

NOTICE AND AGENDA

**SPECIAL COUNCIL BUDGET RETREAT
TUESDAY - WEDNESDAY
APRIL 24 - 25, 2018**

**COUNCIL CHAMBERS
211 WEST ASPEN AVENUE
1:00 PM (04/24/18) AND 9 AM (04/25/18)**

1. Call to Order

2. Roll Call

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

MAYOR EVANS

VICE MAYOR WHELAN

COUNCILMEMBER BAROTZ

COUNCILMEMBER MCCARTHY

COUNCILMEMBER ODEGAARD

COUNCILMEMBER OVERTON

COUNCILMEMBER PUTZOVA

3. City Council FY 2019 Budget Retreat

4. 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 _____, 2018.

Elizabeth A. Burke, MMC, City Clerk

CITY OF FLAGSTAFF STAFF SUMMARY REPORT

To: The Honorable Mayor and Council
From: Brandi Suda, Finance Director
Date: 04/18/2018
Meeting Date: 04/24/2018



TITLE

City Council FY 2019 Budget Retreat

STAFF RECOMMENDED ACTION:

Present City Manager's Recommended Budget for the Fiscal Year 2019 and receive Council direction.

EXECUTIVE SUMMARY:

The budget for the City of Flagstaff is the policy document that reflects the goals and objectives of the City Council. The April 24 & 25 retreat will be the third of three City Council budget retreats for upcoming FY 2019 budget adoption. This special meeting is set for staff to present the City Manager's Recommended Budget. The main goal of the retreat is for the City Council to review and provide final direction on FY 2019 City Budget.

INFORMATION:

Executive Agenda - April 24 - 25, 2018

1. Welcome
2. Approach for FY 2019 Budget
3. Budget Outlook/Overview
4. FY 2019 New Investments by Council Goal
5. Capital Improvement Program
6. Council Discussion and Parking Lot
7. Council Direction and Adds & Deletes

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

The following information is included in the agenda materials:

- Slide Presentations
- Council Review Budget Book
- Supplemental Materials:
 - Council Goals, Objectives and Budget Priorities
 - Approved New Budget Requests by Council Goal, Objective and Budget Priority. A separate email will be sent out with excel version of this report.

Attachments: PowerPoint Presentation
 Council Budget Book
 Council Goals, Objectives & Budget Priorities
 Approve New Budget Requests

Form Review

Inbox	Reviewed By	Date
Legal Assistant	Stacy Saltzburg	04/20/2018 08:27 AM
Senior Assistant City Attorney AW	Stacy Saltzburg	04/20/2018 08:32 AM
Senior Assistant City Attorney CP	Christina Parry	04/20/2018 08:42 AM
Management Services Director	Rick Tadder	04/20/2018 08:53 AM
DCM - Shane Dille	Shane Dille	04/20/2018 11:14 AM
Form Started By: Brandi Suda		Started On: 04/18/2018 10:48 PM
	Final Approval Date: 04/20/2018	

FY2019 Budget Council Retreat

FY 2018-2019
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Agenda

Budget Retreat

- Welcome
- Approach for FY2019 Budget
- Budget Outlook
- FY2019 Budget by Council Goal
- Capital Improvement Program
- FY2019 Other New Investments
- Council Parking Lot and Adds/Deletes
- Council Wrap-up and Direction

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Approach for FY2019 Budget

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Approach for FY2019 Budget

- Goals and Objectives
- Budget Priorities
- Base Budget Reductions

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Budget Outlook

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Budget Outlook: Base Budget Reductions

Summary of Base Budget Reductions by Division	General Fund	HURF	BBB	Solid Waste	Airport	Water
Community Development	\$ 34,750					
Economic Vitality	\$ 300		\$23,150		\$16,200	
Management Services	\$ 13,400					
Non Departmental	\$ 50,000					
Police	\$ 20,731					
Public Works	\$ 30,867	\$100,000		\$ 47,000		
Water Services						\$50,000
Total Base Budget Reductions (All Funds)	\$150,048	\$100,000	\$23,150	\$ 47,000	\$16,200	\$50,000



Budget Outlook: Requests from Divisions

Total General Fund New Budget Requests	1X	Ongoing
Personnel	\$1,271,612	\$3,625,315
Other Budget Requests	\$6,527,945	\$3,181,353
Total Requests	\$7,799,557	\$6,806,668

Total All Other Funds New Budget Requests	1X	Ongoing
Personnel	\$94,152	\$1,430,868
Other Budget Requests	\$22,009,116	\$3,508,212
Total Requests	\$22,103,268	\$4,939,080

*These amounts do not include market based pay, health insurance and retirement increases.

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Budget Outlook: Revenues – General Fund

April Retreat Summary - General Fund	1X	Ongoing
February Retreat Total Available	\$ 3,050,000	\$ 1,650,000
Revised Revenue Increases	\$ 1,012,000	\$ 165,000
Base Budget Reductions	\$0	\$ 150,000
<i>New Available for FY2019</i>	<i>\$ 4,062,000</i>	<i>\$ 1,965,000</i>
Transfer Adjustments	\$0	\$ 580,000
Funding within 5 year plan	\$0	\$ 735,000
<i>Total Available for FY2019</i>	<i>\$4,062,000</i>	<i>\$3,280,000</i>

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Budget Outlook: Expenditures – General Fund

Summary of Fixed Costs	Ongoing
Employee Compensation (Market Based Pay Phase III or 2%)	\$1,140,000
Pension Cost - New	\$1,010,000
Health Insurance	\$250,000
Minimum Wage Changes	\$85,000
Reclasses and Rezones	\$320,000
Total Personnel Fixed Costs	\$2,805,000

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Budget Outlook: Summary -General Fund

April Retreat Summary - General Fund	1X	Ongoing
Total Available FY2019	\$4,062,000	\$3,280,000
Approved Budget Requests & Fixed Costs		
Personnel Fixed Costs	\$0	(\$2,805,000)
Personnel (Net)	(\$1,155,000)	(\$437,000)
Contractual & Commodities (Net)	(\$2,846,000)	(\$38,000)
Net Available	\$43,000	\$0
UPDATE: April Revenue Estimate Update	\$210,000	\$0
Total Available for Parking Lot	\$253,000	\$0

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Budget Outlook: Expenditures – All Funds

New Funding by Council Goals	1X	Ongoing
Economic Development	\$1,056,000	\$0
Affordable Housing	\$197,000	\$50,000
Social Justice	\$103,000	\$0
Transportation and Other Public Infrastructure	\$3,930,000	\$115,000
Building and Zoning/Regional Plan	\$25,000	\$0
Climate Change	\$19,000	\$0
Water Conservation	\$25,000	\$15,000
Environmental and Natural Resources	\$292,000	\$76,000
Total New Funding to Council Goals	\$5,647,000	\$256,000

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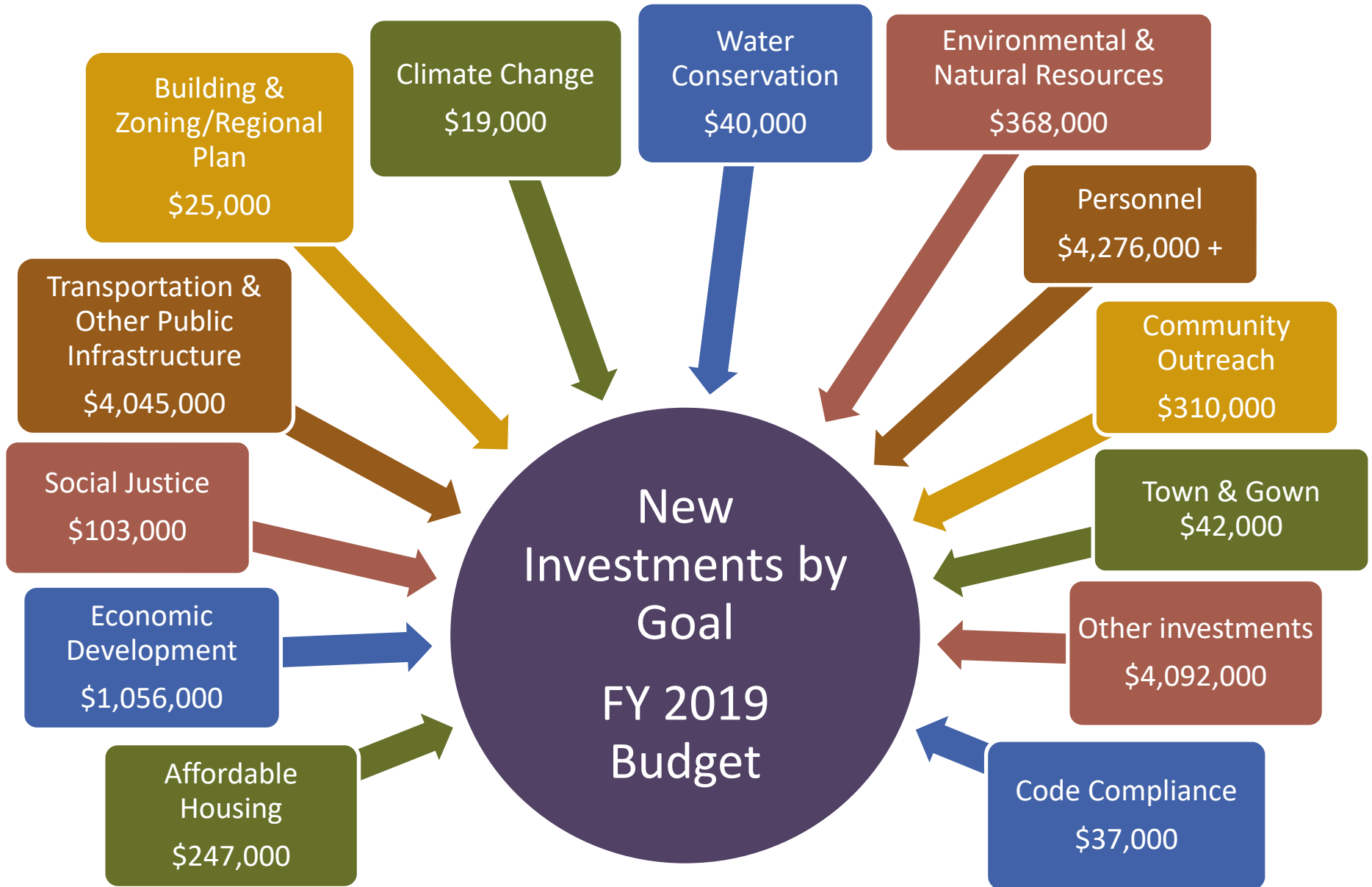
Budget Outlook: Expenditures – All Funds

Council Administrative Goals and Other Priorities	1X	Ongoing
Personnel	\$2,825,000	\$1,451,000
Community Outreach	\$310,000	\$500
Town and Gown	\$42,000	\$0
Code Compliance	\$5,000	\$31,500
Total New Funding to Admin. Goals	\$3,182,000	\$1,483,000
Census 2020	\$75,000	\$0
Service Partner Contracts	\$212,000	\$0
Tourism and Library	\$302,000	\$122,000
All Others	\$2912,000	\$469,000
Total Funding Increase	\$12,330,000	\$2,330,000

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Expenditures By Goal-\$14.7M



Budget Outlook: Revenue Considerations

- Tax discussion
- Review of recent fee changes
- Review of upcoming and potential fee changes

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Revenue Considerations - Tax Discussion

- Property Tax
 - Primary and Secondary
 - Nov 2018 – Housing
- Sales Tax – Voter Approval Required
 - Nov 2014: RR&SS 0.33%
 - Nov 2016: Transit Tax 0.295%
 - Nov 2018: Preliminary
 - Transp. Tax up to 0.65%
 - Transit Tax up to 0.15%

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Revenue Considerations – Recent Fee/Charge Changes

- Jan 2016 – Cemetery Fees
- June 2016 – Water and Wastewater
- July 2016 – Solid Waste-Commercial Rates
- Feb 2017 – Parking
- Aug 2017 – Engineering, Planning and Fire
- Jan 2017 – Reclaimed Water
- Feb 2018 – Stormwater
- Mar 2018 – Passenger Facility Charge Extension

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Revenue Considerations – Upcoming Fee/Charge Changes

- Business Licenses and Transaction Privilege Tax Licenses (TPT)
 - Updating City Code due to Arizona Department of Revenue (ADOR) tax collections
 - Previous had a dual application process
 - Update to Business License rate \$20 to \$8
 - Change TPT License to annual renewal vs one-time application fee, \$46 to \$38
 - Offsets annual fees from ADOR
 - Currently scheduled for June

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Revenue Considerations – Upcoming Fee/Charge Changes

- Stormwater Service Charge
 - Annual capital funding is currently \$600,000
 - Feb 2018 increase to address capital shortfall
 - Stormwater currently has identified 37 projects with a cost estimate of \$75M to complete
 - Council discussion/direction March 20, 2018
 - Increase to fund \$36M over 10-12 years
 - Currently scheduled for Council June/July

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Revenue Considerations – Future Fee/Charge Changes

- Solid Waste
 - Rate study being completed in FY 2018
 - Last rate increase was....
 - Current revenues are not sufficient
 - Future large expenditures
 - Hazardous Product Center
 - Municipal Recycling Center
 - Landfill closure costs
 - Landfill fleet
 - Potential increase of 6.4% for 5 years or a higher increase in year 1 and lower in out years

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Revenue Considerations – Future Fee/Charge Changes

- Environmental Fee (Sustainability)
 - Current fee \$4.00 per Municipal Bill, ~\$1.0M
 - Residential, Multi-Family and Commercial with one bill pay the same
 - Consideration of change in fee based on water consumption for a more equitable distribution
 - Rate of \$0.43/1,000 gallons = ~\$1.0M
 - Rate of \$0.85/1,000 gallons increases revenues by \$1.0M
 - Average residential bill less than \$4.00



Revenue Considerations – Future Fee/Charge Changes

- Flagstaff Watershed Protection Project
 - \$10M bond authorization estimated to be spent by January 2020
 - Discussed at February retreat
 - Funding for wildfire management:
 - Forest thinning: potential \$4.5M to complete projects
 - Wildfire Management Sustainability: Annual maintenance cost up to \$1.2M
 - Many options: Environmental fee type, water rates, bond election, sales tax, etc.

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Revenue Considerations – Future Fee/Charge Changes

- Airport Parking
 - Paid Parking in Airport main lot
 - Gate arm system-entry/exit
 - Parking lot improvements and stripping
 - Multi-year project, expansion later
 - Considering \$3.00-\$5.00 per day

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Revenue Considerations – Council Discussion

- Priority and timing considerations
(no particular order presented)
 - Business License and TPT License
 - Stormwater
 - Solid Waste
 - Environmental Fee (Sustainability)
 - Flagstaff Watershed Protection
 - Airport Parking

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Council Goals, Objectives and Budget Priorities

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Budget Process

Recommended Budget:

- Focus On
 - Council Goals and Objectives
 - Council Budget Priorities
 - Other Operational Needs
- Budget requests exceeded the available resources
- Prioritized within the available funding

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Review of New Investments By Council Goal

- New investments are categorized by Council Goal and Objective
- Presenting summary and highlights
- Leadership will walk us through each goal
- Not all Council objectives require new budget funding to move them forward
- Work Program highlights

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Council Goal: Economic Development

Grow and Strengthen a More Equitable and Resilient Economy

Total Approved Budget Requests
and New Personnel
\$1,056,000

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Economic Development

Objective: Market Parks and Recreation as accessible for all regardless of income

Approved Personnel and Other Requests	1X or Ongoing	Amount	Budget Priority
Scholarship Program – Advertising	1X	\$1,500	No

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Economic Development

Budget Priorities:

Approved Personnel and Other Requests	1X or Ongoing	Amount
Downtown Litter/Recycling/Cleanup	1X	\$115,000

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Economic Development

Work Program:

Airport:

Reliable air transportation is a key factor for strong business activity:

- Continue marketing inward and outward to encourage our locals and visitors to 'Always Fly Flagstaff First'
- Attend Airline Conferences; Mead & Hunt and Jump Start to update consultants on our economic development and tourism growth
- Update our airport facility so our patrons have a pleasant experience

THREE ROUTES TO SERVE YOU ...

DFW
FLG TO DFW (DALLAS FORT WORTH)
BEGINS JUNE 9, 2018

LAX
FLG TO LAX (LOS ANGELES)
BEGINS MAY 5, 2018

PHX
FLG TO PHX (PHOENIX)
YEAR-ROUND, BOOK TODAY!

... BOOK YOUR BUSINESS & LEISURE TRAVEL NOW.

FLAGSTAFF AIRPORT
ALASKA AIRLINES

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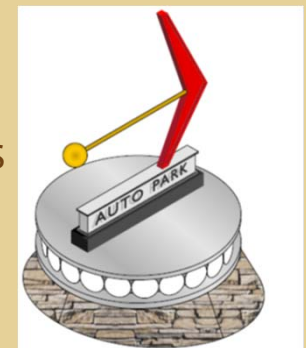
Economic Development

Work Program:

Community Investment:

We have many aspirations for the coming year but for this discussion will focus on one activity center

- Energize the East Gateway – Flagstaff Mall Activity Center
 - Complete the Autopark – Sale and development of Lots 9 and 10
 - Complete the Aroma Mitigation Agreement with Nestle Purina
 - Support the Mall expansion and development
 - Support the sale of The Marketplace
 - Attraction or Expansion of businesses to vacant pads
 - Continue to enhance the Auto Technician pipeline



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Economic Development

Work Program:

Tourism:

- Create new marketing campaigns - "Get to Higher Ground"
- "50th Moon Landing Lunar Legacy"
- Continue Festival Messaging - for increased visitation and things to do all year



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a spectacle of festivals all summer & fall

June:	14 Flagstaff Marathon	21 Praline in the Pines
	15 Ride on the River	22 Flagstaff Arts Festival
	16 Beer Tasting Festival	23 Flagstaff Festival of Arts & Culture
	17 Flagstaff Beer & Brews	24 Flagstaff Art in the Park
	18 Flagstaff Brews	25 Flagstaff Art in the Park
July:	1 Light of the Season	28 Arizona Regional Arts Festival
	2 Light of the Season	29 Flagstaff 18th Anniversary Festival
	3 Light of the Season	30 Flagstaff Lunar Legacy
	4 Light of the Season	
August:	4-6 Sonoran Festival of Arts & Culture	29-30 Flagstaff Festival of Science, Technology & Innovation
	14 Flagstaff on the Park	
September:	14 Flagstaff on the Park	
	15 Flagstaff on the Park	
October:	1 Flagstaff Mountain	
	28-31	

FESTIVAL Hotel Partners

COMFORT INN 2400 E. Lucky Lane (908) 774-7701	GREEN TREE INN 2755 S. Woodlands Village Blvd. 928-266-4758
SONESTA ES SUITES 1440 N. Country Club (928) 530-5555	HAMPTON INN & SUITES EAST 900 N. Country Club 928-433-0234
FAIRFIELD INN & SUITES EAST 1000 N. Country Club (928) 707-7890	TWIN ARROWS CASINO RESORT 22181 Resort Blvd. 1-828-946-8346

flagstaffarizona.org/accommodations

Brewing at 7,000'

Explore the Flagstaff Brewery Trail

Seven Great Brews
 One City
 Flagstaff Brewing Company
 Phoenix Brewing Company
 Flagstaff Brewing Company

Local Brewed Beers
 Brewed and Bottled by
 Flagstaff Brewing Company
 1000 N. Country Club
 Flagstaff, Arizona

Apollo Mission Milestones that occurred in Flagstaff.

1960-1977 All astronauts who walked on the Moon, including Neil Armstrong, Alan Shepard, Fred A. Scott, and Eugene S. Cernan, were born in Flagstaff and northern Arizona at multiple locations.

1969-1972 In August, Surveyor 3 (first of two) crashed in the Apollo 16 lunar module in Mare Tranquillitatis during the Apollo 16 mission, leaving behind the uncrewed lunar lander.

1969 Apollo 13 Mission in the first manned lunar landing, the Apollo 13 mission, the first of three Apollo missions to land on the Moon. The mission was the first to land on the Moon with a lunar module and ascent stage, and the first to land on the Moon with a lunar module and ascent stage.

1967 Long exposure photographs were a mission (over 400) in the lunar field near Lunar. Other images with a number of other Apollo lunar surface. The photos were taken for training and research and training equipment, including lunar field maps.

1963 Astronauts walked the Moon. The first man to walk on the Moon was Neil Armstrong, followed by Buzz Aldrin and Michael Collins. The first woman to walk on the Moon was Valentina Tereshkova.

1961-1969 The first woman to walk on the Moon was Valentina Tereshkova. She was the first woman to be launched into space by the Soviet Union. She was the first woman to be launched into space by the Soviet Union.

1965 (Apollo) Surveyor 3 (first of two) crashed in the Apollo 16 lunar module in Mare Tranquillitatis during the Apollo 16 mission, leaving behind the uncrewed lunar lander.

1964-1965 The first woman to walk on the Moon was Valentina Tereshkova. She was the first woman to be launched into space by the Soviet Union. She was the first woman to be launched into space by the Soviet Union.

Economic Development

Work Program:

Economic Vitality (all program) Campaign:

- The **Visit.Discover.Grow** campaign bridges tourism and economic development efforts
- Includes several stories about business people coming to our city for a visit and then setting up shop, creating jobs, and staying a lifetime
- We created print and digital platforms to encourage visitation and business attraction
- We also highlighted several employers in all sectors as a way to market them



It's an impressive tool available to our staff, stakeholders, and business partners to utilize

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Economic Development

Council Discussion

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Council Goal: Affordable Housing

**Support Development and Increase
the Inventory of Public and Private
Affordable Housing for Renters and
Homeowners Throughout the
Community**

**Total Approved Budget Requests
and New Personnel
\$247,000 plus FHA grant funding of \$50,000**

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Affordable Housing

Objective: Increase the number of affordable rental units

Approved Personnel and Other Requests	1X or Ongoing	Amount	Budget Priority
Land Acquisition/Future Housing	1X	\$100,000	No

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Affordable Housing

Objective: Seek partnerships with private developers to increase the inventory of affordable rental and ownership housing

Approved Personnel and Other Requests	1X or Ongoing	Amount	Budget Priority
Incentive Funding	1X	\$67,000	Yes

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Affordable Housing

Budget Priorities:

Approved Personnel and Other Requests	1X or Ongoing	Amount
Funding for Down Payment and Closing Cost Programs	1X	\$10,000

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Affordable Housing

Work Program:

- Continued facilitation with Brinshore for Scattered Sites Affordable Housing
- Provide public education for Housing ballot question
- Participate with local groups to enhance housing opportunities throughout the community
- Work with local service providers on the Front Door program
- Pursue further creation of rental housing units on City owned land

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Affordable Housing

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Council Goal: Social Justice

Advance Social Justice in the Community

Total Approved Budget Requests
\$103,000

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Social Justice

Objective: Develop a strategic plan to implement the Indigenous Circle of Flagstaff recommendations. Improve overall communications and engagement with Native Nations as we work in partnership on shared issues and concerns.

Approved Personnel and Other Requests	1X or Ongoing	Amount	Budget Priority
Indigenous Organizational Development	1X	\$25,000	Yes

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Social Justice

Objective: Facilitation of annual meetings with tribal nations and collaborate on agenda development

Approved Personnel and Other Requests	1X or Ongoing	Amount	Budget Priority
Meetings with Indigenous Councils	1X	\$1,000	No

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Social Justice

Budget Priorities:

Approved Personnel and Other Requests	1X or Ongoing	Amount
Federal Match for Disability Service Providers	1X	\$50,000
Economic Analysis of Visitation to the Community	1X	\$30,000

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Social Justice

Work Program:

- Indigenous Circle of Flagstaff Recommendations
 - Indigenous Organizational Development
 - Part Time Position
 - Economic Analysis
 - Facilitated Meetings with Flagstaff Unified School District
 - Facilitated Meetings with NAIPTA
- Indigenous Commission
- Cultural Awareness Training
- Marketing of Indigenous Community
- Meetings with Indigenous Groups

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Social Justice

Council Discussion

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Council Goal: Transportation and Other Public Infrastructure

**Deliver Quality Infrastructure and
Continue to Advocate for and
Implement a Highly Performing
Multi-Modal Transportation System**

**Total Approved Budget Requests
and New Personnel
\$4,045,000 (Excludes CIP)**

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Transportation and Other Public Infrastructure

Objective: Advocate for additional state and federal funding for state and federal roads

Approved Personnel and Other Requests	1X or Ongoing	Amount	Budget Priority
Northern Arizona Council of Governments Regional Planning Grant Increase	Ongoing	\$500	Yes

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Transportation and Other Public Infrastructure

Objective: Complete construction of the new core maintenance facility in the next two years

Approved Personnel and Other Requests	1X or Ongoing	Amount	Budget Priority
Environmental Remediation and Demolition of Mogollon Yard	1X	\$200,000	Yes

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Transportation and Other Public Infrastructure

Objective: Replace aging infrastructure

Capital Improvement Program Includes:

- **\$7.4 Million in Streets projects/replacements**
- **\$750,000 in Parks and Recreation Capital Projects**
- **\$2.7 Million in Water Services projects/replacements**

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Transportation and Other Public Infrastructure

Budget Priorities:

Approved Personnel and Other Requests	1X or Ongoing	Amount
Replace Two (2) Street Sweepers	1X	\$600,000
Replace One (1) Dump/Plow Truck	1X	\$255,000
Repurpose Two (2) Solid Waste Tractors and Trailers to Street Operations	1X	\$240,000

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Transportation and Other Public Infrastructure

Work Program:

- Deliver quality community assets and continue to advocate and implement a high performing multi model transportation system
 - Street Maintenance Program
 - Continue to invest and improve our existing roadway infrastructure through HURF and Prop 406 funding
 - Street Sweeping
 - Maintaining a clean, safe and enjoyable experience for our vehicle and bicycle communities
 - Storm Drain Maintenance
 - Maintain existing street storm drains to improve runoff quality

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Transportation and Other Public Infrastructure

Council Discussion

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Council Goal: Building and Zoning/ Regional Plan

**Revise the Zoning Code to
Remove Ambiguities and Ensure
it is Consistent with Community
Values and the Regional Plan**

**Total Approved Budget Requests
and New Personnel
\$25,000**

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Building and Zoning/ Regional Plan

Objective: Adjust the codes to better reflect community values and the intent of the regional plan.

Approved Personnel and Other Requests	1X or Ongoing	Amount	Budget Priority
Codification Services	1X	\$17,000	No

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Building and Zoning/ Regional Plan

Budget Priorities:

Approved Personnel and Other Requests	1X or Ongoing	Amount
Building Inspector Overlap (Salary and benefits)	1X	\$7,000
StruCalc Computer Program	1X	\$1,000

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Building and Zoning/ Regional Plan

Work Program:

- Complete Southside Specific Plan and Code Amendments
 - Retain a consultant to assist with completion of Southside Neighborhood Plan and transect amendments
 - Current Planning program will process additional batches of amendments during the fiscal year
- Implement Building Safety succession plan for Building inspection retirements
- Accept and review building permit plans electronically

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Building and Zoning/ Regional Plan

Council Discussion

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Council Goal: Climate Change

Take Meaningful Climate Change Action

**Total Approved Budget Requests
\$19,000**

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Climate Change

Objective: Develop and implement a climate action plan

Approved Personnel and Other Requests	1X or Ongoing	Amount	Budget Priority
Energy Data and Energy Rebate Contract Pay	1X	\$15,000	Yes
Fire-Adapted Community Events	1X	\$2,000	Yes
Greenhouse Gas Inventory Software	1X	\$2,000	Yes

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Climate Change

Work Program:

- Climate Action and Adaptation Plan
- Arizona Renewable Energy Collective
- City of Flagstaff Hopi Renewable Energy Memo of Understanding
- Fire Adapted Community Resiliency and Preparedness Events
- Home Energy Efficiency Rebate Program

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Climate Change

Council Discussion

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Council Goal: Water Conservation

Become a National Leader in Water Conservation in All Sectors

Total Approved Budget Requests
\$40,000

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Water Conservation

Objective: Secure long-term water resources

Approved Personnel and Other Requests	1X or Ongoing	Amount	Budget Priority
Aquifer Recharge Feasibility Study	1X	\$25,000	No
Water Service contribution toward Sustainability programs	Ongoing	\$15,000	No

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Water Conservation

Work Program

- Conservation Program
 - Commercial
 - Water Loss Control Program
- Water Resources
 - Sustainable Water Budget – How Do We Define?
 - Water Adequacy – 100 Year Planning
 - Water Rights – Securing the Future
 - Red Gap Ranch
- Reclaimed Water
 - Identify and Prioritize Uses
 - Aquifer Recharge Feasibility Study – Sinclair Wash/Rio de Flag
 - Advanced Treatment DPR/IPR
 - Supply Availability / System Expansion

FY 2018-2019

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Water Conservation

Council Discussion

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Council Goal: Environmental and Natural Resources

Actively Manage and Protect All Environmental and Natural Resources

**Total Approved Budget Requests
and New Personnel
\$368,000**

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Environmental and Natural Resources

Objective: Preserve natural resources

Approved Personnel and Other Requests	1X or Ongoing	Amount	Budget Priority
Open Space Specialist	Ongoing	\$76,000	No
Schultz Creek Trailhead Construction	1X	\$75,000	No

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Environmental and Natural Resources

Objective: Increase City recycling from 13% to 75%

Approved Personnel and Other Requests	1X or Ongoing	Amount	Budget Priority
Zero Waste Coordinator	1X	\$63,000	Yes

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Environmental and Natural Resources

Work Program:

- Flagstaff Watershed Protection Project
- Four Forests Restoration Initiative
- Firewise Neighborhoods
- Wildland Urban Interface Code
- Volunteers
- Fire Metrics: Occurrences and Acres/Incident (Treated vs Untreated)

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Environmental and Natural Resources

Work Program:

- McMillian Mesa Management Plan
- Schultz Creek Trailhead Management Plan
- Picture Canyon Natural and Cultural Preserve Improvements and Graffiti Abatement
- Indigenous Youth Service Academy
- Conservation Easement Reporting
- Legally Designated Open Space Easement Process Updated (Application/Fee Assessment)

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Environmental and Natural Resources

Council Discussion

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Compensation and Benefits

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Compensation and Benefits – Compensation Trends

- 83% of benchmarks provided a merit increase in FY2018
- 39% of benchmarks provided a market increase in FY2018
- No changes made to assignment pay by benchmark organizations
- After MBP Phase II implementation City Structure is 3.31% below market (i.e. benchmark organizations structures)
- There are no benchmarks utilizing furloughs

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Compensation and Benefits – Benefit Trends

- 56% of benchmark organizations made plan design changes in FY2018
- 61% of benchmarks increase employee premium contributions in FY2018
- 61% of benchmarks increased employer premium contributions
- 61% of benchmarks provided a higher family subsidy when compared to the City of Flagstaff

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Compensation and Benefits - Retention Trends

- Voluntary Resignations increased slightly to 68 CY2017 from 67 CY2016
- Retirements reduced slightly to 20 CY2017 from 21 CY2016
- Top 3 reasons employee are leaving
 - Better job
 - Moving
 - Inadequate pay

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Compensation and Benefits – Compensation

- Phase 3 for Market Based Pay
- Minimum of 2% for all employees (unless outside the pay plan)
- Minimum wage increase to \$12/hour
- Reclasses/Rezones

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Compensation and Benefits – Benefits

- Health Insurance Premium increase of 9.5%
 - City covering 19% of Base Plan employee increase
 - City covering 62% of Base Plan family increase
- Dental Insurance Premium increase of 7%
 - City covering 100% of employee increase
 - City covering 63% of family increase
- Maintain 3 PTO days
- Maintain Employer Assisted Housing Program

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Compensation and Benefits – Future Retirement Costs

- 8% increase in PSPRS – Police
- 12% increase in PSPRS – Fire
- 3% increase in ASRS
- 162% increase in EORP
- \$4,982,355 Police PSPRS Cost
- \$5,629,372 Fire PSPRS Cost
- \$4,145,463 ASRS Cost
- \$64,272 EORP Cost

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EAC Presentation FY2019

**Co Chairs:
Kristi Markey and Tamara Lawless**

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EAC FY2019 Budget Recommendations

- Ongoing Dollars
 - 2% increase for employees already at market for 3rd phase of market transition
- One-time Dollars
 - Cover 9% health insurance premium increase for all employees
 - Provide a one-time longevity payment for employees, using last 10 years as brackets to account for the last 10 years of time without merit pay increases (see table on following slide)
- Other Considerations
 - Keep the 3 PTO days
 - EAC also supports initiatives like paid maternity/paternity leave, but wants to emphasize that overall compensation is still our number one priority

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What Was Adopted by the Budget Team

- Ongoing Dollars
 - 2% increase for employees already at market for 3rd phase of market transition
- One-time Dollars
 - Health insurance premiums (approved ongoing)
- Other Considerations
 - 3 PTO days

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EAC FY2018 Accomplishments

- Garnered feedback from employees regarding merit based pay plans
- Provided feedback that led to revision of On-call and Standby Policy
- Provided feedback that led to revision of Acting Pay Policy
- Provided feedback on the Equity Review Policy
- Requested de-escalation training for all City employees
- Disseminated policy information to City employees

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Council Goal: Personnel

Attract and Retain Quality Staff

**Total Approved Budget Requests
and New Personnel
\$4,276,000**

**(In addition to Market Based Pay Phase III costs,
reclasses, rezones, retirements and health insurance
increases)**

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Personnel

Objective: Invest in employee training

Approved Personnel and Other Requests	1X or Ongoing	Amount	Budget Priority
Increase in Training Budget City Wide	1X/Ongoing	\$72,000	No

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Personnel

Objective: Ensure adequate Public Safety staffing levels

Approved Personnel and Other Requests	1X or Ongoing	Amount	Budget Priority
Regional Fire Training Coordinator (Revenue offset \$49,050)	1X	\$90,000	Yes
Increase (3) Paramedic Assignments	Ongoing	\$38,000	Yes
Summit IGA (Revenue offset \$142,500)	Ongoing	\$230,000	Yes
CART Overtime Funding (Salary savings offset \$63,000)	Ongoing/ 1X	\$105,000	Yes

FY 2018-2019

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Personnel

Objective: Ensure adequate Public Safety staffing levels

Approved Personnel and Other Requests	1X or Ongoing	Amount	Budget Priority
Radio System	1X	\$643,000	Yes
Police Officers (2) (Salary savings offset \$200,000)	Ongoing	\$200,000	Yes
Police Aides (3) (Salary savings offset \$176,000)	1X	\$176,000	Yes
Security Guards for Libraries	1X	\$91,000	Yes



Property Tax Commitment

- Ongoing Funding for 6 Police Officers and 6 Firefighters (after grant period)
- Awarded 6 SAFER Firefighter positions
- Awarded 2 COPS Police Officer positions
- Funded 4 Police Officers with salary savings (in lieu of grant funding)
 - 2 FTEs in FY2018 & 2 FTEs in FY2019
- 7% increase in FY2018 with anticipated 7% increase in FY2019 to provide ongoing funding of \$860,000 in each year

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Personnel

Objective: Enhance tuition reimbursement opportunities throughout the organization

Approved Personnel and Other Requests	1X or Ongoing	Amount	Budget Priorities
Tuition Reimbursements (Citywide)	1X	\$24,000	No



Personnel

Objective: Provide parking incentives for employees

Approved Personnel and Other Requests	1X or Ongoing	Amount	Budget Priorities
Parking Permits, EcoPass and Incentives	1X	\$51,000	No



Personnel

Work Program:

- Recruitment Incentive for Police Personnel
- Hiring Bonus for Lateral Officers
- Hired 2 Police Officers with award of COPS Grant
- Hired 6 Firefighters with award of SAFER Grant
- IGA with Summit Fire and Medical District
- Regional Firefighter Academy

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Personnel

Council Discussion

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Council Goal: Community Outreach

Enhance Public Transparency and Accessibility

**Total Approved Budget Requests
and New Personnel
\$310,500**

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Community Outreach

Budget Priorities:

Approved Personnel and Other Requests	1X or Ongoing	Amount
Election	1X	\$230,000
Citizens Survey	1x	\$30,000
Website Optimization	1X	\$23,000
Certified Public Participation and Other Trainings	1X	\$8,000

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Community Outreach

Work Program:

- Strategic Communications Plan
 - City communications coordination process
 - Best practices for media interviews
 - Messaging guidelines and themes
 - Transparency, clarity
- Social Media Best Practices Guide
 - Will be an appendix to the Strategic Communications Plan
 - Includes platform-specific guidance related to posting frequency, content and use disclaimers
 - Guidelines for engagement, comment response, language and tone

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Community Outreach

Council Discussion

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Council Goal: Town & Gown

Enhance Relationships Between the City and Institutions of Higher Education

Total Approved Budget Requests
\$42,000

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Town & Gown

Objective: Coordinate with NAU, CCC and the Arizona Board of Regents (ABOR) in planning for future growth of the student population

Approved Personnel and Other Requests	1X or Ongoing	Amount	Budget Priority
Neighborhood Liaison	1X	\$40,000	Yes

FY 2018-2019

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Town & Gown

Work Program:

- International Town and Gown Association
- Community Welcome Event
- Neighborhood Events and Outreach
- Internship IGA with NAU

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Town & Gown

Council Discussion

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Council Goal: Code Compliance

Achieve Comprehensive and Equitable Code Compliance

Total Approved Budget Requests

\$36,500

FY 2018-2019

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Code Compliance

Budget Priorities:

Approved Personnel and Other Requests	1X or Ongoing	Amount
Graffiti Abatement Supplies	Ongoing	\$1,500
Litter Removal Program	Ongoing	\$30,000
Litter Prevention Programming Supplies	1X	\$5,000

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Code Compliance

Work Program

- Work with neighborhood associations and community groups to prioritize issues and coordinate enforcement
- Complete neighborhood outreach on parking and solid waste in neighborhoods around NAU
- Work with Dark Skies community to develop education pieces and enforcement of dark sky compliant lighting
- Community Stewards community clean-ups and group clean-ups
- 1,538 Community Stewards volunteers: donated 3,197 hours of their time and cleaned 111 miles of trails and avenues

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Code Compliance

Council Discussion

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Capital Improvement Program Overview

FY 2018-2019
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Capital Improvement Program Overview

Bret C. Petersen, PE – Capital Improvements Engineer
bpetersen@flagstaffaz.gov || 928-213-2680

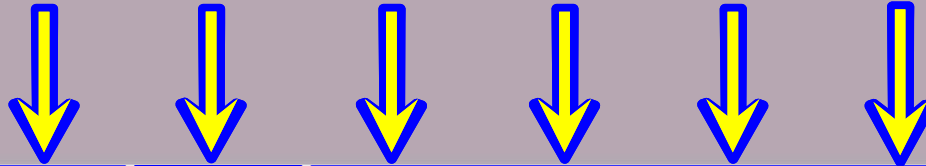
Presentation Outline

- Program Categories
- FY 2018 Capital Budget Estimates
- FY 2019 Capital Improvement Budget
- FY 2020 – 2023 Five-Year Capital Program
- Total Program: \$340,794,662
- Projects within each Program Category
- Unfunded Projects List

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Capital Improvement Program Summary – Fiscal Years 2019-2023



	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Total Plan
Beginning Balance	\$ -	-	-	-	-	-	-	-
Resources								
Debt	48,767,939	26,000,000	18,500,000	21,600,000	7,100,000	4,500,000	16,000,000	93,700,000
Grants	5,873,040	5,152,957	2,472,420	6,576,500	2,551,660	4,181,200	2,551,660	23,486,397
Pay-as-you-go	85,854,854	96,029,735	20,344,410	36,328,450	29,127,180	22,477,045	19,301,445	223,608,265
Total Resources	140,495,833	127,182,692	41,316,830	64,504,950	38,778,840	31,158,245	37,853,105	340,794,662
Expenditures								
General Government	53,886,291	51,354,396	9,600,457	18,661,434	-	-	10,000,000	89,616,287
Streets/Transportation	45,053,789	35,870,513	9,867,610	21,925,449	11,992,840	6,119,245	2,725,105	88,500,762
Flagstaff Urban Trails System	3,798,082	3,786,940	510,000	608,067	-	-	-	4,905,007
Arts and Science (BBB)	332,500	332,500	426,499	145,000	145,000	155,500	145,000	1,349,499
Recreation (BBB)	1,521,873	1,513,873	-	-	-	-	-	1,513,873
Beautification (BBB)	3,891,890	3,891,890	2,620,000	940,000	640,000	610,500	540,000	9,242,390
Water Services: Water	13,173,325	12,142,412	9,152,264	8,950,000	10,200,000	9,400,000	9,720,000	59,564,676
Water Services: Wastewater	10,187,923	8,736,531	4,000,000	4,770,000	9,450,000	6,138,000	4,218,000	37,312,531
Water Services: Reclaimed Water	910,000	910,000	75,000	100,000	1,600,000	-	2,250,000	4,935,000
Stormwater	2,300,861	3,479,338	3,180,000	1,245,000	1,041,000	875,000	800,000	10,620,338
Solid Waste	559,000	284,000	460,000	160,000	1,010,000	3,460,000	4,755,000	10,129,000
SEMS	221,446	221,446	25,000	-	-	-	-	246,446
Airport	4,658,853	4,658,853	1,400,000	7,000,000	2,700,000	4,400,000	2,700,000	22,858,853
Total Expenditures	140,495,833	127,182,692	41,316,830	64,504,950	38,778,840	31,158,245	37,853,105	340,794,662
Ending Balance	\$ -	-	-	-	-	-	-	-

Capital Improvement Program Overview

Eight Program Categories

- General Government
- Streets / Transportation
- FUTS – *Flagstaff Urban Trail System*
- BBB – *Bed, Board and Beverage*
- Water/Wastewater/Reclaimed Water
- Stormwater
- Solid Waste / SEMS
- Airport

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Capital Improvement Program Overview

Program Categories

FY18 Estimate

• General Government	\$51,354,396
• Streets / Transportation	\$35,870,513
• FUTS – <i>Flagstaff Urban Trail System</i>	\$3,786,940
• BBB – <i>Bed, Board & Beverage</i>	\$5,738,263
• Water/Wastewater/Reclaimed Water	\$21,788,943
• Stormwater	\$3,479,338
• Solid Waste / SEMS	\$505,446
• Airport	\$4,658,853

Total: \$127,182,692

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Capital Improvement Program Overview

Program Categories

FY19 Budget

• General Government	\$9,600,457
• Streets / Transportation	\$9,867,610
• FUTS – <i>Flagstaff Urban Trail System</i>	\$510,000
• BBB – <i>Bed, Board & Beverage</i>	\$3,046,499
• Water/Wastewater/Reclaimed Water	\$13,227,264
• Stormwater	\$3,180,000
• Solid Waste / SEMS	\$485,000
• Airport	\$1,400,000

Total: \$41,316,830

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Capital Improvement Program Overview

Program Categories

FY20-23 Projected

• General Government	\$28,661,434
• Streets / Transportation	\$42,762,639
• FUTS – <i>Flagstaff Urban Trail System</i>	\$608,067
• BBB – <i>Bed, Board & Beverage</i>	\$3,321,000
• Water/Wastewater/Reclaimed Water	\$66,796,000
• Stormwater	\$3,961,000
• Solid Waste / SEMS	\$9,385,000
• Airport	\$16,800,000

Total: \$172,295,140

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Capital Improvement Program Overview

Program Categories

Category Total

• General Government	\$89,616,287
• Streets / Transportation	\$88,500,762
• FUTS – <i>Flagstaff Urban Trail System</i>	\$4,905,007
• BBB – <i>Bed, Board & Beverage</i>	\$12,105,762
• Water/Wastewater/Reclaimed Water	\$101,812,207
• Stormwater	\$10,620,338
• Solid Waste / SEMS	\$10,375,446
• Airport	\$22,858,853

Total Plan: \$340,794,662

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Capital Improvement Program Overview

Total Program Summary

Fiscal Years

- FY 2018 Estimate
- FY 2019 Budget
- FY 2020-2023 Projected

Totals

\$127,182,692
\$41,316,830
\$172,295,140

Total Plan: \$340,794,662

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General Government

FY 2018 Estimate

\$ 51,354,396

- Core Services Maintenance Facility
- Watershed Protection Project
- Court Facility
- USGS Miscellaneous Buildings
- FUTS Open Space Acquisition

FY 2019 Budget

\$ 9,600,457

- Watershed Protection Project
- Court Facility
- FUTS Open Space Acquisition

FY 2020-2023 Projected

\$ 28,661,434

- Watershed Protection Project
- Court Facility
- USGS Miscellaneous Buildings
- Lake Mary Land Acquisition - Parks

Total Plan = \$89,616,287



Core Services Maintenance Facility

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Streets / Transportation

FY 2018 Estimate

\$ 35,870,513

- Street Improvement Program
- Sunnyside Phases 5D
- Butler/Huntington Signal Control
- Fourth Street Bridge/I-40 Design
- Road Repair & Street Safety

FY 2019 Budget

\$ 9,867,610

- Street Improvement Program
- Sunnyside Phase 5E
- Switzer/Turquoise Roundabout
- Sparrow Pedestrian Improvement
- Industrial Drive Phase III
- Road Repair & Street Safety

FY 2020-2023 Projected

\$ 42,762,639

- S. Fourth St. Reconstruction
- Butler/Fourth Intersection Recon.
- Sparrow Pedestrian Improvement
- Beulah/University – P3
- Road Repair & Street Safety

Total Plan = \$88,500,762



Zuni Drive Improvements

FY 2018-2019
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FUTS

FY 2018 Estimate

\$ 3,786,940

- 4th Street Trail (Huntington-Butler)
- Pine Knoll Trail (SF-Lone Tree)
- Sheep Crossing Trail
- Switzer Canyon Trail
- BNSF Florence/Walnut Underpass

FY 2019 Budget

\$ 510,000

- Sheep Crossing Trail
- Switzer Canyon Trail
- Marshall Trail

FY 2020* Projected

\$ 608,067

- FUTS Florence/Walnut Underpass
- Switzer Canyon Trail
- Sheep Crossing Trail

****Transportation Tax Renewal
needed to fund FUTS beyond 2020***

Total Plan = \$4,905,007



Pine Knoll FUTS Trail

FY 2018-2019
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BBB

FY 2018 Estimate

\$ 5,738,263

- Francis Short Pond Master Plan
- Recreation Center Tennis Courts
- Aquaplex Cabana Restrooms
- Jay Lively Ice Rink Repairs
- Lake Mary/Beulah Gateway
- Joel Montalvo Park Improvements

FY 2019 Budget

\$ 3,046,499

- Arts & Science
- Urban Forest
- McAllister Rt. 66 Interpretive Plaza
- Fourth Street Holiday Corridor

FY 2020-2023 Projected

\$ 3,321,000

- Paseo de Flagstaff
- La Plaza Vieja Park
- Historic District Signs
- Phoenix Ave Enhancements

Total Plan = \$12,105,762



Joel Montalvo Park Improvements

FY 2018-2019
FLAGSTAFF
CITY COUNCIL
BUDGET
RETREAT
April 24-25, 2018



Water/Wastewater/ Reclaimed Water

FY 2018 Estimate

\$ 21,788,943

Water

- Grand Canyon Waterline
- Brannen Neighborhood Phase II

Wastewater

- WWTP Energy Efficiency Program
- Mike's Pike Sewer Replacement

Reclaimed Water

- Bushmaster Park Pump Station

FY 2019 Budget

\$ 13,227,264

Water

- Switzer Canyon Transmission Line
- Lone Tree 16" Transmission Line

Wastewater

- Westside Sewer Interceptor

Reclaimed Water

- Sewer/Reclaim Master Plan
- Advanced Treatment Concept

FY 2020-2023 Projected

\$ 66,796,000

- Aging Infrastructure Replacement
- Rio de Flag Water/Sewer Relocates

Total Plan = \$101,812,207



The Trax – Station at Route 66

FY 2018-2019
FLAGSTAFF
CITY COUNCIL
BUDGET
RETREAT
April 24-25, 2018



Stormwater

FY 2018 Estimate

\$ 3,479,338

- Phoenix Avenue Culvert Design
- Fanning/Lockett Culvert
- Rio de Flag Project
- Wildwood Drainage Project

FY 2019 Budget

\$ 3,180,000

- Wildwood Drainage Project
- Rio de Flag Project

FY 2020-2023 Projected

\$ 3,961,000

- Phoenix Ave. Culvert Const.
- Drainage Spot Improvement
- Rio de Flag Project



Fanning Wash Project

Total Plan = \$10,620,338

FY 2018-2019
FLAGSTAFF
CITY COUNCIL
BUDGET
RETREAT
April 24-25, 2018



Solid Waste / SEMS

FY 2018 Estimate

\$ 505,446

- Stormwater Infrastructure
- South Borrow Pit
- Picture Canyon Trail Improvement
- Observatory Mesa Improvements
- Schultz Creek Trail Improvements

FY 2019 Budget

\$ 485,000

- Stormwater Infrastructure
- Methane Gas Collection Wells
- National Enviro. Policy Act Review

FY 2020-2023 Projected

\$ 9,385,000

- Methane Gas Collection Wells
- Landfill Road Infrastructure
- Excavation of Cell A

Total Plan = \$10,375,446



Picture Canyon Trail

FY 2018-2019
FLAGSTAFF
CITY COUNCIL
BUDGET
RETREAT
April 24-25, 2018



Airport

FY 2018 Estimate

\$ 4,658,853

- Master Plan Update
- Runway Mill & Overlay
- Wildlife Hazard Assessment

FY 2019 Budget

\$ 1,400,000

- Airport Drainage Imp. Design
- Snow Removal Equip. Bldg. Design

FY 2020-2023 Projected

\$ 16,800,000

- Snow Removal Equip. Bldg. Const.
- Land Acquisition
- Taxiway Rehabilitation
- Terminal Construct/Expand

Total Plan = \$22,858,853



Runway Mill & Overlay

FY 2018-2019
FLAGSTAFF
CITY COUNCIL
BUDGET
RETREAT
April 24-25, 2018



Other New Investments

**Total Approved Budget Requests
and New Personnel
\$4,092,000**

FY 2018-2019
FLAGSTAFF
CITY COUNCIL
BUDGET
RETREAT
April 24-25, 2018



Other New Investments

Approved Personnel and Other Requests	1X or Ongoing	Amount
Census 2020 Count Committee	1X	\$75,000
Service Partner Contracts	1X	\$212,000
Library	Ongoing/1X	\$165,000
Tourism	Ongoing/1X	\$260,000

FY 2018-2019
FLAGSTAFF
CITY COUNCIL
BUDGET
RETREAT
April 24-25, 2018



Other New Investments

Council Discussion

FY 2018-2019
FLAGSTAFF
CITY COUNCIL
BUDGET
RETREAT
April 24-25, 2018



Council Parking Lot and Discussion

FY 2018-2019
**FLAGSTAFF
CITY COUNCIL
BUDGET
RETREAT**
April 24-25, 2018



Council Adds and Deletes

FY 2018-2019
**FLAGSTAFF
CITY COUNCIL
BUDGET
RETREAT**
April 24-25, 2018

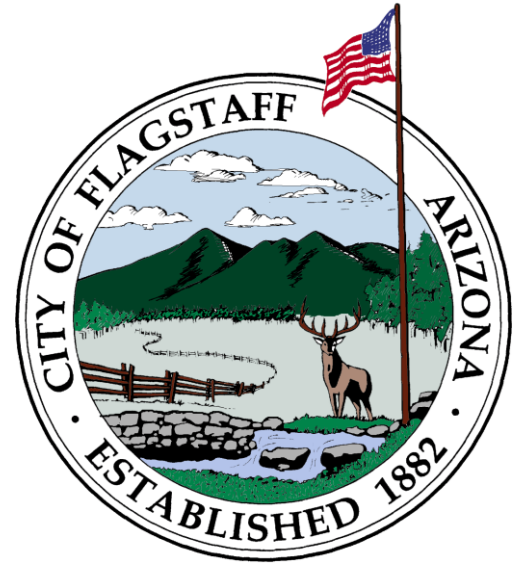


Annual Budget and Financial Plan

Fiscal Year 2018-2019
City of Flagstaff, Arizona

CITY COUNCIL

Coral Evans, Mayor
Jamie Whelan, Vice-Mayor
Celia Barotz
Jim McCarthy
Charlie Odegaard
Scott Overton
Eva Putzova



BUDGET TEAM

Barbara Goodrich, Interim City Manager
Shane Dille, Deputy City Manager
Kevin Treadway, Interim Deputy City Manager
Shannon Anderson, Human Resources Director
Rick Tadder, Management Services Director
Caleb Blaschke, Assistant to City Manager
Brandi Suda, Finance Director
Heidi Derryberry, Finance Manager
Jared Wotasik, EAC Representative

PREPARED BY

Heidi Derryberry, Finance Manager
Tricia Almendarez, Payroll Manager
Stacey Brechler-Knaggs, Grants Manager
Michael Franchi, Accountant
Matt Luhman, Accountant
Kristi Markey, Accountant
Wanda Noffz, Accountant
Glorice Thousand, Finance Specialist



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Flagstaff

Arizona

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morrill

Executive Director

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 and levels of services 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, budget summary and goals provide readers with a synopsis of the resource allocation priorities established by the City Council.

Budget Overview - The budget overview provides a high-level overview of the budget, key policy issues, priorities and strategies which shaped the budget, the budget process and format, revenue assumptions and expenditure highlights.

Policies and Procedures - The policies and procedures include excerpts of City fiscal and budget policies and procedures.

Issues and Updates - Provides the key issues and updates considered during the budget process.

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.

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

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

Community Profile – The community profile section includes information related to the City of Flagstaff, e.g., history, economic information and services.

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 and the City pay plan.

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.

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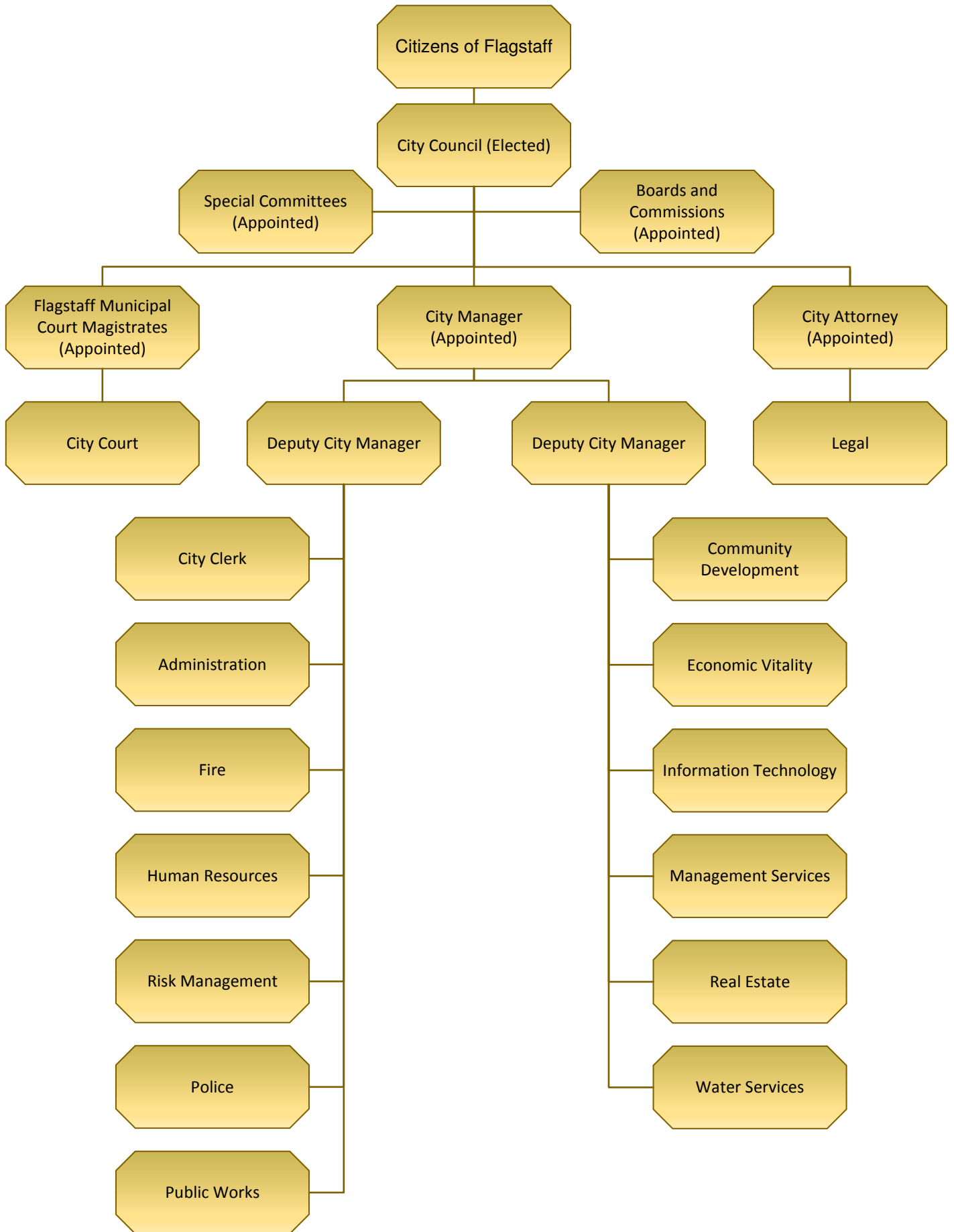
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Division Detail

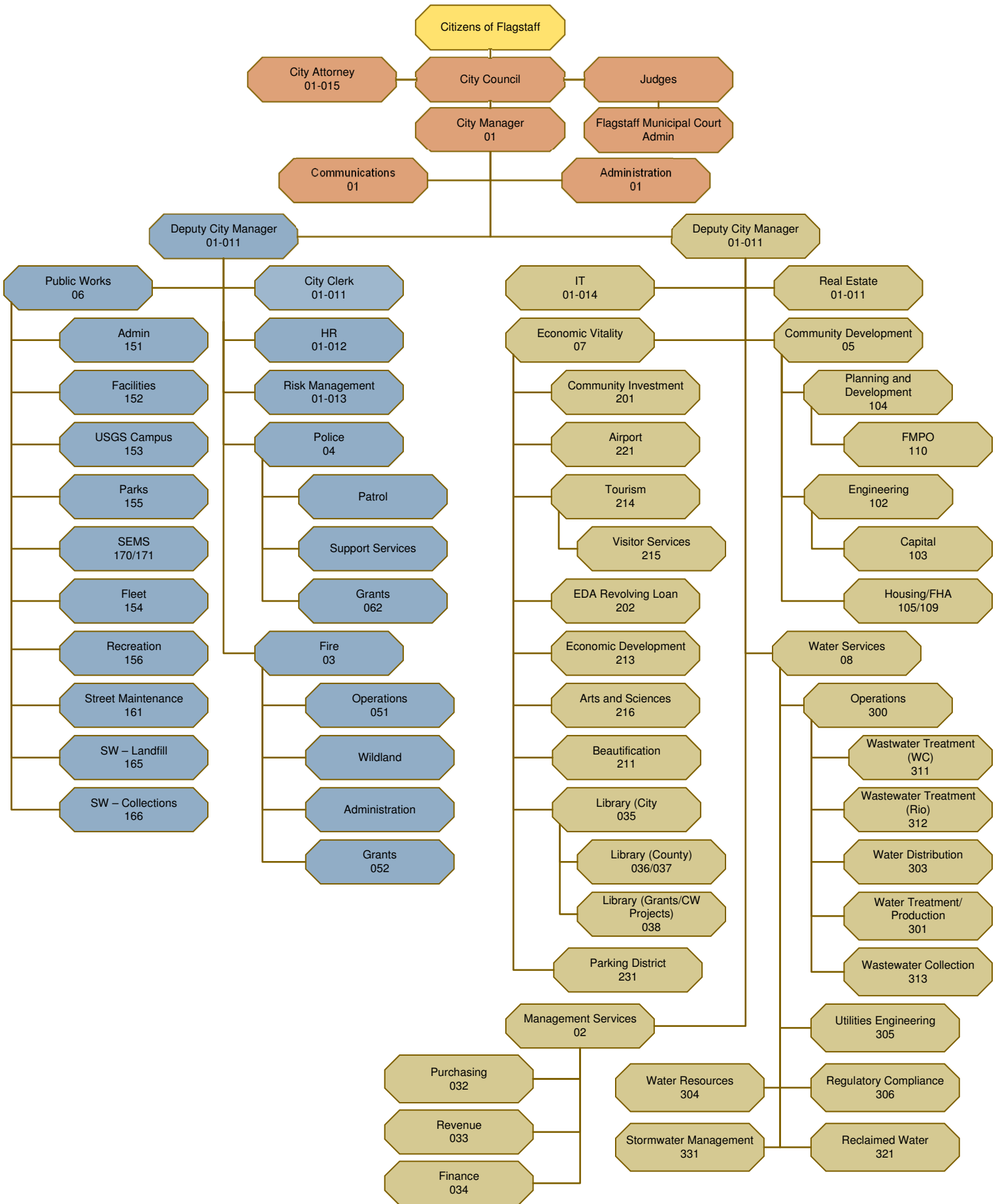
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City of Flagstaff



City of Flagstaff





Fiscal Year 2019 Manager's Budget Transmittal Letter Executive Summary

April 19, 2018

Mayor, Vice-Mayor, and Council:

I am pleased to present the City of Flagstaff Fiscal Year (FY) 2019 budget for your consideration. While we are required to prepare a budget annually per our City Charter, the annual budget is more than just an exercise in allocating available funding. The budget provides a policy document that offers structure to reinforce Council priorities. We provide this to you as the foundation of using limited resources to best advance the City's mission of protecting and enhancing the quality of life for all.

This recommended budget is the result of several budget retreats with Council to affirm the Council goals and objectives as well as providing numerous budget priorities. The Council goals include:

- Affordable Housing (Support development and increase the inventory of public and private affordable housing for renters and homeowners throughout the community)
- Building and Zoning/Regional Plan (Revise the zoning code to remove ambiguities and ensure it is consistent with community values and the regional plan)
- Climate Change (Take meaningful climate change action)
- Code Compliance (Achieve comprehensive and equitable code compliance)
- Community Outreach (Enhance public transparency and accessibility)
- Economic Development (Grow and strengthen a more equitable and resilient local economy)
- Environmental and Natural Resources (Actively manage and protect all environmental and natural resources)
- Personnel (Attract and retain quality staff)
- Social Justice (Advance social justice in the community)
- Town & Gown (Enhance relationships between the City and institutions of higher education)
- Transportation and Other Public Infrastructure (Deliver quality infrastructure and continue to advocate and implement a highly performing multi-modal transportation system)
- Water Conservation (Become a national leader in water conservation in all areas)

These Council goals remained relatively the same from the prior year. This consistency has allowed the City to focus on longer term results. This past year provided many successes in these goals. The Council is currently contemplating tax questions that will enhance our transportation network as well as expand our affordable housing opportunities. Our Town and Gown relationships have strengthened by having Northern Arizona University (NAU) participate at a recent City/County joint work session as well as engaging in a community conversation regarding the impacts of student growth in our community. Social justice success has been accomplished through the passage of resolutions that support our indigenous neighbors as well as protect the welfare of all our citizens.

The City's overall financial health continues to improve, however the ongoing increases in fixed costs are preventing the City from advancing some of the goals as quickly as we would like. Public Safety pension increases continue to dominate using new available ongoing revenue resource by once again exceeding the prior year level by approximately \$1 million dollars. Health insurance increases exceeded 9%. For the 4th year in a row, the City is not able to offer merit increases, however some positions are being adjusted to current market and all employees will receive a minimum 2% cost of living adjustment. With the health insurance increase, it is hoped these pay adjustments will help to keep employees take home pay level. The continued compaction in salaries is a source of low morale in employees and the City continues to make this a priority to address as additional revenues become available.

Respectfully Submitted,

A handwritten signature in cursive script, appearing to read "Barbara Goodrich".

Barbara Goodrich
Interim City Manager

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, Bed, Board and Beverage (BBB) tax, state shared income tax and the construction industry.

The City collects three different sales taxes. The first is a 1% tax on all general sales except food. Revenues from this sales support General Fund operations. The City has seen growth in this category with FY 2016 and 2017 seeing 7% and 2% increases which consistently outpace the state sales tax growth. For FY 2018 we estimate a 7% growth followed by 1% growth in FY 2019. Some of the stronger sales tax categories are Restaurants/Bars, Hotels/Motels, Retail and Construction Contracting.

General Sales Tax Revenue		Fiscal Year 2019 (est.)	\$20,749,934
		Fiscal Year 2018 (est.)	\$20,532,350
		Fiscal Year 2017	\$19,226,470
		Fiscal Year 2016	\$18,942,730
Fiscal Year 2015			\$17,655,291

The Bed, Board and Beverage (BBB) tax is another important indicator of the health of the local economy. As mentioned above, Restaurants/Bars and Hotels/Motels tax categories are showing strong trends. BBB revenues increased by over 7% in FY 2016 and continue to have growth of about 6% per year. Our estimates for FY 2019 are conservatively set at 3% which shows a gain in revenues of \$252,000.

Bed Board and Beverage Tax Revenue		Fiscal Year 2019 (est.)	\$8,652,000
		Fiscal Year 2018 (est.)	\$8,400,000
		Fiscal Year 2017	\$7,787,913
		Fiscal Year 2016	\$7,439,892
Fiscal Year 2015			\$6,971,983

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 FY 2019, State Shared Income Tax is projected to decline 1.5% with only small increases in future years. This decline is due to reductions in the corporate income tax collections due to state legislation. Personal income tax revenues are estimated to increase by 3.4%.

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 (CY) 2017 saw growth of 23% in total new construction valuation of \$217,767,173 compared to \$177,068,294 in CY 2016. In CY 2017, total new residential and commercial construction permits were relatively flat compared to CY 2016. Total single-family dwelling units were also relatively flat in CY 2017: 233 compared to 236 in CY 2016. However, total dwelling units were up 42% in CY 2017: 701 compared to 493 in CY 2016 (this is single and multi-family units).

In summary, our economy is growing incrementally stronger and this translates into modest growth in our ongoing 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. The FY 2019 City Manager recommended budget includes revenue growth in the General Fund of \$2.0 million related to sales tax, shared revenues and other revenue. Additionally, there is \$4.1 million of one-time capacity from fund balance estimates.

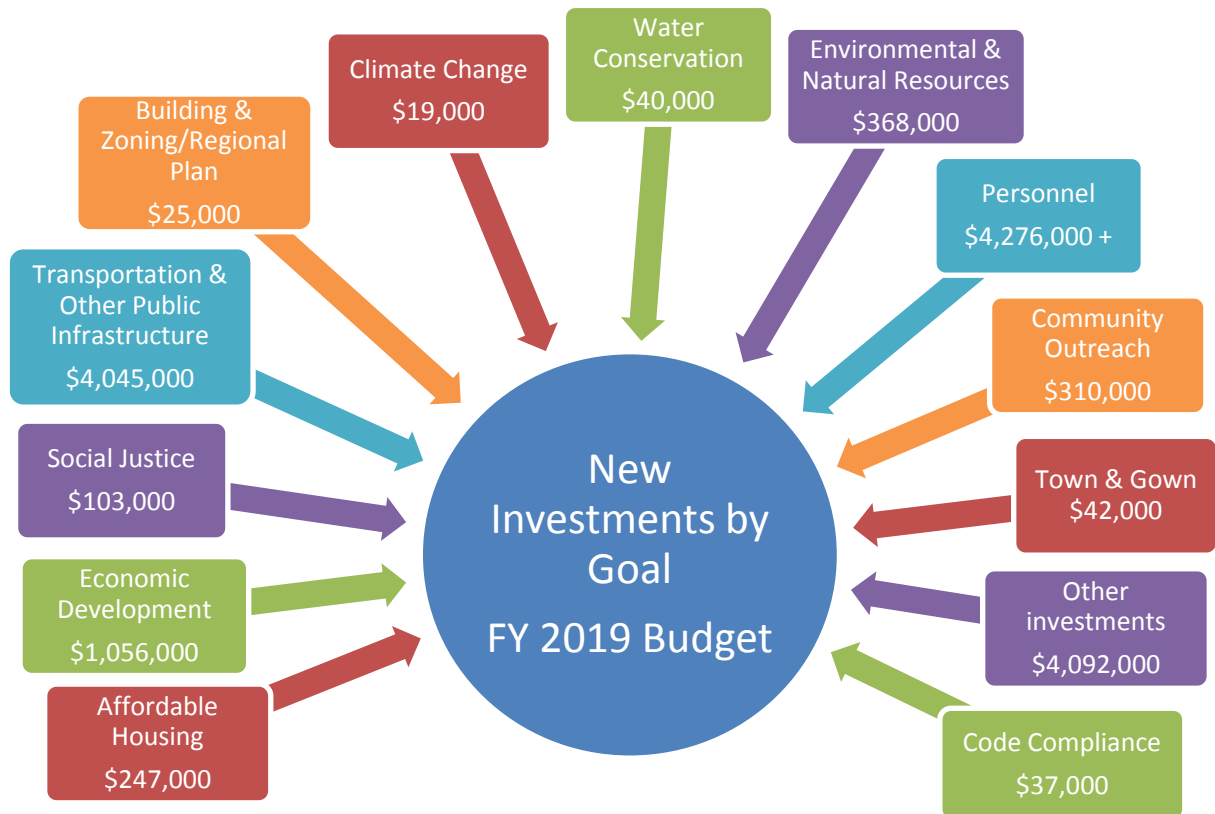
Expenditures

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 eight 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 \$41.6 million dollars we were challenged to deal with the lingering pent up demand. I called upon our Leadership Team to help prioritize the \$3.1 million in new personnel requests. The FY 2019 Recommended Budget provides for \$14.7 million (\$12.3 million of one-time/\$2.4 million of ongoing) 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 FY2019 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 dollars 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. In addition to Council’s administrative goals that includes Personnel, the FY 2019 budget addresses your priorities of Affordable Housing, Transportation and Other Public Infrastructure, Building and Zoning/Regional Plan, Social Justice, Economic Development, Water Conservation, Environmental and Natural Resources, and Climate Change.

The following chart summarizes new budget investments by Council goal:



Employee Compensation and Investment

This year we will implement Phase Three of a three-year strategy to bring all city pay structures up to the market, and this is built into all five-year plans. Achieving market based pay is a continued Council goal and is supported by our Employee Advisory Committee (EAC). 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.

Additionally, we have been able to fund increased costs to the public safety pension system with ongoing dollars, instead of one-time dollars, which further enhances our financial stability. This year’s budget includes ongoing funding for a \$950,000 increase in our public safety pension

liability that was based upon a revaluation of our actuarial numbers in the aftermath of recent court rulings and adjustments to the assumptions. Increases in Arizona State Retirement System and Elected Officials Retirement Plan rates also impacted the City budget by approximate \$160,000.

Staffing

The FY 2019 recommended budget includes ten (10) new staff positions in the General Fund, including nine (9) that are partially or fully funded with direct offset from new revenues or reduction in expenditures, and a total of eight new permanent positions throughout all other funds.

Of the ten new staff positions in the General Fund, five are police officers and police aides and one new Deputy Fire Chief. Our public safety first responders continue to deal with the challenges of higher demands for services brought on, in recent years, by increased development and population. In 2009, at the beginning of the last recession, the police department had a total of 118 sworn officer positions. Today, the police department has 116 sworn positions and are responding to a 3.3% increase in call volume. Similarly, the fire department had a total of 89 all-risk personnel in 2009 and now have 86 who are responding to an almost 55% increase in call volume. The result is a decrease in public safety response times and a less safe work environment for our employees.

These ten 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.

General Fund positions:

- Police Aides (3) (1X for 2 years) offset by Police vacancy savings
- Police Officers (2) offset by Property Taxes
- Transportation Project Manager offset by FMPO savings
- Building Permit Technician offset by contract reductions
- Recreation Temps (.96)
- Magistrate (offset with .8 FTE Pro-tem Magistrate)
- Deputy Fire Chief offset by the Summit contract

All other funds positions:

- FMPO Executive Director
- Zero Waste Coordinator (1X)
- Airport Business Manager offset by Airport parking fees
- Airport Parking Aide offset by Airport parking fees
- ParkFlag Parking Aide (2) offset by ParkFlag revenues
- Multi-Skilled Worker (2) – Water Services

Affordable Housing:

The City continues to make good progress towards the goal of delivering additional affordable and work force housing. This past year is highlighted by the successful joint venture with Vintage Partners that will add approximately 100 workforce-housing units into the City's overall housing

inventory. In addition, the City awarded a contract that will add 70 affordable rental units to be constructed on City owned land. Fiscal Year 2019 brings the prospect of an Affordable Housing ballot question and provides resource to form new partnerships that continue to add inventory in our local market.

Transportation and Other Public Infrastructure:

The highlight of City Transportation efforts in FY 2019 is the renewal of the Transportation Tax that will provide for important road, pedestrian, bicycle, and transit enhancements. In addition, the City is making investments to provide facility improvements to Fire Station No 4 (\$75,000), a rebuild of the Jay Lively roof (\$750,000), a set aside to begin rehabilitation of the current Public Works yard (\$200,000), and funds to expand the Veterans section of Citizens Cemetery (\$85,000).

Social Justice:

The FY 2019 budget includes recommendations for an Economic Study that will look at the impact of non-local purchases on our City sales tax receipts and will specifically call out the impact of our Indigenous neighbors. The City is also asking for \$20,000 to assist the Indigenous Circle of Flagstaff (ICF) in forming a legal structure that will assist both the ICF and the City in advancing the Strategic Plan adopted by Council this past year. In addition, the City is setting aside \$50,000 as a Federal grant match to assist Developmentally Disabled organizations with meeting their expenditure needs.

Community Outreach:

The City is recommending providing a Citizen Survey in FY 2019. The last survey was conducted 2013. The survey serves as a consumer report card for the City, providing residents the opportunity to rate their satisfaction with quality of life in the City, the community's amenities and local government itself. It also permits residents to share priorities for community planning and resource allocation.

Economic Development Strategies:

City efforts in FY 2019 are focused on enhancements in our local Airport. With the expansion of weekly flights to Los Angeles and Dallas in May 2018, the City will aggressively advertise and highlight these flights to best promote success. By filling these flights on a regular basis, the City increases our chances to have the flights expand service to more days per week. The City is looking to provide managed parking at our Airport to both increase the availability of spaces for our locals and to provide funds that will lead to greater expansion opportunities.

Water Conservation:

FY 2019 efforts are highlighted by looking at water rate structures that continue to incentivize water conservation. In addition, the City is requesting \$25,000 for an Aquifer Recharge Feasibility study.

Environmental and Natural Resources:

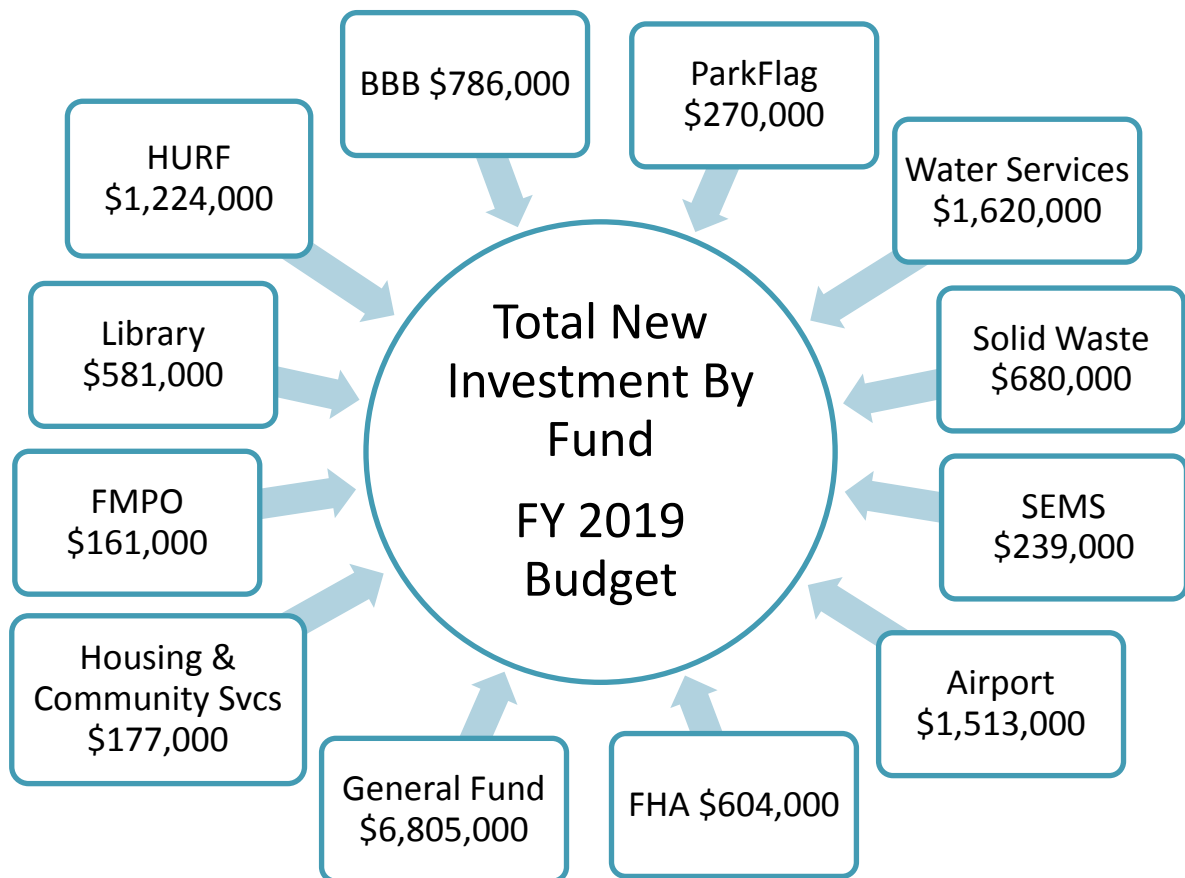
The City is pleased to be able to provide ongoing funding to the Open Space position as well as the Zero Waste Coordinator. These positions are critical to ensure continued success to actively manage and protect our natural resources.

Climate Change:

This past year, the City allocated \$35,000 to develop a Climate Action Plan which is currently in process. For FY 2019, it is recommended the City purchase software to track greenhouse gas emissions. In addition, the City's Sustainability staff will partner with the Fire Department to provide training to local residents on how to reduce fire risk.

Summary by Fund

The following is a summary for new investments of \$14.7 million for the FY 2019 Budget by Fund:





The City of Flagstaff Service at a Higher Elevation

Mission

To protect and enhance the quality of life for all.

