

Annual Budget and Financial Plan

Fiscal Year 2019-2020

City of Flagstaff, Arizona

City Council

Coral Evans, Mayor

Adam Shimoni, Vice-Mayor

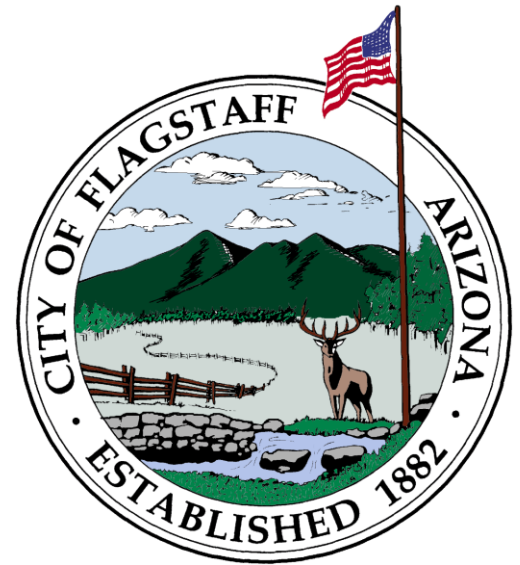
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Flagstaff
Arizona**

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morrill

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.

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Financial Summaries

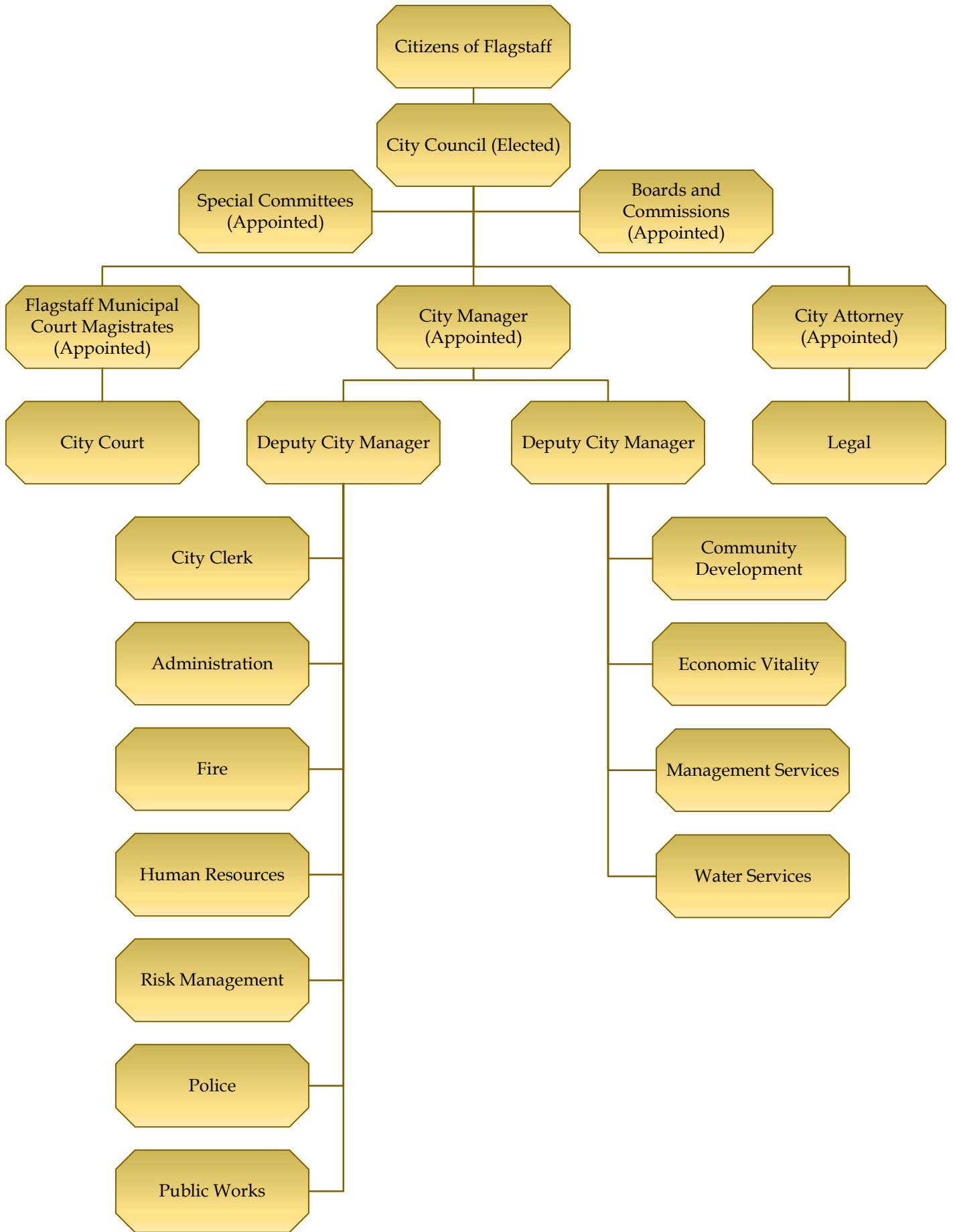
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Division Detail

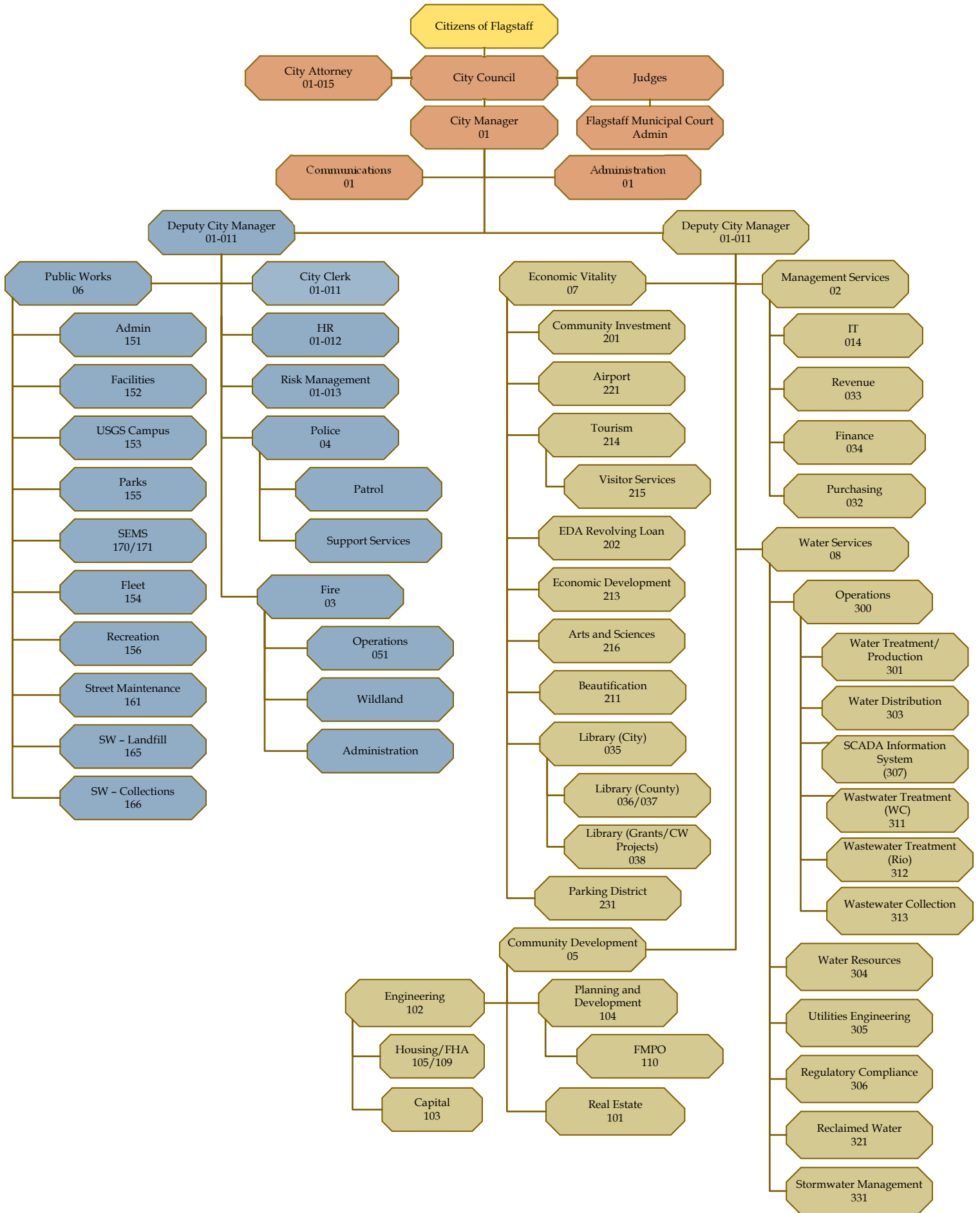
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City of Flagstaff



City of Flagstaff





*Fiscal Year 2020 City Manager's Budget Transmittal Letter
Executive Summary*

April 8, 2019

Mayor, Vice-Mayor and Council:

I am pleased to present the City of Flagstaff Fiscal Year 2020 budget for your consideration. While we are required to prepare a budget annually per our City Charter, the annual budget is more than just an exercise in allocating available funding. The budget provides a policy document that offers structure to reinforce Council priorities. We provide this to you as the foundation of using limited resources to best advance the City's mission of protecting and enhancing the quality of life for all.

The budget this year is best defined as balanced. While it is balanced in the traditional financial meaning of the word, more importantly it is balanced in what is offered to our community. I looked to provide funding to assure that our base services were adequately funded as well as to provide meaningful financial investment to assure our community remains viable and vibrant in the future. Progress continues to be made on every one of the twelve council goals, with emphasis on the Climate Action and Adaption Plan.

To recap, the recommended budget is the result of several budget retreats that affirmed Council goals and prioritized objectives. The Council goals include:

- Affordable Housing (Support development and increase the inventory of public and private affordable housing for renters and homeowners throughout the community)
- Building and Zoning/Regional Plan (Revise the zoning code to remove ambiguities and ensure it is consistent with community values and with the regional plan)
- Climate Change (Take meaningful climate change action)
- Code Compliance (Achieve comprehensive and equitable code compliance)
- Community Outreach (Enhance public transparency and accessibility)
- Economic Development (Grow and strengthen a more equitable and resilient local economy)
- Environmental and Natural Resources (Actively manage and protect all environmental and natural resources)
- Personnel (Attract and retain quality staff)
- Social Justice (Advance social justice in our community)
- Town and Gown (Enhance relationships between the City and institutions of higher education)



- Transportation and Other Public Infrastructure (Deliver quality community assets and continue to advocate and implement a highly performing multi-modal transportation system)
- Water Conservation (Become a national leader in water conservation in all sectors)

These Council goals are the same from the prior year, with the objectives updated. This consistency has allowed both the City Council and staff to focus on longer term results. This past year provided many successes in these goals that will be detailed in the pages that follow and at the April budget presentations.

We look forward to the discussions on April 23rd and 24th to get feedback on the proposed budget so that we can adopt the City budget in June. The Council's continued engagement and thoughtful policy guidance continues to make our City successful with financial stability.

A special thank you to the Finance Team who have created the budget book as well as the presentations for the retreat. A special recognition goes to Heidi Derryberry, Finance Manager, and Brandi Suda, Finance Director for their contributions to this endeavor.

Regards,

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

Barbara Goodrich
City Manager



The City of Flagstaff Service at a Higher Elevation

Mission

To protect and enhance the quality of life for all.

Vision

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

Values

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

Strategic Plan

Strategic Priority: Provide Exceptional Service

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

Strategic Priority: Invest in Our People

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

Strategic Priority: Foster a Resilient and Economically Prosperous City

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

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

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



The City of Flagstaff

City Council Goals: 2018-2020

Revised February 2019

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

- *Support minimum wage impacts through a comprehensive analysis to provide best practices for Flagstaff businesses*
- *Grow the industrial corridor along I40/Red Gap*
- *Create greater collaboration on workforce development*
- *Increase eco and historic tourism in Flagstaff*
- *Market Parks and Recreation as accessible for all regardless of income and allocate funds for scholarships*
- *Promote internet connectivity throughout the community*

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

- *Seek partnerships with private developers and others to increase overall inventory of more affordable rental and ownership housing*
- *Create housing committee to advance affordable housing in Flagstaff*
- *Staff and Council education on emerging housing models*

Social Justice: Advance social justice in our community

- *Consulate/Embassy service coordination with the City Manager's Office and Council*
- *Support early education efforts in the community*
- *Continue to evaluate and improve Flagstaff Police Department interaction with immigrant community to include enhanced translation services*
- *Increase communication engagement with indigenous communities regarding City decisions by strengthening and repairing indigenous and City relations*

Transportation and Other Public Infrastructure: Deliver quality community assets and continue to advocate and implement a highly performing multi-model transportation system

- *Evaluate timing of I40/Lone Tree interchange*
- *Advocate for Fourth Street connection with John Wesley Powell Boulevard to plan and incorporate zoning changes*
- *Evaluate and create alternative models of transportation to improve bike/pedestrian safety and an emphasis on downtown travel*
- *Facilitate infrastructure needed to develop private land*

Building and Zoning/Regional Plan: Revise the Zoning Code to remove ambiguities, and ensure it is consistent with community values and with the Regional Plan

- *Complete and update neighborhood plans specific to the Housing Urban Development (HUD) consolidated plan, target neighborhoods within that plan and create a path forward for accelerating development of neighborhood plans*
- *Propose zoning and/or better incentives that are desirable and used for more affordable housing*
- *Finish promised neighborhood and capital projects on time*
- Develop code changes to encourage more affordable housing

Climate Change: Take meaningful climate change action

- *Continue implementation of the Climate Action Adaptation Plan (CAAP)*
- *Sustainability through the CAAP lens for all City services*
- *Enhance community engagement on CAAP*
- *Become a 100% renewable energy city as an organization and a community*
- *Complete energy code*

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

- *Study a path forward of One Water and/or reclaimed expansion*
- *City to be a national leader in water conservation*
- *Reclaim water usage at Jay Lively and Fort Tuthill*
- Enhance water conservation efforts

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

- *Ensure adequate resources to implement Street Lights to Enhance Dark Skies (SLEDs) or all Dark Sky endeavors*
- *Plan for upcoming Material Recycling Facility (MRF) contractual/facility changes*
- *Develop sustainable funding for Flagstaff Watershed Protection Project (FWPP) Phase 3 and ongoing maintenance*
- Aggressively support efforts for forest health
- Further develop sustainability and waste removal policies and programs
- Increase City recycling from 13% to 75%

Personnel: Attract and retain quality staff

- *Evaluate Council needs based on today's engagement expectations*
- *Provide ongoing pay raises for all employees or develop a plan to retain and recruit employees thru systematic pay increases*
- *Evaluate ways to pay down unfunded pension liabilities in a quicker manner*
- Invest in employee training (invest in employee training with a focus on mental health, first-aid, etc.)

Community Outreach: Enhance public transparency and accessibility

- *Develop an outreach and engagement plan to communicate the City's story utilizing varied methods (written, verbal, video, etc.) from a holistic approach*
- *Build and enhance neighborhood services from the City*
- *Develop a social media management plan*

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

- *Strengthen internship program through Coconino Community College and Northern Arizona University*
- *Identify five to seven projects being co-managed by the City and NAU*
- *Education/training for Council and staff on how to increase attraction of additional educational/training institutions*

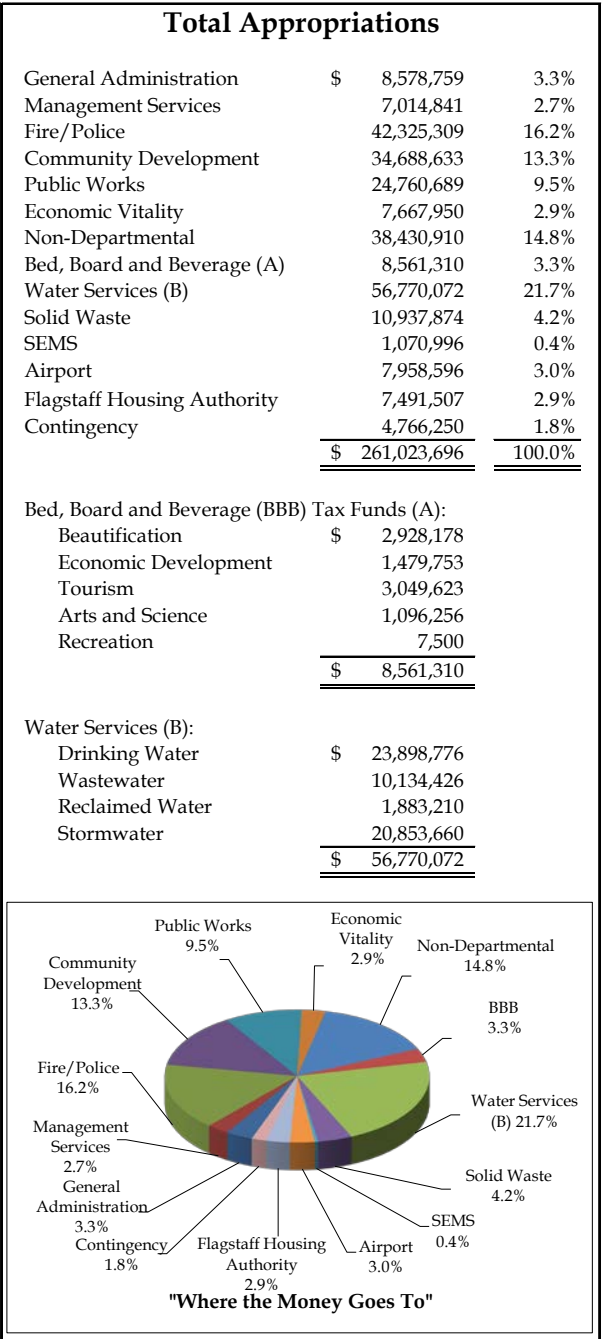
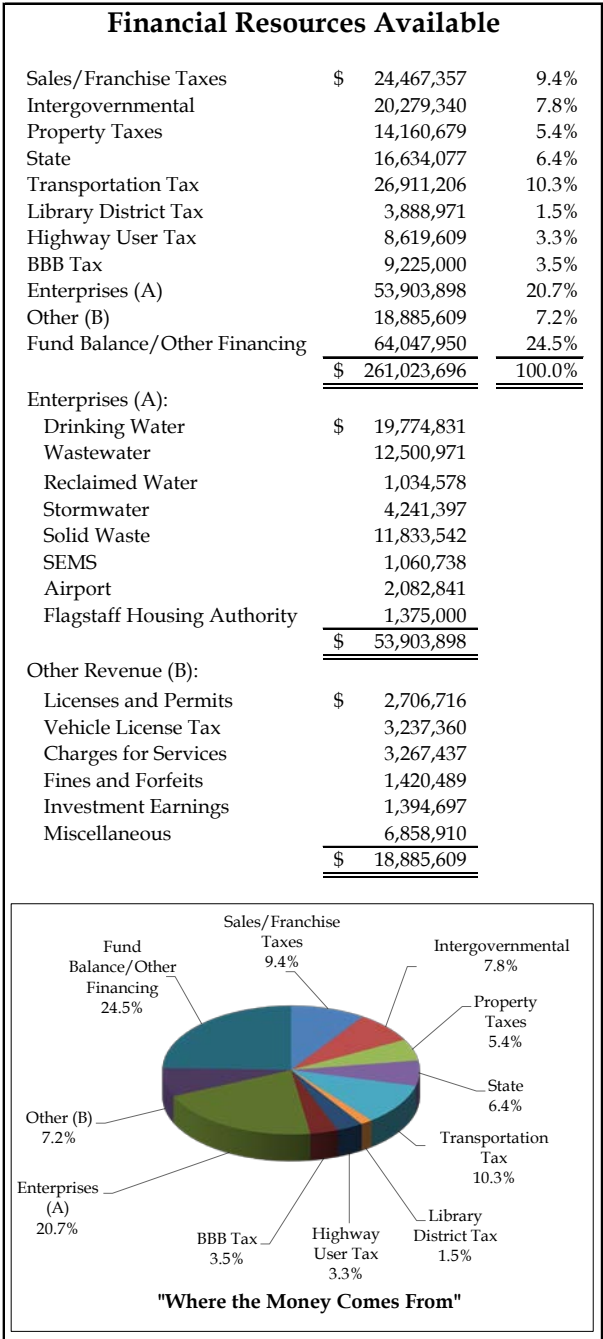
Code Compliance: Achieve comprehensive and equitable code compliance

- *Evaluate staffing levels and funding sources to increase Dark Sky compliance*
- *Review and prioritize current City ordinances as related to code enforcement*
- *Establish proactive strategic enforcement of the City Code to maximize compliance*

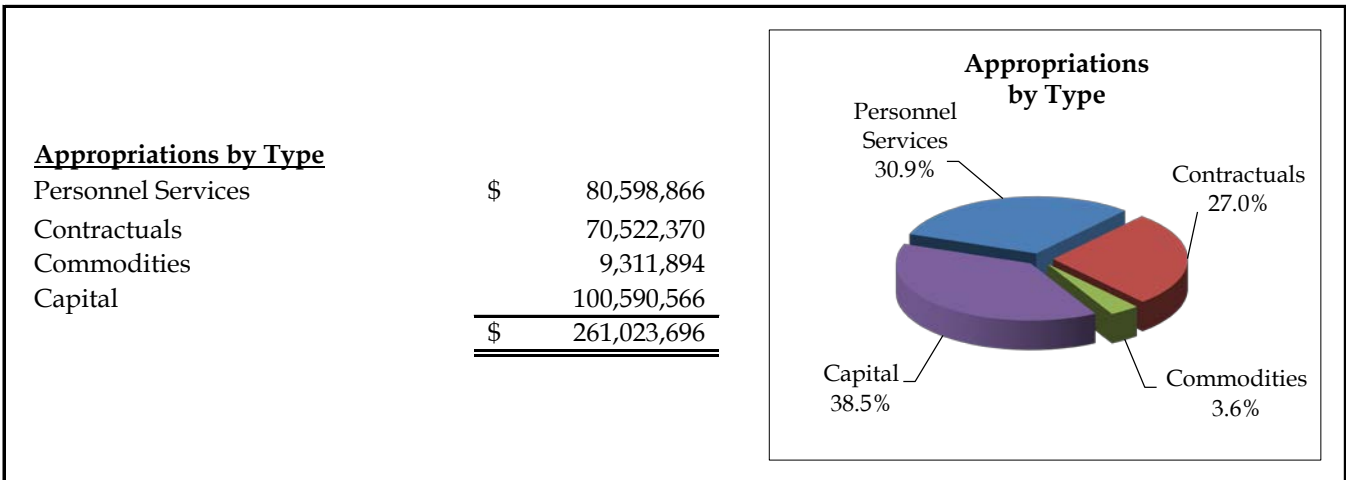
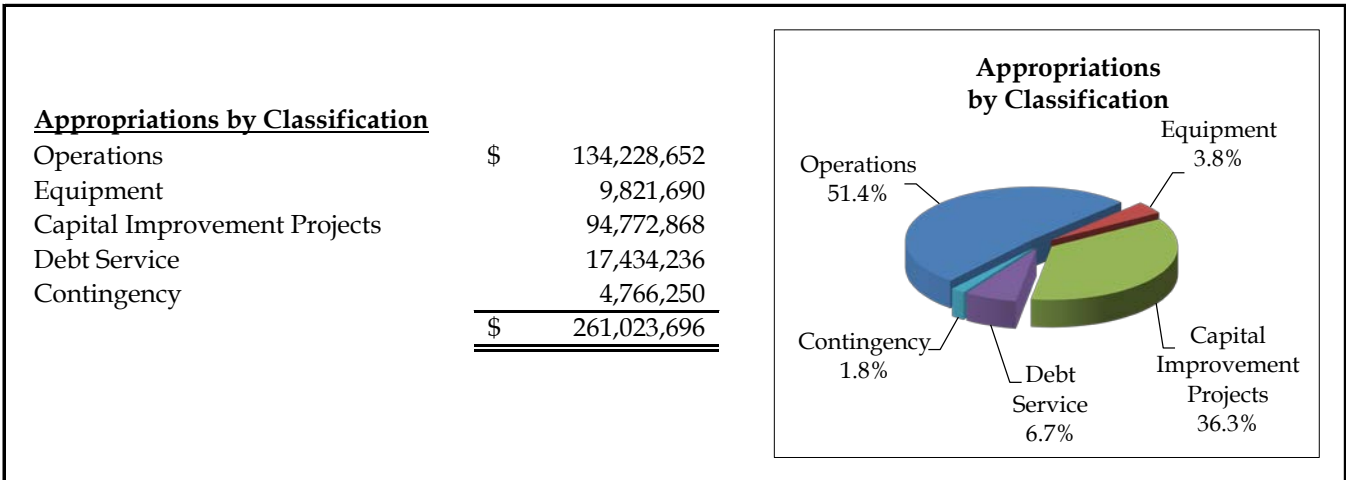
Budget Overview

The City of Flagstaff FY 2020 Financial Plan presents a fiscally sound and balanced budget that maintains the integrity of the City's financial condition while still meeting the service level demands of a community that expects quality services. The Financial Plan balances not only financially, but also equally as important, balances the allocation of resources among operating requirements, capital needs, debt burden and strong reserves for future needs and contingencies.

This section briefly describes the documents *Format and Process*; *Assumptions and Strategies* which formed the working parameters of the budget development; *Fund Summaries*; highlights of *Appropriations, Revenues and Capital Improvements Plan (CIP)*; and *Debt Structure*, which are the operating framework of the Financial Plan.

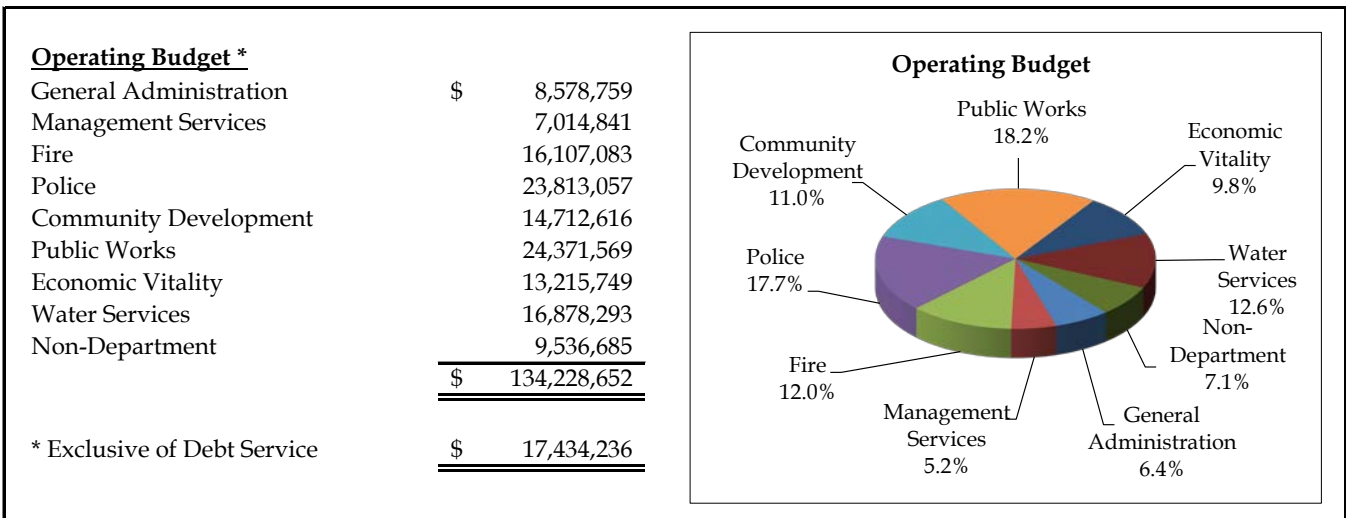


The following graphs depict total appropriations for the FY 2020 budget by major classifications and major types.



Operating Expenditures by Division

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



General Administration activities comprise 6.4% of the budget (\$8.6 million). The services within General Administration provide for the overall management and administration of the City, as well as enforcement of municipal laws through legal support and the courts. This group consists of City Manager, City Attorney, Flagstaff Municipal Court, Human Resources and Risk Management.

Management Services comprises 5.2% of the operating budget (\$7.0 million). The division encompasses those activities that provide administrative support and services including Purchasing, Revenue, Finance and Information Technology.

Fire Department services comprise 12.0% of the operating budget (\$16.1 million) excluding the debt service requirements of approximately (\$86,000). The division's public safety programs provide both personal safety in the community with proactive attention to preventable disasters and sense of well-being through timely emergency response.

Police Department activities comprise 17.7% of the operating budget (\$23.8 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 11.0% of the operating budget (\$14.7 million). The services in this division include Administration, Planning and Development Services, Engineering, Capital Improvements, Housing, Flagstaff Metropolitan Planning Organization (FMPO), Community Redevelopment Services and Flagstaff Housing Authority. The services provided by this division meet the current needs of the community and plans for the future.

Public Works activities are provided by eight sections that account for 18.2% of the operating budget (\$24.4 million) excluding the debt service requirements for streets of approximately (\$761,000). The services provided include: recreation services, solid waste operations, environmental management services, sustainability, maintenance of all public facilities and public infrastructure including streets, parks and fleet services.

Economic Vitality activities comprise 9.8% of the operating budget (\$13.2 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 12.6% of the operating budget (\$16.9 million), excluding \$4.2 million in debt service requirements. There is one administrative section responsible for management of Drinking Water, Wastewater, Reclaimed Water and Stormwater activities. Six operating sections within drinking water operations and three sections within wastewater operations provide services that promote a clean and healthy community by providing a safe water supply and proper waste disposal. There is also one section for reclaimed water. Stormwater is also included here, inclusive of the Spot Improvement Program, Drainage Program, Rio De Flag project, Engineering and Master Planning.

Non-Departmental operations comprise 7.1% of the budget (\$9.5 million) exclusive of \$11.8 million in debt service requirements. The Council and Commission, Transit, Special Assessment and Non-departmental budgets account for expenditures that benefit City operations.

Budget Format and Process

The budget and financial plan for the City of Flagstaff is the policy document that reflects the goals and objectives of the City Council. These goals and objectives are implemented through the policies and priorities established by the Council which were provided by recommendations from the various Boards and Commissions appointed by Council.

The Office of the City Manager is responsible for implementing these policies and priorities utilizing the allocation of available financial resources. The annual review process provides the community an opportunity to evaluate the services provided to the citizens of the community. Programs are identified, evaluated and the scope of service to be provided is defined. The staffing level needed to provide the service level deemed appropriate by Council is then determined. Additionally, funding requirements and level of effort to be provided are established.

Format

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

To assist the City Manager in the management of the resources expended by the municipality, the budget also serves as an operational guide. The operating budget presentation includes, for comparative purposes, the *Actual Expenditures* for two years prior, *Estimated Expenditures* prior year, and the *Adopted Budget* prior and current year. Expenditures are shown by category and program. The comparatives in the Financial Summaries section are presented at the fund level and the division level to aid section and program managers in budget tracking and accountability.

Categories presented are:

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

Fund, Division and Section Structure

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

Within each fund there may be several divisions. Divisions also may encompass several funds. The division level is the legal level of budget authority.

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

The following table represents the structure for the City.

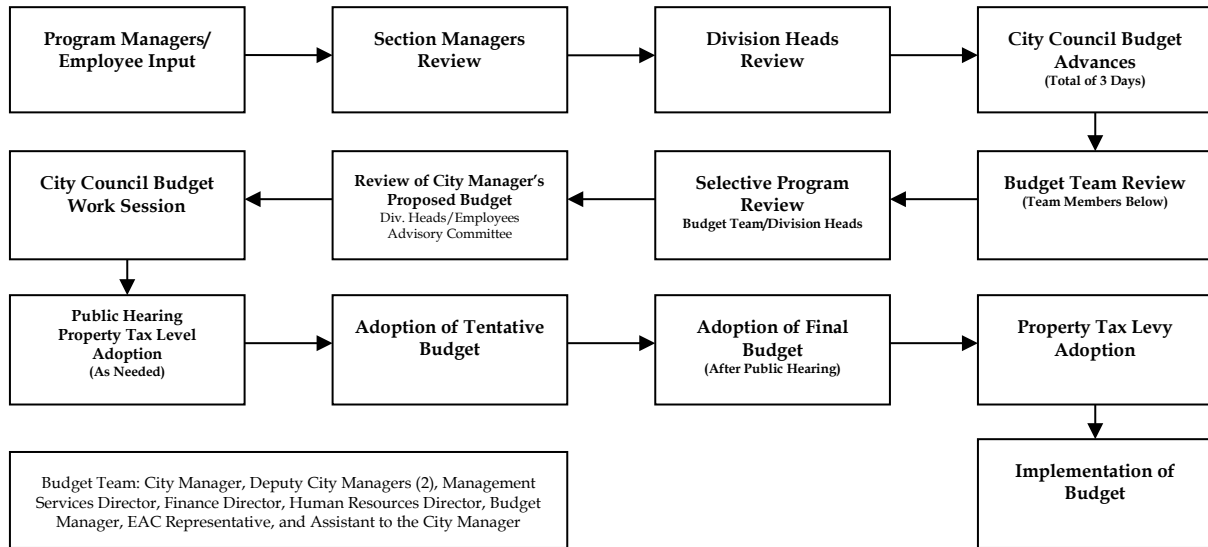
Relationship Between Funds, Divisions and Sections

Fund Type	Fund	Division	Section		
Governmental	(All Modified Accrual Accounting)				
General	General *	City Manager	City Manager		
		Human Resources	Human Resources		
		Risk Management	Risk Management		
		City Attorney	Legal		
		Municipal Court	Municipal Court		
		Management Services	Management Services Revenue Purchasing Finance Information Technology		
		Community Development	Community Development Administration Capital Management Planning and Development Engineering Housing		
		Fire	Fire Operations Fire Grants		
		Police	Police Operations Police Grants		
		Public Works	Public Works Administration Parks Fleet Services Cemetery Facilities Maintenance USCS Campus Recreation Services		
		Economic Vitality	Community Investment		
		Non-Departmental	Council and Commissions Real Estate Proceeds Non-Departmental		
		Special Revenue	Library	Economic Vitality	Library City Direct Library County Direct Library Grants and County Wide Projects
			Highway User Revenue *	Public Works	Street Maintenance Transportation Construction Street Construction
			Transportation *	Community Development	4th Street Overpass Street Improvements Safety Improvements
Non-Departmental	NAIPTA - Transit Transportation				
Flagstaff Urban Trail System	Community Development		Flagstaff Urban Trail System		
BBB - Beautification	Economic Vitality		Beautification Beautification - Capital Improvements		
BBB - Economic Development	Economic Vitality		Economic Development		
BBB - Tourism	Economic Vitality		Tourism Visitor Services		
BBB - Arts and Science	Economic Vitality		Arts and Science		
BBB - Recreation	Public Works		BBB - Recreation Projects		
Housing and Community Service	Community Development		Community Housing Services Community Housing Grants Community Development Block Grants		
Metropolitan Planning Organization	Community Development		Flagstaff MPO		
EDA Revolving Loan	Economic Vitality		EDA Revolving Loan		
Parking District	Economic Vitality		Parking District		
Debt Service	GO Bond Fund		Non-Departmental	Debt Service	
	Secondary Property Tax	Non-Departmental	Debt Service		
	Special Assessment	Non-Departmental	Debt Service		
Permanent	Perpetual Care	Non-Departmental	Perpetual Care		
	Capital Projects	GO Capital Projects Fund	Non-Departmental	General Fund Capital Projects Core Services Facility Flagstaff Watershed Protection	
MFC Bond Capital Project Fund		Non-Departmental	MFC Bond Capital Projects Capital Project Court Facility		
Proprietary	(All Modified Accrual Accounting)				
Enterprise	Water Services*	Water Services	Water Services Administration Water Production Water Distribution Water Resource Management Utilities Engineering Services Regulatory Compliance Wastewater Treatment - Wildcat Plant Wastewater Treatment - Rio Plant Wastewater Collection Reclaimed Water Water Capital Wastewater Capital Improvements Reclaimed Capital Stormwater Capital - Rio De Flag Stormwater Utility		
			Airport *	Economic Vitality	Airport Operations Airport Capital Projects
			Solid Waste*	Public Works	Solid Waste - Landfill Solid Waste - Collections Solid Waste - Capital Improvements
			Sustainability and Env Mgmt *	Public Works	Sustainability Environmental Management
			Flagstaff Housing Authority*	Community Development	Flagstaff Housing Authority

* Major Funds based on the FY 2018 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 26	Budget Team Retreat
December 3	Budget Module Available to all Divisions
January 7	Budget System Input
January 9	Winter Council Budget Advance
January 16	Winter Council Budget Advance
February 25 to March 8	Review with Division Directors and the Budget Team
April 23 - 24	Council Study Sessions Proposed Budget Available to Public
June 4	Tentative Budget Hearing (Public) and Tentative Budget Adoption
June 18	Final Budget Hearing and Final Budget Adoption
June 18	Property Tax Levy (1st Reading)
July 2	Property Tax Levy Adoption

Review and Approval:

Issues presented during the review and approval period include discussion topics of the Council retreats. The winter retreats were held in January and 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 18, 2019. State law requires the operating budget to be all-inclusive. Therefore, the budget includes provisions for contingent revenues and expenditures that cannot be accurately determined when the budget is adopted (e.g., grants). The Resolution adopting the annual budget requires Council authorization for any expenditure from contingencies as well as transfer of budget authority between divisions.

Adoption:

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

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

The City Manager's Proposed Budget reflects the total funds appropriated (\$261,023,696). Certain exclusions are allowed by the state [e.g., bond proceeds, debt service, grants] in computing the Expenditure Limitation (\$162,133,141) and this total cannot be exceeded.

Budget authority can be transferred between line items within a section. At year-end, division budgets are reviewed and budget authority is transferred from contingencies by resolution as necessary. Council can also amend total appropriations for a fund during the year by resolution if there is a corresponding increase/decrease in another fund so that the total appropriation is not exceeded.

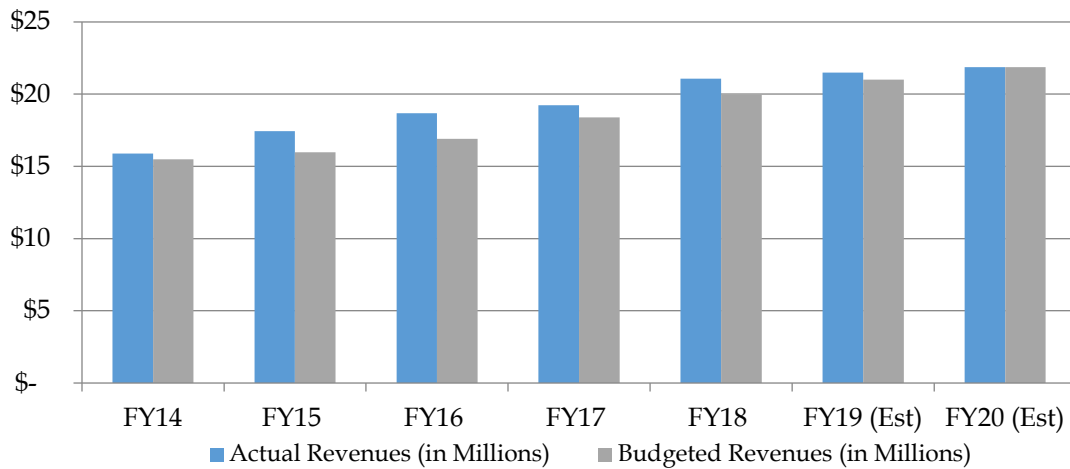
Assumptions and Strategies

Economic Overview and Revenue Forecast

The City of Flagstaff continues to see improvements in the economy. We have seen small to moderate improvements each year since FY 2010 in our local and state shared sales tax revenues. The economic analysts for our local and state region estimate there will be continued growth in the local economy over the next few years.

The City collects three different sales taxes. The first is a 1% tax on all general sales, except for food. This is a general-purpose tax that benefits the General Fund. The City of Flagstaff is the only city left in the State of Arizona that has a sunset clause on the general sales tax. This tax must go before the voters every ten years to be validated. Voters approved an extension of the tax in May 2010. This tax expires in 2024. We have seen consistent growth in sales tax revenues and are estimating a 2% growth in FY 2020.

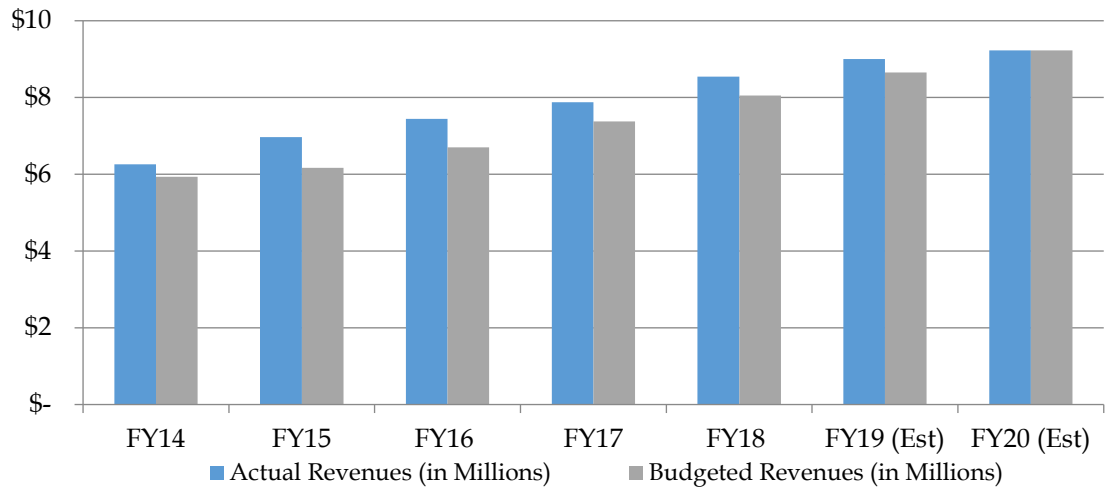
General Fund Sales Tax Revenues



The second sales tax is a 1.281% sales tax on the same types of general sales; however, the tax is restricted in use to certain transportation projects. The previous rate was 1.051%, voters approved a 0.23% increase in November 2018 with an effective date of July 1, 2019. A majority of the transportation tax components expire in 2039. The City is reevaluating the transportation needs of the community and proposing how any future transportation tax is allocated. As comparable sales are taxed with this source, revenue projections follow the same trends as the general sales tax.

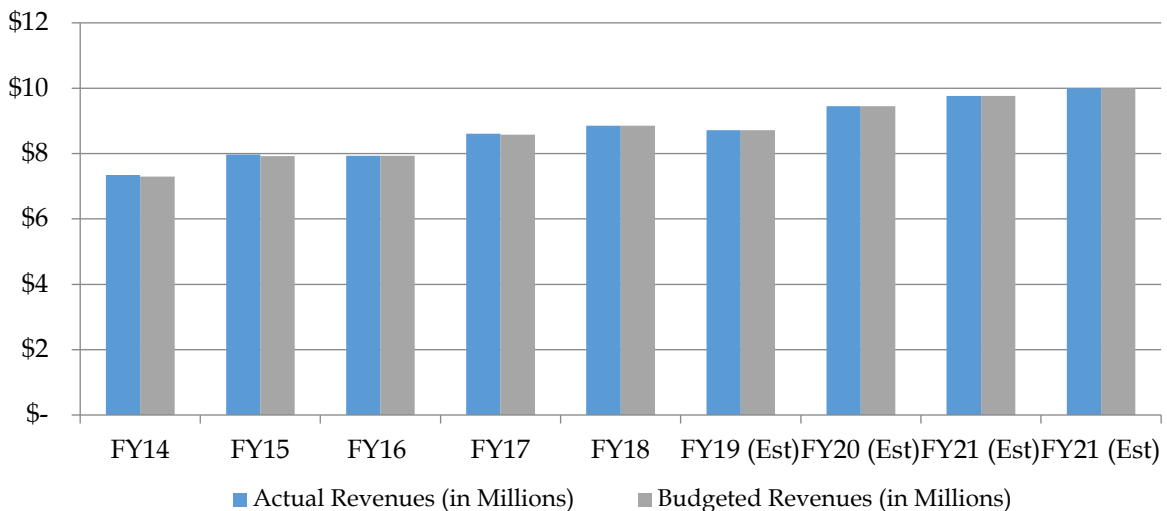
The third sales tax is a Bed, Board and Beverage (BBB) tax that collects an additional 2% for hotel/motel and restaurant/bar transactions. This tax is restricted in use for economic development, arts and science, beautification, recreation or tourism activities. Tourism is a major driver in the local economy and overall sales have been increasing since FY 2010. This tax must go before the voters every fifteen years to be validated. Voters approved an extension of the tax in May 2010 with an expiration in 2028. This sales tax revenue has been outpacing the general sales tax due to a strong hotel, restaurant and bar sector. For FY 2019 we are estimating a 5% growth followed by 3% growth in FY 2020.

Bed, Board, and Beverage (BBB) Tax Revenues



State shared revenue consists of both a distribution of sales tax and income tax. These distributions are made based on a city or town's relative share of population in comparison with all other cities and towns. The allocation of shared revenues was changed for FY 2017 to be based on the Census Bureau estimates except for the actual census figures each decade. Prior to the change, the populations were determined by the Arizona Department of Economic Security based on many factors including new homes and student enrollment. The City estimates that FY 2020 state shared revenues will be approximately \$732,000 higher than the FY 2019 budget. The state continues to reduce corporate income tax revenues, however strong individual income tax and state sales tax make up for the difference.

State Shared Income Tax Revenues



Highway User Revenue (gas tax) funds are projected to be above budget for FY 2019. These revenues are distributed based on a complex Arizona Department of Transportation formula, based in part on the amount of fuel purchased in our region. As fuel prices have decreased, we anticipate Flagstaff tourism to increase as we are a popular driving destination for Las Vegas, Los Angeles and Phoenix. These revenues continue to grow with fuel prices low and a steadily growing economy.

Property tax revenues are projected to see a slight increase due to new construction in FY 2020. Council has not set the FY 2020 rates at the time of this publication. The State of Arizona caps the primary property tax revenue increases at 2% on an annual basis. For the five years prior to FY 2018, City Council directed staff to use a flat levy on property assessments, meaning to adjust the rate based on assessed values to provide the same level of revenues which left the City the capacity to increase property tax levies by a maximum of 12%. For FY 2018, Council approved a property tax levy increase of 6% and in FY 2019 they approved an increase of 8%, leaving a capacity of 2% for this year's allowable increase of 2%. Discussion on the levy will be discussed during the April Budget Retreat. Upon Council direction, if the levy is increased, the first public hearing on Truth in Taxation will be held June 4, 2019. Impacts to homeowners will be provided with the final budget document.

Expenditures

At the February Budget Retreats, Council was asked to identify budget priorities for FY 2020. Council concluded that the priorities for the FY 2020 budget include: economic development, affordable housing, social justice, transportation and other public infrastructure, building and zoning/regional plan, climate change, water conservation, environmental and natural resources, personnel, community outreach, town and gown, and code compliance.

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

Following the February Retreat, Finance completed the updates to all 5-year plans to provide an outlook on revenues and expenditures. The Budget Team then met with each division to discuss their proposed budgets. Divisions were asked to correlate their increased funding requests to the Council's budget priorities and goals. Based on this information, the FY 2020 proposed budget includes a merit pay increase, health insurance increases to premiums, several new positions related to City needs, needed infrastructure, and additional appropriations to help support existing service levels.

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

Fund Summaries

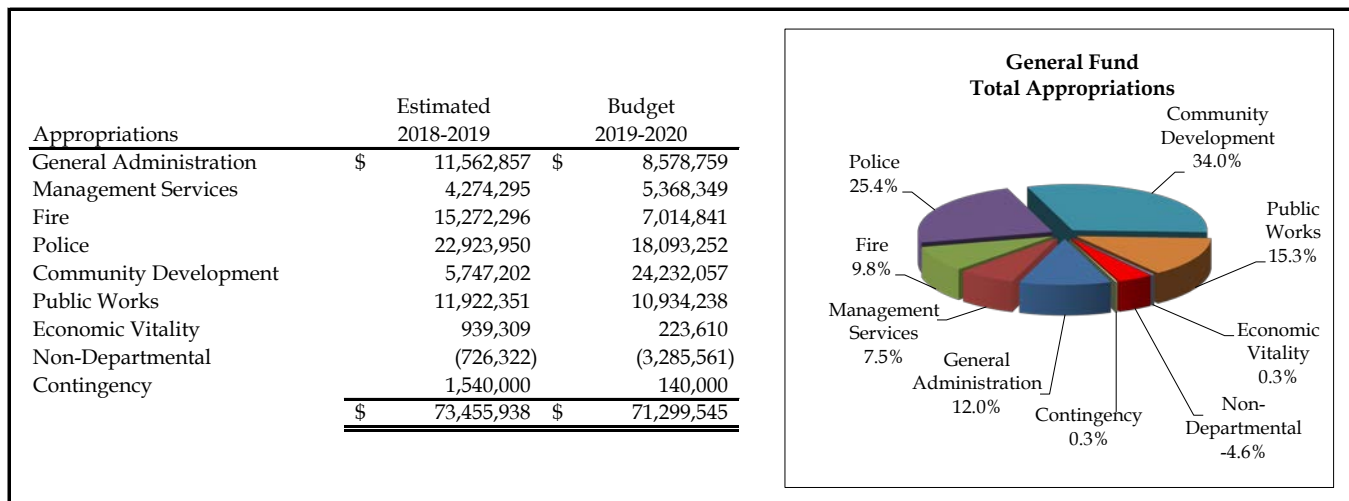
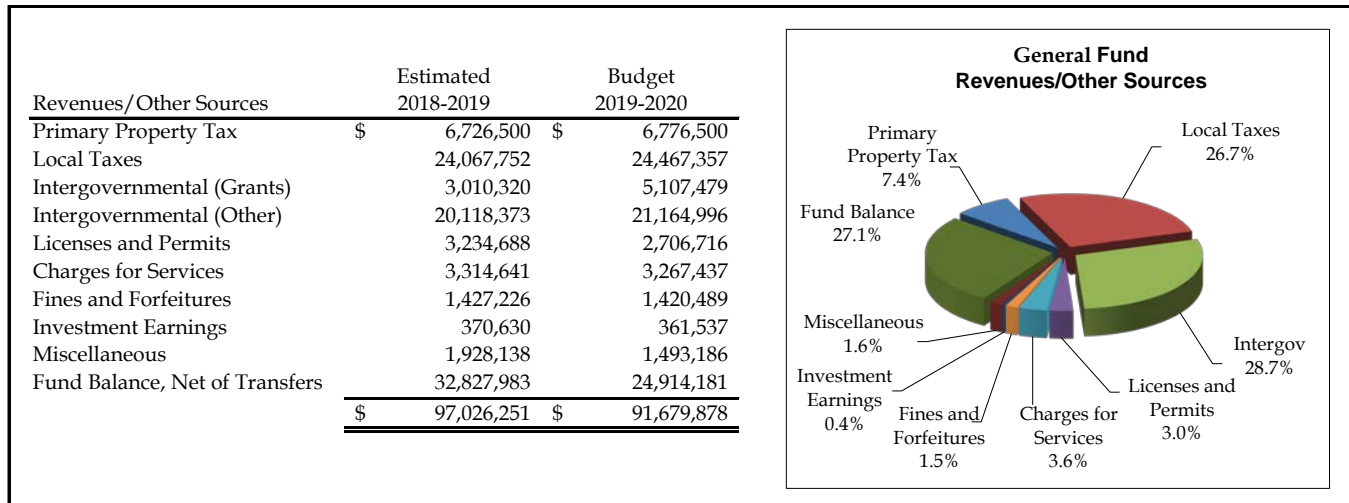
General Fund

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

Total resources available for expenditures for FY 2020 are \$91.7 million including the estimated beginning fund balance of \$23.6 million. A substantial portion of General Fund resources come from the following revenue categories: local sales taxes, franchise taxes and intergovernmental revenues. Specific detail including comparative data is shown in Schedule C of the Financial Summaries section and a more detailed review of major revenue categories, including historical trend information, is provided following the fund summaries.

General Fund revenue/other sources compared to the year-end estimates are expected to increase slightly. Overall revenues continue to grow at a slow to moderate pace. Fund balance has decreased compared to FY 2019 due to the completion of several projects and one-time expenditures anticipated in FY 2020.

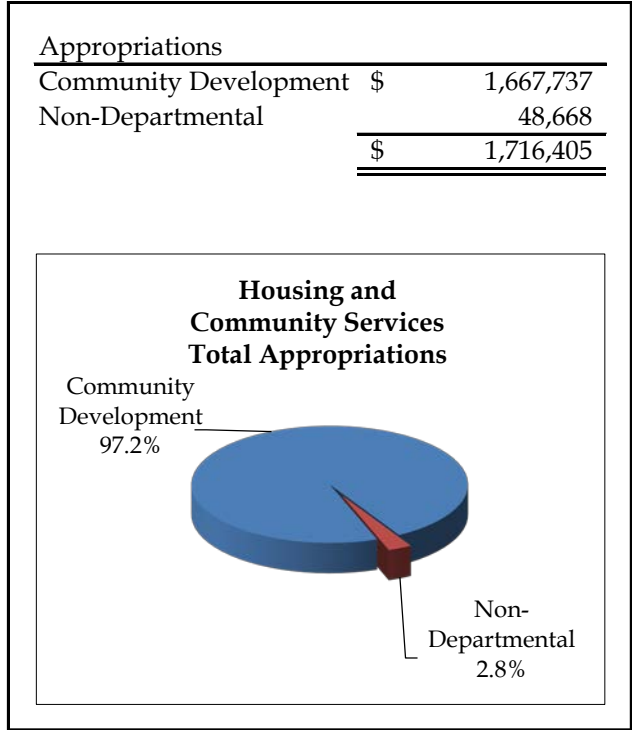
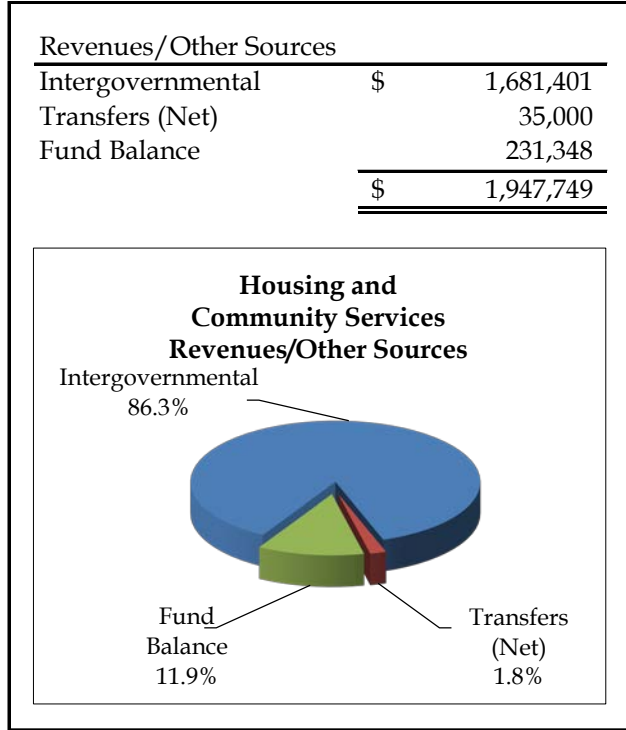
General Fund total appropriations compared to year-end estimates have decreased by 2.9%. The General Fund ongoing revenues and expenses are structurally balanced in the five-year plan. Fund balance is estimated at a minimum of 20.0% of operating revenues over the next five years. The financial position of the General Fund remains balanced.



Special Revenue Funds

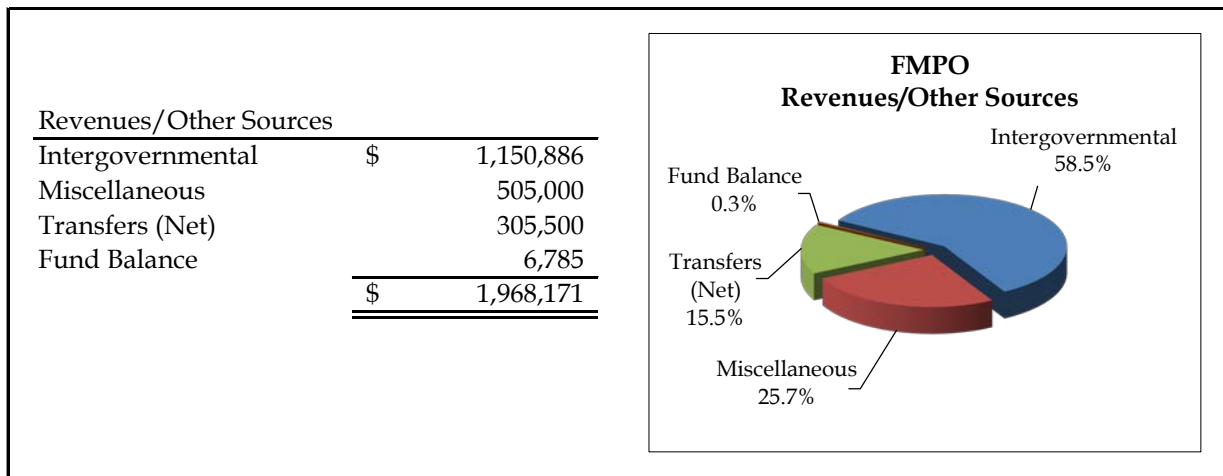
Housing and Community Services Fund

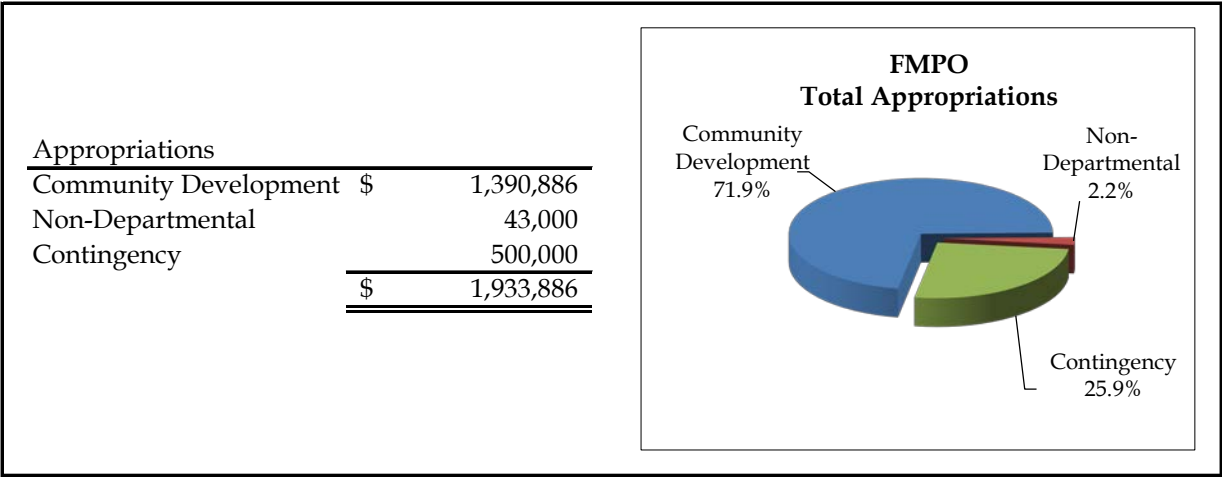
This fund finances activities in conjunction with the CDBG program and affordable housing activities. There is \$1.7 million appropriated to this activity for FY 2020. Expenditures in this fund include \$780,000 in State Housing grants and \$901,401 million in CDBG grants.



Flagstaff Metropolitan Planning Organization Fund

This fund was established to account for funding derived from the areas status as a designated Flagstaff Metropolitan Planning Organization (FMPO). The FMPO receives Federal funding administered through the Arizona Department of Transportation (ADOT). The City has appropriated \$1.9 million for this program for FY 2020. This includes operating funds for transportation, transit planning and contingency.

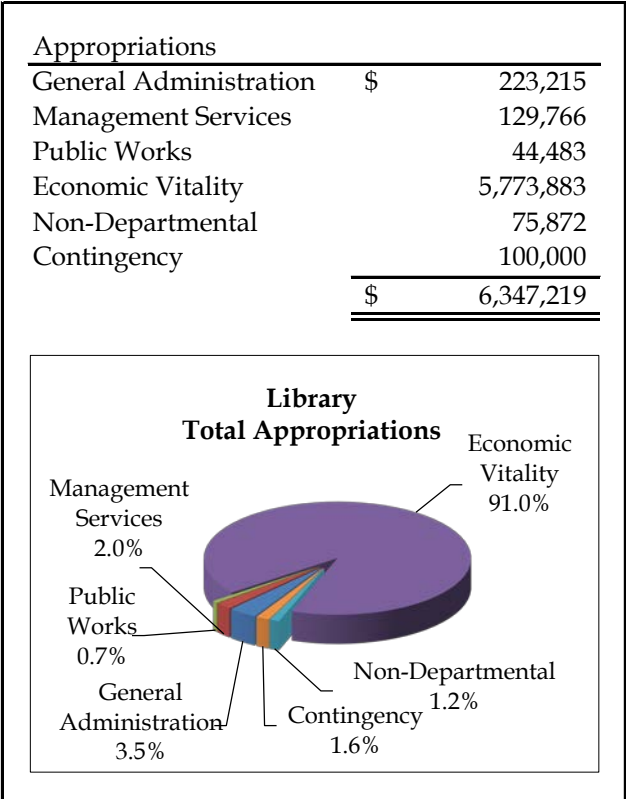
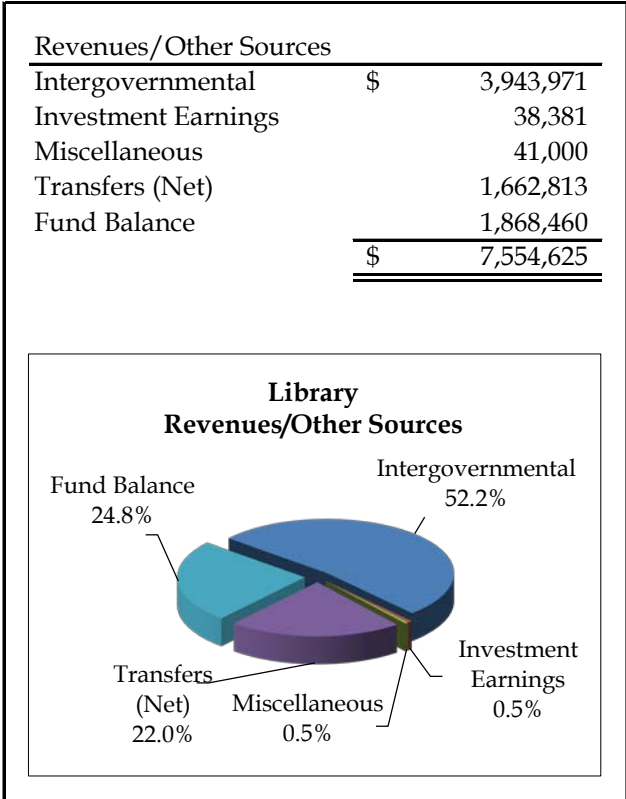




Library Fund

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 \$4.0 million of the funding for library operations comes from the library district tax; with an additional amount as a pass-through to district libraries. An additional \$1.7 million of funding is a transfer from the General Fund to further support the Flagstaff libraries.

