

BUDGET RETREAT

A M E N D E D

BUDGET RETREAT
THURSDAY - FRIDAY
APRIL 22 - 23, 2021

STAFF CONFERENCE ROOM
SECOND FLOOR - CITY HALL
211 WEST ASPEN AVENUE
8:30 A.M.

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>)

PUBLIC COMMENT PROTOCOL

**The process for submitting a public comment has changed and public comments will no longer be
read by staff during the Council Meetings.**

All public comments will be taken either telephonically or accepted as a written comment.

Public comments may be submitted to publiccomment@flagstaffaz.gov

If you wish to address the City Council with a public comment by phone you must submit the
following information:

First and Last Name
Phone Number
Agenda Item number you wish to speak on

If any of this information is missing, you will not be called. We will attempt to call you only one
time. We are unable to provide a time when you may be called.

All comments submitted otherwise will be considered written comments and will be documented
into the record as such.

If you wish to email Mayor and Council directly you may do so at council@flagstaffaz.gov.

AGENDA

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 DEASY
VICE MAYOR DAGGETT
COUNCILMEMBER ASLAN
COUNCILMEMBER MCCARTHY

COUNCILMEMBER SALAS
COUNCILMEMBER SHIMONI
COUNCILMEMBER SWEET

4. City Council FY 2021-22 Budget Retreat
***Detailed Agenda/Schedule Revised**

5. Adjournment

CERTIFICATE OF POSTING OF NOTICE

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

Dated this _____ day of _____, 2021.

Stacy Saltzburg, MMC, City Clerk

CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council
From: Brandi Suda, Finance Director
Date: 04/16/2021
Meeting Date: 04/22/2021



TITLE

City Council FY 2021-22 Budget Retreat
***Detailed Agenda/Schedule Revised**

STAFF RECOMMENDED ACTION:

Present City Manager's Recommended Budget for the Fiscal Year 2021-2022 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 22 & 23 retreat will be the third of three City Council budget retreats for the upcoming FY 2021-22 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 the FY 2021-22 City Budget.

INFORMATION:

Executive Agenda - April 22 - 23, 2021

1. Welcome and Overview
2. Budget Timeline and Approach
3. Revenue Projection Updates
4. Recession Plan Updates
5. Pension Update
6. Compensation and Benefits
7. New Budget Appropriations
8. Fun Thing
9. Division Updates
10. Public Participation
11. Capital Improvement Program (CIP)
12. Federal Relief
13. November 2022 Ballot Measures
14. Recreation Marijuana Sales and Excise Tax
15. Public Safety Alternate Response Model
- ~~15. November 2022 Ballot Measures~~
16. Public Participation
17. Council Parking Lot /Adds and Deletes Discussion

The following information is included in the agenda materials:

- Detailed Agenda
- FY 2021-22 Budget Presentations
- Council Review Budget Book

Supplemental Materials:

- Color of Money Handout

Attachments: REVISED Detailed Agenda
 Presentation
 Council Review Book
 Color of Money

City Council Budget Retreat

April 22nd – 23rd, 2021

REVISED DRAFT Detailed Agenda

April 22, 2021

Time	Duration (min)	Topic	Staff
8:30am	15	Welcome and Overview <ul style="list-style-type: none"> Agenda 	Greg Clifton Nicole Lance
8:40am	15	Budget Timeline and Approach <ul style="list-style-type: none"> Timeline Original Focus Priority Based Budgeting in Division Reviews Color of Money 	Greg Clifton Brandi Suda
9:00am	30	Revenue Projection Update	Rick Tadder
9:30am	15	Recession Plan Update	Greg Clifton Rick Tadder
9:45am	15	Break	
10:00am	15	Public Safety Pension Update <ul style="list-style-type: none"> Results Annual Pension Policy Update 	Rick Tadder
10:15am	45	Employee Advisory Committee (EAC) Compensation and Benefits <ul style="list-style-type: none"> Staffing Updates Trends Compensation and Benefits 	Jared Wotasik Jeanie Gallagher
11:00am	30	New Budget Appropriations <ul style="list-style-type: none"> Total Budget Requests Summary – General Fund Personnel – General Fund Recommended Requests by Priority/CAAP 	Brandi Suda
11:30am	30	Lunch	
12:00pm	30	Fun Thing	Greg Clifton Heidi Hansen
12:30pm	60	Division Updates: <ul style="list-style-type: none"> Police Human Resources Information Technology City Attorney 	Dan Musselman Jeanie Gallagher CJ Perry Sterling Solomon
1:30pm	15	Break	
1:45pm	90	Division Updates: <ul style="list-style-type: none"> Municipal Court Management Services Fire City Manager Community Development Public Works 	Jessica Cortes Rick Tadder Mark Gaillard Greg Clifton Dan Folke Andy Bertelsen
3:15pm	15	Break	

City Council Budget Retreat
April 22nd – 23rd, 2021
REVISED DRAFT Detailed Agenda

Time	Duration (min)	Topic	Staff
3:30pm	60	Division Updates: <ul style="list-style-type: none">• Economic Vitality• Water Services• Engineering and Capital Improvements• Non-Departmental	Heidi Hansen Erin Young Rick Barrett Rick Tadder Brandi Suda Jeanie Gallagher
4:30pm	15	Public Participation	
4:45pm	15	Wrap Up	Greg Clifton

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

City Council Budget Retreat

April 22nd – 23rd, 2021

REVISED DRAFT Detailed Agenda

April 23, 2021

Time	Duration (min)	Topic	Staff
8:30am	5	Opening and Overview	Greg Clifton Nicole Lance
8:35am	70	Capital Improvement Program (CIP) <ul style="list-style-type: none"> • General Government • Streets/Transportation • Bed, Board and Beverage • Water Services • Solid Waste • Airport • Unfunded Projects 	Bret Petersen
9:45am	15	Break	
10:00am	60	Federal Relief Funding <ul style="list-style-type: none"> • CARES • American Rescue Plan (ARP) <ul style="list-style-type: none"> ○ Revenue Loss ○ Business Support ○ Broadband 	Rick Tadder
11:00pm	60	November 2022 Ballot Measures <ul style="list-style-type: none"> • Process • General Obligation Bonds • Potential Bond Projects • Council Direction 	Shannon Anderson Rick Tadder Sarah Darr Nicole Antonopoulos Mark Gaillard Dan Musselman Andy Bertelsen Rebecca Sayers CJ Perry
12:00pm	30	Lunch	
12:30pm	30	November 2022 Ballot Measures (Continued)	Continued
1:00pm	15	Recreational Marijuana Sales and Excise Tax <ul style="list-style-type: none"> • Retail Sales Tax • Streets Excise Tax • Public Safety Excise Tax 	Rick Tadder
1:15pm	45	Public Safety Alternate Response Model <ul style="list-style-type: none"> • Overview • CJCC Position 	Shannon Anderson
2:15pm		Public Participation	
TBD	60	Council Parking Lot (Adds/Deletes) and Discussion	Greg Clifton
TBD	15	Break	
TBD	30	Review and Confirm Council Direction	Greg Clifton

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

Budget Retreat

April 22 & 23, 2021



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 Document Components



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



Transmittal



- Transmittal Letter
- City Manager's Budget Message
- Key Community Priorities



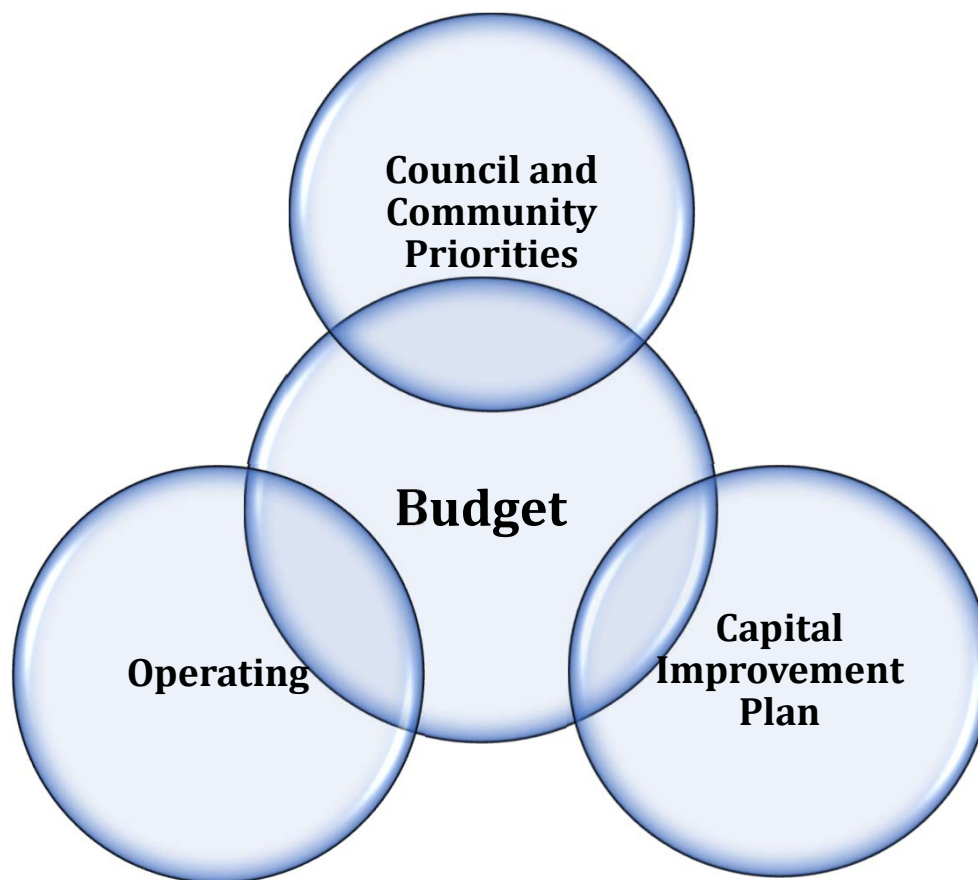
Budget Overview Section



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



Budget Overview





Current/Emerging Issues

- Update on Recession Plan
- Federal Relief Funding
- Recreational Marijuana
- Public Safety Alternate Response Model
- November 2022 Election Planning
- Emergency Declarations – Climate and Housing
- Broadband Connectivity and Redundancy

Agenda

Day 1:

- Budget Timeline and Approach
- Revenue Projection Updates
- Recession Plan Update
- Pension Update
- Compensation and Benefits
- New Budget Appropriations
- Fun Thing
- Division Updates



Agenda

Day 2:

- Capital Improvement Program
- Federal Relief
- Recreational Marijuana Sales and Excise Tax
- Public Safety Alternate Response Model
- November 2022 Ballot Measures
- Council Parking Lot / Adds and Deletes Discussion



Budget Timeline and Approach





Budget Timeline



December



**Council
Retreat**

February



**Council
Retreat**

City Manager's
Balanced Budget



**Divisions
Review
Meeting**

COVID-19



**American
Rescue Plan**

April



**Council
Retreat**

June



**Budget
Adoption**



Budget Approach: Original Focus

- Personnel as the Primary Focus
 - Compensation study
 - Restoring annual merits
- Basic services and operational needs
- Council Priorities and Objectives (PBB)
- Climate Action and Adaptation Plan (CAAP)



Priority Based Budgeting in Division Reviews



Program Reports

Fire Suppression

User Group: 051-Fire Operations FTE: 25.25 Personnel: 3,934,933 NonPersonnel: 670,000

Total Cost: 4,604,933

Quartile: 1

Final score (out of 100): 84.4

Description: All management processes, associated fees, fleet, training, equipment for extinguishment and special skills/operations to protect lives and to prevent the destruction of property

Comment: none

Insight: Training continues to be cut due to budget constraints. We need to support professional development due to known leadership attritional vacancies in the next several year. Getting people training for next levels also allows for decreased OT costs due to Acting capacity increases.

Basic Program Attributes:		
Score	BPA	Definition
4	Capacity to Serve	The program has the capacity to serve more than 50% of the intended population
4	Demand	Increasing Demand
2	Mandate	Self mandate (City ordinance or voter-approved tax)
2	Recovery Cost	1% - 50% cost recovery
4	Reliance	City is sole provider of service (including contracting out services)

Results:	
Score	Result
3	Environmental Stewardship
4	Inclusive & Engaged Community
3	Livable Community
3	Robust Resilient Economy
3	Safe & Healthy Community
3	Innovative Infra.

Priority Based Budget Program Memo
FY 2021-2022
(Please complete one form for each program)

Division: Fire Department
Section: Fire Operations

Priority Based Budget (PBB) Program:
☐ New ☒ Existing

PBB Program Number: 161
PBB Program Name: Fire Suppression

Total PBB Program Request Amount: \$ 1,341,312

How does the request impact the PBB program's service level? (select all that apply)

☒ Maintains service level ☒ Enhances service level ☐ No impact

Will the request improve the City's ability to achieve the Key Community Priorities?

☒ Yes ☐ No

If funded, will the request increase relevance to Key Community Priorities?

If yes, which priority? (select all that apply)

☒ High Performing Governance ☒ Safe & Healthy Community

☒ Inclusive & Engaged Community ☒ Sustainable, Innovative Infrastructure

☒ Robust Resilient Economy ☒ Livable Community

☒ Environmental Stewardship

Are there partnership opportunities available to provide this service?

☐ Yes ☒ No

Additional information related to the request:

Suppression efforts are a primary focus within the Fire Department. We continue to be one of the highest call volume (per capita) departments in the State (pushing 16,000 calls last year) and have not increased the number of available units in decades. We have an aging FLEET and our infrastructure is showing extreme wear from high call volumes and 24/7 - 365 use. About \$500k is for a 24/7 All-Risk-Rescue.

Many of these are repeat requests that have been 1x funded in the past and are needed to continue business to meet our mission and expected service levels within the community. Numbers increased funding requests (many familiar) that are not part of the base that we are showing volumes and workload continues to increase. Others are for equipment that we are showing maintenance needs that we can't choose whether or not to fix. We are showing safety related requests to keep our members protected and not to fix. We are showing support succession planning for retention.



Climate Action and Adaptation

- Each request required the following information
 - What CAAP strategy does this request help achieve?
 - How does this request increase community equity?
 - Provide additional information to support your climate action response.
- Sustainability staff reviewed the entire list of requests and discussed with the Budget Team



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 Update





Revenue Update – General Fund

Sales Tax

Category	FY 2020-21 Budget	FY 2020-21 Estimate	Change from Budget	% Change
Sales Taxes				
Utilities	\$ 1,076,250	\$ 1,026,000	\$ (50,250)	-4.7%
Telecommunications	235,750	150,000	(85,750)	-36.4%
Restaurant/Bars	3,075,000	2,660,000	(415,000)	-13.5%
Amusements	108,650	38,700	(69,950)	-64.4%
Commercial Rental	1,050,000	1,098,000	48,000	4.6%
Personal Property Rental	732,875	630,000	(102,875)	-14.0%
Contracting	1,700,000	2,096,000	396,000	23.3%
Retail	10,385,000	11,702,000	1,317,000	12.7%
Marketplace Retail (outside AZ)	480,000	818,000	338,000	70.4%
Hotel/Motel/STR	1,640,000	1,309,000	(331,000)	-20.2%
Miscellaneous	99,600	102,300	2,700	2.7%
Use Tax	1,471,545	1,789,000	317,455	21.6%
Sales Taxes Total	\$ 22,054,670	\$ 23,419,000	\$ 1,364,330	6.2%



Revenue Update – General Fund

State Shared Revenues

Category	FY 2020-21 Budget	FY 2020-21 Estimate	Change from Budget	% Change
State Shared Revenues				
State Shared Sales Tax	\$ 7,486,395	\$ 8,174,000	\$ 687,605	9.2%
State Shared Urban Revenue	10,669,590	10,723,980	\$ 54,390	0.5%
Auto Lieu Tax	3,540,863	3,703,300	\$ 162,437	4.6%
State Shared Total	\$ 21,696,848	\$ 22,601,280	\$ 904,432	4.2%

- Excludes State Shared Excise Tax
- Future impacts to Urban Revenue (Income Tax)
 - Legislative budget
 - Census data



Revenue Update – General Fund

Other Revenues

Category	FY 2020-21 Budget	FY 2020-21 Estimate	Change from Budget	% Change
Other Revenues				
Property Taxes	\$ 6,967,500	\$ 6,834,200	\$ (133,300)	-1.9%
Franchise Fees	2,471,500	2,174,500	\$ (297,000)	-12.0%
Building Permits	1,702,500	2,863,000	\$ 1,160,500	68.2%
Other License and Permits	1,183,764	1,164,000	\$ (19,764)	-1.7%
Intergovernmental Revenue	1,257,668	1,257,700	\$ 32	0.0%
Charges for Services	3,280,813	1,670,000	\$ (1,610,813)	-49.1%
Fines and Forfeitures	1,458,855	838,800	\$ (620,055)	-42.5%
Investment Earnings	404,000	350,000	\$ (54,000)	-13.4%
Total Other	\$ 18,726,600	\$ 17,152,200	\$ (1,574,400)	-8.4%
Total General Fund Revenues	\$ 62,478,118	\$ 63,172,480	\$ 694,362	1.1%



Revenue Update – General Fund

Projections for FY 2021-2022

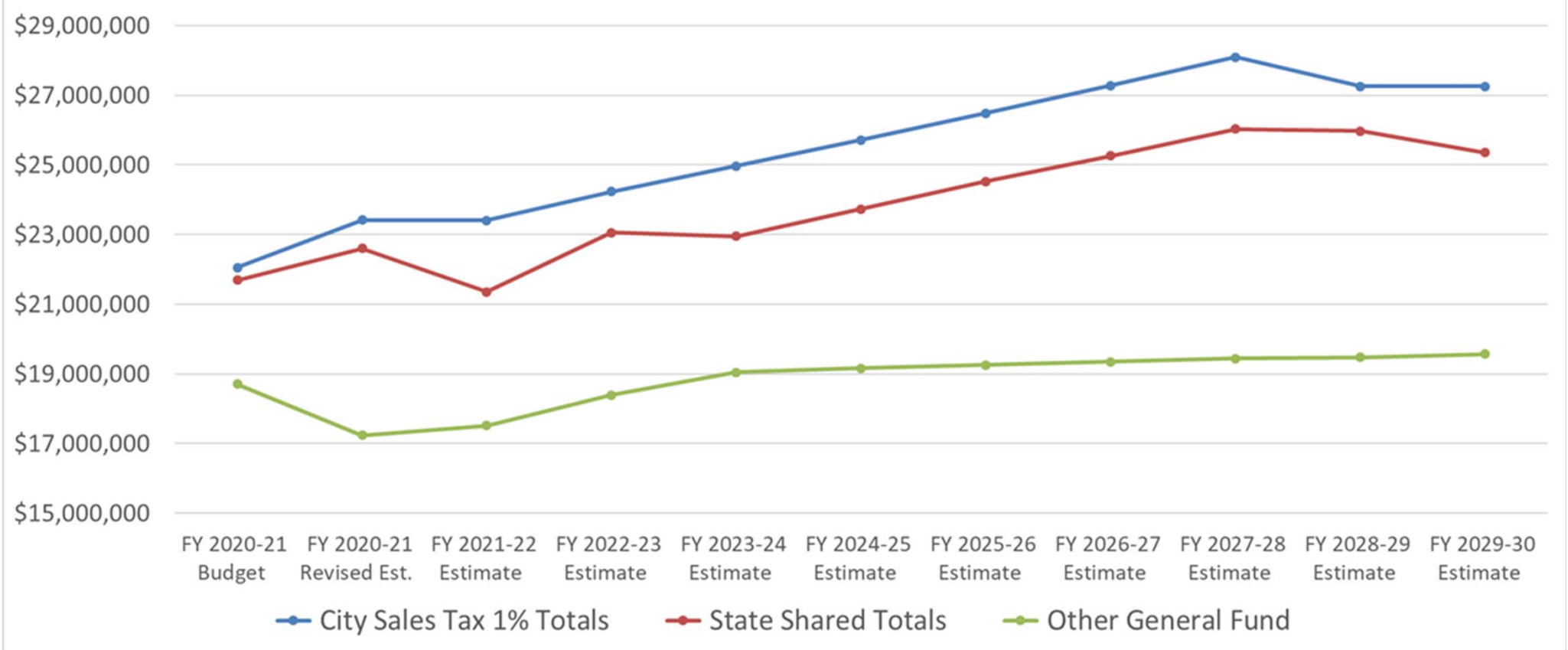
- General Sales Tax – less than 1% growth
 - Strong recovery of restaurant/bars and hotel/motel/short-term rentals
 - Leveling off retail sales
- State Shared Revenues
 - Decline in State Shared Income Tax (due to last year tax deferral)
 - Concern for Legislative budget changes
- Other Revenues
 - Building Permits – conservative estimate, \$1.8M
 - Recreation – slow return, not to FY 2018-2019 levels until FY 2022-2023
 - Fines and Forfeitures – growth due to delayed adjudications



Revenue Update – General Fund



General Fund Revenue Projections





Revenue Update – Special Revenue

Operating Revenues

Fund	FY 2020-21 Budget	FY 2020-21 Estimate	Change from Budget	% Change
Special Revenue Funds				
Library	\$ 3,860,393	\$ 3,832,567	\$ (27,826)	-0.7%
Highway User Revenue	8,976,305	8,384,502	(591,803)	-6.6%
Transportation Tax	26,232,162	27,927,415	1,695,253	6.5%
Beautification	1,882,000	1,624,600	(257,400)	-13.7%
Economic Development	884,654	761,840	(122,814)	-13.9%
Tourism	2,892,381	2,514,926	(377,455)	-13.0%
Arts and Science	696,875	600,400	(96,475)	-13.8%
Recreation BBB	3,049,250	2,624,500	(424,750)	-13.9%
Parking District	1,277,478	325,094	(952,384)	-74.6%
Water Resource Protection Fund	1,120,000	1,120,500	500	0.0%
Total Special Revenue Funds	\$ 50,871,498	\$ 49,716,344	\$ (1,155,154)	-2.3%



Revenue Update – Enterprise

Operating Revenues

Fund	FY 2020-21 Budget	FY 2020-21 Estimate	Change from Budget	% Change
Enterprise Funds				
Water	\$ 17,274,996	\$ 17,211,781	\$ (63,215)	-0.4%
Wastewater	11,206,857	10,810,408	(396,449)	-3.5%
Reclaimed Water	1,044,492	1,045,332	840	0.1%
Stormwater	4,261,117	4,367,151	106,034	2.5%
Solid Waste	12,817,917	12,359,622	(458,295)	-3.6%
Sustainability Fund	1,044,981	1,211,960	166,979	16.0%
Airport	2,068,824	1,009,438	(1,059,386)	-51.2%
Flagstaff Housing Authority	1,447,000	1,300,000	(147,000)	-10.2%
Total Enterprise Funds	\$ 51,166,184	\$ 49,315,692	\$ (1,850,492)	-3.6%



Revenue Update



Forecast for FY 2021-2022

- Special Revenue Funds Highlights
 - BBB Tax Funds – 11% growth, full recovery in FY 2022-2023
 - Highway User Revenue – Slowed growth, 2%
 - ParkFlag – Revenue adjusted to new policy, hours
- Enterprise Funds
 - Water Services – Flat revenues, dependent on tourism/students
 - Solid Waste – Growth related to rate increase
 - Airport – return to pre-pandemic level over next two fiscal years

Recession Plan Update





Recession Plan Update

Alert/Minor	Moderate	Significant*	Major*	Crisis*
Trigger: Up to 2% Reduction in Revenues <i>Up to \$3.3M</i>	Trigger: 2%-4.99% Reduction in Revenues <i>\$3.3M to \$8.2M</i>	Trigger: 5-9.99% Reduction in Revenues <i>\$8.2M to \$16.5M</i>	Trigger: 10-19.99% Reduction in Revenues <i>\$16.5M to \$33M</i>	Trigger: 20% Reduction in Revenues <i>More than \$33M</i>
<ul style="list-style-type: none">- Expenditures reduced where reasonably possible- Postponing filling vacant positions	<ul style="list-style-type: none">- Limit non-essential services- Large purchases delayed and cancelling consulting services/contracts- Partial freeze on new hires- Travel and non-essential employee training postponed	<ul style="list-style-type: none">- Strong justification for large purchases- Elimination of discretionary training, travel, meetings- Hiring freeze except for essential health, safety and welfare positions- Reduction in workforce (part-time, contract, temporary)	<ul style="list-style-type: none">- Major service cuts- Suspend all salary increases- Consider employee reduction policies- Reduction in capital expenditures- Draw down on reserves- Closure of non-essential city facilities	<ul style="list-style-type: none">- Reduction in workforce / employee costs reduction policies- Elimination of programs and services- Stops all capital improvement projects and purchasing- Reduction in reserves

* Requires consent and resolution of Council.



Recession Plan Update

- Aggregate of all operating funds less than 2%
- The Budget Team moved to the Alert/Minor Stage
 - Stay in this stage remainder of fiscal year
- Funds with revenue losses have adjusted expenditures
- FY 2021-2022 budgets are based on updated projections

Fund	FY 2020-21 Budget	FY 2020-21 Estimate	Change from Budget	% Change
General Fund	\$ 62,478,118	\$ 63,172,480	\$ 694,362	1.1%
Special Revenue Funds	50,871,498	49,716,344	(1,155,154)	-2.3%
Enterprise Funds	51,166,184	49,315,692	(1,850,492)	-3.6%
All Operating Funds	\$ 164,515,800	\$ 162,204,516	\$ (2,311,284)	-1.4%

Public Safety Pension Update





Results



- 100% funded plans
- Contingency reserve funds: \$14M
- Total interest rate: 2.7%
- Net present value savings estimated: \$76M
- Debt service payments \$8.6M-\$9.2M
 - \$1.4M-\$1.9M annual savings
 - Set aside five years of pension savings for 1X's or replenishment
- Supports the reinstatement of merits
- Supports the SAFER Grant positions



Results



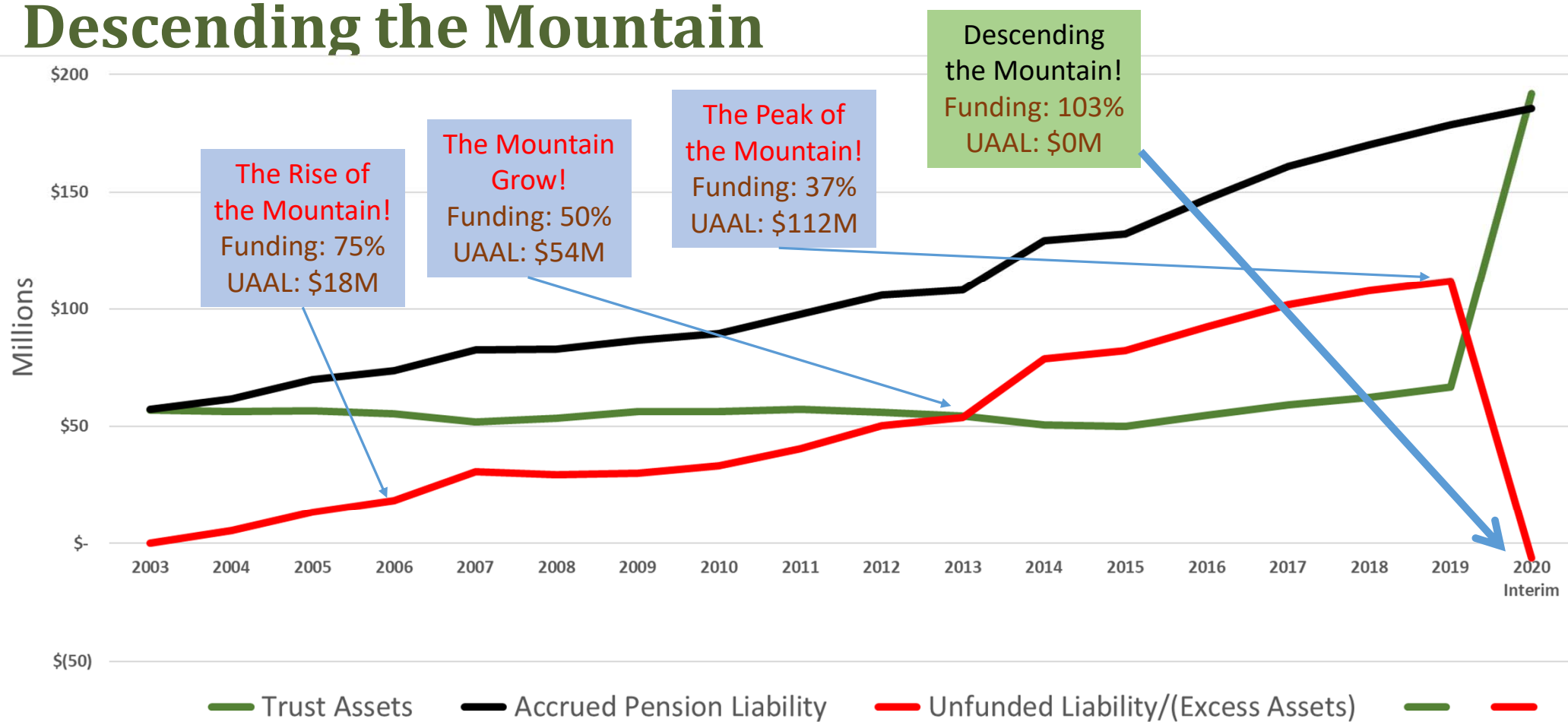
- Pension expense as a percentage of General Fund operations expense is now 7% versus 18%
- Flagstaff success shared in presentations to:
 - Government Finance Officers Association (2X)
 - Public Safety Personnel Retirement System Board of Directors
 - Arizona League of Cities and Towns (available on YouTube)
- Other organizations issuing debt
Gila County, \$17M, Pinal County \$89M, Yuma County \$35M, City of Yuma \$159M, City of Tucson \$658M, Coconino Co \$18M



Results



Descending the Mountain

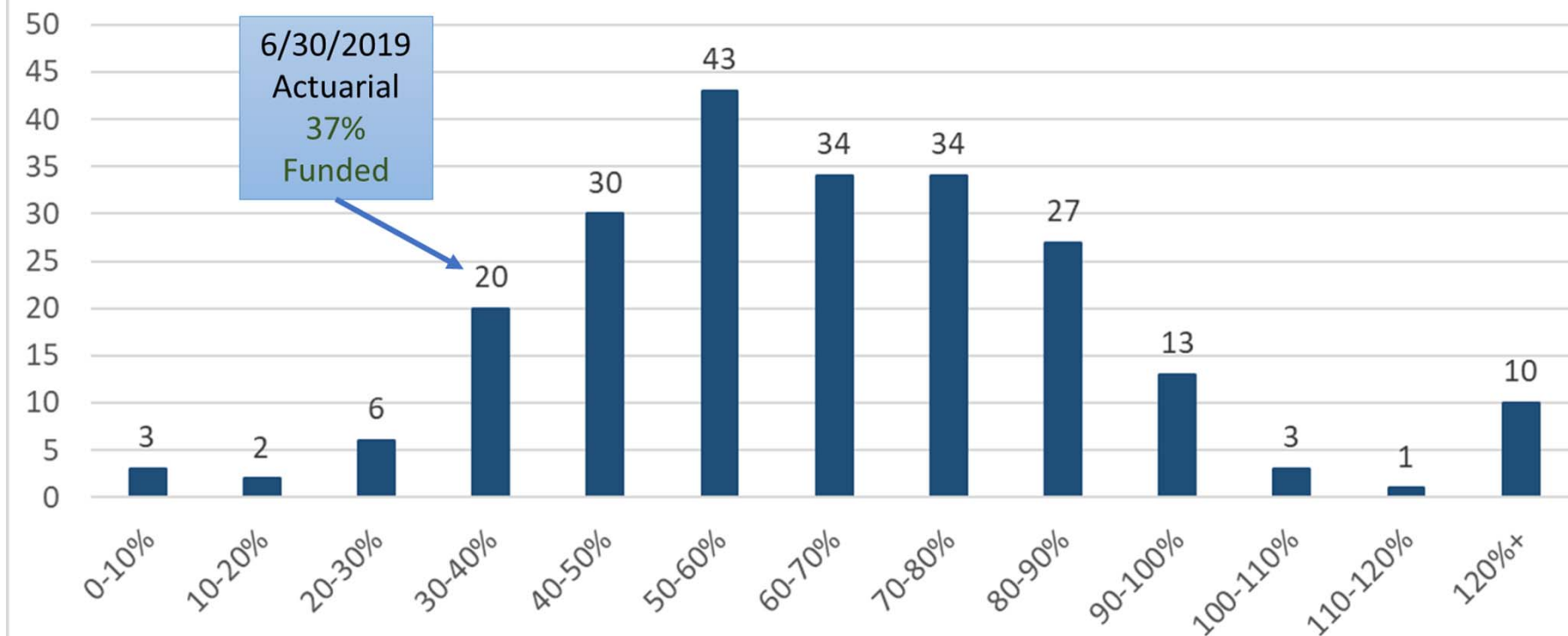




Results

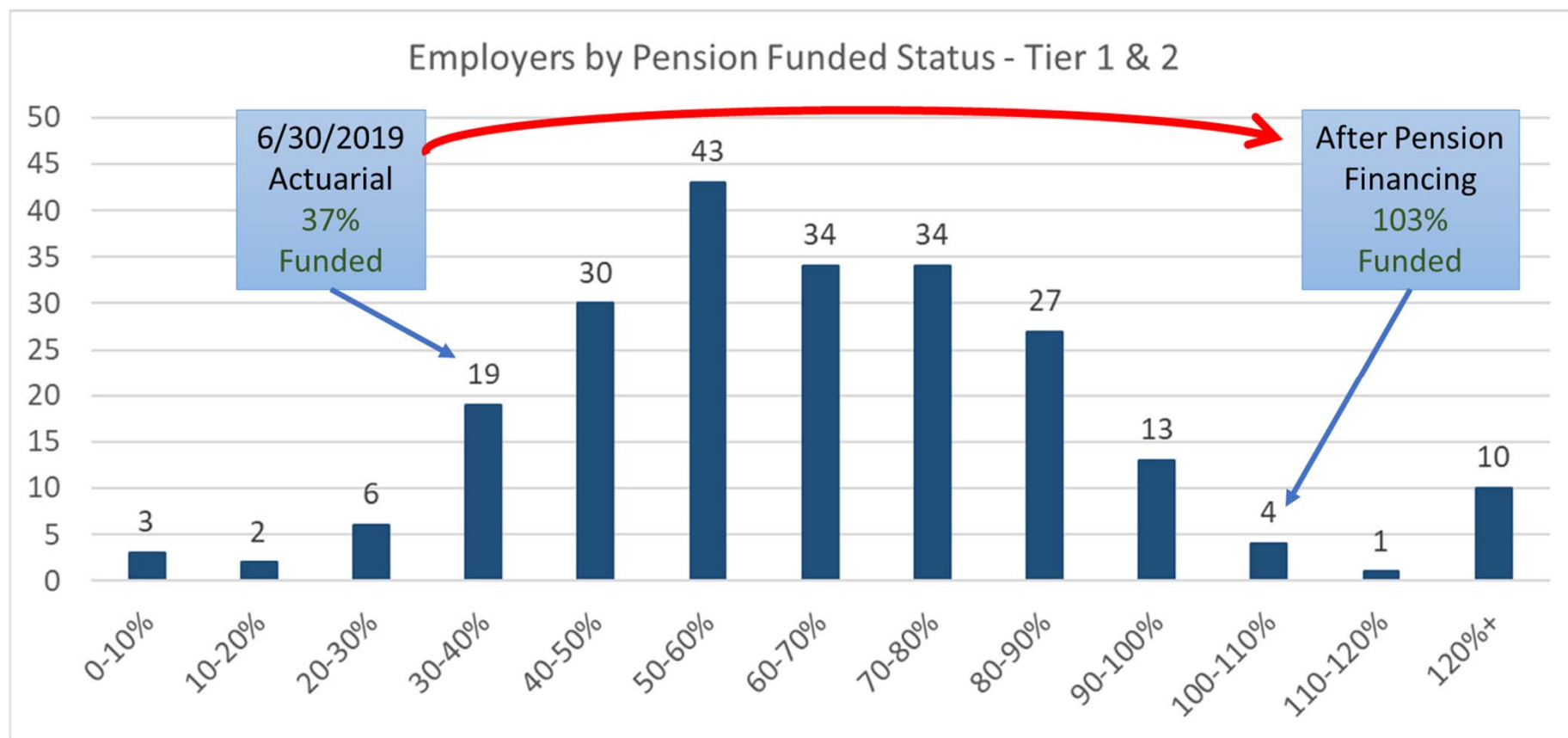


Employers by Pension Funded Status - Tier 1 & 2





Results





Contingency Reserve Policy

- Adopted by Ordinance 2020-15 on June 16, 2020
- Used to mitigate actuarial and market risks
- Provides guidance on:
 - Rules for investments
 - Rules for draws
 - Rules for Replenishment
 - First five years of savings for one-time budget or replenishment
 - Sizing the reserve funds
- Deposited \$14 million into the reserves



Annual Pension Policy Update

- Cities are required to adopt a PSPRS funding policy annually, per Arizona Revised Statute Title 38-863.01
- Interim report provided by PSPRS

Trust Fund	Assets	Accrued Liability	Unfunded Actuarial Accrued Liability	Funded Ratio
Flagstaff Police	\$ 91,527,398	\$ 88,817,272	\$ (2,710,126)	103.10%
Flagstaff Fire	\$ 100,259,324	\$ 96,788,614	\$ (3,470,710)	103.60%
City of Flagstaff Totals	\$ 191,786,722	\$ 185,605,886	\$ (6,180,836)	103.30%

- Change in Focus:
 - Paying down unfunded liability → Maintaining 100% funding



Annual Pension Policy Update



Staff Recommendations

- Continue to pay in July based on budget
- Continue to pay the City share of contribution for employees in the Deferred Retirement Option Plan (DROP)
- Annual contribution based on normal costs, required
- Continue the measures until plans are above 105%
 - Prior to 2003 the City took advantage of the overfunded credit
- Utilize the contingency reserve funds when plan falls below 100% funding

Employee Advisory Committee





EAC Budget Recommendations

- Benefits

- Maintain cost-sharing ratios (base plan level 90.5%/9.5% single, 63.7%/36.3% family)
 - Maintain focus on compensation funding – commitment in FY 2021-2022 and in the 5-year plans

- Compensation

- Commitment to compensation program that supports employees' ability to move through their pay range
- Commitment to the compression adjustment implementation
- Fund merit and step increases

Compensation and Benefits





One-Time to Ongoing Positions

- Moved all remaining ongoing positions funded one-time in previous years to ongoing
 - Regional Training Coordinator (1.0 FTE)
 - Police Aide (3.0 FTE)
 - Real Estate Specialist (1.0 FTE)
 - FHA Administrative Specialist (1.0 FTE)
- Water Resource and Infrastructure Protection
 - Wildland Crew Member (4.0 FTE)
 - Wildland Crew Member Senior (1.0 FTE)
 - Wildland Squad Boss (1.0 FTE)



Staffing Increases



- General Fund
 - Administrative Specialist (1.0 FTE) – City Clerk
 - Community Engagement Specialist (1.0 FTE) – Public Affairs
 - IT Administrator (1.0 FTE) – IT Records/Dispatch
 - IT Analyst (1.0 FTE) – IT Records/Dispatch
 - Buyer (1.0 FTE) – Purchasing
 - Firefighter (6.0 FTE) – 24/7 Rescue Unit (SAFER Grant)
 - Firefighter (3.0 FTE) – Alternate Response Unit
 - Transportation Technician (.48 FTE) - Transportation
- Library
 - Library Clerk Temporary (.48 FTE) – East Flagstaff Community Library



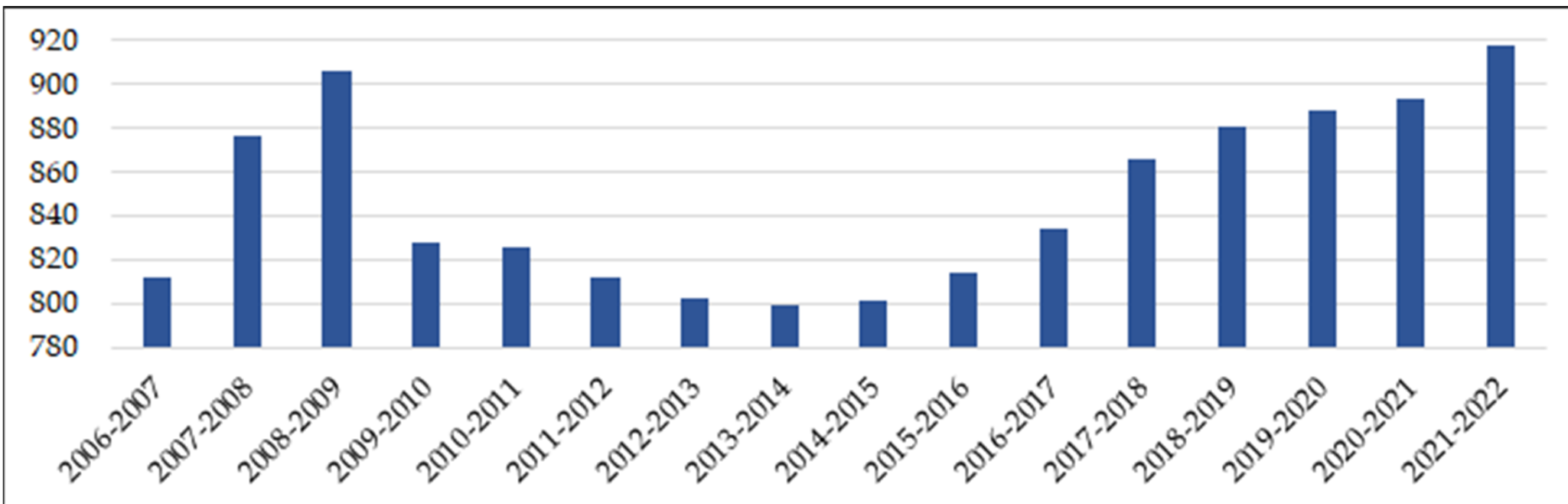
Staffing Increases



- HURF
 - Equipment Operator (2.0 FTE)
 - Traffic Signal Technician (1.0 FTE)
- Solid Waste
 - Program Assistant (.50 FTE)
- Sustainability
 - Climate Engagement Coordinator (.51 FTE)



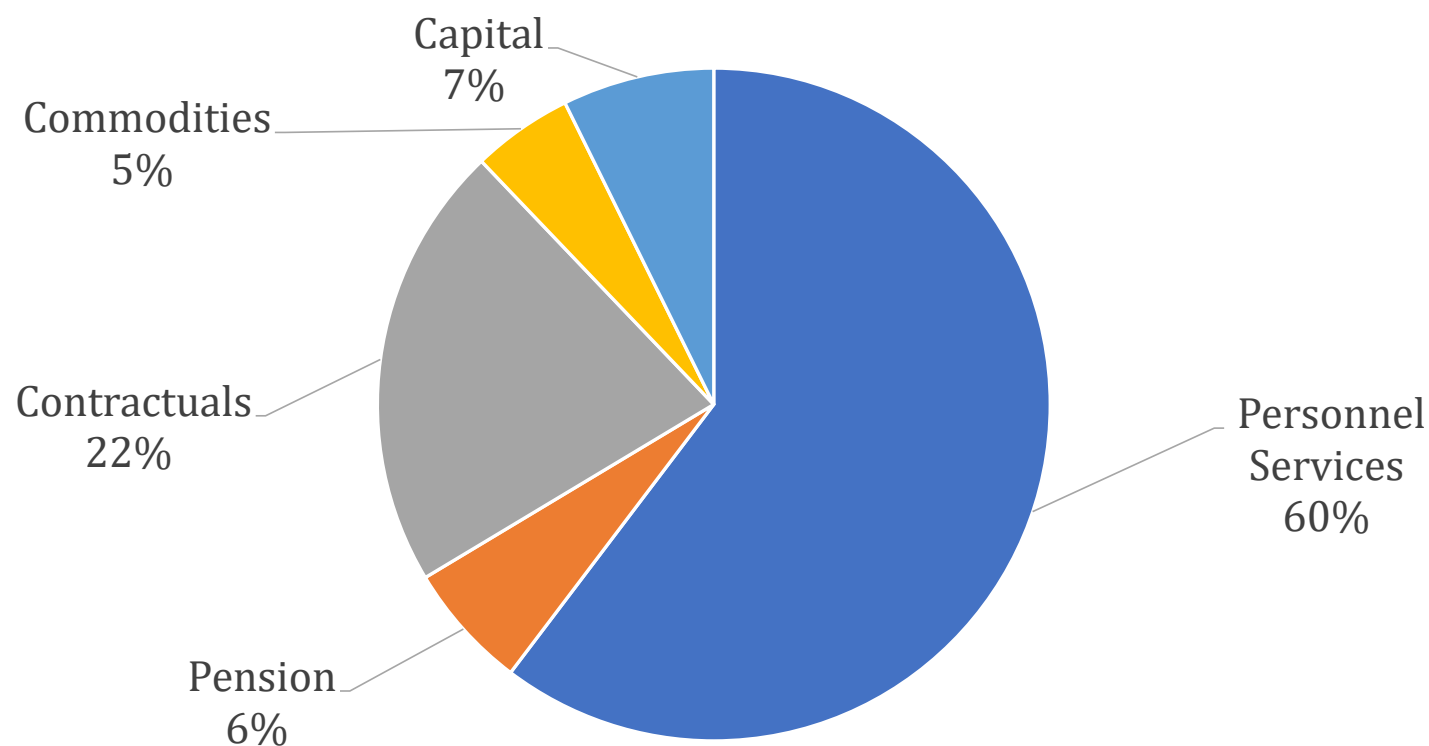
Staffing History (Full-time Equivalents)





FY 2021-2022 Proposed Budget By Category

General Fund Expenditure Budget





Retention Trends – Turnover Comparison

Calendar 2019

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

Calendar 2020

- 124 Total separations
- 23 Retirements
- 84 Voluntary
- 17.44% Total turnover
- 19.1% State and local rate*
- Additional 211 temporary /contract separations

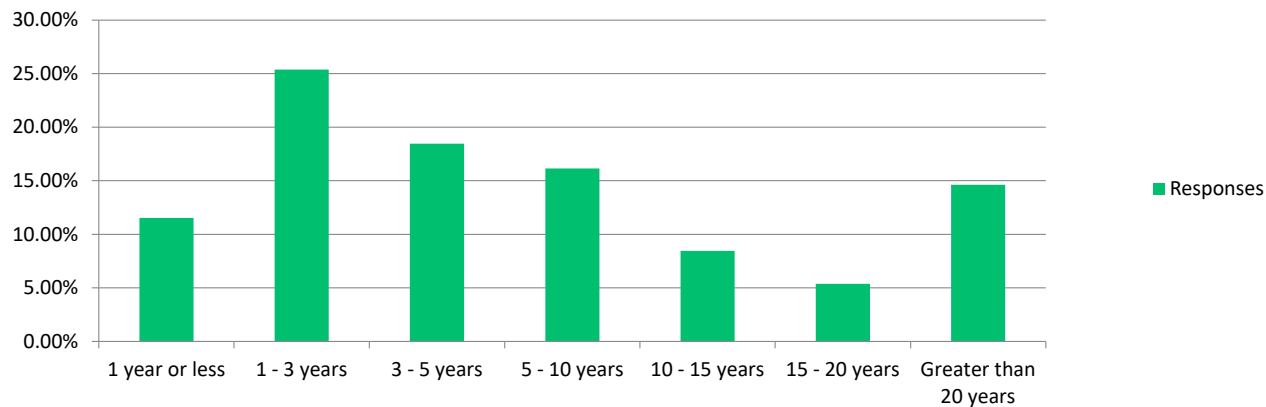
*Bureau of Labor Statistics



Retention Trends – Exit Interview Summary

- Length of employment
 - 1-3 years continues to be the highest turnover
 - 30% in CY 2018 and 26% in CY 2019 and 25% in 2020

I have been employed with the City for.....

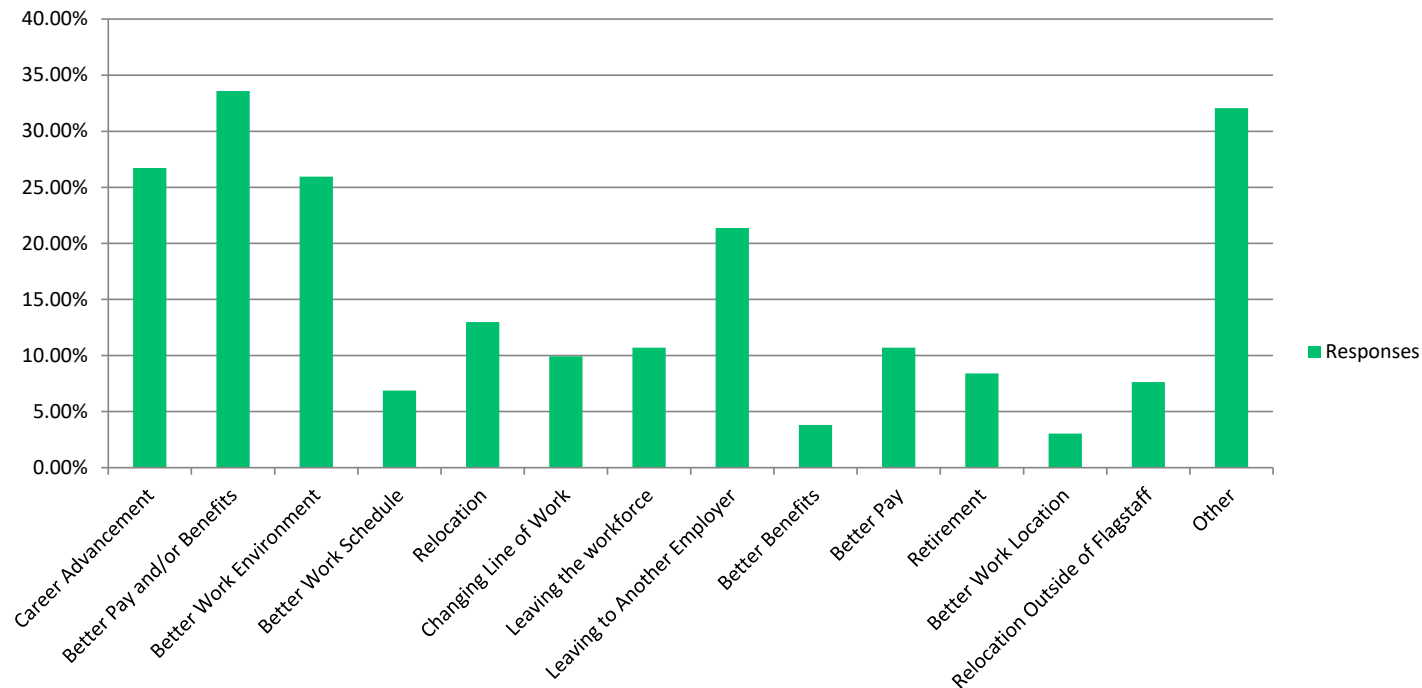


131 Responses in 2020



Retention Trends – Exit Interview Summary

- Primary reason(s) for leaving the City of Flagstaff workforce:
 - Better pay or benefits – 34% in 2020/45% in 2019



131 Responses in 2020



Retention Trends – Exit Interview Summary



- Health insurance satisfaction trend

- Rating of average:

- 2018 49%
 - 2019 39%
 - 2020 45%

- Rating of poor:

- 2018 15%
 - 2019 31%
 - 2020 17%

- 2020 Ratings of Excellent

- Health Insurance 31%
 - Dental Insurance 39%
 - Vision Insurance 32%
 - Life Insurance 24%
 - Wellness Program 40%
 - Employee Assistance 24%
 - VERA Clinic 46%

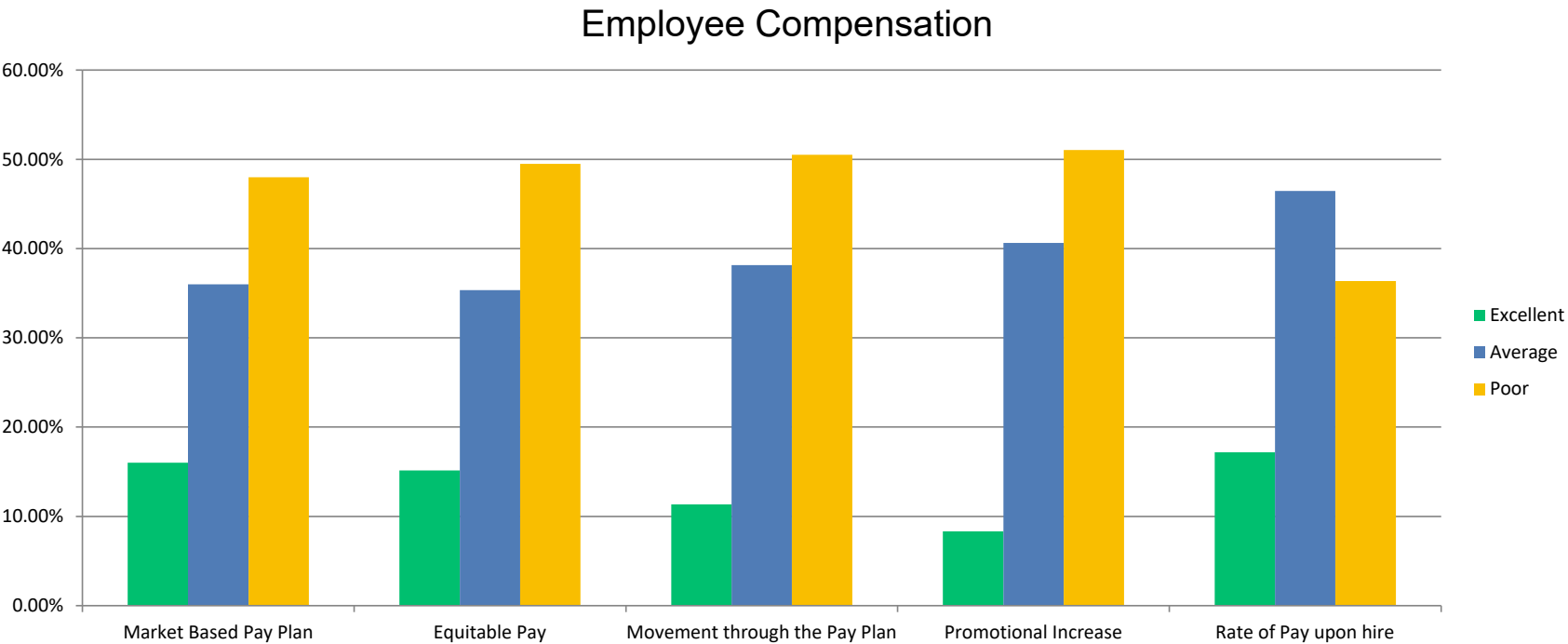
121 responses in 2020



Retention Trends – Exit Interview Summary



2020 Satisfaction with compensation



100 Responses



Attraction Trends



- Recruitment

- 2018: 216 Hires 65 internal (30.1%)/151 external
- 2019: 189 Hires 56 internal (29.6%)/133 external
- 2020: 155 Hires 25 internal (16%)/130 external

- Offer Declines:

- 2018 = 18 (8%) Other Offer 38.8%
- 2019 = 32 (17%) Other Offer 31.3%
- 2020 = 17 (11%) Other Offer 3.5%



Benefit Recommendations

- Health insurance premium increase – City maintains current premium sharing at the Base Plan level
 - 3.5% increase for the Buy-Up Plan
 - 3% increase for the Base Plan – cost share 90.5%/9.5% Employee Only, 63.7%/36.3% Family
 - 2.5% increase for the High Deductible Health Plan
 - Employee increases between \$0 and \$7.48/month
- City absorbed 5% dental increase for Employee Only
- Three (3) PTO days to be provided for final phase-out year
- Citywide tuition assistance program - \$35,000 budgeted
- Continued funding for Employer Assisted Housing Program



Compensation Recommendations

Compensation Study

- Collaboration between Divisions and Human Resources has been amazing to develop revised position classifications for current broad band and skill-based pay positions
- The expectation of transparency with impacted employees has been at the forefront of this work
- Proposed Regular Pay Plan **DRAFT** range assignments have been made for all non-public safety positions
- **DRAFT** Step Plans have been developed for Fire and Police public safety positions
- Updated estimates for compression adjustments are being calculated
- Next steps include validating the next file from Evergreen Consulting and reviewing the data with the respective Divisions



Compensation Recommendations

What is included in the compression and market adjustment budget?

- Implementation of the new Regular Pay Plan and Step Plan structures
- Implementation of market-based salary survey recommendations to the pay ranges
- Compression adjustments for employees utilizing tenure- Tier 3 (Regular Pay Plan) and class date parity (Public Safety Step Plans) strategies to advance employees into the new market-based pay plans and ranges



Compensation Budget

- Effective July 1, 2021 (Processed July 11 pay period)
 - Merit – employees eligible for merit increase on their anniversary based on performance evaluation results
 - Regular Pay Plan = 3%
 - Public Safety Step Plans = Step Increase (variable)
 - General Fund: \$1,200,000
 - Special Revenue Funds: \$205,000
 - Enterprise Funds: \$370,000
- Effective July 11, 2021
 - Compression and Market Adjustment
 - General Fund: Pending
 - Special Revenue Funds: Pending
 - Enterprise Funds: Pending

New Budget Appropriations





Total Budget Requests

Total General Fund Budget Requests	One-time	Ongoing
Personnel	\$ 921,581	\$ 2,518,174
Other Budget Requests	9,295,438	4,388,350
Total Requests	\$ 10,217,019	\$ 6,906,524

Total All Other Funds Budget Requests	One-time	Ongoing
Personnel	\$ 75,775	\$ 685,677
Other Budget Requests	4,799,400	3,210,497
Total Requests	\$ 4,875,175	\$ 3,896,174

Total All Funds	\$ 15,092,194	\$ 10,802,698
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Summary – General Fund

Summary – General Fund*	One-time	Ongoing
Available FY 2021-2022	\$ 8,966,000	\$ 2,000,000
Revised revenue projections	2,012,000	940,000
Total Available FY 2021-2022	10,978,000	2,940,000
Approved Budget Requests and Fixed Costs		
Personnel Fixed Costs	0	2,393,777
New Personnel (Net) - Including prior year one-time	193,902	553,774
All Other Approved Budget Requests (Net)	9,457,099	0
Set aside FY 2022-2023 State Minimum Wage Assessment	1,300,000	0
Total Available	\$ 26,999	\$ (7,551)

*Excludes American Rescue Plan Act Funding



Personnel – General Fund

Summary of Personnel Costs – General Fund	Ongoing
Employee Compensation (Merit)	\$ 1,200,000
Compensation Study Implementation	895,000
Pension	40,000
Health Insurance	182,000
Minimum Wage	45,000
Reclasses	31,777
Total Personnel Fixed Costs	\$ 2,393,777



Approved Requests – All Funds

By Priority Based Budget (PBB) Quartiles:

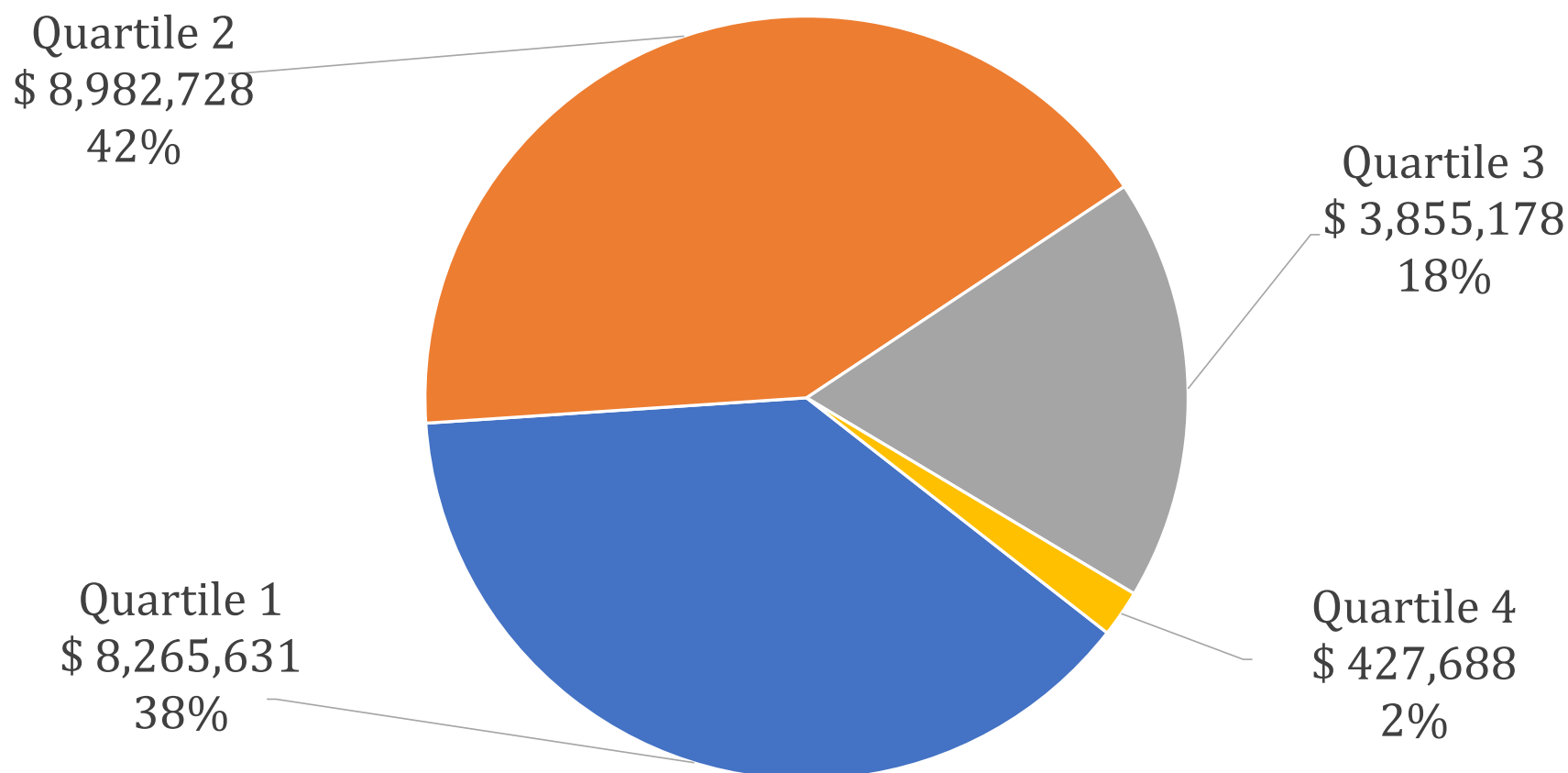
	One-time	Ongoing
PBB Quartile 1	\$ 6,990,495	\$ 1,275,136
PBB Quartile 2	7,306,474	1,676,254
PBB Quartile 3	3,301,413	553,765
PBB Quartile 4	360,600	67,088
Total Approved Requests	\$ 17,958,982	\$ 3,572,243

*Excludes American Rescue Plan Act Funding



Approved Requests by Quartile - \$21,531,225

*Excludes American Rescue Plan Act Funding



Division Updates





Division Updates



- Summary of approved budget requests and new personnel
- Highlights of a few approved requests
- Key Community Priorities



Key Community Priorities



City Manager

Total Approved Budget Requests
and New Personnel:
\$838,527
(Plus Compensation, Merit and
Benefit Increases)





Highlights of Approved Budget Requests

Highlights of Approved Requests by Priority Based Budget Program	Quartile	Ongoing	One-Time
Climate Action	2	\$ 40,135	\$ 361,000
Communications	2	67,088	11,500
Council Support and Preparation for Public Meetings	3	53,097	10,000
Intergovernmental Affairs	2	0	50,030
Rethink Waste	2	0	33,000



Key Community Priorities

High Performing Governance

- Launched the City's first online and on-demand course for residents, Home Energy Efficiency 101, which teaches about home energy efficiency measures they can take in their home, resulting in lower energy use
- City Clerk Administrative Specialist position to provide support to the City Clerk's Office and improve workflow and operations
- Successfully completed the second year of Priority Based Budgeting (PBB) implementation, establishing an official baseline for years to come, and our first public-facing online PBB portal

Safe & Healthy Community

- Expanded available space at community gardens for residents that may not have access to garden space in their backyard, following an uptick in demand at the start of the COVID-19 pandemic



Key Community Priorities

Inclusive & Engaged Community

- Added thirteen sections to the Adopt An Avenue Program in underserved neighborhoods, providing an opportunity for engagement and inclusivity with the community
- Engaged community members to participate in the peer review scoring process in this year's Priority Based Budgeting effort.
- Trained sixty residents to speak to their neighbors and networks about climate change and climate action through the Climate Ambassador program.
- Community Engagement Specialist position that will improve engagement and outreach to our community through social media and the website
- Establishment of an Indigenous Commission to provide feedback to Council on issues relevant to Flagstaff's Indigenous Community



Key Community Priorities

Sustainable, Innovative Infrastructure

- Installed four electric vehicle charging stations through the APS Take Charge grant at City Hall to serve the employee fleet, personal employee vehicles, downtown visitors and community members and received further APS grant funds for fourteen more charging stations at the Aquaplex, Flagstaff Airport and the Downtown Library
- Partnered with APS to install a solar carport at NACET which will generate 125 kilowatts of AC power (kWac), in addition, APS will provide the City with monthly bill credits for the next twenty years for participating in the program, saving the City nearly \$5,000 annually

Robust Resilient Economy

- Launched the first Northern Arizona Solar Co-op which helps consumers join to bulk purchase solar panel installations in conjunction with the City of Sedona and Coconino County with a local vendor chosen by the cooperative, which represents more than 200 members



Key Community Priorities

Livable Community

- Secured \$22,000 in grant funds to launch the Resilient Neighborhoods Network and provide HEPA Air Purification Distribution Program which provides systems to community members, to increase their capacity to deal with unhealthy air

Environmental Stewardship

- Established community composting sites at community gardens, which will allow Flagstaff residents to compost their food scraps for free through a drop-off program at the gardens.
- Continued a partnership with NAU to divert City organic waste through NAU's composting operation and have diverted 159.24 tons of green waste from City parks, residents and businesses

City Manager

Council Discussion



Human Resources

Total Approved Budget Requests
and New Personnel:

\$110,099

(Plus Compensation, Merit and
Benefit Increases)





Highlights of Approved Budget Requests

Highlights of Approved Requests by Priority Based Budget Program	Quartile	Ongoing	One-Time
HR Technology Systems Management (HRIS)	3	\$ 0	\$ 51,316
Employee Development and Training	2	0	50,483



Key Community Priorities



High Performing Governance

- High quality customer service
- Increase efficiency and effectiveness
- Providing employees with the necessary tools, training and support
- Accessibility
- Innovative local government programs
- Employer of Choice

Human Resources

Council Discussion



Information Technology

Total Approved Budget Requests
and New Personnel:
\$3,089,594
(Plus Compensation, Merit and
Benefit Increases)





Highlights of Approved Budget Requests



Highlights of Approved Requests by Priority Based Budget Program	Quartile	Ongoing	One-Time
Network Management	1	\$ 0	\$ 1,446,479
Desktop Management and Support	2	0	925,902
Enterprise Application Management	1	0	375,000
IT Security Management	2	0	150,000
Audio/Visual Services	1	0	98,000



Key Community Priorities

High Performing Governance

- Transitioning Flagstaff Police to centralized IT support
- Overhaul of our aging network infrastructure
- Emphasis on fiber buildout
- Overhaul of conference room technology to further support remote meetings

Information Technology

Council Discussion



City Attorney

Total Approved Budget Requests
and New Personnel:
\$13,962
(Plus Compensation, Merit and
Benefit Increases)





Highlights of Approved Budget Requests

Highlights of Approved Requests by Priority Based Budget Program	Quartile	Ongoing	One-Time
Misdemeanor Prosecutions	3	\$ 0	\$ 9,500
Records and Data Management	3	0	1,000



Key Community Priorities

High Performing Governance

- Draft, negotiate, and/or review all City contracts, deeds, easements, leases, etc., for approval
- Assist with public records requests and records production
- Provide legal advice to City staff, City Council, and boards and commissions
- Assist divisions in drafting new ordinances and administrative policies, as well as revising and amending existing ordinances and policies
- Negotiate, mediate, and litigate in-house when able, and as required, any claims and litigation by or against the City (may be in conjunction with outside counsel)
- Represent City in Section 1983 claims/litigation in-house when able (may be in conjunction with outside counsel)



Key Community Priorities

Safe & Healthy Community

- Prosecute violations of city ordinances, state statutes, and civil traffic matters
- Collaborate with Veteran's Administration and mental health providers to conduct Veteran's Court and Mental Health Court
- Pre-Rule 11 Diversion - collaborate with jail, mental health providers, and public defender to reduce jail days and recidivism
- Actively participate in the Criminal Justice Coordinating Council (CJCC)
- Provide victims' rights notifications per state statutes and comply with Attorney General's Office of Victim Services for grant funding
- Provide public safety legal advice and ongoing legal training to officers on legal issues and developments in the law

City Attorney

Council Discussion



Municipal Court

Total Approved Budget Requests
and New Personnel:

\$439,286

(Plus Compensation, Merit and
Benefit Increases)





Highlights of Approved Budget Requests

Highlights of Approved Requests by Priority Based Budget Program	Quartile	Ongoing	One-Time
Court Support Services	2	\$ 0	\$ 147,200
Judicial Services	1	0	130,636
Court Appointed Counsel – Public Defender	1	0	117,890
Court Case Processing	1	0	43,560



Key Community Priorities

High Performing Governance

- Court Support Services
 - Funding for bailiff positions and increased facility costs
- Judicial Services
 - Funding for use of on-call magistrates to address case backlog due to Covid-19 pandemic
- Public Defender Contract
 - Legal representation for indigent clients
- Court Case Processing
 - The Criminal Justice Integration Project

Municipal Court

Council Discussion



Management Services

Total Approved Budget Requests
and New Personnel:

\$572,765

(Plus Compensation, Merit and
Benefit Increases)





Highlights of Approved Budget Requests



Highlights of Approved Requests by Priority Based Budget Program	Quartile	Ongoing	One-Time
Payroll Processing and Reporting	2	\$ 0	\$ 327,500
Procurement	1	67,088	14,677
Cash Receipting	3	0	60,000
Business Licensing Policy and Compliance	3	0	40,000
Transaction Privilege Tax Monitoring	3	0	26,000



Key Community Priorities

High Performing Governance and Environmental Stewardship

- Currently implementing an automated time entry system
- All formal procurements are managed electronically
- Municipal Billing and Miscellaneous Accounts Receivable customers may receive electronic billing and pay online
- Meter reading system upgrade

High Performing Governance

- Extremely successful Grants Management Program
- Successful Pension Financing
- Budget and financial report awards for 26 consecutive years
- 10 consecutive year for the national procurement award

Management Services

Council Discussion



Fire Department

Total Approved Budget Requests
and New Personnel:
\$2,354,987
(Plus Compensation, Merit and
Benefit Increases)





Highlights of Approved Budget Requests



Highlights of Approved Requests by Priority Based Budget Program	Quartile	Ongoing	One-Time
Fire Suppression	1	\$ 574,009	\$ 855,717
Medical Response	1	232,798	180,000
Wildfire Management	1	305,264	15,000
Standard of Cover and Quality Assurance	2	93,435	0
Incident and Patient Care Report Management	3	0	50,000



Key Community Priorities

Safe & Healthy Community

- Regional Training Coordinator, peak call volume rescue unit six months of the year, equipment replacement, increased funding for EMS equipment, special operations certification training

High Performing Governance

- Increased overtime, added cancer initiative testing, acting pay, facility repair funding, increased fund for apparatus maintenance and repair, updated reporting and analytics software platform

Inclusive & Engaged Community

- Alternative response mobile unit, Lexipol training and policies software, recruit academy funding

Environmental Stewardship

- Approved new fee-based process to sustain the wildfire management section ongoing, funding for hazard tree removal

Fire Department

Council Discussion



Police Department

Total Approved Budget Requests
and New Personnel:

\$1,243,619

(Plus Compensation, Merit and
Benefit Increases)





Highlights of Approved Budget Requests



Highlights of Approved Requests by Priority Based Budget Program	Quartile	Ongoing	One-Time
Emergency and Non-Emergency Uniform Response	2	\$ 0	\$ 299,086
Police Records Management	3	0	268,000
911 Communications Regional Call Taking Dispatch	2	0	175,388
Police Aide Program	3	172,207	0
Police Training	3	0	152,100



Key Community Priorities

High Performing Governance

- Emergency and non-emergency uniform response
 - Increased overtime budget, replacement of ballistic helmets and vests
- Police records management
 - Replace aging equipment and network infrastructure
- Police Aide program

Sustainable, Innovative Infrastructure

- 911 communications regional call taking dispatch
 - Radio system maintenance

Inclusive & Engaged Community

- Police training
 - Lexipol training and policies and recruit training costs

Police Department

Council Discussion



Community Development

Total Approved Budget Requests
and New Personnel:

\$2,987,772

(Plus Compensation, Merit and
Benefit Increases)





Highlights of Approved Budget Requests



Highlights of Approved Requests by Priority Based Budget Program	Quartile	Ongoing	One-Time
Public Housing: Residential Property Maintenance	2	\$ 730,000	\$ 0
Affordable Housing Unit Creation	2	0	620,000
Section 8 Recertifications*	2	594,000	0
Plan/Permit/Project Review	2	0	302,500
Community Development Block Grant Management	1	0	241,487
Zoning and Subdivision Code Management	1	0	176,350
Regional Plan Update and Management	1	0	93,500



Key Community Priorities

High Performing Governance

- Contract for third party plan review

Safe & Healthy Community

- Building plan review and inspections
- Code compliance and Dark Sky Specialist

Inclusive & Engaged Community

- Regional Plan update and Zoning Code amendments

Livable Community

- Housing Authority and housing programs

Community Development

Council Discussion



Public Works

Total Approved Budget Requests
and New Personnel:

\$2,226,596

(Plus Compensation, Merit and
Benefit Increases)





Highlights of Approved Budget Requests



Highlights of Approved Requests by Priority Based Budget Program	Quartile	Ongoing	One-Time
Capital Project Delivery - Parks	1	\$ 0	\$1,500,000
Park Grounds Maintenance	2	0	302,154
Fitness and Aquatic Center Operation/Maintenance	2	0	302,000
Commercial Recycle Collections	3	0	136,200
Residential Recycle Collections	2	0	136,200



Key Community Priorities

Environmental Stewardship

- Installed pollinator gardens in civic spaces as well as a recreation center and park grounds to educate the community regarding pollinator plants, the importance and life cycle

Sustainable, Innovative Infrastructure

- Support of the City's Climate Action and Adaptation Plan (CAAP).
- Landfill able to reduce long-term projected soil deficit with the benefit of extending the life of the landfill

Safe & Healthy Community

- Lead core services and outdoor recreation interest during a global pandemic by providing safe opportunities to recreate and provided resources for the enhancement of facilities in managing the pandemic spread

Public Works

Council Discussion



Economic Vitality

Total Approved Budget Requests
and New Personnel:
\$2,007,869
(Plus Compensation, Merit and
Benefit Increases)





Highlights of Approved Budget Requests

Highlights of Approved Requests by Priority Based Budget Program	Quartile	Ongoing	One-Time
Airfield Maintenance	2	\$ 0	\$ 360,000
Aircraft Hangars	4	0	285,000
Domestic Markets	3	0	270,000
Parking Infrastructure Management	2	0	246,510
Facility Equipment and Repair	3	0	110,000
Public Relations and Airport Promotions	4	0	50,000
Business Attraction	3	0	35,000



Key Community Priorities

Robust and Resilient Economy

- Economic Development Master Plan
- Airport second parking lot
- Sister Cities outreach
- Analytic platform for stats on hotel bookings

Sustainable, Innovative Infrastructure

- Airport drainage study
- Library window replacement
- Expansion and beautification of outdoor spaces – expanded use of right of way (EUROW)

Economic Vitality

Council Discussion



Water Services

Total Approved Budget Requests
and New Personnel:
\$1,510,293
(Plus Compensation, Merit and
Benefit Increases)





Highlights of Approved Budget Requests



Highlights of Approved Requests by Priority Based Budget Program	Quartile	Ongoing	One-Time
Oversight and Facility	1	\$ 0	\$1,350,000
Computerized Remote Control and Monitoring	1	6,500	86,000
Stormwater Infrastructure Maintenance	1	0	25,000
Rio de Flag WRP - Operations and Maintenance	1	0	15,000
Potable Water Distribution System	1	10,000	0