Vision

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

Values

**Teamwork *Accountability *Communication*
**Transparency *Excellence *Leadership *Integrity*

Strategic Plan

Strategic Priority: Provide Exceptional Service

- Serve as ambassadors for the Flagstaff community
- Serve the public through quality internal and external customer service
- Foster clear and consistent communication
- Provide employees tools, training and support
- Demonstrate respect, equity and strong ethics

Strategic Priority: Invest in Our People

- Ensure effective resources for employees
- Provide competitive compensation
- Empower employees to make the City better
- Maintain and enhance a safe and positive organizational culture

Strategic Priority: Foster a Resilient and Economically Prosperous City

- Enhance the organization's fiscal stability and resourcefulness
- Deliver outstanding services through a healthy environment, resources and infrastructure
- Support sustainable economic development and its practices
- Promote policies that reflect a positive and safe community
- Continue to enhance community outreach and engagement

Strategic Priority: Work In Partnership to Enhance a Safe and Livable Community

- Foster a safe, healthy, equitable and accessible community
- Cultivate community partnerships through civic engagement and participation
- Facilitate and encourage diversity
- Promote high quality of life through consistent standards, rules and regulations



City of Flagstaff

City Council Goals: 2017-2019

Revised February 2018

1) Economic Development: Grow and strengthen a more equitable and resilient local economy

- Improve the small business experience when going through the City process
- Support and enhance services to all businesses in the local community
- Complete the sale of the auto mall properties
- Increase eco and historic tourism in Flagstaff
- Form an arts district and build a cultural arts facility
- Market Parks and Recreation as accessible for all regardless of income
- Promote internet connectivity throughout the community

2) Affordable Housing: Support development and increase the inventory of public and private affordable housing for renters and homeowners throughout the community

- Increase the number of affordable rental units
- Promote energy efficient rental units
- Improve the distribution of affordable rental units throughout the community
- Seek partnerships with private developers to increase the inventory affordable rental and ownership housing
- Pursue financing strategies that will create additional inventory of affordable rental and ownership opportunities
- Modify the building and zoning codes to encourage more affordable housing options
- Adopt the maximum primary property tax increase and allocate the additional revenues to city-managed rental housing program
- Establish an employer assisted housing program
- Advocate for full funding of Public Housing, Section 8 Housing Choice Voucher Program and the Community Development Block Grant Program
- Advocate for the state to review Low Income Housing Tax Credit applications more than once a year

3) Social Justice: Advance social justice in the community

- Increase communication and engagement with Indigenous communities regarding city decisions
- Strengthen and repair relationships with Indigenous and immigrant communities
- Revisit the anti-camping ordinance
- Sponsor and support state or federal legislation that restores and protects funding for social and other services to our population with special needs
- Advocate for healthcare as a human right
- Develop a strategic plan to implement the Indigenous Circle of Flagstaff recommendations. Improve overall communications and engagement with Native Nations as we work in partnership on shared issues and concerns
- Support implementation priorities of the Memorandum of Understanding between Navajo Nation Human Rights Commission and City of Flagstaff.
- Facilitation of annual meetings with tribal nations and collaborate on agenda development

4) Transportation and Other Public Infrastructure: Deliver quality infrastructure and continue to advocate for and implement a highly performing multi-modal transportation system

- Send a transportation tax renewal question to voters in November 2018 and earn majority voter support
- Evaluate, plan, and implement strategies to address the impacts of winter recreation visitation
- Advocate for additional state and federal funding for state and federal roads
- Facilitate construction of new infrastructure needed to develop private land
- Develop a Downtown and Southside multimodal transportation plan
- Advocate for Fourth street connection with John Wesley Powell Boulevard
- Secure funding for widening of the bridge over I-40 at Fourth Street through Arizona Department of Transportation five-year Capital Improvement Program
- Support the Regional Transportation Plan
- Complete construction of the new core maintenance facility in the next two years
- Complete the Intergovernmental Agreement with the County for a new courthouse and begin the design process

- Evaluate water, wastewater and reclaimed water infrastructure capacity issues
- Replace aging infrastructure
- Provide airport infrastructure upgrades to enhance tenant and patron experience and secure a second airline

5) Building and Zoning/Regional Plan: Revise the zoning code to remove ambiguities, and ensure it is consistent with community values and the regional plan

- Align building codes, zoning codes and regional plan
- Adjust the codes to better reflect community values and the intent of the regional plan
- Improve clarity and readability of existing building and zoning codes
- Continue efforts to understand the impacts of student housing while supporting the housing type
- Amend codes to encourage more affordable housing
- Complete and update neighborhood plans specific to Housing Urban Development consolidated plan and target neighborhoods within that plan
- Continue the conversation about adoption of impact fees

6) Climate Change: Take meaningful climate change action

- Develop and implement a climate action plan
- Become a 100% renewable energy city organization and community
- Divest from fossil fuels
- Sponsor and support state and federal legislative action that combats climate change
- Update the Energy Code

7) Water Conservation: Become a national leader in water conservation in all sectors

- Develop a sustainable water budget
- Enhance water conservation efforts
- Encourage commercial and multi-housing sectors to participate in water conservation efforts
- Secure long-term water resources
- Prioritize reclaimed water for necessary uses

8) Environmental and Natural Resources: Actively manage and protect all environmental and natural resources

- Aggressively support efforts for forest health
- Preserve natural resources
- Further develop sustainability and waste removal policies and programs

- Align City policies and Street Lights to Enhance Dark Skies (SLEDS) committee recommendations
- Continue to support the Four Forest Restoration Initiative (4FRI)
- Increase City recycling from 13% to 75%

9) Personnel: Attract and retain quality staff

- Invest in employee training
- Ensure adequate Public Safety staffing levels
- Provide pay raises for all employees
- Provide paid maternity and paternity leave
- Expand the housing assistance program for all City staff
- Enhance tuition reimbursement opportunities throughout the organization
- Provide parking incentives for employees
- Evaluate ways to pay down unfunded pension liabilities

10) Community Outreach: Enhance public transparency and accessibility

- Create greater public access to Council meetings
- Define the City's public communication program
- Take a more proactive role in communicating issues and progress on Council Goals and Objectives
- Develop a social media management plan
- Build and enhance neighborhood services from the City

11) Town & Gown: Enhance relationships between the City and institutions of higher education

- Establish a comprehensive internship program through Coconino Community College and Northern Arizona University
- Coordinate with NAU, CCC and the Arizona Board of Regents (ABOR) in planning for future growth of the student population

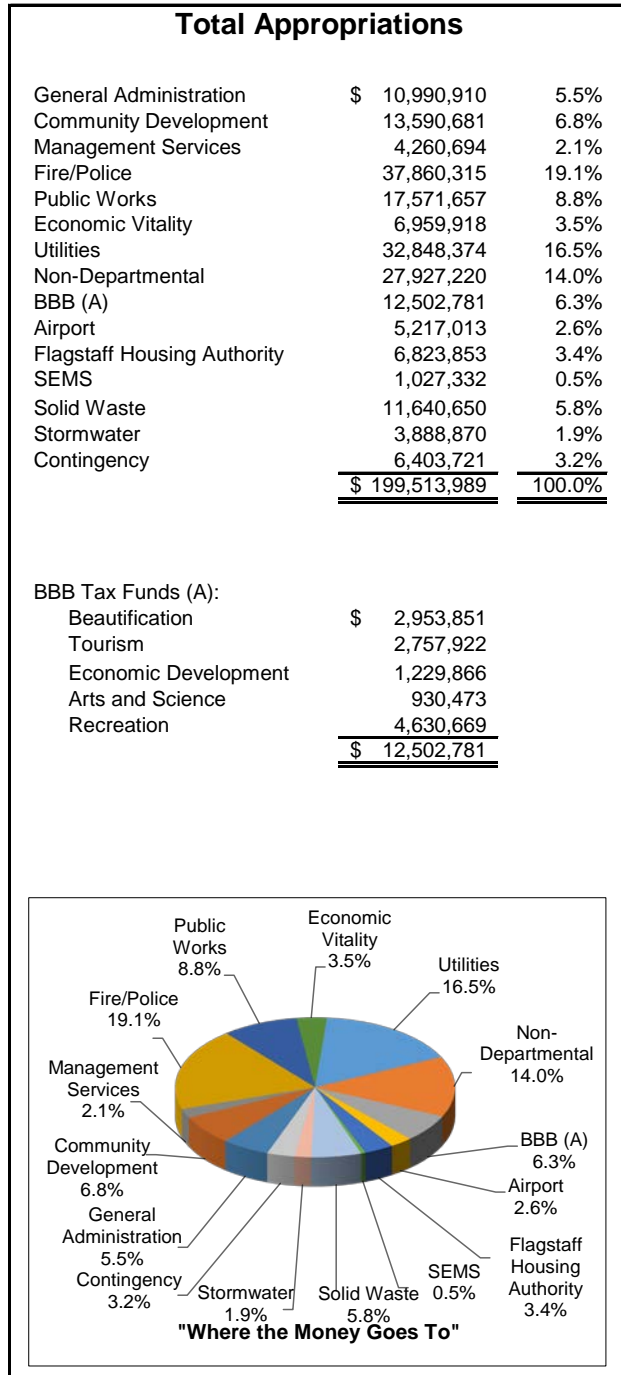
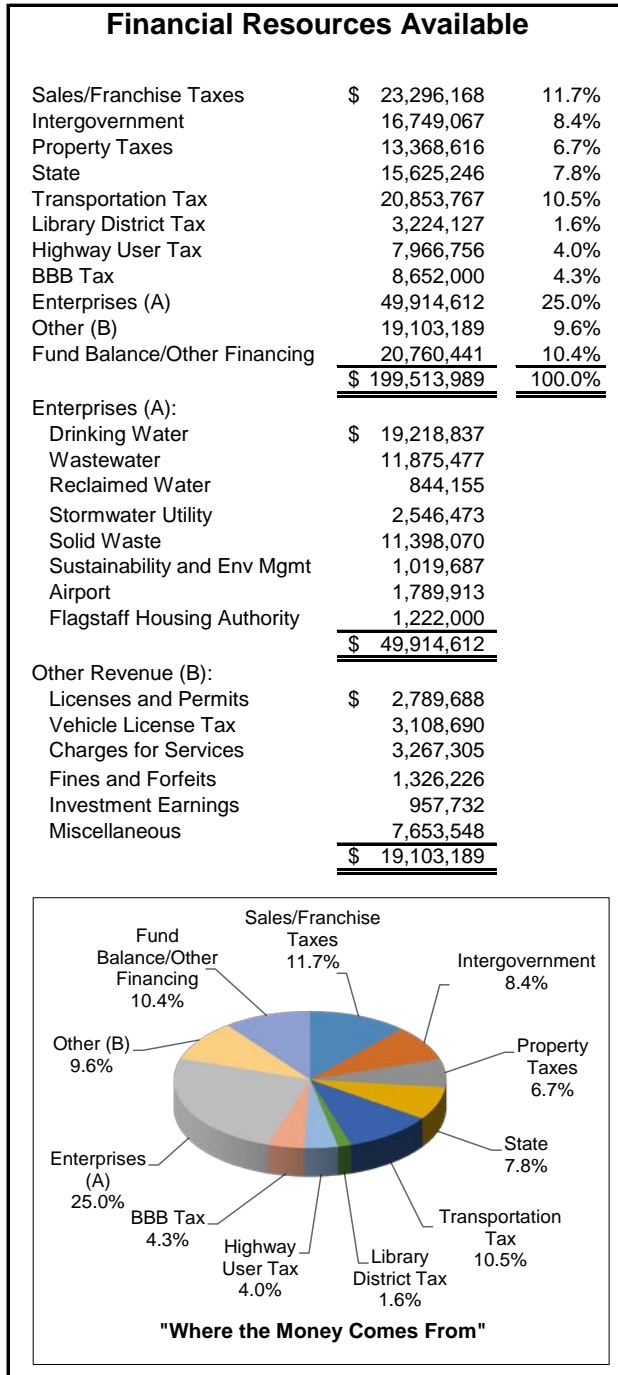
12) Code Compliance: Achieve comprehensive and equitable code compliance

- Review current City Code to align with community expectations
- Establish proactive strategic enforcement of the City Code to maximize compliance

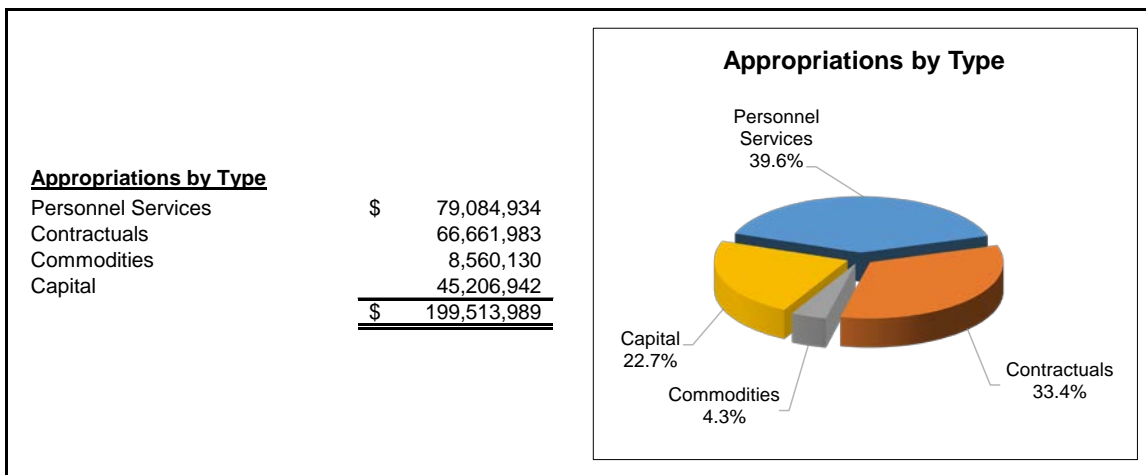
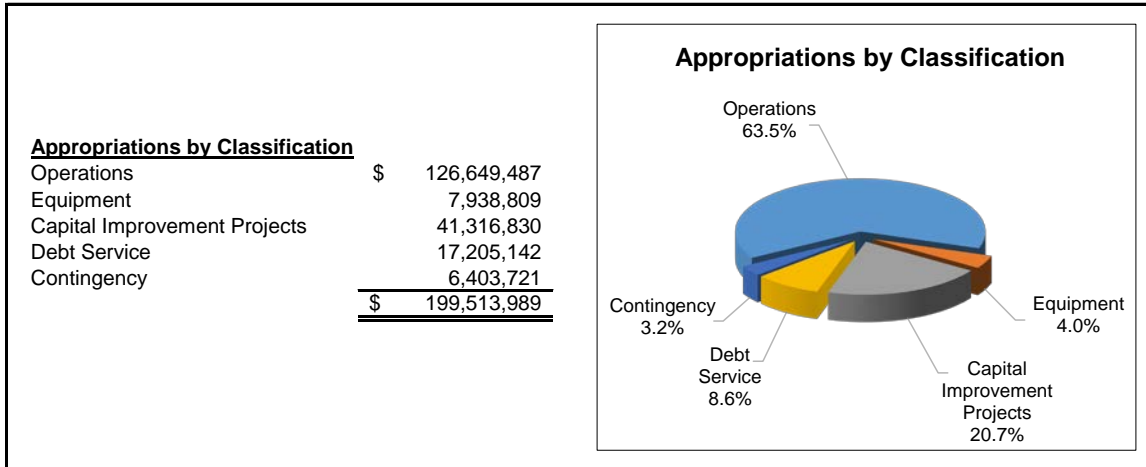
Budget Overview

The City of Flagstaff FY 2019 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 documents *Format and Process*; *Assumptions and Strategies* which formed the working parameters of the budget development; *Fund Summaries*; highlights of *Appropriations*, *Revenues* and *Capital Improvements Plan (CIP)* for FY 2019; and *Debt Structure*, which are the operating framework of the Financial Plan.

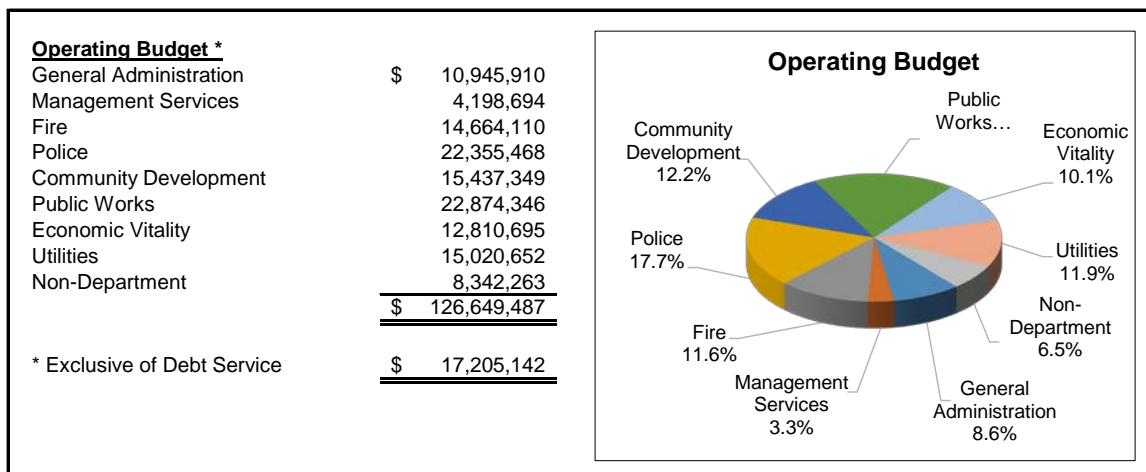


The following graphs depict total appropriations for the FY 2019 budget by major classifications and major types.



Operating Expenditures by Division

City operations include traditional municipal services that citizens expect 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 8.6% of the budget (\$10.9 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, Flagstaff Municipal Court, Human Resources, Risk Management and Information Technology.

Management Services comprises 3.3% of the operating budget (\$4.2 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 11.6% of the operating budget (\$14.7 million) excluding the debt service requirements of (\$87,000). 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 17.7% of the operating budget (\$22.4 million). Public safety programs provide personal safety in the community by promoting a community free of crime and assured response in emergency situations.

Community Development comprises 12.2% of the operating budget (\$15.4 million). The services in this division include Administration, Planning and Development Services, Engineering, Capital Improvements, Housing, Flagstaff Metropolitan Planning Organization (FMPO), Community Redevelopment Services and Flagstaff Housing Authority. The services provided by this division meet the current needs of the community and plans for the future.

Public Works activities are provided by eight sections that account for 18.1% of the operating budget (\$22.9 million) excluding the debt service requirements for streets of (\$769,000). 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 10.6% of the operating budget (\$12.9 million) excluding debt service requirements for Airport (\$232,000) and Business Incubator (\$250,000) and Parking District (\$115,000). 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 11.9% of the operating budget (\$15.0 million), excluding \$4.3 million in 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, Rio De Flag project, Engineering and Master Planning.

Non-Departmental operations comprise 6.5% of the budget (\$8.3 million) exclusive of \$11.4 million in debt service requirements. The Council and Commission, Transit, Special Assessment and Non-departmental budgets account for expenditures that benefit City operations.

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 available 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 to be provided is defined. The staffing level needed to provide the service level deemed appropriate by Council is then 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. It includes each Section's *Mission, Program Description, Accomplishments, 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 two years prior, *Estimated Expenditures* prior year, and the *Adopted Budget* prior and current year. Expenditures are shown by category and program. 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:

- Personnel 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, Division and Section 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, is designed to demonstrate legal compliance and to aid fiscal 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 within 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.

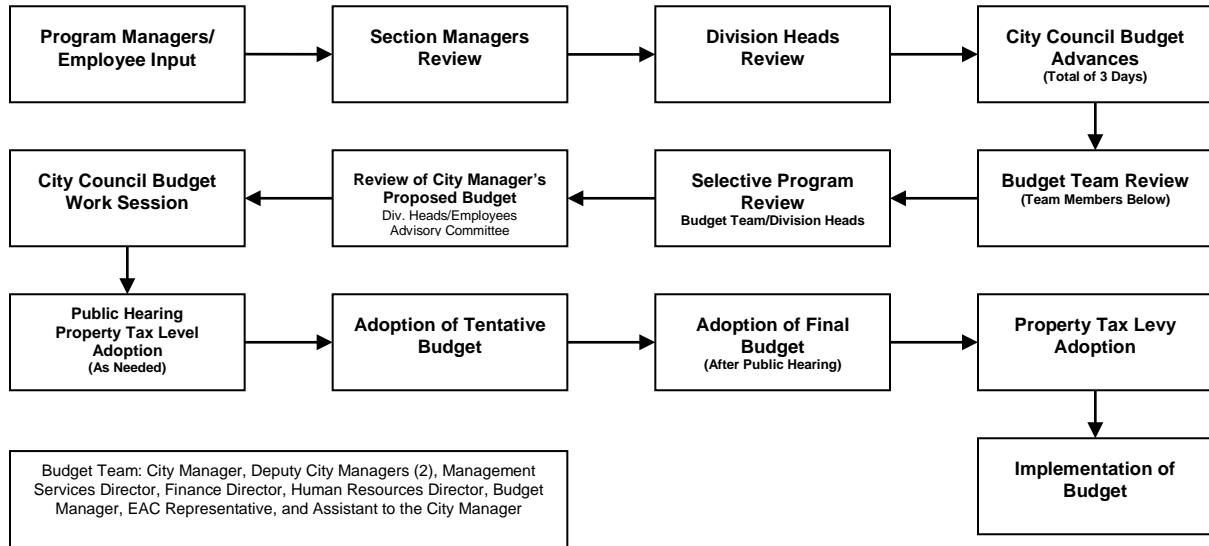
The following table represents the structure for the City.

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 Administration	
			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			
	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 and County Wide Projects	
		Highway User Revenue *	Public Works	Street Maintenance Transportation Construction Street Construction
			Transportation *	Community Development
	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 and Science	Economic Vitality	Arts and Science	
	BBB - Recreation	Public Works	BBB - Recreation Projects	
	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	Economic Vitality	EDA Revolving Loan	
Parking District	Economic Vitality	Parking District		
DEBT SERVICE	GO 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	GO 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	Water Services *	Water Services	Water Services 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 - 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 and Env Mgmt *	Public Works	Sustainability Environmental Management		
Flagstaff Housing Authority*	Community Development	Flagstaff Housing Authority		

* Major Funds based on the FY 2017 CAFR

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* include 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* provides both narrative and financial data for the City's divisions. The budget commentary provides an explanation of significant budget changes.
- The *Capital Improvement* section lists projects, costs and funding sources in the Capital Improvement Plan (CIP).
- The *Appendices* includes detailed personnel schedules, pay plans, budget resolution, property tax ordinance, glossary and acronyms.

Budget Calendar	
October 6	Budget Team Retreat
October 31	Winter Council Budget Advance
December 8	Budget Module Available to all Divisions
December 12	Winter Council Budget Advance
January 17	Budget System Input
March 5 to March 15	Review with Division Directors and the Budget Team
April 24 - 25	Council Study Sessions Proposed Budget Available to Public
June 5	Tentative Budget Hearing (Public) and Tentative Budget Adoption
June 19	Final Budget Hearing and Final Budget Adoption
June 19	Property Tax Levy (1st Reading)
July 3	Property Tax Levy Adoption

Review and Approval:

Issues presented during the review and approval period include discussion topics of the Council retreats. The winter retreats were held in October and December, 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 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 19, 2018. 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 and 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 City Manager's Proposed Budget reflects the total funds appropriated (\$199,513,989). Certain exclusions are allowed by the state [e.g., bond proceeds, debt service, grants] in computing the Expenditure Limitation (\$154,582,542) 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 if there is a corresponding increase/decrease in another fund so that the total appropriation is not exceeded.

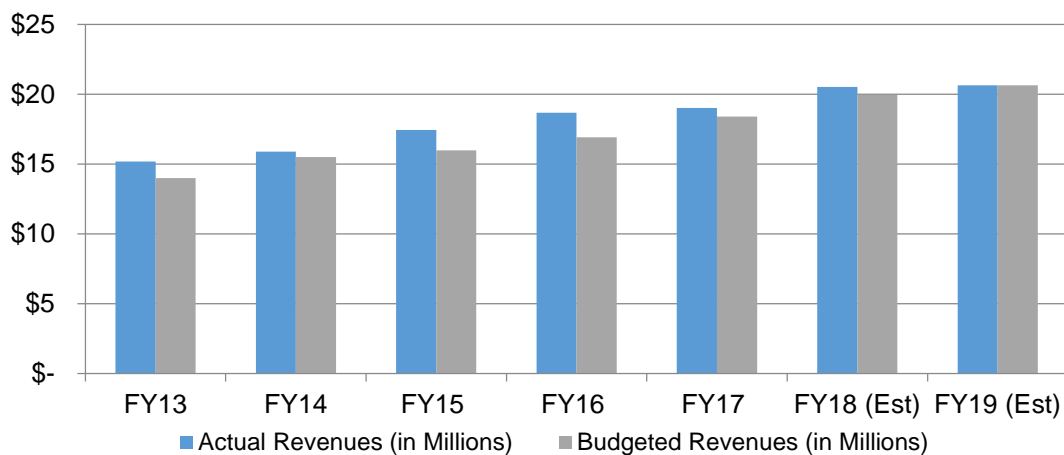
Assumptions and Strategies

Economic Overview and Revenue Forecast

The City of Flagstaff continues to see improvements in the economy. We have seen small to moderate 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. We have seen consistent growth in sales tax revenues and are estimating a 3% growth in FY 2019.

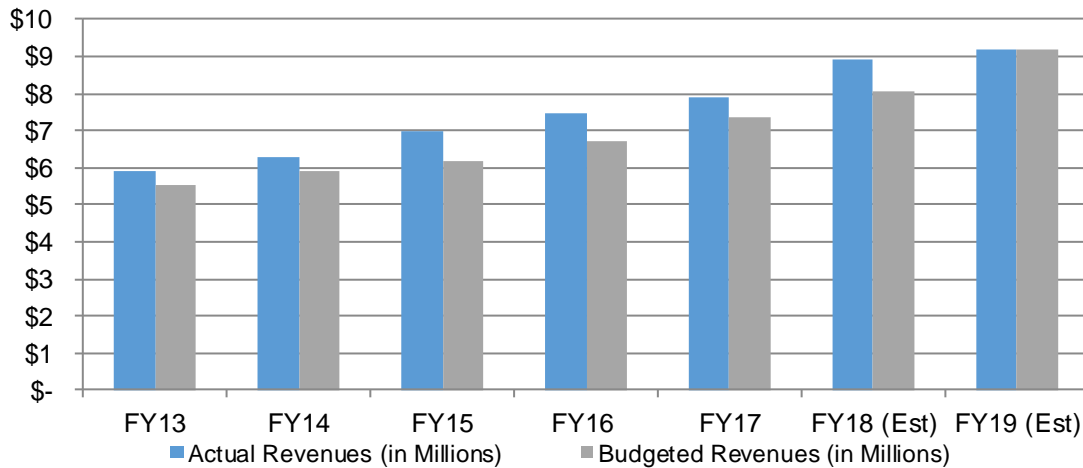
General Fund Sales Tax Revenues



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 a 0.33% increase in November 2014 with an effective date of January 1, 2015. A majority of the transportation tax components expire in 2020. The City is reevaluating the transportation needs of the community and proposing how any future transportation tax is allocated. As comparable sales are taxed with this source, revenue projections follow the same trends as the general sales tax.

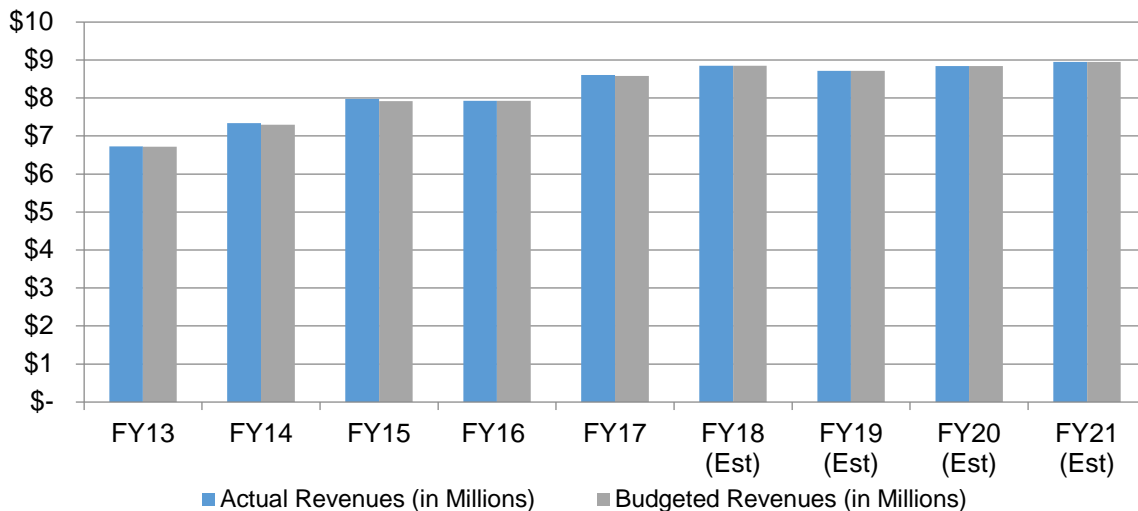
The third sales tax is a Bed, Board and Beverage (BBB) tax that collects an additional 2% for hotel/motel and restaurant/bar transactions. This tax is restricted in use for economic development, arts and science, beautification, recreation or tourism activities. Tourism is a major driver in the local economy and overall sales have been increasing since FY 2010. This tax must go before the voters every fifteen years to be validated. Voters approved an extension of the tax in May 2010 with an expiration in 2028. This sales tax revenue has been outpacing the general sales tax due to a strong hotel, restaurant and bar sector. For FY 2018 we are estimating a 13% growth followed by 3% growth in FY 2019.

Bed, Board, and Beverage (BBB) Tax Revenues



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. The allocation of shared revenues was changed for FY 2017 to be based on the Census Bureau estimates except for the actual census figures each decade. Prior to the change the populations were determined by the Arizona Department of Economic Security based on many factors including new homes and student enrollment. The City estimates that FY 2019 state shared revenues will be approximately \$272,000 higher than the FY 2018 budget. The state continues to reduce corporate income tax revenues however strong individual income tax and state sales tax makes up for the difference.

State Shared Income Tax Revenues



Highway User Revenue (gas tax) funds are projected to be above budget for FY 2018. For FY 2019, the City anticipates that the State will continue to redirect revenues to fund the Department of Public Safety. These revenues are distributed based on a 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 driving destination for Las Vegas, Los Angeles and Phoenix. These revenues continue to grow with fuel prices low and a steadily growing economy.

Property tax revenues are projected to see a slight increase due to new construction in FY 2019. Council has not set the FY 2019 rates at the time of this publication. The State of Arizona caps the primary property tax revenue increases at 2% on an annual basis. For the five years prior to FY 2018, City 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 which left the City the capacity to increase property tax levies by a maximum of 12%. For FY 2018, Council approved a property tax levy increase of 7%, leaving a capacity of 5%, plus this year's allowable increase of 2% for a total of 7%. Discussion on the levy will be discussed during the April Budget Retreat. Upon Council direction, if the levy is increased, the first public hearing on Truth in Taxation will be held June 5, 2018. Impacts to homeowners will be provided with the final budget document.

Expenditures

At the December Retreat, Council was asked to identify budget priorities for FY 2019. Council concluded that the priorities for the FY 2019 budget include: economic development, affordable housing, social justice, transportation and other public infrastructure, building and zoning/regional plan, climate change, water conservation, environmental and natural resources, personnel, community outreach, town and gown, and code compliance.

At a follow up Council Budget Retreat in February, staff provided updated revenue and expenditure projections with a focus on opportunities and strategies to advance the Council budget priorities previously listed above.

Following the February Retreat, Finance completed the updates to all 5-year plans to provide an outlook on revenues and expenditures. The Budget Team then met with each division to discuss their proposed budgets. Divisions were asked to correlate their increased funding requests to the Council's budget priorities and goals. Based on this information, the FY 2019 proposed budget includes the continuation of a three-year plan to transition to market based pay for all employees, health and dental insurance increases to premiums, several new positions related to public safety needs, needed infrastructure, and additional appropriations to help support existing service levels.

Details of the previous discussions can be found in the City Manager's transmittal letter in the Transmittal section.

Fund Summaries

General Fund

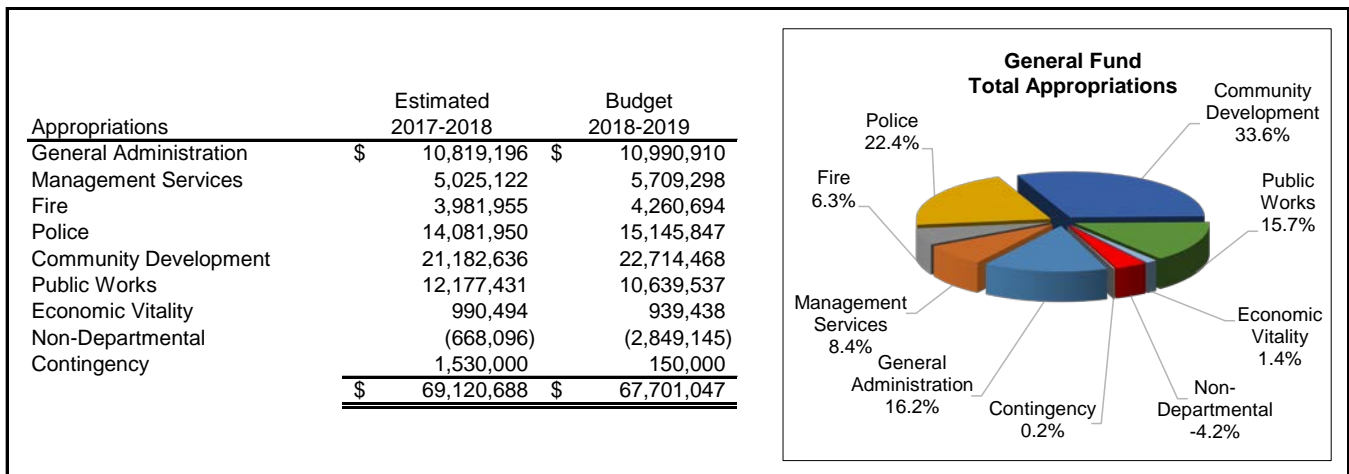
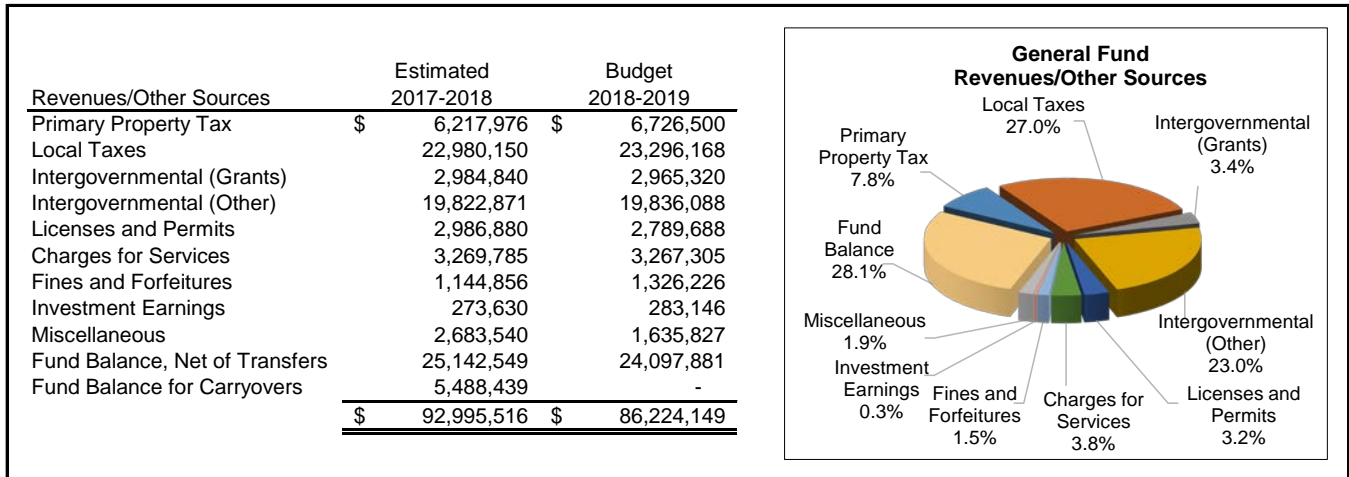
The General Fund includes all City operations, except enterprise activities which are to be self-sustaining, e.g., Utilities, Solid Waste, Sustainability and Environmental Management, Airport, Stormwater; and activities funded from a special revenue source dedicated to that activity. These include the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

Total resources available for expenditures for FY 2019 are \$86.2 million including the estimated beginning fund balance of \$24.1 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 the 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 are expected to decrease 7.3%. Overall revenues continue to grow at a slow to moderate pace. Fund balance has decreased compared to FY 2018 due to the completion of several projects and one-time expenditures anticipated in FY 2019.

General Fund total appropriations compared to year-end estimates have decreased by 2.1%. The General Fund ongoing revenues and expenses are structurally balanced in the five-year plan. Fund balance is estimated at a minimum of 20.0% of operating revenues over the next five years.

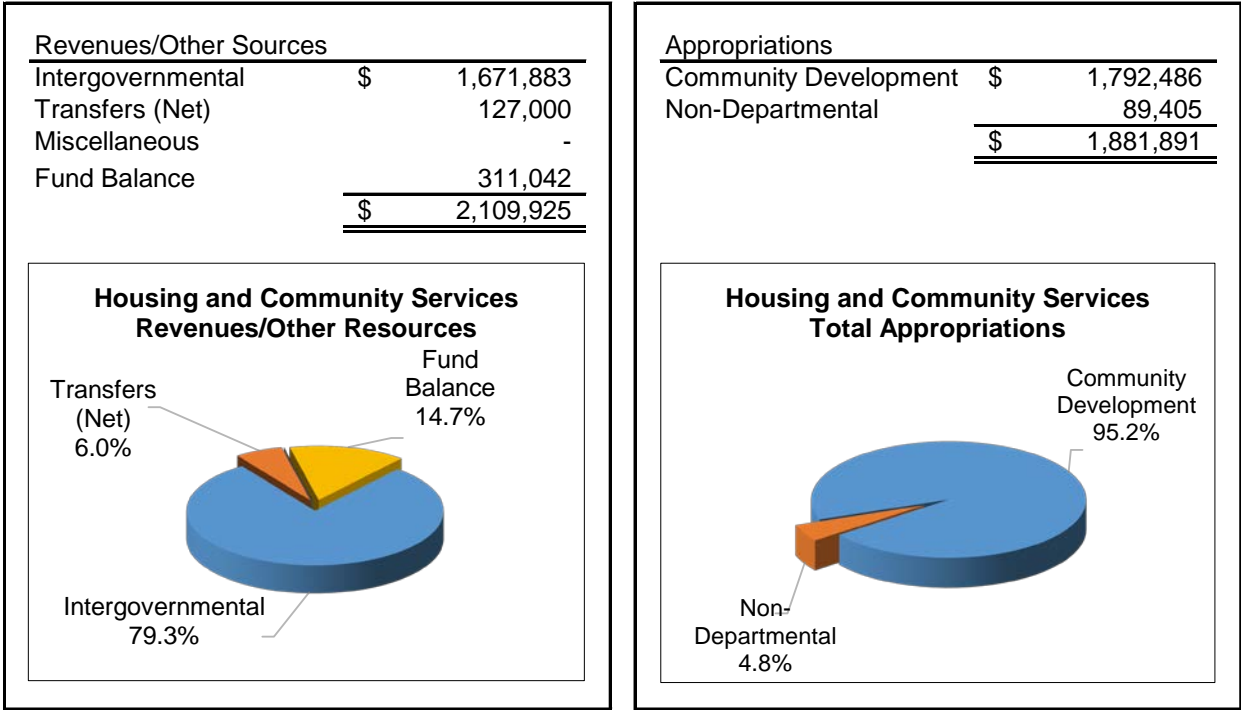
The financial position of the General Fund remains balanced.



Special Revenue Funds

Housing and Community Services Fund

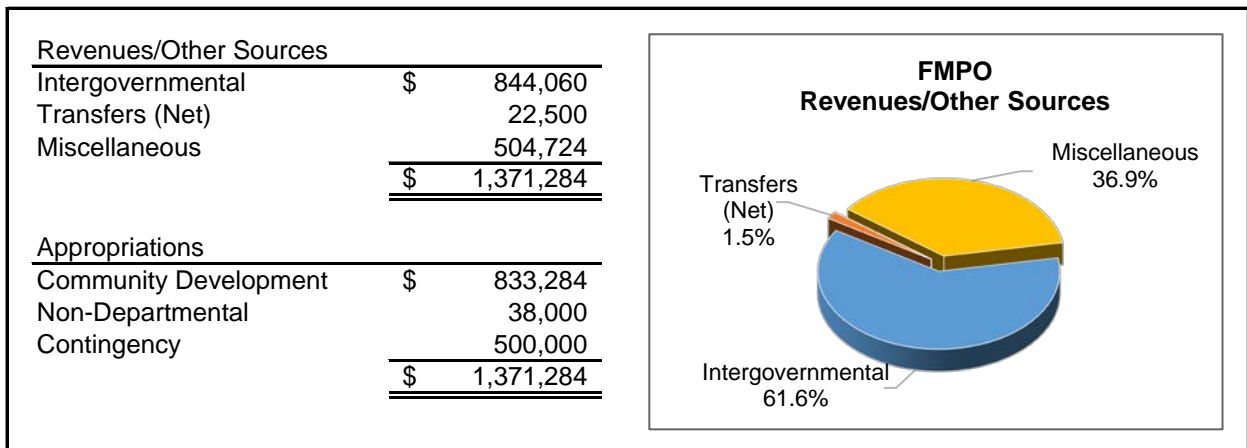
This fund finances activities in conjunction with the CDBG program and affordable housing activities. There is \$1.9 million appropriated to this activity for FY 2019. Expenditures in this fund include \$780,000 in State Housing grants and \$591,883 in CDBG grant activities.



Flagstaff Metropolitan Planning Organization Fund

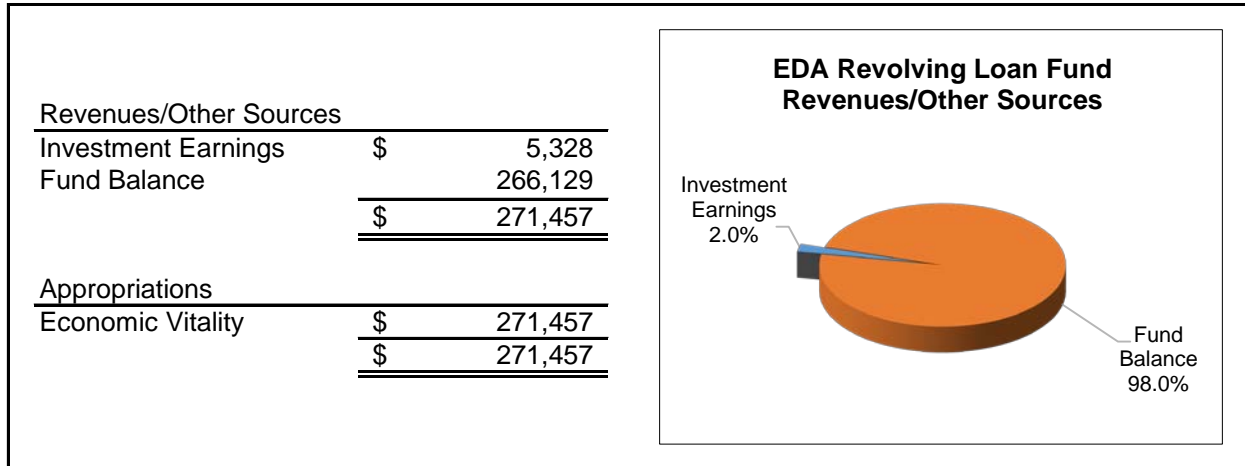
This fund was established to account for funding derived from the areas status as a designated Flagstaff Metropolitan Planning Organization (FMPO). The FMPO receives Federal funding administered through the Arizona Department of Transportation (ADOT).

The City has appropriated \$1,371,284 for this program for FY 2019. This includes operating funds for transportation, transit planning and \$500,000 for contingency.



EDA Revolving Loan Fund

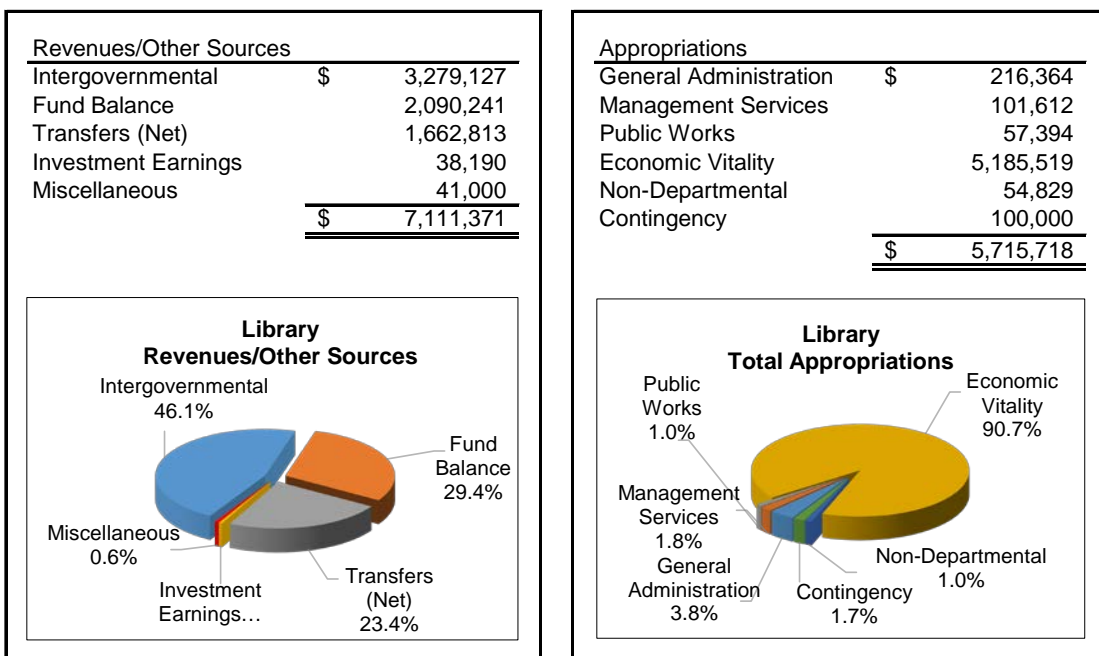
On June 30, 2012, Northern Arizona Council of Governments (NACOG) received authorization from the U.S. Department of Commerce Economic Development Administration (EDA) to transfer ownership of the Revolving Loan Fund (RLF) to the City to better maximize the benefits and utilization of the funds. Via resolution from NACOG, the EDA Revolving Loan Fund portfolio was transferred to the City for management of loans for 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 be an active economic development partner in the greater community.



Library Fund

The City operates a joint City-County Public Library which includes auxiliary programs in outlying county locations and a bookmobile service. Approximately \$2.3 million of the funding for library operations comes from the library district tax; with an additional amount as a pass-through to district libraries. An additional \$1.7 million of funding is a transfer from the 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.

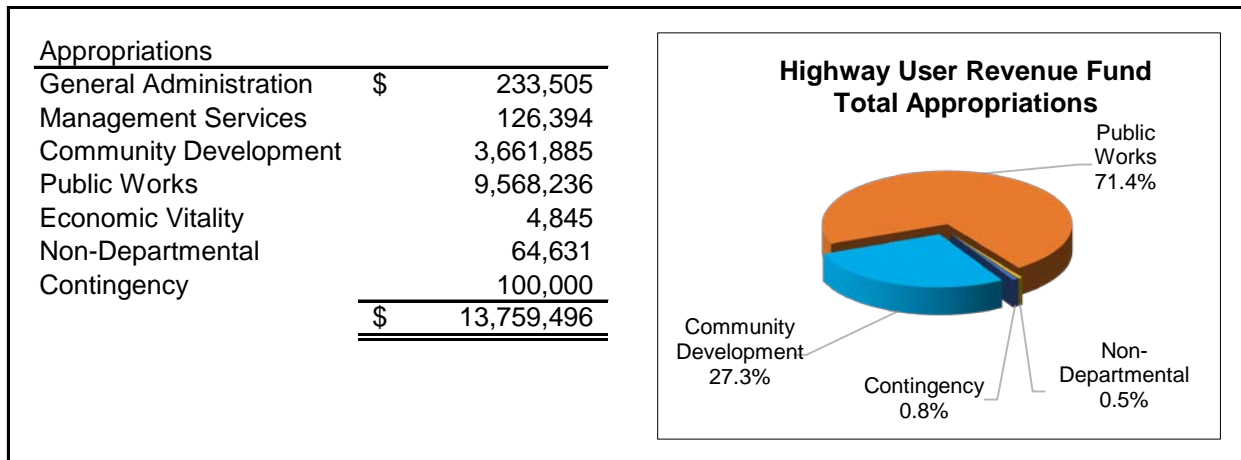
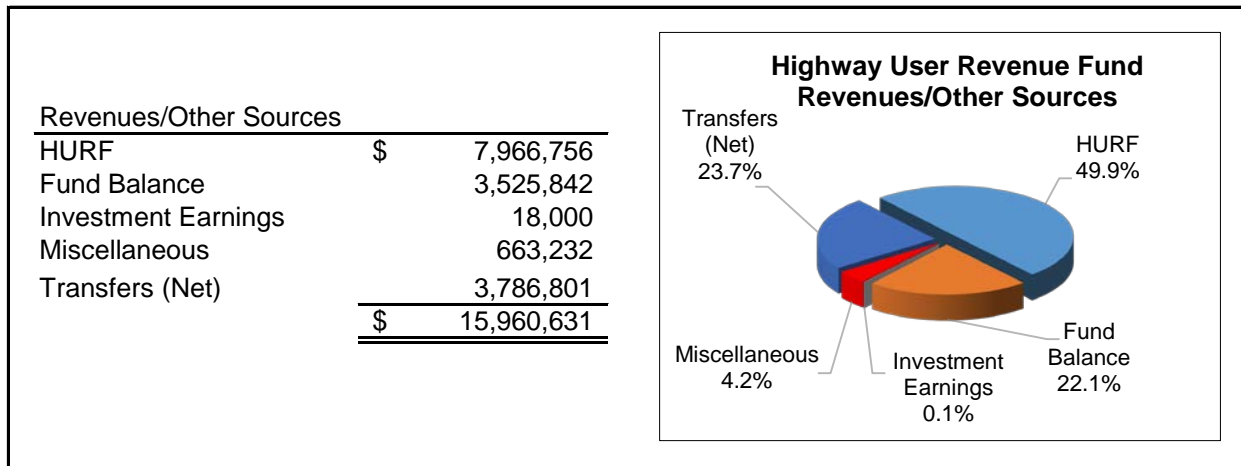


Highway User Revenue Fund

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 six years as fuel prices fall and the economy experiences slow continuous growth.

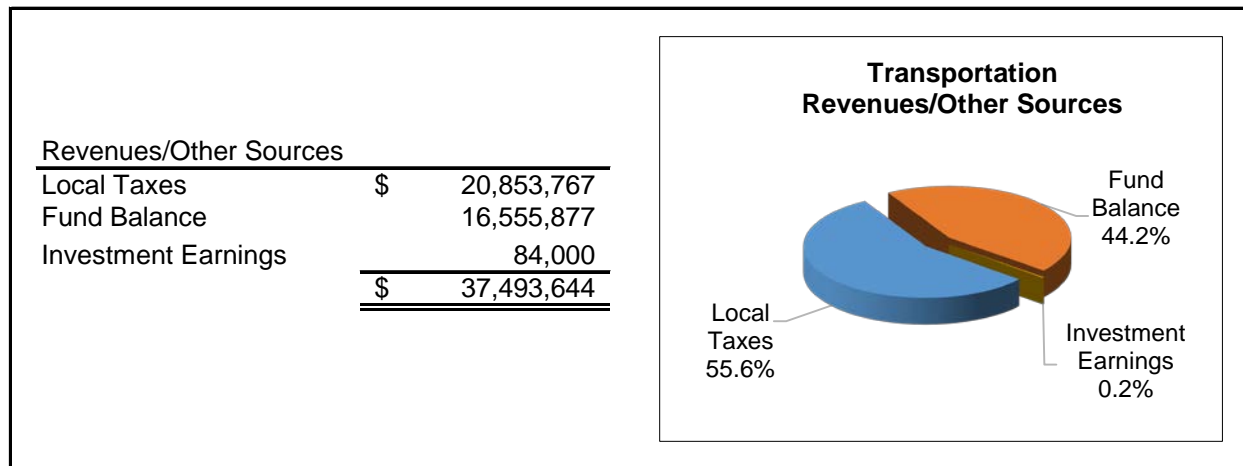
Appropriations total \$13.8 million in FY 2019 and major projects budgeted include the annual pavement maintenance program, Beulah extension, Industrial Drive improvements and Sparrow pedestrian improvements.



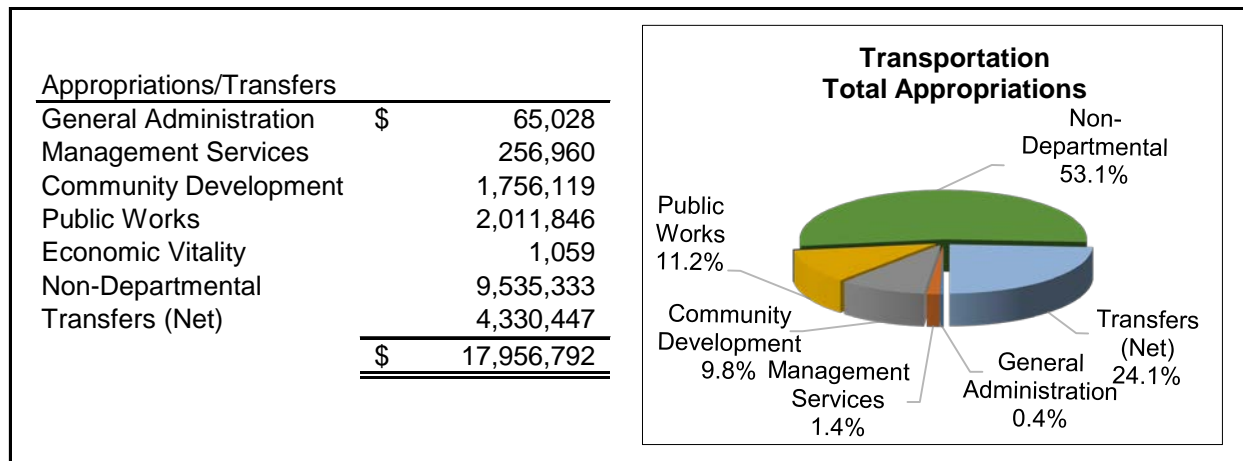
Transportation Fund

The Transportation Fund was formed in FY 2001 as a result of voter authorization on May 16, 2000 to increase sales taxes to support four transportation issues. The tax increase is valid for twenty years. In FY 2015, voters approved an additional transportation tax for road repair and street safety which is valid through 2035. In FY 2016, voters approved an extension of the transit tax to 2030. The sales tax revenue collected for transportation is recorded in this fund. The expenditures related to Transit, 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. The tax rate for transportation is 1.051%.

Projects	Budget FY 2019 Revenues
4th Street Overpass	\$ 3,174,693
Traffic Flow and Safety Improvements	3,690,581
Safe-to-School, Pedestrian and Bike	1,587,347
Transit Service Enhancements	5,853,341
Road Repair and Street Safety	6,547,805
Total	\$ 20,853,767



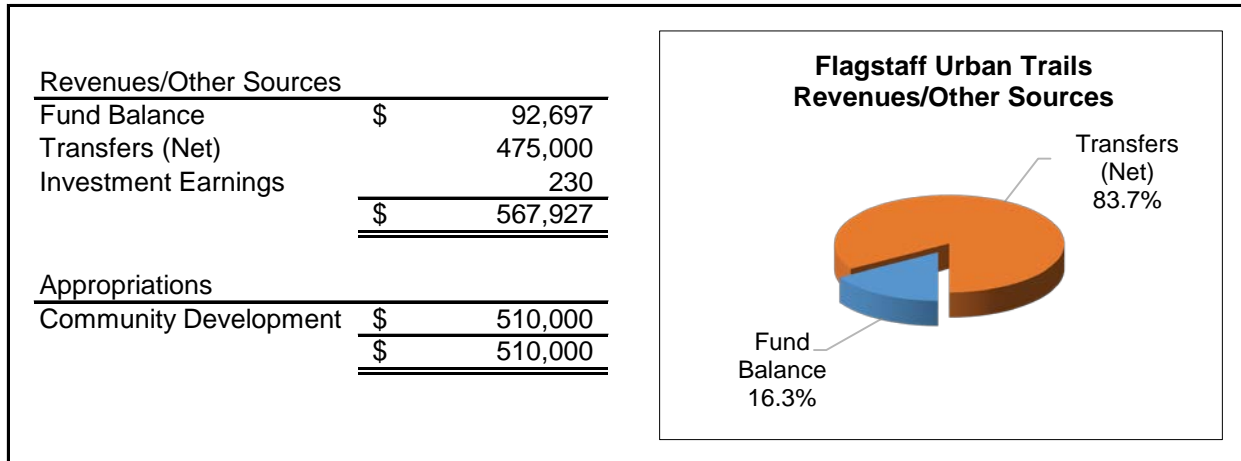
Appropriations total \$18.0 million in FY 2019. Appropriations include \$5.9 million for transit operations and capital projects, \$3.8 million for debt service, and \$3.7 million for road repair and street safety projects. Transfers include \$300,000 to General Fund, \$3.5 million to HURF for safety and street improvements, \$22,500 to FMPO and \$550,000 to FUTS.



Flagstaff Urban Trail Fund

Total resources available for FUTS activities are \$567,927. The Safety Improvement Tax provides \$550,000 and the remainder comes from available fund balance.

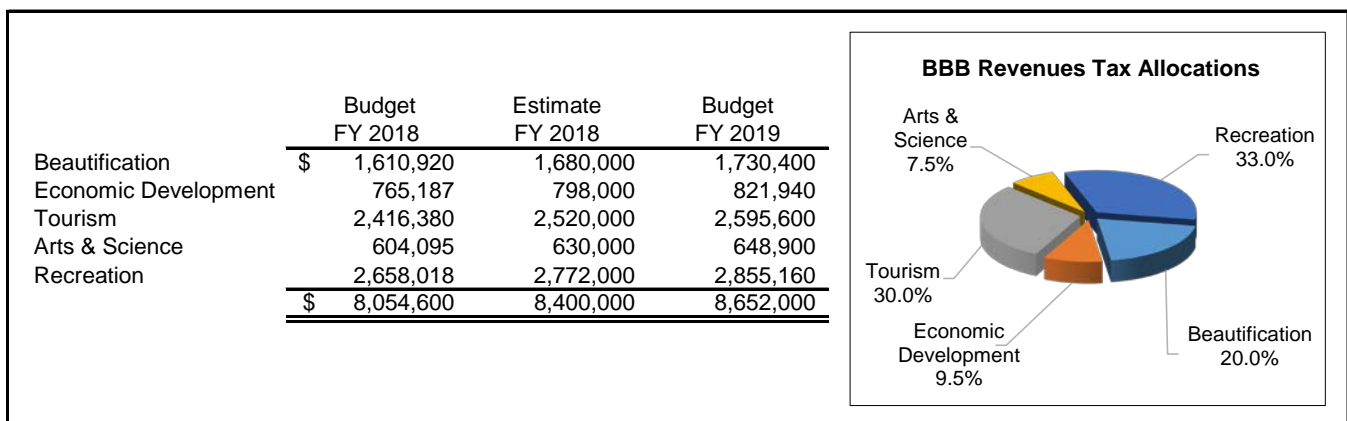
Expenditures in this fund are primarily related to capital improvement projects. The major projects in FY 2019 include the Sheep Crossing Trail, Switzer Canyon Trail and BNSF Walnut Florence Underpass. A full project listing is available in the CIP Section.



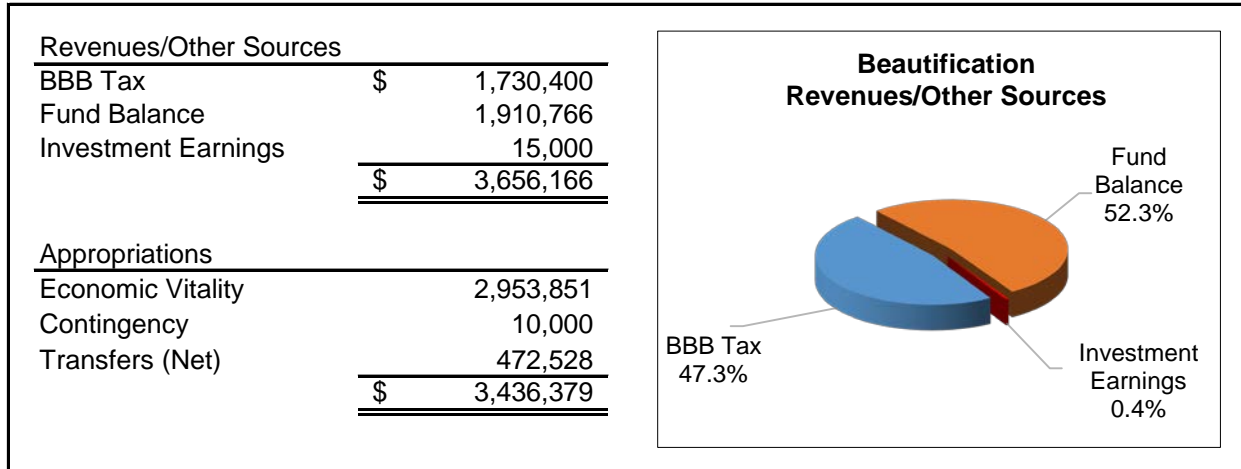
Bed, Board and Beverage (BBB) Fund

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 ten-year sunset clause. The dedicated tax was extended by the voters for fifteen years in 1996 and again in the 2010 general election. The BBB tax approved by voters will expire in 2028. The funds are allocated into the following percentages: Recreation 33%; Economic Development 9.5%; Beautification 20%; Arts and Science 7.5%; Tourism 30%.

Revenue for FY 2019 is projected to increase slightly over FY 2018 estimates. Activities funded with the revenues have made operating adjustments necessary to reflect a balanced budget to the increased sales tax receipts and these changes are reflected within each five-year plan.

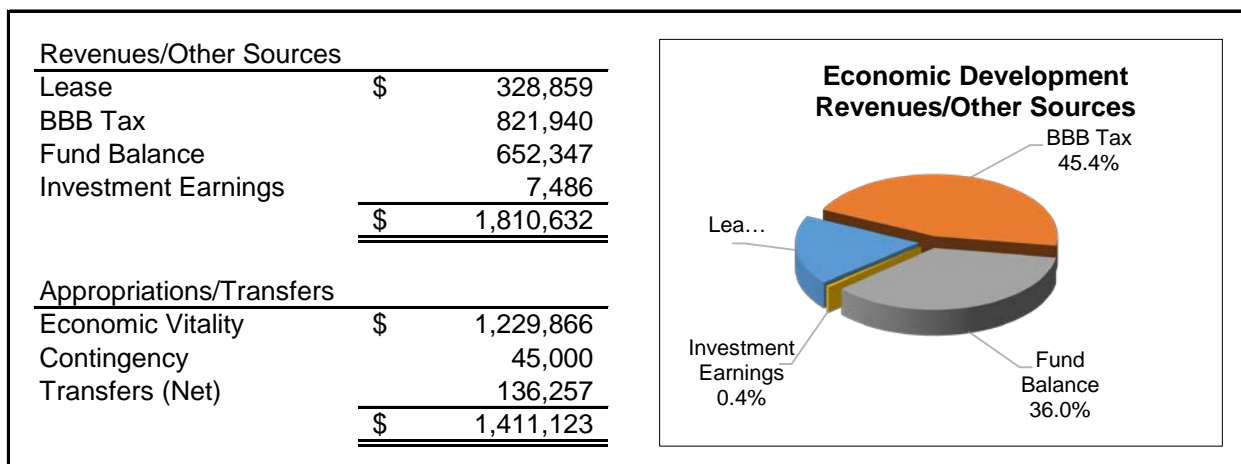


Beautification Fund: Total resources available for Beautification Fund activities amount to \$3.7 million. Expenditures from this fund are primarily for beautification operations and capital improvements in streetscape projects. Some of the major projects include Urban Forest, Minor City Gateway, Route 66 Interpretive Trail, Fourth Street Holiday Corridor, Landscaping for Kaspar Drive, San Francisco Gateway Arch, McAllister Route 66 Interpretive Plaza and Downtown Paver Redo. A full project listing is available in the CIP Section. The \$472,528 transfer to the General Fund is used primarily for the maintenance of streetscapes.



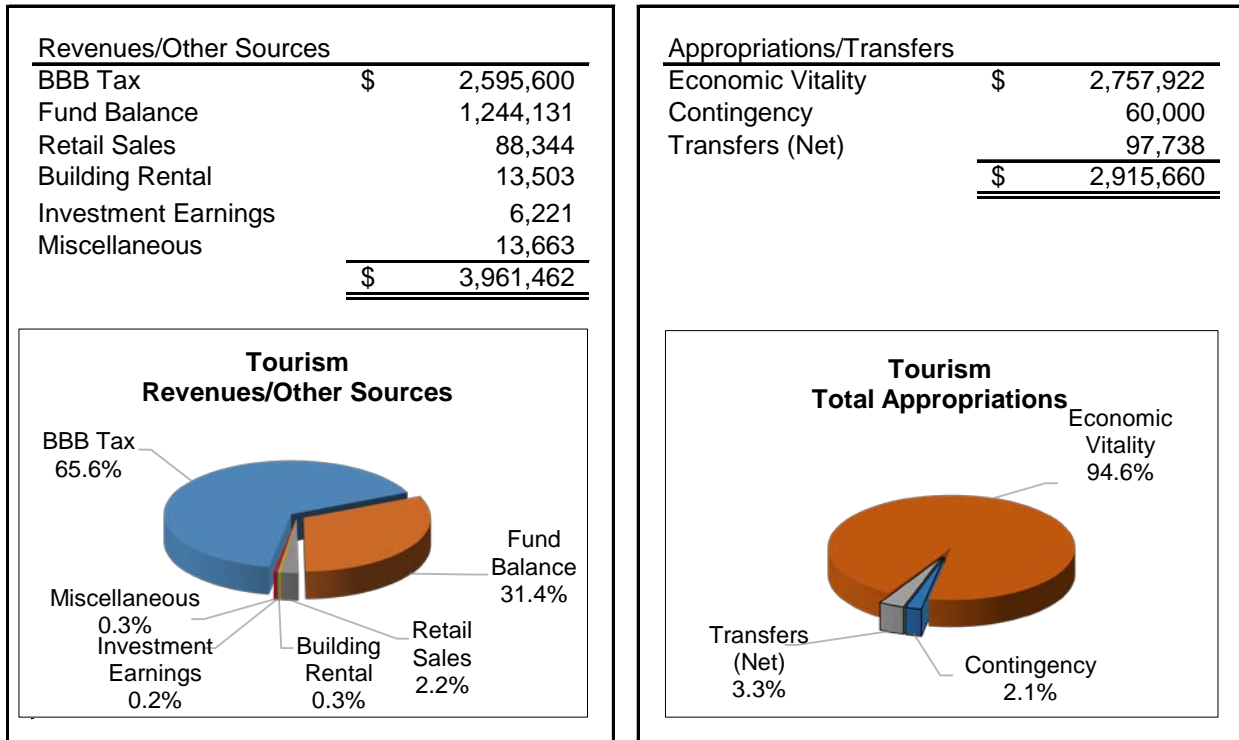
Economic Development Fund: This fund focuses on business retention and attraction as well as workforce development. In addition, the City funds the Business Incubation Program and the Innovation Mesa Business Accelerator program, structured to allow university professors and local entrepreneurs to work 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 approximately \$1.8 million, of which \$821,940 is from the BBB dedicated tax for economic development, lease revenue of \$328,859 and fund balance of \$652,347.

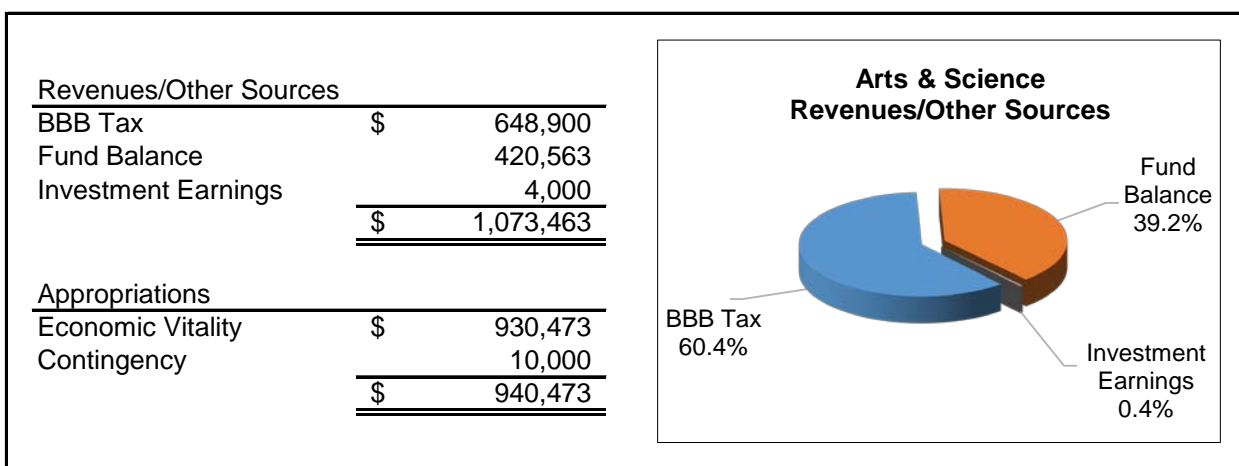


Tourism Fund: Total resources available in FY 2019 are approximately \$4.0 million, of which an estimated \$2.6 million is from the BBB tax. The total appropriations are approximately \$2.9 million, which includes \$2.8 million for Tourism. Tourism includes General Administration, Marketing, Sales, Public Relations and the Film Office. The Visitors Center programs account for \$412,000 of the total.

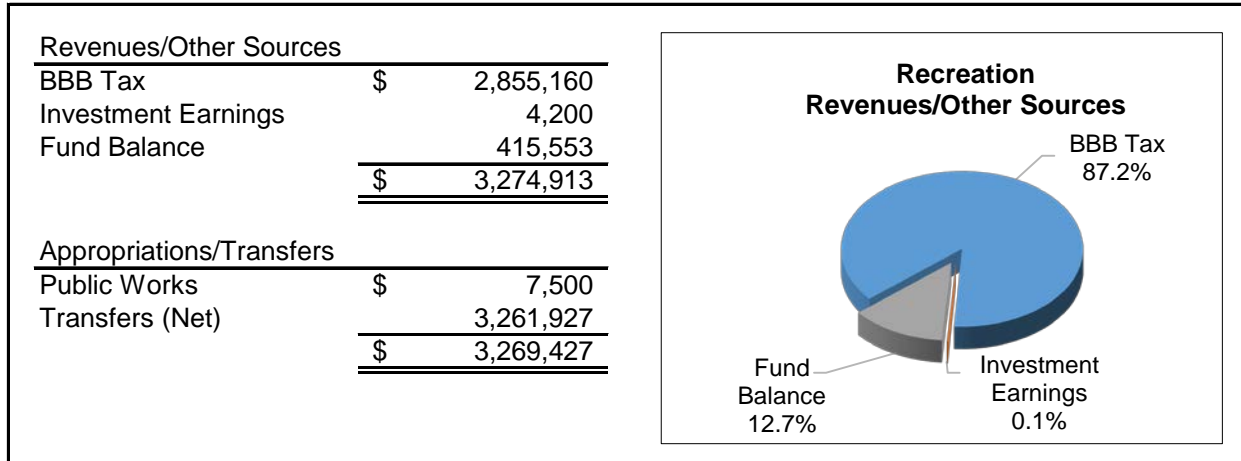
Included in the budget for Tourism is a strategic plan intended to provide guidance in determining markets, promotion directed at these markets and measurement tools. The Visitor Center programs include the Visitor Center (including the gift shop) and Train Station Operations.



Arts and Science Fund: Total resources available for Arts and Science activities are approximately \$1.1 million, including estimated revenues from the BBB tax of \$648,900. Expenditures include Public Art for \$426,000 and Service Partner Contracts for \$456,590.



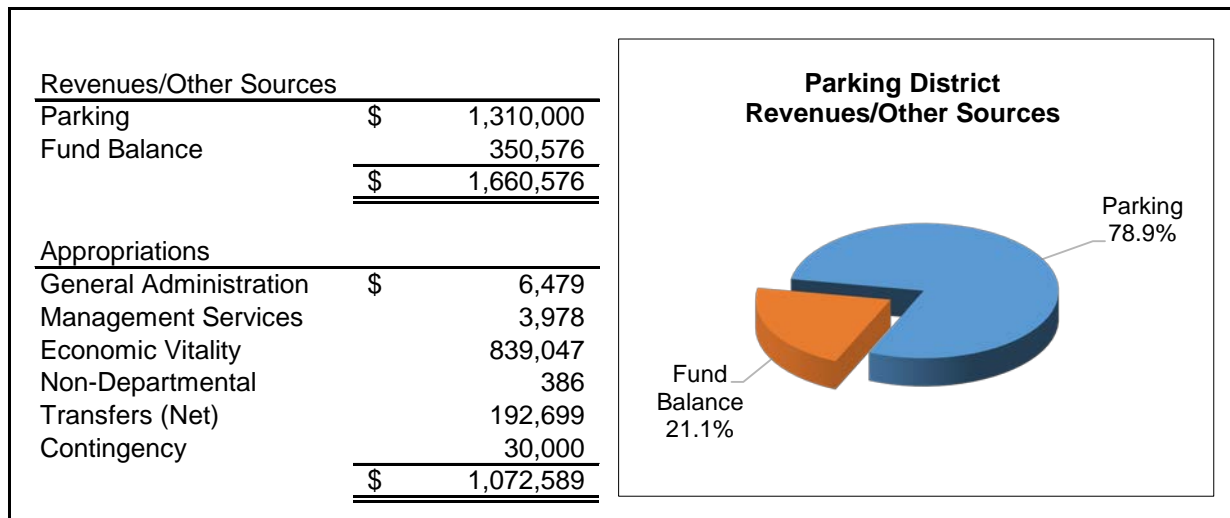
Recreation Fund: There are appropriations in the amount of \$3.3 million in FY 2019 for Recreation Fund activities and projects. Per discussion with City Council in the spring 1996 retreat, Council concluded this funding should support the expansion of existing facilities and the associated maintenance. Over the past several years, the City Council has re-examined the use of these funds and in FY 2019 directs \$943,000 to fund recreational programming, \$1.6 million to fund FUTS maintenance, BBB recreation fields operation and maintenance, and \$750,000 for recreation capital projects. These are funded via a transfer to the General Fund.



Parking District Fund

The Parking District Fund was created in FY 2017. 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. Of the revenue generated in this fund, 20% is reserved for acquisition and development of new public parking spaces in the downtown area.

The revenue and other sources for FY 2019 include \$1,310,000 in parking revenues. Total appropriations for the fund are approximately \$1.1 million which includes \$765,000 for operations, \$115,000 for debt service and \$193,000 in transfers out to the General Fund.

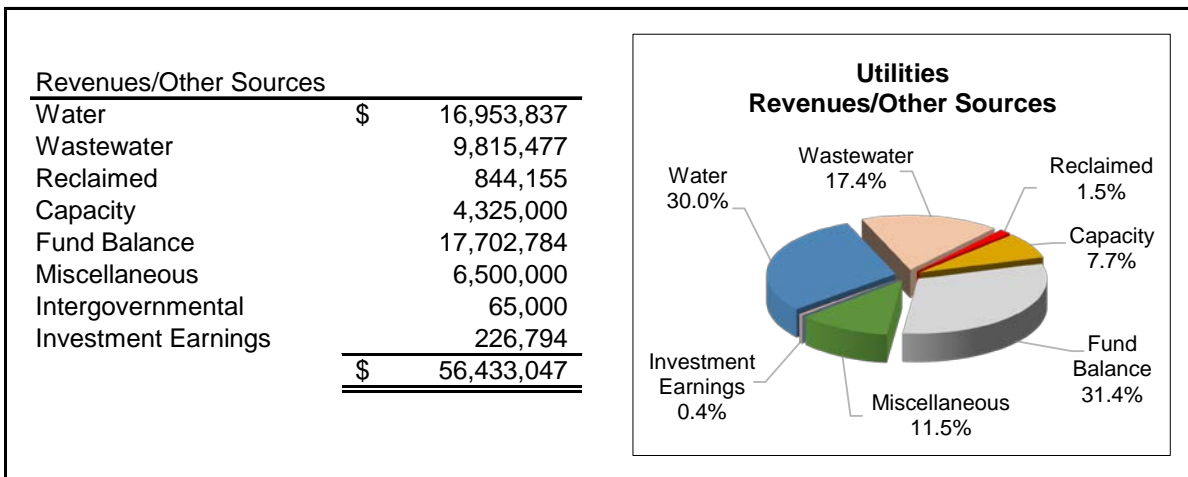


Enterprise Funds

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: 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 \$37.1 million.

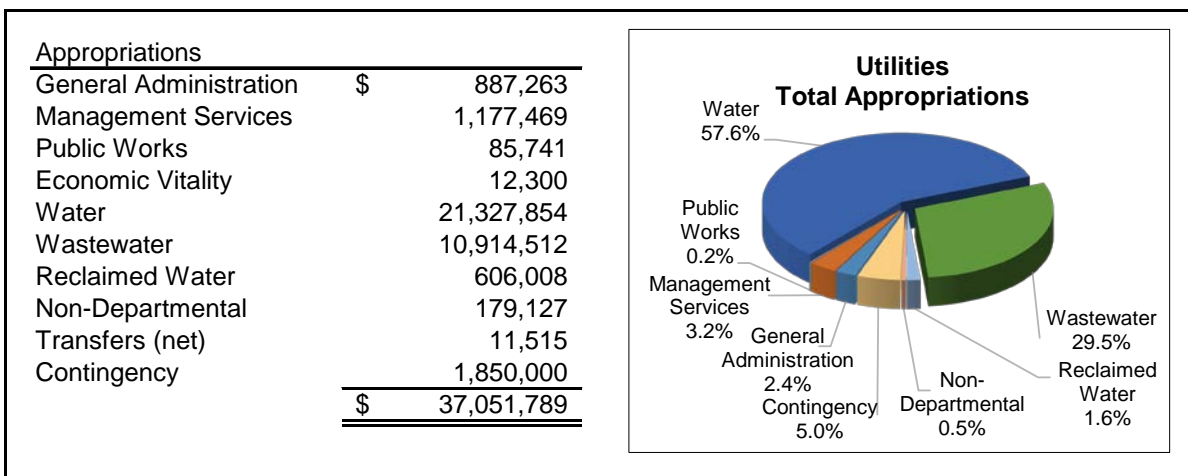
The City contracted for a rate model update in FY 2016 which identified a need to increase water and wastewater rates. The Council was presented with the recommended increases in the spring of 2016. Rates were increased on July 1, 2016, January 1, 2017 and 2018. Each January 1, until 2023, there is scheduled a 4% water increase.



Drinking Water Operations: Total appropriations relating to direct costs for the water operations are approximately \$21.3 million. Water fees are the major source of revenue supporting water operations. Bond funds support future water rights. Revenue estimates total approximately \$17.0 million for water sales.

Wastewater Operations: Total appropriations relating to the direct costs for the wastewater operations are approximately \$10.9 million. Wastewater (sewer) fees are the major source of revenue supporting wastewater operations. Revenue estimates total approximately \$9.8 million in wastewater charges.

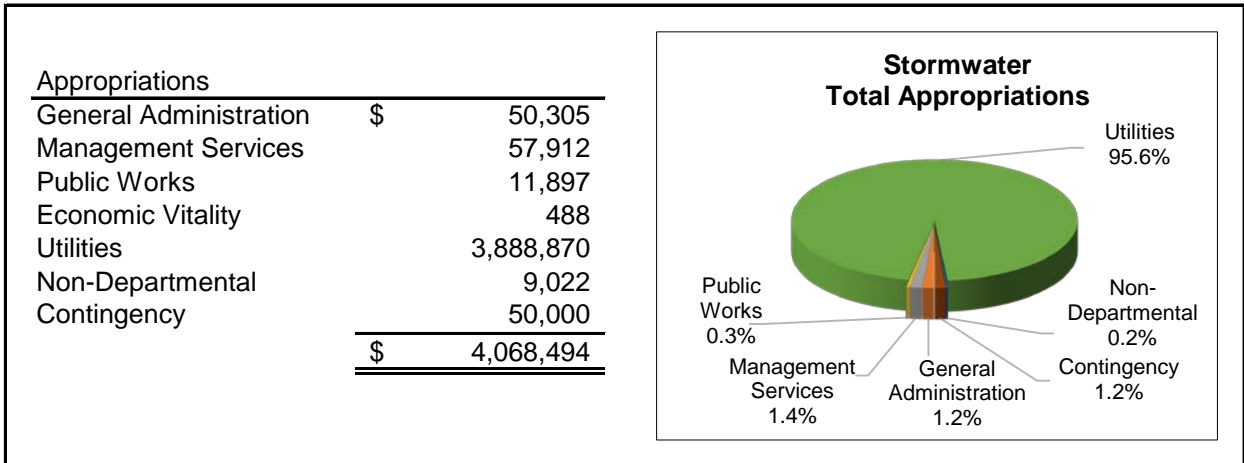
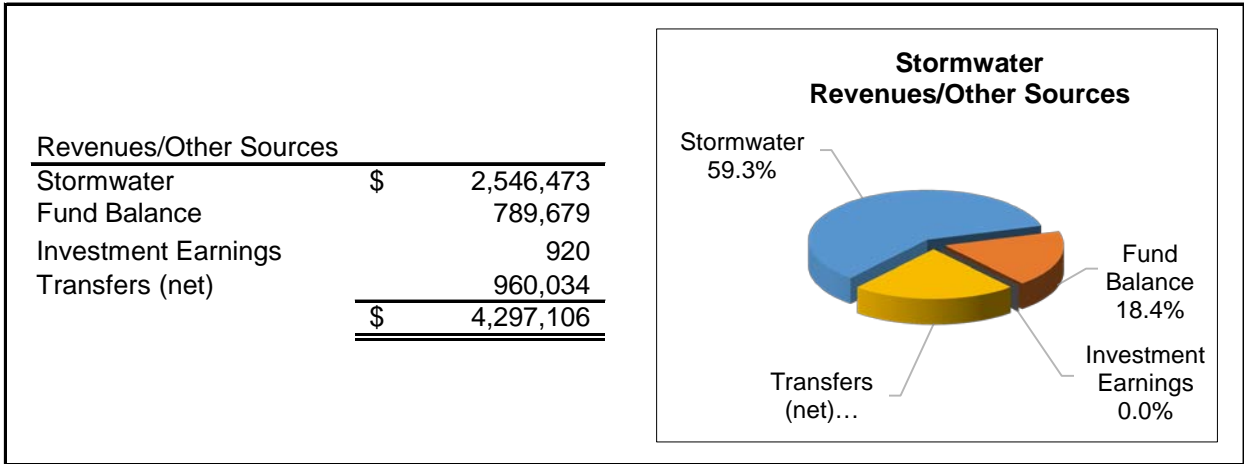
Reclaimed Water Operations: Total appropriations related to the direct cost for the reclaimed water operations are \$606,000. Reclaimed water usage fees are the major source of revenue supporting these operations. Revenue estimates total \$844,000 in reclaimed water charges.



Stormwater Fund

The Stormwater Fund was initiated as a response to enhanced National Pollutant Discharge Elimination System (NPDES) Stormwater requirements affecting all communities with populations greater than 50,000 as of March 2003. The City of Flagstaff worked with consultants to design a program that met current minimum NPDES standards. Stormwater fees to both residential and commercial customers are stepped based on every 1,500 square feet of impervious area (ERU). Rates were increased on July 1, 2016, January 1, 2017 and again on February 1, 2018.

