

# **ATTENTION**

## **IN-PERSON AUDIENCES AT CITY COUNCIL MEETINGS HAVE BEEN SUSPENDED UNTIL FURTHER NOTICE**

The meetings will continue to be live streamed on the city's website  
(<https://www.flagstaff.az.gov/1461/Streaming-City-Council-Meetings>)

The public can submit comments that will be read at the dais by a staff member to  
[publiccomment@flagstaffaz.gov](mailto:publiccomment@flagstaffaz.gov).

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### **NOTICE AND AGENDA**

**BUDGET RETREAT  
THURSDAY - FRIDAY  
APRIL 23 - 24, 2020**

**STAFF CONFERENCE ROOM  
SECOND FLOOR - CITY HALL  
211 WEST ASPEN AVENUE  
8:30 AM**

#### **1. Call to Order**

#### **NOTICE OF OPTION TO RECESS INTO EXECUTIVE SESSION**

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

#### **2. Pledge of Allegiance and Mission Statement**

##### **MISSION STATEMENT**

*The mission of the City of Flagstaff is to protect and enhance the quality of life for all.*

#### **3. Roll Call**

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

MAYOR EVANS  
VICE MAYOR SHIMONI  
COUNCILMEMBER ASLAN  
COUNCILMEMBER MCCARTHY

COUNCILMEMBER ODEGAARD  
COUNCILMEMBER SALAS  
COUNCILMEMBER WHELAN

#### **4. City Council FY 2020-21 Budget Retreat**

#### **5. Public Participation**

**6. 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 \_\_\_\_\_, 2020.

\_\_\_\_\_  
Stacy Saltzburg, MMC, City Clerk

## CITY OF FLAGSTAFF

### STAFF SUMMARY REPORT

**To:** The Honorable Mayor and Council  
**From:** Brandi Suda, Finance Director  
**Date:** 04/20/2020  
**Meeting Date:** 04/23/2020



#### TITLE

**City Council FY 2020-21 Budget Retreat**

#### STAFF RECOMMENDED ACTION:

Present City Manager's Recommended Budget for the Fiscal Year 2020-21 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 23 & 24 retreat will be the second of two City Council budget retreats for the upcoming FY 2020-21 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 2020-21 City Budget.

#### INFORMATION:

##### Executive Agenda - April 23 - 24, 2020

1. Welcome and Overview
2. Budget Timeline and Approach
3. Revenue Projection Updates
4. Unfunded Public Safety Pension (PSPRS)
5. Local Recovery Plan
6. Potential Independent Revenue Streams
7. New Budget Appropriations
8. Division Updates
9. Capital Improvement Program (CIP)
10. Compensation and Benefits
11. Council Parking Lot and Discussion
12. Council Adds and Deletes

The following information is included in the agenda materials:

- Detailed Agenda
- FY 2021 Budget Presentations
  - Separate presentations from PSPRS and Stifel
- Council Review Budget Book
- Supplemental Materials:
  - Color of Money Handout

- Tourism Recovery Information

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**Attachments:**     [Detailed Agenda](#)  
                              [City Presentation](#)  
                              [PSPRS Presentation](#)  
                              [Stifel Pension Bond Presentation](#)  
                              [Council Review Book](#)  
                              [Color of Money Handout](#)  
                              [Tourism Recovery Plan Information](#)



# City Council Budget Retreat

## April 23<sup>rd</sup> - 24<sup>th</sup>, 2020

### Detailed Agenda

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**April 23, 2020**

<b>Time</b>	<b>Duration (min)</b>	<b>Topic</b>	<b>Staff</b>
8:30am	5	Welcome and Overview <ul style="list-style-type: none"> <li>• Agenda</li> </ul>	Greg Clifton
8:35am	20	Budget Timeline and Approach <ul style="list-style-type: none"> <li>• Timeline</li> <li>• Original Focus</li> <li>• Emerging Assumptions</li> <li>• Color of Money</li> </ul>	Greg Clifton Brandi Suda
8:55am	30	Revenue Projection Updates <ul style="list-style-type: none"> <li>• Estimating in an Uncertain Economy</li> <li>• Examples of Recession Recovery</li> <li>• 20 Year History of Sales Tax</li> <li>• Revenue Scenarios – General Fund</li> <li>• What About FY 2020-2021</li> </ul>	Rick Tadder
<b>9:25am</b>	<b>10</b>	<b>Break</b>	
9:35am	90	Unfunded Public Safety Pension (PSPRS) <ul style="list-style-type: none"> <li>• Public Safety Pensions</li> <li>• Funding Options</li> </ul>	Greg Clifton Rick Tadder Mike Townsend Mark Reader
<b>11:05pm</b>	<b>10</b>	<b>Break</b>	
11:15pm	90	Unfunded Public Safety Pension (PSPRS) - Continued	
<b>12:45pm</b>	<b>30</b>	<b>Lunch</b>	
1:15pm	90	Local Recovery Plan <ul style="list-style-type: none"> <li>• Government Relief</li> <li>• Economic Development</li> <li>• Arts &amp; Science</li> <li>• Library</li> <li>• Sustainability</li> <li>• Airport</li> <li>• Tourism</li> </ul>	Stacey Brechler-Knaggs Sarah Langley Jack Fitchett David McIntire John Saltonstall Eliza Kretzmann Jared Tolman Nicole Antonopoulos Barney Helmick Trace Ward Lori Pappas
<b>2:45pm</b>	<b>10</b>	<b>Break</b>	
2:55pm	30	Potential Independent Revenue Streams <ul style="list-style-type: none"> <li>• Water Resources</li> <li>• Airport</li> </ul>	Greg Clifton Rick Tadder Heidi Hansen
3:25pm	30	New Budget Appropriations <ul style="list-style-type: none"> <li>• Total Budget Requests</li> <li>• Summary – General Fund</li> <li>• Personnel – General Fund</li> <li>• Approved Requests by Result/CAAP</li> </ul>	Rick Tadder
<b>3:55pm</b>	<b>10</b>	<b>Break</b>	

# City Council Budget Retreat

## April 23<sup>rd</sup> - 24<sup>th</sup>, 2020

### Detailed Agenda

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Time	Duration (min)	Topic	Staff
4:05pm	30	Division Updates: <ul style="list-style-type: none"><li>• City Manager</li><li>• Human Resources</li></ul>	Greg Clifton Jeanie Gallagher
4:35pm	10	Public Participation	
4:45pm	10	Wrap Up	Greg Clifton

\*All times are estimates and items could be reordered during the meeting

# City Council Budget Retreat

## April 23<sup>rd</sup> - 24<sup>th</sup>, 2020

### Detailed Agenda

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**April 24, 2020**

Time	Duration (min)	Topic	Staff
8:30am	5	Opening and Overview	Greg Clifton
8:35am	90	Division Updates: <ul style="list-style-type: none"> <li>Information Technology</li> <li>City Attorney</li> <li>Municipal Court</li> <li>Management Services</li> <li>Fire</li> <li>Police</li> </ul>	CJ Perry Sterling Solomon Jessica Cortes Rick Tadder Mark Gaillard Kevin Treadway
<b>10:05am</b>	<b>10</b>	<b>Break</b>	
10:15am	75	Division Updates: <ul style="list-style-type: none"> <li>Community Development</li> <li>Public Works</li> <li>Economic Vitality</li> <li>Water Services</li> <li>Non-Departmental</li> <li>CAAP</li> </ul>	Dan Folke Andy Bertelsen Heidi Hansen Brad Hill Rick Tadder Brandi Suda Jeanie Gallagher Nicole Antonopoulos
11:30am	30	Capital Improvement Program (CIP) <ul style="list-style-type: none"> <li>General Government</li> <li>Streets/Transportation</li> <li>Bed, Board and Beverage</li> </ul>	Bret Petersen
<b>12:00pm</b>	<b>30</b>	<b>Lunch</b>	
12:30pm	30	Capital Improvement Program (CIP) <ul style="list-style-type: none"> <li>Water Services</li> <li>Solid Waste</li> <li>Airport</li> <li>Unfunded Projects</li> </ul>	Bret Petersen
1:00pm	30	Compensation and Benefits <ul style="list-style-type: none"> <li>Compensation and Benefits</li> <li>Employee Advisory Committee (EAC)</li> </ul>	Jeanie Gallagher Jared Wotasik
<b>1:30pm</b>	<b>10</b>	<b>Break</b>	
1:40pm	60	Council Parking Lot and Discussion	Greg Clifton
2:40pm	60	Council Adds and Deletes	Greg Clifton
<b>3:40pm</b>	<b>10</b>	<b>Break</b>	
3:50pm	30	Review and Confirm Council Direction	Greg Clifton

\*All times are estimates and items could be reordered during the meeting



# Budget Retreat

April 23 & 24, 2020





# Welcome and Overview







# Retreat Protocol

- Think high level
- Complex process with multiple components
- No problem solving, but rather building framework
- Inclusive but succinct



# Budget Overview

- Annual process
- Integration of policy and administration
- Spans several months in preparation
- Living document
- More than numbers ... a comprehensive snapshot of the City's structure and priorities
- Shift toward priority-based resource allocation



# Budget Components

- Transmittal
- Budget Overview
- Fiscal Policies
- Issues and Updates
- Division Detail
- Capital Improvement Plan





# Transmittal



- Transmittal Letter
- City Manager's Budget Message
- City Council Priorities "Key Results"



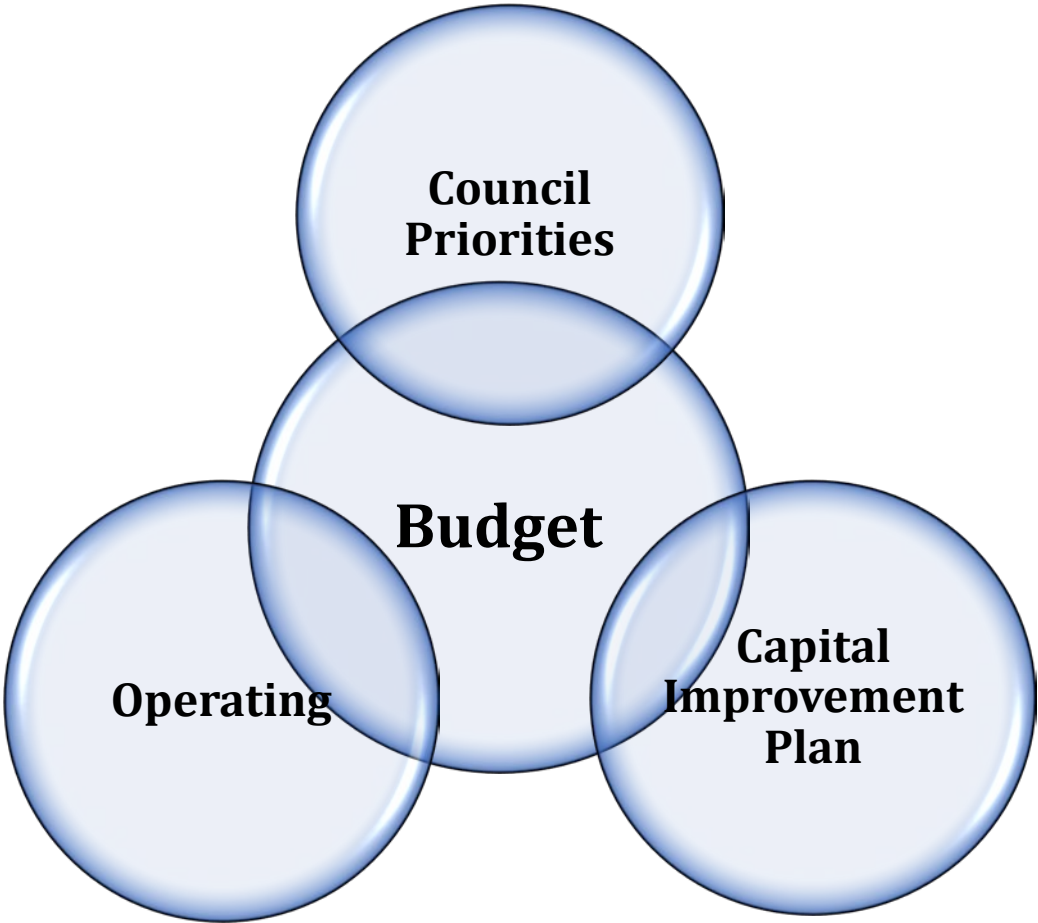
# Budget Overview



- Operating Expenditures
- Process
- Fund Summaries
- Revenues
- Debt



# Budget Overview





# Issues and Updates



- Pension liability
- Organizational restructuring
- Recession planning
- Local Recovery Plan



# Agenda

- Budget Timeline and Approach
- Revenue Projection Updates
- Unfunded Public Safety Pension (PSPRS)
- Local Recovery Plan
- Potential Independent Revenue Streams
- New Budget Appropriations
- Division Updates
- Capital Improvement Program (CIP)
- Compensation and Benefits
- Council Parking Lot
- Council Adds and Deletes





# Budget Timeline and Approach







# Budget Timeline

September



**PBB  
Retreat**

February



**Council  
Retreat**

City Manager's  
Balanced Budget



**Divisions  
Review  
Meeting**

COVID-19



**Implementation  
of Recession  
Plan**

April



**Council  
Retreat**

June



**Budget  
Adoption**

# Budget Approach: Original Focus

- Personnel as the Primary Focus
- Council Priorities and Definitions (PBB)
- Climate Action and Adaptation Plan (CAAP)
- Basic services and operational needs
- No new or enhanced services





# Budget Approach: Emerging Assumptions

- Response to COVID-19
- Implementation of Recession Plan
- Declining Revenues
- No Ballot Measures
- Immediate Needs vs Wants
- Local Recovery Plan





# Color of Money

- Special Revenue, Enterprise, Debt Service and Capital Project Funds
  - The revenues in these funds are restricted on how they can be spent
    - Voter approved
    - State Statute
    - Ordinance
- General Fund – mostly unrestricted revenues



# Revenue Projection Update







# Estimating in an Uncertain Economy

- Financial Data
  - Tax return data is usually 1 ½ month lagging
- Community Discussions
  - Understanding our how our businesses are impacted
  - Surveys
- Short –term vs long-term
- Impacts to all funds
  - BBB Funds – Restaurants and Hotels success impacts taxes
  - Water/Wastewater - Less students, less consumptions
  - Highway User Revenue – Less traffic, less gas taxes



# Examples of Recession Recovery



## "v" shaped recovery

- Rebound is swift, but not easy
- Short-term, quick fixes could bridge the gap to recovery



## Big "V" recovery

- Downturn is deeper, but bounceback is rapid
- Short-term bridge strategies apply



## "W" recovery

- A short-term recovery, but a return of infection in fall
- Longer-term strategies to endure and transform



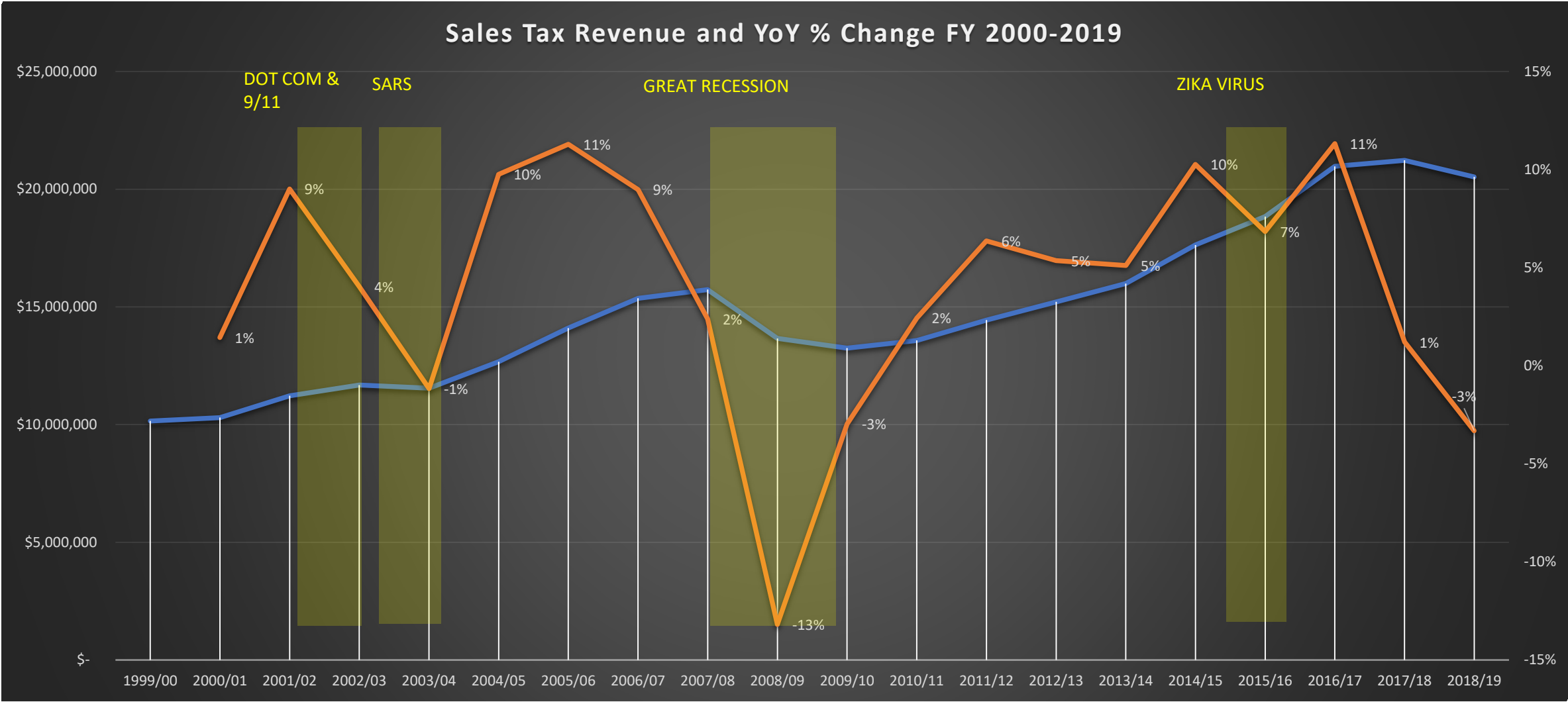
## "L" recovery

- Recovery is stalled by deeper economic woes
- Long-term transformation strategies needed asap





# 20 Year History of Sales Tax





# Revenue Scenarios – General Fund

## Impact To General Fund Revenue – FY 2019-2020

- Best Case: **\$1.0M Loss** – Economy opens up May 1
- Moderate Case: **\$2.2M Loss** – Economy opens up June 1
- Thru 6/30 Case: **\$3.1M Loss** - Economy takes longer to open

## Areas of Revenue Loss

- Sales tax, City and State Shared
- Charges for Service/User Fees
- Court fines, interest, etc..





# What About FY 2020 - 2021

- The City is making corrections for FY 2019-2020
- Fund balance should be ok at 6/30/2020
- FY 2020-2021 is uncertain, but not likely to meet current projections
- Current measures may continue into FY 2020-2021
- Weekly review of revenues and economy
- Potential stimulus funding may be available
- Recession Plan will give us guidance
- Other considerations to lessen impact of General Fund



# Unfunded Public Safety Pension (PSPRS)

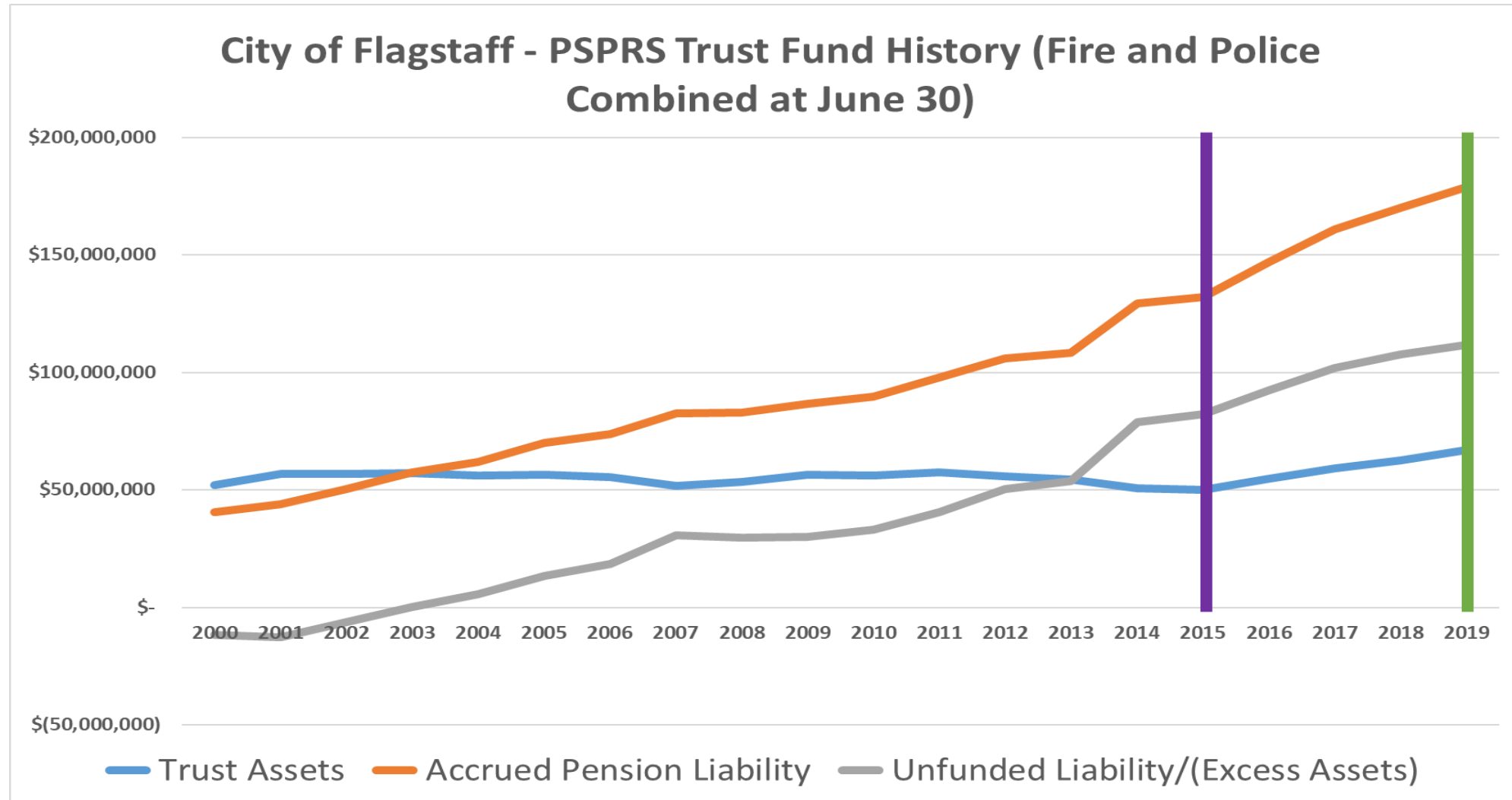






# Public Safety Pensions

## Pension Trends





# Public Safety Pensions

## Pension Trends

PSPRS - Police Plan Tier 1&2	2015	2016	2017	2018	2019	Change 2018 vs 2019
Trust Assets	23,502,335	26,022,353	28,674,855	30,522,417	32,642,259	2,119,842
Accrued Pension Liability	62,484,536	69,529,857	75,238,736	79,472,686	84,860,189	5,387,503
Unfunded Liability/(Excess Assets)	38,982,201	43,507,504	46,563,881	48,950,269	52,217,930	3,267,661
Funding Ratio	37.6%	37.4%	38.1%	38.4%	38.5%	0.1%

PSPRS - Fire Plan Tier 1&2	2015	2016	2017	2018	2019	Change 2018 vs 2019
Trust Assets	26,439,852	28,711,858	30,462,678	31,950,208	34,260,196	2,309,988
Accrued Pension Liability	69,729,278	77,477,973	85,795,097	90,720,113	93,870,030	3,149,917
Unfunded Liability/(Excess Assets)	43,289,426	48,766,115	55,332,419	58,769,905	59,609,834	839,929
Funding Ratio	37.9%	37.1%	35.5%	35.2%	36.5%	1.3%

PSPRS - City Totals Tier 1&2	2015	2016	2017	2018	2019	Change 2018 vs 2019
Trust Assets	49,942,187	\$ 54,734,211	\$ 59,137,533	\$ 62,472,625	\$ 66,902,455	\$ 4,429,830
Accrued Pension Liability	132,213,814	\$ 147,007,830	\$ 161,033,833	\$ 170,192,799	\$ 178,730,219	\$ 8,537,420
Unfunded Liability/(Excess Assets)	82,271,627	\$ 92,273,619	\$ 101,896,300	\$ 107,720,174	\$ 111,827,764	\$ 4,107,590
Funding Ratio	37.8%	37.2%	36.7%	36.7%	37.4%	0.7%





# Public Safety Pensions

## Pension Funding Equation

$$C + I = B + E$$

Contributions

Income

Benefits

Expenses



# Funding Options

- Debt – Pension Bonds
  - General Obligation and/or Certificates of Participation
- Fund Balance
- Liquidation of Assets
- Sales Tax
- Pension Trust Fund
- Do Nothing – Manage annual changes





# Pension Bonds

- Today's Presenters

- PSPRS

- Mike Townsend – Administrator, Flagstaff Resident, Former Coconino County Deputy County Manger

- Stifel, Nicolaus & Company, Incorporated

- Mark Reader, Managing Director (Phoenix Office)
    - Omar Daghestani, Managing Director (Chicago Office)



# Local Recovery Plan








# Local Recovery Plan



**we**  
**I**  **FLG**

*"Getting through this  
uncertain time together"*  
- Mayor Coral Evans

# Visit. Discover. Grow.

FLAGSTAFF, AZ





# Local Recovery Plan



## Discussion Items:

- Government Relief
- Economic Development
- Arts & Science
- Library
- Sustainability
- Airport
- Tourism



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Flagstaff Sustainability  
Program



**FLAGSTAFF AIRPORT**  
GRAND DESTINATIONS





# Local Recovery Plan – Government Relief



- State Legislation
- Federal Legislation
  - Families First Coronavirus Response Act (FFCRA)
  - CARES Act
  - Related Grants
- What's to come?



# Local Recovery Plan - State Legislation

**S.B. 1690:** Allocates \$50 million dollars for economic assistance during this emergency. These monies can be used towards a variety of Governor Initiatives;

- Housing assistance, including payments to prevent eviction or foreclosure;
- Monies for entities to provide services for homeless persons, including shelter, food, clothing and transportation;
- Economic assistance to small businesses with fewer than 50 employees, nonprofit organizations and health care providers;
- Monies for food bank operations.

**S.B. 1051:** Allocates \$55.5 million to the Department of Health Services (DHS) to help pay for expenses related to this public health emergency;

- Medical supplies, lab equipment;
- County, Tribal, Boys & Girls Club, YMCA distributions.





# Local Recovery Plan - Federal Legislation



## FFCRA for Businesses

- Payroll tax credits for paid sick leave\*
- Payroll tax credits for emergency family/ medical leave\*

\*Government employers are not eligible for this tax credit

## FFCRA for Individuals

- Emergency paid sick leave\*
- Emergency family/ medical leave\*
- Individual tax credit for sick/ family leave for self-employed

\*For employers with less than 500 employees or government employers



# Local Recovery Plan - CARES Act (H.R. 748)



\$2.2 trillion aid package that provides financial aid to families, governments, and businesses impacted by the COVID-19 public health crisis, including:

- \$27 billion for child nutrition, food stamp
- \$127 billion for hospitals for ventilators and other equipment
- \$260 billion in expanded unemployment insurance
- \$300 billion in direct payments to eligible taxpayers
- **\$340 billion for state and local governments**
- \$377 billion in new loans and grants for small businesses
- \$510 billion in expanded liquidity lending for large corporations





# Local Recovery Plan - Federal Legislation



## **CARES Act for Businesses**

- Paycheck Protection Program
- EIDL (and advance)
- Main Street Lending Facility
- Employer tax credits and delayed payroll tax
- Industry-specific grants and loans

## **CARES Act for Individuals**

- Expanded unemployment insurance
- Direct payments
- Ban on evictions until 7/24
- Ban on foreclosures until 5/16 in addition to forbearance programs
- Deferred student loan payments



# Local Recovery Plan – Website Resources



A screenshot of the City of Flagstaff website. The background is a scenic image of a forest at sunset. On the left, the City of Flagstaff logo is visible, featuring the text "THE CITY OF FLAGSTAFF" and "Arizona" in a script font, with "ESTABLISHED 1882" at the bottom. On the right, there are social media icons for Facebook, Twitter, and YouTube, followed by a search bar with the text "Search...". Below these, there are navigation links: "COVID-19", "Government", "Residents", and "Businesses". The "COVID-19" link is highlighted with a hand cursor and a small downward arrow. A dropdown menu is open below the "COVID-19" link, listing the following resources: "What To Do If You Feel Sick", "Closures, Proclamations and Executive Orders", "School Closures", "Resources for Individuals and Students Impacted by COVID-19", "Resources for Businesses and Non-profits Impacted by COVID-19", "Open Businesses App and Flagstaff Local", "Grocery Store Senior Shopping Hours", "Visiting Flagstaff", and "City of Flagstaff Contact Information".





# Local Recovery Plan - CARES Act Funds for Local Government



## • **Public Health and Safety**

- FEMA Disaster Relief Funds (Public Assistance & Mitigation)
- FEMA Assistance to Firefighters for PPE
- FEMA Emergency Management Performance
- FEMA Emergency Food and Shelter Program Grants
- DOJ BJA Emergency Supplemental Byrne Grant - **\$65,915**
- HHS CDC State and Local Preparedness
- HHS Aging and Disable program resources and grants
- HHS Emergency Grants to Address Mental & Substance Use Disorders
- FCC telehealth program grants



# Local Recovery Plan - CARES Act Funds for Local Government



## • **Social Services, Housing, & Community Development**

- Child Care and Development Grants
- Community Service Block Grants
- Low Income Housing Energy Assistance Programs
- Emergency Solutions Grant Program
- HUD tenant-based
- HUD CDBG Grants - **\$359,604**
- National Endowment for the Arts Grants
- National Endowment for the Humanities Grants





# Local Recovery Plan - CARES Act Funds for Local Government



- **Economic & Workforce Development, Infrastructure and Small Business Assistance**
  - EDA Economic Assistance Grants
  - FTA Supplemental Public Transportation Apportionments and Allocations
  - Small Business Administration grants, loans, and other resources
  - FAA Airport Grants - **\$18,134,294**



# Local Recovery Plan - Pending Federal Legislation



- **State and Local Stabilization Fund Update**
  - Eligibility of costs
  - Accessing funds
- **Phase 4 Coronavirus Stimulus Package Update**
  - Potential scope
  - Potential impact on local government





# Local Recovery Plan – Economic Development



## **What we are currently doing:**

- Promote business assistance programs to make sure local businesses can access them
- Collaborate with regional partners to generate data and plan for recovery
- Reaching out to businesses as a check-in and to provide support as appropriate



# Local Recovery Plan – Economic Development



## What we are currently doing:

- Working with tenants in the Incubator and Accelerator to help them adapt and pivot
- Strong push for workforce development
- Business Attraction shift to an even greater focus on bio-medical companies, companies producing personal protective equipment, and digital workers







# Local Recovery Plan – Economic Development



## **Already funded:**

- Implement Adaptive Reuse Policy to assist small business
- Business Retention and Expansion Incentive Policy
- Business Attraction Incentive Policy



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FLAGSTAFF**



# Local Recovery Plan – Economic Development



## Already funded:

- Local auto sales fuel efficiency rebate
- Innovate Waste Challenge for waste diversion or personal protective gear production



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# Local Recovery Plan – Economic Development



## **In discussion:**

- Expedited permitting for eligible development projects through Community Development
- Expert assistance on development of a retail recovery framework
- Seed funding for a Business Relief Program



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FLAGSTAFF**



# Local Recovery Plan – Arts & Science



## What we are currently doing:

- Promoting nonprofit and artist assistance programs
- Serving on a decision panel for relief micro-grants provided by the Flagstaff Arts Council
- Maintaining current projects as appropriate





# Local Recovery Plan – Arts & Science

## Proposed Relief Funding for Local Nonprofits



- Speed is key
- Funding is identified
- Groups continue to provide public benefit
- Time-tested mechanism for grantmaking
- Currently support almost 50 nonprofit groups through existing annual grants





# Local Recovery Plan – Arts & Science



## Plans for rebounding:

- Increase marketing of the sector
- Maintain annual grants through the Flagstaff Arts Council to ~50 local organizations at current giving levels
- Application to the National Endowment for the Arts 'Our Town' Grants

*Image: Kayley Quick, Flagstaff*



# Local Recovery Plan- Library

## Historical Trends:

History has shown that when economic impacts happen, library usages rise.

During the recession of 2008, the Flagstaff Library saw its library service increase by the following percentages:

- Visitor attendance increased by 8%
- Computer usage increased by 225%
- library programming increased by 23%

The library has already seen a jump in library services.







# Local Recovery Plan- Library

## Digital Material:

### What we are currently doing:

- Creating a more extensive online digital library
- The library's online service Hoopla has seen over 1,000 community members sign up in under a month. They have checked out over 2,500 items.
- The library's Libby E material service, during March alone, saw a 28% increase in user activity and a 24% increase in materials being checked-out.







# Local Recovery Plan- Library

## **Digital Programing:**

- The library has been working on providing digital programs and have seen an amazing number of participants.
  - Goodnight Flagstaff - 567 people participating.
  - Our digital story-times - 211 views.
  - Skylight Kicker/National Poetry Month publications - viewed 510 in the last 30 days.
  - On average, the library has 276 phone calls a day. To keep up with these calls, staff have also introduced text and email services to answer all the questions coming into the library.



# Local Recovery Plan- Library

- **Curbside pickup for library materials:**
  - Over 1,091 items have been placed on hold by Patrons since The library closed.
  - Since opening curbside services, we have had over 100 people pick up materials.
  - The library is seeing around 50 people a day come pick up materials and holds continue to come in.
- **Wi-Fi access for patrons parked in the parking lot:**
  - Patrons are utilizing the libraries' parking lots to access Wi-Fi services still and do homework.



# Local Recovery Plan – Sustainability

## Virtual community engagement and calls to action:

- Uplifting actions
- Sustainability roundtables
- Climate & Coffee
- IECC 2018 & Building Science Training Workshop
- Earth week challenge
  - *Water Saving Sunday, Meatless Monday, Thistle Removal Tuesday, Watch Your Waste Wednesday, Trash-Free Thursday, Carbon Footprint Friday, Cycle Saturday*
- Taking a walk? – bring a bag and pick up litter
- Getting outside? – help pull invasive weeds
- Residential gardening series
- Resilient Neighborhood Network and resilience resources
- Lights out Flagstaff with Lowell Observatory



Flagstaff Sustainability  
Program





# Local Recovery Plan – Sustainability

## **Plans for rebounding - *Climate, Energy, Food, Transit, Health***

Sustainability Section will work with all City divisions to ensure recovery actions incorporate climate, resiliency, and equity co-benefits.

Sustainability has *Shovel Ready* projects identified if funding becomes available.

Within existing budget – redirect funds and staff time to ...

- Increase the number of energy efficiency rebates
- Provide more DIY free home energy efficiency trainings and kits
- Increase the number of community garden plots available for cultivation
- Advance emergency food access and long-term food security plans
- Escalate food waste prevention and recovery initiatives
- Increase Rentlab outreach and targeted assistance
- Accelerate program development to empower individuals experiencing homelessness
- Advocate for advancing pedestrian and bike infrastructure projects



# Local Recovery Plan – Airport

## **What we are currently doing:**

- Beginning design phase on snow removal equipment building & bidding for grant-funded Drainage Study
- Assisting our airline and rental car partners with rent relief programs
- Beginning construction plans for secondary parking lot



# Local Recovery Plan – Airport

## **Plans for rebounding:**

- Utilize the \$18 million from CARE ACT
- Work with Discover Flagstaff to continue our marketing
- Partner with our rental car tenants to help increase business by adding them to our marketing efforts
- Continue to seek new airline routes and opportunities







# Local Recovery Plan – Tourism







*we'll be waiting for you*





# Local Recovery Plan – Tourism



- **\$563 million dollars**
- **9,000+ Jobs**
- **New dollars into the local economy**
- **Acts like an 'export business'**
- **Ripple effect**
- **Creates small businesses and spurs entrepreneurship**

**TOURISM DOLLARS ARE ESSENTIAL TO THE CITY'S ECONOMY**





# Local Recovery Plan – Tourism

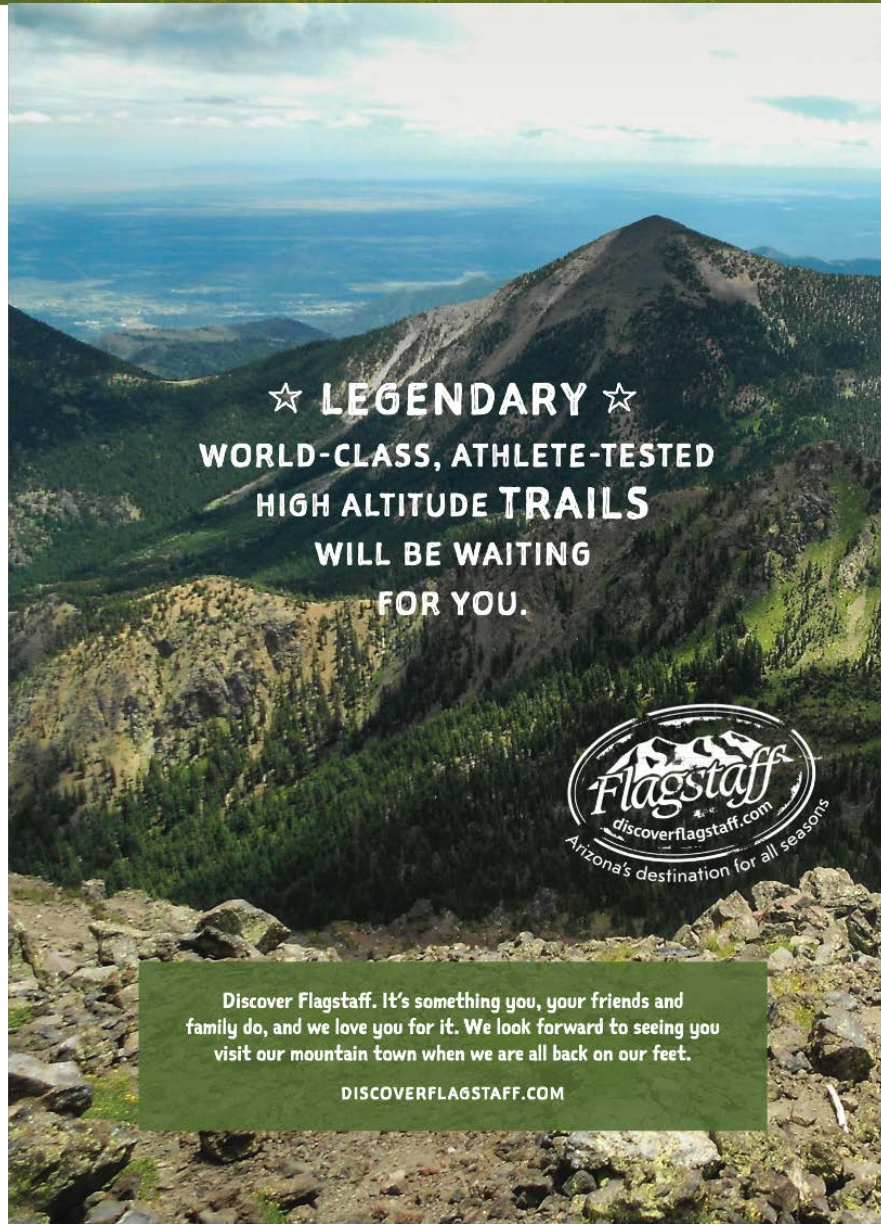


**Being nimble...  
it's among  
the things  
Discover Flagstaff  
does best!**





# Local Recovery Plan – Tourism



Discover Flagstaff. It's something you, your friends and family do, and we love you for it. We look forward to seeing you visit our mountain town when we are all back on our feet.

DISCOVERFLAGSTAFF.COM

Phoenix will continue be our number one market.

Top-of-mind awareness is paramount while pent-up demand is increasing.

Phoenix Magazine  
May issue, back cover





# Local Recovery Plan – Tourism

## Staying Top of Mind with our Drive-market







# Local Recovery Plan – Tourism





# Local Recovery Plan – Tourism



**Latest News**  
Here is everything you need to know about coronavirus in Arizona on...  
St. Luke's hospital in Phoenix increases ICU bed capacity...

**VIDEO**

Some ads have had as strong as a.21 click-thru-rate!





# Local Recovery Plan – Tourism



## Carry-out & Settle in

Local messaging  
and geo fencing





# Local Recovery Plan – Tourism



Flagstaff Local – My Actions Matter...  
more than ever!



[Settle in Video](#)

[Message from the Mayor video](#)



We know our locals are taking care of each other. We've seen the amazing videos and heard heart-warming stories of meals delivered to our front-line support teams, secluded outdoor walks that include picking up trash, buying online from our community businesses, homeschooling children, and a whole lot more of genuine goodness.

**We want to hear from you.  
Share your actions here.**

**FLAGSTAFF  
LOCAL.COM**

 @FlagLocal

Brought to you by the City of Flagstaff





# Local Recovery Plan – Tourism



## VIRTUAL WEBSITE EXPERIENCES

Flagstaff experiences are unfolding virtually, from the enjoyment of one's home and have included FSO symphonies, museum and art exhibits.



**Save the date: May 2**

Orpheum Theater is hosting a live virtual concert from local band Tow'rs.

This is partially sponsored by Discover Flagstaff.



# Join Us

**NATIONAL TRAVEL & TOURISM WEEK  
MAY 3-9, 2020**

Join us in honoring Flagstaff's hotels, restaurants, bars, nightclubs, campgrounds, and attractions.

Our entire community benefits from travel and tourism as it enhances our overall quality of life.

**Flagstaff is a great place to visit  
and an even better place to live.**



See how you can make it even better by visiting:



**FLAGSTAFF  
LOCAL.COM**  
*My actions matter*







# STAYCATION

Family-fun activities unique to Flagstaff ...

## Getaway Here

**ROMANCE  
OR FAMILY**

... ✓

You have the fun; leave the cleaning to us.



## Creative Spirits

**VIRTUAL PAINTING EVENTS**

Paint your reality.



## Nature Walks

**AT THE  
ARBORETUM**

Roam miles of scenic pathways.



## Flagstaff Authors

**BOOKCATION**

Venture near and far – accomplished, thrilling, lively, passionate ...

**MUSEUM OF  
NORTHERN  
ARIZONA**

*online events*

A treasure worth seeing.



## Beer TRAIL

Awesome ales, beautiful brews, and endless trails.



## Foodie

**I'LL HAVE TWO  
OF THOSE.**

Goodness abounds and awaits you as our chefs know home-cooking has run its course.



**WALKING  
Tours**

Ready, set, go ...



... for links and more ideas visit  
[discoverflagstaff.com/staycation](https://discoverflagstaff.com/staycation)



# Local Recovery Plan – Tourism




## Online listings are free for BBB collecting stakeholders

[« back](#)


### DOUBLETREE BY HILTON FLAGSTAFF

share




The DoubleTree by Hilton Flagstaff is located off of historic Route 66, just minutes of downtown. We offer 183 guest rooms, over 6000 square feet of meeting space, outdoor seasonal pool, indoor/outdoor hot tub, fitness room, and sauna. As a full service property, we also boast room service, lounge, and two on-site restaurants, including Flagstaff's original sushi restaurant, The Sakura. Most important, don't forget about our famous DoubleTree chocolate chip/walnut cookies at check-in!

Facebook



#### PHOTO GALLERY

View



#### CONTACT INFORMATION

Phone: (928) 773-8888  
Fax: (928) 773-8865


save

website

[« back](#)


### CRIOLO LATIN KITCHEN

share



Located in Flagstaff, AZ, Criollo offers hand crafted, Latin inspired and local food. Featuring weekend brunch & weekday happy hour menus.

**Mexican/Southwestern/Latin**



#### CONTACT INFORMATION

Phone: (928) 774-0541  
Hours: M-TH 4-9, F 4-10, S 9-10, Sun 9-9

save

website





*we welcome you back*

# Tourism Economic Recovery Plan





# Local Recovery Plan – Tourism

The following markets have been identified as the markets with the most potential to have an immediate positive impact on the visitor economy:

- Drive-market (Arizona, Southern California, SE Nevada)
- Direct-Flight Markets (Denver, Dallas)
- Meetings & Conventions Market
- In-market customers

*welcome back*





# Local Recovery Plan – Tourism

**Partnerships, partnerships, partnerships!**

**We need to be coordinated - coordination is one of the keys...**

Vertical roundtables will be hosted in the coming months to accomplish coordination and fine tune the Discover Flagstaff plan.

*welcome back*



# Local Recovery Plan – Tourism

**What we will accomplish with the business roundtable meetings.**

- **Seek to better understand**
- **Exchange best practices**
- **Exchange resources**
- **Coordinate efforts**
- **Cooperative programming**

*welcome back*



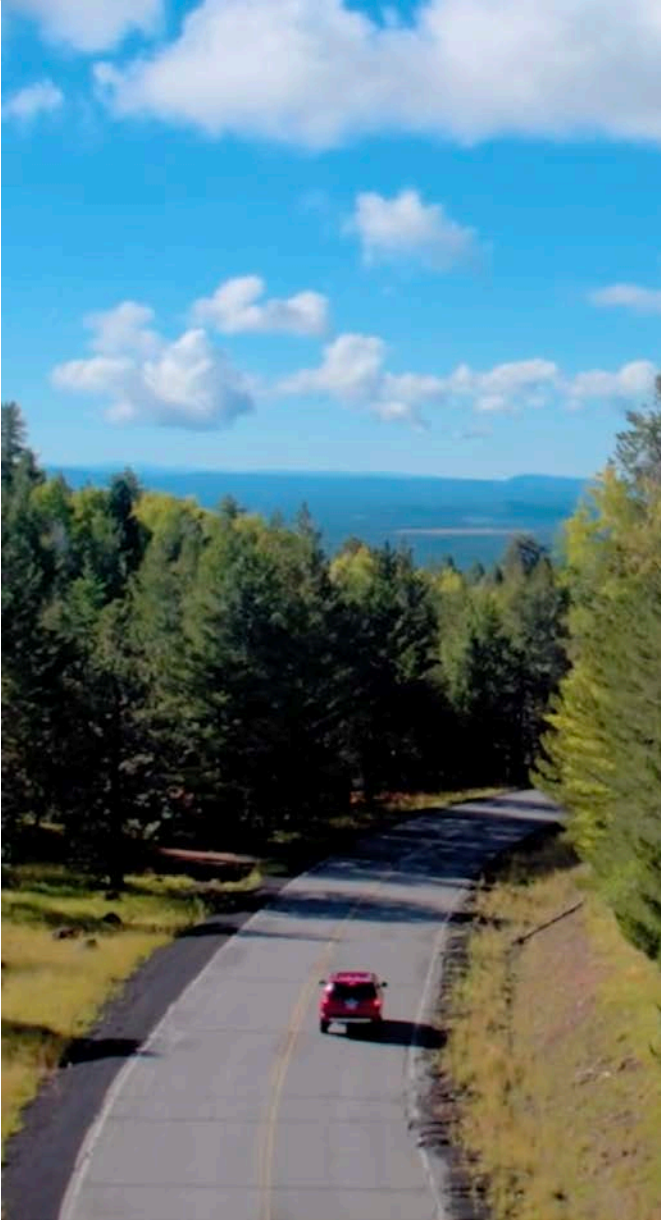


# Local Recovery Plan – Tourism

## DRIVE MARKET

- Familiarity
- Low economic barrier
- Quick decision window
- Based on weather conditions
- Outdoor adventure
- Pets
- Travel companions

*welcome back*





# Local Recovery Plan – Tourism

## DRIVE MARKET

### Strategies

- Daily and/or desired behavior:
- Gastronomy
- Mixology
- Craft Beer
- Physical/mental health
- Nature
- Outdoor Adventure

### Tactics

- Trusted sources:
- Publications
- Website
- Television
- Email campaigns
- Out-of-Home

### Partnerships

- Attraction Pass
- Partner offers
- Restaurant promotion
- Collaboration with DBA

*welcome back*





# Local Recovery Plan – Tourism

## DIRECT-FLIGHT MARKETS

- **Business travel, visiting friends and family, and leisure customers on these direct flights**
- **Meetings and conventions market relies on these direct flights for their attendees**

*welcome back*



# Local Recovery Plan – Tourism

## DIRECT-FLIGHT MARKETS

### Strategies

- Daily and/or desired behavior:
- Gastronomy
- Mixology
- Craft Beer
- Physical/mental health
- Nature
- Outdoor Adventure

### Tactics

- Geo-targeting
- Behavioral-targeting
- Travel booking sites
- Email campaign
- Airport marketing plan

### Partnerships

- Arizona Office of Tourism
- Airport Section
- Local companies/IBT

*welcome back*





# Local Recovery Plan – Tourism

## MEETINGS & CONVENTIONS

- **Strong pent-up demand**
- **Contractual obligations to hotels**

*welcome back*



# Local Recovery Plan – Tourism

## MEETINGS & CONVENTIONS

### Strategies

- Incentives
- Direct Sales
- Third-party planners
- Sales missions

### Tactics

- Third-party platforms
- Drive-market sales missions
- Email campaign
- Trade shows

### Partnerships

- HelmsBriscoe
- HPN
- Arizona Office of Tourism
- It Pays To Rebook Program
- Bring Your Meetings Home Program

*welcome back*





# Local Recovery Plan – Tourism

## IN-MARKET CUSTOMERS

- **Strong repeat visitor base**
- **Was on track to hit 140K walk-ins**
- **The Historic Train Station is an attraction**

*welcome back*



# Local Recovery Plan – Tourism

## IN-MARKET CUSTOMERS

### Strategies

- Reconnect with stakeholders
- Bolster key events
- Incentives
- Partnerships
- Concierge

### Tactics

- Open House
- Holiday season
- Visitor Center is a hub for collecting incentives and prizes
- Include in general marketing messages

### Partnerships

- Restaurant partnership for complimentary deserts
- Open House event
- Speaking engagement opportunities
- Exhibit opportunities

*welcome back*





# Local Recovery Plan – Tourism

**We  our international visitors.**

**International markets will take time to rebound but that doesn't mean they are not on our mind.**

- Staying close to all of the tour operators, in-bound specialty companies, wholesalers, and decision makers is key
- Our International Travel Trade Manager is and will continue sending a monthly newsletter to these decision makers
- Attend/exhibit at tradeshow where the decision makers meet
- And, continue to meet with our stakeholder partner accommodations and attractions

*welcome back*



Visit.  
Discover.  
Grow.  
That's our plan.

THANK YOU!





# Potential Independent Revenue Streams







# Potential Independent Revenue Streams

- Water Resources
  - Water Resource and Infrastructure Protection Fee
  - Wildland Fire Management
- Airport
  - Parking Program
  - Parcel Development
  - Other



# New Budget Appropriations







# Total Budget Requests

Total General Fund Budget Requests	One-time	Ongoing
Personnel	\$ 565,739	\$ 3,225,450
Other Budget Requests	7,906,313	4,174,434
Total Requests	\$ 8,472,052	\$ 7,399,884

Total All Other Funds Budget Requests	One-time	Ongoing
Personnel	\$ 146,255	\$ 1,088,523
Other Budget Requests	10,354,483	1,417,513
Total Requests	\$ 10,500,738	\$ 2,506,036

Total All Funds	\$ 18,972,790	\$ 9,905,920
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# Summary – General Fund

Summary – General Fund	One-time	Ongoing
Total Available FY 2020-2021	\$ 4,521,294	\$ 2,935,250
Approved Budget Requests and Fixed Costs		
Personnel Fixed Costs	250,000	2,618,150
New Personnel (Net)	303,522	260,970
All Other Approved Budget Requests (Net)	4,879,581	50,000
Net Available	(911,809)	6,130
Division Base Budget and IFR Reductions	957,051	0
<b>Total Available</b>	<b>\$ 45,242</b>	<b>\$ 6,130</b>



# Personnel – General Fund

Summary of Personnel Costs – General Fund	Ongoing
Employee Compensation (COLA)	\$ 1,000,000
Pension	672,000
Health Insurance	375,000
Reclasses and Rezones	169,622
Worker's Compensation	250,000
Airport Compensation	151,528
<b>Total Personnel Fixed Costs</b>	<b>\$ 2,618,150</b>



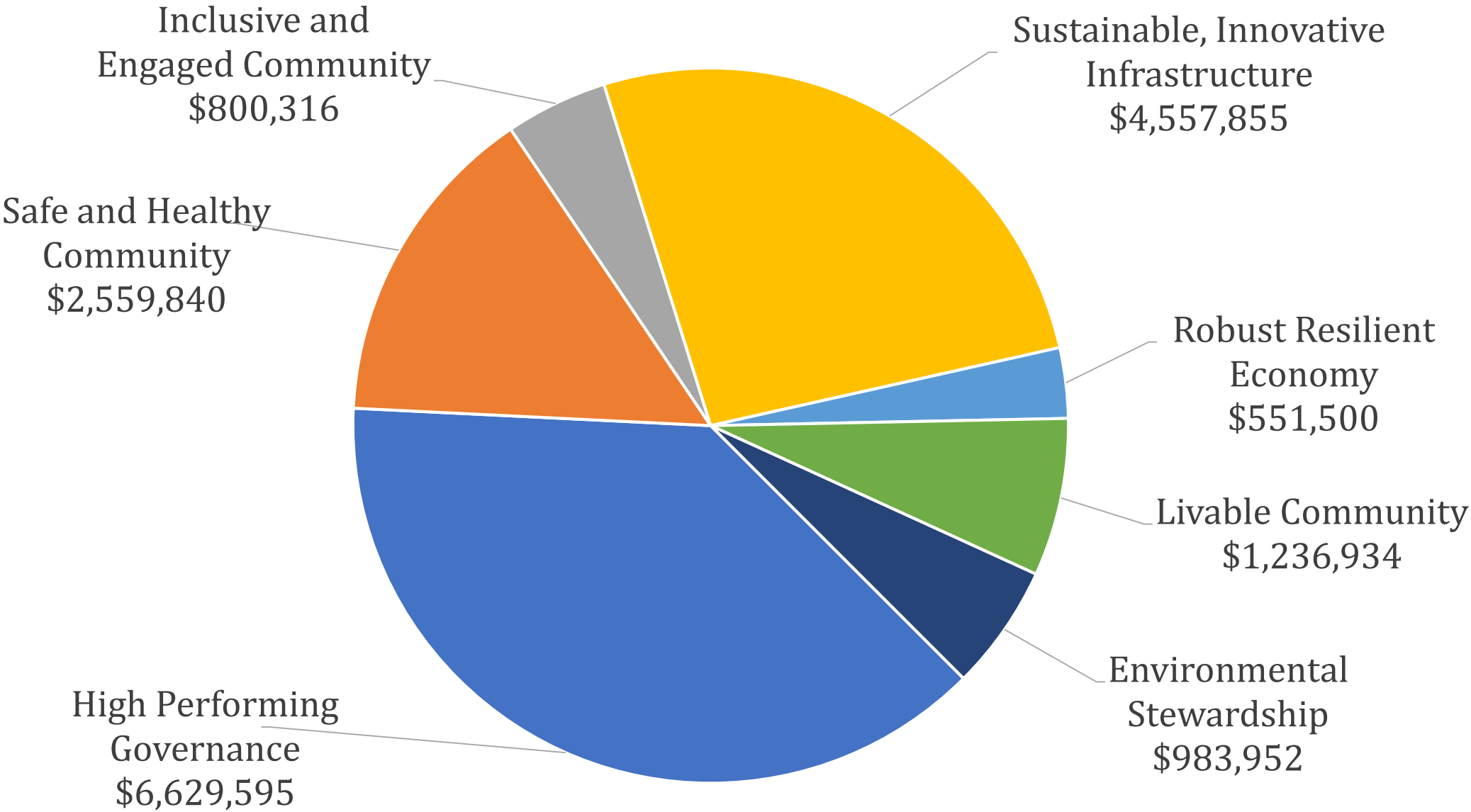


# Approved Requests by Priority – All Funds

Approved Requests – All Funds	One-time	Ongoing	CAAP
High Performing Governance	\$ 5,271,485	\$ 1,158,110	\$ 489,913
Safe and Healthy Community	1,597,165	962,675	1,481,636
Inclusive and Engaged Community	669,666	130,650	39,500
Sustainable, Innovative Infrastructure	4,149,584	408,271	487,000
Robust Resilient Economy	527,500	24,000	170,000
Livable Community	910,784	326,150	465,350
Environmental Stewardship	552,575	431,377	579,300
<b>Total Approved Requests</b>	<b>\$ 13,678,759</b>	<b>\$ 3,441,233</b>	<b>\$ 3,712,699</b>



# Approved Requests by Priority - \$17,119,992





# Division Updates







# Division Updates



- Summary of approved budget requests and new personnel
- Council Priorities
- CAAP





# Council Priorities

- High Performing Governance
- Safe and Healthy Community
- Inclusive and Engaged Community
- Sustainable, Innovative Infrastructure
- Robust Resilient Economy
- Livable Community
- Environmental Stewardship

# City Manager

Total Approved Budget Requests  
and New Personnel:

\$515,966

(Plus COLA and  
Benefit Increases)







# Highlights of Approved Budget Requests

Highlights of Approved Personnel and Other Requests	One-time or Ongoing	Amount	Funding
Election Services and Related Expenses	One-time	\$ 260,000	General
Coordinator for Indigenous Initiatives	Ongoing	78,100	General
Neighborhood Liaison	One-time	30,900	General
Reclass/Rezoning	Ongoing	16,578	General
Codification	One-time	10,000	General



# Council Priorities

## ***High Performing Governance:***

- Investment in personnel, elections and Animal Keeping Code education

## ***Inclusive and Engaged Community:***

- Coordinator for Indigenous Initiatives and Neighborhood Liaison

## ***Robust Resilient Economy:***

- Office of Labor Standards to assist with business outreach and education

## ***Livable Community:***

- Neighborhood sustainability grants and O'Leary Street garden improvements

## ***Environmental Stewardship:***

- Sustainable food systems AmeriCorps Vista and food waste prevention and recovery programming



# City Manager

## Council Discussion



# Human Resources

Total Approved Budget Requests  
and New Personnel:

\$48,760

(Plus COLA and  
Benefit Increases)







# Highlights of Approved Budget Requests

Highlights of Approved Personnel and Other Requests	One-time or Ongoing	Amount	Funding
Online Performance Evaluation System	One-time	\$ 35,460	General
Affordable Care Act Service Contract	One-time	6,500	General
City Training Program	One-time	3,700	General
Copying, Printing and Scanning Services	One-time	3,100	General



# Council Priorities

## ***High Performing Governance:***

- Implement PERFORM performance management system
- Implement On Base for document routing and storage
- Compensation study
- NAPEBT Benefit Trust RFP

## ***Inclusive and Engaged Community:***

- Chair Diversity and Inclusion Commissions



# Human Resources

## Council Discussion



# Information Technology

Total Approved Budget Requests  
and New Personnel:

\$459,479

(Plus COLA and  
Benefit Increases)







# Highlights of Approved Budget Requests

Highlights of Approved Personnel and Other Requests	One-time or Ongoing	Amount	Funding
Application Maintenance	One-time	\$ 185,000	General
Microsoft Enterprise Agreement	One-time	110,000	General
IT Enhancement/Catastrophic Fund	One-time	50,000	General
Security	One-time	50,000	General
CenturyLink/Suddenlink	One-time	41,479	General



# Council Priorities

## ***Environmental Stewardship:***

- Microsoft licensing allows for Teams for remote meetings and teleworking opportunities

## ***Inclusive & Engaged Community:***

- SwagIT provides City Council streaming

## ***Safe and Healthy Community:***

- Security funding provides new tools to secure our infrastructure and data

## ***Sustainable Innovative Infrastructure:***

- Network backbone for smart traffic signals and water infrastructure

## ***High Performing Governance:***

- Applications provide the tools for staff to do their job more efficiently



# Information Technology

## Council Discussion



# City Attorney

Total Approved Budget Requests  
and New Personnel:

\$180,621

(Plus COLA and  
Benefit Increases)







# Highlights of Approved Budget Requests

Highlights of Approved Personnel and Other Requests	One-time or Ongoing	Amount	Funding
Assistant City Attorney	Ongoing	\$ 107,437	General
Administrative Assistant	Ongoing	56,788	General
Reclass/Rezoning	Ongoing	8,496	General
Process Server	One-time	4,000	General
Training	One-time	2,000	General



# Council Priorities

## ***High Performing Governance and Safe & Healthy Community:***

- Assistant City Attorney (Prosecutor) and Administrative Assistant
  - During the Great Recession a reduction of these positions occurred , the caseload of each individual in the office has steadily risen to its current load of approximately 1400 cases/year for each prosecutor (ABA recommends no more than 500/year)
  - Staff turnover has been exceedingly high based on the stress caused by this workload
  - With the funded positions, Prosecutors will continue to handle in excess of 1,000 cases/year which is double the standard
- Reclassification of the Legal Assistant is based on the following:
  - Supports six attorneys under the Civil section
  - Properly reflects the high level of involvement in all budgetary matters for the City Attorney's Office in both the Civil and Prosecution sections
  - Includes support and assistance to other divisions in the drafting and review of planning documents such as neighborhood plans and regional plan amendments



# City Attorney

## Council Discussion



# Municipal Court

Total Approved Budget Requests  
and New Personnel:

\$409,117

(Plus COLA and  
Benefit Increases)







# Highlights of Approved Budget Requests

Highlights of Approved Personnel and Other Requests	One-time or Ongoing	Amount	Funding
Magistrate	Ongoing	\$ 137,000	General
Public Defender Contract	One-time	112,000	General
Bailiff	One-time	55,500	General
Criminal Justice Integration Service	One-time	43,560	General
Custodial Contract Services	Ongoing	34,000	General



# Council Priorities

## ***Safe & Healthy Community:***

- Provide public safety with the resources, staff and training to respond to community needs
- Serve the public by providing high quality internal and external customer service

## ***High Performing Governance:***

- Provide employees with the necessary tools, training and support



# Municipal Court

## Council Discussion



# Management Services

Total Approved Budget Requests  
and New Personnel:

\$390,482

(Plus COLA and  
Benefit Increases)







# Highlights of Approved Budget Requests

Highlights of Approved Personnel and Other Requests	One-time or Ongoing	Amount	Funding
IT Contract Personnel	One-time	\$ 144,000	General
Revenue Analyst/Auditor	Ongoing	92,922	General
Credit Card Fees	One-time	70,000	General
Reclass/Rezoning	Ongoing	69,183	General
E-Procurement Software	One-time	13,177	General
Overtime – Payroll	One-time	1,200	General



# Council Priorities

## ***High Performing Governance:***

- Revenue Analyst/Auditor: organizational need to give more attention to revenue analysis and auditing of major revenue streams (revenue offsets to fund the position)
- E-Procurement Software: continuation of electronic procurement software
- IT Contracted Services: this position supports our highly critical software, payroll which has several in house programs due to organizational needs
- Credit Card Fees: as we continue to offer customer online payment options, costs continue to increase. Customer's using certain cards cost the City more. Would like to consider Convenience Fee (Council Direction)



# Management Services

## Council Discussion



# Fire Department

Total Approved Budget Requests  
and New Personnel:

\$1,611,416

(Plus COLA and  
Benefit Increases)







# Highlights of Approved Budget Requests

Highlights of Approved Personnel and Other Requests	One-time or Ongoing	Amount	Funding
Wildfire Management Crew	Ongoing	\$ 544,990	WFM Fee
Type 6 Wildfire Engine	One-time	190,000	General
Type 1 Engine Equipment	One-time	175,000	Impact Fees
Regional Training Officer	One-time	92,922	General/IGA



# Council Priorities

## ***Safe and Healthy Community:***

- Wildfire Management Funding
  - Funded through a new fee to ensure our community is protected through prevention and response from one of our highest risks/threats
- Replacement of 24-year old Wildfire Engine
  - General Fund replacement of the oldest wildfire frontline engine
- Equipment for new Type 1 pumper/engine
  - Funded through Impact Fees to replace a 22-year old engine
- Regional Training Officer
  - Funded 55% by partnering agencies this is the lead for regional standardization, response training and GFR academies



# Fire Department

## Council Discussion



# Police Department

Total Approved Budget Requests  
and New Personnel:

\$976,782

(Plus COLA and  
Benefit Increases)







# Highlights of Approved Budget Requests

Highlights of Approved Personnel and Other Requests	One-time or Ongoing	Amount	Funding
Radio System Maintenance	One-time	\$ 187,587	General
Police Aides (3)	One-time	171,264	General
VOIP/On Call Records	One-time	136,000	General
Police Officer – Airport	Ongoing	107,103	General
Body Camera Equipment and Storage	One-time	81,420	General



# Council Priorities

## ***High Performing Governance:***

- Joint radio System
- Police Aide program

## ***Safe & Healthy Community:***

- Airport officer
- Taser equipment
- Body camera storage and equipment

## ***Sustainable Innovative Infrastructure:***

- VOIP phone system



# Police Department

## Council Discussion



# Community Development

Total Approved Budget Requests  
and New Personnel:

\$1,374,285

(Plus COLA and  
Benefit Increases)







# Highlights of Approved Budget Requests

Highlights of Approved Personnel and Other Requests	One-time or Ongoing	Amount	Funding
Capital Improvements (FHA)	One-time	\$ 570,000	FHA
Housing Assistance Payments (FHA)	Ongoing	199,450	FHA
Retirement Payouts	One-time	141,909	General
Consultant Plan Review and Inspections	One-time	100,000	General
Real Estate Specialist	One-time	66,997	General



# Council Priorities

- High Performing Governance
- Inclusive and Engaged Community
- Safe and Healthy Community
- Robust, Resilient Economy
- Livable Community



# Community Development

## Council Discussion



# Public Works

Total Approved Budget Requests  
and New Personnel:

\$2,278,828

(Plus COLA and  
Benefit Increases)







# Highlights of Approved Budget Requests

Highlights of Approved Personnel and Other Requests	One-time or Ongoing	Amount	Funding
Bulk Waste Truck Rental/Personnel	One-time	\$ 121,275	Solid Waste
Signs and Marking Supplies	One-time	230,000	HURF
Lay Down Asphalt Paver	One-time	220,000	HURF
Streets – Signs and Markings Positions (3)	Ongoing	189,913	HURF
Fleet Services – Mechanic I	Ongoing	61,716	Various
E-Waste, Hazardous Waste, Etc. Disposal	Ongoing	146,000	Solid Waste
Solid Waste Containers and Parts	Ongoing	90,000	Solid Waste



# Council Priorities

## ***Environmental Stewardship:***

- Bulk waste truck rental/contracted personnel
- E-waste, hazardous waste, etc. disposal
- Solid waste containers and parts

## ***Safe and Healthy Community:***

- Improved road maintenance and balance of programs to address outstanding infrastructure needs

## ***Sustainable and Innovative Infrastructure:***

- Cloud data capability for Parks' smart irrigation system
- Update fleet services diagnostic software
- Addition of Mechanic I for sustainable maintenance of equipment



# Public Works

## Council Discussion



# Economic Vitality

Total Approved Budget Requests  
and New Personnel:

\$5,231,636

(Plus COLA and  
Benefit Increases)





# Highlights of Approved Budget Requests

Highlights of Approved Personnel and Other Requests	One-time or Ongoing	Amount	Funding
Airport Parking Project	One-time	\$ 2,500,000	Debt
Library Window Replacements	One-time	377,000	Library
Tourism Community Support Efforts	One-time	134,500	BBB
Arts & Science	One-time	40,000	BBB
ParkFlag Parking Projects	One-time	148,043	Parking





# Council Priorities

- Continue to increase overall airport enplanements and routes
- Launch business attraction, retention and expansion incentive policies
- Revise the Beautification in Action grant program to increase recipients and funding amounts
- Provide Arts & Science funding for Southside neighborhood plan
- Develop parking inventory and continue review of policies and practices

# Economic Vitality

## Council Discussion



# Water Services

Total Approved Budget Requests  
and New Personnel:

\$1,895,881

(Plus COLA and  
Benefit Increases)







# Highlights of Approved Budget Requests

Highlights of Approved Personnel and Other Requests	One-time or Ongoing	Amount	Funding
Water Legal Fees	One-time	\$ 1,200,000	Water
Stormwater Program Transfer	Ongoing	291,853	Stormwater
Stormwater Open Channel Maintenance	One-time	85,000	Stormwater
I & E Supervisor - SCADA	Ongoing	84,301	Water
Water/Reclaimed Load-Out Station Upgrades	One-time	60,000	Water



# Council Priorities

## ***Environmental Stewardship:***

- Water Conservation Aide – 0.48 FTE part-time
  - Conservation Strategic Plan implementation

## ***Sustainable, Innovative Infrastructure:***

- Load-out station upgrades
- Aging infrastructure – water line replacements
  - Switzer Canyon Phase 4, Soliere Avenue, Fir Avenue, Summit Avenue and Industrial Drive
- Sewer line replacement to Wildcat Hill (year 1)
- Wildcat Hill digesters 3 & 4 and biosolids upgrades

# Water Services

## Council Discussion





# Non Departmental

Total Approved Budget Requests  
and New Personnel:  
\$1,746,739  
(Plus COLA and  
Benefit Increases)





# Highlights of Approved Budget Requests

Highlights of Approved Personnel and Other Requests	One-time or Ongoing	Amount	Funding
Minimum Wage State Assessment	One-time	\$ 1,172,000	General
Service Partner Contracts	One-time	339,890	General
Property Insurance	Both	100,000	General
High Performing Government	One-time	35,000	General
Mayor and Council Initiatives Fund	One-time	25,000	General



# Legislative

- State Minimum Wage Assessment: \$1,172,000
  - Is not currently in the State's "skinny budget"
  - Representative Blackman plans to propose a striker bill to ask for an 18-month deferral due to the COVID-19 pandemic
- Worker's Compensation – Firefighter Cancer Presumption
  - \$300K-\$500K estimated impact
  - Conversations ongoing with potential providers





# Council Priorities

## ***High Performing Governance:***

- Priority Based Budgeting (PBB) software
  - Will be an excellent tool to identify priorities and potential savings as we enter an economic downturn
- Service partner contracts
- Mayor and Council Initiative Fund

# Non Departmental

## Council Discussion



# CAAP

Total Approved Budget Requests  
Related to CAAP:

\$3,712,699







# CAAP



- Neighborhood Liaison and Coordinator for Indigenous Initiatives (*Equity*)
- O'Leary garden improvements (*Mitigation, Resilience*)
- Sustainable neighborhood grants (*Mitigation, Resilience, Equity*)
- Funding for sustainable food systems AmeriCorps Vista (*Mitigation, Resilience*)
- Funding for food waste prevention and recovery program (*Mitigation, Resilience, Equity*)
- Animal Keeping Code education and permit enrollment (*Mitigation, Resilience*)



# CAAP



- IT Enhancement / Catastrophic Fund (*Resilience*)
- Security (*Resilience*)
- Public Defender Contract (*Equity*)
- E-procurement software (*Mitigation*)
- Wildfire management crew (*Resilience*)
- Type 6 wildfire engine (*Resilience*)
- Type 1 engine equipment (*Resilience*)
- Regional training officer (*Resilience*)
- Police Aides (*Equity*)



# CAAP



- Printing for Southside Community Plan (*Resilience*)
- Housing Assistance Payments (FHA) (*Equity*)
- Update computer diagnostic and repair equipment (*Mitigation*)
- E-waste, hazardous waste, etc. disposal (*Mitigation*)
- Signs and markings positions (3) (*Resilience*)
- Smart irrigation system and cloud data capability will save water (*Mitigation, Resilience*)
- Library window replacement (*Mitigation*)
- Year 3 Innovate Waste Challenge (*Mitigation, Resilience, Equity*)





# CAAP



- Stormwater open channel maintenance (*Resilience*)
- Wildcat Hill Genbacher gas cogeneration (*Mitigation*)
- 8" bottleneck reclaimed water line replacement (*Resilience*)
- SCADA enabled water meters and vaults (*Resilience*)
- Rio de Flag Project (*Resilience, Equity*)



# Capital Improvement Program





# Capital Improvement Program

- Capital Improvement Program Summary
- Detailed Programs
  - General Government
  - Streets/Transportation
  - Bed, Board and Beverage (BBB)
  - Water Services
  - Solid Waste
  - Airport
- Unfunded Projects List







# Capital Improvement Program

- Delivered in 5-year increments
- Projects may span multiple years
- Program Year 1 is appropriated/programmed
- Program Years 2-5 are projected/planned and can be adjusted by Council with the adoption of each annual budget
- Financial planning
- Plans are fluid and may require adjustments



# Capital Improvement Program

## Program:

	<b>FY 2019-20</b>	<b>FY 2020-21</b>	<b>FY 2022-25</b>
	<b><u>Estimate</u></b>	<b><u>Budget</u></b>	<b><u>Projection</u></b>
General Government	\$33,505,146	\$ 5,508,418	\$32,799,261
Streets/Transportation	54,146,449	21,575,386	81,811,468
BBB	3,393,992	1,933,000	6,769,300
Water Services	28,569,414	29,613,815	75,830,000
Solid Waste	615,646	3,765,000	8,450,000
Airport	<u>1,765,517</u>	<u>4,050,000</u>	<u>32,400,000</u>
Total:	\$121,996,164	\$66,445,619	\$238,060,029



# General Government







# General Government

## **FY 2019-2020 Estimate**

**\$33,505,146**

- Court Facility
- USGS Miscellaneous Buildings
- FUTS Open Space Land Acquisition
- Parking Property Acquisition
- New Park Development

**Total Plan: \$71,812,825**

## **FY 2020-2021 Budget**

**\$5,508,418**

- Court Facility
- USGS Miscellaneous Buildings
- FHA General Improvements

## **FY 2022-2025 Projected**

**\$32,799,261**

- USGS Miscellaneous Buildings
- FHA General Improvements



# Streets/Transportation







# Streets/Transportation

## **FY 2019-2020 Estimate**

**\$54,146,449**

- Street Improvement Program
- Beulah Boulevard/University Drive
- Fourth Street Bridge and Reconstruction
- Industrial Drive
- Utility Replacements and Overlays
- Pavement Overlay

**Total Plan: \$157,533,303**

## **FY 2020-2021 Budget**

**\$21,575,386**

- Utility Replacements and Overlays
- Fourth Street Reconstruction
- Dark Sky Lighting

## **FY 2022-2025 Projected**

**\$81,811,468**

- Street Improvement Program
- Pavement Overlay
- Bike and Pedestrian Projects





# Streets/Transportation

## Lone Tree Corridor

### Lone Tree Railroad Overpass

- 30% plans complete
- FY 2019-2020 – RSOQ to retain consultant services
  - Economic Impact Analysis to be included
- Fully funded FY 2020-2025

### Lone Tree Roadway

- 15% conceptual plans complete
- Butler to Pine Knoll - design funding in FY 2022-2023