Key Community Priorities

High Performing Governance

- Legal representation to protect water rights for the City of Flagstaff
- Separate servers and vulnerability management system to protect water system

Safe and Healthy Community

- Watershed investment and stormwater maintenance are added protections to community

Inclusive and Engaged Community

- Strong water conservation ethic; communications program efforts



Key Community Priorities

Sustainable, Innovative Infrastructure

- Infrastructure and water resource planning, technology investments, Regional Plan and CAAP
- Water quality sampling and compliance, distribution and collections, highly trained staff

Environmental Stewardship

- Wastewater treatment and compliance to the highest State standard; stormwater protections

Water Services

Council Discussion



Engineering and Capital Improvements

Total Approved Budget Requests
and New Personnel:

\$37,699

(Plus Compensation, Merit and
Benefit Increases)





Highlights of Approved Budget Requests



Highlights of Approved Requests by Priority Based Budget Program	Quartile	Ongoing	One-Time
Traffic Systems Management	1	\$ 0	\$ 28,699
Engineering Plan/Permit Review	2	0	9,000



Key Community Priorities

High Performing Governance

- Well trained, team centered staff
- Adhere to budget/program
- Consistent objective communication
- Records retention

Inclusive and Engaged Community

- Authentic community outreach
- Inter-agency relationships
 - ADOT, NAU, MetroPlan, Mountain Line, Flagstaff Unified School District, Coconino County and BNSF Railway



Key Community Priorities

Safe and Healthy Community

- Electronic plan review and permitting
- 345 permits issued
- 11,965/5,183 inspections/tests performed
 - Very low amount of warranty work required
- Coordinate with Police Department for neighborhood traffic safety enforcement
- Fair and consistent administration of the Engineering Standards
 - Ensures well built, long lasting infrastructure

Robust Resilient Economy

- Work with consultants and contractors to improve our Engineering Standards



Key Community Priorities

Sustainable, Innovative Infrastructure

- 56 City signals and pedestrian actuated crossings
- 18 traffic studies and 15 work orders
- Working to identify Intelligent Traffic Systems grant opportunities
- Capital projects

Environmental Stewardship

- Multi-modal focus
- Rio de Flag flood control project
- Dark Skies street lighting



Key Community Priorities



Livable Community

- Water Shut-Off Policy
- Capital projects
 - Road repair and street safety
 - Replacement of aging infrastructure
- Transportation Commission
 - Bicycle Advisory Committee
 - Pedestrian Advisory

Engineering and Capital Improvements

Council Discussion



Non Departmental

Total Approved Budget Requests
and New Personnel:

\$1,750,407

(Plus Compensation, Merit and
Benefit Increases)





Highlights of Approved Budget Requests



Highlights of Approved Requests by Priority Based Budget Program	Quartile	Ongoing	One-Time
Office of Labor Standards	3	\$ 0	\$1,100,000
Service Partner Contracts – Non-Departmental	3	0	479,105
Community Relations	2	0	51,900
Budget Development and Monitoring	1	0	30,000
Communications	1	0	25,000

Non Departmental

Council Discussion



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:

	FY 2020-21	FY 2021-22	FY 2023-26
	<u>Estimate</u>	<u>Budget</u>	<u>Projection</u>
General Government	\$19,074,448	\$ 30,886,591	\$21,256,308
Streets/Transportation	43,196,968	35,744,882	123,034,438
BBB	4,512,674	1,790,000	5,157,300
Water Services	45,788,173	34,492,750	53,130,000
Solid Waste	4,103,420	2,150,000	7,805,000
Airport	<u>5,850,000</u>	<u>9,275,000</u>	<u>46,325,000</u>
Total:	\$122,525,683	\$114,339,223	\$256,708,046



General Government





General Government



FY 2020-2021 Estimate

\$19,074,448

- John Wesley Powell Study
- Parking Property Acquisition
- Sweeper Bay Expansion
- Court Facility
- USGS Buildings

Total Plan: \$71,217,347

FY 2021-2022 Budget

\$30,886,591

- Fiber Projects
- New Park Development
- USGS Buildings

FY 2023-2026 Projected

\$21,256,308

- USGS Buildings
- FHA General Improvements



Streets/Transportation





Streets/Transportation

FY 2020-2021 Estimate

\$43,196,968

- Butler Avenue Widening
- Beulah Boulevard/University Drive
- Coconino Estates Phase 1
- West Flag Improvements

FY 2021-2022 Budget

\$35,744,882

- Coconino Estates Phase 1 and 2
- West Flag Improvements
- Butler Avenue Widening
- Lone Tree Overpass

FY 2023-2026 Projected

\$123,034,438

- Pavement Overlay
- Lone Tree Overpass
- Bike and Pedestrian Projects

Total Plan: \$201,976,288



BBB





BBB



FY 2020-2021 Estimate

\$4,512,674

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

FY 2021-2022 Budget

\$1,790,000

- Indigenous Representation
- Moon Landing Sculpture/Art

FY 2023-2026 Projected

\$5,157,300

- Indigenous Representation
- Artwork – Transportation Center
- Rio de Flag Artwork

Total Plan: \$11,459,974

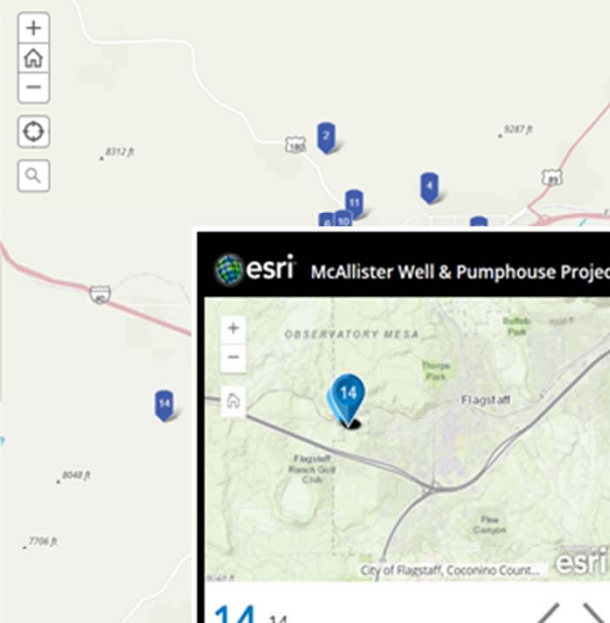
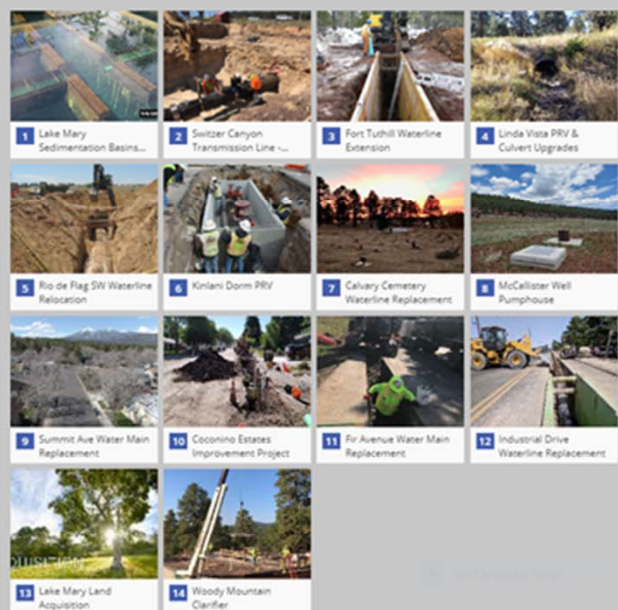


Water Services



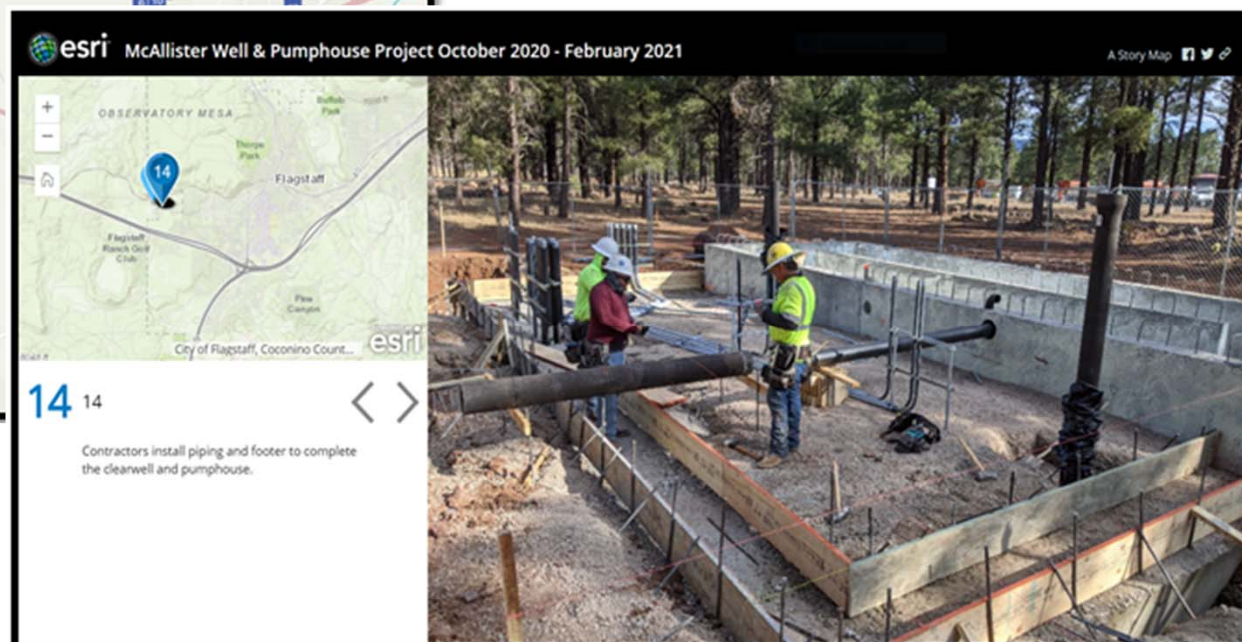
Water Services Capital Improvement Projects 2021

Overview Water Wastewater Reclaimed Water Stormwater Admin/Planning



View McAllister Well & Pumphouse Project, from start to finish, and other Capital Project story maps at:

flagstaff.az.gov/4183/Story-Maps



Get up-to-speed on Capital Improvement Projects happening around Flagstaff with our interactive map at:

flagstaff.az.gov/4237/Capital-Improvement-Map



Drinking Water



FY 2020-2021 Estimate

\$18,971,530

- New Well and Pumphouse
 - McAllister Wellhouse
 - Fort Tuthill #2 Well Drilling
- Lake Mary Sedimentation Basins Design
- Switzer Canyon – Phase 4
- Woody Mountain Clarifier Rehab
- Aging Water Infrastructure Replacements
 - Fir, Industrial, Summit, Phoenix, Route 66, Coconino Estates - Phase 1

Total Plan: \$54,251,530

FY 2021-2022 Budget

\$7,655,000

- Well and Pumphouse – Fort Tuthill #2
- Coconino Estates Waterline
- Switzer Canyon - Phase 4

FY 2023-2026 Projected

\$27,625,000

- Coconino Estates Waterline
- Switzer Canyon - Phase 4 & 5
- JW Powell Oversizing
- Construct Lake Mary Sedimentation Basins



Wastewater



FY 2020-2021 Estimate

\$4,918,570

- Aging Sewer Infrastructure Replacements
- Wildcat Digesters – Design

FY 2021-2022 Budget

\$5,300,000

- Wildcat Digesters - Design
- Rio Clarifier Rebuild

FY 2023-2026 Projected

\$20,380,000

- Wildcat Digester - Construction
- Wildcat Solids Solar Drying and Dewatering Facility
- Headworks Bar Screens & Flumes Upgrades

Total Plan: \$30,598,570



Reclaimed Water



FY 2020-2021 Estimate

\$340,000

- 8" Bottleneck Line - Design
- Reclaim Water Meters and Vaults

FY 2021-2022 Budget

\$1,000,000

- 8" Bottleneck Line - Design

FY 2023-2026 Projected

\$1,025,000

- 8" Bottleneck Line - Construction

Total Plan: \$2,365,000



Stormwater



FY 2020-2021 Estimate

\$21,558,073

- Rio de Flag Project
- Steves Boulevard Wash at Soliere – Design

Total Plan: \$46,195,823

FY 2021-2022 Budget

\$20,537,750

- Rio de Flag Project
- Steves Boulevard Wash at Soliere
- Spruce Avenue Wash Dortha Inlet

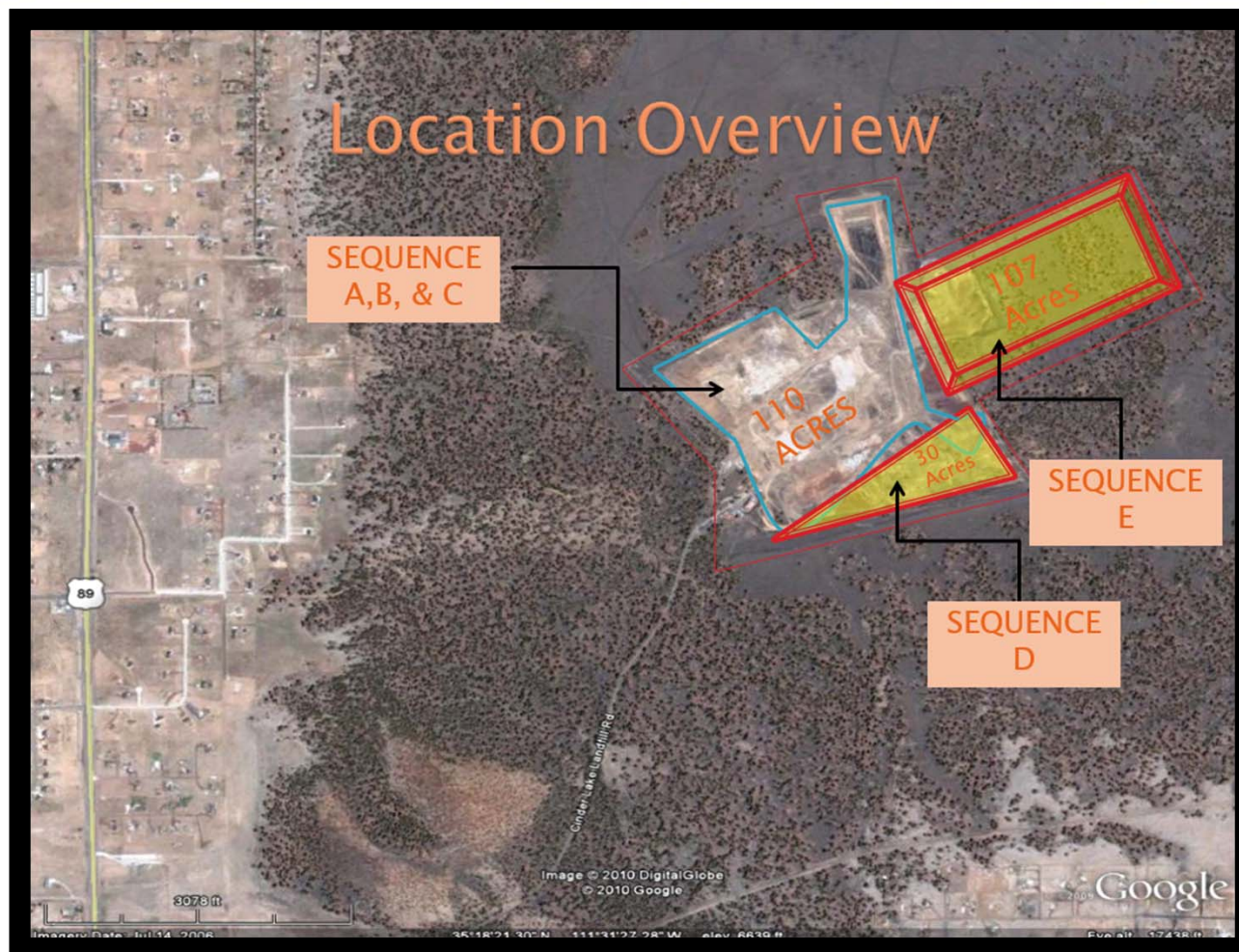
FY 2023-2026 Projected

\$4,100,000

- Rio de Flag Project and Side Drain Laterals
- Spruce Wash Resiliency – Fourth at Butler



Solid Waste





Solid Waste



FY 2020-2021 Estimate

\$4,103,420

- Excavation of Cell D
- Landfill Road Infrastructure Project

FY 2021-2022 Budget

\$2,150,000

- Excavation of Cell D

FY 2023-2026 Projected

\$7,805,000

- Excavation of Cell D
- Construction of Cell D
- Landfill Road Infrastructure Project

Total Plan: \$14,058,420



Airport





Airport



FY 2020-2021 Estimate

\$5,850,000

- Drainage Improvements Design
- Parking Improvements
- Multi Use Building Design
- Taxiway Apron W Design

FY 2021-2022 Budget

\$9,275,000

- Environmental Assessment
- Parking Improvements
- Multi Use Building Construction

FY 2023-2026 Budget

\$46,325,000

- Perimeter Service Road Rehabilitation
- Rehab Runway 3-21
- Taxiway Rehabilitation/Relocation

Total Plan: \$61,450,000

Capital Improvement Program

Council Discussion



Federal Relief Funding





CARES



Coronavirus Aid, Relief, and Economic Security (CARES)

- Received \$18.1 million for the Flagstaff Airport
 - To fund Airport operating expenses, four years
- Received \$8.6 million for local cities as part of the CARES Act (Public Safety)
 - Funded Public Safety personnel costs for seven months
- Received additional \$1.47M for Flagstaff Airport
 - Directly related to combating the spread of pathogens



Federal Relief

FEMA Funding for Declared Emergency

- \$367,070 requested for city-wide COVID-19 expenses

Community Development Block Grants (CDBG)

- \$1,126,155 for shelter services, homeless services, etc.

Other

- \$122,765 for personal protective equipment for Police and Fire
- \$144,486 for overtime for Prosecution and Courts, and equipment for Police and Courts
- \$16,000 for Library WiFi expansion, security and supplies



American Rescue Plan Act (ARPA)

- Flagstaff's estimated allocation is \$15.2M
 - Support for revenue losses for ALL funds of the City
 - FY 2019-2020 and FY 2020-2021 = approximately \$10M+ citywide
 - Premium pay for essential workers
 - Assistance to households, small businesses, and nonprofits, or aid to impacted industries such as tourism, travel, and hospitality
 - To make necessary investments in water, sewer, or broadband infrastructure
- Still waiting on guidance...



American Rescue Plan Act (ARPA)

General Fund Revenue Loss – Through 6/30/2021

Loss Area	March to June FY 2019-2020	Projected FY 2020-2021	Estimated Revenue Loss
Sales Tax – Utilities/Telecom	\$ 800	\$ 50,350	\$ 51,150
Sales Tax – Amusements	14,000	85,650	99,650
Sales Tax – Personal Property Rental	46,500	102,900	149,400
Sales Tax – Restaurants/Bars	148,200	414,500	562,700
Sales Tax – Hotel/Motel/STR	230,500	330,900	561,400
Charges for Services	397,000	1,610,800	2,007,800
Other	tbd	991,900	991,900
Total General Fund	\$ 837,000	\$ 3,587,000	\$ 4,424,000

- Revenue loss based on comparison to Fiscal Year 2018-2019 revenues
- Additional revenue losses expected in Fiscal Year 2021-2022



American Rescue Plan Act (ARPA)

General Fund Revenue Loss – Through 6/30/2021

Budget Recommendation	Amount (1X)	Budget Notes
Court Parking Structure	\$ 2,096,000	Remaining funding for \$3.7M structure
Climate Emergency	500,000	Opportunities to address Climate Emergency
Housing Emergency	500,000	Opportunities to address Housing
Additional Fiber Project Match	250,000	For matching partnership and grant opportunities
Fleet Allocation/Electrify Vehicles	200,000	Replacement or advancement of electric vehicles
Leased Building Improvements	200,000	Provide maintenance to existing City leased buildings
Parks, Recreation and Open Space	200,000	Master Plan
Election Planning	150,000	Outreach, surveys, and consultation
Planning/Mitigation of old PW Site	100,000	Additional funding to address old Public Works site
IT Catastrophic Fund Increase	75,000	Additional IT emergency funding

Continued next page...



American Rescue Plan Act (ARPA)

General Fund Revenue Loss – Through 6/30/2021

Budget Recommendation	Amount (1X)	Budget Notes
Event Planner Fee Waivers	\$ 55,000	Support local events with reduced/eliminated fees
Electronic Document Management	50,000	Advancing electronic document management
Portable Restrooms/Signs	25,000	Restrooms for the summer and portable signs
Videography	7,500	Additional funding
Offsite Meetings	5,500	Cost to provide offsite meetings
HR Handbook Updates	5,000	Update the electronic version of the handbook
Inter-Divisional Staff Process	5,000	Re-chartering of the Development Review team
Total General Fund	<u>\$ 4,424,000</u>	



American Rescue Plan Act (ARPA)

Special Revenue Fund Revenue Loss – Through 6/30/2021

Loss Area	March to June FY 2019-20	Projected FY 2020-21	Estimated Revenue Loss	Budget Recommendation
Beautification	\$ 151,500	\$ 299,300	\$ 450,800	Add to fund balance
Economic Development	72,000	142,175	214,175	Business grants/incentives, Master Plan
Tourism	221,000	499,000	670,000	Winter clean up, clean team, reduce General Fund support
Arts and Science	56,800	112,275	169,075	Arts grants and fund balance
Recreation BBB	249,900	493,850	743,750	Add to westside park
Highway User Revenue	385,600	601,000	986,000	Equipment replacement
ParkFlag	455,400	953,000	1,408,400	Reserve
Total Special Revenue Funds	\$ 1,592,200	\$ 3,050,600	\$ 4,642,800	

- Revenue loss based on comparison to Fiscal Year 2018-2019 revenues
- Additional revenue losses expected in Fiscal Year 2021-2022



American Rescue Plan Act (ARPA)

- Enterprise Funds – Still analyzing potential revenue losses for Enterprise Funds
- Remaining balance placed in ARPA Grant Fund, \$6.2M
 - Additional revenue loss
 - Businesses and Non-Profit Support
 - Enhancement to public/private spaces for outdoor capacity
 - Broadband

Recreational Marijuana Sales and Excise Tax





Sales Tax



- Recreational Marijuana will be taxed as retail sales category (2.281%)
 - General sales tax goes to the General Fund - unrestricted
 - Transportation tax to each component - restricted
 - Projections are not included in proposed budget
 - First recreational sales began January 22
- City will receive additional State Shared Revenue
 - Included in State's estimates



State Shared Excise Tax (16%)

Highway User Revenue Fund

- The City will receive State Shared Excise Tax for Highway User Revenue Fund for street operations
- Municipal allocations on June 30th and December 31st
- 25.4% to Arizona Highway Users Revenue Fund
- Estimate \$100,000 for Fiscal Year 2021-2022
- Funding provided for an additional Equipment Operator
 - 70% street sweeping, 30% snow operations



State Shared Excise Tax (16%)

Public Safety

- The City will receive State Shared Excise Tax for Public Safety
- Municipal allocations on June 30th and December 31st
- 31.4% to municipal Police Departments, Fire Departments, Fire Districts, County Sheriff Departments based on enrollment in Public Safety Personnel Retirement System (PSPRS)
- Estimating \$275,000 for Fiscal Year 2021-2022
- Funding for Public Safety staffing of alternate response unit

Public Safety Alternative Response Model



Criminal Justice Coordinating Council (CJCC)



- Established in 2005 by City Council and Board of Supervisors
- Mission
 - Promote the safety of citizens
 - Efficient and just treatment for offenders
 - Protection and healing of victims
 - Work toward prevention of crime
 - Reduction of recidivism
- Purpose is to study juvenile and criminal justice and make improvements



CJCC Coordinator



- Coordinates meetings, creates agenda and takes minutes
- Maintains CJCC webpage on County website
- Prepares and maintains statement of goals and objectives
- Conducts research and prepares reports in response to goals and objectives
- Create and maintain a new member orientation packet
- Maintain membership roster
- Request to help support position with \$44,670 annual contribution



Safe Harbor Facility

Homeless and Jail Diversion Shelter, Clearwater, FL

- CJCC and Coconino County sponsored a group of individuals to visit in September 2019 and February 2020
- Opened January 2011 to keep homeless population out of criminal justice system and provide for safe environment
- Services
 - Common day time facilities
 - Separate housing units at night
 - 3 meals per day
 - Washer, dryer, showering facilities and lockers for valuables
 - Donations of clothing and toiletries accepted 24/7
 - Wi-Fi and television



Alternate Response Team

- Based on ideas shared at CJCC for a diversion program
- Purpose
 - Engage those in need with the most appropriate service
 - Keep individuals safe
 - Diversion from criminal justice system
- Community Benefits
 - Provides a better public safety response
 - Reduces number of pedestrian fatalities involving alcohol
 - Reduces number of exposure deaths
 - Provides appropriate housing and wrap around services
 - Supports both alcohol and behavioral health related calls

2020 Statistics: Calls for Services

- FPD 2,896 mental health related calls
- FPD 3,318 lowest priority alcohol related calls
- FPD spent 649 hours at hospital with 1,021 arrestees mostly due to intoxication
- FFD 2,531 public intoxicant (man down responses)
- FFD 419 behavioral health type responses





Alternative Response Model

- Mobile Unit with Emergency Medical Firefighter and Behavioral Health Professional to respond to calls for service
 - Public intoxication related calls for service
 - Non-emergency mental health related calls
 - Minor law violations with victim approval
- Care Center for First Responders to take individuals in need
 - Community drop offs and those who self-report are welcome
 - Center where individuals may serve eight hours of community service and complete substance abuse screening in lieu of misdemeanor charges
 - One location to provide and connect individuals to services
 - A safe place for clients to stay and hopefully engage in services to improve their quality of life



Alternate Response Services

- Reception area
- Intake screening
- Community service program and liaison
- Substance use and behavioral health treatment
- Embrace Native American culture, healing and ceremonies
- Food service
- Lounge and activity space
- Shower and washroom areas
- Connection to transportation
- Job training and assistance
- Coordination with community services
- Coordination with housing services



Alternative Response Process

- Implemented Crisis Response Network in November 2020
- Created a scope of work for a care center and mobile response unit
- Held a Community Town Hall to collect feedback
- Supported NACA Grant and provided \$20,000 contribution towards RARE Assessment
- Finalized a request for proposal
- Received four proposals in response to request
- Providing options to Council for consideration

Mobile Response Unit



- Three Fire Fighter/Emergency Medical Technicians*: \$232,798
- Behavioral health personnel and management of mobile response unit: \$563,000 - \$776,000 per year
- Purchase of vehicle: \$40,000 - \$65,000
- Specialized equipment*: \$40,000

*Funded in the Recommended City Manager's Budget

Care Center



- Behavioral health personnel and management of Alternate Care Center: \$300,000 - \$4,600,000 per year
- Alternate Care Center Facility of 26,000 to 60,000 square feet
 - Lease: \$248,000 - \$431,200
 - Purchase: \$12,000,000 - \$21,000,000

Funding Options

- Grants
- Tax Revenue
- General Obligation Bond
- Legislative allocations such as HB2141 for alternate prosecution and diversion programs
- Explore potential funding through Indian Health Services
- Billable services offset
- Parking Lot discussion



2022 Potential Bond Ballot Measures



Agenda

- Process
- General Obligation Bonds
- Potential Bond Projects
- List of Projects
- Council Direction



Process





Process



- April 2021: Direction from City Council about ballot measures
- May 2021-February 2022: Refining ballot measures, commission/committee input and gather public opinion
- March 2022: Recommendations to City Council
- June 2022: General Election and ballot measures called
- August 2022: Publicity pamphlet completed
- September-October 2022: Education by consultant and City staff
- November 2022: General Election

General Obligation Bonds





General Obligation Bonds

What are General Obligation Bonds

- General Obligation Bonds (GO Bonds) are a debt financing option for Cities
- For the City to Issue GO Bonds, we must receive voter approval
- The City may levy a secondary property tax for payment



General Obligation Bonds

Secondary Property Tax

- Can only be used to pay off General Obligation Debt
- Assessed valuations can only increase by 5% annually
- Can only assess the amount to pay debt service estimates with allowances for delinquencies



General Obligation Bonds

Bonding for Capital Costs versus Operational Costs

- Buildings, equipment, land, and like capital assets are the best use for bond financing
 - These are one-time investments/expenditures
- Staffing, field maintenance and building maintenance are allowed, but not recommended
 - Bonds are not ongoing sources for maintaining our assets
 - Once bond moneys are spent, another source will need to pick up the costs of maintaining the assets
 - Has impact to tax exempt status, higher rates



General Obligation Bonds

ELECTION DATE	GENERAL OBLIGATION BOND QUESTION	AMOUNT	PASS/FAIL
11/5/1996	Improving Various Parks and Recreation Services	\$8,200,000	PASS
5/18/2004	Fire Fighting Facilities and Acquisition of Emergency Response Vehicles and Equipment	\$16,800,000	PASS
5/18/2004	Neighborhood Open Space and FUTS Land Acquisition	\$7,600,000	PASS
5/18/2004	Regional Open Space – Observatory Mesa Land Acquisition	\$5,500,000	PASS
5/18/2004	McMillan Mesa Open Space Land Acquisition	\$10,100,000	FAIL
5/18/2004	Multi-Generational Recreation Center: Expansion or New Construction	\$6,100,000	PASS
5/18/2004	Municipal Swimming/Aquatic Center Construction	\$8,600,000	PASS
5/18/2004	Lake Mary Regional Park and Other Parks Land Acquisitions	\$2,800,000	PASS
5/18/2004	Continental Park Recreational Field Development	\$3,100,000	FAIL
5/18/2004	Snow Play Area Development	\$4,100,000	FAIL



General Obligation Bonds

ELECTION DATE	GENERAL OBLIGATION BOND QUESTION	AMOUNT	PASS/ FAIL
5/18/2004	Wastewater Improvements (*)	\$23,100,000	PASS
5/18/2004	Water Wells (*)	\$8,500,000	PASS
5/18/2004	Water Rights Acquisition/Water Development (*)	\$15,000,000	PASS
11/2/2010	Municipal Court House	\$23,000,000	FAIL
11/2/2010	Municipal Services Maintenance Center	\$42,000,000	FAIL
11/2/2010	Public Safety/City Operations Communications Systems	\$4,720,000	PASS
11/2/2010	Street and Utilities Improvements	\$16,500,000	PASS
11/6/2012	Forest Health and Water Supply Protection Project	\$10,000,000	PASS
11/6/2012	Core Services Maintenance Facility	\$14,000,000	PASS
11/8/2016	Municipal Court House	\$12,000,000	PASS
11/6/2018	Housing Affordability	\$25,000,000	FAIL

(*) These items were approved as GO backed authorization; however, the payment source expected from water and wastewater rates.



General Obligation Bonds

Legal Limits – State Statute/Assessed Valuations

- 20% Limitation: Water, sewer, artificial lighting, parks, open space, recreational facilities, public safety, law enforcement, fire and emergency services and street and transportation facilities
 - Bond capacity in this limitation = \$178M
- 6% Limitation: (i.e. Housing, Climate Action)
 - Everything else
 - Currently no issuance under this limitation
 - Bond capacity in this limitation = \$67M



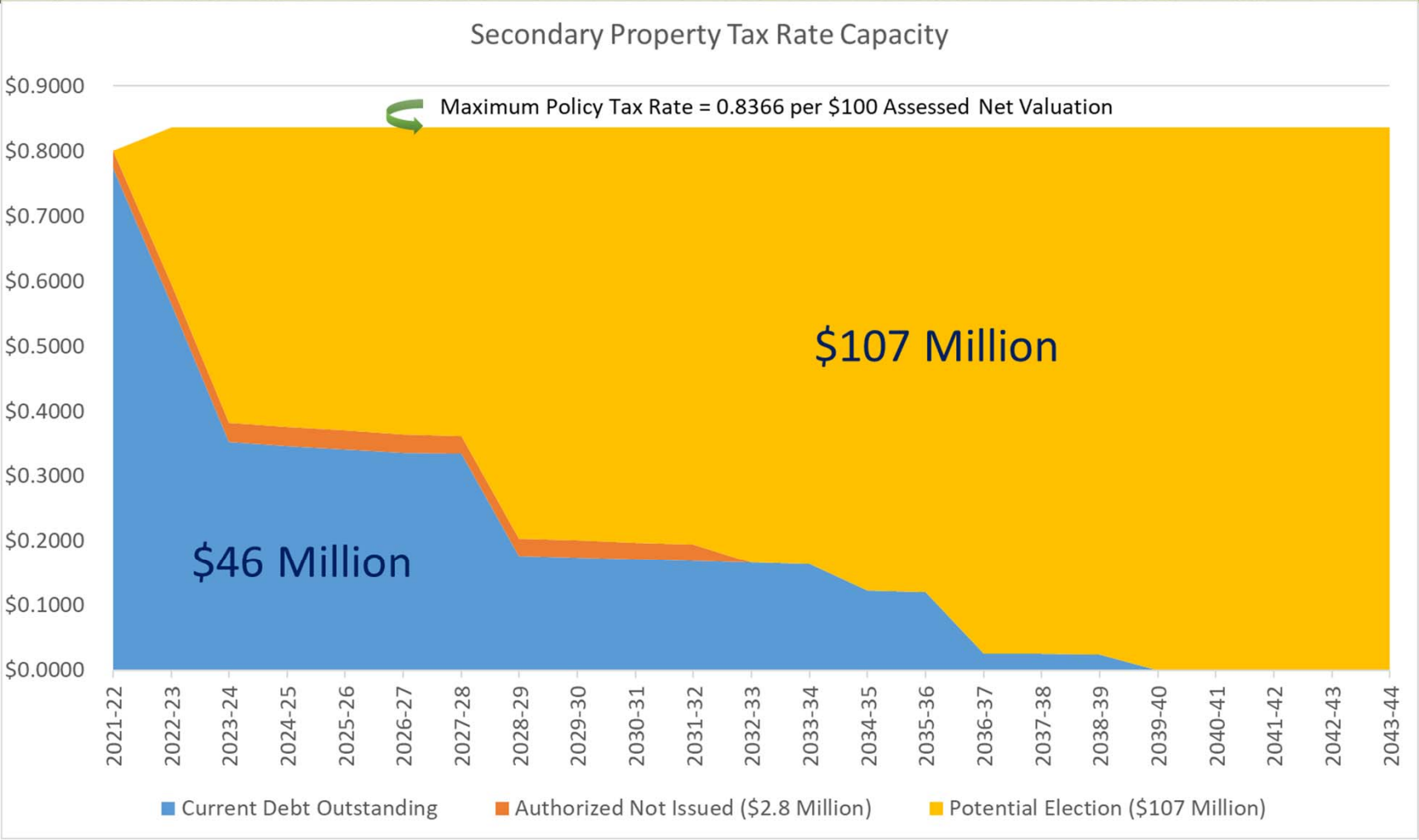
General Obligation Bonds

Policy Limits – City Imposed

- Current policy tax rate not to exceed 0.8366 per \$100 of Net Assessed Valuation (NAV)
 - This is based on promises made during past elections
 - The City allowed to go above this rate for purpose of paying debt
- Based on current projection of NAV
 - Estimated total capacity \$107M under current rate policy
 - Remaining capacity through FY 2044-2045
- Current tax rate is 0.8000 per \$100 of NAV
 - Estimated total capacity \$98M through FY 2044-2045



General Obligation Bonds



Potential Bond Projects





Housing



Housing Commission Bond Recommendations (2020)

- Emergency Housing (EH)
- Rental Housing (RH)
- Homeownership (OWN)





2020 Housing Commission Recommendations



Projects	Rec. #1	Rec. #2	Rec. #3
EH1: Eviction Prevention & Rapid Rehousing	\$ 10,000,000	\$ 9,000,000	\$ 6,000,000
RH1: Redevelopment of housing owned by City	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000
RH2: Create and incentivize development partnerships for the creation of attainable rental housing.	\$ 3,000,000	\$ 2,000,000	\$ 1,000,000
RH3: Acquisition of property in partnership with non-profits and private developers for adaptive reuse	\$ 2,000,000	\$ 1,000,000	\$ 1,000,000
OWN1: Purchase Assistance program	\$ 7,000,000	\$ 6,000,000	\$ 5,000,000
OWN2: Acquisition of land/units for attainable homeownership	\$ 3,000,000	\$ 2,000,000	\$ 2,000,000
TOTALS	\$ 30,000,000	\$ 25,000,000	\$ 20,000,000



2021 Happenings

- **February 9** – Council direction to seek Housing Commission review of 2020 recommendations
- **March 25** – Housing Commission initial discussion

Path for Commission Recommendations:

- Utilize data identified as part of the 10-year Housing Plan public process
- Full Commission discussion (informal working group possible option)



Climate Action



To achieve the commitments set forth in the Carbon Neutrality Plan staff identified eight key project areas that support mitigation, adaptation and equity:

1. Mobility
2. Building Energy
3. Carbon Dioxide Removal
4. Public Health
5. Forest and Watershed Protection
6. Renewable Energy and Storage
7. Food Systems
8. Land Use

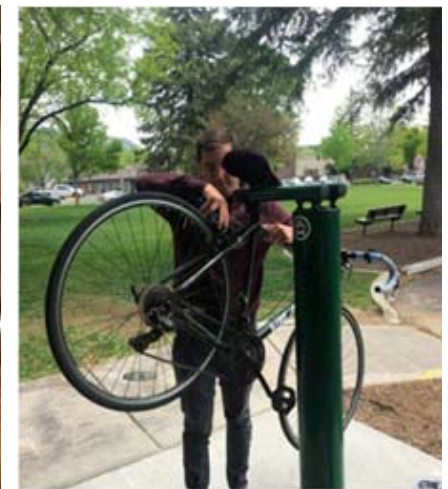




Climate Action



- Mobility \$33,150,000
 - Rapid Acceleration of the Active Transportation Management Plan Infrastructure
 - Electric Vehicle and Mobility Infrastructure
- Building Energy \$15,000,000
 - Residential Energy Retrofit Program
 - Energy Efficiency and Electrification Rebate Program
 - Multi-family Energy Retrofit Program
- Carbon Dioxide Removal \$20,000,000
 - Regional Carbon Sequestration/BioChar Project





Climate Action



- Public Health \$2,100,000
 - Woodstove Rebate Program
 - Clean Air Hubs
 - HEPA Air Filter Program
 - Engage, Empower, Elevate Program
- Forest & Watershed Protection \$8,500,000
 - Phase III Mormon Mountain and Upper Lake Mary Watershed Treatment
 - Forest Health Implementation Research
- Renewable Energy and Energy Storage \$13,500,000
 - Renewable and Battery Storage Back-up Power (micro-grid) for Emergency Response Facilities
 - Residential Solar and Battery Storage Back-up Loan Program
 - Battery Storage and Peak Demand Reduction Program





Climate Action



- Food Systems \$3,250,000
 - Regional Food Production and Distribution Hub
 - Regional Processing Facility
- Land Use \$3,000,000
 - Accessory Dwelling Units (ADUs) Infill Accelerator Program

Total = \$100,500,000

The projects listed above are shovel ready within the next three years.





Public Safety

Safety Equipment



Radio Replacement - \$2.5M

- Replacement and upgrades to the repeater towers on Mount Elden
- Replacement of all handheld and mobile radio units in Police, Fire and Public Works due to current equipment being obsolete and not repairable

Extractors, new SCBA Compressors - \$250K

- Replace 20-year-old extractors and compressors to support cancer initiatives and new grant funded self-contained breathing apparatus (SCBA)

Special Operations Equipment - \$250K

- Replace 20-year-old grant funded equipment

Opticom Traffic Controllers - \$950K

Total Estimated Cost - \$3.95M



Public Safety

Apparatus Replacement



- All these units are over recommended life use (20 + years) as front-line units
- Building configurations and wildfire risks are elevating
- Unable to catch up with General Fund money allotted for Fleet

- 2- Quints - **\$3M**
- 2- All risk pumpers - **\$1.75M**
- 2 - Wildfire engines - **\$950K**
- 2- Water Tenders - **\$850K**

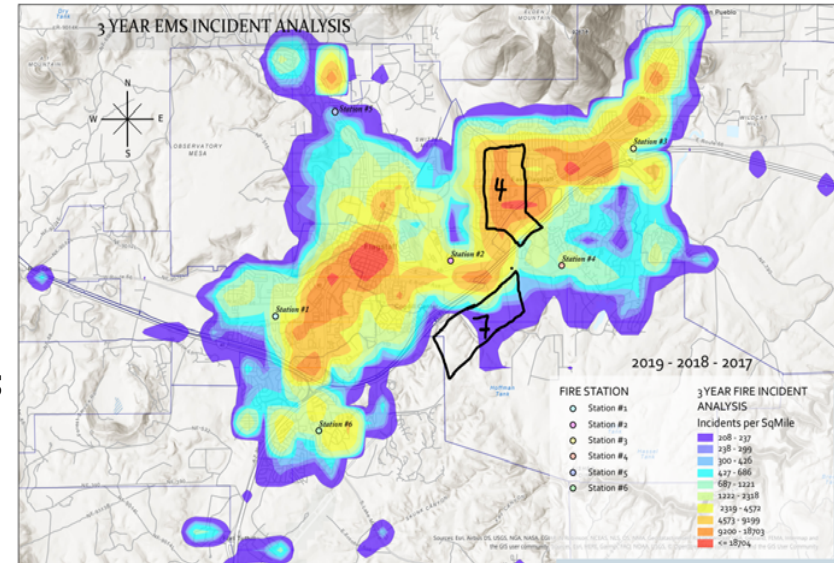
Total Estimated Cost - \$6.55M



Facilities: Public Safety

- **Addition to new Station #7**
 - Administrative Offices - \$1.5M
 - Wildfire Management Station - \$1.5M
- **Relocation of Station #4 - \$3.5M (- sale of station and impact fees)**
 - 4th Street and Route 66 area for better service
 - Response time to Sunnyside, Greenlaw, Swiss Manor areas
- **Shotcrete at Station #2 - \$500K**
 - Safety concern with falling rock
 - Damaging of property
- **Training Facility - \$1.5M**
 - Built in 2004 with bond funding
 - Value engineered from \$3M to \$850K due to cost of property and station materials being at all-time high before 2008 Great Recession

Total Estimated Cost - \$8.5M





Facilities: Core Services

- Flagstaff Core Operations Facilities Needs
- Parks and Facilities Maintenance Operations Building
 - To be Located at Public Works Core Services Facility
 - Allows for current maintenance space at Park locations to be utilized for community purposes -Mogollon Property, Thorpe Park

Total Estimated Cost = \$3.5 million



Alternate Response Model

Mobile Response Unit

- Behavioral health personnel and management of mobile response unit: \$563,000 - \$776,000 per year
- Purchase of vehicle: \$40,000 - \$65,000

Total Estimated Cost: \$603,000 - \$841,000



Alternate Response Model

Alternate Care Center

- Behavioral health personnel and management of Alternate Care Center: \$300,000 - \$4,600,000 per year
- Alternate Care Center Facility of 26,000 to 60,000 square feet
 - Lease: \$248,000 - \$431,200
 - Purchase: \$12,000,000 - \$21,000,000

Total Estimated Cost: \$300,000 - \$25,600,000



Parks, Recreation and Open Space

Previous recommendation - 2019
Parks, Recreation, and Open Space
(PROS) Committee:

- Parks and Recreation:
 - Girls softball – Continental area (\$15.5M)
 - Raquet complex – pickleball and tennis – Christensen (\$8.5M)
 - Multi-purpose fields – expand Cheshire Park (\$4M)
 - \$28 Million total





Parks, Recreation and Open Space

2019 recommendations continued

- Open Space
 - Integrated Open Space System (\$24.5M)
 - Conserve and Protect Open Space (\$2M)
 - Observatory Mesa Trail System (\$2.99M)
 - \$29 Million total





Parks, Recreation and Open Space

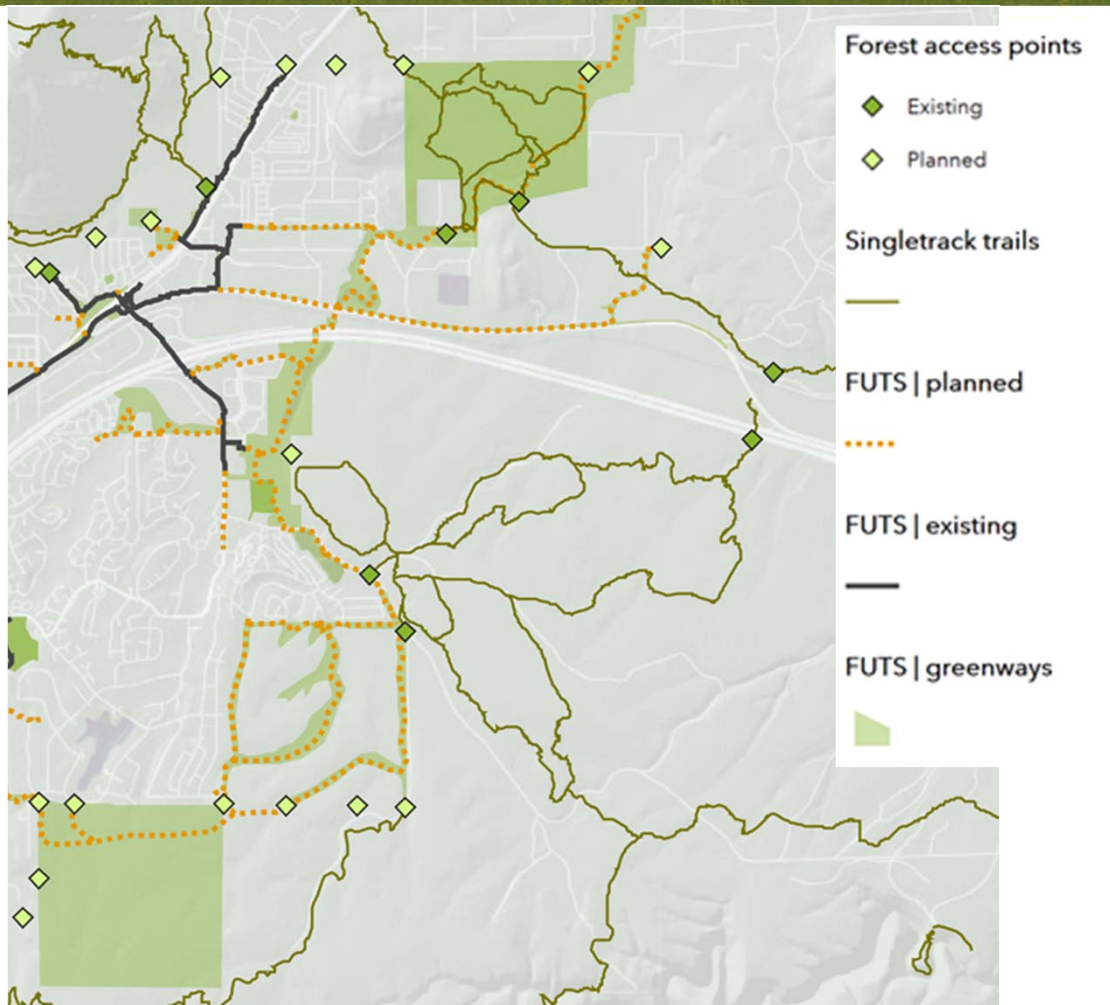
Updated recommendation that combines priorities:

- Focus on the Continental Regional Park area
- Construct the Girls Softball complex (\$16M)
- Open Space land and/or easement acquisition to improve connectivity AND construction of trails and access (\$10M)
- \$26 Million achieves both sets of priorities





Parks, Recreation and Open Space

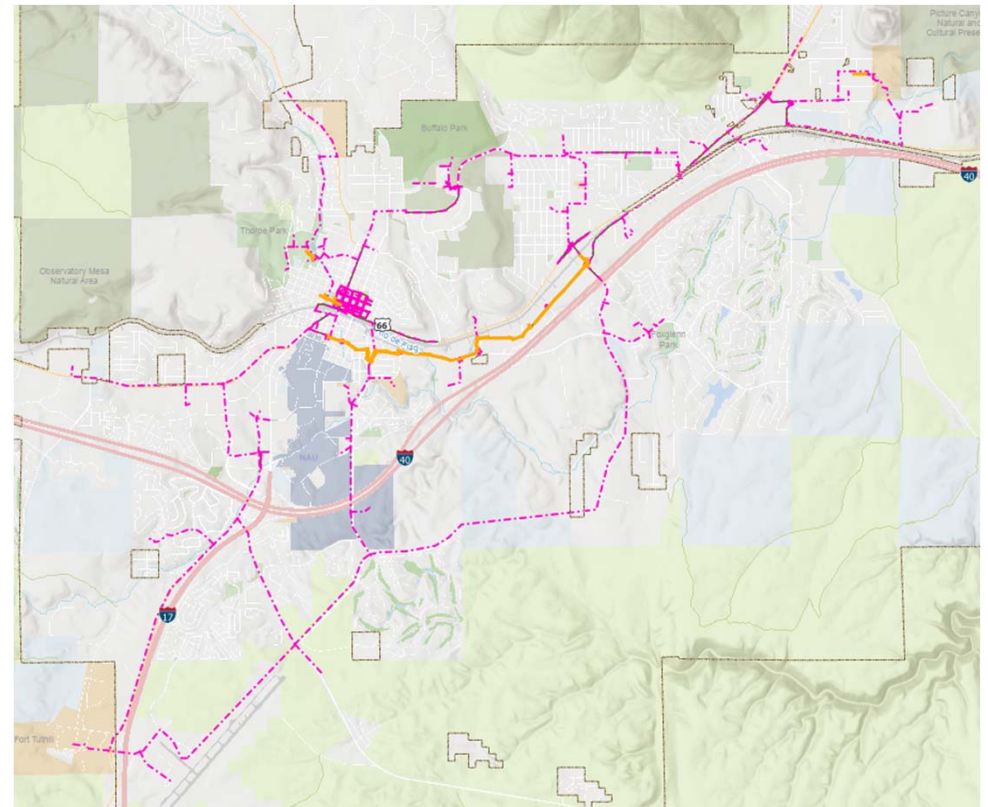




Broadband



- Total Potential Bond - \$25 million
- Core Network
 - Estimated \$15 million
- Inter-Connect Facilities
 - Estimated \$10 million
- Several potential revenue streams
- Reduced costs
 - Current leased internet/fiber





List of Projects



Project	Amount	Group
EH1: Eviction Prevention & Rapid Rehousing	10,000,000	Housing
RH1: Redevelopment of housing owned by City	5,000,000	Housing
RH2: Create and incentivize development partnerships for the creation of attainable rental housing	3,000,000	Housing
RH3: Acquisition of property in partnership with non-profits and private developers for adaptive reuse	2,000,000	Housing
OWN1: Purchase Assistance program	7,000,000	Housing
OWN2: Acquisition of land/units for attainable homeownership	3,000,000	Housing
Buidling Energy	12,000,000	Climate Action
Carbon Dioxide Removal	30,000,000	Climate Action
Food Systems	3,250,000	Climate Action
Forest & Watershed Protection	8,500,000	Climate Action
Land Use	3,000,000	Climate Action
Mobility	33,150,000	Climate Action
Public Health	2,100,000	Climate Action
Renewable Energy and Energy Storage	13,600,000	Climate Action
Radio Replacement	2,500,000	Public Safety
Extractors, new SCBA Compressors	250,000	Public Safety
Special Operations Equipment	250,000	Public Safety
Opticom Traffic Controllers	950,000	Public Safety



List of Projects (continued)

Project	Amount	Group
Quints (2)	3,000,000	Public Safety
All-Risk Pumpers (2)	1,750,000	Public Safety
Wildfire Engines (2)	950,000	Public Safety
Water Tenders (2)	850,000	Public Safety
Fire Administrative Offices at Fire Station #7	1,500,000	Facilities
Wildfire Management Station at Fire Station #7	1,500,000	Facilities
Relocation of Fire Station #4 (reduction for sale of property and impact fees)	3,500,000	Facilities
Shotcrete at Fire Station #2	500,000	Facilities
Training Facility	1,500,000	Facilities
Parks and Facility Maintenance Building	3,500,000	Facilities
Mobile Response Unit	841,000	Alternate Response
Alternate Care Center	25,600,000	Alternate Response
Girls Softball Complex	16,000,000	Parks, Rec & Open Space
Open Space Land Acquisition and Trail Development	10,000,000	Parks, Rec & Open Space
Broadband	25,000,000	Broadband
Grand Total	\$ 235,541,000	

Council Direction





Council Direction



- Is Council interested in bond ballot measures for November 2022 election?



Council Direction



- Which areas do you want to continue to invest efforts?
 - Housing
 - Climate Action
 - Public Safety Equipment & Apparatus
 - Facilities: Public Safety & Core Services
 - Alternate Response Model
 - Parks, Recreation and Open Space
 - Broadband



Council Direction



- Do you want to create a bond committee or task force or have recommendations come directly to Council from City Commissions or staff?

Council Parking Lot (Adds/Deletes) Discussion



Annual Budget and Financial Plan

Fiscal Year 2021-2022

City of Flagstaff, Arizona



City Council

Paul Deasy, Mayor

Becky Daggett, Vice-Mayor

Austin Aslan

Jim McCarthy

Regina Salas

Adam Shimoni

Miranda Sweet

Budget Team

Greg Clifton, City Manager

Shannon Anderson, Deputy City Manager

Shane Dille, Deputy City Manager

Jeanie Gallagher, Human Resources Director

Heidi Hanson, Division Director

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Flagstaff
Arizona**

For the Fiscal Year Beginning

July 1, 2020

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 under the Finance and Budget section.

Table of Contents

Introduction

Title Page	1
Budget Award.....	2
Users Guide	3
Table of Contents	4
City Organization Chart	8

Transmittal

Mission, Vision, and Values.....	9
Council Results and Definitions	10

Budget Overview

Financial Resources Available	12
Total Appropriations	12
Operating Expenditures by Division.....	13
Budget Format and Process	14
Format.....	15
Relationship between Funds, Divisions, and Sections	16
Budget Process.....	17
Budget Calendar.....	18
Fund Summaries	
General Fund	19
Housing and Community Services Fund.....	21
COVID Relief Fund.....	21
Library Fund	22
Highway User Revenue Fund	23
Transportation Fund	24
Bed, Board and Beverage Funds	25
Parking District Fund	28
Water Resource and Infrastructure Protection Fund	29
Water Services Funds	30
Solid Waste Fund	33
Sustainability and Environmental Management Fund	34
Airport Fund	35
Flagstaff Housing Authority	36
Revenues	
All Funds – Federal and State Grants	41
General Fund	41
Highway User Revenue Fund	45
BBB Funds	46
Enterprise Funds	46
Capital Budget	
Relationship Between Operating and Capital Budget	50
Capital Improvement Plan.....	51
Capital Plan Implications.....	52

Financial Summaries

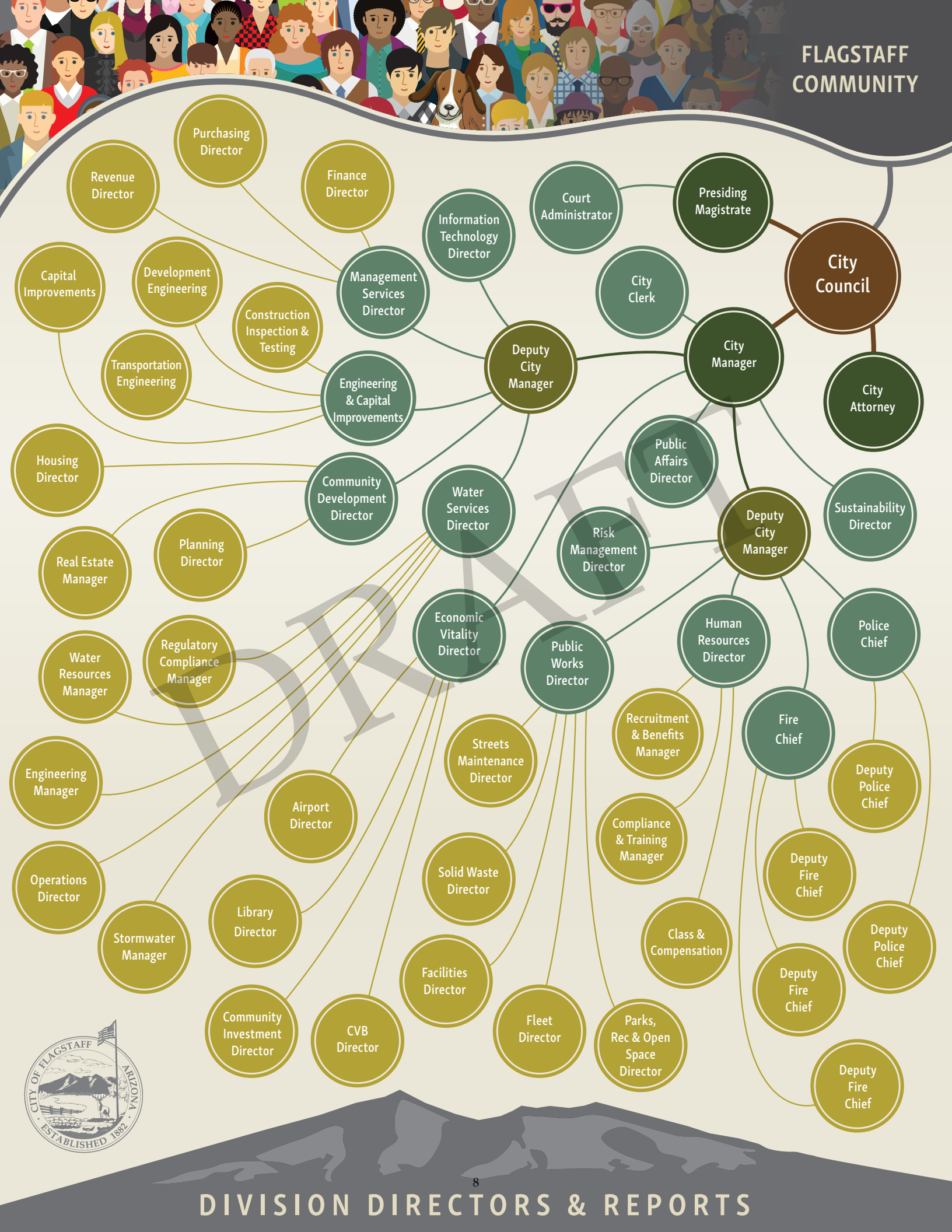
Schedule A-1: Total Resources and Appropriations Summary	55
Schedule B: Expenditure Limitation and Tax Levy Information.....	56
Schedule C: Revenues Other Than Property Taxes.....	57
Schedule C-1: Schedule of Grant Revenues.....	62
Schedule D: Transfers and Proceeds from Other Sources	65
Schedule D-1: Schedule of Transfers Descriptions	66
Schedule E: Appropriations by Fund	68
Schedule E-1: Budget by Divisions and Sections	72
Schedule F: Budget Summary by Division of Expenditures	75
Schedule H: Summary of Operating Capital.....	78
Schedule I: Summary of Capital Improvement Program	80
Schedule J: Debt Service Requirements.....	83
Schedule K: Five-Year Plans	
General Fund	84
Housing and Community Services Fund.....	86
COVID Relief	87
Library Fund	88
Highway User Revenue Fund	89
Transportation Fund	90
Flagstaff Urban Trails Fund	91
Beautification Fund	92
Economic Development Fund	93
Tourism Fund	94
Arts and Science Fund	95
BBB - Recreation Fund	96
Parking District Fund.....	97
Water Resource and Infrastructure Protection Fund.....	98
General Obligation Bond Fund	99
Secondary Property Tax Fund.....	100
Pension Debt Service Fund	101
Perpetual Care	102
Capital Projects Fund (Non G.O. Funded Projects)	103
Capital Projects Fund (GO Bond).....	104
Water Services Fund	105
Stormwater Fund.....	108
Solid Waste Fund.....	109
Sustainability and Environmental Management Fund	110
Airport Fund	111
Flagstaff Housing Authority Fund.....	112

Division Detail

General Administration.....	113
City Manager Division (011).....	116
Risk Management Division (013)	118
Sustainability (170).....	119
Human Resources Division (012).....	122
Information Technology (014)	123
City Attorney Division (015).....	127
Flagstaff Municipal Court Division (016)	129
Management Services	130
Management Services (031)	131

	Purchasing (032)	132
	Revenue (033)	133
	Finance (034)	134
Fire	135
	Fire (051)	136
	Fire Grants (052)	137
	Fire Watershed Protection (053)	138
Police	139
	Police (061)	140
	Police Grants (062)	142
Community Development	144
	Community Development Administration (101).....	146
	Planning & Development Services (104).....	147
	Housing (105).....	148
	Community Housing Services (106)	149
	Community Housing Grants (107)	150
	Community Development Block Grants (108)	151
	Flagstaff Housing Authority (109).....	152
Public Works	153
	Public Works Administration (151)	155
	Facilities Maintenance (152).....	156
	USGS Campus (153).....	157
	Fleet Services (154)	158
	Parks (155)	159
	Recreation Services (156).....	161
	Open Space (159).....	163
	Street Maintenance (161)	164
	Solid Waste - Landfill (165).....	166
	Solid Waste - Collections (166)	167
Economic Vitality	168
	Library City Direct (035)	170
	Library County Direct (036).....	171
	Library Grants and County-wide Projects (038)	172
	Community Investment (201).....	173
	Beautification (211)	174
	Economic Development (213).....	175
	Tourism (214)	176
	Visitor Services (215).....	177
	Arts and Science (216).....	178
	Airport (221).....	179
	Parking District (231).....	180
Water Services	181
	Water Services Administration (300).....	183
	Water Production (301)	184
	Water Distribution (303).....	185
	Water Resource Management (304).....	186
	Utilities Engineering Services (305)	187
	Regulatory Compliance (306)	188
	SCADA Information Systems (307)	189
	Wastewater Treatment - Wildcat (311).....	190
	Wastewater Treatment - Rio Plant (312).....	191
	Wastewater Collection (313).....	192
	Reclaimed Water (321).....	193

Stormwater (331)	194
Non-Departmental	195
Council and Commissions (401).....	196
Non-Departmental (402)	197
NAIPTA-Transit (404)	198
Engineering and Capital Improvements.	199
Engineering (102).	200
Capital Improvements (103).	201
 Capital Improvement Program	
Capital Improvement Program Summary	202
Unfunded Capital Projects (Schedule)	217
 Appendices	
Authorized Personnel/Positions Summary	221





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 November 2020

High Performing Governance

- Serve the public by providing high quality customer service
- Foster community-wide 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 through inclusive recruitment and by providing employees with the necessary tools, training, support & compensation

Safe & Healthy Community

- Enhance community engagement and strengthen relationships between the community and public safety services
- Support social services community partners and housing opportunities
- Provide alternative responses, resources and programs, inclusive mental health and other services
- Provide public safety services with resources, staff and training responsive to the community's needs
- Promote physical health through providing recreation opportunities, parks, open space and multiple transportation options
- 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 by increasing opportunities for public involvement, in line with best practices and legal requirements
- Advance social equality and social justice in Flagstaff by supporting social services
- Facilitate and foster diversity and inclusivity, including support of anti-racist policies and practices
- Enhance community involvement, education and regional partnerships to strengthen the level of public trust
- Ensure city facilities, services, and programs are accessible for all residents and representative of Flagstaff's diverse community
- Promote environmental justice and 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
- Provide effective management of and infrastructure for all modes of transportation
- Facilitate and develop carbon-neutral energy opportunities

- Support the community's social infrastructure needs; assist those partner organizations that provide services the City does not

Robust Resilient Economy

- Support and strengthen a more robust, diverse, and sustainable economy in ways that reflect community values and provides for affordable housing opportunities
- Maintain and enhance an equitable and effective business recruitment retention, and expansion program throughout the community
- Enhance understanding between the development community, the City and Flagstaff residents
- Attract employers that provide high quality jobs and have low impact on infrastructure and natural resources
- Enhance the community's workforce development programs and improve partnerships with higher education institutions and the private and public sectors
- Embrace and invest in tourism opportunities to promote economic development

Livable Community

- Create a welcoming community through partnerships, resilient neighborhoods, and civic engagement
- Provide amenities and activities that support a healthy lifestyle
- Support regional partners which provide equitable and inclusive educational opportunities for Flagstaff residents of all ages
- Actively support attainable and affordable housing through City projects and opportunities with developers
- Support diverse employment opportunities that provide residents with a living wage
- Achieve a well-maintained community through comprehensive and equitable code compliance, and development that is compatible with community values

Environmental Stewardship

- Promote, protect and enhance a healthy, sustainable environment and its natural resources
- Engage community members through education and volunteer opportunities
- Implement sustainable building practices, enhance waste diversion programs, alternative energy programs and multi-modal transportation options
- Increase the private sector's participation in environmental stewardship efforts
- Implement, maintain and further the Climate Action and Adaptation Plan (CAAP) with awareness of social inequities
- Strengthen Flagstaff's resilience to climate change impacts on built, natural, economic, health, and social systems

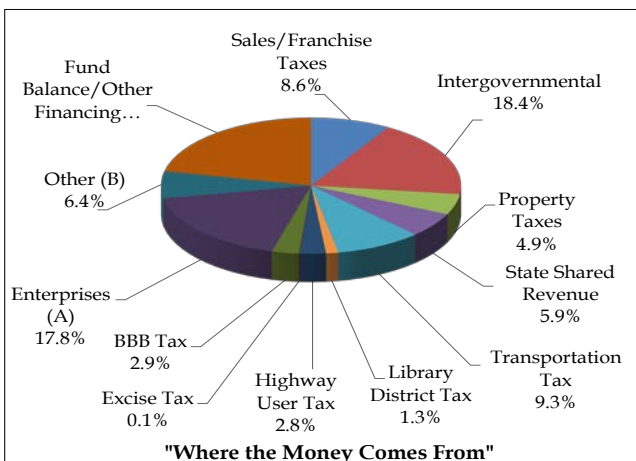
Budget Overview

The City of Flagstaff FY 2021-2022 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.

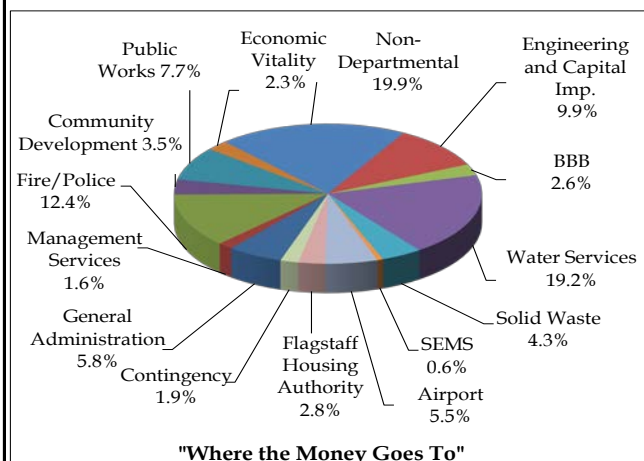
Financial Resources Available

Sales/Franchise Taxes	\$	25,855,698	8.6%
Intergovernmental		55,412,848	18.4%
Property Taxes		14,853,474	4.9%
State Shared Revenue		17,722,000	5.9%
Transportation Tax		27,854,900	9.3%
Library District Tax		3,836,302	1.3%
Highway User Tax		8,504,251	2.8%
Excise Tax		352,798	0.1%
BBB Tax		8,783,400	2.9%
Enterprises (A)		53,459,083	17.8%
Other (B)		19,387,966	6.4%
Fund Balance/Other Financing		65,033,646	21.6%
	\$	<u>301,056,366</u>	<u>100.0%</u>
Enterprises (A):			
Drinking Water	\$	18,939,698	
Wastewater		11,981,398	
Reclaimed Water		1,046,439	
Stormwater		4,311,858	
Solid Waste		13,053,187	
SEMS		1,213,478	
Airport		1,638,025	
Flagstaff Housing Authority		1,275,000	
	\$	<u>53,459,083</u>	
Other Revenue (B):			
Licenses and Permits	\$	2,894,980	
Vehicle License Tax		3,629,200	
Charges for Services		2,218,891	
Fines and Forfeits		1,145,194	
Investment Earnings		1,009,938	
Rents		2,306,629	
Miscellaneous		6,183,134	
	\$	<u>19,387,966</u>	



Total Appropriations

General Administration	\$	17,347,906	5.8%
Management Services		4,865,296	1.6%
Fire/Police		37,193,491	12.4%
Community Development		10,619,721	3.5%
Public Works		23,194,514	7.7%
Economic Vitality		6,811,320	2.3%
Non-Departmental		59,875,085	19.9%
Engineering and Capital Imp.		29,866,356	9.9%
Bed, Board and Beverage (A)		7,699,965	2.6%
Water Services (B)		57,866,463	19.2%
Solid Waste		12,890,000	4.3%
SEMS		1,658,703	0.6%
Airport		16,450,931	5.5%
Flagstaff Housing Authority		8,791,305	2.8%
Contingency		5,925,310	1.9%
	\$	<u>301,056,366</u>	<u>100.0%</u>
Bed, Board and Beverage (BBB) Tax Funds (A):			
Beautification	\$	2,186,363	
Economic Development		1,494,286	
Tourism		3,076,284	
Arts and Science		932,632	
Recreation		10,400	
	\$	<u>7,699,965</u>	
Water Services (B):			
Drinking Water	\$	21,699,370	
Wastewater		10,949,471	
Reclaimed Water		2,538,419	
Stormwater		22,679,203	
	\$	<u>57,866,463</u>	

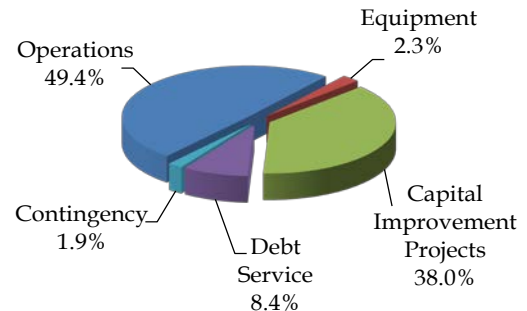


The following graphs depict total appropriations for the FY 2021-2022 budget by major classifications and major types.

Appropriations by Classification

Operations	\$ 148,649,996
Equipment	6,945,000
Capital Improvement Projects	114,339,223
Debt Service	25,196,837
Contingency	5,925,310
\$ 301,056,366	

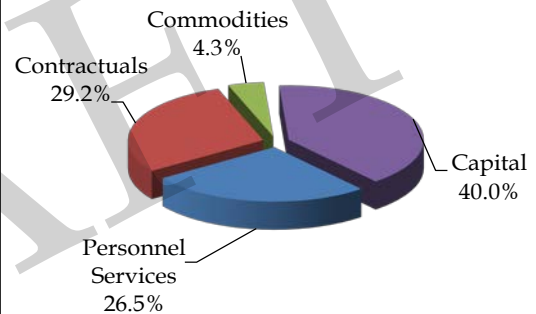
Appropriations by Classification



Appropriations by Type

Personnel Services	\$ 79,893,632
Contractuals	87,997,128
Commodities	12,895,583
Capital	120,270,023
\$ 301,056,366	

Appropriations by Type



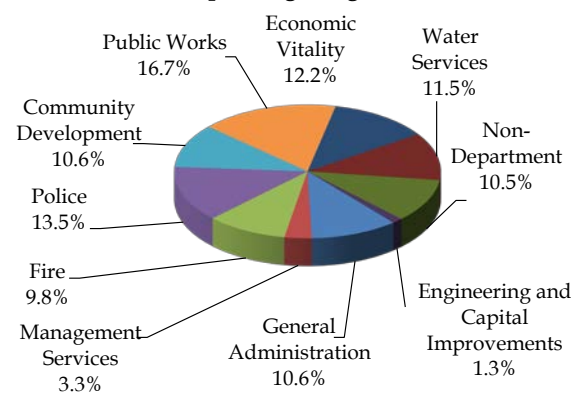
Operating Expenditures by Division

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	\$ 15,747,906
Management Services	4,865,296
Fire	14,632,463
Police	20,091,028
Community Development	15,761,291
Public Works	24,854,483
Economic Vitality	18,141,064
Water Services	17,029,649
Non-Department	15,585,928
Engineering and Capital Improvements	1,940,888
\$ 148,649,996	
* Exclusive of Debt Service	\$ 25,196,837

Operating Budget



General Administration activities comprise 10.6% of the budget (\$15.7 million). The services within General Administration provide for the overall management and administration of the City, as well as enforcement of municipal laws through legal support and the courts. This group consists of City Manager, Human Resources, Information Technology, City Attorney, Flagstaff Municipal Court, Sustainability and Environmental Management.

Management Services comprises 3.3% of the operating budget (\$4.9 million). The division encompasses those activities that provide administrative support and services including Purchasing, Revenue and Finance.

Fire Department services comprise 9.8% of the operating budget (\$14.6 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 13.5% of the operating budget (\$20.1 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 10.6% of the operating budget (\$15.8 million). The services in this division include Administration, Planning and Development Services, 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 16.7% of the operating budget (\$24.9 million) excluding the debt service requirements for solid waste of approximately (\$379,455). The services provided include recreation services, open space management, solid waste operations, maintenance of all public facilities and public infrastructure including streets, parks and fleet services.

Economic Vitality activities comprise 12.2% of the operating budget (\$18.1 million) excluding debt service requirements for Airport of approximately (\$232,000), Business Incubator of approximately (\$250,000) and Parking District of approximately (\$115,000). 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 11.5% of the operating budget (\$17.0 million), excluding \$5.8 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 Engineering and Master Planning.

Non-Departmental operations comprise 10.5% of the budget (\$15.6 million) exclusive of \$18.4 million in debt service requirements. The Council and Commission, Transit and Non-departmental budgets account for expenditures that benefit City operations.

Engineering and Capital Improvements comprises 1.3% of the operating budget (\$1.9 million). The services in this division include Engineering and Capital Improvements.

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

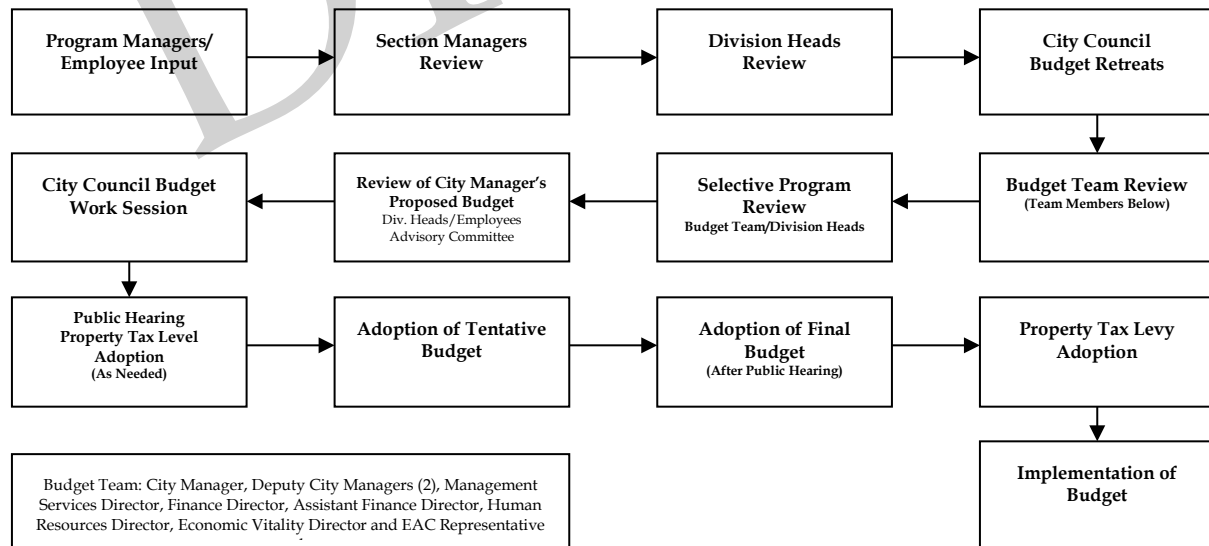
Fund Type	Fund	Division	Section
Governmental	(All Modified Accrual Accounting)		
General	General *	City Manager	City Manager
		Human Resources	Human Resources
		Risk Management	Risk Management
		Information Technology	Information Technology
		City Attorney	Legal
		Municipal Court	Municipal Court
		Management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

Relationship Between Funds, Divisions and Sections			
Fund Type	Fund	Division	Section
Governmental (All Modified Accrual Accounting)			
Debt Service	GO Bond Fund	Non-Departmental	Debt Service
	Secondary Property Tax	Non-Departmental	Debt Service
	Pension Bonds	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
	Non-GO Bond Capital Project Fund*	Non-Departmental	Capital Project Court Facility
Proprietary (All Modified Accrual Accounting)			
Enterprise	Water Services*	Water Services	Water Services Administration
			Water Production
			Water Distribution
			Water Resource Management
			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
	Solid Waste*	Public Works	Solid Waste - Landfill
			Solid Waste - Collections
	Sustainability and Environmental Mgmt *	Public Works	Solid Waste - Capital Improvements
			Sustainability
	Airport	Economic Vitality	Environmental Management
			Airport Operations
	Flagstaff Housing Authority	Community Development	Airport Capital Projects
			Flagstaff Housing Authority

* Major Funds based on the FY 2019-2020 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

October 23	Budget Team Retreat
November 30	Budget Module Available
January 11	Final Budget System Input
February 1-2	Council Budget Retreat
February 22 to March 5	Review with Division Directors and the Budget Team
April 22 - 23	Council Study Sessions Proposed Budget Available to Public
June 1	Tentative Budget Hearing (Public) and Tentative Budget Adoption
June 15	Final Budget Hearing and Final Budget Adoption
June 15	Property Tax Levy (1st Reading)
July 6	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 15, 2021. 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 November 2020 general election for a third adjustment to the expenditure limitation base. This permanent adjustment was effective for the FY 2021-2022 budget year.

