

WORK SESSION AGENDA

CITY COUNCIL WORK SESSION
TUESDAY
JUNE 30, 2020

STAFF CONFERENCE ROOM
SECOND FLOOR - CITY HALL
211 WEST ASPEN AVENUE
3:00 P.M.

ATTENTION

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

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

PUBLIC COMMENT PROTOCOL

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

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

Public comments may be submitted to publiccomment@flagstaffaz.gov

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

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

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

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

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

AGENDA

1. Call to Order

NOTICE OF OPTION TO RECESS INTO EXECUTIVE SESSION

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

§38-431.03(A)(3).

2. Pledge of Allegiance and Mission Statement

MISSION STATEMENT

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

3. ROLL CALL

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

MAYOR EVANS

VICE MAYOR SHIMONI

COUNCILMEMBER ASLAN

COUNCILMEMBER MCCARTHY

COUNCILMEMBER ODEGAARD

COUNCILMEMBER SALAS

COUNCILMEMBER WHELAN

4. Public Participation

Public Participation enables the public to address the council about items that are not on the prepared agenda. Public Participation appears on the agenda twice, at the beginning and at the end of the work session. You may speak at one or the other, but not both. Anyone wishing to comment at the meeting is asked to fill out a speaker card and submit it to the recording clerk. When the item comes up on the agenda, your name will be called. You may address the Council up to three times throughout the meeting, including comments made during Public Participation. Please limit your remarks to three minutes per item to allow everyone to have an opportunity to speak. At the discretion of the Chair, ten or more persons present at the meeting and wishing to speak may appoint a representative who may have no more than fifteen minutes to speak.

5. Review of Draft Agenda for the July 7, 2020 City Council Meeting

Citizens wishing to speak on agenda items not specifically called out by the City Council may submit a speaker card for their items of interest to the recording clerk.

6. Council Business Listening Tour

The City of Flagstaff Economic Development Program is inviting two of our partners to present their efforts to City Council relative to COVID-19.

7. Discussion: Partial lane and partial alley closures in Downtown

8. Discussion of the City of Flagstaff Re-Entry Plan.

9. Adoption/Renewal of Public Safety Development Fees

10. Consideration of the Federal Aviation Administration (FAA) CARES Act Grant Award Funding Plan for the Flagstaff Airport.

11. **Water Resources Master Plan Update - Reclaimed Water Component & Selection of Stakeholder Committee**
12. **Business Attraction Incentive Policies**
13. **Discussion: Reasonable Restrictions on the Use of Potable Water**
14. **Citizen Petition - Fair Voting for Flagstaff (Ranked Choice Voting)**
15. **Public Participation**
16. **Informational Items To/From Mayor, Council, and City Manager; future agenda item requests**
17. **Adjournment**

CERTIFICATE OF POSTING OF NOTICE

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

Dated this _____ day of _____, 2020.

Stacy Saltzburg, MMC, City Clerk

CITY OF FLAGSTAFF STAFF SUMMARY REPORT

To: The Honorable Mayor and Council
From: John Saltonstall, Business Retention & Expansion Manager
Co-Submitter: David McIntire
Date: 06/09/2020
Meeting Date: 06/30/2020



TITLE:

Council Business Listening Tour

The City of Flagstaff Economic Development Program is inviting two of our partners to present their efforts to City Council relative to COVID-19.

DESIRED OUTCOME:

This is an informational presentation without the usual tours which would have occurred on the Thursday following this Tuesday presentation.

EXECUTIVE SUMMARY:

The City of Flagstaff Economic Development Program works with several local and regional business and service providers. The Business Listening Tours bring businesses, regional economic developers, and Council together for greater mutual understanding. Under normal circumstances, every fifth Tuesday has been an opportunity for the Economic Development Staff to invite business representatives to share their experiences of locating, operating, and growing their businesses in Flagstaff. As humanity continues to adapt to highly contagious respiratory illnesses, this evening two of our partners will present their efforts and recent developments to assist businesses and individuals during the pandemic. This presentation, called Pandemic Partners, invites the Coconino County Economic Development and Health Services, and the Coconino County Small Business Development Center (SBDC) to present their efforts.

INFORMATION:

The Coconino County Economic Development and Environmental Health Offices will present their numerous efforts and new programs in response to COVID-19. Next, the Coconino County Small Business Development Center will present an overview of their operations, followed by the various programs that have been developed and deployed in response to COVID-19.

Attachments: [Pandemic Partners Presentation](#)

COVID-19 Partner Updates

John Saltonstall, BR&E Manager
6/30/2020





Pandemic Partners

- **Coconino County Economic Development**
- **Coconino County Small Business Development Center (SBDC)**



Coconino County Economic Development

Multiple weekly webinars during the early stages of the COVID Pandemic

Before AZ State and Federal support infrastructures were set up the local subject matter experts were immediately responding to the needs of our business and employee community members.

Key Partners brought together to help businesses and people plan for:

- Business financing

- Personal stimulus programs

- Workforce Development training opportunities

- Unemployment Assistance (UI and PUA)

- Health Guidance (reopening and Executive Orders)

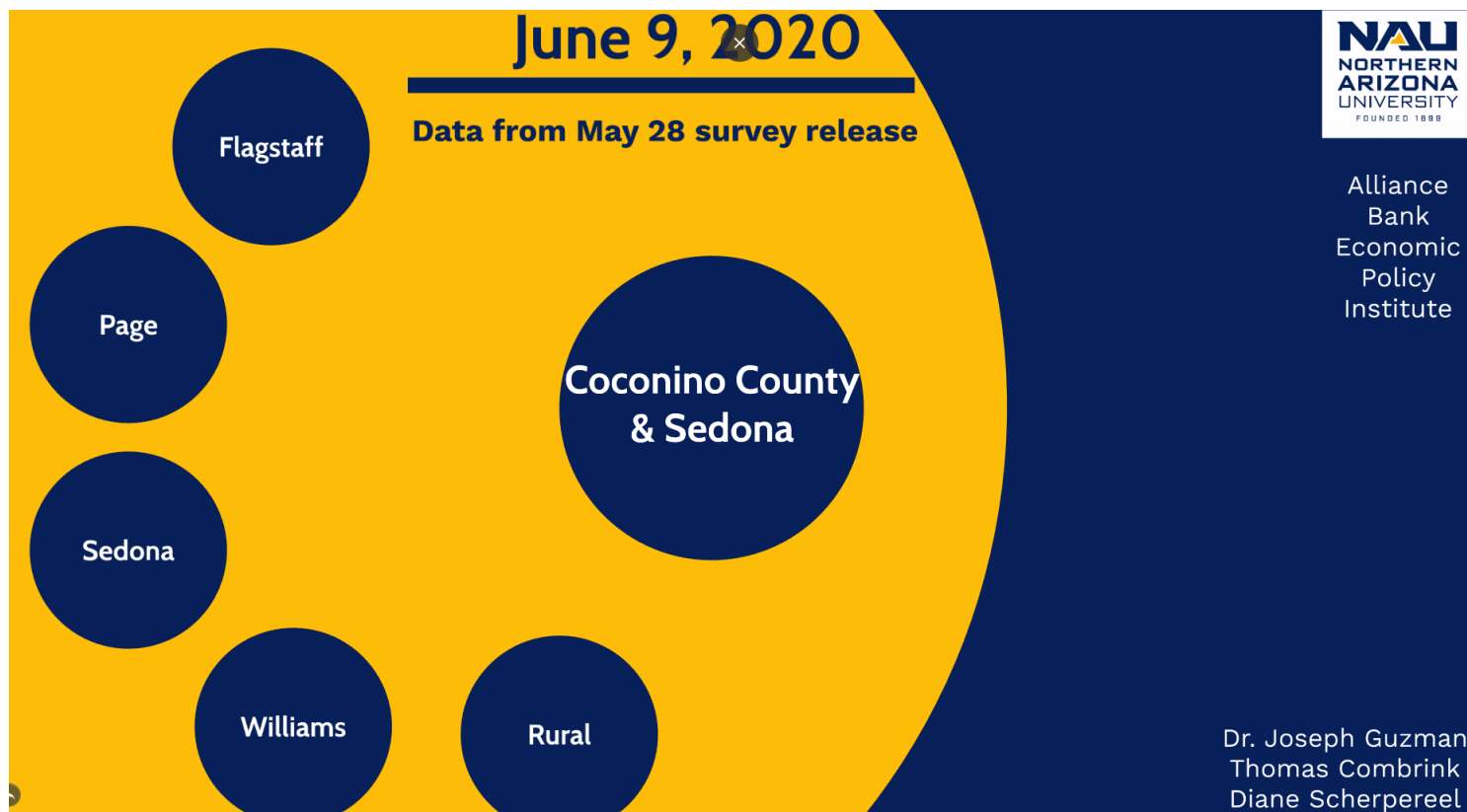
- Community Resources (FDBA, Cities of Page and Flagstaff, One Stop Operator)



Coconino County Economic Development



Coconino County and Sedona Business Leaders Survey



Results are publicly available here:

<https://in.nau.edu/economic-policy-institute/covid-19>



Coconino County Economic Development



Enhanced Food Handler's Certification

A science-based and academically vetted program designed to address safety concerns of the public and help food service establishments return successful and profitable operations.

Represents the most current health guidance (CDC, FDA and ADHS) to increase safety to guests, employees and the community.

Recommended and FREE training, testing and certification program accessed through the same online portal as the Food Handler's Certification which is required of all employees working in food service.

More information available here:

<https://coconino.az.gov/231/Food-Manager-Training-Food-Handler-Cert>

**CERTIFIED
COVID AWARE**



2020



NAU NORTHERN ARIZONA
UNIVERSITY



Coconino County SBDC

Small Business Development Center (SBDC) Overview

- The SBDC Program delivers up-to-date counseling, training and technical assistance in all aspects of small business management.
 - Financial analysis and forecasting, marketing, production, organization, engineering and technical problems and feasibility studies.
 - Specialized services include international trade assistance, technical assistance, procurement assistance, venture capital formation and rural development.





Coconino County SBDC



CARES Act

➤ Objectives

- Accessing and applying for financial resources
- Web integration, online sales and marketing
- Cybersecurity
- Workplace safety





Coconino County SBDC



COVID Response

- 22 Trainings that served 593 Clients
- 316 Individual Sessions
- Over \$8 Million in capital secured
- Supported over 1500 jobs
- Clients received support within one business day





Pandemic Partners



Questions?



Pandemic Partners



THANK YOU!!!

CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council
From: Stacy Saltzburg, City Clerk
Date: 06/25/2020
Meeting Date: 06/30/2020



TITLE

Discussion: Partial lane and partial alley closures in Downtown

STAFF RECOMMENDED ACTION:

Discussion.

EXECUTIVE SUMMARY:

There have been exploratory discussions related to possible partial lane closures to assist in the downtown core, and perhaps other areas, in terms of adding new spaces to enhance social distancing. The desire is to increase table capacity outside to better accommodate social distancing requirements and reduced capacity inside the businesses.

INFORMATION:

Terry Madeksza with the Downtown Business Alliance and Cheney Bostic with Studio Seed will provide a brief presentation and will be available to answer questions concerning the proposal.

Items of Consideration:

Possible Permits Required

- This pursuit is premised on economic development and the ability for the downtown businesses to continue operating while maintaining social distance requirements and possibly expanding capacity.
- Discussion needs to be had as to what permits, if any, are applicable.

Liquor Licenses

- The idea of allowing restaurants to extend to the streets is permissible in the views of liquor laws. If the Council decided to allow this the following will have to happen:
 - Each individual business would have to apply for a temporary extension of premise which will include a detailed drawing of where they propose their new seating will be
 - Each business would have to figure out a way to clearly mark their boundaries in the street as co-mingling business serving alcohol is not allowed.
 - The extension request can be as long as the council desires (i.e. weekends or ongoing). To be consistent we have signed off for a two-month extension in the past. The extension is signed and approved by the Police Department.

Safety Considerations

- Arrangements to barricade seating areas with removable barriers for the safety of patrons on the street.
- Additional insurance requirements for businesses extending their premises listing the City as an additional insured.
- Proposal may not have to alter existing traffic patterns.

ParkFlag Operations

- ParkFlag and Downtown Business Alliance staff are meeting with the Downtown Master Plan consultants, PUMA, to understand what they've been learning through their planning process about the business community needs, and what some best practices for re-engagement are they are seeing in other communities. That information will be combined with stakeholder feedback and internal discussions to consider possible re-implementation options.
- The intention is to develop two or three scenarios for re-implementation that would be discussed with the Board of Directors for the Downtown Business Alliance and Downtown businesses to be presented to Council on August 18, 2020.
- These options would likely involve different timelines related to re-implementation of the employee permits and ways to best begin managing pay parking again. The success of the downtown, the rebound of the businesses, and the fiscal realities of the program will all be considered.
- A CCR will be provided to the Council with additional information to consider in advance of the meeting after summer break.

Attachments: [Presentation](#)



FLAGSTAFF TEMPORARY BUSINESS EXPANSION PLAN

RE-OPENING IN THE AGE OF COVID:

A BUSINESS AND PUBLIC HEALTH FIRST APPROACH



DON'T LET COLORADO GET ALL THE ATTENTION...