# Streets/Transportation

## John Wesley Powell

### Airport to Lake Mary Road

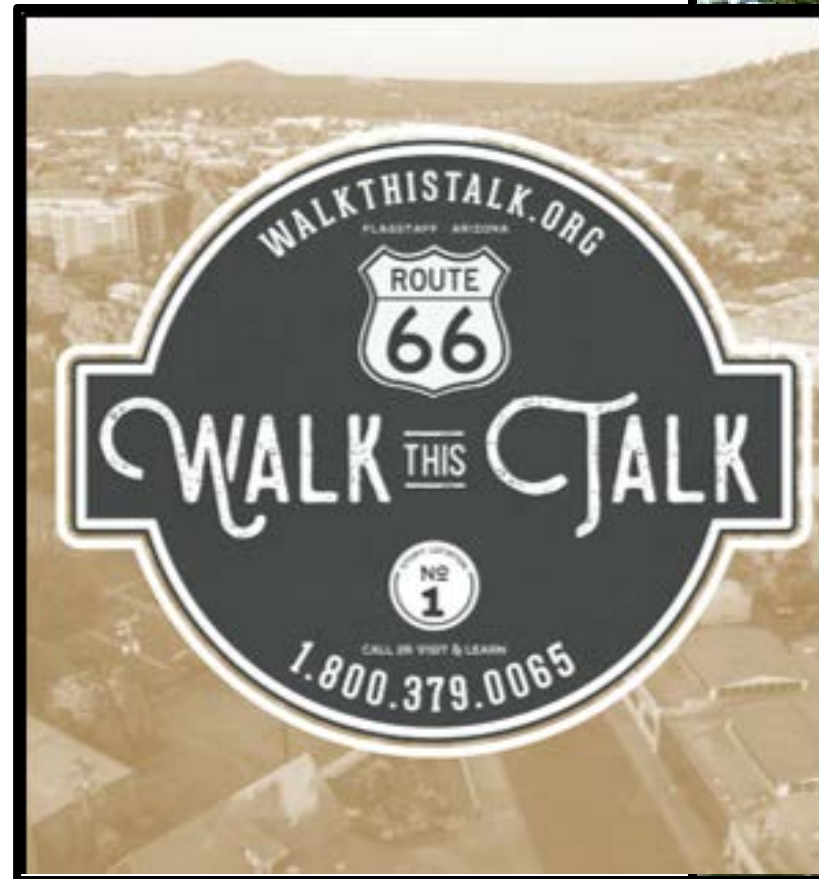
- Design funding in FY 2023-2024

### JWP Extension - Lone Tree to Fourth Street

- Specific plan (preliminary engineering) complete FY 2020-2021
- Public process and adoption beginning in FY 2021-2022
- Next steps: continue planning and design and identify funding mechanism



# BBB







# BBB



## **FY 2019-2020 Estimate**

**\$3,393,992**

- New Courthouse Art Piece
- Buffalo and Thorpe Park Restrooms
- Joel Montalvo Park Enhancements

## **FY 2020-2021 Budget**

**\$1,933,000**

- Library Art Piece
- Buffalo Park Enhancements
- City Hall Lawn

## **FY 2022-2025 Projected**

**\$6,769,300**

- Rio de Flag
- Phoenix Parking Plaza

**Total Plan: \$12,096,292**



# Water Services







# Drinking Water

## **FY 2019-2020 Estimate**

**\$18,342,516**

- Lake Mary Land Acquisition
- Lake Mary Sedimentation Basin Rebuild
- New Well Fort Tuthill #2
- Fort Tuthill Waterline Loop
- McAllister Well Pumphouse
- Fir Avenue Waterline Replacement

**Total Plan: \$47,642,516**

## **FY 2020-2021 Budget**

**\$4,375,000**

- Industrial Drive Waterline Replacement
- Switzer Canyon Phase 4 & 5 Design
- Aging Water Infrastructure Replacement

## **FY 2022-2025 Projected**

**\$24,925,000**

- Aging Water Infrastructure Replacement
- Red Gap Right-of-Way Acquisition
- New Well and Pumphouse





# Wastewater



## **FY 2019-2020 Estimate**

**\$6,206,497**

- Aging Sewer Infrastructure Replacements
- Westside Interceptor Oversizing
  - Thompson/Kaibab
  - Clay Avenue Wash
- Fort Tuthill Sewer Oversizing
- Wildcat Gas Conveyance System
- Bio-Solids Master Plan

**Total Plan: \$36,784,312**

## **FY 2020-2021 Budget**

**\$4,447,815**

- Wildcat Co-Gen Replacement
- Wildcat Digesters 3 & 4
- Rio Primary Clarifier Basins Design
- Wildcat Flow Diversion Design

## **FY 2022-2025 Projected**

**\$26,130,000**

- Wildcat Digesters 3 & 4
- Wildcat Solids Dewatering Facility
- Wildcat Primary Pump Station Rebuild



# Reclaimed Water

## **FY 2019-2020 Estimate**

**\$175,000**

- 8" Bottleneck Line Replacement
- Master Plan
- Rate Study

## **FY 2020-2021 Budget**

**\$950,000**

- 8" Bottleneck – Reclaimed Line Replacement Construction
- SCADA Enabled Water Meters and Vaults

## **FY 2022-2025 Projected**

**\$3,675,000**

- 8" Bottleneck – Reclaimed Line Replacement Construction
- 2<sup>nd</sup> Buffalo Park Two Million Gallon Storage Tank

**Total Plan: \$4,800,000**



# Stormwater



## **FY 2019-2020 Estimate**

**\$3,845,401**

- Rio de Flag Project
- Phoenix Avenue Bridge
- Linda Vista Culvert Upsizing
- Wildwood Drainage Project

**Total Plan: \$44,786,401**

## **FY 2020-2021 Budget**

**\$19,841,000**

- Rio de Flag Project
- Phoenix Avenue Bridge Construction
- Columbia Circle
- Steves Boulevard Wash at Soliere

## **FY 2022-2025 Projected**

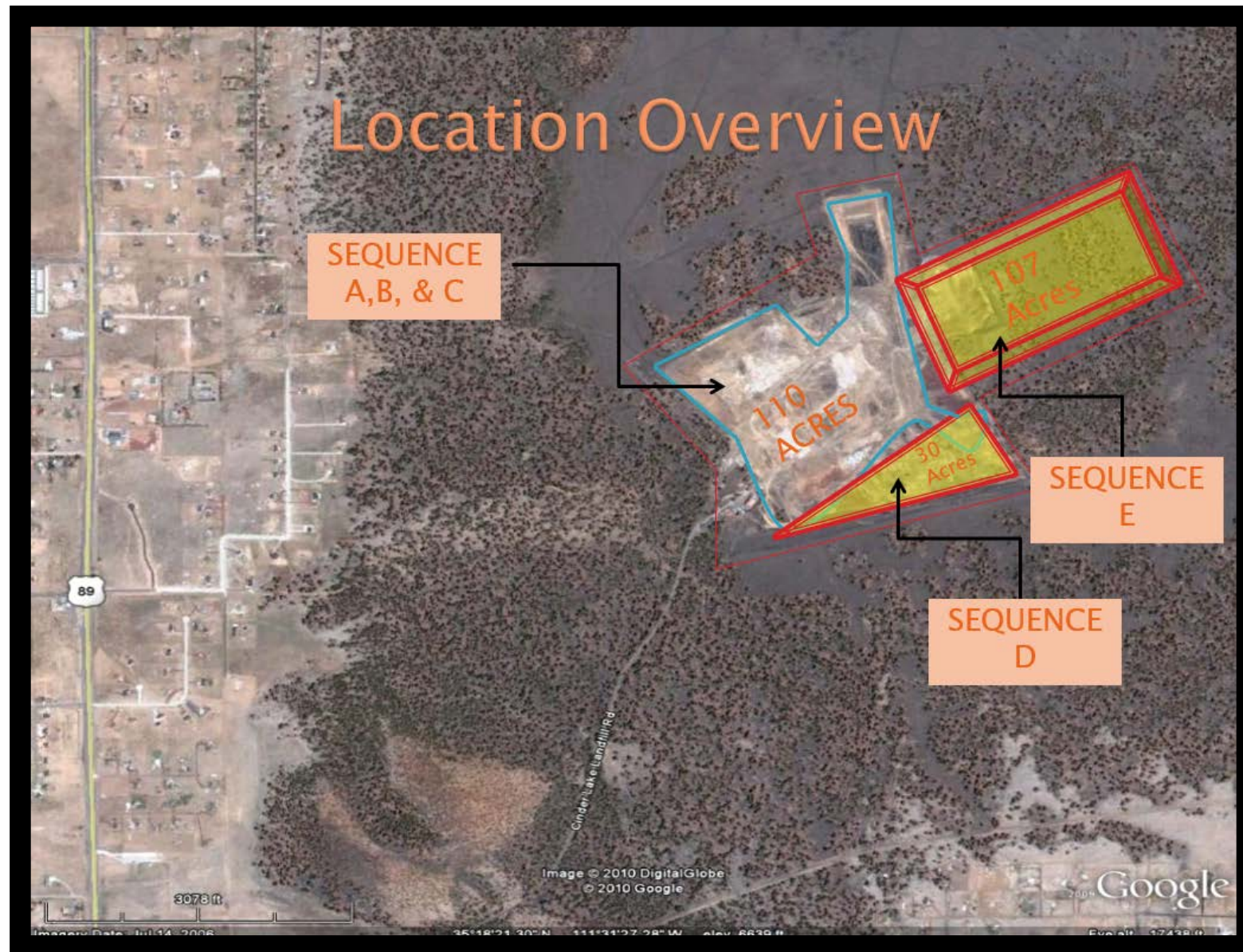
**\$21,100,000**

- Rio de Flag Project and Side Drain Laterals
- Aspen Avenue Culvert





# Solid Waste





# Solid Waste



## **FY 2019-2020 Estimate**

**\$615,646**

- National Environmental Policy Act Review
- Excavation of Cell D

## **FY 2020-2021 Budget**

**\$3,765,000**

- Landfill Road Infrastructure Project
- Excavation of Cell D

## **FY 2022-2025 Projected**

**\$8,450,000**

- Landfill Road Infrastructure Project
- Excavation of Cell D

**Total Plan: \$12,830,646**





# Airport







# Airport



## **FY 2019-2020 Estimate**

**\$1,765,517**

- Multi Use Building Design
- Drainage Improvements Design
- Temporary Parking Lot Improvements

## **FY 2020-2021 Budget**

**\$4,050,000**

- Parking Improvements
- Taxiway Apron Design
- Land Acquisition

## **FY 2022-2025 Budget**

**\$32,400,000**

- Taxiway Rehabilitation/Relocation
- Multi Use Building Construction
- Perimeter Service Road Rehabilitation

**Total Plan: \$38,215,517**

# Capital Improvement Program

## Council Discussion





# Compensation and Benefits





# Employee Advisory Committee







# EAC Budget Recommendations

- Cost of Living Adjustment (COLA) Effective July 1<sup>st</sup>
  - Fair to all employees - all get raise on same date
  - Changes in expenses do not wait to kick in until evaluation date
- City to cover entire 5.79% increase to health insurance
  - If not, employees enrolled in family plan and earning \$40,000 or less will not break even, even with the 2% COLA
- Future Considerations
  - Establish a mechanism to move employees through the pay plans
    - Pay scale top end looks good, but current employees have not been able to keep pace and advance through the pay range
    - 15-20+ years in grade - still not topped out





# Compensation Study

- Work in process (vendor – Evergreen)
  - Benchmark survey responses have been slightly delayed by COVID-19
- Outcomes include evaluation and recommendation for:
  - Pay plan adjustments
  - Pay plan structure (regular, broadband, skill-based)
  - Minimum wage adjustment impact
  - Compaction
  - Compensation policies
  - Other recommendations



# Benefits



- A City of Flagstaff benchmark study was not performed this year
- The Napebt Trust is currently evaluating RFP responses for an audit of the Trust Benefit Design





# Retention Trends – Turnover Comparison



## Calendar 2018

- 105 Total separations
- 35 Retirements
- 68 Voluntary
- 11.98% Total turnover
- 19.4% State and local rate\*
- 7.98% Avoidable\*\*

## Calendar 2019

- 108 Total separations
- 25 Retirements
- 74 Voluntary
- 12.16% Total turnover
- 18.0% State and local rate\*
- 9.12% Avoidable\*\*

\*BLS    \*\*Excludes death and retirements



# Retention Trends – CY 2019 Exit Interview Summary



- Length of employment
  - 1-3 years continues to be the highest
    - 30% in CY 2018 and 26% in CY 2019
  - 5-10 years saw the highest increase – concerning as these are invested employees
    - 11% in CY 2018 and 23% in CY 2019
- Top reasons for leaving
  - Better pay or benefits – 45% in CY 2019
  - Lack of career advancement from 21% in CY 2018 to 35% in CY 2019





# Retention Trends – CY 2019 Exit Interview Summary



- Satisfaction with compensation
  - Movement through pay plan declined from 45% to 57% dissatisfaction
  - Rating of poor for promotional increase went from 52% to 62%
- Satisfaction with benefits
  - Slight improvement with dental, vision and life insurance
  - Overall decline in satisfaction with health insurance
    - Rating of average: CY 2018 49% and CY 2019 39%
    - Rating of poor: CY 2018 15% and CY 2019 31%
- Positive note
  - Overall higher score of excellent for supervisor and work environment in every category



# Retention and Attraction Trends

- Champions 2019 Employee Survey
  - Compensation question
    - Compared to others in my line of work, I am paid fairly
      - Disagree 28.2%      Strongly Disagree 26.68%
- Recruitment
  - 2018: 216 Hires (65 internal (30.1%)/151 external)
  - 2019: 189 Hires (56 internal (29.6%)/133 external)
  - Declines:
    - 2018 18 ( 8.3%) Other Offer 38.8%, \$ or Cost of Living 1.1%
    - 2019 32 (16.9%) \$ or Cost of Living 37.5%, Other Offer 31.3%





# Compensation Recommendations

Included in current balanced budget:

- 2% COLA
  - General Fund \$1,000,000
  - Special Revenue Funds \$138,000
  - Enterprise Funds \$246,000



# Benefit Recommendations

## Recommendations in current balanced budget:

- Health insurance premium increase of 5.79%
  - City to pay 100% of increase for base plan of \$36.70/month
  - Employee increase of \$0.00-\$9.67/month
- No increase to dental and vision premiums
- Maintain three PTO days until annual merits are funded
- Citywide tuition assistance program - \$35,000 budgeted
- Additional funding for Employer Assisted Housing Program



# Council Parking Lot Discussion







# Parking Lot

Recommendations	Fund	Cost
United Way - Launch Program (Year 2)	General	\$ 70,000
United Way – Step Up for Youth (New)	General	30,000
High Country Animal Shelter	General	79,750
Boys and Girls Club	General	35,000
Litigation	General	100K – 300K
Short Term Rentals	General	Carryover



# Council Adds and Deletes







PSPRS

CITY OF FLAGSTAFF  
APRIL 23, 2020



*SERVING THOSE WHO SERVE OTHERS*



# **UNDERSTANDING PENSIONS**

1. Unfunded liabilities
2. Funded status/rate
3. Pension funding formula

# Starting Thoughts

- Critical financial issue facing taxpayers
  - 6/30/18 unfunded pension liability = \$8.8 billion
  - 46% funded
- It's debt
- It's not **IF** the unfunded liability will be paid off, it is **WHEN AND BY WHOM**
- Depending on other factors, such as payroll growth, annual required contributions (ARC) may not be enough to reduce employer unfunded liabilities



# Starting Thoughts

Reform **DOES NOT** reduce current Tier 1 and 2 unfunded pension liability (legacy costs)

- Reforms created tier 3 membership that has lower employer costs than tiers 1 and 2
- Prop 124 in 2016 replaced costly investment return-based permanent benefit increase (PBI) with simple annual cost-of-living-increase capped at 2 percent
- COLA savings already factored into actuarial valuations and contribution rates
  - System-wide savings of estimated \$475 million

# Defined Benefit

What the numbers are **AND** how the numbers are calculated. Basic example:

- Actual liability, at retirement it will be paid
  - Years of service x % multiplier
    - Tier 1, 25 years of service = 62.5%
  - 62.5% x average compensation
    - 62.5% x \$80,000 = \$50,000 annual pension
- Estimated liability
  - Estimated present value of the future liabilities
  - Based on actuarial assumptions



# Unfunded Liability

## Assets

- Market value of assets are the assets as of TODAY!

## Liabilities

- All future pension benefits earned as of today
  - Considers all future pension payments to be paid
  - Discounted to present value
    - Discounted at the assumed rate of return on assets
- 
- The difference is the over funded or unfunded liability.

## Funded status (funded ratio)

Market value assets

---

Liabilities (present value)

- Identifies the assets available to fund the liabilities (*in today's dollars*)
- Goal: 100% funded



# Pension funding equation

$$C + I = B + E$$

Contributions

Interest

Benefits

Expenses

# Unfunded liability (debt)

- PSPRS liabilities are not pooled (256 plans)
  - Unfunded liabilities have been **earned** and cannot be diminished or impaired
    - Pension clause and Field's decision
- A more appropriate term for unfunded liabilities is debt, it is owed!

The **amount and timing** of your contribution directly impacts the funded status of your plan

- Every additional dollar contributed today, can earn investment returns
- Every additional dollar not paid is a lost opportunity to earn investment returns

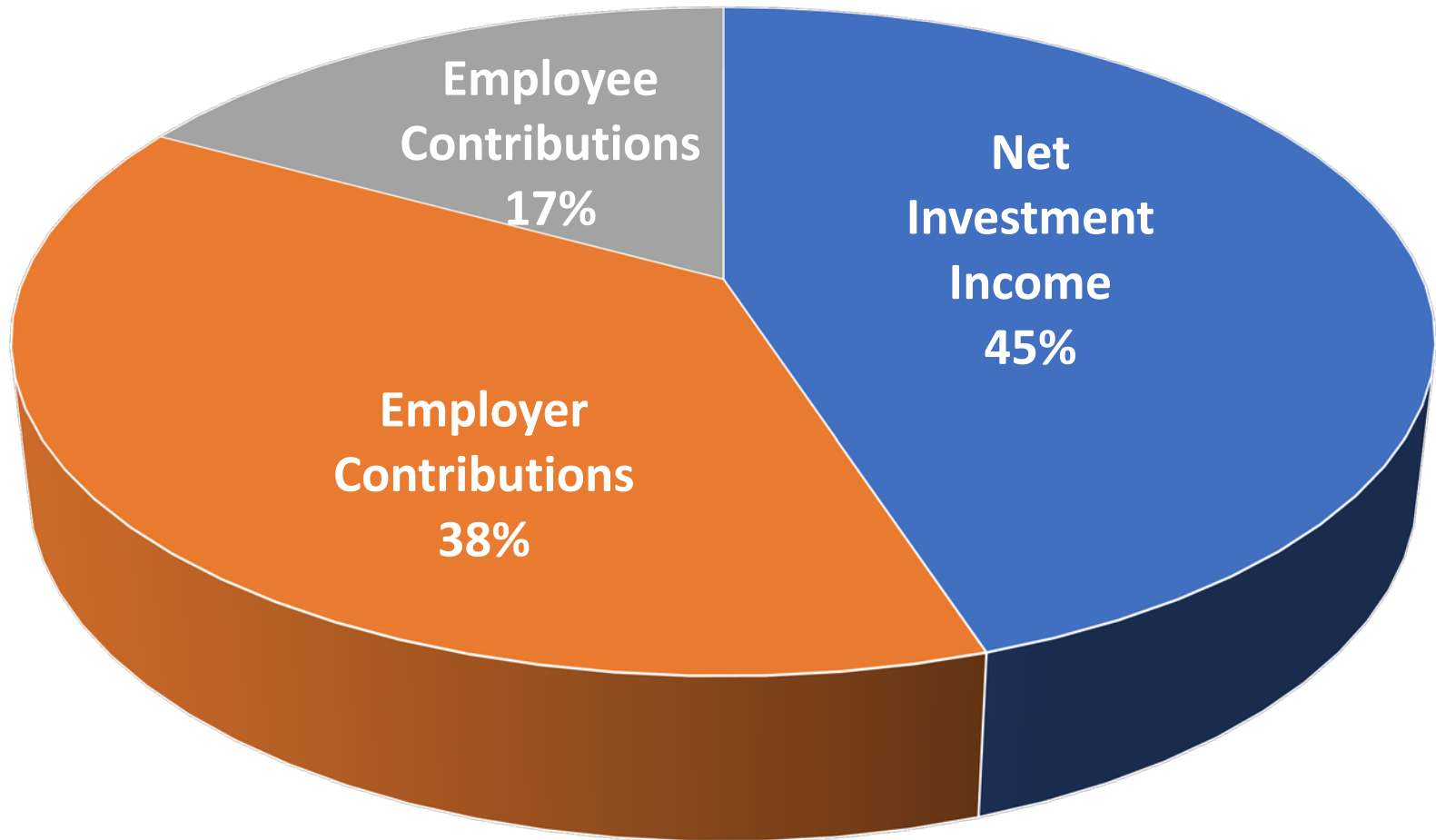
# Contributions have 2 components

1. Normal cost: Annual cost of pension benefits "*earned*" in the current year
2. Unfunded liability: Cumulative effect of previous normal costs not funded
  - Amortized similar to a mortgage
  - The present value of liabilities "earned" in the current year equate to normal cost



# Where does the money come from?

## PSPRS system wide

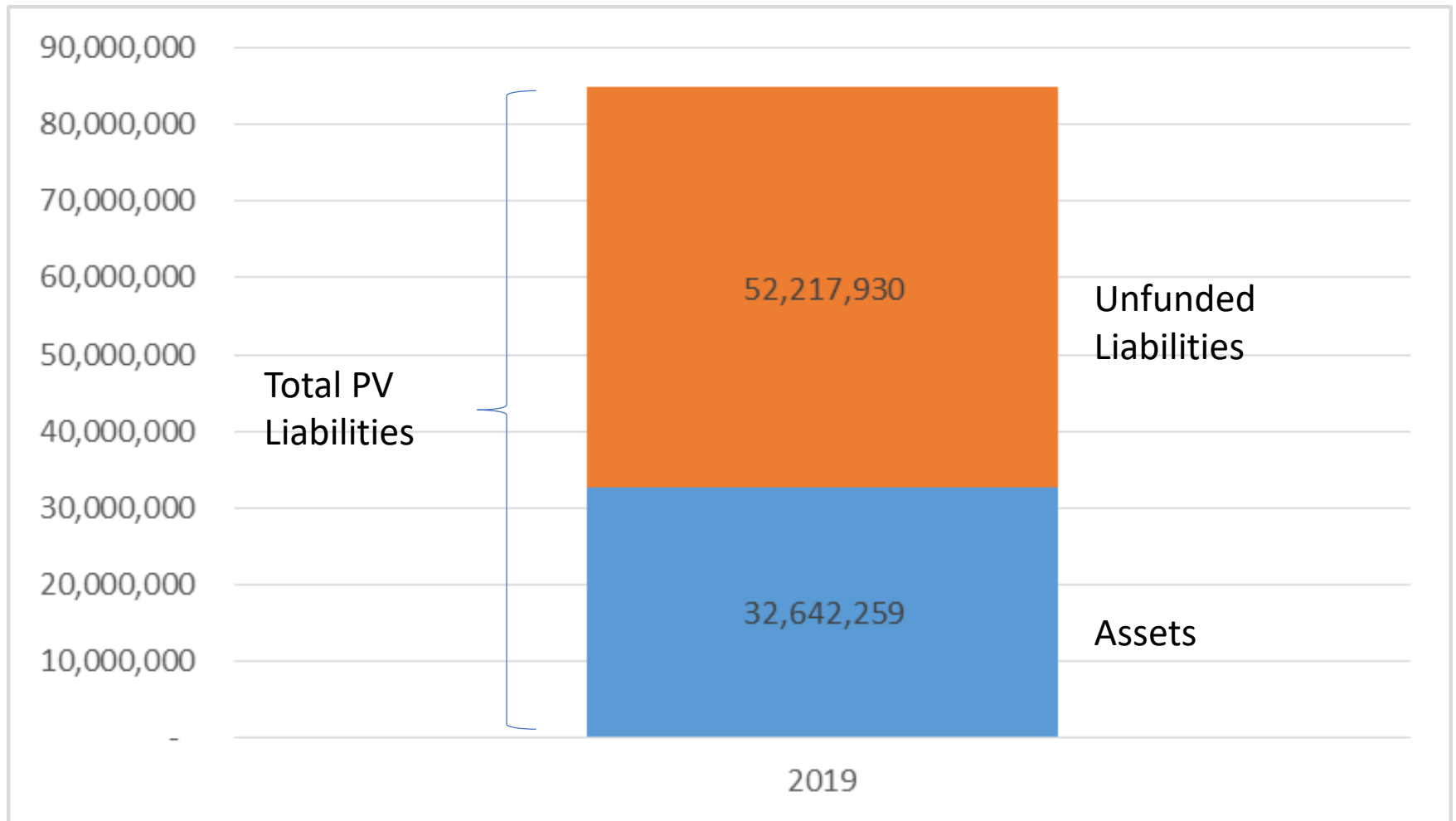




# **CITY OF FLAGSTAFF**

Actual numbers from the police plan,  
the fire plan would use the same math

# City of Flagstaff - Police





# City of Flagstaff

- Investment returns are earned on the \$32.6 million in assets
- If this plan were 100% funded, investment returns would be earned on \$85 million in assets
- Regardless of the funded status, the total \$85 million liabilities will be discounted one less year in FY 2020

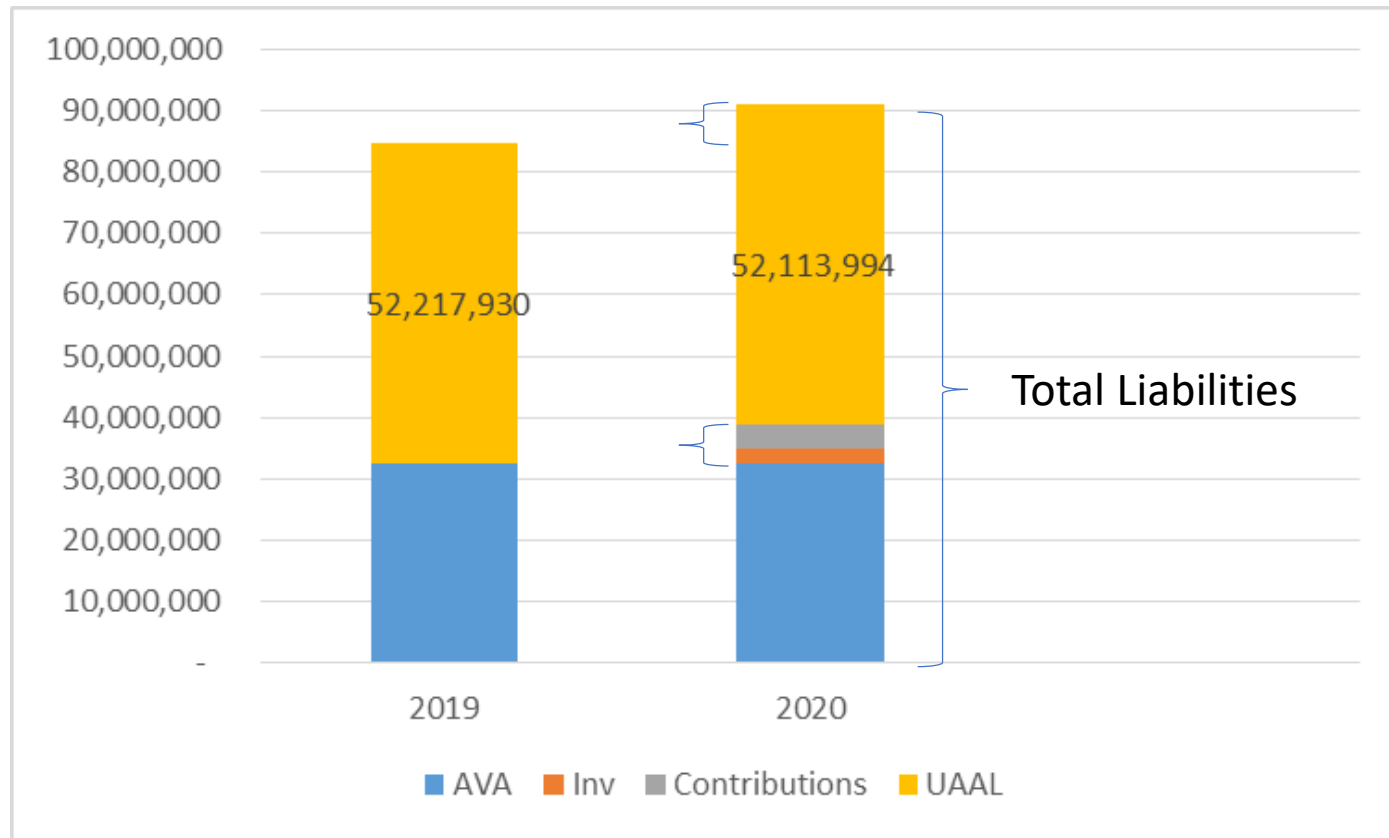
# City of Flagstaff – Police

- Increased assets
- Investments + contributions = \$6,298,730
- Increased liabilities
- Present value of liabilities discounted one less year

	<u>Assets</u>
Begin FY19	32,642,259
Investments	2,382,885
Contribution	3,915,845
Ending FY19	38,940,989

	<u>AAL</u>
2019	84,860,189
2020	91,054,983
Change	6,194,794

# City of Flagstaff – Police



	<u>Unfunded Liab</u>
2019	52,217,930
2020	52,113,994
Change	(103,936)

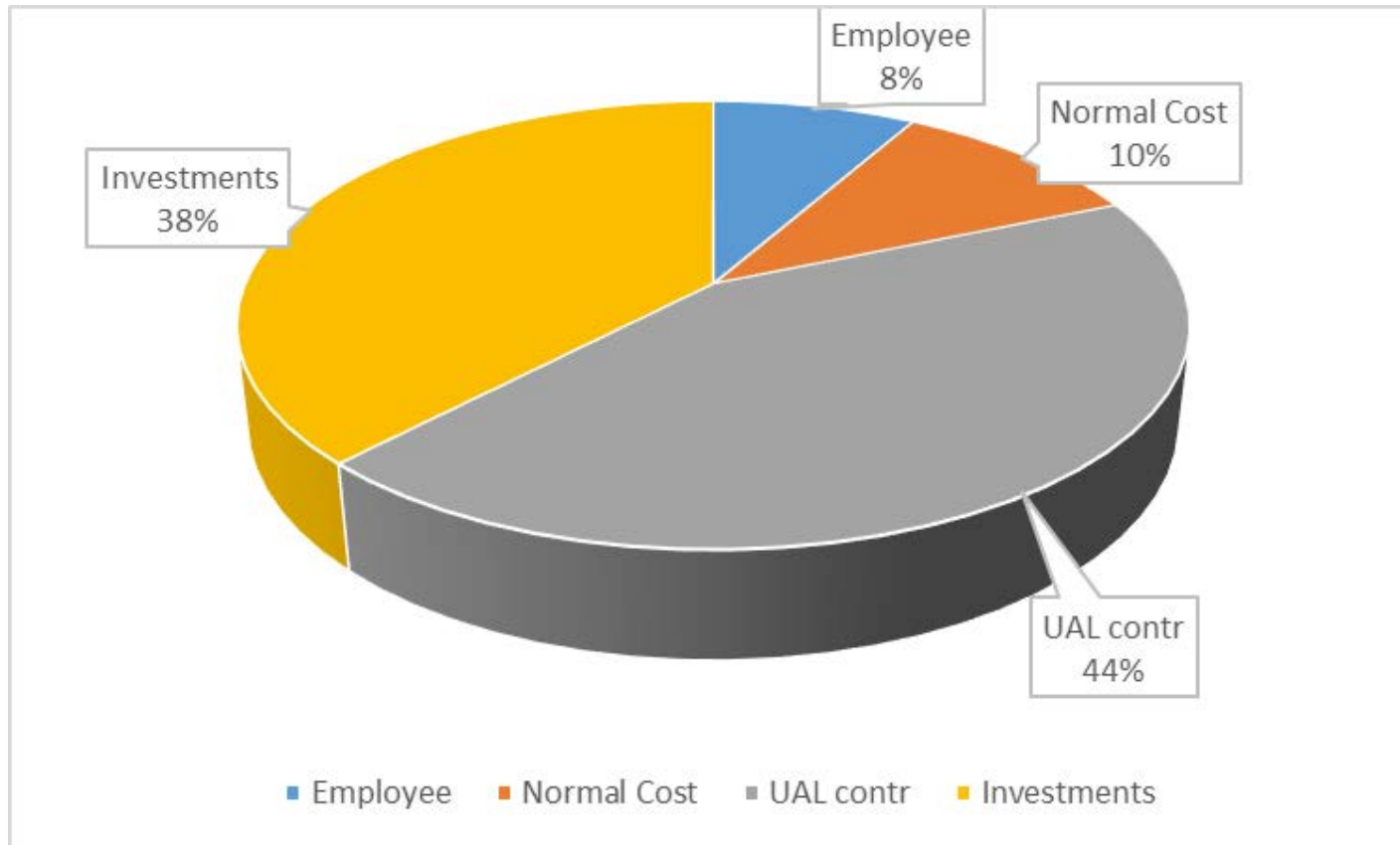


# Pension Funding Equation

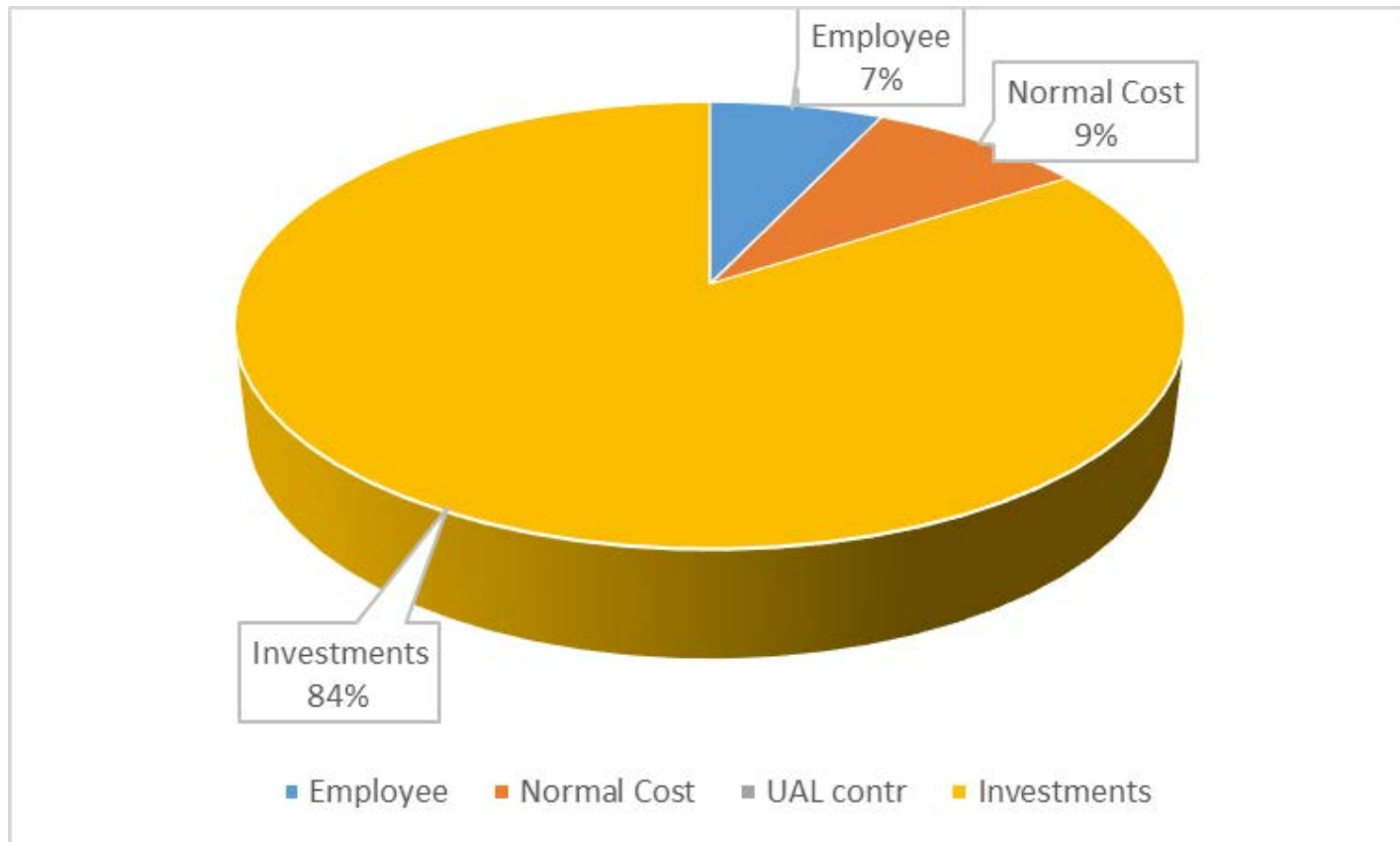
$$C + I = B + E$$

Contributions      Invest      Benefits      Expenses

# City of Flagstaff – Police FY 2020



# City of Flagstaff – Police **if 100% funded**





# City of Flagstaff – Police

Payroll growth and negative amortization

Contributions = \$3,915,845

- Your actual payroll impacts actual contributions
  - Actuarial payroll growth assumption 3.5%
    - Zero payroll growth reduces contributions \$137,055
  - Vacancies

	<u>Assets</u>
Begin FY19	32,642,259
Investments	2,382,885
Contribution	3,915,845
Ending FY19	38,940,989

	<u>Unfunded Liab</u>
2019	52,217,930
2020	52,113,994
Change	(103,936)

# City of Flagstaff

$$C + I = B + E$$

Contributions      Invest      Benefits      Expenses

- Investment returns will not solve large unfunded liabilities.
- Additional contributions leverage investment opportunities.
- Over a 17 year amortization cycle, \$1 million will save taxpayers an estimated \$1.8 million, and the original \$1 million will still be in the fund.



# **QUESTIONS, COMMENTS, AND DISCUSSION**





## City of Flagstaff (AZ)

*City Council Retreat Discussion:  
Flagstaff Police and Fire Pension Liability Management*

23 April 2020

# Commitment to the City of Flagstaff

Stifel was retained by the City in late 2015 and our Phoenix team has worked on 8 financings as financial advisor (general obligation, pledged revenue and/or certificates of participation) totaling in excess of \$86 million

- **Capital projects included:**

- ✓ Street/road improvements
- ✓ Open space
- ✓ Forest health & water supply
- ✓ Core services maintenance facility
- ✓ Court facilities
- ✓ Public safety communications
- ✓ Utility improvements

**A few highlights:**

**2020 – Water Infrastructure Finance Authority (WIFA) General obligation bonds: \$6.0 million Water Shed Protection Project/ Forest Restoration, included \$1.0 million State Grant (WIFA)  
Cost of borrowing: 2.00%**

**2020 - General obligation bonds for \$12.3 million for municipal court and public safety communications projects  
Cost of borrowing: 1.46%**

- **Services included:**

- ✓ Phasing/structuring financings
- ✓ Yield comparison & cost analysis
- ✓ Coordination of financing team
- ✓ Property tax analysis
- ✓ Elections assistance
- ✓ Refunding analysis/defeasance of debt
- ✓ Credit rating assistance/facilitation
- ✓ Continuing disclosure assistance

**2017 - Refinanced 3.46% WIFA loan with 1.99% rate resulting in \$1,041,000 of net cash flow savings (\$944,793 Net Present Value Savings)**

**City's Credit Ratings**

"AA" – General Obligation Bonds

"AA" – Local Sales Tax Revenue Bonds (Pledged Revenue Obligations)

"AA-" – Certificates for Participation (lease structure)

# Status Quo:

## How do we compare to our peers?

- Key Decision Points:**
- What's the cost of doing nothing?
  - What are feasible alternatives?

STIFEL

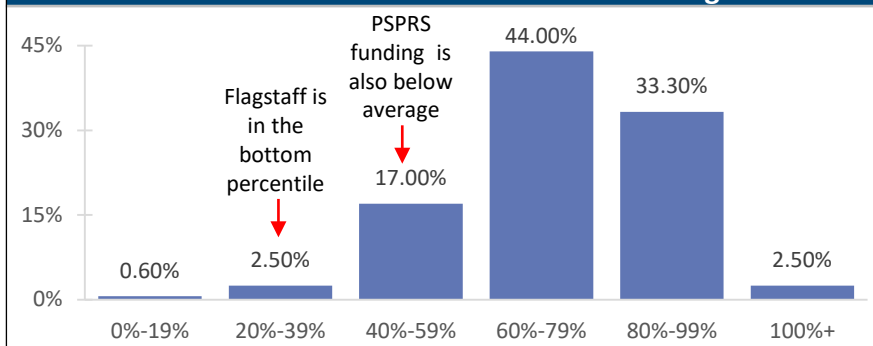
### Accruing at 7.30%, Flagstaff's pension liability is among the fastest escalating costs on the City's budget

- Flagstaff participates in Arizona PSPRS for its Police and Fire employees and retirees
- Both plans are funded below 40% as of the 2019 valuation
- Both plans accrue at an assumed rate of 7.30%, well above what the City might pay on its debt (3% to 5%)
  - The actuarial rate was revised from 7.40% to 7.30% in the 2019 valuation, causing the UAAL to increase

#### Overview of Key Terms.

- **Actuarially Accrued Liability ("AAL").** The present value of all future benefit payments payable to current and future retirees
- **Actuarial Value of Assets ("AVA").** The current value of all assets held/invested by PSPRS to generate returns and make benefit payments to retirees
- **Funded Ratio.** The ratio of AVA to AAL; 100% funding implies Assets = Liabilities
- **Unfunded Actuarially Accrued Liability ("UAAL").** The difference between the AAL and AVA

#### Public Pensions: National Distribution of Funding Levels<sup>2</sup>



City of Flagstaff Plan Statistics (as of 6/30/2019) <sup>1</sup>			Arizona PSPRS <sup>1</sup>
	Police	Fire	
<b>AAL</b>	\$84,860,189	\$93,870,030	\$17,393,828,992
<b>AVA</b>	\$32,642,259	\$34,260,196	\$8,079,039,739
<b>UAAL</b>	\$52,217,930	\$59,609,834	\$9,325,730,005
<b>Actuarial Rate</b>	7.30%	7.30%	7.30%
<b>Funded Ratio</b>	38.5%	36.5%	46.4%

#### Recommendation:

- **Refinance pension liability using other debt instruments to:**
  - ✓ Achieve above average funding levels (80% to 100%); greater assets will also allow the pension funds to improve investment efficiency and liquidity for paying benefits
  - ✓ Lower borrowing rate on \$112 million UAAL from 7.30% to approximately 4% (depending on market conditions)
  - ✓ Generate budgetary stability and savings to address other needs and prevent crowding out of other priorities by escalating pension expenses

1. Source: Arizona Public Safety Personnel Retirement System Actuarial Valuation as of June 30, 2019.

2. Center for Retirement Research at Boston College, "The Funding of State and Local Pensions: 2015-2020." Alicia H. Munnell and Jean-Pierre Aubry.



# Status Quo:

## What are we currently paying?

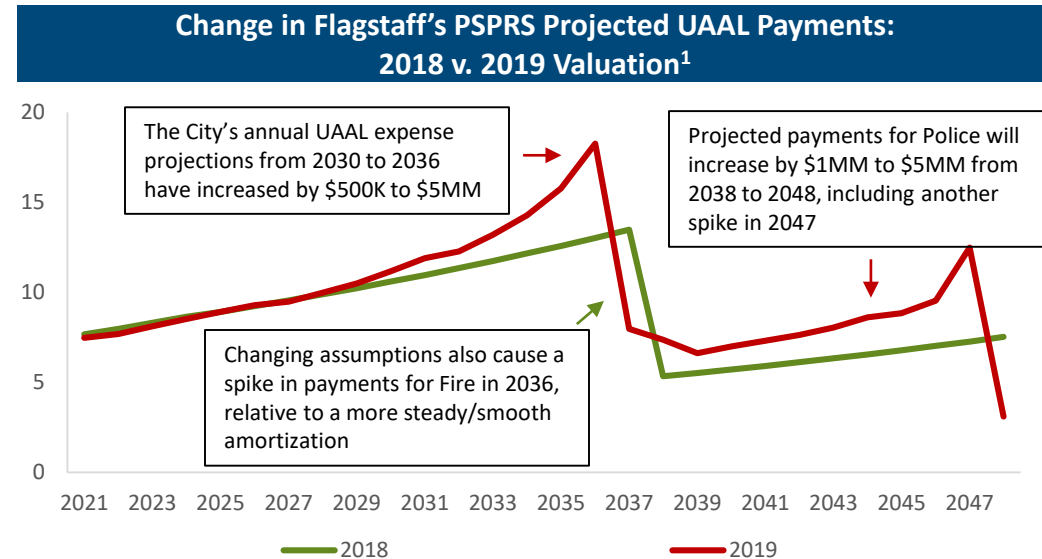
**Key Decision Points:**

- What's the cost of doing nothing?
- What are feasible alternatives?

STIFEL

**The City is essentially borrowing from PSPRS to support its pension plans and this cost continues growing as plan assumptions evolve**

- Although the City opted for extending the Police amortization to 30 years in 2018, the City intends to repay this UAAL at a faster rate than required per actuarial projections
  - At present the City contributes approximately \$9-\$10 million annually towards amortizing its UAAL and a bonding could allow the City to restructure this payment stream as level debt
- ***If the City does nothing, it will continue to be exposed to the risk of increased future costs and liabilities due to changes in assumptions or investment return volatility***



### Recommendation:

- The City can leverage its GO and/or its COPs credits to support a pension obligation bond issuance to refinance this liability, reduce ongoing annual payments and increase its funded ratio
  - The all-in borrowing costs to increase the funded ratio to 100% is expected to be 3.9%<sup>2</sup>
  - Provides an opportunity for City to reshape the amortization to create level debt payments over 19-20 years rather than escalating payments over 28 years → creates stability and certainty from a budgetary management perspective

1. Source: Arizona Public Safety Personnel Retirement System Actuarial Valuation as of June 30, 2019.

2. Due to the current market dislocation caused by COVID-19, the interest rates assumed herein are estimated and provided for discussion purposes only and not indicative of available market execution.

# Assessing Risks:

## Status Quo v. Pension Bonds

### Key Decision Points:

- How can the City best diversify risks?
- Can the City implement safeguards?

STIFEL

Pension liability management carries three distinct types of risks: i) actuarial risk, ii) market risk, and iii) other risks

Risk Description	Status Quo	Pension Bonds
<b>Actuarial Risk.</b> Any retirement system's independent actuaries calculate projections for plan assets and liabilities, and these projections are premised on a variety of assumptions such as investment returns, payroll increase, COLA, mortality, early retirement, and benefit payments. Annual employer contributions are calculated based on these assumptions	<ul style="list-style-type: none"> <li>• Actuarial risk is inherent to all pension funds, and all projections of future contributions and payouts</li> <li>• Any revision or variance from these assumptions will alter projections and required contributions, regardless of the issuance of pension bonds</li> </ul>	<ul style="list-style-type: none"> <li>• Pension bonds address the unfunded liability at a given point in time by swapping the assumed rate of return with a market-based borrowing rate that is locked in at the time of issuance. Any new liability created by new actuarial assumptions will have to be amortized separately</li> </ul>
<b>Market Risk.</b> All pension plans are subject to changes in market conditions and year-over-year investment return performance. The assumed rate of return should ideally approximate a plan's long-term historical average returns	<ul style="list-style-type: none"> <li>• Performance studies allow actuaries to examine whether current return assumptions remain in line with actual performance. For example, PSPRS revised its rate from 7.40% to 7.30%, congruent with a national shift in public pension assumptions</li> </ul>	<ul style="list-style-type: none"> <li>• Primary risk is investment return performance over lifetime of bond</li> <li>• The City will remain better off for doing the bonding as long as investment returns remain above the bond rate</li> </ul>
<b>Other Risks.</b> Other risks may also exist	<ul style="list-style-type: none"> <li>• Changes in statutory and/or constitutional provisions, bankruptcy filing by a municipality, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Changes a soft liability (pension) into hard liability (debt); could enhance the impact of statutory/constitutional/bankruptcy changes</li> </ul>
<b>Potential Mitigants.</b> Can the City implement safeguards to mitigate these risks?	<ul style="list-style-type: none"> <li>• Limited ability to implement reserves or other protections to manage future budget needs</li> </ul>	<ul style="list-style-type: none"> <li>• Can utilize potential savings from lower borrowing cost to establish separate reserves to manage actuarial <u>and</u> market risks</li> </ul>

### Recommendation:

- Issue pension bonds to achieve full funding and utilize savings to establish contingency reserve funds ("CRFs")

# Mitigating Risks:

## Contingency Reserve Fund Sizing

### Key Decision Points:

- What framework should the City adopt to size its CRFs?

STIFEL

**Contingency Reserve Funds (“CRFs”) can allow the City to manage the budgetary impact of market and actuarial risks**

### Market Contingency Reserve (“MCR”).

- **What?** Helps mitigate risks associated with year-over-year volatility in investment earnings
- **How?** Use a portion of pension bond proceeds to establish separate MCRs for Police and Fire, respectively
  - Apply a defined portion of ongoing year-over-year budgetary savings from the pension bond (difference between what UAAL payments would have been versus debt service costs) to continue funding MCR
- **Why?** In years where investment returns do not meet defined/established benchmarks, the City can draw on the MCR to smooth the budgetary impact of funding additional contributions for the newly created UAAL
- **Why not?** Negative carry of issuing additional debt; however, fund balance can be invested short to help mitigate this cost

### MCR Sizing Recommendation:

- Size the MCR to manage three years of the additional/new UAAL payments that would be created in a “worst case scenario” for the bonded portion of assets only
- For example:
  - The City issues pension bond sufficient to achieve 100% funding for both Police and Fire
  - However, immediately upon the issuance of the bonds, the City experiences a 30% investment loss on both funds, creating a new UAAL of \$16.4 million for Police and \$17.9 million for Fire relative to the bond proceeds
  - These amounts would be amortized over the remaining amortization periods (27 years for Police, 17 years for Fire)
  - The recommended size would thus be a \$2.1 million MCR for Police and \$3.9 million for Fire

### Pros.

- Three years of contingency planning allows City to weather worst of storm, as market performance corrects and returns closer to actuarial assumptions
- Bonding for the initial balance provides contingency if losses are experienced in the immediate-to-near term, thereby improving the chances of success for the pension bonding



# Mitigating Risks:

## Contingency Reserve Fund Sizing

### Key Decision Points:

- What framework should the City adopt to size its CRFs?

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**Contingency Reserve Funds (“CRFs”) can allow the City to manage the budgetary impact of market and actuarial risks**

### Actuarial Contingency Reserve (“ACR”).

- **What?** Helps mitigate risks associated with changes in actuarial assumptions, such as assumed rate of return, COLA, mortality, or others
- **How?** Use a portion of pension bond proceeds to establish separate ACRs for Police and Fire, respectively
  - Apply a defined portion of ongoing year-over-year budgetary savings from the pension bond (difference between what UAAL payments would have been versus debt service costs) to continue funding ACR
- **Why?** In the event of changes in actuarial assumptions that cause a significant change in projected annual payments (for example, the shift from a 7.40% actuarial rate to 7.30%), the City can draw on the MCR to smooth the budgetary impact of funding additional contributions for the newly created UAAL
- **Why not?** Negative carry of issuing additional debt; however, fund balance can be invested short to help mitigate this cost

### ACR Sizing Recommendation:

- The ideal size of the ACR is dependent on the actuarial changes for which this CRF can be drawn, as this will determine whether the impact will need to be managed over an amortized basis or can be absorbed in one go
  - For example, if the ACR is permitted for COLA changes, then the potential impact on total UAAL is relatively modest and can be funded in its entirety up front (~1% increase in COLA could approximately increase Police UAAL by \$550,000, and Fire by \$600,000)
  - In contrast, a change in the actuarial rate from 7.40% to 7.30% caused an increase of \$20 million in total UAAL payments for Police over 28 years; for this sort of impact, the City may consider structuring for managing 2-3 years of impact

### Pros.

- As public pension plans nationwide continue experiencing significant shifts in demographics and experience, such contingency planning can help introduce long-term budgetary stability for the City

# Mitigating Risks: Contingency Reserve Fund Mechanics

**Key Decision Points:**  
•What terms should the City define for maximizing the efficacy of its CRFs?

STIFEL

**The efficacy of a CRF depends on the rules for investment, draws, and replenishment that the City establishes at the outset**

**Rules for Investment of Proceeds.** This is akin to permitted investment guidelines for reserve/escrow funds

- Proceeds should only be invested in liquid and/or short-term products to ensure prompt availability of funds

**Rules for CRF Draws.** While there may be greater flexibility to accord broader rules for draws on an CRF absent bond proceeds, in practice, permitting draws for any/every possible increase in payments could deplete the balance too soon

- The City may consider establishing a minimum fund balance threshold before which draws on the balance of the CRF could occur
- Draws may also be restricted to draws of investment income only, while the balance is untouched
- Establish periodic funded ratio thresholds, where CRF balance above a pre-defined level is drawn to supplement ARC

**Rules for Contingency Replenishment.** Could use ongoing pension bond savings or use *sell the float* on other City held funds for periodic inflows

- The City must also consider mechanisms to build up and/or maintain the CRFs balance by securing a stream of steady cash flow beyond the initial deposit
- This entails defining the revenue and investment sources for fiscal transparency, and redirecting investment returns in excess of an established benchmark to the Contingency Reserve Fund

**Other Considerations.** The City may need to create separate Police and Fire Pension Stabilization Funds given their varying actuarial assumptions, funded status, and history of investment returns

## **Recommendation:**

- **Create authorization to manage CRFs through City Council ordinance to retain some flexibility in deployment while providing security from a bondholder perspective**

# Pension Bonds: Partial v. Full Funding

**Key Decision Points:**  
•What funding level should the City target for a pension bonding?

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The City must balance the advantages of achieving full funding against its capacity to incur debt

	Partial Funding	Full Funding
<b>Benefits</b>	<ul style="list-style-type: none"> <li>The City is able to quickly achieve a targeted increase in its funded ratio</li> <li>Reduces the annual cost of pension payments</li> <li>The City may be able to achieve annual savings that can supplement payments towards the remaining liability</li> </ul>	<ul style="list-style-type: none"> <li>The City is able to quickly achieve an 100% funded pension liability</li> <li>Fully funded liability is looked at favorably by rating agencies and may increase the City's credit rating</li> <li>Provides annual savings that the City may be able to use for other purposes</li> <li>Reduces the annual cost of pension payments</li> </ul>
<b>Risks</b>	<ul style="list-style-type: none"> <li>The City is required to make debt service payments, even in the event the costs of the pension payments increase</li> <li>The funded ratio could decrease as pension costs rise</li> <li>The City will be required to make a combination of debt service and pension payments annually</li> </ul>	<ul style="list-style-type: none"> <li>The City is required to make debt service payments, even in the event the costs of the pension payments increase</li> <li>The funded ratio could decrease as pension costs rise</li> </ul>

## Bonding: Other Recommended Structural Features and Historical Best Practices

<i>Market and Timing</i>	<ul style="list-style-type: none"> <li>Given equity market volatility, laddering in bond proceeds for investment over time is a prudent approach, commonly used to help mitigate equity market timing concerns</li> </ul>
<i>Long-Term, Fixed Rate, Current Interest Bonds</i>	<ul style="list-style-type: none"> <li>Most common structure in the municipal market</li> <li>Allows City to take advantage of the long-term low-rate environment</li> <li>Once issued, fixed rate bonds carry no risks associated counterparty, credit or rate</li> <li>Most favorably viewed by rating agencies and policymakers</li> </ul>
<i>Uniform Savings</i>	<ul style="list-style-type: none"> <li>Enforces discipline in early years of issue and benefits intergenerational equity</li> </ul>
<i>Flexible Authorizing Legislation</i>	<ul style="list-style-type: none"> <li>Authorizing legislation should endorse cautious structuring parameters while retaining some flexibility with regards to the market and timing of the pension bonding</li> </ul>
<i>Prudent Contribution Practices</i>	<ul style="list-style-type: none"> <li>While a pension bond can help generate a one-time bump in a pension plan's funded ratio, issuers need to continue making normal contributions in the ensuing years to maintain the increased funded ratio</li> </ul>

## Recommendation:

- Bond to achieve 100% funding as the amount of additional debt incurred is modest relative to the significant credit and budgetary benefits



# Pension Bonds: 100% Funded with CRFs<sup>1,2</sup>

**Key Decision Points:**  
• What funding level should the City target for a pension bonding?

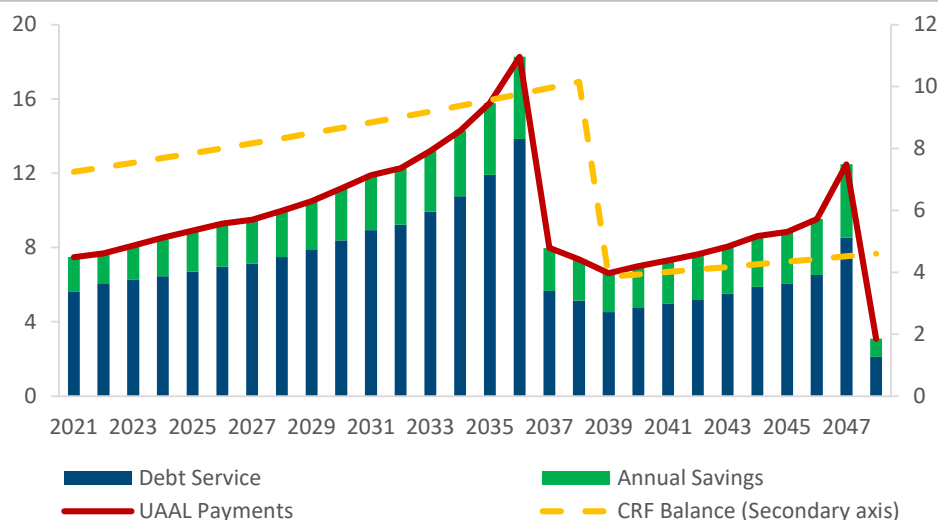
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Targeting 100% funding could allow the City to generate significant ongoing savings in addition to the proposed CRFs, producing a combined \$51.5 million of net present value benefit

## Summary Statistics<sup>1,2</sup>

Dated Date	7/1/2020
Final Maturity Date	2/1/2048
All-In TIC	4.06%
Average Life	15.55 years
Bond Par Amount	\$122,680
<b>Pension Fund Deposit</b>	<b>\$114,025,131</b>
<b>Contingency Reserve Fund Deposit</b>	<b>\$7,106,112</b>
Total Interest on IRF @ 2.00% Return	\$3,988,029
<b>NPV of CRF Interest @ 4.06% (Bond Rate)</b>	<b>\$2,469,920</b>
Cost Savings (UAAL – Debt Service)	\$72,822,105
<b>NPV of Annual Savings @ 4.06% (Bond Rate)</b>	<b>\$41,934,957</b>
<b>Total NPV Benefit (CRF Deposits + NPV of CRF Interest + NPV of Annual Savings)</b>	<b>\$51,510,988</b>
<b>Total NPV Benefit (as % of Pension Fund Deposit)</b>	<b>41.99%</b>
<b>Actuarial Funding Status after Pension Bonds</b>	<b>100.00%</b>

## POB Results: Impact on Annual Payments<sup>1,2</sup>



## Recommendation:

- 100% funding maximizes the benefit to the City
- The City could utilize the pension bonds to smooth ongoing pension contributions from a budgetary perspective to create a long-term level cost profile
- The City can use COPs and/or GOs to support the bonding

1. Market conditions as of April 9, 2020. Spreads based on comparable recent transactions. Stifel does not guarantee to underwrite at these levels. All NPV values are discounted to July 1, 2020 (assumed transaction closing date) at a discount rate of 3.9%. Please refer to Stifel's risk disclaimers in this presentation. UAAL amortization was computed by Stifel using prior assumptions from the 2019 Actuarial Report

2. Due to the current market dislocation caused by COVID-19, the interest rates assumed herein are estimated and provided for discussion purposes only and should not be considered indicative of available market execution.

# Pension Bonds: 100% Funded with CRFs and Reshaped Debt<sup>1,2</sup>

**Key Decision Points:**  
• How should the City shape the debt amortization to best meet budget needs?

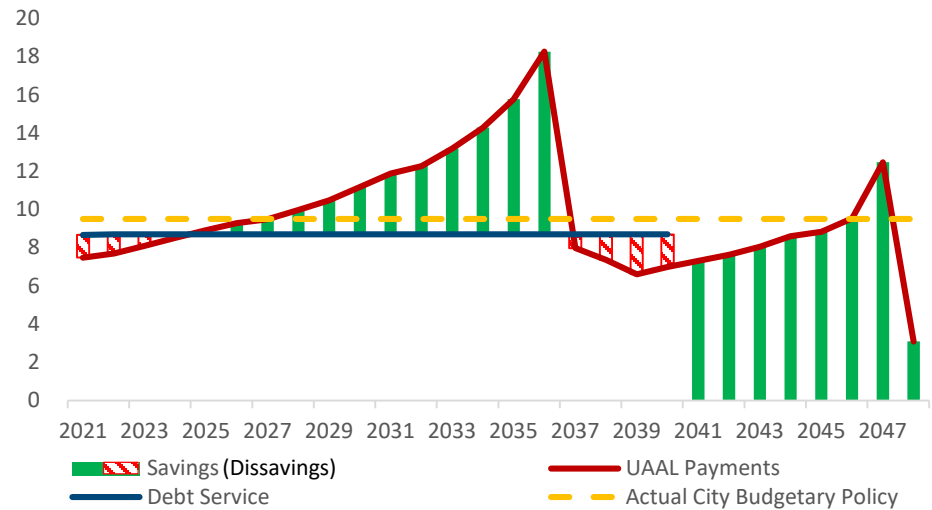
STIFEL

Given the City's policy of accelerated UAAL repayment, the City can shorten this debt to 19-20 years, while still generating savings and creating CRFs

## Summary Statistics<sup>1,2</sup>

Dated Date	7/1/2020
Final Maturity Date	2/1/2040
All-In TIC	3.90%
Average Life	11.05 years
Bond Par Amount	\$122,680,000
<b>Pension Fund Deposit</b>	<b>\$114,025,131</b>
<b>Contingency Reserve Fund Deposit</b>	<b>\$7,106,112</b>
Total Interest on IRF @ 2.00% Return	\$3,453,197
<b>NPV of CRF Interest @ 4.06% (Bond Rate)</b>	<b>\$2,308,886</b>
Cost Savings (UAAL – Debt Service)	\$97,364,726
<b>NPV of Annual Savings @ 4.06% (Bond Rate)</b>	<b>\$44,833,979</b>
<b>Total NPV Benefit (CRF Deposits + NPV of CRF Interest + NPV of Annual Savings)</b>	<b>\$54,248,977</b>
<b>Total NPV Benefit (as % of Pension Fund Deposit)</b>	<b>44.22%</b>
<b>Actuarial Funding Status after Pension Bonds</b>	<b>100.00%</b>

## POB Results: Impact on Annual Payments<sup>1,2</sup>



## Recommendation:

- 100% funding maximizes the benefit to the City
- The City can keep shortening amortization to 18 or 19 years depending on market conditions and debt capacity to fill up to its actual budgetary policy for funding UAAL amortization
- The City can use COPs and/or GOs to support the bonding

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2. Due to the current market dislocation caused by COVID-19, the interest rates assumed herein are estimated and provided for discussion purposes only and should not be considered indicative of available market execution.

# Pension Bonds: 100% Funded with CRFs and Reshaped Debt<sup>1,2</sup>

RECOMMENDED  
SCENARIO

STIFEL

The recommended structure allows the City to benefit from ongoing cost savings while shortening its debt life, creating budgetary certainty and also planning for future contingencies

- The City can achieve a number of objectives for this financing, including procuring the option to set aside savings for future use as well as the ability to reap long term annual savings
- These objectives have both short term and long term benefits and will be viewed favorably by rating agencies
- The City will be able to offset annual costs and manage volatility
- Credit.** The City can use its Certificates of Participation (COPs) and/or General Obligation (GO) bonds for the proposed financing
  - GO:** Requires voter approval
  - COPs:** No voter approval required but capacity may be constrained by City's ability to match COPs to an underlying City asset

Recommended Scenario	
	Total
Dated Date	7/1/2020
Final Maturity Date	2/1/2040
All-In TIC	3.90%
Average Life	11.05 years
Bond Par Amount	\$122,680,000
Sources and Uses of Funds	
Issue Par Amount	\$122,680,000
Pension Fund	\$114,025,131
Contingency Reserve Fund	\$7,106,112
Cost of Issuance	\$600,000
Underwriter's Discount	\$946,439
<b>Total Sources and Uses</b>	<b>\$122,680,000</b>

Strengths		Challenges
<b>Recommended Scenario:</b> Contingency Reserve Fund	<ul style="list-style-type: none"> <li>Provide a fully funded pension fund at the close of the transaction</li> <li>Allows the City to have both an IRF as well as annual savings to use at its discretion</li> <li>This scenario provides significant long term annual earnings for the City to use for the future</li> <li>Long term interest earnings</li> <li>Creates level budgetary payments over 20 years</li> <li>Shortens amortization of City's pension debt</li> <li>Brings City's pension funding <b>above</b> national average (top percentile)</li> </ul>	<ul style="list-style-type: none"> <li>Limited protection against immediate term investment return volatility</li> <li>Requires the City to borrow a larger par amount</li> </ul>

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2. Due to the current market dislocation caused by COVID-19, the interest rates assumed herein are estimated and provided for discussion purposes only and should not be considered indicative of available market execution.



# Pension Bonds: Credit Considerations<sup>1,2</sup>

## Key Decision Points:

- What are the pros/cons of using COPs, GOs or a combination of both?

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Certificates of Participation ("COPs")	General Obligation ("GOs")	Combination of COPs and GOs
<ul style="list-style-type: none"> <li>• Lease/lease-back City real property (TBD)</li> <li>• City General Fund pays the lease payments subject to annual appropriation</li> <li>• Does not require voter approval</li> <li>• Can be for 100% of the financing</li> <li>• Provides level annual debt payments</li> <li>• Debt paid off in 20 years</li> </ul>	<ul style="list-style-type: none"> <li>• Secondary Property Tax revenues or General Fund pays the debt back</li> <li>• Requires voter approval</li> <li>• Recommend up to \$30M for Nov 2020</li> <li>• FY 2020-21 stays at \$0.8366</li> <li>• FY 2021-22 estimate rate of \$0.7900</li> <li>• Maintains \$45M+ for Nov 2022 election</li> </ul>	<ul style="list-style-type: none"> <li>• Repay the pension debt payments with two financing options</li> </ul>
100% COPs eliminates annual unfunded liability payments by up to \$1.8M	Portion of debt service is paid from Secondary Property Tax, reduces General Fund payments by approximately \$2.0M	100% COPs eliminates annual unfunded liability payments by up to \$1.8M <b>AND</b> Portion of debt service is paid from Secondary Property Tax, reduces General Fund payments by approximately \$2.0M

# Case Studies: Pension Bonds

**Key Decision Points:**  
•Where have pension bonds been successful?

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August 2016



**\$600,660,000**

**STATE OF WISCONSIN**

General Fund Annual  
Appropriation Refunding  
Bonds of 2016, Series A & B  
(Taxable)

**Bookrunner**

bond borrowing in 2003 as well as an FIL accounting method

- Implemented a Stabilization Fund to help Wisconsin manage its pension bond liability
- Since 2003, Wisconsin has conducted 4 separate financings to continue addressing this liability in the most favorable way while maintaining 100% funding

- Wisconsin is the only state nationally with a fully funded pension system; this has been achieved through the implementation of a pension

## State of Wisconsin

Date	Par	Issuer	Security	Rating	Stifel Role
August 2016	\$600.7mm	State of Wisconsin	Annual Appropriation	Aa3/AA-/AA-	Bookrunner

### State of Wisconsin Historical Ratings Changes

	General Obligation				GFAAB		
	Moody's	S&P	Fitch	Kroll	Moody's	S&P	Fitch
2003			AA (Negative)				AA- (negative)
2004							
2005		AA- (Stable)				A+ (Stable)	
2006	Aa3 (Negative)		AA- (Stable)		A1 (Stable)		A+ (stable)
2007							
2008							
2009							
2010							
2011							
2012							
2013	Aa2 (Stable)		AA (Stable)		Aa3 (Stable)		AA- (stable)
2014		AA (stable)		AA (stable)		AA- (stable)	
2015							
2016							
2017							
2018	Aa1 (stable)		AA+ (stable)	AA+ (positive)	Aa2 (stable)		AA (stable)
2019							
2020							

November 2005



**\$101,515,000**

**CITY OF BROCKTON, MA**

General Obligation Bonds of  
2005 (Taxable)

## Overview

Date	Par	Issuer	Security	Rating
November 2005	\$101.515mm	City of Brockton	General Obligation	Aaa/AAA/NR

- Very conservative structure with no savings in the first 5 years
- Brockton's pension bonds implemented a Stabilization Fund that was funded with 50% of ongoing savings generated from the pension borrowing
  - However, there was no initial deposit to the Stabilization Fund from bond proceeds, which limited the City's ability to manage the impact of the 2008 financial crisis

# Conclusion

**Key Decision Points:**  
 •What funding level should the City target for a pension bonding?

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The recommended structure allows the City to benefit from ongoing cost savings while also planning for future contingencies

## DISCUSSION ITEM

### Status Quo:

- Flagstaff is below national funding levels
- Annual pension costs continue escalating

### Assessing Risks:

- Pension liability management is subject to actuarial, market and other risks

### Mitigating Risks:

- CRFs can help mitigate market and actuarial risks, but their efficacy is contingent on established rules for investment, draws, and replenishment

### Pension Bonds:

- Balance the benefits of achieving full funding against its capacity to incur debt
- The City can access the market using COPs and/or GOs

### Case Studies:

- Historic best practices and lessons learned can provide a framework for success

## KEY DECISION POINTS

- What's the cost of doing nothing?
- What are feasible alternatives?

- How can the City best diversify risks?
- Can the City implement safeguards?

- What framework should the City adopt to size its CRFs?
- What terms should the City define for maximizing the efficacy of its CRFs?

- What funding level should the City target for its pension bonding?
- What is the City's capacity for issuing under COPs v. GOs?

- Where have pension bonds been successful?

## RECOMMENDATION

- Issue pension bonds to refinance from 7.30% to 4.06%; achieve 100% funding

- Pension bonds can allow City to establish CRFs to mitigate risks

- Size the CRFs to manage "worst case" scenarios
- POB savings can be used to replenish CRFs on ongoing basis

- Bonding for 100% can generate up to \$54.3 million of PV savings<sup>1,2</sup>
- Using COPs will allow City to execute expeditiously

- Wisconsin and Brockton demonstrate the value of CRFs

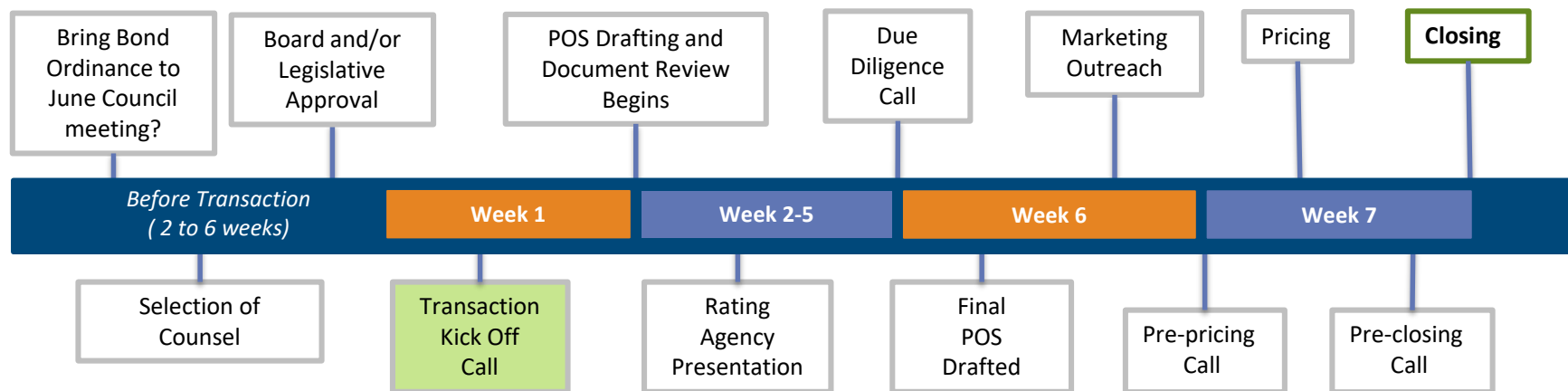
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2. Due to the current market dislocation caused by COVID-19, the interest rates assumed herein are estimated and provided for discussion purposes only and should not be considered indicative of available market execution.