The City Manager's Proposed Budget reflects the total funds appropriated (\$301,056,366). Certain exclusions are allowed by the state [e.g., bond proceeds, debt service, grants] in computing the Expenditure Limitation (\$197,716,944) 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

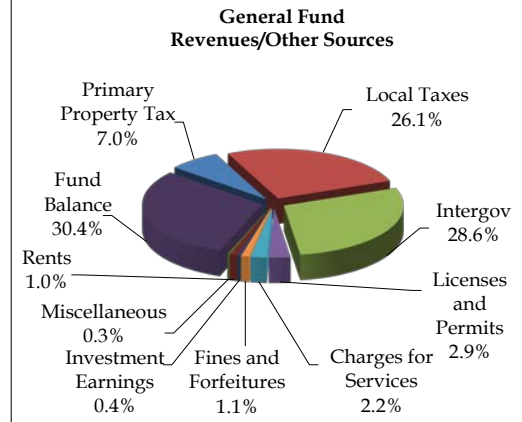
The General Fund includes all City operations, except enterprise activities which are to be self-sustaining, e.g., Water Services, Solid Waste, Sustainability and Environmental Management, Airport, Flagstaff Housing Authority; and activities funded from a special revenue source dedicated to that activity. These include the Housing and Community Services, COVID Relief, Library, HURF, Transportation Tax funds, FUTS, BBB Tax funds, Parking and Water Infrastructure Protection fund.

Total resources available for expenditures for FY 2021-2022 are \$100.2 million including the estimated beginning fund balance of \$35.9 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.

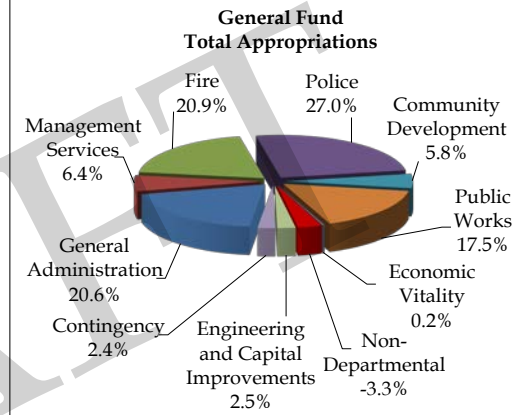
General Fund revenue/other sources compared to the year-end estimates are expected to decrease by 8.6%. Overall revenues continue to grow at a slow to moderate pace. Fund balance has decreased compared to FY 2020-2021 due to the completion of several projects and one-time expenditures anticipated in FY 2020-2021.

General Fund total appropriations compared to year-end estimates have increased by 2.5%. 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 \$7.7 million at the end of FY 2021-2022. The financial position of the General Fund remains balanced.

Revenues/Other Sources	Estimated 2020-2021	Budget 2021-2022
Primary Property Tax	\$ 6,955,700	7,017,500
Local Taxes	25,595,000	26,128,496
Intergovernmental (Grants)	7,505,531	6,120,163
Intergovernmental (Other)	23,734,560	22,505,618
Licenses and Permits	4,038,700	2,894,980
Charges for Services	1,720,000	2,218,891
Fines and Forfeitures	838,800	1,145,194
Investment Earnings	379,149	370,870
Rents	1,393,065	993,697
Miscellaneous	309,841	296,350
Fund Balance, Net of Transfers	37,140,171	30,502,004
	<u>\$ 109,610,517</u>	<u>100,193,763</u>



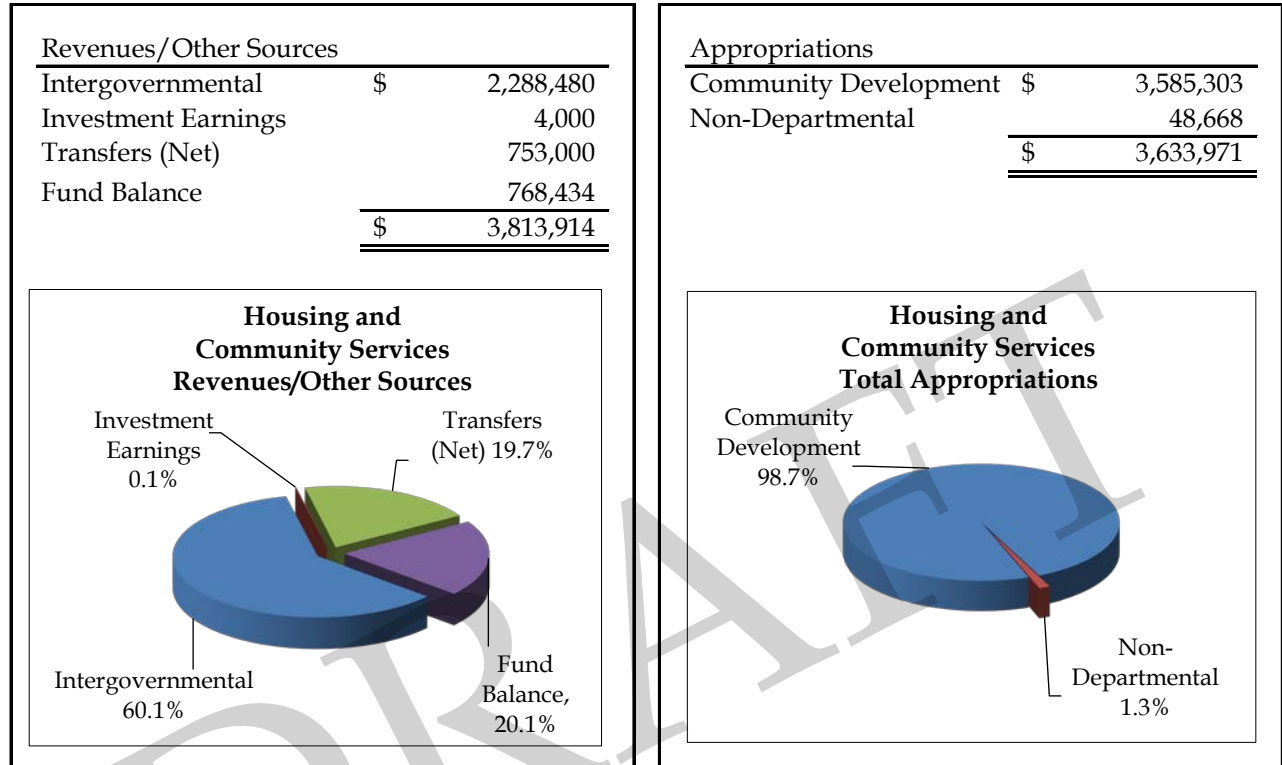
Appropriations	Estimated 2020-2021	Budget 2021-2022
General Administration	\$ 12,257,692	15,578,144
Management Services	4,468,115	4,865,296
Fire	17,487,463	15,826,981
Police	23,134,916	20,421,028
Community Development	5,905,172	4,417,683
Public Works	10,335,103	13,204,350
Economic Vitality	107,265	127,834
Non-Departmental	(1,457,457)	(2,524,894)
Engineering and Capital Improvements	-	1,920,688
Contingency	1,517,750	1,799,060
	<u>\$ 73,756,019</u>	<u>75,636,170</u>



Special Revenue Funds

Housing and Community Services Fund

This fund finances activities in conjunction with the CDBG program and affordable housing activities. There is \$3.6 million appropriated to this activity for FY 2021-2022. Expenditures in this fund include \$900,000 in State Housing grants and \$1,356,240 in CDBG grants.



COVID Relief Fund

The COVID Relief fund was created in FY 2019-2020 to capture the AZ Cares funding the City received. This fund will also capture the funding received from the American Rescue Plan funding.

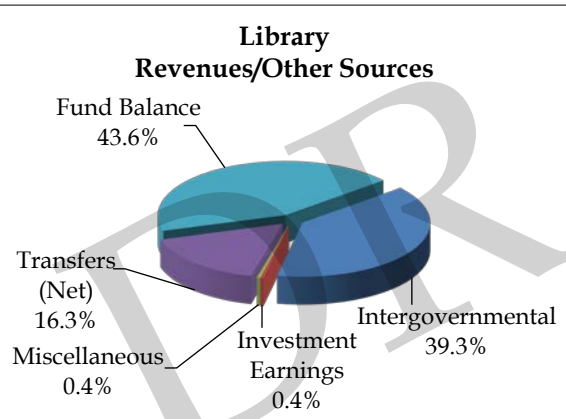
Library Fund

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 \$3.9 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.

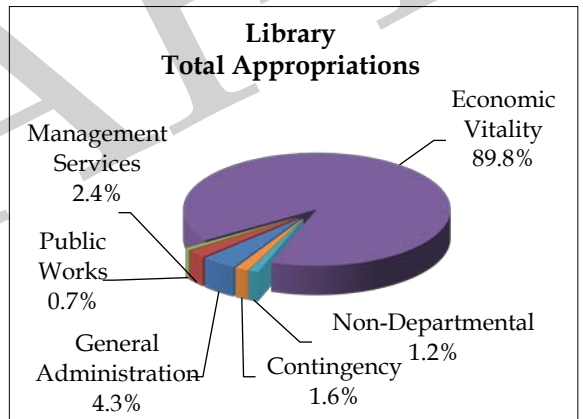
Revenues/Other Sources

Intergovernmental	\$	3,881,302
Investment Earnings		39,529
Miscellaneous		41,000
Transfers (Net)		1,596,313
Fund Balance		4,311,551
	\$	<u>9,869,695</u>



Appropriations

General Administration	\$	260,108
Management Services		143,496
Public Works		44,482
Economic Vitality		5,477,476
Non-Departmental		73,546
Contingency		100,000
	\$	<u>6,099,108</u>

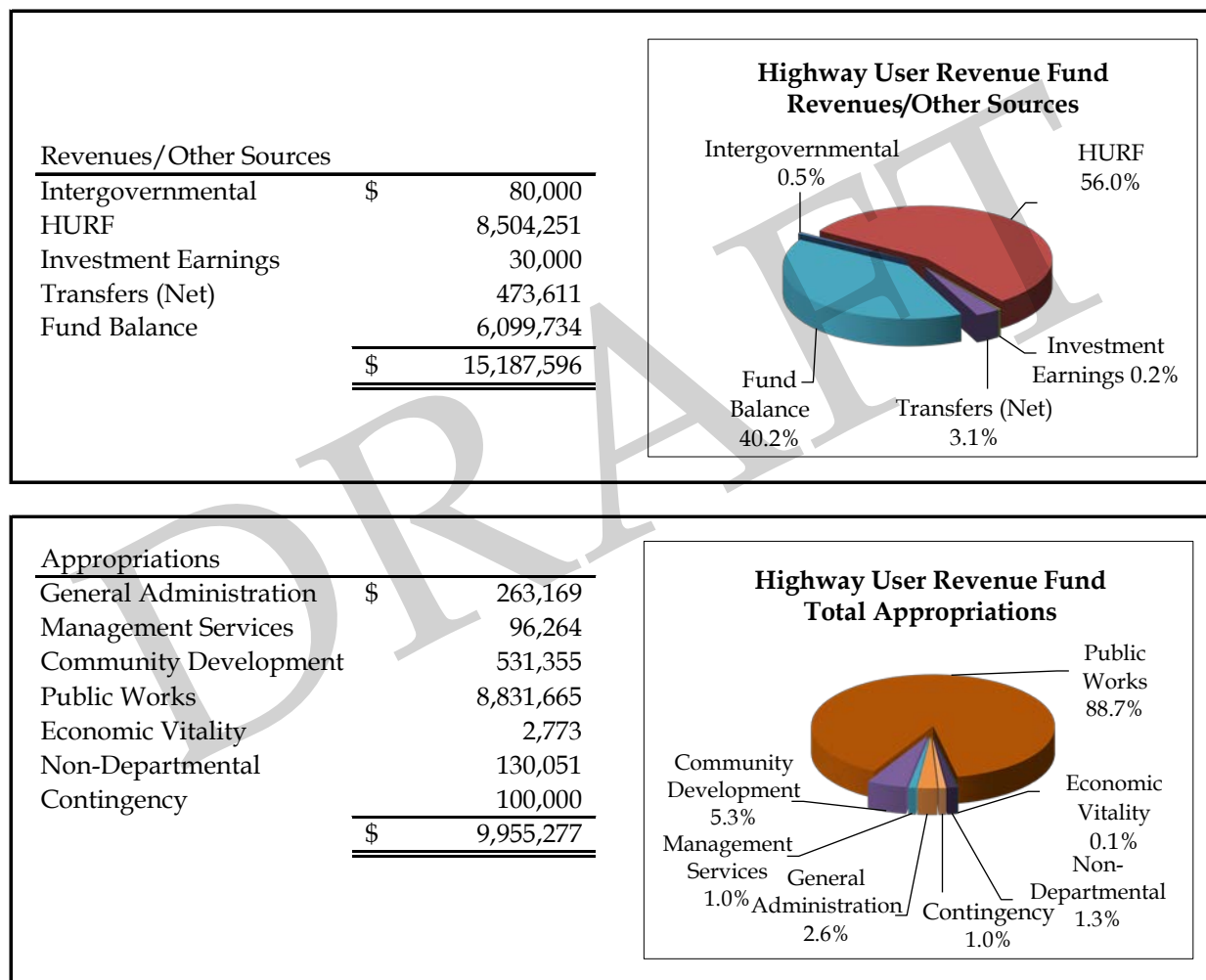


Highway User Revenue Fund

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 eight years as fuel prices fell and the economy experienced slow continuous growth. For FY 2020-2021, due to the COVID-19 pandemic, HURF revenues are estimated to see a significant reduction compared to budget. However, revenues are expected to increase in FY 2021-2022 and future years.

Appropriations total approximately \$10.0 million in FY 2021-2022 which includes streets operation as well as the annual pavement maintenance program, sidewalk program and other street related projects.

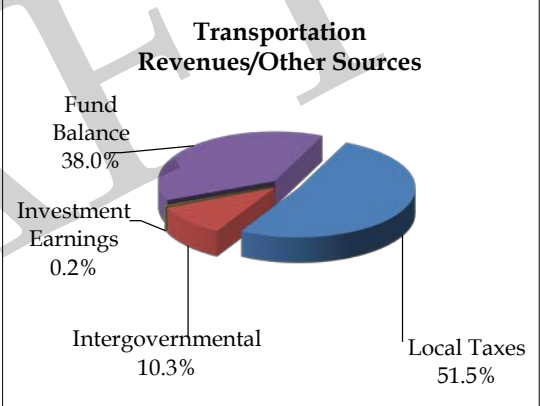
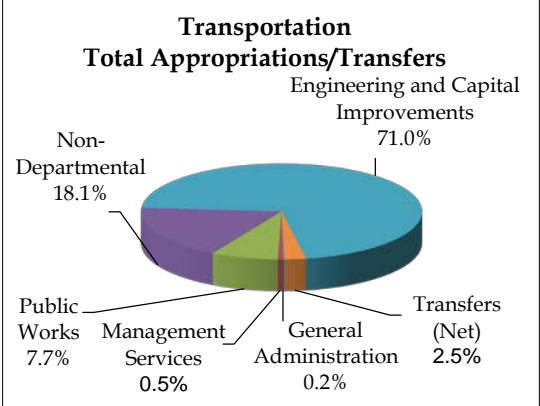


Transportation Fund

The Transportation Fund was formed as a result of voter authorization to increase sales taxes to support transportation related issues. In FY 2014-2015, voters approved a tax for road repair and street safety. In FY 2015-2016, 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	FY 2021-2022 Revenues
Transit Service Enhancements	FY 2015-2016	FY 2029-2030	0.295	\$ 6,414,700
Road Repair and Street Safety	FY 2014-2015	FY 2034-2035	0.330	7,175,700
Lone Tree Overpass	FY 2018-2019	FY 2038-2039	0.230	5,001,300
Roadway, Pedestrian, Bicycle and Safety	FY 2018-2019	FY 2039-2040	0.426	9,263,200
Total			1.281	\$ 27,854,900

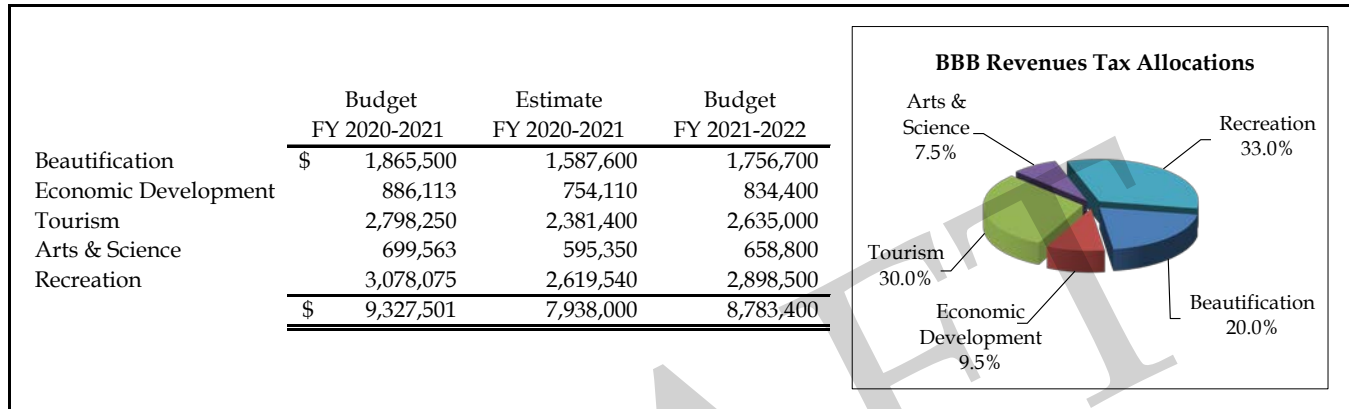
Appropriations total \$39.4 million in FY 2021-2022. Appropriations include \$5.7 million for transit operations and capital projects, \$1.5 million for debt service, \$10.6 million for road repair and street safety projects, \$3.5 million for Lone Tree overpass and \$17.1 million for roadway, pedestrian, bicycle and safety improvements.

Revenues/Other Sources Local Taxes \$ 27,854,900 Intergovernmental 5,589,968 Investment Earnings 83,000 Fund Balance 20,587,771 \$ 54,115,639		Transportation Revenues/Other Sources 	
Appropriations/Transfers General Administration \$ 81,856 Management Services 212,127 Public Works 3,014,718 Economic Vitality 840 Non-Departmental 7,119,106 Engineering and Capital Improvements 27,945,668 Transfers (Net) 1,000,000 \$ 39,374,315		Transportation Total Appropriations/Transfers 	

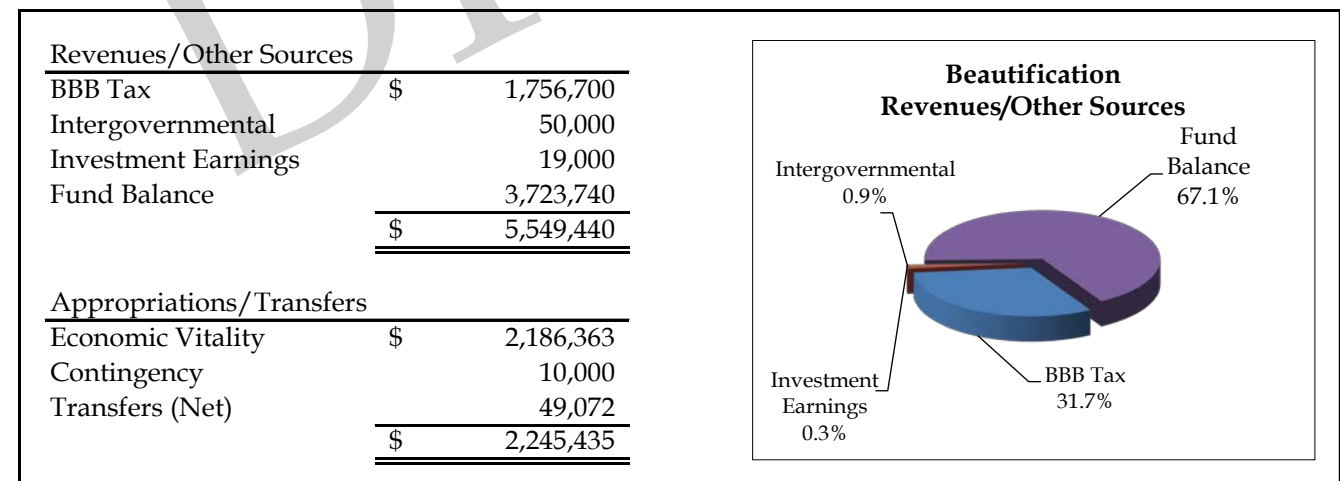
Bed, Board and Beverage (BBB) Fund

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 2021-2022 is projected to increase over FY 2020-2021 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.

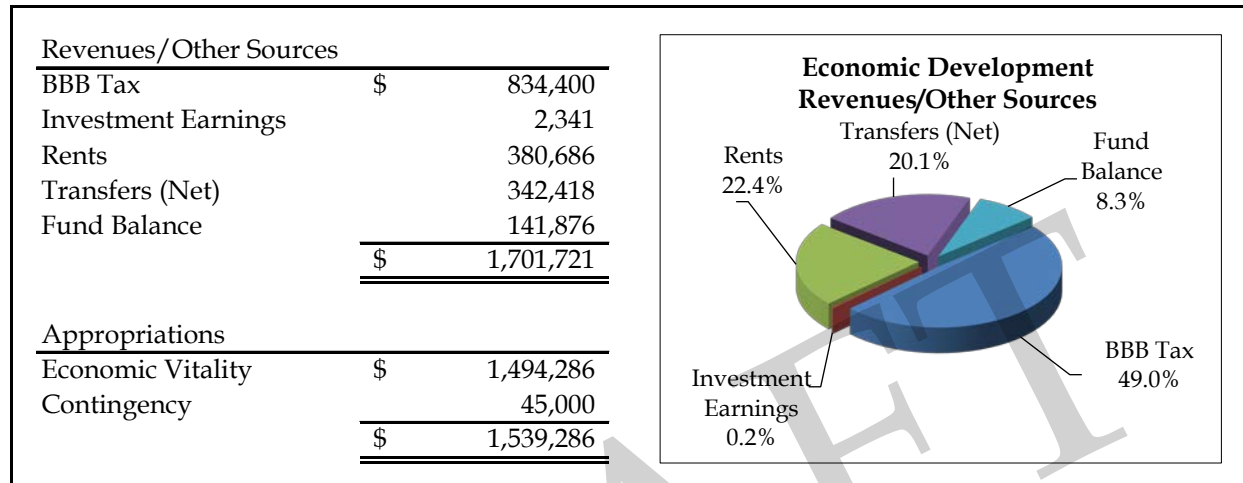


Beautification Fund: Total resources available for the Beautification Fund activities amount to \$5.5 million. Expenditures from this fund are primarily for beautification operations and capital improvements in streetscape projects. Some of the major projects include the Phoenix Parking Plaza (Parking Hub), Lunar Landing Plaza and Indigenous Representation Base. A full project listing is available in the CIP Section. The \$49,072 net transfers include and transfer in from the American Rescue Plan, offset by a transfer out to the General Fund which is used primarily for the maintenance of streetscapes and a transfer to SEMS to contribute to litter control efforts.

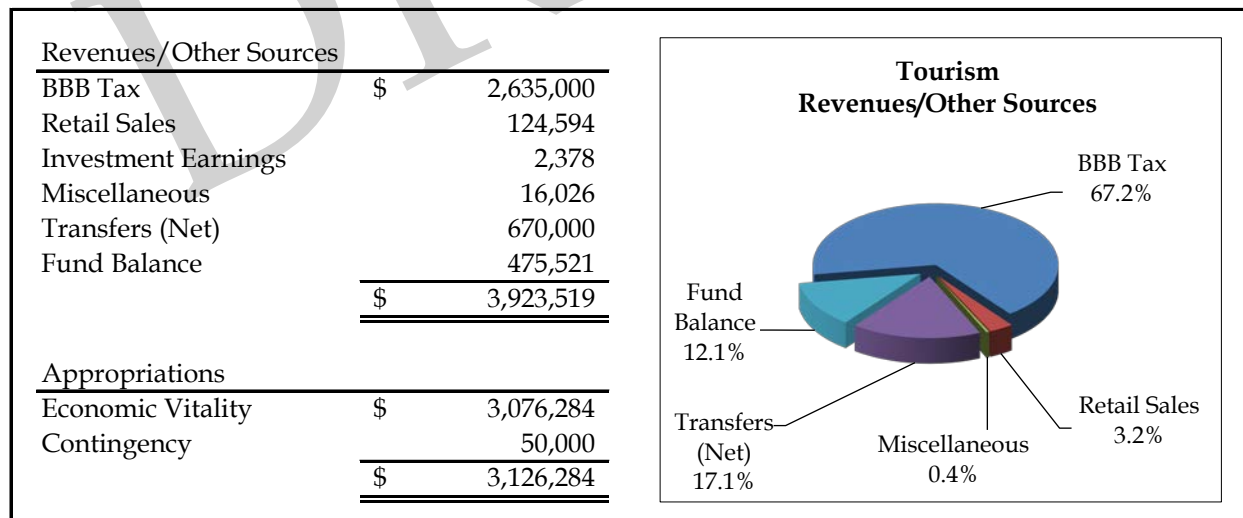


Economic Development Fund: This fund focuses on business retention and attraction as well as workforce development. In addition, the City funds the Business Incubation Program and the Innovation Mesa Business Accelerator program, structured to allow university professors and local entrepreneurs to work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

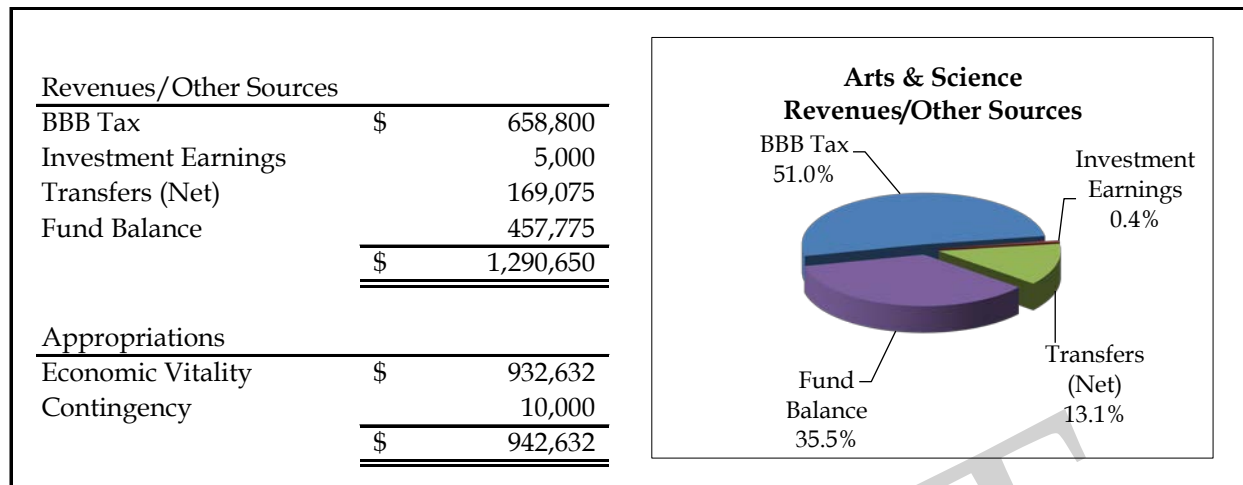
The City will continue to seek targeted industries to relocate to the community. Those industries will be complementary to existing businesses or will be supportive of community goals. Total revenues and other sources available are approximately \$1.7 million, of which \$834,400 is from the BBB dedicated tax for economic development, lease revenue of \$380,686 and fund balance of \$141,876.



Tourism Fund: Total resources available in FY 2021-2022 are approximately \$3.9 million, of which an estimated \$2.6 million is from the BBB tax. The total appropriations are approximately \$3.1 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 \$490,015 of the total. The Visitor Center programs include the Visitor Center (including the gift shop) and Train Station Operations.

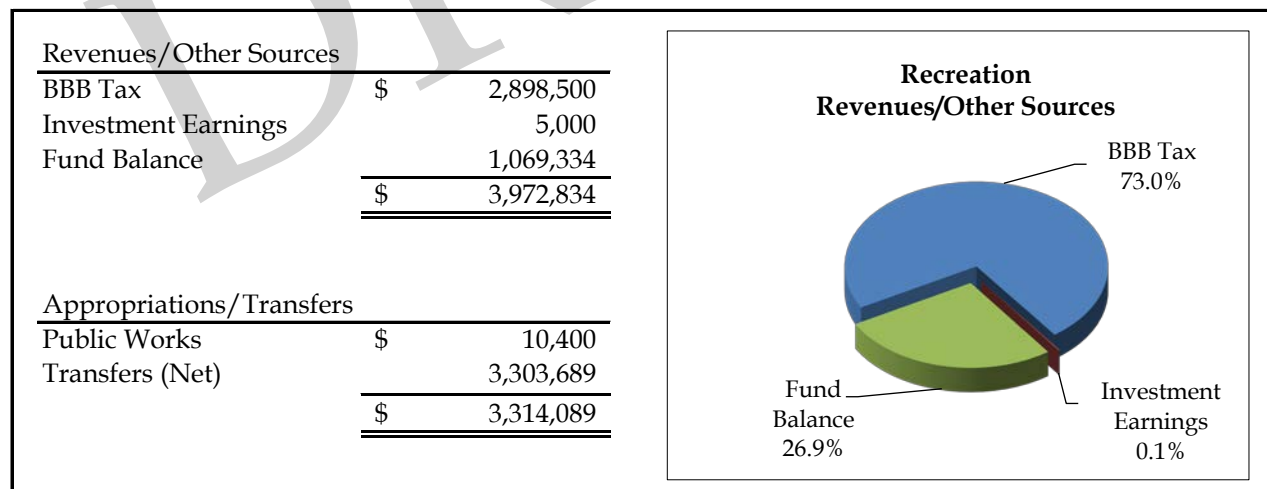


Arts and Science Fund: Total revenues and other sources available for Arts and Science activities are approximately \$1.3 million, including estimated revenues from the BBB tax of \$658,800. Expenditures include Public Art for \$411,623 and Service Partner Contracts for \$456,590.



Recreation Fund: Total resources available for Recreation activities are approximately \$3.9 million, including estimated revenues from the BBB tax of \$2.9 million

There are total appropriations in the amount of \$3.3 million in FY 2021-2022 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. In FY 2021-202, City has directed \$954,844 to fund recreational programming, \$1.6 million to fund FUTS maintenance, recreation fields operation and maintenance, \$1.5 million for a west-side park project. These are funded via a transfer to the General Fund. Recreation also is receiving \$743,750 from the American Rescue Plan funding via a transfer from the COVID Relief Fund.



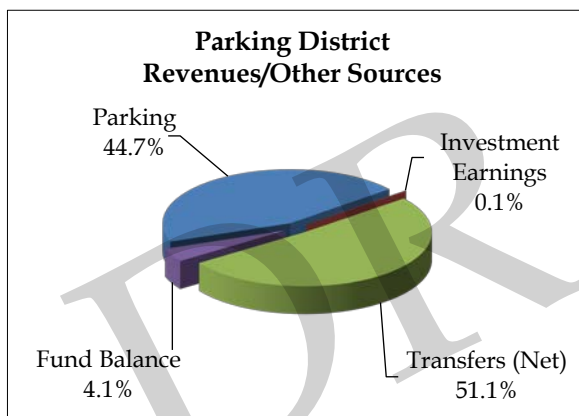
Parking District Fund

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 2021-2022 include \$1.2 million in parking revenues. Total appropriations for the fund are approximately \$1.3 million which includes \$807,135 for operations, \$286,510 for capital and property acquisition and \$115,025 for debt service.

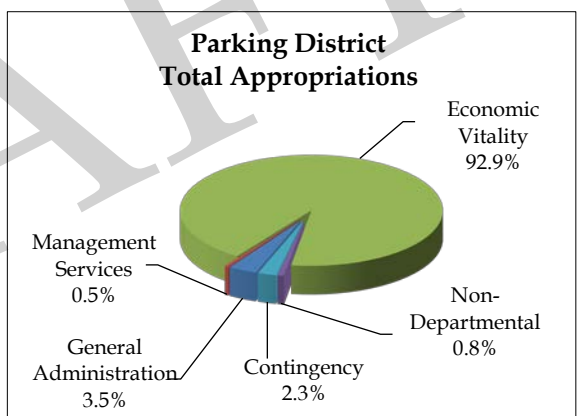
Revenues/Other Sources

Parking	\$	1,230,850
Investment Earnings		1,700
Transfers (Net)		1,408,372
Fund Balance		115,114
	\$	<u>2,756,036</u>



Appropriations

General Administration	\$	45,168
Management Services		6,735
Public Works		578
Economic Vitality		1,209,062
Non-Departmental		10,574
Contingency		30,000
	\$	<u>1,302,117</u>



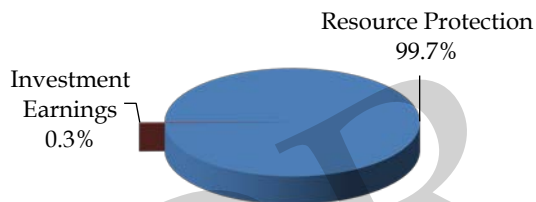
Water Resource & Infrastructure Protection Fund

In FY 2019-2020, City Council approved the creation of the Water Resource Protection Fee. This fee will fund the Wildland Fire Management program which was previously funded by the Flagstaff Watershed Protection Project bond. The revenue for FY 2021-2022 includes \$1.2 million in Water Resource Protection Fees. Total appropriations for the fund are approximately \$1.2 million which is for operations of this program.

Revenues/Other Sources

Resource Protection	\$	1,228,220
Investment Earnings		3,000
Fund Balance		563,299
	\$	<u>1,794,519</u>

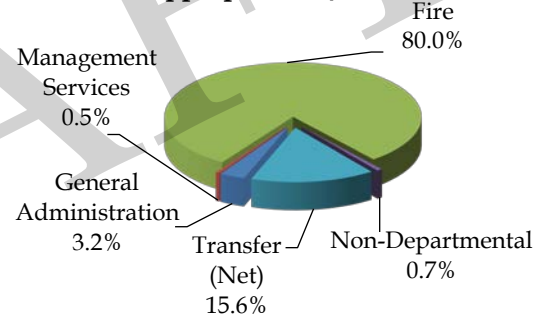
Water Resource & Infrastructure Revenues/Other Sources



Appropriations/Transfers

General Administration	\$	37,443
Management Services		5,583
Fire		945,482
Public Works		479
Economic Vitality		325
Non-Departmental		8,766
Transfer (Net)		183,958
	\$	<u>1,182,036</u>

Water Resource & Infrastructure Total Appropriations/Transfers



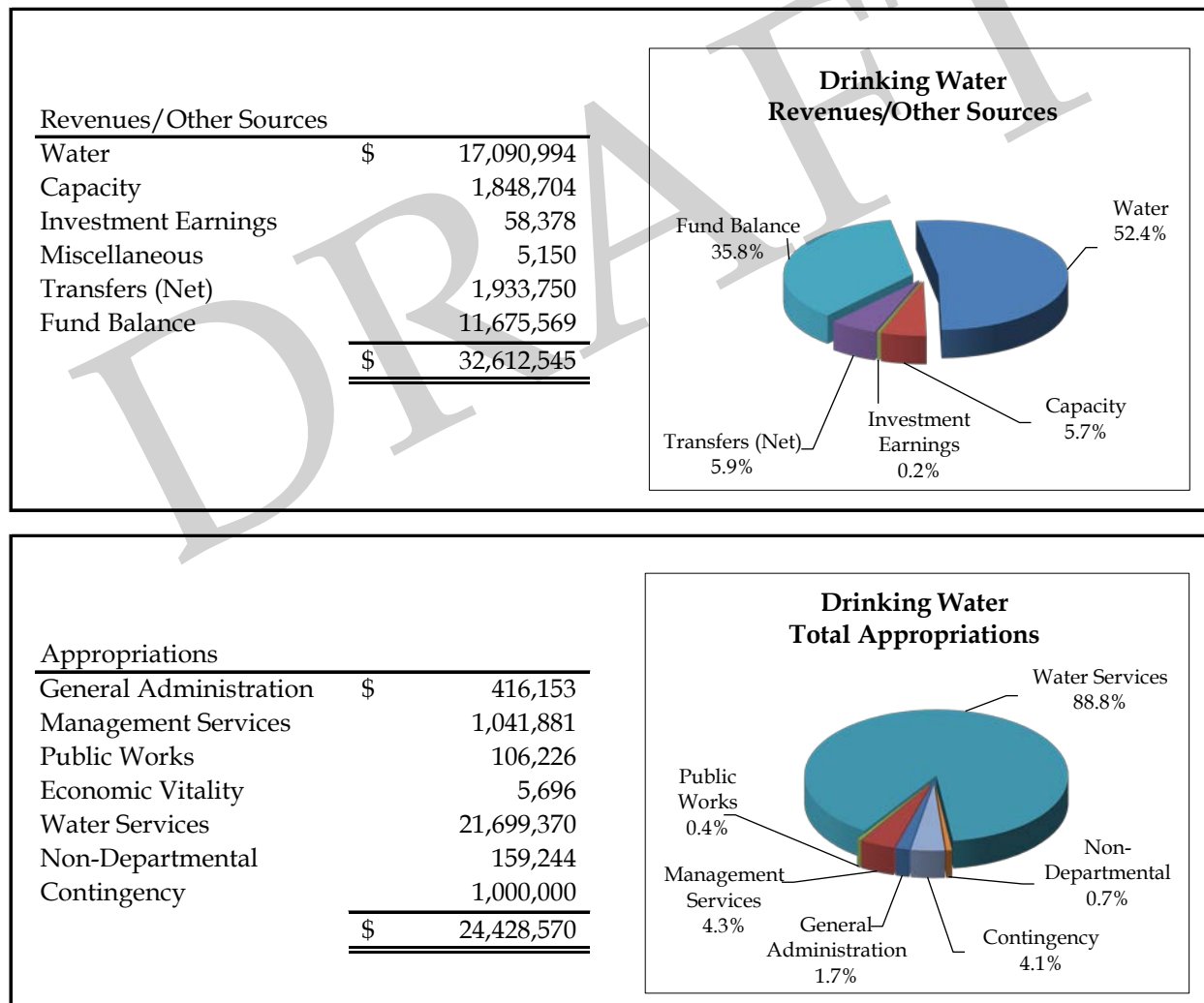
Enterprise Funds

Water Services Funds

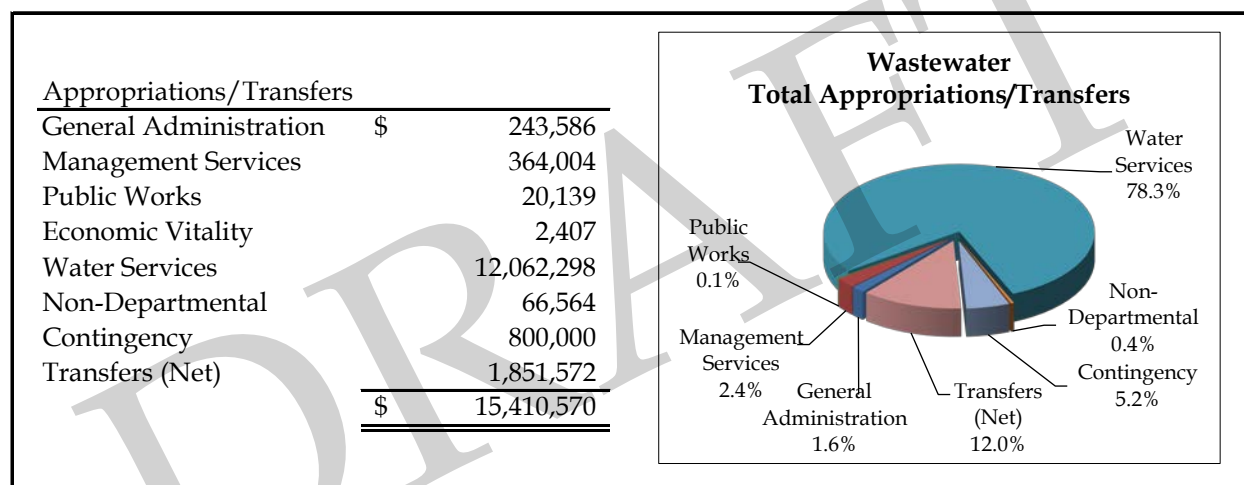
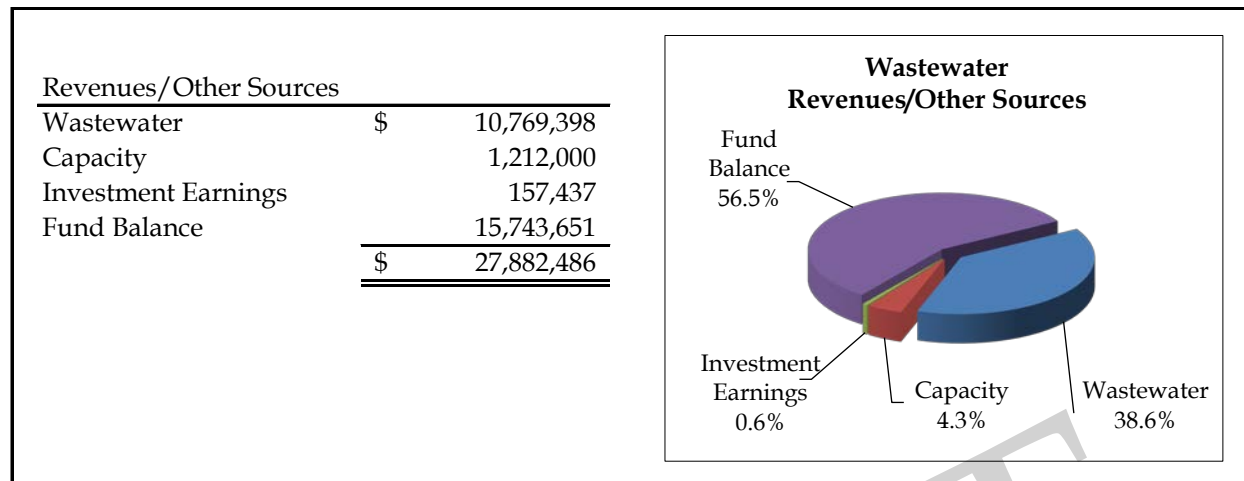
Water Services includes Drinking Water, Wastewater, Reclaimed Water and Stormwater Funds. These Enterprise funds are operated as self-sustaining operations with user fees and charges based on a "cost-of-service" methodology. The rate model determines the minimum revenue requirements needed to support 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 2015-2016 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 were scheduled increases of 4.4% for water and 7.0% for wastewater. Stormwater had a significant increase effective July 1, 2019. Water Services is currently in the early stages of a new rate model update.

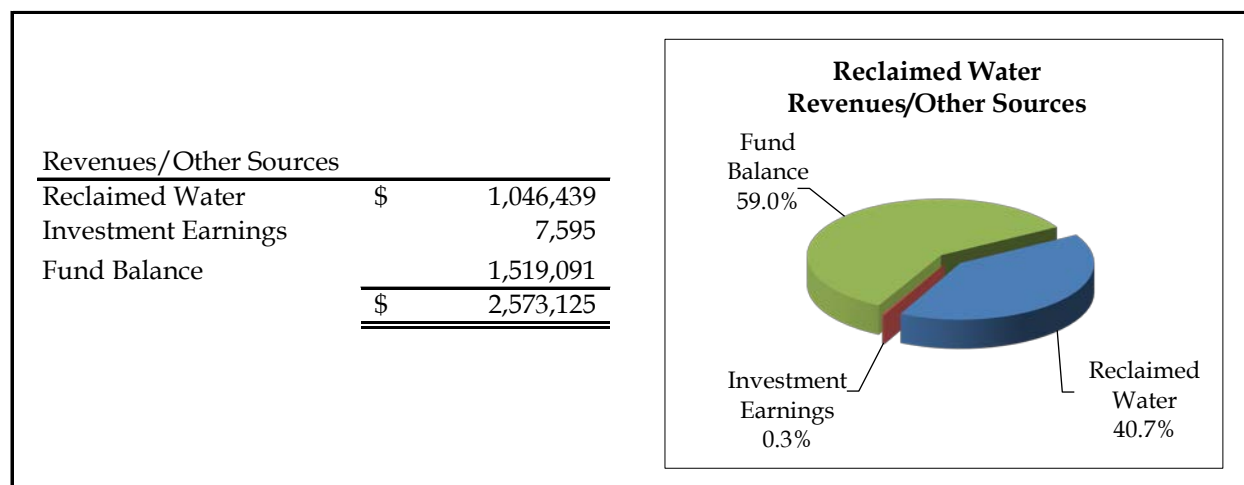
Drinking Water: Total appropriations relating to direct costs for the water operations are approximately \$21.7 million. Water fees are the major source of revenue supporting water operations. Revenue estimates total approximately \$17.1 million for water sales.



Wastewater: Total appropriations and transfers relating to the direct costs for the wastewater operations are approximately \$12.1 million. Wastewater (sewer) fees are the major source of revenue supporting wastewater operations. Revenue estimates total approximately \$10.8 million in wastewater charges.



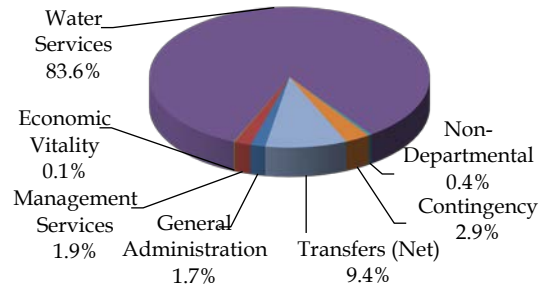
Reclaimed Water: Total appropriations and transfers related to the direct cost for the reclaimed water operations are \$1.4 million. Reclaimed water usage fees are the major source of revenue supporting these operations. Revenue estimates total \$1.0 million in reclaimed water charges.



Appropriations/Transfers

General Administration	\$	29,176
Management Services		32,343
Economic Vitality		242
Water Services		1,425,592
Non-Departmental		8,239
Contingency		50,000
Transfers (Net)		159,977
	\$	<u>1,705,569</u>

Reclaimed Water Total Appropriations/Transfers



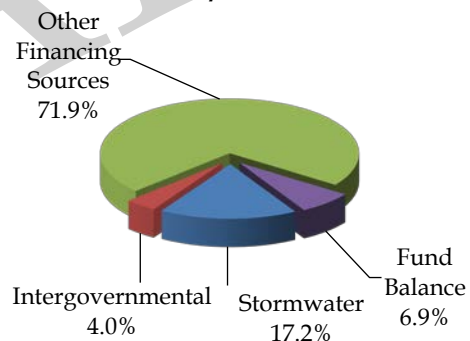
Stormwater: The Stormwater Fund was initiated as a response to enhanced National Pollutant Discharge Elimination System (NPDES) Stormwater requirements affecting all communities with populations greater than 50,000 as of March 2003. The City of Flagstaff worked with consultants to design a program that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

Revenues and other sources available total approximately \$25.0 million for FY 2021-2022. Total appropriations of \$23.1 million include the operational components of NPDES implementation, general drainage maintenance, Spruce Avenue wash at Dortha inlet improvements and the Rio de Flag project.

Revenues/Other Sources

Stormwater	\$	4,311,858
Intergovernmental		1,003,313
Investment Earnings		8,605
Other Financing Sources		18,000,000
Fund Balance		1,721,071
	\$	<u>25,044,847</u>

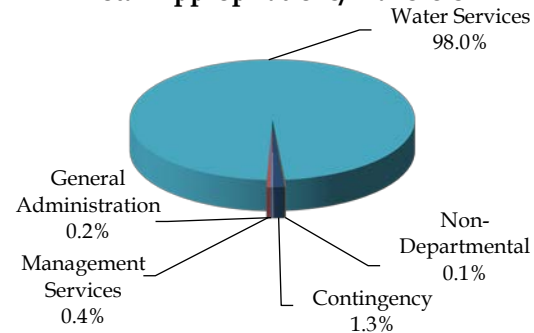
Stormwater Revenues/Other Sources



Appropriations/Transfers

General Administration	\$	56,127
Management Services		90,332
Public Works		111
Economic Vitality		407
Water Services		22,679,203
Non-Departmental		13,786
Contingency		300,000
Transfers (Net)		7,146
	\$	<u>23,147,112</u>

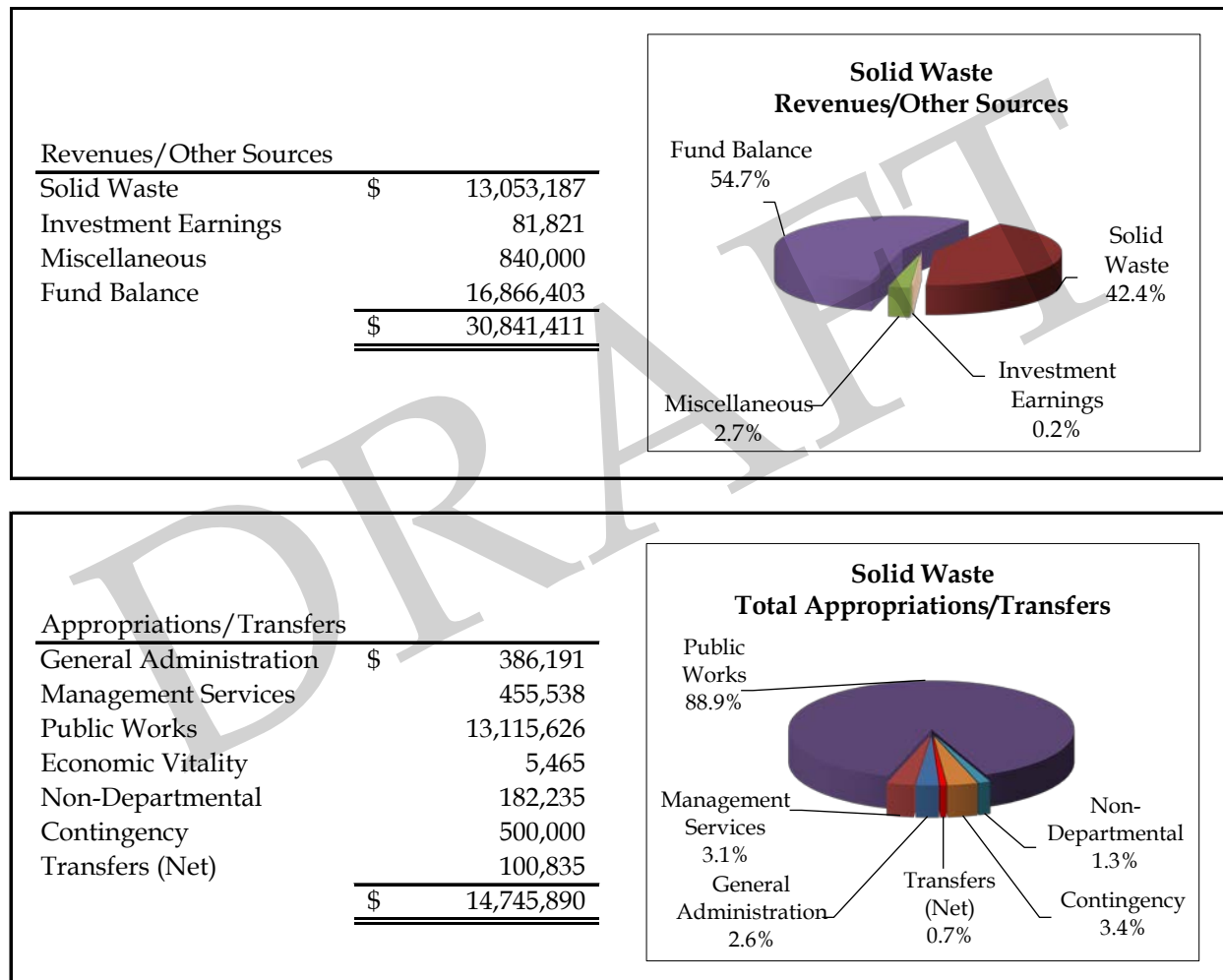
Stormwater Total Appropriations/Transfers



Solid Waste Fund

Total financial sources available are approximately \$30.8 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 five years. The first increase was effective February 1, 2019.

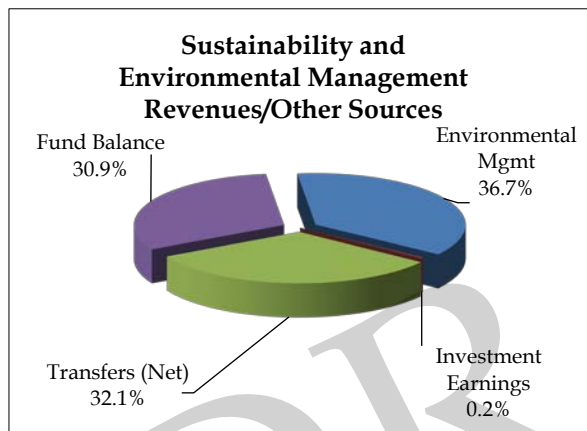


Sustainability and Environmental Management Fund

Total revenues and other sources available are approximately \$3.3 million. The Environmental Management Fee, a user fee, is the major revenue source of the Sustainability and Environmental Management Services (SEMS) operations. This fee is based on cost of operations. The Materials Management program is partially funded by Solid Waste.

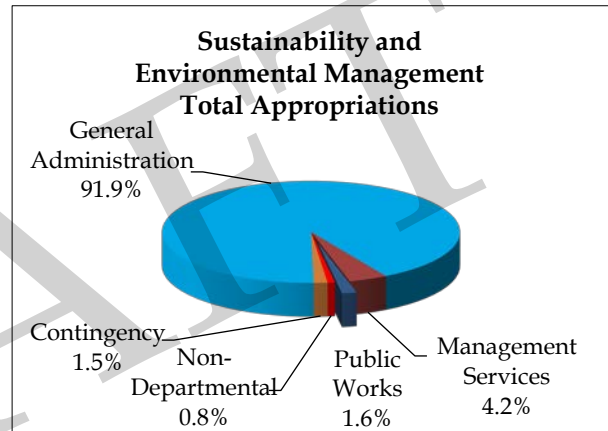
Revenues/Other Sources

Environmental Mgmt	\$	1,213,478
Investment Earnings		5,000
Transfers (Net)		1,056,543
Fund Balance		1,016,355
	\$	<u>3,291,376</u>



Appropriations

General Administration	\$	1,829,501
Management Services		84,065
Public Works		31,602
Economic Vitality		455
Non-Departmental		15,852
Contingency		30,000
	\$	<u>1,991,475</u>

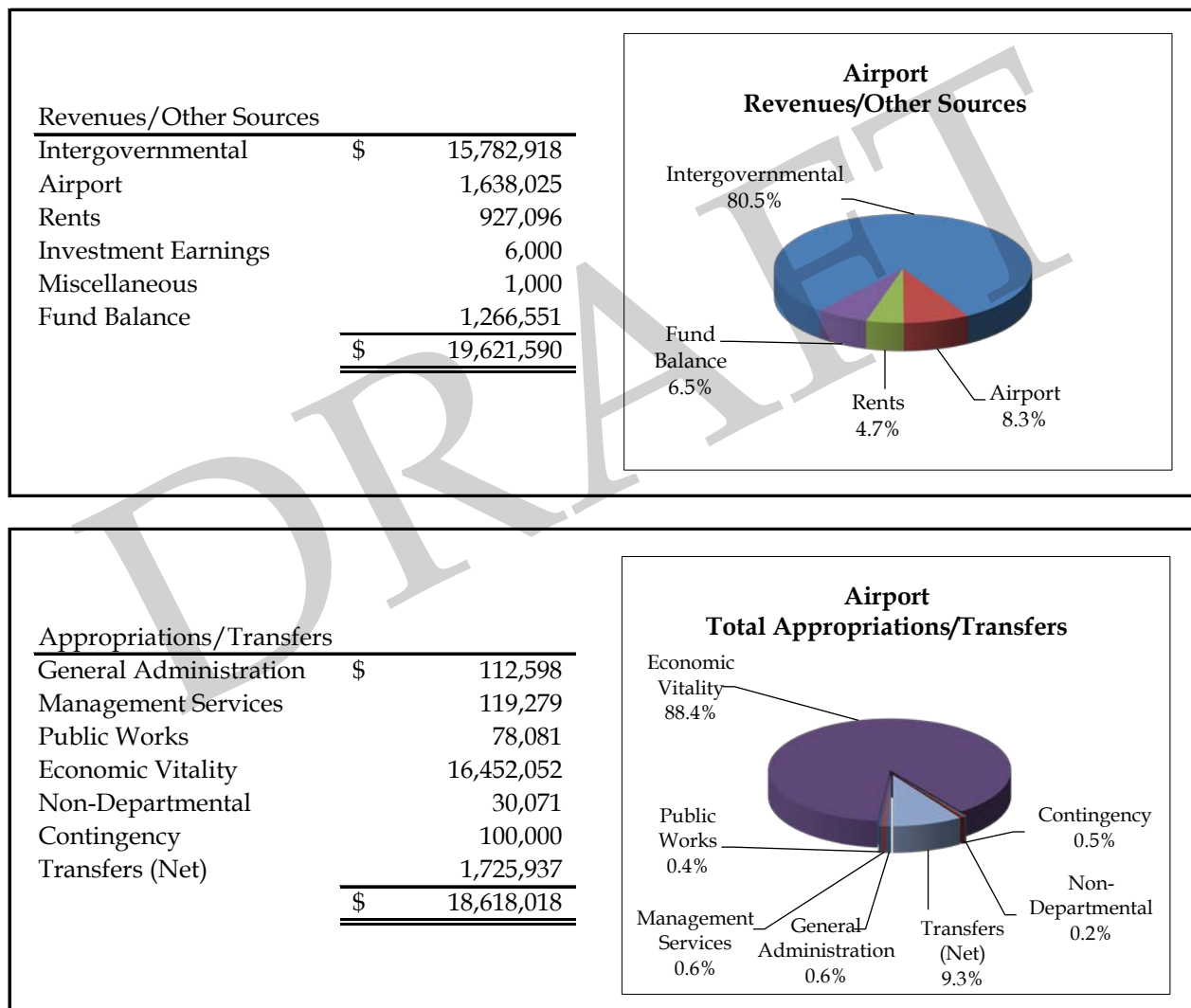


Airport Fund

Pulliam Airport is located four miles south of downtown Flagstaff and is staffed twenty-four hours per day, seven days each week and provides airline service to Phoenix, Denver, and Dallas/Fort Worth.

Total revenues and other sources available are approximately \$19.6 million. 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.

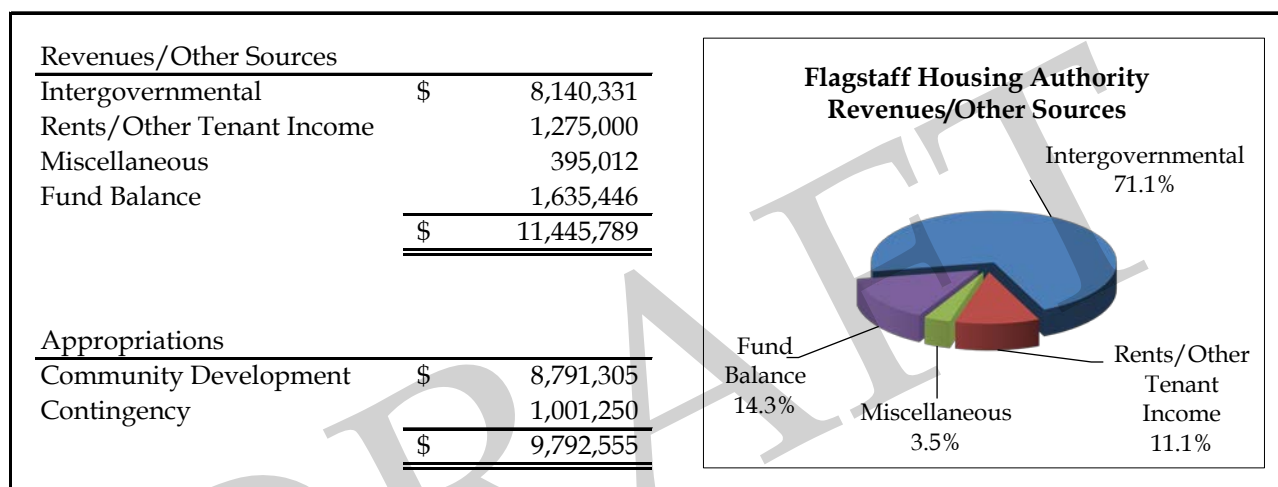
Total appropriations related to the direct cost for the airport operations are approximately \$18.6 million. Airport related fees and the CARES grant are the major source of revenue supporting operations while grant funding opportunities from FAA and ADOT contribute to capital projects and purchases.



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 479 Section 8 Housing Choice Vouchers, which include four homeless Vouchers, 106 VASH Vouchers and 40 Mainstream Vouchers. FHA also administers twelve housing vouchers for seriously mentally ill persons.

Total financial resources are approximately \$11.4 million. Intergovernmental revenue from the US Department of Housing and Urban Development comprises 71.1% of funding, or \$8.1 million. Rental income represents rent charges based on resident family income per Federal regulations. Miscellaneous income is primarily pass through and administrative fee income for Housing Choice Vouchers which the Housing Authority administers locally for other housing agencies and management of Flagstaff Housing Corporation. These portable Vouchers are under HUD contract with other housing agencies, and FHA administers the Vouchers locally, for which FHA earns an administrative fee.



Five-Year Projections by Fund

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

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

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

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

General

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

The General Fund balance is projected to decrease by 32% as the City is currently funding several projects with fund balance and non-recurring revenues. The General Fund will maintain a minimum fund balance of 20%. A 15% fund balance is considered sufficient for the General Fund.

Housing and Community Services

This fund is primarily used to track revenues and expenditures related to Community Development Block Grants and other housing grants. The block grants are an entitlement to the City and are expected to stay level over the next five years. The City currently expects to receive State housing grants every year. This fund's balance is projected to decrease by 77% as the City is currently funding several housing projects.

Library

The forecast for the Library fund shows the ability to fund ongoing operations costs with funding from the City, through revenue transfers, and the County through an IGA. The Library fund balance decreases by 13% due to planned expenditures for replacement of windows and other planned one-time items.

Highway User Revenue

This fund is devoted to the maintenance, improvement and construction of street-related items. The fund first matches ongoing revenues with ongoing maintenance and then plans out the capital equipment and improvements. Several capital improvements include portions that are funded through revenue transfers from other funds. The five-year plan shows the ability to balance ongoing and one-time expenditures while maintaining an adequate fund balance. The HURF fund balance decreases by 14% due to several planned operating purchases and capital projects.

Transportation Fund

The Transportation Fund was formed as a result of voter authorization to increase sales taxes to support transportation related issues. The Transportation fund balance is estimated to decrease 28% in FY 2021-2022 due to the completion of several capital projects.

Flagstaff Urban Trail System

This fund accounts for capital projects related to the Flagstaff Urban Trail System (FUTS). The primary source for this fund was a revenue transfer from the safety improvement component of the transportation tax. As of July 1, 2020, the Flagstaff Urban Trail System will be funded directly through the transportation tax and will no longer be an independent fund. It is an ongoing effort to balance the number of projects within the availability of revenues. This five-year plan shows how this is accomplished.

Beautification

The primary source for this fund is BBB taxes. This fund generally accounts for capital projects related to streetscapes. It is an ongoing effort to balance the number of projects within the availability of revenues. This five-year plan shows how it is accomplished. The Beautification fund balance decreased by 11% due to planned expenditures for the completion of various capital projects.

Economic Development

This fund is balanced with ongoing revenues from BBB taxes, lease revenues and General Fund transfers. Ongoing expenditures support many efforts focused on business attraction, retention, work force development, the Business Incubator and Accelerator. The Economic Development fund balance increases by 14% due to funding to be received from the American Rescue Plan.

Tourism

This fund is balanced with ongoing revenues from BBB taxes, retail sales and lease revenue. Ongoing expenditures are related to tourism promotion and visitor center services. Based on projected revenue, this fund can maintain existing operation levels. The Tourism fund balance increases in FY 2021-2022 by 68% due to funding to be received from the American Rescue Plan.

Arts and Science

This fund is balanced with ongoing revenues from BBB taxes and has ongoing expenditures related to service partner contracts for projects related to awareness of arts and science in the community. Planned public art projects result in an Arts and Science fund decrease of 24% in FY 2021-2022.

Recreation - BBB

This fund is used for capital improvements to City and school recreational parks and fields. In addition, maintenance costs related to the improved parks and fields, maintenance of FUTS trails and recreation programming are funded with ongoing revenues. The Recreation - BBB fund balance decreased by 38% due to a capital expenditure for future development of a west side neighborhood park.

ParkFlag - Parking District

This fund was established in FY 2016-2017 to account for the collection of revenue and tracking of expenditures for the downtown parking district. The ParkFlag fund balance increased by 1,163% in FY 2021-2022 mainly due funding to be received from the American Rescue Plan.

Water Resource & Infrastructure Protection

This fund was established to account for the collection of the Water Resource Protection Fee and tracking of expenditures related to the Wildland Fire Management program. The Water Resource and Infrastructure Protection fund balance is estimated to increase 9% in FY 2021-2022.

General Obligation Bond

This fund is used to service payments on general obligation bonds. This five-year projection shows the City is meeting the requirements for future debt service payments.

Secondary Property Tax

This fund represents the collection of secondary property tax revenue and the subsequent transfer to service the related debt as it becomes due. The five-year projection uses the current assessed valuation figures from the County to estimate property taxes that will be available for debt service expenditures. The projection assumes additional voter authorization will be issued in the future within the existing tax rate. This allows the City to smooth long-term secondary property tax rates, so a level tax rate is maintained from year to year. The Secondary Property Tax fund balance increased by 7% as the City debt service requirements increase.

Pension Bond

This fund is set up for repayment of bonds issued to pay of the City's unfunded public safety pension liability. This five-year plan shows the City is meeting the requirements for future debt service payments.

Perpetual Care

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

Capital Projects Bond

These funds are used to track the revenues and expenditures of the voter approved, bond eligible projects. In May of 2004, the voters of Flagstaff approved ten projects with three projects remaining to be completed. In November 2010, the citizens of the City of Flagstaff approved two projects. In November of 2012, two projects were approved by the voters and in November 2016 one additional project was approved by the voters. Projects/bond sales are scheduled to coincide with the retirement of other debt, so the overall secondary property tax rate does not increase. This fund currently has two components:

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

The fund balances are affected by the timing of bond proceeds and capital expenditures.

Drinking Water

As a City enterprise fund, this fund is managed on a self-sustaining basis. The five-year projections show that ongoing expenditures, capital improvements and debt service requirements are being met with user fees, fund balance, grants, bonds and interest earnings. In addition to the five-year projections, the City uses a rate model to balance future operations and capital requirements with anticipated revenues over a ten-year period. The Drinking Water fund balance decreases by 30% in FY 2021-2022 due to a large planned investment in capital projects.

Wastewater

As a City enterprise fund, this fund is managed on a self-sustaining basis. The five-year projections show that ongoing expenditures, capital improvements and debt service requirements are being met with user fees, fund balance, grants, bonds and interest earnings. In addition to the five-year projections, the City uses a rate model to balance future operations and capital requirements with anticipated revenues over a ten-year period. The Wastewater fund balance decreases by 21% in FY 2021-2022 due to planned investment in capital projects.

Reclaimed Water

As a City enterprise fund, this fund is managed on a self-sustaining basis. The five-year projections show that ongoing expenditures, capital improvements and debt service requirements are being met with user fees, fund balance, grants, bonds and interest earnings. In addition to the five-year projections, the City uses a rate model to balance future operations and capital requirements with anticipated revenues over a ten-year period. The Reclaimed Water fund balance decreases by 43% in FY 2021-2022 due to planned investment in capital projects.

Stormwater

The Stormwater fund oversees City issues related to drainage and associated federal requirements. Ongoing operating expenditures are paid for with stormwater revenues and user fees. In addition to the five-year

projections, the City uses a rate model to balance future operations and capital requirements with anticipated revenues over a ten-year period. The rate increase will self-fund capital improvements and increase inspection efforts as required by NPDES. The Stormwater fund balance increases by 10% in FY 2021-2022.

Solid Waste

This enterprise fund is self-sustaining through user fees. The five-year projection anticipates a growth rate of 2%. This coincides with ongoing operations, capital needs and revised service levels for all operations. Included in the five-year projection is the anticipated funding to cover the landfill closure and post-closure costs at the end of the useful life of the landfill and the related increase of user fees that will coincide with the construction of a new cell. The Solid Waste fund anticipates a 5% decrease in fund balance due to planned capital projects.

Sustainability and Environmental Management

This enterprise fund is self-sustaining through user fees and revenue transfers. The five-year projection anticipates a growth rate of 2%. This coincides with ongoing operations and revised service levels for all operations. The fund anticipates a 28% increase for FY 2021-2022.

Airport

This enterprise fund is responsible for the operations of the Flagstaff Pulliam Airport. Most of the revenues are grants related to continued expansion and capital improvements, operating expenditures at the airport and lease revenues. The capital improvement plan is based on annual updates coordinated with the FAA and ADOT. The Airport fund balance anticipates a decrease of 21% in FY 2021-2022 due to the completion of several maintenance projects and the parking lot project.

Flagstaff Housing Authority

While the Flagstaff Housing Authority (FHA) has operated for many years, it was recently determined that it should be reported as a distinct City fund. The FHA manages Housing and Urban Development (HUD) Section 8 and other voucher programs as well as public housing for City residents. The five-year plan indicates most of funding is grant-related. Due to increased intergovernmental revenues in FY 2021-2022, the City anticipates the FHA fund balance to increase by 1%.

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 2021-2022 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). In FY 2019-2020, the City received \$18.1 million in Airport CARES grant funding and \$8.6 million in public safety. In addition, the City anticipates received \$15.2 million in American Rescue Plan Act funding.

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.

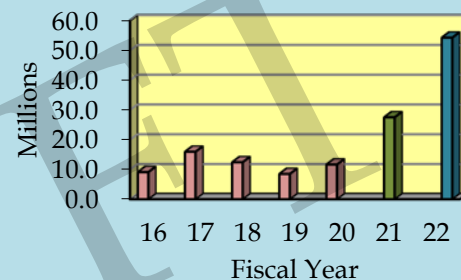
Receipts from primary property taxes levied by the City are deposited in the General Fund. No restrictions on usage apply to the primary property tax. State statute limits the annual increase in levy to 2% plus the amount generated by construction. For FY 2012-2013 through FY 2016-2017 Council voted 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 \$12.0 million dollars to the assessed valuation and existing primary property tax values increased by 4.5%. The increase in FY 2021-2022 is related to new construction.

Federal and State Grants

FY	Amount	% Change
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	11,658,064	37.2%
20-21	27,510,934	136.0%
21-22	54,258,430	97.2%

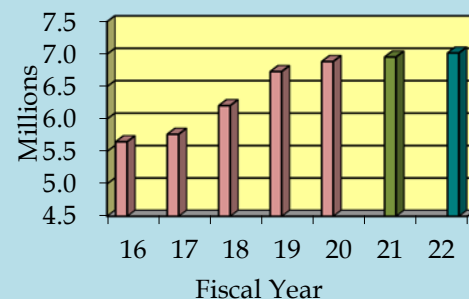
Federal and State Grants



Primary Property Tax

FY	Amount	% Change
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	6,885,856	2.3%
20-21	6,955,700	1.0%
21-22	7,017,500	0.9%

Primary Property Tax



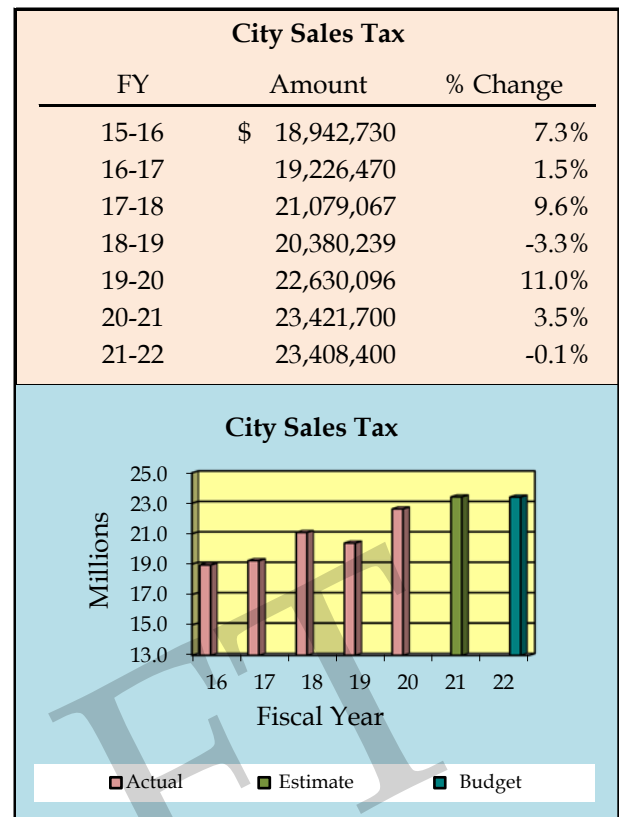
City Sales Tax (Transaction Privilege Tax)

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

Tax currently sunsets November 2024.

Description: The single largest revenue source for the City is obtained from a 1% tax on the sales of goods. The sale of food for home consumption is exempted from the tax. Additional sales taxes levies include a 2% tax on hotels, motels, restaurants and bars (BBB Tax) and a 1.281% 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. In FY 2018-2019, the City experienced a small decline in revenue, however, sales tax revenues rebounded in FY 2019-2020. FY 2020-2021 is expected to continue to show moderate increases in revenues with a slight decline in FY 2021-2022.

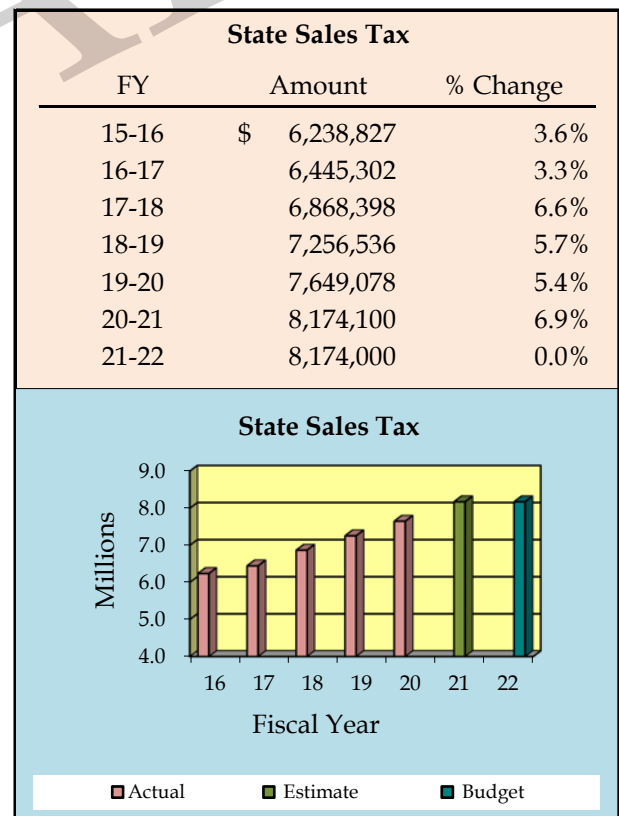


State Sales Tax

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.