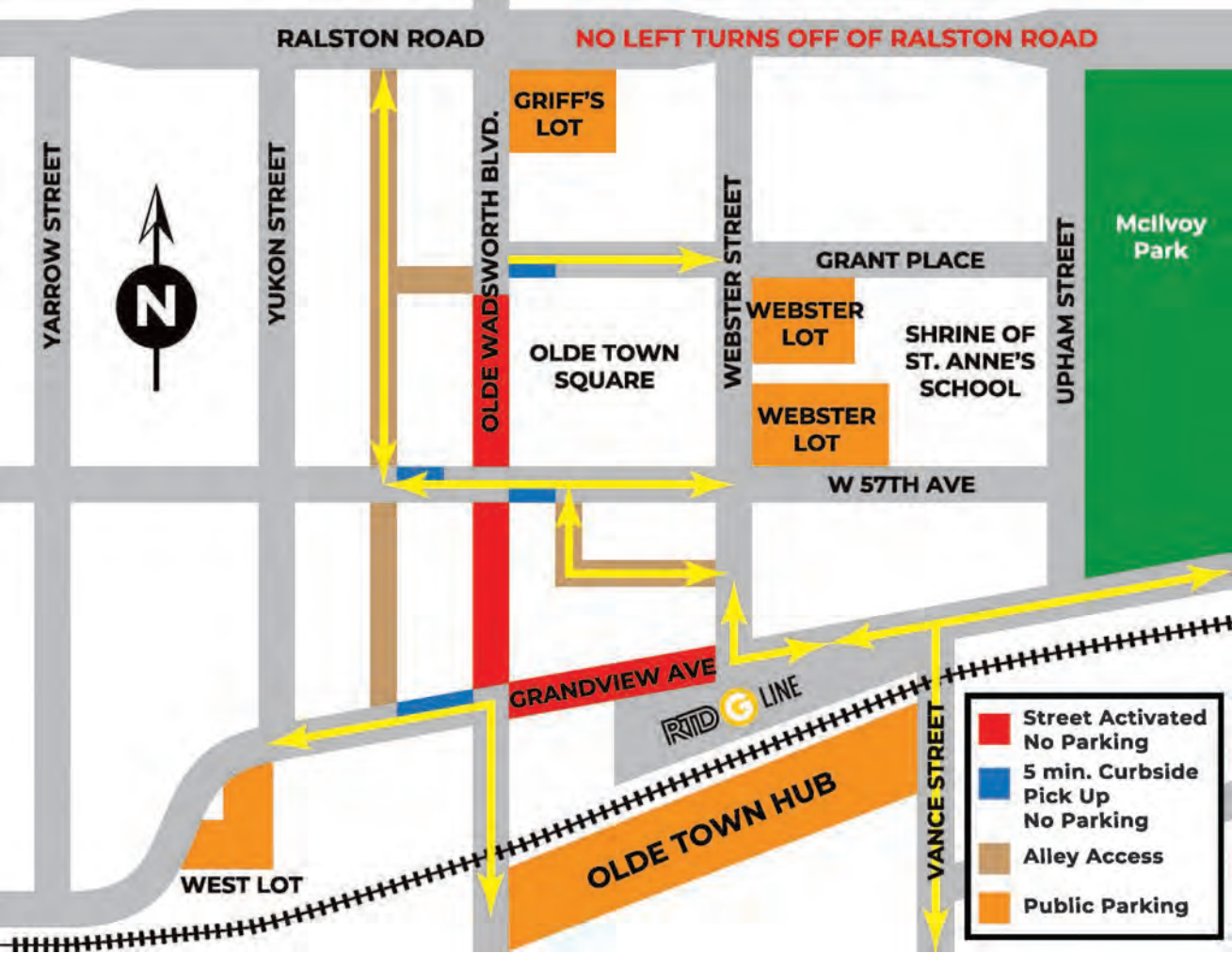
GOLDEN, CO



BOULDER, CO



DENVER, CO



ARVADA, CO



COLORADO SPRINGS, CO

AND MANY, MANY MORE...




LITTLETON, CO




FRISCO, CO

WE ARE EXPERTS IN THE FIELD OF HANDS-ON EXPERIENCE!



studio seed
URBAN DESIGN + PLANNING
www.studioseed.org

A FRIENDLY BUSINESS GUIDE
FOR OUTDOOR EXPANSION TACTICS



HOW TO USE THIS GUIDE:

1 FIND YOUR CONTEXT 2 REFER TO GUIDELINES 3 EXPLORE DESIGN IDEAS & RESOURCES

This guide is meant to be a resource for communities and businesses considering temporary outdoor expansion to support the success of local business in the age of COVID-19 and a phased statewide reopening strategy. It offers design ideas and guidelines for outdoor expansion tactics for various contexts, covering a wide array of potential situations and solutions.



Activate East Sherman: A Pilot Project | Coeur d'Alene, ID (Studio Seed)



Golden Triangle Pop Up Event (P.U.M.A.)



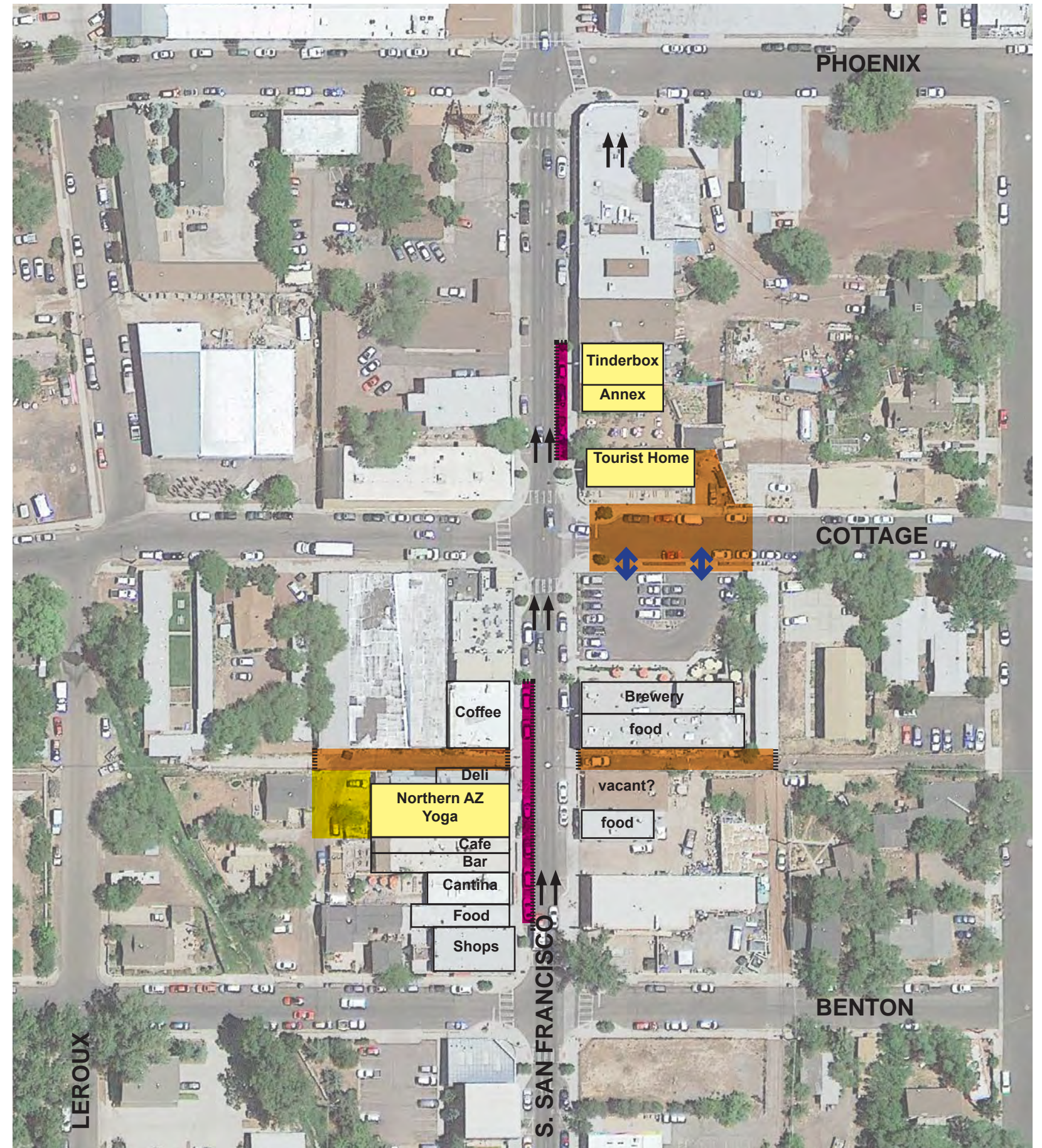
"Better Block" Projects in Colorado (Studio Seed)







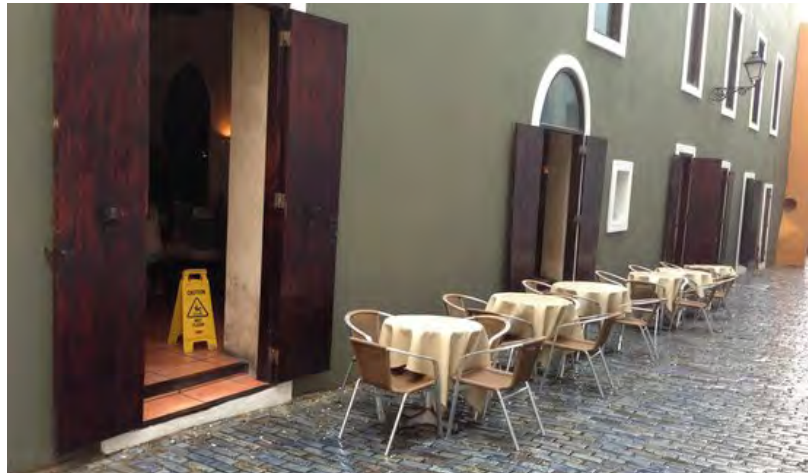
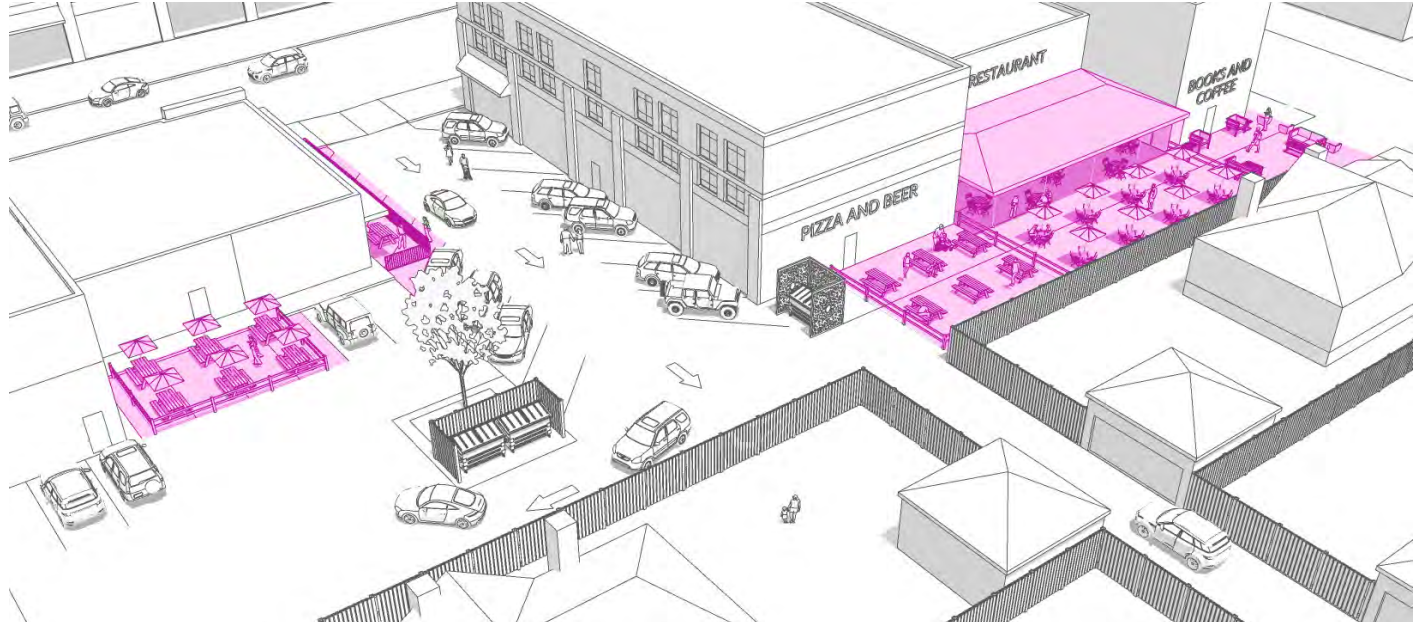
- EXPANDED OUTDOOR SEATING
- FLEXIBLE ALLEY / EXPANDED BUSINESS
 - restricted loading hours
 - rest of time = expanded business zone
- FLEXIBLE CURBSIDE USE
 - use of space up to adjacent business
 - parking, pick up, outdoor seating, etc.
- CURBSIDE PICKUP ONLY
 - signage to call business or walk up
- INFORMATIONAL/DIRECTIONAL SIGNAGE
- TEMPORARY BARRICADE
- PEDESTRIAN DISCOVERY ZONE
- VEHICULAR ACCESS TO REMAIN
- INTERESTED BUSINESSES
- POTENTIALLY INTERESTED BUSINESSES



