)	(5,947,578)
Total Department Expenditures	48,530,076	54,879,107	54,874,107	55,013,129	51,757,920	52,052,920	51,972,920	52,132,920
Debt Service								
Leases-Energy	316,216	326,548	323,300	206,925	206,925	206,925	206,925	248,824
Leases-Fire Equipment	45,047	41,799	45,047	86,577	86,577	86,577	86,577	44,678
Bonds (001-06-1990)	453,590	454,439	454,439	-	-	-	-	-
Total Debt Service	814,853	822,786	822,786	293,502	293,502	293,502	293,502	293,502
Total Operating Budget	49,344,929	55,701,893	55,696,893	55,306,631	52,051,422	52,346,422	52,266,422	52,426,422
Future Uses								
Total Ongoing	-	-	-	-	1,874,999	2,469,579	2,617,697	2,766,059
Total One-Time	-	-	-	-	1,190,000	600,000	600,000	600,000
Total Future Uses	-	-	-	-	3,064,999	3,069,579	3,217,697	3,366,059
Capital/CIP								
Fleet	614,826	2,954,973	2,789,973	801,000	757,000	757,000	757,000	757,000
Operating Capital	275,441	1,287,300	1,287,300	781,800	410,000	410,000	410,000	410,000
Capital Improvement Projects	281,884	1,013,980	1,013,980	-	-	-	-	-
Total Capital/CIP	1,172,151	5,256,253	5,091,253	1,582,800	1,167,000	1,167,000	1,167,000	1,167,000
Transfers Out								
Library	1,627,451	1,604,860	1,604,860	1,545,111	1,519,813	1,519,813	1,519,813	1,519,813
Hurf	1,220,600	-	-	-	800,000	800,000	800,000	800,000
Economic Development	251,000	251,000	251,000	251,000	251,000	251,000	251,000	251,000
Parking District	-	-	-	385,398	-	-	-	-
Stormwater	100,544	3,331,966	3,242,525	-	-	-	-	-
Airport	-	461,000	-	287,850	290,000	290,000	365,000	365,000
Flagstaff Housing Authority	33,200	58,200	58,200	88,200	8,200	8,200	8,200	8,200
Capital Projects Fund	900,000	2,280,000	4,880,000	-	-	-	-	-
Total Transfers Out	4,132,795	7,987,026	10,036,585	2,557,559	2,869,013	2,869,013	2,944,013	2,944,013
Excess revenues over expenditures	781,662	(10,089,041)	(9,171,699)	(756,278)	(799,422)	(33,144)	(1,210,118)	(1,828,726)
Total Uses of Funds	54,649,875	68,945,172	70,824,731	59,446,990	59,152,434	59,452,014	59,595,132	59,903,494
Ending Fund Balance	\$ 24,990,786	13,205,577	15,819,087	15,062,809	14,263,387	14,230,243	13,020,125	11,191,399

Schedule K: Five Year Plans

CITY OF FLAGSTAFF
LIBRARY FUND
FIVE YEAR PLAN 2017-2021

	Actual 2014 -2015	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Sources of Funds								
Beginning Fund Balance	\$ 952,750	1,144,079	1,180,809	632,690	396,111	532,067	441,593	322,645
Revenues								
State Grants	44,819	188,625	188,625	25,000	100,000	100,000	100,000	100,000
Intergovernmental	3,682,066	4,882,490	4,882,494	3,430,820	3,288,150	3,169,338	3,247,605	3,327,909
Interest Revenue	34,925	37,812	26,319	37,812	38,001	38,191	38,382	38,574
Miscellaneous	100,247	20,474	30,000	41,000	41,000	41,000	41,000	41,000
Total Revenues	3,862,057	5,129,401	5,127,438	3,534,632	3,467,151	3,348,529	3,426,987	3,507,483
Transfers In								
Tourism	36,500	36,500	36,500	36,500	36,500	36,500	36,500	36,500
General Fund	1,627,451	1,604,860	1,604,860	1,545,111	1,538,811	1,558,046	1,577,521	1,597,240
Total Transfers In	1,663,951	1,641,360	1,641,360	1,581,611	1,575,311	1,594,546	1,614,021	1,633,740
Total Sources of Funds	6,478,758	7,914,840	7,949,607	5,748,933	5,438,573	5,475,142	5,482,601	5,463,868
Uses of Funds								
Departments								
Library City Direct	3,095,679	3,640,855	3,640,855	3,514,169	3,392,945	3,486,425	3,582,546	3,681,380
Library County	574,137	624,406	624,408	669,450	627,888	645,152	662,903	681,154
Library Grants	44,819	188,625	188,625	25,000	100,000	100,000	100,000	100,000
County Wide Projects & Growth	748,304	1,898,459	1,898,461	401,745	300,637	305,539	310,588	315,788
Indirect Costs	457,129	470,178	470,178	444,724	455,842	467,238	478,919	490,892
Capital Expenditures	338,685	434,390	494,390	197,735	29,195	29,195	25,000	25,000
Reserves/Contingencies	-	100,000	-	100,000	-	-	-	-
Total Department Expenditures	5,258,753	7,356,913	7,316,917	5,352,823	4,906,507	5,033,549	5,159,956	5,294,215
Transfer Out								
General Fund	39,196	250,000	-	-	-	-	-	-
Total Transfers Out	39,196	250,000	-	-	-	-	-	-
Total Uses of Funds	5,297,949	7,606,913	7,316,917	5,352,823	4,906,507	5,033,549	5,159,956	5,294,215
Ending Fund Balance (1)	\$ 1,180,809	307,927	632,690	396,110	532,066	441,593	322,645	169,653

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

Schedule K: Five Year Plans

CITY OF FLAGSTAFF
HIGHWAY USER FUND
FIVE YEAR PLAN 2017-2021

	Actuals 2014-2015	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Sources of Funds								
Beginning Fund Balance	\$ 4,265,609	3,441,139	4,560,434	3,315,381	1,251,194	2,174,676	2,342,164	2,190,831
Revenues								
Intergovernmental Revenues	2,856	-	-	-	-	542,214	-	-
Highway User Revenues	6,884,173	6,862,720	7,200,000	7,149,600	6,918,096	7,056,458	6,844,764	6,913,212
Interest Revenues	33,720	5,000	17,000	6,000	6,000	11,000	12,000	11,000
Miscellaneous Revenues	-	-	575,520	-	793,099	-	-	-
Total Revenues	6,920,749	6,867,720	7,792,520	7,155,600	7,717,195	7,609,672	6,856,764	6,924,212
Transfers In								
General Fund	1,220,600	-	-	-	800,000	800,000	800,000	800,000
Stormwater	229,284	309,100	309,100	311,134	314,245	317,388	320,562	329,057
Solid Waste	17,000	17,000	17,000	17,000	-	-	-	-
Transportation Tax	2,544,434	9,700,512	9,705,069	3,460,939	7,934,229	4,952,653	4,409,314	-
Total Transfers in	4,011,318	10,026,612	10,031,169	3,789,073	9,048,474	6,070,041	5,529,876	1,129,057
Total Sources of Funds	15,197,676	20,335,471	22,384,123	14,260,054	18,016,863	15,854,389	14,728,804	10,244,100
Uses of Funds								
Departments								
Operating Expenditures	3,427,002	4,328,031	4,328,031	4,361,098	4,110,294	4,151,397	4,192,911	4,234,840
Indirect Cost	906,322	969,522	969,522	956,823	980,744	1,005,263	1,030,395	1,056,155
Capital Expenditures	5,736,295	13,204,247	13,204,247	7,027,425	10,187,635	7,792,051	6,751,152	2,937,899
Reserves/Contingencies	-	100,000	-	100,000	-	-	-	-
Total Expenditures	10,069,619	18,601,800	18,501,800	12,445,346	15,278,673	12,948,711	11,974,458	8,228,894
Debt Service								
Debt Service	546,922	553,941	553,942	550,514	550,514	550,514	550,514	-
Total Debt Service	546,922	553,941	553,942	550,514	550,514	550,514	550,514	-
Transfers Out								
General Fund	20,701	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Total Transfers Out	20,701	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Total Uses of Funds	10,637,242	19,168,741	19,068,742	13,008,860	15,842,187	13,512,225	12,537,972	8,241,894
Ending Fund Balance	\$ 4,560,434	1,166,730	3,315,381	1,251,194	2,174,676	2,342,164	2,190,831	2,002,206

Schedule K: Five Year Plans

CITY OF FLAGSTAFF
TRANSPORTATION FUND
FIVE YEAR PLAN 2017-2021

	Actual 2014-2015	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Sources of Funds								
Beginning Fund Balance	\$ 8,029,449	12,886,964	12,585,520	15,326,275	7,223,368	8,239,229	7,817,612	7,926,987
Revenues								
Sales Tax	14,491,488	17,585,692	18,725,667	18,912,924	19,480,312	20,064,721	19,462,779	6,111,053
Bond Proceeds	-	10,000,000	10,000,000	-	10,000,000	-	-	-
Interest Revenues	120,360	71,000	70,000	99,000	45,000	57,000	79,000	11,000
Miscellaneous Revenues	2,932,573	-	-	-	-	-	-	-
Total Revenues	17,544,421	27,656,692	28,795,667	19,011,924	29,525,312	20,121,721	19,541,779	6,122,053
Total Sources of Funds	25,573,870	40,543,656	41,381,187	34,338,199	36,748,680	28,360,950	27,359,391	14,049,040
Uses of Funds								
Departments								
Operating								
Indirect Costs	335,274	350,168	350,168	414,031	485,508	497,645	510,086	319,334
Operating Expenditures	4,755,434	5,041,941	4,644,675	6,413,886	4,020,438	4,444,014	4,465,778	4,545,945
Capital Expenditures	3,613,958	7,550,000	7,300,000	13,300,000	12,475,000	6,250,000	5,650,000	3,362,500
Total Expenditures	8,704,666	12,942,109	12,294,843	20,127,917	16,980,946	11,191,659	10,625,864	8,227,779
Transfers Out								
Highway User Revenue Fund	2,544,434	9,700,512	9,705,069	3,460,939	7,934,229	4,952,653	4,409,314	-
MPO	22,500	22,500	22,500	22,500	22,500	22,500	22,500	-
FUTS Fund	550,000	1,550,000	1,550,000	550,000	550,000	550,000	550,000	-
Total Transfers Out	3,116,934	11,273,012	11,277,569	4,033,439	8,506,729	5,525,153	4,981,814	-
Total Debt Service	1,166,750	2,482,500	2,482,500	2,953,475	3,021,775	3,826,525	3,824,725	3,816,838
Total Use of Funds	12,988,350	26,697,621	26,054,912	27,114,831	28,509,450	20,543,337	19,432,403	12,044,617
Ending Fund Balance	\$ 12,585,520	13,846,035	15,326,275	7,223,368	8,239,229	7,817,612	7,926,987	2,004,422

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CITY OF FLAGSTAFF
FLAGSTAFF URBAN TRAILS FUND
FIVE YEAR PLAN 2017-2021

	Actual 2014-2015	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Sources of Funds								
Beginning Fund Balance	\$ 2,540,349	2,699,200	2,958,161	956,977	1,008,032	91,532	92,762	113,992
Revenues								
Intergovernmental Revenue	92,456	183,597	183,597	392,970	-	-	-	-
Interest Earnings	24,080	6,750	24,000	10,000	10,000	1,230	1,230	1,280
Contributions	5,000	-	-	-	-	-	-	-
Miscellaneous	53,439	-	-	-	-	-	-	-
Total Revenues	174,975	190,347	207,597	402,970	10,000	1,230	1,230	1,280
Transfers In								
Transportation Fund	550,000	1,550,000	1,550,000	550,000	550,000	550,000	550,000	-
Total Transfers In	550,000	1,550,000	1,550,000	550,000	550,000	550,000	550,000	-
Total Sources of Funds	3,265,324	4,439,547	4,715,758	1,909,947	1,568,032	642,762	643,992	115,272
Uses of Funds								
Departments								
Capital Expenditures	307,163	3,758,780	3,758,780	901,915	1,476,500	550,000	530,000	540,000
Total Expenditures	307,163	3,758,780	3,758,780	901,915	1,476,500	550,000	530,000	540,000
Total Uses of Funds	307,163	3,758,780	3,758,780	901,915	1,476,500	550,000	530,000	540,000
Ending Fund Balance	\$ 2,958,161	680,767	956,978	1,008,032	91,532	92,762	113,992	(424,729)

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CITY OF FLAGSTAFF
BEAUTIFICATION FUND
FIVE YEAR PLAN 2017-2021

	Actual 2014-2015	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Sources of Funds								
Beginning Fund Balance	\$ 3,316,271	3,381,008	3,827,827	951,109	657,836	787,544	767,004	548,473
Revenues								
BBB Tax Revenue	1,392,624	1,340,000	1,460,000	1,474,600	1,518,838	1,564,403	1,517,471	1,517,471
Intergovernmental Revenue	10,000	-	-	-	-	-	-	-
Interest Earnings	33,572	7,800	34,000	15,000	15,000	15,000	15,000	15,000
Miscellaneous	1,385	-	-	-	-	-	-	-
Total Revenues	1,437,581	1,347,800	1,494,000	1,489,600	1,533,838	1,579,403	1,532,471	1,532,471
Total Sources of Funds	4,753,852	4,728,808	5,321,827	2,440,709	2,191,674	2,366,947	2,299,475	2,080,944
Uses of Funds								
Departments								
General Operating	151,622	305,214	305,214	339,408	336,456	341,117	345,895	350,792
Capital Expenditures	415,110	3,644,977	3,644,977	1,000,000	600,000	750,000	850,000	450,000
Reserves/Contingencies	-	10,000	-	10,000	-	-	-	-
Total Expenditures	566,732	3,960,191	3,950,191	1,349,408	936,456	1,091,117	1,195,895	800,792
Transfers Out								
General Fund	359,293	420,527	420,527	433,465	467,675	508,825	555,107	586,662
Total Transfers Out	359,293	420,527	420,527	433,465	467,675	508,825	555,107	586,662
Total Uses of Funds	926,025	4,380,718	4,370,718	1,782,873	1,404,130	1,599,942	1,751,002	1,387,455
Ending Fund Balance	\$ 3,827,827	348,090	951,109	657,836	787,544	767,004	548,473	693,489

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CITY OF FLAGSTAFF
ECONOMIC DEVELOPMENT FUND
FIVE YEAR PLAN 2017-2021

	Actual 201-2015	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Sources of Funds								
Beginning Fund Balance	\$ 618,767	547,875	741,102	638,807	347,268	301,562	374,386	439,816
Revenue								
BBB Tax Revenue	663,269	636,500	693,500	700,435	721,448	743,091	720,799	720,799
Lease Proceeds	36,685	155,342	54,414	156,169	271,012	385,873	409,550	410,445
Grant Revenues	38,270	200,000	200,000	-	-	-	-	-
Interest Income/Misc Rev.	10,121	7,257	12,228	10,540	5,730	4,976	6,177	7,257
Total Revenues	748,345	999,099	960,142	867,144	998,190	1,133,939	1,136,526	1,138,501
Transfer In								
General Fund	251,000	251,000	251,000	251,000	251,000	251,000	251,000	251,000
Total Transfer In	251,000	251,000	251,000	251,000	251,000	251,000	251,000	251,000
Total Sources of Funds	1,618,111	1,797,974	1,952,244	1,756,951	1,596,459	1,686,502	1,761,913	1,829,317
Uses of Funds								
Departments								
General Operating	625,210	1,056,636	1,055,993	963,783	893,996	911,215	921,197	931,449
Reserve/Contingencies	1,771	45,000	-	45,000	-	-	-	-
Total Expenditures	626,981	1,101,636	1,055,993	1,008,783	893,996	911,215	921,197	931,449
Debt Service								
Debt Service	250,029	257,443	257,443	257,143	257,143	257,143	257,143	257,143
Total Debt Service	250,029	257,443	257,443	257,143	257,143	257,143	257,143	257,143
Transfer out								
General Fund	-	-	-	143,757	143,757	143,757	143,757	143,757
Total Transfers Out	-	-	-	143,757	143,757	143,757	143,757	143,757
Total Uses of Funds	877,010	1,359,079	1,313,436	1,409,683	1,294,896	1,312,115	1,322,097	1,332,349
Ending Fund Balance	\$ 741,102	438,895	638,807	347,268	301,562	374,386	439,816	496,968

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CITY OF FLAGSTAFF
TOURISM FUND
FIVE YEAR PLAN 2017-2021

	Actual 2014-2015	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Sources of Funds								
Begining Fund Balance	\$ 511,027	616,155	735,136	950,946	997,659	1,383,693	1,801,049	2,110,284
Revenues								
BBB Tax Revenues	2,094,532	2,010,000	2,190,000	2,211,900	2,278,257	2,346,605	2,276,207	2,276,207
Building Rental Revenue	12,708	12,652	12,652	12,779	12,907	13,036	13,166	13,298
Interest on Investments	1,224	6,563	1,300	4,755	4,988	6,918	9,005	10,551
Visitor Center Retail Sales	83,054	85,000	85,000	86,700	88,434	90,203	92,007	93,847
Miscellaneous Revenues	73,134	13,261	24,683	13,394	13,528	13,663	13,800	13,938
Total Revenues	2,264,651	2,127,476	2,313,635	2,329,528	2,398,114	2,470,425	2,404,185	2,407,841
Total Sources of Funds	2,775,679	2,743,631	3,048,771	3,280,474	3,395,773	3,854,118	4,205,234	4,518,125
Uses of Funds								
Departments								
Operating Expenditures	1,894,043	2,042,287	2,010,087	2,115,077	1,944,342	1,985,331	2,027,212	2,070,002
Capital Expenditures	-	-	-	50,000	-	-	-	-
Reserve	5,593	70,000	20,000	50,000	-	-	-	-
Total Expenditures	1,899,636	2,112,287	2,030,087	2,215,077	1,944,342	1,985,331	2,027,212	2,070,002
Transfers Out								
Library fund	36,500	36,500	36,500	36,500	36,500	36,500	36,500	36,500
Recreation	-	25,000	25,000	25,000	25,000	25,000	25,000	25,000
General Fund	104,407	6,238	6,238	6,238	6,238	6,238	6,238	6,238
Total Transfers Out	140,907	67,738	67,738	67,738	67,738	67,738	67,738	67,738
Total Uses of Funds	2,040,543	2,180,025	2,097,825	2,282,815	2,012,080	2,053,069	2,094,950	2,137,740
Ending Fund Balance	\$ 735,136	563,606	950,946	997,659	1,383,693	1,801,049	2,110,284	2,380,385

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CITY OF FLAGSTAFF
ARTS AND SCIENCE FUND
FIVE YEAR PLAN 2017-2021

	Actual 2014-2015	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Sources of Funds								
Beginning Fund Balance	\$ 452,148	444,019	457,813	394,399	370,882	162,153	115,866	150,866
Revenues								
BBB Tax Revenues	523,634	502,500	547,500	552,975	569,564	586,651	569,052	569,052
Miscellaneous	21	-	-	-	-	-	-	-
Interest Income	3,699	4,185	4,185	3,648	3,442	1,974	1,738	2,263
Total Revenues	527,354	506,685	551,685	556,623	573,006	588,625	570,790	571,315
Total Sources of Funds	979,503	950,704	1,009,499	951,022	943,887	750,778	686,656	722,181
Uses of Funds								
Departments								
Operating Expenditures	410,398	442,544	442,600	500,140	486,734	479,912	480,790	479,298
Capital Expenditures	111,291	372,500	172,500	70,000	295,000	155,000	55,000	10,000
Reserve	-	10,000	-	10,000	-	-	-	-
Total Expenditures	521,689	825,044	615,100	580,140	781,734	634,912	535,790	489,298
Total Uses of Funds	521,689	825,044	615,100	580,140	781,734	634,912	535,790	489,298
Ending Fund Balance	\$ 457,813	125,660	394,399	370,882	162,153	115,866	150,866	232,883

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CITY OF FLAGSTAFF
BBB-RECREATION FUND
FIVE YEAR PLAN 2017-2021

	Actual 2014-2015	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Sources of Funds								
Beginning Fund Balance	\$ 3,285,406	3,374,807	3,596,835	1,213,465	636,846	826,802	1,047,965	1,146,569
Revenues								
BBB Tax Revenue	2,297,924	2,211,000	2,409,000	2,433,090	2,506,083	2,581,265	2,503,827	2,503,827
Interest on Investments	28,797	16,900	35,000	10,000	5,200	6,100	7,200	7,700
Total Revenues	2,326,721	2,227,900	2,444,000	2,443,090	2,511,283	2,587,365	2,511,027	2,511,527
Total Sources of Funds	5,612,127	5,602,707	6,040,835	3,656,555	3,148,129	3,414,167	3,558,992	3,658,096
Uses of Funds								
Departments								
General Administration	2,274	10,200	10,366	7,500	7,500	7,500	7,500	7,500
Capital Expenditures	361,601	2,459,016	2,459,016	681,950	-	-	-	-
Total Expenditures	363,875	2,469,216	2,469,382	689,450	7,500	7,500	7,500	7,500
Transfers Out								
General Fund	1,651,417	2,357,989	2,357,989	2,330,259	2,313,827	2,358,702	2,404,923	2,452,531
Total Transfers Out	1,651,417	2,357,989	2,357,989	2,330,259	2,313,827	2,358,702	2,404,923	2,452,531
Total Uses of Funds	2,015,292	4,827,205	4,827,371	3,019,709	2,321,327	2,366,202	2,412,423	2,460,031
Ending Fund Balance	\$ 3,596,835	775,502	1,213,465	636,846	826,802	1,047,965	1,146,569	1,198,065

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CITY OF FLAGSTAFF
HOUSING AND COMMUNITY SERVICES FUND
FIVE YEAR PLAN 2017-2021

	Actual 2014-2015	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Sources of Funds								
Beginning Fund Balance	\$ 1,089,282	1,077,474	1,048,912	400,236	170,232	170,232	170,232	170,232
Revenues								
Intergovernmental Revenues	634,480	2,538,468	2,531,266	1,828,517	1,345,000	1,345,000	1,345,000	1,345,000
Interest Revenue	8,047	-	4,603	-	-	-	-	-
Sale of Real Property	-	4	-	-	-	-	-	-
Miscellaneous Revenues	172,789	-	237,705	-	-	-	-	-
Total Revenues	815,315	2,538,472	2,773,574	1,828,517	1,345,000	1,345,000	1,345,000	1,345,000
Transfers In								
G.O. Bond Funded Projects	102,000	-	-	-	-	-	-	-
Total Transfers In	102,000	-	-	-	-	-	-	-
Total Sources of Funds	2,006,598	3,615,946	3,822,486	2,228,753	1,515,232	1,515,232	1,515,232	1,515,232
Uses of Funds								
Departments								
Operating Expenditures	827,686	3,422,250	3,422,250	2,008,521	1,345,000	1,345,000	1,345,000	1,345,000
Total Department Expenditures	827,686	3,422,250	3,422,250	2,008,521	1,345,000	1,345,000	1,345,000	1,345,000
Transfers Out								
General Fund	130,000	-	-	-	-	-	-	-
Flagstaff Housing Authority	-	-	-	50,000	-	-	-	-
Total Transfers Out	130,000	-	-	50,000	-	-	-	-
Total Uses of Funds	957,686	3,422,250	3,422,250	2,058,521	1,345,000	1,345,000	1,345,000	1,345,000
Ending Fund Balance	\$ 1,048,912	193,696	400,236	170,232	170,232	170,232	170,232	170,232

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CITY OF FLAGSTAFF
FLAGSTAFF METRO PLANNING ORGANIZATION FUND
FIVE YEAR PLAN 2017-2021

	Actual 2014-2015	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Sources of Funds								
Beginning Fund Balance	\$ 45,372	-	77,733	-	-	-	-	-
Revenues								
Intergovernmental Revenue	547,287	966,290	991,290	399,677	287,950	287,950	287,950	287,950
Miscellaneous Revenues	5,100	560,000	5,000	505,000	5,000	5,000	5,000	5,000
Total Revenues	552,387	1,526,290	996,290	904,677	292,950	292,950	292,950	292,950
Transfers In								
Transportation	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500
Total Transfers In	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500
Total Sources of Funds	620,259	1,548,790	1,096,523	927,177	315,450	315,450	315,450	315,450
Uses of Funds								
Departments								
Operating Expenditures	508,266	995,618	1,043,351	383,479	271,752	271,752	271,752	271,752
Indirect Grant Cost	34,260	53,172	53,172	43,698	43,698	43,698	43,698	43,698
Reserves/Contingencies	-	500,000	-	500,000	-	-	-	-
Total Expenditures	542,526	1,548,790	1,096,523	927,177	315,450	315,450	315,450	315,450
Total Uses of Funds	542,526	1,548,790	1,096,523	927,177	315,450	315,450	315,450	315,450
Ending Fund Balance	\$ 77,733	-	-	-	-	-	-	-

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CITY OF FLAGSTAFF
EDA REVOLVING LOAN FUND
FIVE YEAR PLAN 2017-2021

	Actual 2014-2015	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Sources of Funds								
Beginning Fund Balance	\$ -	220,550	-	-	13,766	27,807	42,129	56,737
Revenue								
Intergovernmental Revenue	-	-	262,206	-	-	-	-	-
Program Income	-	50,123	-	13,766	13,766	13,766	13,766	13,766
Interest Income	-	-	600	-	275	556	843	1,135
Total Revenues	-	50,123	262,806	13,766	14,041	14,322	14,608	14,901
Total Sources of Funds	-	270,673	262,806	13,766	27,807	42,129	56,737	71,638
Uses of Funds								
Departments								
Operating Expenditures	-	270,673	262,806	-	-	-	-	-
Total Expenditures	-	270,673	262,806	-	-	-	-	-
Total Uses of Funds	-	270,673	262,806	-	-	-	-	-
Ending Fund Balance	\$ -	-	-	13,766	27,807	42,129	56,737	71,638

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CITY OF FLAGSTAFF
GENERAL OBLIGATION BOND FUND
FIVE YEAR PLAN 2017-2021

	Actual 2014-2015	Budget 2015-2016	Estimate 2014-2015	Budget 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Sources of Funds								
Beginning Fund Balance	\$ -	-	-	-	-	-	-	-
Transfers In								
Secondary Property Tax Fund	6,016,470	7,436,600	7,436,600	8,527,911	8,687,439	8,058,103	8,004,214	7,798,854
Total Transfers In	6,016,470	7,436,600	7,436,600	8,527,911	8,687,439	8,058,103	8,004,214	7,798,854
Total Sources of Funds	6,016,470	7,436,600	7,436,600	8,527,911	8,687,439	8,058,103	8,004,214	7,798,854
Uses of Funds								
Debt Service								
Debt Service	6,016,470	7,436,600	7,436,600	8,527,911	8,687,439	8,058,103	8,004,214	7,798,854
Total Debt Service	6,016,470	7,436,600	7,436,600	8,527,911	8,687,439	8,058,103	8,004,214	7,798,854
Total Uses of Funds	6,016,470	7,436,600	7,436,600	8,527,911	8,687,439	8,058,103	8,004,214	7,798,854
Ending Fund Balance	\$ -	-	-	-	-	-	-	-

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CITY OF FLAGSTAFF
SECONDARY PROPERTY TAX FUND
FIVE YEAR PLAN 2017-2021

	Actual 2014-2015	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Sources of Funds								
Beginning Fund Balance	\$ 13,822,234	13,497,618	13,496,809	12,085,856	9,979,240	8,327,836	7,447,638	6,766,080
Revenues								
Secondary Property Taxes	5,611,045	5,960,838	5,960,838	6,346,295	6,958,435	7,097,604	7,239,556	7,384,347
Interest Revenue	80,000	64,000	83,600	75,000	77,600	80,300	83,100	86,000
Total Revenues	5,691,045	6,024,838	6,044,438	6,421,295	7,036,035	7,177,904	7,322,656	7,470,347
Total Sources of Funds	19,513,279	19,522,456	19,541,247	18,507,151	17,015,275	15,505,740	14,770,294	14,236,427
Uses of Funds								
Transfers Out								
G. O. Bond Fund	6,016,470	7,436,600	7,436,600	8,527,911	8,687,439	8,058,103	8,004,214	7,798,854
Total Transfers Out	6,016,470	7,436,600	7,436,601	8,527,911	8,687,439	8,058,103	8,004,214	7,798,854
Total Uses of Funds	6,016,470	7,436,600	7,436,601	8,527,911	8,687,439	8,058,103	8,004,214	7,798,854
Ending Fund Balance	\$ 13,496,809	12,085,856	12,104,646	9,979,240	8,327,836	7,447,638	6,766,080	6,437,573

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CITY OF FLAGSTAFF
SPECIAL ASSESSMENT BOND FUND
FIVE YEAR PLAN 2017-2021

	Actual 2014-2015	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Sources of Funds								
Beginning Fund Balance	\$ 425,771	332,666	328,866	328,866	324,166	324,334	220,703	220,908
Revenues								
Special Assessments	2,302,545	595,250	595,250	205,750	206,000	206,000	205,750	205,250
Interest on Investments	1,098	1,800	900	900	918	936	955	974
Total Revenues	2,303,643	597,050	596,150	206,650	206,918	206,936	206,705	206,224
Total Sources of Funds	2,729,414	929,716	925,016	535,516	531,084	531,270	427,408	427,133
Uses of Funds								
Departments								
Debt Service	2,397,448	600,850	596,000	211,350	206,750	206,750	206,500	206,000
Total Debt Service	2,397,448	600,850	596,000	211,350	206,750	206,750	206,500	206,000
Total Uses of Funds	2,397,448	600,850	596,000	211,350	206,750	206,750	206,500	206,000
Ending Fund Balance	\$ 331,966	328,866	329,016	324,166	324,334	324,520	220,908	221,133

Schedule K: Five Year Plans

CITY OF FLAGSTAFF
PERPETUAL CARE FUND
FIVE YEAR PLAN 2017-2021

	Actual 2014-2015	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Sources of Funds								
Beginning Fund Balance	\$ 239,365	256,627	258,420	276,293	296,202	316,488	337,159	358,221
Revenues								
Contributions	16,822	23,201	15,640	17,780	18,136	18,498	18,868	19,246
Interest on Investments	2,233	2,108	2,232	2,129	2,151	2,172	2,194	2,216
Total Revenues	19,055	25,309	17,872	19,909	20,286	20,670	21,062	21,461
Total Sources of Funds	258,420	281,936	276,293	296,202	316,488	337,159	358,221	379,682
Uses of Funds								
Departments								
Operating Expenditures	-	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-	-
Total Uses of Funds	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 258,420	281,936	276,293	296,202	316,488	337,159	358,221	379,682

Schedule K: Five Year Plans

CITY OF FLAGSTAFF
CAPITAL PROJECTS FUND
NON G.O. BOND FUNDED PROJECTS
FIVE YEAR PLAN 2017 - 2021

	Actual 2014-2015	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Sources of Funds								
Beginning Fund Balance	\$ (243,174)	(1,446,387)	(1,693,126)	262,266	-	-	-	-
Revenues								
Bond Proceeds	-	4,300,000	4,300,000	-	-	-	-	-
Loan Proceeds	-	3,142,245	-	-	-	-	-	-
MFC Bond Proceeds	-	-	-	-	10,000,000	-	10,000,000	-
Grant Revenue	4,035,158	454,197	813,342	-	-	-	-	-
Miscellaneous Revenues	-	-	-	624,234	-	-	-	-
Total Revenues	4,035,158	7,896,442	5,113,342	624,234	10,000,000	-	10,000,000	-
Transfers In								
General Fund	900,000	2,280,000	4,880,000	-	-	-	-	-
Total Transfers In	900,000	2,280,000	4,880,000	-	-	-	-	-
Total Sources of Funds	4,691,984	8,730,055	8,300,216	886,500	10,000,000	-	10,000,000	-
Uses of Funds								
Expenditures								
USGS Miscellaneous Bldgs.	-	-	-	-	10,000,000	-	10,000,000	-
Innovation Mesa -Business Accelerator	6,333,476	565,372	845,350	26,500	-	-	-	-
Court Facility	51,634	7,192,600	7,192,600	860,000	-	-	-	-
Total Capital Expenditures	6,385,110	7,757,972	8,037,950	886,500	10,000,000	-	10,000,000	-
Total Uses of Funds	6,385,110	7,757,972	8,037,950	886,500	10,000,000	-	10,000,000	-
Ending Fund Balance	\$ (1,693,126)	972,083	262,266	-	-	-	-	-

