

Annual Budget and Financial Plan

Fiscal Year 2020-2021
City of Flagstaff, Arizona



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

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**City of Flagstaff
Arizona**

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill

Executive Director

User's Guide

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

Transmittal - The City Manager's message, budget summary and goals provide readers with a synopsis of the resource allocation priorities established by the City Council.

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

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

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

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

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

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

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

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

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

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The City of Flagstaff

Service at a Higher Elevation

Mission

To protect and enhance the quality of life for all.

Vision

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

Values

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



The City of Flagstaff

Council Results and Definitions

Approved by the Flagstaff City Council October 2019

High Performing Governance

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

Safe & Healthy Community

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

Inclusive & Engaged Community

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

Sustainable, Innovative Infrastructure

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

Robust Resilient Economy

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

Livable Community

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

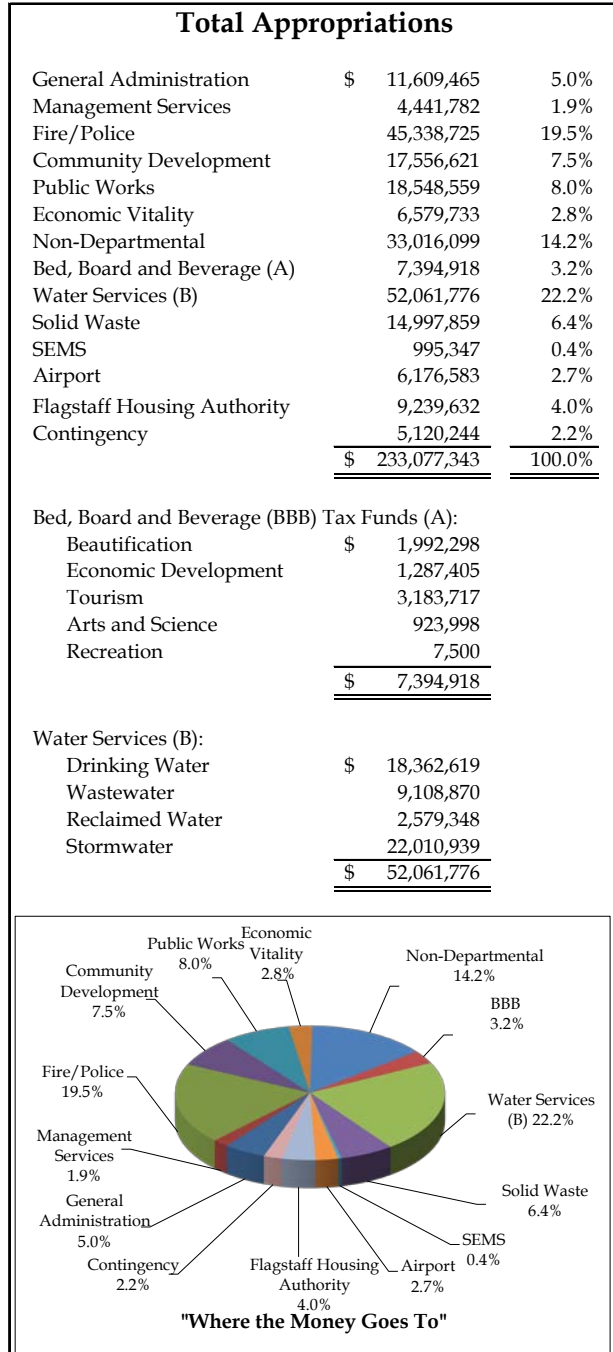
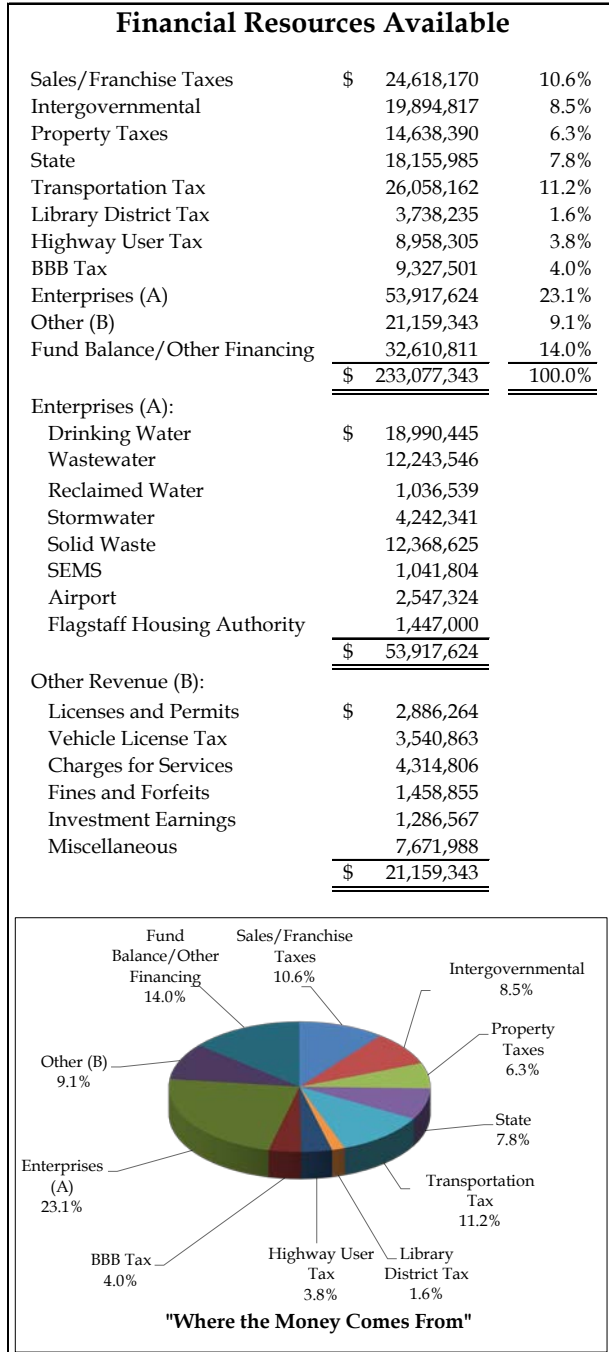
Environmental Stewardship

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

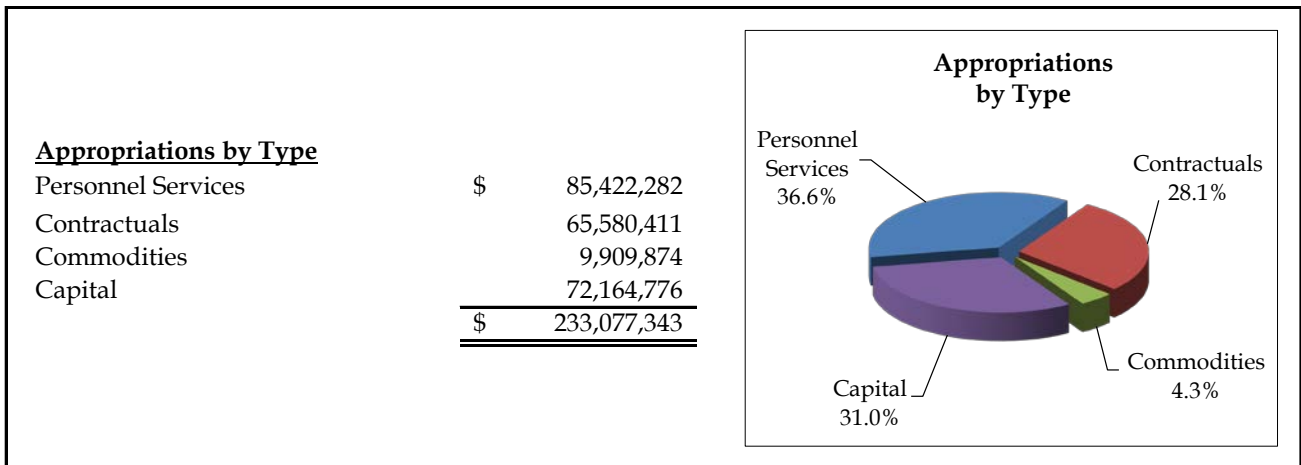
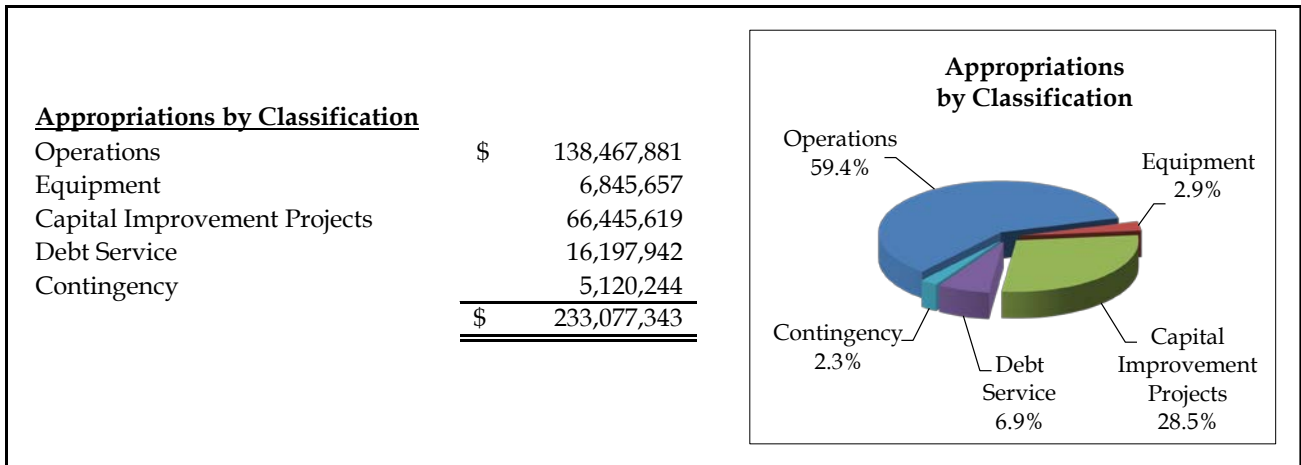
Budget Overview

The City of Flagstaff FY 2020-2021 Financial Plan presents a fiscally sound and balanced budget that maintains the integrity of the City's financial condition while still meeting the service level demands of a community that expects quality services. The Financial Plan balances not only financially, but also equally as important, balances the allocation of resources among operating requirements, capital needs, debt burden and strong reserves for future needs and contingencies.

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

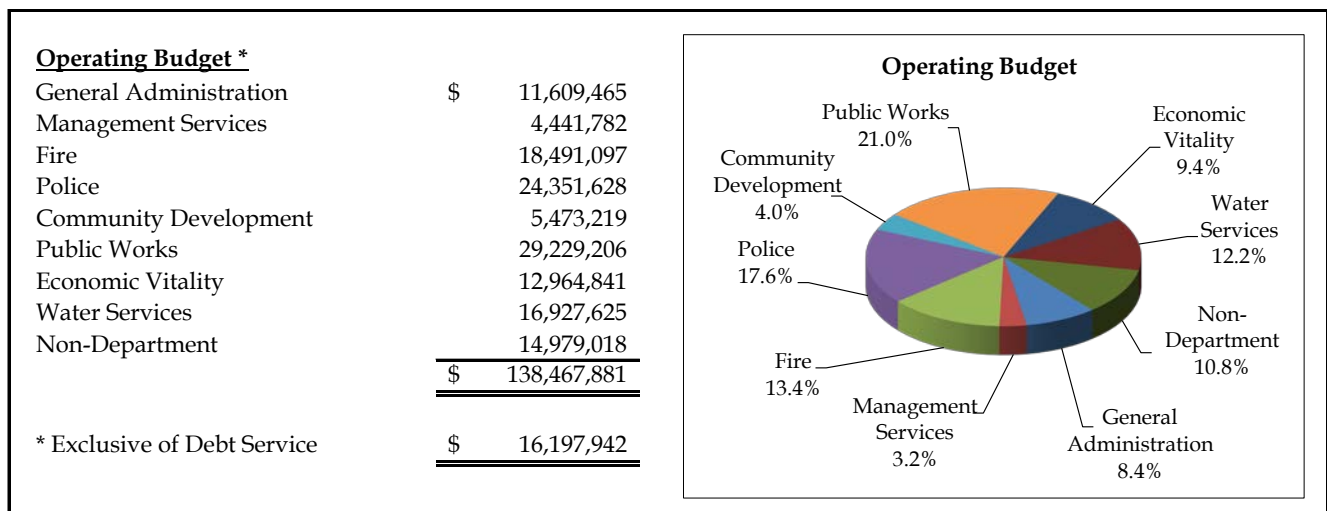


The following graphs depict total appropriations for the FY 2020-2021 budget by major classifications and major types.



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 8.4% of the budget (\$11.6 million). The services within General Administration provide for the overall management and administration of the City, as well as enforcement of municipal laws through legal support and the courts. This group consists of City Manager, Human Resources, Information Technology, City Attorney and Flagstaff Municipal Court.

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

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

Police Department activities comprise 17.6% of the operating budget (\$24.4 million). Public safety programs provide personal safety in the community by promoting a community free of crime and assured response in emergency situations.

Community Development comprises 4.0% of the operating budget (\$5.5 million). The services in this division include Administration, Planning and Development Services, Engineering, Capital Improvements, Housing, Community Redevelopment Services and Flagstaff Housing Authority. The services provided by this division meet the current needs of the community and plans for the future.

Public Works activities are provided by eight sections that account for 21.0% of the operating budget (\$29.2 million) excluding the debt service requirements for solid waste of approximately (\$377,230). The services provided include recreation services, solid waste operations, environmental management services, sustainability, maintenance of all public facilities and public infrastructure including streets, parks and fleet services.

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

Water Services comprise 12.2% of the operating budget (\$16.9 million), excluding \$3.8 million in debt service requirements. There is one administrative section responsible for management of Drinking Water, Wastewater, Reclaimed Water and Stormwater activities. Six operating sections within drinking water operations and three sections within wastewater operations provide services that promote a clean and healthy community by providing a safe water supply and proper waste disposal. There is also one section for reclaimed water. Stormwater is also included here, inclusive of the Spot Improvement Program, Drainage Program, Rio De Flag project, Engineering and Master Planning.

Non-Departmental operations comprise 10.8% of the budget (\$15.0 million) exclusive of \$11.4 million in debt service requirements. The Council and Commission, Transit, Special Assessment and Non-departmental budgets account for expenditures that benefit City operations.

Budget Format and Process

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

The Office of the City Manager is responsible for implementing these policies and priorities utilizing the allocation of available financial resources. The annual review process provides the community an opportunity to evaluate

the services provided to the citizens of the community. Programs are identified, evaluated and the scope of service to be provided is defined. The staffing level needed to provide the service level deemed appropriate by Council is then determined. Additionally, funding requirements and level of effort to be provided are established.

Format

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

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

Categories presented are:

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

Fund, Division and Section Structure

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

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

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

The following table represents the structure for the City.

Relationship Between Funds, Divisions and Sections

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

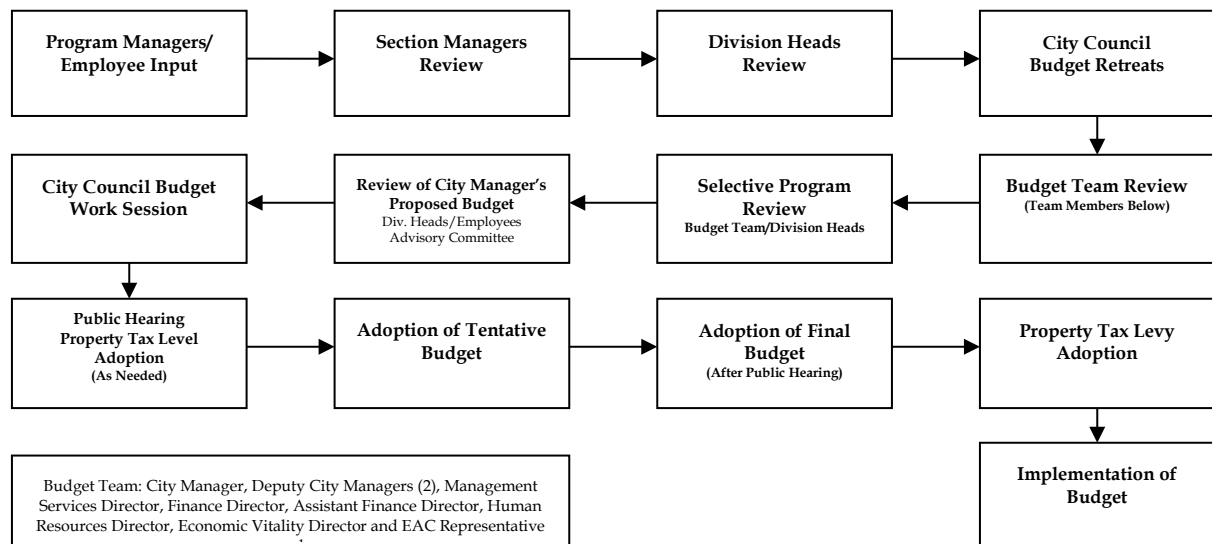
Relationship Between Funds, Divisions and Sections

Fund Type	Fund	Division	Section
Governmental (All Modified Accrual Accounting)			
Debt Service	GO Bond Fund	Non-Departmental	Debt Service
	Secondary Property Tax	Non-Departmental	Debt Service
	Special Assessment	Non-Departmental	Debt Service
Permanent	Perpetual Care	Non-Departmental	Perpetual Care
Capital Projects	GO Capital Projects Fund *	Non-Departmental	Core Services Facility Flagstaff Watershed Protection
	MFC Bond Capital Project Fund *	Non-Departmental	Capital Project Court Facility
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 SCADA Water Capital Wastewater Treatment - Wildcat Plant Wastewater Treatment - Rio Plant Wastewater Collection Industrial Wastewater Monitoring Wastewater Capital Improvements Reclaimed Water Reclaimed Capital Stormwater Stormwater Capital - Rio De Flag
	Solid Waste *	Public Works	Solid Waste - Landfill Solid Waste - Collections Solid Waste - Capital Improvements
	Sustainability and Env Mgmt *	City Manager	Sustainability Environmental Management
	Airport	Economic Vitality	Airport Operations Airport Capital Projects
	Flagstaff Housing Authority	Community Development	Flagstaff Housing Authority

* Major Funds based on the FY 2019 CAFR

Process

Budget Process Flowchart:



Presentation:

- The *Transmittal* provides a summary of the key policy issues, priorities and strategies that shaped the budget as framed by the City Manager.
- The *Budget Overview* summarizes financial resources and expenditures along with fund summaries and an overview of selected revenues.
- The *Policies and Procedures* summarize key fiscal and budget policies.
- The *Issues and Updates* provide narrative and financial data related to personnel service costs, cost allocation plan, issues and updates.
- The *Financial Summaries* include various schedules utilizing revenue and expenditure classifications and tax levy information in accordance with state reporting requirements as mandated by statute. Expenditures are reported at both the fund level and the division level for operational control purposes.
- The *Division Detail* provides both narrative and financial data for the City’s divisions. The budget commentary provides an explanation of significant budget changes.
- The *Capital Improvement* section lists projects, costs and funding sources in the Capital Improvement Plan (CIP).
- The *Community Profile* includes a community profile of the City of Flagstaff.
- The *Appendices* includes detailed personnel schedules, pay plans, budget resolution, property tax ordinance, glossary and acronyms.