Effective FY 2016-2017, the state adjusts the proportionate share of state population based on annual estimates provided by the Census Bureau. The FY 2019-2020 share was 1.298% and FY 2020-2021 is 1.297%. FY 2021-2022 is estimated to remain relatively flat.

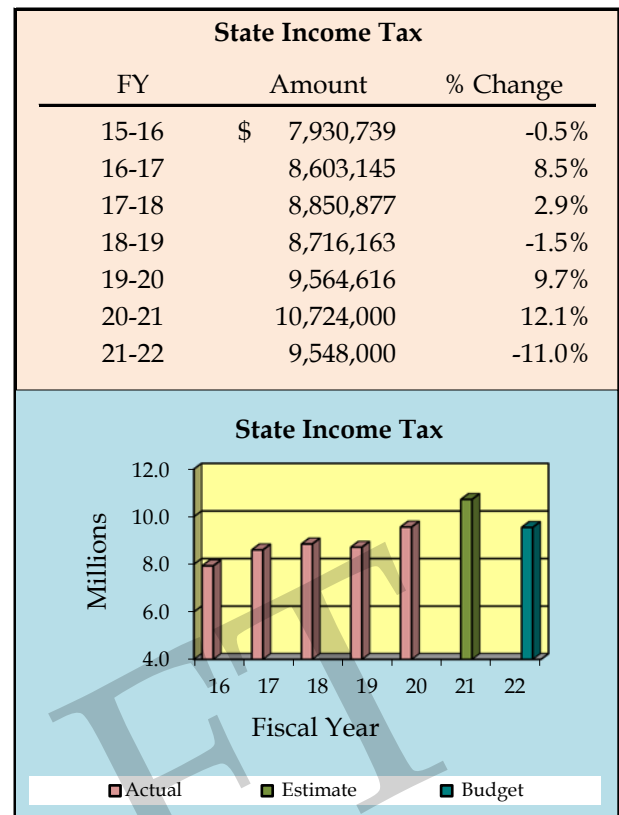


State Income Tax (Revenue Sharing)

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 2016-2017, 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 expected decrease in FY 2021-2022 is due to the COVID-19 pandemic and a time extension for income tax returns.



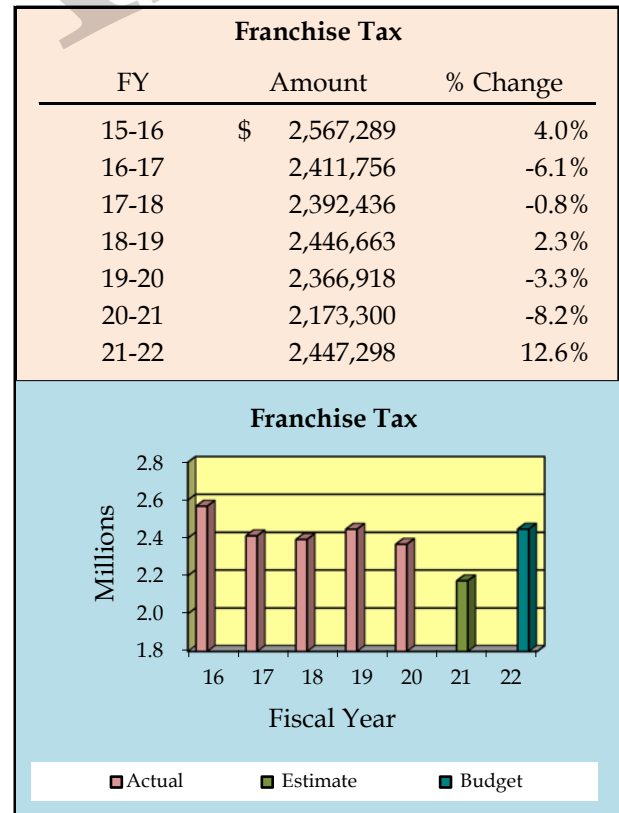
Franchise Tax

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. The estimated decline in FY 2020-2021 is due to the COVID-19 pandemic with less businesses being open and operating at lower capacities. We expect a rebound in FY 2021-2022.

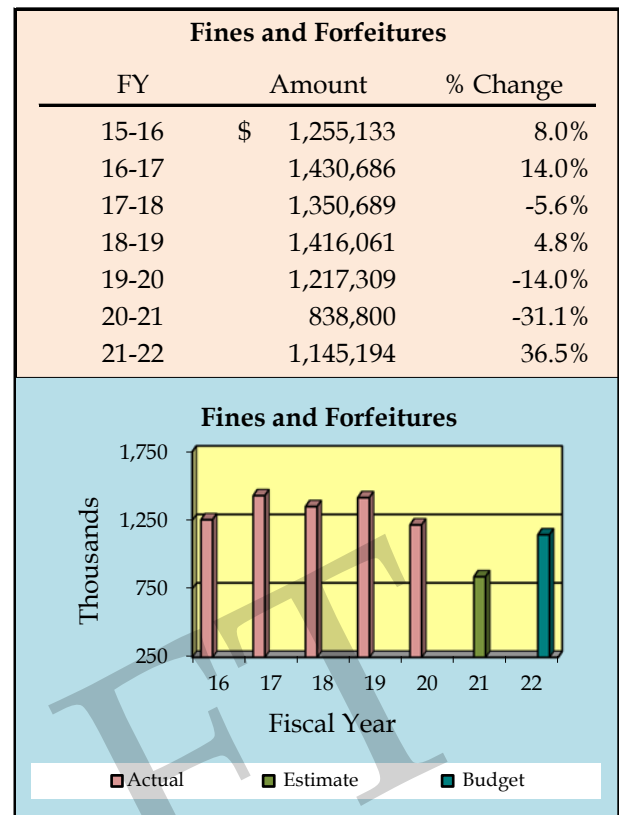


Fines and Forfeitures

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 2020-21 was due to the inability to adjudicate in-person cases because of the COVID-19 pandemic. It is anticipated the revenues will increase in FY 2021-2022 with the hiring of a magistrate to help with the case load.

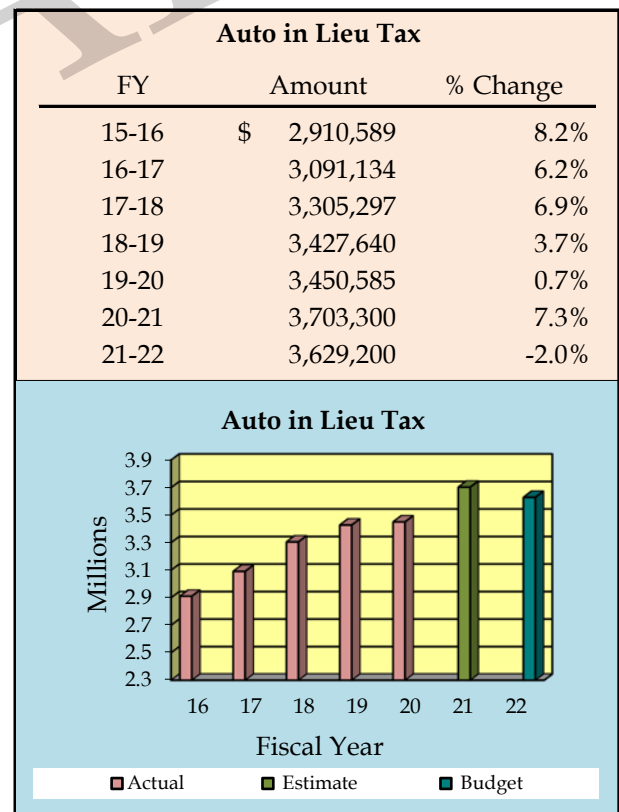


Auto in Lieu Tax

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 7.3% increase in FY 2020-2021 followed by a 2% decline in FY 2021-2022.



Special Revenue Funds

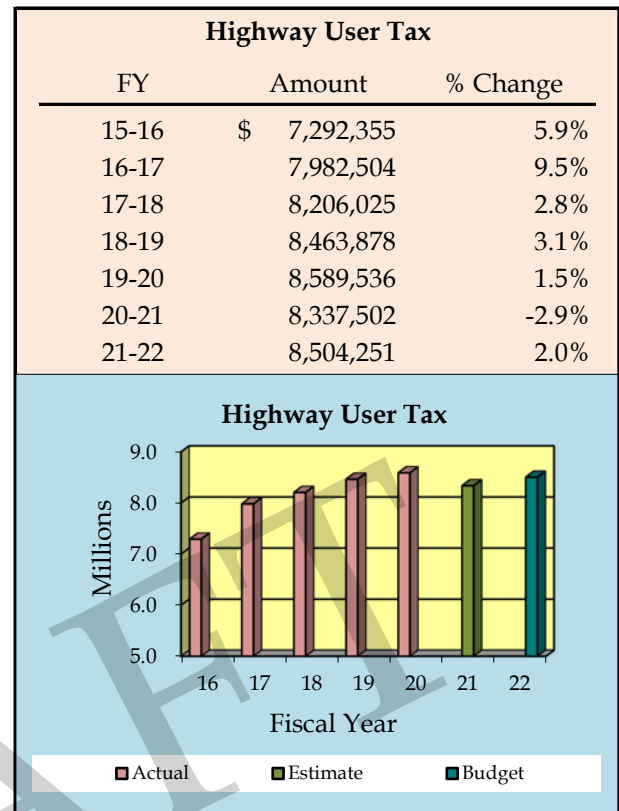
Highway User Revenue Fund

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 2015-2016. The City expects a decline in FY 2020-2021 due to the COVID-19 pandemic with a slight recovery in FY 2021-2022.



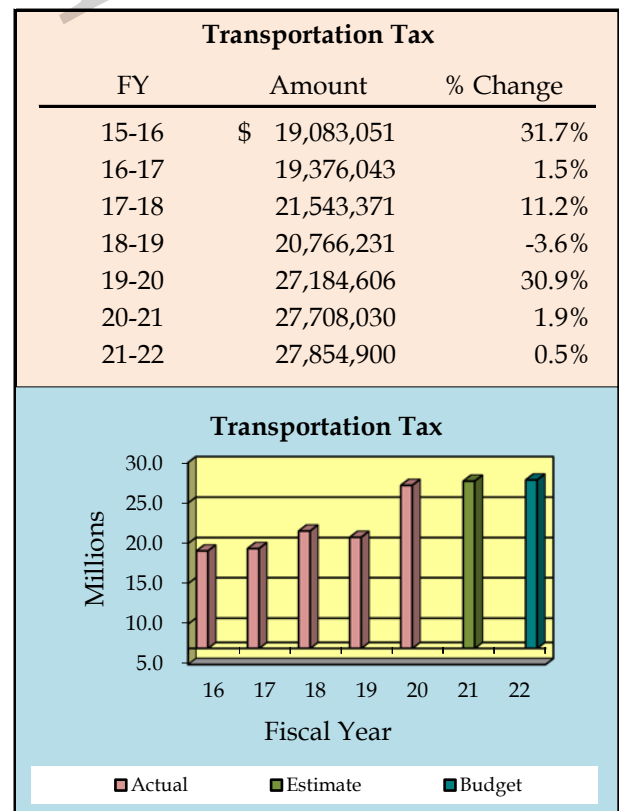
Transportation Tax

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 large increase in FY 2019-2020 was due to the increase in the tax rate for the Lone Tree Overpass. The City anticipates moderate growth in FY 2021-2022.

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%
Total	1.281%



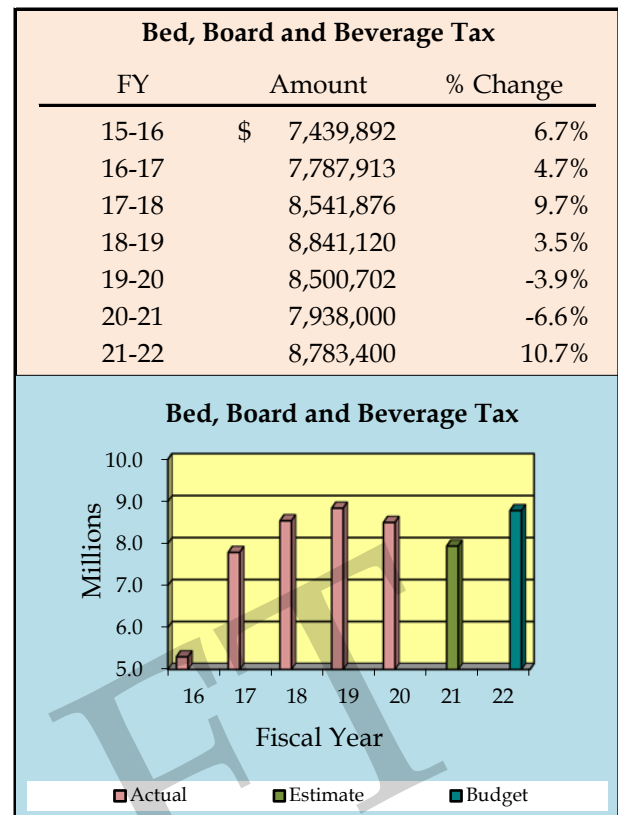
Bed, Board and Beverage Funds

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.

For FY 2019-2020 and FY 2020-2021 revenues decreased due to the COVID-19 pandemic. Restaurants, bars and hotels were closed, or capacity was limited for extended periods during this period. Projected revenues are expected to rebound in FY 2021-2022. This demonstrates the strength of tourism in Northern Arizona. The ability to rebound in a time of crisis indicates the funds used toward targeted tourism are paying off.



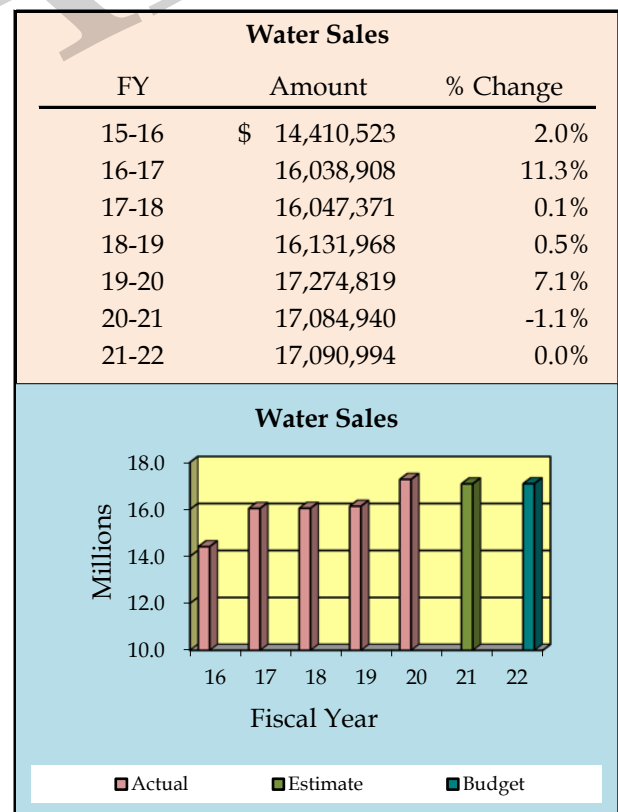
Enterprise Funds

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 1st increases effective each year until 2020 at a 4% rate.



Wastewater Service Charges

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

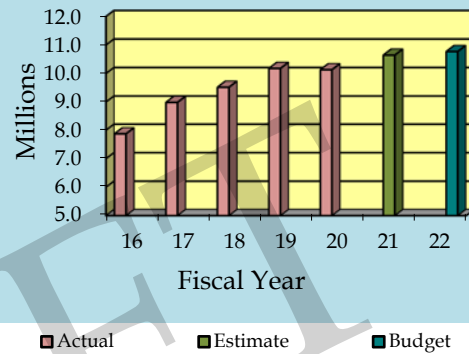
Description: The principle revenue for operating and managing the City's wastewater system is derived from revenues generated from wastewater (sewer) rates and user charges. Most residential customer charges are based on average water consumption for the preceding winter months (Dec-Mar). All other customers 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.

Wastewater Service Charges

FY:	Amount	% Change
15-16	\$ 7,870,906	-3.6%
16-17	8,985,410	14.2%
17-18	9,515,849	5.9%
18-19	10,177,011	6.9%
19-20	10,130,079	-0.5%
20-21	10,643,546	5.1%
21-22	10,769,398	1.2%

Wastewater Service Charges



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.

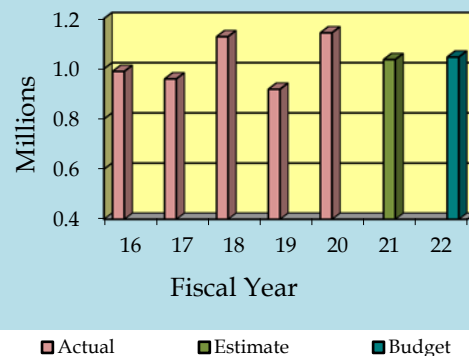
The rates for each customer class were reviewed by an outside consultant. Rate changes were approved by Council with an effective date of January 1, 2020, an increase of approximately 7%.

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. The increase in FY 2019-2020 was mainly due to the rate increase and growth due to weather shifts.

Reclaimed Water Sales

FY	Amount	% Change
15-16	\$ 989,299	13.8%
16-17	959,417	-3.0%
17-18	1,127,844	17.6%
18-19	918,324	-18.6%
19-20	1,143,183	24.5%
20-21	1,036,539	-9.3%
21-22	1,046,439	1.0%

Reclaimed Water Sales

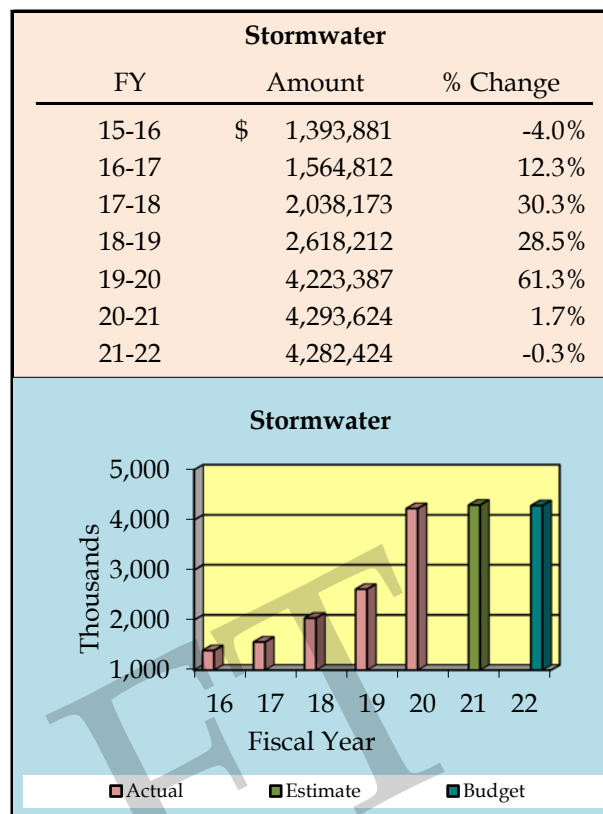


Stormwater

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 2018-2019 which went into effect on July 1, 2019. This increased the rate to the level of \$3.74 per ERU.

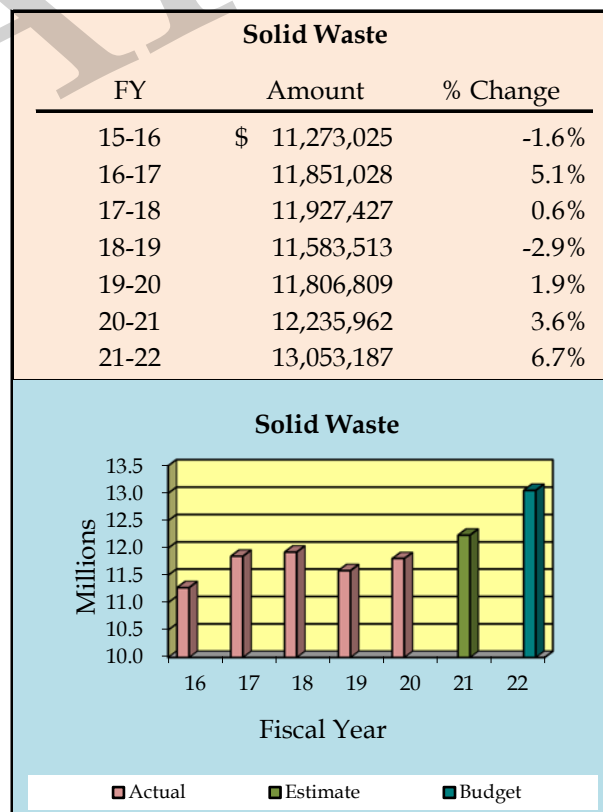


Solid Waste

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

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

The decrease in revenues in FY 2018-2019 is related to the SCA plant closure and decrease in Landfill tonnage. The FY 2020-2021 and FY 2021-2022 increases are due to a rate increase in residential collection charges and moderate growth.

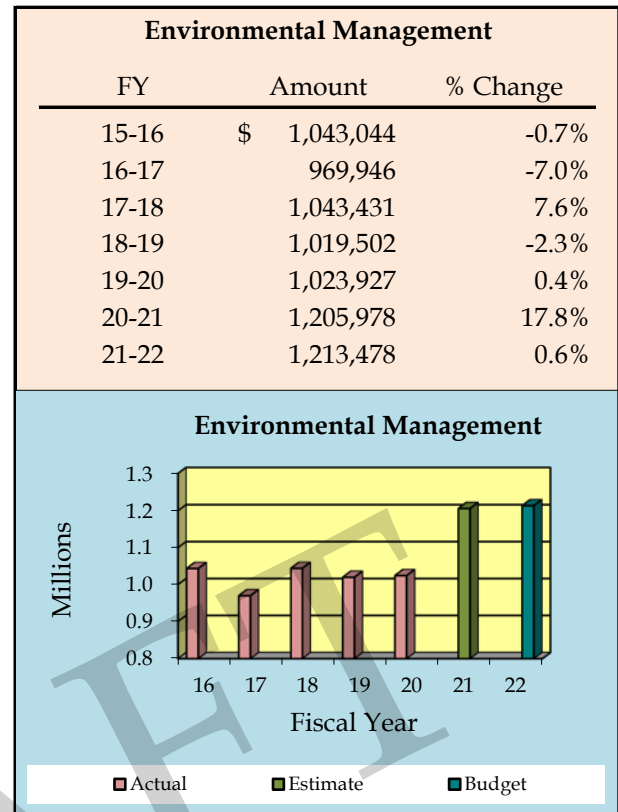


Sustainability and Environmental Management

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

Description: Environmental Management is supported by an environmental service fee. Effective August 1, 2020, this fee is changing from a flat fixed monthly charge at a rate of \$4.00 per location to a rate of \$0.035 of core service charges including trash, recycling, stormwater, water and wastewater.

The FY 2020-2021 increase is due to the change in rate structure. The slight increase in revenues for FY 2021-2022 is related to projected growth.

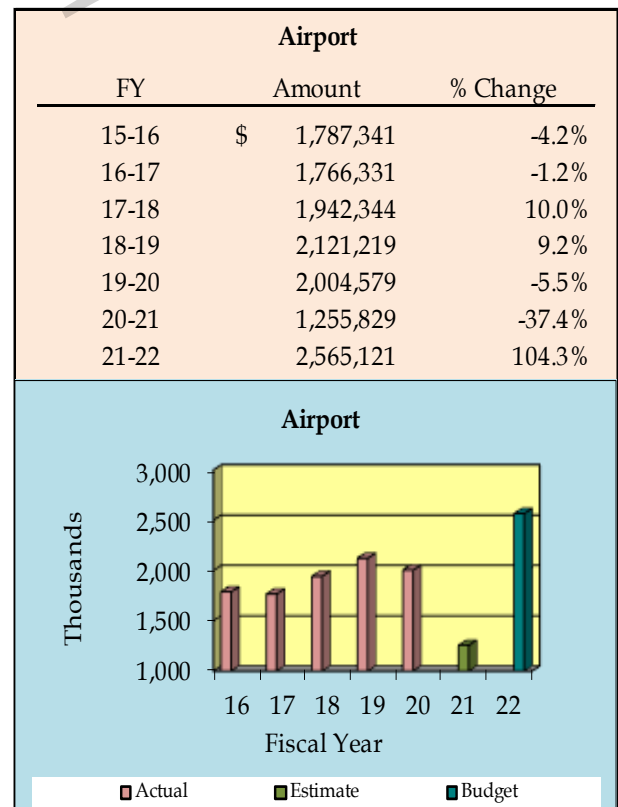


Airport

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. The significant decrease in FY 2020-2021 is due to the COVID-19 pandemic a drastically reduced flights and passengers and Council approve rent abatements.

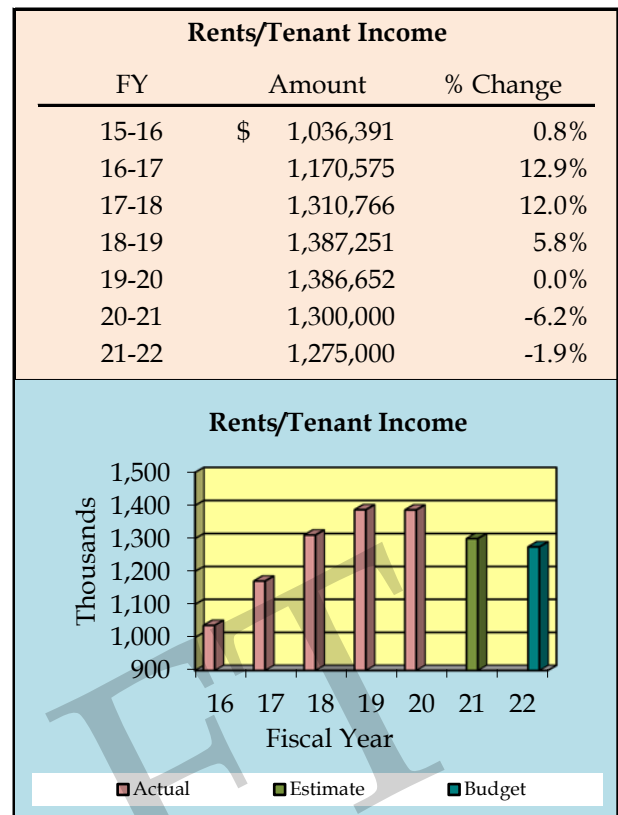


Housing Authority

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. HUD funds operate based on a formula for reasonable expenditures. So, it is important to note that as rental income increases, the Federal subsidy that supports the operation of public housing decreases.

Residents may choose between flat rent and rent that is income based. Rent is projected to decrease in FY 2021-2022.



Capital Budget

Relationship Between Operating and Capital Budget

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

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

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

The Highway User Revenue Fund designates a portion of State distributions to the pavement maintenance program. The program is important to keep roadways in good condition and not allow significant deterioration. An additional component of the maintenance program is funding for ADA compliance for curb cuts, curb returns and deteriorating sidewalks. Another impact on street maintenance is the addition of roads from private development.

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

such bond projects will be paid for from BBB funds. Staff has balanced construction maintenance responsibilities and funding sources in the Parks and Recreation Bond program.

Capital Improvement Plan

What is a Capital Improvement Plan?

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

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

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

What does a CIP provide?

- **Cash management capabilities.** The dollars expended on Capital Improvement Plans in jurisdictions experiencing substantial growth or revitalization will often comprise 40% or more of the total budget. By reviewing the sources and uses of funds on a project basis and within the context of the entire CIP, as well as the related cash flows, a jurisdiction can maximize its investment earnings.
- **Debt management.** A CIP allows a jurisdiction to plan the financing requirements and the debt repayment schedule to allow for current and future needs relative to debt service capacity.
- **Expenditure controls.** Funds are expended as they were intended to be spent. The appropriations figure becomes the project management budget. It is typical for most jurisdictions in their process to budget a 15% to 20% overhead factor to cover engineering and design costs as well as to provide for contingencies.
- **Budgetary controls.** Operating cash flow projections on a project basis serves as a check and balance on the progress of a project both in terms of the time schedule and expenditures to date compared with percentage completion.
- **Minimize disruption to citizens.** By looking at the overall impact of the proposed CIP in any given year, the disruption of services or inconvenience imposed by construction activity in a locale can be kept to a minimum. For example, citizen complaints can be minimized by not scheduling the chip sealing of a major arterial street concurrently with ongoing construction on immediately adjacent streets. Additionally, a comprehensive review of multiple projects to ensure adequate coordination can minimize multiple disruptions in each area.

FY 2021-2022 Capital Improvement Plan

The City's budget for FY 2021-2022 includes capital improvement projects totaling \$114.3 million. Project funding includes approximately \$15.9 million in grants and \$35.9 million in general obligation (GO) bonds, revenue bonds and capital leases for FUTS/Open Space Land Acquisition, Flagstaff Watershed Protection Project and other projects that were approved by the voters in the 2004, 2010, 2012 and 2016 General Elections. In the May 2004 General Election, the citizens of Flagstaff authorized the City to proceed with ten new projects totaling \$155.2 million. These projects are being phased in over a several-year period with debt being issued in conjunction with the timing of each project. In the November 2010 General Elections, the citizens of Flagstaff authorized the City to proceed with two new projects totaling \$21.2 million. In the November 2012 General Elections, the citizens of

Flagstaff authorized the City to proceed with two new projects totaling \$24.0 million. In the November 2016 General Elections, the citizens of Flagstaff authorized the City to proceed with one new project totaling \$12.0 million. Each project will be discussed below in its appropriate fund. Project listings are available in the Capital Improvement section of this book.

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

General Government – Fifteen projects are scheduled for FY 2021-2022 for a total of \$30.9 million. Major projects include the construction of a new Courthouse, Flagstaff Watershed Protection project which was authorized by voters in the November 2012 election, FUTS and Open Space land acquisitions, Red Gap Ranch photovoltaic project, Information Technology fiber and the construction of a new USGS building.

Streets/Transportation – The City currently has 700 miles of paved streets, 13 miles of alleys and 3 miles of unpaved streets. Three major programs are funded in the CIP for the City's streets and related infrastructure. These include an annual maintenance program of chip seal and overlay to extend the useful life of the existing street system; a streets/arterial improvement program to bring streets into current standards or widen to meet existing and anticipated traffic flow patterns; and capital projects. There is a total of thirty-five Streets/Transportation projects scheduled at a budgeted cost of \$33.1 million. Transportation Tax is funding \$30.7 million and HURF and other revenues are funding \$2.4 million. For the FUTS fund, two projects are scheduled at a budgeted cost of \$2.6 million for FY 2021-2022 and include the Florence-Walnut underpass and the Walnut-Florence Bridge.

Bed, Board and Beverage (BBB) Funds – Three categories make up the BBB Funds Capital Projects for FY 2021-2022. Arts and Science includes two projects at a budgeted cost of \$254,000. Recreation includes zero projects at a budgeted cost of \$0. Beautification includes twelve projects at a budgeted cost of \$1.5 million. Major projects include Indigenous Representation Base, Lunar Landing Plaza, ADOT Sites, the Phoenix Parking Plaza and Eastside Neighborhood Beautification.

Water Services Fund – Major projects for water, wastewater, reclaimed water and stormwater include Switzer Canyon Transmission Phase 4, Rio Sewer Relocations, New Well and Pumpouse, and the Rio De Flag Project. Twenty-six projects are scheduled at a total budget of \$34.4 million for FY 2021-2022.

Solid Waste Fund – Two projects are scheduled for a budgeted cost of \$2.1 million in FY 2021-2022. The projects include Excavation of Cell D and the excavation of an on-site well.

Airport Fund – Three major projects for the airport include an environmental assessment, snow removal equipment building construction and parking improvements at a budgeted cost of \$9.2 million for FY 2021-2022.

Capital Plan Implications

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

Property Tax: Servicing of general obligation debt over the previous five years is shown in the Community Profile section. The table shows debt as a percentage of assessed and per capita debt. This debt is related to the voter authorized sale of bonds in May 2004 in the amount of \$155.2 million, November 2010 in the amount of \$21.2 million, November 2012 in the amount of \$24.0 million, November 2016 in the amount of \$12.0 million, and \$1.1 million remaining from November 1996 voter approved debt of \$8.2 million.

Utility Rate Structure: The City contracts with an outside agency to review the Water and Wastewater rate structure and provide a new rate modeling program. The most recent rate study was completed in FY 2015-2016. This rate model provides for major capital improvements, additional bond funding and increased operating costs.

The rate model demonstrated a need for a rate increase which was approved by City Council with an effective date of July 1, 2016. Rates will increase annually for five years. The next rate study will begin in FY 2020-2021.

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

Transportation Taxes: In the May 2000 election, the voters approved a transportation tax that started at 0.51% and increased incrementally to 0.601%. The City Council approved an increase of 0.064% in the transit portion of the tax effective September 1, 2001, which increased the tax rate to 0.574%. The City Council approved another increase to the transit tax of 0.027% effective July 1, 2003 which increased the total transportation tax to 0.601%. In May 2008, the voters approved an additional tax increase for transit of 0.12%. In November 2014, voters approved an additional 0.33% tax dedicated for Road Repair and Street Safety projects, raising the total transportation tax to 1.051%. In November of 2016, voters approved an extension of the transit tax until 2035. In November 2018, voters approved a 1.281% transportation tax for street improvements, safety improvements and the Lone Tree overpass.

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City of Flagstaff
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2021-2022

The final opportunity for public input on the City of Flagstaff Fiscal Year 2021-2022 budget will occur on June 15, 2021 at the 3:00 PM City Council meeting. In-person audiences have been suspended until further notice - public participation comments can be submitted to publiccomment@flagstaffaz.gov. The budget may be reviewed at the City of Flagstaff in the City Clerks Office, 211 West Aspen Avenue, Flagstaff, AZ 86001 or the official website "flagstaffaz.gov" or by request.

Fiscal Year	S c h	Funds							Total All Funds
		General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Permanent Fund	Enterprise Funds	Internal Service Funds	
2021	Adopted/ Adjusted Budgeted Expenditures/Expenses*	81,689,749	94,938,326	129,380,836	20,346,181	0	124,333,224	0	450,688,316
2021	Actual Expenditures/Expenses**	73,756,019	84,828,491	127,889,303	20,778,901	0	111,298,989	0	418,551,703
2022	Fund Balance/Net Position at July 1***	35,854,498	39,922,884	21,513,913	1,773,081	366,929	51,444,137	0	150,875,442
2022	Primary Property Tax Levy	7,038,663	0	0	0		0	0	7,038,663
2022	Secondary Property Tax Levy	0	0	7,835,974	0		0	0	7,835,974
2022	Estimated Revenues Other than Property Taxes	62,653,096	75,494,882	107,000	2,000,000	14,366	80,878,739	0	221,148,083
2022	Other Financing Sources	0	0	0	17,900,000	0	18,000,000	0	35,900,000
2022	Other Financing (Uses)	0	0	0	0	0	0	0	0
2022	Interfund Transfers In	11,732,522	10,801,250	16,586,292	4,200,000	0	3,975,238	0	47,295,302
2022	Interfund Transfers (Out)	17,085,016	17,991,472	7,388,402	0	0	4,830,412	0	47,295,302
2022	Reduction for Amounts Not Available								
Less:	Amounts for Future Debt Retirement								0
									0
									0
									0
2022	Total Financial Resources Available	100,193,763	108,227,544	38,654,777	25,873,081	381,295	149,467,702	0	422,798,162
2022	Budgeted Expenditures/Expenses	75,636,170	76,966,531	16,586,292	25,873,081	0	105,994,292	0	301,056,366

Expenditure Limitation Comparison

	2021	2022
1. Budgeted Expenditures/Expenses	\$ 450,688,316	\$ 301,056,366
2. Add/Subtract: Estimated Net Reconciling Items	0	0
3. Budgeted Expenditures/Expenses Adjusted for Reconciling Items	450,688,316	301,056,366
4. Less: Estimated Exclusions	282,359,084	142,969,778
5. Amount Subject to the Expenditure Limitation	\$ 168,329,232	\$ 158,086,588
6. EEC Expenditure Limitation	\$ 168,625,388	\$ 197,716,944

The city/town does not levy property taxes and does not have special assessment districts for which property taxes are levied. Therefore, Schedule B has been omitted.

* Includes expenditure/expense adjustments approved in the current year from Schedule E.

** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

*** Amounts on this line represent fund balance/net position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

City of Flagstaff
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2021-2022

	Unreserved Fund Balance/ Retained Earnings at 7/1/2021	Estimated Revenues and Other Financing Sources 2021-2022	Interfund Transfers 2021-2022		Total Financial Resources Available 2021-2022	Operations	Capital Outlay (Equip/CIP)	Debt Service	Reserves/ Contingencies	Total Appropriations 2021-2022	Fund Balance 6/30/2022
			In	Out							
General Fund	\$ 35,854,498	69,691,759	11,732,522	(17,085,016)	100,193,763	67,164,989	6,330,000	342,121	1,799,060	75,636,170	24,557,593
Special Revenue Funds:											
Housing and Comm Svcs	768,434	2,292,480	753,000	-	3,813,914	3,633,971	-	-	-	3,633,971	179,943
COVID Relief	-	15,238,257	-	(9,066,292)	6,171,965	6,171,965	-	-	-	6,171,965	-
Library	4,311,551	3,961,831	1,596,313	-	9,869,695	5,541,108	458,000	-	100,000	6,099,108	3,770,587
Highway User Revenue	6,099,734	8,614,251	986,611	(513,000)	15,187,596	6,055,277	3,800,000	-	100,000	9,955,277	5,232,319
Transportation	20,587,771	33,527,868	2,337,154	(3,337,154)	53,115,639	6,038,505	30,848,147	1,487,663	-	38,374,315	14,741,324
Flagstaff Urban Trails	1,608,735	8,000	1,000,000	-	2,616,735	-	2,616,735	-	-	2,616,735	-
Beautification	3,723,740	1,825,700	450,800	(499,872)	5,500,368	590,363	1,596,000	-	10,000	2,196,363	3,304,005
Economic Development	141,876	1,217,427	686,175	(343,757)	1,701,721	1,243,805	-	250,481	45,000	1,539,286	162,435
Tourism	475,521	2,777,998	670,000	-	3,923,519	3,076,284	-	-	50,000	3,126,284	797,235
Arts and Science	457,775	663,800	169,075	-	1,290,650	624,632	308,000	-	10,000	942,632	348,018
Recreation	1,069,334	2,903,500	743,750	(4,047,439)	669,145	10,400	-	-	-	10,400	658,745
Parking District	115,114	1,232,550	1,408,372	-	2,756,036	870,582	286,510	115,025	30,000	1,302,117	1,453,919
Water Res & Infra Protection	563,299	1,231,220	-	(183,958)	1,610,561	998,078	-	-	-	998,078	612,483
Debt Service Funds:											
GO Bonds	-	-	7,388,402	-	7,388,402	-	-	7,388,402	-	7,388,402	-
Secondary Property Tax	7,274,913	7,871,974	-	(7,388,402)	7,758,485	-	-	-	-	-	7,758,485
Pension Debt Service	14,239,000	71,000	9,197,890	-	23,507,890	-	-	9,197,890	-	9,197,890	14,310,000
Permanent Funds:											
Perpetual Care	366,929	14,366	-	-	381,295	-	-	-	-	-	381,295
Capital Project Funds:											
Non GO Bonds	257,842	19,900,000	3,700,000	-	23,857,842	-	23,857,842	-	-	23,857,842	-
GO Bonds	1,515,239	-	500,000	-	2,015,239	-	2,015,239	-	-	2,015,239	-
Enterprise Funds:											
Drinking Water	11,675,569	19,003,226	2,018,695	(84,945)	32,612,545	13,045,386	7,945,000	2,438,184	1,000,000	24,428,570	8,183,975
Wastewater	15,743,651	12,138,835	-	(1,851,572)	26,030,914	5,048,118	5,550,000	2,160,880	800,000	13,558,998	12,471,916
Reclaimed Water	1,519,091	1,054,034	-	(159,977)	2,413,148	495,592	1,000,000	-	50,000	1,545,592	867,556
Stormwater	1,721,071	23,323,776	-	(7,146)	25,037,701	1,097,216	20,537,750	1,205,000	300,000	23,139,966	1,897,735
Solid Waste	16,866,403	13,975,008	-	(100,835)	30,740,576	10,535,600	3,230,000	379,455	500,000	14,645,055	16,095,521
Sustainability and Env Mgmt	1,016,355	1,218,478	1,056,543	-	3,291,376	1,611,475	350,000	-	30,000	1,991,475	1,299,901
Airport	1,266,551	18,355,039	900,000	(2,625,937)	17,895,653	6,995,345	9,545,000	231,736	100,000	16,892,081	1,003,572
Flagstaff Housing Authority	1,635,446	9,810,343	-	-	11,445,789	7,801,305	990,000	-	1,001,250	9,792,555	1,653,234
Total All Funds	\$ 150,875,442	271,922,720	47,295,302	(47,295,302)	422,798,162	148,649,996	121,284,223	25,196,837	5,925,310	301,056,366	121,741,796

City of Flagstaff
Expenditure Limitation and
Tax Levy Information
Fiscal Year 2021-2022

	Estimate* FY 2020-2021	Budget FY 2021-2022
Expenditure Limitation [Economic Estimates Commission]		\$ 197,716,944
Total Estimated Expenditures Subject to Expenditure Limitation		
1. Maximum Allowable Primary Property Tax Levy [ARS 42-17051.A] rev 6/06 HB 2876	\$ 7,091,361	\$ 7,322,717
2. Amount Received from Primary Property Taxation in FY 2019-2020 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	\$ 6,952,496	\$ 7,038,663
B. Secondary Property Taxes	7,406,121	7,835,974
C. Total Property Tax Levy Amount	\$ 14,358,617	\$ 14,874,637
4. Property Taxes Collected (Estimated)		
A. Primary Property Taxes:		
(1) FY 2020-2021 Levy	\$ 6,852,496	
(2) Prior Years' Levies	100,000	
(3) Total Primary Property Taxes Collected	6,952,496	
B. Secondary Property Taxes:		
(1) FY 2020-2021 Levy	7,406,121	
(2) Total Secondary Property Taxes Collected	7,406,121	
C. Total Property Taxes Collected	\$ 14,358,617	
5. Property Tax Rates		
A. City of Flagstaff Tax Rate:		
(1) Primary Property Tax Rate	0.7510	0.7186
(2) Secondary Property Tax Rate	0.8000	0.8000
(3) Total City Tax Rate	1.5510	1.5186

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 section.

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

City of Flagstaff
Summary by Fund of Revenues Other Than Property Taxes
Fiscal Years 2020-2021 and 2021-2022
(With Actuals for Fiscal Year 2019-2020)

Source of Revenues	Actual Revenues 2019-2020	Budgeted Revenues 2020-2021	Estimated Revenues 2020-2021	Budgeted Revenues 2021-2022	Change (Bdgt-Bdgt)	% Change
General Fund						
Local Taxes						
City Sales Tax	\$ 22,630,096	22,146,670	23,421,700	23,408,400	1,261,730	5.70%
Franchise Tax	2,366,918	2,471,500	2,173,300	2,447,298	(24,202)	(0.98%)
Excise Tax	-	-	-	272,798	272,798	100.00%
Licenses and Permits						
Business Licenses	28,882	30,000	30,000	30,000	-	0.00%
Building Permits	3,327,189	1,702,500	2,874,700	1,868,100	165,600	9.73%
Other Licenses and Permits	1,580,955	1,153,764	1,134,000	996,880	(156,884)	(13.60%)
Intergovernmental						
State Income Tax Sharing	9,564,616	10,669,590	10,724,000	9,548,000	(1,121,590)	(10.51%)
State Shared Sales Tax	7,649,078	7,486,395	8,174,100	8,174,000	687,605	9.18%
Auto Lieu Tax	3,450,585	3,540,863	3,703,300	3,629,200	88,337	2.49%
Federal Grants	1,752,177	4,104,504	5,678,553	3,109,094	(995,410)	(24.25%)
State/Local Grants	193,280	1,466,978	1,826,978	3,011,069	1,544,091	105.26%
Local Intergovernmental Agreements	1,209,206	1,133,160	1,133,160	1,154,418	21,258	1.88%
Charges for Services						
Community Development	1,060,032	745,500	745,557	745,500	-	0.00%
Parks and Recreation	1,064,804	1,610,870	-	542,870	(1,068,000)	(66.30%)
Public Safety	608,978	741,506	791,506	745,780	4,274	0.58%
Cemetery/General Government	200,253	182,937	182,937	184,741	1,804	0.99%
Fines and Forfeits	1,217,309	1,458,855	838,800	1,145,194	(313,661)	(21.50%)
Rents	1,108,741	1,402,602	1,393,065	993,697	(408,905)	(29.15%)
Investment Earnings	573,320	422,751	379,149	370,870	(51,881)	(12.27%)
Miscellaneous	1,183,816	379,013	309,841	275,187	(103,826)	(27.39%)
Total General Fund	60,770,235	62,849,958	65,514,646	62,653,096	(196,862)	(0.31%)
Special Revenue Funds						
Housing and Community Services Fund						
Intergovernmental						
Federal Grants	409,731	1,359,953	1,652,513	1,388,480	28,527	2.10%
State Grants	18,110	900,000	900,000	900,000	-	0.00%
Investment Earnings	16,567	4,000	9,734	4,000	-	0.00%
Miscellaneous	205,835	-	740,951	-	-	0.00%
Total Housing and Comm Svcs Fund	650,243	2,263,953	3,303,198	2,292,480	28,527	1.26%
COVID Relief Fund						
Intergovernmental						
Federal Grants	-	-	-	15,238,257	15,238,257	100.00%
Total COVID Relief Fund	-	-	-	15,238,257	15,238,257	100.00%
Library Fund						
Intergovernmental						
Federal Grants	15,873	55,000	55,000	45,000	(10,000)	(18.18%)
State/Local Grants	25,000	-	-	-	-	0.00%
Library District Taxes	3,721,854	3,738,235	3,738,235	3,836,302	98,067	2.62%
Investment Earnings	61,635	67,158	39,332	39,529	(27,629)	(41.14%)
Miscellaneous	64,273	41,000	922	41,000	-	0.00%
Total Library Fund	3,888,635	3,901,393	3,833,489	3,961,831	60,438	1.55%

City of Flagstaff
Summary by Fund of Revenues Other Than Property Taxes
Fiscal Years 2020-2021 and 2021-2022
(With Actuals for Fiscal Year 2019-2020)

Source of Revenues	Actual Revenues 2019-2020	Budgeted Revenues 2020-2021	Estimated Revenues 2020-2021	Budgeted Revenues 2021-2022	Change (Bdgt-Bdgt)	% Change
Highway User Revenue Fund						
Intergovernmental						
Highway User Tax	\$ 8,589,536	8,958,305	8,337,502	8,504,251	(454,054)	(5.07%)
Marijuana Excise Tax	-	-	-	80,000	80,000	100.00%
Licenses and Permits	196,180	-	-	-	-	0.00%
Investment Earnings	84,573	18,000	47,000	30,000	12,000	66.67%
Miscellaneous	85,601	2,336,458	1,790,000	-	(2,336,458)	(100.00%)
Total Highway User Revenue Fund	8,955,890	11,312,763	10,174,502	8,614,251	(2,698,512)	(23.85%)
Transportation Fund						
Transportation Tax	27,184,606	26,058,162	27,708,030	27,854,900	1,796,738	6.90%
Intergovernmental						
Federal Grants	-	451,656	451,656	5,589,968	5,138,312	1,137.66%
State/Local Grants	-	100,000	100,000	-	(100,000)	(100.00%)
Investment Earnings	645,770	174,000	219,315	83,000	(91,000)	(52.30%)
Miscellaneous	642,456	-	546,458	-	-	0.00%
Total Transportation Fund	28,472,832	26,783,818	29,025,459	33,527,868	6,744,050	25.18%
FUTS Fund						
Investment Earnings	63,961	15,000	16,625	8,000	(7,000)	(46.67%)
Total FUTS Fund	63,961	15,000	16,625	8,000	(7,000)	(46.67%)
Beautification Fund						
BBB Tax	1,699,413	1,865,500	1,587,600	1,756,700	(108,800)	(5.83%)
Intergovernmental						
Federal Grants	-	-	-	50,000	50,000	100.00%
Investment Earnings	114,685	37,000	37,000	19,000	(18,000)	(48.65%)
Miscellaneous	2,405	-	-	-	-	0.00%
Total Beautification Fund	1,816,503	1,902,500	1,624,600	1,825,700	(76,800)	(4.04%)
Economic Development Fund						
BBB Tax	807,858	886,113	754,110	834,400	(51,713)	(5.84%)
Investment Earnings	13,684	8,279	7,740	2,341	(5,938)	(71.72%)
Rents	339,480	419,804	302,783	380,686	(39,118)	(9.32%)
Miscellaneous	2,569	-	-	-	-	0.00%
Total Economic Development Fund	1,163,591	1,314,196	1,064,633	1,217,427	(96,769)	(7.36%)
Tourism Fund						
BBB Tax	2,550,938	2,798,250	2,381,400	2,635,000	(163,250)	(5.83%)
Intergovernmental						
Federal Grants	113	-	-	-	-	0.00%
Retail Sales	101,210	119,893	123,360	124,594	4,701	3.92%
Investment Earnings	23,425	4,988	10,166	2,378	(2,610)	(52.33%)
Miscellaneous	30,330	13,774	20,327	16,026	2,252	16.35%
Total Tourism Fund	2,706,016	2,936,905	2,535,253	2,777,998	(158,907)	(5.41%)
Arts and Science Fund						
BBB Tax	636,825	699,563	595,350	658,800	(40,763)	(5.83%)
Investment Earnings	14,828	5,000	5,000	5,000	-	0.00%
Total Arts and Science Fund	651,653	704,563	600,350	663,800	(40,763)	(5.79%)
Recreation - BBB Fund						
BBB Tax	2,805,668	3,078,075	2,619,540	2,898,500	(179,575)	(5.83%)
Investment Earnings	11,683	5,000	5,000	5,000	-	0.00%
Total Recreation - BBB Fund	2,817,351	3,083,075	2,624,540	2,903,500	(179,575)	(5.82%)

City of Flagstaff
Summary by Fund of Revenues Other Than Property Taxes
Fiscal Years 2020-2021 and 2021-2022
(With Actuals for Fiscal Year 2019-2020)

Source of Revenues	Actual Revenues 2019-2020	Budgeted Revenues 2020-2021	Estimated Revenues 2020-2021	Budgeted Revenues 2021-2022	Change (Bdgt-Bdgt)	% Change
Parking District Fund						
Parking	\$ 1,130,846	1,254,378	320,094	1,230,850	(23,528)	(1.88%)
Investment Earnings	24,277	23,100	5,000	1,700	(21,400)	(92.64%)
Miscellaneous	67	-	-	-	-	0.00%
Total Parking District Fund	1,155,190	1,277,478	325,094	1,232,550	(23,528)	(1.84%)
Water Resource and Infrastructure Protection Fund						
Water Resource Protection Fee	-	1,120,000	1,120,000	1,228,220	108,220	9.66%
Investment Earnings	-	-	500	3,000	3,000	100.00%
Total WRIP Fund	-	1,120,000	1,120,500	1,231,220	108,220	9.66%
Total Special Revenue Funds	52,341,865	56,615,644	56,248,243	75,494,882	18,897,638	33.38%
Debt Service Funds						
Secondary Property Tax Fund						
Investment Earnings	42,403	10,000	36,000	36,000	26,000	260.00%
Total Secondary Property Tax Fund	42,403	10,000	36,000	36,000	26,000	260.00%
Pension Debt Service Fund						
Investment Earnings	-	-	-	71,000	71,000	100.00%
Total Pension Debt Service Fund	-	-	-	71,000	71,000	100.00%
Total Debt Service Funds	42,403	10,000	36,000	107,000	97,000	970.00%
Permanent Funds						
Perpetual Care Fund						
Contributions	17,590	9,884	9,884	10,082	198	2.00%
Investment Earnings	5,669	4,242	4,242	4,284	42	0.99%
Total Perpetual Care Fund	23,259	14,126	14,126	14,366	240	1.70%
Total Permanent Funds	23,259	14,126	14,126	14,366	240	1.70%
Capital Project Funds						
Non GO Bonds Projects Fund						
Real Estate Proceeds	-	2,000,000	-	2,000,000	-	0.00%
Investment Earnings	50,379	3,000	6,000	-	(3,000)	(100.00%)
Total Non GO Bonds Projects Fund	50,379	2,003,000	6,000	2,000,000	(3,000)	(0.15%)
GO Bonds Projects Fund						
Intergovernmental						
State Grants	1,000,000	889,000	889,000	-	(889,000)	(100.00%)
Investment Earnings	39,524	-	-	-	-	0.00%
Total GO Bonds Projects Fund	1,039,524	889,000	889,000	-	(889,000)	(100.00%)
Total Capital Projects Funds	1,089,903	2,892,000	895,000	2,000,000	(892,000)	(30.84%)
Enterprise Funds						
Drinking Water Fund						
Intergovernmental						
Federal Grants	741	-	-	-	-	0.00%
Water Fees	19,248,438	18,985,295	18,915,340	18,939,698	(45,597)	(0.24%)
Investment Earnings	415,533	120,101	126,841	58,378	(61,723)	(51.39%)

City of Flagstaff
Summary by Fund of Revenues Other Than Property Taxes
Fiscal Years 2020-2021 and 2021-2022
(With Actuals for Fiscal Year 2019-2020)

Source of Revenues	Actual Revenues 2019-2020	Budgeted Revenues 2020-2021	Estimated Revenues 2020-2021	Budgeted Revenues 2021-2022	Change (Bdgt-Bdgt)	% Change
Drinking Water Fund - Continued						
Rents	\$ 10,300	5,150	5,150	5,150	-	0.00%
Miscellaneous	22,828	800,000	800,000	-	(800,000)	(100%)
Total Drinking Water Fund	19,697,840	19,910,546	19,847,331	19,003,226	(907,320)	(4.56%)
Wastewater Fund						
Intergovernmental						
Federal Grants	4,452	-	-	-	-	0.00%
Wastewater Fees	11,661,456	12,243,546	11,843,546	11,981,398	(262,148)	(2.14%)
Investment Earnings	298,496	163,311	166,862	157,437	(5,874)	(3.60%)
Miscellaneous	169,838	-	-	-	-	0.00%
Total Wastewater Fund	12,134,242	12,406,857	12,010,408	12,138,835	(268,022)	(2.16%)
Reclaimed Water Fund						
Reclaimed Water Fees	1,143,183	1,036,539	1,036,539	1,046,439	9,900	0.96%
Investment Earnings	21,553	7,953	8,793	7,595	(358)	(4.50%)
Miscellaneous	3,152	-	-	-	-	0.00%
Total Reclaimed Water Fund	1,167,888	1,044,492	1,045,332	1,054,034	9,542	0.91%
Stormwater Fund						
Intergovernmental						
Federal Grants	34,784	659,180	659,180	1,003,313	344,133	52.21%
Stormwater Fees	4,299,109	4,242,341	4,333,301	4,311,858	69,517	1.64%
Investment Earnings	56,852	18,776	3,850	8,605	(10,171)	(54.17%)
Total Stormwater Fund	4,390,745	4,920,297	4,996,331	5,323,776	403,479	8.20%
Solid Waste Fund						
Solid Waste	11,806,809	12,368,625	12,235,962	13,053,187	684,562	5.53%
Investment Earnings	349,082	449,292	123,660	81,821	(367,471)	(81.79%)
Miscellaneous	2,145	-	(794)	840,000	840,000	100.00%
Total Solid Waste Fund	12,158,036	12,817,917	12,358,828	13,975,008	1,157,091	9.03%
Sustainability and Environmental Management Fund						
Intergovernmental						
Federal Grants	13,079	86,407	86,407	-	(86,407)	(100.00%)
State Grants	7,966	4,077	4,077	-	(4,077)	(100.00%)
Environmental Services	1,023,927	1,041,804	1,205,978	1,213,478	171,674	16.48%
Investment Earnings	9,060	3,177	5,982	5,000	1,823	57.38%
Miscellaneous	2,543	3,041	-	-	(3,041)	(100.00%)
Total Sustainability and Env Mgmt Fund	1,056,575	1,138,506	1,302,444	1,218,478	79,972	7.02%
Airport Fund						
Intergovernmental						
Federal Grants	2,241,386	10,976,082	7,974,024	15,087,818	4,111,736	37.46%
State Grants	32,971	953,726	916,226	695,100	(258,626)	(27.12%)
Airport	1,266,455	1,634,129	757,380	1,638,025	3,896	0.24%
Rents	738,124	913,195	498,449	927,096	13,901	1.52%
Investment Earnings	42,294	1,500	4,000	6,000	4,500	300.00%
Miscellaneous	418	1,000	1,000	1,000	-	0.00%
Total Airport Fund	4,321,648	14,479,632	10,151,079	18,355,039	3,875,407	26.76%

City of Flagstaff
Summary by Fund of Revenues Other Than Property Taxes
Fiscal Years 2020-2021 and 2021-2022
(With Actuals for Fiscal Year 2019-2020)

Source of Revenues	Actual Revenues 2019-2020	Budgeted Revenues 2020-2021	Estimated Revenues 2020-2021	Budgeted Revenues 2021-2022	Change (Bdgt-Bdgt)	% Change
Flagstaff Housing Authority Fund						
Intergovernmental						
Federal Grants	\$ 5,202,207	8,532,570	6,317,320	8,140,331	(392,239)	(4.60%)
Rents and Other Tenant Income	1,386,652	1,447,000	1,300,000	1,275,000	(172,000)	(11.89%)
Miscellaneous	833,842	397,698	406,561	395,012	(2,686)	(0.68%)
Total Flagstaff Housing Authority Fund	7,422,701	10,377,268	8,023,881	9,810,343	(566,925)	(5.46%)
Total Enterprise Funds	62,349,675	77,095,515	69,735,634	80,878,739	3,783,224	4.91%
Total Revenues	\$ 176,617,340	199,477,243	192,443,649	221,148,083	21,689,240	10.87%

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City of Flagstaff
Schedule of Grant Revenues
Fiscal Year 2021-2022

Project Name	Budgeted Revenues 2020-2021	Estimated Revenues 2020-2021	Budgeted Revenues 2021-2022	City Match 2021-2022	Budgeted Grant Reimb %	Funding
General Fund						
<i>City Manager:</i>						
Social Justice Grant	\$ 25,000	25,000	-	-	100%	S
<i>Information Technology:</i>						
Fiber/Broadband	-	-	800,000	200,000	80%	S
<i>Legal:</i>						
AZ Attorney Generals Office - Victims Rights	5,600	5,600	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	661,500	661,500	630,000	70,000	90%	F
AFG - Prevention	22,500	22,500	27,000	3,000	90%	F
AFG - Quint	1,260,000	1,260,000	1,260,000	140,000	90%	F
AFG - SAFER	97,365	97,365	487,924	-	100%	F
AZ - 100 Club	15,000	15,000	-	-	100%	L
AZ CARES	-	889,750	-	-	100%	F/S
AZ DEMA - Camp Navajo	47,500	47,500	-	-	100%	S
AZ DFFM - Fuel Reduction #1	186,030	186,030	-	-	90%	F/S
AZ DFFM - Fuel Reduction #3	144,200	144,200	-	-	90%	F/S
AZ DFFM - Fuels Reduction Private Property	-	-	90,000	10,000	90%	F/S
AZ DFFM - Wildfire Treatment	270,000	270,000	360,000	40,000	90%	F/S
AZDOHS	31,500	31,500	-	-	90%	F/S
BNSF - Technology	15,000	15,000	-	-	100%	L
Coconino County RX Fire	25,000	25,000	-	-	100%	L
GOHS	40,500	40,500	-	-	90%	F/S
Tribal Gaming	360,000	360,000	360,000	40,000	90%	L
WCFS - Naval Observatory	19,800	19,801	-	-	100%	S
<i>Police:</i>						
ACJC - Metro (NAZ Street Crimes Task Force)	147,339	147,339	124,628	-	100%	F/S
ADOR - AZ 911	715,000	715,000	502,000	-	100%	S
ADOR - AZ 911 - Text to 911	30,000	30,000	-	-	100%	S
ATF - SLOT Overtime	10,000	10,000	16,542	-	100%	F/S
AZ CARES	-	1,044,298	-	-	100%	S
AZDOHS - Emergency Response Equipment	100,000	100,000	-	-	100%	F/S
AZDOHS - Tactical Robot	-	-	50,000	-	100%	F/S
DOJ - Bullet Proof Vest Program	10,000	10,000	20,000	20,000	50%	F
DOJ - Edward Byrne Memorial JAG - Overtime	70,000	70,000	21,000	-	100%	F
DPS - Statewide GIITEM	153,659	153,659	107,976	35,992	75%	S
Dream Court Grant	8,500	8,500	-	-	100%	L
FBI - Northern Arizona Gang Taskforce	100,000	100,000	127,000	-	100%	S
GOHS - Accident Reconstruction	15,000	15,000	-	-	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	50,000	-	-	100%	F/S
GOHS - Youth Alcohol	30,000	30,000	30,000	-	100%	F/S
Law Enforcement Officer Grant	50,000	50,000	-	-	100%	F

City of Flagstaff
Schedule of Grant Revenues
Fiscal Year 2021-2022

Project Name	Budgeted Revenues 2020-2021	Estimated Revenues 2020-2021	Budgeted Revenues 2021-2022	City Match 2021-2022	Budgeted Grant Reimb %	Funding
NPS - Dispatch Services	\$ 15,000	15,000	-	-	100%	F
Phoenix PD - Internet Crimes Against Children	4,500	4,500	-	-	100%	F/S
Police Grants	-	-	47,500	-	100%	S
PSN - Gang Prevention	50,000	50,000	75,000	-	100%	F
RICO - Metro	221,008	221,008	186,942	-	100%	S
RICO - Metro Equipment	36,226	36,226	-	-	100%	S
RICO - Officers	54,855	54,855	55,451	-	100%	S
RICO - Police Equipment	40,000	40,000	118,700	-	100%	S
US Marshals - Service Grant	12,000	12,000	15,000	-	100%	F
<i>Community Development:</i>						
Sunnyside Historic Context Grant	20,000	20,000	-	-	58%	F
<i>Parks:</i>						
Open Space Grants	-	-	50,000	-	100%	S
Buffalo Accessibility Improvement	-	-	150,000	-	100%	S
Subtotal	5,571,482	7,505,531	6,120,163	558,992		
Housing and Community Services						
ADOH - Home Grant	450,000	450,000	450,000	-	100%	F/S
ADOH - Owner Occupied Housing Rehab	450,000	450,000	450,000	150,000	75%	F/S
HUD - CDBG Entitlement	1,359,953	1,652,513	1,388,480	-	100%	F
Subtotal	2,259,953	2,552,513	2,288,480	150,000		
COVID Relief						
American Rescue Plan	-	-	15,238,257	-	100%	F
Subtotal	-	-	15,238,257	-		
Library						
LSTA	55,000	55,000	45,000	-	100%	F/S
Subtotal	55,000	55,000	45,000	-		
Transportation						
First/Last Mile grant	-	-	2,704,000	-	100%	F
FUTS State Parks Trails Grant	100,000	100,000	-	-	100%	S
HSIP - Lockett/Fourth Roundabout	451,656	451,656	1,385,968	-	100%	F
Transportation Technology ATMCTD	-	-	1,500,000	-	100%	F
Subtotal	551,656	551,656	5,589,968	-		
Beautification Fund						
National Endowment for the Arts	-	-	50,000	-	100%	F
Subtotal	-	-	50,000	-		
Capital Projects						
AZ DFFM - Museum Fire	700,000	700,000	-	-	90%	F/S
AZ DFFM - Observatory Mesa Fuels Reduction	189,000	189,000	-	-	78%	S
Subtotal	889,000	889,000	-	-		

Fiscal Year 2021-2022

City of Flagstaff

City of Flagstaff
Summary by Funding of Other Financing Sources
and Interfund Transfers
Fiscal Year 2021-2022

Fund	Proceeds from Other Financing Sources	Interfund Transfers	
		In	Out
General Fund	\$ -	11,732,522	17,085,016
Special Revenue Funds			
COVID Relief	-	-	9,066,292
Library	-	1,596,313	-
Highway User Revenue	-	986,611	513,000
Transportation	-	2,337,154	3,337,154
Flagstaff Urban Trails System	-	1,000,000	-
Beautification	-	450,800	499,872
Economic Development	-	686,175	343,757
Tourism	-	670,000	-
Arts and Science	-	169,075	-
Recreation	-	743,750	4,047,439
Housing and Community Services	-	753,000	-
Water Resource and Infrastructure Protection	-	-	183,958
Parking District	-	1,408,372	-
Total Special Revenue Funds	-	10,801,250	17,991,472
Debt Service Funds			
General Obligation Bonds	-	7,388,402	-
Secondary Property Tax	-	-	7,388,402
Pension Debt Service	-	9,197,890	-
Total Debt Service Funds	-	16,586,292	7,388,402
Capital Project Funds			
Non General Obligation Bond Funded Projects	17,900,000	3,700,000	-
General Obligation Bond Funded Projects	-	500,000	-
Total Capital Projects Funds	17,900,000	4,200,000	-
Enterprise Funds			
Drinking Water	-	2,018,695	84,945
Wastewater	-	-	1,851,572
Reclaimed Water	-	-	159,977
Stormwater	18,000,000	-	7,146
Solid Waste	-	-	100,835
Sustainability and Environmental Management	-	1,056,543	-
Airport	-	900,000	2,625,937
Total Enterprise Funds	18,000,000	3,975,238	4,830,412
Total All Funds	\$ 35,900,000	47,295,302	47,295,302

City of Flagstaff
Schedule of Transfers
Fiscal Year 2021-2022

Transfer To:	Transfer From:	Amount	Comments
General Fund	Highway User Fund	13,000	Right of way maintenance
General Fund	Beautification Fund	412,872	Streetscape maintenance on BBB funded projects
General Fund	Beautification Fund	57,000	Right of way and median maintenance
General Fund	Economic Development Fund	343,757	Accelerator debt service
General Fund	Recreation Fund	255,078	Contribution to the maintenance of FUTS
General Fund	Recreation Fund	1,337,517	Field maintenance for recreation bond projects
General Fund	Recreation Fund	954,844	Operation of recreation programs
General Fund	Recreation Fund	1,500,000	West side park project
General Fund	Drinking Water Fund	84,945	Information technology security position
General Fund	Airport	2,350,000	Loan repayment
General Fund	COVID Relief Fund	4,423,509	American Rescue Plan - revenue shortfalls
	Total	\$ 11,732,522	
Library Fund	General Fund	1,596,313	Library operational and capital support
	Total	\$ 1,596,313	
Highway User Revenue Fund	COVID Relief Fund	986,611	American Rescue Plan - revenue shortfalls
	Total	\$ 986,611	
FUTS Fund	Transportation Fund	1,000,000	Florence/Walnut underpass bridge project
	Total	\$ 1,000,000	
Transportation Fund	4th Street Overpass	231,192	Street improvement projects
Transportation Fund	Improvements	2,105,962	Street improvement projects
	Total	\$ 2,337,154	
Beautification Fund	COVID Relief Fund	450,800	American Rescue Plan - revenue shortfalls
	Total	\$ 450,800	
Economic Development Fund	COVID Relief Fund	214,175	American Rescue Plan - revenue shortfalls
Economic Development Fund	General Fund	472,000	Incubator debt service
	Total	\$ 686,175	
Tourism Fund	COVID Relief Fund	670,000	American Rescue Plan - revenue shortfalls
	Total	\$ 670,000	
Arts and Science Fund	COVID Relief Fund	169,075	American Rescue Plan - revenue shortfalls
	Total	\$ 169,075	
Recreation Fund	COVID Relief Fund	743,750	American Rescue Plan - revenue shortfalls
	Total	\$ 743,750	
Housing and Community Services	General Fund	3,000	Administrative expenses
Housing and Community Services	General Fund	100,000	Community Homebuyer Assistance Program
Housing and Community Services	General Fund	500,000	Housing emergency
Housing and Community Services	General Fund	50,000	Employer Assisted Housing Program
Housing and Community Services	General Fund	100,000	Affordable housing incentives
	Total	\$ 753,000	
Parking District Fund	COVID Relief Fund	1,408,372	American Rescue Plan - revenue shortfalls
	Total	\$ 1,408,372	
General Obligation Bond Fund	Secondary Property Tax Fund	7,388,402	Repayment of general obligation bonds
	Total	\$ 7,388,402	
Pension Bond Fund	General Fund	8,737,995	Pension debt service

City of Flagstaff
Schedule of Transfers
Fiscal Year 2021-2022

Transfer To:	Transfer From:	Amount	Comments
Pension Bond Fund	WRIP Fund	183,958	Pension debt service
Pension Bond Fund	Airport Fund	275,937	Pension debt service
	Total	\$ 9,197,890	
Capital Project Fund	General Fund	3,700,000	Court parking facility
Capital Project Fund	Highway User Revenue Fund	500,000	Sweeper bay expansion project
	Total	\$ 4,200,000	
Drinking Water Fund	Stormwater Fund	7,146	Operational support
Drinking Water Fund	Wastewater Fund	1,851,572	Operational support
Drinking Water Fund	Reclaimed Water Fund	159,977	Operational support
	Total	\$ 2,018,695	
Sustainability and Environmental Management Fund	General Fund	350,000	Photovoltaic energy production project
Sustainability and Environmental Management Fund	General Fund	11,000	Rate structure optimization analysis and software
Sustainability and Environmental Management Fund	General Fund	500,000	CAAP set aside
Sustainability and Environmental Management Fund	General Fund	64,708	Climate coordinator
Sustainability and Environmental Management Fund	Beautification Fund	30,000	Litter control support
Sustainability and Environmental Management Fund	Solid Waste	100,835	Environmental Management program support
	Total	\$ 1,056,543	
Airport Fund	General Fund	900,000	Parking lot project loan
	Total	\$ 900,000	
	Total Transfers	\$ 47,295,302	

City of Flagstaff
Summary by Division of Expenditures/Expenses within Each Fund
Comparison of Fiscal Year 2020-2021 and 2021-2022
(With Actual for Fiscal Year 2019-2020)

Fund/Division	Actual Expenditures/ Expenses 2019-2020	Adopted Budgeted Expenditures/ Expenses 2020-2021	Estimated Expenditures/ Expenses 2020-2021	Proposed Budgeted Expenditures/ Expenses 2021-2022	Change (Budget-Budget)	% Change
General Fund						
General Administration	\$ 8,090,790	12,256,688	12,257,692	15,578,144	3,321,456	27.1%
Management Services	6,706,020	4,596,113	4,468,115	4,865,296	269,183	5.9%
Fire	13,734,246	20,263,632	17,487,463	15,826,981	(4,436,651)	(21.9%)
Police	20,030,101	25,655,337	23,134,916	20,421,028	(5,234,309)	(20.4%)
Community Development	5,184,563	6,030,172	5,905,172	4,417,683	(1,612,489)	(26.7%)
Public Works	8,976,374	11,618,249	10,335,103	13,204,350	1,586,101	13.7%
Economic Vitality	140,310	107,265	107,265	127,834	20,569	19.2%
Non-Departmental	(3,078,586)	(365,457)	(1,457,457)	(2,524,894)	(2,159,437)	590.9%
Engineering and Capital Improvements	-	-	-	1,920,688	1,920,688	100.0%
Contingency	(194,281)	1,527,750	1,517,750	1,799,060	271,310	17.8%
Total General Fund	59,589,537	81,689,749	73,756,019	75,636,170	(6,053,579)	(7.4%)
Special Revenue Funds						
Housing and Community Service Fund						
Community Development	753,164	2,886,877	3,533,116	3,585,303	698,426	24.2%
Non-Departmental	38,241	48,668	48,668	48,668	-	0.0%
	791,405	2,935,545	3,581,784	3,633,971	698,426	23.8%
COVID Relief Fund						
Fire	3,052,399	-	889,748	-	-	100.0%
Police	3,628,410	-	1,044,298	-	-	100.0%
Non-Departmental	-	-	-	6,171,965	6,171,965	100.0%
	6,680,809	-	1,934,046	6,171,965	6,171,965	100.0%
Library Fund						
General Administration	212,985	253,764	253,764	260,108	6,344	2.5%
Management Services	139,996	139,996	139,996	143,496	3,500	2.5%
Public Works	44,483	43,397	43,397	44,482	1,085	2.5%
Economic Vitality	5,145,679	6,849,779	4,608,205	5,477,476	(1,372,303)	(20.0%)
Non-Departmental	75,872	71,752	71,752	73,546	1,794	2.5%
Contingency	-	100,000	-	100,000	-	0.0%
	5,619,015	7,458,688	5,117,114	6,099,108	(1,359,580)	(18.2%)
Highway User Revenue Fund						
General Administration	152,508	256,750	256,750	263,169	6,419	2.5%
Management Services	184,020	83,032	83,032	96,264	13,232	15.9%
Community Development	8,056,810	14,744,813	12,370,858	531,355	(14,213,458)	(96.4%)
Public Works	7,547,131	15,256,833	12,069,169	8,831,665	(6,425,168)	(42.1%)
Economic Vitality	3,901	2,706	2,706	2,773	67	2.5%
Non-Departmental	75,170	126,879	126,879	130,051	3,172	2.5%
Contingency	-	100,000	-	100,000	-	0.0%
	16,019,540	30,571,013	24,909,394	9,955,277	(20,615,736)	(67.4%)
Transportation Fund						
General Administration	86,333	72,462	72,462	81,856	9,394	13.0%
Management Services	255,780	188,863	188,863	212,127	23,264	12.3%
Community Development	2,701,592	24,756,222	24,663,920	-	(24,756,222)	(100.0%)
Public Works	4,865,973	1,184,126	273,199	3,014,718	1,830,592	154.6%
Economic Vitality	1,395	748	748	840	92	12.3%
Non-Departmental	11,494,783	10,996,625	10,996,625	7,119,106	(3,877,519)	(35.3%)
Engineering and Capital Improvements	-	-	-	27,945,668	27,945,668	100.0%
	19,405,856	37,199,046	36,195,817	38,374,315	1,175,269	3.2%
FUTS Fund						
General Administration	1,271	-	-	-	-	100.0%
Management Services	11,306	-	-	-	-	100.0%
Community Development	1,758,069	3,042,599	1,193,629	2,616,735	(425,864)	(14.0%)
Economic Vitality	100	-	-	-	-	100.0%

City of Flagstaff
Summary by Division of Expenditures/Expenses within Each Fund
Comparison of Fiscal Year 2020-2021 and 2021-2022
(With Actual for Fiscal Year 2019-2020)

Fund/Division	Actual Expenditures/ Expenses 2019-2020	Adopted Budgeted Expenditures/ Expenses 2020-2021	Estimated Expenditures/ Expenses 2020-2021	Proposed Budgeted Expenditures/ Expenses 2021-2022	Change (Budget-Budget)	% Change
FUTS Fund - Continued						
Non-Departmental	\$ 431	-	-	-	-	100.0%
	1,771,177	3,042,599	1,193,629	2,616,735	(425,864)	(14.0%)
Beautification Fund						
Economic Vitality	566,007	4,722,707	4,610,707	2,186,363	(2,536,344)	(53.7%)
Contingency	-	10,000	-	10,000	-	0.0%
	566,007	4,732,707	4,610,707	2,196,363	(2,536,344)	(53.6%)
Economic Development Fund						
Economic Vitality	1,235,142	1,494,089	1,395,083	1,494,286	197	0.0%
Contingency	-	45,000	-	45,000	-	0.0%
	1,235,142	1,539,089	1,395,083	1,539,286	197	0.0%
Tourism Fund						
Economic Vitality	2,826,390	3,262,717	2,850,757	3,076,284	(186,433)	(5.7%)
Contingency	-	50,000	-	50,000	-	0.0%
	2,826,390	3,312,717	2,850,757	3,126,284	(186,433)	(5.6%)
Arts and Science Fund						
Economic Vitality	618,991	1,249,998	1,043,652	932,632	(317,366)	(25.4%)
Contingency	-	10,000	-	10,000	-	0.0%
	618,991	1,259,998	1,043,652	942,632	(317,366)	(25.2%)
Recreation Fund						
Public Works	251,569	7,500	7,500	10,400	2,900	38.7%
	251,569	7,500	7,500	10,400	2,900	38.7%
Parking District Fund						
General Administration	18,070	44,282	44,282	45,168	886	2.0%
Management Services	24,445	6,603	6,603	6,735	132	2.0%
Public Works	1,112	567	567	578	11	1.9%
Economic Vitality	773,919	1,749,484	1,442,539	1,209,062	(540,422)	(30.9%)
Non-Departmental	7,479	10,367	10,367	10,574	207	2.0%
Contingency	-	30,000	-	30,000	-	0.0%
	825,025	1,841,303	1,504,358	1,302,117	(539,186)	(29.3%)
Water Resource & Infrastructure Protection Fund						
General Administration	-	-	-	37,443	37,443	100.0%
Management Services	-	-	-	5,583	5,583	100.0%
Fire	-	1,038,121	484,650	945,482	(92,639)	(8.9%)
Public Works	-	-	-	479	479	100.0%
Economic Vitality	-	-	-	325	325	100.0%
Non-Departmental	-	-	-	8,766	8,766	100.0%
	-	1,038,121	484,650	998,078	(40,043)	(3.9%)
Total Special Revenue Funds	56,610,926	94,938,326	84,828,491	76,966,531	(17,971,795)	(18.9%)
Debt Service Funds						
General Obligation Bonds Fund						
Non-Departmental	7,014,985	7,378,336	7,309,850	7,388,402	10,066	0.1%
	7,014,985	7,378,336	7,309,850	7,388,402	10,066	0.1%
Pension Debt Service Fund						
Non-Departmental	-	122,002,500	120,579,453	9,197,890	(112,804,610)	(92.5%)
	-	122,002,500	120,579,453	9,197,890	(112,804,610)	(92.5%)
Total Debt Service Funds	7,014,985	129,380,836	127,889,303	16,586,292	(112,794,544)	(87.2%)