Schedule K: Five Year Plans

CITY OF FLAGSTAFF
CAPITAL PROJECTS FUND
GO BOND FUNDED PROJECTS
FIVE YEAR PLAN 2017 - 2021

	Actual 2014-2015	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Sources of Funds								
Beginning Fund Balance	\$ 4,339,238	1,528,491	1,515,191	3,094,970	1,416,633	1,018,464	324,344	-
Revenues								
Bond Proceeds	-	19,700,000	19,700,000	500,000	2,000,000	2,000,000	-	-
Real Estate Proceeds	-	9,620,000	2,250,000	-	-	-	-	-
Misc Revenue	-	-	-	540,000	-	-	3,655	-
Interest Income	6,828	630	420	6,440	1,830	1,430	820	-
Intergovernmental Revenue	-	-	-	280,000	-	-	-	-
Total Revenues	6,828	29,320,630	21,950,420	1,326,440	2,001,830	2,001,430	4,475	-
Transfers In								
Environmental Services	-	4,710,000	4,710,000	-	-	-	-	-
Water Fund	375,896	-	207,072	-	-	-	-	-
Total Transfers In	375,896	4,710,000	4,917,072	-	-	-	-	-
Total Sources of Funds	4,721,962	35,559,121	28,382,683	4,421,410	3,418,463	3,019,894	328,819	-
Uses of Funds								
Expenditures								
FUTS/Open Space Acquis.	1,028,354	456,319	456,319	1,002,000	400,000	400,000	328,819	-
Core Services Maintenance Facility	134,927	28,195,000	21,333,089	-	-	-	-	-
Watershed Protection Project	299,510	3,289,325	3,394,325	2,002,777	2,000,000	2,295,550	-	-
2010 Street/Utility	1,535,573	-	-	-	-	-	-	-
Bond Premium used for Debt Srv	142,092	-	3,785	-	-	-	-	-
Debt Service	19,904	-	-	-	-	-	-	-
Total Capital Expenditures	3,160,360	31,940,644	25,187,518	3,004,777	2,400,000	2,695,550	328,819	-
Transfers Out								
Transfers to General Fund								
Debt Service	7,300	-	-	-	-	-	-	-
Coop Forestry Assist Grant Match	39,110	-	100,000	-	-	-	-	-
Transfer to Environmental Services	-	-	195	-	-	-	-	-
Total Transfers Out	46,410	-	100,195	-	-	-	-	-
Total Uses of Funds	3,206,770	31,940,644	25,287,713	3,004,777	2,400,000	2,695,550	328,819	-
Ending Fund Balance	\$ 1,515,191	3,618,477	3,094,970	1,416,633	1,018,464	324,344	-	-

Schedule K: Five Year Plans

CITY OF FLAGSTAFF
WATER, WASTEWATER AND RECLAIMED WATER FUND
FIVE YEAR PLAN 2017-2021

	Actual 2014-2015	Budget 2015-2016	Estimate 2015-2015	Budget 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Sources of Funds								
Beginning Fund Balance	\$ 16,070,548	15,382,361	16,133,535	7,981,491	4,961,700	3,947,715	2,496,277	88,028
Revenues								
Intergovernmental	283,587	288,394	288,394	-	-	-	-	-
Water Revenues	14,132,681	14,910,620	14,910,620	15,117,852	15,357,461	15,600,880	15,848,174	16,099,404
Wastewater Revenues	8,163,826	8,696,328	8,257,419	8,376,683	8,460,435	8,545,025	8,630,461	8,716,753
Reclaim Revenues	869,615	907,005	907,005	919,703	934,418	949,369	964,559	979,992
Capacity Fees	814,681	2,853,306	2,853,306	1,500,000	1,500,000	500,000	148,050	700,000
Interest Revenues	196,587	151,440	151,440	153,015	154,545	156,091	157,652	159,228
Bond Proceeds	-	559,996	559,996	-	-	-	-	-
Miscellaneous Revenues	357,893	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Total Revenues	24,818,870	28,567,089	28,128,180	26,267,253	26,606,859	25,951,365	25,948,896	26,855,377
Transfers In								
Wastewater Fund	-	1,201,476	1,201,476	1,116,123	1,127,406	1,157,225	1,130,304	1,160,356
Reclaimed Water Fund	-	56,062	56,062	52,670	98,429	78,320	73,459	55,369
Stormwater Fund	-	5,441	5,441	5,550	5,659	5,767	5,876	5,985
Total Transfers In	-	1,262,979	1,262,979	1,174,343	1,231,494	1,241,312	1,209,639	1,221,710
Total Sources of Funds	40,889,418	45,212,429	45,524,694	35,423,087	32,800,053	31,140,392	29,654,812	28,165,115
Uses of Funds								
Departments								
Operating Expenditures	11,403,828	12,507,658	12,507,658	13,089,702	12,265,822	12,545,999	12,832,503	13,125,522
Indirect Costs	2,068,606	2,119,644	2,119,644	2,332,543	2,465,900	2,527,500	2,590,700	2,655,500
Capital Expenditures	6,963,834	17,307,657	17,307,657	7,955,000	9,032,000	8,472,000	9,082,000	8,777,000
Reserves/Contingencies	218,352	1,800,000	-	1,800,000	-	-	-	-
Total Expenditures	20,654,620	33,734,959	31,934,959	25,177,245	23,763,722	23,545,499	24,505,203	24,558,022
Debt Service	3,600,157	4,083,732	4,083,733	4,115,349	3,862,781	3,863,071	3,857,818	3,857,183
Transfers Out								
Water Fund	-	1,257,538	1,257,538	1,168,793	1,225,835	1,235,545	1,203,763	1,215,725
General Fund	125,212	59,900	59,900	-	-	-	-	-
Capital Projects Fund	375,896	-	207,072	-	-	-	-	-
Total Transfers Out	501,108	1,317,438	1,524,510	1,168,793	1,225,835	1,235,545	1,203,763	1,215,725
Total Uses of Funds	24,755,885	39,136,129	37,543,202	30,461,387	28,852,338	28,644,115	29,566,784	29,630,930
Ending Fund Balance	\$ 16,133,535	6,076,300	7,981,491	4,961,700	3,947,715	2,496,277	88,028	(1,465,815)

Schedule K: Five Year Plans

CITY OF FLAGSTAFF
AIRPORT FUND
FIVE YEAR PLAN 2017-2021

	Actual 2014-2015	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Sources of Funds								
Beginning Fund Balance	\$ 189,910	369,173	653,856	289,532	286,313	188,002	188,075	188,388
Revenues								
Intergovernmental Revenues	2,039,792	2,940,735	1,592,345	3,841,491	720,000	4,923,320	8,165,000	2,930,000
Airport Revenues	1,649,306	1,398,054	1,471,361	1,530,045	1,529,913	1,529,913	1,529,913	1,529,913
Interest Revenue	6,784	3,692	3,692	2,895	2,863	1,880	1,881	1,884
Recovery of Indirect Costs	141,500	65,960	73,070	325,690	-	350,040	358,790	87,200
Miscellaneous Revenues	46,225	2,066	3,080	3,080	3,080	3,080	3,080	3,080
Passenger Facility Charges	217,053	271,920	334,062	271,920	271,920	271,920	271,920	271,920
Total Revenues	4,100,660	4,682,427	3,477,610	5,975,121	2,527,776	7,080,153	10,330,584	4,823,997
Transfers In								
General Fund	-	461,000	-	240,350	74,000	(132,000)	(94,000)	225,000
General Fund-Capital	-	-	-	47,500	80,000	277,000	535,000	270,000
Total Transfers In	-	461,000	-	287,850	154,000	145,000	441,000	495,000
Total Sources of Funds	4,290,570	5,512,600	4,131,466	6,552,503	2,968,089	7,413,155	10,959,659	5,507,385
Uses of Funds								
Departments								
Operating Expenditures	1,189,961	2,298,574	2,305,674	1,359,758	1,386,852	1,423,307	1,460,747	1,499,206
Indirect Cost	236,407	298,898	298,898	353,170	361,499	370,037	378,788	387,757
Capital Expenditures	1,906,877	2,350,677	950,677	4,194,051	800,000	5,200,000	8,700,000	3,200,000
Reserve	-	100,000	-	100,000	-	-	-	-
Total Expenditures	3,333,245	5,048,149	3,555,249	6,006,979	2,548,351	6,993,344	10,539,535	5,086,963
Debt Service								
Leases/Loans	286,685	286,685	286,685	259,211	231,736	231,736	231,736	231,736
Total Debt Service	286,685	286,685	286,685	259,211	231,736	231,736	231,736	231,736
Total Expenditures	3,619,930	5,334,834	3,841,934	6,266,190	2,780,087	7,225,080	10,771,271	5,318,699
Transfers Out								
General Fund	16,784	-	-	-	-	-	-	-
Total Transfers Out	16,784	-	-	-	-	-	-	-
Total Uses of Funds	3,636,714	5,334,834	3,841,934	6,266,190	2,780,087	7,225,080	10,771,271	5,318,699
Ending Fund Balance	\$ 653,856	177,766	289,532	286,313	188,002	188,075	188,388	188,686

Schedule K: Five Year Plans

CITY OF FLAGSTAFF
SOLID WASTE FUND
FIVE YEAR PLAN 2017-2021

	Actual 2014-2015	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	2017-2018	2018-2019	2019-2020	2019-2021
Sources of Funds								
Beginning Fund Balance	\$ 7,764,636	9,026,122	8,296,781	1,330,684	3,378,900	3,317,305	3,005,987	2,688,505
Revenues								
Solid Waste Revenues	11,456,414	11,760,588	11,297,223	11,581,437	11,601,548	11,648,318	11,747,395	11,848,453
Interest on Investments	81,785	67,830	87,015	69,526	71,264	73,046	74,872	76,744
Miscellaneous Revenues	24,506	-	1,630	-	-	-	-	-
Other Financing Sources	-	4,950,000	-	5,075,000	204,000	206,040	208,100	1,960,181
Total Revenues	11,562,705	16,778,418	11,385,868	16,725,963	11,876,812	11,927,404	12,030,367	13,885,378
Transfers In								
Capital Projects	-	-	-	-	-	-	-	-
Total Transfers In	-	-	-	-	-	-	-	-
Total Sources of Funds	19,327,341	25,804,540	19,682,649	18,056,647	15,255,712	15,244,709	15,036,354	16,573,883
Uses of Funds								
Departments								
Operating Expenditures	8,356,463	8,518,506	8,518,506	8,946,577	8,686,500	8,898,450	9,115,571	9,337,990
Indirect Costs	1,188,046	1,044,993	1,044,993	1,149,492	1,178,229	1,207,685	1,237,877	1,268,824
Capital Expenditures	1,209,641	4,209,000	3,669,000	3,815,000	1,865,000	1,921,869	1,781,623	2,789,088
Reserves/Contingencies	-	612,000	-	500,000	-	-	-	-
Total Expenditures	10,754,150	14,384,499	13,232,499	14,411,069	11,729,729	12,028,004	12,135,071	13,395,902
Debt Service								
Capital Lease	-	125,000	125,000	125,000	204,000	206,040	208,100	560,181
Total Debt Service	-	125,000	125,000	125,000	204,000	206,040	208,100	560,181
Transfers out:								
General Fund	39,410	57,678	57,678	57,678	4,678	4,678	4,678	4,678
Environmental Management	220,000	209,788	209,788	67,000	-	-	-	-
Capital Projects Fund	-	4,710,000	4,710,000	-	-	-	-	-
HURF Fund	17,000	17,000	17,000	17,000	-	-	-	-
Total Transfers Out	276,410	4,994,466	4,994,466	141,678	4,678	4,678	4,678	4,678
Total Uses of Funds	11,030,560	19,503,965	18,351,965	14,677,747	11,938,407	12,238,722	12,347,849	13,960,761
Ending Fund Balance (1)	\$ 8,296,781	6,300,575	1,330,684	3,378,900	3,317,305	3,005,987	2,688,505	2,613,122

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

Schedule K: Five Year Plans

CITY OF FLAGSTAFF
SUSTAINABILITY AND ENVIRONMENTAL MANAGEMENT FUND
FIVE YEAR PLAN 2017-2021

	Actual 2014-2015	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Sources of Funds								
Beginning Fund Balance	\$ 208,134	314,441	330,210	262,608	128,202	106,341	115,611	147,405
Revenues								
Environmental Mgmt Revenues	1,050,537	1,029,029	1,032,336	993,288	1,013,154	1,033,417	1,058,632	1,084,463
Intergovernmental Revenues	-	-	-	119,998	-	-	-	-
Interest on Investments	2,949	1,800	3,387	2,993	3,038	3,084	3,130	3,177
Miscellaneous	31,267	500	24,145	500	510	520	530	541
Total Revenues	1,084,753	1,031,329	1,059,868	1,116,779	1,016,702	1,037,021	1,062,292	1,088,181
Transfers In								
Solid Waste Fund	220,000	209,788	209,788	67,000	-	-	-	-
Total Transfers In	220,000	209,788	209,788	67,000	-	-	-	-
Total Sources of Funds	1,512,887	1,555,558	1,599,866	1,446,387	1,144,904	1,143,362	1,177,903	1,235,586
Uses of Funds								
Departments								
Operating Expenditures	864,945	975,463	995,463	818,826	682,609	698,777	695,339	712,305
Indirect Costs	84,002	137,790	137,790	150,199	153,203	122,562	125,013	127,513
Capital Expenditures	-	-	-	119,998	-	-	-	35,060
Reserves/Contingencies	-	30,000	-	30,000	-	-	-	-
Total Expenditures	948,947	1,143,253	1,133,253	1,119,023	835,812	821,339	820,352	874,878
Transfers Out								
General Fund	233,730	229,678	204,005	199,162	202,751	206,412	210,146	213,954
Total Transfers Out	233,730	229,678	204,005	199,162	202,751	206,412	210,146	213,954
Total Uses of Funds	1,182,677	1,372,931	1,337,258	1,318,185	1,038,563	1,027,751	1,030,498	1,088,832
Ending Fund Balance	\$ 330,210	182,627	262,608	128,202	106,341	115,611	147,405	146,754

Schedule K: Five Year Plans

CITY OF FLAGSTAFF
STORMWATER UTILITY FUND
FIVE YEAR PLAN 2017-2021

	Actual 2014-2015	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Sources of Funds								
Beginning Fund Balance	\$ 740,361	830,130	1,069,121	405,124	226,832	334,744	420,609	483,765
Revenues								
Stormwater Revenues	1,452,139	1,485,588	1,485,588	1,485,588	1,477,788	1,477,788	1,477,788	1,477,788
User Fees	30,916	29,338	29,338	28,541	28,614	29,329	30,062	30,814
Permits	690	662	662	679	696	713	731	749
Intergovernmental Revenues	25,000	225,000	225,000	33,960	-	-	-	-
Interest Revenues	7,171	1,025	1,089	780	1,134	1,674	2,103	2,419
Miscellaneous Revenues	4,450	-	-	-	-	-	-	-
Total Revenues	1,520,366	1,741,613	1,741,677	1,549,548	1,508,231	1,509,504	1,510,684	1,511,770
Transfers in								
General Fund	100,544	3,331,966	3,242,525	-	-	-	-	-
Total Transfers in	100,544	3,331,966	3,242,525	-	-	-	-	-
Total Revenues and Transfers In	1,620,910	5,073,579	4,984,202	1,549,548	1,508,231	1,509,504	1,510,684	1,511,770
Total Sources of Funds	2,361,271	5,903,709	6,053,323	1,954,672	1,735,063	1,844,248	1,931,293	1,995,534
Uses of Funds								
Departments								
Operating Expenditures	480,867	851,497	851,497	644,163	689,652	706,807	724,426	742,522
Indirect Costs	113,243	107,773	107,773	114,248	117,104	120,032	123,033	126,108
Capital Expenditures	368,960	4,372,553	4,283,112	642,745	275,000	275,000	275,000	275,000
Reserves/Contingencies	9,424	10,000	-	10,000	-	-	-	-
Total Department Expenditures	972,494	5,341,823	5,242,382	1,411,156	1,081,756	1,101,839	1,122,459	1,143,630
Transfers Out								
Water Fund		5,441	5,441	5,550	5,659	5,767	5,876	5,985
General Fund	90,372	91,276	91,276	-	-	-	-	-
HURF	229,284	309,100	309,100	311,134	312,904	316,033	319,193	327,652
Total Transfers Out	319,656	405,817	405,817	316,684	318,563	321,800	325,069	333,637
Total Uses of Funds	1,292,150	5,747,640	5,648,199	1,727,840	1,400,319	1,423,639	1,447,528	1,477,267
Ending Fund Balance	\$ 1,069,121	156,069	405,124	226,832	334,744	420,609	483,765	518,267

Schedule K: Five Year Plans

CITY OF FLAGSTAFF
FLAGSTAFF HOUSING AUTHORITY FUNDS
FIVE YEAR PLAN 2017-2021

	Actual 2014-2015	Budget 2015 -2016	Estimate 2015-2016	Budget 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Sources of Funds								
Beginning Fund Balance	\$ 696,328	761,433	863,256	771,667	562,983	464,768	404,658	400,108
Revenues								
Intergovernmental Revenues	4,295,599	5,636,039	4,634,789	5,881,395	4,963,601	5,045,153	5,143,572	5,228,171
Rents and Other Tenant Income	1,027,946	996,000	996,000	1,029,000	1,039,290	1,091,255	1,145,818	1,203,109
Investment Income	-	-	-	-	-	-	-	-
Miscellaneous Revenue	501,384	436,034	436,034	442,595	447,020	451,490	456,006	460,564
Total Revenue	5,824,929	7,068,073	6,066,823	7,352,990	6,449,911	6,587,898	6,745,396	6,891,844
Transfers In								
Housing & Community Svcs Fund	-	-	-	50,000	-	-	-	-
General Fund	33,200	58,200	52,050	88,200	8,200	8,200	8,200	8,200
Total Transfers In	33,200	58,200	52,050	138,200	8,200	8,200	8,200	8,200
Total Sources of Funds	6,554,457	7,887,706	6,982,129	8,262,857	7,021,094	7,060,866	7,158,254	7,300,152
Uses of Funds								
Departments								
Low Income Public Housing	1,866,081	1,831,449	1,831,449	1,906,053	1,924,691	1,943,577	1,963,014	1,982,644
ROSS Grant	-	-	-	-	-	-	-	-
Section 8, MRO, SRO, & VASH	3,434,610	3,564,250	3,564,250	3,722,540	3,793,765	3,866,382	3,940,420	4,015,905
Non-HUD Program	42,301	42,541	42,541	39,644	40,040	40,440	40,844	41,252
FHC	312,263	326,034	326,034	328,595	331,880	335,199	338,552	341,936
Contingency	-	1,001,250	-	1,001,250	-	-	-	-
Total Expenditures	5,655,255	6,765,524	5,764,274	6,998,082	6,090,376	6,185,598	6,282,830	6,381,737
Capital Expenditures	35,946	446,188	446,188	639,554	465,950	470,610	475,316	480,069
Total Use of Funds	5,691,201	7,211,712	6,210,462	7,637,636	6,556,326	6,656,208	6,758,146	6,861,806
Ending Fund Balance	\$ 863,256	675,994	771,667	625,221	464,768	404,658	400,108	438,346

Schedule K: Five Year Plans

CITY OF FLAGSTAFF
PARKING DISTRICT FUND
FIVE YEAR PLAN 2017-2021

	Actual 2014-2015	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Sources of Funds								
Beginning Fund Balance	\$ -	-	-	-	320,360	199,507	117,464	111,621
Intergovernmental Revenues	-	-	-	-	-	-	-	-
Parking Revenues	-	-	-	556,760	1,037,396	1,037,396	1,037,396	1,037,396
Interest Revenue	-	-	-	-	-	-	-	-
Miscellaneous Revenues	-	-	-	-	-	-	-	-
Other Financing Sources	-	-	-	880,000	-	-	-	-
Total Revenues	-	-	-	1,436,760	1,037,396	1,037,396	1,037,396	1,037,396
Transfers In								
General Fund	-	-	-	385,398	-	-	-	-
Total Transfers In	-	-	-	385,398	-	-	-	-
Total Sources of Funds	-	-	-	1,822,158	1,357,756	1,236,903	1,154,861	1,149,017
Uses of Funds								
Departments								
Operating Expenditures	-	-	-	420,776	436,719	506,761	485,261	522,761
Indirect Costs	-	-	-	-	85,000	85,000	85,000	85,000
Capital Expenditures	-	-	-	943,914	318,831	207,479	345,479	295,479
Contingency	-	-	-	47,108	5,000	7,500	7,500	7,500
Total Expenditures	-	-	-	1,411,798	845,550	806,740	923,240	910,740
Debt Service	-	-	-	90,000	120,000	120,000	120,000	120,000
Transfers Out								
General Fund	-	-	-	-	192,699	192,699	-	-
Total Transfers Out	-	-	-	-	192,699	192,699	-	-
Total Uses of Funds	-	-	-	1,501,798	1,158,249	1,119,439	1,043,240	1,030,740
Ending Fund Balance	\$ -	-	-	320,360	199,507	117,464	111,621	118,277

CITY MANAGER DIVISION MISSION

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

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

The mission of the **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 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 1,213,659	\$ 1,282,220	\$ 1,282,220	\$ 1,387,311	\$ 105,091
Contractuals	431,637	297,622	297,622	376,393	78,771
Commodities	19,302	(1,954)	(1,954)	6,546	8,500
TOTAL	\$ 1,664,598	\$ 1,577,888	\$ 1,577,888	\$ 1,770,250	\$ 192,362
EXPENDITURES BY PROGRAM:					
0010 : General Administration	\$ 990,811	\$ 993,089	\$ 993,089	\$ 1,143,309	\$ 150,220
0011 : Disability Awareness	1,605	-	-	-	-
0012 : Public Information	54,047	55,700	55,700	55,700	-
0013 : Customer Service	10,510	25,300	25,300	33,690	8,390
0014 : Property Management	87,072	89,621	89,621	85,876	(3,745)
0015 : City Clerk	520,552	414,178	414,178	301,675	(112,503)
0016 : Elections	-	-	-	150,000	150,000
TOTAL	\$ 1,664,598	\$ 1,577,888	\$ 1,577,888	\$ 1,770,250	\$ 192,362
SOURCE OF FUNDING:					
GENERAL FUND				\$ 1,341,012	
LIBRARY FUND				80,005	
HIGHWAY USER REVENUE FUND				59,129	
TRANSPORTATION FUND				1,036	
WATER AND WASTEWATER FUND				135,894	
STORMWATER FUND				9,407	
AIRPORT FUND				21,346	
SOLID WASTE FUND				106,322	
SEMS FUND				16,099	
				\$ 1,770,250	
COMMENTARY:					
The City Manager's operating budget has increased by 12% and there are no capital expenditures. The Personnel Services increase of 8% is due to a market pay increase as well as an increase in medical and dental insurance and the City Manager's planned retirement. Contractuals increases of 63% are due to one-time costs for elections, bond program outreach, and recruitment and relocation of a new City Manager. Commodities increases of 435% are due to increases in computer software. There is no major capital (>\$10,000) for this section.					
NEW PERSONNEL NONE					
AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Admin Assistant	1	1	1	0	1
Assistant to City Mgr	0	1	1	0	1
Communication Manager	1	1	1	0	1
Real Estate Manager	1	1	1	0	1
City Clerk	1	1	1	0	1
City Manager	1	1	1	0	1
City Records Coordinator	1	1	1	0	1
Deputy City Clerk	1	1	1	0	1
Deputy City Manager	2	2	2	0	2
Executive Assistant	2	1	1	0	1
Intern	0.25	0.25	0.25	0	0.25
Total	11.25	11.25	11.25	0	11.25
CAPITAL NONE					

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.

DIVISION:		01-012-HUMAN RESOURCES			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 553,030	\$ 689,108	\$ 689,108	\$ 692,638	\$ 3,530
Contractuals	19,986	76,062	76,062	124,330	48,268
Commodities	53,590	16,341	16,341	58,166	41,825
TOTAL	\$ 626,606	\$ 781,511	\$ 781,511	\$ 875,134	\$ 93,623
EXPENDITURES BY PROGRAM:					
0020 : General Administration	\$ 428,388	\$ 492,232	\$ 492,232	\$ 550,547	\$ 58,315
0021 : Recruitment and Selection	52,804	51,723	51,723	130,582	78,859
0022 : Benefits	69,954	82,822	82,822	86,410	3,588
0023 : Compensation and Classification	67,603	89,011	89,011	90,979	1,968
0024 : Employee Training and Counseling	7,857	61,527	61,527	12,420	(49,107)
0025 : Diversity Awareness	0	908	908	908	-
0026 : Disability Awareness	-	3,288	3,288	3,288	-
TOTAL	\$ 626,606	\$ 781,511	\$ 781,511	\$ 875,134	\$ 93,623
SOURCE OF FUNDING:					
GENERAL FUND				\$ 668,694	
LIBRARY FUND				45,721	
HIGHWAY USER REVENUE FUND				32,905	
WATER AND WASTEWATER FUND				61,677	
STORMWATER FUND				4,337	
AIRPORT FUND				9,155	
SOLID WASTE FUND				44,935	
SEMS FUND				7,710	
				\$ 875,134	
COMMENTARY:					
The Human Resources operating budget has increased by 12% and there are no capital expenditures. The Personnel Services increase of 2% is due to a market pay increase as well as an increase in medical and dental insurance. Contractuals increases of 63% are due to increased employee training costs. Commodities increases of 256% are due to increased costs for copying and printing and computer software. There is no major capital (>\$10,000) for this section.					

NEW PERSONNEL	NONE
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AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Admin Assistant	0	0	0	0	0
Admin Specialist	1	1	1	0	1
Division Director (HR)	1	1	1	0	1
Human Resources Analyst	2.75	2.75	3	0	3
Human Resources Benefit Spec.	0	0	0	0	0
Human Resources Generalist	1	1	1	0	1
Human Resources Manager	0	0	1	0	1
Human Resources Recruiter	1	1	1	0	1
Human Resources Supervisor	1	1	1	0	1
Total	7.75	7.75	9	0	9

CAPITAL	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.

DIVISION: 01-013-RISK MANAGEMENT					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 164,818	\$ 174,943	\$ 174,943	\$ 185,455	\$ 10,512
Contractuals	16,088	24,461	24,461	24,461	-
Commodities	4,577	5,066	5,066	5,066	-
TOTAL	\$ 185,483	\$ 204,470	\$ 204,470	\$ 214,982	\$ 10,512
EXPENDITURES BY PROGRAM:					
0030 : General Administration	\$ 185,483	\$ 204,470	\$ 204,470	\$ 214,982	\$ 10,512
TOTAL	\$ 185,483	\$ 204,470	\$ 204,470	\$ 214,982	\$ 10,512
SOURCE OF FUNDING:					
GENERAL FUND				\$ 147,257	
LIBRARY FUND				11,971	
HIGHWAY USER REVENUE FUND				9,342	
TRANSPORTATION FUND				802	
WATER AND WASTEWATER FUND				22,985	
STORMWATER FUND				1,214	
AIRPORT FUND				2,792	
SOLID WASTE FUND				16,513	
SEMS FUND				2,106	
				\$ 214,982	
COMMENTARY:					
The Risk Management operating budget has increased by 5% and there are no capital expenditures. The Personnel Services increase of 6% is due to a market pay increase as well as an increase in medical and dental insurance. There were no changes in budgeted contractuals and commodities. There is no major capital (>\$10,000) for this section.					
NEW PERSONNEL NONE					
AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Assistant to City Manager (Risk Mgt)	1	1	1	0	1
Risk Management Specialist	1	1	1	0	1
Total	2	2	2	0	2
CAPITAL 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.

DIVISION:		01-014-INFORMATION TECHNOLOGY			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 1,029,120	\$ 1,171,999	\$ 1,171,999	\$ 1,250,367	\$ 78,368
Contractuals	397,360	442,525	442,525	423,925	(18,600)
Commodities	383,301	600,575	535,575	721,915	121,340
Capital	58,007	725,000	725,000	75,000	(650,000)
TOTAL	\$ 1,867,788	\$ 2,940,099	\$ 2,875,099	\$ 2,471,207	\$ (468,892)
EXPENDITURES BY PROGRAM:					
0040 : General Administration	\$ 173,380	\$ 230,950	\$ 230,950	\$ 240,230	\$ 9,280
0041 : Applications	377,018	455,646	455,646	367,992	(87,654)
0042 : Systems	178,712	243,273	243,273	485,699	242,426
0043 : Services	186,782	302,987	302,987	528,965	225,978
0044 : Network	286,539	1,050,518	1,050,518	342,582	(707,936)
0045 : GIS	190,362	234,425	234,425	353,739	119,314
0046 : Microsoft Settlement	2,373	-	-	-	-
0047 : IT Non Departmental	472,620	422,300	357,300	152,000	(270,300)
TOTAL	\$ 1,867,788	\$ 2,940,099	\$ 2,875,099	\$ 2,471,207	\$ (468,892)
SOURCE OF FUNDING:					
GENERAL FUND				\$ 1,857,842	
HIGHWAY USER REVENUE FUND				55,779	
WATER AND WASTEWATER FUND				316,303	
STORMWATER FUND				29,094	
AIRPORT FUND				37,407	
SOLID WASTE FUND				122,063	
SEMS FUND				52,719	
				\$ 2,471,207	
COMMENTARY:					
The Information Technology operating budget has increased by 8% There are capital expenditures (total \$75,000), resulting in an overall net decrease of 16%. The Personnel Services increase of 7% is due to a market pay increase as well as an increase in medical and dental insurance and increase in FTE for GIS IT Adminstrator. Commodities increases of 20% are due to the creation of the IT Catastrophic Fund. Major capital (>\$10,000) includes Storage Area Network Backup Replacement (\$75,000) for this section.					

NEW PERSONNEL		2016-2017	POTENTIAL	NET COST	FUTURE
TITLE	FTE	TOTAL \$	OFFSET	2016-2017	COSTS
IT Adminstrator	1.00	94,500	-	94,500	94,500

AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Division Director (IT)	1	1	1	0	1
IT Adminstrator	2	2	2	1	3
IT Analyst	4	3	3	0	3
IT Manager	2	4	4	0	4
IT Services Supervisor	1	0	0	0	0
IT Specialist	2	2	2	0	2
IT Technician	1	2	2	0	2
Total	13	14	14	1	15

CAPITAL	TOTALS
DESCRIPTION	2016-2017
Storage Area Network Backup Replacement	\$ 75,000

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.