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

Review and Approval:

Issues presented during the review and approval period include discussion topics of the Council retreats. The winter retreat was held in February, to give City staff the opportunity to present major discussion points to Council and the public. The goal is for Council to make policy decisions and direct staff in budget priorities. This provides adequate time for the Council to gather input on major budget issues prior to preparation of the budget. The Council holds work sessions in April. The Council reviews and discusses all personnel recommendations, capital equipment recommendations and the capital improvement plan. The Council arrives at a consensus for all decisions needed. The study sessions provide the opportunity for City management, departments and the public to offer information and recommendations to the City Council.

The proposed budget is presented to Council for tentative adoption on or before the third Monday in July. One public hearing is held on the content of the budget. Final adoption will occur on June 16, 2020. State law requires the operating budget to be all-inclusive. Therefore, the budget includes provisions for contingent revenues and expenditures that cannot be accurately determined when the budget is adopted (e.g., grants). The Resolution adopting the annual budget requires Council authorization for any expenditure from contingencies as well as transfer of budget authority between divisions.

Adoption:

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

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

The City Manager's Proposed Budget reflects the total funds appropriated (\$233,07,343). Certain exclusions are allowed by the state [e.g., bond proceeds, debt service, grants] in computing the Expenditure Limitation (\$168,625,388) and this total cannot be exceeded.

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

Fund Summaries

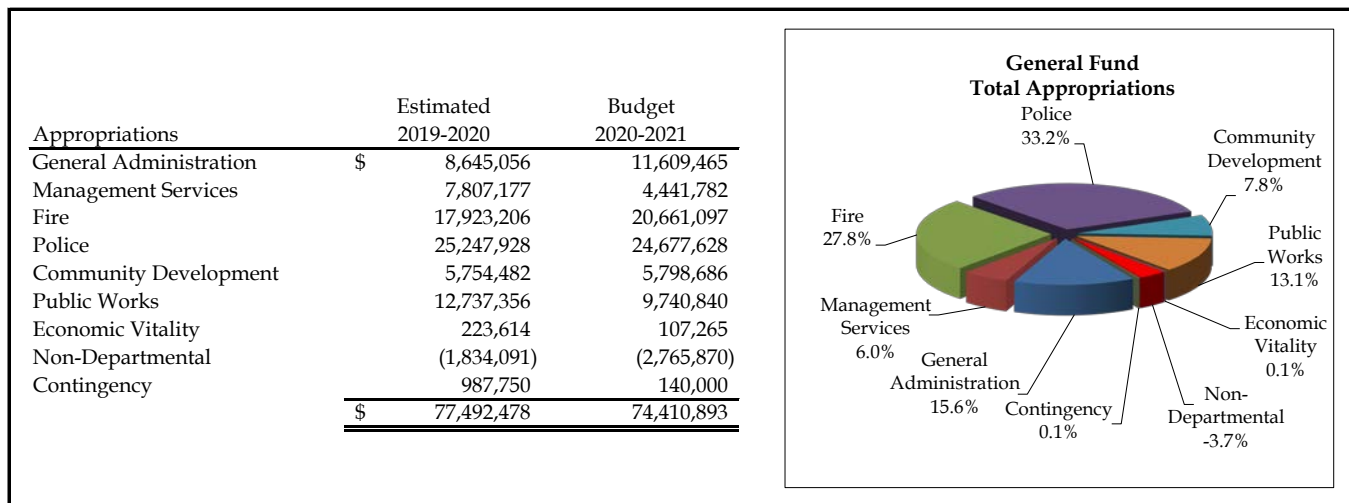
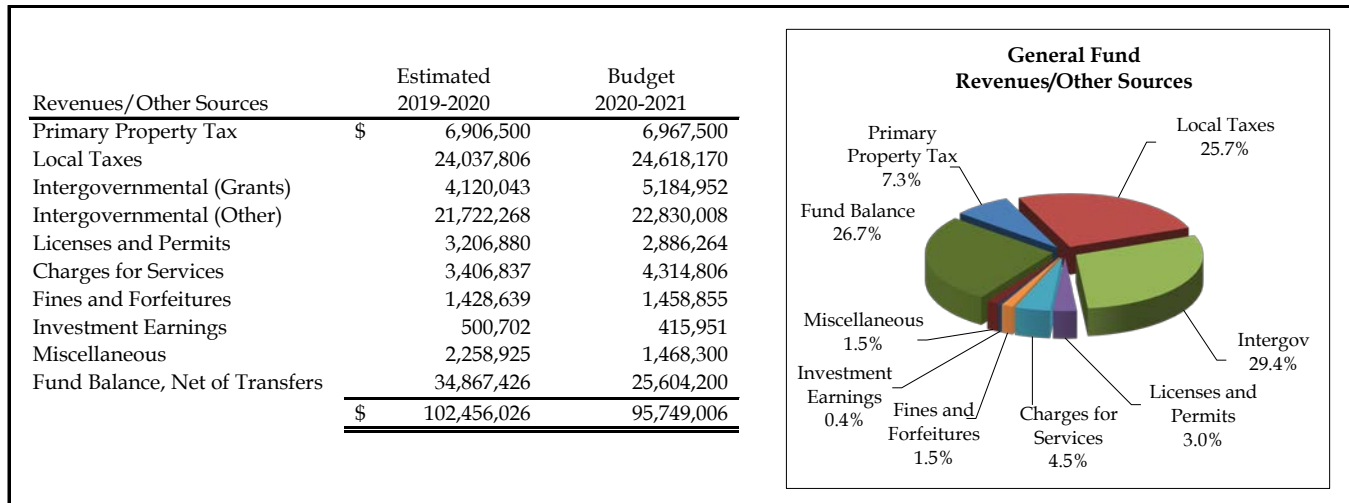
General Fund

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

Total resources available for expenditures for FY 2020-2021 are \$95.7 million including the estimated beginning fund balance of \$25.6 million. A substantial portion of General Fund resources come from the following revenue categories: local sales taxes, franchise taxes and intergovernmental revenues. Specific detail including comparative data is shown in Schedule C of the Financial Summaries section and a more detailed review of major revenue categories, including historical trend information, is provided following the fund summaries.

General Fund revenue/other sources compared to the year-end estimates are expected to decrease by 6.5%. Overall revenues continue to grow at a slow to moderate pace. Fund balance has decreased compared to FY 2019-2020 due to the completion of several projects and one-time expenditures anticipated in FY 2020-2021.

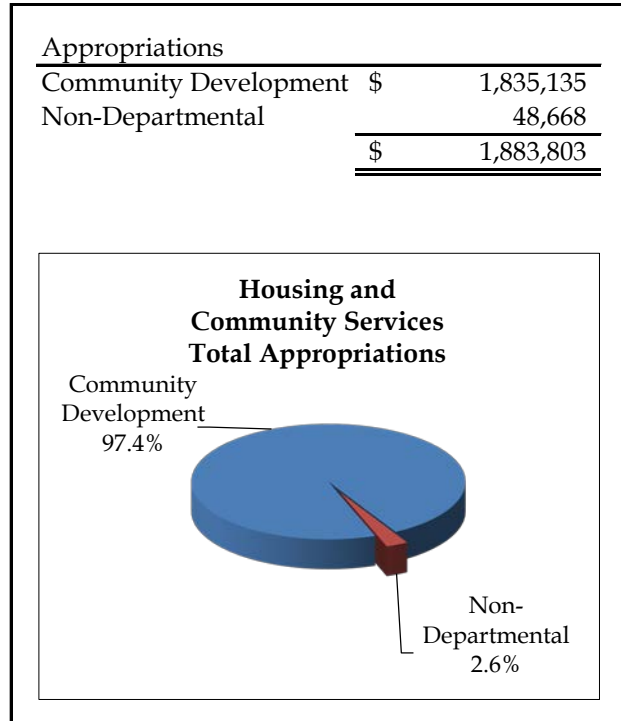
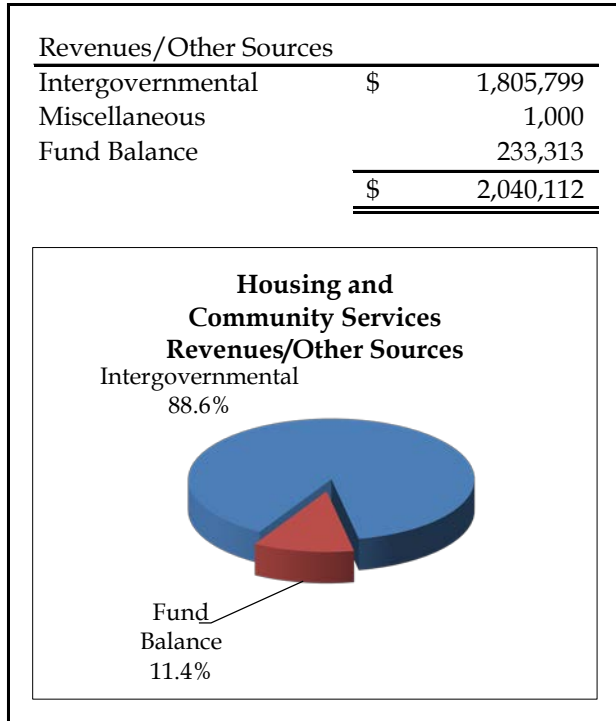
General Fund total appropriations compared to year-end estimates have decreased by 4.0%. The General Fund ongoing revenues and expenses are structurally balanced in the five-year plan. Unrestricted fund balance is estimated at a minimum of 20.0% of operating revenues over the next five years. Restricted fund balance is estimated at \$7.0 million at the end of FY 2020-2021. The financial position of the General Fund remains balanced.



Special Revenue Funds

Housing and Community Services Fund

This fund finances activities in conjunction with the CDBG program and affordable housing activities. There is \$1.9 million appropriated to this activity for FY 2020-2021. Expenditures in this fund include \$900,000 in State Housing grants and \$905,799 in CDBG grants.



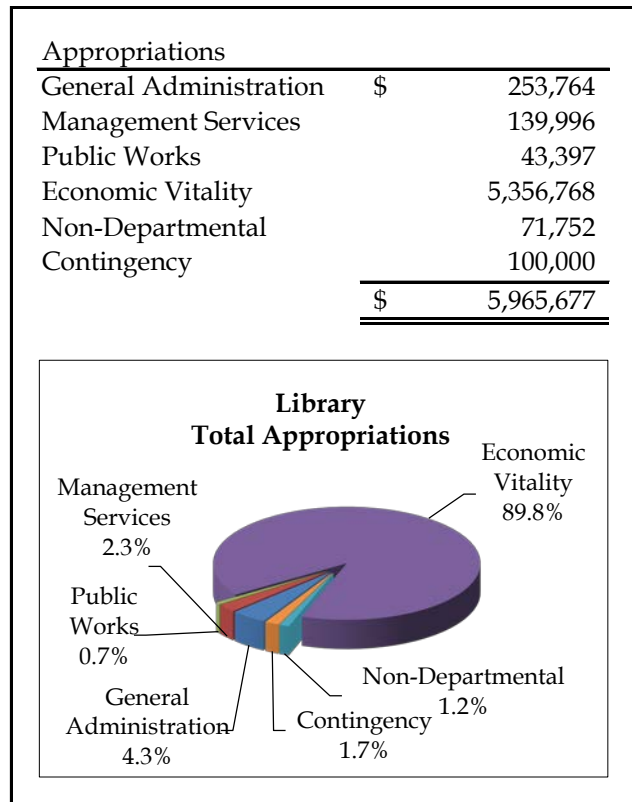
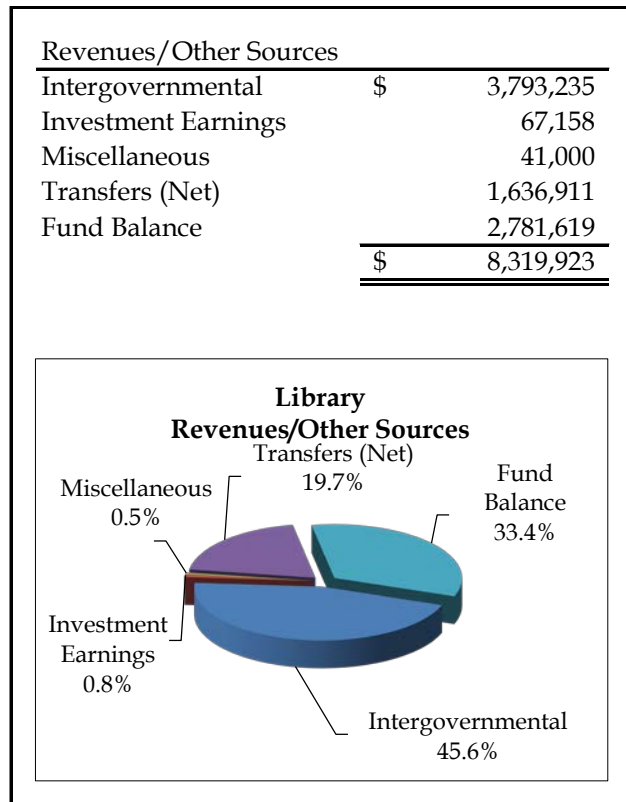
Flagstaff Metropolitan Planning Organization Fund

This fund was established to account for funding derived from the areas status as a designated Flagstaff Metropolitan Planning Organization (FMPO). The FMPO receives Federal funding administered through the Arizona Department of Transportation (ADOT). Effective July 1, 2020, the MetroPlan organization will become an independent organization and no longer be administered through the City.

Library Fund

The City operates a joint City-County Public Library which includes auxiliary programs in outlying county locations and a bookmobile service. In July 2014, the County, related to district libraries, developed a new funding formula for the distribution of the tax. The formula provides a base amount for all entities. Any adjustments to this base are directed by the Library Council with affirmation by the County Board of Supervisors.

Approximately \$3.7 million of the funding for library operations comes from the library district tax; with an additional amount as a pass-through to district libraries. An additional \$1.6 million of funding is a transfer from the General Fund to further support the Flagstaff libraries.

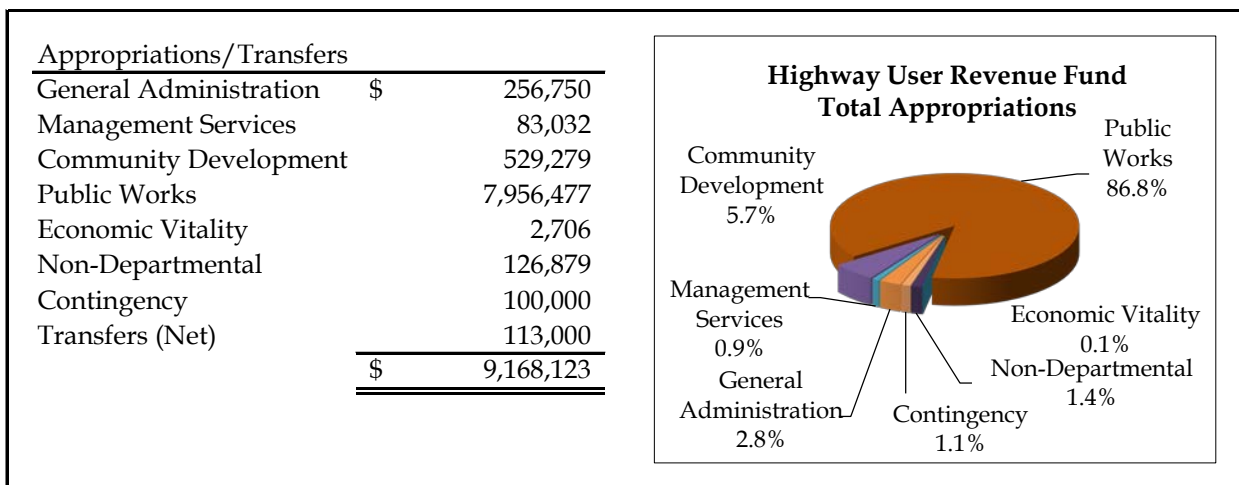
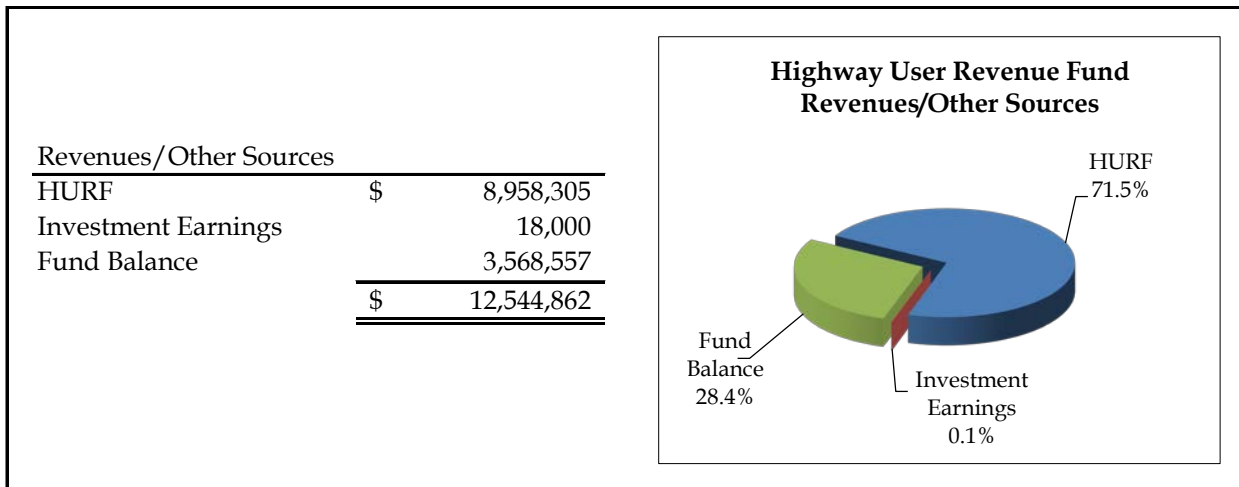