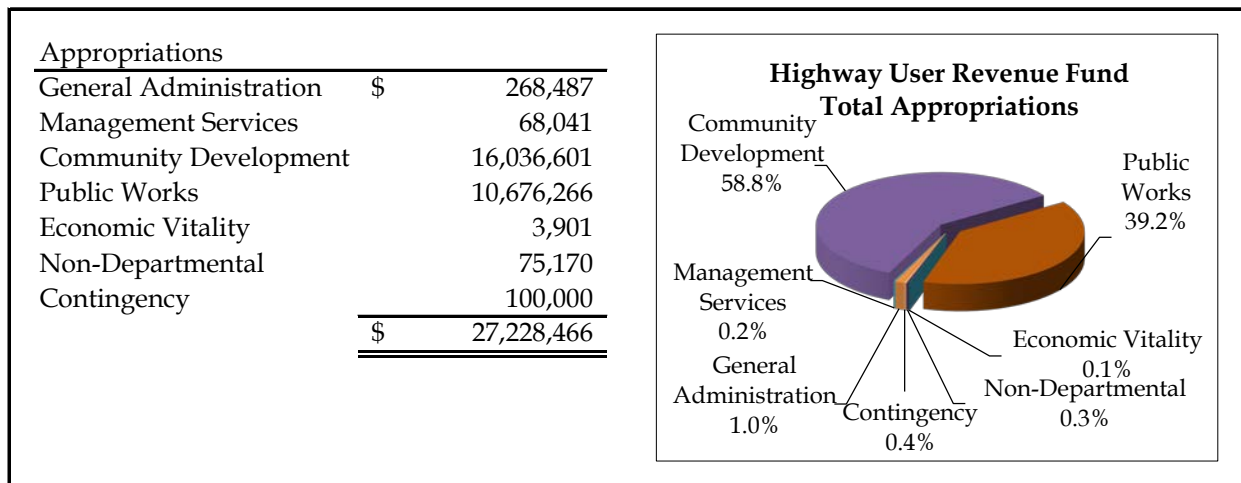
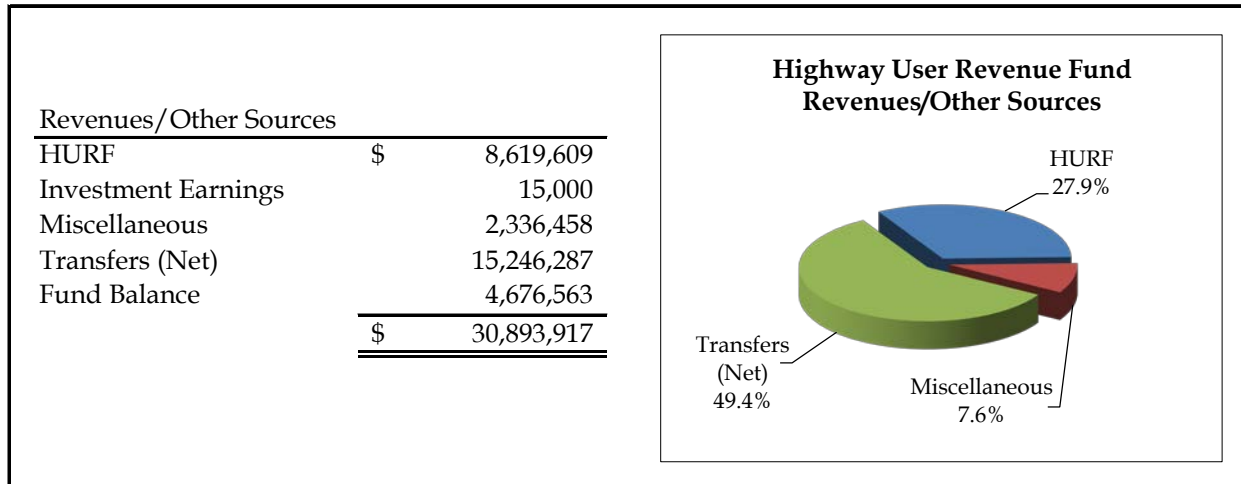


Highway User Revenue Fund

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

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

Appropriations total \$27.2 million in FY 2020 and major projects budgeted include the annual pavement maintenance program, Beulah extension, Butler/Fourth Street intersection improvements Sunnyside and work for improvements to dirt roads within the City limits.

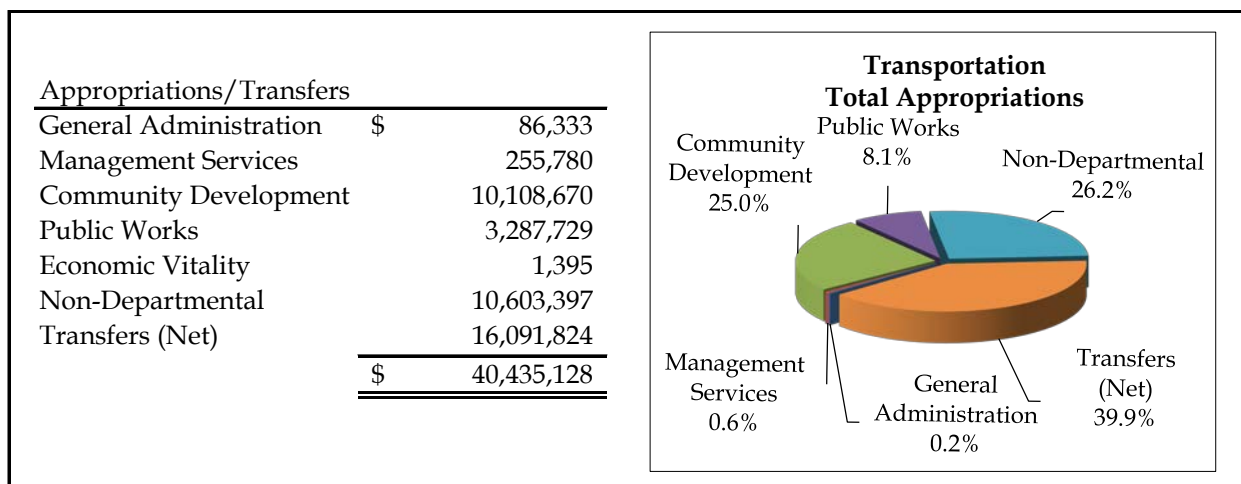
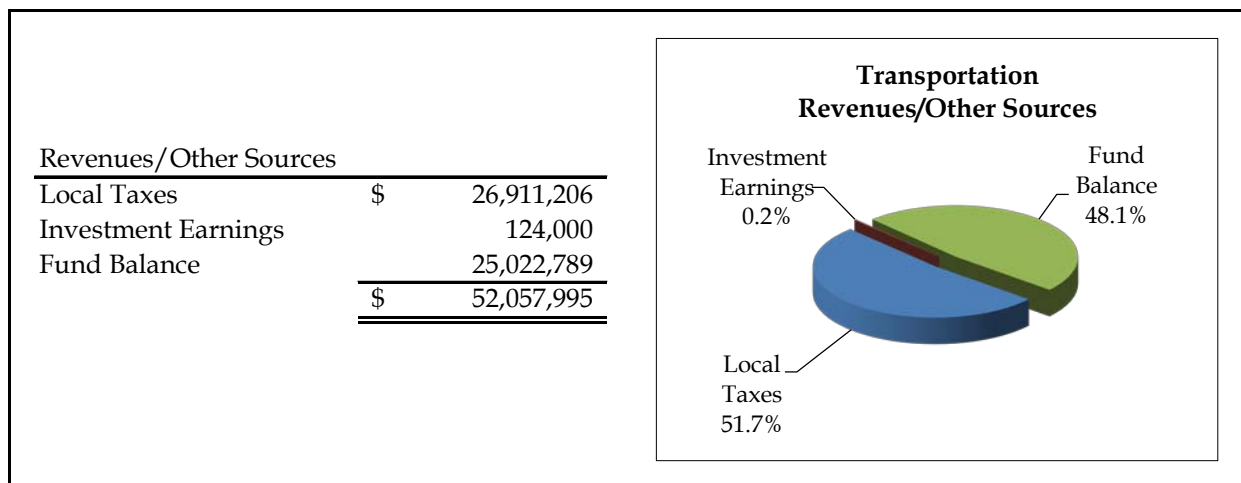


Transportation Fund

The Transportation Fund was formed as a result of voter authorization to increase sales taxes to support four transportation issues. In FY 2015, voters approved an additional tax for road repair and street safety. In FY 2016, voters approved an extension of the transit tax. In FY 2019, voters approved an additional tax for the Lone Tree Overpass. The expenditures related to 4th Street Overpass, Transit, Road Repair and Street Safety and Lone Tree Overpass are appropriated in this fund. Expenditures related to Safety Improvements and Street Improvements are accounted for in HURF and FUTS. Appropriate transfers are made to fund the various projects that this tax supports.

Projects	Voter Authorization	Valid Through	Rate	Budget FY 2020 Revenues
4th Street Overpass	FY 2021	FY 2040	0.160	\$ 3,361,275
Traffic Flow and Safety Improvements	FY 2021	FY 2040	0.186	3,907,482
Safe-to-School, Pedestrian and Bike	FY 2021	FY 2040	0.080	1,680,637
Transit Service Enhancements	FY 2016	FY 2030	0.295	6,197,350
Road Repair and Street Safety	FY 2015	FY 2035	0.330	6,932,629
Lone Tree Overpass	FY 2019	FY 2039	0.230	4,831,833
Total			1.281	\$ 26,911,206

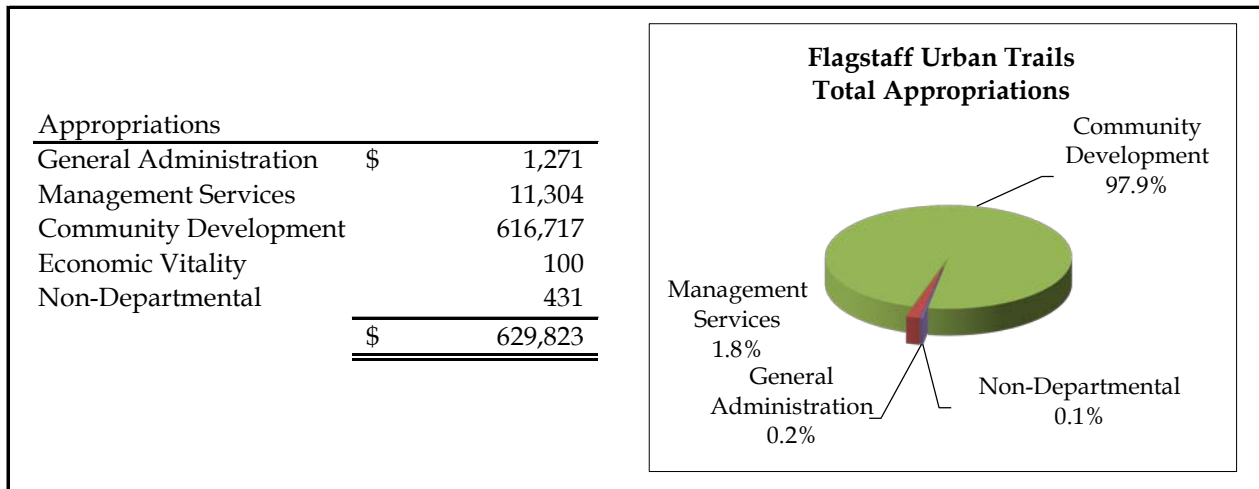
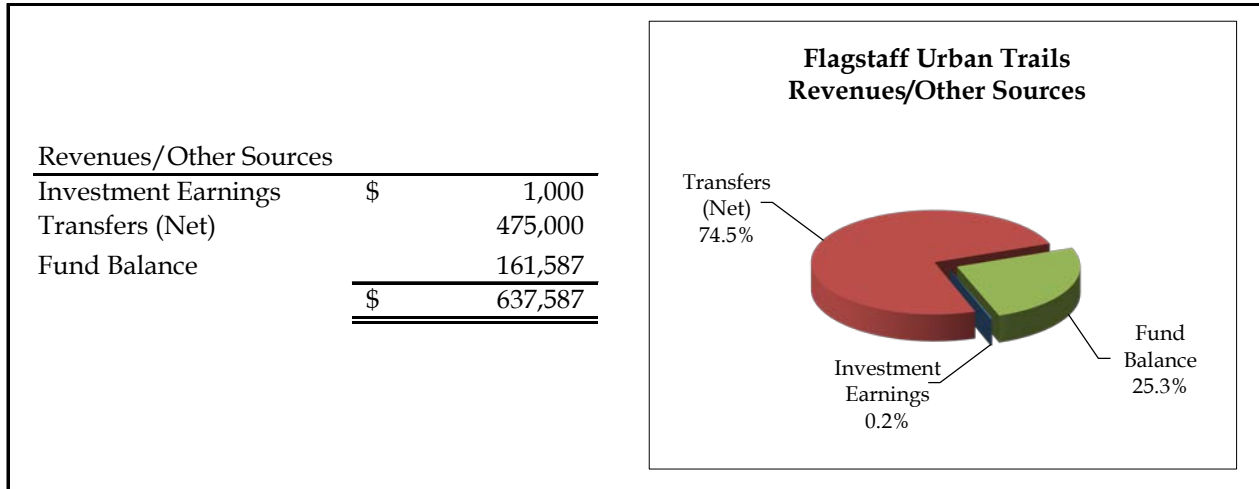
Appropriations total \$40.4 million in FY 2020. Appropriations include \$6.4 million for transit operations and capital projects, \$3.7 million for debt service, and \$11.1 million for road repair and street safety projects. Transfers include \$15.2 million to HURF for safety and street improvements, \$305,500 to FMPO and \$550,000 to FUTS.



Flagstaff Urban Trail Fund

Total resources available for FUTS activities are \$637,587. The Safety Improvement Tax provides \$550,000 and the remainder comes from available fund balance.

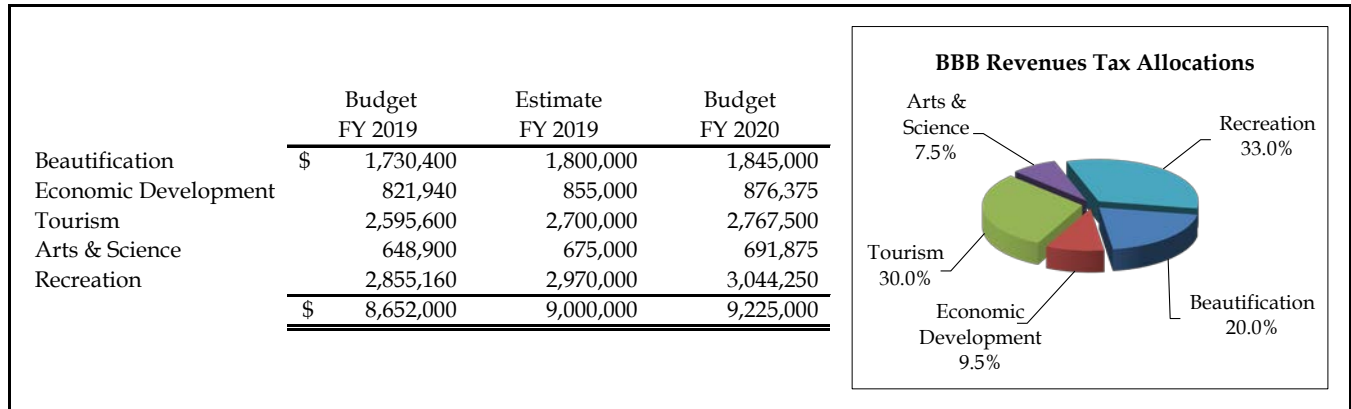
Expenditures in this fund are primarily related to capital improvement projects. The major projects in FY 2020 include the Sheep Crossing Trail, Switzer Canyon Trail and BNSF Walnut Florence Underpass. A full project listing is available in the CIP Section.



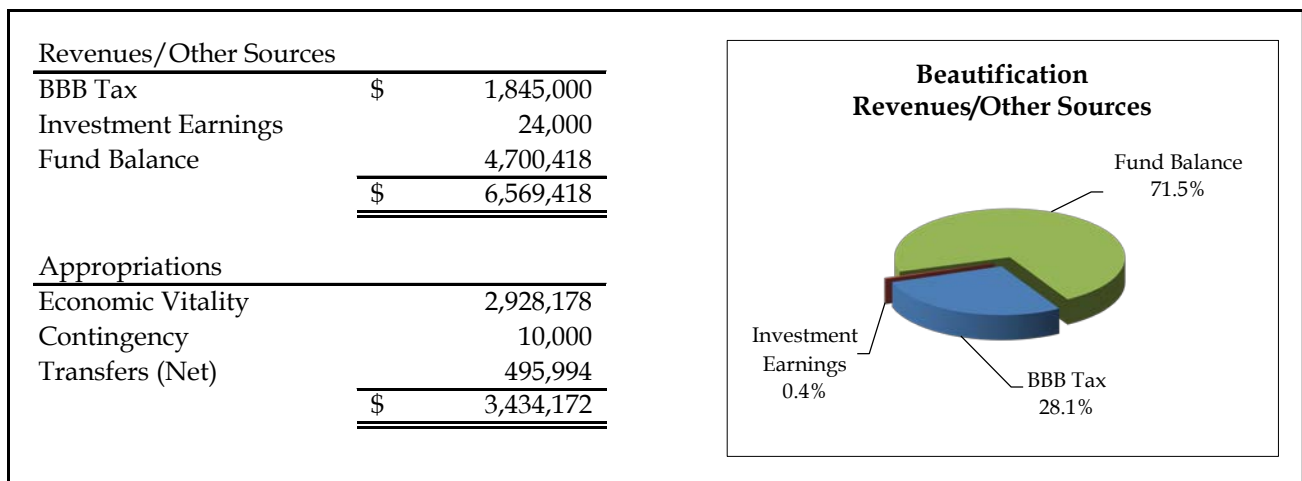
Bed, Board and Beverage (BBB) Fund

A dedicated 2% bed, board and beverage sales tax collected on the services provided by lodging, restaurants and bars was approved by voters in 1988 with a ten-year sunset clause. The dedicated tax was extended by the voters for fifteen years in 1996 and again in the 2010 general election. The BBB tax approved by voters will expire in 2028. The funds are allocated into the following percentages: Recreation 33%; Economic Development 9.5%; Beautification 20%; Arts and Science 7.5%; Tourism 30%.

Revenue for FY 2020 is projected to increase slightly over FY 2019 estimates. Activities funded with the revenues have made operating adjustments necessary to reflect a balanced budget to the increased sales tax receipts and these changes are reflected within each five-year plan.

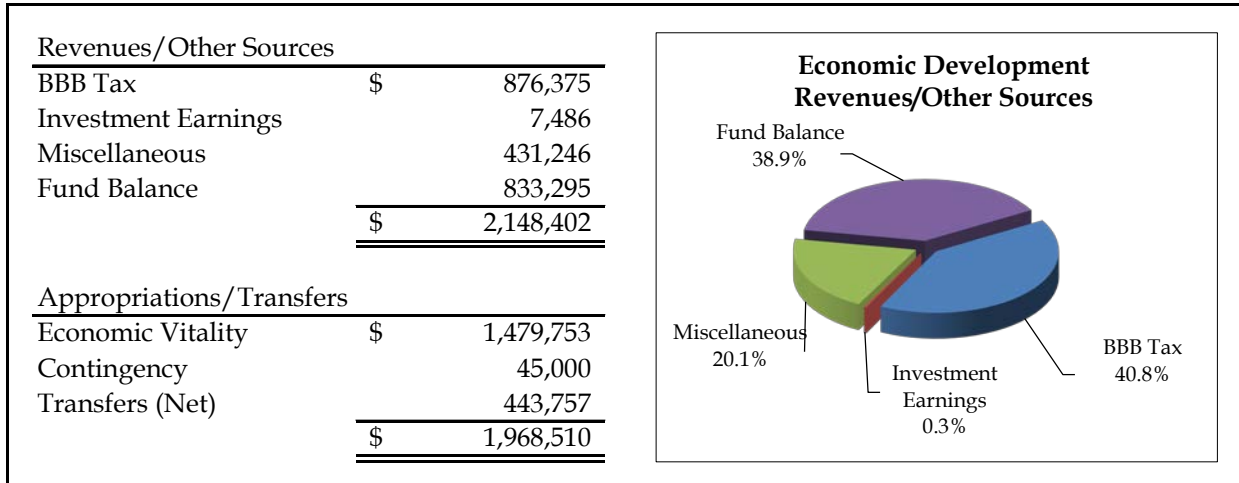


Beautification Fund: Total resources available for the Beautification Fund activities amount to \$6.6 million. Expenditures from this fund are primarily for beautification operations and capital improvements in streetscape projects. Some of the major projects include the train station platform, downtown paver replacement, Route 66 interpretive trail, Lunar Landing Plaza and Eastside neighborhood beautification. A full project listing is available in the CIP Section. The \$465,994 transfer to the General Fund is used primarily for the maintenance of streetscapes and the \$30,000 transfer to SEMS is to contribute to litter control efforts.

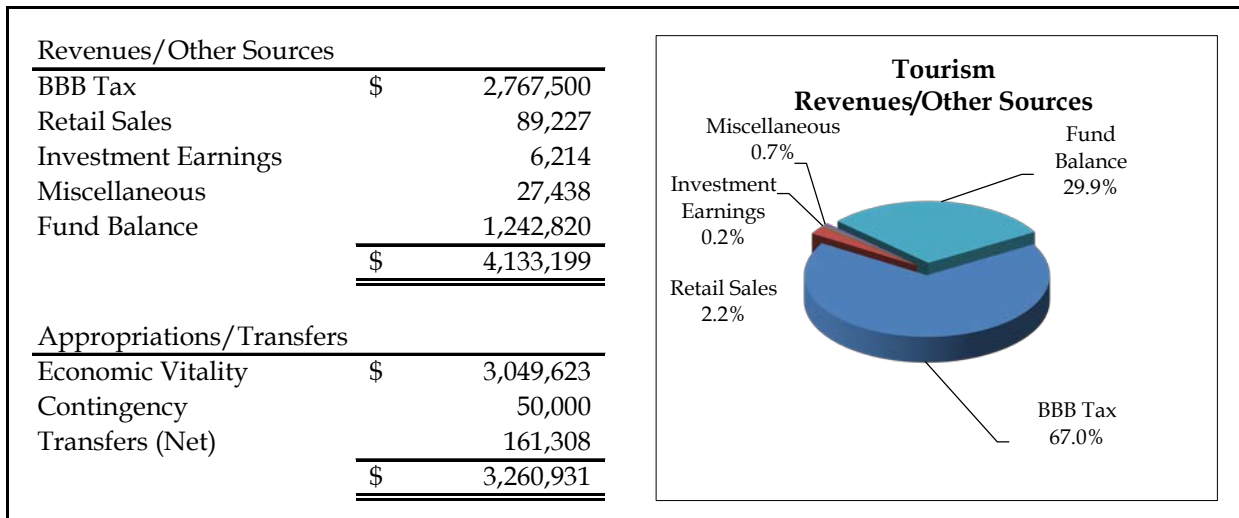


Economic Development Fund: This fund focuses on business retention and attraction as well as workforce development. In addition, the City funds the Business Incubation Program and the Innovation Mesa Business Accelerator program, structured to allow university professors and local entrepreneurs to work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

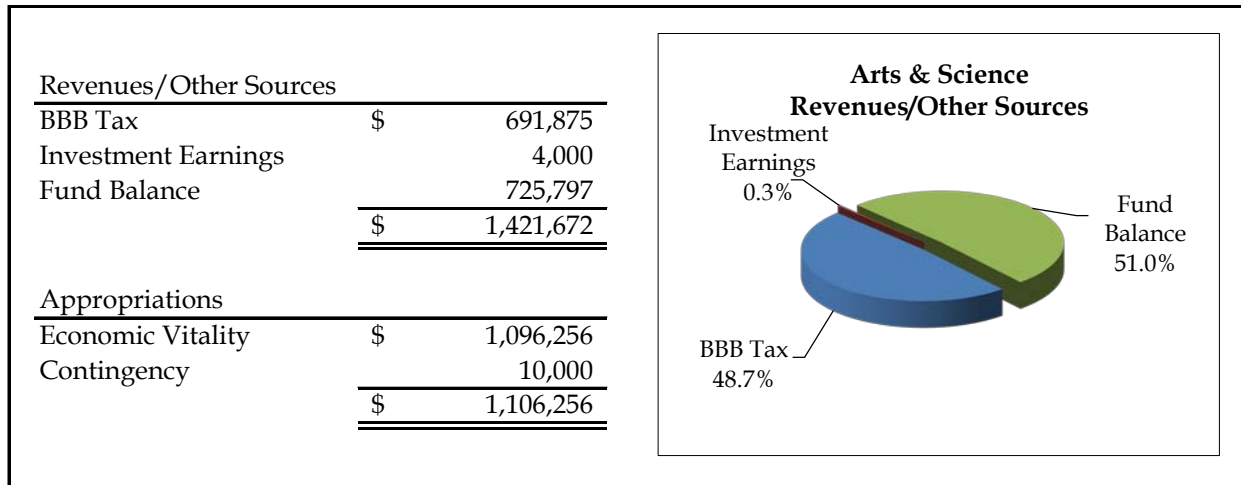
The City will continue to seek targeted industries to relocate to the community. Those industries will be complementary to existing businesses or will be supportive of community goals. Total resources allocated to this effort are approximately \$2.1 million, of which \$876,375 is from the BBB dedicated tax for economic development, lease revenue of \$431,246 and fund balance of \$833,295.



Tourism Fund: Total resources available in FY 2020 are approximately \$4.1 million, of which an estimated \$2.8 million is from the BBB tax. The total appropriations are approximately \$3.3 million, which includes \$3.0 million for Tourism. Tourism includes General Administration, Marketing, Sales, Public Relations and the Film Office. The Visitors Center programs account for \$299,737 of the total. The Visitor Center programs include the Visitor Center (including the gift shop) and Train Station Operations.

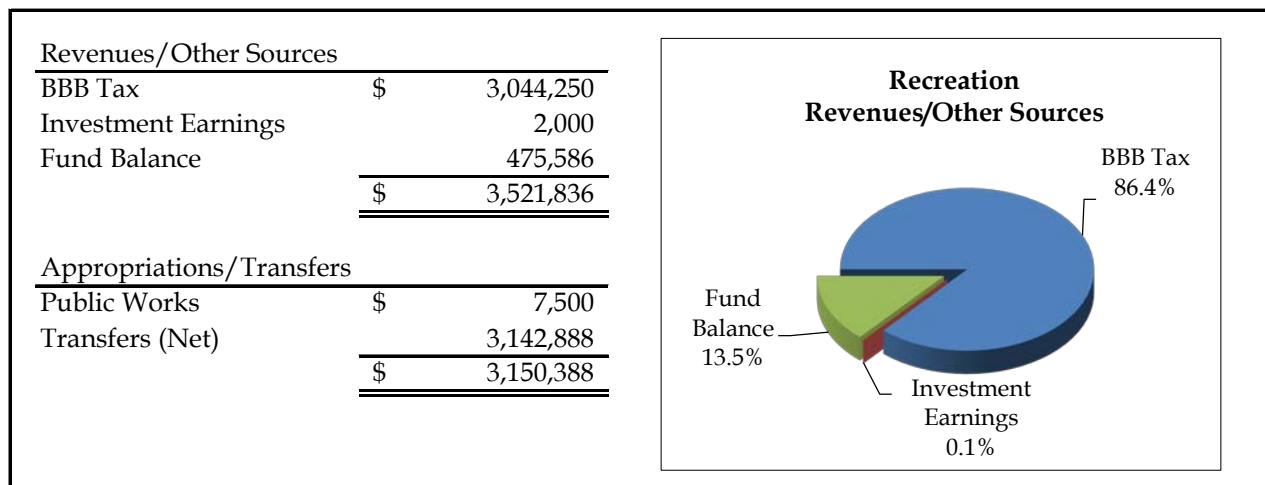


Arts and Science Fund: Total resources available for Arts and Science activities are approximately \$1.4 million, including estimated revenues from the BBB tax of \$691,875. Expenditures include Public Art for \$599,500 and Service Partner Contracts for \$456,590.



Recreation Fund: Total resources available for Recreation activities are approximately \$3.5 million, including estimated revenues from the BBB tax of \$3.0 million.

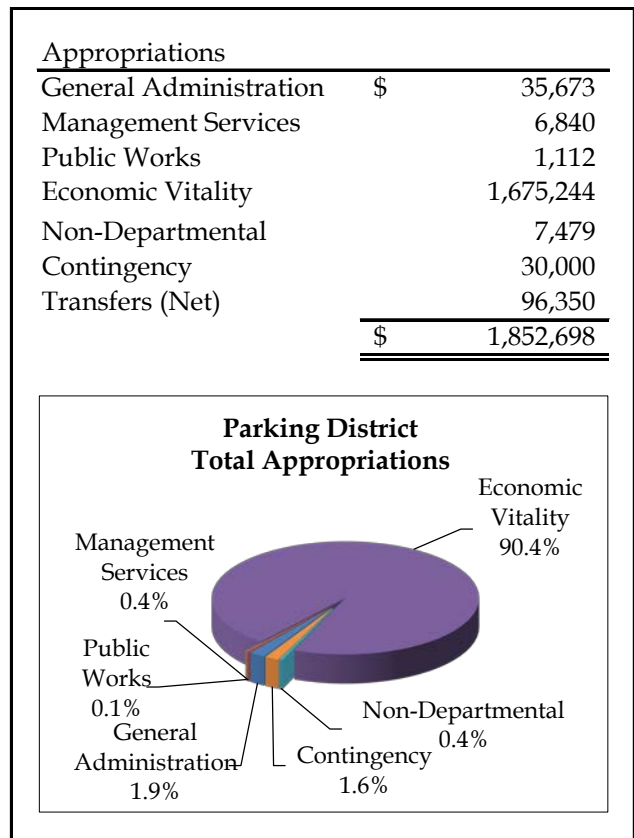
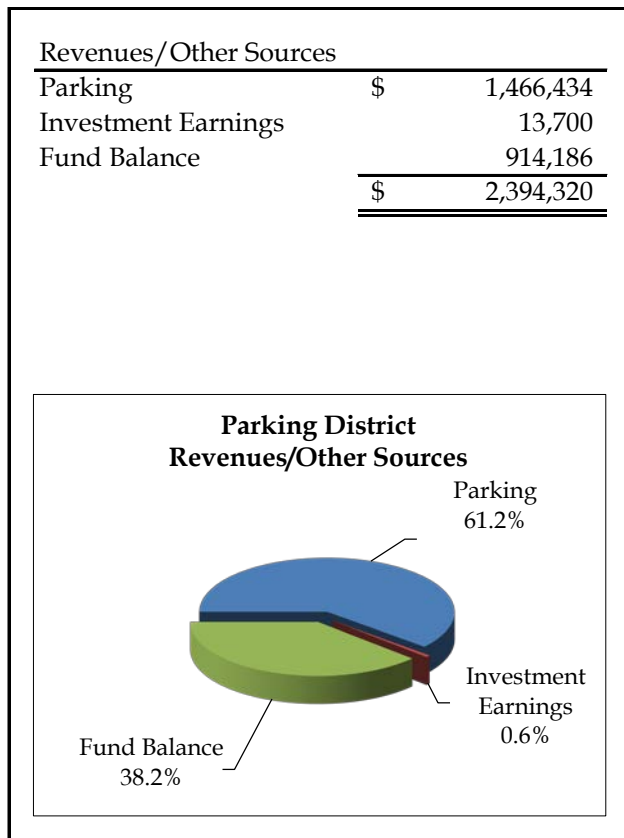
There are total appropriations in the amount of \$3.2 million in FY 2020 for Recreation Fund activities and projects. Per discussion with City Council in the spring 1996 retreat, Council concluded this funding should support the expansion of existing facilities and the associated maintenance. Over the past several years, the City Council has re-examined the use of these funds and in FY 2020 directs \$954,844 to fund recreational programming, \$1.5 million to fund FUTS maintenance, recreation fields operation and maintenance. These are funded via a transfer to the General Fund. Capital projects funded by BBB Recreation funds in FY 2020 include \$23,000 for Schultz Creek Trailhead, \$115,000 smart irrigation system and \$500,000 for the westside neighborhood park.



Parking District Fund

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

The revenue and other sources for FY 2020 include \$1.5 million in parking revenues. Total appropriations for the fund are approximately \$1.9 million which includes \$905,174 for operations, \$115,026 for debt service and \$96,350 in transfers out to the General Fund.



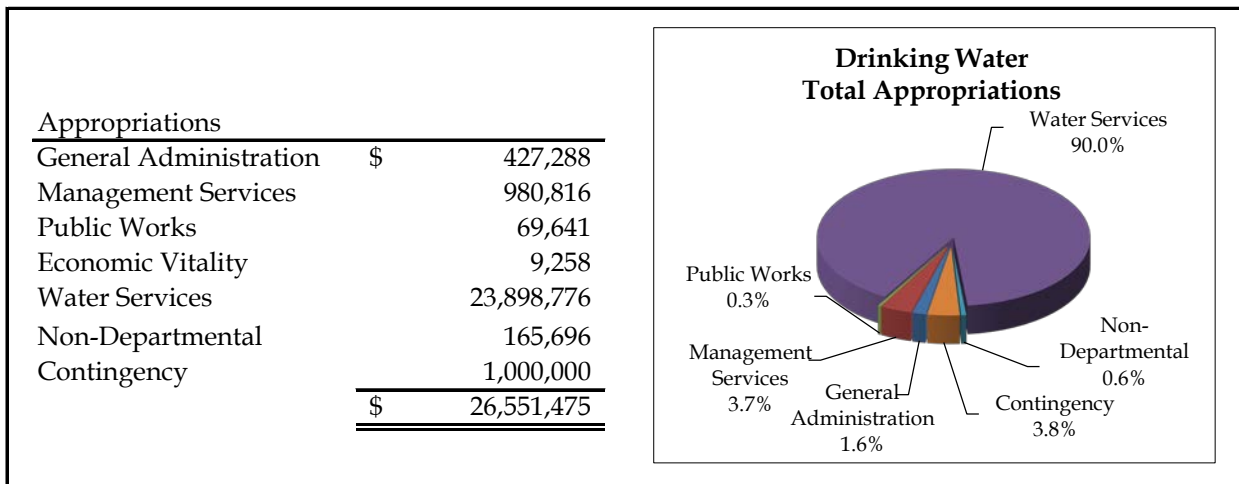
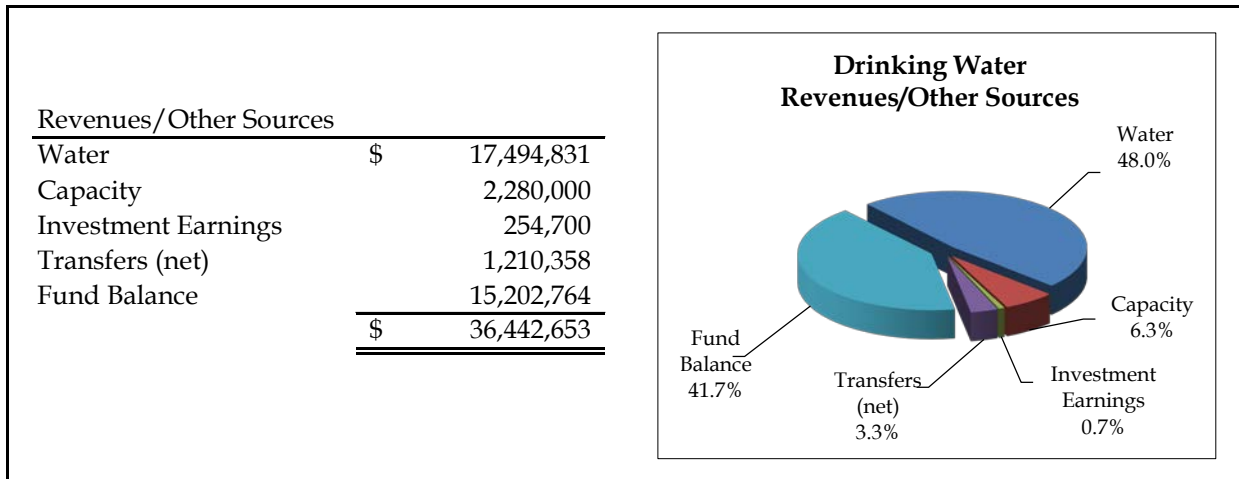
Enterprise Funds

Water Services Funds

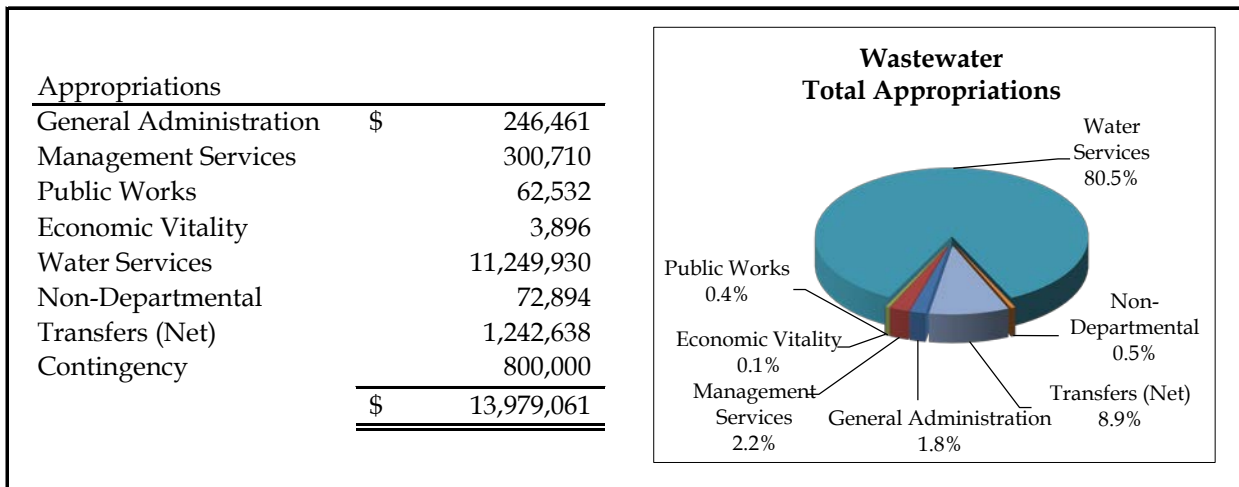
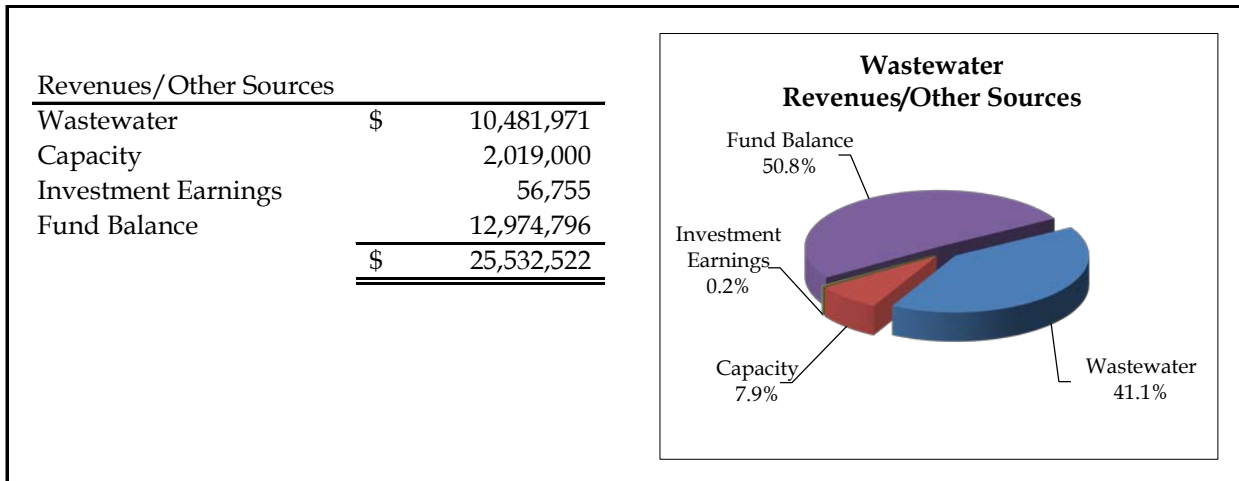
Water Services includes Drinking Water, Wastewater, Reclaimed Water and Stormwater Funds. These Enterprise funds are operated as self-sustaining operations with user fees and charges based on a "cost-of-service" methodology. The rate model determines the minimum revenue requirements needed to support operations including: operating and maintenance costs; capital improvements considered routine in nature; principle and interest payments on bonded debt related to utility construction; and maintaining a year-end fund balance sufficient to ensure adequate working capital.

The City contracted for a rate model update in FY 2016 which identified a need to increase water, wastewater and stormwater rates. The Council was presented with the recommended increases in the spring of 2016. Each January 1, until 2023, there is scheduled an increase of 4.4% for water, 7.0% for wastewater and 6.0% for stormwater.

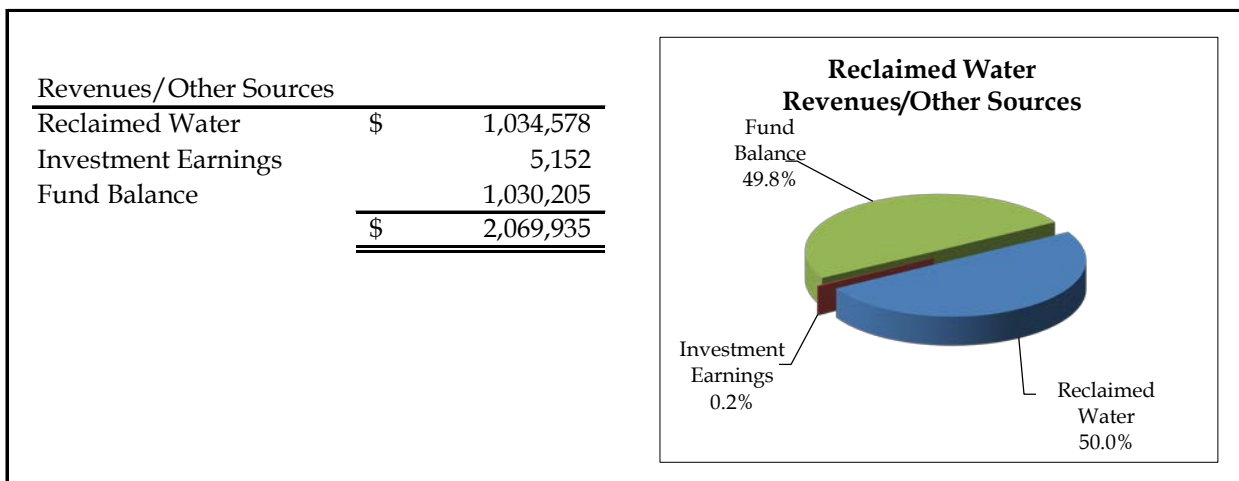
Drinking Water: Total appropriations relating to direct costs for the water operations are approximately \$26.6 million. Water fees are the major source of revenue supporting water operations. Revenue estimates total approximately \$17.5 million for water sales.

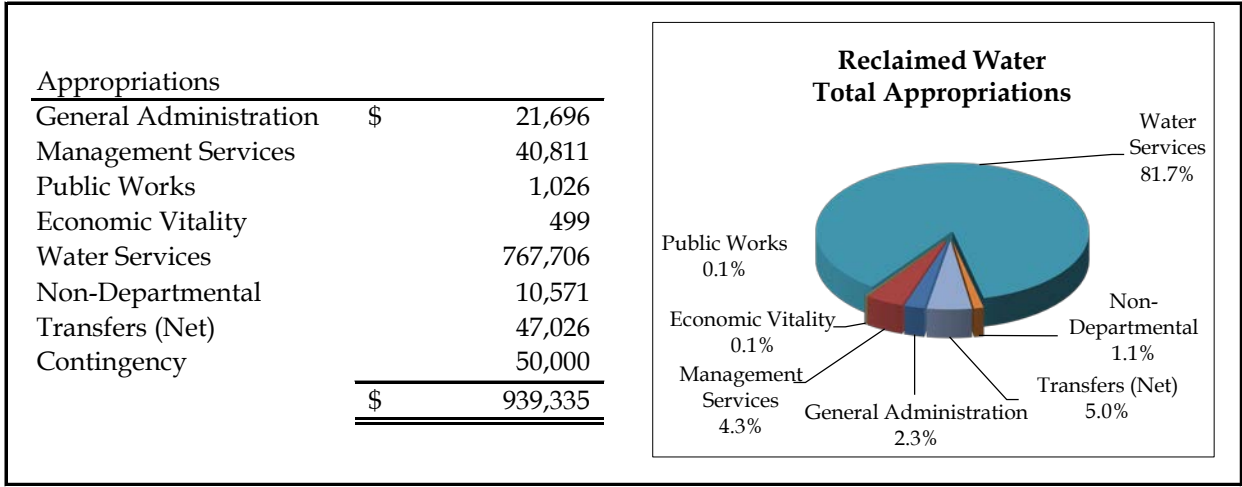


Wastewater: Total appropriations relating to the direct costs for the wastewater operations are approximately \$14.0 million. Wastewater (sewer) fees are the major source of revenue supporting wastewater operations. Revenue estimates total approximately \$10.5 million in wastewater charges.



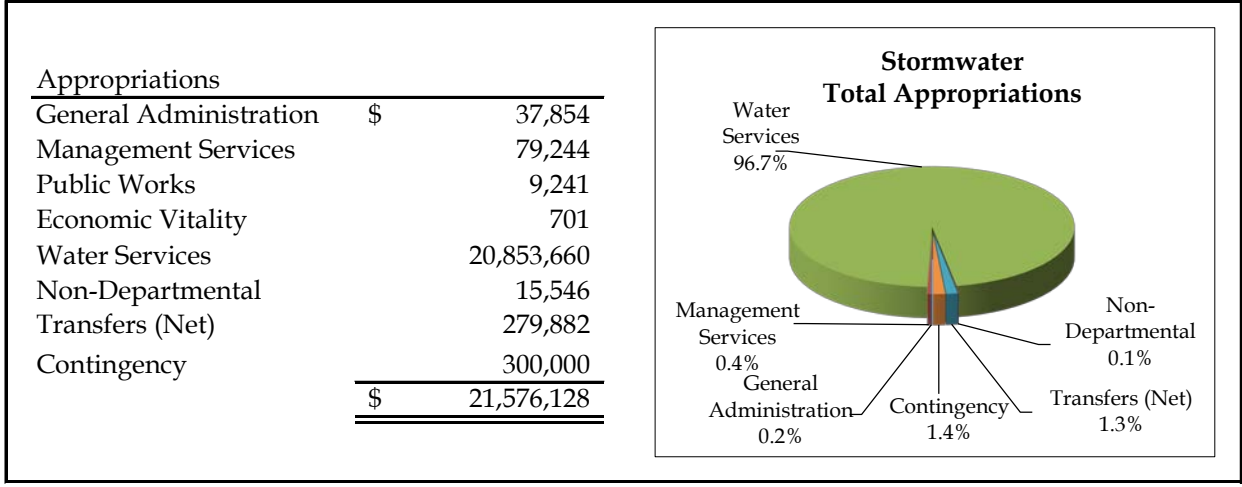
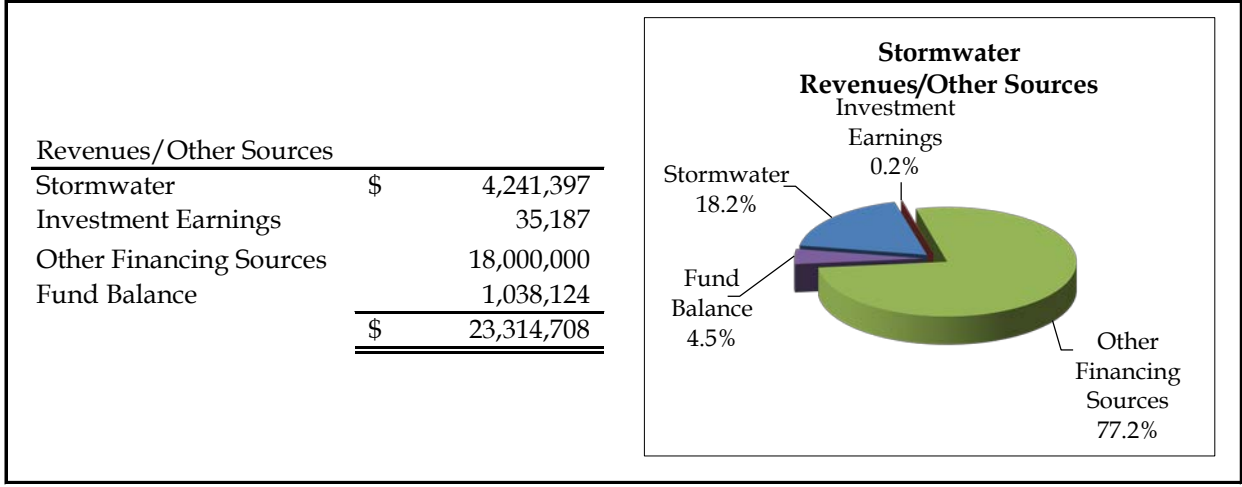
Reclaimed Water: Total appropriations related to the direct cost for the reclaimed water operations are \$.9 million. Reclaimed water usage fees are the major source of revenue supporting these operations. Revenue estimates total \$1.0 million in reclaimed water charges.





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

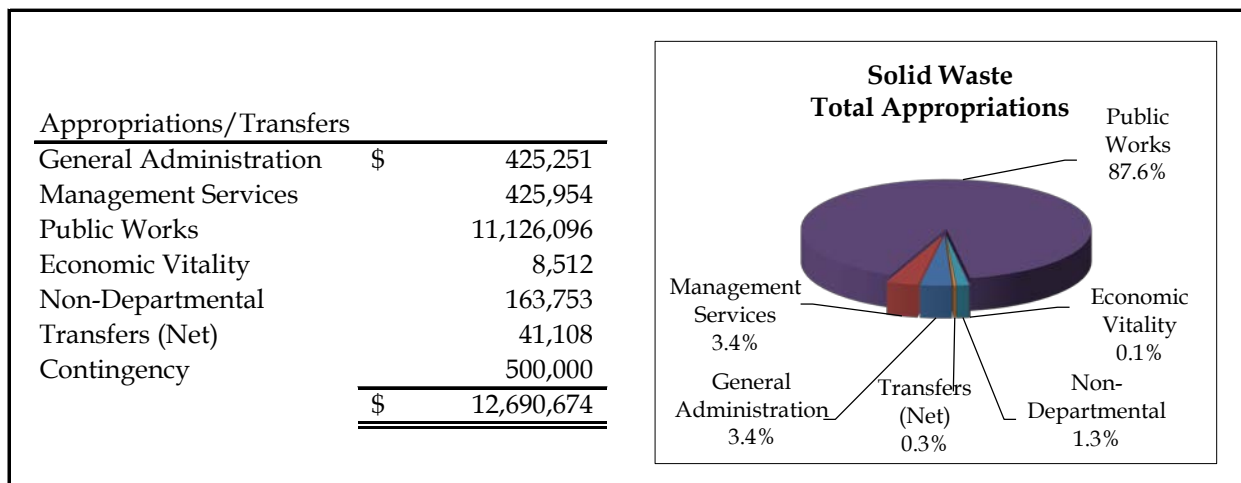
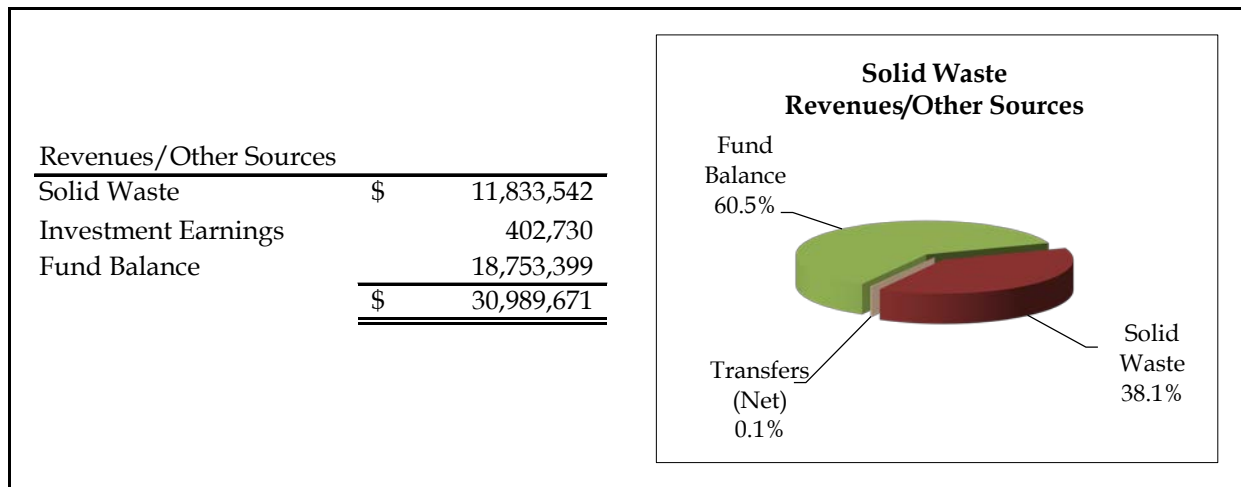
Revenue estimates for Stormwater total approximately \$23.3 million for FY 2020. Total appropriations of \$21.6 million include the operational components of NPDES implementation, general drainage maintenance, Phoenix Bridge project and the Rio de Flag project.



Solid Waste Fund

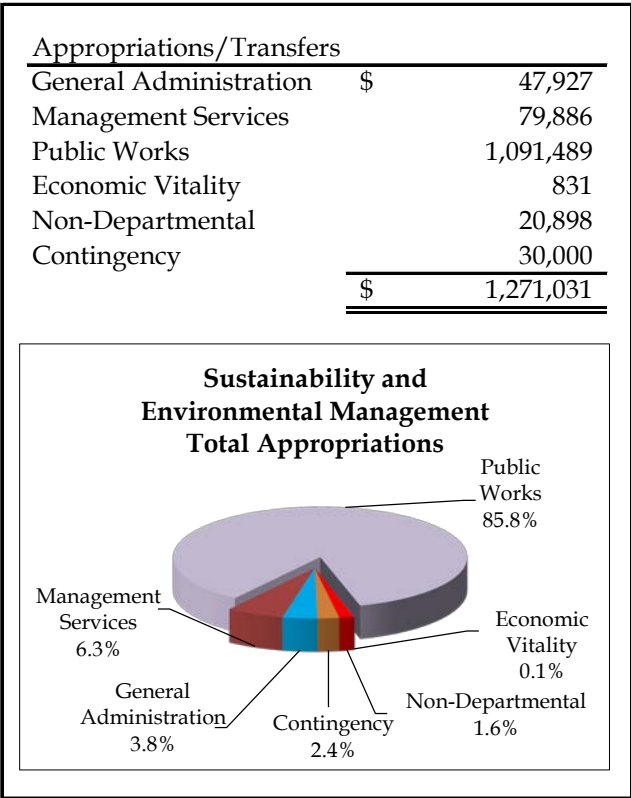
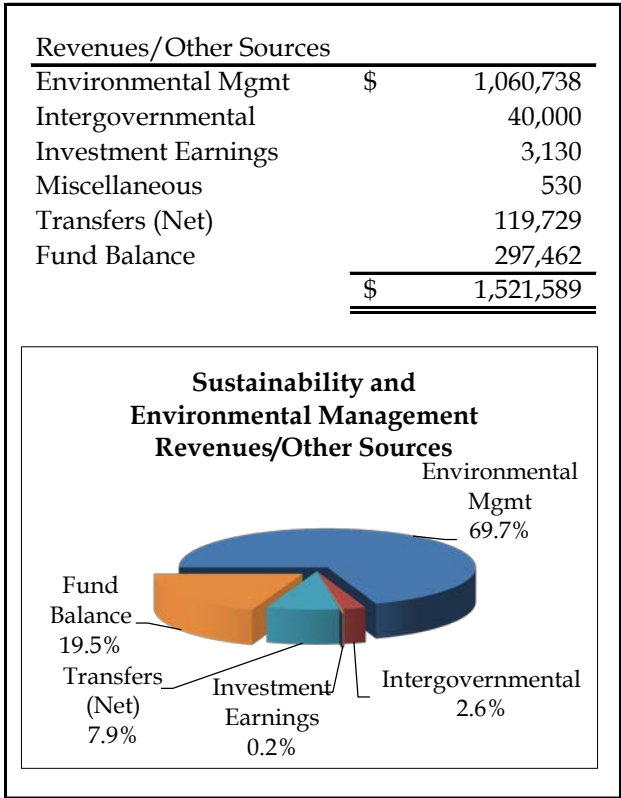
Total financial sources available are approximately \$31.0 million. User fees are the major revenue source of solid waste disposal operations. The user fees are comprised of eight major customer services areas (residential sanitation, curbside recycling, commercial sanitation, hoist and haul, landfill dumping, inert materials pit, commercial recycling and hazardous waste) with different rates for each category based on cost of service.

The landfill rate structure provides cost recovery for ongoing operations as well as provisions for funding replacement equipment; closure and regulatory compliance costs related to mitigation of environmental contamination and/or degradation; as well as for future site requirements. Based on current estimates for closure and post-closure landfill costs, the City is setting aside legally restricted funds to ensure enough funds will be available to meet these requirements. Council approved annual rate increases over the next 5 year. The first increase was effective February 1, 2019.



Sustainability and Environmental Management Fund

Total financial sources available are approximately \$1.5 million. The Environmental Management Fee, a user fee, is the major revenue source of the Sustainability and Environmental Management section (SEMS) operations. This fee is based on cost of operations. SEMS is housed within Public Works and includes Sustainability, Environmental Management, as well as Open Space Management. Through transfers out to the General Fund, this user fee partially funds Wildland Fire and the Greater Flagstaff Forest Partnership contract within the Fire Department. The Open Space and Environmental Management programs are funded by the General Fund and Solid Waste.

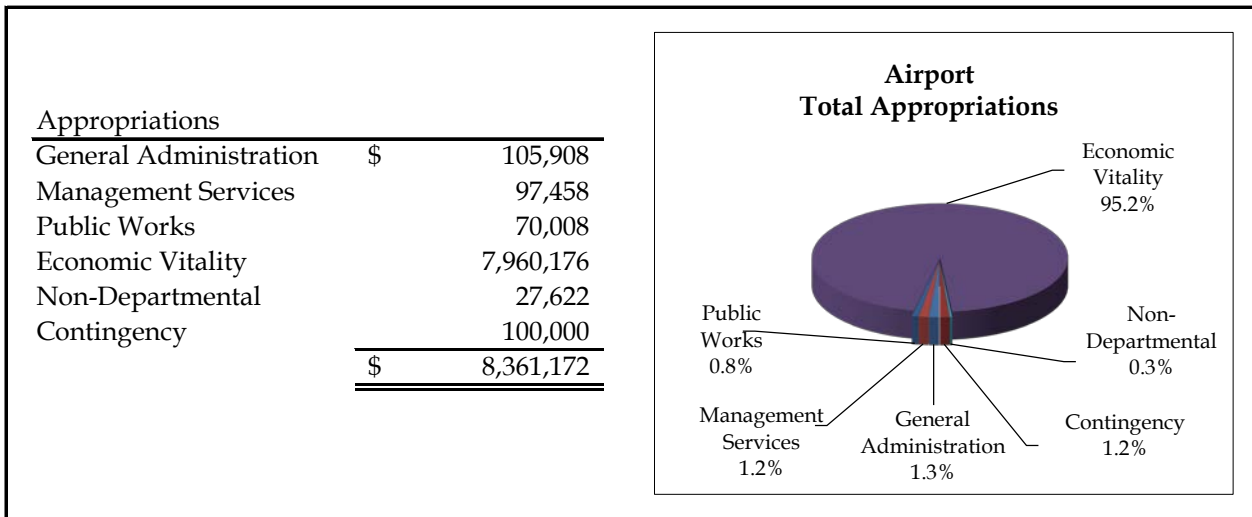
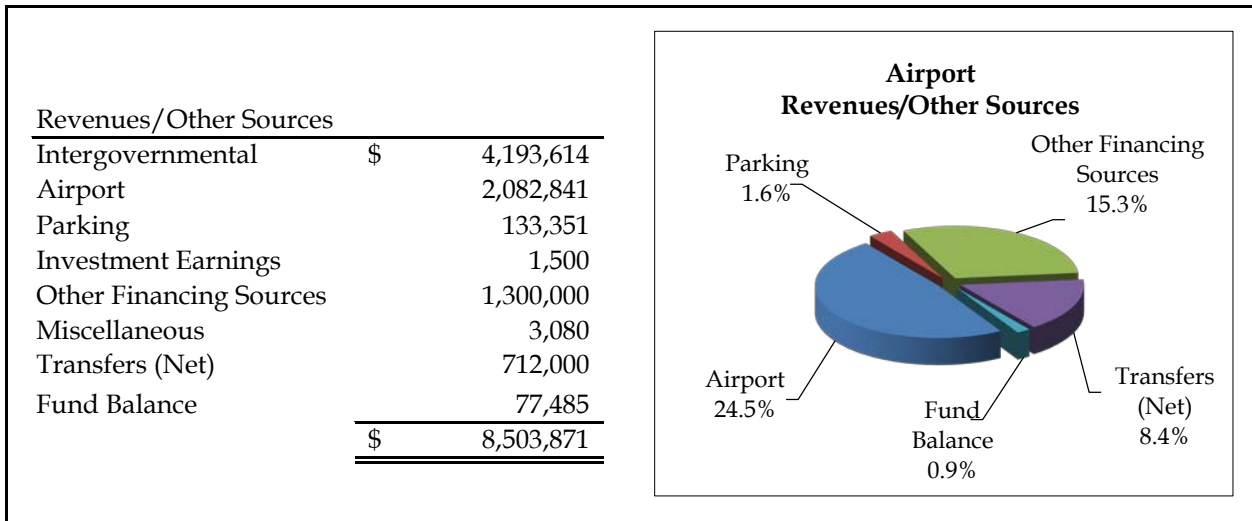


Airport Fund

Pulliam Airport is located four miles south of downtown Flagstaff and is staffed seventeen hours per day, seven days each week and provides airline service to Phoenix, Los Angeles, Denver and Dallas/Fort Worth. Total appropriations are approximately \$8.4 million which includes \$2.3 million for operations and reserve, \$0.2 million for debt and \$5.9 million in capital outlay. Primarily FAA and ADOT grants will fund the capital improvements.

In FY 2020, \$4.4 million of the capital improvements are being funded approximately 91% with grants from the FAA. Additional funding may be available to support these projects through ADOT.

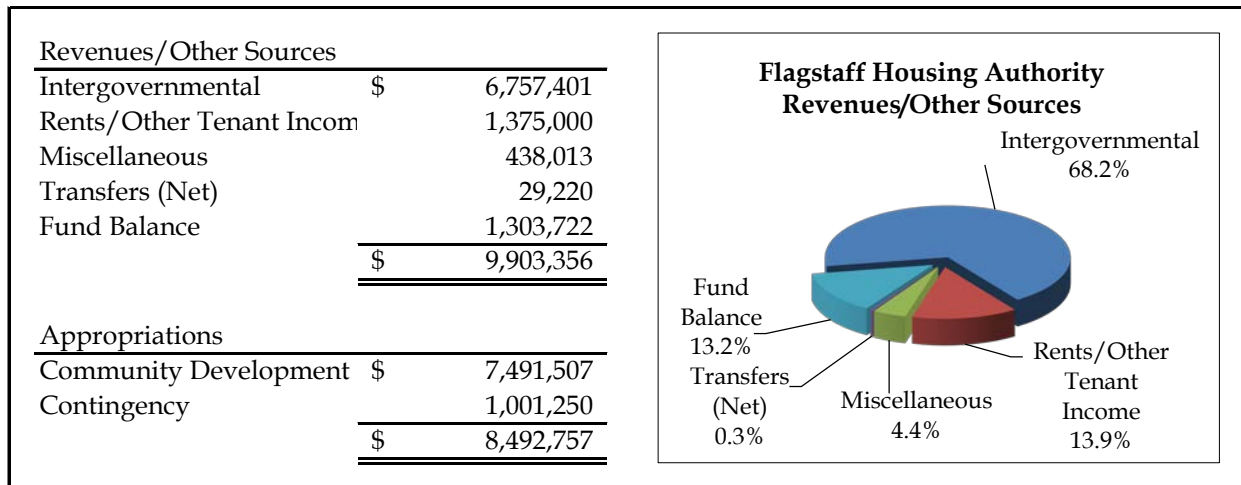
All revenues generated by the airport will be expended for the capital or operating costs of the airport, the local airport system, or other local facilities which are owned or operated by the owner or operator of the airport and directly related to the actual transportation of passengers or property.



Flagstaff Housing Authority

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

Total financial resources are approximately \$9.9 million. Intergovernmental revenue from the US Department of Housing and Urban Development comprises 68.2% of funding, or \$6.8 million. Rental income represents rent charges based on resident family income per Federal regulations. Miscellaneous income is primarily pass through and administrative fee income for Housing Choice Vouchers which the Housing Authority administers locally for other housing agencies and management of Flagstaff Housing Corporation. These portable Vouchers are under HUD contract with other housing agencies, and FHA administers the Vouchers locally, for which FHA earns an administrative fee.