DIVISION: 01-015-CITY ATTORNEY					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 1,405,366	\$ 1,519,006	\$ 1,519,006	\$ 1,571,907	\$ 52,901
Contractuals	40,968	45,985	45,985	49,714	3,729
Commodities	26,108	27,730	27,730	38,945	11,215
TOTAL	\$ 1,472,442	\$ 1,592,721	\$ 1,592,721	\$ 1,660,566	\$ 67,845
EXPENDITURES BY PROGRAM:					
0050 : General Administration	\$ 136,416	\$ 141,520	\$ 141,520	\$ 144,373	\$ 2,853
0051 : Council and Department Support	663,534	675,750	675,750	817,905	142,155
0052 : Police Court	662,391	775,451	775,451	688,188	(87,263)
6159 : Victim's Rights Grant	10,100	-	-	10,100	10,100
TOTAL	\$ 1,472,442	\$ 1,592,721	\$ 1,592,721	\$ 1,660,566	\$ 67,845
SOURCE OF FUNDING:					
GENERAL FUND				\$ 1,270,515	
LIBRARY FUND				43,708	
HIGHWAY USER REVENUE FUND				40,665	
TRANSPORTATION FUND				57,062	
WATER AND WASTEWATER FUND				128,997	
STORMWATER FUND				5,428	
AIRPORT FUND				13,536	
SOLID WASTE FUND				91,475	
SEMS FUND				9,180	
				\$ 1,660,566	
COMMENTARY:					
The City Attorney's operating budget has increased by 4% and there are no capital expenditures. The Personnel Services increase of 3% is due to a market pay increase as well as an increase in medical and dental insurance. Contractuals increases of 8% are due to increased telephone and internet costs and one-time travel costs related to employee trainings. Commodities increases of 40% are due to one-time increases in computer equipment and in work order charges for the Victim Rights grant. There is no major capital (>\$10,000) for this section.					
NEW PERSONNEL NONE					
AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Admin Assistant	1.75	3	3	0	3
Admin Specialist	2	0	0	0	0
Admin Specialist Leadworker	0	1	1	0	1
Asst City Attorney	3	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	1
Senior Ass't City Attorney	3	3	4	0	4
Total	13.75	14	15	0	15
CAPITAL NONE					

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.

DIVISION: 01-016-MUNICIPAL COURT					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 1,806,728	\$ 1,962,390	\$ 1,962,390	\$ 2,243,788	\$ 281,398
Contractuals	796,528	722,823	722,823	854,323	131,500
Commodities	73,201	70,595	70,595	67,595	(3,000)
Capital	964	62,000	62,000	-	(62,000)
TOTAL	\$ 2,677,421	\$ 2,817,808	\$ 2,817,808	\$ 3,165,706	\$ 347,898
EXPENDITURES BY PROGRAM:					
0060 : General Administration	\$ 460,637	\$ 708,591	\$ 708,591	\$ 786,447	\$ 77,856
0061 : Court Services	806,841	681,004	681,004	721,270	40,266
0062 : Record Management	105,717	122,395	122,395	186,006	63,611
0063 : Court Enforcement	243,206	300,093	300,093	381,988	81,895
0064 : Warrant Division	321,512	343,493	343,493	342,855	(638)
0065 : Court Operations	280,265	197,316	197,316	272,624	75,308
0066 : Judicial Services	459,243	464,916	464,916	474,516	9,600
TOTAL	\$ 2,677,421	\$ 2,817,808	\$ 2,817,808	\$ 3,165,706	\$ 347,898
SOURCE OF FUNDING:					
GENERAL FUND				\$ 3,165,706	
				\$ 3,165,706	
COMMENTARY:					
The Municipal Court Section operating budget has increased by 15%. There are no capital expenditures, resulting in an overall net increase of 12%. The Personnel Services increase of 14% is due to a market based pay increase as well as an increase in medical and dental insurance, and the addition of 3.0 FTE's to meet collection, service, and Information Technology needs. Contractuals increases of 18% are for one-time approvals for an x-ray security machine maintenance contract, jury payments, court electronic integration services, conversion costs for the Electronic Document Management System (EDMS), a new public defender contract, and an increase to the access fee for the statewide Arizona Judicial Information Network. Commodities decreases of 4% are due to decreases in small equipment replacement. There is no major capital (>\$10,000) for this Section.					

NEW PERSONNEL		2016-2017	POTENTIAL	NET COST	FUTURE
TITLE	FTE	TOTAL \$	OFFSET	2016-2017	COSTS
Admin Assistant (1X)	1.00	42,700	20,000	22,700	-
Collection Specialist (1X)	1.00	65,900	65,900	-	-
Court Info Systems Coordinator	1.00	68,075	68,075	-	-

AUTHORIZED PERSONNEL/POSITIONS			Current	Changes	Proposed
TITLE	2013-2014	2014-2015	2015-2016	2016-2017	2016-2017
Admin Assistant	0	2	2	1	3
Collection Specialist	1	1	2	1	3
Court Finance Specialist	0.8	0.8	0.8	0	0.8
Court Info Systems Coordinator	1	1	1	1	2
Court Interpreter	1	1	1	0	1
Court Judicial Specialist	8.25	8.25	8.25	0	8.25
Court Services Supervisor	1	0	0	0	0
Court Training Specialist	1	1	1	0	1
Deputy Court Administrator	2	2	2	0	2
Division Director (Court)	1	1	1	0	1
Jury Services Specialist	1	1	1	0	1
Magistrate	1	1	1	0	1
Presiding Magistrate	1	1	1	0	1
Probation Service Officer	1	1	1	0	1
Pro-Tem Magistrate	1.3	1.3	1.3	0	1.3
Warrant Officer	2	2	2	0	2
Total	24.35	25.35	26.35	3	29.35

CAPITAL	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 the City is accurately billing and collecting City revenues and to ensure that customers and the City are complying with all applicable local, state, and federal rules and regulations.

The mission of the **Finance 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

SECTION: 31-MANAGEMENT SERVICES					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ -	\$ 251,303	\$ 231,303	\$ 257,145	\$ 5,842
Contractuals	-	11,665	11,665	13,624	1,959
Commodities	97	1,100	1,100	1,600	500
TOTAL	\$ 97	\$ 264,068	\$ 244,068	\$ 272,369	\$ 8,301
EXPENDITURES BY PROGRAM:					
0100 : General Administration	\$ 97	\$ 264,068	\$ 244,068	\$ 272,369	\$ 8,301
TOTAL	\$ 97	\$ 264,068	\$ 244,068	\$ 272,369	\$ 8,301
SOURCE OF FUNDING:					
GENERAL FUND				\$ 266,397	
LIBRARY FUND				669	
HIGHWAY USER REVENUE FUND				623	
TRANSPORTATION FUND				874	
WATER AND WASTEWATER FUND				1,975	
STORMWATER FUND				83	
AIRPORT FUND				207	
SOLID WASTE FUND				1,400	
SEMS FUND				141	
				\$ 272,369	

COMMENTARY:

The Management Services operating budget has increased by 3% and there are no capital expenditures. The Personnel Services increase of 2% is due to a market pay increase as well as an increase in medical and dental insurance. Contractuals increases of 17% are due to increased travel costs for employee trainings. Commodities increases of 45% are due to increased costs for food for meetings. There is no major capital (>\$10,000) for this section.

NEW PERSONNEL NONE

AUTHORIZED PERSONNEL/POSITIONS

TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Division Director (Mgmt Services)	1	1	1	0	1
Financial Systems Analyst	1	1	1	0	1
Total	2	2	2	0	2

CAPITAL NONE

SECTION: 032-PURCHASING					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 751,237	\$ 497,623	\$ 497,623	\$ 577,932	\$ 80,309
Contractuals	29,075	25,362	25,362	12,127	(13,235)
Commodities	11,986	9,352	9,352	(16,125)	(25,477)
TOTAL	\$ 792,298	\$ 532,337	\$ 532,337	\$ 573,934	\$ 41,597
EXPENDITURES BY PROGRAM:					
0110 : General Administration	\$ 278,806	\$ 1,000	\$ 1,000	\$ -	\$ (1,000)
0111 : Purchasing	398,980	442,775	442,775	573,934	131,159
0112 : Warehouse	114,512	88,562	88,562	-	(88,562)
TOTAL	\$ 792,298	\$ 532,337	\$ 532,337	\$ 573,934	\$ 41,597
SOURCE OF FUNDING:					
GENERAL FUND				\$ 194,623	
LIBRARY FUND				22,381	
HIGHWAY USER REVENUE FUND				33,310	
TRANSPORTATION FUND				28,467	
WATER AND WASTEWATER FUND				192,838	
STORMWATER FUND				16,195	
AIRPORT FUND				19,116	
SOLID WASTE FUND				62,987	
SEMS FUND				4,017	
				\$ 573,934	
COMMENTARY:					
The Purchasing operating budget has increased by 8% and there are no capital expenditures. The Personnel Services increase of 16% is due to a market pay increase as well as an increase in medical and dental insurance, net of the addition of a 1.0 FTE Contract Specialist. Contractuals decreases of 52% are due to decreased utilities costs. Commodities decreases of 272% are due to decreases in office supplies and computer software and increase in work order charge outs. There is no major capital (>\$10,000) for this section.					
NEW PERSONNEL					
TITLE	FTE	2016-2017 TOTAL \$	POTENTIAL OFFSET	NET COST 2016-2017	FUTURE COSTS
Contract Specialist (1X for 2 years)	1.00	84,500	15,000	69,500	69,500
AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Admin Specialist	1	1	1	0	1
Buyer	0	0	0	0	0
Management Services Director	0	0	0	0	0
Contract Specialist	0	0	0	1	1
Purchasing Director	1	1	1	0	1
Procurement Specialist	3	3	3	0	3
Real Estate Manager	0	0	0	0	0
Warehouse Specialist	1	1	1	0	1
Total	6	6	6	1	7
CAPITAL NONE					

SECTION:		033-REVENUE			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 1,149,021	\$ 1,144,809	\$ 1,119,809	\$ 1,151,770	\$ 6,961
Contractuals	328,533	392,189	392,189	373,339	(18,850)
Commodities	46,419	40,800	40,800	43,800	3,000
Capital	5,477	35,000	35,000	32,000	(3,000)
TOTAL	\$ 1,529,451	\$ 1,612,798	\$ 1,587,798	\$ 1,600,909	\$ (11,889)
EXPENDITURES BY PROGRAM:					
0120 : General Administration	\$ 161,107	\$ 166,271	\$ 141,271	\$ 232,658	\$ 66,387
0121 : Licensing and Support	106,664	92,678	92,678	97,418	4,740
0122 : Auditing	173,704	175,263	175,263	179,164	3,901
0123 : Sales Tax Collections	78,440	81,318	81,318	70,377	(10,941)
0124 : Customer Service	648,309	718,551	718,551	658,429	(60,122)
0125 : Billing and Collections	47,824	48,489	48,489	-	(48,489)
0126 : Print and Mail Services	9,736	-	-	-	-
0127 : Meter Services	303,667	330,228	330,228	362,863	32,635
TOTAL	\$ 1,529,451	\$ 1,612,798	\$ 1,587,798	\$ 1,600,909	\$ (11,889)
SOURCE OF FUNDING:					
GENERAL FUND				\$ 109,100	
LIBRARY FUND				6,672	
HIGHWAY USER REVENUE FUND				11,576	
TRANSPORTATION FUND				279,250	
WATER AND WASTEWATER FUND				922,697	
STORMWATER FUND				16,865	
AIRPORT FUND				35,023	
SOLID WASTE FUND				203,412	
SEMS				16,314	
				\$ 1,600,909	
COMMENTARY:					
The Revenue Section operating budget has decreased by 2%. There are capital expenditures (total \$32,000), resulting in an overall net decrease of 9%. The Personnel Services increase of 1% is due to a market pay increase as well as an increase in medical and dental insurance. Contractuals decreases of 5% are due to decreased costs for computer equipment and other miscellaneous services. Commodities increases of 7% are due to one-time increases in copying and printing costs. Major capital (>\$10,000) includes a meter services vehicle.					

NEW PERSONNEL	NONE
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AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Admin Assistant	5	4	0.75	0	0.75
Admin Specialist	2	1	4	0	4
Auditor II	1	1	1	0	1
Billing Specialist	1	2	2	0	2
Collections Specialist	2	2	1.75	0	1.75
Customer Srv Manager	1	1	1	0	1
Meter Technician Supervisor	1	1	1	0	1
Meter Technician	2.25	3.25	3.25	0	3.25
Meter Technician II	1	1	1	0	1
Revenue Director	1	1	1	0	1
Tax Licensing & Revenue Mgr	1	1	1	0	1
Total	18.25	18.25	17.75	0	17.75
CAPITAL					
DESCRIPTION			TOTALS		
Truck Replacement - Meter Services			2016-2017		
			\$ 32,000		

SECTION: 034-FINANCE					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 935,434	\$ 1,153,132	\$ 1,108,132	\$ 1,224,706	\$ 71,574
Contractuals	51,573	55,402	55,402	57,552	2,150
Commodities	21,483	15,784	15,784	19,034	3,250
TOTAL	\$ 1,008,490	\$ 1,224,318	\$ 1,179,318	\$ 1,301,292	\$ 76,974
EXPENDITURES BY PROGRAM:					
0130 : General Administration	\$ 124,709	\$ 235,083	\$ 215,083	\$ 144,808	\$ (90,275)
0131 : Accounting	395,357	499,670	474,670	593,473	93,803
0132 : Payroll	161,470	161,222	161,222	252,407	91,185
0133 : Accounts Payable	129,881	128,204	128,204	80,385	(47,819)
0134 : Grants Management	197,073	200,139	200,139	230,219	30,080
TOTAL	\$ 1,008,490	\$ 1,224,318	\$ 1,179,318	\$ 1,301,292	\$ 76,974
SOURCE OF FUNDING:					
GENERAL FUND				\$ 943,271	
LIBRARY FUND				64,173	
HIGHWAY USER REVENUE FUND				40,614	
TRANSPORTATION FUND				30,511	
WATER AND WASTEWATER FUND				104,302	
STORMWATER FUND				7,637	
AIRPORT FUND				33,182	
SOLID WASTE FUND				64,402	
SEMS FUND				13,200	
				\$ 1,301,292	
COMMENTARY:					
The Finance operating budget has increased by 6% and there are no capital expenditures. The Personnel Services increase of 6% is due to a market pay increase as well as an increase in medical and dental insurance, net of the addition of a 1.0 FTE for a Payroll Specialist. Contractuals increases of 4% are due to increased costs for employee education and training and one-time software maintenance. Commodities increases of 21% are due to one-time increases in copying and printing costs. There is no major capital (>\$10,000) for this section.					

NEW PERSONNEL					
TITLE	FTE	2016-2017 TOTAL \$	POTENTIAL OFFSET	NET COST 2016-2017	FUTURE COSTS
Payroll Specialist	1.00	62,800	-	62,800	62,800

AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Accountant	3	3	4	0	4
Accounts Specialist	1	1	1	0	1
Finance Clerk	1	1	1	0	1
Finance Director	1	1	1	0	1
Finance Manager	2	2	2	0	2
Finance Specialist	0	0	1	0	1
Grants Specialist	1	1	1	0	1
Grants Manager	1	1	1	0	1
Payroll Assistant	1	0	0	0	0
Payroll Manager	1	1	1	0	1
Payroll Specialist	0	1	1	1	2
Total	12	12	14	1	15

CAPITAL	NONE
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COMMUNITY DEVELOPMENT DIVISION MISSION

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

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 an efficient, ethical, and professional manner and will create and maintain partnerships with its clients and appropriate community organizations in order to accomplish this mission.

The mission of the **Flagstaff Metropolitan Planning Organization (FMPO)** is to leverage cooperation to maximize resources among local governments and partners for the creation, maintenance and preservation of a sound multi-modal transportation system. Our vision is to create the finest multi-modal transportation system in the country for a region of similar size.

SECTION:		101-COMMUNITY DEVELOPMENT			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 250,166	\$ 257,993	\$ 257,993	\$ 260,824	\$ 2,831
Contractuals	42,379	47,134	47,134	47,134	-
Commodities	14,597	11,378	11,378	11,378	-
TOTAL	<u>\$ 307,142</u>	<u>\$ 316,505</u>	<u>\$ 316,505</u>	<u>\$ 319,336</u>	<u>\$ 2,831</u>
EXPENDITURES BY PROGRAM:					
0300 : General Administration	\$ 307,142	\$ 316,505	\$ 316,505	\$ 319,336	\$ 2,831
TOTAL	<u>\$ 307,142</u>	<u>\$ 316,505</u>	<u>\$ 316,505</u>	<u>\$ 319,336</u>	<u>\$ 2,831</u>
SOURCE OF FUNDING:					
GENERAL FUND				\$ 319,336	
				<u>\$ 319,336</u>	
COMMENTARY:					
The Community Development Section operating budget has increased by 1% and there are no capital expenditures. The Personnel Services increase of 1% is due to a market based pay increase as well as an increase in medical and dental insurance. Contractuals and Commodities remain at the same levels as last year.					
NEW PERSONNEL		NONE			
AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Admin Specialist	1	0	0	0	0
Admin Specialist Leadworker	0	1	1	0	1
Division Director (CD)	1	1	1	0	1
Total	2	2	2	0	2
CAPITAL					
NONE					

SECTION: 102-ENGINEERING					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 1,259,447	\$ 1,456,679	\$ 1,456,679	\$ 1,470,284	\$ 13,605
Contractuals	204,042	239,378	239,378	251,978	12,600
Commodities	4,018	(153,653)	(153,653)	(162,053)	(8,400)
TOTAL	\$ 1,467,507	\$ 1,542,404	\$ 1,542,404	\$ 1,560,209	\$ 17,805
EXPENDITURES BY PROGRAM:					
0310 : General Administration	\$ 204,248	\$ 205,108	\$ 205,108	\$ 209,192	\$ 4,084
0312 : Transportation Engineering	219,492	213,373	213,373	326,322	112,949
0313 : Development Engineering	457,347	522,655	522,655	424,674	(97,981)
0314 : Public Works Inspection	423,947	601,268	601,268	600,021	(1,247)
0315 : Materials Testing	162,472	-	-	-	-
TOTAL	\$ 1,467,507	\$ 1,542,404	\$ 1,542,404	\$ 1,560,209	\$ 17,805
SOURCE OF FUNDING:					
GENERAL FUND				\$ 1,180,827	
HIGHWAY USER REVENUE FUND				379,382	
				\$ 1,560,209	
COMMENTARY:					
The Engineering Section operating budget has increased by 1% and there are no capital expenditures. The Personnel Services increase of 1% is due to a market based pay increase as well as an increase in medical and dental insurance. Contractuals increases of 5% are due to one-time equipment maintenance costs (\$10,000) and ongoing utility costs (\$2,200). Commodities decrease of 5% is due to the restructuring of budget line items to better meet department goals.					

NEW PERSONNEL	NONE
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AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Admin Specialist	1	1	1	0	1
Assistant City Engineer	1	0	0	0	0
City Engineer	1	1	1	0	1
Construction Inspector	0	4	4	0	4
Construction Manager	1	1	1	0	1
Development Engineer	0	1	1	0	1
Engineering Inspector	3	0	0	0	0
Engineering Specialist	1	1	1	0	1
Inspection Supervisor	1	0	0	0	0
Intern	0.5	0.5	0.5	0	0.5
Materials Tech I	2	0	0	0	0
Project Manager	5	5	6	0	6
Senior Construction Inspector	0	1	1	0	1
Traffic Engineer	1	1	1	0	1
Total	17.5	16.5	17.5	0	17.5

CAPITAL	NONE
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SECTION:		103-CAPITAL MANAGEMENT			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 706,192	\$ 892,120	\$ 892,120	\$ 873,191	\$ (18,929)
Contractuals	11,349	18,092	18,092	18,092	-
Commodities	(889,530)	(1,022,909)	(1,022,909)	(1,022,909)	-
TOTAL	\$ (171,988)	\$ (112,697)	\$ (112,697)	\$ (131,626)	\$ (18,929)
EXPENDITURES BY PROGRAM:					
0320 : General Administration	\$ 33,907	\$ 30,183	\$ 30,183	\$ 30,183	\$ -
0321 : Capital Improvement Engineering	(273,165)	(142,880)	(142,880)	(161,809)	(18,929)
0322 : ADOT Project Coordination	13,903	-	-	-	-
0324 : 5 Year Capital Program Development	53,368	-	-	-	-
TOTAL	\$ (171,988)	\$ (112,697)	\$ (112,697)	\$ (131,626)	\$ (18,929)
SOURCE OF FUNDING:					
GENERAL FUND				\$ (131,626)	
				\$ (131,626)	
COMMENTARY:					
The Capital Management operating budget has increased 17% and there are no capital expenditures planned. Personnel Services decreases are due to staff retirements in the prior year net of market based pay increase as well as a increase in dental and health insurance. 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.					
NEW PERSONNEL		NONE			
AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Capital Improvements Engineer	1	1	1	0	1
Project Manager	6	7	7	0	7
Total	7	8	8	0	8
CAPITAL		NONE			

SECTION: 104-PLANNING AND DEVELOPMENT SERVICES					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 2,046,183	\$ 2,102,782	\$ 2,102,782	\$ 2,286,300	\$ 183,518
Contractuals	76,998	127,120	127,120	195,620	68,500
Commodities	57,303	69,817	69,817	60,801	(9,016)
TOTAL	\$ 2,180,484	\$ 2,299,719	\$ 2,299,719	\$ 2,542,721	\$ 243,002
EXPENDITURES BY PROGRAM:					
0330 : General Administration	\$ 214,622	\$ 209,583	\$ 209,583	\$ 236,615	\$ 27,032
0332 : Advanced Planning	162,188	172,273	172,273	185,818	13,545
0333 : Building Plan Review	387	-	-	-	-
0334 : Building Inspection	821,560	889,116	889,116	1,086,943	197,827
0335 : Current Planning	604,142	617,986	617,986	645,123	27,137
0336 : Code Compliance	206,568	200,808	200,808	204,719	3,911
0337 : Code Compliance-SEMS	171,018	209,953	209,953	183,503	(26,450)
TOTAL	\$ 2,180,484	\$ 2,299,719	\$ 2,299,719	\$ 2,542,721	\$ 243,002
SOURCE OF FUNDING:					
GENERAL FUND				\$ 2,542,721	
				\$ 2,542,721	
COMMENTARY:					
The Planning and Development Section operating budget has increased by 11% and there are no capital expenditures. The Personnel Services increase of 9% is due to a market based pay increase as well as an increase in medical and dental insurance, net of the addition of 1.0 FTE for a Building Inspector and the transfer of a Volunteer Coordinator (.48 FTE) to Environmental Management. Contractuals increases of 54% are due to one-time authorizations for outside services (\$23,000); contracting services for plans (\$15,000), and consultant fees (\$45,000). Commodities decreases of 13% reflect the reallocation of line items within the Section.					

NEW PERSONNEL TITLE	FTE	2016-2017 TOTAL \$	POTENTIAL OFFSET	NET COST 2016-2017	FUTURE COSTS
Building Inspector	1.00	80,900	-	80,900	80,900

AUTHORIZED PERSONNEL/POSITIONS TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Admin Specialist	1	1	1	0	1
Associate Planner	1	1	1	0	1
Building Inspector	5	5	5	1	6
Building Official	1	1	1	0	1
Building Plans Examiner	2	3	3	0	3
Code Compliance Officer I	1	1	1	0	1
Code Compliance Officer II	1	1	1	0	1
Code Compliance Manager	1	1	1	0	1
Comprehensive Planning and Code Administrat	1	1	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
Planning Development Mgr.	4	4	4	0	4
Planning Director	1	1	1	0	1
Volunteer Coordinator	Transfer	0.48	0.48	0	Transfer
Total	24	25.48	25.48	1	26

CAPITAL	NONE
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SECTION: 105-HOUSING					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 289,329	\$ 297,462	\$ 297,462	\$ 321,103	\$ 23,641
Contractuals	7,146	9,258	9,258	9,158	(100)
Commodities	(61,988)	(58,054)	(58,054)	(57,954)	100
TOTAL	\$ 234,487	\$ 248,666	\$ 248,666	\$ 272,307	\$ 23,641
EXPENDITURES BY PROGRAM:					
0350 : General Administration	\$ 164,051	\$ 165,368	\$ 165,368	\$ 267,207	\$ 101,839
0351 : Land Trust	70,436	83,298	83,298	5,100	(78,198)
TOTAL	\$ 234,487	\$ 248,666	\$ 248,666	\$ 272,307	\$ 23,641
SOURCE OF FUNDING:					
GENERAL FUND				\$ 272,307	
				\$ 272,307	
COMMENTARY:					
The Housing Section operating budget has increased by 10%, with no capital items. The Personnel Services increase of 8% is due to a market based pay increase as well as an increase in medical and dental insurance. Contractuals and Commodities overall remain at the same levels as prior year budget.					

NEW PERSONNEL	NONE
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AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Deputy Housing Director	1	1	0	0	0
Homeownership Program Manager	1	1	0	0	0
Housing & Grants Adm. (Grant Fnd)	1	1	1	0	1
Housing Analyst	0	0	1	0	1
Housing Rehab Specialist	1	1	1	0	1
Housing Specialist	1	1	1	0	1
Total	5	5	5	0	5

CAPITAL	NONE
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SECTION:		106-COMMUNITY HOUSING SERVICES			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Contractuals	\$ 100,636	\$ 883,782	\$ 883,782	\$ 180,004	\$ (703,778)
Commodities	4	-	-	-	-
TOTAL	\$ 100,640	\$ 883,782	\$ 883,782	\$ 180,004	\$ (703,778)
EXPENDITURES BY PROGRAM:					
0360 : General Administration	\$ 4	\$ 33,000	\$ 33,000	\$ -	\$ (33,000)
0361 : Revolving Loan - General Fund	-	90,001	90,001	80,001	(10,000)
0362 : Workforce Housing Incentives	-	128,613	128,613	100,001	(28,612)
0363 : Workforce Housing Development	-	1	1	1	-
0364 : Land Acquisition-GF	100,636	632,167	632,167	1	(632,166)
TOTAL	\$ 100,640	\$ 883,782	\$ 883,782	\$ 180,004	\$ (703,778)
SOURCE OF FUNDING:					
HOUSING AND COMMUNITY SERVICES FUND				\$ 180,004	
				\$ 180,004	
NEW PERSONNEL					
NONE					
AUTHORIZED PERSONNEL/POSITIONS					
NONE					
CAPITAL					
NONE					

SECTION:		107-COMMUNITY HOUSING GRANTS			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Contractuals	\$ 112,705	\$ 1,353,168	\$ 1,353,168	\$ 1,130,000	\$ (223,168)
Commodities	13,556	-	-	-	-
TOTAL	\$ 126,261	\$ 1,353,168	\$ 1,353,168	\$ 1,130,000	\$ (223,168)
EXPENDITURES BY PROGRAM:					
6103 : AZ Housing Trust Funds	\$ 3	\$ 330,000	\$ 330,000	\$ 330,000	\$ -
6104 : Home Grant Rehab	118,856	673,168	673,168	450,000	(223,168)
6177 : Coconino County Housing Grants	7,402	350,000	350,000	350,000	-
TOTAL	\$ 126,261	\$ 1,353,168	\$ 1,353,168	\$ 1,130,000	\$ (223,168)
SOURCE OF FUNDING:					
HOUSING AND COMMUNITY SERVICES FUND				\$ 1,130,000	
				\$ 1,130,000	
NEW PERSONNEL		NONE			
AUTHORIZED PERSONNEL/POSITIONS		NONE			
CAPITAL		NONE			

SECTION:		108-COMMUNITY DEVELOPMENT BLOCK GRANTS			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 73,566	\$ 63,064	\$ 63,064	\$ 64,867	\$ 1,803
Contractuals	436,953	1,024,436	1,024,436	575,000	(449,436)
Commodities	49,249	8,395	8,395	-	(8,395)
TOTAL	\$ 559,767	\$ 1,095,895	\$ 1,095,895	\$ 639,867	\$ (456,028)
EXPENDITURES BY PROGRAM:					
6105 : CDBG Entitlement Administration	\$ 81,628	\$ 82,350	\$ 82,350	\$ 64,867	\$ (17,483)
6108 : CDBG Construction of New Homes	26,714	205,000	205,000	-	(205,000)
6109 : CDBG Public Improvement	-	156,074	156,074	-	(156,074)
6110 : CDBG Housing Rehab	89,543	248,490	248,490	-	(248,490)
6111 : CDBG Miscellaneous Projects	27,590	88,783	88,783	575,000	486,217
6113 : CDBG Home Buyers Assistance	114,341	30,539	30,539	-	(30,539)
6114 : CDBG Economic Development	38,332	-	-	-	-
6118 : CDBG Public Facility	76,018	214,659	214,659	-	(214,659)
6120 : CDBG Housing Stabilization	51,951	-	-	-	-
6121 : CDBG Public Facility Ops	53,649	70,000	70,000	-	(70,000)
TOTAL	\$ 559,767	\$ 1,095,895	\$ 1,095,895	\$ 639,867	\$ (456,028)
SOURCE OF FUNDING:					
HOUSING AND COMMUNITY SERVICES FUND				\$ 639,867	
				\$ 639,867	
NEW PERSONNEL					
		NONE			
AUTHORIZED PERSONNEL/POSITIONS					
		NONE			
CAPITAL					
		NONE			

SECTION: 109-FLAGSTAFF HOUSING AUTHORITY					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 1,616,440	\$ 1,644,815	\$ 1,644,815	\$ 1,693,575	\$ 48,760
Contractuals	3,859,110	4,019,346	4,019,346	4,217,587	198,241
Commodities	179,704	100,113	100,113	85,670	(14,443)
Capital	35,946	446,188	446,188	639,554	193,366
TOTAL	\$ 5,691,200	\$ 6,210,462	\$ 6,210,462	\$ 6,636,386	\$ 425,924
EXPENDITURES BY PROGRAM:					
Non-HUD Program	\$ 42,299	\$ 42,541	\$ 42,541	\$ 39,644	\$ (2,897)
FHC Pass Through	312,263	326,034	326,034	328,595	2,561
Public Housing	1,902,027	2,277,637	2,277,637	2,545,607	267,970
Section 8 Vouchers	3,348,759	3,498,850	3,498,850	3,657,140	158,290
SRO-Single Room Occupancy	42,003	32,700	32,700	32,700	-
MRO-Mod Rehab Occupancy	43,849	32,700	32,700	32,700	-
TOTAL	\$ 5,691,200	\$ 6,210,462	\$ 6,210,462	\$ 6,636,386	\$ 425,924
SOURCE OF FUNDING:					
FLAGSTAFF HOUSING AUTHORITY FUND				\$ 6,506,386	
HOUSING AND COMMUNITY SERVICES FUND				50,000	
GENERAL FUND				80,000	
				\$ 6,636,386	
COMMENTARY:					
The Housing Authority operating budget has increased 4%. However, capital expenditures increased \$193,366, resulting in an overall net increase of 7%. Personal Services increases are due to a market based pay increase as well as an increase in dental and medical insurance. Contractuals increases are primarily due to increase in Section 8 Voucher assistance payments. Commodities increase is due to general inflationary cost increases. Capital expenditures have increased due to the timing of grant-funded expenditures. Major capital (>\$10,000) is for roof, siding and sewer line repair/replacements plus needed accessibility upgrades and remodel of the Siler Homes Office building. Capital improvements are funded by HUD's Capital Grant program and from transfers from general fund and community services fund.					