City of Flagstaff
Summary by Division of Expenditures/Expenses within Each Fund
Comparison of Fiscal Year 2020-2021 and 2021-2022
(With Actual for Fiscal Year 2019-2020)

Fund/Division	Actual Expenditures/ Expenses 2019-2020	Adopted Budgeted Expenditures/ Expenses 2020-2021	Estimated Expenditures/ Expenses 2020-2021	Proposed Budgeted Expenditures/ Expenses 2021-2022	Change (Budget-Budget)	% Change
Capital Project Funds						
Non GO Bond Funded Projects Fund						
Non-Departmental	\$ 12,247,949	17,845,193	15,957,955	23,857,842	6,012,649	33.7%
	12,247,949	17,845,193	15,957,955	23,857,842	6,012,649	33.7%
GO Bonds Funded Projects Fund						
Non-Departmental	1,440,441	2,500,988	4,820,946	2,015,239	(485,749)	(19.4%)
	1,440,441	2,500,988	4,820,946	2,015,239	(485,749)	(19.4%)
Total Capital Project Funds	13,688,390	20,346,181	20,778,901	25,873,081	5,526,900	27.2%
Enterprise Funds						
Drinking Water Fund						
General Administration	253,298	412,028	412,028	416,153	4,125	1.0%
Management Services	1,154,806	1,031,554	1,031,554	1,041,881	10,327	1.0%
Public Works	69,641	105,173	105,173	106,226	1,053	1.0%
Economic Vitality	9,258	5,640	5,640	5,696	56	1.0%
Water Services	16,383,019	33,585,725	33,387,588	21,699,370	(11,886,355)	(35.4%)
Non-Departmental	165,696	157,666	157,666	159,244	1,578	1.0%
Contingency	-	1,000,000	-	1,000,000	-	0.0%
	18,035,718	36,297,786	35,099,649	24,428,570	(11,869,216)	(32.7%)
Wastewater Fund						
General Administration	246,462	241,162	241,162	243,586	2,424	1.0%
Management Services	300,710	360,381	360,381	364,004	3,623	1.0%
Public Works	62,532	19,939	19,939	20,139	200	1.0%
Economic Vitality	3,896	2,383	2,383	2,407	24	1.0%
Water Services	11,150,787	13,658,719	10,726,347	12,062,298	(1,596,421)	(11.7%)
Non-Departmental	72,894	65,901	65,901	66,564	663	1.0%
Contingency	-	800,000	-	800,000	-	0.0%
	11,837,281	15,148,485	11,416,113	13,558,998	(1,589,487)	(10.5%)
Reclaimed Water Fund						
General Administration	21,696	28,900	28,900	29,176	276	1.0%
Management Services	40,811	32,038	32,038	32,343	305	1.0%
Public Works	1,026	-	-	-	-	100.0%
Economic Vitality	499	240	240	242	2	0.8%
Water Services	390,962	1,904,108	1,117,608	1,425,592	(478,516)	(25.1%)
Non-Departmental	10,571	8,161	8,161	8,239	78	1.0%
Contingency	-	50,000	-	50,000	-	0.0%
	465,565	2,023,447	1,186,947	1,545,592	(477,855)	(23.6%)
Stormwater Fund						
General Administration	25,324	54,758	54,758	56,127	1,369	2.5%
Management Services	91,772	88,129	88,129	90,332	2,203	2.5%
Public Works	9,241	108	108	111	3	2.8%
Economic Vitality	701	397	397	407	10	2.5%
Water Services	4,476,068	23,973,012	23,779,070	22,679,203	(1,293,809)	(5.4%)
Non-Departmental	15,546	13,450	13,450	13,786	336	2.5%
Contingency	-	300,000	-	300,000	-	0.0%
	4,618,652	24,429,854	23,935,912	23,139,966	(1,289,888)	(5.3%)
Solid Waste Fund						
General Administration	282,932	376,772	376,772	386,191	9,419	2.5%
Management Services	564,536	444,427	444,427	455,538	11,111	2.5%
Public Works	10,054,270	16,743,681	16,743,681	13,115,626	(3,628,055)	(21.7%)

City of Flagstaff
Summary by Division of Expenditures/Expenses within Each Fund
Comparison of Fiscal Year 2020-2021 and 2021-2022
(With Actual for Fiscal Year 2019-2020)

Fund/Division	Actual Expenditures/ Expenses 2019-2020	Adopted Budgeted Expenditures/ Expenses 2020-2021	Estimated Expenditures/ Expenses 2020-2021	Proposed Budgeted Expenditures/ Expenses 2021-2022	Change (Budget-Budget)	% Change
Solid Waste Fund - Continued						
Economic Vitality	\$ 8,475	5,332	5,332	5,465	133	2.5%
Non-Departmental	163,034	177,790	177,790	182,235	4,445	2.5%
Contingency	2,081	500,000	-	500,000	-	0.0%
	11,075,328	18,248,002	17,748,002	14,645,055	(3,602,947)	(19.7%)
Sustainability and Environmental Management Fund						
General Administration	36,224	1,039,860	988,460	1,829,501	789,641	75.9%
Management Services	91,588	82,015	82,015	84,065	2,050	2.5%
Public Works	758,386	174,081	124,081	31,602	(142,479)	(81.8%)
Economic Vitality	831	444	444	455	11	2.5%
Non-Departmental	20,898	15,465	15,465	15,852	387	2.5%
Contingency	-	30,000	-	30,000	-	0.0%
	907,927	1,341,865	1,210,465	1,991,475	649,610	48.4%
Airport Fund						
General Administration	60,258	109,853	109,853	112,598	2,745	2.5%
Management Services	143,107	116,371	116,371	119,279	2,908	2.5%
Public Works	70,008	76,177	76,177	78,081	1,904	2.5%
Economic Vitality	4,230,019	16,168,180	12,402,546	16,452,052	283,872	1.8%
Non-Departmental	27,622	29,338	29,338	30,071	733	2.5%
Contingency	-	100,000	-	100,000	-	0.0%
	4,531,014	16,599,919	12,734,285	16,892,081	292,162	1.8%
Flagstaff Housing Authority Fund						
Community Development	7,295,935	9,242,616	7,967,616	8,791,305	(451,311)	(4.9%)
Contingency	-	1,001,250	-	1,001,250	-	0.0%
	7,295,935	10,243,866	7,967,616	9,792,555	(451,311)	(4.4%)
Total Enterprise Funds	58,767,420	124,333,224	111,298,989	105,994,292	(18,338,932)	(14.7%)
Total All Funds	\$ 195,671,258	450,688,316	418,551,703	301,056,366	(149,631,950)	(33.2%)

City of Flagstaff
Budget by Division and Section
Comparison of Fiscal Year 2020-2021 and 2021-2022
(With Actual for Fiscal Year 2019-2020)

Division/Section	Actual Expenditures/ Expenses 2019-2020	Adopted Budgeted Expenditures/ Expenses 2020-2021	Estimated Expenditures/ Expenses 2020-2021	Proposed Budgeted Expenditures/ Expenses 2021-2022	Change (Budget-Budget)	% Change
General Administration						
City Manager	\$ 1,725,610	1,964,629	1,964,629	2,283,345	318,716	16.2%
Human Resources	922,290	1,132,500	1,088,502	1,043,923	(88,577)	(7.8%)
Risk Management	210,794	230,171	230,172	280,232	50,061	21.7%
Information Technology	-	3,280,443	3,325,444	5,871,255	2,590,812	79.0%
City Attorney	1,916,250	2,152,507	2,152,507	2,204,138	51,631	2.4%
Flagstaff Municipal Court	3,315,846	3,496,438	3,496,438	3,895,251	398,813	11.4%
Sustainability	-	981,578	930,178	1,658,703	677,125	69.0%
Environmental Management	-	-	-	111,059	111,059	100.0%
	8,090,790	13,238,266	13,187,870	17,347,906	4,109,640	31.0%
Community Development						
Community Development Administration	402,337	473,863	449,863	406,192	(67,671)	(14.3%)
Engineering	1,678,531	2,131,388	2,030,388	-	(2,131,388)	(100.0%)
Capital Improvements	(21,888)	(134,365)	(134,365)	-	134,365	(100.0%)
Planning and Development Services	2,724,261	3,109,608	3,109,608	3,557,611	448,003	14.4%
Housing	401,322	449,678	449,678	453,880	4,202	0.9%
Community Housing Services	263,858	675,592	825,976	1,345,491	669,899	99.2%
Community Housing Grants	5,428	900,000	900,000	900,000	-	0.0%
CDBG Grants	483,878	1,311,285	1,807,140	1,339,812	28,527	2.2%
Transportation CIP	7,607,292	20,077,909	17,703,954	-	(20,077,909)	(100.0%)
Road Repair Construction	2,650,436	10,566,413	10,566,413	-	(10,566,413)	(100.0%)
Street Widening Projects	-	1,859,344	4,236,042	-	(1,859,344)	(100.0%)
Street Operations	-	3,127,790	2,542,790	-	(3,127,790)	(100.0%)
Bicycle and Pedestrian Projects	-	2,151,000	267,000	-	(2,151,000)	(100.0%)
General Transportation Improvements	347	1,189,300	1,189,300	-	(1,189,300)	(100.0%)
Flagstaff Urban Trails System	1,758,069	3,042,599	1,193,629	2,616,735	(425,864)	(14.0%)
Flagstaff Housing Authority	7,295,935	9,242,616	7,967,616	8,791,305	(451,311)	(4.9%)
Metro Planning Organization	(63,912)	-	-	-	-	100.0%
	25,185,894	60,174,020	55,105,032	19,411,026	(40,762,994)	(67.7%)
Management Services						
Management Services Administration	270,278	279,381	279,381	305,350	25,969	9.3%
Information Technology	2,619,806	-	-	-	-	100.0%
Purchasing	870,611	924,099	924,101	999,197	75,098	8.1%
Revenue	1,526,250	1,954,748	1,829,748	1,899,898	(54,850)	(2.8%)
Finance	1,419,075	1,437,885	1,434,885	1,660,851	222,966	15.5%
	6,706,020	4,596,113	4,468,115	4,865,296	269,183	5.9%
Fire						
Fire Operations	12,823,136	16,191,014	14,470,425	12,313,780	(3,877,234)	(23.9%)
Fire Grants	3,963,509	4,072,618	3,906,786	3,513,201	(559,417)	(13.7%)
Fire Watershed Protection	-	1,038,121	484,650	945,482	(92,639)	(8.9%)
	16,786,645	21,301,753	18,861,861	16,772,463	(4,529,290)	(21.3%)
Police						
Police Operations	18,443,735	23,279,589	21,803,464	18,416,190	(4,863,399)	(20.9%)
Police Grants	5,214,776	2,375,748	2,375,750	2,004,838	(370,910)	(15.6%)
	23,658,511	25,655,337	24,179,214	20,421,028	(5,234,309)	(20.4%)
Public Works						
Public Works Administration	105,364	71,161	71,161	71,217	56	0.1%
Public Facilities Maintenance	1,337,320	2,260,565	2,447,419	1,573,553	(687,012)	(30.4%)
USGS Facilities	535,870	1,189,023	1,189,023	779,562	(409,461)	(34.4%)
Fleet Services	53,949	473,504	473,504	200,000	(273,504)	(57.8%)
Parks	3,487,690	3,572,023	3,572,023	5,816,790	2,244,767	62.8%
Recreation	3,456,181	4,051,973	2,581,973	4,557,846	505,873	12.5%
Open Space	-	-	-	205,382	205,382	100.0%
Street Maintenance and Repairs	5,410,569	6,588,763	6,588,763	6,279,188	(309,575)	(4.7%)
Street Construction and Reconstruction	1,462,887	8,519,312	5,331,648	2,400,000	(6,119,312)	(71.8%)

City of Flagstaff
Budget by Division and Section
Comparison of Fiscal Year 2020-2021 and 2021-2022
(With Actual for Fiscal Year 2019-2020)

Division/Section	Actual Expenditures/ Expenses 2019-2020	Adopted Budgeted Expenditures/ Expenses 2020-2021	Estimated Expenditures/ Expenses 2020-2021	Proposed Budgeted Expenditures/ Expenses 2021-2022	Change (Budget-Budget)	% Change
Public Works - Continued						
Road Repair Pavement Preservation	\$ 4,855,596	1,144,319	233,392	2,969,679	1,825,360	159.5%
Street and Highway User Revenue Bonds	546,508	-	-	-	-	100.0%
Landfill	2,167,019	7,656,243	7,656,243	4,926,258	(2,729,985)	(35.7%)
Collections	7,320,682	8,490,085	8,490,085	7,584,287	(905,798)	(10.7%)
Solid Waste Debt Service	379,173	377,230	377,230	379,455	2,225	0.6%
Sustainability	665,539	-	-	-	-	100.0%
Environmental Management	72,354	143,250	93,250	-	(143,250)	(100.0%)
Recreation - BBB	251,569	7,500	7,500	10,400	2,900	38.7%
	32,108,270	44,544,951	39,113,214	37,753,617	(6,791,334)	(15.2%)
Economic Vitality						
Library City Direct	3,955,119	4,963,834	3,831,650	4,302,462	(661,372)	(13.3%)
Library County Direct	613,116	649,793	463,108	665,480	15,687	2.4%
Library County Indirect Shared Services	501,637	1,178,557	255,852	461,874	(716,683)	(60.8%)
Library Grants	71,462	55,000	55,000	45,000	(10,000)	(18.2%)
Community Investment	140,310	107,265	107,265	127,834	20,569	19.2%
Beautification	263,643	500,298	500,298	590,363	90,065	18.0%
Beautification - Capital Improvements	302,364	4,222,409	4,110,409	1,596,000	(2,626,409)	(62.2%)
Economic Development	986,988	1,247,001	1,147,995	1,243,805	(3,196)	(0.3%)
Economic Development Debt Service	248,154	247,088	247,088	250,481	3,393	1.4%
Tourism	2,463,523	2,704,789	2,318,012	2,586,269	(118,520)	(4.4%)
Visitor Services	362,867	557,928	532,745	490,015	(67,913)	(12.2%)
Arts and Science	618,991	1,249,998	1,043,652	932,632	(317,366)	(25.4%)
Parking District	658,090	1,637,074	1,330,129	1,093,645	(543,429)	(33.2%)
Parking District Debt Service	115,387	112,026	112,026	115,025	2,999	2.7%
Airport	3,996,703	15,615,350	12,169,716	16,219,195	603,845	3.9%
Airport Debt Service	231,736	551,736	231,736	231,736	(320,000)	(58.0%)
	15,530,090	35,600,146	28,456,681	30,951,816	(4,648,330)	(13.1%)
Water Services						
Administration	2,472,430	2,137,066	2,074,066	2,301,815	164,749	7.7%
Water Production	3,531,940	4,679,605	4,669,575	4,162,513	(517,092)	(11.0%)
Water Distribution	2,022,394	2,441,380	2,414,380	2,100,444	(340,936)	(14.0%)
Water Resource Management	683,170	707,887	685,887	676,798	(31,089)	(4.4%)
Engineering Services	460,149	571,132	482,132	584,531	13,399	2.3%
Regulatory Compliance	976,364	1,101,571	1,080,571	1,099,164	(2,407)	(0.2%)
SCADA Information Systems	783,263	771,326	692,326	990,921	219,595	28.5%
Wastewater Treatment - Wildcat	2,077,703	2,664,773	2,644,773	2,480,609	(184,164)	(6.9%)
Wastewater Treatment - Rio Plant	1,278,300	1,057,807	1,045,807	1,112,827	55,020	5.2%
Wastewater Collection	1,372,541	1,237,062	1,223,062	1,257,982	20,920	1.7%
Reclaim Water	390,962	779,108	777,608	425,592	(353,516)	(45.4%)
Stormwater	1,124,082	1,799,939	1,605,997	2,259,203	459,264	25.5%
Drinking Water Capital Improvements	3,490,965	18,858,637	18,971,530	7,345,000	(11,513,637)	(61.1%)
Wastewater Capital Improvements	3,208,736	7,804,942	4,918,570	5,050,000	(2,754,942)	(35.3%)
Reclaim Water Capital Improvements	-	1,125,000	340,000	1,000,000	(125,000)	(11.1%)
Stormwater Capital Improvements	3,351,986	21,573,073	21,573,073	19,215,000	(2,358,073)	(10.9%)
Drinking Water Debt Service	1,962,344	2,317,121	2,317,121	2,438,184	121,063	5.2%
Wastewater Debt Service	3,213,507	894,135	894,135	2,160,880	1,266,745	141.7%
Stormwater Debt Service	-	600,000	600,000	1,205,000	605,000	100.8%
	32,400,836	73,121,564	69,010,613	57,866,463	(15,255,101)	(20.9%)
Non-Departmental						
Council and Commissions	410,052	432,096	407,096	441,000	8,904	2.1%
Non-Departmental	2,608,499	5,332,549	4,265,549	9,543,609	4,211,060	79.0%
Transit	7,763,743	7,270,134	7,270,134	5,601,319	(1,668,815)	(23.0%)
GO Bond Funded Projects	1,440,441	2,500,988	4,820,946	2,015,239	(485,749)	(19.4%)
GO Bond Debt Service	7,014,985	7,378,336	7,309,850	7,388,402	10,066	0.1%
Non GO Bond Funded Projects	12,247,949	17,845,193	15,957,955	23,857,842	6,012,649	33.7%
4th Street Debt Service	2,218,725	2,211,338	2,211,338	-	(2,211,338)	(100.0%)

City of Flagstaff
Budget by Division and Section
Comparison of Fiscal Year 2020-2021 and 2021-2022
(With Actual for Fiscal Year 2019-2020)

Division/Section	Actual Expenditures/ Expenses 2019-2020	Adopted Budgeted Expenditures/ Expenses 2020-2021	Estimated Expenditures/ Expenses 2020-2021	Proposed Budgeted Expenditures/ Expenses 2021-2022	Change (Budget-Budget)	% Change
Non-Departmental - Continued						
Road Repair Debt Service	\$ 1,488,813	1,488,388	1,488,388	1,487,663	(725)	(0.0%)
Pension Debt Service	-	122,002,500	120,579,453	9,197,890	(112,804,610)	(92.5%)
Facility Improvement Debt	203,195	340,644	340,644	342,121	1,477	0.4%
	35,396,402	166,802,166	164,651,353	59,875,085	(106,927,081)	(64.1%)
Engineering and Capital Improvements						
Engineering	-	-	-	2,064,184	2,064,184	100.0%
Capital Improvement	-	-	-	(143,496)	(143,496)	100.0%
Transportation CIP	-	-	-	3,509,100	3,509,100	100.0%
Road Repair Construction	-	-	-	7,480,300	7,480,300	100.0%
Street Widening Projects	-	-	-	2,670,000	2,670,000	100.0%
Street Operations	-	-	-	5,902,968	5,902,968	100.0%
Bicycle and Pedestrian Projects	-	-	-	7,294,000	7,294,000	100.0%
General Transportation Improvements	-	-	-	1,089,300	1,089,300	100.0%
	-	-	-	29,866,356	29,866,356	
Reserves/Contingencies	(192,200)	5,654,000	1,517,750	5,925,310	271,310	4.8%
Grand Total	\$ 195,671,258	450,688,316	418,551,703	301,056,366	(149,631,950)	(33.2%)

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.

City of Flagstaff
Budget Summary by Division of Expenditures
Comparison of Fiscal Year 2020-2021 and 2021-2022
(With Actual for Fiscal Year 2019-2020)

Division/Fund	Actual Expenditures/ Expenses 2019-2020	Adopted Budgeted Expenditures/ Expenses 2020-2021	Estimated Expenditures/ Expenses * 2020-2021	Proposed Budgeted Expenditures/ Expenses 2021-2022	Change (Budget-Budget)	% Change
General Administration						
General Fund	\$ 8,090,790	12,256,688	12,257,692	15,578,144	3,321,456	27.1%
Library	212,985	253,764	253,764	260,108	6,344	2.5%
HURF	152,508	256,750	256,750	263,169	6,419	2.5%
Transportation	86,333	72,462	72,462	81,856	9,394	13.0%
FUTS	1,271	-	-	-	-	100.0%
Parking District	18,070	44,282	44,282	45,168	886	2.0%
Water Resource & Infrastructure Fund	-	-	-	37,443	37,443	100.0%
Drinking Water	253,298	412,028	412,028	416,153	4,125	1.0%
Wastewater	246,462	241,162	241,162	243,586	2,424	1.0%
Reclaimed Water	21,696	28,900	28,900	29,176	276	1.0%
Stormwater	25,324	54,758	54,758	56,127	1,369	2.5%
Solid Waste	282,932	376,772	376,772	386,191	9,419	2.5%
Sustainability and Environmental Mgmt	36,224	1,039,860	988,460	1,829,501	789,641	75.9%
Airport	60,258	109,853	109,853	112,598	2,745	2.5%
	9,488,151	15,147,279	15,096,883	19,339,220	4,191,941	27.7%
Community Development						
General Fund	5,184,563	6,030,172	5,905,172	4,417,683	(1,612,489)	(26.7%)
HURF	8,056,810	14,744,813	12,370,858	531,355	(14,213,458)	(96.4%)
Transportation	2,701,592	24,756,222	24,663,920	-	(24,756,222)	(100.0%)
FUTS	1,758,069	3,042,599	1,193,629	2,616,735	(425,864)	(14.0%)
Housing and Community Services	753,164	2,886,877	3,533,116	3,585,303	698,426	24.2%
Flagstaff Housing Authority	7,295,935	9,242,616	7,967,616	8,791,305	(451,311)	(4.9%)
	25,750,133	60,703,299	55,634,311	19,942,381	(40,760,918)	(67.1%)
Management Services						
General Fund	6,706,020	4,596,113	4,468,115	4,865,296	269,183	5.9%
Library	139,996	139,996	139,996	143,496	3,500	2.5%
HURF	184,020	83,032	83,032	96,264	13,232	15.9%
Transportation	255,780	188,863	188,863	212,127	23,264	12.3%
FUTS	11,306	-	-	-	-	100.0%
Parking District	24,445	6,603	6,603	6,735	132	2.0%
Water Resource & Infrastructure Fund	-	-	-	5,583	5,583	100.0%
Drinking Water	1,154,806	1,031,554	1,031,554	1,041,881	10,327	1.0%
Wastewater	300,710	360,381	360,381	364,004	3,623	1.0%
Reclaimed Water	40,811	32,038	32,038	32,343	305	1.0%
Stormwater	91,772	88,129	88,129	90,332	2,203	2.5%
Solid Waste	564,536	444,427	444,427	455,538	11,111	2.5%
Sustainability and Environmental Mgmt	91,588	82,015	82,015	84,065	2,050	2.5%
Airport	143,107	116,371	116,371	119,279	2,908	2.5%
	9,708,897	7,169,522	7,041,524	7,516,943	347,421	4.8%
Fire						
General Fund	13,734,246	20,263,632	17,487,463	15,826,981	(4,436,651)	(21.9%)
COVID Relief Fund	3,052,399	-	889,748	-	-	100.0%
Water Resource & Infrastructure Fund	-	1,038,121	484,650	945,482	(92,639)	(8.9%)
	16,786,645	21,301,753	18,861,861	16,772,463	(4,529,290)	(21.3%)
Police						
General Fund	20,030,101	25,655,337	23,134,916	20,421,028	(5,234,309)	(20.4%)
COVID Relief Fund	3,628,410	-	1,044,298	-	-	100.0%
	23,658,511	25,655,337	24,179,214	20,421,028	(5,234,309)	(20.4%)
Public Works						
General Fund	8,976,374	11,618,249	10,335,103	13,204,350	1,586,101	13.7%
Library	44,483	43,397	43,397	44,482	1,085	2.5%
HURF	7,547,131	15,256,833	12,069,169	8,831,665	(6,425,168)	(42.1%)
Transportation	4,865,973	1,184,126	273,199	3,014,718	1,830,592	154.6%

City of Flagstaff
Budget Summary by Division of Expenditures
Comparison of Fiscal Year 2020-2021 and 2021-2022
(With Actual for Fiscal Year 2019-2020)

Division/Fund	Actual Expenditures/ Expenses 2019-2020	Adopted Budgeted Expenditures/ Expenses 2020-2021	Estimated Expenditures/ Expenses * 2020-2021	Proposed Budgeted Expenditures/ Expenses 2021-2022	Change (Budget-Budget)	% Change
Public Works - Continued						
Recreation	\$ 251,569	7,500	7,500	10,400	2,900	38.7%
Parking District	1,112	567	567	578	11	1.9%
Water Resource & Infrastructure Fund	-	-	-	479	479	100.0%
Drinking Water	69,641	105,173	105,173	106,226	1,053	1.0%
Wastewater	62,532	19,939	19,939	20,139	200	1.0%
Reclaimed Water	1,026	-	-	-	-	100.0%
Stormwater	9,241	108	108	111	3	2.8%
Solid Waste	10,054,270	16,743,681	16,743,681	13,115,626	(3,628,055)	(21.7%)
Sustainability and Environmental Mgmt	758,386	174,081	124,081	31,602	(142,479)	(81.8%)
Airport	70,008	76,177	76,177	78,081	1,904	2.5%
	32,711,746	45,229,831	39,798,094	38,458,457	(6,771,374)	(15.0%)
Economic Vitality						
General Fund	140,310	107,265	107,265	127,834	20,569	19.2%
Library	5,145,679	6,849,779	4,608,205	5,477,476	(1,372,303)	(20.0%)
HURF	3,901	2,706	2,706	2,773	67	2.5%
Transportation	1,395	748	748	840	92	12.3%
FUTS	100	-	-	-	-	100.0%
Beautification	566,007	4,722,707	4,610,707	2,186,363	(2,536,344)	(53.7%)
Economic Development	1,235,142	1,494,089	1,395,083	1,494,286	197	0.0%
Tourism	2,826,390	3,262,717	2,850,757	3,076,284	(186,433)	(5.7%)
Arts and Science	618,991	1,249,998	1,043,652	932,632	(317,366)	(25.4%)
Parking District	773,919	1,749,484	1,442,539	1,209,062	(540,422)	(30.9%)
Water Resource & Infrastructure Fund	-	-	-	325	325	100.0%
Drinking Water	9,258	5,640	5,640	5,696	56	1.0%
Wastewater	3,896	2,383	2,383	2,407	24	1.0%
Reclaimed Water	499	240	240	242	2	0.8%
Stormwater	701	397	397	407	10	2.5%
Solid Waste	8,475	5,332	5,332	5,465	133	2.5%
Sustainability and Environmental Mgmt	831	444	444	455	11	2.5%
Airport	4,230,019	16,168,180	12,402,546	16,452,052	283,872	1.8%
	15,565,513	35,622,109	28,478,644	30,974,599	(4,647,510)	(13.0%)
Water Services						
Drinking Water	16,383,019	33,585,725	33,387,588	21,699,370	(11,886,355)	(35.4%)
Wastewater	11,150,787	13,658,719	10,726,347	12,062,298	(1,596,421)	(11.7%)
Reclaimed Water	390,962	1,904,108	1,117,608	1,425,592	(478,516)	(25.1%)
Stormwater	4,476,068	23,973,012	23,779,070	22,679,203	(1,293,809)	(5.4%)
	32,400,836	73,121,564	69,010,613	57,866,463	(15,255,101)	(20.9%)
Non-Departmental						
General Fund	(3,078,586)	(365,457)	(1,457,457)	(2,524,894)	(2,159,437)	590.9%
COVID Relief Fund	-	-	-	6,171,965	6,171,965	100.0%
Library	75,872	71,752	71,752	73,546	1,794	2.5%
HURF	75,170	126,879	126,879	130,051	3,172	2.5%
Transportation	11,494,783	10,996,625	10,996,625	7,119,106	(3,877,519)	(35.3%)
FUTS	431	-	-	-	-	100.0%
Housing and Community Services	38,241	48,668	48,668	48,668	-	0.0%
Parking District	7,479	10,367	10,367	10,574	207	2.0%
General Obligation Bonds	7,014,985	7,378,336	7,309,850	7,388,402	10,066	0.1%
Pension Debt Service Fund	-	122,002,500	120,579,453	9,197,890	(112,804,610)	(92.5%)
GO Bond Funded Projects	1,440,441	2,500,988	4,820,946	2,015,239	(485,749)	(19.4%)
Non GO Bond Funded Projects	12,247,949	17,845,193	15,957,955	23,857,842	6,012,649	33.7%
Water Resource & Infrastructure Fund	-	-	-	8,766	8,766	100.0%
Drinking Water	165,696	157,666	157,666	159,244	1,578	1.0%
Wastewater	72,894	65,901	65,901	66,564	663	1.0%
Reclaimed Water	10,571	8,161	8,161	8,239	78	1.0%
Stormwater	15,546	13,450	13,450	13,786	336	2.5%

City of Flagstaff
Budget Summary by Division of Expenditures
Comparison of Fiscal Year 2020-2021 and 2021-2022
(With Actual for Fiscal Year 2019-2020)

Division/Fund	Actual Expenditures/ Expenses 2019-2020	Adopted Budgeted Expenditures/ Expenses 2020-2021	Estimated Expenditures/ Expenses * 2020-2021	Proposed Budgeted Expenditures/ Expenses 2021-2022	Change (Budget-Budget)	% Change
Non-Departmental - Continued						
Solid Waste	\$ 163,034	177,790	177,790	182,235	4,445	2.5%
Sustainability and Environmental Mgmt	20,898	15,465	15,465	15,852	387	2.5%
Airport	27,622	29,338	29,338	30,071	733	2.5%
	29,793,026	161,083,622	158,932,809	53,973,146	(107,110,476)	(66.5%)
Engineering and Capital Improvements						
General Fund	-	-	-	1,920,688	1,920,688	100.0%
Transportation	-	-	-	27,945,668	27,945,668	100.0%
	-	-	-	29,866,356	29,866,356	100.0%
Reserves/Contingencies						
General Fund	(194,281)	1,527,750	1,517,750	1,799,060	271,310	17.8%
Library	-	100,000	-	100,000	-	0.0%
HURF	-	100,000	-	100,000	-	0.0%
Beautification	-	10,000	-	10,000	-	0.0%
Economic Development	-	45,000	-	45,000	-	0.0%
Tourism	-	50,000	-	50,000	-	0.0%
Arts and Science	-	10,000	-	10,000	-	0.0%
Parking District	-	30,000	-	30,000	-	0.0%
Drinking Water	-	1,000,000	-	1,000,000	-	0.0%
Wastewater	-	800,000	-	800,000	-	0.0%
Reclaimed Water	-	50,000	-	50,000	-	0.0%
Stormwater	-	300,000	-	300,000	-	0.0%
Solid Waste	2,081	500,000	-	500,000	-	0.0%
Sustainability and Environmental Mgmt	-	30,000	-	30,000	-	0.0%
Airport	-	100,000	-	100,000	-	0.0%
Flagstaff Housing Authority	-	1,001,250	-	1,001,250	-	0.0%
	(192,200)	5,654,000	1,517,750	5,925,310	271,310	4.8%
All Funds Total	\$ 195,671,258	450,688,316	418,551,703	301,056,366	(149,631,950)	(33.2%)

*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.

City of Flagstaff
Summary of Operating Capital
Fiscal Year 2021-2022

Sect #	Section	Operating Capital	Budget 2021-2022
General Fund			
051	Fire	Type 1 Fire Engine	\$ 350,000
		Stryker Response Van	40,000
052	Fire Grants	Type 3 Wildland Quint Engine	1,400,000
		Safety Equipment	350,000
061	Police	Vehicle Replacements (8)	280,000
062	Police Grants	Tactical Robot	50,000
102	Engineering	Vehicle Replacement	47,000
104	Planning and Development	Vehicle Replacement	43,000
154	Fleet	Electric Vehicles and Fire Replacement Set-aside	200,000
155	Parks	Utility Bobcat	58,000
		Bike Track	15,000
		Switzer Canyon Railing Replacement	20,000
		Vehicle Replacement	45,000
		Field Groomer	18,000
		Ponderosa Park Improvements	15,000
		Dog Park Equipment	10,000
		Cemetery Liner	10,000
		Cemetery Tamper	20,000
156	Recreation	Equipment	27,000
		Field Groomer	18,000
		Recreation Contingency	10,000
		Replacement of Pool Filter Control Board	10,000
		Boiler Replacement at the Aquaplex	220,000
		50% of Aquaplex Carpet Replacement	20,000
		Joe C Montoya Recreation Center Carpet Replacement	15,000
		General Fund Total	3,291,000
Library Fund			
035	City Library	Boiler Replacement	110,000
		Library Fund Total	110,000
Beautification Fund			
212	Beautification	Phone Booth Library	20,000
		Sandbag Barrier Beautification Eastside	10,000
		Vacant Space Activation	20,000
		Traffic Signal Boxes	10,000
		Beautification Fund Total	60,000
Arts and Science Fund			
216	Arts and Science	Moon Landing Sculpture	24,000
		Eastside Neighborhood Beautification - East Side	20,000
		Indoor Art in Public Spaces	10,000
		Arts and Science Fund Total	54,000
Highway User Fund			
161	Street Maintenance	Loader #1 Replacement	250,000
		Loader #2 Replacement	250,000
		Road Grader	100,000
		Street Sweeper	300,000
		10 Wheel Snow Plow	300,000

City of Flagstaff
Summary of Operating Capital
Fiscal Year 2021-2022

Sect #	Section	Operating Capital	Budget 2021-2022
Highway User Fund - Continued			
		3/4 Ton Truck (2)	\$ 100,000
		HURF Operational Capital TBD	100,000
		Highway User Fund Total	<u>1,400,000</u>
Transportation Fund			
120	Bicycle and Pedestrian Projects	FUTS Signing	120,000
		Transportation Fund	<u>120,000</u>
Drinking Water Fund			
301	Water Production	Lake Mary Raw Water Pump	20,000
303	Water Distribution	Valves, Hydrants, Parts	20,000
307	SCADA	Security	250,000
		Drinking Water Fund Total	<u>290,000</u>
Wastewater Fund			
311	Wastewater Treatment - Wildcat	Plant Security	100,000
		Flow Meter Equipment	20,000
		Turbine Repairs	65,000
		Septage Repairs	30,000
312	Wastewater Treatment - Rio	Plant Security	25,000
		Flow Meter Equipment	10,000
		Wastewater Fund Total	<u>250,000</u>
Solid Waste Fund			
165	Solid Waste - Landfill	Compactor Wheels for Compactor	45,000
		Undercarriage Refurbish of Cat Dozer	40,000
		Refurbish Cat Front End Loader	150,000
		Stormwater Infrastructure for Landfill	5,000
		Lydar Flyover	10,000
		Dust Control	10,000
		Landfill Closure Set Aside	100,000
		Materials Recovery Facility Transition Consultation	25,000
		Landfill Tarp Replacement	15,000
166	Solid Waste - Collections	Side Loader	320,000
		Front-end Loader	320,000
		Vehicle Replacement	40,000
		Solid Waste Fund Total	<u>1,080,000</u>
Airport Fund			
221	Airport	Bobcat Skid Steer Replacement	90,000
		Design and Construct Ramp Drainage Issue	200,000
		Airport Fund Total	<u>290,000</u>
		Total	<u><u>\$ 6,945,000</u></u>

City of Flagstaff
Summary of Capital Improvement Program
2021-2022

Sect #	Section	Project	Budget 2021-2022
General Fund			
014	Information Technology	Fiber	\$ 1,250,000
155	Parks	West Complex Little League Improvements	37,000
		Buffalo Park Accessibility Improvements	202,000
		West Side Park Project	1,500,000
		Cemetery Columbarium	50,000
General Fund Total			3,039,000
Library Fund			
035	City Library	Front Entry ADA Contribution	100,000
		Window Replacement	223,000
		Front Door Replacement	25,000
Library Fund Total			348,000
Parking Fund			
231	Parking	Temporary Southside Curbs	40,000
		Property Acquisition	246,510
Parking Fund Total			286,510
Highway User Revenue Fund			
162	Street Construction	Reserve for Improvements	50,000
		Minor Transportation Improvements	50,000
		Sidewalk Replacement Program 50/50 with Property Owners	200,000
		Road Construction	2,100,000
Highway User Revenue Fund Total			2,400,000
FUTS Fund			
111	Flagstaff Urban Trail Construction	Florence/Walnut Underpass Bridge	2,316,873
		Florence/Walnut Underpass Trail	299,862
FUTS Fund Total			2,616,735
Transportation Fund			
112	Transportation CIP	Lone Tree Railroad Overpass	3,500,000
116	Road Repair Construction	West Flag Improvements	1,500,000
		Coconino Estates	5,961,500
118	Street Widening Projects	Butler Avenue Widening	2,420,000
		Street Widening - Lone Tree (Butler to Pine Knoll)	250,000
119	Streets Operations	Traffic Signal Program	167,000
		Lockett Fourth Roundabout	1,385,968
		Intersection Improvements	50,000
		Traffic Technology	3,000,000
		Dark Sky Lighting	1,300,000
120	Bicycle and Pedestrian Projects	Cedar Trail	35,000
		Switzer Canyon Trail	1,500,000
		Coconino Estates	500,000
		Sidewalk Infill Program	950,000
		Sinclair Canyon FUTS	80,000
		Planning and Programming	140,000
		FUTS Spot Improvements	400,000
		Single Track/Forest Access	50,000
		Mountain View Access	109,000
		Fort Valley Plaza Access	30,000
		Bike Lane Striping Program	250,000
		Sidewalk Projects	700,000
		Protected Bike Lanes	1,000,000

City of Flagstaff
Summary of Capital Improvement Program
2021-2022

Sect #	Section	Project	Budget 2021-2022
Transportation Fund - Continued			
		Bikeway Signing	\$ 80,000
		Enhanced Beacon Crossings	1,350,000
121	General Improvements	Reserve for Improvements	100,000
		HSIP Program	75,000
		General and Partnering Opportunities	750,000
		Traffic Engineering	125,000
163	Road Repair Pavement Preservation	Pavement Overlay Program	2,600,000
		Broken Bow Drive	369,679
		Transportation Fund Total	30,728,147
Beautification Fund			
212	Capital Improvements	ADOT Sites	25,000
		Beautification Route 66 and Verde Street	60,000
		Downtown Green	50,000
		Expanded Use of Right-of-Way	40,000
		Frances Short Pond Master Plan	176,000
		Future Projects	40,000
		Indigenous Representation Base	275,000
		Lunar Landing	375,000
		Phoenix Parking Plaza	245,000
		Phoenix - San Francisco to Mikes Pike	100,000
		Urban Forest	100,000
		Our Town Grant	50,000
		Beautification Fund Total	1,536,000
Arts and Science Fund			
216	Artwork Projects	Indigenous Representation	75,000
		Contingency for Future Projects	179,000
		Arts and Science Fund Total	254,000
Drinking Water Fund			
301	Improvements and Replacements	Inner Basin Pipeline	75,000
		Continental Well	235,000
370	Water Capital Projects	Rio Flood Control Project Water Line Replacement	800,000
		Aging Water Infrastructure Replacement	100,000
		Water Meter Replacement	300,000
		Route 66 Waterline Improvements	450,000
		Reserve for Improvements	300,000
		Coconino Estates Street Safety Contribution	1,000,000
		Fourth Street Reconstruction Project Contribution	95,000
		Industrial/Huntington Drive Water Line Replacement	800,000
		New Fort Tuthill Pumphouse - Well #2	2,000,000
		Switzer Canyon Transmission Line	1,500,000
		Drinking Water Fund Total	7,655,000
Wastewater Fund			
311	Wastewater Treatment - Wildcat	Roof Replacement	250,000
375	Wastewater Capital	Aging Sewer Infrastructure Replacements	100,000
		Reserve for Improvements	300,000
		Rio de Flag Sewer Replacements	400,000
		Wildcat Digesters	3,300,000
		First Avenue and Route 66 Sewer Replacement	200,000
		Rio Clarifier Improvements	750,000
		Wastewater Fund Total	5,300,000

City of Flagstaff
Summary of Capital Improvement Program
2021-2022

Sect #	Section	Project	Budget 2021-2022
Reclaimed Water Fund			
380	Reclaimed Water Capital Projects	Reclaim Waterline Replacements - Buffalo Tank to Ellen St.	\$ 1,000,000
		Reclaimed Water Fund Total	1,000,000
Stormwater Fund			
331	Rio de Flag Restoration	Rio de Flag Lateral Project - Partial FEMA Grant	1,337,750
385	Stormwater Capital Projects	Spot Improvement - Annual	150,000
		Spruce Wash at Dortha Inlet Improvements	600,000
		Steves Wash at Soliere	250,000
		Reserve for Improvements (Rio de Flag Flood Control Projects)	18,000,000
		Reserve for Improvements (non-Rio de Flag)	200,000
		Stormwater Fund Total	20,537,750
Solid Waste Fund			
165	Solid Waste - Landfill	Excavation of New Cell	2,000,000
		On-site Water Well Design	150,000
		Solid Waste Fund Total	2,150,000
Sustainability Fund			
170	Sustainability	Red Gap Ranch Photovoltaic Energy Production Project	350,000
		Sustainability Total	350,000
Airport Fund			
222	Airport Capital Projects	ADOT Environmental Assessment	375,000
		Airport Parking Lot	900,000
		Snow Removal Equipment Building	8,000,000
		Airport Fund Total	9,275,000
Public Housing Fund			
109	Building Improvements	FHA Dwelling Units Improvements	990,000
		Public Housing Fund Total	990,000
Non-GO Capital Project Bond Fund			
421	FUTS/Open Space	FUTS Land Acquisition	2,015,239
		Non-GO Capital Project Bond Fund Total	2,015,239
GO Capital Project Bond Fund			
422	USGS Office Building	USGS Buildings	17,900,000
426	Courthouse	Courthouse Parking Structure	5,957,842
		GO Capital Project Bond Fund Total	23,857,842
Total			<u>\$ 114,339,223</u>

City of Flagstaff
Debt Service Requirements
Fiscal Year 2021-2022

	Original Issue	Outstanding 7/1/21	Principal	Interest	Fiscal Charges	Total Requirements
General Fund						
Capital Lease - Renewable Energy Equipment	\$ 1,014,557	561,423	73,176	15,231	-	88,407
Capital Lease - Copier	129,061	26,722	26,722	617	-	27,339
Certificates of Participation - Courthouse	3,845,000	3,745,000	105,000	118,875	2,500	226,375
	4,988,618	4,333,145	204,898	134,723	2,500	342,121
Road Repair and Street Safety Fund						
Revenue Bonds - Series 2016 Road Repair	8,930,000	7,045,000	510,000	266,500	900	777,400
Revenue Bonds - Series 2018 Road Repair	10,000,000	8,975,000	375,000	334,013	1,250	710,263
	18,930,000	16,020,000	885,000	600,513	2,150	1,487,663
Economic Development Fund						
GADA Revenue Bonds - Series 2010A Incubator	3,370,000	1,985,000	165,000	84,981	500	250,481
<i>Proposed: USGS</i>	17,900,000	-	-	-	-	-
	21,270,000	1,985,000	165,000	84,981	500	250,481
Parking District Fund						
Capital Lease - Parking Meters	1,000,000	580,889	98,891	16,134	-	115,025
	1,000,000	580,889	98,891	16,134	-	115,025
General Obligation Bond Fund						
Series 2011 - NAU Public Safety	3,952,287	446,582	446,582	5,359	-	451,941
Series 2013 - Capital Projects	11,460,000	6,735,000	745,000	219,500	1,600	966,100
Series 2014A - Capital Projects	6,600,000	5,070,000	280,000	196,600	1,750	478,350
Series 2014B - Partial Advance Refunding	8,270,000	2,205,000	2,205,000	55,125	1,750	2,261,875
Series 2016 - Capital Projects	16,105,000	13,740,000	630,000	537,000	500	1,167,500
Series 2020 - Courthouse/Public Safety	11,090,000	11,090,000	1,255,000	491,525	500	1,747,025
Series 2020 - WIFA - FWPP	5,000,000	5,000,000	221,536	18,237	73,338	313,111
Arbitrage	-	-	-	-	2,500	2,500
	62,477,287	44,286,582	5,783,118	1,523,346	81,938	7,388,402
Pension Debt Service Fund						
Certificates of Participation - Pension	131,000,000	129,370,000	6,245,000	2,950,390	2,500	9,197,890
	131,000,000	129,370,000	6,245,000	2,950,390	2,500	9,197,890
Drinking Water Fund						
WIFA - 2008 Well Production	8,500,000	4,169,878	455,621	91,062	59,131	605,814
WIFA - 2009 Red Gap Pipeline	2,100,000	1,104,693	108,242	16,941	15,758	140,941
WIFA - 2010 Sinagua Well Improvements	775,000	121,149	11,971	1,618	1,728	15,317
WIFA - 2010 Fort Tuthill Well Improvements	594,951	275,056	27,687	2,482	3,918	34,087
WIFA - 2010 Local Aquifer Study	1,100,000	574,353	57,815	5,181	8,182	71,178
GO - 2011 Red Gap Shallow Well	1,633,933	1,015,318	78,851	15,653	14,638	109,142
Revenue Bonds - 2017 Refunding	6,389,858	5,294,230	932,110	67,796	675	1,000,581
Revenue Bonds - 2019 Projects	5,044,710	4,742,080	350,003	110,068	1,053	461,124
	26,138,452	17,296,757	2,022,300	310,801	105,083	2,438,184
Wastewater Fund						
Capital Lease - Renewable Energy Equipment	1,936,443	1,071,560	139,668	29,072	-	168,740
Revenue Bonds - 2017 Refunding	10,739,142	8,897,770	1,384,890	191,571	675	1,577,136
Revenue Bonds - 2019 Projects	4,540,290	4,267,920	314,997	99,060	947	415,004
	17,215,875	14,237,250	1,839,555	319,703	1,622	2,160,880
Stormwater Fund						
<i>Proposed: Rio de Flag</i>	36,000,000	-	-	1,200,000	5,000	1,205,000
	36,000,000	-	-	1,200,000	5,000	1,205,000
Solid Waste Fund						
Certificates of Participation - Core Services	3,880,000	3,705,000	95,000	122,069	2,500	219,569
Capital Lease - Compactor	720,842	292,725	144,664	15,222	-	159,886
	4,600,842	3,997,725	239,664	137,291	2,500	379,455
Airport Fund						
Capital Lease - Hangars	2,782,598	727,570	193,770	37,966	-	231,736
	2,782,598	727,570	193,770	37,966	-	231,736
Total Debt Service Requirements	\$ 326,403,672	232,834,918	17,677,196	7,315,848	203,793	25,196,837

City of Flagstaff
General Fund
Five Year Plan 2022-2026

Sources of Funds	Actual 2019-2020	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	\$ 33,823,050	33,112,020	43,166,102	35,854,498	24,557,593	24,736,343	23,826,527	22,291,340
Revenues								
Taxes								
Property Tax	6,885,856	6,967,500	6,955,700	7,017,500	7,067,500	7,117,500	7,167,500	7,217,500
Sales Tax	22,630,096	22,146,670	23,421,700	23,408,400	24,238,700	24,965,800	25,714,700	26,486,000
Franchise Fees	2,366,918	2,471,500	2,173,300	2,447,298	2,481,098	2,503,098	2,525,398	2,547,998
Excise Tax	-	-	-	272,798	272,798	272,798	272,798	272,798
Intergovernmental								
State Shared Sales Tax	7,649,078	7,486,395	8,174,100	8,174,000	8,337,500	8,587,600	8,845,200	9,110,600
State Shared Income Tax	9,564,616	10,669,590	10,724,000	9,548,000	11,057,000	10,584,000	11,006,000	11,414,000
Auto Lieu Tax	3,450,585	3,540,863	3,703,300	3,629,200	3,665,500	3,775,500	3,888,800	4,005,500
Federal Grants	1,752,177	3,744,504	5,678,553	3,109,094	632,552	632,552	144,628	144,628
State/Local Grants	193,280	1,826,978	1,826,978	3,011,069	567,269	567,269	567,269	567,269
Other IGA	1,209,206	1,133,160	1,133,160	1,154,418	1,091,218	1,091,218	1,091,218	1,091,218
Licenses and Permits								
Business Licenses	28,882	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Building Permits	3,327,189	1,702,500	2,874,700	1,868,100	1,886,800	1,905,700	1,924,800	1,924,800
Other Licenses and Permits	1,580,955	1,153,764	1,134,000	996,880	997,380	997,885	998,395	998,910
Charges for Services								
Community Development	1,060,032	745,500	745,557	745,500	745,500	745,500	745,500	745,500
Parks and Recreation	1,064,804	1,610,870	-	542,870	1,082,870	1,622,870	1,622,870	1,622,870
Public Safety	608,978	741,506	791,506	745,780	750,097	754,457	758,862	763,312
Cemetery/General Government	200,253	182,937	182,937	184,741	186,563	188,403	190,262	192,140
Fines and Forfeitures								
Court Fines	618,200	698,437	217,249	476,301	712,475	719,600	726,797	734,065
Other Fines and Forfeitures	599,109	760,418	621,551	668,893	717,024	720,376	723,762	727,182
Other								
Rents	1,108,741	1,402,602	1,393,065	993,697	994,258	994,825	995,398	995,976
Investment Earnings	573,320	422,751	379,149	370,870	372,208	375,910	379,649	383,425
Miscellaneous	1,183,816	364,009	309,841	296,350	298,014	299,693	301,389	303,102
Total Revenues	67,656,091	69,802,454	72,470,346	69,691,759	68,184,324	69,452,554	70,621,195	72,278,793
Transfers In								
American Rescue Plan	-	-	-	4,423,509	-	-	-	-
HURF	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Beautification	454,132	465,313	465,313	469,872	469,872	469,872	469,872	469,872
Economic Development	443,757	343,757	243,757	343,757	343,757	343,757	311,236	-
Tourism	31,238	25,000	25,000	-	25,000	25,000	25,000	25,000
Recreation - BBB	2,397,401	2,542,697	2,542,697	4,047,439	2,574,189	2,574,189	2,574,189	2,574,189
Parking District	96,350	96,349	96,349	-	-	-	-	-
Special Assessment	-	122,509	122,826	-	-	-	-	-
Drinking Water	16,022	82,247	82,247	84,945	84,945	84,945	84,945	84,945
Environmental Services	4,678	-	-	-	-	-	-	-
Sustainability and Environmental Mgmt	245,960	-	-	-	-	-	-	-
Airport	-	436,448	-	2,350,000	2,200,000	-	-	-
Capital Projects	-	30,075	30,075	-	-	-	-	-
Total Transfers In	3,702,538	4,157,395	3,621,264	11,732,522	5,710,763	3,510,763	3,478,242	3,167,006
Total Revenues and Transfers In	71,358,629	73,959,849	76,091,610	81,424,281	73,895,087	72,963,317	74,099,437	75,445,799
Total Sources of Funds	105,181,679	107,071,869	119,257,712	117,278,779	98,452,680	97,699,660	97,925,964	97,737,139

City of Flagstaff
General Fund
Five Year Plan 2022-2026

	Actual 2019-2020	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Uses of Funds								
Operating Expenditures								
General Administration	8,090,790	12,256,688	12,212,692	14,328,144	11,605,473	11,355,473	11,605,473	11,355,473
Management Services	6,672,944	4,596,113	4,468,115	4,865,296	4,362,119	4,362,119	4,362,119	4,362,119
Community Development	5,184,563	6,030,172	5,905,172	4,374,683	3,763,583	3,763,583	3,763,583	3,763,583
Fire	12,709,958	18,093,632	15,317,463	13,686,981	11,321,264	11,321,264	11,328,063	11,328,063
Police	19,687,111	24,939,427	22,444,006	20,091,028	17,621,613	17,621,613	17,621,613	17,621,613
Public Works	8,386,121	10,885,671	9,380,673	10,684,350	9,810,708	9,810,708	9,810,708	9,810,708
Economic Vitality	140,310	107,265	107,265	127,834	127,834	127,834	127,834	127,834
Engineering and Capital Improvements	-	-	-	1,873,688	1,850,188	1,850,188	1,850,188	1,850,188
Non-Departmental	3,015,941	5,502,579	4,385,579	3,453,731	1,573,324	1,573,324	1,573,324	1,573,324
Contingency	(194,281)	1,527,750	1,517,750	1,799,060	140,000	140,000	140,000	140,000
Less: Indirect Charges	(6,311,578)	(6,470,746)	(6,470,746)	(6,320,746)	(6,320,746)	(6,420,746)	(6,420,746)	(6,470,746)
Total Operating Expenditures	57,381,879	77,468,551	69,267,969	68,964,049	55,855,360	55,505,360	55,762,159	55,462,159
Debt Service								
Leases - Energy	116,457	87,742	87,742	91,703	92,703	93,703	94,703	94,703
Leases - Fire Equipment	86,738	29,824	29,824	27,340	-	-	-	-
Bonds	-	223,078	223,078	223,078	223,078	223,078	223,078	223,078
Total Debt Service	203,195	340,644	340,644	342,121	315,781	316,781	317,781	317,781
Future Uses								
Total Ongoing	-	-	-	-	2,350,000	3,850,000	5,350,000	6,971,000
Total One-Time	-	-	-	-	3,474,000	2,639,000	2,639,000	2,639,000
Total Future Uses	-	-	-	-	5,824,000	6,489,000	7,989,000	9,610,000
Capital Expenditures								
Fleet	1,429,301	2,759,011	2,759,011	2,405,000	757,000	757,000	757,000	757,000
Operating	387,042	824,477	869,477	886,000	310,000	310,000	310,000	310,000
Capital Improvement Projects	188,120	297,066	518,918	3,039,000	-	-	-	-
Total Capital Expenditures	2,004,463	3,880,554	4,147,406	6,330,000	1,067,000	1,067,000	1,067,000	1,067,000
Total Expenditures	59,589,537	81,689,749	73,756,019	75,636,170	63,062,141	63,378,141	65,135,940	66,456,940
Transfers Out								
Housing and Community Services	35,000	-	-	753,000	-	-	-	-
Library	1,596,313	1,570,411	1,570,411	1,596,313	1,596,313	1,596,313	1,596,313	1,596,313
Economic Development	208,000	247,000	247,000	472,000	247,000	247,000	247,000	247,000
Pension Debt Service	-	1,922,400	3,623,711	8,737,995	8,271,346	8,271,346	8,270,038	8,271,782
Environmental Management	124,727	183,678	181,678	925,708	64,708	64,708	64,708	64,708
Airport	137,000	-	3,650,000	900,000	307,425	312,425	312,425	197,425
Flagstaff Housing Authority	-	-	-	-	8,200	8,200	8,200	8,200
Capital Projects	325,000	537,938	374,395	3,700,000	-	-	-	-
Total Transfers Out	2,426,040	4,461,427	9,647,195	17,085,016	10,654,196	10,494,992	10,498,684	10,385,428
Excess Revenues Over Expenditures	9,343,052	(12,191,327)	(7,311,604)	(11,296,905)	178,750	(909,816)	(1,535,187)	(1,396,569)
Total Uses of Funds	62,015,577	86,151,176	83,403,214	92,721,186	73,716,337	73,873,133	75,634,624	76,842,368
Ending Fund Balance	\$ 43,166,102	20,920,693	35,854,498	24,557,593	24,736,343	23,826,527	22,291,340	20,894,771

City of Flagstaff
Housing and Community Services Fund
Five Year Plan 2022-2026

Sources of Funds	Actual 2019-2020	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	\$ 1,153,182	830,901	1,047,020	768,434	179,943	180,943	181,943	182,943
Revenues								
Intergovernmental	427,841	2,259,953	2,552,513	2,288,480	1,465,000	1,465,000	1,465,000	1,465,000
Investment Earnings	16,567	4,000	9,734	4,000	1,000	1,000	1,000	1,000
Miscellaneous	205,835	-	740,951	-	-	-	-	-
Total Revenues	650,243	2,263,953	3,303,198	2,292,480	1,466,000	1,466,000	1,466,000	1,466,000
Transfers In								
General Fund	35,000	-	-	753,000	-	-	-	-
Total Transfers In	35,000	-	-	753,000	-	-	-	-
Total Sources of Funds	1,838,425	3,094,854	4,350,218	3,813,914	1,645,943	1,646,943	1,647,943	1,648,943
Uses of Funds								
Expenditures								
Operating	791,405	2,935,545	3,581,784	3,633,971	1,465,000	1,465,000	1,465,000	1,465,000
Total Expenditures	791,405	2,935,545	3,581,784	3,633,971	1,465,000	1,465,000	1,465,000	1,465,000
Total Uses of Funds	791,405	2,935,545	3,581,784	3,633,971	1,465,000	1,465,000	1,465,000	1,465,000
Ending Fund Balance	\$ 1,047,020	159,309	768,434	179,943	180,943	181,943	182,943	183,943

City of Flagstaff
COVID Relief
Five Year Plan 2022-2026

	Actual 2019-2020	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Sources of Funds								
Beginning Fund Balance								
Revenues								
Grants and entitlements								
Total Revenues								
Total Sources of Funds								
Uses of Funds								
Expenditures								
Operating								
Total Expenditures								
Transfers Out								
General Fund								
HURF								
Beautification								
Economic Development								
Tourism								
Arts and Science								
Recreation								
Parking								
Total Transfers Out								
Total Uses of Funds								
Ending Fund Balance								
\$								

City of Flagstaff
Library Fund
Five Year Plan 2022-2026

Sources of Funds	Actual 2019-2020	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance								
Revenues	\$ 4,025,832	3,524,630	3,958,265	4,311,551	3,770,587	3,908,893	4,017,839	4,096,126
Intergovernmental	3,762,727	3,793,235	3,793,235	3,881,302	3,931,652	4,029,376	4,129,531	4,232,178
Investment Earnings	61,635	67,158	39,332	39,529	39,727	39,926	40,126	40,327
Miscellaneous	64,273	41,000	922	41,000	41,000	41,000	41,000	41,000
Total Revenues	3,888,635	3,901,393	3,833,489	3,961,831	4,012,379	4,110,302	4,210,657	4,313,505
Transfers In								
Tourism	66,500	66,500	66,500	-	66,500	66,500	66,500	66,500
General Fund	1,596,313	1,570,411	1,570,411	1,596,313	1,596,313	1,596,313	1,596,313	1,596,313
Total Transfers In	1,662,813	1,636,911	1,636,911	1,596,313	1,662,813	1,662,813	1,662,813	1,662,813
Total Sources of Funds	9,577,280	9,062,934	9,428,665	9,869,695	9,445,779	9,682,009	9,891,309	10,072,444
Uses of Funds								
Expenditures								
Library City Direct	3,450,994	3,943,444	2,811,260	3,844,462	3,871,485	3,962,235	4,055,708	4,151,986
Library County	712,243	649,793	463,108	665,480	660,738	678,285	696,335	714,903
Library Grants	70,638	55,000	55,000	45,000	-	-	-	-
County Wide Projects and Growth	403,334	1,178,557	255,852	461,874	467,264	472,816	478,535	484,425
Indirect	477,681	511,504	511,504	524,292	537,399	550,834	564,605	578,720
Capital	504,125	1,020,390	1,020,390	458,000	-	-	-	-
Contingency	-	100,000	-	100,000	-	-	-	-
Total Uses of Funds	5,619,015	7,458,688	5,117,114	6,099,108	5,536,886	5,664,170	5,795,183	5,930,034
Ending Fund Balance	\$ 3,958,265	1,604,246	4,311,551	3,770,587	3,908,893	4,017,839	4,096,126	4,142,410

City of Flagstaff
Highway User Revenue Fund
Five Year Plan 2022-2026

Sources of Funds		Actual 2019-2020	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance		\$ 8,162,659	9,378,913	9,406,047	6,099,734	5,232,319	5,101,336	5,066,775	5,229,880
Revenues									
Intergovernmental		-	-	-	80,000	80,000	80,000	80,000	80,000
Grants and entitlements		8,589,536	8,958,305	8,337,502	8,504,251	8,674,336	8,847,823	9,024,779	9,205,275
Licenses and Permits		196,180	-	-	-	-	-	-	-
Investment Earnings		84,573	18,000	47,000	30,000	26,000	26,000	25,000	26,000
Contributions		35,735	2,336,458	1,790,000	-	-	-	-	-
Miscellaneous		49,866	-	-	-	-	-	-	-
Total Revenues		8,955,890	11,312,763	10,174,502	8,614,251	8,780,336	8,953,823	9,129,779	9,311,275
Transfers In									
Stormwater		217,046	-	-	-	-	-	-	-
Transportation		8,102,992	13,369,076	11,541,579	-	-	-	-	-
American Rescue Plan		-	-	-	986,611	-	-	-	-
Total Transfers in		8,320,038	13,369,076	11,541,579	986,611	-	-	-	-
Total Sources of Funds		25,438,587	34,060,752	31,122,128	15,700,596	14,012,655	14,055,159	14,196,554	14,541,155
Uses of Funds									
Expenditures									
Operating		4,223,755	4,650,367	4,650,367	4,879,188	4,692,828	4,739,756	4,787,155	4,835,027
Indirect		1,043,093	1,147,404	1,147,404	1,176,089	1,205,491	1,235,628	1,266,519	1,298,182
Capital		10,206,184	24,673,242	19,111,623	3,800,000	3,000,000	3,000,000	2,900,000	5,177,352
Contingency		-	100,000	-	100,000	-	-	-	-
Total Expenditures		15,473,032	30,571,013	24,909,394	9,955,277	8,898,319	8,975,384	8,953,674	11,310,561
Debt Service									
Debt Service		546,508	-	-	-	-	-	-	-
Total Debt Service		546,508	-	-	-	-	-	-	-
Transfers Out									
General Fund		13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Capital Projects		-	100,000	100,000	500,000	-	-	-	-
Total Transfers Out		13,000	113,000	113,000	513,000	13,000	13,000	13,000	13,000
Total Uses of Funds		16,032,540	30,684,013	25,022,394	10,468,277	8,911,319	8,988,384	8,966,674	11,323,561
Ending Fund Balance		\$ 9,406,047	\$ 3,376,739	\$ 6,099,734	\$ 5,232,319	\$ 5,101,336	\$ 5,066,775	\$ 5,229,880	\$ 3,217,594

City of Flagstaff
Transportation Fund
Five Year Plan 2022-2026

Sources of Funds	Actual 2019-2020	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	\$ 38,988,094	37,367,745	39,265,578	20,587,771	14,741,324	20,254,525	24,623,294	23,577,050
Revenues								
Taxes	27,184,606	26,058,162	27,708,030	27,854,900	28,875,800	29,742,100	30,634,200	31,553,100
Grants	-	551,656	551,656	5,589,968	2,320,000	512,075	-	-
Bond Proceeds	-	-	-	-	-	-	-	20,600,000
Investment Earnings	645,770	174,000	219,315	83,000	66,000	94,000	116,000	109,000
Miscellaneous	642,456	-	546,458	-	-	-	-	-
Total Revenues	28,472,832	26,783,818	29,025,459	33,527,868	31,261,800	30,348,175	30,750,200	52,262,100
Transfers In								
FMPO	-	37,778	34,130	-	-	-	-	-
4th Street Overpass	-	-	-	231,192	-	-	-	-
Street Improvements	-	-	-	1,741,663	-	-	-	-
Safety Improvements	-	-	-	364,299	-	-	-	-
Total Transfers In	-	37,778	34,130	2,337,154	-	-	-	-
Total Sources of Funds	67,460,926	64,189,341	68,325,167	56,452,793	46,003,124	50,602,700	55,373,494	75,839,150
Uses of Funds								
Expenditures								
Operating	4,681,382	7,337,334	7,337,334	5,668,519	4,938,720	5,060,693	5,185,713	5,313,855
Indirect	377,387	328,645	328,645	369,986	379,235	388,715	398,433	408,394
Capital	10,639,549	25,833,341	24,830,112	30,848,147	18,941,031	19,042,685	24,728,685	48,444,685
Total Expenditures	15,698,318	33,499,320	32,496,091	36,886,652	24,258,986	24,492,093	30,312,831	54,166,934
Transfers Out								
FMPO	136,500	-	-	-	-	-	-	-
HURF	8,102,992	13,369,076	11,541,579	-	-	-	-	-
Street Improvements	-	-	-	231,192	-	-	-	-
Transportation Improvements	-	-	-	2,105,962	-	-	-	-
FUTS	550,000	-	-	1,000,000	-	-	-	-
Total Transfers Out	8,789,492	13,369,076	11,541,579	3,337,154	-	-	-	-
Debt Service	3,707,538	3,699,726	3,699,726	1,487,663	1,489,613	1,487,313	1,483,613	3,437,413
Total Uses of Funds	28,195,348	50,568,122	47,737,396	41,711,469	25,748,599	25,979,406	31,796,444	57,604,347
Ending Fund Balance	\$ 39,265,578	13,621,219	20,587,771	14,741,324	20,254,525	24,623,294	23,577,050	18,234,803

City of Flagstaff
Flagstaff Urban Trails Fund
Five Year Plan 2022-2026

Sources of Funds	Actual 2019-2020	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance								
Revenues	\$ 3,942,955	3,027,599	2,785,739	1,608,735	-	-	-	-
Investment Earnings	63,961	15,000	16,625	8,000	-	-	-	-
Total Revenues	63,961	15,000	16,625	8,000	-	-	-	-
Transfers In								
Transportation	550,000	-	-	1,000,000	-	-	-	-
Total Transfers In	550,000	-	-	1,000,000	-	-	-	-
Total Sources of Funds	4,556,916	3,042,599	2,802,364	2,616,735	-	-	-	-
Uses of Funds								
Expenditures								
Indirect	13,108	-	-	-	-	-	-	-
Capital	1,758,069	3,042,599	1,193,629	2,616,735	-	-	-	-
Total Expenditures	1,771,177	3,042,599	1,193,629	2,616,735	-	-	-	-
Total Uses of Funds	1,771,177	3,042,599	1,193,629	2,616,735	-	-	-	-
Ending Fund Balance								
\$ 2,785,739		-	1,608,735	-	-	-	-	-

City of Flagstaff
Beautification Fund
Five Year Plan 2022-2026

	Actual 2019-2020	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Sources of Funds								
Beginning Fund Balance	\$ 6,438,796	7,402,757	7,205,160	3,723,740	3,304,005	2,976,888	1,574,100	2,064,742
Revenues								
BBB Tax	1,699,413	1,865,500	1,587,600	1,756,700	1,933,000	1,991,000	2,050,800	2,112,300
Intergovernmental	-	-	-	50,000	-	-	-	-
Investment Earnings	114,685	37,000	37,000	19,000	17,000	15,000	8,000	10,000
Miscellaneous	2,405	-	-	-	-	-	-	-
Total Revenues	1,816,503	1,902,500	1,624,600	1,825,700	1,950,000	2,006,000	2,058,800	2,122,300
Transfers In								
American Rescue Plan	-	-	-	450,800	-	-	-	-
Total Transfers In	-	-	-	450,800	-	-	-	-
Total Sources of Funds	8,255,299	9,305,257	8,829,760	6,000,240	5,254,005	4,982,888	3,632,900	4,187,042
Uses of Funds								
Expenditures								
Operating	263,644	500,298	500,298	590,363	495,623	501,014	506,540	512,203
Capital	302,363	4,222,409	4,110,409	1,596,000	1,271,300	2,387,000	530,000	500,000
Contingency	-	10,000	-	10,000	-	-	-	-
Total Expenditures	566,007	4,732,707	4,610,707	2,196,363	1,766,923	2,888,014	1,036,540	1,012,203
Transfers Out								
General Fund	454,132	465,313	465,313	469,872	480,194	490,774	501,618	512,733
SEMS	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Total Transfers Out	484,132	495,313	495,313	499,872	510,194	520,774	531,618	542,733
Total Uses of Funds	1,050,139	5,228,020	5,106,020	2,696,235	2,277,117	3,408,788	1,568,158	1,554,936
Ending Fund Balance	\$ 7,205,160	4,077,237	3,723,740	3,304,005	2,976,888	1,574,100	2,064,742	2,632,106

City of Flagstaff
Economic Development Fund
Five Year Plan 2022-2026

Sources of Funds	Actual 2019-2020	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance								
\$	776,391	501,783	469,083	141,876	162,435	166,900	209,771	309,083
Revenues								
BBB Tax	807,858	886,113	754,110	834,400	918,200	945,700	974,100	1,003,300
Investment Earnings	13,684	8,279	7,740	2,341	2,680	2,754	3,461	5,100
Rents	339,480	419,804	302,783	380,686	403,100	426,562	439,073	446,634
Miscellaneous	2,569	-	-	-	-	-	-	-
Total Revenues	1,163,591	1,314,196	1,064,633	1,217,427	1,323,980	1,375,016	1,416,634	1,455,034
Transfers In								
General Fund	208,000	247,000	247,000	472,000	247,000	247,000	247,000	247,000
American Rescue Plan	-	-	-	214,175	-	-	-	-
Total Transfers In	208,000	247,000	247,000	686,175	247,000	247,000	247,000	247,000
Total Sources of Funds	2,147,982	2,062,979	1,780,716	2,045,478	1,733,415	1,788,916	1,873,405	2,011,117
Uses of Funds								
Expenditures								
Operating	986,988	1,247,001	1,147,995	1,243,805	974,395	989,357	1,004,705	1,020,445
Contingency	-	45,000	-	45,000	-	-	-	-
Total Expenditures	986,988	1,292,001	1,147,995	1,288,805	974,395	989,357	1,004,705	1,020,445
Debt Service								
Debt Service	248,154	247,088	247,088	250,481	248,363	246,031	248,381	245,413
Total Debt Service	248,154	247,088	247,088	250,481	248,363	246,031	248,381	245,413
Transfers Out								
General Fund	443,757	343,757	243,757	343,757	343,757	343,757	311,236	-
Total Transfers Out	443,757	343,757	243,757	343,757	343,757	343,757	311,236	-
Total Uses of Funds	1,678,899	1,882,846	1,638,840	1,883,043	1,566,515	1,579,145	1,564,322	1,265,858
Ending Fund Balance	\$ 469,083	180,133	141,876	162,435	166,900	209,771	309,083	745,259

City of Flagstaff
Tourism Fund
Five Year Plan 2022-2026

	Actual 2019-2020	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Sources of Funds								
Beginning Fund Balance	\$ 1,287,777	997,664	946,095	475,521	797,235	1,048,897	1,337,509	1,664,917
Revenues								
BBB Tax	2,550,938	2,798,250	2,381,400	2,635,000	2,899,600	2,986,500	3,076,100	3,168,400
Intergovernmental	113	-	-	-	-	-	-	-
Retail Sales	101,210	119,893	123,360	124,594	125,840	127,098	128,369	129,653
Investment Earnings	23,425	4,988	10,166	2,378	3,986	5,244	6,688	8,325
Miscellaneous	30,330	13,774	20,327	16,026	16,186	16,348	16,511	16,676
Total Revenues	2,706,016	2,936,905	2,535,253	2,777,998	3,045,612	3,135,190	3,227,668	3,323,054
Transfers In								
American Rescue Plan	-	-	-	670,000	-	-	-	-
Total Transfers In	-	-	-	670,000	-	-	-	-
Total Sources of Funds	3,993,793	3,934,569	3,481,348	3,923,519	3,842,847	4,184,087	4,565,177	4,987,971
Uses of Funds								
Expenditures								
Operating	2,822,692	3,182,717	2,770,757	3,076,284	2,638,880	2,691,508	2,745,190	2,799,944
Capital	3,698	80,000	80,000	-	-	-	-	-
Contingency	-	50,000	-	50,000	-	-	-	-
Total Expenditures	2,826,390	3,312,717	2,850,757	3,126,284	2,638,880	2,691,508	2,745,190	2,799,944
Transfers Out								
Library	66,500	66,500	66,500	-	66,500	66,500	66,500	66,500
General Fund	31,238	25,000	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
Airport	60,000	-	-	-	-	-	-	-
Total Transfers Out	221,308	155,070	155,070	-	155,070	155,070	155,070	155,070
Total Uses of Funds	3,047,698	3,467,787	3,005,827	3,126,284	2,793,950	2,846,578	2,900,260	2,955,014
Ending Fund Balance	\$ 946,095	466,782	475,521	797,235	1,048,897	1,337,509	1,664,917	2,032,957

City of Flagstaff
Arts and Science Fund
Five Year Plan 2022-2026

	Actual 2019-2020	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Sources of Funds								
Beginning Fund Balance	\$ 868,415	1,057,230	901,077	457,775	348,018	380,822	458,653	507,998
Revenues								
BBB Tax	636,825	699,563	595,350	658,800	724,900	746,600	769,000	792,100
Investment Earnings	14,828	5,000	5,000	5,000	2,000	2,000	2,000	3,000
Total Revenues	651,653	704,563	600,350	663,800	726,900	748,600	771,000	795,100
Transfers In								
American Rescue Plan	-	-	-	169,075	-	-	-	-
Total Transfers In	-	-	-	169,075	-	-	-	-
Total Sources of Funds	1,520,068	1,761,793	1,501,427	1,290,650	1,074,918	1,129,422	1,229,653	1,303,098
Uses of Funds								
Expenditures								
Operating	606,272	562,998	563,652	624,632	535,096	545,769	556,655	567,758
Capital	12,719	687,000	480,000	308,000	159,000	125,000	165,000	20,000
Contingency	-	10,000	-	10,000	-	-	-	-
Total Expenditures	618,991	1,259,998	1,043,652	942,632	694,096	670,769	721,655	587,758
Total Uses of Funds	618,991	1,259,998	1,043,652	942,632	694,096	670,769	721,655	587,758
Ending Fund Balance	\$ 901,077	501,795	457,775	348,018	380,822	458,653	507,998	715,340

City of Flagstaff
Recreation Fund - BBB
Five Year Plan 2022-2026

	Actual 2019-2020	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Sources of Funds								
Beginning Fund Balance	\$ 834,110	959,203	994,991	1,069,334	658,745	1,261,398	1,930,104	2,668,110
Revenues								
BBB Tax	2,805,668	3,078,075	2,619,540	2,898,500	3,189,500	3,285,200	3,383,800	3,485,300
Investment Earnings	11,683	5,000	5,000	5,000	3,000	6,000	10,000	13,000
Total Revenues	2,817,351	3,083,075	2,624,540	2,903,500	3,192,500	3,291,200	3,393,800	3,498,300
Transfers In								
American Rescue Plan	-	-	-	743,750	-	-	-	-
Total Transfers In	-	-	-	743,750	-	-	-	-
Total Sources of Funds	3,651,461	4,042,278	3,619,531	4,716,584	3,851,245	4,552,598	5,323,904	6,166,410
Uses of Funds								
Expenditures								
Operating	9,995	7,500	7,500	10,400	10,556	10,714	10,875	11,038
Capital	241,574	-	-	-	-	-	-	-
Total Expenditures	251,569	7,500	7,500	10,400	10,556	10,714	10,875	11,038
Transfers Out								
General Fund	2,397,401	2,542,697	2,542,697	4,047,439	2,579,291	2,611,780	2,644,919	2,678,721
Sustainability	7,500	-	-	-	-	-	-	-
Total Transfers Out	2,404,901	2,542,697	2,542,697	4,047,439	2,579,291	2,611,780	2,644,919	2,678,721
Total Uses of Funds	2,656,470	2,550,197	2,550,197	4,057,839	2,589,847	2,622,494	2,655,794	2,689,759
Ending Fund Balance	\$ 994,991	1,492,081	1,069,334	658,745	1,261,398	1,930,104	2,668,110	3,476,651