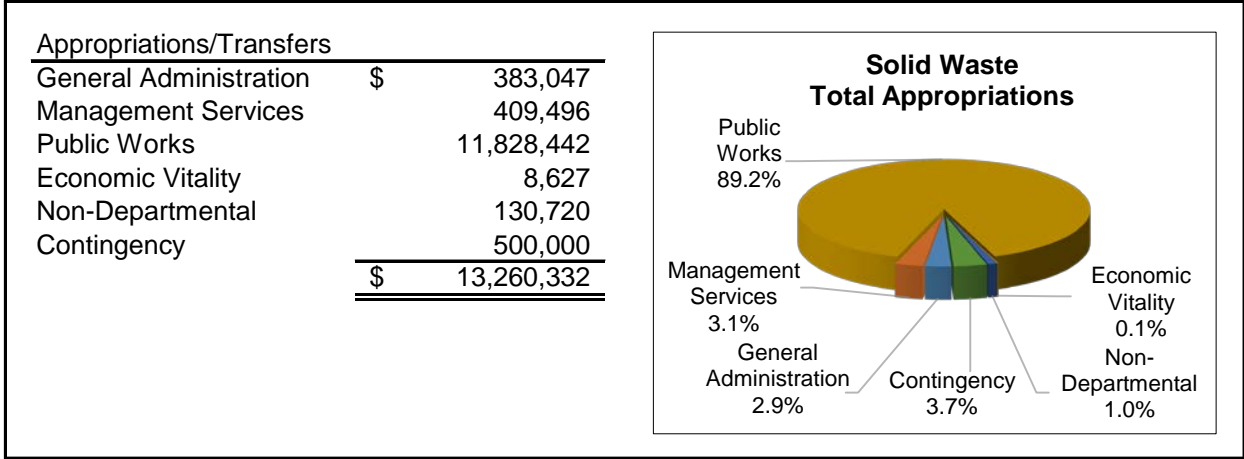
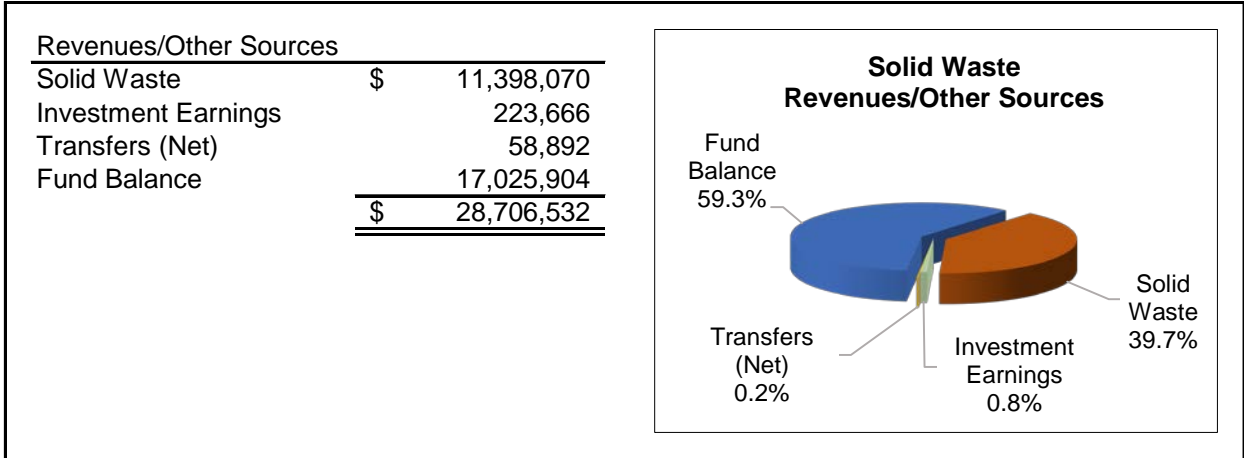
Total revenues/other sources for Stormwater total approximately \$4.3 million for FY 2019. Total appropriations of \$4.1 million include the operational components of NPDES implementation, general drainage maintenance, rain gauge installation and upgrades, and drainage improvement projects (DRIP). The DRIP program assesses the community’s needs for drainage improvements in highest priority of need within the City.



Solid Waste Fund

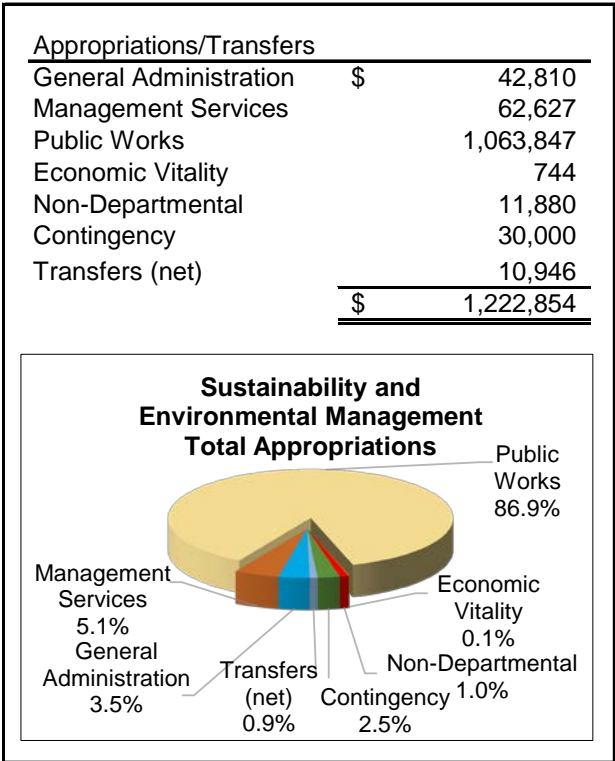
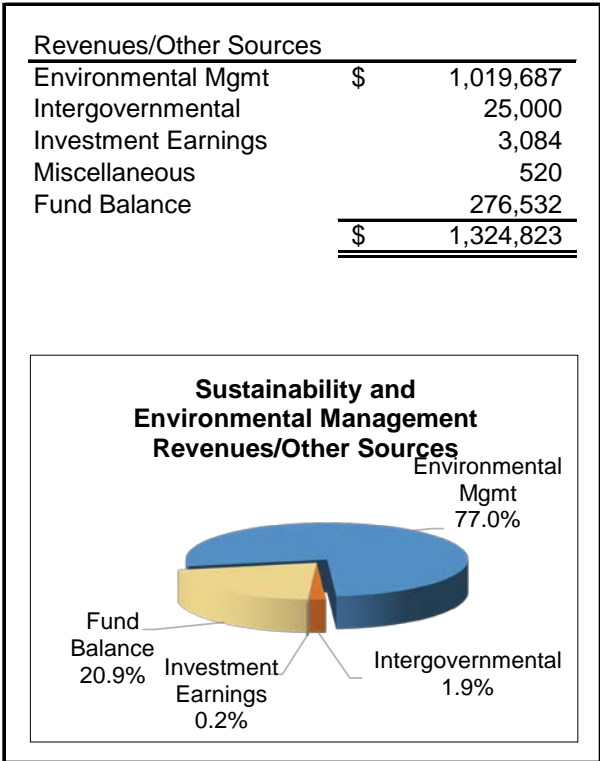
Total financial sources are \$28.7 million. User fees are the major revenue source of solid waste disposal operations. The user fees are comprised of eight major customer services areas (residential sanitation, curbside recycling, commercial sanitation, hoist and haul, landfill dumping, inert materials pit, commercial recycling and hazardous waste) with different rates for each category based on cost of service.

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.



Sustainability and Environmental Management Fund

Total financial sources are approximately \$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. This fee is based on cost of operations. SEMS is housed within Public Works and includes Sustainability, Environmental Management, as well as Open Space Management. Through transfers out to the General Fund, this user fee partially funds Code Enforcement in Community Development and the Greater Flagstaff Forest Partnership contract within the Fire Department.

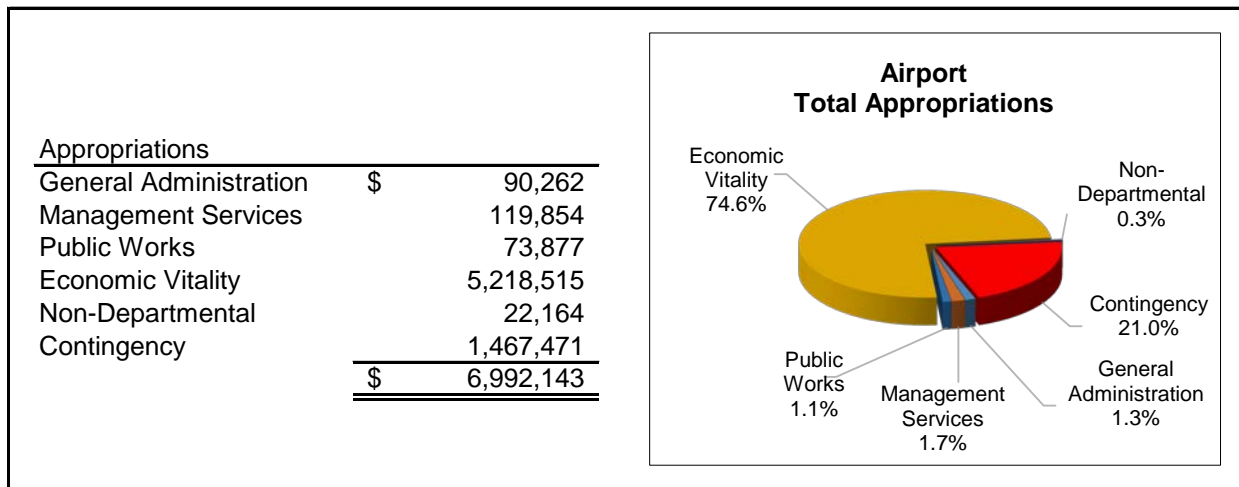
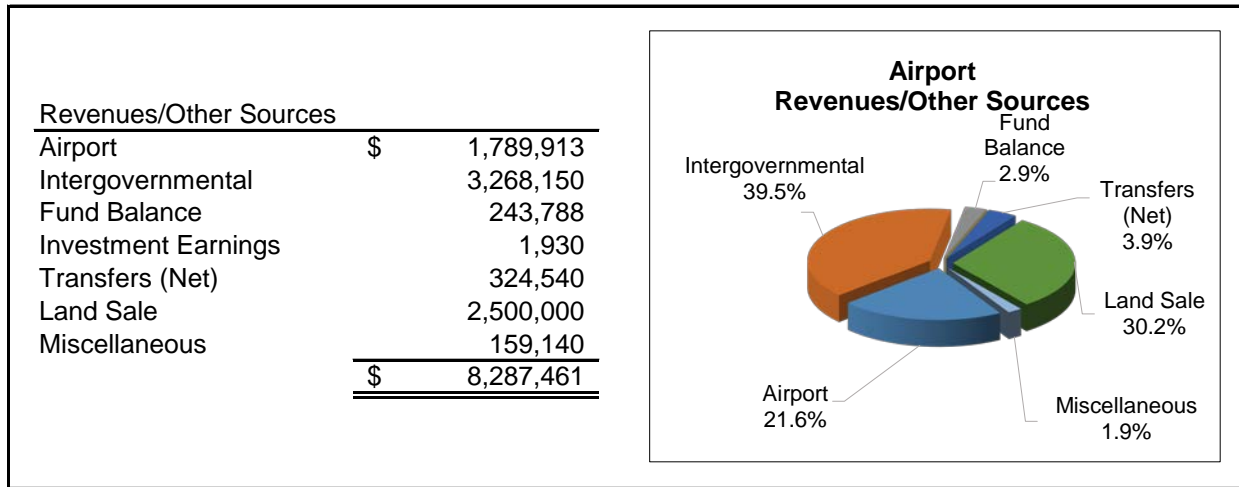


Airport Fund

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, Los Angeles and Dallas/Fort Worth. Total appropriations are \$7.0 million: \$2.8 million for operations and reserve, \$0.2 million for debt and \$2.5 million in capital outlay. Primarily FAA and ADOT grants will fund the capital improvements.

In FY 2019, of the \$2.5 million in capital improvements, approximately 91% of the budgeted expenses are being funded with grants from the FAA. Additional funding may be available to support these projects through ADOT.

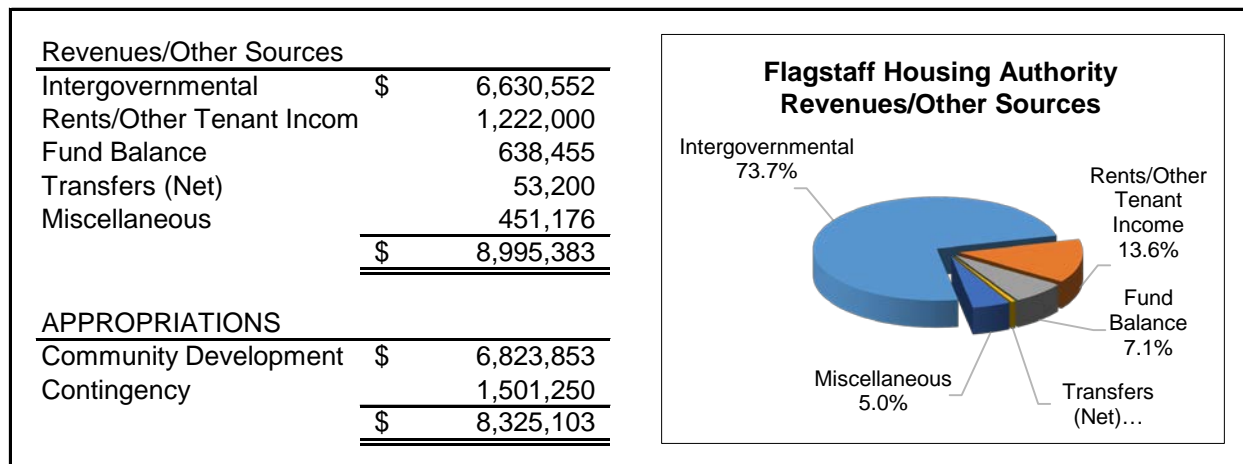
All revenues generated by the airport will be expended for the capital or operating costs of the airport, the local airport system, or other local facilities which are owned or operated by the owner or operator of the airport and directly related to the actual transportation of passengers or property.



Flagstaff Housing Authority

The Flagstaff Housing Authority (FHA) owns and operates 265 units of low income public housing, manages 80 units of low income housing and administers 439 Section 8 Housing Choice Vouchers, which include four homeless Vouchers and 106 VASH Vouchers. FHA also administers 12 housing vouchers for seriously mentally ill persons.

Total financial resources are approximately \$9.0 million. Intergovernmental revenue from the US Department of Housing and Urban Development comprises 73.7% of funding, or \$6.6 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.



Five-Year Projections by Fund

The City updates five-year plans annually during the budget process. These plans are a valuable 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 fluctuations in fund balance from beginning to ending, the change is related to carryovers for capital projects and/or budgeting of such items. Funds such as the General Fund, Highway User Revenue Fund, Transportation Fund, Beautification Fund, Recreation – BBB Fund, Housing and Community Services Fund and 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 in the Financial Summaries 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 projection is to assure that ongoing revenues are meeting or exceeding ongoing expenditures. Ongoing expenditures include normal operating expenditures, debt service, fleet replacements, information system replacement and upgrades, an allocation for capital and projected changes in personnel. As financial conditions change in the City, the five-year projections are continually updated to balance the ongoing sources and uses of funds.

The General Fund balance is projected to decrease by 22% as the City is currently funding several projects with fund balance and non-recurring revenues. A portion of one-time items are 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.

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 five years. The City currently expects to receive State housing grants every year.

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.

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.

Library

The forecast for the Library fund 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 decreases by 33% due to planned expenditures for circulation materials, the RFID project, and other planned one-time items.

Highway User Revenue

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 35% due to several planned capital projects.

Flagstaff Urban Trail System

This fund accounts for capital projects related to the Flagstaff Urban Trail System (FUTS). The primary source for this fund is a revenue transfer from the safety improvement component of the transportation tax. It is an ongoing effort to balance the number of projects within the availability of revenues. This five-year plan shows how this is accomplished.

Beautification

The primary source for this fund is BBB taxes. This fund generally accounts for capital projects related to streetscapes. It is an ongoing effort to balance the number of projects within the availability of revenues. This five-year plan shows how it is accomplished. The Beautification fund balance decreases by 89% 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 many efforts focused on business attraction, retention, work force development, the Business Incubator and Accelerator. The Economic Development fund balance decreases by 39% in FY 2019 due to the use of excess fund balance to cover planned expenditures which will attract long-term business investment into the City.

Tourism

This fund is balanced with ongoing revenues from BBB taxes, retail sales and lease revenue. Ongoing expenditures are related to tourism promotion and visitor center services. Based on projected revenue, this fund can maintain existing operations levels. The Tourism fund balance decreases in FY 2019 by 23% 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 has 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 68% in FY 2019.

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 93% due to planned expenditures for the replacement of the Jay Lively roof.

ParkFlag – Parking District

This fund was established in FY 2017 to account for the collection of revenue and tracking of expenditures for the downtown parking district. The ParkFlag fund balance increased 68% in FY 2019 due to parking revenues restricted for future parking infrastructure and needs.

General Obligation Bond

This fund is used to service payments on general obligation bonds. This five-year projection 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 decreased by 6% 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 decreased 1% in FY 2019.

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

These funds are 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 three projects remaining to be completed. In November 2010, the citizens of the City of Flagstaff approved two projects. In November of 2012, two projects were approved by the voters and in November 2016 one additional project was 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

The fund balances are affected by 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 recently adopted a rate increase effective July 1, 2016. The Drinking Water, Wastewater and Reclaimed Water fund balance increases by 10% due to the ramp-up for the planned capital projects.

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 adopted a rate increase effective on July 1, 2016. The rate increase will self-fund capital improvements and increase inspection efforts as required by NPDES. The Stormwater fund balance decreases 73% due to the timing of capital projects and planned one-time expenditures.

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 the related increase of user fees that will coincide with the construction of a new cell. The Solid Waste fund anticipates a 9% decrease in fund balance due to planned capital projects.

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 63% decrease due to an increase in one-time costs relating to a zero-waste coordinator position and the climate action plan.

Airport

This enterprise fund is responsible for the operations of the Flagstaff Pulliam Airport. Most of the revenues are grants related to continued expansion and capital improvements at the airport and lease revenues. The capital improvement plan is based on annual updates coordinated with the FAA and ADOT. The City's General Fund currently makes a transfer to the Airport to cover the match portion of capital grants awarded and to aid operations. The Airport fund balance increase of 431% is due to a one-time real estate sale anticipated in FY 2019.

Flagstaff Housing Authority

While the Flagstaff Housing Authority (FHA) has operated for many years, it was recently determined that it should be reported as a distinct City fund. The FHA manages Housing and Urban Development (HUD) Section 8 and other voucher programs as well as public housing for City residents. The five-year plan indicates most of funding is grant related. Due to increased intergovernmental revenues in FY 2019, the City anticipates the FHA fund balance to increase by 5%.

Revenues

Historical trend information for select revenues.

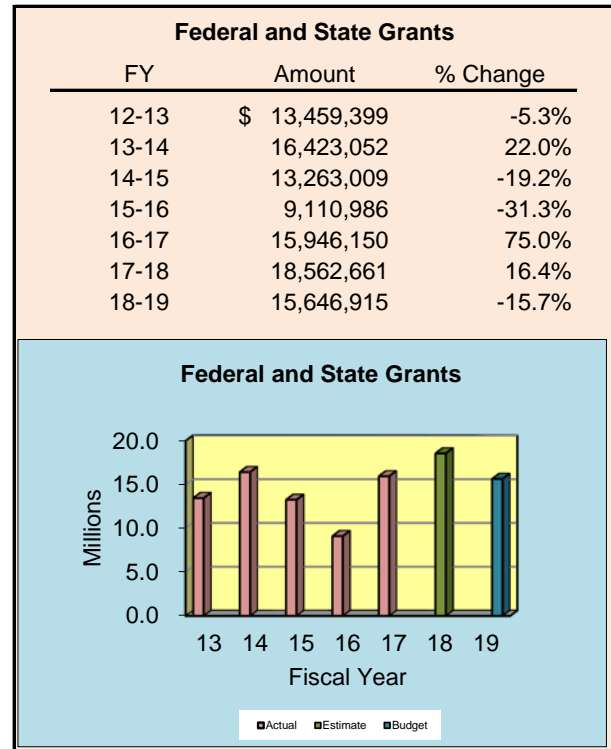
All Funds

Federal and State Grants

Description: Federal and State agencies and foundations provide 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.

Projects funded by Federal and State grants in FY 2019 include transportation planning efforts through FMPO; Airport improvements and equipment; 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).



General Fund

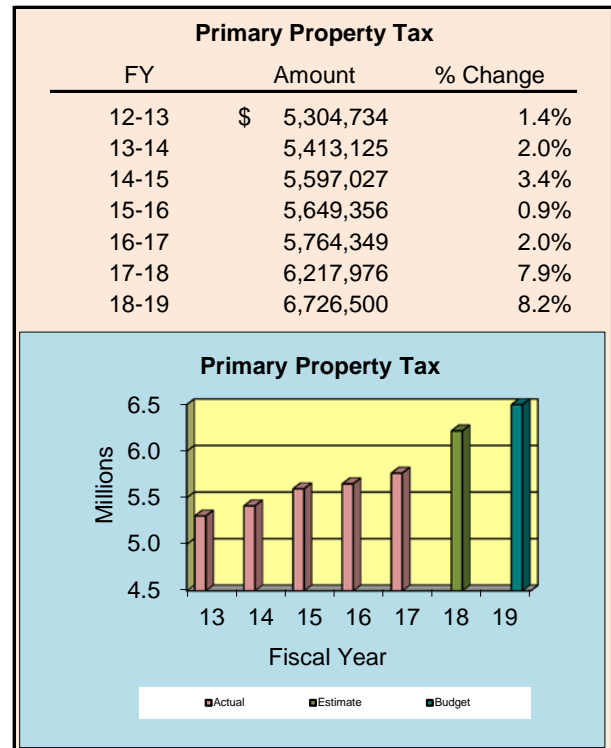
Property Tax Receipts Current, Primary

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

Description: 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 through FY 2017 Council voted to keep the levy flat plus new construction. In FY 2018 and FY 2019, the levy increase was approved for 7% each year for a total of 14%. This is the maximum allowable increase per state statute limits.

Primary property taxes generally change on an annual basis for two reasons: new construction added to the tax rolls and the reassessment of existing property. New construction added \$9.9 million dollars to the assessed valuation and existing primary property tax values increased by 6.1%.



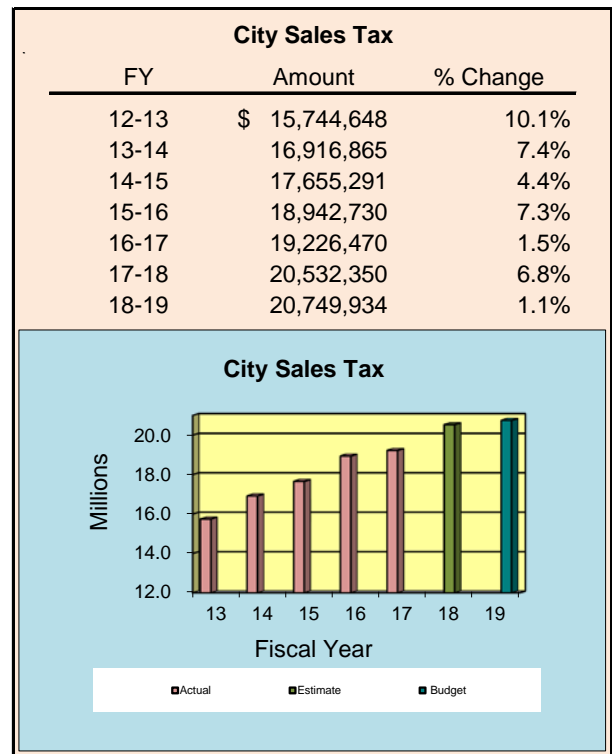
City Sales Tax (Transaction Privilege Tax)

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.

Annual increases point to the slow yet steady continued economic recovery. The State of Arizona began collecting sales tax on behalf of all cities on January 1, 2017. The City will no longer collect local sales tax from this date forward. At this time, it is uncertain what the impact will be on local revenues collections, therefore FY 2019 is projected using conservative estimates. FY 2019 is expected to continue to show moderate increases in revenues.

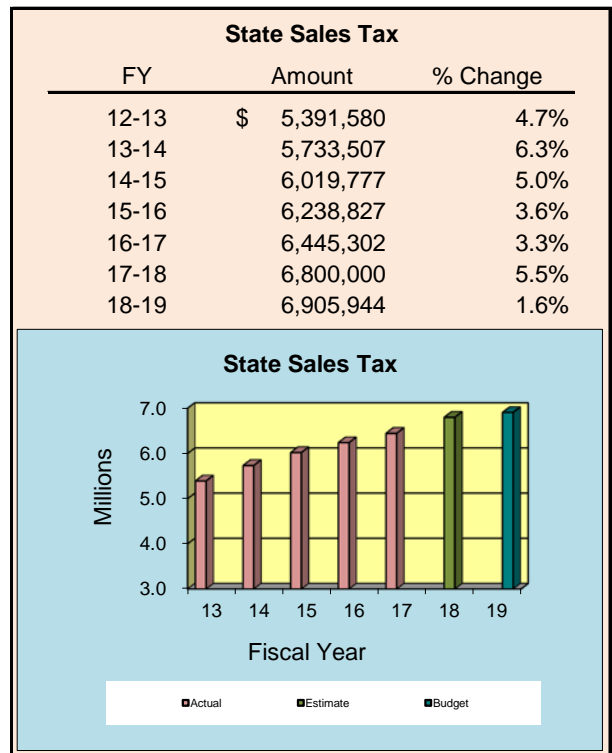


State Sales Tax

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. In FY 2012 the City experienced a shift in Arizona state population which went from 1.25% to 1.31% based on the 2010 census figures. Effective FY 2017, the state now adjusts our proportionate share of state population based on annual estimates provided by the Census Bureau. The FY 2018 share was 1.301% and FY 2019 is 1.299%. FY 2019 continues to show moderate increases in revenues.

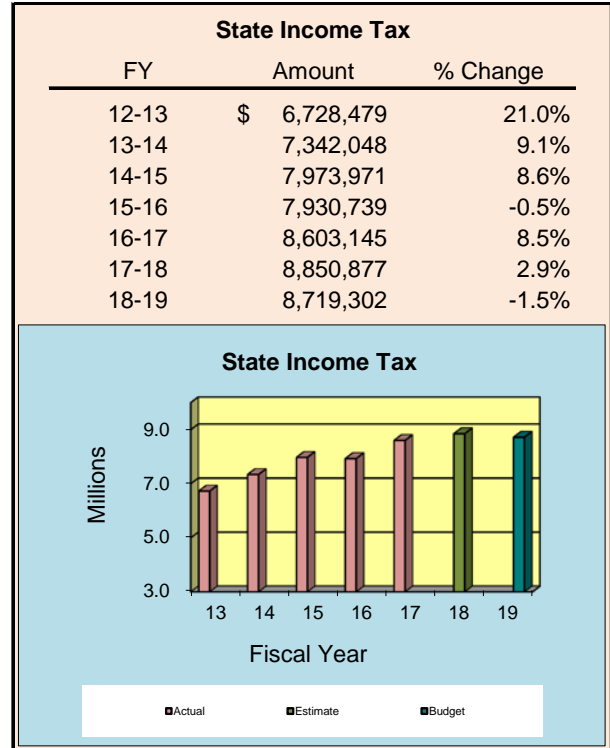


State Income Tax (Revenue Sharing)

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 proportional share of population of the cities and towns as reported in the 2010 Census. Effective FY 2017, the state now adjusts our proportionate share of state population based on annual estimates provided by the Census Bureau. 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 City of Flagstaff gained a relative population share because of the 2010 Census as well as began to see increases due to the recovery from the recession. The decrease in FY 2016 was due to reductions in corporate income taxes passed by the Arizona state legislature. FY 2018 will see gains in individual income tax while corporate income tax will continue to decline due to state mandated changes. FY 2019 will experience a small decline as corporate income taxes continue to decline.



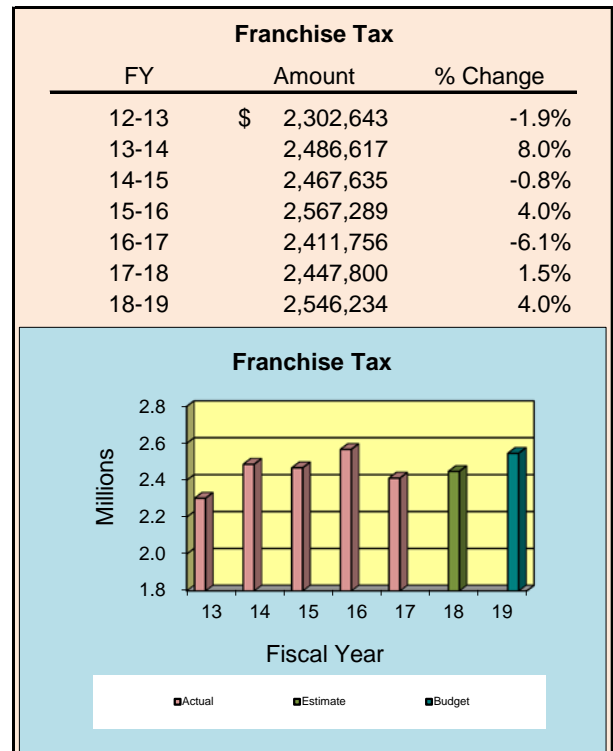
Franchise Tax

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, A T & T: Ordinance 585 and NPG: Resolution 2006-72 (expired 12-31-2016, has been extended and is in the process of renewing).

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 was due to the additional category of electric franchise tax. Most declines in revenues related to warmer winter weather thus reducing the revenues from natural gas franchise taxes. In FY 2017 most categories were down slightly. We expect moderate growth in FY 2018 and FY 2019.

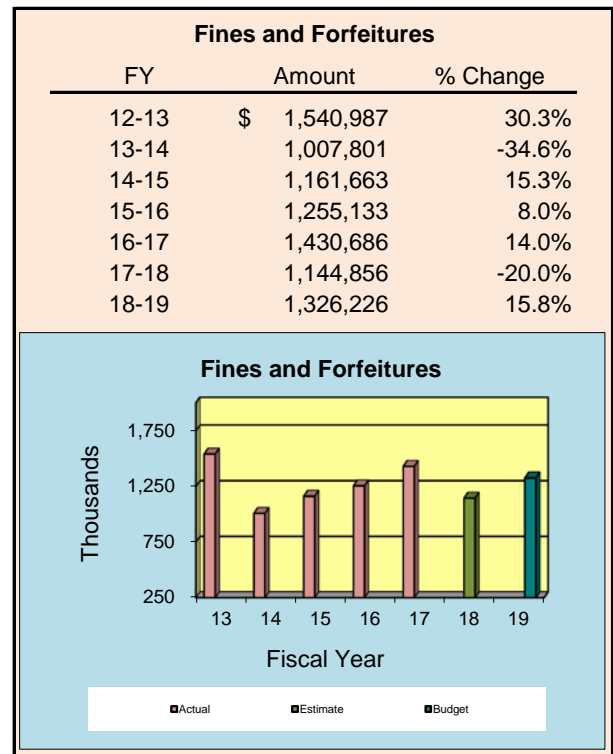


Fines and Forfeitures

Legal Authority: Arizona Revised Statutes, Rules of Criminal Procedure and 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 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). The significant decrease in FY 2018 is due the high vacancies in the police department. It is anticipated the revenues will mostly rebound in FY 2019.

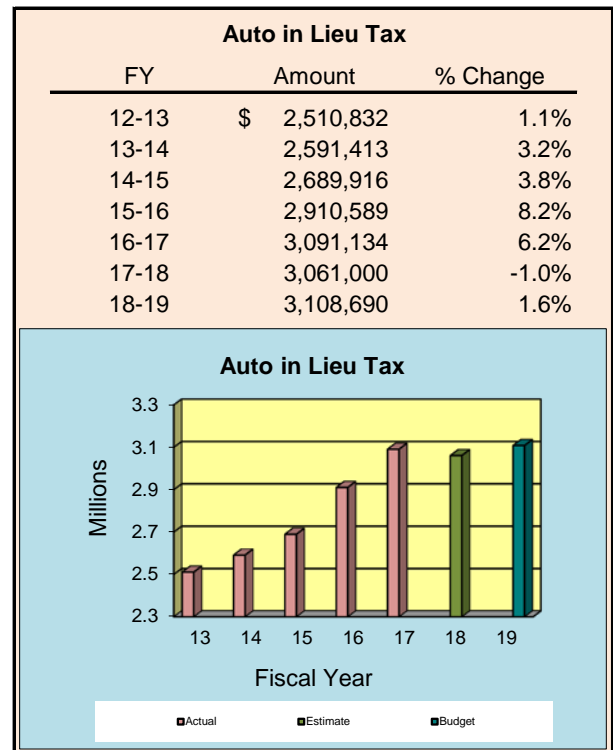


Auto in Lieu Tax

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 five-year period based on the automobile value until it stabilizes at the depreciated amount. Revenues have been steadily increasing since FY 2013. We are anticipating a 1% decline in FY 2018 followed by a 1.6% growth in FY 2019.



Special Revenue Funds

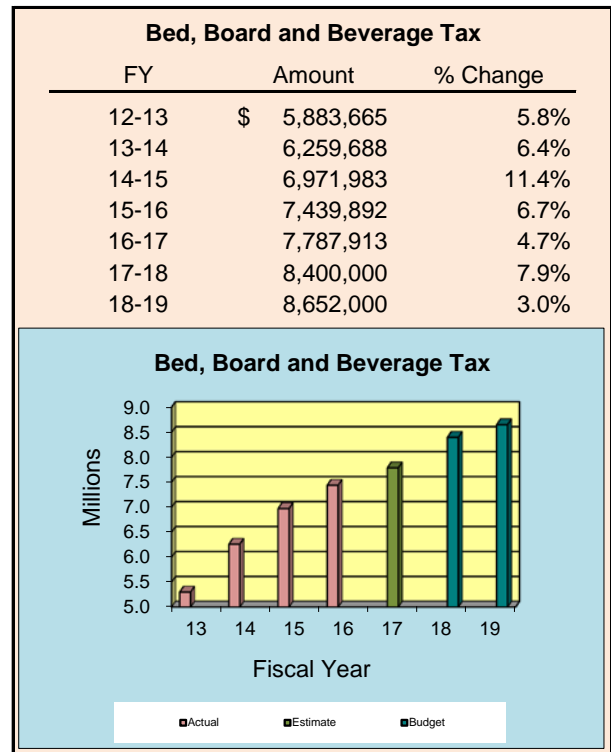
Bed, Board and Beverage Funds

Bed, Board and 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 these revenues for the purposes of enhancing beautification, tourism, economic development, recreation, and arts and sciences.

FY 2019 continues to show an increase in projected revenue and demonstrates 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.



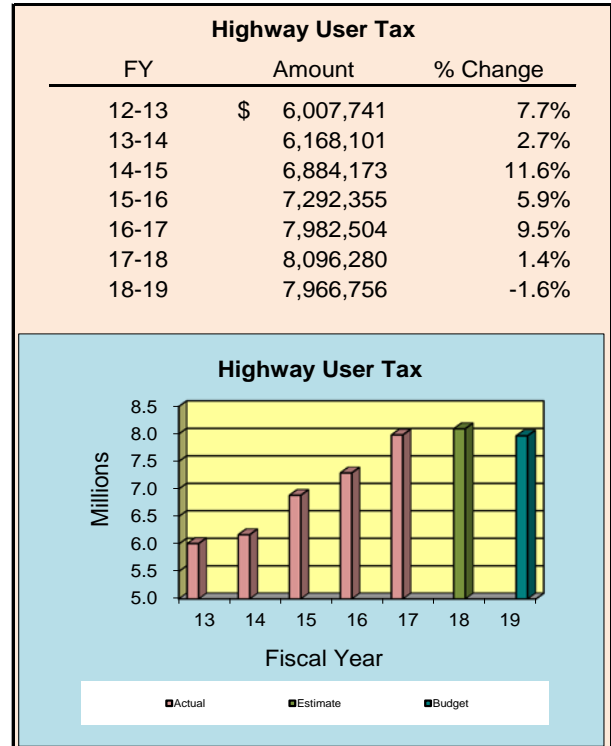
Highway User Revenue Fund

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 City experienced an 11.6% increase in HURF revenues in FY 2015 due to the State approving an additional \$30 million 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 decrease in FY 2018 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 mid-decade census changes as well as the elimination of special distributions.



Transportation Tax

Legal Authority: Resolution 2004-48, approved by voters May 2000, Ordinance 2014-34 approved by voters November 2014 and Resolution 2016-25 approved by voters November 2016.

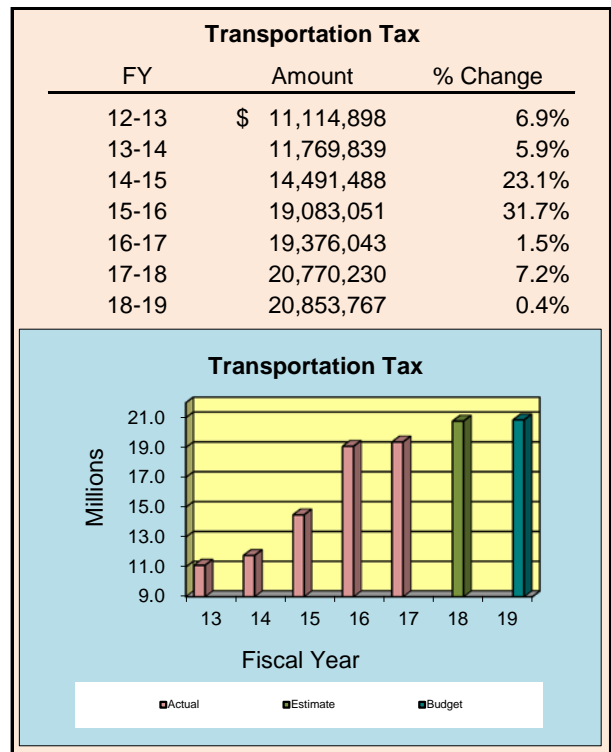
Description: The transportation tax was approved by voters to address four transportation issues. This tax was approved for a period of twenty years. The tax helps to pay for the 4th Street overpass, safety improvements, street improvements and transit services. The transportation tax is assessed on the same goods and services as the City's general sales tax. The current tax rate is 1.051%.

In 2016, voters approved to extend the current transit tax until 2035.

The increase in FY 2015 and FY 2016 was due to a new 0.33% Road Repair and Street Safety tax approved by the voters in November 2014 with an effective date of January 1, 2015. The City anticipates moderate growth in FY 2019.

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%



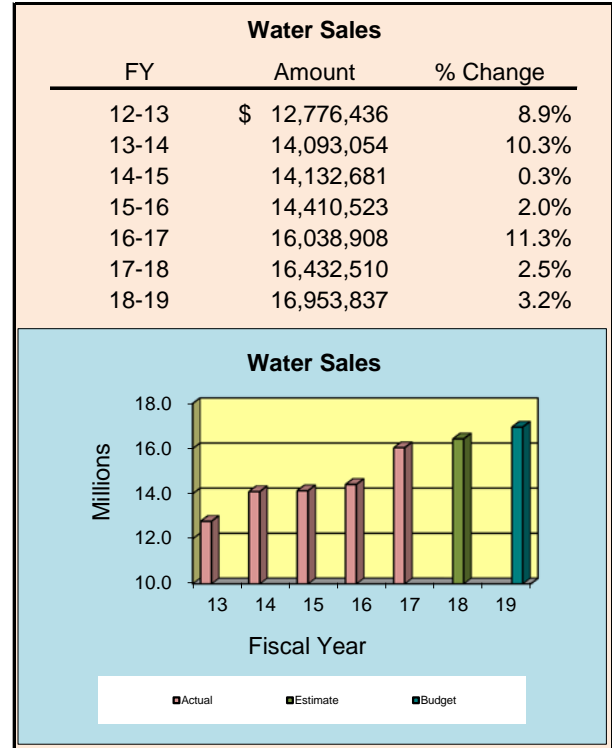
Enterprise Funds

Drinking Water Sales

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

Description: The principle revenue for operating and managing the City's drinking 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 charge 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. Drinking water rates were increased on July 1, 2016 and again on January 1, 2017 and 2018. The next increase will be effective January 1, 2019 and each year until 2023 at a 4% rate.

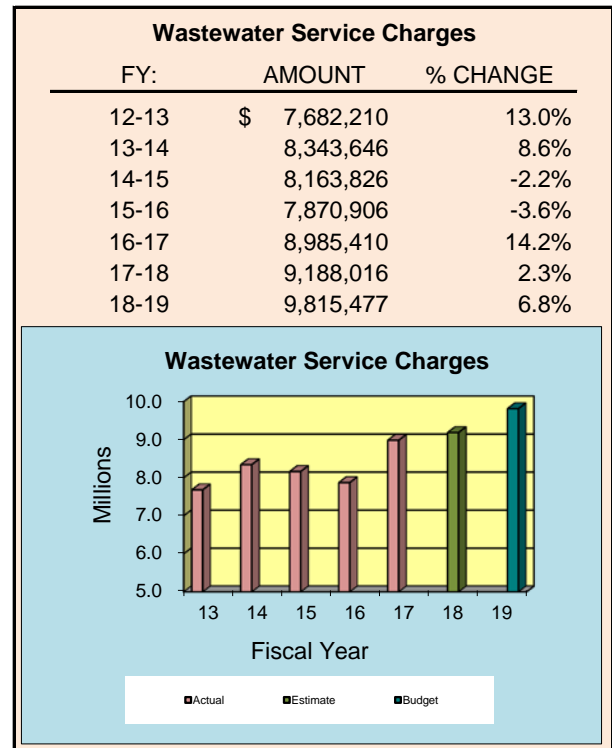


Wastewater Service Charges

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 preceding 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. Water rates were increased on July 1, 2016 and again on January 1, 2017 and 2018. The next increase will be effective January 1, 2019 and 2020.



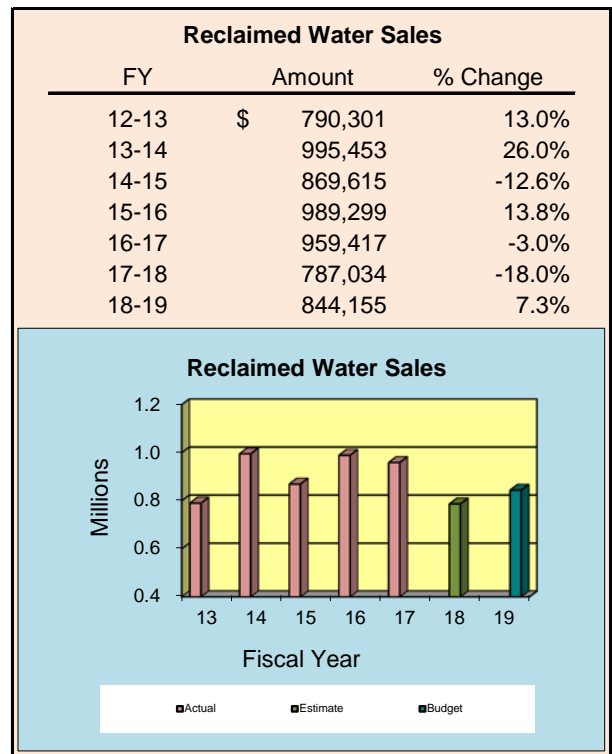
Reclaimed Water Sales

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.

The expected decrease of 18% in reclaimed water sales for FY 2018 is the result of decreased demands due to an adjustment in the City customer base, resolution of outstanding accounts, and weather shifts which affect demand.

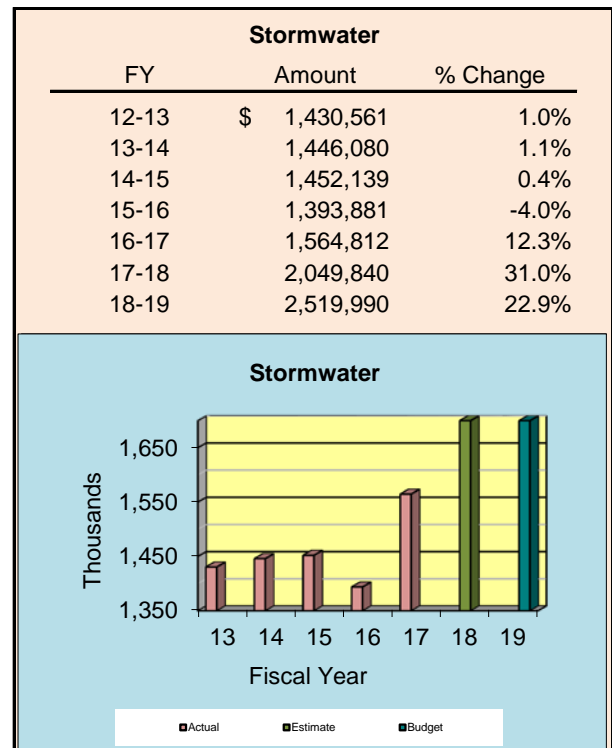


Stormwater

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.

City Council adopted new rates in FY 2016 which went into effect on July 1, 2016, with an additional rate increase on January 1, 2017. This increased the rate to the level of \$1.47 per ERU. The current rate adopted by City Council was effective February 1, 2018, with an increased rate of \$2.26 per ERU.

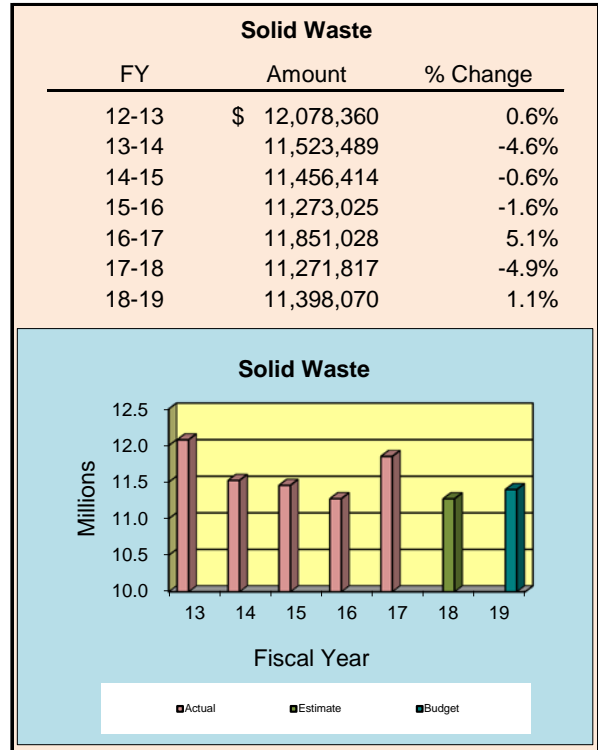


Solid Waste

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 slight increase in revenues for FY 2019 is related to projected growth.

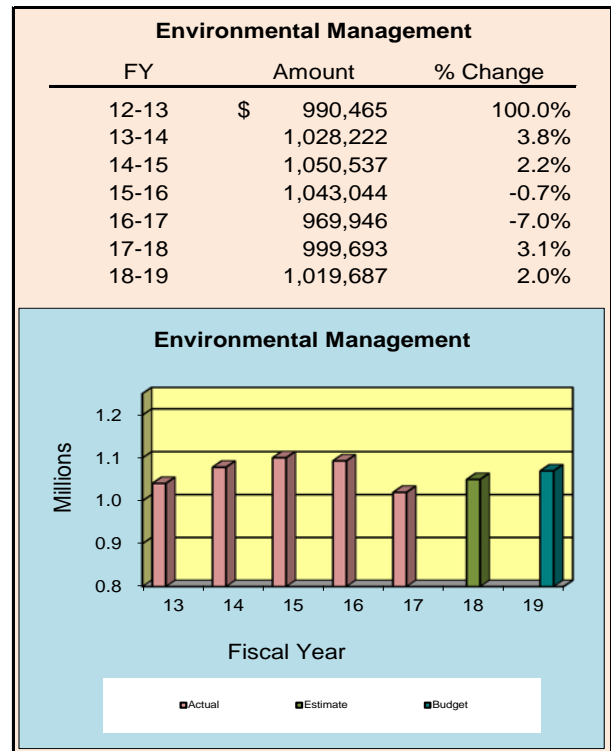


Sustainability and Environmental Management

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 slight increase in revenues for FY 2019 is related to projected growth.

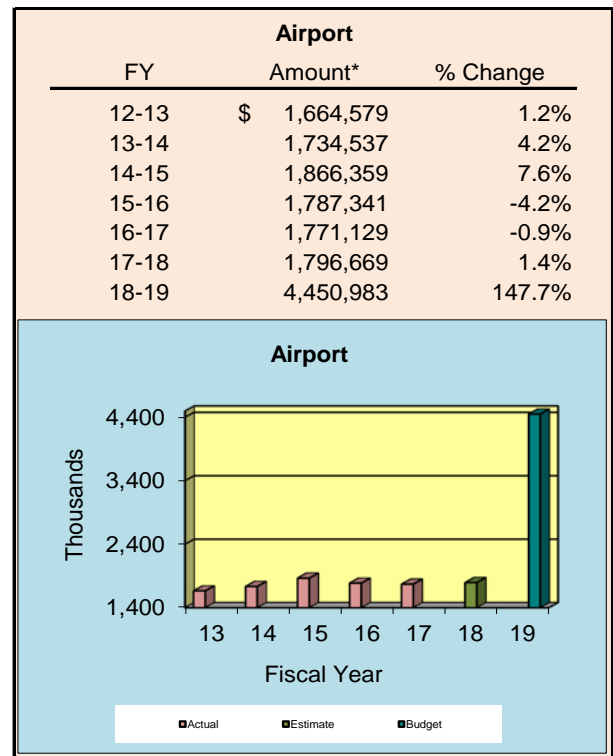


Airport

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. PFCs 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 operational revenues will possibly decline slightly due to the fluctuations in the general economy. However, the anticipated one-time real estate sale in FY 2019 shows a temporary increase in revenue.

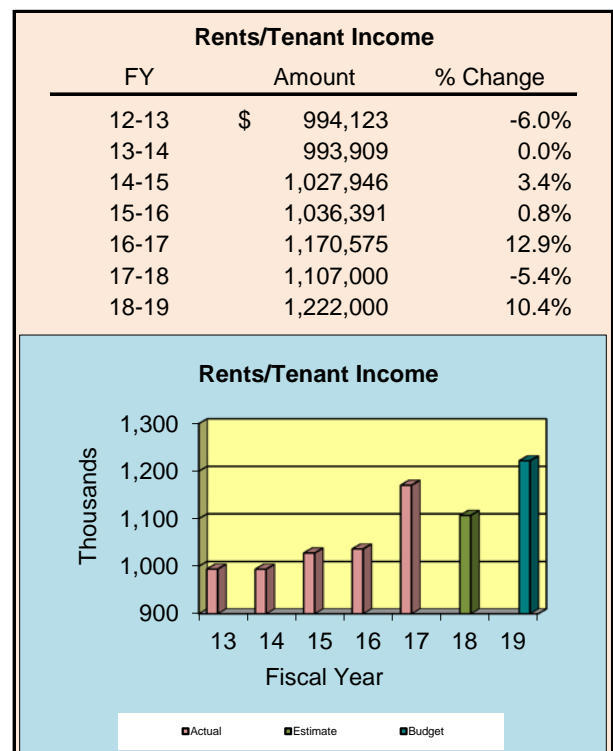


Housing Authority

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

Description: Flagstaff 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 the Federal subsidy that supports the operation of public housing decreases. HUD funds operate based on a formula for reasonable expenditures; so, if rental income increases, HUD Operating Subsidy decreases.

Residents may choose between flat rent and rent that is income based. FHA began implementing higher flat rents in FY 2011, which resulted in more families paying higher rents. The decrease in income for FY 2012 through FY 2014 was due to falling incomes for the families/individuals served. Rent is projected to increase in FY 2019.



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 interrelated.

The operations and maintenance of major capital facilities and infrastructure can significantly impact the operating budget and, must be considered prior to approval and commencement of acquisition of a 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 as 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 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 such 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 (CIP) 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 divisions, the development of the Capital Improvement Plan is completed. This requires coordination between the budget function and engineering due to 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 budget. 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 the progress of a project 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 each area.

FY 2019 Capital Improvement Plan

The City's budget for FY 2019 includes capital improvement projects totaling \$41.3 million. Project funding includes the following: \$2.3 million in grants primarily for airport projects, \$18.5 million in general obligation (GO) bonds, revenue 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, 2012 and 2016 General Elections. In the 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 the November 2010 General Elections, the citizens of Flagstaff authorized the City to proceed with two new projects totaling \$21.2 million. In the November 2012 General Elections, the citizens of Flagstaff authorized the City to proceed with two new projects totaling \$24.0 million. In the November 2016 General Elections, the citizens of Flagstaff authorized the City to proceed with one new project totaling \$12.0 million. Each project will be discussed below in its appropriate fund. Project listings are available in the Capital Improvement section of this book.

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

General Government – Six projects are scheduled for FY 2019 for a total of \$9.6 million. Major projects include the construction of a new Courthouse, Flagstaff Watershed Protection Project which was authorized by voters in the November 2012 election, FUTS and Open Space land acquisitions, and the Jay Lively roof replacement project.

Streets/Transportation – The City currently has 664 miles of paved streets, 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 Fourth Street Improvements and Traffic Signal Program. There is a total of twenty-two Streets/Transportation projects scheduled at a budgeted cost of \$9.9 million. Transportation Tax is funding \$6.7 million and HURF and other revenues are funding \$3.2 million.

FUTS Fund – Major projects include the Sheep Crossing Trail and Switzer Canyon Trail. Five projects are scheduled at a budgeted cost of \$510,000 for FY 2019.

BBB Funds – Two categories make up the BBB Funds Capital Projects for FY 2019. Arts and Science includes sixteen projects at a budgeted cost of \$426,499. Beautification includes twenty-one projects at a budgeted cost of \$2.6 million. Major projects include Urban Forest, Minor City Gateway, Route 66 Interpretive Trail, Fourth Street Holiday Corridor, Landscaping for Kaspar Drive, San Francisco Gateway Arch, McAllister Route 66 Interpretive Plaza and Downtown Paver Redo.

Water Services Fund – Major projects for water, wastewater and reclaimed water include Switzer Canyon Transmission Line, Lonetree Transmission Line and Westside Interceptor Clay Avenue Wash Oversizing. Seventeen water projects, eleven wastewater projects and two reclaimed water projects are scheduled at a combined budget of \$13.2 million for FY 2019.

Stormwater Fund – Five projects, Phoenix Avenue Culvert Construction, Wildwood Drainage Project, Aspen Avenue Culvert, Rio De Flag and Annual Spot Improvements are budgeted in the Stormwater Fund with a cost of \$3.2 million in FY 2019.

Solid Waste Fund - Three projects are scheduled for a budgeted cost of \$460,000 in FY 2019. The projects include Stormwater Infrastructure, Methane Gas Collection Wells and NEPA Review.

Sustainability and Environmental Management Fund - One project is scheduled for a budgeted cost of \$25,000 in FY 2019. This project is currently designated as a Future Grants Project.

Airport Fund – Two major projects, Airport Drainage Improvements and Snow Removal Equipment Building Design, are scheduled at a budgeted cost of \$1.4 million for FY 2019.

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 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, November 2010 in the amount of \$21.2 million, November 2012 in the amount of \$24.0 million, November 2016 in the amount of \$12.0 million and \$1.1 million remaining from November 1996 voter approved debt of \$8.2 million.

Utility Rate Structure: The City contracts 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 was approved by City Council with an effective date of July 1, 2016. Rates will increase annually for five years. 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. The tax was renewed 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, which 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%. In November of 2016, voters approved an extension of the transit tax until 2035.

Debt

Debt Capacity

The City's legal debt margin demonstrates adequate capacity to complete the capital projects passed with the November 1996, May 2004, November 2010, November 2012 and November 2016 bond elections. Projects will be initiated over time through issuing new debt within capacity as old debt retires.

Current Debt Position

The City's underlying bond ratings are presently as follows:

Type	Standard & Poor's	Moody's Investor's Service
General Obligation Bonds	AA	Aa2
Revenue Bonds	AA-	Not Available
Certificates of Participation	AA-	Not Available
Improvement District Bonds	Not Available	Aa3

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 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 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 include the professionalism of the administration relative to budgetary policies and practices, financial reporting, results of independent audits and effective management practices. Debt limitations, tax rate, 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.

General Obligation Debt			
July 1, 2018			
20% Limitation		6% Limitation	
Assessed Valuation	\$ 749,618,824	Assessed Valuation	\$ 749,618,824
Allowable 20% Debt	\$ 149,923,765	Allowable 6% Debt	\$ 44,977,129
20% Debt Outstanding	(46,137,413)	6% Debt Outstanding	-
Allowable Debt Margin	<u>\$ 103,786,352</u>	Allowable Debt Margin	<u>\$ 44,977,129</u>

Debt Service

At July 1, 2018, the total actual indebtedness is \$119.2 million. FY 2019 annual debt payments are \$15.4 million. At the start of the fiscal year, the City's 20% general obligation debt of \$46.1 million is well below the legal limit of \$149.9 million. The City has no outstanding general obligation debt in the 6% category. Thus, the full allowable debt margin of \$45.0 million is available. The following table illustrates the total actual indebtedness through the life for all currently outstanding debt.

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2019	\$ 12,126,901	3,260,276	15,387,177
2020	12,424,269	2,836,891	15,261,160
2021	12,011,511	2,403,197	14,414,708
2022	8,685,995	2,044,244	10,730,239
2023	6,167,429	1,804,920	7,972,349
2024	5,890,092	1,608,550	7,498,642
2025	5,967,367	1,411,324	7,378,691
2026	5,952,085	1,220,428	7,172,513
2027	6,022,142	1,028,179	7,050,321
2028	5,599,498	838,703	6,438,201
2029	4,099,035	665,599	4,764,634
2030	2,544,522	533,719	3,078,241
2031	2,528,821	428,884	2,957,705
2032	2,377,044	329,311	2,706,355
2033	1,720,000	242,000	1,962,000
2034	1,455,000	178,500	1,633,500
2035	1,510,000	119,200	1,629,200
2036	1,090,000	67,200	1,157,200
2037	1,135,000	22,700	1,157,700
	<u>\$ 99,306,711</u>	<u>21,043,825</u>	<u>119,192,836</u>

Schedule A-1: Total Sources and Appropriations Summary

City of Flagstaff
 Summary Schedule of Estimated Revenues and Expenditures/Expenses
 Fiscal Year 2018-2019

	Unreserved Fund Balance/ Retained Earnings at 7/1/2018	Estimated Revenues and Other Financing Sources 2018-2019	Interfund Transfers 2018-2019		Total Financial Resources Available 2018-2019	Capital Outlay (Equip/CIP)	Debt Service	Reserves/ Contingencies	Total Appropriations 2018-2019	Fund Balance 6/30/2019
			In	Out						
General Fund	\$ 23,874,828	62,126,268	4,705,974	(4,482,921)	86,224,149	3,306,669	352,047	150,000	67,701,047	18,523,102
Special Revenue Funds:										
Housing and Comm Svcs	311,042	1,671,883	127,000	-	2,109,925	-	-	-	1,881,891	228,034
Metro Planning Organization	(276)	1,349,060	22,500	-	1,371,284	-	-	500,000	1,371,284	-
Library	2,090,241	3,358,317	1,662,813	-	7,111,371	345,000	-	100,000	5,715,718	1,395,653
Highway User Revenue	3,525,185	8,647,988	3,799,801	(13,000)	15,959,974	7,749,591	544,153	100,000	13,683,145	2,276,829
Transportation	16,555,877	20,937,767	-	(4,330,447)	33,163,197	3,713,019	3,795,025	-	13,702,695	19,460,502
Flagstaff Urban Trails	92,697	230	550,000	(75,000)	567,927	510,000	-	-	510,000	57,927
Beautification	1,910,766	1,745,400	-	(472,528)	3,183,638	2,620,000	-	10,000	2,963,851	219,787
Economic Development	652,347	1,158,285	207,500	(343,757)	1,674,375	-	250,088	45,000	1,274,866	399,509
Tourism	1,244,131	2,717,331	-	(186,308)	3,775,154	-	-	60,000	2,817,922	957,232
Arts and Science	420,562	652,900	-	-	1,073,462	426,499	-	10,000	940,473	132,989
Recreation - BBB	415,553	2,859,360	-	(3,236,927)	37,986	7,500	-	-	7,500	30,486
Parking District	350,576	1,310,000	-	(192,689)	1,467,877	-	115,025	30,000	879,890	587,987
Debt Service Funds:										
GO Bonds	-	-	7,179,678	-	7,179,678	-	7,179,678	-	7,179,678	-
Secondary Property Tax	7,155,866	6,769,265	-	(7,179,678)	6,745,453	-	-	-	-	6,745,453
Special Assessments	296,672	207,456	-	-	504,128	-	210,350	-	210,350	293,778
Permanent Funds:										
Perpetual Care	298,419	12,024	-	-	310,443	-	-	-	-	310,443
Capital Project Funds:										
Non GO Bonds	(3,525,887)	8,000,000	520,000	-	4,994,113	-	-	-	4,994,038	75
GO Bonds	(1,566,645)	4,122,570	387,000	-	2,942,925	2,781,387	-	-	2,781,387	161,538
Enterprise Funds:										
Water/Wastewater/Reclaim	17,716,361	38,730,163	1,396,211	(1,389,438)	56,453,297	14,232,264	4,304,328	1,850,000	37,040,274	19,413,023
Stormwater	830,336	2,547,393	1,267,368	(348,627)	4,296,470	3,180,000	-	50,000	4,068,494	227,976
Solid Waste	17,300,904	11,621,736	63,570	(4,678)	28,981,532	2,545,000	222,712	500,000	13,260,332	15,721,200
Sustainability and Env Mgmt	276,532	1,048,291	105,000	(116,147)	1,313,676	25,000	-	30,000	1,211,908	101,768
Airport	243,788	7,719,133	324,540	-	8,287,461	2,500,000	231,736	1,467,471	6,992,143	1,295,318
Flagstaff Housing Authority	652,855	8,303,728	53,200	-	9,009,783	327,172	-	1,501,250	8,325,103	684,680
Total All Funds	\$ 91,122,730	197,616,548	22,372,155	(22,372,155)	288,739,278	49,255,639	17,205,142	6,403,721	199,513,989	89,225,289

Schedule B: Expenditure Limitation and Tax Levy Information

City of Flagstaff
Expenditure Limitation and
Tax Levy Information
Fiscal Year 2018-2019

	Estimate FY 2017-2018	FY 2018-2019
Expenditure Limitation [Economic Estimates Commission]		\$ 154,582,542
Total Estimated Expenditures Subject to Expenditure Limitation		
1. Maximum Allowable Primary Property Tax Levy [ARS 42-17051.A] rev 6/06 HB 2876	\$ 6,495,442	\$ 6,625,351
2. Amount Received from Primary Property Taxation in FY 2016-2017 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	\$ 6,171,607	\$ 6,625,351
B. Secondary Property Taxes	6,271,311	6,733,265
C. Total Property Tax Levy Amount	\$ 12,442,918	\$ 13,368,616
4. Property Taxes Collected (Estimated)		
A. Primary Property Taxes:		
(1) FY 2016-2017 Levy	\$ 6,071,607	
(2) Prior Years' Levies	100,000	
(3) Total Primary Property Taxes Collected	6,171,607	
B. Secondary Property Taxes:		
(1) FY 2016-2017 Levy	6,271,311	
(2) Total Secondary Property Taxes Collected	6,271,311	
C. Total Property Taxes Collected	\$ 12,442,918	
5. Property Tax Rates		
A. City of Flagstaff Tax Rate:		
(1) Primary Property Tax Rate	0.8233	0.8334
(2) Secondary Property Tax Rate	0.8366	0.8366
(3) Total City Tax Rate	1.6599	1.6700
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

Schedule C: Revenues Other Than Property Taxes

City of Flagstaff
 Summary by Fund of Revenues Other Than Property Taxes
 Fiscal Years 2018 and 2019
 (With Actuals for Fiscal Year 2017)

Source of Revenues	Actual Revenues 2016-2017	Budgeted Revenues 2017-2018	Estimated Revenues 2017-2018	Budgeted Revenues 2018-2019	Change (Bdgt-Bdgt)	% Change
General Fund						
Local Taxes						
City Sales Tax	\$ 19,226,470	19,958,580	20,532,350	20,749,934	791,354	3.96%
Franchise Tax	2,411,756	2,574,691	2,447,800	2,546,234	(28,457)	-1.11%
Licenses and Permits						
Business Licenses	32,391	30,000	30,000	30,000	-	0.00%
Building Permits	2,156,121	1,577,580	2,400,000	1,725,000	147,420	9.34%
Other Licenses and Permits	650,894	1,022,680	556,880	1,034,688	12,008	1.17%
Intergovernmental						
State Income Tax Sharing	8,603,145	8,848,139	8,850,877	8,719,302	(128,837)	-1.46%
State Shared Sales Tax	6,445,302	6,456,555	6,800,000	6,905,944	449,389	6.96%
Vehicle License Tax	3,091,134	3,074,550	3,061,000	3,108,690	34,140	1.11%
Federal Grants	674,982	2,576,828	2,190,575	2,176,253	(400,575)	-15.55%
State Grants	534,986	817,587	817,587	789,067	(28,520)	-3.49%
Local Intergovernmental Agreements	1,154,953	1,110,994	1,110,994	1,102,152	(8,842)	-0.80%
Charges for Services						
General Government	916,055	710,800	745,800	770,800	60,000	8.44%
Parks and Recreation	1,620,021	1,525,550	1,568,370	1,600,534	74,984	4.92%
Public Safety	746,425	724,565	783,315	728,671	4,106	0.57%
Cemetery	172,063	148,750	172,300	167,300	18,550	12.47%
Fines and Forfeits	1,430,686	1,544,457	1,144,856	1,326,226	(218,231)	-14.13%
Investment Earnings	337,509	260,000	273,630	283,146	23,146	8.90%
Miscellaneous	2,860,663	3,506,482	2,729,909	1,363,976	(2,142,506)	-61.10%
Total General Fund	53,065,556	56,468,788	56,216,243	55,127,917	(1,340,871)	-2.37%
Special Revenue Funds						
Housing and Community Services Fund						
Intergovernmental						
Federal Grants	723,891	1,128,169	1,128,169	591,883	(536,286)	-47.54%
State Grants	128,103	1,044,000	1,048,188	1,080,000	36,000	3.45%
Investment Earnings	10,151	-	8,181	-	-	0.00%
Miscellaneous	297,446	4	44,869	-	(4)	-100.00%
Total Housing and Community Svcs Fund	1,159,591	2,172,173	2,229,407	1,671,883	(500,290)	-23.03%
Metro Planning Organization Fund						
Intergovernmental						
Federal Grants	393,478	836,736	836,736	844,060	7,324	0.88%
Miscellaneous	-	467,513	467,513	505,000	37,487	8.02%
Total Metro Planning Organization Fund	393,478	1,304,249	1,304,249	1,349,060	44,811	3.44%
EDA Revolving Loan Fund						
Investment Earnings	2,409	5,328	5,328	-	(5,328)	-100.00%
Total EDA Revolving Loan Fund	2,409	5,328	5,328	-	(5,328)	-100.00%
Library Fund						
Intergovernmental						
Federal/State/Local Grants	97,124	75,000	75,000	55,000	(20,000)	-26.67%
Library District Taxes	3,115,199	4,189,419	3,219,164	3,224,127	(965,292)	-23.04%
Investment Earnings	32,720	38,000	38,000	38,190	190	0.50%
Miscellaneous	90,368	41,000	41,000	41,000	-	0.00%
Total Library Fund	3,335,411	4,343,419	3,373,164	3,358,317	(985,102)	-22.68%
Highway User Revenue Fund						
Intergovernmental						
Highway User Tax	7,982,504	7,308,360	8,096,280	7,966,756	658,396	9.01%
Investment Earnings	46,269	32,000	32,000	18,000	(14,000)	-43.75%
Miscellaneous	514,564	300,000	-	663,232	363,232	121.08%
Total Highway User Revenue Fund	8,543,337	7,640,360	8,128,280	8,647,988	1,007,628	13.19%

Schedule C: Revenues Other Than Property Taxes

City of Flagstaff
 Summary by Fund of Revenues Other Than Property Taxes
 Fiscal Years 2018 and 2019
 (With Actuals for Fiscal Year 2017)

Source of Revenues	Actual Revenues 2016-2017	Budgeted Revenues 2017-2018	Estimated Revenues 2017-2018	Budgeted Revenues 2018-2019	Change (Bdgt-Bdgt)	% Change
Transportation Fund						
Transportation Tax	\$ 19,376,043	20,119,903	20,770,230	20,853,767	733,864	3.65%
Investment Earnings	221,677	135,000	135,000	84,000	(51,000)	-37.78%
Total Transportation Fund	19,597,720	20,254,903	20,905,230	20,937,767	682,864	3.37%
FUTS Fund						
Investment Earnings	27,821	8,160	8,300	230	(7,930)	-97.18%
Total FUTS Fund	27,821	8,160	8,300	230	(7,930)	-97.18%
Beautification Fund						
BBB Tax	1,557,460	1,610,920	1,680,000	1,730,400	119,480	7.42%
Investment Earnings	42,722	15,000	15,000	15,000	-	0.00%
Miscellaneous	448	-	-	-	-	0.00%
Total Beautification Fund	1,600,630	1,625,920	1,695,000	1,745,400	119,480	7.35%
Economic Development Fund						
BBB Tax	739,898	765,187	798,000	821,940	56,753	7.42%
Investment Earnings	6,971	7,200	7,486	7,486	286	3.97%
Miscellaneous	183,738	269,964	328,859	328,859	58,895	21.82%
Total Economic Development Fund	930,607	1,042,351	1,134,345	1,158,285	115,934	11.12%
Tourism Fund						
BBB Tax	2,336,496	2,416,380	2,520,000	2,595,600	179,220	7.42%
Retail Sales	97,181	86,612	86,612	88,344	1,732	2.00%
Investment Earnings	10,193	5,742	12,490	6,221	479	8.34%
Miscellaneous	37,179	26,897	26,897	27,166	269	1.00%
Total Tourism Fund	2,481,049	2,535,631	2,645,999	2,717,331	181,700	7.17%
Arts and Science Fund						
BBB Tax	583,975	604,095	630,000	648,900	44,805	7.42%
Investment Earnings	5,016	4,000	4,000	4,000	-	0.00%
Total Arts and Science Fund	588,991	608,095	634,000	652,900	44,805	7.37%
Recreation - BBB Fund						
BBB Tax	2,570,084	2,658,018	2,772,000	2,855,160	197,142	7.42%
Investment Earnings	17,846	12,200	12,200	4,200	(8,000)	-65.57%
Total Recreation - BBB Fund	2,587,930	2,670,218	2,784,200	2,859,360	189,142	7.08%
Parking District Fund						
Parking	-	919,454	845,621	1,310,000	390,546	42.48%
Investment Earnings	1,075	-	500	-	-	0.00%
Miscellaneous	1,000,000	-	-	-	-	0.00%
Total Parking District Fund	1,001,075	919,454	846,121	1,310,000	390,546	42.48%
Total Special Revenue Funds	42,250,049	45,130,261	45,693,623	46,408,521	1,278,260	2.83%
Debt Service Funds						
Secondary Property Tax Fund						
Investment Earnings	55,483	75,000	75,000	36,000	(39,000)	-52.00%
Total Secondary Property Tax Fund	55,483	75,000	75,000	36,000	(39,000)	-52.00%
Special Assessment Bond Fund						
Special Assessments	202,243	206,000	206,000	206,000	-	0.00%
Investment Earnings	2,273	1,428	1,410	1,456	28	1.96%
Total Special Assessment Bonds Fund	204,516	207,428	207,410	207,456	28	0.01%
Total Debt Service Funds	259,999	282,428	282,410	243,456	(38,972)	-13.80%

Schedule C: Revenues Other Than Property Taxes

City of Flagstaff
 Summary by Fund of Revenues Other Than Property Taxes
 Fiscal Years 2018 and 2019
 (With Actuals for Fiscal Year 2017)

Source of Revenues	Actual Revenues 2016-2017	Budgeted Revenues 2017-2018	Estimated Revenues 2017-2018	Budgeted Revenues 2018-2019	Change (Bdgt-Bdgt)	% Change
Permanent Funds						
Perpetual Care Fund						
Contributions	\$ 6,950	8,956	9,500	9,135	179	2.00%
Investment Earnings	2,546	2,860	3,193	2,889	29	1.01%
Total Perpetual Care Fund	9,496	11,816	12,693	12,024	208	1.76%
Total Permanent Funds	9,496	11,816	12,693	12,024	208	1.76%
Capital Project Funds						
Non GO Bonds Projects Fund						
Intergovernmental						
Federal Grants	24,039	-	67,399	-	-	0.00%
State Grants	6,611	-	18,535	-	-	0.00%
Real Estate Proceeds	-	2,000,000	2,000,000	-	(2,000,000)	-100.00%
Investment Earnings	7,707	-	9,024	-	-	0.00%
Total Non GO Bonds Projects Fund	38,357	2,000,000	2,094,958	-	(2,000,000)	-100.00%
GO Bonds Projects Fund						
Intergovernmental						
Federal Grants	284,421	603,952	603,952	121,950	(482,002)	-79.81%
Investment Earnings	112,250	4,830	5,510	620	(4,210)	-87.16%
Miscellaneous	300	246,841	246,841	-	(246,841)	-100.00%
Total GO Bonds Projects Fund	396,971	855,623	856,303	122,570	(733,053)	-85.67%
Total Capital Projects Funds	435,328	2,855,623	2,951,261	122,570	(2,733,053)	-95.71%
Enterprise Funds						
Water, Wastewater and Reclaimed Water Fund						
Intergovernmental						
Federal Grants	-	-	-	65,000	65,000	0.00%
Water	18,571,987	18,711,835	18,516,510	19,218,837	507,002	2.71%
Wastewater	11,515,365	12,357,998	10,984,016	11,875,477	(482,521)	-3.90%
Reclaimed	959,417	927,000	787,034	844,155	(82,845)	-8.94%
Investment Earnings	234,193	163,485	163,485	226,694	63,209	38.66%
Miscellaneous	343,792	200,000	200,000	-	(200,000)	-100.00%
Total Water, Wastewater and Reclaimed	31,624,754	32,360,318	30,651,045	32,230,163	(130,155)	-0.40%
Stormwater Fund						
Intergovernmental						
Federal Grants	4,277	-	-	-	-	0.00%
Stormwater Utility	1,601,396	1,707,364	2,085,443	2,546,473	839,109	49.15%
Investment Earnings	12,846	920	15,587	920	-	0.00%
Miscellaneous	612	-	-	-	-	0.00%
Total Stormwater Fund	1,619,131	1,708,284	2,101,030	2,547,393	839,109	49.12%
Solid Waste Fund						
Solid Waste	12,077,113	11,792,010	11,271,817	11,398,070	(393,940)	-3.34%
Investment Earnings	151,834	71,264	81,169	223,666	152,402	213.86%
Miscellaneous	9,134	1,425,000	-	-	(1,425,000)	-100.00%
Total Solid Waste Fund	12,238,081	13,288,274	11,352,986	11,621,736	(1,666,538)	-12.54%
Sustainability and Environmental Management Fund						
Intergovernmental						
State Grants	36,527	198,446	198,446	25,000	(173,446)	-87.40%
Environmental Services	979,008	999,693	999,693	1,019,687	19,994	2.00%
Investment Earnings	3,543	3,038	3,038	3,084	46	1.51%
Miscellaneous	4,857	510	510	520	10	1.96%
Total Sustainability and Env Mgmt Fund	1,023,935	1,201,687	1,201,687	1,048,291	(153,396)	-12.77%

Schedule C: Revenues Other Than Property Taxes

City of Flagstaff
 Summary by Fund of Revenues Other Than Property Taxes
 Fiscal Years 2018 and 2019
 (With Actuals for Fiscal Year 2017)

Source of Revenues	Actual Revenues 2016-2017	Budgeted Revenues 2017-2018	Estimated Revenues 2017-2018	Budgeted Revenues 2018-2019	Change (Bdgt-Bdgt)	% Change
Airport Fund						
Intergovernmental						
Federal Grants	\$ 6,186,558	5,116,259	2,757,728	3,156,400	(1,959,859)	-38.31%
State Grants	303,689	28,266	137,704	111,750	83,484	295.35%
Airport	1,766,331	1,744,709	1,789,913	1,789,913	45,204	2.59%
Parking	-	-	-	156,060	156,060	0.00%
Land Sale	-	-	-	2,500,000	2,500,000	0.00%
Investment Earnings	3,685	3,676	3,676	1,930	(1,746)	-47.50%
Miscellaneous	1,113	31,041	3,080	3,080	(27,961)	-90.08%
Total Airport Fund	<u>8,261,376</u>	<u>6,923,951</u>	<u>4,692,101</u>	<u>7,719,133</u>	<u>795,182</u>	<u>11.48%</u>
Flagstaff Housing Authority Fund						
Intergovernmental						
Federal Grants	4,840,430	6,137,418	5,136,168	6,630,552	493,134	8.03%
Rents and Other Tenant Income	1,170,575	1,107,000	1,107,000	1,222,000	115,000	10.39%
Miscellaneous	430,110	434,951	434,951	451,176	16,225	3.73%
Total Flagstaff Housing Authority Fund	<u>6,441,115</u>	<u>7,679,369</u>	<u>6,678,119</u>	<u>8,303,728</u>	<u>624,359</u>	<u>8.13%</u>
Total Enterprise Funds	<u>61,208,392</u>	<u>61,427,883</u>	<u>56,676,968</u>	<u>63,470,444</u>	<u>308,561</u>	<u>0.50%</u>
Total Revenues	<u>\$ 157,228,820</u>	<u>166,176,799</u>	<u>161,833,198</u>	<u>165,384,932</u>	<u>(2,525,867)</u>	<u>-1.52%</u>

Schedule C-1: Schedule of Grant Revenues

City of Flagstaff
 Schedule of Grant Revenues
 Fiscal Year 2018-2019

Project Name	Budgeted Revenues 2017-2018	Estimated Revenues 2017-2018	Budgeted Revenues 2018-2019	City Match 2018-2019	Budgeted Grant Reimb %	Funding
General Fund						
<i>Legal:</i>						
AZ Attorney Generals Office, Victims Rights	\$ 10,100	10,100	10,000	-	100%	S
<i>Court:</i>						
County - Trainer	28,800	28,800	28,800	-	100%	L
County - Interpreter	52,500	52,500	52,500	-	100%	L
County Information Systems Technician	110,600	110,600	110,600	-	100%	L
TCPF/State JCEF - Court Training Officer	25,000	25,000	25,000	-	100%	S
<i>Fire:</i>						
AZ DEMA, Camp Navajo	25,000	25,000	22,500	-	100%	S
Arizona Homeland Security	75,000	75,000	67,500	7,500	90%	F/S
Governor's Office of Highway Safety	45,000	45,000	45,000	-	100%	F/S
Assistance to Firefighters, Regional Training	90,000	90,000	90,000	10,000	90%	F/S
SAFER	436,079	436,079	436,079	145,360	75%	F
Wolf Creek Federal Services, Naval Observatory	-	-	15,000	-	100%	S
Coconino County RX Fire	10,000	10,000	10,000	-	100%	L
<i>Police:</i>						
USFS Dispatch Services	5,000	5,000	-	-	100%	L
ACJC - Metro (NAZ Street Crimes Task Force)	142,062	142,062	142,090	-	100%	F/S
RICO Funds for Metro	213,092	213,092	213,134	-	100%	F/L
DOJ - COPS Hiring 2017	427,920	41,667	83,334	115,080	42%	F
RICO Officers	66,423	66,423	67,913	-	100%	L
GOHS - DUI Enforcement	195,000	195,000	195,000	-	100%	F/S
AZ HLS - Livescan Fingerprint Match	50,000	50,000	50,000	-	100%	F/S
RICO - Overtime	50,000	50,000	17,500	-	100%	L
DOJ - Bullet Proof Vest Program	8,250	8,250	8,250	8,250	50%	F
DOJ PSN Gang Prevention/Education	10,000	10,000	10,000	-	100%	F
County Dispatch Services (Summit)	15,000	15,000	-	-	100%	L
NPS Dispatch Services	5,000	5,000	15,000	-	100%	F
DPS Statewide GIITEM	133,446	133,446	140,994	46,998	75%	S
Arizona Homeland Security Grant	102,000	102,000	102,000	-	100%	F/S
Internet Crimes Against Children	4,500	4,500	4,500	-	100%	F/S
GOHS Click It or Ticket	5,000	5,000	5,000	-	100%	F/S
DOJ - Ed Bryne Memorial JAG - Overtime	95,000	95,000	95,000	-	100%	F
Northern Arizona Gang Taskforce - FBI	80,000	80,000	80,000	-	100%	S
RICO Equipment - Metro	32,626	32,626	32,626	-	100%	F/L
RICO Equipment - Police	40,000	40,000	40,000	-	100%	L
<i>Economic Vitality:</i>						
EPA Brownfields	806,017	806,017	750,000	-	100%	F
Subtotal	3,394,415	3,008,162	2,965,320	333,188		
Housing and Community Services						
ADOH - Home Grant	450,000	450,000	450,000	-	100%	F/S
ADOH - Owner Occupied Housing Rehabilitation	330,000	330,000	330,000	110,000	75%	F/S
HUD - CDBG Entitlement	1,128,169	1,128,169	591,883	-	100%	F
Subrecipient w/ Coconino County (ADOH)	264,000	268,188	300,000	-	100%	F/S
Subtotal	2,172,169	2,176,357	1,671,883	110,000		
Flagstaff Metro Planning Organization						
ADOT - Metropolitan Planning	164,612	164,612	113,880	7,269	94%	F/S
ADOT - Federal Transit Administration	286,290	286,290	72,580	18,145	80%	F/S
ADOT - State Planning Research	188,834	188,834	125,000	31,250	80%	F/S
FHWA - STP	197,000	197,000	532,600	33,996	94%	F/S
Subtotal	836,736	836,736	844,060	90,660		
Library						
LSTA	30,000	30,000	30,000	-	100%	F/S
State Grant in Aid	25,000	25,000	25,000	-	100%	S
Youth Services	20,000	20,000	-	-	100%	S
Subtotal	75,000	75,000	55,000	-		