NEW PERSONNEL	NONE
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AUTHORIZED PERSONNEL/POSITIONS	Actual 2013-2014	Actual 2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
TITLE					
Admin Specialist	0	0	1	0	1
Occupancy Specialist	1	1	0	0	0
FHA Director	1	1	1	0	1
FHA Manager	3	3	3	0	3
Finance Manager	1	1	1	0	1
Finance Specialist	1	1	1	0	1
Housing Services Specialist	5	5	5	0	5
Maintenance Coordinator	1	1	1	0	1
Maintenance Lead Worker	2	2	2	0	2
Maintenance Worker	5	5	7	0	7
Maintenance Worker I	2	2	0	0	0
Total	22	22	22	0	22

CAPITAL	TOTALS
DESCRIPTION	2016-2017
Siler Homes Remodel	\$ 250,000
Water Line Improvements	95,876
FHA Dwelling Units Improvements	293,678

SECTION:		110-FLAGSTAFF FMPO			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 261,702	\$ 317,838	\$ 317,838	\$ 270,814	\$ (47,024)
Contractuals	285,349	716,540	716,540	139,200	(577,340)
Commodities	(36,251)	(38,760)	(38,760)	(26,535)	12,225
TOTAL	\$ 510,800	\$ 995,618	\$ 995,618	\$ 383,479	\$ (612,139)
EXPENDITURES BY PROGRAM:					
0370 : General Administration	\$ 2,534	\$ -	\$ -	\$ -	\$ -
6124 : FMPO Administration	121,500	295,603	295,603	260,179	(35,424)
6125 : Short Range Data Collection	32,817	25,000	25,000	16,000	(9,000)
6126 : Short Range Transportation Improve	4,977	950	950	950	-
6127 : Long Range Transportation Plan	83,140	59,065	59,065	600	(58,465)
6128 : Short Range Planning	134,845	355,000	355,000	105,000	(250,000)
6129 : Long Range Other Transportation	35,340	-	-	-	-
6130 : Public Information Program	1,578	-	-	750	750
6131 : Long Range Transit Plan	17,067	-	-	-	-
6192 : Transit Spine Route Study	77,002	260,000	260,000	-	(260,000)
TOTAL	\$ 510,800	\$ 995,618	\$ 995,618	\$ 383,479	\$ (612,139)
SOURCE OF FUNDING:				METROPOLITAN PLANNING FUND	
				\$ 383,479	
				\$ 383,479	
COMMENTARY:					
The FMPO operating budget has decreased by 59% and there are no capital expenditures. The Personnel Services decrease of 81% is due to decreased temporary wages and a market pay increase as well as an increase in medical and dental insurance. Contractuals decreases of 81% are due to decreased consultant fees. Commodities increases of 32% are due to one-time increases in computer software. Charge to/from decreases of 18% are due to decreases in indirect grant charges. 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.					
NEW PERSONNEL		NONE			
AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
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 Transportation Planner	1	1	1	0	1
Total	2.88	2.88	2.88	0	2.88
CAPITAL		NONE			

FIRE DIVISION MISSION

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

SECTION: 051-FIRE OPERATIONS					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 8,945,769	\$ 9,899,972	\$ 10,049,972	\$ 10,648,734	\$ 748,762
Contractuals	443,552	479,800	479,800	420,800	(59,000)
Commodities	580,394	529,636	529,636	586,886	57,250
Capital	512,767	317,500	317,500	611,700	294,200
TOTAL	\$ 10,482,482	\$ 11,226,908	\$ 11,376,908	\$ 12,268,120	\$ 1,041,212
EXPENDITURES BY PROGRAM:					
0200 : General Administration	\$ 569,730	\$ 604,077	\$ 604,077	\$ 656,893	\$ 52,816
0201 : Fire Prevention	237,245	275,996	275,996	354,717	78,721
0202 : Training	20,426	86,929	86,929	83,254	(3,675)
0203 : Fire Suppression	9,355,439	9,958,849	10,108,849	10,890,065	931,216
0204 : Fuel Management	299,642	301,057	301,057	283,191	(17,866)
TOTAL	\$ 10,482,482	\$ 11,226,908	\$ 11,376,908	\$ 12,268,120	\$ 1,041,212
SOURCE OF FUNDING:					
GENERAL FUND				\$ 12,268,120	
				\$ 12,268,120	
COMMENTARY:					
The Fire Operations Section operating budget has increased by 7%. There are capital expenditures (total \$611,700), resulting in an overall net increase of 9%. The Personnel Services increase of 8% is due to a market based pay increase as well as an increase in medical and dental insurance, net of the addition of a 1.0 FTE Fire Inspector to meet community inspection and education needs. Contractuals decreases of 12% are due to reduced one-time funding as compared to last year, in addition to a restructuring of budget within the program. Commodities increases of 11% are due to a restructuring of the budget in addition to increased approved one-time authorizations for communications equipment (\$20,000); increased Fire vehicle maintenance funds (\$25,000); and safety turnout and supplies (\$67,250). Major capital (>\$10,000) include a Quantum Pumper (\$587,700), and thermal imaging cameras (\$24,000).					

NEW PERSONNEL		2016-2017	POTENTIAL	NET COST	FUTURE
TITLE	FTE	TOTAL \$	OFFSET	2016-2017	COSTS
Fire Paramedic - Civilian (1X)	1.00	77,100	-	77,100	-
Fire Inspector	1.00	75,800	-	75,800	75,800

AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
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	4	4	0	4
Fire Captain	21	21	21	0	21
Fire Engineer	21	21	21	0	21
Fire Fighter	30	30	30	0	30
Fire EMT	1	1	2	-1	1
Fire Inspector	1	1	1	1	2
Fire Marshall	1	0	0	0	0
Fire Paramedic - Civilian	0	0	0	1	1
Training Coordinator (FY2015 - FY2017)	0	1	1	0	1
Watershed Protection Project Mgr	0	1	1	0	1
Wildland Fire Manager	1	1	1	0	1
Wildland Fire Supervisor	1	1	1	0	1
Wildland Fire Firewise Specialist	1	1	1	0	1
Total	85	87	88	1	89

CAPITAL		TOTALS
DESCRIPTION		2016-2017
Quantum Pumper (Equipped)		\$ 587,700
Thermal Imaging Cameras (2)		24,000

SECTION:		052-FIRE GRANTS			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 243,084	\$ 420,000	\$ 420,000	\$ 11,900	\$ (408,100)
Contractuals	46,204	-	-	195,407	195,407
Commodities	(32,913)	105,000	105,000	41,200	(63,800)
Capital	-	331,467	331,467	35,000	(296,467)
TOTAL	\$ 256,375	\$ 856,467	\$ 856,467	\$ 283,507	\$ (572,960)
EXPENDITURES BY PROGRAM:					
6039 : Camp Navajo	\$ -	\$ 20,000	\$ 20,000	\$ -	\$ (20,000)
6042 : General Wildfire Response	107,603	-	-	-	-
6043 : AZ Homeland Security	-	40,000	40,000	40,000	-
6044 : GOHS	-	25,000	25,000	25,000	-
6045 : Assistance To Firefighter	-	331,467	331,467	205,407	(126,060)
6047 : Naval Observatory Thinning FY10-19	8,667	-	-	5,800	5,800
6048 : FY2012 Hazardous Fuel	61,885	-	-	-	-
6171 : Cooperative Forestry Assistance Grants	78,220	200,000	200,000	-	(200,000)
6190 : Wildland Urban Interface Grant	-	240,000	240,000	-	(240,000)
6203 : Fire- Coconino County -RX Fire Grant	-	-	-	7,300	7,300
TOTAL	\$ 256,375	\$ 856,467	\$ 856,467	\$ 283,507	\$ (572,960)
SOURCE OF FUNDING:					
GENERAL FUND				\$ 283,507	
				\$ 283,507	

NEW PERSONNEL	NONE
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AUTHORIZED PERSONNEL/POSITIONS	NONE
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CAPITAL	TOTALS
DESCRIPTION	2016-2017
Extraction Spreader/Cutter Tools (2)	\$ 25,000
Fire Department IT Equipment and Control Boards	10,000

POLICE DIVISION MISSION

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

SECTION: 061-POLICE OPERATIONS					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 14,339,593	\$ 15,477,537	\$ 15,477,537	\$ 16,214,982	\$ 737,445
Contractuals	1,494,619	1,484,414	1,484,414	1,477,755	(6,659)
Commodities	477,806	1,238,751	1,238,751	731,411	(507,340)
Capital	122,353	510,000	510,000	117,300	(392,700)
TOTAL	\$ 16,434,371	\$ 18,710,702	\$ 18,710,702	\$ 18,541,448	\$ (169,254)
EXPENDITURES BY PROGRAM:					
0220 : General Administration	\$ 1,457,515	\$ 2,323,973	\$ 2,323,973	\$ 2,684,742	\$ 360,769
0221 : Patrol	9,551,688	10,431,803	10,431,803	9,703,301	(728,502)
0222 : Detectives	1,848,889	1,966,422	1,966,422	2,027,330	60,908
0223 : Records	707,213	678,013	678,013	740,164	62,151
0224 : Communications	2,003,338	2,367,653	2,367,653	2,386,360	18,707
0225 : Special Services	669,270	746,980	746,980	611,369	(135,611)
0226 : Crime and Prevention Training	196,458	195,858	195,858	388,182	192,324
TOTAL	\$ 16,434,371	\$ 18,710,702	\$ 18,710,702	\$ 18,541,448	\$ (169,254)
SOURCE OF FUNDING:					
GENERAL FUND				\$ 18,541,448	
				\$ 18,541,448	
COMMENTARY:					
The Police Operations Section operating budget has increased by 1%. There are capital expenditures (total \$117,300), resulting in an overall net decrease of 1%. The Personnel Services increase of 5% is due to a market based pay increase as well as an increase in PSPRS pension rate, medical and dental insurance. Contractuals decreases are due to reduced one-time funding as compared to last year. Commodities decreases of 41% are due to prior year approved one-time authorizations for body cameras (\$85,000) and computer software (\$500,000). Major capital (>\$10,000) include Patrol Vehicles (2) (\$55,000), Surveillance/Equipment Van (\$32,500) and Detective Vehicle (\$29,800).					

NEW PERSONNEL					
TITLE	FTE	2016-2017 TOTAL \$	POTENTIAL OFFSET	NET COST 2016-2017	FUTURE COSTS
Animal Control Officer	1.00	59,200	-	59,200	59,200

AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Admin Specialist	13	13	13	0	13
Animal Control Officer	1	1	1	1	2
Deputy Police Chief	2	2	2	0	2
Dispatch 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	-1	0
Police 911 Coordinator	0	1	1	0	1
Police Communications Mgr	1	1	1	0	1
Police Corporal/Det.	19	19	19	0	19
Police Crime Analyst	0	1	1	0	1
Police Emerg Comm Specialist	23	22	22	0	22
Police Emerg Comm Specst Sup.	5	5	5	0	5
Police Lieutenant	4	4	4	0	4
Police Officer	62	65	65	0	68
Police Records Supervisor	1	1	1	0	1
Police Sergeant	12	14	14	0	14
Police Special Serv. Sup	1	1	1	0	1
Police Support Serv. Manager	1	1	1	0	1
Property Control Coord	1	1	1	0	1
Police Training Coordinator (Officer)	1	1	1	0	1
Total	153	159	159	0	162

CAPITAL	TOTALS
DESCRIPTION	2016-2017
Police Patrol Vehicle Replacements (2)	\$ 55,000
Surveillance/Equipment Van	32,500
Detective Vehicle Replacement	29,800

SECTION:		062-POLICE GRANTS			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 518,471	\$ 731,674	\$ 731,674	\$ 448,664	\$ (283,010)
Contractuals	153,023	45,400	45,400	188,800	143,400
Commodities	378,517	482,900	482,900	512,462	29,562
Capital	-	267,000	267,000	144,300	(122,700)
TOTAL	\$ 1,050,011	\$ 1,526,974	\$ 1,526,974	\$ 1,294,226	\$ (232,748)
EXPENDITURES BY PROGRAM:					
6050 : Metro Grant	\$ 291,650	\$ 240,284	\$ 240,284	\$ 333,327	\$ 93,043
6056 : COPS Hiring Grant - FY11	170,798	261,021	261,021	-	(261,021)
6057 : COPS Hiring (City Share) One Year Obl	69,923	-	-	-	-
6058 : RICO Funds for Police	75,752	64,490	64,490	80,965	16,475
6060 : Law Enforcement Officer Reimburseme	193,605	88,900	88,900	98,000	9,100
6069 : GOHS - DUI Enforcement	62,718	195,000	195,000	165,636	(29,364)
6070 : State HLS - Livescan Fingerprint Mach	-	-	-	22,300	22,300
6082 : RICO/METRO Overtime	37,974	50,000	50,000	50,000	-
6084 : Bullet Proof Vest	7,868	16,500	16,500	16,500	-
6085 : FY12 PSN Gang Prevention & Educatio	-	10,000	10,000	10,000	-
6088 : Dispatch Services Agreement (NPS)	5,000	5,000	5,000	15,000	10,000
6090 : Statewide Gang Task Force(GITEM)	-	165,879	165,879	149,372	(16,507)
6091 : 10-AZ Home Land Security	-	102,000	102,000	102,000	-
6092 : AZ Internet Crimes Child	9,727	4,500	4,500	4,500	-
6100 : GOHS Clicket or Ticket	-	5,000	5,000	5,000	-
6101 : Edward Byrne Memorial (JAG)	23,996	70,000	70,000	95,000	25,000
6161 : FY 14 NA Gang Task Force OT	73,808	40,000	40,000	74,000	34,000
6163 : RICO-Metro Equipment	27,193	168,400	168,400	32,626	(135,774)
6164 : RICO-PD Equipment	-	40,000	40,000	40,000	-
TOTAL	\$ 1,050,011	\$ 1,526,974	\$ 1,526,974	\$ 1,294,226	\$ (232,748)
SOURCE OF FUNDING:					
GENERAL FUND				\$ 1,294,226	
				\$ 1,294,226	

NEW PERSONNEL	NONE
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AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Admin Specialist	1	1	1	0	1
Police Officer	14	8	6	0	3
Police Sergeant	1	1	1	0	1
Total	16	10	8	0	5

CAPITAL	TOTALS
DESCRIPTION	2016-2017
GOHS Sign Board	\$ 22,300
DOJ Bomb Robot & Other Equipment	102,000
RICO 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 conscious work staff, we strive to improve the quality of life in Flagstaff through sustainable, affordable, efficient maintenance programs and enhanced Transportation and Parks & Recreation opportunities.

The mission of the **Facility Maintenance Section** 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 Management Section** is to provide a comprehensive fleet management program dedicated to health, safety, resource conservation, and fiscal responsibility in selecting and supplying the most efficient state of the art vehicles and equipment to support City divisions and employees in the delivery of municipal services.

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

The mission of the **Recreation Section** is to enhance the Flagstaff community through people, parks and programs.

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

The mission of the **Streets Section** is to provide the citizens of Flagstaff with a safe transportation system within the City's right of ways. As the Streets Section maintains the current infrastructure, they continue to meet the current needs of expansion of the transportation system.

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.

SECTION: 151-PUBLIC WORKS ADMINISTRATION					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 153,199	\$ 221,661	\$ 221,661	\$ 108,576	\$ (113,085)
Contractuals	2,812	3,151	3,151	3,151	-
Commodities	(87,940)	(98,835)	(98,835)	2,577	101,412
TOTAL	\$ 68,071	\$ 125,977	\$ 125,977	\$ 114,304	\$ (11,673)
EXPENDITURES BY PROGRAM:					
0500 : General Administration	\$ 68,071	\$ 125,977	\$ 125,977	\$ 114,304	\$ (11,673)
TOTAL	\$ 68,071	\$ 125,977	\$ 125,977	\$ 114,304	\$ (11,673)
SOURCE OF FUNDING:					
GENERAL FUND				\$ (52,362)	
HIGHWAY USER REVENUE FUND				83,333	
AIRPORT FUND				83,333	
				\$ 114,304	
COMMENTARY:					
The Public Works Administration Section operating budget has decreased by 9%. There are no capital expenditures (> \$10,000), resulting in an overall net decrease of 9%. The Personnel Services decrease of 51% is due to retirement payouts in FY2016 net of a market based pay increase as well as an increase in medical and dental insurance. Contractuals remain at the same levels as last year. Commodities increase is due to work order charge credits.					

NEW PERSONNEL	NONE
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AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Division Director (Public Works)	1	1	1	0	1
Project Manager	1	1	1	0	1
Total	2	2	2	0	2

CAPITAL	NONE
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SECTION: 152-FACILITIES MAINTENANCE					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 754,055	\$ 789,979	\$ 789,979	\$ 801,491	\$ 11,512
Contractuals	334,058	885,062	885,062	611,804	(273,258)
Commodities	(142,637)	(241,636)	(241,636)	(260,636)	(19,000)
Capital	103,874	263,980	263,980	-	(263,980)
TOTAL	\$ 1,049,350	\$ 1,697,385	\$ 1,697,385	\$ 1,152,659	\$ (544,726)
EXPENDITURES BY PROGRAM:					
0510 : General Administration	\$ 494,865	\$ 357,039	\$ 357,039	\$ 362,551	\$ 5,512
0511 : Custodial Service	55,796	95,288	95,288	95,288	-
0512 : Structural & Other Maintenance	227,403	742,709	742,709	351,071	(391,638)
0513 : Maintenance-Mechanical, Electrical and	240,123	282,877	282,877	284,877	2,000
0515 : Catastrophic Set Aside	2,000	178,260	178,260	28,400	(149,860)
0516 : Milligan House	1,653	-	-	-	-
0518 : Rio Properties	15,837	16,395	16,395	16,395	-
0519 : Murdock	33	-	-	-	-
0520 : Phoenix Building	10,379	11,077	11,077	14,077	3,000
0521 : City Leased Property Maintenance	1,260	13,740	13,740	-	(13,740)
TOTAL	\$ 1,049,350	\$ 1,697,385	\$ 1,697,385	\$ 1,152,659	\$ (544,726)
SOURCE OF FUNDING:					
GENERAL FUND				\$ 976,787	
LIBRARY FUND				64,287	
WATER AND WASTEWATER FUND				23,565	
STORMWATER FUND				4,444	
AIRPORT FUND				18,524	
SOLID WASTE FUND				65,052	
				\$ 1,152,659	
COMMENTARY:					
The Facility Maintenance operating budget has decreased by 20%. There are no capital expenditures in FY 2017, resulting in overall decrease of 32%. The Personnel Services increase of 1% is due to a market pay increase as well as an increase in medical and dental insurance. Contractuals decreases of 31% are due to prior year one-time authorizations for maintenance . Commodities decreases of 8% are due to prior year one-time authorization for facility repairs. There is no major capital (>\$10,000) for this section.					

NEW PERSONNEL	NONE
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AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Facility Maintenance Manager	1	1	1	0	1
Facilities Maintenance Superintendent	1	1	1	0	1
Maintenance Worker	9	9	9.5	0	9.5
Total	11	11	11.5	0	11.5

CAPITAL	NONE
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SECTION:		153-USGS CAMPUS			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Contractuals	\$ 464,895	\$ 525,236	\$ 525,236	\$ 665,236	\$ 140,000
Commodities	61,859	177,970	177,970	65,913	(112,057)
TOTAL	\$ 526,754	\$ 703,206	\$ 703,206	\$ 731,149	\$ 27,943
EXPENDITURES BY PROGRAM:					
0530 : General Administration	\$ -	\$ -	\$ -	\$ -	\$ -
0533 : Maintenance Building 3	112,545	225,635	225,635	158,578	(67,057)
0534 : Maintenance Building 4	194,590	215,230	215,230	215,230	-
0535 : Maintenance Building 5	31,303	66,840	66,840	41,840	(25,000)
0536 : Maintenance Building 6	188,317	195,501	195,501	315,501	120,000
TOTAL	\$ 526,754	\$ 703,206	\$ 703,206	\$ 731,149	\$ 27,943
SOURCE OF FUNDING:					
GENERAL FUND				\$ 731,149	
				\$ 731,149	
COMMENTARY:					
The USGS Campus operating budget has increased 4% and there are no capital expenditures, resulting in an overall net increase of 4%. Contractual increases are due to carpet replacements. Commodities decreases are due to a Scupper Improvements project in FY2016 Budget. There is no major capital (>\$10,000) for this section.					
NEW PERSONNEL		NONE			
AUTHORIZED PERSONNEL/POSITIONS		NONE			
CAPITAL		NONE			

SECTION: 154-FLEET SERVICES					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 95,687	\$ 167,539	\$ 167,539	\$ 252,017	\$ 84,478
Contractuals	119,062	107,151	107,151	107,151	-
Commodities	(214,753)	(336,237)	(336,237)	(298,837)	37,400
Capital	-	2,222,306	2,057,306	-	(2,222,306)
TOTAL	\$ (4)	\$ 2,160,759	\$ 1,995,759	\$ 60,331	\$ (2,100,428)
EXPENDITURES BY PROGRAM:					
0550 : General Administration	\$ 45,230	\$ (6,664)	\$ (6,664)	\$ (50,534)	\$ (43,870)
0551 : Inventory Management	165,316	76,225	76,225	77,524	1,299
0552 : Prevention Maintenance	132,911	284,333	284,333	140,284	(144,049)
0553 : Vehicle Repair	(436,929)	(253,851)	(253,851)	(193,466)	60,385
0554 : Pool Vehicles - City Hall	4,725	5,500	5,500	5,500	-
0555 : Pool Vehicles - Shop	8,042	7,900	7,900	4,400	(3,500)
0556 : Other Shop Work	80,701	74,910	74,910	76,623	1,713
0557 : Catastrophic/Major Repair Funding	-	1,972,406	1,807,406	-	(1,972,406)
TOTAL	\$ (4)	\$ 2,160,759	\$ 1,995,759	\$ 60,331	\$ (2,100,428)
SOURCE OF FUNDING:					
GENERAL FUND				\$ (127,501)	
LIBRARY FUND				1,096	
HIGHWAY USER REVENUE FUND				70,550	
WATER AND WASTEWATER FUND				15,886	
STORMWATER FUND				73	
AIRPORT FUND				1,756	
SOLID WASTE FUND				98,408	
SEMS FUND				63	
				\$ 60,331	
COMMENTARY:					
The Fleet Services operating budget is a zero base budget meaning the section expects to recover ongoing operating expenditures plus administrative overhead through charges for services, markups on parts and fuel, and 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 market based pay increase as well as increases in health and dental increase. In addition, personnel services increased for one-time authorization for temporary staff. Commodities increases are due to one-time authorizations for small tool and equipment replacements. There is no major capital (>10,000) in this section.					
NEW PERSONNEL NONE					
AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Buyer	1	1	1	0	1
Fleet Services Specialist	1	1	1	0	1
Mechanic I	2	2	2	0	2
Mechanic II	4	4	4	0	4
Mechanic Leadworker	2	2	1	0	1
Public Works Manager (Fleet)	1	1	1	0	1
Public Works Supervisor (Fleet)	0	0	1	0	1
Welder Technician	1	1	1	0	1
Total	12	12	12	0	12
CAPITAL NONE					

SECTION:		155-PARKS			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 1,529,435	\$ 1,785,613	\$ 1,785,613	\$ 1,983,341	\$ 197,728
Contractuals	478,385	619,929	619,929	668,791	48,862
Commodities	366,450	548,690	548,690	550,913	2,223
Capital	110,544	417,000	417,000	255,000	(162,000)
TOTAL	\$ 2,484,814	\$ 3,371,232	\$ 3,371,232	\$ 3,458,045	\$ 86,813
EXPENDITURES BY PROGRAM:					
0560 : General Administration	\$ 118,458	\$ 165,313	\$ 165,313	\$ 136,372	\$ (28,941)
0561 : Park Grounds Maintenance	546,186	895,276	895,276	732,288	(162,988)
0562 : Park Buildings and Facility Maintenance	26,996	31,545	31,545	31,890	345
0563 : BBB - Streetscape/Median Maintenance	297,755	358,326	358,326	371,264	12,938
0564 : Right-of-Way/ Median	65,337	81,020	81,020	82,514	1,494
0565 : FUTS Trail System	123,315	217,440	217,440	236,586	19,146
0566 : Heritage Square Maintenance	26,671	43,700	43,700	45,315	1,615
0567 : BBB Recreation Fields	1,130,554	1,387,763	1,387,763	1,408,145	20,382
0568 : Downtown/Plaza Maintenance	12,613	20,017	20,017	5,094	(14,923)
0569 : Non-Park Grounds and Landscapes	136,928	170,832	170,832	176,224	5,392
0571 : Cemetery	-	-	-	232,353	232,353
6194 : AZGFD Heritage - Prairie Dog Handboo	-	-	-	-	-
TOTAL	\$ 2,484,814	\$ 3,371,232	\$ 3,371,232	\$ 3,458,045	\$ 86,813
SOURCE OF FUNDING:					
GENERAL FUND				\$ 3,458,045	
				\$ 3,458,045	
COMMENTARY:					
The Recreation operating budget has increased by 8%. There are capital expenditures of \$255,000, resulting in an overall increase of 3%. The Personnel Services increase of less than 11% is due to a market pay increase as well as an increase in medical and dental insurance and the transfer of cemetery staffing to Parks. Contractuals increases are due to moving the Cemetery budget into Parks Section. Commodities increased slightly in FY 2017. Major capital (<\$10,000) includes various park improvement projects listed below.					

NEW PERSONNEL	NONE
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AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Maintenance Worker - Temps	7.91	7.67	7.67	0	7.67
Maintenance Worker	21	20	21	0	22
Maintenance Worker Leadworkers	2	0	0	0	0
Public Works Manager (Parks)	1	1	1	0	1
Public Works Supervisors	0	3	4	0	4
Total	31.91	31.67	33.67	0	34.67

CAPITAL	TOTALS
DESCRIPTION	2016-2017
Truck Mounted Snowplow Replacement	\$ 7,000
Refurbished 42" riding mower	9,200
Thorpe Adult Center - Chip seal parking lot	6,237
Thorpe Park - Replace RR tie walls w/block	28,488
Thorpe Park Tennis Courts - Resurface 4 courts	70,000
Thorpe Park (Senior) Field - Laser level & replace materials	2,675
Cheshire Park - Repair & paint tennis/BB courts	6,400
Bushmaster Park - Outdoor fitness equipment	53,947
Thorpe Park Sports Complex - chip, crack seal & stripe parking lot	48,300
Bushmaster Park - chip, crack seal & stripe parking lot	16,873
Foxglenn Park - sod repairs on soccer field	5,880

SECTION:		156-RECREATION SERVICES			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 1,907,062	\$ 2,058,799	\$ 2,058,799	\$ 2,065,072	\$ 6,273
Contractuals	822,937	829,238	829,238	846,806	17,568
Commodities	297,790	367,633	367,633	364,265	(3,368)
Capital	39,880	55,000	55,000	55,000	-
TOTAL	\$ 3,067,668	\$ 3,310,670	\$ 3,310,670	\$ 3,331,143	\$ 20,473
EXPENDITURES BY PROGRAM:					
0580 : General Administration	\$ 431,105	\$ 428,744	\$ 428,744	\$ 380,247	\$ (48,497)
0582 : Youth Commission	98	-	-	-	-
0583 : Community Services/Events	170,494	162,745	162,745	216,571	53,826
0584 : Adult Athletics	291,822	300,648	300,648	287,567	(13,081)
0590 : Jay Lively Activity Center	497,604	500,361	500,361	515,750	15,389
0591 : Aquaplex	1,132,293	1,343,105	1,343,105	1,322,228	(20,877)
0592 : Joe C Montoya Community and Sr Cen	229,158	251,585	251,585	301,066	49,481
0593 : Flag Recreation Center	270,380	303,482	303,482	287,714	(15,768)
0594 : Cogdill Recreation Center	40,290	20,000	20,000	20,000	-
6133 : Recreation Grants	343	-	-	-	-
6135 : North Country Killip Grant	4,081	-	-	-	-
TOTAL	\$ 3,067,668	\$ 3,310,670	\$ 3,310,670	\$ 3,331,143	\$ 20,473
SOURCE OF FUNDING:					
GENERAL FUND				\$ 3,331,143	
				\$ 3,331,143	
COMMENTARY:					
The Recreation operating budget has increased by 1%. There are capital expenditures of \$55,000, resulting in no change. The Personnel Services increase of less than 1% is due to a market pay increase as well as an increase in medical and dental insurance, net of the addition of a 0.56 FTE for temporary staffing. Contractuals increases of 2% are due to one-time costs for facility repairs at Joe C. Montoya Community Center and public computers at the Hal Jensen Recreation Center. Commodities decreases of 1% are due to decreases in costs for operating equipment and supplies. Major capital (<\$10,000) includes cardio equipment, variable frequency drive for the Aquaplex, floor buffer for the Jay Lively Activity Center, software upgrade, furniture, and reserve for capital (\$55,000).					
NEW PERSONNEL		2016-2017	POTENTIAL	NET COST	FUTURE
TITLE	FTE	TOTAL \$	OFFSET	2016-2017	COSTS
Recreation Temporaries	0.56	17,500	-	17,500	17,500
AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Admin Assistant	1	1	1	0	1
Admin Specialist	1	1	1	0	0
Intern	0.25	0.25	0.25	0	0.25
Recreation Program Assistant	0.5	0.5	0.5	0	0.5
Recreation Program Coordinator	9	9	9	0	9
Recreation Services Director	1	1	1	0	1
Recreation Specialist	0	0	0	0	1
Recreation Supervisor	6	6	6	0	6
Recreation Temporaries	35.08	35.08	37.71	0.56	38.27
Recreation Temporaries (Grant Funded)	0.29	0	0	0	0
Total	54.12	53.83	56.46	0.56	57.02
CAPITAL			TOTALS		
DESCRIPTION			2016-2017		
RecTrac upgrade			\$ 7,000		
Cardio equipment (3 centers)			22,000		
JLAC floor buffer			5,000		
Aquaplex VFD			6,000		
JCM lobby furniture			5,000		
Contingency			10,000		

SECTION:		157-CEMETERY			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 4,328	\$ 4,815	\$ 4,815	\$ -	\$ (4,815)
Contractuals	25,193	45,132	45,132	-	(45,132)
Commodities	176,360	175,682	175,682	-	(175,682)
TOTAL	\$ 205,881	\$ 225,629	\$ 225,629	\$ -	\$ (225,629)
EXPENDITURES BY PROGRAM:					
0600 : General Administration	\$ 50,579	\$ 51,673	\$ 51,673	\$ -	\$ (51,673)
0601 : Opening & Closing	42,014	53,711	53,711	-	(53,711)
0602 : Maintenance of Buildings	3,706	9,428	9,428	-	(9,428)
0603 : Maintenance of Grounds	109,581	110,817	110,817	-	(110,817)
TOTAL	\$ 205,881	\$ 225,629	\$ 225,629	\$ -	\$ (225,629)
SOURCE OF FUNDING:					
GENERAL FUND				\$ -	
				\$ -	
COMMENTARY:					
The Cemetery Section has been combined with Park Section starting in FY 2017. Cemetery is now a program within Parks.					
NEW PERSONNEL		NONE			
AUTHORIZED PERSONNEL/POSITIONS		NONE			
CAPITAL		NONE			

SECTION:		161-STREET MAINTENANCE			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 2,088,797	\$ 2,503,499	\$ 2,503,499	\$ 2,434,952	\$ (68,547)
Contractuals	754,057	831,277	831,277	831,277	-
Commodities	584,148	993,255	993,255	1,094,869	101,614
Capital	678,198	675,000	675,000	987,000	312,000
TOTAL	\$ 4,105,200	\$ 5,003,031	\$ 5,003,031	\$ 5,348,098	\$ 345,067
EXPENDITURES BY PROGRAM:					
0610 : General Administration	\$ 239,889	\$ 382,281	\$ 382,281	\$ 372,306	\$ (9,975)
0611 : Street Cleaning	355,675	576,372	576,372	580,694	4,322
0612 : Snow Control	1,043,512	951,831	951,831	938,890	(12,941)
0613 : Sign, Signal, Mark & Light	230,697	414,506	414,506	864,013	449,507
0614 : Street Maintenance	1,204,381	1,567,707	1,567,707	1,478,653	(89,054)
0615 : Drainage-way Maintenance	229,284	309,100	309,100	351,134	42,034
0616 : Training	172	3,500	3,500	3,500	-
0617 : Streetlights	482,881	516,702	516,702	516,702	-
0618 : Traffic Signal Maintenance	278,710	281,032	281,032	242,206	(38,826)
0619 : Autopark Association Fees	40,000	-	-	-	-
TOTAL	\$ 4,105,200	\$ 5,003,031	\$ 5,003,031	\$ 5,348,098	\$ 345,067
SOURCE OF FUNDING:					
HIGHWAY USER REVENUE FUND				\$ 5,348,098	
				\$ 5,348,098	
COMMENTARY:					
The Street Maintenance Section operating budget has increased by 1%. There are capital expenditures (> \$10,000) totaling \$987,000, resulting in an overall net increase of 7%. The Personnel Services decrease of 3 % is due to cemetery staff transferring to the Parks Section partially offset with a market based pay increase as well as an increase in medical and dental insurance. Contractuals remained flat from FY2016 to FY2017. Commodities increases of 10% reflected a decrease in work order charge out which is also related to the Cemetery staff transferring to the Parks Section.					