## Next Steps

The timeline of a POB transaction can vary for each municipality



## Supporting Documents

# Appendix .A

## Current City UAAL Payment Schedule

Flagstaff UAAL Payment Schedule per PSPRS				
	Police*		Fire	
	2018	2019	2018	2019
2021	2,931,028	2,855,528	4,742,297	4,624,671
2022	3,045,889	2,984,128	4,926,446	4,709,195
2023	3,177,089	3,141,635	5,136,220	4,963,585
2024	3,301,854	3,333,781	5,337,186	5,188,986
2025	3,406,510	3,435,805	5,506,387	5,479,625
2026	3,528,519	3,579,703	5,703,763	5,701,739
2027	3,652,017	3,702,025	5,903,395	5,786,594
2028	3,779,838	3,882,520	6,110,014	6,087,523
2029	3,912,133	4,080,928	6,323,865	6,405,179
2030	4,049,057	4,301,942	6,545,200	6,873,437
2031	4,190,774	4,509,775	6,774,281	7,380,221
2032	4,337,451	4,694,034	7,011,382	7,580,874
2033	4,489,261	4,925,278	7,256,780	8,271,308
2034	4,646,386	5,228,722	7,510,768	9,055,192
2035	4,809,009	5,515,978	7,773,645	10,260,557
2036	4,977,325	5,816,545	8,045,721	12,446,223
2037	5,151,531	6,089,288	8,327,322	1,884,762
2038	5,331,834	6,324,581		1,038,839
2039	5,518,449	6,614,608		
2040	5,711,595	6,998,000		
2041	5,911,500	7,308,623		
2042	6,118,403	7,634,446		
2043	6,332,547	8,045,792		
2044	6,554,186	8,609,635		
2045	6,783,582	8,841,481		
2046	7,021,008	9,537,194		
2047	7,266,743	12,478,965		
2048	7,521,080	3,095,547		
<b>Total</b>	<b>137,456,598</b>	<b>157,566,487</b>	<b>108,934,672</b>	<b>113,738,510</b>

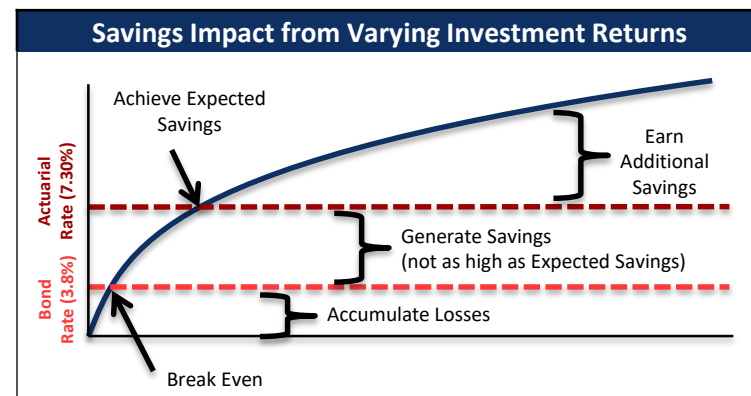
\*Although the City opted for extending the Police amortization to 30 years in 2018, the City intends to repay this UAAL at a faster rate than required per PSPRS actuarial projections. At present the City contributes approximately \$9-\$10 million annually towards amortizing its UAAL and a bonding could allow the City to restructure this payment stream as level debt



# Appendix B.

## Pension Bond Risks

- Pension bonds carry three distinct types of risks: i) actuarial risk, ii) market risk, and iii) other risks
- **Actuarial Risk.** Any retirement system's independent actuaries calculate projections for plan assets and liabilities, and these projections are premised on a variety of assumptions such as investment returns, payroll increase, COLA, mortality, early retirement, and benefit payments
  - Annual employer contributions are calculated based on these assumptions
  - Any revision or variance from these assumptions will alter projections and required contributions, regardless of the issuance of pension bonds
  - Actuarial risk is inherent to all pension funds, and all projections of future contributions and payouts
- **Market Risk.** The primary risk associated with pension bonds is long-term investment return performance
  - The bond rate is impacted by market risk at the time the bonds are sold, but is locked in after that
- **Other Risks.** Pension funding bonds have numerous risks including, but not limited to, variance from the anticipated investment return, payroll increase, COLA, mortality, early retirement, covered payroll and other assumptions contained in the actuarial reports, CAFR and other documents
  - All references to expected savings are for potential savings and are based on achieving rates assumed in actuarial reports, CAFR and other documents
  - Issuing pension bonds could result in savings that are greater or less than stated in the analysis, or could result in a loss
  - Potential savings vary from year to year; Actual savings or losses and the success of the pension bond transaction cannot be known until the amortization of the final pension bond maturity
- Additional risks may also exist



### The City can minimize the risks associated with POBs by looking at historical issuances

- Many issuers have utilized Pension Obligation Bonds (“POBs”) as a way to increase their funded ratio and realize expected savings by replacing required pension contribution payments projected at the actuarial rate of return with lower debt service payments benchmarked to market rates
- The first ever POB was issued by the City of Oakland, California in 1985
  - Over 690 POB issues worth \$72.7 billion of par have come to market since
- This pension funding mechanism gained popularity during the late 1990s and early 2000s, with POB issuance peaking in 2003 at 91 financings for a total par of \$17.9 billion
- POBs have numerous risks including, but not limited to, variance from the anticipated investment return, payroll increase, COLA, mortality, early retirement, covered payroll and other assumptions contained in the actuarial reports, CAFR and other documents
- Issuing POBs could result in savings that are greater or less than stated in the analysis, or could result in a loss
- All references to savings are for potential savings that are based upon achieving rates assumed within the actuarial reports, CAFR and other documents
  - Potential savings vary from year to year
- While actual savings or losses and the success of the POB transaction cannot be known until the amortization of the final POB maturity, several lessons can be learned from previous transactions in order to develop certain best practices or considerations going forward

*Although the ultimate outcome of a Pension Obligation Bond issue cannot be known until the amortization of the final POB maturity, the City should consider the impact of certain factors on prominent POB transactions to minimize the consequences of potential risks, as below:*

1. *Actuarial Assumptions*
2. *Authorizing Legislation*
3. *POB Structure*
4. *Contribution Practices*
5. *Market and Timing*

# Appendix C.

## Historic Best and Worst Practices

### 1. Actuarial Assumptions

- Actuarial assumptions are used to project normal costs for future years; these projections, in turn, are used to structure a POB issue
- Key assumptions such as the investment rate of return, amortization period, etc. have a direct impact on a pension fund's long-term funded status
- Prudent assumptions allow a fund to develop more reliable projections and increase the probability of achieving targets

#### More Prudent Assumptions – State of Wisconsin

- Assumed investment rate of return @ 7.80% lower than the average rate for defined benefit public pensions
- 2003 POB issue allowed the State of Wisconsin to increase the funded ratio of Wisconsin Retirement System (“WRS”) to 99.2%
- The State of Wisconsin’s POB issue has remained “in the money” through the financial crisis in part because of the prudent underlying rate assumption and actuarial method

#### Less Prudent Assumptions – Chicago Transit Authority (“CTA”)

- Assumed investment rate of return @ 8.75% higher than the average rate for defined benefit public pensions
- Immediate revision of investment rate of return from 8.75% to 8.50% in the year of issuance (2008) caused the funded ratio to decrease from 80.0% to 78.2% within two months
- With volatile equity markets since 2008, CTA’s average investment returns have not met assumptions, and its funded ratio is now 59.2%

### 2. Authorizing Legislation

- Authorizing legislation should endorse cautious structuring parameters while allowing the issuer to retain some flexibility with regards to the market and timing of its POB issuance

#### Cautious Structuring Parameters – City of Brockton, MA

- Under Section 4 of Chapter 483 of the Massachusetts Acts of 2004, the City of Brockton was authorized to issue POBs with a deferred savings structure
- Structuring the POB debt service payments to exactly match the required pension contributions (i.e. to have \$0 cash flow savings) in the initial five years forces discipline on the issuer

#### Inflexible Timing – Chicago Transit Authority (“CTA”)

- Under PA 94-839 of the Metropolitan Transit Authority Act of the State of Illinois, CTA was authorized to issue POBs within 120 days of receiving a certified copy of a report from the Auditor General of the State of Illinois
- This narrow window forced CTA to come to market with its POBs at the onset of the financial crisis in late July 2008



# Appendix C.

## Historic Best and Worst Practices

### 3. POB Structure

- Prudent cash flow management and cautious savings structures which enforce discipline in the early years of the issue can help keep the POBs positive in the initial years

Level Debt Service – Kansas Development Finance Authority (“KDFA”)	Conservative Amortization Structure – City of Fort Lauderdale, FL	Upfront Savings – State of Illinois
<ul style="list-style-type: none"> <li>Unlike most POBs which are structured to wrap around the projected normal costs for a pension plan, KDFA’s 2004 POB issuance was structured to amortize in 30 years using level debt service payments</li> <li>Level debt service implements year-over-year stability, thus allowing KDFA to establish accurate forecasts and prudent cash management practices</li> <li>In 2015, KDFA issued additional POBs with a maximum rate authorized rate of 4%</li> </ul>	<ul style="list-style-type: none"> <li>The City of Fort Lauderdale’s (FL) 2012 POB issuance adopted a conservative structure amortizing in 20 years with roughly level principal maturing in each year</li> <li>Fort Lauderdale was also able to take advantage of historically low Treasury rates at the time of issuance, with the 30-year Treasury at 2.82%</li> </ul>	<ul style="list-style-type: none"> <li>The State of Illinois structured its 2003 POBs to capture all projected savings at the time of issuance</li> <li>Illinois utilized approximately \$2.16 billion to make its immediate term required pension contributions, with only \$7.30 billion of the \$10.00 billion issuance remaining for the POB deposit</li> <li>POBs with upfront savings push a greater portion of the debt/pension burden into later years, thus potentially exacerbating the pension crisis a POB issue seeks to resolve</li> </ul>

### 4. Contribution Practices

- While a POB issue can help generate a one-time bump in a pension plan’s funded ratio, issuers need to continue making normal contributions in the ensuing years to maintain the increased funded ratio

Advisable Contribution Practices – State of Wisconsin	Inadvisable Contribution Practices – State of New Jersey
<ul style="list-style-type: none"> <li>The State of Wisconsin has steadily fulfilled its required annual contributions to the Wisconsin Retirement System (“WRS”) since issuing the POB, and WRS continues to enjoy a funded ratio of approximately 100.0%</li> </ul>	<ul style="list-style-type: none"> <li>The State of New Jersey took a payment holiday upon issuing its POB, and until enacting comprehensive pension reform in 2011, consistently contributed less than 10.0% of its required annual contribution to the pension systems</li> </ul>

# Appendix C.

## Historic Best and Worst Practices

### 5. Market and Timing

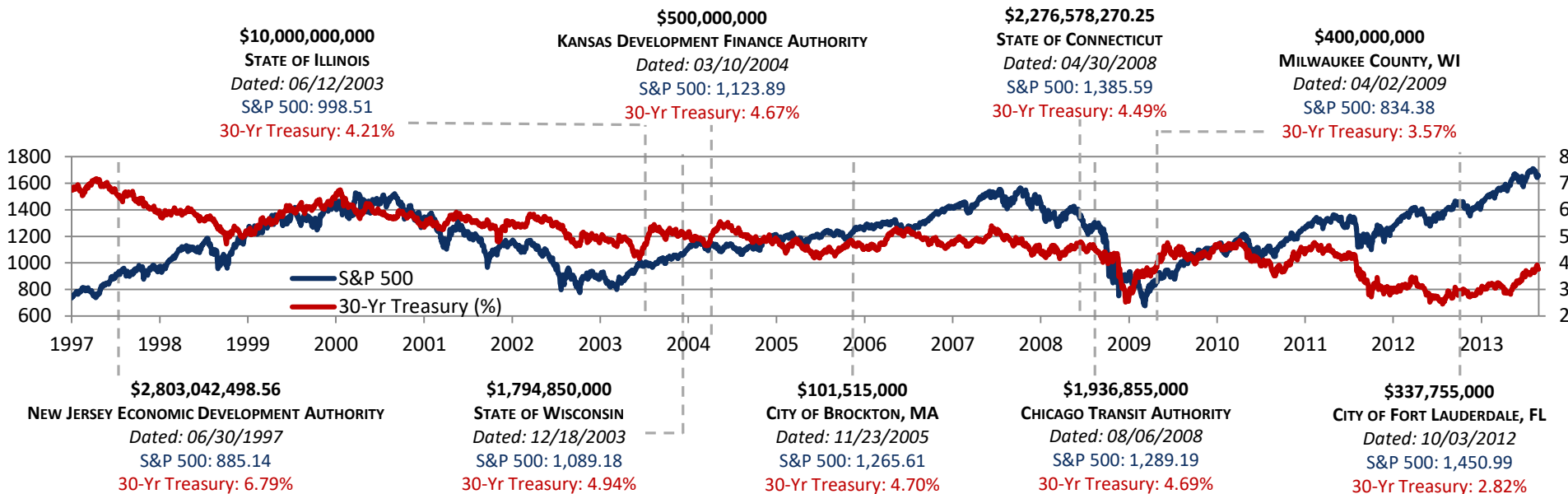
- The prospective arbitrage opportunity premising POBs ultimately depends on prevailing market conditions at the time of issuance
- Ideally, issuers should issue when Treasury rates are low and expected investment returns are high
- While it is difficult to anticipate exact market movements, the County should plan its issuance to avoid significant releases of market data and Federal announcements, which can cause volatility

#### Favorable Market Conditions - State of Illinois and Milwaukee County, WI

- Despite its imprudent savings structure and actuarial assumptions (investment rate of return @ 8.50%), the State of Illinois issued its POBs in favorable markets and continues to enjoy some interest rate arbitrage
- Milwaukee County's (WI) 2009 POB issuance took advantage of low Treasury rates and rising investment return rates

#### Unfavorable Market Conditions – Chicago Transit Authority (“CTA”) and State of Connecticut

- Although many of CTA's actuarial assumptions were similar to other issuers, a narrow authorized execution window forced them to issue POBs in tandem with the onset of the recession
- The State of Connecticut issued POBs at high market rates in April 2008, only to have rates plummet over 100 bps by December



FY	Budgeted UAAL Payments	Debt Service	Annual Savings	IRF Balance (No Draw)	Interest on IRF @ 2%	Cash Flow Benefit	PV Benefit @ 3.90%
	[A]	[B]	[C] = [A]-[B]	[D]	[E]=[D] *2%	[F]=[C]+[E]	[G]=PV[F]
				7,106,112			
2021	7,480,199	8,673,926	(1,193,727)	7,248,234	142,122	(1,051,605)	(1,148,923)
2022	7,693,323	8,700,599	(1,007,276)	7,393,199	144,965	(862,311)	(933,083)
2023	8,105,220	8,700,357	(595,137)	7,541,063	147,864	(447,273)	(530,609)
2024	8,522,767	8,699,734	(176,967)	7,691,884	150,821	(26,146)	(151,858)
2025	8,915,430	8,699,995	215,436	7,845,722	153,838	369,273	177,929
2026	9,281,442	8,696,532	584,911	8,002,636	156,914	741,825	464,949
2027	9,488,619	8,696,897	791,723	8,162,689	160,053	951,775	605,724
2028	9,970,043	8,697,309	1,272,734	8,325,943	163,254	1,435,988	937,186
2029	10,486,107	8,700,517	1,785,590	8,492,462	166,519	1,952,109	1,265,482
2030	11,175,379	8,700,036	2,475,343	8,662,311	169,849	2,645,192	1,688,479
2031	11,889,996	8,695,517	3,194,479	8,835,557	173,246	3,367,725	2,097,231
2032	12,274,908	8,698,631	3,576,277	9,012,268	176,711	3,752,988	2,259,766
2033	13,196,586	8,698,282	4,498,304	9,192,514	180,245	4,678,549	2,735,691
2034	14,283,914	8,698,682	5,585,232	9,376,364	183,850	5,769,082	3,269,230
2035	15,776,535	8,697,129	7,079,406	9,563,891	187,527	7,266,933	3,988,294
2036	18,262,768	8,698,010	9,564,758	9,755,169	191,278	9,756,036	5,186,213
2037	7,974,050	8,696,295	(722,245)	9,950,272	195,103	(527,142)	(376,918)
2038	7,363,420	8,697,690	(1,334,270)	10,149,278	199,005	(1,135,265)	(670,181)
2039	6,614,608	8,696,580	(2,081,972)	10,352,263	202,986	(1,878,986)	(1,006,490)
2040	6,998,000	8,697,555	(1,699,555)	10,559,309	207,045	(1,492,510)	(790,780)
2041	7,308,623		7,308,623			7,308,623	3,272,970
2042	7,634,446		7,634,446			7,634,446	3,290,561
2043	8,045,792		8,045,792			8,045,792	3,337,700
2044	8,609,635		8,609,635			8,609,635	3,437,552
2045	8,841,481		8,841,481			8,841,481	3,397,626
2046	9,537,194		9,537,194			9,537,194	3,527,420
2047	12,478,965		12,478,965			12,478,965	4,442,231
2048	3,095,547		3,095,547			3,095,547	1,060,586
<b>Total</b>	<b>\$271,304,997</b>	<b>\$173,840,271</b>	<b>\$97,364,726</b>		<b>\$3,453,197</b>	<b>\$100,817,923</b>	<b>\$47,142,865</b>

1. Market conditions as of April 9, 2020. Spreads based on comparable recent transactions. Stifel does not guarantee to underwrite at these levels. All NPV values are discounted to July 1, 2020 (assumed transaction closing date) at a discount rate of 3.9%. Please refer to Stifel's risk disclaimers in this presentation. UAAL amortization was computed by Stifel using prior assumptions from the 2019 Actuarial Report

2. Due to the current market dislocation caused by COVID-19, the interest rates assumed herein are estimated and provided for discussion purposes only and should not be considered indicative of available market execution.



# Pension Risk Disclaimer and Engaged Underwriter Disclosure

Pension Obligation Bonds (“POBs”) are a source of financing for unfunded actuarial liabilities of pension funds and can serve a valuable function. However, the success of a POB financing is dependent on a number of assumptions proving to be accurate, and the failure of any of these assumptions is a risk that a government issuing POBs should consider.

Among the assumptions that are important to a POB financing, and the risks associated with those assumptions providing to be inaccurate, are the following:

- Assumption: The investment yield on the POB proceeds once deposited in the pension fund will equal or exceed the yield on the POBs. **Risk:** If the investment yield on the POB proceeds is less than the yield on the POBs, and the decline is not offset by positive changes in other assumptions, the issuance of the POBs may actually increase the unfunded actuarial liability.
- Assumption: Payroll increases during the term of the POBs will be as anticipated when the unfunded actuarial liability was estimated at POB issuance. **Risk:** If payroll increases during the term of the POBs exceed expectations, and the increases are not offset by positive changes in other assumptions, the POB proceeds will not suffice to cover the unfunded actuarial liability.
- Assumption: Cost of living adjustments (“COLAs”) will be as anticipated when the unfunded actuarial liability was estimated at POB issuance. **Risk:** If COLAs exceed expectations during the term of the POBs, and the increases are not offset by positive changes in other assumptions, the POB proceeds will not suffice to cover the unfunded actuarial liability.
- Assumption: Various assumptions used in calculating the unfunded actuarial liability -- such as mortality rates, early retirement incentives, types of payrolls covered by the pension fund -- will be as anticipated at the time of POB issuance. **Risk:** If there are reductions in mortality rates, increases in early retirement incentives, expansions of the payrolls covered by the pension plan during the term of the POBs, and these changes are not offset by positive changes to other assumptions, the POB proceeds will not suffice to cover the unfunded actuarial liability.

In addition to analyzing potential benefits that are based on achieving assumptions made in estimating the unfunded actuarial liability, we will also analyze potential budgetary benefits or losses based on various prospective levels of the pension systems’ earnings to assist you in gauging the likelihood of success of a POB transaction. It should be noted that potential budgetary benefits vary from year to year. Actual benefits or losses and the success of the POB financing cannot be known until the POBs have been paid in full.

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# Annual Budget and Financial Plan

Fiscal Year 2020-2021

City of Flagstaff, Arizona



## City Council

Coral Evans, Mayor

Adam Shimoni, Vice-Mayor

Austin Aslan

Jim McCarthy

Charlie Odegaard

Regina Salas

Jamie Whelan

## Budget Team

Greg Clifton, City Manager

Shannon Anderson, Deputy City Manager

Shane Dille, Deputy City Manager

Jeanie Gallagher, Human Resources Director

Rick Tadder, Management Services Director

Brandi Suda, Finance Director

Heidi Derryberry, Assistant Finance Director

Jack Fitchett, Management Analyst

Jared Wotasik, EAC Representative

## Prepared By

Brandi Suda, Finance Director

Heidi Derryberry, Assistant Finance Director

Tricia Sanchez, Payroll Manager

Dan Hellman, Assistant Finance Manager

Kevra Barney, Accountant

Abby Cislo, Accountant

Glorice Thousand, Accountant

Lorraine Martinez-Buell, Finance Specialist

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Budget Presentation  
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**City of Flagstaff  
Arizona**

For the Fiscal Year Beginning

**July 1, 2019**

*Christopher P. Morill*

Executive Director



## User's 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](http://www.flagstaff.az.gov) under the Finance and Budget section.

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# **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*





# The City of Flagstaff

## **Council Results and Definitions**

Approved by the Flagstaff City Council October 2019

### **High Performing Governance**

- Serve the public by providing high quality internal and external customer service
- Foster clear and consistent communication strategies and products
- Encourage public trust through transparency, accessibility and use of the City's public participation policy
- Enhance the organization's fiscal stability and increase efficiency and effectiveness
- Implement innovative local government programs, new ideas and best practices; be recognized as a model for others to follow
- Become an employer of choice and provide employees with the necessary tools, training, and support

### **Safe & Healthy Community**

- Foster a safe, secure, and healthy community
- Provide public safety with the resources, staff, and training to respond to community needs
- Enhance community engagement and community policing efforts
- Provide support programs for victims of crimes
- Develop alternative diversion programs
- Ensure the built environment is safe through the use of consistent standards, rules and regulations, and land use practices

### **Inclusive & Engaged Community**

- Foster community pride and civic engagement
- Advance social equality and social justice in Flagstaff
- Facilitate and foster diversity and inclusivity
- Enhance community outreach and engagement opportunities
- Ensure city facilities, services, and programs are accessible for all residents
- Promote environmental justice & the fair distribution of environmental benefits

### **Sustainable, Innovative Infrastructure**

- Deliver outstanding services to residents through a healthy, well maintained infrastructure system
- Utilize existing long-range plan(s) that identify the community's future infrastructure needs and all associated costs
- Identify smart traffic management, multi-modal transportation, and alternative energy opportunities
- Support the community's social infrastructure needs; assist those partner organizations that provide services the City does not

### **Robust Resilient Economy**

- Grow and strengthen a more robust, diverse, and resilient economy
- Maintain and enhance an effective business recruitment, retention, and expansion program
- Enhance understanding between the development community, the City and Flagstaff residents
- Attract employers that provide high quality jobs and have low community impact
- Enhance the community's workforce development programs and higher education opportunities
- Embrace and invest in tourism opportunities to promote economic development

### **Livable Community**

- Create a welcoming community through partnerships, strong neighborhoods, civic engagement, and resident participation
- Provide amenities and activities that support a healthy lifestyle
- Provide educational opportunities for Flagstaff residents of all ages
- Support the development of attainable and accessible housing
- Support diverse employment opportunities that provide residents with a living wage
- Achieve a well-maintained community through comprehensive and equitable code compliance

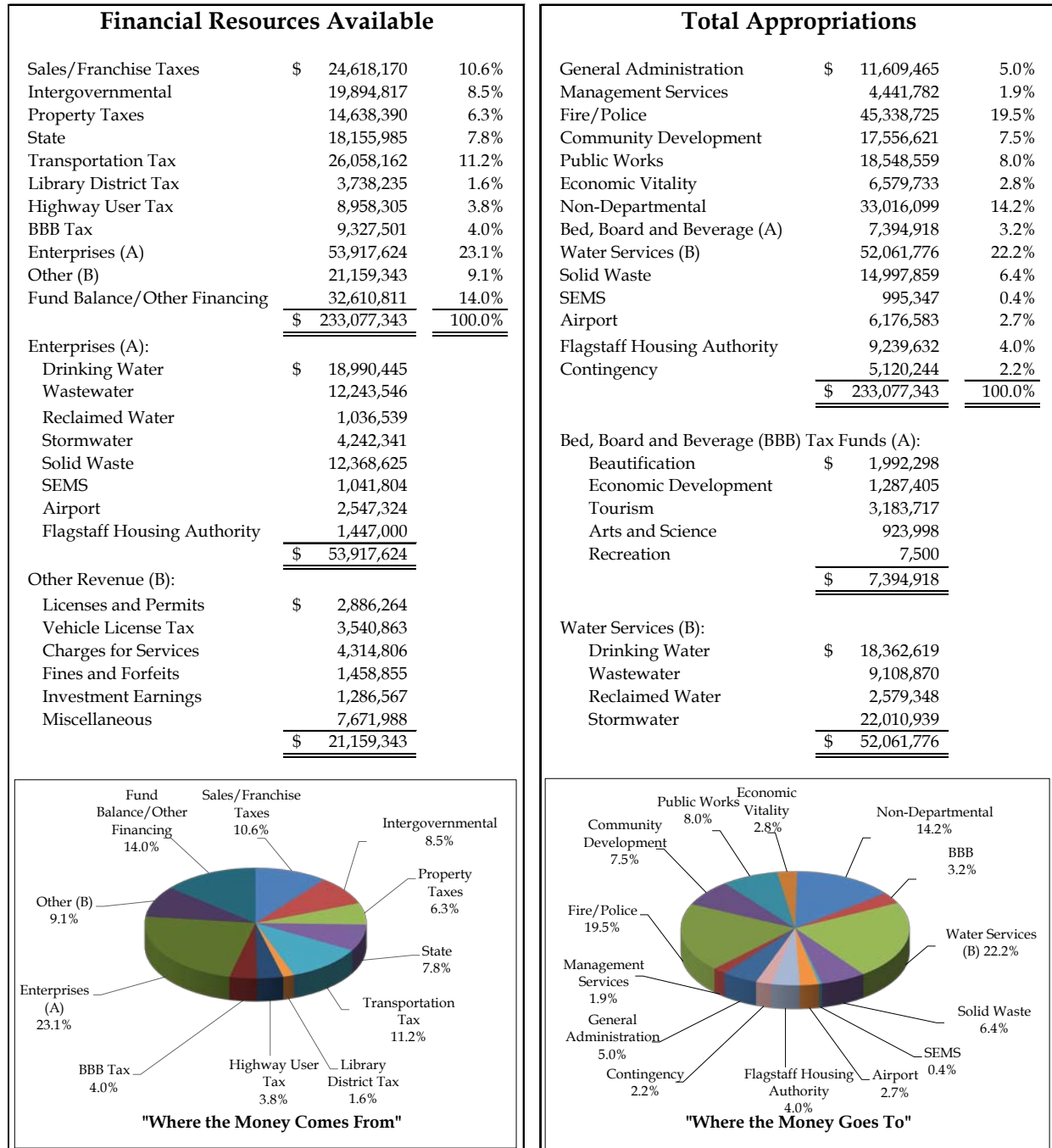
### **Environmental Stewardship**

- Actively manage and protect all environmental and natural resources
- Provide environmental community outreach, education, and volunteer opportunities
- Implement sustainable building practices and alternative energy and transportation options
- Increase the private sector's participation in environmental stewardship efforts
- Implement, maintain and further the Climate Action and Adaptation Plan (CAAP)

# Budget Overview

The City of Flagstaff FY 2020-2021 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)*; and *Debt Structure*, which are the operating framework of the Financial Plan.



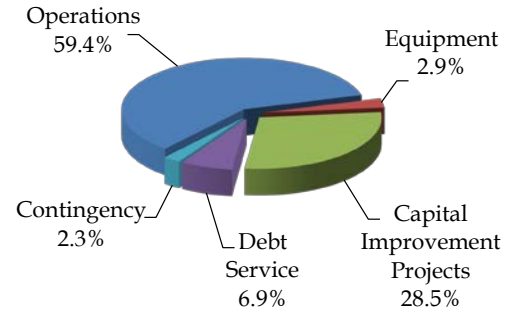


The following graphs depict total appropriations for the FY 2020-2021 budget by major classifications and major types.

#### Appropriations by Classification

Operations	\$	138,467,881
Equipment		6,845,657
Capital Improvement Projects		66,445,619
Debt Service		16,197,942
Contingency		5,120,244
<b>\$</b>		<b>233,077,343</b>

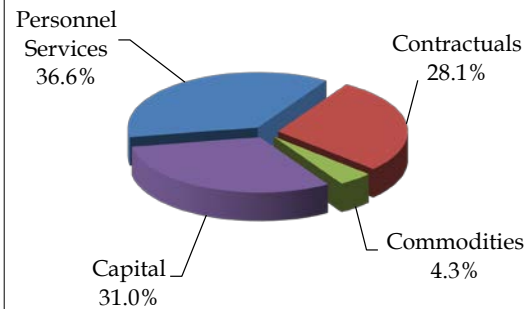
#### **Appropriations by Classification**



#### Appropriations by Type

Personnel Services	\$	85,422,282
Contractuals		65,580,411
Commodities		9,909,874
Capital		72,164,776
<b>\$</b>		<b>233,077,343</b>

#### **Appropriations by Type**



## 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 responsibilities as defined by the City Code.

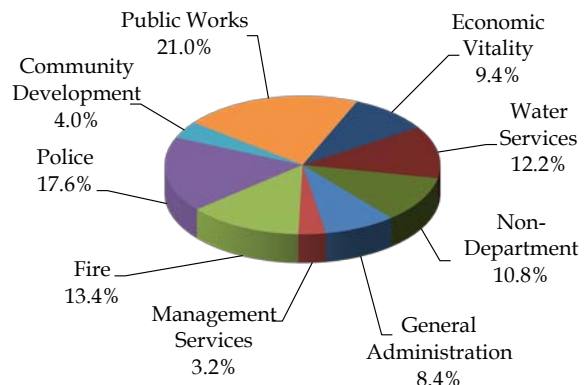
#### Operating Budget \*

General Administration	\$	11,609,465
Management Services		4,441,782
Fire		18,491,097
Police		24,351,628
Community Development		5,473,219
Public Works		29,229,206
Economic Vitality		12,964,841
Water Services		16,927,625
Non-Department		14,979,018
<b>\$</b>		<b>138,467,881</b>

\* Exclusive of Debt Service

**\$ 16,197,942**

#### **Operating Budget**



*General Administration* activities comprise 8.4% of the budget (\$11.6 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, Human Resources, Information Technology, City Attorney and Flagstaff Municipal Court.

*Management Services* comprises 3.2% of the operating budget (\$4.4 million). The division encompasses those activities that provide administrative support and services including Purchasing, Revenue and Finance.

*Fire Department* services comprise 13.4% of the operating budget (\$18.5 million). The division's public safety programs provide both personal safety in the community with proactive attention to preventable disasters and sense of well-being through timely emergency response.

*Police Department* activities comprise 17.6% of the operating budget (\$24.4 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 4.0% of the operating budget (\$5.5 million). The services in this division include Administration, Planning and Development Services, Engineering, Capital Improvements, Housing, 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 21.0% of the operating budget (\$29.2 million) excluding the debt service requirements for solid waste of approximately (\$377,230). The services provided include recreation services, solid waste operations, environmental management services, sustainability, maintenance of all public facilities and public infrastructure including streets, parks and fleet services.

*Economic Vitality* activities comprise 9.4% of the operating budget (\$13.0 million) excluding debt service requirements for Airport of approximately (\$232,000), Business Incubator of approximately (\$247,000) and Parking District of approximately (\$112,000). The division includes the following sections: Library, Community Investment, Tourism and Visitor Center, Airport, Arts and Science, Urban Design, Streetscape, Parking District and Economic Development.

*Water Services* comprise 12.2% of the operating budget (\$16.9 million), excluding \$3.8 million in debt service requirements. There is one administrative section responsible for management of Drinking Water, Wastewater, Reclaimed Water and Stormwater activities. Six operating sections within drinking 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. Stormwater is also included here, inclusive of the Spot Improvement Program, Drainage Program, Rio De Flag project, Engineering and Master Planning.

*Non-Departmental* operations comprise 10.8% of the budget (\$15.0 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 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 (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

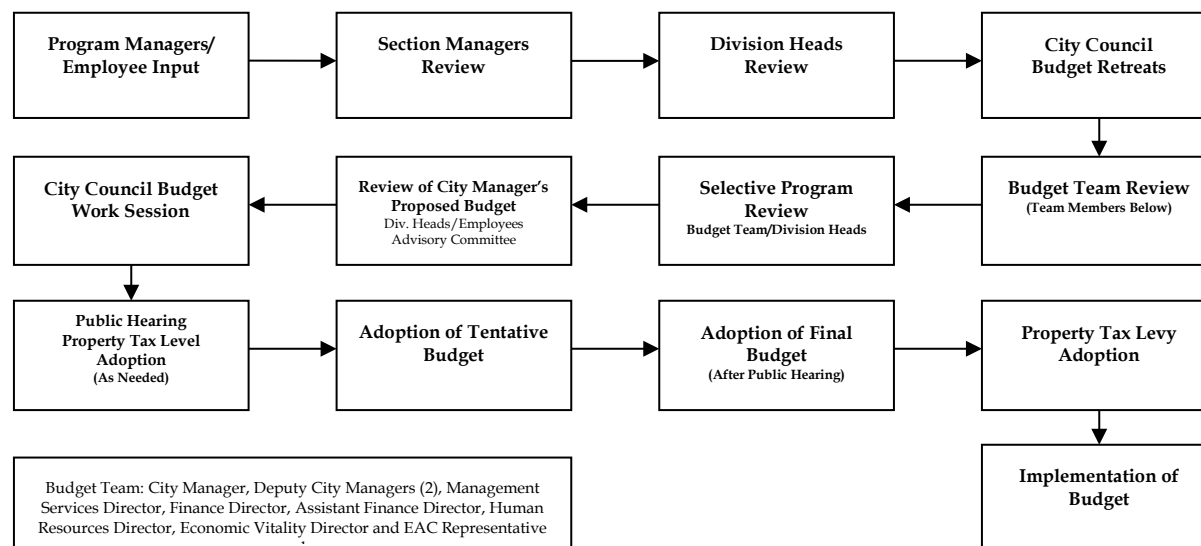
Fund Type	Fund	Division	Section
<b>Governmental</b>	(All Modified Accrual Accounting)		
<b>General</b>	<b>General *</b>	City Manager	City Manager Risk Management
		Human Resources	Human Resources
		Information Technology	Information Technology
		City Attorney	Legal
		Municipal Court	Municipal Court
		Management Services	Management Services Purchasing Revenue Finance
		Fire	Fire Operations Fire Grants
		Police	Police Operations Police Grants
		Community Development	Community Development Administration Engineering Capital Management Planning and Development Housing
		Public Works	Public Works Administration Facilities Maintenance USGS Campus Fleet Services Parks Recreation Services
		Economic Vitality	Community Investment
		Non-Departmental	Council and Commissions Non-Departmental Donations Real Estate Proceeds Insurance
	<b>Special Revenue</b>	Housing and Community Service	Community Development Community Housing Services Community Housing Grants Community Development Block Grants
		Metropolitan Planning Organization	Community Development Flagstaff MPO
		Flagstaff Urban Trail System	Community Development Flagstaff Urban Trail System
		Library	Economic Vitality Library City Direct Library County Direct Library County Indirect Shared Services Library Grants and County Wide Projects
		Highway User Revenue	Public Works Street Maintenance Street Construction Transportation Construction
		Transportation *	Community Development 4th Street Overpass Street Improvements Safety Improvements Road Repair and Street Safety Road Repair Pavement Preservation Transportation Construction New Street Projects Street Widening Projects Street Operations Bicycle and Pedestrian Projects General Improvements
			Non-Departmental NAIPTA - Transit
		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
		Parking District	Economic Vitality Parking District

Relationship Between Funds, Divisions and Sections			
Fund Type	Fund	Division	Section
<b>Governmental</b> (All Modified Accrual Accounting)			
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	Core Services Facility Flagstaff Watershed Protection
	MFC Bond Capital Project Fund *	Non-Departmental	Capital Project Court Facility
<b>Proprietary</b> (All Modified Accrual Accounting)			
Enterprise	Water Services*	Water Services	Water Services Administration Water Production Water Distribution Water Resource Management Utilities Engineering Services Regulatory Compliance SCADA Water Capital Wastewater Treatment - Wildcat Plant Wastewater Treatment - Rio Plant Wastewater Collection Industrial Wastewater Monitoring Wastewater Capital Improvements Reclaimed Water Reclaimed Capital Stormwater Stormwater Capital - Rio De Flag
	Solid Waste *	Public Works	Solid Waste - Landfill Solid Waste - Collections Solid Waste - Capital Improvements
	Sustainability and Env Mgmt *	City Manager	Sustainability Environmental Management
	Airport	Economic Vitality	Airport Operations Airport Capital Projects
	Flagstaff Housing Authority	Community Development	Flagstaff Housing Authority

\* Major Funds based on the FY 2019 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 *Policies and Procedures* summarize key fiscal and budget policies.
- The *Issues and Updates* provide narrative and financial data related to personnel service costs, cost allocation plan, issues and updates.
- 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 *Community Profile* includes a community profile of the City of Flagstaff.
- The *Appendices* includes detailed personnel schedules, pay plans, budget resolution, property tax ordinance, glossary and acronyms.

### Budget Calendar

September 24	Council Retreat - Priority Based Budget
October 25	Budget Team Retreat
December 5	Budget Module Available
January 13	Final Budget System Input
February 3-4	Council Budget Retreat
February 24 to March 6	Review with Division Directors and the Budget Team
April 23 - 24	Council Study Sessions Proposed Budget Available to Public
June 2	Tentative Budget Hearing (Public) and Tentative Budget Adoption
June 16	Final Budget Hearing and Final Budget Adoption
June 16	Property Tax Levy (1st Reading)
July 7	Property Tax Levy Adoption

## Review and Approval:

Issues presented during the review and approval period include discussion topics of the Council retreats. The winter retreat was held in February, to give City staff the opportunity to present major discussion points to Council and the public. The goal is for Council to make policy decisions and direct staff in budget priorities. This provides adequate time for the Council to gather input on major budget issues prior to preparation of the budget. The 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 16, 2020. 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 divisions.



**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 (\$233,07,343). Certain exclusions are allowed by the state [e.g., bond proceeds, debt service, grants] in computing the Expenditure Limitation (\$168,625,388) 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.

## Fund Summaries

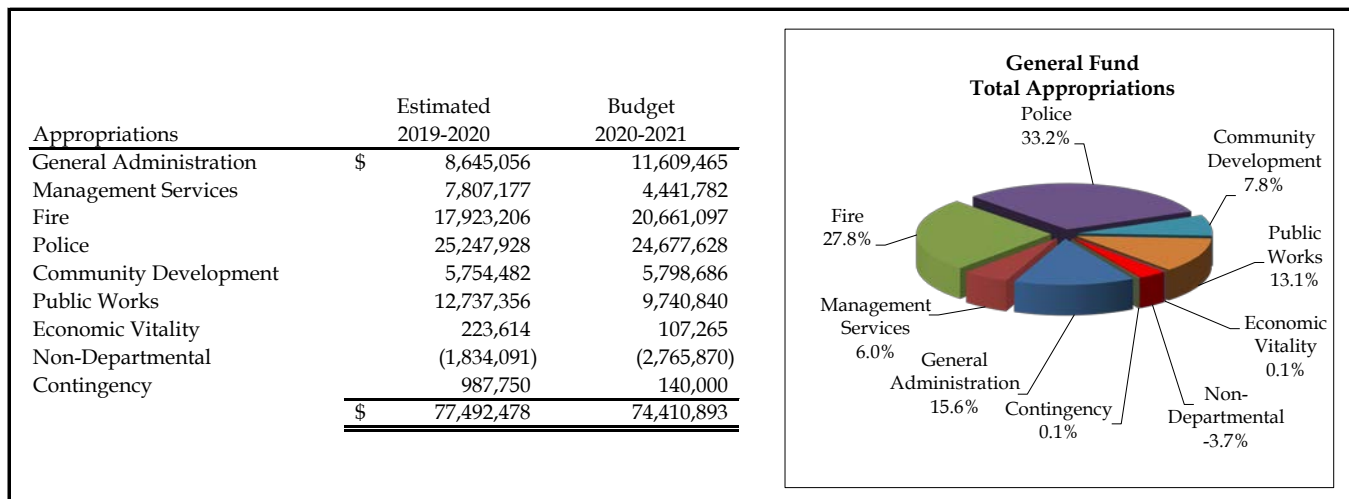
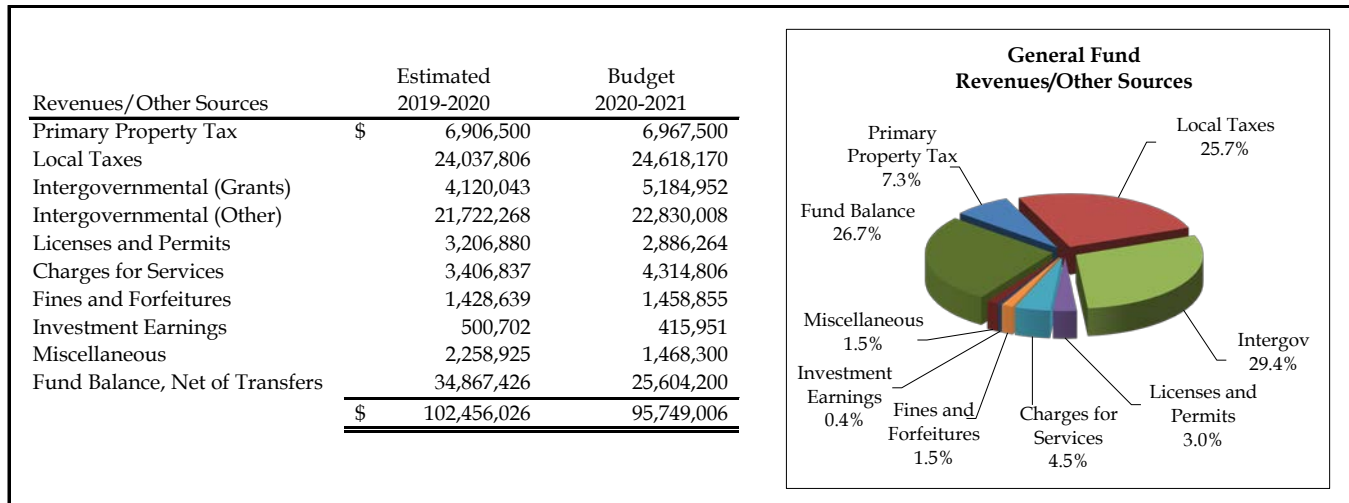
### General Fund

The General Fund includes all City operations, except enterprise activities which are to be self-sustaining, e.g., Water Services, Solid Waste, Sustainability and Environmental Management, Airport; 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.

Total resources available for expenditures for FY 2020-2021 are \$95.7 million including the estimated beginning fund balance of \$25.6 million. A substantial portion of General Fund resources come 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 by 6.5%. Overall revenues continue to grow at a slow to moderate pace. Fund balance has decreased compared to FY 2019-2020 due to the completion of several projects and one-time expenditures anticipated in FY 2020-2021.

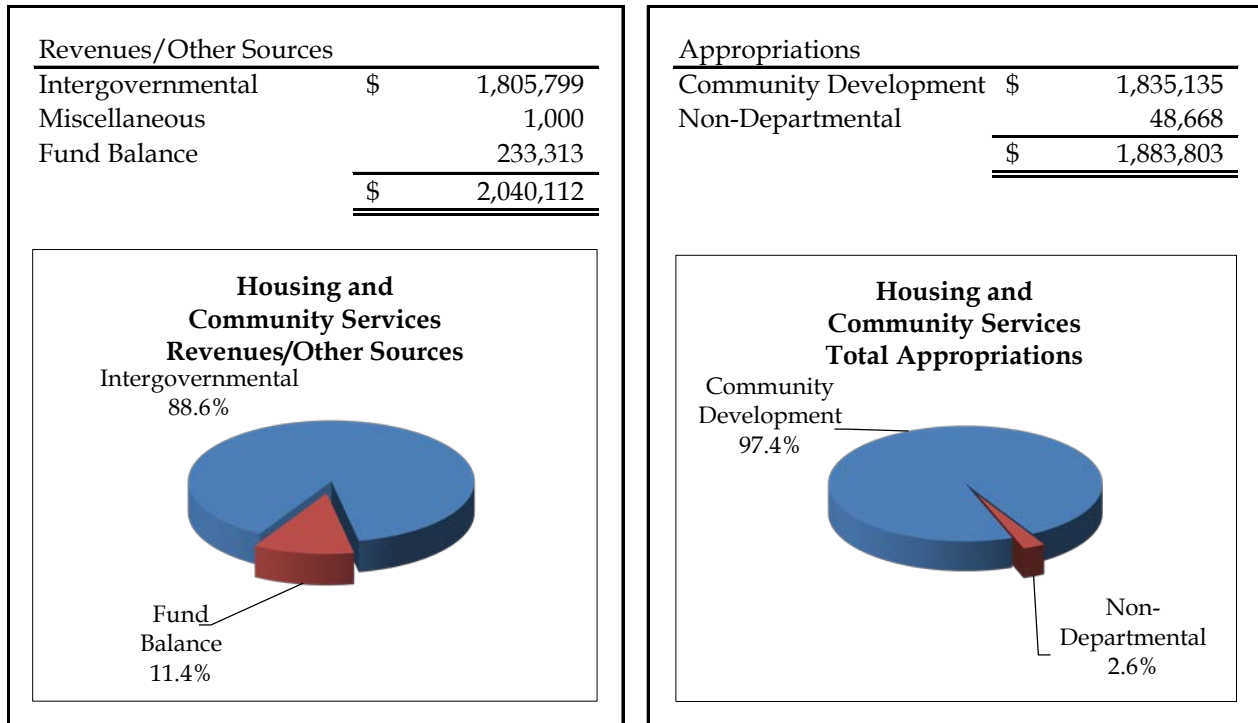
General Fund total appropriations compared to year-end estimates have decreased by 4.0%. The General Fund ongoing revenues and expenses are structurally balanced in the five-year plan. Unrestricted fund balance is estimated at a minimum of 20.0% of operating revenues over the next five years. Restricted fund balance is estimated at \$7.0 million at the end of FY 2020-2021. 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 2020-2021. Expenditures in this fund include \$900,000 in State Housing grants and \$905,799 in CDBG grants.



### **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). Effective July 1, 2020, the MetroPlan organization will become an independent organization and no longer be administered through the City.



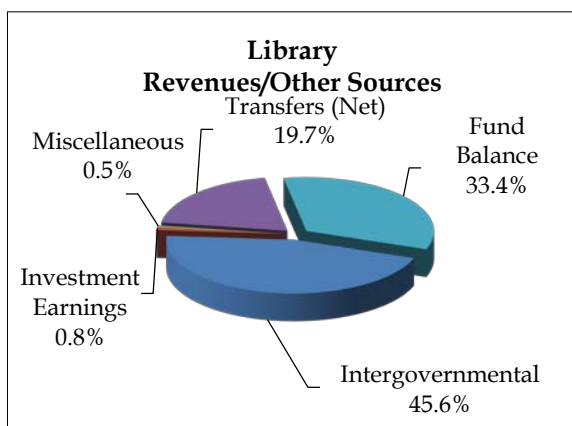
## Library Fund

The City operates a joint City-County Public Library which includes auxiliary programs in outlying county locations and a bookmobile service. 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.

Approximately \$3.7 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 \$1.6 million of funding is a transfer from the General Fund to further support the Flagstaff libraries.

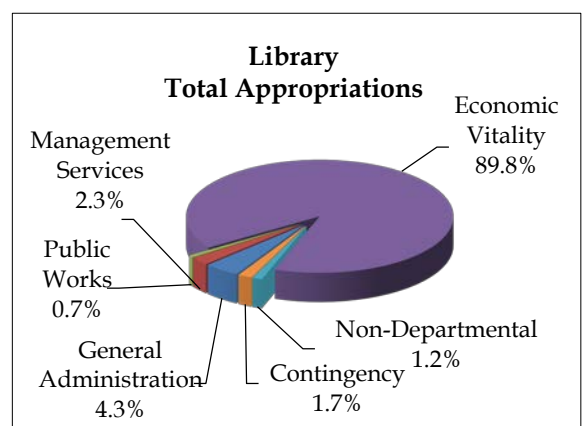
### Revenues/Other Sources

Intergovernmental	\$	3,793,235
Investment Earnings		67,158
Miscellaneous		41,000
Transfers (Net)		1,636,911
Fund Balance		2,781,619
	\$	<u>8,319,923</u>



### Appropriations

General Administration	\$	253,764
Management Services		139,996
Public Works		43,397
Economic Vitality		5,356,768
Non-Departmental		71,752
Contingency		100,000
	\$	<u>5,965,677</u>



## 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.

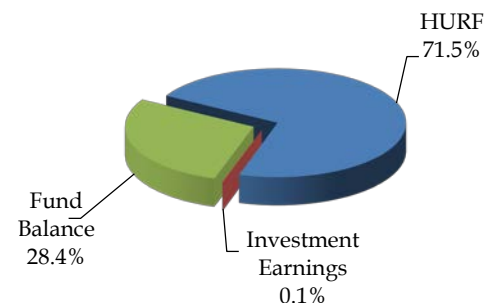
HURF revenues have seen steady growth over the past seven years as fuel prices fall and the economy experiences slow continuous growth.

Appropriations and transfers total \$9.2 million in FY 2020-2021 which includes the annual pavement maintenance program, sidewalk program and other street related projects.

### Revenues/Other Sources

HURF	\$	8,958,305
Investment Earnings		18,000
Fund Balance		3,568,557
	\$	<u>12,544,862</u>

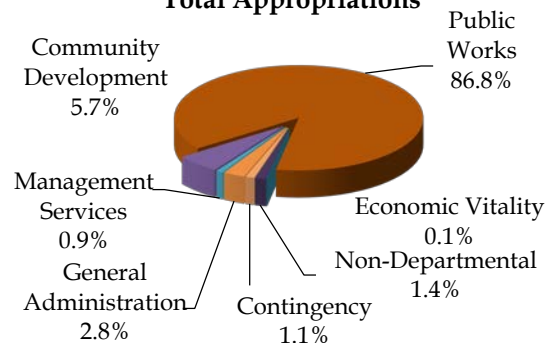
### Highway User Revenue Fund Revenues/Other Sources



### Appropriations/Transfers

General Administration	\$	256,750
Management Services		83,032
Community Development		529,279
Public Works		7,956,477
Economic Vitality		2,706
Non-Departmental		126,879
Contingency		100,000
Transfers (Net)		113,000
	\$	<u>9,168,123</u>

### Highway User Revenue Fund Total Appropriations

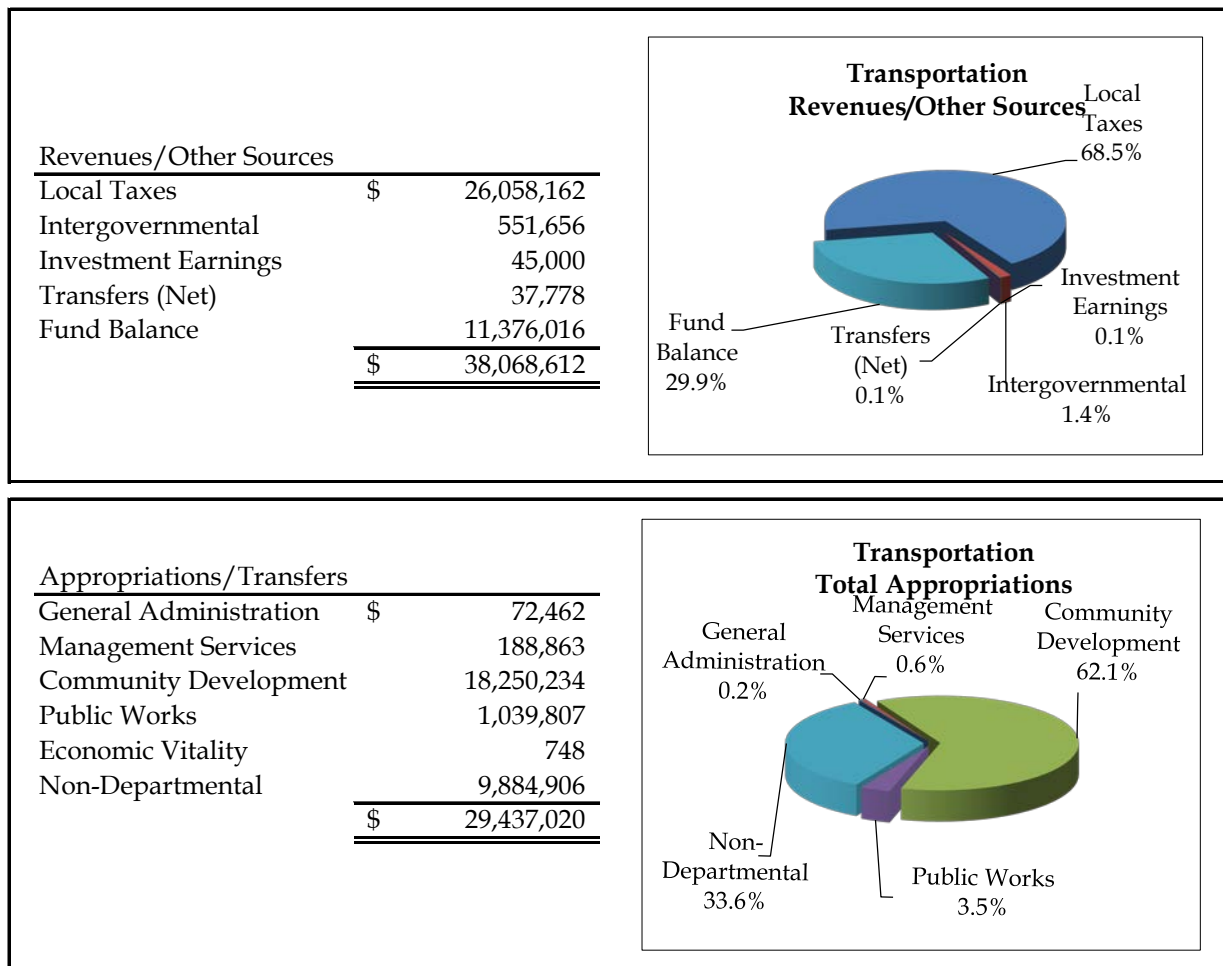


## Transportation Fund

The Transportation Fund was formed as a result of voter authorization to increase sales taxes to support transportation related issues. In FY 2015, voters approved a tax for road repair and street safety. In FY 2016, voters approved an extension of the transit tax. In FY 2018-2019, voters approved an additional tax for the Lone Tree Overpass and extended the Roadway, Pedestrian, Bicycle and Safety improvements.

Projects	Voter Authorization	Valid Through	Rate	Budget FY 2021 Revenues
Transit Service Enhancements	FY 2016	FY 2030	0.295	\$ 6,000,904
Road Repair and Street Safety	FY 2015	FY 2035	0.330	6,712,875
Lone Tree Overpass	FY 2019	FY 2039	0.230	4,678,671
Roadway, Ped, Bicycle and Safety	FY 2019	FY 2040	0.426	8,665,712
Total			1.281	\$ 26,058,162

Appropriations total \$29.4 million in FY 2020-2021. Appropriations include \$6.3 million for transit operations and capital projects, \$3.7 million for debt service, \$7.5 million for road repair and street safety projects, \$3.5 million for Lone Tree overpass and \$8.5 million for roadway, pedestrian, bicycle and safety improvements.

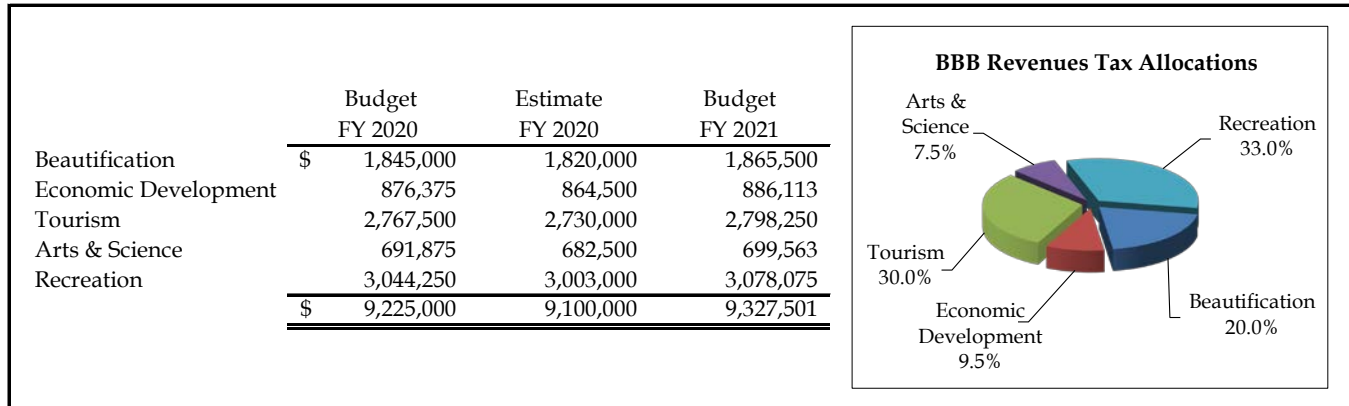




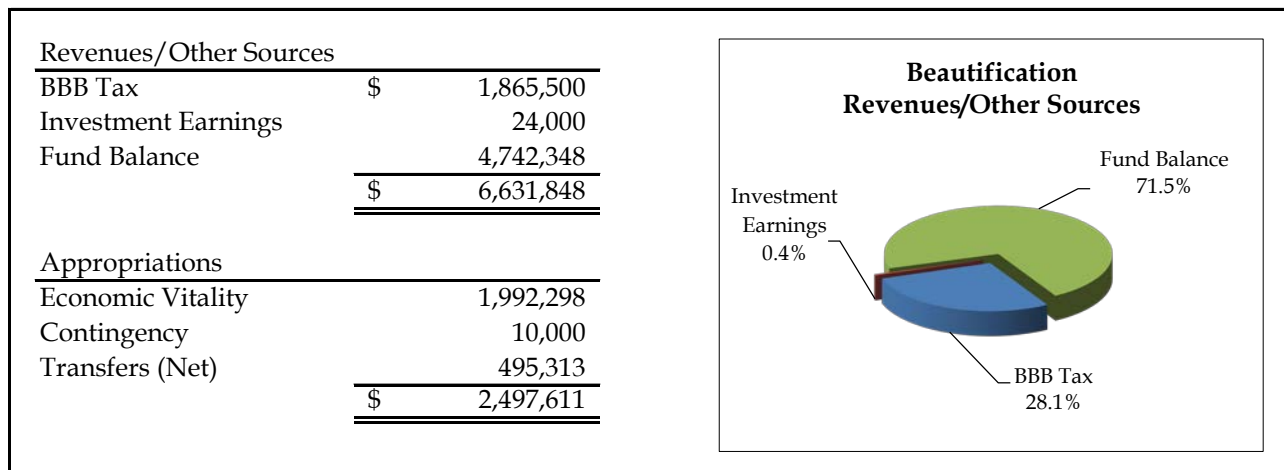
## Bed, Board and Beverage (BBB) Fund

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 2020-2021 is projected to increase slightly over FY 2019-2020 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.

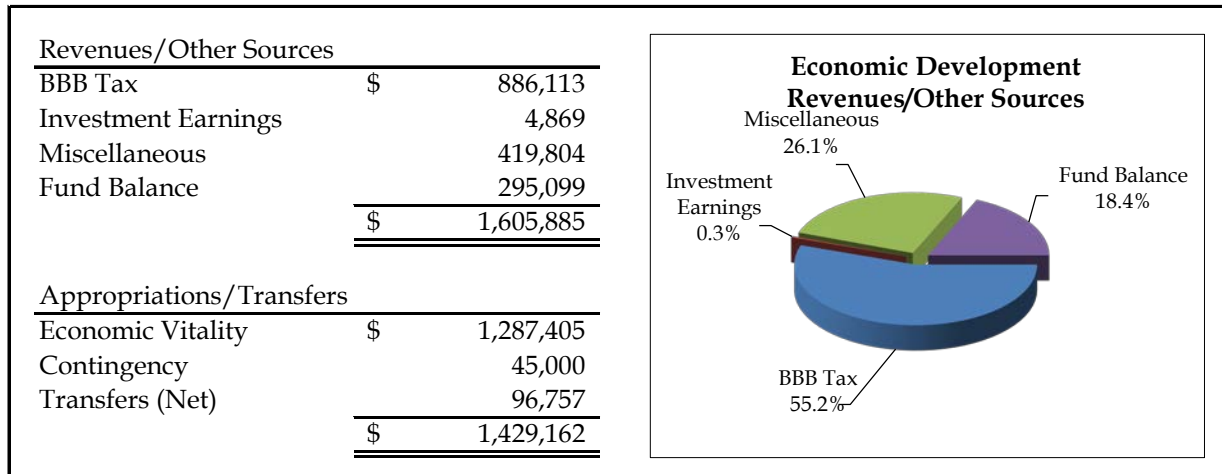


**Beautification Fund:** Total resources available for the Beautification Fund activities amount to \$6.6 million. Expenditures from this fund are primarily for beautification operations and capital improvements in streetscape projects. Some of the major projects include the Buffalo Park parking enhancements, Airport parking lot improvements, playground beautification, City Hall lawn enhancements and bike and pedestrian enhancements on Aspen Ave. A full project listing is available in the CIP Section. The \$495,313 transfer includes a transfer to the General Fund which is used primarily for the maintenance of streetscapes and a \$30,000 transfer to SEMS to contribute to litter control efforts.

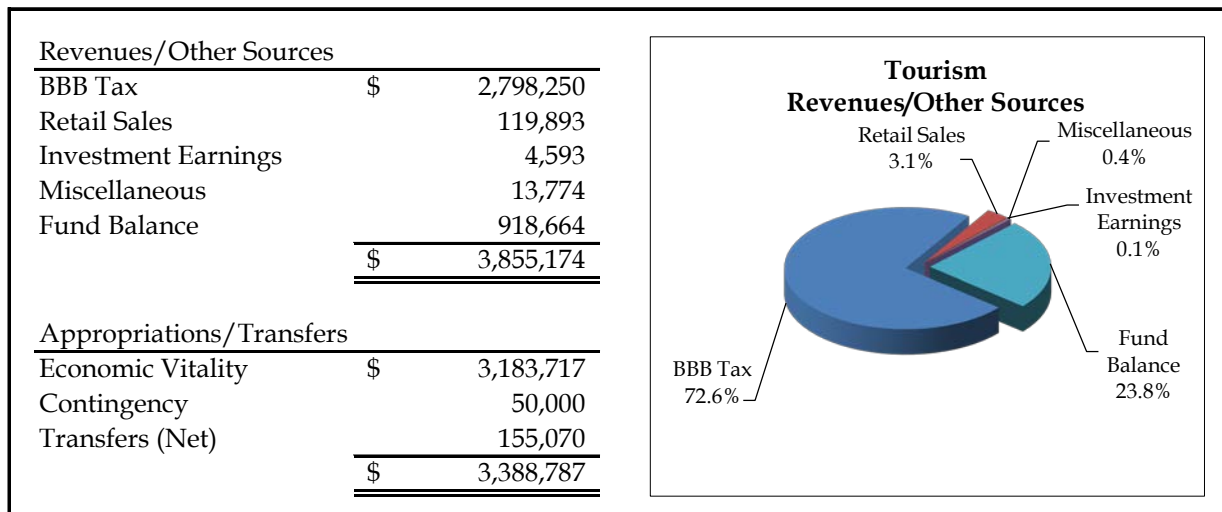


**Economic Development Fund:** This fund focuses on business retention and attraction as well as workforce development. In addition, the City funds the Business Incubation Program and the Innovation Mesa Business Accelerator program, structured to allow university professors and local entrepreneurs to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

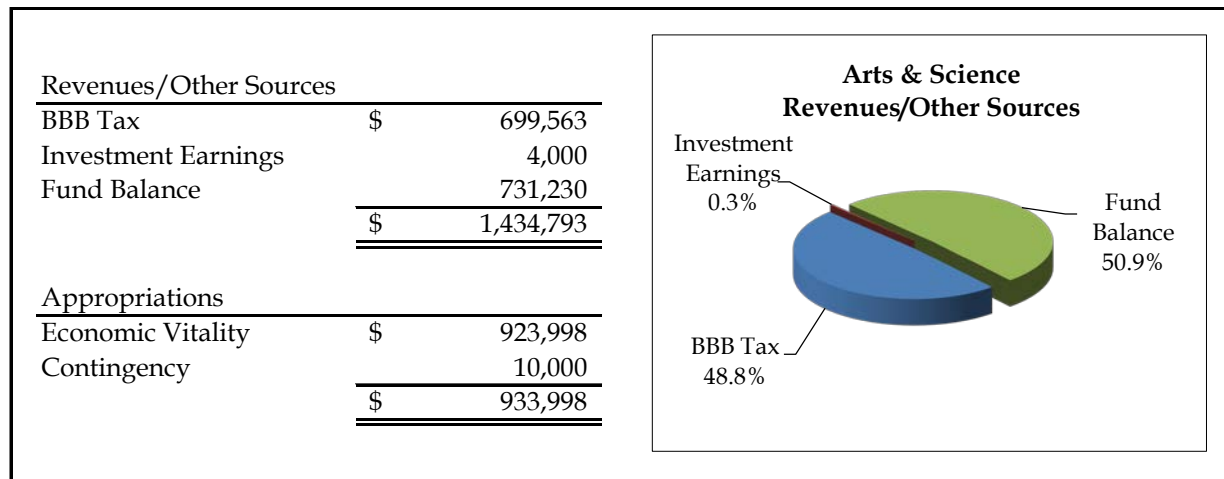
The City will continue to seek targeted industries to relocate to the community. Those industries will be complementary to existing businesses or will be supportive of community goals. Total resources allocated to this effort are approximately \$1.6 million, of which \$886,113 is from the BBB dedicated tax for economic development, lease revenue of \$419,804 and fund balance of \$295,099.



**Tourism Fund:** Total resources available in FY 2020-2021 are approximately \$3.9 million, of which an estimated \$2.8 million is from the BBB tax. The total appropriations are approximately \$3.4 million, which includes \$2.6 million for Tourism. Tourism includes General Administration, Marketing, Sales, Public Relations and the Film Office. The Visitors Center programs account for \$477,928 of the total. The Visitor Center programs include the Visitor Center (including the gift shop) and Train Station Operations.

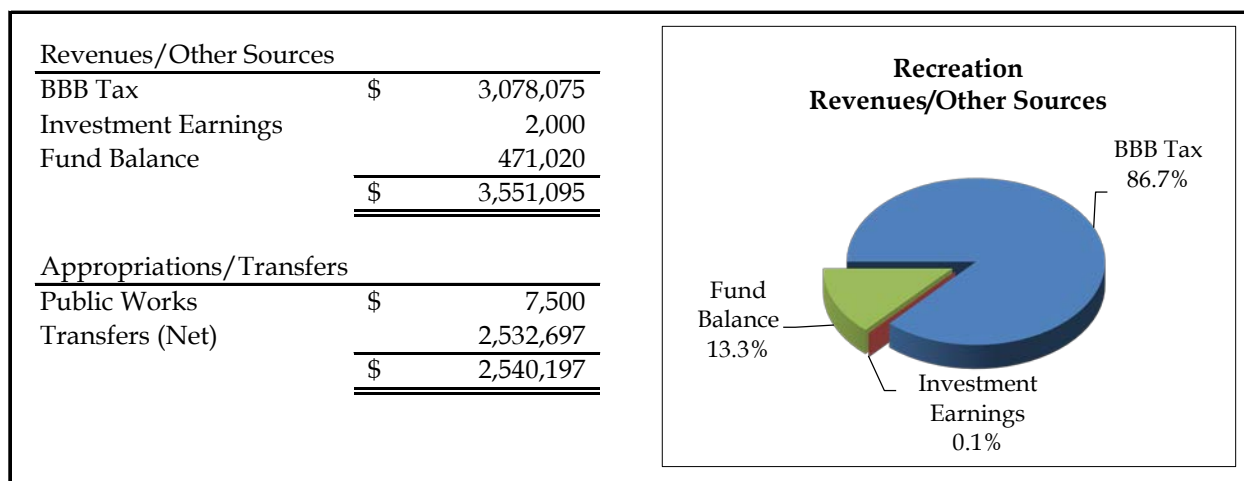


**Arts and Science Fund:** Total resources available for Arts and Science activities are approximately \$1.4 million, including estimated revenues from the BBB tax of \$699,563. Expenditures include Public Art for \$427,408 and Service Partner Contracts for \$496,590.



**Recreation Fund:** Total resources available for Recreation activities are approximately \$3.6 million, including estimated revenues from the BBB tax of \$3.1 million.

There are total appropriations in the amount of \$2.5 million in FY 2020-2021 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 2020-2021 directs \$954,844 to fund recreational programming, \$1.6 million to fund FUTS maintenance, recreation fields operation and maintenance. These are funded via a transfer to the General Fund.





## Parking District Fund

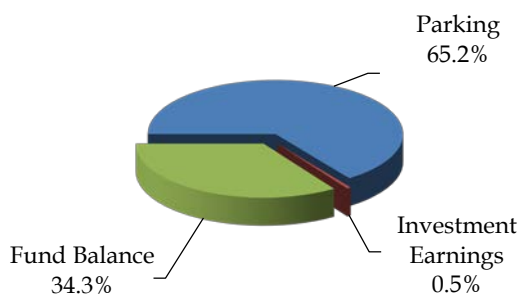
The Parking District Fund was created in FY 2016-2017. City Ordinance 2016-05 was approved by City Council and created a special revenue fund for revenue generated by the implementation of the Comprehensive Parking Management Program. Of the revenue generated in this fund, 20% is reserved for acquisition and development of new public parking spaces in the downtown area.

The revenue and other sources for FY 2020-2021 include \$1.5 million in parking revenues. Total appropriations for the fund are approximately \$1.3 million which includes \$818,226 for operations, \$112,026 for debt service and \$96,349 in transfers out to the General Fund.

### Revenues/Other Sources

Parking	\$	1,542,600
Investment Earnings		12,200
Fund Balance		811,333
	\$	<u>2,366,133</u>

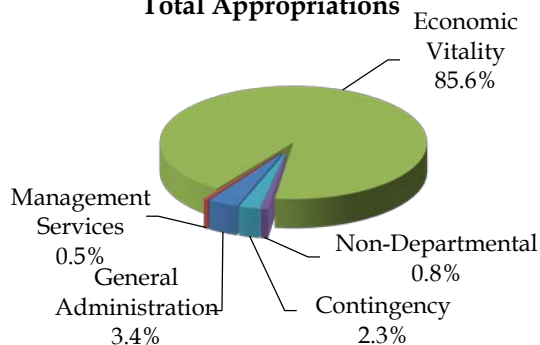
**Parking District  
Revenues/Other Sources**



### Appropriations

General Administration	\$	44,282
Management Services		6,603
Public Works		567
Economic Vitality		1,118,679
Non-Departmental		10,367
Contingency		30,000
Transfers (Net)		96,350
	\$	<u>1,306,848</u>

**Parking District  
Total Appropriations**



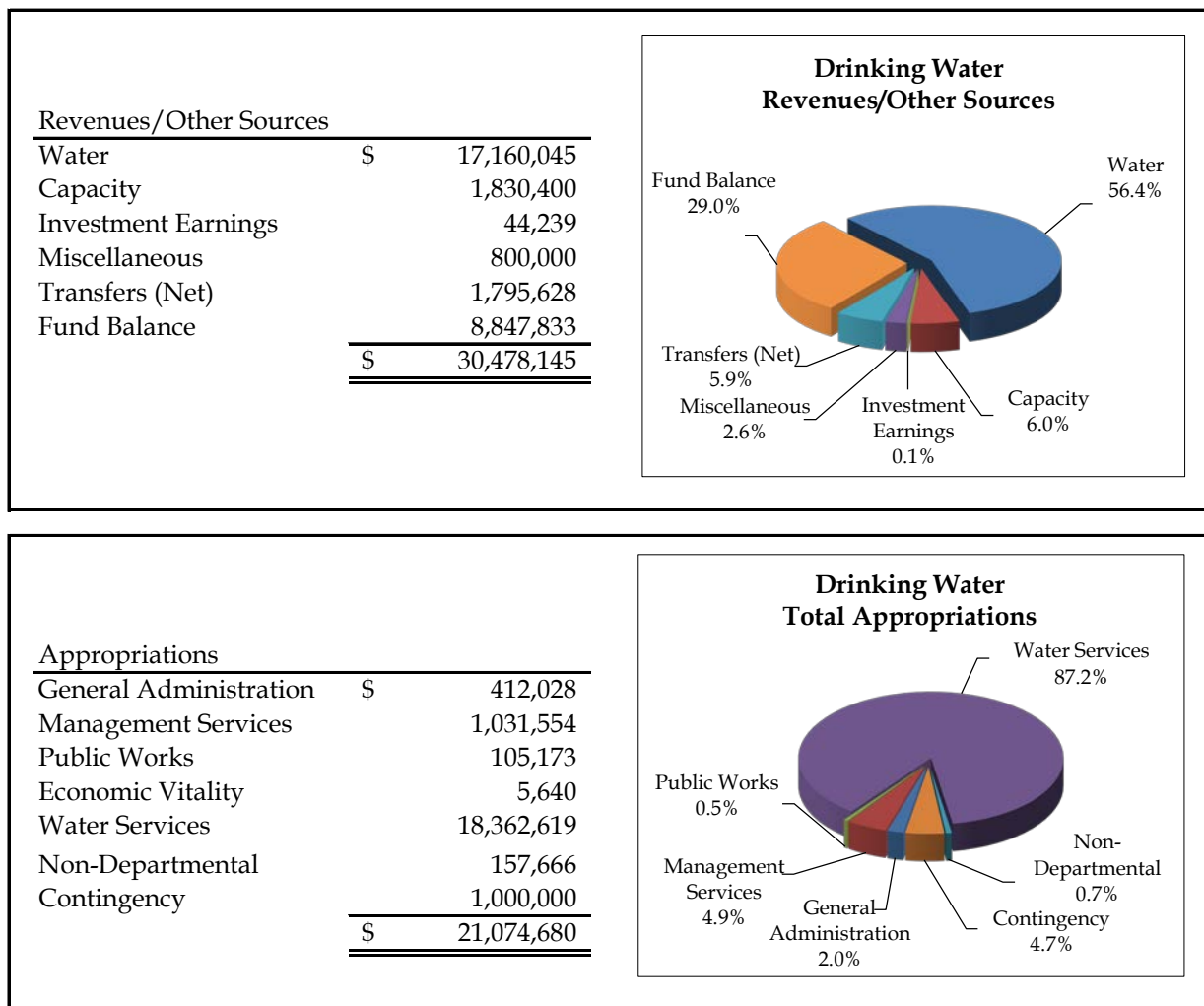
## Enterprise Funds

### Water Services Funds

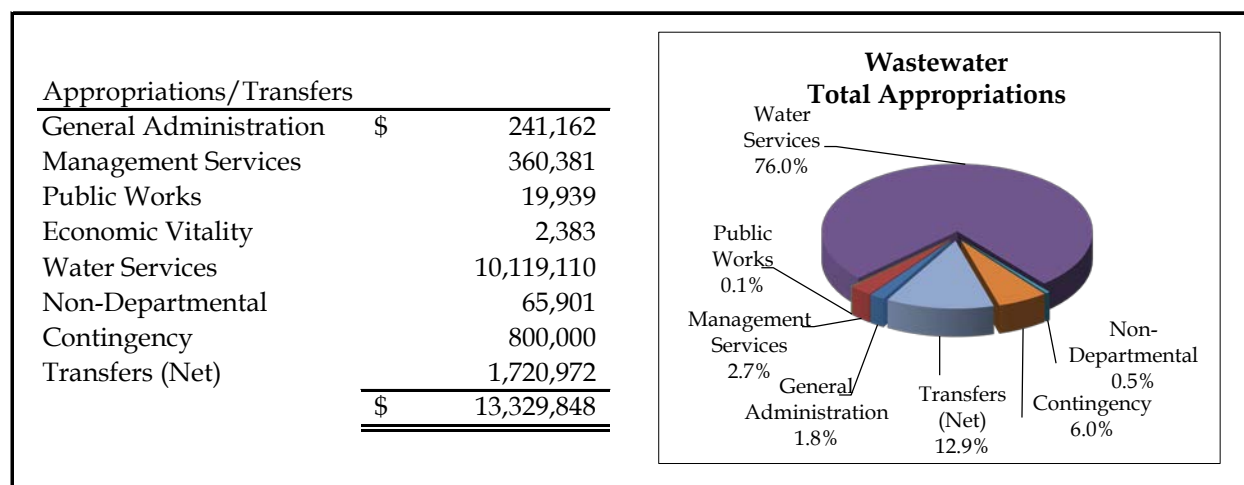
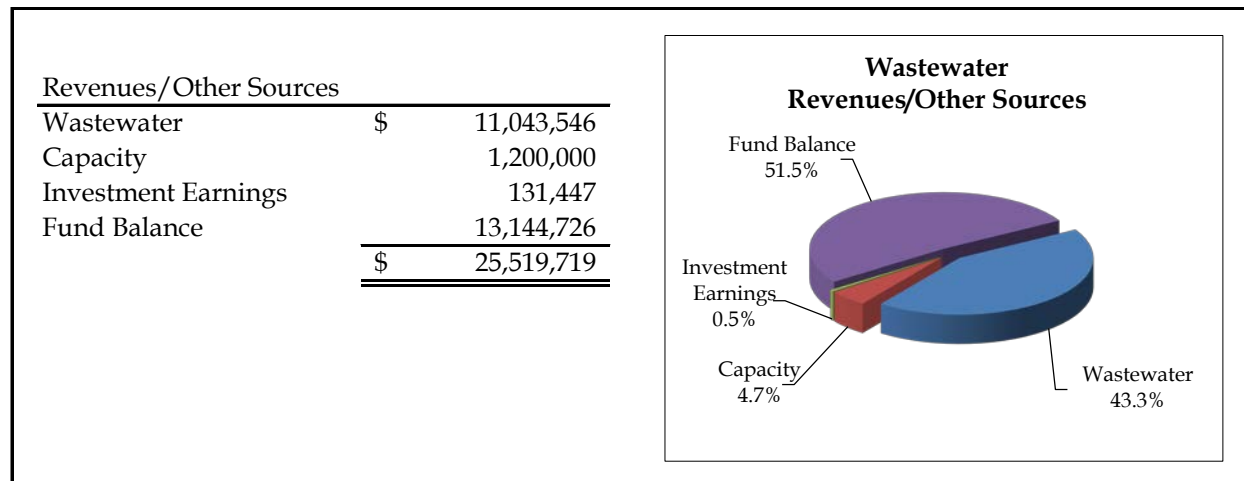
Water Services includes Drinking Water, Wastewater, Reclaimed Water and Stormwater Funds. These Enterprise funds are operated as self-sustaining operations with user fees and charges based on a "cost-of-service" methodology. The rate model determines the minimum revenue requirements needed to support 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.