Schedule C-1: Schedule of Grant Revenues

City of Flagstaff
 Schedule of Grant Revenues
 Fiscal Year 2018-2019

Project Name	Budgeted Revenues 2017-2018	Estimated Revenues 2017-2018	Budgeted Revenues 2018-2019	City Match 2018-2019	Budgeted Grant Reimb %	Funding
Capital Projects						
ADEMA - Lighting Core Services	\$ 250,000	250,000	-	-	100%	S
EDA - Innovation Mesa Business Accelerator	-	85,934	-	-	52%	F
Observatory Mesa Forest Health	178,952	178,952	-	-	90%	F/S
WBBI - 14-601 Section 12	10,000	10,000	-	-	50%	F/S
WBBI - 16-601 ASF Forest Health	40,000	40,000	-	-	50%	F/S
WBBI State Wildfire Grant	125,000	125,000	-	-	50%	F/S
Observatory Mesa Fuels Reduction	-	-	121,950	13,550	90%	F/S
Subtotal	603,952	689,886	121,950	13,550		
Water, Wastewater and Reclaimed Water						
Miscellaneous	-	-	65,000	-	100%	F
Subtotal	-	-	65,000	-		
Sustainability and Environmental Management						
ASP Picture Canyon Trail	124,446	124,446	-	-	34%	S
AZGF Observatory Mesa Grant	74,000	74,000	-	-	100%	S
Miscellaneous	-	-	25,000	-	100%	S
Subtotal	198,446	198,446	25,000	-		
Airport						
DOT - Small Comm Air Service Devel Prgm	879,900	-	879,900	-	100%	F
FAA - AIP38 Runway 3/21 - Design	81,173	81,173	-	-	91%	F
ADOT - AIP38 Runway 3/21 - Design	4,510	4,510	-	-	5%	S
FAA - AIP39 Master Plan Update	279,360	279,360	-	-	91%	F
ADOT - AIP39 Master Plan Update	15,520	15,520	-	-	5%	S
FAA - AIP40 Wildlife Hazard Assessment	148,255	150,001	-	-	91%	F
ADOT - AP40 Wildlife Hazard Assess	8,236	7,363	-	-	5%	S
FAA - AIP41 Runway 3/21 Mill & Overlay Const	3,727,571	2,247,194	-	-	91%	F
ADOT - AP41 Runway 3/21 Mill & Overlay Const	-	110,311	-	-	5%	S
FAA - ARFF Fire Fighting Vehicle	-	-	1,001,660	-	91%	F
ADOT - ARFF Fire Fighting Vehicle	-	-	49,170	49,170	5%	S
FAA - Airport Drainage Improvements	-	-	364,240	-	91%	F
ADOT - Airport Drainage Improvements	-	-	17,880	17,880	5%	S
FAA - Snow Removal Equipment Building	-	-	910,600	-	91%	F
ADOT - Snow Removal Equipment Building	-	-	44,700	44,700	5%	S
Subtotal	5,144,525	2,895,432	3,268,150	111,750		
Low Income Public Housing	1,144,246	1,042,996	1,108,380	-	100%	F
Section 8/MRO SRO	4,993,172	4,093,172	5,522,172	-	100%	F
Subtotal	6,137,418	5,136,168	6,630,552	-		
	\$ 18,562,661	15,016,187	15,646,915	659,148		

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 2018-2019

Fund	Proceeds from Other Financing Sources	Interfund Transfers	
		In	Out
General Fund	\$ -	4,705,974	4,482,921
Special Revenue Funds			
Housing and Community Services	-	127,000	-
FMPO	-	22,500	-
Library	-	1,662,813	-
Highway User Revenue	-	3,799,801	13,000
Transportation	-	-	4,330,447
FUTS	-	550,000	75,000
Beautification	-	-	472,528
Economic Development	-	207,500	343,757
Tourism	-	-	186,308
Recreation - BBB	-	-	3,236,927
Total Special Revenue Funds	-	6,369,614	8,850,666
Debt Service Funds			
GO Bonds	-	7,179,678	-
Secondary Property Tax	-	-	7,179,678
Total Debt Service Funds	-	7,179,678	7,179,678
Capital Project Funds			
Non GO Bond Funded Projects	8,000,000	520,000	-
GO Bond Funded Projects	4,000,000	387,000	-
Total Capital Projects Funds	12,000,000	907,000	-
Enterprise Funds			
Water, Wastewater and Reclaimed Water	6,500,000	1,396,211	1,389,438
Stormwater Utility	-	1,267,368	348,627
Solid Waste	-	63,570	4,678
Sustainability and Environmental Management	-	105,000	116,147
Airport	-	324,540	-
Flagstaff Housing Authority	-	53,200	-
Total Enterprise Funds	6,500,000	3,209,889	1,858,890
Total All Funds	\$ 18,500,000	22,372,155	22,372,155

Schedule D-1: Schedule of Transfers Descriptions

City of Flagstaff
 Schedule of Transfers
 Fiscal Year 2018-2019

Transfer To:	Transfer From:	Amount	Comments
General Fund	Highway User Fund	13,000	Right of way maintenance
General Fund	Transportation Fund	300,000	John Wesley Powell Specific Plan
General Fund	Beautification Fund	380,327	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 Fund	343,757	Debt payment for Accelerator
General Fund	Tourism Fund	6,238	Contribution towards citywide publication
General Fund	Tourism Fund	25,000	Support for community-wide events
General Fund	Tourism Fund	25,000	Support downtown park maintenance
General Fund	Recreation - BBB Fund	240,820	Contribution to the maintenance of FUTS which is a Parks responsibility
General Fund	Recreation - BBB Fund	1,328,107	Increased maintenance in Parks budget related to additional field maintenance associated with recreation bond projects
General Fund	Recreation - BBB Fund	1,668,000	Operation of recreation programs
General Fund	Parking Fund	192,699	Payback for start up cost
General Fund	Solid Waste Fund	4,678	Contribution towards citywide publication
General Fund	Sustainability and Environmental Management Fund	96,422	Code compliance
General Fund	Sustainability and Environmental Management Fund	19,725	Funding of the Greater Flagstaff Forest Partnership contract
Total		\$ 4,705,974	
Housing and Community Services Fund	General Fund	127,000	Affordable housing programs
Total		\$ 127,000	
Flagstaff Metro Planning Organization Fund	Transportation Fund	22,500	Non-grant reimbursable costs
Total		\$ 22,500	
Library Fund	General Fund	1,596,313	Library operational and capital
Library Fund	Tourism Fund	66,500	Library operational support
Total		\$ 1,662,813	
Highway User Revenue Fund	Transportation Fund	2,332,408	Transportation funded street improvement projects
Highway User Revenue Fund	Transportation Fund	1,125,539	Transportation funded safety improvement projects
Highway User Revenue Fund	Stormwater Fund	341,854	Drainage maintenance
Total		\$ 3,799,801	
FUTS Fund	Transportation Fund	550,000	Fund FUTS projects
Total		\$ 550,000	
Economic Development Fund	General Fund	207,500	Incubator debt service
Total		\$ 207,500	
GO Bond Fund	Secondary Property Tax Fund	7,179,678	Repayment of GO bonds
Total		\$ 7,179,678	
Capital Project Fund	General Fund	387,000	Core facility
Capital Project Fund	General Fund	520,000	Court Facility
Total		\$ 907,000	
Water Fund	Stormwater Fund	6,773	Regulatory compliance services
Water Fund	Wastewater Fund	1,338,660	Wastewater share of operational support
Water Fund	Reclaimed Water Fund	50,778	Reclaimed Water share of operational support
Total		\$ 1,396,211	
Sustainability and Environmental Management Fund	Recreation- BBB	30,000	Litter Outreach

Schedule D-1: Schedule of Transfers Descriptions

City of Flagstaff
 Schedule of Transfers
 Fiscal Year 2018-2019

Transfer To:	Transfer From:	Amount	Comments
Sustainability and Environmental Management Fund	FUTS	75,000	Schultz Creek Trailhead Construction
	Total	\$ 105,000	
Solid Waste Fund	Toursim	63,570	Downtown trash and recycling collection
	Total	\$ 63,570	
Stormwater Fund	General Fund	1,267,368	Rio de Flag project
	Total	\$ 1,267,368	
Airport Fund	General Fund	324,540	Operational and capital support
	Total	\$ 324,540	
Flagstaff Housing Authority Fund	General Fund	53,200	Compensation increases and temporary staffing
	Total	\$ 53,200	
	Total Transfers	\$ 22,372,155	

Schedule E: Appropriations by Fund

City of Flagstaff
 Summary by Division of Expenditures/Expenses within Each Fund
 Comparison of Fiscal Year 2018 and 2019
 (With Actual for Fiscal Year 2017)

Fund/Division	Actual Expenditures Expenses 2016-2017	Adopted Budgeted Expenditures/ Expenses 2017-2018	Estimated Expenditures/ Expenses 2017-2018	Proposed Budgeted Expenditures/ Expenses 2018-2019	Change (Budget-Budget)	% Change
General Fund						
General Administration	\$ 10,029,414	10,712,958	10,819,196	10,990,910	277,952	2.6%
Community Development	4,170,022	5,095,122	5,025,122	5,709,298	614,176	12.1%
Management Services	3,534,677	3,981,955	3,981,955	4,260,694	278,739	7.0%
Fire	12,528,141	14,081,950	14,081,950	15,145,847	1,063,897	7.6%
Police	19,029,721	22,058,620	21,182,636	22,714,468	655,848	3.0%
Public Works	8,712,542	12,207,736	12,177,431	10,639,537	(1,568,199)	(12.8%)
Economic Vitality	304,568	990,494	990,494	939,438	(51,056)	(5.2%)
Non-Departmental	(3,278,081)	(734,543)	(668,096)	(2,849,145)	(2,114,602)	287.9%
Contingency	40,436	1,990,000	1,530,000	150,000	(1,840,000)	(92.5%)
Total General Fund	55,071,440	70,384,292	69,120,688	67,701,047	(2,683,245)	(3.8%)
Special Revenue Funds						
Housing and Community Service Fund						
Community Development	911,558	3,449,647	3,432,248	1,792,486	(1,657,161)	(48.0%)
Non-Departmental	71,887	89,405	89,405	89,405	-	0.0%
	983,445	3,539,052	3,521,653	1,881,891	(1,657,161)	(46.8%)
Metro Planning Organization Fund						
Community Development	399,474	789,262	789,262	833,284	44,022	5.6%
Non-Departmental	34,073	37,487	37,487	38,000	513	1.4%
Contingency	-	500,000	500,000	500,000	-	0.0%
	433,547	1,326,749	1,326,749	1,371,284	44,535	3.4%
EDA Revolving Loan Fund						
Economic Vitality	-	271,748	271,457	-	(271,748)	(100.0%)
	-	271,748	271,457	-	(271,748)	(100.0%)
Library Fund						
General Administration	181,405	181,956	181,956	216,364	34,408	18.9%
Management Services	93,895	94,917	94,917	101,612	6,695	7.1%
Public Works	65,383	68,688	68,688	57,394	(11,294)	(16.4%)
Economic Vitality	4,575,226	6,349,989	6,124,421	5,185,519	(1,164,470)	(18.3%)
Non-Departmental	84,869	49,357	49,357	54,829	5,472	11.1%
Contingency	-	100,000	-	100,000	-	0.0%
	5,000,778	6,844,907	6,519,339	5,715,718	(1,129,189)	(16.5%)
Highway User Revenue Fund						
General Administration	197,820	199,817	199,817	227,240	27,423	13.7%
Community Development	1,768,478	16,183,302	7,000,026	3,534,882	(12,648,420)	(78.2%)
Management Services	86,123	67,945	67,945	62,612	(5,333)	(7.8%)
Public Works	8,870,104	11,170,516	11,126,347	9,695,239	(1,475,277)	(13.2%)
Economic Vitality	17,838	12,658	12,658	4,391	(8,267)	(65.3%)
Non-Departmental	121,777	57,159	57,159	58,781	1,622	2.8%
Contingency	-	100,000	-	100,000	-	0.0%
	11,062,140	27,791,397	18,463,952	13,683,145	(14,108,252)	(50.8%)
Transportation Fund						
General Administration	58,900	56,172	56,172	71,292	15,120	26.9%
Community Development	3,342,731	16,089,334	16,089,334	1,731,819	(14,357,515)	(89.2%)
Management Services	339,102	369,494	369,494	320,742	(48,752)	(13.2%)
Public Works	757,797	5,100,000	5,100,000	2,009,346	(3,090,654)	(60.6%)
Economic Vitality	3,188	3,337	3,337	1,513	(1,824)	(54.7%)
Non-Departmental	7,273,220	14,444,401	13,642,801	9,567,983	(4,876,418)	(33.8%)
	11,774,938	36,062,738	35,261,138	13,702,695	(22,360,043)	(62.0%)
FUTS Fund						
Community Development	157,150	3,798,082	3,786,940	510,000	(3,288,082)	(86.6%)
	157,150	3,798,082	3,786,940	510,000	(3,288,082)	(86.6%)
Beautification Fund						
Economic Vitality	635,317	4,220,269	4,220,269	2,953,851	(1,266,418)	(30.0%)
Contingency	-	10,000	-	10,000	-	0.0%
	635,317	4,230,269	4,220,269	2,963,851	(1,266,418)	(29.9%)

Schedule E: Appropriations by Fund

City of Flagstaff
 Summary by Division of Expenditures/Expenses within Each Fund
 Comparison of Fiscal Year 2018 and 2019
 (With Actual for Fiscal Year 2017)

Fund/Division	Actual Expenditures Expenses 2016-2017	Adopted Budgeted Expenditures/ Expenses 2017-2018	Estimated Expenditures/ Expenses 2017-2018	Proposed Budgeted Expenditures/ Expenses 2018-2019	Change (Budget-Budget)	% Change
Economic Development Fund						
Economic Vitality	\$ 964,190	1,373,357	1,365,301	1,229,866	(143,491)	(10.4%)
Contingency	-	145,000	100,000	45,000	(100,000)	(69.0%)
	<u>964,190</u>	<u>1,518,357</u>	<u>1,465,301</u>	<u>1,274,866</u>	<u>(243,491)</u>	<u>(16.0%)</u>
Tourism Fund						
Economic Vitality	2,019,904	2,617,794	2,617,794	2,757,922	140,128	5.4%
Contingency	360	50,000	-	60,000	10,000	20.0%
	<u>2,020,264</u>	<u>2,667,794</u>	<u>2,617,794</u>	<u>2,817,922</u>	<u>150,128</u>	<u>5.6%</u>
Arts and Science Fund						
Economic Vitality	521,162	866,217	866,217	930,473	64,256	7.4%
Contingency	-	10,000	-	10,000	-	0.0%
	<u>521,162</u>	<u>876,217</u>	<u>866,217</u>	<u>940,473</u>	<u>64,256</u>	<u>7.3%</u>
Recreation - BBB Fund						
Public Works	444,427	1,529,373	1,521,373	7,500	(1,521,873)	(99.5%)
	<u>444,427</u>	<u>1,529,373</u>	<u>1,521,373</u>	<u>7,500</u>	<u>(1,521,873)</u>	
Parking District Fund						
General Administration	-	-	-	6,479	6,479	0.0%
Management Services	-	-	-	3,978	3,978	0.0%
Economic Vitality	948,506	940,963	933,512	839,047	(101,916)	(10.8%)
Non-Departmental	-	-	-	386	386	0.0%
Contingency	-	5,000	-	30,000	25,000	500.0%
	<u>948,506</u>	<u>945,963</u>	<u>933,512</u>	<u>879,890</u>	<u>(66,073)</u>	<u>(7.0%)</u>
Total Special Revenue Funds	<u>34,945,864</u>	<u>91,402,646</u>	<u>80,775,694</u>	<u>45,749,235</u>	<u>(45,653,411)</u>	<u>(49.9%)</u>
Debt Services Funds						
General Obligation Bonds Fund						
Non-Departmental	13,011,564	7,179,103	5,354,109	7,179,678	575	0.0%
	<u>13,011,564</u>	<u>7,179,103</u>	<u>5,354,109</u>	<u>7,179,678</u>	<u>575</u>	
Special Assessment Bonds Fund						
Non-Departmental	206,500	210,350	211,600	210,350	-	0.0%
	<u>206,500</u>	<u>210,350</u>	<u>211,600</u>	<u>210,350</u>	<u>-</u>	
Total Debt Service Funds	<u>13,218,064</u>	<u>7,389,453</u>	<u>5,565,709</u>	<u>7,390,028</u>	<u>575</u>	<u>0.0%</u>
Capital Project Funds						
Non GO Bond Funded Projects Fund						
Non-Departmental	70,631	22,447,421	22,577,032	4,994,038	(17,453,383)	(77.8%)
	<u>70,631</u>	<u>22,447,421</u>	<u>22,577,032</u>	<u>4,994,038</u>	<u>(17,453,383)</u>	
GO Bonds Funded Projects Fund						
Non-Departmental	5,482,550	29,682,687	27,302,119	2,781,387	(26,901,300)	(90.6%)
	<u>5,482,550</u>	<u>29,682,687</u>	<u>27,302,119</u>	<u>2,781,387</u>	<u>(26,901,300)</u>	
Total Capital Projects Funds	<u>5,553,181</u>	<u>52,130,108</u>	<u>49,879,151</u>	<u>7,775,425</u>	<u>(44,354,683)</u>	<u>(85.1%)</u>
Enterprise Funds						
Water, Wastewater, and Reclaimed Water Fund						
General Administration	665,856	678,300	678,300	887,263	208,963	30.8%
Management Services	1,221,812	1,145,760	1,145,760	1,177,469	31,709	2.8%
Public Works	39,451	183,023	183,023	85,741	(97,282)	(53.2%)
Economic Vitality	56,584	37,671	37,671	12,300	(25,371)	(67.3%)
Utilities	23,273,350	43,627,814	40,028,506	32,848,374	(10,779,440)	(24.7%)
Non-Departmental	348,840	177,915	177,915	179,127	1,212	0.7%
Contingency	19,564	1,850,000	-	1,850,000	-	0.0%
	<u>25,625,457</u>	<u>47,700,483</u>	<u>42,251,175</u>	<u>37,040,274</u>	<u>(10,660,209)</u>	<u>(22.3%)</u>

Schedule E: Appropriations by Fund

City of Flagstaff
 Summary by Division of Expenditures/Expenses within Each Fund
 Comparison of Fiscal Year 2018 and 2019
 (With Actual for Fiscal Year 2017)

Fund/Division	Actual Expenditures/ Expenses 2016-2017	Adopted Budgeted Expenditures/ Expenses 2017-2018	Estimated Expenditures/ Expenses 2017-2018	Proposed Budgeted Expenditures/ Expenses 2018-2019	Change (Budget-Budget)	% Change
Stormwater Utility Fund						
General Administration	\$ 49,480	45,469	45,469	50,305	4,836	10.6%
Management Services	40,780	56,529	56,529	57,912	1,383	2.4%
Public Works	4,517	12,915	12,915	11,897	(1,018)	(7.9%)
Economic Vitality	2,381	1,521	1,521	488	(1,033)	(67.9%)
Utilities	1,106,331	3,018,471	4,196,948	3,888,870	870,399	28.8%
Non-Departmental	17,090	9,239	9,239	9,022	(217)	(2.3%)
Contingency	1,250	10,000	-	50,000	40,000	400.0%
	<u>1,221,829</u>	<u>3,154,144</u>	<u>4,322,621</u>	<u>4,068,494</u>	<u>914,350</u>	<u>29.0%</u>
Solid Waste Fund						
General Administration	381,308	377,485	377,485	383,047	5,562	1.5%
Management Services	332,201	371,493	371,493	409,496	38,003	10.2%
Public Works	10,888,785	11,278,543	10,551,655	11,828,442	549,899	4.9%
Economic Vitality	40,125	27,199	27,199	8,627	(18,572)	(68.3%)
Non-Departmental	232,398	122,824	122,824	130,720	7,896	6.4%
Contingency	13,317	500,000	-	500,000	-	0.0%
	<u>11,888,134</u>	<u>12,677,544</u>	<u>11,450,656</u>	<u>13,260,332</u>	<u>582,788</u>	<u>4.6%</u>
Sustainability and Environmental Management Fund						
General Administration	87,814	92,655	92,655	42,810	(49,845)	(53.8%)
Management Services	33,672	50,380	50,380	62,627	12,247	24.3%
Public Works	796,011	1,134,222	1,088,222	1,063,847	(70,375)	(6.2%)
Economic Vitality	4,027	2,825	2,825	744	(2,081)	(73.7%)
Non-Departmental	24,623	16,884	16,884	11,880	(5,004)	(29.6%)
Contingency	-	30,000	-	30,000	-	0.0%
	<u>946,147</u>	<u>1,326,966</u>	<u>1,250,966</u>	<u>1,211,908</u>	<u>(115,058)</u>	<u>(8.7%)</u>
Airport Fund						
General Administration	84,236	78,043	78,043	90,262	12,219	15.7%
Management Services	87,528	83,141	83,141	119,854	36,713	44.2%
Public Works	103,613	94,926	94,926	73,877	(21,049)	(22.2%)
Economic Vitality	9,316,085	7,452,750	4,287,589	5,218,515	(2,234,235)	(30.0%)
Non-Departmental	51,856	19,817	19,817	22,164	2,347	11.8%
Contingency	-	100,000	-	1,467,471	1,367,471	1,367.5%
	<u>9,643,318</u>	<u>7,828,677</u>	<u>4,563,516</u>	<u>6,992,143</u>	<u>(836,534)</u>	<u>(10.7%)</u>
Flagstaff Housing Authority Fund						
Community Development	6,435,020	7,024,065	7,024,065	6,823,853	(200,212)	(2.9%)
Contingency	-	1,001,250	-	1,501,250	500,000	49.9%
	<u>6,435,020</u>	<u>8,025,315</u>	<u>7,024,065</u>	<u>8,325,103</u>	<u>299,788</u>	
Total Enterprise Funds	<u>55,759,905</u>	<u>80,713,129</u>	<u>70,862,999</u>	<u>70,898,254</u>	<u>(9,814,875)</u>	<u>(12.2%)</u>
Total All Funds	<u>\$ 164,548,454</u>	<u>302,019,628</u>	<u>276,204,241</u>	<u>199,513,989</u>	<u>(102,505,639)</u>	<u>(33.9%)</u>

Schedule E-1: Budget by Division and Section

City of Flagstaff
 Budget by Division and Section
 Comparison of Fiscal Year 2018 and 2019
 (With Actual for Fiscal Year 2017)

Division/Section	Actual Expenditures/ Expenses 2016-2017	Adopted Budgeted Expenditures/ Expenses 2017-2018	Estimated Expenditures/ Expenses 2017-2018	Proposed Budgeted Expenditures/ Expenses 2018-2019	Change (Budget-Budget)	% Change
General Administration						
City Manager	\$ 1,764,920	1,874,768	1,837,768	2,096,222	221,454	11.8%
Flagstaff Municipal Court	3,038,185	3,074,763	3,148,001	3,329,116	254,353	8.3%
City Attorney	1,624,855	1,724,264	1,789,264	1,849,028	124,764	7.2%
Human Resources	819,090	979,837	979,837	941,566	(38,271)	(3.9%)
Risk Management	207,549	219,082	219,082	223,300	4,218	1.9%
Information Technology	2,574,815	2,840,244	2,845,244	2,551,678	(288,566)	(10.2%)
Total	10,029,414	10,712,958	10,819,196	10,990,910	277,952	2.6%
Community Development						
Community Development Administration	342,854	334,661	334,661	384,703	50,042	15.0%
Planning and Development Services	2,344,070	2,821,611	2,751,611	2,863,652	42,041	1.5%
Capital Improvement	(305,272)	(150,439)	(150,439)	(73,709)	76,730	(51.0%)
Engineering	1,517,888	1,737,249	1,737,249	2,061,724	324,475	18.7%
Housing	270,482	352,040	352,040	472,928	120,888	34.3%
Community Housing Services	29,723	1,366,883	1,349,483	210,004	(1,156,879)	(84.6%)
Community Housing Grants	128,103	1,044,000	1,044,000	1,080,000	36,000	3.4%
CDBG Grant	753,732	1,038,764	1,038,765	502,482	(536,282)	(51.6%)
Transportation CIP	1,389,096	15,678,907	6,495,631	3,013,794	(12,665,113)	(80.8%)
Road Repair Construction	3,342,731	16,089,334	16,089,334	1,731,819	(14,357,515)	(89.2%)
Flagstaff Urban Trails System	157,150	3,798,082	3,786,940	510,000	(3,288,082)	(86.6%)
Metro Planning Organization	399,474	789,262	789,262	833,284	44,022	5.6%
Flagstaff Housing Authority	6,435,020	7,024,065	7,024,065	6,823,853	(200,212)	(2.9%)
Total	16,805,051	51,924,419	42,642,602	20,414,534	(31,509,885)	(60.7%)
Management Services						
Management Services Administration	248,730	248,436	248,436	265,796	17,360	7.0%
Purchasing	562,674	855,757	855,757	996,627	140,870	16.5%
Finance	1,306,486	1,192,718	1,192,718	1,288,719	96,001	8.0%
Revenue	1,416,787	1,685,044	1,685,044	1,709,552	24,508	1.5%
Total	3,534,677	3,981,955	3,981,955	4,260,694	278,739	7.0%
Fire						
Fire Operations	12,360,549	13,235,512	13,235,512	14,270,249	1,034,737	7.8%
Fire Grants	167,592	846,438	846,438	875,598	29,160	3.4%
Total	12,528,141	14,081,950	14,081,950	15,145,847	1,063,897	7.6%
Police						
Police Operations	18,004,307	20,186,188	19,780,188	21,219,865	1,033,677	5.1%
Police Grants	1,025,414	1,872,432	1,402,448	1,494,603	(377,829)	(20.2%)
Total	19,029,721	22,058,620	21,182,636	22,714,468	655,848	3.0%
Public Works						
Public Works Administration	48,836	49,587	49,587	61,544	11,957	24.1%
USGS Facilities	653,097	1,703,762	1,703,762	803,762	(900,000)	(52.8%)
Parks	3,064,913	3,806,340	3,806,340	3,804,447	(1,893)	(0.0%)
Fleet Services	221,631	985,269	959,964	-	(985,269)	(100.0%)
Public Facilities Maintenance	1,361,976	1,791,689	1,786,689	1,339,115	(452,574)	(25.3%)
Recreation	3,362,089	3,871,089	3,871,089	4,630,669	759,580	19.6%
Street Maintenance and Repairs	4,534,439	4,977,237	4,937,237	5,870,339	893,102	17.9%
Street Construction and Reconstruction	3,636,043	5,511,089	5,511,089	3,140,797	(2,370,292)	(43.0%)
Road Repair Pavement Preservation	757,797	5,100,000	5,100,000	2,000,000	(3,100,000)	(60.8%)
Street and Highway User Revenue Bonds	545,739	547,937	543,768	544,153	(3,784)	(0.7%)
Solid Waste - Landfill 165	2,193,767	3,964,837	3,362,949	3,879,399	(85,438)	(2.2%)
Solid Waste - Collections 166	8,531,558	7,021,791	7,021,791	7,538,539	516,748	7.4%
Solid Waste Debt Service	-	125,000	-	222,712	97,712	0.0%
SEMS - Sustainability	540,867	922,092	876,092	792,570	(129,522)	(14.0%)
SEMS - Environmental Management	255,081	209,655	209,655	234,762	25,107	12.0%
Recreation - BBB	444,427	1,529,373	1,521,373	7,500	(1,521,873)	(99.5%)
Total	30,152,260	42,116,747	41,261,385	34,870,308	(7,246,439)	(17.2%)

Schedule E-1: Budget by Division and Section

City of Flagstaff
 Budget by Division and Section
 Comparison of Fiscal Year 2018 and 2019
 (With Actual for Fiscal Year 2017)

Division/Section	Actual Expenditures/ Expenses 2016-2017	Adopted Budgeted Expenditures/ Expenses 2017-2018	Estimated Expenditures/ Expenses 2017-2018	Proposed Budgeted Expenditures/ Expenses 2018-2019	Change (Budget-Budget)	% Change
Economic Vitality						
Community Investment	\$ 304,568	990,494	990,494	939,438	(51,056)	(5.2%)
Airport	9,050,937	7,217,335	4,052,174	4,985,277	(2,232,058)	(30.9%)
Debt Service - Airport	259,211	231,736	231,736	231,736	-	-
Arts and Science	521,162	866,217	866,217	930,473	64,256	7.4%
Urban Design	216,009	328,379	328,379	333,851	5,472	1.7%
Streetscape	419,308	3,891,890	3,891,890	2,620,000	(1,271,890)	(32.7%)
Economic Development	713,936	1,114,514	1,114,514	979,778	(134,736)	(12.1%)
Economic Development Debt Service	250,254	258,843	250,787	250,088	(8,755)	(3.4%)
EDA Revolving Loan Program	-	271,748	271,457	-	(271,748)	(100.0%)
Library City Direct	3,547,172	4,351,832	4,351,832	4,122,206	(229,626)	0.0%
Library County Direct	604,424	594,335	594,335	628,814	34,479	0.0%
Library County Indirect Shared Svcs	307,334	1,315,950	1,090,382	375,444	(940,506)	0.0%
Library Grants	97,124	75,000	75,000	55,000	(20,000)	0.0%
Parking District	890,993	825,937	818,485	723,991	(101,946)	(12.3%)
Debt Service - Parking District	57,513	115,026	115,027	115,025	(1)	(0.0%)
Tourism	1,633,782	2,095,767	2,095,767	2,345,795	250,028	11.9%
Visitor Services	386,122	522,027	522,027	412,127	(109,900)	(21.1%)
Total	19,259,849	25,067,030	21,660,503	20,049,043	(5,017,987)	(20.0%)
Utilities						
Administration	680,675	840,760	840,760	916,145	75,385	9.0%
Lake Mary Water Plant	4,069,084	5,086,097	5,086,097	4,660,344	(425,753)	(8.4%)
Water Distribution System	1,714,205	2,065,747	2,065,747	1,981,224	(84,523)	(4.1%)
Water Resource Management	617,887	714,199	714,199	717,756	3,557	0.5%
Utility Engineering Services	430,496	669,374	669,374	656,999	(12,375)	(1.8%)
Regulatory Compliance	919,689	1,157,443	1,157,443	1,119,845	(37,598)	(3.2%)
Wastewater Treatment	2,584,372	2,470,689	2,470,689	2,557,426	86,737	3.5%
Reclaim Water Plant	1,039,579	866,000	866,000	1,009,053	143,053	16.5%
Wastewater Collection	1,065,056	1,478,867	1,478,867	1,166,981	(311,886)	(21.1%)
Reclaim Water	361,225	502,559	502,559	531,008	28,449	5.7%
Water Capital	3,779,469	12,954,910	11,923,997	9,152,264	(3,802,646)	(29.4%)
Wastewater Capital	1,757,092	10,051,174	8,599,782	4,000,000	(6,051,174)	(60.2%)
Reclaim Water Capital	204,731	910,000	910,000	75,000	(835,000)	(91.8%)
Debt Service	4,049,790	3,859,995	2,742,992	4,304,329	444,334	11.5%
Stormwater Utility	501,630	702,610	702,610	693,870	(8,740)	(1.2%)
Stormwater Capital	604,701	2,315,861	3,494,338	3,195,000	879,139	38.0%
Total	24,379,681	46,646,285	44,225,454	36,737,244	(9,909,041)	(21.2%)
Non-Departmental						
Council and Commissions	387,139	337,892	337,891	376,786	38,894	11.5%
Non-Departmental	2,158,813	4,341,225	4,552,225	2,483,721	(1,857,504)	(42.8%)
GO Bond - Debt Service	13,011,564	7,179,103	5,354,109	7,179,678	575	0.0%
SID - Debt	206,500	210,350	211,600	210,350	-	-
GO Bond Funded Projects	5,482,550	29,682,687	27,302,119	2,781,387	(26,901,300)	(90.6%)
Non GO Bond Funded Projects	70,631	22,447,421	22,577,032	4,994,038	(17,453,383)	(77.8%)
Transportation	4,898,879	10,583,880	10,603,880	5,754,188	(4,829,692)	(45.6%)
4th Street Debt Service	2,228,375	2,266,375	2,216,275	2,221,025	(45,350)	(2.0%)
Road Repair Debt Service	133,125	1,580,500	809,000	1,574,000	(6,500)	(0.4%)
Facility Improvement Debt	177,157	398,981	254,429	352,047	(46,934)	(11.8%)
Total	28,754,733	79,028,414	74,218,560	27,927,220	(51,101,194)	(64.7%)
Reserves/Contingencies	74,927	6,401,250	2,130,000	6,403,721	2,471	0.0%
Grand Total	\$ 164,548,454	302,019,628	276,204,241	199,513,989	(102,505,639)	(33.9%)

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 2018 and 2019
 (With Actual for Fiscal Year 2017)

Division/Fund	Actual Expenditures/ Expenses 2016-2017	Adopted Budgeted Expenditures/ Expenses 2017-2018	Estimated Expenditures/ Expenses * 2017-2018	Proposed Budgeted Expenditures/ Expenses 2018-2019	Change (Budget-Budget)	% Change
General Administration						
General Fund	\$ 10,029,414	10,712,958	10,819,196	10,990,910	277,952	2.6%
Library Fund	181,405	181,956	181,956	216,364	34,408	18.9%
HURF Fund	197,820	199,817	199,817	227,240	27,423	13.7%
Transportation Fund	58,900	56,172	56,172	71,292	15,120	26.9%
Parking District Fund	-	-	-	6,479	6,479	0.0%
Water, Wastewater and Reclaimed Water Fund	665,856	678,300	678,300	887,263	208,963	30.8%
Airport Fund	84,236	78,043	78,043	90,262	12,219	15.7%
Solid Waste Fund	381,308	377,485	377,485	383,047	5,562	1.5%
Sustainability and Environment Mgmt Fund	87,814	92,655	92,655	42,810	(49,845)	(53.8%)
Stormwater Utility Fund	49,480	45,469	45,469	50,305	4,836	10.6%
Total	11,736,233	12,422,855	12,529,093	12,965,972	543,117	4.4%
Community Development						
General Fund	4,170,022	5,095,122	5,025,122	5,709,298	614,176	12.1%
HURF Fund	1,768,478	16,183,302	7,000,026	3,534,882	(12,648,420)	(78.2%)
Transportation Fund	3,342,731	16,089,334	16,089,334	1,731,819	(14,357,515)	(89.2%)
FUTS Fund	157,150	3,798,082	3,786,940	510,000	(3,288,082)	(86.6%)
Housing and Community Services Fund	911,558	3,449,647	3,432,248	1,792,486	(1,657,161)	(48.0%)
Metro Planning Organization Fund	399,474	789,262	789,262	833,284	44,022	5.6%
Flagstaff Housing Authority Fund	6,435,020	7,024,065	7,024,065	6,823,853	(200,212)	(2.9%)
Total	17,184,433	52,428,814	43,146,997	20,935,622	(31,493,192)	(60.1%)
Management Services						
General Fund	3,534,677	3,981,955	3,981,955	4,260,694	278,739	7.0%
Library Fund	93,895	94,917	94,917	101,612	6,695	7.1%
HURF Fund	86,123	67,945	67,945	62,612	(5,333)	(7.8%)
Transportation Fund	339,102	369,494	369,494	320,742	(48,752)	(13.2%)
Parking District Fund	-	-	-	3,978	3,978	0.0%
Water, Wastewater and Reclaimed Water Fund	1,221,812	1,145,760	1,145,760	1,177,469	31,709	2.8%
Airport Fund	87,528	83,141	83,141	119,854	36,713	44.2%
Solid Waste Fund	332,201	371,493	371,493	409,496	38,003	10.2%
Sustainability and Environment Mgmt Fund	33,672	50,380	50,380	62,627	12,247	24.3%
Stormwater Utility Fund	40,780	56,529	56,529	57,912	1,383	2.4%
Total	5,769,790	6,221,614	6,221,614	6,576,996	355,382	5.7%
Fire						
General Fund	12,528,141	14,081,950	14,081,950	15,145,847	1,063,897	7.6%
Total	12,528,141	14,081,950	14,081,950	15,145,847	1,063,897	7.6%
Police						
General Fund	19,029,721	22,058,620	21,182,636	22,714,468	655,848	3.0%
Total	19,029,721	22,058,620	21,182,636	22,714,468	655,848	3.0%
Public Works						
General Fund	8,712,542	12,207,736	12,177,431	10,639,537	(1,568,199)	(12.8%)
Library Fund	65,383	68,688	68,688	57,394	(11,294)	(16.4%)
HURF Fund	8,870,104	11,170,516	11,126,347	9,695,239	(1,475,277)	(13.2%)
Transportation Fund	757,797.00	5,100,000	5,100,000	2,009,346	(3,090,654)	(60.6%)
Recreation - BBB Fund	444,427.00	1,529,373	1,521,373	7,500	(1,521,873)	(99.5%)
Water, Wastewater and Reclaimed Water Fund	39,451	183,023	183,023	85,741	(97,282)	(53.2%)
Airport Fund	103,613	94,926	94,926	73,877	(21,049)	(22.2%)
Solid Waste Fund	10,888,785	11,278,543	10,551,655	11,828,442	549,899	4.9%
Sustainability and Environment Mgmt Fund	796,011	1,134,222	1,088,222	1,063,847	(70,375)	(6.2%)
Stormwater Utility Fund	4,517	12,915	12,915	11,897	(1,018)	(7.9%)
Total	30,682,630	42,779,942	41,924,580	35,472,820	(7,307,122)	(17.1%)
Economic Vitality						
General Fund	304,568	990,494	990,494	939,438	(51,056)	(5.2%)
Library Fund	4,575,226	6,349,989	6,124,421	5,185,519	(1,164,470)	(18.3%)
HURF Fund	17,838	12,658	12,658	4,391	(8,267)	(65.3%)
Transportation Fund	3,188	3,337	3,337	1,513	(1,824)	(54.7%)
Beautification Fund	635,317	4,220,269	4,220,269	2,953,851	(1,266,418)	(30.0%)
Economic Development Fund	964,190	1,373,357	1,365,301	1,229,866	(143,491)	(10.4%)
EDA Revolving Loan Fund	-	271,748	271,457	-	(271,748)	(100.0%)
Tourism Fund	2,019,904	2,617,794	2,617,794	2,757,922	140,128	5.4%
Arts and Science Fund	521,162	866,217	866,217	930,473	64,256	7.4%
Parking District Fund	948,506	940,963	933,512	839,047	(101,916)	(10.8%)
Water, Wastewater and Reclaimed Water Fund	56,584	37,671	37,671	12,300	(25,371)	(67.3%)
Airport Fund	9,316,085	7,452,750	4,287,589	5,218,515	(2,234,235)	(30.0%)
Solid Waste Fund	40,125	27,199	27,199	8,627	(18,572)	(68.3%)
Sustainability and Environment Mgmt Fund	4,027	2,825	2,825	744	(2,081)	(73.7%)
Stormwater Utility Fund	2,381	1,521	1,521	488	(1,033)	(67.9%)
Total	19,409,101	25,168,792	21,762,265	20,082,694	(5,086,098)	(20.2%)

Schedule F: Budget Summary by Division of Expenditures

City of Flagstaff
 Budget Summary by Division of Expenditures
 Comparison of Fiscal Year 2018 and 2019
 (With Actual for Fiscal Year 2017)

Division/Fund	Actual Expenditures/Expenses 2016-2017	Adopted Budgeted Expenditures/Expenses 2017-2018	Estimated Expenditures/Expenses * 2017-2018	Proposed Budgeted Expenditures/Expenses 2018-2019	Change (Budget-Budget)	% Change
Utilities						
Water, Wastewater and Reclaimed Water Fund	\$ 23,273,350	43,627,814	40,028,506	32,848,374	(10,779,440)	(24.7%)
Stormwater Utility Fund	1,106,331	3,018,471	4,196,948	3,888,870	870,399	28.8%
Total	24,379,681	46,646,285	44,225,454	36,737,244	(9,909,041)	(21.2%)
Non-Departmental						
General Fund	(3,278,081)	(734,543)	(668,096)	(2,849,145)	(2,114,602)	287.9%
Library Fund	84,869	49,357	49,357	54,829	5,472	11.1%
HURF Fund	121,777	57,159	57,159	58,781	1,622	2.8%
Transportation Fund	7,273,220	14,444,401	13,642,801	9,567,983	(4,876,418)	(33.8%)
Housing and Community Services Fund	71,887	89,405	89,405	89,405	-	0.0%
Metro Planning Organization Fund	34,073	37,487	37,487	38,000	513	1.4%
Parking District Fund	-	-	-	386	386	0.0%
General Obligation Bonds Fund	13,011,564	7,179,103	5,354,109	7,179,678	575	0.0%
Special Assessment Bonds Fund	206,500	210,350	211,600	210,350	-	0.0%
GO Bonds Funded Projects Fund	5,482,550	29,682,687	27,302,119	2,781,387	(26,901,300)	(90.6%)
Non GO Bond Funded Projects Fund	70,631	22,447,421	22,577,032	4,994,038	(17,453,383)	(77.8%)
Water, Wastewater and Reclaimed Water Fund	348,840	177,915	177,915	179,127	1,212	0.7%
Airport Fund	51,856	19,817	19,817	22,164	2,347	11.8%
Solid Waste Fund	232,398	122,824	122,824	130,720	7,896	6.4%
Sustainability and Environment Mgmt Fund	24,623	16,884	16,884	11,880	(5,004)	(29.6%)
Stormwater Utility Fund	17,090	9,239	9,239	9,022	(217)	(2.3%)
Total	23,753,797	73,809,506	68,999,652	22,478,605	(51,330,901)	(69.5%)
Reserves/Contingencies						
General Fund	40,436	1,990,000	1,530,000	150,000	(1,840,000)	(92.5%)
Library Fund	-	100,000	-	100,000	-	0.0%
HURF Fund	-	100,000	-	100,000	-	0.0%
Beautification Fund	-	10,000	-	10,000	-	0.0%
Economic Development Fund	-	145,000	100,000	45,000	(100,000)	(69.0%)
Tourism Fund	360	50,000	-	60,000	10,000	20.0%
Parking District Fund	-	5,000	-	30,000	25,000	500.0%
Arts and Science Fund	-	10,000	-	10,000	-	0.0%
Metro Planning Organization Fund	-	500,000	500,000	500,000	-	0.0%
Water, Wastewater and Reclaimed Water Fund	19,564	1,850,000	-	1,850,000	-	0.0%
Airport Fund	-	100,000	-	1,467,471	1,367,471	1,367.5%
Solid Waste Fund	13,317	500,000	-	500,000	-	0.0%
Stormwater Utility Fund	1,250	10,000	-	50,000	40,000	400.0%
Sustainability and Environmental Mgmt Fund	-	30,000	-	30,000	-	0.0%
Flagstaff Housing Authority Fund	-	1,001,250	-	1,501,250	500,000	49.9%
Total	74,927	6,401,250	2,130,000	6,403,721	2,471	0.0%
All Funds Total	\$ 164,548,454	302,019,628	276,204,241	199,513,989	(102,505,639)	(33.9%)

*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 2018-2019

Sect #	Section	Operating Capital	Budget 2018-2019
General Fund			
014	Information Technology	Fiber Pull to NAU	\$ 45,000
033	Revenue	Truck Replacements (2) - Meter Services	62,000
051	Fire	Truck Replacement - Type 6 Wildland Fire Suppression Vehicle	200,000
		Truck Replacements (3) - Crew Cab Trucks	150,000
052	Fire Grants	GOHS Funded Police Equipment	45,000
061	Police	Police Patrol Vehicle Replacements (5)	145,000
		Police Admin Vehicle Replacement	27,000
		Replacement Copier - Records	15,000
062	Police Grants	GOHS Police Motorcycle Replacement and Other Equipment	50,000
		DOJ Bomb Robot and Other Equipment	102,000
		RICO Police Equipment	20,000
102	Engineering	Butler/Huntington Signal System Upgrades	20,000
104	Planning and Development	Vehicle Replacement - Development Services	27,000
155	Parks	Vehicle Replacement - Parks	43,000
		Ponderosa Park - Resurface Courts	55,900
		Ponderosa Park - Replace Ramada Concrete	20,000
		Cheshire Park - Replace Concrete Walkways and Pads	18,000
		Hal Jensen Center - Install Ramada and Concrete Walkways	36,100
		Truck Replacement with Utility Body - Parks	50,000
		Tractor with Plow Replacement - Parks	20,300
		Riding Mower Replacement - Parks/Cemetery	28,700
		Expansion of Veteran's Section at Citizen's Cemetery	85,000
		Foxglenn Park - Replace 10' Walkway Path	125,000
156	Recreation	Hal Jensen Recreation Center Multi-Station Cable Machine	16,000
		Hal Jensen Recreation Center New Gym Scoreboard	5,200
		Joel C Montoya Exercise Equipment	10,000
		Aquaplex circuit training equipment replacement	15,500
		Contingency	8,300
402	Non-Departmental	Copy Center Xerox to In-House Copy Center	36,637
		General Fund Total	1,481,637
Library Fund			
035	Library	Children's Area Safety Improvements - Downtown Library	35,000
		Apex Skylight Repairs - Downtown Library	200,000
		Window Replacements - Downtown Library	50,000
		Seal and Repaint Interior Ceiling - Downtown Library	60,000
		Library Fund Total	345,000
Highway User Revenue Fund			
161	Street Maintenance and Repairs	Replace Street Sweepers (2)	600,000
		Dump/Plow Truck Replacement	255,000
		Cinder Box Leg Stands (10)	50,000
		Kenworth Tractors with Side Dumps (2) & Komatsu	240,000
		Air Compressor	5,000
		Pickups with Plows (2)	100,000
		Plotter	20,000
		Traffic Control Truck Bed with Message Board	95,000
		Aerial Truck 45 Foot Lift Reach and Message Board	230,000
		Highway User Revenue Fund Total	1,595,000

Schedule H: Summary of Operating Capital

City of Flagstaff
 Summary of Operating Capital
 Fiscal Year 2018-2019

Sect #	Section	Operating Capital	Budget 2018-2019
Water, Wastewater and Reclaimed Water Fund			
301	Water Production	Backhoe	\$ 170,000
		Raw Water Pump Station Upgrade - Trailer Mounted Generator	260,000
		Lake Mary and Woody Mountain Master Meters	90,000
303	Water Distribution	Grant Assisted Water Meter Replacement	60,000
304	Water Resource Management	New Vehicle - Water Resource Management	30,000
		Water Conservation Grant	35,000
311	Wastewater Treatment - Wildcat	Soil Turning Disk for Bulldozer	20,000
		Wildcat - Building Assessment	50,000
		Wastewater - Building Assessment	50,000
		Rebuild PE Pumps (WCH)	15,000
312	Wastewater Treatment - Rio	Facility Analysis	20,000
		MCC Replacement Cost Analysis	55,000
321	Reclaimed Water	SCADA Tie-Ins for Pump Systems	150,000
		Water, Wastewater and Reclaimed Water Fund Total	<u>1,005,000</u>
Solid Waste Fund			
165	Solid Waste - Landfill	Landfill's Front-Line Trash Compactor - Lease	185,000
		Landfill Tarp Cover System	150,000
		Annual Set-aside - Landfill Closure	730,000
		Dust Control	10,000
		Litter Fence Fabric	100,000
		Lydar Fly Over	10,000
166	Solid Waste - Collections	Side Load Trash Collection Truck - Replacement	300,000
		Side Load Recycle Collection Truck - Replacement	300,000
		Front Load Trash Collection Truck - Replacement	300,000
		Solid Waste Fund Total	<u>2,085,000</u>
Airport Fund			
221	Airport Operations	Air Rescue and Fire Fighting (ARFF) Vehicle	1,100,000
		Airport Fund Total	<u>1,100,000</u>
Flagstaff Housing Authority Fund			
		Flagstaff Housing Authority Fund Total	<u>327,172</u>
		Total	<u>\$ 7,938,809</u>

Schedule I: Summary of Capital Improvement Program

City of Flagstaff
 Summary of Capital Improvement Program
 Fiscal Year 2018-2019

Sect #	Section	Project	Budget 2018-2019
General Fund			
156	Recreation	Jay Lively Roof	\$ 750,000
201	Community Investment	Brownfields Assessment	750,000
402	Non-Departmental	John Wesley Powell Study	<u>325,032</u>
General Fund Total			<u>1,825,032</u>
Highway User Revenue Fund			
162	Street Construction	Reserve for Improvements	50,000
		Minor Transportation Improvements	50,000
		Sidewalk Replacement Program	15,000
		Street Improvement Program	2,232,698
		Sunnyside	<u>793,099</u>
Highway User Revenue Fund Total			<u>3,140,797</u>
Transportation Fund			
112	Transportation CIP	Transportation Planning and Programming	90,000
		Reserve for Transportation Improvements	203,600
		San Francisco and Franklin Avenue Signal	100,000
		Industrial Drive - Huntington to Purina	687,300
		Beulah Boulevard/University Drive	482,355
		Fourth Street Reconstruction	550,000
		HSIP Program	75,000
		La Plaza Vieja Traffic Improvements	100,000
		Sparrow Pedestrian Improvements	419,539
		Fourth Street Safety Improvements	56,000
		Transportation Master Plan	250,000
163	Road Repair Pavement Preservation	Pavement Maintenance	2,000,000
116	Road Repair Construction	Utility Replacements and Overlays	500,000
		Aztec Street	71,200
		Mountain/Mesa	508,019
		West Flag	<u>633,800</u>
Transportation Fund Total			<u>6,726,813</u>
Flagstaff Urban Trail Fund			
111	Flagstaff Urban Trail	Special Projects and Unprogrammed Work	40,000
		FUTS Signage Program	10,000
		Marshall Trail	20,000
		Switzer Canyon Trail	240,000
		Sheep Crossing Trail	<u>200,000</u>
Flagstaff Urban Trail Fund Total			<u>510,000</u>

Schedule I: Summary of Capital Improvement Program

City of Flagstaff
 Summary of Capital Improvement Program
 Fiscal Year 2018-2019

Sect #	Section	Project	Budget 2018-2019
Beautification Fund			
212	Streetscape	Urban Forest	\$ 400,000
		Downtown Tree Wells	100,000
		South Edge - East Route 66	78,000
		City Gateway at I-17/Milton Road	50,000
		Stem City Platforms (Parklets)	30,000
		Santa Fe Triangle - Pocket Park	50,000
		McAllister Route 66 Interpretive Plaza	175,000
		Innovation Mesa Art Base	100,000
		Route 66 Interpretive Trail	200,000
		Vieja Park	50,000
		Minor City Gateway Signs	200,000
		Library Entry (Art Base)	100,000
		Downtown Paver Redux	170,000
		Flowers, Flagpoles, Sidewalks	100,000
		Fourth Street Holiday Corridor	200,000
		Garden and Water Features	50,000
		Landscaping for Kaspar Drive	200,000
		San Francisco Gateway Arch	200,000
		Aspen Bike and Pedestrian Enhancements	77,000
		Buffalo Park Interpretive Exhibit	10,000
		Paseo de Flagstaff	80,000
		Beautification Fund Total	2,620,000
Arts and Science Fund			
216	Arts and Science	East Flagstaff Gateway (4th Street)	10,000
		Mosaics at Thorpe Bridge	25,000
		FT Valley and Humphreys Sculpture	10,000
		Airport Murals	2,000
		Buffalo Park Sculpture	75,000
		Crosswalk Art	20,000
		Moon Landing Sculpture/Art	100,000
		Gateways at Frances Short Pond	30,000
		Mural on City Building Phoenix Avenue and Route 66	35,000
		City Hall Trombe Wall Art	25,000
		Interactive 3D Art/Benches	12,500
		Artwork in Sidewalk	25,000
		Dead Tree Art-Thorpe Dog Park	4,999
		Alley Umbrellas	12,000
		Flexible Art Panels at Aspen Bike and Pedestrian Improvements	20,000
		Aural Sculpture	20,000
		Arts and Science Fund Total	426,499
Capital Projects Fund			
421	GO Capital Projects Fund	FUTS/Open Space Land Acquisition	400,000
425	Flagstaff Watershed	Watershed Protection Project	2,381,387
426	Court Facility	Court Facility	4,994,038
		Capital Projects Fund Total	7,775,425

Schedule I: Summary of Capital Improvement Program

City of Flagstaff
 Summary of Capital Improvement Program
 Fiscal Year 2018-2019

Sect #	Section	Project	Budget 2018-2019
Water, Wastewater and Reclaimed Water Fund			
370	Water Capital Projects	Aging Water Infrastructure Replacement (AWIR)	\$ 500,000
		Water Rate Study	75,000
		Water Meter Vault Replacement Program	150,000
		Radio Read Meter Replacements	400,000
		Reserve for Improvements	300,000
		Switzer Canyon Transmission Line	2,520,264
		Lake Mary Land Acquisition	1,800,000
		LMWTP Sedimentation Basins (Floculations)	80,000
		Woody Mountain Clarifier Engineering Design	570,000
		Water System Master Plan	150,000
		Lonetree 16" Transmission Line	1,425,000
		Amberwood Zone B Extension	275,000
		Fontaine Street Waterline Replacement	600,000
		Plaza Way Waterline Relocation-ADOT	72,000
		Beaver Waterline Replacement	100,000
		2nd Avenue Waterline Replacement-Sunnyside Improvements	70,000
		Calvary Cemetery Waterline Replacement	65,000
375	Wastewater Capital Projects	WWTP Energy Efficiency Program	280,000
		Wildcat Treatment Plant Solids Settling Basin Blue Frog Test	250,000
		Aging Sewer Infrastructure Replacements	300,000
		Reserve for Improvements	300,000
		ADOT SR 89 McConnell Sewer Replacement	100,000
		Milton Road Sewerline Rehabilitation	100,000
		Rate Study - Sewer Portion	50,000
		Westside Interceptor Clay Ave Wash Oversizing	1,200,000
		Wildcat Gas Conveyance System Improvements	920,000
		Wildcat Repair Digester #2	350,000
		Sewer/Reclaimed Water Master Plan	150,000
380	Reclaimed Water Capital Projects	Rate Study - Reclaimed Portion	25,000
		Sewer/Reclaim Master Plan	50,000
		Water, Wastewater and Reclaimed Water Fund Total	<u>13,227,264</u>
Stormwater Fund			
385	Stormwater Capital Projects	Spot Improvement - Annual	75,000
		Phoenix Avenue Culvert Construction	350,000
		Wildwood Drainage Project	450,000
		Aspen Avenue Culvert	50,000
		Rio De Flag Project	2,255,000
		Stormwater Fund Total	<u>3,180,000</u>
Solid Waste Fund			
165	Solid Waste	Stormwater Infrastructure	10,000
		Methane Gas Collection Wells	300,000
		National Environmental Policy Act Review	150,000
		Solid Waste Fund Total	<u>460,000</u>
Sustainability and Environmental Management Fund			
170	Environmental Management	Future Grant Project	25,000
		Sustainability and Environmental Management Fund Total	<u>25,000</u>
Airport Fund			
222	Airport Capital Projects	Airport Drainage Improvements - Design	400,000
		Snow Removal Equipment Building - Design	1,000,000
		Airport Fund Total	<u>1,400,000</u>
		Total	<u><u>\$ 41,316,830</u></u>

Schedule J: Debt Service Requirements

City of Flagstaff
Debt Service Requirements
Fiscal Year 2018-2019

	Original Issue	Outstanding 7/1/18	Principal	Interest	Fiscal Charges	Total Requirements
General Fund						
Certificates of Participation - Fire Equipment	\$ 350,000	79,385	38,810	2,350	900	42,060
Capital Lease - Renewable Energy Equipment	1,014,557	764,961	65,281	21,205	-	86,486
Capital Lease - Heart Monitors	160,279	83,665	40,912	3,765	1,600	46,277
Capital Lease - Copier	129,061	106,728	25,457	4,367	-	29,824
Proposed: Courthouse Revenue Bonds	8,000,000	-	54,900	92,500	-	147,400
	<u>9,653,897</u>	<u>1,034,739</u>	<u>225,360</u>	<u>124,187</u>	<u>2,500</u>	<u>352,047</u>
Streets Fund						
Certificates of Participation - Street Overlay	4,610,000	1,045,615	511,190	30,963	2,000	544,153
	<u>4,610,000</u>	<u>1,045,615</u>	<u>511,190</u>	<u>30,963</u>	<u>2,000</u>	<u>544,153</u>
4th Street						
2012 Pledged Revenue Partial Advance Refunding	12,530,000	6,265,000	2,010,000	208,525	2,500	2,221,025
	<u>12,530,000</u>	<u>6,265,000</u>	<u>2,010,000</u>	<u>208,525</u>	<u>2,500</u>	<u>2,221,025</u>
Road Repair and Street Safety Fund						
Revenue Bonds Series 2016 - Road Repair	8,930,000	8,455,000	450,000	319,000	2,500	771,500
Revenue Bonds Series 2018 - Road Repair	10,000,000	10,000,000	475,000	325,000	2,500	802,500
	<u>18,930,000</u>	<u>18,455,000</u>	<u>925,000</u>	<u>644,000</u>	<u>5,000</u>	<u>1,574,000</u>
Economic Development						
GADA Revenue Bonds Series 2010A - Incubator	3,370,000	2,435,000	145,000	103,588	1,500	250,088
	<u>3,370,000</u>	<u>2,435,000</u>	<u>145,000</u>	<u>103,588</u>	<u>1,500</u>	<u>250,088</u>
Parking District						
Capital Lease - Parking Meters	1,000,000	861,039	90,708	24,317	-	115,025
	<u>1,000,000</u>	<u>861,039</u>	<u>90,708</u>	<u>24,317</u>	<u>-</u>	<u>115,025</u>
General Obligation Bond Fund						
GO Series 2011 Capital Projects	12,845,000	4,665,000	1,600,000	128,475	3,500	1,731,975
GO Series 2011 NAU Public Safety	3,952,287	1,724,502	415,912	36,397	-	452,309
GO Series 2013 Capital Projects	11,460,000	8,870,000	700,000	269,025	3,500	972,525
GO Series 2014A Capital Projects	6,600,000	5,880,000	265,000	212,969	3,500	481,469
GO Series 2014B Partial Advance Refunding 2006 Projects	8,270,000	8,270,000	1,940,000	331,425	3,500	2,274,925
GO Series 2016	16,105,000	15,490,000	565,000	605,475	3,500	1,173,975
Proposed: FWPP	4,000,000	-	-	92,500	-	92,500
	<u>63,232,287</u>	<u>44,899,502</u>	<u>5,485,912</u>	<u>1,676,266</u>	<u>17,500</u>	<u>7,179,678</u>
Special Assessment District						
Sawmill District	19,075,000	2,020,000	105,000	101,000	4,350	210,350
	<u>19,075,000</u>	<u>2,020,000</u>	<u>105,000</u>	<u>101,000</u>	<u>4,350</u>	<u>210,350</u>
Water Fund						
GO 2011 WIFA Debt - Red Gap Shallow Well	1,633,933	1,237,911	71,941	19,279	18,029	109,249
2008 WIFA Revolving Debt - Water	8,500,000	5,438,840	407,273	120,934	78,528	606,735
2009 WIFA Revolving Debt - Water Feasibility	2,100,000	817,040	98,732	21,945	20,413	141,090
2010 WIFA Revolving Debt - Sinagua Well Improvements	775,000	155,073	10,986	2,102	2,244	15,332
2010 WIFA Revolving Debt - Fort Tuthill Well Improvements	594,951	354,208	25,748	3,243	5,120	34,111
2010 WIFA Revolving Debt - Local Aquifer Study	1,100,000	739,633	53,766	6,771	10,691	71,228
2018 Refunding	6,389,858	6,389,858	867,000	118,531	-	985,531
Proposed Bonds - Water	2,000,000	-	60,000	100,000	-	160,000
	<u>23,093,742</u>	<u>15,132,563</u>	<u>1,595,446</u>	<u>392,805</u>	<u>135,025</u>	<u>2,123,276</u>
Wastewater Fund						
2007 WIFA Revolving Debt - Wastewater	23,100,000	3,710,300	1,194,330	109,333	-	1,303,663
2018 Refunding	10,739,142	10,739,142	140,000	212,315	-	352,315
Capital Lease - Renewable Energy Equipment	1,936,443	1,460,046	124,600	40,474	-	165,074
Proposed Bonds - Wastewater	4,500,000	-	136,000	224,000	-	360,000
	<u>40,275,585</u>	<u>15,909,488</u>	<u>1,594,930</u>	<u>586,122</u>	<u>-</u>	<u>2,181,052</u>
Solid Waste Fund						
Certificates of Participation - Core Services Facility	3,700,000	3,700,000	70,000	152,712	-	222,712
	<u>3,700,000</u>	<u>3,700,000</u>	<u>70,000</u>	<u>152,712</u>	<u>-</u>	<u>222,712</u>
Airport Fund						
Capital Lease - Hangars	2,782,598	1,248,764	164,254	67,482	-	231,736
	<u>2,782,598</u>	<u>1,248,764</u>	<u>164,254</u>	<u>67,482</u>	<u>-</u>	<u>231,736</u>
Total Debt Service Requirements	\$ 202,253,109	113,006,710	12,922,800	4,111,967	170,375	17,205,142

City of Flagstaff
General Fund
Five Year Plan 2019-2023

	Actual 2016-2017	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Sources of Funds								
Beginning Fund Balance	\$ 35,317,204	26,699,303	36,358,755	23,874,828	18,523,102	18,833,417	19,158,033	18,429,643
Revenues								
Taxes								
Property Tax	5,764,349	6,217,976	6,217,976	6,726,500	6,776,500	6,826,500	6,876,500	6,926,500
Sales Tax	19,226,470	19,958,580	20,532,350	20,749,934	21,362,394	21,832,541	21,180,705	21,180,139
Franchise Fees	2,411,756	2,574,691	2,447,800	2,546,234	2,609,890	2,675,137	2,594,883	2,594,883
Intergovernmental								
State Shared Sales Tax	6,445,302	6,456,555	6,800,000	6,905,944	7,078,593	7,255,557	7,037,891	7,037,891
State Shared Income Tax	8,603,145	8,848,139	8,850,877	8,719,302	8,837,251	8,951,486	9,172,752	9,399,499
Auto Lieu Tax	3,091,134	3,074,550	3,061,000	3,108,690	3,186,408	3,266,068	3,168,086	3,168,086
Federal Grants	674,982	2,576,828	2,190,575	2,176,253	430,127	207,007	165,340	165,340
State/Local Grants	534,986	817,587	794,265	789,067	656,441	656,441	656,441	656,441
Other IGA	1,154,953	1,110,994	1,110,994	1,102,152	902,000	902,000	902,000	902,000
Licenses and Permits								
Business Licenses	32,391	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Building Permits	2,156,121	1,577,580	2,400,000	1,725,000	1,636,200	1,636,200	1,636,200	1,636,200
Other Licenses and Permits	650,894	1,022,680	556,880	1,034,688	1,026,716	1,028,764	1,030,833	1,032,923
Charges for Services								
Community Development	916,055	710,800	745,800	770,800	710,800	710,800	710,800	710,800
Parks and Recreation	1,620,021	1,525,550	1,568,370	1,600,534	1,577,870	1,577,870	1,577,870	1,577,870
Public Safety	746,425	724,565	783,315	728,671	732,817	737,006	741,235	745,507
Cemetery/General Government	172,063	148,750	172,300	167,300	168,950	170,617	172,300	174,000
Fines and Forfeitures								
Court Fines	667,391	757,300	640,500	664,873	671,522	678,237	685,019	691,869
Other Fines and Forfeitures	763,295	787,156	504,356	661,353	690,967	694,618	698,305	702,028
Other								
Investment Earnings	337,509	260,000	273,630	283,146	286,183	289,254	292,361	295,503
Miscellaneous	2,937,023	3,460,113	2,683,540	1,635,827	1,190,186	1,192,570	1,194,979	1,197,411
Total Revenues	58,906,265	62,640,394	62,364,528	62,126,268	60,561,815	61,318,673	60,524,500	60,824,890
Transfers In								
HURF	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Transportation	-	-	-	300,000	-	-	-	-
Beautification	426,117	433,156	433,156	442,528	442,528	442,528	442,528	442,528
Economic Development	-	287,514	287,514	343,757	343,757	343,757	343,757	343,757
Tourism	31,238	31,238	31,238	56,238	31,238	31,238	31,238	31,238
Recreation - BBB	2,060,595	2,880,866	2,855,866	3,236,927	2,389,693	2,389,693	2,389,693	2,389,693
Parking District	-	-	-	192,699	-	-	-	-
Utilities	15,000	-	-	-	-	-	-	-
Environmental Services	57,678	4,678	4,678	4,678	4,678	4,678	4,678	4,678
Sustainability and Environmental Mgmt	149,816	127,611	97,611	116,147	116,147	116,147	116,147	116,147
Total Transfers In	2,753,444	3,778,063	3,723,063	4,705,974	3,533,740	3,341,041	3,341,041	3,341,041
Total Revenues and Transfers In	61,659,709	66,418,457	66,087,591	66,832,242	64,095,555	64,659,714	63,865,541	64,165,931
Total Sources of Funds	96,976,913	93,117,760	102,446,346	90,707,070	82,618,657	83,493,131	83,023,574	82,595,574

City of Flagstaff
General Fund
Five Year Plan 2019-2023

	Actual 2016-2017	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Uses of Funds								
Operating Expenditures								
General Administration	9,697,905	10,625,792	10,732,030	10,945,910	9,599,227	9,759,227	9,599,227	9,759,227
Management Services	3,502,124	3,919,955	3,919,955	4,198,694	3,959,383	3,959,383	3,959,383	3,959,383
Community Development	4,163,659	5,065,122	4,995,122	5,662,298	4,893,960	4,893,960	4,893,960	4,893,960
Fire	12,015,384	13,621,950	13,621,950	14,750,847	14,181,043	14,332,946	14,332,946	14,332,946
Police	18,872,998	21,534,515	20,658,531	22,355,468	20,921,938	20,987,771	21,053,604	21,053,604
Public Works	7,850,713	10,169,617	10,164,617	9,352,537	8,754,300	8,754,300	8,754,300	8,754,300
Economic Vitality	202,598	184,477	184,477	189,438	189,438	189,438	189,438	189,438
Non-Departmental	2,211,132	4,341,617	4,552,617	2,498,838	2,036,241	2,036,241	2,036,241	2,036,241
Contingency	40,436	1,990,000	1,530,000	150,000	425,000	425,000	425,000	425,000
Less: Indirect Charges	(6,038,838)	(5,812,641)	(5,812,641)	(6,061,699)	(6,136,699)	(6,176,699)	(6,216,699)	(6,256,699)
Total Operating Expenditures	52,518,111	65,640,404	64,546,658	64,042,331	58,823,831	59,161,567	59,027,400	59,147,400
Debt Service								
Leases - Energy	90,580	87,404	167,852	116,310	118,858	119,018	119,018	89,018
Leases - Fire Equipment	86,577	86,577	86,577	86,737	86,737	-	-	-
Bonds	-	225,000	-	149,000	225,000	225,000	225,000	225,000
Total Debt Service	177,157	398,981	254,429	352,047	430,595	344,018	344,018	314,018
Future Uses								
Total Ongoing	-	-	-	-	410,000	770,000	1,130,000	1,490,000
Total One-Time	-	-	-	-	200,000	400,000	400,000	500,000
Total Future Uses	-	-	-	-	610,000	1,170,000	1,530,000	1,990,000
Capital Expenditures								
Fleet	819,200	1,722,669	1,697,363	753,000	831,301	757,000	757,000	757,000
Operating	941,637	1,211,055	1,211,055	728,637	310,000	310,000	310,000	310,000
Capital Improvement Projects	615,335	1,411,183	1,411,183	1,825,032	-	-	-	-
Total Capital Expenditures	2,376,172	4,344,907	4,319,601	3,306,669	1,141,301	1,067,000	1,067,000	1,067,000
Total Expenditures	55,071,440	70,384,292	69,120,688	67,701,047	61,005,727	61,742,585	61,968,418	62,518,418
Transfers Out								
Housing and Community Services	-	232,000	232,000	127,000	-	-	-	-
Library	1,605,111	1,596,313	1,596,313	1,596,313	1,596,313	1,596,313	1,596,313	1,596,313
HURF	-	-	-	-	320,000	320,000	320,000	320,000
Economic Development	251,000	207,500	207,500	207,500	208,000	251,000	251,000	251,000
Parking District	385,398	-	-	-	-	-	-	-
Stormwater	111,925	1,675,861	1,675,861	1,267,368	-	-	-	-
Airport	1,051,161	475,000	-	324,540	647,000	417,000	450,000	450,000
Flagstaff Housing Authority	28,897	310,200	65,601	53,200	8,200	8,200	8,200	8,200
Capital Projects Fund	2,113,226	5,636,395	5,673,555	907,000	-	-	-	-
Total Transfers Out	5,546,718	10,133,269	9,450,830	4,482,921	2,779,513	2,592,513	2,625,513	2,625,513
Excess Revenues Over Expenditures	1,041,551	(14,099,104)	(12,483,927)	(5,351,726)	310,315	324,616	(728,390)	(978,000)
Total Uses of Funds	60,618,158	80,517,561	78,571,518	72,183,968	63,785,240	64,335,098	64,593,931	65,143,931
Ending Fund Balance	\$ 36,358,755	12,600,199	23,874,828	18,523,102	18,833,417	19,158,033	18,429,643	17,451,643

City of Flagstaff
Housing and Community Services Fund
Five Year Plan 2019-2023

	Actual 2016-2017	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Sources of Funds								
Beginning Fund Balance	\$ 1,195,142	1,351,301	1,371,288	311,042	228,034	228,034	228,034	228,034
Revenues								
Intergovernmental	851,994	2,172,169	2,176,357	1,671,883	1,345,000	1,345,000	1,345,000	1,345,000
Investment Earnings	10,151	-	8,181	-	-	-	-	-
Sale of Real Property	-	4	4	-	-	-	-	-
Miscellaneous	297,446	-	44,865	-	-	-	-	-
Total Revenues	1,159,591	2,172,173	2,229,407	1,671,883	1,345,000	1,345,000	1,345,000	1,345,000
Transfers In								
General Fund	-	232,000	232,000	127,000	-	-	-	-
Total Transfers In	-	232,000	232,000	127,000	-	-	-	-
Total Sources of Funds	2,354,733	3,755,474	3,832,695	2,109,925	1,573,034	1,573,034	1,573,034	1,573,034
Uses of Funds								
Expenditures								
Operating	983,445	3,539,052	3,521,653	1,881,891	1,345,000	1,345,000	1,345,000	1,345,000
Total Expenditures	983,445	3,539,052	3,521,653	1,881,891	1,345,000	1,345,000	1,345,000	1,345,000
Transfers Out								
Flagstaff Housing Authority	-	50,000	-	-	-	-	-	-
Total Transfers Out	-	50,000	-	-	-	-	-	-
Total Uses of Funds	983,445	3,589,052	3,521,653	1,881,891	1,345,000	1,345,000	1,345,000	1,345,000
Ending Fund Balance	\$ 1,371,288	166,422	311,042	228,034	228,034	228,034	228,034	228,034

City of Flagstaff
 Metro Planning Organization Fund
 Five Year Plan 2019-2023

	Actual 2016-2017	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Sources of Funds								
Beginning Fund Balance	\$ 17,293	-	(276)	(276)	-	-	-	-
Revenues								
Intergovernmental	393,478	836,736	836,736	844,060	271,290	271,290	271,290	271,290
Miscellaneous	-	467,513	467,513	505,000	5,000	5,000	5,000	5,000
Total Revenues	393,478	1,304,249	1,304,249	1,349,060	276,290	276,290	276,290	276,290
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	433,271	1,326,749	1,326,473	1,371,284	298,790	298,790	298,790	298,790
Uses of Funds								
Expenditures								
Operating	399,474	789,262	789,262	833,284	255,790	255,790	255,790	255,790
Indirect Grant Cost	34,073	37,487	37,487	38,000	43,000	43,000	43,000	43,000
Contingency	-	500,000	500,000	500,000	-	-	-	-
Total Expenditures	433,547	1,326,749	1,326,749	1,371,284	298,790	298,790	298,790	298,790
Total Uses of Funds	433,547	1,326,749	1,326,749	1,371,284	298,790	298,790	298,790	298,790
Ending Fund Balance	\$ (276)	-	(276)	-	-	-	-	-

City of Flagstaff
 EDA Revolving Loan Fund
 Five Year Plan 2019-2023

	Actual 2016-2017	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Sources of Funds								
Beginning Fund Balance	\$ 263,720	266,420	266,129	-	-	-	-	-
Revenues								
Investment Earnings	2,409	5,328	5,328	-	-	-	-	-
Total Revenues	2,409	5,328	5,328	-	-	-	-	-
Total Sources of Funds	266,129	271,748	271,457	-	-	-	-	-
Uses of Funds								
Expenditures								
Operating	-	271,748	271,457	-	-	-	-	-
Total Expenditures	-	271,748	271,457	-	-	-	-	-
Total Uses of Funds	-	271,748	271,457	-	-	-	-	-
Ending Fund Balance	\$ 266,129	-	-	-	-	-	-	-

City of Flagstaff
Library Fund
Five Year Plan 2019-2023

	Actual 2016-2017	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Sources of Funds								
Beginning Fund Balance	\$ 3,597,359	1,494,066	3,573,603	2,090,241	1,411,922	1,273,083	1,086,066	849,090
Revenues								
Federal/State/Local Grants	97,124	75,000	75,000	55,000	-	-	-	-
Intergovernmental	3,115,199	4,189,419	3,219,164	3,224,127	3,281,050	3,350,637	3,421,898	3,494,874
Investment Earnings	32,720	38,000	38,000	38,190	38,381	38,573	38,766	38,960
Miscellaneous	90,368	41,000	41,000	41,000	41,000	41,000	41,000	41,000
Total Revenues	3,335,411	4,343,419	3,373,164	3,358,317	3,360,431	3,430,210	3,501,663	3,574,834
Transfers In								
Tourism	36,500	66,500	66,500	66,500	66,500	66,500	66,500	66,500
General Fund	1,605,111	1,596,313	1,596,313	1,596,313	1,596,313	1,596,313	1,596,313	1,596,313
Total Transfers In	1,641,611	1,662,813	1,662,813	1,662,813	1,662,813	1,662,813	1,662,813	1,662,813
Total Sources of Funds	8,574,381	7,500,298	8,609,580	7,111,371	6,435,166	6,366,106	6,250,542	6,086,736
Uses of Funds								
Expenditures								
Library City Direct	3,239,629	3,901,667	3,901,667	3,777,206	3,681,998	3,766,209	3,852,948	3,942,290
Library County	604,424	594,335	594,335	628,814	646,219	664,115	682,517	701,442
Library Grants	97,124	75,000	75,000	55,000	-	-	-	-
County Wide Projects and Growth	307,334	1,315,950	1,090,382	375,444	380,433	385,571	390,863	396,315
Indirect Costs	444,724	407,790	407,790	434,254	428,434	439,145	450,124	461,377
Capital	307,543	450,165	450,165	345,000	25,000	25,000	25,000	25,000
Contingency	-	100,000	-	100,000	-	-	-	-
Total Expenditures	5,000,778	6,844,907	6,519,339	5,715,718	5,162,084	5,280,040	5,401,453	5,526,424
Total Uses of Funds	5,000,778	6,844,907	6,519,339	5,715,718	5,162,084	5,280,040	5,401,453	5,526,424
Ending Fund Balance	\$ 3,573,603	655,391	2,090,241	1,395,653	1,273,083	1,086,066	849,090	560,313

City of Flagstaff
Highway User Revenue Fund
Five Year Plan 2019-2023

	Actual 2016-2017	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Sources of Funds								
Beginning Fund Balance	\$ 7,763,092	6,463,483	7,360,870	3,525,185	2,276,829	2,453,328	2,799,198	2,749,105
Revenues								
Highway User	7,982,504	7,308,360	8,096,280	7,966,756	7,865,925	7,944,584	7,706,246	7,793,308
Investment Earnings	46,269	32,000	32,000	18,000	11,000	12,000	14,000	14,000
Miscellaneous	514,564	300,000	-	663,232	646,458	-	-	-
Total Revenues	8,543,337	7,640,360	8,128,280	8,647,988	8,523,383	7,956,584	7,720,246	7,797,308
Transfers In								
General Fund	-	-	-	-	320,000	320,000	320,000	320,000
Stormwater	191,138	314,245	273,588	341,854	345,273	348,726	352,213	355,735
Solid Waste	17,000	-	-	-	-	-	-	-
Transportation	1,921,443	15,926,844	7,039,399	3,457,947	12,848,300	2,016,741	-	194,982
Total Transfers In	2,129,581	16,241,089	7,312,987	3,799,801	13,513,573	2,685,467	672,213	870,717
Total Sources of Funds	18,436,010	30,344,932	22,802,137	15,972,974	24,313,785	13,095,379	11,191,657	11,417,130
Uses of Funds								
Expenditures								
Operating	4,103,024	4,386,237	4,346,237	4,275,339	4,220,933	4,263,142	4,305,773	4,348,831
Indirect Costs	956,823	976,227	976,227	1,014,062	1,039,414	1,065,399	1,092,034	1,119,335
Capital	5,456,554	21,780,996	12,597,720	7,749,591	16,039,996	4,954,640	3,031,745	3,275,062
Contingency	-	100,000	-	100,000	-	-	-	-
Total Expenditures	10,516,401	27,243,460	17,920,184	13,138,992	21,300,343	10,283,181	8,429,552	8,743,228
Debt Service								
Debt Service	545,739	547,937	543,768	544,153	547,114	-	-	-
Total Debt Service	545,739	547,937	543,768	544,153	547,114	-	-	-
Transfers Out								
General Fund	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Capital Projects	-	800,000	800,000	-	-	-	-	-
Total Transfers Out	13,000	813,000	813,000	13,000	13,000	13,000	13,000	13,000
Total Uses of Funds	11,075,140	28,604,397	19,276,952	13,696,145	21,860,457	10,296,181	8,442,552	8,756,228
Ending Fund Balance	\$ 7,360,870	1,740,535	3,525,185	2,276,829	2,453,328	2,799,198	2,749,105	2,660,902

City of Flagstaff
 Transportation Fund
 Five Year Plan 2019-2023

	Actual 2016-2017	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Sources of Funds								
Beginning Fund Balance	\$ 13,650,113	27,250,714	28,723,684	16,555,877	19,460,502	11,562,856	5,924,005	7,952,103
Revenues								
Sales Tax	19,376,043	20,119,903	20,770,230	20,853,767	21,476,625	13,052,683	12,660,907	12,660,553
Bond Proceeds	10,144,732	10,000,000	10,000,000	-	-	-	-	-
Investment Earnings	221,677	135,000	135,000	84,000	100,000	57,000	30,000	40,000
Total Revenues	29,742,452	30,254,903	30,905,230	20,937,767	21,576,625	13,109,683	12,690,907	12,700,553
Total Sources of Funds	43,392,565	57,505,617	59,628,914	37,493,644	41,037,127	24,672,539	18,614,912	20,652,656
Uses of Funds								
Expenditures								
Indirect Costs	414,031	442,649	442,649	421,663	432,204	282,459	289,521	296,759
Operating	3,690,548	4,359,157	4,379,157	5,772,988	4,994,466	5,086,202	5,206,788	9,111,588
Capital	5,308,859	27,414,057	27,414,057	3,713,019	6,834,476	7,538,200	3,587,500	-
Total Expenditures	9,413,438	32,215,863	32,235,863	9,907,670	12,261,146	12,906,861	9,083,809	9,408,347
Transfers Out								
General Fund	-	-	-	300,000	-	-	-	-
HURF	1,921,443	15,926,844	7,039,399	3,457,947	12,848,300	2,016,741	-	194,982
Utilities	400,000	-	-	-	-	-	-	-
Capital Projects	-	200,000	200,000	-	-	-	-	-
MPO	22,500	22,500	22,500	22,500	22,500	-	-	-
FUTS	550,000	550,000	550,000	550,000	550,000	-	-	-
Total Transfers Out	2,893,943	16,699,344	7,811,899	4,330,447	13,420,800	2,016,741	-	194,982
Debt Service	2,361,500	3,846,875	3,025,275	3,795,025	3,792,325	3,785,238	1,579,000	1,568,600
Total Uses of Funds	14,668,881	52,762,082	43,073,037	18,033,142	29,474,271	18,708,840	10,662,809	11,171,929
Ending Fund Balance	\$ 28,723,684	4,743,535	16,555,877	19,460,502	11,562,856	5,963,699	7,952,103	9,480,727