NEW PERSONNEL	NONE
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AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Admin Specialist	1	1	1	0	1
Cemetery Caretaker	0.75	0.75	0	0	0
Cemetery Maint. Specialist	1	0	0	0	0
Equip. Ops. Temps	3.52	3.52	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	6
Maint. Worker temp	0.75	0.75	0	0	0
Public Works Manager (Streets)	1	1	1	0	1
Public Works Section Director	1	1	1	0	1
Public Works Supervisor	0	4	3	0	3
Streets Leadworker	3	0	0	0	0
Traffic Signal Technician	1	1	1	0	1
Total	35.52	35.52	33.02	0	32.02
			TOTALS		
CAPITAL			2016-2017		
DESCRIPTION					
Sweeper Replacement			\$ 250,000		
Cinder Box Replacements (3)			50,000		
Paint Striper Replacement			487,000		
Asphalt Bed on Patch Truck Replacement			100,000		
Transport Trailer Replacement			90,000		
Asphalt/Concrete Saw			10,000		

SECTION:		165-SOLID WASTE - LANDFILL			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 1,144,170	\$ 1,428,301	\$ 1,428,301	\$ 1,275,317	\$ (152,984)
Contractuals	257,709	219,194	219,194	435,599	216,405
Commodities	452,401	584,206	584,206	635,906	51,700
Capital	865,397	2,512,000	1,972,000	3,075,000	563,000
TOTAL	\$ 2,719,677	\$ 4,743,701	\$ 4,203,701	\$ 5,421,822	\$ 678,121
EXPENDITURES BY PROGRAM:					
0630 : General Administration	\$ 247,357	\$ 492,749	\$ 492,749	\$ 342,788	\$ (149,961)
0631 : Sanitary Landfill	2,183,478	3,899,060	3,359,060	4,443,814	544,754
0632 : Landfill Outside Contract	288,842	334,392	334,392	299,514	(34,878)
0633 : Inert Material Landfill	-	17,500	17,500	17,500	-
0634 : Hazardous Product Center (Landfill)	-	-	-	318,206	318,206
TOTAL	\$ 2,719,677	\$ 4,743,701	\$ 4,203,701	\$ 5,421,822	\$ 678,121
SOURCE OF FUNDING:				ENVIRONMENTAL SERVICES FUND	
				\$ 5,421,822	
				\$ 5,421,822	
COMMENTARY:					
Solid waste landfill section operating budget has increased by 14%. There are capital expenditures (total \$3,075,000), resulting in an overall net increase of 5%. The personnel services decreases of 11% is due to a market based pay increase as well as an increase in medical and dental insurance offset by recent vacancies and retirements. Contractuals increases of 99% are due to increased in one time services and HPC program. Commodities increases of 9% are due to increases in supplies and HPC programming. Major capital is listed below.					

NEW PERSONNEL	NONE
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AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Admin Assistant	0.65	0	0	0	0
Admin Specialist	1	2	2	0	2
Equipment Operator	6	7	7	0	7
ES Equip. Oper I - Temp	1	0	0	0	0
Landfill Supervisor	1	0	0	0	0
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 Director	1	1	1	0	1
Public Works Supervisor	0	1	1	0	1
Total	14.15	14.5	14.5	0	14.5

CAPITAL	TOTAL
DESCRIPTION	2016-2017
Trailer	\$ 49,000
Phase 2 Sub-Surface Geo Study	500,000
Rate Study	40,000
Landfill Permt Revisions	100,000
Fly Over	20,000
Annual Setaside - Landfill Closure	160,000
Dust Control	10,000
Stormwater Infrastructure	10,000
Alternative Liner Test Plots	250,000
Truck Barn and LEED Retrofit	1,936,000

SECTION: 166-SOLID WASTE - COLLECTIONS					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 2,577,199	\$ 2,327,101	\$ 2,327,101	\$ 2,347,201	\$ 20,100
Contractuals	2,728,770	2,820,733	2,820,733	2,988,583	167,850
Commodities	1,196,215	1,138,971	1,138,971	1,263,971	125,000
Capital	344,244	1,655,000	1,655,000	740,000	(915,000)
TOTAL	\$ 6,846,427	\$ 7,941,805	\$ 7,941,805	\$ 7,339,755	\$ (602,050)
EXPENDITURES BY PROGRAM:					
0640 : General Administration	433,484	\$ 438,516	\$ 438,516	\$ 435,850	\$ (2,666)
0641 : Residential Collection	2,158,407	2,488,643	2,488,643	1,880,424	(608,219)
0642 : Bin Maintenance - Residential	58,451	39,428	39,428	50,628	11,200
0643 : Recycling Curbside Collection	765,038	1,072,379	1,072,379	930,777	(141,602)
0644 : Commercial Collection	2,287,883	2,160,247	2,160,247	2,302,188	141,941
0645 : Bin Maintenance - Commercial	127,932	250,942	250,942	75,131	(175,811)
0646 : Commercial Recycling	556,858	906,076	906,076	1,011,930	105,854
0647 : Commercial Sales	5,072	-	-	-	-
0648 : Hoist & Haul	453,302	585,574	585,574	652,827	67,253
TOTAL	\$ 6,846,427	\$ 7,941,805	\$ 7,941,805	\$ 7,339,755	\$ (602,050)
SOURCE OF FUNDING:					
ENVIRONMENTAL SERVICES FUND				\$ 7,339,755	
				\$ 7,339,755	
COMMENTARY:					
Solid waste collections section operating budget has decreased by 8%. There are capital expenditures (total \$740,000), resulting in an overall net increase of 5%. The personnel services increases of 1% is due to a market based pay increase as well as an increase in medical and dental insurance. Contractuals increases of 6% are due to increased in one time services. Commodities increases of 11% are due to increases in operating supplies. Major capital is related to the purchase of three trucks.					

NEW PERSONNEL	NONE
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AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Admin Assistant	2	0	0	0	0
Admin Specialist	0	3	3	0	3
Admin Spclst Supervisor	1	0	0	0	0
Bin Maint. Leadworker	1	0	0	0	0
Customer Relations Supervisor	0	1	1	0	1
Equipment Operator	23.3	22	22	0	22
ES Collection Super	2	0	0	0	0
ES Leadworkers	2	0	0	0	0
Program Asst	0.5	0.5	0.5	0	0.5
Public Works Manager (ES)	1	1	1	0	1
Public Works Supervisor	0	2	2	0	2
Solid Waste Leadworker	0	3	3	0	3
Total	32.8	32.5	32.5	0	32.5

CAPITAL	TOTAL
DESCRIPTION	2016-2017
Rapid Rail Truck Replacement	\$ 260,000
Top Loader Replacement	260,000
Roll Off Truck Replacement	220,000

SECTION: 170-SUSTAINABILITY					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 522,723	\$ 656,696	\$ 656,696	\$ 278,296	\$ (378,400)
Contractuals	246,141	247,127	247,127	152,370	(94,757)
Commodities	96,081	71,640	71,640	64,560	(7,080)
Capital	-	-	-	119,998	119,998
TOTAL	\$ 864,945	\$ 975,463	\$ 975,463	\$ 615,224	\$ (360,239)
EXPENDITURES BY PROGRAM:					
0661 : Sustainability	\$ 294,654	\$ 293,311	\$ 293,311	\$ 442,726	\$ 149,415
0662 : Environmental Management	495,040	581,014	581,014	-	(581,014)
0663 : Conservation	42	-	-	-	-
0664 : Energy Contracts	20,000	20,000	20,000	20,000	-
0665 : Open Space Maintenance-SEMS	30,119	55,718	55,718	32,500	(23,218)
3340 : AFG Observatory Mesa	-	-	-	40,000	40,000
6137 : Living Cities Sustainability Program	6	-	-	-	-
6138 : EECBG Program Income	25,084	25,420	25,420	-	(25,420)
6198 : Picture Canyon Trail	-	-	-	79,998	79,998
TOTAL	\$ 864,945	\$ 975,463	\$ 975,463	\$ 615,224	\$ (360,239)
SOURCE OF FUNDING:					
SEMS FUND				\$ 615,224	
				\$ 615,224	
COMMENTARY:					
Sustainability section operating budget has decreased by 7%. There are grant expenditures (total \$119,998), resulting in an overall net decrease of 19%. The personnel services decreases of 13% is due to a market based pay increase as well as an increase in medical and dental insurance, and a net change in FTE as well as the separation of environmental management personnel. Contractuals decreases of 38% are due to decreased in one time services. Commodities decreases of 10% are due to the set up of a new section for environmental management. Major capital is listed below.					

NEW PERSONNEL	NONE
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AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Environmental Aide	0	0	0.25	-0.25	0
Environmental Assistant	1	1	1	0	Transfer
Environmental Code Specialist	Transfer	0	0	0	0
Environmental Code Technician	Transfer	0	0	0	0
Environ Program Manager	1	1	1	0	Transfer
Environmental Program Specialist	1	1	1	0	Transfer
Environmental Technician	1	1	1	0	Transfer
Open Space Specialist (FY 2016-2017)	0	0	1	0	1
Public Works Section Director	1	1	1	0	Transfer
Sustainability Manager	1	1	1	0	1
Sustainability Specialist	2	2	2	0	2
Volunteer Coordinator	0.48	Transfer	0	0	Transfer
Total	8.48	8	9.25	-0.25	4

CAPITAL	TOTAL
DESCRIPTION	2016-2017
Observatory Mesa	\$ 40,000
Picture Canyon Trail Improvement	79,998

SECTION: 171-ENVIRONMENTAL MANAGEMENT					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ -	\$ -	\$ -	\$ 291,739	\$ 291,739
Contractuals	-	-	-	24,715	24,715
Commodities	-	-	-	7,146	7,146
TOTAL	\$ -	\$ -	\$ -	\$ 323,600	\$ 323,600
EXPENDITURES BY PROGRAM:					
0662 : Environmental Management	\$ -	\$ -	\$ -	\$ 323,600	\$ 323,600
TOTAL	\$ -	\$ -	\$ -	\$ 323,600	\$ 323,600
SOURCE OF FUNDING:					
SEMS FUND				\$ 323,600	
				\$ 323,600	
COMMENTARY:					
Environmental Management is new section for FY2017. Previously Environmental Management was a program in the Sustainability & Environmental Management section which in now retitled Sustainability.					
NEW PERSONNEL					
TITLE	FTE	2016-2017 TOTAL \$	POTENTIAL OFFSET	NET COST 2016-2017	FUTURE COSTS
Volunteer Coordinator	0.52	26,800	-	26,800	-
AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Environ Program Manager	0	0	0	0	1
Environmental Technician	0	0	0	0	1
Public Works Section Director	0	0	0	0	1
Volunteer Coordinator	0	0	0	0.52	1
Total	0	0	0	0.52	4
CAPITAL					
NONE					

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 Section** is to protect and enhance the quality of life and economic prosperity by creating, enhancing, and preserving the sense of place, local character, and the cultural diversity and heritage of Flagstaff.

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

The mission of **Visitor Services Section** is to introduce and educate visitors about the vast tourism opportunities within Flagstaff and the surrounding areas, and to provide superior customer service to aid in their decision to extend their stay and/or encourage return visits to Flagstaff.

The mission of the **Arts and Science Section** is protect and enhance the quality of life and economic prosperity by creating, enhancing, and preserving the sense of place, local character, and the cultural diversity and heritage of Flagstaff.

The **Airport Section's** mission is dedicated to providing quality air service to meet the ever-growing transportation needs of northern Arizona.

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

SECTION:		201-COMMUNITY INVESTMENT			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 181,604	\$ 142,556	\$ 142,556	\$ 143,290	\$ 734
Contractuals	119,661	19,365	19,365	20,226	861
Commodities	13,773	12,150	12,150	11,650	(500)
Capital	51,010	-	-	-	-
TOTAL	\$ 366,048	\$ 174,071	\$ 174,071	\$ 175,166	\$ 1,095
EXPENDITURES BY PROGRAM:					
0800 : General Administration	\$ 136,736	\$ 174,071	\$ 174,071	\$ 118,758	\$ (55,313)
0801 : Community Design	66,032	-	-	56,408	56,408
0804 : Brownfields Management	114	-	-	-	-
6143 : Brownfield Assessment	114,333	-	-	-	-
6175 : Asbestor Abatement/Brownfield/Midgely	48,833	-	-	-	-
TOTAL	\$ 366,048	\$ 174,071	\$ 174,071	\$ 175,166	\$ 1,095
SOURCE OF FUNDING:					
GENERAL FUND				\$ 25,914	
LIBRARY FUND				19,172	
HIGHWAY USER REVENUE FUND				17,838	
TRANSPORTATION FUND				3,188	
WATER AND WASTEWATER FUND				56,584	
STORMWATER FUND				2,381	
AIRPORT FUND				5,937	
SOLID WASTE FUND				40,125	
SEMS FUND				4,027	
				\$ 175,166	
COMMENTARY:					
The Community Investment Section operating budget has increased by 1%. There are no capital expenditures (> \$10,000), resulting in an overall net increase of 1%. The Personnel Services increase of 1% is due to a market based pay increase as well as an increase in medical and dental insurance. Contractuals increases of 4% and Commodities decreases of 4% closely offset each other as the department adjusted the budget to match department needs.					

NEW PERSONNEL	NONE
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AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Admin Specialist	0	0	1	0	1
Admin Spclst Leadworker	1	1	0	0	0
Community Design & Redevelopment Mgr	1	1	1	0	1
Community Design & Redevel. Project Admin.	1	1	1	0	1
Community Investment Director	0	0	1	0	1
Division Director (Economic Vitality)	1	1	1	0	1
Total	4	4	5	0	5

CAPITAL	NONE
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SECTION:		202-EDA REVOLVING LOAN			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Contractuals	\$ -	\$ 270,673	\$ 270,673	\$ -	\$ (270,673)
TOTAL	\$ -	\$ 270,673	\$ 270,673	\$ -	\$ (270,673)
EXPENDITURES BY PROGRAM:					
6162 : EDA Revolving Loan	\$ -	\$ 270,673	\$ 270,673	\$ -	\$ (270,673)
TOTAL	\$ -	\$ 270,673	\$ 270,673	\$ -	\$ (270,673)
SOURCE OF FUNDING:					
GENERAL FUND				\$ -	
				\$ -	
COMMENTARY:					
The EDA Revolving Loan program budget reflects loans granted with monthly payback implemented according to the terms of the agreements. Funds repaid to the EDA Revolving Loan program will be used for new loans. The goal of this fund is to be at a net-zero overall.					
NEW PERSONNEL		NONE			
AUTHORIZED PERSONNEL/POSITIONS		NONE			
CAPITAL		NONE			

SECTION:		211-BEAUTIFICATION			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 130,033	\$ 164,614	\$ 164,614	\$ 164,947	\$ 333
Contractuals	21,354	15,900	15,900	172,261	156,361
Commodities	236	2,200	2,200	2,200	-
TOTAL	\$ 151,622	\$ 182,714	\$ 182,714	\$ 339,408	\$ 156,694
EXPENDITURES BY PROGRAM:					
0820 : General Administration	\$ 136,488	\$ 181,714	\$ 181,714	\$ 180,908	\$ (806)
0821 : Commission	236	1,000	1,000	1,000	-
0825 : Special Projects and Unprogrammed W	-	-	-	70,000	70,000
0826 : Beautification Grant Program	-	-	-	87,500	87,500
6193 : SHPO-Historic Preservation Conference	14,898	-	-	-	-
TOTAL	\$ 151,622	\$ 182,714	\$ 182,714	\$ 339,408	\$ 156,694
SOURCE OF FUNDING:					
BEAUTIFICATION FUND				\$ 339,408	
				\$ 339,408	
COMMENTARY:					
The Beautification operating budget has increased 86% and there are no major capital expenditures planned. Personnel Services increases are due to a market pay increase as well as an increase in dental and health insurance. Contractual increases are due to moving two programs from Beautification Capital Section to operating budget. There is no major capital (>\$10,000) for this section.					
NEW PERSONNEL		NONE			
AUTHORIZED PERSONNEL/POSITIONS		NONE			
CAPITAL		NONE			

SECTION:		213-ECONOMIC DEVELOPMENT			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 206,111	\$ 269,087	\$ 269,087	\$ 270,992	\$ 1,905
Contractuals	392,201	746,665	746,665	664,907	(81,758)
Commodities	26,898	28,384	28,384	27,884	(500)
Capital	-	12,500	12,500	-	(12,500)
TOTAL	\$ 625,210	\$ 1,056,636	\$ 1,056,636	\$ 963,783	\$ (92,853)
EXPENDITURES BY PROGRAM:					
0830 : General Administration	\$ 81,291	\$ 194,824	\$ 194,824	\$ 146,836	\$ (47,988)
0831 : Incubator	269,247	267,563	267,563	317,563	50,000
0833 : Service Partner Agencies	5,401	5,400	5,400	5,400	-
0834 : Business Retention & Expansion	93,731	17,900	17,900	104,943	87,043
0835 : Business Attraction	117,841	129,629	129,629	155,221	25,592
0836 : Business Accelerator - Innovation Mesa	19,430	241,320	241,320	233,820	(7,500)
6150 : ACA Rural Grant FY 13 (Joy Cone)	38,270	-	-	-	-
6191 : AZ Commerce Authority FY-16 Grant	-	200,000	200,000	-	(200,000)
TOTAL	\$ 625,210	\$ 1,056,636	\$ 1,056,636	\$ 963,783	\$ (92,853)
SOURCE OF FUNDING:					
ECONOMIC DEVELOPMENT FUND				\$ 963,783	
				\$ 963,783	
COMMENTARY:					
The Economic Development Section operating budget has decreased by 8%. There are no capital expenditures (> \$10,000), resulting in an overall net decrease of 9%. The Personnel Services increase of 1% is due to a market based pay increase as well as an increase in medical and dental insurance. Contractuals decreases of 11% are due to the AZ Commerce Authority Grant not budgted in FY17, and partially offset by increases for marketing, travel, and new boilers for the incubator. Commodities decreases of 2% are due to decreases in promotion line item.					
NEW PERSONNEL		NONE			
AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Business Attraction Manager	0	0	1	0	1
Business Retention & Expansion Mgr	1	1	1	0	1
Economic Development Manager	1	1	0	0	0
Total	2	2	2	0	2
CAPITAL		NONE			

SECTION: 214-TOURISM					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 602,657	\$ 729,587	\$ 729,587	\$ 739,030	\$ 9,443
Contractuals	770,694	772,439	772,439	791,620	19,181
Commodities	190,920	149,500	149,500	157,625	8,125
TOTAL	\$ 1,564,271	\$ 1,651,526	\$ 1,651,526	\$ 1,688,275	\$ 36,749
EXPENDITURES BY PROGRAM:					
0850 : General Administration	\$ 675,875	\$ 806,222	\$ 806,222	\$ 819,711	\$ 13,489
0851 : Marketing and Promotion	782,796	720,074	720,074	714,789	(5,285)
0852 : Sales	65,303	79,730	79,730	98,925	19,195
0853 : Public Relations	39,252	43,770	43,770	36,500	(7,270)
0854 : Film Office	1,045	1,730	1,730	18,350	16,620
TOTAL	\$ 1,564,271	\$ 1,651,526	\$ 1,651,526	\$ 1,688,275	\$ 36,749
SOURCE OF FUNDING:					
TOURISM FUND				\$ 1,688,275	
				\$ 1,688,275	
COMMENTARY:					
The Tourism Section operating budget has increased by 2%. There are no capital expenditures (> \$10,000), resulting in an overall net increase of 2%. The Personnel Services increase of 1% is due to a market based pay increase as well as an increase in medical and dental insurance. Contractuals increases of 2% are due to increased one-time and ongoing marketing and travel, conference registration, advertising, Route 66 Anniversary promotional costs, holiday decorations, and education and training for a net increase of \$19,181. Commodities increases of 5% are due to one-time computer equipment purchases, copying and printing, and non-library subscriptions for a net increase of \$8,125.					

NEW PERSONNEL	NONE
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AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Admin Specialist	1	1	1	0	1
Creative Services Leadworker	0	1	1	0	1
Creative Services Specialist	2	2	2	0	2
CVB Communication Specialist	0	0	1	0	1
CVB Director	1	1	1	0	1
Marketing & Public Relations Manager	1	1	1	0	1
Public Relations Specialist	1	1	0	0	0
Sales Specialist	2	2	2	0	2
Total	8	9	9	0	9

CAPITAL	NONE
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SECTION: 215-VISITOR SERVICES					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 192,099	\$ 213,545	\$ 213,545	\$ 231,206	\$ 17,661
Contractuals	107,298	145,864	145,864	133,344	(12,520)
Commodities	30,375	31,352	31,352	62,252	30,900
Capital	-	-	-	50,000	50,000
TOTAL	\$ 329,772	\$ 390,761	\$ 390,761	\$ 476,802	\$ 86,041
EXPENDITURES BY PROGRAM:					
0860 : General Administration	\$ 228,963	\$ 284,770	\$ 284,770	\$ 298,811	\$ 14,041
0861 : Train Station Operations	100,809	105,991	105,991	177,991	72,000
TOTAL	\$ 329,772	\$ 390,761	\$ 390,761	\$ 476,802	\$ 86,041
SOURCE OF FUNDING:					
TOURISM FUND				\$ 476,802	
				\$ 476,802	
COMMENTARY:					
The Visitor Services Section operating budget has increased by 9%. There are capital expenditures (total \$50,000) resulting in an overall net increase of 22%. The Personnel Services increase of 8% is due to a market based pay increase as well as an increase in medical and dental insurance, an addition of .22 FTE and reclass of a position from Administrative Assistant to Administrative Specialist. Contractuals decreases of 9% are due to one-time expenditures being less than FY16 planned expenditures. Commodities increases of 22% are due to increases in promotional materials. Major capital (>\$10,000) include the renovation of the visitor center upstairs.					

NEW PERSONNEL					
TITLE	FTE	2016-2017 TOTAL \$	POTENTIAL OFFSET	NET COST 2016-2017	FUTURE COSTS
Admin Specialist	0.22	8,400	-	8,400	8,400

AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Admin Assistant	2.43	2.43	0.78	-0.78	0
Admin Assistant Temp	0	0	1.65	0	1.65
Admin Specialist	1.5	1.5	1	1	2
Admin Specialist - Temp	0	0	0.5	0	0.5
Visitor Center Manager	1	1	1	0	1
Total	4.93	4.93	4.93	0.22	5.15

CAPITAL	TOTAL
DESCRIPTION	2016-2017
Visitor Center Upstairs Remodel	\$ 50,000

SECTION:		216-ARTS AND SCIENCE			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ -	\$ 39,051	\$ 39,051	\$ 38,136	\$ (915)
Contractuals	409,233	400,370	400,370	448,881	48,511
Commodities	323	3,123	3,123	13,123	10,000
Capital	110,736	372,500	372,500	70,000	(302,500)
TOTAL	\$ 520,292	\$ 815,044	\$ 815,044	\$ 570,140	\$ (244,904)
EXPENDITURES BY PROGRAM:					
0870 : General	\$ -	\$ 41,351	\$ 41,351	\$ 40,017	\$ (1,334)
0871 : Public Artwork	111,292	377,623	377,623	85,123	(292,500)
0872 : Service Partner Agencies	340,000	325,000	325,000	370,000	45,000
0873 : FCP Administration	69,000	71,070	71,070	75,000	3,930
TOTAL	\$ 520,292	\$ 815,044	\$ 815,044	\$ 570,140	\$ (244,904)
SOURCE OF FUNDING:					
ARTS AND SCIENCE FUND				\$ 570,140	
				\$ 570,140	
COMMENTARY:					
The Arts and Science Section operating budget has increased by 11%. There are capital expenditures (total \$70,000), resulting in an overall net decrease of 30%. The Personnel Services decrease of 2% is due to a market based pay increase as well as an increase in medical and dental insurance, offset by personnel turnover. Contractuals increases of 12% are due to an increase in Service Partners contributions and administrative fees. Commodities had no change from the prior year. Major capital (>\$10,000) reflect the capital artwork projects.					
NEW PERSONNEL		NONE			
AUTHORIZED PERSONNEL/POSITIONS		NONE			
CAPITAL					
DESCRIPTION			TOTAL 2016-2017		
Utility Box Art			\$ 30,000		
Bushmaster Park Mural			10,000		
Circle K Mural Dortha and 4th Street			10,000		
Inset Sidewalk Art, Jimmy John's Beaver			10,000		
East Flagstaff Gateway (4th Street)			10,000		

SECTION: 221-AIRPORT					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 785,137	\$ 812,677	\$ 812,677	\$ 846,458	\$ 33,781
Contractuals	369,892	1,245,873	1,245,873	377,076	(868,797)
Commodities	119,745	240,024	240,024	156,224	(83,800)
Capital	-	120,000	120,000	152,550	32,550
TOTAL	\$ 1,274,773	\$ 2,418,574	\$ 2,418,574	\$ 1,532,308	\$ (886,266)
EXPENDITURES BY PROGRAM:					
0880 : General Administration	\$ 483,657	\$ 471,164	\$ 471,164	\$ 476,343	\$ 5,179
0881 : Safety and Security	160,863	171,759	171,759	337,614	165,855
0882 : Snow Control	66,930	93,940	93,940	104,457	10,517
0883 : Maintenance Buildings & Grounds	470,334	654,680	654,680	480,685	(173,995)
0884 : Maintenance Runway & Taxiway	92,989	147,131	147,131	133,209	(13,922)
6160 : Small Commercial Air Service Developr	-	879,900	879,900	-	(879,900)
TOTAL	\$ 1,274,773	\$ 2,418,574	\$ 2,418,574	\$ 1,532,308	\$ (886,266)
SOURCE OF FUNDING:					
AIRPORT FUND				\$ 1,532,308	
				\$ 1,532,308	
COMMENTARY:					
The Airport Section operating budget has decreased by 40%. There are capital expenditures (total \$32,550), resulting in an overall net decrease of 37%. The Personnel Services increase of 4% is due to a market based pay increase as well as an increase in medical and dental insurance. Contractuals decreases of 70% are due to the expiration of the Small Commercial Air Service Grant, offset slightly by adjustments to the Contractuals budget to reflect the needs of the program. Commodities decreases of 35% are due to decreases in one-time fundings for street repairs. Major capital (>\$10,000) is for a Rapid Response Fire Suppression vehicle for \$152,550.					

NEW PERSONNEL	NONE
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AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
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	1	1	0	1
Airport Operations Supv	1	0	0	0	0
Maintenance Worker Temp - Airport Snow	0.5	0.5	0.5	0	0.5
Total	9.5	9.5	9.5	0	9.5

CAPITAL	TOTALS
DESCRIPTION	2016-2017
Rapid Response Fire Suppression Truck	\$ 152,550

SECTION: 035-LIBRARY CITY DIRECT					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 2,305,759	\$ 2,484,967	\$ 2,484,967	\$ 2,504,736	\$ 19,769
Contractuals	359,630	395,189	395,189	415,364	20,175
Commodities	430,289	760,699	760,699	398,978	(361,721)
Capital	338,685	434,390	494,390	197,735	(236,655)
TOTAL	\$ 3,434,364	\$ 4,075,245	\$ 4,135,245	\$ 3,516,813	\$ (558,432)
EXPENDITURES BY PROGRAM:					
0140 : General Administration	\$ 813,237	\$ 1,015,200	\$ 1,075,200	\$ 702,395	\$ (312,805)
0141 : Technical Services	716,934	862,602	862,602	749,943	(112,659)
0142 : Public Services	1,420,597	1,560,600	1,560,600	1,473,917	(86,683)
0143 : East Flag Library	472,013	605,893	605,893	492,733	(113,160)
0144 : Main Library Automation	9,684	29,500	29,500	19,500	(10,000)
0145 : Outreach	1,899	1,450	1,450	78,325	76,875
TOTAL	\$ 3,434,364	\$ 4,075,245	\$ 4,135,245	\$ 3,516,813	\$ (558,432)
SOURCE OF FUNDING:					
LIBRARY FUND				\$ 3,516,813	
				\$ 3,516,813	
COMMENTARY:					
Library section operating budget has decreased by 14%. There are capital expenditures (total \$197,735), resulting in an overall net decrease of 9%. The personnel services increases of 1% is due to a market based pay increase as well as an increase in medical and dental insurance, and a net change of .65 in FTE. Contractuals increases of 5% are due to increased in one time services. Commodities decreases of 48% are due to decreases in supplies. Major capital is related to the RFID project and improvements.					
NEW PERSONNEL					
TITLE	FTE	2016-2017 TOTAL \$	POTENTIAL OFFSET	NET COST 2016-2017	FUTURE COSTS
Library Specialist (temp) (1X)	0.15	5,000	-	5,000	
AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Admin Specialist	2	2	2	0	2
Collections Specialist	0	1	1	0	1
Librarian	2	3	2	0	2
Library Assistant I	12.14	0	0	0	0
Library Assist. I (temp)	3	0	0	0	0
Library Cataloging Assistant	1	0	0	0	0
Library Clerk I	5.76	5.76	5.76	0	5.76
Library Clerk I (temp)	2.305	2.305	3.055	-0.43	2.625
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	1.19	12.46	13.835	-0.375	13.46
Library Specialist (temp)	0	2.68	2.68	0.15	2.83
Library Supervisor	4	5	5	0	5
Network Administrator	1	1	1	0	1
Total	42.395	43.205	44.33	-0.655	43.675
CAPITAL			TOTALS		
DESCRIPTION			2016-2017		
RFID - Phase I			\$ 197,735		

SECTION: 036-LIBRARY COUNTY DIRECT					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 405,976	\$ 411,473	\$ 411,473	\$ 456,965	\$ 45,492
Contractuals	55,127	91,039	91,039	74,379	(16,660)
Commodities	113,033	121,894	121,894	79,752	(42,142)
TOTAL	\$ 574,136	\$ 624,406	\$ 624,406	\$ 611,096	\$ (13,310)
EXPENDITURES BY PROGRAM:					
0151 : County Jail	\$ 77,202	\$ 86,954	\$ 86,954	\$ 80,056	\$ (6,898)
0152 : County Bookmobile	84,515	88,704	88,704	85,655	(3,049)
0153 : Forest Lakes Library	91,015	92,052	92,052	85,018	(7,034)
0154 : Tuba City Library	223,109	243,894	243,894	254,587	10,693
0155 : Supai Library	5,367	5,500	5,500	5,367	(133)
0156 : Grand Canyon	92,928	107,302	107,302	100,413	(6,889)
TOTAL	\$ 574,136	\$ 624,406	\$ 624,406	\$ 611,096	\$ (13,310)
SOURCE OF FUNDING:					
LIBRARY FUND				\$ 611,096	
				\$ 611,096	
COMMENTARY:					
Library section operating budget has decreased by 35%. There are no capital expenditures, resulting in an overall net decrease of 2%. The personnel services increases of 11% is due to a market based pay increase as well as an increase in medical and dental insurance, and a net change of .63 in FTE. Contractuals decreases of 18% are due to decreased in one time services. Commodities decreases of 35% are due to decreases in supplies related to one time requests. There is no major capital.					