Highway User Revenue Fund

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

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

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

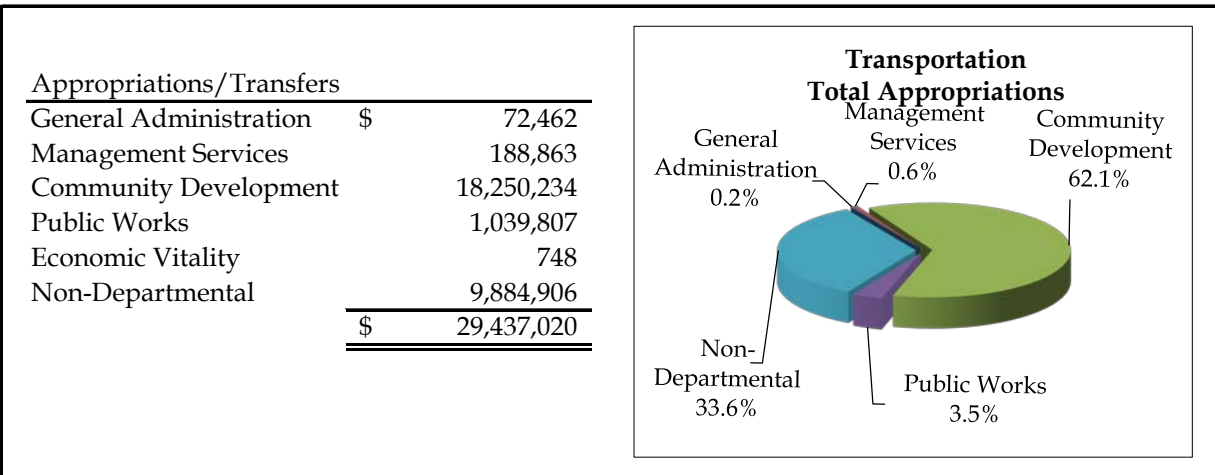
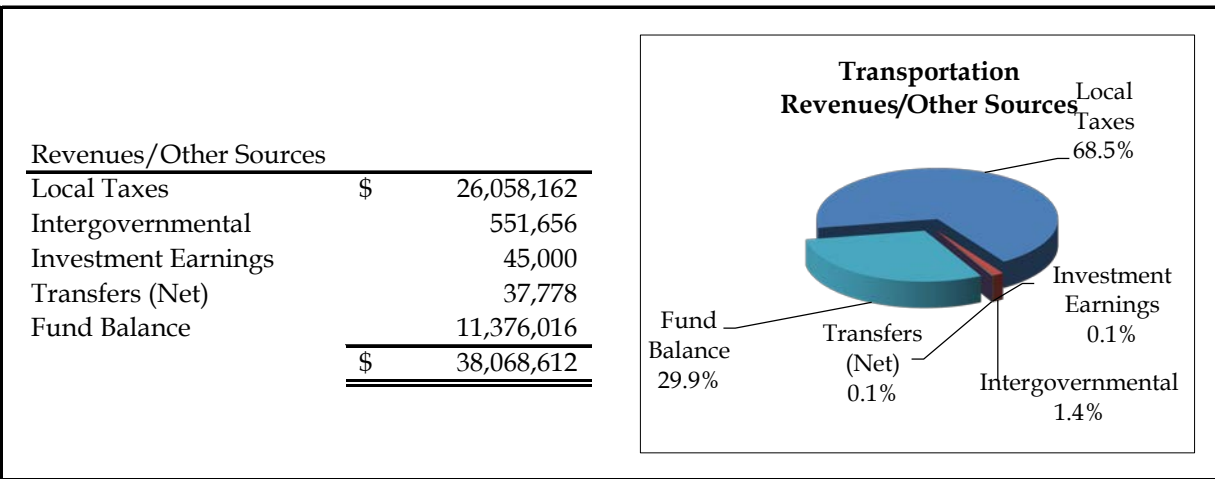


Transportation Fund

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

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

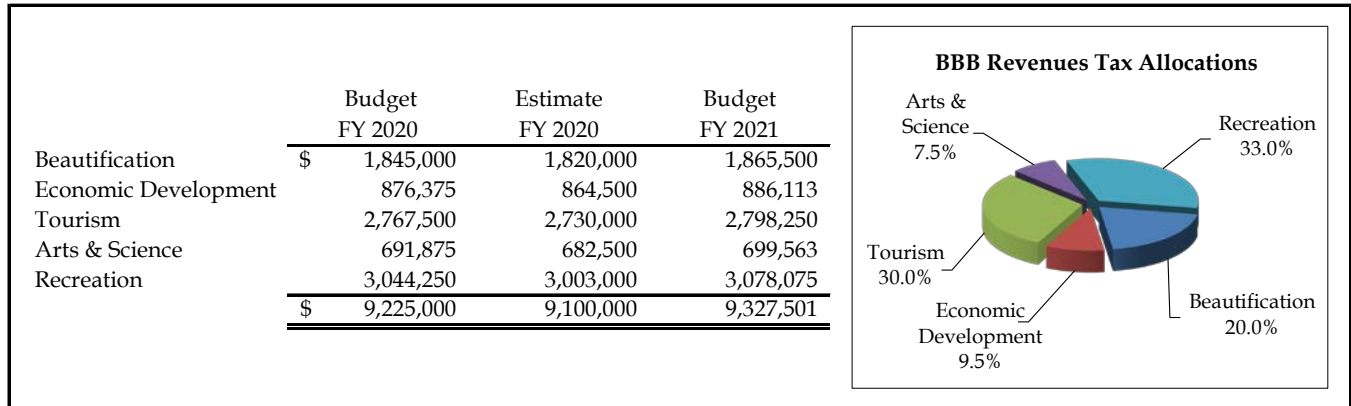
Appropriations total \$29.4 million in FY 2020-2021. Appropriations include \$6.3 million for transit operations and capital projects, \$3.7 million for debt service, \$7.5 million for road repair and street safety projects, \$3.5 million for Lone Tree overpass and \$8.5 million for roadway, pedestrian,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



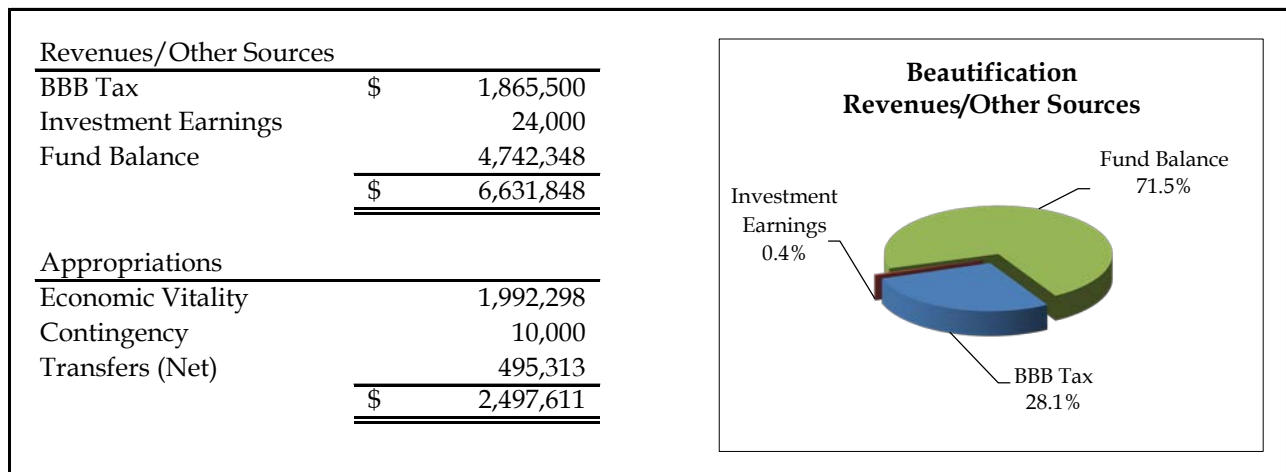
Bed, Board and Beverage (BBB) Fund

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

Revenue for FY 2020-2021 is projected to increase slightly over FY 2019-2020 estimates. Activities funded with the revenues have made operating adjustments necessary to reflect a balanced budget to the increased sales tax receipts and these changes are reflected within each five-year plan.

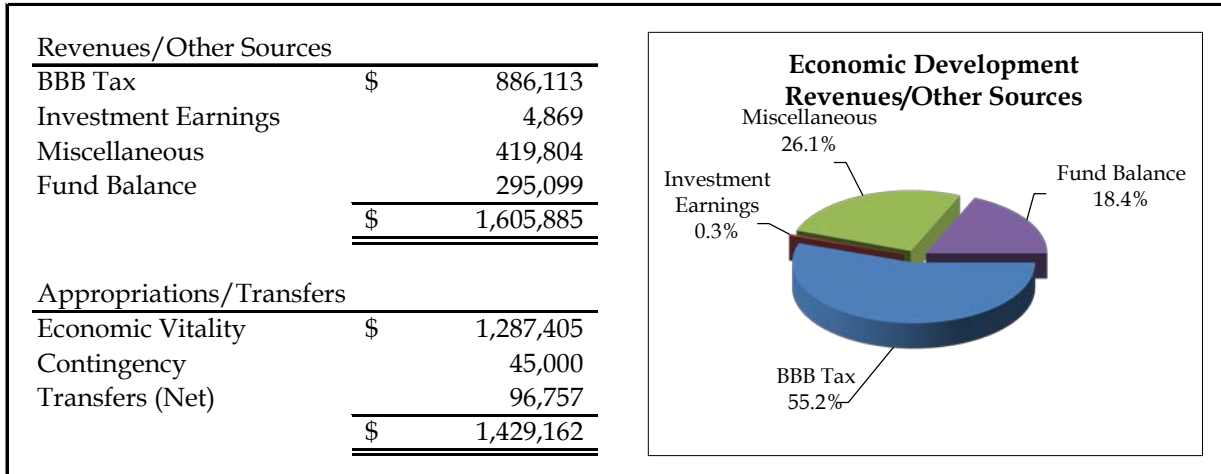


Beautification Fund: Total resources available for the Beautification Fund activities amount to \$6.6 million. Expenditures from this fund are primarily for beautification operations and capital improvements in streetscape projects. Some of the major projects include the Buffalo Park parking enhancements,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

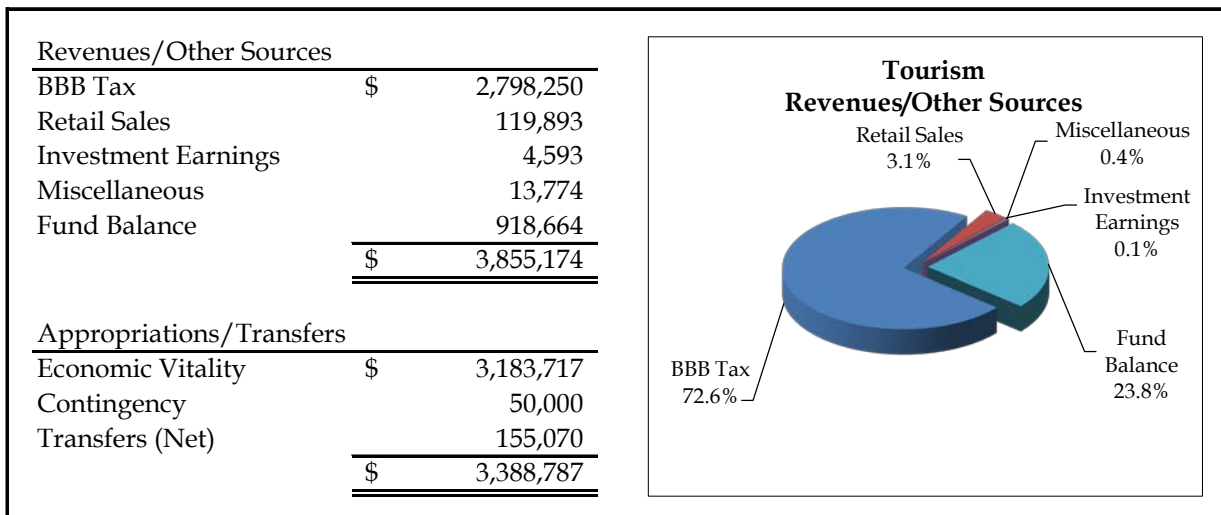


Economic Development Fund: This fund focuses on business retention and attraction as well as workforce development. In addition, the City funds the Business Incubation Program and the Innovation Mesa Business Accelerator program, structured to allow university professors and local entrepreneurs to work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

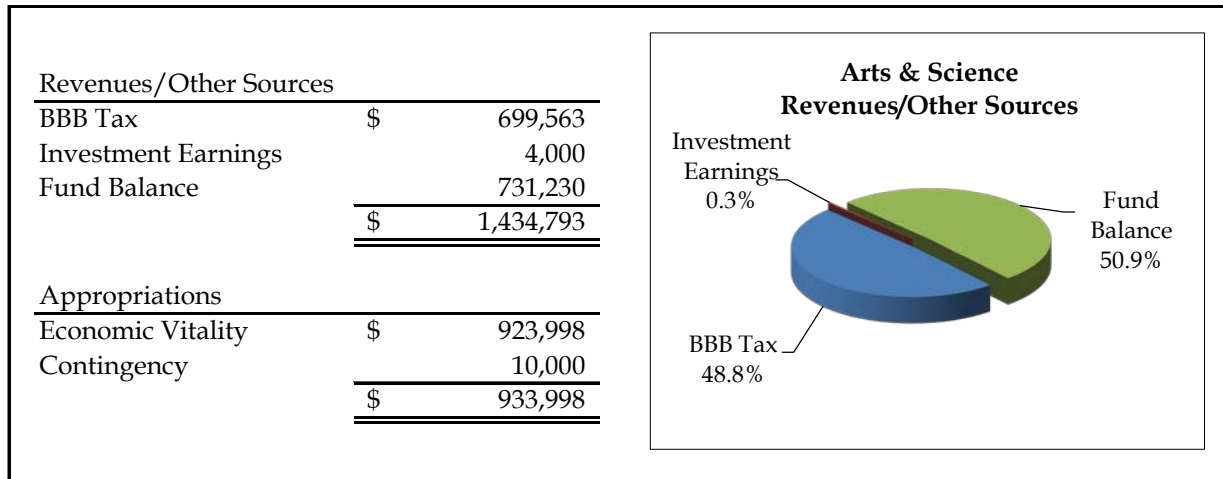
The City will continue to seek targeted industries to relocate to the community. Those industries will be complementary to existing businesses or will be supportive of community goals. Total resources allocated to this effort are approximately \$1.6 million, of which \$886,113 is from the BBB dedicated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



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

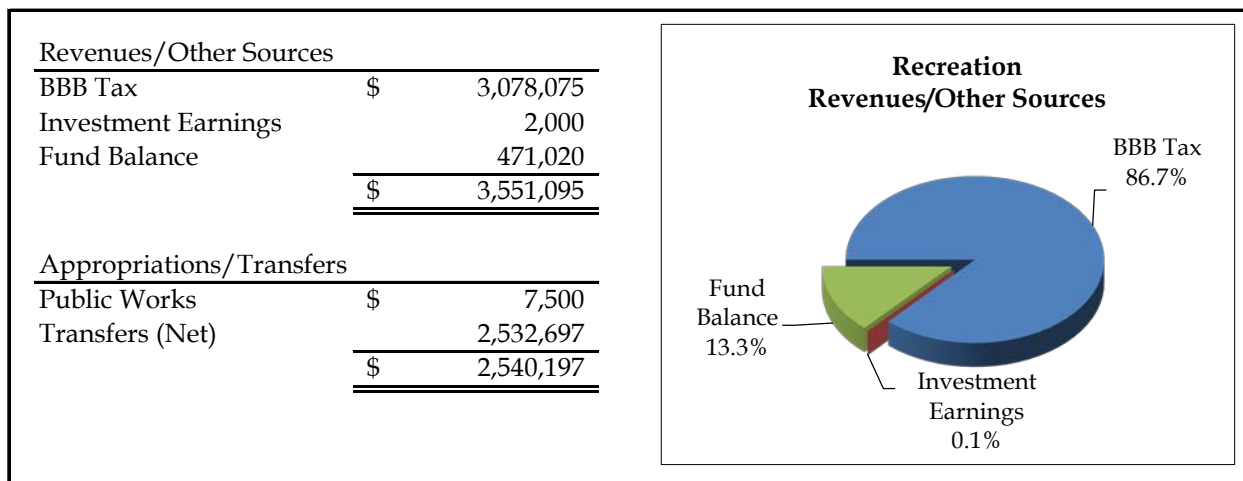


Arts and Science Fund: Total resources available for Arts and Science activities are approximately \$1.4 million, including estimated revenues from the BBB tax of \$699,563. Expenditures include Public Art for \$427,408 and Service Partner Contracts for \$496,590.