City of Flagstaff
 Flagstaff Urban Trails Fund
 Five Year Plan 2019-2023

	Actual 2016-2017	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Sources of Funds								
Beginning Fund Balance	\$ 2,900,666	3,262,386	3,321,337	92,697	57,927	-	-	-
Revenues								
Investment Earnings	27,821	8,160	8,300	230	140	-	-	-
Total Revenues	27,821	8,160	8,300	230	140	-	-	-
Transfers In								
Transportation	550,000	550,000	550,000	550,000	550,000	-	-	-
Total Transfers In	550,000	550,000	550,000	550,000	550,000	-	-	-
Total Sources of Funds	3,478,487	3,820,546	3,879,637	642,927	608,067	-	-	-
Uses of Funds								
Expenditures								
Capital	157,150	3,798,082	3,786,940	510,000	608,067	-	-	-
Total Expenditures	157,150	3,798,082	3,786,940	510,000	608,067	-	-	-
Transfers Out								
SEMS	-	-	-	75,000	-	-	-	-
Total Transfers Out	-	-	-	75,000	-	-	-	-
Total Uses of Funds	157,150	3,798,082	3,786,940	585,000	608,067	-	-	-
Ending Fund Balance	\$ 3,321,337	22,464	92,697	57,927	-	-	-	-

City of Flagstaff
 Beautification Fund
 Five Year Plan 2019-2023

	Actual 2016-2017	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Sources of Funds								
Beginning Fund Balance	\$ 4,329,995	4,914,762	4,869,191	1,910,766	219,787	183,358	448,568	648,473
Revenues								
BBB Tax	1,557,460	1,610,920	1,680,000	1,730,400	1,773,660	1,818,002	1,763,461	1,763,461
Investment Earnings	42,722	15,000	15,000	15,000	1,758	1,467	3,589	5,188
Miscellaneous	448	-	-	-	-	-	-	-
Total Revenues	1,600,630	1,625,920	1,695,000	1,745,400	1,775,418	1,819,469	1,767,050	1,768,649
Total Sources of Funds	5,930,625	6,540,682	6,564,191	3,656,166	1,995,205	2,002,827	2,215,618	2,417,122
Uses of Funds								
Expenditures								
Operating	216,009	328,379	328,379	333,851	351,260	356,291	361,448	366,734
Capital	419,308	3,891,890	3,891,890	2,620,000	940,000	640,000	610,500	540,000
Contingency	-	10,000	-	10,000	-	-	-	-
Total Expenditures	635,317	4,230,269	4,220,269	2,963,851	1,291,260	996,291	971,948	906,734
Transfers Out								
General Fund	426,117	433,156	433,156	442,528	490,587	527,968	565,197	600,629
SEMS	-	-	-	30,000	30,000	30,000	30,000	30,000
Total Transfers Out	426,117	433,156	433,156	472,528	520,587	557,968	595,197	630,629
Total Uses of Funds	1,061,434	4,663,425	4,653,425	3,436,379	1,811,847	1,554,259	1,567,145	1,537,363
Ending Fund Balance	\$ 4,869,191	1,877,257	1,910,766	219,787	183,358	448,568	648,473	879,759

City of Flagstaff
Economic Development Fund
Five Year Plan 2019-2023

	Actual 2016-2017	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Sources of Funds								
Beginning Fund Balance	\$ 845,900	704,359	1,063,317	652,347	399,509	372,733	428,019	454,490
Revenues								
BBB Tax	739,898	765,187	798,000	821,940	842,489	863,551	837,644	837,644
Lease Proceeds	183,738	269,964	328,859	328,859	357,195	385,548	396,434	407,338
Investment Earnings	6,971	7,200	7,486	7,486	6,592	6,150	7,062	7,499
Total Revenues	930,607	1,042,351	1,134,345	1,158,285	1,206,276	1,255,249	1,241,140	1,252,481
Transfers In								
General Fund	251,000	207,500	207,500	207,500	208,000	251,000	251,000	251,000
Total Transfers In	251,000	207,500	207,500	207,500	208,000	251,000	251,000	251,000
Total Sources of Funds	2,027,507	1,954,210	2,405,162	2,018,132	1,813,785	1,878,982	1,920,159	1,957,971
Uses of Funds								
Expenditures								
Operating	713,936	1,114,514	1,114,514	979,778	848,107	859,118	870,431	882,059
Contingency	-	145,000	100,000	45,000	-	-	-	-
Total Expenditures	713,936	1,259,514	1,214,514	1,024,778	848,107	859,118	870,431	882,059
Debt Service								
Debt Service	250,254	258,843	250,787	250,088	249,188	248,088	251,481	249,363
Total Debt Service	250,254	258,843	250,787	250,088	249,188	248,088	251,481	249,363
Transfers Out								
General Fund	-	287,514	287,514	343,757	343,757	343,757	343,757	343,757
Total Transfers Out	-	287,514	287,514	343,757	343,757	343,757	343,757	343,757
Total Uses of Funds	964,190	1,805,871	1,752,815	1,618,623	1,441,052	1,450,963	1,465,669	1,475,179
Ending Fund Balance	\$ 1,063,317.0	148,339	652,347	399,509	372,733	428,019	454,490	482,792

City of Flagstaff
 Tourism Fund
 Five Year Plan 2019-2023

	Actual 2016-2017	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Sources of Funds								
Beginning Fund Balance	\$ 920,617	1,148,322	1,313,664	1,244,131	957,232	1,380,392	1,825,924	2,144,307
Revenues								
BBB Tax	2,336,496	2,416,380	2,520,000	2,595,600	2,660,490	2,727,002	2,645,192	2,645,192
Building Rental	13,995	13,369	13,369	13,503	13,638	13,774	13,912	14,051
Investment Earnings	10,193	5,742	12,490	6,221	6,529	7,889	9,039	10,722
Visitor Center Retail Sales	97,181	86,612	86,612	88,344	90,111	91,913	93,751	95,626
Miscellaneous	23,184	13,528	13,528	13,663	13,800	13,938	14,077	14,218
Total Revenues	2,481,049	2,535,631	2,645,999	2,717,331	2,784,568	2,854,516	2,775,971	2,779,809
Total Sources of Funds	3,401,666	3,683,953	3,959,663	3,961,462	3,741,800	4,234,908	4,601,895	4,924,116
Uses of Funds								
Expenditures								
Operating	2,019,904	2,587,794	2,587,794	2,757,922	2,263,670	2,311,246	2,359,850	2,409,507
Capital	-	30,000	30,000	-	-	-	-	-
Contingency	360	50,000	-	60,000	-	-	-	-
Total Expenditures	2,020,264	2,667,794	2,617,794	2,817,922	2,263,670	2,311,246	2,359,850	2,409,507
Transfers Out								
Library	36,500	66,500	66,500	66,500	66,500	66,500	66,500	66,500
General Fund	31,238	31,238	31,238	56,238	31,238	31,238	31,238	31,238
Solid Waste	-	-	-	63,570	-	-	-	-
Total Transfers Out	67,738	97,738	97,738	186,308	97,738	97,738	97,738	97,738
Total Uses of Funds	2,088,002	2,765,532	2,715,532	3,004,230	2,361,408	2,408,984	2,457,588	2,507,245
Ending Fund Balance	\$ 1,313,664	918,421	1,244,131	957,232	1,380,392	1,825,924	2,144,307	2,416,871

City of Flagstaff
 Arts and Science Fund
 Five Year Plan 2019-2023

	Actual 2016-2017	Budget 2017-2018	Estimate 2016-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Sources of Funds								
Beginning Fund Balance	\$ 584,950	558,016	652,779	420,562	132,989	147,316	174,564	167,238
Revenues								
BBB Tax	583,975	604,095	630,000	648,900	665,123	681,751	661,298	661,298
Investment Earnings	5,016	4,000	4,000	4,000	1,995	2,210	2,618	2,509
Total Revenues	588,991	608,095	634,000	652,900	667,118	683,961	663,916	663,807
Total Sources of Funds	1,173,941	1,166,111	1,286,779	1,073,462	800,107	831,277	838,480	831,045
Uses of Funds								
Expenditures								
Operating	521,162	533,717	533,717	503,974	507,791	511,713	515,742	519,882
Capital	-	332,500	332,500	426,499	145,000	145,000	155,500	145,000
Contingency	-	10,000	-	10,000	-	-	-	-
Total Expenditures	521,162	876,217	866,217	940,473	652,791	656,713	671,242	664,882
Total Uses of Funds	521,162	876,217	866,217	940,473	652,791	656,713	671,242	664,882
Ending Fund Balance	\$ 652,779	289,894	420,562	132,989	147,316	174,564	167,238	166,163

City of Flagstaff
 Recreation Fund - BBB
 Five Year Plan 2019-2023

	Actual 2016-2017	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Sources of Funds								
Beginning Fund Balance	\$ 1,948,684	2,039,946	2,031,592	415,553	30,486	517,064	1,031,244	1,406,307
Revenues								
BBB Tax	2,570,084	2,658,018	2,772,000	2,855,160	2,926,539	2,999,702	2,909,711	2,909,711
Investment Earnings	17,846	12,200	12,200	4,200	4,200	4,200	2,000	1,800
Total Revenues	2,587,930	2,670,218	2,784,200	2,859,360	2,930,739	3,003,902	2,911,711	2,911,511
Total Sources of Funds	4,536,614	4,710,164	4,815,792	3,274,913	2,961,225	3,520,966	3,942,955	4,317,818
Uses of Funds								
Expenditures								
Operating	7,761	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Capital	436,666	1,521,873	1,513,873	-	-	-	-	-
Total Expenditures	444,427	1,529,373	1,521,373	7,500	7,500	7,500	7,500	7,500
Transfers Out								
General Fund	2,060,595	2,880,866	2,855,866	3,236,927	2,436,662	2,482,221	2,529,148	2,577,483
Sustainability	-	23,000	23,000	-	-	-	-	-
Total Transfers Out	2,060,595	2,903,866	2,878,866	3,236,927	2,436,662	2,482,221	2,529,148	2,577,483
Total Uses of Funds	2,505,022	4,433,239	4,400,239	3,244,427	2,444,162	2,489,721	2,536,648	2,584,983
Ending Fund Balance	\$ 2,031,592	276,925	415,553	30,486	517,064	1,031,244	1,406,307	1,732,836

City of Flagstaff
 Parking District Fund
 Five Year Plan 2019-2023

	Actual 2016-2017	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Sources of Funds								
Beginning Fund Balance	\$ -	491,202	437,967	350,576	587,987	886,896	1,299,974	1,737,501
Revenues								
Parking	-	919,454	845,621	1,310,000	1,333,500	1,357,470	1,381,919	1,406,857
Investment Earnings	1,075	-	500	-	-	-	-	-
Other Financing Sources	1,000,000	-	-	-	-	-	-	-
Total Revenues	1,001,075	919,454	846,121	1,310,000	1,333,500	1,357,470	1,381,919	1,406,857
Transfers In								
General Fund	385,398	-	-	-	-	-	-	-
Total Transfers In	385,398	-	-	-	-	-	-	-
Total Sources of Funds	1,386,473	1,410,656	1,284,088	1,660,576	1,921,487	2,244,366	2,681,893	3,144,358
Uses of Funds								
Expenditures								
Operating	29,348	540,688	543,406	723,991	634,367	671,867	671,867	671,867
Indirect Costs	-	-	-	10,874	85,000	85,000	85,000	85,000
Capital	861,645	285,249	275,079	-	-	65,000	65,000	65,000
Contingency	-	5,000	-	30,000	7,500	7,500	7,500	7,500
Total Expenditures	890,993	830,937	818,485	764,865	726,867	829,367	829,367	829,367
Debt Service								
Debt Service	57,513	115,026	115,027	115,025	115,025	115,025	115,025	115,025
Total Debt Service	57,513	115,026	115,027	115,025	115,025	115,025	115,025	115,025
Transfers Out								
General Fund	-	-	-	192,699	192,699	-	-	-
Total Transfers Out	-	-	-	192,699	192,699	-	-	-
Total Uses of Funds	948,506	945,963	933,512	1,072,589	1,034,591	944,392	944,392	944,392
Ending Fund Balance	\$ 437,967	464,693	350,576	587,987	886,896	1,299,974	1,737,501	2,199,966

City of Flagstaff
 General Obligation Bond Fund
 Five Year Plan 2019-2023

	Actual 2016-2017	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Sources of Funds								
Beginning Fund Balance	\$ -	-	-	-	-	-	-	-
Revenues								
Other Financing Sources								
Total Revenues								
Transfers In								
Secondary Property Tax	13,011,564	7,179,103	5,354,109	7,179,678	7,722,547	8,510,654	9,786,729	7,057,400
Total Transfers In	13,011,564	7,179,103	5,354,109	7,179,678	7,722,547	8,510,654	9,786,729	7,057,400
Total Sources of Funds	13,011,564	7,179,103	5,354,109	7,179,678	7,722,547	8,510,654	9,786,729	7,057,400
Uses of Funds								
Debt Service								
Debt Service	13,011,564	7,179,103	5,354,109	7,179,678	7,722,547	8,510,654	9,786,729	7,057,400
Total Debt Service	13,011,564	7,179,103	5,354,109	7,179,678	7,722,547	8,510,654	9,786,729	7,057,400
Total Uses of Funds	13,011,564	7,179,103	5,354,109	7,179,678	7,722,547	8,510,654	9,786,729	7,057,400
Ending Fund Balance	\$ -	-	-	-	-	-	-	-

City of Flagstaff
 Secondary Property Tax Fund
 Five Year Plan 2019-2023

	Actual 2016-2017	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Sources of Funds								
Beginning Fund Balance	\$ 13,203,511	1,610,064	6,163,664	7,155,866	6,745,453	5,793,471	4,824,013	2,359,984
Revenues								
Secondary Property Taxes	5,916,234	6,271,311	6,271,311	6,733,265	6,733,265	7,502,596	7,282,700	7,294,008
Investment Earnings	55,483	75,000	75,000	36,000	37,300	38,600	40,000	41,400
Total Revenues	5,971,717	6,346,311	6,346,311	6,769,265	6,770,565	7,541,196	7,322,700	7,335,408
Total Sources of Funds	19,175,228	7,956,375	12,509,975	13,925,131	13,516,018	13,334,667	12,146,713	9,695,392
Uses of Funds								
Transfers Out								
GO Bonds	13,011,564	7,179,103	5,354,109	7,179,678	7,722,547	8,510,654	9,786,729	7,057,400
Total Transfers Out	13,011,564	7,179,103	5,354,109	7,179,678	7,722,547	8,510,654	9,786,729	7,057,400
Total Uses of Funds	13,011,564	7,179,103	5,354,109	7,179,678	7,722,547	8,510,654	9,786,729	7,057,400
Ending Fund Balance	\$ 6,163,664	777,272	7,155,866	6,745,453	5,793,471	4,824,013	2,359,984	2,637,992

City of Flagstaff
 Special Assessment Bond Fund
 Five Year Plan 2019-2023

	Actual 2016-2017	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Sources of Funds								
Beginning Fund Balance	\$ 302,846	358,958	300,862	296,672	360,261	357,377	354,486	351,643
Revenues								
Special Assessments	202,243	206,000	206,000	206,000	205,750	115,000	199,500	203,750
Investment Earnings	2,273	1,428	1,410	1,456	1,448	1,496	1,499	974
Total Revenues	204,516	207,428	207,410	207,456	207,198	116,496	200,999	204,724
Total Sources of Funds	507,362	566,386	508,272	504,128	567,459	473,873	555,485	556,367
Uses of Funds								
Debt Service								
Debt Service	206,500	210,350	211,600	210,350	210,100	209,600	203,850	208,100
Total Debt Service	206,500	210,350	211,600	210,350	210,100	209,600	203,850	208,100
Total Uses of Funds	206,500	210,350	211,600	210,350	210,100	209,600	203,850	208,100
Ending Fund Balance	\$ 300,862	356,036	296,672	293,778	357,359	264,273	351,635	348,267

City of Flagstaff
Perpetual Care Fund
Five Year Plan 2019-2023

	Actual 2016-2017	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Sources of Funds								
Beginning Fund Balance	\$ 276,230	287,842	285,726	298,419	310,443	323,358	335,594	348,735
Revenues								
Contributions	6,950	8,956	9,500	9,135	9,690	9,318	9,884	9,504
Investment Earnings	2,546	2,860	3,193	2,889	3,225	2,918	3,257	2,947
Total Revenues	9,496	11,816	12,693	12,024	12,915	12,236	13,141	12,451
Total Sources of Funds	285,726	299,658	298,419	310,443	323,358	335,594	348,735	361,186
Uses of Funds								
Expenditures								
Operating	-	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-	-
Total Uses of Funds	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 285,726	299,658	298,419	310,443	323,358	335,594	348,735	361,186

City of Flagstaff
 Capital Projects Fund
 Non-GO Bond Funded Projects
 Five Year Plan 2019-2023

	Actual 2016-2017	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Sources of Funds								
Beginning Fund Balance	\$ (1,785,320)	10,824,026	295,632	(3,525,887)	75	75	75	75
Revenues								
Other Financing Sources	-	4,000,000	14,000,000	8,000,000	14,000,000	-	-	10,000,000
Grants	30,650	-	85,934	-	-	-	-	-
Real Estate Proceeds	-	2,000,000	2,000,000	-	-	-	-	-
Investment Earnings	7,707	-	9,024	-	9,024	-	-	-
Total Revenues	38,357	6,000,000	16,094,958	8,000,000	14,009,024	-	-	10,000,000
Transfers In								
General Fund	2,113,226	2,623,395	2,660,555	520,000	-	-	-	-
Total Transfers In	2,113,226	2,623,395	2,660,555	520,000	-	-	-	-
Total Sources of Funds	366,263	19,447,421	19,051,145	4,994,113	14,009,099	75	75	10,000,075
Uses of Funds								
Expenditures								
Capital	70,631	22,447,421	22,577,032	4,994,038	14,009,024	-	-	10,000,000
Total Expenditures	70,631	22,447,421	22,577,032	4,994,038	14,009,024	-	-	10,000,000
Total Uses of Funds	70,631	22,447,421	22,577,032	4,994,038	14,009,024	-	-	10,000,000
Ending Fund Balance	\$ 295,632	(3,000,000)	(3,525,887)	75	75	75	75	75

City of Flagstaff
 Capital Projects Fund
 GO Bond Funded Projects
 Five Year Plan 2019-2023

	Actual 2016-2017	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Sources of Funds								
Beginning Fund Balance	\$ 740,164	16,564,177	13,966,171	(1,566,645)	161,538	121,950	121,950	122,250
Revenues								
Other Financing Sources	18,311,781	-	-	4,000,000	2,000,000	-	-	-
Investment Earnings	112,250	4,830	5,510	620	600	-	300	300
Intergovernmental	284,421	603,952	603,952	121,950	-	-	-	-
Miscellaneous	300	246,841	246,841	-	-	-	-	-
Total Revenues	18,708,752	855,623	856,303	4,122,570	2,000,600	-	300	300
Transfers In								
Transportation	-	200,000	200,000	-	-	-	-	-
HURF	-	800,000	800,000	-	-	-	-	-
General Fund	-	3,013,000	3,013,000	387,000	-	-	-	-
Solid Waste	-	6,900,000	6,900,000	-	-	-	-	-
Total Transfers In	-	10,913,000	10,913,000	387,000	-	-	-	-
Total Sources of Funds	19,448,916	28,332,800	25,735,474	2,942,925	2,162,138	121,950	122,250	122,550
Uses of Funds								
Expenditures								
Operating	1,779,713	-	3,530,213	-	-	-	-	-
Capital	3,702,837	29,682,687	23,771,906	2,781,387	2,040,188	-	-	-
Total Expenditures	5,482,550	29,682,687	27,302,119	2,781,387	2,040,188	-	-	-
Transfers Out								
Solid Waste	195	-	-	-	-	-	-	-
Total Transfers Out	195	-	-	-	-	-	-	-
Total Uses of Funds	5,482,745	29,682,687	27,302,119	2,781,387	2,040,188	-	-	-
Ending Fund Balance	\$ 13,966,171	(1,349,887)	(1,566,645)	161,538	121,950	121,950	122,250	122,550

Schedule K: Five-Year Plans

City of Flagstaff
Water Services Fund
Five Year Plan 2019-2023

	Actual 2016-2017	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Sources of Funds								
Beginning Fund Balance	\$ 22,919,864	23,134,965	29,309,711	17,716,361	19,413,023	20,314,483	15,774,184	14,126,939
Revenues								
Intergovernmental	-	-	-	65,000	-	-	-	-
Water	16,038,908	16,977,835	16,432,510	16,953,837	17,494,831	17,965,397	18,163,520	18,344,059
Wastewater	8,985,410	9,123,998	9,188,016	9,815,477	10,481,971	10,840,878	10,949,242	11,058,689
Reclaim	959,417	927,000	787,034	844,155	904,576	935,729	947,169	958,721
Capacity Fees	5,063,034	3,234,000	3,880,000	4,325,000	4,299,000	3,445,600	3,445,600	3,790,160
Investment Earnings	234,193	163,485	163,485	226,694	215,407	220,525	214,150	201,982
Other Financing Sources	-	5,000,000	-	6,500,000	3,000,000	5,600,000	3,000,000	4,500,000
Rebate Revenues	224,252	-	-	-	-	-	-	-
Miscellaneous	119,540	200,000	200,000	-	-	-	-	-
Total Revenues	31,624,754	35,626,318	30,651,045	38,730,163	36,395,785	39,008,129	36,719,681	38,853,611
Transfers In								
Wastewater	1,177,516	1,348,499	1,328,865	1,338,660	1,311,315	1,403,542	1,395,516	1,327,168
Reclaimed Water	55,457	68,382	71,734	50,778	47,118	94,133	43,663	142,084
Stormwater	5,550	6,780	6,780	6,773	6,919	7,033	7,146	7,260
Transportation	400,000	-	-	-	-	-	-	-
Total Transfers In	1,638,523	1,423,661	1,407,379	1,396,211	1,365,352	1,504,708	1,446,325	1,476,512
Total Sources of Funds	56,183,141	60,184,944	61,368,135	57,842,735	57,174,160	60,827,320	53,940,190	54,457,062
Uses of Funds								
Expenditures								
Operating	12,308,734	13,940,511	13,940,511	14,311,782	13,992,200	14,194,300	14,399,900	14,608,600
Indirect Costs	2,332,543	2,222,669	2,222,669	2,341,900	2,365,400	2,389,000	2,412,900	2,437,000
Capital	6,914,826	25,827,308	23,345,003	14,232,264	14,970,000	22,400,000	16,688,000	17,338,000
Contingency	19,564	1,850,000	-	1,850,000	-	-	-	-
Total Expenditures	21,575,667	43,840,488	39,508,183	32,735,946	31,327,600	38,983,300	33,500,800	34,383,600
Debt Service								
Debt Service	4,049,790	3,859,995	2,742,992	4,304,328	4,150,817	4,595,648	4,845,584	5,206,877
Total Debt Service	4,049,790	3,859,995	2,742,992	4,304,328	4,150,817	4,595,648	4,845,584	5,206,877
Transfers Out								
Water	1,232,973	1,416,881	1,400,599	1,389,438	1,381,261	1,474,187	1,466,867	1,399,233
General Fund	15,000	-	-	-	-	-	-	-
Total Transfers Out	1,247,973	1,416,881	1,400,599	1,389,438	1,381,261	1,474,187	1,466,867	1,399,233
Total Uses of Funds	26,873,430	49,117,364	43,651,774	38,429,712	36,859,678	45,053,135	39,813,251	40,989,710
Ending Fund Balance	\$ 29,309,711	11,067,580	17,716,361	19,413,023	20,314,482	15,774,185	14,126,939	13,467,352

City of Flagstaff
Stormwater Fund
Five Year Plan 2019-2023

	Actual 2016-2017	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Sources of Funds								
Beginning Fund Balance	\$ 1,343,895	293,651	1,656,434	830,336	227,976	463,234	550,122	498,124
Revenues								
Stormwater	1,564,812	1,680,881	2,049,840	2,519,990	2,545,185	2,263,638	1,982,091	2,001,912
User Fees	35,684	25,633	34,753	25,633	26,274	26,931	27,604	28,294
Permits	900	850	850	850	871	893	915	938
Intergovernmental	4,277	-	-	-	-	-	-	-
Investment Earnings	12,846	920	15,587	920	1,140	2,316	2,751	2,491
Miscellaneous	612	-	-	-	-	-	-	-
Total Revenues	1,619,131	1,708,284	2,101,030	2,547,393	2,573,470	2,293,778	2,013,361	2,033,635
Transfers In								
General Fund	111,925	1,675,861	1,675,861	1,267,368	-	-	-	-
Total Transfers In	111,925	1,675,861	1,675,861	1,267,368	-	-	-	-
Total Sources of Funds	3,074,951	3,677,796	5,433,325	4,645,097	2,801,446	2,757,012	2,563,483	2,531,759
Uses of Funds								
Expenditures								
Operating	501,630	717,610	717,610	708,870	609,261	675,064	692,541	710,484
Indirect Costs	114,248	125,673	125,673	129,624	132,865	136,187	139,592	143,082
Capital	604,701	2,300,861	3,479,338	3,180,000	1,245,000	1,041,000	875,000	800,000
Contingency	1,250	10,000	-	50,000	-	-	-	-
Total Expenditures	1,221,829	3,154,144	4,322,621	4,068,494	1,987,126	1,852,251	1,707,133	1,653,566
Transfers Out								
Water	5,550	6,780	6,780	6,773	7,119	7,232	7,345	7,458
HURF	191,138	314,245	273,588	341,854	343,967	347,407	350,881	354,390
Total Transfers Out	196,688	321,025	280,368	348,627	351,086	354,639	358,226	361,848
Total Uses of Funds	1,418,517	3,475,169	4,602,989	4,417,121	2,338,212	2,206,890	2,065,359	2,015,414
Ending Fund Balance	\$ 1,656,434	202,627	830,336	227,976	463,234	550,122	498,124	516,345

City of Flagstaff
Solid Waste Fund
Five Year Plan 2019-2023

	Actual 2016-2017	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Sources of Funds								
Beginning Fund Balance	\$ 20,394,788	8,029,328	20,603,252	17,300,904	15,721,200	15,001,085	15,959,855	13,239,499
Revenues								
Solid Waste	12,077,113	11,792,010	11,271,817	11,398,070	11,598,556	11,803,020	12,011,543	12,224,209
Investment Earnings	151,834	71,264	81,169	223,666	127,929	109,975	134,006	66,072
Miscellaneous	9,134	1,425,000	-	-	-	-	-	-
Other Financing Sources	-	3,700,000	3,700,000	-	-	2,500,000	-	-
Total Revenues	12,238,081	16,988,274	15,052,986	11,621,736	11,726,485	14,412,995	12,145,549	12,290,281
Transfers In								
Capital Projects	195	-	-	-	-	-	-	-
Tourism	-	-	-	63,570	-	-	-	-
Total Transfers In	195	-	-	63,570	-	-	-	-
Total Sources of Funds	32,633,064	25,017,602	35,656,238	28,986,210	27,447,685	29,414,080	28,105,404	25,529,780
Uses of Funds								
Expenditures								
Operating	8,686,619	8,643,629	8,316,741	8,872,938	8,895,613	8,895,613	8,895,613	8,895,613
Indirect Costs	1,149,492	1,065,916	1,065,916	1,119,682	1,147,674	1,176,366	1,205,775	1,235,919
Capital	2,038,706	2,342,999	2,067,999	2,545,000	2,175,923	3,154,856	4,537,127	6,584,621
Contingency	13,317	500,000	-	500,000	-	-	-	-
Total Expenditures	11,888,134	12,552,544	11,450,656	13,037,620	12,219,210	13,226,835	14,638,515	16,716,153
Debt Service								
Capital Lease	-	125,000	-	222,712	222,712	222,712	222,712	222,712
Total Debt Service	-	125,000	-	222,712	222,712	222,712	222,712	222,712
Transfers Out:								
General Fund	57,678	4,678	4,678	4,678	4,678	4,678	4,678	4,678
Environmental Management	67,000	-	-	-	-	-	-	-
Capital Projects	-	6,900,000	6,900,000	-	-	-	-	-
HURF	17,000	-	-	-	-	-	-	-
Total Transfers Out	141,678	6,904,678	6,904,678	4,678	4,678	4,678	4,678	4,678
Total Uses of Funds	12,029,812	19,582,222	18,355,334	13,265,010	12,446,600	13,454,225	14,865,905	16,943,543
Ending Fund Balance	\$ 20,603,252	5,435,380	17,300,904	15,721,200	15,001,085	15,959,855	13,239,499	8,586,237

City of Flagstaff
Sustainability and Environmental Management Fund
Five Year Plan 2019-2023

	Actual 2016-2017	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Sources of Funds								
Beginning Fund Balance	\$ 405,450	372,888	400,422	276,532	101,768	95,369	111,036	149,307
Revenues								
Environmental Management	979,008	999,693	999,693	1,019,687	1,044,567	1,070,054	1,096,163	1,122,909
Intergovernmental	36,527	198,446	198,446	25,000	-	-	-	-
Investment Earnings	3,543	3,038	3,038	3,084	3,130	3,177	3,225	3,273
Miscellaneous	4,857	510	510	520	530	541	552	563
Total Revenues	1,023,935	1,201,687	1,201,687	1,048,291	1,048,227	1,073,772	1,099,940	1,126,745
Transfers In								
FUTS	-	-	-	75,000	-	-	-	-
Beautification	-	-	-	30,000	30,000	30,000	30,000	30,000
Recreation - BBB	-	23,000	23,000	-	-	-	-	-
Solid Waste	67,000	-	-	-	-	-	-	-
Total Transfers In	67,000	23,000	23,000	105,000	30,000	30,000	30,000	30,000
Total Sources of Funds	1,496,385	1,597,575	1,625,109	1,429,823	1,179,995	1,199,141	1,240,976	1,306,052
Uses of Funds								
Expenditures								
Operating	763,531	910,301	864,301	1,002,332	829,361	829,361	829,361	829,361
Indirect Costs	150,199	165,219	165,219	154,576	139,118	142,596	146,161	149,815
Capital	32,417	221,446	221,446	25,000	-	-	-	-
Contingency	-	30,000	-	30,000	-	-	-	-
Total Expenditures	946,147	1,326,966	1,250,966	1,211,908	968,479	971,957	975,522	979,176
Transfers Out								
General Fund	149,816	127,611	97,611	116,147	116,147	116,147	116,147	116,147
Total Transfers Out	149,816	127,611	97,611	116,147	116,147	116,147	116,147	116,147
Total Uses of Funds	1,095,963	1,454,577	1,348,577	1,328,055	1,084,626	1,088,104	1,091,669	1,095,323
Ending Fund Balance	\$ 400,422	142,998	276,532	101,768	95,369	111,036	149,307	210,729

City of Flagstaff
 Airport Fund
 Five Year Plan 2019-2023

	Actual 2016-2017	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Sources of Funds								
Beginning Fund Balance	\$ 445,984	622,678	115,203	243,788	1,295,318	1,259,918	1,217,646	1,169,463
Revenues								
Intergovernmental	6,490,247	5,144,525	2,895,432	3,268,150	6,576,500	2,551,660	4,181,200	2,551,660
Airport	1,503,268	1,529,913	1,529,913	1,529,913	1,529,913	1,529,913	1,529,913	1,529,913
Parking	-	-	-	156,060	156,060	156,060	156,060	156,060
Land Sale	-	-	-	2,500,000	-	-	-	-
Investment Earnings	3,685	3,676	3,676	1,930	-	-	-	-
Recovery of Indirect Costs	435	27,961	-	-	-	-	-	-
Miscellaneous	678	3,080	3,080	3,080	3,080	3,080	3,080	3,080
Passenger Facility Charges	263,063	214,796	260,000	260,000	260,000	260,000	260,000	260,000
Total Revenues	8,261,376	6,923,951	4,692,101	7,719,133	8,525,553	4,500,713	6,130,253	4,500,713
Transfers In								
General Fund	1,051,161	475,000	-	324,540	647,000	417,000	535,000	513,000
Total Transfers In	1,051,161	475,000	-	324,540	647,000	417,000	535,000	513,000
Total Sources of Funds	9,758,521	8,021,629	4,807,304	8,287,461	10,467,871	6,177,631	7,882,899	6,183,176
Uses of Funds								
Expenditures								
Operating	1,590,807	2,405,932	1,521,032	2,485,277	1,643,047	1,686,750	1,731,664	1,777,824
Indirect Costs	333,170	279,606	279,606	307,659	333,170	341,499	350,036	358,787
Capital	7,460,130	4,811,403	2,531,142	2,500,000	7,000,000	2,700,000	4,400,000	2,700,000
Contingency	-	100,000	-	1,467,471	-	-	-	-
Total Expenditures	9,384,107	7,596,941	4,331,780	6,760,407	8,976,217	4,728,249	6,481,700	4,836,611
Debt Service								
Leases/Loans	259,211	231,736	231,736	231,736	231,736	231,736	231,736	231,736
Total Debt Service	259,211	231,736	231,736	231,736	231,736	231,736	231,736	231,736
Total Uses of Funds	9,643,318	7,828,677	4,563,516	6,992,143	9,207,953	4,959,985	6,713,436	5,068,347
Ending Fund Balance	\$ 115,203	192,952	243,788	1,295,318	1,259,918	1,217,646	1,169,463	1,114,829

City of Flagstaff
 Flagstaff Housing Authority
 Five Year Plan 2019-2023

	Actual 2016-2017	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Sources of Funds								
Beginning Fund Balance	\$ 898,208	640,135	933,200	652,855	670,280	672,191	727,308	838,592
Revenues								
Intergovernmental	4,840,430	6,137,418	5,136,168	6,630,552	5,233,652	5,328,464	5,425,093	5,523,574
Rents and Other Tenant Income	1,170,575	1,107,000	1,107,000	1,222,000	1,234,220	1,295,931	1,360,728	1,428,764
Miscellaneous	430,110	434,951	434,951	451,176	455,688	460,245	464,849	469,497
Total Revenue	6,441,115	7,679,369	6,678,119	8,303,728	6,923,560	7,084,640	7,250,670	7,421,835
Transfers In								
Housing and Community Service	20,697	50,000	-	-	-	-	-	-
General Fund	8,200	310,200	65,601	53,200	8,200	8,200	8,200	8,200
Total Transfers In	28,897	360,200	65,601	53,200	8,200	8,200	8,200	8,200
Total Sources of Funds	7,368,220	8,679,704	7,676,920	9,009,783	7,602,040	7,765,031	7,986,178	8,268,627
Uses of Funds								
Departments								
Low Income Public Housing	1,869,695	1,946,540	1,946,540	1,988,443	2,008,133	2,028,082	2,048,363	2,068,848
Section 8, MRO, SRO and VASH	3,939,000	4,060,295	4,060,295	4,115,326	4,194,430	4,275,083	4,357,318	4,441,165
Non-HUD Program	36,572	40,107	40,107	41,736	42,154	42,575	43,001	43,431
FHC	333,442	334,951	334,951	351,176	354,688	358,235	361,819	365,437
Contingency	-	1,001,250	-	1,501,250	-	-	-	-
Total Expenditures	6,178,709	7,383,143	6,381,893	7,997,931	6,599,405	6,703,975	6,810,501	6,918,881
Capital Expenditures	256,311	642,172	642,172	327,172	330,444	333,748	337,085	340,456
Total Uses of Funds	6,435,020	8,025,315	7,024,065	8,325,103	6,929,849	7,037,723	7,147,586	7,259,337
Ending Fund Balance	\$ 933,200	654,389	652,855	684,680	672,191	727,308	838,592	1,009,290

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 publications meet legal compliance.

The mission of the **Real Estate Program** is to serve the public with the utmost professionalism, quality customer service and attention to detail; through the acquisition, sale, lease and management of City property, by working collaboratively with city departments to achieve the City Council goals and objectives, thus providing and enhancing the quality of life for the citizens of Flagstaff.

Division: 011 - City Manager					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 1,414,979	\$ 1,576,543	\$ 1,551,543	\$ 1,590,057	\$ 13,514
Contractuals	310,533	295,679	283,679	496,419	200,740
Commodities	39,408	2,546	2,546	9,746	7,200
Total	\$ 1,764,920	\$ 1,874,768	\$ 1,837,768	\$ 2,096,222	\$ 221,454
Expenditures by Program:					
General Administration	\$ 1,059,571	\$ 1,175,344	\$ 1,150,344	\$ 1,190,828	\$ 15,484
Disability Awareness	5	-	-	-	-
Public Information	59,534	56,700	56,700	55,700	(1,000)
Customer Service	28,446	38,690	38,690	19,190	(19,500)
Property Management	100,123	135,328	123,328	135,024	(304)
City Clerk	313,577	311,475	311,475	341,842	30,367
Elections	130,738	-	-	230,000	230,000
Minimum Wage Compliance	72,926	157,231	157,231	123,638	(33,593)
Total	\$ 1,764,920	\$ 1,874,768	\$ 1,837,768	\$ 2,096,222	\$ 221,454
Source of Funding:					
	General Fund			\$ 1,666,984	
	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	
				\$ 2,096,222	
Commentary:					
The City Manager's operating budget has increased by 12%. There are no capital expenditures, resulting in an overall net increase of 12%. The Personnel Services increase of 1% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Contractuals increases of 68% is mainly due to primary election and general election costs. Commodities increases of 283% is mainly due to an increase in copy charges and advertising costs. There is no major capital (>\$10,000) for this section.					
Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Administrative Specialist	1	1	1	0	1
Assistant to City Manager	1	1	1	0	1
Communications 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	1	1	1	0	1
Intern (Temp)	0.25	0.25	0.25	0	0.25
Labor Standards Manager	0	0	1	0	1
Real Estate Manager	1	1	1	0	1
Total	11.25	11.25	12.25	0	12.25
New Personnel: None					
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: 012 - Human Resources					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 674,991	\$ 770,841	\$ 770,841	\$ 813,370	\$ 42,529
Contractuals	78,794	146,430	146,430	51,270	(95,160)
Commodities	65,305	62,566	62,566	76,926	14,360
Total	\$ 819,090	\$ 979,837	\$ 979,837	\$ 941,566	\$ (38,271)
Expenditures by Program:					
General Administration	\$ 563,193	\$ 621,490	\$ 621,490	\$ 673,147	\$ 51,657
Recruitment and Selection	59,176	100,109	100,109	73,474	(26,635)
Benefits	86,309	99,240	99,240	101,700	2,460
Compensation and Classification	70,695	77,482	77,482	76,629	(853)
Employee Training and Counseling	35,043	77,320	77,320	12,420	(64,900)
Diversity Awareness	233	908	908	908	-
Disability Awareness	4,441	3,288	3,288	3,288	-
Total	\$ 819,090	\$ 979,837	\$ 979,837	\$ 941,566	\$ (38,271)
Source of Funding:					
General Fund				\$ 735,126	
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	
				\$ 941,566	
Commentary:					
The Human Resources operating budget has decreased by 4%. There are no capital expenditures, resulting in an overall net decrease of 4%. The Personnel Services increase of 6% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Personnel Services increases also include an increase in an FTE position. Contractuals decrease of 65% is mainly due to decrease in city wide training. Commodities increases of 23% is mainly due to an increase in computer software and copy charges. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Administrative Specialist	1	1	1	0	1
Division Director	1	1	1	0	1
Human Resources Analyst	3	3	3	0	3
Human Resources Generalist	1	1	1	0	1
Human Resources Manager	1	1	1	0	1
Human Resources Recruiter	1	1	1	0	1
Human Resources Recruitment Specialist	0	0	1	0	1
Human Resources Supervisor	1	1	1	0	1
Total	9	9	10	0	10

New Personnel: None

Capital: None

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: 013 - Risk Management					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 185,879	\$ 189,555	\$ 189,555	\$ 193,773	\$ 4,218
Contractuals	15,769	24,461	24,461	24,461	-
Commodities	5,900	5,066	5,066	5,066	-
Total	\$ 207,549	\$ 219,082	\$ 219,082	\$ 223,300	\$ 4,218
Expenditures by Program:					
General Administration	\$ 207,549	\$ 219,082	\$ 219,082	\$ 223,300	\$ 4,218
Total	\$ 207,549	\$ 219,082	\$ 219,082	\$ 223,300	\$ 4,218
Source of Funding:					
General Fund				\$ 155,575	
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	
				\$ 223,300	

Commentary:
The Risk Management operating budget has increased by 2%. There are no capital expenditures, resulting in an overall net increase of 2%. The Personnel Services increase of 2% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. There were no changes in budgeted Contractuals and Commodities. There is no major capital (>\$10,000) for this section.

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Risk Management Director	1	1	1	0	1
Risk Management Specialist	1	1	1	0	1
Total	2	2	2	0	2

New Personnel: None

Capital: None

Information Technology Division Mission

- The mission of the Division of Information Technology (DoIT) is to:
 - Support technology infrastructure and resources;
 - Provide an IT Infrastructure to maximize employee productivity and provide clear, concise and accurate data.

Division: 014 - Information Technology					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 1,212,760	\$ 1,320,875	\$ 1,325,875	\$ 1,415,163	\$ 94,288
Contractuals	500,011	448,225	448,225	495,800	47,575
Commodities	530,536	989,478	989,478	595,715	(393,763)
Capital	331,508	81,666	81,666	45,000	(36,666)
Total	\$ 2,574,815	\$ 2,840,244	\$ 2,845,244	\$ 2,551,678	\$ (288,566)
Expenditures by Program:					
General Administration	\$ 239,134	\$ 447,160	\$ 447,160	\$ 362,369	\$ (84,791)
Applications	455,322	437,849	437,849	514,327	76,478
Systems	328,658	265,201	270,201	261,430	(3,771)
Services	353,865	437,085	437,085	372,976	(64,109)
Network	628,939	467,731	467,731	442,794	(24,937)
GIS	297,450	351,102	351,102	376,382	25,280
IT Non Departmental	271,448	434,116	434,116	221,400	(212,716)
Total	\$ 2,574,815	\$ 2,840,244	\$ 2,845,244	\$ 2,551,678	\$ (288,566)
Source of Funding:					
	General Fund			\$ 1,938,313	
	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	
				\$ 2,551,678	
Commentary:					
The Information Technology Section operating budget has increased by 9%. There are capital expenditures of \$45,000, resulting in an overall net decrease of 10%. The Personnel Services increase of 7% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Personnel Services increases also include a decrease in FTE for a 0.32-intern position. Contractuals increases of 11% is mainly due to increased computer equipment maintenance costs. Commodities decrease of 40% is mainly due to reduced computer equipment purchases. Major capital (>\$10,000) includes Fiber optic pull to NAU.					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Division Director	1	1	1	0	1
IT Administrator	2	3	3	0	3
IT Analyst	3	5	5	1	6
IT Intern	0	0	0.32	-0.32	0
IT Manager	4	3	3	0	3
IT Specialist	2	1	1	0	1
IT Technician	2	2	2	-1	1
Total	14	15	15.32	-0.32	15

New Personnel: None

Capital:	
Description	Amount
Fiber pull to NAU	\$45,000

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: 015 - City Attorney					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 1,539,718	\$ 1,617,676	\$ 1,617,676	\$ 1,749,675	\$ 131,999
Contractuals	49,426	65,658	130,658	59,173	(6,485)
Commodities	35,711	40,930	40,930	40,180	(750)
Total	\$ 1,624,856	\$ 1,724,264	\$ 1,789,264	\$ 1,849,028	\$ 124,764
Expenditures by Program:					
General Administration	\$ 143,862	\$ 151,979	\$ 151,979	\$ 154,275	\$ 2,296
Council and Department Support	837,213	859,035	859,035	946,192	87,157
Police Court	643,780	703,150	768,150	738,561	35,411
Victim's Rights Grant	-	10,100	10,100	10,000	(100)
Total	\$ 1,624,856	\$ 1,724,264	\$ 1,789,264	\$ 1,849,028	\$ 124,764
Source of Funding:					
General Fund				\$ 1,458,977	
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	
				\$ 1,849,028	
Commentary:					
The City Attorney's operating budget has increased by 7%. There are no capital expenditures, resulting in an overall net increase of 7%. The Personnel Services increase of 8% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Contractuals decrease of 10% is mainly due to a one-time cost for a process server. Commodities decrease of 2% is mainly due to a decrease in computer software. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Administrative Assistant	3	3	3	-3	0
Administrative Specialist	0	0	0	3	3
Administrative Specialist Leadworker	1	1	1	0	1
Assistant 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 Assistant City Attorney	4	4	4	0	4
Total	15	15	15	0	15

New Personnel: None

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:		016 - Municipal Court			
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 2,172,552	\$ 2,196,323	\$ 2,196,323	\$ 2,362,218	\$ 165,895
Contractuals	778,443	803,345	876,583	894,303	90,958
Commodities	87,190	69,595	69,595	72,595	3,000
Capital	-	5,500	5,500	-	(5,500)
Total	\$ 3,038,186	\$ 3,074,763	\$ 3,148,001	\$ 3,329,116	\$ 254,353
Expenditures by Program:					
General Administration	\$ 792,320	\$ 718,491	\$ 718,491	\$ 826,392	\$ 107,901
Court Services	736,040	733,112	806,350	758,470	25,358
Record Management	117,331	132,631	132,631	91,487	(41,144)
Court Enforcement	373,975	375,166	375,166	428,787	53,621
Warrant Division	351,300	346,486	346,486	350,052	3,566
Court Operations	175,736	275,039	275,039	295,486	20,447
Judicial Services	491,483	493,838	493,838	578,442	84,604
Total	\$ 3,038,186	\$ 3,074,763	\$ 3,148,001	\$ 3,329,116	\$ 254,353
Source of Funding:					
General Fund				\$ 3,329,116	
				\$ 3,329,116	
Commentary:					
The Municipal Court operating budget has increased by 8%. There are no capital expenditures, resulting in an overall net increase of 8%. The Personnel Services increase of 8% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Contractuals increases of 11% is mainly due to an increase in legal fees related to the public defender contract. Commodities increases of 4% is mainly due to an increase in books and subscriptions. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Administrative Assistant	2	2	2	1	3
Administrative Assistant (Temp)	0	1	1	-1	0
Collection Specialist	2	3	3	0	3
Court Finance Specialist	0.8	0.8	0.8	0	0.8
Court Information Systems Coordinator	1	2	2	0	2
Court Interpreter	1	1	1	0	1
Court Judicial Specialist	8.25	8.25	8.25	0	8.25
Court Training Specialist	1	1	1	0	1
Deputy Court Administrator	2	2	2	0	2
Division Director	1	1	1	0	1
Jury Services Specialist	1	1	1	0	1
Magistrate	1	1	1	1	2
Magistrate Pro-Tem	1.3	1.3	1.3	-0.8	0.5
Presiding Magistrate	1	1	1	0	1
Probation Service Officer	1	1	1	0	1
Warrant Officer	2	2	2	0	2
Total	26.35	29.35	29.35	0.2	29.55

New Personnel:					
Title	FTE	Total \$ 2018-2019	Potential Offset	Net Cost 2018-2019	Future Cost
Magistrate	1	\$ 156,513	\$ 100,000	\$ 56,513	\$ 156,513

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 gathering data, as well as interacting with commerce to promote adherence to local, state, and federal requirements, as they pertain to municipal services, business licenses, and sales tax reporting, in order to safeguard City revenue.

The mission of the **Finance Section** is to ethically provide oversight, fiscal management and customer service through accountability and transparency.

Section: 031 - Management Services

Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 223,411	\$ 233,212	\$ 233,212	\$ 248,627	\$ 15,415
Contractuals	23,378	13,624	13,624	16,069	2,445
Commodities	1,942	1,600	1,600	1,100	(500)
Total	\$ 248,730	\$ 248,436	\$ 248,436	\$ 265,796	\$ 17,360

Expenditures by Program:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
General Administration	\$ 248,730	\$ 248,436	\$ 248,436	\$ 265,796	\$ 17,360
Total	\$ 248,730	\$ 248,436	\$ 248,436	\$ 265,796	\$ 17,360

Source of Funding:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
General Fund				\$ 259,824	
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	
				\$ 265,796	

Commentary:
 The Management Services operating budget has increased by 7%. There are no capital expenditures. The Personnel Services increase of 7% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Contractuals increase of 18% is mainly due to training and registrations budgets. Commodities decrease of 31% is mainly due to supplies and memberships budgets. There is no major capital (>\$10,000) for this section.

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Division Director	1	1	1	0	1
Financial Systems Analyst	1	1	1	0	1
Total	2	2	2	0	2

New Personnel: None

Capital: None

Section: 032 - Purchasing					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 523,907	\$ 804,791	\$ 804,791	\$ 949,307	\$ 144,516
Contractuals	16,741	33,789	33,789	30,289	(3,500)
Commodities	22,026	17,177	17,177	17,031	(146)
Total	\$ 562,674	\$ 855,757	\$ 855,757	\$ 996,627	\$ 140,870
Expenditures by Program:					
General Administration	\$ 1,332	\$ -	\$ -	\$ -	\$ -
Purchasing	552,311	532,473	532,473	618,826	86,353
Warehouse	8,140	-	-	-	-
Grants and Contracts Management	892	323,284	323,284	377,801	54,517
Total	\$ 562,674	\$ 855,757	\$ 855,757	\$ 996,627	\$ 140,870
Source of Funding:					
	General Fund			\$ 617,316	
	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	
				\$ 996,627	
Commentary:					
The Purchasing operating budget has increased by 16%. There are no capital expenditures. The Personnel Services increase of 18% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Contractuals decrease of 10% is mainly due to a reduction in the budget for travel and education. Commodities decrease of 1% is mainly due to a reduction in other supplies. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Administrative Specialist	1	1	1	0	1
Buyer	0	1	1	0	1
Contract Specialist	0	1	1	0	1
Finance Clerk	0	1	1	0	1
Grants and Contracts Manager	0	1	1	0	1
Grants Specialist	0	1	1	0	1
Procurement Specialist	3	2	2	0	2
Purchasing Director	1	1	1	0	1
Purchasing Manager	0	1	1	0	1
Warehouse Specialist	1	0	0	0	0
Total	6	10	10	0	10

New Personnel: None

Capital: None

Section:		033 - Revenue			
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 1,030,112	\$ 1,157,915	\$ 1,157,915	\$ 1,241,538	\$ 83,623
Contractuals	314,371	400,039	400,039	363,014	(37,025)
Commodities	39,751	65,090	65,090	43,000	(22,090)
Capital	32,554	62,000	62,000	62,000	-
Total	\$ 1,416,787	\$ 1,685,044	\$ 1,685,044	\$ 1,709,552	\$ 24,508
Expenditures by Program:					
General Administration	\$ 181,493	\$ 361,564	\$ 361,564	\$ 259,397	\$ (102,167)
Licensing and Support	111,445	60,027	60,027	-	(60,027)
Auditing	81,854	73,068	73,068	-	(73,068)
Sales Tax Collections	30,305	21,132	21,132	23,061	1,929
Customer Service	682,412	778,758	778,758	756,928	(21,830)
Billing and Collections	-	-	-	271,006	271,006
Print and Mail Services	273	-	-	-	-
Meter Services	329,004	390,495	390,495	399,160	8,665
Total	\$ 1,416,787	\$ 1,685,044	\$ 1,685,044	\$ 1,709,552	\$ 24,508
Source of Funding:					
	General Fund			\$ 217,743	
	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 Fund			16,314	
				\$ 1,709,552	
Commentary:					
The Revenue operating budget has increased by 2%. There are capital expenditures of \$62,000, resulting in an overall net increase of 1%. The Personnel Services increase of 7% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Contractuals decrease of 9% is mainly due to a reduction in the budget for travel and education. Commodities decrease of 34% is mainly due to a reduction in other supplies. Major Capital (>\$10,000) includes \$62,000 to replace a Meter Services vehicle.					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Administrative Assistant	0	0	0	0	0
Administrative Specialist	4.75	7	6	0	6
Auditor II	1	1	1	0	1
Billing and Collections Manager	0	1	1	0	1
Billing Specialist	2	2	2	0	2
Collections Specialist	1.75	0	0	0	0
Customer Services Manager	1	1	1	0	1
Customer Services Supervisor	0	0	1	0	1
Finance Specialist	0	1	1	0	1
Meter Technician	3.25	2	2	0	2
Meter Technician II	1	2	2	0	2
Meter Technician Supervisor	1	1	1	0	1
Revenue Director	1	1	1	0	1
Tax Licensing and Revenue Manager	1	0	0	0	0
Total	17.75	19	19	0	19

New Personnel: None

Capital:	
Description	Amount
Meter services vehicle	\$ 62,000

Section: 034 - Finance					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 1,210,070	\$ 1,126,712	\$ 1,126,712	\$ 1,223,263	\$ 96,551
Contractuals	72,251	52,930	52,930	50,055	(2,875)
Commodities	24,166	13,076	13,076	15,401	2,325
Total	\$ 1,306,487	\$ 1,192,718	\$ 1,192,718	\$ 1,288,719	\$ 96,001
Expenditures by Program:					
General Administration	\$ 122,416	\$ 125,669	\$ 125,669	\$ 126,794	\$ 1,125
Accounting	619,355	681,930	681,930	773,305	91,375
Payroll	265,752	259,487	259,487	277,372	17,885
Accounts Payable	81,292	125,632	125,632	111,248	(14,384)
Grants Management	217,672	-	-	-	-
Total	\$ 1,306,487	\$ 1,192,718	\$ 1,192,718	\$ 1,288,719	\$ 96,001
Source of Funding:					
General Fund				\$ 930,698	
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	
				\$ 1,288,719	
Commentary:					
The Finance operating budget has increased by 8%. There are no capital expenditures. The Personnel Services increase of 9% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Contractuals decrease of 5% is mainly due to a reduction in the budget for maintenance and supplies. Commodities increase of 18% is mainly due to an increase in office supplies and furniture. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Accountant	4	4	4	0	4
Accounts Specialist	1	1	1	0	1
Finance Clerk	1	2	2	0	2
Finance Director	1	1	1	0	1
Finance Manager	2	2	2	0	2
Finance Specialist	1	1	1	0	1
Grants Manager	1	Transfer	0	0	0
Grants Specialist	1	Transfer	0	0	0
Payroll Manager	1	1	1	0	1
Payroll Specialist	1	2	2	0	2
Total	14	14	14	0	14

New Personnel: None

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 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 10,955,739	\$ 11,738,476	\$ 11,738,476	\$ 12,805,913	\$ 1,067,437
Contractuals	392,905	429,800	429,800	499,300	69,500
Commodities	511,295	652,236	652,236	615,036	(37,200)
Capital	500,610	415,000	415,000	350,000	(65,000)
Total	\$ 12,360,550	\$ 13,235,512	\$ 13,235,512	\$ 14,270,249	\$ 1,034,737
Expenditures by Program:					
General Administration	\$ 772,459	\$ 990,300	\$ 990,300	\$ 722,758	\$ (267,542)
Fire Prevention	344,863	354,741	354,741	496,427	141,686
Training	90,843	86,946	86,946	100,714	13,768
Fire Suppression	10,839,534	11,422,233	11,422,233	12,422,114	999,881
Fuel Management	312,851	381,292	381,292	528,236	146,944
Total	\$ 12,360,550	\$ 13,235,512	\$ 13,235,512	\$ 14,270,249	\$ 1,034,737
Source of Funding:					
General Fund				\$ 14,270,249	
				\$ 14,270,249	
Commentary:					
<p>The Fire operating budget has increased by 9%. There are capital expenditures of \$350,000, resulting in an overall net increase of 8%. The Personnel Services increase of 9% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Personnel Services had a decrease of 3 FTE (CART Paramedic, Fire Battalion Chief, and Fire EMT), offset by an increase of 2 FTE (Deputy Fire Chiefs). Contractuals increases of 16% is mainly due to maintenance of \$35,000 for garage doors, Magna-grip, and \$12,500 in maintenance for fire stations. Commodities decrease of 6% is mainly due to a reduced level of one-time authorized expenditures from the prior year. Major capital (>\$10,000) includes \$200,000 for replacing a Type 6 Wildland Fire Suppression Vehicle, and \$150,000 to replace three crew cab trucks.</p>					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Administrative Specialist	2	2	2	0	2
CART Paramedic - Civilian	0	1	1	-1	0
Deputy Fire Chief	1	1	1	2	3
Division Director	1	1	1	0	1
Fire Battalion Chief	4	4	4	-1	3
Fire Captain	21	21	21	0	21
Fire EMT	2	1	1	-1	0
Fire Engineer	21	21	21	0	21
Fire Fighter	30	30	30	0	30
Fire Inspector	1	2	2	0	2
FWPP Operations Specialist	1	1	1	0	1
Regional Fire Training Coordinator	1	1	1	0	1
Wildland Fire Firewise Specialist	1	1	1	0	1
Wildland Fire Manager	1	1	1	0	1
Wildland Fire Supervisor	1	1	1	0	1
Total	88	89	89	-1	88

Section:	051 - Fire Operations
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New Personnel:						
Title	FTE	Total \$ 2018-2019	Potential Offset	Net Cost 2018-2019	Future Cost	
Deputy Fire Chief	1	\$ 210,546	\$ 142,500	\$ 68,046	\$ 210,546	

Capital:	
Description	Amount
Type 6 Wildland Suppression Vehicle	\$ 200,000
Three Crew Cab Trucks	150,000

Section: 052 - Fire Grants					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 64,378	\$ 613,938	\$ 613,938	\$ 643,097	\$ 29,159
Contractuals	172,069	110,000	110,000	110,001	1
Commodities	(61,739)	77,500	77,500	77,500	-
Capital	12,147	45,000	45,000	45,000	-
Total	\$ 186,854	\$ 846,438	\$ 846,438	\$ 875,598	\$ 29,160
Expenditures by Program:					
GOHS - Extrication Equipment	\$ 12,147	\$ -	\$ -	\$ -	\$ -
Camp Navajo	8,175	25,000	25,000	22,500	(2,500)
General Wildfire Response	(787,805)	-	-	-	-
AZ Homeland Security	-	75,000	75,000	75,000	-
GOHS	-	45,000	45,000	45,000	-
Assistance To Firefighter	108,264	100,000	100,000	100,000	-
SAFER	-	581,438	581,438	608,098	26,660
Naval Observatory Thinning FY10-19	4,279	10,000	10,000	15,000	5,000
NAU GFFP Thinning	206	-	-	-	-
Fire- Coconino County -RX Fire Grant	-	10,000	10,000	10,000	-
Misc Fire Reimbursables	819,076	-	-	-	-
2016 IGA Forest Stewardship Plan	3,250	-	-	-	-
Fire-Forest Haz Fuels 16-208 WFHF	19,263	-	-	-	-
Total	\$ 186,854	\$ 846,438	\$ 846,438	\$ 875,598	\$ 29,160
Source of Funding:					
General Fund				\$ 875,598	
				\$ 875,598	
Commentary:					
The Fire Grants operating budget has increased by 4%. There are capital expenditures of \$45,000, resulting in an overall net increase of 3%. The Personnel Services (SAFER Grant) increase of 5% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Contractuals and Commodities remain flat. There is major capital (>\$10,000) which includes fire equipment of \$45,000.					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Fire Fighter	0	0	6	0	6
Total	0	0	6	0	6

New Personnel:	None
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Capital:	
Description	Amount
Fire Equipment	\$ 45,000

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 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 15,848,582	\$ 17,266,065	\$ 16,860,065	\$ 18,031,844	\$ 765,779
Contractuals	1,365,367	1,571,690	1,571,690	2,140,569	568,879
Commodities	717,853	996,328	996,328	860,452	(135,876)
Capital	72,505	352,105	352,105	187,000	(165,105)
Total	\$ 18,004,307	\$ 20,186,188	\$ 19,780,188	\$ 21,219,865	\$ 1,033,677
Expenditures by Program:					
General Administration	\$ 1,677,674	\$ 2,725,893	\$ 2,725,893	\$ 3,451,312	\$ 725,419
Patrol	10,439,209	10,943,324	10,537,324	11,360,373	417,049
Detectives	2,163,026	2,169,399	2,169,399	2,272,886	103,487
Records	656,791	766,162	766,162	729,005	(37,157)
Communications	2,140,422	2,555,685	2,555,685	2,560,227	4,542
Special Services	697,723	678,935	678,935	622,637	(56,298)
Crime and Prevention Training	229,463	346,790	346,790	223,425	(123,365)
Total	\$ 18,004,307	\$ 20,186,188	\$ 19,780,188	\$ 21,219,865	\$ 1,033,677
Source of Funding:					
General Fund				\$ 21,219,865	
				\$ 21,219,865	
Commentary:					
<p>The Police operating budget has increased by 6%. There are capital expenditures of \$187,000, resulting in an overall net increase of 5%. The Personnel Services increase of 4% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Personnel Services increases also include an increase in FTE for 3.0 Police Aides and 2.0 Police Officers. Contractuals increase of 36% is mainly due to the replacement of the radio system. Commodities decrease of 14% is mainly due to prior year approved one-time authorizations for WebRMS upgrades. Major capital (>\$10,000) includes replacement of five (5) patrol vehicles (\$145,000), replacement of one (1) administration vehicle (\$27,000) and the replacement of one (1) copier (\$15,000).</p>					

Authorized Personnel/Positions:	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Administrative Specialist	13	13	13	0	13
Animal Control Officer	1	2	2	0	2
Deputy Police Chief	2	2	2	0	2
Dispatch Call Taker	2	1	0	0	0
Division Director	1	1	1	0	1
Evidence Technician	2	2	2	0	2
Parking Control Officer	1	0	0	0	0
Police 911 Coordinator	1	0	0	0	0
Police Aides	0	0	0	3	3
Police Communications Manager	1	1	1	0	1
Police Corporal/Detective	19	19	19	0	19
Police Crime Analyst	1	1	1	0	1
Police Emergency Communication Specialist	22	23	24	0	24
Police Emergency Communication Supervisor	5	6	6	0	6
Police Lieutenant	4	4	4	0	4
Police Officer	65	68	70	2	72
Police Records Supervisor	1	1	1	0	1
Police Sergeant	14	14	14	0	14
Police Special Services Supervisor	1	1	1	0	1
Police Support Services Manager	1	1	1	0	1
Property Control Coordinator	1	1	1	0	1
Police Training Coordinator	1	1	1	0	1
Total	159	162	164	5	169

Section: 061 - Police Operations

New Personnel:

Title	FTE	Total \$ 2018-2019	Potential Offset	Net Cost 2018-2019	Future Cost
Police Aides	3	\$ 176,083	\$ 176,083	\$ -	\$ 176,083
Police Officer	2	199,657	-	199,657	199,657

Capital:

Description	Amount
Replace Patrol Vehicles (4)	\$ 145,000
Replace Administration Vehicle	27,000
Replace Records Copier	15,000

Section:	062 - Police Grants				
Expenditures by Category:	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 407,011	\$ 1,076,806	\$ 606,822	\$ 731,477	\$ (345,329)
Contractuals	24,741	173,800	173,800	173,800	-
Commodities	509,444	449,826	449,826	417,326	(32,500)
Capital	84,218	172,000	172,000	172,000	-
Total	\$ 1,025,414	\$ 1,872,432	\$ 1,402,448	\$ 1,494,603	\$ (377,829)

Expenditures by Program:					
Metro Grant	\$ 280,508	\$ 447,874	\$ 447,874	\$ 562,711	\$ 114,837
COPS Hiring Grant	-	570,560	100,576	199,657	(370,903)
COPS Hiring (City Share) One Year Obligation	350	-	-	-	-
RICO Funds for Police	79,843	67,628	67,628	69,109	1,481
Law Enforcement Officer Reimbursement	223,744	-	-	-	-
GOHS - DUI Enforcement	60,756	195,000	195,000	195,000	-
State HLS - Livescan Fingerprint Mach	-	50,000	50,000	50,000	-
RICO/METRO Overtime	32,412	50,000	50,000	17,500	(32,500)
Bullet Proof Vest	7,883	16,500	16,500	16,500	-
FY12 PSN Gang Prevention & Education	-	10,000	10,000	-	(10,000)
Homeland Security "SLOT" Overtime	11,809	-	-	10,000	10,000
Dispatch Services Agreement (NPS)	6,575	15,000	15,000	15,000	-
Statewide Gang Task Force(GITEM)	46,250	90,744	90,744	-	(90,744)
10-AZ Home Land Security	57,708	102,000	102,000	102,000	-
AZ Internet Crimes Child	1,549	4,500	4,500	4,500	-
GOHS Clicket or Ticket	-	5,000	5,000	5,000	-
Edward Byrne Memorial (JAG)	32,587	95,000	95,000	95,000	-
FY 14 NA Gang Task Force OT	89,833	80,000	80,000	80,000	-
RICO-Metro Equipment	61,226	32,626	32,626	32,626	-
RICO-PD Equipment	3,099	40,000	40,000	40,000	-
ATF SLOT Overtime	29,283	-	-	-	-
Total	\$ 1,025,414	\$ 1,872,432	\$ 1,402,448	\$ 1,494,603	\$ (377,829)

Source of Funding:	General Fund	\$ 1,494,603	\$ 1,494,603
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Commentary:
The Police Grants operating budget has decreased by 22%. There are capital expenditures of \$172,000, resulting in an overall net decrease of 27%. The Personnel Services decrease of 57% is mainly due to a receiving 2 of the 6 requested officers from the COPS grant. Contractuals had no change. Commodities decrease of 7% is mainly due to a decrease in METRO grant funding. Major Capital (>\$10,000) remained flat.

Authorized Personnel/Positions:	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Title					
Administrative Specialist	1	1	1	0	1
Police Officer	6	3	7	-2	5
Police Sergeant	1	1	1	0	1
Total	8	5	9	-2	7

New Personnel: None

Capital:	
Description	Amount
GOHS Motorcycles	\$ 50,000
DOHS Bomb Robot	102,000
RICO Equipment	20,000

Community Development Division Mission

The missions of the **Community Development Administration, Engineering Section, Planning and Development Services 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 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 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 269,686	\$ 272,849	\$ 272,849	\$ 322,191	\$ 49,342
Contractuals	45,453	50,434	50,434	51,134	700
Commodities	21,353	11,378	11,378	11,378	-
Capital	6,363	-	-	-	-
Total	\$ 342,854	\$ 334,661	\$ 334,661	\$ 384,703	\$ 50,042
Expenditures by Program:					
General Administration	\$ 342,854	\$ 334,661	\$ 334,661	\$ 384,703	\$ 50,042
Total	\$ 342,854	\$ 334,661	\$ 334,661	\$ 384,703	\$ 50,042
Source of Funding:					
General Fund				\$ 384,703	
				\$ 384,703	
Commentary:					
The Community Development Section operating budget has increased by 15%. There are no capital expenditures, resulting in an overall net increase of 15%. The Personnel Services increase of 18% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Personnel Services increases also include an increase for a one-time retirement payout. Contractuals increases of 1% is mainly due to travel and lodging for Transportation Engineering Planner Training and Building Permit Technician Training. Commodities remain flat. There is no major capital (>\$10,000) for this Section.					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Administrative Specialist Lead worker	1	1	1	0	1
Division Director	1	1	1	0	1
Total	2	2	2	0	2

New Personnel:	None
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Capital:	None
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Section: 102 - Engineering					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 1,408,623	\$ 1,611,324	\$ 1,611,324	\$ 1,902,999	\$ 291,675
Contractuals	218,559	252,978	252,978	303,278	50,300
Commodities	(109,294)	(157,053)	(157,053)	(164,553)	(7,500)
Capital	-	30,000	30,000	20,000	(10,000)
Total	\$ 1,517,888	\$ 1,737,249	\$ 1,737,249	\$ 2,061,724	\$ 324,475
Expenditures by Program:					
General Administration	\$ 201,175	\$ 218,253	\$ 218,253	\$ 307,600	\$ 89,347
Transportation Engineering	280,428	365,667	365,667	486,431	120,764
Development Engineering	423,664	517,150	517,150	550,956	33,806
Public Works Inspection	612,621	636,179	636,179	716,737	80,558
Total	\$ 1,517,888	\$ 1,737,249	\$ 1,737,249	\$ 2,061,724	\$ 324,475
Source of Funding:					
	General Fund			\$ 1,682,342	
	Highway User Revenue Fund			379,382	
	Stormwater Fund			-	
				\$ 2,061,724	

Commentary:
The Engineering Section operating budget has increased by 20%. There are capital expenditures of \$20,000, resulting in an overall net increase of 19%. The Personnel Services increase of 18% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Personnel Services increases also include one FTE for a Project Manager, a one-time retirement payout and one-time additional inspection overtime authorization. Contractuals increases of 20% is mainly due to a one-time increase in consultant fees for the anticipated work load (one-time \$60,000), maintenance for fleet of counters and laptops (one-time \$5,000), maintenance of highway capacity software, trip generation software, Wynchro signal timing, MaxView signal system (one-time \$5,000) and custodial services for the east Flagstaff facility (one-time \$2,500). Commodities increases of 5% is mainly due to a office equipment (one-time \$2,000), offset by work orders generated by the section. Major capital (>\$10,000) includes \$20,000 for one-time periodic maintenance, upgrades and repair needs of the Butler/Huntington Signal System components.

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Administrative Specialist	1	1	1	0	1
City Engineer	1	1	1	0	1
Construction Inspector	4	4	4	0	4
Construction Manager	1	1	1	0	1
Development Engineer	1	1	1	0	1
Engineering Specialist	1	1	1	0	1
Intern	0.5	0.5	0.5	0	0.5
Project Manager	6	6	7	1	8
Senior Construction Inspector	1	1	1	0	1
Traffic Engineer	1	1	1	0	1
Total	17.5	17.5	18.5	1	19.5

New Personnel:					
Title	FTE	Total \$ 2018-2019	Potential Offset	Net Cost 2018-2019	Future Cost
Project Manger	1	\$ 88,115	\$ 45,000	\$ 43,115	\$ 88,115

Capital:	
Description	Amount
Butler/Huntington Signal System Maintenance	\$ 20,000

Section: 103 - Capital Improvements					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 883,462	\$ 968,328	\$ 968,328	\$ 1,071,483	\$ 103,155
Contractuals	6,368	19,383	19,383	17,083	(2,300)
Commodities	(1,195,102)	(1,138,150)	(1,138,150)	(1,162,275)	(24,125)
Total	\$ (305,271)	\$ (150,439)	\$ (150,439)	\$ (73,709)	\$ 76,730
Expenditures by Program:					
General Administration	\$ 15,947	\$ 30,183	\$ 30,183	\$ 26,883	\$ (3,300)
Capital Improvement Engineering	(357,582)	(180,622)	(180,622)	(100,592)	80,030
ADOT Project Coordination	1,014	-	-	-	-
5 Year Capital Program Development	35,350	-	-	-	-
Total	\$ (305,271)	\$ (150,439)	\$ (150,439)	\$ (73,709)	\$ 76,730
Source of Funding:					
General Fund				\$ (73,709)	
				\$ (73,709)	
Commentary:					
The Capital Improvements Section operating budget has decreased by 51%. There are no capital expenditures. The Personnel Services increase of 11% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Contractuals increases decrease of 12% is mainly due to base budget reductions in miscellaneous services and travel . Commodities increases of 2% is mainly due to higher budgeted charge outs. There is no major capital (>\$10,000) for this Section.					

Authorized Personnel/Positions:					
TITLE	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Capital Improvements Engineer	1	1	1	0	1
Project Manager	7	7	8	0	8
Total	8	8	9	0	9

New Personnel:	None
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Capital:	None
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Section: 104 - Planning and Development Services					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 2,063,455	\$ 2,458,390	\$ 2,388,390	\$ 2,592,556	\$ 134,166
Contractuals	217,604	289,420	289,420	164,420	(125,000)
Commodities	63,011	73,801	73,801	79,676	5,875
Capital	-	-	-	27,000	27,000
Total	\$ 2,344,070	\$ 2,821,611	\$ 2,751,611	\$ 2,863,652	\$ 42,041
Expenditures by Program:					
General Administration	\$ 246,421	\$ 238,177	\$ 238,177	\$ 273,471	\$ 35,294
Advanced Planning	172,683	336,711	336,711	180,398	(156,313)
Building Plan Review	1,601	-	-	-	-
Building Inspection	1,030,725	1,108,492	1,038,492	1,225,930	117,438
Current Planning	664,994	878,635	878,635	919,695	41,060
Code Compliance	86,088	74,603	74,603	76,199	1,596
Code Compliance-SEMS	141,559	184,993	184,993	187,959	2,966
Total	\$ 2,344,070	\$ 2,821,611	\$ 2,751,611	\$ 2,863,652	\$ 42,041
Source of Funding:					
General Fund				\$ 2,863,652	
				\$ 2,863,652	
Commentary:					
<p>The Planning Section operating budget has increased by 1%. There are capital expenditures of \$27,000, resulting in an overall net increase of 1%. The Personnel Services increase of 5% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Personnel Services increases include 1.0 FTE Building Permit Technician, a decrease of a .48 Comprehensive Planning Intern position. Contractuals decreases of 43% is mainly due to a reduction in prior year one-time authorizations offset by one-time increases for credit card fees (\$20,000), education and training costs funding (\$5,000) and 2020 Census Committee advertising, outreach and other costs (\$75,000). Commodities increases of 8% is mainly due to multiple sets of code books required for the staff (\$14,000), computer program (\$1,000), work space furnishings for new employee (\$5,000) and safety supplies (\$1,125). Major capital (>\$10,000) includes an additional fleet vehicle for a new employee.</p>					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Administrative Specialist	1	1	1	0	1
Associate Planner	1	1	2	0	2
Building Inspection Manager	0	0	1	0	1
Building Inspector	5	6	7	0	7
Building Official	1	1	1	0	1
Building Permit Technician	0	0	0	1	1
Building Plans Examiner	3	3	3	0	3
Code Compliance Manager	1	1	1	0	1
Code Compliance Officer I	1	1	1	0	1
Code Compliance Officer II	1	1	1	0	1
Comprehensive Planning and Code Administra	1	0	0	0	0
Comprehensive Planning Intern	0	0	0.48	-0.48	0
Comprehensive Planning Manager	1	1	1	0	1
Current Planning Manager	1	1	1	0	1
Development Services Manager	0	1	1	0	1
Development Services Specialist	1	1	1	0	1
Development Services Supervisor	1	0	0	0	0
Inspection Supervisor	1	1	0	0	0
Planning Development Manager	4	4	4	0	4
Planning Director	1	1	1	0	1
Volunteer Coordinator	0.48	Transfer	0	0	0
Zoning Code Manager	0	1	1	0	1
Total	25.48	26	28.48	0.52	29

Section:	104 - Planning and Development Services
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New Personnel:					
Title	FTE	Total \$ 2018-2019	Potential Offset	Net Cost 2018-2019	Future Cost
Building Permit Technician	1	\$ 66,666	\$ 40,000	\$ 26,666	\$ 66,666

Capital:	
Description	Amount
Fleet Vehicle	\$ 27,000

Section: 105 - Housing					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 317,530	\$ 400,836	\$ 400,836	\$ 421,724	\$ 20,888
Contractuals	7,523	9,158	9,158	109,158	100,000
Commodities	(54,571)	(57,954)	(57,954)	(57,954)	-
Total	\$ 270,482	\$ 352,040	\$ 352,040	\$ 472,928	\$ 120,888
Expenditures by Program:					
General Administration	\$ 268,344	\$ 346,940	\$ 346,940	\$ 467,828	\$ 120,888
Land Trust	2,138	5,100	5,100	5,100	-
Total	\$ 270,482	\$ 352,040	\$ 352,040	\$ 472,928	\$ 120,888
Source of Funding:					
General Fund				\$ 472,928	
				\$ 472,928	
Commentary:					
The Housing Section operating budget has increased by 34%. There are no capital expenditures. The Personnel Services increase of 5% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Contractuals increases of 1,092% is mainly due to the addition of a one-time \$100K to cover rent/lease of facility to accommodate the move of housing staff. Commodities remain unchanged. There is no major capital (>\$10,000) for this Section.					

Authorized Personnel/Positions:	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Title					
Deputy Housing Director	0	0	0	0	0
Homeownership Program Manager	0	0	0	0	0
Housing and Grants Administrator	1	1	1	0	1
Housing Analyst	1	1	1	0	1
Housing Director	0	1	1	0	1
Housing Manager	1	1	1	0	1
Housing Project Manager	0	0	1	0	1
Housing Rehabilitation Specialist	1	1	1	0	1
Housing Specialist	1	1	1	0	1
Total	5	6	7	0	7

New Personnel: None

Capital: None

Section: 106 - Community Housing Services					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Contractuals	\$ 29,573	\$ 1,366,883	\$ 1,349,483	\$ 210,004	\$ (1,156,879)
Total	\$ 29,573	\$ 1,366,883	\$ 1,349,483	\$ 210,004	\$ (1,156,879)
Expenditures by Program:					
General Administration	\$ -	\$ 33,000	\$ -	\$ 33,000	\$ -
Revolving Loan - General Fund	23,400	200,001	200,001	1	(200,000)
Affordable Housing Incentives	-	183,617	183,617	67,001	(116,616)
Affordable Housing Development	-	325,001	325,001	1	(325,000)
Affordable Housing Opportunities /Land Acquis	6,173	429,894	445,494	100,001	(329,893)
COF Employer Assistance Housing	-	195,370	195,370	10,000	(185,370)
Total	\$ 29,573	\$ 1,366,883	\$ 1,349,483	\$ 210,004	\$ (1,156,879)
Source of Funding:					
Housing and Community Services Fund				\$ 210,004	
				\$ 210,004	
Commentary:					
The Community Housing Services Section operating budget has decreased by 85%. There are no personnel, commodity or capital expenditures for this Section. Contractuals decreases of 85% is mainly due to reductions in other miscellaneous services from prior fiscal year amounts budgeted for affordable housing land and building acquisitions.					
Authorized Personnel/Positions:		None			
New Personnel:		None			
Capital:		None			

Section: 107 - Community Housing Grants					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Contractuals	\$ 128,103	\$ 1,044,000	\$ 1,044,000	\$ 1,080,000	\$ 36,000
Total	\$ 128,103	\$ 1,044,000	\$ 1,044,000	\$ 1,080,000	\$ 36,000
Expenditures by Program:					
AZ Housing Trust Funds	\$ -	\$ 330,000	\$ 330,000	\$ 330,000	\$ -
Home Grant Rehab	-	450,000	450,000	450,000	-
Coconino County Housing Grants	128,103	264,000	264,000	300,000	36,000
Total	\$ 128,103	\$ 1,044,000	\$ 1,044,000	\$ 1,080,000	\$ 36,000
Source of Funding:					
Housing and Community Services Fund				\$ 1,080,000	
				\$ 1,080,000	

Commentary:
The Community Housing Grants Section operating budget has increased by 3%. There are no personnel, commodity or capital expenditures for this Section. Contractuals increases of 3% is mainly due to increases in other miscellaneous services for housing rehabilitations.

Authorized Personnel/Positions: None

New Personnel: None

Capital: None

Section: 108 - Community Development Block Grants					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 72,950	\$ 74,037	\$ 74,037	\$ 69,645	\$ (4,392)
Contractuals	631,417	956,332	956,332	424,442	(531,890)
Commodities	49,365	8,395	8,395	8,395	-
Total	\$ 753,732	\$ 1,038,764	\$ 1,038,764	\$ 502,482	\$ (536,282)
Expenditures by Program:					
CDBG Entitlement Administration	\$ 78,324	\$ 90,823	\$ 90,823	\$ 86,431	\$ (4,392)
CDBG Housing Rehab	113,898	39,810	39,810	-	(39,810)
CDBG Miscellaneous Projects	40,434	750,000	750,000	416,047	(333,953)
CDBG Home Buyers Assistance	95,879	103,078	103,078	1	(103,077)
CDBG Public Facility	345,440	6,480	6,480	1	(6,479)
CDBG Housing Stabilization	23,882	16,286	16,286	1	(16,285)
CDBG Public Facility Ops	55,875	32,287	32,287	1	(32,286)
Total	\$ 753,732	\$ 1,038,764	\$ 1,038,764	\$ 502,482	\$ (536,282)
Source of Funding:					
Housing and Community Services Fund				\$ 502,482	
				\$ 502,482	
Commentary:					
The Community Development Block Grants Section operating budget has decreased by 52%. There are no capital expenditures. The Personnel Services increase, mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions was offset by a change in benefits elections reducing overall personnel costs for this Section. Contractuals decrease of 56% is mainly due to prior fiscal year one-time items not budgeted in FY 2019 such as construction of new homes, public improvement and housing rehabilitation. Commodities remain unchanged from the prior fiscal year.					

Authorized Personnel/Positions: None

New Personnel: None

Capital: None

Section:	109 - Flagstaff Housing Authority				
Expenditures by Category:	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ (176)	\$ 1,707,328	\$ 1,707,328	\$ 1,752,984	\$ 45,656
Contractuals	176	4,588,895	4,588,895	4,658,027	69,132
Commodities	-	85,670	85,670	85,670	-
Capital	-	642,172	642,172	327,172	(315,000)
Total	\$ -	\$ 7,024,065	\$ 7,024,065	\$ 6,823,853	\$ (200,212)
Expenditures by Program:					
Low Income Public Housing	\$ -	\$ 2,588,712	\$ 2,588,712	\$ 2,315,615	\$ (273,097)
Sec 8 housing Choice Voucher/MO	-	4,060,295	4,060,295	4,115,326	55,031
Non-HUD Program	-	40,107	40,107	41,736	1,629
Flagstaff Housing Corp	-	334,951	334,951	351,176	16,225
Total	\$ -	\$ 7,024,065	\$ 7,024,065	\$ 6,823,853	\$ (200,212)
Source of Funding:	Flagstaff Housing Authority Fund			\$ 6,823,853	
				\$ 6,823,853	
Commentary:	The Housing Authority operating budget has increased by 2%. There are capital expenditures of \$327,172, resulting in an overall net decrease of 3%. The Personal Services increase of 3% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Contractuals increase of 2% is mainly due to an increase in Section 8 Voucher assistance payments. Commodities remained flat year over year. Major capital (>\$10,000) is \$327,172 for housing related projects.				