The City contracted for a rate model update in FY 2016 which identified a need to increase water, wastewater and stormwater rates. The Council was presented with the recommended increases in the spring of 2016. Each January 1, until 2020, there is scheduled an increase of 4.4% for water and 7.0% for wastewater and stormwater rates increased 65% on July 1, 2019 to fund major capital projects.

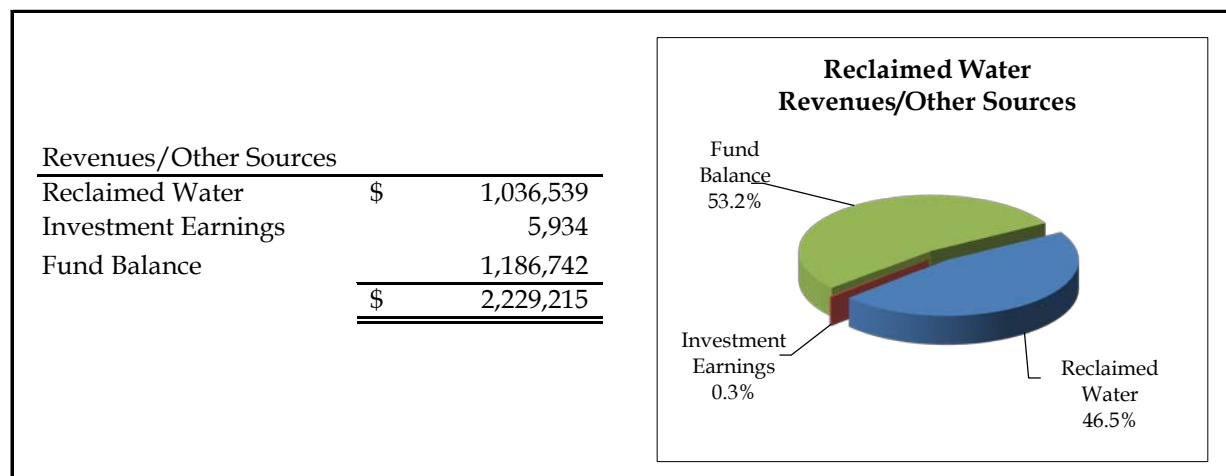
**Drinking Water:** Total appropriations relating to direct costs for the water operations are approximately \$21.1 million. Water fees are the major source of revenue supporting water operations. Revenue estimates total approximately \$17.2 million for water sales.



**Wastewater:** Total appropriations and transfers relating to the direct costs for the wastewater operations are approximately \$13.3 million. Wastewater (sewer) fees are the major source of revenue supporting wastewater operations. Revenue estimates total approximately \$11.0 million in wastewater charges.



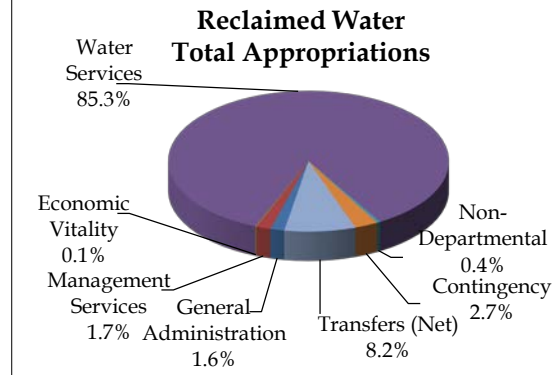
**Reclaimed Water:** Total appropriations and transfers related to the direct cost for the reclaimed water operations are \$1.8 million. Reclaimed water usage fees are the major source of revenue supporting these operations. Revenue estimates total \$1.0 million in reclaimed water charges.





#### Appropriations/Transfers

General Administration	\$	28,900
Management Services		32,038
Economic Vitality		240
Water Services		1,569,108
Non-Departmental		8,161
Contingency		50,000
Transfers (Net)		149,870
	\$	<u>1,838,317</u>

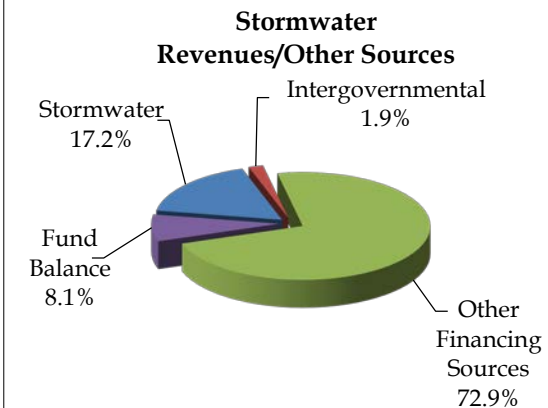


**Stormwater:** The Stormwater Fund was initiated as a response to enhanced National Pollutant Discharge Elimination System (NPDES) Stormwater requirements affecting all communities with populations greater than 50,000 as of March 2003. The City of Flagstaff worked with consultants to design a program that met current minimum NPDES standards. Stormwater fees step based on every 1,500 square feet of impervious area (ERU).

Revenue estimates for Stormwater total approximately \$24.7 million for FY 2020-2021. Total appropriations of \$22.5 million include the operational components of NPDES implementation, general drainage maintenance, Phoenix Bridge project and the Rio de Flag project.

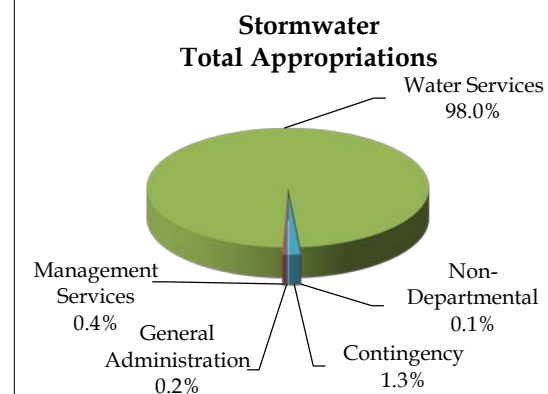
#### Revenues/Other Sources

Stormwater	\$	4,242,341
Intergovernmental		459,180
Investment Earnings		9,965
Other Financing Sources		18,000,000
Fund Balance		1,993,047
	\$	<u>24,704,533</u>



#### Appropriations

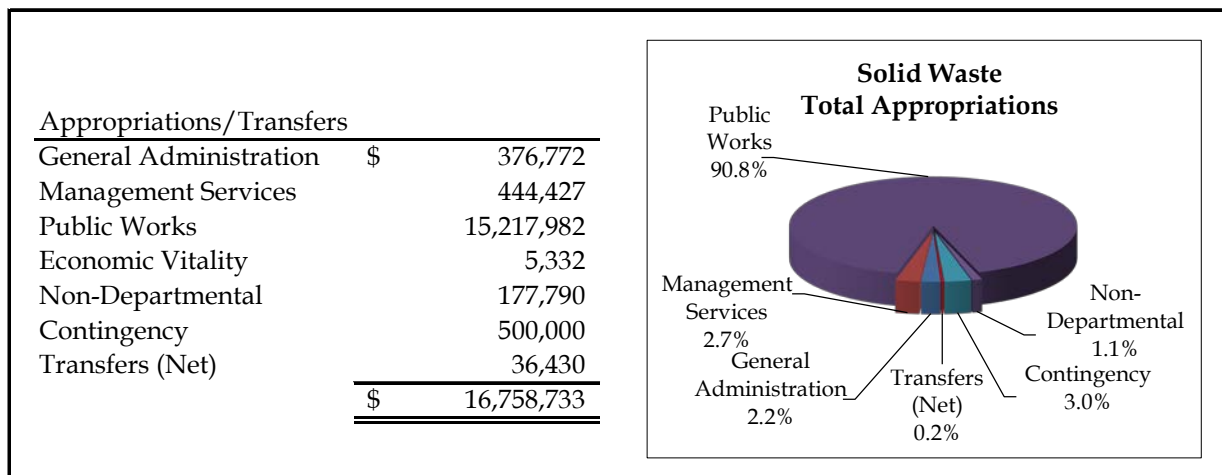
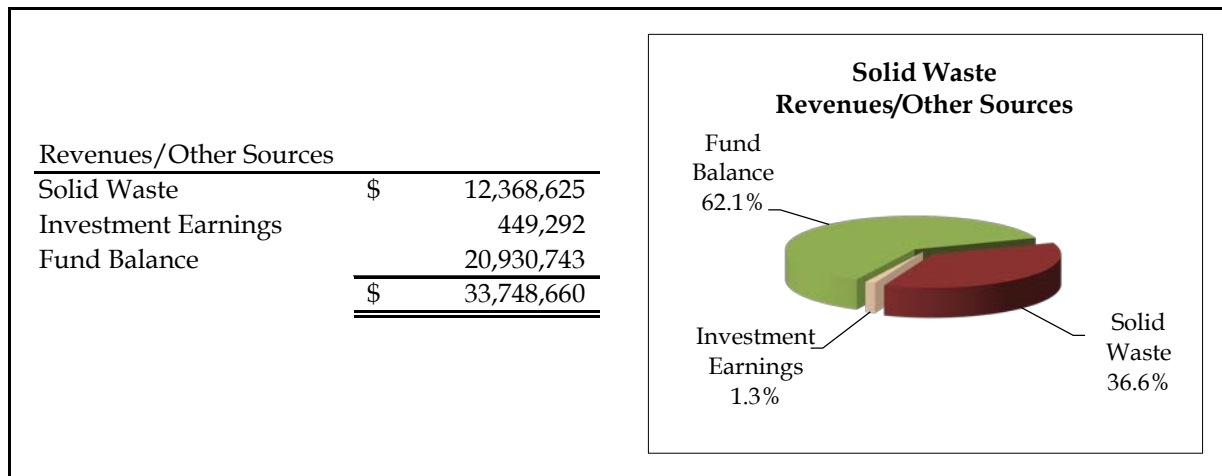
General Administration	\$	54,758
Management Services		88,129
Public Works		108
Economic Vitality		397
Water Services		22,010,939
Non-Departmental		13,450
Contingency		300,000
Transfers (Net)		7,033
	\$	<u>22,474,814</u>



## Solid Waste Fund

Total financial sources available are approximately \$33.7 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 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 enough funds will be available to meet these requirements. Council approved annual rate increases over the next 5 year. The first increase was effective February 1, 2019.

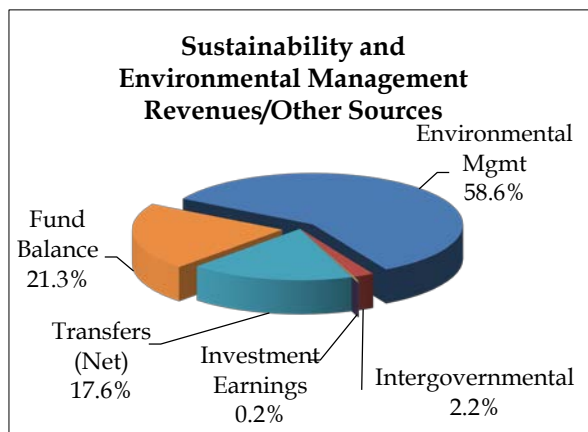


## Sustainability and Environmental Management Fund

Total financial sources available are approximately \$1.8 million. The Environmental Management Fee, a user fee, is the major revenue source of the Sustainability and Environmental Management (SEMS) operations. This fee is based on cost of operations. SEMS is housed within the City Manager's Office and includes Sustainability and Open Space Management. The Open Space program is funded by the General Fund.

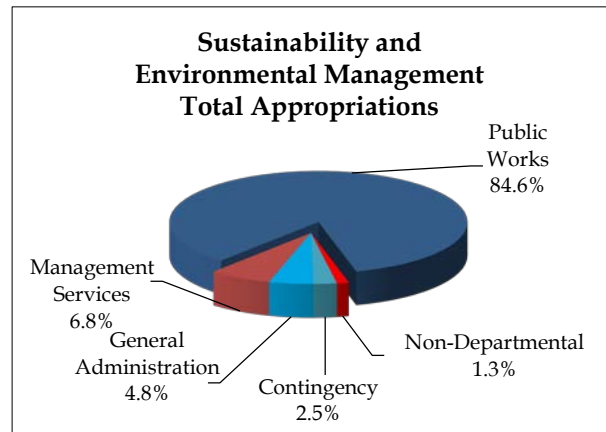
### Revenues/Other Sources

Environmental Mgmt	\$	1,041,804
Intergovernmental		40,000
Investment Earnings		3,177
Miscellaneous		541
Transfers (Net)		313,678
Fund Balance		380,068
	\$	<u>1,779,268</u>



### Appropriations/Transfers

General Administration	\$	58,282
Management Services		82,015
Public Works		1,026,178
Economic Vitality		444
Non-Departmental		15,465
Contingency		30,000
	\$	<u>1,212,384</u>



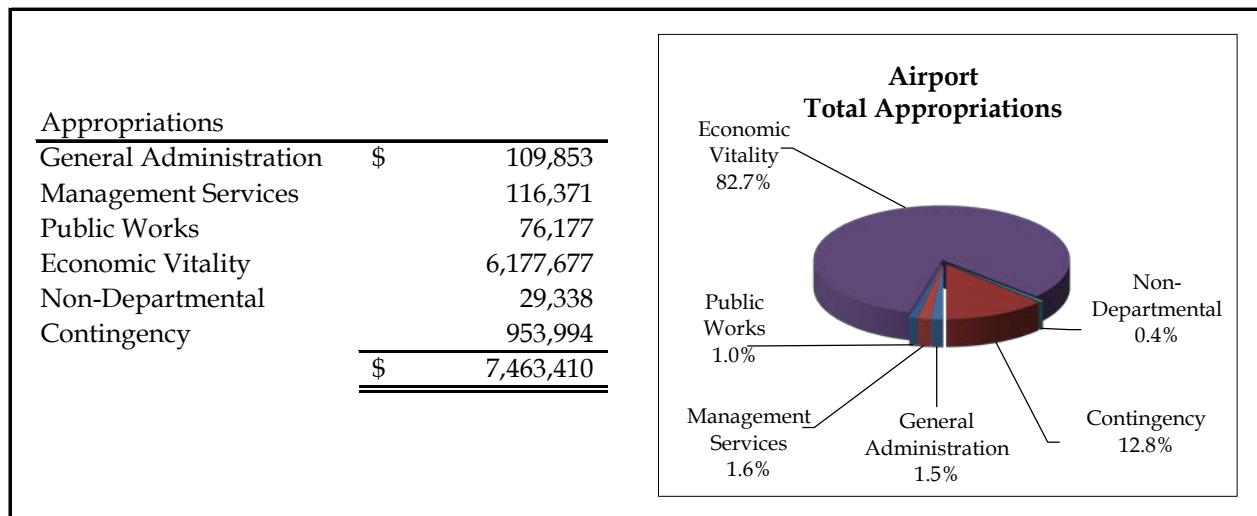
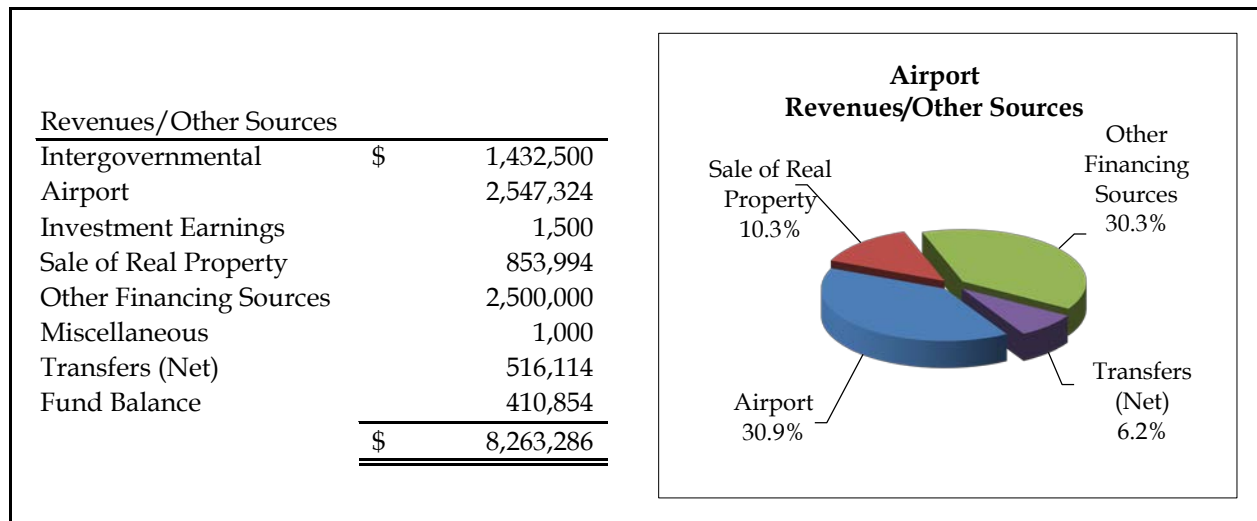


## Airport Fund

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/Denver. Total appropriations are approximately \$7.5 million which includes \$3.1 million for operations and reserve, \$0.2 million for debt and \$4.1 million in capital outlay. Primarily FAA and ADOT grants will fund the capital improvements.

In FY 2020-2021, \$1.0 million of the capital improvements are being funded approximately 91% with grants from the FAA. Additional funding may be available to support these projects through ADOT.

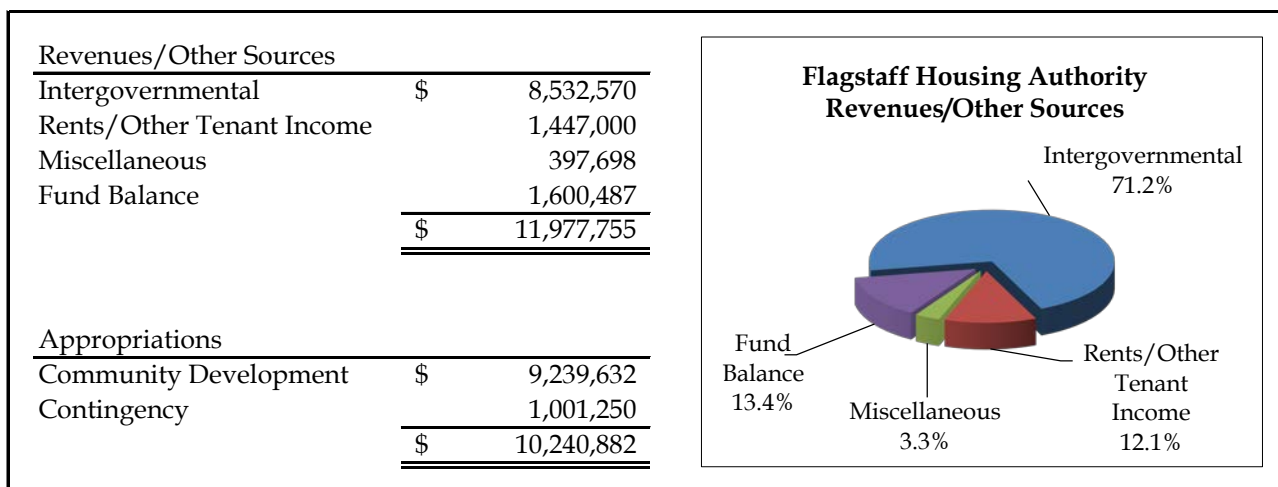
All revenues generated by the airport will be expended for the capital or operating costs of the airport, the local airport system, or other local facilities which are owned or operated by the owner or operator of the airport and directly related to the actual transportation of passengers or property.



## 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 \$12.0 million. Intergovernmental revenue from the US Department of Housing and Urban Development comprises 71.2% of funding, or \$8.5 million. Rental income represents rent charges based on resident family income per Federal regulations. Miscellaneous income is primarily pass through and administrative fee income for Housing Choice Vouchers which the Housing Authority administers locally for other housing agencies and management of Flagstaff Housing Corporation. These portable Vouchers are under HUD contract with other housing agencies, and FHA administers the Vouchers locally, for which FHA earns an administrative fee.



## Revenues

### 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 2020-2021 include public safety; housing and community services; street, transportation and trails improvements; wildfire remediation projects; stormwater management projects; and Airport improvements. 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.

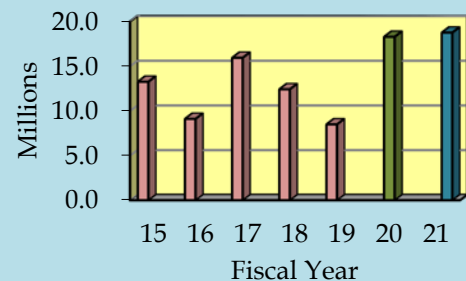
Receipts from primary property taxes levied by the City are deposited in the General Fund. No restrictions on usage apply to the primary property tax. State statute limits the annual increase in levy to 2% plus the amount generated by construction. For FY 2013 through FY 2017 Council voted to keep the levy flat plus new construction. In FY 2017-2018 and FY 2018-2019, the levy increase was approved for 7% each year for a total of 14%. In FY 2019-2020, the levy was increased 2%.

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 \$8.1 million dollars to the assessed valuation and existing primary property tax values increased by 5.6%. The increase in FY 2020-2021 is related to new construction.

#### Federal and State Grants

FY	Amount	% Change
14-15	\$ 13,263,009	22.0%
15-16	9,110,986	-31.3%
16-17	15,946,150	75.0%
17-18	12,421,663	-22.1%
18-19	8,495,241	-31.6%
19-20	18,292,943	115.3%
20-21	18,761,657	2.6%

#### Federal and State Grants

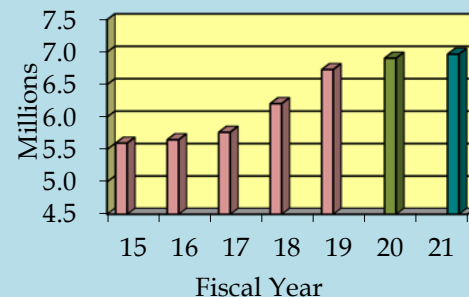


Actual Estimate Budget

#### Primary Property Tax

FY	Amount	% Change
14-15	\$ 5,597,027	2.0%
15-16	5,649,356	0.9%
16-17	5,764,349	2.0%
17-18	6,205,826	7.7%
18-19	6,731,508	8.5%
19-20	6,906,500	2.6%
20-21	6,967,500	0.9%

#### Primary Property Tax



Actual Estimate Budget



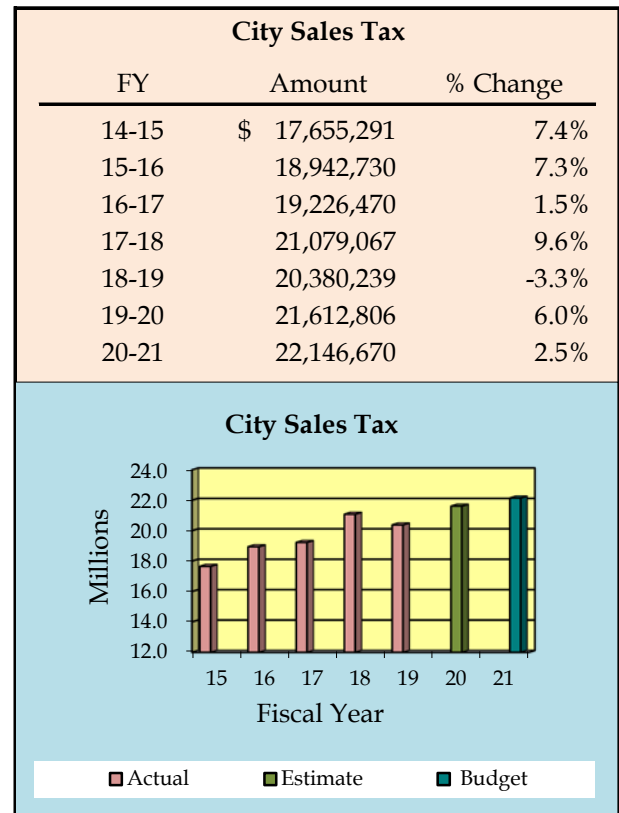
### City Sales Tax (Transaction Privilege Tax)

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 1.281% 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 2019-2020 is projected using conservative estimates. FY 2020-2021 is expected to continue to show moderate increases in revenues.

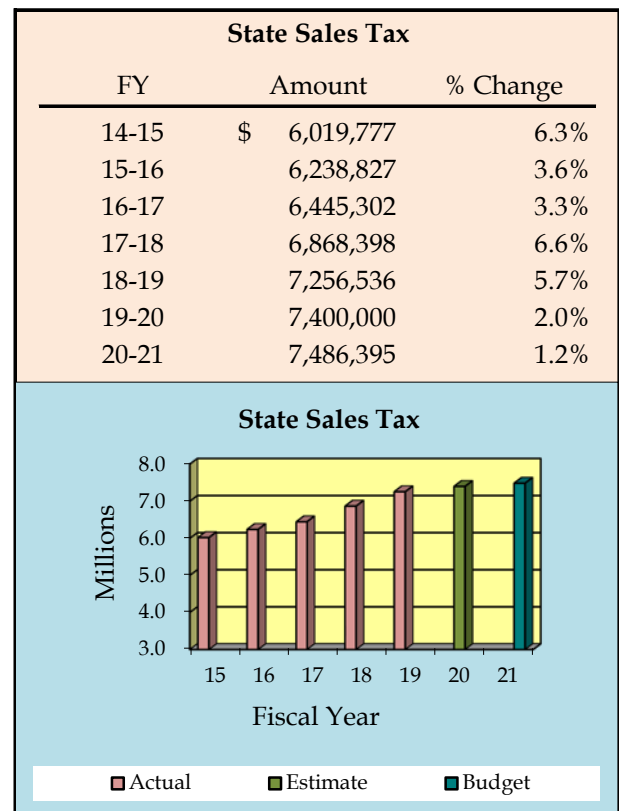


### State Sales Tax

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 2018-2019 share was 1.299% and FY 2019-2020 are 1.298%. FY 2020-2021 continues to show moderate increases in revenues.

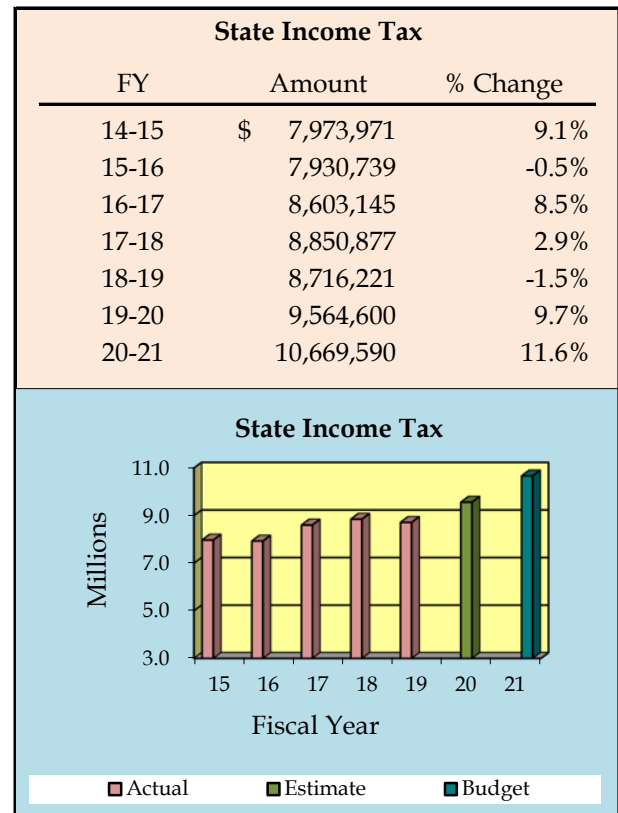


## State Income Tax (Revenue Sharing)

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 2015-2016 was due to reductions in corporate income taxes passed by the Arizona state legislature. FY 2020-2021 will experience a large increase as individual income taxes continue to grow.



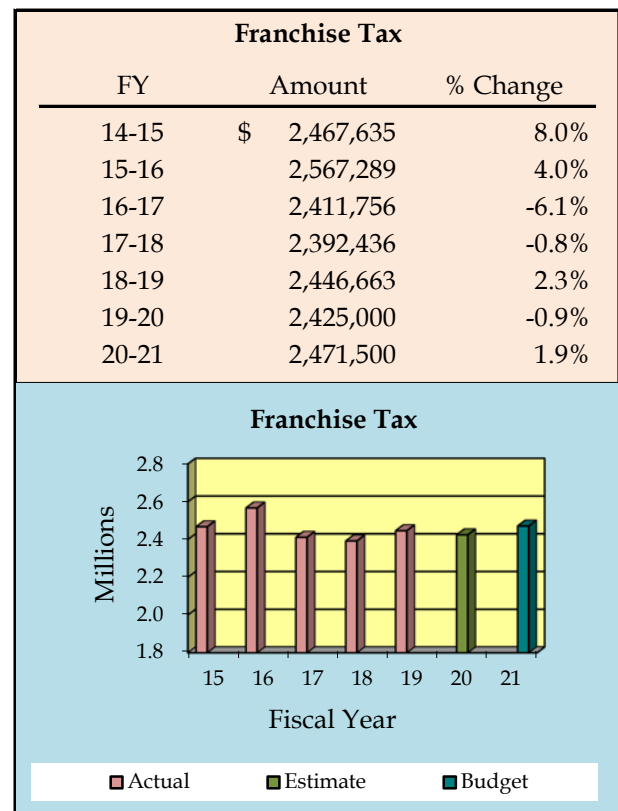
## Franchise Tax

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%.

Most declines in revenues related to warmer winter weather thus reducing the revenues from natural gas franchise taxes. In FY 2016-2017 and FY 2017-2018 most categories were down. FY 2019-2020 is down due to declines in the electric portion of the franchise tax. We expect moderate growth in FY 2020-2021.

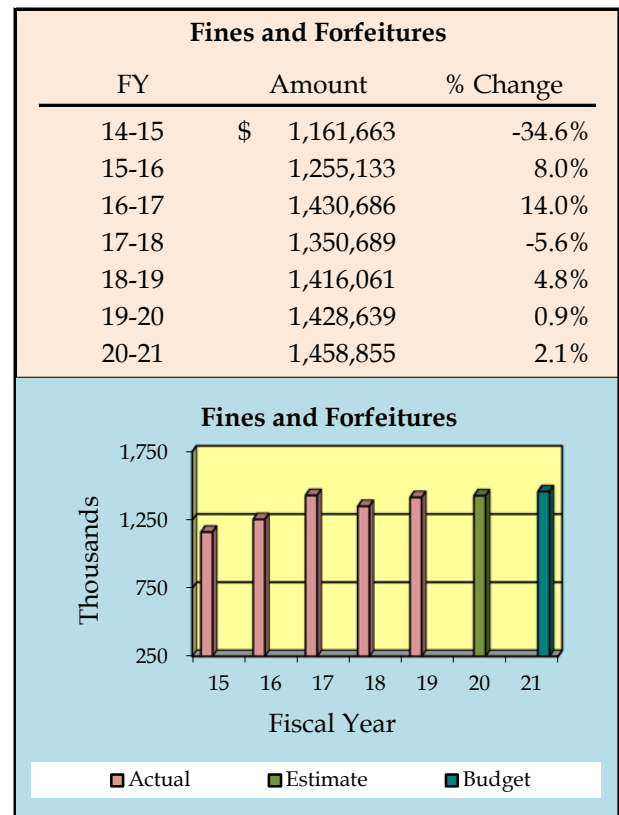


### *Fines and Forfeitures*

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 2017-2018 was due to the high vacancies in the police department. It is anticipated the revenues will slightly increase in FY 2020-2021.

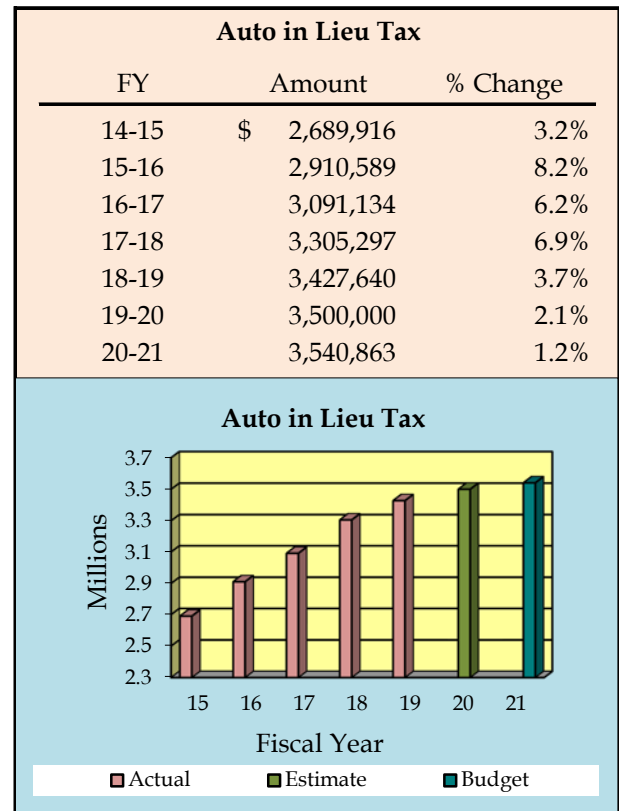


### *Auto in Lieu Tax*

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 2015-2016. We are anticipating a 2% increase in FY 2019-2020 followed by a 1.2% growth in FY 2020-2021.





## Special Revenue Funds

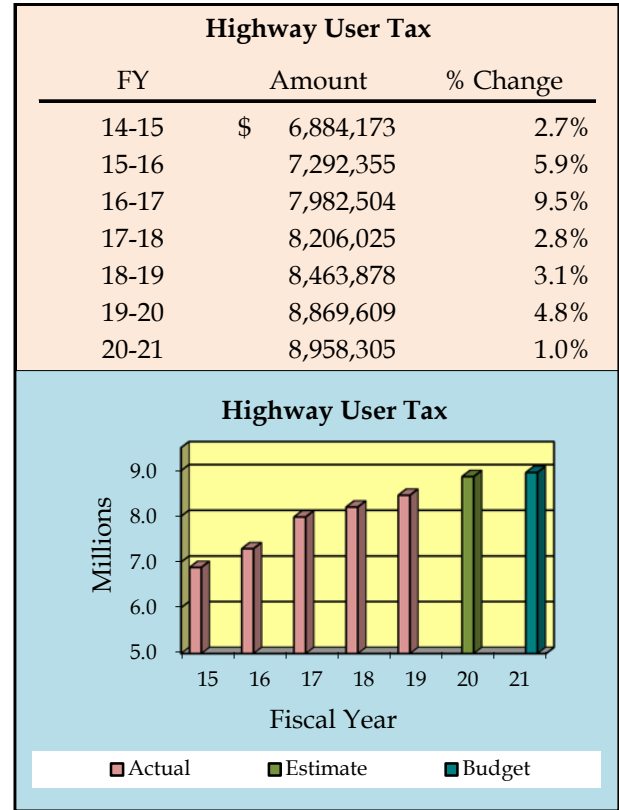
### Highway User Revenue Fund

#### 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 has experienced continual growth in HURF revenues since FY 2014-2015. The City expects a minimal increase in FY 2020-2021 due to the elimination of special distributions in prior years.



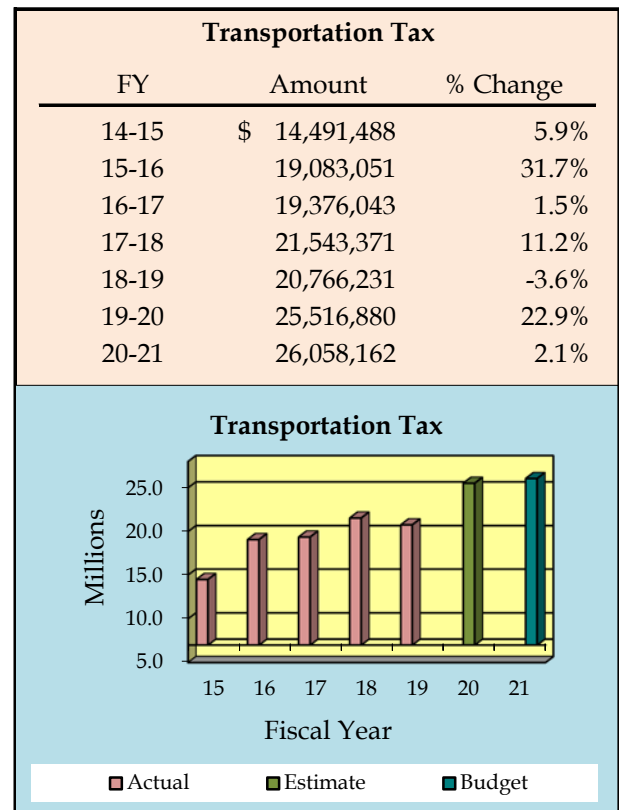
#### Transportation Tax

Legal Authority: Resolution 2004-48, approved by voters May 2000, Ordinance 2014-34 approved by voters November 2014, Resolution 2016-25 approved by voters November 2016 and Resolution 2019-01 approved by voters November 2018.

Description: The transportation tax was approved by voters to address transportation issues. The tax pays for transit services, road repair and street safety, Lone Tree overpass and roadway, pedestrian, bicycle and safety improvements. This tax is assessed on the same goods and services as the City's general sales tax. The current tax rate is 1.281%.

The increase in FY 2019-2020 is due to the increase in the tax rate for the Lone Tree Overpass. The City anticipates moderate growth in FY 2020-2021.

Transportation Tax Rate Breakdown	
Transit Services	0.295%
Road Repair and Street Safety	0.330%
Lone Tree Overpass	0.230%
Roadway, Pedestrian, Bicycle and Safety	0.426%
<b>Total</b>	<b>1.281%</b>



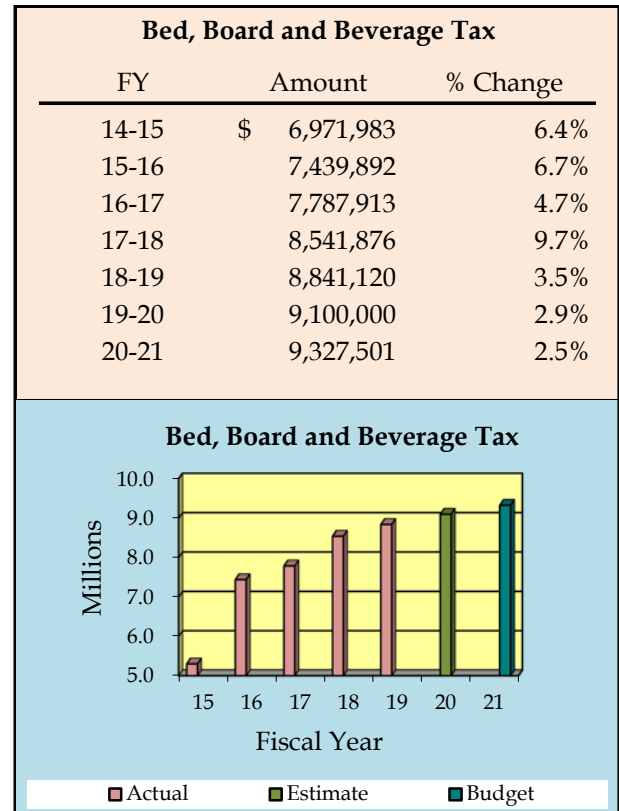
## Bed, Board and Beverage Funds

### *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 2020-2021 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.



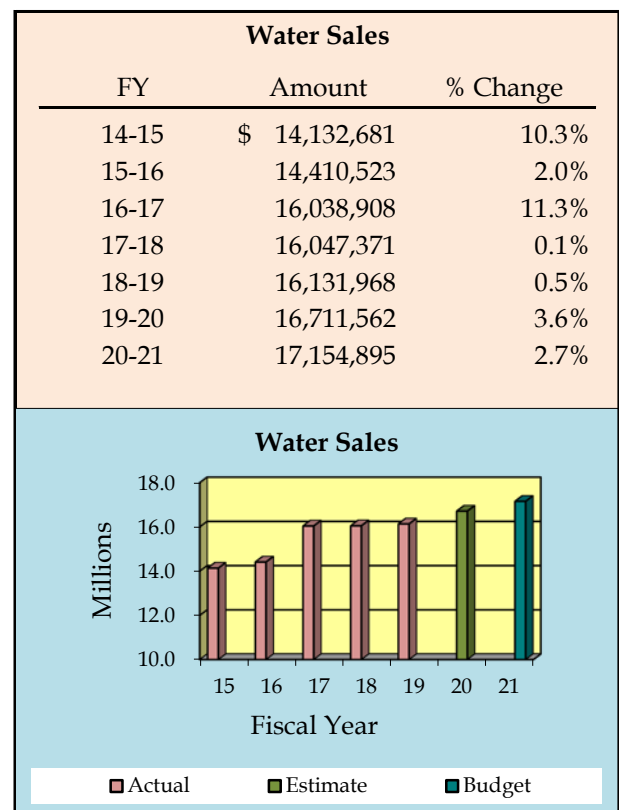
## Enterprise Funds

### *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 changed based on a flat rate per 1,000 gallons.

The rates for each customer class were reviewed in FY 2015-2016 using an outside consultant. Drinking water rates were increased on July 1, 2016 and again on January 1, 2017 with January 1<sup>st</sup> increases effective each year until 2020 at a 4% rate.

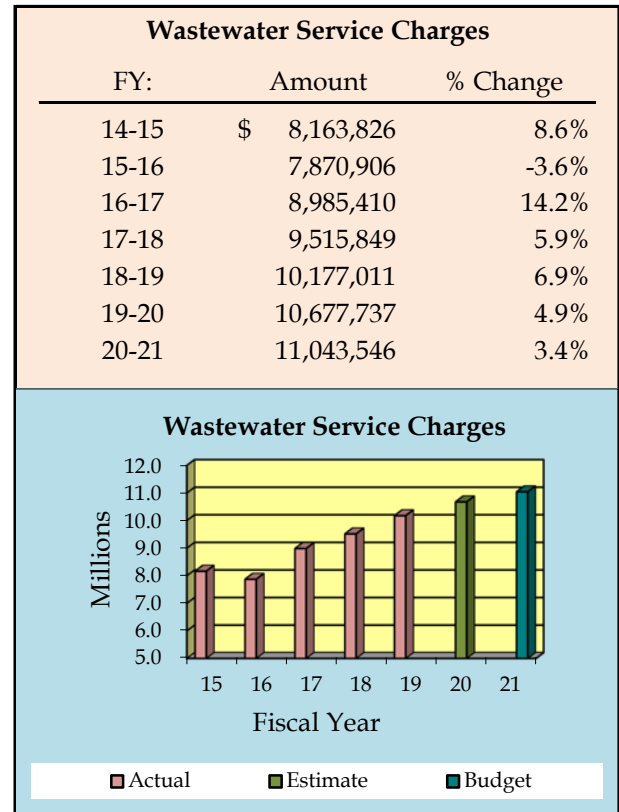


### Wastewater Service Charges

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 FY 2015-2016 using an outside consultant. Water rates were increased on July 1, 2016 and again on January 1, 2017 with January 1st increases effective each year until 2020.



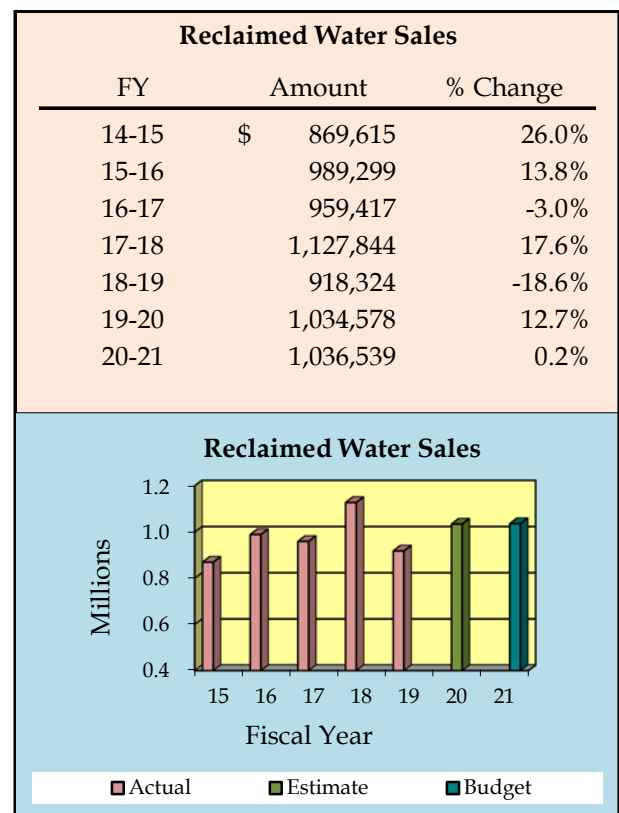
### Reclaimed Water Sales

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 FY 2009-2010 using an outside consultant. Rate changes were approved by Council with an effective date of January 1, 2011.

The decrease of 19% in reclaimed water sales for FY 2018-2019 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.



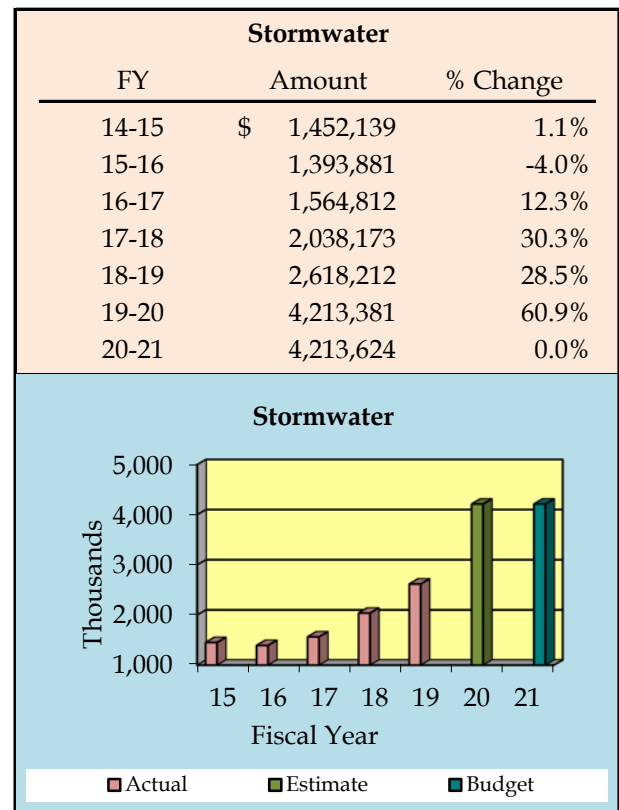


## Stormwater

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 2015-2016 which went into effect on July 1, 2016, with an additional annual rate increase on January 1 through 2019. The current rate was adopted by City Council effective July 1, 2019, with an increased rate of \$3.74 per ERU or a 65% increase in the rate to fund major capital projects.

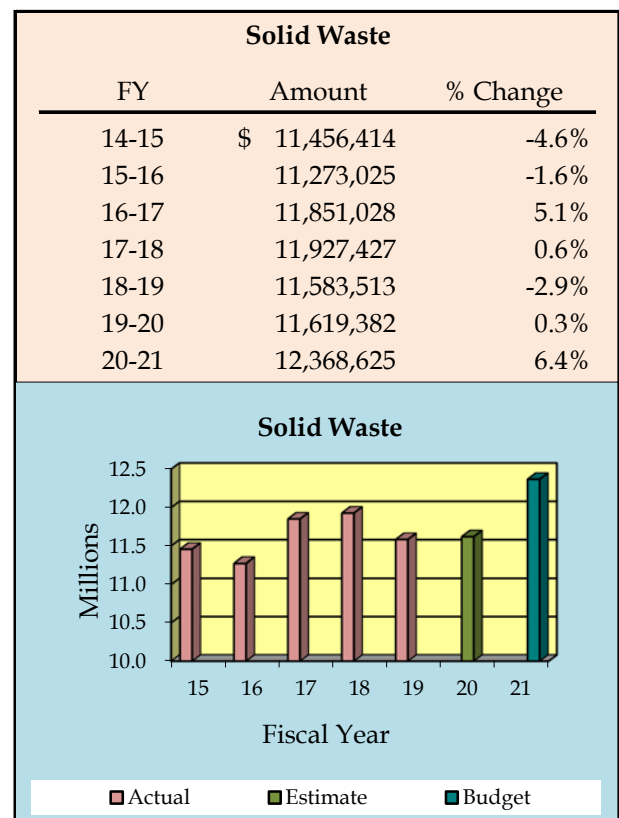


## Solid Waste

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 decrease in revenues in FY 2018-2019 is related to the SCA plant closure and decrease in Landfill tonnage. The FY 2020-2021 increase is due to rate increase in collection charges.

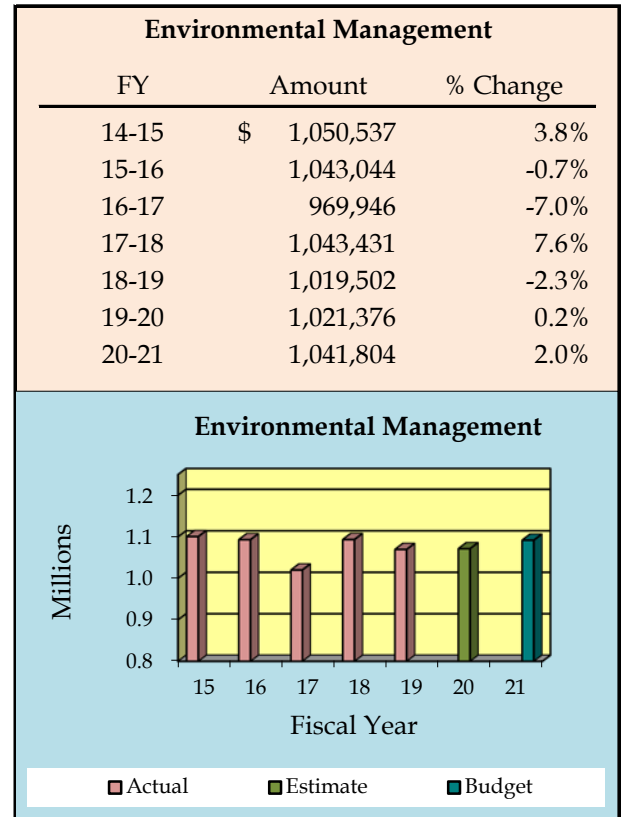


### Sustainability and Environmental Management

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 2020-2021 is related to projected growth.

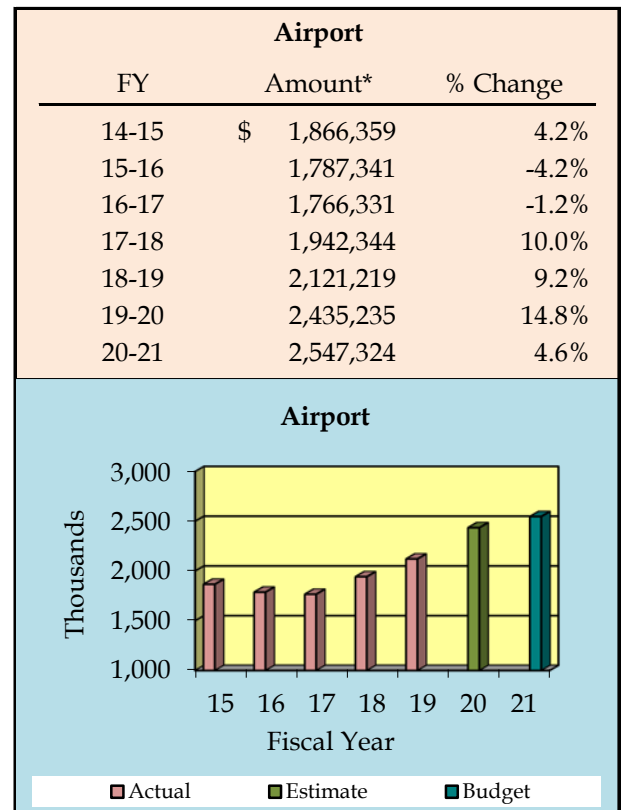


### Airport

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. The Council approved PFC charge assessed is currently \$4.50 per ticket for 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.

Revenues are conservatively estimated reflecting ground leases transition, hangar executive box vacancies and lower volume fuel flowage fees. With additional flights and additional destinations, the airport has seen significant increases in operating revenues since FY 2017-2018. The expectation is that the Airport operational revenues will continue to see moderate growth as the airport operations continue to grow.

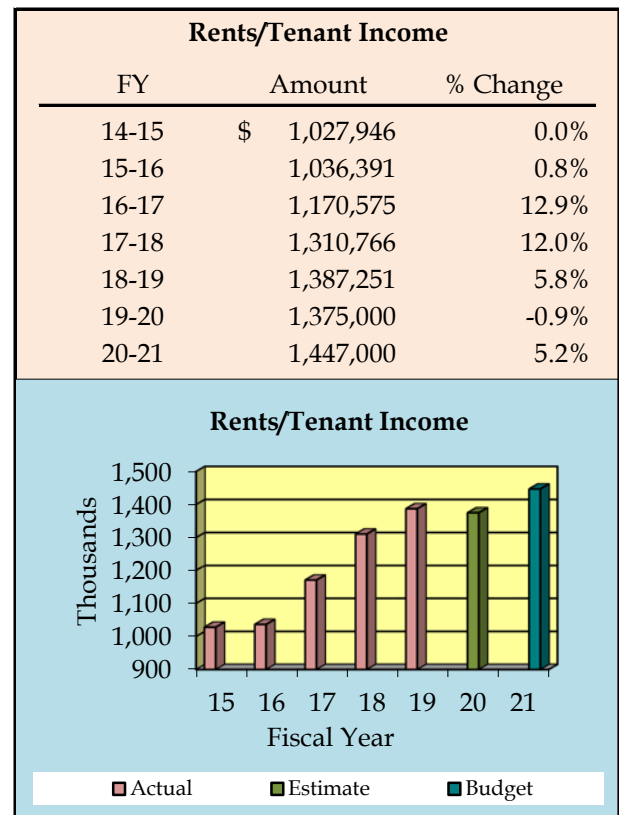


### *Housing Authority*

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. Rent is projected to increase in FY 2020-2021.





Schedule A-1: Total Resources and Appropriations Summary

City of Flagstaff  
Summary Schedule of Estimated Revenues and Expenditures/Expenses  
Fiscal Year 2020-2021

	Unreserved Fund Balance/ Retained Earnings at 7/1/2020	Estimated Revenues and Other Financing Sources 2020-2021	Interfund Transfers 2020-2021		Total Financial Resources Available 2020-2021	Operations	Capital Outlay (Equip/CIP)	Debt Service	Reserves/ Contingencies	Total Appropriations 2020-2021	Fund Balance 6/30/2021
			In	Out							
General Fund	\$ 24,963,548	70,144,806	3,680,947	(3,040,295)	95,749,006	71,203,772	2,726,477	340,644	140,000	74,410,893	21,338,113
Special Revenue Funds:											
Housing and Comm Svcs	233,313	1,806,799	-	-	2,040,112	1,883,803	-	-	-	1,883,803	156,309
Metro Planning Organization	37,778	-	-	(37,778)	-	-	-	-	-	-	-
Library	2,781,619	3,901,393	1,636,911	-	8,319,923	5,488,677	377,000	-	100,000	5,965,677	2,354,246
Highway User Revenue	3,568,557	8,976,305	-	(113,000)	12,431,862	5,797,771	3,157,352	-	100,000	9,055,123	3,376,739
Transportation	11,376,016	26,654,818	37,778	-	38,068,612	6,554,260	19,183,034	3,699,726	-	29,437,020	8,631,592
Flagstaff Urban Trails	-	-	-	-	-	-	-	-	-	-	-
Beautification	4,742,348	1,889,500	-	(495,313)	6,136,535	500,298	1,492,000	-	10,000	2,002,298	4,134,237
Economic Development	295,099	1,310,786	247,000	(343,757)	1,509,128	1,040,317	-	247,088	45,000	1,332,405	176,723
Tourism	918,664	2,936,510	-	(155,070)	3,700,104	3,103,717	80,000	-	50,000	3,233,717	466,387
Arts and Science	731,230	703,563	-	-	1,434,793	562,998	361,000	-	10,000	933,998	500,795
Recreation - BBB	471,020	3,080,075	-	(2,532,697)	1,018,398	7,500	-	-	-	7,500	1,010,898
Parking District	811,332	1,554,800	-	(96,349)	2,269,783	880,429	188,043	112,026	30,000	1,210,498	1,059,285
Debt Service Funds:											
GO Bonds	-	-	7,378,336	-	7,378,336	-	-	7,378,336	-	7,378,336	-
Secondary Property Tax	7,161,388	7,706,890	-	(7,378,336)	7,489,942	-	-	-	-	-	7,489,942
Special Assessments	122,509	-	-	(122,509)	-	-	-	-	-	-	-
Permanent Funds:											
Perpetual Care	343,434	14,126	-	-	357,560	-	-	-	-	-	357,560
Capital Project Funds:											
Non GO Bonds	599,306	2,003,000	523,092	(75)	3,125,323	-	2,679,502	-	-	2,679,502	445,821
GO Bonds	267,810	700,000	100,000	-	1,067,810	893,937	173,873	-	-	1,067,810	-
Enterprise Funds:											
Drinking Water	8,847,833	19,834,684	1,877,875	(82,247)	30,478,145	12,782,659	4,975,000	2,317,021	1,000,000	21,074,680	9,403,465
Wastewater	13,144,726	12,374,993	-	(1,720,972)	23,798,747	4,966,926	4,947,815	894,135	800,000	11,608,876	12,189,871
Reclaimed Water	1,186,742	1,042,473	-	(149,870)	2,079,345	553,447	1,085,000	-	50,000	1,688,447	390,898
Stormwater	1,993,047	22,711,486	-	(7,033)	24,697,500	1,252,601	20,315,180	600,000	300,000	22,467,781	2,229,719
Solid Waste	20,930,743	12,817,917	63,570	(100,000)	33,712,230	10,525,073	5,320,000	377,230	500,000	16,722,303	16,989,927
Sustainability and Env Mgmt	377,568	1,088,022	313,678	-	1,779,268	1,182,384	-	-	30,000	1,212,384	566,884
Airport	410,854	7,336,318	516,114	-	8,263,286	2,187,680	4,090,000	231,736	953,994	7,463,410	799,876
Flagstaff Housing Authority	1,600,487	10,377,268	-	-	11,977,755	7,099,632	2,140,000	-	1,001,250	10,240,882	1,736,873
Total All Funds	\$ 107,916,971	220,966,532	16,375,301	(16,375,301)	328,883,503	138,467,881	73,291,276	16,197,942	5,120,244	233,077,343	95,806,160

# Schedule B: Expenditure Limitation and Tax Levy Information

## City of Flagstaff Expenditure Limitation and Tax Levy Information Fiscal Year 2020-2021

	Estimate* FY 2019-2020	Budget FY 2020-2021
Expenditure Limitation [Economic Estimates Commission]		\$ 168,625,388
Total Estimated Expenditures Subject to Expenditure Limitation		
1. Maximum Allowable Primary Property Tax Levy [ARS 42-17051.A] rev 6/06 HB 2876	\$ 6,892,243	\$ 7,030,088
2. Amount Received from Primary Property Taxation in FY 2018-2019 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	\$ 6,892,243	\$ 6,952,496
B. Secondary Property Taxes	7,268,436	7,670,890
C. Total Property Tax Levy Amount	\$ 14,160,679	\$ 14,623,386
4. Property Taxes Collected (Estimated)		
A. Primary Property Taxes:		
(1) FY 2018-2019 Levy	\$ 6,792,243	
(2) Prior Years' Levies	100,000	
(3) Total Primary Property Taxes Collected	6,892,243	
B. Secondary Property Taxes:		
(1) FY 2018-2019 Levy	7,268,436	
(2) Total Secondary Property Taxes Collected	7,268,436	
C. Total Property Taxes Collected	\$ 14,160,679	
5. Property Tax Rates		
A. City of Flagstaff Tax Rate:		
(1) Primary Property Tax Rate	0.7933	0.7510
(2) Secondary Property Tax Rate	0.8366	0.8366
(3) Total City Tax Rate	1.6299	1.5876

### 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 Division.

\* Includes actual property taxes collected as of the date the proposed budget was prepared plus estimated

# Schedule C: Revenues Other Than Property Taxes

City of Flagstaff  
Summary by Fund of Revenues Other Than Property Taxes  
Fiscal Years 2019-2020 and 2020-2021  
(With Actuals for Fiscal Year 2018-2019)

Source of Revenues	Actual Revenues 2018-2019	Budgeted Revenues 2019-2020	Estimated Revenues 2019-2020	Budgeted Revenues 2020-2021	Change (Bdgt-Bdgt)	% Change
<b>General Fund</b>						
Local Taxes						
City Sales Tax	\$ 20,380,239	22,781,468	21,612,806	22,146,670	(634,798)	(2.79%)
Franchise Tax	2,446,663	2,585,889	2,425,000	2,471,500	(114,389)	(4.42%)
Licenses and Permits						
Business Licenses	44,102	30,000	30,000	30,000	-	0.00%
Building Permits	2,219,361	1,650,000	2,100,000	1,702,500	52,500	3.18%
Other Licenses and Permits	1,026,626	1,026,716	1,076,880	1,153,764	127,048	12.37%
Intergovernmental						
State Income Tax Sharing	8,716,163	9,451,184	9,564,600	10,669,590	1,218,406	12.89%
State Shared Sales Tax	7,256,536	7,182,893	7,400,000	7,486,395	303,502	4.23%
Auto Lieu Tax	3,427,640	3,237,360	3,500,000	3,540,863	303,503	9.38%
Federal Grants	1,004,934	2,355,526	1,270,590	4,037,204	1,681,678	71.39%
State/Local Grants	673,520	2,849,453	2,849,453	1,147,748	(1,701,705)	(59.72%)
Local Intergovernmental Agreements	1,214,580	1,257,668	1,257,668	1,133,160	(124,508)	(9.90%)
Charges for Services						
Community Development	931,171	730,800	810,500	745,500	14,700	2.01%
Parks and Recreation	1,602,015	1,622,870	1,622,870	1,610,870	(12,000)	(0.74%)
Public Safety	812,059	732,817	792,317	1,775,499	1,042,682	142.28%
Cemetery/General Government	157,677	180,950	181,150	182,937	1,987	1.10%
Fines and Forfeits	1,416,061	1,420,489	1,428,639	1,458,855	38,366	2.70%
Investment Earnings	598,820	371,837	500,702	415,951	44,114	11.86%
Miscellaneous	1,614,162	1,820,497	2,258,925	1,468,300	(352,197)	(19.35%)
Total General Fund	55,542,329	61,288,417	60,682,100	63,177,306	1,888,889	3.08%
<b>Special Revenue Funds</b>						
<b>Housing and Community Services Fund</b>						
Intergovernmental						
Federal Grants	697,273	993,899	993,899	905,799	(88,100)	(8.86%)
State Grants	93,691	1,080,000	1,080,000	900,000	(180,000)	(16.67%)
Investment Earnings	17,389	-	17,133	-	-	0.00%
Sale of Real Property	68,016	-	-	1,000	1,000	100.00%
Miscellaneous	151,781	-	65,801	-	-	0.00%
Total Housing and Comm Svcs Fund	1,028,150	2,073,899	2,156,833	1,806,799	(267,100)	(12.88%)
<b>Metro Planning Organization Fund</b>						
Intergovernmental						
Federal Grants	414,963	1,150,886	1,148,519	-	(1,150,886)	(100.00%)
Miscellaneous	5,000	505,000	5,000	-	(505,000)	(100.00%)
Total Metro Planning Organization Fund	419,963	1,655,886	1,153,519	-	(1,655,886)	(100.00%)
<b>Library Fund</b>						
Intergovernmental						
Federal Grants	38,391	55,000	55,000	55,000	-	0.00%
State/Local Grants	63,480	-	-	-	-	0.00%
Library District Taxes	3,536,147	3,888,971	3,558,962	3,738,235	(150,736)	(3.88%)
Investment Earnings	64,095	38,381	66,824	67,158	28,777	74.98%
Miscellaneous	77,349	41,000	41,000	41,000	-	0.00%
Total Library Fund	3,779,462	4,023,352	3,721,786	3,901,393	(121,959)	(3.03%)



# Schedule C: Revenues Other Than Property Taxes

City of Flagstaff  
Summary by Fund of Revenues Other Than Property Taxes  
Fiscal Years 2019-2020 and 2020-2021  
(With Actuals for Fiscal Year 2018-2019)

Source of Revenues	Actual Revenues 2018-2019	Budgeted Revenues 2019-2020	Estimated Revenues 2019-2020	Budgeted Revenues 2020-2021	Change (Bdgt-Bdgt)	% Change
Highway User Revenue Fund						
Intergovernmental						
Federal Grants	\$ 235	-	-	-	-	0.00%
Highway User Tax	8,463,878	8,619,609	8,869,609	8,958,305	338,696	3.93%
Licenses and Permits	45,870	-	-	-	-	0.00%
Investment Earnings	133,403	15,000	41,000	18,000	3,000	20.00%
Miscellaneous	346,727	2,336,458	2,336,458	-	(2,336,458)	(100.00%)
Total Highway User Revenue Fund	8,990,113	10,971,067	11,247,067	8,976,305	(1,994,762)	(18.18%)
Transportation Fund						
Transportation Tax	20,766,231	26,911,206	25,516,880	26,058,162	(853,044)	(3.17%)
Intergovernmental						
Federal Grants	-	-	-	451,656	451,656	100.00%
State/Local Grants	-	-	-	100,000	100,000	100.00%
Investment Earnings	649,370	197,000	659,200	45,000	(152,000)	(77.16%)
Miscellaneous	118,611	-	-	-	-	0.00%
Total Transportation Fund	21,534,212	27,108,206	26,176,080	26,654,818	(453,388)	(1.67%)
FUTS Fund						
Investment Earnings	68,263	19,000	65,200	-	(19,000)	(100.00%)
Total FUTS Fund	68,263	19,000	65,200	-	(19,000)	(100.00%)
Beautification Fund						
BBB Tax	1,767,866	1,845,000	1,820,000	1,865,500	20,500	1.11%
Investment Earnings	109,480	30,000	100,000	24,000	(6,000)	(20.00%)
Miscellaneous	(5,025)	-	-	-	-	0.00%
Total Beautification Fund	1,872,321	1,875,000	1,920,000	1,889,500	14,500	0.77%
Economic Development Fund						
BBB Tax	840,050	876,375	864,500	886,113	9,738	1.11%
Investment Earnings	18,612	7,486	15,730	4,869	(2,617)	(34.96%)
Miscellaneous	366,188	431,246	393,672	419,804	(11,442)	(2.65%)
Total Economic Development Fund	1,224,850	1,315,107	1,273,902	1,310,786	(4,321)	(0.33%)
Tourism Fund						
BBB Tax	2,652,694	2,767,500	2,730,000	2,798,250	30,750	1.11%
Retail Sales	74,733	89,227	118,706	119,893	30,666	34.37%
Investment Earnings	27,019	5,944	25,727	4,593	(1,351)	(22.73%)
Miscellaneous	32,355	27,438	27,438	13,774	(13,664)	(49.80%)
Total Tourism Fund	2,786,801	2,890,109	2,901,871	2,936,510	46,401	1.61%
Arts and Science Fund						
BBB Tax	662,725	691,875	682,500	699,563	7,688	1.11%
Investment Earnings	13,399	4,000	15,751	4,000	-	0.00%
Miscellaneous	(2,837)	-	-	-	-	0.00%
Total Arts and Science Fund	673,287	695,875	698,251	703,563	7,688	1.10%
Recreation - BBB Fund						
BBB Tax	2,917,785	3,044,250	3,003,000	3,078,075	33,825	1.11%
Investment Earnings	27,752	5,000	11,000	2,000	(3,000)	(60.00%)
Miscellaneous	(12,457)	-	-	-	-	0.00%
Total Recreation - BBB Fund	2,933,080	3,049,250	3,014,000	3,080,075	30,825	1.01%

# Schedule C: Revenues Other Than Property Taxes

City of Flagstaff  
Summary by Fund of Revenues Other Than Property Taxes  
Fiscal Years 2019-2020 and 2020-2021  
(With Actuals for Fiscal Year 2018-2019)

Source of Revenues	Actual Revenues 2018-2019	Budgeted Revenues 2019-2020	Estimated Revenues 2019-2020	Budgeted Revenues 2020-2021	Change (Bdgt-Bdgt)	% Change
Parking District Fund						
Parking	\$ 1,501,662	1,466,434	1,520,000	1,542,600	76,166	5.19%
Investment Earnings	17,063	14,000	18,000	12,200	(1,800)	(12.86%)
Total Parking District Fund	1,518,725	1,480,434	1,538,000	1,554,800	76,166	5.14%
Total Special Revenue Funds	46,829,227	57,157,185	55,866,509	52,814,549	(4,340,836)	(7.59%)
Debt Service Funds						
Secondary Property Tax Fund						
Investment Earnings	56,858	34,000	34,000	36,000	2,000	5.88%
Total Secondary Property Tax Fund	56,858	34,000	34,000	36,000	2,000	5.88%
Special Assessment Bond Fund						
Investment Earnings	9,330	1,000	1,119	-	(1,000)	(100.00%)
Total Special Assessment Bonds Fund	9,330	1,000	1,119	-	(1,000)	(100.00%)
Total Debt Service Funds	66,188	35,000	35,119	36,000	1,000	2.86%
Permanent Funds						
Perpetual Care Fund						
Contributions	26,460	9,690	9,690	9,884	194	2.00%
Investment Earnings	5,759	3,225	4,200	4,242	1,017	31.53%
Total Perpetual Care Fund	32,219	12,915	13,890	14,126	1,211	9.38%
Total Permanent Funds	32,219	12,915	13,890	14,126	1,211	9.38%
Capital Project Funds						
Non GO Bonds Projects Fund						
Real Estate Proceeds	-	-	-	2,000,000	2,000,000	100.00%
Investment Earnings	46,116	-	12,000	3,000	3,000	100.00%
Total Non GO Bonds Projects Fund	46,116	-	12,000	2,003,000	2,003,000	100.00%
GO Bonds Projects Fund						
Intergovernmental						
Federal Grants	42,428	-	-	-	-	0.00%
State Grants	-	189,000	189,000	700,000	511,000	270.37%
Investment Earnings	68,767	10,000	35,000	-	(10,000)	(100.00%)
Total GO Bonds Projects Fund	111,195	199,000	224,000	700,000	501,000	251.76%
Total Capital Projects Funds	157,311	199,000	236,000	2,703,000	2,504,000	1,258.29%
Enterprise Funds						
Drinking Water Fund						
Water Fees	17,574,328	19,774,831	18,931,712	18,990,445	(784,386)	(3.97%)
Investment Earnings	357,044	319,700	442,188	44,239	(275,461)	(86.16%)
Miscellaneous	(4,222)	-	-	800,000	800,000	100.00%
Total Drinking Water Fund	17,927,150	20,094,531	19,373,900	19,834,684	(259,847)	(1.29%)

## Schedule C: Revenues Other Than Property Taxes

### City of Flagstaff Summary by Fund of Revenues Other Than Property Taxes Fiscal Years 2019-2020 and 2020-2021 (With Actuals for Fiscal Year 2018-2019)

Source of Revenues	Actual Revenues 2018-2019	Budgeted Revenues 2019-2020	Estimated Revenues 2019-2020	Budgeted Revenues 2020-2021	Change (Bdgt-Bdgt)	% Change
<b>Wastewater Fund</b>						
Wastewater Fees	\$ 11,961,453	12,500,971	11,877,737	12,243,546	(257,425)	(2.06%)
Investment Earnings	224,834	56,755	322,774	131,447	74,692	131.60%
Miscellaneous	123,742	-	(103,000)	-	-	0.00%
<b>Total Wastewater Fund</b>	<b>12,310,029</b>	<b>12,557,726</b>	<b>12,097,511</b>	<b>12,374,993</b>	<b>(182,733)</b>	<b>(1.46%)</b>
<b>Reclaimed Water Fund</b>						
Reclaimed Water Fees	918,324	1,034,578	1,034,578	1,036,539	1,961	0.19%
Investment Earnings	15,612	5,152	21,586	5,934	782	15.18%
<b>Total Reclaimed Water Fund</b>	<b>933,936</b>	<b>1,039,730</b>	<b>1,056,164</b>	<b>1,042,473</b>	<b>2,743</b>	<b>0.26%</b>
<b>Stormwater Fund</b>						
Intergovernmental						
Federal Grants	3,156	200,000	89,705	459,180	259,180	129.59%
State Grants	6,259	-	82,721	-	-	0.00%
Stormwater Fees	2,667,251	4,241,397	4,251,682	4,242,341	944	0.02%
Investment Earnings	29,542	35,187	47,706	9,965	(25,222)	(71.68%)
<b>Total Stormwater Fund</b>	<b>2,706,208</b>	<b>4,476,584</b>	<b>4,471,814</b>	<b>4,711,486</b>	<b>234,902</b>	<b>5.25%</b>
<b>Solid Waste Fund</b>						
Solid Waste	11,583,513	11,833,542	11,619,382	12,368,625	535,083	4.52%
Investment Earnings	430,023	402,730	439,804	449,292	46,562	11.56%
Miscellaneous	31,148	-	600	-	-	0.00%
<b>Total Solid Waste Fund</b>	<b>12,044,684</b>	<b>12,236,272</b>	<b>12,059,786</b>	<b>12,817,917</b>	<b>581,645</b>	<b>4.75%</b>
<b>Sustainability and Environmental Management Fund</b>						
Intergovernmental						
Federal Grants	47,020	40,000	40,000	40,000	-	0.00%
State Grants	8,000	-	-	-	-	0.00%
Environmental Services	1,019,502	1,060,738	1,021,376	1,041,804	(18,934)	(1.78%)
Investment Earnings	7,318	3,130	3,130	3,177	47	1.50%
Miscellaneous	9	530	530	3,041	2,511	473.77%
<b>Total Sustainability and Env Mgmt Fund</b>	<b>1,081,849</b>	<b>1,104,398</b>	<b>1,065,036</b>	<b>1,088,022</b>	<b>(16,376)</b>	<b>(1.48%)</b>
<b>Airport Fund</b>						
Intergovernmental						
Federal Grants	48,170	5,989,637	4,557,382	675,000	(5,314,637)	(88.73%)
State Grants	31,677	66,850	180,523	757,500	690,650	1,033.13%
Airport	2,121,219	2,082,841	2,435,235	2,547,324	464,483	22.30%
Parking	-	133,351	-	-	(133,351)	(100.00%)
Sale of Real Property	-	-	-	853,994	853,994	100.00%
Investment Earnings	12,940	1,500	300	1,500	-	0.00%
Miscellaneous	(619)	3,080	1,000	1,000	(2,080)	(67.53%)
<b>Total Airport Fund</b>	<b>2,213,387</b>	<b>8,277,259</b>	<b>7,174,440</b>	<b>4,836,318</b>	<b>(3,440,941)</b>	<b>(41.57%)</b>
<b>Flagstaff Housing Authority Fund</b>						
Intergovernmental						
Federal Grants	5,322,044	6,757,401	5,756,151	8,532,570	1,775,169	26.27%
Rents and Other Tenant Income	1,387,251	1,375,000	1,375,000	1,447,000	72,000	5.24%
Miscellaneous	627,542	438,021	438,021	397,698	(40,323)	(9.21%)
<b>Total Flagstaff Housing Authority Fund</b>	<b>7,336,837</b>	<b>8,570,422</b>	<b>7,569,172</b>	<b>10,377,268</b>	<b>1,806,846</b>	<b>21.08%</b>
<b>Total Enterprise Funds</b>	<b>56,554,080</b>	<b>68,356,922</b>	<b>64,867,823</b>	<b>67,083,161</b>	<b>(1,273,761)</b>	<b>(1.86%)</b>
<b>Total Revenues</b>	<b>\$ 159,181,354</b>	<b>187,049,439</b>	<b>181,701,441</b>	<b>185,828,142</b>	<b>(1,219,497)</b>	<b>(0.65%)</b>