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

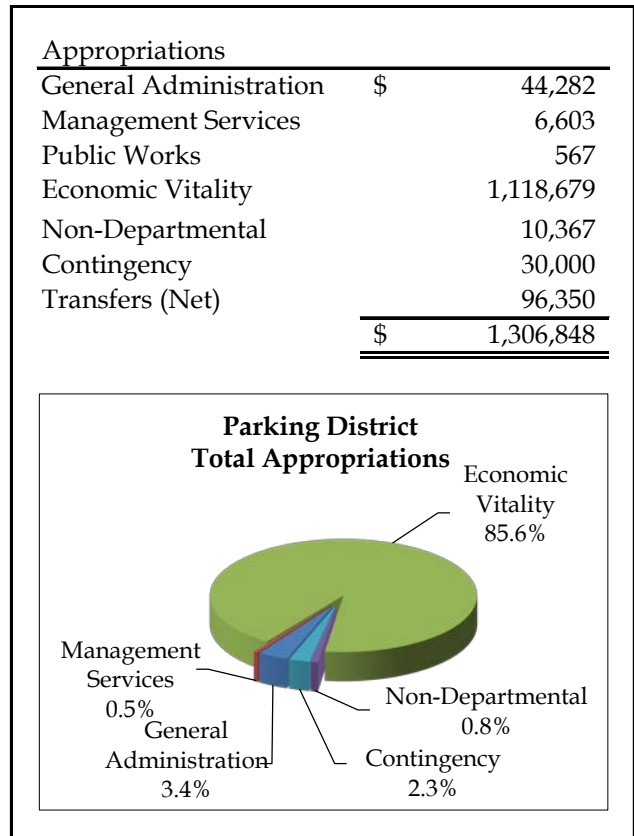
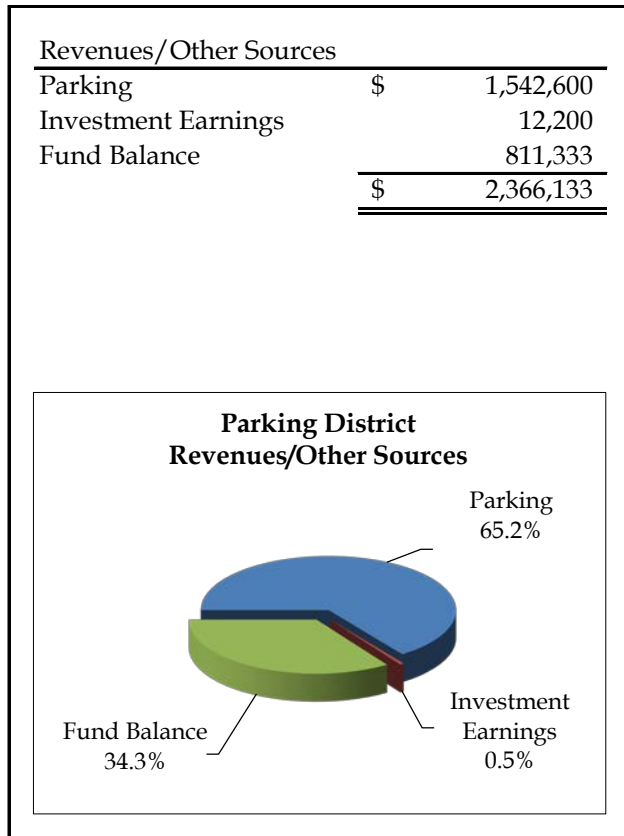
There are total appropriations in the amount of \$2.5 million in FY 2020-2021 for Recreation Fund activities and projects. Per discussion with City Council in the spring 1996 retreat, Council concluded this funding should support the expansion of existing facilities and the associated maintenance. Over the past several years, the City Council has re-examined the use of these funds and in FY 2020-2021 directs \$954,844 to fund recreational programming, \$1.6 million to fund FUTS maintenance, recreation fields operation and maintenance. These are funded via a transfer to the General Fund.



Parking District Fund

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

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



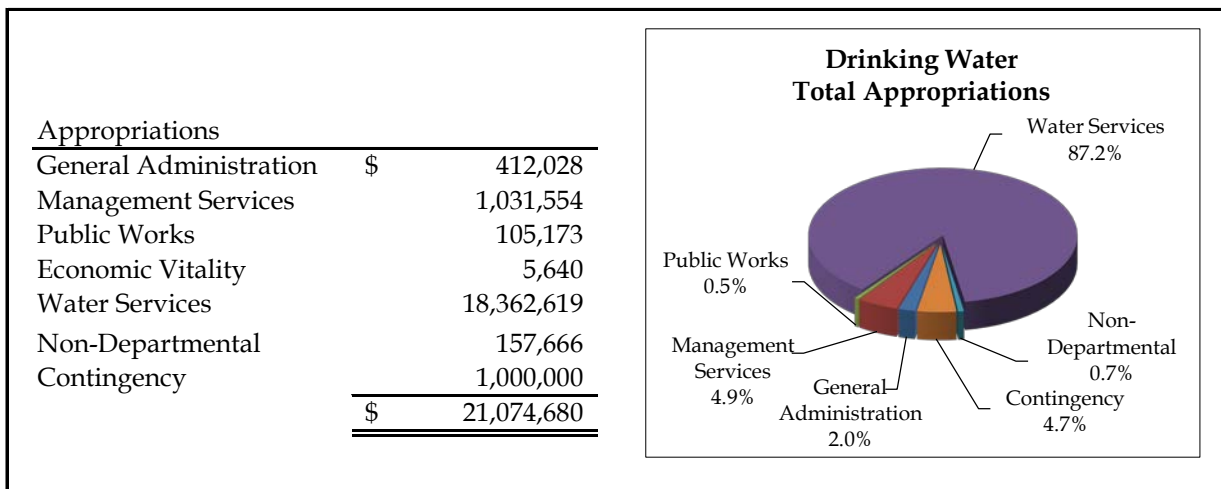
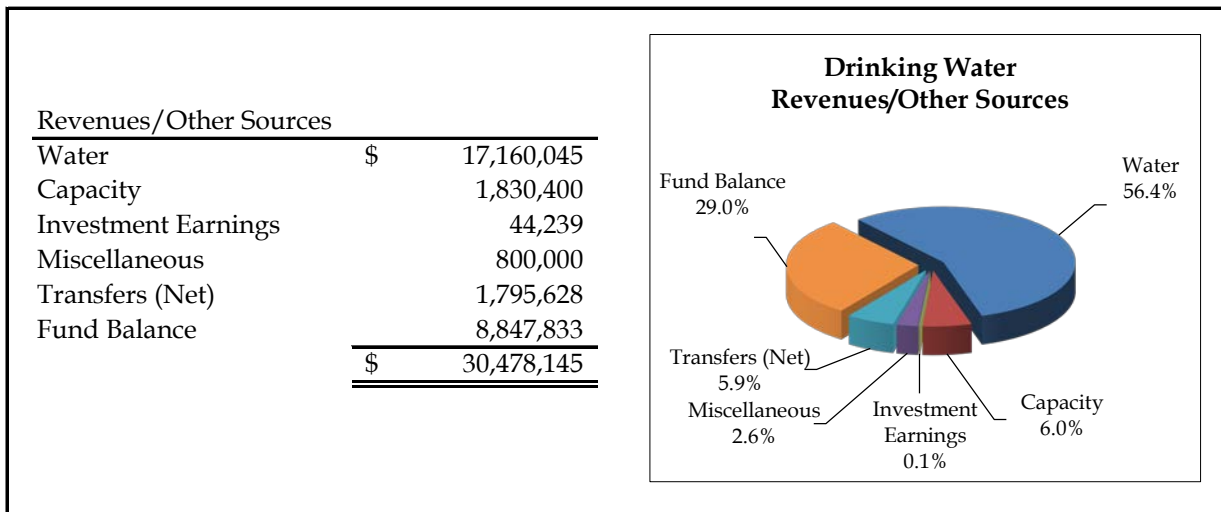
Enterprise Funds

Water Services Funds

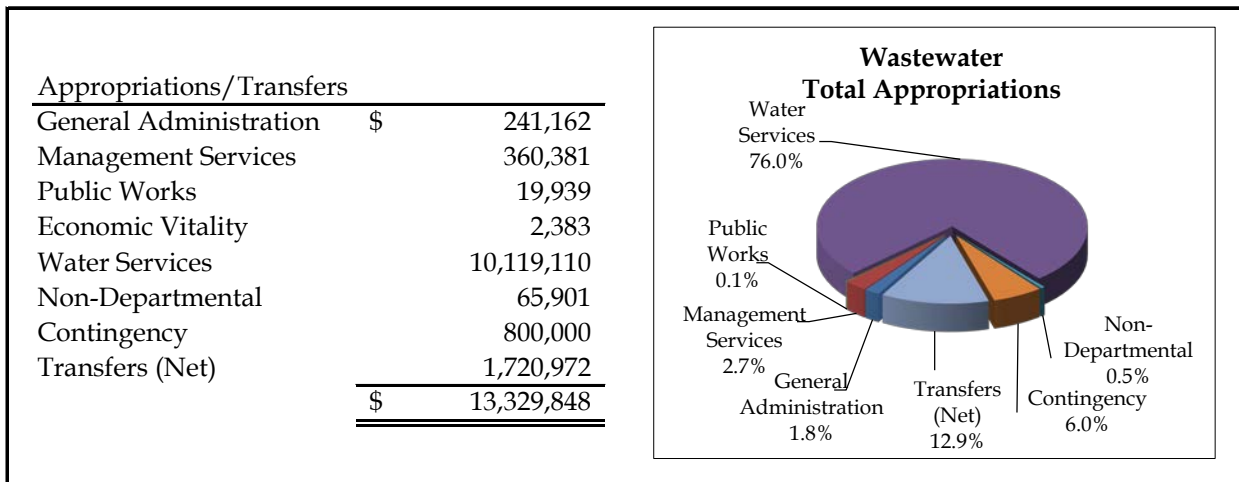
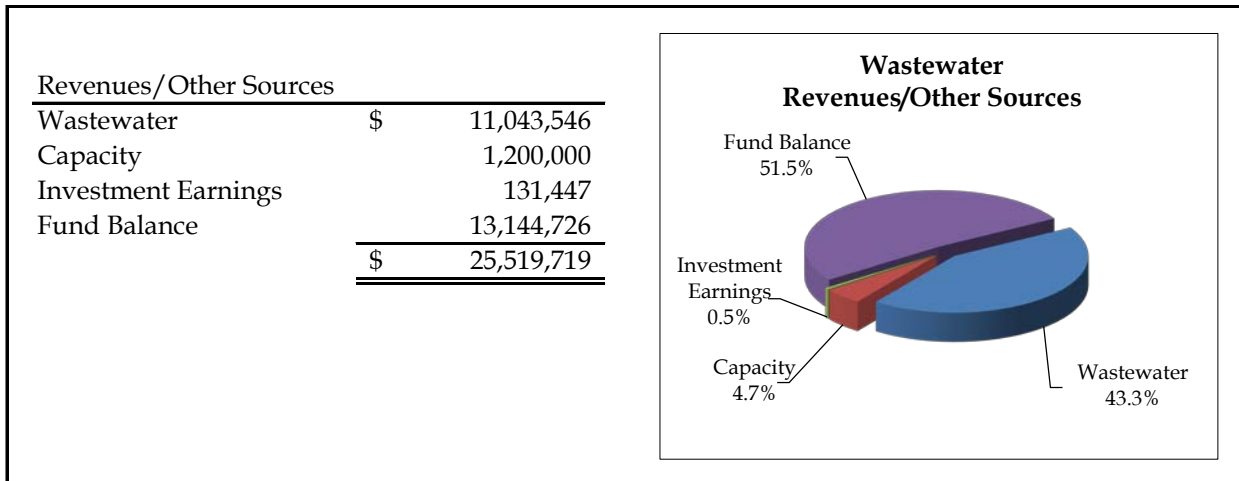
Water Services includes Drinking Water, Wastewater, Reclaimed Water and Stormwater Funds. These Enterprise funds are operated as self-sustaining operations with user fees and charges based on a "cost-of-service" methodology. The rate model determines the minimum revenue requirements needed to support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

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

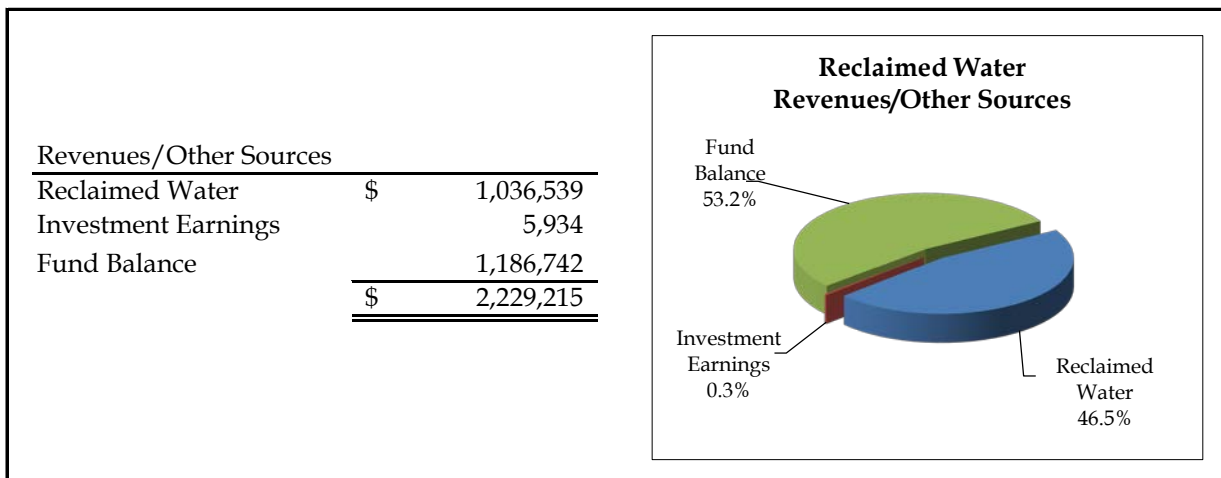
Drinking Water: Total appropriations relating to direct costs for the water operations are approximately \$21.1 million. Water fees are the major source of revenue supporting water operations. Revenue estimates total approximately \$17.2 million for water sales.



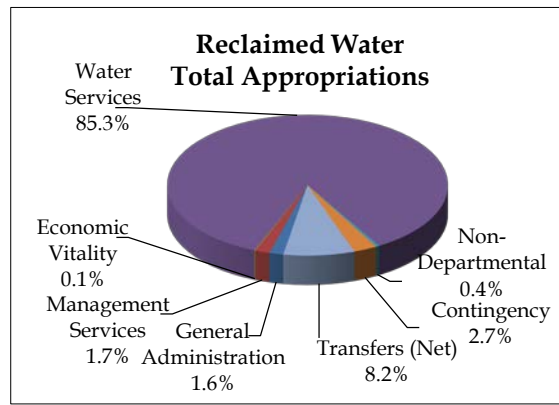
Wastewater: Total appropriations and transfers relating to the direct costs for the wastewater operations are approximately \$13.3 million. Wastewater (sewer) fees are the major source of revenue supporting wastewater operations. Revenue estimates total approximately \$11.0 million in wastewater charges.



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



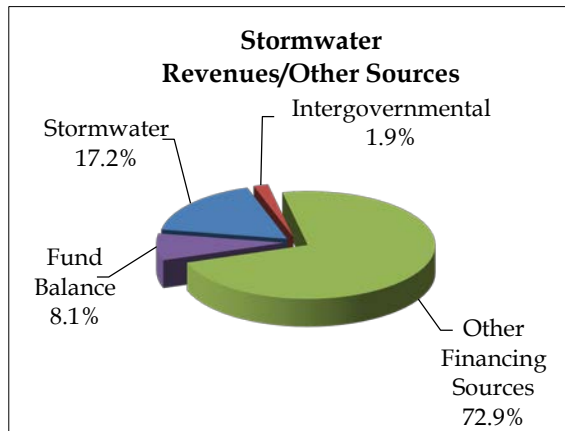
Appropriations/Transfers	
General Administration	\$ 28,900
Management Services	32,038
Economic Vitality	240
Water Services	1,569,108
Non-Departmental	8,161
Contingency	50,000
Transfers (Net)	149,870
\$	1,838,317



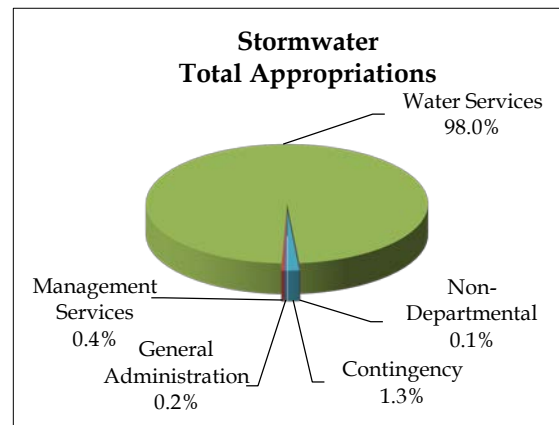
Stormwater: The Stormwater Fund was initiated as a response to enhanced National Pollutant Discharge Elimination System (NPDES) Stormwater requirements affecting all communities with populations greater than 50,000 as of March 2003. The City of Flagstaff worked with consultants to design a program that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

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

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



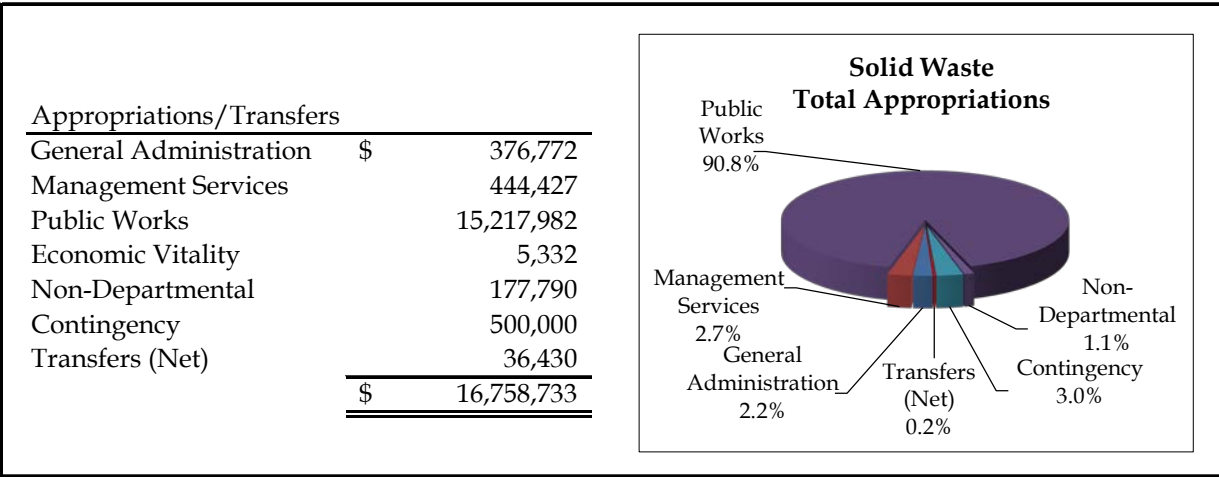
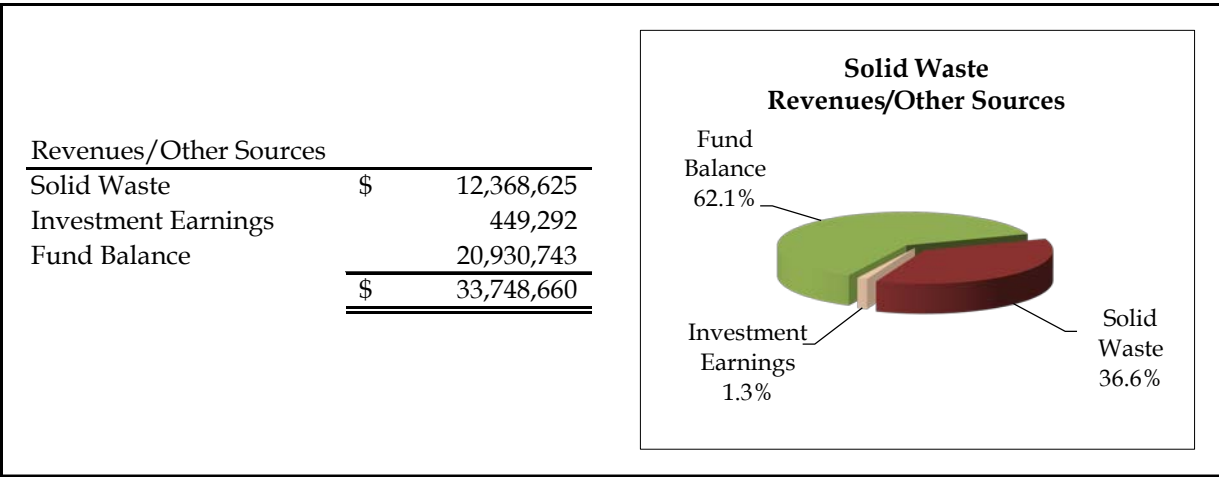
Appropriations	
General Administration	\$ 54,758
Management Services	88,129
Public Works	108
Economic Vitality	397
Water Services	22,010,939
Non-Departmental	13,450
Contingency	300,000
Transfers (Net)	7,033
\$	22,474,814