City of Flagstaff
Parking District Fund
Five Year Plan 2022-2026

Sources of Funds	Actual 2019-2020	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance								
Revenues	\$ 1,156,912	1,537,480	1,390,727	115,114	1,453,919	1,702,750	1,969,607	2,255,077
Parking	1,130,846	1,254,378	320,094	1,230,850	1,253,907	1,277,425	1,301,414	1,325,882
Investment Earnings	24,277	23,100	5,000	1,700	21,800	25,500	29,500	33,800
Miscellaneous	67	-	-	-	-	-	-	-
Total Revenues	1,155,190	1,277,478	325,094	1,232,550	1,275,707	1,302,925	1,330,914	1,359,682
Transfers In								
American Rescue Plan	-	-	-	1,408,372	-	-	-	-
Total Transfers In	-	-	-	1,408,372	-	-	-	-
Total Sources of Funds	2,312,102	2,814,958	1,715,821	2,756,036	2,729,626	3,005,675	3,300,521	3,614,759
Uses of Funds								
Expenditures								
Operating	618,711	762,883	524,803	807,135	807,135	815,033	823,089	831,306
Indirect	51,548	62,203	62,203	63,447	64,716	66,010	67,330	68,677
Capital	39,379	874,191	805,326	286,510	40,000	40,000	40,000	40,000
Contingency	-	30,000	-	30,000	-	-	-	-
Total Expenditures	709,638	1,729,277	1,392,332	1,187,092	911,851	921,043	930,419	939,983
Debt Service								
Debt Service	115,387	112,026	112,026	115,025	115,025	115,025	115,025	115,025
Total Debt Service	115,387	112,026	112,026	115,025	115,025	115,025	115,025	115,025
Transfers Out								
General Fund	96,350	96,349	96,349	-	-	-	-	-
Total Transfers Out	96,350	96,349	96,349	-	-	-	-	-
Total Uses of Funds	921,375	1,937,652	1,600,707	1,302,117	1,026,876	1,036,068	1,045,444	1,055,008
Ending Fund Balance	\$ 1,390,727	877,306	115,114	1,453,919	1,702,750	1,969,607	2,255,077	2,559,751

City of Flagstaff
Water Resource and Infrastructure Protection Fund
Five Year Plan 2022-2026

	Actual 2019-2020	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Sources of Funds								
Beginning Fund Balance	\$ -	-	-	563,299	612,483	522,766	426,795	313,086
Revenues								
Water Resource Protection Fee	-	1,120,000	1,120,000	1,228,220	1,264,535	1,277,240	1,290,072	1,303,033
Investment Earnings	-	-	500	3,000	3,000	3,000	2,000	2,000
Total Revenues	-	1,120,000	1,120,500	1,231,220	1,267,535	1,280,240	1,292,072	1,305,033
Total Sources of Funds	-	1,120,000	1,120,500	1,794,519	1,880,018	1,803,006	1,718,867	1,618,119
Uses of Funds								
Expenditures								
Operating	-	1,038,121	484,650	945,482	966,907	994,481	1,022,855	1,052,042
Indirect	-	-	-	52,596	106,388	107,596	108,820	110,059
Capital	-	-	-	-	100,000	100,000	100,000	100,000
Total Expenditures	-	1,038,121	484,650	998,078	1,173,295	1,202,077	1,231,675	1,262,101
Transfers Out								
Pension Debt Service	-	-	72,551	183,958	183,957	174,134	174,106	174,143
Total Transfers Out	-	-	72,551	183,958	183,957	174,134	174,106	174,143
Total Uses of Funds	-	1,038,121	557,201	1,182,036	1,357,252	1,376,211	1,405,781	1,436,244
Ending Fund Balance	\$ -	81,879	563,299	612,483	522,766	426,795	313,086	181,875

City of Flagstaff
General Obligation Bond Fund
Five Year Plan 2022-2026

	Actual 2019-2020	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Sources of Funds								
Beginning Fund Balance	\$ -	-	-	-	-	-	-	-
Transfers In								
Secondary Property Tax	7,014,985	7,378,336	7,309,850	7,388,402	7,446,597	5,603,783	3,622,217	3,611,276
Total Transfers In	7,014,985	7,378,336	7,309,850	7,388,402	7,446,597	5,603,783	3,622,217	3,611,276
Total Sources of Funds	7,014,985	7,378,336	7,309,850	7,388,402	7,446,597	5,603,783	3,622,217	3,611,276
Uses of Funds								
Debt Service								
Debt Service	7,014,985	7,378,336	7,309,850	7,388,402	7,446,597	5,603,783	3,622,217	3,611,276
Total Debt Service	7,014,985	7,378,336	7,309,850	7,388,402	7,446,597	5,603,783	3,622,217	3,611,276
Total Uses of Funds	7,014,985	7,378,336	7,309,850	7,388,402	7,446,597	5,603,783	3,622,217	3,611,276
Ending Fund Balance	\$ -	-	-	-	-	-	-	-

City of Flagstaff
Secondary Property Tax Fund
Five Year Plan 2022-2026

Sources of Funds	Actual 2019-2020	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance								
Revenues	\$ 6,879,666	7,161,388	7,142,642	7,274,913	7,758,485	5,769,464	3,633,694	3,672,225
Secondary Property Taxes	7,235,558	7,406,121	7,406,121	7,835,974	5,418,576	3,439,013	3,642,748	3,641,769
Investment Earnings	42,403	10,000	36,000	36,000	39,000	29,000	18,000	18,000
Total Revenues	7,277,961	7,416,121	7,442,121	7,871,974	5,457,576	3,468,013	3,660,748	3,659,769
Total Sources of Funds	14,157,627	14,577,509	14,584,763	15,146,887	13,216,061	9,237,477	7,294,442	7,331,994
Uses of Funds								
Transfers Out								
GO Bonds	7,014,985	7,378,336	7,309,850	7,388,402	7,446,597	5,603,783	3,622,217	3,611,276
Total Transfers Out	7,014,985	7,378,336	7,309,850	7,388,402	7,446,597	5,603,783	3,622,217	3,611,276
Total Uses of Funds	7,014,985	7,378,336	7,309,850	7,388,402	7,446,597	5,603,783	3,622,217	3,611,276
Ending Fund Balance	\$ 7,142,642	7,199,173	7,274,913	7,758,485	5,769,464	3,633,694	3,672,225	3,720,718

City of Flagstaff
Pension Debt Service Fund
Five Year Plan 2022-2026

Sources of Funds	Actual 2019-2020	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	\$ -	-	-	14,239,000	14,310,000	14,382,000	14,454,000	14,526,000
Revenues								
Investment Earnings	-	-	-	71,000	72,000	72,000	72,000	73,000
Other Financing Sources	-	130,000,000	131,000,000	-	-	-	-	-
Total Revenues	-	130,000,000	131,000,000	71,000	72,000	72,000	72,000	73,000
Transfers In								
General Fund	-	1,922,400	3,623,711	8,737,995	8,737,975	8,271,346	8,270,038	8,271,782
Water Resource Protection Fund	-	-	72,551	183,958	183,957	174,134	174,106	174,143
Airport	-	80,100	122,191	275,937	275,936	261,200	261,159	261,214
Total Transfers In	-	2,002,500	3,818,453	9,197,890	9,197,868	8,706,680	8,705,303	8,707,139
Total Sources of Funds	-	132,002,500	134,818,453	23,507,890	23,579,868	23,160,680	23,231,303	23,306,139
Uses of Funds								
Expenditures								
Operating	-	120,000,000	116,761,000	-	-	-	-	-
Total Expenditures	-	120,000,000	116,761,000	-	-	-	-	-
Debt Service	-	2,002,500	3,818,453	9,197,890	9,197,868	8,706,680	8,705,303	8,707,139
Total Uses of Funds	-	122,002,500	120,579,453	9,197,890	9,197,868	8,706,680	8,705,303	8,707,139
Ending Fund Balance	\$ -	10,000,000	14,239,000	14,310,000	14,382,000	14,454,000	14,526,000	14,599,000

City of Flagstaff
Perpetual Care Fund
Five Year Plan 2022-2026

Sources of Funds	Actual 2019-2020	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance								
Revenues								
Contributions								
Investment Earnings								
Total Revenues	\$ 329,544	343,434	352,803	366,929	381,295	395,906	410,766	425,880
	17,590	9,884	9,884	10,082	10,284	10,490	10,700	10,914
	5,669	4,242	4,242	4,284	4,327	4,370	4,414	4,458
	23,259	14,126	14,126	14,366	14,611	14,860	15,114	15,372
Total Sources of Funds	352,803	357,560	366,929	381,295	395,906	410,766	425,880	441,252
Ending Fund Balance	\$ 352,803	357,560	366,929	381,295	395,906	410,766	425,880	441,252

City of Flagstaff
Capital Projects Fund
Non-GO Bond Funded Projects
Five Year Plan 2022-2026

Sources of Funds		Actual 2019-2020	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance		\$ 1,504,733	5,304,330	5,835,477	257,842	-	-	-	-
Revenues									
Real Estate Proceeds		-	2,000,000	-	2,000,000	-	-	-	-
Investment Earnings		50,379	3,000	6,000	-	-	-	-	-
Other Financing Sources		16,203,314	10,000,000	10,000,000	17,900,000	-	10,000,000	10,000,000	-
Total Revenues		16,253,693	12,003,000	10,006,000	19,900,000	-	10,000,000	10,000,000	-
Transfers In									
General Fund		325,000	537,938	374,395	3,700,000	-	-	-	-
Total Transfers In		325,000	537,938	374,395	3,700,000	-	-	-	-
Total Sources of Funds		18,083,426	17,845,268	16,215,872	23,857,842	-	10,000,000	10,000,000	-
Uses of Funds									
Expenditures									
Capital		12,247,949	17,845,193	15,957,955	23,857,842	-	10,000,000	10,000,000	-
Total Expenditures		12,247,949	17,845,193	15,957,955	23,857,842	-	10,000,000	10,000,000	-
Transfers Out									
General Fund		-	75	75	-	-	-	-	-
Total Transfers In		-	75	75	-	-	-	-	-
Total Uses of Funds		12,247,949	17,845,268	15,958,030	23,857,842	-	10,000,000	10,000,000	-
Ending Fund Balance		\$ 5,835,477	-	257,842	-	-	-	-	-

City of Flagstaff
Capital Projects Fund
GO Bond Funded Projects
Five Year Plan 2022-2026

Sources of Funds	Actual 2019-2020	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance								
\$ (221,898)		1,541,988	(622,815)	1,515,239	-	-	-	-
Revenues								
Intergovernmental	1,000,000	889,000	889,000	-	-	-	-	-
Investment Earnings	39,524	-	-	-	-	-	-	-
Other Financing Sources	-	-	6,000,000	-	-	-	-	-
Total Revenues	1,039,524	889,000	6,889,000	-	-	-	-	-
Transfers In								
HURF	-	100,000	100,000	500,000	-	-	-	-
Total Transfers In	-	100,000	100,000	500,000	-	-	-	-
Total Sources of Funds	817,626	2,530,988	6,366,185	2,015,239	-	-	-	-
Uses of Funds								
Expenditures								
Operating	1,403,054	1,877,115	3,966,697	-	-	-	-	-
Capital	37,387	623,873	854,249	2,015,239	-	-	-	-
Total Expenditures	1,440,441	2,500,988	4,820,946	2,015,239	-	-	-	-
Transfers Out								
General Fund	-	30,000	30,000	-	-	-	-	-
Total Transfers Out	-	30,000	30,000	-	-	-	-	-
Total Uses of Funds	1,440,441	2,530,988	4,850,946	2,015,239	-	-	-	-
Ending Fund Balance	\$ (622,815)	-	1,515,239	-	-	-	-	-

City of Flagstaff
Drinking Water Fund
Five Year Plan 2022-2026

	Actual 2019-2020	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Sources of Funds								
Beginning Fund Balance	\$ 22,461,445	24,020,160	25,368,277	11,675,569	8,183,975	6,403,512	6,007,032	6,460,400
Revenues	741	-	-	-	-	-	-	-
Intergovernmental	17,274,819	17,154,895	17,084,940	17,090,994	17,260,858	17,432,421	17,605,699	17,780,710
Drinking Water	1,973,619	1,830,400	1,830,400	1,848,704	1,867,191	1,885,863	1,942,439	2,000,712
Capacity Fees	415,533	120,101	126,841	58,378	40,920	32,018	30,035	32,302
Investment Earnings	10,300	5,150	5,150	5,150	5,150	5,150	5,150	5,150
Rents	22,828	800,000	800,000	-	-	-	-	-
Miscellaneous	19,697,840	19,910,546	19,847,331	19,003,226	19,174,119	19,355,452	19,583,323	19,818,874
Total Revenues								
Transfers In								
Wastewater	1,217,066	1,621,451	1,536,858	1,851,572	1,386,570	1,492,650	1,454,898	1,509,722
Reclaimed Water	35,986	117,473	97,966	159,977	92,916	49,508	51,856	51,118
Stormwater	7,680	7,033	7,033	7,146	7,260	7,373	7,487	7,600
Total Transfers In	1,260,732	1,745,957	1,641,857	2,018,695	1,486,746	1,549,531	1,514,241	1,568,440
Total Sources of Funds	43,420,017	45,676,663	46,857,465	32,697,490	28,844,840	27,308,495	27,104,596	27,847,714
Uses of Funds								
Expenditures								
Operating	10,378,069	11,284,598	10,973,568	11,316,186	10,008,700	10,157,300	10,308,300	10,461,900
Indirect	1,652,699	1,712,061	1,712,061	1,729,200	1,746,500	1,764,000	1,781,600	1,799,400
Capital	4,042,606	19,984,006	20,096,899	7,945,000	8,250,000	7,325,000	6,700,000	7,750,000
Contingency	-	1,000,000	-	1,000,000	-	-	-	-
Total Expenditures	16,073,374	33,980,665	32,782,528	21,990,386	20,005,200	19,246,300	18,789,900	20,011,300
Debt Service	1,962,344	2,317,121	2,317,121	2,438,184	2,351,183	1,970,218	1,769,351	1,764,923
Total Debt Service	1,962,344	2,317,121	2,317,121	2,438,184	2,351,183	1,970,218	1,769,351	1,764,923
Transfers Out								
General Fund	16,022	82,247	82,247	84,945	84,945	84,945	84,945	84,945
Total Transfers Out	16,022	82,247	82,247	84,945	84,945	84,945	84,945	84,945
Total Uses of Funds	18,051,740	36,380,033	35,181,896	24,513,515	22,441,328	21,301,463	20,644,196	21,861,168
Ending Fund Balance	\$ 25,368,277	9,296,630	11,675,569	8,183,975	6,403,512	6,007,032	6,460,400	5,986,546

City of Flagstaff
Wastewater Fund
Five Year Plan 2022-2026

Sources of Funds	Actual 2019-2020	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	\$ 17,606,319	16,331,063	16,686,214	15,743,651	12,471,916	15,821,821	11,886,023	10,878,596
Revenues								
Intergovernmental	4,452	-	-	-	-	-	-	-
Wastewater	10,130,079	11,043,546	10,643,546	10,769,398	10,877,047	10,985,771	11,095,584	11,206,493
Capacity Fees	1,531,377	1,200,000	1,200,000	1,212,000	1,224,120	1,236,361	1,273,452	1,311,656
Investment Earnings	298,496	163,311	166,862	157,437	62,360	79,109	59,430	54,393
Miscellaneous	169,838	-	-	-	-	-	-	-
Other Financing Sources	-	-	-	-	5,500,000	-	-	4,400,000
Total Revenues	12,134,242	12,406,857	12,010,408	12,138,835	17,663,527	12,301,241	12,428,466	16,972,542
Total Sources of Funds	29,740,561	28,737,920	28,696,622	27,882,486	30,135,443	28,123,062	24,314,489	27,851,138
Uses of Funds								
Expenditures								
Operating	4,033,262	4,396,996	4,350,996	4,351,418	4,398,400	4,461,500	4,525,500	4,590,600
Indirect	686,494	689,766	689,766	696,700	703,700	710,700	717,800	725,000
Capital	3,904,018	8,367,588	5,481,216	5,550,000	5,300,000	6,950,000	4,300,000	5,830,000
Contingency	-	800,000	-	800,000	-	-	-	-
Total Expenditures	8,623,774	14,254,350	10,521,978	11,398,118	10,402,100	12,122,200	9,543,300	11,145,600
Debt Service	3,213,507	894,135	894,135	2,160,880	2,524,952	2,622,189	2,437,695	2,775,908
Total Debt Service	3,213,507	894,135	894,135	2,160,880	2,524,952	2,622,189	2,437,695	2,775,908
Transfers Out								
Drinking Water	1,217,066	1,621,451	1,536,858	1,851,572	1,386,570	1,492,650	1,454,898	1,509,722
Total Transfers Out	1,217,066	1,621,451	1,536,858	1,851,572	1,386,570	1,492,650	1,454,898	1,509,722
Total Uses of Funds	13,054,347	16,769,936	12,952,971	15,410,570	14,313,622	16,237,039	13,435,893	15,431,230
Ending Fund Balance	\$ 16,686,214	11,967,984	15,743,651	12,471,916	15,821,821	11,886,023	10,878,596	12,419,908

City of Flagstaff
Reclaimed Water Fund
Five Year Plan 2022-2026

Sources of Funds	Actual 2019-2020	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	\$ 1,092,335	1,590,693	1,758,672	1,519,091	867,556	187,217	539,284	857,963
Revenues								
Reclaimed Water	1,143,183	1,036,539	1,036,539	1,046,439	1,046,439	1,046,439	1,046,439	1,046,439
Investment Earnings	21,553	7,953	8,793	7,595	4,338	936	2,696	4,290
Miscellaneous	3,152	-	-	-	-	-	-	-
Total Revenues	1,167,888	1,044,492	1,045,332	1,054,034	1,050,777	1,047,375	1,049,135	1,050,729
Total Sources of Funds	2,260,223	2,635,185	2,804,004	2,573,125	1,918,333	1,234,592	1,588,419	1,908,692
Uses of Funds								
Expenditures								
Operating	387,213	509,108	507,608	425,592	432,500	439,400	446,500	453,600
Indirect Costs	74,603	69,339	69,339	70,000	70,700	71,400	72,100	72,800
Capital	3,749	1,395,000	610,000	1,000,000	1,135,000	135,000	160,000	135,000
Contingency	-	50,000	-	50,000	-	-	-	-
Total Expenditures	465,565	2,023,447	1,186,947	1,545,592	1,638,200	645,800	678,600	661,400
Transfers Out								
Drinking Water	35,986	117,473	97,966	159,977	92,916	49,508	51,856	51,118
Total Transfers Out	35,986	117,473	97,966	159,977	92,916	49,508	51,856	51,118
Total Uses of Funds	501,551	2,140,920	1,284,913	1,705,569	1,731,116	695,308	730,456	712,518
Ending Fund Balance	\$ 1,758,672	494,265	1,519,091	867,556	187,217	539,284	857,963	1,196,174

City of Flagstaff
Stormwater Fund
Five Year Plan 2022-2026

Sources of Funds	Actual 2019-2020	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	\$ 3,120,318	3,755,120	2,667,685	1,721,071	1,897,735	2,474,333	2,543,070	2,376,028
Revenues								
Intergovernmental	34,784	659,180	659,180	1,003,313	-	-	-	-
Stormwater	4,223,387	4,213,624	4,293,624	4,282,424	4,325,248	4,368,501	4,412,186	4,456,308
User Fees	74,252	27,824	38,784	28,519	29,232	29,962	30,711	31,479
Permits	1,470	893	893	915	938	961	985	1,010
Investment Earnings	56,852	18,776	3,850	8,605	9,489	12,372	12,715	11,880
Other Financing Sources	-	18,000,000	18,000,000	18,000,000	-	-	-	-
Total Revenues	4,390,745	22,920,297	22,996,331	23,323,776	4,364,907	4,411,796	4,456,597	4,500,677
Total Sources of Funds	7,511,063	26,675,417	25,664,016	25,044,847	6,262,642	6,886,129	6,999,666	6,876,705
Uses of Funds								
Expenditures								
Operating	704,605	1,300,759	1,106,817	936,453	936,267	961,784	988,026	1,015,009
Indirect	142,584	156,842	156,842	160,763	164,782	168,902	173,125	177,453
Capital	3,771,463	22,072,253	22,072,253	20,537,750	875,000	725,000	975,000	1,525,000
Contingency	-	300,000	-	300,000	-	-	-	-
Total Expenditures	4,618,652	23,829,854	23,335,912	21,934,966	1,976,049	1,855,686	2,136,151	2,717,462
Debt Service	-	600,000	600,000	1,205,000	1,805,000	2,480,000	2,480,000	2,480,000
Transfers Out								
Drinking Water	7,680	7,033	7,033	7,146	7,260	7,373	7,487	7,600
HURF	217,046	-	-	-	-	-	-	-
Total Transfers Out	224,726	7,033	7,033	7,146	7,260	7,373	7,487	7,600
Total Uses of Funds	4,843,378	24,436,887	23,942,945	23,147,112	3,788,309	4,343,059	4,623,638	5,205,062
Ending Fund Balance	\$ 2,667,685	2,238,530	1,721,071	1,897,735	2,474,333	2,543,070	2,376,028	1,671,643

City of Flagstaff
Solid Waste Fund
Five Year Plan 2022-2026

Sources of Funds	Actual 2019-2020	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	\$ 21,250,407	21,846,442	22,292,007	16,866,403	16,095,521	13,898,442	14,641,800	15,779,286
Revenues								
Solid Waste	11,806,809	12,368,625	12,235,962	13,053,187	13,574,714	14,126,889	14,827,436	15,351,299
Investment Earnings	349,082	449,292	123,660	81,821	80,477	69,493	73,209	394,482
Miscellaneous	2,145	-	(794)	840,000	840,000	-	-	-
Total Revenues	12,158,036	12,817,917	12,358,828	13,975,008	14,495,191	14,196,382	14,900,645	15,745,781
Transfers In								
Tourism	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
Total Sources of Funds	33,472,013	34,727,929	34,714,405	30,841,411	30,654,282	28,158,394	29,606,015	31,588,637
Uses of Funds								
Expenditures								
Operating	8,877,817	9,300,629	9,300,629	9,280,545	9,041,134	9,221,817	9,406,113	9,594,096
Indirect Costs	1,206,373	1,224,444	1,224,444	1,255,055	1,286,431	1,318,592	1,351,557	1,385,346
Capital	609,884	6,845,699	6,845,699	3,230,000	5,950,000	2,495,000	2,745,000	2,600,000
Contingency	2,081	500,000	-	500,000	-	-	-	-
Total Expenditures	10,696,155	17,870,772	17,370,772	14,265,600	16,277,565	13,035,409	13,502,670	13,579,442
Debt Service	379,173	377,230	377,230	379,455	376,605	378,680	220,719	217,569
Transfers Out:								
General Fund	4,678	-	-	-	-	-	-	-
SEMS	100,000	100,000	100,000	100,835	101,670	102,505	103,340	104,175
Total Transfers Out	104,678	100,000	100,000	100,835	101,670	102,505	103,340	104,175
Total Uses of Funds	11,180,006	18,348,002	17,848,002	14,745,890	16,755,840	13,516,594	13,826,729	13,901,186
Ending Fund Balance	\$ 22,292,007	16,379,927	16,866,403	16,095,521	13,898,442	14,641,800	15,779,286	17,687,451

City of Flagstaff
Sustainability and Environmental Management Fund
Five Year Plan 2022-2026

Sources of Funds		Actual 2019-2020	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance		\$ 447,783	489,568	612,698	1,016,355	1,299,901	2,008,208	2,720,129	3,435,513
Revenues									
Environmental Management		1,023,927	1,041,804	1,205,978	1,213,478	1,225,551	1,237,745	1,250,061	1,262,500
Intergovernmental		21,045	90,484	90,484	-	-	-	-	-
Investment Earnings		9,060	3,177	5,982	5,000	6,000	10,000	14,000	17,000
Miscellaneous		2,543	3,041	-	-	-	-	-	-
Total Revenues		1,056,575	1,138,506	1,302,444	1,218,478	1,231,551	1,247,745	1,264,061	1,279,500
Transfers In									
General Fund		124,727	183,678	181,678	925,708	66,649	68,648	70,707	72,828
Beautification		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Recreation - BBB		7,500	-	-	-	-	-	-	-
Solid Waste		100,000	100,000	100,000	100,835	101,670	102,505	103,340	104,175
Total Transfers In		262,227	313,678	311,678	1,056,543	198,319	201,153	204,047	207,003
Total Sources of Funds		1,766,585	1,941,752	2,226,820	3,291,376	2,729,771	3,457,106	4,188,237	4,922,016
Uses of Funds									
Expenditures									
Operating		737,893	1,091,828	990,428	1,419,762	525,057	535,558	546,270	557,194
Indirect		170,034	187,037	187,037	191,713	196,506	201,419	206,454	211,615
Capital		-	33,000	33,000	350,000	-	-	-	-
Contingency		-	30,000	-	30,000	-	-	-	-
Total Expenditures		907,927	1,341,865	1,210,465	1,991,475	721,563	736,977	752,724	768,809
Transfers Out									
General Fund		245,960	-	-	-	-	-	-	-
Total Transfers Out		245,960	-	-	-	-	-	-	-
Total Uses of Funds		1,153,887	1,341,865	1,210,465	1,991,475	721,563	736,977	752,724	768,809
Ending Fund Balance		\$ 612,698	599,887	1,016,355	1,299,901	2,008,208	2,720,129	3,435,513	4,153,207

City of Flagstaff
Airport Fund
Five Year Plan 2022-2026

		Actual 2019-2020	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Sources of Funds									
Beginning Fund Balance		\$ 334,314	1,040,789	321,948	1,266,551	1,003,572	1,750,780	1,840,055	1,257,638
Revenues									
Intergovernmental		2,274,357	11,929,808	8,890,250	15,782,918	9,625,763	17,067,113	5,805,300	20,586,715
Airport		903,536	1,154,129	506,989	1,158,025	1,175,390	1,193,020	1,210,920	1,229,080
Rents		738,124	913,195	498,449	927,096	941,198	955,517	970,074	984,869
Passenger Facility Charges		362,919	480,000	250,391	480,000	480,000	480,000	480,000	480,000
Parking		-	-	-	-	550,000	550,000	550,000	550,000
Investment Earnings		42,294	1,500	4,000	6,000	5,000	8,000	9,000	6,000
Miscellaneous		418	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Other Financing Sources		-	4,000,000	-	-	-	-	-	-
Total Revenues		4,321,648	18,479,632	10,151,079	18,355,039	12,778,351	20,254,650	9,026,294	23,837,664
Transfers In									
General Fund		137,000	-	3,650,000	900,000	-	-	-	197,425
Tourism - BBB		60,000	-	-	-	-	-	-	-
Total Transfers In		197,000	-	3,650,000	900,000	-	-	-	197,425
Total Sources of Funds		4,852,962	19,520,421	14,123,027	20,521,590	13,781,923	22,005,430	10,866,349	25,292,727
Uses of Funds									
Expenditures									
Operating		2,671,183	5,635,510	3,289,876	6,654,195	4,898,792	2,514,018	2,564,302	2,615,587
Indirect Costs		302,575	332,833	332,833	341,150	349,679	358,421	367,382	376,567
Capital		1,325,520	9,979,840	8,879,840	9,565,000	4,075,000	16,800,000	6,300,000	21,550,000
Contingency		-	100,000	-	100,000	-	-	-	-
Total Expenditures		4,299,278	16,048,183	12,502,549	16,660,345	9,323,471	19,672,439	9,231,684	24,542,154
Debt Service									
Debt Service		231,736	551,736	231,736	231,736	231,736	231,736	115,868	-
Total Debt Service		231,736	551,736	231,736	231,736	231,736	231,736	115,868	-
Transfers Out									
General Fund		-	436,448	-	2,350,000	2,200,000	-	-	-
Debt Service - Pension		-	80,100	122,191	275,937	275,936	261,200	261,159	261,214
Total Transfers Out		-	516,548	122,191	2,625,937	2,475,936	261,200	261,159	261,214
Total Uses of Funds		4,531,014	17,116,467	12,856,476	19,518,018	12,031,143	20,165,375	9,608,711	24,803,368
Ending Fund Balance		\$ 321,948	2,403,954	1,266,551	1,003,572	1,750,780	1,840,055	1,257,638	489,359

City of Flagstaff
Flagstaff Housing Authority
Five Year Plan 2022-2026

	Actual 2019-2020	Budget 2020-2021	Estimate 2020 - 2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025 - 2026
Sources of Funds								
Beginning Fund Balance	\$ 1,452,415	1,600,487	1,579,181	1,635,446	1,653,234	1,697,234	1,798,244	1,959,749
Revenues								
Intergovernmental	5,202,207	8,532,570	6,317,320	8,140,331	7,117,869	7,239,498	7,363,585	7,490,184
Rents and Other Tenant Income	1,386,652	1,447,000	1,300,000	1,275,000	1,400,000	1,470,000	1,543,500	1,620,675
Miscellaneous	833,842	397,698	406,561	395,012	403,187	407,219	411,291	415,404
Total Revenue	7,422,701	10,377,268	8,023,881	9,810,343	8,921,056	9,116,717	9,318,376	9,526,263
Transfers In								
General Fund	-	-	-	-	40,700	40,700	40,700	40,700
Total Transfers In	-	-	-	-	40,700	40,700	40,700	40,700
Total Sources of Funds	8,875,116	11,977,755	9,603,062	11,445,789	10,614,990	10,854,651	11,157,320	11,526,712
Uses of Funds								
Departments								
Low Income Public Housing	2,036,179	2,117,743	2,117,743	2,137,528	2,158,708	2,180,162	2,201,964	2,223,984
Section 8, MRO, SRO and VASH	4,863,900	4,635,104	4,635,104	5,308,441	5,410,160	5,513,868	5,619,606	5,727,414
Non-HUD Program	48,498	58,071	58,071	62,140	62,761	63,389	64,023	64,663
FHC Pass Thru	321,113	291,698	291,698	293,196	296,127	299,088	302,079	305,100
Contingency	-	1,001,250	-	1,001,250	-	-	-	-
Total Expenditures	7,269,689	8,103,866	7,102,616	8,802,555	7,927,756	8,056,507	8,187,672	8,321,161
Capital Expenditures	26,246	2,140,000	865,000	990,000	990,000	999,900	1,009,899	1,019,998
Total Uses of Funds	7,295,935	10,243,866	7,967,616	9,792,555	8,917,756	9,056,407	9,197,571	9,341,159
Ending Fund Balance	\$ 1,579,181	1,733,889	1,635,446	1,653,234	1,697,234	1,798,244	1,959,749	2,185,553

Mission

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

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

The mission of the *Public Affairs* office is to enhance public transparency and accessibility of City activities and foster clear, consistent communication with the public; assist the Mayor, City Council and all City departments with community outreach related to events, activities and issues related to the City and encourage public engagement; Public Affairs interfaces with the media on behalf of the City.

The mission of *Risk Management* 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 mission of the *Office of Labor Standards* is to ensure compliance of the Minimum Wage Law.

The *Sustainability* section catalyzes community and individual actions that promote economic, environmental and social sustainability through leadership, education and engagement.

Program Description

The *City Manager* is responsible for providing professional leadership in administering programs and policies established by the Mayor and Council. The City Manager informs and advises Council on the affairs of the City, studies and proposes alternatives and solutions to community needs for Mayor and Council consideration, prepares and implements the annual financial plan and coordinates the activities of all divisions/sections under their authority to provide services at the lowest possible costs. In addition, the City Manager oversees:

- **Communications** – Providing accurate and proactive media information regarding any city matters
- **Intergovernmental** – furthers Council's state and federal priorities through legislative efforts
- **Neighborhood Liaison** – joint position shared by City and Northern Arizona University to improve relationships and address concerns of long-time residents and students
- **Indigenous Coordinator** – shared position with City and Indigenous Circle of Flagstaff (ICF) to improve indigenous and non-indigenous relationships

The *City Clerk* provides broad organizational support to the City of Flagstaff and ensures open and accessible government to the citizens of the City through the administration of the records management program, council meeting support, elections, codification, posting of notices, agenda preparation and board/commission training.

Risk Management is responsible for identification, control and finance of risk in order to safeguard the City's human, financial and physical assets, to ensure continuity and efficiency of City services. Risks are assessed for probability, cost and impact and matched with loss control techniques to reduce the likelihood of loss and mitigate the potential costs in the event of an accidental occurrence.

The *Office of Labor Standards* monitors compliance by investigating underpaid wages, unpaid wages and retaliation complaints while developing strategic enforcement and innovative policies to assist in enforcement practices.

Sustainability section staff develops and implements policies, projects and programming to enhance municipal and community-wide sustainability. The section builds on the principles of economic, environmental, organizational and social sustainability. Programming supports the integration of these principles throughout City operations while providing critical resources to the Flagstaff community.

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Section 011 - City Manager					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 1,515,261	\$ 1,496,217	\$ 1,496,217	\$ 1,659,389	\$ 163,172
Contractuals	190,648	449,466	449,466	599,010	149,544
Commodities	19,593	18,946	18,946	24,946	6,000
Total	\$ 1,725,502	\$ 1,964,629	\$ 1,964,629	\$ 2,283,345	\$ 318,716
Expenditures by Program:					
General Administration	\$ 1,280,085	\$ 1,172,063	\$ 1,172,063	\$ 1,446,210	\$ 274,147
Public Information	38,355	-	-	-	-
Customer Service	26,417	27,190	27,190	123,724	96,534
City Clerk	339,296	344,986	344,986	432,781	87,795
Elections	12,463	260,000	260,000	150,000	(110,000)
Minimum Wage Compliance	14,804	24,800	24,800	17,300	(7,500)
Indigenous	14,082	77,690	77,690	81,030	3,340
Neighborhood Liaison	-	32,900	32,900	32,300	(600)
Social Justice	-	25,000	25,000	-	(25,000)
Total	\$ 1,725,502	\$ 1,964,629	\$ 1,964,629	\$ 2,283,345	\$ 318,716
Source of Funding:					
General Fund				\$ 1,913,786	
Library Fund				61,314	
Highway User Revenue Fund				44,586	
Transportation Fund				1,540	
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	
				\$ 2,283,345	
Commentary:					
The City Manager operating budget has increased by 16%. There are no capital expenditures. The Personnel Services increase of 11% is mainly due to merit, compensation study, medical, dental and retirement increases. Personnel Services increases also includes an increase in FTE for an Administrative Specialist and a Community Engagement Specialist. Contractuals increase of 33% are mainly due to moving consultant fees from the Non-Departmental budget into the City Manager budget. Commodities increase of 32% is mainly due to obtaining equipment and computer software for the Community Engagement Specialist position. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Administrative Specialist	0	0	0	1	1
City Clerk	1	1	1	0	1
City Manager	1	1	1	0	1
City Records Coordinator	1	1	1	0	1
Communications Manager	1	0	0	0	0
Community Engagement Specialist	0	0	0	1	1
Coordinator for Indigenous Initiatives	0	1	1	0	1
Deputy City Clerk	1	1	1	0	1
Deputy City Manager	2	2	2	0	2
Executive Assistant	1	1	1	0	1
Intern (Temp)	0.25	0	0	0	0
Labor Standards Manager	1	0	0	0	0
Management Analyst	2	2	2	0	2
Public Affairs Director	0	1	1	0	1
Senior Executive Assistant	0	1	1	0	1
Total	11.25	12	12	2	14

Section 011 - City Manager					
New Personnel:					
Title	FTE	Total \$ 2021-2022	Potential Offset	Net Cost 2021-2022	Future Cost
Administrative Specialist	1	\$ 57,768	\$ -	\$ 57,768	\$ 57,768
Community Engagement Specialist	1	69,103	-	69,103	69,103
Capital: None					

Section 013 - Risk Management					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 198,079	\$ 202,737	\$ 202,737	\$ 250,705	\$ 47,968
Contractuals	9,735	23,693	23,693	24,461	768
Commodities	2,981	3,741	3,741	5,066	1,325
Total	\$ 210,795	\$ 230,171	\$ 230,171	\$ 280,232	\$ 50,061
Expenditures by Program:					
General Administration	\$ 210,795	\$ 230,171	\$ 230,171	\$ 280,232	\$ 50,061
Total	\$ 210,795	\$ 230,171	\$ 230,171	\$ 280,232	\$ 50,061
Source of Funding:					
General Fund				\$ 210,076	
Library Fund				11,854	
Highway User Revenue Fund				8,867	
Transportation Fund				1,289	
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	
				\$ 280,232	
Commentary:					
The Risk Management operating budget has increased by 22%. There are no capital expenditures. The Personnel Services increase of 24% is mainly due to a merit, compensation study, medical, dental and retirement increases as well as a one-time retirement payout. Contractuals increase of 3% is mainly due to the elimination of one-time reductions from FY 2020-2021. Commodities increases of 35% is mainly due to the elimination of one-time reductions from FY 2020-2021. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2018-2019	2019-2020	2020-2021	2021-2022	2021-2022
Risk Management Director	1	1	1	0	1
Risk Management Specialist	1	1	1	0	1
Total	2	2	2	0	2

New Personnel:	None
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Capital:	None
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Section 170 - Sustainability					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 453,955	\$ 574,756	\$ 574,756	\$ 479,976	\$ (94,780)
Contractuals	187,973	305,703	254,303	774,430	468,727
Commodities	42,359	68,119	68,119	54,297	(13,822)
Capital	-	33,000	33,000	350,000	317,000
Total	\$ 684,287	\$ 981,578	\$ 930,178	\$ 1,658,703	\$ 677,125
Expenditures by Program:					
Sustainability	\$ 453,166	\$ 456,671	\$ 456,671	\$ 1,034,776	\$ 578,105
Energy Contracts	37,696	20,000	20,000	370,000	350,000
Open Space Maintenance	97,292	125,151	123,151	-	(125,151)
Community Stewards	8,595	42,884	25,384	42,509	(375)
Materials Management	49,629	141,516	110,016	119,546	(21,970)
Climate and Energy	23,340	144,872	144,472	91,872	(53,000)
AFG Observatory Mesa	-	33,000	33,000	-	(33,000)
Kahtoola	1,523	4,077	4,077	-	(4,077)
Invasive Plant Program	13,046	13,407	13,407	-	(13,407)
Total	\$ 684,287	\$ 981,578	\$ 930,178	\$ 1,658,703	\$ 677,125
Source of Funding:					
SEMS Fund				\$ 1,658,703	
				\$ 1,658,703	
Commentary:					
The Sustainability operating budget has increased by 38%. There are capital expenditures of \$350,000, resulting in an overall net increase of 69%. The Personnel Services decreases of 16% are mainly due to merit, compensation study, medical, dental and retirement increases, the increase of .51 FTE Climate Engagement Coordinator, offset by a reorganization moving Open Space to Public Works. Contractuals increase of 153% is mainly due to an increase in funding related to climate emergencies. Commodities decreases of 20% are mainly due to a decrease in other operating supplies and various programs including Open Space. Major capital (>\$10,000) includes utility-scale solar photovoltaic energy production project (\$350,000). Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Administrative Assistant	0	0	1	0	1
Climate and Energy Coordinator	0	1	1	0	1
Climate Engagement Coordinator	0	0	0.49	0.51	1
Materials Management Coordinator	0	1	1	0	1
Open Space Specialist	1	1	0	0	0
Public Works Section Director	1	0	0	0	0
Sustainability Director	0	1	1	0	1
Sustainability Manager	1	0	0	0	0
Sustainability Specialist	2	2	2	0	2
Zero Waste Coordinator	1	0	0	0	0
Total	6	6	6.49	0.51	7

New Personnel:					
Title	FTE	Total \$ 2021-2022	Potential Offset	Net Cost 2021-2022	Future Cost
Climate Engagement Coordinator	0.51	\$ 19,472	\$ -	\$ 19,472	\$ 19,472

Capital:	
Description	Amount
Red Gap Ranch Photovoltaic Energy Production 1	\$ 350,000
	\$ 350,000

Section 171 - Environmental Management					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 70,220	\$ 112,189	\$ 62,189	\$ 79,998	\$ (32,191)
Contractuals	2,314	24,555	24,555	24,555	-
Commodities	4,957	6,506	6,506	6,506	-
Total	\$ 77,491	\$ 143,250	\$ 93,250	\$ 111,059	\$ (32,191)
Expenditures by Program:					
Environmental Management	\$ 77,491	\$ 143,250	\$ 93,250	\$ 111,059	\$ (32,191)
Total	\$ 77,491	\$ 143,250	\$ 93,250	\$ 111,059	\$ (32,191)
Source of Funding:					
SEMS Fund				\$ 111,059	
				\$ 111,059	
Commentary:					
The Environmental Management operating budget has decreased by 22%. There are no capital expenditures. The Personnel Services decrease of 29% is mainly due to merit, compensation study, medical, dental and retirement increases, offset by a reorganization of the Environmental Management section and the elimination of the Facilities Maintenance Superintendent. Contractuals and commodities remained flat year over year. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Environmental Program Manager	1	0	0	0	0
Environmental Technician	1	0	0	0	0
Volunteer and Event Coordinator	1	1	1	0	1
Total	3	1	1	0	1

New Personnel:	None
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Capital:	None
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Mission

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

Program Description

Human Resources is responsible for all areas impacting employees and potential employees. These functions include Human Resources administration (Human Resource Information Services (HRIS), records, policies, workforce planning); compliance and employee relations; training and development; employee appreciation, engagement and recognition; recruitment; classification and compensation; benefits and wellness.

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Section 012 - Human Resources					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 739,952	\$ 883,796	\$ 839,798	\$ 888,937	\$ 5,141
Contractuals	105,276	195,961	195,961	84,744	(111,217)
Commodities	77,034	52,743	52,743	70,242	17,499
Total	\$ 922,262	\$ 1,132,500	\$ 1,088,502	\$ 1,043,923	\$ (88,577)
Expenditures by Program:					
General Administration	\$ 655,858	\$ 796,110	\$ 752,112	\$ 521,892	\$ (274,218)
Recruitment and Selection	101,590	63,866	63,866	192,939	129,073
Benefits	85,911	202,508	202,508	131,294	(71,214)
Compensation and Classification	46,361	700	700	1,100	400
Employee Training and Counseling	32,522	66,120	66,120	192,502	126,382
Diversity Awareness	21	708	708	908	200
Disability Awareness	-	2,488	2,488	3,288	800
Total	\$ 922,263	\$ 1,132,500	\$ 1,088,502	\$ 1,043,923	\$ (88,577)
Source of Funding:					
General Fund				\$ 754,785	
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	
				\$ 1,043,923	
Commentary:					
The Human Resources operating budget has decreased by 8%. There are no capital expenditures. The Personnel Services increase of 1% is mainly due to a to merit, compensation study, medical, dental and retirement increases. Contractuals decrease of 57% is mainly due to a reduction in one-time costs for a compensation study and city-wide education and training. Commodities increases of 33% are mainly due to a one-time increase for computer software. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2018-2019	2019-2020	2020-2021	2021-2022	2021-2022
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	2	2	0	2
Human Resources Manager	1	2	2	0	2
Human Resources Recruiter	1	1	1	0	1
Human Resources Recruitment Specialist	1	0	0	0	0
Human Resources Supervisor	1	0	0	0	0
Total	10	10	10	0	10

New Personnel:	None
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Capital:	None
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Mission

The mission of the *Information Technology* section is to:

- Support technology infrastructure and resources
 - Provide an information technology infrastructure to maximize employee productivity and provide clear, concise and accurate data
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Program Description

The *Information Technology* section provides the information technology infrastructure and operational assistance to meet the needs of the City Council and City staff for them to better serve the citizens. These objectives are met through various personal computer (PC) and server hardware, software applications, network and telephony hardware and security protocols. Technology is maintained and updated on an ongoing basis to provide accurate information in a secure and timely manner.

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Section 014 - Information Technology					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 1,317,677	\$ 1,587,329	\$ 1,587,329	\$ 1,857,370	\$ 270,041
Contractuals	699,739	881,605	881,605	1,049,773	168,168
Commodities	569,093	811,509	811,509	1,714,112	902,603
Capital	33,076	-	-	1,250,000	1,250,000
Total	\$ 2,619,585	\$ 3,280,443	\$ 3,280,443	\$ 5,871,255	\$ 2,590,812
Expenditures by Program:					
General Administration	\$ 225,227	\$ 339,622	\$ 339,622	\$ 358,720	\$ 19,098
Applications	545,189	694,749	694,749	881,136	186,387
Systems	194,040	235,542	235,542	242,270	6,728
Services	396,053	433,699	433,699	555,346	121,647
Network	425,323	362,826	362,826	750,009	387,183
GIS	474,444	656,135	656,135	576,114	(80,021)
Microsoft Settlement	2,077	3,802	3,802	896,400	892,598
IT Non Departmental	236,478	421,405	421,405	23,000	(398,405)
Telecom	8,767	23,000	23,000	338,260	315,260
Security	111,987	109,663	109,663	1,250,000	1,140,337
Total	\$ 2,619,585	\$ 3,280,443	\$ 3,280,443	\$ 5,871,255	\$ 2,590,812
Source of Funding:					
General Fund				\$ 5,135,485	
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	
				\$ 5,871,255	
Commentary:					
The Information Technology operating budget has increased by 41%. There are capital expenditures of \$1,250,000, resulting in an overall net increase of 79%. The Personnel Services increase of 17% is mainly due to the addition of 1.0 FTE IT Administrator, 1.0 FTE IT Analyst and merit, compensation study, medical, dental and retirement increases. Contractuals increase of 19% is mainly due to increased computer equipment maintenance costs, licensing costs and streaming services costs. Commodities increases of 111% are mainly due to an increase in computer equipment and software purchases and network security. There is major capital (>\$10,000) section which includes fiber projects (\$1,250,000). Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Division Director	0	1	1	0	1
IT Administrator	3	4	5	1	6
IT Analyst	6	4	3	1	4
IT Director	1	0	0	0	0
IT Information Security Officer	0	1	1	0	1
IT Manager	4	4	4	(1)	3
IT Operations Director	0	0	0	1	1
IT Specialist	1	2	2	0	2
IT Technician	1	1	1	0	1
Total	16	17	17	2	19

New Personnel:					
Title	FTE	Total \$ 2021-2022	Potential Offset	Net Cost 2021-2022	Future Cost
IT Administrator	1	\$ 96,725	\$ -	\$ 96,725	\$ 96,725
IT Analyst	1	90,907	-	90,907	90,907

Section 014 - Information Technology	
Capital:	
Description	Amount
Fiber Projects	\$ 1,250,000
	<u>\$ 1,250,000</u>

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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 divisions in an ethical, timely and cost-effective manner.

Program Description

The *City Attorney's office* assures the legality of the official business of the City of Flagstaff by providing legal advice and opinions to the Mayor and Council, City Manager, City divisions and the City's boards and commissions. The City Attorney's office represents the City in civil litigation and represents the City and the State of Arizona in criminal misdemeanor cases occurring within the City limits. This office also prepares or reviews all contracts, ordinances, resolutions and other legal documents involving the City.

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Section 015 - City Attorney					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 1,861,256	\$ 2,082,808	\$ 2,082,808	\$ 2,128,985	\$ 46,177
Contractuals	36,412	40,905	40,905	44,158	3,253
Commodities	18,476	28,794	28,794	30,995	2,201
Total	\$ 1,916,144	\$ 2,152,507	\$ 2,152,507	\$ 2,204,138	\$ 51,631
Expenditures by Program:					
General Administration	\$ 152,004	\$ 257,156	\$ 257,156	\$ 166,800	\$ (90,356)
Council and Department Support	1,000,638	1,035,016	1,035,016	1,048,799	13,783
Police Court	763,502	854,735	854,735	982,939	128,204
Victim's Rights Grant	-	5,600	5,600	5,600	-
Total	\$ 1,916,144	\$ 2,152,507	\$ 2,152,507	\$ 2,204,138	\$ 51,631
Source of Funding:					
General Fund				\$ 1,760,562	
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	
				\$ 2,204,138	
Commentary:					
The City Attorney's operating budget has increased by 2%. There are no capital expenditures. The Personnel Services increase of 2% is mainly due to merit, compensation study, medical, dental and retirement increases. Contractuals increase of 8% is mainly due to one-time increases for maintenance and travel as well as a one-time reduction for memberships in the prior year. Commodities increase of 8% is mainly due to a one-time increase for travel costs. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Administrative Specialist	3	3	4	0	4
Administrative Specialist Lead Worker	1	1	1	(1)	0
Assistant City Attorney	3	3	4	0	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	0	0	0
Executive Assistant	0	0	1	1	2
Senior Assistant City Attorney	4	4	4	0	4
Water Attorney	0	1	1	0	1
Total	15	16	18	0	18

New Personnel:	None
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Capital:	None
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Mission

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

Program Description

The *Flagstaff Municipal Court* is responsible for the adjudication and disposition of all local code violations, criminal misdemeanor, criminal traffic and civil traffic cases that occur within the Flagstaff City limits in a prompt, judicious, fair and effective manner. The court is accountable to the Arizona Supreme Court through the Superior Court of Coconino County in judicial and operational matters and reports to the City regarding financial and administrative matters not unique to Court operations.

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Section 016 - Municipal Court					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 2,250,456	\$ 2,406,521	\$ 2,406,521	\$ 2,664,420	\$ 257,899
Contractuals	1,007,823	991,322	991,322	1,123,136	131,814
Commodities	57,567	98,595	98,595	107,695	9,100
Total	\$ 3,315,846	\$ 3,496,438	\$ 3,496,438	\$ 3,895,251	\$ 398,813
Expenditures by Program:					
General Administration	\$ 892,807	\$ 917,352	\$ 917,352	\$ 1,147,189	\$ 229,837
Court Services	713,900	790,639	790,639	796,138	5,499
Record Management	74,239	64,337	64,337	69,748	5,411
Court Enforcement	433,217	479,384	479,384	551,761	72,377
Warrant Division	357,314	340,658	340,658	339,855	(803)
Court Operations	237,251	335,712	335,712	345,871	10,159
Judicial Services	605,746	568,356	568,356	644,689	76,333
Court Security Imp COVID-19 Grant	1,372	-	-	-	-
Total	\$ 3,315,846	\$ 3,496,438	\$ 3,496,438	\$ 3,895,251	\$ 398,813
Source of Funding:					
General Fund				\$ 3,895,251	
				\$ 3,895,251	
Commentary:					
The Municipal Court operating budget has increased by 11%. There are no capital expenditures. The Personnel Services increase of 11% is mainly due to a merit, compensation study, medical, dental and retirement increases, as well as a one-time increase of on-call magistrate hours to address the current backlog of cases. Contractuals increase of 13% is mainly due to two additional contracted bailiff positions, an increase to electricity and an increase to custodial costs. Commodities increases of 9% is mainly due to increased office supplies and expenses associated with the new building. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2018-2019	2019-2020	2020-2021	2021-2022	2021-2022
Administrative Assistant	3	3	3	0	3
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	2	2	2	0	2
On-Call Magistrate	0.5	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	29.55	29.55	29.55	0	29.55

New Personnel:	None
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Capital:	None
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Mission

The **Management Services** division is committed to providing timely, accurate, clear and concise information to the City Council, City Manager, City Divisions and the Citizens of Flagstaff. This is a division of the organization that provides financial services support. As financial stewards of the City, the Management Services division is dedicated to managing the City's resources in a fiscally conservative manner while maintaining an exemplary level of customer service.

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

The mission of the **Revenue** section is to ensure the City is accurately gathering data, billing and collections services, for all customers as well as interacting with businesses 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 section is responsible for providing oversight of revenue collections, trends and forecast as well as rate analysis and auditing.

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

Program Description

The **Administrative** section of the Management Services division provides direction and oversight of the Purchasing, Revenue and Finance sections. The Administrative section provides a key role in financial transactions of the City. The section is responsible for oversight of debt management and investments for the organization. The Management Services division is considered a central support division providing fiscal oversight and support to other City divisions and related agencies.

The objective of the **Purchasing** section is to provide program support in maximizing value for purchase dollars spent. This is accomplished through either a competitive informal or competitive formal solicitation process and contract management to satisfy purchasing requirements at the lowest overall cost consistent with quality and service levels required, to maintain continuity of supplies in support of Citywide programs and to dispose of surplus property.

The **Revenue** section performs a wide variety of functions for the City through its various areas which include Billing/Collections, Customer Service, Meter Services and oversight of the Copy/Mail Center. Billing/Collections is responsible for billing and collections of municipal services, miscellaneous accounts, sales tax and various collections throughout the City. Customer Service is responsible for copy/mail center oversight, cashiering and customer call center. Meter Services is responsible for meter reading, municipal services account service orders relating to water meter issues on accounts which are being activated, are active, or are being terminated and meter change-outs and repairs. The Copy/Mail Center is responsible for copying, printing, scanning and mail processing.

The **Finance** section provides a variety of financial services to the Council and City staff. Services include accounts payable, payroll, financial analysis, budget reporting and financial reporting

Section 031 - Management Services					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 261,250	\$ 266,098	\$ 266,098	\$ 292,076	\$ 25,978
Contractuals	7,915	12,283	12,283	12,274	(9)
Commodities	1,113	1,000	1,000	1,000	-
Total	\$ 270,278	\$ 279,381	\$ 279,381	\$ 305,350	\$ 25,969
Expenditures by Program:					
General Administration	\$ 270,278	\$ 279,381	\$ 279,381	\$ 305,350	\$ 25,969
Total	\$ 270,278	\$ 279,381	\$ 279,381	\$ 305,350	\$ 25,969
Source of Funding:					
General Fund				\$ 305,350	
				\$ 305,350	
Commentary:					
The Management Services operating budget has increased by 9%. There are no capital expenditures. The Personnel Services increase of 10% is mainly due to a merit, compensation study, medical, dental and retirement increases. Contractuals and commodities remained relatively flat year over year. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Division Director	1	1	1	0	1
Financial Systems Analyst	1	1	1	0	1
Total	2	2	2	0	2

New Personnel:	None
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Capital:	None
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Section 032 - Purchasing					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 797,107	\$ 875,775	\$ 875,775	\$ 949,373	\$ 73,598
Contractuals	35,579	30,289	30,289	30,289	-
Commodities	37,859	18,035	18,035	19,535	1,500
Total	\$ 870,545	\$ 924,099	\$ 924,099	\$ 999,197	\$ 75,098
Expenditures by Program:					
General Administration	\$ 36,896	\$ -	\$ -	\$ -	\$ -
Purchasing	482,882	575,425	575,425	648,855	73,430
Warehouse	15,729	-	-	-	-
Grants and Contracts Management	335,038	348,674	348,674	350,342	1,668
Total	\$ 870,545	\$ 924,099	\$ 924,099	\$ 999,197	\$ 75,098
Source of Funding:					
General Fund				\$ 596,816	
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	
				\$ 999,197	
Commentary:					
The Purchasing operating budget has increased by 8%. There are no capital expenditures. The Personnel Services increase of 8% is mainly due to a merit, compensation study, medical, dental and retirement increases and the addition of 1.0 FTE Buyer. Contractuals remained flat year over year. Commodities increase of 8% is mainly due to online bidding software. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Administrative Specialist	1	1	1	0	1
Buyer	1	1	1	1	2
Contract Specialist	1	1	1	0	1
Finance Clerk	1	1	0	0	0
Grants and Contracts Assistant	0	0	1	0	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	1	11

New Personnel:					
Title:	FTE	Total 2021-2022	Potential Offset	Net Cost 2021-2022	Future Cost
Buyer	1	\$ 69,103	\$ -	\$ 69,103	\$ 69,103

Capital:	None
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Section 033 - Revenue					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 1,143,132	\$ 1,392,392	\$ 1,267,392	\$ 1,436,006	\$ 43,614
Contractuals	437,676	449,014	449,014	443,114	(5,900)
Commodities	(54,854)	113,342	113,342	20,778	(92,564)
Capital	173	-	-	-	-
Total	\$ 1,526,127	\$ 1,954,748	\$ 1,829,748	\$ 1,899,898	\$ (54,850)
Expenditures by Program:					
General Administration	\$ 217,606	\$ 330,613	\$ 205,613	\$ 404,974	\$ 74,361
Auditing	21,571	90,844	90,844	-	(90,844)
Sales Tax Collections	31,983	-	-	-	-
Customer Service	751,205	761,775	761,775	788,629	26,854
Billing and Collections	199,661	353,596	353,596	360,807	7,211
Print and Mail Services	(3,487)	-	-	-	-
Meter Services	321,529	340,733	340,733	339,615	(1,118)
Copy Mail Center	(13,941)	77,187	77,187	5,873	(71,314)
Total	\$ 1,526,127	\$ 1,954,748	\$ 1,829,748	\$ 1,899,898	\$ (54,850)
Source of Funding:					
General Fund				\$ 189,655	
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	
				\$ 1,899,898	
Commentary:					
The Revenue operating budget has decreased by 3%. There are no capital expenditures. The Personnel Services increase of 3% is mainly due to a merit, compensation study, medical, dental and retirement increases. Contractuals decrease of 1% is mainly due to a reduction in credit card fees. Commodities decrease of 82% is mainly due to decreased charge outs. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Administrative Specialist	6	6	5	0	5
Billing and Collections Manager	1	1	1	0	1
Billing Specialist	2	2	2	0	2
Collections Specialist	1	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	1	0	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	1	0	1
Revenue Director	1	1	1	0	1
Total	19	19	20	0	20

New Personnel:	None
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Capital:	None
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Section 034 - Finance					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 1,345,839	\$ 1,384,125	\$ 1,384,125	\$ 1,593,591	\$ 209,466
Contractuals	50,494	25,305	25,305	38,805	13,500
Commodities	22,691	28,455	28,455	28,455	-
Total	\$ 1,419,024	\$ 1,437,885	\$ 1,437,885	\$ 1,660,851	\$ 222,966
Expenditures by Program:					
General Administration	\$ 128,968	\$ 137,799	\$ 137,799	\$ 162,881	\$ 25,082
Accounting	694,524	719,934	719,934	732,915	12,981
Payroll	508,763	476,791	476,791	662,328	185,537
Accounts Payable	86,761	103,361	103,361	102,727	(634)
Grants Management	8	-	-	-	-
Total	\$ 1,419,024	\$ 1,437,885	\$ 1,437,885	\$ 1,660,851	\$ 222,966
Source of Funding:					
General Fund				\$ 1,200,087	
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	
				\$ 1,660,851	
Commentary:					
The Finance operating budget has increased by 16%. There are no capital expenditures. The Personnel Services increase of 15% is mainly due to merit, compensation study, medical, dental and retirement increases, as well as a one-time expenditures for contract and project management. Contractuals increase of 53% is mainly due to one-time expenditures for the OpenGov transparency software. Commodities remained flat year over year. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:		Current		Changes	Proposed
Title	2018-2019	2019-2020	2020-2021	2021-2022	2021-2022
Accountant	4	4	4	0	4
Accounts Specialist	1	1	1	0	1
Assistant Finance Manager	1	1	1	0	1
Finance Clerk	2	2	2	0	2
Assistant Finance Director	1	1	1	0	1
Finance Director	1	1	1	0	1
Finance Specialist	1.5	1.5	1.5	0	1.5
Payroll Coordinator	1	1	1	0	1
Payroll Manager	1	1	1	0	1
Payroll Specialist	1	1.75	1	0	1
Total	15	15.25	14.5	0	14.5

New Personnel:	None
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Capital:	None
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Mission

The mission of the *Flagstaff Fire Department* 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.

Program Description

The *Flagstaff Fire Department* is responsible for protecting life, property and resources through the delivery of public safety services. Prevention, preparedness, mitigation and response represent the core of the program efforts. The organized programs include Administration, Community Risk, Training, Operations and Wildland Fire Management.

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Section 051 - Fire Operations					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 10,383,375	\$ 14,375,124	\$ 11,764,787	\$ 10,547,594	\$ (3,827,530)
Contractuals	426,538	451,800	451,800	493,800	42,000
Commodities	1,032,308	594,090	594,090	882,386	288,296
Capital	1,000,767	770,000	770,000	390,000	(380,000)
Total	\$ 12,842,988	\$ 16,191,014	\$ 13,580,677	\$ 12,313,780	\$ (3,877,234)
Expenditures by Program:					
General Administration	\$ 1,108,765	\$ 1,243,511	\$ 1,243,511	\$ 1,268,435	\$ 24,924
Fire Prevention	182,416	219,523	219,523	184,222	(35,301)
Training	91,308	105,706	105,706	103,141	(2,565)
Fire Suppression	10,825,019	14,622,274	12,011,937	10,757,982	(3,864,292)
Wildland Fire	635,480	-	-	-	-
Total	\$ 12,842,988	\$ 16,191,014	\$ 13,580,677	\$ 12,313,780	\$ (3,877,234)
Source of Funding:					
General Fund				\$ 12,313,780	
				\$ 12,313,780	
Commentary:					
The Fire Operations operating budget has decreased by 23%. There are capital expenditures of \$390,000, resulting in an overall net decrease of 24%. The Personnel Services decrease of 27% is mainly due to merit, compensation study, medical, dental and retirement increases, the addition of 3.0 FTE Fire Fighters, reclassification of 3.0 Fire Fighters to Captain, offset by a decrease in Public Safety Pension Retirement System (PSPRS) costs as a result of the unfunded liability being paid off. Contractuals increase of 9% is primarily due to one-time facility upgrades at the fire stations and medical screenings. Commodities increases of 49% are mainly due to investment in equipment and safety supplies. Major capital (>\$10,000) includes one pumper truck (\$390,000). Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Administrative Specialist	2	2	2	(1)	1
Deputy Fire Chief	3	3	3	0	3
Division Director	1	1	1	0	1
Fire Battalion Chief	3	3	3	0	3
Fire Captain	21	21	21	3	24
Fire Engineer	21	21	21	0	21
Fire Fighter	30	30	36	0	36
Fire Inspector	2	2	2	0	2
FWPP Operations Specialist	1	0	0	0	0
Management Analyst	0	0	0	1	1
Regional Fire Training Coordinator	1	1	1	0	1
Wildland Fire Firewise Specialist	1	1	0	0	0
Wildland Fire Manager	1	1	0	0	0
Wildland Fire Supervisor	1	1	0	0	0
Wildland Forest Health Supervisor	0	1	0	0	0
Total	88	88	90	3	93

New Personnel:					
Title:	FTE	Total 2021-2022	Potential Offset	Net Cost 2021-2022	Future Cost
Fire Fighter	3	\$ 229,371	\$ 229,371	\$ -	\$ 229,371

Capital:	
Description	Amount
Pumper Truck	\$ 390,000
	\$ 390,000

Section 052 - Fire Grants					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 758,998	\$ 735,696	\$ 569,864	\$ 483,201	\$ (252,495)
Contractuals	153,887	1,106,922	1,106,922	930,000	(176,922)
Commodities	(10,503)	830,000	830,000	700,000	(130,000)
Capital	8,729	1,400,000	1,400,000	1,400,000	-
Total	\$ 911,111	\$ 4,072,618	\$ 3,906,786	\$ 3,513,201	\$ (559,417)
Expenditures by Program:					
Camp Navajo	\$ -	\$ 47,500	\$ 47,500	\$ -	-
General Wildfire Response	(526,105)	-	-	-	(526,105)
AZ Homeland Security	12,957	35,000	35,000	-	12,957
GOHS 2018	-	45,000	45,000	-	-
SAFER	641,567	643,396	477,564	483,201	641,567
Naval Observatory Prescribed Fire Multi-Year	5,192	19,800	19,800	-	5,192
NAU GFFP Thinning	1,996	-	-	-	1,996
Fire- Coconino County -RX Fire Grant	-	25,000	25,000	-	-
Misc Fire Reimbursables	577,743	-	-	-	577,743
Fire - Tribal Gaming	-	400,000	400,000	400,000	-
Fire - DFFM 2020 AZ-State Funded	-	300,000	300,000	400,000	-
Fire - AFG 2020 Quint - Fleet	-	1,400,000	1,400,000	1,400,000	-
Fire - AFG 2020 Equip Safety Vests	-	735,000	735,000	700,000	-
Fire - AFG 2020 Prevention	-	25,000	25,000	30,000	-
Fire - AZ-100 Club Safety Equipment	-	15,000	15,000	-	-
Fire - WFHF 18-203 #1 Flag Fuels Reduction-Priv Prop	86,709	206,700	206,700	-	86,709
Fire - WFHF 15-212#2 Flag Fuels Reduction Priv Prop	102,323	-	-	100,000	102,323
GOHS Emergency Medical Services Equip	8,729	-	-	-	8,729
Fire Grants	-	175,222	175,222	-	-
Total	\$ 911,111	\$ 4,072,618	\$ 3,906,786	\$ 3,513,201	\$ 911,111
Source of Funding:					
General Fund				\$ 3,513,201	
				\$ 3,513,201	
Commentary:					
The Fire Grants operating budget has decreased by 21%. There are capital expenditures of \$1,400,000, resulting in an overall net decrease of 14%. The Personnel Services decrease of 34% is mainly due to a merit, compensation study, medical, dental and retirement increases, offset by a decrease in Public Safety Pension Retirement System (PSPRS) costs as a result of the unfunded liability being paid off. Contractuals decrease of 16% and commodities decrease of 16% are a result of closing out carryforward grants from FY 2019-2021. Major capital (>\$10,000) includes a new Quint (\$1,400,000). Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					
Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Fire Fighter	6	6	0	6	6
Total	6	6	0	6	6
New Personnel:					
Title	FTE	Total 2021-2022	Potential Offset	Net Cost 2021-2022	Future Cost
Fire Fighter	6	\$ 483,203	\$ 483,203	\$ -	\$ 483,203
Capital:					
Description	Amount				
Quint	\$ 1,400,000				
	<u>\$ 1,400,000</u>				

Section 053 - Fire Watershed Protection					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ -	\$ 903,471	\$ 350,000	\$ 798,832	\$ (104,639)
Contractuals	-	29,800	29,800	44,800	15,000
Commodities	-	104,850	104,850	101,850	(3,000)
Total	\$ -	\$ 1,038,121	\$ 484,650	\$ 945,482	\$ (92,639)
Expenditures by Program:					
Fire Watershed Protection	\$ -	\$ 1,038,121	\$ 484,650	\$ 945,482	-
Total	\$ -	\$ 1,038,121	\$ 484,650	\$ 945,482	\$ -
Source of Funding:					
Water Resource and Infrastructure Protection Fund				\$ 945,482	
				\$ 945,482	
Commentary:					
The Fire Watershed Protection operating budget has decreased by 9%. There are no capital expenditures. The Personnel Services decrease of 12% is mainly due to a merit, compensation study, medical, dental and retirement increases, offset by a reduction in contracted personnel. Contractuals increase of 50% is mainly due to increases to the reduction and removal of hazard trees within the community. Commodities decreases of 3% are mainly due to a reduction in safety supplies. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					
Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Wildland Firewise Specialist	0	0	1	0	1
Wildland Fire Crew Member	0	0	0	4	4
Wildland Fire Crew Member Senior	0	0	0	1	1
Wildland Fire Manager	0	0	1	0	1
Wildland Fire Squad Boss	0	0	0	1	1
Wildland Fire Supervisor	0	0	1	0	1
Wildland Forest Health Supervisor	0	0	1	0	1
Total	0	0	4	6	10
New Personnel:					
Title	FTE	Total 2021-2022	Potential Offset	Net Cost 2021-2022	Future Cost
Wildland Fire Crew Member	4	\$ 290,948	\$ -	\$ 290,948	\$ 290,948
Wildland Fire Crew Member Senior	1	77,544	-	77,544	77,544
Wildland Fire Squad Boss	1	84,491	-	84,491	84,491
Capital:					
None					

Mission

The mission of the *Flagstaff Police Department* 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.

Program Description

The *Flagstaff Police Department* is responsible for promoting an exceptional quality of life within the Flagstaff community through a process of collaboration and teamwork with like-minded individuals and organizations. We believe that protecting life and property, preserving the peace and upholding the rights of individuals are among our highest priorities. We accomplish our mission through prevention of crime and disorder using community policing programs, data-driven decision making, intelligence-led policing and other proactive tactics to suppress crime and apprehend criminal offenders. The uniformed patrol section, criminal investigations section and various specialty assignment and task force operations comprise the operational units of the Flagstaff Police Department.

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Section 061 - Police Operations					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 15,464,425	\$ 19,347,652	\$ 17,127,229	\$ 15,600,516	\$ (3,747,136)
Contractuals	2,031,100	2,555,360	2,555,360	1,748,876	(806,484)
Commodities	655,530	905,667	630,667	786,798	(118,869)
Capital	296,899	470,910	470,910	280,000	(190,910)
Total	\$ 18,447,954	\$ 23,279,589	\$ 20,784,166	\$ 18,416,190	\$ (4,863,399)
Expenditures by Program:					
General Administration	\$ 2,170,728	\$ 2,885,936	\$ 2,885,936	\$ 2,582,916	\$ (303,020)
Patrol	10,211,472	13,333,730	11,113,307	9,478,546	(3,855,184)
Detectives	1,807,471	2,245,049	2,245,049	1,759,933	(485,116)
Records	793,402	786,622	786,622	989,662	203,040
Communications	2,492,382	3,166,062	2,891,062	2,785,212	(380,850)
Special Services	746,810	641,260	641,260	627,616	(13,644)
Crime and Prevention Training	225,689	220,930	220,930	192,305	(28,625)
Total	\$ 18,447,954	\$ 23,279,589	\$ 20,784,166	\$ 18,416,190	\$ (4,863,399)
Source of Funding:					
General Fund				\$ 18,416,190	
				\$ 18,416,190	
Commentary:					
The Police Operations operating budget has decreased by 20%. There are capital expenditures of \$280,000, resulting in an overall net decrease of 21%. The Personnel Services decrease of 19% is mainly due to merit, compensation study, medical, dental and retirement increases, moving 2.0 FTE Police Officers from partially grant funded to fully City funded, offset by a decrease in Public Safety Pension Retirement System (PSPRS) as a result of the unfunded liability being paid off. Contractuals decrease of 32% is mainly due to the completion of a major CAD software upgrade in FY 2020-2021. Commodities decreases of 13% are mainly due to the completion of a VOIP upgrade in FY 2020-2021. There is major capital (>\$10,000) for this section which includes the replacement of five patrol vehicles (\$200,000), one animal control vehicle (\$45,000), and one alternative fueled vehicle (\$35,000). Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Administrative Specialist	13	13	13	(1)	12
Administrative Specialist Lead Worker	0	0	0	1	1
Animal Control Officer	2	2	2	0	2
Deputy Police Chief	2	2	2	0	2
Division Director	1	1	1	0	1
Evidence Technician	2	2	2	0	2
Police Aides	3	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	72	72	73	2	75
Police Records Supervisor	1	1	1	0	1
Police Sergeant	14	14	14	0	14
Police Special Services Supervisor	1	1	1	0	1
Police Support Services Manager	1	1	1	0	1
Property Control Coordinator	1	1	1	0	1
Police Training Coordinator	1	1	1	0	1
Total	169	169	170	2	172

New Personnel:	None
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Section 061 - Police Operations

Capital:

Description	Amount
Patrol Vehicle (5)	\$ 200,000
Animal Control Vehicle	45,000
Alternative Fuel Vehicle	35,000
	<u>\$ 280,000</u>

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Section 062 - Police Grants					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 551,741	\$ 746,522	\$ 746,522	\$ 611,596	\$ (134,926)
Contractuals	574,975	131,300	131,300	621,000	489,700
Commodities	422,454	1,277,926	1,277,926	722,242	(555,684)
Capital	31,301	220,000	220,000	50,000	(170,000)
Total	\$ 1,580,471	\$ 2,375,748	\$ 2,375,748	\$ 2,004,838	\$ (370,910)
Expenditures by Program:					
Metro Grant	\$ 283,494	\$ 368,347	\$ 368,347	\$ 311,902	\$ (56,445)
COPS Hiring Grant	154,072	206,441	206,441	-	(206,441)
RICO Funds for Police	81,638	54,855	54,855	56,423	1,568
Law Enforcement Officer Reimbursement	130,513	50,000	50,000	-	(50,000)
GOHS - DUI Enforcement	31,325	215,000	215,000	245,000	30,000
State HLS - Livescan Fingerprint Mach	-	50,000	50,000	-	(50,000)
RICO/METRO Overtime	36,256	-	-	-	-
GOHS - Accident Reconstruction Equipment	-	15,000	15,000	-	(15,000)
Bullet Proof Vest	10,016	20,000	20,000	20,000	-
Homeland Security "SLOT" Overtime	34,802	50,000	50,000	75,000	25,000
Dispatch Services Agreement (NPS)	-	760,000	760,000	-	(760,000)
Statewide Gang Task Force(GITEM)	98,300	204,879	204,879	229,554	24,675
10-AZ Home Land Security	-	100,000	100,000	-	(100,000)
AZ Internet Crimes Child	1,421	4,500	4,500	-	(4,500)
Edward Byrne Memorial (JAG)	40,417	70,000	70,000	21,000	(49,000)
FY 14 NA Gang Task Force OT	48,449	100,000	100,000	127,000	27,000
RICO-Metro Equipment	62,966	36,226	36,226	-	(36,226)
RICO-PD Equipment	-	40,000	40,000	118,700	78,700
ATF SLOT Overtime	-	10,000	10,000	41,542	31,542
NG 911	473,771	-	-	502,000	502,000
DOHS - Personal Remote Initiator	12,787	-	-	-	-
Mitigation Asst Agmt-Raingauge Network Expar	8,427	-	-	-	-
COPS Dream Court	3,677	8,500	8,500	-	(8,500)
GOHS AZ TraCS Implementation Project	61,002	-	-	-	-
Police Grants	-	12,000	12,000	191,717	179,717
US Marshals Service Grant	7,138	-	-	15,000	15,000
AZDOHS Tactical Robot 200103-02	-	-	-	50,000	50,000
Total	\$ 1,580,471	\$ 2,375,748	\$ 2,375,748	\$ 2,004,838	\$ (370,910)
Source of Funding:					
General Fund				\$ 2,004,838	
				\$ 2,004,838	
Commentary:					
The Police Grants operating budget has decreased by 9%. There are capital expenditures of \$50,000, resulting in an overall net decrease of 16%. The Personnel Services decrease of 18% is due to merit, compensation study, medical, dental and retirement increases, offset by moving 2.0 FTE Police Officers from partially grant funded to fully City funded and a decrease in Public Safety Pension Retirement System (PSPRS) as a result of the unfunded liability being paid off. Contractuals and commodities changes are due to changes in expected grant awards. Major capital (>\$10,000) includes a tactical robot grant (\$50,000). Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Administrative Specialist	1	1	1	0	1
Police Officer	5	5	5	(2)	3
Police Sergeant	1	1	1	0	1
Total	7	7	7	(2)	5

New Personnel:	None
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Section 062 - Police Grants

Capital:	
Description	Amount
Tactical Robot	\$ 50,000
	<u>\$ 50,000</u>

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Mission

Community Development is a client-focused team that enables quality development, reinvestment and conservation of the natural and built environment through publicly adopted policies.

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

The mission of the *Planning and Development Services* section is to be a client-focused team that enables quality development, reinvestment and conservation of the natural and built environment through publicly adopted policies and plans.

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-income and moderate-income households, thus fostering a diverse and sustainable community.

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

Program Description

Community Development administration provides leadership and vision, and coordinates the activities of the Engineering section, Housing section and Planning and Development Services section. The Housing section includes the Flagstaff Housing Authority. Administration also serves Community Development by coordinating issue resolution with other City divisions and with external agencies.

The *Real Estate Office* is directly responsible for the acquisition, disposition and management of all City property. The office prepares and negotiates contracts, leases, licenses and agreements; works collaboratively with various City divisions and sections; assists the public on requests for abandonments, leases and licenses of City property; provides information to the City Manager, City Council and internal divisions on property title requests, valuations and market conditions; provides guidance and recommendations related to real estate transactions and the planning of projects; and ensures compliance with City codes, City charter, state and federal laws.

The *Planning and Development Services* section is responsible for working closely with applicants, City staff and the public to process cases from the conceptual idea stage through formal applications, building plan review, building inspection and finally occupancy approval. This section is responsible for long-range comprehensive planning and heritage preservation activities, processing changes to the Regional Plan and various titles in the City Code including the Zoning Code Building Code. The Code Compliance program works with owners to ensure the health and well-being of the community. Our customers include general public, developers, trade groups, City and county staff, Planning and Zoning Commission and City Council. The section is divided into four programs: Current Planning Program; Comprehensive Planning and Heritage Preservation Program; Building Safety and Code Compliance Program; Zoning Code Program.