NEW PERSONNEL					
TITLE	FTE	2016-2017 TOTAL \$	POTENTIAL OFFSET	NET COST 2016-2017	FUTURE COSTS
Library Clerk I	0.63	32,600	-	32,600	32,600

AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Application Support Specialist II	1	1	1	0	1
Librarian	1	1	1	0	1
Library Assistant I	1	0	0	0	0
Library Clerk I	0	0	0	0.63	0.63
Library Clerk I (temp)	0.875	0.875	0.875	0	0.875
Library IT Manager	1	1	1	0	1
Library Specialist	1.25	2.25	2.25	0	2.25
Library Specialist (temp)	0	0.09	0.09	0	0.09
Library Supervisor	2.88	2.88	2.88	0	2.88
Total	9.005	9.095	9.095	0.63	9.725

CAPITAL	NONE
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SECTION:		038-LIBRARY GRANTS AND COUNTY WIDE PROJECTS			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 153,895	\$ 155,194	\$ 155,194	\$ 158,638	\$ 3,444
Contractuals	136,499	1,599,632	1,599,632	385,312	(1,214,320)
Commodities	502,730	332,258	332,258	136,240	(196,018)
TOTAL	<u>\$ 793,124</u>	<u>\$ 2,087,084</u>	<u>\$ 2,087,084</u>	<u>\$ 680,190</u>	<u>\$ (1,406,894)</u>
EXPENDITURES BY PROGRAM:					
6003 : County-wide Projects	\$ 745,805	\$ 1,898,459	\$ 1,898,459	\$ 655,190	\$ (1,243,269)
6016 : Youth Services Grant	400	23,850	23,850	-	(23,850)
6167 : State Grant-in-Aid FY 2014	25,000	-	-	-	-
6169 : Preserve Honor Flagstaff Past	2,035	-	-	-	-
6170 : iStorytime Project Grant	129	-	-	-	-
6172 : Toddler Tools for Tuba City	8,172	-	-	-	-
6173 : Expanding Access to STEM Technology	9,083	-	-	-	-
6176 : Bookmobile Grant-Flagstaff Community	2,500	-	-	-	-
6179 : Library RFID Grant	-	164,775	164,775	-	(164,775)
6207 : State Grant in Aid FY2017	-	-	-	25,000	25,000
TOTAL	<u>\$ 793,124</u>	<u>\$ 2,087,084</u>	<u>\$ 2,087,084</u>	<u>\$ 680,190</u>	<u>\$ (1,406,894)</u>
SOURCE OF FUNDING:					
LIBRARY FUND				\$ 680,190	
				\$ 680,190	
NEW PERSONNEL					
NONE					
AUTHORIZED PERSONNEL/POSITIONS					
NONE					
CAPITAL					
NONE					

SECTION: 231-PARKING DISTRICT					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ -	\$ -	\$ -	\$ 214,000	\$ 214,000
Contractuals	-	-	-	8,750	8,750
Commodities	-	-	-	198,026	198,026
Capital	-	-	-	943,914	943,914
TOTAL	\$ -	\$ -	\$ -	\$ 1,364,690	\$ 1,364,690
EXPENDITURES BY PROGRAM:					
0890 : General Administration	\$ -	\$ -	\$ -	\$ 79,000	\$ 79,000
0890 : Compliance	-	-	-	147,000	147,000
0892 : Metering and Permits	-	-	-	186,026	186,026
0893 : Parking Facilities	-	-	-	8,750	8,750
3365 : Parking District Capital	-	-	-	943,914	943,914
TOTAL	\$ -	\$ -	\$ -	\$ 1,364,690	\$ 1,364,690
SOURCE OF FUNDING:				PARKING DISTRICT FUND	
				\$ 1,364,690	
				\$ 1,364,690	
COMMENTARY:					
FY2017 is the first year of the parking district. Major capital items (<10,000) includes purchase and install parking meters (\$923,914) and curb improvements (\$20,000).					

NEW PERSONNEL		2016-2017	POTENTIAL	NET COST	FUTURE
TITLE	FTE	TOTAL \$	OFFSET	2016-2017	COSTS
Parking Manager	1.00	79,000	-	79,000	79,000
Parking Coordinator	3.00	135,000	-	135,000	135,000

AUTHORIZED PERSONNEL/POSITIONS		Current	Changes	Proposed
TITLE	2013-2014	2014-2015	2015-2016	2016-2017
Parking Manager	0	0	0	1
Parking Coordinator	0	0	0	3
Total	0	0	0	4

CAPITAL	TOTALS
<u>DESCRIPTION</u>	<u>2016-2017</u>
Parking Meters and Installation	\$ 923,914
Southside Curbs	20,000

UTILITIES DIVISION MISSION

The mission of the **Utilities Division Administration** 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 within the City of Flagstaff, and to comply with applicable floodplain and stormwater regulations.

The mission of the **Water Resources Section** is to ensure residents a present and future water supply that meets the water quality needs of the community, the environment and our co-workers. This is accomplished through water supply planning and forecasting, supply and demand tracking as new plants are approved, and policy recommendation and advocacy. We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations and by continuously improving our business. We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

The mission of the **Regulatory Compliance Section** of the Utilities Division is to ensure that the City is compliant with all sampling and reporting requirements as directed under state and federal regulations for our water, wastewater, reclaimed water, stormwater, industrial pretreatment and backflow systems. This is accomplished through monitoring, testing and reporting as required by regulations and best management practices. Staff philosophy is responsiveness, performing duties with honesty and integrity, and a commitment to meeting industry standards of excellence.

In addition, we are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations and by continuously improving our programs. We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

The mission of the **Wildcat Treatment Plant** is to provide wastewater treatment and Class A+ reclaimed water that meets or exceeds all regulatory requirements; minimize treatment cost per unit of treated wastewater.

The mission of the **Rio Treatment Plant** is to provide wastewater treatment and reclaimed water that exceeds all Federal, State and reuse requirements in a safe and cost effective manner. To submit all required regulatory reports on time without exception.

The mission of the **Utilities Division/Wastewater Collections Section** is to professionally and cost effectively provide sewer services that meet the present and future environmental, health, and safety needs of the community and our co-workers.

SECTION:		300-UTILITIES ADMINISTRATION			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 442,551	\$ 468,183	\$ 468,183	\$ 476,757	\$ 8,574
Contractuals	451,597	244,509	244,509	396,509	152,000
Commodities	14,566	14,200	14,200	14,200	-
TOTAL	\$ 908,713	\$ 726,892	\$ 726,892	\$ 887,466	\$ 160,574
EXPENDITURES BY PROGRAM:					
1000 : General Administration	\$ 797,258	\$ 611,252	\$ 611,252	\$ 767,918	\$ 156,666
1001 : Water Commission	79	1,180	1,180	1,180	-
1005 : Operations Management	111,376	114,460	114,460	118,368	3,908
TOTAL	\$ 908,713	\$ 726,892	\$ 726,892	\$ 887,466	\$ 160,574
SOURCE OF FUNDING:				WATER AND WASTEWATER FUND	
				\$ 887,466	
				\$ 887,466	
COMMENTARY:					
The Utilities Administration operating budget has increased by 22% and there are no capital expenditures. The Personnel Services increase of 2% is due to a market pay increase as well as an increase in medical and dental insurance. Contractuals increases of 62% are due to one-time legal fees for water rights litigation. Commodities had no change in budgeted expenditures. There is no major capital (>\$10,000) for this section.					

NEW PERSONNEL	NONE
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AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Admin Specialist	2	2	2	0	2
Division Director (Utilities)	1	1	1	0	1
GIS System Analyst	1	Transfer	Transfer	0	0
Utilities Engineering Manager	1	Transfer	Transfer	0	0
Utilities Management Analyst	Transfer	1	1	0	1
Utilities Operations Section Head	1	1	1	0	1
Utilities Plan Reviewer	1	Transfer	Transfer	0	0
Utilities Program Manager	1	Transfer	Transfer	0	0
Water Resource Manager	1	Transfer	Transfer	0	0
Total	9	5	5	0	5

CAPITAL	NONE
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SECTION: 301-WATER PRODUCTION					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 670,809	\$ 725,227	\$ 725,227	\$ 750,912	\$ 25,685
Contractuals	2,292,917	2,683,512	2,683,512	2,713,638	30,126
Commodities	277,313	550,103	550,103	516,602	(33,501)
Capital	44,675	804,807	804,807	275,000	(529,807)
TOTAL	\$ 3,285,715	\$ 4,763,649	\$ 4,763,649	\$ 4,256,152	\$ (507,497)
EXPENDITURES BY PROGRAM:					
1010 : General Administration	\$ 434,712	\$ 1,045,297	\$ 1,045,297	\$ 351,000	\$ (694,297)
1011 : Water Treatment Operation	389,425	434,959	434,959	1,252,501	817,542
1013 : Buildings and Grounds Maintenance	33,268	56,605	56,605	67,839	11,234
1014 : Equipment Maintenance	148,443	348,147	348,147	165,636	(182,511)
1015 : SCADA Tracking	90,052	131,186	131,186	43,086	(88,100)
1020 : Local Wells	793,231	1,345,365	1,345,365	974,185	(371,180)
1021 : Lake Mary Wellfield	460,621	334,412	334,412	332,214	(2,198)
1022 : Woody Mountain Wellfield	759,699	799,142	799,142	792,209	(6,933)
1023 : North Reservoirs	52,453	59,730	59,730	62,346	2,616
1024 : Inner Basin Maintenance	61,349	115,223	115,223	117,339	2,116
1026 : Red Gap Ranch Operation & Mgmt	6,568	23,109	23,109	24,809	1,700
1040 : Booster Station Administration	15,112	17,979	17,979	21,086	3,107
1041 : Zone A - RFP	-	250	250	250	-
1042 : Kinlani	1,315	1,955	1,955	1,505	(450)
1043 : University Highlands #1	4,179	1,645	1,645	1,545	(100)
1044 : Airport Booster	1,891	1,745	1,745	1,545	(200)
1045 : Amberwood Booster	2,860	6,536	6,536	6,336	(200)
1046 : Railroad Springs Booster	20,413	26,384	26,384	25,184	(1,200)
3152 : Inner Basin Pipeline Maintenance	10,123	13,980	13,980	15,537	1,557
TOTAL	\$ 3,285,715	\$ 4,763,649	\$ 4,763,649	\$ 4,256,152	\$ (507,497)
SOURCE OF FUNDING:					
WATER AND WASTEWATER FUND				\$ 4,256,152	
				\$ 4,256,152	
COMMENTARY:					
The Water Production operating budget has increased by 4%. There are capital expenditures of \$275,000, resulting in an overall net decrease of 66%. The Personnel Services increase of 4% is due to a market pay increase as well as an increase in medical and dental insurance. Contractuals increases of 1% are due to increases in buildings and equipment maintenance. Commodities decreases of 6% are due to prior year one-time items. Major capital (>\$10,000) includes building improvements (\$125,000) and water flow meters (\$150,000).					

NEW PERSONNEL	NONE
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AUTHORIZED PERSONNEL/POSITIONS	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
TITLE					
Instrumentation/Electrical Spec	1	1	1	0	1
Laboratory Specialist	1	Transfer	Transfer	0	0
Maintenance Specialist	1	1	1	0	1
MSW Operations	3	3	3	0	3
MSW Laboratory	1	Transfer	Transfer	0	0
MSW Maintenance	2	2	2	0	2
Operations Specialist	1	1	1	0	1
Water Production Manager	1	1	1	0	1
Total	11	9	9	0	9

CAPITAL	TOTALS
DESCRIPTION	2016-2017
Building Improvements-LMWTP	\$ 125,000
Communication Towers for Operations (3)	150,000

SECTION: 303-WATER DISTRIBUTION					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 936,154	\$ 992,520	\$ 992,520	\$ 970,763	\$ (21,757)
Contractuals	123,801	275,513	275,513	215,513	(60,000)
Commodities	437,034	450,784	450,784	434,284	(16,500)
Capital	25,417	217,000	217,000	-	(217,000)
TOTAL	\$ 1,522,407	\$ 1,935,817	\$ 1,935,817	\$ 1,620,560	\$ (315,257)
EXPENDITURES BY PROGRAM:					
1050 : General Administration	\$ 156,931	\$ 361,752	\$ 361,752	\$ 172,463	\$ (189,289)
1051 : Water System Maintenance & Operatio	341,566	365,538	365,538	284,655	(80,883)
1052 : Main & Service Line Repair	412,661	384,348	384,348	374,983	(9,365)
1053 : Main Ext. - Fire Hydrant & Valve	33,338	34,061	34,061	33,770	(291)
1054 : Valve & Fire Hydrant Maintenance	107,441	254,707	254,707	217,874	(36,833)
1055 : Meter Installation	402,741	423,589	423,589	425,586	1,997
1056 : Meter Repair and Testing	30,111	72,496	72,496	73,028	532
1057 : Blue Stake	37,616	39,326	39,326	38,201	(1,125)
TOTAL	\$ 1,522,407	\$ 1,935,817	\$ 1,935,817	\$ 1,620,560	\$ (315,257)
SOURCE OF FUNDING:					
WATER AND WASTEWATER FUND				\$ 1,620,560	
				\$ 1,620,560	
COMMENTARY:					
The Water Distribution operating budget has decreased by 16% and there are no capital expenditures. The Personnel Services decrease of 2% is due to a market pay increase as well as an increase in medical and dental insurance, net of a one-time retirement payout in the prior year. Contractuals decreases of 22% and commodities decreases of 4% are due to prior year one-time items. There is no major capital (>\$10,000) for this section.					

NEW PERSONNEL	NONE
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AUTHORIZED PERSONNEL/POSITIONS	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
TITLE					
Field Services Manager	Transfer	0	0	0	0
Maintenance Worker	1	0	0	0	0
MSW - Water Services Tech	10	11	11	0	11
Water Services Specialist	1	1	1	0	1
Water/Sewer Util. Locator	1	1	1	0	1
Total	13	13	13	0	13

CAPITAL	NONE
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SECTION: 304-WATER RESOURCE MANAGEMENT					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 253,350	\$ 223,249	\$ 223,249	\$ 303,101	\$ 79,852
Contractuals	93,912	88,700	88,700	299,300	210,600
Commodities	37,116	17,100	17,100	30,100	13,000
Capital	14,837	-	-	-	-
TOTAL	\$ 399,215	\$ 329,049	\$ 329,049	\$ 632,501	\$ 303,452
EXPENDITURES BY PROGRAM:					
1060 : General Administration	\$ 125,123	\$ 102,818	\$ 102,818	\$ 104,547	\$ 1,729
1061 : Water Resources	75,793	43,850	43,850	197,950	154,100
1062 : Water Conservation	198,299	182,381	182,381	330,004	147,623
TOTAL	\$ 399,215	\$ 329,049	\$ 329,049	\$ 632,501	\$ 303,452
SOURCE OF FUNDING:				WATER AND WASTEWATER FUND	
				\$ 632,501	
				\$ 632,501	
COMMENTARY:					
The Water Resource Management operating budget has increased by 92% and there are no capital expenditures. The Personnel Services increase of 36% is due to a market pay increase as well as an increase in medical and dental insurance, net of the addition of a 1.0 FTE Water Conservation Specialist. Contractuals increases of 237% are due to increases for the expansion of the water conservation program and related rebates as well as one-time costs for consultant fees and the watershed monitoring project. Commodities increases of 76% are due to increases in operating supplies and promotional materials related to expansion of the water conservation program. There is no major capital (>\$10,000) for this section.					
NEW PERSONNEL					
TITLE	FTE	2016-2017 TOTAL \$	POTENTIAL OFFSET	NET COST 2016-2017	FUTURE COSTS
Water Conservation Specialist	1.00	67,900	-	67,900	67,900
AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Utilities Program Manager	Transfer	1	1	0	1
Water Conservation Enforcement Aide	0	0	1	0	1
Water Conservation Specialist	0	0	0	1	1
Water Resource Manager	Transfer	1	1	0	1
Total	0	2	3	1	4
CAPITAL NONE					

SECTION: 305-UTILITIES ENGINEERING SERVICES					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 291,918	\$ 373,175	\$ 373,175	\$ 366,864	\$ (6,311)
Contractuals	148,321	50,470	50,470	176,520	126,050
Commodities	108,533	5,020	5,020	8,970	3,950
TOTAL	\$ 548,772	\$ 428,665	\$ 428,665	\$ 552,354	\$ 123,689
EXPENDITURES BY PROGRAM:					
1070 : General Administration	\$ 355,237	\$ 335,194	\$ 335,194	\$ 457,653	\$ 122,459
1071 : GIS-Utilities	193,535	93,471	93,471	94,701	1,230
TOTAL	\$ 548,772	\$ 428,665	\$ 428,665	\$ 552,354	\$ 123,689
SOURCE OF FUNDING:				WATER AND WASTEWATER FUND	
				\$ 552,354	
				\$ 552,354	
COMMENTARY:					
The Utilities Engineering Services operating budget has increased by 29% and there are no capital expenditures. The Personnel Services decrease of 2% is due to a market pay increase as well as an increase in medical and dental insurance, net of salary savings for the 1.0 FTE Project Manager added in the prior year. Contractuals increases of 250% are due to increases for engineering and consultant fees. Commodities increases of 79% are due to one-time costs for tablet computers. There is no major capital (>\$10,000) for this section.					

NEW PERSONNEL	NONE
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AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
GIS System Analyst	Transfer	1	0	0	0
IT Administrator	0	0	1	0	1
Utilities Engineering Manager	Transfer	1	1	0	1
Utilities Project Manager	0	0	1	0	1
Utilities Plan Reviewer	Transfer	1	1	0	1
Total	0	3	4	0	4

CAPITAL	NONE
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SECTION: 306-REGULATORY COMPLIANCE					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 672,468	\$ 686,372	\$ 686,372	\$ 695,736	\$ 9,364
Contractuals	207,392	218,033	218,033	219,733	1,700
Commodities	67,333	106,428	106,428	104,728	(1,700)
TOTAL	\$ 947,193	\$ 1,010,833	\$ 1,010,833	\$ 1,020,197	\$ 9,364
EXPENDITURES BY PROGRAM:					
1080 : General Administration	\$ 93,759	\$ 81,942	\$ 81,942	\$ 113,211	\$ 31,269
1081 : Water Regulatory and Lab Services	208,543	252,867	252,867	262,302	9,435
1082 : Wastewater Regulatory and Lab Service	320,166	359,051	359,051	313,165	(45,886)
1083 : Reclaim Water Regulatory and Lab Serv	-	14,404	14,404	14,404	-
1084 : Stormwater Regulatory and Lab Service	-	5,000	5,000	5,000	-
1085 : Industrial Waste Administration	150,479	120,812	120,812	312,115	191,303
1086 : NPDES Monitoring-Wastewater Plants	50,961	16,306	16,306	-	(16,306)
1087 : Industrial Waste Monitoring	32,179	68,788	68,788	-	(68,788)
1088 : Backflow Cross Connection Control	91,106	91,663	91,663	-	(91,663)
TOTAL	\$ 947,193	\$ 1,010,833	\$ 1,010,833	\$ 1,020,197	\$ 9,364
SOURCE OF FUNDING:					
WATER AND WASTEWATER FUND				\$ 1,020,197	
				\$ 1,020,197	
COMMENTARY:					
The Regulatory Compliance operating budget has increased by 1% and there are no capital expenditures. The Personnel Services increase of 1% is due to a market pay increase as well as an increase in medical and dental insurance. Contractuals increases of 1% are due to increases in travel, lodging and meals. Commodities decreases of 2% are due to decreases in machinery and equipment parts. There is no major capital (>\$10,000) for this section.					

NEW PERSONNEL	NONE
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AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Regulatory Compliance Manager	0	1	1	0	1
Industrial Waste Inspector	Transfer	2	2	0	2
Industrial Waste Supervisor	Transfer	1	1	0	1
Laboratory Specialist	Transfer	1	1	0	1
MSW - Laboratory	Transfer	2	2	0	2
MSW - Plant Tech	Transfer	1	1	0	1
Plant Specialist	Transfer	1	1	0	1
Total	0	9	9	0	9

CAPITAL	NONE
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SECTION: 311-WASTEWATER TREATMENT - WILDCAT					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 617,972	\$ 644,534	\$ 644,534	\$ 668,843	\$ 24,309
Contractuals	985,292	916,200	916,200	1,041,600	125,400
Commodities	482,303	423,692	423,692	445,492	21,800
Capital	59,773	815,308	815,308	27,000	(788,308)
TOTAL	\$ 2,145,341	\$ 2,799,734	\$ 2,799,734	\$ 2,182,935	\$ (616,799)
EXPENDITURES BY PROGRAM:					
1110 : General Administration	\$ 131,323	\$ 641,107	\$ 641,107	\$ 147,666	\$ (493,441)
1111 : Plant Operations	1,238,688	1,180,972	1,180,972	1,278,547	97,575
1112 : Plant Maintenance	460,467	501,017	501,017	406,129	(94,888)
1114 : Septage Collection	9,485	650	650	27,650	27,000
1115 : WH Rio Maintenance	7,865	1,700	1,700	1,700	-
1116 : Solids Handling	293,936	474,288	474,288	303,243	(171,045)
1117 : Reclaim Services	3,576	-	-	18,000	18,000
TOTAL	\$ 2,145,341	\$ 2,799,734	\$ 2,799,734	\$ 2,182,935	\$ (616,799)
SOURCE OF FUNDING:				WATER AND WASTEWATER FUND	
				\$ 2,182,935	
				\$ 2,182,935	
COMMENTARY:					
The Wastewater Treatment - Wildcat operating budget has increased by 22%. There are capital expenditures (total \$27,000), resulting in an overall net decrease of 22%. The Personnel Services increase of 4% is due to a market pay increase as well as an increase in medical and dental insurance. Contractuals increases of 14% are due to increases in utilities and maintenance. Commodities increases of 5% are due to increases in computer software, supplies, and machinery and equipment parts. There is major capital (>\$10,000) for a replacement chlorinator and sulfanator (\$17,000) and building improvements (\$10,000).					
NEW PERSONNEL NONE					
AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Instrumentation/Electrical Spec	1	1	1	0	1
MSW - Operations	2	2	2	0	2
MSW - Plant Tech	6	5	5	0	5
Plant Specialist	3	2	2	0	2
Wastewater Treatment Manager	1	1	1	0	1
Total	13	11	11	0	11
CAPITAL			TOTALS		
DESCRIPTION			2016-2017		
Clorinator and Sulfanator			\$ 17,000		
Facilities Repair			10,000		

SECTION: 312-WASTEWATER TREATMENT - RIO PLANT					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 350,792	\$ 287,852	\$ 287,852	\$ 265,142	\$ (22,710)
Contractuals	389,786	394,877	394,877	397,677	2,800
Commodities	153,766	71,692	71,692	96,692	25,000
Capital	76,455	140,000	140,000	250,000	110,000
TOTAL	\$ 970,800	\$ 894,421	\$ 894,421	\$ 1,009,511	\$ 115,090
EXPENDITURES BY PROGRAM:					
1120 : General Administration	\$ 95,332	\$ 102,167	\$ 102,167	\$ 105,840	\$ 3,673
1121 : Plant Operations	590,843	557,194	557,194	583,065	25,871
1122 : Plant Maintenance	188,269	235,060	235,060	245,606	10,546
1124 : Reclaim Services	96,356	-	-	75,000	75,000
TOTAL	\$ 970,800	\$ 894,421	\$ 894,421	\$ 1,009,511	\$ 115,090
SOURCE OF FUNDING:					
WATER AND WASTEWATER FUND				\$ 1,009,511	
				\$ 1,009,511	
COMMENTARY:					
The Wastewater Treatment – Rio Plant operating budget has increased by 1%. There are capital expenditures (total \$250,000), resulting in an overall net increase of 11%. The Personnel Services decrease of 8% is due to reallocating staff time between sections and offset by increases for a market pay increase as well as an increase in medical and dental insurance. Contractuals increases of 1% are due to one-time costs for operator certifications. Commodities increases of 35% are due to one-time costs for replacement parts for the UV system. There is major capital (>\$10,000) for building improvements (\$30,000), influent check valves (\$90,000), variable frequency drives for influent pumps (\$100,000), and rebuilding an influent pump (\$30,000).					

NEW PERSONNEL	NONE
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AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
MSW - Laboratory Tech	1	Transfer	Transfer	0	0
MSW - Plant Tech	2	2	2	0	2
Plant Specialist	1	1	1	0	1
Total	4	3	3	0	3

CAPITAL	TOTALS
DESCRIPTION	2016-2017
Influent Check Valve Replacements	\$ 90,000
Influent Pump VFD Replacements (2)	55,000

SECTION:		313-WASTEWATER COLLECTION			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 687,510	\$ 702,390	\$ 702,390	\$ 662,443	\$ (39,947)
Contractuals	75,480	344,180	344,180	218,180	(126,000)
Commodities	216,690	211,639	211,639	222,639	11,000
Capital	44,510	200,000	200,000	-	(200,000)
TOTAL	<u>\$ 1,024,190</u>	<u>\$ 1,458,209</u>	<u>\$ 1,458,209</u>	<u>\$ 1,103,262</u>	<u>\$ (354,947)</u>
EXPENDITURES BY PROGRAM:					
1130 : General Administration	\$ 236,383	\$ 384,092	\$ 384,092	\$ 258,133	\$ (125,959)
1131 : Service Connections	62,597	52,298	52,298	49,631	(2,667)
1132 : Preventive Maintenance	390,712	369,977	369,977	350,547	(19,430)
1133 : TV Inspect and Hydro Clean	182,493	174,351	174,351	167,803	(6,548)
1134 : Corrective Maintenance	134,493	477,491	477,491	277,148	(200,343)
1135 : Reclaimed Waterline	17,512	-	-	-	-
TOTAL	<u>\$ 1,024,190</u>	<u>\$ 1,458,209</u>	<u>\$ 1,458,209</u>	<u>\$ 1,103,262</u>	<u>\$ (354,947)</u>
SOURCE OF FUNDING:					
WATER AND WASTEWATER FUND				\$ 1,103,262	
				<u>\$ 1,103,262</u>	
COMMENTARY:					
The Wastewater Collection operating budget has decreased by 24% and there are no capital expenditures. The Personnel Services decrease of 6% is due to reallocating staff time between sections and offset by increases for a market pay increase as well as an increase in medical and dental insurance. Contractuals decreases of 37% are due to one-time costs in the prior year. Commodities increases of 5% are due to increases in computer software. There is no major capital (>\$10,000) for this section.					
NEW PERSONNEL		NONE			
AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
MSW- Water Services Tech	8	8	8	0	8
Water Services Specialist	1	1	1	0	1
Total	9	9	9	0	9
CAPITAL		NONE			

SECTION:		321-RECLAIMED WATER			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ -	\$ 176,232	\$ 176,232	\$ 167,492	\$ (8,740)
Contractuals	-	93,600	93,600	128,600	35,000
Commodities	-	80,672	80,672	80,672	-
Capital	-	-	-	30,000	30,000
TOTAL	\$ -	\$ 350,504	\$ 350,504	\$ 406,764	\$ 56,260
EXPENDITURES BY PROGRAM:					
1201 : Reclaimed Distribution	\$ -	\$ 18,028	\$ 18,028	\$ 17,579	\$ (449)
1202 : Reclaimed Production-Wildcat	-	142,132	142,132	143,534	1,402
1203 : Reclaimed Production-Rio	-	189,344	189,344	244,651	55,307
1210 : Reclaimed Storage-Buffalo Park	-	1,000	1,000	1,000	-
TOTAL	\$ -	\$ 350,504	\$ 350,504	\$ 406,764	\$ 56,260
SOURCE OF FUNDING:					
WATER AND WASTEWATER FUND				\$ 406,764	
				\$ 406,764	
COMMENTARY:					
The Reclaimed Water operating budget has increased by 7%. There are capital expenditures (total \$30,000), resulting in an overall net increase of 16%. The Personnel Services decrease of 5% is due to reallocating staff time between sections and offset by increases for a market pay increase as well as an increase in medical and dental insurance. Contractuals increases of 37% are due to increases in maintenance costs. There is no change in budgeted commodities for this section. There is major capital (>\$10,000) for a variable frequency drive for a reclaim pump (\$30,000).					
NEW PERSONNEL		NONE			
AUTHORIZED PERSONNEL/POSITIONS					
TITLE	2013-2014	2014-2015	Current 2015-2016	Changes 2016-2017	Proposed 2016-2017
Total	0	0	0	0	0
CAPITAL			TOTALS		
DESCRIPTION			2016-2017		
Reclaim Pumps (3) at Rio WRP			\$ 30,000		

SECTION: 331-STORMWATER					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 421,086	\$ 441,452	\$ 441,452	\$ 518,893	\$ 77,441
Contractuals	50,052	362,666	362,666	93,361	(269,305)
Commodities	8,425	47,379	47,379	31,909	(15,470)
Capital	25,000	-	-	12,745	12,745
TOTAL	\$ 504,564	\$ 851,497	\$ 851,497	\$ 656,908	\$ (194,589)
EXPENDITURES BY PROGRAM:					
1250 : General Administration	\$ 233,837	\$ 206,527	\$ 206,527	\$ 226,025	\$ 19,498
1251 : Engineering and Master Planning	26	128,990	128,990	-	(128,990)
1252 : Operations	245,701	290,980	290,980	396,923	105,943
6154 : Rio de Flag Restoration	25,000	25,000	25,000	-	(25,000)
6166 : FEMA Flood Hazard Mitigation Studies	-	200,000	200,000	-	(200,000)
6208 : Frances Short Pond - AZ Game & Fish	-	-	-	33,960	33,960
TOTAL	\$ 504,564	\$ 851,497	\$ 851,497	\$ 656,908	\$ (194,589)
SOURCE OF FUNDING:					
STORMWATER FUND				\$ 656,908	
				\$ 656,908	
COMMENTARY:					
The Stormwater operating budget has decreased by 24%. There are capital expenditures (total \$12,745), resulting in an overall net increase of 23%. The Personnel Services increase of 18% is due to a market pay increase as well as an increase in medical and dental insurance, net of the addition of a 1.0 FTE Project Manager. Contractuals decreases of 74% are due to decreased consultant fees and a FEMA grant in the prior year. Commodities decreases of 33% are due to one-time costs in the prior year. There is major capital (>\$10,000) for an aeration system at Frances Short Pond (\$12,745) which is funded with a grant from Arizona Game and Fish Department.					