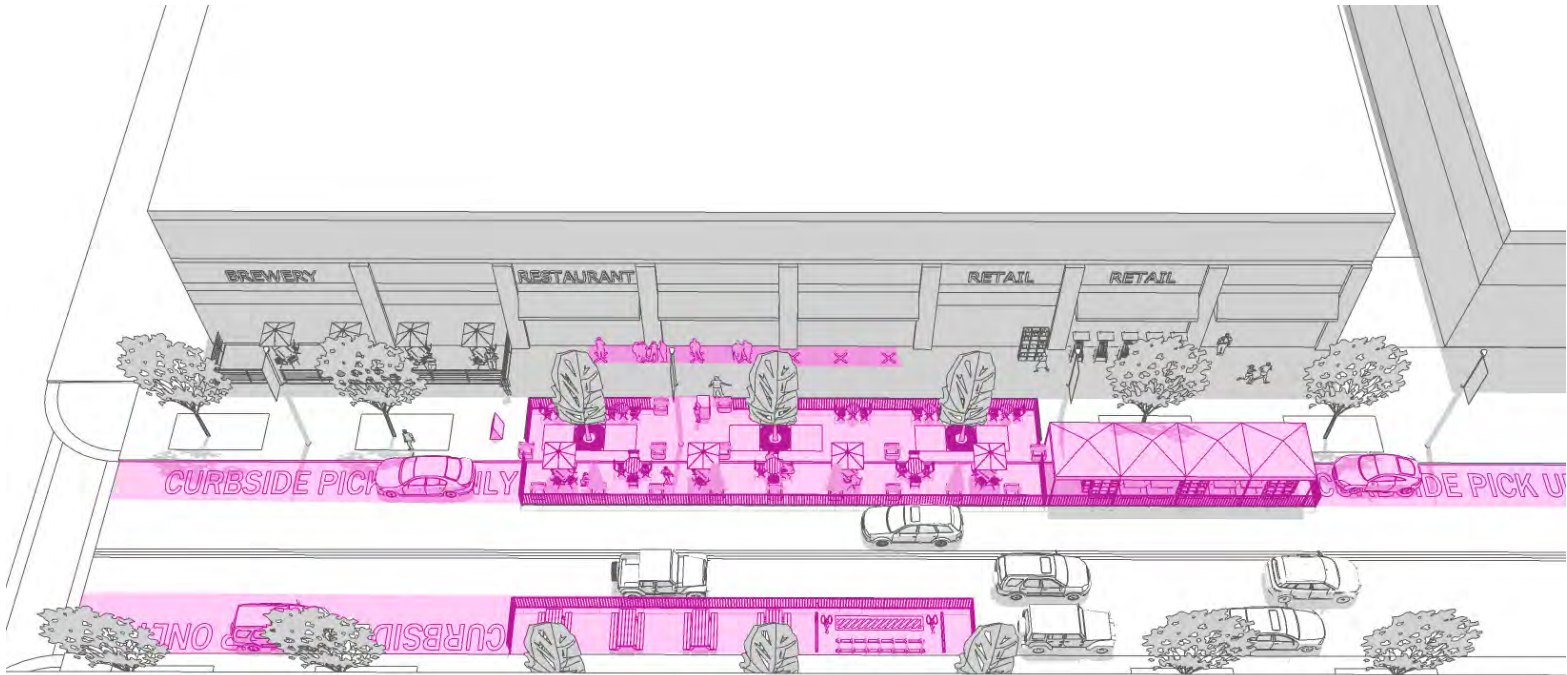
EXPANDED OUTDOOR SEATING ZONE



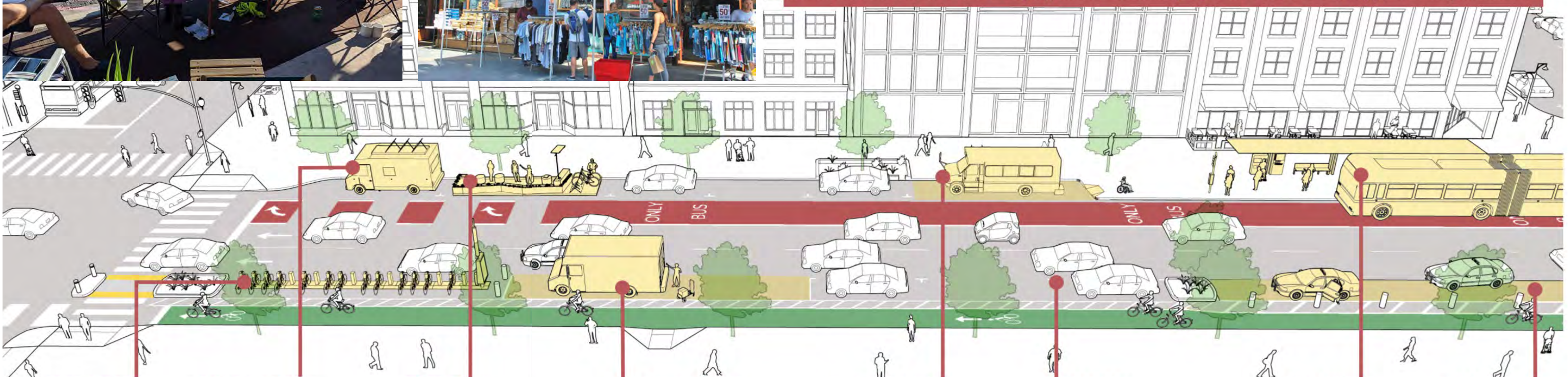
FLEXIBLE ALLEY / EXPANDED BUSINESS ZONE



CURBSIDE FLEX ZONE



Different curbside uses have varying abilities to draw people to an area and to support nearby businesses



BIKE SHARE STATION
40 riders/day²

FOOD TRUCK
150 meals/day
\$800–1800 income/day³

PARKLET
100 visitors/day
10–20% revenue boost to nearby businesses⁴

LOADING ZONE
20 deliveries/day supporting \$10,000 in daily sales per block

PARATRANSIT & ACCESSIBLE LOADING
Serving 19% of the US population⁵

METERED PARKING SPOT
15 vehicles/day^{6, 7, 8}

BUS STOP
1,000 riders/day

PASSENGER DROP-OFF ZONE
100 passengers/day

DEDICATED CURBSIDE PICKUP ZONE



SPECIAL SIGNAGE



BARRICADES



TIMELINE AND ACTION ITEMS

1. CITY/BOARD APPROVAL

IMMEDIATE ACTION!

- * Confirm expansion program is acceptable to city.
- * Confirm DBA Board approval for redirecting consultant funds to assist with program.
- * Find matching funds (City general fund, beautification, etc.?)
- * Establish process for businesses who wish to expand into parking (keep it simple!)
- * Establish timeline for program (recommend September/October.)

2. FINALIZE PLAN AND OUTREACH

JUNE 29 - JULY 10

- * Begin working with existing interested businesses.
- * Reach out to all DBA property and business owners to make them aware of options.
- * Utilize “Friendly Business Guide” to assist businesses.
- * Work with property owners willing to allow murals.
- * Call to artists and generate excitement on social media.

3. MOBILIZATION

JULY 6 - JULY 10

- * Order materials and furniture (bistro sets, fencing rental, lighting, paint, signage, planters, etc.)
- * BRAND the temporary expansion project, create hashtag for social media (FLG OPEN AIR, Flagstaff Summer Market, Flagstaff Expands, etc.)
- * Finalize traffic control plan.
- * Final outreach to business and property owners.
- * Communication via DBA, City, Chamber websites and social media.
- * Establish implementation date and volunteer team and sign up process.

4. IMPLEMENTATION

WEEK OF JULY 13

- * Volunteers install fencing, bistro sets, signage, paint crosswalk, and murals.
- * Businesses expand with seating, tents, planters, etc.

5. ENJOY!

JULY 18 - OCTOBER ?

- * Flagstaff is OPEN for business.

PARTNERSHIP ROLES AND RESPONSIBILITIES

DOWNTOWN BUSINESS ALLIANCE

- 1) Business Outreach
- 2) Property Owner Outreach
- 3) Finalize Plan
- 4) Order Materials and/or Identify Sponsors
 - * Bistro sets for Heritage Square
 - * Paint for Murals and Crosswalk
 - * Lighting for Alley(s)
 - * Barricades (not provided by City)
 - * Planters (not provided by City)
 - * Banners and Signage (not provided by City)
- 5) Find Artists and Volunteers
- 6) Implementation

CONSULTANT TEAM

- 1) Donate \$5,000 from Expense Budget for Downtown Plan
- 2) Provide Resources and Expertise
- 3) Assistance Finalizing Plan
- 4) Assistance Implementing

CITY OF FLAGSTAFF

- 1) City Council Approval
- 2) Department Leadership/Action
 - * City Manager = Initiate Program + Delegation
 - * Community Development = Expedited Permitting (we have examples!)
 - * Economic Vitality = Marketing, Communication Plan & Beautification (planters? lighting? murals?)
 - * Fire Department = O.K. Basic Guidelines (no blocking fire lane, fire hydrants) + Lenience
 - * Police Department = Safety
 - * Public Works = Traffic Management + Provide Signs and Barricades
- 3) Match Funding

CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council
From: Dan Folke, Community Development Director
Date: 06/24/2020
Meeting Date: 06/30/2020



TITLE:

Discussion of the City of Flagstaff Re-Entry Plan.

DESIRED OUTCOME:

The City's Re-Entry team discussed temporary use permits, site specific plans and mask requirements during the past week, which will be presented for Council's consideration at the July 7, 2020, regular meeting. Staff is looking for a discussion in preparation for the July 7th item.

EXECUTIVE SUMMARY:

The City's Re-Entry team has focused on three topics.

1. Temporary Use Permits for special events on private property.
2. Site specific re-entry plans for the libraries and Parks and Recreation facilities. A specific tiered plan has been prepared for each unique facility.
3. Mask language consistent with the Mayor's order.

INFORMATION:

Temporary Use Permits for Special Events on Private Property

Community Development staff has received one Temporary Use Permit application for a special event. The Zoning Code includes specific provisions for Concerts, Carnivals, Farmers Markets, Flea Markets, Vehicle Sales, and Other Special Events. Included in these provisions is the requirement that the event organizer demonstrates that the site is adequate to support the intended event, anticipated attendance and vehicle access, parking, and will not create public health and safety hazards to persons attending the event, or the surrounding uses to the proposed event. In order to establish what adequate health and safety standards would be in place for any event, staff reached out to the Coconino County Health District to discuss the parameters and guidelines for permitting special events on private property during this pandemic.

The Health District staff advised meeting CDC and Arizona Health Department requirements for specific events and provided confirmation on the status of Flagstaff's transmission rate which falls within the minimal to the moderate category as identified by the CDC. The Health District staff also advised working with the Coconino County Parks and Recreation Department for further guidance on acceptable guidelines for large events. Staff followed up and received the phasing plan and requirements for events from County Parks and Recreation which has been endorsed by the County Health District. City staff has revised these documents for City application and are attached for Council's review.

At this time staff is suggesting that the re-entry plan be modified to include the attached event phasing for special events on private property, based on transmission conditions and guidelines with minor modifications to address specific conditions in the City of Flagstaff as well as incorporate the most recent proclamations and specifications. Staff will then seek endorsement and advice from the County Health District on these requirements and guidelines. Once endorsement has been received, staff will present a revised re-entry plan to Council on July 7th.

Site Specific Plans

Site specific re-entry plans have been added to Version 2 of the City of Flagstaff Re-Entry Plan. The intent of these tiered, site specific plans, is to provide guidance to city employees and the public on how staff plans to reopen specific facilities such as the libraries and recreation centers, once the City moves into Phase 3 of the Re-entry Plan. Each site specific plan is tailored to the operation of the facility and the public it serves. The plans are meant to be fluid and flexible so that as they are implemented, each facility can move through tiers at an appropriate pace, as determined by available staffing levels, supplies, interest in and use of the facility by the public, and local conditions, to name a few examples. These site specific plans will be attached to the end of the City's Re-entry Plan and may be updated as needed, based on the operation of the facility.

Attachments: Event Phased Re-open Plan
 Event Guidelines
 City of Flagstaff Re-Entry Plan
 Presentation

Proposed addition to the City of Flagstaff Re-entry Plan for special events held on private property that require a Temporary Use Permit. Based on the latest information from the Coconino County Health Department the City is in “Minimal to Moderate” levels of transmission. (June 24, 2020)

Special Event Phased Re-opening

Phase One: Substantial Levels of COVID-19 Transmission

- No events or gatherings are permitted.

Phase Two: Minimal to Moderate Levels of COVID-19 Transmission

- Events no larger than 250.
- Events will demonstrate the ability to limit the congregation of groups of 10 or more in relation to the event space (per Governor Ducey Executive Order).
- Event producers will be asked to sign an amendment to their permits.
- Events would be required to submit and implement a detailed Public Health Precautions plan including protocols as described below.
- Events will be evaluated on a case by case basis.

Phase Three: None to Minimal Levels of COVID-19 Transmission

- Events larger than 250.
- Event producers will be asked to sign an amendment to their permits.
- Events would be required to submit and implement a detailed Public Health Precautions plan including protocols as described below.
- Events will be evaluated on a case by case basis.

Phase Four: Availability of COVID-19 Vaccine

- When a FDA tested and approved COVID-19 vaccine becomes available to all willing to be vaccinated, events operations will return to pre-COVID-19 conditions.

Event COVID-19 Precautionary Guidelines

All events, regardless of size, will be required to submit a Public Health Precautions plan addressing the following as appropriate. Not all guidelines will apply to all events. Public health protocols will be evaluated on a case-by-case basis.