The *Housing* section administers the Community Development Block Grant Entitlement Program; provides technical assistance to non-profits in the community seeking federal or state funding to provide services for low-

income or moderate-income members of the community; designs and implements new affordable housing programs as funding allows, such as the Community Land Trust Program; works with the greater housing community to develop City policies encouraging private sector solutions for affordable housing; works to encourage development of affordable housing not related to policy; provides information to the community and City Council as requested on affordable and workforce housing issues; and facilitates public participation or provides support for numerous community planning processes and documents.

The *Flagstaff Housing Authority* owns and manages 265 units of low-income public housing, administers 333 Section 8 Housing Choice Vouchers and 106 VASH Vouchers for Veterans by partnering with the Veterans Administration (VA). The Flagstaff Housing Authority also manage Clark Homes containing 80 units of low-income housing, a Section 8 new construction development and provide twelve Section 8 Certificates for the seriously mentally ill, in partnership with the Guidance Center.

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Section 101 - Community Development					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 375,906	\$ 409,553	\$ 385,553	\$ 413,703	\$ 4,150
Contractuals	47,738	88,932	88,932	44,487	(44,445)
Commodities	(21,430)	(24,622)	(24,622)	(51,998)	(27,376)
Total	\$ 402,214	\$ 473,863	\$ 449,863	\$ 406,192	\$ (67,671)
Expenditures by Program:					
Property Management	\$ 131,634	\$ 151,799	\$ 127,799	\$ 121,928	\$ (29,871)
General Administration	270,580	322,064	322,064	284,264	(37,800)
Total	\$ 402,214	\$ 473,863	\$ 449,863	\$ 406,192	\$ (67,671)
Source of Funding:					
General Fund				\$ 406,192	
				\$ 406,192	
Commentary:					
The Community Development operating budget has decreased by 17%. There are no capital expenditures. The Personnel Services decrease of 9% is mainly due to merit, compensation study, medical, dental and retirement increases. Contractuals decrease of 50% are mainly due to a reduction in travel and training due to a reorganization of the Engineering and Community Development sections. Commodities increase of 111% is mainly due to increased charge outs for Real Estate. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Administrative Specialist	0	1	1	0	1
Administrative Specialist Lead Worker	1	0	0	0	0
Division Director	1	1	1	0	1
Real Estate Manager	1	1	1	0	1
Real Estate Specialist	0	1	1	0	1
Total	3	4	4	0	4

New Personnel:	None
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Capital:	None
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Section 104 - Planning and Development Services					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 2,331,320	\$ 2,678,102	\$ 2,678,102	\$ 2,803,040	\$ 124,938
Contractuals	321,894	370,655	370,655	642,200	271,545
Commodities	71,048	60,851	60,851	69,371	8,520
Capital	-	-	-	43,000	43,000
Total	\$ 2,724,262	\$ 3,109,608	\$ 3,109,608	\$ 3,557,611	\$ 448,003
Expenditures by Program:					
General Administration	\$ 242,817	\$ 222,919	\$ 222,919	\$ 297,387	\$ 74,468
Advanced Planning	304,052	402,109	402,109	392,289	(9,820)
Building Inspection	1,173,630	1,173,421	1,173,421	1,436,345	262,924
Current Planning	733,102	745,845	745,845	900,053	154,208
Code Compliance	129,220	144,477	144,477	323,754	179,277
Code Compliance-SEMS	141,441	192,654	192,654	207,783	15,129
Zoning Code	-	228,183	228,183	-	(228,183)
Total	\$ 2,724,262	\$ 3,109,608	\$ 3,109,608	\$ 3,557,611	\$ 448,003
Source of Funding:					
General Fund				\$ 3,557,611	
				\$ 3,557,611	
Commentary:					
The Planning and Development Services operating budget has increased by 13%. There are capital expenditures of \$43,000, resulting in an overall net increase of 14%. The Personnel Services increase of 5% is mainly due to a merit, compensation study, medical, dental and retirement increases. Contractuals increase of 73% are mainly due to consultant and advertising expenditures. Commodities increases of 14% are mainly due to increases in office supplies and copying expenditures. Major capital (>\$10,000) includes a vehicle replacement (\$43,000).					

Authorized Personnel/Positions:		Current		Changes	Proposed
Title	2018-2019	2019-2020	2020-2021	2021-2022	2021-2022
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	1	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	2	2	0	2
Comprehensive and Neighborhood 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
Neighborhood Planner	0	1	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	29	31	31	0	31

New Personnel:	None
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Capital:	
Description	Amount
Vehicle Replacement	\$ 43,000
	\$ 43,000

Section 105 - Housing					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 406,452	\$ 465,847	\$ 465,847	\$ 411,176	\$ (54,671)
Contractuals	17,709	41,785	41,785	37,658	(4,127)
Commodities	(22,839)	(57,954)	(57,954)	5,046	63,000
Total	\$ 401,322	\$ 449,678	\$ 449,678	\$ 453,880	\$ 4,202
Expenditures by Program:					
General Administration	\$ 400,280	\$ 444,578	\$ 444,578	\$ 448,780	\$ 4,202
Land Trust	1,042	5,100	5,100	5,100	-
Total	\$ 401,322	\$ 449,678	\$ 449,678	\$ 453,880	\$ 4,202
Source of Funding:					
General Fund				\$ 453,880	
				\$ 453,880	
Commentary:					
The Housing section operating budget has increased by 1%. There are no capital expenditures. The Personnel Services decrease of 12% is mainly due to a merit, compensation study, medical, dental and retirement increases, offset by a decrease of 1.0 FTE for a Housing Rehabilitation Specialist which was transferred to the Housing Authority. Contractuals decrease of 10% is mainly due to prior year one-time funding to cover education on emerging housing models, offset by current year one-time funding for the implementation of a public outreach campaign for affordable housing creation. Commodities increases of 109% are mainly due to eliminating the charge outs related to the Housing Rehabilitation Specialist position. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Affordable Housing Development Coordinator	0	1	0	0	0
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
Project Manager	1	0.42	1	0	1
Housing Rehabilitation Specialist	1	1	1	(1)	0
Housing Specialist	1	1	1	0	1
Total	7	7.42	7	(1)	6

New Personnel:	None
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Capital:	None
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Section 106 - Community Housing Services					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Contractuals	\$ 263,858	\$ 675,592	\$ 825,976	\$ 1,345,491	\$ 669,899
Total	\$ 263,858	\$ 675,592	\$ 825,976	\$ 1,345,491	\$ 669,899
Expenditures by Program:					
General Administration	\$ 909	\$ 6,000	\$ 31,941	\$ 1,001,000	\$ 995,000
Revolving Loan - General Fund	201,250	130,704	73,251	185,745	55,041
Affordable Housing Incentives	14,217	239,753	229,482	103,001	(136,752)
Affordable Housing Development	1,263	163,822	268,819	1	(163,821)
Affordable Housing Opportunities /Land Acquisition	1,219	76,193	85,813	1	(76,192)
COF Employer Assistance Housing	45,000	59,120	136,670	55,743	(3,377)
Total	\$ 263,858	\$ 675,592	\$ 825,976	\$ 1,345,491	\$ 669,899
Source of Funding:					
Housing and Community Services Fund				\$ 1,345,491	
				\$ 1,345,491	
Commentary:					
The Community Housing Services section operating budget has increased by 99%. There are no personnel, commodity or capital expenditures for this section. Contractuals increase of 99% is mainly due to one-time increases for homebuyer assistance, employer assisted housing and incentives for developers to create affordable housing. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					
Authorized Personnel/Positions: None					
New Personnel: None					
Capital: None					

Section 107 - Community Housing Grants					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Contractuals	\$ 5,428	\$ 900,000	\$ 900,000	\$ 900,000	\$ -
Total	\$ 5,428	\$ 900,000	\$ 900,000	\$ 900,000	\$ -
Expenditures by Program:					
AZ Housing Trust Funds	\$ -	\$ 450,000	\$ 450,000	\$ 450,000	\$ -
Home Grant Rehab	-	450,000	450,000	450,000	-
Coconino County Housing Grants	5,428	-	-	-	-
Total	\$ 5,428	\$ 900,000	\$ 900,000	\$ 900,000	\$ -
Source of Funding:					
Housing and Community Services Fund				\$ 900,000	
				\$ 900,000	
Commentary:					
The Community Housing Grants section operating budget has remained flat. There are no personnel, commodity or capital expenditures for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:	None
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New Personnel:	None
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Capital:	None
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Section 108 - Community Development Block Grants					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 59,575	\$ 91,677	\$ 91,677	\$ 88,953	\$ (2,724)
Contractuals	382,200	1,211,213	1,707,068	1,242,464	31,251
Commodities	42,103	8,395	8,395	8,395	-
Total	\$ 483,878	\$ 1,311,285	\$ 1,807,140	\$ 1,339,812	\$ 28,527
Expenditures by Program:					
CDBG Entitlement Administration	\$ 64,923	\$ 108,463	\$ 218,067	\$ 105,739	\$ (2,724)
CDBG Public Improvement	-	-	-	157,433	157,433
CDBG Housing Rehab	50,583	186,745	174,354	-	(186,745)
CDBG Miscellaneous Projects	-	700,000	700,000	700,000	-
CDBG Economic Development	-	-	-	32,240	32,240
CDBG Public Facility	247,572	285,000	457,855	244,400	(40,600)
CDBG Housing Stabilization	16,126	-	-	-	-
CDBG Public Facility Ops	104,674	31,077	256,864	100,000	68,923
Total	\$ 483,878	\$ 1,311,285	\$ 1,807,140	\$ 1,339,812	\$ 28,527
Source of Funding:					
Housing and Community Services Fund				\$ 1,339,812	
				\$ 1,339,812	
Commentary:					
The Community Development Block Grants operating budget has increased by 2%. There are no capital expenditures. The Personnel Services decrease of 3% is mainly due to merit, compensation study, medical, dental and retirement increases, offset by payroll distribution changes. Contractuals increase of 3% is mainly due to increases in new housing projects. Commodities remain unchanged from the prior fiscal year. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					
Authorized Personnel/Positions:	None				
New Personnel:	None				
Capital:	None				

Section 109 - Flagstaff Housing Authority					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ -	\$ 1,820,811	\$ 1,820,811	\$ 1,908,290	\$ 87,479
Contractuals	(1)	5,176,135	5,176,135	5,777,345	601,210
Commodities	249	105,670	105,670	115,670	10,000
Capital	-	2,140,000	865,000	990,000	(1,150,000)
Total	\$ 248	\$ 9,242,616	\$ 7,967,616	\$ 8,791,305	\$ (451,311)
Expenditures by Program:					
Non-Hud Programs	\$ -	\$ 58,071	\$ 58,071	\$ 62,140	\$ 4,069
FHC Pass Through-Administration	-	161,187	161,187	165,612	4,425
FHC Pass Through-Maintenance	-	130,511	130,511	127,584	(2,927)
Public Housing East - Administration	-	756,906	656,906	688,003	(68,903)
Public Housing East - Maintenance	-	464,318	464,318	425,193	(39,125)
Public Housing West - Administration	-	578,144	578,144	603,116	24,972
Public Housing West - Maintenance	-	328,723	328,723	331,179	2,456
Capital Fund Program East	-	889,652	889,652	720,037	(169,615)
Capital Fund Program West	-	1,240,000	65,000	360,000	(880,000)
Section 8 Vouchers	248	4,569,704	4,569,704	5,243,041	673,337
SRO-Single Room Occupancy	-	32,700	32,700	32,700	-
MRO-Mod Rehab Occupancy	-	32,700	32,700	32,700	-
Total	\$ 248	\$ 9,242,616	\$ 7,967,616	\$ 8,791,305	\$ (451,311)
Source of Funding:					
Flagstaff Housing Authority Fund				\$ 8,791,305	
				\$ 8,791,305	
Commentary:					
The Flagstaff Housing Authority operating budget has increased by 10%. There are capital expenditures of \$990,000, resulting in an overall net decrease of 5%. The Personnel Services increase of 5% is mainly due to merit, compensation study, medical, dental and retirement increases and an increase of 1.0 FTE for a Housing Rehabilitation Specialist which was transferred from Housing. Contractuals increase of 12% is mainly due to an increase in Section 8 voucher assistance payments. Commodities increases of 9% are mainly due to increases in building maintenance materials. Major capital (>\$10,000) includes housing related projects (\$990,000). Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:	Actual 2018-2019	Actual 2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Title					
Administrative Assistant (Temp)	0.48	0	0	0	0
Administrative Specialist	1	2	2	0	2
Housing Manager	3	3	3	0	3
Finance Manager	1	1	1	0	1
Finance Specialist	0.8	0.8	1	0	1
Housing Rehabilitation Specialist	0	0	0	1	1
Housing Services Specialist	5	5	5	0	5
Maintenance Coordinator	1	1	1	0	1
Maintenance Lead Worker	2	2	2	0	2
Maintenance Worker	7	7	7	0	7
Total	21.28	21.8	22	1	23

New Personnel:	None
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Capital:	
Description	Amount
Housing Related Projects	\$ 990,000
	\$ 990,000

Mission

The mission of **Public Works** administration is to direct and coordinate the efforts of Public Works programs by providing cost-efficient, quality-based services to the citizens of Flagstaff. By ensuring a well-trained, safety-conscious work staff, Public Works Administration strives to improve the quality of life in Flagstaff through sustainable, affordable, efficient maintenance programs, enhanced transportation and enhanced parks and recreation opportunities.

Facilities Maintenance strives to maximize its resources by maintaining all City buildings in a safe and efficient manner for all users.

Fleet Services is dedicated to health, safety, resource conservation and fiscal responsibility in selecting and supplying the most efficient state of the art vehicles and equipment while providing value added maintenance and repairs in support of City divisions and employees in the delivery of municipal services.

The **Parks** section provides exceptional facilities and grounds, which are safe and aesthetically pleasing for the community, in order to pursue family-oriented and recreational activities that promote a healthy lifestyle.

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

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

The mission of the **Streets Maintenance** section is to provide the citizens of Flagstaff with a safe transportation network and associated transportation elements within the City's rights-of-way. As the Streets Maintenance section maintains the current infrastructure, we continue to meet the demands of an expanding and complex multimodal transportation system.

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

Program Description

Public Works administration provides leadership and general direction for Solid Waste, Fleet Maintenance, Environmental Management, Facility Maintenance, Street Maintenance, Citizen Cemetery, Parks Maintenance and Recreation Services.

The **Facilities Maintenance** section is responsible for maintenance and upgrades of City buildings. The section ensures, through effective building maintenance programs and long-range planning, that city buildings are safe, efficient, reliable, clean, code compliant, aesthetically pleasing and environmentally friendly for all users.

United States Geological Survey (USGS) accounts for the costs associated with the USGS facilities owned by the City and leased by the General Services Administration (GSA). The City currently has responsibility for buildings 3, 4, 5 and 6. The Facilities and Parks sections share responsibility for the maintenance.

Fleet Services supports front line City sections by maintaining and repairing City-owned vehicles, trucks and general equipment. Fleet Services maintains an equipment parts and supply warehouse that carries parts not readily available in Flagstaff to support these efforts along with managing the City fuel supplies. Fleet Services coordinates and monitors the evaluation, replacement, purchasing, fuel usage and utilization of the City's fleet, maximizing vehicle and equipment life, retaining units if economically possible and replacing units that have met or exceeded their useful life.

Parks staff is responsible for the maintenance and management of parks and sports fields, school fields improved by BBB Recreation funds, City rights-of-way, BBB Beautification funded streetscapes, FUTS trails, downtown areas, Heritage Square, grounds at City buildings (including recreation centers, library, City Hall) and snow operations for many City-owned parking lots, designated City sidewalks, alleyways and FUTS.

Cemetery staff is responsible for the maintenance and management of the Citizens Cemetery, performing services related to the opening and closing of graves, lot sales, record keeping, and facility and grounds maintenance. Cemetery staff also provide the opening and closing services for the Calvary Cemetery.

Recreation staff is responsible for the management and operation of the Aquaplex, the Hal Jensen Recreation Center, the Jay Lively Activity Center, the Joe C. Montoya Community and Senior Center and the Siler Homes Activity Center. The Office of Community Events organizes family friendly events for all to enjoy and facilitate special event facility use permits for organizations and individuals to conduct events on city property. The Athletics program organizes sports leagues for both youth and adults. Staff provide meaningful activities and programs for everyone, regardless of income or ability.

The **Streets Maintenance** section is responsible for all the multimodal transportation system. The Streets Maintenance section is responsible for many aspects of the system regarding street maintenance, drainage, street sweeping, road grading, dust abatement, concrete replacement, guardrail repair, signing and marking operations, asphalt paving, snow operations, asphalt deficiency repair, hauling operations, drainage inspections and maintenance, street light inspections and limited urban trail maintenance.

The **Solid Waste** section provides the citizens of Flagstaff with superior customer service, timely refuse and recycling collections and sound landfill management practices. The Section works toward efficient operations by utilizing the implementation of additional waste diversion and recycling programs that will sustain landfill resources.

Section 151 - Public Works Administration					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 157,818	\$ 162,738	\$ 162,738	\$ 162,343	\$ (395)
Contractuals	1,849	3,391	3,391	3,753	362
Commodities	(54,309)	(94,968)	(94,968)	(94,879)	89
Total	\$ 105,358	\$ 71,161	\$ 71,161	\$ 71,217	\$ 56
Expenditures by Program:					
General Administration	\$ 105,358	\$ 71,161	\$ 71,161	\$ 71,217	\$ 56
Total	\$ 105,358	\$ 71,161	\$ 71,161	\$ 71,217	\$ 56
Source of Funding:					
General Fund				\$ (65,518)	
Highway User Revenue Fund				42,536	
Transportation Fund				39,807	
SEMS Fund				12,681	
Airport Fund				41,711	
				\$ 71,217	
Commentary:					
The Public Works Administration operating budget has remained relatively flat year over year. There are no capital expenditures. The Personnel Services remained relatively flat and is mainly due to merit, compensation study, medical, dental and retirement increases, offset by a change in the distribution of the Public Works Section Director position. The Contractuals increase of 11% is mainly due to increased travel costs. Commodities remained unchanged from the prior fiscal year. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Division Director	1	1	1	0	1
Project Manager	1	1	1	0	1
Public Works Section Director	0	1	1	0	1
Total	2	3	3	0	3

New Personnel:	None
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Capital:	None
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Section 152 - Facility Maintenance					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 734,037	\$ 907,059	\$ 907,059	\$ 999,643	\$ 92,584
Contractuals	686,100	1,611,395	1,576,395	856,990	(754,405)
Commodities	(99,092)	(294,484)	(294,484)	(283,080)	11,404
Capital	16,276	36,595	36,595	-	(36,595)
Total	\$ 1,337,321	\$ 2,260,565	\$ 2,225,565	\$ 1,573,553	\$ (687,012)
Expenditures by Program:					
General Administration	\$ 470,491	\$ 475,956	\$ 475,956	\$ 534,146	\$ 58,190
Custodial Service	80,124	117,288	117,288	125,288	8,000
Structural & Other Maintenance	424,857	1,091,119	1,056,119	363,810	(727,309)
City Hall	282,606	296,877	296,877	321,909	25,032
Catastrophic Set Aside	3,220	236,410	236,410	28,400	(208,010)
Prosecutor's Bldg	12,261	16,395	16,395	-	(16,395)
Phoenix Building	9,180	14,077	14,077	-	(14,077)
City Leased Property Maintenance	54,582	12,443	12,443	200,000	187,557
Total	\$ 1,337,321	\$ 2,260,565	\$ 2,225,565	\$ 1,573,553	\$ (687,012)
Source of Funding:					
General Fund				\$ 1,389,074	
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	
				\$ 1,573,553	
Commentary:					
The Facility Maintenance operating budget has decreased by 29%. There are no capital expenditures. The Personnel Services increase of 10% is mainly due to merit, compensation study, medical, dental and retirement increases, one-time increases for a security guard at City hall and one-time retirement payouts. Contractuals decrease of 47% is mainly due to a decrease in structural and maintenance expenses. Commodities decreases of 4% are mainly due to decreases in building structure materials and supplies. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Environmental Specialist	0	1	1	0	1
Facility Maintenance Manager	1	1	1	0	1
Facilities Maintenance Superintendent	1	1	1	0	1
Maintenance Worker	9.5	9.5	8.5	0	8.5
Maintenance Worker Lead Worker	0	0	1	0	1
Total	11.5	12.5	12.5	0	12.5

New Personnel:	None
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Capital:	None
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Section 153 - USGS Campus					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Contractuals	\$ 508,700	\$ 1,123,110	\$ 1,123,110	\$ 713,649	\$ (409,461)
Commodities	27,440	65,913	65,913	65,913	-
Total	\$ 536,140	\$ 1,189,023	\$ 1,189,023	\$ 779,562	\$ (409,461)
Expenditures by Program:					
Maintenance Building 3	\$ 82,973	\$ 175,420	\$ 175,420	\$ 183,420	\$ 8,000
Maintenance Building 4	159,401	246,533	246,533	260,533	14,000
Maintenance Building 5	40,674	47,695	47,695	50,045	2,350
Maintenance Building 6	253,092	719,375	719,375	285,564	(433,811)
Total	\$ 536,140	\$ 1,189,023	\$ 1,189,023	\$ 779,562	\$ (409,461)
Source of Funding:					
General Fund				779,562	
				\$ 779,562	
Commentary:					
The USGS Campus operating budget has decreased by 34%. There are no personnel or capital expenditures for this section. Contractuals decrease of 36% is mainly due to prior year one-time building upgrade/maintenance expenditures. Commodities remained flat year over year. There are no major capital (>\$10,000) expenditures for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					
Authorized Personnel/Positions: None					
New Personnel: None					
Capital: None					

Section 154 - Fleet Management					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 227,384	\$ 196,278	\$ 196,278	\$ 213,044	\$ 16,766
Contractuals	138,725	120,407	120,407	126,693	6,286
Commodities	(373,368)	(345,187)	(345,187)	(339,737)	5,450
Capital	61,208	502,006	502,006	200,000	(302,006)
Total	\$ 53,949	\$ 473,504	\$ 473,504	\$ 200,000	\$ (273,504)
Expenditures by Program:					
General Administration	\$ (118,751)	\$ 12,043	\$ 12,043	\$ 50,651	\$ 38,608
Inventory Management	163,714	152,055	152,055	150,826	(1,229)
Prevention Maintenance	142,146	129,055	129,055	371,044	241,989
Vehicle Repair	(267,109)	(409,546)	(409,546)	(473,269)	(63,723)
Pool Vehicles - City Hall	9,367	42,500	42,500	5,500	(37,000)
Pool Vehicles - Shop	2,059	3,900	3,900	4,400	500
Other Shop Work	90,667	87,991	87,991	90,848	2,857
Catastrophic/Major Repair Funding	31,856	455,506	455,506	-	(455,506)
Total	\$ 53,949	\$ 473,504	\$ 473,504	\$ 200,000	\$ (273,504)
Source of Funding:					
General Fund				\$ (244,666)	
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	
				\$ 200,000	
Commentary:					
The Fleet Management operating budget has decreased by 100%. There are capital expenditures of \$200,000, resulting in an overall net decrease of 58%. The Personnel Services increase of 9% is mainly due to merit, compensation study, medical, dental and retirement increases and one-time retirement payouts. Contractuals increase of 5% is mainly due to utility expenditure increases. Commodities decreases of 2% are mainly due to parts and tools expenditure increases. There is major capital (>\$10,000) for this section which includes a set-aside for the replacement of vehicles with electric options and a Fire replacement (\$200,000). Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Buyer	1	1	1	0	1
Fleet Services Specialist	1	1	1	0	1
Mechanic I	2	2	3	0	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	15	0	15

New Personnel:	None
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Capital:	
Description	Amount
Electric Vehicle and Fire Replacement Set-aside	\$ 200,000
	<u>\$ 200,000</u>

Section 155 - Parks					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 2,023,951	\$ 2,163,476	\$ 2,163,476	\$ 2,300,243	\$ 136,767
Contractuals	614,232	691,979	691,979	933,979	242,000
Commodities	462,238	542,568	542,568	582,568	40,000
Capital	387,669	174,000	174,000	2,000,000	1,826,000
Total	\$ 3,488,090	\$ 3,572,023	\$ 3,572,023	\$ 5,816,790	\$ 2,244,767
Expenditures by Program:					
General Administration	\$ 112,312	\$ 116,496	\$ 116,496	\$ 384,303	\$ 267,807
Park Grounds Maintenance	815,005	611,224	611,224	798,166	186,942
Park Buildings and Facility Maintenance	37,849	31,189	31,189	31,313	124
BBB - Streetscape/Median Maintenance	391,931	408,313	408,313	412,872	4,559
Right-of-Way / Median	79,989	96,498	96,498	97,994	1,496
FUTS Trail System	159,131	238,094	238,094	255,078	16,984
Heritage Square Maintenance	28,566	46,138	46,138	64,708	18,570
BBB Recreation Fields	1,358,882	1,557,246	1,557,246	3,052,726	1,495,480
Downtown/Plaza Maintenance	15,651	3,625	3,625	4,028	403
Non-Park Grounds and Landscapes	140,579	182,487	182,487	186,424	3,937
Open Space Maintenance-Parks	12	-	-	-	-
Cemetery	348,183	280,713	280,713	327,178	46,465
Parks Grants	-	-	-	202,000	202,000
Total	\$ 3,488,090	\$ 3,572,023	\$ 3,572,023	\$ 5,816,790	\$ 2,244,767
Source of Funding:					
General Fund				\$ 5,816,790	
				\$ 5,816,790	
Commentary:					
<p>The Parks operating budget has increased by 12%. There are capital expenditures of \$2,000,000, resulting in an overall net increase of 63%. The Personnel Services increase of 6% is mainly due to merit, compensation study, medical, dental and retirement increases. Personnel Services increases also include an increase in temporary services related to minimum wage increases. Contractuals increase of 35% is mainly due to costs associated with the Thorpe Park Annex public participation, a Parks, Recreation and Open Space master plan and web services for the smart irrigation system. Commodities increases of 7% are mainly due to a transition to organic fertilizer and herbicide and the addition of tables at Heritage Square. Major capital (>\$10,000) includes the West Complex Little League improvements (\$37,000), Buffalo Park accessibility improvements (\$202,000), West Side Park project (\$1,500,000), Cemetery columbarium (\$50,000) and various operating capital purchases (\$211,000). Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.</p>					
Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
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
New Personnel:					
None					

Section 155 - Parks	
Capital:	
Description	Amount
West Complex Little League Improvements	\$ 37,000
Buffalo Park Accessibility Improvements	202,000
West Side Park Project	1,500,000
Cemetery Columbarium	50,000
Utility Bobcat	58,000
Bike Track	15,000
Switzer Canyon Railing Replacement	20,000
Vehicle Replacement	45,000
Field Groomer (Split with Recreation)	18,000
Ponderosa Park Improvements	15,000
Dog Park Equipment	10,000
Cemetery Liner	10,000
Cemetery Tamper	20,000
	<u>\$ 2,000,000</u>

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Section 156 - Recreation					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 2,315,579	\$ 2,859,408	\$ 1,619,408	\$ 3,021,258	\$ 161,850
Contractuals	734,474	826,348	826,348	869,298	42,950
Commodities	281,027	346,240	116,240	347,290	1,050
Capital	125,099	19,977	19,977	320,000	300,023
Total	\$ 3,456,179	\$ 4,051,973	\$ 2,581,973	\$ 4,557,846	\$ 505,873
Expenditures by Program:					
General Administration	\$ 446,223	\$ 551,023	\$ 521,023	\$ 530,204	\$ (20,819)
Community Events	152,293	130,945	125,945	238,708	107,763
Adult Athletics	295,289	373,229	248,229	379,705	6,476
Jay Lively Activity Center	537,088	632,078	507,078	666,477	34,399
Aquaplex	1,506,905	1,752,559	757,559	2,102,213	349,654
Joe C Montoya Community and Sr Center	281,289	270,720	230,720	285,245	14,525
Hal Jensen Recreation Center	190,285	249,907	154,907	259,366	9,459
Cogdill Recreation Center	17,554	20,000	20,000	20,000	-
Murdock Center	52	-	-	-	-
Siler Homes After School Program	29,201	71,512	16,512	75,928	4,416
Total	\$ 3,456,179	\$ 4,051,973	\$ 2,581,973	\$ 4,557,846	\$ 505,873
Source of Funding:					
General Fund				\$ 4,557,846	
				\$ 4,557,846	
Commentary:					
The Recreation operating budget increased by 5%. There are capital expenditures of \$320,000, resulting in an overall net increase of 12%. The Personnel Services increase of 6% is mainly due to merit, compensation study, medical, dental and retirement increases. Personnel Services increases also include an increase in temporary services related to minimum wage increases. Contractuals increase of 5% are mainly due to an increase in custodial costs, utility increases and increases to services used by the community events program. Commodities remained relatively flat. Major capital (>\$10,000) includes the purchase of equipment at multiple facilities (\$27,000), boiler replacements at the Aquaplex (\$220,000) and various operational improvements (\$73,000). Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2018-2019	2019-2020	2020-2021	2021-2022	2021-2022
Administrative Assistant	0	0	0	0	0
Administrative Specialist	2	2	2	0	2
Head Lifeguard	2	2	2	0	2
Intern	0.25	0	0	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 Coordinator	9	9	9	0	9
Recreation Specialist	0	0	0	0	0
Recreation Supervisor	5	5	5	0	5
Recreation Temporaries	39.08	38.68	38.68	0	38.68
Total	59.83	59.18	59.18	0	59.18

New Personnel:	None
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Section 156 - Recreation**Capital:**

Description	Amount
Equipment	\$ 27,000
Field Groomer (Split with Parks)	18,000
Recreation Contingency	10,000
Replacement of Pool Filter Control Board	10,000
Boiler Replacement at the Aquaplex	220,000
50% of Aquaplex Carpet Replacement	20,000
Montoya Rec Center Carpet Replacement	15,000
	<u>\$ 320,000</u>

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Section 159 - Open Space					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ -	\$ -	\$ -	\$ 95,782	\$ 95,782
Contractuals	-	-	-	106,400	106,400
Commodities	-	-	-	3,200	3,200
Total	\$ -	\$ -	\$ -	\$ 205,382	\$ 205,382
Expenditures by Program:					
Open Space Maintenance-SEMS	\$ -	\$ -	\$ -	\$ 155,382	\$ 155,382
Open Space Grants	-	-	-	50,000	50,000
Total	\$ -	\$ -	\$ -	\$ 205,382	\$ 205,382
Source of Funding:					
General Fund				\$ 205,382	
				\$ 205,382	
Commentary:					
The Open Space section moved from Sustainability to Public Works in FY 2021-2022. Comparing the section year over year, the Open Space operating budget has increased by 64%. There are no capital expenditures. The Personnel Services increase of 9% is mainly due to merit, compensation study, medical, dental and retirement increases. Contractuals increase of 196% is mainly due to a vendor contract for maintenance of open space, a plan for community outreach and a grant for the National Trust for Historic Preservation. Commodities increase of 178% are mainly due copying and printing for Open Space maps and outreach materials. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Open Space Specialist	0	0	1	0	1
Total	0	0	1	0	1

New Personnel:	None
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Capital:	None
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Section 161 - Street Maintenance					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 2,354,003	\$ 2,634,404	\$ 2,634,404	\$ 2,957,000	\$ 322,596
Contractuals	788,505	948,478	948,478	1,000,558	52,080
Commodities	1,081,205	1,067,485	1,067,485	921,630	(145,855)
Capital	1,186,813	1,938,396	1,938,396	1,400,000	(538,396)
Total	\$ 5,410,526	\$ 6,588,763	\$ 6,588,763	\$ 6,279,188	\$ (309,575)
Expenditures by Program:					
General Administration	\$ 486,489	\$ 690,050	\$ 690,050	\$ 570,861	\$ (119,189)
Street Cleaning	832,179	244,228	244,228	729,436	485,208
Snow Control	364,600	1,786,856	1,786,856	885,481	(901,375)
Sign, Signal, Mark & Light	494,177	867,046	867,046	682,442	(184,604)
Street Maintenance	2,054,978	2,148,868	2,148,868	2,276,308	127,440
Drainage-way Maintenance	202,703	-	-	-	-
Training	2,285	-	-	-	-
Streetlights	470,830	659,702	659,702	540,770	(118,932)
Traffic Signal Maintenance	484,785	192,013	192,013	593,890	401,877
Autopark Association Fees	17,500	-	-	-	-
Total	\$ 5,410,526	\$ 6,588,763	\$ 6,588,763	\$ 6,279,188	\$ (309,575)
Source of Funding:					
Highway User Revenue Fund				\$ 6,279,188	
				\$ 6,279,188	
Commentary:					
The Street Maintenance operating budget has increased by 5%. There are capital expenditures of \$1,400,000, resulting in an overall net decrease of 5%. The Personnel Services increase of 12% is mainly due to merit, compensation study, medical, dental and retirement increases, as well as the addition of 2.0 FTE Equipment Operators and 1.0 FTE Traffic Signal Technician. Contractuals increase of 5% is mainly due to maintenance and travel expenditures. Commodities decreases of 14% are mainly due to signs and markings expenditures decreasing related to one-time expenditures in the prior year. There is major capital (>\$10,000) for this section which includes a street sweeper (\$300,000), snow plow (\$300,000), replacement of two pickup trucks (\$100,000), two loaders (\$500,000), four plow frame and truck refurbishments (\$100,000) and two road graders and wings set-aside (\$100,000). Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Administrative Specialist	2	1	1	0	1
Equipment Operators (Temp)	3.52	3.52	1.27	0	1.27
Equipment Operator	15	15	15	2	17
Intern	0.5	0	0	0	0
Maintenance Worker	6	6	8	0	8
Public Works Manager	1	1	1	0	1
Public Works Section Director	1	1	1	0	1
Public Works Supervisor	3	3	4	0	4
Traffic Signal Technician	1	1	1	1	2
Total	33.02	31.52	32.27	3	35.27

New Personnel:					
Title	FTE	Total 2021-2022	Potential Offset	Net Cost 2021-2022	Future Cost
Equipment Operator	2	\$ 180,643	\$ -	\$ 180,643	\$ 180,643
Traffic Signal Technician	1	74,027	-	74,027	74,027

Section 161 - Street Maintenance**Capital:**

Description	Amount
Street Sweeper	\$ 300,000
10-Wheel Snow Plow	300,000
3/4 Ton Pickup (2)	100,000
Loader (2)	500,000
Plow Frames/Truck Refurbishment (4)	100,000
Road Grader with Wing Set Aside (2)	100,000
	<u>1,400,000</u>

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Section 165 - Solid Waste - Landfill					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 1,245,465	\$ 1,494,006	\$ 1,494,006	\$ 1,481,312	\$ (12,694)
Contractuals	380,537	478,143	478,143	476,120	(2,023)
Commodities	425,819	418,326	418,326	418,826	500
Capital	115,198	5,265,768	5,265,768	2,550,000	(2,715,768)
Total	\$ 2,167,019	\$ 7,656,243	\$ 7,656,243	\$ 4,926,258	\$ (2,729,985)
Expenditures by Program:					
General Administration	\$ 196,289	\$ 350,632	\$ 350,632	\$ 383,056	\$ 32,424
Sanitary Landfill	1,520,419	6,745,937	6,745,937	4,035,046	(2,710,891)
Landfill Outside Contract	41,801	83,380	83,380	25,405	(57,975)
Hazardous Product Center (Landfill)	408,511	476,294	476,294	482,751	6,457
Total	\$ 2,167,020	\$ 7,656,243	\$ 7,656,243	\$ 4,926,258	\$ (2,729,985)
Source of Funding:					
Solid Waste Fund				\$ 4,926,258	
				\$ 4,926,258	
Commentary:					
The Solid Waste - Landfill operating budget has decreased by 1%. There are capital expenditures of \$2,550,000, resulting in an overall net decrease 36%. The Personnel Services decrease of 1% is mainly due to merit, compensation study, medical, dental and retirement increases, offset by a change in medical and dependent insurance benefit elections. Contractuals and commodities remained relatively flat year over year. Major capital (>\$10,000) includes the excavation of a new cell (\$2,000,000), water well design (\$150,000) and operating capital equipment (\$400,000). Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Administrative Assistant	0	0.5	0.5	0	0.5
Administrative Specialist	2	2	2	0	2
Equipment Operator	4	4	4	0	4
Landfill Environmental Aide	0.5	0	0	0	0
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	14.5	14.5	14.5	0	14.5

New Personnel:	None
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Capital:	
Description	Amount
Compactor Wheels for Compactor	\$ 45,000
Undercarriage Refurbish of Cat Dozer	40,000
Refurbish Cat Front End Loader	150,000
Stormwater Infrastructure for Landfill	5,000
Lydar Flyover	10,000
Dust Control	10,000
Landfill Closure Set Aside	100,000
Materials Recovery Transition Consultation	25,000
Landfill Tarp Replacement	15,000
Excavation of New Cell	2,000,000
On-site Water Well Design	150,000
	\$ 2,550,000

Section 166 - Solid Waste - Collections					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 2,458,672	\$ 2,565,671	\$ 2,565,671	\$ 2,572,286	\$ 6,615
Contractuals	2,971,084	3,224,812	3,224,812	3,223,330	(1,482)
Commodities	1,310,857	1,119,671	1,119,671	1,108,671	(11,000)
Capital	580,069	1,579,931	1,579,931	680,000	(899,931)
Total	\$ 7,320,682	\$ 8,490,085	\$ 8,490,085	\$ 7,584,287	\$ (905,798)
Expenditures by Program:					
General Administration	\$ 366,148	\$ 461,142	\$ 461,142	\$ 489,563	\$ 28,421
Residential Collection	2,318,937	2,616,039	2,616,039	2,614,684	(1,355)
Bin Maintenance - Residential	104,404	120,193	120,193	91,447	(28,746)
Recycling Curbside Collection	1,315,483	963,959	963,959	941,739	(22,220)
Commercial Collection	2,147,722	3,092,022	3,092,022	2,246,232	(845,790)
Bin Maintenance - Commercial	67,682	108,775	108,775	109,444	669
Commercial Recycling	706,042	831,156	831,156	785,964	(45,192)
Commercial Sales	-	-	-	7,000	7,000
Hoist & Haul	294,264	296,799	296,799	298,214	1,415
Total	\$ 7,320,682	\$ 8,490,085	\$ 8,490,085	\$ 7,584,287	\$ (905,798)
Source of Funding:					
Solid Waste Fund				\$ 7,584,287	
				\$ 7,584,287	
Commentary:					
The Solid Waste - Collections operating budget has remained relatively flat. There are capital expenditures of \$680,000, resulting in an overall net decrease of 11%. The Personnel Services remained relatively flat mainly due to merit, compensation study, medical, dental and retirement increases, offset by one-time retirement payouts in the prior year. Contractuals and commodities remained relatively flat. Major capital (>\$10,000) includes a side loader (\$320,000), a front-end loader (\$320,000) and a replacement vehicle (\$40,000). Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2018-2019	2019-2020	2020-2021	2021-2022	2021-2022
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	0.5	1
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	0.5	33

New Personnel:					
Title:	FTE	Total 2021-2022	Potential Offset	Net Cost 2021-2022	Future Cost
Program Assistant	0.5	\$ 32,471	\$ -	\$ 32,471	\$ 32,471

Capital:	
Description	Amount
Side Loader	\$ 320,000
Front-end Loader	320,000
Replacement Vehicle	40,000
	\$ 680,000

Mission

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

The mission of the *Economic Development* section is enhancing the prosperity, long-term viability and resilience of our community.

The mission of the *Beautification* 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 *Tourism* section (Convention and Visitor's 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 the *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 Sciences* 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 *Flagstaff Airport* is dedicated to providing quality air service to meet the ever-growing transportation needs of northern Arizona.

The mission of the *ParkFlag* section is to provide a fair and balanced parking system that enhances parking inventory while creating a benefit for the community.

Program Description

The *Library* provides an inclusive and welcoming environment that connects people to opportunities and strengthens our community. It provides access to free print and digital materials including books, movies, magazines, vocational and educational tests and more. It provides professional and educational assistance with technology, including access to computers, the internet, numerous databases and research. Patrons can also find study space in the library or meet as a group in one of the library's meeting rooms. The library enhances the quality of life of citizens and visitors of Flagstaff by offering two Flagstaff locations and seven libraries within Coconino County. The library is funded through the City and County general funds and grants.

The *Economic Development* section promotes sustainable retail, commercial and industrial development that enhances high wage/low impact employment. Our work increases revenues by providing support, analysis and programs for businesses; develops and cultivates infrastructure that preserves quality of life and allows access to intellectual resources; and develops connections between businesses, people and the organizations that can take them to the next level. This program is funded with 9.5% from the Bed, Board and Beverage (BBB) Tax and through revenues from leases in the Business Incubator and Business Accelerator located on Innovation Mesa.

The *Beautification* section functions with Beautification and Public Art Commission (BPAC) oversight and works in accordance with the provisions of the Bed, Board and Beverage (BBB) Tax. This program delivers streetscapes, landscaping, building and signage improvement programs and projects. The program includes small grants for beautification and historic preservation projects, as well as initiating, executing and maintaining medium and large capital projects.

The *Convention and Visitors Bureau* (CVB), also known as ‘Discover Flagstaff,’ is charged with administering tourism programs for the City of Flagstaff and tourism stakeholders in Flagstaff. Discover Flagstaff receives a 30% allocation from the Bed, Board, and Beverage (BBB) tax revenues annually. Programs include, but are not limited to, marketing and direct sales to international and domestic tour operators, wholesalers and in-bound receptive tour operators, individual leisure travelers and meeting/convention planners; in addition, this team functions as the Film Commission Office and media relations liaison – procuring earned media coverage both domestically and internationally, as well as development of community outreach and educational programs. Additionally, this team conducts and procures industry specific research and aggregates industry specific data for the betterment of the City and tourism stakeholders in Flagstaff. Discover Flagstaff is the marketing arm for the City of Flagstaff.

Located in the Historic Train Station, the *Visitor Center* is charged with providing local, state, and regional information to visitors in order to enhance or extend their stay. The Visitor Center is funded through the Flagstaff Convention and Visitors Bureau (CVB) allocation of BBB tax revenues. Programs include: Visitor services, retail sales, train station operations, educational programs and creation of local partnerships and events.

The *Arts and Sciences* section, in partnership with the Flagstaff Arts Council (FAC), provides direct technical and financial support to non-profit and private agencies engaged in arts and sciences. Separately, with Beautification and Public Art Commission (BPAC) oversight and in accordance with the provisions of the Bed, Board, and Beverage (BBB) Tax (this program receives 7.5% of the BBB) a variety of public art programs and projects are delivered directly by the City throughout the community.

Flagstaff Airport is certified as a non-hub air carrier and general aviation airport by the Federal Aviation Administration (FAA). Responsibilities of the section include administration, safety, operations and maintenance of all buildings, pavement and airfield lighting with federal mandates to provide aircraft rescue/firefighting, medical first response and area security. Certain segments of passenger and terminal security are also airport responsibilities, as outlined in Department of Homeland Security (DHS) and Transportation Security Administration (TSA) directives. Other services are provided through lease agreements with direct service providers (i.e. airlines, car rental agencies, fixed base operator and other concessionaires). Flagstaff Airport is funded through the City’s general and enterprise funds and grants.

ParkFlag is a special revenue fund charged with managing the currently limited supply of parking downtown and acquiring additional parking for the future. We have a pay-to-park system and permit parking programs for employees and residents. Ambassadorship and education are emphasized over enforcement. While also supporting the operations of ParkFlag such as programmatic costs, permit parking programs and enforcement, funds also support the acquisition of parking for both the short-term and the long-term. All revenues must be used for parking purposes and 20% are reserved for inventory development only. No citation revenue comes to ParkFlag

Section 035 - Library City Direct					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 2,595,429	\$ 2,832,497	\$ 2,235,232	\$ 2,936,933	\$ 104,436
Contractuals	464,498	543,510	299,064	450,685	(92,825)
Commodities	391,063	567,437	276,964	456,844	(110,593)
Capital	504,125	1,020,390	1,020,390	458,000	(562,390)
Total	\$ 3,955,115	\$ 4,963,834	\$ 3,831,650	\$ 4,302,462	\$ (661,372)
Expenditures by Program:					
General Administration	\$ 968,235	\$ 1,738,887	\$ 1,488,936	\$ 1,114,182	\$ (624,705)
Technical Services	760,290	871,979	625,848	853,377	(18,602)
Public Services	1,438,848	1,611,502	1,208,488	1,638,693	27,191
East Flag Library	753,118	702,931	493,172	660,675	(42,256)
Main Library Automation	22,160	22,070	7,829	22,070	-
PALSmobile Flagstaff Funded	12,464	16,465	7,377	13,465	(3,000)
Total	\$ 3,955,115	\$ 4,963,834	\$ 3,831,650	\$ 4,302,462	\$ (661,372)
Source of Funding:					
Library Fund				\$ 4,302,462	
				\$ 4,302,462	
Commentary:					
<p>The Library City Direct operating budget decreased 3%. There are capital expenditures of \$458,000, resulting in an overall net decrease of 13%. The Personnel Services increase of 4% is mainly due to merit, compensation study, medical, dental and retirement increases. Contractuals decrease of 17% is mainly due to one-time expenditures for security guards and programming expenditures in the prior year. Commodities decrease of 19% is mainly due to one-time expenditures in the prior year for circulated materials, programming and janitorial costs. Major capital (>\$10,000) includes front entry ADA contribution (\$100,000), window replacements (\$223,000), front door replacement (\$25,000) and boiler replacement (\$110,000). Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.</p>					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2018-2019	2019-2020	2020-2021	2021-2022	2021-2022
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	3	3	0	3
Library Clerk	7	7	7	0	7
Library Clerk (Temp)	3.07	3.07	3.07	0.48	3.55
Library Director	1	1	1	0	1
Library Page	1.5	1.5	1.5	0	1.5
Library Page (Temp)	1.25	1.25	1.25	0	1.25
Library Specialist	13.55	12.55	12.55	0	12.55
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
Total	45.55	45.55	45.55	0	46.03

New Personnel:	None
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Capital:	
Description	Amount
Boiler Replacement	\$ 110,000
Front Entry ADA Contribution	100,000
Window Replacement	223,000
Front Door Replacement	25,000
	\$ 458,000

Section 036/037- Library County					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 662,661	\$ 710,581	\$ 591,310	\$ 710,695	\$ 114
Contractuals	179,820	861,511	53,976	111,511	(750,000)
Commodities	273,487	256,258	73,674	305,148	48,890
Total	\$ 1,115,968	\$ 1,828,350	\$ 718,960	\$ 1,127,354	\$ (700,996)
Expenditures by Program:					
County Jail	\$ 86,591	\$ 93,074	\$ 82,062	\$ 95,586	\$ 2,512
County Bookmobile	86,587	94,476	25,528	103,910	9,434
Forest Lakes Library	75,129	92,151	73,378	94,491	2,340
Tuba City Library	258,805	250,048	203,750	257,032	6,984
Supai Library	2,378	5,367	-	5,367	-
Grand Canyon	103,626	114,677	78,390	109,094	(5,583)
County-wide Projects	31,014	1,178,557	255,852	461,874	(716,683)
Total	\$ 644,130	\$ 1,828,350	\$ 718,960	\$ 1,127,354	\$ (700,996)
Source of Funding:					
Library Fund				\$ 1,127,354	
				\$ 1,127,354	
Commentary:					
The Library County operating budget decreased 38%. There are no capital expenditures. The Personnel Services slight increase is mainly due to merit, compensation study, medical, dental and retirement increases, offset by a one-time retirement payout in the previous year. Contractuals decrease of 87% is mainly due to one-time expenditures for service partner contracts in the prior year. Commodities increase of 19% is mainly due to one-time expenditures for IT county growth funds. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Application Support Specialist II	1	1	1	0	1
IT Manager	1	1	1	0	1
Librarian	1	1	1	0	1
Library Clerk	0.63	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

New Personnel:	None
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Capital:	None
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Section 038 - Library Grants and County Wide Projects					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Contractuals	\$ 34,793	\$ 10,000	\$ 10,000	\$ -	\$ (10,000)
Commodities	35,329	45,000	45,000	45,000	-
Total	\$ 71,462	\$ 55,000	\$ 55,000	\$ 45,000	\$ (10,000)
Expenditures by Program:					
County-wide Projects	\$ 850	\$ -	\$ -	\$ -	\$ -
Library LSTA FY2018	-	55,000	\$ 55,000	45,000	(10,000)
LSTA-2018 Comm Enrich Thru Tutoring Underserved Populatic	509	-	-	-	-
Library-Navajo National MOA Contract CO12773	30,000	-	-	-	-
Library-Writers In Residence Sub-Grant FY-2019	4,800	-	-	-	-
Library-Education Thru Interactive Spaces	4,974	-	-	-	-
Library-Indigenous Library Materials for Education Among Loc	1,329	-	-	-	-
Library State Grant in Aid 2020	25,000	-	-	-	-
Library-LSTA-Juvenile Detention Book Talk Program	4,000	-	-	-	-
Total	\$ 71,462	\$ 55,000	\$ 55,000	\$ 45,000	\$ (10,000)
Source of Funding:					
Library Fund				\$ 45,000	
				\$ 45,000	
Commentary:					
Library grants are, in nature, one-time revenues and expenditures as grant funding opportunities arise. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					
Authorized Personnel/Positions:					
None					
New Personnel:					
None					
Capital:					
None					

Section 201 - Community Investment					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 109,414	\$ 80,174	\$ 80,174	\$ 97,258	\$ 17,084
Contractuals	17,838	16,366	16,366	19,326	2,960
Commodities	13,010	10,725	10,725	11,250	525
Total	\$ 140,262	\$ 107,265	\$ 107,265	\$ 127,834	\$ 20,569
Expenditures by Program:					
General Administration	\$ 133,888	\$ 107,265	\$ 107,265	\$ 127,834	\$ 20,569
Community Design	6,254	-	-	-	-
Reinvestment and Economic Development	120	-	-	-	-
Total	\$ 140,262	\$ 107,265	\$ 107,265	\$ 127,834	\$ 20,569
Source of Funding:					
General Fund				\$ 105,871	
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	
				\$ 127,834	
Commentary:					
The Community Investment operating budget has increased by 19%. There are no capital expenditures. The Personnel Services increase of 21% is mainly due to merit, compensation study, medical, dental and retirement increases. Contractuals increase of 18% is mainly due to prior year one-time reductions to travel, education and training. Commodities increases of 5% are mainly due to prior year one-time reductions to food and promotional materials. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Administrative Specialist	1	1	1	0	1
Beautification, Arts and Science Manager	1	1	1	0	1
Community Design and Redevelopment Manager	0	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
Total	5	5	5	0	5

New Personnel:	None
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Capital:	None
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Section 211 - Beautification					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 165,874	\$ 181,597	\$ 181,597	\$ 186,663	\$ 5,066
Contractuals	97,266	288,201	288,201	273,200	(15,001)
Commodities	503	30,500	30,500	130,500	100,000
Total	\$ 263,643	\$ 500,298	\$ 500,298	\$ 590,363	\$ 90,065
Expenditures by Program:					
General Administration	\$ 180,559	\$ 217,798	\$ 217,798	\$ 207,863	\$ (9,935)
Commission	263	2,500	2,500	2,500	-
Special Projects and Unprogrammed Work	18,240	115,000	115,000	215,000	100,000
Beautification Grant Program	64,581	165,000	165,000	165,000	-
Total	\$ 263,643	\$ 500,298	\$ 500,298	\$ 590,363	\$ 90,065
Source of Funding:					
Beautification Fund				\$ 590,363	
				\$ 590,363	
Commentary:					
The Beautification operating budget has increased by 18%. There are no capital expenditures. The Personnel Services increase of 3% is mainly due to merit, compensation study, medical, dental and retirement increases. Contractuals decrease of 5% is mainly due to one-time expenditures in the prior year for a strategic plan. Commodities increase of 328% is mainly due to one-time expenditures for outdoor space improvements. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					
Authorized Personnel/Positions:		None			
New Personnel:		None			
Capital:		None			

Section 213 - Economic Development					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 226,825	\$ 259,497	\$ 259,497	\$ 271,486	\$ 11,989
Contractuals	716,366	957,609	863,353	946,424	(11,185)
Commodities	43,796	29,895	25,145	25,895	(4,000)
Total	\$ 986,987	\$ 1,247,001	\$ 1,147,995	\$ 1,243,805	\$ (3,196)
Expenditures by Program:					
General Administration	\$ 304,708	\$ 335,346	\$ 298,546	\$ 293,430	\$ (41,916)
Incubator	272,704	302,005	302,005	302,005	-
Service Partner Agencies	6,923	5,928	5,928	5,928	-
Business Retention & Expansion	109,870	177,381	165,675	287,032	109,651
Business Attraction	101,389	195,457	180,957	124,526	(70,931)
Business Accelerator - Innovation Mesa	191,393	230,884	194,884	230,884	-
Total	\$ 986,987	\$ 1,247,001	\$ 1,147,995	\$ 1,243,805	\$ (3,196)
Source of Funding:					
Economic Development Fund				\$ 1,243,805	
				\$ 1,243,805	
Commentary:					
The Economic Development operating budget has remained relatively flat. There are no capital expenditures. The Personnel Services increase of 5% is mainly due to merit, compensation study, medical, dental and retirement increases. Contractuals decrease of 1% is mainly due to a reduction from prior year one-time internet costs. Commodities decreases of 13% are mainly due to a decrease in promotional materials. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Business Attraction Manager	1	1	1	0	1
Business Retention and Expansion Manager	1	1	1	0	1
Total	2	2	2	0	2

New Personnel:	None
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Capital:	None
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Section 214 - Tourism					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 950,278	\$ 1,021,844	\$ 991,189	\$ 1,045,703	\$ 23,859
Contractuals	1,352,036	1,515,977	1,159,855	1,373,598	(142,379)
Commodities	161,209	166,968	166,968	166,968	-
Total	\$ 2,463,523	\$ 2,704,789	\$ 2,318,012	\$ 2,586,269	\$ (118,520)
Expenditures by Program:					
General Administration	\$ 1,064,750	\$ 1,155,141	\$ 1,124,486	\$ 1,173,725	\$ 18,584
Marketing and Promotion	1,272,546	1,390,173	1,126,041	1,263,069	(127,104)
Sales	76,501	100,425	40,170	90,425	(10,000)
Public Relations	49,526	57,700	25,965	57,700	-
Film Office	200	1,350	1,350	1,350	-
Total	\$ 2,463,523	\$ 2,704,789	\$ 2,318,012	\$ 2,586,269	\$ (118,520)
Source of Funding:					
Tourism Fund				\$ 2,586,269	
				\$ 2,586,269	
Commentary:					
The Tourism operating budget has increased by 2%. There are no capital expenditures. The Personnel Services increase of 4% is mainly due to merit, compensation study, medical, dental and retirement increases. Contractuals decrease of 9% is mainly due to reductions in one-time advertising expenditures. Commodities remained flat year over year. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2018-2019	2019-2020	2020-2021	2021-2022	2021-2022
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	1	1	0	1
Sales Specialist	1	1	1	0	1
Total	10	11	11	0	11

New Personnel:	None
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Capital:	None
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Section 215 - Visitor Services					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 235,283	\$ 314,790	\$ 289,607	\$ 326,877	\$ 12,087
Contractuals	102,599	123,986	123,986	123,986	-
Commodities	21,287	39,152	39,152	39,152	-
Capital	3,698	80,000	80,000	-	(80,000)
Total	\$ 362,867	\$ 557,928	\$ 532,745	\$ 490,015	\$ (67,913)
Expenditures by Program:					
General Administration	\$ 277,502	\$ 443,995	\$ 418,812	\$ 376,082	\$ (67,913)
Train Station Operations	85,365	113,933	113,933	113,933	-
Total	\$ 362,867	\$ 557,928	\$ 532,745	\$ 490,015	\$ (67,913)
Source of Funding:					
Tourism Fund				\$ 490,015	
				\$ 490,015	
Commentary:					
The Visitor Services operating budget has increased by 3%. There is no capital expenditures. The Personnel Services increase of 4% is mainly due merit, compensation study, medical, dental and retirement increases. Contractuals and commodities remained flat year over year. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Administrative Assistant (Temp)	1.65	1.65	1.65	0	1.65
Administrative Specialist	2	2	3	0	3
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	6.15	0	6.15

New Personnel:	None
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Capital:	None
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Section 216 - Arts and Science					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 53,774	\$ 60,904	\$ 61,085	\$ 62,538	\$ 1,634
Contractuals	552,498	498,971	499,444	558,971	60,000
Commodities	210	3,123	3,123	3,123	-
Capital	12,509	687,000	480,000	308,000	(379,000)
Total	\$ 618,991	\$ 1,249,998	\$ 1,043,652	\$ 932,632	\$ (317,366)
Expenditures by Program:					
General	\$ 56,272	\$ 62,785	\$ 63,439	\$ 164,419	\$ 101,634
Public Artwork	12,719	690,623	483,623	311,623	(379,000)
Service Partner Agencies	425,455	400,000	400,000	360,000	(40,000)
FCP Administration	124,545	96,590	96,590	96,590	-
Total	\$ 618,991	\$ 1,249,998	\$ 1,043,652	\$ 932,632	\$ (317,366)
Source of Funding:					
Arts and Science Fund				\$ 932,632	
				\$ 932,632	
Commentary:					
The Arts and Science operating budget has increased by 11%. There are capital expenditures of \$308,000, resulting in an overall net decrease of 25%. The Personnel Services increase of 3% is mainly due to merit, compensation study, medical, dental and retirement increases. The Contractuals increase of 12% is mainly due to a contract increase with the Flagstaff Arts Council. Commodities remained flat from the prior year. Major capital (>\$10,000) includes moon landing sculpture (\$24,000), eastside neighborhoods (\$20,000), indigenous representation (\$75,000), indoor art (\$10,000) and contingency for future projects (\$179,000). Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					
Authorized Personnel/Positions: None					
New Personnel: None					
Capital:					
Description	Amount				
Moon Landing Sculpture	\$	24,000			
Eastside Neighborhoods		20,000			
Indigenous Representation		75,000			
Indoor Art		10,000			
Contingency for Future Projects		179,000			
	\$	308,000			

Section 221 - Airport					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 1,387,509	\$ 1,407,108	\$ 1,407,108	\$ 1,318,557	\$ (88,551)
Contractuals	1,009,773	4,078,978	1,458,344	3,165,502	(913,476)
Commodities	235,985	149,424	424,424	2,170,136	2,020,712
Capital	16,650	-	-	90,000	90,000
Total	\$ 2,649,917	\$ 5,635,510	\$ 3,289,876	\$ 6,744,195	\$ 1,108,685
Expenditures by Program:					
General Administration	\$ 950,496	\$ 1,154,111	\$ 1,154,111	\$ 1,162,857	\$ 8,746
Safety and Security	271,509	140,371	140,371	160,431	20,060
Snow Control	148,017	95,449	95,449	230,191	134,742
Maintenance Buildings & Grounds	589,497	4,137,025	1,516,391	3,146,645	(990,380)
Maintenance Runway & Taxiway	140,398	108,554	108,554	260,059	151,505
Airport TSA	-	-	275,000	340,000	340,000
Small Commercial Air Service Development	550,000	-	-	-	-
Airport Coronavirus Response Grant Program	-	-	-	1,444,012	1,444,012
Total	\$ 2,649,917	\$ 5,635,510	\$ 3,289,876	\$ 6,744,195	\$ 1,108,685
Source of Funding:					
Airport Fund				\$ 6,744,195	
				\$ 6,744,195	
Commentary:					
The Airport operating budget has increased by 18%. There are capital expenditures of \$90,000, resulting in an overall net increase of 20%. The Personnel Services decrease of 6% is mainly due to merit, compensation study, medical, dental and retirement increases offset by the decrease in Public Safety Pension Retirement System (PSPRS) as a result of the unfunded liability being paid off. Contractuals decrease of 22% is mainly due to a decrease in deferred maintenance expenses. Commodities increases of 1,352% are mainly due to increased expenditures from the Airport Coronavirus response grant, the TSA officers being moved to Airport funding and increased repair expenditures. Major capital (>\$10,000) includes the replacement of a bobcat skid steer (\$90,000). Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Administrative Specialist	1	1	1	0	1
Airport Program Manager	1	1	1	0	1
Airport Director	1	1	1	0	1
Airport Operations/ARFF Lead Worker	0	0	3	0	3
Airport Operations/ARFF Specialist	9	9	6	0	6
Airport Operations/ARFF Manager	1	1	1	0	1
Airport Parking Aide	1	1	0	0	0
Maintenance Worker Temp - Airport Snow	0.5	0.5	0.5	0	0.5
Total	14.5	14.5	13.5	0	13.5

New Personnel:	None
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Capital:	
Description	Amount
Bobcat Skid Steer	\$ 90,000
	\$ 90,000

Section 231 - ParkFlag					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 312,197	\$ 350,659	\$ 250,659	\$ 394,911	\$ 44,252
Contractuals	167,733	191,122	142,050	191,122	-
Commodities	139,222	221,102	171,250	221,102	-
Capital	39,379	874,191	845,326	286,510	(587,681)
Total	\$ 658,531	\$ 1,637,074	\$ 1,409,285	\$ 1,093,645	\$ (543,429)
Expenditures by Program:					
General Administration	\$ 472,119	\$ 1,365,572	\$ 1,188,157	\$ 822,143	\$ (543,429)
Parking Compliance	153,944	127,378	127,378	127,378	-
Metering and Permits	28,146	100,374	50,000	100,374	-
Parking Facilities	4,322	3,750	3,750	3,750	-
Parking District Capital	-	40,000	40,000	40,000	-
Total	\$ 658,531	\$ 1,637,074	\$ 1,409,285	\$ 1,093,645	\$ (543,429)
Source of Funding:					
Parking District Fund				\$ 1,093,645	
				\$ 1,093,645	
Commentary:					
The ParkFlag operating budget has increased by 6%. There are capital expenditures of \$286,510, resulting in an overall net decrease of 33%. The Personnel Services increase of 13% is mainly due merit, compensation study, medical, dental and retirement increases. Contractuals and commodities remained flat year over year. Major capital (>\$10,000) includes street, curb and gutter construction (\$40,000) and property acquisition (\$286,510). Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Parking Manager	1	1	1	0	1
Parking Aide	5	5	4	0	4
Parking Aide Lead Worker	1	1	1	0	1
Total	7	7	6	0	6

New Personnel:	None
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Capital:	
Description	Amount
Temporary Southside Curbs	\$ 40,000
Property Acquisition	246,510
	\$ 286,510

Mission

The mission of the *Water Services* division is to professionally and cost-effectively provide water, stormwater, reclaimed water and wastewater services that meet the present and future environmental, health and safety needs of the community and co-workers. Water Services is committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations and by continuously improving our operations. Water Services values co-workers and strives to maintain high motivation by providing an environment that encourages improvement and teamwork.

The mission of the *Regulatory Compliance* section of the Water Services division is to ensure that the City of Flagstaff is compliant with all sampling, reporting and best management practices as directed under state and federal regulations. Compliance includes permits for our water, wastewater, reclaimed water, surface water, stormwater, industrial pretreatment and backflow programs. The Regulatory Compliance section is responsible for ensuring each facility in Water Services is properly permitted and any discharge is correctly reported to the Arizona Department of Environmental Quality. Staff philosophy is responsiveness, performing duties with honesty and integrity and a commitment to meeting industry standards of excellence.

This program within the *Water Reclamation* section provides wastewater treatment and produces Class A+ reclaimed water quality that meets or exceeds all regulatory requirements and minimize cost-per-unit of treated wastewater.

Program Description

Core functions of the *Water Services* division include operations, engineering, water resources management, water conservation, industrial waste, backflow prevention, stormwater management and regulatory compliance. Operations is a comprehensive program that includes such diverse functions as water production, water distribution, wastewater collection, wastewater treatment, reclaimed water distribution and booster stations.

The *Water Production* section of Water Services provides conventional surface water treatment from Upper Lake Mary. Staff are responsible for the operation of the water plant and all other water production facilities including Lake Mary Wellfield, Woody Mountain Wellfield, the Inner Basin wells and springs, Local Wells and the Reservoir Filtration Plant. Staff also operate and maintain a system of water storage tanks and booster stations. The State certified Compliance Lab provides analysis for process control and water quality sampling for compliance. This section cost-effectively produces water that meets all safe Drinking Water Act requirements. It manages the quantity of stored water to provide water to customers with an adequate reserve for firefighting. It teaches public awareness of the water system through educational programs and demonstrations.

The *Water Distribution* system operators safely and efficiently operate, maintain and repair all water distribution lines, fire hydrants, pressure reducing stations and meters, supplying each customer with enough volume of water at adequate pressures, throughout our varying elevations and pressure zones.

Core functions of the *Water Resources* section include administration of the Water Resources Management and Water Conservation Programs. Under the Water Resources Management Program, we serve on committees with numerous outside agencies and organizations including the Arizona Department of Water Resources (ADWR), U.S. Forest Service, National Park Service (NPS), U.S. Fish and Wildlife, Arizona Game and Fish. We also serve on boards and technical advisory groups with the Coconino Plateau Watershed Partnership, Northern Arizona Municipal Water Users Association, and the Lake Mary-Walnut Canyon Watershed Planning Group. In addition, staff review proposed water legislation and provide input to Council and Legislators. Staff continually work to evaluate the needs of new development and anticipated future growth in conjunction with the Regional Plan. Staff track current, committed and projected water demands and Council-approved plats and report this information annually as required. Regional water supply and aquifer conditions are monitored under this program, and staff manage the non-revenue Water Loss Control Program.

The **Engineering section** administers all ADEQ Water and Sewer permits and the City Change Order Committee. Utilities asset management includes using an enterprise level Geographic Information System (GIS) linked to a computerized maintenance management system to maintain up-to-date infrastructure inventory and maintenance records. Utilities engineering evaluates capital improvement needs, including prioritization, and provides project management engineering services for capital improvement projects. Utilities staff maintain hydraulic computer models of the City's water, sewer and reclaimed infrastructure and use these tools to evaluate the needs of new development and anticipated future growth in conjunction with the Regional Plan. Staff also research customer, staff and City Council inquiries and follow up on complaints.

Core functions of the **Regulatory Compliance** section include sampling, testing, documenting and reporting the quality of the City's water, wastewater, reclaimed water and industrial pretreatment and backflow systems as directed under state and federal regulations and permits. The Section manages two State licensed laboratories, administers the Multi-Sector General Permit (MSGP) at the Wildcat Hill and Rio de Flag Wastewater Reclamation Plants, administers the Municipal Separate Storm Sewer System (MS4) permit for the City and works with regulatory agencies to update permits. The section also coordinates the Water Services Division's safety programs.

Core functions of the **SCADA** (Supervisory Control and Data Acquisition) Information Systems (IS) Section is to maintain and secure the SCADA controls which control remote processes for all water moving through the City including water production, wastewater and reclaimed water. SCADA systems are set to trigger alarms when chemistry, levels or flows fall outside established parameters.

The **Wildcat Hill Water Reclamation Plant** is a six million gallon-per-day rated facility. This program is responsible for the day-to-day operation and maintenance of wastewater treatment, solids handling and the production of Class A+ reclaimed water quality.

The **Rio de Flag Water Reclamation Facility** processes wastewater flow from the western half of the city and treats reclaimed water for a variety of non-potable uses. Landscape irrigation is the principal use of reclaimed water, but it is also used for non-potable commercial and industrial uses. Excess reclaimed water is released to the Rio de Flag wash for riparian enhancement and groundwater augmentation. This semi-automated treatment facility uses advanced technology to produce reclaimed water that is rated as Class A+ by the state of Arizona. The program monitors product water quality as well as downstream water quality. Staff is also responsible for pumping the water into the citywide distribution system and maintaining the reclaimed water storage facilities at Buffalo Park.

The **Wastewater Collections** system staff safely and efficiently operates to maintain and repair all wastewater collection and reclaimed distribution mains and manholes. In addition, eliminating or reducing the amount of health hazards, system failures, customer complaints and property damage throughout the community are requirements for the section.

The **Stormwater** section includes administration, utility management, engineering/hydrology technical support, master planning, data collection, field inspection and plan review components.