Five-Year Projections by Fund

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

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

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

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

General

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

The General Fund balance is projected to decrease by 14% as the City is currently funding several projects with fund balance and non-recurring revenues. A portion of one-time items are the result of carryover requests from the previous year. The General Fund will maintain a minimum fund balance of 20%. A 15% fund balance is considered sufficient for the General Fund.

Housing and Community Services

This fund is primarily used to track revenues and expenditures related to Community Development Block Grants and other housing grants. The block grants are an entitlement to the City and are expected to stay level over the next five years. The City currently expects to receive State housing grants every year.

Metropolitan Planning Organization

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

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 35% due to planned expenditures for replacement of Library 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 22% due to several planned capital projects.

Flagstaff Urban Trail System

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

Beautification

The primary source for this fund is BBB taxes. This fund generally accounts for capital projects related to streetscapes. It is an ongoing effort to balance the number of projects within the availability of revenues. This five-year plan shows how it is accomplished. The Beautification fund balance decreases by 33% due to planned expenditures for the completion of various capital projects.

Economic Development

This fund is balanced with ongoing revenues from BBB taxes, lease revenues and General Fund transfers. Ongoing expenditures support many efforts focused on business attraction, retention, work force development, the Business Incubator and Accelerator. The Economic Development fund balance decreases by 71% due to the use of excess fund balance to cover planned expenditures which will attract long-term business investment into the City.

Tourism

This fund is balanced with ongoing revenues from BBB taxes, retail sales and lease revenue. Ongoing expenditures are related to tourism promotion and visitor center services. Based on projected revenue, this fund can maintain existing operations levels. The Tourism fund balance decreases in FY 2020 by 30% due to phased expenditures to increase the investment in tourism promotion and Visitor Center needs.

Arts and Science

This fund is balanced with ongoing revenues from BBB taxes and has ongoing expenditures related to service partner contracts for projects related to awareness of arts and science in our community. Planned public art projects result in an Arts and Science fund decrease of 57% in FY 2020.

Recreation - BBB

This fund is used for capital improvements to City and school recreational parks and fields. In addition, maintenance costs related to the improved parks and fields, maintenance of FUTS trails and recreation programming are funded with ongoing revenues. The Recreation - BBB fund balance decreases by 22% due to planned expenditures for the new westside neighborhood park.

ParkFlag – Parking District

This fund was established in FY 2017 to account for the collection of revenue and tracking of expenditures for the downtown parking district. The ParkFlag fund balance increased 41% in FY 2020 due to parking revenues restricted for future parking infrastructure and needs being utilized for potential parking property acquisitions.

General Obligation Bond

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

Secondary Property Tax

This fund represents the collection of secondary property tax revenue and the subsequent transfer to service the related debt as it becomes due. The five-year projection uses the current assessed valuation figures from the County to estimate property taxes that will be available for debt service expenditures. The projection assumes additional voter authorization will be issued in the future within the existing tax rate. This allows the City to smooth long-term secondary property tax rates so a level tax rate is maintained from year to year. The Secondary Property Tax fund balance decreased by 6% as the City pays off debt.

Special Assessment Bond

This fund is set up for repayment of bonds issued for special assessment districts. The Special Assessment Bond fund balance increased 1% in FY 2020.

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 35% in FY 2020 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 11% in FY 2020 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 increases by 10% in FY 2020.

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 67% in FY 2020.

Solid Waste

This enterprise fund is self-sustaining through user fees. The five-year projection anticipates a growth rate of 2%. This coincides with on-going operations, capital needs and revised service levels for all operations. Included in the five-year projection is the anticipated funding to cover the landfill closure and post-closure costs at the end of the useful life of the landfill and the related increase of user fees that will coincide with the construction of a new cell. The Solid Waste fund anticipates a 2% 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 16% decrease due to an increase in costs relating to various projects anticipated in this fund.

Airport

This enterprise fund is responsible for the operations of the Flagstaff Pulliam Airport. Most of the revenues are grants related to continued expansion and capital improvements at the airport and lease revenues. The capital improvement plan is based on annual updates coordinated with the FAA and ADOT. The City's General Fund currently makes a transfer to the Airport to cover the match portion of capital grants awarded and to aid operations. The Airport fund balance anticipates an increase of 84% in FY 2020.

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 2020, the City anticipates the FHA fund balance to increase by 8%.

Revenues

All Funds

Federal and State Grants

Description: Federal and State agencies and foundations provide various operating and capital grants. These grants have numerous requirements and restrictions that must be adhered to. Most grants are awarded in a competitive application process and others are entitlement based.

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

Projects funded by Federal and State grants in FY 2020 include transportation planning efforts through FMPO; Airport improvements and equipment; and grants supporting thinning efforts by the Fire Department augmenting the Flagstaff Watershed Protection Project. In addition, the City has several large, ongoing federal grants for Community Development, Section 8, and Low Income Public Housing (See Schedule C-1 for details).

General Fund

Property Tax Receipts Current, Primary

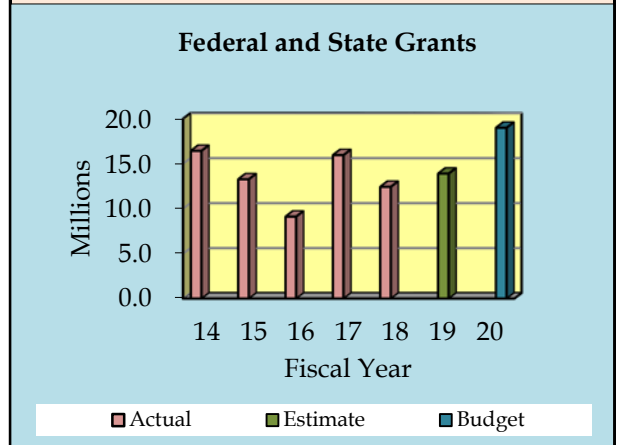
Legal Authority: Arizona Revised Statutes Section 42-45 (B) based on the State Constitution Article 9, Section 18. Revised through HB2876, June 2006.

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

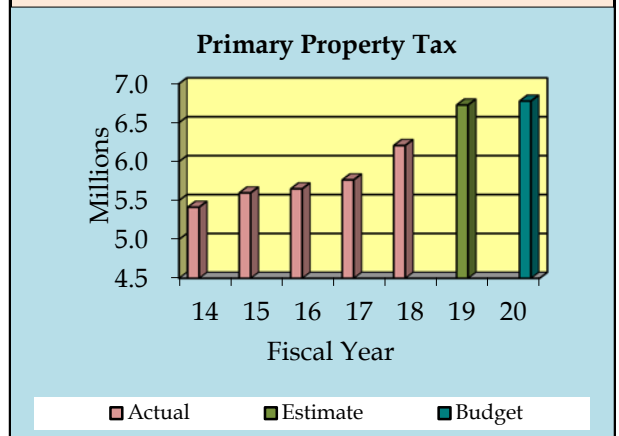
Receipts from primary property taxes levied by the City are deposited in the General Fund. No restrictions on usage apply to the primary property tax. State statute limits the annual increase in levy to 2% plus the amount generated by construction. For FY 2013 through FY 2017 Council voted to keep the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

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 \$6.4 million dollars to the assessed valuation and existing primary property tax values increased by 7.1%. The increase in FY 2020 is related to new construction.

Federal and State Grants		
FY	Amount	% Change
13-14	\$ 16,423,052	22.0%
14-15	13,263,009	-19.2%
15-16	9,110,986	-31.3%
16-17	15,946,150	75.0%
17-18	12,421,663	-22.1%
18-19	13,891,814	11.8%
19-20	18,985,781	36.7%



Primary Property Tax		
FY	Amount	% Change
13-14	\$ 5,413,125	2.0%
14-15	5,597,027	3.4%
15-16	5,649,356	0.9%
16-17	5,764,349	2.0%
17-18	6,205,826	7.7%
18-19	6,726,500	8.4%
19-20	6,776,500	0.7%



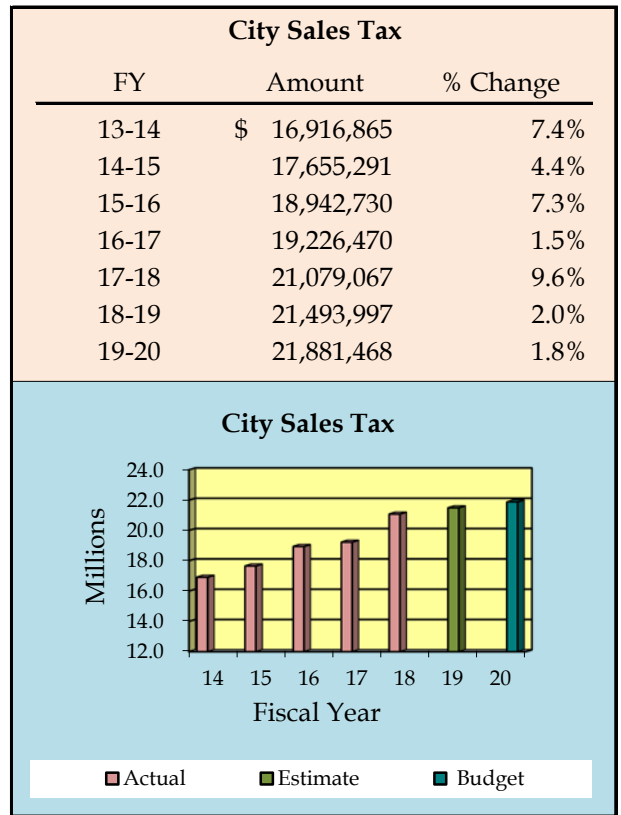
City Sales Tax (Transaction Privilege Tax)

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

Tax currently sunsets November 2024.

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

Annual increases point to the slow yet steady continued economic recovery. The State of Arizona began collecting sales tax on behalf of all cities on January 1, 2017. The City will no longer collect local sales tax from this date forward. At this time, it is uncertain what the impact will be on local revenues collections, therefore FY 2019 is projected using conservative estimates. FY 2020 is expected to continue to show moderate increases in revenues.

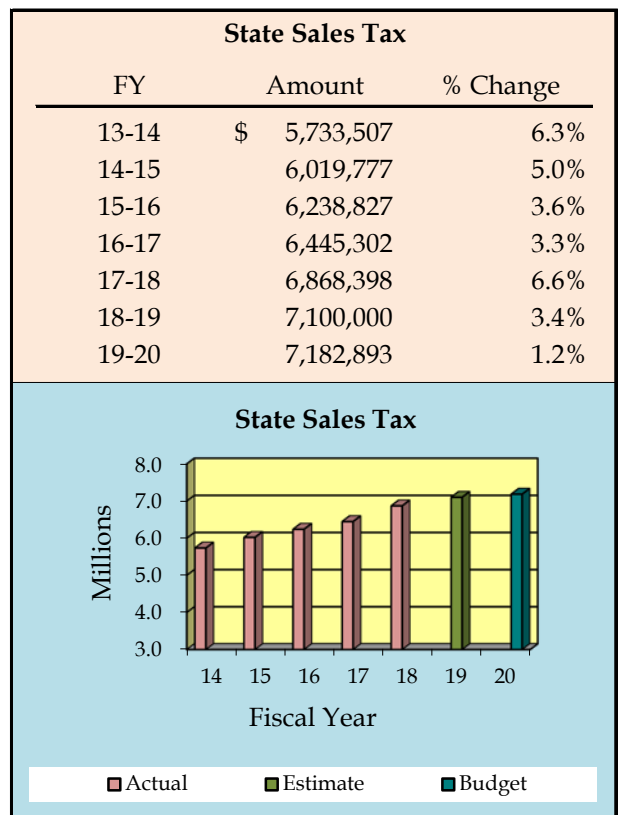


State Sales Tax

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

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

Recovery from the recession began in FY 2011. In FY 2012 the City experienced a shift in Arizona state population which went from 1.25% to 1.31% based on the 2010 census figures. Effective FY 2017, the state now adjusts our proportionate share of state population based on annual estimates provided by the Census Bureau. The FY 2018 share was 1.301% and FY 2019 is 1.299%. FY 2020 continues to show moderate increases in revenues.

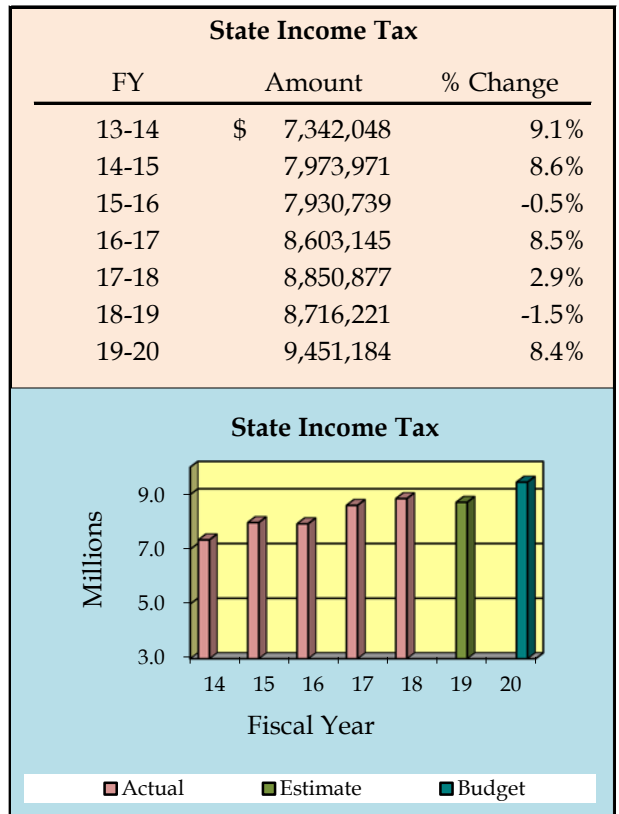


State Income Tax (Revenue Sharing)

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

Description: Arizona cities share in 15.8% of the State income tax collected based on the proportional share of population of the cities and towns as reported in the 2010 Census. Effective FY 2017, the state now adjusts our proportionate share of state population based on annual estimates provided by the Census Bureau. A two-year lag exists between the year of distribution and collection and the reporting year for which the income tax returns are filed. Therefore, little variance is expected between amounts estimated in the budget and actual receipts. Because revenues can be used for any municipal purpose, funds received are deposited in the General Fund to support the services and activities of the general government.

The City of Flagstaff gained a relative population share because of the 2010 Census as well as began to see increases due to the recovery from the recession. The decrease in FY 2016 was due to reductions in corporate income taxes passed by the Arizona state legislature. FY 2018 will see gains in individual income tax while corporate income tax will continue to decline due to state mandated changes. FY 2020 will experience a large increase as individual income taxes continue to grow.



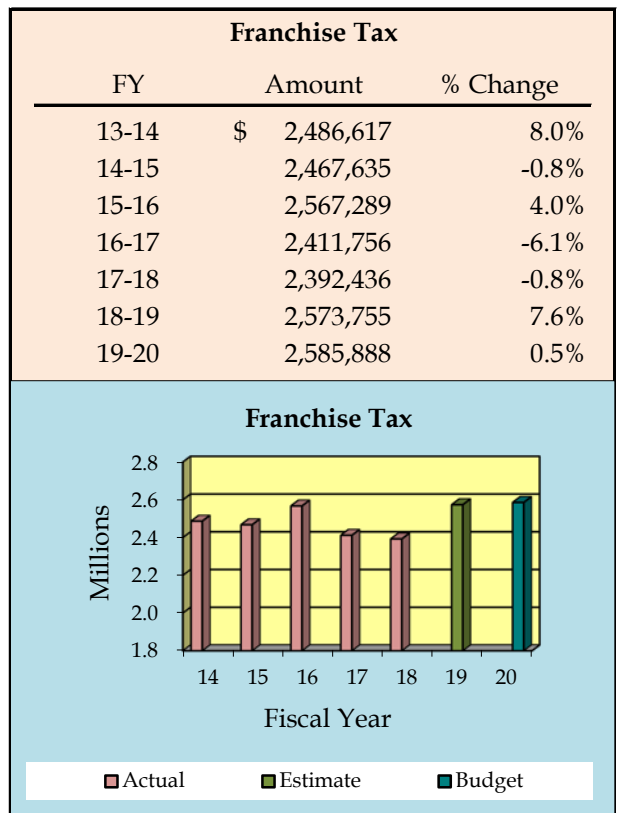
Franchise Tax

Legal Authority: Flagstaff Charter and City Code Article XII.

Arizona Public Service (APS): Resolution 2009-52 (expires 8-21-2036), Unisource Energy Services: Ordinance 1879 (expires 10-3-2020), US West, MCI, US Sprint, Central Corp, A T & T: Ordinance 585 and NPG: Resolution 2006-72 (expired 12-31-2016, has been extended and is in the process of renewing).

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

The increase in FY 2014 was due to the additional category of electric franchise tax. Most declines in revenues related to warmer winter weather thus reducing the revenues from natural gas franchise taxes. In FY 2017 and FY 2018 most categories were down. We expect moderate growth in FY 2019 and FY 2020.

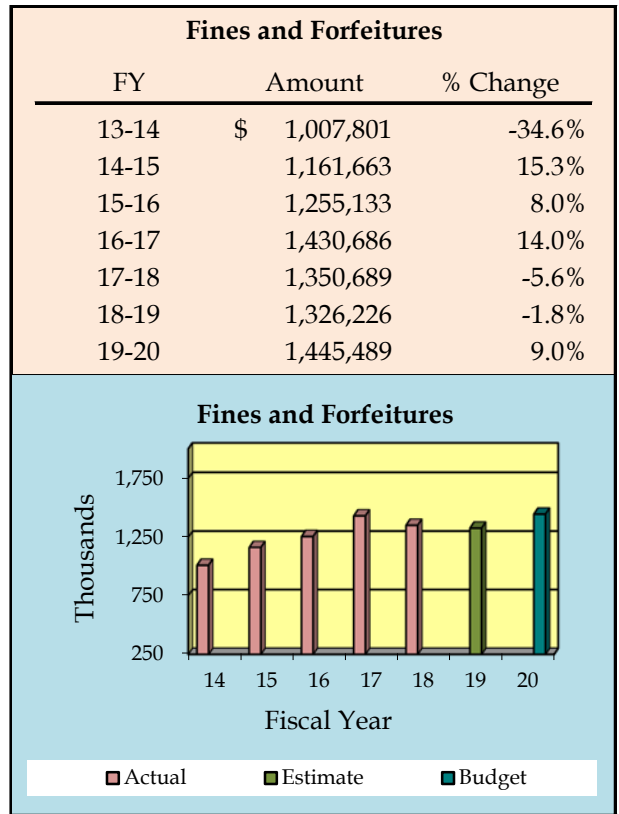


Fines and Forfeitures

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

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

Revenues vary on an annual basis dependent upon the mix of criminal and civil cases handled by the court system in any year as well as the fee structure in place at the time of the case. The allocation of the fines is prescribed by the Superior Court, usually annually, and/or the Flagstaff Municipal Court (dependent upon the type of case). The significant decrease in FY 2018 and FY 2019 is due the high vacancies in the police department. It is anticipated the revenues will rebound in FY 2020.

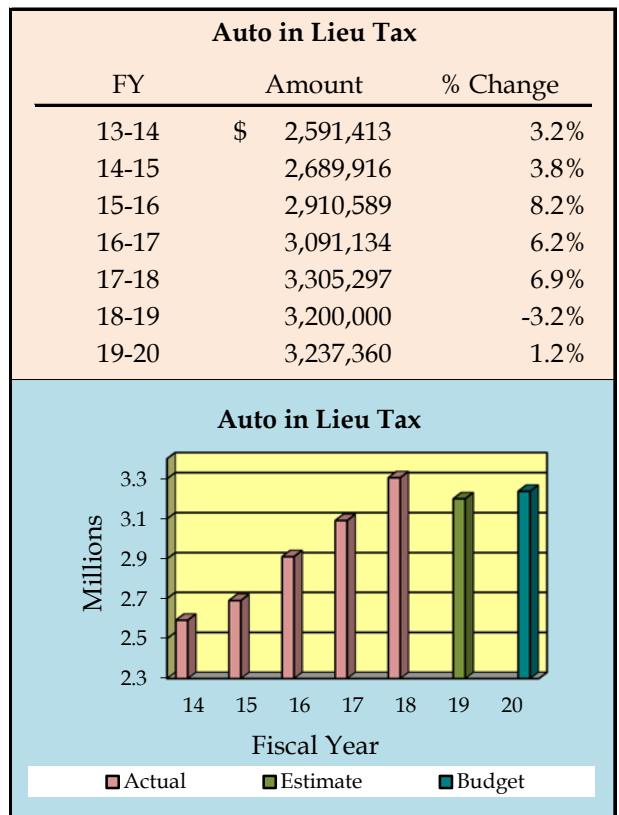


Auto in Lieu Tax

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

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

Auto in Lieu tax is received on a declining scale over a five-year period based on the automobile value until it stabilizes at the depreciated amount. Revenues have been steadily increasing since FY 2013. We are anticipating a 3% decline in FY 2019 followed by a 1.2% growth in FY 2020.



Special Revenue Funds

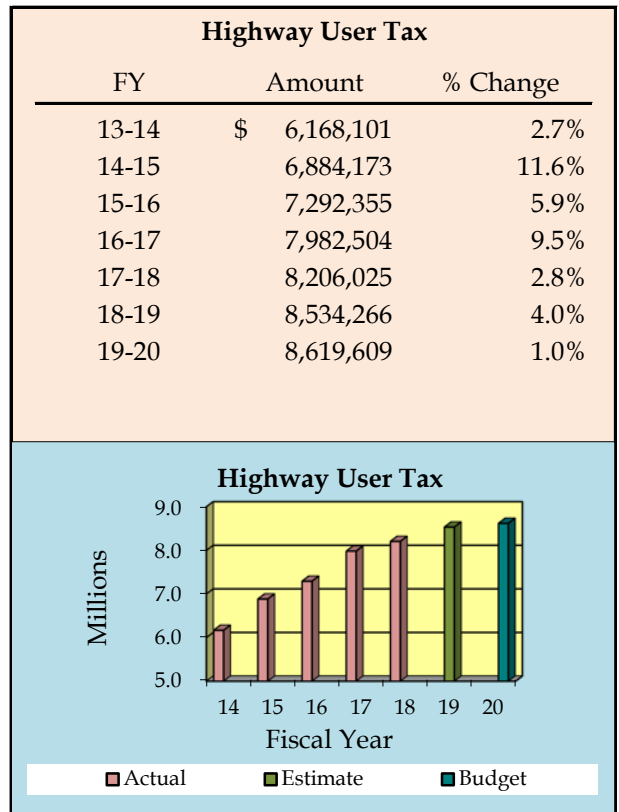
Highway User Revenue Fund

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 experienced an 11.6% increase in HURF revenues in FY 2015 due to the State approving an additional \$30 million of HURF revenues to be allocated to cities and counties, plus an overall increase in HURF collection due to decreasing gas prices. The City expects an increase in FY 2020 due to the elimination of special distributions.



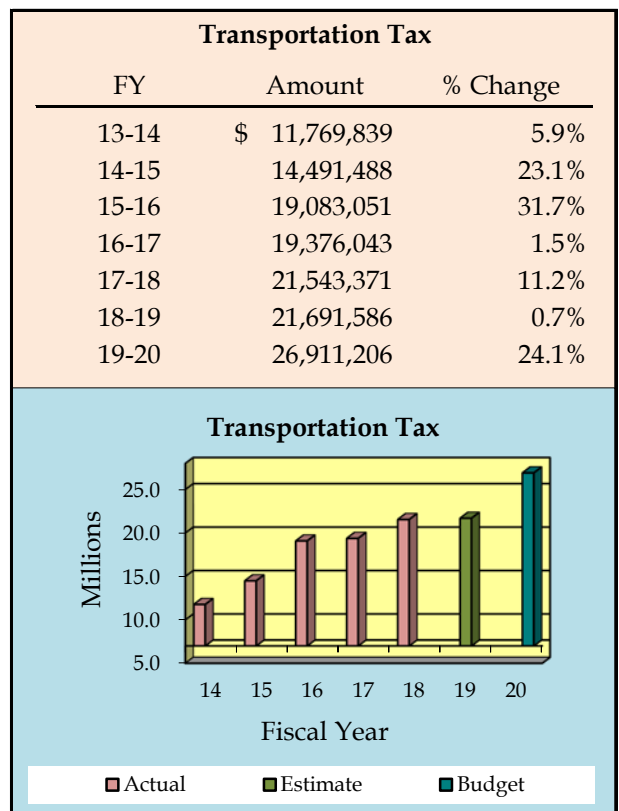
Transportation Tax

Legal Authority: Resolution 2004-48, approved by voters May 2000, Ordinance 2014-34 approved by voters November 2014, 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 the 4th Street overpass, safety improvements, street improvements, transit services and Lone Tree overpass. 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 City anticipates moderate growth in FY 2020.

4th Street Overpass	0.160%
Street Improvements	0.186%
Safety Improvements	0.080%
Road Repair and Street Safety	0.330%
Transit Services	0.295%
Lone Tree Overpass	0.230%
Total	1.281%



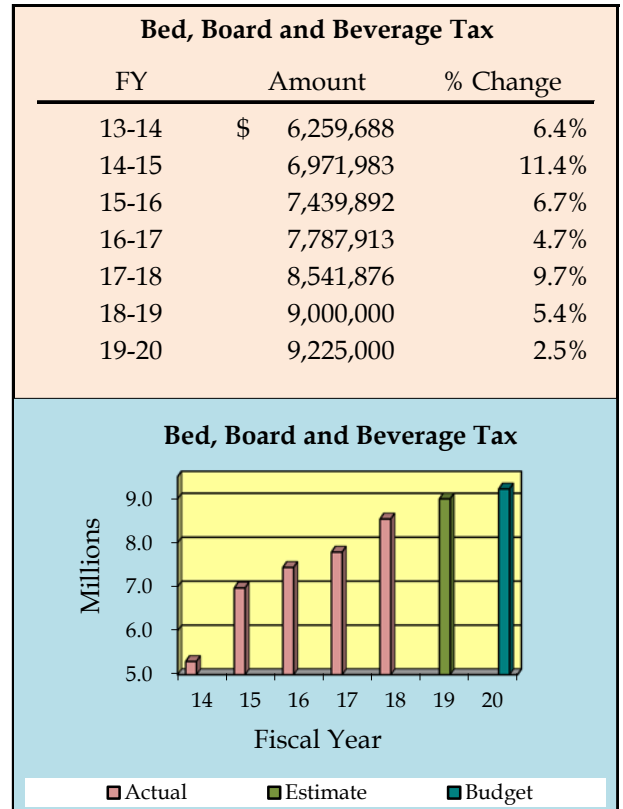
Bed, Board and Beverage Funds

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.

FY 2020 continues to show an increase in projected revenue and demonstrates the strength of tourism in Northern Arizona. The growth demonstrated in year-over-year receipts indicates the funds used toward targeted tourism is paying off.



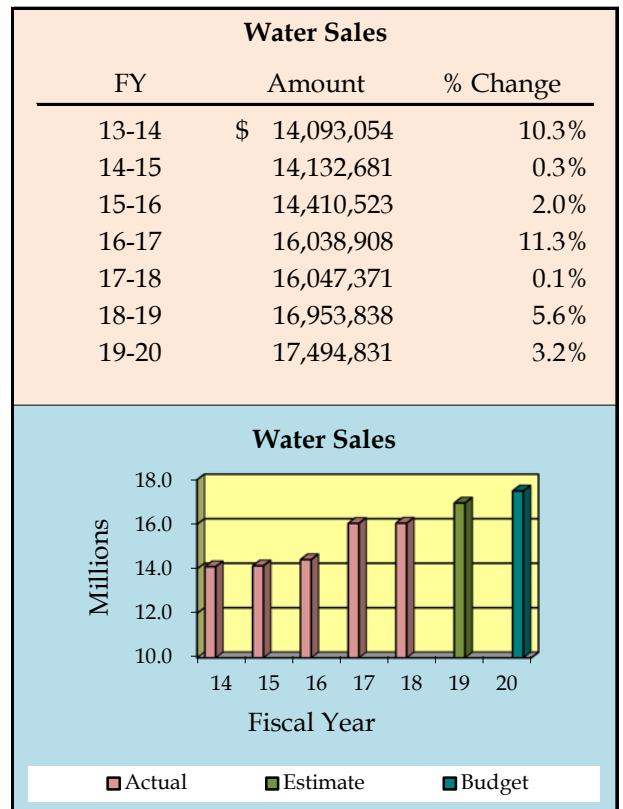
Enterprise Funds

Drinking Water Sales

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

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

The rates for each customer class were reviewed in 2016 using an outside consultant. Drinking water rates were increased on July 1, 2016 and again on January 1, 2017 and 2018. The next increase will be effective January 1, 2019 and each year until 2023 at a 4% rate.

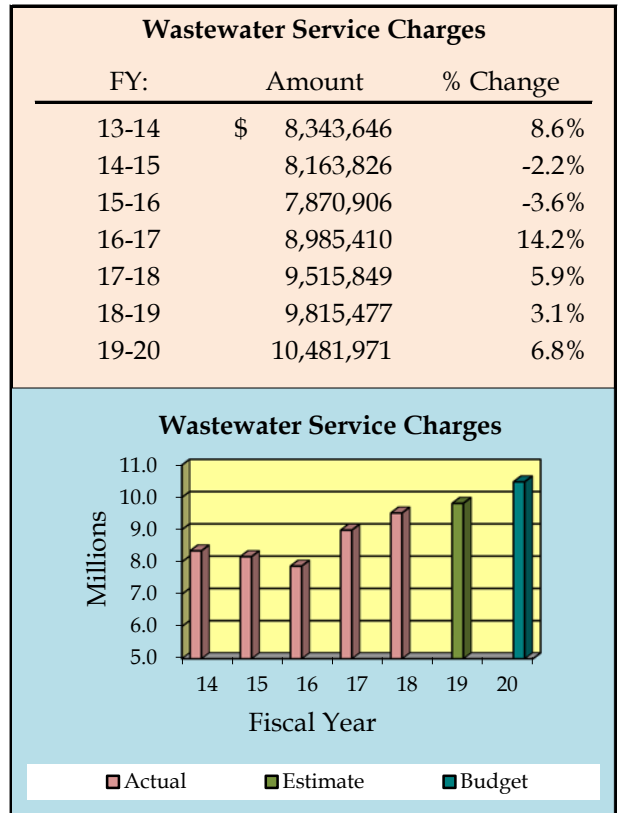


Wastewater Service Charges

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

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

The rates for each customer class were reviewed in 2016 using an outside consultant. Water rates were increased on July 1, 2016 and again on January 1, 2017 and 2018. The next increase will be effective January 1, 2019 and 2020.



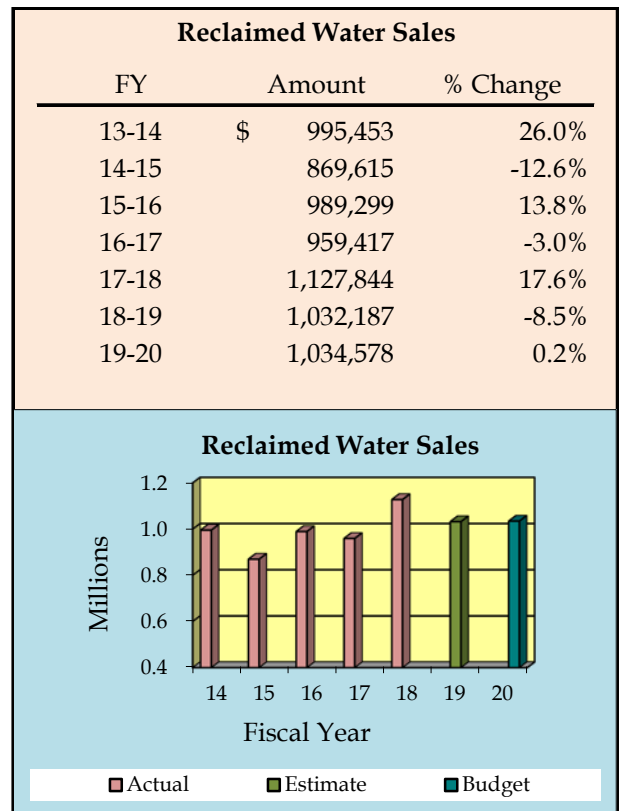
Reclaimed Water Sales

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

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

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

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

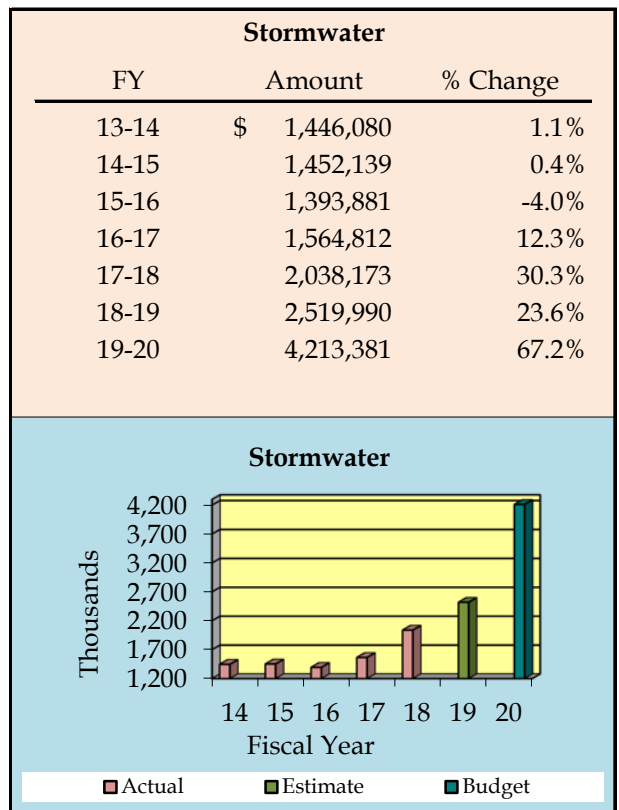


Stormwater

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

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

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

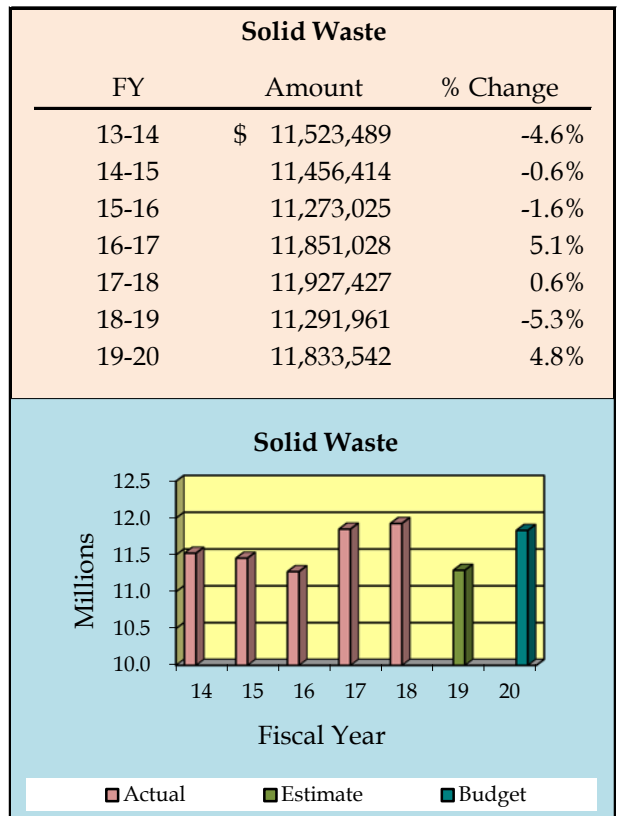


Solid Waste

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

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

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

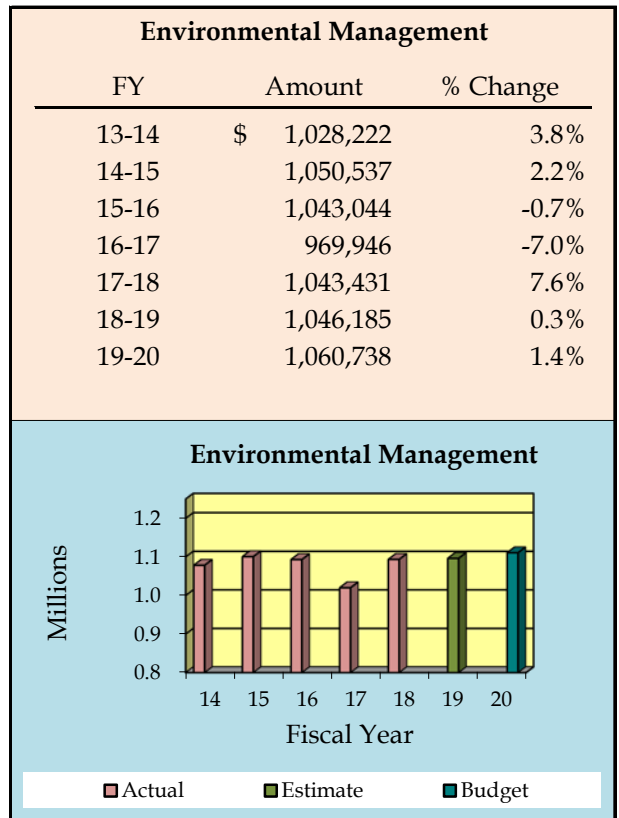


Sustainability and Environmental Management

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

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

The slight increase in revenues for FY 2020 is related to projected growth.

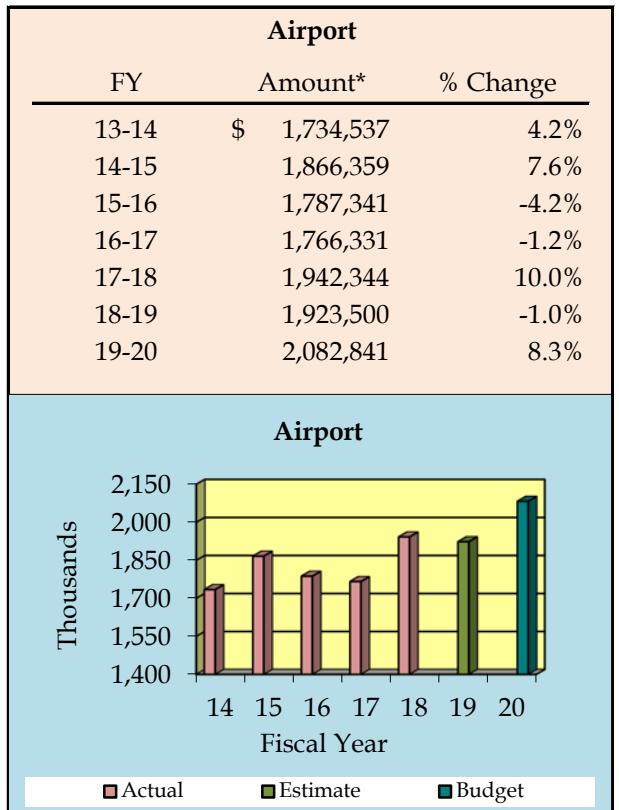


Airport

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

Description: Airport revenue is derived from the rental of airplane hangars, tie-downs, tie-downs with electricity and shades rented to various individuals and vendors. Landing fees are charged at a rate of \$1.05/1,000 pounds based on gross certificate landing weight of aircraft. Rental revenue from terminal rent consists of space, concession and advertising fees. In addition, revenues are collected from the sale and storage of aviation fuel. During FY 2016, the PFC charge assessed was \$4.50 per ticket. In FY 2018 a new PFC application was submitted and is effective FY 2019. The \$4.50 PFC amount continues to be in effect in the foreseeable future. PFCs are collected from the ticket sales of passengers embarking from the Pulliam Airport. PFC revenue is not used for operating expenditures. Airport revenues are required to be used for Airport operations.

Revenues are conservatively estimated reflecting ground leases transition, hangar executive box vacancies and lower volume fuel flowage fees. The expectation is that the Airport operational revenues will possibly decline slightly due to the fluctuations in the general economy.

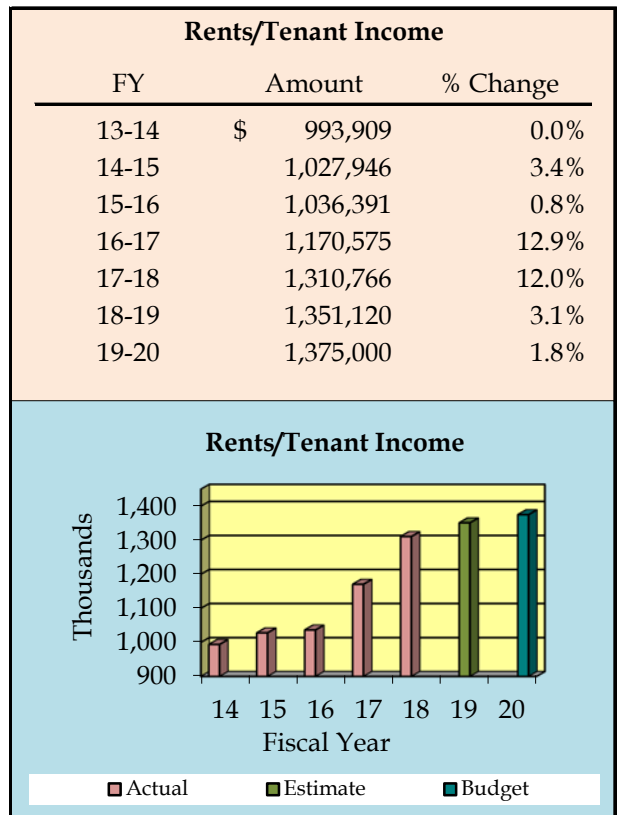


Housing Authority

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

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

Residents may choose between flat rent and rent that is income based. FHA began implementing higher flat rents in FY 2011, which resulted in more families paying higher rents. The decrease in income for FY 2012 through FY 2014 was due to falling incomes for the families/individuals served. Rent is projected to increase in FY 2020.



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 2020 Capital Improvement Plan

The City's budget for FY 2020 includes capital improvement projects totaling \$94.1 million. Project funding includes approximately \$1.5 million in grants and \$36.2 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 – Twelve projects are scheduled for FY 2020 for a total of \$19.6 million. Major projects include the construction of a new Courthouse, Flagstaff Watershed Protection Project which was authorized by voters in the November 2012 election, FUTS and Open Space land acquisitions, Core Services Facility improvements, 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 \$33.6 million. Transportation Tax is funding \$26.8 million and HURF and other revenues are funding \$6.8 million.

FUTS Fund – Major projects include the Sheep Crossing Trail, Switzer Canyon Trail and Florence-Walnut underpass. Five projects are scheduled at a budgeted cost of \$616,717 for FY 2020.

BBB Funds – Three categories make up the BBB Funds Capital Projects for FY 2020. Arts and Science includes seventeen projects at a budgeted cost of \$599,500. Recreation includes zero projects at a budgeted cost of \$0. Beautification includes Eighteen projects at a budgeted cost of \$2.6 million. Major projects include Train Station Platform, Library Entry, Route 66 Interpretive Trail, Switzer Canyon Roundabout, Lunar Landing Plaza, ADOT Sites, and Eastside Neighborhood Beautification.

Water Services Fund – Major projects for water, wastewater, reclaimed water and stormwater include Switzer Canyon Transmission Line, Lake Mary Land Acquisition, Fort Tuthill Waterline Loop Phase 2, First Avenue Waterline Replacement, Summit Waterline Replacement, Fort Tuthill Sewer Line Oversizing, and the Rio De Flag Project. Thirty projects are scheduled at a total budget of \$33.6 million for FY 2020.

Solid Waste Fund - Three projects are scheduled for a budgeted cost of \$680,000 in FY 2020. The projects include Excavation of Cell A, National Environmental Policy Act Review, and Stormwater Infrastructure.

Sustainability and Environmental Management Fund - One project is scheduled for a budgeted cost of \$40,000 in FY 2020. This is for a Future Grant Project.

Airport Fund – Three major projects, Parking Improvements, Snow Removal Equipment Building Design, and Airport Drainage Improvements Design, are scheduled at a budgeted cost of \$2.7 million for FY 2020.

Capital Plan Implications

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

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

Utility Rate Structure: The City contracts with an outside agency to review the Water and Wastewater rate structure and provide a new rate modeling program. The most recent rate study was completed in FY 2016. This rate model provides for major capital improvements, additional bond funding and increased operating costs. The rate model demonstrated a need for a rate increase which was approved by City Council with an effective date of July 1, 2016. Rates will increase annually for five years. The next rate study will be completed in FY 2021.

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

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

Debt

Debt Capacity

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

Current Debt Position

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

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

In assigning a rating to bond issuance, the rating agencies analyze several factors to determine an entity's ability to repay its debt. Some of these factors are described in the following text.

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

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

Debt factors include indebtedness trends, debt history, current debt burden, and debt repayment schedules. The economic feasibility and need for projects financed with debt are also evaluated, as there is a correlation between perceived benefit received and ability or willingness to repay debt. The history of past voter approved bond authorizations is evaluated as an indicator of taxpayer willingness to repay debt, as well as the amount of overlapping debt imposed on the taxpayer. Development of a long-range capital improvement plan is a primary method of planning for future debt needs and is a meaningful way of demonstrating budgetary and fiscal controls.

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

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

Legal debt limitations are assessed at 6% and 20% of the assessed valuation of real property. The 20% category includes water, sewer, artificial lighting, parks, open space, recreational facilities, public safety, law enforcement, fire and emergency services and street and transportation facilities. The 6% category includes everything else.

General Obligation Debt			
July 1, 2019			
20% Limitation		6% Limitation	
Assessed Valuation	\$ 1,008,490,173	Assessed Valuation	\$ 1,008,490,173
Allowable 20% Debt	\$ 201,698,035	Allowable 6% Debt	\$ 60,509,410
20% Debt Outstanding	(40,579,559)	6% Debt Outstanding	-
Allowable Debt Margin	<u>\$ 161,118,476</u>	Allowable Debt Margin	<u>\$ 60,509,410</u>

Debt Service

At July 1, 2019, the total actual indebtedness is \$122.4 million. FY 2020 annual debt payments are \$15.0 million. At the start of the fiscal year, the City's 20% general obligation debt of \$40.6 million is well below the legal limit of \$201.7 million. The City has no outstanding general obligation debt in the 6% category. Thus, the full allowable debt margin of \$60.5 million is available. The following table illustrates the total actual indebtedness through the life for all currently outstanding debt.

	Principal	Interest	Total
2020	\$ 11,808,360	3,241,043	15,049,403
2021	11,324,376	2,836,213	14,160,589
2022	9,302,423	2,480,704	11,783,127
2023	6,808,038	2,219,437	9,027,475
2024	6,550,204	2,000,519	8,550,723
2025	6,652,317	1,780,009	8,432,326
2026	6,721,656	1,564,950	8,286,606
2027	6,878,986	1,347,804	8,226,790
2028	6,424,729	1,133,764	7,558,493
2029	4,678,180	941,030	5,619,210
2030	3,177,841	795,873	3,973,714
2031	3,033,821	676,715	3,710,536
2032	2,902,042	562,117	3,464,159
2033	2,900,000	450,324	3,350,324
2034	3,020,000	331,438	3,351,438
2035	3,135,000	213,216	3,348,216
2036	1,275,000	131,578	1,406,578
2037	1,325,000	80,631	1,405,631
2038	195,000	51,194	246,194
2039	200,000	44,281	244,281
2040	210,000	36,975	246,975
2041	215,000	29,272	244,272
2042	225,000	21,297	246,297
2043	235,000	12,959	247,959
2044	240,000	4,350	244,350
	<u>\$ 99,437,973</u>	<u>22,987,693</u>	<u>122,425,666</u>

City of Flagstaff
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2019-2020

	Unreserved Fund Balance/ Retained Earnings at 7/1/2019	Estimated Revenues and Other Financing Sources 2019-2020	Interfund Transfers 2019-2020		Total Financial Resources Available 2019-2020	Operations	Capital Outlay (Equip/CIP)	Debt Service	Reserves/ Contingencies	Total Appropriations 2019-2020	Fund Balance 6/30/2020
			In	Out							
General Fund	\$ 23,569,914	66,765,697	4,480,855	(3,016,987)	91,799,479	67,110,450	3,621,000	428,095	140,000	71,299,545	20,499,934
Special Revenue Funds:											
Housing and Comm Svcs	231,348	1,681,401	35,000	-	1,947,749	1,716,405	-	-	-	1,716,405	231,344
Metro Planning Organization	6,785	1,655,886	305,500	-	1,968,171	1,433,886	-	-	500,000	1,933,886	34,285
Library	1,868,460	4,023,352	1,662,813	-	7,554,625	5,722,219	525,000	-	100,000	6,347,219	1,207,406
Highway User Revenue	4,676,563	10,971,067	15,509,287	(263,000)	30,893,917	5,673,023	20,908,935	546,508	100,000	27,228,466	3,665,451
Transportation	25,022,789	27,035,206	-	(16,091,824)	35,966,171	6,690,531	13,941,885	3,710,888	-	24,343,304	11,622,867
Flagstaff Urban Trails	161,587	-	550,000	(75,000)	636,587	13,106	616,717	-	-	629,823	6,764
Beautification	4,700,417	1,869,000	-	(495,994)	6,073,423	306,359	2,621,819	-	10,000	2,938,178	3,135,245
Economic Development	625,295	1,315,107	208,000	(443,757)	1,704,645	1,230,565	-	249,188	45,000	1,524,753	179,892
Tourism	1,192,820	2,890,379	-	(161,308)	3,921,891	3,049,623	-	-	50,000	3,099,623	822,268
Arts and Science	725,797	695,875	-	-	1,421,672	496,756	599,500	-	10,000	1,106,256	315,416
Recreation - BBB	475,586	3,046,250	-	(3,142,888)	378,948	7,500	-	-	-	7,500	371,448
Parking District	914,186	1,480,134	-	(96,350)	2,297,970	905,174	706,148	115,026	30,000	1,756,348	541,622
Debt Service Funds:											
GO Bonds	-	-	7,715,047	-	7,715,047	-	-	7,715,047	-	7,715,047	-
Secondary Property Tax	6,831,341	7,302,436	-	(7,715,047)	6,418,730	-	-	-	-	-	6,418,730
Special Assessments	114,060	1,000	-	-	115,060	-	-	-	-	-	115,060
Permanent Funds:											
Perpetual Care	309,349	12,915	-	-	322,264	-	-	-	-	-	322,264
Capital Project Funds:											
Non GO Bonds	9,098	14,000,000	325,000	-	14,334,098	-	14,334,024	-	-	14,334,024	74
GO Bonds	541,340	2,001,000	250,000	-	2,792,340	-	2,792,340	-	-	2,792,340	-
Enterprise Funds:											
Drinking Water	15,086,793	20,029,531	1,296,583	(86,225)	36,326,682	13,027,440	10,187,000	2,337,035	1,000,000	26,551,475	9,775,207
Wastewater	13,078,514	12,557,726	-	(1,242,638)	24,393,602	5,013,679	5,637,000	1,285,744	800,000	12,736,423	11,657,179
Reclaimed Water	1,030,205	1,039,730	-	(47,026)	2,022,909	542,309	300,000	-	50,000	892,309	1,130,600
Stormwater	1,038,124	22,276,584	-	(279,882)	23,034,826	851,246	19,545,000	600,000	300,000	21,296,246	1,738,580
Solid Waste	18,753,399	12,236,272	63,570	(104,678)	30,948,563	10,212,597	1,722,000	214,969	500,000	12,649,566	18,298,997
Sustainability and Env Mgmt	297,462	1,104,398	339,454	(219,725)	1,521,589	1,201,031	40,000	-	30,000	1,271,031	250,558
Airport	77,485	7,714,386	712,000	-	8,503,871	2,163,246	5,866,190	231,736	100,000	8,361,172	142,699
Flagstaff Housing Authority	1,315,665	8,570,414	29,220	-	9,915,299	6,861,507	630,000	-	1,001,250	8,492,757	1,422,542
Total All Funds	\$ 122,654,382	232,275,746	33,482,329	(33,482,329)	354,930,128	134,228,652	104,594,558	17,434,236	4,766,250	261,023,696	93,906,432

City of Flagstaff
Expenditure Limitation and
Tax Levy Information
Fiscal Year 2019-2020

	Estimate* FY 2018-2019	Budget FY 2019-2020
Expenditure Limitation [Economic Estimates Commission]		\$ 162,133,141
Total Estimated Expenditures Subject to Expenditure Limitation		
1. Maximum Allowable Primary Property Tax Levy [ARS 42-17051.A] rev 6/06 HB 2876	\$ 6,707,510	\$ 6,892,243
2. Amount Received from Primary Property Taxation in FY 2018-2019 in Excess of the Sum of that Year's Maximum Allowable Primary Property Tax Levy [ARS 42-17102.A.18]	\$ -	
3. Property Tax Levy Amounts		
A. Primary Property Taxes	\$ 6,707,510	\$ 6,892,243
B. Secondary Property Taxes	6,733,265	7,268,436
C. Total Property Tax Levy Amount	\$ 13,440,775	\$ 14,160,679
4. Property Taxes Collected (Estimated)		
A. Primary Property Taxes:		
(1) FY 2018-2019 Levy	\$ 6,607,510	
(2) Prior Years' Levies	100,000	
(3) Total Primary Property Taxes Collected	6,707,510	
B. Secondary Property Taxes:		
(1) FY 2018-2019 Levy	6,733,265	
(2) Total Secondary Property Taxes Collected	6,733,265	
C. Total Property Taxes Collected	\$ 13,440,775	
5. Property Tax Rates		
A. City of Flagstaff Tax Rate:		
(1) Primary Property Tax Rate	0.8334	0.7933
(2) Secondary Property Tax Rate	0.8366	0.8366
(3) Total City Tax Rate	1.6700	1.6299

B. Special Assessment District Tax Rates:
As of the date of the proposed budget, the City was operating one special assessment district for which secondary property taxes are levied. For information pertaining to this district and its tax rates, please contact the City Finance Division.

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

Schedule C: Revenues Other Than Property Taxes

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

Source of Revenues	Actual Revenues 2017-2018	Budgeted Revenues 2018-2019	Estimated Revenues 2018-2019	Budgeted Revenues 2019-2020	Change (Bdgt-Bdgt)	% Change
General Fund						
Local Taxes						
City Sales Tax	\$ 21,079,067	20,999,934	21,493,997	21,881,468	881,534	4.20%
Franchise Tax	2,392,436	2,546,234	2,573,755	2,585,889	39,655	1.56%
Licenses and Permits						
Business Licenses	32,710	30,000	30,000	30,000	-	0.00%
Building Permits	2,428,430	1,725,000	2,170,000	1,650,000	(75,000)	(4.35%)
Other Licenses and Permits	1,012,602	1,034,688	1,034,688	1,026,716	(7,972)	(0.77%)
Intergovernmental						
State Income Tax Sharing	8,850,877	8,719,302	8,716,221	9,451,184	731,882	8.39%
State Shared Sales Tax	6,868,398	6,905,944	7,100,000	7,182,893	276,949	4.01%
Auto Lieu Tax	3,305,297	3,108,690	3,200,000	3,237,360	128,670	4.14%
Federal Grants	1,012,021	2,221,253	2,221,253	2,283,026	61,773	2.78%
State/Local Grants	523,908	789,067	789,067	2,824,453	2,035,386	257.95%
Local Intergovernmental Agreements	1,050,168	1,102,152	1,102,152	1,293,559	191,407	17.37%
Charges for Services						
General Government	807,287	770,800	770,800	730,800	(40,000)	(5.19%)
Parks and Recreation	1,665,636	1,600,534	1,647,870	1,622,870	22,336	1.40%
Public Safety	785,466	728,671	728,671	732,817	4,146	0.57%
Cemetery	187,005	167,300	167,300	180,950	13,650	8.16%
Fines and Forfeits	1,350,689	1,326,226	1,326,226	1,420,489	94,263	7.11%
Investment Earnings	401,212	283,173	370,630	361,537	78,364	27.67%
Miscellaneous	2,109,325	1,897,128	1,947,128	1,377,443	(519,685)	(27.39%)
Total General Fund	55,862,534	55,956,096	57,389,758	59,873,454	3,917,358	7.00%
Special Revenue Funds						
Housing and Community Services Fund						
Intergovernmental						
Federal Grants	562,882	1,337,577	1,132,568	601,401	(736,176)	(55.04%)
State Grants	116,008	1,376,704	1,376,705	1,080,000	(296,704)	(21.55%)
Investment Earnings	13,572	-	15,129	-	-	0.00%
Sale of Real Property	5,000	505,004	-	-	(505,004)	(100.00%)
Miscellaneous	177,147	-	106,194	-	-	0.00%
Total Housing and Community Svcs Fund	874,609	3,219,285	2,630,596	1,681,401	(1,537,884)	(47.77%)
Metro Planning Organization Fund						
Intergovernmental						
Federal Grants	319,033	1,011,459	602,214	1,150,886	139,427	13.78%
Miscellaneous	10,000	505,000	5,000	505,000	-	0.00%
Total Metro Planning Organization Fund	329,033	1,516,459	607,214	1,655,886	139,427	9.19%
EDA Revolving Loan Fund						
Investment Earnings	2,859	-	700	-	-	0.00%
Total EDA Revolving Loan Fund	2,859	-	700	-	-	0.00%
Library Fund						
Intergovernmental						
Federal Grants	41,989	64,100	64,100	55,000	(9,100)	(14.20%)
State/Local Grants	10,367	55,000	55,000	-	(55,000)	(100.00%)
Library District Taxes	3,307,498	3,363,823	3,363,823	3,888,971	525,148	15.61%
Investment Earnings	34,721	38,190	38,190	38,381	191	0.50%
Miscellaneous	83,227	41,000	41,000	41,000	-	0.00%
Total Library Fund	3,477,802	3,562,113	3,562,113	4,023,352	461,239	12.95%

Schedule C: Revenues Other Than Property Taxes

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

Source of Revenues	Actual Revenues 2017-2018	Budgeted Revenues 2018-2019	Estimated Revenues 2018-2019	Budgeted Revenues 2019-2020	Change (Bdgt-Bdgt)	% Change
Highway User Revenue Fund						
Intergovernmental						
Federal Grants	\$ 199,000	-	-	-	-	0.00%
Highway User Tax	8,206,025	7,966,756	8,534,266	8,619,609	652,853	8.19%
Investment Earnings	63,390	41,000	46,000	15,000	(26,000)	(63.41%)
Miscellaneous	1,112,487	663,232	663,232	2,336,458	1,673,226	252.28%
Total Highway User Revenue Fund	<u>9,580,902</u>	<u>8,670,988</u>	<u>9,243,498</u>	<u>10,971,067</u>	<u>2,300,079</u>	<u>26.53%</u>
Transportation Fund						
Transportation Tax	21,543,371	20,853,767	21,691,586	26,911,206	6,057,439	29.05%
Investment Earnings	261,869	170,000	177,000	124,000	(46,000)	(27.06%)
Miscellaneous	518,679	-	-	-	-	0.00%
Total Transportation Fund	<u>22,323,919</u>	<u>21,023,767</u>	<u>21,868,586</u>	<u>27,035,206</u>	<u>6,011,439</u>	<u>28.59%</u>
FUTS Fund						
Investment Earnings	37,468	8,850	8,850	-	(8,850)	(100.00%)
Miscellaneous	5,000	-	-	-	-	0.00%
Total FUTS Fund	<u>42,468</u>	<u>8,850</u>	<u>8,850</u>	<u>-</u>	<u>(8,850)</u>	<u>(100.00%)</u>
Beautification Fund						
BBB Tax	1,708,029	1,730,400	1,800,000	1,845,000	114,600	6.62%
Investment Earnings	55,339	15,000	85,202	24,000	9,000	60.00%
Miscellaneous	1,319	-	-	-	-	0.00%
Total Beautification Fund	<u>1,764,687</u>	<u>1,745,400</u>	<u>1,885,202</u>	<u>1,869,000</u>	<u>123,600</u>	<u>7.08%</u>
Economic Development Fund						
BBB Tax	811,617	821,940	855,000	876,375	54,435	6.62%
Investment Earnings	9,280	7,486	7,486	7,486	-	0.00%
Miscellaneous	314,726	328,859	331,571	431,246	102,387	31.13%
Total Economic Development Fund	<u>1,135,623</u>	<u>1,158,285</u>	<u>1,194,057</u>	<u>1,315,107</u>	<u>156,822</u>	<u>13.54%</u>
Tourism Fund						
BBB Tax	2,562,909	2,595,600	2,700,000	2,767,500	171,900	6.62%
Retail Sales	92,410	88,344	88,344	89,227	883	1.00%
Investment Earnings	15,038	6,296	6,947	6,214	(82)	(1.30%)
Miscellaneous	37,671	27,166	27,166	27,438	272	1.00%
Total Tourism Fund	<u>2,708,028</u>	<u>2,717,406</u>	<u>2,822,457</u>	<u>2,890,379</u>	<u>172,973</u>	<u>6.37%</u>
Arts and Science Fund						
BBB Tax	640,294	648,900	675,000	691,875	42,975	6.62%
Investment Earnings	5,948	4,000	4,000	4,000	-	0.00%
Total Arts and Science Fund	<u>646,242</u>	<u>652,900</u>	<u>679,000</u>	<u>695,875</u>	<u>42,975</u>	<u>6.58%</u>
Recreation - BBB Fund						
BBB Tax	2,819,027	2,855,160	2,970,000	3,044,250	189,090	6.62%
Investment Earnings	19,280	4,200	7,000	2,000	(2,200)	(52.38%)
Total Recreation - BBB Fund	<u>2,838,307</u>	<u>2,859,360</u>	<u>2,977,000</u>	<u>3,046,250</u>	<u>186,890</u>	<u>6.54%</u>
Parking District Fund						
Parking	1,025,253	1,310,000	1,472,120	1,466,434	156,434	11.94%
Investment Earnings	2,369	-	11,546	13,700	13,700	100.00%
Total Parking District Fund	<u>1,027,622</u>	<u>1,310,000</u>	<u>1,483,666</u>	<u>1,480,134</u>	<u>156,434</u>	<u>11.94%</u>
Total Special Revenue Funds	<u>46,752,101</u>	<u>48,444,813</u>	<u>48,962,939</u>	<u>56,663,657</u>	<u>8,205,144</u>	<u>16.94%</u>
Debt Service Funds						

Schedule C: Revenues Other Than Property Taxes

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

Source of Revenues	Actual Revenues 2017-2018	Budgeted Revenues 2018-2019	Estimated Revenues 2018-2019	Budgeted Revenues 2019-2020	Change (Bdgt-Bdgt)	% Change
Secondary Property Tax Fund						
Investment Earnings	\$ 38,118	36,000	36,000	34,000	(2,000)	(5.56%)
Total Secondary Property Tax Fund	38,118	36,000	36,000	34,000	(2,000)	(5.56%)
Special Assessment Bond Fund						
Special Assessments	2,031,111	206,000	-	-	(206,000)	(100.00%)
Investment Earnings	2,602	1,456	2,000	1,000	(456)	(31.32%)
Total Special Assessment Bonds Fund	2,033,713	207,456	2,000	1,000	(206,456)	(99.52%)
Total Debt Service Funds	2,071,831	243,456	38,000	35,000	(208,456)	(85.62%)
Permanent Funds						
Perpetual Care Fund						
Contributions	8,490	9,135	9,135	9,690	555	6.08%
Investment Earnings	3,109	2,889	2,889	3,225	336	11.63%
Total Perpetual Care Fund	11,599	12,024	12,024	12,915	891	7.41%
Total Permanent Funds	11,599	12,024	12,024	12,915	891	7.41%
Capital Project Funds						
Non GO Bonds Projects Fund						
Intergovernmental						
Federal Grants	67,399	-	-	-	-	0.00%
State Grants	18,535	-	-	-	-	0.00%
Real Estate Proceeds	-	2,000,000	-	-	(2,000,000)	(100.00%)
Investment Earnings	25,294	-	16,000	-	-	0.00%
Total Non GO Bonds Projects Fund	111,228	2,000,000	16,000	-	(2,000,000)	(100.00%)
GO Bonds Projects Fund						
Intergovernmental						
Federal Grants	199,471	-	-	-	-	0.00%
State Grants	250,000	121,950	121,950	-	-	-
Investment Earnings	159,034	620	22,974	1,000	380	61.29%
Total GO Bonds Projects Fund	608,505	122,570	144,924	1,000	380	0.31%
Total Capital Projects Funds	719,733	2,122,570	160,924	1,000	(1,999,620)	(94.21%)
Enterprise Funds						
Drinking Water Fund						
Intergovernmental						
Federal Grants	-	65,000	65,000	-	(65,000)	(100.00%)
Water Fees	18,105,182	19,218,838	19,218,838	19,774,831	555,993	2.89%
Investment Earnings	185,077	225,300	225,300	254,700	29,400	13.05%
Miscellaneous	27,150	-	-	-	-	0.00%
Total Drinking Water Fund	18,317,409	19,509,138	19,509,138	20,029,531	520,393	2.67%
Wastewater Fund						
Wastewater Fees	11,939,765	11,875,477	11,875,477	12,500,971	625,494	5.27%
Investment Earnings	127,866	56,193	56,193	56,755	562	1.00%
Miscellaneous	546,251	-	-	-	-	0.00%
Total Wastewater Fund	12,613,882	11,931,670	11,931,670	12,557,726	626,056	5.25%
Reclaimed Water Fund						