NEW PERSONNEL		2016-2017	POTENTIAL	NET COST	FUTURE
TITLE	FTE	TOTAL \$	OFFSET	2016-2017	COSTS
Project Manager	1.00	94,100	-	94,100	94,100

AUTHORIZED PERSONNEL/POSITIONS			Current	Changes	Proposed
TITLE	2013-2014	2014-2015	2015-2016	2016-2017	2016-2017
Intern	0.5	0.5	0.5	0	0.5
Project Manager	2	2	2	1	3
Stormwater Program Manager	1	1	1	0	1
Stormwater Service Analyst	1	Transfer	Transfer	0	0
Watershed Specialist	1	1	1	0	1
Total	5.5	4.5	4.5	1	5.5

CAPITAL	TOTALS
DESCRIPTION	2016-2017
Pond Aeration System	\$ 12,745

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 the 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.

SECTION:		401-COUNCIL AND COMMISSIONS			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 310,265	\$ 309,582	\$ 309,582	\$ 315,886	\$ 6,304
Contractuals	65,502	37,910	37,910	38,310	400
Commodities	4,638	3,245	3,245	9,245	6,000
Capital	-	-	-	32,500	32,500
TOTAL	\$ 380,405	\$ 350,737	\$ 350,737	\$ 395,941	\$ 45,204
EXPENDITURES BY PROGRAM:					
1300 : General Administration	\$ 380,405	\$ 350,737	\$ 350,737	\$ 395,941	\$ 45,204
TOTAL	\$ 380,405	\$ 350,737	\$ 350,737	\$ 395,941	\$ 45,204
SOURCE OF FUNDING:					
GENERAL FUND				\$ 278,750	
LIBRARY FUND				11,094	
HIGHWAY USER REVENUE FUND				10,863	
TRANSPORTATION FUND				2,386	
WATER AND WASTEWATER FUND				42,477	
STORMWATER FUND				5,704	
AIRPORT FUND				4,517	
SOLID WASTE FUND				30,249	
SEMS FUND				9,901	
				\$ 395,941	
COMMENTARY:					
The Council and Commissions operating budget has increased by 4%. There are capital expenditures (total \$32,500), resulting in an overall net increase of 13%. The Personnel Services increase of 2% is due to increases for a market pay increase as well as an increase in medical and dental insurance. Contractuals increases of 1% are due to increased costs for utilities. Commodities increases of 185% are due to one-time costs for office supplies. There is major capital (>\$10,000) for a new vehicle (\$32,500).					
NEW PERSONNEL		NONE			
AUTHORIZED PERSONNEL/POSITIONS		NONE			
CAPITAL					
DESCRIPTION			TOTALS		
			2016-2017		
Vehicle Replacement			\$ 32,500		

SECTION:		402-NON-DEPARTMENTAL			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 9,753	\$ (300,000)	\$ (300,000)	\$ (300,000)	\$ -
Contractuals	2,593,963	3,102,123	3,102,123	2,380,672	(721,451)
Commodities	25,721	1,448	1,448	(87,500)	(88,948)
Capital	167,274	50,000	50,000	225,000	175,000
TOTAL	\$ 2,796,711	\$ 2,853,571	\$ 2,853,571	\$ 2,218,172	\$ (635,399)
EXPENDITURES BY PROGRAM:					
1310 : General Administration	\$ 790,229	\$ 264,522	\$ 264,522	\$ 408,608	\$ 144,086
1311 : Service Partner Agencies	929,195	937,132	937,132	929,132	(8,000)
1312 : Employee Benefits	66,293	72,500	72,500	63,500	(9,000)
1313 : Insurance	689,492	665,192	665,192	665,192	-
1314 : Consultants	149,824	593,740	593,740	151,740	(442,000)
1315 : Copy Center	44,640	94,448	94,448	-	(94,448)
3239 : Redevelopment	127,039	226,037	226,037	-	(226,037)
TOTAL	\$ 2,796,711	\$ 2,853,571	\$ 2,853,571	\$ 2,218,172	\$ (635,399)
SOURCE OF FUNDING:					
GENERAL FUND				\$ 1,466,436	
LIBRARY FUND				73,775	
HIGHWAY USER REVENUE FUND				110,914	
TRANSPORTATION FUND				10,455	
WATER AND WASTEWATER FUND				295,299	
STORMWATER FUND				8,972	
AIRPORT FUND				47,339	
SOLID WASTE FUND				190,260	
SEMS FUND				14,722	
				\$ 2,218,172	
COMMENTARY:					
The Non-Departmental operating budget has decreased 29%. There are capital expenditures totaling \$225,000 resulting in an overall net decrease of 22%. Personnel Services is flat. Contractual decrease is related to prior year one-time authorizations for a joint powers authority study, pension actuarial and policy development, customer service team funding, tuition reimbursements, and ADOR fee for sales tax programming along with carryover of several items. Commodities decrease is mainly due to a prior year one-time funding for copy center reserve to replace equipment as needed. Capital items (<10,000) in this section include Humphrey right of way and ADA ramp construction.					
NEW PERSONNEL		NONE			
AUTHORIZED PERSONNEL/POSITIONS		NONE			
CAPITAL			TOTALS		
DESCRIPTION			2016-2017		
Humphrey ROW and ADA Ramp Construction			\$ 225,000		

SECTION:		404-TRANSIT			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Contractuals	\$ 4,689,657	\$ 4,923,441	\$ 4,525,733	\$ 6,370,786	\$ 1,447,345
TOTAL	\$ 4,689,657	\$ 4,923,441	\$ 4,525,733	\$ 6,370,786	\$ 1,447,345
EXPENDITURES BY PROGRAM:					
1500 : Transit Contribution	\$ 4,689,657	\$ 4,923,441	\$ 4,525,733	\$ 6,370,786	\$ 1,447,345
TOTAL	\$ 4,689,657	\$ 4,923,441	\$ 4,525,733	\$ 6,370,786	\$ 1,447,345
SOURCE OF FUNDING:					
TRANSPORTATION FUND				\$ 6,370,786	
				\$ 6,370,786	
COMMENTARY:					
The Transit FY2017 budget has increased 29% over the prior year budget. 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 2017-2021**

	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Total Plan
Beginning Balance	\$ -	-	-	-	-	-	-	-
Resources								
Debt	33,687,575	10,351,662	6,564,777	22,400,000	2,695,550	10,328,819	1,500,000	53,840,808
Grants	1,728,645	5,337,955	5,127,801	720,000	5,465,534	8,165,000	2,930,000	27,746,290
Pay-as-you-go	58,414,475	70,379,704	28,818,488	23,241,135	22,323,517	22,293,152	14,907,399	181,963,396
Total Resources	93,830,695	86,069,321	40,511,066	46,361,135	30,484,601	40,786,971	19,337,399	263,550,494
Expenditures								
General Government	41,693,352	35,111,419	4,116,277	12,400,000	2,695,550	10,328,819	-	64,652,065
Streets/Transportation	20,079,247	19,829,247	19,340,425	22,162,635	13,542,051	11,901,152	5,800,399	92,575,910
Flagstaff Urban Trails System	3,758,780	3,758,780	901,915	1,476,500	550,000	530,000	540,000	7,757,195
BBB: Arts & Science	372,500	172,500	70,000	255,000	90,000	10,000	10,000	607,500
BBB: Recreation	1,478,260	1,478,260	681,950	-	-	-	-	2,160,210
BBB: Streetscape	3,644,977	3,644,977	1,000,000	600,000	750,000	850,000	450,000	7,294,977
Utilities: Water	7,128,756	7,328,756	5,100,000	4,672,000	4,422,000	5,602,000	5,162,000	32,286,756
Utilities: Wastewater	8,628,593	8,628,593	2,353,000	2,450,000	2,550,000	2,050,500	2,140,000	20,172,093
Utilities: Reclaimed Water	150,000	150,000	-	810,000	400,000	329,500	-	1,689,500
Airport	1,130,677	830,677	4,041,501	800,000	5,200,000	8,700,000	3,200,000	22,772,178
Solid Waste & SEMS	1,393,000	853,000	2,275,998	460,000	10,000	210,000	1,760,000	5,568,998
Stormwater Utility	4,372,553	4,283,112	630,000	275,000	275,000	275,000	275,000	6,013,112
Total Expenditures	93,830,695	86,069,321	40,511,066	46,361,135	30,484,601	40,786,971	19,337,399	263,550,494
Ending Balance	\$ -	-	-	-	-	-	-	-

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2017-2021**

	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Total Plan
General Government								
General Fund								
Humphreys ROW and ADA Ramp Construction	\$ -	-	225,000	-	-	-	-	225,000
Facilities Improvements	263,980	263,980	-	-	-	-	-	263,980
Microwave Network	650,000	650,000	-	-	-	-	-	650,000
Warehouse Evidence Storage Upgrade Impact Fees	100,000	100,000	-	-	-	-	-	100,000
								-
Capital Projects Bond Funded								-
G.O. Bond Funded Projects								
FUTS / Open Space Land Acquisition	456,319	456,319	1,002,000	400,000	400,000	328,819	-	2,587,138
Bushmaster Park (Parks and Recreation)	980,756	980,756	-	-	-	-	-	980,756
Core Services Maintenance Facility	28,195,000	21,333,089	-	-	-	-	-	21,333,089
Watershed Protection Project	3,289,325	3,289,325	2,002,777	2,000,000	2,295,550	-	-	9,587,652
Non G.O. Bond Funded Projects								
Business Accelerator	565,372	845,350	26,500	-	-	-	-	871,850
Court Facility	7,192,600	7,192,600	860,000	-	-	-	-	8,052,600
USGS Misc Buildings	-	-	-	10,000,000	-	10,000,000	-	20,000,000
Total General Government	\$ 41,693,352	35,111,419	4,116,277	12,400,000	2,695,550	10,328,819	-	64,652,065

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2017-2021**

	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Total Plan
Streets / Transportation								
Streets - HURF								
Street Improvement Program	\$ 2,196,000	2,196,000	2,146,000	2,188,920	2,232,698	2,277,352	2,322,899	13,363,870
Street Improvement Program - 1X funding	-	-	-	-	-	-	-	-
Sunnyside	825,000	825,000	869,000	-	-	-	-	1,694,000
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	242,120	242,120	-	-	-	-	-	242,120
Transportation Tax Funded								
West / Arrowhead Improvement	1,520,508	1,520,508	-	-	-	-	-	1,520,508
Franklin Safety Improvements	381,533	381,533	120,000	-	-	-	-	501,533
4th Street Safety Improvements	412,060	412,060	-	-	-	-	-	412,060
Soliere Avenue - Fanning Wash Crossing	250,000	250,000	-	-	-	-	-	250,000
Beulah Blvd / University Drive Public Infra. Control	150,000	150,000	-	-	-	-	-	150,000
Traffic Signal Program			-	-	-	50,000	-	50,000
Butler/Huntington Adaptive Signal Control	597,677	597,677	367,365	-	-	-	-	965,042
Switzer/Turquoise Roundabout	177,000	177,000	130,000	306,000	-	-	-	613,000
Reserve for Transportation Improvements	175,000	175,000	184,700	193,900	203,600	213,800	-	971,000
Bike / Ped and Safety Improvement			125,000	125,000	125,000	125,000	-	500,000
Brannen Homes Sidewalk	441,084	441,084	-	-	-	-	-	441,084
Lockett Transportation Study	100,000	100,000	-	-	-	-	-	100,000
Transportation Planning and Programming	90,000	90,000	90,000	90,000	90,000	90,000	-	450,000
HSIP Program	85,000	85,000	75,000	75,000	75,000	75,000	-	385,000
Industrial Drive - Huntington to Purina	2,095,115	2,095,115	305,160	1,868,815	-	-	-	4,269,090
Beulah Blvd / University Drive	2,676,150	2,676,150	13,200	4,625,000	-	-	-	7,314,350
Fourth Street Improvements	-	-	2,275,000	-	-	-	-	2,275,000
Fourth Street Bridge / I-40 Design	-	-	350,000	-	-	-	-	350,000
Transportation Master Plan	-	-	250,000	-	-	-	-	250,000
Lonetree Ped Improvements	-	-	150,000	-	-	-	-	150,000
Southside Curbs	-	-	300,000	-	-	-	-	300,000
Clay Avenue Traffic Calming	-	-	350,000	-	-	-	-	350,000
Reserve for Development Contributions	-	-	100,000	100,000	100,000	-	-	300,000
Country Club / Oakmont	-	-	-	-	1,115,000	-	-	1,115,000
Butler / 4th Intersection Reconstruction	-	-	-	-	3,235,753	-	-	3,235,753
Major Road Reconstruction	-	-	-	-	-	2,805,000	-	2,805,000
Major Road Reconstruction (Safety)	-	-	-	-	-	500,000	-	500,000

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2017-2021**

	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Total Plan
Streets / Transportation								
Road Repair & Street Safety								
Pavement Maintenance	6,050,000	6,050,000	2,500,000	2,500,000	2,000,000	400,000	-	13,450,000
Utility Replacements & Overlays	200,000	500,000	3,800,000	3,300,000	3,625,000	3,975,000	3,300,000	18,500,000
Zuni Drive	800,000	250,000	2,300,000	1,450,000	-	-	-	4,000,000
Lockett Avenue	300,000	300,000	1,725,000	325,000	-	-	-	2,350,000
Pullium Drive	200,000	200,000	-	-	225,000	1,275,000	-	1,700,000
East Route 66	-	-	700,000	4,900,000	400,000			6,000,000
1st Avenue	-	-	-	-	-	-	62,500	62,500
Total Streets / Transportation	\$ 20,079,247	19,829,247	19,340,425	22,162,635	13,542,051	11,901,152	5,800,399	92,575,910

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2017-2021**

	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Total Plan
FUTS Fund								
FUTS								
Special Projects & Unprogrammed Work	\$ 50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
FUTS Signage Program	120,686	120,686	72,000	-	-	-	-	192,686
Arizona Trail	500	500	-	-	-	-	-	500
Country Club FUTS Trail	9,000	9,000	-	-	-	-	-	9,000
Cedar Trail - Turquoise Dr to AZ Trail	20,000	20,000	10,000	-	-	-	-	30,000
Switzer Mesa Trail	130,878	130,878	-	-	-	-	-	130,878
BNSF Walnut - Florence Underpass	2,310,799	2,310,799	-	-	-	-	-	2,310,799
Downtown Underpass	-	-	-	300,000	250,000	-	-	550,000
Florence - Walnut Underpass	113,500	113,500	-	431,500	-	-	-	545,000
Mall Transfer Center Trail Realignment	36,500	36,500	-	-	-	-	-	36,500
Fourth Street Trail - Huntington to Butler	62,185	62,185	79,115	-	-	-	-	141,300
Pine Knoll Trail-San Francisco to Lone Tree	101,400	101,400	-	-	-	-	-	101,400
Hospital Rim FUTS Trail	236,682	236,682	-	-	-	-	-	236,682
Brannen Connector	48,200	48,200	-	-	-	-	-	48,200
High Country Trail	73,800	73,800	-	-	-	-	-	73,800
Sheep Crossing Trail	91,600	91,600	348,400	-	-	-	-	440,000
Lonetree Trail - Sawmill Rd Sinclair Wash	76,250	76,250	-	175,000	175,000	-	-	426,250
Lonetree Trail - Sinclair Wash to Pine Knoll Dr	100,000	100,000	-	-	-	-	-	100,000
Ponderosa Trail Rehab	176,800	176,800	-	-	-	-	-	176,800
Pine Knoll Trail-Pine Knoll Dr to Sinclair Wash Tr	-	-	22,400	-	-	-	-	22,400
Switzer Canyon Trail	-	-	320,000	-	-	-	-	320,000
Picture Canyon Trail - Rt. 66 To TWR	-	-	-	-	75,000	100,000	50,000	225,000
Marshall Trail	-	-	-	520,000	-	-	-	520,000
Rt 66 Trail Realignment - Ponderosa Pkwy to Arrowhe	-	-	-	-	-	380,000	440,000	820,000
Total FUTS Fund	\$ 3,758,780	3,758,780	901,915	1,476,500	550,000	530,000	540,000	7,757,195

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2017-2021**

	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Total Plan
BBB FUNDS								
Arts and Science								
Rendezvous Sculpture	\$ 200,000	-	-	100,000	-	-	-	100,000
Kings House Mural	15,000	15,000	-	-	-	-	-	15,000
Fort Valley Wall	10,000	10,000	-	-	-	-	-	10,000
Art in the Alley	50,000	50,000	-	-	-	-	-	50,000
West Rt 66 - North Edge	25,000	25,000	-	-	-	-	-	25,000
Thorpe Sculpture	50,000	50,000	-	50,000	-	-	-	100,000
Utility Box Art	12,500	12,500	30,000	-	-	-	-	42,500
East Flagstaff Gateway (4th Street)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Bushmaster Park Mural	-	-	10,000	-	-	-	-	10,000
Circle K Mural Dortha and 4th Street	-	-	10,000	-	-	-	-	10,000
Inset Sidewalk Art, Jimmy John's Beaver	-	-	10,000	-	-	-	-	10,000
Digital Art Map	-	-	-	10,000	-	-	-	10,000
Joel Montalvo Park Surrounds	-	-	-	35,000	-	-	-	35,000
JLB Art Component	-	-	-	50,000	-	-	-	50,000
Vision Flagstaff	-	-	-	-	80,000	-	-	80,000
	372,500	172,500	70,000	255,000	90,000	10,000	10,000	607,500
BBB Recreation								
Bushmaster Park Improvements	581,460	581,460	-	-	-	-	-	581,460
Flag Rec Center, Replace Four (4) Tennis Courts	476,800	476,800	-	-	-	-	-	476,800
Second Chiller	240,000	240,000	-	-	-	-	-	240,000
Aquaplex Improvements	110,000	110,000	-	-	-	-	-	110,000
Ice Rink Improvements	70,000	70,000	-	-	-	-	-	70,000
Thorpe Park Adaptive Playground Surfacing	-	-	42,000	-	-	-	-	42,000
Pavement Preservation - Various Rec Facilities	-	-	75,000	-	-	-	-	75,000
Thorpe Park Adaptive Playground Unit/Surfacing	-	-	126,000	-	-	-	-	126,000
Hal Jensen Rec Center Storage Area add-on	-	-	10,000	-	-	-	-	10,000
Aquaplex Sliding Doors at Pool Entrance	-	-	35,000	-	-	-	-	35,000
J. Lively Back Roof & Locker Room Repairs	-	-	150,000	-	-	-	-	150,000
Wheeler Park Improvements	-	-	243,950	-	-	-	-	243,950
	1,478,260	1,478,260	681,950	-	-	-	-	2,160,210
Beautification								
Streetscape								
4th Street Corridor Improvements	1,575,000	1,575,000	-	-	-	-	-	1,575,000
Fort Valley Road Enhancements	50,000	50,000	-	-	-	-	-	50,000
North Edge-Lockett to Route 66 Along Kaspar	350,000	350,000	-	-	-	-	-	350,000
Milton Avenue - North Edge	20,000	20,000	-	-	-	-	-	20,000
Train Station Platform	380,000	380,000	-	-	-	-	-	380,000
Lake Mary/Beulah City Gateway	219,977	219,977	-	-	-	-	-	219,977
Non-Conforming Sign Program	25,000	25,000	-	-	-	-	-	25,000
Joel Montalvo Park	250,000	250,000	-	-	-	-	-	250,000

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2017-2021**

	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Total Plan
Beautification								
Streetscape (continued)								
Downtown Green	250,000	250,000	-	-	-	-	-	250,000
Downtown Tree Wells	250,000	250,000	-	-	-	-	-	250,000
Steves Blvd Corners	75,000	75,000	-	-	-	-	-	75,000
Gutter Diversions - Sustainable Streets	100,000	100,000	100,000	-	-	-	-	200,000
US 89 Medians	50,000	50,000	250,000	-	-	-	-	300,000
Urban Forest	50,000	50,000	50,000	50,000	50,000	50,000	-	250,000
Downtown Non-Gateway (Jimmy Johns)	-	-	250,000	-	-	-	-	250,000
Buffalo Parking Enhancements	-	-	250,000	-	-	-	-	250,000
South Edge - East Route 66	-	-	50,000	200,000	-	-	-	250,000
Beulah Medians - Phase II	-	-	-	100,000	-	-	-	100,000
Sante Fe Triangle - Pocket Park	-	-	-	50,000	-	-	-	50,000
Vieja Park	-	-	-	50,000	-	-	-	50,000
Frances Short Pond Master Plan	-	-	50,000	50,000	50,000	-	-	150,000
City Gateway at I-17/Milton Road	-	-	-	50,000	200,000	-	-	250,000
Stem City Platforms (parklets)	-	-	-	50,000	50,000	50,000	50,000	200,000
Vision Flagstaff - Future Projects	-	-	-	-	300,000	750,000	400,000	1,450,000
Minor City Gateway Signs	-	-	-	-	50,000	-	-	50,000
Southside Triangle	-	-	-	-	50,000	-	-	50,000
	3,644,977	3,644,977	1,000,000	600,000	750,000	850,000	450,000	7,294,977
Total BBB Funds	\$ 5,495,737	5,295,737	1,751,950	855,000	840,000	860,000	460,000	10,062,687

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2017-2021**

	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Total Plan
Water/Wastewater/Reclaimed Water								
Water								
Reserve for Improvements	300,000	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Aging Water Infrastructure Replacement (AWIR)	382,000	382,000	2,400,000	2,832,000	2,832,000	2,832,000	2,832,000	14,110,000
Radio Read Meter Replacements	300,000	300,000	300,000	340,000	340,000	340,000	340,000	1,960,000
Future Water Rights	550,000	750,000	-	-	-	-	-	750,000
Water Meter Vault Replacement Program	100,000	100,000	-	-	-	-	-	100,000
Rio de Flag Waterline Relocations	199,000	199,000	-	-	250,000	275,000	40,000	764,000
McCallister Well, Pump, and Building	1,005,000	1,005,000	-	-	-	-	-	1,005,000
Lake Mary Well #2 - 12" Pipeline	309,500	309,500	-	-	-	-	-	309,500
Lake Mary Electrical Service Upgrade	300,000	300,000	-	-	-	-	-	300,000
AWIR - Leroux St Waterline / Sewerline	1,877,191	1,877,191	-	-	-	-	-	1,877,191
Hydrological Studies	250,000	250,000	-	-	-	-	-	250,000
Westside Waterline Expansion	85,000	85,000	-	-	-	-	-	85,000
Cheshire Tank Repairs	275,000	275,000	-	-	-	-	-	275,000
Route 66 Waterline Improvements	678,000	678,000	-	-	-	-	-	678,000
West / Arrowhead Waterline	107,666	107,666	-	-	-	-	-	107,666
NAZ Water Supply Feasibility	53,092	53,092	-	-	-	-	-	53,092
Water Rate Study	60,000	60,000	-	-	-	105,000	-	165,000
Facility Improvements	52,000	52,000	125,000	-	-	-	-	177,000
Communication Towers for Operations	167,807	167,807	150,000	-	-	-	-	317,807
WTP Security and SCADA Improvements	77,500	77,500	150,000	-	-	-	-	227,500
Well Pumphouse Improvements	-	-	175,000	-	-	-	-	175,000
New Well and Pumphouse	-	-	1,500,000	1,000,000	-	-	-	2,500,000
Railroad Springs Reservoir #1 Repaint	-	-	-	200,000	-	-	-	200,000
Lake Mary Land Acquisition	-	-	-	-	700,000	700,000	-	1,400,000
Water System Master Plan	-	-	-	-	-	150,000	-	150,000
Switzer Canyon Transmission Line	-	-	-	-	-	900,000	950,000	1,850,000
Cheshire Tank Upgrade	-	-	-	-	-	-	700,000	700,000
Walapai Drive Alley Waterline	-	-	-	-	-	-	-	-
	7,128,756	7,328,756	5,100,000	4,672,000	4,422,000	5,602,000	5,162,000	32,286,756
Wastewater								
WWTP Energy Efficiency Program	1,171,126	1,171,126	650,000	350,000	-	-	-	2,171,126
WWTP Security and SCADA Improvements	107,500	107,500	73,000	-	-	-	-	180,500
Picture Canyon	37,592	37,592	-	-	-	-	-	37,592
Rio Plant - Replace UV System	1,400,000	1,400,000	-	-	-	-	-	1,400,000
Wildcat - Septage & Grease Station	770,000	770,000	-	-	-	-	-	770,000
Westside Interceptor Improvements	-	-	-	500,000	-	-	-	500,000
Sewer / Reclaimed Water Master Plan	-	-	-	-	-	112,500	-	112,500

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2017-2021**

	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Total Plan
Water/Wastewater/Reclaimed Water								
Wastewater (continued)								
Wildcat - Centrate	430,000	430,000	-	-	-	-	-	430,000
Wildcat - Micro Carbon Feed Addition	200,000	200,000	-	-	-	-	-	200,000
Aging Sewer Infrastructure Replacements	628,600	628,600	1,300,000	1,300,000	1,300,000	1,300,000	1,800,000	7,628,600
Innovation Mesa Sewerline	511,841	511,841	-	-	-	-	-	511,841
Bonito Sewer Replacement	1,015,400	1,015,400	-	-	-	-	-	1,015,400
COGEN Improvements	340,000	340,000	-	-	-	-	-	340,000
Wildcat - Facility Improvements	50,000	50,000	-	-	-	-	-	50,000
Wildcat - Repair Grit Chamber/Replace Grit Pumps	65,000	65,000	-	-	-	-	-	65,000
Wildcat - RW Pump Station	790,000	790,000	-	-	-	-	-	790,000
Bushmaster - RW Pump Station	454,534	454,534	-	-	-	-	-	454,534
Rio - Facility Improvements-Plant	60,000	60,000	-	-	-	-	-	60,000
Rio - Facility Improvements	55,000	55,000	30,000	-	-	-	-	85,000
Reserve for Improvements	300,000	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Rio de Flag Sewer Relocates	242,000	242,000	-	-	250,000	275,000	40,000	807,000
Wildcat - Primary Pump Station	-	-	-	-	300,000	-	-	300,000
Rio Plant - Backup Generator	-	-	-	-	400,000	-	-	400,000
Rate Study - Sewer Portion	-	-	-	-	-	63,000	-	63,000
	8,628,593	8,628,593	2,353,000	2,450,000	2,550,000	2,050,500	2,140,000	20,172,093
Reclaimed Water								
Buffalo Tank Chlorination	150,000	150,000	-	-	-	-	-	150,000
Buffalo 8" Reclaim Line	-	-	-	600,000	400,000	-	-	1,000,000
Juniper Point 12" Reclaim Line Connection	-	-	-	210,000	-	310,000	-	520,000
Rate Study - Reclaimed Portion	-	-	-	-	-	7,000	-	7,000
Sewer/Reclaim Master Plan	-	-	-	-	-	12,500	-	12,500
	150,000	150,000	-	810,000	400,000	329,500	-	1,689,500
Total Water, Wastewater, and Reclaimed Water	15,907,349	16,107,349	7,453,000	7,932,000	7,372,000	7,982,000	7,302,000	54,148,349

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2017-2021**

	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Total Plan
Airport								
Sustainability Master Plan	\$ 208,362	208,362	-	-	-	-	-	208,362
Master Plan Update	600,000	300,000	249,089	-	-	-	-	549,089
Runway 321 Mill & Overlay Design	322,315	322,315	-	-	-	-	-	322,315
Runway 321 Mill & Overlay Construction	-	-	3,277,685	-	-	-	-	3,277,685
AIR-Wildlife Hazard Assessment	-	-	164,727	-	-	-	-	164,727
Airport Drainage Improve-Design	-	-	350,000	-	-	-	-	350,000
Parking Structure (Non-Revenue Producing)	-	-	-	800,000	3,300,000	-	-	4,100,000
Guidance Signage Rehab Design	-	-	-	-	800,000	-	-	800,000
Heliport-Environ Assess, Land Acq., Perimeter Rd	-	-	-	-	1,100,000	-	-	1,100,000
Heliport - Design & Construction	-	-	-	-	-	2,000,000	-	2,000,000
Land Acquisition FY-19	-	-	-	-	-	6,700,000	-	6,700,000
JW Powell Widening	-	-	-	-	-	-	2,200,000	2,200,000
FAA Future Projects	-	-	-	-	-	-	1,000,000	1,000,000
Total Airport	\$ 1,130,677	830,677	4,041,501	800,000	5,200,000	8,700,000	3,200,000	22,772,178

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2017-2021**

	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Budget 2019-2020	Budget 2010-2021	Total Plan
Solid Waste								
Maintenance Building	-	-	-	-	-	-	-	-
Stormwater Infrastructure	54,000	54,000	10,000	10,000	10,000	10,000	10,000	104,000
Road Extension	49,000	49,000	-	-	-	-	-	49,000
Paper Sludge Storage	500,000	500,000	-	-	-	-	-	500,000
Fueling Station Project	540,000	-	-	-	-	-	-	-
Alternative Liner Test Plots	50,000	50,000	250,000	-	-	-	-	300,000
Truck Barn and LEED Retrofit	-	-	1,936,000	150,000	-	-	-	2,086,000
Methane Gas Collection Wells	-	-	-	300,000	-	-	-	300,000
South Borrow Pit Design / Roads / Scales	200,000	200,000	-	-	-	-	-	200,000
Cell Preparation Fees	-	-	-	-	-	200,000	1,750,000	1,950,000
	1,393,000	853,000	2,196,000	460,000	10,000	210,000	1,760,000	5,489,000
Sustainability & Environmental Management								
Picture Canyon Trail Improvements (SEMS)	-	-	79,998	-	-	-	-	79,998
Total Solid Waste & SEMS	1,393,000	853,000	2,275,998	460,000	10,000	210,000	1,760,000	5,568,998

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2017-2021**

	Budget 2015-2016	Estimate 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Total Plan
Stormwater Utility								
Spot Improvements								
Annual	\$ 75,000	75,000	75,000	75,000	75,000	75,000	75,000	450,000
Phoenix Ave Culvert Design	-	-	75,000	-	-	-	-	75,000
Phoenix Ave Culvert Construction	-	-	230,000					230,000
5 Points	30,000	30,000	-	-	-	-	-	30,000
Rio Culvert Construction	40,000	40,000	-					40,000
Fanning / Lockett Culvert Design	20,000	20,000	-	-	-	-	-	20,000
Fanning / Lockett Culvert Construction	512,700	512,700	-					512,700
Columbia Circle	300,000	300,000	-	-	-	-	-	300,000
Shultz Creek Design Phase I	42,887	42,887	-	-	-	-	-	42,887
Cottage and Elden Design	20,000	20,000	-	-	-	-	-	20,000
Cottage and Elden	-	-	250,000	-	-	-	-	250,000
Spruce Ave Wash-Linda Vista	-	-	-	200,000	-	-	-	200,000
Spruce Ave Wash-Dortha Inlet	-	-	-	-	200,000	-	-	200,000
Drainage Spot Improvement	-	-	-	-	-	200,000	200,000	400,000
Rio De Flag Project	2,131,966	2,292,525	-	-	-	-	-	2,292,525
Rio Parking Replacement	1,200,000	950,000	-	-	-	-	-	950,000
Total Stormwater Utility	\$ 4,372,553	4,283,112	630,000	275,000	275,000	275,000	275,000	6,013,112

CITY OF FLAGSTAFF
UN-FUNDED CAPITAL IMPROVEMENTS
FY 2017-2024

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 04/17/2016

GENERAL GOVERNMENT

Police Department

Radio Read upgrades	TBD
Metal Building on Commerce Site	TBD
Dispatch Expansion	TBD
Police Admin. Facility Expansion	2,650,000
Evidence/Property/Document Storage Facility	2,500,000
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	5,150,000

Fire Department

Signal Pre-emption	965,000
Sta. 4 - Facility replacement (not land)	2,750,000
Sta. 6 & 10 - AC unit installations	50,000
Sta. 7 - Planning & Engineering (JWP area)	TBD
Training Center Facility Improvements (structure)	1,500,000
Training Center Ground Improvements	800,000
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	6,065,000