- Participant 6-foot, physical distancing i.e. 6-foot markings, distancing at lines, entrances, concessions, event participants, spectator areas
- Plan to limit in-person contact, for example cash handling, points of sale, sign-in areas, registrations, bag checks
- Transmission barriers, removing communal items, encouraging touchless pay

- Restroom cleaning and disinfecting protocols, and for larger events a restroom attendant is recommended
- Surface cleaning and disinfecting
- Hand washing and/or a minimum of 60% alcohol hand sanitizer station locations and amounts
- COVID-19 precautions signage plan to include hygiene practices, physical distancing, feeling ill, etc.
- COVID-19 precaution enforcement plan
- Pre-event communication plan asking participants to take safety measures i.e. wearing masks, carrying hand sanitizer
- PPE for event goers i.e. masks
- Event staff, volunteers, vendors, entertainment, etc. PPE plan
- Event staff, volunteers, vendors, entertainment, etc. symptom screening
- Plan for screening measures and action plan for suspected positives
- Operation Plan for suspected COVID-19 carrier at event
- Additional information may be requested by City of Flagstaff to ensure public safety

Per permit addendum, City of Flagstaff will retain the right to ask for modifications, postponement or cancellation of an event should COVID-19 public health conditions change.

Event Safety Considerations and Public Health Precautionary Guidelines Checklist

Section A:

Maximum number of attendees? _____

Will the event attract high risk population? (age and pre-existing health conditions). _____(Y/N)

Where are event attendees expected to travel from? _____

Are there ways to significantly reduce the number of attendees? _____(Y/N)

Section B:

All events, regardless of size, will be required to submit a Public Health Precautions plan addressing the following as appropriate. Not all guidelines will apply to all events. Public health protocols will be evaluated on a case-by-case basis.

____ Addendum to permit signed and attached.

____ Public Health Precautions provided with the following COVID-19 prevention procedures.
(Please attach a written plan and submit with this checklist.)

Mark with X if included in your attached plan or mark N/A if not applicable to your event:

____ Physical distancing markings and/or other measures

____ Limited in-person contact (sign in, ticketing, bag checks)

____ Restroom cleaning and disinfecting protocols

____ Social space cleaning and disinfecting protocols

____ Cash handling procedures

____ Handwashing and sanitizing stations

____ COVID-19 precaution signage

____ PPE plan for attendees and event related staff i.e. vendors, entertainment, volunteers

____ Onsite symptom screening measures

____ Action plan for suspected positive cases

____ Pre-event COVID-19 related communication plan

____ Transmission barriers

____ Facial coverings recommended to all event participants and event staff/ volunteers

Once Section A and B are filled out please return to City of Flagstaff staff with a copy of signed Addendum and written Public Health Precautions plan.

Section C (City of Flagstaff Staff Only):

____ Density of attendees can be greater than 6 feet.

____ Level of transmission in City of Flagstaff.

____ Levels of transmission in areas from which attendees are expected to travel from

____ COF approved Public Health Precautions plan provided.

____ CCHHS review event management plan (if applicable)

Event Producer:

____ Signature _____ Date

____ Organization

____ Title of Signer

COF:

____ Signature _____ Date

City of Flagstaff Planning Director

Resource Page:

Latest from the CDC (6/16/20)

<https://www.cdc.gov/coronavirus/2019-ncov/community/large-events/considerations-for-events-gatherings.html>

The risk of COVID-19 spreading at events and gatherings increases as follows:

Lowest risk: Virtual-only activities, events, and gatherings.

More risk: Smaller outdoor and in-person gatherings in which individuals from different households remain spaced at least 6 feet apart, wear cloth face coverings, do not share objects, and come from the same local area (e.g., community, town, city, or county).

Higher risk: Medium-sized in-person gatherings that are adapted to allow individuals to remain spaced at least 6 feet apart and with attendees coming from outside the local area.

Highest risk: Large in-person gatherings where it is difficult for individuals to remain spaced at least 6 feet apart and attendees travel from outside the local area.

Arizona Department of Health Services

Facial Coverings link:

<https://directorsblog.health.azdhs.gov/cloth-face-coverings-what-you-need-to-know/>

City of Flagstaff Re-Entry Plan



The City's Re-Entry Plan (Plan) is broken out into four phases. Each phase will be implemented incrementally, dependent upon circumstances and benchmarks as indicated. The Plan contains the following documents:

- General Guidance
- Monitoring Criteria
- CDC Guidelines
- Employee Safety Protocol and Resources
- Workplace Safety Checklist
- Exposure Procedures for Employees
- Specific City Facility Plans – Coming Soon

Any questions about this plan or COVID-19 related concerns should be directed to the Public Affairs Team at covidquestions@flagstaffaz.gov.

General Guidance

During Phase One, Phase Two, and Phase Three of this Plan, the CDC Guidelines, Employee Safety Protocol, Exposure Procedures for Employees, and Workplace Safety Checklist, as set forth below, shall apply. This Plan shall not apply to the Municipal Court operations, which will follow Administrative Orders as directed.

Phase One

City facilities will remain closed to in-person business with the continued effort to address customer service needs remotely. For business that needs to be done in person with the public, this will be done on an appointment basis adhering to CDC guidelines (see below).

Outdoor sport court amenities, park amenities and ramadas will be closed for public use.

Essential services will be performed in-person and on-site as needed. These will include, by way of example, emergency services (police and fire), public works (facilities, streets, solid waste), utilities (water, wastewater), and building inspection.

Operations within the City organization will function remotely where possible. Staff meetings and meetings with the public will be conducted with utilization of remote meetings and remote correspondence. Human interaction will be minimized, with adherence to CDC guidelines and Employee Safety Protocol.

Special events and other permits for activities on City property will be limited and/or modified to minimize gatherings to 10 people or less. Special event permits on City property for gatherings of more than 10 people will be postponed.

City Council meetings may be reduced in number, and when scheduled, will be performed remotely. Recognitions and Proclamations may be deferred, and agenda items will focus upon time-sensitive matters. City Council meetings may be reduced in frequency and duration.

Intergovernmental meetings necessary to address COVID-19 response and information sharing will be performed remotely. Other intergovernmental meetings and community meetings may be suspended. Board and Commission meetings may be suspended, and when scheduled, will be performed remotely.

Travel for employees and City Officials will be suspended. City celebratory functions, events, and group gatherings will be suspended or held remotely using a virtual meeting platform.

Phase Two

Except as otherwise provided below, all restrictions in Phase One will still apply.

Outdoor sport court amenities will reopen, including tennis courts, skate parks, BMX park, dog parks, outdoor courts, play structures, swing sets, water fountains, and restrooms. Outdoor park amenities will include signage reminding visitors of the need to social distance and follow CDC guidelines, and to identify that usage is at the risk of each user. The park ramadas will remain closed at this time given the tendency to draw crowds.

The City Visitor's Center will open on a limited basis taking into consideration the visiting public's needs. The guidelines as outlined in the Visitor's Center specific plan below will be followed.

Staffing required to provide service and maintenance to the limited openings referenced above will be scheduled. The return of some furloughed employees may be considered to support these services.

Custodial and sanitation services will be enhanced with respect to these limited openings. The temporary installation of additional public restrooms may be considered for strategic locations in the downtown area.

Phase Three

Except as otherwise provided below, all restrictions in Phase One and Phase Two will still apply.

Upon the Mayor's directive and following the monitoring guidelines as set forth below, Phase Three will be implemented. Most City facilities will open to public entry and begin limited public services. Hours of operation may be curtailed and building capacities for visitors and users may be limited.

Lobbies and public areas will incorporate queuing mechanisms with tape, signage and ground markings. Common seating areas will be closed to personnel and visitors to discourage congregating and interaction. Secured doors and accesses will remain closed.

Sanitizing liquids and/or wipes will be provided throughout City facilities and increased cleanings and sanitation will be performed. When possible, protective shields will be installed at customer service counters.

Some staff occupation of City facilities will occur, with emphasis being placed upon continued working from home by those who are able to perform their job duties remotely. Because each division's business needs and physical spaces are different, the number of employees transitioning back to in-office work, which may include alternative work schedules, will be determined on a division-by-division basis. The City will notify employees when to return to work and will attempt to provide at least two weeks advance notice. Employees who are concerned about returning to work should work with their Supervisor and Human Resources.

Indoor City recreational facilities, including the Aquaplex, recreation centers, and gyms, may continue to be closed. Please see the site specific plans coming soon for the phased re-entry of these facilities.

Special events and other permits for activities on City property will be limited and/or modified to minimize gatherings to 50 people or less. Special event permits on City property for gatherings of more than 50 people will be postponed. At its discretion, the City Council may allow for special events and permits up to 250 people with adherence to CDC guidelines. (Resources: Opening Up America <https://www.whitehouse.gov/openingamerica/> and CDC Guideline for Large Gatherings <https://www.cdc.gov/coronavirus/2019-ncov/community/large-events/mass-gatherings-ready-for-covid-19.html>)

City Council meetings will occur weekly and will continue be performed remotely. Recognitions and Proclamations may be scheduled pursuant to guidance from the Mayor; agenda items and presentations will be regular in scope and consistent with the Working Calendar.

Intergovernmental meetings will continue to occur remotely. Board and Commission meetings will occur on a regular basis and be performed remotely.

Travel for employees and City Officials will avoid those jurisdictions that still have a moderate or significant transmission of COVID-19. Any work-related travel needed for critical infrastructure is exempt from these restrictions.

The public will be encouraged to wear masks when entering City facilities. Meetings with public customers will continue to be performed remotely when applicable and in-person meetings will be minimized. When an in-person meeting with a customer is required, customers may be required to wear a mask. City staff should inform the customer of this requirement when scheduling the meeting. If the customer does not have a mask, a mask may be provided to them by City staff. If the customer is not willing to wear a mask, a virtual meeting may be offered as an alternative. In no event shall a City employee be required to meet with a customer in-person if that customer refuses to wear a mask. The provisions herein shall not apply in all cases, including but not limited to, the provision of emergency response.

Phase Four

At the end of the pandemic situation, upon the Mayor's directive, Phase Four will be implemented.

In this phase most City facilities will return to pre-COVID-19 business hours and operations. This final phase will see the majority of City operations resume and the public will be permitted to re-enter open facilities.

The required use of PPE by City employees will be phased out in accordance with applicable CDC guidelines.

City Council, Intergovernmental and Board and Commission meetings will occur on the regular schedule. New protocols and provisions related to remote meetings and working from home may be explored on an ongoing basis in the pursuit of efficiency and productivity.

The City will continue to monitor conditions and take steps it deems necessary to mitigate the risk of COVID-19 exposure and spread within City facilities.

Monitoring Criteria

Downward trajectory of the number of cases, hospitalizations and deaths over four or more weeks. During this same timeframe, the community members, business owners and visiting public have demonstrated the ability to follow CDC guidelines such as physical distancing, wearing masks when in close spaces and personal hygiene to help prevent serious illness and death. Healthcare facilities must have capacity to care for those who are seriously ill and the ability to provide testing, monitoring and contact tracing.

CDC Guidelines

These guidelines should be used in the first three phases of the re-entry plan and should be posted in all City facilities in building entrances and employee areas.

How to Safely Wear and Take Off a Cloth Face Covering

Accessible: <https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/00y-cloth-face-coverings.html>

WEAR YOUR FACE COVERING CORRECTLY

- Wash your hands before putting on your face covering
- Put it over your nose and mouth and secure it under your chin
- Try to fit it snugly against the sides of your face
- Make sure you can breathe easily
- Do not place a mask on a child younger than 2





USE THE FACE COVERING TO PROTECT OTHERS

- Wear a face covering to protect others in case you're infected but don't have symptoms
- Keep the covering on your face the entire time you're in public
- Don't put the covering around your neck or up on your forehead
- Don't touch the face covering, and, if you do, clean your hands

FOLLOW EVERYDAY HEALTH HABITS

- Stay at least 6 feet away from others
- Avoid contact with people who are sick
- Wash your hands often, with soap and water, for at least 20 seconds each time
- Use hand sanitizer if soap and water are not available





TAKE OFF YOUR CLOTH FACE COVERING CAREFULLY, WHEN YOU'RE HOME

- Untie the strings behind your head or stretch the ear loops
- Handle only by the ear loops or ties
- Fold outside corners together
- Place covering in the washing machine
- Wash your hands with soap and water



Cloth face coverings are not surgical masks or N-95 respirators, both of which should be saved for health care workers and other medical first responders.

For instructions on making a cloth face covering, see: [cdc.gov/coronavirus](https://www.cdc.gov/coronavirus)

Stop the Spread of Germs

Help prevent the spread of respiratory diseases like COVID-19.



cdc.gov/coronavirus

1802-0000-0000-0000

Employee Safety Protocols and Resources

Common Areas & Shared Devices

- As more employees are returning to work, we discourage staff from using vending machines, push button drinking fountains, breakrooms, and other shared devices such as refrigerators and microwaves. These devices are more difficult to keep clean and avoid the spread of germs to ensure they are safe for all. We are encouraging employees to pack in and pack out all necessary food and drink without using these devices during the first three phases of this plan.

Social distancing

- COVID-19 is a respiratory virus that is mainly spread through droplets created when a person who is infected coughs, sneezes, or talks. You can protect yourself by maintaining social distance (at least 6 feet) from others.
- Staff are encouraged to continue remote meetings or phone calls with co-workers and customers as much as possible.

Wearing a mask in all public places

- Wear a mask when you are in a public area, outside of your office, in a meeting with others, in a vehicle with others, and when in contact with the public. Employees do not have to wear a mask when working alone in their office or are able to be six feet or further from one another, working in a Fire station, driving alone in a City vehicle, or outside and adhering to social distancing guidelines. Employees who are unable to wear a mask, or whose essential job duties are impeded by the wearing of a mask, should speak to their supervisor and Human Resources about available accommodations.
- Have a different mask for each day of the week. After use, place in a brown paper bag for at least 24 hours (this will allow any contaminants to die off prior to wearing again the following week).
- The City is providing staff with surgical or N-95 type masks. N-95 type masks have a higher level of protection than surgical masks, which have a higher level of protection than cloth masks.
- If you choose to wear your own cloth mask (not supplied by the City), it should be washed or decontaminated after each use.
- Wash your hands before and after putting on or taking off a mask. Don't touch your eyes.