Schedule C: Revenues Other Than Property Taxes

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

Source of Revenues	Actual Revenues 2017-2018	Budgeted Revenues 2018-2019	Estimated Revenues 2018-2019	Budgeted Revenues 2019-2020	Change (Bdgt-Bdgt)	% Change
Reclaimed Water Fees	\$ 1,127,844	844,156	1,032,187	1,034,578	190,422	22.56%
Investment Earnings	9,809	5,101	5,101	5,152	51	1.00%
Total Reclaimed Water Fund	<u>1,137,653</u>	<u>849,257</u>	<u>1,037,288</u>	<u>1,039,730</u>	<u>190,473</u>	<u>22.43%</u>
Stormwater Fund						
Intergovernmental						
Federal Grants	92,600	15,919	15,919	-	(15,919)	(100.00%)
State Grants	27,587	-	-	-	-	0.00%
Stormwater Fees	2,096,412	2,546,473	2,547,323	4,241,397	1,694,924	66.56%
Investment Earnings	12,379	920	15,000	35,187	34,267	3,724.67%
Total Stormwater Fund	<u>2,228,978</u>	<u>2,563,312</u>	<u>2,578,242</u>	<u>4,276,584</u>	<u>1,713,272</u>	<u>66.84%</u>
Solid Waste Fund						
Solid Waste	11,927,427	11,146,070	11,291,961	11,833,542	687,472	6.17%
Investment Earnings	247,699	223,666	380,117	402,730	179,064	80.06%
Miscellaneous	372,225	-	-	-	-	0.00%
Total Solid Waste Fund	<u>12,547,351</u>	<u>11,369,736</u>	<u>11,672,078</u>	<u>12,236,272</u>	<u>866,536</u>	<u>7.62%</u>
Sustainability and Environmental Management Fund						
Intergovernmental						
Federal Grants	7,471	45,000	40,000	40,000	(5,000)	(11.11%)
State Grants	8,000	58,000	-	-	(58,000)	(100.00%)
Environmental Services	1,043,431	1,019,687	1,046,185	1,060,738	41,051	4.03%
Investment Earnings	3,974	3,084	5,592	3,130	46	1.49%
Miscellaneous	-	520	-	530	10	1.92%
Total Sustainability and Env Mgmt Fund	<u>1,062,876</u>	<u>1,126,291</u>	<u>1,091,777</u>	<u>1,104,398</u>	<u>(21,893)</u>	<u>(1.94%)</u>
Airport Fund						
Intergovernmental						
Federal Grants	2,428,090	3,448,817	1,973,147	4,131,034	682,217	19.78%
State Grants	119,191	74,521	53,666	62,580	(11,941)	(16.02%)
Airport	1,942,344	1,789,913	1,923,500	2,082,841	292,928	16.37%
Parking	-	78,030	-	133,351	55,321	70.90%
Sale of Real Property	-	2,500,000	-	-	(2,500,000)	(100.00%)
Investment Earnings	1,600	1,930	8,215	1,500	(430)	(22.28%)
Miscellaneous	10,912	3,080	3,080	3,080	-	0.00%
Total Airport Fund	<u>4,502,137</u>	<u>7,896,291</u>	<u>3,961,608</u>	<u>6,414,386</u>	<u>(1,481,905)</u>	<u>(18.77%)</u>
Flagstaff Housing Authority Fund						
Intergovernmental						
Federal Grants	6,418,111	6,630,552	5,381,225	6,757,401	126,849	1.91%
Rents and Other Tenant Income	1,310,766	1,222,000	1,351,120	1,375,000	153,000	12.52%
Miscellaneous	512,526	450,663	592,574	438,013	(12,650)	(2.81%)
Total Flagstaff Housing Authority Fund	<u>8,241,403</u>	<u>8,303,215</u>	<u>7,324,919</u>	<u>8,570,414</u>	<u>267,199</u>	<u>3.22%</u>
Total Enterprise Funds	<u>60,651,689</u>	<u>63,548,910</u>	<u>59,106,720</u>	<u>66,229,041</u>	<u>2,680,131</u>	<u>4.22%</u>
Total Revenues	<u>\$ 166,069,487</u>	<u>170,327,869</u>	<u>165,670,365</u>	<u>182,815,067</u>	<u>12,595,448</u>	<u>7.39%</u>

City of Flagstaff
Schedule of Grant Revenues
Fiscal Year 2019-2020

Project Name	Budgeted Revenues 2018-2019	Estimated Revenues 2018-2019	Budgeted Revenues 2019-2020	City Match 2019-2020	Budgeted Grant Reimb %	Funding
General Fund						
<i>Legal:</i>						
AZ Attorney Generals Office - Victims Rights	\$ 10,000	10,000	7,000	-	100%	S
<i>Court:</i>						
County - Information Systems Technician	110,600	110,600	110,600	-	100%	L
County - Interpreter	52,500	52,500	52,500	-	100%	L
County - Trainer	28,800	28,800	28,800	-	100%	L
TCPF/State JCEF - Court Training Officer	25,000	25,000	25,000	-	100%	S
<i>Fire:</i>						
AFG - Ballistic Vests	-	-	31,500	3,500	90%	F/S
AFG - Prevention	-	-	25,000	-	100%	F/S
AFG - Quint	-	-	1,080,000	120,000	90%	F/S
Arizona Homeland Security	67,500	67,500	31,500	3,500	90%	F/S
Assistance to Firefighters - Regional Training	90,000	90,000	-	-	90%	F/S
AZ - 100 Club	-	-	10,000	-	100%	L
AZ DEMA - Camp Navajo	47,500	47,500	-	-	100%	S
AZ DFFM - Fuel Reduction #1	-	-	180,000	20,000	90%	S
AZ DFFM - Fuel Reduction #2	-	-	82,350	9,150	90%	S
AZ DFFM - Wildfire Treatment	-	-	180,000	20,000	90%	S
Coconino County RX Fire	20,000	20,000	-	-	100%	L
Governor's Office of Highway Safety	45,000	45,000	40,500	4,500	90%	F/S
SAFER	436,079	436,079	201,981	375,108	35%	F
Tribal Gaming	-	-	400,000	-	100%	L
Wolf Creek Federal Services - Naval Observatory	25,000	25,000	-	-	100%	S
<i>Police:</i>						
ACJC - Metro (NAZ Street Crimes Task Force)	142,090	142,090	139,011	-	100%	F/S
Arizona 911	-	-	1,222,288	-	100%	S
Arizona State Homeland Security - Robot	102,000	102,000	102,000	-	100%	F/S
Arizona State Homeland Security - Shock Tub	-	-	15,000	-	100%	F/S
AZ 911 - Text to 911	-	-	25,200	-	100%	S
AZDOHS - Livescan Fingerprint Match	50,000	50,000	50,000	-	100%	F/S
DOHS - Slot	10,000	10,000	10,000	-	100%	F
DOJ - Bullet Proof Vest Program	8,250	8,250	8,500	8,500	50%	F
DOJ - COPS	83,334	83,334	83,334	276,664	23%	F
DOJ - Edward Byrne Memorial JAG - Overtime	95,000	95,000	95,000	-	100%	F
DPS - Statewide GIITEM	140,994	140,994	140,994	46,998	75%	S
FBI - Northern Arizona Gang Taskforce	80,000	80,000	80,000	-	100%	S
GOHS - Accident Reconstruction	-	-	15,000	-	100%	F/S
GOHS - Click It or Ticket	5,000	5,000	5,000	-	100%	F/S
GOHS - DUI Abatement	-	-	40,000	-	100%	F/S
GOHS - DUI Enforcement	195,000	195,000	45,000	-	100%	F/S
GOHS - Equipment	-	-	100,000	-	100%	F/S
GOHS - Youth Alcohol	-	-	45,000	-	100%	F/S
Phoenix Police - Internet Crimes Against Children	4,500	4,500	4,500	-	100%	F/S
NPS - Dispatch Services	15,000	15,000	10,000	-	100%	F
RICO - Metro	213,134	213,134	208,516	-	100%	S
RICO - Metro Equipment	32,626	32,626	32,626	-	100%	S
RICO - Officers	67,913	67,913	53,779	-	100%	L
RICO - Overtime	17,500	17,500	-	-	100%	L
RICO - Police Equipment	40,000	40,000	40,000	-	100%	S
<i>Economic Vitality:</i>						
EPA - Brownfields	750,000	750,000	50,000	-	100%	F
Subtotal	3,010,320	3,010,320	5,107,479	887,920		

City of Flagstaff
Schedule of Grant Revenues
Fiscal Year 2019-2020

Project Name	Budgeted Revenues 2018-2019	Estimated Revenues 2018-2019	Budgeted Revenues 2019-2020	City Match 2019-2020	Budgeted Grant Reimb %	Funding
Housing and Community Services						
ADOH - Home Grant	\$ 450,000	450,000	450,000	-	100%	F/S
ADOH - Owner Occupied Housing Rehabilitation	330,000	330,000	330,000	110,000	75%	F/S
ADOH - Subrecipient w/Coconino County	596,704	596,705	300,000	-	100%	F/S
HUD - CDBG Entitlement	1,337,577	1,132,568	601,401	-	100%	F
Subtotal	2,714,281	2,509,273	1,681,401	110,000		
Flagstaff Metro Planning Organization						
ADOT - Federal Transit Administration	206,580	206,580	36,000	9,000	80%	F/S
ADOT - Metropolitan Planning	124,709	124,709	113,880	7,269	94%	F/S
ADOT - State Planning Research	125,000	125,000	125,000	31,250	80%	F/S
FHWA - STP	555,170	145,925	876,006	55,915	94%	F/S
Subtotal	1,011,459	602,214	1,150,886	103,434		
Library						
LSTA	30,000	30,000	55,000	-	100%	F/S
LSTA - Community Enrichment thru Tutoring	10,000	10,000	-	-	100%	F/S
LSTA - Intentional Spaces	24,100	24,100	-	-	100%	F/S
Navajo-Hopi Land Commission	30,000	30,000	-	-	100%	S
State Grant in Aid	25,000	25,000	-	-	100%	S
Subtotal	119,100	119,100	55,000	-		
Capital Projects						
State Forestry - Observatory Mesa Fuels Reduction	121,950	121,950	-	-	90%	F/S
Subtotal	121,950	121,950	-	-		
Drinking Water						
Miscellaneous	65,000	65,000	-	-	100%	F
Subtotal	65,000	65,000	-	-		
Stormwater						
Frances Short Pond	7,866	7,866	-	-	100%	F
WIFA Pass Thru	8,053	8,053	-	-	100%	F
	15,919	15,919	-	-		
Sustainability and Environmental Management						
ASP Picture Canyon Trail	45,000	40,000	-	-	34%	F
AZGF Observatory Mesa Grant	33,000	-	-	-	100%	S
Miscellaneous - Federal	-	-	40,000	-	100%	F
Miscellaneous - State	25,000	-	-	-	100%	S
Subtotal	103,000	40,000	40,000	-		
Airport						
ADOT - AIP39 - Master Plan Update	6,723	6,723	-	-	5%	S
FAA - AIP39 - Master Plan Update	136,954	136,954	-	-	91%	F
ADOT - AIP40 - Wildlife Hazard Assess	5,218	5,218	-	-	5%	S
FAA - AIP40 - Wildlife Hazard Assessment	106,293	106,293	-	-	91%	F
ADOT - Airport Drainage Improvements	17,880	-	17,880	17,880	5%	S
FAA - Airport Drainage Improvements	364,240	-	364,240	-	91%	F
ADOT - ARFF Fire Fighting Vehicle	49,170	41,725	-	-	5%	S

City of Flagstaff
 Schedule of Grant Revenues
 Fiscal Year 2019-2020

Project Name	Budgeted Revenues 2018-2019	Estimated Revenues 2018-2019	Budgeted Revenues 2019-2020	City Match 2019-2020	Budgeted Grant Reimb %	Funding
FAA - ARFF Fire Fighting Vehicle	\$ 1,001,660	850,000	-	-	91%	F
ADOT - Snow Removal Equipment	-	-	133,646	133,646	5%	S
FAA - Snow Removal Equipment	-	-	2,722,548	-	91%	F
ADOT - Snow Removal Equipment Building	44,700	-	44,700	44,700	5%	S
FAA - Snow Removal Equipment Building	910,600	-	910,600	-	91%	F
DOT - Small Commuter Air Service Program	879,900	879,900	-	-	100%	F
Subtotal	3,523,338	2,026,813	4,193,614	196,226		
Flagstaff Housing Authority						
Low Income Public Housing	1,089,302	1,091,673	1,362,151	-	100%	F
Section 8/MRO SRO	5,541,250	4,289,552	5,395,250	-	100%	F
Subtotal	6,630,552	5,381,225	6,757,401	-		
	\$ 17,314,919	13,891,814	18,985,781	1,297,580		

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

City of Flagstaff
 Summary by Funding of Other Financing Sources
 and Interfund Transfers
 Fiscal Year 2019-2020

Fund	Proceeds from Other Financing Sources	Interfund Transfers	
		In	Out
General Fund	\$ -	4,480,855	3,016,987
Special Revenue Funds			
Housing and Community Services	-	35,000	-
FMPO	-	305,500	-
Library	-	1,662,813	-
Highway User Revenue	-	15,509,287	263,000
Transportation	-	-	16,091,824
FUTS	-	550,000	75,000
Beautification	-	-	495,994
Economic Development	-	208,000	443,757
Tourism	-	-	161,308
Recreation - BBB	-	-	3,142,888
Total Special Revenue Funds	-	18,270,600	20,770,121
Debt Service Funds			
GO Bonds	-	7,715,047	-
Secondary Property Tax	-	-	7,715,047
Total Debt Service Funds	-	7,715,047	7,715,047
Capital Project Funds			
Non GO Bond Funded Projects	14,000,000	325,000	-
GO Bond Funded Projects	2,000,000	250,000	-
Total Capital Projects Funds	16,000,000	575,000	-
Enterprise Funds			
Drinking Water	-	1,296,583	86,225
Wastewater	-	-	1,242,638
Reclaimed Water	-	-	47,026
Stormwater	18,000,000	-	279,882
Solid Waste	-	63,570	104,678
Sustainability and Environmental Management	-	339,454	219,725
Airport	1,300,000	712,000	-
Flagstaff Housing Authority	-	29,220	-
Total Enterprise Funds	19,300,000	2,440,827	1,980,174
Total All Funds	\$ 35,300,000	33,482,329	33,482,329

City of Flagstaff
Schedule of Transfers
Fiscal Year 2019-2020

Transfer To:	Transfer From:	Amount	Comments
General Fund	Highway User Fund	13,000	Right of way maintenance
General Fund	Beautification Fund	403,793	Streetscape maintenance on projects previously constructed by BBB funds that are now maintained by the Parks division
General Fund	Beautification Fund	57,000	Right of way and median maintenance
General Fund	Beautification Fund	5,201	Contribution towards citywide publication
General Fund	Economic Development Fund	443,757	Debt payment for Accelerator
General Fund	Tourism Fund	6,238	Contribution towards citywide publication
General Fund	Tourism Fund	25,000	Support for community-wide events
General Fund	Recreation - BBB Fund	176,863	Contribution to the maintenance of FUTS which is a Parks responsibility
General Fund	Recreation - BBB Fund	6,000	Data Plan and Ongoing Commodities
General Fund	Recreation - BBB Fund	615,000	Irrigation System and 1X Park (\$865,000 in 2021)
General Fund	Recreation - BBB Fund	1,367,181	Increased maintenance in Parks budget related to additional field maintenance associated with recreation bond projects
General Fund	Recreation - BBB Fund	954,844	Operation of recreation programs
General Fund	Parking Fund	96,350	Payback for start up cost
General Fund	Solid Waste Fund	4,678	Contribution towards citywide publication
General Fund	Sustainability and Environmental Management Fund	19,725	Funding of the Greater Flagstaff Forest Partnership contract
General Fund	Sustainability and Environmental Management Fund	200,000	Wildland Fire
General Fund	Water Services	86,225	Funding of IT Security Position
	Total	\$ 4,480,855	
Housing and Community Services Fund	General Fund	30,000	Employee CHAP
Housing and Community Services Fund	General Fund	5,000	Housing Dev
	Total	\$ 35,000	
Flagstaff Metro Planning Organization Fund	Transportation Fund	305,500	Non-grant reimbursable costs and transfer of Federal Grant
	Total	\$ 305,500	
Library Fund	General Fund	1,596,313	Library operational and capital
Library Fund	Tourism Fund	66,500	Library operational support
	Total	\$ 1,662,813	
Highway User Revenue Fund	Transportation Fund	13,922,694	Transportation funded street improvement projects
Highway User Revenue Fund	Transportation Fund	1,313,630	Transportation funded safety improvement projects
Highway User Revenue Fund	Stormwater Fund	272,963	Drainage maintenance
	Total	\$ 15,509,287	
FUTS Fund	Transportation Fund	550,000	Fund FUTS projects
	Total	\$ 550,000	
Economic Development Fund	General Fund	208,000	Incubator debt service
	Total	\$ 208,000	
GO Bond Fund	Secondary Property Tax Fund	7,715,047	Repayment of GO bonds
	Total	\$ 7,715,047	

City of Flagstaff
 Schedule of Transfers
 Fiscal Year 2019-2020

Transfer To:	Transfer From:	Amount	Comments
Capital Project Fund	HURF	250,000	Core Facility
Capital Project Fund	General Fund	325,000	Court Facility
	Total	\$ 575,000	
Drinking Water Fund	Stormwater Fund	6,919	Regulatory compliance services
Drinking Water Fund	Wastewater Fund	1,242,638	Wastewater share of operational support
Drinking Water Fund	Reclaimed Water Fund	47,026	Reclaimed Water share of operational support
	Total	\$ 1,296,583	
Sustainability and Environmental Management Fund	General Fund	111,454	Open Space
Sustainability and Environmental Management Fund	Recreation-BBB	23,000	Schultz Creek Trailhead Construction
Sustainability and Environmental Management Fund	FUTS	75,000	Schultz Creek Trailhead Construction
Sustainability and Environmental Management Fund	Beautification	30,000	
Sustainability and Environmental Management Fund	Solid Waste	100,000	
	Total	\$ 339,454	
Solid Waste Fund	Tourism	63,570	Downtown trash and recycling collection
	Total	\$ 63,570	
Airport Fund	General Fund	712,000	Operational and capital support
	Total	\$ 712,000	
Flagstaff Housing Authority Fund	General Fund	29,220	Compensation increases and temporary staffing
	Total	\$ 29,220	
	Total Transfers	\$ 33,482,329	

City of Flagstaff
 Summary by Division of Expenditures/Expenses within Each Fund
 Comparison of Fiscal Year 2019 and 2020
 (With Actual for Fiscal Year 2018)

Fund/Division	Actual Expenditures/ Expenses 2017-2018	Adopted Budgeted Expenditures/ Expenses 2018-2019	Estimated Expenditures/ Expenses 2018-2019	Proposed Budgeted Expenditures/ Expenses 2019-2020	Change (Budget-Budget)	% Change
General Fund						
General Administration	\$ 10,210,110	11,662,856	11,562,857	8,578,759	(3,084,097)	(26.4%)
Community Development	4,932,108	5,822,202	5,747,202	5,368,349	(453,853)	(7.8%)
Management Services	3,791,494	4,324,295	4,274,295	7,014,841	2,690,546	62.2%
Fire	13,334,903	15,272,296	15,272,296	18,093,252	2,820,956	18.5%
Police	19,705,320	23,046,315	22,923,950	24,232,057	1,185,742	5.1%
Public Works	9,335,993	12,272,351	11,922,351	10,934,238	(1,338,113)	(10.9%)
Economic Vitality	328,841	939,309	939,309	223,610	(715,699)	(76.2%)
Non-Departmental	(2,506,534)	(406,323)	(726,322)	(3,285,561)	(2,879,238)	708.6%
Contingency	10,702	1,690,000	1,540,000	140,000	(1,550,000)	(91.7%)
Total General Fund	59,142,937	74,623,301	73,455,938	71,299,545	(3,323,756)	(4.5%)
Special Revenue Funds						
Housing and Community Service Fund						
Community Development	1,378,818	3,769,016	3,519,285	1,667,737	(2,101,279)	(55.8%)
Non-Departmental	48,248	57,794	57,794	48,668	(9,126)	(15.8%)
Contingency	-	505,000	-	-	(505,000)	(100.0%)
	1,427,066	4,331,810	3,577,079	1,716,405	(2,615,405)	(60.4%)
Metro Planning Organization Fund						
Community Development	331,745	1,283,683	583,912	1,390,886	107,203	8.4%
Non-Departmental	20,529	38,000	38,000	43,000	5,000	13.2%
Contingency	-	500,000	-	500,000	-	0.0%
	352,274	1,821,683	621,912	1,933,886	112,203	6.2%
Library Fund						
General Administration	181,956	216,364	216,364	223,215	6,851	3.2%
Management Services	94,917	101,612	101,612	129,766	28,154	27.7%
Public Works	68,688	57,394	57,394	44,483	(12,911)	(22.5%)
Economic Vitality	4,833,631	6,411,936	6,411,936	5,773,883	(638,053)	(10.0%)
Non-Departmental	49,357	54,829	54,829	75,872	21,043	38.4%
Contingency	-	100,000	-	100,000	-	0.0%
	5,228,549	6,942,135	6,842,135	6,347,219	(594,916)	(8.6%)
Highway User Revenue Fund						
General Administration	199,817	227,240	227,240	268,487	41,247	18.2%
Community Development	2,880,674	7,282,568	7,282,568	16,036,601	8,754,033	120.2%
Management Services	67,945	62,612	62,612	68,041	5,429	8.7%
Public Works	6,630,786	13,691,371	13,591,371	10,676,266	(3,015,105)	(22.0%)
Economic Vitality	12,658	4,391	4,391	3,901	(490)	(11.2%)
Non-Departmental	57,159	58,781	58,781	75,170	16,389	27.9%
Contingency	-	100,000	-	100,000	-	0.0%
	9,849,039	21,426,963	21,226,963	27,228,466	5,801,503	27.1%
Transportation Fund						
General Administration	56,172	71,292	71,292	86,333	15,041	21.1%
Community Development	9,523,770	8,510,068	6,221,298	10,108,670	1,598,602	18.8%
Management Services	369,494	320,742	320,742	255,780	(64,962)	(20.3%)
Public Works	2,090,948	5,078,270	5,078,270	3,287,729	(1,790,541)	(35.3%)
Economic Vitality	3,337	1,513	1,513	1,395	(118)	(7.8%)
Non-Departmental	10,272,774	13,213,247	12,462,235	10,603,397	(2,609,850)	(19.8%)
	22,316,495	27,195,132	24,155,350	24,343,304	(2,851,828)	(10.5%)

City of Flagstaff
 Summary by Division of Expenditures/Expenses within Each Fund
 Comparison of Fiscal Year 2019 and 2020
 (With Actual for Fiscal Year 2018)

Fund/Division	Actual Expenditures/ Expenses 2017-2018	Adopted Budgeted Expenditures/ Expenses 2018-2019	Estimated Expenditures/ Expenses 2018-2019	Proposed Budgeted Expenditures/ Expenses 2019-2020	Change (Budget-Budget)	% Change
FUTS Fund						
General Administration	\$ -	-	-	1,271	1,271	100.0%
Management Services	-	-	-	11,304	11,304	100.0%
Community Development	354,841	3,956,227	3,956,227	616,717	(3,339,510)	(84.4%)
Economic Vitality	-	-	-	100	100	100.0%
Non-Departmental	-	-	-	431	431	100.0%
	<u>354,841</u>	<u>3,956,227</u>	<u>3,956,227</u>	<u>629,823</u>	<u>(3,326,404)</u>	<u>(84.1%)</u>
Beautification Fund						
Economic Vitality	801,156	5,878,394	2,141,884	2,928,178	(2,950,216)	(50.2%)
Contingency	-	10,000	-	10,000	-	0.0%
	<u>801,156</u>	<u>5,888,394</u>	<u>2,141,884</u>	<u>2,938,178</u>	<u>(2,950,216)</u>	<u>(50.1%)</u>
Economic Development Fund						
Economic Vitality	1,154,311	1,297,120	1,297,120	1,479,753	182,633	14.1%
Contingency	-	145,000	-	45,000	(100,000)	(69.0%)
	<u>1,154,311</u>	<u>1,442,120</u>	<u>1,297,120</u>	<u>1,524,753</u>	<u>82,633</u>	<u>5.7%</u>
Tourism Fund						
Economic Vitality	2,534,651	2,782,632	2,782,632	3,049,623	266,991	9.6%
Contingency	-	60,000	-	50,000	(10,000)	(16.7%)
	<u>2,534,651</u>	<u>2,842,632</u>	<u>2,782,632</u>	<u>3,099,623</u>	<u>256,991</u>	<u>9.0%</u>
Arts and Science Fund						
Economic Vitality	586,260	1,165,463	665,964	1,096,256	(69,207)	(5.9%)
Contingency	-	10,000	-	10,000	-	0.0%
	<u>586,260</u>	<u>1,175,463</u>	<u>665,964</u>	<u>1,106,256</u>	<u>(69,207)</u>	<u>(5.9%)</u>
Recreation Fund						
Public Works	822,792	1,288,439	1,288,439	7,500	(1,280,939)	(99.4%)
	<u>822,792</u>	<u>1,288,439</u>	<u>1,288,439</u>	<u>7,500</u>	<u>(1,280,939)</u>	<u>(99.4%)</u>
Parking District Fund						
General Administration	-	6,479	6,479	35,673	29,194	450.6%
Management Services	-	3,978	3,978	6,840	2,862	71.9%
Public Works	-	-	-	1,112	1,112	100.0%
Economic Vitality	852,479	859,047	859,048	1,675,244	816,197	95.0%
Non-Departmental	-	386	386	7,479	7,093	1,837.6%
Contingency	-	30,000	120,000	30,000	-	0.0%
	<u>852,479</u>	<u>899,890</u>	<u>989,891</u>	<u>1,756,348</u>	<u>856,458</u>	<u>95.2%</u>
Total Special Revenue Funds	<u>46,279,914</u>	<u>79,210,888</u>	<u>69,545,596</u>	<u>72,631,761</u>	<u>(6,579,127)</u>	<u>(8.3%)</u>
Debt Service Funds						
General Obligation Bonds Fund						
Non-Departmental	5,336,641	7,179,678	7,087,178	7,715,047	535,369	7.5%
	<u>5,336,641</u>	<u>7,179,678</u>	<u>7,087,178</u>	<u>7,715,047</u>	<u>535,369</u>	<u>7.5%</u>
Special Assessment Bonds Fund						
Non-Departmental	206,750	210,350	2,079,217	-	(210,350)	(100.0%)
	<u>206,750</u>	<u>210,350</u>	<u>2,079,217</u>	<u>-</u>	<u>(210,350)</u>	<u>(100.0%)</u>
Total Debt Service Funds	<u>5,543,391</u>	<u>7,390,028</u>	<u>9,166,395</u>	<u>7,715,047</u>	<u>325,019</u>	<u>4.4%</u>

City of Flagstaff
 Summary by Division of Expenditures/Expenses within Each Fund
 Comparison of Fiscal Year 2019 and 2020
 (With Actual for Fiscal Year 2018)

Fund/Division	Actual Expenditures/ Expenses 2017-2018	Adopted Budgeted Expenditures/ Expenses 2018-2019	Estimated Expenditures/ Expenses 2018-2019	Proposed Budgeted Expenditures/ Expenses 2019-2020	Change (Budget-Budget)	% Change
Capital Project Funds						
Non GO Bond Funded Projects Fund						
Non-Departmental	\$ 209,022	27,340,903	25,339,353	14,334,024	(13,006,879)	(47.6%)
	209,022	27,340,903	25,339,353	14,334,024	(13,006,879)	(47.6%)
GO Bonds Funded Projects Fund						
Non-Departmental	22,728,297	6,544,191	6,771,053	2,792,340	(3,751,851)	(57.3%)
	22,728,297	6,544,191	6,771,053	2,792,340	(3,751,851)	(57.3%)
Total Capital Projects Funds	22,937,319	33,885,094	32,110,406	17,126,364	(16,758,730)	(49.5%)
Enterprise Funds						
Drinking Water Fund						
General Administration	374,322	564,184	564,184	427,288	(136,896)	(24.3%)
Management Services	854,860	850,995	850,995	980,816	129,821	15.3%
Public Works	116,177	42,175	42,175	69,641	27,466	65.1%
Economic Vitality	24,551	7,829	7,829	9,258	1,429	18.3%
Water Services	14,867,162	29,897,668	28,606,348	23,898,776	(5,998,892)	(20.1%)
Non-Departmental	109,878	110,728	110,728	165,696	54,968	49.6%
Contingency	51,866	1,000,000	-	1,000,000	-	0.0%
	16,398,816	32,473,579	30,182,259	26,551,475	(5,922,104)	(18.2%)
Wastewater Fund						
General Administration	295,132	303,113	303,113	246,461	(56,652)	(18.7%)
Management Services	263,585	303,083	303,083	300,710	(2,373)	(0.8%)
Public Works	66,846	41,829	41,829	62,532	20,703	49.5%
Economic Vitality	12,335	4,164	4,164	3,896	(268)	(6.4%)
Water Services	11,817,071	14,211,980	12,831,017	11,249,930	(2,962,050)	(20.8%)
Non-Departmental	65,112	63,847	63,847	72,894	9,047	14.2%
Contingency	29,476	800,000	22,972	800,000	-	0.0%
	12,549,557	15,728,016	13,570,025	12,736,423	(2,991,593)	(19.0%)
Reclaimed Water Fund						
General Administration	8,846	19,966	19,966	21,696	1,730	8.7%
Management Services	27,315	23,391	23,391	40,811	17,420	74.5%
Public Works	-	1,737	1,737	1,026	(711)	(40.9%)
Economic Vitality	785	307	307	499	192	62.5%
Water Services	1,337,451	615,879	615,879	767,706	151,827	24.7%
Non-Departmental	2,925	4,552	4,552	10,571	6,019	132.2%
Contingency	3,077	50,000	-	50,000	-	0.0%
	1,380,399	715,832	665,832	892,309	176,477	24.7%
Stormwater Fund						
General Administration	45,469	50,305	50,305	37,854	(12,451)	(24.8%)
Management Services	56,529	57,912	57,912	79,244	21,332	36.8%
Public Works	12,915	11,897	11,897	9,241	(2,656)	(22.3%)
Economic Vitality	1,521	488	488	701	213	43.6%
Water Services	2,544,506	5,048,810	5,082,935	20,853,660	15,804,850	313.0%
Non-Departmental	9,239	9,022	9,022	15,546	6,524	72.3%
Contingency	5,247	50,000	-	300,000	250,000	500.0%
	2,675,426	5,228,434	5,212,559	21,296,246	16,067,812	307.3%

City of Flagstaff
 Summary by Division of Expenditures/Expenses within Each Fund
 Comparison of Fiscal Year 2019 and 2020
 (With Actual for Fiscal Year 2018)

Fund/Division	Actual Expenditures/ Expenses 2017-2018	Adopted Budgeted Expenditures/ Expenses 2018-2019	Estimated Expenditures/ Expenses 2018-2019	Proposed Budgeted Expenditures/ Expenses 2019-2020	Change (Budget-Budget)	% Change
Solid Waste Fund						
General Administration	\$ 377,485	383,047	383,047	425,251	42,204	11.0%
Management Services	371,493	409,496	409,496	425,954	16,458	4.0%
Public Works	9,739,498	12,114,797	11,470,033	11,126,096	(988,701)	(8.2%)
Economic Vitality	27,199	8,627	8,627	8,512	(115)	(1.3%)
Non-Departmental	122,824	130,720	130,720	163,753	33,033	25.3%
Contingency	24,996	500,000	-	500,000	-	0.0%
	<u>10,663,495</u>	<u>13,546,687</u>	<u>12,401,923</u>	<u>12,649,566</u>	<u>(897,121)</u>	<u>(6.6%)</u>
Sustainability and Environmental Management Fund						
General Administration	92,655	42,810	42,810	47,927	5,117	12.0%
Management Services	50,380	62,627	62,627	79,886	17,259	27.6%
Public Works	847,988	1,201,062	965,062	1,091,489	(109,573)	(9.1%)
Economic Vitality	2,825	744	744	831	87	11.7%
Non-Departmental	16,884	11,880	11,880	20,898	9,018	75.9%
Contingency	-	30,000	-	30,000	-	0.0%
	<u>1,010,732</u>	<u>1,349,123</u>	<u>1,083,123</u>	<u>1,271,031</u>	<u>(78,092)</u>	<u>(5.8%)</u>
Airport Fund						
General Administration	78,043	90,262	90,262	105,908	15,646	17.3%
Management Services	83,141	119,854	119,854	97,458	(22,396)	(18.7%)
Public Works	94,926	73,877	73,877	70,008	(3,869)	(5.2%)
Economic Vitality	3,717,799	5,971,935	4,411,120	7,960,176	1,988,241	33.3%
Non-Departmental	19,817	22,164	22,164	27,622	5,458	24.6%
Contingency	-	1,213,471	115,000	100,000	(1,113,471)	(91.8%)
	<u>3,993,726</u>	<u>7,491,563</u>	<u>4,832,277</u>	<u>8,361,172</u>	<u>869,609</u>	<u>11.6%</u>
Flagstaff Housing Authority Fund						
Community Development	8,216,170	6,821,277	7,016,196	7,491,507	670,230	9.8%
Contingency	-	1,501,250	-	1,001,250	(500,000)	(33.3%)
	<u>8,216,170</u>	<u>8,322,527</u>	<u>7,016,196</u>	<u>8,492,757</u>	<u>170,230</u>	<u>2.0%</u>
Total Enterprise Funds						
	<u>56,888,321</u>	<u>84,855,761</u>	<u>74,964,194</u>	<u>92,250,979</u>	<u>7,395,218</u>	<u>8.7%</u>
Total All Funds	<u>\$ 190,791,881</u>	<u>279,965,072</u>	<u>259,242,529</u>	<u>261,023,696</u>	<u>(18,941,376)</u>	<u>(6.8%)</u>

City of Flagstaff
Budget by Division and Section
Comparison of Fiscal Year 2019 and 2020
(With Actual for Fiscal Year 2018)

Division/Section	Actual Expenditures/ Expenses 2017-2018	Adopted Budgeted Expenditures/ Expenses 2018-2019	Estimated Expenditures/ Expenses 2018-2019	Proposed Budgeted Expenditures/ Expenses 2019-2020	Change (Budget-Budget)	% Change
General Administration						
City Manager	\$ 1,772,929	2,115,457	2,015,458	1,946,575	(168,882)	(8.0%)
Flagstaff Municipal Court	3,116,288	3,328,902	3,328,902	3,352,310	23,408	0.7%
City Attorney	1,748,710	1,848,385	1,848,385	1,909,559	61,174	3.3%
Human Resources	799,731	991,041	991,041	1,143,634	152,593	15.4%
Risk Management	203,733	223,300	223,300	226,681	3,381	1.5%
Information Technology	2,568,719	3,155,771	3,155,771	-	(3,155,771)	(100.0%)
	<u>10,210,110</u>	<u>11,662,856</u>	<u>11,562,857</u>	<u>8,578,759</u>	<u>(3,084,097)</u>	<u>(26.4%)</u>
Community Development						
Community Development Administrator	331,837	384,703	309,703	332,015	(52,688)	(13.7%)
Planning and Development Services	2,806,940	2,978,704	2,978,704	2,875,720	(102,984)	(3.5%)
Capital Improvement	(252,160)	(74,139)	(74,139)	(139,929)	(65,790)	88.7%
Engineering	1,725,524	2,060,006	2,060,006	1,943,256	(116,750)	(5.7%)
Housing	319,967	472,928	472,928	357,287	(115,641)	(24.5%)
Community Housing Services	651,893	1,096,493	1,021,465	35,004	(1,061,489)	(96.8%)
Community Housing Grants	111,823	1,376,704	1,376,704	1,080,000	(296,704)	(21.6%)
CDBG Grant	615,102	1,295,819	1,121,116	552,733	(743,086)	(57.3%)
Transportation CIP	2,376,279	6,761,480	6,761,480	17,937,374	11,175,894	165.3%
Road Repair Construction	9,523,770	8,510,068	6,221,298	7,707,570	(802,498)	(9.4%)
Flagstaff Urban Trails System	354,841	3,956,227	3,956,227	616,717	(3,339,510)	(84.4%)
Metro Planning Organization	331,745	1,283,683	583,912	1,390,886	107,203	8.4%
Flagstaff Housing Authority	8,216,170	6,821,277	7,016,196	7,491,507	670,230	9.8%
	<u>27,113,731</u>	<u>36,923,953</u>	<u>33,805,600</u>	<u>42,180,140</u>	<u>5,256,187</u>	<u>14.2%</u>
Management Services						
Management Services Administration	251,369	265,796	265,796	270,416	4,620	1.7%
Information Technology	-	-	-	2,799,709	2,799,709	100.0%
Purchasing	799,652	996,413	996,413	901,550	(94,863)	(9.5%)
Finance	1,161,915	1,303,431	1,278,431	1,363,803	60,372	4.6%
Revenue	1,578,558	1,758,655	1,733,655	1,679,363	(79,292)	(4.5%)
	<u>3,791,494</u>	<u>4,324,295</u>	<u>4,274,295</u>	<u>7,014,841</u>	<u>2,690,546</u>	<u>62.2%</u>
Fire						
Fire Operations	13,078,432	14,351,698	14,351,698	15,274,663	922,965	6.4%
Fire Grants	256,471	920,598	920,598	2,818,589	1,897,991	206.2%
	<u>13,334,903</u>	<u>15,272,296</u>	<u>15,272,296</u>	<u>18,093,252</u>	<u>2,820,956</u>	<u>18.5%</u>
Police						
Police Operations	18,626,869	21,551,712	21,429,347	21,517,139	(34,573)	(0.2%)
Police Grants	1,078,451	1,494,603	1,494,603	2,714,918	1,220,315	81.6%
	<u>19,705,320</u>	<u>23,046,315</u>	<u>22,923,950</u>	<u>24,232,057</u>	<u>1,185,742</u>	<u>5.1%</u>
Public Works						
Public Works Administration	58,664	61,329	61,329	28,875	(32,454)	(52.9%)
USGS Facilities	906,252	1,046,073	1,046,073	871,762	(174,311)	(16.7%)
Parks	3,279,119	4,162,701	4,162,701	4,444,374	281,673	6.8%
Fleet Services	115,746	881,350	531,350	10,509	(870,841)	(98.8%)
Public Facilities Maintenance	1,206,188	2,175,159	2,175,159	1,518,858	(656,301)	(30.2%)
Recreation	3,770,024	3,945,739	3,945,739	4,059,860	114,121	2.9%
Street Maintenance and Repairs	4,117,086	6,154,294	6,054,294	5,869,930	(284,364)	(4.6%)
Street Construction and Reconstruction	1,836,285	6,852,974	6,852,974	4,132,661	(2,720,313)	(39.7%)
Road Repair Pavement Preservation	2,090,948	5,068,924	5,068,924	3,277,352	(1,791,572)	(35.3%)
Street and Highway User Revenue Bonds	543,162	544,153	544,153	546,508	2,355	0.4%
Solid Waste - Landfill 165	2,322,063	4,166,183	4,076,183	3,388,133	(778,050)	(18.7%)
Solid Waste - Collections 166	7,250,520	7,538,110	7,138,110	7,334,772	(203,338)	(2.7%)
Solid Waste Debt Service	-	222,712	67,948	214,969	(7,743)	(3.5%)
SEMS - Sustainability	667,608	929,999	878,999	930,963	964	0.1%
SEMS - Environmental Management	177,905	234,548	49,548	140,033	(94,515)	(40.3%)
Recreation - BBB	822,792	1,288,439	1,288,439	7,500	(1,280,939)	(99.4%)
	<u>29,164,362</u>	<u>45,272,687</u>	<u>43,941,923</u>	<u>36,777,059</u>	<u>(8,495,628)</u>	<u>(18.8%)</u>

City of Flagstaff
Budget by Division and Section
Comparison of Fiscal Year 2019 and 2020
(With Actual for Fiscal Year 2018)

Division/Section	Actual Expenditures/ Expenses 2017-2018	Adopted Budgeted Expenditures/ Expenses 2018-2019	Estimated Expenditures/ Expenses 2018-2019	Proposed Budgeted Expenditures/ Expenses 2019-2020	Change (Budget-Budget)	% Change
Economic Vitality						
Community Investment	\$ 328,841	939,309	939,309	223,610	(715,699)	(76.2%)
Airport	3,482,384	5,738,697	4,177,882	7,726,860	1,988,163	34.6%
Debt Service - Airport	231,736	231,736	231,736	231,736	-	0.0%
Arts and Science	586,260	1,165,463	665,964	1,096,256	(69,207)	(5.9%)
Urban Design	210,137	333,722	333,722	306,359	(27,363)	(8.2%)
Streetscape	591,019	5,544,672	1,808,162	2,621,819	(2,922,853)	(52.7%)
Economic Development	904,557	1,047,032	1,047,032	1,230,565	183,533	17.5%
Economic Development Debt Service	249,754	250,088	250,088	249,188	(900)	(0.4%)
Library City Direct	3,836,787	4,384,738	4,384,738	4,320,730	(64,008)	(1.5%)
Library County Direct	609,351	628,599	628,599	657,931	29,332	4.7%
Library County Indirect Shared Services	-	1,275,444	1,275,444	566,263	(709,181)	(55.6%)
Library Grants	374,621	119,100	119,100	224,614	105,514	88.6%
Parking District	737,454	743,991	743,992	1,559,776	815,785	109.6%
Debt Service - Parking District	115,025	115,025	115,025	115,026	1	0.0%
Tourism	2,063,889	2,370,505	2,370,505	2,635,953	265,448	11.2%
Visitor Services	470,762	412,127	412,127	413,670	1,543	0.4%
	<u>14,792,577</u>	<u>25,300,248</u>	<u>19,503,425</u>	<u>24,180,356</u>	<u>(1,119,892)</u>	<u>(4.4%)</u>
Water Services						
Administration	1,326,723	939,146	958,759	1,804,640	865,494	92.2%
Lake Mary Water Plant	4,145,672	4,804,914	4,804,914	4,980,293	175,379	3.6%
Water Distribution System	1,944,053	2,130,160	2,130,160	2,208,485	78,325	3.7%
Water Resource Management	546,903	785,111	785,111	681,271	(103,840)	(13.2%)
Engineering Services	463,209	656,785	656,785	558,243	(98,542)	(15.0%)
Regulatory Compliance	999,099	1,118,985	1,118,985	1,111,604	(7,381)	(0.7%)
SCADA Information Systems	-	-	-	712,205	712,205	100.0%
Wastewater Treatment	2,068,349	2,556,695	2,556,695	2,859,299	302,604	11.8%
Reclaimed Water Plant	862,587	987,423	987,423	1,115,504	128,081	13.0%
Wastewater Collection	1,016,660	1,466,981	1,493,014	1,589,383	122,402	8.3%
Reclaimed Water	425,576	530,879	530,879	602,706	71,827	13.5%
Drinking Water Capital	3,538,437	17,339,291	16,188,358	9,505,000	(7,834,291)	(45.2%)
Wastewater Capital	6,148,900	7,019,829	5,791,810	4,400,000	(2,619,829)	(37.3%)
Reclaimed Water Capital	911,875	85,000	85,000	165,000	80,000	94.1%
Debt Service - Drinking Water Fund	1,903,066	2,123,276	1,963,276	2,337,035	213,759	10.1%
Debt Service -Wastewater Fund	1,720,575	2,181,052	2,002,075	1,285,744	(895,308)	(41.0%)
Stormwater	753,735	763,625	763,625	693,660	(69,965)	(9.2%)
Stormwater Capital	1,790,771	4,285,185	4,319,310	19,560,000	15,274,815	356.5%
Stormwater Debt Service	-	-	-	600,000	600,000	100.0%
	<u>30,566,190</u>	<u>49,774,337</u>	<u>47,136,179</u>	<u>56,770,072</u>	<u>6,995,735</u>	<u>14.1%</u>
Non-Departmental						
Council and Commissions	336,996	412,931	412,931	415,495	2,564	0.6%
Non-Departmental	2,711,849	4,858,787	4,788,787	2,166,014	(2,692,773)	(55.4%)
GO Bond - Debt Service	5,336,641	7,179,678	7,087,178	7,715,047	535,369	7.5%
SID - Debt	206,750	210,350	2,079,217	-	(210,350)	(100.0%)
GO Bond Funded Projects	22,728,297	6,544,191	6,771,053	2,792,340	(3,751,851)	(57.3%)
Non GO Bond Funded Projects	209,022	27,340,903	25,339,353	14,334,024	(13,006,879)	(47.6%)
Transportation	7,231,093	9,399,452	9,258,618	6,869,007	(2,530,445)	(26.9%)
4th Street Debt Service	2,218,275	2,221,025	2,221,025	2,219,225	(1,800)	(0.1%)
Road Repair Debt Service	809,760	1,574,000	963,822	1,491,663	(82,337)	(5.2%)
Facility Improvement Debt	199,147	352,047	102,048	428,095	76,048	21.6%
	<u>41,987,829</u>	<u>60,093,364</u>	<u>59,024,032</u>	<u>38,430,910</u>	<u>(21,662,454)</u>	<u>(36.0%)</u>
Reserves/Contingencies	125,364	8,294,721	1,797,972	4,766,250	(3,528,471)	(42.5%)
Grand Total	<u>\$ 190,791,881</u>	<u>279,965,072</u>	<u>259,242,529</u>	<u>261,023,696</u>	<u>(18,941,376)</u>	<u>(6.8%)</u>

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

Schedule F: Budget Summary by Division of Expenditures

City of Flagstaff
 Budget Summary by Division of Expenditures
 Comparison of Fiscal Year 2019 and 2020
 (With Actual for Fiscal Year 2018)

Division/Fund	Actual Expenditures/ Expenses 2017-2018	Adopted Budgeted Expenditures/ Expenses 2018-2019	Estimated Expenditures/ Expenses * 2018-2019	Proposed Budgeted Expenditures/ Expenses 2019-2020	Change (Budget-Budget)	% Change
General Administration						
General Fund	\$ 10,210,110	11,662,856	11,562,857	8,578,759	(3,084,097)	(26.4%)
Library	181,956	216,364	216,364	223,215	6,851	3.2%
HURF	199,817	227,240	227,240	268,487	41,247	18.2%
Transportation	56,172	71,292	71,292	86,333	15,041	21.1%
FUTS	-	-	-	1,271	1,271	100.0%
Parking District	-	6,479	6,479	35,673	29,194	450.6%
Drinking Water	374,322	564,184	564,184	427,288	(136,896)	(24.3%)
Wastewater	295,132	303,113	303,113	246,461	(56,652)	(18.7%)
Reclaimed Water	8,846	19,966	19,966	21,696	1,730	8.7%
Stormwater	45,469	50,305	50,305	37,854	(12,451)	(24.8%)
Airport	78,043	90,262	90,262	105,908	15,646	17.3%
Solid Waste	377,485	383,047	383,047	425,251	42,204	11.0%
Sustainability and Environmental Mgmt	92,655	42,810	42,810	47,927	5,117	12.0%
	11,920,007	13,637,918	13,537,919	10,506,123	(3,131,795)	(23.0%)
Community Development						
General Fund	4,932,108	5,822,202	5,747,202	5,368,349	(453,853)	(7.8%)
HURF	2,880,674	7,282,568	7,282,568	16,036,601	8,754,033	120.2%
Transportation	9,523,770	8,510,068	6,221,298	10,108,670	1,598,602	18.8%
FUTS	354,841	3,956,227	3,956,227	616,717	(3,339,510)	(84.4%)
Housing and Community Services	1,378,818	3,769,016	3,519,285	1,667,737	(2,101,279)	(55.8%)
Metro Planning Organization	331,745	1,283,683	583,912	1,390,886	107,203	8.4%
Flagstaff Housing Authority	8,216,170	6,821,277	7,016,196	7,491,507	670,230	9.8%
	27,618,126	37,445,041	34,326,688	42,680,467	5,235,426	14.0%
Management Services						
General Fund	3,791,494	4,324,295	4,274,295	7,014,841	2,690,546	62.2%
Library	94,917	101,612	101,612	129,766	28,154	27.7%
HURF	67,945	62,612	62,612	68,041	5,429	8.7%
Transportation	369,494	320,742	320,742	255,780	(64,962)	(20.3%)
FUTS	-	-	-	11,304	11,304	100.0%
Parking District	-	3,978	3,978	6,840	2,862	71.9%
Drinking Water	854,860	850,995	850,995	980,816	129,821	15.3%
Wastewater	263,585	303,083	303,083	300,710	(2,373)	(0.8%)
Reclaimed Water	27,315	23,391	23,391	40,811	17,420	74.5%
Stormwater	56,529	57,912	57,912	79,244	21,332	36.8%
Airport	83,141	119,854	119,854	97,458	(22,396)	(18.7%)
Solid Waste	371,493	409,496	409,496	425,954	16,458	4.0%
Sustainability and Environmental Mgmt	50,380	62,627	62,627	79,886	17,259	27.6%
	6,031,153	6,640,597	6,590,597	9,491,451	2,850,854	42.9%
Fire						
General Fund	13,334,903	15,272,296	15,272,296	18,093,252	2,820,956	18.5%
	13,334,903	15,272,296	15,272,296	18,093,252	2,820,956	18.5%
Police						
General Fund	19,705,320	23,046,315	22,923,950	24,232,057	1,185,742	5.1%
	19,705,320	23,046,315	22,923,950	24,232,057	1,185,742	5.1%
Public Works						
General Fund	9,335,993	12,272,351	11,922,351	10,934,238	(1,338,113)	(10.9%)
Library	68,688	57,394	57,394	44,483	(12,911)	(22.5%)
HURF	6,630,786	13,691,371	13,591,371	10,676,266	(3,015,105)	(22.0%)
Transportation	2,090,948.00	5,078,270	5,078,270	3,287,729	(1,790,541)	(35.3%)
Recreation	822,792.00	1,288,439	1,288,439	7,500	(1,280,939)	(99.4%)
Parking District	-	-	-	1,112	1,112	100.0%

Schedule F: Budget Summary by Division of Expenditures

City of Flagstaff
 Budget Summary by Division of Expenditures
 Comparison of Fiscal Year 2019 and 2020
 (With Actual for Fiscal Year 2018)

Division/Fund	Actual Expenditures/ Expenses 2017-2018	Adopted Budgeted Expenditures/ Expenses 2018-2019	Estimated Expenditures/ Expenses * 2018-2019	Proposed Budgeted Expenditures/ Expenses 2019-2020	Change (Budget-Budget)	% Change
Drinking Water	116,177	42,175	42,175	69,641	27,466	65.1%
Wastewater	66,846	41,829	41,829	62,532	20,703	49.5%
Reclaimed Water	-	1,737	1,737	1,026	(711)	(40.9%)
Stormwater	12,915	11,897	11,897	9,241	(2,656)	(22.3%)
Airport	94,926	73,877	73,877	70,008	(3,869)	(5.2%)
Solid Waste	9,739,498	12,114,797	11,470,033	11,126,096	(988,701)	(8.2%)
Sustainability and Environmental Mgmt	847,988	1,201,062	965,062	1,091,489	(109,573)	(9.1%)
	<u>29,827,557</u>	<u>45,875,199</u>	<u>44,544,435</u>	<u>37,381,361</u>	<u>(8,493,838)</u>	<u>(18.5%)</u>

City of Flagstaff
 Summary of Operating Capital
 Fiscal Year 2019-2020

Sect #	Section	Operating Capital	Budget 2019-2020
General Fund			
051	Fire	Vehicle Replacement (4)	\$ 700,000
052	Fire Grants	New Quint	1,200,000
061	Police	Police Patrol Vehicle Replacements (5)	185,000
		Police Admin Vehicle Replacement	32,000
152	Facility Maintenance	Vehicle Replacement	38,500
155	Parks	Vehicle Replacement - Parks	49,000
		Cemetery - Backhoe	115,000
		General Fund Total	<u>2,319,500</u>
Highway User Fund			
161	Street Maintenance	6-Wheel Plow/Cinder Spreader	235,000
		6-Wheel Plow/Cinder Truck	235,000
		10-Wheel Plow Cinder Truck	280,000
		3/4 Ton Truck (2)	100,000
		Traffic Control Barricade	110,000
		Patch Truck	280,000
		Highway User Fund Total	<u>1,240,000</u>
Water Services			
300	Utilities Administration	Fencing and CCTV Cameras	20,000
301	Water Production	Lake Mary Water Treatment Plant Generator (2)	240,000
		Continental Well Upgrades	150,000
303	Water Distribution	1 1/2 Ton Service Truck	105,000
		Drop Side Dump Bed	10,000
		Snow Plow Kit	7,000
		1 Ton Service Truck	105,000
307	SCADA	Chevy Bolt	45,000
311	Wastewater Treatment - Wildcat	Facility Improvements	70,000
		Operating Capital	500,000
		Pick-up Utility Vehicle	20,000
		Flow Meter	25,000
		COD Scanner	35,000
312	Wastewater Treatment - Rio	Facility Improvements	28,000
		Dodge 3500	50,000
		Pick-up Utility Vehicle	20,000
		6" Diesel Portable Pump	80,000
		15 minute COD Analysis	17,000
313	Wastewater Collection	Building Maintenance	7,000
		Jet Truck	375,000
		TV Push Camera	10,000
321	Reclaimed Water	Operating Capital	50,000
		Buffalo Tank SCADA Connectivity	85,000
		Water Services	<u>2,054,000</u>

City of Flagstaff
 Summary of Operating Capital
 Fiscal Year 2019-2020

Sect #	Section	Operating Capital	Budget 2019-2020
Solid Waste Fund			
165	Solid Waste - Landfill	Caterpillar 826K Landfill Compactor Lease	\$ 195,000
		D-8 Dozer	25,000
		Lydar Fly Over	10,000
		Dust Control	10,000
		Landfill Closure Set-Aside	100,000
		Consultant Fees	50,000
166	Solid Waste - Collections	LaFrance Top Loader Trash Truck	290,000
		LaFrance Side Loader Collection Truck	310,000
		Route Optimization and Customer Service Software	52,000
		Solid Waste Fund Total	1,042,000
Airport Fund			
222	Airport Capital Projects	Terminal Security Upgrades	91,350
		Hangar Roof Repairs	85,000
		Snow Removal	2,989,840
		Airport Fund Total	3,166,190
		Total	\$ 9,821,690

City of Flagstaff
 Summary of Capital Improvement Program
 Fiscal Year 2019-2020

Sect #	Section	Project	Budget 2019-2020
General Fund			
061	Police	Misc Capital	\$ 15,000
062	Police Grants	RICO Metro	20,000
		DOJ Bomb Robot Equipment	117,000
		Motorcycle replacements	50,000
102	Community Development	Butler/Huntington signal system maintenance and upgrades	20,000
154	Fleet	Charging Stations	18,000
155	Parks	New West Side Park	500,000
		Irrigation System Upgrades	115,000
		McPherson Park asphalt walkways	32,000
		Thorpe Park Sports Complex	34,000
		Ponderosa Park	59,000
		Laser level 6 fields	15,000
		Foxglenn Park	20,000
		Continental Park	45,000
		Bushmaster Park	50,000
156	Recreation	JLAC Ice Edger	7,000
		JLAC Security Cameras (indoor)	5,000
		HJRC weight room equipment	8,000
		JCM weight room equipment/flooring	10,000
		Aquaplex weight/circuit equipment	15,000
		Contingency	10,000
		Aquaplex Building Improvements	20,000
		Joe C. Montoya Building Improvement	66,500
201	Community investment	Brownfields Assessment	50,000
General Fund Total			1,301,500
Parking Fund			
231	Parking	Temporary Southside Curbs	20,000
		Property Acquisition	686,148
Total Parking Fund			706,148
Library Fund			
035	Library	Window Replacement	525,000
Library Fund Total			525,000
Highway User Revenue Fund			
162	Street Construction	Reserve for Improvements	50,000
		Minor Transportation Improvements	50,000
		Sidewalk Replacement Program	15,000
		Road Construction (Dirt Roads)	2,277,352
		Sunnyside	1,740,309
Highway User Revenue Fund Total			4,132,661

City of Flagstaff
 Summary of Capital Improvement Program
 Fiscal Year 2019-2020

Sect #	Section	Project	Budget 2019-2020
Transportation Fund			
112	Transportation CIP	Transportation Planning and Programming	\$ 90,000
		Traffic Signal Program	50,000
		Butler/4th Intersection Reconstruction	88,577
		Intersection Improvements	50,000
		Quiet Zone Modifications	400,000
		Bike/Pedestrian and Safety Improvements	175,053
		Reserve for Transportation Improvements	200,000
		San Francisco and Franklin Avenue Signal	300,000
		Butler Avenue Widening	500,000
		Soliere Avenue - Fanning Wash Crossing	250,000
		Corridor Studies	125,000
		Work Order Charge-outs	125,000
		Reserve for Development Contributions	200,000
		Northbound Milton/Butler Right Turn Lane	400,000
		Butler Fourth Street Intersection Reconstruction	3,735,753
		Major Road Reconstruction (Streets)	379,246
		Fourth Street Reconstruction	450,000
		Beulah Boulevard/University Drive	7,692,645
		HSIP Program	75,000
		La Plaza Vieja Traffic Improvements	250,000
		Fourth Street Overpass	583,763
163	Road Repair Pavement Preservation	Pavement Maintenance	3,277,352
116	Road Repair Construction	Utility Replacements and Overlays	260,462
		Pullium Drive	225,000
		Aztec Street	195,338
		Broken Bow Drive	42,500
		Coconino Estates	3,901,300
		West Flag	3,064,170
047	Lone Tree Railroad Overpass	Lone Tree Railroad Overpass	2,392,000
Transportation Fund Total			29,478,159
Flagstaff Urban Trail Fund			
111	Flagstaff Urban Trail	Special Projects and Unprogrammed Work	28,650
		Sheep Crossing Trail	50,000
		Switzer Canyon Trail	474,000
		Florence-Walnut Underpass	44,067
		Lone Tree Trail-Butler to Sinclair Wash	20,000
Flagstaff Urban Trail Fund Total			616,717

City of Flagstaff
 Summary of Capital Improvement Program
 Fiscal Year 2019-2020

Sect #	Section	Project	Budget 2019-2020
Beautification Fund			
212	Streetscape	Lunar Landing Plaza	\$ 375,000
		Train Station Platform	356,819
		Gutter Diversions - Streets	50,000
		Downtown Tree Wells	100,000
		Downtown Paver Redux	320,000
		Innovation Mesa Art Base	50,000
		Route 66 Interpretive Trail	275,000
		Holiday Decorations	30,000
		Southside Triangle	100,000
		Flowers, Flagpoles, Sidewalks	100,000
		Gleaning Orchard and 3D Art	100,000
		Peace Poll Surrounds	50,000
		Switzer Canyon Roundabout	125,000
		ADOT Sites	150,000
		Eastside Neighborhood Beautification	250,000
		School Walkways, Pilot Project	88,000
		Bus Stop Seed Booms	12,000
		Mural Initiative	90,000
		Beautification Fund Total	<u>2,621,819</u>
Arts and Science Fund			
216	Arts and Science	East Flagstaff Gateway (4th Street)	10,000
		Moon Landing Sculpture/ Art	100,000
		Mural on City Building Phoenix Avenue and Route 66	35,000
		Santa Fe Pluto Sculpture	45,000
		Relocate Sculpture at Route 66 and Switzer Canyon	10,000
		ADOT Projects	40,000
		Mural Initiative	49,000
		Sunnyside Traffic Circle	10,000
		Sustainability & Art Education Project	10,000
		3D Art on 4th Street	40,000
		Tromp L'oeil Tarmac Mural	30,000
		Poetry on NAIPTA Buses	10,000
		Mancuso Mural Conservation Route 66	2,500
		Monte Vista	23,000
		Thorpe Sculpture	100,000
		Courthouse Mosaic	45,000
		Aural Sculpture	40,000
		Arts and Science Fund Total	<u>599,500</u>
Capital Projects Fund			
421	GO Capital Projects Fund	FUTS/Open Space Land Acquisition	250,866
422	MFC Bond Capital Project Fund	USGS Miscellaneous Buildings	10,000,000
424	GO Core Services Facility	Core Services Maintenance Facility	496,244
425	Flagstaff Watershed	Watershed Protection Project	2,045,230
426	Court Facility	Court Facility	4,334,024
		Capital Projects Fund Total	<u>17,126,364</u>

City of Flagstaff
 Summary of Capital Improvement Program
 Fiscal Year 2019-2020

Sect #	Section	Project	Budget 2019-2020
Water Services			
370	Water Capital Projects	First Avenue Waterline Replacement	\$ 800,000
		Rio Flood Control Project-Waterline Replacement	400,000
		Water Meter Vault Replacement Program	150,000
		Radio Read Meter Replacements	400,000
		Reserve for Improvements	300,000
		LMWTP Sedimentation Basins (Floculations)	260,000
		Water Energy Efficiency Upgrades	100,000
		2323 Walgreen St. Purchase	105,000
		Water System Master Plan	150,000
		Switzer Canyon Transmission Line	1,740,000
		Milton Waterline Replacement	400,000
		Phoenix Avenue Bridge Waterline Replacement	150,000
		Lake Mary Land Acquisition	1,200,000
		Fort Tuthill Waterline Loop - Phase 2	2,000,000
		Summit Waterline Replacement	1,350,000
375	Wastewater Capital Projects	Westside Interceptor Thompson-Kaibab Oversizing	900,000
		Reserve for Improvements	300,000
		Wildcat Gas Conveyance System Improvements	150,000
		Fort Tuthill Sewer Line Oversizing	760,000
		Wildcat New Digester #3	700,000
		Rio de Flag Sewer Relocates	400,000
		First Avenue Route 66 Sewer Replacement	340,000
		Rio de Flag Water Reclamantion Plan	500,000
		Wildcat hill Water Reclamation Plan	350,000
380	Reclaimed Water Capital Projects	Advanced Treatment Concept Design and Public Outreach	65,000
		8" Bottleneck - Reclaimed Line Replacement	100,000
		Water Services	<u>14,070,000</u>
Stormwater Fund			
385	Stormwater Capital Projects	Spot Improvement - Annual	75,000
		Phoenix Avenue Culvert Construction	650,000
		Future Improvements Reserve	18,300,000
		Rio De Flag Project	520,000
		Stormwater Fund Total	<u>19,545,000</u>
Solid Waste Fund			
165	Solid Waste	Stormwater Infrastructure	5,000
		Excavation of Cell A	525,000
		National Environmental Policy Act Review	150,000
		Solid Waste Fund Total	<u>680,000</u>
Sustainability and Environmental Management Fund			
170	Environmental Management	Future Grant Project	40,000
		Sustainability and Environmental Management Fund Total	<u>40,000</u>
Airport Fund			
222	Airport Capital Projects	Airport Drainage Improvements - Design	400,000
		Parking Improvements	1,300,000
		Snow Removal Equipment Building - Design	1,000,000
		Airport Fund Total	<u>2,700,000</u>
Flagstaff Housing Authority Fund			
109	Housing Capital Projects	FHA Dwelling Units Improvements	630,000
		Flagstaff Housing Authority Fund Total	<u>630,000</u>
		Total	<u><u>\$ 94,772,868</u></u>