Municipal Facilities

Municipal Courts Facility	4,800,000
Downtown Parking Garage	25,000,000
City Hall Annex	3,750,000
Records Storage Facility	250,000
City Hall Main Entry Redesign	500,000
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	34,300,000

Total General Government	45,515,000
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PUBLIC WORKS

Streets

Sunnyside Neighborhood Improvements	5,000,000
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	5,000,000

Parks

Arroyo Park Improvements	42,000
Buffalo Park Improvements	1,327,532
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
Joel Montalvo Park Improvements	62,000

CITY OF FLAGSTAFF
UN-FUNDED CAPITAL IMPROVEMENTS
FY 2017-2024

Lake Mary Regional Park Development	25,146,009
	102,261,264

Cemetery

Cemetery Entrance at Lone Tree/Woodlands	706,520
	706,520

Recreation

Aquaplex Expansion - 25 meter	6,000,000
Competitive Lap Pool - 50 meter	20,000,000
Enclosed Tennis Courts/Hal Jensen Rec Center	1,000,000
Snow Play Area	5,640,000
Girls Softball Facility	TBD
Hal Jensen Recreation Center Expansion	TBD
Second Sheet of Ice at Jay Lively Activity Center	TBD
Special Events Facility/Venue	TBD
	32,640,000

Total Public Works 140,607,784

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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 Pine Knoll to J Wesley Powell Blvd	47,900,000
7 Sawmill to Pine Knoll	TBD

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 Ponderosa Parkway Extension (Rt. 66 to the north)	TBD
18 Linda Vista Extension (Fanning to 89N)	TBD

253,150,000

CITY OF FLAGSTAFF
UN-FUNDED CAPITAL IMPROVEMENTS
FY 2017-2024

Total Transportation 253,150,000

ECONOMIC VITALITY

Business Retention and Expansion

APS Substation Infrastructure Extension TBD

Airport Capital

Airport Paid Parking Structure 8,000,000

Community Investment

Total Economic Vitality 8,000,000

URBAN TRAILS

Bow & Arrow Trail - Lone Tree to AZ Trail	75,000
Downtown Underpass	550,000
Linda Vista Trail - Linda Vista to Winifred Ranch Trail	175,000
Santa Fe West Trail - Clay 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
	2,250,000

Total Urban Trails 2,250,000

UTILITIES

Water

Lake Mary Water Plant (Div 47)

LM WTP - Sludge Lagoons 1,000,000

Water Distribution (Div 51)

North Reservoir Treatment Plant	1,136,400
Woody Mountain Booster Station	412,100
Main Tank Rehabilitation	2,400,000
Christmas Tree Tank Rehabilitation	1,000,000
Paradise Tank Rehabilitation	500,000
Kinlani Booster Station Upgrade-FF	631,100
AMR Meter Conversion-Fixed Base Network	1,730,000

Water Production (Div 52)

Tuthill Well	187,500
Tuthill Booster	21,900
Red Gap Ranch Boring-Canyon Crossings Seg 1 only	3,470,000
Red Gap Ranch Boring-Canyon Crossings Seg 2 only	3,420,000
Red Gap Ranch Boring-Canyon Crossings Seg 3 only	13,570,000

CITY OF FLAGSTAFF
UN-FUNDED CAPITAL IMPROVEMENTS
FY 2017-2024

Red Gap Ranch Pipeline 100% Design	11,200,000
Red Gap Ranch Pipeline Construction	220,000,000
	260,679,000

Wastewater

Wastewater Treatment Improvements (Monitoring) (Div 57)

Rio WRP-Blower Replacement	1,400,000
Rio WRP-Back up Electrical Generator	400,000
Rio WRP-Filter Expansion, TF-1	550,000
Wildcat WWTP-Improve baffling and weirs at secondary clarifiers	480,000
Wildcat WWTP-Add post anoxic zone	2,152,000
Wildcat WWTP-Add initial anaerobic zone	1,440,000
Wildcat WWTP-Replace all three anoxic mixers on IFAS	140,000
Wildcat WWTP-Replacement blowers for primary aeration Energy Efficiency	75,000
Wildcat WWTP-Plant influent isolation valve, vault and actuator	275,000
Wildcat WWTP-Rebuild top-end of Jenbacher engine unit on co-gen equipment	260,000
Wildcat WWTP-Replace activated carbon for odor control on primary and centrifuge air handlers	140,000
Wildcat WWTP-Grease Odor Control Equipment Replacement	450,000
Wildcat WWTP-Building Improvements-HVAC system replacement, sprinklers, roof	250,000
Wildcat WWTP-Plant Heat Recovery System (7) pumps and 10,000 ft. of 2" pipe	310,000
Wildcat WWTP-Install UV System	TBD
Design of WWTP Plant Expansion 5MG	9,600,000
WWTP Plant Expansion	80,000,000
	97,922,000

Wastewater Collection/Reclaim Distribution (Div 58)

Flagstaff Interceptor (Butler to CCC)	5,600,000
Card Reader Replacement	150,000
Reclaim System Improvements-8" bottleneck	1,400,000
Reclaim Storage	2,000,000
Continental Reclaim Line replacement	2,000,000
	11,150,000

Stormwater

Priority

1 West Street Wash	5,595,037
2 Switzer Canyon Wash Upper Reach	5,351,513
3 Fanning Drive Wash Upper Reach	2,631,526
4 Switzer Canyon Wash Lower Reach	1,578,522
5 Zuni Drive	315,000
6 Rio de Flag Flood Control Project	36,000,000
	51,471,598

Total Utilities 421,222,598

TOTAL UNFUNDED PROJECTS \$ 870,745,382

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2012-2013	2013-2014	2014-2015	2015-2016	Add/Delete 2016-2017	Adopted 2016-2017
CITY MANAGER						
Admin Assistant	0	1	1	1	0	1
Assistant to City Mgr	0	0	1	1	0	1
Communication Manager	1	1	1	1	0	1
Real Estate Manager	1	1	1	1	0	1
City Clerk	1	1	1	1	0	1
City Manager	1	1	1	1	0	1
City Records Coordinator	1	1	1	1	0	1
Deputy City Clerk	1	1	1	1	0	1
Deputy City Manager	2	2	2	2	0	2
Executive Assistant	2	2	1	1	0	1
Intern	0.25	0.25	0.25	0.25	0	0.25
Total	10.25	11.25	11.25	11.25	0	11.25
CAPITAL IMPROVEMENTS						
Capital Improvements Engineer	1	1	1	1	0	1
Project Manager	6	6	7	7	0	7
Total	7	7	8	8	0	8
HUMAN RESOURCES						
Admin Assistant	1	0	0	0	0	0
Admin Specialist	1	1	1	1	0	1
Division Director (HR)	1	1	1	1	0	1
Human Resources Analyst	1.75	2.75	2.75	3	0	3
Human Resources Benefit Spec.	1	0	0	0	0	0
Human Resources Generalist	2	1	1	1	0	1
Human Resources Manager	0	0	0	1	0	1
Human Resources Recruiter	0	1	1	1	0	1
Human Resources Supervisor	0	1	1	1	0	1
Total	7.75	7.75	7.75	9	0	9
RISK MANAGEMENT						
Assistant to City Manager (Risk Mgt)	1	1	1	1	0	1
Risk Management Specialist	1	1	1	1	0	1
Total	2	2	2	2	0	2
CITY ATTORNEY						
Admin Assistant	1.75	1.75	3	3	0	3
Admin Specialist	2	2	0	0	0	0
Admin Specialist Leadworker	0	0	1	1	0	1
Asst City Attorney	3	3	3	3	0	3
City Attorney	1	1	1	1	0	1
City Prosecutor	1	1	1	1	0	1
Deputy City Attorney	1	1	1	1	0	1
Legal Assistant	1	1	1	1	0	1
Senior Ass't City Attorney	3	3	3	4	0	4
Total	13.75	13.75	14	15	0	15
INFORMATION TECHNOLOGY						
Division Director (IT)	1	1	1	1	0	1
IT Administrator	3	2	2	2	1	3
IT Analyst	3	4	3	3	0	3
IT Manager	2	2	4	4	0	4
IT Services Supervisor	1	1	0	0	0	0
IT Specialist	1	2	2	2	0	2
IT Technician	2	1	2	2	0	2
Total	13	13	14	14	1	15

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2012-2013	2013-2014	2014-2015	2015-2016	Add/Delete 2016-2017	Adopted 2016-2017
MANAGEMENT SERVICES						
Division Director (Mgmt Services)	1	1	1	1	0	1
Financial Systems Analyst	1	1	1	1	0	1
Total	2	2	2	2	0	2
PURCHASING						
Admin Specialist	1	1	1	1	0	1
Contract Specialist	0	0	0	0	1	1
Purchasing Director	1	1	1	1	0	1
Procurement Specialist	3	3	3	3	0	3
Warehouse Specialist	1	1	1	1	0	1
Total	6	6	6	6	1	7
REVENUE						
Admin Assistant	5	5	4	0.75	0	0.75
Admin Specialist	2	2	1	4	0	4
Auditor II	1	1	1	1	0	1
Billing Specialist	1	1	2	2	0	2
Collections Specialist	2	2	2	1.75	0	1.75
Customer Svc Manager	1	1	1	1	0	1
Meter Technician Supervisor	1	1	1	1	0	1
Meter Technician	2.25	2.25	3.25	3.25	0	3.25
Meter Technician II	1	1	1	1	0	1
Revenue Director	1	1	1	1	0	1
Tax Licensing & Revenue Mgr	1	1	1	1	0	1
Total	18.25	18.25	18.25	17.75	0	17.75
FINANCE						
Accountant	3	3	3	4	0	4
Accounts Specialist	1	1	1	1	0	1
Finance Clerk	1	1	1	1	0	1
Finance Director	1	1	1	1	0	1
Finance Manager	2	2	2	2	0	2
Finance Specialist	0	0	0	1	0	1
Grants Specialist	1	1	1	1	0	1
Grants Manager	1	1	1	1	0	1
Payroll Assistant	1	1	0	0	0	0
Payroll Manager	1	1	1	1	0	1
Payroll Specialist	0	0	1	1	1	2
Total	12	12	12	14	1	15
COMMUNITY DEVELOPMENT ADMIN						
Admin Specialist	1	1	0	0	0	0
Admin Specialist Leadworker	0	0	1	1	0	1
Division Director (CD)	1	1	1	1	0	1
Total	2	2	2	2	0	2
PLANNING & DEVELOPMENT						
Admin Specialist	1	1	1	1	0	1
Associate Planner	0	1	1	1	0	1
Building Inspector	5	5	5	5	1	6
Building Official	1	1	1	1	0	1
Building Plans Examiner	2	2	3	3	0	3
Code Compliance Officer I	Transfer	1	1	1	0	1
Code Compliance Officer II	Transfer	1	1	1	0	1
Code Compliance Manager	1	1	1	1	0	1
Comprehensive Planning and Code Administrator	0	1	1	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	Transfer	0	0	0	0	0
Inspection Supervisor	1	1	1	1	0	1

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2012-2013	2013-2014	2014-2015	2015-2016	Add/Delete 2016-2017	Adopted 2016-2017
Neighborhood Planner	1	0	0	0	0	0
Planning Development Mgr.	3	4	4	4	0	4
Planning Director	1	1	1	1	0	1
Volunteer Coordinator	0	Transfer	0.48	0.48	0	Transfer
Zoning Code Administrator	1	0	0	0	0	0
Zoning Code Manager (Funded thru in FY13)	1	0	0	0	0	0
Total	22	24	25.48	25.48	1	26
ENGINEERING						
Admin Specialist	1	1	1	1	0	1
Assistant City Engineer	1	1	0	0	0	0
City Engineer	1	1	1	1	0	1
Construction Inspector	0	0	4	4	0	4
Construction Manager	1	1	1	1	0	1
Development Engineer	0	0	1	1	0	1
Engineering Inspector	3	3	0	0	0	0
Engineering Specialist	1	1	1	1	0	1
Inspection Supervisor	1	1	0	0	0	0
Intern	0.5	0.5	0.5	0.5	0	0.5
Materials Tech I	2	2	0	0	0	0
Project Manager	4.7	5	5	6	0	6
Senior Construction Inspector	0	0	1	1	0	1
Traffic Engineer	1	1	1	1	0	1
Total	17.2	17.5	16.5	17.5	0	17.5
COMMUNITY INVESTMENT						
Admin Specialist	0	0	0	1	0	1
Admin Spclst Leadworker	1	1	1	0	0	0
Brownfield Specialist	0	0	0	0	0	0
Community Design & Redevelopment Mgr	1	1	1	1	0	1
Community Design & Redevel. Project Admin.	1	1	1	1	0	1
Community Investment Director	0	0	0	1	0	1
Division Director (Economic Vitality)	1	1	1	1	0	1
Manager of Enhanced Svcs Dist (Eff 2010-13)	1	0	0	0	0	0
Total	5	4	4	5	0	5
HOUSING						
Admin Specialist	1	0	0	0	0	0
Community Housing/Neigh Planner	1	0	0	0	0	0
Deputy Housing Director	0	1	1	0	0	0
Homeownership Program Manager	0	1	1	0	0	0
Housing & Grants Adm. (Grant Fnd)	1	1	1	1	0	1
Housing Analyst	0	0	0	1	0	1
Housing Manager	1	0	0	1	0	1
Housing Rehab Specialist	0	1	1	1	0	1
Housing Specialist	0	1	1	1	0	1
Permanent Afford Adm (Grant Fnd)	1	0	0	0	0	0
Total	5	5	5	5	0	5
FIRE OPERATIONS						
Admin Specialist	2	2	2	2	0	2
Deputy Fire Chief	1	1	1	1	0	1
Division Director (Fire Chief)	1	1	1	1	0	1
Fire Battalion Chief	3	3	4	4	0	4
Fire Captain	21	21	21	21	0	21
Fire Engineer	21	21	21	21	0	21
Fire Fighter	31	30	30	30	0	30
Fire EMT	0	1	1	2	-1	1
Fire Inspector	1	1	1	1	1	2

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2012-2013	2013-2014	2014-2015	2015-2016	Add/Delete 2016-2017	Adopted 2016-2017
Fire Marshall	1	1	0	0	0	0
Fire Paramedic - Civilian	0	0	0	0	1	1
Training Coordinator (FY2015 - FY2017)	0	0	1	1	0	1
Watershed Protection Project Mgr	0	0	1	1	0	1
Wildland Fire Manager	1	1	1	1	0	1
Wildland Fire Supervisor	1	1	1	1	0	1
Wildland Fire Firewise Specialist	1	1	1	1	0	1
Total	85	85	87	88	1	89
POLICE OPERATIONS						
Admin Specialist	13	13	13	13	0	13
Animal Control Officer	1	1	1	1	1	2
Deputy Police Chief	2	2	2	2	0	2
Dispatch Call Taker	2	2	2	2	0	2
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	-1	0
Police 911 Coordinator	0	0	1	1	0	1
Police Communications Mgr	1	1	1	1	0	1
Police Corporal/Det.	19	19	19	19	0	19
Police Crime Analyst	0	0	1	1	0	1
Police Emerg Comm Specialist	23	23	22	22	0	22
Police Emerg Comm Spectst Sup.	5	5	5	5	0	5
Police Lieutenant	4	4	4	4	0	4
Police Officer	65	62	65	65	0	68
Police Records Supervisor	1	1	1	1	0	1
Police Sergeant	12	12	14	14	0	14
Police Special Serv. Sup	1	1	1	1	0	1
Police Support Serv. Manager	1	1	1	1	0	1
Property Control Coord	1	1	1	1	0	1
Police Training Coordinator (Officer)	0	1	1	1	0	1
Total	155	153	159	159	0	162
POLICE GRANTS						
Admin Specialist	1	1	1	1	0	1
Police Officer	14	14	8	6	0	3
Police Sergeant	1	1	1	1	0	1
Total	16	16	10	8	0	5
PUBLIC WORKS ADMINISTRATION						
Division Director (Public Works)	1	1	1	1	0	1
Project Manager	1	1	1	1	0	1
Total	2	2	2	2	0	2
PARKS						
Maintenance Worker - Temps	4.69	7.91	7.67	7.67	0	7.67
Maintenance Worker	21	21	20	21	0	22
Maintenance Worker Leadworkers	2	2	0	0	0	0
Public Works Manager (Parks)	1	1	1	1	0	1
Public Works Supervisors	0	0	3	4	0	4
Total	28.69	31.91	31.67	33.67	0	34.67
FLEET MANAGEMENT						
Buyer	1	1	1	1	0	1
Fleet Services Specialist	1	1	1	1	0	1
Mechanic I	3	2	2	2	0	2
Mechanic II	4	4	4	4	0	4
Mechanic Leadworker	2	2	2	1	0	1
Public Works Manager (Fleet)	1	1	1	1	0	1
Public Works Supervisor (Fleet)	0	0	0	1	0	1
Welder Technician	1	1	1	1	0	1
Total	13	12	12	12	0	12

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2012-2013	2013-2014	2014-2015	2015-2016	Add/Delete 2016-2017	Adopted 2016-2017
FACILITIES MAINTENANCE						
Facility Maintenance Manager	1	1	1	1	0	1
Facilities Maintenance Superintendent	1	1	1	1	0	1
Maintenance Worker	9	9	9	9.5	0	9.5
Total	11	11	11	11.5	0	11.5
RECREATION						
Admin Assistant	1	1	1	1	0	1
Admin Specialist	1	1	1	1	0	0
Division Director (Comm Enrichment)	1	0	0	0	0	0
Intern	0.25	0.25	0.25	0.25	0	0.25
Recreation Program Assistant		0.5	0.5	0.5	0	0.5
Recreation Program Coordinator	9.5	9	9	9	0	9
Recreation Services Director	1	1	1	1	0	1
Recreation Specialist	0	0	0	0	0	1
Recreation Supervisor	6	6	6	6	0	6
Recreation Temporaries	36.15	35.08	35.08	37.71	0.56	38.27
Recreation Temporaries (Grant Funded)	0.29	0.29	0	0	0	0
Total	56.19	54.12	53.83	56.46	0.56	57.02
MUNICIPAL COURT						
Admin Assistant	0	0	2	2	1	3
Collection Specialist	1	1	1	2	1	3
Court Finance Specialist	0.75	0.8	0.8	0.8	0	0.8
Court Info Systems Coordinator	1	1	1	1	1	2
Court Interpreter	1	1	1	1	0	1
Court Judicial Specialist	6.75	8.25	8.25	8.25	0	8.25
Court Services Supervisor	2	1	0	0	0	0
Court Training Specialist	1	1	1	1	0	1
Deputy Court Administrator	2	2	2	2	0	2
Division Director (Court)	1	1	1	1	0	1
Jury Services Specialist	1	1	1	1	0	1
Magistrate	1.63	1	1	1	0	1
Presiding Magistrate	1	1	1	1	0	1
Probation Service Officer	1.5	1	1	1	0	1
Pro-Tem Magistrate	0.55	1.3	1.3	1.3	0	1.3
Warrant Officer	2	2	2	2	0	2
Total	24.18	24.35	25.35	26.35	3	29.35
LIBRARY - CITY						
Admin Specialist	2	2	2	2	0	2
Collections Specialist	0	0	1	1	0	1
Librarian	2	2	3	2	0	2
Library Assistant I	12.21	12.14	0	0	0	0
Library Assist. I (temp)	3	3	0	0	0	0
Library Assistant II	2	0	0	0	0	0
Library Cataloging Assistant	1	1	0	0	0	0
Library Clerk I	6.7	5.76	5.76	5.76	0	5.76
Library Clerk I (temp)	2.305	2.305	2.305	3.055	-0.43	2.625
Library Director	1	1	1	1	0	1
Library IT Analyst	1	1	1	1	0	1
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	1.19	12.46	13.835	-0.375	13.46
Library Specialist (temp)	0	0	2.68	2.68	0.15	2.83
Library Supervisor	2	4	5	5	0	5
Network Administrator	1	1	1	1	0	1
Total	42.215	42.395	43.205	44.33	-0.655	43.675

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2012-2013	2013-2014	2014-2015	2015-2016	Add/Delete 2016-2017	Adopted 2016-2017
LIBRARY - COUNTY						
Application Support Specialist II	1	1	1	1	0	1
Librarian	0	1	1	1	0	1
Library Assistant I	4.81	1	0	0	0	0
Library Clerk I	1.5	0	0	0	0.63	0.63
Library Clerk I (temp)	0.875	0.875	0.875	0.875	0	0.875
Library IT Manager	1	1	1	1	0	1
Library Specialist	0	1.25	2.25	2.25	0	2.25
Library Specialist (temp)	0	0	0.09	0.09	0	0.09
Library Supervisor	0	2.88	2.88	2.88	0	2.88
Total	9.185	9.005	9.095	9.095	0.63	9.725
STREET MAINTENANCE & REPAIRS						
Admin Specialist	1	1	1	1	0	1
Cemetery Caretaker	0.75	0.75	0.75	0	0	0
Cemetery Maint. Specialist	1	1	0	0	0	0
Equip. Ops. Temps	2.97	3.52	3.52	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	6
Maint. Worker temp	0.75	0.75	0.75	0	0	0
Public Works Manager (Streets)	1	1	1	1	0	1
Public Works Section Director	1	1	1	1	0	1
Public Works Supervisor	0	0	4	3	0	3
Streets Leadworker	3	3	0	0	0	0
Traffic Signal Technician	1	1	1	1	0	1
Total	34.97	35.52	35.52	33.02	0	32.02
DOWNTOWN MANGEMENT						
Downtown Manager	1	1	0	0	0	0
Park Maintenance	1	1	0	0	0	0
Parking Ambassador	3	3	0	0	0	0
Total	5	5	0	0	0	0
ECONOMIC DEVELOPMENT						
Business Attraction Manager	0	0	0	1	0	1
Business Retention & Expansion Mgr	1	1	1	1	0	1
Economic Development Manager	1	1	1	0	0	0
Total	2	2	2	2	0	2
TOURISM						
Admin Specialist	1	1	1	1	0	1
Creative Services Leadworker	0	0	1	1	0	1
Creative Services Specialist	2	2	2	2	0	2
CVB Communication Specialist	0	0	0	1	0	1
CVB Director	1	1	1	1	0	1
Marketing & Public Relations Manager	1	1	1	1	0	1
Public Relations Specialist	1	1	1	0	0	0
Sales Specialist	2	2	2	2	0	2
Total	8	8	9	9	0	9
VISITOR SERVICES						
Admin Assistant	1.99	2.43	2.43	0.78	-0.78	0
Admin Assistant Temp	0	0	0	1.65	0	1.65
Admin Specialist	1.5	1.5	1.5	1	1	2
Admin Specialist - Temp	0	0	0	0.5	0	0.5
Visitor Center Manager	1	1	1	1	0	1
Total	4.49	4.93	4.93	4.93	0.22	5.15
PARKING DISTRICT						
Parking Manager	0	0	0	0	1	1
Parking Coordinator	0	0	0	0	3	3
	0	0	0	0	4	4

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2012-2013	2013-2014	2014-2015	2015-2016	Add/Delete 2016-2017	Adopted 2016-2017
FLAGSTAFF METRO PLANNING ORG. (FMPO)						
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 Transportation Planner	1	1	1	1	0	1
Total	2.88	2.88	2.88	2.88	0	2.88
UTILITIES ADMINISTRATION						
Admin Specialist	2	2	2	2	0	2
Division Director (Utilities)	1	1	1	1	0	1
GIS System Analyst	1	1	Transfer	Transfer	0	0
Utilities Engineering Manager	1	1	Transfer	Transfer	0	0
Utilities Management Analyst	0	Transfer	1	1	0	1
Utilities Operations Section Head	Transfer	1	1	1	0	1
Utilities Plan Reviewer	1	1	Transfer	Transfer	0	0
Utilities Program Manager	1	1	Transfer	Transfer	0	0
Water Resource Manager	1	1	Transfer	Transfer	0	0
Total	8	9	5	5	0	5
WATER RESOURCE MANAGEMENT						
Utilities Program Manager	0	Transfer	1	1	0	1
Water Conservation Enforcement Aide	0	0	0	1	0	1
Water Conservation Specialist	0	0	0	0	1	1
Water Resource Manager	0	Transfer	1	1	0	1
Total	0	0	2	3	1	4
UTILITY ENGINEERING						
GIS System Analyst	0	Transfer	1	0	0	0
IT Administrator	0	0	0	1	0	1
Utilities Engineering Manager	0	Transfer	1	1	0	1
Utilities Project Manager	0	0	0	1	0	1
Utilities Plan Reviewer	0	Transfer	1	1	0	1
Total	0	0	3	4	0	4
REGULATORY COMPLIANCE						
Regulatory Compliance Manager	0	0	1	1	0	1
Industrial Waste Inspector	0	Transfer	2	2	0	2
Industrial Waste Supervisor	0	Transfer	1	1	0	1
Laboratory Specialist	0	Transfer	1	1	0	1
MSW - Laboratory	0	Transfer	2	2	0	2
MSW - Plant Tech	0	Transfer	1	1	0	1
Plant Specialist	0	Transfer	1	1	0	1
Total	0	0	9	9	0	9
WATER PRODUCTION						
Instrumentation/Electrical Spec	1	1	1	1	0	1
Laboratory Specialist	1	1	Transfer	Transfer	0	0
Maintenance Specialist	1	1	1	1	0	1
MSW Operations	3	3	3	3	0	3
MSW Laboratory	1	1	Transfer	Transfer	0	0
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	9	9	0	9
WATER DISTRIBUTION						
Field Services Manager	1	Transfer	0	0	0	0
Maintenance Worker	1	1	0	0	0	0
MSW - Water Services Tech	10	10	11	11	0	11
Water Services Specialist	1	1	1	1	0	1
Water/Sewer Util. Locator	1	1	1	1	0	1
Total	14	13	13	13	0	13

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2012-2013	2013-2014	2014-2015	2015-2016	Add/Delete 2016-2017	Adopted 2016-2017
WASTEWATER TREATMENT						
Equip Operator II Temp	1.5	0	0	0	0	0
Instrumentation/Electrical Spec	1	1	1	1	0	1
MSW - Operations	2	2	2	2	0	2
MSW - Plant Tech	4	6	5	5	0	5
Plant Specialist	3	3	2	2	0	2
Wastewater Treatment Manager	1	1	1	1	0	1
Total	12.5	13	11	11	0	11
WASTEWATER COLLECTION						
MSW- Water Services Tech	8	8	8	8	0	8
Water Services Specialist	1	1	1	1	0	1
Total	9	9	9	9	0	9
WASTEWATER MONITORING						
Industrial Waste Inspector	2	2	Transfer	Transfer	0	0
Industrial Waste Supervisor	1	1	Transfer	Transfer	0	0
Total	3	3	0	0	0	0
RECLAIMED WATER						
Maintenance Specialist	0	0	0	0	0	0
MSW - Laboratory Tech	1	1	Transfer	Transfer	0	0
MSW - Plant Tech	2	2	2	2	0	2
Plant Specialist	1	1	1	1	0	1
Total	4	4	3	3	0	3
STORMWATER						
Intern	1	0.5	0.5	0.5	0	0.5
Project Manager	2	2	2	2	1	3
Stormwater Program Manager	1	1	1	1	0	1
Stormwater Service Analyst	1	1	Transfer	Transfer	0	0
Watershed Specialist	1	1	1	1	0	1
Total	6	5.5	4.5	4.5	1	5.5
FLAGSTAFF HOUSING AUTHORITY (FHA)						
Admin Specialist	0	0	0	1	0	1
Occupancy Specialist	1	1	1	0	0	0
FHA Director	1	1	1	1	0	1
FHA Manager	3	3	3	3	0	3
Finance Manager	1	1	1	1	0	1
Finance Specialist	1	1	1	1	0	1
Housing Services Specialist	5	5	5	5	0	5
Maintenance Coordinator	1	1	1	1	0	1
Maintenance Lead Worker	2	2	2	2	0	2
Maintenance Worker	5	5	5	7	0	7
Maintenance Worker I	2	2	2	0	0	0
Temporary Maintenance Worker	2	0	0	0	0	0
Total	24	22	22	22	0	22
AIRPORT OPERATIONS						
Admin Specialist	1	1	1	1	0	1
Airport Director	1	1	1	1	0	1
Airport Operations/ARFF Specialist	6	6	6	6	0	6
Airport Operations/ARFF Manager	0	0	1	1	0	1
Airport Operations Supv	1	1	0	0	0	0
Maintenance Worker Temp - Airport Snow	0.5	0.5	0.5	0.5	0	0.5
Total	9.5	9.5	9.5	9.5	0	9.5

City of Flagstaff
Authorized Personnel/Position Summary

SECTION	2012-2013	2013-2014	2014-2015	2015-2016	Add/Delete 2016-2017	Adopted 2016-2017
SOLID WASTE - LANDFILL						
Admin Assistant	0.65	0.65	0	0	0	0
Admin Specialist	1	1	2	2	0	2
Equipment Operator	6	6	7	7	0	7
ES Equip. Oper I - Temp	1	1	0	0	0	0
Environmental Program Specialist	0	0	0	Transfer	0	1
Environmental Assistant	0	0	0	Transfer	0	1
Landfill Supervisor	1	1	0	0	0	0
Program Asst	0.5	0.5	0.5	0.5	0	0.5
Project Manager	2	2	2	2	0	2
Public Works Manager (ES)	1	1	1	1	0	1
Public Works Section Director	1	1	1	1	0	1
Public Works Supervisor	0	0	1	1	0	1
Total	14.15	14.15	14.5	14.5	0	16.5
SOLID WASTE - COLLECTIONS						
Admin Assistant	2	2	0	0	0	0
Admin Specialist	0	0	3	3	0	3
Admin Spclst Supervisor	1	1	0	0	0	0
Bin Maint. Leadworker	1	1	0	0	0	0
Customer Relations Supervisor	0	0	1	1	0	1
Equipment Operator	24	23.3	22	22	0	22
ES Collection Super	2	2	0	0	0	0
ES Leadworkers	2	2	0	0	0	0
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 Supervisor	0	0	2	2	0	2
Solid Waste Leadworker	0	0	3	3	0	3
Total	33.5	32.8	32.5	32.5	0	32.5
ENVIRONMENTAL MANAGEMENT						
Environ Program Manager	0	0	0	0	0	1
Environmental Technician	0	0	0	0	0	1
Public Works Section Director	0	0	0	0	0	1
Volunteer Coordinator	0	0	0	0	0.52	1
Total	0	0	0	0	0.52	4
SUSTAINABILITY						
Environmental Aide	0.6	0	0	0.25	-0.25	0
Environmental Assistant	1	1	1	1	0	Transfer
Environmental Code Specialist	1	Transfer	0	0	0	0
Environmental Code Technician	1	Transfer	0	0	0	0
Environ Program Manager	1	1	1	1	0	Transfer
Environmental Program Specialist	1	1	1	1	0	Transfer
Environmental Technician	1	1	1	1	0	Transfer
Open Space Specialist (FY 2016-2017)	0	0	0	1	0	1
Public Works Section Director	1	1	1	1	0	Transfer
Sustainability Assistant (Grant Funded)	0.25	0	0	0	0	0
Sustainability Manager	1	1	1	1	0	1
Sustainability Specialist	2	2	2	2	0	2
Volunteer Coordinator	0	0.48	Transfer	0	0	Transfer
Total	10.85	8.48	8	9.25	-0.25	4
GRAND TOTALS	802.50	799.04	801.71	814.47	14.51	829.49