Authorized Personnel/Positions:	Actual 2015-2016	Actual 2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Administrative Assistant (Temp)	0	0.48	0.48	0	0.48
Administrative Specialist	1	1	1	0	1
Finance Manager	1	1	1	0	1
Finance Specialist	0.8	0.8	0.8	0	0.8
Housing Director	1	Transfer	Transfer	0	0
Housing Manager	3	3	3	0	3
Housing Services Specialist	4.8	5	5	0	5
Maintenance Coordinator	1	1	1	0	1
Maintenance Lead Worker	2	2	2	0	2
Maintenance Worker	7	7	7	0	7
Maintenance Worker I	0	0	0	0	0
Occupancy Specialist	0	0	0	0	0
Total	21.6	21.28	21.28	0	21.28

New Personnel:	None
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Capital:	
Description	Amount
Housing Related Projects	\$ 327,172

Section: 110 - Flagstaff Metropolitan Planning Organization

Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 272,284	\$ 272,963	\$ 272,963	\$ 448,268	\$ 175,305
Contractuals	171,766	529,984	529,984	379,901	(150,083)
Commodities	(44,576)	(13,685)	(13,685)	(37,885)	(24,200)
Total	\$ 399,474	\$ 789,262	\$ 789,262	\$ 790,284	\$ 1,022

Expenditures by Program:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
General Administration	\$ 14,821	\$ -	\$ -	\$ 5,290	\$ 5,290
FMPO Administration	138,563	274,578	274,578	426,783	152,205
Short Range Data Collection	27,077	-	-	-	-
Short Range Transportation Improvements	6,951	1,300	1,300	200	(1,100)
Long Range Transportation Plan	59,092	1,800	1,800	-	(1,800)
Short Range Planning	90,446	260,834	260,834	-	(260,834)
Long Range Other Transportation	17,476	-	-	358,011	358,011
Public Information Program	243	750	750	-	(750)
Long Range Transit Plan	13,941	250,000	250,000	-	(250,000)
Transit Spine Route Study	30,864	-	-	-	-
Total	\$ 399,474	\$ 789,262	\$ 789,262	\$ 790,284	\$ 1,022

Source of Funding:					
Metropolitan Planning Fund				\$ 790,284	
				\$ 790,284	

Commentary:
 The FMPO operating budget has increased by .13%. There are no capital expenditures, resulting in an overall net increase of .13%. The Personnel Services increase of 64% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Personnel Services increases also include an increase in FTE. Contractuals decrease of 28% is mainly due to the increase in FTE positions. Commodities decrease of 177% is mainly due to a decrease in computer software. There is no major capital (>\$10,000) for this section. With the exception of the Transportation Fund transfer of \$22,500, FMPO is a 100% grant reimbursed program.

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Administrative Specialist	0.5	0.5	0.5	0	0.5
Executive Director	0	0	0	1	1
Intern	0.38	0.38	0.38	0	0.38
Metropolitan Planning Organization Manager	1	1	1	0	1
Multi Modal Transportation Planner	1	0	0	0	0
Project Manager	0	1	1	0	1
Total	2.88	2.88	2.88	1	3.88

New Personnel:					
Title	FTE	Total \$ 2018-2019	Potential Offset	Net Cost 2018-2019	Future Cost
Executive Director	1	\$ 129,134	\$ -	\$ 129,134	\$ 129,134

Capital: None

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 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 Section** serves the community and municipal organization as a catalyst for economic, environmental and social sustainability through policy development, project implementation, leadership, and education.

The **Environmental Management Section** protects the health and safety of the public, City staff, and the environment by ensuring that City operations are in compliance with federal and state environmental regulations

Section: 151 - Public Works Administration					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 142,790	\$ 140,713	\$ 140,713	\$ 152,670	\$ 11,957
Contractuals	2,216	3,753	3,753	3,753	-
Commodities	(96,170)	(94,879)	(94,879)	(94,879)	-
Total	\$ 48,835	\$ 49,587	\$ 49,587	\$ 61,544	\$ 11,957
Expenditures by Program:					
General Administration	\$ 48,835	\$ 49,587	\$ 49,587	\$ 61,544	\$ 11,957
Total	\$ 48,835	\$ 49,587	\$ 49,587	\$ 61,544	\$ 11,957
Source of Funding:					
	General Fund			\$ (105,122)	
	Highway User Revenue Fund			83,333	
	Airport Fund			83,333	
				\$ 61,544	
Commentary:					
The Public Works Administration Section operating budget has increased by 24%. There are no capital expenditures. The Personnel Services increase of 8% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Contractuals and Commodities remain unchanged from the prior fiscal year.					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Division Director	1	1	1	0	1
Project Manager	1	1	1	0	1
Total	2	2	2	0	2

New Personnel: None

Capital: None

Section: 152 - Facility Maintenance					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 708,667	\$ 776,684	\$ 776,684	\$ 848,857	\$ 72,173
Contractuals	461,372	856,253	851,253	750,894	(105,359)
Commodities	(163,014)	(205,248)	(205,248)	(260,636)	(55,388)
Capital	354,951	364,000	364,000	-	(364,000)
Total	\$ 1,361,976	\$ 1,791,689	\$ 1,786,689	\$ 1,339,115	\$ (452,574)
Expenditures by Program:					
General Administration	\$ 427,377	\$ 382,831	\$ 382,831	\$ 415,007	\$ 32,176
Custodial Service	66,558	116,288	116,288	97,288	(19,000)
Structural & Other Maintenance	219,241	799,618	794,618	483,071	(316,547)
City Hall	581,563	284,877	284,877	284,877	-
Catastrophic Set Aside	45,971	165,926	165,926	28,400	(137,526)
APS Building	1	-	-	-	-
Prosecutor's Bldg	13,817	16,395	16,395	16,395	-
Murdock	4	-	-	-	-
Phoenix Building	7,444	14,077	14,077	14,077	-
City Leased Property Maintenance	-	11,677	11,677	-	(11,677)
Total	\$ 1,361,976	\$ 1,791,689	\$ 1,786,689	\$ 1,339,115	\$ (452,574)
Source of Funding:					
General Fund				\$ 1,163,243	
Library Fund				64,287	
Water and Wastewater Fund				23,565	
Stormwater Fund				4,444	
Airport Fund				18,524	
Solid Waste Fund				65,052	
				\$ 1,339,115	
Commentary:					
The Facility Maintenance Section operating budget has decreased by 6%. There are no capital expenditures resulting in an overall net decrease of 100%. The Personnel Services increase of 9% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Contractuals decreases of 12% is mainly due to the current fiscal year request to add to the catastrophic account for Facilities Maintenance versus prior fiscal year balance. Commodities decreases of 27% is mainly due to reductions in building structure materials and supplies and work order charges.					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Facility Maintenance Manager	1	1	1	0	1
Facilities Maintenance Superintendent	1	1	1	0	1
Maintenance Worker	9.5	9.5	9.5	0	9.5
Total	11.5	11.5	11.5	0	11.5

New Personnel: None

Capital: None

Section: 153 - USGS Campus					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Contractuals	\$ 569,051	\$ 1,637,849	\$ 1,637,849	\$ 737,849	\$ (900,000)
Commodities	84,046	65,913	65,913	65,913	-
Total	\$ 653,097	\$ 1,703,762	\$ 1,703,762	\$ 803,762	\$ (900,000)
Expenditures by Program:					
Maintenance Building 3	\$ 129,687	\$ 188,470	\$ 188,470	\$ 173,470	\$ (15,000)
Maintenance Building 4	235,953	235,733	235,733	235,733	-
Maintenance Building 5	33,900	46,495	46,495	46,495	-
Maintenance Building 6	253,558	733,064	733,064	348,064	(385,000)
Total	\$ 653,097	\$ 1,703,762	\$ 1,703,762	\$ 803,762	\$ (900,000)
Source of Funding:					
General Fund				\$ 803,762	
				\$ 803,762	
Commentary:					
The USGS Campus Section operating budget has decreased by 53%. There are no personnel or capital expenditures. Contractuals decreases of 55% is mainly due to prior fiscal year addition of a contingency fund and one-time expenditures on Building 6 painting and flooring replacement. Commodities remained unchanged.					
Authorized Personnel/Positions:		None			
New Personnel:		None			
Capital:		None			

Section: 154 - Fleet Management					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 65,944	\$ 229,286	\$ 229,286	\$ 227,286	\$ (2,000)
Contractuals	85,655	110,451	110,451	112,451	2,000
Commodities	(150,323)	(339,737)	(339,737)	(339,737)	-
Capital	220,355	985,269	959,963	-	(985,269)
Total	\$ 221,631	\$ 985,269	\$ 959,963	\$ -	\$ (985,269)
Expenditures by Program:					
General Administration	\$ 76,873	\$ (14,873)	\$ (14,873)	\$ (46,934)	\$ (32,061)
Inventory Management	59,844	82,082	82,082	89,532	7,450
Prevention Maintenance	267,303	124,300	124,300	131,156	6,856
Vehicle Repair	(340,217)	(168,055)	(168,055)	(266,317)	(98,262)
Pool Vehicles - City Hall	10,723	39,500	39,500	5,500	(34,000)
Pool Vehicles - Shop	6,598	4,400	4,400	4,400	-
Other Shop Work	83,419	80,509	80,509	82,663	2,154
Catastrophic/Major Repair Funding	57,087	837,406	812,100	-	(837,406)
Total	\$ 221,631	\$ 985,269	\$ 959,963	\$ -	\$ (985,269)
Source of Funding:					
	General Fund			\$ (187,832)	
	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	
				\$ -	
Commentary:					
<p>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 environmental disposal fees. The current shop rate varies per hour based on the type of equipment and does not cover one-time and capital requests. The Personnel Services decrease of 1% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions, offset by an increase in charges to other divisions to offset these costs. Contractuals increase of 2% is mainly due to the maintenance of Quatred and Trax systems being moved from IT to Fleet, offset by one-time tuition requests from the prior year. Commodities remained flat year over year. There is no major capital (>\$10,000) for this section.</p>					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
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 Assistant	0	0	1	0	1
Mechanic Lead worker	1	1	1	0	1
Parts Specialist	0	0	1	0	1
Public Works Manager	1	1	1	0	1
Public Works Supervisor	1	1	1	0	1
Welder Technician	1	1	1	0	1
Total	12	12	14	0	14

Section:	154 - Fleet Management
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New Personnel:	None
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Capital:	None
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Section:	155 - Parks				
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 1,862,515	\$ 2,113,673	\$ 2,113,673	\$ 2,099,900	\$ (13,773)
Contractuals	576,059	686,654	686,654	686,434	(220)
Commodities	402,047	545,263	545,263	536,113	(9,150)
Capital	224,292	460,750	460,750	482,000	21,250
Total	\$ 3,064,913	\$ 3,806,340	\$ 3,806,340	\$ 3,804,447	\$ (1,893)
Expenditures by Program:					
General Administration	\$ 119,521	\$ 189,493	\$ 189,493	\$ 123,738	\$ (65,755)
Park Grounds Maintenance	723,740	807,410	807,410	795,226	(12,184)
Park Buildings and Facility Maintenance	24,167	29,970	29,970	30,845	875
BBB - Streetscape/Median Maintenance	327,982	375,447	375,447	380,327	4,880
Right-of-Way/ Median	99,548	83,171	83,171	85,571	2,400
FUTS Trail System	211,753	251,992	251,992	240,820	(11,172)
Heritage Square Maintenance	33,794	43,179	43,179	42,493	(686)
BBB Recreation Fields	1,136,539	1,544,467	1,544,467	1,528,014	(16,453)
Downtown/Plaza Maintenance	14,795	2,344	2,344	25,639	23,295
Non-Park Grounds and Landscapes	126,100	165,803	165,803	177,155	11,352
Cemetery	243,003	295,631	295,631	374,619	78,988
AZGFD Heritage - Prairie Dog Handbook	3,971	17,433	17,433	-	(17,433)
Total	\$ 3,064,913	\$ 3,806,340	\$ 3,806,340	\$ 3,804,447	\$ (1,893)
Source of Funding:					
General Fund				\$ 3,804,447	
				\$ 3,804,447	
Commentary:					
The Parks operating budget has decreased by 1%. There are capital expenditures of \$482,000, resulting in an overall increase of 0%. The Personnel Services decrease of 1% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions, offset by a decrease in one-time funds for overtime. Contractuals remained flat year over year. Commodities decrease of 2% is mainly due to reductions in the base budget. Major capital (>\$10,000) includes the replacement of two (4) vehicles (\$142,000), multiple projects to complete improvements City parks and recreation facilities including Ponderosa Park (\$75,900), Cheshire Park (\$18,000), Hal Jensen Center (\$36,100), Fox Glen Park (\$125,000) and Veteran's Cemetery (\$85,000).					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Maintenance Worker	21	22	22	0	22
Maintenance Worker - Temp	7.67	7.67	7.67	0	7.67
Public Works Manager	1	1	1	0	1
Public Works Supervisors	4	4	4	0	4
Total	33.67	34.67	34.67	0	34.67

New Personnel:	None
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Capital:	
Description	Amount
Replace (4) Vehicles	\$ 142,000
Ponderosa Park - Resurface Tennis/Basketball	55,900
Ponderosa Park - Ramada Improvements	20,000
Cheshire Park - Concrete Walkways/Pads	18,000
Hal Jensen Center - Ramada/Walkways	36,100
Foxglenn Park - Walkway	125,000
Veteran's Cemetery - Expansion	85,000

Section: 156 - Recreation Services					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 2,114,942	\$ 2,422,846	\$ 2,422,846	\$ 2,595,581	\$ 172,735
Contractuals	834,180	851,108	851,108	863,648	12,540
Commodities	350,736	369,035	369,035	366,440	(2,595)
Capital	62,232	228,100	228,100	805,000	576,900
Total	\$ 3,362,089	\$ 3,871,089	\$ 3,871,089	\$ 4,630,669	\$ 759,580
Expenditures by Program:					
General Administration	\$ 375,947	\$ 567,255	\$ 567,255	\$ 555,798	\$ (11,457)
Community Services/Events	179,845	205,187	205,187	221,409	16,222
Adult Athletics	276,982	318,018	318,018	336,385	18,367
Jay Lively Activity Center	525,877	552,415	552,415	1,374,716	822,301
Aquaplex	1,377,045	1,667,326	1,667,326	1,579,137	(88,189)
Joe C Montoya Community and Sr Center	279,073	260,366	260,366	264,211	3,845
Hal Jensen Recreation Center	297,073	280,522	280,522	235,430	(45,092)
Cogdill Recreation Center	18,527	20,000	20,000	20,000	-
Murdock Center	73	-	-	-	-
Siler Homes After School Program	31,648	-	-	43,583	43,583
Total	\$ 3,362,089	\$ 3,871,089	\$ 3,871,089	\$ 4,630,669	\$ 759,580
Source of Funding:					
General Fund				\$ 4,630,669	
				\$ 4,630,669	
Commentary:					
The Recreation Services operating budget increased by 5%. There are capital expenditures of \$805,000, resulting in an overall increase of 20%. The Personnel Services increase of 7% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Personnel Services increases also include an increase in FTE for .96 Recreation Temporaries for additional rink guards at Jay Lively and fitness instructors at the Aquaplex. Contractuals increase of 1% is mainly due electricity and maintenance increase. Commodities decrease of 1% is mainly due to one-time requests in the prior year. Major capital (>\$10,000) includes the purchase of training equipment at multiple facilities (\$55,000) and replacing the roof at Jay Lively (\$750,000).					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Administrative Assistant	1	1	1	0	1
Administrative Specialist	1	0	0	0	0
Head Lifeguard	0	0	2	0	2
Intern	0.25	0.25	0.25	0	0.25
Public Works Manager	0	0	1	0	1
Public Works Section Director	0	1	1	0	1
Recreation Program Assistant	0.5	0.5	0.5	0	0.5
Recreation Program Coordinator	9	9	9	0	9
Recreation Services Director	1	0	0	0	0
Recreation Specialist	0	1	1	0	1
Recreation Supervisor	6	6	5	0	5
Recreation Temporaries	37.71	38.27	38.12	0.96	39.08
Total	56.46	57.02	58.87	0.96	59.83

Section:	156 - Recreation Services
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New Personnel:						
Title	FTE	Total \$ 2018-2019	Potential Offset	Net Cost 2018-2019	Future Cost	
Recreation Temporaries	0.96	\$ 35,764	\$ 35,764	\$ -	\$ 35,764	

Capital:	
Description	Amount
Hal Jensen Center - Multi Station Machine	\$ 16,000
Hal Jensen Center - Gym Scoreboard	5,200
Joe C Montoya - Smith Machine	10,000
Aquaplex - Circuit Training Equipment	15,500
Equipment Contingency	8,300
Jay Lively - Roof Replacement	750,000

Section: 161 - Street Maintenance					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 2,399,062	\$ 2,488,887	\$ 2,488,887	\$ 2,459,089	\$ (29,798)
Contractuals	809,924	832,481	832,481	871,981	39,500
Commodities	894,039	1,064,869	1,064,869	944,269	(120,600)
Capital	431,415	591,000	591,000	1,595,000	1,004,000
Total	\$ 4,534,439	\$ 4,977,237	\$ 4,977,237	\$ 5,870,339	\$ 893,102
Expenditures by Program:					
General Administration	\$ 302,386	\$ 410,358	\$ 410,358	\$ 509,754	\$ 99,396
Street Cleaning	303,543	324,453	324,453	892,595	568,142
Snow Control	649,273	870,366	870,366	906,049	35,683
Sign, Signal, Mark & Light	772,804	384,486	384,486	400,690	16,204
Street Maintenance	1,423,123	1,908,113	1,908,113	1,788,958	(119,155)
Drainage-way Maintenance	191,138	313,588	313,588	341,854	28,266
Training	1,005	3,500	3,500	3,500	-
Streetlights	594,889	516,702	516,702	549,702	33,000
Traffic Signal Maintenance	296,281	245,671	245,671	477,237	231,566
Total	\$ 4,534,439	\$ 4,977,237	\$ 4,977,237	\$ 5,870,339	\$ 893,102
Source of Funding:					
Highway User Revenue Fund				\$ 5,870,339	
				\$ 5,870,339	
Commentary:					
The Street Maintenance operating budget has decreased by 3%. There are capital expenditures of \$1,595,000, resulting in an overall net increase of 18%. The Personnel Services decrease of 1% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions, offset by a reduction in one-time shop labor charges and snow stipends from the prior year. Contractuals increase of 5% is mainly due to an increase in training and travel as well as maintenance for downed streetlights. Commodities decreases of 11% is mainly due to reductions in base budget. There is major capital (>\$10,000) which includes replacement of (10) vehicles (\$1,425,000) and various pieces of equipment (\$170,000).					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Administrative Specialist	1	1	2	0	2
Cemetery Caretaker	0	0	0	0	0
Equipment Operator	15	15	15	0	15
Equipment Operators (Temp)	3.52	3.52	3.52	0	3.52
Intern	0.5	0.5	0.5	0	0.5
Maintenance Worker	7	6	6	0	6
Maintenance Worker (Temp)	0	0	0	0	0
Public Works Manager	1	1	1	0	1
Public Works Section Director	1	1	1	0	1
Public Works Supervisor	3	3	3	0	3
Traffic Signal Technician	1	1	1	0	1
Total	33.02	32.02	33.02	0	33.02

New Personnel:	None
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Capital:	
Description	Amount
Street Sweeper (2)	\$ 600,000
Dump/Plow Truck	255,000
Cinder Boxes (10)	50,000
Solid Waste Equipment Transfer	240,000
Air Compressor	5,000
Pick Truck (2)	100,000
Computer/Plotter/Printer	20,000
Truck Bed	95,000
Aerial Truck	230,000

Section: 165 - Solid Waste - Landfill					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 1,354,242	\$ 1,479,653	\$ 1,254,671	\$ 1,388,620	\$ (91,033)
Contractuals	653,167	414,003	413,003	395,503	(18,500)
Commodities	422,852	538,182	437,276	450,276	(87,906)
Capital	35,781	1,532,999	1,257,999	1,645,000	112,001
Total	\$ 2,466,042	\$ 3,964,837	\$ 3,362,949	\$ 3,879,399	\$ (85,438)
Expenditures by Program:					
General Administration	\$ 318,985	\$ 829,667	\$ 829,667	\$ 703,811	\$ (125,856)
Sanitary Landfill	1,542,025	2,381,121	2,106,121	2,741,473	360,352
Landfill Outside Contract	307,612	351,888	25,000	-	(351,888)
Inert Material Landfill	691	2,500	2,500	-	(2,500)
Hazardous Product Center (Landfill)	296,728	399,661	399,661	434,115	34,454
Total	\$ 2,466,042	\$ 3,964,837	\$ 3,362,949	\$ 3,879,399	\$ (85,438)
Source of Funding:					
Environmental Services Fund				\$ 3,879,399	
				\$ 3,879,399	
Commentary:					
The Solid Waste - Landfill section operating budget has decreased by 8%. There are capital expenditures of \$1,645,000, resulting in an overall net decrease of 2%. The Personnel Services decrease of 6% is mainly due to the removal of the SCA contract which included personnel. Contractuals decrease of 4% is mainly due to a decrease in equipment rentals. Commodities decrease of 16% is mainly due to a decrease in gas and oil related to the SCA contract removal. Major capital (>\$10,000) includes capital equipment, capital improvements, and the annual landfill set aside.					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Administrative Specialist	2	2	2	0	2
Equipment Operator	7	6	6	-2	4
Landfill Environmental Aide	Transfer	0.5	0.5	0	0.5
Landfill Environmental Assistant	Transfer	2	2	0	2
Landfill Environmental Program Specialist	Transfer	1	1	0	1
Program Assistant	0.5	0	0	0	0
Project Manager	2	2	2	0	2
Public Works Manager	1	1	1	0	1
Public Works Section Director	1	1	1	0	1
Public Works Supervisor	1	1	1	0	1
Total	14.5	16.5	16.5	-2	14.5

New Personnel:	None
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Capital:	
Description	Amount
Cover Tarp System	\$ 150,000
Al-Jon Compactor	185,000
Methane Gas Collection Wells	300,000
Stormwater Infrastructure	10,000
NEPA Review	150,000
Lydar Fly Over	10,000
Permanent Litter Fence	100,000
Annual Landfill closure set aside	730,000
Dust Control	10,000

Section: 166 - Solid Waste - Collections					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 2,514,055	\$ 2,238,657	\$ 2,238,657	\$ 2,440,935	\$ 202,278
Contractuals	3,005,485	2,836,163	2,836,163	3,187,633	351,470
Commodities	1,212,460	1,136,971	1,136,971	1,009,971	(127,000)
Capital	5,900	810,000	810,000	900,000	90,000
Total	\$ 6,737,901	\$ 7,021,791	\$ 7,021,791	\$ 7,538,539	\$ 516,748
Expenditures by Program:					
General Administration	\$ 363,237	\$ 346,118	\$ 346,118	\$ 464,415	\$ 118,297
Residential Collection	1,811,529	2,242,397	2,242,397	2,037,794	(204,603)
Bin Maintenance - Residential	55,070	82,274	82,274	85,084	2,810
Recycling Curbside Collection	895,796	881,611	881,611	1,230,153	348,542
Commercial Collection	2,404,010	2,422,404	2,422,404	2,426,499	4,095
Bin Maintenance - Commercial	279,546	118,106	118,106	103,084	(15,022)
Commercial Recycling	500,184	648,357	648,357	797,506	149,149
Commercial Sales	83	-	-	-	-
Hoist & Haul	428,446	280,524	280,524	394,004	113,480
Total	\$ 6,737,901	\$ 7,021,791	\$ 7,021,791	\$ 7,538,539	\$ 516,748
Source of Funding:					
Environmental Services Fund				\$ 7,538,539	
				\$ 7,538,539	
Commentary:					
The Solid Waste - Collections operating budget has increased by 7%. There are capital expenditures of \$900,000, resulting in an overall net increase of 7%. The Personnel Services increase of 9% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Contractuals increases of 12% is mainly due to an increase in costs related to the Norton contract. Commodities decrease of 11% is mainly due to a decrease in vehicle related expenses. Major capital (>\$10,000) includes the replacement of three (3) collection vehicles.					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Administrative Specialist	3	2	2	0	2
Customer Relations Supervisor	1	1	1	0	1
Equipment Operator	22	23	23	0	23
Program Assistant	0.5	0.5	0.5	0	0.5
Public Works Manager	1	1	1	0	1
Public Works Supervisor	2	2	2	0	2
Solid Waste Lead worker	3	3	3	0	3
Total	32.5	32.5	32.5	0	32.5

New Personnel:	None
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Capital:	
Description	Amount
Replace American LaFrance Side Loader (3)	\$ 900,000

Section: 170 - Sustainability					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 298,818	\$ 397,401	\$ 321,401	\$ 516,124	\$ 118,723
Contractuals	101,506	183,992	183,992	194,377	10,385
Commodities	144,907	119,253	119,253	57,069	(62,184)
Capital	19,483	221,446	221,446	25,000	(196,446)
Total	\$ 564,714	\$ 922,092	\$ 846,092	\$ 792,570	\$ (129,522)
Expenditures by Program:					
Sustainability	\$ 457,626	\$ 623,531	\$ 547,531	\$ 463,264	\$ (160,267)
Environmental Management	15,829	-	-	-	-
Energy Contracts	4,445	37,615	37,615	20,000	(17,615)
Open Space Maintenance-SEMS	54,398	62,500	62,500	210,485	147,985
Community Stewards	-	-	-	45,516	45,516
Rethink Recycling	-	-	-	17,465	17,465
Climate and Energy	-	-	-	35,840	35,840
AFG Observatory Mesa	5,268	74,000	74,000	-	(74,000)
EECBG Program Income	890	-	-	-	-
Picture Canyon Preserve	329	-	-	-	-
Picture Canyon Trail	24,193	124,446	124,446	-	(124,446)
Arizona Recycling Coalition Foundation Grant	1,737	-	-	-	-
Total	\$ 564,714	\$ 922,092	\$ 846,092	\$ 792,570	\$ (129,522)
Source of Funding:					
SEMS Fund				\$ 792,570	
				\$ 792,570	
Commentary:					
The Sustainability section operating budget has increased by 10%. There are capital expenditures of \$25,000, resulting in an overall net decrease of 14%. The Personnel Services increase of 30% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Personnel Services increases also include an increase with the addition of two (2) FTE. Contractuals increases of 6% is mainly due to an increase in consulting fees. Commodities decrease of 52% is mainly due to decrease in promotional materials related to recycling programs. Major capital (>\$10,000) includes the possibility for an additional grant related to open space management.					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Environmental Aide	0.25	0	0	0	0
Environmental Assistant	1	Transfer	Transfer	0	0
Environmental Program Manager	1	Transfer	Transfer	0	0
Environmental Program Specialist	1	Transfer	Transfer	0	0
Environmental Technician	1	Transfer	Transfer	0	0
Open Space Specialist	1	1	1	0	1
Public Works Section Director	1	1	1	0	1
Sustainability Manager	1	1	1	0	1
Sustainability Specialist	2	2	2	0	2
Volunteer and Event Coordinator	0	1	1	0	1
Zero Waste Coordinator	0	0	0	1	1
Total	9.25	6	6	1	7

New Personnel:					
Title	FTE	Total \$ \$0	Potential Offset	Net Cost \$0	Future Cost
Zero Waste Coordinator	1	\$ 60,143	\$ 60,143	\$ -	\$ 60,143

Capital:	
Description	Amount
Potential Grant	\$ 25,000

Section: 171 - Environmental Management					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 208,046	\$ 176,794	\$ 176,794	\$ 203,701	\$ 26,907
Contractuals	27,882	25,793	25,793	24,555	(1,238)
Commodities	8,413	7,068	7,068	6,506	(562)
Total	\$ 244,341	\$ 209,655	\$ 209,655	\$ 234,762	\$ 25,107
Expenditures by Program:					
Sustainability	\$ 2,357	\$ -	\$ -	\$ -	\$ -
Environmental Management	241,984	209,655	209,655	234,762	25,107
Total	\$ 244,341	\$ 209,655	\$ 209,655	\$ 234,762	\$ 25,107
Source of Funding:					
SEMS Fund				\$ 234,762	
				\$ 234,762	
Commentary:					
The Environmental Management section operating budget has increased by 12%. There are no capital expenditures, resulting in an overall net increase of 12%. The Personnel Services increase of 15% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Contractuals decrease of 5% is mainly due to decrease in travel, lodging and meals. Commodities decrease of 8% is mainly due to decrease in computer equipment. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Environmental Program Manager	0	1	1	0	1
Environmental Technician	0	1	1	0	1
Total	0	2	2	0	2

New Personnel:	None
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Capital:	None
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Economic Vitality Division Mission

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

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

The mission of **Beautification General Administration 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 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 **Airport Section's** mission is dedicated to providing a friendly, safe, and welcoming facility to serve our flying patrons and the community of Northern Arizona.

The mission of the **Flagstaff City – Coconino County Public Library** is to inspire learning, enrich lives, and strengthen community.

The mission of the **Parking Section** is to have a fair and balanced parking system providing the most benefit for all.

Section:	035 - Library City Direct				
Expenditures by Category:	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 2,497,015	\$ 2,677,234	\$ 2,677,234	\$ 2,725,308	\$ 48,074
Contractuals	331,425	398,364	398,364	523,323	124,959
Commodities	411,189	826,069	826,069	528,575	(297,494)
Capital	307,543	450,165	450,165	345,000	(105,165)
Total	\$ 3,547,173	\$ 4,351,832	\$ 4,351,832	\$ 4,122,206	\$ (229,626)
Expenditures by Program:					
General Administration	\$ 767,790	\$ 1,025,342	\$ 1,025,342	\$ 1,062,790	\$ 37,448
Technical Services	733,259	1,024,290	1,024,290	855,637	(168,653)
Public Services	1,442,521	1,525,585	1,525,585	1,566,902	41,317
East Flag Library	514,606	666,805	666,805	611,927	(54,878)
Main Library Automation	10,555	29,500	29,500	23,500	(6,000)
Outreach	78,442	80,310	80,310	1,450	(78,860)
Total	\$ 3,547,173	\$ 4,351,832	\$ 4,351,832	\$ 4,122,206	\$ (229,626)
Source of Funding:	Library Fund			\$ 4,122,206	
				\$ 4,122,206	
Commentary:	<p>The Library City Direct Section operating budget has decreased by 3%. There are capital expenditures of \$345,000, resulting in an overall net decrease of 5%. The Personnel Services increase of 2% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Personnel Services increases also include a decrease in FTE for a 0.3 Library Clerk (Temp) position. Contractuals increases of 31% is mainly due to security guards for both libraries (one-time \$109,350) and increased capacity for the PALS program (one-time \$2,609) offset slightly for increased capacity for the Flagstaff Library (one-time \$10,000). Commodities decrease of 36% is mainly due to a reduction in prior year one-time circulated materials offset slightly by an increase for increased capacity for circulation patron requests and rising costs and recovery from the recession for the Flagstaff Library (one-time \$26,500) . Major capital (>\$10,000) includes: Children's area safety project for \$35,000; Emergency repair of apex skylights in Downtown Library for \$200,000; replace windows throughout Downtown Library for \$50,000; and seal & repaint interior cathedral ceiling of Downtown Library for \$60,000.</p>				

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Administrative Specialist	2	2	2	0	2
Collections Specialist	1	1	1	0	1
Deputy Library Director	0	0	2	0	2
Executive Assistant	0	0	1	0	1
IT Analyst	1	1	1	0	1
Librarian	2	2	2	0	2
Library Clerk	5.76	5.76	7.26	0	7.26
Library Clerk (Temp)	3.06	2.93	3.37	-0.3	3.07
Library Director	1	1	1	0	1
Library Manager	3	3	0	0	0
Library Page	2	2	2	0	2
Library Page (Temp)	1	1.25	1.25	0	1.25
Library Specialist	13.84	13.65	12.59	0	12.59
Library Specialist (Temp)	2.68	3.18	3.18	0	3.18
Library Supervisor	5	5	5	0	5
Network Administrator	1	1	1	0	1
Total	44.34	44.77	45.65	-0.3	45.35

New Personnel:	None
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Capital:	
Description	Amount
Children's Safety Project	\$ 35,000
Emergency repair of apex skylights	200,000
Replace windows throughout Downtown Library	50,000
Seal & repaint interior cathedral ceiling	60,000

Section: 036/037- Library County					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 467,013	\$ 627,028	\$ 627,028	\$ 648,973	\$ 21,945
Contractuals	63,857	1,081,067	855,499	108,698	(972,369)
Commodities	73,552	202,190	202,190	246,587	44,397
Total	\$ 604,422	\$ 1,910,285	\$ 1,684,717	\$ 1,004,258	\$ (906,027)
Expenditures by Program:					
County Jail	\$ 80,268	\$ 82,372	\$ 82,372	\$ 86,684	\$ 4,312
County Bookmobile	93,126	84,719	84,719	91,102	6,383
Forest Lakes Library	72,687	87,520	87,520	90,435	2,915
Tuba City Library	250,384	231,943	231,943	246,373	14,430
Supai Library	1,883	5,367	5,367	5,367	-
Grand Canyon	106,076	102,414	102,414	108,853	6,439
County-wide Projects	-	1,315,950	1,090,382	375,444	
Total	\$ 604,422	\$ 1,910,285	\$ 1,684,717	\$ 1,004,258	\$ 34,479
Source of Funding:					
	Library Fund			\$ 1,004,258	
				\$ 1,004,258	
Commentary:					
The Library County Sections operating budget has increased by 41%. There are no capital expenditures, resulting in an overall net increase of 41%. The Personnel Services increase of 4% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Contractuals increases of 70% is mainly due to increases in service partners contracts. Commodities increases of 274% is mainly due to one-time computer equipment and other authorized purchases for County Libraries (ongoing \$19,449 and \$15,648). There is no major capital (>\$10,000) for this Section.					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Application Support Specialist II	1	1	1	0	1
IT Manager	1	1	1	0	1
Librarian	1	1	1	0	1
Library Clerk	0	0.63	0.63	0	0.63
Library Clerk (Temp)	0.88	0.88	0.88	0	0.88
Library Specialist	2.25	2.25	2.25	0	2.25
Library Specialist (Temp)	0.09	0.09	0.09	0	0.09
Library Supervisor	2.88	2.88	2.88	0	2.88
Total	9.1	9.73	9.73	0	9.73

New Personnel: None

Capital: None

Section: 038 - Library Grants and County Wide Projects					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 165,044	\$ -	\$ -	\$ -	\$ -
Contractuals	143,038	19,000	19,000	15,000	(4,000)
Commodities	191,248	56,000	56,000	40,000	(16,000)
Total	\$ 499,330	\$ 75,000	\$ 75,000	\$ 55,000	\$ (20,000)
Expenditures by Program:					
County-wide Projects	\$ 402,206	\$ -	\$ -	\$ -	\$ -
Youth Services Grant	4,349	20,000	20,000	-	(20,000)
Toddler Tools for Tuba City	708	-	-	-	-
Expanding Access to STEM Technology	2,536	-	-	-	-
State Grant-in-Aid FY 2016	5,599	-	-	-	-
Library-(SIGA) State Grant in Aid FY2017	25,000	-	-	-	-
Build Community Digital Access	5,894	-	-	-	-
Get to Know Your Library	7,030	-	-	-	-
LSTA Crafting Creative Communities	37,747	-	-	-	-
Env Steward At Flag Public Library	4,418	-	-	-	-
Library State Grant-in-Aid FY2018	-	25,000	25,000	-	(25,000)
Library LSTA FY2018	-	30,000	30,000	30,000	-
National Library of Medicine Grant	1,843	-	-	-	-
LSTA Soldier Sister, Fly Home	2,000	-	-	-	-
Library State Grant-in-Aid FY2019 (Fed Grant)	-	-	-	25,000	25,000
Total	\$ 499,330	\$ 75,000	\$ 75,000	\$ 55,000	\$ (20,000)
Source of Funding:					
	Library Fund			\$ 55,000	
				\$ 55,000	
Commentary:					
Library grants are, in nature, one-time revenues and expenditures as grant funding opportunities arise. Also included are other items for county-wide projects that are one-time in nature.					
Authorized Personnel/Positions:	None				
New Personnel:	None				
Capital:	None				

Section: 201 - Community Investment					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 151,490	\$ 152,601	\$ 152,601	\$ 158,862	\$ 6,261
Contractuals	44,556	20,226	20,226	19,326	(900)
Commodities	6,552	11,650	11,650	11,250	(400)
Capital	101,970	806,017	806,017	750,000	(56,017)
Total	\$ 304,568	\$ 990,494	\$ 990,494	\$ 939,438	\$ (51,056)
Expenditures by Program:					
General Administration	\$ 103,411	\$ 124,990	\$ 124,990	\$ 127,729	\$ 2,739
Community Design	56,372	59,487	59,487	61,709	2,222
Reinvestment and Economic Development	8,296	-	-	-	-
Brownfield Assessment	136,490	206,017	206,017	750,000	543,983
2017 EPA Brownfield Assessment Grant	-	600,000	600,000	-	(600,000)
Total	\$ 304,568	\$ 990,494	\$ 990,494	\$ 939,438	\$ (51,056)
Source of Funding:					
General Fund				\$ 790,186	
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	
				\$ 939,438	
Commentary:					
The Community Investment operating budget has increased by 3%. There are capital expenditures of \$750,000, resulting in an overall net decrease of 5%. The Personnel Services increase of 4% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Contractuals decrease of 4% is mainly due to a reduction in the budget for travel and registration. Commodities decrease of 3% is mainly due to a reduction in supplies. Major Capital (>\$10,000) includes \$750,000 related to the Brownfield Assessment grant.					

Authorized Personnel/Positions:	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
TITLE					
Administrative Specialist	1	1	1	0	1
Administrative Specialist Leadworker	0	0	0	0	0
Community Design and Redevelopment Manag	1	1	1	0	1
Community Design and Redevel. Project Admir	1	1	1	0	1
Community Investment Director	1	1	1	0	1
Division Director	1	1	1	0	1
Total	5	5	5	0	5

New Personnel:	None
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Capital:	Amount
Description	
Brownfield Assessment Grant	\$750,000

Section: 202 - EDA Revolving Loan					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Contractuals	\$ -	\$ 271,748	\$ 271,748	\$ -	\$ (271,748)
Total	\$ -	\$ 271,748	\$ 271,748	\$ -	\$ (271,748)
Expenditures by Program:					
EDA Revolving Loan	\$ -	\$ 271,748	\$ 271,748	\$ -	\$ (271,748)
Total	\$ -	\$ 271,748	\$ 271,748	\$ -	\$ (271,748)
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.					
Authorized Personnel/Positions: None					
New Personnel: None					
Capital: None					

Section: 211 - Beautification					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 163,245	\$ 173,918	\$ 173,918	\$ 179,390	\$ 5,472
Contractuals	22,444	152,261	152,261	154,261	2,000
Commodities	190	2,200	2,200	200	(2,000)
Total	\$ 185,879	\$ 328,379	\$ 328,379	\$ 333,851	\$ 5,472
Expenditures by Program:					
General Administration	\$ 170,657	\$ 189,879	\$ 189,879	\$ 195,351	\$ 5,472
Commission	123	1,000	1,000	1,000	-
Special Projects and Unprogrammed Work	15,100	50,000	50,000	50,000	-
Beautification Grant Program	-	87,500	87,500	87,500	-
Total	\$ 185,879	\$ 328,379	\$ 328,379	\$ 333,851	\$ 5,472
Source of Funding:					
Beautification Fund				\$ 333,851	
				\$ 333,851	
Commentary:					
The Beautification Section (Division) operating budget has increased by 2%. There are no capital expenditures. The Personnel Services increase of 1% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Contractuals increases of 1% is mainly due to increased costs for RFPs, RSOQs, required meeting notices and public notices. Commodities decrease of 91% is mainly due to reduction in promotional materials.					
Authorized Personnel/Positions:		None			
New Personnel:		None			
Capital:		None			

Section: 213 - Economic Development					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 211,862	\$ 289,723	\$ 289,723	\$ 249,959	\$ (39,764)
Contractuals	472,917	796,907	796,907	674,924	(121,983)
Commodities	29,146	27,884	27,884	54,895	27,011
Capital	11	-	-	-	-
Total	\$ 713,935	\$ 1,114,514	\$ 1,114,514	\$ 979,778	\$ (134,736)
Expenditures by Program:					
General Administration	\$ 123,507	\$ 200,817	\$ 200,817	\$ 228,700	\$ 27,883
Incubator	258,637	317,563	317,563	264,005	(53,558)
Service Partner Agencies	5,401	5,400	5,400	5,928	528
Business Retention & Expansion	103,496	107,068	107,068	115,161	8,093
Business Attraction	85,010	249,846	249,846	135,100	(114,746)
Business Accelerator - Innovation Mesa	137,884	233,820	233,820	230,884	(2,936)
Total	\$ 713,935	\$ 1,114,514	\$ 1,114,514	\$ 979,778	\$ (134,736)
Source of Funding:					
Economic Development Fund				\$ 979,778	
				\$ 979,778	
Commentary:					
The Economic Development operating budget has decreased by 12%. There are no capital expenditures. The Personnel Services decrease of 14% is mainly due to a decrease in Contracted Personnel. Contractuals decrease of 15% is mainly due to a reduction in the budget for maintenance and supplies. Commodities increase of 97% is mainly due to an increase in promotional materials. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Business Attraction Manager	1	1	1	0	1
Business Retention and Expansion Manager	1	1	1	0	1
Economic Development Manager	0	0	0	0	0
Total	2	2	2	0	2

New Personnel:	None
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Capital:	None
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Section:	214 - Tourism				
Expenditures by Category:	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 742,611	\$ 827,765	\$ 827,765	\$ 882,370	\$ 54,605
Contractuals	780,547	1,110,833	1,110,833	1,330,756	219,923
Commodities	110,625	157,169	157,169	132,669	(24,500)
Total	\$ 1,633,782	\$ 2,095,767	\$ 2,095,767	\$ 2,345,795	\$ 250,028
Expenditures by Program:					
General Administration	\$ 827,825	\$ 936,250	\$ 936,250	\$ 1,042,733	\$ 106,483
Marketing and Promotion	661,276	1,014,642	1,014,642	1,183,287	168,645
Sales	97,549	90,425	90,425	80,425	(10,000)
Public Relations	46,168	53,100	53,100	38,000	(15,100)
Film Office	964	1,350	1,350	1,350	-
Total	\$ 1,633,782	\$ 2,095,767	\$ 2,095,767	\$ 2,345,795	\$ 250,028
Source of Funding:	Tourism Fund			\$ 2,345,795	
				\$ 2,345,795	
Commentary:	The Tourism operating budget has increased by 11%. There are capital expenditures of \$29,623, resulting in an overall net increase of 12%. The Personnel Services increase of 7% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Contractuals increase of 17% is mainly due to a increase in the budget for miscellaneous services and advertising. Commodities decrease of 16% is mainly due to a reduction in copying and printing. Major Capital (>\$10,000) includes \$29,623 for a AWD Chevrolet Traverse.				

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2015-2016	2016-2017	2017-2018	2018-2019	2018-2019
Administrative Specialist	1	1	1	0	1
Creative Services Manager	1	1	1	0	1
Creative Services Specialist	2	2	3	0	3
CVB Communication Specialist	1	1	1	0	1
CVB Director	1	1	1	0	1
International Travel and Trade Manager	0	1	1	0	1
Marketing and Media Relations Manager	1	1	1	0	1
Public Relations Specialist	0	0	0	0	0
Sales Specialist	2	1	1	0	1
Total	9	9	10	0	10

New Personnel: None

Capital: None

Section: 215 - Visitor Services					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 225,070	\$ 243,394	\$ 243,394	\$ 250,589	\$ 7,195
Contractuals	103,626	210,381	210,381	116,586	(93,795)
Commodities	57,426	38,252	38,252	36,952	(1,300)
Capital	-	30,000	30,000	8,000	(22,000)
Total	\$ 386,122	\$ 522,027	\$ 522,027	\$ 412,127	\$ (109,900)
Expenditures by Program:					
General Administration	\$ 281,111	\$ 384,772	\$ 384,772	\$ 290,594	\$ (94,178)
Train Station Operations	105,011	137,255	137,255	121,533	(15,722)
Total	\$ 386,122	\$ 522,027	\$ 522,027	\$ 412,127	\$ (109,900)
Source of Funding:					
Tourism Fund				\$ 412,127	
				\$ 412,127	
Commentary:					
The Visitor Services operating budget has decreased by 18%. There are capital expenditures of \$8,000, resulting in an overall net decrease of 21%. The Personnel Services increase of 3% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Contractuals decrease of 45% is mainly due to a decrease in the budget for miscellaneous services and advertising. Commodities decrease of 3% is mainly due to a reduction in supplies. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Administrative Assistant	0.78	0	0	0	0
Administrative Assistant (Temp)	1.65	1.65	1.65	0	1.65
Administrative Specialist	1	2	2	0	2
Administrative Specialist (Temp)	0.5	0.5	0.5	0	0.5
Visitor Center Manager	1	1	1	0	1
Total	4.93	5.15	5.15	0	5.15

New Personnel:	None
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Capital:	
Description	Amount
Train Station Gutter Replacement	\$8,000

Section: 216 - Arts and Science					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 37,241	\$ 40,713	\$ 40,713	\$ 41,880	\$ 1,167
Contractuals	482,634	479,381	479,381	458,971	(20,410)
Commodities	1,286	3,123	3,123	3,123	-
Capital	-	343,000	343,000	426,499	83,499
Total	\$ 521,162	\$ 866,217	\$ 866,217	\$ 930,473	\$ 64,256
Expenditures by Program:					
General	\$ 39,186	\$ 44,594	\$ 44,594	\$ 43,761	\$ (833)
Public Artwork	8,817	346,623	346,623	3,623	(343,000)
Service Partner Agencies	400,000	385,000	385,000	360,000	(25,000)
FCP Administration	73,158	90,000	90,000	96,590	6,590
Arts & Science - Misc Capital	-	-	-	426,499	426,499
Total	\$ 521,162	\$ 866,217	\$ 866,217	\$ 930,473	\$ 64,256
Source of Funding:					
Arts and Science Fund				\$ 930,473	
				\$ 930,473	

Commentary:
The Arts and Science operating budget has decreased by 4%. There are capital expenditures of \$426,499, resulting in an overall net increase of 7%. The Personnel Services increase of 3% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Contractuals decrease of 4% is mainly due to a decrease in the budget for miscellaneous services. Commodities remains flat from the prior year. Major Capital (>\$10,000) includes \$426,499 for various Art projects.

Authorized Personnel/Positions: None

New Personnel: None

Capital: None

Section:	221 - Airport				
Expenditures by Category:	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 1,051,318	\$ 888,732	\$ 883,732	\$ 1,096,277	\$ 207,545
Contractuals	457,474	1,359,176	479,276	1,239,176	(120,000)
Commodities	287,724	158,024	158,024	149,824	(8,200)
Capital	-	152,550	152,550	-	(152,550)
Total	\$ 1,796,517	\$ 2,558,482	\$ 1,673,582	\$ 2,485,277	\$ (73,205)
Expenditures by Program:					
General Administration	\$ 561,747	\$ 494,446	\$ 494,446	\$ 666,580	\$ 172,134
Safety and Security	257,193	344,814	344,814	195,108	(149,706)
Snow Control	121,132	117,879	112,879	120,812	2,933
Maintenance Buildings & Grounds	593,004	582,713	582,713	484,657	(98,056)
Maintenance Runway & Taxiway	263,440	138,730	138,730	138,220	(510)
Small Commercial Air Service Development	-	879,900	-	879,900	-
Total	\$ 1,796,517	\$ 2,558,482	\$ 1,673,582	\$ 2,485,277	\$ (73,205)
Source of Funding:	Airport Fund			\$ 2,485,277	
				\$ 2,485,277	

Commentary:
The Airport Section operating budget has increased by 3%. There are no capital expenditures. The Personnel Services increase of 23% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Personnel Services increases also include an increase in FTE for a 2 positions, an Airport Business Manager and a Parking Aide. Contractuals decreases of 9% is mainly due to base budget reductions including, but not limited to training and buildings and structures maintenance. Commodities decrease of 5% is mainly due to reductions in sign and paint shop materials as well as other operating supplies.

Authorized Personnel/Positions:	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Title					
Administrative Specialist	1	1	1	0	1
Airport Business Manager	0	0	0	1	1
Airport Director	1	1	1	0	1
Airport Operations/ARFF Manager	1	1	1	0	1
Airport Operations/ARFF Specialist	6	6	6	0	6
Airport Parking Aide	0	0	0	1	1
Maintenance Worker Temp - Airport Snow	0.5	0.5	0.5	0	0.5
Total	9.5	9.5	9.5	2	11.5

New Personnel:	FTE	Total \$ 2018-2019	Potential Offset	Net Cost 2018-2019	Future Cost
Title					
Airport Business Manager	1	\$ 88,356	\$ 88,356	\$ -	\$ 88,356
Airport Parking Aide	1	53,102	53,102	-	53,102

Capital: None

Section: 231 - ParkFlag					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ -	\$ 274,564	\$ 187,282	\$ 367,517	\$ 92,953
Contractuals	16,880	37,750	127,750	131,122	93,372
Commodities	15,844	228,374	228,374	225,352	(3,022)
Capital	858,270	285,249	275,079	-	(285,249)
Total	\$ 890,993	\$ 825,937	\$ 818,485	\$ 723,991	\$ (101,946)
Expenditures by Program:					
General Administration	\$ 562	\$ 279,564	\$ 282,282	\$ 489,239	\$ 209,675
Parking Compliance	8,975	29,000	29,000	130,628	101,628
Metering and Permits	15,743	223,374	223,374	100,374	(123,000)
Parking Facilities	4,069	8,750	8,750	3,750	(5,000)
Parking District Capital	861,645	285,249	275,079	-	(285,249)
Total	\$ 890,993	\$ 825,937	\$ 818,485	\$ 723,991	\$ (101,946)
Source of Funding:					
Parking District Fund				\$ 723,991	
				\$ 723,991	
Commentary:					
The Parking District section operating budget increased 34% and there is no capital expenditures, resulting in an overall decrease of 12%. Personnel Services increase of 34% is mainly due to the addition of one (2) FTE. Personnel Services increases also include market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Contractuals increases of 247% is mainly due to the costs related to a credit card fees. The Commodities decrease of 1% is mainly due to one-time start up purchases. There is no major capital (>\$10,000) for this Section.					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Parking Aide	0	3	4	2	6
Parking Manager	0	1	1	0	1
Total	0	4	5	2	7

New Personnel:					
Title	FTE	Total \$ 2018-2019	Potential Offset	Net Cost 2018-2019	Future Cost
Parking Aide	2	\$ 106,205	\$ -	\$ 106,205	\$ 106,205

Capital:	None
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Water Services Division

Mission

The mission of the **Water Services 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 **Water Production Section** is to make the safest water everyday through regular monitoring, continuous investment, and deploying the best available technologies and practices to meet the growing water demands of Flagstaff.

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, promoting water efficiency by the utility and by the consumer, supply and demand tracking as new subdivision plats are approved, and through policy recommendation and advocacy.

The mission of the **Regulatory Compliance Section** of the Water Services 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.

The mission of the **Wildcat Reclamation 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 Reclamation 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 **Water Services 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 - Water Services Administration					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 476,522	\$ 522,051	\$ 522,051	\$ 536,637	\$ 14,586
Contractuals	195,914	304,509	304,509	355,309	50,800
Commodities	17,849	14,200	14,200	14,200	-
Capital	-	-	-	10,000	10,000
Total	\$ 690,285	\$ 840,760	\$ 840,760	\$ 916,146	\$ 75,386
Expenditures by Program:					
General Administration	\$ 571,257	\$ 718,272	\$ 718,272	\$ 781,933	\$ 63,661
Water Commission	42	1,180	1,180	1,180	-
Operations Management	118,986	121,308	121,308	133,033	11,725
Total	\$ 690,285	\$ 840,760	\$ 840,760	\$ 916,146	\$ 75,386
Source of Funding:					
Water and Wastewater Fund				\$ 916,146	
				\$ 916,146	
Commentary:					
The Water Services Section operating budget has increased by 8%. There are capital expenditures of \$10,000, resulting in an overall net increase of 9%. The Personnel Services increase of 3% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Personnel Services increases also include an increase in FTE for a 0.23-Communications (Temp) position. Contractuals increases of 17% is mainly due to one-time legal fee increases and ongoing memberships to Security and Safety and Utility Branding Network. Commodities remained flat. Major capital (>\$10,000) include construction of a front office foyer wall enclosure.					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Administrative Specialist	2	2	2	0	2
Communications (Temp)	0	0	0	0.23	0.23
Division Director	1	1	1	0	1
GIS System Analyst	Transfer	0	0	0	0
Utilities Engineering Manager	Transfer	0	0	0	0
Utilities Management Analyst	1	1	1	0	1
Utilities Plan Reviewer	Transfer	0	0	0	0
Utilities Program Manager	Transfer	0	0	0	0
Water Resource Manager	Transfer	0	0	0	0
Water Services Operations Section Director	1	1	1	0	1
Total	5	5	5	0.23	5.23

New Personnel:					
Title	FTE	Total \$ 2018-2019	Potential Offset	Net Cost 2018-2019	Future Cost
Communications (Temp)	0.23	\$ 10,037	\$ -	\$ 10,037	\$ 10,037

Capital:	
Description	Amount
Construction of front office foyer wall	\$ 10,000

Section: 301 - Water Production					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 736,758	\$ 900,442	\$ 900,442	\$ 923,304	\$ 22,862
Contractuals	2,461,855	2,724,138	2,724,138	2,751,138	27,000
Commodities	385,726	525,102	525,102	465,902	(59,200)
Capital	147,680	936,415	936,415	520,000	(416,415)
Total	\$ 3,732,019	\$ 5,086,097	\$ 5,086,097	\$ 4,660,344	\$ (425,753)
Expenditures by Program:					
General Administration	\$ 627,852	\$ 307,423	\$ 307,423	\$ 218,726	\$ (88,697)
Lake Mary Water Treatment Operation	533,297	1,503,548	1,503,548	1,873,698	370,150
Buildings and Grounds Maintenance	55,325	11,242	11,242	-	(11,242)
Equipment Maintenance	161,740	5,000	5,000	-	(5,000)
SCADA Tracking	77,424	284,509	284,509	198,535	(85,974)
Local Wells	1,057,489	1,300,983	1,300,983	973,728	(327,255)
Lake Mary Wellfield	328,842	447,012	447,012	306,757	(140,255)
Woody Mountain Wellfield	700,051	938,007	938,007	791,752	(146,255)
Reservoirs	67,159	65,976	65,976	61,523	(4,453)
Inner Basin Maintenance	53,350	120,969	120,969	126,652	5,683
Red Gap Ranch Operation & Mgmt	7,445	24,809	24,809	36,809	12,000
Booster Station Administration	12,826	22,901	22,901	20,674	(2,227)
Zone A - RFP	-	250	250	250	-
Kinlani	1,533	1,505	1,505	1,505	-
University Highlands #1	4,551	1,545	1,545	1,545	-
Airport Booster	1,851	1,545	1,545	1,545	-
Amberwood Booster	3,666	6,336	6,336	6,336	-
Railroad Springs Booster	21,763	25,184	25,184	25,184	-
Inner Basin Pipeline Maintenance	15,854	17,353	17,353	15,125	(2,228)
Total	\$ 3,732,019	\$ 5,086,097	\$ 5,086,097	\$ 4,660,344	\$ (425,753)
Source of Funding:					
Water and Wastewater Fund				\$ 4,660,344	
				\$ 4,660,344	
Commentary:					
The Water Production Section operating budget has remained flat. There are capital expenditures of \$520,000, resulting in an overall net decrease of 8%. The Personnel Services increase of 3% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Personnel Services increases also include an increase in FTE for a 0.23-Seasonal (Temp) position and a 1.0 FTE MSW Operations position. Contractuals increases of 1% is mainly due to the hiring of Professional Services for Firewall implementation. Commodities decrease of 11% is mainly due to a reduction in prior year one-time allocations. Major capital (>\$10,000) includes a back hoe (\$170,000); raw water pump station upgrades, trailer mounted generator including ATS and electrical service connection (\$260,000); Lake Mary master meter (\$90,000).					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Instrumentation/Electrical Supervisor	1	0	0	0	0
Laboratory Specialist	Transfer	0	0	0	0
Maintenance Supervisor	1	0	0	0	0
MSW Laboratory	Transfer	0	0	0	0
MSW Maintenance	2	2	2	0	2
MSW Operations	3	3	3	1	4
Operations Supervisor	1	0	0	0	0
Seasonal (Temp)	0	0	0	0.23	0.23
Utilities SCADA Administrator	0	0	1	0	1
Water Services Supervisor	0	3	3	0	3
Water Production Manager	1	1	1	0	1
Total	9	9	10	1.23	11.23

Section:	301 - Water Production
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New Personnel:						
Title	FTE	Total \$ 2018-2019	Potential Offset	Net Cost 2018-2019	Future Cost	
MSW Operations	1	\$ 59,112	\$ -	\$ 59,112	\$ 59,112	
Seasonal (Temp)	0.23	10,135	-	10,135	10,135	

Capital:	
Description	Amount
Back Hoe Replacements	\$ 170,000
Water Pump Station Upgrades	260,000
Lake Mary Master Meter Completion	90,000

Section: 303 - Water Distribution					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 1,013,905	\$ 1,153,450	\$ 1,153,450	\$ 1,210,397	\$ 56,947
Contractuals	215,244	261,013	261,013	254,013	(7,000)
Commodities	442,383	442,284	442,284	456,814	14,530
Capital	-	209,000	209,000	60,000	(149,000)
Total	\$ 1,671,531	\$ 2,065,747	\$ 2,065,747	\$ 1,981,224	\$ (84,523)
Expenditures by Program:					
General Administration	\$ 141,050	\$ 177,290	\$ 177,290	\$ 226,204	\$ 48,914
Water System Maintenance & Operation	312,616	473,719	473,719	315,636	(158,083)
Main & Service Line Repair	403,684	508,929	508,929	475,109	(33,820)
Main Ext. - Fire Hydrant & Valve	24,175	35,161	35,161	94,924	59,763
Valve & Fire Hydrant Maintenance	211,208	269,140	269,140	228,924	(40,216)
Meter Installation	468,941	444,390	444,390	458,743	14,353
Meter Repair and Testing	71,618	78,043	78,043	81,869	3,826
Blue Stake	38,238	79,075	79,075	39,815	(39,260)
Water Dist-Water Meter Grant-WaterSmart FY	-	-	-	60,000	60,000
Total	\$ 1,671,531	\$ 2,065,747	\$ 2,065,747	\$ 1,981,224	\$ (84,523)
Source of Funding:					
Water and Wastewater Fund				\$ 1,981,224	
				\$ 1,981,224	
Commentary:					
The Water Distribution Section operating budget has increased by 3%. There are capital expenditures of \$60,000, resulting in an overall net decrease of 4%. The Personnel Services increase of 5% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Personnel Services increases also include an increase in FTE for a 1.0-MSW-Water Services Tech position. Contractuals decrease of 3% is mainly due to a reallocation of budget to Commodities and a reduction in one-time from the prior year. Commodities increases of 3% is mainly due to network communications for vehicles, software licensing and truck computer replacements. Major capital (>\$10,000) includes a possible 50/50 Water Distribution State Grant.					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
MSW - Water Services Tech	11	11	13	1	14
Water Services Supervisor	1	1	1	0	1
Water/Sewer Utility Locator	1	1	1	0	1
Total	13	13	15	1	16

New Personnel:					
Title	FTE	Total \$ 2018-2019	Potential Offset	Net Cost 2018-2019	Future Cost
MSW Water Services Tech	1	\$ 59,112	\$ -	\$ 59,112	\$ 59,112

Capital:	
Description	Amount
Water Meter Replacement	\$ 60,000

Section: 304 - Water Resource Management					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 279,305	\$ 311,099	\$ 311,099	\$ 307,656	\$ (3,443)
Contractuals	275,841	293,510	293,510	302,450	8,940
Commodities	42,736	109,590	109,590	77,650	(31,940)
Capital	-	-	-	30,000	30,000
Total	\$ 597,882	\$ 714,199	\$ 714,199	\$ 717,756	\$ 3,557
Expenditures by Program:					
General Administration	\$ 107,353	\$ 105,249	\$ 105,249	\$ 109,134	\$ 3,885
Water Resources	205,129	155,250	155,250	170,250	15,000
Water Conservation	285,400	453,700	453,700	403,372	(50,328)
Water Resources-WIFA-Water Conser Grant F	-	-	-	35,000	35,000
Total	\$ 597,882	\$ 714,199	\$ 714,199	\$ 717,756	\$ 3,557
Source of Funding:					
Water and Wastewater Fund				\$ 717,756	
				\$ 717,756	
Commentary:					
The Water Resource Management Section operating budget has decreased by 4%. There are capital expenditures of \$30,000, resulting in an overall net change of 0%. The Personnel Services decrease of 1% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions offset by salary savings from underfilling a position. Contractuals increases of 3% is mainly due to a aquifer recharge feasibility study. Commodities decrease of 29% is mainly due to a decrease in prior year one-time requests. Major capital (>\$10,000) includes s new vehicle for Water Conservation (\$30,000).					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Water Conservation Enforcement Aide	1	1	1	0	1
Water Conservation Specialist	0	1	1	0	1
Water Resource Manager	1	1	1	0	1
Water Services Program Manager	1	1	1	0	1
Total	3	4	4	0	4

New Personnel:	None
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Capital:	
Description	Amount
Vehicle - Water Conservation	\$30,000

Section: 305 - Utilities Engineering					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 386,170	\$ 435,884	\$ 435,884	\$ 463,009	\$ 27,125
Contractuals	45,113	206,400	206,400	177,400	(29,000)
Commodities	8,066	27,090	27,090	16,590	(10,500)
Total	\$ 439,349	\$ 669,374	\$ 669,374	\$ 656,999	\$ (12,375)
Expenditures by Program:					
General Administration	\$ 335,544	\$ 464,770	\$ 464,770	\$ 473,143	\$ 8,373
GIS-Utilities	103,805	204,604	204,604	183,856	(20,748)
Total	\$ 439,349	\$ 669,374	\$ 669,374	\$ 656,999	\$ (12,375)
Source of Funding:					
Water and Wastewater Fund				\$ 656,999	
				\$ 656,999	
Commentary:					
The Utilities Engineering Section operating budget has increased by 6%. There are no capital expenditures, resulting in an overall net decrease of 2%. The Personnel Services increase of 6% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Contractuals decrease of 14% is mainly due to a reduction of prior year one-time requests. Commodities decrease of 39% is mainly due to a reduction of prior year one-time requests. There is no major capital (>\$10,000) for this Section.					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
GIS System Analyst	0	0	0	0	0
GIS System Specialist	0	0	1	0	1
IT Administrator	1	1	1	0	1
Project Manager	1	1	1	0	1
Water Services Engineering Manager	1	1	1	0	1
Water Services Plan Reviewer	1	1	1	0	1
Total	4	4	5	0	5

New Personnel: None

Capital: None

Section: 306 - Regulatory Compliance					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 716,108	\$ 771,582	\$ 771,582	\$ 754,984	\$ (16,598)
Contractuals	114,849	221,533	221,533	261,533	40,000
Commodities	90,366	103,328	103,328	103,328	-
Capital	-	61,000	61,000	-	(61,000)
Total	\$ 921,323	\$ 1,157,443	\$ 1,157,443	\$ 1,119,845	\$ (37,598)
Expenditures by Program:					
General Administration	\$ 119,014	\$ 123,895	\$ 123,895	\$ 127,863	\$ 3,968
Water Regulatory and Lab Services	208,456	295,460	295,460	259,099	(36,361)
Wastewater Regulatory and Lab Services	255,389	297,422	297,422	355,993	58,571
Reclaim Water Regulatory and Lab Services	-	1,104	1,104	1,104	-
Stormwater Regulatory and Lab Services	5,500	6,000	6,000	6,000	-
Industrial Waste Administration	332,310	433,562	433,562	369,786	(63,776)
NPDES Monitoring-Wastewater Plants	94	-	-	-	-
Industrial Waste Monitoring	94	-	-	-	-
Backflow Cross Connection Control	466	-	-	-	-
Total	\$ 921,323	\$ 1,157,443	\$ 1,157,443	\$ 1,119,845	\$ (37,598)
Source of Funding:					
Water and Wastewater Fund				\$ 1,119,845	
				\$ 1,119,845	
Commentary:					
The Regulatory Compliance Section operating budget has increased by 2%. There are no capital expenditures, resulting in an overall net increase of 2%. The Personnel Services decrease of 2% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions offset by salary savings in Industrial Waste Administration. Contractuals increases of 18% is mainly due to consultant fees for evaluating the pre-treatment program for providing effective protection to the treatment plants (\$40,000). Commodities remain flat. There is no major capital (>\$10,000) for this Section.					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Industrial Waste Inspector	2	2	2	0	2
Industrial Waste Supervisor	1	1	1	0	1
MSW - Laboratory	2	2	3	0	3
MSW - Plant Tech	1	1	0	0	0
Regulatory Compliance Manager	1	0	0	0	0
Water Services Manager	0	1	1	0	1
Water Services Supervisor	2	2	2	0	2
Total	9	9	9	0	9

New Personnel: None

Capital: None

Section: 311 - Wastewater Treatment - Wildcat					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 691,588	\$ 681,448	\$ 681,448	\$ 713,434	\$ 31,986
Contractuals	981,132	985,000	985,000	1,217,250	232,250
Commodities	449,466	427,492	427,492	585,092	157,600
Capital	103,173	376,749	376,749	41,650	(335,099)
Total	\$ 2,225,359	\$ 2,470,689	\$ 2,470,689	\$ 2,557,426	\$ 86,737
Expenditures by Program:					
General Administration	\$ 130,464	\$ 554,923	\$ 554,923	\$ 223,167	\$ (331,756)
Plant Operations	1,246,213	1,206,081	1,206,081	1,264,595	58,514
Plant Maintenance	521,621	405,729	405,729	585,629	179,900
Septage Collection	34,389	650	650	6,150	5,500
WH Rio Maintenance	2,068	1,700	1,700	1,700	-
Solids Handling	284,493	296,206	296,206	292,285	(3,921)
Reclaim Services	6,110	-	-	166,400	166,400
Wildcat SCADA Tracking	-	5,400	5,400	17,500	12,100
Total	\$ 2,225,359	\$ 2,470,689	\$ 2,470,689	\$ 2,557,426	\$ 86,737
Source of Funding:					
Water and Wastewater Fund				\$ 2,557,426	
				\$ 2,557,426	

Commentary:
The Wastewater Treatment - Wildcat Section operating budget has increased by 20%. There are capital expenditures of \$41,650, resulting in an overall net increase of 4%. The Personnel Services increase of 5% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Contractuals increases of 24% is mainly due to one-time consultant fees for main switchgear replacement assessment (\$45,000), ongoing Hach sensor calibrations (\$17,000), one-time rebuilding of SE pumps (\$20,000), ongoing valve replacement program (\$20,000) and ongoing turbine pump rebuild program (\$15,000). Commodities increases of 37% is mainly due to noxious weed abatement from Wildcat blowing into Picture Canyon (ongoing \$25,000), probe calibration equipment and replacement parts (ongoing \$17,000), Computer PLC upgrade to cut down on network traffic and improve performance (one-time \$100,000) and computer PLC/RTU new and replacement equipment (ongoing \$17,500). Major capital (>\$10,000) includes a facility assessment (one-time \$20,000), and a disc for DLD field (one-time \$20,000).

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Instrumentation/Electrical Supervisor	1	0	0	0	0
MSW - Maintenance	0	0	2	0	2
MSW - Operations	2	5	5	0	5
MSW - Plant Technician	5	2	0	0	0
Plant Supervisor	2	0	0	0	0
Wastewater Treatment Manager	1	1	1	0	1
Water Services Supervisor	0	3	3	0	3
Total	11	11	11	0	11

New Personnel: None

Capital:	
Description	Amount
Facility Assessment	\$ 20,000
Disc for DLD Field	20,000
Machine Base	1,650

Section: 312 - Wastewater Treatment - Rio Plant

Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 309,675	\$ 307,371	\$ 307,371	\$ 350,239	\$ 42,868
Contractuals	471,981	454,877	454,877	561,597	106,720
Commodities	111,208	75,692	75,692	77,217	1,525
Capital	139,308	28,060	28,060	20,000	(8,060)
Total	\$ 1,032,172	\$ 866,000	\$ 866,000	\$ 1,009,053	\$ 143,053

Expenditures by Program:					
General Administration	\$ 98,870	\$ 103,194	\$ 103,194	\$ 189,103	\$ 85,909
Plant Operations	662,535	557,329	557,329	478,458	(78,871)
Plant Maintenance	238,020	205,477	205,477	308,892	103,415
Reclaim Services	32,746	-	-	32,600	32,600
Total	\$ 1,032,172	\$ 866,000	\$ 866,000	\$ 1,009,053	\$ 143,053

Source of Funding:					
Water and Wastewater Fund				\$ 1,009,053	
				\$ 1,009,053	

Commentary:
 The Wastewater Treatment-Rio Plant Section operating budget has increased by 18%. There are capital expenditures of \$20,000, resulting in an overall net increase of 17%. The Personnel Services increase of 14% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Contractuals increases of 23% is mainly due to consultant fees for the MCC replacement cost analysis (Rio) (one-time \$55,000); Hach sensor calibrations (Rio) (ongoing \$10,000); repair parts for the Rio (ongoing \$52,000); and computer maintenance and license renewal (ongoing \$12,100). Commodities increases of 2% is mainly due to a restructuring of expenses from contractuals to commodities. Major capital (>\$10,000) includes a facility assessment (one-time \$20,000).