Schedule J: Debt Service Requirements

City of Flagstaff
Debt Service Requirements
Fiscal Year 2019-2020

	Original Issue	Outstanding 7/1/19	Principal	Interest	Fiscal Charges	Total Requirements
General Fund						
Certificates of Participation - Fire Equipment	\$ 350,000	40,575	40,575	811	106	41,492
Capital Lease - Renewable Energy Equipment	1,014,557	699,679	67,813	19,289	-	87,102
Capital Lease - Heart Monitors	160,279	42,753	42,753	1,924	-	44,677
Capital Lease - Copier	129,061	81,271	26,651	3,173	-	29,824
<i>Proposed: Courthouse (FY 2019)</i>	3,756,037	3,756,037	-	225,000	-	225,000
	5,409,934	4,620,315	177,792	250,197	106	428,095
Streets Fund						
Certificates of Participation - Street Overlay	4,610,000	534,425	534,425	10,689	1,394	546,508
	4,610,000	534,425	534,425	10,689	1,394	546,508
4th Street Fund						
Pledged Revenue - 2012 Advance Refunding	12,530,000	4,255,000	2,090,000	126,725	2,500	2,219,225
	12,530,000	4,255,000	2,090,000	126,725	2,500	2,219,225
Road Repair and Street Safety Fund						
Revenue Bonds - Series 2016 Road Repair	8,930,000	8,005,000	470,000	300,600	2,500	773,100
Revenue Bonds - Series 2018 Road Repair	10,000,000	9,700,000	360,000	356,063	2,500	718,563
	18,930,000	17,705,000	830,000	656,663	5,000	1,491,663
Economic Development Fund						
GADA Revenue Bonds - Series 2010A Incubator	3,370,000	2,290,000	150,000	97,688	1,500	249,188
<i>Proposed: USGS (FY 2019)</i>	10,000,000	10,000,000	-	-	-	-
<i>Proposed: USGS (FY 2020)</i>	10,000,000	-	-	-	-	-
	23,370,000	12,290,000	150,000	97,688	1,500	249,188
Parking District Fund						
Capital Lease - Parking Meters	1,000,000	770,332	93,358	21,668	-	115,026
	1,000,000	770,332	93,358	21,668	-	115,026
General Obligation Bond Fund						
Series 2011 - Capital Projects	12,845,000	3,065,000	425,894	26,295	1,500	453,689
Series 2011 - NAU Public Safety	3,952,287	1,308,590	1,600,000	68,625	1,500	1,670,125
Series 2013 - Capital Projects	11,460,000	8,170,000	710,000	255,800	1,500	967,300
Series 2014A - Capital Projects	6,600,000	5,615,000	270,000	207,950	1,500	479,450
Series 2014B - Partial Advance Refunding	8,270,000	6,330,000	2,025,000	255,750	1,500	2,282,250
Series 2016	16,105,000	14,925,000	580,000	585,400	1,500	1,166,900
<i>Proposed: Courthouse and FWPP (FY 2019)</i>	12,000,000	12,000,000	-	694,333	1,000	695,333
<i>Proposed: Courthouse and FWPP (FY 2020)</i>	6,000,000	-	-	-	-	-
	77,232,287	51,413,590	5,610,894	2,094,153	10,000	7,715,047
Drinking Water Fund						
GO - Red Gap Shallow Well	1,633,933	1,165,969	74,174	18,107	16,934	109,215
WIFA - 2008 Well Production	8,500,000	5,031,567	422,790	111,346	72,303	606,439
WIFA - 2009 Water Feasibility	2,100,000	1,311,472	101,806	20,157	18,750	140,713
WIFA - 2010 Sinagua Well Improvements	775,000	144,087	11,305	1,945	2,077	15,327
WIFA - 2010 Fort Tuthill Well Improvements	594,951	328,460	26,379	2,995	4,729	34,103
WIFA - 2010 Local Aquifer Study	1,100,000	685,868	55,083	6,254	9,875	71,212
Revenue Bonds - 2018 Refunding	6,389,858	5,522,858	817,000	101,776	1,250	920,026
<i>Proposed: Water (FY 2019)</i>	5,000,000	5,000,000	-	440,000	-	440,000
	26,093,742	19,190,281	1,508,537	702,580	125,918	2,337,035
Wastewater Fund						
WIFA - 2007 Wastewater	23,100,000	2,515,969	285,365	47,751	35,599	368,715
Revenue Bonds - 2018 Refunding	10,739,142	10,599,142	140,000	209,530	1,250	350,780
Capital Lease - Renewable Energy Equipment	1,936,443	1,335,446	129,433	36,816	-	166,249
<i>Proposed: Wastewater (FY 2019)</i>	4,500,000	4,500,000	-	400,000	-	400,000
	40,275,585	18,950,557	554,798	694,097	36,849	1,285,744
Stormwater Fund						
<i>Proposed: Rio de Flag</i>	18,000,000	-	-	600,000	-	600,000
	18,000,000	-	-	600,000	-	600,000
Solid Waste Fund						
Certificates of Participation - Core Services	3,700,000	3,880,000	85,000	127,469	2,500	214,969
	3,700,000	3,880,000	85,000	127,469	2,500	214,969
Airport Fund						
Capital Lease - Hangars	2,782,598	1,084,510	173,556	58,180	-	231,736
<i>Proposed: Parking</i>	1,300,000	-	-	-	-	-
	4,082,598	1,084,510	173,556	58,180	-	231,736
Total Debt Service Requirements	\$ 235,234,146	134,694,010	11,808,360	5,440,109	185,767	17,434,236

City of Flagstaff
General Fund
Five Year Plan 2020-2024

	Actual 2017-2018	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sources of Funds								
Beginning Fund Balance	\$ 36,358,755	31,418,628	34,289,705	23,569,914	20,499,934	20,609,201	19,652,651	18,589,412
Revenues								
Taxes								
Property Tax	6,205,826	6,726,500	6,726,500	6,776,500	6,826,500	6,876,500	6,926,500	6,976,500
Sales Tax	21,079,067	20,999,934	21,493,997	21,881,468	22,281,702	21,650,643	21,649,718	21,648,892
Franchise Fees	2,392,436	2,546,234	2,573,755	2,585,889	2,628,926	2,550,059	2,550,059	2,550,059
Intergovernmental								
State Shared Sales Tax	6,868,398	6,905,944	7,100,000	7,182,893	7,362,465	7,141,591	7,141,591	7,141,591
State Shared Income Tax	8,850,877	8,719,302	8,716,221	9,451,184	9,762,465	10,000,665	10,250,682	10,250,682
Auto Lieu Tax	3,305,297	3,108,690	3,200,000	3,237,360	3,318,294	3,218,745	3,218,745	3,218,745
Federal Grants	1,012,021	2,221,253	2,221,253	2,283,026	203,928	162,261	162,261	162,261
State/Local Grants	523,908	789,067	789,067	2,824,453	620,189	620,189	620,189	620,189
Other IGA	1,050,168	1,102,152	1,102,152	1,293,559	1,080,391	1,080,391	1,080,391	1,080,391
Licenses and Permits								
Business Licenses	32,710	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Building Permits	2,428,430	1,725,000	2,170,000	1,650,000	1,650,000	1,600,500	1,600,500	1,600,500
Other Licenses and Permits	1,012,602	1,034,688	1,034,688	1,026,716	1,028,764	1,030,833	1,032,923	1,035,033
Charges for Services								
Community Development	807,287	770,800	770,800	730,800	730,800	730,800	730,800	730,800
Parks and Recreation	1,665,636	1,600,534	1,647,870	1,622,870	1,622,870	1,622,870	1,622,870	1,622,870
Public Safety	785,466	728,671	728,671	732,817	737,006	741,235	745,507	749,821
Cemetery/General Government	187,005	167,300	167,300	180,950	182,737	184,541	186,363	188,203
Fines and Forfeitures								
Court Fines	643,255	664,873	664,873	671,522	678,237	685,019	691,869	698,788
Other Fines and Forfeitures	707,434	661,353	762,353	748,967	707,618	711,305	715,028	718,788
Other								
Investment Earnings	401,212	283,173	370,630	361,537	364,142	367,784	371,461	375,176
Miscellaneous	2,109,325	1,878,138	1,928,138	1,493,186	1,207,070	1,209,494	1,211,941	1,214,412
Total Revenues	62,068,360	62,663,606	64,198,268	66,765,697	63,024,104	62,215,425 (808,680)	62,539,398 323,973	62,613,701 74,303
Transfers In								
HURF	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Transportation	-	300,000	300,000	-	-	-	-	-
Beautification	403,309	442,314	442,314	465,994	465,994	465,994	465,994	465,994
Economic Development	287,514	443,757	443,757	443,757	343,757	343,757	343,757	343,757
Tourism	31,238	106,238	106,238	31,238	31,238	31,238	31,238	31,238
Recreation - BBB	2,625,882	2,624,600	2,634,200	3,119,888	2,449,888	2,449,888	2,449,888	2,449,888
Parking District	-	192,699	192,699	96,350	96,349	-	-	-
Drinking Water	-	-	-	86,225	86,225	86,225	86,225	86,225
Environmental Services	4,678	4,678	4,678	4,678	4,678	4,678	4,678	4,678
Sustainability and Environmental Mgr	97,611	96,147	96,147	219,725	219,725	219,725	219,725	219,725
Total Transfers In	3,463,232	4,223,433	4,233,033	4,480,855	3,710,854	3,614,505	3,614,505	3,614,505
Total Revenues and Transfers In	65,531,592	66,887,039	68,431,301	71,246,552	66,734,958	65,829,930	66,153,903	66,228,206
Total Sources of Funds	101,890,347	98,305,667	102,721,006	94,816,466	87,234,892	86,439,131	85,806,553	84,817,618

City of Flagstaff
General Fund
Five Year Plan 2020-2024

	Actual 2017-2018	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Uses of Funds								
Operating Expenditures								
General Administration	\$ 10,204,561	11,536,190	11,436,191	8,578,759	7,937,098	7,777,098	7,937,098	7,777,098
Management Services	3,724,808	4,262,295	4,212,295	7,014,841	6,370,625	6,370,625	6,370,625	6,370,625
Community Development	4,904,083	5,775,202	5,700,202	5,348,349	5,100,300	5,100,300	5,100,300	5,100,300
Fire	12,937,455	14,785,546	14,785,546	16,193,252	14,466,329	14,466,329	14,466,329	14,466,329
Police	19,348,590	22,687,315	22,564,950	23,813,057	20,881,059	20,936,892	20,936,892	20,936,892
Public Works	8,504,302	10,172,541	10,172,541	9,702,238	9,161,658	9,161,658	9,161,658	9,161,658
Economic Vitality	190,723	189,309	189,309	173,610	173,610	173,610	173,610	173,610
Non-Departmental	3,027,835	4,828,620	4,758,620	2,581,509	2,134,827	2,134,827	2,134,827	2,134,827
Contingency	10,702	1,690,000	1,540,000	140,000	449,000	449,000	449,000	449,000
Less: Indirect Charges	(5,775,615)	(6,061,699)	(6,061,699)	(6,295,165)	(6,335,165)	(6,375,165)	(6,415,165)	(6,315,165)
Total Operating Expenditures	57,077,444	69,865,319	69,297,955	67,250,450	60,339,341	60,195,174	60,315,174	60,255,174
Debt Service								
Leases - Energy	112,570	116,310	(133,690)	116,358	54,824	52,339	25,000	25,000
Leases - Fire Equipment	86,577	86,737	86,738	86,737	-	-	-	-
Bonds	-	149,000	149,000	225,000	225,000	225,000	225,000	225,000
Total Debt Service	199,147	352,047	102,048	428,095	279,824	277,339	250,000	250,000
Future Uses								
Total Ongoing	-	-	-	-	1,230,000	1,510,000	1,870,000	2,300,000
Total One-Time	-	-	-	-	1,200,000	1,200,000	1,200,000	1,200,000
Total Future Uses	-	-	-	-	2,430,000	2,710,000	3,070,000	3,500,000
Capital Expenditures								
Fleet	744,292	1,726,314	1,376,314	2,319,500	847,559	757,000	757,000	757,000
Operating	714,436	1,121,410	1,121,410	636,500	310,000	310,000	310,000	310,000
Capital Improvement Projects	407,618	1,558,211	1,558,211	665,000	-	-	-	-
Total Capital Expenditures	1,866,346	4,405,935	4,055,935	3,621,000	1,157,559	1,067,000	1,067,000	1,067,000
Total Expenditures	59,142,937	74,623,301	73,455,938	71,299,545	64,206,724	64,249,513	64,702,174	65,072,174
Transfers Out								
Housing and Community Services	232,000	127,000	127,000	35,000	-	-	-	-
Economic Development	207,500	207,500	207,500	208,000	251,000	251,000	251,000	251,000
Stormwater	484,871	2,070,420	2,458,358	-	-	-	-	-
Environmental Management	-	-	-	111,454	111,454	111,454	111,454	111,454
Airport	-	324,540	324,540	712,000	452,000	570,000	548,000	383,000
Flagstaff Housing Authority	44,358	53,200	74,443	29,220	8,200	8,200	8,200	8,200
Capital Projects Fund	5,892,663	907,000	907,000	325,000	-	-	-	-
Total Transfers Out	8,457,705	5,285,973	5,695,154	3,016,987	2,418,967	2,536,967	2,514,967	2,349,967
Excess Revenues Over Expenditures	(2,069,050)	(13,022,235)	(10,719,791)	(3,069,980)	109,267	(956,550)	(1,063,238)	(1,193,935)
Total Uses of Funds	67,600,642	79,909,274	79,151,092	74,316,532	66,625,691	66,786,480	67,217,141	67,422,141
Ending Fund Balance	\$ 34,289,705	18,396,393	23,569,914	20,499,934	20,609,201	19,652,651	18,589,412	17,395,477

City of Flagstaff
Housing and Community Services Fund
Five Year Plan 2020-2024

	Actual 2017-2018	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sources of Funds								
Beginning Fund Balance	\$ 1,371,288	1,197,532	1,050,831	231,348	231,344	231,344	231,344	231,344
Revenues								
Intergovernmental	678,890	2,714,281	2,509,273	1,681,401	1,345,000	1,345,000	1,345,000	1,345,000
Investment Earnings	13,572	-	15,129	-	-	-	-	-
Sale of Real Property	5,000	505,004	-	-	-	-	-	-
Miscellaneous	177,147	-	106,194	-	-	-	-	-
Total Revenues	874,609	3,219,285	2,630,596	1,681,401	1,345,000	1,345,000	1,345,000	1,345,000
Transfers In								
General Fund	232,000	127,000	127,000	35,000	-	-	-	-
Total Transfers In	232,000	127,000	127,000	35,000	-	-	-	-
Total Sources of Funds	2,477,897	4,543,817	3,808,427	1,947,749	1,576,344	1,576,344	1,576,344	1,576,344
Uses of Funds								
Expenditures								
Operating	1,427,066	3,826,810	3,577,079	1,716,405	1,345,000	1,345,000	1,345,000	1,345,000
Contingency	-	505,000	-	-	-	-	-	-
Total Expenditures	1,427,066	4,331,810	3,577,079	1,716,405	1,345,000	1,345,000	1,345,000	1,345,000
Total Uses of Funds	1,427,066	4,331,810	3,577,079	1,716,405	1,345,000	1,345,000	1,345,000	1,345,000
Ending Fund Balance	\$ 1,050,831	212,007	231,348	231,344	231,344	231,344	231,344	231,344

City of Flagstaff
Metro Planning Organization Fund
Five Year Plan 2020-2024

	Actual 2017-2018	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sources of Funds								
Beginning Fund Balance	\$ (276)	(276)	(1,017)	6,785	34,285	43,840	53,395	62,950
Revenues								
Intergovernmental	319,033	1,011,459	602,214	1,150,886	741,641	741,641	741,641	741,641
Miscellaneous	10,000	505,000	5,000	505,000	5,000	5,000	5,000	5,000
Total Revenues	329,033	1,516,459	607,214	1,655,886	746,641	746,641	746,641	746,641
Transfers In								
Transportation	22,500	305,500	22,500	305,500	22,500	22,500	22,500	22,500
Total Transfers In	22,500	305,500	22,500	305,500	22,500	22,500	22,500	22,500
Total Sources of Funds	351,257	1,821,683	628,697	1,968,171	803,426	812,981	822,536	832,091
Uses of Funds								
Expenditures								
Operating	331,745	1,283,683	583,912	1,390,886	716,586	716,586	716,586	716,586
Indirect Grant Cost	20,529	38,000	38,000	43,000	43,000	43,000	43,000	43,000
Contingency	-	500,000	-	500,000	-	-	-	-
Total Expenditures	352,274	1,821,683	621,912	1,933,886	759,586	759,586	759,586	759,586
Total Uses of Funds	352,274	1,821,683	621,912	1,933,886	759,586	759,586	759,586	759,586
Ending Fund Balance	\$ (1,017)	-	6,785	34,285	43,840	53,395	62,950	72,505

City of Flagstaff
 EDA Revolving Loan Fund
 Five Year Plan 2020-2024

	Actual 2017-2018	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sources of Funds								
Beginning Fund Balance	\$ 266,129	-	268,988	-	-	-	-	-
Revenues								
Investment Earnings	2,859	-	700	-	-	-	-	-
Total Revenues	2,859	-	700	-	-	-	-	-
Total Sources of Funds	268,988	-	269,688	-	-	-	-	-
Uses of Funds								
Expenditures								
Operating	-	-	269,688	-	-	-	-	-
Total Expenditures	-	-	269,688	-	-	-	-	-
Total Uses of Funds	-	-	269,688	-	-	-	-	-
Ending Fund Balance	\$ 268,988	-	-	-	-	-	-	-

City of Flagstaff
Library Fund
Five Year Plan 2020-2024

	Actual 2017-2018	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sources of Funds								
Beginning Fund Balance	\$ 3,573,603	2,353,631	3,485,669	1,868,460	1,207,404	1,244,329	1,250,310	1,223,956
Revenues								
Intergovernmental	3,359,854	3,482,923	3,482,923	3,943,971	3,976,722	4,066,567	4,158,557	4,252,744
Investment Earnings	34,721	38,190	38,190	38,381	38,573	38,766	38,960	39,154
Miscellaneous	83,227	41,000	41,000	41,000	41,000	41,000	41,000	41,000
Total Revenues	3,477,802	3,562,113	3,562,113	4,023,352	4,056,295	4,146,333	4,238,516	4,332,898
Transfers In								
Tourism	66,500	66,500	66,500	66,500	66,500	66,500	66,500	66,500
General Fund	1,596,313	1,596,313	1,596,313	1,596,313	1,596,313	1,596,313	1,596,313	1,596,313
Total Transfers In	1,662,813	1,662,813	1,662,813	1,662,813	1,662,813	1,662,813	1,662,813	1,662,813
Total Sources of Funds	8,714,218	7,578,557	8,710,595	7,554,625	6,926,512	7,053,475	7,151,639	7,219,668
Uses of Funds								
Expenditures								
Library City Direct	3,318,401	3,821,348	3,821,348	3,795,730	3,750,510	3,835,343	3,922,722	4,012,722
Library County	609,351	628,599	628,599	657,931	676,085	694,751	713,945	733,682
Library Grants	52,356	119,100	119,100	55,000	-	-	-	-
County Wide Projects and Growth	322,265	1,275,444	1,275,444	735,877	740,965	746,206	751,605	757,165
Indirect Costs	407,790	434,254	434,254	477,681	489,623	501,864	514,411	527,271
Capital	518,386	563,390	563,390	525,000	25,000	25,000	25,000	25,000
Contingency	-	100,000	-	100,000	-	-	-	-
Total Expenditures	5,228,549	6,942,135	6,842,135	6,347,219	5,682,183	5,803,165	5,927,683	6,055,840
Total Uses of Funds	5,228,549	6,942,135	6,842,135	6,347,219	5,682,183	5,803,165	5,927,683	6,055,840
Ending Fund Balance	\$ 3,485,669	636,422	1,868,460	1,207,406	1,244,329	1,250,310	1,223,956	1,163,827

City of Flagstaff
Highway User Revenue Fund
Five Year Plan 2020-2024

	Actual 2017-2018	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sources of Funds								
Beginning Fund Balance	\$ 7,360,870	8,174,405	9,125,551	4,676,563	3,665,451	3,839,572	3,634,939	3,393,744
Revenues								
Federal Grant	199,000	-	-	-	-	-	-	-
Highway User	8,206,025	7,966,756	8,534,266	8,619,609	8,705,805	8,270,515	8,353,220	8,436,752
Investment Earnings	63,390	41,000	46,000	15,000	18,000	19,000	18,000	17,000
Miscellaneous	1,112,487	663,232	663,232	2,336,458	-	-	-	-
Total Revenues	9,580,902	8,670,988	9,243,498	10,971,067	8,723,805	8,289,515	8,371,220	8,453,752
Transfers In								
Stormwater	125,377	341,844	341,844	272,963	281,152	289,587	292,483	295,408
Transportation	2,720,441	7,205,633	7,205,633	15,236,324	563,906	-	-	-
Total Transfers in	2,845,818	7,547,477	7,547,477	15,509,287	845,058	289,587	292,483	295,408
Total Sources of Funds	19,787,590	24,392,870	25,916,526	31,156,917	13,234,314	12,418,674	12,298,642	12,142,904
Uses of Funds								
Expenditures								
Operating	3,578,079	4,274,910	4,274,910	4,629,930	4,410,767	4,543,091	4,588,522	4,634,408
Indirect Costs	976,227	1,014,062	1,014,062	1,043,093	1,069,170	1,095,899	1,123,296	1,151,378
Capital	4,751,571	15,493,838	15,393,838	20,908,935	3,901,805	3,131,745	3,180,080	3,229,381
Contingency	-	100,000	-	100,000	-	-	-	-
Total Expenditures	9,305,877	20,882,810	20,682,810	26,681,958	9,381,742	8,770,735	8,891,898	9,015,167
Debt Service								
Debt Service	543,162	544,153	544,153	546,508	-	-	-	-
Total Debt Service	543,162	544,153	544,153	546,508	-	-	-	-
Transfers Out								
General Fund	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Capital Projects	800,000	-	-	250,000	-	-	-	-
Total Transfers Out	813,000	13,000	13,000	263,000	13,000	13,000	13,000	13,000
Total Uses of Funds	10,662,039	21,439,963	21,239,963	27,491,466	9,394,742	8,783,735	8,904,898	9,028,167
Ending Fund Balance	\$ 9,125,551	2,952,907	4,676,563	3,665,451	3,839,572	3,634,939	3,393,744	3,114,737

City of Flagstaff
Transportation Fund
Five Year Plan 2020-2024

	Actual 2017-2018	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sources of Funds								
Beginning Fund Balance	\$ 28,723,684	34,168,745	35,387,686	25,022,789	11,622,867	10,285,218	14,508,789	17,539,565
Revenues								
Intergovernmental Revenue	-	-	-	-	451,656	1,385,968	-	-
Sales Tax	21,543,371	20,853,767	21,691,586	26,911,206	27,399,616	26,621,107	26,619,922	26,618,864
Bond Proceeds	10,149,519	-	-	-	-	-	-	-
Investment Earnings	261,869	170,000	177,000	124,000	49,000	54,000	74,000	90,000
Miscellaneous	518,679	-	-	-	-	-	-	-
Total Revenues	32,473,438	21,023,767	21,868,586	27,035,206	27,900,272	28,061,075	26,693,922	26,708,864
Total Sources of Funds	61,197,122	55,192,512	57,256,272	52,057,995	39,523,139	38,346,293	41,202,711	44,248,429
Uses of Funds								
Expenditures								
Indirect Costs	442,649	421,663	421,663	377,387	354,138	362,991	372,066	381,368
Operating	6,744,271	6,729,909	6,589,075	6,313,144	5,444,817	5,573,533	9,505,467	9,678,887
Capital	12,101,540	16,248,535	13,959,765	13,941,885	19,175,334	16,410,468	12,296,000	13,116,000
Total Expenditures	19,288,460	23,400,107	20,970,503	20,632,416	24,974,289	22,346,992	22,173,533	23,176,255
Transfers Out								
General Fund	-	300,000	300,000	-	-	-	-	-
HURF	2,720,441	7,205,633	7,205,633	15,236,324	563,906	-	-	-
Capital Projects	200,000	-	-	-	-	-	-	-
MPO	22,500	305,500	22,500	305,500	-	-	-	-
FUTS	550,000	550,000	550,000	550,000	-	-	-	-
Total Transfers Out	3,492,941	8,361,133	8,078,133	16,091,824	563,906	-	-	-
Debt Service	3,028,035	3,795,025	3,184,847	3,710,888	3,699,726	1,490,512	1,489,613	1,487,313
Total Uses of Funds	25,809,436	35,556,265	32,233,483	40,435,128	29,237,921	23,837,504	23,663,146	24,663,568
Ending Fund Balance	\$ 35,387,686	19,636,247	25,022,789	11,622,867	10,285,218	14,508,789	17,539,565	19,584,861

City of Flagstaff
Flagstaff Urban Trails Fund
Five Year Plan 2020-2024

	Actual 2017-2018	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sources of Funds								
Beginning Fund Balance	\$ 3,321,337	3,538,924	3,558,964	161,587	7,764	7,764	7,764	7,764
Revenues								
Investment Earnings	37,468	8,850	8,850	1,000	-	-	-	-
Miscellaneous	5,000	-	-	-	-	-	-	-
Total Revenues	42,468	8,850	8,850	1,000	-	-	-	-
Transfers In								
Transportation	550,000	550,000	550,000	550,000	-	-	-	-
Total Transfers In	550,000	550,000	550,000	550,000	-	-	-	-
Total Sources of Funds	3,913,805	4,097,774	4,117,814	712,587	7,764	7,764	7,764	7,764
Uses of Funds								
Expenditures								
Indirect	-	-	-	13,106	-	-	-	-
Capital	354,841	3,956,227	3,956,227	616,717	-	-	-	-
Total Expenditures	354,841	3,956,227	3,956,227	629,823	-	-	-	-
Transfers Out								
SEMS	-	75,000	-	75,000	-	-	-	-
Total Transfers Out	-	75,000	-	75,000	-	-	-	-
Total Uses of Funds	354,841	4,031,227	3,956,227	704,823	-	-	-	-
Ending Fund Balance	\$ 3,558,964	66,547	161,587	7,764	7,764	7,764	7,764	7,764

City of Flagstaff
 Beautification Fund
 Five Year Plan 2020-2024

	Actual 2017-2018	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sources of Funds								
Beginning Fund Balance	\$ 4,869,191	5,222,245	5,429,413	4,700,417	3,135,245	2,040,810	1,745,358	1,523,565
Revenues								
BBB Tax	1,708,029	1,730,400	1,800,000	1,845,000	1,891,125	1,834,391	1,834,391	1,834,391
Investment Earnings	55,339	15,000	85,202	24,000	16,000	10,000	9,000	8,000
Miscellaneous	1,319	-	-	-	-	-	-	-
Total Revenues	1,764,687	1,745,400	1,885,202	1,869,000	1,907,125	1,844,391	1,843,391	1,842,391
Total Sources of Funds	6,633,878	6,967,645	7,314,615	6,569,417	5,042,370	3,885,201	3,588,749	3,365,956
Uses of Funds								
Expenditures								
Operating	210,137	333,722	333,722	306,359	323,080	327,407	331,842	336,388
Capital	591,019	5,544,672	1,808,162	2,621,819	2,172,391	1,296,000	1,206,300	585,000
Contingency	-	10,000	-	10,000	-	-	-	-
Total Expenditures	801,156	5,888,394	2,141,884	2,938,178	2,495,471	1,623,407	1,538,142	921,388
Transfers Out								
General Fund	403,309	442,314	442,314	465,994	476,089	486,436	497,042	507,913
SEMS	-	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Total Transfers Out	403,309	472,314	472,314	495,994	506,089	516,436	527,042	537,913
Total Uses of Funds	1,204,465	6,360,708	2,614,198	3,434,172	3,001,560	2,139,843	2,065,184	1,459,301
Ending Fund Balance	\$ 5,429,413	606,937	4,700,417	3,135,245	2,040,810	1,745,358	1,523,565	1,906,655

City of Flagstaff
Economic Development Fund
Five Year Plan 2020-2024

	Actual 2017-2018	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sources of Funds								
Beginning Fund Balance	\$ 1,063,317	752,347	964,615	625,295	179,892	249,971	291,412	335,934
Revenues								
BBB Tax	811,617	821,940	855,000	876,375	898,284	871,336	871,336	871,336
Investment Earnings	9,280	7,486	7,486	7,486	2,968	4,125	4,808	5,543
Miscellaneous	314,726	328,859	331,571	431,246	461,080	473,477	485,922	493,416
Total Revenues	1,135,623	1,158,285	1,194,057	1,315,107	1,362,332	1,348,938	1,362,066	1,370,295
Transfers In								
General Fund	207,500	207,500	207,500	208,000	251,000	251,000	251,000	251,000
Total Transfers In	207,500	207,500	207,500	208,000	251,000	251,000	251,000	251,000
Total Sources of Funds	2,406,440	2,118,132	2,366,172	2,148,402	1,793,224	1,849,909	1,904,478	1,957,229
Uses of Funds								
Expenditures								
Operating	904,557	1,047,032	1,047,032	1,230,565	951,408	963,259	975,424	987,915
Contingency	-	145,000	-	45,000	-	-	-	-
Total Expenditures	904,557	1,192,032	1,047,032	1,275,565	951,408	963,259	975,424	987,915
Debt Service								
Debt Service	249,754	250,088	250,088	249,188	248,088	251,481	249,363	247,031
Total Debt Service	249,754	250,088	250,088	249,188	248,088	251,481	249,363	247,031
Transfers Out								
General Fund	287,514	443,757	443,757	443,757	343,757	343,757	343,757	343,757
Total Transfers Out	287,514	443,757	443,757	443,757	343,757	343,757	343,757	343,757
Total Uses of Funds	1,441,825	1,885,877	1,740,877	1,968,510	1,543,253	1,558,497	1,568,544	1,578,703
Ending Fund Balance	\$ 964,615	232,255	625,295	179,892	249,971	291,412	335,934	378,526

City of Flagstaff
Tourism Fund
Five Year Plan 2020-2024

	Actual 2017-2018	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sources of Funds								
Beginning Fund Balance	\$ 1,313,664	1,259,131	1,389,303	1,192,820	822,018	1,149,433	1,345,313	1,493,129
Revenues								
BBB Tax	2,562,909	2,595,600	2,700,000	2,767,500	2,836,688	2,751,587	2,751,587	2,751,587
Retail Sales	92,410	88,344	88,344	89,227	90,119	91,020	91,930	92,849
Investment Earnings	15,038	6,296	6,947	5,964	4,110	5,747	6,727	7,466
Miscellaneous	37,671	27,166	27,166	27,438	27,712	27,989	28,269	28,552
Total Revenues	2,708,028	2,717,406	2,822,457	2,890,129	2,958,629	2,876,343	2,878,513	2,880,454
Total Sources of Funds	4,021,692	3,976,537	4,211,760	4,082,949	3,780,647	4,025,776	4,223,826	4,373,583
Uses of Funds								
Expenditures								
Operating	2,534,651	2,753,009	2,753,009	3,049,623	2,469,906	2,519,155	2,569,389	2,620,628
Capital	-	29,623	29,623	-	-	-	-	-
Contingency	-	60,000	-	50,000	-	-	-	-
Total Expenditures	2,534,651	2,842,632	2,782,632	3,099,623	2,469,906	2,519,155	2,569,389	2,620,628
Transfers Out								
Library	66,500	66,500	66,500	66,500	66,500	66,500	66,500	66,500
General Fund	31,238	106,238	106,238	31,238	31,238	31,238	31,238	31,238
Solid Waste	-	63,570	63,570	63,570	63,570	63,570	63,570	63,570
Total Transfers Out	97,738	236,308	236,308	161,308	161,308	161,308	161,308	161,308
Total Uses of Funds	2,632,389	3,078,940	3,018,940	3,260,931	2,631,214	2,680,463	2,730,697	2,781,936
Ending Fund Balance	\$ 1,389,303	897,597	1,192,820	822,018	1,149,433	1,345,313	1,493,129	1,591,647

City of Flagstaff
Arts and Science Fund
Five Year Plan 2020-2024

	Actual 2017-2018	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sources of Funds								
Beginning Fund Balance	\$ 652,779	655,562	712,761	725,797	315,416	222,175	90,795	67,444
Revenues								
BBB Tax	640,294	648,900	675,000	691,875	709,172	687,897	687,897	687,897
Investment Earnings	5,948	4,000	4,000	4,000	2,000	1,000	-	-
Total Revenues	646,242	652,900	679,000	695,875	711,172	688,897	687,897	687,897
Total Sources of Funds	1,299,021	1,308,462	1,391,761	1,421,672	1,026,588	911,072	778,692	755,341
Uses of Funds								
Expenditures								
Operating	586,260	503,964	503,964	496,756	503,413	507,277	511,248	515,330
Capital	-	661,499	162,000	599,500	301,000	313,000	200,000	125,000
Contingency	-	10,000	-	10,000	-	-	-	-
Total Expenditures	586,260	1,175,463	665,964	1,106,256	804,413	820,277	711,248	640,330
Total Uses of Funds	586,260	1,175,463	665,964	1,106,256	804,413	820,277	711,248	640,330
Ending Fund Balance	\$ 712,761	132,999	725,797	315,416	222,175	90,795	67,444	115,011

City of Flagstaff
Recreation Fund - BBB
Five Year Plan 2020-2024

	Actual 2017-2018	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sources of Funds								
Beginning Fund Balance	\$ 2,031,592	1,084,165	1,421,225	475,586	371,448	75,595	501,920	882,104
Revenues								
BBB Tax	2,819,027	2,855,160	2,970,000	3,044,250	3,120,356	3,026,746	3,026,746	3,026,746
Investment Earnings	19,280	4,200	7,000	2,000	2,000	-	3,000	4,000
Total Revenues	2,838,307	2,859,360	2,977,000	3,046,250	3,122,356	3,026,746	3,029,746	3,030,746
Total Sources of Funds	4,869,899	3,943,525	4,398,225	3,521,836	3,493,804	3,102,341	3,531,666	3,912,850
Uses of Funds								
Expenditures								
Operating	7,772	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Capital	815,020	1,280,939	1,280,939	-	-	-	-	-
Total Expenditures	822,792	1,288,439	1,288,439	7,500	7,500	7,500	7,500	7,500
Transfers Out								
General Fund	2,625,882	2,624,600	2,634,200	3,119,888	3,410,709	2,592,920	2,642,063	2,692,679
Sustainability		-	-	23,000	-	-	-	-
Total Transfers Out	2,625,882	2,624,600	2,634,200	3,142,888	3,410,709	2,592,920	2,642,063	2,692,679
Total Uses of Funds	3,448,674	3,913,039	3,922,639	3,150,388	3,418,209	2,600,420	2,649,563	2,700,179
Ending Fund Balance	\$ 1,421,225	30,486	475,586	371,448	75,595	501,920	882,104	1,212,671

City of Flagstaff
 Parking District Fund
 Five Year Plan 2020-2024

	Actual 2017-2018	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sources of Funds								
Beginning Fund Balance	\$ 437,967	370,576	613,110	914,186	541,622	859,285	1,295,912	1,757,207
Revenues								
Parking	1,025,253	1,310,000	1,472,120	1,466,434	1,493,062	1,520,223	1,547,927	1,576,186
Investment Earnings	2,369	-	11,546	13,700	8,100	12,900	19,400	26,400
Total Revenues	1,027,622	1,310,000	1,483,666	1,480,134	1,501,162	1,533,123	1,567,327	1,602,586
Total Sources of Funds	1,465,589	1,680,576	2,096,776	2,394,320	2,042,784	2,392,408	2,863,239	3,359,793
Uses of Funds								
Expenditures								
Operating	435,854	723,991	723,992	853,628	827,046	835,342	843,805	852,436
Indirect Costs	-	10,874	10,874	51,546	52,577	53,628	54,701	55,795
Capital	301,600	20,000	20,000	706,148	85,000	85,000	85,000	85,000
Contingency	-	30,000	120,000	30,000	7,500	7,500	7,500	7,500
Total Expenditures	737,454	784,865	874,866	1,641,322	972,123	981,471	991,006	1,000,731
Debt Service								
Debt Service	115,025	115,025	115,025	115,026	115,026	115,026	115,026	115,026
Total Debt Service	115,025	115,025	115,025	115,026	115,026	115,026	115,026	115,026
Transfers Out								
General Fund	-	192,699	192,699	96,350	96,350	-	-	-
Total Transfers Out	-	192,699	192,699	96,350	96,350	-	-	-
Total Uses of Funds	852,479	1,092,589	1,182,590	1,852,698	1,183,499	1,096,497	1,106,032	1,115,757
Ending Fund Balance	\$ 613,110	587,987	914,186	541,622	859,285	1,295,912	1,757,207	2,244,036

City of Flagstaff
 General Obligation Bond Fund
 Five Year Plan 2020-2024

	Actual 2017-2018	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sources of Funds								
Beginning Fund Balance	\$ -	-	-	-	-	-	-	-
Transfers In								
Secondary Property Tax	5,336,641	7,179,678	7,087,178	7,715,047	8,513,154	9,789,229	7,059,900	4,466,125
Total Transfers In	5,336,641	7,179,678	7,087,178	7,715,047	8,513,154	9,789,229	7,059,900	4,466,125
Total Sources of Funds	5,336,641	7,179,678	7,087,178	7,715,047	8,513,154	9,789,229	7,059,900	4,466,125
Uses of Funds								
Debt Service								
Debt Service	5,336,641	7,179,678	7,087,178	7,715,047	8,513,154	9,789,229	7,059,900	4,466,125
Total Debt Service	5,336,641	7,179,678	7,087,178	7,715,047	8,513,154	9,789,229	7,059,900	4,466,125
Total Uses of Funds	5,336,641	7,179,678	7,087,178	7,715,047	8,513,154	9,789,229	7,059,900	4,466,125
Ending Fund Balance	\$ -	-	-	-	-	-	-	-

City of Flagstaff
 Secondary Property Tax Fund
 Five Year Plan 2020-2024

	Actual 2017-2018	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sources of Funds								
Beginning Fund Balance	\$ 6,163,664	7,155,866	7,149,254	6,831,341	6,418,730	5,496,750	3,596,062	4,533,626
Revenues								
Secondary Property Taxes	6,284,113	6,733,265	6,733,265	7,268,436	7,559,174	7,861,541	7,979,464	8,099,156
Investment Earnings	38,118	36,000	36,000	34,000	32,000	27,000	18,000	23,000
Total Revenues	6,322,231	6,769,265	6,769,265	7,302,436	7,591,174	7,888,541	7,997,464	8,122,156
Total Sources of Funds	12,485,895	13,925,131	13,918,519	14,133,777	14,009,904	13,385,291	11,593,526	12,655,782
Uses of Funds								
Transfers Out								
GO Bonds	5,336,641	7,179,678	7,087,178	7,715,047	8,513,154	9,789,229	7,059,900	4,466,125
Total Transfers Out	5,336,641	7,179,678	7,087,178	7,715,047	8,513,154	9,789,229	7,059,900	4,466,125
Total Uses of Funds	5,336,641	7,179,678	7,087,178	7,715,047	8,513,154	9,789,229	7,059,900	4,466,125
Ending Fund Balance	\$ 7,149,254	6,745,453	6,831,341	6,418,730	5,496,750	3,596,062	4,533,626	8,189,657

City of Flagstaff
Special Assessment Bond Fund
Five Year Plan 2020-2024

	Actual 2017-2018	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sources of Funds								
Beginning Fund Balance	\$ 364,314	296,672	2,191,277	114,060	115,060	116,060	117,060	118,060
Revenues								
Special Assessments	2,031,111	206,000	-	-	-	-	-	-
Investment Earnings	2,602	1,456	2,000	1,000	1,000	1,000	1,000	1,000
Total Revenues	2,033,713	207,456	2,000	1,000	1,000	1,000	1,000	1,000
Total Sources of Funds	2,398,027	504,128	2,193,277	115,060	116,060	117,060	118,060	119,060
Uses of Funds								
Debt Service								
Debt Service	206,750	210,350	2,079,217	-	-	-	-	-
Total Debt Service	206,750	210,350	2,079,217	-	-	-	-	-
Total Uses of Funds	206,750	210,350	2,079,217	-	-	-	-	-
Ending Fund Balance	\$ 2,191,277	293,778	114,060	115,060	116,060	117,060	118,060	119,060

City of Flagstaff
Perpetual Care Fund
Five Year Plan 2020-2024

	Actual 2017-2018	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sources of Funds								
Beginning Fund Balance	\$ 285,726	298,419	297,325	309,349	322,264	334,500	347,641	360,092
Revenues								
Contributions	8,490	9,135	9,135	9,690	9,318	9,884	9,504	9,694
Investment Earnings	3,109	2,889	2,889	3,225	2,918	3,257	2,947	2,976
Total Revenues	11,599	12,024	12,024	12,915	12,236	13,141	12,451	12,671
Total Sources of Funds	297,325	310,443	309,349	322,264	334,500	347,641	360,092	372,763
Uses of Funds								
Expenditures								
Operating	-	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-	-
Total Uses of Funds	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 297,325	310,443	309,349	322,264	334,500	347,641	360,092	372,763

City of Flagstaff
 Capital Projects Fund
 Non-GO Bond Funded Projects
 Five Year Plan 2020-2024

	Actual 2017-2018	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sources of Funds								
Beginning Fund Balance	\$ 295,634	2,820,978	3,056,415	9,099	75	75	75	75
Revenues								
Grants	85,934	-	-	-	-	-	-	-
Real Estate Proceeds	-	2,000,000	-	-	2,000,000	-	-	-
Investment Earnings	25,295	-	16,000	-	-	-	-	-
Other Financing Sources	-	22,000,000	21,756,037	14,000,000	-	-	10,000,000	10,000,000
Total Revenues	111,229	24,000,000	21,772,037	14,000,000	2,000,000	-	10,000,000	10,000,000
Transfers In								
General Fund	2,858,574	520,000	520,000	325,000	-	-	-	-
Total Transfers In	2,858,574	520,000	520,000	325,000	-	-	-	-
Total Sources of Funds	3,265,437	27,340,978	25,348,452	14,334,099	2,000,075	75	10,000,075	10,000,075
Uses of Funds								
Expenditures								
Capital	209,022	27,340,903	25,339,353	14,334,024	2,000,000	-	10,000,000	10,000,000
Total Expenditures	209,022	27,340,903	25,339,353	14,334,024	2,000,000	-	10,000,000	10,000,000
Total Uses of Funds	209,022	27,340,903	25,339,353	14,334,024	2,000,000	-	10,000,000	10,000,000
Ending Fund Balance	\$ 3,056,415	75	9,099	75	75	75	75	75

City of Flagstaff
 Capital Projects Fund
 GO Bond Funded Projects
 Five Year Plan 2020-2024

	Actual 2017-2018	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sources of Funds								
Beginning Fund Balance	\$ 13,966,172	2,196,160	2,780,469	541,340	-	-	-	-
Revenues								
Other Financing Sources	-	4,000,000	4,000,000	2,000,000	-	-	-	-
Investment Earnings	159,034	620	22,974	1,000	-	-	-	-
Intergovernmental	449,471	121,950	121,950	-	-	-	-	-
Total Revenues	608,505	4,122,570	4,144,924	2,001,000	-	-	-	-
Transfers In								
Transportation	200,000	-	-	-	-	-	-	-
HURF	800,000	-	-	250,000	-	-	-	-
General Fund	2,421,089	387,000	387,000	-	-	-	-	-
Real Estate Proceed Fund	613,000	-	-	-	-	-	-	-
Environmental Services	5,125,000	-	-	-	-	-	-	-
Solid Waste	1,775,000	-	-	-	-	-	-	-
Total Transfers In	10,934,089	387,000	387,000	250,000	-	-	-	-
Total Sources of Funds	25,508,766	6,705,730	7,312,393	2,792,340	-	-	-	-
Uses of Funds								
Expenditures								
Operating	909,977	-	4,785,677	-	-	-	-	-
Capital	21,818,320	6,544,191	1,985,376	2,792,340	-	-	-	-
Total Expenditures	22,728,297	6,544,191	6,771,053	2,792,340	-	-	-	-
Total Uses of Funds	22,728,297	6,544,191	6,771,053	2,792,340	-	-	-	-
Ending Fund Balance	\$ 2,780,469	161,539	541,340	-	-	-	-	-

City of Flagstaff
Water Services Fund
Five Year Plan 2020-2024

	Actual 2017-2018	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sources of Funds								
Beginning Fund Balance	\$ 29,309,710	28,366,349	31,628,758	29,195,511	22,562,086	22,327,805	21,698,089	20,386,531
Revenues								
Intergovernmental	-	65,000	65,000	-	-	-	-	-
Water	16,047,371	16,953,838	16,953,838	17,494,831	17,965,397	18,163,521	18,344,059	18,526,403
Wastewater	9,515,849	9,815,477	9,815,477	10,481,971	10,840,878	10,949,242	11,058,689	11,169,230
Reclaim	1,127,844	844,156	1,032,187	1,034,578	1,036,539	1,046,439	1,046,439	1,046,439
Capacity Fees	4,481,727	4,325,000	4,325,000	4,299,000	3,445,600	3,445,600	3,790,160	4,169,176
Investment Earnings	322,752	286,594	286,594	315,707	249,026	196,251	211,082	221,035
Other Financing Sources	572,097	6,500,000	9,500,000	-	5,600,000	3,000,000	3,000,000	4,500,000
Rebate Revenues	206,919	-	-	-	-	-	-	-
Miscellaneous	366,482	-	-	-	-	-	-	-
Total Revenues	32,641,041	38,790,065	41,978,096	33,626,087	39,137,440	36,801,053	37,450,429	39,632,283
Transfers In								
Wastewater	1,220,374	1,333,145	1,229,427	1,242,638	1,361,476	1,484,834	1,392,374	1,373,656
Reclaimed Water	71,205	49,986	37,733	47,026	101,959	47,443	48,193	132,256
Stormwater	6,780	6,773	6,773	6,919	7,033	7,146	7,260	7,373
Total Transfers In	1,298,359	1,389,904	1,273,933	1,296,583	1,470,468	1,539,423	1,447,827	1,513,285
Total Sources of Funds	63,249,110	68,546,318	74,880,787	64,118,181	63,169,994	60,668,281	60,596,345	61,532,099
Uses of Funds								
Expenditures								
Operating	13,414,750	14,285,999	14,305,612	16,169,633	15,216,682	15,433,500	15,654,000	15,877,900
Indirect Costs	2,222,669	2,341,900	2,341,900	2,413,795	2,437,900	2,462,300	2,487,000	2,511,900
Capital	10,983,294	26,135,200	23,782,284	16,124,000	17,670,000	13,940,000	14,830,000	17,890,000
Contingency	84,419	1,850,000	22,972	1,850,000	-	-	-	-
Total Expenditures	26,705,132	44,613,099	40,452,768	36,557,428	35,324,582	31,835,800	32,971,000	36,279,800
Debt Service								
Debt Service	3,623,641	4,304,328	3,965,348	3,622,779	3,967,946	5,515,890	5,712,022	5,553,009
Total Debt Service	3,623,641	4,304,328	3,965,348	3,622,779	3,967,946	5,515,890	5,712,022	5,553,009
Transfers Out								
Water	1,291,579	1,383,131	1,267,160	1,289,664	1,463,435	1,532,277	1,440,567	1,505,912
General Fund	-	-	-	86,225	86,225	86,225	86,225	86,225
Total Transfers Out	1,291,579	1,383,131	1,267,160	1,375,889	1,549,660	1,618,502	1,526,792	1,592,137
Total Uses of Funds	31,620,352	50,300,558	45,685,276	41,556,096	40,842,188	38,970,192	40,209,814	43,424,946
Ending Fund Balance	\$ 31,628,758	18,245,760	29,195,511	22,562,085	22,327,806	21,698,089	20,386,531	18,107,153

City of Flagstaff
Stormwater Fund
Five Year Plan 2020-2024

	Actual 2017-2018	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sources of Funds								
Beginning Fund Balance	\$ 1,656,434	1,180,639	1,562,700	1,038,124	1,738,580	2,480,719	2,127,350	1,888,270
Revenues								
Intergovernmental	120,187	15,919	15,919	-	-	-	-	-
Stormwater	2,038,173	2,519,990	2,519,990	4,213,381	4,213,624	4,213,867	4,256,000	4,298,567
User Fees	57,429	25,633	26,483	27,145	27,824	28,519	29,232	29,962
Permits	810	850	850	871	893	915	938	961
Investment Earnings	12,379	920	15,000	35,187	8,693	12,404	10,637	9,441
Other Financing Sources	-	-	-	18,000,000	18,000,000	-	-	-
Total Revenues	2,228,978	2,563,312	2,578,242	22,276,584	22,251,034	4,255,705	4,296,807	4,338,931
Transfers In								
General Fund	484,871	2,070,420	2,458,358	-	-	-	-	-
Total Transfers In	484,871	2,070,420	2,458,358	-	-	-	-	-
Total Sources of Funds	4,370,283	5,814,371	6,599,300	23,314,708	23,989,614	6,736,424	6,424,157	6,227,201
Uses of Funds								
Expenditures								
Operating	753,735	778,625	778,625	708,660	727,105	746,043	765,489	785,456
Indirect Costs	125,673	129,624	129,624	142,586	146,151	149,805	153,550	157,389
Capital	1,790,771	4,270,185	4,304,310	19,545,000	19,041,000	875,000	775,000	775,000
Debt Service	-	-	-	600,000	1,240,000	2,480,000	2,480,000	2,480,000
Contingency	5,247	50,000	-	300,000	-	-	-	-
Total Expenditures	2,675,426	5,228,434	5,212,559	21,296,246	21,154,256	4,250,848	4,174,039	4,197,845
Transfers Out								
Drinking Water	6,780	6,773	6,773	6,919	7,232	7,345	7,458	7,644
HURF	125,377	341,844	341,844	272,963	347,407	350,881	354,390	357,934
Total Transfers Out	132,157	348,617	348,617	279,882	354,639	358,226	361,848	365,578
Total Uses of Funds	2,807,583	5,577,051	5,561,176	21,576,128	21,508,895	4,609,074	4,535,887	4,563,423
Ending Fund Balance	\$ 1,562,700	237,320	1,038,124	1,738,580	2,480,719	2,127,350	1,888,270	1,663,778

City of Flagstaff
Solid Waste Fund
Five Year Plan 2020-2024

	Actual 2017-2018	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sources of Funds								
Beginning Fund Balance	\$ 20,603,252	17,997,903	19,424,352	18,753,399	18,298,997	18,686,850	17,870,764	18,152,223
Revenues								
Solid Waste	11,927,427	11,146,070	11,291,961	11,833,542	12,163,852	12,518,898	13,143,470	13,609,677
Investment Earnings	247,699	223,666	380,117	402,730	287,232	457,948	467,600	447,336
Miscellaneous	372,225	-	-	-	-	-	-	-
Other Financing Sources	3,841,922	-	-	-	-	-	-	-
Total Revenues	16,389,273	11,369,736	11,672,078	12,236,272	12,451,084	12,976,846	13,611,070	14,057,013
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	36,992,525	29,431,209	31,160,000	31,053,241	30,813,651	31,727,266	31,545,404	32,272,806
Uses of Funds								
Expenditures								
Operating	8,456,037	8,872,294	8,672,294	9,000,905	8,637,039	8,774,081	8,913,863	9,056,441
Indirect Costs	1,065,916	1,119,682	1,119,682	1,211,692	1,241,984	1,273,034	1,304,860	1,337,482
Capital	1,116,546	2,831,999	2,541,999	1,722,000	1,923,756	3,481,100	2,846,940	2,495,400
Contingency	24,996	500,000	-	500,000	-	-	-	-
Total Expenditures	10,663,495	13,323,975	12,333,975	12,434,597	11,802,779	13,528,215	13,065,663	12,889,323
Debt Service								
Capital Lease	-	222,712	67,948	214,969	217,344	219,569	216,719	218,794
Total Debt Service	-	222,712	67,948	214,969	217,344	219,569	216,719	218,794
Transfers Out:								
General Fund	4,678	4,678	4,678	4,678	4,678	4,678	4,678	4,678
Environmental Management	-	-	-	100,000	102,000	104,040	106,121	108,243
Capital Projects	6,900,000	-	-	-	-	-	-	-
Total Transfers Out	6,904,678	4,678	4,678	104,678	106,678	108,718	110,799	112,921
Total Uses of Funds	17,568,173	13,551,365	12,406,601	12,754,244	12,126,801	13,856,502	13,393,181	13,221,038
Ending Fund Balance	\$ 19,424,352	15,879,844	18,753,399	18,298,997	18,686,850	17,870,764	18,152,223	19,051,768

City of Flagstaff
Sustainability and Environmental Management Fund
Five Year Plan 2020-2024

	Actual 2017-2018	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sources of Funds								
Beginning Fund Balance	\$ 400,422	315,961	354,955	297,462	250,558	235,429	222,905	213,017
Revenues								
Environmental Management	1,043,431	1,019,687	1,046,185	1,060,738	1,081,953	1,103,592	1,125,664	1,148,177
Intergovernmental	15,471	103,000	40,000	40,000	-	-	-	-
Investment Earnings	3,974	3,084	5,592	3,130	3,177	3,225	3,273	3,322
Miscellaneous	-	520	-	530	541	552	563	574
Total Revenues	1,062,876	1,126,291	1,091,777	1,104,398	1,085,671	1,107,369	1,129,500	1,152,073
Transfers In								
General Fund	-	-	-	111,454	113,683	115,957	118,276	120,642
FUTS	-	75,000	-	75,000	-	-	-	-
Beautification	-	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Recreation - BBB	-	-	-	23,000	-	-	-	-
Solid Waste	-	-	-	100,000	102,000	104,040	106,121	108,243
Total Transfers In	-	105,000	30,000	339,454	245,683	249,997	254,397	258,885
Total Sources of Funds	1,463,298	1,547,252	1,476,732	1,741,314	1,581,912	1,592,795	1,606,802	1,623,975
Uses of Funds								
Expenditures								
Operating	829,086	1,046,047	840,047	1,030,996	952,472	971,522	990,951	1,010,770
Indirect Costs	165,219	154,576	154,576	170,035	174,286	178,643	183,109	187,687
Capital	16,427	118,500	88,500	40,000	-	-	-	-
Contingency	-	30,000	-	30,000	-	-	-	-
Total Expenditures	1,010,732	1,349,123	1,083,123	1,271,031	1,126,758	1,150,165	1,174,060	1,198,457
Transfers Out								
General Fund	97,611	96,147	96,147	219,725	219,725	219,725	219,725	219,725
Total Transfers Out	97,611	96,147	96,147	219,725	219,725	219,725	219,725	219,725
Total Uses of Funds	1,108,343	1,445,270	1,179,270	1,490,756	1,346,483	1,369,890	1,393,785	1,418,182
Ending Fund Balance	\$ 354,955	101,982	297,462	250,558	235,429	222,905	213,017	205,793

City of Flagstaff
 Airport Fund
 Five Year Plan 2020-2024

Schedule K: Five Year Plans

	Actual 2017-2018	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sources of Funds								
Beginning Fund Balance	\$ 115,203	402,869	623,614	77,485	142,699	186,862	94,626	374,672
Revenues								
Intergovernmental	2,547,281	3,523,338	2,026,813	4,193,614	712,500	9,542,400	832,120	2,366,130
Airport	1,613,920	1,529,913	1,603,500	1,671,491	1,782,105	1,832,513	1,860,188	1,888,287
Passenger Facility Charges	328,424	260,000	320,000	411,350	320,000	320,000	320,000	320,000
Parking	-	78,030	-	133,351	233,351	233,351	233,351	233,351
Sale of Real Property (Land)	-	2,500,000	-	-	-	-	-	-
Other Financing Sources	-	-	-	1,300,000	-	-	-	-
Investment Earnings	1,600	1,930	8,215	1,500	1,500	1,500	1,500	1,500
Miscellaneous	10,912	3,080	3,080	3,080	3,080	3,080	3,080	3,080
Total Revenues	4,502,137	7,896,291	3,961,608	7,714,386	3,052,536	11,932,844	3,250,239	4,812,348
Transfers In								
General Fund	-	324,540	324,540	712,000	452,000	570,000	548,000	383,000
Total Transfers In	-	324,540	324,540	712,000	452,000	570,000	548,000	383,000
Total Sources of Funds	4,617,340	8,623,700	4,909,762	8,503,871	3,647,235	12,689,706	3,892,865	5,570,020
Uses of Funds								
Expenditures								
Operating	1,470,456	2,478,703	2,337,873	1,860,670	1,857,884	1,895,041	1,932,942	1,971,599
Indirect Costs	279,606	307,659	307,659	302,576	310,140	317,894	325,841	333,987
Capital	2,011,928	3,259,994	1,840,009	5,866,190	750,000	10,000,000	900,000	2,500,000
Contingency	-	1,213,471	115,000	100,000	-	-	-	-
Total Expenditures	3,761,990	7,259,827	4,600,541	8,129,436	2,918,024	12,212,935	3,158,783	4,805,586
Debt Service								
Bonds	-	-	-	-	100,000	100,000	100,000	100,000
Leases/Loans	231,736	231,736	231,736	231,736	231,736	231,736	231,736	115,868
Total Debt Service	231,736	231,736	231,736	231,736	331,736	331,736	331,736	215,868
Total Expenditures	3,993,726	7,491,563	4,832,277	8,361,172	3,249,760	12,544,671	3,490,519	5,021,454
Total Uses of Funds	3,993,726	7,491,563	4,832,277	8,361,172	3,249,760	12,544,671	3,490,519	5,021,454
Ending Fund Balance	\$ 623,614	1,132,137	77,485	142,699	397,475	145,035	402,346	548,566

Council Review Draft
 Annual Financial Plan

City of Flagstaff
Flagstaff Housing Authority
Five Year Plan 2020-2024

	Actual 2017-2018	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sources of Funds								
Beginning Fund Balance	\$ 862,908	1,118,408	932,499	1,315,665	1,446,522	1,549,192	1,713,473	1,942,746
Revenues								
Intergovernmental	6,418,111	6,630,552	5,381,225	6,757,401	5,870,255	5,975,453	6,082,658	6,191,909
Rents and Other Tenant Income	1,310,766	1,222,000	1,351,120	1,375,000	1,388,750	1,458,188	1,531,097	1,607,652
Miscellaneous	512,526	450,663	592,574	438,013	442,393	446,817	451,286	455,798
Total Revenue	8,241,403	8,303,215	7,324,919	8,570,414	7,701,398	7,880,458	8,065,041	8,255,359
Transfers In								
General Fund	44,358	53,200	74,443	29,220	8,200	8,200	8,200	8,200
Total Transfers In	44,358	53,200	74,443	29,220	8,200	8,200	8,200	8,200
Total Sources of Funds	9,148,669	9,474,823	8,331,861	9,915,299	9,156,120	9,437,850	9,786,714	10,206,305
Uses of Funds								
Departments								
Low Income Public Housing	1,819,419	1,986,835	1,901,065	2,029,363	2,049,462	2,069,823	2,090,523	2,111,428
Section 8, MRO, SRO and VASH	4,058,281	4,114,886	4,397,253	4,432,006	4,517,026	4,603,709	4,692,091	4,782,203
Non-HUD Program	33,662	41,721	39,530	62,125	62,747	63,375	64,009	64,649
FHC	367,991	350,663	351,176	338,013	341,393	344,807	348,256	351,738
Contingency	1,501,250	1,501,250	-	1,001,250	-	-	-	-
Total Expenditures	7,780,603	7,995,355	6,689,024	7,862,757	6,970,628	7,081,714	7,194,879	7,310,018
Capital Expenditures	435,567	327,172	327,172	630,000	636,300	642,663	649,090	655,581
Total Uses of Funds	8,216,170	8,322,527	7,016,196	8,492,757	7,606,928	7,724,377	7,843,969	7,965,599
Ending Fund Balance	\$ 932,499	1,152,296	1,315,665	1,422,542	1,549,192	1,713,473	1,942,746	2,240,706

City Manager Division Mission

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

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

Division:	011 - City Manager				
Expenditures by Category:	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 1,541,296	\$ 1,589,842	\$ 1,489,843	\$ 1,604,338	\$ 14,496
Contractuals	206,126	515,869	515,869	374,791	(141,078)
Commodities	25,508	9,746	9,746	(32,554)	(42,300)
Total	\$ 1,772,930	\$ 2,115,457	\$ 2,015,458	\$ 1,946,575	\$ (168,882)
Expenditures by Program:					
General Administration	\$ 1,147,994	\$ 1,190,613	\$ 1,090,614	\$ 1,102,869	\$ (87,744)
Public Information	60,813	55,700	55,700	55,700	-
Customer Service	22,795	27,190	27,190	27,690	500
Property Management	126,633	135,024	135,024	128,646	(6,378)
City Clerk	339,079	341,842	341,842	362,749	20,907
Elections	(61)	230,000	230,000	150,000	(80,000)
Minimum Wage Compliance	75,677	135,088	135,088	111,421	(23,667)
Indigenous	-	-	-	7,500	7,500
Total	\$ 1,772,930	\$ 2,115,457	\$ 2,015,458	\$ 1,946,575	\$ (168,882)
Source of Funding:					
General Fund				\$ 1,427,576	
Library Fund				98,787	
Highway User Revenue Fund				68,706	
Transportation Fund				2,051	
Parking District Fund				4,403	
Water Services Fund				161,232	
Stormwater Fund				10,754	
Solid Waste Fund				129,316	
SEMS Fund				15,663	
Airport Fund				28,087	
				\$ 1,946,575	
Commentary:	<p>The City Manager's operating budget has decreased by 8%. There are no capital expenditures, resulting in an overall net decrease of 8%. The Personnel Services increase of 1% is mainly due to a merit pay increase, an increase in medical insurance, and an increase in retirement contributions. Personnel Services increases also include an increase in FTE for a .49 Indigenous Coordinator offset by a decrease in FTE of .25 Intern, a one-time retirement payout and one-time contracted services. Contractuals decreases of 27% are mainly due to the reduction of professional and miscellaneous services, legal fees, travel and lodging, education and training for prior year one-time expenditures. Commodities decreases of 434% are mainly due to an increase in work order credits related to the Real Estate Specialist position. There is no major capital (>\$10,000) for this section.</p>				

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Administrative Specialist	1	1	0	0	0
Assistant to City Manager	1	1	0	0	0
Communications Manager	1	1	1	0	1
City Clerk	1	1	1	0	1
City Manager	1	1	1	0	1
City Records Coordinator	1	1	1	0	1
Deputy City Clerk	1	1	1	0	1
Deputy City Manager	2	2	2	0	2
Executive Assistant	1	1	1	0	1
Indigenous Coordinator	0	0	0	0.49	0.49
Intern (Temp)	0.25	0.25	0.25	(0.25)	0
Labor Standards Manager	0	1	1	0	1
Management Analyst	0	0	2	0	2
Real Estate Manager	1	1	0	0	0
Total	11.25	12.25	11.25	0.24	11.49

Division: 011 - City Manager

New Personnel:

Title	FTE	Total 2019-2020	Potential Offset	Net Cost 2019-2020	Future Cost
Indigenous Coordinator	0.49	\$ 21,892	\$ -	\$ 21,892	\$ 21,892

Capital: None

Human Resources Division Mission

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

Division: 012 - Human Resources					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 687,372	\$ 812,512	\$ 812,512	\$ 812,748	\$ 236
Contractuals	56,066	101,603	101,603	263,413	161,810
Commodities	56,294	76,926	76,926	67,473	(9,453)
Total	\$ 799,732	\$ 991,041	\$ 991,041	\$ 1,143,634	\$ 152,593
Expenditures by Program:					
General Administration	\$ 548,860	\$ 672,503	\$ 672,503	\$ 758,663	\$ 86,160
Recruitment and Selection	48,221	73,260	73,260	122,576	49,316
Benefits	100,162	101,700	101,700	102,754	1,054
Compensation and Classification	78,002	76,629	76,629	78,025	1,396
Employee Training and Counseling	24,425	62,753	62,753	77,420	14,667
Diversity Awareness	29	908	908	908	-
Disability Awareness	33	3,288	3,288	3,288	-
Total	\$ 799,732	\$ 991,041	\$ 991,041	\$ 1,143,634	\$ 152,593
Source of Funding:					
General Fund				\$ 884,268	
Library Fund				57,289	
Highway User Revenue Fund				34,938	
Parking District Fund				7,691	
Water Services Fund				79,435	
Stormwater Fund				5,852	
Solid Waste Fund				51,638	
SEMS Fund				9,888	
Airport Fund				12,635	
				\$ 1,143,634	
Commentary:					
The Human Resources operating budget has increased by 15%. There are no capital expenditures. The Personnel Services increase of less than 1% is mainly due to a merit pay increase, an increase in medical insurance and an increase in retirement contributions. Contractuals decrease of 159% is mainly due to a decrease in citywide training and citywide compensation study. Commodities decreases of 12% are mainly due to a prior year budgeted items for computer software and copy charges. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Administrative Specialist	1	1	1	0	1
Division Director	1	1	1	0	1
Human Resources Analyst	3	3	3	0	3
Human Resources Generalist	1	1	1	0	1
Human Resources Manager	1	1	1	0	1
Human Resources Recruiter	1	1	1	0	1
Human Resources Specialist	0	1	1	0	1
Human Resources Supervisor	1	1	1	0	1
Total	9	10	10	0	10

New Personnel: None

Capital: None

Risk Management Division Mission

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

Division: 013 - Risk Management					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 189,043	\$ 193,773	\$ 193,773	\$ 197,154	\$ 3,381
Contractuals	9,585	24,461	24,461	24,461	-
Commodities	5,105	5,066	5,066	5,066	-
Total	\$ 203,733	\$ 223,300	\$ 223,300	\$ 226,681	\$ 3,381
Expenditures by Program:					
General Administration	\$ 203,733	\$ 223,300	\$ 223,300	\$ 226,681	\$ 3,381
Total	\$ 203,733	\$ 223,300	\$ 223,300	\$ 226,681	\$ 3,381
Source of Funding:					
General Fund				\$ 155,986	
Library Fund				12,133	
Highway User Revenue Fund				8,666	
Transportation Fund				1,605	
Parking District Fund				1,423	
Water Services Fund				24,488	
Stormwater Fund				1,498	
Solid Waste Fund				15,514	
SEMS Fund				2,112	
Airport Fund				3,256	
				\$ 226,681	
Commentary:					
The Risk Management operating budget has increased by 2%. There are no capital expenditures, resulting in an overall net increase of 2%. The Personnel Services increase of 2% is mainly due to a merit pay increase, an increase in medical insurance and an increase in retirement contributions. There were no changes in budgeted Contractuals and Commodities. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
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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City Attorney Division Mission

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

Division:	015 - City Attorney				
Expenditures by Category:	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 1,622,003	\$ 1,749,032	\$ 1,749,032	\$ 1,823,756	\$ 74,724
Contractuals	50,788	59,173	59,173	51,683	(7,490)
Commodities	75,920	40,180	40,180	34,120	(6,060)
Total	\$ 1,748,711	\$ 1,848,385	\$ 1,848,385	\$ 1,909,559	\$ 61,174
Expenditures by Program:					
General Administration	\$ 156,002	\$ 154,275	\$ 154,275	\$ 158,769	\$ 4,494
Council and Department Support	869,140	945,978	945,978	975,912	29,934
Police Court	723,569	738,132	738,132	767,878	29,746
Victim's Rights Grant	-	10,000	10,000	7,000	(3,000)
Total	\$ 1,748,711	\$ 1,848,385	\$ 1,848,385	\$ 1,909,559	\$ 61,174
Source of Funding:					
General Fund				\$ 1,475,622	
Library Fund				44,776	
Highway User Revenue Fund				40,198	
Transportation Fund				83,948	
Parking District Fund				4,553	
Water Services Fund				140,690	
Stormwater Fund				7,220	
Solid Waste Fund				87,711	
SEMS Fund				8,561	
Airport Fund				16,280	
				\$ 1,909,559	
Commentary:	The City Attorney's operating budget has increased by 3%. There are no capital expenditures. The Personnel Services increase of 4% is mainly due to a merit pay increase, an increase in medical insurance and an increase in retirement contributions as well as the rezoning of several employees. Contractuals decrease of 13% is mainly due to a one-time cost for a process server and training. Commodities decrease of 15% is mainly due to a decrease in office supplies and office equipment. There is no major capital (>\$10,000) for this section.				