Schedule C-1: Schedule of Grant Revenues

City of Flagstaff  
Schedule of Grant Revenues  
Fiscal Year 2020-2021

Project Name	Budgeted Revenues 2019-2020	Estimated Revenues 2019-2020	Budgeted Revenues 2020-2021	City Match 2020-2021	Budgeted Grant Reimb %	Funding
<b>General Fund</b>						
<i>City Manager:</i>						
Social Justice Grant	\$ -	-	25,000	-	100%	S
<i>Legal:</i>						
AZ Attorney Generals Office - Victims Rights	7,000	7,000	5,600	-	100%	S
<i>Court:</i>						
County - Information Systems Technician	110,600	110,600	110,600	-	100%	L
County - Interpreter	52,500	52,500	28,800	-	100%	L
County - Trainer	28,800	28,800	52,500	-	100%	L
TCPF/State JCEF - Court Training Officer	25,000	25,000	25,000	-	100%	S
<i>Fire:</i>						
AFG - Ballistic Vests	31,500	31,500	661,500	73,500	90%	F/S
AFG - Prevention	25,000	25,000	22,500	2,500	90%	F/S
AFG - Quint	1,080,000	-	1,260,000	140,000	90%	F/S
AZDOHS	31,500	31,500	31,500	3,500	90%	F/S
AZ - 100 Club	10,000	10,000	15,000	-	100%	L
AZ DEMA - Camp Navajo	47,500	47,500	-	-	100%	S
AZ DFFM - Fuel Reduction #1	180,000	180,000	36,000	4,000	90%	S
AZ DFFM - Fuel Reduction #2	82,350	82,350	-	-	90%	S
AZ DFFM - Wildfire Treatment	180,000	180,000	270,000	30,000	90%	S
BNSF Grant - Technology	-	-	15,000	-	-	-
Coconino County RX Fire	25,000	25,000	-	-	100%	L
GOHS	40,500	40,500	40,500	4,500	90%	F/S
AFG - SAFER	201,981	201,981	97,365	180,821	35%	F
Tribal Gaming	400,000	400,000	360,000	40,000	90%	L
WCFS - Naval Observatory	25,000	25,000	-	-	100%	S
<i>Police:</i>						
ACJC - Metro (NAZ Street Crimes Task Force)	139,011	139,011	147,339	-	100%	F/S
ADOR - AZ 911	1,222,288	1,222,288	715,000	-	100%	S
ADOR - AZ 911 - Text to 911	25,200	-	30,000	-	100%	S
AZDOHS - Emergency Response Equipment	-	-	100,000	-	100%	F/S
AZDOHS - Livescan Fingerprint Match	50,000	50,000	-	-	100%	F/S
AZDOHS - Robot	102,000	102,000	-	-	100%	F/S
AZDOHS - Shock Tub	15,000	15,000	-	-	100%	F/S
ATF - SLOT Overtime	10,000	10,000	10,000	-	100%	F/S
DOJ - Bullet Proof Vest Program	8,500	8,500	10,000	10,000	50%	F
DOJ - COPS	83,334	40,398	-	-	100%	F
DOJ - Edward Byrne Memorial JAG - Overtime	95,000	95,000	70,000	-	100%	F
DPS - Statewide GIITEM	140,994	140,994	153,659	51,220	75%	S
Dream Court Grant	-	-	8,500	-	100%	L
FBI - Northern Arizona Gang Taskforce	80,000	80,000	100,000	-	100%	S
GOHS - Accident Reconstruction	15,000	15,000	15,000	-	100%	F/S
GOHS - Click It or Ticket	5,000	5,000	-	-	100%	F/S
GOHS - DUI Abatement	40,000	40,000	40,000	-	100%	F/S
GOHS - DUI Enforcement	45,000	45,000	45,000	-	100%	F/S
GOHS - Equipment	100,000	100,000	100,000	-	100%	F/S
GOHS - Motorcycle Replacements	-	-	50,000	-	100%	F/S
GOHS - Youth Alcohol	45,000	45,000	30,000	-	100%	F/S
Law Enforcement Officer Grant	-	38,000	50,000	-	100%	F
NPS - Dispatch Services	10,000	35,200	15,000	-	100%	F
Phoenix PD - Internet Crimes Against Children	4,500	4,500	4,500	-	100%	F/S

# Schedule C-1: Schedule of Grant Revenues

## City of Flagstaff Schedule of Grant Revenues Fiscal Year 2020-2021

Project Name	Budgeted Revenues 2019-2020	Estimated Revenues 2019-2020	Budgeted Revenues 2020-2021	City Match 2020-2021	Budgeted Grant Reimb %	Funding
PSN Gang Prevention	\$ -	-	50,000	-	100%	F
RICO - Metro	208,516	208,516	221,008	-	100%	S
RICO - Metro Equipment	32,626	32,626	36,226	-	100%	S
RICO - Officers	53,779	53,779	54,855	-	100%	L
RICO - Police Equipment	40,000	40,000	40,000	-	100%	S
US Marshals - Service Grant	-	-	12,000	-	100%	F
<i>Community Development:</i>						
Sunnyside Historic Context Grant	-	-	20,000	15,000	58%	F
<i>Economic Vitality:</i>						
EPA - Brownfields	50,000	50,000	-	-	100%	F
<b>Subtotal</b>	<b>5,204,979</b>	<b>4,120,043</b>	<b>5,184,952</b>	<b>555,041</b>		
<b>Housing and Community Services</b>						
ADOH - Home Grant	450,000	450,000	450,000	-	100%	F/S
ADOH - Owner Occupied Housing Rehab	330,000	330,000	450,000	150,000	75%	F/S
ADOH - Subrecipient w/Coconino County	300,000	300,000	-	-	100%	F/S
HUD - CDBG Entitlement	993,899	993,899	905,799	-	100%	F
<b>Subtotal</b>	<b>2,073,899</b>	<b>2,073,899</b>	<b>1,805,799</b>	<b>150,000</b>		
<b>Flagstaff Metro Planning Organization</b>						
ADOT - Federal Transit Administration	36,000	36,000	-	-	80%	F/S
ADOT - Metropolitan Planning	113,880	113,880	-	-	94%	F/S
ADOT - State Planning Research	125,000	125,000	-	-	80%	F/S
FHWA - STP	876,006	873,639	-	-	94%	F/S
<b>Subtotal</b>	<b>1,150,886</b>	<b>1,148,519</b>	<b>-</b>	<b>-</b>		
<b>Library</b>						
LSTA	55,000	55,000	55,000	-	100%	F/S
<b>Subtotal</b>	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>	<b>-</b>		
<b>Transportation</b>						
HSIP - Lockett/Fourth Roundabout	-	-	451,656	-	100%	F
FUTS State Parks Trails Grant	-	-	100,000	-	100%	S
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>551,656</b>	<b>-</b>		
<b>Capital Projects</b>						
AZ DFFM - Observatory Mesa Fuels Reduction	189,000	189,000	-	-	90%	F/S
AZ DFFM - Museum Fire	-	-	700,000	193,937	78%	S
<b>Subtotal</b>	<b>189,000</b>	<b>189,000</b>	<b>700,000</b>	<b>193,937</b>		
<b>Stormwater</b>						
FEMA - 2018 Cooperating Technical Partners	200,000	70,305	-	-	100%	F
Baseline Hydrology Study	-	19,400	-	-	100%	F
Mitigation - Rain gauge	-	82,721	-	-	75%	S
FEMA/DEMA - Lower Spruce/Switzer Wash	-	-	113,850	-	100%	F/S
FEMA/DEMA - Linda Vista Culvert Upsizing	-	-	320,080	-	100%	F/S
FEMA/DEMA - Low Water Crossing Armoring	-	-	25,250	-	100%	F/S
<b>Subtotal</b>	<b>200,000</b>	<b>172,426</b>	<b>459,180</b>	<b>-</b>		

City of Flagstaff  
Schedule of Grant Revenues  
Fiscal Year 2020-2021

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



Schedule D: Transfers and Proceeds from Other Sources

City of Flagstaff  
Summary by Funding of Other Financing Sources  
and Interfund Transfers  
Fiscal Year 2020-2021

Fund	Proceeds from Other Financing Sources	Interfund Transfers	
		In	Out
General Fund	\$ -	3,680,947	3,040,295
Special Revenue Funds			
FMPO	-	-	37,778
Library	-	1,636,911	-
Highway User Revenue	-	-	113,000
Transportation	-	37,778	-
Beautification	-	-	495,313
Economic Development	-	247,000	343,757
Tourism	-	-	155,070
Recreation - BBB	-	-	2,532,697
Total Special Revenue Funds	-	1,921,689	3,773,964
Debt Service Funds			
GO Bonds	-	7,378,336	-
Special Assessments	-	-	122,509
Secondary Property Tax	-	-	7,378,336
Total Debt Service Funds	-	7,378,336	7,500,845
Capital Project Funds			
Non GO Bond Funded Projects	-	523,092	75
GO Bond Funded Projects	-	100,000	-
Total Capital Projects Funds	-	623,092	75
Enterprise Funds			
Drinking Water	-	1,877,875	82,247
Wastewater	-	-	1,720,972
Reclaimed Water	-	-	149,870
Stormwater	18,000,000	-	7,033
Solid Waste	-	63,570	100,000
Sustainability and Environmental Management	-	313,678	-
Airport	2,500,000	516,114	-
Total Enterprise Funds	20,500,000	2,771,237	2,060,122
Total All Funds	\$ 20,500,000	16,375,301	16,375,301

## Schedule D-1: Schedule of Transfers Descriptions

City of Flagstaff  
Schedule of Transfers  
Fiscal Year 2020-2021

Transfer To:	Transfer From:	Amount	Comments
General Fund	Highway User Fund	13,000	Right of way maintenance
General Fund	Beautification Fund	408,313	Streetscape maintenance on projects previously constructed by BBB funds that are now maintained by the Parks section
General Fund	Beautification Fund	57,000	Right of way and median maintenance
General Fund	Economic Development Fund	343,757	Debt payment for the Accelerator
General Fund	Tourism Fund	25,000	Support for community-wide events
General Fund	Recreation - BBB Fund	238,094	Contribution to the maintenance of FUTS which is a Parks responsibility
General Fund	Recreation - BBB Fund	1,339,759	Increased maintenance in Parks budget related to additional field maintenance associated with recreation bond projects
General Fund	Recreation - BBB Fund	954,844	Operation of recreation programs
General Fund	Parking Fund	96,349	Payback for start up costs
General Fund	Special Assessments	122,509	Special assessment fund closeout
General Fund	Capital Projects	75	Capital project fund closeout
General Fund	Water Services	82,247	Funding of IT Security position
	<b>Total</b>	<b>\$ 3,680,947</b>	
Transportation Fund	Flagstaff Metro Planning Organization Fund	37,778	FMPO fund closeout
	<b>Total</b>	<b>\$ 37,778</b>	
Library Fund	General Fund	1,570,411	Library operational and capital
Library Fund	Tourism Fund	66,500	Library operational support
	<b>Total</b>	<b>\$ 1,636,911</b>	
Economic Development Fund	General Fund	247,000	Incubator debt service
	<b>Total</b>	<b>\$ 247,000</b>	
GO Bond Fund	Secondary Property Tax Fund	7,378,336	Repayment of GO bonds
	<b>Total</b>	<b>\$ 7,378,336</b>	
Capital Project Fund	General Fund	77,271	USGS Facility
Capital Project Fund	General Fund	445,821	Court Facility
Capital Project Fund	HURF	100,000	Core Facility
	<b>Total</b>	<b>\$ 623,092</b>	
Drinking Water Fund	Stormwater Fund	7,033	Regulatory compliance services
Drinking Water Fund	Wastewater Fund	1,720,972	Wastewater share of operational support
Drinking Water Fund	Reclaimed Water Fund	149,870	Reclaimed Water share of operational support
	<b>Total</b>	<b>\$ 1,877,875</b>	
Sustainability and Environmental Management Fund	General Fund	183,678	Open Space
Sustainability and Environmental Management Fund	Beautification	30,000	Litter control support
Sustainability and Environmental Management Fund	Solid Waste	100,000	Environmental services
	<b>Total</b>	<b>\$ 313,678</b>	
Solid Waste Fund	Tourism	63,570	Downtown trash and recycling collection
	<b>Total</b>	<b>\$ 63,570</b>	

## Schedule D-1: Schedule of Transfers Descriptions

City of Flagstaff  
Schedule of Transfers  
Fiscal Year 2020-2021

Transfer To:	Transfer From:	Amount	Comments
Airport Fund	General Fund	516,114	Operational and capital support
	<b>Total</b>	<b>\$ 516,114</b>	
	<b>Total Transfers</b>	<b>\$ 16,375,301</b>	



# Schedule E: Appropriations by Fund

City of Flagstaff  
Summary by Division of Expenditures/Expenses within Each Fund  
Comparison of Fiscal Year 2020 and 2021  
(With Actual for Fiscal Year 2019)

Fund/Division	Actual Expenditures/ Expenses 2018-2019	Adopted Budgeted Expenditures/ Expenses 2019-2020	Estimated Expenditures/ Expenses 2019-2020	Proposed Budgeted Expenditures/ Expenses 2020-2021	Change (Budget-Budget)	% Change
<b>General Fund</b>						
General Administration	\$ 10,548,209	8,662,671	8,645,056	11,609,465	2,946,794	34.0%
Community Development	5,136,714	5,774,316	5,754,482	5,798,686	24,370	0.4%
Management Services	3,896,879	7,807,177	7,807,177	4,441,782	(3,365,395)	(43.1%)
Fire	14,448,863	19,123,206	17,923,206	20,661,097	1,537,891	8.0%
Police	21,918,669	25,165,928	25,247,928	24,677,628	(488,300)	(1.9%)
Public Works	9,189,367	12,737,356	12,737,356	9,740,840	(2,996,516)	(23.5%)
Economic Vitality	171,215	223,614	223,614	107,265	(116,349)	(52.0%)
Non-Departmental	(2,968,899)	(919,841)	(1,834,091)	(2,765,870)	(1,846,029)	200.7%
Contingency	134,347	1,662,750	987,750	140,000	(1,522,750)	(91.6%)
Total General Fund	62,475,364	80,237,177	77,492,478	74,410,893	(5,826,284)	(7.3%)
<b>Special Revenue Funds</b>						
<b>Housing and Community Service Fund</b>						
Community Development	1,006,327	2,991,581	3,063,034	1,835,135	(1,156,446)	(38.7%)
Non-Departmental	46,471	48,668	48,668	48,668	-	0.0%
	1,052,798	3,040,249	3,111,702	1,883,803	(1,156,446)	(38.0%)
<b>Metro Planning Organization Fund</b>						
Community Development	402,153	1,390,876	1,221,876	-	(1,390,876)	(100.0%)
Non-Departmental	26,658	43,000	43,000	-	(43,000)	(100.0%)
Contingency	-	500,000	-	-	(500,000)	(100.0%)
	428,811	1,933,876	1,264,876	-	(1,933,876)	(100.0%)
<b>Library Fund</b>						
General Administration	216,364	212,985	212,985	253,764	40,779	19.1%
Management Services	101,612	139,996	139,996	139,996	-	0.0%
Public Works	57,394	44,483	44,483	43,397	(1,086)	(2.4%)
Economic Vitality	4,471,913	7,367,486	6,155,476	5,356,768	(2,010,718)	(27.3%)
Non-Departmental	54,829	75,872	75,872	71,752	(4,120)	(5.4%)
Contingency	-	100,000	-	100,000	-	0.0%
	4,902,112	7,940,822	6,628,812	5,965,677	(1,975,145)	(24.9%)
<b>Highway User Revenue Fund</b>						
General Administration	227,240	152,508	152,508	256,750	104,242	68.4%
Community Development	1,833,996	22,282,940	22,279,046	529,279	(21,753,661)	(97.6%)
Management Services	62,612	184,020	184,020	83,032	(100,988)	(54.9%)
Public Works	9,554,675	14,753,482	14,635,257	7,956,477	(6,797,005)	(46.1%)
Economic Vitality	4,391	3,901	3,901	2,706	(1,195)	(30.6%)
Non-Departmental	58,781	75,170	75,170	126,879	51,709	68.8%
Contingency	-	100,000	-	100,000	-	0.0%
	11,741,695	37,552,021	37,329,902	9,055,123	(28,496,898)	(75.9%)
<b>Transportation Fund</b>						
General Administration	71,292	86,333	86,333	72,462	(13,871)	(16.1%)
Community Development	2,089,326	14,511,437	14,286,437	18,250,234	3,738,797	25.8%
Management Services	320,742	255,780	255,780	188,863	(66,917)	(26.2%)
Public Works	4,266,634	4,838,084	4,099,365	1,039,807	(3,798,277)	(78.5%)
Economic Vitality	1,513	1,395	1,395	748	(647)	(46.4%)
Non-Departmental	8,850,157	14,760,390	12,893,579	9,884,906	(4,875,484)	(33.0%)
	15,599,664	34,453,419	31,622,889	29,437,020	(5,016,399)	(14.6%)

# Schedule E: Appropriations by Fund

City of Flagstaff  
Summary by Division of Expenditures/Expenses within Each Fund  
Comparison of Fiscal Year 2020 and 2021  
(With Actual for Fiscal Year 2019)

Fund/Division	Actual Expenditures/ Expenses 2018-2019	Adopted Budgeted Expenditures/ Expenses 2019-2020	Estimated Expenditures/ Expenses 2019-2020	Proposed Budgeted Expenditures/ Expenses 2020-2021	Change (Budget-Budget)	% Change
<b>FUTS Fund</b>						
General Administration	\$ -	1,271	1,271	-	(1,271)	(100.0%)
Management Services	-	11,306	11,306	-	(11,306)	(100.0%)
Community Development	234,272	4,355,034	4,545,047	-	(4,355,034)	(100.0%)
Economic Vitality	-	100	100	-	(100)	(100.0%)
Non-Departmental	-	431	431	-	(431)	(100.0%)
	234,272	4,368,142	4,558,155	-	(4,368,142)	(100.0%)
<b>Beautification Fund</b>						
Economic Vitality	407,604	4,295,454	3,120,454	1,992,298	(2,303,156)	(53.6%)
Contingency	-	10,000	-	10,000	-	0.0%
	407,604	4,305,454	3,120,454	2,002,298	(2,303,156)	(53.5%)
<b>Economic Development Fund</b>						
Economic Vitality	1,176,817	1,542,437	1,519,437	1,287,405	(255,032)	(16.5%)
Contingency	-	90,000	-	45,000	(45,000)	(50.0%)
	1,176,817	1,632,437	1,519,437	1,332,405	(300,032)	(18.4%)
<b>Tourism Fund</b>						100.0%
Economic Vitality	2,652,019	3,049,676	3,049,676	3,183,717	134,041	4.4%
Contingency	-	50,000	-	50,000	-	0.0%
	2,652,019	3,099,676	3,049,676	3,233,717	134,041	4.3%
<b>Arts and Science Fund</b>						
Economic Vitality	517,633	1,208,436	835,436	923,998	(284,438)	(23.5%)
Contingency	-	10,000	-	10,000	-	0.0%
	517,633	1,218,436	835,436	933,998	(284,438)	(23.3%)
<b>Recreation Fund</b>						
Public Works	1,038,309	476,764	249,702	7,500	(469,264)	(98.4%)
	1,038,309	476,764	249,702	7,500	(469,264)	(98.4%)
<b>Parking District Fund</b>						
General Administration	6,479	18,070	18,070	44,282	26,212	145.1%
Management Services	3,978	24,445	24,445	6,603	(17,842)	(73.0%)
Public Works	-	1,112	1,112	567	(545)	(49.0%)
Economic Vitality	771,381	1,696,745	1,736,124	1,118,679	(578,066)	(34.1%)
Non-Departmental	386	7,479	7,479	10,367	2,888	38.6%
Contingency	-	30,000	-	30,000	-	0.0%
	782,224	1,777,851	1,787,230	1,210,498	(567,353)	(31.9%)
<b>Total Special Revenue Funds</b>	40,533,958	101,799,147	95,078,271	55,062,039	(46,737,108)	(45.9%)
<b>Debt Service Funds</b>						
<b>General Obligation Bonds Fund</b>						
Non-Departmental	7,074,350	7,715,047	7,020,714	7,378,336	(336,711)	(4.4%)
	7,074,350	7,715,047	7,020,714	7,378,336	(336,711)	(4.4%)
<b>Special Assessment Bonds Fund</b>						
Non-Departmental	2,079,217	-	-	-	-	100.0%
	2,079,217	-	-	-	-	100.0%
<b>Total Debt Service Funds</b>	9,153,567	7,715,047	7,020,714	7,378,336	(336,711)	(4.4%)

## Schedule E: Appropriations by Fund

City of Flagstaff  
Summary by Division of Expenditures/Expenses within Each Fund  
Comparison of Fiscal Year 2020 and 2021  
(With Actual for Fiscal Year 2019)

Fund/Division	Actual Expenditures/ Expenses 2018-2019	Adopted Budgeted Expenditures/ Expenses 2019-2020	Estimated Expenditures/ Expenses 2019-2020	Proposed Budgeted Expenditures/ Expenses 2020-2021	Change (Budget-Budget)	% Change
<b>Capital Project Funds</b>						
Non GO Bond Funded Projects Fund						
Non-Departmental	\$ 2,117,798	27,173,377	27,242,427	2,679,502	(24,493,875)	(90.1%)
	2,117,798	27,173,377	27,242,427	2,679,502	(24,493,875)	(90.1%)
GO Bonds Funded Projects Fund						
Non-Departmental	3,500,562	9,080,532	5,984,292	1,067,810	(8,012,722)	(88.2%)
	3,500,562	9,080,532	5,984,292	1,067,810	(8,012,722)	(88.2%)
Total Capital Projects Funds	5,618,360	36,253,909	33,226,719	3,747,312	(32,506,597)	(89.7%)
<b>Enterprise Funds</b>						
Drinking Water Fund						
General Administration	564,184	253,298	253,298	412,028	158,730	62.7%
Management Services	850,995	1,154,806	1,154,806	1,031,554	(123,252)	(10.7%)
Public Works	42,175	69,641	69,641	105,173	35,532	51.0%
Economic Vitality	7,829	9,258	9,258	5,640	(3,618)	(39.1%)
Water Services	19,461,767	33,718,651	32,508,250	18,362,619	(15,356,032)	(45.5%)
Non-Departmental	110,728	165,696	165,696	157,666	(8,030)	(4.8%)
Contingency	28,123	1,000,000	-	1,000,000	-	0.0%
	21,065,801	36,371,350	34,160,949	21,074,680	(15,296,670)	(42.1%)
Wastewater Fund						
General Administration	303,113	246,462	138,396	241,162	(5,300)	(2.2%)
Management Services	303,083	300,710	408,776	360,381	59,671	19.8%
Public Works	41,829	62,532	62,532	19,939	(42,593)	(68.1%)
Economic Vitality	4,164	3,896	3,896	2,383	(1,513)	(38.8%)
Water Services	8,839,434	14,211,736	14,664,312	10,119,110	(4,092,626)	(28.8%)
Non-Departmental	63,847	72,894	72,894	65,901	(6,993)	(9.6%)
Contingency	29,875	800,000	-	800,000	-	0.0%
	9,585,345	15,698,230	15,350,806	11,608,876	(4,089,354)	(26.0%)
Reclaimed Water Fund						
General Administration	19,966	21,696	14,151	28,900	7,204	33.2%
Management Services	23,391	40,811	48,356	32,038	(8,773)	(21.5%)
Public Works	1,737	1,026	1,026	-	(1,026)	(100.0%)
Economic Vitality	307	499	499	240	(259)	(51.9%)
Water Services	449,220	842,709	842,709	1,569,108	726,399	86.2%
Non-Departmental	4,552	10,571	10,571	8,161	(2,410)	(22.8%)
Contingency	3,121	50,000	-	50,000	-	0.0%
	502,294	967,312	917,312	1,688,447	721,135	74.6%
Stormwater Fund						
General Administration	50,305	25,324	25,324	54,758	29,434	116.2%
Management Services	57,912	91,772	91,772	88,129	(3,643)	(4.0%)
Public Works	11,897	9,241	9,241	108	(9,133)	(98.8%)
Economic Vitality	488	701	701	397	(304)	(43.4%)
Water Services	1,904,634	24,642,107	5,176,618	22,010,939	(2,631,168)	(10.7%)
Non-Departmental	9,022	15,546	15,546	13,450	(2,096)	(13.5%)
Contingency	-	300,000	-	300,000	-	0.0%
	2,034,258	25,084,691	5,319,202	22,467,781	(2,616,910)	(10.4%)



## Schedule E: Appropriations by Fund

City of Flagstaff  
Summary by Division of Expenditures/Expenses within Each Fund  
Comparison of Fiscal Year 2020 and 2021  
(With Actual for Fiscal Year 2019)

Fund/Division	Actual Expenditures/ Expenses 2018-2019	Adopted Budgeted Expenditures/ Expenses 2019-2020	Estimated Expenditures/ Expenses 2019-2020	Proposed Budgeted Expenditures/ Expenses 2020-2021	Change (Budget-Budget)	% Change
<b>Solid Waste Fund</b>						
General Administration	\$ 383,047	284,179	284,179	376,772	92,593	32.6%
Management Services	409,496	567,025	567,025	444,427	(122,598)	(21.6%)
Public Works	9,345,631	12,596,820	11,314,873	15,217,982	2,621,162	20.8%
Economic Vitality	8,627	8,512	8,512	5,332	(3,180)	(37.4%)
Non-Departmental	130,720	163,753	163,753	177,790	14,037	8.6%
Contingency	-	500,000	-	500,000	-	0.0%
	10,277,521	14,120,289	12,338,342	16,722,303	2,602,014	18.4%
<b>Sustainability and Environmental Management Fund</b>						
General Administration	42,810	36,224	36,224	910,379	874,155	2,413.2%
Management Services	62,627	91,588	91,588	82,015	(9,573)	(10.5%)
Public Works	822,139	1,219,362	1,000,862	174,081	(1,045,281)	(85.7%)
Economic Vitality	744	831	831	444	(387)	(46.6%)
Non-Departmental	11,880	20,898	20,898	15,465	(5,433)	(26.0%)
Contingency	-	30,000	-	30,000	-	0.0%
	940,200	1,398,903	1,150,403	1,212,384	(186,519)	(13.3%)
<b>Airport Fund</b>						
General Administration	90,262	60,258	60,258	109,853	49,595	82.3%
Management Services	119,854	143,107	143,107	116,371	(26,736)	(18.7%)
Public Works	73,877	70,008	70,008	76,177	6,169	8.8%
Economic Vitality	2,523,393	10,314,003	7,844,582	6,177,677	(4,136,326)	(40.1%)
Non-Departmental	22,164	27,622	27,622	29,338	1,716	6.2%
Contingency	-	100,000	97,000	953,994	853,994	854.0%
	2,829,550	10,714,998	8,242,577	7,463,410	(3,251,588)	(30.3%)
<b>Flagstaff Housing Authority Fund</b>						
Community Development	6,913,186	7,491,563	7,491,563	9,239,632	1,748,069	23.3%
Contingency	-	1,001,250	-	1,001,250	-	0.0%
	6,913,186	8,492,813	7,491,563	10,240,882	1,748,069	20.6%
<b>Total Enterprise Funds</b>	54,148,155	112,848,586	84,971,154	92,478,763	(20,369,823)	(18.1%)
<b>Total All Funds</b>	\$ 171,929,404	338,853,866	297,789,336	233,077,343	(105,776,523)	(31.2%)

# Schedule E-1: Budget by Division and Section

## City of Flagstaff Budget by Division and Section Comparison of Fiscal Year 2020 and 2021 (With Actual for Fiscal Year 2019)

Division/Section	Actual Expenditures/ Expenses 2018-2019	Adopted Budgeted Expenditures/ Expenses 2019-2020	Estimated Expenditures/ Expenses 2019-2020	Proposed Budgeted Expenditures/ Expenses 2020-2021	Change (Budget-Budget)	% Change
<b>General Administration</b>						
City Manager	\$ 1,596,506	1,979,075	1,979,075	1,974,629	(4,446)	(0.2%)
Flagstaff Municipal Court	3,334,500	3,352,355	3,334,740	3,508,944	156,589	4.7%
City Attorney	1,821,706	1,909,590	1,909,590	2,152,507	242,917	12.7%
Human Resources	905,287	1,194,970	1,194,970	970,500	(224,470)	(18.8%)
Risk Management	202,182	226,681	226,681	230,171	3,490	1.5%
Information Technology	2,688,028	-	-	2,772,714	2,772,714	100.0%
SEMS - Sustainability	-	-	-	852,097	852,097	100.0%
	10,548,209	8,662,671	8,645,056	12,461,562	3,798,891	43.9%
<b>Community Development</b>						
Community Development Administration	285,423	458,300	458,300	473,863	15,563	3.4%
Planning and Development Services	2,959,971	3,040,885	3,040,885	2,900,248	(140,637)	(4.6%)
Capital Improvement	(196,929)	(139,896)	(139,896)	(134,365)	5,531	(4.0%)
Engineering	1,625,673	1,943,288	1,923,454	2,131,388	188,100	9.7%
Housing	462,576	471,739	471,739	427,552	(44,187)	(9.4%)
Community Housing Services	188,667	966,350	1,037,803	78,004	(888,346)	(91.9%)
Community Housing Grants	106,373	1,080,000	1,080,000	900,000	(180,000)	(16.7%)
CDBG Grant	711,287	945,231	945,231	857,131	(88,100)	(9.3%)
Transportation CIP	1,312,908	24,183,713	24,179,819	3,509,100	(20,674,613)	(85.5%)
Road Repair Construction	2,089,326	12,110,337	11,885,337	6,413,700	(5,696,637)	(47.0%)
Street Widening Projects	-	-	-	1,859,344	1,859,344	100.0%
Street Operations	-	-	-	3,127,790	3,127,790	100.0%
Bicycle and Pedestrian Projects	-	-	-	2,151,000	2,151,000	100.0%
General Transportation Improvement	-	-	-	1,189,300	1,189,300	100.0%
Flagstaff Urban Trails System	234,272	4,355,034	4,545,047	-	(4,355,034)	(100.0%)
Metro Planning Organization	402,153	1,390,876	1,221,876	-	(1,390,876)	(100.0%)
Flagstaff Housing Authority	6,913,186	7,491,563	7,491,563	9,239,632	1,748,069	23.3%
	17,094,886	58,297,420	58,141,158	35,123,687	(23,173,733)	(39.8%)
<b>Management Services</b>						
Management Services Administration	272,375	270,426	270,426	279,381	8,955	3.3%
Information Technology	-	3,377,172	3,377,172	-	(3,377,172)	(100.0%)
Purchasing	911,632	943,073	943,073	924,099	(18,974)	(2.0%)
Finance	1,134,327	1,410,037	1,410,037	1,477,018	66,981	4.8%
Revenue	1,578,545	1,806,469	1,806,469	1,761,284	(45,185)	(2.5%)
	3,896,879	7,807,177	7,807,177	4,441,782	(3,365,395)	(43.1%)
<b>Fire</b>						
Fire Operations	13,791,335	16,207,118	16,207,118	17,007,701	800,583	4.9%
Fire Grants	657,528	2,916,088	1,716,088	3,653,396	737,308	25.3%
	14,448,863	19,123,206	17,923,206	20,661,097	1,537,891	8.0%
<b>Police</b>						
Police Operations	20,739,021	22,451,005	22,533,005	22,301,880	(149,125)	(0.7%)
Police Grants	1,179,648	2,714,923	2,714,923	2,375,748	(339,175)	(12.5%)
	21,918,669	25,165,928	25,247,928	24,677,628	(488,300)	(1.9%)
<b>Public Works</b>						
Public Works Administration	147,943	28,839	28,839	71,161	42,322	146.8%
USGS Facilities	531,683	1,199,073	1,199,073	890,712	(308,361)	(25.7%)
Parks	3,679,068	4,494,992	4,494,992	3,562,023	(932,969)	(20.8%)
Fleet Services	22,173	520,657	520,657	17,998	(502,659)	(96.5%)
Public Facilities Maintenance	1,328,611	2,394,451	2,394,451	1,146,973	(1,247,478)	(52.1%)
Recreation	3,479,889	4,099,344	4,099,344	4,051,973	(47,371)	(1.2%)
Street Maintenance and Repairs	4,293,036	7,183,310	7,183,310	5,415,367	(1,767,943)	(24.6%)
Street Construction and Reconstruction	4,578,143	6,896,497	6,778,272	2,392,352	(4,504,145)	(65.3%)
Road Repair Pavement Preservation	4,257,288	4,827,707	4,088,988	1,000,000	(3,827,707)	(79.3%)
Street and Highway User Revenue Bonds	543,546	546,508	546,508	-	(546,508)	(100.0%)
Solid Waste - Landfill	2,199,087	3,958,774	2,544,733	7,050,475	3,091,701	78.1%
Solid Waste - Collections	6,730,918	8,234,855	8,209,563	7,570,154	(664,701)	(8.1%)
Solid Waste Debt Service	227,834	214,969	372,355	377,230	162,261	75.5%
SEMS - Sustainability	674,343	1,058,847	858,347	-	(1,058,847)	(100.0%)
SEMS - Environmental Management	111,281	140,022	122,022	143,250	3,228	2.3%
Recreation - BBB	1,038,309	476,764	249,702	7,500	(469,264)	(98.4%)
	33,843,152	46,275,609	43,691,156	33,697,168	(12,578,441)	(27.2%)

# Schedule E-1: Budget by Division and Section

City of Flagstaff  
Budget by Division and Section  
Comparison of Fiscal Year 2020 and 2021  
(With Actual for Fiscal Year 2019)

Division/Section	Actual Expenditures/ Expenses 2018-2019	Adopted Budgeted Expenditures/ Expenses 2019-2020	Estimated Expenditures/ Expenses 2019-2020	Proposed Budgeted Expenditures/ Expenses 2020-2021	Change (Budget-Budget)	% Change
<b>Economic Vitality</b>						
Community Investment	\$ 171,215	223,614	223,614	107,265	(116,349)	(52.0%)
Airport	2,290,155	10,080,687	7,611,266	5,944,847	(4,135,840)	(41.0%)
Debt Service - Airport	231,736	231,736	231,736	231,736	-	0.0%
Arts and Science	517,633	1,208,436	835,436	923,998	(284,438)	(23.5%)
Urban Design	238,469	307,164	307,164	500,298	193,134	62.9%
Streetscape	169,135	3,988,290	2,813,290	1,492,000	(2,496,290)	(62.6%)
Economic Development	927,763	1,293,249	1,270,249	1,040,317	(252,932)	(19.6%)
Economic Development Debt Service	249,054	249,188	249,188	247,088	(2,100)	(0.8%)
Library City Direct	3,423,809	5,014,332	5,014,332	4,220,823	(793,509)	(15.8%)
Library County Direct	616,508	657,929	657,929	649,793	(8,136)	(1.2%)
Library County Indirect Shared Services	180,191	1,635,880	393,870	428,557	(1,207,323)	(73.8%)
Library Grants	247,350	55,000	85,000	55,000	-	0.0%
Parking District	656,325	1,581,277	1,620,656	1,006,269	(575,008)	(36.4%)
Debt Service - Parking District	115,025	115,026	115,026	112,026	(3,000)	(2.6%)
Tourism	2,265,613	2,636,014	2,636,014	2,625,789	(10,225)	(0.4%)
Visitor Services	386,406	413,662	413,662	557,928	144,266	34.9%
	12,686,387	29,691,484	24,478,432	20,143,734	(9,547,750)	(32.2%)
<b>Water Services</b>						
Administration	1,937,907	1,804,919	1,804,919	2,137,066	332,147	18.4%
Lake Mary Water Plant	4,139,986	4,510,295	4,510,295	4,418,308	(91,987)	(2.0%)
Water Distribution System	1,935,266	2,448,063	2,466,513	2,059,308	(388,755)	(15.9%)
Water Resource Management	583,540	769,134	769,134	686,887	(82,247)	(10.7%)
Engineering Services	651,885	558,246	558,246	571,132	12,886	2.3%
Regulatory Compliance	877,942	1,111,609	1,111,609	1,101,571	(10,038)	(0.9%)
SCADA Information Systems	-	971,176	983,051	696,326	(274,850)	(28.3%)
Wastewater Treatment	2,336,036	2,449,897	2,449,897	2,529,858	79,961	3.3%
Reclaimed Water Plant	981,471	1,166,136	1,166,136	1,010,240	(155,896)	(13.4%)
Wastewater Collection	1,304,082	1,589,378	1,589,378	1,237,062	(352,316)	(22.2%)
Reclaimed Water	400,501	602,709	602,709	619,108	16,399	2.7%
Drinking Water Capital	7,376,444	19,208,174	18,342,516	4,375,000	(14,833,174)	(77.2%)
Wastewater Capital	2,396,791	7,720,581	6,206,497	4,447,815	(3,272,766)	(42.4%)
Reclaimed Water Capital	48,719	240,000	240,000	950,000	710,000	295.8%
Debt Service - Drinking Water Fund	1,958,797	2,337,035	1,961,967	2,317,021	(20,014)	(0.9%)
Debt Service -Wastewater Fund	1,821,054	1,285,744	3,252,404	894,135	(391,609)	(30.5%)
Stormwater	692,123	893,662	908,163	1,554,939	661,277	74.0%
Stormwater Capital	1,212,511	23,148,445	4,268,455	19,856,000	(3,292,445)	(14.2%)
Stormwater Debt Service	-	600,000	-	600,000	-	0.0%
	30,655,055	73,415,203	53,191,889	52,061,776	(21,353,427)	(29.1%)
<b>Non-Departmental</b>						
Council and Commissions	445,220	415,495	415,495	432,096	16,601	4.0%
Non-Departmental	2,391,049	4,531,734	3,842,484	2,932,136	(1,599,598)	(35.3%)
GO Bond - Debt Service	7,074,350	7,715,047	7,020,714	7,378,336	(336,711)	(4.4%)
SID - Debt	2,079,217	-	-	-	-	100.0%
GO Bond Funded Projects	3,500,562	9,080,532	5,984,292	1,067,810	(8,012,722)	(88.2%)
Non GO Bond Funded Projects	2,117,798	27,173,377	27,242,427	2,679,502	(24,493,875)	(90.1%)
Transportation	5,650,790	11,026,000	9,159,189	6,158,415	(4,867,585)	(44.1%)
4th Street Debt Service	2,221,775	2,219,225	2,219,225	2,211,338	(7,887)	(0.4%)
Road Repair Debt Service	958,822	1,491,663	1,491,663	1,488,388	(3,275)	(0.2%)
Facility Improvement Debt	202,255	428,095	203,095	340,644	(87,451)	(20.4%)
	26,641,838	64,081,168	57,578,584	24,688,665	(39,392,503)	(61.5%)
<b>Reserves/Contingencies</b>	195,466	6,334,000	1,084,750	5,120,244	(1,213,756)	(19.2%)
<b>Grand Total</b>	<u>\$ 171,929,404</u>	<u>338,853,866</u>	<u>297,789,336</u>	<u>233,077,343</u>	<u>(105,776,523)</u>	<u>(31.2%)</u>

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 2020 and 2021 (With Actual for Fiscal Year 2019)

Division/Fund	Actual Expenditures/ Expenses 2018-2019	Adopted Budgeted Expenditures/ Expenses 2019-2020	Estimated Expenditures/ Expenses * 2019-2020	Proposed Budgeted Expenditures/ Expenses 2020-2021	Change (Budget-Budget)	% Change
General Administration						
General Fund	\$ 10,548,209	8,662,671	8,645,056	11,609,465	2,946,794	34.0%
Library	216,364	212,985	212,985	253,764	40,779	19.1%
HURF	227,240	152,508	152,508	256,750	104,242	68.4%
Transportation	71,292	86,333	86,333	72,462	(13,871)	(16.1%)
FUTS	-	1,271	1,271	-	(1,271)	(100.0%)
Parking District	6,479	18,070	18,070	44,282	26,212	145.1%
Drinking Water	564,184	253,298	253,298	412,028	158,730	62.7%
Wastewater	303,113	246,462	138,396	241,162	(5,300)	(2.2%)
Reclaimed Water	19,966	21,696	14,151	28,900	7,204	33.2%
Stormwater	50,305	25,324	25,324	54,758	29,434	116.2%
Airport	90,262	60,258	60,258	109,853	49,595	82.3%
Solid Waste	383,047	284,179	284,179	376,772	92,593	32.6%
Sustainability and Environmental Mgmt	42,810	36,224	36,224	910,379	874,155	2,413.2%
	12,523,271	10,061,279	9,928,053	14,370,575	4,309,296	42.8%
Community Development						
General Fund	5,136,714	5,774,316	5,754,482	5,798,686	24,370	0.4%
HURF	1,833,996	22,282,940	22,279,046	529,279	(21,753,661)	(97.6%)
Transportation	2,089,326	14,511,437	14,286,437	18,250,234	3,738,797	25.8%
FUTS	234,272	4,355,034	4,545,047	-	(4,355,034)	(100.0%)
Housing and Community Services	1,006,327	2,991,581	3,063,034	1,835,135	(1,156,446)	(38.7%)
Metro Planning Organization	402,153	1,390,876	1,221,876	-	(1,390,876)	(100.0%)
Flagstaff Housing Authority	6,913,186	7,491,563	7,491,563	9,239,632	1,748,069	23.3%
	17,615,974	58,797,747	58,641,485	35,652,966	(23,144,781)	(39.4%)
Management Services						
General Fund	3,896,879	7,807,177	7,807,177	4,441,782	(3,365,395)	(43.1%)
Library	101,612	139,996	139,996	139,996	-	0.0%
HURF	62,612	184,020	184,020	83,032	(100,988)	(54.9%)
Transportation	320,742	255,780	255,780	188,863	(66,917)	(26.2%)
FUTS	-	11,306	11,306	-	(11,306)	(100.0%)
Parking District	3,978	24,445	24,445	6,603	(17,842)	(73.0%)
Drinking Water	850,995	1,154,806	1,154,806	1,031,554	(123,252)	(10.7%)
Wastewater	303,083	300,710	408,776	360,381	59,671	19.8%
Reclaimed Water	23,391	40,811	48,356	32,038	(8,773)	(21.5%)
Stormwater	57,912	91,772	91,772	88,129	(3,643)	(4.0%)
Airport	119,854	143,107	143,107	116,371	(26,736)	(18.7%)
Solid Waste	409,496	567,025	567,025	444,427	(122,598)	(21.6%)
Sustainability and Environmental Mgmt	62,627	91,588	91,588	82,015	(9,573)	(10.5%)
	6,213,181	10,812,543	10,928,154	7,015,191	(3,797,352)	(35.1%)
Fire						
General Fund	14,448,863	19,123,206	17,923,206	20,661,097	1,537,891	8.0%
	14,448,863	19,123,206	17,923,206	20,661,097	1,537,891	8.0%
Police						
General Fund	21,918,669	25,165,928	25,247,928	24,677,628	(488,300)	(1.9%)
	21,918,669	25,165,928	25,247,928	24,677,628	(488,300)	(1.9%)

# Schedule F: Budget Summary by Division of Expenditures

## City of Flagstaff Budget Summary by Division of Expenditures Comparison of Fiscal Year 2020 and 2021 (With Actual for Fiscal Year 2019)

Division/Fund	Actual Expenditures/ Expenses 2018-2019	Adopted Budgeted Expenditures/ Expenses 2019-2020	Estimated Expenditures/ Expenses * 2019-2020	Proposed Budgeted Expenditures/ Expenses 2020-2021	Change (Budget-Budget)	% Change
Public Works						
General Fund	\$ 9,189,367	12,737,356	12,737,356	9,740,840	(2,996,516)	(23.5%)
Library	57,394	44,483	44,483	43,397	(1,086)	(2.4%)
HURF	9,554,675	14,753,482	14,635,257	7,956,477	(6,797,005)	(46.1%)
Transportation	4,266,634.00	4,838,084	4,099,365	1,039,807	(3,798,277)	(78.5%)
Recreation	1,038,309.00	476,764	249,702	7,500	(469,264)	(98.4%)
Parking District	-	1,112	1,112	567	(545)	(49.0%)
Drinking Water	42,175	69,641	69,641	105,173	35,532	51.0%
Wastewater	41,829	62,532	62,532	19,939	(42,593)	(68.1%)
Reclaimed Water	1,737	1,026	1,026	-	(1,026)	(100.0%)
Stormwater	11,897	9,241	9,241	108	(9,133)	(98.8%)
Airport	73,877	70,008	70,008	76,177	6,169	8.8%
Solid Waste	9,345,631	12,596,820	11,314,873	15,217,982	2,621,162	20.8%
Sustainability and Environmental Mgmt	822,139	1,219,362	1,000,862	174,081	(1,045,281)	(85.7%)
	34,445,664	46,879,911	44,295,458	34,382,048	(12,497,863)	(26.7%)
Economic Vitality						
General Fund	171,215	223,614	223,614	107,265	(116,349)	(52.0%)
Library	4,471,913	7,367,486	6,155,476	5,356,768	(2,010,718)	(27.3%)
HURF	4,391	3,901	3,901	2,706	(1,195)	(30.6%)
Transportation	1,513	1,395	1,395	748	(647)	(46.4%)
FUTS	-	100	100	-	(100)	(100.0%)
Beautification	407,604	4,295,454	3,120,454	1,992,298	(2,303,156)	(53.6%)
Economic Development	1,176,817	1,542,437	1,519,437	1,287,405	(255,032)	(16.5%)
Tourism	2,652,019	3,049,676	3,049,676	3,183,717	134,041	4.4%
Arts and Science	517,633	1,208,436	835,436	923,998	(284,438)	(23.5%)
Parking District	771,381	1,696,745	1,736,124	1,118,679	(578,066)	(34.1%)
Drinking Water	7,829	9,258	9,258	5,640	(3,618)	(39.1%)
Wastewater	4,164	3,896	3,896	2,383	(1,513)	(38.8%)
Reclaimed Water	307	499	499	240	(259)	(51.9%)
Stormwater	488	701	701	397	(304)	(43.4%)
Airport	2,523,393	10,314,003	7,844,582	6,177,677	(4,136,326)	(40.1%)
Solid Waste	8,627	8,512	8,512	5,332	(3,180)	(37.4%)
Sustainability and Environmental Mgmt	744	831	831	444	(387)	(46.6%)
	12,720,038	29,726,944	24,513,892	20,165,697	(9,561,247)	(32.2%)
Water Services						
Drinking Water	19,461,767	33,718,651	32,508,250	18,362,619	(15,356,032)	(45.5%)
Wastewater	8,839,434	14,211,736	14,664,312	10,119,110	(4,092,626)	(28.8%)
Reclaimed Water	449,220	842,709	842,709	1,569,108	726,399	86.2%
Stormwater	1,904,634	24,642,107	5,176,618	22,010,939	(2,631,168)	(10.7%)
	30,655,055	73,415,203	53,191,889	52,061,776	(21,353,427)	(29.1%)
Non-Departmental						
General Fund	(2,968,899)	(919,841)	(1,834,091)	(2,765,870)	(1,846,029)	200.7%
Library	54,829	75,872	75,872	71,752	(4,120)	(5.4%)
HURF	58,781	75,170	75,170	126,879	51,709	68.8%
Transportation	8,850,157	14,760,390	12,893,579	9,884,906	(4,875,484)	(33.0%)
FUTS	-	431	431	-	(431)	(100.0%)
Housing and Community Services	46,471	48,668	48,668	48,668	-	0.0%
Metro Planning Organization	26,658	43,000	43,000	-	(43,000)	(100.0%)
Parking District	386	7,479	7,479	10,367	2,888	38.6%
General Obligation Bonds	7,074,350	7,715,047	7,020,714	7,378,336	(336,711)	(4.4%)
Special Assessment Bonds	2,079,217	-	-	-	-	100.0%
GO Bond Funded Projects	3,500,562	9,080,532	5,984,292	1,067,810	(8,012,722)	(88.2%)
Non GO Bond Funded Projects	2,117,798	27,173,377	27,242,427	2,679,502	(24,493,875)	(90.1%)

# Schedule F: Budget Summary by Division of Expenditures

## City of Flagstaff Budget Summary by Division of Expenditures Comparison of Fiscal Year 2020 and 2021 (With Actual for Fiscal Year 2019)

Division/Fund	Actual Expenditures/ Expenses 2018-2019	Adopted Budgeted Expenditures/ Expenses 2019-2020	Estimated Expenditures/ Expenses * 2019-2020	Proposed Budgeted Expenditures/ Expenses 2020-2021	Change (Budget-Budget)	% Change
Non-Departmental - Continued						
Drinking Water	\$ 110,728	165,696	165,696	157,666	(8,030)	(4.8%)
Wastewater	63,847	72,894	72,894	65,901	(6,993)	(9.6%)
Reclaimed Water	4,552	10,571	10,571	8,161	(2,410)	(22.8%)
Stormwater	9,022	15,546	15,546	13,450	(2,096)	(13.5%)
Airport	22,164	27,622	27,622	29,338	1,716	6.2%
Solid Waste	130,720	163,753	163,753	177,790	14,037	8.6%
Sustainability and Environmental Mgmt	11,880	20,898	20,898	15,465	(5,433)	(26.0%)
	21,193,223	58,537,105	52,034,521	18,970,121	(39,566,984)	(67.6%)
Reserves/Contingencies						
General Fund	134,347	1,662,750	987,750	140,000	(1,522,750)	(91.6%)
Library	-	100,000	-	100,000	-	0.0%
HURF	-	100,000	-	100,000	-	0.0%
Beautification	-	10,000	-	10,000	-	0.0%
Economic Development	-	90,000	-	45,000	(45,000)	(50.0%)
Tourism	-	50,000	-	50,000	-	0.0%
Parking District	-	30,000	-	30,000	-	0.0%
Arts and Science	-	10,000	-	10,000	-	0.0%
Metro Planning Organization	-	500,000	-	-	(500,000)	(100.0%)
Drinking Water	28,123	1,000,000	-	1,000,000	-	0.0%
Wastewater	29,875	800,000	-	800,000	-	0.0%
Reclaimed Water	3,121	50,000	-	50,000	-	0.0%
Stormwater	-	300,000	-	300,000	-	0.0%
Airport	-	100,000	97,000	953,994	853,994	854.0%
Solid Waste	-	500,000	-	500,000	-	0.0%
Sustainability and Environmental Mgmt	-	30,000	-	30,000	-	0.0%
Flagstaff Housing Authority	-	1,001,250	-	1,001,250	-	0.0%
	195,466	6,334,000	1,084,750	5,120,244	(1,213,756)	(19.2%)
All Funds Total	\$ 171,929,404	338,853,866	297,789,336	233,077,343	(105,776,523)	(31.2%)

\*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 2020-2021

Sect #	Section	Operating Capital	Budget 2020-2021
General Fund			
051	Fire	Pumper	\$ 350,000
		Vehicle Replacement (2)	245,000
		New Quint	1,400,000
052	Fire Grants	Hybrid Patrol Vehicles (4)	156,000
061	Police	Replace Motorcycles	50,000
062	Police Grants	Emergency Response Team Equipment	100,000
		Non-fleet RICO	20,000
		Computer Diagnostic and Repair Equipment	9,500
154	Fleet	Vehicle Replacement (1)	37,000
		Vehicle Replacement (1)	39,000
155	Parks	Thorpe Park Chip Seal	125,000
		Recreation Equipment	19,977
156	Recreation	General Fund Total	2,551,477
Development Fee Fund			
051	Fire	Fire Engine Equipment	175,000
		Development Fee Fund Total	175,000
Highway User Fund			
161	Street Maintenance	Snow Gates for Snow Grader	40,000
		Vehicle Replacement (2)	80,000
		Motor Grader	425,000
		Asphalt Paver Replacement	220,000
		Highway User Fund Total	765,000
Drinking Water			
301	Water Production	Fencing and CCTV Cameras	
		Continental Well Upgrades	175,000
		Lake Mary Wellfields	100,000
		Lake Mary Washwater Maintenance	175,000
		Waterline Road Maintenance	100,000
		Firewalls Phase II	50,000
307	SCADA Information Systems	Drinking Water Total	600,000
Stormwater			
331	Stormwater	Lower Spruce/Switzer Wash Chanel Resiliency	113,850
		Linda Vista Culvert Upsizing	320,080
		Pre-Disaster Mitigation Grants - FUTS Low Water Crossing	25,250
		Inspection Camera for Drains	15,000
		Stormwater Total	474,180

# Schedule H: Summary of Operating Capital

## City of Flagstaff Summary of Operating Capital Fiscal Year 2020-2021

Sect #	Section	Operating Capital	Budget 2020-2021
Wastewater		Driveways and Payments	\$ 100,000
311	Wastewater Treatment - Wildcat	Odor Control	100,000
		Front End Loader Rebuild	120,000
312	Wastewater Treatment - Rio	Pavement and Driveway Equipment Replacement	55,000
		Odor Control	100,000
313	Wastewater Collection	Flow Meters	25,000
		Wastewater Total	<u>500,000</u>
Reclaimed Water		Flow Meter Calibrations	5,000
321	Reclaimed Water	Reclaimed Distribution Analyzers	40,000
		SCADA Tie-in	90,000
		Reclaimed Water Total	<u>135,000</u>
Solid Waste Fund		Refurbish Scraper	550,000
165	Solid Waste - Landfill	Compactor Wheels (Back up)	35,000
		Lidar Flyover	10,000
		Dust Control	10,000
		Permanent Litter Fence Maintenance	50,000
		Perimeter Landfill Tree Clearing	40,000
		Landfill Closure Set Aside	100,000
		Landfill Permit Revision	100,000
166	Solid Waste - Collections	Vehicle Replacement (1)	40,000
		Commercial Collection Vehicles (2)	620,000
		Solid Waste Fund Total	<u>1,555,000</u>
Airport Fund		Building Design Consultant	40,000
222	Airport Capital Projects	Airport Total	<u>40,000</u>
Flagstaff Housing Authority Fund			
109	Housing Authority	Purchase Gator for Maintenance of Brannen and Siler (1)	50,000
		Flagstaff Housing Authority Total	<u>50,000</u>
		Total	<u><u>\$ 6,845,657</u></u>

# Schedule I: Summary of Capital Improvement Program

## City of Flagstaff Summary of Capital Improvement Program Fiscal Year 2020-2021

Sect #	Section	Project	Budget 2020-2021
Tourism Fund			
215	Visitor Services	Fiber to Visitor Center	\$ 80,000
		Tourism Fund Total	80,000
Parking Fund			
231	Parking	Temporary Southside Curbs	40,000
		Property Acquisition	148,043
		Parking Fund Total	188,043
Library Fund			
035	Library	Window Replacement	377,000
		Library Fund Total	377,000
Highway User Revenue Fund			
162	Street Construction	Reserve for Improvements	50,000
		Minor Transportation Improvements	50,000
		Sidewalk Replacement Program	200,000
		Road Construction (Dirt Roads)	2,092,352
		Highway User Revenue Fund Total	2,392,352
Transportation Fund			
112	Transportation CIP	Lone Tree Railroad Overpass	3,500,000
116	Road Repair Construction	Broken Bow Drive	232,400
		Coconino Estates	6,162,500
118	Street Widening Projects	Butler Avenue Widening	500,000
		Fourth Street Reconstruction	1,359,344
119	Streets Operations	Traffic Signal Program	167,000
		Lockett Fourth Roundabout	482,469
		Intersection Improvements	130,000
		Quiet Zone Modifications	213,321
		Dark Sky Lighting	1,300,000
		West Route 66	585,000
		Neighborhood Plans	250,000
120	Bicycle and Pedestrian Projects	Switzer Canyon FUTS - Terrace to Switzer Canyon	1,200,000
		Sidewalk Infill	267,000
		Sidewalk Construction	267,000
		Sinclair Ridge Trail - University Terrace to Jewel	60,000
		Foxglenn Trail - Herold Ranch to Arizona Trail	57,000
		Bike Lane Striping Program	300,000
121	General Improvements	Reserve for Improvements	100,000
		FUTS State Parks Future Trails Grant	100,000
		HSIP	75,000
		General and Partnering Opportunities	750,000
		Traffic Engineering	125,000
163	Road Repair Pavement Preservation	Pavement Maintenance	1,000,000
		Transportation Fund Total	19,183,034

# Schedule I: Summary of Capital Improvement Program

## City of Flagstaff Summary of Capital Improvement Program Fiscal Year 2020-2021

Sect #	Section	Project	Budget 2020-2021
Beautification Fund			
212	Streetscape	ADOT Sites	\$ 90,000
		Airport Parking Lot	100,000
		Aspen Bike/Pedestrian Enhancements	77,000
		Buffalo Park Parking Enhancements	350,000
		City Hall Lawn	350,000
		Downtown Green	50,000
		Milton and Butler Drainage	250,000
		Phoenix - San Francisco to Mikes Pike	75,000
		Playground Beautification	100,000
		Urban Forest	50,000
		Beautification Fund Total	1,492,000
Arts and Science Fund			
216	Arts and Science	Alley Art Improvements	12,000
		Art Panels at Aspen Bike & Ped Imp	20,000
		City Hall Trombe Wall Art	25,000
		Eastside Neighborhood Beautification	15,000
		Indigenous Representation	25,000
		Library Art Piece	75,000
		Mural Initiative	49,000
		NAIPTA Bus Wraps	25,000
		Neighborhood Plans Art Projects	50,000
		Santa Fe Pluto Sculpture	55,000
		Traffic Boxes	10,000
		Arts and Science Fund Total	361,000
Capital Projects Fund			
421	GO Capital Projects Fund	FUTS/Open Space Land Acquisition	73,873
424	GO Core Services Facility	Core Services Maintenance Facility	100,000
426	Court Facility	Court Facility	2,679,502
		Capital Projects Fund Total	2,853,375
Water Services			
370	Water Capital Projects	Aging Water Infrastructure Replacement	505,000
		Route 66 Waterline Improvements	225,000
		Water Meter Vault Replacement Program	150,000
		Solier Waterline Upsizing	800,000
		Reserve for Improvements	300,000
		Lake Mary Sedimentation Basins	260,000
		Water Energy Efficiency Upgrades	100,000
		Industrial Drive Waterline Replacement	1,200,000
		Switzer Canyon Transmission Line	260,000
		Water Rate Study	75,000
		Summit and Spring Street Water Line Replacement	350,000
		Water Resources Master Plan	150,000
		Drinking Water Fund Total	4,375,000



# Schedule I: Summary of Capital Improvement Program

## City of Flagstaff Summary of Capital Improvement Program Fiscal Year 2020-2021

Sect #	Section	Project	Budget 2020-2021
375	Wastewater Capital Projects	Aging Sewer Infrastructure	\$ 100,000
		Energy Efficiency Study	497,815
		Headworks MCC Improvements	150,000
		Wildcat New Digester #3 and #4	700,000
		Reserve for Improvements	300,000
		Rio Clarifier Rebuild	150,000
		Rio de Flag Sewer Relocations	400,000
		Route 66 Sewer Upsizing	100,000
		Sewer Rate Study	50,000
		Wildcat Jenbacher Equipment Replacement	1,200,000
		Wildcat Primary Pump Station Improvements	250,000
		Wildcat Centrifuge Relocation	150,000
		Wildcat Capacity Flow Diversion	400,000
		Wastewater Fund Total	4,447,815
380	Reclaimed Water Capital Projects	NAU Reclaim Water Meters and Vault Replacement	150,000
		8" Bottleneck - Reclaimed Line Replacement	800,000
		Reclaimed Water Fund Total	950,000
Stormwater Fund			
385	Stormwater Capital Projects	Spot Improvement - Annual	75,000
		Columbia Circle Spot Improvements	600,000
		Phoenix Avenue Spot Improvements	566,000
		Steve's Boulevard Spot Improvements	400,000
		Reserve for Improvements - Spot Improvements	200,000
		Reserve for Improvements	18,000,000
		Stormwater Fund Total	19,841,000
Solid Waste Fund			
165	Solid Waste - Landfill	Stormwater Infrastructure	5,000
		Cell D Preparation	100,000
		Excavation of New Cell	525,000
		Landfill Road Construction	3,100,000
		Landfill Entrance and Parking Lot Resurfacing	35,000
		Solid Waste Fund Total	3,765,000
Airport Fund			
222	Airport Capital Projects	Acquire Land for Safety Zone	750,000
		Apron Design for Expansion and Relocation of Taxiway W	800,000
		Airport Parking Lot	2,500,000
		Airport Fund Total	4,050,000
Flagstaff Housing Authority Fund			
109	Housing Capital Projects	FHA Dwelling Units Improvements	2,090,000
		Flagstaff Housing Authority Total	2,090,000
Total			\$ 66,445,619

# Schedule J: Debt Service Requirements

## City of Flagstaff Debt Service Requirements Fiscal Year 2020-2021

	Original Issue	Outstanding 7/1/20	Principal	Interest	Fiscal Charges	Total Requirements
<b>General Fund</b>						
Capital Lease - Renewable Energy Equipment	\$ 1,014,557	631,866	70,443	17,299	-	87,742
Capital Lease - Copier	129,061	54,621	27,899	1,925	-	29,824
Certificates of Participation - Courthouse	3,845,000	3,845,000	100,000	120,578	2,500	223,078
	4,988,618	4,531,487	198,342	139,802	2,500	340,644
<b>4th Street Fund</b>						
Pledged Revenue - 2012 Advance Refunding	12,530,000	2,165,000	2,165,000	43,838	2,500	2,211,338
	12,530,000	2,165,000	2,165,000	43,838	2,500	2,211,338
<b>Road Repair and Street Safety Fund</b>						
Revenue Bonds - Series 2016 Road Repair	8,930,000	7,535,000	490,000	281,400	2,500	773,900
Revenue Bonds - Series 2018 Road Repair	10,000,000	9,340,000	365,000	346,988	2,500	714,488
	18,930,000	16,875,000	855,000	628,388	5,000	1,488,388
<b>Economic Development Fund</b>						
GADA Revenue Bonds - Series 2010A Incubator	3,370,000	2,140,000	155,000	91,588	500	247,088
	3,370,000	2,140,000	155,000	91,588	500	247,088
<b>Parking District Fund</b>						
Capital Lease - Parking Meters	1,000,000	676,974	96,085	15,941	-	112,026
	1,000,000	676,974	96,085	15,941	-	112,026
<b>General Obligation Bond Fund</b>						
Series 2011 - NAU Public Safety	3,952,287	882,697	436,115	15,951	-	452,066
Series 2011 - Capital Projects	12,845,000	1,465,000	1,465,000	19,813	1,000	1,485,813
Series 2013 - Capital Projects	11,460,000	7,460,000	725,000	237,825	500	963,325
Series 2014A - Capital Projects	6,600,000	5,345,000	275,000	202,500	1,750	479,250
Series 2014B - Partial Advance Refunding	8,270,000	4,305,000	2,100,000	162,750	1,750	2,264,500
Series 2016 - Capital Projects	16,105,000	14,345,000	605,000	561,700	500	1,167,200
Series 2020 - Courthouse/Public Safety	11,090,000	11,090,000	-	473,515	2,500	476,015
Series 2020 - WIFA - FWPP	5,000,000	5,000,000	-	70,208	17,459	87,667
Arbitrage	-	-	-	-	2,500	2,500
	75,322,287	49,892,697	5,606,115	1,744,262	27,959	7,378,336
<b>Drinking Water Fund</b>						
WIFA - 2008 Well Production	8,500,000	4,608,777	438,899	101,393	65,840	606,132
WIFA - 2009 Red Gap Pipeline	2,100,000	1,209,667	104,974	18,660	17,358	140,992
WIFA - 2010 Sinagua Well Improvements	775,000	132,782	11,633	1,784	1,904	15,321
WIFA - 2010 Fort Tuthill Well Improvements	594,951	302,081	27,025	2,741	4,329	34,095
WIFA - 2010 Local Aquifer Study	1,100,000	630,785	56,432	5,724	9,039	71,195
GO - 2011 Red Gap Shallow Well	1,633,933	1,091,795	76,477	16,898	15,804	109,179
Revenue Bonds - 2018 Refunding	6,389,858	4,705,858	833,000	85,358	675	919,033
Revenue Bonds - 2019 Projects	5,044,710	5,044,710	302,567	117,832	675	421,074
	26,138,452	17,726,455	1,851,007	350,390	115,624	2,317,021
<b>Wastewater Fund</b>						
Capital Lease - Renewable Energy Equipment	1,936,443	1,206,013	134,453	33,018	-	167,471
Revenue Bonds - 2018 Refunding	10,739,142	10,459,142	140,000	206,744	675	347,419
Revenue Bonds - 2019 Projects	4,540,290	4,540,290	272,433	106,137	675	379,245
	17,215,875	16,205,445	546,886	345,899	1,350	894,135
<b>Stormwater Fund</b>						
<i>Proposed: Rio de Flag</i>	18,000,000	-	-	600,000	-	600,000
	18,000,000	-	-	600,000	-	600,000
<b>Solid Waste Fund</b>						
Certificates of Participation - Core Services	3,880,000	3,795,000	90,000	124,844	2,500	217,344
Capital Lease - Compactor	720,842	430,239	137,514	22,372	-	159,886
	4,600,842	4,225,239	227,514	147,216	2,500	377,230
<b>Airport Fund</b>						
Capital Lease - Hangars	2,782,598	910,954	183,384	48,352	-	231,736
<i>Proposed: Parking</i>	2,500,000	-	-	-	-	-
	5,282,598	910,954	183,384	48,352	-	231,736
<b>Total Debt Service Requirements</b>	<b>\$ 187,378,672</b>	<b>115,349,251</b>	<b>11,884,333</b>	<b>4,155,676</b>	<b>157,933</b>	<b>16,197,942</b>

City of Flagstaff  
General Fund  
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 34,289,705	32,512,644	33,823,050	24,963,548	21,338,113	19,810,923	19,273,788	18,874,252
Revenues								
Taxes								
Property Tax	6,731,508	6,906,500	6,906,500	6,967,500	7,017,500	7,067,500	7,117,500	7,167,500
Sales Tax	20,380,239	22,781,468	21,612,806	22,146,670	21,591,763	21,591,358	21,796,857	22,004,430
Franchise Fees	2,446,663	2,585,889	2,425,000	2,471,500	2,402,006	2,402,006	2,425,344	2,450,286
Intergovernmental								
State Shared Sales Tax	7,256,536	7,182,893	7,400,000	7,486,395	7,261,803	7,261,803	7,334,421	7,407,765
State Shared Income Tax	8,716,163	9,451,184	9,564,600	10,669,590	10,727,911	10,937,446	10,937,446	10,937,446
Auto Lieu Tax	3,427,640	3,237,360	3,500,000	3,540,863	3,434,637	3,434,637	3,468,983	3,503,673
Federal Grants	1,004,934	2,355,526	1,270,590	4,037,204	157,339	157,339	157,339	157,339
State/Local Grants	673,520	2,849,453	2,849,453	1,147,748	646,422	646,422	646,422	646,422
Other IGA	1,214,580	1,257,668	1,257,668	1,133,160	1,044,500	1,044,500	1,044,500	1,044,500
Licenses and Permits								
Business Licenses	44,102	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Building Permits	2,219,361	1,650,000	2,100,000	1,702,500	1,708,500	1,623,075	1,590,614	1,590,614
Other Licenses and Permits	1,026,626	1,026,716	1,076,880	1,153,764	1,155,833	1,157,923	1,160,033	1,162,165
Charges for Services								
Community Development	931,171	730,800	810,500	745,500	745,500	745,500	745,500	745,500
Parks and Recreation	1,602,015	1,622,870	1,622,870	1,610,870	1,622,870	1,622,870	1,622,870	1,622,870
Public Safety	812,059	732,817	792,317	1,775,499	1,779,773	1,784,090	1,788,450	1,792,855
Cemetery/General Government	157,677	180,950	181,150	182,937	184,741	186,563	188,403	190,262
Fines and Forfeitures								
Court Fines	683,448	671,522	691,522	698,437	705,421	712,475	719,600	726,797
Other Fines and Forfeitures	732,613	748,967	737,117	760,418	713,705	717,024	720,376	723,762
Other								
Investment Earnings	598,820	371,837	500,702	415,951	418,360	422,543	426,769	431,036
Miscellaneous	1,614,162	1,820,497	2,258,925	1,468,300	1,251,197	1,253,422	1,255,668	1,257,937
<b>Total Revenues</b>	<b>62,273,837</b>	<b>68,194,917</b>	<b>67,588,600</b>	<b>70,144,806</b>	<b>64,599,781</b>	<b>64,798,496</b>	<b>65,177,095</b>	<b>65,593,159</b>
Transfers In								
HURF	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Transportation	300,000	-	-	-	-	-	-	-
Beautification	425,334	465,994	465,994	465,313	465,313	465,313	465,313	465,313
Economic Development	443,757	443,757	443,757	343,757	343,757	343,757	343,757	211,236
Tourism	106,238	31,238	31,238	25,000	25,000	25,000	25,000	25,000
Recreation - BBB	2,481,886	3,119,888	3,119,888	2,532,697	2,532,697	2,532,697	2,532,697	2,532,697
Parking District	192,699	96,350	96,350	96,349	-	-	-	-
Special Assessment	-	-	-	122,509	-	-	-	-

City of Flagstaff  
General Fund  
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Drinking Water	\$ -	86,225	86,225	82,247	82,247	82,247	82,247	82,247
Environmental Services	4,678	4,678	4,678	-	-	-	-	-
Sustainability and Environmental Mgmt	96,147	219,725	219,725	-	-	-	-	-
Total Transfers In	4,063,739	4,480,855	4,480,855	3,680,947	3,462,014	3,462,014	3,462,014	3,329,493
Total Revenues and Transfers In	66,337,576	72,675,772	72,069,455	73,825,753	68,061,795	68,260,510	68,639,109	68,922,652
<b>Total Sources of Funds</b>	100,627,281	105,188,416	105,892,505	98,789,301	89,399,908	88,071,433	87,912,897	87,796,904
<b>Uses of Funds</b>								
Operating Expenditures								
General Administration	10,457,816	8,662,671	8,645,056	11,609,465	10,552,408	10,712,408	10,552,408	10,712,408
Management Services	3,833,489	7,680,511	7,680,511	4,441,782	4,244,405	4,244,405	4,244,405	4,244,405
Community Development	5,011,174	5,754,316	5,754,316	5,798,686	5,434,905	5,434,905	5,434,905	5,434,905
Fire	14,339,700	16,863,206	16,863,206	18,741,097	16,484,050	16,484,050	16,484,050	16,484,050
Police	21,584,490	24,746,928	24,746,928	24,351,628	22,258,062	22,258,062	22,258,062	22,258,062
Public Works	8,487,628	10,698,208	10,698,208	9,510,363	9,277,180	9,277,180	9,277,180	9,277,180
Economic Vitality	171,215	173,614	173,614	107,265	123,201	123,201	123,201	123,201
Non-Departmental	2,709,953	4,639,821	3,950,571	3,114,232	1,757,293	1,757,293	1,757,293	1,757,293
Contingency	134,347	1,662,750	987,750	140,000	356,000	356,000	356,000	356,000
Less: Indirect Charges	(6,010,179)	(6,295,165)	(6,295,165)	(6,470,746)	(6,470,746)	(6,470,746)	(6,370,746)	(6,370,746)
Total Operating Expenditures	60,719,633	74,586,860	73,204,995	71,343,772	64,016,758	64,176,758	64,116,758	64,276,758
Debt Service								
Leases - Energy	115,517	116,358	116,357	87,742	89,204	90,204	91,204	92,204
Leases - Other Equipment	86,738	86,737	86,738	29,824	27,340	-	-	-
Bonds	-	225,000	-	223,078	223,078	223,078	223,078	223,078
Total Debt Service	202,255	428,095	203,095	340,644	339,622	313,282	314,282	315,282
Future Uses								
Total Future Uses	-	-	-	-	1,700,000	775,000	1,075,000	1,475,000
Capital Expenditures								
Fleet	444,882	3,189,634	1,721,634	2,227,000	757,000	757,000	757,000	757,000
Operating	765,861	742,291	1,072,457	499,477	310,000	310,000	310,000	310,000
Capital Improvement Projects	342,733	1,290,297	1,290,297	-	-	-	-	-
Total Capital Expenditures	1,553,476	5,222,222	4,084,388	2,726,477	1,067,000	1,067,000	1,067,000	1,067,000
Total Expenditures	62,475,364	80,237,177	77,492,478	74,410,893	67,123,380	66,332,040	66,573,040	67,134,040



City of Flagstaff  
General Fund  
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Transfers Out								
Housing and Community Services	\$ 127,000	142,000	35,000	-	-	-	-	-
Economic Development	207,500	208,000	208,000	247,000	247,000	247,000	247,000	247,000
Stormwater	1,133,314	1,531,502	-	-	-	-	-	-
Environmental Management	-	114,703	114,703	183,678	186,667	186,667	186,667	186,667
Airport	324,540	712,000	1,087,000	516,114	427,425	427,425	427,425	312,425
Flagstaff Housing Authority	33,200	29,220	70,463	-	8,200	8,200	8,200	8,200
Capital Projects Fund	907,000	325,000	325,000	523,092	-	-	-	-
Total Transfers Out	4,328,867	4,658,738	3,436,479	3,040,295	2,465,605	2,465,605	2,465,605	2,350,605
Excess Revenues Over Expenditures	(466,655)	(12,220,143)	(8,859,502)	(3,625,435)	(1,527,190)	(537,135)	(399,536)	(561,993)
<b>Total Uses of Funds</b>	66,804,231	84,895,915	80,928,957	77,451,188	69,588,985	68,797,645	69,038,645	69,484,645
<b>Ending Fund Balance</b>	\$ 33,823,050	20,292,501	24,963,548	21,338,113	19,810,923	19,273,788	18,874,252	18,312,259