Section 300 - Water Services Administration					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 583,242	\$ 589,279	\$ 539,279	\$ 609,287	\$ 20,008
Contractuals	1,820,477	1,533,587	1,245,587	1,674,628	141,041
Commodities	8,046	14,200	14,200	17,900	3,700
Capital	57,405	-	-	-	-
Total	\$ 2,469,170	\$ 2,137,066	\$ 1,799,066	\$ 2,301,815	\$ 164,749
Expenditures by Program:					
General Administration	\$ 2,335,344	\$ 2,002,582	\$ 1,664,582	\$ 2,164,195	\$ 161,613
Equipment Maintenance	1,414	630	630	1,080	450
SCADA Tracking	132,412	133,854	133,854	136,540	2,686
Total	\$ 2,469,170	\$ 2,137,066	\$ 1,799,066	\$ 2,301,815	\$ 164,749
Source of Funding:					
Water Services Fund				\$ 2,301,815	
				\$ 2,301,815	
Commentary:					
The Water Service Administration operating budget has increased by 8%. There are no capital expenditures. The Personnel Services increase of 3% is mainly due to merit, compensation study, medical, dental and retirement increases. Contractuals increase of 9% is mainly due to additional legal fees. Commodities increase of 26% is mainly due to computer software. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2018-2019	2019-2020	2020-2021	2021-2022	2021-2022
Administrative Specialist	2	2	2	0	2
Communications Aide (Temp)	0	0.71	0.96	0	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	5.71	5.96	0	5.96

New Personnel:	None
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Capital:	None
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Section 301 - Water Production					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 679,882	\$ 772,927	\$ 772,927	\$ 741,132	\$ (31,795)
Contractuals	2,135,982	2,936,939	2,926,909	2,550,139	(386,800)
Commodities	344,940	538,442	538,442	541,242	2,800
Capital	117,706	431,297	431,297	330,000	(101,297)
Total	\$ 3,278,510	\$ 4,679,605	\$ 4,669,575	\$ 4,162,513	\$ (517,092)
Expenditures by Program:					
General Administration	\$ 319,826	\$ 295,510	\$ 295,510	\$ 300,331	\$ 4,821
Lake Mary Water Treatment Operation	1,005,028	1,428,607	1,418,577	1,223,105	(205,502)
Buildings and Grounds Maintenance	598	-	-	-	-
Equipment Maintenance	108	-	-	-	-
SCADA Tracking	2,710	-	-	-	-
Local Wells	942,429	1,377,699	1,377,699	1,286,752	(90,947)
Lake Mary Wellfield	284,687	417,025	417,025	316,581	(100,444)
Woody Mountain Wellfield	550,768	767,723	767,723	764,276	(3,447)
Reservoirs	53,396	63,260	63,260	62,313	(947)
Inner Basin Maintenance	41,388	228,151	228,151	105,474	(122,677)
Red Gap Ranch Operation & Mgmt	7,575	22,409	22,409	25,409	3,000
Booster Station Administration	11,716	21,543	21,543	21,068	(475)
Zone A - RFP	9,448	1,250	1,250	1,250	-
Kinlani	2,126	2,225	2,225	2,225	-
University Highlands #1	5,852	5,045	5,045	5,045	-
Airport Booster	825	1,645	1,645	1,645	-
Amberwood Booster	4,326	6,336	6,336	6,336	-
Railroad Springs Booster	22,900	25,184	25,184	25,184	-
Inner Basin Pipeline Maintenance	12,804	15,993	15,993	15,519	(474)
Total	\$ 3,278,510	\$ 4,679,605	\$ 4,669,575	\$ 4,162,513	\$ (517,092)
Source of Funding:					
Water Services Fund				\$ 4,162,513	
				\$ 4,162,513	
Commentary:					
The Water Production operating budget has decreased by 10%. There are capital expenditures of \$330,000, resulting in an overall net decrease of 11%. The Personnel Services decrease of 4% is mainly due to merit, compensation study, medical, dental and retirement increases, offset by retirements and redistributions. Contractuals decrease of 13% is mainly due to reductions in other professional services and maintenance of buildings and structures. Commodities remained relatively flat. Major capital (>\$10,000) includes the Lake Mary raw water pump (\$20,000), inner basin pipeline (\$75,000) and Continental well (\$235,000). Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Maintenance Worker (Temp)	0.23	0.23	0.23	0	0.23
MSW Operations	4	4	4	0	4
MSW Maintenance	2	2	2	0	2
Water Services Supervisor	3	2	2	0	2
Water Production Manager	1	1	1	0	1
Water Services SCADA Administrator	1	0	0	0	0
Total	11.23	9.23	9.23	0	9.23

New Personnel:	None
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Capital:	
Description	Amount
Lake Mary Raw Water Pump	\$ 20,000
Inner Basin Pipeline	75,000
Continental Well	235,000
	\$ 330,000

Section 303 - Water Distribution					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 1,349,574	\$ 1,384,481	\$ 1,384,481	\$ 1,395,617	\$ 11,136
Contractuals	223,537	243,413	243,413	228,413	(15,000)
Commodities	436,774	444,414	417,414	456,414	12,000
Capital	1,012	369,072	369,072	20,000	(349,072)
Total	\$ 2,010,897	\$ 2,441,380	\$ 2,414,380	\$ 2,100,444	\$ (340,936)
Expenditures by Program:					
General Administration	\$ 199,940	\$ 211,817	\$ 184,817	\$ 209,379	\$ (2,438)
Water System Maintenance & Operation	360,092	633,097	633,097	373,141	(259,956)
Main & Service Line Repair	557,876	504,850	504,850	508,303	3,453
Main Ext. - Fire Hydrant & Valve	48,953	39,332	39,332	39,613	281
Valve & Fire Hydrant Maintenance	237,919	362,177	362,177	276,041	(86,136)
Meter Installation	456,812	543,498	543,498	546,088	2,590
Meter Repair and Testing	106,746	104,471	104,471	105,162	691
Blue Stake	42,559	42,138	42,138	42,717.00	579
Total	\$ 2,010,897	\$ 2,441,380	\$ 2,414,380	\$ 2,100,444	\$ (340,936)
Source of Funding:					
Water Services Fund				\$ 2,100,444	
				\$ 2,100,444	
Commentary:					
The Water Distribution operating budget has remained relatively flat. There are capital expenditures of \$20,000, resulting in an overall net decrease of 14%. The Personnel Services increase of 1% is mainly due to merit, compensation study, medical, dental and retirement increases. Contractuals decrease of 13% is mainly due to reductions in other professional services. Commodities increase of 3% is mainly due to CityWorks maintenance management software. Major capital (>\$10,000) includes valves, hydrants and parts (\$20,000). Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
MSW - Water Services Tech	14	14	14	0	14
Water Services Supervisor	1	1	1	0	1
Water/Sewer Utility Locator	1	1	1	0	1
Total	16	16	16	0	16

New Personnel:	None
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Capital:	
Description	Amount
Valves, hydrants and parts	\$ 20,000
	\$ 20,000

Section 304 - Water Resource Management					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 316,712	\$ 366,087	\$ 351,087	\$ 355,998	\$ (10,089)
Contractuals	336,228	259,750	252,750	284,250	24,500
Commodities	30,418	82,050	82,050	36,550	(45,500)
Capital	10	-	-	-	-
Total	\$ 683,368	\$ 707,887	\$ 685,887	\$ 676,798	\$ (31,089)
Expenditures by Program:					
General Administration	\$ 132,252	\$ 142,183	\$ 142,183	\$ 145,241	\$ 3,058
Water Resources	191,423	140,250	140,250	140,250	-
Water Conservation	359,693	425,454	403,454	391,307	(34,147)
Total	\$ 683,368	\$ 707,887	\$ 685,887	\$ 676,798	\$ (31,089)
Source of Funding:					
Water Services Fund				\$ 676,798	
				\$ 676,798	
Commentary:					
The Water Resource Management operating budget has decreased 4%. There are no capital expenditures. The Personnel Services decrease of 3% is mainly due to merit, compensation study, medical, dental and retirement increases, offset by a reduction in temporary pay. Contractuals increase of 9% is mainly due to an increase in water rebates and other miscellaneous services. Commodities decrease of 55% is mainly due to a reduction in computer software. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					
Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Water Conservation Enforcement Aide	1	1	1.49	0	1.49
Water Conservation Specialist	1	1	1	0	1
Water Resources Technician	0	0.48	0.48	0	0.48
Water Resource Manager	1	1	1	0	1
Water Services Program Manager	1	1	1	0	1
Total	4	4.48	4.97	0	4.97
New Personnel: None					
Capital: None					

Section 305 - Water Services Engineering					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 357,987	\$ 392,842	\$ 312,842	\$ 403,232	\$ 10,390
Contractuals	87,114	168,050	159,050	170,859	2,809.00
Commodities	7,443	10,240	10,240	10,440	200.00
Total	\$ 452,544	\$ 571,132	\$ 482,132	\$ 584,531	\$ 13,399
Expenditures by Program:					
General Administration	\$ 408,651	\$ 498,508	\$ 409,508	\$ 509,886	\$ 11,378
GIS-Utilities	43,893	72,624	72,624	74,645	2,021.00
Total	\$ 452,544	\$ 571,132	\$ 482,132	\$ 584,531	\$ 13,399
Source of Funding:					
Water Services Fund				\$ 584,531	
				\$ 584,531	
Commentary:					
The Water Services Engineering operating budget has increased 2%. There are no capital expenditures. The Personnel Services increase of 3% is mainly due to merit, compensation study, medical, dental and retirement increases. Contractuals increase of 2% is mainly due to an increase in travel, lodging and meals. Commodities increase of 2% is mainly due to an increase in office supplies. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Water Services GIS Specialist	1	1	1	0	1
IT Administrator	1	0	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	4	4	0	4

New Personnel:	None
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Capital:	None
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Section 306 - Regulatory Compliance					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 764,882	\$ 789,295	\$ 789,295	\$ 786,888	\$ (2,407)
Contractuals	152,181	211,764	190,764	211,764	-
Commodities	87,710	100,512	100,512	100,512	-
Total	\$ 1,004,773	\$ 1,101,571	\$ 1,080,571	\$ 1,099,164	\$ (2,407)
Expenditures by Program:					
General Administration	\$ 137,194	\$ 135,897	\$ 135,897	\$ 133,881	\$ (2,016)
Water Regulatory and Lab Services	191,058	265,656	255,656	266,744	1,088
Wastewater Regulatory and Lab Services	296,952	347,032	336,032	338,188	(8,844)
Reclaim Water Regulatory and Lab Services	-	104	104	104	-
Stormwater Regulatory and Lab Services	6,716	6,000	6,000	10,000	4,000
Industrial Waste Administration	372,853	346,882	346,882	350,247	3,365
Total	\$ 1,004,773	\$ 1,101,571	\$ 1,080,571	\$ 1,099,164	\$ (2,407)
Source of Funding:					
Water Services Fund				\$ 1,099,164	
				\$ 1,099,164	
Commentary:					
The Regulatory Compliance operating budget has remained relatively flat. There are no capital expenditures. The Personnel Services remained relative flat due to merit, compensation study, medical, dental and retirement increases, offset by reductions in industrial insurance. Contractuals and commodities also remained flat. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Industrial Pretreat Inspector	2	2	2	0	2
Industrial Pretreat Supervisor	1	1	1	0	1
MSW - Laboratory	3	3	3	0	3
Water Services Manager	1	1	1	0	1
Water Services Supervisor	2	2	2	0	2
Total	9	9	9	0	9

New Personnel:	None
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Capital:	None
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Section 307 - SCADA Information Systems					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 362,578	\$ 463,941	\$ 408,941	\$ 466,036	\$ 2,095
Contractuals	148,199	217,660	143,660	92,660	(125,000)
Commodities	223,949	89,725	89,725	182,225	92,500
Capital	22,802	-	-	250,000	250,000
Total	\$ 757,528	\$ 771,326	\$ 642,326	\$ 990,921	\$ 219,595
Expenditures by Program:					
SCADA Tracking	\$ 438,835	\$ 378,760	\$ 249,760	\$ 600,138	\$ 221,378
Water Services Info Systems	75,834	176,166	176,166	128,157	(48,009)
Wildcat SCADA	151,017	146,050	146,050	230,776	84,726
Reclaimed SCADA	75,706	61,750	61,750	23,250	(38,500)
Rio SCADA	16,136	8,600	8,600	8,600	-
Total	\$ 757,528	\$ 771,326	\$ 642,326	\$ 990,921	\$ 219,595
Source of Funding:					
Water Services Fund				\$ 990,921	
				\$ 990,921	
Commentary:					
The SCADA Information Systems operating budget has decreased 4%. There are capital expenditures of \$250,000, resulting in an overall increase of 28%. The Personnel Services increase is mainly due to merit, compensation study, medical, dental and retirement increases. Contractuals decrease of 57% is mainly due to a reduction in other professional services and computer equipment maintenance. Commodities increase of 103% is mainly due to a multi-phase program in vulnerability management and a centripetal gateway for CityNet. Major capital (>\$10,000) includes security upgrades (\$250,000). Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
IT Administrator	0	2	2	0	2
Water Services Supervisor	0	2	3	0	3
Total	0	4	5	0	5

New Personnel:	None
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Capital:	
Description	Amount
Security Upgrades	\$ 250,000
	\$ 250,000

Section 311 - Wastewater Treatment - Wildcat					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 550,651	\$ 727,516	\$ 727,516	\$ 533,267	\$ (194,249)
Contractuals	956,343	1,171,369	931,369	979,600	(191,769)
Commodities	514,502	603,242	603,242	502,742	(100,500)
Capital	4,228	162,646	162,646	465,000	302,354
Total	\$ 2,025,724	\$ 2,664,773	\$ 2,424,773	\$ 2,480,609	\$ (184,164)
Expenditures by Program:					
General Administration	\$ 212,104	\$ 438,832	\$ 438,832	\$ 522,387	\$ 83,555
Plant Operations	1,136,079	1,312,915	1,072,915	1,205,746	(107,169)
Plant Maintenance	385,954	517,491	517,491	444,642	(72,849)
Septage Collection	4,317	6,150	6,150	36,150	30,000
WH Rio Maintenance	1,464	121,700	121,700	1,700	(120,000)
Solids Handling	284,607	267,685	267,685	269,984	2,299
Wildcat SCADA	1,199	-	-	-	-
Total	\$ 2,025,724	\$ 2,664,773	\$ 2,424,773	\$ 2,480,609	\$ (184,164)
Source of Funding:					
Water Services Fund				\$ 2,480,609	
				\$ 2,480,609	
Commentary:					
The Wastewater Treatment - Wildcat operating budget has decreased 19%. There are capital expenditures of \$465,000, resulting in an overall decrease of 7%. The Personnel Services decrease is mainly due to merit, compensation study, medical, dental and retirement increases, offset by a reduction in overtime and redistribution of positions. Contractuals decrease of 16% is mainly due to a reduction in maintenance for buildings and equipment. Commodities decrease of 17% is mainly due to a reduction in motor vehicle and machinery parts. Major capital (>\$10,000) includes plant security (\$100,000), flow meter equipment (\$20,000), turbine and septage repairs (\$95,000) and roof replacements (\$250,000). Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2018-2019	2019-2020	2020-2021	2021-2022	2021-2022
MSW - Maintenance	2	2	0	0	0
MSW - Operations	5	4	4	0	4
Water Services Supervisor	3	3	2	0	2
Wastewater Treatment Manager	1	1	1	0	1
Total	11	10	7	0	7

New Personnel:	None
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Capital:	
Description	Amount
Plant Security	\$ 100,000
Flow Meter Equipment	20,000
Turbine Repairs	65,000
Septage Repairs	30,000
Roof Replacement	250,000
	<u>\$ 465,000</u>

Section 312 - Wastewater Treatment - Rio Plant					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 479,474	\$ 324,680	\$ 324,680	\$ 532,267	\$ 207,587
Contractuals	450,568	601,085	489,085	468,518	(132,567)
Commodities	158,180	77,042	77,042	77,042	-
Capital	38,304	55,000	55,000	35,000	(20,000)
Total	\$ 1,126,526	\$ 1,057,807	\$ 945,807	\$ 1,112,827	\$ 55,020
Expenditures by Program:					
General Administration	\$ 228,227	\$ 220,399	\$ 220,399	\$ 233,036	\$ 12,637
Plant Operations	515,779	453,371	341,371	457,093	3,722
Plant Maintenance	379,105	384,037	384,037	422,698	38,661
Rio SCADA	3,415	-	-	-	-
Total	\$ 1,126,526	\$ 1,057,807	\$ 945,807	\$ 1,112,827	\$ 55,020
Source of Funding:					
Water Services Fund				\$ 1,112,827	
				\$ 1,112,827	
Commentary:					
The Wastewater Treatment - Rio Plant operating budget has increased 7%. There are capital expenditures of \$35,000, resulting in an overall increase of 5%. The Personnel Services increase is mainly due to merit, compensation study, medical, dental, retirement increases and redistribution of positions. Contractuals decrease of 22% is mainly due to a reduction in consultant fees and equipment maintenance. Commodities remained flat. Major capital (>\$10,000) includes plant security (\$25,000) and flow meter equipment (\$10,000). Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					
Authorized Personnel/Positions:					
Positions Authorized in Section 311 (Treatment - Wildcat)					
Capital:					
Description	Amount				
Plant Security	\$ 25,000				
Flow Meter Equipment	10,000				
	\$ 35,000				

Section 313 - Wastewater Collection					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 648,170	\$ 751,843	\$ 751,843	\$ 798,763	\$ 46,920
Contractuals	141,282	231,680	192,680	239,880	8,200
Commodities	147,672	253,539	253,539	219,339	(34,200)
Capital	7,140	-	-	-	-
Total	\$ 944,264	\$ 1,237,062	\$ 1,198,062	\$ 1,257,982	\$ 20,920
Expenditures by Program:					
General Administration	\$ 218,521	\$ 272,761	\$ 272,761	\$ 304,239	\$ 31,478
Service Connections	62,852	58,411	58,411	61,903	3,492
Preventive Maintenance	352,424	432,535	393,535	416,035	(16,500)
TV Inspect and Hydro Clean	153,617	185,466	185,466	190,051	4,585
Corrective Maintenance	156,338	287,889	287,889	285,754	(2,135)
Reclaimed Waterline	512	-	-	-	-
Total	\$ 944,264	\$ 1,237,062	\$ 1,198,062	\$ 1,257,982	\$ 20,920
Source of Funding:					
Water Services Fund				\$ 1,257,982	
				\$ 1,257,982	
Commentary:					
The Wastewater Collection operating budget has increased 2%. There are no capital expenditures. The Personnel Services increase of 6% is mainly due to merit, compensation study, medical, dental and retirement increases. Contractuals increase of 4% is mainly due to an increase in utilities and other miscellaneous services. Commodities decrease of 13% is mainly due to reductions in other operating supplies. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					
Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
MSW- Water Services Technician	8	8	8	0	8
Water Services Supervisor	1	1	1	0	1
Total	9	9	9	0	9
New Personnel: None					
Capital: None					

Section 321 - Reclaimed Water					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 153,244	\$ 167,586	\$ 167,586	\$ 169,070	\$ 1,484
Contractuals	168,291	269,850	268,350	89,850	(180,000)
Commodities	63,523	206,672	206,672	166,672	(40,000)
Capital	3,749	135,000	135,000	-	(135,000)
Total	\$ 388,807	\$ 779,108	\$ 777,608	\$ 425,592	\$ (353,516)
Expenditures by Program:					
Reclaimed SCADA	\$ 2,490	\$ -	\$ -	\$ -	\$ -
Reclaimed Distribution	11,887	11,550	11,550	8,650	(2,900)
Reclaimed Production-Wildcat	265,803	500,370	498,870	285,531	(214,839)
Reclaimed Production-Rio	108,627	267,188	267,188	131,411	(135,777)
Total	\$ 388,807	\$ 779,108	\$ 777,608	\$ 425,592	\$ (353,516)
Source of Funding:					
Water Services Fund				\$ 425,592	
				\$ 425,592	
Commentary:					
The Reclaimed Water operating budget has decreased 34%. There are no capital expenditures, resulting in an overall decrease of 45%. The Personnel Services increase of 1% is mainly due to merit, compensation study, medical, dental and retirement increases. Contractuals decrease of 67% is mainly due to a reduction in other professional services and other miscellaneous services. Commodities decrease of 19% is mainly due to reductions in other operating supplies. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	2020-2021	2021-2022	2021-2022
MSW - Operations	1	1	1	0	1
MSW - Maintenance	1	1	3	0	3
Water Services Supervisor	1	1	2	0	2
Total	3	3	6	0	6

New Personnel:	None
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Capital:	None
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Section 331 - Stormwater					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 539,725	\$ 714,008	\$ 512,066	\$ 688,452	\$ (25,556)
Contractuals	165,333	533,397	541,397	203,397	(330,000)
Commodities	13,261	38,354	38,354	29,604	(8,750)
Capital	-	514,180	514,180	1,337,750	823,570
Total	\$ 718,319	\$ 1,799,939	\$ 1,605,997	\$ 2,259,203	\$ 459,264
Expenditures by Program:					
General Administration	\$ 168,464	\$ 238,115	\$ 238,115	\$ 180,012	\$ (58,103)
Master Planning	3,335	93,089	93,089	28,089	(65,000)
Operations	509,867	5,000	5,000	-	(5,000)
Development Review	-	115,445	90,445	115,867	422
Inspections, Investigations & Monitoring	-	63,259	63,259	68,525	5,266
Floodplain Management	-	111,133	111,133	117,426	6,293
Open Channel & Infrastructure Maintenance	-	278,703	187,226	223,886	(54,817)
Drainage Maintenance	1,975	236,015	158,550	187,648	(48,367)
Rio de Flag Restoration	-	459,180	459,180	1,337,750	878,570
FEMA Flood Hazard Mitigation Studies	34,678	200,000	200,000	-	(200,000)
Total	\$ 718,319	\$ 1,799,939	\$ 1,605,997	\$ 2,259,203	\$ 459,264
Source of Funding:					
Stormwater Fund				\$ 2,259,203	
				\$ 2,259,203	
Commentary:					
The Stormwater operating budget has decreased 28%. There are capital expenditures of \$1,337,750, resulting in an overall increase of 26%. The Personnel Services decrease of 1% is mainly due to merit, compensation study, medical, dental and retirement increases, offset by positions budgeted at reduced amounts due to attrition and changes in health insurance elections. Contractuals decrease of 62% is mainly due to a reduction in consultant fees and other miscellaneous services. Commodities decrease of 23% is mainly due to reductions in small tools. Major capital (>\$10,000) includes Rio de Flag lateral project (\$1,337,750). Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Intern	0.500	0	0	0	0
MSW- Water Services Technician	0	0	2	0	2
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	7	0	7

New Personnel:	None
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Capital:	
Description	Amount
Rio de Flag Lateral Project	\$ 1,337,750
	\$ 1,337,750

Mission

The mission of *Council and Commissions* is to enhance the quality of life of its citizens while supporting the values of the community.

The mission of the *Transit* section is “getting you where you want to go”. Our vision is to create the finest transportation experience, making Mountain Line services an excellent choice for Northern Arizona communities.

Program Description

This *Council and Commissions* section is the legislative branch of the City of Flagstaff’s Council-Manager form of Government. The City Council enacts local legislation, assesses community needs, sets the tax rate, determines and develops policies for the City Manager to implement and adopts budgets. The Council appoints the City Manager, City Attorney, Court Magistrates, and individuals to various boards, commissions and committees.

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 (e.g. mainframe computer). Costs of this division are allocated to the respective departments based on a cost allocation formulation.

The *Transit* section collects the portion of the transportation tax that is designated for transit activities. Mountain Line administers the transit program per the intergovernmental agreement (IGA) between the City and Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA)

Section 401 - Council and Commissions					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 362,397	\$ 366,047	\$ 366,047	\$ 371,690	\$ 5,643
Contractuals	39,217	62,204	62,204	64,165	1,961
Commodities	8,395	3,845	3,845	5,145	1,300
Total	\$ 410,009	\$ 432,096	\$ 432,096	\$ 441,000	\$ 8,904
Expenditures by Program:					
General Administration	\$ 410,009	\$ 432,096	\$ 432,096	\$ 441,000	\$ 8,904
Total	\$ 410,009	\$ 432,096	\$ 432,096	\$ 441,000	\$ 8,904
Source of Funding:					
General Fund				\$ 331,101	
Library Fund				10,097	
Highway User Revenue Fund				9,803	
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	
				\$ 441,000	
Commentary:					
The Council and Commissions operating budget has increased by 2%. There are no capital expenditures. The Personnel Services increase of 2% is mainly due to medical and dental increases. Contractuals increase of 3% is mainly due to an increase in ceremonial and condolence-related expenses and an increase to travel. Commodities increases of 34% are mainly due to an increase to office supplies. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					
Authorized Personnel/Positions: None					
New Personnel: None					
Capital: None					

Section 402 - Non-Departmental					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 52,060	\$ 119,410,000	\$ 116,171,000	\$ (525,000)	\$ (119,935,000)
Contractuals	2,494,875	5,622,133	4,554,983	9,651,576	4,029,443
Commodities	45,362	37,164	13,500	58,120	20,956
Capital	13,856	263,252	287,066	-	(263,252)
Total	\$ 2,606,153	\$ 125,332,549	\$ 121,026,549	\$ 9,184,696	\$ (116,147,853)
Expenditures by Program:					
General Administration	\$ 701,632	\$ 121,039,032	\$ 116,783,032	\$ 6,934,782	\$ (114,104,250)
Service Partner Agencies	1,258,645	1,225,359	1,225,359	1,193,262	(32,097)
Employee Benefits	52,572	71,500	71,500	138,120	66,620
Insurance	405,192	2,315,192	2,315,192	715,192	(1,600,000)
Consultants	144,503	394,400	344,400	203,340	(191,060)
Redevelopment	20,930	-	-	-	-
John Wesley Powell Study	22,679	287,066	287,066	-	(287,066)
Total	\$ 2,606,153	\$ 125,332,549	\$ 121,026,549	\$ 9,184,696	\$ (116,147,853)
Source of Funding:					
General Fund				\$ 8,678,329	
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	
				\$ 9,184,696	
Commentary:					
The Non-Departmental operating budget has decreased 93%. There are no capital expenditures. Personnel Services decreased 100% due to payment of the Public Safety Pension Retirement System (PSPRS) pension liability. Contractual increase of 72% is mainly due to increases to service partner contracts and the state minimum wage assessment. Commodities increase of 56% is mainly due to parking incentives and Priority Based Budgeting software and training. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					
Authorized Personnel/Positions: None					
New Personnel: None					
Capital: None					

Section 404 - Transit					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Contractuals	\$ 4,546,316	\$ 7,270,134	\$ 7,270,134	\$ 5,601,319	\$ (1,668,815)
Total	\$ 4,546,316	\$ 7,270,134	\$ 7,270,134	\$ 5,601,319	\$ (1,668,815)
Expenditures by Program:					
Transit Contribution	\$ 4,546,316	\$ 7,270,134	\$ 7,270,134	\$ 5,601,319	\$ (1,668,815)
Total	\$ 4,546,316	\$ 7,270,134	\$ 7,270,134	\$ 5,601,319	\$ (1,668,815)
Source of Funding:					
Transportation Fund				\$ 5,601,319	
				\$ 5,601,319	
Commentary:					
The Transit operating budget has decreased 23% over the prior year budget. The City contracts with NAIPTA to run the Transit System and contributes monthly to the system based on the budget appropriated by the NAIPTA Board and the City Council. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					
Authorized Personnel/Positions: None					
New Personnel: None					
Capital: None					

Mission

The mission of the *Engineering and Capital Improvements* division is quality, value and compliance. This is a highly skilled and diverse division whose collective knowledge, expertise and experience ensures delivery of quality infrastructure and safe and efficient operations of multimodal transportation systems that provide public value and are in compliance with publicly adopted policies and goals.

Program Description

The *Engineering* section is made up of the following programs: Transportation Engineering, Development Engineering and Engineering Inspection and Testing.

The *Capital Improvements* section coordinates the development of the City's Five-Year Capital Plan and provides individual project planning and delivery for capital improvements projects. The program is responsible for project planning, programming (budget, schedule, scoping), and administration of design and construction services for City facilities and infrastructure while ensuring program accountability through public involvement.

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Section 102 - Engineering					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 1,626,391	\$ 2,026,961	\$ 1,925,961	\$ 2,027,978	\$ 1,017
Contractuals	205,391	270,980	270,980	293,502	22,522
Commodities	(153,251)	(166,553)	(166,553)	(287,288)	(120,735)
Capital	-	-	-	47,000	47,000
Total	\$ 1,678,531	\$ 2,131,388	\$ 2,030,388	\$ 2,081,192	\$ (50,196)
Expenditures by Program:					
General Administration	\$ 215,716	\$ 318,241	\$ 318,241	\$ 274,321	\$ (43,920)
Transportation Engineering	365,906	589,843	488,843	488,356	(101,487)
Development Engineering	499,216	578,354	578,354	605,424	27,070
Public Works Inspection	597,693	644,950	644,950	713,091	68,141
Total	\$ 1,678,531	\$ 2,131,388	\$ 2,030,388	\$ 2,081,192	\$ (50,196)
Source of Funding:					
General Fund				\$ 1,551,913	
Highway User Revenue Fund				529,279	
				\$ 2,081,192	
Commentary:					
The Engineering operating budget has decreased by 5%. There are capital expenditures of \$47,000, resulting in an overall net decrease of 2%. The Personnel Services remained relatively flat mainly due to merit, compensation study, medical, dental and retirement increase, offset by one-time retirement payouts. Contractuals increase of 8% is mainly due to increased utility and training expenses. Commodities increases of 72% are mainly due to increased charge-outs for bike and pedestrian projects. There is major capital (>\$10,000) for this section which includes the replacement of one vehicle with a hybrid or electric pickup truck (\$47,000). Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:		Current		Changes	Proposed
Title	2018-2019	2019-2020	2020-2021	2021-2022	2021-2022
Administrative Specialist	1	1	1	0	1
City Engineer	1	1	0	0	0
Construction Inspector	4	5	5	0	5
Construction Manager	1	1	1	0	1
Development Engineer	1	1	1	0	1
Division Director	0	0	1	0	1
Engineering Specialist	1	1	1	0	1
Intern	0.5	0	0	0	0
Project Manager	8	8	9	0	9
Senior Construction Inspector	1	0	0	0	0
Traffic Engineer	1	1	1	0	1
Transportation Technician	0	0	0	0.48	0.48
Total	19.5	19	20	0.48	20.48

New Personnel:	None
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Capital:	
Description	Amount
Hybrid/Electric Pickup Truck	\$ 47,000
	<u>\$ 47,000</u>

Section 103 - Capital Improvements					
Expenditures by Category:					
	Actual Expenditures 2019-2020	Adopted Budget 2020-2021	Estimated Expenditures 2020-2021	Proposed Budget 2021-2022	Budget-Budget Variance
Personnel Services	\$ 876,815	\$ 1,072,927	\$ 1,072,927	\$ 1,061,696	\$ (11,231)
Contractuals	22,197	16,883	16,883	16,983	100
Commodities	(920,900)	(1,224,175)	(1,224,175)	(1,222,175)	2,000
Total	\$ (21,888)	\$ (134,365)	\$ (134,365)	\$ (143,496)	\$ (9,131)
Expenditures by Program:					
General Administration	\$ 36,610	\$ 24,783	\$ 24,783	\$ 32,983	\$ 8,200
Capital Improvement Engineering	(104,112)	(159,148)	(159,148)	(176,479)	(17,331)
ADOT Project Coordination	128	-	-	-	-
5 Year Capital Program Development	45,486	-	-	-	-
Total	\$ (21,888)	\$ (134,365)	\$ (134,365)	\$ (143,496)	\$ (9,131)
Source of Funding:					
General Fund				\$ (143,496)	
				\$ (143,496)	
Commentary:					
The Capital Improvements operating budget has increased by 7%. There are no capital expenditures. The Personnel Services decrease of 1% is mainly due to merit, compensation study, medical, dental and retirement increases offset by a decrease in retirement payouts. Contractuals increase of 1% is mainly due to an increase in utilities payments. Commodities remained relatively flat. There is no major capital (>\$10,000) for this section. Note: Due to the timing of the compensation study, all estimates are included by division in the administration program.					

Authorized Personnel/Positions:					
Title	2018-2019	2019-2020	Current 2020-2021	Changes 2021-2022	Proposed 2021-2022
Capital Improvements Engineer	1	1	1	0	1
Project Manager	8	8	8	0	8
Total	9	9	9	0	9

New Personnel:	None
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Capital:	None
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City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2021-2022 - Fiscal Year 2025-2026

	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	Total Plan
Beginning Balance	\$ -	-	-	-	-	-	-	-
Resources								
Debt	34,000,000	28,000,000	35,900,000	5,500,000	10,000,000	10,000,000	25,000,000	114,400,000
Grants	6,120,756	4,133,256	15,943,181	5,659,620	16,047,455	5,280,727	20,864,896	67,929,135
Pay-as-you-go	98,443,099	90,392,427	62,496,042	34,196,711	38,369,930	40,548,385	45,240,322	311,243,817
Total Resources	138,563,855	122,525,683	114,339,223	45,356,331	64,417,385	55,829,112	91,105,218	493,572,952
Expenditures								
General Government	21,813,323	19,074,448	30,886,591	310,000	10,312,700	10,315,427	318,181	71,217,347
Streets/Transportation	51,610,786	43,196,968	35,744,882	21,341,031	21,442,685	27,128,685	53,122,037	201,976,288
Arts and Science (BBB)	558,000	443,000	254,000	159,000	125,000	165,000	20,000	1,166,000
Beautification (BBB)	4,181,674	4,069,674	1,536,000	1,271,300	2,387,000	530,000	500,000	10,293,974
Drinking Water	18,858,637	18,971,530	7,655,000	7,650,000	6,725,000	6,100,000	7,150,000	54,251,530
Wastewater	7,804,942	4,918,570	5,300,000	4,800,000	6,450,000	3,800,000	5,330,000	30,598,570
Reclaimed Water	1,125,000	340,000	1,000,000	1,000,000	-	25,000	-	2,365,000
Stormwater	21,558,073	21,558,073	20,537,750	875,000	725,000	975,000	1,525,000	46,195,823
Solid Waste	4,103,420	4,103,420	2,150,000	4,675,000	250,000	1,290,000	1,590,000	14,058,420
Airport	6,950,000	5,850,000	9,275,000	3,275,000	16,000,000	5,500,000	21,550,000	61,450,000
Total Expenditures	138,563,855	122,525,683	114,339,223	45,356,331	64,417,385	55,829,112	91,105,218	493,572,952
Ending Balance	\$ -	-	-	-	-	-	-	-

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2021-2022 - Fiscal Year 2025-2026

	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	Total Plan
General Government								
General Fund								
Fiber	-	-	1,250,000	-	-	-	-	1,250,000
Facilities Improvements	-	221,852	-	-	-	-	-	221,852
John Wesley Powell Study	287,066	287,066	-	-	-	-	-	287,066
New Park Development	10,000	10,000	1,500,000	-	-	-	-	1,510,000
Little League Field Imp.	-	-	37,000	-	-	-	-	37,000
Buffalo Park Parking Imp.	-	-	202,000	-	-	-	-	202,000
Cemetery Columbarium	-	-	50,000	-	-	-	-	50,000
Library								
Front Entry ADA	-	-	100,000	-	-	-	-	100,000
Window Replacement	-	-	223,000	-	-	-	-	223,000
Front Door Replacement	-	-	25,000	-	-	-	-	25,000
Parking District Fund								
Property Acquisition	834,191	805,326	246,510	-	-	-	-	1,051,836
Southside Curbs	40,000	40,000	40,000	40,000	40,000	40,000	40,000	240,000
Sustainability								
Observation Mesa Imp.	33,000	33,000	-	-	-	-	-	33,000
Red Gap Ranch Photovoltaic	-	-	350,000	-	-	-	-	350,000
Capital Projects Bond Funded								
Non GO Bond Projects								
Court Facility/ Parking	7,845,193	5,957,955	5,957,842	-	-	-	-	11,915,797
USCS Buildings	10,000,000	10,000,000	17,900,000	-	10,000,000	10,000,000	-	47,900,000
GO Bond Projects								
Sweeper Bay Expansion	550,000	780,376	-	-	-	-	-	780,376
FUTS/Open Space Land	73,873	73,873	2,015,239	-	-	-	-	2,089,112
Flagstaff Housing Authority								
Capital Expenditures	2,140,000	865,000	990,000	270,000	272,700	275,427	278,181	2,951,308

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2021-2022 - Fiscal Year 2025-2026

	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	Total Plan
General Government								
Total General Government	\$ 21,813,323	19,074,448	30,886,591	310,000	10,312,700	10,315,427	318,181	71,217,347
Debt	12,000,000	10,000,000	17,900,000	-	10,000,000	10,000,000	-	
Pay as You Go	7,673,323	8,209,448	11,666,591	40,000	40,000	40,000	40,000	
Grant	2,140,000	865,000	1,320,000	270,000	272,700	275,427	278,181	

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2021-2022 - Fiscal Year 2025-2026

	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	Total Plan
Streets / Transportation								
Streets - HURF								
Minor Transportation Imp.	\$ 50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Sidewalk Replacement	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Dirt Road Construction	2,277,352	-	-	-	-	-	2,277,352	2,277,352
Overlay/Chip Seal	4,238,038	3,337,361	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	13,837,361
Sunnyside	1,703,922	1,694,287	-	-	-	-	-	1,694,287
Reserve for Improvements	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Transportation Tax Funded								
Safety Improvements								
Butler/4th Intersection	88,577	-	-	-	-	-	-	-
Franklin Safety Imp.	32,612	32,612	-	-	-	-	-	32,612
HSIP Program	29,754	29,754	-	-	-	-	-	29,754
Intersection Improvements	9,774	9,774	-	-	-	-	-	9,774
La Plaza Vieja Traffic Imp.	266,763	266,763	-	-	-	-	-	266,763
Quiet Zone Modifications	395,559	395,559	-	-	-	-	-	395,559
San Fran/Franklin Signal	400,000	400,000	-	-	-	-	-	400,000
Switzer/Turq. Roundabout	139,973	139,973	-	-	-	-	-	139,973
Street Improvements								
Beulah/University Realign	8,024,666	8,024,666	-	-	-	-	-	8,024,666
Butler/4th Intersection	2,288,121	-	-	-	-	-	-	-
4th Street Reconstruction	18,608	18,608	-	-	-	-	-	18,608
Industrial Dr.-Huntington	1,747,759	1,747,759	-	-	-	-	-	1,747,759
Major Road Reconstruction	116,210	118,953	-	-	-	-	-	118,953
Soliere Ave - Fanning	250,000	250,000	-	-	-	-	-	250,000
Southside Curbs	265,008	265,008	-	-	-	-	-	265,008
Transportation Master Plan	142,150	142,150	-	-	-	-	-	142,150
Road Repair and Street Safety								
Pullium Drive	-	-	-	-	-	1,500,000	-	1,500,000
Pavement Overlay	1,144,319	233,392	2,969,679	4,000,000	5,250,000	5,500,000	6,000,000	23,953,071
Utility Replacements/Overlays	34,100	34,100	-	-	-	-	-	34,100
Coconino Estates	6,988,691	6,988,691	5,961,500	1,564,346	-	-	-	14,514,537
West Flag	3,524,822	3,524,822	1,500,000	-	-	-	-	5,024,822

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2021-2022 - Fiscal Year 2025-2026

	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	Total Plan
Streets / Transportation								
Lone Tree Railroad Overpass								
Lone Tree Railroad Overpass	\$ 5,853,275	5,853,275	3,500,000	3,500,000	3,500,000	10,000,000	18,000,000	44,353,275
Roadway, Pedestrian, Bicycle and Safety Improvements								
New Street Projects								
JWP - Lake Mary / Airport	-	-	-	-	-	502,000	7,000,000	7,502,000
Street Widening Projects								
Butler Avenue Widening	500,000	2,876,698	2,420,000	2,364,000	1,056,000	1,500,000	-	10,216,698
4th Street Reconstruction	1,359,344	1,359,344	-	-	-	-	-	1,359,344
Lone Tree-Butler	-	-	250,000	-	1,468,000	-	12,000,000	13,718,000
Street Operations								
Signal/Traffic Mgmt.	167,000	167,000	167,000	87,685	87,685	87,685	87,685	684,740
Traffic Technology Grant	-	-	3,000,000	-	-	-	-	3,000,000
Neighborhood Plans	250,000	250,000	-	-	-	250,000	-	500,000
Dark Sky Lighting	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,000,000	7,500,000
Lockett/4th Roundabout	482,469	482,469	1,385,968	-	-	-	-	1,868,437
Intersection Improvements	130,000	130,000	50,000	300,000	50,000	470,000	50,000	1,050,000
Country Club/Oakmont	-	-	-	115,000	500,000	500,000	-	1,115,000
West Route 66 (ADOT)	585,000	-	-	-	1,350,000	-	1,350,000	2,700,000
Corridor Studies	-	-	-	125,000	-	125,000	-	250,000
Quiet Zone Modifications	213,321	213,321	-	-	-	-	-	213,321
Bicycle and Pedestrian Projects								
Coconino Est. Sidewalks	-	-	500,000	-	-	-	-	500,000
Cedar Trail	-	-	35,000	-	-	-	-	35,000
Future Trails Grant	100,000	100,000	-	-	-	-	-	100,000
General Planning	-	-	140,000	143,000	146,000	149,000	152,000	730,000
Sidewalk Infill Program	267,000	267,000	350,000	350,000	-	-	-	967,000
Fourth Street Sidewalks	267,000	-	-	-	-	-	-	-
Bike Lane Striping	300,000	-	-	-	-	-	-	-
Sinclair Ridge Trail	60,000	-	-	-	-	-	-	-
Mountain View Access	-	-	80,000	-	-	-	-	80,000
Fort Valley Plaza Access	-	-	109,000	-	-	-	-	109,000
	-	-	30,000	-	-	-	-	30,000

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2021-2022 - Fiscal Year 2025-2026

	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	Total Plan
Streets / Transportation								
Sidewalk Projects	\$ -	-	-	-	-	150,000	350,000	500,000
Protected Bike Lanes	-	-	-	-	184,906	200,000	1,000,000	1,384,906
Enhance Beacon Crossings	-	-	-	-	950,000	900,000	-	1,850,000
Sinclair Canyon Trail	-	-	1,500,000	-	-	-	-	1,500,000
First/Last Mile Grant								
Bike Lane Striping	-	-	250,000	300,000	-	-	-	550,000
Sidewalk Projects	-	-	700,000	500,000	325,000	-	-	1,525,000
Protected Bike Lanes	-	-	1,000,000	1,000,000	315,094	-	-	2,315,094
Bikeway Signing	-	-	80,000	100,000	-	-	-	180,000
Beacon Crossings	-	-	1,350,000	1,000,000	-	-	-	2,350,000
Marshall Trail	-	-	-	-	-	40,000	480,000	520,000
Schultz Pass Trail	-	-	-	60,000	360,000	-	-	420,000
Sawmill Trail	-	-	-	-	25,000	80,000	-	105,000
County Club Trail @ I40	-	-	-	-	200,000	500,000	-	700,000
Single Track/Forest Access	-	-	50,000	50,000	-	-	-	100,000
Spot Improvements	-	-	400,000	350,000	-	-	-	750,000
Foxglenn Trail	57,000	-	-	157,000	1,000,000	-	-	1,157,000
Switzer Canyon	1,200,000	-	600,000	600,000	-	-	-	1,200,000
General Imp and Partnerships								
General/Partnering Opp.	750,000	750,000	750,000	750,000	750,000	750,000	750,000	4,500,000
HSIP Program	75,000	75,000	75,000	-	-	-	-	150,000
Reserve for Improvements	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Traffic Engineering	125,000	125,000	125,000	125,000	125,000	125,000	125,000	750,000
FUTS								
Walnut/Florence Underpass	149,862	-	299,862	-	-	-	-	299,862
Downtown Underpass	165,000	-	-	-	-	-	-	-
Walnut/Florence Bridge	1,112,446	-	2,316,873	-	-	-	-	2,316,873
FUTS Signage Program	47,047	-	-	-	-	-	-	-
Marshall Trail	13,617	-	-	-	-	-	-	-
Sheep's Crossing Trail	1,193,629	1,193,629	-	-	-	-	-	1,193,629
Switzer Canyon - Terrace Ave	360,998	-	-	-	-	-	-	-

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2021-2022 - Fiscal Year 2025-2026

	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	Total Plan
Streets / Transportation								
Total Streets / Transportation	\$ 51,610,786	43,196,968	35,744,882	21,341,031	21,442,685	27,128,685	53,122,037	201,976,288
Debt	-	-	-	-	-	-	20,600,000	
Pay as you go	51,059,130	42,645,312	30,154,914	19,021,031	20,930,610	27,128,685	32,522,037	
Grant	551,656	551,656	5,589,968	2,320,000	512,075	-	-	

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2021-2022 - Fiscal Year 2025-2026

	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	Total Plan
Water Services								
Drinking Water								
Aging Water Infra. Replacement	\$ 705,496	300,000	100,000	200,000	200,000	1,500,000	2,500,000	4,800,000
Amberwood Zone B Extension	335,000	335,000	-	-	-	-	-	335,000
Coconino Estates - Bundle #4	-	-	1,000,000	1,000,000	-	-	-	2,000,000
Continental Well	-	-	235,000	-	-	-	-	235,000
Fir Ave Waterline Replacement	1,445,800	1,445,800	-	-	-	-	-	1,445,800
Fort Tuthill Waterline Loop	2,000,000	2,000,000	-	-	-	-	-	2,000,000
Fourth Street Reconstruction	-	-	95,000	-	-	-	-	95,000
Future Water Rights - Red Gap	137,889	144,568	-	-	-	-	-	144,568
Hydrogeologic Studies	73,503	73,503	-	-	-	-	-	73,503
Industrial Dr Waterline Replace	1,200,000	650,000	800,000	-	-	-	-	1,450,000
Inner Basin Pipeline	-	-	75,000	-	-	-	-	75,000
JW Powell Waterline Oversize	-	-	-	-	-	-	1,150,000	1,150,000
Lake Mary Land Acquisition	3,000,000	3,000,000	-	-	-	-	-	3,000,000
Lake Mary Flocculations	780,344	520,614	-	2,000,000	2,000,000	-	-	4,520,614
New Well and Pumphouse	2,065,087	2,065,087	2,000,000	1,800,000	1,500,000	2,000,000	2,000,000	11,365,087
Phoenix Ave Bridge Waterline	149,695	149,695	-	-	-	-	-	149,695
Radio Read Meter Replacements	743,560	500,000	300,000	300,000	300,000	300,000	300,000	2,000,000
Railroad Springs #1 Repaint	-	-	-	-	-	300,000	-	300,000
Red Gap Ranch ROW Survey	-	-	-	-	-	150,000	-	150,000
Red Gap Ranch Water Study	-	-	-	-	-	-	400,000	400,000
Reserve	300,000	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Rio Flood Control Project	400,000	400,000	800,000	400,000	400,000	400,000	400,000	2,800,000
Route 66 Waterline Imp.	901,375	901,375	450,000	-	-	-	-	1,351,375
Soliere Waterline 12" Upsizing	1,306,176	1,306,176	-	-	-	-	-	1,306,176
Summit Waterline Replacement	1,659,794	1,659,794	-	-	-	-	-	1,659,794
Switzer Canyon Trans. Ph 4	260,000	2,000,000	1,500,000	1,500,000	-	-	-	5,000,000
Switzer Canyon Trans. Ph 5	-	-	-	-	1,800,000	1,000,000	-	2,800,000
Water Energy Effic. Upgrades	200,000	200,000	-	-	-	-	100,000	300,000
Water Vault/PRV Replacement	150,000	150,000	-	150,000	-	150,000	-	450,000
Water Rate Study	75,000	50,000	-	-	75,000	-	-	125,000
Water Resources Master Plan	150,000	150,000	-	-	-	-	-	150,000
Water System Master Plan	150,000	-	-	-	150,000	-	-	150,000
Woody Mountain Clarifier Imp.	669,918	669,918	-	-	-	-	-	669,918
	18,858,637	18,971,530	7,655,000	7,650,000	6,725,000	6,100,000	7,150,000	54,251,530

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2021-2022 - Fiscal Year 2025-2026

	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	Total Plan
Water Services								
Wastewater								
Aging Sewer Infra. Replacements	\$ 1,072,209	500,000	100,000	100,000	100,000	100,000	1,800,000	2,700,000
Industrial Sewer Improvements	-	-	-	-	-	-	520,000	520,000
First Ave/ Rt 66 Sewer Replace	340,000	340,000	200,000	-	-	-	-	540,000
Ft Tuthill Sewer Line Oversize	760,000	460,000	-	-	-	-	-	460,000
Pond. Pkwy/McMillan Mesa	-	-	-	-	-	-	400,000	400,000
Rate Study - Sewer Portion	50,000	25,000	-	50,000	-	-	-	75,000
Reserve for Improvements	300,000	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Rio Sewer Relocations	800,000	800,000	400,000	400,000	400,000	400,000	400,000	2,800,000
Rio Concrete Degradation	500,000	500,000	-	-	-	-	-	500,000
Rio Two Bar Screens	-	-	-	1,000,000	-	-	-	1,000,000
Rio Reclamation-Clarifier	150,000	-	750,000	-	-	-	-	750,000
Rt 66 Sewer Upsize: Kit Carson	100,000	-	-	-	-	-	-	-
Sunnyside Trunk Upsizing	-	-	-	-	-	-	260,000	260,000
WWTP Energy Efficiency Prog.	497,815	94,000	-	-	-	-	-	94,000
Wildcat-Screen/Meter Design	132,598	147,298	-	-	-	-	-	147,298
Master Plan	-	-	-	-	-	-	150,000	150,000
Wildcat Flow Diversion	400,000	400,000	-	-	-	-	-	400,000
Wildcat - Dewatering Facility	-	-	-	3,100,000	3,000,000	-	-	6,100,000
Wildcat Septage/ Grease Station	52,272	52,272	-	-	-	-	-	52,272
Wildcat Centrifuge Relocation	150,000	150,000	-	-	-	-	-	150,000
Wildcat Gen Bacher Rebuild	1,200,000	200,000	-	-	-	-	-	200,000
Wildcat Prim. Pump Station Imp.	250,000	100,000	-	-	-	-	-	100,000
Wildcat - Headworks MCC	150,000	150,000	-	-	-	-	-	150,000
Wildcat Expansion Design	200,048	-	-	-	-	-	-	-
Wildcat - New Digester #3 & #4	700,000	700,000	3,300,000	2,500,000	-	-	-	9,500,000
Wildcat - Roof Replacement	-	-	250,000	-	-	-	-	250,000
Wildcat Solids-Solar Drying Fac.	-	-	-	-	-	-	1,500,000	1,500,000
	7,804,942	4,918,570	5,300,000	4,800,000	6,450,000	3,800,000	5,330,000	30,598,570
Reclaimed Water								
8" Bottleneck - Reclaimed Line	900,000	100,000	1,000,000	-	-	-	-	2,100,000
Master Plan	50,000	90,000	-	-	-	-	-	90,000
Rate Study - Reclaimed Portion	25,000	-	-	-	25,000	-	-	25,000

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2021-2022 - Fiscal Year 2025-2026

	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	Total Plan
Water Services								
Reclaimed Water - Continued								
Reclaim Water Meters/Vaults	\$ 150,000	150,000	-	-	-	-	-	150,000
	1,125,000	340,000	1,000,000	1,000,000	-	25,000	-	2,365,000
Stormwater								
Aspen Avenue Culvert	36,775	36,775	-	600,000	-	-	-	636,775
Future Improvements Reserve	18,000,000	18,000,000	18,000,000	-	-	-	-	36,000,000
Phx Ave Bridge Repair Design	40,198	40,198	-	-	-	-	-	40,198
Phx Ave Bridge Construction	1,563,449	1,563,449	-	-	-	-	-	1,563,449
Rio De Flag	154,208	154,208	-	-	-	-	-	154,208
Side Drain Lateral Downtown	-	-	-	-	450,000	700,000	-	1,150,000
Side Drain Lateral Santa Fe	-	-	-	-	-	-	700,000	700,000
Rio de Flag Restoration	-	-	1,337,750	-	-	-	-	1,337,750
Spot Improvements								
Annual	150,000	150,000	150,000	75,000	75,000	75,000	75,000	600,000
Columbia Circle	600,000	600,000	-	-	-	-	-	600,000
Spruce Wash/Dortha Inlet Imp.	-	-	600,000	-	-	-	-	600,000
Spruce Wash Resil.-4th/Butler	-	-	-	-	-	-	750,000	750,000
Stevens Boulevard Wash-Soliera	400,000	400,000	250,000	-	-	-	-	650,000
Stormwater Capital Reserve	200,000	200,000	200,000	200,000	200,000	-	-	1,000,000
Wildwood Drainage Project	413,443	413,443	-	-	-	-	-	413,443
	21,558,073	21,558,073	20,537,750	875,000	725,000	975,000	1,525,000	46,195,823
Total Water Services	\$ 49,346,652	45,788,173	34,492,750	14,325,000	13,900,000	10,900,000	14,005,000	133,410,923

Debt	18,000,000	18,000,000	18,000,000	5,500,000	-	-	4,400,000
Pay as you go	30,687,472	27,128,993	15,489,437	8,825,000	13,900,000	10,900,000	9,605,000
Grant	659,180	659,180	1,003,313	-	-	-	-

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2021-2022 - Fiscal Year 2025-2026

	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	Total Plan
BBB Funds								
Arts and Science								
3D Art on 4th Street	\$ 40,000	-	-	-	-	-	-	-
Artwork-Transportation Center	-	-	-	35,000	-	-	-	35,000
Buffalo Park Sculpture	75,000	25,000	-	-	-	-	-	25,000
Flagstaff Art Festival Support	-	-	-	50,000	-	-	-	50,000
City Hall Trombe Wall Art	25,000	-	-	-	-	-	-	-
Courthouse Mosaic	45,000	45,000	-	-	-	-	-	45,000
Indigenous Representation	25,000	25,000	75,000	25,000	25,000	50,000	-	200,000
Library Art Piece	75,000	75,000	-	-	-	-	-	75,000
Mural Initiative	98,000	98,000	-	-	-	-	-	98,000
Mural Rock Wall - RR Trestle	-	-	-	-	-	35,000	-	35,000
NAIPTA Bus Wraps	25,000	25,000	-	-	-	-	-	25,000
Neighborhood Plans Art Projects	50,000	50,000	-	-	-	-	-	50,000
Rio de Flag Artwork	-	-	-	-	15,000	80,000	20,000	115,000
Santa Fe Pluto Sculpture	100,000	100,000	-	-	-	-	-	100,000
Contingency for Future Projects	-	-	179,000	49,000	85,000	-	-	313,000
	558,000	443,000	254,000	159,000	125,000	165,000	20,000	1,166,000
Beautification								
ADOT Sites	150,000	150,000	25,000	25,000	25,000	-	-	225,000
ADOT Beautification	90,000	90,000	-	-	-	-	-	90,000
Airport Parking Lot	100,000	100,000	-	-	-	-	-	100,000
Aspen Bike/Ped Enhancements	77,000	77,000	-	-	-	-	-	77,000
Banners in Historic Core	-	-	-	20,000	-	-	-	20,000
Beautification-Rt. 66/Ponderosa	-	-	-	30,000	-	-	-	30,000
Beautification-Rt. 66/Verde	-	-	60,000	-	-	-	-	60,000
Buffalo Park Parking	350,000	350,000	-	-	-	-	-	350,000
Bus Stop Seed Booms	12,000	-	-	-	12,000	-	-	12,000
City Hall Lawn	350,000	350,000	-	-	-	-	-	350,000
Downtown Green	50,000	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
Rt. 66-S. Edge: Fanning to Rt. 66	242,000	242,000	-	-	-	-	-	242,000

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2021-2022 - Fiscal Year 2025-2026

	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	Total Plan
BBB Funds								
Beautification - Continued								
Eastside Neighborhood Beaut.	\$ 250,000	250,000	-	-	-	-	-	250,000
Expanded Use of Right-of-Way	-	-	40,000	-	-	-	-	40,000
Flowers, Flagpoles, Sidewalks	85,000	85,000	-	-	-	-	-	85,000
4th Street/Lockett Roundabout	-	-	-	125,000	-	-	-	125,000
Frances Short Pond Master Plan	-	-	176,000	-	-	-	-	176,000
Historic District Signs	-	-	-	40,000	-	-	-	40,000
Indigenous Representation Base	-	-	275,000	-	-	-	-	275,000
La Plaza Vieja Park	-	-	-	-	200,000	-	-	200,000
Labyrinth at Frances Short Pond	-	-	-	30,000	-	-	-	30,000
Library Entry (Art Base)	355,000	355,000	-	-	-	-	-	355,000
Lunar Landing Plaza	-	-	375,000	-	-	-	-	375,000
Milton and Butler Drainage	250,000	250,000	-	-	-	-	-	250,000
Mural Initiative	90,000	90,000	-	-	-	-	-	90,000
North Edge - Milton/Rt. 66	-	-	-	311,300	-	-	-	311,300
NW Humphreys/Fort Valley	50,000	50,000	-	-	-	-	-	50,000
Our Town - Possible Grant	-	-	50,000	-	-	-	-	50,000
Phoenix-San Fran to Mikes Pike	75,000	75,000	100,000	-	-	-	-	175,000
Phoenix Parking Plaza	-	-	245,000	225,000	-	-	-	470,000
Playground Beautification	100,000	-	-	-	100,000	-	-	100,000
Rio de Flag	-	-	-	-	1,500,000	-	-	1,500,000
Route 66 Interpretive Trail	268,855	268,855	-	-	-	-	-	268,855
Saturn Gates	-	-	-	-	30,000	-	-	30,000
School Walkways, Pilot Project	88,000	88,000	-	-	-	-	-	88,000
Southside Triangle	100,000	100,000	-	-	-	-	-	100,000
Switzer Canyon Roundabout	122,000	122,000	-	-	-	-	-	122,000
Train Station Platform	356,819	356,819	-	-	-	-	-	356,819
Urban Forest	50,000	50,000	100,000	-	-	-	-	150,000
Future Projects	-	-	40,000	395,000	500,000	500,000	-	1,935,000
	4,181,674	4,069,674	1,536,000	1,271,300	2,387,000	530,000	500,000	10,293,974
Total BBB Funds	\$ 4,739,674	4,512,674	1,790,000	1,430,300	2,512,000	695,000	520,000	11,459,974

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2021-2022 - Fiscal Year 2025-2026

	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	Total Plan
BBB Funds								
Debt	-	-	-	-	-	-	-	-
Pay as you go	4,739,674	4,512,674	1,740,000	1,430,300	2,512,000	695,000	520,000	
Grant	-	-	50,000	-	-	-	-	

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2021-2022 - Fiscal Year 2025-2026

	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	Total Plan
Solid Waste								
Const. of Cell D Landfill Cells	-	-	-	250,000	250,000	750,000	750,000	2,000,000
Design/Permits - Cell D Prep	100,000	100,000	-	-	-	-	-	100,000
Excavation of Cell D	525,000	525,000	2,000,000	525,000	-	-	-	3,050,000
Landfill Cap	-	-	-	-	-	215,000	215,000	430,000
Landfill Entrance/Parking Lot	35,000	35,000	-	-	-	-	-	35,000
Landfill Road Infra. Project	-	-	-	-	-	-	-	-
On-Site Well	-	-	150,000	-	-	-	-	150,000
Power	-	-	-	600,000	-	-	-	600,000
Roadway	1,300,000	1,300,000	-	3,000,000	-	-	-	4,300,000
Stormwater	-	-	-	300,000	-	-	-	300,000
Water	1,800,000	1,800,000	-	-	-	-	-	1,800,000
Methane Gas Collection Wells	-	-	-	-	-	325,000	625,000	950,000
NEPA Review	300,000	300,000	-	-	-	-	-	300,000
Scale House Remodel	11,310	11,310	-	-	-	-	-	11,310
South Borrow Pit Design	32,110	32,110	-	-	-	-	-	32,110
Total Solid Waste	\$ 4,103,420	4,103,420	2,150,000	4,675,000	250,000	1,290,000	1,590,000	14,058,420

Debt	-	-	-	-	-	-	-
Pay as you go	4,103,420	4,103,420	2,150,000	4,675,000	250,000	1,290,000	1,590,000
Grants	-	-	-	-	-	-	-

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2021-2022 - Fiscal Year 2025-2026

	Budget 2020-2021	Estimate 2020-2021	Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	Total Plan
Airport								
Airport Drainage Imp - Design	\$ 400,000	400,000	-	-	-	-	-	400,000
Environmental Assessment	-	-	375,000	375,000	-	-	-	750,000
Land Acquisition - FY20	750,000	-	-	2,000,000	-	-	-	2,000,000
Land Safety Area 60 Acres	-	-	-	-	2,000,000	-	-	2,000,000
Parking Improvements	4,000,000	3,650,000	900,000	-	-	-	-	4,550,000
Perimeter Service Road Rehab	-	-	-	-	-	4,500,000	-	4,500,000
Rehab Runway 3-21	-	-	-	-	-	-	21,050,000	21,050,000
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 W - Design	800,000	800,000	-	-	-	-	-	800,000
Taxiway - Rehabilitate	-	-	-	500,000	-	-	500,000	1,000,000
Taxiway Rehabilitate and Relocate	-	-	-	-	11,500,000	-	-	11,500,000
Taxiway A Rehabilitate	-	-	-	-	-	1,000,000	-	1,000,000
Terminal Construct/Expansion	-	-	-	-	2,100,000	-	-	2,100,000
Terminal Const/Expand Design	-	-	-	400,000	-	-	-	400,000
Future Uses	-	-	-	-	400,000	-	-	400,000
Total Airport	\$ 6,950,000	5,850,000	9,275,000	3,275,000	16,000,000	5,500,000	21,550,000	61,450,000

Debt	4,000,000	-	-	-	-	-	-
Pay as you go	180,080	3,792,580	1,295,100	205,380	737,320	494,700	963,285
Grant	2,769,920	2,057,420	7,979,900	3,069,620	15,262,680	5,005,300	20,586,715

City of Flagstaff
Unfunded Capital Improvements
Fiscal Year 2021-2022

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

Information Technology

Fiber Project	\$ 14,000,000
	<u>14,000,000</u>

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
	<u>10,990,000</u>

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
	<u>8,250,000</u>

Flagstaff Housing Authority

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

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
Repurposing of Decommissioned City Facilities	TBD
Downtown Connection Center Parking Structure	TBD
Old Courthouse Redevelopment Parking	TBD
	<u>5,100,000</u>

Total General Government 56,340,000

City of Flagstaff
Unfunded Capital Improvements
Fiscal Year 2021-2022

Public Works

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
Westside Park Design and Construction	1,600,000
Wheeler Park Electrical Repair	110,220
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
	110,705,220

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 - Parks, Recreation, Open Space	200,000
Second Sheet of Ice at Jay Lively Activity Center	TBD
Special Events Facility/Venue	TBD
	37,265,000

Open Space

Improvements to City Designated Open Space	1,500,000
Observatory Mesa Trail Plan and Construction	2,500,000
Property Acquisition for Integrated Open Space System	50,000,000
	54,000,000

Total Public Works 201,970,220

City of Flagstaff
Unfunded Capital Improvements
Fiscal Year 2021-2022

Economic Vitality

Parking

Downtown Parking Facility Parking	\$ 25,000,000
	<u>25,000,000</u>

Airport Capital

Airport Paid Parking Structure	25,000,000
Hangar	TBD
	<u>25,000,000</u>

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
Red Gap Ranch Pipeline 100% Design	12,000,000
Red Gap Ranch Pipeline Construction	260,000,000
	<u>275,400,000</u>

Wastewater

Rio WRP-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 and Construction	216,000,000
	<u>222,012,000</u>

Wastewater Collection/Reclaim Distribution

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

Reclaim

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
	<u>17,300,000</u>

Stormwater

West Street Wash Storm Sewer	5,600,000
Switzer Canyon Wash Upper Reach	5,400,000
Switzer Canyon Wash Lower Reach (Huntington Dr. Area)	1,600,000
Killip Regional Detention Facility - Partnership with FUSD	600,000
Spruce Avenue Wash/Dortha Inlet Improvements	1,800,000
	<u>15,000,000</u>

Total Water Services 535,312,000

City of Flagstaff
Unfunded Capital Improvements
Fiscal Year 2021-2022

Engineering and Capital Improvements

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
Sunnyside Neighborhood Improvements	6,500,000
Riordan Ranch St. Backage Rd.	2,000,000
Lone Tree - Pine Knoll to JWP (Corridor Study Alignment)	78,000,000
Steves Blvd. / Lakin Realignment	1,550,000
Milton Rd. Corridor Improvements (ADOT Partnership)	44,603,600
Woody Mtn Loop - Rt. 66 to I-17	22,190,000
I-17/Woody Mtn Rd Traffic Interchange	57,154,000
East Butler Ave Extension to Section 20	15,000,000
Empire Ave. Extension to East Rt. 66	10,700,000
Ponderosa Parkway Extension (Rt. 66 to the north)	9,753,000

Transportation - Continued

Linda Vista Extension (Fanning to Kaspar)	9,872,000
Sidewalks (58 miles with \$6.2 million funded)	15,439,830
FUTS Trails (76.7 miles with \$6.9 million funded)	22,732,000
Enhanced Crossings (59 missing with \$6.2 million funded)	12,690,000
Bridges and Tunnels (49 missing with \$8.2 million funded)	57,120,000
	<hr/> 395,737,530

Total Engineering and Capital Improvements 395,737,530

Total Unfunded Projects \$ 1,239,359,750

City of Flagstaff
Authorized Personnel/Position Summary

Section	2017-2018	2018-2019	2019-2020	2020-2021	Add/Delete 2021-2022	Adopted 2021-2022
City Manager						
Administrative Specialist	1	0	0	0	1	1
Assistant to City Manager	1	0	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	0	0	0	0
Community Engagement Specialist	0	0	0	0	1	1
Coordinator for Indigenous Initiatives	0	0	1	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	0	0	0
Labor Standards Manager	1	1	0	0	0	0
Management Analyst	0	2	2	2	0	2
Public Affairs Director	0	0	1	1	0	1
Real Estate Manager	1	0	0	0	0	0
Senior Executive Assistant	0	0	1	1	0	1
Total	12.25	11.25	12	12	2	14
Risk Management						
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
Sustainability						
Administrative Assistant	0	0	0	1	0	1
Climate and Energy Coordinator	0	0	1	1	0	1
Climate Engagement Coordinator	0	0	0.49	0.49	0.51	1
Environmental Program Manager	1	1	0	0	0	0
Environmental Technician	1	1	0	0	0	0
Materials Management Coordinator	0	0	1	1	0	1
Open Space Specialist	1	1	1	0	0	0
Public Works Section Director	1	1	0	0	0	0
Sustainability Director	0	0	1	1	0	1
Sustainability Manager	1	1	0	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	1	0	0	0	0
Total	8	9	7.49	7.49	0.51	8
Human Resources						
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	2	2	0	2
Human Resources Manager	1	1	2	2	0	2
Human Resources Recruiter	1	1	1	1	0	1
Human Resources Recruitment Specialist	1	1	0	0	0	0
Human Resources Supervisor	1	1	0	0	0	0
Total	10	10	10	10	0	10
Information Technology						
Division Director	1	0	1	1	0	1
IT Administrator	3	3	4	5	1	6

City of Flagstaff
Authorized Personnel/Position Summary

Section	2017-2018	2018-2019	2019-2020	2020-2021	Add/Delete 2021-2022	Adopted 2021-2022
Information Technology - Continued						
IT Analyst	5	6	4	3	1	4
IT Director	0	1	0	0	0	0
IT Information Security Officer	0	0	1	1	0	1
IT Intern	0.32	0	0	0	0	0
IT Manager	3	4	4	4	(1)	3
IT Operations Director	0	0	0	0	1	1
IT Specialist	1	1	2	2	0	2
IT Technician	2	1	1	1	0	1
Total	15.32	16	17	17	2	19
City Attorney						
Administrative Assistant	3	0	0	0	0	0
Administrative Specialist	0	3	3	4	0	4
Administrative Specialist Lead Worker	1	1	1	1	(1)	0
Assistant City Attorney	3	3	3	4	0	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
Executive Assistant	0	0	0	1	1	2
Legal Assistant	1	1	1	0	0	0
Senior Assistant City Attorney	4	4	4	4	0	4
Water Attorney	0	0	1	1	0	1
Total	15	15	16	18	0	18
Municipal Court						
Administrative Assistant	2	3	3	3	0	3
Administrative Assistant (Temp)	1	0	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	2	2	2	0	2
On-Call Magistrate	1.3	0.5	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	29.55	29.55	29.55	0	29.55
Management Services						
Division Director	1	1	1	1	0	1
Financial Systems Analyst	1	1	1	1	0	1
Total	2	2	2	2	0	2
Purchasing						
Administrative Specialist	1	1	1	1	0	1
Buyer	1	1	1	1	1	2
Contract Specialist	1	1	1	1	0	1
Finance Clerk	1	1	1	0	0	0
Grants and Contracts Assistant	0	0	0	1	0	1

City of Flagstaff
Authorized Personnel/Position Summary

Section	2017-2018	2018-2019	2019-2020	2020-2021	Add/Delete 2021-2022	Adopted 2021-2022
Purchasing - Continued						
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	1	11
Revenue						
Administrative Specialist	6	6	6	5	0	5
Auditor II	1	0	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	1	1	1	0	1
Customer Services Manager	1	1	1	1	0	1
Customer Services Supervisor	1	1	1	1	0	1
Finance Specialist	1	1	1	1	0	1
Licensing Specialist	0	0	0	1	0	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	1	0	1
Revenue Director	1	1	1	1	0	1
Total	19	19	19	20	0	20
Finance						
Accountant	4	4	4	4	0	4
Accounts Specialist	1	1	1	1	0	1
Assistant Finance Director	0	1	1	1	0	1
Assistant Finance Manager	0	1	1	1	0	1
Finance Clerk	2	2	2	2	0	2
Finance Director	1	1	1	1	0	1
Finance Manager	2	0	0	0	0	0
Finance Specialist	1	1.5	1.5	1.5	0	1.5
Payroll Coordinator	0	1	1	1	0	1
Payroll Manager	1	1	1	1	0	1
Payroll Specialist	2	1	1.75	1	0	1
Total	14	14.5	15.25	14.5	0	14.5
Fire Operations						
Administrative Specialist	2	2	2	2	(1)	1
CART Paramedic - Civilian	1	0	0	0	0	0
Deputy Fire Chief	1	3	3	3	0	3
Division Director	1	1	1	1	0	1
Fire Battalion Chief	4	3	3	3	0	3
Fire Captain	21	21	21	21	3	24
Fire EMT	1	0	0	0	0	0
Fire Engineer	21	21	21	21	0	21
Fire Fighter	30	30	30	36	0	36
Fire Inspector	2	2	2	2	0	2
FWPP Operations Specialist	1	1	0	0	0	0
Management Analyst	0	0	0	0	1	1
Regional Fire Training Coordinator	1	1	1	1	0	1
Wildland Fire Firewise Specialist	1	1	1	0	0	0
Wildland Fire Manager	1	1	1	0	0	0

City of Flagstaff
Authorized Personnel/Position Summary

Section	2017-2018	2018-2019	2019-2020	2020-2021	Add/Delete 2021-2022	Adopted 2021-2022
Fire Operations - Continued						
Wildland Fire Supervisor	1	1	1	0	0	0
Wildland Forest Health Supervisor	0	0	1	0	0	0
Total	89	88	88	90	3	93
Fire Grants						
Fire Fighter	6	6	6	0	6	6
Total	6	6	6	0	6	6
Water Resource & Infrastructure Protection						
Wildland Firewise Specialist	0	0	0	1	0	1
Wildland Fire Crew Member	0	0	0	0	4	4
Wildland Fire Crew Member Senior	0	0	0	0	1	1
Wildland Fire Manager	0	0	0	1	0	1
Wildland Fire Squad Boss	0	0	0	0	1	1
Wildland Fire Supervisor	0	0	0	1	0	1
Wildland Forest Health Supervisor	0	0	0	1	0	1
Total	0	0	0	4	6	10
Police Operations						
Administrative Specialist	13	13	13	13	(1)	12
Administrative Specialist Lead Worker	0	0	0	0	1	1
Animal Control Officer	2	2	2	2	0	2
Deputy Police Chief	2	2	2	2	0	2
Division Director	1	1	1	1	0	1
Evidence Technician	2	2	2	2	0	2
Police Aides	0	3	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	24	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	70	72	72	73	2	75
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	164	169	169	170	2	172
Police Grants						
Administrative Specialist	1	1	1	1	0	1
Police Officer	7	5	5	5	(2)	3
Police Sergeant	1	1	1	1	0	1
Total	9	7	7	7	(2)	5
Community Development Administration						
Administrative Specialist	0	0	1	1	0	1
Administrative Specialist Lead Worker	1	1	0	0	0	0
Division Director	1	1	1	1	0	1
Real Estate Manager	0	1	1	1	0	1
Real Estate Specialist	0	0	1	1	0	1
Total	2	3	4	4	0	4

City of Flagstaff
Authorized Personnel/Position Summary

Section	2017-2018	2018-2019	2019-2020	2020-2021	Add/Delete 2021-2022	Adopted 2021-2022
Planning and Development						
Administrative Specialist	1	1	1	1	0	1
Associate Planner	2	2	2	2	0	2
Building Inspection Manager	1	1	1	1	0	1
Building Inspector	7	7	7	7	0	7
Building Official	1	1	1	1	0	1
Building Permit Technician	0	1	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	2	2	0	2
Comprehensive Planning Intern	0.48	0	0	0	0	0
Comprehensive and Neighborhood 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
Neighborhood Planner	0	0	1	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	28.48	29	31	31	0	31
Housing						
Affordable Housing Development Coordinator	0	0	1	0	0	0
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
Project Manager	1	1	0.42	1	0	1
Housing Rehabilitation Specialist	1	1	1	1	(1)	0
Housing Specialist	1	1	1	1	0	1
Total	7	7	7.42	7	(1)	6
Flagstaff Housing Authority						
Administrative Assistant (Temp)	0.48	0.48	0	0	0	0
Administrative Specialist	1	1	2	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	1	0	1
Housing Rehabilitation Specialist	0	0	0	0	1	1
Housing Services Specialist	5	5	5	5	0	5
Maintenance Coordinator	1	1	1	1	0	1
Maintenance Lead Worker	2	2	2	2	0	2
Maintenance Worker	7	7	7	7	0	7
Total	21.28	21.28	21.8	22	1	23
Flagstaff Metropolitan Planning Organization						
Administrative Specialist	0.5	0.5	0	0	0	0
Finance Specialist	0	0	1	0	0	0
FMPO Director	0	1	1	0	0	0
Intern	0.38	0.38	0.38	0	0	0
Metropolitan Planning Organization Manager	1	1	1	0	0	0
Project Manager	1	1	1	0	0	0
Total	2.88	3.88	4.38	0	0	0

City of Flagstaff
Authorized Personnel/Position Summary

Section	2017-2018	2018-2019	2019-2020	2020-2021	Add/Delete 2021-2022	Adopted 2021-2022
Public Works Administration						
Division Director	1	1	1	1	0	1
Project Manager	1	1	1	1	0	1
Public Works Section Director	0	0	1	1	0	1
Total	2	2	3	3	0	3
Facilities Maintenance						
Environmental Specialist	0	0	1	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	8.5	0	8.5
Maintenance Worker Lead Worker	0	0	0	1	0	1
Total	11.5	11.5	12.5	12.5	0	12.5
Fleet Management						
Buyer	1	1	1	1	0	1
Fleet Services Specialist	1	1	1	1	0	1
Mechanic I	2	2	2	3	0	3
Mechanic II	4	4	4	4	0	4
Mechanic Assistant	1	1	1	1	0	1
Mechanic Lead Worker	1	1	1	1	0	1
Parts Specialist	1	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	14	14	14	15	0	15
Parks						
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
Recreation						
Administrative Assistant	1	0	0	0	0	0
Administrative Specialist	0	2	2	2	0	2
Head Lifeguard	2	2	2	2	0	2
Intern	0.25	0.25	0	0	0	0
Public Works Section Director	1	1	1	1	0	1
Recreation Manager	1	1	1	1	0	1
Recreation Program Assistant	0.5	0.5	0.5	0.5	0	0.5
Recreation Coordinator	9	9	9	9	0	9
Recreation Specialist	1	0	0	0	0	0
Recreation Supervisor	5	5	5	5	0	5
Recreation Temporaries	38.12	39.08	38.68	38.68	0	38.68
Total	58.87	59.83	59.18	59.18	0	59.18
Open Space						
Open Space Specialist	0	0	0	1	0	1
Total	0	0	0	1	0	1
Street Maintenance and Repairs						
Administrative Specialist	2	2	1	1	0	1

City of Flagstaff
Authorized Personnel/Position Summary

Section	2017-2018	2018-2019	2019-2020	2020-2021	Add/Delete 2021-2022	Adopted 2021-2022
Street Maintenance and Repairs - Continued						
Equipment Operators (Temp)	3.52	3.52	3.52	1.27	0	1.27
Equipment Operator	15	15	15	15	2	17
Intern	0.5	0.5	0	0	0	0
Maintenance Worker	6	6	6	8	0	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	4	0	4
Traffic Signal Technician	1	1	1	1	1	2
Total	33.02	33.02	31.52	32.27	3	35.27
Solid Waste - Landfill						
Administrative Assistant	0	0	0.5	0.5	0	0.5
Administrative Specialist	2	2	2	2	0	2
Equipment Operator	6	4	4	4	0	4
Landfill Environmental Aide	0.5	0.5	0	0	0	0
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	14.5	14.5	14.5	0	14.5
Solid Waste - Collections						
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	0.5	1
Public Works Manager	1	1	1	1	0	1
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	0.5	33
Library - City						
Administrative Specialist	2	2	2	2	0	2
Collections Specialist	1	1	1	1	0	1
Deputy Library Director	2	2	2	2	0	2
Executive Assistant	1	1	1	1	0	1
IT Analyst	1	1	1	1	0	1
Librarian	2	2	3	3	0	3
Library Clerk	7.26	7	7	7	0	7
Library Clerk (Temp)	3.37	3.07	3.07	3.07	0.48	3.55
Library Director	1	1	1	1	0	1
Library Page	2	1.5	1.5	1.5	0	1.5
Library Page (Temp)	1.25	1.25	1.25	1.25	0	1.25
Library Specialist	12.59	13.55	12.55	12.55	0	12.55
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	45.65	45.55	45.55	45.55	0.48	46.03
Library - County						
Application Support Specialist II	1	1	1	1	0	1
IT Manager	1	1	1	1	0	1

City of Flagstaff
Authorized Personnel/Position Summary

Section	2017-2018	2018-2019	2019-2020	2020-2021	Add/Delete 2021-2022	Adopted 2021-2022
Library - County - Continued						
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
Community Investment						
Administrative Specialist	1	1	1	1	0	1
Beautification, Arts and Science Manager	0	1	1	1	0	1
Beautification, Arts and Science Project Admin	1	1	1	1	0	1
Community Design and Redevelopment Manager	1	0	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
Economic Development						
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
Tourism						
Administrative Specialist	1	1	1	1	0	1
Creative Services Manager	1	1	1	1	0	1
Creative Services Specialist	3	3	3	3	0	3
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	1	1	0	1
Sales Specialist	1	1	1	1	0	1
International Travel and Trade Manager	1	1	1	1	0	1
Total	10	10	11	11	0	11
Visitor Services						
Administrative Assistant (Temp)	1.65	1.65	1.65	1.65	0	1.65
Administrative Specialist	2	2	2	3	0	3
Administrative Specialist (Temp)	0.5	0.5	0.5	0.5	0	0.5
Visitor Center Manager	1	1	1	1	0	1
Total	5.15	5.15	5.15	6.15	0	6.15
Airport Operations						
Administrative Specialist	1	1	1	1	0	1
Airport Program Manager	0	1	1	1	0	1
Airport Director	1	1	1	1	0	1
Airport Operations/ARFF Lead Worker	0	0	0	3	0	3
Airport Operations/ARFF Specialist	6	9	9	6	0	6
Airport Operations/ARFF Manager	1	1	1	1	0	1
Airport Parking Aide	0	1	1	0	0	0
Maintenance Worker Temp - Airport Snow	0.5	0.5	0.5	0.5	0	0.5
Total	9.5	14.5	14.5	13.5	0	13.5
Parking District						
Parking Manager	1	1	1	1	0	1

City of Flagstaff
Authorized Personnel/Position Summary

Section	2017-2018	2018-2019	2019-2020	2020-2021	Add/Delete 2021-2022	Adopted 2021-2022
Parking District - Continued						
Parking Aide	4	5	5	4	0	4
Parking Aide Lead Worker	0	1	1	1	0	1
	5	7	7	6	0	6
Water Services Administration						
Administrative Specialist	2	2	2	2	0	2
Communications Aide (Temp)	0	0.23	0.71	0.96	0	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	5.23	5.71	5.96	0	5.96
Water Production						
Maintenance Worker (Temp)	0	0.23	0.23	0.23	0	0.23
MSW Operations	3	4	4	4	0	4
MSW Maintenance	2	2	2	2	0	2
Water Services Supervisor	3	3	2	2	0	2
Water Production Manager	1	1	1	1	0	1
Water Services SCADA Administrator	1	1	0	0	0	0
Total	10	11.23	9.23	9.23	0	9.23
Water Distribution						
MSW - Water Services Tech	13	14	14	14	0	14
Water Services Supervisor	1	1	1	1	0	1
Water/Sewer Utility Locator	1	1	1	1	0	1
Total	15	16	16	16	0	16
Water Resource Management						
Water Conservation Enforcement Aide	1	1	1	1.49	0	1.49
Water Conservation Specialist	1	1	1	1	0	1
Water Resources Technician	0	0	0.48	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	4.48	4.97	0	4.97
Water Services Engineering						
Water Services GIS Specialist	1	1	1	1	0	1
IT Administrator	1	1	0	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	5	5	4	4	0	4
Regulatory Compliance						
Industrial Pretreat Inspector	2	2	2	2	0	2
Industrial Pretreat Supervisor	1	1	1	1	0	1
MSW - Laboratory	3	3	3	3	0	3
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

City of Flagstaff
Authorized Personnel/Position Summary

Section	2017-2018	2018-2019	2019-2020	2020-2021	Add/Delete 2021-2022	Adopted 2021-2022
SCADA Information Systems						
IT Administrator	0	0	2	2	0	2
Water Services Supervisor	0	0	2	3	0	3
Total	0	0	4	5	0	5
Wastewater Treatment						
MSW - Maintenance	2	2	2	0	0	0
MSW - Operations	5	5	4	4	0	4
Water Services Supervisor	3	3	3	2	0	2
Wastewater Treatment Manager	1	1	1	1	0	1
Total	11	11	10	7	0	7
Wastewater Collection						
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
Reclaimed Water						
MSW - Operations	1	1	1	1	0	1
MSW - Maintenance	1	1	1	3	0	3
Water Services Supervisor	1	1	1	2	0	2
Total	3	3	3	6	0	6
Stormwater						
Intern	0.5	0.5	0	0	0	0
MSW- Water Services Technician	0	0	0	2	0	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	7	0	7
Engineering						
Administrative Specialist	1	1	1	1	0	1
City Engineer	1	1	1	0	0	0
Construction Inspector	4	4	5	5	0	5
Construction Manager	1	1	1	1	0	1
Development Engineer	1	1	1	1	0	1
Division Director	0	0	0	1	0	1
Engineering Specialist	1	1	1	1	0	1
Intern	0.5	0.5	0	0	0	0
Project Manager	7	8	8	9	0	9
Senior Construction Inspector	1	1	0	0	0	0
Traffic Engineer	1	1	1	1	0	1
Transportation Technician	0	0	0	0	0.48	0.48
Total	18.5	19.5	19	20	0.48	20.48
Capital Improvements						
Capital Improvements Engineer	1	1	1	1	0	1
Project Manager	8	8	8	8	0	8
Total	9	9	9	9	0	9
Grand Total	865.65	880.87	888.11	893.25	24.97	918.22



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.

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| <ul style="list-style-type: none">• Library – Secondary property tax and general fund transfer• HURF (Streets) – Gasoline tax• Transportation tax – 1.281% sales tax<ul style="list-style-type: none">» Transportation Improvements (.426%)» Road Repair & Street Safety (.33%)» Transit (.295%)» Route 66 to Butler Overpass (.23%) | <ul style="list-style-type: none">• BBB tax – 2.0% tax on bed, board & beverage<ul style="list-style-type: none">» Beautification (.40%)» Economic Development (.19%)» Arts & Science (.15%)» Tourism (.60%)» Recreation (.66%)• ParkFlag• Housing & Community Services – Grants |
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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">• Water• Wastewater• Reclaim• Stormwater | <ul style="list-style-type: none">• Sustainability and Environmental Management• Airport• Solid Waste• Flagstaff Housing Authority |
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Capital Project Funds

Used to account for major capital acquisition separate from ongoing operations

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|-----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none">• Restricted Funding Sources -Voter Approved Bonds, Grants, Third Party Restricted Fees | <ul style="list-style-type: none">• General Obligation Bond Projects:<ul style="list-style-type: none">» FUTS/Open Space» Watershed Protection» Courthouse• USGS campus expansion |
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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**