Authorized Personnel/Positions:	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Title					
Administrative Assistant	3	3	0	0	0
Administrative Specialist	0	0	3	0	3
Administrative Specialist Lead Worker	1	1	1	0	1
Assistant City Attorney	3	3	3	0	3
City Attorney	1	1	1	0	1
City Prosecutor	1	1	1	0	1
Deputy City Attorney	1	1	1	0	1
Legal Assistant	1	1	1	0	1
Senior Assistant City Attorney	4	4	4	0	4
Total	15	15	15	0	15

New Personnel: None

Capital: None

Flagstaff Municipal Courts Division Mission

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

Division:	016 - Municipal Court				
Expenditures by Category:	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 2,163,871	\$ 2,362,004	\$ 2,362,004	\$ 2,381,412	\$ 19,408
Contractuals	856,459	894,303	894,303	896,703	2,400
Commodities	90,408	72,595	72,595	74,195	1,600
Capital	5,549	-	-	-	-
Total	\$ 3,116,287	\$ 3,328,902	\$ 3,328,902	\$ 3,352,310	\$ 23,408
Expenditures by Program:					
General Administration	\$ 837,933	\$ 826,392	\$ 826,392	\$ 834,852	\$ 8,460
Court Services	709,420	758,256	758,256	753,308	(4,948)
Record Management	115,428	91,487	91,487	93,920	2,433
Court Enforcement	365,526	428,787	428,787	438,629	9,842
Warrant Division	365,331	350,052	350,052	381,469	31,417
Court Operations	213,098	295,486	295,486	288,339	(7,147)
Judicial Services	509,551	578,442	578,442	561,793	(16,649)
Total	\$ 3,116,287	\$ 3,328,902	\$ 3,328,902	\$ 3,352,310	\$ 23,408
Source of Funding:	General Fund			\$ 3,352,310	
				\$ 3,352,310	
Commentary:	The Municipal Court operating budget has increased by 1%. There are no capital expenditures, resulting in an overall net increase of 1%. The Personnel Services increase of 1% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. Contractuals have remained unchanged. Commodities increases of 2% are mainly due to an increase in books and subscriptions. There is no major capital (>\$10,000) for this section.				

Authorized Personnel/Positions:	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Title					
Administrative Assistant	2	2	3	0	3
Administrative Assistant (Temp)	1	1	0	0	0
Collection Specialist	3	3	3	0	3
Court Finance Specialist	0.8	0.8	0.8	0	0.8
Court Information Systems Coordinator	2	2	2	0	2
Court Interpreter	1	1	1	0	1
Court Judicial Specialist	8.25	8.25	8.25	0	8.25
Court Training Specialist	1	1	1	0	1
Deputy Court Administrator	2	2	2	0	2
Division Director	1	1	1	0	1
Jury Services Specialist	1	1	1	0	1
Magistrate	1	1	2	0	2
On-Call Magistrate	1.3	1.3	0.5	0	0.5
Presiding Magistrate	1	1	1	0	1
Probation Service Officer	1	1	1	0	1
Warrant Officer	2	2	2	0	2
Total	29.35	29.35	29.55	0	29.55

New Personnel: None

Capital: None

Management Services Division Mission

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

The mission of the **Revenue Section** is to ensure the City is accurately gathering data, as well as interacting with commerce to promote adherence to local, state, and federal requirements, as they pertain to municipal services, business licenses, and sales tax reporting, in order to safeguard City revenue.

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

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

Division:	014 - Information Technology				
Expenditures by Category:	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 1,395,210	\$ 1,414,735	\$ 1,414,735	\$ 1,547,364	\$ 132,629
Contractuals	461,825	532,070	532,070	710,833	178,763
Commodities	711,687	1,082,300	1,082,300	541,512	(540,788)
Capital	-	126,666	126,666	-	(126,666)
Total	\$ 2,568,722	\$ 3,155,771	\$ 3,155,771	\$ 2,799,709	\$ (356,062)
Expenditures by Program:					
General Administration	\$ 351,773	\$ 374,769	\$ 374,769	\$ 353,827	\$ (20,942)
Applications	506,714	550,383	550,383	605,564	55,181
Systems	262,070	261,430	261,430	239,515	(21,915)
Services	394,569	402,976	402,976	420,283	17,307
Network	414,971	637,246	637,246	444,745	(192,501)
GIS	317,467	376,382	376,382	470,775	94,393
Microsoft Settlement	-	5,180	5,180	-	(5,180)
IT Non Departmental	321,158	547,405	547,405	215,000	(332,405)
Security	-	-	-	50,000	50,000
Total	\$ 2,568,722	\$ 3,155,771	\$ 3,155,771	\$ 2,799,709	\$ (356,062)
Source of Funding:					
General Fund				\$ 2,155,344	
Library Fund				10,230	
Highway User Revenue Fund				115,979	
Parking District Fund				17,605	
Water Services Fund				289,601	
Stormwater Fund				12,528	
Solid Waste Fund				141,071	
SEMS Fund				11,702	
Airport Fund				45,649	
				\$ 2,799,709	
Commentary:	The Information Technology Section operating budget has decreased by 8%. There are no capital expenditures in the current year, resulting in an overall net decrease of 11%. The Personnel Services increase of 9% is mainly due to new position, Information Security Officer as well a merit pay increase, an increase in medical insurance and an increase in retirement contributions. Contractuals increases of 34% are mainly due to increased computer equipment maintenance costs, fiber options and security upgrades. Commodities decrease of 50% is mainly due to an decrease in computer equipment and software purchases. There is no major capital (>\$10,000) for this section.				

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Division Director	1	1	0	0	0
IT Administrator	3	3	3	1	4
IT Analyst	5	5	6	(1)	5
IT Director	0	0	1	0	1
IT Information Security Officer	0	0	0	1	1
IT Intern	0	0.32	0	0	0
IT Manager	3	3	4	0	4
IT Specialist	1	1	1	0	1
IT Technician	2	2	1	0	1
Total	15	15.32	16	1	17

Division: 014 - Information Technology

New Personnel:

Title	FTE	Total \$ 2019-2020	Potential Offset	Net Cost 2019-2020	Future Cost
IT Information Security Officer	1	\$ 114,966	\$ -	\$ 114,966	\$ 114,966

Capital: None

Section: 031 - Management Services					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 236,196	\$ 248,627	\$ 248,627	\$ 257,142	\$ 8,515
Contractuals	10,780	16,069	16,069	12,174	(3,895)
Commodities	4,395	1,100	1,100	1,100	-
Total	\$ 251,371	\$ 265,796	\$ 265,796	\$ 270,416	\$ 4,620
Expenditures by Program:					
General Administration	\$ 251,371	\$ 265,796	\$ 265,796	\$ 270,416	\$ 4,620
Total	\$ 251,371	\$ 265,796	\$ 265,796	\$ 270,416	\$ 4,620
Source of Funding:					
General Fund				\$ 270,416	
				\$ 270,416	
Commentary:					
The Management Services operating budget has increased by 2%. There are no capital expenditures. The Personnel Services increase of 3% is mainly due to a merit pay increase, an increase in medical insurance and an increase in retirement contributions. Contractuals decrease of 24% is mainly due to prior year one time training and registrations budget requests. Commodities had no changes over the prior year budget. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
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 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 733,121	\$ 949,093	\$ 949,093	\$ 850,226	\$ (98,867)
Contractuals	40,261	30,289	30,289	31,789	1,500
Commodities	26,268	17,031	17,031	19,535	2,504
Total	\$ 799,650	\$ 996,413	\$ 996,413	\$ 901,550	\$ (94,863)
Expenditures by Program:					
General Administration	\$ 4,279	\$ -	\$ -	\$ -	\$ -
Purchasing	487,333	618,612	618,612	567,450	(51,162)
Warehouse	12,162	-	-	-	-
Grants and Contracts Management	295,876	377,801	377,801	334,100	(43,701)
Total	\$ 799,650	\$ 996,413	\$ 996,413	\$ 901,550	\$ (94,863)
Source of Funding:					
General Fund				\$ 529,884	
Library Fund				33,496	
Highway User Revenue Fund				18,210	
Transportation Fund				97,163	
Parking District Fund				2,200	
Water Services Fund				115,138	
Stormwater Fund				21,582	
Solid Waste Fund				23,144	
SEMS Fund				19,235	
Airport Fund				41,498	
				\$ 901,550	
Commentary:					
The Purchasing operating budget has decreased by 10%. There are no capital expenditures. The Personnel Services decrease of 10% is mainly due to retirement payouts offset by a merit pay increase, an increase in medical insurance and an increase in retirement contributions. Contractuals increase of 5% is mainly due to a increase in the budget for travel and education. Commodities increase of 15% is mainly due to a increase in computer software. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Administrative Specialist	1	1	1	0	1
Buyer	1	1	1	0	1
Contract Specialist	1	1	1	0	1
Finance Clerk	1	1	1	0	1
Grants and Contracts Manager	1	1	1	0	1
Grants Specialist	1	1	1	0	1
Procurement Specialist	2	2	2	0	2
Purchasing Director	1	1	1	0	1
Purchasing Manager	1	1	1	0	1
Warehouse Specialist	0	0	0	0	0
Total	10	10	10	0	10

New Personnel: None

Capital: None

Section:	033 - Revenue				
Expenditures by Category:	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 1,133,362	\$ 1,274,682	\$ 1,249,682	\$ 1,261,149	\$ (13,533)
Contractuals	323,321	363,014	363,014	383,614	20,600
Commodities	55,190	58,959	58,959	34,600	(24,359)
Capital	66,687	62,000	62,000	-	(62,000)
Total	\$ 1,578,560	\$ 1,758,655	\$ 1,733,655	\$ 1,679,363	\$ (79,292)
Expenditures by Program:					
General Administration	\$ 209,480	\$ 309,142	\$ 309,142	\$ 245,379	\$ (63,763)
Licensing and Support	58,421	-	-	-	-
Auditing	78,809	-	-	89,437	89,437
Sales Tax Collections	23,658	23,061	23,061	223,515	200,454
Customer Service	827,948	756,714	731,714	785,047	28,333
Billing and Collections	-	270,792	270,792	-	(270,792)
Print and Mail Services	511	-	-	-	-
Meter Services	379,733	398,946	398,946	335,985	(62,961)
Total	\$ 1,578,560	\$ 1,758,655	\$ 1,733,655	\$ 1,679,363	\$ (79,292)
Source of Funding:					
General Fund				\$ 42,866	
Library Fund				12,211	
Highway User Revenue Fund				2,536	
Transportation Fund				114,801	
Parking District Fund				287	
Water Services Fund				1,062,291	
Stormwater Fund				45,782	
Solid Waste Fund				338,458	
SEMS Fund				32,393	
Airport Fund				27,738	
				\$ 1,679,363	
Commentary:	The Revenue operating budget has decreased by 1%. There are no capital expenditures in the current year, resulting in an overall net decrease of 5%. The Personnel Services decrease of 1% is mainly due a reorganization during FY 2019 offset to a merit pay increase, an increase in medical insurance and an increase in retirement contributions. Contractuals increase of 6% is mainly due to an increase in the budget for credit card fees. Commodities decrease of 41% is mainly due to a reduction in computer software and communication equipment. There is no major capital (>\$10,000) for this section.				

Authorized Personnel/Positions:	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Title					
Administrative Specialist	7	6	6	0	6
Auditor II	1	1	0	0	0
Billing and Collections Manager	1	1	1	0	1
Billing Specialist	2	2	2	0	2
Collections Specialist	0	0	1	0	1
Customer Services Manager	1	1	1	0	1
Customer Services Supervisor	0	1	1	0	1
Finance Specialist	1	1	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 Director	1	1	1	0	1
Tax Licensing and Revenue Manager	0	0	0	0	0
Total	19	19	19	0	19

New Personnel: None

Capital: None

Section:	034 - Finance				
Expenditures by Category:	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 1,094,275	\$ 1,237,975	\$ 1,212,975	\$ 1,306,547	\$ 68,572
Contractuals	50,016	50,055	50,055	43,255	(6,800)
Commodities	17,626	15,401	15,401	14,001	(1,400)
Total	\$ 1,161,917	\$ 1,303,431	\$ 1,278,431	\$ 1,363,803	\$ 60,372
Expenditures by Program:					
General Administration	\$ 120,030	\$ 126,580	\$ 126,580	\$ 129,766	\$ 3,186
Accounting	661,541	772,661	747,661	737,629	(35,032)
Payroll	270,389	277,049	277,049	410,310	133,261
Accounts Payable	109,977	127,141	127,141	86,098	(41,043)
Grants Management	(20)	-	-	-	-
Total	\$ 1,161,917	\$ 1,303,431	\$ 1,278,431	\$ 1,363,803	\$ 60,372
Source of Funding:					
General Fund				\$ 895,354	
Library Fund				84,059	
Highway User Revenue Fund				47,295	
Transportation Fund				55,122	
Parking District Fund				4,353	
Water Services Fund				144,908	
Stormwater Fund				11,880	
Solid Waste Fund				64,352	
SEMS Fund				28,258	
Airport Fund				28,222	
				\$ 1,363,803	
Commentary:	The Finance operating budget has increased by 5%. There are no capital expenditures. The Personnel Services increase of 6% is mainly due to an additional position, payroll specialist, as well as a merit pay increase, an increase in medical insurance and an increase in retirement contributions. Contractuals decrease of 14% is mainly due to a reduction in the budget for training. Commodities decrease of 9% is mainly due to a reduction in office equipment. There is no major capital (>\$10,000) for this section.				

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2016-2017	2017-2018	2018-2019	2019-2020	2019-2020
Accountant	4	4	4	0	4
Accounts Specialist	1	1	1	0	1
Assistant Finance Manager	0	0	1	0	1
Finance Clerk	2	2	2	0	2
Finance Assistant Director	0	0	1	0	1
Finance Director	1	1	1	0	1
Finance Manager	2	2	0	0	0
Finance Specialist	1	1	1.50	0	1.50
Payroll Coordinator	0	0	1	0	1
Payroll Manager	1	1	1	0	1
Payroll Specialist	2	2	1	1	2
Total	14	14	14.5	1	15.5

Section: 034 - Finance

New Personnel:

Title	FTE	Total \$ 2019-2020	Potential Offset	Net Cost 2019-2020	Future Cost
Payroll Specialist	1	\$ 63,000	\$ -	\$ 63,000	\$ 63,000

Capital: None

Fire Division Mission

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

Section: 051 - Fire Operations					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 11,595,620	\$ 12,795,612	\$ 12,795,612	\$ 13,237,827	\$ 442,215
Contractuals	413,113	499,300	499,300	471,600	(27,700)
Commodities	694,490	615,036	615,036	865,236	250,200
Capital	326,981	441,750	441,750	700,000	258,250
Total	\$ 13,030,204	\$ 14,351,698	\$ 14,351,698	\$ 15,274,663	\$ 922,965
Expenditures by Program:					
General Administration	\$ 787,683	\$ 742,114	\$ 742,114	\$ 935,991	\$ 193,877
Fire Prevention	469,433	396,213	396,213	419,128	22,915
Training	91,736	100,714	100,714	90,172	(10,542)
Fire Suppression	11,375,249	12,564,529	12,564,529	13,287,242	722,713
Wildland Fire	306,103	548,128	548,128	542,130	(5,998)
Total	\$ 13,030,204	\$ 14,351,698	\$ 14,351,698	\$ 15,274,663	\$ 922,965
Source of Funding:					
General Fund				\$ 15,274,663	
				\$ 15,274,663	
Commentary:					
The Fire operating budget has increased by 5%. There are capital expenditures of \$700,000, resulting in an overall net increase of 6%. The Personnel Services increase of 3% is mainly due to a merit pay increase, an increase in medical insurance, and an increase in retirement contributions. Contractuals decreases of 6% are primarily due to a reduction from prior year 1X facility upgrades at the fire stations. Commodities increases of 41% is mainly due to investment in communications equipment (\$27,035); Investment in fire equipment such as hose replacement, generator replacement, ladders, rescue equipment, nozzles, honor guard equipment EMS monitor batteries and cables (\$44,950); motor vehicle and machinery parts (\$130,368); software updates (\$13,000); safety supplies and equipment (\$398,320); chemicals (\$14,650); and operating supplies (\$41,500). Major capital (>\$10,000) includes one Pierce Velocity Pumper truck (\$700,000).					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Administrative Specialist	2	2	2	0	2
CART Paramedic - Civilian	1	1	0	0	0
Deputy Fire Chief	1	1	3	0	3
Division Director	1	1	1	0	1
Fire Battalion Chief	4	4	3	0	3
Fire Captain	21	21	21	0	21
Fire EMT	1	1	0	0	0
Fire Engineer	21	21	21	0	21
Fire Fighter	30	30	30	0	30
Fire Inspector	2	2	2	0	2
FWPP Operations Specialist	1	1	1	0	1
Regional Fire Training Coordinator	1	1	1	0	1
Wildland Fire Firewise Specialist	1	1	1	0	1
Wildland Fire Manager	1	1	1	0	1
Wildland Fire Supervisor	1	1	1	0	1
Total	89	89	88	0	88

Section:	051 - Fire Operations
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New Personnel:	None
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Capital:	
Description	Amount
Pierce Velocity Pumper Truck	\$ 700,000

Section: 052 - Fire Grants					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 164,725	\$ 675,597	\$ 675,597	\$ 577,089	\$ (98,508)
Contractuals	324,572	120,001	120,001	916,500	796,499
Commodities	(89,723)	80,000	80,000	125,000	45,000
Capital	22,237	45,000	45,000	1,200,000	1,155,000
Total	\$ 421,811	\$ 920,598	\$ 920,598	\$ 2,818,589	\$ 1,897,991
Expenditures by Program:					
Camp Navajo	\$ -	\$ 47,500	\$ 47,500	\$ -	-
General Wildfire Response	(1,368,541)	-	-	-	(1,368,541)
AZ Homeland Security	-	75,000	75,000	35,000	-
GOHS 2018	-	45,000	45,000	45,000	-
Assistance To Firefighter	60,120	100,000	100,000	-	60,120
SAFER	257,681	608,098	608,098	577,089	257,681
Naval Observatory Prescribed Fire Multi-Year	-	25,000	25,000	-	-
NAU GFFP Thinning	1,246	-	-	-	1,246
Fire - Coconino County - RX Fire Grant	374	20,000	20,000	-	374
Misc Fire Reimbursables	1,278,603	-	-	-	1,278,603
2016 IGA Forest Stewardship Plan	4,750	-	-	-	4,750
Fire-Forest Haz Fuels 16-208 WFHF	165,341	-	-	-	165,341
AZDOHS-FIRE-2017 Replacement HazMat Monitors	14,887	-	-	-	14,887
Fire-Haz Mat Meters FY16-Realloc Grant	7,350	-	-	-	7,350
Fire - Tribal Gaming 2020	-	-	-	400,000	-
Fire - DFFM 2020 AZ-State Funded	-	-	-	200,000	-
Fire - AFG 2020 Quint - Fleet	-	-	-	1,200,000	-
Fire - AFG 2020 Equip Safety Vests	-	-	-	35,000	-
Fire - AFG 2020 Prevention	-	-	-	25,000	-
Fire - AZ-100 Club Safety Equipment	-	-	-	10,000	-
Fire - WFHF 18-203 #1 Flag Fuels Reduction Priv Prop	-	-	-	200,000	-
Fire - WFHF 15-212 #2 Flag Fuels Reduction Priv Prop	-	-	-	91,500	-
Total	\$ 421,811	\$ 920,598	\$ 920,598	\$ 2,818,589	\$ 421,811
Source of Funding:					
General Fund				\$ 2,818,589	
				\$ 2,818,589	
Commentary:					
The Fire Grants operating budget has increased by 85%. There are capital expenditures of \$1,200,000, resulting in an overall net increase of 206%. The Personnel Services decrease of 15% is mainly due to a merit pay increase, an increase in medical insurance, and an increase in retirement contributions, offset by Wildfire responses, timing of cash received from the Wildfire responses, and grants received. Contractuals increase of 664% and Commodities increase of 56% are a result of carryforward grants from FY2019, ongoing grants which span multiple years, and new grants. There is major capital (>\$10,000) which includes fire equipment of \$1,200,000 for an AFG 2020 Quint.					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Fire Fighter	0	6	6	0	6
Total	0	6	6	0	6

Section:	052 - Fire Grants
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New Personnel:	None
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Capital:		
Description		<u>Amount</u>
Quint		\$ 1,200,000

Police Division Mission

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

Section: 061 - Police Operations					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 16,354,823	\$ 18,026,905	\$ 18,026,905	\$ 18,142,012	\$ 115,107
Contractuals	1,632,327	2,263,590	2,141,225	2,380,582	116,992
Commodities	359,947	1,074,217	1,074,217	762,545	(311,672)
Capital	279,773	187,000	187,000	232,000	45,000
Total	\$ 18,626,870	\$ 21,551,712	\$ 21,429,347	\$ 21,517,139	\$ (34,573)
Expenditures by Program:					
General Administration	\$ 1,718,265	\$ 3,574,119	\$ 3,574,119	\$ 2,798,962	\$ (775,157)
Patrol	10,666,874	11,571,561	11,449,196	11,619,398	47,837
Detectives	2,329,321	2,272,671	2,272,671	2,142,556	(130,115)
Records	763,798	728,361	728,361	804,777	76,416
Communications	2,233,823	2,559,368	2,559,368	3,284,151	724,783
Special Services	660,033	622,422	622,422	634,356	11,934
Crime and Prevention Training	254,756	223,210	223,210	232,939	9,729
Total	\$ 18,626,870	\$ 21,551,712	\$ 21,429,347	\$ 21,517,139	\$ (34,573)
Source of Funding:					
General Fund				\$ 21,517,139	
				\$ 21,517,139	
Commentary:					
The Police operating budget has increased by 0%. There are capital expenditures of \$232,000, resulting in an overall net increase of 0%. The Personnel Services increase of 1% is mainly due to a merit pay increase, an increase in medical insurance, and an increase in retirement contributions. Contractuals increase of 5% is mainly due to maintenance for the radio system, increased costs for building maintenance and repair projects and a CAD software system upgrade. Commodities decrease of 29% is mainly due to prior year one-time expenditures related to disaster recovery replacements, building maintenance and safety equipment replacements and WebRMS upgrades. Major capital (>\$10,000) includes replacement of five (5) patrol vehicles (\$185,000), replacement of one (1) administration vehicle (\$32,000) and the replacement of one (1) copier (\$15,000).					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Administrative Specialist	13	13	13	0	13
Animal Control Officer	2	2	2	0	2
Deputy Police Chief	2	2	2	0	2
Dispatch Call Taker	1	0	0	0	0
Division Director	1	1	1	0	1
Evidence Technician	2	2	2	0	2
Police Aides	0	0	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	23	24	24	0	24
Police Emergency Communication Supervisor	6	6	6	0	6
Police Lieutenant	4	4	4	0	4
Police Officer	68	70	72	0	72
Police Records Supervisor	1	1	1	0	1
Police Sergeant	14	14	14	0	14
Police Special Services Supervisor	1	1	1	0	1
Police Support Services Manager	1	1	1	0	1
Property Control Coordinator	1	1	1	0	1
Police Training Coordinator	1	1	1	0	1
Total	162	164	169	0	169

New Personnel:	None
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Capital:	
Description	Amount
Patrol Vehicle Replacements (5)	\$ 185,000
Administrative Vehicle Replacement	32,000
Records Replacement Copier	15,000

Section: 062 - Police Grants					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 355,583	\$ 731,477	\$ 731,477	\$ 661,304	\$ (70,173)
Contractuals	66,366	173,800	173,800	1,378,588	1,204,788
Commodities	579,551	417,326	417,326	488,026	70,700
Capital	76,955	172,000	172,000	187,000	15,000
Total	\$ 1,078,455	\$ 1,494,603	\$ 1,494,603	\$ 2,714,918	\$ 1,220,315
Expenditures by Program:					
Metro Grant	\$ 265,486	\$ 562,711	\$ 562,711	\$ 347,527	\$ (215,184)
COPS Hiring Grant	60,085	199,657	199,657	359,998	160,341
RICO Funds for Police	68,936	69,109	69,109	53,779	(15,330)
Law Enforcement Officer Reimbursement	229,224	-	-	-	-
GOHS - DUI Enforcement	48,535	195,000	195,000	130,000	(65,000)
State HLS - Livescan Fingerprint Mach	-	50,000	50,000	50,000	-
RICO/METRO Overtime	36,999	17,500	17,500	-	(17,500)
GOHS - Accident Reconstruction Equipment	-	-	-	15,000	15,000
Bullet Proof Vest	7,089	16,500	16,500	17,000	500
Homeland Security "SLOT" Overtime	17,712	10,000	10,000	10,000	-
Dispatch Services Agreement (NPS)	(1,575)	15,000	15,000	35,200	20,200
10-AZ Home Land Security	-	102,000	102,000	117,000	15,000
AZ Internet Crimes Child	-	4,500	4,500	4,500	-
GOHS Clicket or Ticket	-	5,000	5,000	5,000	-
Edward Byrne Memorial (JAG)	-	95,000	95,000	95,000	-
FY 14 NA Gang Task Force OT	87,214	80,000	80,000	80,000	-
RICO - Metro Equipment	49,900	32,626	32,626	32,626	-
RICO - PD Equipment	17,612	40,000	40,000	40,000	-
ATF SLOT Overtime	5,892	-	-	-	-
FBI for Equipment Purchase	138,011	-	-	-	-
PD Mental Health First Aid Training for Certified	4,751	-	-	-	-
AZDOHS Replacement Bomb Disposal Suit	31,636	-	-	-	-
AZDOHS Replacement X-Ray Source	5,720	-	-	-	-
100 Club of Arizona Safety Enhancement	5,228	-	-	-	-
NG 911	-	-	-	1,222,288	1,222,288
GOHS - PD Equipment	-	-	-	100,000	100,000
Total	\$ 1,078,455	\$ 1,494,603	\$ 1,494,603	\$ 2,714,918	\$ 1,220,315
Source of Funding:					
General Fund				\$ 2,714,918	
				\$ 2,714,918	
Commentary:					
The Police Grants operating budget has increased by 91%. There are capital expenditures of \$187,000, resulting in an overall net increase of 82%. The Personnel Services decreases of 10% are mainly due to reductions in the Metro and GOHS grants. Contractuals increases of 693% are mainly due to the NG 911 grant. Commodities increases of 17% are mainly due to increased grants for GOHS and Bullet Proof Vests. Major capital (>\$10,000) includes motorcycle replacements (\$50,000), bomb robot (\$102,000), shock tube (\$15,000) and equipment (\$20,000).					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Administrative Specialist	1	1	1	0	1
Police Officer	3	7	5	0	5
Police Sergeant	1	1	1	0	1
Total	5	9	7	0	7

Section: 062 - Police Grants

New Personnel: None

Capital:

Description	Amount
GOHS Motorcycles	\$ 50,000
DOHS Bomb Robot	102,000
DOHS Shock Tube	15,000
RICO Equipment	20,000

Community Development Division Mission

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

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

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

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

Section: 101 - Community Development					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 266,880	\$ 322,191	\$ 247,191	\$ 265,712	\$ (56,479)
Contractuals	54,479	51,134	51,134	54,925	3,791
Commodities	10,477	11,378	11,378	11,378	-
Total	\$ 331,836	\$ 384,703	\$ 309,703	\$ 332,015	\$ (52,688)
Expenditures by Program:					
General Administration	\$ 331,836	\$ 384,703	\$ 309,703	\$ 332,015	\$ (52,688)
Total	\$ 331,836	\$ 384,703	\$ 309,703	\$ 332,015	\$ (52,688)
Source of Funding:					
General Fund				\$ 332,015	
				\$ 332,015	
Commentary:					
The Community Development operating budget has decreased by 14%. There are no capital expenditures, resulting in an overall net decrease of 14%. The Personnel Services increase of 18% is mainly due to a merit pay increase, an increase in medical insurance, and an increase in retirement contributions. Personnel Services increases also include an increase in FTE for 1.0 Real Estate Specialist offset by a one-time retirement payout. Contractuals increases of 7% are mainly due to an increase in education and training. Commodities remain flat year over year. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Administrative Specialist Lead worker	1	1	1	0	1
Division Director	1	1	1	0	1
Real Estate Manager	0	0	1	0	1
Real Estate Specialist	0	0	0	1	1
Total	2	2	3	1	4

New Personnel:					
Title	FTE	Total \$ 2019-2020	Potential Offset	Net Cost 2019-2020	Future Cost
Real Estate Specialist	1	\$ 61,372	\$ 44,500	\$ 16,872	\$ 16,872

Capital:	None
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Section:	102 - Engineering				
Expenditures by Category:	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 1,617,603	\$ 1,901,281	\$ 1,901,281	\$ 1,827,531	\$ (73,750)
Contractuals	224,582	303,278	303,278	258,778	(44,500)
Commodities	(144,685)	(164,553)	(164,553)	(163,053)	1,500
Capital	28,025	20,000	20,000	20,000	-
Total	\$ 1,725,525	\$ 2,060,006	\$ 2,060,006	\$ 1,943,256	\$ (116,750)
Expenditures by Program:					
General Administration	\$ 203,351	\$ 307,386	\$ 307,386	\$ 222,934	\$ (84,452)
Transportation Engineering	314,298	486,001	486,001	491,425	5,424
Development Engineering	503,622	550,312	550,312	571,659	21,347
Public Works Inspection	704,254	716,307	716,307	657,238	(59,069)
Total	\$ 1,725,525	\$ 2,060,006	\$ 2,060,006	\$ 1,943,256	\$ (116,750)
Source of Funding:	General Fund			\$ 1,442,929	
	Highway User Revenue Fund			500,327	
				\$ 1,943,256	
Commentary:	<p>The Engineering operating budget has decreased by 6%. There are capital expenditures of \$20,000, resulting in an overall net decrease of 6%. The Personnel Services decrease of 4% is mainly due to a merit pay increase, an increase in medical insurance, and an increase in retirement contributions offset by the reduction of a .5 Intern position and one-time retirement payouts. Contractuals decreases of 15% are mainly due to prior year one-time increase in consultant fees, traffic counter maintenance, maintenance of software and custodial services. Commodities decreases of 1% are mainly due to prior year one-time equipment expenditures. Major capital (>\$10,000) includes periodic maintenance, upgrades and repair needs of the Butler/Huntington Signal System components (\$20,000).</p>				

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2016-2017	2017-2018	2018-2019	2019-2020	2019-2020
Administrative Specialist	1	1	1	0	1
City Engineer	1	1	1	0	1
Construction Inspector	4	4	4	0	4
Construction Manager	1	1	1	0	1
Development Engineer	1	1	1	0	1
Engineering Specialist	1	1	1	0	1
Intern	0.5	0.5	0.5	(0.5)	0
Project Manager	6	7	8	0	8
Senior Construction Inspector	1	1	1	0	1
Traffic Engineer	1	1	1	0	1
Total	17.5	18.5	19.5	(0.5)	19

New Personnel:	None
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Capital:	
Description	Amount
Butler/Huntington Signal Maintenance	\$ 20,000

Section: 103 - Capital Improvements					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 917,859	\$ 1,071,053	\$ 1,071,053	\$ 1,058,963	\$ (12,090)
Contractuals	9,916	17,083	17,083	23,283	6,200
Commodities	(1,179,935)	(1,162,275)	(1,162,275)	(1,222,175)	(59,900)
Total	\$ (252,160)	\$ (74,139)	\$ (74,139)	\$ (139,929)	\$ (65,790)
Expenditures by Program:					
General Administration	\$ 19,263	\$ 26,883	\$ 26,883	\$ 33,183	\$ 6,300
Capital Improvement Engineering	(310,086)	(101,022)	(101,022)	(173,112)	(72,090)
ADOT Project Coordination	620	-	-	-	-
5 Year Capital Program Development	38,043	-	-	-	-
Total	\$ (252,160)	\$ (74,139)	\$ (74,139)	\$ (139,929)	\$ (65,790)
Source of Funding:					
General Fund				\$ (139,929)	
				\$ (139,929)	
Commentary:					
The Capital Improvements section operating budget has increased by 89%. There are no capital expenditures. The Personnel Services decrease of 1% is mainly due to a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions offset by a one time retirement payout. Contractuals increase of 36% is mainly due to an increase in education and training. Commodities increase of 5% is mainly due to higher budgeted charge outs. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Capital Improvements Engineer	1	1	1	0	1
Project Manager	7	8	8	0	8
Total	8	9	9	0	9

New Personnel:	None
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Capital:	None
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Section: 104 - Planning and Development Services					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 2,278,583	\$ 2,591,912	\$ 2,591,912	\$ 2,607,499	\$ 15,587
Contractuals	461,119	280,116	280,116	198,420	(81,696)
Commodities	67,235	79,676	79,676	69,801	(9,875)
Capital	-	27,000	27,000	-	(27,000)
Total	\$ 2,806,937	\$ 2,978,704	\$ 2,978,704	\$ 2,875,720	\$ (102,984)
Expenditures by Program:					
General Administration	\$ 237,017	\$ 273,471	\$ 273,471	\$ 231,016	\$ (42,455)
Advanced Planning	220,138	295,880	295,880	267,917	(27,963)
Building Plan Review	1,740	-	-	-	-
Building Inspection	1,363,733	1,225,930	1,225,930	1,166,098	(59,832)
Current Planning	767,131	919,265	919,265	878,105	(41,160)
Code Compliance	81,339	76,199	76,199	150,248	74,049
Code Compliance-SEMS	135,839	187,959	187,959	182,336	(5,623)
Total	\$ 2,806,937	\$ 2,978,704	\$ 2,978,704	\$ 2,875,720	\$ (102,984)
Source of Funding:					
General Fund				\$ 2,875,720	
				\$ 2,875,720	
Commentary:					
The Planning and Development Services operating budget has decreased by 3%. There are no capital expenditures, resulting in an overall net decrease of 3%. The Personnel Services increase of 1% is mainly due to a merit pay increase, an increase in medical insurance, and an increase in retirement contributions. Personnel Services increases also include an increase in FTE for a 1.0 Code Compliance Officer II and 1.0 Neighborhood Planner, offset by prior year one-time retirement payouts. Contractuals decreases of 29% are mainly due to prior year one-time consultant and miscellaneous services expenditures. Commodities decreases of 12% are mainly due to prior year one-time expenditures for code books. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Administrative Specialist	1	1	1	0	1
Associate Planner	1	2	2	0	2
Building Inspection Manager	0	1	1	0	1
Building Inspector	6	7	7	0	7
Building Official	1	1	1	0	1
Building Permit Technician	0	0	1	0	1
Building Plans Examiner	3	3	3	0	3
Code Compliance Manager	1	1	1	0	1
Code Compliance Officer I	1	1	1	0	1
Code Compliance Officer II	1	1	1	1	2
Comprehensive Planning Intern	0	0.48	0	0	0
Comprehensive Planning Manager	1	1	1	0	1
Current Planning Manager	1	1	1	0	1
Development Services Manager	1	1	1	0	1
Development Services Specialist	1	1	1	0	1
Inspection Supervisor	1	0	0	0	0
Neighborhood Planner	0	0	0	1	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	26	28.48	29	2	31

Section: 104 - Planning and Development Services

New Personnel:

Title	FTE	Total \$ 2019-2020	Potential Offset	Net Cost 2019-2020	Future Cost
Code Compliance Officer II	1	\$ 72,432	\$ 36,216	\$ 36,216	\$ 36,216
Neighborhood Planner	1	94,238	-	94,238	94,238

Capital: None

Section:	105 - Housing				
Expenditures by Category:	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 360,730	\$ 421,724	\$ 421,724	\$ 393,583	\$ (28,141)
Contractuals	7,681	109,158	109,158	21,658	(87,500)
Commodities	(48,443)	(57,954)	(57,954)	(57,954)	-
Total	\$ 319,968	\$ 472,928	\$ 472,928	\$ 357,287	\$ (115,641)
Expenditures by Program:					
General Administration	\$ 315,787	\$ 467,828	\$ 467,828	\$ 352,187	\$ (115,641)
Land Trust	4,181	5,100	5,100	5,100	-
Total	\$ 319,968	\$ 472,928	\$ 472,928	\$ 357,287	\$ (115,641)
Source of Funding:	General Fund			\$ 357,287	
				\$ 357,287	
Commentary:	The Housing section operating budget has decreased by 24%. There are no capital expenditures. The Personnel Services decrease of 7% is mainly due to decrease in FTE for Housing Project Manager offset by a merit pay increase, an increase in medical insurance, and an increase in retirement contributions. Contractuals decreases of 80% is mainly due to prior year one-time funding to cover the rent/lease of a facility to accommodate the move of housing staff. Commodities remain unchanged. There is no major capital (>\$10,000) for this section.				

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2016-2017	2017-2018	2018-2019	2019-2020	2019-2020
Housing and Grants Administrator	1	1	1	0	1
Housing Analyst	1	1	1	0	1
Housing Director	1	1	1	0	1
Housing Manager	1	1	1	0	1
Housing Project Manager	0	1	1	(0.6)	0.4
Housing Rehabilitation Specialist	1	1	1	0	1
Housing Specialist	1	1	1	0	1
Total	6	7	7	(0.6)	6

New Personnel: None

Capital: None

Section: 106 - Community Housing Services					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Contractuals	\$ 651,623	\$ 1,096,493	\$ 1,021,465	\$ 35,004	\$ (1,061,489)
Commodities	270	-	-	-	-
Total	\$ 651,893	\$ 1,096,493	\$ 1,021,465	\$ 35,004	\$ (1,061,489)
Expenditures by Program:					
General Administration	\$ -	\$ 33,000	\$ 33,000	\$ 5,000	\$ (28,000)
Revolving Loan - General Fund	16,200	200,002	200,002	1	(200,001)
Affordable Housing Incentives	-	250,618	250,618	1	(250,617)
Affordable Housing Development	61,236	307,502	263,765	1	(307,501)
Affordable Housing Opportunities /Land Acquisition	574,457	100,001	84,910	1	(100,000)
COF Employer Assistance Housing	-	205,370	189,170	30,000	(175,370)
Total	\$ 651,893	\$ 1,096,493	\$ 1,021,465	\$ 35,004	\$ (1,061,489)
Source of Funding:					
Housing and Community Services Fund				\$ 35,004	
				\$ 35,004	
Commentary:					
The Community Housing Services section operating budget has decreased by 97%. There are no personnel, commodity or capital expenditures for this section. Contractuals decreases of 97% are mainly due to reductions in other miscellaneous services from prior fiscal year one time amounts budgeted for affordable housing development.					

Authorized Personnel/Positions: None

New Personnel: None

Capital: None

Section: 107 - Community Housing Grants					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Contractuals	\$ 111,823	\$ 1,376,704	\$ 1,376,704	\$ 1,080,000	\$ (296,704)
Total	\$ 111,823	\$ 1,376,704	\$ 1,376,704	\$ 1,080,000	\$ (296,704)
Expenditures by Program:					
AZ Housing Trust Funds	\$ -	\$ 330,000	\$ 330,000	\$ 330,000	\$ -
Home Grant Rehab	-	450,000	450,000	450,000	-
Coconino County Housing Grants	111,823	596,704	596,704	300,000	(296,704)
Total	\$ 111,823	\$ 1,376,704	\$ 1,376,704	\$ 1,080,000	\$ (296,704)
Source of Funding:					
Housing and Community Services Fund				\$ 1,080,000	
				\$ 1,080,000	
Commentary:					
The Community Housing Grants section operating budget has decreased by 22%. There are no personnel, commodity or capital expenditures for this section. Contractuals decreases of 22% are mainly due to decreases in other miscellaneous services for housing rehabilitations.					
Authorized Personnel/Positions: None					
New Personnel: None					
Capital: None					

Section: 108 - Community Development Block Grants					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 69,523	\$ 69,645	\$ 69,645	\$ 71,172	\$ 1,527
Contractuals	402,017	854,957	767,601	473,166	(381,791)
Commodities	46,216	8,395	8,395	8,395	-
Capital	97,347	362,822	275,475	-	(362,822)
Total	\$ 615,103	\$ 1,295,819	\$ 1,121,116	\$ 552,733	\$ (743,086)
Expenditures by Program:					
CDBG Entitlement Administration	\$ 76,103	\$ 85,390	\$ 85,390	\$ 87,958	\$ 2,568
CDBG Public Improvement	97,347	362,822	275,475	-	(362,822)
CDBG Housing Rehab	189,381	129,739	166,107	-	(129,739)
CDBG Miscellaneous Projects	-	-	-	464,775	464,775
CDBG Home Buyers Assistance	59,222	36,185	31,825	-	(36,185)
CDBG Public Facility	108,571	488,529	433,183	-	(488,529)
CDBG Housing Stabilization	32,728	75,360	48,969	-	(75,360)
CDBG Public Facility Ops	51,751	117,794	80,167	-	(117,794)
Total	\$ 615,103	\$ 1,295,819	\$ 1,121,116	\$ 552,733	\$ (743,086)
Source of Funding:					
Housing and Community Services Fund				\$ 552,733	
				\$ 552,733	
Commentary:					
The Community Development Block Grants section operating budget has decreased by 41%. There are no capital expenditures in the current year, resulting in an overall net decrease of 57%. The Personnel Services increase of 2% is mainly due to a merit pay increase, an increase in medical insurance, and an increase in retirement contributions. Contractuals decrease of 45% is mainly due to prior fiscal year one-time expenditures including construction of new homes, public improvement and housing rehabilitation. Commodities remain unchanged from the prior fiscal year. There is no major capital (>\$10,000) for this section.					
Authorized Personnel/Positions:	None				
New Personnel:	None				
Capital:	None				

Section: 109 - Flagstaff Housing Authority					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ (132)	\$ 1,750,408	\$ 1,635,122	\$ 1,832,710	\$ 82,302
Contractuals	(1,119)	4,658,027	4,650,727	4,943,127	285,100
Commodities	829	85,670	403,175	85,670	-
Capital	420	327,172	327,172	630,000	302,828
Total	\$ (2)	\$ 6,821,277	\$ 7,016,196	\$ 7,491,507	\$ 670,230
Expenditures by Program:					
Low Income Public Housing	\$ (2)	\$ 2,314,007	\$ 2,228,237	\$ 2,659,363	\$ 345,356
Sec 8 housing Choice Voucher/MO	-	4,114,886	4,397,253	4,432,006	317,120
Non-HUD Program	(1)	41,721	39,530	62,125	20,404
Flagstaff Housing Corp	1	350,663	351,176	338,013	(12,650)
Total	\$ (2)	\$ 6,821,277	\$ 7,016,196	\$ 7,491,507	\$ 670,230
Source of Funding: Flagstaff Housing Authority Fund				\$ 7,491,507	
				\$ 7,491,507	
Commentary:					
The Flagstaff Housing Authority operating budget has increased by 6%. There are capital expenditures of \$630,000, resulting in an overall net increase of 10%. The Personnel Services increases of 5% are mainly due to a merit pay increase, an increase in medical insurance, and an increase in retirement contributions. Personnel Services increases also include an increase in FTE for 1.0 Administrative Specialist, offset by a decrease of .48 Administrative Assistant. Contractuals increase of 6% is mainly due to an increase in Section 8 Voucher assistance payments. Commodities remained flat year over year. Major capital (>\$10,000) includes housing related projects of \$630,000.					

Authorized Personnel/Positions:					
Title	Actual 2016-2017	Actual 2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Administrative Assistant (Temp)	0.48	0.48	0.48	(0.48)	0
Administrative Specialist	1	1	1	1	2
Finance Manager	1	1	1	0	1
Finance Specialist	0.8	0.8	0.8	0	0.8
Housing Director	0	0	0	0	0
Housing Manager	3	3	3	0	3
Housing Services Specialist	5.0	5	5	0	5
Maintenance Coordinator	1	1	1	0	1
Maintenance Lead Worker	2	2	2	0	2
Maintenance Worker	7	7	7	0	7
Total	21.28	21.28	21.28	0.52	21.8

New Personnel:					
Title	FTE	Total \$ 2019-2020	Potential Offset	Net Cost 2019-2020	Future Cost
Administrative Specialist	1	\$ 55,624	\$ -	\$ 55,624	\$ 55,624

Capital:	
Description	Amount
Housing Projects	\$ 630,000

Section: 110 - Flagstaff Metropolitan Planning Organization					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 276,066	\$ 447,838	\$ 356,078	\$ 499,871	\$ 52,033
Contractuals	104,348	862,901	254,890	927,900	64,999
Commodities	(48,670)	(27,056)	(27,056)	(36,885)	(9,829)
Total	\$ 331,744	\$ 1,283,683	\$ 583,912	\$ 1,390,886	\$ 107,203
Expenditures by Program:					
General Administration	\$ -	\$ 5,290	\$ 5,290	\$ -	\$ (5,290)
FMPO Administration	134,350	480,182	388,422	506,586	26,404
Short Range Data Collection	29,109	134,000	134,000	-	(134,000)
Short Range Transportation Improvements	7,670	200	200	1,300	1,100
Long Range Transportation Plan	31,907	-	-	-	-
Short Range Planning	71,817	56,000	56,000	-	(56,000)
Long Range Other Transportation	43,888	358,011	-	600,000	241,989
Public Information Program	502	-	-	-	-
Long Range Transit Plan	12,501	250,000	-	283,000	33,000
Total	\$ 331,744	\$ 1,283,683	\$ 583,912	\$ 1,390,886	\$ 107,203
Source of Funding:					
Metropolitan Planning Fund				\$ 1,390,886	
				\$ 1,390,886	
Commentary:					
The FMPO operating budget has increased by 8%. There are no capital expenditures, resulting in an overall net increase of 8%. The Personnel Services increases of 12% are mainly due to a merit pay increase, an increase in medical insurance, and an increase in retirement contributions. Personnel Services increases also include an increase in FTE for 1.0 Finance Specialist, offset by a decrease of .5 Administrative Specialist. Contractuals increase of 8% is mainly due and increase in consultant fees. Commodities decrease of 36% is mainly due to a decrease in computer software. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Administrative Specialist	0.5	0.5	0.5	(0.5)	0
FMPO Director	0	0	1	0	1
Finance Specialist	0	0	0	1	1
Intern	0.38	0.38	0.38	0	0.38
Metropolitan Planning Organization Manager	1	1	1	0	1
Multi Modal Transportation Planner	0	0	0	0	0
Project Manager	1	1	1	0	1
Total	2.88	2.88	3.88	0.5	4.38

New Personnel:					
Title	FTE	Total \$ 2019-2020	Potential Offset	Net Cost 2019-2020	Future Cost
Finance Specialist	1	\$ 67,028	\$ -	\$ 67,028	\$ 67,028

Capital:	None
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Public Works Division Mission

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

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

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

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

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

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

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

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

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

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

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

Section: 151 - Public Works Administration					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 148,400	\$ 152,455	\$ 152,455	\$ 120,603	\$ (31,852)
Contractuals	1,257	3,753	3,753	3,151	(602)
Commodities	(90,993)	(94,879)	(94,879)	(94,879)	-
Total	\$ 58,664	\$ 61,329	\$ 61,329	\$ 28,875	\$ (32,454)
Expenditures by Program:					
General Administration	\$ 58,664	\$ 61,329	\$ 61,329	\$ 28,875	\$ (32,454)
Total	\$ 58,664	\$ 61,329	\$ 61,329	\$ 28,875	\$ (32,454)
Source of Funding:					
	General Fund			\$ (48,562)	
	Highway User Revenue Fund			17,165	
	Transportation Fund			10,377	
	SEMS Fund			11,976	
	Airport Fund			37,919	
				\$ 28,875	
Commentary:					
The Public Works Administration operating budget has decreased by 53%. There are no capital expenditures. The Personnel Services decrease of 21% is mainly due to a market pay increase, an increase in medical insurance, and an increase in retirement contributions, offset by a decrease in personnel. The Contractuals decrease of 16% is mainly due to decreased charge outs. Commodities remain unchanged from the prior fiscal year. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Division Director	1	1	1	0	1
Project Manager	1	1	1	0	1
Public Works Section Director	0	0	0	Transfer	1
Total	2	2	2	0	3

New Personnel:	None
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Capital:	None
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Section: 152 - Facility Maintenance					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 758,271	\$ 848,643	\$ 848,643	\$ 914,348	\$ 65,705
Contractuals	294,080	1,269,350	1,269,350	826,646	(442,704)
Commodities	(146,323)	(231,307)	(231,307)	(260,636)	(29,329)
Capital	300,162	288,473	288,473	38,500	(249,973)
Total	\$ 1,206,190	\$ 2,175,159	\$ 2,175,159	\$ 1,518,858	\$ (656,301)
Expenditures by Program:					
General Administration	\$ 488,057	\$ 414,793	\$ 414,793	\$ 524,750	\$ 109,957
Custodial Service	73,362	97,288	97,288	112,288	15,000
Structural & Other Maintenance	97,610	1,141,726	1,141,726	483,071	(658,655)
City Hall	540,083	284,877	284,877	284,877	-
Catastrophic Set Aside	(14,005)	194,326	194,326	28,400	(165,926)
Prosecutor's Bldg	12,733	16,395	16,395	16,395	-
Murdock	337	-	-	-	-
Phoenix Building	8,013	14,077	14,077	14,077	-
City Leased Property Maintenance	-	11,677	11,677	55,000	43,323
Total	\$ 1,206,190	\$ 2,175,159	\$ 2,175,159	\$ 1,518,858	\$ (656,301)
Source of Funding:					
General Fund				\$ 1,280,416	
Library Fund				40,946	
Highway User Revenue Fund				13,437	
Parking District Fund				991	
Water Services Fund				110,737	
Stormwater Fund				9,008	
Solid Waste Fund				30,838	
SEMS Fund				8,516	
Airport Fund				23,969	
				\$ 1,518,858	
Commentary:					
The Facility Maintenance operating budget has decreased by 22%. There are capital expenditures of \$38,500. The Personnel Services increase of 8% is mainly due to a market pay increase, an increase in medical insurance, an increase in retirement contributions, and a one-time retirement payout. Contractuals decrease of 35% is mainly due to a decrease in structural and maintenance expenses. Commodities increase of 13% is mainly due to increases in utilities. Major capital (>\$10,000) of \$38,500 is for a vehicle replacement.					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Environmental Specialist	0	0	0	Transfer	1
Facility Maintenance Manager	1	1	1	0	1
Facilities Maintenance Superintendent	1	1	1	0	1
Maintenance Worker	9.5	9.5	9.5	0	9.5
Total	11.5	11.5	11.5	0	12.5

New Personnel:	None
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Capital:	
Description	Amount
Vehicle Replacement	\$ 38,500

Section:	153 - USGS Campus				
Expenditures by Category:	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Contractuals	\$ 859,823	\$ 980,160	\$ 980,160	\$ 805,849	\$ (174,311)
Commodities	46,430	65,913	65,913	65,913	-
Total	\$ 906,253	\$ 1,046,073	\$ 1,046,073	\$ 871,762	\$ (174,311)
Expenditures by Program:					
General Administration	\$ 80,171	\$ -	\$ -	\$ -	\$ -
Maintenance Building 3	106,132	173,470	173,470	173,470	-
Maintenance Building 4	189,926	235,733	235,733	243,733	8,000
Maintenance Building 5	35,303	46,495	46,495	46,495	-
Maintenance Building 6	494,721	590,375	590,375	408,064	(182,311)
Total	\$ 906,253	\$ 1,046,073	\$ 1,046,073	\$ 871,762	\$ (174,311)
Source of Funding:	General Fund			871,762	
				\$ 871,762	
Commentary:	The USGS Campus operating budget has decreased by 17%. There are no capital expenditures. Contractuals decreases of 18% are mainly due to a decrease in one-time building upgrade/maintenance expenditures. Commodities remained flat year over year. There are no major capital (>\$10,000) expenditures.				
Authorized Personnel/Positions:	None				
New Personnel:	None				
Capital:	None				

Section: 154 - Fleet Management					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 262,395	\$ 227,072	\$ 227,072	\$ 208,095	\$ (18,977)
Contractuals	89,203	112,451	112,451	124,151	11,700
Commodities	(348,710)	(339,737)	(339,737)	(339,737)	-
Capital	112,859	881,564	881,564	18,000	(863,564)
Total	\$ 115,747	\$ 881,350	\$ 881,350	\$ 10,509	\$ (870,841)
Expenditures by Program:					
General Administration	\$ (24,768)	\$ (46,934)	\$ (46,934)	\$ 5,685	\$ 52,619
Inventory Management	13,598	89,532	89,532	144,298	54,766
Prevention Maintenance	118,752	175,314	175,314	145,018	(30,296)
Vehicle Repair	(113,900)	(266,531)	(266,531)	(379,811)	(113,280)
Pool Vehicles - City Hall	37,275	5,500	5,500	5,500	-
Pool Vehicles - Shop	(83)	4,400	4,400	4,400	-
Other Shop Work	84,873	82,663	82,663	85,419	2,756
Catastrophic/Major Repair Funding	-	837,406	837,406	-	(837,406)
Total	\$ 115,747	\$ 881,350	\$ 881,350	\$ 10,509	\$ (870,841)
Source of Funding:					
	General Fund			\$ (277,914)	
	Library Fund			3,537	
	Highway User Revenue Fund			96,565	
	Parking District			121	
	Water Services Fund			22,462	
	Stormwater Fund			233	
	Solid Waste Fund			157,384	
	SEMS Fund			1	
	Airport Fund			8,120	
				\$ 10,509	
Commentary:					
The Fleet Services operating budget is a zero base budget meaning the section expects to recover ongoing operating expenditures plus administrative overhead through charges for services, markups on parts and fuel and environmental disposal fees. The current shop rate varies per hour based on the type of equipment and does not cover one-time and capital requests. The Personnel Services decrease of 8% is mainly due to a merit pay increase, an increase in medical insurance, and an increase in retirement contributions, offset by an increase in charges to other divisions to offset these costs. Contractuals increase of 2% is mainly due to the maintenance of Charge Point. Commodities remained flat year over year. Major capital (>\$10,000) includes electric vehicle charging equipment of \$18,000.					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Buyer	1	1	1	0	1
Fleet Services Specialist	1	1	1	0	1
Mechanic I	2	2	2	0	2
Mechanic II	4	4	4	0	4
Mechanic Assistant	0	1	1	0	1
Mechanic Lead Worker	1	1	1	0	1
Parts Specialist	0	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	12	14	14	0	14

Section:	154 - Fleet Management
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New Personnel:	None
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Capital:	
Description	Amount
Electric Vehicle Charging Equipment	\$ 18,000

Section:	155 - Parks				
Expenditures by Category:	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 1,895,090	\$ 2,099,041	\$ 2,099,041	\$ 2,139,827	\$ 40,786
Contractuals	583,672	687,874	687,874	726,979	39,105
Commodities	552,758	536,113	536,113	543,568	7,455
Capital	247,600	839,673	839,673	1,034,000	194,327
Total	\$ 3,279,120	\$ 4,162,701	\$ 4,162,701	\$ 4,444,374	\$ 281,673
Expenditures by Program:					
General Administration	\$ 134,379	\$ 123,738	\$ 123,738	\$ 112,964	\$ (10,774)
Park Grounds Maintenance	741,001	815,054	815,054	935,418	120,364
Park Buildings and Facility Maintenance	20,786	30,802	30,802	45,917	15,115
BBB - Streetscape/Median Maintenance	342,894	380,113	380,113	403,793	23,680
Right-of-Way/ Median	68,214	85,571	85,571	86,475	904
FUTS Trail System	200,191	240,820	240,820	176,863	(63,957)
Heritage Square Maintenance	34,291	42,493	42,493	36,687	(5,806)
BBB Recreation Fields	1,337,889	1,665,687	1,665,687	2,077,742	412,055
Downtown/Plaza Maintenance	9,610	225,639	225,639	(5,449)	(231,088)
Non-Park Grounds and Landscapes	133,418	177,155	177,155	142,153	(35,002)
Cemetery	256,447	374,189	374,189	431,811	57,622
AZGFD Heritage - Prairie Dog Handbook	-	1,440	1,440	-	(1,440)
Total	\$ 3,279,120	\$ 4,162,701	\$ 4,162,701	\$ 4,444,374	\$ 281,673
Source of Funding:	General Fund			\$ 4,444,374	
				\$ 4,444,374	
Commentary:	The Parks operating budget has increased by 3%. There are capital expenditures of \$1,034,000, resulting in an overall increase of 7%. The Personnel Services increase of 2% is mainly due to a merit pay increase, an increase in medical insurance, and an increase in retirement contributions. Contractuals increases of 6% are mainly due to increases in utilities and parks shop maintenance costs. Commodities increase of 1% is mainly due an increase to other operating supplies. Major capital (>\$10,000) includes the replacement of one vehicle (\$49,000), replacement of one backhoe (\$115,000), multiple projects to complete improvements to City parks and recreation facilities (\$255,000), purchase a smart irrigation water management system (\$115,000) and design and construction of new west side park (\$500,000).				
Authorized Personnel/Positions:	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Title					
Maintenance Worker	22	22	22	0	22
Maintenance Worker - Temp	7.67	7.67	7.67	0	7.67
Public Works Manager	1	1	1	0	1
Public Works Supervisors	4	4	4	0	4
Total	34.67	34.67	34.67	0	34.67
New Personnel:	None				
Capital:					
Description	Amount				
Replacement Truck	\$ 49,000				
Replacement Backhoe	115,000				
McPherson Park - Walkways	32,000				
Thorpe Park - Parking Lot Repairs	34,000				
Ponderosa Park - Resurface Courts (3)	59,000				
Laser Level Fields (6)	15,000				
Smart Irrigation Water Management System	115,000				
Foxglenn Park - Walkway	20,000				
Continental Park - Batting Cages	45,000				
Bushmaster Park - Roller Rink Repairs	50,000				
West Side Park - Design and Construction	500,000				

Section: 156 - Recreation Services					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 2,404,249	\$ 2,595,151	\$ 2,595,151	\$ 2,706,472	\$ 111,321
Contractuals	843,174	894,048	894,048	844,773	(49,275)
Commodities	351,530	366,440	366,440	367,115	675
Capital	171,071	90,100	90,100	141,500	51,400
Total	\$ 3,770,024	\$ 3,945,739	\$ 3,945,739	\$ 4,059,860	\$ 114,121
Expenditures by Program:					
General Administration	\$ 462,222	\$ 603,898	\$ 603,898	\$ 563,264	\$ (40,634)
Community Events	209,163	221,409	221,409	233,634	12,225
Adult Athletics	299,542	336,385	336,385	356,890	20,505
Jay Lively Activity Center	564,990	624,716	624,716	620,403	(4,313)
Aquaplex	1,663,112	1,593,707	1,593,707	1,626,929	33,222
Joe C Montoya Community and Sr Center	251,347	264,211	264,211	326,518	62,307
Hal Jensen Recreation Center	301,493	237,830	237,830	248,288	10,458
Cogdill Recreation Center	18,155	20,000	20,000	20,000	-
Siler Homes After School Program	-	43,583	43,583	63,934	20,351
Total	\$ 3,770,024	\$ 3,945,739	\$ 3,945,739	\$ 4,059,860	\$ 114,121
Source of Funding:					
General Fund				\$ 4,059,860	
				\$ 4,059,860	
Commentary:					
The Recreation Services operating budget increased by 2%. There are capital expenditures of \$141,500, resulting in an overall increase of 3%. The Personnel Services increase of 4% is mainly due to a merit pay increase, an increase in medical insurance, and an increase in retirement contributions. Personnel Services increases also include an increase in temporary services related to minimum wage increases. Contractuals decreases of 6% are mainly due to reduction of one-time expenditures for electricity and maintenance increases. Commodities remained relatively flat year over year. Major capital (>\$10,000) includes the purchase of training equipment at multiple facilities (\$55,000) and building improvements (\$86,500).					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Administrative Assistant	1	1	0	0	0
Administrative Specialist	0	0	2	0	2
Head Lifeguard	0	2	2	0	2
Intern	0.25	0.25	0.25	(0.25)	0
Recreation Manager	0	1	1	0	1
Public Works Section Director	1	1	1	0	1
Recreation Program Assistant	0.5	0.5	0.5	0	0.5
Recreation Program Coordinator	9	9	9	0	9
Recreation Specialist	1	1	0	0	0
Recreation Supervisor	6	5	5	0	5
Recreation Temporaries	38.27	38.12	39.08	(0.40)	38.68
Total	57.02	58.87	59.83	(0.65)	59.18

Section: 156 - Recreation Services

New Personnel: None

Capital:

Description	Amount
Ice Edger	\$ 7,000
Security Cameras	5,000
Weight Room Equipment	33,000
Contingency	10,000
Aquaplex Building Improvements	20,000
Joe C Montoya Building Improvements	66,500

Section: 161 - Street Maintenance					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 2,201,709	\$ 2,458,660	\$ 2,458,660	\$ 2,661,347	\$ 202,687
Contractuals	691,699	871,981	871,981	1,026,562	154,581
Commodities	684,672	944,269	944,269	942,021	(2,248)
Capital	539,007	1,879,384	1,779,384	1,240,000	(639,384)
Total	\$ 4,117,087	\$ 6,154,294	\$ 6,054,294	\$ 5,869,930	\$ (284,364)
Expenditures by Program:					
General Administration	\$ 292,854	\$ 509,754	\$ 509,754	\$ 498,275	\$ (11,479)
Street Cleaning	281,792	892,395	892,395	282,564	(609,831)
Snow Control	626,158	906,019	906,019	1,553,461	647,442
Sign, Signal, Mark & Light	324,671	400,690	400,690	446,527	45,837
Street Maintenance	1,602,592	2,073,153	1,973,153	1,927,317	(145,836)
Drainage-way Maintenance	177,157	341,844	341,844	272,963	(68,881)
Training	1,526	3,500	3,500	18,500	15,000
Streetlights	470,547	549,702	549,702	619,702	70,000
Traffic Signal Maintenance	319,790	477,237	477,237	250,621	(226,616)
Autopark Association Fees	20,000	-	-	-	-
Total	\$ 4,117,087	\$ 6,154,294	\$ 6,054,294	\$ 5,869,930	\$ (284,364)
Source of Funding:					
Highway User Revenue Fund				\$ 5,869,930	
				\$ 5,869,930	
Commentary:					
The Street Maintenance operating budget has increased by 8%. There are capital expenditures of \$1,240,000, resulting in an overall net decrease of 5%. The Personnel Services increase of 8% is mainly due to a merit pay increase, an increase in medical insurance, and an increase in retirement contributions. Personnel Services increases also include snow stipend allowance. Contractuals increase of 18% is mainly due to an increase in utilities, street light and equipment maintenance, and education and training. Commodities remained relatively flat year over year. There is major capital (>\$10,000) which includes purchase/replacement of (7) vehicles and equipment (\$1,240,000).					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Administrative Specialist	1	2	2	(1)	1
Equipment Operator	15	15	15	0	15
Equipment Operators (Temp)	3.52	3.52	3.52	0	3.52
Intern	0.5	0.5	0.5	(0.5)	0
Maintenance Worker	6	6	6	0	6
Public Works Manager	1	1	1	0	1
Public Works Section Director	1	1	1	0	1
Public Works Supervisor	3	3	3	0	3
Traffic Signal Technician	1	1	1	0	1
Total	32.02	33.02	33.02	(1.5)	31.52

Section: 161 - Street Maintenance

New Personnel: None

Capital:

Description	Amount
Plow/Cinder Spreader - 6 Wheel	\$ 235,000
Plow/Cinder Truck - 6 Wheel	235,000
Plow/Cinder Truck - 10 Wheel	280,000
Replacement Trucks (2)	100,000
Traffic Control Barricade	110,000
Patch Truck	280,000

Section: 165 - Solid Waste - Landfill					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 1,223,023	\$ 1,388,405	\$ 1,288,405	\$ 1,461,806	\$ 73,401
Contractuals	6,379,218	395,503	395,503	421,051	25,548
Commodities	395,596	450,276	450,276	435,276	(15,000)
Capital	336,054	1,931,999	1,931,999	1,070,000	(861,999)
Total	\$ 8,333,891	\$ 4,166,183	\$ 4,066,183	\$ 3,388,133	\$ (778,050)
Expenditures by Program:					
General Administration	\$ 225,882	\$ 988,810	\$ 988,810	\$ 304,349	\$ (684,461)
Sanitary Landfill	7,606,687	2,699,258	2,599,258	2,634,609	(64,649)
Landfill Outside Contract	59,153	-	-	-	-
Inert Material Landfill	9,073	-	-	-	-
Hazardous Product Center (Landfill)	433,096	478,115	478,115	449,175	(28,940)
Total	\$ 8,333,891	\$ 4,166,183	\$ 4,066,183	\$ 3,388,133	\$ (778,050)
Source of Funding:					
Solid Waste Fund				\$ 3,388,133	
				\$ 3,388,133	
Commentary:					
The Solid Waste - Landfill section operating budget has increase by 4%. There are capital expenditures of \$1,070,000, resulting in an overall net decrease of 19%. The Personnel Services increase of 5% is mainly due to a merit pay increase, an increase in medical insurance, and an increase in retirement contributions as well as several employee rezones. Contractuals increase of 6% is mainly due to an increase in e-waste disposal costs. Commodities decrease of 3% is mainly due to a decrease in other operating supplies. Major capital (>\$10,000) includes capital equipment, capital improvements and the annual landfill set-aside.					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Administrative Specialist	2	2	2	0	2
Equipment Operator	6	6	4	0	4
Landfill Environmental Aide	1	0.5	0.5	0	0.5
Landfill Environmental Assistant	2	2	2	0	2
Landfill Environmental Program Specialist	1	1	1	0	1
Project Manager	2	2	2	0	2
Public Works Manager	1	1	1	0	1
Public Works Section Director	1	1	1	0	1
Public Works Supervisor	1	1	1	0	1
Total	16.5	16.5	14.5	0	14.5

New Personnel:	None
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Capital:	
Description	Amount
Landfill Compactor	\$ 195,000
D-8 Dozer	25,000
New Cell Excavation	525,000
Stormwater Infrastructure	5,000
NEPA Review	150,000
Lydar Fly Over	10,000
Organic Study	50,000
Annual Setaside - Landfill Closure	100,000
Dust Control	10,000

Section: 166 - Solid Waste - Collections					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 2,339,521	\$ 2,440,506	\$ 2,340,506	\$ 2,442,190	\$ 1,684
Contractuals	2,919,060	3,187,633	3,187,633	3,235,611	47,978
Commodities	1,167,984	1,009,971	1,009,971	1,004,971	(5,000)
Capital	5,900	900,000	600,000	652,000	(248,000)
Total	\$ 6,432,465	\$ 7,538,110	\$ 7,138,110	\$ 7,334,772	\$ (203,338)
Expenditures by Program:					
General Administration	\$ 382,478	\$ 464,201	\$ 464,201	\$ 492,285	\$ 28,084
Residential Collection	1,831,827	2,037,794	2,037,794	2,140,424	102,630
Bin Maintenance - Residential	89,740	85,084	85,084	85,541	457
Recycling Curbside Collection	848,901	1,229,938	1,229,938	1,012,357	(217,581)
Commercial Collection	2,153,890	2,426,499	2,026,499	2,339,886	(86,613)
Bin Maintenance - Commercial	135,173	103,084	103,084	103,542	458
Commercial Recycling	580,922	797,506	797,506	799,194	1,688
Hoist & Haul	409,534	394,004	394,004	361,543	(32,461)
Total	\$ 6,432,465	\$ 7,538,110	\$ 7,138,110	\$ 7,334,772	\$ (203,338)
Source of Funding:					
Solid Waste Fund				\$ 7,334,772	
				\$ 7,334,772	
Commentary:					
The Solid Waste - Collections operating budget has increased by 1%. There are capital expenditures of \$652,000, resulting in an overall net decrease of 3%. The Personnel Services increase less than 1% is mainly due to a merit pay increase, an increase in medical insurance, and an increase in retirement contributions. Contractuals increases of 2% is mainly due to an increase in costs related to the recycling contract. Commodities decrease less than 1% is mainly due to a decrease in vehicle related expenses. Major capital (>\$10,000) includes the replacement of two (2) collection vehicles and route optimization software implementation.					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Administrative Specialist	2	2	2	0	2
Customer Relations Supervisor	1	1	1	0	1
Equipment Operator	23	23	23	0	23
Program Assistant	0.5	0.5	0.5	0	0.5
Public Works Manager	1	1	1	0	1
Public Works Supervisor	2	2	2	0	2
Solid Waste Lead worker	3	3	3	0	3
Total	32.5	32.5	32.5	0	32.5

New Personnel:	None
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Capital:	
Description	Amount
Side Loader	\$ 310,000
Front Loader	290,000
Route Optimization Software	52,000

Section: 170 - Sustainability					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 361,823	\$ 516,124	\$ 495,124	\$ 485,434	\$ (30,690)
Contractuals	174,528	233,751	233,751	321,267	87,516
Commodities	118,440	61,624	61,624	84,262	22,638
Capital	12,817	118,500	88,500	40,000	(78,500)
Total	\$ 667,608	\$ 929,999	\$ 878,999	\$ 930,963	\$ 964
Expenditures by Program:					
Sustainability	\$ 552,889	\$ 487,193	\$ 466,193	\$ 475,607	\$ (11,586)
Environmental Management	9,556	-	-	-	-
Energy Contracts	-	20,000	20,000	60,000	40,000
Open Space Maintenance-SEMS	49,408	225,985	200,985	151,454	(74,531)
Community Stewards	9,139	45,516	45,516	42,316	(3,200)
Rethink Recycling	37,688	17,465	17,465	64,446	46,981
Climate and Energy	-	55,840	55,840	137,140	81,300
AFG Observatory Mesa	1,456	33,000	33,000	-	(33,000)
Picture Canyon Trail	7,472	45,000	40,000	-	(45,000)
Total	\$ 667,608	\$ 929,999	\$ 878,999	\$ 930,963	\$ 964
Source of Funding:					
SEMS Fund				\$ 930,963	
				\$ 930,963	
Commentary:					
<p>The Sustainability operating budget has increased by 10%. There are capital expenditures of \$40,000, resulting in an overall net increase of 0%. The Personnel Services decreases of 6% are mainly due to a merit pay increase, an increase in medical insurance, and an increase in retirement contributions, offset by the reduction of FTE for 1.0 Public Works Section Director and 1.0 Zero Waste Coordinator. Personnel Services changes also include an increase in FTE for .48 Climate Engagement Coordinator and 1.0 Materials Management Coordinator. Contractuals increases of 37% are mainly due to an increase in other professional services, travel, education and training, and miscellaneous services. Commodities increases of 37% are mainly due to an increase in other operating supplies related to various programs. Major capital (>\$10,000) includes the possibility for an additional grant related to open space management.</p>					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Climate Engagement Coordinator	0	0	0	0.48	0.48
Materials Management Coordinator	0	0	0	1	1
Open Space Specialist	1	1	1	0	1
Public Works Section Director	1	1	1	(1)	0
Sustainability Manager	1	1	1	0	1
Sustainability Specialist	2	2	2	0	2
Zero Waste Coordinator	0	0	1	(1)	0
Total	5	5	6	(0.52)	5.48

Section: 170 - Sustainability

New Personnel:

Title	FTE	Total \$ 2019-2020	Potential Offset	Net Cost 2019-2020	Future Cost
Climate Engagement Coordinator	0.48	\$ 22,384	\$ -	\$ 22,384	\$ 22,384
Materials Management Coordinator	1	62,927	62,927	-	-

Capital:

Description	Amount
Grant for Open Space Management	\$ 40,000

Section: 171 - Environmental Management					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 136,972	\$ 203,487	\$ 18,487	\$ 108,972	\$ (94,515)
Contractuals	36,652	24,555	24,555	24,555	-
Commodities	4,282	6,506	6,506	6,506	-
Total	\$ 177,906	\$ 234,548	\$ 49,548	\$ 140,033	\$ (94,515)
Expenditures by Program:					
Environmental Management	\$ 177,906	\$ 234,548	\$ 49,548	\$ 140,033	\$ (94,515)
Total	\$ 177,906	\$ 234,548	\$ 49,548	\$ 140,033	\$ (94,515)
Source of Funding:					
	SEMS Fund			\$ 140,033	
				\$ 140,033	
Commentary:					
The Environmental Management operating budget has decreased by 40%. There are no capital expenditures, resulting in an overall net decrease of 40%. The Personnel Services decrease of 46% is mainly due to a merit pay increase, an increase in medical insurance, and an increase in retirement contributions, offset by the reduction of FTE for 1.0 Environmental Program Manager and 1.0 Environmental Technician. Contractuals and Commodities remained flat year over year. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Environmental Program Manager	1	1	1	(1)	0
Environmental Technician	1	1	1	(1)	0
Volunteer and Event Coordinator	1	1	1	0	1
Total	3	3	3	(2)	1

New Personnel:	None
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Capital:	None
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Economic Vitality Division Mission

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

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

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

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

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

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

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

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

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

Section: 035 - Library City Direct					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 2,526,535	\$ 2,724,450	\$ 2,724,450	\$ 2,766,781	\$ 42,331
Contractuals	376,178	523,323	523,323	531,364	8,041
Commodities	415,690	573,575	573,575	497,585	(75,990)
Capital	518,386	563,390	563,390	525,000	(38,390)
Total	\$ 3,836,789	\$ 4,384,738	\$ 4,384,738	\$ 4,320,730	\$ (64,008)
Expenditures by Program:					
General Administration	\$ 1,014,531	\$ 1,121,180	\$ 1,121,180	\$ 1,250,021	\$ 128,841
Technical Services	735,185	945,423	945,423	874,988	(70,435)
Public Services	1,516,598	1,636,258	1,636,258	1,507,304	(128,954)
East Flag Library	517,955	656,927	656,927	583,496	(73,431)
Main Library Automation	32,450	23,500	23,500	22,070	(1,430)
Outreach	20,070	1,450	1,450	-	(1,450)
PALSmobile Flagstaff Funded	-	-	-	82,851	82,851
Total	\$ 3,836,789	\$ 4,384,738	\$ 4,384,738	\$ 4,320,730	\$ (64,008)
Source of Funding:					
	Library Fund			\$ 4,320,730	
				\$ 4,320,730	
Commentary:					
The Library City Direct section operating budget has decreased by 1%. There are capital expenditures of \$525,000, resulting in an overall net decrease of 1%. The Personnel Services increase of 2% is mainly due to a merit pay increase, an increase in medical insurance, and an increase in retirement contributions. Contractuals increase of 2% is mainly due to increases in custodial services, travel costs, security guards for both the East Flagstaff and Downtown locations, building improvements, electrical work, increased youth and adult outreach programming and fire alarm monitoring and maintenance. Commodities decreases of 13% are mainly due to reductions in computer equipment (prior year network firewall and switches upgrade) and other operating supplies. Major capital (>\$10,000) for this section includes replacing the boiler and renovating the mechanical room at the Downtown location (\$125,000); renovating the restroom at the East Flagstaff location (\$50,000); and replacing windows throughout the Downtown Library (\$350,000).					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Administrative Specialist	2	2	2	0	2
Collections Specialist	1	1	1	0	1
Deputy Library Director	0	2	2	0	2
Executive Assistant	0	1	1	0	1
IT Analyst	1	1	1	0	1
Librarian	2	2	2	0	2
Library Clerk	5.76	7.26	7.38	0	7.38
Library Clerk (Temp)	2.93	3.37	3.07	0	3.07
Library Director	1	1	1	0	1
Library Manager	3	0	0	0	0
Library Page	2	2	2	0	2
Library Page (Temp)	1	1.25	1.25	0	1.25
Library Specialist	13.65	12.59	12.71	0	12.71
Library Specialist (Temp)	3.18	3.18	3.18	0	3.18
Library Supervisor	5	5	5	0	5
Network Administrator	1	1	1	0	1
Total	44.77	45.65	45.59	0	45.59

Section: 035 - Library City Direct

New Personnel: None

Capital:

Description	Amount
Boiler and Renovation for Mechanical Room	\$ 125,000
Restroom Renovation EFCL	50,000
Downtown Library Windows	350,000

Section: 036/037- Library County					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 657,486	\$ 648,758	\$ 648,758	\$ 669,098	\$ 20,340
Contractuals	63,395	1,008,698	1,008,698	452,735	(555,963)
Commodities	64,685	246,587	246,587	271,975	25,388
Total	\$ 785,566	\$ 1,904,043	\$ 1,904,043	\$ 1,393,808	\$ (510,235)
Expenditures by Program:					
County Jail	\$ 81,252	\$ 86,684	\$ 86,684	\$ 90,650	\$ 3,966
County Bookmobile	94,451	91,102	91,102	94,317	3,215
Forest Lakes Library	72,971	90,435	90,435	99,472	9,037
Tuba City Library	256,886	246,158	246,158	253,164	7,006
Supai Library	2,063	5,367	5,367	5,367	-
Grand Canyon	101,728	108,853	108,853	114,961	6,108
County-wide Projects	146,051	1,275,444	1,275,444	735,877	(539,567)
Total	\$ 755,402	\$ 1,904,043	\$ 1,904,043	\$ 1,393,808	\$ (510,235)
Source of Funding:					
Library Fund				\$ 1,393,808	
				\$ 1,393,808	
Commentary:					
In FY 2019, the Library County Direct and Indirect sections were combined into Library County (excluding grants) which contributes to the significant decrease in this section. The Library County sections operating budget has decreased 27%. There are no capital expenditures, resulting in an overall net decrease of 27%. The Personnel Services increase of 3% is primarily due to a merit pay increase, an increase in medical insurance and an increase in retirement contributions. Contractual decreases of 55% are mainly due to a reduction of carryforwards of restricted funds. Commodities increases of 10% are mainly due to investment in computer equipment and circulated materials. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Application Support Specialist II	1	1	1	0	1
IT Manager	1	1	1	0	1
Librarian	1	1	1	0	1
Library Clerk	1	0.63	0.63	0	0.63
Library Clerk (Temp)	0.88	0.88	0.88	0	0.88
Library Specialist	2.25	2.25	2.25	0	2.25
Library Specialist (Temp)	0.09	0.09	0.09	0	0.09
Library Supervisor	2.88	2.88	2.88	0	2.88
Total	9.73	9.73	9.73	0	9.73

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 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Contractuals	\$ 32,669	\$ 69,100	\$ 69,100	\$ 10,000	\$ (59,100)
Commodities	165,737	50,000	50,000	45,000	(5,000)
Total	\$ 198,406	\$ 119,100	\$ 119,100	\$ 55,000	\$ (64,100)
Expenditures by Program:					
County-wide Projects	\$ 146,051	\$ -	\$ -	\$ -	\$ -
Youth Services Grant	10,367	-	-	-	-
Build Community Digital Access	107	-	-	-	-
Env Steward at Flag Public Lib	7,881	-	-	-	-
Library State Grant-in-Aid (SGIA) FY2018 (Fed Grant)	25,000	-	-	-	-
Library LSTA FY2018	-	30,000	30,000	55,000	25,000
LSTA 2017 - Tuba City 1001 Questions	9,000	-	-	-	-
Library State Grant-in-Aid FY2019 (Fed Grant)	-	25,000	25,000	-	(25,000)
LSTA-2018 Intentional Spaces	-	24,100	24,100	-	(24,100)
LSTA-2018 Comm Enrich Thru Tutoring Underserved Populations	-	10,000	10,000	-	(10,000)
Library-Navajo National MOA Contract CO12773	-	30,000	30,000	-	(30,000)
Total	\$ 198,406	\$ 119,100	\$ 119,100	\$ 55,000	\$ (64,100)
Source of Funding:					
	Library Fund			\$ 55,000	
				\$ 55,000	
Commentary:					
Library grants are, in nature, one-time revenues and expenditures as grant funding opportunities arise. Grants were split out in FY 2019 from Library County Sections (036 and 037) for ease of managing these grants.					

Authorized Personnel/Positions: None

New Personnel: None

Capital: None

Section: 201 - Community Investment					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 155,038	\$ 158,733	\$ 158,733	\$ 143,034	\$ (15,699)
Contractuals	27,734	19,326	19,326	19,326	-
Commodities	7,954	11,250	11,250	11,250	-
Capital	138,118	750,000	750,000	50,000	(700,000)
Total	\$ 328,844	\$ 939,309	\$ 939,309	\$ 223,610	\$ (715,699)
Expenditures by Program:					
General Administration	\$ 119,350	\$ 127,707	\$ 127,707	\$ 130,578	\$ 2,871
Community Design	59,801	61,602	61,602	43,032	(18,570)
Brownfield Assessment	149,693	750,000	750,000	-	(750,000)
2017 EPA Brownfield Assessment Grant	-	-	-	50,000	50,000
Total	\$ 328,844	\$ 939,309	\$ 939,309	\$ 223,610	\$ (715,699)
Source of Funding:					
General Fund				\$ 188,150	
Library Fund				4,345	
Highway User Revenue Fund				3,901	
Transportation Fund				1,495	
Parking District Fund				442	
Water Services Fund				13,653	
Stormwater Fund				701	
Solid Waste Fund				8,512	
SEMS Fund				831	
Airport Fund				1,580	
				\$ 223,610	
Commentary:					
The Community Investment operating budget has decreased by 8%. There are capital expenditures of \$50,000, resulting in an overall net decrease of 76%. The Personnel Services decrease of 10% is mainly due to reorganization offset by a market pay increase, an increase in medical and dental insurance, and an increase in retirement contributions. There is no change in contractuals and commodities. Major Capital (>\$10,000) includes \$50,000 related to the Brownfield Assessment grant.					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Administrative Specialist	1	1	1	0	1
Beautification, Arts and Science Manager	0	0	1	0	1
Community Design and Redevelopment Manager	1	1	0	0	0
Community Design and Redevelop. 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:	
Description	Amount
Brownfield Assessment	\$50,000

Section: 211 - Beautification					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 175,190	\$ 179,261	\$ 179,261	\$ 151,898	\$ (27,363)
Contractuals	33,896	154,261	154,261	154,261	-
Commodities	1,051	200	200	200	-
Total	\$ 210,137	\$ 333,722	\$ 333,722	\$ 306,359	\$ (27,363)
Expenditures by Program:					
General Administration	\$ 185,833	\$ 195,222	\$ 195,222	\$ 167,859	\$ (27,363)
Commission	294	1,000	1,000	1,000	-
Special Projects and Unprogrammed Work	16,320	50,000	50,000	50,000	-
Beautification Grant Program	7,690	87,500	87,500	87,500	-
Total	\$ 210,137	\$ 333,722	\$ 333,722	\$ 306,359	\$ (27,363)
Source of Funding:					
Beautification Fund				\$ 306,359	
				\$ 306,359	
Commentary:					
The Beautification operating budget has decreased by 8%. There are no capital expenditures. The Personnel Services decrease of 15% is mainly due to a salary savings caused by position reclassification. Contractuals and Commodities have remained flat year over year. There is no major capital (>\$10,000) for this section.					
Authorized Personnel/Positions: None					
New Personnel: None					
Capital: None					

Section: 213 - Economic Development					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 373,084	\$ 249,713	\$ 249,713	\$ 251,546	\$ 1,833
Contractuals	484,873	842,424	842,424	933,124	90,700
Commodities	46,596	54,895	54,895	45,895	(9,000)
Total	\$ 904,553	\$ 1,147,032	\$ 1,147,032	\$ 1,230,565	\$ 83,533
Expenditures by Program:					
General Administration	\$ 158,817	\$ 276,168	\$ 276,168	\$ 425,688	\$ 149,520
Incubator	259,839	264,005	264,005	252,005	(12,000)
Service Partner Agencies	5,928	5,928	5,928	5,928	-
Business Retention & Expansion	105,687	115,161	115,161	121,177	6,016
Business Attraction	189,888	254,886	254,886	194,883	(60,003)
Business Accelerator - Innovation Mesa	184,394	230,884	230,884	230,884	-
Total	\$ 904,553	\$ 1,147,032	\$ 1,147,032	\$ 1,230,565	\$ 83,533
Source of Funding:					
Economic Development Fund				\$ 1,230,565	
				\$ 1,230,565	
Commentary:					
The Economic Development operating budget has increased by 7%. There are no capital expenditures. The Personnel Services increase of 1% is mainly due to a merit pay increase, an increase in medical insurance, and an increase in retirement contributions. Contractuals increase of 11% is mainly due to an expansion of the business attraction incentive funding. Commodities decrease of 7% is mainly due to an decrease in promotional materials. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
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

Capital: None

Section: 214 - Tourism					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 835,916	\$ 882,080	\$ 882,080	\$ 980,026	\$ 97,946
Contractuals	1,041,805	1,316,133	1,316,133	1,511,499	195,366
Commodities	186,170	142,669	142,669	144,428	1,759
Capital	-	29,623	29,623	-	(29,623)
Total	\$ 2,063,891	\$ 2,370,505	\$ 2,370,505	\$ 2,635,953	\$ 265,448
Expenditures by Program:					
General Administration	\$ 941,180	\$ 1,037,443	\$ 1,037,443	\$ 1,145,804	\$ 108,361
Marketing and Promotion	961,962	1,183,287	1,183,287	1,328,674	145,387
Sales	102,193	110,425	110,425	102,425	(8,000)
Public Relations	57,206	38,000	38,000	57,700	19,700
Film Office	1,350	1,350	1,350	1,350	-
Total	\$ 2,063,891	\$ 2,370,505	\$ 2,370,505	\$ 2,635,953	\$ 265,448
Source of Funding:					
Tourism Fund				\$ 2,635,953	
				\$ 2,635,953	
Commentary:					
The Tourism operating budget has increased by 13%. There are no capital expenditures, resulting in an overall net increase of 11%. The Personnel Services increase of 11% is mainly due to a merit pay increase, an increase in medical insurance, and an increase in retirement contributions. Personnel Services increases also include an increase in FTE for 1.0 Marketing Specialist. Contractuals increases of 15% are mainly due to an increase in advertising and other miscellaneous services. Commodities increases of 1% are mainly due to an increase in books and subscriptions. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Administrative Specialist	1	1	1	0	1
Creative Services Manager	1	1	1	0	1
Creative Services Specialist	2	3	3	0	3
CVB Communication Specialist	1	1	1	0	1
CVB Director	1	1	1	0	1
International Travel and Trade Manager	1	1	1	0	1
Marketing and Media Relations Manager	1	1	1	0	1
Marketing Specialist	0	0	0	1	1
Sales Specialist	1	1	1	0	1
Total	9	10	10	1	11

New Personnel:					
Title	FTE	Total \$ 2019-2020	Potential Offset	Net Cost 2019-2020	Future Cost
Marketing Specialist	1	\$ 71,463	\$ -	\$ 71,463	\$ 71,463

Capital:	None
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Section: 215 - Visitor Services					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 232,380	\$ 250,589	\$ 250,589	\$ 249,532	\$ (1,057)
Contractuals	155,752	116,586	116,586	125,986	9,400
Commodities	38,254	36,952	36,952	38,152	1,200
Capital	44,379	8,000	8,000	-	(8,000)
Total	\$ 470,765	\$ 412,127	\$ 412,127	\$ 413,670	\$ 1,543
Expenditures by Program:					
General Administration	\$ 317,482	\$ 290,594	\$ 290,594	\$ 299,737	\$ 9,143
Train Station Operations	153,283	121,533	121,533	113,933	(7,600)
Total	\$ 470,765	\$ 412,127	\$ 412,127	\$ 413,670	\$ 1,543
Source of Funding:					
Tourism Fund				\$ 413,670	
				\$ 413,670	
Commentary:					
The Visitor Services operating budget has increased by 2%. There are no capital expenditures, resulting in an overall net increase of 0%. The Personnel Services remained relatively flat year over year mainly due to a merit pay increase, an increase in medical insurance, and an increase in retirement contributions, offset by benefit elections savings. Contractuals increases of 8% are mainly due to an increase in advertising and other miscellaneous services. Commodities increases of 3% are mainly due to an increase in computer software and other operating supplies. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Administrative Assistant (Temp)	1.65	1.65	1.65	0	1.65
Administrative Specialist	2	2	2	0	2
Administrative Specialist (Temp)	0.5	0.5	0.5	0	0.5
Visitor Center Manager	1	1	1	0	1
Total	5.15	5.15	5.15	0	5.15

New Personnel: None

Capital: None

Section: 216 - Arts and Science					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 40,759	\$ 41,870	\$ 41,870	\$ 34,662	\$ (7,208)
Contractuals	531,725	458,971	458,971	458,971	-
Commodities	513	3,123	3,123	3,123	-
Capital	13,263	661,499	661,499	599,500	(61,999)
Total	\$ 586,260	\$ 1,165,463	\$ 1,165,463	\$ 1,096,256	\$ (69,207)
Expenditures by Program:					
General	\$ 42,822	\$ 43,751	\$ 43,751	\$ 36,543	\$ (7,208)
Public Artwork	13,787	238,623	238,623	303,123	64,500
Service Partner Agencies	439,901	360,000	360,000	360,000	-
FCP Administration	89,750	96,590	96,590	96,590	-
Arts & Science - Misc Capital	-	426,499	426,499	300,000	(126,499)
Total	\$ 586,260	\$ 1,165,463	\$ 1,165,463	\$ 1,096,256	\$ (69,207)
Source of Funding:					
Arts and Science Fund				\$ 1,096,256	
				\$ 1,096,256	
Commentary:					
The Arts and Science operating budget has decreased by 1%. There are capital expenditures of \$599,500, resulting in an overall net decrease of 6%. The Personnel Services decrease of 17% is mainly due to a salary savings caused by position reclassification. Contractuals and Commodities remains flat from the prior year. Major Capital (>\$10,000) includes \$599,500 for various art projects.					

Authorized Personnel/Positions:	None
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New Personnel:	None
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Capital:	
Description	Amount
East Flagstaff Gateway (4th Street)	\$ 10,000
Monte Vista	23,000
Mancuso Mural Conservation Rt 66	2,500
Moon Landing Sculpture/ Art	100,000
Mural on City Building Phx & Rt 66	35,000
Aural Sculpture	40,000
Poetry on NAIPTA Buses	10,000
3D Art on 4th Street	40,000
Sculpture at Rt 66/Switzer	10,000
Thorpe Sculpture	100,000
Tromp L'oeil Tarmac Mural	30,000
ADOT Projects	40,000
Mural Initiative	49,000
Sunnyside Traffic Circle	10,000
Santa Fe Pluto Sculpture	45,000
Sustainability and Art Education Project	10,000
Courthouse Mosaic	45,000

Section:		221 - Airport			
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 913,291	\$ 1,096,223	\$ 1,096,223	\$ 1,323,090	\$ 226,867
Contractuals	457,053	1,318,856	1,318,856	353,956	(964,900)
Commodities	144,810	148,624	148,624	183,624	35,000
Capital	-	152,550	152,550	-	(152,550)
Total	\$ 1,515,154	\$ 2,716,253	\$ 2,716,253	\$ 1,860,670	\$ (855,583)
Expenditures by Program:					
General Administration	\$ 580,508	\$ 666,526	\$ 666,526	\$ 720,682	\$ 54,156
Safety and Security	241,035	347,658	347,658	225,996	(121,662)
Snow Control	94,598	120,812	120,812	192,810	71,998
Maintenance Buildings & Grounds	473,616	563,137	563,137	529,025	(34,112)
Maintenance Runway & Taxiway	125,397	138,220	138,220	192,157	53,937
Small Commercial Air Service Development	-	879,900	879,900	-	(879,900)
Total	\$ 1,515,154	\$ 2,716,253	\$ 2,716,253	\$ 1,860,670	\$ (855,583)
Source of Funding:					
Airport Fund				\$ 1,860,670	
				\$ 1,860,670	
Commentary:					
The Airport operating budget has decreased by 27%. There are no capital expenditures, resulting in an overall net decrease of 31.5%. The Personnel Services increase of 21% is mainly due to a merit pay increase, an increase in medical insurance, and an increase in retirement contributions. Contractuals decrease of 73% is mainly due to one-time budget reductions from FY 2019 including roof repairs (\$85,000) and a SCASD grant (\$879,900). Commodities increase of 24% is mainly due to increased expenditures for chemicals for the runways (\$15,000) and additional funding for runway painting and crack seal (\$20,000). There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Administrative Specialist	1	1	1	0	1
Airport Business Manager	0	0	1	0	1
Airport Director	1	1	1	0	1
Airport Operations/ARFF Manager	1	1	1	0	1
Airport Operations/ARFF Specialist	6	6	9	0	9
Airport Parking Aide	0	0	1	0	1
Maintenance Worker Temp - Airport Snow	0.5	0.5	0.5	0	0.5
Total	9.5	9.5	14.5	0	14.5

New Personnel:	None
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Capital:	None
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Section: 231 - ParkFlag					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 196,967	\$ 367,517	\$ 367,518	\$ 406,688	\$ 39,171
Contractuals	128,813	131,122	131,122	222,838	91,716
Commodities	110,200	225,352	225,352	224,102	(1,250)
Capital	301,473	20,000	20,000	706,148	686,148
Total	\$ 737,453	\$ 743,991	\$ 743,992	\$ 1,559,776	\$ 815,785
Expenditures by Program:					
General Administration	\$ 225,127	\$ 489,239	\$ 489,240	\$ 622,126	\$ 132,887
Parking Compliance	90,058	130,628	130,628	127,378	(3,250)
Metering and Permits	120,157	100,374	100,374	100,374	-
Parking Facilities	511	3,750	3,750	3,750	-
Parking District Capital	301,600	20,000	20,000	706,148	686,148
Total	\$ 737,453	\$ 743,991	\$ 743,992	\$ 1,559,776	\$ 815,785
Source of Funding:					
Parking District Fund				\$ 1,559,776	
				\$ 1,559,776	
Commentary:					
The Parking District operating budget has increased by 18%. There are capital expenditures of \$706,148, resulting in an overall net increase of 110%. The Personnel Services increase of 11% is mainly due to a merit pay increase, an increase in medical insurance and an increase in retirement contributions. Contractuals increases of 70% are mainly due to the costs related to credit card fees. Commodities decreases of 1% are mainly due to one-time start up purchases. Major capital (>\$10,000) includes street, curb and gutter construction (\$20,000) and property acquisition (\$686,148).					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Parking Manager	1	1	1	0	1
Parking Aide	3	4	5	0	5
Parking Lead Worker	0	0	1	0	1
Total	4	5	7	0	7

New Personnel:	None
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Capital:	
Description	Amount
Street, Curb and Gutter Construction	\$ 20,000
Property Acquisition	686,148

Water Services Division Mission

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

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

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

The mission of the **Water Resources Section** is to ensure residents a present and future water supply that meets the water quality needs of the community, the environment and our co-workers. This is accomplished through water supply planning and forecasting, promoting water efficiency by the utility and by the consumer, supply and demand tracking as new subdivision plats are approved, and through policy recommendation and advocacy.

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

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

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

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

Section: 300 - Water Services Administration					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 444,235	\$ 559,637	\$ 559,637	\$ 589,580	\$ 29,943
Contractuals	874,458	355,309	355,309	1,180,860	825,551
Commodities	11,381	14,200	14,200	14,200	-
Capital	-	10,000	10,000	20,000	10,000
Total	\$ 1,330,074	\$ 939,146	\$ 939,146	\$ 1,804,640	\$ 865,494
Expenditures by Program:					
General Administration	\$ 1,200,086	\$ 804,933	\$ 804,933	\$ 1,675,856	\$ 870,923
Water Commission	70	1,180	1,180	1,180	-
Operations Management	129,918	133,033	133,033	127,604	(5,429)
Total	\$ 1,330,074	\$ 939,146	\$ 939,146	\$ 1,804,640	\$ 865,494
Source of Funding:					
Water Services Fund				\$ 1,804,640	
				\$ 1,804,640	
Commentary:					
The Water Services section operating budget has increased by 92%. There are capital expenditures of \$20,000, resulting in an overall net increase of 92%. The Personnel Services increase of 5% is mainly due to a merit pay increase, an increase in medical insurance, and an increase in retirement contributions. Personnel Services increases also include an increase in FTE for a 0.48 Communications Aide (Temp) position and a 1.0 FTE for a Water Attorney. Contractuals increases of 232% is mainly due to one-time legal fee increases and increased maintenance fees for the new building, along with advertising and memberships. Commodities remained flat year over year. Major capital (>\$10,000) includes security fencing and CCTV cameras for the new office building (\$20,000).					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Administrative Specialist	2	2	2	0	2
Communications Aide (Temp)	0	0	0.23	0.48	0.71
Division Director	1	1	1	0	1
Water Attorney	0	0	0	1	1
Water Services Management Analyst	1	1	1	0	1
Water Services Operations Section Director	1	1	1	0	1
Total	5	5	5.23	1.48	6.71

New Personnel:					
Title	FTE	Total \$ 2019-2020	Potential Offset	Net Cost 2019-2020	Future Cost
Communications Aide (Temp)	0.48	\$ 18,468	\$ -	\$ 18,468	\$ 18,468
Water Attorney	1	200,000	-	200,000	200,000

Capital:	
Description	Amount
Security Fencing & CCTV Cameras	\$ 20,000

Section: 301 - Water Production					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 775,551	\$ 922,873	\$ 922,873	\$ 760,764	\$ (162,109)
Contractuals	2,675,085	2,751,138	2,751,138	2,773,652	22,514
Commodities	336,142	465,902	465,902	455,877	(10,025)
Capital	28,291	665,000	665,000	990,000	325,000
Total	\$ 3,815,069	\$ 4,804,913	\$ 4,804,913	\$ 4,980,293	\$ 175,380
Expenditures by Program:					
General Administration	\$ 526,289	\$ 218,726	\$ 218,726	\$ 883,366	\$ 664,640
Lake Mary Water Treatment Operation	730,021	1,873,397	1,873,397	1,592,980	(280,417)
Buildings and Grounds Maintenance	14,381	-	-	-	-
Equipment Maintenance	26,794	-	-	-	-
SCADA Tracking	79,249	288,535	288,535	-	(288,535)
Local Wells	1,053,324	973,706	973,706	1,109,103	135,397
Lake Mary Wellfield	556,104	361,735	361,735	317,132	(44,603)
Woody Mountain Wellfield	658,496	791,730	791,730	777,127	(14,603)
Reservoirs	57,405	61,501	61,501	62,664	1,163
Inner Basin Maintenance	41,349	126,630	126,630	127,812	1,182
Red Gap Ranch Operation & Mgmt	10,099	36,809	36,809	36,809	-
Booster Station Administration	12,343	20,664	20,664	21,242	578
Zone A - RFP	-	250	250	250	-
Kinlani	1,895	1,505	1,505	1,505	-
University Highlands #1	5,995	1,545	1,545	1,545	-
Airport Booster	1,820	1,545	1,545	1,545	-
Amberwood Booster	3,846	6,336	6,336	6,336	-
Railroad Springs Booster	23,566	25,184	25,184	25,184	-
Inner Basin Pipeline Maintenance	12,093	15,115	15,115	15,693	578
Total	\$ 3,815,069	\$ 4,804,913	\$ 4,804,913	\$ 4,980,293	\$ 175,380
Source of Funding:					
Water Services Fund				\$ 4,980,293	
				\$ 4,980,293	
Commentary:					
The Water Production operating budget has decreased by 4%. There are capital expenditures of \$990,000, resulting in an overall net increase of 4%. The Personnel Services decrease of 18% is mainly due to a merit pay increase, an increase in medical insurance and an increase in retirement contributions. Personnel Services decreases also include a decrease in 1.0 FTE for a transfer of the Water Services Supervisor and 1.0 FTE for the transfer of the Water Services SCADA Administrator to the new SCADA section. Contractuals increases of 1% is mainly due to the hiring of professional services for a groundwater optimization study. Commodities decrease of 2% is mainly due to transferring portions of line items to the new SCADA Section 307. Major capital (>\$10,000) includes two back-up generators and transfer switches for the LMWTP (\$240,000); Continental Well Upgrades (\$150,000); and Operational Capital Equipment (\$600,000).					
Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
MSW Operations	3	3	4	0	4
MSW Maintenance	2	2	2	0	2
Seasonal (Temp)	0	0	0.23	0	0.23
Water Services Supervisor	3	3	3	Transfer	2
Water Production Manager	1	1	1	0	1
Water Services SCADA Administrator	0	1	1	Transfer	0
Total	9	10	11.23	0	9.23

Section: 301 - Water Production

New Personnel:

Capital:

Description	Amount
Back-up Generators and Switches	\$ 240,000
Continental Well Upgrades	150,000
Operational Capital	600,000

Section: 303 - Water Distribution					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 1,108,369	\$ 1,209,753	\$ 1,209,753	\$ 1,306,658	\$ 96,905
Contractuals	261,235	254,013	254,013	232,013	(22,000)
Commodities	525,943	456,814	456,814	442,814	(14,000)
Capital	4,697	209,580	209,580	227,000	17,420
Total	\$ 1,900,244	\$ 2,130,160	\$ 2,130,160	\$ 2,208,485	\$ 78,325
Expenditures by Program:					
General Administration	\$ 125,490	\$ 226,204	\$ 226,204	\$ 197,302	\$ (28,902)
Water System Maintenance & Operation	351,048	465,087	465,087	475,770	10,683
Main & Service Line Repair	477,521	474,909	474,909	480,811	5,902
Main Ext. - Fire Hydrant & Valve	34,555	94,918	94,918	38,175	(56,743)
Valve & Fire Hydrant Maintenance	294,332	228,860	228,860	354,987	126,127
Meter Installation	489,661	458,550	458,550	521,927	63,377
Meter Repair and Testing	83,940	81,817	81,817	98,720	16,903
Blue Stake	43,697	39,815	39,815	40,793	978
Water Dist-Water Meter Grant-WaterSmart FY19	-	60,000	60,000	-	(60,000)
Total	\$ 1,900,244	\$ 2,130,160	\$ 2,130,160	\$ 2,208,485	\$ 78,325
Source of Funding:					
Water Services Fund				\$ 2,208,485	
				\$ 2,208,485	
Commentary:					
The Water Distribution section operating budget has increased by 3%. There are capital expenditures of \$227,000, resulting in an overall net increase of 4%. The Personnel Services increase of 8% is mainly due to a merit pay increase, an increase in medical insurance, and an increase in retirement contributions. Contractuals decrease of 9% is mainly due to a reduction in Professional Services for Business Practices Evaluation and Assessment. Commodities decreases of 3% is mainly due to a reduction in communications and office equipment. Major capital (>\$10,000) includes a replacement 1-1/2 ton service truck outfitted with utility body, crane, PTO for hydraulic tooling, and emergency lighting (\$105,000); a replacement drop side dump bed for unit W2-005 (\$10,000); a snow plow for unit W2-095 (\$7,000); and a new 1-ton service truck for the Fire Hydrant Maintenance crew. This truck will be outfitted with a utility body, crane, PTO for hydraulic tooling, and emergency lighting (\$105,000).					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
MSW - Water Services Tech	11	13	14	0	14
Water Services Supervisor	1	1	1	0	1
Water/Sewer Utility Locator	1	1	1	0	1
Total	13	15	16	0	16

New Personnel:	None
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Capital:	
Description	Amount
1-1/2 Ton Service Truck	\$ 105,000
Drop Side Dump Bed	10,000
Snow Plow Kit	7,000
1-Ton Service Truck	105,000

Section: 304 - Water Resource Management					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 253,571	\$ 307,011	\$ 307,011	\$ 325,471	\$ 18,460
Contractuals	208,906	362,450	362,450	290,250	(72,200)
Commodities	78,838	85,650	85,650	65,550	(20,100)
Capital	4,017	30,000	30,000	-	(30,000)
Total	\$ 545,332	\$ 785,111	\$ 785,111	\$ 681,271	\$ (103,840)
Expenditures by Program:					
General Administration	\$ 103,743	\$ 108,919	\$ 108,919	\$ 112,158	\$ 3,239
Water Resources	136,446	170,250	170,250	180,250	10,000
Water Conservation	305,143	470,942	470,942	388,863	(82,079)
Water Resources-WIFA-Water Conser Grant FY19	-	35,000	35,000	-	(35,000)
Total	\$ 545,332	\$ 785,111	\$ 785,111	\$ 681,271	\$ (103,840)
Source of Funding:					
Water Services Fund				\$ 681,271	
				\$ 681,271	
Commentary:					
The Water Resource Management section operating budget has decreased by 10%. There are no capital expenditures, resulting in an overall net decrease of 13%. The Personnel Services increase of 6% is mainly due to a merit pay increase, an increase in medical insurance, and an increase in retirement contributions. Personnel Services increases also include an increase in .48 FTE for a Water Resources Technician. Contractuals decreases of 20% are mainly due to reduction in consultant fees. Commodities decrease of 23% is mainly due to a decrease in Promotional Material and Computer Software. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Water Conservation Enforcement Aide	1	1	1	0	1
Water Conservation Specialist	1	1	1	0	1
Water Resources Technician	0	0	0	0.48	0.48
Water Resource Manager	1	1	1	0	1
Water Services Program Manager	1	1	1	0	1
Total	4	4	4	0.48	4.48

New Personnel:					
Title	FTE	Total \$ 2019-2020	Potential Offset	Net Cost 2019-2020	Future Cost
Water Resource Technician	0.48	\$ 16,939	\$ -	\$ 16,939	\$ 16,939

Capital:	None
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Section: 305 - Utilities Engineering					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 360,111	\$ 462,795	\$ 462,795	\$ 379,453	\$ (83,342)
Contractuals	65,786	177,400	177,400	170,050	(7,350)
Commodities	37,337	16,590	16,590	8,740	(7,850)
Total	\$ 463,234	\$ 656,785	\$ 656,785	\$ 558,243	\$ (98,542)
Expenditures by Program:					
General Administration	\$ 344,857	\$ 472,929	\$ 472,929	\$ 487,701	\$ 14,772
GIS-Utilities	118,377	183,856	183,856	70,542	(113,314)
Total	\$ 463,234	\$ 656,785	\$ 656,785	\$ 558,243	\$ (98,542)
Source of Funding:					
Water Services Fund				\$ 558,243	
				\$ 558,243	
Commentary:					
The Utilities Engineering operating budget has decreased by 15%. There are no capital expenditures, resulting in an overall net decrease of 15%. The Personnel Services decrease of 18% is mainly due to a merit pay increase, an increase in medical insurance and an increase in retirement contributions, offset by a transfer of one 1.0 FTE IT Administrator to the new SCADA section. Contractuals decrease of 4% is mainly due a portion of the operating budget moving to the new SCADA section. Commodities decrease of 47% is mainly due to the transfer of operating budget to the new SCADA section. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
GIS System Specialist	0	1	1	0	1
IT Administrator	1	1	1	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	4	5	5	0	4

New Personnel: None

Capital: None

Section: 306 - Regulatory Compliance					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 685,028	\$ 754,124	\$ 754,124	\$ 699,328	\$ (54,796)
Contractuals	131,118	261,533	261,533	311,418	49,885
Commodities	81,121	103,328	103,328	100,858	(2,470)
Total	\$ 897,267	\$ 1,118,985	\$ 1,118,985	\$ 1,111,604	\$ (7,381)
Expenditures by Program:					
General Administration	\$ 127,819	\$ 127,863	\$ 127,863	\$ 130,309	\$ 2,446
Water Regulatory and Lab Services	195,229	258,669	258,669	177,013	(81,656)
Wastewater Regulatory and Lab Services	293,879	355,563	355,563	354,259	(1,304)
Reclaim Water Regulatory and Lab Services	1,250	1,104	1,104	104	(1,000)
Stormwater Regulatory and Lab Services	5,529	6,000	6,000	6,000	-
Industrial Waste Administration	273,561	369,786	369,786	443,919	74,133
Total	\$ 897,267	\$ 1,118,985	\$ 1,118,985	\$ 1,111,604	\$ (7,381)
Source of Funding:					
Water Services Fund				\$ 1,111,604	
				\$ 1,111,604	
Commentary:					
The Regulatory Compliance section operating budget has decreased by 1%. There are no capital expenditures, resulting in an overall net decrease of 1%. The Personnel Services decrease of 7% is mainly due to a merit pay increase, an increase in medical insurance and an increase in retirement contributions, with an offset of one 1.0 FTE Water Services Supervisor being moved to the new SCADA section. Contractuals increases of 19% are mainly due to consultant fees for evaluating the pre-treatment program for providing effective protection to the treatment plants. Commodities decreased by 2% due to reductions in equipment. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Industrial Pretreat Inspector	2	2	2	0	2
Industrial Pretreat Supervisor	1	1	1	0	1
MSW - Laboratory	2	3	3	0	3
MSW - Plant Tech	1	0	0	0	0
Water Services Manager	1	1	1	0	1
Water Services Supervisor	2	2	2	0	1
Total	9	9	9	0	8

New Personnel:	None
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Capital:	None
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Section: 307 - SCADA Information Systems					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ -	\$ -	\$ -	\$ 366,519	\$ 366,519
Contractuals	-	-	-	160,961	160,961
Commodities	-	-	-	139,725	139,725
Capital	-	-	-	45,000	45,000
Total	\$ -	\$ -	\$ -	\$ 712,205	\$ 712,205
Expenditures by Program:					
SCADA Tracking	\$ -	\$ -	\$ -	\$ 334,380	\$ 334,380
Water Services Info Systems	-	-	-	169,767	169,767
Wildcat SCADA	-	-	-	167,708	167,708
Reclaimed SCADA	-	-	-	24,750	24,750
Rio SCADA	-	-	-	15,600	15,600
Total	\$ -	\$ -	\$ -	\$ 712,205	\$ 712,205
Source of Funding:					
Water Services Fund				\$ 712,205	
				\$ 712,205	
Commentary:					
The SCADA Information Systems is a new section this fiscal year. The positions and budgets were combined from existing positions and budgets within the Water Services Funds and grouped together for management and work efficiencies. Major capital (>\$10,000) includes a Chevy Bolt electric vehicle (\$45,000).					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
IT Administrator	0	0	0	Transfer	1
Water Services SCADA Administrator	0	0	0	Transfer	1
Water Services Supervisor	0	0	0	Transfer	2
Total	0	0	0	0	4

New Personnel:	None
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Capital:	
Description	Amount
Chevy Bolt Electric Vehicle	\$ 45,000

Section: 311 - Wastewater Treatment - Wildcat					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 641,144	\$ 712,704	\$ 712,704	\$ 701,957	\$ (10,747)
Contractuals	963,467	1,217,250	1,217,250	1,063,600	(153,650)
Commodities	376,381	585,092	585,092	443,742	(141,350)
Capital	43,456	41,650	41,650	650,000	608,350
Total	\$ 2,024,448	\$ 2,556,696	\$ 2,556,696	\$ 2,859,299	\$ 302,603
Expenditures by Program:					
General Administration	\$ 228,612	\$ 223,167	\$ 223,167	\$ 724,027	\$ 500,860
Plant Operations	1,174,955	1,264,048	1,264,048	1,379,384	115,336
Plant Maintenance	360,615	585,629	585,629	481,034	(104,595)
Septage Collection	3,768	6,150	6,150	6,150	-
WH Rio Maintenance	5,467	1,700	1,700	1,700	-
Solids Handling	225,184	292,102	292,102	267,004	(25,098)
Wildcat SCADA	25,847	166,400	166,400	-	(166,400)
Wildcat SCADA Tracking	-	17,500	17,500	-	(17,500)
Total	\$ 2,024,448	\$ 2,556,696	\$ 2,556,696	\$ 2,859,299	\$ 302,603
Source of Funding:					
Water Services Fund				\$ 2,859,299	
				\$ 2,859,299	
Commentary:					
The Wastewater Treatment - Wildcat section operating budget has decreased by 12%. There are capital expenditures of \$650,000, resulting in an overall net increase of 12%. The Personnel Services decrease of 2% is mainly due to a merit pay increase, an increase in medical insurance and an increase in retirement contributions, offset by realized savings from underfilling vacancies. Contractuals decreases of 13% are mainly due to consultant fee reductions. Commodities decreases of 24% are mainly due to a prior one-time PLC Upgrade (Computer Equipment) of \$100,000. Major capital (>\$10,000) includes facility improvements (\$70,000), utility vehicle (\$20,000), influent flow meter (\$25,000), influent scanner (\$35,000) and capital distribution to other water accounts (\$500,000).					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
MSW - Maintenance	0	2	2	0	2
MSW - Operations	5	5	5	0	5
MSW - Plant Technician	2	0	0	0	0
Wastewater Treatment Manager	1	1	1	0	1
Water Services Supervisor	3	3	3	0	3
Total	11	11	11	0	11

New Personnel:	None
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Capital:	
Description	Amount
Facility Improvements	\$ 70,000
Operating Capital Distribution	500,000
Utility Vehicle	20,000
Influent Flow Meter (WCH)	25,000
Influent COD Scanner (WCH)	35,000

Section: 312 - Wastewater Treatment - Rio Plant					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 271,407	\$ 350,239	\$ 350,239	\$ 345,225	\$ (5,014)
Contractuals	403,832	546,967	546,967	469,487	(77,480)
Commodities	95,443	70,217	70,217	105,792	35,575
Capital	42,925	20,000	20,000	195,000	175,000
Total	\$ 813,607	\$ 987,423	\$ 987,423	\$ 1,115,504	\$ 128,081
Expenditures by Program:					
General Administration	\$ 65,697	\$ 189,103	\$ 189,103	\$ 143,214	\$ (45,889)
Plant Operations	533,447	473,828	473,828	667,497	193,669
Plant Maintenance	160,519	308,892	308,892	304,793	(4,099)
Rio SCADA	53,944	15,600	15,600	-	(15,600)
Total	\$ 813,607	\$ 987,423	\$ 987,423	\$ 1,115,504	\$ 128,081
Source of Funding:					
Water Services Fund				\$ 1,115,504	
				\$ 1,115,504	
Commentary:					
The Wastewater Treatment-Rio Plant section operating budget has decreased by 5%. There are capital expenditures of \$195,000, resulting in an overall net increase of 13%. The Personnel Services decrease of 1% is mainly due to a merit pay increase, an increase in medical insurance, and an increase in retirement contributions offset by realized savings from underfilling vacancies. Contractuals decreases of 14% are mainly due to consultant fees reductions and savings in electric utilities. Commodities increases of 51% is due to increases in machinery and equipment parts replacement as part of proactive maintenance to preserve the lives of the assets. Major capital (>\$10,000) includes facility improvements including paint, pavements, doors, and electrical (\$25,000), Dodge 3500 with snow plow (\$50,000), utility vehicle (\$20,000), 6" diesel portable pump for emergency purposes (\$80,000) and 15 minute COD analysis system for testing (\$17,000).					

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

New Personnel: None

Capital:	
Description	Amount
Facility Improvements	\$ 28,000
Dodge 3500 and Snow Plow for Dodge 2500	50,000
Utility Vehicle	20,000
6" Diesel Portable Pump	80,000
15 Minute COD Analysis System	17,000

Section: 313 - Wastewater Collection					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 679,980	\$ 696,762	\$ 696,762	\$ 737,164	\$ 40,402
Contractuals	163,481	224,080	224,080	232,580	8,500
Commodities	159,338	246,139	246,139	227,639	(18,500)
Capital	3,865	300,000	300,000	392,000	92,000
Total	\$ 1,006,664	\$ 1,466,981	\$ 1,466,981	\$ 1,589,383	\$ 122,402
Expenditures by Program:					
General Administration	\$ 210,037	\$ 290,630	\$ 290,630	\$ 290,420	\$ (210)
Service Connections	55,060	51,315	51,315	55,434	4,119
Preventive Maintenance	371,072	662,966	662,966	769,276	106,310
TV Inspect and Hydro Clean	171,485	177,969	177,969	189,855	11,886
Corrective Maintenance	197,090	282,255	282,255	284,398	2,143
Reclaimed Waterline	1,920	1,846	1,846	-	(1,846)
Total	\$ 1,006,664	\$ 1,466,981	\$ 1,466,981	\$ 1,589,383	\$ 122,402
Source of Funding:					
Water Services Fund				\$ 1,589,383	
				\$ 1,589,383	
Commentary:					
The Wastewater Collection operating budget has increased by 3%. There are capital expenditures of \$392,000, resulting in an overall net increase of 8%. The Personnel Services increase of 6% is mainly due to a merit pay increase, an increase in medical insurance and an increase in retirement contributions. Contractuals increases of 4% is mainly due to increases in maintenance and in data utility fees. Commodities decreases of 8% is mainly due to reductions in communications equipment and chemicals for the unit. Major capital (>10,000) includes a combo truck (\$375,000), equipment S4-30 with TV push camera for lateral connections (\$10,000) and painting and/or maintenance of interior areas of the East Side Shop (\$7,000).					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
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
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Capital:	
Description	Amount
Combo Truck	\$ 375,000
S4-30 with TV Push Camera	10,000
Painting/Maintenance of East Side Shop	7,000

Section: 321 - Reclaimed Water					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 200,276	\$ 171,607	\$ 171,607	\$ 174,184	\$ 2,577
Contractuals	159,704	278,100	278,100	123,350	(154,750)
Commodities	44,639	81,172	81,172	170,172	89,000
Capital	14,206	-	-	135,000	135,000
Total	\$ 418,825	\$ 530,879	\$ 530,879	\$ 602,706	\$ 71,827
Expenditures by Program:					
Reclaimed SCADA	\$ 18,672	\$ 174,750	\$ 174,750	\$ -	\$ (174,750)
Reclaimed Distribution	4,008	8,717	8,717	11,015	2,298
Reclaimed Production-Wildcat	228,186	210,763	210,763	324,099	113,336
Reclaimed Production-Rio	161,929	136,649	136,649	267,592	130,943
Reclaimed SCADA	6,030	-	-	-	-
Total	\$ 418,825	\$ 530,879	\$ 530,879	\$ 602,706	\$ 71,827
Source of Funding:					
Water Services Fund				\$ 602,706	
				\$ 602,706	
Commentary:					
The Reclaimed Water operating budget has decreased by 12%. There are capital expenditures of \$135,000, resulting in an overall net increase of 14%. The Personnel Services increase of 2% is mainly due to a merit pay increase, an increase in medical insurance and an increase in retirement contributions. Contractuals decreases of 56% is mainly due to reductions in other professional services for pump systems to tie in SCADA and the pump station. Commodities increases of 110% is mainly due to investment in VFD & PLC program for upgrades and efficiency. Major capital (>\$10,000) includes the Buffalo Park tank connectivity (\$135,000).					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	2018-2019	2019-2020	2019-2020
MSW - Operations	1	1	1	0	1
MSW - Maintenance	1	1	1	0	1
Water Services Supervisor	1	1	1	0	1
Total	3	3	3	0	3

New Personnel:	None
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Capital:	
Description	Amount
Buffalo Park Tank Connectivity	\$ 135,000

Section: 331 - Stormwater					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 495,657	\$ 527,226	\$ 527,226	\$ 512,530	\$ (14,696)
Contractuals	185,650	180,395	180,395	120,426	(59,969)
Commodities	12,890	56,004	56,004	20,704	(35,300)
Capital	-	-	-	40,000	40,000
Total	\$ 694,197	\$ 763,625	\$ 763,625	\$ 693,660	\$ (69,965)
Expenditures by Program:					
General Administration	\$ 203,099	\$ 217,943	\$ 217,943	\$ 220,590	\$ 2,647
Engineering and Master Planning	1,201	75,000	75,000	-	(75,000)
Operations	397,298	454,763	454,763	473,070	18,307
PBID Development	27,567	8,053	8,053	-	(8,053)
FEMA Flood Hazard Mitigation Studies	65,032	-	-	-	-
Frances Short Pond - AZ Game & Fish Grant	-	7,866	7,866	-	(7,866)
Total	\$ 694,197	\$ 763,625	\$ 763,625	\$ 693,660	\$ (69,965)
Source of Funding:					
Stormwater Fund				\$ 693,660	
				\$ 693,660	
Commentary:					
The Stormwater operating budget has decreased by 14%. There are capital expenditures of \$40,000, resulting in an overall net decrease of 9%. The Personnel Services decrease of 3% is mainly due to a merit pay increase, an increase in medical insurance and an increase in retirement contributions, offset by a decrease in an .5 FTE Intern position. Contractuals decrease of 33% are mainly due to reductions in consultant fees. Commodities decreases of 63% are mainly due to a reduction in small equipment purchases. Major capital (>\$10,000) for this section include rain and stream gauges for FEMA floodways (\$40,000).					

Authorized Personnel/Positions:					
Title	2016-2017	2017-2018	Current 2018-2019	Changes 2019-2020	Proposed 2019-2020
Intern	0.5	0.5	0.5	(0.5)	0
Project Manager	3.0	3.0	3.0	0	3
Stormwater Program Manager	1.0	1.0	1.0	0	1
Watershed Specialist	1.0	1.0	1.0	0	1
Total	5.5	5.5	5.5	(0.5)	5

New Personnel:	None
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Capital:	
Description	Amount
Rain Gauges	\$ 40,000

Non-Departmental Mission

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

The mission of the **Council and Commission Section** of the City of Flagstaff is to enhance the quality of life of its citizens while supporting the values of the community.

The **Contributions to Other Agencies Section** accounts for contractual agreements with outside agencies that provide services to Flagstaff's citizens. The City is a major contributor to United Way, arts and cultural agencies whose activities benefit the citizens of Flagstaff, and other Alliance partnerships

The **Non-Departmental Section** accounts for all expenditures that are not specifically allocable to individual divisions or programs, e.g. property and liability insurance, unemployment insurance, audit fees, and capital equipment that benefit various departments (mainframe computer). Costs of this division are allocated to the respective departments based on a cost-allocation formulation.

The mission of **NAIPTA** is to create the finest transportation experience by making our services an excellent choice for communities of Northern Arizona.