Solid Waste Fund

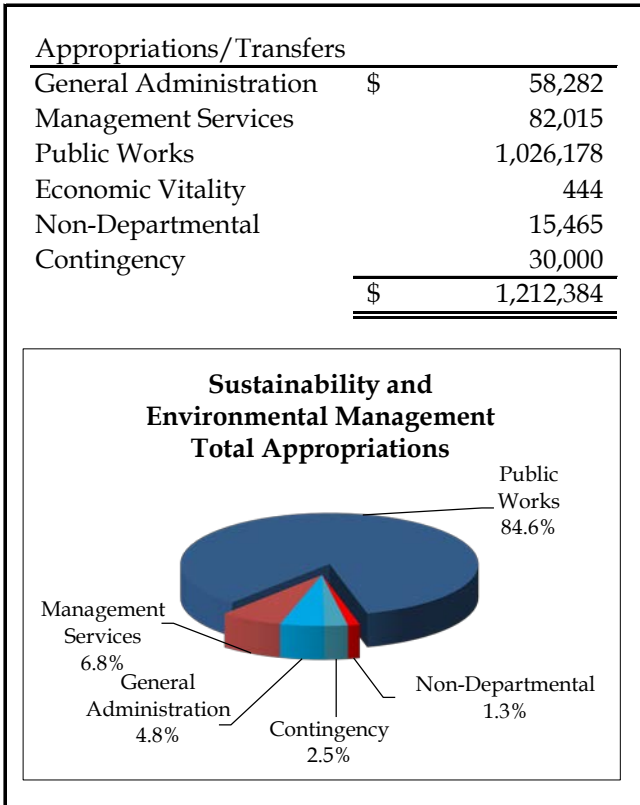
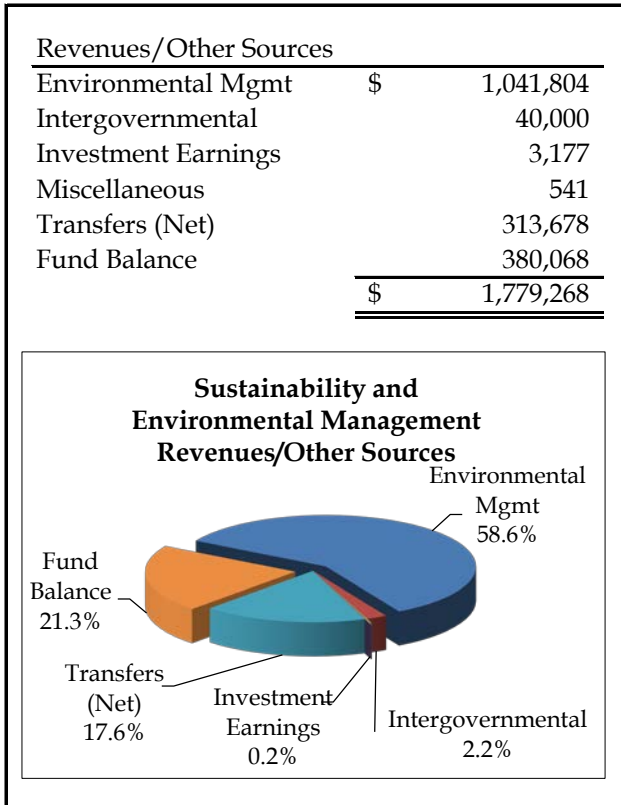
Total financial sources available are approximately \$33.7 million. User fees are the major revenue source of solid waste disposal operations. The user fees are comprised of eight major customer services areas (residential sanitation, curbside recycling, commercial sanitation, hoist and haul, landfill dumping, inert materials pit, commercial recycling and hazardous waste) with different rates for each category based on cost of service.

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



Sustainability and Environmental Management Fund

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

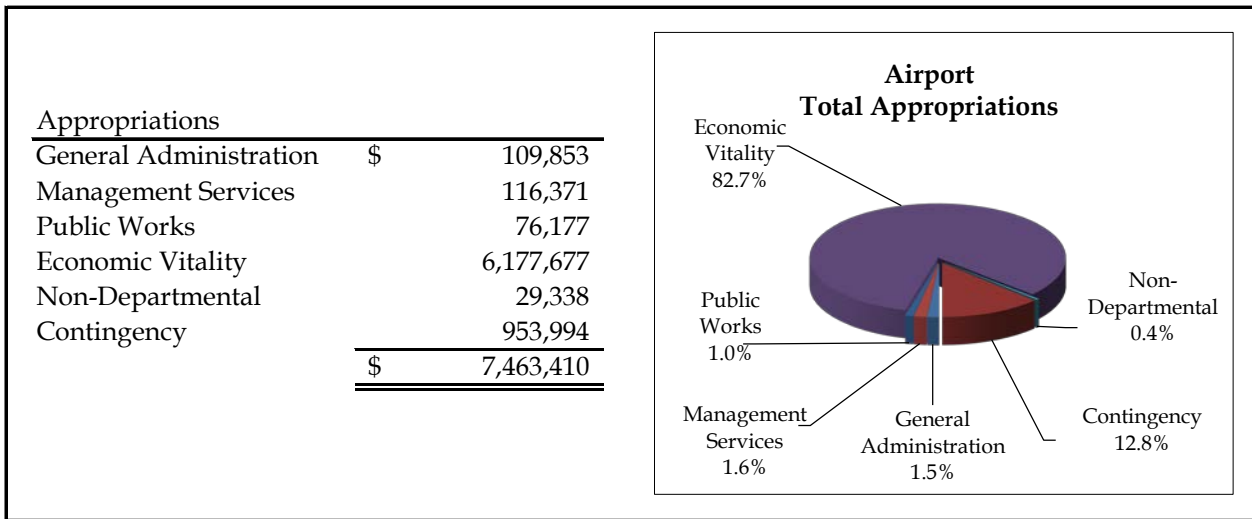
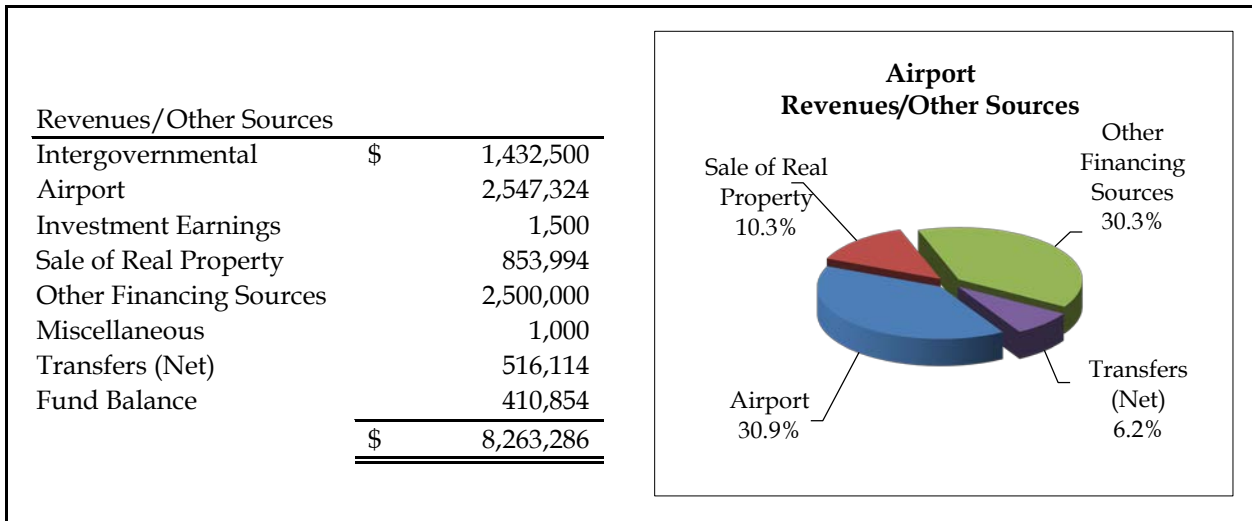


Airport Fund

Pulliam Airport is located four miles south of downtown Flagstaff and is staffed seventeen hours per day, seven days each week and provides airline service to Phoenix, Los Angeles and Dallas/Fort Worth/Denver. Total appropriations are approximately \$7.5 million which includes \$3.1 million for operations and reserve, \$0.2 million for debt and \$4.1 million in capital outlay. Primarily FAA and ADOT grants will fund the capital improvements.

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

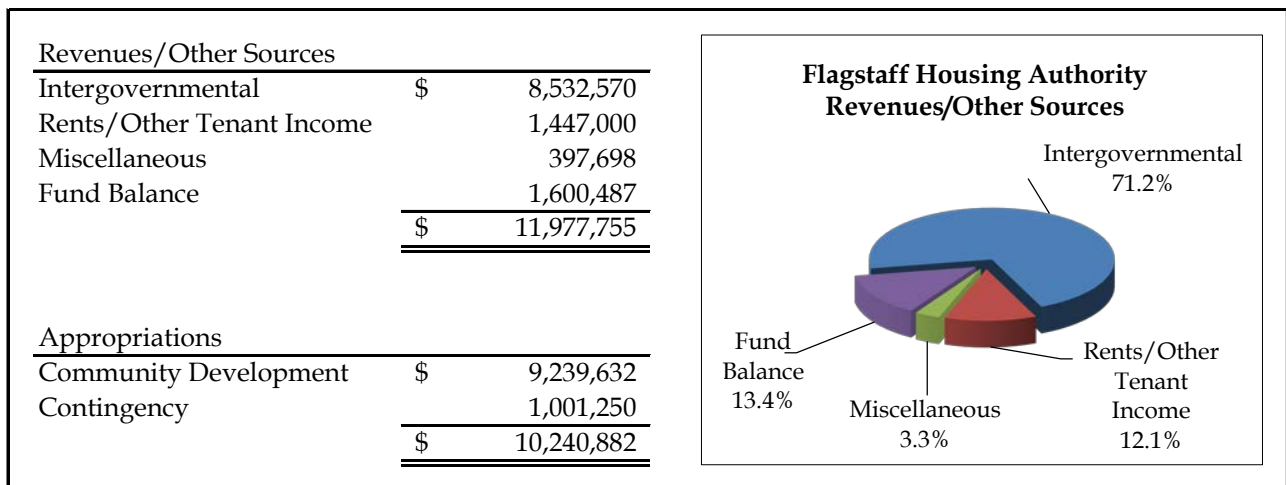
All revenues generated by the airport will be expended for the capital or operating costs of the airport, the local airport system, or other local facilities which are owned or operated by the owner or operator of the airport and directly related to the actual transportation of passengers or property.



Flagstaff Housing Authority

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

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



Revenues

All Funds

Federal and State Grants

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

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

Projects funded by Federal and State grants in FY 2020-2021 include public safety; housing and community services; street, transportation and trails improvements; wildfire remediation projects; stormwater management projects; and Airport improvements. In addition, the City has several large, ongoing federal grants for Community Development, Section 8, and Low-Income Public Housing (See Schedule C-1 for details).

General Fund

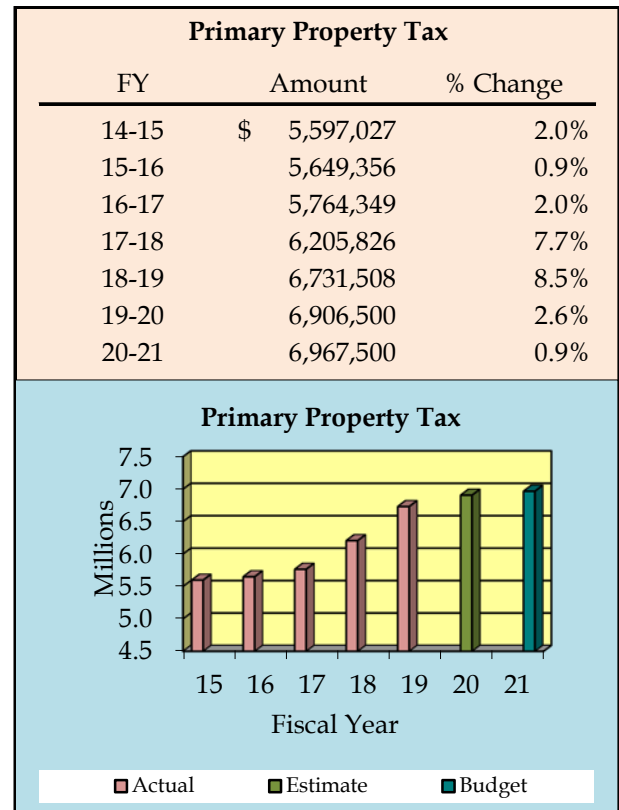
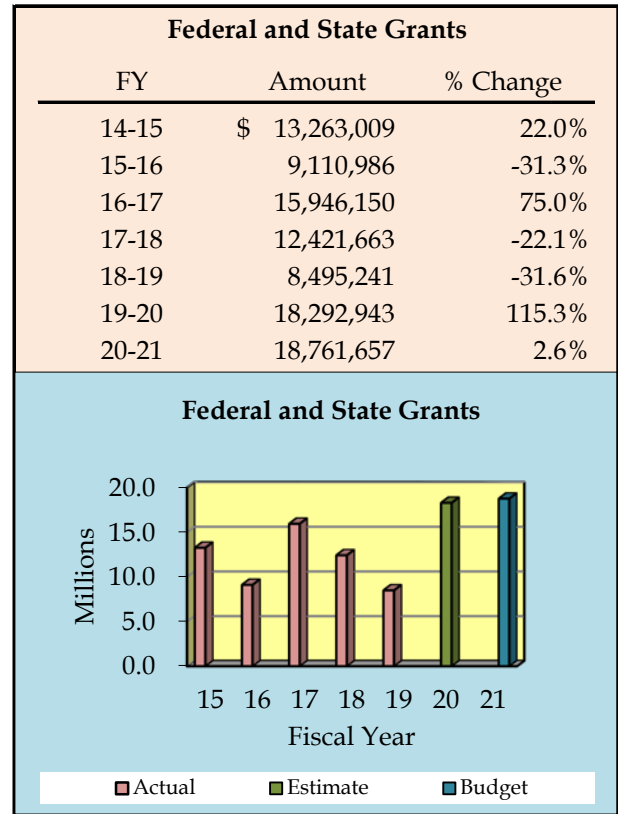
Property Tax Receipts Current, Primary

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

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

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

Primary property taxes generally change on an annual basis for two reasons: new construction added to the tax rolls and the reassessment of existing property. New construction added \$8.1 million dollars to the assessed valuation and existing primary property tax values increased by 5.6%. The increase in FY 2020-2021 is related to new construction.



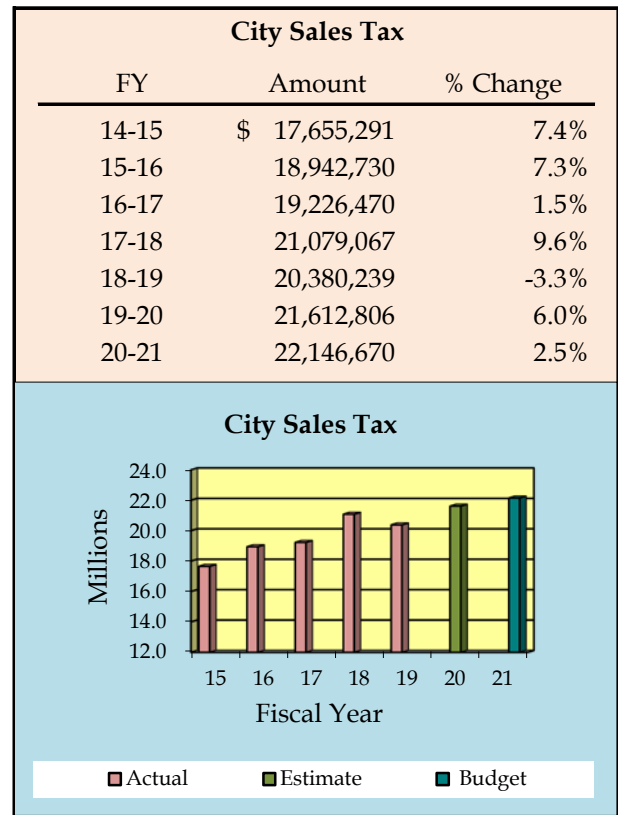
City Sales Tax (Transaction Privilege Tax)

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

Tax currently sunsets November 2024.

Description: The single largest revenue source for the City is obtained from a 1% tax on the sales of goods. The sale of food for home consumption is exempted from the tax. Additional sales taxes levies include a 2% tax on hotels, motels, restaurants and bars (BBB Tax) and a 1.281% transportation tax which are shown on the following pages.

Annual increases point to the slow yet steady continued economic recovery. The State of Arizona began collecting sales tax on behalf of all cities on January 1, 2017. The City will no longer collect local sales tax from this date forward. At this time, it is uncertain what the impact will be on local revenues collections, therefore FY 2019-2020 is projected using conservative estimates. FY 2020-2021 is expected to continue to show moderate increases in revenues.