City of Flagstaff  
Housing and Community Services Fund  
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 1,050,830	992,693	1,153,182	233,313	156,309	157,309	158,309	159,309
Revenues								
Intergovernmental	790,964	2,073,899	2,073,899	1,805,799	1,465,000	1,465,000	1,465,000	1,465,000
Investment Earnings	17,389	-	17,133	1,000	1,000	1,000	1,000	1,000
Sale of Real Property	68,016	-	-	-	-	-	-	-
Miscellaneous	151,781	-	65,801	-	-	-	-	-
<b>Total Revenues</b>	<b>1,028,150</b>	<b>2,073,899</b>	<b>2,156,833</b>	<b>1,806,799</b>	<b>1,466,000</b>	<b>1,466,000</b>	<b>1,466,000</b>	<b>1,466,000</b>
Transfers In								
General Fund	127,000	142,000	35,000	-	-	-	-	-
<b>Total Transfers In</b>	<b>127,000</b>	<b>142,000</b>	<b>35,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources of Funds</b>	<b>2,205,980</b>	<b>3,208,592</b>	<b>3,345,015</b>	<b>2,040,112</b>	<b>1,622,309</b>	<b>1,623,309</b>	<b>1,624,309</b>	<b>1,625,309</b>
<b>Uses of Funds</b>								
Expenditures								
Operating	1,052,798	3,040,249	3,111,702	1,883,803	1,465,000	1,465,000	1,465,000	1,465,000
<b>Total Expenditures</b>	<b>1,052,798</b>	<b>3,040,249</b>	<b>3,111,702</b>	<b>1,883,803</b>	<b>1,465,000</b>	<b>1,465,000</b>	<b>1,465,000</b>	<b>1,465,000</b>
<b>Total Uses of Funds</b>	<b>1,052,798</b>	<b>3,040,249</b>	<b>3,111,702</b>	<b>1,883,803</b>	<b>1,465,000</b>	<b>1,465,000</b>	<b>1,465,000</b>	<b>1,465,000</b>
<b>Ending Fund Balance</b>	<b>\$ 1,153,182</b>	<b>168,343</b>	<b>233,313</b>	<b>156,309</b>	<b>157,309</b>	<b>158,309</b>	<b>159,309</b>	<b>160,309</b>

City of Flagstaff  
Metro Planning Organization Fund  
Five Year Plan 2021-2025

Schedule K: Five-Year Plans

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ (1,017)	6,785	12,635	37,778	-	-	-	-
Revenues								
Intergovernmental	414,963	1,150,886	1,148,519	-	-	-	-	-
Miscellaneous	5,000	505,000	5,000	-	-	-	-	-
Total Revenues	419,963	1,655,886	1,153,519	-	-	-	-	-
Transfers In								
Transportation	22,500	419,500	136,500	-	-	-	-	-
Total Transfers In	22,500	419,500	136,500	-	-	-	-	-
<b>Total Sources of Funds</b>	441,446	2,082,171	1,302,654	37,778	-	-	-	-
<b>Uses of Funds</b>								
Expenditures								
Operating	402,153	1,390,876	1,221,876	-	-	-	-	-
Indirect Grant Cost	26,658	43,000	43,000	-	-	-	-	-
Contingency	-	500,000	-	-	-	-	-	-
Total Expenditures	428,811	1,933,876	1,264,876	-	-	-	-	-
Transfers Out								
Transportation	-	-	-	37,778	-	-	-	-
Total Transfers Out	-	-	-	37,778	-	-	-	-
<b>Total Uses of Funds</b>	428,811	1,933,876	1,264,876	37,778	-	-	-	-
<b>Ending Fund Balance</b>	\$ 12,635	148,295	37,778	-	-	-	-	-

City of Flagstaff  
Library Fund  
Five Year Plan 2021-2025

Schedule K: Five-Year Plans

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 3,485,669	3,450,200	4,025,832	2,781,619	2,354,246	2,513,574	2,644,931	2,747,072
Revenues								
Intergovernmental	3,638,018	3,943,971	3,613,962	3,793,235	3,831,144	3,926,366	4,023,958	4,123,977
Investment Earnings	64,095	38,381	66,824	67,158	67,494	67,831	68,170	68,511
Miscellaneous	77,349	41,000	41,000	41,000	41,000	41,000	41,000	41,000
Total Revenues	3,779,462	4,023,352	3,721,786	3,901,393	3,939,638	4,035,197	4,133,128	4,233,488
Transfers In								
Tourism	66,500	66,500	66,500	66,500	66,500	66,500	66,500	66,500
General Fund	1,596,313	1,596,313	1,596,313	1,570,411	1,596,313	1,596,313	1,596,313	1,596,313
Total Transfers In	1,662,813	1,662,813	1,662,813	1,636,911	1,662,813	1,662,813	1,662,813	1,662,813
<b>Total Sources of Funds</b>	8,927,944	9,136,365	9,410,431	8,319,923	7,956,697	8,211,585	8,440,871	8,643,374
<b>Uses of Funds</b>								
Expenditures								
Library City Direct	3,341,468	3,925,942	3,925,942	3,843,823	3,831,700	3,919,224	4,009,375	4,102,231
Library County	616,508	657,929	657,929	649,793	666,597	683,880	701,654	719,932
Library Grants	71,871	55,000	85,000	55,000	-	-	-	-
County Wide Projects and Growth	355,641	1,635,880	393,870	428,557	420,534	426,151	431,936	437,895
Indirect	434,254	477,681	477,681	511,504	524,292	537,399	550,834	564,605
Capital	82,370	1,088,390	1,088,390	377,000	-	-	-	-
Contingency	-	100,000	-	100,000	-	-	-	-
Total Expenditures	4,902,112	7,940,822	6,628,812	5,965,677	5,443,123	5,566,654	5,693,799	5,824,663
<b>Total Uses of Funds</b>	4,902,112	7,940,822	6,628,812	5,965,677	5,443,123	5,566,654	5,693,799	5,824,663
<b>Ending Fund Balance</b>	\$ 4,025,832	1,195,543	2,781,619	2,354,246	2,513,574	2,644,931	2,747,072	2,818,711



City of Flagstaff  
Highway User Revenue Fund  
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 9,125,551	8,753,795	8,162,659	3,568,557	3,376,739	3,354,393	3,256,928	3,169,366
Revenues								
Intergovernmental	8,463,878	8,619,609	8,869,609	8,958,305	8,510,390	8,595,494	8,681,449	8,768,263
Grants	235	-	-	-	-	-	-	-
Licenses and Permits	45,870	-	-	-	-	-	-	-
Investment Earnings	133,403	15,000	41,000	18,000	17,000	17,000	16,000	16,000
Contributions	322,893	2,336,458	2,336,458	-	-	-	-	-
Miscellaneous	23,834	-	-	-	-	-	-	-
Total Revenues	8,990,113	10,971,067	11,247,067	8,976,305	8,527,390	8,612,494	8,697,449	8,784,263
Transfers In								
Stormwater	240,050	272,964	272,964	-	-	-	-	-
Transportation	1,561,640	21,482,663	21,478,769	-	-	-	-	-
Total Transfers in	1,801,690	21,755,627	21,751,733	-	-	-	-	-
<b>Total Sources of Funds</b>	19,917,354	41,480,489	41,161,459	12,544,862	11,904,129	11,966,887	11,954,377	11,953,629
<b>Uses of Funds</b>								
Expenditures								
Operating	4,059,101	4,629,914	4,629,914	4,650,367	4,360,647	4,491,468	4,536,383	4,581,746
Indirect	1,014,062	1,043,093	1,043,093	1,147,404	1,176,089	1,205,491	1,235,628	1,266,519
Capital	6,124,986	31,232,506	31,110,387	3,157,352	3,000,000	3,000,000	3,000,000	2,900,000
Contingency	-	100,000	-	100,000	-	-	-	-
Total Expenditures	11,198,149	37,005,513	36,783,394	9,055,123	8,536,736	8,696,959	8,772,011	8,748,265
Debt Service								
Debt Service	543,546	546,508	546,508	-	-	-	-	-
Total Debt Service	543,546	546,508	546,508	-	-	-	-	-
Transfers Out								
General Fund	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Capital Projects	-	250,000	250,000	100,000	-	-	-	-
Total Transfers Out	13,000	263,000	263,000	113,000	13,000	13,000	13,000	13,000
<b>Total Uses of Funds</b>	11,754,695	37,815,021	37,592,902	9,168,123	8,549,736	8,709,959	8,785,011	8,761,265
<b>Ending Fund Balance</b>	\$ 8,162,659	3,665,468	3,568,557	3,376,739	3,354,393	3,256,928	3,169,366	3,192,364

City of Flagstaff  
Transportation Fund  
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 35,387,686	39,214,479	38,988,094	11,376,016	8,631,592	10,705,512	14,138,642	16,190,270
Revenues								
Taxes	20,766,231	26,911,206	25,516,880	26,058,162	25,376,754	25,376,243	25,629,383	25,885,078
Grants	-	-	-	551,656	1,385,968	-	-	-
Investment Earnings	649,370	197,000	659,200	45,000	43,000	54,000	71,000	82,000
Miscellaneous	118,611	-	-	-	-	-	-	-
Total Revenues	21,534,212	27,108,206	26,176,080	26,654,818	26,805,722	25,430,243	25,700,383	25,967,078
Transfers In								
Drinking Water	100,000	-	-	-	-	-	-	-
FMPO	-	-	-	37,778	-	-	-	-
Total Transfers In	100,000	-	-	37,778	-	-	-	-
<b>Total Sources of Funds</b>	57,021,898	66,322,685	65,164,174	38,068,612	35,437,314	36,135,755	39,839,025	42,157,348
<b>Uses of Funds</b>								
Expenditures								
Operating	5,739,648	7,774,002	6,490,203	6,225,615	5,160,836	5,282,265	5,406,727	5,534,298
Indirect	421,663	377,387	377,387	328,645	369,986	379,235	388,715	398,433
Capital	6,257,756	22,591,142	21,044,411	19,183,034	16,710,468	14,846,000	16,366,000	23,289,000
Total Expenditures	12,419,067	30,742,531	27,912,001	25,737,294	22,241,290	20,507,500	22,161,442	29,221,731
Transfers Out								
General Fund	300,000	-	-	-	-	-	-	-
FMPO	22,500	419,500	136,500	-	-	-	-	-
HURF	1,561,640	21,482,663	21,478,769	-	-	-	-	-
FUTS	550,000	550,000	550,000	-	1,000,000	-	-	-
Total Transfers Out	2,434,140	22,452,163	22,165,269	-	1,000,000	-	-	-
Debt Service	3,180,597	3,710,888	3,710,888	3,699,726	1,490,512	1,489,613	1,487,313	1,483,613
<b>Total Uses of Funds</b>	18,033,804	56,905,582	53,788,158	29,437,020	24,731,802	21,997,113	23,648,755	30,705,344
<b>Ending Fund Balance</b>	\$ 38,988,094	9,417,103	11,376,016	8,631,592	10,705,512	14,138,642	16,190,270	11,452,004

City of Flagstaff  
Flagstaff Urban Trails Fund  
Five Year Plan 2021-2025

Schedule K: Five-Year Plans

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 3,558,964	3,874,142	3,942,955	-	-	-	-	-
Revenues								
Investment Earnings	68,263	19,000	65,200	-	-	-	-	-
Total Revenues	68,263	19,000	65,200	-	-	-	-	-
Transfers In								
Transportation	550,000	550,000	550,000	-	1,000,000	-	-	-
Total Transfers In	550,000	550,000	550,000	-	1,000,000	-	-	-
<b>Total Sources of Funds</b>	4,177,227	4,443,142	4,558,155	-	1,000,000	-	-	-
<b>Uses of Funds</b>								
Expenditures								
Indirect	-	13,108	13,108	-	-	-	-	-
Capital	234,272	4,355,034	4,545,047	-	1,000,000	-	-	-
Total Expenditures	234,272	4,368,142	4,558,155	-	1,000,000	-	-	-
Transfers Out								
SEMS	-	75,000	-	-	-	-	-	-
Total Transfers Out	-	75,000	-	-	-	-	-	-
<b>Total Uses of Funds</b>	234,272	4,443,142	4,558,155	-	1,000,000	-	-	-
<b>Ending Fund Balance</b>	\$ 3,942,955	-	-	-	-	-	-	-

City of Flagstaff  
Beautification Fund  
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 5,429,413	5,966,605	6,438,796	4,742,348	4,134,237	2,812,820	2,373,379	1,110,216
Revenues								
BBB Tax	1,767,866	1,845,000	1,820,000	1,865,500	1,809,535	1,809,535	1,827,630	1,845,907
Investment Earnings	109,480	30,000	100,000	24,000	21,000	14,000	12,000	6,000
Miscellaneous	(5,025)	-	-	-	-	-	-	-
Total Revenues	1,872,321	1,875,000	1,920,000	1,889,500	1,830,535	1,823,535	1,839,630	1,851,907
<b>Total Sources of Funds</b>	7,301,734	7,841,605	8,358,796	6,631,848	5,964,772	4,636,355	4,213,009	2,962,123
<b>Uses of Funds</b>								
Expenditures								
Operating	238,469	307,164	307,164	500,298	490,431	495,692	501,085	506,612
Capital	169,135	3,988,290	2,813,290	1,492,000	2,156,000	1,251,300	2,075,000	500,000
Contingency	-	10,000	-	10,000	-	-	-	-
Total Expenditures	407,604	4,305,454	3,120,454	2,002,298	2,646,431	1,746,992	2,576,085	1,006,612
Transfers Out								
General Fund	425,334	465,994	465,994	465,313	475,521	485,984	496,708	507,701
SEMS	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Total Transfers Out	455,334	495,994	495,994	495,313	505,521	515,984	526,708	537,701
<b>Total Uses of Funds</b>	862,938	4,801,448	3,616,448	2,497,611	3,151,952	2,262,976	3,102,793	1,544,313
<b>Ending Fund Balance</b>	\$ 6,438,796	3,040,157	4,742,348	4,134,237	2,812,820	2,373,379	1,110,216	1,417,810



City of Flagstaff  
Economic Development Fund  
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 964,615	689,545	776,391	295,099	176,723	162,053	147,081	135,284
Revenues								
BBB Tax	840,050	876,375	864,500	886,113	859,529	859,529	868,124	876,806
Investment Earnings	18,612	7,486	15,730	4,869	2,916	2,674	2,427	2,232
Miscellaneous	366,188	431,246	393,672	419,804	432,170	444,584	452,046	459,557
Total Revenues	1,224,850	1,315,107	1,273,902	1,310,786	1,294,615	1,306,787	1,322,597	1,338,595
Transfers In								
General Fund	207,500	208,000	208,000	247,000	247,000	247,000	247,000	247,000
Total Transfers In	207,500	208,000	208,000	247,000	247,000	247,000	247,000	247,000
<b>Total Sources of Funds</b>	2,396,965	2,212,652	2,258,293	1,852,885	1,718,338	1,715,840	1,716,678	1,720,879
<b>Uses of Funds</b>								
Expenditures								
Operating	927,763	1,293,249	1,270,249	1,040,317	962,047	976,639	991,606	1,006,953
Contingency	-	90,000	-	45,000	-	-	-	-
Total Expenditures	927,763	1,383,249	1,270,249	1,085,317	962,047	976,639	991,606	1,006,953
Debt Service								
Debt Service	249,054	249,188	249,188	247,088	250,481	248,363	246,031	248,381
Total Debt Service	249,054	249,188	249,188	247,088	250,481	248,363	246,031	248,381
Transfers Out								
General Fund	443,757	443,757	443,757	343,757	343,757	343,757	343,757	211,000
Total Transfers Out	443,757	443,757	443,757	343,757	343,757	343,757	343,757	211,000
<b>Total Uses of Funds</b>	1,620,574	2,076,194	1,963,194	1,676,162	1,556,285	1,568,759	1,581,394	1,466,334
<b>Ending Fund Balance</b>	\$ 776,391	136,458	295,099	176,723	162,053	147,081	135,284	254,545

City of Flagstaff  
Tourism Fund  
Five Year Plan 2021-2025

Schedule K: Five-Year Plans

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 1,389,303	1,188,790	1,287,777	918,664	466,387	560,354	604,238	623,906
Revenues								
BBB Tax	2,652,694	2,767,500	2,730,000	2,798,250	2,714,303	2,714,303	2,741,446	2,768,860
Retail Sales	74,733	89,227	118,706	119,893	121,092	122,303	123,526	124,761
Investment Earnings	27,019	5,944	25,727	4,593	2,332	2,802	3,021	3,120
Miscellaneous	32,355	27,438	27,438	13,774	13,912	14,051	14,192	14,334
Total Revenues	2,786,801	2,890,109	2,901,871	2,936,510	2,851,639	2,853,459	2,882,185	2,911,075
<b>Total Sources of Funds</b>	4,176,104	4,078,899	4,189,648	3,855,174	3,318,026	3,413,813	3,486,423	3,534,981
<b>Uses of Funds</b>								
Expenditures								
Operating	2,622,396	3,049,676	3,049,676	3,103,717	2,602,602	2,654,505	2,707,447	2,761,446
Capital	29,623	-	-	80,000	-	-	-	-
Contingency	-	50,000	-	50,000	-	-	-	-
Total Expenditures	2,652,019	3,099,676	3,049,676	3,233,717	2,602,602	2,654,505	2,707,447	2,761,446
Transfers Out								
Library	66,500	66,500	66,500	66,500	66,500	66,500	66,500	66,500
General Fund	106,238	31,238	31,238	25,000	25,000	25,000	25,000	25,000
Solid Waste	63,570	63,570	63,570	63,570	63,570	63,570	63,570	63,570
Airport	-	60,000	60,000	-	-	-	-	-
Total Transfers Out	236,308	221,308	221,308	155,070	155,070	155,070	155,070	155,070
<b>Total Uses of Funds</b>	2,888,327	3,320,984	3,270,984	3,388,787	2,757,672	2,809,575	2,862,517	2,916,516
<b>Ending Fund Balance</b>	\$ 1,287,777	757,915	918,664	466,387	560,354	604,238	623,906	618,465

Council Review Draft  
Annual Financial Plan

City of Flagstaff  
Arts and Science Fund  
Five Year Plan 2021-2025

Schedule K: Five-Year Plans

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 712,761	837,797	868,415	731,230	500,795	155,940	132,444	138,879
Revenues								
BBB Tax	662,725	691,875	682,500	699,563	678,576	678,576	685,361	692,215
Investment Earnings	13,399	4,000	15,751	4,000	3,000	1,000	1,000	1,000
Miscellaneous	( 2,837)	-	-	-	-	-	-	-
Total Revenues	673,287	695,875	698,251	703,563	681,576	679,576	686,361	693,215
<b>Total Sources of Funds</b>	1,386,048	1,533,672	1,566,666	1,434,793	1,182,371	835,516	818,805	832,094
<b>Uses of Funds</b>								
Expenditures								
Operating	492,633	496,936	496,936	562,998	533,431	544,072	554,926	565,997
Capital	25,000	711,500	338,500	361,000	493,000	159,000	125,000	10,000
Contingency	-	10,000	-	10,000	-	-	-	-
Total Expenditures	517,633	1,218,436	835,436	933,998	1,026,431	703,072	679,926	575,997
<b>Total Uses of Funds</b>	517,633	1,218,436	835,436	933,998	1,026,431	703,072	679,926	575,997
<b>Ending Fund Balance</b>	\$ 868,415	315,236	731,230	500,795	155,940	132,444	138,879	256,097

City of Flagstaff  
Recreation Fund - BBB  
Five Year Plan 2021-2025

Schedule K: Five-Year Plans

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 1,421,225	944,850	834,110	471,020	1,010,898	1,173,598	1,529,043	1,866,127
Revenues								
Taxes	2,917,785	3,044,250	3,003,000	3,078,075	2,985,733	2,985,733	3,015,590	3,045,746
Investment Earnings	27,752	5,000	11,000	2,000	5,000	6,000	8,000	9,000
Miscellaneous	( 12,457)	-	-	-	-	-	-	-
Total Revenues	2,933,080	3,049,250	3,014,000	3,080,075	2,990,733	2,991,733	3,023,590	3,054,746
<b>Total Sources of Funds</b>	4,354,305	3,994,100	3,848,110	3,551,095	4,001,631	4,165,331	4,552,633	4,920,873
<b>Uses of Funds</b>								
Expenditures								
Operating	47,338	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Capital	990,971	469,264	242,202	-	-	-	-	-
Total Expenditures	1,038,309	476,764	249,702	7,500	7,500	7,500	7,500	7,500
Transfers Out								
General Fund	2,481,886	3,119,888	3,119,888	2,532,697	2,820,533	2,628,788	2,679,007	2,730,731
Sustainability	-	23,000	7,500	-	-	-	-	-
Total Transfers Out	2,481,886	3,142,888	3,127,388	2,532,697	2,820,533	2,628,788	2,679,007	2,730,731
<b>Total Uses of Funds</b>	3,520,195	3,619,652	3,377,090	2,540,197	2,828,033	2,636,288	2,686,507	2,738,231
<b>Ending Fund Balance</b>	\$ 834,110	374,448	471,020	1,010,898	1,173,598	1,529,043	1,866,127	2,182,641



City of Flagstaff  
Parking District Fund  
Five Year Plan 2021-2025

Schedule K: Five-Year Plans

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 613,110	935,686	1,156,912	811,332	1,059,285	1,482,814	1,930,680	2,403,746
Revenues								
Parking	1,501,662	1,466,434	1,520,000	1,542,600	1,514,448	1,542,037	1,570,178	1,598,882
Investment Earnings	17,063	14,000	18,000	12,200	15,900	22,200	29,000	36,100
Total Revenues	1,518,725	1,480,434	1,538,000	1,554,800	1,530,348	1,564,237	1,599,178	1,634,982
<b>Total Sources of Funds</b>	2,131,835	2,416,120	2,694,912	2,366,132	2,589,633	3,047,051	3,529,858	4,038,728
<b>Uses of Funds</b>								
Expenditures								
Operating	648,384	855,129	855,129	818,226	826,346	834,628	843,077	851,694
Indirect	10,874	51,548	51,548	62,203	63,447	64,716	66,010	67,331
Capital	7,941	726,148	765,527	188,043	105,000	105,000	105,000	105,000
Contingency	-	30,000	-	30,000	-	-	-	-
Total Expenditures	667,199	1,662,825	1,672,204	1,098,472	994,793	1,004,344	1,014,087	1,024,024
Debt Service								
Debt Service	115,025	115,026	115,026	112,026	112,026	112,026	112,026	112,026
Total Debt Service	115,025	115,026	115,026	112,026	112,026	112,026	112,026	112,026
Transfers Out								
General Fund	192,699	96,350	96,350	96,349	-	-	-	-
Total Transfers Out	192,699	96,350	96,350	96,349	-	-	-	-
<b>Total Uses of Funds</b>	974,923	1,874,201	1,883,580	1,306,847	1,106,819	1,116,370	1,126,113	1,136,050
<b>Ending Fund Balance</b>	\$ 1,156,912	541,919	811,332	1,059,285	1,482,814	1,930,680	2,403,746	2,902,677

City of Flagstaff  
General Obligation Bond Fund  
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ -	-	-	-	-	-	-	-
Transfers In								
Secondary Property Tax	7,074,350	7,715,047	7,020,714	7,378,336	7,389,302	7,447,497	5,604,683	3,623,117
Total Transfers In	7,074,350	7,715,047	7,020,714	7,378,336	7,389,302	7,447,497	5,604,683	3,623,117
<b>Total Sources of Funds</b>	7,074,350	7,715,047	7,020,714	7,378,336	7,389,302	7,447,497	5,604,683	3,623,117
<b>Uses of Funds</b>								
Debt Service								
Debt Service	7,074,350	7,715,047	7,020,714	7,378,336	7,389,302	7,447,497	5,604,683	3,623,117
Total Debt Service	7,074,350	7,715,047	7,020,714	7,378,336	7,389,302	7,447,497	5,604,683	3,623,117
<b>Total Uses of Funds</b>	7,074,350	7,715,047	7,020,714	7,378,336	7,389,302	7,447,497	5,604,683	3,623,117
<b>Ending Fund Balance</b>	\$ -	-	-	-	-	-	-	-

City of Flagstaff  
Secondary Property Tax Fund  
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 7,149,254	6,831,341	6,879,666	7,161,388	7,489,942	7,698,875	5,769,216	3,633,131
Revenues								
Secondary Property Taxes	6,747,904	7,268,436	7,268,436	7,670,890	7,561,235	5,479,838	3,439,598	3,644,406
Investment Earnings	56,858	34,000	34,000	36,000	37,000	38,000	29,000	18,000
Total Revenues	6,804,762	7,302,436	7,302,436	7,706,890	7,598,235	5,517,838	3,468,598	3,662,406
<b>Total Sources of Funds</b>	13,954,016	14,133,777	14,182,102	14,868,278	15,088,177	13,216,713	9,237,814	7,295,537
<b>Uses of Funds</b>								
Transfers Out								
GO Bonds	7,074,350	7,715,047	7,020,714	7,378,336	7,389,302	7,447,497	5,604,683	3,623,117
Total Transfers Out	7,074,350	7,715,047	7,020,714	7,378,336	7,389,302	7,447,497	5,604,683	3,623,117
<b>Total Uses of Funds</b>	7,074,350	7,715,047	7,020,714	7,378,336	7,389,302	7,447,497	5,604,683	3,623,117
<b>Ending Fund Balance</b>	\$ 6,879,666	6,418,730	7,161,388	7,489,942	7,698,875	5,769,216	3,633,131	3,672,420

City of Flagstaff  
Special Assessment Bond Fund  
Five Year Plan 2021-2025

Schedule K: Five-Year Plans

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 2,191,277	114,060	121,390	122,509	-	-	-	-
Revenues								
Investment Earnings	9,330	1,000	1,119	-	-	-	-	-
Total Revenues	9,330	1,000	1,119	-	-	-	-	-
<b>Total Sources of Funds</b>	2,200,607	115,060	122,509	122,509	-	-	-	-
<b>Uses of Funds</b>								
Debt Service								
Debt Service	2,079,217	-	-	-	-	-	-	-
Total Debt Service	2,079,217	-	-	-	-	-	-	-
Transfers Out								
General Fund	-	-	-	122,509	-	-	-	-
Total Transfers Out	-	-	-	122,509	-	-	-	-
<b>Total Uses of Funds</b>	2,079,217	-	-	122,509	-	-	-	-
<b>Ending Fund Balance</b>	\$ 121,390	115,060	122,509	-	-	-	-	-



City of Flagstaff  
Perpetual Care Fund  
Five Year Plan 2021-2025

Schedule K: Five-Year Plans

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 297,325	309,349	329,544	343,434	357,560	371,926	386,537	401,397
Revenues								
Contributions	26,460	9,690	9,690	9,884	10,082	10,284	10,490	10,700
Investment Earnings	5,759	3,225	4,200	4,242	4,284	4,327	4,370	4,414
Total Revenues	32,219	12,915	13,890	14,126	14,366	14,611	14,860	15,114
<b>Total Sources of Funds</b>	329,544	322,264	343,434	357,560	371,926	386,537	401,397	416,511
<b>Uses of Funds</b>								
Expenditures								
Operating	-	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-	-
<b>Total Uses of Funds</b>	-	-	-	-	-	-	-	-
<b>Ending Fund Balance</b>	\$ 329,544	322,264	343,434	357,560	371,926	386,537	401,397	416,511

City of Flagstaff  
Capital Projects Fund  
Non-GO Bond Funded Projects  
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 3,056,415	1,092,415	1,502,733	597,306	443,821	445,821	447,821	449,821
Revenues								
Real Estate Proceeds	-	-	-	2,000,000	-	-	-	-
Investment Earnings	46,116	-	12,000	3,000	2,000	2,000	2,000	2,000
Other Financing Sources	-	26,000,000	26,000,000	-	10,000,000	-	10,000,000	10,000,000
Total Revenues	46,116	26,000,000	26,012,000	2,003,000	10,002,000	2,000	10,002,000	10,002,000
Transfers In								
General Fund	520,000	325,000	325,000	523,092	-	-	-	-
Total Transfers In	520,000	325,000	325,000	523,092	-	-	-	-
<b>Total Sources of Funds</b>	3,622,531	27,417,415	27,839,733	3,123,398	10,445,821	447,821	10,449,821	10,451,821
<b>Uses of Funds</b>								
Expenditures								
Capital	2,117,798	27,173,377	27,242,427	2,679,502	10,000,000	-	10,000,000	10,000,000
Total Expenditures	2,117,798	27,173,377	27,242,427	2,679,502	10,000,000	-	10,000,000	10,000,000
Transfers Out								
General Fund	2,000	2,000	-	75	-	-	-	-
Total Transfers In	2,000	2,000	-	75	-	-	-	-
<b>Total Uses of Funds</b>	2,119,798	27,175,377	27,242,427	2,679,577	10,000,000	-	10,000,000	10,000,000
<b>Ending Fund Balance</b>	\$ 1,502,733	242,038	597,306	443,821	445,821	447,821	449,821	451,821

City of Flagstaff  
Capital Projects Fund  
GO Bond Funded Projects  
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 2,780,469	6,631,532	(221,898)	267,810	-	-	-	-
Revenues								
Intergovernmental	42,428	189,000	189,000	700,000	-	-	-	-
Investment Earnings	68,767	10,000	35,000	-	-	-	-	-
Other Financing Sources	-	2,000,000	6,000,000	-	-	-	-	-
Total Revenues	111,195	2,199,000	6,224,000	700,000	-	-	-	-
Transfers In								
General Fund	387,000	-	-	-	-	-	-	-
HURF	-	250,000	250,000	100,000	-	-	-	-
Total Transfers In	387,000	250,000	250,000	100,000	-	-	-	-
<b>Total Sources of Funds</b>	3,278,664	9,080,532	6,252,102	1,067,810	-	-	-	-
<b>Uses of Funds</b>								
Expenditures								
Operating	3,272,350	6,357,188	3,261,018	893,937	-	-	-	-
Capital	228,212	2,723,344	2,723,274	173,873	-	-	-	-
Total Expenditures	3,500,562	9,080,532	5,984,292	1,067,810	-	-	-	-
<b>Total Uses of Funds</b>	3,500,562	9,080,532	5,984,292	1,067,810	-	-	-	-
<b>Ending Fund Balance</b>	\$ (221,898)	-	267,810	-	-	-	-	-

City of Flagstaff  
Water Services Fund  
Five Year Plan 2021-2025

Schedule K: Five-Year Plans

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 31,628,760	41,983,159	41,160,099	23,179,301	21,984,234	20,411,399	21,600,428	22,289,988
Revenues								
Water	16,131,968	17,489,681	16,711,562	17,154,895	17,519,635	17,693,785	17,869,678	18,047,329
Wastewater	10,177,011	10,481,971	10,677,737	11,043,546	11,153,935	11,265,430	11,378,038	11,491,773
Reclaimed Water	918,324	1,034,578	1,034,578	1,036,539	1,046,439	1,046,439	1,046,439	1,046,439
Capacity Fees	3,224,300	4,299,000	3,415,000	3,030,400	3,030,400	3,333,440	3,666,784	3,776,788
Investment Earnings	597,490	381,607	786,548	181,620	109,920	102,057	108,002	111,450
Lease Proceeds	2,502	5,150	5,150	5,150	5,150	5,150	5,150	5,150
Rebate Revenues	85,790	-	-	-	-	-	-	-
Miscellaneous	33,730	-	(103,000)	800,000	-	-	-	-
Other Financing Sources	9,606,068	-	-	-	8,350,000	7,000,000	1,500,000	3,000,000
<b>Total Revenues</b>	<b>40,777,183</b>	<b>33,691,987</b>	<b>32,527,575</b>	<b>33,252,150</b>	<b>41,215,479</b>	<b>40,446,301</b>	<b>35,574,091</b>	<b>37,478,929</b>
Transfers In								
Wastewater	1,104,952	1,226,799	1,208,298	1,720,972	1,342,706	1,396,406	1,242,257	1,473,302
Reclaimed Water	35,789	45,425	44,445	149,870	70,747	40,587	166,114	40,174
Stormwater	7,596	6,919	6,919	7,033	7,146	7,260	7,373	7,487
<b>Total Transfers In</b>	<b>1,148,337</b>	<b>1,279,143</b>	<b>1,259,662</b>	<b>1,877,875</b>	<b>1,420,599</b>	<b>1,444,253</b>	<b>1,415,744</b>	<b>1,520,963</b>
<b>Total Sources of Funds</b>	<b>73,554,280</b>	<b>76,954,289</b>	<b>74,947,336</b>	<b>58,309,326</b>	<b>64,620,312</b>	<b>62,301,953</b>	<b>58,590,263</b>	<b>61,289,880</b>
<b>Uses of Funds</b>								
Expenditures								
Operating	14,098,422	16,087,982	16,087,982	15,831,866	14,765,900	14,982,900	15,203,800	15,428,100
Indirect	2,341,900	2,413,796	2,413,796	2,471,166	2,495,900	2,520,900	2,546,100	2,571,500
Capital	10,872,148	29,062,335	26,712,918	11,007,815	20,185,000	16,015,000	11,560,000	11,910,000
Contingency	61,119	1,850,000	-	1,850,000	-	-	-	-
<b>Total Expenditures</b>	<b>27,373,589</b>	<b>49,414,113</b>	<b>45,214,696</b>	<b>31,160,847</b>	<b>37,446,800</b>	<b>33,518,800</b>	<b>29,309,900</b>	<b>29,909,600</b>
Debt Service								
Debt Service	3,779,851	3,622,779	5,214,371	3,211,156	5,266,413	5,663,485	5,499,757	5,354,396
<b>Total Debt Service</b>	<b>3,779,851</b>	<b>3,622,779</b>	<b>5,214,371</b>	<b>3,211,156</b>	<b>5,266,413</b>	<b>5,663,485</b>	<b>5,499,757</b>	<b>5,354,396</b>



City of Flagstaff  
Water Services Fund  
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Transfers Out								
Water	\$ 1,140,741	1,272,224	1,252,743	1,870,842	1,413,453	1,436,993	1,408,371	1,513,476
RR&SS	100,000	-	-	-	-	-	-	-
General Fund	-	86,225	86,225	82,247	82,247	82,247	82,247	82,247
Total Transfers Out	1,240,741	1,358,449	1,338,968	1,953,089	1,495,700	1,519,240	1,490,618	1,595,723
<b>Total Uses of Funds</b>	32,394,181	54,395,341	51,768,035	36,325,092	44,208,913	40,701,525	36,300,275	36,859,719
<b>Ending Fund Balance</b>	\$ 41,160,099	22,558,948	23,179,301	21,984,234	20,411,399	21,600,428	22,289,988	24,430,161

City of Flagstaff  
Stormwater Fund  
Five Year Plan 2021-2025

Schedule K: Five-Year Plans

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 1,562,700	2,741,254	3,120,318	1,993,047	2,229,719	2,988,671	4,013,846	3,966,182
Revenues								
Intergovernmental	9,415	200,000	172,426	459,180	-	-	-	-
Stormwater	2,618,212	4,213,381	4,213,381	4,213,624	4,213,867	4,256,000	4,298,567	4,341,548
User Fees	47,908	27,145	37,430	27,824	28,519	29,232	29,962	30,711
Permits	1,131	871	871	893	915	938	961	985
Investment Earnings	29,542	35,187	47,706	9,965	11,149	14,943	20,069	19,831
Other Financing Sources	-	18,000,000	-	18,000,000	18,000,000	-	-	-
Total Revenues	2,706,208	22,476,584	4,471,814	22,711,486	22,254,450	4,301,113	4,349,559	4,393,075
Transfers In								
General Fund	1,133,314	1,531,502	-	-	-	-	-	-
Total Transfers In	1,133,314	1,531,502	-	-	-	-	-	-
<b>Total Sources of Funds</b>	5,402,222	26,749,340	7,592,132	24,704,533	24,484,169	7,289,784	8,363,405	8,359,257
<b>Uses of Funds</b>								
Expenditures								
Operating	692,123	893,662	908,163	1,095,759	962,589	988,896	1,015,948	1,043,768
Indirect	129,624	142,584	142,584	156,842	160,763	164,782	168,902	173,125
Capital	1,212,511	23,148,445	4,268,455	20,315,180	19,125,000	275,000	725,000	975,000
Debt Service	-	600,000	-	600,000	1,240,000	1,840,000	2,480,000	2,480,000
Contingency	-	300,000	-	300,000	-	-	-	-
Total Expenditures	2,034,258	25,084,691	5,319,202	22,467,781	21,488,352	3,268,678	4,389,850	4,671,893
Transfers Out								
Drinking Water	7,596	6,919	6,919	7,033	7,146	7,260	7,373	7,487
HURF	240,050	272,964	272,964	-	-	-	-	-
Total Transfers Out	247,646	279,883	279,883	7,033	7,146	7,260	7,373	7,487
<b>Total Uses of Funds</b>	2,281,904	25,364,574	5,599,085	22,474,814	21,495,498	3,275,938	4,397,223	4,679,380
<b>Ending Fund Balance</b>	\$ 3,120,318	1,384,766	1,993,047	2,229,719	2,988,671	4,013,846	3,966,182	3,679,877

City of Flagstaff  
Solid Waste Fund  
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 19,424,352	19,923,893	21,250,407	20,930,743	16,989,927	14,335,860	15,884,887	16,565,029
Revenues								
Solid Waste	11,583,513	11,833,542	11,619,382	12,368,625	12,706,247	13,069,153	13,713,146	14,195,350
Investment Earnings	430,023	402,730	439,804	449,292	319,820	425,217	358,948	397,692
Miscellaneous	31,148	-	600	-	840,000	840,000	-	-
Total Revenues	12,044,684	12,236,272	12,059,786	12,817,917	13,866,067	14,334,370	14,072,094	14,593,042
Transfers In								
Tourism	63,570	63,570	63,570	63,570	63,570	63,570	63,570	63,570
Total Transfers In	63,570	63,570	63,570	63,570	63,570	63,570	63,570	63,570
<b>Total Sources of Funds</b>	31,532,606	32,223,735	33,373,763	33,812,230	30,919,564	28,733,800	30,020,551	31,221,641
<b>Uses of Funds</b>								
Expenditures								
Operating	8,828,854	9,001,135	8,749,302	9,300,629	8,982,194	9,161,837	9,345,075	9,531,976
Indirect Costs	1,119,682	1,211,691	1,211,691	1,224,444	1,255,055	1,286,431	1,318,592	1,351,557
Capital	101,151	3,192,494	2,004,994	5,320,000	5,865,000	1,920,000	2,466,940	2,150,000
Contingency	-	500,000	-	500,000	-	-	-	-
Total Expenditures	10,049,687	13,905,320	11,965,987	16,345,073	16,102,249	12,368,268	13,130,607	13,033,533
Debt Service	227,834	214,969	372,355	377,230	379,455	376,605	218,794	220,719
Transfers Out:								
General Fund	4,678	4,678	4,678	-	-	-	-	-
SEMS	-	100,000	100,000	100,000	102,000	104,040	106,121	108,243
Total Transfers Out	4,678	104,678	104,678	100,000	102,000	104,040	106,121	108,243
<b>Total Uses of Funds</b>	10,282,199	14,224,967	12,443,020	16,822,303	16,583,704	12,848,913	13,455,522	13,362,495
<b>Ending Fund Balance</b>	\$ 21,250,407	17,998,768	20,930,743	16,989,927	14,335,860	15,884,887	16,565,029	17,859,146

City of Flagstaff  
Sustainability and Environmental Management Fund  
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 354,955	420,962	430,457	377,568	579,636	802,945	1,029,028	1,257,917
Revenues								
Environmental Management	1,019,502	1,060,738	1,021,376	1,041,804	1,062,640	1,083,893	1,105,571	1,127,682
Intergovernmental	55,020	40,000	40,000	40,000	-	-	-	-
Investment Earnings	7,318	3,130	3,130	3,177	3,225	3,273	3,322	3,372
Miscellaneous	9	530	530	3,041	3,102	3,164	3,227	3,292
Total Revenues	1,081,849	1,104,398	1,065,036	1,088,022	1,068,967	1,090,330	1,112,120	1,134,346
Transfers In								
General Fund	-	114,703	114,703	183,678	188,087	192,606	197,238	201,986
FUTS	-	75,000	-	-	-	-	-	-
Beautification	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Recreation - BBB	-	23,000	7,500	-	-	-	-	-
Solid Waste	-	100,000	100,000	100,000	101,081	102,162	103,243	104,324
Total Transfers In	30,000	342,703	252,203	313,678	319,168	324,768	330,481	336,310
<b>Total Sources of Funds</b>	1,466,804	1,868,063	1,747,696	1,779,268	1,967,771	2,218,043	2,471,629	2,728,573
<b>Uses of Funds</b>								
Expenditures								
Operating	738,604	1,035,369	907,369	995,347	986,184	1,005,907	1,026,026	1,046,546
Indirect	154,576	170,034	170,034	187,037	178,642	183,108	187,686	192,378
Capital	47,020	163,500	73,000	-	-	-	-	-
Contingency	-	30,000	-	30,000	-	-	-	-
Total Expenditures	940,200	1,398,903	1,150,403	1,212,384	1,164,826	1,189,015	1,213,712	1,238,924
Transfers Out								
General Fund	96,147	219,725	219,725	-	-	-	-	-
Total Transfers Out	96,147	219,725	219,725	-	-	-	-	-
<b>Total Uses of Funds</b>	1,036,347	1,618,628	1,370,128	1,212,384	1,164,826	1,189,015	1,213,712	1,238,924
<b>Ending Fund Balance</b>	\$ 430,457	249,435	377,568	566,884	802,945	1,029,028	1,257,917	1,489,649



City of Flagstaff  
Airport Fund  
Five Year Plan 2021-2025

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 623,614	461,435	331,991	410,854	799,876	908,697	1,393,061	1,082,733
Revenues								
Intergovernmental	79,847	6,056,487	4,737,905	1,432,500	9,542,400	832,120	15,152,080	5,005,300
Airport	1,742,089	1,671,491	1,955,235	2,067,324	2,085,121	2,116,588	2,148,537	2,180,994
Passenger Facility Charges	379,130	411,350	480,000	480,000	480,000	480,000	480,000	480,000
Parking	-	133,351	-	-	-	-	-	-
Sale of Real Property (Land)	-	-	-	853,994	-	-	-	-
Investment Earnings	12,940	1,500	300	1,500	1,500	1,500	1,500	1,500
Miscellaneous	(619)	3,080	1,000	1,000	1,000	1,000	1,000	1,000
Other Financing Sources	-	1,300,000	-	2,500,000	-	-	-	-
<b>Total Revenues</b>	<b>2,213,387</b>	<b>9,577,259</b>	<b>7,174,440</b>	<b>7,336,318</b>	<b>12,110,021</b>	<b>3,431,208</b>	<b>17,783,117</b>	<b>7,668,794</b>
Transfers In								
General Fund	324,540	712,000	1,087,000	516,114	427,425	427,425	427,425	312,425
Tourism - BBB	-	60,000	60,000	-	-	-	-	-
<b>Total Transfers In</b>	<b>324,540</b>	<b>772,000</b>	<b>1,147,000</b>	<b>516,114</b>	<b>427,425</b>	<b>427,425</b>	<b>427,425</b>	<b>312,425</b>
<b>Total Sources of Funds</b>	<b>3,161,541</b>	<b>10,810,694</b>	<b>8,653,431</b>	<b>8,263,286</b>	<b>13,337,322</b>	<b>4,767,330</b>	<b>19,603,603</b>	<b>9,063,952</b>
<b>Uses of Funds</b>								
Expenditures								
Operating	1,743,138	2,751,574	2,789,223	1,854,847	1,855,739	1,892,854	1,930,713	1,969,319
Indirect Costs	307,659	302,575	302,575	332,833	341,150	349,679	358,421	367,382
Capital	547,017	7,329,113	4,822,043	4,090,000	10,000,000	900,000	16,000,000	5,500,000
Contingency	-	100,000	97,000	953,994	-	-	-	-
<b>Total Expenditures</b>	<b>2,597,814</b>	<b>10,483,262</b>	<b>8,010,841</b>	<b>7,231,674</b>	<b>12,196,889</b>	<b>3,142,533</b>	<b>18,289,134</b>	<b>7,836,701</b>
Debt Service								
Bonds								
Leases/Loans	231,736	231,736	231,736	231,736	231,736	231,736	231,736	115,868
<b>Total Debt Service</b>	<b>231,736</b>	<b>231,736</b>	<b>231,736</b>	<b>231,736</b>	<b>231,736</b>	<b>231,736</b>	<b>231,736</b>	<b>115,868</b>
<b>Total Expenditures</b>	<b>2,829,550</b>	<b>10,714,998</b>	<b>8,242,577</b>	<b>7,463,410</b>	<b>12,428,625</b>	<b>3,374,269</b>	<b>18,520,870</b>	<b>7,952,569</b>
<b>Total Uses of Funds</b>	<b>2,829,550</b>	<b>10,714,998</b>	<b>8,242,577</b>	<b>7,463,410</b>	<b>12,428,625</b>	<b>3,374,269</b>	<b>18,520,870</b>	<b>7,952,569</b>
<b>Ending Fund Balance</b>	<b>\$ 331,991</b>	<b>95,696</b>	<b>410,854</b>	<b>799,876</b>	<b>908,697</b>	<b>1,393,061</b>	<b>1,082,733</b>	<b>1,111,383</b>

City of Flagstaff  
Flagstaff Housing Authority  
Five Year Plan 2021-2025

	Actual 2018 - 2019	Budget 2019 - 2020	Estimate 2019 - 2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Sources of Funds</b>								
Beginning Fund Balance	\$ 995,564	932,499	1,452,415	1,600,487	1,736,873	1,932,347	2,193,958	2,525,305
Revenues								
Intergovernmental	5,322,044	6,757,401	5,756,151	8,532,570	6,154,756	6,265,848	6,379,072	6,494,470
Rents and Other Tenant Income	1,387,251	1,375,000	1,375,000	1,447,000	1,461,470	1,534,544	1,611,271	1,691,835
Miscellaneous	627,542	438,021	438,021	397,698	401,675	405,692	409,749	413,845
Total Revenue	7,336,837	8,570,422	7,569,172	10,377,268	8,017,901	8,206,084	8,400,092	8,600,150
Transfers In								
General Fund	33,200	53,200	70,463	-	40,700	40,700	40,700	40,700
Total Transfers In	33,200	53,200	70,463	-	40,700	40,700	40,700	40,700
<b>Total Sources of Funds</b>	8,365,601	9,556,121	9,092,050	11,977,755	9,795,474	10,179,131	10,634,750	11,166,155
<b>Uses of Funds</b>								
Departments								
Low Income Public Housing	1,959,396	2,029,390	2,029,390	2,114,759	2,135,712	2,156,937	2,178,507	2,200,292
Section 8, MRO, SRO and VASH	4,428,071	4,432,026	4,432,026	4,635,104	4,724,149	4,814,938	4,907,506	5,001,890
Non-HUD Program	36,871	62,126	62,126	58,071	58,651	59,237	59,829	60,427
FHC Pass Thru	367,360	338,021	338,021	291,698	294,615	297,561	300,537	303,541
Contingency	-	1,001,250	-	1,001,250	-	-	-	-
Total Expenditures	6,791,698	7,862,813	6,861,563	8,100,882	7,213,127	7,328,673	7,446,379	7,566,150
Capital Expenditures	121,488	630,000	630,000	2,140,000	650,000	656,500	663,065	669,696
<b>Total Uses of Funds</b>	6,913,186	8,492,813	7,491,563	10,240,882	7,863,127	7,985,173	8,109,444	8,235,846
<b>Ending Fund Balance</b>	\$ 1,452,415	1,063,308	1,600,487	1,736,873	1,932,347	2,193,958	2,525,305	2,930,309

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

The **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.

<b>Division: 011 - City Manager</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 1,175,235	\$ 1,579,018	\$ 1,579,018	\$ 1,506,217	\$ (72,801)
Contractuals	346,748	378,111	378,111	449,466	71,355
Commodities	42,308	21,946	21,946	18,946	(3,000)
Capital	7,000	-	-	-	-
<b>Total</b>	<b>\$ 1,571,291</b>	<b>\$ 1,979,075</b>	<b>\$ 1,979,075</b>	<b>\$ 1,974,629</b>	<b>\$ (4,446)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 819,930	\$ 1,196,987	\$ 1,196,987	\$ 1,172,063	\$ (24,924)
Disability Awareness	13	-	-	-	-
Public Information	46,540	55,700	55,700	-	(55,700)
Customer Service	26,411	27,690	27,690	27,190	(500)
Property Management	128,518	-	-	-	-
City Clerk	303,028	367,354	367,354	344,986	(22,368)
Elections	147,941	150,000	150,000	260,000	110,000
Minimum Wage Compliance	98,910	111,422	111,422	24,800	(86,622)
Indigenous	-	69,922	69,922	87,690	17,768
Neighborhood Liaison	-	-	-	32,900	32,900
	-	-	-	25,000	25,000
<b>Total</b>	<b>\$ 1,571,291</b>	<b>\$ 1,979,075</b>	<b>\$ 1,979,075</b>	<b>\$ 1,974,629</b>	<b>\$ (4,446)</b>
<b>Source of Funding:</b>					
General Fund				\$ 1,605,160	
Library Fund				61,314	
Highway User Revenue Fund				44,586	
Transportation Fund				1,450	
Parking District Fund				6,531	
Water Services Fund				146,047	
Stormwater Fund				8,786	
Solid Waste Fund				70,632	
SEMS Fund				9,206	
Airport Fund				20,917	
				<b>\$ 1,974,629</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	1	0	0	0	0
Assistant to City Manager	1	0	0	0	0
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	0	0	0
Coordinator of Indigenous Initiatives	0	0	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
Labor Standards Manager	1	1	0	0	0
Management Analyst	0	2	2	(2)	0
Public Affairs Director	0	0	1	0	1
Public Policy Analyst	0	0	0	2	2
Real Estate Manager	1	0	0	0	0
Senior Executive Assistant	0	0	1	0	1
<b>Total</b>	<b>12</b>	<b>11</b>	<b>12</b>	<b>0</b>	<b>12</b>



<b>Division: 013 - Risk Management</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 188,692	\$ 197,154	\$ 197,154	\$ 202,737	\$ 5,583
Contractuals	9,295	24,461	24,461	23,693	(768)
Commodities	4,195	5,066	5,066	3,741	(1,325)
<b>Total</b>	<b>\$ 202,182</b>	<b>\$ 226,681</b>	<b>\$ 226,681</b>	<b>\$ 230,171</b>	<b>\$ 3,490</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 202,182	\$ 226,681	\$ 226,681	\$ 230,171	\$ 3,490
<b>Total</b>	<b>\$ 202,182</b>	<b>\$ 226,681</b>	<b>\$ 226,681</b>	<b>\$ 230,171</b>	<b>\$ 3,490</b>
<b>Source of Funding:</b>					
General Fund				\$ 160,095	
Library Fund				11,854	
Highway User Revenue Fund				8,867	
Transportation Fund				1,209	
Parking District Fund				1,596	
Water Services Fund				24,162	
Stormwater Fund				1,350	
Solid Waste Fund				15,454	
SEMS Fund				1,765	
Airport Fund				3,819	
				<b>\$ 230,171</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Risk Management Director	1	1	1	0	1
Risk Management Specialist	1	1	1	0	1
Total	2	2	2	0	2

<b>Section: 170 - Sustainability</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 383,032	\$ 554,261	\$ 554,261	\$ 574,759	\$ 20,498
Contractuals	210,250	253,574	143,574	211,219	(42,355)
Commodities	46,308	87,512	87,512	66,119	(21,393)
Capital	35,059	163,500	73,000	-	(163,500)
Charge To/From	385	-	-	-	-
<b>Total</b>	<b>\$ 675,034</b>	<b>\$ 1,058,847</b>	<b>\$ 858,347</b>	<b>\$ 852,097</b>	<b>\$ (206,750)</b>
<b>Expenditures by Program:</b>					
Sustainability	\$ 419,131	\$ 476,742	\$ 396,742	\$ 487,049	\$ 10,307
Energy Contracts	20,189	60,000	30,000	20,000	(40,000)
Open Space Maintenance-SEMS	99,685	241,953	151,453	125,151	(116,802)
Community Stewards	30,831	42,316	42,316	12,509	(29,807)
Materials Management	16,955	64,446	64,446	141,516	77,070
Climate and Energy	41,223	140,390	140,390	65,872	(74,518)
AFG Observatory Mesa	-	33,000	33,000	-	(33,000)
USDN WAA Adaptation Grant	3,630	-	-	-	-
Picture Canyon Trail	37,321	-	-	-	-
Invasive Plant Program	6,069	-	-	-	-
<b>Total</b>	<b>\$ 675,034</b>	<b>\$ 1,058,847</b>	<b>\$ 858,347</b>	<b>\$ 852,097</b>	<b>\$ (206,750)</b>
<b>Source of Funding:</b>					
SEMS Fund				\$ 852,097	
				\$ 852,097	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Assistant	0	0	0	1	1
Climate and Energy Coordinator	0	0	1	0	1
Climate Engagement Coordinator	0	0	0.49	0	0.49
Materials Management Coordinator	0	0	1	0	1
Open Space Specialist	1	1	1	0	1
Public Works Section Director	1	1	0	0	0
Sustainability Director	0	0	1	0	1
Sustainability Manager	1	1	0	0	0
Sustainability Specialist	2	2	2	0	2
Zero Waste Coordinator	0	1	0	0	0
Total	5	6	6.49	1	7.49

## Human Resources Division Mission

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

<b>Division: 012 - Human Resources</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 798,838	\$ 812,753	\$ 812,753	\$ 883,796	\$ 71,043
Contractuals	48,097	309,744	309,744	33,961	(275,783)
Commodities	58,352	72,473	72,473	52,743	(19,730)
<b>Total</b>	<b>\$ 905,287</b>	<b>\$ 1,194,970</b>	<b>\$ 1,194,970</b>	<b>\$ 970,500</b>	<b>\$ (224,470)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 600,824	\$ 763,666	\$ 763,666	\$ 684,110	\$ (79,556)
Recruitment and Selection	109,146	122,576	122,576	63,866	(58,710)
Benefits	100,065	102,755	102,755	202,508	99,753
Compensation and Classification	76,086	78,026	78,026	700	(77,326)
Employee Training and Counseling	18,776	123,751	123,751	16,120	(107,631)
Diversity Awareness	390	908	908	708	(200)
Disability Awareness	-	3,288	3,288	2,488	(800)
<b>Total</b>	<b>\$ 905,287</b>	<b>\$ 1,194,970</b>	<b>\$ 1,194,970</b>	<b>\$ 970,500</b>	<b>\$ (224,470)</b>
<b>Source of Funding:</b>					
General Fund				\$ 681,362	
Library Fund				65,040	
Highway User Revenue Fund				37,512	
Parking District Fund				8,602	
Water Services Fund				90,980	
Stormwater Fund				6,144	
Solid Waste Fund				57,757	
SEMS Fund				9,204	
Airport Fund				13,899	
				<b>\$ 970,500</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
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	2	0	2
Human Resources Manager	1	1	2	0	2
Human Resources Recruiter	1	1	1	0	1
Human Resources Recruitment Specialist	1	1	0	0	0
Human Resources Supervisor	1	1	0	0	0
Total	10	10	10	0	10



# Information Technology

The mission of the **Information Technology Section** is to support technology infrastructure and resources. Information Technology provides an IT infrastructure to maximize employee productivity and provide clear, concise and accurate data.

<b>Division: 014 - Information Technology</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 1,311,271	\$ 1,547,497	\$ 1,547,497	\$ 1,587,329	\$ 39,832
Contractuals	539,507	757,703	757,703	678,273	(79,430)
Commodities	728,432	945,306	945,306	507,112	(438,194)
Capital	90,393	126,666	126,666	-	(126,666)
<b>Total</b>	<b>\$ 2,669,603</b>	<b>\$ 3,377,172</b>	<b>\$ 3,377,172</b>	<b>\$ 2,772,714</b>	<b>\$ (604,458)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 261,635	\$ 314,079	\$ 314,079	\$ 271,290	\$ (42,789)
Applications	524,012	652,437	652,437	559,749	(92,688)
Systems	193,831	299,108	299,108	185,542	(113,566)
Services	421,314	420,285	420,285	385,109	(35,176)
Network	537,633	581,918	581,918	317,826	(264,092)
GIS	320,109	369,295	369,295	656,135	286,840
Microsoft Settlement	1,456	5,180	5,180	-	(5,180)
IT Non Departmental	409,613	479,582	479,582	264,400	(215,182)
Telecom	-	23,000	23,000	23,000	-
Security	-	232,288	232,288	109,663	(122,625)
<b>Total</b>	<b>\$ 2,669,603</b>	<b>\$ 3,377,172</b>	<b>\$ 3,377,172</b>	<b>\$ 2,772,714</b>	<b>\$ (604,458)</b>
<b>Source of Funding:</b>					
General Fund				\$ 2,036,944	
Library Fund				69,717	
Highway User Revenue Fund				117,986	
Parking District Fund				20,763	
Water Services Fund				274,936	
Stormwater Fund				31,473	
Solid Waste Fund				138,738	
SEMS Fund				30,260	
Airport Fund				51,897	
				<b>\$ 2,772,714</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Division Director	1	0	1	0	1
IT Administrator	3	3	4	0	4
IT Analyst	5	6	4	0	4
IT Director	0	1	0	0	0
IT Information Security Officer	0	0	1	0	1
IT Intern	0.32	0	0	0	0
IT Manager	3	4	4	0	4
IT Specialist	1	1	2	0	2
IT Technician	2	1	1	0	1
Total	15.32	16	17	0	17

## **City Attorney's Division Mission**

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

<b>Division: 015 - City Attorney</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 1,738,538	\$ 1,823,787	\$ 1,823,787	\$ 2,082,808	\$ 259,021
Contractuals	51,538	51,683	51,683	40,905	(10,778)
Commodities	28,398	34,120	34,120	28,794	(5,326)
<b>Total</b>	<b>\$ 1,818,474</b>	<b>\$ 1,909,590</b>	<b>\$ 1,909,590</b>	<b>\$ 2,152,507</b>	<b>\$ 242,917</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 155,231	\$ 158,770	\$ 158,770	\$ 257,156	\$ 98,386
Council and Department Support	950,672	975,936	975,936	1,035,016	59,080
Police Court	712,571	767,884	767,884	854,735	86,851
Victim's Rights Grant	-	7,000	7,000	5,600	(1,400)
<b>Total</b>	<b>\$ 1,818,474</b>	<b>\$ 1,909,590</b>	<b>\$ 1,909,590</b>	<b>\$ 2,152,507</b>	<b>\$ 242,917</b>
<b>Source of Funding:</b>					
General Fund				\$ 1,708,931	
Library Fund				45,839	
Highway User Revenue Fund				47,799	
Transportation Fund				68,819	
Parking District Fund				6,790	
Water Services Fund				145,965	
Stormwater Fund				7,005	
Solid Waste Fund				94,191	
SEMS Fund				7,847	
Airport Fund				19,321	
				<b>\$ 2,152,507</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Assistant	3	0	0	1	1
Administrative Specialist	0	3	3	0	3
Administrative Specialist Lead Worker	1	1	1	0	1
Assistant City Attorney	3	3	3	1	4
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	(1)	0
Legal Executive Assistant	0	0	0	1	1
Senior Assistant City Attorney	4	4	4	0	4
Water Attorney	0	0	1	0	1
Total	15	15	16	2	18



## **Flagstaff Municipal Courts Division Mission**

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

<b>Division: 016 - Municipal Court</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 2,303,041	\$ 2,381,457	\$ 2,381,457	\$ 2,419,027	\$ 37,570
Contractuals	955,020	896,703	879,088	991,322	94,619
Commodities	72,030	74,195	74,195	98,595	24,400
<b>Total</b>	<b>\$ 3,330,091</b>	<b>\$ 3,352,355</b>	<b>\$ 3,334,740</b>	<b>\$ 3,508,944</b>	<b>\$ 156,589</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 841,033	\$ 834,852	\$ 834,852	\$ 917,352	\$ 82,500
Court Services	746,259	753,316	753,316	790,639	37,323
Record Management	60,421	93,924	83,309	64,337	(29,587)
Court Enforcement	443,183	438,663	438,663	479,384	40,721
Warrant Division	414,879	381,473	381,473	340,658	(40,815)
Court Operations	261,589	288,341	281,341	335,712	47,371
Judicial Services	560,219	561,786	561,786	580,862	19,076
CSI Grant	2,508	-	-	-	-
<b>Total</b>	<b>\$ 3,330,091</b>	<b>\$ 3,352,355</b>	<b>\$ 3,334,740</b>	<b>\$ 3,508,944</b>	<b>\$ 156,589</b>
<b>Source of Funding:</b>					
General Fund				\$ 3,508,944	
				<b>\$ 3,508,944</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Assistant	2	3	3	0	3
Administrative Assistant (Temp)	1	0	0	0	0
Collection Specialist	3	3	3	0	3
Court Finance Specialist	0.8	0.8	0.8	0	0.8
Court Information Systems Coordinator	2	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	2	2	0	2
On-Call Magistrate	1.3	0.5	0.5	0	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	29.35	29.55	29.55	0	29.55

## 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.

<b>Section: 031 - Management Services</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 253,994	\$ 257,152	\$ 257,152	\$ 266,098	\$ 8,946
Contractuals	16,562	12,174	12,174	12,283	109
Commodities	1,819	1,100	1,100	1,000	(100)
<b>Total</b>	<b>\$ 272,375</b>	<b>\$ 270,426</b>	<b>\$ 270,426</b>	<b>\$ 279,381</b>	<b>\$ 8,955</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 272,375	\$ 270,426	\$ 270,426	\$ 279,381	\$ 8,955
<b>Total</b>	<b>\$ 272,375</b>	<b>\$ 270,426</b>	<b>\$ 270,426</b>	<b>\$ 279,381</b>	<b>\$ 8,955</b>
<b>Source of Funding:</b>					
General Fund				\$ 279,381	
				<b>\$ 279,381</b>	
<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Division Director	1	1	1	0	1
Financial Systems Analyst	1	1	1	0	1
Total	2	2	2	0	2



<b>Section: 032 - Purchasing</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 842,964	\$ 891,749	\$ 891,749	\$ 875,775	\$ (15,974)
Contractuals	36,867	31,789	31,789	30,289	(1,500)
Commodities	27,045	19,535	19,535	18,035	(1,500)
<b>Total</b>	<b>\$ 906,876</b>	<b>\$ 943,073</b>	<b>\$ 943,073</b>	<b>\$ 924,099</b>	<b>\$ (18,974)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 20,005	\$ -	\$ -	\$ -	\$ -
Purchasing	561,152	567,464	567,464	575,425	7,961
Warehouse	73	-	-	-	-
Grants and Contracts Management	325,646	375,609	375,609	348,674	(26,935)
<b>Total</b>	<b>\$ 906,876</b>	<b>\$ 943,073</b>	<b>\$ 943,073</b>	<b>\$ 924,099</b>	<b>\$ (18,974)</b>
<b>Source of Funding:</b>					
General Fund				\$ 521,718	
Library Fund				43,893	
Highway User Revenue Fund				31,825	
Transportation Fund				86,855	
Parking District Fund				996	
Water Services Fund				117,808	
Stormwater Fund				24,819	
Solid Waste Fund				23,456	
SEMS Fund				21,159	
Airport Fund				51,570	
				<b>\$ 924,099</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	1	1	1	0	1
Buyer	1	1	1	0	1
Contract Specialist	1	1	1	0	1
Finance Clerk	1	1	1	(1)	0
Grants and Contracts Assistant	0	0	0	1	1
Grants and Contracts Manager	1	1	1	0	1
Grants Specialist	1	1	1	0	1
Purchasing Director	1	1	1	0	1
Purchasing Manager	1	1	1	0	1
Procurement Specialist	2	2	2	0	2
Total	10	10	10	0	10

<b>Section: 033 - Revenue</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 1,108,155	\$ 1,313,688	\$ 1,313,688	\$ 1,392,392	\$ 78,704
Contractuals	347,014	396,614	396,614	423,014	26,400
Commodities	47,608	96,167	96,167	(54,122)	(150,289)
Capital	63,390	-	-	-	-
<b>Total</b>	<b>\$ 1,566,167</b>	<b>\$ 1,806,469</b>	<b>\$ 1,806,469</b>	<b>\$ 1,761,284</b>	<b>\$ (45,185)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 264,193	\$ 253,347	\$ 253,347	\$ 274,649	\$ 21,302
Auditing	2,216	89,437	89,437	90,844	1,407
Sales Tax Collections	64,105	223,522	223,522	-	(223,522)
Customer Service	706,137	785,055	785,055	761,775	(23,280)
Billing and Collections	159,739	-	-	327,596	327,596
Print and Mail Services	315	-	-	-	-
Meter Services	369,462	335,990	335,990	340,733	4,743
Copy Mail Center	-	119,118	119,118	(34,313)	(153,431)
<b>Total</b>	<b>\$ 1,566,167</b>	<b>\$ 1,806,469</b>	<b>\$ 1,806,469</b>	<b>\$ 1,761,284</b>	<b>\$ (45,185)</b>
<b>Source of Funding:</b>					
General Fund				\$ 51,041	
Library Fund				9,290	
Highway User Revenue Fund				2,849	
Transportation Fund				60,778	
Parking District Fund				405	
Water Services Fund				1,164,240	
Stormwater Fund				50,360	
Solid Waste Fund				359,750	
SEMS Fund				28,726	
Airport Fund				33,845	
				<b>\$ 1,761,284</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	6	6	6	(1)	5
Auditor II	1	0	0	0	0
Billing and Collections Manager	1	1	1	0	1
Billing Specialist	2	2	2	0	2
Collections Specialist	0	1	1	0	1
Customer Services Manager	1	1	1	0	1
Customer Services Supervisor	1	1	1	0	1
Finance Specialist	1	1	1	0	1
Licensing Specialist	0	0	0	1	1
Meter Technician	2	2	2	0	2
Meter Technician II	2	2	2	0	2
Meter Technician Supervisor	1	1	1	0	1
Revenue Analyst/Auditor	0	0	0	1	1
Revenue Director	1	1	1	0	1
<b>Total</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>1</b>	<b>20</b>

<b>Section: 034 - Finance</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 1,045,025	\$ 1,352,781	\$ 1,352,781	\$ 1,423,258	\$ 70,477
Contractuals	43,988	43,255	43,255	25,305	(17,950)
Commodities	32,310	14,001	14,001	28,455	14,454
<b>Total</b>	<b>\$ 1,121,323</b>	<b>\$ 1,410,037</b>	<b>\$ 1,410,037</b>	<b>\$ 1,477,018</b>	<b>\$ 66,981</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 125,770	\$ 129,767	\$ 129,767	\$ 137,799	\$ 8,032
Accounting	602,003	767,816	767,816	719,934	(47,882)
Payroll	294,547	410,355	410,355	531,924	121,569
Accounts Payable	98,928	102,099	102,099	87,361	(14,738)
Grants Management	75	-	-	-	-
<b>Total</b>	<b>\$ 1,121,323</b>	<b>\$ 1,410,037</b>	<b>\$ 1,410,037</b>	<b>\$ 1,477,018</b>	<b>\$ 66,981</b>
<b>Source of Funding:</b>					
General Fund				\$ 1,016,254	
Library Fund				86,813	
Highway User Revenue Fund				48,358	
Transportation Fund				41,229	
Parking District Fund				5,202	
Water Services Fund				141,925	
Stormwater Fund				12,950	
Solid Waste Fund				61,221	
SEMS Fund				32,110	
Airport Fund				30,956	
				<b>\$ 1,477,018</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Accountant	4	4	4	0	4
Accounts Specialist	1	1	1	0	1
Assistant Finance Manager	0	1	1	0	1
Finance Clerk	2	2	2	0	2
Assistant Finance Director	0	1	1	0	1
Finance Director	1	1	1	0	1
Finance Manager	2	0	0	0	0
Finance Specialist	1	1.5	1.5	0	1.5
Payroll Coordinator	0	1	1	0	1
Payroll Manager	1	1	1	0	1
Payroll Specialist	2	1	1.75	0	1.75
Total	14	14.5	15.25	0	15.25

## 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.



<b>Section: 051 - Fire Operations</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 12,592,631	\$ 13,740,282	\$ 13,740,282	\$ 15,196,161	\$ 1,455,879
Contractuals	491,478	471,600	471,600	439,600	(32,000)
Commodities	601,687	935,236	935,236	601,940	(333,296)
Capital	128,122	1,060,000	1,060,000	770,000	(290,000)
<b>Total</b>	<b>\$ 13,813,918</b>	<b>\$ 16,207,118</b>	<b>\$ 16,207,118</b>	<b>\$ 17,007,701</b>	<b>\$ 800,583</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 772,528	\$ 935,997	\$ 935,997	\$ 1,243,511	\$ 307,514
Fire Prevention	285,799	419,136	419,136	182,086	(237,050)
Training	92,614	90,227	90,227	101,206	10,979
Fire Suppression	12,348,442	14,039,578	14,039,578	14,442,774	403,196
Wildland Fire	314,535	722,180	722,180	1,038,124	315,944
<b>Total</b>	<b>\$ 13,813,918</b>	<b>\$ 16,207,118</b>	<b>\$ 16,207,118</b>	<b>\$ 17,007,701</b>	<b>\$ 800,583</b>
<b>Source of Funding:</b>					
General Fund				\$ 17,007,701	
				\$ 17,007,701	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	2	2	2	0	2
CART Paramedic - Civilian	1	0	0	0	0
Deputy Fire Chief	1	3	3	0	3
Division Director	1	1	1	0	1
Fire Battalion Chief	4	3	3	0	3
Fire Captain	21	21	21	0	21
Fire EMT	1	0	0	0	0
Fire Engineer	21	21	21	0	21
Fire Fighter	30	30	30	0	30
Fire Inspector	2	2	2	0	2
FWPP Operations Specialist	1	1	0	0	0
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
Wildland Forest Health Supervisor	0	0	1	0	1
Total	89	88	88	0	88

<b>Section: 052 - Fire Grants</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 548,722	\$ 674,588	\$ 674,588	\$ 643,396	\$ (31,192)
Contractuals	114,463	916,500	916,500	780,000	(136,500)
Commodities	(28,420)	125,000	125,000	830,000	705,000
Capital	22,762	1,200,000	-	1,400,000	200,000
<b>Total</b>	<b>\$ 657,527</b>	<b>\$ 2,916,088</b>	<b>\$ 1,716,088</b>	<b>\$ 3,653,396</b>	<b>\$ 737,308</b>
<b>Expenditures by Program:</b>					
Camp Navajo	\$ -	\$ 47,500	\$ 47,500	\$ -	-
General Wildfire Response	(886,690)	-	-	-	(886,690)
AZ Homeland Security	19,501	35,000	35,000	35,000	19,501
GOHS 2018	22,762	45,000	45,000	45,000	22,762
SAFER	529,219	577,088	577,088	643,396	529,219
Naval Observatory Prescribed Fire Multi-Year	24,783	25,000	25,000	-	24,783
NAU GFFP Thinning	3,072	-	-	-	3,072
Fire- Coconino County -RX Fire Grant	10,565	25,000	25,000	-	10,565
Misc Fire Reimbursables	900,660	-	-	-	900,660
Fire - Tribal Gaming	-	400,000	400,000	400,000	-
Fire - DFFM 2020 AZ-State Funded	-	200,000	200,000	300,000	-
Fire - AFG 2020 Quint - Fleet	-	1,200,000	-	1,400,000	-
Fire - AFG 2020 Equip Safety Vests	-	35,000	35,000	735,000	-
Fire - AFG 2020 Prevention	-	25,000	25,000	25,000	-
Fire - AZ-100 Club Safety Equipment	-	10,000	10,000	15,000	-
Fire - WFHF 18-203 #1 Flag Fuels Reduction-Priv Prop	15,701	200,000	200,000	40,000	15,701
Fire - WFHF 15-212#2 Flag Fuels Reduction Priv Prop	17,954	91,500	91,500	-	17,954
Fire Grants	-	-	-	15,000	-
<b>Total</b>	<b>\$ 657,527</b>	<b>\$ 2,916,088</b>	<b>\$ 1,716,088</b>	<b>\$ 3,653,396</b>	<b>\$ 657,527</b>
<b>Source of Funding:</b>					
General Fund				\$ 3,653,396	
				<b>\$ 3,653,396</b>	
<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Fire Fighter	6	6	6	0	6
Total	6	6	6	0	6

## 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.

<b>Section: 061 - Police Operations</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 17,479,835	\$ 18,739,092	\$ 18,739,092	\$ 19,592,652	\$ 853,560
Contractuals	2,394,112	2,503,603	2,503,603	1,861,860	(641,743)
Commodities	423,620	976,310	976,310	691,368	(284,942)
Capital	314,406	232,000	314,000	156,000	(76,000)
<b>Total</b>	<b>\$ 20,611,973</b>	<b>\$ 22,451,005</b>	<b>\$ 22,533,005</b>	<b>\$ 22,301,880</b>	<b>\$ (149,125)</b>
<b>Expenditures by Program:</b>					
Recruitment and Selection	\$ 13,128	\$ -	\$ -	\$ -	\$ -
General Administration	2,429,326	3,053,051	3,053,051	2,767,436	(285,615)
Patrol	11,658,262	12,298,200	12,380,200	13,024,521	726,321
Detectives	2,404,734	2,143,524	2,143,524	2,245,049	101,525
Records	717,104	804,780	804,780	786,622	(18,158)
Communications	2,363,391	3,284,152	3,284,152	2,616,062	(668,090)
Special Services	800,608	634,357	634,357	641,260	6,903
Crime and Prevention Training	225,420	232,941	232,941	220,930	(12,011)
<b>Total</b>	<b>\$ 20,611,973</b>	<b>\$ 22,451,005</b>	<b>\$ 22,533,005</b>	<b>\$ 22,301,880</b>	<b>\$ (149,125)</b>
<b>Source of Funding:</b>					
General Fund				\$ 22,301,880	
				<b>\$ 22,301,880</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	13	13	13	0	13
Animal Control Officer	2	2	2	0	2
Deputy Police Chief	2	2	2	0	2
Dispatch Call Taker	0	0	0	0	0
Division Director	1	1	1	0	1
Evidence Technician	2	2	2	0	2
Police Aides	0	3	3	0	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	24	24	24	0	24
Police Emergency Communication Supervisor	6	6	6	0	6
Police Lieutenant	4	4	4	0	4
Police Officer	70	72	72	1	73
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
<b>Total</b>	<b>164</b>	<b>169</b>	<b>169</b>	<b>1</b>	<b>170</b>



<b>Section: 062 - Police Grants</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 476,900	\$ 661,309	\$ 661,309	\$ 746,522	\$ 85,213
Contractuals	96,016	1,378,588	1,378,588	131,300	(1,247,288)
Commodities	586,988	488,026	488,026	1,277,926	789,900
Capital	13,264	187,000	187,000	170,000	(17,000)
Charge To/From	-	-	-	50,000	50,000
<b>Total</b>	<b>\$ 1,173,168</b>	<b>\$ 2,714,923</b>	<b>\$ 2,714,923</b>	<b>\$ 2,375,748</b>	<b>\$ (339,175)</b>
<b>Expenditures by Program:</b>					
Metro Grant	\$ 262,803	\$ 347,529	\$ 347,529	\$ 368,347	\$ 20,818
COPS Hiring Grant	149,521	170,182	170,182	206,441	36,259
RICO Funds for Police	94,054	53,781	53,781	54,855	1,074
Law Enforcement Officer Reimbursement	246,048	-	-	50,000	50,000
GOHS - DUI Enforcement	99,870	130,000	130,000	215,000	85,000
State HLS - Livescan Fingerprint Mach	-	50,000	50,000	50,000	-
RICO/METRO Overtime	65,773	-	-	-	-
GOHS - Accident Reconstruction Equipment	-	15,000	15,000	15,000	-
Bullet Proof Vest	12,080	17,000	17,000	20,000	3,000
Homeland Security "SLOT" Overtime	27,569	10,000	10,000	50,000	40,000
Dispatch Services Agreement (NPS)	-	35,200	35,200	760,000	724,800
Statewide Gang Task Force(GITEM)	18,588	189,817	189,817	204,879	15,062
10-AZ Home Land Security	-	117,000	117,000	100,000	(17,000)
AZ Internet Crimes Child	-	4,500	4,500	4,500	-
GOHS Clicket or Ticket	-	5,000	5,000	-	(5,000)
Edward Byrne Memorial (JAG)	-	95,000	95,000	70,000	(25,000)
FY 14 NA Gang Task Force OT	78,716	80,000	80,000	100,000	20,000
RICO-Metro Equipment	95,796	32,626	32,626	36,226	3,600
RICO-PD Equipment	1,000	40,000	40,000	40,000	-
ATF SLOT Overtime	1,030	-	-	10,000	10,000
PD Mental Health First Aid Training for Certifiec	8,149	-	-	-	-
AZDOHS Replacement Bomb Disposal Suit	2,088	-	-	-	-
AZDOHS Replacement X-Ray Source	376	-	-	-	-
18-AZDOHS-HSGP-180103-02	8,528	-	-	-	-
NG 911	1,179	1,222,288	1,222,288	-	(1,222,288)
GOHS - PD Equipment	-	100,000	100,000	-	(100,000)
COPS Dream Court	-	-	-	8,500	8,500
Police Grants	-	-	-	12,000	12,000
<b>Total</b>	<b>\$ 1,173,168</b>	<b>\$ 2,714,923</b>	<b>\$ 2,714,923</b>	<b>\$ 2,375,748</b>	<b>\$ (339,175)</b>
<b>Source of Funding:</b>					
General Fund				\$ 2,375,748	
				<b>\$ 2,375,748</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	1	1	1	0	1
Police Officer	7	5	5	0	5
Police Sergeant	1	1	1	0	1
Total	9	7	7	0	7

## Community Development Division Mission

The missions of the **Community Development Administration, Engineering Section, Planning and Development Services Section, and Real Estate Program** 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.