Wearing eye protection/ face shields

- Safety glasses are provided by the City and suggested to be worn whenever you are outside of your office or in a group/public setting.
- Safety glasses should be cleaned and disinfected daily or after individual use.
- Face Shields may be provided to employees who have frequent face to face contact with the public when a protective barrier is not available. The face shields are to be worn over your safety glasses and mask.

Wearing gloves

- Disposable nitrile gloves are provided by the City and should be worn if you often have physical hand contact with the public or others, handle money, or handle equipment from the public or others during work.
- Be aware that while wearing gloves, you should not touch personal objects (pens, keyboards, etc.) or equipment prior to doffing and washing your hands as the virus could be on your gloves.
- Gloves are not recommended by the CDC if you are not in contact with the public. If you are not in contact with the public, the preferred method is washing or sanitizing your hands often. Consider having a wipe or paper towel in your hand when opening or grabbing handles in leu of wearing gloves.

Checking your temperature

- The employee is encouraged to check their temperature prior to arriving to work.
- Check your temperature if you feel any changes in your temperature or have cause for concern.
- Anyone with a temperature above 100 degrees should be sent home to self-assess.
- Please refer to the instruction sheet provided by the City to ensure you are taking your temperature accurately.

Practicing good personal hygiene

- Wash your hands often, especially after touching any frequently used item or surface like handrails, pens, or any handle.
- Use hand sanitizer if washing your hands is impractical.
- Avoid touching your face.
- Sneeze or cough with a mask on or into your elbow (if you are not wearing a mask).
- Assume everyone, including yourself, has the virus (symptomatic or not).

Disinfecting your area and equipment

- Wipe down any pens or equipment handled by others after each use.
- Disinfect your office space routinely throughout the day.
- Disinfect your keyboard, phone, coffee cup, desk, counter tops, mouse, door handle and switches before and after each day's use or as needed.
- Regularly clean personal or business cell phones based on the number of times they are being handled or used.
- Don't share laptops with others if possible.
- Wipe down your vehicle just like you would your office space.

Employee Training Resources

[Proper Handwashing to Prevent Germs](#)

[Donning and Doffing Gloves](#)

Workplace Safety Checklist

Safety measures might include:

- Implementing employee health screening procedures.
- Developing an exposure-response plan that addresses:
 - Isolation, containment and contact tracking procedures.
 - Stay-at-home requirements.
 - Exposure communications to affected staff.
- Providing personal protective equipment (PPE) such as:
 - Masks, gloves, face shields, etc.
 - Personal hand sanitizer.
- Detailing cleaning procedures and procuring ongoing supplies.
- Establishing physical distancing measures within the workplace:
 - Staggered shifts and lunch/rest breaks.
 - Rotating weeks in the office and working remotely.
 - Moving workstations to increase separation distance.
 - Implementing one-way traffic patterns throughout workplace.
- Restricting business travel:
 - Start with essential travel only and define what that is.
 - Follow government guidance to ease restrictions over time.
- Defining customer and/or visitor contact protocols such as:
 - Directing customer traffic through workplace.
 - Limiting the number of customers in any area at one time.
 - No handshake greetings, remain 6 feet apart.
 - Using video or telephone conferencing instead of in-person client meetings.
 - Providing contactless pickup and delivery of products.
- Understanding and complying with Occupational Safety and Health Administration (OSHA) record-keeping and reporting obligations:
 - Identify positions, if any, with the potential for occupational exposure to the coronavirus.
 - Review OSHA regulation 29 CFR § 1904 to determine work-relatedness of illnesses.

Exposure Procedures for Employees

When an employee reports exposure to COVID at work

- The employee will complete an Exposure Report Form and articulate how the exposure occurred at work (e.g., shook hands, spit on, in confined space together, etc.) and the Form will be sent to Risk Management.
- Risk Management will share information with HR.
- If the exposure was likely caused at work, then the City's response would depend on the extent of the exposure (e.g., not wearing PPE and they sneezed on me).
- Risk Management will evaluate the extent of the exposure to determine if testing or staying at home is appropriate. Employees may also choose to test regardless of exposure or suspected exposure.
- If the employee is recommended for testing based on extent of the exposure, the employee will be sent to the County Health Department for testing and will be reimbursed for any out-of-pocket expenses for testing.
- If it is suggested the employee remain home until testing is received based on the extent of the exposure, the employee will remain on Sick Industrial paid leave until the test results are received.

When an employee reports testing positive to COVID

- The employee will not report to work.
- The employee will contact Human Resources.
- Human Resources will notify the employee's supervisor.
- Human Resources will provide support to the Supervisor if a work group expresses concern about exposure given an employee report.
- The employee will work with their Supervisor, Risk Management and Human Resources prior to returning to work.
- The employee is eligible to use accrued leave during this time.
- If the employee has no leave available, the employee may request donated leave or leave without pay.

Site Specific Plans

The following site specific plans will be implemented in a multi-tiered approach pursuant to Phase 3 of the City's Re-entry Plan. These plans will begin to be implemented only after the City moves into Phase 3. The site specific plans may be updated as necessary to respond to business needs and environmental conditions. Facilities may move back to previous tiers in order to increase mitigation efforts to maintain safety for all patrons and staff. Any updated information will be included on the City's website under COVID-19.

Library Plans

DOWNTOWN LIBRARY

<u>Tier 1</u>	Seating and Study Areas	Computers	Youth Services	Library Services	Restrooms and Drinking Fountains
<p>The library will admit a group of 8 patrons and 1 family for 45 minutes.</p> <p>There is a 15-minute break between each group for cleaning.</p> <p>Patrons will need to show their library card upon entry and will be encouraged to use hand sanitizer</p>	<p>These areas will remain closed during this tier.</p>	<p>Patrons make an appointment for computer use.</p> <p>Adult computers – 7 reservations per hour, one person per pod, one on each side of the long row of computers.</p> <p>“Family” reservations – one per day in Youth Services.</p> <p>Rotate use of computers and once all are</p>	<p>Children's toys will not be available.</p>	<p>Library material stacks will remain closed during this tier.</p> <p>Curbside service will continue for the check-out of materials.</p> <p>Reference assistance is available via phone.</p> <p>Wi-Fi is available to individuals outside in the parking lot.</p>	<p>Restrooms and drinking fountains are available to those patrons admitted into the library.</p> <p>Cleaning will be enhanced from twice to four times per day.</p>

and wear a mask.		used then all are cleaned and sanitized.		E-Resources are available via the website or mobile app.	
<u>Tier 2</u>	Seating and Study Areas	Computers	Youth Services	Library Services	Restrooms and Drinking Fountains
<p>The library will admit a group of 30 patrons to occupy the library at a time.</p> <p>Patrons will need to show their library card upon entry and will be encouraged to use hand sanitizer and wear a mask.</p>	Limited seating and study areas available following physical distancing CDC guidelines.	<p>Patrons make an appointment for computer use.</p> <p>Adult computers – 7 reservations per hour, one person per pod, one on each side of the long row of computers.</p> <p>“Family” reservations – one per day in Youth Services.</p> <p>Rotate use of computers and once all are used then all are cleaned and sanitized.</p> <p>There is a 15-minute break</p>	Children’s toys will not be available.	<p>Library material stacks are available, and the self-serve kiosk will be available to check-out materials.</p> <p>Curbside service will continue for the check-out of materials.</p> <p>Reference assistance is available via phone.</p> <p>Wi-Fi is available to individuals outside in the parking lot.</p> <p>E-Resources are available via the website or mobile app.</p>	<p>Restrooms and drinking fountains are available to those patrons admitted into the library.</p> <p>Cleaning will be enhanced from twice to four times per day. Regularly schedule cleanings of surfaces will happen throughout the day.</p>

		between each group for cleaning.			
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<u>Tier 3</u>	Seating and Study Areas	Computers	Youth Services	Library Services	Restrooms and Drinking Fountains
<p>The library will permit 50 patrons to occupy the library at a time.</p> <p>Patrons do not have to have a library card to enter the library.</p> <p>Patrons are encouraged to use hand sanitizer and wear a mask.</p>	<p>Limited seating and study areas available following physical distancing CDC guidelines.</p>	<p>No appointments are necessary for use of computers.</p> <p>Computers will be limited to one hour per patron per day. Every other computer will be used to maintain physical distancing.</p> <p>Computers will be cleaned three times per day.</p>	<p>Children's toys will not be available.</p>	<p>Library material stacks are available.</p> <p>Circulation Desk, Reference Desk and Youth Services Desk are open.</p> <p>The self-serve kiosk will continue to be available to check out materials.</p> <p>Curbside service will continue for the check-out of materials.</p> <p>Wi-Fi is available to individuals</p>	<p>Restrooms and drinking fountains are available to those patrons admitted into the library.</p> <p>Cleaning will be enhanced from twice to four times per day.</p>

				outside in the parking lot. E-Resources are available via the website or mobile app.	
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EAST SIDE LIBRARY

<u>Tier 1</u>	Seating and Study Areas	Computers	Youth Services	Library Services	Restrooms and Drinking Fountains
<p>The library will admit a group of 4 patrons and 1 family for 45 minutes.</p> <p>There is a 15-minute break between each group for cleaning.</p> <p>Patrons will need to show their library card upon entry and will be encouraged to use hand sanitizer and wear a mask.</p>	<p>These areas will remain closed during this tier.</p>	<p>Patrons make an appointment for computer use.</p> <p>Adult computers – 4 reservations per hour, one person per pod, one on each side of the long row of computers.</p> <p>“Family” reservations – one per day in the Teen Room.</p> <p>Rotate use of computers and once all are used then all</p>	<p>Children’s toys will not be available.</p>	<p>Library material stacks will remain closed during this tier.</p> <p>Curbside service will continue for the check-out of materials.</p> <p>Reference assistance is available via phone.</p> <p>Wi-Fi is available to individuals outside in the parking lot.</p> <p>E-Resources are available</p>	<p>Restrooms and drinking fountains are available to those patrons admitted into the library.</p> <p>Cleaning will be enhanced from twice to four times per day.</p>

		are cleaned and sanitized.		via the website or mobile app.	
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<u>Tier 2</u>	Seating and Study Areas	Computers	Youth Services	Library Services	Restrooms and Drinking Fountains
<p>The library will admit a group of 15 patrons to occupy the library at a time.</p> <p>Patrons will need to show their library card upon entry and will be encouraged to use hand sanitizer and wear a mask.</p>	<p>Limited seating and study areas available following physical distancing CDC guidelines.</p>	<p>Patrons make an appointment for computer use.</p> <p>Adult computers – 4 reservations per hour, one person per pod, one on each side of the long row of computers.</p> <p>“Family” reservations – one per day in the Teen Room.</p> <p>Rotate use of computers and once all are used then all are cleaned and sanitized.</p>	<p>Children’s toys will not be available.</p>	<p>Library material stacks are available, and the self-serve kiosk will be available to check out materials.</p> <p>Curbside service will continue for the check-out of materials.</p> <p>Reference assistance is available via phone.</p> <p>Wi-Fi is available to individuals outside in the parking lot.</p> <p>E-Resources are available</p>	<p>Restrooms and drinking fountains are available to those patrons admitted into the library.</p> <p>Cleaning will be enhanced from twice to four times per day. Regularly schedule cleanings of surfaces will happen throughout the day.</p>

		There is a 15-minute break between each group for cleaning.		via the website or mobile app.	
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<u>Tier 3</u>	Seating and Study Areas	Computers	Youth Services	Library Services	Restrooms and Drinking Fountains
<p>The library will permit 25 patrons to occupy the library at a time.</p> <p>Patrons do not have to have a library card to enter the library.</p> <p>Patrons are encouraged to use hand sanitizer and wear a mask.</p>	<p>Limited seating and study areas available following physical distancing CDC guidelines.</p>	<p>No appointments are necessary for use of computers.</p> <p>Computers will be limited to one hour per patron per day. Every other computer will be used to maintain physical distancing.</p> <p>Computers will be cleaned three times per day.</p>	<p>Children's toys will not be available.</p>	<p>Library material stacks are available.</p> <p>Circulation Desk and Reference Desk are open.</p> <p>The self-serve kiosk will continue to be available to check out materials.</p> <p>Curbside service will continue for the check-out of materials.</p> <p>Wi-Fi is available to individuals outside in the parking lot.</p>	<p>Restrooms and drinking fountains are available to those patrons admitted into the library.</p> <p>Cleaning will be enhanced from twice to four times per day. Regularly schedule cleanings of surfaces will happen throughout the day.</p>

				E-Resources are available via the website or mobile app.	
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Recreation Facility Plans

HAL JENSEN RECREATION CENTER

<u>Tier 1</u>	Front Counter & Lobby	Computer Room	Game Room	Gym	Weight Room	Racquetball Courts	Restrooms	Upstairs
Facility operates at reduced hours. No morning weight room hours and no Saturday hours. Summer hours reduced to 12pm – 7pm.	<p>Patrons check-in with front desk staff and staff signs them in and orients them to any new procedures and guidelines.</p> <p>Minimum equipment checkout time will be 20 minutes. Staff fills out the Equipment Checkout sheet.</p> <p>Balls, pool, air hockey, ping pong, and foosball equipment checked out for single person or</p>	<p>25-minute time slots for use.</p> <p>Three people maximum during any time slot.</p> <p>Monitors, keyboards, mouse, desk, and chairs sanitized after each use by staff.</p> <p>Computers are to be rotated between time slots.</p>	<p>Only allow every other piece of equipment to be used.</p> <p>Rotate the equipment midway through opening hours.</p> <p>Staff to sanitize equipment once it is rotated out.</p>	<p>Limit the number of people in the gym to 8 people (4 people on each half of the court).</p> <p>Non-contact activities only. Patrons are to follow physical distancing guidelines and remain a minimum of six feet apart.</p> <p>No sharing of balls or equipment.</p>	<p>Maximum capacity set at 8 people.</p> <p>Patrons are to follow physical distancing guidelines and remain a minimum of six feet apart.</p> <p>Patrons are to wipe down equipment before and after each use.</p> <p>No spotters allowed</p> <p>Staff wipes all high touch surfaces every two hours.</p>	<p>Single person or same household use only.</p>	<p>Sanitize sinks, counters, toilets, urinals, stalls, etc. hourly.</p> <p>Staff to wear gloves and mask while cleaning. PPE to be disposed of after use.</p> <p>Encourage patrons to follow CDC handwashing protocols.</p>	Area to remain closed.