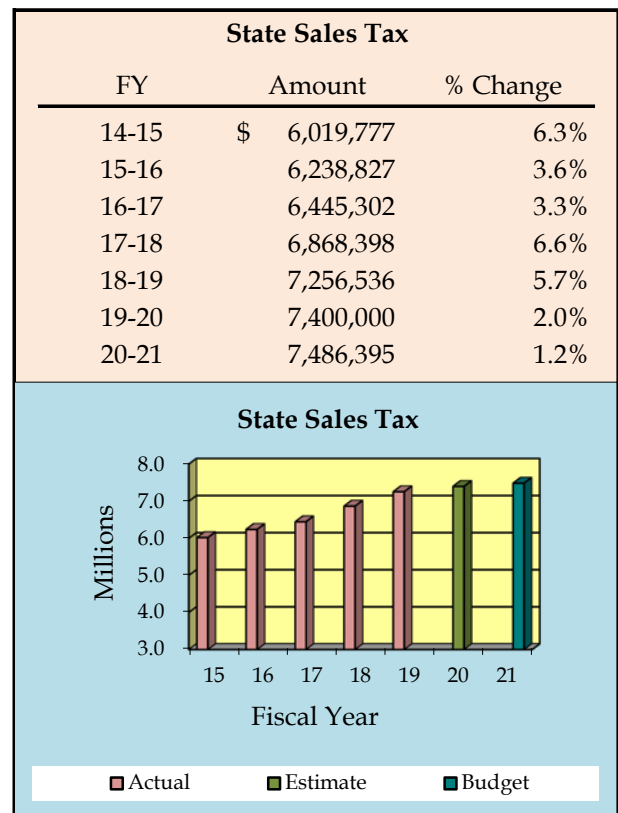


State Sales Tax

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

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

Recovery from the recession began in FY 2011. In FY 2012 the City experienced a shift in Arizona state population which went from 1.25% to 1.31% based on the 2010 census figures. Effective FY 2017, the state now adjusts our proportionate share of state population based on annual estimates provided by the Census Bureau. The FY 2018-2019 share was 1.299% and FY 2019-2020 are 1.298%. FY 2020-2021 continues to show moderate increases in revenues.

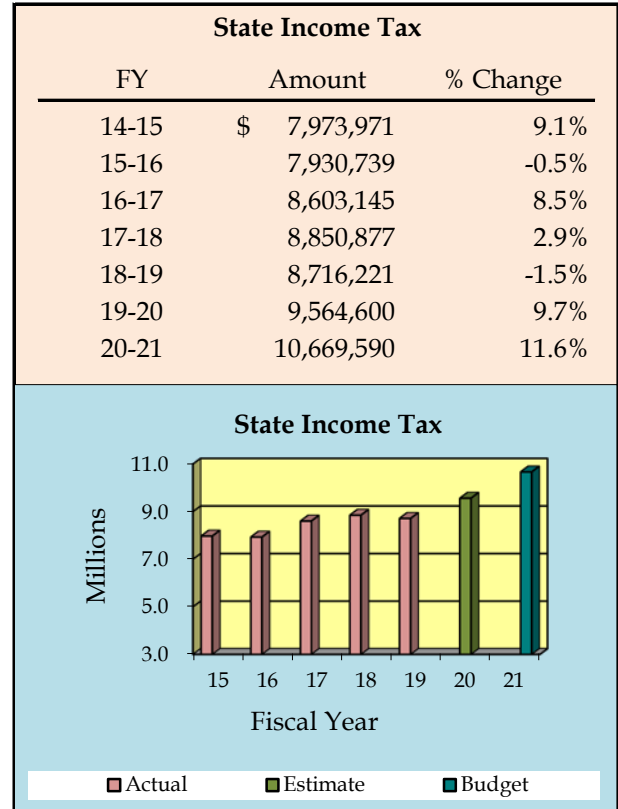


State Income Tax (Revenue Sharing)

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

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

The City of Flagstaff gained a relative population share because of the 2010 Census as well as began to see increases due to the recovery from the recession. The decrease in FY 2015-2016 was due to reductions in corporate income taxes passed by the Arizona state legislature. FY 2020-2021 will experience a large increase as individual income taxes continue to grow.



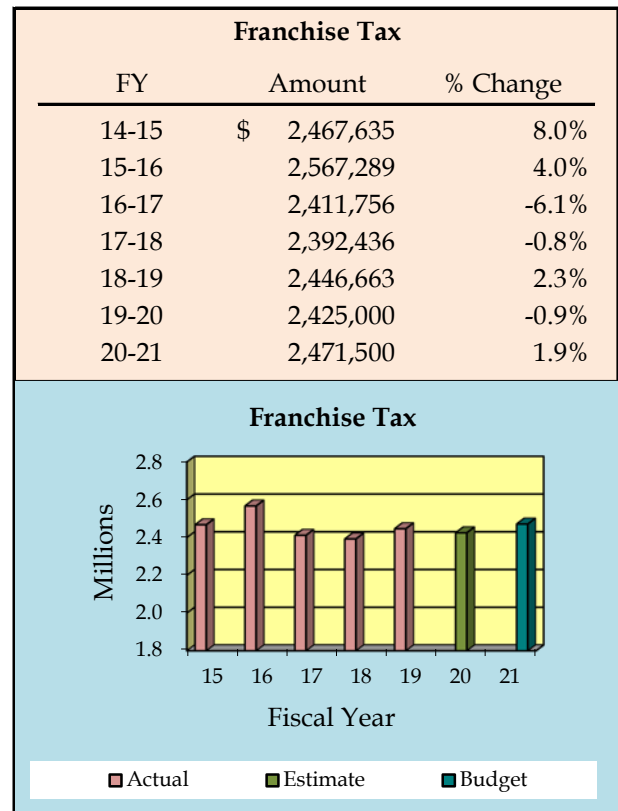
Franchise Tax

Legal Authority: Flagstaff Charter and City Code Article XII.

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

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

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

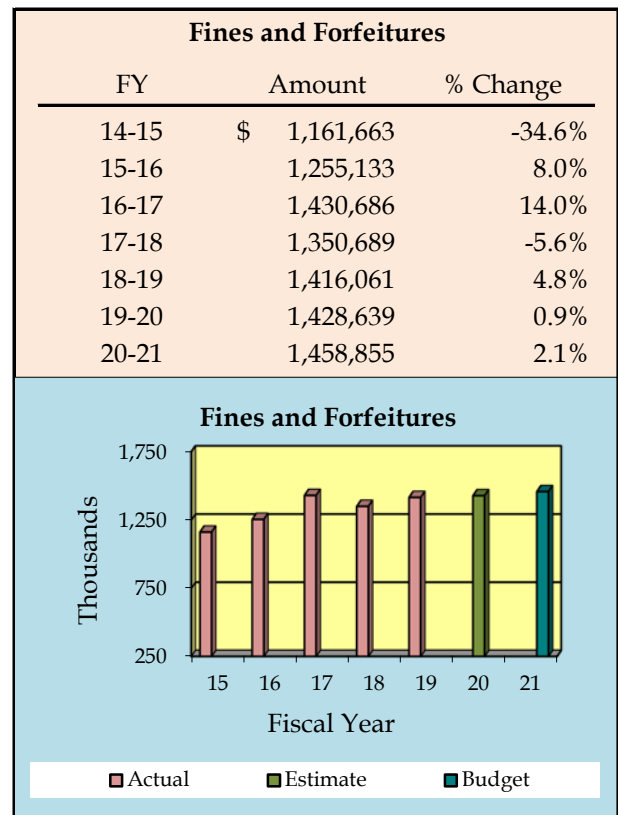


Fines and Forfeitures

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

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

Revenues vary on an annual basis dependent upon the mix of criminal and civil cases handled by the court system in any year as well as the fee structure in place at the time of the case. The allocation of the fines is prescribed by the Superior Court, usually annually, and/or the Flagstaff Municipal Court (dependent upon the type of case). The significant decrease in FY 2017-2018 was due to the high vacancies in the police department. It is anticipated the revenues will slightly increase in FY 2020-2021.

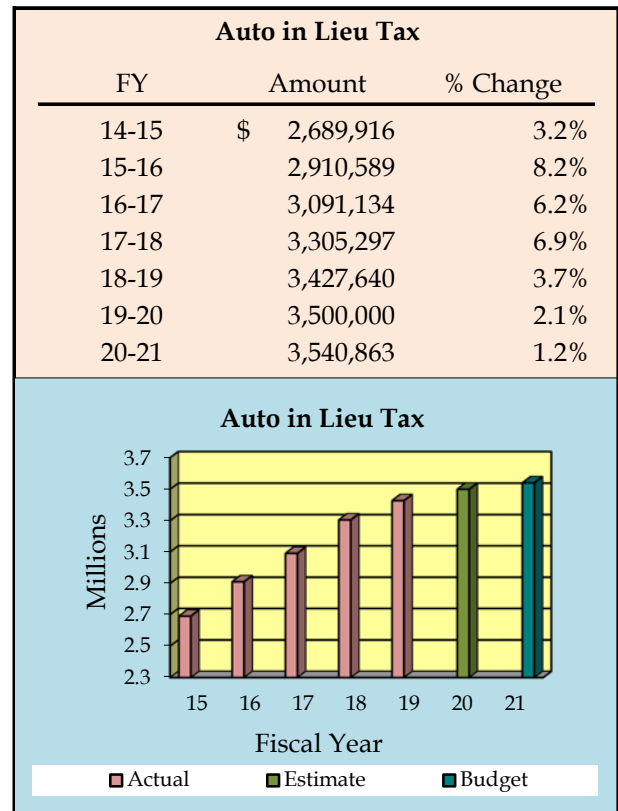


Auto in Lieu Tax

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

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

Auto in Lieu tax is received on a declining scale over a five-year period based on the automobile value until it stabilizes at the depreciated amount. Revenues have been steadily increasing since FY 2015-2016. We are anticipating a 2% increase in FY 2019-2020 followed by a 1.2% growth in FY 2020-2021.



Special Revenue Funds

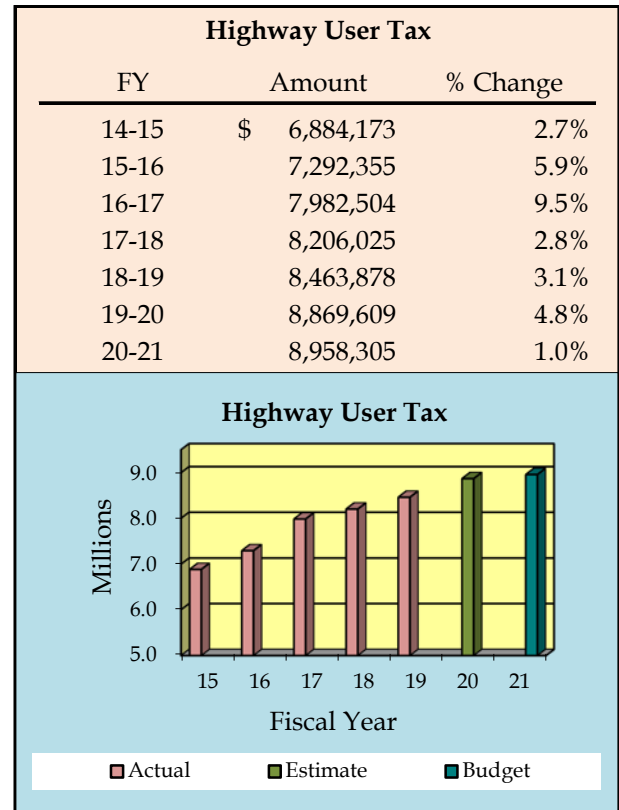
Highway User Revenue Fund

Highway User Tax

Legal Authority: Arizona Revised Statutes Section 28 - 1598 (B.4), (for method of distribution see ARS 28-1598 (D.3)).

Description: The proceeds from the State-shared motor vehicle fuel tax (currently 16 cents per gallon, of which cities and towns share in 13 cents per gallon) are distributed by the State to cities and towns by a compromise formula. Fifty percent of the distribution is based on point of origin for the sale of gasoline. The remaining fifty percent is based on population in proportion to total population for incorporated towns and cities.

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



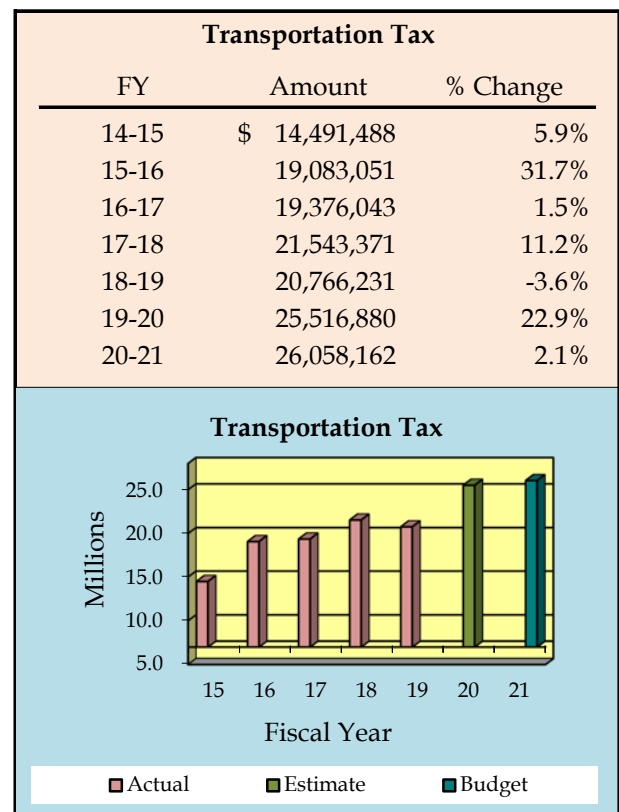
Transportation Tax

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

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

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

Transit Services	0.295%
Road Repair and Street Safety	0.330%
Lone Tree Overpass	0.230%
Roadway, Pedestrian, Bicycle and Safety	0.426%
Total	1.281%



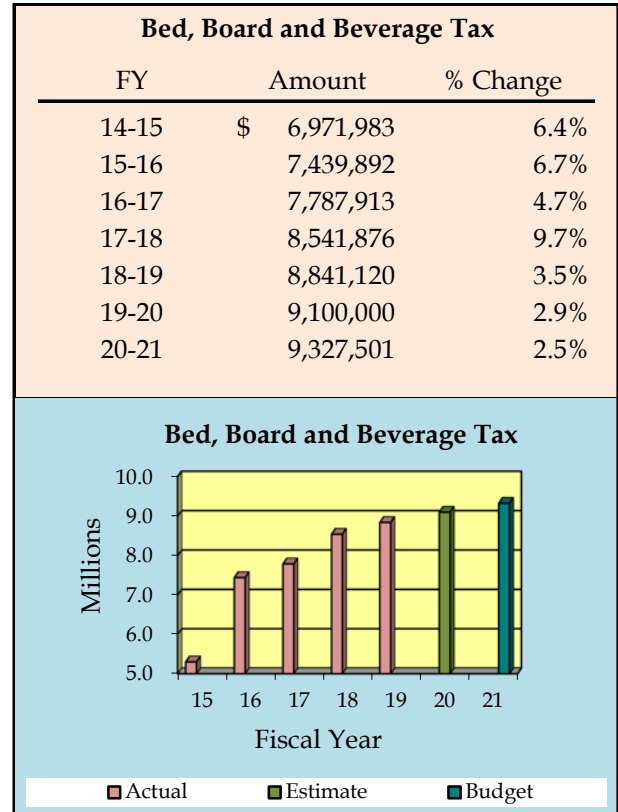
Bed, Board and Beverage Funds

Bed, Board and Beverage Tax

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

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

FY 2020-2021 continues to show an increase in projected revenue and demonstrates the strength of tourism in Northern Arizona. The growth demonstrated in year-over-year receipts indicates the funds used toward targeted tourism is paying off.



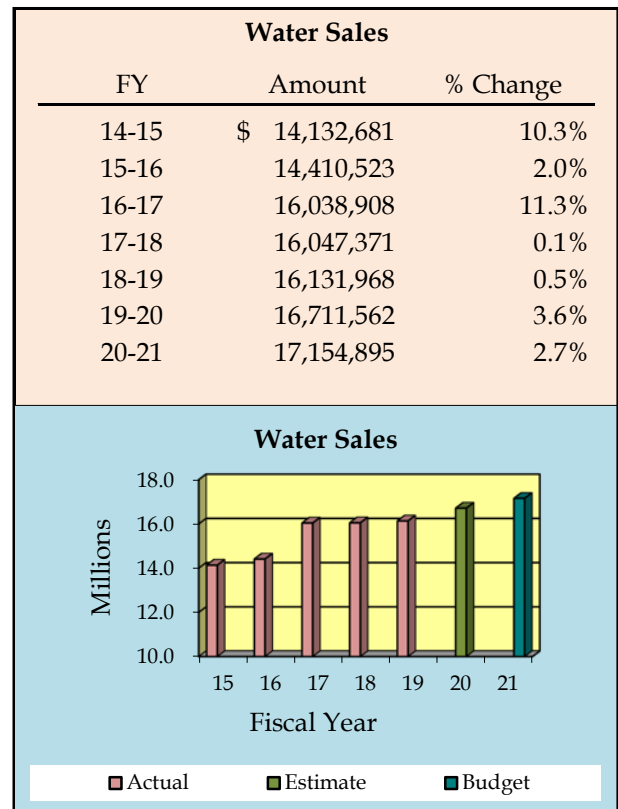
Enterprise Funds

Drinking Water Sales

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

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

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

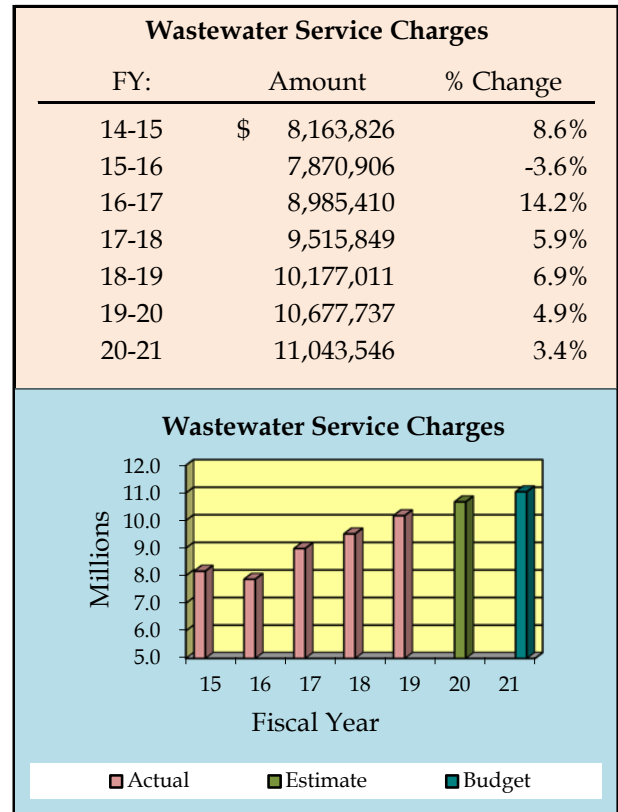


Wastewater Service Charges

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

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

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



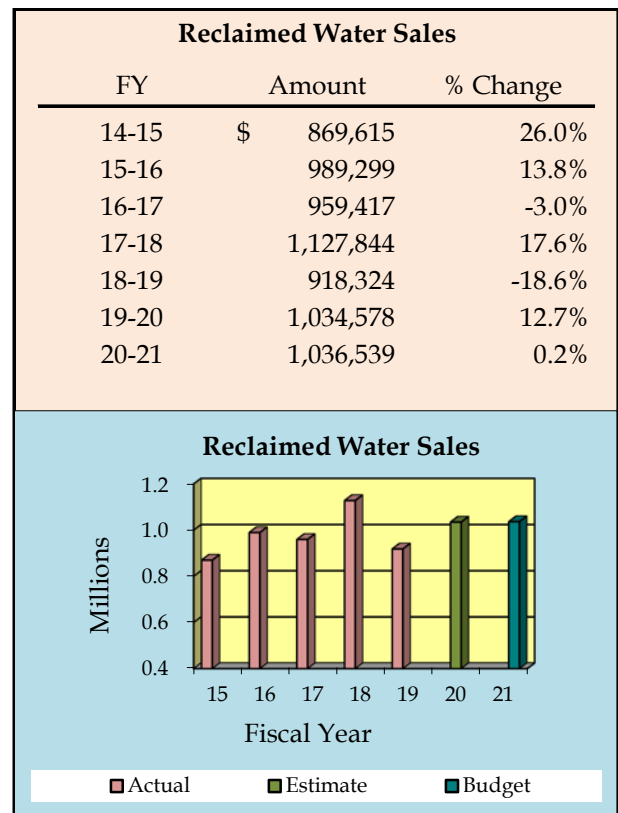
Reclaimed Water Sales

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

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

The rates for each customer class were reviewed in FY 2009-2010 using an outside consultant. Rate changes were approved by Council with an effective date of January 1, 2011.