Authorized Personnel/Positions:
 Positions Authorized in Section 311 (Treatment - Wildcat)

New Personnel: None

Capital:	
Description	Amount
Facility Assessment	\$20,000

Section: 313 - Wastewater Collection					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 626,957	\$ 736,648	\$ 736,648	\$ 696,762	\$ (39,886)
Contractuals	308,990	219,580	219,580	224,080	4,500
Commodities	102,323	222,639	222,639	246,139	23,500
Capital	2,270	300,000	300,000	-	(300,000)
Total	\$ 1,040,539	\$ 1,478,867	\$ 1,478,867	\$ 1,166,981	\$ (311,886)
Expenditures by Program:					
General Administration	\$ 222,523	\$ 257,559	\$ 257,559	\$ 290,630	\$ 33,071
Service Connections	57,402	55,591	55,591	51,315	(4,276)
Preventive Maintenance	307,853	696,130	696,130	362,966	(333,164)
TV Inspect and Hydro Clean	128,306	182,892	182,892	177,969	(4,923)
Corrective Maintenance	323,410	284,587	284,587	282,255	(2,332)
Reclaimed Waterline	1,045	2,108	2,108	1,846	(262)
Total	\$ 1,040,539	\$ 1,478,867	\$ 1,478,867	\$ 1,166,981	\$ (311,886)
Source of Funding:					
Water and Wastewater Fund				\$ 1,166,981	
				\$ 1,166,981	
Commentary:					
The Wastewater Collection Section operating budget has decreased by 1%. There are no capital expenditures, resulting in an overall net decrease of 21%. The Personnel Services decrease of 5% is mainly due to a market pay increase, an increase in medical and dental insurance, an increase in retirement contributions and the funding of a retirement payout, offset by savings from prior year retirement funding and underfilling of positions. Contractuals increases of 2% is mainly due to increase in building maintenance (ongoing \$1,500) and personnel training (ongoing \$3,000). Commodities increases of 11% is mainly due to investment in communication technology for vehicles (one-time \$7,000); computer software for licensing and security (ongoing \$7,500); repair to vehicle tv equipment (ongoing \$3,000); flow meter maintenance and supply (ongoing \$3,000); and compactor (one-time \$3,000). There is no major capital (>\$10,000) for this Section.					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
MSW- Water Services Technician	8	8	8	0	8
Water Services Supervisor	1	1	1	0	1
Total	9	9	9	0	9

New Personnel: None

Capital: None

Section: 321 - Reclaimed Water					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 153,473	\$ 219,387	\$ 219,387	\$ 171,736	\$ (47,651)
Contractuals	104,049	168,600	168,600	278,100	109,500
Commodities	68,687	114,572	114,572	81,172	(33,400)
Capital	32,072	-	-	-	-
Total	\$ 358,281	\$ 502,559	\$ 502,559	\$ 531,008	\$ 28,449
Expenditures by Program:					
Reclaimed SCADA	\$ 17,478	\$ -	\$ -	\$ 174,750	\$ 174,750
Reclaimed Distribution	8,221	9,870	9,870	8,717	(1,153)
Reclaimed Production-Wildcat	181,155	186,747	186,747	210,892	24,145
Reclaimed Production-Rio	151,427	282,042	282,042	136,649	(145,393)
Reclaimed SCADA	-	22,900	22,900	-	(22,900)
Reclaimed Storage-Buffalo Park	-	1,000	1,000	-	(1,000)
Total	\$ 358,281	\$ 502,559	\$ 502,559	\$ 531,008	\$ 28,449
Source of Funding:					
Water and Wastewater Fund				\$ 531,008	
				\$ 531,008	
Commentary:					
The Reclaimed Water Section operating budget has increased by 6%. There are no capital expenditures, resulting in an overall net increase of 6%. The Personnel Services decrease of 22% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions offset by underfilling vacancies in the Reclaimed Production-Rio program. Contractuals increases of 65% is mainly due to Other Professional Services for pump systems to tie in SCADA and the pump station. (one-time \$150,000). Commodities decrease) of 29% is mainly due to a reduction in prior year one-time requests. There is no major capital (>\$10,000) for this Section.					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	2017-2018	2018-2019	2018-2019
MSW - Laboratory Technician	Transfer	0	0	0	0
MSW - Maintenance	2	1	1	0	1
MSW - Operations	0	1	1	0	1
Plant Supervisor	1	0	0	0	0
Water Services Supervisor	0	1	1	0	1
Total	3	3	3	0	3

New Personnel:	None
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Capital:	None
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Section: 331 - Stormwater					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 413,811	\$ 491,180	\$ 491,180	\$ 527,440	\$ 36,260
Contractuals	93,768	155,426	155,426	110,426	(45,000)
Commodities	10,579	56,004	56,004	56,004	-
Total	\$ 518,158	\$ 702,610	\$ 702,610	\$ 693,870	\$ (8,740)
Expenditures by Program:					
General Administration	\$ 228,957	\$ 255,926	\$ 255,926	\$ 213,893	\$ (42,033)
Engineering and Master Planning	18,873	50,000	50,000	25,000	(25,000)
Operations	261,051	396,684	396,684	454,977	58,293
PBID Development	4,277	-	-	-	-
Frances Short Pond - AZ Game & Fish Grant	5,001	-	-	-	-
Total	\$ 518,158	\$ 702,610	\$ 702,610	\$ 693,870	\$ (8,740)
Source of Funding:					
Stormwater Fund				\$ 693,870	
				\$ 693,870	
Commentary:					
The Stormwater operating budget has decreased by 1%. There are no capital expenditures. The Personnel Services increase of 7% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Contractuals decrease of 29% is mainly due to a reduction in the budget for consultant fees. Commodities remained flat from the prior year. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:					
Title	2015-2016	2016-2017	Current 2017-2018	Changes 2018-2019	Proposed 2018-2019
Intern	0.5	0.5	0.5	0	0.5
Project Manager	2	3	3	0	3
Stormwater Program Manager	1	1	1	0	1
Stormwater Service Analyst	Transfer	0	0	0	0
Watershed Specialist	1	1	1	0	1
Total	4.5	5.5	5.5	0	5.5

New Personnel:	None
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Capital:	None
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Non-Departmental Mission

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

The mission of the **Council and Commission Section** of the City of Flagstaff is to enhance the quality of life of its citizens while supporting the values of 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 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 304,169	\$ 286,337	\$ 286,337	\$ 325,731	\$ 39,394
Contractuals	38,648	43,310	43,310	42,310	(1,000)
Commodities	15,352	8,245	8,245	8,745	500
Capital	28,969	-	-	-	-
Total	\$ 387,139	\$ 337,892	\$ 337,892	\$ 376,786	\$ 38,894
Expenditures by Program:					
General Administration	\$ 387,139	\$ 337,892	\$ 337,892	\$ 376,786	\$ 38,894
Total	\$ 387,139	\$ 337,892	\$ 337,892	\$ 376,786	\$ 38,894
Source of Funding:					
	General Fund			\$ 259,595	
	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	
				\$ 376,786	
Commentary:					
The Council and Commissions operating budget has increased by 12%. There are no capital expenditures, resulting in an overall net increase of 12%. The Personnel Services increase of 14% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Contractuals decrease of 2% is mainly due to a decrease in travel, lodging and meals. Commodities increases of 6% is mainly due to an increase in copy charges. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions: None

New Personnel: None

Capital: None

Section: 402 - Non-Departmental					
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Personnel Services	\$ 1,600	\$ (251,278)	\$ (471,278)	\$ (252,458)	\$ (1,180)
Contractuals	1,901,102	4,145,672	4,576,672	2,406,122	(1,739,550)
Commodities	(57,180)	109,331	109,331	34,288	(75,043)
Capital	343,498	337,500	337,500	295,769	(41,731)
Total	\$ 2,189,020	\$ 4,341,225	\$ 4,552,225	\$ 2,483,721	\$ (1,857,504)
Expenditures by Program:					
General Administration	\$ 808,249	\$ 421,108	\$ 201,108	\$ 204,808	\$ (216,300)
Service Partner Agencies	1,039,644	1,065,132	1,065,132	1,020,132	(45,000)
Employee Benefits	64,387	131,875	131,875	112,950	(18,925)
Insurance	-	1,815,192	2,265,192	665,192	(1,150,000)
Consultants	127,892	399,740	380,740	128,740	(271,000)
Copy Center	85,185	114,178	114,178	26,867	(87,311)
Redevelopment	28,000	206,500	206,500	-	(206,500)
John Wesley Powell Study	35,663	187,500	187,500	325,032	137,532
Total	\$ 2,189,020	\$ 4,341,225	\$ 4,552,225	\$ 2,483,721	\$ (1,857,504)
Source of Funding:					
	General Fund			\$ 1,731,985	
	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	
				\$ 2,483,721	
Commentary:					
The Non-Departmental operating budget has decreased 45% and there are capital expenditures (\$295,769), resulting in an overall net decrease of 43%. Personnel Services is relatively flat. Contractual decrease of 42% is related to one-time authorizations for service partner contracts for Boys & Girl Club, settlement claims payments and pension actuarial and policy development and other studies. Commodities decrease of 69% is mainly due to a one-time funding for the copy center. The capital expenditures of \$295,769 include John Wesley Powell study.					
Authorized Personnel/Positions: None					
New Personnel: None					
Capital:					
Description			Amount		
John Wesley Powell Study			\$ 295,769		

Section:		404 - Transit			
Expenditures by Category:					
	Actual Expenditures 2016-2017	Adopted Budget 2017-2018	Estimated Expenditures 2017-2018	Proposed Budget 2018-2019	Budget-Budget Variance
Contractuals	\$ 4,802,910	\$ 7,866,321	\$ 7,866,321	\$ 5,729,888	\$ (2,136,433)
Total	\$ 4,802,910	\$ 7,866,321	\$ 7,866,321	\$ 5,729,888	\$ (2,136,433)
Expenditures by Program:					
Transit Contribution	\$ 4,802,910	\$ 7,866,321	\$ 7,866,321	\$ 5,729,888	\$ (2,136,433)
Total	\$ 4,802,910	\$ 7,866,321	\$ 7,866,321	\$ 5,729,888	\$ (2,136,433)
Source of Funding:					
Transportation Fund				\$ 5,729,888	
				\$ 5,729,888	
Commentary:					
The Transit operating budget has decreased 27% over the prior year budget. The City contracts with NAIPTA to run the Transit System and contributes monthly to the system based on the budget appropriated by the NAIPTA Board and the City Council.					
Authorized Personnel/Positions:		None			
New Personnel:		None			
Capital:		None			

**City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2019-2023**

	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Total Plan
Beginning Balance	\$ -	-	-	-	-	-	-	-
Resources								
Debt	48,767,939	26,000,000	18,500,000	21,600,000	7,100,000	4,500,000	16,000,000	93,700,000
Grants	5,873,040	5,152,957	2,472,420	6,576,500	2,551,660	4,181,200	2,551,660	23,486,397
Pay-as-you-go	85,854,854	96,029,735	20,344,410	36,328,450	29,127,180	22,477,045	19,301,445	223,608,265
Total Resources	140,495,833	127,182,692	41,316,830	64,504,950	38,778,840	31,158,245	37,853,105	340,794,662
Expenditures								
General Government	53,886,291	51,354,396	9,600,457	18,661,434	-	-	10,000,000	89,616,287
Streets/Transportation	45,053,789	35,870,513	9,867,610	21,925,449	11,992,840	6,119,245	2,725,105	88,500,762
Flagstaff Urban Trails System	3,798,082	3,786,940	510,000	608,067	-	-	-	4,905,007
Arts and Science (BBB)	332,500	332,500	426,499	145,000	145,000	155,500	145,000	1,349,499
Recreation (BBB)	1,521,873	1,513,873	-	-	-	-	-	1,513,873
Beautification (BBB)	3,891,890	3,891,890	2,620,000	940,000	640,000	610,500	540,000	9,242,390
Water Services: Water	13,173,325	12,142,412	9,152,264	8,950,000	10,200,000	9,400,000	9,720,000	59,564,676
Water Services: Wastewater	10,187,923	8,736,531	4,000,000	4,770,000	9,450,000	6,138,000	4,218,000	37,312,531
Water Services: Reclaimed Water	910,000	910,000	75,000	100,000	1,600,000	-	2,250,000	4,935,000
Stormwater	2,300,861	3,479,338	3,180,000	1,245,000	1,041,000	875,000	800,000	10,620,338
Solid Waste	559,000	284,000	460,000	160,000	1,010,000	3,460,000	4,755,000	10,129,000
SEMS	221,446	221,446	25,000	-	-	-	-	246,446
Airport	4,658,853	4,658,853	1,400,000	7,000,000	2,700,000	4,400,000	2,700,000	22,858,853
Total Expenditures	140,495,833	127,182,692	41,316,830	64,504,950	38,778,840	31,158,245	37,853,105	340,794,662
Ending Balance	\$ -	-	-	-	-	-	-	-

**City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2019-2023**

	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Total Plan
General Government								
General Fund								
Facilities Improvements	\$ 336,000	336,000	-	-	-	-	-	336,000
Microwave Network	81,666	81,666	-	-	-	-	-	81,666
Brownfields Assessments (2015 & 2017)	806,017	806,018	750,000	-	-	-	-	1,556,018
Lake Mary Land Acquisition - Parks	-	-	-	2,600,000	-	-	-	2,600,000
John Wesley Powell Study	187,500	187,500	325,032	-	-	-	-	512,532
Jay Lively Roof	-	-	750,000	-	-	-	-	750,000
Library Fund								
East Flagstaff City Library Youth Restroom Construction	30,000	30,000	-	-	-	-	-	30,000
Capital Projects Bond Funded								
GO Bond Funded Projects								
FUTS/Open Space Land Acquisition	1,486,750	1,486,750	400,000	238,973	-	-	-	2,125,723
Core Services Maintenance Facility	24,675,724	22,004,217	-	-	-	-	-	22,004,217
Watershed Protection Project	3,520,213	3,530,213	2,381,387	1,813,437	-	-	-	7,725,037
Non GO Bond Funded Projects								
Business Accelerator	-	132,432	-	-	-	-	-	132,432
Court Facility	12,500,100	12,500,100	4,994,038	4,009,024	-	-	-	21,503,162
USGS Miscellaneous Buildings	9,947,321	9,944,500	-	10,000,000	-	-	10,000,000	29,944,500
Flagstaff Housing Authority Fund								
Housing Building Completion	315,000	315,000	-	-	-	-	-	315,000
Total General Government	\$ 53,886,291	51,354,396	9,600,457	18,661,434	-	-	10,000,000	89,616,287

**City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2019-2023**

	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Total Plan
Streets / Transportation								
Streets - HURF								
Street Improvement Program	\$ 4,588,920	4,588,920	2,232,698	2,277,352	2,322,899	2,416,745	2,465,080	16,303,694
Sunnyside	684,537	684,537	793,099	-	-	-	-	1,477,636
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	122,632	122,632	-	-	-	-	-	122,632
Transportation Tax Funded								
Safety Improvements								
Transportation Planning and Programming	25,000	-	25,000	25,000	-	-	-	50,000
HSIP Program	75,000	57,273	75,000	-	-	-	-	132,273
Franklin Safety Improvements	32,865	32,865	-	-	-	-	-	32,865
Fourth Street Safety Improvements	103,882	103,882	56,000	-	-	-	-	159,882
Lonetree Pedestrian Improvements	150,000	150,000	-	-	-	-	-	150,000
La Plaza Vieja Traffic Improvements	-	-	100,000	250,000	-	-	-	350,000
Bike/Pedestrian and Safety Improvement	172,000	159,129	-	-	-	-	-	159,129
Brannen Homes Sidewalk	762,051	619,781	-	-	-	-	-	619,781
Traffic Signal Program	-	-	-	-	-	-	-	-
Butler/Huntington Adaptive Signal Control	787,420	753,176	-	-	-	-	-	753,176
Switzer/Turquoise Roundabout	647,533	592,425	-	-	-	-	-	592,425
San Francisco/Franklin Signal	400,000	-	100,000	300,000	-	-	-	400,000
Mall Way/East Rt 66 Signal	-	-	-	-	-	-	145,025	145,025
Sparrow Pedestrian Improvements	-	-	419,539	-	-	-	-	419,539
Street Improvements								
Transportation Planning and Programming	65,000	65,000	65,000	65,000	-	-	-	195,000
Reserve for Transportation Improvements	193,900	193,900	203,600	213,800	-	-	-	611,300
Lockett Transportation Study	99,876	-	-	-	-	-	-	-
Soliera Avenue - Fanning Wash Crossing	250,000	-	-	250,000	-	-	-	250,000
Transportation Master Plan	250,000	-	250,000	-	-	-	-	250,000
Southside Curbs	300,000	300,000	-	-	-	-	-	300,000
Fourth Street Bridge/I-40 Design	290,000	290,000	-	-	-	-	-	290,000
Industrial Drive - Huntington to Purina - Phase 3	3,181,735	3,178,200	687,300	-	-	-	-	3,865,500
Beulah Boulevard/University Drive	7,292,645	-	482,355	7,692,645	-	-	-	8,175,000
Reserve for Development Contributions	200,000	-	-	-	-	-	-	-
Fourth Street Reconstruction	-	-	550,000	450,000	2,016,741	-	-	3,016,741
Northbound Milton/Butler Right Turn Lane	400,000	-	-	-	-	-	-	-
Butler/4th Intersection Reconstruction	-	-	-	3,235,753	-	-	-	3,235,753
Major Road Reconstruction (Streets)	-	-	-	241,817	-	-	-	241,817
Fourth Street Reconstruction	-	-	-	-	-	-	-	-
Fourth Street Improvements	2,693,259	2,693,259	-	409,082	-	-	-	3,102,341

**City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2019-2023**

	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Total Plan
Streets / Transportation								
Road Repair and Street Safety								
Pavement Overlay	5,100,000	5,100,000	2,000,000	1,000,000	1,000,000	1,000,000	-	10,100,000
Zuni Drive	3,100,436	3,100,436	-	-	-	-	-	3,100,436
Lockett Avenue	2,606,962	2,606,962	-	-	-	-	-	2,606,962
East Route 66	1,888,770	1,888,770	-	-	-	-	-	1,888,770
Pullium Drive	-	-	-	225,000	1,275,000	-	-	1,500,000
Utility Replacements and Overlays	8,474,366	8,474,366	500,000	260,462	34,100	98,300	-	9,367,228
Aztec Street	-	-	71,200	195,338	-	-	-	266,538
Mountain/Mesa	-	-	508,019	-	-	-	-	508,019
West Flag	-	-	633,800	775,400	-	-	-	1,409,200
Broken Bow Drive	-	-	-	42,500	200,700	-	-	243,200
Coconino Estates	-	-	-	3,901,300	5,028,400	2,489,200	-	11,418,900
Total Streets / Transportation	\$ 45,053,789	35,870,513	9,867,610	21,925,449	11,992,840	6,119,245	2,725,105	88,500,762

**City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2019-2023**

	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2023-2023	Total Plan
FUTS Fund								
FUTS								
Special Projects and Unprogrammed Work	\$ 50,000	5,000	40,000	20,000	-	-	-	65,000
FUTS Signage Program	46,608	46,608	10,000	-	-	-	-	56,608
Sheep Crossing Trail	501,312	490,312	200,000	50,000	-	-	-	740,312
Switzer Canyon Trail	646,666	635,666	240,000	474,000	-	-	-	1,349,666
Cedar Trail - Turquoise Drive to Arizona Trail	20,000	-	-	-	-	-	-	-
Mall Transfer Center Trail Realignment	21,392	-	-	-	-	-	-	-
Fourth Street Trail - Huntington to Butler	76,590	173,840	-	-	-	-	-	173,840
Pine Knoll Trail - San Francisco to Lone Tree	51,841	51,841	-	-	-	-	-	51,841
Downtown Underpass	165,000	165,000	-	-	-	-	-	165,000
BNSF Walnut - Florence Underpass	2,112,815	2,112,815	-	-	-	-	-	2,112,815
Florence - Walnut Underpass	105,858	105,858	-	44,067	-	-	-	149,925
Marshall Trail	-	-	20,000	-	-	-	-	20,000
Lone Tree Trail - Butler to Sinclair Wash	-	-	-	20,000	-	-	-	20,000
Total FUTS Fund	\$ 3,798,082	3,786,940	510,000	608,067	-	-	-	4,905,007

City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2019-2023

	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Total Plan
BBB Funds								
Arts and Science								
West Route 66 - North Edge	\$ 25,000	25,000	-	-	-	-	-	25,000
Thorpe Sculpture	100,000	100,000	-	-	-	-	-	100,000
East Flagstaff Gateway (4th Street)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Inset Sidewalk Art, Route 66 at Beaver	20,000	20,000	-	-	-	-	-	20,000
Joel Montalvo Park Surrounds	35,000	35,000	-	-	-	-	-	35,000
Monte Vista	20,000	20,000	-	-	-	-	-	20,000
Childrens Garden Sculpture Fox Glenn	45,000	45,000	-	-	-	-	-	45,000
Mosaics at Thorpe Bridge	40,000	40,000	25,000	-	-	-	-	65,000
Fort Valley and Humphreys Sculpture	10,000	10,000	10,000	-	-	-	-	20,000
Manusco Mural Conservation Route 66	2,500	2,500	-	-	-	-	-	2,500
Mural on Aspen/Beaver Building	25,000	25,000	-	-	-	-	-	25,000
Airport Murals	-	-	2,000	-	-	-	-	2,000
Buffalo Park Sculpture	-	-	75,000	-	-	-	-	75,000
Crosswalk Art	-	-	20,000	-	-	-	-	20,000
Moon Landing Sculpture/Art	-	-	100,000	-	-	-	-	100,000
Gateways at Frances Short Pond	-	-	30,000	35,000	-	-	-	65,000
Mural on City Building Phoenix Avenue and Route 66	-	-	35,000	-	-	-	-	35,000
City Hall Trombe Wall Art	-	-	25,000	-	-	-	-	25,000
Interactive 3D Art/Benches	-	-	12,500	25,000	-	-	-	37,500
Artwork in Sidewalk	-	-	25,000	-	-	-	-	25,000
Dead Tree Art-Thorpe Dog Park	-	-	4,999	-	-	-	-	4,999
Alley Umbrellas	-	-	12,000	35,000	-	-	-	47,000
Flexible Art Panels at Aspen Bike and Pedestrian Improvements	-	-	20,000	-	-	-	-	20,000
Aural Sculpture	-	-	20,000	40,000	-	-	-	60,000
NAIPTA Bus Wraps	-	-	-	-	25,000	-	-	25,000
NAIPTA Bus Stops	-	-	-	-	15,000	-	-	15,000
Crochet Interactive	-	-	-	-	35,000	-	-	35,000
3D Art on 4th Street	-	-	-	-	60,000	-	-	60,000
Art for Banner Sign Holders	-	-	-	-	-	10,500	-	10,500
Mural/Rock Wall Under Railroad Trestle	-	-	-	-	-	30,000	-	30,000
Steel Painting	-	-	-	-	-	35,000	-	35,000
Relocate Sculpture at Route 66 and Switzer Canyon	-	-	-	-	-	-	11,000	11,000
Graffiti Art Wall	-	-	-	-	-	-	14,000	14,000
Reserve for Future Projects	-	-	-	-	-	70,000	110,000	180,000
	332,500	332,500	426,499	145,000	145,000	155,500	145,000	1,349,499

City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2019-2023

	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Total Plan
Recreation								
Flagstaff Recreation Center, Replace Four (4) Tennis Courts	\$ 441,847	441,847	-	-	-	-	-	441,847
Ice Rink Improvements	70,000	70,000	-	-	-	-	-	70,000
Thorpe Park Adaptive Playground Surfacing	42,000	-	-	-	-	-	-	-
Thorpe Park Adaptive Playground Unit/Surfacing	126,000	-	-	-	-	-	-	-
Hal Jensen Recreation Center Storage Area Add-on	10,000	-	-	-	-	-	-	-
Aquaplex Cabana Restrooms	-	250,000	-	-	-	-	-	250,000
J. Lively Back Roof and Locker Room Repairs	146,000	146,000	-	-	-	-	-	146,000
Wheeler Park Drainage Improvements	191,026	111,026	-	-	-	-	-	111,026
Cogdill Resurface Court, Ponderosa, Patch and Repair Court	45,000	45,000	-	-	-	-	-	45,000
New Restrooms - Buffalo Park and Thorpe Park	300,000	300,000	-	-	-	-	-	300,000
Upgrade Playground Equipment - Various	150,000	150,000	-	-	-	-	-	150,000
	1,521,873	1,513,873	-	-	-	-	-	1,513,873
Beautification								
North Edge - Milton and Route 66	261,300	261,300	-	-	-	-	-	261,300
Train Station Platform	357,874	357,874	-	-	-	-	-	357,874
Lake Mary/Beulah Gateway	188,870	188,870	-	-	-	-	-	188,870
Gutter Diversions - Streets	165,391	165,391	-	-	-	-	-	165,391
Urban Forest	50,000	50,000	400,000	-	-	-	-	450,000
US 89 Medians - Fanning/Market	245,659	245,659	-	-	-	-	-	245,659
Joel Montalvo Park	366,611	366,611	-	-	-	-	-	366,611
Downtown Tree Wells	230,000	230,000	100,000	-	-	-	-	330,000
Steves Boulevard Corners	76,185	76,185	-	-	-	-	-	76,185
Frances Short Pond Master Plan	115,000	115,000	-	-	-	-	-	115,000
Downtown Non-Gateway	250,000	250,000	-	-	-	-	-	250,000
Buffalo Park Parking Enhancements	250,000	250,000	-	-	-	-	-	250,000
East Route 66 - South Edge: Fanning to Route 66	250,000	250,000	78,000	-	-	-	-	328,000
Sante Fe Triangle - Pocket Park	50,000	50,000	50,000	50,000	50,000	-	-	200,000
La Plaza Vieja Park	100,000	100,000	50,000	300,000	-	-	-	450,000
City Gateway at I-17/Milton Road	50,000	50,000	50,000	50,000	-	-	-	150,000
Stem City Platforms (Parklets)	50,000	50,000	30,000	-	-	-	-	80,000
Minor City Gateway Signs	-	-	200,000	-	-	-	-	200,000
Library Entry (Art Base)	250,000	250,000	100,000	-	-	-	-	350,000
Downtown Paver Redo	150,000	150,000	170,000	-	-	-	-	320,000
Milton and Butler Drainage	100,000	100,000	-	-	-	-	-	100,000
McAllister Route 66 Interpretive Plaza	50,000	50,000	175,000	-	-	-	-	225,000
Northwest Humphreys and Fort Valley	50,000	50,000	-	-	-	-	-	50,000
Innovation Mesa Art Base	50,000	50,000	100,000	-	-	-	-	150,000
Route 66 Interpretive Trail	125,000	125,000	200,000	-	-	-	-	325,000
Holiday Decorations	60,000	60,000	-	-	-	-	-	60,000

City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2019-2023

	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Total Plan
Beautification (continued)								
Minor City Gateway Signs	\$ -	-	-	50,000	-	-	-	50,000
Southside Triangle	-	-	-	95,000	-	-	-	95,000
Historic District Signs	-	-	-	62,000	-	-	-	62,000
Phoenix - San Francisco to Mikes Pike	-	-	-	-	60,000	230,000	-	290,000
Phoenix Parking Plaza	-	-	-	-	100,000	280,500	-	380,500
Flowers, Flagpoles, Sidewalks	-	-	100,000	-	-	-	-	100,000
Fourth Street Holiday Corridor	-	-	200,000	-	-	-	-	200,000
Garden and Water Features	-	-	50,000	-	-	-	-	50,000
Gleaning Orchard and 3D Art	-	-	-	30,000	30,000	-	-	60,000
Landscaping for Kaspar Drive	-	-	200,000	-	-	-	-	200,000
San Francisco Gateway Arch	-	-	200,000	-	-	-	-	200,000
Aspen Bike and Pedestrian Enhancements	-	-	77,000	-	-	-	-	77,000
Sidewalk Intersections - Route 66	-	-	-	-	-	-	-	-
Buffalo Park Interpretive Exhibit	-	-	10,000	-	-	-	-	10,000
Labyrinth at Frances Short Pond	-	-	-	40,000	-	-	-	40,000
Peace Pole Surrounds	-	-	-	13,000	-	-	-	13,000
Paseo de Flagstaff	-	-	80,000	250,000	-	-	-	330,000
Future Projects	-	-	-	-	400,000	100,000	540,000	1,040,000
	3,891,890	3,891,890	2,620,000	940,000	640,000	610,500	540,000	9,242,390
Total BBB Funds	\$ 5,746,263	5,738,263	3,046,499	1,085,000	785,000	766,000	685,000	12,105,762

City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2019-2023

	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Total Plan
Water Services								
Water								
Reserve for Improvements	\$ 300,000	150,000	300,000	300,000	300,000	300,000	300,000	1,650,000
Rio Flood Control Project-Waterline Replacement	-	-	-	-	1,200,000	400,000	400,000	2,000,000
Aging Water Infrastructure Replacement (AWIR)	461,733	461,733	500,000	3,300,000	3,200,000	3,200,000	3,200,000	13,861,733
Radio Read Meter Replacements	1,119,042	1,119,042	400,000	400,000	400,000	400,000	400,000	3,119,042
Future Water Rights	282,459	282,459	-	-	1,000,000	2,250,000	900,000	4,432,459
Water Meter Vault Replacement Program	150,000	150,000	150,000	150,000	100,000	150,000	150,000	850,000
McCallister Well, Pump and Building	406,710	-	-	-	-	-	-	-
Lake Mary Electrical Service Upgrade	-	556,167	-	-	-	-	-	556,167
Hydrological Studies	159,000	159,000	-	-	-	-	-	159,000
Route 66 Waterline Improvements	678,000	678,000	-	-	-	-	-	678,000
West/Arrowhead Waterline	87,949	-	-	-	-	-	-	-
Water Rate Study	-	-	75,000	-	-	-	-	75,000
Facility Improvements	119,400	119,400	-	-	-	-	-	119,400
Communication Towers for Operations	99,015	99,015	-	-	-	-	-	99,015
Water Treatment Plant Security and SCADA Improvements	77,617	77,617	-	-	-	-	-	77,617
Well Pumphouse Improvements	122,400	122,400	-	-	-	-	-	122,400
Brannen Subdivision Waterline - Phase 2	1,300,000	887,579	-	-	-	-	-	887,579
Grand Canyon Waterline	1,650,000	1,120,000	-	-	-	-	-	1,120,000
Solierie Waterline Upsizing	600,000	600,000	-	-	-	-	-	600,000
Country Club I-40 Transmission Line	1,800,000	1,800,000	-	-	-	-	-	1,800,000
New Well and Pumphouse	3,300,000	3,300,000	-	1,500,000	-	1,500,000	1,500,000	7,800,000
Woody Mountain Clarifier Engineering Design	100,000	100,000	570,000	-	-	-	-	670,000
Amberwood Zone B Extension	60,000	60,000	275,000	300,000	-	-	-	635,000
Lake Mary Water Treatment Plant Sedimentation Basins	300,000	300,000	80,000	700,000	1,000,000	900,000	-	2,980,000
Switzer Canyon Transmission Line	-	-	2,520,264	200,000	1,800,000	200,000	1,550,000	6,270,264
Lake Mary Land Acquisition	-	-	1,800,000	-	1,200,000	-	-	3,000,000
Water System Master Plan	-	-	150,000	-	-	-	-	150,000
Lonetree 16" Transmission Line	-	-	1,425,000	-	-	-	-	1,425,000
Fontaine Street Waterline Replacement	-	-	600,000	-	-	-	-	600,000
Plaza Way Waterline Relocation-ADOT	-	-	72,000	-	-	-	-	72,000
Beaver Waterline Replacement	-	-	100,000	-	-	-	-	100,000
2nd Avenue Waterline Replacement-Sunnyside Improvements	-	-	70,000	-	-	-	-	70,000
Calvary Cemetery Waterline Replacement	-	-	65,000	-	-	-	-	65,000
Fort Tuthill Waterline Loop - Phase 2	-	-	-	2,000,000	-	-	-	2,000,000
Water Energy Efficiency Upgrades	-	-	-	100,000	-	-	-	100,000
Fox Glen Well Energy Efficiency Upgrade	-	-	-	-	-	100,000	-	100,000
Cheshire Tank Upgrade	-	-	-	-	-	-	1,200,000	1,200,000
Lake Mary Raw Water Pump Station	-	-	-	-	-	-	120,000	120,000
	13,173,325	12,142,412	9,152,264	8,950,000	10,200,000	9,400,000	9,720,000	59,564,676

City of Flagstaff
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Fiscal Years 2019-2023

	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Total Plan
Wastewater								
Waste Water Treatment Plant Security and SCADA Improvements	\$ 18,392	-	-	-	-	-	-	-
Rio Plant - Replace Ultra Violet System	1,196,002	1,196,002	-	-	-	-	-	1,196,002
Wildcat - Septage and Grease Station	728,543	728,543	-	-	-	-	-	728,543
Westside Interceptor Improvements	1,100,000	1,100,000	-	-	-	-	-	1,100,000
Gas Conveyance and Improvements	88,125	88,125	-	-	-	-	-	88,125
Waste Water Treatment Plant Energy Efficiency Program	1,725,308	1,725,308	280,000	-	-	-	-	2,005,308
COGEN Improvements	283,936	283,936	-	-	-	-	-	283,936
Wildcat - Facility Improvements	4,688	4,688	-	-	-	-	-	4,688
Wildcat - Solids Disposal	400,000	400,000	-	-	-	-	-	400,000
Mikes Pike Sewerline Replacement	2,250,000	817,000	-	-	-	-	-	817,000
Rio Water Reclamation Plant HVAC Replacement	300,000	300,000	-	-	-	-	-	300,000
Aging Sewer Infrastructure Replacements	1,192,929	1,192,929	300,000	1,400,000	1,400,000	1,400,000	1,400,000	7,092,929
Reserve for Improvements	300,000	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Milton Road Sewerline Rehabilitation	300,000	300,000	100,000	-	-	-	-	400,000
Westside Interceptor Clay Avenue Wash Oversizing	300,000	300,000	1,200,000	-	-	-	-	1,500,000
Wildcat Gas Conveyance System Improvements	-	-	920,000	-	-	-	-	920,000
Wildcat Repair Digester #2	-	-	350,000	-	-	-	-	350,000
Sewer/Reclaimed Water Master Plan	-	-	150,000	-	-	-	-	150,000
Rate Study - Sewer Portion	-	-	50,000	-	-	-	-	50,000
ADOT SR 89 McConnell Sewer Replacement	-	-	100,000	-	-	-	-	100,000
Wildcat Treatment Plant Solids Settling Basin Blue Frog Test	-	-	250,000	-	-	-	-	250,000
Wildcat Gen Bacher Rebuild	-	-	-	600,000	-	-	-	600,000
Wildcat Centrifuge Relocation	-	-	-	150,000	-	-	-	150,000
Milton and University Avenue Sewer Replacement	-	-	-	100,000	-	-	-	100,000
Fort Tuthill Sewerline Oversizing	-	-	-	500,000	260,000	-	-	760,000
Rio Flood Control Project-Sewer Replacement	-	-	-	1,720,000	5,790,000	720,000	-	8,230,000
Rio Plant - Replace UV System	-	-	-	-	1,200,000	400,000	400,000	2,000,000
Rio Water Reclamation Plant Clarifier Rebuild	-	-	-	-	500,000	-	-	500,000
Wildcat New Digester #3	-	-	-	-	-	2,118,000	2,118,000	4,236,000
Westside Inceptor Thompson-Kaibab Oversizing	-	-	-	-	-	500,000	-	500,000
Rio Water Reclamation Plant Bar Screens	-	-	-	-	-	700,000	-	700,000
	10,187,923	8,736,531	4,000,000	4,770,000	9,450,000	6,138,000	4,218,000	37,312,531

City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2019-2023

	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Total Plan
Reclaimed Water								
Rate Study - Reclaimed Portion	\$ -	-	25,000	-	-	-	-	25,000
Sewer/Reclaim Master Plan	-	-	50,000	-	-	-	-	50,000
8" Bottleneck - Reclaimed Line Replacement	100,000	-	-	100,000	1,600,000	-	-	1,700,000
Advanced Treatment Concept Design and Public Outreach	100,000	100,000	-	-	-	-	-	100,000
Bushmaster Park Reclaimed Pump Station	710,000	810,000	-	-	-	-	-	810,000
Buffalo Park Two Million Gallon Storage Tank	-	-	-	-	-	-	2,250,000	2,250,000
	910,000	910,000	75,000	100,000	1,600,000	-	2,250,000	4,935,000
Total Water Services	\$ 24,271,248	21,788,943	13,227,264	13,820,000	21,250,000	15,538,000	16,188,000	101,812,207

City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2019-2023

	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Total Plan
Airport								
Master Plan Update	\$ 310,400	310,400	-	-	-	-	-	310,400
Runway 321 Mill and Overlay Design	90,192	90,192	-	-	-	-	-	90,192
Runway 321 Mill and Overlay Construction	4,093,533	4,093,533	-	-	-	-	-	4,093,533
AIR - Wildlife Hazard Assessment	164,728	164,728	-	-	-	-	-	164,728
Airport Drainage Improvements - Design	-	-	400,000	-	-	-	-	400,000
Snow Removal Equipment Buliding - Design	-	-	1,000,000	-	-	-	-	1,000,000
Snow Removal Equipment Buliding - Construct	-	-	-	5,000,000	-	-	-	5,000,000
Land Acquisition - FY20	-	-	-	2,000,000	-	-	-	2,000,000
Taxiway Rehabilitate	-	-	-	-	2,700,000	-	-	2,700,000
Terminal Construct/Expand - Design	-	-	-	-	-	400,000	-	400,000
Terminal Construct/Expand - Construct	-	-	-	-	-	4,000,000	2,200,000	6,200,000
Runway Rehabilitate	-	-	-	-	-	-	500,000	500,000
Total Airport	\$ 4,658,853	4,658,853	1,400,000	7,000,000	2,700,000	4,400,000	2,700,000	22,858,853

City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2019-2023

	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Total Plan
Solid Waste								
Alternative Liner Test Plots	\$ 275,000	-	-	-	-	-	-	-
Stormwater Infrastructure	64,000	64,000	10,000	10,000	10,000	10,000	10,000	114,000
South Borrow Pit Design/Roads/Scales	150,000	150,000	-	-	-	-	-	150,000
Scale House Remodel	25,000	25,000	-	-	-	-	-	25,000
Storage Areas for Hazardous Product Center and Maintenance Building	45,000	45,000	-	-	-	-	-	45,000
Methane Gas Collection Wells	-	-	300,000	-	-	1,250,000	1,250,000	2,800,000
National Environmental Policy Act Review	-	-	150,000	150,000	-	-	-	300,000
Landfill Road Infrastructure Project	-	-	-	-	1,000,000	2,000,000	2,000,000	5,000,000
Excavation of Cell A	-	-	-	-	-	-	875,000	875,000
Landfill Cap	-	-	-	-	-	-	620,000	620,000
Design and Permitting for Cell A Preparation	-	-	-	-	-	200,000	-	200,000
	559,000	284,000	460,000	160,000	1,010,000	3,460,000	4,755,000	10,129,000
Sustainability and Environmental Management (SEMS)								
Schultz Creek Trail Improvements	23,000	23,000	-	-	-	-	-	23,000
Picture Canyon Trail Improvements	124,446	124,446	-	-	-	-	-	124,446
Observatory Mesa Improvements	74,000	74,000	-	-	-	-	-	74,000
Future Grant Project	-	-	25,000	-	-	-	-	25,000
	221,446	221,446	25,000	-	-	-	-	246,446
Total Solid Waste and SEMS	\$ 780,446	505,446	485,000	160,000	1,010,000	3,460,000	4,755,000	10,375,446

City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2019-2023

	Budget 2017-2018	Estimate 2017-2018	Budget 2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Total Plan
Stormwater								
Spot Improvements								
Annual	\$ 75,000	75,000	75,000	75,000	75,000	75,000	75,000	450,000
Phoenix Avenue Culvert Design	-	130,000	-	-	-	-	-	130,000
Phoenix Avenue Culvert Construction	-	-	350,000	650,000	566,000	-	-	1,566,000
Fanning/Lockett Culvert Construction	550,000	1,333,482	-	-	-	-	-	1,333,482
Columbia Circle	-	-	-	-	400,000	200,000	-	600,000
Drainage Spot Improvement	-	-	-	-	-	-	725,000	725,000
Wildwood Drainage Project	-	39,995	450,000	-	-	-	-	489,995
Aspen Avenue Culvert	-	-	50,000	-	-	600,000	-	650,000
Rio De Flag Project	1,675,861	1,900,861	2,255,000	520,000	-	-	-	4,675,861
Total Stormwater	\$ 2,300,861	3,479,338	3,180,000	1,245,000	1,041,000	875,000	800,000	10,620,338

**CITY OF FLAGSTAFF
UN-FUNDED CAPITAL IMPROVEMENTS
FY 2019 - 2028**

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 04/6/2018

General Government

Police Department

Sta. 7 - (Fire/Police) Shared Facility - (Per JWP Specific Plan Study)	\$	1,000,000
Metal Building on Commerce Site Eastside Sub-Station (2nd Building)		3,000,000
Dispatch Expansion		600,000
Police Administration Facility Expansion		2,650,000
Roof Replacement (LEAF)		1,000,000
		<hr/> 8,250,000

Fire Department

Priority

1	Sta. 4 - Facility Replacement	2,750,000
2	Training Center Facility Improvements	1,500,000
2	Training Center Ground Improvements	800,000
3	Sta. 7 - (Fire/Police) Shared Facility - (Per JWP Specific Plan Study)	3,500,000
4	Signal Pre-emption	965,000
		<hr/> 9,515,000

Municipal Facilities

Downtown Parking Garage	25,000,000
City Hall Annex	3,750,000
Records Storage Facility	250,000
City Hall Main Entry Redesign	500,000
	<hr/> 29,500,000

Total General Government 47,265,000

Public Works

Streets

Sunnyside Neighborhood Improvements	<hr/> 5,000,000
	5,000,000

Parks

Buffalo Park Improvements	1,328,000
Cheshire Park Improvements	5,570,000
Christensen Park Development	9,766,000
Clay Basin West Park Development	13,708,000
Continental Regional Park Phase I	30,616,000
Continental Regional Park Phase II	16,100,000
Mogollon Yard Decommission/Remediation	1,361,000
Mogollon Yard Enhancement	TBD
Lake Mary Regional Park Development	25,146,000
	<hr/> 103,595,000

**CITY OF FLAGSTAFF
UN-FUNDED CAPITAL IMPROVEMENTS
FY 2019 - 2028**

Cemetery

Veteran's Section Expansion and Cremains (3'x3' plots) Garden Design	\$	185,000
Cemetery Road Network Improvements		TBD
Cemetery Master Plan		45,000
Cemetery Entrance at Lone Tree/Woodlands		728,000
		958,000

Recreation

Aquaplex Expansion - 25 meter	6,000,000
Competitive Lap Pool - 50 meter	20,000,000
Snow Play Area	5,640,000
Girls Softball Facility	TBD
Second Sheet of Ice at Jay Lively Activity Center	TBD
Special Events Facility/Venue	TBD
	31,640,000

Total Public Works 141,193,000

Transportation

Priority

1	J. Wesley Powell Boulevard - Pine Canyon to South Fourth Street	45,433,100
2	J. Wesley Powell Boulevard - Airport to Lake Mary Road	14,502,000
3	Yale/Plaza Way/Metz Walk Backage Road	3,000,000
4	Riordan Ranch Street Backage Road	2,000,000
	<u>Lone Tree Corridor</u>	
5	Route 66 to Butler Avenue	72,392,000
6	Pine Knoll to John Wesley Powell Boulevard (ex. Alignment, no I-40 TI)	20,037,000
7	Butler to Pine Knoll	13,468,000
8	Pine Knoll to JWP (Corridor Study Alignment w/Traffic Interchange)	78,000,000
9	Steves Boulevard / Lakin Realignment	1,550,000
10	Milton Road Corridor Improvements (ADOT Partnership)	44,603,600
11	Beulah Boulevard - Airport TI to Lake Mary Road	14,000,000
12	Woody Mountain Loop - Route 66 to I-17	22,190,000
13	I-17/Woody Mountain Road Traffic Interchange (TI)	57,154,000
14	East Butler Avenue Extension to Section 20	15,000,000
15	Empire Avenue Extension to East Route 66	10,700,000
16	Ponderosa Parkway Extension (Route 66 to the North)	9,753,000
17	Linda Vista Extension (Fanning to Kaspar)	9,872,000
		433,654,700

Total Transportation 433,654,700

**CITY OF FLAGSTAFF
UN-FUNDED CAPITAL IMPROVEMENTS
FY 2019 - 2028**

Economic Vitality

Business Retention and Expansion

APS Substation Infrastructure Extension TBD

Airport Capital

Airport Paid Parking Structure \$ 8,000,000

Total Economic Vitality 8,000,000

Urban Trails

Bow and Arrow Trail - Lone Tree to Arizona Trail 75,000

Downtown Underpass 550,000

Linda Vista Trail - Linda Vista to Winifred Ranch Trail 175,000

Santa Fe West Trail - Clay Avenue to Railroad Springs 200,000

Santa Fe West Trail - Walnut to Rio 1,050,000

Woodlands Trail - Route 66 to Santa Fe West 200,000

2,250,000

Total Urban Trails 2,250,000

Water Services

Water

Water Distribution

North Reservoir Treatment Plant 1,200,000

Woody Mountain Booster Station 450,000

Main Tank Rehabilitation 2,400,000

Christmas Tree Tank Rehabilitation 1,000,000

Paradise Tank Rehabilitation 500,000

Kinlani Booster Station Upgrade 650,000

Water Production

Red Gap Ranch Boring-Canyon Crossings Segment 1 4,000,000

Red Gap Ranch Boring-Canyon Crossings Segment 2 4,000,000

Red Gap Ranch Boring-Canyon Crossings Segment 3 14,000,000

Red Gap Ranch Pipeline 100% Design 12,000,000

Red Gap Ranch Pipeline Construction 220,000,000

260,200,000

Wastewater

Wastewater Treatment Improvements (Monitoring)

Rio-Filter Expansion, TF-1 550,000

Wildcat-Improve Baffling and Weirs at Secondary Clarifiers 480,000

Wildcat-Add Post Anoxic Zone 2,152,000

Wildcat-Add Initial Anaerobic Zone 2,400,000

Wildcat-Replace All Anoxic Mixers on IFAS 150,000

Wildcat-Plant Influent Isolation Valve, Vault and Actuator 280,000

Wildcat-Rebuild Top-end of Jenbacher Engine Unit 600,000

Wildcat-Replace Activated Carbon Odor Control on Air Handlers 200,000

Wastewater Treatment Plant Expansion Design and Construction 90,000,000

Wastewater Collection/Reclaim Distribution

Flagstaff Interceptor (Butler to Continental Country Club) 5,600,000

102,412,000

**CITY OF FLAGSTAFF
UN-FUNDED CAPITAL IMPROVEMENTS
FY 2019 - 2028**

Reclaimed Water

Reclaim Distribution System

Continental Reclaimed Line Replacement	\$	2,800,000
Reclaim Water System Expansion - Westside		4,500,000
Reclaimed Water Line Loop - Foxglenn Park to Continental		10,000,000
		17,300,000

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	Walapai Drainage Improvements (TBD)	315,000
6	Rio de Flag Flood Control Project	28,000,000
		43,471,598

Total Water Services 423,383,598

Total Unfunded Projects \$ 1,055,746,298

City of Flagstaff
Authorized Personnel/Position Summary

Section	2015-2016	2016-2017	2017-2018	Add/Delete 2018-2019	Adopted 2018-2019
City Manager					
Administrative Specialist	1	1	1	0	1
Assistant to City 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
Communications Manager	1	1	1	0	1
Deputy City Clerk	1	1	1	0	1
Deputy City Manager	2	2	2	0	2
Executive Assistant	1	1	1	0	1
Intern (Temp)	0.25	0.25	0.25	0	0.25
Labor Standards Manager	0	0	1	0	1
Real Estate Manager	1	1	1	0	1
Total	11.25	11.25	12.25	0	12.25
Human Resources					
Administrative Specialist	1	1	1	0	1
Division Director	1	1	1	0	1
Human Resources Analyst	3	3	3	0	3
Human Resources Generalist	1	1	1	0	1
Human Resources Manager	1	1	1	0	1
Human Resources Recruiter	1	1	1	0	1
Human Resources Recruitment Specialist	0	0	1	0	1
Human Resources Supervisor	1	1	1	0	1
Total	9	9	10	0	10
Risk Management					
Risk Management Director	1	1	1	0	1
Risk Management Specialist	1	1	1	0	1
Total	2	2	2	0	2
Information Technology					
Division Director	1	1	1	0	1
IT Administrator	2	3	3	0	3
IT Analyst	3	5	5	1	6
IT Intern	0	0	0.32	-0.32	0
IT Manager	4	3	3	0	3
IT Specialist	2	1	1	0	1
IT Technician	2	2	2	-1	1
Total	14	15	15.32	-0.32	15
City Attorney					
Administrative Assistant	3	3	3	-3	0
Administrative Specialist	0	0	0	3	3
Administrative Specialist Leadworker	1	1	1	0	1
Assistant 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 Assistant City Attorney	4	4	4	0	4
Total	15	15	15	0	15

**City of Flagstaff
Authorized Personnel/Position Summary**

Section	2015-2016	2016-2017	2017-2018	Add/Delete 2018-2019	Adopted 2018-2019
Municipal Court					
Administrative Assistant	2	2	2	1	3
Administrative Assistant (Temp)	0	1	1	-1	0
Collection Specialist	2	3	3	0	3
Court Finance Specialist	0.8	0.8	0.8	0	0.8
Court Information Systems Coordinator	1	2	2	0	2
Court Interpreter	1	1	1	0	1
Court Judicial Specialist	8.25	8.25	8.25	0	8.25
Court Training Specialist	1	1	1	0	1
Deputy Court Administrator	2	2	2	0	2
Division Director	1	1	1	0	1
Jury Services Specialist	1	1	1	0	1
Magistrate	1	1	1	1	2
Magistrate Pro-Tem	1.3	1.3	1.3	-0.8	0.5
Presiding Magistrate	1	1	1	0	1
Probation Service Officer	1	1	1	0	1
Warrant Officer	2	2	2	0	2
Total	26.35	29.35	29.35	0.2	29.55
Management Services					
Division Director	1	1	1	0	1
Financial Systems Analyst	1	1	1	0	1
Total	2	2	2	0	2
Purchasing					
Administrative Specialist	1	1	1	0	1
Buyer	0	1	1	0	1
Contract Specialist	0	1	1	0	1
Finance Clerk	0	1	1	0	1
Grants and Contracts Manager	0	1	1	0	1
Grants Specialist	0	1	1	0	1
Purchasing Director	1	1	1	0	1
Purchasing Manager	0	1	1	0	1
Procurement Specialist	3	2	2	0	2
Warehouse Specialist	1	0	0	0	0
Total	6	10	10	0	10
Revenue					
Administrative Assistant	0	0	0	0	0
Administrative Specialist	4.75	7	6	0	6
Auditor II	1	1	1	0	1
Billing and Collections Manager	0	1	1	0	1
Billing Specialist	2	2	2	0	2
Collections Specialist	1.75	0	0	0	0
Customer Services Manager	1	1	1	0	1
Customer Services Supervisor	0	0	1	0	1
Finance Specialist	0	1	1	0	1
Meter Technician	3.25	2	2	0	2
Meter Technician II	1	2	2	0	2
Meter Technician Supervisor	1	1	1	0	1
Revenue Director	1	1	1	0	1
Tax Licensing and Revenue Manager	1	0	0	0	0
Total	17.75	19	19	0	19

City of Flagstaff
Authorized Personnel/Position Summary

Section	2015-2016	2016-2017	2017-2018	Add/Delete 2018-2019	Adopted 2018-2019
Finance					
Accountant	4	4	4	0	4
Accounts Specialist	1	1	1	0	1
Finance Clerk	1	2	2	0	2
Finance Director	1	1	1	0	1
Finance Manager	2	2	2	0	2
Finance Specialist	1	1	1	0	1
Grants Manager	1	Transfer	0	0	0
Grants Specialist	1	Transfer	0	0	0
Payroll Manager	1	1	1	0	1
Payroll Specialist	1	2	2	0	2
Total	14	14	14	0	14
Fire Operations					
Administrative Specialist	2	2	2	0	2
CART Paramedic - Civilian	0	1	1	-1	0
Deputy Fire Chief	1	1	1	2	3
Division Director	1	1	1	0	1
Fire Battalion Chief	4	4	4	-1	3
Fire Captain	21	21	21	0	21
Fire EMT	2	1	1	-1	0
Fire Engineer	21	21	21	0	21
Fire Fighter	30	30	30	0	30
Fire Inspector	1	2	2	0	2
FWPP Operations Specialist	1	1	1	0	1
Regional Fire Training Coordinator	1	1	1	0	1
Wildland Fire Firewise Specialist	1	1	1	0	1
Wildland Fire Manager	1	1	1	0	1
Wildland Fire Supervisor	1	1	1	0	1
Total	88	89	89	-1	88
Fire Grants					
Fire Fighter	0	0	6	0	6
Total	0	0	6	0	6
Police Operations					
Administrative Specialist	13	13	13	0	13
Animal Control Officer	1	2	2	0	2
Deputy Police Chief	2	2	2	0	2
Dispatch Call Taker	2	1	0	0	0
Division Director	1	1	1	0	1
Evidence Technician	2	2	2	0	2
Parking Control Officer	1	0	0	0	0
Police 911 Coordinator	1	0	0	0	0
Police Aides	0	0	0	3	3
Police Communications Manager	1	1	1	0	1
Police Corporal/Detective	19	19	19	0	19
Police Crime Analyst	1	1	1	0	1
Police Emergency Communication Specialist	22	23	24	0	24
Police Emergency Communication Supervisor	5	6	6	0	6
Police Lieutenant	4	4	4	0	4
Police Officer	65	68	70	2	72
Police Records Supervisor	1	1	1	0	1
Police Sergeant	14	14	14	0	14

City of Flagstaff
Authorized Personnel/Position Summary

Section	2015-2016	2016-2017	2017-2018	Add/Delete 2018-2019	Adopted 2018-2019
Police Operations - Continued					
Police Special Services Supervisor	1	1	1	0	1
Police Support Services Manager	1	1	1	0	1
Property Control Coordinator	1	1	1	0	1
Police Training Coordinator	1	1	1	0	1
Total	159	162	164	5	169
Police Grants					
Administrative Specialist	1	1	1	0	1
Police Officer	6	3	7	-2	5
Police Sergeant	1	1	1	0	1
Total	8	5	9	-2	7
Community Development Administration					
Administrative Specialist Lead worker	1	1	1	0	1
Division Director	1	1	1	0	1
Total	2	2	2	0	2
Engineering					
Administrative Specialist	1	1	1	0	1
City Engineer	1	1	1	0	1
Construction Inspector	4	4	4	0	4
Construction Manager	1	1	1	0	1
Development Engineer	1	1	1	0	1
Engineering Specialist	1	1	1	0	1
Intern	0.5	0.5	0.5	0	0.5
Project Manager	6	6	7	1	8
Senior Construction Inspector	1	1	1	0	1
Traffic Engineer	1	1	1	0	1
Total	17.5	17.5	18.5	1	19.5
Capital Improvements					
Capital Improvements Engineer	1	1	1	0	1
Project Manager	7	7	8	0	8
Total	8	8	9	0	9
Planning and Development					
Administrative Specialist	1	1	1	0	1
Associate Planner	1	1	2	0	2
Building Inspection Manager	0	0	1	0	1
Building Inspector	5	6	7	0	7
Building Official	1	1	1	0	1
Building Permit Technician	0	0	0	1	1
Building Plans Examiner	3	3	3	0	3
Code Compliance Manager	1	1	1	0	1
Code Compliance Officer I	1	1	1	0	1
Code Compliance Officer II	1	1	1	0	1
Comprehensive Planning and Code Administrator	1	0	0	0	0
Comprehensive Planning Intern	0	0	0.48	-0.48	0
Comprehensive Planning Manager	1	1	1	0	1
Current Planning Manager	1	1	1	0	1
Development Services Manager	0	1	1	0	1
Development Services Specialist	1	1	1	0	1
Development Services Supervisor	1	0	0	0	0

City of Flagstaff
Authorized Personnel/Position Summary

Section	2015-2016	2016-2017	2017-2018	Add/Delete 2018-2019	Adopted 2018-2019
Planning and Development - Continued					
Inspection Supervisor	1	1	0	0	0
Planning Development Manager	4	4	4	0	4
Planning Director	1	1	1	0	1
Volunteer Coordinator	0.48	Transfer	0	0	0
Zoning Code Manager	0	1	1	0	1
Total	25.48	26	28.48	0.52	29
Housing					
Deputy Housing Director	0	0	0	0	0
Homeownership Program Manager	0	0	0	0	0
Housing and Grants Administrator	1	1	1	0	1
Housing Analyst	1	1	1	0	1
Housing Director	0	1	1	0	1
Housing Manager	1	1	1	0	1
Housing Project Manager	0	0	1	0	1
Housing Rehabilitation Specialist	1	1	1	0	1
Housing Specialist	1	1	1	0	1
Total	5	6	7	0	7
Flagstaff Housing Authority					
Administrative Assistant (Temp)	0	0.48	0.48	0	0.48
Administrative Specialist	1	1	1	0	1
Occupancy Specialist	0	0	0	0	0
Housing Director	1	Transfer	Transfer	0	0
Housing Manager	3	3	3	0	3
Finance Manager	1	1	1	0	1
Finance Specialist	0.8	0.8	0.8	0	0.8
Housing Services Specialist	4.8	5	5	0	5
Maintenance Coordinator	1	1	1	0	1
Maintenance Lead Worker	2	2	2	0	2
Maintenance Worker	7	7	7	0	7
Maintenance Worker I	0	0	0	0	0
Total	21.6	21.28	21.28	0	21.28
Flagstaff Metropolitan Planning Organization					
Administrative Specialist	0.5	0.5	0.5	0	0.5
Executive Director	0	0	0	1	1
Intern	0.38	0.38	0.38	0	0.38
Metropolitan Planning Organization Manager	1	1	1	0	1
Multi Modal Transportation Planner	1	0	0	0	0
Project Manager	0	1	1	0	1
Total	2.88	2.88	2.88	1	3.88
Public Works Administration					
Division Director	1	1	1	0	1
Project Manager	1	1	1	0	1
Total	2	2	2	0	2
Facilities Maintenance					
Facility Maintenance Manager	1	1	1	0	1
Facilities Maintenance Superintendent	1	1	1	0	1
Maintenance Worker	9.5	9.5	9.5	0	9.5
Total	11.5	11.5	11.5	0	11.5

**City of Flagstaff
Authorized Personnel/Position Summary**

Section	2015-2016	2016-2017	2017-2018	Add/Delete 2018-2019	Adopted 2018-2019
Fleet Management					
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 Assistant	0	0	1	0	1
Mechanic Lead worker	1	1	1	0	1
Parts Specialist	0	0	1	0	1
Public Works Manager	1	1	1	0	1
Public Works Supervisor	1	1	1	0	1
Welder Technician	1	1	1	0	1
Total	12	12	14	0	14
Parks					
Maintenance Worker - Temp	7.67	7.67	7.67	0	7.67
Maintenance Worker	21	22	22	0	22
Public Works Manager	1	1	1	0	1
Public Works Supervisors	4	4	4	0	4
Total	33.67	34.67	34.67	0	34.67
Recreation					
Administrative Assistant	1	1	1	0	1
Administrative Specialist	1	0	0	0	0
Head Lifeguard	0	0	2	0	2
Intern	0.25	0.25	0.25	0	0.25
Public Works Manager	0	0	1	0	1
Public Works Section Director	0	1	1	0	1
Recreation Program Assistant	0.5	0.5	0.5	0	0.5
Recreation Program Coordinator	9	9	9	0	9
Recreation Services Director	1	0	0	0	0
Recreation Specialist	0	1	1	0	1
Recreation Supervisor	6	6	5	0	5
Recreation Temporaries	37.71	38.27	38.12	0.96	39.08
Total	56.46	57.02	58.87	0.96	59.83
Street Maintenance and Repairs					
Administrative Specialist	1	1	2	0	2
Cemetery Caretaker	0	0	0	0	0
Equipment Operators (Temp)	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	6	6	0	6
Maintenance Worker (Temp)	0	0	0	0	0
Public Works Manager	1	1	1	0	1
Public Works Section Director	1	1	1	0	1
Public Works Supervisor	3	3	3	0	3
Traffic Signal Technician	1	1	1	0	1
Total	33.02	32.02	33.02	0	33.02

City of Flagstaff
Authorized Personnel/Position Summary

Section	2015-2016	2016-2017	2017-2018	Add/Delete 2018-2019	Adopted 2018-2019
Solid Waste - Landfill					
Administrative Specialist	2	2	2	0	2
Equipment Operator	7	6	6	-2	4
Landfill Environmental Aide	Transfer	0.5	0.5	0	0.5
Landfill Environmental Assistant	Transfer	2	2	0	2
Landfill Environmental Program Specialist	Transfer	1	1	0	1
Program Assistant	0.5	0	0	0	0
Project Manager	2	2	2	0	2
Public Works Manager	1	1	1	0	1
Public Works Section Director	1	1	1	0	1
Public Works Supervisor	1	1	1	0	1
Total	14.5	16.5	16.5	-2	14.5
Solid Waste - Collections					
Administrative Specialist	3	2	2	0	2
Customer Relations Supervisor	1	1	1	0	1
Equipment Operator	22	23	23	0	23
Program Assistant	0.5	0.5	0.5	0	0.5
Public Works Manager	1	1	1	0	1
Public Works Supervisor	2	2	2	0	2
Solid Waste Lead worker	3	3	3	0	3
Total	32.5	32.5	32.5	0	32.5
Sustainability					
Environmental Aide	0.25	0	0	0	0
Environmental Assistant	1	Transfer	Transfer	0	0
Environmental Program Manager	1	Transfer	Transfer	0	0
Environmental Program Specialist	1	Transfer	Transfer	0	0
Environmental Technician	1	Transfer	Transfer	0	0
Open Space Specialist	1	1	1	0	1
Public Works Section Director	1	1	1	0	1
Sustainability Manager	1	1	1	0	1
Sustainability Specialist	2	2	2	0	2
Volunteer and Event Coordinator	0	1	1	0	1
Zero Waste Coordinator	0	0	0	1	1
Total	9.25	6	6	1	7
Environmental Management					
Environmental Program Manager	0	1	1	0	1
Environmental Technician	0	1	1	0	1
Total	0	2	2	0	2
Community Investment					
Administrative Specialist	1	1	1	0	1
Administrative Specialist Leadworker	0	0	0	0	0
Community Design and Redevelopment Manager	1	1	1	0	1
Community Design and Redevel. Project Admin	1	1	1	0	1
Community Investment Director	1	1	1	0	1
Division Director	1	1	1	0	1
Total	5	5	5	0	5
Economic Development					
Business Attraction Manager	1	1	1	0	1
Business Retention and Expansion Manager	1	1	1	0	1
Economic Development Manager	0	0	0	0	0
Total	2	2	2	0	2

City of Flagstaff
Authorized Personnel/Position Summary

Section	2015-2016	2016-2017	2017-2018	Add/Delete 2018-2019	Adopted 2018-2019
Tourism					
Administrative Specialist	1	1	1	0	1
Creative Services Manager	1	1	1	0	1
Creative Services Specialist	2	2	3	0	3
CVB Communication Specialist	1	1	1	0	1
CVB Director	1	1	1	0	1
Marketing and Media Relations Manager	1	1	1	0	1
Public Relations Specialist	0	0	0	0	0
Sales Specialist	2	1	1	0	1
International Travel and Trade Manager	0	1	1	0	1
Total	9	9	10	0	10
Visitor Services					
Administrative Assistant	0.78	0	0	0	0
Administrative Assistant (Temp)	1.65	1.65	1.65	0	1.65
Administrative Specialist	1	2	2	0	2
Administrative Specialist (Temp)	0.5	0.5	0.5	0	0.5
Visitor Center Manager	1	1	1	0	1
Total	4.93	5.15	5.15	0	5.15
Airport Operations					
Administrative Specialist	1	1	1	0	1
Airport Business Manager	0	0	0	1	1
Airport Director	1	1	1	0	1
Airport Operations/ARFF Specialist	6	6	6	0	6
Airport Operations/ARFF Manager	1	1	1	0	1
Airport Parking Aide	0	0	0	1	1
Maintenance Worker Temp - Airport Snow	0.5	0.5	0.5	0	0.5
Total	9.5	9.5	9.5	2	11.5
Parking District					
Parking Manager	0	1	1	0	1
Parking Aide	0	3	4	2	6
Total	0	4	5	2	7
Library - City					
Administrative Specialist	2	2	2	0	2
Collections Specialist	1	1	1	0	1
Deputy Library Director	0	0	2	0	2
Executive Assistant	0	0	1	0	1
IT Analyst	1	1	1	0	1
Librarian	2	2	2	0	2
Library Clerk	5.76	5.76	7.26	0	7.26
Library Clerk (Temp)	3.06	2.93	3.37	-0.3	3.07
Library Director	1	1	1	0	1
Library Manager	3	3	0	0	0
Library Page	2	2	2	0	2
Library Page (Temp)	1	1.25	1.25	0	1.25

City of Flagstaff
Authorized Personnel/Position Summary

Section	2015-2016	2016-2017	2017-2018	Add/Delete 2018-2019	Adopted 2018-2019
Library - City - Continued					
Library Specialist	13.84	13.65	12.59	0	12.59
Library Specialist (Temp)	2.68	3.18	3.18	0	3.18
Library Supervisor	5	5	5	0	5
Network Administrator	1	1	1	0	1
Total	44.340	44.77	45.65	-0.3	45.35
Library - County					
Application Support Specialist II	1	1	1	0	1
IT Manager	1	1	1	0	1
Librarian	1	1	1	0	1
Library Clerk	0	0.63	0.63	0	0.63
Library Clerk (Temp)	0.88	0.88	0.88	0	0.88
Library Specialist	2.25	2.25	2.25	0	2.25
Library Specialist (Temp)	0.09	0.09	0.09	0	0.09
Library Supervisor	2.88	2.88	2.88	0	2.88
Total	9.1	9.730	9.730	0	9.73
Water Services Administration					
Administrative Specialist	2	2	2	0	2
Communications (Temp)	0	0	0	0.23	0.23
Division Director	1	1	1	0	1
GIS System Analyst	Transfer	0	0	0	0
Utilities Engineering Manager	Transfer	0	0	0	0
Utilities Management Analyst	1	1	1	0	1
Water Services Operations Section Director	1	1	1	0	1
Utilities Plan Reviewer	Transfer	0	0	0	0
Utilities Program Manager	Transfer	0	0	0	0
Water Resource Manager	Transfer	0	0	0	0
Total	5	5	5	0.23	5.23
Water Production					
Instrumentation/Electrical Supervisor	1	0	0	0	0
Laboratory Specialist	Transfer	0	0	0	0
Maintenance Supervisor	1	0	0	0	0
MSW Operations	3	3	3	1	4
MSW Laboratory	Transfer	0	0	0	0
MSW Maintenance	2	2	2	0	2
Operations Supervisor	1	0	0	0	0
Seasonal (Temp)	0	0	0	0.23	0.23
Water Services Supervisor	0	3	3	0	3
Water Production Manager	1	1	1	0	1
Utilities SCADA Administrator	0	0	1	0	1
Total	9	9	10	1.23	11.23
Water Distribution					
MSW - Water Services Tech	11	11	13	1	14
Water Services Supervisor	1	1	1	0	1
Water/Sewer Utility Locator	1	1	1	0	1
Total	13	13	15	1	16
Water Resource Management					
Water Services Program Manager	1	1	1	0	1
Water Conservation Enforcement Aide	1	1	1	0	1
Water Conservation Specialist	0	1	1	0	1
Water Resource Manager	1	1	1	0	1
Total	3	4	4	0	4

City of Flagstaff
Authorized Personnel/Position Summary

Section	2015-2016	2016-2017	2017-2018	Add/Delete 2018-2019	Adopted 2018-2019
Utility Engineering					
GIS System Analyst	0	0	0	0	0
GIS System Specialist	0	0	1	0	1
IT Administrator	1	1	1	0	1
Project Manager	1	1	1	0	1
Water Services Engineering Manager	1	1	1	0	1
Water Services Plan Reviewer	1	1	1	0	1
Total	4	4	5	0	5
Regulatory Compliance					
Regulatory Compliance Manager	1	0	0	0	0
Industrial Waste Inspector	2	2	2	0	2
Industrial Waste Supervisor	1	1	1	0	1
MSW - Laboratory	2	2	3	0	3
MSW - Plant Tech	1	1	0	0	0
Water Services Manager	0	1	1	0	1
Water Services Supervisor	2	2	2	0	2
Total	9	9	9	0	9
Wastewater Treatment					
Instrumentation/Electrical Supervisor	1	0	0	0	0
MSW - Maintenance	0	0	2	0	2
MSW - Operations	2	5	5	0	5
MSW - Plant Technician	5	2	0	0	0
Plant Supervisor	2	0	0	0	0
Water Services Supervisor	0	3	3	0	3
Wastewater Treatment Manager	1	1	1	0	1
Total	11	11	11	0	11
Wastewater Collection					
MSW- Water Services Technician	8	8	8	0	8
Water Services Supervisor	1	1	1	0	1
Total	9	9	9	0	9
Wastewater Monitoring					
Industrial Waste Inspector	Transfer	0	0	0	0
Industrial Waste Supervisor	Transfer	0	0	0	0
Total	0	0	0	0	0
Reclaimed Water					
MSW - Laboratory Technician	Transfer	0	0	0	0
MSW - Operations	0	1	1	0	1
MSW - Maintenance	2	1	1	0	1
Plant Supervisor	1	0	0	0	0
Water Services Supervisor	0	1	1	0	1
Total	3	3	3	0	3
Stormwater					
Intern	0.5	0.5	0.5	0	0.5
Project Manager	2	3	3	0	3
Stormwater Program Manager	1	1	1	0	1
Stormwater Service Analyst	Transfer	0	0	0	0
Watershed Specialist	1	1	1	0	1
Total	4.5	5.5	5.5	0	5.5
Grand Total	814.08	834.12	865.65	10.52	876.17

CITY OF FLAGSTAFF COUNCIL GOALS AND OBJECTIVES

(Budget Priorities in Italics)

ECONOMIC DEVELOPMENT: Grow and strengthen a more equitable and resilient local economy.

- Improve the small business experience when going through the City process.
- Support and enhance services to all businesses in the local community.
 - *Work with the Downtown Business Alliance to strengthen business in other areas of Flagstaff such as the Fourth Street Corridor.*
- Complete the sale of the auto mall properties.
- Increase eco and historic tourism in Flagstaff.
- Form an arts district and build a cultural arts facility.
- Market Parks and Recreation as accessible for all regardless of income.
- Promote internet connectivity throughout the community.
- *Other Budget Priorities*
 - *Address impacts from development and tourism such as trash, traffic, etc.*
 - *Expand outreach to tourists from Mexico focusing on all seasons.*
 - *Explore options for generating revenue from large City parcels.*

AFFORDABLE HOUSING: Support development and increase the inventory of public and private affordable housing for renters and homeowners throughout the community.

- Increase the number of affordable rental units.
- Promote energy efficient rental units.
- Improve the distribution of affordable rental units throughout the community.
- Seek partnerships with private developers to increase the inventory affordable rental and ownership housing.
 - *Explore more incentives and subsidies to increase the number of affordable homes.*
 - *Subsidize new infrastructure for affordable housing and enter into agreements with the development community.*
 - *Revisit the Affordable Housing Incentive Policy to make it more flexible and attractive for developers.*
- Pursue financing strategies that will create additional inventory of affordable rental and ownership opportunities.
 - *Create an Affordable Housing ballot measure for the November 2018 election that includes a comprehensive revolving fund consideration.*
- Modify the building and zoning codes to encourage more affordable housing options.
- Adopt the maximum primary property tax increase and allocate the additional revenues to city-managed rental housing program.
- Establish an employer assisted housing program.
 - *Improve and strengthen the path from home rental to home ownership.*
- Advocate for full funding of Public Housing, Section 8 Housing Choice Voucher Program and the Community Development Block Grant Program.
- Advocate for the state to review Low Income Housing Tax Credit applications more than once a year.
- *Other Budget Priorities*
 - *Examine the recommendations provided in ECONA's report from ECONA and the Housing Summit.*
 - *Revisit the City's current inventory of property and homes to determine best uses such as redevelopment.*
 - *Work with community organizations to establish a fund to support the relocation of those impacted by the closure of trailer parks.*

SOCIAL JUSTICE: Advance social justice in the community.

- Increase communication and engagement with Indigenous communities regarding city decisions.
- Strengthen and repair relationships with Indigenous and immigrant communities.
 - *Partner with Consulates who travel to Flagstaff to provide services to City residents.*
 - *Explore the expansion of indigenous cultural awareness training to additional City staff members.*
- Revisit the anti-camping ordinance.
- Sponsor and support state or federal legislation that restores and protects funding for social and other services to our population with special needs.
- Advocate for healthcare as a human right.
- Develop a strategic plan to implement the Indigenous Circle of Flagstaff recommendations. Improve overall communications and engagement with Native Nations as we work in partnership on shared issues and concerns.
 - *Provide funding for the initiatives identified by the Indigenous Circle of Flagstaff (ICF).*
- Support implementation priorities of the Memorandum of Understanding between Navajo Nation Human Rights Commission and City of Flagstaff.
- Facilitation of annual meetings with tribal nations and collaborate on agenda development.
- *Other Budget Priorities*
 - *Participate as a co-producer or a major partner in events advancing social justice and civil liberties such as those benefiting indigenous people, LGBTQ and other historically marginalized groups.*
 - *Review downtown public restroom options and provide recommendations to Council.*
 - *Explore ongoing revenue sources to support programming for those with disabilities in the community.*
 - *Address the impacts to public safety and City facilities by those seeking social services in our community and explore how the Criminal Justice Coordinating Council (CJCC) can be of assistance.*
 - *Provide additional staffing and funding for social service issues.*

TRANSPORTATION AND OTHER PUBLIC INFRASTRUCTURE: Deliver quality infrastructure and continue to advocate for and implement a highly performing multi-modal transportation system.

- Send a transportation tax renewal question to voters in November 2018 and earn majority voter support.
- Evaluate, plan, and implement strategies to address the impacts of winter recreation visitation.
- Advocate for additional state and federal funding for state and federal roads.
 - *Actively advocate for infrastructure projects at the state/federal level to increase the City's programmed funding.*
- Facilitate construction of new infrastructure needed to develop private land.
- Develop a Downtown and Southside multimodal transportation plan.
- Advocate for Fourth street connection with John Wesley Powell Boulevard.
- Secure funding for widening of the bridge over I-40 at Fourth Street through Arizona Department of Transportation five-year Capital Improvement Program.
- Support the Regional Transportation Plan.
- Complete construction of the new core maintenance facility in the next two years.
 - *Complete the Core Services Maintenance Facility.*
- Complete the Intergovernmental Agreement with the County for a new courthouse and begin the design process.
 - *Support courthouse funding options.*
- Evaluate water, wastewater and reclaimed water infrastructure capacity issues.
- Replace aging infrastructure.
- Provide airport infrastructure upgrades to enhance tenant and patron experience and secure a second airline.
- *Other Budget Priorities*
 - *Review impact fees to align with the needs of the community.*
 - *Review the policy and costs associated with implementing improved Wayside Horns at rail crossings in Flagstaff.*
 - *Review the long-term costs associated with the Materials Recovery Facility (MRF).*
 - *Evaluate the need for additional equipment such as plows and graders and the level of service currently being provided from snow removal and bulk trash pickup.*

BUILDING AND ZONING/REGIONAL PLAN: Revise the zoning code to remove ambiguities, and ensure it is consistent with community values and the regional plan.

- Align building codes, zoning codes and regional plan.
 - *Evaluate the time and resources needed to update the City code.*
- Adjust the codes to better reflect community values and the intent of the regional plan.
- Improve clarity and readability of existing building and zoning codes.
 - *Link all planning documents electronically (i.e., Regional Plan, Resource Plan, Neighborhood Plan, Zoning Codes, etc.) on City website.*
- Continue efforts to understand the impacts of student housing while supporting the housing type.
- Amend codes to encourage more affordable housing.
- Complete and update neighborhood plans specific to Housing Urban Development consolidated plan and target neighborhoods within that plan.
 - *Provide adequate staffing to facilitate neighborhood planning needs.*
- Continue the conversation about adoption of impact fees.
- *Other Budget Priorities*
 - *Ensure a succession plan is in place to keep the level of service high in Community Development.*
 - *Identify and implement technology improvements in Community Development to enhance customer service.*

CLIMATE CHANGE: Take meaningful climate change action.

- Develop and implement a climate action plan.
 - *Implement Climate Action and Adaptation Plan.*
- Become a 100% renewable energy city organization and community.
- Divest from fossil fuels.
- Sponsor and support state and federal legislative action that combats climate change.
- Update the Energy Code.
- *Other Budget Priorities*
 - *Align the City's organizational structure with Council's priority of Climate Change, specifically by elevating Sustainability to a division to provide Sustainability with the tools and ability to promote change.*

WATER CONSERVATION: Become a national leader in water conservation in all sectors.

- Develop a sustainable water budget.
- Enhance water conservation efforts.
- Encourage commercial and multi-housing sectors to participate in water conservation efforts.
- Secure long-term water resources.
- Prioritize reclaimed water for necessary uses.
- *Other Budget Priorities*
 - *None*

ENVIRONMENTAL AND NATURAL RESOURCES: Actively manage and protect all environmental and natural resources.

- Aggressively support efforts for forest health.
- Preserve natural resources.
- Further develop sustainability and waste removal policies and programs.
- Align City policies and Street Lights to Enhance Dark Skies (SLEDS) committee recommendations.
 - *Provide dedicated staff resource for Dark Skies management.*
- Continue to support the Four Forest Restoration Initiative (4FRI).
- Increase City recycling from 13% to 75%.
 - *Continue working towards the 75% recycle rate.*

ADMINISTRATIVE GOALS

(Budget Priorities in Italics)

PERSONNEL: Attract and retain quality staff.

- Invest in employee training.
- Ensure adequate Public Safety staffing levels.
 - *Strategically evaluate the needs and priorities of the Police Department, including issues like additional officers, funding, retention and recruitment. Create an outreach strategy to educate citizens and the community on the needs of public safety.*
 - *Hire the additional four police officer's necessary to reach the total of six police officer positions that were approved in the FY 2018 budget.*
 - *Provide assignment pay funding to all paramedics.*
 - *Create a strategic plan for the Fire and Police Departments.*
 - *Develop a partnership with NAU for fire services (training for non-emergency situations).*
 - *Review opportunities for cost sharing with NAU.*
 - *Strategically identify staffing needs and options for addressing the increase and impacts of high occupancy dwelling units.*
 - *Evaluate staffing and programming solutions to address issues with different levels of calls for service.*
- Provide pay raises for all employees.
- Provide paid maternity and paternity leave.
 - *Provide funding for a maternity/paternity leave policy.*
- Expand the housing assistance program for all City staff.
- Enhance tuition reimbursement opportunities throughout the organization.
- Provide parking incentives for employees.
- Evaluate ways to pay down unfunded pension liabilities.
 - *Provide adequate funding for Public Safety Personnel Retirement System (PSPRS).*
- *Other Budget Priorities*
 - *Evaluate re-opening Fire Station 2.*
 - *Review of Council salaries, travel allowance, travel and expense budget.*

COMMUNITY OUTREACH: Enhance public transparency and accessibility.

- Create greater public access to Council meetings.
 - *Provide mobile streaming services for non-City Hall council meetings.*
 - *Provide closed captioning for City Council meetings.*
- Define the City's public communication program.
- Take a more proactive role in communicating issues and progress on Council Goals and Objectives.
- Develop a social media management plan.
- Build and enhance neighborhood services from the City.
 - *Evaluate a Neighborhood Services section and the costs associated with it including staff, equipment and budget.*
- *Other Budget Priorities*
 - *Evaluate the structure of City's website to improve functionality and accessibility.*
 - *Finalize the installation of the Council voting record software.*
 - *Provide additional funding for civic engagement.*
 - *Provide funding for staff training in different public participation engagement activities and methodologies.*
 - *Conduct a citizen survey on City services.*

TOWN & GOWN: Enhance relationships between the city and institutions of higher education.

- Establish a comprehensive internship program through Coconino Community College and Northern Arizona University.
 - *Explore the feasibility of requiring interns to provide stipends.*
- Coordinate with NAU, CCC and the Arizona Board of Regents (ABOR) in planning for future growth of the student population.
 - *Evaluate the impact NAU and its student population has on public safety.*
- *Other Budget Priorities*
 - *Provide funding for a community forum with NAU and citizens of Flagstaff.*
 - *Lobby the State of Arizona to provide funds for the Rio de Flag Flood Control project.*

CODE COMPLIANCE: Achieve comprehensive and equitable code compliance.

- Review current City Code to align with community expectations.
 - *Revisit City codes to allow for more efficient enforcement and ensure the codes serve their intended purpose.*
- Establish proactive strategic enforcement of the City Code to maximize compliance.
 - *Be strategic and proactive in Code Enforcement efforts.*
- **Other Budget Priorities**
 - *Provide funding for litter removal and litter education throughout the City.*
 - *Be proactive in reaching out to neighborhoods affected by parking districts.*
 - *Identify potential areas where street art walls may be appropriate.*

**City of Flagstaff
FY 2019 Budget - RSL Requests**

Funding Source	Division Description	Section Description	Description	Approved RSLs	Funding Type	Goal	Objective	Budget Priority
General Fund	General Administration	City Manager	Retirement Payout (I)	101,000	One-time	Personnel	N/A	N/A
General Fund	General Administration	City Manager	Website improvements to manage broken links, outdated links, etc.	7,500	One-time	Community Outreach	N/A	Evaluate the structure of City's website to improve functionality and accessibility
General Fund	General Administration	City Manager	Training Administrative Specialist and Executive Assistant	1,000	One-time	Personnel	Invest in employee training.	N/A
General Fund	General Administration	City Manager	Office Supplies for City Administration	1,000	One-time	Other	N/A	N/A
General Fund	General Administration	City Manager	Attend 3CMA annual Conference	2,500	One-time	Community Outreach	N/A	Provide funding for staff training in different public participation engagement activities and methodologies
General Fund	General Administration	City Manager	Housing allowance (potential) for City Manager position	15,000	One-time	Personnel	N/A	N/A
General Fund	General Administration	City Manager	Recruitment costs for Deputy City Manager Position (Outreach)	30,000	One-time	Personnel	N/A	N/A
General Fund	General Administration	City Manager	Recruitment costs for Deputy City Manager Position (travel, advertising, etc.)	10,000	One-time	Personnel	N/A	N/A
General Fund	General Administration	City Manager	Copy and Printing for City Manager's Office	1,500	One-time	Other	N/A	N/A
General Fund	General Administration	City Manager	Advertising - Social Media	1,500	One-time	Community Outreach	N/A	Provide additional funding for civic engagement
General Fund	General Administration	City Manager	Temporary Pay (\$25,000 will be remaining in the Contract Personal Services account number 001-01-011-0014-1-4191 at the end of FY 2018. Request to roll funds over into the Temporary Pay for FY 2019). \$25,000 will fully fund the temporary position for 1 year.	25,000	One-time	Personnel	N/A	N/A
General Fund	General Administration	City Manager	Appraisal Fees and Permits for Real Estate	10,000	One-time	Economic Development	N/A	Explore options for generating revenue from large City parcels
General Fund	General Administration	City Manager	Education for Real Estate	2,000	One-time	Personnel	Invest in employee training.	N/A
General Fund	General Administration	City Manager	Postage and Freight for Real Estate	300	One-time	Other	N/A	N/A
General Fund	General Administration	City Manager	Copying and Printing for Real Estate	300	One-time	Other	N/A	N/A
General Fund	General Administration	City Manager	Charge Outs for Real Estate	5,000	Ongoing	Other	N/A	N/A
General Fund	General Administration	City Manager	Graduate College Tuition Reimbursement	7,500	One-time	Personnel	Enhance tuition reimbursement opportunities throughout the organization	N/A
General Fund	General Administration	City Manager	Other Contractual Services - Shredding Services	2,000	One-time	Other	N/A	N/A
General Fund	General Administration	City Manager	Other Contractual Services Separate software program for Public Records Requests (through AgendaQuick)	3,500	One-time	Community Outreach	N/A	Provide additional funding for civic engagement
General Fund	General Administration	City Manager	Other Contractual Services ArchiveSocial	5,000	One-time	Community Outreach	N/A	Provide additional funding for civic engagement
General Fund	General Administration	City Manager	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.	17,000	One-time	Building and Zoning/Regional Plan	Adjust the codes to better reflect community values and the intent of the regional plan.	N/A
General Fund	General Administration	City Manager	Election Primary Election General Election - inc. PP/issues	230,000	One-time	Community Outreach	N/A	Provide additional funding for civic engagement

**City of Flagstaff
FY 2019 Budget - RSL Requests**

Funding Source	Division Description	Section Description	Description	Approved RSLs	Funding Type	Goal	Objective	Budget Priority
General Fund	General Administration	City Manager	Contractual Services (Other professional Services)	12,000	One-time Other		N/A	N/A
General Fund	General Administration	City Manager	Utilities - Telephone for Office of Labor Standards	800	One-time Other		N/A	N/A
General Fund	General Administration	City Manager	Legal Fees for Office of Labor Standards	10,000	One-time Other		N/A	N/A
General Fund	General Administration	City Manager	Registration for Office of Labor Standards Travel & Training	1,500	One-time Personnel		Invest in employee training.	N/A
General Fund	General Administration	City Manager	College Tuition Reimbursement	5,000	One-time Personnel		Enhance tuition reimbursement opportunities throughout the organization	N/A
General Fund	General Administration	City Manager	Postage and Freight for Office of Labor Standards	2,000	One-time Other		N/A	N/A
General Fund	General Administration	City Manager	Advertising for Office of Labor Standards	5,000	One-time Other		N/A	N/A
General Fund	General Administration	City Manager	Copying and Printing for Office of Labor Standards	4,000	One-time Other		N/A	N/A
General Fund	General Administration	Human Resources	1X RSL - Human Resources Staff Training (1X approved FY17 and FY18)	5,000	One-time Personnel		Invest in employee training.	N/A
General Fund	General Administration	Human Resources	1X RSL - Tuition Reimbursement	5,000	One-time Personnel		Enhance tuition reimbursement opportunities throughout the organization.	N/A
General Fund	General Administration	Human Resources	1X RSL - Citywide Employee Celebration (1X approved FY16, FY17 and FY18, reduced from \$1,500 to \$1,000)	1,000	One-time Personnel		N/A	N/A
General Fund	General Administration	Human Resources	1X RSL - Affordable Care Act Service Contract with Equifax (1X FY17 and FY18, reduced \$10,000 to \$8,000)	8,000	One-time Other		N/A	N/A
General Fund	General Administration	Human Resources	1X RSL - Copying, Printing & Scanning for Human Resources General Administration (1X approved in FY16, FY17 and FY18)	5,500	One-time Other		N/A	N/A
General Fund	General Administration	Human Resources	1X RSL - Online Benefit System Interface to Payroll when HR/PR conversion completed (based on Innoprise pricing estimate)	5,000	One-time Other		N/A	N/A
General Fund	General Administration	Human Resources	1X RSL - Online Performance Evaluation System Maintenance (1X approved in FY16, FY17 and FY18)	43,000	One-time Other		N/A	N/A
General Fund	General Administration	Human Resources	1X RSL - Citywide Training	5,000	One-time Personnel		Invest in employee training.	N/A
General Fund	General Administration	Human Resources	1X RSL - Copying, Printing & Scanning for Human Resources Recruitment (1X approved in FY16, FY17 and FY18, reduced \$7300 to \$5000)	5,000	One-time Other		N/A	N/A
General Fund	General Administration	Human Resources	1X RSL - Postage & Freight for Human Resources Benefits for leaves, open enrollment and mandated notices	500	One-time Other		N/A	N/A
General Fund	General Administration	Human Resources	1X RSL - Copying, Printing & Scanning for Human Resources Benefits (1X approved in FY16, FY17 and FY18)	2,400	One-time Other		N/A	N/A
General Fund	General Administration	Human Resources	1X RSL - Copying, Printing & Scanning for Human Resources Classification and Compensation for minimum wage and year end memorandums	1,000	One-time Other		N/A	N/A
General Fund	General Administration	Information Technology	Retirement Payout (1)	35,000	One-time Personnel		N/A	N/A
General Fund	General Administration	Information Technology	FlagstaffAZ.gov domain registration - increasing to \$400/year	275	Ongoing Other		N/A	N/A
General Fund	General Administration	Information Technology	Catastrophic fund	90,000	One-time	Transportation and Other Public Infrastructure	N/A	N/A
General Fund	General Administration	Information Technology	Innoprise Implementation Team	30,000	One-time Personnel		N/A	N/A
General Fund	General Administration	Information Technology	Increase in Firehouse maintenance	2,000	One-time Other		N/A	N/A

**City of Flagstaff
FY 2019 Budget - RSL Requests**

Funding Source	Division Description	Section Description	Description	Approved RSLs	Funding Type	Goal	Objective	Budget Priority
General Fund	General Administration	Information Technology	Skype for Business (on-site server to cross-communicate with VoIP)	4,000	One-time	Other	N/A	N/A
General Fund	General Administration	Information Technology	Veeam (backup/DR software) - annual maintenance	6,500	One-time	Other	N/A	N/A
General Fund	General Administration	Information Technology	Telestaff Upgrade	10,600	One-time	Other	N/A	N/A
General Fund	General Administration	Information Technology	Electronic Patient Care Report (EPCR) Maintenance (Fire)	15,000	One-time	Other	N/A	N/A
General Fund	General Administration	Information Technology	Telestaff Maintenance (Cloud)	20,500	One-time	Other	N/A	N/A
General Fund	General Administration	Information Technology	H.T.E. maintenance - upgraded software	60,000	One-time	Other	N/A	N/A
General Fund	General Administration	Information Technology	Quatred Maintenance	800	Ongoing	Other	N/A	N/A
General Fund	General Administration	Information Technology	TRAX (Fuel) Maintenance	4,500	Ongoing	Other	N/A	N/A
General Fund	General Administration	Information Technology	AS/400 maintenance increase	6,000	One-time	Other	N/A	N/A
General Fund	General Administration	Information Technology	New Employee Equipment Refresh (8 positions @ \$300 ea)	2,400	Ongoing	Personnel	N/A	N/A
General Fund	General Administration	Information Technology	Device Refresh 4 year Replacement Cycle	26,000	One-time	Other	N/A	N/A
General Fund	General Administration	Information Technology	Fire Truck integrated WiFi hotspot technology (works with CradlePoint)	25,000	One-time	Other	N/A	N/A
General Fund	General Administration	Information Technology	Networking Budget	30,000	One-time	Transportation and Other Public Infrastructure	N/A	N/A
General Fund	General Administration	Information Technology	Option 2 - Fiber pull to NAU (saves 12,000 ongoing expense to Suddenlink; <4 year ROI) ***	45,000	One-time	Transportation and Other Public Infrastructure	N/A	N/A
General Fund	General Administration	Information Technology	New Employee Licenses (8 positions @ \$300 ea)	2,400	Ongoing	Personnel	N/A	N/A
General Fund	General Administration	Information Technology	Secure Remote Desktop Services	22,000	One-time	Other	N/A	N/A
General Fund	General Administration	Information Technology	Microsoft EA Licensing	45,000	One-time	Other	N/A	N/A
General Fund	General Administration	City Attorney	ONG RSL - Training/travel to attend required CLE training (6 attorneys)	12,000	One-time	Personnel	Invest in employee training.	N/A
General Fund	General Administration	City Attorney	1X RSL - Full standing desk for civil attorney	420	One-time	Personnel	N/A	N/A
General Fund	General Administration	City Attorney	ONG RSL - Increase copying/printing due to in-house litigation	1,000	One-time	Other	N/A	N/A
General Fund	General Administration	City Attorney	ONG RSL - Document review platform software license annual fee	750	One-time	Other	N/A	N/A
General Fund	General Administration	City Attorney	ONG RSL - Legal books (examples: real estate, land use and zoning, employment law, civil litigation, etc.)	1,250	One-time	Other	N/A	N/A
General Fund	General Administration	City Attorney	ONG RSL - Westlaw online research subscription - added AZ pleadings access for litigation research last year; need ongoing amount to maintain subscription	1,760	One-time	Other	N/A	N/A
General Fund	General Administration	City Attorney	1X RSL - Overtime for Prosecution support staff to keep up with workload	1,000	One-time	Personnel	N/A	N/A
General Fund	General Administration	City Attorney	1X RSL - Reimburse ex-officers to travel to Flagstaff for court hearings for DUIs	1,000	One-time	Other	N/A	N/A
General Fund	General Administration	City Attorney	ONG RSL - Training for Prosecution Section staff (example: Victims' Rights)	2,000	One-time	Personnel	Invest in employee training.	N/A
General Fund	General Administration	City Attorney	1X RSL - Process Server (to provide service of process for subpoenas)	10,000	One-time	Other	N/A	N/A
General Fund	General Administration	City Attorney	1X RSL - Monitor and DVD player for prosecution conference room to allow defendants/victims to securely view Axon (body camera) videos	350	One-time	Other	N/A	N/A