Section: 401 - Council and Commissions					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 285,239	\$ 361,876	\$ 361,876	\$ 362,585	\$ 709
Contractuals	43,288	42,310	42,310	45,165	2,855
Commodities	8,471	8,745	8,745	7,745	(1,000)
Total	\$ 336,998	\$ 412,931	\$ 412,931	\$ 415,495	\$ 2,564
Expenditures by Program:					
General Administration	\$ 336,981	\$ 412,931	\$ 412,931	\$ 415,495	\$ 2,564
Boards and Commissions	17	-	-	-	-
Total	\$ 336,998	\$ 412,931	\$ 412,931	\$ 415,495	\$ 2,564
Source of Funding:					
General Fund				\$ 330,404	
Library Fund				8,261	
Highway User Revenue Fund				6,934	
Transportation Fund				3,733	
Parking District Fund				785	
Water Services Fund				34,762	
Stormwater Fund				2,591	
Solid Waste Fund				16,206	
SEMS Fund				8,473	
Airport Fund				3,346	
				\$ 415,495	
Commentary:					
The Council and Commissions operating budget has increased by 1%. There are no capital expenditures, resulting in an overall net increase of 1%. The Personnel Services remains relative flat year over year with a slight increase due to increases in medical insurance. Contractuals increases of 7% are mainly due to an increase in travel, lodging and meals and registration. Commodities decreases of 11% are mainly due to a decrease in copying and printing. There is no major capital (>\$10,000) for this section.					
Authorized Personnel/Positions: None					
New Personnel: None					
Capital: None					

Section: 402 - Non-Departmental					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Personnel Services	\$ 63,196	\$ (212,672)	\$ (212,672)	\$ (207,493)	\$ 5,179
Contractuals	2,683,227	4,546,157	4,471,157	2,368,529	(2,177,628)
Commodities	(36,592)	148,104	148,104	4,978	(143,126)
Capital	42,099	408,809	408,809	-	(408,809)
Total	\$ 2,751,930	\$ 4,890,398	\$ 4,815,398	\$ 2,166,014	\$ (2,724,384)
Expenditures by Program:					
General Administration	\$ 652,531	\$ 228,843	\$ 228,843	\$ 176,200	\$ (52,643)
Service Partner Agencies	1,045,147	1,140,132	1,140,132	1,088,297	(51,835)
Employee Benefits	106,953	187,950	187,950	152,200	(35,750)
Insurance	665,192	2,265,192	2,265,192	405,192	(1,860,000)
Consultants	175,977	432,740	357,740	340,340	(92,400)
Copy Center	(439)	132,469	132,469	3,785	(128,684)
Redevelopment	69,999	65,000	65,000	-	(65,000)
John Wesley Powell Study	36,570	438,072	438,072	-	(438,072)
Total	\$ 2,751,930	\$ 4,890,398	\$ 4,815,398	\$ 2,166,014	\$ (2,724,384)
Source of Funding:					
	General Fund			\$ 1,631,763	
	Library Fund			67,611	
	Highway User Revenue Fund			59,820	
	Transportation Fund			20,200	
	Parking District Fund			6,694	
	Water Services Fund			203,914	
	Stormwater Fund			10,668	
	Solid Waste Fund			128,643	
	SEMS Fund			12,425	
	Airport Fund			24,276	
				\$ 2,166,014	
Commentary:					
The Non-Departmental operating budget has decreased 52%. There are no capital expenditures in the current year, resulting in an overall net decrease of 56%. Personnel Services increased 2% due to the funding of paid maternity/paternity leave. Contractual decrease of 48% is related to prior year one-time authorizations for service partner contracts, settlement claims payments and pension actuarial and policy development and other studies. Commodities decrease of 97% is mainly due to a prior year one-time funding for the copy center. There is no major capital (>\$10,000) for this section.					
Authorized Personnel/Positions: None					
New Personnel: None					
Capital: None					

Section: 404 - Transit					
Expenditures by Category:					
	Actual Expenditures 2017-2018	Adopted Budget 2018-2019	Estimated Expenditures 2018-2019	Proposed Budget 2019-2020	Budget-Budget Variance
Contractuals	\$ 6,590,488	\$ 6,686,809	\$ 6,686,809	\$ 6,260,944	\$ (425,865)
Total	\$ 6,590,488	\$ 6,686,809	\$ 6,686,809	\$ 6,260,944	\$ (425,865)
Expenditures by Program:					
Transit Contribution	\$ 6,590,488	\$ 6,686,809	\$ 6,686,809	\$ 6,260,944	\$ (425,865)
Total	\$ 6,590,488	\$ 6,686,809	\$ 6,686,809	\$ 6,260,944	\$ (425,865)
Source of Funding:					
Transportation Fund				\$ 6,260,944	
				\$ 6,260,944	
Commentary:					
The Transit operating budget has decreased 6% over the prior year budget. The City contracts with NAIPTA to run the Transit System and contributes monthly to the system based on the budget appropriated by the NAIPTA Board and the City Council.					
Authorized Personnel/Positions: None					
New Personnel: None					
Capital: None					

**City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2020-2024**

	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total Plan
Beginning Balance	\$ -	-	-	-	-	-	-	-
Resources								
Debt	32,922,241	37,014,551	36,218,543	5,600,000	-	13,000,000	14,500,000	106,333,094
Grants	2,567,558	1,167,139	1,519,818	1,071,758	10,928,368	832,120	2,366,130	17,885,333
Pay-as-you-go	73,162,937	58,395,674	56,398,007	57,516,072	36,520,508	30,194,350	31,689,832	270,714,443
Total Resources	108,652,736	96,577,364	94,136,368	64,187,830	47,448,876	44,026,470	48,555,962	394,932,870
Expenditures								
General Government	36,215,477	34,439,709	19,652,512	2,681,300	687,663	10,694,090	10,700,581	78,855,855
Streets/Transportation	29,862,989	27,574,219	33,610,820	22,177,139	18,942,213	14,876,080	15,745,381	132,925,852
Flagstaff Urban Trails System	3,956,227	3,956,227	616,717	-	-	-	-	4,572,944
Arts and Science (BBB)	661,499	162,000	599,500	301,000	313,000	200,000	125,000	1,700,500
Recreation (BBB)	1,280,939	1,280,939	-	-	-	-	-	1,280,939
Beautification (BBB)	5,544,672	1,808,162	2,621,819	2,172,391	1,296,000	1,206,300	585,000	9,689,672
Drinking Water	17,339,291	16,188,358	9,505,000	8,060,000	5,310,000	8,460,000	9,285,000	56,808,358
Wastewater	7,019,829	5,791,810	4,400,000	6,775,000	7,395,000	5,135,000	5,045,000	34,541,810
Reclaimed Water	85,000	85,000	165,000	1,600,000	-	-	2,325,000	4,175,000
Stormwater	4,270,185	4,304,310	19,545,000	19,041,000	875,000	775,000	775,000	45,315,310
Solid Waste	631,000	631,000	680,000	630,000	2,630,000	1,780,000	1,470,000	7,821,000
SEMS	118,500	88,500	40,000	-	-	-	-	128,500
Airport	1,667,128	267,130	2,700,000	750,000	10,000,000	900,000	2,500,000	17,117,130
Total Expenditures	108,652,736	96,577,364	94,136,368	64,187,830	47,448,876	44,026,470	48,555,962	394,932,870
Ending Balance	\$ -	-	-	-	-	-	-	-

**City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2020-2024**

	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total Plan
General Government								
General Fund								
Facilities Improvements	\$ 288,473	288,473	-	-	-	-	-	288,473
Microwave Network	81,666	81,666	-	-	-	-	-	81,666
Brownfields Assessments	750,000	750,000	50,000	-	-	-	-	800,000
John Wesley Powell Study	438,072	438,072	-	-	-	-	-	438,072
Cemetery Expansion	85,000	85,000	-	-	-	-	-	85,000
Downtown Restrooms	200,000	200,000	-	-	-	-	-	200,000
New Park Development	-	-	500,000	-	-	-	-	500,000
Irrigation System Upgrades	-	-	115,000	-	-	-	-	115,000
Parking District Fund								
Temporary Southside Curbs	-	-	20,000	20,000	20,000	20,000	20,000	100,000
Property Acquisition	-	-	686,148	-	-	-	-	686,148
Library Fund								
ADA Ramp	50,000	50,000	-	-	-	-	-	50,000
Conference Room	40,000	40,000	-	-	-	-	-	40,000
Youth Bathroom	30,000	30,000	-	-	-	-	-	30,000
Construction Projects	40,000	40,000	-	25,000	25,000	25,000	25,000	140,000
Window Replacement	-	-	525,000	-	-	-	-	525,000
Capital Projects Bond Funded								
GO Bond Funded Projects								
FUTS/Open Space Land Acquisition	1,758,514	1,758,514	250,866	-	-	-	-	2,009,380
Core Services Maintenance Facility	-	224,232	496,244	-	-	-	-	720,476
Watershed Protection Project	4,785,677	4,785,677	2,045,230	-	-	-	-	6,830,907
Non GO Bond Funded Projects								
Court Facility	17,408,403	15,408,403	4,334,024	2,000,000	-	-	-	21,742,427
USGS Miscellaneous Buildings	9,932,500	9,932,500	10,000,000	-	-	10,000,000	10,000,000	39,932,500
Flagstaff Housing Authority Fund								
General Capital Expenditures	327,172	327,172	630,000	636,300	642,663	649,090	655,581	3,540,806
Total General Government	\$ 36,215,477	34,439,709	19,652,512	2,681,300	687,663	10,694,090	10,700,581	78,855,855

City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2020-2024

	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total Plan
Streets / Transportation								
Streets - HURF								
Street Improvement Program	\$ 5,772,713	5,772,713	-	2,322,899	2,416,745	2,465,080	2,514,381	15,491,818
Sunnyside	845,632	845,632	1,740,309	-	-	-	-	2,585,941
Minor Transportation Improvements	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Reserve for Improvements	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Sidewalk Replacement Program	15,000	15,000	15,000	15,000	15,000	15,000	15,000	90,000
Business F 40 Overlay	119,629	119,629	-	-	-	-	-	119,629
Road Construction (Dirt Roads)	-	-	2,277,352	-	-	-	-	2,277,352
Transportation Tax Funded								
Safety Improvements								
Transportation Planning and Programming	25,000	25,000	25,000	-	-	-	-	50,000
HSIP Program	75,000	75,000	75,000	-	-	-	-	150,000
Franklin Safety Improvements	32,612	32,612	-	-	-	-	-	32,612
Fourth Street Safety Improvements	90,694	90,694	-	-	-	-	-	90,694
Lone Tree Pedestrian Improvements	92,913	92,913	-	-	-	-	-	92,913
La Plaza Vieja Traffic Improvements	100,000	100,000	250,000	-	-	-	-	350,000
Traffic Signal Program	-	-	50,000	-	-	-	-	50,000
Butler/4th Intersection Reconstruction	-	-	88,577	-	-	-	-	88,577
Intersection Improvements	-	-	50,000	-	-	-	-	50,000
Quiet Zone Modifications	-	-	400,000	-	-	-	-	400,000
Bike/Pedestrian and Safety Improvement	-	-	175,053	-	-	-	-	175,053
Switzer/Turquoise Roundabout	142,523	142,523	-	-	-	-	-	142,523
San Francisco/Franklin Signal	100,000	100,000	300,000	-	-	-	-	400,000
Sparrow Pedestrian Improvements	419,539	419,539	-	-	-	-	-	419,539
Street Improvements								
Transportation Planning and Programming	130,000	130,000	65,000	-	-	-	-	195,000
Reserve for Transportation Improvements	229,917	229,917	200,000	-	-	-	-	429,917
Butler Avenue Widening	-	-	500,000	-	-	-	-	500,000
Solier Avenue - Fanning Wash Crossing	-	-	250,000	-	-	-	-	250,000
Transportation Master Plan	250,000	250,000	-	-	-	-	-	250,000
Southside Curbs	300,000	300,000	-	-	-	-	-	300,000
Industrial Drive - Huntington to Purina - Phase 3	3,740,927	3,740,927	-	-	-	-	-	3,740,927
Corridor Studies	-	-	125,000	-	-	-	-	125,000
Work Order Charge-outs	-	-	125,000	-	-	-	-	125,000
Beulah Boulevard/University Drive	482,355	482,355	7,692,645	-	-	-	-	8,175,000
Reserve for Development Contributions	-	-	200,000	-	-	-	-	200,000
Northbound Milton/Butler Right Turn Lane	-	-	400,000	-	-	-	-	400,000
Butler Fourth Street Intersection Reconstruction	-	-	3,735,753	-	-	-	-	3,735,753
Major Road Reconstruction (Streets)	-	-	379,246	-	-	-	-	379,246
Fourth Street Reconstruction	550,000	550,000	450,000	563,906	-	-	-	1,563,906
Fourth Street Overpass	2,688,343	2,688,343	583,763	-	-	-	-	3,272,106

**City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2020-2024**

	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total Plan
Streets / Transportation								
Road Repair and Street Safety								
Pavement Overlay	\$ 5,068,924	5,068,924	3,277,352	1,000,000	1,000,000	-	-	10,346,276
Zuni Drive	901,494	21,494	-	-	-	-	-	21,494
East Route 66	1,888,770	-	-	-	-	-	-	-
Pullium Drive	-	-	225,000	1,275,000	-	-	-	1,500,000
Utility Replacements and Overlays	730,726	730,726	260,462	34,100	98,300	-	-	1,123,588
Aztec Street	960,910	960,910	195,338	-	-	-	-	1,156,248
Beaver/Dale	476,577	476,577	-	-	-	-	-	476,577
Mountain/Mesa	1,864,693	1,864,693	-	-	-	-	-	1,864,693
West Flag	633,800	1,113,800	3,064,170	-	-	-	-	4,177,970
Broken Bow Drive	-	-	42,500	200,700	-	-	-	243,200
Coconino Estates	1,034,298	1,034,298	3,901,300	5,028,400	2,489,200	-	-	12,453,198
Lone Tree Railroad Overpass								
Lone Tree Railroad Overpass	-	-	2,392,000	3,500,000	3,500,000	3,500,000	3,500,000	16,392,000
Roadway, Pedestrian, Bicycle and Safety Improvements								
Street Widening Projects (-118-)								
South Lone Tree Road	-	-	-	-	-	-	3,468,000	3,468,000
Butler Avenue Widening	-	-	-	500,000	2,420,000	2,364,000	1,056,000	6,340,000
Fourth Street Reconstruction	-	-	-	1,359,344	-	-	-	1,359,344
Street Operations (-119-)								
Signal and Traffic Management	-	-	-	167,000	167,000	167,000	167,000	668,000
Neighborhood Plans (City-wide)	-	-	-	250,000	-	-	-	250,000
Dark Sky Lighting (City-wide)	-	-	-	1,300,000	1,300,000	1,300,000	1,300,000	5,200,000
Lockett/Fourth Roundabout	-	-	-	482,469	1,385,968	-	-	1,868,437
Intersection Improvements	-	-	-	130,000	50,000	300,000	50,000	530,000
Country Club/Oakmont Intersection	-	-	-	-	-	115,000	500,000	615,000
West Route 66 Intersection	-	-	-	585,000	850,000	1,350,000	-	2,785,000
Corridor Studies	-	-	-	-	-	125,000	-	125,000
Quiet Zone Modifications	-	-	-	213,321	-	-	-	213,321
Bicycle and Pedestrian Projects (-120-)								
FUTS Sidewalk - Bike/Pedestrian	-	-	-	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000
General								
Charge-outs	-	-	-	125,000	125,000	125,000	125,000	500,000
Reserve for Improvements	-	-	-	200,000	200,000	200,000	200,000	800,000
General & Partnering Opportunities	-	-	-	750,000	750,000	750,000	750,000	3,000,000
HSIP Program	-	-	-	75,000	75,000	-	-	150,000
Total Streets / Transportation	\$ 29,862,989	27,574,219	33,610,820	22,177,139	18,942,213	14,876,080	15,745,381	132,925,852

**City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2020-2024**

	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total Plan
FUTS								
FUTS								
Special Projects and Unprogrammed Work	\$ 40,000	40,000	28,650	-	-	-	-	68,650
FUTS Signage Program	56,608	56,608	-	-	-	-	-	56,608
Sheep Crossing Trail	614,694	614,694	50,000	-	-	-	-	664,694
Switzer Canyon Trail	825,829	825,829	474,000	-	-	-	-	1,299,829
Fourth Street Trail - Huntington to Butler	15,423	15,423	-	-	-	-	-	15,423
Downtown Underpass	165,000	165,000	-	-	-	-	-	165,000
BNSF Walnut - Florence Underpass	2,112,815	2,112,815	-	-	-	-	-	2,112,815
Florence - Walnut Underpass	105,858	105,858	44,067	-	-	-	-	149,925
Marshall Trail	20,000	20,000	-	-	-	-	-	20,000
Lone Tree Trail - Butler to Sinclair Wash	-	-	20,000	-	-	-	-	20,000
Total FUTS Fund	\$ 3,956,227	3,956,227	616,717	-	-	-	-	4,572,944

City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2020-2024

	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total Plan
BBB Funds								
Arts and Science								
West Route 66 - North Edge	\$ 25,000	-	-	-	-	-	25,000	25,000
Thorpe Sculpture	100,000	-	100,000	-	-	-	-	100,000
East Flagstaff Gateway (4th Street)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Buffalo Park Water Tank Mural	-	-	-	-	80,000	80,000	-	160,000
Joel Montalvo Park Surrounds	35,000	35,000	-	-	-	-	-	35,000
Monte Vista	-	-	23,000	-	-	-	-	23,000
Mosaics at Thorpe Bridge	65,000	-	-	65,000	-	-	-	65,000
Fort Valley and Humphreys Sculpture	20,000	20,000	-	-	-	-	-	20,000
Mancuso Mural Conservation Route 66	-	-	2,500	-	-	-	-	2,500
Mural on Aspen/Beaver Building	25,000	-	-	-	25,000	-	-	25,000
Airport Murals	2,000	2,000	-	-	-	-	-	2,000
Buffalo Park Sculpture	75,000	75,000	-	-	-	-	-	75,000
Crosswalk Art	20,000	-	-	-	-	-	-	-
Moon Landing Sculpture/Art	100,000	-	100,000	-	-	-	-	100,000
Gateways at Frances Short Pond	30,000	-	-	30,000	10,000	-	-	40,000
Mural on City Building Phoenix Avenue and Route 66	35,000	-	35,000	-	-	-	-	35,000
City Hall Trombe Wall Art	25,000	-	-	25,000	-	-	-	25,000
Interactive 3D Art/Benches	12,500	-	-	-	12,500	-	-	12,500
Artwork in Sidewalk	25,000	-	-	-	25,000	-	-	25,000
Dead Tree Art -Thorpe Dog Park	4,999	-	-	-	-	-	-	-
Alley Umbrellas	12,000	-	-	12,000	20,000	-	-	32,000
Flexible Art Panels at Aspen Bike and Pedestrian Improvements	20,000	-	-	-	-	20,000	-	20,000
Aural Sculpture	20,000	20,000	40,000	-	-	-	-	60,000
NAIPTA Bus Wraps	-	-	-	25,000	-	-	-	25,000
NAIPTA Bus Stops	-	-	-	15,000	-	-	-	15,000
Poetry on NAIPTA Buses	-	-	10,000	-	-	-	-	10,000
Tromp L'oeil Tarmac Mural	-	-	30,000	-	-	-	-	30,000
3D Art on 4th Street	-	-	40,000	-	-	-	-	40,000
Art for Banner Sign Holders	-	-	-	-	10,500	-	-	10,500
Mural/Rock Wall Under Railroad Trestle	-	-	-	-	20,000	-	-	20,000
Eastside Neighborhoods' Beautification	-	-	-	20,000	30,000	20,000	-	70,000
Sustainability & Art Education Project	-	-	10,000	-	-	-	-	10,000
Sunnyside Traffic Circle	-	-	10,000	-	-	-	-	10,000
Chalk Festival	-	-	-	50,000	-	-	-	50,000
Mural Initiative	-	-	49,000	49,000	-	-	-	98,000
ADOT Projects	-	-	40,000	-	-	-	-	40,000
Relocate Sculpture at Route 66 and Switzer Canyon	-	-	10,000	-	-	-	-	10,000

City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2020-2024

	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total Plan
Arts and Science (continued)								
Santa Fe Pluto Sculpture	\$ -	-	45,000	-	-	-	-	45,000
Graffiti Art Wall	-	-	-	-	-	14,000	-	14,000
Arting Up Parking Kiosks	-	-	-	-	-	20,000	-	20,000
Reserve for Future Projects	-	-	-	-	70,000	36,000	90,000	196,000
Courthouse Mosaic	-	-	45,000	-	-	-	-	45,000
	661,499	162,000	599,500	301,000	313,000	200,000	125,000	1,700,500
Recreation								
Flagstaff Recreation Center, Replace Four (4) Tennis Courts	2,218	2,218	-	-	-	-	-	2,218
J. Lively Back Roof and Locker Room Repairs	896,000	896,000	-	-	-	-	-	896,000
Wheeler Park Drainage Improvements	111,026	111,026	-	-	-	-	-	111,026
New Restrooms - Buffalo Park and Thorpe Park	271,695	271,695	-	-	-	-	-	271,695
	1,280,939	1,280,939	-	-	-	-	-	1,280,939
Beautification								
North Edge - Milton and Route 66	261,300	-	-	-	250,000	311,300	-	561,300
Train Station Platform	356,819	-	356,819	-	-	-	-	356,819
Lake Mary/Beulah Gateway	179,023	179,023	-	-	-	-	-	179,023
Gutter Diversions - Streets	165,391	-	50,000	165,391	-	-	-	215,391
Urban Forest	100,000	-	-	50,000	100,000	-	-	150,000
Downtown Green	-	-	-	50,000	50,000	50,000	50,000	200,000
Downtown Tree Wells	600,000	-	100,000	-	-	-	-	100,000
Steves Boulevard Corners	39,139	39,139	-	-	-	-	-	39,139
Frances Short Pond Master Plan	176,000	-	-	-	176,000	-	-	176,000
Downtown Non-Gateway	250,000	-	-	250,000	-	-	-	250,000
Buffalo Park Parking Enhancements	350,000	-	-	350,000	-	-	-	350,000
East Route 66 - South Edge: Fanning to Route 66	250,000	250,000	-	-	-	-	-	250,000
Sante Fe Triangle - Pocket Park	80,000	80,000	-	-	-	-	-	80,000
La Plaza Vieja Park	200,000	200,000	-	-	-	-	-	200,000
City Gateway at I-17/Milton Road	50,000	-	-	-	-	-	-	-
Stem City Platforms (Parklets)	100,000	-	-	-	-	-	-	-
Library Entry (Art Base)	400,000	400,000	-	-	-	-	-	400,000
Downtown Paver Redo	320,000	-	320,000	-	-	-	-	320,000
Milton and Butler Drainage	250,000	-	-	250,000	-	-	-	250,000
Route 66 Interpretive Plaza	100,000	100,000	-	-	-	-	-	100,000
Northwest Humphreys and Fort Valley	50,000	50,000	-	-	-	-	-	50,000
Innovation Mesa Art Base	50,000	-	50,000	-	-	-	-	50,000
Route 66 Interpretive Trail	300,000	300,000	275,000	-	-	-	-	575,000
Holiday Decorations	-	-	30,000	-	-	-	-	30,000
Southside Triangle	-	-	100,000	-	-	-	-	100,000
Historic District Signs	-	-	-	-	-	40,000	-	40,000
Phoenix - San Francisco to Mikes Pike	-	-	-	75,000	100,000	-	-	175,000
Phoenix Parking Plaza	-	-	-	245,000	225,000	-	-	470,000
Flowers, Flagpoles, Sidewalks	100,000	-	100,000	-	-	-	-	100,000
Fourth Street Holiday Corridor	200,000	-	-	-	200,000	-	-	200,000
Garden and Water Features	50,000	-	-	50,000	-	-	-	50,000
Gleaning Orchard and 3D Art	-	-	100,000	50,000	10,000	10,000	10,000	180,000

City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2020-2024

	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total Plan
Beautification (continued)								
Landscaping for Kaspar Drive	\$ 200,000	200,000	-	-	-	-	-	200,000
San Francisco Gateway Arch	200,000	-	-	-	-	200,000	-	200,000
Aspen Bike and Pedestrian Enhancements	77,000	-	-	77,000	-	-	-	77,000
Buffalo Park Interpretive Exhibit	10,000	10,000	-	-	-	-	-	10,000
Labyrinth at Frances Short Pond	-	-	-	30,000	-	-	-	30,000
Peace Pole Surrounds	-	-	50,000	-	-	-	-	50,000
Switzer Canyon Roundabout	-	-	125,000	-	-	-	-	125,000
Lunar Landing Plaza	-	-	375,000	-	-	-	-	375,000
ADOT Sites	-	-	150,000	50,000	25,000	25,000	25,000	275,000
Eastside Neighborhood Beautification	-	-	250,000	50,000	-	-	-	300,000
School Walkways, Pilot Project	-	-	88,000	-	-	-	-	88,000
Bus Stop Seed Booms	-	-	12,000	-	-	-	-	12,000
Mural Initiative	-	-	90,000	-	-	-	-	90,000
Playground Beautification	-	-	-	80,000	-	-	-	80,000
Beautification at Route 66 & Verde St	-	-	-	-	60,000	-	-	60,000
Beautification at Route 66 & Ponderosa	-	-	-	-	-	30,000	-	30,000
Paseo de Flagstaff	80,000	-	-	-	-	-	-	-
Future Projects	-	-	-	350,000	100,000	540,000	500,000	1,490,000
	5,544,672	1,808,162	2,621,819	2,172,391	1,296,000	1,206,300	585,000	9,689,672
Total BBB Funds	\$ 7,487,110	3,251,101	3,221,319	2,473,391	1,609,000	1,406,300	710,000	12,671,111

**City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2020-2024**

	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total Plan
Water Services								
Drinking Water								
Reserve for Improvements	\$ 300,000	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Rio Flood Control Project-Waterline Replacement	-	-	400,000	400,000	400,000	400,000	400,000	2,000,000
Aging Water Infrastructure Replacement (AWIR)	723,524	392,212	-	1,800,000	3,200,000	3,200,000	3,200,000	11,792,212
Radio Read Meter Replacements	1,501,707	1,501,707	400,000	400,000	-	400,000	400,000	3,101,707
Future Water Rights	300,624	300,624	-	-	-	-	-	300,624
Water Meter Vault Replacement Program	226,149	226,149	150,000	150,000	150,000	150,000	150,000	976,149
McAllister - Well Design & Const	-	1,320,522	-	-	-	-	-	1,320,522
Hydrological Studies	73,503	73,503	-	-	-	-	-	73,503
Route 66 Waterline Improvements	678,000	678,000	-	-	-	-	-	678,000
Water Rate Study	75,000	75,000	-	-	-	-	75,000	150,000
Water Treatment Plant Security and SCADA Improvements	77,617	77,617	-	-	-	-	-	77,617
Soliere Waterline Upsizing	600,000	100,000	-	1,400,000	-	-	-	1,500,000
Country Club I-40 Transmission Line	1,618,485	1,618,485	-	-	-	-	-	1,618,485
New Well and Pump House	2,977,500	1,777,500	-	1,500,000	-	-	1,500,000	4,777,500
Woody Mountain Clarifier Engineering Design	669,918	669,918	-	-	-	-	-	669,918
Amberwood Zone B Extension	335,000	335,000	-	600,000	-	-	-	935,000
Lake Mary Water Treatment Plant Sedimentation Basins	380,000	380,000	260,000	260,000	260,000	260,000	260,000	1,680,000
Switzer Canyon Transmission Line	2,520,264	2,790,651	1,740,000	200,000	-	1,900,000	-	6,630,651
Lake Mary Land Acquisition	1,800,000	-	1,200,000	-	-	-	-	1,200,000
Water System Master Plan	150,000	-	-	-	-	-	150,000	150,000
Lone Tree 16" Transmission Line	1,425,000	1,425,000	-	-	-	-	-	1,425,000
Fountaine Street Waterline Replacement	600,000	600,000	-	-	-	-	-	600,000
Plaza Way Waterline Relocation - ADOT	72,000	72,000	-	-	-	-	-	72,000
Beaver Waterline Replacement	100,000	100,000	-	-	-	-	-	100,000
2nd Avenue Waterline Replacement - Sunnyside Improvements	70,000	70,000	-	-	-	-	-	70,000
Calvary Cemetery Waterline Replacement	65,000	65,000	-	-	-	-	-	65,000
Fort Tuthill Waterline Loop - Phase 2	-	-	2,000,000	-	-	-	-	2,000,000
Water Energy Efficiency Upgrades	-	-	100,000	100,000	-	-	-	200,000
Foxglenn Well Energy Efficiency Upgrade	-	-	-	-	-	100,000	-	100,000
Cheshire Tank Upgrade	-	-	-	-	-	-	500,000	500,000
2323 Walgreen St. Purchase	-	1,239,470	105,000	-	-	-	-	1,344,470
Lake Mary Raw Water Pump Station	-	-	-	-	-	600,000	-	600,000
Fir Avenue Waterline Replacement	-	-	800,000	-	-	-	-	800,000
Summit Waterline Replacement	-	-	1,350,000	-	-	-	-	1,350,000
Milton Waterline Replacement	-	-	400,000	-	-	-	-	400,000
Phoenix Avenue Bridge Waterline Replacement	-	-	150,000	-	-	-	-	150,000
Industrial Drive Waterline Replacement	-	-	-	950,000	1,000,000	-	-	1,950,000
Water Resources Master Plan	-	-	150,000	-	-	-	-	150,000
Red Gap Rance Study and Design	-	-	-	-	-	1,150,000	2,350,000	3,500,000
	17,339,291	16,188,358	9,505,000	8,060,000	5,310,000	8,460,000	9,285,000	56,808,358

City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2020-2024

	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total Plan
Wastewater								
Wildcat - Septage and Grease Station	\$ 690,019	-	-	-	-	-	-	-
Westside Interceptor Improvements	-	-	-	2,000,000	2,000,000	1,000,000	-	5,000,000
Waste Water Treatment Plant Energy Efficiency Program	554,562	554,562	-	-	-	-	-	554,562
Wildcat - Solids Disposal	550,824	550,824	-	-	-	-	-	550,824
Aging Sewer Infrastructure Replacements	1,192,929	1,192,929	-	1,000,000	1,800,000	1,800,000	1,800,000	7,592,929
Reserve for Improvements	300,000	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Milton Road Sewer Line Rehabilitation	100,000	100,000	-	-	-	-	-	100,000
Westside Interceptor Clay Avenue Wash Oversizing	1,406,612	1,406,612	-	-	-	-	-	1,406,612
Wildcat Gas Conveyance System Improvements	920,000	920,000	150,000	-	-	-	-	1,070,000
Wildcat Repair Digester #2	350,000	-	-	-	-	-	-	-
Sewer/Reclaimed Water Master Plan	150,000	-	-	-	-	-	150,000	150,000
Rate Study - Sewer Portion	50,000	-	-	-	-	-	50,000	50,000
ADOT SR 89 McConnell Sewer Replacement	100,000	112,000	-	-	-	-	-	212,000
Wildcat Treatment Plant Solids Settling Basin Blue Frog Test	250,000	250,000	-	-	-	-	-	500,000
Wildcat Gen Bacher Rebuild	-	-	-	600,000	-	-	-	600,000
Wildcat Centrifuge Relocation	-	-	-	150,000	-	-	-	150,000
Milton and University Avenue Sewer Replacement	-	-	-	450,000	-	-	-	450,000
Fort Tuthill Sewer Line Oversizing	-	-	760,000	-	-	-	-	760,000
Rio Plant - Replace UV System	404,883	404,883	-	-	-	-	-	809,766
Rio Water Reclamation Plant Clarifier Rebuild	-	-	-	-	500,000	-	-	500,000
Wildcat New Digester #3	-	-	700,000	480,000	480,000	480,000	480,000	2,620,000
Westside Interceptor Thompson-Kaibab Oversizing	-	-	900,000	-	-	-	-	900,000
Rio Water Reclamation Plant Bar Screens	-	-	-	-	-	100,000	900,000	1,000,000
Rio de Flag Sewer Relocates	-	-	400,000	400,000	400,000	400,000	400,000	2,000,000
Wildcat Solids Handling Plan	-	-	-	1,395,000	1,395,000	675,000	675,000	4,140,000
East Industrial Sewer Improvements	-	-	-	-	520,000	-	-	520,000
Sunnyside Trunk Upsizing	-	-	-	-	-	130,000	-	130,000
Ponderosa Pkwy-McMillan Mesa	-	-	-	-	-	250,000	-	250,000
East Railhead Upsizing	-	-	-	-	-	-	290,000	290,000
First Avenue Route 66 Sewer Replacement	-	-	340,000	-	-	-	-	340,000
Rio de Flag Water Reclamation Plan	-	-	500,000	-	-	-	-	500,000
Wildcat Hill Water Reclamation Plan	-	-	350,000	-	-	-	-	350,000
	7,019,829	5,791,810	4,400,000	6,775,000	7,395,000	5,135,000	5,045,000	35,296,693

**City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2020-2024**

	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total Plan
Reclaimed Water								
Rate Study - Reclaimed Portion	\$ 25,000	25,000	-	-	-	-	25,000	50,000
Sewer/Reclaim Master Plan	50,000	50,000	-	-	-	-	50,000	100,000
8" Bottleneck - Reclaimed Line Replacement	-	-	100,000	1,600,000	-	-	-	1,700,000
Advanced Treatment Concept Design and Public Outreach	10,000	10,000	65,000	-	-	-	-	75,000
Buffalo Park Two Million Gallon Storage Tank	-	-	-	-	-	-	2,250,000	2,250,000
	85,000	85,000	165,000	1,600,000	-	-	2,325,000	4,175,000
Stormwater								
Spot Improvements								
Annual	75,000	75,000	75,000	75,000	75,000	75,000	75,000	450,000
Phoenix Avenue Culvert Design	51,543	51,543	-	-	-	-	-	51,543
Phoenix Avenue Culvert Construction	349,995	349,995	650,000	566,000	-	-	-	1,565,995
Columbia Circle	-	-	-	400,000	200,000	-	-	600,000
Drainage Spot Improvement	-	-	-	-	-	700,000	700,000	1,400,000
Wildwood Drainage Project	460,595	460,595	-	-	-	-	-	460,595
Aspen Avenue Culvert	50,000	50,000	-	-	600,000	-	-	650,000
Rio De Flag Project	3,283,052	3,317,177	520,000	-	-	-	-	3,837,177
Future Improvements Reserve	-	-	18,300,000	18,000,000	-	-	-	36,300,000
	4,270,185	4,304,310	19,545,000	19,041,000	875,000	775,000	775,000	45,315,310
Total Water Services	\$ 28,714,305	26,369,478	33,615,000	35,476,000	13,580,000	14,370,000	17,430,000	141,595,361

City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2020-2024

	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total Plan
Solid Waste								
Stormwater Infrastructure	\$ 74,000	74,000	5,000	5,000	5,000	5,000	5,000	99,000
South Borrow Pit Design/Roads/Scales	38,000	38,000	-	-	-	-	-	38,000
Scale House Remodel	25,000	25,000	-	-	-	-	-	25,000
Storage Area/Maintenance Building for HPC	44,000	44,000	-	-	-	-	-	44,000
Methane Gas Collection Wells	300,000	300,000	-	-	-	-	-	300,000
National Environmental Policy Act Review	150,000	150,000	150,000	-	-	-	-	300,000
Landfill Road Infrastructure Project	-	-	-	-	2,000,000	1,000,000	1,000,000	4,000,000
Excavation of Cell D	-	-	525,000	525,000	525,000	525,000	-	2,100,000
Landfill Cap	-	-	-	-	-	-	215,000	215,000
Design and Permitting for Cell A Preparation	-	-	-	100,000	100,000	-	-	200,000
Landfill Cells Construction	-	-	-	-	-	250,000	250,000	500,000
Total Solid Waste	\$ 631,000	631,000	680,000	630,000	2,630,000	1,780,000	1,470,000	7,821,000

City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2020-2024

	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total Plan
Sustainability and Environmental Management (SEMS)								
Schultz Creek Trail Improvements	\$ 15,500	15,500	-	-	-	-	-	15,500
Picture Canyon Trail Improvements	45,000	40,000	-	-	-	-	-	40,000
Observatory Mesa Improvements	33,000	33,000	-	-	-	-	-	33,000
Future Grant Project	25,000	-	40,000	-	-	-	-	40,000
Total SEMS	\$ 118,500	88,500	40,000	-	-	-	-	128,500

City of Flagstaff
Capital Improvement Program Summary
Fiscal Years 2020-2024

	Budget 2018-2019	Estimate 2018-2019	Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total Plan
Airport								
Master Plan Update	\$ 150,400	150,401	-	-	-	-	-	150,401
AIR - Wildlife Hazard Assessment	116,728	116,729	-	-	-	-	-	116,729
Airport Drainage Improvements - Design	400,000	-	400,000	-	-	-	-	400,000
Snow Removal Equipment Buliding - Design	1,000,000	-	1,000,000	-	-	-	-	1,000,000
Parking Improvements	-	-	1,300,000	-	-	-	-	1,300,000
Snow Removal Equipment Buliding - Construct	-	-	-	-	8,000,000	-	-	8,000,000
Land Acquisition - FY20	-	-	-	750,000	2,000,000	-	-	2,750,000
Taxiway Rehabilitate	-	-	-	-	-	500,000	-	500,000
Terminal Construct/Expand - Design	-	-	-	-	-	400,000	-	400,000
Terminal Construct/Expand - Construct	-	-	-	-	-	-	2,100,000	2,100,000
Runway Rehabilitate	-	-	-	-	-	-	400,000	400,000
Total Airport	\$ 1,667,128	267,130	2,700,000	750,000	10,000,000	900,000	2,500,000	17,117,130

City of Flagstaff
Unfunded Capital Improvements
FY 2020 - 2029

Revised 04/08/2019

The following is a list of projects that currently do not have a funding source and therefore are unfunded City Capital projects at this time. This list is updated annually as changes in funding occur as well as changes in priorities for the City

General Government

Police Department

Sta. 7 - (Fire/Police) Shared Facility - (per JWP Specific Plan Study)	1,000,000
Metal Building on Commerce Site Eastside Sub-Station (2nd Bldg.)	3,000,000
Dispatch Expansion	600,000
Police Admin. Facility Expansion	2,650,000
Roof Replacement (LEAF)	1,000,000
	8,250,000

Fire Department

Sta. 4 - Facility replacement (not land)	2,750,000
Training Center Facility Improvements (structure)	1,500,000
Training Center Ground Improvements	800,000
Sta. 2 - Concrete Slab replacement & french drain install	50,000
Sta. 7 - (Fire/Police) Shared Facility - (per JWP Specific Plan Study)	3,500,000
Signal Pre-emption	965,000
	9,565,000

Municipal Facilities

Downtown Parking Garage	25,000,000
City Hall Annex	3,750,000
Records Storage Facility	250,000
City Hall Main Entry Redesign	500,000
Mogollon Yard Decommission/Remediation	1,361,000
	30,861,000

Total General Government 48,676,000

Public Works

Streets

Sunnyside Neighborhood Improvements	6,500,000
	6,500,000

Parks

Buffalo Park Improvements	1,328,000
Cheshire Park Improvements	5,570,000
Christensen Park Development	9,766,000
Clay Basin West Park Development	13,708,000
Continental Regional Park Phase I	30,616,000
Continental Regional Park Phase II	16,100,000
Mogollon Yard Redevelopment	TBD

City of Flagstaff
Unfunded Capital Improvements
FY 2020 - 2029

Lake Mary Regional Park Development	25,146,000
	102,234,000

Cemetery

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

Recreation

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

Total Public Works 141,332,000

Transportation

J. Wesley Powell Blvd - Pine Canyon to S. Fourth St.	45,433,100
J. Wesley Powell Blvd - Airport to Lk. Mary Rd.	14,502,000
Yale/Plaza Way/Metz Walk Backage Rd.	3,000,000
Riordan Ranch St. Backage Rd.	2,000,000
Butler to Pine Knoll	13,468,000
Pine Knoll to JWP (corridor study alignment w/ Traffic Interchange)	78,000,000
Steves Blvd. / Lakin Realignment	1,550,000
Milton Rd. Corridor Improvements (ADOT Partnership)	44,603,600
Beulah Blvd - Airport T.I. to L. Mary Rd.	14,000,000
Woody Mtn Loop - Rte 66 to I-17	22,190,000
I-17/Woody Mtn Rd Traffic Interchange (T.I.)	57,154,000
E. Butler Ave Extension to Section 20	15,000,000
Empire Ave. Extension to E. Rte 66	10,700,000
Ponderosa Parkway Extension (Rt. 66 to the north)	9,753,000
Linda Vista Extension (Fanning to Kaspar)	9,872,000
	341,225,700

Total Transportation 341,225,700

Economic Vitality

Business Retention and Expansion

APS Substation Infrastructure Extension	TBD
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Airport Capital

City of Flagstaff
Unfunded Capital Improvements
FY 2020 - 2029

Airport Paid Parking Structure	8,000,000
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Community Investment

	Total Economic Vitality
	8,000,000

FUTS

Bow & Arrow Trail - Lone Tree to AZ Trail	75,000
Downtown Underpass	550,000
Linda Vista Trail - Linda Vista to Winifred Ranch Trail	175,000
Santa Fe West Trail - Clay Ave. to Railroad Springs	200,000
Santa Fe West Trail - Walnut to Rio	1,050,000
Woodlands Trail - Rte 66 to Santa Fe West	200,000
	2,250,000

	Total FUTS
	2,250,000

Water Services

Water Distribution

North Reservoir Treatment Plant	1,200,000
Woody Mountain Booster Station	450,000
Main Tank Rehabilitation	2,400,000
Christmas Tree Tank Rehabilitation	1,000,000
Paradise Tank Rehabilitation	500,000
Kinlani Booster Station Upgrade-FF	650,000

Water Production

Red Gap Ranch Boring-Canyon Crossings Seg 1 only	4,000,000
Red Gap Ranch Boring-Canyon Crossings Seg 2 only	4,000,000
Red Gap Ranch Boring-Canyon Crossings Seg 3 only	14,000,000
Red Gap Ranch Pipeline 100% Design	12,000,000
Red Gap Ranch Pipeline Construction	220,000,000
	260,200,000

Wastewater

Rio WRP-Filter Expansion, TF-1	550,000
Wildcat WWTP-Improve baffling and weirs at secondary clarifiers	480,000
Wildcat WWTP-Add post anoxic zone	2,152,000
Wildcat WWTP-Add initial anaerobic zone	2,400,000
Wildcat WWTP-Replace all three anoxic mixers on IFAS	150,000
Wildcat WWTP-Plant influent isolation valve, vault and actuator	280,000
Wildcat WWTP-Rebuild top-end of Jenbacher engine unit on co-gen equipment	600,000
Wildcat WWTP-Replace activated carbon for odor control on primary and centrifuge air handlers	200,000

City of Flagstaff
Unfunded Capital Improvements
FY 2020 - 2029

Wastewater Treatment Plant Expansion Design & Const-5MG	90,000,000
Wastewater Collection/Reclaim Distribution	
Flagstaff Interceptor (Butler to Continental Country Club)	5,600,000
	102,412,000
Reclaim Distribution System	
Continental Reclaimed Line replacement	2,800,000
Reclaim Water System Expansion - Westside	4,500,000
Reclaimed Water Line Loop - Foxglenn Park to Continental	10,000,000
	17,300,000
Stormwater	
West Street Wash	5,595,037
Switzer Canyon Wash Upper Reach	5,351,513
Fanning Drive Wash Upper Reach	2,631,526
Switzer Canyon Wash Lower Reach	1,578,522
Walapai Drainage Improvements (TBD)	315,000
	15,471,598
Total Water Services	395,383,598
Total Unfunded Projects \$	936,867,298.00

City of Flagstaff
Authorized Personnel/Position Summary

Section	2015-2016	2016-2017	2017-2018	2018-2019	Add/Delete 2019-2020	Adopted 2019-2020
City Manager						
Administrative Specialist	1	1	1	0	0	0
Assistant to City Manager	1	1	1	0	0	0
City Clerk	1	1	1	1	0	1
City Manager	1	1	1	1	0	1
City Records Coordinator	1	1	1	1	0	1
Communications Manager	1	1	1	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
Indigenous Coordinator	0	0	0	0	0.49	0.49
Intern (Temp)	0.25	0.25	0.25	0.25	(0.25)	0
Labor Standards Manager	0	0	1	1	0	1
Management Analyst	0	0	0	2	0	2
Real Estate Manager	1	1	1	0	0	0
Total	11.25	11.25	12.25	11.25	0.24	11.49
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
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	1	1	0	1
Human Resources Manager	1	1	1	1	0	1
Human Resources Recruiter	1	1	1	1	0	1
Human Resources Specialist	0	0	1	1	0	1
Human Resources Supervisor	1	1	1	1	0	1
Total	9	9	10	10	0	10
City Attorney						
Administrative Assistant	3	3	3	0	0	0
Administrative Specialist	0	0	0	3	0	3
Administrative Specialist Lead Worker	1	1	1	1	0	1
Assistant City Attorney	3	3	3	3	0	3
City Attorney	1	1	1	1	0	1
City Prosecutor	1	1	1	1	0	1
Deputy City Attorney	1	1	1	1	0	1
Legal Assistant	1	1	1	1	0	1
Senior Assistant City Attorney	4	4	4	4	0	4
Total	15	15	15	15	0	15
Municipal Court						
Administrative Assistant	2	2	2	3	0	3
Administrative Assistant (Temp)	0	1	1	0	0	0
Collection Specialist	2	3	3	3	0	3
Court Finance Specialist	0.8	0.8	0.8	0.8	0	0.8
Court Information Systems Coordinator	1	2	2	2	0	2
Court Interpreter	1	1	1	1	0	1

City of Flagstaff
Authorized Personnel/Position Summary

Section	2015-2016	2016-2017	2017-2018	2018-2019	Add/Delete 2019-2020	Adopted 2019-2020
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
Municipal Court - Continued						
Division Director	1	1	1	1	0	1
Jury Services Specialist	1	1	1	1	0	1
Magistrate	1	1	1	2	0	2
On-Call Magistrate	1.3	1.3	1.3	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	26.35	29.35	29.35	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
Information Technology						
Division Director	1	1	1	0	0	0
IT Administrator	2	3	3	3	1	4
IT Analyst	3	5	5	6	(1)	5
IT Director	0	0	0	1	0	1
IT Information Security Officer	0	0	0	0	1	1
IT Intern	0	0	0.32	0	0	0
IT Manager	4	3	3	4	0	4
IT Specialist	2	1	1	1	0	1
IT Technician	2	2	2	1	0	1
Total	14	15	15.32	16	1	17
Purchasing						
Administrative Specialist	1	1	1	1	0	1
Buyer	0	1	1	1	0	1
Contract Specialist	0	1	1	1	0	1
Finance Clerk	0	1	1	1	0	1
Grants and Contracts Manager	0	1	1	1	0	1
Grants Specialist	0	1	1	1	0	1
Purchasing Director	1	1	1	1	0	1
Purchasing Manager	0	1	1	1	0	1
Procurement Specialist	3	2	2	2	0	2
Warehouse Specialist	1	0	0	0	0	0
Total	6	10	10	10	0	10
Revenue						
Administrative Specialist	4.75	7	6	6	0	6
Auditor II	1	1	1	0	0	0
Billing and Collections Manager	0	1	1	1	0	1
Billing Specialist	2	2	2	2	0	2
Collections Specialist	1.75	0	0	1	0	1
Customer Services Manager	1	1	1	1	0	1
Customer Services Supervisor	0	0	1	1	0	1
Finance Specialist	0	1	1	1	0	1

City of Flagstaff
Authorized Personnel/Position Summary

Section	2015-2016	2016-2017	2017-2018	2018-2019	Add/Delete 2019-2020	Adopted 2019-2020
Meter Technician	3.25	2	2	2	0	2
Meter Technician II	1	2	2	2	0	2
Meter Technician Supervisor	1	1	1	1	0	1
Revenue Director	1	1	1	1	0	1
Tax Licensing and Revenue Manager	1	0	0	0	0	0
Total	17.75	19	19	19	0	19
Finance						
Accountant	4	4	4	4	0	4
Accounts Specialist	1	1	1	1	0	1
Assistant Finance Manager	0	0	0	1	0	1
Finance Clerk	1	2	2	2	0	2
Finance Assistant Director	0	0	0	1	0	1
Finance Director	1	1	1	1	0	1
Finance Manager	2	2	2	0	0	0
Finance Specialist	1	1	1	1.5	0	1.5
Grants Manager	1	0	0	0	0	0
Grants Specialist	1	0	0	0	0	0
Payroll Coordinator	0	0	0	1	0	1
Payroll Manager	1	1	1	1	0	1
Payroll Specialist	1	2	2	1	1	2
Total	14	14	14	14.5	1	15.5
Fire Operations						
Administrative Specialist	2	2	2	2	0	2
CART Paramedic - Civilian	0	1	1	0	0	0
Deputy Fire Chief	1	1	1	3	0	3
Division Director	1	1	1	1	0	1
Fire Battalion Chief	4	4	4	3	0	3
Fire Captain	21	21	21	21	0	21
Fire EMT	2	1	1	0	0	0
Fire Engineer	21	21	21	21	0	21
Fire Fighter	30	30	30	30	0	30
Fire Inspector	1	2	2	2	0	2
FWPP Operations Specialist	1	1	1	1	0	1
Regional Fire Training Coordinator	1	1	1	1	0	1
Wildland Fire Firewise Specialist	1	1	1	1	0	1
Wildland Fire Manager	1	1	1	1	0	1
Wildland Fire Supervisor	1	1	1	1	0	1
Total	88	89	89	88	0	88
Fire Grants						
Fire Fighter	0	0	6	6	0	6
Total	0	0	6	6	0	6
Police Operations						
Administrative Specialist	13	13	13	13	0	13
Animal Control Officer	1	2	2	2	0	2
Deputy Police Chief	2	2	2	2	0	2
Dispatch Call Taker	2	1	0	0	0	0
Division Director	1	1	1	1	0	1
Evidence Technician	2	2	2	2	0	2

City of Flagstaff
Authorized Personnel/Position Summary

Section	2015-2016	2016-2017	2017-2018	2018-2019	Add/Delete 2019-2020	Adopted 2019-2020
Parking Control Officer	1	0	0	0	0	0
Police 911 Coordinator	1	0	0	0	0	0
Police Aides	0	0	0	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	22	23	24	24	0	24
Police Emergency Communication Supervisor	5	6	6	6	0	6
Police Lieutenant	4	4	4	4	0	4
Police Officer	65	68	70	72	0	72
Police Records Supervisor	1	1	1	1	0	1
Police Operations - Continued						
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	159	162	164	169	0	169
Police Grants						
Administrative Specialist	1	1	1	1	0	1
Police Officer	6	3	7	5	0	5
Police Sergeant	1	1	1	1	0	1
Total	8	5	9	7	0	7
Community Development Administration						
Administrative Specialist Lead worker	1	1	1	1	0	1
Division Director	1	1	1	1	0	1
Real Estate Manager	0	0	0	1	0	1
Real Estate Specialist	0	0	0	0	1	1
Total	2	2	2	3	1	4
Engineering						
Administrative Specialist	1	1	1	1	0	1
City Engineer	1	1	1	1	0	1
Construction Inspector	4	4	4	4	0	4
Construction Manager	1	1	1	1	0	1
Development Engineer	1	1	1	1	0	1
Engineering Specialist	1	1	1	1	0	1
Intern	0.5	0.5	0.5	0.5	(0.5)	0
Project Manager	6	6	7	8	0	8
Senior Construction Inspector	1	1	1	1	0	1
Traffic Engineer	1	1	1	1	0	1
Total	17.5	17.5	18.5	19.5	(0.5)	19
Capital Improvements						
Capital Improvements Engineer	1	1	1	1	0	1
Project Manager	7	7	8	8	0	8
Total	8	8	9	9	0	9
Planning and Development						
Administrative Specialist	1	1	1	1	0	1

City of Flagstaff
Authorized Personnel/Position Summary

Section	2015-2016	2016-2017	2017-2018	2018-2019	Add/Delete 2019-2020	Adopted 2019-2020
Associate Planner	1	1	2	2	0	2
Building Inspection Manager	0	0	1	1	0	1
Building Inspector	5	6	7	7	0	7
Building Official	1	1	1	1	0	1
Building Permit Technician	0	0	0	1	0	1
Building Plans Examiner	3	3	3	3	0	3
Code Compliance Manager	1	1	1	1	0	1
Code Compliance Officer I	1	1	1	1	0	1
Code Compliance Officer II	1	1	1	1	1	2
Comprehensive Planning/Code Administrator	1	0	0	0	0	0
Comprehensive Planning Intern	0	0	0.48	0	0	0
Comprehensive Planning Manager	1	1	1	1	0	1
Current Planning Manager	1	1	1	1	0	1
Development Services Manager	0	1	1	1	0	1
Development Services Specialist	1	1	1	1	0	1
Planning and Development - Continued						
Development Services Supervisor	1	0	0	0	0	0
Inspection Supervisor	1	1	0	0	0	0
Neighborhood Planner	0	0	0	0	1	1
Planning Development Manager	4	4	4	4	0	4
Planning Director	1	1	1	1	0	1
Volunteer Coordinator	0.48	0	0	0	0	0
Zoning Code Manager	0	1	1	1	0	1
Total	25.48	26	28.48	29	2	31
Housing						
Housing and Grants Administrator	1	1	1	1	0	1
Housing Analyst	1	1	1	1	0	1
Housing Director	0	1	1	1	0	1
Housing Manager	1	1	1	1	0	1
Housing Project Manager	0	0	1	1	(0.58)	0.42
Housing Rehabilitation Specialist	1	1	1	1	0	1
Housing Specialist	1	1	1	1	0	1
Total	5	6	7	7	(0.58)	6.42
Flagstaff Housing Authority						
Administrative Assistant (Temp)	0	0.48	0.48	0.48	(0.48)	0
Administrative Specialist	1	1	1	1	1	2
Housing Director	1	0	0	0	0	0
Housing Manager	3	3	3	3	0	3
Finance Manager	1	1	1	1	0	1
Finance Specialist	0.8	0.8	0.8	0.8	0	0.8
Housing Services Specialist	4.8	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	21.6	21.28	21.28	21.28	0.52	21.8
Flagstaff Metropolitan Planning Organization						
Administrative Specialist	0.5	0.5	0.5	0.5	(0.5)	0
Finance Specialist	0	0	0	0	1	1
FMPO Director	0	0	0	1	0	1

City of Flagstaff
Authorized Personnel/Position Summary

Section	2015-2016	2016-2017	2017-2018	2018-2019	Add/Delete 2019-2020	Adopted 2019-2020
Intern	0.38	0.38	0.38	0.38	0	0.38
Metropolitan Planning Organization Manager	1	1	1	1	0	1
Multi Modal Transportation Planner	1	0	0	0	0	0
Project Manager	0	1	1	1	0	1
Total	2.88	2.88	2.88	3.88	0.5	4.38
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	0	0	1	1
Total	2	2	2	2	1	3
Facilities Maintenance						
Environmental Specialist	0	0	0	0	1	1
Facility Maintenance Manager	1	1	1	1	0	1
Facilities Maintenance Superintendent	1	1	1	1	0	1
Maintenance Worker	9.5	9.5	9.5	9.5	0	9.5
Total	11.5	11.5	11.5	11.5	1	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	2	0	2
Mechanic II	4	4	4	4	0	4
Mechanic Assistant	0	0	1	1	0	1
Mechanic Lead Worker	1	1	1	1	0	1
Parts Specialist	0	0	1	1	0	1
Public Works Manager	1	1	1	1	0	1
Public Works Supervisor	1	1	1	1	0	1
Welder Technician	1	1	1	1	0	1
Total	12	12	14	14	0	14
Parks						
Maintenance Worker - Temp	7.67	7.67	7.67	7.67	0	7.67
Maintenance Worker	21	22	22	22	0	22
Public Works Manager	1	1	1	1	0	1
Public Works Supervisors	4	4	4	4	0	4
Total	33.67	34.67	34.67	34.67	0	34.67
Recreation						
Administrative Assistant	1	1	1	0	0	0
Administrative Specialist	1	0	0	2	0	2
Head Lifeguard	0	0	2	2	0	2
Intern	0.25	0.25	0.25	0.25	(0.25)	0
Public Works Section Director	0	1	1	1	0	1
Recreation Manager	0	0	1	1	0	1
Recreation Program Assistant	0.5	0.5	0.5	0.5	0	0.5
Recreation Program Coordinator	9	9	9	9	0	9
Recreation Services Director	1	0	0	0	0	0
Recreation Specialist	0	1	1	0	0	0
Recreation Supervisor	6	6	5	5	0	5
Recreation Temporaries	37.71	38.27	38.12	39.08	(0.40)	38.68

City of Flagstaff
Authorized Personnel/Position Summary

Section	2015-2016	2016-2017	2017-2018	2018-2019	Add/Delete 2019-2020	Adopted 2019-2020
Total	56.46	57.02	58.87	59.83	(0.65)	59.18
Street Maintenance and Repairs						
Administrative Specialist	1	1	2	2	(1)	1
Equipment Operators (Temp)	3.52	3.52	3.52	3.52	0	3.52
Equipment Operator	15	15	15	15	0	15
Intern	0.5	0.5	0.5	0.5	(0.5)	0
Maintenance Worker	7	6	6	6	0	6
Public Works Manager	1	1	1	1	0	1
Public Works Section Director	1	1	1	1	0	1
Public Works Supervisor	3	3	3	3	0	3
Traffic Signal Technician	1	1	1	1	0	1
Total	33.02	32.02	33.02	33.02	(1.5)	31.52
Solid Waste - Landfill						
Administrative Specialist	2	2	2	2	0	2
Equipment Operator	7	6	6	4	0	4
Landfill Environmental Aide	0	0.5	0.5	0.5	0	0.5
Landfill Environmental Assistant	0	2	2	2	0	2
Landfill Environmental Program Specialist	0	1	1	1	0	1
Program Assistant	0.5	0	0	0	0	0
Project Manager	2	2	2	2	0	2
Public Works Manager	1	1	1	1	0	1
Solid Waste - Landfill - Continued						
Public Works Section Director	1	1	1	1	0	1
Public Works Supervisor	1	1	1	1	0	1
Total	14.5	16.5	16.5	14.5	0	14.5
Solid Waste - Collections						
Administrative Specialist	3	2	2	2	0	2
Customer Relations Supervisor	1	1	1	1	0	1
Equipment Operator	22	23	23	23	0	23
Program Assistant	0.5	0.5	0.5	0.5	0	0.5
Public Works Manager	1	1	1	1	0	1
Public Works Supervisor	2	2	2	2	0	2
Solid Waste Lead worker	3	3	3	3	0	3
Total	32.5	32.5	32.5	32.5	0	32.5
Sustainability						
Climate Engagement Coordinator	0	0	0	0	0.48	0.48
Environmental Aide	0.25	0	0	0	0	0
Environmental Assistant	1	0	0	0	0	0
Environmental Program Manager	1	0	0	0	0	0
Environmental Program Specialist	1	0	0	0	0	0
Environmental Technician	1	0	0	0	0	0
Materials Management Coordinator	0	0	0	0	1	1
Open Space Specialist	1	1	1	1	0	1
Public Works Section Director	1	1	1	1	(1)	0
Sustainability Manager	1	1	1	1	0	1
Sustainability Specialist	2	2	2	2	0	2
Zero Waste Coordinator	0	0	0	1	(1)	0
Total	9.25	5	5	6	(0.52)	5.48

City of Flagstaff
Authorized Personnel/Position Summary

Section	2015-2016	2016-2017	2017-2018	2018-2019	Add/Delete 2019-2020	Adopted 2019-2020
Environmental Management						
Environmental Program Manager	0	1	1	1	(1)	0
Environmental Technician	0	1	1	1	(1)	0
Volunteer and Event Coordinator	0	1	1	1	0	1
Total	0	3	3	3	(2)	1
Library - City						
Administrative Specialist	2	2	2	2	0	2
Collections Specialist	1	1	1	1	0	1
Deputy Library Director	0	0	2	2	0	2
Executive Assistant	0	0	1	1	0	1
IT Analyst	1	1	1	1	0	1
Librarian	2	2	2	2	0	2
Library Clerk	5.76	5.76	7.26	7.38	0	7.38
Library Clerk (Temp)	3.06	2.93	3.37	3.07	0	3.07
Library Director	1	1	1	1	0	1
Library Manager	3	3	0	0	0	0
Library Page	2	2	2	2	0	2
Library Page (Temp)	1	1.25	1.25	1.25	0	1.25
Library Specialist	13.84	13.65	12.59	12.71	0	12.71
Library Specialist (Temp)	2.68	3.18	3.18	3.18	0	3.18
Library Supervisor	5	5	5	5	0	5
Network Administrator	1	1	1	1	0	1
Total	44.34	44.77	45.65	45.59	0	45.59
Library - County						
Application Support Specialist II	1	1	1	1	0	1
IT Manager	1	1	1	1	0	1
Librarian	1	1	1	1	0	1
Library Clerk	0	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	9.10	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	0	0	1	0	1
Community Design and Redevelopment Manager	1	1	1	0	0	0
Community Design and Redevelop. Project Admin	1	1	1	1	0	1
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

City of Flagstaff
Authorized Personnel/Position Summary

Section	2015-2016	2016-2017	2017-2018	2018-2019	Add/Delete 2019-2020	Adopted 2019-2020
Tourism						
Administrative Specialist	1	1	1	1	0	1
Creative Services Manager	1	1	1	1	0	1
Creative Services Specialist	2	2	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	0	0	1	1
Sales Specialist	2	1	1	1	0	1
International Travel and Trade Manager	0	1	1	1	0	1
Total	9	9	10	10	1	11
Visitor Services						
Administrative Assistant	0.78	0	0	0	0	0
Administrative Assistant (Temp)	1.65	1.65	1.65	1.65	0	1.65
Administrative Specialist	1	2	2	2	0	2
Administrative Specialist (Temp)	0.5	0.5	0.5	0.5	0	0.5
Visitor Center Manager	1	1	1	1	0	1
Total	4.93	5.15	5.15	5.15	0	5.15
Airport Operations						
Administrative Specialist	1	1	1	1	0	1
Airport Business Manager	0	0	0	1	0	1
Airport Director	1	1	1	1	0	1
Airport Operations/ ARFF Specialist	6	6	6	9	0	9
Airport Operations/ ARFF Manager	1	1	1	1	0	1
Airport Parking Aide	0	0	0	1	0	1
Maintenance Worker Temp - Airport Snow	0.5	0.5	0.5	0.5	0	0.5
Total	9.5	9.5	9.5	14.5	0	14.5
Parking District						
Parking Manager	0	1	1	1	0	1
Parking Aide	0	3	4	5	0	5
Parking Lead Worker	0	0	0	1	0	1
Total	0	4	5	7	0	7
Water Services Administration						
Administrative Specialist	2	2	2	2	0	2
Communications Aide (Temp)	0	0	0	0.23	0.48	0.71
Division Director	1	1	1	1	0	1
Water Attorney	0	0	0	0	1	1
Water Services Management Analyst	1	1	1	1	0	1
Water Services Operations Section Director	1	1	1	1	0	1
Total	5	5	5	5.23	1.48	6.71
Water Production						
Instrumentation/Electrical Supervisor	1	0	0	0	0	0
Maintenance Supervisor	1	0	0	0	0	0
MSW Operations	3	3	3	4	0	4
MSW Maintenance	2	2	2	2	0	2
Operations Supervisor	1	0	0	0	0	0

City of Flagstaff
Authorized Personnel/Position Summary

Section	2015-2016	2016-2017	2017-2018	2018-2019	Add/Delete 2019-2020	Adopted 2019-2020
Seasonal (Temp)	0	0	0	0.23	0	0.23
Water Services Supervisor	0	3	3	3	(1)	2
Water Production Manager	1	1	1	1	0	1
Water Services SCADA Administrator	0	0	1	1	(1)	0
Total	9	9	10	11.23	(2)	9.23
Water Distribution						
MSW - Water Services Tech	11	11	13	14	0	14
Water Services Supervisor	1	1	1	1	0	1
Water/Sewer Utility Locator	1	1	1	1	0	1
Total	13	13	15	16	0	16
Water Resource Management						
Water Conservation Enforcement Aide	1	1	1	1	0	1
Water Conservation Specialist	0	1	1	1	0	1
Water Resources Technician	0	0	0	0	0.48	0.48
Water Resource Manager	1	1	1	1	0	1
Water Services Program Manager	1	1	1	1	0	1
Total	3	4	4	4	0.48	4.48
Water Services Engineering						
GIS System Specialist	0	0	1	1	0	1
IT Administrator	1	1	1	1	(1)	0
Project Manager	1	1	1	1	0	1
Water Services Engineering Manager	1	1	1	1	0	1
Water Services Plan Reviewer	1	1	1	1	0	1
Total	4	4	5	5	(1)	4
Regulatory Compliance						
Regulatory Compliance Manager	1	0	0	0	0	0
Industrial Pretreat Inspector	2	2	2	2	0	2
Industrial Pretreat Supervisor	1	1	1	1	0	1
MSW - Laboratory	2	2	3	3	0	3
MSW - Plant Tech	1	1	0	0	0	0
Regulatory Compliance - Continued						
Water Services Manager	0	1	1	1	0	1
Water Services Supervisor	2	2	2	2	(1)	1
Total	9	9	9	9	(1)	8
SCADA Information Systems						
IT Administrator	0	0	0	0	1	1
Water Services SCADA Administrator	0	0	0	0	1	1
Water Services Supervisor	0	0	0	0	2	2
Total	0	0	0	0	4	4
Wastewater Treatment						
Instrumentation/Electrical Supervisor	1	0	0	0	0	0
MSW - Maintenance	0	0	2	2	0	2
MSW - Operations	2	5	5	5	0	5
MSW - Plant Technician	5	2	0	0	0	0
Plant Supervisor	2	0	0	0	0	0

City of Flagstaff
Authorized Personnel/Position Summary

Section	2015-2016	2016-2017	2017-2018	2018-2019	Add/Delete 2019-2020	Adopted 2019-2020
Water Services Supervisor	0	3	3	3	0	3
Wastewater Treatment Manager	1	1	1	1	0	1
Total	<u>11</u>	<u>11</u>	<u>11</u>	<u>11</u>	<u>0</u>	<u>11</u>
Wastewater Collection						
MSW- Water Services Technician	8	8	8	8	0	8
Water Services Supervisor	1	1	1	1	0	1
Total	<u>9</u>	<u>9</u>	<u>9</u>	<u>9</u>	<u>0</u>	<u>9</u>
Reclaimed Water						
MSW - Operations	0	1	1	1	0	1
MSW - Maintenance	2	1	1	1	0	1
Plant Supervisor	1	0	0	0	0	0
Water Services Supervisor	0	1	1	1	0	1
Total	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>0</u>	<u>3</u>
Stormwater						
Intern	0.5	0.5	0.5	0.5	(0.5)	0
Project Manager	2	3	3	3	0	3
Stormwater Program Manager	1	1	1	1	0	1
Watershed Specialist	1	1	1	1	0	1
Total	<u>4.5</u>	<u>5.5</u>	<u>5.5</u>	<u>5.5</u>	<u>(0.5)</u>	<u>5</u>
Grand Total	<u><u>814.08</u></u>	<u><u>834.12</u></u>	<u><u>865.65</u></u>	<u><u>880.91</u></u>	<u><u>4.97</u></u>	<u><u>885.88</u></u>