The decrease of 19% in reclaimed water sales for FY 2018-2019 is the result of decreased demands due to an adjustment in the City customer base, resolution of outstanding accounts, and weather shifts which affect demand.

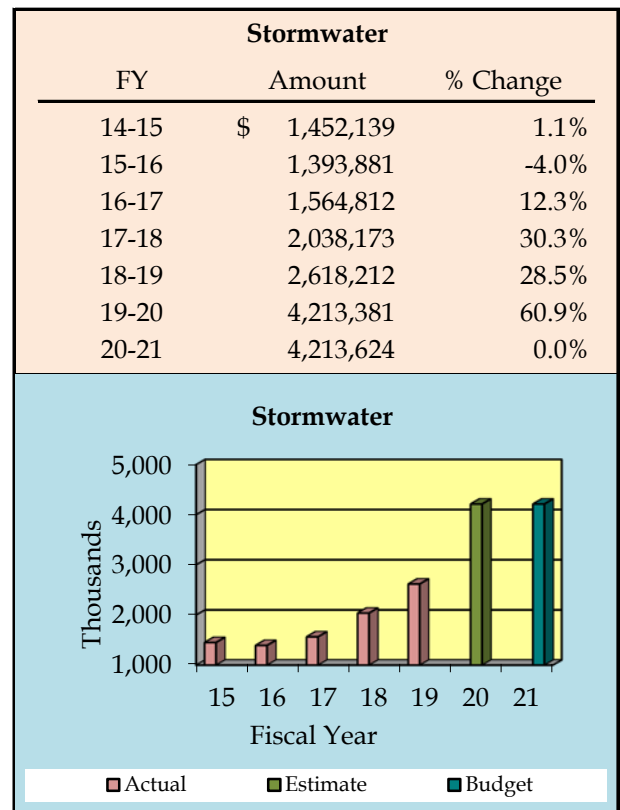


Stormwater

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

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

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

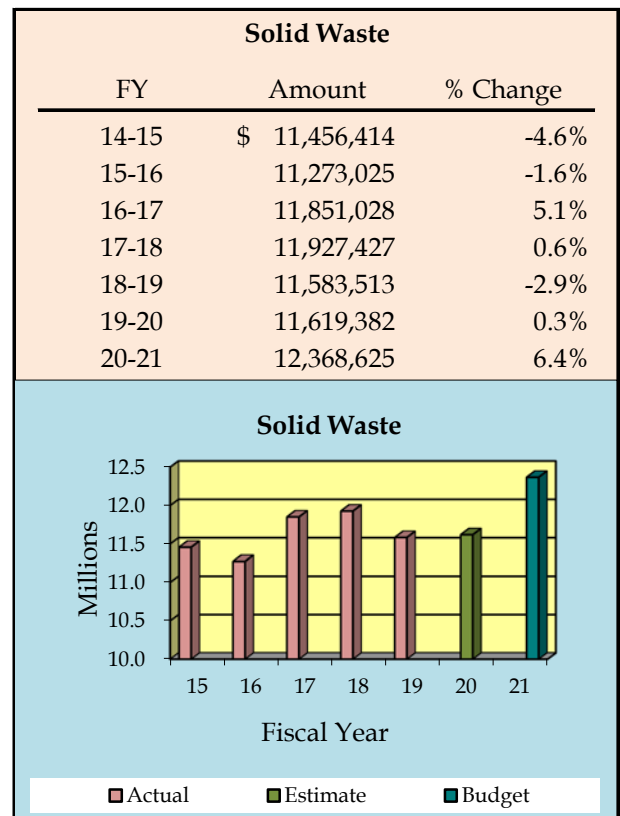


Solid Waste

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

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

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

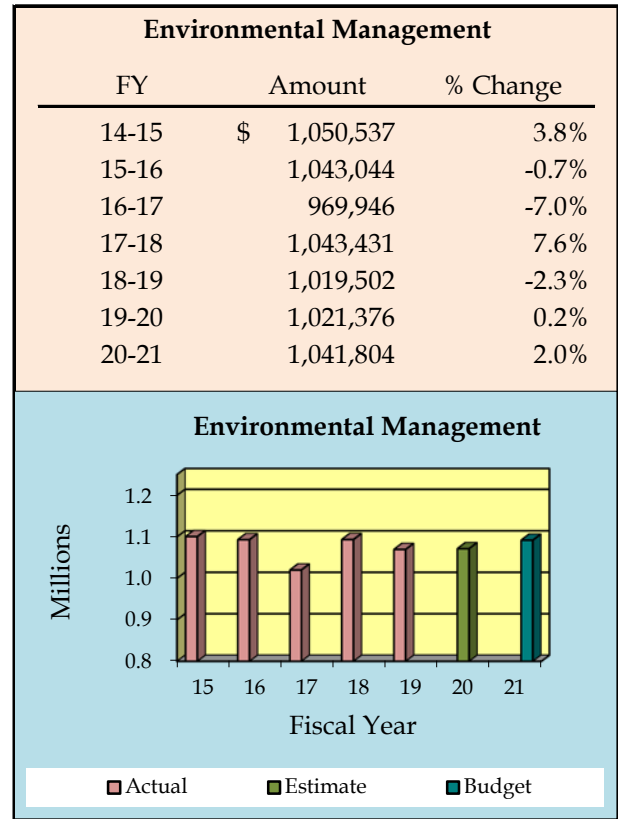


Sustainability and Environmental Management

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

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

The slight increase in revenues for FY 2020-2021 is related to projected growth.

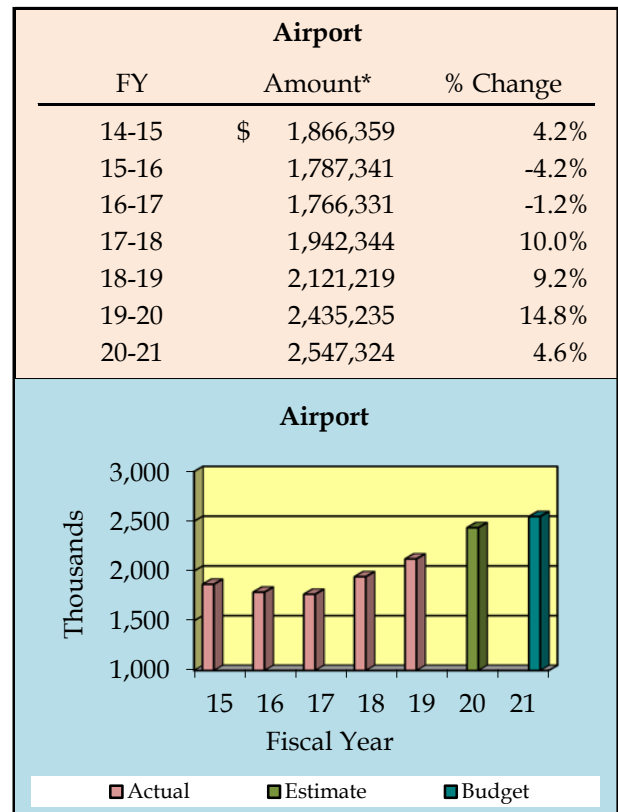


Airport

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

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

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

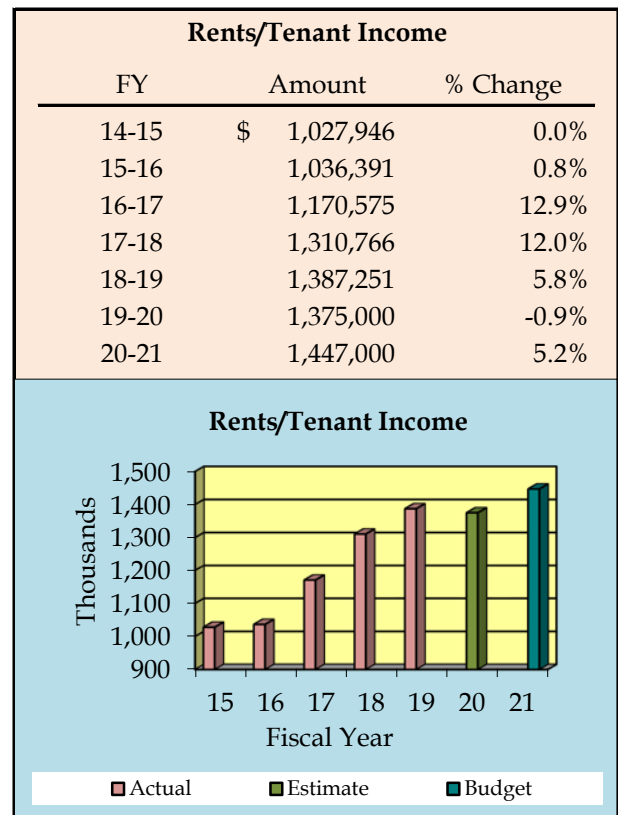


Housing Authority

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

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

Residents may choose between flat rent and rent that is income based. Rent is projected to increase in FY 2020-2021.



Schedule A-1: Total Resources and Appropriations Summary

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

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

Schedule B: Expenditure Limitation and Tax Levy Information

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

	Estimate* FY 2019-2020	Budget FY 2020-2021
Expenditure Limitation [Economic Estimates Commission]		\$ 168,625,388
Total Estimated Expenditures Subject to Expenditure Limitation		
1. Maximum Allowable Primary Property Tax Levy [ARS 42-17051.A] rev 6/06 HB 2876	\$ 6,892,243	\$ 7,030,088
2. Amount Received from Primary Property Taxation in FY 2018-2019 in Excess of the Sum of that Year's Maximum Allowable Primary Property Tax Levy [ARS 42-17102.A.18]	\$ -	
3. Property Tax Levy Amounts		
A. Primary Property Taxes	\$ 6,892,243	\$ 6,952,496
B. Secondary Property Taxes	7,268,436	7,670,890
C. Total Property Tax Levy Amount	\$ 14,160,679	\$ 14,623,386
4. Property Taxes Collected (Estimated)		
A. Primary Property Taxes:		
(1) FY 2018-2019 Levy	\$ 6,792,243	
(2) Prior Years' Levies	100,000	
(3) Total Primary Property Taxes Collected	6,892,243	
B. Secondary Property Taxes:		
(1) FY 2018-2019 Levy	7,268,436	
(2) Total Secondary Property Taxes Collected	7,268,436	
C. Total Property Taxes Collected	\$ 14,160,679	
5. Property Tax Rates		
A. City of Flagstaff Tax Rate:		
(1) Primary Property Tax Rate	0.7933	0.7510
(2) Secondary Property Tax Rate	0.8366	0.8366
(3) Total City Tax Rate	1.6299	1.5876

B. Special Assessment District Tax Rates:

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

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

Schedule C: Revenues Other Than Property Taxes

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

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

Schedule C: Revenues Other Than Property Taxes

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

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

Schedule C: Revenues Other Than Property Taxes

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

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

Schedule C: Revenues Other Than Property Taxes

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

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

Schedule C-1: Schedule of Grant Revenues

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

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

Schedule C-1: Schedule of Grant Revenues

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

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

Schedule D: Transfers and Proceeds from Other Sources

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

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

Schedule D-1: Schedule of Transfers Descriptions

City of Flagstaff
Schedule of Transfers
Fiscal Year 2020-2021

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

Schedule D-1: Schedule of Transfers Descriptions

City of Flagstaff
 Schedule of Transfers
 Fiscal Year 2020-2021

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

Schedule E: Appropriations by Fund

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

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

Schedule E: Appropriations by Fund

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

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

Schedule E: Appropriations by Fund

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

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

Schedule E: Appropriations by Fund

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

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

Schedule E-1: Budget by Division and Section

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

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

Schedule E-1: Budget by Division and Section

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

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

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

Schedule F: Budget Summary by Division of Expenditures

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

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

Schedule F: Budget Summary by Division of Expenditures

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

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

Schedule F: Budget Summary by Division of Expenditures

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

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

*Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

Schedule H: Summary of Operating Capital

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

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

Schedule H: Summary of Operating Capital

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

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

Schedule I: Summary of Capital Improvement Program

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

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

Schedule I: Summary of Capital Improvement Program

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

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

Schedule I: Summary of Capital Improvement Program

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

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

Schedule J: Debt Service Requirements

City of Flagstaff
Debt Service Requirements
Fiscal Year 2020-2021

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

City of Flagstaff
General Fund
Five Year Plan 2021-2025

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

City of Flagstaff
General Fund
Five Year Plan 2021-2025

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

City of Flagstaff
General Fund
Five Year Plan 2021-2025

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

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

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

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

Council Review Draft
Annual Financial Plan

Schedule K: Five-Year Plans

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

City of Flagstaff
Library Fund
Five Year Plan 2021-2025

Council Review Draft
Annual Financial Plan

Schedule K: Five-Year Plans

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

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

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

City of Flagstaff
Transportation Fund
Five Year Plan 2021-2025

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

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

Schedule K: Five-Year Plans

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

Council Review Draft
Annual Financial Plan

City of Flagstaff
 Beautification Fund
 Five Year Plan 2021-2025

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

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

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

City of Flagstaff
Tourism Fund
Five Year Plan 2021-2025

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

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

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

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

Schedule K: Five-Year Plans

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

Council Review Draft
Annual Financial Plan

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

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

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

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

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

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

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

Schedule K: Five-Year Plans

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

Council Review Draft
Annual Financial Plan

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

Council Review Draft
Annual Financial Plan

Schedule K: Five-Year Plans

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

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

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

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

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

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

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

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

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

City of Flagstaff
Stormwater Fund
Five Year Plan 2021-2025

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

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

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

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

Schedule K: Five-Year Plans

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

Council Review Draft
Annual Financial Plan

City of Flagstaff
 Airport Fund
 Five Year Plan 2021-2025

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

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

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

City Manager Division Mission

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

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

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

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

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

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

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

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

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

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

Human Resources Division Mission

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

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

Authorized Personnel/Positions:					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	1	1	1	0	1
Division Director	1	1	1	0	1
Human Resources Analyst	3	3	3	0	3
Human Resources Generalist	1	1	2	0	2
Human Resources Manager	1	1	2	0	2
Human Resources Recruiter	1	1	1	0	1
Human Resources Recruitment Specialist	1	1	0	0	0
Human Resources Supervisor	1	1	0	0	0
Total	10	10	10	0	10

Information Technology

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

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

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

City Attorney's Division Mission

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

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

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

Flagstaff Municipal Courts Division Mission

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

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

Authorized Personnel/Positions:					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Assistant	2	3	3	0	3
Administrative Assistant (Temp)	1	0	0	0	0
Collection Specialist	3	3	3	0	3
Court Finance Specialist	0.8	0.8	0.8	0	0.8
Court Information Systems Coordinator	2	2	2	0	2
Court Interpreter	1	1	1	0	1
Court Judicial Specialist	8.25	8.25	8.25	0	8.25
Court Training Specialist	1	1	1	0	1
Deputy Court Administrator	2	2	2	0	2
Division Director	1	1	1	0	1
Jury Services Specialist	1	1	1	0	1
Magistrate	1	2	2	0	2
On-Call Magistrate	1.3	0.5	0.5	0	0.5
Presiding Magistrate	1	1	1	0	1
Probation Service Officer	1	1	1	0	1
Warrant Officer	2	2	2	0	2
Total	29.35	29.55	29.55	0	29.55

Management Services Division Mission

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

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

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

Section: 031 - Management Services					
Expenditures by Category:					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Personnel Services	\$ 253,994	\$ 257,152	\$ 257,152	\$ 266,098	\$ 8,946
Contractuals	16,562	12,174	12,174	12,283	109
Commodities	1,819	1,100	1,100	1,000	(100)
Total	\$ 272,375	\$ 270,426	\$ 270,426	\$ 279,381	\$ 8,955
Expenditures by Program:					
General Administration	\$ 272,375	\$ 270,426	\$ 270,426	\$ 279,381	\$ 8,955
Total	\$ 272,375	\$ 270,426	\$ 270,426	\$ 279,381	\$ 8,955
Source of Funding:					
General Fund				\$ 279,381	
				\$ 279,381	

Authorized Personnel/Positions:					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Division Director	1	1	1	0	1
Financial Systems Analyst	1	1	1	0	1
Total	2	2	2	0	2

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

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

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

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

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

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

Fire Division Mission

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

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

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

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

Authorized Personnel/Positions:					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Fire Fighter	6	6	6	0	6
Total	6	6	6	0	6