<b>Section: 101 - Community Development</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 169,915	\$ 432,622	\$ 432,622	\$ 409,553	\$ (23,069)
Contractuals	90,405	68,800	68,800	88,932	20,132
Commodities	13,916	(43,122)	(43,122)	(24,622)	18,500
<b>Total</b>	<b>\$ 274,236</b>	<b>\$ 458,300</b>	<b>\$ 458,300</b>	<b>\$ 473,863</b>	<b>\$ 15,563</b>
<b>Expenditures by Program:</b>					
Property Management	\$ -	\$ 126,284	\$ 126,284	\$ 151,799	\$ 25,515
General Administration	\$ 274,236	\$ 332,016	\$ 332,016	\$ 322,064	\$ (9,952)
<b>Total</b>	<b>\$ 274,236</b>	<b>\$ 458,300</b>	<b>\$ 458,300</b>	<b>\$ 473,863</b>	<b>\$ 15,563</b>
<b>Source of Funding:</b>					
General Fund				\$ 473,863	
				<b>\$ 473,863</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	0	0	1	0	1
Administrative Specialist Lead Worker	1	1	0	0	0
Division Director	1	1	1	0	1
Real Estate Manager	0	1	1	0	1
Real Estate Specialist	0	0	1	0	1
Total	2	3	4	0	4

<b>Section: 102 - Engineering</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 1,599,017	\$ 1,827,563	\$ 1,827,563	\$ 2,026,961	\$ 199,398
Contractuals	247,865	258,778	258,778	270,980	12,202
Commodities	(225,978)	(163,053)	(163,053)	(166,553)	(3,500)
Capital	-	20,000	166	-	(20,000)
<b>Total</b>	<b>\$ 1,620,904</b>	<b>\$ 1,943,288</b>	<b>\$ 1,923,454</b>	<b>\$ 2,131,388</b>	<b>\$ 188,100</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 204,287	\$ 222,935	\$ 222,935	\$ 318,241	\$ 95,306
Transportation Engineering	344,472	491,443	471,609	589,843	98,400
Development Engineering	529,923	571,670	571,670	578,354	6,684
Public Works Inspection	542,222	657,240	657,240	644,950	(12,290)
<b>Total</b>	<b>\$ 1,620,904</b>	<b>\$ 1,943,288</b>	<b>\$ 1,923,454</b>	<b>\$ 2,131,388</b>	<b>\$ 188,100</b>
<b>Source of Funding:</b>					
General Fund				\$ 1,602,109	
Highway User Revenue Fund				529,279	
				<b>\$ 2,131,388</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	1	1	1	0	1
City Engineer	1	1	1	0	1
Construction Inspector	4	4	5	0	5
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	0	0
Project Manager	7	8	8	1	9
Senior Construction Inspector	1	1	0	0	0
Traffic Engineer	1	1	1	0	1
<b>Total</b>	<b>18.5</b>	<b>19.5</b>	<b>19</b>	<b>1</b>	<b>20</b>



<b>Section: 103 - Capital Improvements</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 963,924	\$ 1,058,996	\$ 1,058,996	\$ 1,072,927	\$ 13,931
Contractuals	7,359	23,283	23,283	16,883	(6,400)
Commodities	(1,168,212)	(1,222,175)	(1,222,175)	(1,224,175)	(2,000)
<b>Total</b>	<b>\$ (196,929)</b>	<b>\$ (139,896)</b>	<b>\$ (139,896)</b>	<b>\$ (134,365)</b>	<b>\$ 5,531</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 20,697	\$ 33,183	\$ 33,183	\$ 24,783	\$ (8,400)
Capital Improvement Engineering	(257,918)	(173,079)	(173,079)	(159,148)	13,931
ADOT Project Coordination	879	-	-	-	-
5 Year Capital Program Development	39,413	-	-	-	-
<b>Total</b>	<b>\$ (196,929)</b>	<b>\$ (139,896)</b>	<b>\$ (139,896)</b>	<b>\$ (134,365)</b>	<b>\$ 5,531</b>
<b>Source of Funding:</b>					
General Fund				\$ (134,365)	
				<b>\$ (134,365)</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Capital Improvements Engineer	1	1	1	0	1
Project Manager	8	8	8	0	8
Total	9	9	9	0	9

<b>Section: 104 - Planning and Development Services</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 2,430,753	\$ 2,607,610	\$ 2,607,610	\$ 2,678,102	\$ 70,492
Contractuals	406,451	363,474	363,474	161,295	(202,179)
Commodities	82,923	69,801	69,801	60,851	(8,950)
Capital	25,540	-	-	-	-
<b>Total</b>	<b>\$ 2,945,667</b>	<b>\$ 3,040,885</b>	<b>\$ 3,040,885</b>	<b>\$ 2,900,248</b>	<b>\$ (140,637)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 261,995	\$ 231,018	\$ 231,018	\$ 222,919	\$ (8,099)
Advanced Planning	202,258	342,841	342,841	302,879	(39,962)
Building Plan Review	2,294	-	-	-	-
Building Inspection	1,452,087	1,166,161	1,166,161	1,173,421	7,260
Current Planning	820,709	968,243	968,243	863,898	(104,345)
Code Compliance	62,801	150,286	150,286	144,477	(5,809)
Code Compliance-SEMS	143,523	182,336	182,336	192,654	10,318
<b>Total</b>	<b>\$ 2,945,667</b>	<b>\$ 3,040,885</b>	<b>\$ 3,040,885</b>	<b>\$ 2,900,248</b>	<b>\$ (140,637)</b>
<b>Source of Funding:</b>					
General Fund				\$ 2,900,248	
				<b>\$ 2,900,248</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	1	1	1	0	1
Associate Planner	2	2	2	0	2
Building Inspection Manager	1	1	1	0	1
Building Inspector	7	7	7	0	7
Building Official	1	1	1	0	1
Building Permit Technician	0	1	1	0	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	2	0	2
Comprehensive Planning Intern	0.48	0	0	0	0
Comprehensive Planning Manager	1	1	1	0	1
Current Planning Manager	1	1	1	0	1
Development Services Manager	1	1	1	0	1
Development Services Specialist	1	1	1	0	1
Inspection Supervisor	0	0	0	0	0
Neighborhood Planner	0	0	1	0	1
Planning Development Manager	4	4	4	0	4
Planning Director	1	1	1	0	1
Zoning Code Manager	1	1	1	0	1
Total	28.48	29	31	0	31

<b>Section: 105 - Housing</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 386,528	\$ 483,035	\$ 483,035	\$ 465,848	\$ (17,187)
Contractuals	8,696	46,658	46,658	19,658	(27,000)
Commodities	(32,647)	(57,954)	(57,954)	(57,954)	-
Capital	100,000	-	-	-	-
<b>Total</b>	<b>\$ 462,577</b>	<b>\$ 471,739</b>	<b>\$ 471,739</b>	<b>\$ 427,552</b>	<b>\$ (44,187)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 459,230	\$ 466,639	\$ 466,639	\$ 422,452	\$ (44,187)
Land Trust	3,347	5,100	5,100	5,100	-
<b>Total</b>	<b>\$ 462,577</b>	<b>\$ 471,739</b>	<b>\$ 471,739</b>	<b>\$ 427,552</b>	<b>\$ (44,187)</b>
<b>Source of Funding:</b>					
General Fund				\$ 427,552	
				<b>\$ 427,552</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Affordable Housing Development Coordinator	0	0	1	0	1
Housing and Grants Administrator	1	1	1	0	1
Housing Analyst	1	1	1	0	1
Housing Director	1	1	1	0	1
Housing Manager	1	1	1	0	1
Housing Project Manager	1	1	0.42	(0.42)	0
Housing Rehabilitation Specialist	1	1	1	0	1
Housing Specialist	1	1	1	0	1
Total	7	7	7.42	(0.42)	7

<b>Section: 106 - Community Housing Services</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Contractuals	\$ 188,593	\$ 966,350	\$ 1,037,803	\$ 78,004	\$ (888,346)
Commodities	74	-	-	-	-
<b>Total</b>	<b>\$ 188,667</b>	<b>\$ 966,350</b>	<b>\$ 1,037,803</b>	<b>\$ 78,004</b>	<b>\$ (888,346)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 847	\$ 5,000	\$ 37,153	\$ 1,000	\$ (4,000)
Revolving Loan - General Fund	32,500	305,003	337,503	46,201	(258,802)
Affordable Housing Incentives	6,918	250,619	243,701	1	(250,618)
Affordable Housing Development	98,683	165,084	165,084	1	(165,083)
Affordable Housing Opportunities /Land Acquisition	4,219	78,224	80,692	1	(78,223)
COF Employer Assistance Housing	45,500	162,420	173,670	30,800	(131,620)
<b>Total</b>	<b>\$ 188,667</b>	<b>\$ 966,350</b>	<b>\$ 1,037,803</b>	<b>\$ 78,004</b>	<b>\$ (888,346)</b>
<b>Source of Funding:</b>					
Housing and Community Services Fund				\$ 78,004	
				<b>\$ 78,004</b>	
<b>Authorized Personnel/Positions:</b> None					



<b>Section: 107 - Community Housing Grants</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Contractuals	\$ 106,373	\$ 1,080,000	\$ 1,080,000	\$ 900,000	\$ (180,000)
<b>Total</b>	<b>\$ 106,373</b>	<b>\$ 1,080,000</b>	<b>\$ 1,080,000</b>	<b>\$ 900,000</b>	<b>\$ (180,000)</b>
<b>Expenditures by Program:</b>					
AZ Housing Trust Funds	\$ -	\$ 330,000	\$ 330,000	\$ 450,000	\$ 120,000
Home Grant Rehab	-	450,000	450,000	450,000	-
Coconino County Housing Grants	106,373	300,000	300,000	-	(300,000)
<b>Total</b>	<b>\$ 106,373</b>	<b>\$ 1,080,000</b>	<b>\$ 1,080,000</b>	<b>\$ 900,000</b>	<b>\$ (180,000)</b>
<b>Source of Funding:</b>					
Housing and Community Services Fund				\$ 900,000	
				<b>\$ 900,000</b>	
<b>Authorized Personnel/Positions:</b> None					

<b>Section: 108 - Community Development Block Grants</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 69,943	\$ 71,174	\$ 71,174	\$ 91,677	\$ 20,503
Contractuals	327,282	865,662	865,662	708,391	(157,271)
Commodities	38,588	8,395	8,395	8,395	-
Capital	275,475	-	-	-	-
Charge To/From	46,471	48,668	48,668	48,668	-
<b>Total</b>	<b>\$ 757,759</b>	<b>\$ 993,899</b>	<b>\$ 993,899</b>	<b>\$ 857,131</b>	<b>\$ (136,768)</b>
<b>Expenditures by Program:</b>					
CDBG Entitlement Administration	\$ 121,322	\$ 136,628	\$ 136,628	\$ 157,131	\$ 20,503
CDBG Public Improvement	275,476	-	-	-	-
CDBG Housing Rehab	161,764	220,593	220,593	-	(220,593)
CDBG Miscellaneous Projects	-	-	-	700,000	700,000
CDBG Public Facility	137,727	517,768	517,768	-	(517,768)
CDBG Housing Stabilization	32,842	6,910	6,910	-	(6,910)
CDBG Public Facility Ops	28,628	112,000	112,000	-	(112,000)
<b>Total</b>	<b>\$ 757,759</b>	<b>\$ 993,899</b>	<b>\$ 993,899</b>	<b>\$ 857,131</b>	<b>\$ (136,768)</b>
<b>Source of Funding:</b>					
Housing and Community Services Fund				\$ 857,131	
				<b>\$ 857,131</b>	
<b>Authorized Personnel/Positions:</b> None					

<b>Section: 109 - Flagstaff Housing Authority</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ (14)	\$ 1,832,766	\$ 1,832,766	\$ 1,817,827	\$ (14,939)
Contractuals	(2,564)	4,943,127	4,943,127	5,176,135	233,008
Commodities	2,588	85,670	85,670	105,670	20,000
Capital	-	630,000	630,000	2,140,000	1,510,000
<b>Total</b>	<b>\$ 10</b>	<b>\$ 7,491,563</b>	<b>\$ 7,491,563</b>	<b>\$ 9,239,632</b>	<b>\$ 1,748,069</b>
<b>Expenditures by Program:</b>					
Non-Hud Programs	\$ 1	\$ 62,126	\$ 62,126	\$ 58,071	\$ (4,055)
FHC Pass Through-Administration	2	143,999	143,999	161,187	17,188
FHC Pass Through-Maintenance	-	194,022	194,022	130,511	(63,511)
Public Housing East - Administration	2	639,758	639,758	753,922	114,164
Public Housing East - Maintenance	1	340,428	340,428	464,318	123,890
Public Housing West - Administration	1	621,284	621,284	578,144	(43,140)
Public Housing West - Maintenance	1	354,107	354,107	328,723	(25,384)
Capital Fund Program East	1	343,813	343,813	889,652	545,839
Capital Fund Program West	-	360,000	360,000	1,240,000	880,000
Section 8 Vouchers	1	4,366,626	4,366,626	4,569,704	203,078
SRO-Single Room Occupancy	-	32,700	32,700	32,700	-
MRO-Mod Rehab Occupancy	-	32,700	32,700	32,700	-
<b>Total</b>	<b>\$ 10</b>	<b>\$ 7,491,563</b>	<b>\$ 7,491,563</b>	<b>\$ 9,239,632</b>	<b>\$ 1,748,069</b>
<b>Source of Funding:</b>					
Flagstaff Housing Authority Fund				\$ 9,239,632	
				<b>\$ 9,239,632</b>	

<b>Authorized Personnel/Positions:</b>	Actual	Actual	Current	Changes	Proposed
Title	2017-2018	2018-2019	2019-2020	2020-2021	2020-2021
Administrative Assistant (Temp)	0.48	0.48	0	0	0
Administrative Specialist	1	1	2	0	2
Housing Manager	3	3	3	0	3
Finance Manager	1	1	1	0	1
Finance Specialist	0.80	0.80	0.80	0	0.80
Housing Services Specialist	5	5	5	0	5
Maintenance Coordinator	1	1	1	0	1
Maintenance Lead Worker	2	2	2	0	2
Maintenance Worker	7	7	7	0	7
Total	21.28	21.28	21.80	0	21.8

## 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 and 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 **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.



<b>Section: 151 - Public Works Administration</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 157,103	\$ 120,567	\$ 120,567	\$ 162,738	\$ 42,171
Contractuals	2,464	3,151	3,151	3,391	240
Commodities	(11,625)	(94,879)	(94,879)	(94,968)	(89)
<b>Total</b>	<b>\$ 147,942</b>	<b>\$ 28,839</b>	<b>\$ 28,839</b>	<b>\$ 71,161</b>	<b>\$ 42,322</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 147,942	\$ 28,839	\$ 28,839	\$ 71,161	\$ 42,322
<b>Total</b>	<b>\$ 147,942</b>	<b>\$ 28,839</b>	<b>\$ 28,839</b>	<b>\$ 71,161</b>	<b>\$ 42,322</b>
<b>Source of Funding:</b>					
General Fund				\$ (65,574)	
Highway User Revenue Fund				42,536	
Transportation Fund				39,807	
SEMS Fund				12,681	
Airport Fund				41,711	
				<b>\$ 71,161</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Division Director	1	1	1	0	1
Project Manager	1	1	1	0	1
Public Works Section Director	0	0	1	0	1
Total	2	2	3	0	3

<b>Section: 152 - Facility Maintenance</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 762,240	\$ 936,549	\$ 936,549	\$ 907,059	\$ (29,490)
Contractuals	605,042	1,448,334	1,448,334	534,398	(913,936)
Commodities	(99,215)	(265,155)	(265,155)	(294,484)	(29,329)
Capital	48,403	274,723	274,723	-	(274,723)
<b>Total</b>	<b>\$ 1,316,470</b>	<b>\$ 2,394,451</b>	<b>\$ 2,394,451</b>	<b>\$ 1,146,973</b>	<b>\$ (1,247,478)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 467,598	\$ 513,103	\$ 513,103	\$ 439,361	\$ (73,742)
Custodial Service	82,939	112,288	112,288	92,288	(20,000)
Structural & Other Maintenance	399,700	1,164,308	1,164,308	283,071	(881,237)
City Hall	328,714	284,877	284,877	284,877	-
Catastrophic Set Aside	8,089	222,726	222,726	16,904	(205,822)
Prosecutor's Bldg	11,443	16,395	16,395	16,395	-
Phoenix Building	12,263	14,077	14,077	14,077	-
City Leased Property Maintenance	5,724	66,677	66,677	-	(66,677)
<b>Total</b>	<b>\$ 1,316,470</b>	<b>\$ 2,394,451</b>	<b>\$ 2,394,451</b>	<b>\$ 1,146,973</b>	<b>\$ (1,247,478)</b>
<b>Source of Funding:</b>					
General Fund				\$ 962,494	
Library Fund				36,869	
Parking District Fund				113	
Water Services Fund				93,239	
Solid Waste Fund				10,217	
SEMS Fund				17,675	
Airport Fund				26,366	
				<b>\$ 1,146,973</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Environmental Specialist	0	0	1	0	1
Facility Maintenance Manager	1	1	1	0	1
Facilities Maintenance Superintendent	1	1	1	0	1
Maintenance Worker	10	10	10	(1)	9
Maintenance Worker Lead Worker	0	0	0	1	1
Total	11.5	11.5	12.5	0	12.5

<b>Section: 153 - USGS Campus</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Contractuals	\$ 501,970	\$ 1,133,160	\$ 1,133,160	\$ 824,799	\$ (308,361)
Commodities	29,713	65,913	65,913	65,913	-
<b>Total</b>	<b>\$ 531,683</b>	<b>\$ 1,199,073</b>	<b>\$ 1,199,073</b>	<b>\$ 890,712</b>	<b>\$ (308,361)</b>
<b>Expenditures by Program:</b>					
Maintenance Building 3	\$ 88,532	\$ 173,470	\$ 173,470	\$ 175,420	\$ 1,950
Maintenance Building 4	186,371	243,733	243,733	246,533	2,800
Maintenance Building 5	52,336	46,495	46,495	47,695	1,200
Maintenance Building 6	204,444	735,375	735,375	421,064	(314,311)
<b>Total</b>	<b>\$ 531,683</b>	<b>\$ 1,199,073</b>	<b>\$ 1,199,073</b>	<b>\$ 890,712</b>	<b>\$ (308,361)</b>
<b>Source of Funding:</b>					
General Fund				890,712	
				<b>\$ 890,712</b>	
<b>Authorized Personnel/Positions:</b> None					

<b>Section: 154 - Fleet Management</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 282,174	\$ 208,109	\$ 208,109	\$ 196,278	\$ (11,831)
Contractuals	140,677	124,151	124,151	120,407	(3,744)
Commodities	(430,110)	(339,737)	(339,737)	(345,187)	(5,450)
Capital	22,173	528,134	528,134	46,500	(481,634)
<b>Total</b>	<b>\$ 14,914</b>	<b>\$ 520,657</b>	<b>\$ 520,657</b>	<b>\$ 17,998</b>	<b>\$ (502,659)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ (128,821)	\$ 5,688	\$ 5,688	\$ 12,043	\$ 6,355
Inventory Management	88,766	144,301	144,301	152,055	7,754
Prevention Maintenance	158,856	167,746	167,746	129,055	(38,691)
Vehicle Repair	(209,115)	(379,807)	(379,807)	(409,546)	(29,739)
Pool Vehicles - City Hall	8,398	5,500	5,500	42,500	37,000
Pool Vehicles - Shop	2,764	4,400	4,400	3,900	(500)
Other Shop Work	94,066	85,423	85,423	87,991	2,568
Catastrophic/Major Repair Funding	-	487,406	487,406	-	(487,406)
<b>Total</b>	<b>\$ 14,914</b>	<b>\$ 520,657</b>	<b>\$ 520,657</b>	<b>\$ 17,998</b>	<b>\$ (502,659)</b>
<b>Source of Funding:</b>					
General Fund				\$ (426,668)	
Library Fund				6,528	
Highway User Revenue Fund				106,222	
Parking District				454	
Water Services Fund				31,873	
Stormwater Fund				108	
Solid Waste Fund				290,906	
SEMS Fund				475	
Airport Fund				8,100	
				<b>\$ 17,998</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Buyer	1	1	1	0	1
Fleet Services Specialist	1	1	1	0	1
Mechanic I	2	2	2	1	3
Mechanic II	4	4	4	0	4
Mechanic Assistant	1	1	1	0	1
Mechanic Lead Worker	1	1	1	0	1
Parts Specialist	1	1	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	14	14	14	1	15



<b>Section: 155 - Parks</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 2,024,593	\$ 2,139,754	\$ 2,139,754	\$ 2,163,476	\$ 23,722
Contractuals	552,366	726,979	726,979	691,979	(35,000)
Commodities	507,309	543,568	543,568	542,568	(1,000)
Capital	578,657	1,084,691	1,084,691	164,000	(920,691)
<b>Total</b>	<b>\$ 3,662,925</b>	<b>\$ 4,494,992</b>	<b>\$ 4,494,992</b>	<b>\$ 3,562,023</b>	<b>\$ (932,969)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 121,830	\$ 112,963	\$ 112,963	\$ 116,496	\$ 3,533
Park Grounds Maintenance	777,779	951,473	951,473	611,224	(340,249)
Park Buildings and Facility Maintenance	26,902	45,917	45,917	31,189	(14,728)
BBB - Streetscape/Median Maintenance	358,863	403,803	403,803	408,313	4,510
Right-of-Way/ Median	71,043	86,476	86,476	96,498	10,022
FUTS Trail System	174,394	176,851	176,851	238,094	61,243
Heritage Square Maintenance	30,110	36,686	36,686	46,138	9,452
BBB Recreation Fields	1,557,282	2,105,178	2,105,178	1,547,246	(557,932)
Downtown/Plaza Maintenance	35,155	(5,445)	(5,445)	3,625	9,070
Non-Park Grounds and Landscapes	125,126	142,151	142,151	182,487	40,336
Cemetery	368,448	438,939	438,939	280,713	(158,226)
AZGFD Heritage - Prairie Dog Handbook	15,993	-	-	-	-
<b>Total</b>	<b>\$ 3,662,925</b>	<b>\$ 4,494,992</b>	<b>\$ 4,494,992</b>	<b>\$ 3,562,023</b>	<b>\$ (932,969)</b>
<b>Source of Funding:</b>					
General Fund				\$ 3,562,023	
				<b>\$ 3,562,023</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Maintenance Worker - Temp	7.67	7.67	7.67	0	7.67
Maintenance Worker	22	22	22	0	22
Public Works Manager	1	1	1	0	1
Public Works Supervisors	4	4	4	0	4
Total	34.67	34.67	34.67	0	34.67

<b>Section: 156 - Recreation Services</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 2,261,378	\$ 2,707,856	\$ 2,707,856	\$ 2,859,408	\$ 151,552
Contractuals	767,370	872,773	872,773	826,348	(46,425)
Commodities	376,470	367,115	367,115	346,240	(20,875)
Capital	969,666	151,600	151,600	19,977	(131,623)
<b>Total</b>	<b>\$ 4,374,884</b>	<b>\$ 4,099,344</b>	<b>\$ 4,099,344</b>	<b>\$ 4,051,973</b>	<b>\$ (47,371)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 395,891	\$ 601,364	\$ 601,364	\$ 551,023	\$ (50,341)
Community Events	198,324	233,639	233,639	130,945	(102,694)
Adult Athletics	323,333	356,872	356,872	373,229	16,357
Jay Lively Activity Center	583,696	620,345	620,345	632,078	11,733
Aquaplex	1,441,551	1,627,566	1,627,566	1,752,559	124,993
Joe C Montoya Community and Sr Center	255,400	326,520	326,520	270,720	(55,800)
Hal Jensen Recreation Center	223,502	248,327	248,327	249,907	1,580
Cogdill Recreation Center	23,499	20,000	20,000	20,000	-
Murdock Center	39	-	-	-	-
Siler Homes After School Program	12,491	64,711	64,711	71,512	6,801
BBB Rec Miscellaneous Projects	917,158	-	-	-	-
<b>Total</b>	<b>\$ 4,374,884</b>	<b>\$ 4,099,344</b>	<b>\$ 4,099,344</b>	<b>\$ 4,051,973</b>	<b>\$ (47,371)</b>
<b>Source of Funding:</b>					
General Fund				\$ 4,051,973	
				<b>\$ 4,051,973</b>	

<b>Authorized Personnel/Positions:</b>			Current	Changes	Proposed
Title	2017-2018	2018-2019	2019-2020	2020-2021	2020-2021
Administrative Assistant	1	0	0	0	0
Administrative Specialist	0	2	2	0	2
Head Lifeguard	2	2	2	0	2
Intern	0.25	0.25	0.00	0	0
Recreation Manager	1	1	1	0	1
Public Works Section Director	1	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 Specialist	1	0	0	0	0
Recreation Supervisor	5	5	5	0	5
Recreation Temporaries	38.12	39.08	38.68	0	38.68
Total	58.87	59.83	59.18	0	59.18

<b>Section: 161 - Street Maintenance</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 2,266,143	\$ 2,661,331	\$ 2,661,331	\$ 2,634,404	\$ (26,927)
Contractuals	807,225	1,026,562	1,026,562	948,478	(78,084)
Commodities	985,735	942,021	942,021	1,067,485	125,464
Capital	233,935	2,553,396	2,553,396	765,000	(1,788,396)
<b>Total</b>	<b>\$ 4,293,038</b>	<b>\$ 7,183,310</b>	<b>\$ 7,183,310</b>	<b>\$ 5,415,367</b>	<b>\$ (1,767,943)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 346,870	\$ 498,329	\$ 498,329	\$ 690,050	\$ 191,721
Street Cleaning	315,200	882,565	882,565	244,228	(638,337)
Snow Control	432,063	1,841,799	1,841,799	1,003,460	(838,339)
Sign, Signal, Mark & Light	352,769	446,528	446,528	867,046	420,518
Street Maintenance	1,711,460	2,122,299	2,122,299	1,758,868	(363,431)
Drainage-way Maintenance	272,250	272,964	272,964	-	(272,964)
Training	815	18,500	18,500	-	(18,500)
Streetlights	499,144	619,702	619,702	659,702	40,000
Traffic Signal Maintenance	344,967	480,624	480,624	192,013	(288,611)
Autopark Association Fees	17,500	-	-	-	-
<b>Total</b>	<b>\$ 4,293,038</b>	<b>\$ 7,183,310</b>	<b>\$ 7,183,310</b>	<b>\$ 5,415,367</b>	<b>\$ (1,767,943)</b>
<b>Source of Funding:</b>					
Highway User Revenue Fund				\$ 5,415,367	
				<b>\$ 5,415,367</b>	

<b>Authorized Personnel/Positions:</b>			Current	Changes	Proposed
Title	2017-2018	2018-2019	2019-2020	2020-2021	2020-2021
Administrative Specialist	2	2	1	0	1
Equipment Operators (Temp)	3.52	3.52	3.52	(2.25)	1.27
Equipment Operator	15	15	15	0	15
Intern	0.5	0.5	0	0	0
Maintenance Worker	6	6	6	2	8
Public Works Manager	1	1	1	0	1
Public Works Section Director	1	1	1	0	1
Public Works Supervisor	3	3	3	1	4
Traffic Signal Technician	1	1	1	0	1
Total	33.02	33.02	31.52	0.75	32.27

<b>Section: 165 - Solid Waste - Landfill</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 1,118,677	\$ 1,461,953	\$ 1,217,674	\$ 1,494,006	\$ 32,053
Contractuals	913,254	421,051	350,697	478,143	57,092
Commodities	366,395	435,276	362,545	418,326	(16,950)
Capital	109,593	1,640,494	1,062,994	4,660,000	3,019,506
<b>Total</b>	<b>\$ 2,507,919</b>	<b>\$ 3,958,774</b>	<b>\$ 2,993,910</b>	<b>\$ 7,050,475</b>	<b>\$ 3,091,701</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 105,142	\$ 304,483	\$ 304,483	\$ 350,632	\$ 46,149
Sanitary Landfill	1,946,110	3,092,797	2,127,933	6,140,169	3,047,372
Landfill Outside Contract	45,893	112,317	112,317	83,380	(28,937)
Hazardous Product Center (Landfill)	410,774	449,177	449,177	476,294	27,117
<b>Total</b>	<b>\$ 2,507,919</b>	<b>\$ 3,958,774</b>	<b>\$ 2,993,910</b>	<b>\$ 7,050,475</b>	<b>\$ 3,091,701</b>
<b>Source of Funding:</b>					
Solid Waste Fund				\$ 7,050,475	
				<b>\$ 7,050,475</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	2	2	2	0	2
Equipment Operator	6	4	4	0	4
Landfill Environmental Aide	0.5	0.5	0.5	0	0.5
Landfill Environmental Assistant	2	2	2	0	2
Landfill Environmental Program Specialist	1	1	1	0	1
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	16.5	14.5	14.5	0	14.5



<b>Section: 166 - Solid Waste - Collections</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 2,363,644	\$ 2,442,273	\$ 2,577,804	\$ 2,565,671	\$ 123,398
Contractuals	3,081,639	3,235,611	3,235,611	3,224,812	(10,799)
Commodities	1,169,188	1,004,971	1,004,971	1,119,671	114,700
Capital	515	1,552,000	942,000	660,000	(892,000)
<b>Total</b>	<b>\$ 6,614,986</b>	<b>\$ 8,234,855</b>	<b>\$ 7,760,386</b>	<b>\$ 7,570,154</b>	<b>\$ (664,701)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 344,823	\$ 492,293	\$ 492,293	\$ 461,142	\$ (31,151)
Residential Collection	1,860,626	2,440,451	2,130,451	2,307,269	(133,182)
Bin Maintenance - Residential	87,725	85,543	85,543	120,193	34,650
Recycling Curbside Collection	849,846	1,312,358	1,312,358	942,798	(369,560)
Commercial Collection	2,365,760	2,639,927	2,475,458	2,502,022	(137,905)
Bin Maintenance - Commercial	109,243	103,544	103,544	108,775	5,231
Commercial Recycling	651,774	799,194	799,194	831,156	31,962
Hoist & Haul	345,189	361,545	361,545	296,799	(64,746)
<b>Total</b>	<b>\$ 6,614,986</b>	<b>\$ 8,234,855</b>	<b>\$ 7,760,386</b>	<b>\$ 7,570,154</b>	<b>\$ (664,701)</b>
<b>Source of Funding:</b>					
Solid Waste Fund				\$ 7,570,154	
				<b>\$ 7,570,154</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	2	2	2	0	2
Customer Relations Supervisor	1	1	1	0	1
Equipment Operator	23	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

<b>Section: 171 - Environmental Management</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 90,675	\$ 108,961	\$ 108,961	\$ 112,189	\$ 3,228
Contractuals	8,074	24,555	6,555	24,555	-
Commodities	12,532	6,506	6,506	6,506	-
<b>Total</b>	<b>\$ 111,281</b>	<b>\$ 140,022</b>	<b>\$ 122,022</b>	<b>\$ 143,250</b>	<b>\$ 3,228</b>
<b>Expenditures by Program:</b>					
Environmental Management	\$ 111,281	\$ 140,022	\$ 122,022	\$ 143,250	\$ 3,228
<b>Total</b>	<b>\$ 111,281</b>	<b>\$ 140,022</b>	<b>\$ 122,022</b>	<b>\$ 143,250</b>	<b>\$ 3,228</b>
<b>Source of Funding:</b>					
SEMS Fund				\$ 143,250	
				<b>\$ 143,250</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Environmental Program Manager	1	1	0	0	0
Environmental Technician	1	1	0	0	0
Volunteer and Event Coordinator	1	1	1	0	1
Total	3	3	1	0	1

## 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.

<b>Section: 035 - Library City Direct</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 2,500,973	\$ 2,778,643	\$ 2,778,643	\$ 2,832,497	\$ 53,854
Contractuals	436,779	549,714	549,714	543,510	(6,204)
Commodities	403,716	597,585	597,585	467,816	(129,769)
Capital	82,370	1,088,390	1,088,390	377,000	(711,390)
<b>Total</b>	<b>\$ 3,423,838</b>	<b>\$ 5,014,332</b>	<b>\$ 5,014,332</b>	<b>\$ 4,220,823</b>	<b>\$ (793,509)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 565,674	\$ 1,671,763	\$ 1,671,763	\$ 1,095,497	\$ (576,266)
Technical Services	743,095	998,621	998,621	825,858	(172,763)
Public Services	1,529,769	1,582,035	1,582,035	1,611,502	29,467
East Flag Library	557,904	656,988	656,988	649,431	(7,557)
Main Library Automation	27,322	22,070	22,070	22,070	-
Outreach	-	-	-	-	-
PALSmobile Flagstaff Funded	74	82,855	82,855	16,465	(66,390)
<b>Total</b>	<b>\$ 3,423,838</b>	<b>\$ 5,014,332</b>	<b>\$ 5,014,332</b>	<b>\$ 4,220,823</b>	<b>\$ (793,509)</b>
<b>Source of Funding:</b>					
Library Fund				\$ 4,220,823	
				<b>\$ 4,220,823</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	2	2	2	0	2
Collections Specialist	1	1	1	0	1
Deputy Library Director	2	2	2	0	2
Executive Assistant	1	1	1	0	1
IT Analyst	1	1	1	0	1
Librarian	2	2	3	0	3
Library Clerk	7.26	7.38	7.38	0	7.38
Library Clerk (Temp)	3.37	3.07	3.07	0	3.07
Library Director	1	1	1	0	1
Library Manager	0	0	0	0	0
Library Page	2	2	2	0	2
Library Page (Temp)	1.25	1.25	1.25	0	1.25
Library Specialist	12.59	12.71	11.71	0	11.71
Library Specialist (Temp)	3.18	3.18	3.18	0	3.18
Library Supervisor	5	5	5	0	5
Network Administrator	1	1	1	0	1
<b>Total</b>	<b>45.65</b>	<b>45.59</b>	<b>45.59</b>	<b>0</b>	<b>45.59</b>



<b>Section: 036/037- Library County</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 651,215	\$ 669,099	\$ 669,099	\$ 710,581	\$ 41,482
Contractuals	92,122	1,352,735	110,725	111,511	(1,241,224)
Commodities	237,431	271,975	271,975	256,258	(15,717)
<b>Total</b>	<b>\$ 980,768</b>	<b>\$ 2,293,809</b>	<b>\$ 1,051,799</b>	<b>\$ 1,078,350</b>	<b>\$ (1,215,459)</b>
<b>Expenditures by Program:</b>					
County Jail	\$ 84,726	\$ 90,654	\$ 90,654	\$ 93,074	\$ 2,420
County Bookmobile	94,674	94,316	94,316	94,476	160
Forest Lakes Library	69,855	99,472	99,472	92,151	(7,321)
Tuba City Library	260,271	253,161	253,161	250,048	(3,113)
Supai Library	2,113	5,367	5,367	5,367	-
Grand Canyon	104,869	114,959	114,959	114,677	(282)
County-wide Projects	205,614	1,635,880	393,870	428,557	(1,207,323)
<b>Total</b>	<b>\$ 822,122</b>	<b>\$ 2,293,809</b>	<b>\$ 1,051,799</b>	<b>\$ 1,078,350</b>	<b>\$ (1,215,459)</b>
<b>Source of Funding:</b>					
Library Fund				\$ 1,078,350	
				<b>\$ 1,078,350</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Application Support Specialist II	1	1	1	0	1
IT Manager	1	1	1	0	1
Librarian	1	1	1	0	1
Library Clerk	1	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	9.73	9.73	9.73	0	9.73

<b>Section: 038 - Library Grants and County Wide Projects</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Contractuals	\$ 18,862	\$ 10,000	\$ 10,000	\$ 10,000	\$ -
Commodities	44,419	45,000	45,000	45,000	-
<b>Total</b>	<b>\$ 247,350</b>	<b>\$ 55,000</b>	<b>\$ 55,000</b>	<b>\$ 55,000</b>	<b>\$ -</b>
<b>Expenditures by Program:</b>					
County-wide Projects	\$ 175,450	\$ -	\$ -	\$ -	\$ -
Youth Services Grant	8,480	-	-	-	-
Library LSTA FY2018	-	55,000	55,000	55,000	-
Library State Grant-in-Aid FY2019 (Fed Grant)	25,000	-	-	-	-
LSTA-2018 Intentional Spaces	24,100	-	-	-	-
LSTA-2018 Comm Enrich Thru Tutoring Underserved Populations	9,494	-	-	-	-
Library-Writers In Residence Sub-Grant FY-2019	4,800	-	-	-	-
Library-Education Thru Interactive Spaces	26	-	-	-	-
<b>Total</b>	<b>\$ 247,350</b>	<b>\$ 55,000</b>	<b>\$ 55,000</b>	<b>\$ 55,000</b>	<b>\$ -</b>
<b>Source of Funding:</b>					
Library Fund				\$ 55,000	
				<b>\$ 55,000</b>	
<b>Authorized Personnel/Positions:</b>					
None					

<b>Section: 201 - Community Investment</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 149,744	\$ 143,038	\$ 143,038	\$ 80,174	\$ (62,864)
Contractuals	7,896	19,326	19,326	16,366	(2,960)
Commodities	12,516	11,250	11,250	10,725	(525)
Capital	-	50,000	50,000	-	(50,000)
<b>Total</b>	<b>\$ 170,156</b>	<b>\$ 223,614</b>	<b>\$ 223,614</b>	<b>\$ 107,265</b>	<b>\$ (116,349)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 119,354	\$ 130,579	\$ 130,579	\$ 107,265	\$ (23,314)
Community Design	50,802	43,035	43,035	-	(43,035)
2017 EPA Brownfield Assessment Grant	-	50,000	50,000	-	(50,000)
<b>Total</b>	<b>\$ 170,156</b>	<b>\$ 223,614</b>	<b>\$ 223,614</b>	<b>\$ 107,265</b>	<b>\$ (116,349)</b>
<b>Source of Funding:</b>					
General Fund				\$ 85,302	
Library Fund				2,595	
Highway User Revenue Fund				2,706	
Transportation Fund				748	
Parking District Fund				384	
Water Services Fund				8,263	
Stormwater Fund				397	
Solid Waste Fund				5,332	
SEMS Fund				444	
Airport Fund				1,094	
				<b>\$ 107,265</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	1	1	1	0	1
Beautification, Arts and Science Manager	0	1	1	0	1
Community Design and Redevelopment Manager	1	0	0	0	0
Beautification, Arts and Science Project Admin	1	1	1	0	1
Community Investment Director	1	1	1	0	1
Division Director	1	1	1	0	1
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>5</b>

<b>Section: 211 - Beautification</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 119,189	\$ 152,703	\$ 152,703	\$ 181,597	\$ 28,894
Contractuals	94,984	154,261	154,261	288,201	133,940
Commodities	1,378	200	200	30,500	30,300
<b>Total</b>	<b>\$ 215,551</b>	<b>\$ 307,164</b>	<b>\$ 307,164</b>	<b>\$ 500,298</b>	<b>\$ 193,134</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 127,996	\$ 168,664	\$ 168,664	\$ 217,798	\$ 49,134
Commission	236	1,000	1,000	2,500	1,500
Special Projects and Unprogrammed Work	39,711	50,000	50,000	115,000	65,000
Beautification Grant Program	47,608	87,500	87,500	165,000	77,500
<b>Total</b>	<b>\$ 215,551</b>	<b>\$ 307,164</b>	<b>\$ 307,164</b>	<b>\$ 500,298</b>	<b>\$ 193,134</b>
<b>Source of Funding:</b>					
Beautification Fund				\$ 500,298	
				<b>\$ 500,298</b>	
<b>Authorized Personnel/Positions:</b> None					



<b>Section: 213 - Economic Development</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 252,795	\$ 249,980	\$ 238,980	\$ 259,497	\$ 9,517
Contractuals	612,174	991,124	979,124	754,925	(236,199)
Commodities	52,026	52,145	52,145	25,895	(26,250)
<b>Total</b>	<b>\$ 916,995</b>	<b>\$ 1,293,249</b>	<b>\$ 1,270,249</b>	<b>\$ 1,040,317</b>	<b>\$ (252,932)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 209,523	\$ 463,689	\$ 451,689	\$ 208,346	\$ (255,343)
Incubator	285,284	252,005	252,005	302,005	50,000
Service Partner Agencies	6,923	5,928	5,928	5,928	-
Business Retention & Expansion	99,265	121,178	121,178	172,697	51,519
Business Attraction	122,020	219,565	208,565	120,457	(99,108)
Business Accelerator - Innovation Mesa	193,980	230,884	230,884	230,884	-
<b>Total</b>	<b>\$ 916,995</b>	<b>\$ 1,293,249</b>	<b>\$ 1,270,249</b>	<b>\$ 1,040,317</b>	<b>\$ (252,932)</b>
<b>Source of Funding:</b>					
Economic Development Fund				\$ 1,040,317	
				<b>\$ 1,040,317</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Business Attraction Manager	1	1	1	0	1
Business Retention and Expansion Manager	1	1	1	0	1
Total	2	2	2	0	2

<b>Section: 214 - Tourism</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 880,056	\$ 980,087	\$ 980,087	\$ 1,021,844	\$ 41,757
Contractuals	1,158,717	1,511,499	1,511,499	1,436,977	(74,522)
Commodities	162,828	144,428	144,428	166,968	22,540
Capital	29,623	-	-	-	-
<b>Total</b>	<b>\$ 2,231,224</b>	<b>\$ 2,636,014</b>	<b>\$ 2,636,014</b>	<b>\$ 2,625,789</b>	<b>\$ (10,225)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 1,019,848	\$ 1,145,865	\$ 1,145,865	\$ 1,155,141	\$ 9,276
Marketing and Promotion	1,048,033	1,328,674	1,328,674	1,321,173	(7,501)
Sales	124,254	102,425	102,425	90,425	(12,000)
Public Relations	37,543	57,700	57,700	57,700	-
Film Office	1,546	1,350	1,350	1,350	-
<b>Total</b>	<b>\$ 2,231,224</b>	<b>\$ 2,636,014</b>	<b>\$ 2,636,014</b>	<b>\$ 2,625,789</b>	<b>\$ (10,225)</b>
<b>Source of Funding:</b>					
Tourism Fund				\$ 2,625,789	
				<b>\$ 2,625,789</b>	

<b>Authorized Personnel/Positions:</b>			Current	Changes	Proposed
Title	2017-2018	2018-2019	2019-2020	2020-2021	2020-2021
Administrative Specialist	1	1	1	0	1
Creative Services Manager	1	1	1	0	1
Creative Services Specialist	3	3	3	0	3
CVB Communication Specialist	1	1	1	0	1
CVB Director	1	1	1	0	1
International Travel and Trade Manager	1	1	1	0	1
Marketing and Media Relations Manager	1	1	1	0	1
Marketing Specialist	0	0	1	0	1
Sales Specialist	1	1	1	0	1
Total	10	10	11	0	11

<b>Section: 215 - Visitor Services</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 243,568	\$ 249,524	\$ 249,524	\$ 314,790	\$ 65,266
Contractuals	113,808	125,986	125,986	123,986	(2,000)
Commodities	29,028	38,152	38,152	39,152	1,000
Commodities	-	-	-	80,000	80,000
<b>Total</b>	<b>\$ 386,404</b>	<b>\$ 413,662</b>	<b>\$ 413,662</b>	<b>\$ 557,928</b>	<b>\$ 144,266</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 278,523	\$ 299,729	\$ 299,729	\$ 443,995	\$ 144,266
Train Station Operations	107,881	113,933	113,933	113,933	-
<b>Total</b>	<b>\$ 386,404</b>	<b>\$ 413,662</b>	<b>\$ 413,662</b>	<b>\$ 557,928</b>	<b>\$ 144,266</b>
<b>Source of Funding:</b>					
Tourism Fund				\$ 557,928	
				<b>\$ 557,928</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Assistant (Temp)	1.65	1.65	1.65	0	1.65
Administrative Specialist	2	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	5.15	5.15	5.15	0	5.15

<b>Section: 216 - Arts and Science</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 29,417	\$ 34,842	\$ 34,842	\$ 60,904	\$ 26,062
Contractuals	452,448	458,971	458,971	498,971	40,000
Commodities	-	3,123	3,123	3,123	-
Capital	27,302	711,500	338,500	361,000	(350,500)
<b>Total</b>	<b>\$ 509,167</b>	<b>\$ 1,208,436</b>	<b>\$ 835,436</b>	<b>\$ 923,998</b>	<b>\$ (284,438)</b>
<b>Expenditures by Program:</b>					
General	\$ 31,815	\$ 36,723	\$ 36,723	\$ 62,785	\$ 26,062
Public Artwork	27,302	415,123	197,123	364,623	(50,500)
Service Partner Agencies	360,000	360,000	360,000	400,000	40,000
FCP Administration	90,050	96,590	96,590	96,590	-
Arts & Science - Misc Capital	-	300,000	145,000	-	(300,000)
<b>Total</b>	<b>\$ 509,167</b>	<b>\$ 1,208,436</b>	<b>\$ 835,436</b>	<b>\$ 923,998</b>	<b>\$ (284,438)</b>
<b>Source of Funding:</b>					
Arts and Science Fund				\$ 923,998	
				<b>\$ 923,998</b>	
<b>Authorized Personnel/Positions:</b> None					



<b>Section: 221 - Airport</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 1,088,274	\$ 1,323,094	\$ 1,360,743	\$ 1,317,670	\$ (5,424)
Contractuals	536,809	1,244,856	1,244,856	387,753	(857,103)
Commodities	194,938	183,624	183,624	149,424	(34,200)
Capital	-	102,956	102,956	-	(102,956)
<b>Total</b>	<b>\$ 1,820,021</b>	<b>\$ 2,854,530</b>	<b>\$ 2,892,179</b>	<b>\$ 1,854,847</b>	<b>\$ (999,683)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 641,634	\$ 720,680	\$ 758,329	\$ 1,064,673	\$ 343,993
Safety and Security	213,335	328,953	328,953	140,371	(188,582)
Snow Control	149,454	192,814	192,814	95,449	(97,365)
Maintenance Buildings & Grounds	654,618	540,026	540,026	445,800	(94,226)
Maintenance Runway & Taxiway	160,980	192,157	192,157	108,554	(83,603)
Small Commercial Air Service Development	-	879,900	879,900	-	(879,900)
<b>Total</b>	<b>\$ 1,820,021</b>	<b>\$ 2,854,530</b>	<b>\$ 2,892,179</b>	<b>\$ 1,854,847</b>	<b>\$ (999,683)</b>
<b>Source of Funding:</b>					
Airport Fund				\$ 1,854,847	
				<b>\$ 1,854,847</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	1	1	1	0	1
Airport Business Manager	0	1	1	(1)	0
Airport Director	1	1	1	0	1
Airport Operations/ ARFF Specialist	6	9	9	0	9
Airport Operations/ ARFF Manager	1	1	1	0	1
Airport Parking Aide	0	1	1	(1)	0
Maintenance Worker Temp - Airport Snow	0.5	0.5	0.5	0	0.5
<b>Total</b>	<b>9.5</b>	<b>14.5</b>	<b>14.5</b>	<b>(2)</b>	<b>12.5</b>

<b>Section: 231 - ParkFlag</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 311,858	\$ 406,689	\$ 406,689	\$ 406,002	\$ (687)
Contractuals	205,021	224,338	224,338	191,122	(33,216)
Commodities	132,188	224,102	224,102	221,102	(3,000)
Capital	7,258	726,148	765,527	188,043	(538,105)
<b>Total</b>	<b>\$ 656,325</b>	<b>\$ 1,581,277</b>	<b>\$ 1,620,656</b>	<b>\$ 1,006,269</b>	<b>\$ (575,008)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 501,163	\$ 1,309,775	\$ 1,309,775	\$ 734,767	\$ (575,008)
Parking Compliance	128,178	127,378	127,378	127,378	-
Metering and Permits	4,145	100,374	100,374	100,374	-
Parking Facilities	14,898	3,750	3,750	3,750	-
Parking District Capital	7,941	40,000	79,379	40,000	-
<b>Total</b>	<b>\$ 656,325</b>	<b>\$ 1,581,277</b>	<b>\$ 1,620,656</b>	<b>\$ 1,006,269</b>	<b>\$ (575,008)</b>
<b>Source of Funding:</b>					
Parking District Fund				\$ 1,006,269	
				<b>\$ 1,006,269</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Parking Manager	1	1	1	0	1
Parking Aide	4	5	5	0	5
Parking Lead Worker	0	1	1	0	1
Total	5	7	7	0	7

# 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 and 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.

<b>Section: 300 - Water Services Administration</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 428,459	\$ 589,859	\$ 589,859	\$ 589,279	\$ (580)
Contractuals	1,371,832	1,180,860	1,180,860	1,533,587	352,727
Commodities	16,291	14,200	14,200	14,200	-
Capital	475	20,000	20,000	-	(20,000)
<b>Total</b>	<b>\$ 1,817,057</b>	<b>\$ 1,804,919</b>	<b>\$ 1,804,919</b>	<b>\$ 2,137,066</b>	<b>\$ 332,147</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 1,683,903	\$ 1,676,136	\$ 1,676,136	\$ 2,002,582	\$ 326,446
Water Commission	394	1,180	1,180	630	(550)
Operations Management	132,760	127,603	127,603	133,854	6,251
<b>Total</b>	<b>\$ 1,817,057</b>	<b>\$ 1,804,919</b>	<b>\$ 1,804,919</b>	<b>\$ 2,137,066</b>	<b>\$ 332,147</b>
<b>Source of Funding:</b>					
Water Services Fund				\$ 2,137,066	
				<b>\$ 2,137,066</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	2	2	2	0	2
Communications Aide (Temp)	0	0.23	0.71	0.25	0.96
Division Director	1	1	1	0	1
Water Services Management Analyst	1	1	1	0	1
Water Services Operations Section Director	1	1	1	0	1
Total	5	5.23	5.71	0.25	5.96



<b>Section: 301 - Water Production</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 812,723	\$ 760,766	\$ 760,766	\$ 772,927	\$ 12,161
Contractuals	2,308,281	2,773,652	2,773,652	2,831,939	58,287
Commodities	418,667	455,877	455,877	538,442	82,565
Capital	116,141	520,000	520,000	275,000	(245,000)
<b>Total</b>	<b>\$ 3,655,812</b>	<b>\$ 4,510,295</b>	<b>\$ 4,510,295</b>	<b>\$ 4,418,308</b>	<b>\$ (91,987)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 573,124	\$ 283,364	\$ 283,364	\$ 220,510	\$ (62,854)
Lake Mary Water Treatment Operation	715,395	1,682,983	1,682,983	1,398,607	(284,376)
Buildings and Grounds Maintenance	20,175	-	-	-	-
Equipment Maintenance	828	-	-	-	-
SCADA Tracking	205,656	25,000	25,000	-	(25,000)
Local Wells	984,555	1,109,103	1,109,103	1,227,699	118,596
Lake Mary Wellfield	218,530	332,132	332,132	410,728	78,596
Woody Mountain Wellfield	742,569	777,127	777,127	767,723	(9,404)
Reservoirs	52,906	62,664	62,664	63,260	596
Inner Basin Maintenance	67,897	127,811	127,811	228,151	100,340
Red Gap Ranch Operation & Mgmt	5,378	36,809	36,809	22,409	(14,400)
Booster Station Administration	11,605	21,243	21,243	21,543	300
Zone A - RFP	87	250	250	1,250	1,000
Kinlani	2,193	1,505	1,505	2,225	720
University Highlands #1	12,323	1,545	1,545	5,045	3,500
Airport Booster	1,581	1,545	1,545	1,645	100
Amberwood Booster	4,180	6,336	6,336	6,336	-
Railroad Springs Booster	25,491	25,184	25,184	25,184	-
Inner Basin Pipeline Maintenance	11,339	15,694	15,694	15,993	299
<b>Total</b>	<b>\$ 3,655,812</b>	<b>\$ 4,510,295</b>	<b>\$ 4,510,295</b>	<b>\$ 4,418,308</b>	<b>\$ (91,987)</b>
<b>Source of Funding:</b>					
Water Services Fund				\$ 4,418,308	
				<b>\$ 4,418,308</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Maintenance Worker (Temp)	0	0.23	0.23	0	0.23
MSW Operations	3	4	4	0	4
MSW Maintenance	2	2	2	0	2
Water Services Supervisor	3	3	2	0	2
Water Production Manager	1	1	1	0	1
Water Services SCADA Administrator	1	1	0	0	0
Total	10	11.23	9.23	0	9.23

<b>Section: 303 - Water Distribution</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 1,228,848	\$ 1,306,656	\$ 1,306,656	\$ 1,384,481	\$ 77,825
Contractuals	186,163	257,013	257,013	230,413	(26,600)
Commodities	506,302	447,814	447,814	444,414	(3,400)
Capital	2,417	436,580	455,030	-	(436,580)
<b>Total</b>	<b>\$ 1,923,730</b>	<b>\$ 2,448,063</b>	<b>\$ 2,466,513</b>	<b>\$ 2,059,308</b>	<b>\$ (388,755)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 131,365	\$ 227,294	\$ 245,744	\$ 198,817	\$ (28,477)
Water System Maintenance & Operation	357,651	625,351	625,351	369,025	(26,326)
Main & Service Line Repair	527,274	480,813	480,813	504,850	24,037
Main Ext. - Fire Hydrant & Valve	51,664	38,174	38,174	39,332	1,158
Valve & Fire Hydrant Maintenance	208,676	354,987	354,987	257,177	(97,810)
Meter Installation	497,670	521,929	521,929	543,498	21,569
Meter Repair and Testing	102,442	98,721	98,721	104,471	5,750
Blue Stake	46,988	40,794	40,794	42,138	1,344
Water Dist-Water Meter Grant-WaterSmart FY19	-	60,000	60,000	-	(60,000)
<b>Total</b>	<b>\$ 1,923,730</b>	<b>\$ 2,448,063</b>	<b>\$ 2,466,513</b>	<b>\$ 2,059,308</b>	<b>\$ (388,755)</b>
<b>Source of Funding:</b>					
Water Services Fund				\$ 2,059,308	
				<b>\$ 2,059,308</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
MSW - Water Services Tech	13	14	14	0	14
Water Services Supervisor	1	1	1	0	1
Water/Sewer Utility Locator	1	1	1	0	1
Total	15	16	16	0	16

<b>Section: 304 - Water Resource Management</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 291,863	\$ 325,701	\$ 325,701	\$ 366,087	\$ 40,386
Contractuals	229,053	340,250	340,250	259,750	(80,500)
Commodities	36,391	103,183	103,183	61,050	(42,133)
<b>Total</b>	<b>\$ 557,307</b>	<b>\$ 769,134</b>	<b>\$ 769,134</b>	<b>\$ 686,887</b>	<b>\$ (82,247)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 111,708	\$ 112,159	\$ 112,159	\$ 142,183	\$ 30,024
Water Resources	83,939	205,250	205,250	140,250	(65,000)
Water Conservation	361,660	451,725	451,725	404,454	(47,271)
<b>Total</b>	<b>\$ 557,307</b>	<b>\$ 769,134</b>	<b>\$ 769,134</b>	<b>\$ 686,887</b>	<b>\$ (82,247)</b>
<b>Source of Funding:</b>					
Water Services Fund				\$ 686,887	
				<b>\$ 686,887</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Water Conservation Enforcement Aide	1	1	1	0.49	1
Water Conservation Specialist	1	1	1	0	1
Water Resources Technician	0	0	0.48	0	0.48
Water Resource Manager	1	1	1	0	1
Water Services Program Manager	1	1	1	0	1
Total	4	4	4.48	0.49	4.97

<b>Section: 305 - Utilities Engineering</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 463,395	\$ 379,956	\$ 379,956	\$ 392,842	\$ 12,886
Contractuals	148,457	168,050	168,050	168,050	-
Commodities	43,426	10,240	10,240	10,240	-
<b>Total</b>	<b>\$ 655,278</b>	<b>\$ 558,246</b>	<b>\$ 558,246</b>	<b>\$ 571,132</b>	<b>\$ 12,886</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 439,158	\$ 487,704	\$ 487,704	\$ 498,508	\$ 10,804
GIS-Utilities	216,120	70,542	70,542	72,624	2,082
<b>Total</b>	<b>\$ 655,278</b>	<b>\$ 558,246</b>	<b>\$ 558,246</b>	<b>\$ 571,132</b>	<b>\$ 12,886</b>
<b>Source of Funding:</b>					
Water Services Fund				\$ 571,132	
				\$ 571,132	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
GIS System Specialist	1	1	1	0	1
IT Administrator	1	1	0	0	0
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	5	5	4	0	4



<b>Section: 306 - Regulatory Compliance</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 622,704	\$ 699,333	\$ 699,333	\$ 789,295	\$ 89,962
Contractuals	173,722	311,418	311,418	211,764	(99,654)
Commodities	78,471	100,858	100,858	100,512	(346)
<b>Total</b>	<b>\$ 874,897</b>	<b>\$ 1,111,609</b>	<b>\$ 1,111,609</b>	<b>\$ 1,101,571</b>	<b>\$ (10,038)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 120,403	\$ 130,311	\$ 130,311	\$ 135,897	\$ 5,586
Water Regulatory and Lab Services	150,436	177,013	177,013	265,656	88,643
Wastewater Regulatory and Lab Services	296,012	354,260	354,260	347,032	(7,228)
Reclaim Water Regulatory and Lab Services	-	104	104	104	-
Stormwater Regulatory and Lab Services	6,501	6,000	6,000	6,000	-
Industrial Waste Administration	301,545	443,921	443,921	346,882	(97,039)
<b>Total</b>	<b>\$ 874,897</b>	<b>\$ 1,111,609</b>	<b>\$ 1,111,609</b>	<b>\$ 1,101,571</b>	<b>\$ (10,038)</b>
<b>Source of Funding:</b>					
Water Services Fund				\$ 1,101,571	
				<b>\$ 1,101,571</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Industrial Pretreat Inspector	2	2	2	0	2
Industrial Pretreat Supervisor	1	1	1	0	1
MSW - Laboratory	3	3	3	0	3
MSW - Plant Tech	0	0	0	0	0
Water Services Manager	1	1	1	0	1
Water Services Supervisor	2	2	2	0	2
Total	9	9	9	0	9

<b>Section: 307 - SCADA Information Systems</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ -	\$ 366,524	\$ 366,524	\$ 463,941	\$ 97,417
Contractuals	-	307,427	307,427	142,660	(164,767)
Commodities	-	252,225	252,225	89,725	(162,500)
Capital	-	45,000	56,875	-	(45,000)
<b>Total</b>	<b>\$ -</b>	<b>\$ 971,176</b>	<b>\$ 983,051</b>	<b>\$ 696,326</b>	<b>\$ (274,850)</b>
<b>Expenditures by Program:</b>					
SCADA Tracking	\$ -	\$ 459,382	\$ 471,257	\$ 436,426	\$ (22,956)
Water Services Info Systems	-	169,769	169,769	88,500	(81,269)
Wildcat SCADA	-	185,209	185,209	146,050	(39,159)
Reclaimed SCADA	-	141,216	141,216	16,750	(124,466)
Rio SCADA	-	15,600	15,600	8,600	(7,000)
<b>Total</b>	<b>\$ -</b>	<b>\$ 971,176</b>	<b>\$ 983,051</b>	<b>\$ 696,326</b>	<b>\$ (274,850)</b>
<b>Source of Funding:</b>					
Water Services Fund				\$ 696,326	
				<b>\$ 696,326</b>	
<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
IT Administrator	0	0	2	0	2
Water Services Supervisor	0	0	2	1	3
Total	0	0	4	1	5

<b>Section: 311 - Wastewater Treatment - Wildcat</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 620,472	\$ 701,955	\$ 701,955	\$ 727,516	\$ 25,561
Contractuals	1,034,638	1,154,200	1,154,200	1,099,100	(55,100)
Commodities	538,739	443,742	443,742	603,242	159,500
Capital	21,212	150,000	150,000	100,000	(50,000)
<b>Total</b>	<b>\$ 2,215,061</b>	<b>\$ 2,449,897</b>	<b>\$ 2,449,897</b>	<b>\$ 2,529,858</b>	<b>\$ 79,961</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 166,312	\$ 264,619	\$ 264,619	\$ 342,661	\$ 78,042
Plant Operations	1,248,578	1,379,386	1,379,386	1,312,915	(66,471)
Plant Maintenance	482,089	531,035	531,035	478,747	(52,288)
Septage Collection	2,198	6,150	6,150	6,150	-
WH Rio Maintenance	1,866	1,700	1,700	121,700	120,000
Solids Handling	247,777	267,007	267,007	267,685	678
Wildcat SCADA	66,241	-	-	-	-
<b>Total</b>	<b>\$ 2,215,061</b>	<b>\$ 2,449,897</b>	<b>\$ 2,449,897</b>	<b>\$ 2,529,858</b>	<b>\$ 79,961</b>
<b>Source of Funding:</b>					
Water Services Fund				\$ 2,529,858	
				<b>\$ 2,529,858</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
MSW - Maintenance	2	2	2	0	2
MSW - Operations	5	5	4	0	4
MSW - Plant Technician	0	0	0	0	0
Water Services Supervisor	3	3	3	0	3
Wastewater Treatment Manager	1	1	1	0	1
Total	11	11	10	0	10

<b>Section: 312 - Wastewater Treatment - Rio Plant</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 360,497	\$ 345,215	\$ 345,215	\$ 324,680	\$ (20,535)
Contractuals	426,132	520,129	520,129	553,518	33,389
Commodities	145,879	105,792	105,792	77,042	(28,750)
Capital	31,814	195,000	195,000	55,000	(140,000)
<b>Total</b>	<b>\$ 964,322</b>	<b>\$ 1,166,136</b>	<b>\$ 1,166,136</b>	<b>\$ 1,010,240</b>	<b>\$ (155,896)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 105,854	\$ 193,850	\$ 193,850	\$ 172,832	\$ (21,018)
Plant Operations	477,995	667,497	667,497	453,371	(214,126)
Plant Maintenance	358,128	304,789	304,789	384,037	79,248
Rio SCADA	22,345	-	-	-	-
<b>Total</b>	<b>\$ 964,322</b>	<b>\$ 1,166,136</b>	<b>\$ 1,166,136</b>	<b>\$ 1,010,240</b>	<b>\$ (155,896)</b>
<b>Source of Funding:</b>					
Water Services Fund				\$ 1,010,240	
				<b>\$ 1,010,240</b>	
<b>Authorized Personnel/Positions:</b>					
Positions Authorized in Section 311 (Treatment - Wildcat)					



<b>Section: 313 - Wastewater Collection</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 694,373	\$ 737,159	\$ 737,159	\$ 751,843	\$ 14,684
Contractuals	139,661	232,580	232,580	231,680	(900)
Commodities	132,357	227,639	227,639	253,539	25,900
Capital	18	392,000	392,000	-	(392,000)
<b>Total</b>	<b>\$ 966,409</b>	<b>\$ 1,589,378</b>	<b>\$ 1,589,378</b>	<b>\$ 1,237,062</b>	<b>\$ (352,316)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 223,584	\$ 290,414	\$ 290,414	\$ 272,761	\$ (17,653)
Service Connections	60,723	55,434	55,434	58,411	2,977
Preventive Maintenance	383,386	769,276	769,276	432,535	(336,741)
TV Inspect and Hydro Clean	167,901	189,856	189,856	185,466	(4,390)
Corrective Maintenance	128,676	284,398	284,398	287,889	3,491
Reclaimed Waterline	2,139	-	-	-	-
<b>Total</b>	<b>\$ 966,409</b>	<b>\$ 1,589,378</b>	<b>\$ 1,589,378</b>	<b>\$ 1,237,062</b>	<b>\$ (352,316)</b>
<b>Source of Funding:</b>					
Water Services Fund				\$ 1,237,062	
				<b>\$ 1,237,062</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
MSW- Water Services Technician	8	8	8	0	8
Water Services Supervisor	1	1	1	0	1
Total	9	9	9	0	9

<b>Section: 321 - Reclaimed Water</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 153,073	\$ 174,187	\$ 174,187	\$ 167,586	\$ (6,601)
Contractuals	127,287	123,350	123,350	244,850	121,500
Commodities	114,950	170,172	170,172	206,672	36,500
Capital	8,552	135,000	135,000	-	(135,000)
<b>Total</b>	<b>\$ 403,862</b>	<b>\$ 602,709</b>	<b>\$ 602,709</b>	<b>\$ 619,108</b>	<b>\$ 16,399</b>
<b>Expenditures by Program:</b>					
Reclaimed SCADA	\$ 121,175	\$ -	\$ -	\$ -	\$ -
Reclaimed Distribution	7,396	11,015	11,015	11,550	535
Reclaimed Production-Wildcat	196,348	324,099	324,099	475,370	151,271
Reclaimed Production-Rio	78,943	267,595	267,595	132,188	(135,407)
<b>Total</b>	<b>\$ 403,862</b>	<b>\$ 602,709</b>	<b>\$ 602,709</b>	<b>\$ 619,108</b>	<b>\$ 16,399</b>
<b>Source of Funding:</b>					
Water Services Fund				\$ 619,108	
				<b>\$ 619,108</b>	
<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	2019-2020	2020-2021	2020-2021
MSW - Operations	1	1	1	0	1
MSW - Maintenance	1	1	1	0	1
Water Services Supervisor	1	1	1	0	1
Total	3	3	3	0	3

<b>Section: 331 - Stormwater</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 475,026	\$ 512,532	\$ 512,532	\$ 714,008	\$ 201,476
Contractuals	142,625	320,426	334,927	328,397	7,971
Commodities	52,468	20,704	20,704	38,354	17,650
Capital	-	40,000	463,054	474,180	434,180
<b>Total</b>	<b>\$ 670,119</b>	<b>\$ 893,662</b>	<b>\$ 1,331,217</b>	<b>\$ 1,554,939</b>	<b>\$ 661,277</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 197,080	\$ 220,591	\$ 225,591	\$ 198,115	\$ (22,476)
Master Planning	52,213	-	-	93,089	93,089
Operations	411,411	473,071	482,572	-	(473,071)
Development Review	-	-	-	115,445	115,445
Inspections, Investigations & Monitoring	-	-	-	63,259	63,259
Floodplain Management	-	-	-	111,133	111,133
Open Channel & Infrastructure Maintenance	-	-	-	278,703	278,703
Drainage Maintenance	-	-	423,054	236,015	236,015
PBID Development	3,156	-	-	-	-
Rio de Flag Restoration	-	-	-	459,180	459,180
FEMA Flood Hazard Mitigation Studies	-	200,000	70,305	-	(200,000)
Frances Short Pond - AZ Game & Fish Grant	6,259	-	-	-	-
Baseline Hydrology Study	-	-	19,400	-	-
Mitigation - Raingauge	-	-	110,295	-	-
<b>Total</b>	<b>\$ 670,119</b>	<b>\$ 893,662</b>	<b>\$ 1,331,217</b>	<b>\$ 1,554,939</b>	<b>\$ 661,277</b>
<b>Source of Funding:</b>					
Stormwater Fund				\$ 1,554,939	
				<b>\$ 1,554,939</b>	

<b>Authorized Personnel/Positions:</b>					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Intern	0.5	0.5	0	0	0
Project Manager	3	3	3	0	3
Stormwater Program Manager	1	1	1	0	1
Watershed Specialist	1	1	1	0	1
Total	5.5	5.5	5	0	5

## 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.



<b>Section: 401 - Council and Commissions</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 361,607	\$ 362,585	\$ 362,585	\$ 366,047	\$ 3,462
Contractuals	44,428	45,165	45,165	62,204	17,039
Commodities	14,047	7,745	7,745	3,845	(3,900)
Capital	25,135	-	-	-	-
<b>Total</b>	<b>\$ 445,217</b>	<b>\$ 415,495</b>	<b>\$ 415,495</b>	<b>\$ 432,096</b>	<b>\$ 16,601</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 445,217	\$ 415,495	\$ 415,495	\$ 432,096	\$ 16,601
<b>Total</b>	<b>\$ 445,217</b>	<b>\$ 415,495</b>	<b>\$ 415,495</b>	<b>\$ 432,096</b>	<b>\$ 16,601</b>
<b>Source of Funding:</b>					
General Fund				\$ 323,097	
Library Fund				10,097	
Highway User Revenue Fund				8,903	
Transportation Fund				7,929	
Parking District Fund				1,393	
Water Services Fund				42,110	
Stormwater Fund				4,219	
Solid Waste Fund				23,492	
SEMS Fund				7,175	
Airport Fund				3,681	
				<b>\$ 432,096</b>	
<b>Authorized Personnel/Positions:</b> None					

Section: 402 - Non-Departmental					
Expenditures by Category:					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 60,499	\$ (300,000)	\$ (800,000)	\$ (600,000)	\$ (300,000)
Contractuals	2,577,280	4,483,876	4,294,626	3,518,636	(965,240)
Commodities	39,629	76,732	76,732	13,500	(63,232)
Capital	103,937	271,126	271,126	-	(271,126)
Charge To/From	(75,885)	(91,668)	(91,668)	-	91,668
Total	\$ 2,705,460	\$ 4,440,066	\$ 3,750,816	\$ 2,932,136	\$ (1,507,930)
Expenditures by Program:					
General Administration	\$ 555,244	\$ 128,067	\$ (421,933)	\$ (183,003)	\$ (311,070)
Service Partner Agencies	1,066,299	1,242,859	1,168,609	2,226,047	983,188
Employee Benefits	77,738	147,200	147,200	36,500	(110,700)
Insurance	665,192	2,005,192	2,005,192	715,192	(1,290,000)
Consultants	220,899	544,340	544,340	137,400	(406,940)
Copy Center	(33,594)	-	-	-	-
Redevelopment	20,000	65,000	-	-	(65,000)
John Wesley Powell Study	133,682	307,408	307,408	-	(307,408)
Total	\$ 2,705,460	\$ 4,440,066	\$ 3,750,816	\$ 2,932,136	\$ (1,507,930)
Source of Funding:					
	General Fund			\$ 2,425,769	
	Library Fund			61,655	
	Highway User Revenue Fund			63,052	
	Transportation Fund			16,621	
	Parking District Fund			8,974	
	Water Services Fund			189,618	
	Stormwater Fund			9,231	
	Solid Waste Fund			123,269	
	SEMS Fund			8,290	
	Airport Fund			25,657	
				\$ 2,932,136	
Authorized Personnel/Positions: None					

<b>Section: 404 - Transit</b>					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Contractuals	\$ 5,397,884	\$ 7,721,802	\$ 6,318,503	\$ 6,158,415	\$ (1,563,387)
<b>Total</b>	<b>\$ 5,397,884</b>	<b>\$ 7,721,802</b>	<b>\$ 6,318,503</b>	<b>\$ 6,158,415</b>	<b>\$ (1,563,387)</b>
<b>Expenditures by Program:</b>					
Transit Contribution	\$ 5,397,884	\$ 7,721,802	\$ 6,318,503	\$ 6,158,415	\$ (1,563,387)
<b>Total</b>	<b>\$ 5,397,884</b>	<b>\$ 7,721,802</b>	<b>\$ 6,318,503</b>	<b>\$ 6,158,415</b>	<b>\$ (1,563,387)</b>
<b>Source of Funding:</b>					
Transportation Fund				\$ 6,158,415	
				<b>\$ 6,158,415</b>	
<b>Authorized Personnel/Positions:</b> None					

City of Flagstaff  
Capital Improvement Program Summary  
Fiscal Year 2020-2021 - Fiscal Year 2024-2025

	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Plan
Beginning Balance	\$ -	-	-	-	-	-	-	-
Resources								
Debt	45,300,000	26,000,000	18,900,000	41,100,000	-	11,500,000	13,000,000	110,500,000
Grants	1,518,668	1,518,668	2,009,156	10,928,368	832,120	15,152,080	5,005,300	35,445,692
Pay-as-you-go	101,493,201	94,477,496	45,536,463	34,401,100	35,730,680	33,061,985	37,348,396	280,556,120
Total Resources	148,311,869	121,996,164	66,445,619	86,429,468	36,562,800	59,714,065	55,353,696	426,501,812
Expenditures								
General Government	33,526,666	33,505,146	5,508,418	10,690,000	696,500	10,703,065	10,709,696	71,812,825
Streets/Transportation	55,625,286	54,146,449	21,575,386	20,110,468	17,246,000	18,766,000	25,689,000	157,533,303
Arts and Science (BBB)	711,500	338,500	361,000	493,000	159,000	125,000	10,000	1,486,500
Tourism (BBB)	-	-	80,000	-	-	-	-	80,000
Recreation (BBB)	469,264	242,202	-	-	-	-	-	242,202
Beautification (BBB)	3,988,290	2,813,290	1,492,000	2,156,000	1,251,300	2,075,000	500,000	10,287,590
Drinking Water	19,208,174	18,342,516	4,375,000	8,350,000	6,600,000	5,575,000	4,400,000	47,642,516
Wastewater	7,720,581	6,206,497	4,447,815	9,400,000	8,030,000	2,500,000	6,200,000	36,784,312
Reclaimed Water	240,000	175,000	950,000	1,200,000	150,000	2,250,000	75,000	4,800,000
Stormwater	23,148,445	3,845,401	19,841,000	19,125,000	275,000	725,000	975,000	44,786,401
Solid Waste	878,146	615,646	3,765,000	4,905,000	1,255,000	995,000	1,295,000	12,830,646
Airport	2,795,517	1,765,517	4,050,000	10,000,000	900,000	16,000,000	5,500,000	38,215,517
Total Expenditures	148,311,869	121,996,164	66,445,619	86,429,468	36,562,800	59,714,065	55,353,696	426,501,812
Ending Balance	\$ -	-	-	-	-	-	-	-

City of Flagstaff  
Capital Improvement Program Summary  
Fiscal Year 2020-2021 - Fiscal Year 2024-2025