	<p>same household use only.</p> <p>No board games checked out at this time.</p> <p>Patrons encouraged to bring their own balls.</p> <p>Equipment sanitized after each use.</p>							
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<u>Tier 2</u>	Front Counter & Lobby	Computer Room	Game Room	Gym	Weight Room	Racquetball Courts	Restrooms	Upstairs
<p>Facility increases operating summer hours to 10am – 7pm. The facility remains closed on Saturdays.</p>	<p>Patrons sign in themselves utilizing “Clean / Dirty” pen system.</p> <p>Minimum equipment checkout remains at 20 minutes. Patrons sign out equipment themselves.</p> <p>Equipment is checked out for shared use. However,</p>	<p>Remains the same as in Tier 1.</p>	<p>All equipment open for use.</p> <p>Establish a maximum capacity for the game room in accordance to the current CDC physical distancing guidelines.</p>	<p>Small group games permitted. For basketball, no more than 3-on-3 half court or 4-on-4 full court will be permitted.</p> <p>Physical contact should be minimized.</p>	<p>Establish a maximum capacity for the weight room in accordance to the current CDC physical distancing guidelines.</p> <p>Patrons are to wipe down equipment before and after each use.</p> <p>Staff sanitizes all high touch</p>	<p>Equipment is checked out for shared use. However, physical contact should remain minimal.</p>	<p>Remains the same as in Tier 1.</p>	<p>Contracted instructors can resume classes with appropriate physical distancing measures in place.</p> <p>Facility rentals are not available at this time.</p>

	physical contact should remain minimal.				areas at the end of each night.			
	Board games can be checked out.							
	Equipment sanitized after each use.							

SILER HOMES ACTIVITY CENTER

<u>Tier 1</u>	Front Counter & Lobby	Ping Pong Room	Game Room	Outdoor Space	Restrooms
Facility operates at reduced hours by remaining closed on Saturdays and Sundays. Summer hours are 1pm – 7pm.	<p>Patrons check-in with front desk staff and staff signs them in and orients them to any new procedures and guidelines.</p> <p>Minimum equipment checkout time is 20 minutes. Staff fills out the Equipment Checkout sheet.</p> <p>Balls for single person or same household use only.</p> <p>No board games checked out at this time.</p> <p>Patrons encouraged to bring their own balls.</p>	<p>25-minute time slots for use.</p> <p>Two people maximum during any time slot.</p> <p>Equipment sanitized after each use by staff.</p>	<p>Staff runs organized activities.</p> <p>No sharing of equipment.</p> <p>Physical distancing guidelines adhered to.</p>	<p>Staff organizes non-contact activities only. Patrons are to follow physical distancing guidelines and remain a minimum of six feet apart.</p> <p>No sharing of balls or equipment.</p>	<p>Sanitize sinks, counters, toilets, urinals, stalls, etc. hourly.</p> <p>Staff to wear gloves and mask while cleaning. PPE to be disposed of after use.</p> <p>Encourage patrons to follow CDC handwashing protocols.</p>

	Equipment sanitized after each use.				
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<u>Tier 2</u>	Front Counter & Lobby	Ping Pong Room	Game Room	Outdoor Space	Restrooms
Facility increases operating summer hours by adding partial Saturday hours from 12pm – 4pm.	<p>Patrons sign in themselves utilizing “Clean / Dirty” pen system.</p> <p>Minimum equipment checkout remains at 20 minutes. Patrons sign out equipment themselves.</p> <p>Equipment is checked out for shared use. However, physical contact should remain minimal.</p> <p>Board games can be checked out.</p> <p>Equipment sanitized after each use.</p>	Remains the same as in Tier 1.	<p>All equipment open for use.</p> <p>Establish a maximum capacity for the game room in accordance to the current CDC physical distancing guidelines.</p>	<p>Small group games permitted.</p> <p>Physical contact should be minimized.</p>	Remains the same as in Tier 1.

JAY LIVELY ACTIVITY CENTER

<u>Tier 1</u>	Ice	Private Facility Rental	Locker Room	Bleachers	Vending Machine	Drinking Fountain	Restrooms
<p>Facility is open to limited occupancy of not more than 20 people.</p> <p>Protective guards and markings on the floor for physical distancing</p>	<p>No Public Skate at this time.</p> <p>Adult Skate and Stick & Puck Session are available.</p> <p>Half an hour in between to</p>	<p>Limited to not more than 20 participants.</p> <p>No birthday party reservations. This area will remain locked.</p>	Remain closed in this Tier.	Remain closed in this Tier.	Covered and unavailable.	Signage will be posted as not available unless using a bottle and no-touch system.	Limited to 2 people at a time and every other bathroom stall will be closed.

added at cashier and skate rental counters.	clean and disinfect.	Half an hour in between to clean and disinfect.					
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<u>Tier 2</u>	Ice	Private Facility Rental	Locker Room	Bleachers	Vending Machine	Drinking Fountain	Restrooms
Facility is open to limited occupancy of not more than 40 people.	No Public Skate at this time. Adult Skate and Stick & Puck Session are available. Half an hour in between to clean and disinfect.	Limited to not more than 40 participants. No birthday party reservations. This area will remain locked. Half an hour in between to clean and disinfect.	Open and limited to 10 participants at a time. Shower/bathroom area will be limited to 2 participants.	Available and marked for physical distancing. Small bleachers will remain closed.	Available for use and staff will be disinfecting frequently.	Signage will be posted as available with increased disinfecting schedules.	Limited to 4 people at a time and every other bathroom stall will be closed.

<u>Tier 3</u>	Ice	Private Facility Rental	Locker Room	Bleachers	Vending Machine	Drinking Fountain	Restrooms
Facility is open to limited occupancy of not more than 75 people or group size recommended by CDC.	Limited public skate to not more than 75 people. Staff will monitor entrances and exits. Adult Skate, Stick & Puck Session and Open Hockey	Limited to not more than 75 participants. No birthday party reservations. This area will remain locked. Fifteen minutes in between to	Open and limited to 20 participants at a time. Shower/bathroom area will be limited to 4 participants.	Available and marked for physical distancing. Small bleachers will remain closed.	Available for use and staff will be disinfecting frequently.	Signage will be posted as available with increased disinfecting schedules.	No limitations and all stalls will be open for use.

	Session are available. Fifteen minutes in between to clean and disinfect.	clean and disinfect.					
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<u>Tier 4</u>	Ice	Private Facility Rental	Locker Room	Bleachers	Vending Machine	Drinking Fountain	Restrooms
Facility is open to limited occupancy of not more than 600 people or group size recommended by CDC.	Limited public skate to not more than 400 people. Staff will monitor entrances and exits. Schedule will return to pre-COVID operations. No restrictions for Adult Skate, Stick & Puck Session and Open Hockey Session. Fifteen minutes in between to clean and disinfect.	Return to pre-COVID operations. Birthday party reservations will become available although may be limited for capacity. Fifteen minutes in between to clean and disinfect.	No restrictions.	Available and marked for physical distancing. Small bleachers will be available.	No restrictions.	No restrictions.	No restrictions.

JOE C. MONTOYA COMMUNITY AND SENIOR CENTER

Limited opening plan	Lobby	Activity Rooms	Weight Room	Meal Program	Drinking Fountain	Restrooms
<p>7:00 a.m. – 1:00 p.m.</p> <p>One staff greeting customers, pointing out posted rules for entry and establishing patron's purpose for being there.</p> <p>One staff at the front counter providing excellent customer service and supervising the lobby and front of facility including restrooms.</p> <p>Rules and guidelines posted throughout facility.</p> <p>Patrons may enter through front door only. They may exit through either door.</p>	<p>One public access computer shall remain available for use in 30-minute increments. After each user, staff shall and clean and sanitize computer and workspace for next patron's use.</p> <p>T.V. area, library and hanging out in the lobby will be curtailed during this Tier.</p>	<p>Limited to not more than six participants.</p> <p>Strict distancing will be maintained.</p> <p>Instructor will clean tables and chairs used during activity or class. Staff will clean and sanitize room between user groups.</p>	<p>One staff supervising the weight room ensuring that distancing is maintained, and that equipment is being cleaned and sanitized between users.</p> <p>Available by appointment only. 45-minute timeslots starting at the top of every hour. Patrons will be required to distance themselves from each other while working out, 6-person max. Patrons will be asked to wipe down anything they touch.</p>	<p>Remains closed until further notice.</p> <p>Drive through lunch pickup is available.</p>	<p>Only a bottle filling station will be available for use.</p>	<p>Limited to two people at a time. Only one sink and handicap stall shall be available for use.</p> <p>A cleaning log will be clearly displayed showing staff initialed hourly cleanings.</p>

ATHLETICS – ADULT SOFTBALL

Limited opening plan	Players	Spectators	Equipment	Dug Out	Bleachers	Field	Drinking Fountain	Restrooms
<p>MONDAY – FRIDAY, 6:00 – 10:30 P.M.</p> <p>SATURDAY, NO LEAGUES OFFERED</p> <p>SUNDAY, 5:00 – 9:30 P.M.</p> <p>Signage should be posted in high visible areas throughout the facility about social distancing and washing hands.</p> <p>Staff training on Social Distancing and Extensive Cleaning procedures need to take place prior to opening.</p> <p>Staff should be able to articulate our cleaning and disinfecting procedures, social distancing measures, and any other procedures that we are doing</p>	<p>No players should arrive for play if they are sick or have been potentially exposed to COVID-19.</p> <p>No tournaments will be scheduled at this time.</p>	<p>Will be required to bring their own seating and adhere to physical distancing protocols.</p>	<p>Furnish two new game balls per game, one for each team. Require teams to provide their own back up balls when the game ball goes out of play. This will keep ball contacts to one team.</p> <p>The team in the field brings the game ball on the field with them and the fielding team is the only ones to make contact with that ball. Umpires shall not touch the game balls.</p> <p>Game balls are placed in a bin after each game. Staff collects balls from the bin</p>	<p>Limit of three people in the dugout at one time. Everyone else is to be outside of the dugout and physically distanced at six or more feet.</p>	<p>Spectator bleachers could be reserved for teams to sit and provide markings for adequate distancing.</p> <p>Establish a cleaning schedule for the bleachers</p>	<p>Touchless sanitizer station will be available at each field.</p> <p>Normal positioning in softball meets the social distancing recommendation. Once a player reaches base safely, the fielder shall remain at least 6 feet from the base runner.</p> <p>Umpires will position themselves six feet away from the batter and catcher while maintaining an appropriate angle to make calls on balls and strikes as well as illegal pitches.</p>	<p>Remains closed.</p>	<p>Restrooms will be open.</p> <p>Restrooms will be thoroughly cleaned and disinfected each day prior to the facility opening.</p>

to keep the public safe			at the end of the night and disinfects them prior to ending their shift.					
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Tiered plans for other Athletics programs are as follows:

<u>Tier 1</u>	Softball	Volleyball	Hockey (dependent on Jay Lively reopening Tier)	Basketball	Field Allocations
<p>Outdoor league play can begin as well as beginner's hockey.</p> <p>Bleachers, dugouts, and restrooms to be sanitized daily.</p> <p>Registration for Fall adult leagues can begin.</p> <p>Facility request to FUSD input along with COVID-19 reopening plans.</p>	<p>Game play begins. Each team furnished their own game ball and two backup balls. All game balls returned at the end of each game to be sanitized. NO sharing of game balls between teams. Officials do not touch balls.</p> <p>Limit of three people in the dugout at one time. Spectator bleachers reserved for players. Six feet markers on bleachers to promote Social Distancing.</p> <p>Umpire will position themselves six feet away from the batter and catcher while maintain proper angles to make calls.</p> <p>No hand slaps ("High Fives") after games. Sportsmanship should be displayed in a touchless manner.</p> <p>Sharing of sports equipment heavily discouraged.</p>	<p>Registration for Fall Adult Volleyball begins.</p>	<p>Adult Beginner Hockey begins. Dryland sessions recommend at the start of each session.</p> <p>Individual drills with appropriate Social Distancing for the first two sessions when on ice.</p> <p>Small sided on ice non-contact games permitted during weeks three and four. Group size should be limited to 4vs4 on each half of the ice. Limited contact full scrimmage games to be considered also.</p> <p>Sharing of sports equipment heavily discouraged.</p>	<p>N/A during this Tier.</p>	<p>Local user groups permitted field use.</p> <p>User groups must submit their Return to Play Guidelines including their Social Distancing protocols.</p> <p>Outdoor sports camps permitted with a maximum capacity of 30 participants per field.</p> <p>Tournaments not permitted at this time.</p>