City of Flagstaff
FY 2019 Budget - RSL Requests

Funding Source	Division Description	Section Description	Description	Approved RSLs	Funding Type	Goal	Objective	Budget Priority
General Fund	General Administration	City Attorney	1X RSL - Standing desk converter for prosecutor	420	One-time	Personnel	N/A	N/A
General Fund	General Administration	City Attorney	1X RSL - Small color printer to print exhibits for trials (for use at Prosecutor's building)	500	One-time	Other	N/A	N/A
General Fund	General Administration	Municipal Court	ONG RSL - Regular contracted increase in public defender costs - 3% per year. \$252,350.00 was the budgeted amount, the re-negotiated contract amount is \$335,000.	92,700	One-time	Other	N/A	N/A
General Fund	General Administration	Municipal Court	ONG RSL - Administrative Assistant - Request to move the funding for the Administrative Assistant from one-time to ongoing. This position has been funded with one-time funding for two years. (full-burden figure)	49,965	Ongoing	Personnel	N/A	N/A
General Fund	General Administration	Municipal Court	ONG RSL -Collection Specialist - Request to move the funding for the Collection Specialist from one-time to ongoing. This position has been funded with one-time funding for two years. (full-burden figure)	66,666	One-time	Personnel	N/A	N/A
General Fund	General Administration	Municipal Court	ONG RSL - Ongoing maintenance contract for the X-ray security machine.	4,257	One-time	Other	N/A	N/A
General Fund	General Administration	Municipal Court	ONG RSL - The court has an IGA with Coconino County to provide integration services for criminal justice agencies throughout the justice system. This system provides electronic filing of citations, the elimination of this system would increase workloads at both the Police Department and the court along with other justice partners such as prosecutors, county courts, sheriff's office, jail, etc. Last year \$43,181 in one-time funding was put toward this project.	43,560	One-time	Other	N/A	N/A
General Fund/Partial Expense Offset	General Administration	Municipal Court	ONG RSL - Magistrate - Request for the addition of a third full-time Magistrate. (full-burden figure)	156,513	One-time	Personnel	N/A	N/A
General Fund	Management Services	Management Services	1X RSL - Travel - Harris Annual Conference	2,000	One-time	Personnel	Invest in employee training.	N/A
General Fund	Management Services	Management Services	1X RSL - Registration - Harris Annual Conference	900	One-time	Personnel	Invest in employee training.	N/A
General Fund	Management Services	Management Services	Web Training - 2 Day SQL Course - Martin	995	One-time	Personnel	Invest in employee training.	N/A
General Fund	Management Services	Purchasing	Retirement Payout (2)	46,753	One-time	Personnel	N/A	N/A
General Fund	Management Services	Purchasing	E-procurement software annual support for the Purchasing Section's electronic bidding software system used for issuing, monitoring and awarding formal and informal solicitations.	12,173	One-time	Other	N/A	N/A
General Fund	Management Services	Purchasing	Retirement Payout (1)	41,507	One-time	Personnel	N/A	N/A
General Fund	Management Services	Purchasing	Contract Specialist Position- Approved to be a 2-year temporary position beginning in FY 2017. This position has proven to be a critical position that has added significant value to the organization.	64,543	Ongoing	Personnel	N/A	N/A
General Fund	Management Services	Revenue	Retirement Payout (2) (We will carryover additional \$15K from current budget)	33,400	One-time	Personnel	N/A	N/A
General Fund	Management Services	Revenue	Printing/Mailing of Utility Delinquency Notices, 6k/year @ \$0.50 each. FY 16 Write offs equaled \$89,421. Due to system issues, amount projected to be approximately \$119,697 in FY 17.	3,000	One-time	Other	N/A	N/A

**City of Flagstaff
FY 2019 Budget - RSL Requests**

Funding Source	Division Description	Section Description	Description	Approved RSLs	Funding Type	Goal	Objective	Budget Priority
General Fund	Management Services	Revenue	Ongoing fees covering costs associated with increased credit card usage and mailing of Municipal Billing Statements, with postage increase.	35,000	Ongoing/ Other One-time		N/A	N/A
General Fund	Management Services	Revenue	Four (4) MC-3 data collectors for meter reading purposes @ \$1,100 each. Itron will no longer be supporting the FC-300 handhelds after 2019.	4,400	One-time Other		N/A	N/A
General Fund	Management Services	Revenue	Four (4) digital handheld radios as Distribution, FFD and FPD use for safety communications throughout city. Approx. \$1,200 each. Current tower does not meet regulation guidelines and is a safety concern with higher density in routes.	4,800	One-time Other		N/A	N/A
General Fund	Management Services	Finance	Retirement Payout (1)	30,183	One-time Personnel		N/A	N/A
General Fund	Management Services	Finance	Tuition Reimbursement - 4 classes for MPA and 2 CCC for Accounting certification	6,800	One-time Personnel		Enhance tuition reimbursement opportunities throughout the organization.	N/A
General Fund	Management Services	Finance	Open Gov - Transparency Software	13,500	One-time Other		N/A	N/A
General Fund	Management Services	Finance	Office chairs and other supplies	1,400	One-time Other		N/A	N/A
General Fund	Management Services	Finance	Overtime - Payroll Staff	2,500	One-time Personnel		N/A	N/A
General Fund	Management Services	Finance	ATS - W2 and Paystubs Online services	4,000	One-time Other		N/A	N/A
General Fund	Management Services	Finance	Copy & Printing - Payroll	1,000	One-time Other		N/A	N/A
General Fund	Fire	Fire Operations	Cart Funding - Overtime	105,043	Ongoing/ Personnel One-time		Ensure adequate Public Safety staffing levels.	Evaluate staffing and programming solutions to address issues with different levels of calls for service
General Fund/IGA	Fire	Fire Operations	Funding from City for enhanced IGA - If approved by Council / Summit board	230,000	Ongoing Personnel		Ensure adequate Public Safety staffing levels.	Create a strategic plan for the Fire and Police Departments
General Fund/Partial Revenue Offset	Fire	Fire Operations	Regional Fire Training Coordinator - 54.5% paid for by other regional partners.	89,964	One-time Personnel		Ensure adequate Public Safety staffing levels.	Evaluate staffing and programming solutions to address issues with different levels of calls for service
General Fund	Fire	Fire Operations	Acting Funds - FFD averages 4 acting positions per shift (actors save hundreds of thousands in OT for min staffing requirements)	20,000	One-time Personnel		Ensure adequate Public Safety staffing levels.	Create a strategic plan for the Fire and Police Departments
General Fund	Fire	Fire Operations	Increase the number of paid paramedics from 33 to 36 in order to work towards the strategic goal of at least one paramedic on all FFD units as minimum staffing.	12,504	Ongoing Personnel		Ensure adequate Public Safety staffing levels.	Provide assignment pay funding to all paramedics
General Fund	Fire	Fire Operations	Increase the number of paid paramedics from 33 to 36 in order to work towards the strategic goal of at least one paramedic on all FFD units as minimum staffing.	12,504	Ongoing Personnel		Ensure adequate Public Safety staffing levels.	Provide assignment pay funding to all paramedics
General Fund	Fire	Fire Operations	Increase the number of paid paramedics from 33 to 36 in order to work towards the strategic goal of at least one paramedic on all FFD units as minimum staffing.	12,504	Ongoing Personnel		Ensure adequate Public Safety staffing levels.	Provide assignment pay funding to all paramedics
General Fund	Fire	Fire Operations	Facility Maintenance Increase- Funds to get all stations back in working order with 80% QIC status. Examples: Annual maintenance contracts for garage doors, Magna-Grip and heavy 24/7 use.	35,000	One-time Other		N/A	N/A
General Fund	Fire	Fire Operations	Remodel to St #4 (31 years old) and in need of major overhaul. Used 24/7 and original interior/kitchen and layout. Not meeting privacy needs and HVAC intermittent. Discuss Location	75,000	One-time Transportation and Other Public Infrastructure		N/A	N/A
General Fund	Fire	Fire Operations	Replace 10 year old grant funded MDC's with cheaper Surface Pro's (30% of normal MDC costs)	5,000	One-time Other		N/A	N/A

**City of Flagstaff
FY 2019 Budget - RSL Requests**

Funding Source	Division Description	Section Description	Description	Approved RSLs	Funding Type	Goal	Objective	Budget Priority
General Fund	Fire	Fire Operations	EMS Equipment - Increased costs in daily equipment and need to begin replacing key/aging EMS equipment on all units and put cardiac monitors on ongoing maintenance schedules	10,000	One-time	Other	N/A	N/A
General Fund	Fire	Fire Operations	Level A-suits for Hazardous Material Team - (Year 3 of 3)	13,000	One-time	Other	N/A	N/A
General Fund	Fire	Fire Operations	PPE - Ongoing funding necessary to purchase equipment that is out of compliance and replace damaged irreparable equipment. (includes structural, EMS and wildfire PPE)	35,000	One-time	Other	N/A	N/A
General Fund	Fire	Fire Operations	Academy costs plus PPE for (4) vacancies	65,000	One-time	Personnel	Ensure adequate Public Safety staffing levels.	Create a strategic plan for the Fire and Police Departments
General Fund	Fire	Fire Operations	Wildland Callout - Apparatus repair/Equipment replacement (\$120k billed v. \$64.5k budgeted of callout funding) - Need to replace radios in all WFM apparatus to meet modern programmable specs.	15,000	One-time	Other	N/A	N/A
General Fund	Fire	Fire Operations	Replace 15 year old Wildland BK radios in All-Risk wildfire apparatus with new digital models to work with USFS and on initial attack outside of City Dispatch 800 system.	43,750	One-time	Other	N/A	N/A
General Fund/GO Bond Fund	Police	Police Operations	Radio Maintenance System	643,000	One-time	Personnel	Ensure adequate Public Safety staffing levels.	Review opportunities for cost sharing with NAU
General Fund	Police	Police Operations	Software Symantecs License 1 every 3 years	5,000	One-time	Other	N/A	N/A
General Fund	Police	Police Operations	Academy Housing for New Police Recruits	50,000	One-time	Personnel	Ensure adequate Public Safety staffing levels.	Strategically evaluate the needs and priorities of the Police Department, including issues like additional officers, funding, retention and recruitment. Create an outreach strategy to educate citizens and the community on the needs of public safety
General Fund	Police	Police Operations	Replacements of desktops, laptops, monitors and tablets for PD users	6,000	One-time	Other	N/A	N/A
General Fund	Police	Police Operations	Disaster Back-Up Recovery for all File Servers and information stored on current Servers. Total cost \$80,000. FPD portion is \$35,533	35,533	One-time	Other	N/A	N/A
General Fund	Police	Police Operations	AC UNIT in Server Room. Replace outdated server room. Total cost is \$15,000.	6,662	One-time	Other	N/A	N/A
General Fund	Police	Police Operations	Roof Repair - comes with a 10-year warranty	31,840	One-time	Other	N/A	N/A
General Fund	Police	Police Operations	Panasonic Video Camera Replacement System. Replace outdated equipment of video surveillance system around facility. Total cost is \$85,000	45,107	One-time	Other	N/A	N/A
General Fund	Police	Police Operations	1 Officers	99,828	Ongoing	Personnel	Ensure adequate Public Safety staffing levels.	Hire the additional four police officer's necessary to reach the total of six police officer positions that were approved in the FY 2018 budget
General Fund	Police	Police Operations	1 Officers	99,828	Ongoing	Personnel	Ensure adequate Public Safety staffing levels.	Hire the additional four police officer's necessary to reach the total of six police officer positions that were approved in the FY 2018 budget

City of Flagstaff
FY 2019 Budget - RSL Requests

Funding Source	Division Description	Section Description	Description	Approved RSLs	Funding Type	Goal	Objective	Budget Priority
General Fund/Expense Offset	Police	Police Operations	1 Police Aides	58,694	One-time Personnel		Ensure adequate Public Safety staffing levels.	Strategically evaluate the needs and priorities of the Police Department, including issues like additional officers, funding, retention and recruitment. Create an outreach strategy to educate citizens and the community on the needs of public safety
General Fund/Expense Offset	Police	Police Operations	1 Police Aides	58,694	One-time Personnel		Ensure adequate Public Safety staffing levels.	Strategically evaluate the needs and priorities of the Police Department, including issues like additional officers, funding, retention and recruitment. Create an outreach strategy to educate citizens and the community on the needs of public safety
General Fund/Expense Offset	Police	Police Operations	1 Police Aides	58,694	One-time Personnel		Ensure adequate Public Safety staffing levels.	Strategically evaluate the needs and priorities of the Police Department, including issues like additional officers, funding, retention and recruitment. Create an outreach strategy to educate citizens and the community on the needs of public safety
General Fund	Police	Police Operations	Replacement of MDC (2) -\$5,500 each	11,000	One-time Other		N/A	N/A
General Fund/Citation Fee Offset	Police	Police Operations	Body Camera Equipment- purchase mounting equipment not provided by AXON such as sunglasses, special duty mounts. Request to use the Court Safety Fees.	25,000	One-time Other		N/A	N/A
General Fund/Citation Fee Offset	Police	Police Operations	Taser Equipment - Used to replace, repair, and purchase training and live cartridges for our Taser X2. Request to use the Court Safety Fees.	25,000	One-time Other		N/A	N/A
General Fund	Police	Police Operations	SWAT Team Equipment: Used to replace Less Lethal equipment such as gas, pepper balls, etc.	10,000	One-time Other		N/A	N/A
General Fund	Police	Police Operations	Firearms Budget increase. This increase is to help offset the use of ammo for the PD SWAT Team in which they use 25,000 rounds of ammo annually for training and qualification. We are required to provide 2200 rounds to each new recruit to be certified at the Phoenix Regional Police Academy.	20,000	One-time Other		N/A	N/A
General Fund	Police	Police Operations	Body Vest Reimbursement to replace expired body armor vests.	20,000	One-time Personnel		N/A	N/A
General Fund	Police	Police Operations	Negotiations Equipment - Remove and replaced outdated equipment for the Negotiations Team.	10,000	One-time Other		N/A	N/A
General Fund/Partial Revenue Offset	Police	Police Operations	Records Replacement Copier	15,000	One-time Other		N/A	N/A
General Fund/Partial Revenue Offset	Police	Police Operations	Dispatch Monitors 40 monitors at \$250 each.	10,000	One-time Other		N/A	N/A
General Fund	Community Development	Community Development	Retirement Payout (1)	54,912	One-time Personnel		N/A	N/A

**City of Flagstaff
FY 2019 Budget - RSL Requests**

Funding Source	Division Description	Section Description	Description	Approved RSLs	Funding Type	Goal	Objective	Budget Priority
General Fund	Community Development	Engineering	Transportation Engineering Planner Training, Registration, Memberships, Travel & Certifications	1,000	One-time	Personnel	Invest in employee training.	N/A
General Fund	Community Development	Planning & Development	Building Permit Technician FT-Training, Registrations, Memberships, Travel & certifications.	1,000	One-time	Personnel	Invest in employee training.	N/A
General Fund	Community Development	Engineering	Retirement Payout (1)	80,307	One-time	Personnel	N/A	N/A
General Fund	Community Development	Engineering	Increase Inspection Over Time, Base for FY18 \$15,000 Recurring	10,000	One-time	Personnel	N/A	N/A
General Fund/Partial Revenue Offset	Community Development	Engineering	Transportation Engineering Planner, Personnel Request Submitted	88,356	Ongoing	Personnel	N/A	N/A
General Fund	Community Development	Engineering	Traffic Counter Maintenance Related to Fleet of Counters & Laptops, Previous FY One-Time	5,000	One-time	Other	N/A	N/A
General Fund	Community Development	Engineering	Maintenance of Licenses & Periodic Upgrades for Highway Capacity Software, Trip Generation Software, Synchro Signal Timing, MaxView Signal System	5,000	One-time	Other	N/A	N/A
General Fund	Community Development	Engineering	Transportation Engineering Planner Items, Computer, Work Space, Desk & Chair	2,000	One-time	Personnel	N/A	N/A
General Fund	Community Development	Engineering	Recently Installed Butler/Huntington Signal System will have Periodic Maintenance, Upgrades & Repair Needs as Components Fail or Fiber/Conduit is Damaged, Re-establish Funds on an Annual Basis	20,000	One-time	Transportation and Other Public Infrastructure	N/A	N/A
General Fund	Community Development	Engineering	Retirement Payout (1)	36,784	One-time	Personnel	N/A	N/A
General Fund/Revenue Offset	Community Development	Engineering	Additional Funds for ATL Contract to Adjust for Anticipated Work Load	60,000	One-time	Other	N/A	N/A
General Fund	Community Development	Engineering	Custodial Services Increase @ East Flag Facility for I&T Share of O&M Costs	2,500	One-time	Other	N/A	N/A
General Fund	Community Development	Capital Improvements	Retirement Payout (1)	55,145	One-time	Personnel	N/A	N/A
General Fund	Community Development	Planning & Development	Credit Card fees	20,000	One-time	Other	N/A	N/A
General Fund	Community Development	Planning & Development	Certified Public Participation professional Certification from IAP2 for Comprehensive Planning Manager. Includes cost of application, case study, assessment in Salt Lake City, and travel costs. https://iap2usa.org/certification . This isn't exclusive for CD, this is a priority for the organization.	5,000	One-time	Community Outreach	N/A	Provide funding for staff training in different public participation engagement activities and methodologies
General Fund	Community Development	Planning & Development	Building Inspector overlap to train replacement	7,000	One-time	Building and Zoning/Regional Plan	N/A	Ensure a succession plan is in place to keep the level of service high in Community Development
General Fund	Community Development	Planning & Development	Retirement Payout (3)	97,488	One-time	Personnel	N/A	N/A
General Fund	Community Development	Planning & Development	Emergency off hours/overtime inspection. Fees are collected for this service.	10,000	One-time	Personnel	N/A	N/A
General Fund/Partial Revenue Offset	Community Development	Planning & Development	Building Permit Technician Mid Range Plus 42% Full Burden	66,666	Ongoing	Personnel	N/A	N/A
General Fund	Community Development	Planning & Development	Purchase new computer program (4 seats) - StruCalc computer program to be utilized in plan review verifying structural components are adequately sized	1,000	One-time	Building and Zoning/Regional Plan	N/A	Identify and implement technology improvements in Community Development to enhance customer service

**City of Flagstaff
FY 2019 Budget - RSL Requests**

Funding Source	Division Description	Section Description	Description	Approved RSLs	Funding Type	Goal	Objective	Budget Priority
General Fund	Community Development	Planning & Development	Building Permit Technician FT-items, such as computer, work space, desk and chair	5,000	One-time	Personnel	N/A	N/A
General Fund	Community Development	Planning & Development	2018 International Code Council Suite of code books required for new code adoption - 13 sets in total	14,000	One-time	Other	N/A	N/A
General Fund	Community Development	Planning & Development	Allowance for Safety Boots required for inspection staff on job sites	1,125	One-time	Personnel	N/A	N/A
General Fund	Community Development	Planning & Development	Retirement Payout (1)	22,927	One-time	Personnel	N/A	N/A
General Fund	Community Development	Planning & Development	Census 2020 Complete Count Committee, advertising, public outreach, local branding - could be funded over 2 years. Matching request has been submitted to Coconino County Board of Supervisors	75,000	One-time	Other	N/A	N/A
General Fund	Community Development	Planning & Development	Supplies such as Paint , Brushes, Rollers & Rags for Volunteers that do Graffiti Abatements.	1,500	Ongoing	Code Compliance	N/A	Provide funding for graffiti outreach and abatement, and revisit the ordinance
General Fund	Community Development	Housing	Rent & Tenant improvements for Housing staff (Option B)	100,000	One-time	Other	N/A	N/A
General Fund	Public Works	Facility Maintenance	Retirement Payout (3) - Regular Pay, FICA Regular, FICA Medicare, Workman's Comp	66,633	One-time	Personnel	N/A	N/A
General Fund	Public Works	Facility Maintenance	1X RSL - City Hall Carpet Cleaning - Annual steaming cleaning of all flooring in the facility with carpet. On going and typical event for this facility	5,000	One-time	Other	N/A	N/A
General Fund	Public Works	Environmental Management	Environmental Remediation and Demolition of Mogollon Public Works Yard (Environmental Management)- Identify a source of funding to complete demolition and environmental remediation of the Mogollon Public Works Yard.	200,000	One-time	Transportation and Other Public Infrastructure	Complete construction of the new core maintenance facility in the next two years	Complete the Core Services Maintenance Facility
General Fund/USGS	Public Works	USGS Campus	USGS Bldg. 6 - LED lighting upgrades for Library archives - replacing existing linear fluorescent fixtures with energy and labor saving LED linear fixtures.	85,000	One-time	Transportation and Other Public Infrastructure	N/A	N/A
General Fund	Public Works	Parks	Recurring RSL - Cost to increase Temporary Pay to cover the additional cost of hiring temporary staff through contracted agencies.	8,598	One-time	Personnel	N/A	N/A
General Fund	Public Works	Parks	Cost increase for portable restroom services. Cost increase of 40% for FY19.	14,500	Ongoing	Other	N/A	N/A
General Fund	Public Works	Parks	Recurring RSL - Cost to increase Temporary Pay to cover the additional cost of hiring temporary staff through contracted agencies.	9,344	One-time	Personnel	N/A	N/A
General Fund	Public Works	Parks	Recurring RSL - Cost to increase Temporary Pay to cover the additional cost of hiring temporary staff through contracted agencies.	1,292	One-time	Personnel	N/A	N/A
General Fund	Public Works	Parks	Recurring RSL - Cost to increase Temporary Pay to cover the additional cost of hiring temporary staff through contracted agencies.	17,590	One-time	Personnel	N/A	N/A
General Fund	Public Works	Parks	Cost increase for portable restroom services. Cost increase of 40% for FY19.	9,800	Ongoing	Other	N/A	N/A
Tourism (BBB)	Public Works	Parks	Recurring RSL - Cost to increase Regular Pay by 2,605 hours to increase service level for Downtown maintenance.	25,000	One-time	Personnel	N/A	N/A
General Fund	Public Works	Parks	Recurring RSL - Cost to increase Temporary Pay to cover the additional cost of hiring temporary staff through contracted agencies.	1,292	One-time	Personnel	N/A	N/A
General Fund	Public Works	Parks	One-Time RSL - Cost to restore landscaping at the Murdoch Center.	10,000	One-time	Other	N/A	N/A
General Fund	Public Works	Parks	One-Time RSL - Cost for the expansion of the current Veteran's Section at Citizen's Cemetery.	85,000	One-time	Transportation and Other Public Infrastructure	N/A	N/A

**City of Flagstaff
FY 2019 Budget - RSL Requests**

Funding Source	Division Description	Section Description	Description	Approved RSLs	Funding Type	Goal	Objective	Budget Priority
General Fund	Public Works	Recreation	Retirement Payout (1)	19,390	One-time	Personnel	N/A	N/A
General Fund	Public Works	Recreation	Recreation Administration - Increase funding for Advertising for Scholarship program and all of Recreation (\$1500 was 1X RSL in FY18)	1,500	One-time	Economic Development	Market Parks and Recreation as accessible for all regardless of income	N/A
General Fund	Public Works	Recreation	Community Events - Portable restroom rental - number of portable restrooms required is increasing due to attendance and contractor cost is increasing 40%	3,000	One-time	Other	N/A	N/A
General Fund	Public Works	Recreation	Community Events - In FY19 need to plan for paying for trash and recycling services which have previously not been charged	5,000	One-time	Other	N/A	N/A
General Fund	Public Works	Recreation	Jay Lively Activity Center - Continue increase in Rink Guard hours (\$11.00/hr., 0.5 FTE, 1040 hours) to cover increased hours of operation (1X RSL in FY18)	13,100	Ongoing	Personnel	N/A	N/A
General Fund	Public Works	Recreation	Jay Lively Activity Center - Increase electricity due to increased usage and costs. Have been overbudget on this line item for last 3 years	15,000	One-time	Other	N/A	N/A
General Fund	Public Works	Recreation	Jay Lively Activity Center - Preventive Maintenance contract for two chillers (previously unbudgeted but necessary to keep the chillers at peak performance and improve longevity)	15,000	One-time	Other	N/A	N/A
General Fund	Public Works	Recreation	Jay Lively Activity Center - Chemicals water treatment for two cooling towers (1X in FY18)	3,500	One-time	Other	N/A	N/A
Recreation (BBB)	Public Works	Recreation	Jay Lively Activity Center - Locker Room roof reconstruction. Current structure cannot be repaired. Moisture and mold are recurring issues. Entire roof needs to be reconstructed	750,000	One-time	Transportation and Other Public Infrastructure	N/A	N/A
General Fund/Revenue Offset	Public Works	Recreation	Aquaplex - Increase fitness instructor (Rec. Instructor III) hours to offer more group fitness classes (\$21.80/hr.; 0.4 FTE, 850 hours). Would also offer classes at other Rec facilities.	22,664	One-time	Personnel	N/A	N/A
General Fund	Public Works	Recreation	Aquaplex - Increase electricity due to increase in usage and costs (1X RSL in FY18)	6,000	One-time	Other	N/A	N/A
General Fund	Public Works	Recreation	Aquaplex - Increase to custodial services contract due to minimum wage increases (1X RSL in FY18)	21,000	One-time	Other	N/A	N/A
General Fund	Public Works	Recreation	Hal Jensen Recreation Center - Facility improvements including interior and exterior paint (\$20,000), carpet (\$10,000)	10,000	One-time	Other	N/A	N/A
General Fund	Public Works	Recreation	Siler Homes Activity Center - staffing Recreation Assistant at \$11.00/hr. (850 hours = 0.4 FTE)	11,437	One-time	Personnel	N/A	N/A
General Fund	Public Works	Recreation	Siler Homes Activity Center - Continue successful two-year pilot project to offer Rec programming in this neighborhood. Staffing Recreation Leader I at \$11.26/hr. (2105 hours = 1.01 FTE)	28,997	One-time	Personnel	N/A	N/A
General Fund	Public Works	Recreation	Siler Homes Activity Center Office Supplies for general operations	1,000	One-time	Other	N/A	N/A
General Fund	Public Works	Recreation	Siler Homes Activity Center - Food for cooking classes, community celebrations, etc.	1,000	One-time	Other	N/A	N/A
General Fund	Public Works	Recreation	Siler Homes Activity Center - Recreation Supplies for games, arts and crafts, activities	2,000	One-time	Other	N/A	N/A
General Fund	Public Works	Recreation	Siler Homes Activity Center - Janitorial Supplies for general cleaning of the facility	2,000	One-time	Other	N/A	N/A
General Fund	Non Departmental	Council & Commissions	Mayor and Council Contingency Fund (Table Registrations and Outreach etc.)	5,000	One-time	Community Outreach	N/A	Provide additional funding for civic engagement

**City of Flagstaff
FY 2019 Budget - RSL Requests**

Funding Source	Division Description	Section Description	Description	Approved RSLs	Funding Type	Goal	Objective	Budget Priority
General Fund	Non Departmental	Council & Commissions	Council Vehicle Repairs/Maintenance and Gas and Oil	1,000	One-time	Other	N/A	N/A
General Fund	Non Departmental	Council & Commissions	Council Printing Distribution Budget	1,500	One-time	Other	N/A	N/A
General Fund	Non Departmental	Council & Commissions	Council Food Budget	2,000	One-time	Other	N/A	N/A
General Fund	Non Departmental	Non Departmental	Ong RSL - Lobbying Services Incidentals - State (Prior Year 1X)	1,000	One-time	Other	N/A	N/A
General Fund	Non Departmental	Non Departmental	Ong RSL - Lobbying Services Incidentals - Federal (Prior year 1X)	1,500	One-time	Other	N/A	N/A
General Fund	Non Departmental	Non Departmental	Lobbying Contract - Federal 2.5% increase	2,100	Ongoing	Other	N/A	N/A
General Fund	Non Departmental	Non Departmental	AZ League of Cities & Towns Membership	3,300	Ongoing	Other	N/A	N/A
General Fund	Non Departmental	Non Departmental	CO-OP (maintenance) - City of Flagstaff (oversight by FFD)	6,500	One-time	Other	N/A	N/A
General Fund	Non Departmental	Non Departmental	EOP Software - City of Flagstaff (oversight by FFD)	8,000	One-time	Other	N/A	N/A
General Fund	Non Departmental	Non Departmental	Meetings with Indigenous Councils: Hopi, Navajo, Havasupai (Food, Van Rental, Facility Reservations)	1,000	One-time	Social Justice	Facilitation of annual meetings with tribal nations and collaborate on agenda development.	N/A
General Fund	Non Departmental	Non Departmental	Ong RSL - Wells Fargo Safekeeping	1,000	One-time	Other	N/A	N/A
General Fund	Non Departmental	Non Departmental	Ong RSL - ADOR Fees for Sales Tax Collections	1,900	One-time	Other	N/A	N/A
General Fund	Non Departmental	Non Departmental	International Town and Gown Association Conference and City/Neighborhood Certification	2,000	One-time	Town & Gown	Coordinate with NAU, CCC and the Arizona Board of Regents (ABOR) in planning for future growth of the student population.	Evaluate the impact NAU and its student population has on public safety
General Fund	Non Departmental	Non Departmental	Washington D.C. Federal Legislative Trip: 1 CMO, Intergov, 3 Councilmembers	6,000	One-time	Personnel	N/A	Review of Council salaries, travel allowance, travel and expense budget.
General Fund	Non Departmental	Non Departmental	1X RSL - Champions of Team Flagstaff	15,000	One-time	Personnel	N/A	N/A
General Fund	Non Departmental	Non Departmental	Indigenous Organizational Development	20,000	One-time	Social Justice	Develop a strategic plan to implement the Indigenous Circle of Flagstaff recommendations. Improve overall communications and engagement with Native Nations as we work in partnership on shared issues and concerns.	Provide funding for the initiatives identified by the Indigenous Circle of Flagstaff (ICF)
General Fund	Non Departmental	Non Departmental	Citizens Survey	30,000	One-time	Community Outreach	N/A	N/A
General Fund	Non Departmental	Non Departmental	Travel to Committees i.e. ADOT	500	One-time	Other	N/A	N/A
General Fund	Non Departmental	Non Departmental	Hosting Congressional Delegates	500	One-time	Other	N/A	N/A
General Fund	Non Departmental	Non Departmental	Mail and Printing - Informational Packets (Folders, Printed Material)	1,500	One-time	Other	N/A	N/A
General Fund	Non Departmental	Non Departmental	Community Breakfast with State Legislature	4,000	One-time	Other	N/A	N/A
General Fund	Non Departmental	Non Departmental	Neighborhood Liaison - Outreach (Supplies, Food, Facility Reservations, Equipment)	5,000	One-time	Town & Gown	N/A	Provide funding for a community forum with NAU and citizens of Flagstaff
General Fund	Non Departmental	Non Departmental	Neighborhood Liaison - Printing (Pamphlets, Brochures, Neighborhood Packets)	5,000	One-time	Town & Gown	N/A	Provide funding for a community forum with NAU and citizens of Flagstaff
General Fund	Non Departmental	Non Departmental	Off Campus Life and Neighborhood Liaison Position	30,000	One-time	Town & Gown	Coordinate with NAU, CCC and the Arizona Board of Regents (ABOR) in planning for future growth of the student population.	Evaluate the impact NAU and its student population has on public safety
General Fund	Non Departmental	Non Departmental	AZ State Legislative Trip: City Manager, 2 Deputy City Managers, Intergov, Mayor, 6 Councilmembers (Food, Van Rental)	400	One-time	Personnel	N/A	Review of Council salaries, travel allowance, travel and expense budget.
General Fund	Non Departmental	Non Departmental	Ong RSL - NACOG Rural Transportation	2,800	One-time	Other	N/A	N/A
General Fund	Non Departmental	Non Departmental	Ong RSL - NACASA Contract (Prior years 1X)	3,000	One-time	Other	N/A	N/A

**City of Flagstaff
FY 2019 Budget - RSL Requests**

Funding Source	Division Description	Section Description	Description	Approved RSLs	Funding Type	Goal	Objective	Budget Priority
General Fund	Non Departmental	Non Departmental	Ong RSL - FACTS Contract (Prior years 1X) Total Contract \$272,319	25,000	One-time	Other	N/A	N/A
General Fund	Non Departmental	Non Departmental	Ong RSL - Contractual Increase Reserve	25,000	One-time	Other	N/A	N/A
General Fund	Non Departmental	Non Departmental	Ong RSL - United Way Contract (Prior years 1X) Total contract \$293,750	71,000	One-time	Other	N/A	N/A
General Fund	Non Departmental	Non Departmental	Ong RSL - Humane Society Contract (Prior years 1X) Total Contract \$250,000	88,000	One-time	Other	N/A	N/A
General Fund	Non Departmental	Non Departmental	1X RSL - Recognition Awards/Retirement Plaques	4,000	One-time	Personnel	N/A	N/A
General Fund	Non Departmental	Non Departmental	Ong RSL - EcoPass Program	19,250	One-time	Personnel	Provide parking incentives for employees.	N/A
General Fund	Non Departmental	Non Departmental	Ong RSL - Parking Permits and Incentives	32,200	One-time	Personnel	Provide parking incentives for employees.	N/A
General Fund	Non Departmental	Non Departmental	Audit Annual Financial and Single audit contract (Prior Year 1X plus increase)	5,000	One-time	Other	N/A	N/A
General Fund	Non Departmental	Non Departmental	Biennial Development Impact Fee Audit for FY ending 6/30/2018.	9,000	One-time	Other	N/A	N/A
General Fund	Non Departmental	Non Departmental	1X RSL - Copy Center Reserve Balance - FY 2017 Increase was \$48,047 and estimated at \$20,000	28,047	One-time	Other	N/A	N/A
General Fund	Contingency	Contingency	Federal Match for Disability Service Agencies	50,000	One-time	Social Justice	N/A	Explore ongoing revenue sources to support programming for those with disabilities in the community.
General Fund	Community Development	Community Housing Services	Incentive funding - this amount is contingent on incentive policy update (General Fund Funding)	67,000	One-time	Affordable Housing	Seek partnerships with private developers to increase the inventory affordable rental and ownership housing.	Explore more incentives and subsidies to increase the number of affordable homes
General Fund	Community Development	Community Housing Services	Land Acquisition /Future Housing Development	100,000	One-time	Affordable Housing	Increase the number of affordable rental units.	N/A
General Fund	Community Development	Community Housing Services	Funding for Down Payment and Closing Cost Programs - EAH, PDEAH (General Fund Funding)	10,000	One-time	Affordable Housing	N/A	Examine the recommendations provided in ECONA's report from ECONA and the Housing Summit
FMPO	Community Development	FMPO	FMPO Executive Director	161,278	Ongoing	Personnel	N/A	N/A
Library	Economic Vitality	Library City Direct	County Growth Funds - Allocate increased capacity for Flagstaff Library	18,350	One-time	Other	N/A	N/A
Library	Economic Vitality	Library City Direct	Security Guards (1 each branch): Eastside Library M-F 9 - 4 pm; Downtown M-F 10 - 5 pm	91,000	One-time	Personnel	Ensure adequate Public Safety staffing levels.	Evaluate staffing and programming solutions to address issues with different levels of calls for service
Library	Economic Vitality	Library City Direct	County Growth Funds - Allocate increased capacity for Flagstaff Library	10,000	One-time	Other	N/A	N/A
Library	Economic Vitality	Library City Direct	Children's area safety project - separate the children's area from the adult through reorganizing and remodeling the quiet room, teen zone, and space around that area	35,000	One-time	Other	N/A	N/A
Library	Economic Vitality	Library City Direct	Replace windows throughout Downtown Library (set aside \$50,000 toward the total cost estimate of \$400,000 per Craig Smith)	50,000	One-time	Transportation and Other Public Infrastructure	N/A	N/A
Library	Economic Vitality	Library City Direct	Seal & repaint interior cathedral ceiling of Downtown Library in Youth Services, Circulation, & Collection Management and potential boiler	60,000	One-time	Transportation and Other Public Infrastructure	N/A	N/A
Library	Economic Vitality	Library City Direct	Emergency repair of apex skylights in Downtown Library to prevent computer, circulated material, and carpet damage from leaking skylights (Custom job per Craig Smith, cost unknown) - Begin to save toward future replacement	200,000	One-time	Transportation and Other Public Infrastructure	N/A	N/A

**City of Flagstaff
FY 2019 Budget - RSL Requests**

Funding Source	Division Description	Section Description	Description	Approved RSLs	Funding Type	Goal	Objective	Budget Priority
Library	Economic Vitality	Library City Direct	CMS Library Specialist Perm - make 5 1x hours ongoing (fully burdened - could funded with reorg savings from FY18)	6,954	Ongoing	Personnel	N/A	N/A
Library	Economic Vitality	Library City Direct	County Growth Funds - Allocate increased capacity for Flagstaff Library circulation for rising costs and recovery from recession	10,000	One-time	Other	N/A	N/A
Library	Economic Vitality	Library City Direct	County Growth Funds - Allocate increased capacity for Flagstaff Library - Circulation Patron Requests	20,000	Ongoing	Other	N/A	N/A
Library	Economic Vitality	Library City Direct	County Growth Funds - Allocate increased capacity for Preschoolers Acquiring Literacy Skills (PALS) mobile	2,609	One-time	Other	N/A	N/A
Library	Economic Vitality	Library City Direct	EFCL Library Clerk Temp - make 7.5 1x hours ongoing (fully burdened - could funded with reorg savings from FY18)	8,576	Ongoing	Personnel	N/A	N/A
Library	Economic Vitality	Library City Direct	County Growth Funds - Allocate increased capacity for East Flagstaff Community Library	10,000	Ongoing	Other	N/A	N/A
Library	Economic Vitality	Library City Direct	County Growth Funds - Allocate increased capacity for East Flagstaff Community Library	21,009	One-time	Other	N/A	N/A
Library	Economic Vitality	Library County Direct	County Growth Funds - Allocate increased capacity for Correctional Facility Library	1,631	Ongoing	Other	N/A	N/A
Library	Economic Vitality	Library County Direct	County Growth Funds - Allocate increased capacity for Bookmobile	553	Ongoing	Other	N/A	N/A
Library	Economic Vitality	Library County Direct	County Growth Funds - Allocate increased capacity for Bookmobile	800	Ongoing	Other	N/A	N/A
Library	Economic Vitality	Library County Direct	County Growth Funds - Allocate increased capacity for Forest Lakes Library	679	Ongoing	Other	N/A	N/A
Library	Economic Vitality	Library County Direct	County Growth Funds - Allocate increased capacity for Tuba City Library	9,373	Ongoing	Other	N/A	N/A
Library	Economic Vitality	Library County Direct	County Growth Funds - Allocate increased capacity for Grand Canyon Library	3,165	Ongoing	Other	N/A	N/A
Library	Economic Vitality	Library County Indirect	County Growth Funds - Allocate increased capacity for County Resources	1,946	Ongoing	Other	N/A	N/A
Library	Economic Vitality	Library County Indirect	County Growth Funds - Allocate increased capacity for County IT	19,449	Ongoing	Other	N/A	N/A
HURF	Public Works	Street Maintenance	Out of town travel for street employees for seminars, classes and conferences.	5,000	One-time	Personnel	Invest in employee training.	N/A
HURF	Public Works	Street Maintenance	Registration for classes, seminars and conferences	700	Ongoing	Personnel	Invest in employee training.	N/A
HURF	Public Works	Street Maintenance	Education and training for streets employees to keep up with modern technology.	800	Ongoing	Personnel	Invest in employee training.	N/A
HURF	Public Works	Street Maintenance	Monthly fees for tablets used for Cartegraph software.	5,000	Ongoing	Other	N/A	N/A
HURF	Public Works	Street Maintenance	Monthly fees for equipment in vehicles for GPS tracking. This will allow us to take part in the Telematics software the City is going to demo for a year to see if it will help us with efficiencies.	10,000	One-time	Other	N/A	N/A
HURF	Public Works	Street Maintenance	Maintenance fees and support for Cartegraph software.	60,000	Ongoing	Other	N/A	N/A
HURF	Public Works	Street Maintenance	ESRI EA (Needed for Cartegraph and GIS on-line services)	14,400	One-time	Other	N/A	N/A
HURF	Public Works	Street Maintenance	Replace S3015 2007 Freightliner/Broom Bear Street Sweeper and S3019 2004 Freightliner/Broom Bear Street Sweeper with new sweepers	600,000	One-time	Transportation and Other Public Infrastructure	N/A	Evaluate the need for additional equipment such as plows and graders and the level of service currently being provided from snow removal and bulk trash pickup.

**City of Flagstaff
FY 2019 Budget - RSL Requests**

Funding Source	Division Description	Section Description	Description	Approved RSLs	Funding Type	Goal	Objective	Budget Priority
HURF	Public Works	Street Maintenance	Replace one (1) of four (4) 1996 14 cubic yard dump/plow truck	255,000	One-time	Transportation and Other Public Infrastructure	N/A	Evaluate the need for additional equipment such as plows and graders and the level of service currently being provided from snow removal and bulk trash pickup.
HURF	Public Works	Street Maintenance	Purchase from Solid Waste Two Kenworth Tractors with side dumps and a 2007 Komatsu	240,000	One-time	Transportation and Other Public Infrastructure	N/A	Evaluate the need for additional equipment such as plows and graders and the level of service currently being provided from snow removal and bulk trash pickup.
HURF	Public Works	Street Maintenance	Increase in streetlight electricity for approximately 3500 streetlights. 315932 is budgeted and a 4% increase is anticipated.	13,000	Ongoing	Other	N/A	N/A
HURF	Public Works	Street Maintenance	Our current contract does not address knock downed streetlights and we typically have quite a few in a normal winter season and we are underfunded.	20,000	One-time	Other	N/A	N/A
Economic Development (BBB)	Economic Vitality	Economic Development	AAED Sponsorship for Fall Forum Little America - We will be host community.	5,000	One-time	Economic Development	N/A	N/A
Economic Development (BBB)	Economic Vitality	Economic Development	AAED (Arizona Association for Economic Development) Sponsorship: Each year we have had to allocate from other line items to afford this sponsorship.	5,000	One-time	Economic Development	N/A	N/A
General Fund	Non Departmental	Non Departmental	Economic Analysis of indigenous community and contributions to the City of Flagstaff	30,000	One-time	Social Justice	N/A	Provide additional staffing and funding for social service issues
Economic Development (BBB)	Economic Vitality	Economic Development	Economic Development Team awards and additional compensation: - QSI and Wow for staff to cover costs.	3,000	One-time	Personnel	N/A	N/A
Economic Development (BBB)	Economic Vitality	Economic Development	Website - Web hosting, Search Engine Optimization and ongoing updating of the site. FY18 website we re-done, this funding helps to continue to enhance the platform.	15,000	One-time	Community Outreach	N/A	Evaluate the structure of City's website to improve functionality and accessibility
Economic Development (BBB)	Economic Vitality	Economic Development	NACOG - Northern Arizona Council of Governments. Continuation of the ED Admin. for continuation of the regional planning grant. Due to Cost Increase.	528	Ongoing	Transportation and Other Public Infrastructure	Advocate for additional state and federal funding for state and federal roads.	Actively advocate for infrastructure projects at the state/federal level to increase the City's programmed funding.
Economic Development (BBB)	Economic Vitality	Economic Development	Additional travel monies to bring leadership, elected officials, and community development partners to help promote new business in Flagstaff.	10,000	One-time	Economic Development	N/A	N/A
Economic Development (BBB)	Economic Vitality	Economic Development	Promotional Packet for attraction purposes; includes a more formal media kit and 1:1 literature toward the specific business.	4,000	One-time	Economic Development	N/A	N/A
Economic Development (BBB)	Economic Vitality	Economic Development	Business Attraction Video; video to help show the business environment and our city assets when attending shows, conferences, speaking engagements, and housed on choose flagstaff website.	7,500	One-time	Economic Development	N/A	N/A
Tourism (BBB)	Economic Vitality	Tourism	ONG RSL-Servicing the 26 new litter/recycling cans in the Downtown Flagstaff Business District three times per week. Equipment Cost. \$93.55/hour x 2 hours/day x 3 days/week x 52 weeks=\$29,187.60.	29,188	One-time	Economic Development	N/A	Address impacts from development and tourism such as trash, traffic, etc.

**City of Flagstaff
FY 2019 Budget - RSL Requests**

Funding Source	Division Description	Section Description	Description	Approved RSLs	Funding Type	Goal	Objective	Budget Priority
Tourism (BBB)	Economic Vitality	Tourism	ONG RSL-Servicing the 26 new litter/recycling cans in the Downtown Flagstaff Business District three times per week. Labor Cost. \$110.20/hour x 2 hours/day x 3 days/week x 52 weeks=\$34,382.	34,382	One-time	Economic Development	N/A	Address impacts from development and tourism such as trash, traffic, etc.
Tourism (BBB)	Economic Vitality	Tourism	Mechanical shop labor	300	Ongoing	Other	N/A	N/A
Tourism (BBB)	Economic Vitality	Tourism	Additional travel monies to bring leadership, elected officials, and tourism partners to help promote tourism in Flagstaff.	10,000	Ongoing	Other	N/A	N/A
Tourism (BBB)	Economic Vitality	Tourism	CVB vehicle for travel to tradeshows and sales missions. Fleet agreement with Courtesy Chevrolet. Approved vehicle is - 29,622.90 for a 2018 Traverse, AWD, seats 8 with lots of cargo.	29,623	One-time	Other	N/A	N/A
Tourism (BBB)	Economic Vitality	Tourism	Gas and oil	1,000	Ongoing	Other	N/A	N/A
Tourism (BBB)	Economic Vitality	Tourism	Motor vehicle and machinery parts	500	Ongoing	Other	N/A	N/A
Tourism (BBB)	Economic Vitality	Tourism	Promotional wrap for the new CVB vehicle. This would serve as out-of-home advertising whenever the vehicle is used. The vehicle is driven to our key drive markets such as Phoenix, Tucson, Las Vegas, and Albuquerque.	3,000	One-time	Other	N/A	N/A
Tourism (BBB)	Economic Vitality	Tourism	Community Sponsorships throughout the year; DT Movies on the Square, Pine Cone Festival, etc.	5,000	One-time	Other	N/A	N/A
Tourism (BBB)	Economic Vitality	Tourism	Craft Beer designation promotion/support. Our brewers are the talk of their industry and a favorite thing to do for our visitors. This money would go to promoting this industry sector.	20,000	One-time	Economic Development	N/A	N/A
Tourism (BBB)	Economic Vitality	Tourism	China Promotion: This money would be used to partner with Arizona Office of Tourism on travel trade partnerships. This international visitor will be very receptive to the direct flights from LAX to FLG. This is a new market for Flagstaff.	20,000	One-time	Other	N/A	N/A
Tourism (BBB)	Economic Vitality	Tourism	Historic Route 66 "Walk The Talk" tour of the Southside of Historic Downtown. This self-guided tour will give our visitors and residents one more exciting thing to do while in Flagstaff.	30,000	One-time	Other	N/A	N/A
Tourism (BBB)	Economic Vitality	Tourism	Flagstaff's Lunar Legacy (Apollo 11 mission - first man on the moon). In tandem with Lowell Observatory, Dark Skies, and other community members we will use marketing dollars to drive visitation around the 50th anniversary.	40,000	One-time	Other	N/A	N/A
Tourism (BBB)	Economic Vitality	Tourism	Regular appearances on the local Valley networks to promote individual stakeholders and the city as a whole. Would also be used for messaging winter snow play during snow season.	40,000	One-time	Economic Development	N/A	N/A
Tourism (BBB)	Economic Vitality	Tourism	New Airport routes (Dallas & Los Angeles) marketing and support. This would include both domestic and international promotions.	49,000	One-time	Economic Development	N/A	N/A
Tourism (BBB)	Economic Vitality	Tourism	Los Angeles area Flagstaff billboard promoting visitation from this important market as well as the new flight direct from LAX to FLG.	145,000	One-time	Economic Development	N/A	N/A

**City of Flagstaff
FY 2019 Budget - RSL Requests**

Funding Source	Division Description	Section Description	Description	Approved RSLs	Funding Type	Goal	Objective	Budget Priority
Tourism (BBB)	Economic Vitality	Tourism	Social media archival. The City has requested that we provide funds to perform this very important archival service.	2,400	One-time	Other	N/A	N/A
Tourism (BBB)	Economic Vitality	Tourism	Downtown Human Waste Disposal; 1 year assistance to DBA with waste clean-up utilizing a professional service that is certified and has the proper equipment.	2,500	One-time	Economic Development	N/A	Address impacts from development and tourism such as trash, traffic, etc.
Tourism (BBB)	Economic Vitality	Tourism	Skate at the Station synthetic rink was purchased by the City and intended to be used again in December 2018. This money will be used to promote and operate the rink.	10,000	One-time	Other	N/A	N/A
Tourism (BBB)	Economic Vitality	Tourism	Additional Meeting & Convention leads prospecting specifically for the convention properties in Flagstaff; Little America Hotel, Doubletree, and High Country Conference Center	10,000	One-time	Other	N/A	N/A
Tourism (BBB)	Economic Vitality	Tourism	Holiday lighting for downtown, Two Spot Train, Wheeler Park, Visitor Center. This is a request that happens every year and we feel it should be made ONG.	35,000	Ongoing	Other	N/A	N/A
Tourism (BBB)	Economic Vitality	Tourism	Community Events - 4th of July event	35,000	One-time	Other	N/A	N/A
Tourism (BBB)	Economic Vitality	Tourism	This money will be used to support efforts to keep Hwy 180 safe and clean during the 2018/2019 snow season.	40,000	One-time	Economic Development	N/A	Address impacts from development and tourism such as trash, traffic, etc.
Tourism (BBB)	Economic Vitality	Tourism	DBA Clean Team. This money will be used to pay for the clean-up and concierge services performed by the DBA.	49,000	One-time	Economic Development	N/A	Address impacts from development and tourism such as trash, traffic, etc.
Tourism (BBB)	Economic Vitality	Visitor Services	Office Equipment Under \$5000: Digital Signage Display	2,000	One-time	Other	N/A	N/A
Tourism (BBB)	Economic Vitality	Visitor Services	Promo: Better Bucks to give out to Visitors	300	One-time	Other	N/A	N/A
Tourism (BBB)	Economic Vitality	Visitor Services	Promo: Expand Events	2,000	Ongoing	Other	N/A	N/A
Tourism (BBB)	Economic Vitality	Visitor Services	Additional Custodial Service day porter service during the week	5,400	Ongoing	Other	N/A	N/A
Tourism (BBB)	Economic Vitality	Visitor Services	Building Maintenance & Structures: Replace gutters on Train Station	8,000	One-time	Other	N/A	N/A
Tourism (BBB)	Economic Vitality	Tourism	Contingency	10,000	One-time	Other	N/A	N/A
Arts & Science (BBB)	Economic Vitality	Arts & Science	3 year increase for Flagstaff Arts Council Administrative fees (Contracted).	6,590	Ongoing	Other	N/A	N/A
Parking	Economic Vitality	Parking District	Parking Aide	53,102	Ongoing	Personnel	N/A	N/A
Parking	Economic Vitality	Parking District	Parking Aide	53,102	Ongoing	Personnel	N/A	N/A
Parking	Economic Vitality	Parking District	Holiday and overtime pay for Parking Aides providing coverage for holidays and occasional extra hours (special events, busy periods and so forth). This level of expense was not anticipated.	3,000	Ongoing	Personnel	N/A	N/A
Parking	Economic Vitality	Parking District	Uniforms and personal protective equipment. \$500 per Parking Aide at start of employment and \$250 per year per Parking Aide. This expense, providing uniforms, was not planned during conceptualizing program and was both requested by CMO and enhanced by Parking Manager.	2,000	Ongoing	Personnel	N/A	N/A
Parking	Economic Vitality	Parking District	ParkFlag Office telephone and internet. This expense, a result of leasing of office space, was not planned during conceptualizing program.	2,500	Ongoing	Other	N/A	N/A
Parking	Economic Vitality	Parking District	Cell phone monthly charges for Parking Aides and Parking Manger. Increasing staffing level as planned.	3,000	Ongoing	Personnel	Ensure adequate Public Safety staffing levels.	Evaluate staffing and programming solutions to address issues with different levels of calls for service

**City of Flagstaff
FY 2019 Budget - RSL Requests**

Funding Source	Division Description	Section Description	Description	Approved RSLs	Funding Type	Goal	Objective	Budget Priority
Parking	Economic Vitality	Parking District	ParkFlag janitorial services. This expense, a result of leasing of office space, was not planned during conceptualizing program.	3,100	Ongoing	Other	N/A	N/A
Parking	Economic Vitality	Parking District	ParkFlag office lease. This expense, the leasing of office space, was not planned during conceptualizing program.	20,000	Ongoing	Other	N/A	N/A
Parking	Economic Vitality	Parking District	Advertising- In anticipation of any changes that would occur after one year of operation.	5,000	One-time	Community Outreach	N/A	Provide additional funding for civic engagement
Parking	Economic Vitality	Parking District	Credit card fees. This increased expense is a combination of an incorrect estimate in last year's budget, additional service area, and sales exceeding expectations. Net revenues still projected to notably exceed expectations.	70,000	Ongoing	Other	N/A	N/A
Parking	Economic Vitality	Parking District	ParkFlag office supplies. This expense, a result of leasing of office space, was not planned during conceptualizing program.	1,000	One-time	Other	N/A	N/A
Parking	Economic Vitality	Parking District	Expenses associated with (Police Department) hiring process. This expense was not anticipated.	500	Ongoing	Other	N/A	N/A
Parking	Economic Vitality	Parking District	Compliance equipment (Handhelds, additional batteries and chargers).	3,250	One-time	Personnel	N/A	N/A
Parking	Economic Vitality	Parking District	Kiosk software subscription increase. This increased expense is a result of additional service area (added 12 kiosks). Includes validation codes	25,000	Ongoing	Other	N/A	N/A
Parking	Economic Vitality	Parking District	Kiosk repair, parts replacement or and total replacement due to accident, vandalism or defect. Increasing planned expenses reflecting pattern established this year (damaged/destroyed kiosks).	25,000	One-time	Other	N/A	N/A
Water	Water Services	Water Services Administration	Communications Temp staff. Work under Management Analyst and with program managers to develop WS communications plan, manage website and Facebook page, press releases in a strategically-planned method, aligned to WS goals and objectives for public outreach	10,135	One-time	Personnel	N/A	N/A
Water	Water Services	Water Services Administration	Legal fees - Increase legal fees to accommodate possible future needs in FY19.	100,000	One-time	Other	N/A	N/A
Water	Water Services	Water Services Administration	Uniform Shirts (5 staff)	300	Ongoing	Personnel	N/A	N/A
Water	Water Services	Water Services Administration	Membership Fees - Arizona Board of Technical Registration - Professional Renewal Fees	500	Ongoing	Community Outreach	N/A	Provide additional funding for civic engagement
Water	Water Services	Water Services Administration	Public Access - Construction of front office foyer wall enclosure	10,000	One-time	Other	N/A	N/A
Water	Water Services	Water Production	Uniforms & Safety PPE for new MSW's	800	Ongoing	Personnel	N/A	N/A
Water	Water Services	Water Production	1 Each MSW-Operations, necessary to maintain plant coverage for operations, sick leave and vacation coverage 7 Days a week. Current activities require us to borrow personnel from other work groups to complete a work week when vacations are requested. Our Supervisor is an essential component of shift operations and the rotation due to lack of staffing.	59,112	Ongoing	Personnel	N/A	N/A
Water	Water Services	Water Production	Firewall Phase 1. This is to start our Firewall implementation. Each fire wall is around \$10,000 and we plan to hire a consultant to guide us. We will need around 10 firewalls in the end. This will be a multi phase project.	30,000	One-time	Other	N/A	N/A

City of Flagstaff
FY 2019 Budget - RSL Requests

Funding Source	Division Description	Section Description	Description	Approved RSLs	Funding Type	Goal	Objective	Budget Priority
Water	Water Services	Water Production	SCADA Training/Travel Budget this would allow each of the 3 members of our team to attend one away training/conference and 1 or 2 remote trainings.	10,000	Ongoing	Personnel	Invest in employee training.	N/A
Water	Water Services	Water Production	Contractual Ranch assistance with Red Gap to provide security and monitoring 34 Square miles of the 22,000 acres. Provide fence repair, animal control, and maintain stock tank water levels. Would like to establish annual contract for annual coverage of 60 days of support or 40 hrs. a month.	12,000	Ongoing	Other	N/A	N/A
Water	Water Services	Water Production	Seasonal Temp- Seasonal assistance 10 weeks of 24 Hrs. x 2 workers for Inner Basin Road Maintenance, includes PPE. We would like to move this effort from a continuously repeated one time request to a recurring funded effort. The road conditions are not improving and this will require a long-term commitment from us to maintain.	10,135	Ongoing	Personnel	N/A	N/A
Water	Water Services	Water Distribution	MSW Skill Block SB1 to SB2	3,785	Ongoing	Personnel	N/A	N/A
Water	Water Services	Water Distribution	MSW Skill Block SB3 to SB4	5,200	Ongoing	Personnel	N/A	N/A
Water	Water Services	Water Distribution	MSW Skill Block SB4 to SB5	5,990	Ongoing	Personnel	N/A	N/A
Water	Water Services	Water Distribution	MSW Skill Block SB6 to SB7	8,660	Ongoing	Personnel	N/A	N/A
Water	Water Services	Water Distribution	Professional Services - Business Practices Evaluation & Assessment	25,000	One-time	Other	N/A	N/A
Water	Water Services	Water Distribution	Building Maintenance - Cleaning Service. Increase to the existing contract due to adding additional office area.	1,500	Ongoing	Other	N/A	N/A
Water	Water Services	Water Distribution	Increase Operator Training or Apprentice training	4,000	Ongoing	Personnel	Invest in employee training.	N/A
Water	Water Services	Water Distribution	Wireless network / cradle point - ongoing money for \$650 for upgrading bag phone. \$ 40 for wireless service per month per service truck (8) plus Blue Stake truck.	4,530	Ongoing	Other	N/A	N/A
Water	Water Services	Water Distribution	Cradle Point / Network communication for vehicles (8) includes installation. For Vehicles: W2093, W2076, W2077, W2083, w2084, w2085, W2086, New Service Vehicle	8,000	One-time	Other	N/A	N/A
Water	Water Services	Water Distribution	Software update / annual fee. This includes expanding the use of CityWorks licensing, Security Software, etc. \$4000 for CityWorks alone	5,500	Ongoing	Other	N/A	N/A
Water	Water Services	Water Distribution	Truck Computer replacements Est. two per year. Increase existing to cover 2 replacements per year.	1,000	Ongoing	Other	N/A	N/A
Water	Water Services	Water Distribution	Compactor. Replace the Jumping Jack Compactor. Old, and not working properly	3,000	One-time	Other	N/A	N/A
Water	Water Services	Water Distribution	MSW 1 FTE. Hydrant flushing - Inhouse	59,112	Ongoing	Personnel	N/A	N/A
Water	Water Services	Water Resource Management	Aquifer Recharge Feasibility Study. Consultant determine feasibility for recharge of reclaimed water along the Rio de Flag. Investigate benefits of acquiring a USF permit for both a managed and constructed facility from ADWR, and monitoring requirements. This study supports Water Policy C6 "Recharge & Recovery".	25,000	One-time	Water Conservation	Secure long-term water resources	N/A
Water	Water Services	Water Resource Management	Annual Sustainability Contribution. Toward Water Conservation programs to support Sustainability's climate and waste prevention efforts	15,000	Ongoing	Water Conservation	Enhance water conservation efforts	N/A

**City of Flagstaff
FY 2019 Budget - RSL Requests**

Funding Source	Division Description	Section Description	Description	Approved RSLs	Funding Type	Goal	Objective	Budget Priority
Water	Water Services	Regulatory Compliance	Consulting fee for evaluating our existing Pre-treatment Program to provide effective protection to our treatment plants.	40,000	One-time	Other	N/A	N/A
Wastewater	Water Services	Wastewater Treatment - Wildcat	1X RSL - Electrical WCH - Main Switchgear (at Old Service location) Replacement Assessment This is a safety issue and an operational issue. The gear in this location is beyond it's service life. This causes a safety concern and a concern for getting parts. These changes protect the employee from the dangers. The other issue is that this system will fault on a ground fault and if this is on a main buss, the plant will be shut down until it is found and removed.	45,000	One-time	Transportation and Other Public Infrastructure	N/A	N/A
Wastewater	Water Services	Wastewater Treatment - Wildcat	Noxious Weed Abatement, seeds from Wildcat are blowing into Picture Canyon. We have been asked to help with this issue.	25,000	Ongoing	Other	N/A	N/A
Wastewater	Water Services	Wastewater Treatment - Wildcat	1X RSL - Facility Interior - (2012 Facility Assessment)	20,000	One-time	Other	N/A	N/A
Wastewater	Water Services	Wastewater Treatment - Wildcat	ONG RSL - Hach Sensor Calibrations (WCH) - These are annual calibrations by the Manufacturer to ensure our equipment is operating properly.	17,000	Ongoing	Other	N/A	N/A
Wastewater	Water Services	Wastewater Treatment - Wildcat	ONG RSL - Automation Equipment (WCH) - there has been no formal plan to maintain various probes and sensors at the facility this funding would be to remedy this issue. Probe calibration equipment and replacement parts	17,000	Ongoing	Transportation and Other Public Infrastructure	N/A	N/A
Wastewater	Water Services	Wastewater Treatment - Wildcat	ONG RSL - Rebuild SE Pumps (WCH) - These pumps are in need of immediate rehabilitation, This program will allow this system to operate another 7 to 10 years before rebuilds or replacements are required. (3 yr. program)(Infrastructure)	20,000	One-time	Transportation and Other Public Infrastructure	N/A	N/A
Wastewater	Water Services	Wastewater Treatment - Wildcat	ONG RSL - Valve replacement Program - Age of equipment and poor maintenance have rendered some valve unusable. We would like to start a program to replace these valves and a program for maintenance. Equipment Repair, Disc chains, discs. Etc.	20,000	Ongoing	Transportation and Other Public Infrastructure	N/A	N/A
Wastewater	Water Services	Wastewater Treatment - Wildcat	ONG RSL - Turbine pump Rebuild - This facility has 10 of these types of pumps this would start an annual rebuild of one of these pumps each year, at the end of 10 years the cycle would restart.	15,000	Ongoing	Transportation and Other Public Infrastructure	N/A	N/A
Wastewater	Water Services	Wastewater Treatment - Wildcat	1X RSL - Disc for DLD field - This would be connected to the back of a dozer and utilized to turn over the soil, this would improve the evaporation from the DLD area.	20,000	One-time	Other	N/A	N/A
Wastewater	Water Services	Wastewater Treatment - Wildcat	1X RSL - PLC Upgrade - This equipment is required to cut down on network traffic and to improve performance	100,000	One-time	Other	N/A	N/A
Wastewater	Water Services	Wastewater Treatment - Wildcat	ONG RSL - PLC/RTU - These funds would be spent on new and replacement equipment	17,500	Ongoing	Other	N/A	N/A
Wastewater	Water Services	Wastewater Treatment - Rio	MCC Replacement design '1X RSL - MCC Replacement Cost analysis (Rio) - The aging MCC will require replacement. This study will help determine critical need and costs of the project.	55,000	One-time	Transportation and Other Public Infrastructure	N/A	N/A

**City of Flagstaff
FY 2019 Budget - RSL Requests**

Funding Source	Division Description	Section Description	Description	Approved RSLs	Funding Type	Goal	Objective	Budget Priority
Wastewater	Water Services	Wastewater Treatment - Rio	ONG-RSL - Staff Certification Fees (Rio) - Arizona Department of Environmental Quality (ADEQ)-Operator Certification Fees The Governor's Regulatory Review Council (GRRRC) approved ADEQ's proposed rules to charge fees for drinking water and wastewater system operator certification.	1,345	Ongoing	Personnel	Invest in employee training.	N/A
Wastewater	Water Services	Wastewater Treatment - Rio	1X RSL - Facility Interior (2012 Facility Assessment)	20,000	One-time	Other	N/A	N/A
Wastewater	Water Services	Wastewater Treatment - Rio	ONG RSL - Hach Sensor Calibrations (Rio) - These are annual calibrations by the Manufacture to ensure our equipment is operating properly.	10,000	Ongoing	Transportation and Other Public Infrastructure	N/A	N/A
Wastewater	Water Services	Wastewater Treatment - Rio	ONG RSL - Repair parts for equipment (Rio) - These pumps are in need of immediate rehabilitation of equipment. The cost for these items has been increasing and has not been calculated into the budget. This program will allow this system equipment to operate another 7 to 10 years before rebuilds or replacements are required (Total=\$70,000 ONG) There is currently \$18,000 in ONG in the budget currently.	52,000	Ongoing	Transportation and Other Public Infrastructure	N/A	N/A
Wastewater	Water Services	Wastewater Treatment - Rio	1X RSL - Bleach Line- Replacement of entire bleach line system throughout the building.	1,500	One-time	Transportation and Other Public Infrastructure	N/A	N/A
Wastewater	Water Services	Wastewater Treatment - Rio	ONG RSL - Modbus TCP, EthernetIP, and I/O Modules - These are special boards used to allow communications.	2,100	Ongoing	Other	N/A	N/A
Wastewater	Water Services	Wastewater Treatment - Rio	ONG RSL - Citect SCADA Licensing - Citect requires an annual license renewal, this is to keep the equipment software packages current	10,000	Ongoing	Other	N/A	N/A
Wastewater	Water Services	Wastewater Collection	MSW Skill Block SB3 to SB4	5,170	Ongoing	Personnel	N/A	N/A
Wastewater	Water Services	Wastewater Collection	MSW Skill Block SB3 to SB4	5,170	Ongoing	Personnel	N/A	N/A
Wastewater	Water Services	Wastewater Collection	MSW Skill Block SB3 to SB4	5,170	Ongoing	Personnel	N/A	N/A
Wastewater	Water Services	Wastewater Collection	MSW Skill Block SB5 to SB6	6,820	Ongoing	Personnel	N/A	N/A
Wastewater	Water Services	Wastewater Collection	Retirement Payout (1)	8,652	One-time	Personnel	N/A	N/A
Wastewater	Water Services	Wastewater Collection	Increase in Building Maintenance - Cleaning Service. New contract out to bid, adding additional office space.	1,500	Ongoing	Other	N/A	N/A
Wastewater	Water Services	Wastewater Collection	Increase Operator Training or Apprentice training. Increase the training to encourage growth and further licensing. This may include on-line training or on-site classes.	3,000	Ongoing	Personnel	Invest in employee training.	N/A
Wastewater	Water Services	Wastewater Collection	Cradle Point / Network communication for vehicles (7) Includes installation	7,000	One-time	Other	N/A	N/A
Wastewater	Water Services	Wastewater Collection	Software update / annual fee Added licensing for expanding CityWorks, Security \$6000 for City Works alone	7,500	Ongoing	Other	N/A	N/A
Wastewater	Water Services	Wastewater Collection	Truck Computer replacements - estimate two per year	3,000	Ongoing	Other	N/A	N/A
Wastewater	Water Services	Wastewater Collection	Flow Meter Maintenance and supply. This would cover a replacement ECHO Unit for basic flow, Batteries, parts etc..	3,000	Ongoing	Other	N/A	N/A
Wastewater	Water Services	Wastewater Collection	Compactor	3,000	One-time	Other	N/A	N/A

City of Flagstaff
FY 2019 Budget - RSL Requests

Funding Source	Division Description	Section Description	Description	Approved RSLs	Funding Type	Goal	Objective	Budget Priority
Reclaimed	Water Services	Reclaim Water	1X RSL - For Bushmaster, Wildcat, Booster, Fairfield pump systems. Currently the Bushmaster pump station will not be able to go on-line until it is tied in SCADA and the previously mentioned pump station. They have to work together or as individuals they will create system issues.	150,000	One-time	Transportation and Other Public Infrastructure	N/A	N/A
Stormwater	Water Services	Stormwater	Rain gauge system installations and upgrades (installations, maintenance and repair)	30,000	One-time	Other	N/A	N/A
Stormwater	Water Services	Stormwater Capital Improvements	Stormwater Rate Study - 331 portion	25,000	One-time	Other	N/A	N/A
Stormwater	Water Services	Stormwater	Additional funds for temp staff to bring to 1040 hours at standardized water service rate of \$15.00 an hour	4,087	Ongoing	Personnel	N/A	N/A
Stormwater	Water Services	Stormwater	Maintenance Program Study - Commission a study using a consultant to prioritize Stormwater projects. Will provide organization and map for guidance and detail for future Stormwater maintenance plans.	60,000	One-time	Other	N/A	N/A
Stormwater	Water Services	Stormwater Capital Improvements	Aspen Ave Culvert	50,000	One-time	Transportation and Other Public Infrastructure	N/A	N/A
Stormwater	Water Services	Stormwater Capital Improvements	Wildwood hills - access road/detention pond	100,000	One-time	Transportation and Other Public Infrastructure	N/A	N/A
Stormwater	Water Services	Stormwater Capital Improvements	Phoenix Bridge Construction	175,000	One-time	Transportation and Other Public Infrastructure	N/A	N/A
Stormwater	Water Services	Contingency	Contingency increase	40,000	One-time	Other	N/A	N/A
Solid Waste	Public Works	Solid Waste - Landfill	Retirement Payout (1)	17,949	One-time	Personnel	N/A	N/A
Solid Waste	Public Works	Solid Waste - Landfill	ONG-RSL-Temporary Labor to ensure Compliance with State and Federal regulations regarding the control of windblown litter on site and into USFS property. Previous years data indicates that \$80,000 in temporary labor is required to stay in compliance including the anticipated minimum wage increase impact going forward.	70,000	One-time	Personnel	N/A	N/A
Solid Waste	Public Works	Solid Waste - Landfill	ONG-RSL- Increase in disposal cost for E-waste, Haz Waste, Batteries, Light Bulbs, Refrigerant Evacuation, Etc. for HPC drop off and increased community drop off events. FY 18 budget was increased to \$154,000. The HPC is trending at \$188,000 for FY18. The HPC is experiencing a constant increase in volume and price increases from E-Waste and Hazardous waste recyclers and anticipates a cost of \$200,000 in FY19.	100,000	One-time	Other	N/A	N/A
Solid Waste	Public Works	Solid Waste - Landfill	ONG-RSL-Safety supplies. Protective clothing, gloves, glasses respirators to comply with OSHA and ADEQ safety regulations. The HPC is trending to spend \$6,500 for FY18 and does not anticipate reduced costs in FY19.	6,000	One-time	Personnel	N/A	N/A
Solid Waste	Public Works	Solid Waste - Landfill	ONG-RSL-Other Operating Supplies. Boxes, containers packaging supplies for hazardous waste and e-waste. The HPC is trending at \$37,000 due to increase in customers and changes in the packaging requirements, and does not anticipate costs to reduce next fiscal year.	24,000	One-time	Environmental and Natural Resources	N/A	N/A
Solid Waste	Public Works	Solid Waste - Collections	Retirement Payout (1)	16,102	One-time	Personnel	N/A	N/A

**City of Flagstaff
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Funding Source	Division Description	Section Description	Description	Approved RSLs	Funding Type	Goal	Objective	Budget Priority
Solid Waste	Public Works	Solid Waste - Collections	ONG RSL - Increase landfill tipping fees for the Residential refuse program based on expense projections. Anticipated 2% growth in volume and 3% in price.	39,100	Ongoing	Other	N/A	N/A
Solid Waste	Public Works	Solid Waste - Collections	ONG RSL - Purchase additional/maintain current residential containers based on revenue and new residential build projections.	40,000	One-time	Other	N/A	N/A
Solid Waste	Public Works	Solid Waste - Collections	ONG RSL - Annual minimum guarantee increase for the next five year contract term with Norton agreement - Residential Recycling program.	136,200	One-time	Other	N/A	N/A
Solid Waste	Public Works	Solid Waste - Collections	Retirement Payout (1)	23,274	One-time	Personnel	N/A	N/A
Solid Waste	Public Works	Solid Waste - Collections	ONG RSL - Increase landfill tipping fees for the Commercial refuse program based on expense projections. Anticipated 2% growth in volume and 3% in price.	61,400	Ongoing	Other	N/A	N/A
Solid Waste	Public Works	Solid Waste - Collections	ONG RSL - Annual minimum guarantee increase for the next five year contract term with Norton agreement - Commercial Recycling program.	136,200	One-time	Other	N/A	N/A
Solid Waste	Public Works	Solid Waste - Collections	ONG RSL - Historical equipment maintenance expenses in this program justify this change - Roll-Off Collection program.	10,000	One-time	Other	N/A	N/A
SEMS	Public Works	Sustainability	Permanent Open Space Position. The current temporary Open Space Specialist manages approximately 3,100 acres of City-owned open space properties. This position is critical in ensuring regulatory compliance, implementing on-the-ground infrastructure projects, participating in planning processes, and establishing open space and land management policies.	75,985	Ongoing	Environmental and Natural Resources	Preserve natural resources	N/A
FUTS/Transportation	Public Works	Sustainability	Schultz Creek Trailhead Construction Costs. In FY 18, the budget committee granted \$23,000 in one-time funding to construct a 1-acre trailhead on Schultz Creek Trailhead property. After developing a scope and concept for the project, costs for constructing the trailhead exceed the original \$23,000 and we request an additional \$75,000 to cover the entire cost of constructing the project.	75,000	One-time	Environmental and Natural Resources	Preserve natural resources	N/A
SEMS	Public Works	Sustainability	Indigenous Youth STEM Academy (IYSA). During the FY18 budget cycle, City Council allocated \$2,000 one-time dollars toward this program, and we propose renewing this funding on an ongoing basis to support the IYSA program, which develops targeted outdoor education programs for local Indigenous youth. The program aims to connect Indigenous youth to culture and community using open space properties.	2,000	One-time	Social Justice	N/A	Participate as a co-producer or a major partner in events advancing social justice and civil liberties such as those benefiting indigenous people, LGBTQ and other historically marginalized groups
Beautification (BBB)	Public Works	Sustainability	Litter Removal Program	30,000	Ongoing	Code Compliance	N/A	Provide funding for litter removal and litter education throughout the City
SEMS	Public Works	Sustainability	In support of Council direction to increase the number of community clean-ups staff will need to increase supplies for litter prevention programming.	5,000	One-time	Code Compliance	N/A	Provide funding for litter removal and litter education throughout the City

**City of Flagstaff
FY 2019 Budget - RSL Requests**

Funding Source	Division Description	Section Description	Description	Approved RSLs	Funding Type	Goal	Objective	Budget Priority
SEMS	Public Works	Sustainability	Permanent Zero Waste Coordinator. The current temporary Zero Waste Coordinator is responsible for implementing initiatives outlined in Council's Rethink Waste Plan. Council approved one-time dollars for this position in FY18 and staff are requesting that it be made permanent. This position coordinates policy, infrastructure, and outreach efforts that increase waste diversion.	62,525	One-time	Environmental and Natural Resources	Increase City recycling from 13% to 75%.	Continue working towards the 75% recycle rate
SEMS	Public Works	Sustainability	Energy Data and Energy Rebate Contract Pay. This position processes and tracks city energy data for external reporting, trains staff from other divisions on energy tracking, and processes energy efficiency rebate applications submitted by community members. alternatively, the Section would need to purchase energy data tracking / reporting software for \$19,000 per year from Ameresco.	14,900	One-time	Climate Change	Develop and implement a climate action plan.	Implement Climate Action and Adaptation Plan
SEMS	Public Works	Sustainability	Greenhouse gas inventory software. This software is critical to calculating greenhouse gas emissions at the community and municipal scales and comply with the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC). Emissions tracking and compliance are needed to implement the Climate Plan (CAAP), and this software helps the City avoid using costly technical assistance.	1,500	One-time	Climate Change	Develop and implement a climate action plan.	Implement Climate Action and Adaptation Plan
SEMS	Public Works	Sustainability	Fire-adapted community events. To increase community awareness of fire risks and preparation efforts and help Flagstaff neighborhoods adapt to an increased fire risk in Flagstaff's changing climate the Sustainability Section will partner with the Fire Department to hold six events in the spring of 2019. The program will focus on education in lower-income communities, and simple ways to reduce fire risk.	2,300	One-time	Climate Change	Develop and implement a climate action plan.	Implement Climate Action and Adaptation Plan
Airport	Economic Vitality	Airport Operations	1X - RSL - 21 Parking Aide position. This position will cover 375 parking spots and assist with curb parking control in front of the terminal.	53,102	Ongoing	Personnel	N/A	N/A
Airport	Economic Vitality	Airport Operations	ONG RSL - 21 Airport Business Manager, this position will manage the Hanger leases, business leases, contracts, help with business attraction and manage terminal tenants.	88,356	Ongoing	Personnel	N/A	N/A
Airport	Economic Vitality	Airport Operations	Snow stipend	5,000	One-time	Personnel	N/A	N/A
Airport	Economic Vitality	Airport Operations	Computer for Airport Business Manager	2,000	One-time	Personnel	N/A	N/A
Airport	Economic Vitality	Airport Operations	1X - RSL - Outfitting 1 new position, this includes all Personal Protective Equipment, Fire turnouts, boots, Nomex suites, gloves and other daily PPE needed to work in this position. NOTE: Only if we have to do INDEX B.	7,000	One-time	Personnel	N/A	N/A
Airport	Economic Vitality	Airport Capital Projects	1X - RSL - 21 Terminal work. Replace four rental car ticket counters. This would be a continuation of the project started three years ago where the airline counters were upgraded.	64,000	One-time	Transportation and Other Public Infrastructure	N/A	N/A

**City of Flagstaff
FY 2019 Budget - RSL Requests**

Funding Source	Division Description	Section Description	Description	Approved RSLs	Funding Type	Goal	Objective	Budget Priority
Airport	Economic Vitality	Airport Operations	Airport ARFF Overtime NOTE: This is only if we need to go to INDEX B more than one day which will be required with additional. daily flights.	75,000	One-time	Personnel	N/A	N/A
Airport	Economic Vitality	Airport Capital Projects	1X - RSL -21 Remodel Women's and Men's Restrooms on first floor of the terminal. This will include a complete remodel of both restrooms.	80,000	One-time	Transportation and Other Public Infrastructure	N/A	N/A
Airport	Economic Vitality	Airport Capital Projects	1X -RSL - 21 Replace hangar lights, this is a Sustainability Master Plan goal, that was requested last year.	130,900	One-time	Environmental and Natural Resources	Align City policies and Street Lights to Enhance Dark Skies (SLEDS) committee recommendations.	N/A
Airport	Economic Vitality	Airport Capital Projects	1X - RSL - 21 Aircraft waste dump station. This is a requirement the airport must have in place now that we will have flights to Los Angeles and Dallas that are over an hour long.	175,000	One-time	Economic Development	N/A	Explore options for generating revenue from large City parcels
Airport	Economic Vitality	Airport Capital Projects	1X - RSL - 21 Terminal Security. Adding security exit lane, security cameras and installing terminal access control system.	195,000	One-time	Transportation and Other Public Infrastructure	N/A	N/A
Airport	Economic Vitality	Airport Capital Projects	1X - RSL -21 Repair hangar roofs, damaged from snow and weather. We requested 260,000 last year to replace the roof on Foxtrot hangars and received 75,000. This is a request to perform similar work on the remaining t-hangars.	210,000	One-time	Transportation and Other Public Infrastructure	N/A	N/A
Airport	Economic Vitality	Airport Capital Projects	1X - RSL - 21 Airport Paid Parking program and equipment. Phase 1: Start-up Installation \$428,571; Phase 2: Expansion of 56 spaces - \$589,744; Phase 3: Expansion of 32 additional. spaces - \$204,028.	428,571	One-time	Economic Development	N/A	Explore options for generating revenue from large City parcels
Public Housing	Community Development	Housing Authority	PILOT expenditures increase based on dwelling rental income, projected to increase from \$1,107,00 to \$1,222,000. Entire increase will be covered by HUD funding.	1,273	Ongoing	Other	N/A	N/A
Public Housing	Community Development	Housing Authority	Increase in property insurance premium, based on insurance quote in hand property insurance is expected to increase from \$51,068 to \$54,655. Increase will be covered from public housing HUD subsidy and rental income.	1,794	Ongoing	Other	N/A	N/A
Public Housing	Community Development	Housing Authority	PILOT expenditures increase based on dwelling rental income, projected to increase from \$1,107,00 to \$1,222,000. Entire increase will be covered by HUD funding.	1,272	Ongoing	Other	N/A	N/A
Public Housing	Community Development	Housing Authority	Increase in property insurance premium, based on insurance quote in hand property insurance is expected to increase from \$51,068 to \$54,655. Increase will be covered from public housing HUD subsidy and rental income.	1,793	Ongoing	Other	N/A	N/A
Public Housing	Community Development	Housing Authority	Training Budget Increase needed due to staff changes; increased cost will be covered by increase in HUD funding in the Capital Fund Program.	13,000	One-time	Personnel	Invest in employee training.	N/A
General Fund	Community Development	Community Housing Services	Increase temporary Administrative position at Housing Authority Siler Office to permanent full time Administrative Specialist (General Fund 50%/HUD 50% Funding)	14,853	One-time	Personnel	N/A	N/A

City of Flagstaff
FY 2019 Budget - RSL Requests

Funding Source	Division Description	Section Description	Description	Approved RSLs	Funding Type	Goal	Objective	Budget Priority
Section 8	Community Development	Section 8	Administration of low income housing programs; support needed due to Federal budget pro-ration of funds to these programs. Need will vary based on final pro-ration rates. To be accessed only as needed. (General Fund Funding)	20,000	One-time	Affordable Housing	N/A	N/A
Section 8	Community Development	Housing Authority	Increase in Housing Assistance Payments. Based on estimated FY 2019 HUD funding for HAP, expected increase from \$3,694,000 to \$3,744,000. The entire increase in expenditure will be covered by increases in HUD funding.	50,000	Ongoing	Affordable Housing	N/A	N/A
Section 8	Community Development	Housing Authority	Contingency - Section 8 Voucher programs	500,000	One-time	Other	N/A	N/A
				14,659,892				