	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Plan
<b>General Government</b>								
General Fund								
Brownfields Assessments	\$ 50,000	50,000	-	-	-	-	-	50,000
Facilities Improvements	236,223	236,223	-	-	-	-	-	236,223
Irrigation System Upgrades	115,000	115,000	-	-	-	-	-	115,000
John Wesley Powell Study	307,408	307,408	-	-	-	-	-	307,408
Microwave Network	81,666	81,666	-	-	-	-	-	81,666
New Park Development	500,000	500,000	-	-	-	-	-	500,000
Parking District Fund								
Property Acquisition	686,148	686,148	148,043	-	-	-	-	834,191
Southside Curbs	40,000	40,000	40,000	40,000	40,000	40,000	40,000	240,000
Library Fund								
ADA Ramp/Conference Room	90,000	90,000	-	-	-	-	-	90,000
APEX Skylights - Repair - Downtown	200,000	200,000	-	-	-	-	-	200,000
Boiler and Renovate Mechanic's Room	125,000	125,000	-	-	-	-	-	125,000
Cathedral Ceiling Repaint	60,000	60,000	-	-	-	-	-	60,000
Children's Area Safety Project	35,000	35,000	-	-	-	-	-	35,000
Conference Room - Downtown	40,000	40,000	-	-	-	-	-	40,000
East Flagstaff Restroom Remodel	30,000	30,000	-	-	-	-	-	30,000
Remodel at East Flagstaff Comm. Library	50,000	50,000	-	-	-	-	-	50,000
Window Replacement - Downtown	400,000	400,000	377,000	-	-	-	-	777,000
Capital Projects Bond Funded								
GO Bond Funded Projects								
Core Services Maintenance Facility	496,244	496,174	100,000	-	-	-	-	596,174
FUTS/Open Space Land Acquisition	2,017,100	2,017,100	73,873	-	-	-	-	2,090,973
Non GO Bond Funded Projects								
Court Facility and Parking	17,242,427	17,242,427	2,679,502	-	-	-	-	19,921,929
USGS Miscellaneous Buildings	9,930,950	10,000,000	-	10,000,000	-	10,000,000	10,000,000	40,000,000
Flagstaff Housing Authority Fund								
General Capital Expenditures	630,000	630,000	2,090,000	650,000	656,500	663,065	669,696	5,359,261
Sustainability and Environmental Management (SEMS)								
Future Grant Project	40,000	40,000	-	-	-	-	-	40,000
Picture Canyon Trail Improvements	-	-	-	-	-	-	-	-
Observatory Mesa Improvements	33,000	33,000	-	-	-	-	-	33,000
Schultz Creek Trail Improvements	90,500	-	-	-	-	-	-	-
<b>Total General Government</b>	<b>\$ 33,526,666</b>	<b>33,505,146</b>	<b>5,508,418</b>	<b>10,690,000</b>	<b>696,500</b>	<b>10,703,065</b>	<b>10,709,696</b>	<b>71,812,825</b>



City of Flagstaff  
Capital Improvement Program Summary  
Fiscal Year 2020-2021 - Fiscal Year 2024-2025

	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Plan
<b>Streets/ Transportation</b>								
Streets - HURF								
Road Construction (Dirt Roads)	\$ 2,277,352	2,277,352	-	-	-	-	-	2,277,352
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	200,000	200,000	200,000	200,000	200,000	1,015,000
Street Improvement Program	2,548,270	2,548,270	2,092,352	2,100,000	2,100,000	2,100,000	2,100,000	13,040,622
Sunnyside (Contingent on sale of auto mall lots)	1,955,875	1,837,650	-	-	-	-	-	1,837,650
Transportation Tax Funded								
Safety Improvements								
Bike/Pedestrian and Safety Improvement	380,046	189,655	-	-	-	-	-	189,655
Butler/4th Intersection Reconstruction	88,577	88,577	-	-	-	-	-	88,577
Franklin Safety Improvements	32,612	32,612	-	-	-	-	-	32,612
HSIP Program	75,000	75,000	-	-	-	-	-	75,000
Intersection Improvements	50,000	50,000	-	-	-	-	-	50,000
La Plaza Vieja Traffic Improvements	328,203	328,203	-	-	-	-	-	328,203
Quiet Zone Modifications	400,000	400,000	-	-	-	-	-	400,000
San Francisco/Franklin Signal	400,000	400,000	-	-	-	-	-	400,000
Switzer/Turquoise Roundabout	139,973	139,973	-	-	-	-	-	139,973
Traffic Signal Program	50,000	50,000	-	-	-	-	-	50,000
Transportation Planning and Programming	25,000	25,000	-	-	-	-	-	25,000
Street Improvements								
Beulah Boulevard/University Drive	8,096,492	8,096,492	-	-	-	-	-	8,096,492
Butler Fourth Street Intersection Reconstruction	3,735,753	2,288,121	-	-	-	-	-	2,288,121
Fourth Street Reconstruction	2,801,906	4,815,281	-	-	-	-	-	4,815,281
Industrial Drive - Huntington to Purina - Phase 3	3,644,797	3,644,797	-	-	-	-	-	3,644,797
Major Road Reconstruction (Streets)	379,246	-	-	-	-	-	-	-
Reserve for Transportation Improvements	200,000	200,000	-	-	-	-	-	200,000
Soliera Avenue - Fanning Wash Crossing	250,000	250,000	-	-	-	-	-	250,000
Southside Curbs	265,008	265,008	-	-	-	-	-	265,008
Traffic Engineering	125,000	125,000	-	-	-	-	-	125,000
Transportation Master Plan	250,000	250,000	-	-	-	-	-	250,000
Transportation Planning and Programming	65,000	65,000	-	-	-	-	-	65,000
Fourth Street Overpass	3,279,898	2,696,886	-	-	-	-	-	2,696,886
FUTS								
BNSF Walnut - Florence Underpass	149,862	149,862	-	-	-	-	-	149,862
Downtown Underpass	165,000	165,000	-	-	-	-	-	165,000
Florence - Walnut Underpass Bridge	2,112,446	1,112,446	-	1,000,000	-	-	-	2,112,446
Fourth Street Bridge Bike/Ped	-	1,234,404	-	-	-	-	-	1,234,404
FUTS Signage Program	56,608	56,608	-	-	-	-	-	56,608
Lone Tree Trail - Butler to Sinclair Wash	20,000	-	-	-	-	-	-	-
Marshall Trail	20,000	20,000	-	-	-	-	-	20,000
Sheep Crossing Trail	595,361	1,380,000	-	-	-	-	-	1,380,000
Special Projects and Unprogrammed Work	64,037	64,037	-	-	-	-	-	64,037
Switzer Canyon Trail	1,171,720	362,690	-	-	-	-	-	362,690

City of Flagstaff  
Capital Improvement Program Summary  
Fiscal Year 2020-2021 - Fiscal Year 2024-2025

	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Plan
<b>Streets/ Transportation</b>								
Road Repair and Street Safety								
Pullium Drive	\$ 225,000	-	-	-	-	-	1,500,000	1,500,000
Pavement Overlay	4,827,707	4,088,988	1,000,000	1,000,000	4,000,000	4,000,000	4,000,000	18,088,988
Utility Replacements and Overlays	833,999	833,999	34,100	98,300	-	-	-	966,399
Aztec Street	1,442,922	1,442,922	-	-	-	-	-	1,442,922
Broken Bow Drive	137,279	137,279	232,400	-	-	-	-	369,679
Coconino Estates	4,877,423	4,877,423	6,128,400	2,489,200	-	-	-	13,495,023
West Flag	4,574,914	4,574,914	-	400,000	-	-	-	4,974,914
Lone Tree Railroad Overpass								
Lone Tree Railroad Overpass	2,392,000	2,392,000	3,500,000	3,500,000	3,500,000	3,500,000	10,000,000	26,392,000
Roadway, Pedestrian, Bicycle and Safety Improvements								-
New Street Projects (-117-)								-
JWP - Lake Mary Road to Airport	-	-	-	-	-	-	502,000	502,000
Street Widening Projects (-118-)								
Butler Avenue Widening	-	-	500,000	2,420,000	2,364,000	1,056,000	1,500,000	7,840,000
Fourth Street Reconstruction	-	-	1,359,344	-	-	-	-	1,359,344
Lone Tree - Butler to Pine Knoll	-	-	-	-	-	1,468,000	-	1,468,000
Street Operations (-119-)								
Signal and Traffic Management	-	-	167,000	167,000	167,000	167,000	167,000	835,000
Neighborhood Plans	-	-	250,000	-	-	-	250,000	500,000
Dark Sky Lighting	-	-	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000
Lockett/Fourth Roundabout	-	-	482,469	1,385,968	-	-	-	1,868,437
Intersection Improvements	-	-	130,000	50,000	300,000	50,000	470,000	1,000,000
Country Club/Oakmont Intersection	-	-	-	-	115,000	500,000	500,000	1,115,000
West Route 66 Intersection (ADOT Partnership)	-	-	585,000	850,000	-	1,350,000	-	2,785,000
Corridor Studies	-	-	-	-	125,000	-	125,000	250,000
Quiet Zone Modifications	-	-	213,321	-	-	-	-	213,321
Bicycle and Pedestrian Projects (-120-)								
Bike Lane Striping Program	-	-	300,000	-	-	-	-	300,000
Fourth Street Sidewalks	-	-	267,000	-	-	-	-	267,000
Foxglenn Trail	-	-	57,000	-	-	-	-	57,000
FUTS Sidewalk - Bike/Pedestrian	-	-	-	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000
Future Trails Grant	-	-	100,000	-	-	-	-	100,000
Sidewalk Infill Program	-	-	267,000	-	-	-	-	267,000
Sinclair Ridge Trail	-	-	60,000	-	-	-	-	60,000
Switzer Canyon	-	-	1,200,000	-	-	-	-	1,200,000
General Improvements and Partnership Opportunities								
General & Partnering Opportunities	-	-	750,000	750,000	750,000	750,000	750,000	3,750,000
HSIP Program	-	-	75,000	75,000	-	-	-	150,000
Reserve for Improvements	-	-	100,000	100,000	100,000	100,000	100,000	500,000
Traffic Engineering	-	-	125,000	125,000	125,000	125,000	125,000	625,000
<b>Total Streets / Transportation</b>	\$ 55,625,286	54,146,449	21,575,386	20,110,468	17,246,000	18,766,000	25,689,000	157,533,303

City of Flagstaff  
Capital Improvement Program Summary  
Fiscal Year 2020-2021 - Fiscal Year 2024-2025

	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Plan
<b>BBB Funds</b>								
<b>Arts and Science</b>								
3D Art on 4th Street	\$ 40,000	40,000	-	-	-	-	-	40,000
ADOT Projects	40,000	-	-	-	-	-	-	-
Airport Murals	2,000	2,000	-	-	-	-	-	2,000
Alley Art Improvements	-	-	12,000	-	-	-	-	12,000
Art for Banner Sign Holders	-	-	-	10,500	-	-	-	10,500
Art Panels at Aspen Bike & Ped Imp	-	-	20,000	-	-	-	-	20,000
Artting Up Parking Kiosks	-	-	-	-	20,000	-	-	20,000
Artwork at Transportation Center	35,000	-	-	-	35,000	-	-	35,000
Artwork in Sidewalk	-	-	-	25,000	-	-	-	25,000
Aural Sculpture	40,000	-	-	-	-	-	-	-
Buffalo Park Sculpture	75,000	75,000	-	-	-	-	-	75,000
Buffalo Park Water Tank Mural	-	-	-	80,000	80,000	-	-	160,000
City Hall Lawn Project	-	-	-	12,500	-	-	-	12,500
City Hall Trombe Wall Art	-	-	25,000	-	-	-	-	25,000
Courthouse Mosaic	45,000	45,000	-	-	-	-	-	45,000
East Flagstaff Gateway (4th Street)	10,000	10,000	-	10,000	10,000	10,000	10,000	50,000
Eastside Neighborhood Beautification	-	-	15,000	20,000	-	-	-	35,000
Fort Valley and Humphreys Sculpture	20,000	-	-	20,000	-	-	-	20,000
Graffiti Art Wall	-	-	-	-	14,000	-	-	14,000
Indigenous Representation	-	-	25,000	175,000	-	-	-	200,000
Joel Montalvo Park Surrounds	15,000	10,000	-	-	-	-	-	10,000
Library Art Piece	-	-	75,000	-	-	-	-	75,000
Mancuso Mural Conservation Rt 66	2,500	2,500	-	-	-	-	-	2,500
Monte Vista	23,000	-	-	-	-	-	-	-
Moon Landing Sculpture/ Art	100,000	20,000	-	80,000	-	-	-	100,000
Mural Initiative	49,000	49,000	49,000	-	-	-	-	98,000
Mural - Rock Wall - Railroad Trestle	-	-	-	35,000	-	-	-	35,000
NAIPTA Bus Wraps	-	-	25,000	-	-	-	-	25,000
NAIPTA Bus Stops	-	-	-	15,000	-	-	-	15,000
Neighborhood Plans Art Projects	-	-	50,000	-	-	-	-	50,000
Poetry on NAIPTA Buses	10,000	10,000	-	-	-	-	-	10,000
Sculpture - Route 66/Switzer Canyon	10,000	10,000	-	-	-	-	-	10,000
Rio de Flag Artwork	-	-	-	-	-	115,000	-	115,000
Santa Fe Pluto Sculpture	45,000	45,000	55,000	-	-	-	-	100,000
Sunnyside Traffic Circle	10,000	10,000	-	-	-	-	-	10,000
Sustainability & Art Education Project	10,000	10,000	-	-	-	-	-	10,000
Thorpe Sculpture	100,000	-	-	-	-	-	-	-
Traffic Boxes	-	-	10,000	10,000	-	-	-	20,000
Tromp l'oeil Tarmac Mural	30,000	-	-	-	-	-	-	-
	711,500	338,500	361,000	493,000	159,000	125,000	10,000	1,486,500
<b>Tourism</b>								
Fiber to the Visitor Center	-	-	80,000	-	-	-	-	80,000
	-	-	80,000	-	-	-	-	80,000

City of Flagstaff  
Capital Improvement Program Summary  
Fiscal Year 2020-2021 - Fiscal Year 2024-2025

	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Plan
<b>Recreation</b>								
J. Lively Back Roof/Locker Repairs	\$ 116,842	-	-	-	-	-	-	-
Restrooms - Buffalo Park/Thorpe Park	242,202	242,202	-	-	-	-	-	242,202
Wheeler Park Drainage Improvements	110,220	-	-	-	-	-	-	-
	469,264	242,202	-	-	-	-	-	242,202
<b>Beautification</b>								
ADOT Sites	150,000	150,000	90,000	25,000	25,000	25,000	-	315,000
Airport Parking Lot	-	-	100,000	-	-	-	-	100,000
Aspen Bike/Pedestrian Enhancements	-	-	77,000	-	-	-	-	77,000
Beautification at Route 66 & Ponderosa	-	-	-	-	30,000	-	-	30,000
Beautification at Route 66 & Verde St	-	-	-	60,000	-	-	-	60,000
Buffalo Park Parking Enhancements	-	-	350,000	-	-	-	-	350,000
Bus Stop Seed Booms	12,000	12,000	-	-	-	-	-	12,000
City Hall Lawn	-	-	350,000	250,000	-	-	-	600,000
Downtown Green	-	-	50,000	50,000	50,000	50,000	-	200,000
Downtown Paver Redo	320,000	320,000	-	-	-	-	-	320,000
Downtown Tree Wells	200,000	200,000	-	-	-	-	-	200,000
East Route 66 - S. Edge: Fanning to Rt 66	250,000	250,000	-	-	-	-	-	250,000
Eastside Neighborhood Beautification	250,000	250,000	-	-	-	-	-	250,000
Flowers, Flagpoles, Sidewalks	100,000	100,000	-	-	-	-	-	100,000
Fourth Street Holiday Corridor	-	-	-	200,000	-	-	-	200,000
Frances Short Pond Master Plan	-	-	-	176,000	-	-	-	176,000
Future Projects	-	-	-	100,000	540,000	500,000	500,000	1,640,000
Gleaning Orchard and 3D Art	100,000	-	-	-	-	-	-	-
Gutter Diversions - Streets	50,000	-	-	-	-	-	-	-
Historic District Signs	-	-	-	-	40,000	-	-	40,000
Holiday Decorations	30,000	30,000	-	-	-	-	-	30,000
Indigenous Representation Base	-	-	-	275,000	-	-	-	275,000
Innovation Mesa Art Base	50,000	-	-	-	-	-	-	-
La Plaza Vieja Park	200,000	-	-	200,000	-	-	-	200,000
Labyrinth at Frances Short Pond	-	-	-	-	30,000	-	-	30,000
Landscaping for Kaspar Drive	200,000	-	-	-	-	-	-	-
Library Entry (Art Base)	370,000	300,000	-	-	-	-	-	300,000
Lunar Landing Plaza	375,000	-	-	375,000	-	-	-	375,000
Milton and Butler Drainage	-	-	250,000	-	-	-	-	250,000
Mural Initiative	90,000	90,000	-	-	-	-	-	90,000
North Edge - Milton and Route 66	-	-	-	-	311,300	-	-	311,300
Northwest Humphreys and Fort Valley	50,000	50,000	-	-	-	-	-	50,000
Peace Pole Surrounds	50,000	-	-	-	-	-	-	-
Phoenix - San Francisco to Mikes Pike	-	-	75,000	100,000	-	-	-	175,000
Phoenix Parking Plaza	-	-	-	245,000	225,000	-	-	470,000
Playground Beautification	-	-	100,000	-	-	-	-	100,000
Rio de Flag	-	-	-	-	-	1,500,000	-	1,500,000
Route 66 Interpretive Plaza	95,070	95,070	-	-	-	-	-	95,070
Route 66 Interpretive Trail	275,000	275,000	-	-	-	-	-	275,000
Santa Fe Triangle - Pocket Park	80,000	-	-	-	-	-	-	-

City of Flagstaff  
Capital Improvement Program Summary  
Fiscal Year 2020-2021 - Fiscal Year 2024-2025

	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Plan
<b>Beautification (continued)</b>								
School Walkways, Pilot Project	\$ 88,000	88,000	-	-	-	-	-	88,000
Southside Triangle	100,000	100,000	-	-	-	-	-	100,000
Steves Boulevard Corners	21,401	21,401	-	-	-	-	-	21,401
Switzer Canyon Roundabout	125,000	125,000	-	-	-	-	-	125,000
Train Station Platform	356,819	356,819	-	-	-	-	-	356,819
Urban Forest	-	-	50,000	100,000	-	-	-	150,000
	3,988,290	2,813,290	1,492,000	2,156,000	1,251,300	2,075,000	500,000	10,287,590
<b>Total BBB Funds</b>	<b>\$ 5,169,054</b>	<b>3,393,992</b>	<b>1,933,000</b>	<b>2,649,000</b>	<b>1,410,300</b>	<b>2,200,000</b>	<b>510,000</b>	<b>12,096,292</b>



## Fiscal Year 2020-2021 - Fiscal Year 2024-2025

	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Plan
Water Services								
Drinking Water								
Administration Building Improvements	\$ 105,000	105,000	-	-	-	-	-	105,000
Aging Water Infrastructure Replacement (AWIR)	560,496	560,496	505,000	1,500,000	1,200,000	2,500,000	2,500,000	8,765,496
Amberwood Zone B Extension	335,000	335,000	-	600,000	-	-	-	935,000
Fir Avenue Waterline Replacement	1,593,400	1,593,400	-	-	-	-	-	1,593,400
Fort Tuthill Waterline Loop - Phase 2	2,000,000	2,000,000	-	-	-	-	-	2,000,000
Foxglenn Well Energy Efficiency Upgrade	-	-	-	-	100,000	-	-	100,000
Future Water Rights - Red Gap Waterline	194,161	194,161	-	-	-	-	-	194,161
Hydrological Studies	73,503	73,503	-	-	-	-	-	73,503
Industrial Drive Waterline Replacement	-	-	1,200,000	750,000	-	-	-	1,950,000
Lake Mary Land Acquisition	3,000,000	3,000,000	-	-	-	-	-	3,000,000
Lake Mary Raw Water Pump Station	-	-	-	-	-	100,000	500,000	600,000
Lake Mary Sedimentation Basins (Flocculation)	640,000	640,000	260,000	2,000,000	1,000,000	-	-	3,900,000
McAllister Well	-	1,740,000	-	-	-	-	-	1,740,000
Milton Waterline Replacement	400,000	-	-	-	-	-	-	-
New Well and Pumphouse	2,234,461	2,234,461	-	-	-	1,500,000	-	3,734,461
Phoenix Avenue Bridge Waterline Replacement	150,000	150,000	-	-	-	-	-	150,000
Radio Read Meter Replacements	1,391,450	1,391,450	-	400,000	400,000	400,000	400,000	2,991,450
Railroad Springs #3 Storage Tank	-	-	-	-	-	-	300,000	300,000
Red Gap Ranch ROW Survey and Mapping	-	-	-	-	150,000	-	-	150,000
Red Gap Ranch ROW Acquisition Segments 1-3	-	-	-	500,000	-	-	-	500,000
Reserve for Improvements	300,000	29,671	300,000	300,000	300,000	300,000	300,000	1,529,671
Rio Flood Control Project-Waterline Replacement	400,000	400,000	-	400,000	400,000	400,000	400,000	2,000,000
Route 66 Waterline Improvements	678,000	678,000	225,000	-	-	-	-	903,000
Soliere Waterline 12" Upsizing	592,948	592,948	800,000	-	-	-	-	1,392,948
Summit Waterline Replacement	1,350,000	1,350,000	350,000	-	-	-	-	1,700,000
Switzer Canyon Transmission Line Phase 4	1,740,000	-	260,000	1,000,000	1,000,000	-	-	2,260,000
Switzer Canyon Transmission Line Phase 5	-	-	-	750,000	1,900,000	-	-	2,650,000
Water Energy Efficiency Upgrades	100,000	100,000	100,000	-	-	-	-	200,000
Water Vault/PRV Replacement Program	324,837	324,837	150,000	150,000	150,000	150,000	-	924,837
Water Rate Study	75,000	-	75,000	-	-	75,000	-	150,000
Water Resources Master Plan	150,000	150,000	150,000	-	-	-	-	300,000
Water System Master Plan	150,000	-	-	-	-	150,000	-	150,000
Woody Mountain Clarifier Improvements	669,918	699,589	-	-	-	-	-	699,589
	19,208,174	18,342,516	4,375,000	8,350,000	6,600,000	5,575,000	4,400,000	47,642,516
Wastewater								
ADOT SR 89 McConnell Sewer Replacement	-	135,256	-	-	-	-	-	135,256
Aging Sewer Infrastructure Replacements	1,186,546	1,183,021	100,000	1,000,000	1,000,000	1,000,000	1,000,000	5,283,021
East Industrial Sewer Improvements	-	-	-	-	520,000	-	-	520,000
East Railhead Upsizing	-	-	-	-	-	500,000	-	500,000
Energy Efficiency Program	497,815	-	497,815	-	-	-	-	497,815
First Avenue Route 66 Sewer Replacement	340,000	340,000	-	-	-	-	-	340,000
Fort Tuthill Sewer Oversizing	760,000	760,000	-	-	-	-	-	760,000
Master Plan	150,000	-	-	-	-	150,000	-	150,000
Ponderosa Pkwy-McMillan Mesa	-	-	-	-	400,000	-	-	400,000
Reserve for Improvements	300,000	197,000	300,000	300,000	300,000	300,000	300,000	1,697,000
Rio Clarifier Rebuild	-	-	150,000	750,000	750,000	-	-	1,650,000
Rio Concrete Degradation	500,000	500,000	-	-	-	-	-	500,000
Rio de Flag Sewer Relocates	400,000	400,000	400,000	400,000	400,000	400,000	400,000	2,400,000

City of Flagstaff  
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Fiscal Year 2020-2021 - Fiscal Year 2024-2025

	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Plan
<b>Wastewater (continued)</b>								
Rio Two Bar Screens	\$ -	-	-	-	-	100,000	900,000	1,000,000
Rt 66 Sewer Upsize: Kit Carson to Kaibab	-	-	100,000	-	-	-	-	100,000
Sewer Rate Study	50,000	-	50,000	-	-	50,000	-	100,000
Sunnyside Trunk Upsizing	-	-	-	-	260,000	-	-	260,000
University Avenue Sewer Replacement	-	-	-	600,000	-	-	-	600,000
University Heights Oversizing	-	-	-	-	-	-	500,000	500,000
Westside Interceptor Clay Avenue Wash Oversizing	584,954	584,954	-	-	-	-	-	584,954
Westside Interceptor Thompson-Kaibab Oversizing	900,000	900,000	-	-	-	-	-	900,000
Wildcat - Bar Screen and Flow Meter Design	330,032	330,032	-	-	-	-	-	330,032
Wildcat - Biosolids Masterplan	35,000	-	-	-	-	-	-	35,000
Wildcat - Capacity Flow Diversion	-	50,000	400,000	-	-	-	-	450,000
Wildcat - Centrifuge Relocation	-	-	150,000	-	-	-	-	150,000
Wildcat - Dewatering Facility	-	-	-	-	-	-	3,100,000	3,100,000
Wildcat - Expansion Design-Conceptual Design	250,000	-	-	-	-	-	-	-
Wildcat - Gas Conveyance System Improvements	540,705	540,705	-	-	-	-	-	540,705
Wildcat - Gen Bacher Rebuild	-	-	1,200,000	-	-	-	-	1,200,000
Wildcat - Headworks MCC	-	-	150,000	1,150,000	-	-	-	1,300,000
Wildcat - New Digester #3 & #4	700,000	-	700,000	3,700,000	4,400,000	-	-	8,800,000
Wildcat Primary Pump Station Improvements	100,000	-	250,000	1,500,000	-	-	-	1,750,000
Wildcat - Septage and Grease Station	95,529	95,529	-	-	-	-	-	95,529
Wildcat - Weir and Grit Line Replacement	-	155,000	-	-	-	-	-	155,000
	7,720,581	6,206,497	4,447,815	9,400,000	8,030,000	2,500,000	6,200,000	36,784,312
<b>Reclaimed Water</b>								
8" Bottleneck - Reclaimed Line Replacement	100,000	100,000	800,000	800,000	-	-	-	1,700,000
Advanced Treatment Concept Design	65,000	-	-	-	-	-	-	-
Buffalo Park Tank #1 Maintenance	-	-	-	400,000	-	-	-	400,000
Buffalo Park 2 MG Gallon Storage Tank	-	-	-	-	-	2,250,000	-	2,250,000
Master Plan	50,000	50,000	-	-	-	-	50,000	100,000
Rate Study - Reclaimed Portion	25,000	25,000	-	-	-	-	25,000	50,000
Reclaim Water Meters and Vaults	-	-	150,000	-	150,000	-	-	300,000
	240,000	175,000	950,000	1,200,000	150,000	2,250,000	75,000	4,800,000
<b>Stormwater</b>								
Aspen Avenue Culvert	36,775	36,775	-	600,000	-	-	-	636,775
Linda Vista Culvert at Spruce Avenue Wash	-	322,000	-	-	-	-	-	322,000
Phoenix Avenue Bridge Repair - Design	44,098	44,098	-	-	-	-	-	44,098
Phoenix Avenue Bridge - Construction	999,995	999,995	566,000	-	-	-	-	1,565,995
Reserve for Improvements	18,000,000	-	18,000,000	18,000,000	-	-	-	36,000,000
Rio De Flag	3,264,134	1,939,090	-	-	-	-	-	1,939,090
Rio De Flag Project - Side Drain Lateral North Downtown	-	-	-	-	-	450,000	700,000	1,150,000
Spot Improvements	75,000	75,000	75,000	75,000	75,000	75,000	75,000	450,000
Clay Avenue Wash	15,000	15,000	-	-	-	-	-	15,000
Columbia Circle	-	-	600,000	-	-	-	-	600,000
Steves Boulevard Wash at Soliere	-	-	400,000	250,000	-	-	-	650,000
Stormwater Capital Reserve	300,000	-	200,000	200,000	200,000	200,000	200,000	1,000,000
Wildwood Drainage Project	413,443	413,443	-	-	-	-	-	413,443
	23,148,445	3,845,401	19,841,000	19,125,000	275,000	725,000	975,000	44,786,401
<b>Total Water Services</b>	\$ 50,317,200	28,569,414	29,613,815	38,075,000	15,055,000	11,050,000	11,650,000	134,013,229

City of Flagstaff  
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	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Plan
<b>Solid Waste</b>								
Construction of Landfill Cells (Liner and Leachate Collection)	\$ -	-	-	-	250,000	250,000	750,000	1,250,000
Design and permitting for Cell D Preparation	-	-	100,000	-	-	-	-	100,000
Excavation of Cell to be Operational by 2023	525,000	262,500	525,000	1,000,000	1,000,000	525,000	-	3,312,500
Landfill Cap	-	-	-	-	-	215,000	215,000	430,000
Landfill Entrance & Parking Lot Resurface	-	-	35,000	-	-	-	-	35,000
Landfill Road Infrastructure Project								
Power	-	-	-	600,000	-	-	-	600,000
Roadway	-	-	1,300,000	3,000,000	-	-	-	4,300,000
Stormwater	-	-	-	300,000	-	-	-	300,000
Water	-	-	1,800,000	-	-	-	-	1,800,000
Methane Gas Collection Wells	-	-	-	-	-	-	325,000	325,000
National Environmental Policy Act (NEPA) Review	300,000	300,000	-	-	-	-	-	300,000
Scale House Remodel	16,036	16,036	-	-	-	-	-	16,036
South Borrow Pit Design/Roads/Scales	32,110	32,110	-	-	-	-	-	32,110
Stormwater Infrastructure	5,000	5,000	5,000	5,000	5,000	5,000	5,000	30,000
<b>Total Solid Waste</b>	<b>\$ 878,146</b>	<b>615,646</b>	<b>3,765,000</b>	<b>4,905,000</b>	<b>1,255,000</b>	<b>995,000</b>	<b>1,295,000</b>	<b>12,830,646</b>

City of Flagstaff  
Capital Improvement Program Summary  
Fiscal Year 2020-2021 - Fiscal Year 2024-2025

	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Plan
<b>Airport</b>								
AIR - Wildlife Hazard Assessment	\$ 95,517	95,517	-	-	-	-	-	95,517
Airport Drainage Improvements - Design	400,000	400,000	-	-	-	-	-	400,000
Land Acquisition - FY20	-	-	750,000	2,000,000	-	-	-	2,750,000
Land Safety Area 60 Acres	-	-	-	-	-	2,000,000	-	2,000,000
Parking Improvements	1,300,000	-	2,500,000	-	-	-	-	2,500,000
Perimeter Service Road Rehabilitate	-	-	-	-	-	-	4,500,000	4,500,000
Runway Rehabilitate	-	-	-	-	-	400,000	-	400,000
Multi-Use Building - Design	1,000,000	1,000,000	-	-	-	-	-	1,000,000
Multi-Use Building - Construct	-	-	-	8,000,000	-	-	-	8,000,000
Taxiway - Apron - Design	-	-	800,000	-	-	-	-	800,000
Taxiway - Rehabilitate	-	-	-	-	500,000	-	-	500,000
Taxiway Rehabilitate and Relocate	-	-	-	-	-	11,500,000	-	11,500,000
Taxiway A Rehabilitate	-	-	-	-	-	-	1,000,000	1,000,000
Temporary Lot Improvements	-	270,000	-	-	-	-	-	270,000
Terminal Construct/Expand - Construct	-	-	-	-	-	2,100,000	-	2,100,000
Terminal Construct/Expand - Design	-	-	-	-	400,000	-	-	400,000
<b>Total Airport</b>	<b>\$ 2,795,517</b>	<b>1,765,517</b>	<b>4,050,000</b>	<b>10,000,000</b>	<b>900,000</b>	<b>16,000,000</b>	<b>5,500,000</b>	<b>38,215,517</b>

**City of Flagstaff**  
**Unfunded Capital Improvements**  
**Fiscal Year 2020-2021 - Fiscal Year 2029-2030**

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

**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 Bldg.)	3,000,000
Dispatch Expansion	600,000
Police Admin. Facility Expansion	2,650,000
Roof Replacement (LEAF)	1,000,000
	<hr/> 8,250,000

**Fire Department**

Heart Saver Tones in all stations and Dispatch Console	475,000
Sta. 2 - Concrete re-design and replacement (back driveway)	250,000
Sta. 2 - Shot Crete for rock wall erosion protection	750,000
Sta. 4 - Facility replacement (not land)	2,750,000
Sta. 7 - Planning and Engineering/Station Costs (JW Powell Blvd area)	3,500,000
Training Center Facility Improvements (structure)	1,500,000
Training Center Ground Improvements	800,000
Signal Pre-emption	965,000
	<hr/> 10,990,000

**Municipal Facilities**

City Hall Annex	3,750,000
Records Storage Facility	250,000
City Hall Main Entry Redesign	500,000
Mogollon Yard Decommission/Remediation	600,000
	<hr/> 5,100,000

**Flagstaff Housing Authority**

Redevelop Public Housing	18,000,000
	<hr/> 18,000,000

**Information Technology**

Fiber Project	14,000,000
Future Software Development	25,000
	<hr/> 14,025,000

**Total General Government 56,365,000**



**City of Flagstaff**  
**Unfunded Capital Improvements**  
**Fiscal Year 2020-2021 - Fiscal Year 2029-2030**

**Public Works**

**Streets**

Sunnyside Neighborhood Improvements	\$ 6,500,000
	<hr/> 6,500,000

**Parks**

Buffalo Park Improvements	1,328,000
Buffalo Parking Lot Improvements	300,000
Cheshire Park Improvements	3,500,000
Christensen Park Development	7,000,000
Clay Basin West Park Development	13,708,000
Continental Regional Park (includes girls softball complex)	50,000,000
Field Lighting update to LED	750,000
FUTS Asphalt R/R	2,000,000
Thorpe Park Annex Yard Planning, Design and Redevelopment	1,600,000
Playground Replacement	1,200,000
Lake Mary Regional Park Development	25,146,000
Pickleball Courts	700,000
Splash Pad	500,000
Tennis Courts	300,000
Wheeler Park Electrical Repair	110,220
	<hr/> 108,142,220

**Cemetery**

Veteran's Section Expansion & Cremains (3'x3' plots) Garden Design	185,000
Cemetery Road Network Improvements	TBD
Cemetery Master Plan	50,000
Cemetery Entrance at Lone Tree/Woodlands	728,000
	<hr/> 963,000

**Recreation**

Aquaplex Expansion - 25 meter Pool	8,000,000
Aquaplex Kids Club Outdoor Play Area	50,000
Aquaplex Facility Capital Maintenance	875,000
Competitive Lap Pool - 50 meter	20,000,000
Facility Capital Repair	1,000,000
Jay Lively Cooling Tower Replacement	500,000
Jay Lively Chiller Replacement	500,000
Joe C Montoya Expansion	500,000
Snow Play Area	5,640,000
Master Plan Update	150,000
Second Sheet of Ice at Jay Lively Activity Center	TBD
Special Events Facility/Venue	TBD
West Side Park	650,000
	<hr/> 37,865,000

**Total Public Works                      153,470,220**

**City of Flagstaff**  
**Unfunded Capital Improvements**  
**Fiscal Year 2020-2021 - Fiscal Year 2029-2030**

**Transportation**

J. Wesley Powell Blvd - Pine Canyon to 4th St. (Property Owner Contrib.)	27,433,100
Yale/Plaza Way/Metz Walk Backage Rd.	3,000,000
Riordan Ranch St. Backage Rd.	2,000,000
Butler to Pine Knoll	13,468,000
Lonetree - Pine Knoll to JWP (corridor study alignment)	78,000,000
Lonetree - Steve's Blvd. / Lakin Realignment	1,550,000
Milton Rd. Corridor Improvements (ADOT Partnership)	44,603,600
Beulah Blvd - Airport T.I. to L. Mary Rd.	14,000,000
Woody Mtn Loop - Rte. 66 to I-17	22,190,000
I-17/Woody Mtn Rd Traffic Interchange (T.I.)	57,154,000
E. Butler Ave Extension to Section 20	15,000,000
Empire Ave. Extension to E. Rte. 66	10,700,000
Ponderosa Parkway Extension (Rt. 66 to the north)	9,753,000
Linda Vista Extension (Fanning to Kaspar)	9,872,000
	<hr/>
	308,723,700

**Total Transportation**                      **308,723,700**

**Economic Vitality**

**Airport Capital**

Airport Paid Parking Structure	25,000,000
	<hr/>
	25,000,000

**Parking**

Downtown Parking Facility Parking	25,000,000
	<hr/>
	25,000,000

**Total Economic Vitality**                      **50,000,000**

**Water Services**

**Drinking Water**

North Reservoir Treatment Plant	1,200,000
Main Tank Rehabilitation	1,200,000
Christmas Tree Tank Rehabilitation	500,000
Paradise Tank Rehabilitation	500,000
Kinlani Booster Station Upgrade-Fire Flow	650,000
Red Gap Ranch Boring-Canyon Crossings Seg 1 only	4,000,000
Red Gap Ranch Boring-Canyon Crossings Seg 2 only	4,000,000
Red Gap Ranch Boring-Canyon Crossings Seg 3 only	14,000,000
Red Gap Ranch Pipeline 100% Design	12,000,000
Red Gap Ranch Pipeline Construction	220,000,000
	<hr/>
	258,050,000

**City of Flagstaff**  
**Unfunded Capital Improvements**  
**Fiscal Year 2020-2021 - Fiscal Year 2029-2030**

**Wastewater**

Rio -Filter Expansion, TF-1	550,000
Wildcat Upgrades:	
Improve baffling and weirs at secondary clarifiers	480,000
Add post anoxic zone	2,152,000
Add initial anaerobic zone	2,400,000
Replace all three anoxic mixers on IFAS	150,000
Plant influent isolation valve, vault and actuator	280,000
Wastewater Treatment Plant Expansion Design & Const	216,000,000
	<hr/> 222,012,000

**Wastewater Collection/Reclaim Distribution**

Flagstaff Interceptor (Butler to Continental Country Club)	5,600,000
	<hr/> 5,600,000

**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
	<hr/> 17,300,000

**Stormwater**

West Street Wash Storm Sewer	5,600,000
Switzer Canyon Wash Upper Reach	5,400,000
Fanning Drive Wash Upper Reach (Bushmaster Park, past Rt 66 to Railroad)	2,600,000
Switzer Canyon Wash Lower Reach (Huntington Dr. area)	1,600,000
Walapai Dr. Drainage Improvements	2,300,000
	<hr/> 17,500,000

**Total Water Services                      520,462,000**

**Total Unfunded Projects    \$            1,089,020,920**

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

Section	2016-2017	2017-2018	2018-2019	2019-2020	Add/Delete 2020-2021	Adopted 2020-2021
<b>City Manager</b>						
Administrative Specialist	1	1	0	0	0	0
Assistant to City Manager	1	1	0	0	0	0
City Clerk	1	1	1	1	0	1
City Manager	1	1	1	1	0	1
City Records Coordinator	1	1	1	1	0	1
Communications Manager	1	1	1	0	0	0
Coordinator of Indigenous Initiatives	0	0	0	1	0	1
Deputy City Clerk	1	1	1	1	0	1
Deputy City Manager	2	2	2	2	0	2
Executive Assistant	1	1	1	1	0	1
Intern (Temp)	0.25	0.25	0.25	0	0	0
Labor Standards Manager	0	1	1	0	0	0
Management Analyst	0	0	2	2	(2)	0
Public Affairs Director	0	0	0	1	0	1
Public Policy Analyst	0	0	0	0	2	2
Real Estate Manager	1	1	0	0	0	0
Senior Executive Assistant	0	0	0	1	0	1
Total	11.25	12.25	11.25	12	0	12
<b>Risk Management</b>						
Risk Management Director	1	1	1	1	0	1
Risk Management Specialist	1	1	1	1	0	1
Total	2	2	2	2	0	2
<b>Sustainability</b>						
Administrative Assistant	0	0	0	0	1	1
Climate and Energy Coordinator	0	0	0	1	0	1
Climate Engagement Coordinator	0	0	0	0.49	0	0.49
Environmental Program Manager	1	1	1	0	0	0
Environmental Technician	1	1	1	0	0	0
Materials Management Coordinator	0	0	0	1	0	1
Open Space Specialist	1	1	1	1	0	1
Public Works Section Director	1	1	1	0	0	0
Sustainability Director	0	0	0	1	0	1
Sustainability Manager	1	1	1	0	0	0
Sustainability Specialist	2	2	2	2	0	2
Volunteer and Event Coordinator	1	1	1	1	0	1
Zero Waste Coordinator	0	0	1	0	0	0
Total	8	8	9	7.49	1	8.49
<b>Human Resources</b>						
Administrative Specialist	1	1	1	1	0	1
Division Director	1	1	1	1	0	1
Human Resources Analyst	3	3	3	3	0	3
Human Resources Generalist	1	1	1	2	0	2
Human Resources Manager	1	1	1	2	0	2
Human Resources Recruiter	1	1	1	1	0	1
Human Resources Recruitment Specialist	0	1	1	0	0	0
Human Resources Supervisor	1	1	1	0	0	0
Total	9	10	10	10	0	10

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

Section	2016-2017	2017-2018	2018-2019	2019-2020	Add/Delete 2020-2021	Adopted 2020-2021
<b>Information Technology</b>						
Division Director	1	1	0	1	0	1
IT Administrator	3	3	3	4	0	4
IT Analyst	5	5	6	4	0	4
IT Director	0	0	1	0	0	0
IT Information Security Officer	0	0	0	1	0	1
IT Intern	0	0.32	0	0	0	0
IT Manager	3	3	4	4	0	4
IT Specialist	1	1	1	2	0	2
IT Technician	2	2	1	1	0	1
Total	15	15.32	16	17	0	17
<b>City Attorney</b>						
Administrative Assistant	3	3	0	0	1	1
Administrative Specialist	0	0	3	3	0	3
Administrative Specialist Lead Worker	1	1	1	1	0	1
Assistant City Attorney	3	3	3	3	1	4
City Attorney	1	1	1	1	0	1
City Prosecutor	1	1	1	1	0	1
Deputy City Attorney	1	1	1	1	0	1
Legal Assistant	1	1	1	1	(1)	0
Legal Executive Assistant	0	0	0	0	1	1
Senior Assistant City Attorney	4	4	4	4	0	4
Water Attorney	0	0	0	1	0	1
Total	15	15	15	16	2	18
<b>Municipal Court</b>						
Administrative Assistant	2	2	3	3	0	3
Administrative Assistant (Temp)	1	1	0	0	0	0
Collection Specialist	3	3	3	3	0	3
Court Finance Specialist	0.8	0.8	0.8	0.8	0	0.8
Court Information Systems Coordinator	2	2	2	2	0	2
Court Interpreter	1	1	1	1	0	1
Court Judicial Specialist	8.25	8.25	8.25	8.25	0	8.25
Court Training Specialist	1	1	1	1	0	1
Deputy Court Administrator	2	2	2	2	0	2
Division Director	1	1	1	1	0	1
Jury Services Specialist	1	1	1	1	0	1
Magistrate	1	1	2	2	0	2
On-Call Magistrate	1.3	1.3	0.5	0.5	0	0.5
Presiding Magistrate	1	1	1	1	0	1
Probation Service Officer	1	1	1	1	0	1
Warrant Officer	2	2	2	2	0	2
Total	29.35	29.35	29.55	29.55	0	29.55
<b>Management Services</b>						
Division Director	1	1	1	1	0	1
Financial Systems Analyst	1	1	1	1	0	1
Total	2	2	2	2	0	2



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

Section	2016-2017	2017-2018	2018-2019	2019-2020	Add/Delete 2020-2021	Adopted 2020-2021
<b>Purchasing</b>						
Administrative Specialist	1	1	1	1	0	1
Buyer	1	1	1	1	0	1
Contract Specialist	1	1	1	1	0	1
Finance Clerk	1	1	1	1	(1)	0
Grants and Contracts Assistant	0	0	0	0	1	1
Grants and Contracts Manager	1	1	1	1	0	1
Grants Specialist	1	1	1	1	0	1
Purchasing Director	1	1	1	1	0	1
Purchasing Manager	1	1	1	1	0	1
Procurement Specialist	2	2	2	2	0	2
Total	10	10	10	10	0	10
<b>Revenue</b>						
Administrative Specialist	7	6	6	6	(1)	5
Auditor II	1	1	0	0	0	0
Billing and Collections Manager	1	1	1	1	0	1
Billing Specialist	2	2	2	2	0	2
Collections Specialist	0	0	1	1	0	1
Customer Services Manager	1	1	1	1	0	1
Customer Services Supervisor	0	1	1	1	0	1
Finance Specialist	1	1	1	1	0	1
Licensing Specialist	0	0	0	0	1	1
Meter Technician	2	2	2	2	0	2
Meter Technician II	2	2	2	2	0	2
Meter Technician Supervisor	1	1	1	1	0	1
Revenue Analyst/Auditor	0	0	0	0	1	1
Revenue Director	1	1	1	1	0	1
Total	19	19	19	19	1	20
<b>Finance</b>						
Accountant	4	4	4	4	0	4
Accounts Specialist	1	1	1	1	0	1
Assistant Finance Director	0	0	1	1	0	1
Assistant Finance Manager	0	0	1	1	0	1
Finance Clerk	2	2	2	2	0	2
Finance Director	1	1	1	1	0	1
Finance Manager	2	2	0	0	0	0
Finance Specialist	1	1	1.5	1.5	0	1.5
Payroll Coordinator	0	0	1	1	0	1
Payroll Manager	1	1	1	1	0	1
Payroll Specialist	2	2	1	1.75	0	1.75
Total	14	14	14.5	15.25	0	15.25
<b>Fire Operations</b>						
Administrative Specialist	2	2	2	2	0	2
CART Paramedic - Civilian	1	1	0	0	0	0
Deputy Fire Chief	1	1	3	3	0	3
Division Director	1	1	1	1	0	1
Fire Battalion Chief	4	4	3	3	0	3
Fire Captain	21	21	21	21	0	21
Fire EMT	1	1	0	0	0	0
Fire Engineer	21	21	21	21	0	21

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

Section	2016-2017	2017-2018	2018-2019	2019-2020	Add/Delete 2020-2021	Adopted 2020-2021
<b>Fire Operations - Continued</b>						
Fire Fighter	30	30	30	30	0	30
Fire Inspector	2	2	2	2	0	2
FWPP Operations Specialist	1	1	1	0	0	0
Regional Fire Training Coordinator	1	1	1	1	0	1
Wildland Fire Firewise Specialist	1	1	1	1	0	1
Wildland Fire Manager	1	1	1	1	0	1
Wildland Fire Supervisor	1	1	1	1	0	1
Wildland Forest Health Supervisor	0	0	0	1	0	1
Total	89	89	88	88	0	88
<b>Fire Grants</b>						
Fire Fighter	0	6	6	6	0	6
Total	0	6	6	6	0	6
<b>Police Operations</b>						
Administrative Specialist	13	13	13	13	0	13
Animal Control Officer	2	2	2	2	0	2
Deputy Police Chief	2	2	2	2	0	2
Dispatch Call Taker	1	0	0	0	0	0
Division Director	1	1	1	1	0	1
Evidence Technician	2	2	2	2	0	2
Police Aides	0	0	3	3	0	3
Police Communications Manager	1	1	1	1	0	1
Police Corporal/Detective	19	19	19	19	0	19
Police Crime Analyst	1	1	1	1	0	1
Police Emergency Communication Specialist	23	24	24	24	0	24
Police Emergency Communication Supervisor	6	6	6	6	0	6
Police Lieutenant	4	4	4	4	0	4
Police Officer	68	70	72	72	1	73
Police Records Supervisor	1	1	1	1	0	1
Police Sergeant	14	14	14	14	0	14
Police Special Services Supervisor	1	1	1	1	0	1
Police Support Services Manager	1	1	1	1	0	1
Property Control Coordinator	1	1	1	1	0	1
Police Training Coordinator	1	1	1	1	0	1
Total	162	164	169	169	1	170
<b>Police Grants</b>						
Administrative Specialist	1	1	1	1	0	1
Police Officer	3	7	5	5	0	5
Police Sergeant	1	1	1	1	0	1
Total	5	9	7	7	0	7
<b>Community Development Administration</b>						
Administrative Specialist	0	0	0	1	0	1
Administrative Specialist Lead Worker	1	1	1	0	0	0
Division Director	1	1	1	1	0	1
Real Estate Manager	0	0	1	1	0	1
Real Estate Specialist	0	0	0	1	0	1
Total	2	2	3	4	0	4

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

Section	2016-2017	2017-2018	2018-2019	2019-2020	Add/Delete 2020-2021	Adopted 2020-2021
<b>Engineering</b>						
Administrative Specialist	1	1	1	1	0	1
City Engineer	1	1	1	1	0	1
Construction Inspector	4	4	4	5	0	5
Construction Manager	1	1	1	1	0	1
Development Engineer	1	1	1	1	0	1
Engineering Specialist	1	1	1	1	0	1
Intern	0.5	0.5	0.5	0	0	0
Project Manager	6	7	8	8	1	9
Senior Construction Inspector	1	1	1	0	0	0
Traffic Engineer	1	1	1	1	0	1
Total	17.5	18.5	19.5	19	1	20
<b>Capital Improvements</b>						
Capital Improvements Engineer	1	1	1	1	0	1
Project Manager	7	8	8	8	0	8
Total	8	9	9	9	0	9
<b>Planning and Development</b>						
Administrative Specialist	1	1	1	1	0	1
Associate Planner	1	2	2	2	0	2
Building Inspection Manager	0	1	1	1	0	1
Building Inspector	6	7	7	7	0	7
Building Official	1	1	1	1	0	1
Building Permit Technician	0	0	1	1	0	1
Building Plans Examiner	3	3	3	3	0	3
Code Compliance Manager	1	1	1	1	0	1
Code Compliance Officer I	1	1	1	1	0	1
Code Compliance Officer II	1	1	1	2	0	2
Comprehensive Planning Intern	0	0.48	0	0	0	0
Comprehensive Planning Manager	1	1	1	1	0	1
Current Planning Manager	1	1	1	1	0	1
Development Services Manager	1	1	1	1	0	1
Development Services Specialist	1	1	1	1	0	1
Inspection Supervisor	1	0	0	0	0	0
Neighborhood Planner	0	0	0	1	0	1
Planning Development Manager	4	4	4	4	0	4
Planning Director	1	1	1	1	0	1
Zoning Code Manager	1	1	1	1	0	1
Total	26	28.48	29	31	0	31
<b>Housing</b>						
Affordable Housing Development Coordinator	0	0	0	1	0	1
Housing and Grants Administrator	1	1	1	1	0	1
Housing Analyst	1	1	1	1	0	1
Housing Director	1	1	1	1	0	1
Housing Manager	1	1	1	1	0	1
Housing Project Manager	0	1	1	0.42	(0.42)	0
Housing Rehabilitation Specialist	1	1	1	1	0	1
Housing Specialist	1	1	1	1	0	1
Total	6	7	7	7.42	(0.42)	7

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

Section	2016-2017	2017-2018	2018-2019	2019-2020	Add/Delete 2020-2021	Adopted 2020-2021
<b>Flagstaff Housing Authority</b>						
Administrative Assistant (Temp)	0.48	0.48	0.48	0	0	0
Administrative Specialist	1	1	1	2	0	2
Housing Manager	3	3	3	3	0	3
Finance Manager	1	1	1	1	0	1
Finance Specialist	0.8	0.8	0.8	0.8	0	0.8
Housing Services Specialist	5	5	5	5	0	5
Maintenance Coordinator	1	1	1	1	0	1
Maintenance Lead Worker	2	2	2	2	0	2
Maintenance Worker	7	7	7	7	0	7
Total	21.28	21.28	21.28	21.8	0	21.8
<b>Flagstaff Metropolitan Planning Organization</b>						
Administrative Specialist	0.5	0.5	0.5	0	0	0
Finance Specialist	0	0	0	1	(1)	0
FMPO Director	0	0	1	1	(1)	0
Intern	0.38	0.38	0.38	0.38	(0.38)	0
Metropolitan Planning Organization Manager	1	1	1	1	(1)	0
Project Manager	1	1	1	1	(1)	0
Total	2.88	2.88	3.88	4.38	(4)	0
<b>Public Works Administration</b>						
Division Director	1	1	1	1	0	1
Project Manager	1	1	1	1	0	1
Public Works Section Director	0	0	0	1	0	1
Total	2	2	2	3	0	3
<b>Facilities Maintenance</b>						
Environmental Specialist	0	0	0	1	0	1
Facility Maintenance Manager	1	1	1	1	0	1
Facilities Maintenance Superintendent	1	1	1	1	0	1
Maintenance Worker	9.5	9.5	9.5	9.5	(1)	8.5
Maintenance Worker Lead Worker	0	0	0	0	1	1
Total	11.5	11.5	11.5	12.5	0	12.5
<b>Fleet Management</b>						
Buyer	1	1	1	1	0	1
Fleet Services Specialist	1	1	1	1	0	1
Mechanic I	2	2	2	2	1	3
Mechanic II	4	4	4	4	0	4
Mechanic Assistant	0	1	1	1	0	1
Mechanic Lead Worker	1	1	1	1	0	1
Parts Specialist	0	1	1	1	0	1
Public Works Manager	1	1	1	1	0	1
Public Works Supervisor	1	1	1	1	0	1
Welder Technician	1	1	1	1	0	1
Total	12	14	14	14	1	15

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

Section	2016-2017	2017-2018	2018-2019	2019-2020	Add/Delete 2020-2021	Adopted 2020-2021
<b>Parks</b>						
Maintenance Worker - Temp	7.67	7.67	7.67	7.67	0	7.67
Maintenance Worker	22	22	22	22	0	22
Public Works Manager	1	1	1	1	0	1
Public Works Supervisors	4	4	4	4	0	4
Total	34.67	34.67	34.67	34.67	0	34.67
<b>Recreation</b>						
Administrative Assistant	1	1	0	0	0	0
Administrative Specialist	0	0	2	2	0	2
Head Lifeguard	0	2	2	2	0	2
Intern	0.25	0.25	0.25	0	0	0
Public Works Section Director	1	1	1	1	0	1
Recreation Manager	0	1	1	1	0	1
Recreation Program Assistant	0.5	0.5	0.5	0.5	0	0.5
Recreation Program Coordinator	9	9	9	9	0	9
Recreation Specialist	1	1	0	0	0	0
Recreation Supervisor	6	5	5	5	0	5
Recreation Temporaries	38.27	38.12	39.08	38.68	0	38.68
Total	57.02	58.87	59.83	59.18	0	59.18
<b>Street Maintenance and Repairs</b>						
Administrative Specialist	1	2	2	1	0	1
Equipment Operators (Temp)	3.52	3.52	3.52	3.52	(2.25)	1.27
Equipment Operator	15	15	15	15	0	15
Intern	0.5	0.5	0.5	0	0	0
Maintenance Worker	6	6	6	6	2	8
Public Works Manager	1	1	1	1	0	1
Public Works Section Director	1	1	1	1	0	1
Public Works Supervisor	3	3	3	3	1	4
Traffic Signal Technician	1	1	1	1	0	1
Total	32.02	33.02	33.02	31.52	0.75	32.27
<b>Solid Waste - Landfill</b>						
Administrative Specialist	2	2	2	2	0	2
Equipment Operator	6	6	4	4	0	4
Landfill Environmental Aide	0.5	0.5	0.5	0.5	0	0.5
Landfill Environmental Assistant	2	2	2	2	0	2
Landfill Environmental Program Specialist	1	1	1	1	0	1
Project Manager	2	2	2	2	0	2
Public Works Manager	1	1	1	1	0	1
Public Works Section Director	1	1	1	1	0	1
Public Works Supervisor	1	1	1	1	0	1
Total	16.5	16.5	14.5	14.5	0	14.5
<b>Solid Waste - Collections</b>						
Administrative Specialist	2	2	2	2	0	2
Customer Relations Supervisor	1	1	1	1	0	1
Equipment Operator	23	23	23	23	0	23
Program Assistant	0.5	0.5	0.5	0.5	0	0.5
Public Works Manager	1	1	1	1	0	1



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

Section	2016-2017	2017-2018	2018-2019	2019-2020	Add/Delete 2020-2021	Adopted 2020-2021
<b>Solid Waste - Collections - Continued</b>						
Public Works Supervisor	2	2	2	2	0	2
Solid Waste Lead Worker	3	3	3	3	0	3
Total	32.5	32.5	32.5	32.5	0	32.5
<b>Library - City</b>						
Administrative Specialist	2	2	2	2	0	2
Collections Specialist	1	1	1	1	0	1
Deputy Library Director	0	2	2	2	0	2
Executive Assistant	0	1	1	1	0	1
IT Analyst	1	1	1	1	0	1
Librarian	2	2	2	3	0	3
Library Clerk	5.76	7.26	7.38	7.38	0	7.38
Library Clerk (Temp)	2.93	3.37	3.07	3.07	0	3.07
Library Director	1	1	1	1	0	1
Library Manager	3	0	0	0	0	0
Library Page	2	2	2	2	0	2
Library Page (Temp)	1.25	1.25	1.25	1.25	0	1.25
Library Specialist	13.65	12.59	12.71	11.71	0	11.71
Library Specialist (Temp)	3.18	3.18	3.18	3.18	0	3.18
Library Supervisor	5	5	5	5	0	5
Network Administrator	1	1	1	1	0	1
Total	44.77	45.65	45.59	45.59	0	45.59
<b>Library - County</b>						
Application Support Specialist II	1	1	1	1	0	1
IT Manager	1	1	1	1	0	1
Librarian	1	1	1	1	0	1
Library Clerk	0.63	0.63	0.63	0.63	0	0.63
Library Clerk (Temp)	0.88	0.88	0.88	0.88	0	0.88
Library Specialist	2.25	2.25	2.25	2.25	0	2.25
Library Specialist (Temp)	0.09	0.09	0.09	0.09	0	0.09
Library Supervisor	2.88	2.88	2.88	2.88	0	2.88
Total	9.73	9.73	9.73	9.73	0	9.73
<b>Community Investment</b>						
Administrative Specialist	1	1	1	1	0	1
Beautification, Arts and Science Manager	0	0	1	1	0	1
Beautification, Arts and Science Project Admin	1	1	1	1	0	1
Community Design and Redevelopment Manager	1	1	0	0	0	0
Community Investment Director	1	1	1	1	0	1
Division Director	1	1	1	1	0	1
Total	5	5	5	5	0	5
<b>Economic Development</b>						
Business Attraction Manager	1	1	1	1	0	1
Business Retention and Expansion Manager	1	1	1	1	0	1
Total	2	2	2	2	0	2
<b>Tourism</b>						
Administrative Specialist	1	1	1	1	0	1
Creative Services Manager	1	1	1	1	0	1
Creative Services Specialist	2	3	3	3	0	3

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

Section	2016-2017	2017-2018	2018-2019	2019-2020	Add/Delete 2020-2021	Adopted 2020-2021
<b>Tourism - Continued</b>						
CVB Communication Specialist	1	1	1	1	0	1
CVB Director	1	1	1	1	0	1
Marketing and Media Relations Manager	1	1	1	1	0	1
Marketing Specialist	0	0	0	1	0	1
Sales Specialist	1	1	1	1	0	1
International Travel and Trade Manager	1	1	1	1	0	1
Total	9	10	10	11	0	11
<b>Visitor Services</b>						
Administrative Assistant (Temp)	1.65	1.65	1.65	1.65	0	1.65
Administrative Specialist	2	2	2	2	0	2
Administrative Specialist (Temp)	0.5	0.5	0.5	0.5	0	0.5
Visitor Center Manager	1	1	1	1	0	1
Visitor Specialist	0	0	0	0	1	1
Total	5.15	5.15	5.15	5.15	1	6.15
<b>Airport Operations</b>						
Administrative Specialist	1	1	1	1	0	1
Airport Business Manager	0	0	1	1	(1)	0
Airport Director	1	1	1	1	0	1
Airport Operations/ ARFF Specialist	6	6	9	9	0	9
Airport Operations/ ARFF Manager	1	1	1	1	0	1
Airport Parking Aide	0	0	1	1	(1)	0
Maintenance Worker Temp - Airport Snow	0.5	0.5	0.5	0.5	0	0.5
Total	9.5	9.5	14.5	14.5	(2)	12.5
<b>Parking District</b>						
Parking Manager	1	1	1	1	0	1
Parking Aide	3	4	5	5	0	5
Parking Lead Worker	0	0	1	1	0	1
Total	4	5	7	7	0	7
<b>Water Services Administration</b>						
Administrative Specialist	2	2	2	2	0	2
Communications Aide (Temp)	0	0	0.23	0.71	0.25	0.96
Division Director	1	1	1	1	0	1
Water Services Management Analyst	1	1	1	1	0	1
Water Services Operations Section Director	1	1	1	1	0	1
Total	5	5	5.23	5.71	0.25	5.96
<b>Water Production</b>						
Maintenance Worker (Temp)	0	0	0.23	0.23	0	0.23
MSW Operations	3	3	4	4	0	4
MSW Maintenance	2	2	2	2	0	2
Water Services Supervisor	3	3	3	2	0	2
Water Production Manager	1	1	1	1	0	1
Water Services SCADA Administrator	0	1	1	0	0	0
Total	9	10	11.23	9.23	0	9.23

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

Section	2016-2017	2017-2018	2018-2019	2019-2020	Add/Delete 2020-2021	Adopted 2020-2021
<b>Water Distribution</b>						
MSW - Water Services Tech	11	13	14	14	0	14
Water Services Supervisor	1	1	1	1	0	1
Water/Sewer Utility Locator	1	1	1	1	0	1
Total	13	15	16	16	0	16
<b>Water Resource Management</b>						
Water Conservation Enforcement Aide	1	1	1	1	0.49	1.49
Water Conservation Specialist	1	1	1	1	0	1
Water Resources Technician	0	0	0	0.48	0	0.48
Water Resource Manager	1	1	1	1	0	1
Water Services Program Manager	1	1	1	1	0	1
Total	4	4	4	4.48	0.49	4.97
<b>Water Services Engineering</b>						
GIS System Specialist	0	1	1	1	0	1
IT Administrator	1	1	1	0	0	0
Project Manager	1	1	1	1	0	1
Water Services Engineering Manager	1	1	1	1	0	1
Water Services Plan Reviewer	1	1	1	1	0	1
Total	4	5	5	4	0	4
<b>Regulatory Compliance</b>						
Industrial Pretreat Inspector	2	2	2	2	0	2
Industrial Pretreat Supervisor	1	1	1	1	0	1
MSW - Laboratory	2	3	3	3	0	3
MSW - Plant Tech	1	0	0	0	0	0
Water Services Manager	1	1	1	1	0	1
Water Services Supervisor	2	2	2	2	0	2
Total	9	9	9	9	0	9
<b>SCADA Information Systems</b>						
IT Administrator	0	0	0	2	0	2
Water Services Supervisor	0	0	0	2	1	3
Total	0	0	0	4	1	5
<b>Wastewater Treatment</b>						
MSW - Maintenance	0	2	2	2	0	2
MSW - Operations	5	5	5	4	0	4
MSW - Plant Technician	2	0	0	0	0	0
Water Services Supervisor	3	3	3	3	0	3
Wastewater Treatment Manager	1	1	1	1	0	1
Total	11	11	11	10	0	10
<b>Wastewater Collection</b>						
MSW- Water Services Technician	8	8	8	8	0	8
Water Services Supervisor	1	1	1	1	0	1
Total	9	9	9	9	0	9

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

Section	2016-2017	2017-2018	2018-2019	2019-2020	Add/Delete 2020-2021	Adopted 2020-2021
<b>Reclaimed Water</b>						
MSW - Operations	1	1	1	1	0	1
MSW - Maintenance	1	1	1	1	0	1
Water Services Supervisor	1	1	1	1	0	1
Total	3	3	3	3	0	3
<b>Stormwater</b>						
Intern	0.5	0.5	0.5	0	0	0
MSW- Water Services Technician	0	0	0	0	2	2
Project Manager	3	3	3	3	0	3
Stormwater Program Manager	1	1	1	1	0	1
Watershed Specialist	1	1	1	1	0	1
Total	5.5	5.5	5.5	5	2	7
Grand Total	834.12	865.65	880.91	888.15	9.07	897.22



# Color of Money – Fund Accounting

Many of the City's revenues are restricted and can only be spent on specific functions or expenditures. Fund accounting is used to ensure proper tracking of those revenues and related expenditures.

City fiscal policies require that each fund must be balanced on an ongoing basis for a minimum of five years. In addition, each fund must maintain a minimum fund balance. Minimum fund balance is required to ensure liquidity and cash flow as well as provide financial stability should the City experience declining operating revenues. Minimum fund balance amounts vary by fund and range from 10% to 25% of operating revenues.

Below is background information on the various City's funds and their restricted revenues.



## Special Revenue Funds

Used to account for revenues derived from specific taxes or other earmarked revenue sources. They are usually required by statute, charter provision, or ordinance to finance a particular function or activity.

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>• Library – Secondary property tax and general fund transfer</li><li>• HURF (Streets) – Gasoline tax</li><li>• Transportation tax – 1.281% sales tax<ul style="list-style-type: none"><li>» Transportation Improvements (.426%)</li><li>» Road Repair &amp; Street Safety (.33%)</li><li>» Transit (.295%)</li><li>» Route 66 to Butler Overpass (.23%)</li></ul></li></ul> | <ul style="list-style-type: none"><li>• BBB tax – 2.0% tax on bed, board &amp; beverage<ul style="list-style-type: none"><li>» Beautification (.40%)</li><li>» Economic Development (.19%)</li><li>» Arts &amp; Science (.15%)</li><li>» Tourism (.60%)</li><li>» Recreation (.66%)</li></ul></li><li>• ParkFlag</li><li>• Housing &amp; Community Services – Grants</li></ul> |
|---|--|



## Enterprise Funds

Self-supporting thru User Fees adopted by ordinance such as Water/Wastewater/Trash billings, Rent and Airport lease and fees.

- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>• Water</li><li>• Wastewater</li><li>• Reclaim</li><li>• Stormwater</li></ul> | <ul style="list-style-type: none"><li>• Sustainability and Environmental Management</li><li>• Airport</li><li>• Solid Waste</li><li>• Flagstaff Housing Authority</li></ul> |
|---|---|



## Capital Project Funds

Used to account for major capital acquisition separate from ongoing operations

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>• Restricted Funding Sources -Voter Approved Bonds, Grants, Third Party Restricted Fees</li></ul> | <ul style="list-style-type: none"><li>• General Obligation Bond Projects:<ul style="list-style-type: none"><li>» FUTS/Open Space</li><li>» Watershed Protection</li><li>» Courthouse</li></ul></li><li>• USGS campus expansion</li></ul> |
|---|--|





## Continued ... **Color of Money** – Fund Accounting



### **Debt Service Funds**

Used to account for the accumulation of resources and payments of the long-term debt

- **Restricted revenues**
  - » **General obligation bond fund – Secondary Property Tax**



### **General Fund**

Accounts for all revenues and expenditures used to finance the traditional services associated with a municipal government that are not accounted for in other funds and most revenues are unrestricted.

- **In other words,...everything else**

#### **General Fund Revenues include:**

- **1% City Sales Tax**
- **Franchise Tax**
- **Primary Property Tax**
- **State Shared Revenue (Sales, Income, Vehicle Tax)**
- **Licenses and Permits**
- **Fines and Forfeitures**
- **User Fees-Charges for Services**
- **CD, Recreation, Police, Fire, Cemetery**



## **Tourism Recovery Plan**

As sure as precedent has taught us in times like these all industries, including tourism, will recover to their fullest form at some point. But, unlike the most recent crisis, the Great Recession of 2008, which was caused by lax mortgage lending practices, international trade imbalances and a general fragility in the economy, the current crisis is external to the economy and was thrust upon the US at a time of economic stability.

Also, important to recognize differences in the two crisis' is that in the recession businesses were not completely shuttered and social distancing was not a factor. Lessons learned from the 2008 recession, in part, was that once the correction occurred the country went into a ten-year growth pattern. In this crisis, there is likely to be a much steeper initial curve back to normalcy (it may be a 'new normal' but normalcy nonetheless).

This prediction is predicated on pent-up demand for products and services will be there; re-hiring and folks taken back from furloughed positions will drive the consumer economy back to a more sustainable level; and, the symbiotic nature of our economy will start to function again – at a faster pace than we experienced after 2008.

The direct sales and marketing plan set forth in this document will only occur with prudence and safety in mind, with adherence to CDC and State recommendations.

Regardless of the speed of recovery, Discover Flagstaff will continue to stay ahead of the curve by implementing smart strategies to welcome our visitor back and get the tourism economy producing for our community again.

### **General Strategy:**

The over-reaching strategy for Discover Flagstaff, once the travel bans have been lifted and the social distancing mandates/recommendations are no longer in place, will be to channel funds and effort toward the most likely markets to respond first to the lifting of travel restrictions: the drive-market, direct-flight market(s) and the Meeting & Conventions Market. These markets either have the travel infrastructure in place, have a short travel decision window, have a low threshold for making travel decisions to the

destination, are our natural customer, or all the above mentioned. Additionally, a strong focus will be placed on the customers that are in-market to be sure that they see and do more and stay an extra night.

**Vertical Industry Roundtables:** The Discover Flagstaff Team will be hosting roundtable meetings with the following vertical industries: Restaurants, Bars and Breweries, Attractions, Tour operators, Hotels/motels/B&Bs) to coordinate our plans, exchange best practices and design cooperative marketing.

### Drive-Market:

**This Market is the first to respond to the pent-up demand due to the following.**

- Familiarity with the Flagstaff product is typically high
- It has a low barrier economically compared to other segments of travel
- The decision window to travel is relatively quick (can be as soon as the day prior to travel)
- Can and often is based on weather conditions
- Outdoor adventure equipment can easily be traveled with
- Pets can easily be a part of the vacation
- Travel is done in the company of their choice (family, friends, alone)

**Strategy:** The message needs to speak to their daily and/or desired behavior: gastronomy, mixology, craft beer, connecting with friends and/or family, their personal physical and mental health (nature, hiking, getting outdoors).

**Tactics:** Since familiarity is high in the drive-market, the messaging needs to be delivered to the prospective travelers in a familiar and trusted setting: publications, website, television, via email drip campaigns and out-of-home.

- **Digital:** programmatic, behavioral and geographical, search, social, video
- **FSI (Free-standing-insert):** in The AZ Republic and Las Vegas Review Journal with content supporting accommodations, festivals, things to do, restaurants/breweries
- **Spot:** 30s on at least one network station in Phoenix
- **Paid display:** Phoenix Mag, New Times
- **NBC Phoenix network:** airing lifestyle segments on AZ Midday
- **Social media:** push local happenings

### Potential partnerships:

- ❖ An attractions pass – work with the key attractions in and around Flagstaff to come up with a pass that folks could go to MNA, Lowell, Riordan Mansion, Meteor Crater, USGS, Bearizona, amongst others.
- ❖ Marketing that includes specific BBB collecting business partner offers

- ❖ “It has never been sweeter to Discover Flagstaff” – a restaurant promotion that offers complimentary dessert.
- ❖ Collaboration with DBA will include tactics to enhance their efforts

### Direct-Flight Market(s):

**This Market is early to respond to the pent-up demand due to the following.**

- The need for business travel (IBT) to the destination (W.L. Gore, Purina, ATC Materials, Joy Cone, Senes Tech, etc.)
- Visiting friends and family (community, NAU)
- Leisure travelers

**Strategy:** The message needs to be strong on awareness of things to do in the destination and inspiring to add on to their trip for additional leisure activities.

**Tactics:** Since familiarity is anywhere from medium to low, the messaging needs to inform the potential travelers in these origin markets and inspire additional leisure time in Flagstaff. Additional messaging is the ease of non-stop flights.

- **Digital:** served in Dallas and Denver markets
- **programmatic, behavioral and geographical**, search, social, video
- **Niche publications** in Denver and Dallas
- **Radio** – Dallas and Denver markets – vacation giveaways

**Potential partnerships:**

- ❖ Work with key companies in Flagstaff that have significant IBT; we can communicate digitally with welcome packets
- ❖ Work with the Airport Director on any and all recovery plans the Airport is planning

### Meetings & Conventions:

**This Market is quick to respond to the pent-up demand due to the following.**

- Companies are looking to get back to business
- Associations depend on the engagement of their members
- Meeting planners have contractual obligations to hotels
- Strong relationships between the hotels and the meeting planners

**Strategy:** Incentives to re-book, direct sales efforts and strategic marketing placements.

**Tactics:** Since familiarity depends on whether it is a re-booking or a new client. The messaging needs to be focused on building attendance, ease of travel and appropriate facilities for their needs.

- **Corporate retreat** business in Arizona.
- **Temporarily rebranding the incentive program “It pays to Meet in Flagstaff” to “It pays to Rebook”** to help properties earn back the business recently lost.
- **Plan FAM trips** and missions to get back in front of the planners and potential new/returning business.
- **Prospect** from our data base for new and repeat business

**Potential partnerships:**

- ❖ Work with companies in Flagstaff and residents to encourage bringing any meeting that they attend or coordinate home to Flagstaff
- ❖ Creating an incentive program “It Pays to Re-book” your meeting in Flagstaff

**In-Market Strategy (Visitor Services):**

**This Market is critical to the recovery plan due to the following.**

- They have already made the decision to support us and are in-market
- This customer has the potential to be ambassadors for Flagstaff with their social media posts and sphere of influence
- Flagstaff garners a 60% repeat visitation statistic, so they are likely repeat customers and fans of Flagstaff already

**Strategy:** it is all about personal service and providing up to date and relevant information to inspire them to do and see more.

**Tactics:** ‘Local Business Open House’ at the Visitor Center – this will occur shortly after the Visitor Center re-opens. The purpose of the open house is for businesses to meet the staff and provide up to date information on their business. This will in turn allow the staff to provide excellent customer service to our walk-in visitors.

**Potential partnerships:**

- ❖ It’s never been sweeter to visit Flagstaff – This partnership would entail the VC coordinating with participating restaurants on complimentary desserts with an entree. The marketing would be supported by the Discover Flagstaff Marketing Team and Creative, as well as owned media.

**Earned Media:**



**Earned media efforts will be in concert with the individual market plans.**

**Messaging will align with Discover Flagstaff owned, paid and social platforms by applying the marketing 'rule of five.' Target origin DMAs are the State of Arizona, Southern California, Las Vegas, Denver and Dallas.**

- Leverage existing media relationships to encourage editorial content
- Pitch stories to targeted groups utilizing media contact database
- Pitch Meetings and Events publications both print and digital
- Work with sales to support increased conference exposure with articles and press releases
- Schedule press trips with qualified media that produce results shared across large audiences
- Reschedule those that have cancelled due to COVID-19
- Work with AOT to maximize increased visitation to Flagstaff providing assets and content on Discover Flagstaff campaigns.
- Pitch mom-cation, high altitude training, astro-tourism, festivals, dining, breweries, City of Seven Wonders, outdoors, attractions, Route 66, downtown, stay and play, hub and spoke, meetings and events, etc.
- Attend Arizona Office of Tourism media missions and industry conferences, events and workshops.

### **Community-Facing Efforts:**

**The community play a critical role in the tourism economy.** They not only assist in welcoming our visitors, are employed at places of business which service the visitor but they themselves frequent the tourism-centric businesses (bars, restaurants, attractions).

**Strategy:** Keep the message that the visitor economy is critical to our success front and center in the mind's eye of the resident. Additionally, let them know how they can play a bigger role.

**Tactics:** Create tangible ways that the residents can get involved.

- **Staycation promotions** – this is a great way for residents to have fun, get re-acquainted with their city and support the effort. Community-facing advertising and social media will be employed to encourage folks to have a staycation in their own backyard.

- **Flagstafflocal.com** – is a great way to show that a great place to live is a great place to visit. This movement offers residents ways to give back and get involved while being recognized and winning prizes.