Police Division Mission

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

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

Authorized Personnel/Positions:					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	13	13	13	0	13
Animal Control Officer	2	2	2	0	2
Deputy Police Chief	2	2	2	0	2
Dispatch Call Taker	0	0	0	0	0
Division Director	1	1	1	0	1
Evidence Technician	2	2	2	0	2
Police Aides	0	3	3	0	3
Police Communications Manager	1	1	1	0	1
Police Corporal/Detective	19	19	19	0	19
Police Crime Analyst	1	1	1	0	1
Police Emergency Communication Specialist	24	24	24	0	24
Police Emergency Communication Supervisor	6	6	6	0	6
Police Lieutenant	4	4	4	0	4
Police Officer	70	72	72	1	73
Police Records Supervisor	1	1	1	0	1
Police Sergeant	14	14	14	0	14
Police Special Services Supervisor	1	1	1	0	1
Police Support Services Manager	1	1	1	0	1
Property Control Coordinator	1	1	1	0	1
Police Training Coordinator	1	1	1	0	1
Total	164	169	169	1	170

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

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

Community Development Division Mission

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

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

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

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

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

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

Authorized Personnel/Positions:					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	1	1	1	0	1
City Engineer	1	1	1	0	1
Construction Inspector	4	4	5	0	5
Construction Manager	1	1	1	0	1
Development Engineer	1	1	1	0	1
Engineering Specialist	1	1	1	0	1
Intern	0.5	0.5	0	0	0
Project Manager	7	8	8	1	9
Senior Construction Inspector	1	1	0	0	0
Traffic Engineer	1	1	1	0	1
Total	18.5	19.5	19	1	20

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

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

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

Authorized Personnel/Positions:					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	1	1	1	0	1
Associate Planner	2	2	2	0	2
Building Inspection Manager	1	1	1	0	1
Building Inspector	7	7	7	0	7
Building Official	1	1	1	0	1
Building Permit Technician	0	1	1	0	1
Building Plans Examiner	3	3	3	0	3
Code Compliance Manager	1	1	1	0	1
Code Compliance Officer I	1	1	1	0	1
Code Compliance Officer II	1	1	2	0	2
Comprehensive Planning Intern	0.48	0	0	0	0
Comprehensive Planning Manager	1	1	1	0	1
Current Planning Manager	1	1	1	0	1
Development Services Manager	1	1	1	0	1
Development Services Specialist	1	1	1	0	1
Inspection Supervisor	0	0	0	0	0
Neighborhood Planner	0	0	1	0	1
Planning Development Manager	4	4	4	0	4
Planning Director	1	1	1	0	1
Zoning Code Manager	1	1	1	0	1
Total	28.48	29	31	0	31

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

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

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

Section: 107 - Community Housing Grants					
Expenditures by Category:					
	Actual Expenditures 2018-2019	Adopted Budget 2019-2020	Estimated Expenditures 2019-2020	Proposed Budget 2020-2021	Budget-Budget Variance
Contractuals	\$ 106,373	\$ 1,080,000	\$ 1,080,000	\$ 900,000	\$ (180,000)
Total	\$ 106,373	\$ 1,080,000	\$ 1,080,000	\$ 900,000	\$ (180,000)
Expenditures by Program:					
AZ Housing Trust Funds	\$ -	\$ 330,000	\$ 330,000	\$ 450,000	\$ 120,000
Home Grant Rehab	-	450,000	450,000	450,000	-
Coconino County Housing Grants	106,373	300,000	300,000	-	(300,000)
Total	\$ 106,373	\$ 1,080,000	\$ 1,080,000	\$ 900,000	\$ (180,000)
Source of Funding:					
	Housing and Community Services Fund			\$ 900,000	
				\$ 900,000	

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

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

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

Public Works Division Mission

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Authorized Personnel/Positions:					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Buyer	1	1	1	0	1
Fleet Services Specialist	1	1	1	0	1
Mechanic I	2	2	2	1	3
Mechanic II	4	4	4	0	4
Mechanic Assistant	1	1	1	0	1
Mechanic Lead Worker	1	1	1	0	1
Parts Specialist	1	1	1	0	1
Public Works Manager	1	1	1	0	1
Public Works Supervisor	1	1	1	0	1
Welder Technician	1	1	1	0	1
Total	14	14	14	1	15

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

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

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

Authorized Personnel/Positions:					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Assistant	1	0	0	0	0
Administrative Specialist	0	2	2	0	2
Head Lifeguard	2	2	2	0	2
Intern	0.25	0.25	0.00	0	0
Recreation Manager	1	1	1	0	1
Public Works Section Director	1	1	1	0	1
Recreation Program Assistant	0.5	0.5	0.5	0	0.5
Recreation Program Coordinator	9	9	9	0	9
Recreation Specialist	1	0	0	0	0
Recreation Supervisor	5	5	5	0	5
Recreation Temporaries	38.12	39.08	38.68	0	38.68
Total	58.87	59.83	59.18	0	59.18

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

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

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

Authorized Personnel/Positions:					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	2	2	2	0	2
Equipment Operator	6	4	4	0	4
Landfill Environmental Aide	0.5	0.5	0.5	0	0.5
Landfill Environmental Assistant	2	2	2	0	2
Landfill Environmental Program Specialist	1	1	1	0	1
Project Manager	2	2	2	0	2
Public Works Manager	1	1	1	0	1
Public Works Section Director	1	1	1	0	1
Public Works Supervisor	1	1	1	0	1
Total	16.5	14.5	14.5	0	14.5

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

Authorized Personnel/Positions:					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Specialist	2	2	2	0	2
Customer Relations Supervisor	1	1	1	0	1
Equipment Operator	23	23	23	0	23
Program Assistant	0.5	0.5	0.5	0	0.5
Public Works Manager	1	1	1	0	1
Public Works Supervisor	2	2	2	0	2
Solid Waste Lead Worker	3	3	3	0	3
Total	32.5	32.5	32.5	0	32.5

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

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

Economic Vitality Division Mission

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

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

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

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

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

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

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

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

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

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

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

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

Authorized Personnel/Positions:					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Application Support Specialist II	1	1	1	0	1
IT Manager	1	1	1	0	1
Librarian	1	1	1	0	1
Library Clerk	1	0.63	0.63	0	0.63
Library Clerk (Temp)	0.88	0.88	0.88	0	0.88
Library Specialist	2.25	2.25	2.25	0	2.25
Library Specialist (Temp)	0.09	0.09	0.09	0	0.09
Library Supervisor	2.88	2.88	2.88	0	2.88
Total	9.73	9.73	9.73	0	9.73

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

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

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

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

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

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

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

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

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

Authorized Personnel/Positions:					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
Administrative Assistant (Temp)	1.65	1.65	1.65	0	1.65
Administrative Specialist	2	2	2	0	2
Administrative Specialist (Temp)	0.5	0.5	0.5	0	0.5
Visitor Center Manager	1	1	1	0	1
Total	5.15	5.15	5.15	0	5.15

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

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

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

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

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

Water Services Division Mission

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Authorized Personnel/Positions:					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
GIS System Specialist	1	1	1	0	1
IT Administrator	1	1	0	0	0
Project Manager	1	1	1	0	1
Water Services Engineering Manager	1	1	1	0	1
Water Services Plan Reviewer	1	1	1	0	1
Total	5	5	4	0	4

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

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

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

Authorized Personnel/Positions:					
Title	2017-2018	2018-2019	Current 2019-2020	Changes 2020-2021	Proposed 2020-2021
IT Administrator	0	0	2	0	2
Water Services Supervisor	0	0	2	1	3
Total	0	0	4	1	5

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

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

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

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

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

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

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

Authorized Personnel/Positions:					
Title	2017-2018	2018-2019	2019-2020	2020-2021	2020-2021
MSW - Operations	1	1	1	0	1
MSW - Maintenance	1	1	1	0	1
Water Services Supervisor	1	1	1	0	1
Total	3	3	3	0	3

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

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

Non-Departmental Mission

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

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

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

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

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

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

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

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

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

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

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

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	Budget 2019-2020	Estimate 2019-2020	Budget 2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Plan
Streets/Transportation								
Streets - HURF								
Road Construction (Dirt Roads)	\$ 2,277,352	2,277,352	-	-	-	-	-	2,277,352
Minor Transportation Improvements	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Reserve for Improvements	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Sidewalk Replacement Program	15,000	15,000	200,000	200,000	200,000	200,000	200,000	1,015,000
Street Improvement Program	2,548,270	2,548,270	2,092,352	2,100,000	2,100,000	2,100,000	2,100,000	13,040,622
Sunnyside (Contingent on sale of auto mall lots)	1,955,875	1,837,650	-	-	-	-	-	1,837,650
Transportation Tax Funded								
Safety Improvements								
Bike/Pedestrian and Safety Improvement	380,046	189,655	-	-	-	-	-	189,655
Butler/4th Intersection Reconstruction	88,577	88,577	-	-	-	-	-	88,577
Franklin Safety Improvements	32,612	32,612	-	-	-	-	-	32,612
HSIP Program	75,000	75,000	-	-	-	-	-	75,000
Intersection Improvements	50,000	50,000	-	-	-	-	-	50,000
La Plaza Vieja Traffic Improvements	328,203	328,203	-	-	-	-	-	328,203
Quiet Zone Modifications	400,000	400,000	-	-	-	-	-	400,000
San Francisco/Franklin Signal	400,000	400,000	-	-	-	-	-	400,000
Switzer/Turquoise Roundabout	139,973	139,973	-	-	-	-	-	139,973
Traffic Signal Program	50,000	50,000	-	-	-	-	-	50,000
Transportation Planning and Programming	25,000	25,000	-	-	-	-	-	25,000
Street Improvements								
Beulah Boulevard/University Drive	8,096,492	8,096,492	-	-	-	-	-	8,096,492
Butler Fourth Street Intersection Reconstruction	3,735,753	2,288,121	-	-	-	-	-	2,288,121
Fourth Street Reconstruction	2,801,906	4,815,281	-	-	-	-	-	4,815,281
Industrial Drive - Huntington to Purina - Phase 3	3,644,797	3,644,797	-	-	-	-	-	3,644,797
Major Road Reconstruction (Streets)	379,246	-	-	-	-	-	-	-
Reserve for Transportation Improvements	200,000	200,000	-	-	-	-	-	200,000
Soliers Avenue - Fanning Wash Crossing	250,000	250,000	-	-	-	-	-	250,000
Southside Curbs	265,008	265,008	-	-	-	-	-	265,008
Traffic Engineering	125,000	125,000	-	-	-	-	-	125,000
Transportation Master Plan	250,000	250,000	-	-	-	-	-	250,000
Transportation Planning and Programming	65,000	65,000	-	-	-	-	-	65,000
Fourth Street Overpass	3,279,898	2,696,886	-	-	-	-	-	2,696,886
FUTS								
BNSF Walnut - Florence Underpass	149,862	149,862	-	-	-	-	-	149,862
Downtown Underpass	165,000	165,000	-	-	-	-	-	165,000
Florence - Walnut Underpass Bridge	2,112,446	1,112,446	-	1,000,000	-	-	-	2,112,446
Fourth Street Bridge Bike/Ped	-	1,234,404	-	-	-	-	-	1,234,404
FUTS Signage Program	56,608	56,608	-	-	-	-	-	56,608
Lone Tree Trail - Butler to Sinclair Wash	20,000	-	-	-	-	-	-	-
Marshall Trail	20,000	20,000	-	-	-	-	-	20,000
Sheep Crossing Trail	595,361	1,380,000	-	-	-	-	-	1,380,000
Special Projects and Unprogrammed Work	64,037	64,037	-	-	-	-	-	64,037
Switzer Canyon Trail	1,171,720	362,690	-	-	-	-	-	362,690

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

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

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

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

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

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

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

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

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

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

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

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

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

General Government

Police Department

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

Fire Department

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

Municipal Facilities

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

Flagstaff Housing Authority

Redevelop Public Housing	18,000,000
	18,000,000

Information Technology

Fiber Project	14,000,000
Future Software Development	25,000
	14,025,000

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

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

Public Works

Streets

Sunnyside Neighborhood Improvements	\$	6,500,000
		6,500,000

Parks

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

Cemetery

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

Recreation

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

Total Public Works 153,470,220

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

Transportation

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

Economic Vitality

Airport Capital

Airport Paid Parking Structure	25,000,000
	25,000,000

Parking

Downtown Parking Facility Parking	25,000,000
	25,000,000

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

Water Services

Drinking Water

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

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

Wastewater

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

Wastewater Collection/Reclaim Distribution

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

Reclaim Distribution System

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

Stormwater

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

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

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

City of Flagstaff
Authorized Personnel/Position Summary

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

City of Flagstaff
Authorized Personnel/Position Summary

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

City of Flagstaff
Authorized Personnel/Position Summary

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

City of Flagstaff
Authorized Personnel/Position Summary

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

City of Flagstaff
Authorized Personnel/Position Summary

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

City of Flagstaff
Authorized Personnel/Position Summary

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

City of Flagstaff
Authorized Personnel/Position Summary

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

City of Flagstaff
Authorized Personnel/Position Summary

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

City of Flagstaff
Authorized Personnel/Position Summary

Section	2016-2017	2017-2018	2018-2019	2019-2020	Add/Delete 2020-2021	Adopted 2020-2021
Tourism - Continued						
CVB Communication Specialist	1	1	1	1	0	1
CVB Director	1	1	1	1	0	1
Marketing and Media Relations Manager	1	1	1	1	0	1
Marketing Specialist	0	0	0	1	0	1
Sales Specialist	1	1	1	1	0	1
International Travel and Trade Manager	1	1	1	1	0	1
Total	9	10	10	11	0	11
Visitor Services						
Administrative Assistant (Temp)	1.65	1.65	1.65	1.65	0	1.65
Administrative Specialist	2	2	2	2	0	2
Administrative Specialist (Temp)	0.5	0.5	0.5	0.5	0	0.5
Visitor Center Manager	1	1	1	1	0	1
Visitor Specialist	0	0	0	0	1	1
Total	5.15	5.15	5.15	5.15	1	6.15
Airport Operations						
Administrative Specialist	1	1	1	1	0	1
Airport Business Manager	0	0	1	1	(1)	0
Airport Director	1	1	1	1	0	1
Airport Operations/ ARFF Specialist	6	6	9	9	0	9
Airport Operations/ ARFF Manager	1	1	1	1	0	1
Airport Parking Aide	0	0	1	1	(1)	0
Maintenance Worker Temp - Airport Snow	0.5	0.5	0.5	0.5	0	0.5
Total	9.5	9.5	14.5	14.5	(2)	12.5
Parking District						
Parking Manager	1	1	1	1	0	1
Parking Aide	3	4	5	5	0	5
Parking Lead Worker	0	0	1	1	0	1
Total	4	5	7	7	0	7
Water Services Administration						
Administrative Specialist	2	2	2	2	0	2
Communications Aide (Temp)	0	0	0.23	0.71	0.25	0.96
Division Director	1	1	1	1	0	1
Water Services Management Analyst	1	1	1	1	0	1
Water Services Operations Section Director	1	1	1	1	0	1
Total	5	5	5.23	5.71	0.25	5.96
Water Production						
Maintenance Worker (Temp)	0	0	0.23	0.23	0	0.23
MSW Operations	3	3	4	4	0	4
MSW Maintenance	2	2	2	2	0	2
Water Services Supervisor	3	3	3	2	0	2
Water Production Manager	1	1	1	1	0	1
Water Services SCADA Administrator	0	1	1	0	0	0
Total	9	10	11.23	9.23	0	9.23

City of Flagstaff
Authorized Personnel/Position Summary

Section	2016-2017	2017-2018	2018-2019	2019-2020	Add/Delete 2020-2021	Adopted 2020-2021
Water Distribution						
MSW - Water Services Tech	11	13	14	14	0	14
Water Services Supervisor	1	1	1	1	0	1
Water/Sewer Utility Locator	1	1	1	1	0	1
Total	13	15	16	16	0	16
Water Resource Management						
Water Conservation Enforcement Aide	1	1	1	1	0.49	1.49
Water Conservation Specialist	1	1	1	1	0	1
Water Resources Technician	0	0	0	0.48	0	0.48
Water Resource Manager	1	1	1	1	0	1
Water Services Program Manager	1	1	1	1	0	1
Total	4	4	4	4.48	0.49	4.97
Water Services Engineering						
GIS System Specialist	0	1	1	1	0	1
IT Administrator	1	1	1	0	0	0
Project Manager	1	1	1	1	0	1
Water Services Engineering Manager	1	1	1	1	0	1
Water Services Plan Reviewer	1	1	1	1	0	1
Total	4	5	5	4	0	4
Regulatory Compliance						
Industrial Pretreat Inspector	2	2	2	2	0	2
Industrial Pretreat Supervisor	1	1	1	1	0	1
MSW - Laboratory	2	3	3	3	0	3
MSW - Plant Tech	1	0	0	0	0	0
Water Services Manager	1	1	1	1	0	1
Water Services Supervisor	2	2	2	2	0	2
Total	9	9	9	9	0	9
SCADA Information Systems						
IT Administrator	0	0	0	2	0	2
Water Services Supervisor	0	0	0	2	1	3
Total	0	0	0	4	1	5
Wastewater Treatment						
MSW - Maintenance	0	2	2	2	0	2
MSW - Operations	5	5	5	4	0	4
MSW - Plant Technician	2	0	0	0	0	0
Water Services Supervisor	3	3	3	3	0	3
Wastewater Treatment Manager	1	1	1	1	0	1
Total	11	11	11	10	0	10
Wastewater Collection						
MSW- Water Services Technician	8	8	8	8	0	8
Water Services Supervisor	1	1	1	1	0	1
Total	9	9	9	9	0	9

City of Flagstaff
Authorized Personnel/Position Summary

Section	2016-2017	2017-2018	2018-2019	2019-2020	Add/Delete 2020-2021	Adopted 2020-2021
Reclaimed Water						
MSW - Operations	1	1	1	1	0	1
MSW - Maintenance	1	1	1	1	0	1
Water Services Supervisor	1	1	1	1	0	1
Total	3	3	3	3	0	3
Stormwater						
Intern	0.5	0.5	0.5	0	0	0
MSW- Water Services Technician	0	0	0	0	2	2
Project Manager	3	3	3	3	0	3
Stormwater Program Manager	1	1	1	1	0	1
Watershed Specialist	1	1	1	1	0	1
Total	5.5	5.5	5.5	5	2	7
Grand Total	834.12	865.65	880.91	888.15	9.07	897.22