	<p>Concessions allowed with appropriate safety measures in place.</p> <p>Spectators discouraged from attending games. Must bring their own seating if they do attend.</p>		<p>Bench area and equipment sanitized after each session.</p> <p>Registration for Winter Adult Coed Hockey begins.</p>		
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<u>Tier 2</u>	Softball	Volleyball	Hockey (dependent on Jay Lively reopening Tier)	Basketball	Field Allocations
Indoor league play can begin.	Tier 1 protocols remain in effect until the end of the softball season.	<p>Game play begins.</p> <p>Doubleheaders scheduled with no game breaks in order to not exceed mass gathering limits.</p> <p>Teams will not switch sides after each set.</p> <p>Clean game ball for each match. Balls sanitized after each match.</p> <p>No hand slaps ("High Fives") after games. Sportsmanship should be displayed in a touchless manner.</p>	<p>Game play begins.</p> <p>Face mask or face shields recommended.</p> <p>Each team assigned a locker room. Social Distancing markers are placed on locker room benches.</p> <p>Sharing of sports equipment heavily discouraged.</p> <p>Bench area and equipment sanitize after each session.</p>	Registration for 1 st Session Adult Basketball begins.	<p>Tournaments permitted.</p> <p>All CDC guidelines and recommendations should be followed by tournaments for players, coaches, and spectators.</p> <p>Tournament directors required to submit their Return to Play Guidelines including their physical distancing protocols.</p>

		Spectators discouraged from attending games. Must bring their own seating if they do attend.			
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AQUAPLEX

<u>Tier 1</u>	Front Desk	Lobby Area & Vending Machine Area	Gymnasium	Fitness Floor	Aerobic Room	Community Room & Party Room	Pool, Hot Tub & Slides	Restrooms, Cabanas & Locker Rooms
<p>10:00 a.m. – 6:00 p.m.</p> <p>During this Tier, the Aquaplex may open to members only at least in the beginning. Open areas of the facility will have limited use with a potential reservation process if needed. Entire facility will close for cleaning after each hour of use for 30 minutes.</p> <p>The Kids Club and Game Area will remain closed during this Tier.</p> <p>There will be symptom screening and hand washing</p>	<p>Protective barrier is added to desk. Floor decals will be added to indicate physical distancing while in line.</p> <p>Customers will be prompted to swipe their own debit/credit card.</p> <p>Customers will enter using closest turn style and exit using furthest turn style.</p> <p>Guests will bring own lock.</p>	<p>Both areas will remain closed during this Tier.</p> <p>Water fountain will be closed. Patrons are encouraged to bring water with them.</p>	<p>Team activities will be suspended during this Tier.</p> <p>Single player use is permitted, and players must remain 6 feet apart. Gym rentals will be suspended during this Tier. Equipment will be disinfected before/after each use.</p> <p>Water bottle fill station will be available.</p>	<p>Patrons will check in at desk to receive new protocols.</p> <p>Limited occupancy. Reservations may be necessary depending on capacity.</p> <p>One piece of equipment will be closed to permit 6 feet between each piece of equipment. This will rotate each week/month.</p> <p>Equipment must be wiped down</p>	<p>Limited occupancy.</p> <p>Require wipe downs of equipment before and after each use.</p> <p>The climbing wall will remain closed during this Tier.</p>	<p>Both will remain closed during this Tier.</p>	<p>All will remain closed during this Tier.</p>	<p>Lobby restrooms will be cleaned and disinfected at the top of every hour.</p> <p>Cabanas and Locker Rooms will remain closed during this Tier.</p>

<p>for staff at the beginning of each shift.</p> <p>When staff are cleaning and disinfecting, they will wear masks and gloves.</p>	<p>Games will not be available.</p> <p>Guests will apply their own wristband.</p> <p>There will be no courtesy guest phone available.</p> <p>Staff will clean and disinfect this area every hour and at each shift change.</p>			<p>before and after use.</p> <p>Shared equipment like mats, foam rollers, stretch bands, etc. will not be available for use. Patrons will be encouraged to bring their own.</p> <p>Water bottle fill station will be available.</p> <p>Restrooms will be open and cleaned once per 30 min closure.</p>				
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<u>Tier 2</u>	Front Desk	Lobby Area & Vending Machine Area	Gymnasium	Fitness Floor	Aerobic Room & Climbing Wall	Community Room & Party Room	Pool, Hot Tub & Slides	Restrooms, Cabanas & Locker Rooms
<p>7:00 a.m. – 7:00 p.m.</p> <p>The Aquaplex will be open to the public.</p> <p>The Kids Club and Game Area will remain closed during this Tier.</p>	Same as Tier 1.	Same as Tier 1.	Same as Tier 1.	Same as Tier 1.	<p>The climbing wall will open during this Tier with limited occupancy.</p> <p>Require wipe downs of equipment before and</p>	<p>The Party Room will remain closed during this Tier.</p> <p>Capacity will be limited to A&B combined to No table &</p>	<p>Slides will remain closed during this Tier.</p> <p>Adult Fitness programming only at this time.</p>	<p>Cabanas and locker rooms will open during this Tier.</p> <p>Restrooms, cabanas and locker rooms will be cleaned and</p>

When staff are cleaning and disinfecting, they will wear masks and gloves.					<p>after each use.</p> <p>6 feet physical distancing will be required of all guests.</p>	<p>chair set up (Standing Room ONLY) = 100 guests; Theatre Style = 70 guests; Banquet Style = 40 guests; Classroom Style = 30 guests; U-Shaped Style = 30 guests.</p> <p>Capacity will be limited to single use in A or B to No table & chair set up (Standing Room ONLY) = 50 guests; Theatre Style = 35 guests; Banquet Style = 20 guests; Classroom Style = 15 guests; U-Shaped Style = 15 guests.</p> <p>Guests will remove personal items, decorations and food at</p>	<p>Hours of operation 7:00 to 10:00 a.m. & 4:00 to 6:45 p.m.</p> <p>Lap lanes will be available for one guest per lane.</p> <p>Pool capacity will be not more than 10 patrons. Hot Tub capacity is limited to not more than 3 patrons.</p> <p>6 feet physical distancing will be required of all guests.</p> <p>Staff will clean and disinfect handrails every hour.</p>	disinfected at the top of every hour.
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						the end of the event. One to one and half hours in between reservations for staff to clean and disinfect the area.		
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<u>Tier 3</u>	Front Desk	Lobby Area & Vending Machine Area	Gymnasium	Fitness Floor	Aerobic Room & Climbing Wall	Community Room & Party Room	Pool, Hot Tub & Slides	Restrooms, Cabanas & Locker Rooms
<p>6:00 a.m. – 8:00 p.m.</p> <p>The Kids Club and Game Area will remain closed during this Tier.</p> <p>When staff are cleaning and disinfecting, they will wear masks and gloves.</p>	Same as Tier 1.	<p>Vending Machine area will open during this Tier.</p> <p>Tables, soft chairs and couches will be separated by 6 feet. The number of chairs at each table will be reduced from 4 to 2.</p> <p>Staff will clean both areas at the top of every hour and again between</p>	<p>Team activities will start to be reintroduced.</p> <p>Single player use is encouraged, and players must remain 6 feet apart.</p> <p>Gym rentals will be limited.</p>	<p>Patrons will check in at desk to receive new protocols.</p> <p>Limited occupancy.</p>	Same as Tier 2.	<p>Party Room will be limited to 18 guests.</p> <p>Capacity will be limited to A&B combined to No table & chair set up (Standing Room ONLY) = 100 guests; Theatre Style = 70 guests; Banquet Style = 40 guests; Classroom Style = 30 guests; U-Shaped Style = 30 guests.</p>	<p>Slides and open swim will open for limited hours.</p> <p>Private swim lessoned will be offered.</p> <p>Hours of operation 6:00 to 10:00 a.m. & 3:00 to 7:45 p.m.</p> <p>Lap lanes will be available for one guest per lane.</p>	<p>Cabanas and locker rooms will be open and will be cleaned and disinfected at the top of every hour.</p>

		guest use when possible.				<p>Capacity will be limited to single use in A or B to No table & chair set up (Standing Room ONLY) = 50 guests; Theatre Style = 35 guests; Banquet Style = 20 guests; Classroom Style = 15 guests; U-Shaped Style = 15 guests.</p> <p>Guests will remove personal items, decorations and food at the end of the event.</p> <p>Time between rentals will allow staff to clean.</p>	<p>Pool capacity will be not more than 125 patrons. Hot Tub capacity is limited to not more than 6 patrons.</p> <p>6 feet physical distancing will be required of all guests.</p> <p>Staff will clean and disinfect handrails and other frequently touched surfaces every hour.</p>	
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Re-Entry Plan

June 30, 2020





Agenda



- Temporary Use Permits
- Site Specific Plans
- Masks

Temporary Use Permits





Temporary Use Permits



- Add Community Development Slides Here

Site Specific Plans





Site Specific Plans

- Implemented after City moves to Phase 3
- Covers Libraries and Recreation Programs & Facilities
- Multi-tiered approach
 - Numbers admitted
 - Hours of operations
 - Entrance requirements
 - Access to specific areas and/or programs
 - Cleaning and disinfecting
- Updates to plans will be posted on City's website

Masks





Proclamation



- Must wear a Face Covering when in Public Place except
 - when able to maintain adequate Social Distancing,
 - for medical conditions or disabilities,
 - for religious beliefs,
 - when eating or drinking,
 - when exempted under law, or
 - when not practicable or feasible



Current Employee Language

- Employees wear a mask when they are
 - in a public area,
 - outside of your office,
 - in a meeting with others,
 - in a vehicle with others, and
 - when in contact with the public



Current Employee Language

- Employees do not wear a mask
 - when working alone in their office,
 - are able to be six feet or further from one another,
 - working in a Fire station,
 - driving alone in a City vehicle, or
 - outside and adhering to social distancing guidelines.
- Employees who are unable to wear a mask, or whose essential job duties are impeded by the wearing of a mask, should speak to their supervisor and Human Resources about available accommodations.



Current Customer Language

- The public will be encouraged to wear masks when entering City facilities
- When an in-person meeting with a customer is required, customers may be required to wear a mask
- Encouraged to use hand sanitizer and wear a mask

Council Questions & Discussion



CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council
From: Tiffany Antol, Planning Director
Date: 06/15/2020
Meeting Date: 06/30/2020



TITLE

Adoption/Renewal of Public Safety Development Fees

STAFF RECOMMENDED ACTION:

Receive Council direction on options for the adoption of revised Public Safety Development Fees.

EXECUTIVE SUMMARY:

As is required by state law the city must update its Land Use Assumptions and Infrastructure Improvement plans every five years and adjust the development fees as necessary. The existing Public Safety Development Fees were adopted in 2014. The City Council needs to determine if the City should continue to assess the Public Safety Development Fees and if so at what rate.

ARS 9-463.05 (B)(3) states that development fees shall not exceed a proportionate share of the cost of necessary public services needed to accommodate new development. The Fire and Police Facilities IIPs and development fees are assessed on both residential and non-residential development based on functional population (the number of people occupying space in the community on a 24 hour per day, seven-day-per-week basis). Based on 2015 functional population data, residential development accounts for 67 percent of the functional population, and nonresidential development is responsible for the remaining 33 percent.

INFORMATION:

The proposed public safety development fees are a significant increase over the existing fees. A comparison of the City of Flagstaff's existing fees with other similar-sized communities shows that the City of Flagstaff fees are some of the lowest throughout Arizona. The proposed fees bring the City of Flagstaff in closer alignment with other similar-sized cities in Arizona. However, the City of Flagstaff only charges development fees for police and fire while most other communities include fees for parks, streets, and stormwater infrastructure. Attached to this report is a comparison of fees.

The proposed fees are calculated based on the Facilities Infrastructure Plans prepared for the Fire and Police Departments. Below is a summary of the calculation of those fees.

Fire Facilities Infrastructure Improvement Plan

For the preparation of the Fire Facilities IIP, the Flagstaff Fire Department identified necessary improvements to support future growth. The total of these improvements was estimated at 13,295,000 of which a portion can be funded by development fees. These necessary improvements are identified on page 13 of the LUA and IIP. They include two new fire stations, four apparatus, and 25 pieces of

communication equipment. The portion of these funds that can be supported by development fees based on the projected population increase of 13,412 persons and employment increase of 3,270 jobs by 2029 comes to \$6,555,621 broken down as follows:

Fee Component	Growth Share	Cost per Person	Cost Per Job
Facilities	\$4,076,760	\$252.05	\$212.91
Apparatus	\$2,251,747	\$139.17	\$117.56
Communication Equipment	\$227,114	\$14.04	\$11.86
Development Fee Report	\$22,500	\$2.25	\$4.54
Total	\$6,578,121	\$407.51	\$346.87

Facilities represent the largest portion of the overall Fire development fee but do not fully cover the cost of a new fire station based on the current estimate of \$5,135,000. The development fees can only assist with what is called incremental expansion.

Police Infrastructure Improvement Plan

For the preparation of the Police Facilities IIP, the Flagstaff Police Department identified necessary improvements to support future growth. The total of these improvements was estimated at 7,540,000 of which a portion can be funded by development fees. These necessary improvements are identified on page 24 of the LUA and IIP. They include a metal building on the Commerce site, Dispatch Expansion, LEAF expansion, 10 new vehicles, 4 new motorcycles, and 37 pieces of communication equipment. The portion of these funds that can be supported by development fees based on the projected population increase of 13,412 persons by 2029 and estimated vehicles trips for nonresidential uses comes to \$3,426,662 broken down as follows:

Fee Component	Growth Share	Cost per Person	Cost Per Vehicle Trip
Facilities	\$2,402,719	\$141.05	\$43.64
Apparatus	\$666,652	\$39.13	\$12.11
Communication Equipment	\$335,041	\$19.67	\$6.09
Development Fee Report	\$22,250	\$2.19	\$1.29
Total	\$3,426,662	\$202.04	\$63.13

Facilities also represent the largest portion of the overall Police development fee but do not fully cover the cost of new or expanded facilities. The development fees can only assist with what is called incremental expansion.

Options

Option #1 – Adopt the fees as proposed in the adopted Land Use Assumptions (two alternatives)

Alternative One

One fee for all single-family and one fee for all multi-family residential units regardless of unit size or bedroom count. The current public safety development fees follow this model. This model is the easiest to ensure that fees are accurately applied to all residential development. They require less subjectivity in determining the use of rooms within a residential unit.

Alternative Two

Fees adjust based on the number of bedrooms within each residential unit. The City of Flagstaff has seen an increase in residential units with higher bedroom counts. While it is not uncommon to have a

five-bedroom single-family home the typical single-family home falls in the three-bedroom range. Previously, it was atypical to see any multi-family units over three bedrooms. We have seen single-family residential homes with seven or eight bedrooms and multi-family residential units with four, five, or six bedrooms within certain parts of the community. This alternative is an attempt to shift the cost to dwelling units that contain more residents, therefore, having a potentially greater need for police and fire. In order to calculate the appropriate fee, a per person ratio is developed. This model creates complexities that may make it more difficult to assess fees accurately. It will also require modifying existing software to manage the data differently. This model could also create disputes over what rooms in a residential qualify as a “bedroom”.

Option #2 – Revise the Infrastructure Improvement Plans for Police and Fire

The highest cost items identified in the Infrastructure Improvement Plans for both Police and Fire are the addition/extension of existing facilities (police) and new facilities (fire). It could be possible to remove these items from the calculations thereby reducing the total proposed development fee. Required facility expansions and new facilities would need to be paid for by alternative means. This could include bonding for these facilities. In order to accomplish this, the LUA and IIP would need to be amended and readopted which would delay the implementation of update fees by a year. This option could apply to both Police and Fire or separately.

Option #3 – Proportionally reduce the current proposed fees

The City Council is not required to adopt the full proposed development fees as identified in the LUA and IIP. The fees can be proportionally reduced (to ensure everyone is still paying their fair share). For example, if single-family residential fees are reduced by 50% then all fees must be reduced by 50% in order to maintain the required proportional share of all uses. The consultant has prepared a fee calculator to show what the development fees would look like at different percentage reductions. The reductions selected are based on trying to maintain fees as close as possible to existing rates. However, each of the fees is calculated differently. For example, in order to keep the industrial fees closer to existing fees then all fees would be set at 22% of the proposed fee, whereas for commercial it would be set at 55% of the proposed fees. Single-family residential comes in at 34% of proposed fees and Multi-family at 39%.

The fee calculator provided shows the proposed fee share at 22%, 26%, 34%, 39%, and 55%. The table also shows the difference between the reduced fee at each of these rates and the current fees as well as projected revenues for each of the reduced fees. The remainder amounts are the funds that would need to be made up with alternative sources such as the general fund.

Attachments: [Flagstaff LUA, IIP and draft fees](#)
 [Police Department Memo in support of fee adoption](#)
 [Fire Department Memo in support of fee adoption](#)
 [Flagstaff Fee Calculator & Fee Comparisons](#)

**Land Use Assumptions,
Infrastructure Improvements Plan,
and **DRAFT** Development Fee Report**

**Prepared for:
Flagstaff, Arizona**

April 7, 2020



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EXECUTIVE SUMMARY

The City of Flagstaff, Arizona, contracted with TischlerBise to document land use assumptions, prepare the Infrastructure Improvements Plan (hereinafter referred to as the “IIP”), and update development fees within the Flagstaff Development Fee Service Area pursuant to Arizona Revised Statutes (“ARS”) § 9-436.05 (hereafter referred to as the “Enabling Legislation”). Municipalities in Arizona may assess development fees to offset infrastructure costs to a municipality for necessary public services. The development fees must be based on an Infrastructure Improvements Plan and Land Use Assumptions. The IIP for each type of infrastructure is in the middle section of this document. The proposed development fees are displayed in the Development Fee Report in the next section.

Development fees are one-time payments used to construct system improvements needed to accommodate new development. The fee represents future development’s proportionate share of infrastructure costs. Development fees may be used for infrastructure improvements or debt service for growth related infrastructure. In contrast to general taxes, development fees may not be used for operations, maintenance, replacement, or correcting existing deficiencies. This update of Flagstaff’s Infrastructure Improvements Plan and associated update to its development fees includes the following necessary public services:

1. Fire Facilities
2. Police Facilities

This plan includes all necessary elements required to be in full compliance with SB 1525.

ARIZONA DEVELOPMENT FEE ENABLING LEGISLATION

The Enabling Legislation governs how development fees are calculated for municipalities in Arizona.

Necessary Public Services

Under the requirements of the Enabling Legislation, development fees may only be used for construction, acquisition or expansion of public facilities that are necessary public services. “Necessary public service” means any of the following categories of facilities that have a life expectancy of three or more years and that are owned and operated on behalf of the municipality: water, wastewater, storm water, library, street, fire, police, and parks and recreational. Additionally, a necessary public service includes any facility that was financed before June 1, 2011 and that meets the following requirements:

1. Development fees were pledged to repay debt service obligations related to the construction of the facility.
2. After August 1, 2014, any development fees collected are used solely for the payment of principal and interest on the portion of the bonds, notes, or other debt service obligations issued before June 1, 2011 to finance construction of the facility.

Infrastructure Improvements Plan

Development fees must be calculated pursuant to an IIP. For each necessary public service that is the subject of a development fee, by law, the IIP shall include the following seven elements:

1. A description of the existing necessary public services in the service area and the costs to update, improve, expand, correct or replace those necessary public services to meet existing needs and usage and stricter safety, efficiency, environmental or regulatory standards, which shall be prepared by qualified professionals licensed in this state, as applicable.
2. An analysis of the total capacity, the level of current usage and commitments for usage of capacity of the existing necessary public services, which shall be prepared by qualified professionals licensed in this state, as applicable.
3. A description of all or the parts of the necessary public services or facility expansions and their costs necessitated by and attributable to development in the service area based on the approved Land Use Assumptions, including a forecast of the costs of infrastructure, improvements, real property, financing, engineering and architectural services, which shall be prepared by qualified professionals licensed in this state, as applicable.
4. A table establishing the specific level or quantity of use, consumption, generation or discharge of a service unit for each category of necessary public services or facility expansions and an equivalency or conversion table establishing the ratio of a service unit to various types of land uses, including residential, commercial, and industrial.
5. The total number of projected service units necessitated by and attributable to new development in the service area based on the approved Land Use Assumptions and calculated pursuant to generally accepted engineering and planning criteria.
6. The projected demand for necessary public services or facility expansions required by new service units for a period not to exceed ten years.
7. A forecast of revenues generated by new service units other than development fees, which shall include estimated state-shared revenue, highway users revenue, federal revenue, ad valorem property taxes, construction contracting or similar excise taxes and the capital recovery portion of utility fees attributable to development based on the approved Land Use Assumptions and a plan to include these contributions in determining the extent of the burden imposed by the development.

Qualified Professionals

The IIP must be developed by qualified professionals using generally accepted engineering and planning practices. A qualified professional is defined as “a professional engineer, surveyor, financial analyst or planner providing services within the scope of the person’s license, education, or experience.” TischlerBise is a fiscal, economic, and planning consulting firm specializing in the cost of growth services. Our services include development fees, fiscal impact analysis, infrastructure financing analyses, user fee/cost of service studies, capital improvement plans, and fiscal software. TischlerBise has prepared over 800 development fee studies over the past 30 years for local governments across the United States.

Conceptual Development Fee Calculation

In contrast to project-level improvements, development fees fund growth-related infrastructure that will benefit multiple development projects, or the entire service area (usually referred to as system improvements). The first step is to determine an appropriate demand indicator for the particular type of infrastructure. The demand indicator measures the number of service units for each unit of development. For example, an appropriate indicator of the demand for parks is population growth and the increase in population can be estimated from the average number of persons per housing unit. The second step in the development fee formula is to determine infrastructure improvement units per service unit, typically called level-of-service (LOS) standards. In keeping with the park example, a common LOS standard is improved park acres per thousand people. The third step in the development fee formula is the cost of various infrastructure units. To complete the park example, this part of the formula would establish a cost per acre for land acquisition and/ or park improvements.

Evaluation of Credits/Offsets

Regardless of the methodology, a consideration of credits/offsets is integral to the development of a legally defensible development fee. There are two types of credits/offsets that should be addressed in development fee studies and ordinances. The first is a revenue credit/offset due to possible double payment situations, which could occur when other revenues may contribute to the capital costs of infrastructure covered by the development fee. This type of credit/offset is integrated into the fee calculation, thus reducing the fee amount. The second is a site-specific credit or developer reimbursement for dedication of land or construction of system improvements. This type of credit is addressed in the administration and implementation of the development fee program. For ease of administration, TischlerBise normally recommends developer reimbursements for system improvements.

DEVELOPMENT FEE REPORT

METHODOLOGY

Development fees for the necessary public services made necessary by new development must be based on the same level of service (“LOS”) provided to existing development in the service area. There are three basic methodologies used to calculate development fees. They examine the past, present, and future status of infrastructure. The objective of evaluating these different methodologies is to determine the best measure of the demand created by new development for additional infrastructure capacity. Each method has advantages and disadvantages in a particular situation and can be used simultaneously for different cost components.

Reduced to its simplest terms, the process of calculating development fees involves two main steps: (1) determining the cost of development-related capital improvements and (2) allocating those costs equitably to various types of development. In practice, though, the calculation of development fees can become quite complicated because of the many variables involved in defining the relationship between development and the need for facilities within the designated service area. The following paragraphs discuss basic methods for calculating development fees and how those methods can be applied.

- **Cost Recovery** (past improvements) - The rationale for recoupment, often called cost recovery, is that future development is paying for its share of the useful life and remaining capacity of facilities already built, or land already purchased, from which future development will benefit. This method is often used for utility systems that must provide adequate capacity before future development can take place.
- **Incremental Expansion** (concurrent improvements) - The incremental expansion method documents current LOS standards for each type of public facility, using both quantitative and qualitative measures. This approach assumes there are no deficiencies or surplus capacity in existing infrastructure. Future development is paying only its proportionate share for growth-related infrastructure. Revenue will be used to expand or provide additional facilities, as needed, to accommodate future development. An incremental expansion cost method is best suited for public facilities that will be expanded in regular increments to keep pace with development.
- **Plan-Based** (future improvements) - The plan-based method allocates costs for a specified set of improvements to a specified amount of development. Improvements are typically identified in a long-range facility plan and development potential is identified by a land use plan. There are two basic options for determining the cost per demand unit: (1) total cost of a public facility can be divided by total demand units (average cost), or (2) the growth-share of the public facility cost can be divided by the net increase in demand units over the planning timeframe (marginal cost).

DEVELOPMENT FEE COMPONENTS

Figure 1 summarizes service areas, methodologies, and infrastructure cost components for each necessary public service. Appendix E includes a map of the service area.

Figure 1: Proposed Development Fee Service Areas, Methodologies, and Cost Components

Necessary Public Services	Service Area	Cost Recovery	Incremental Expansion	Plan-Based	Cost Allocation
Fire	Flagstaff	N/A	Facilities, Apparatus, Communications Equipment	Development Fee Report	Peak Population, Jobs
Police	Flagstaff	N/A	Facilities, Vehicles, Communications Equipment	Development Fee Report	Peak Population, Vehicle Trips

PROPOSED DEVELOPMENT FEES

Development fees for residential development will be assessed per dwelling unit, based on the type of unit and number of bedrooms. Nonresidential development fees will be assessed per square foot of floor area, based on the type of development. As directed by staff, the proposed development fee schedule varies residential fees based on the number of bedrooms. For nonresidential development, the proposed development fee schedule includes three additional development types: hotel, nursing home, and assisted living.

Fees shown below represent the maximum allowable fees. Flagstaff may adopt fees that are less than the amounts shown; however, a reduction in development fee revenue will necessitate an increase in other revenues, a decrease in planned capital improvements and/or a decrease in Flagstaff's LOS standards. All costs in the Development Fee Report are in current dollars with no assumed inflation rate over time. If cost estimates change significantly over time, development fees should be recalibrated.

Figure 2: Proposed Development Fees

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total
Single-Family Units			
0-1 Bedrooms	\$778	\$385	\$1,163
2 Bedrooms	\$892	\$442	\$1,334
3 Bedrooms	\$1,071	\$531	\$1,602
4+ Bedrooms	\$1,357	\$672	\$2,029
Multi-Family Units			
0-1 Bedrooms	\$643	\$319	\$962
2 Bedrooms	\$896	\$444	\$1,340
3+ Bedrooms	\$1,352	\$670	\$2,022

Nonresidential Development	Fees per Square Foot		
Development Type	Fire	Police	Total
Industrial / Flex	\$0.40	\$0.10	\$0.50
Commercial / Retail	\$0.81	\$0.78	\$1.59
Office / Institutional	\$1.03	\$0.30	\$1.33
Hotel (per room)	\$202	\$263	\$465
Nursing Home (per bed)	\$364	\$96	\$460
Assisted Living (per bed)	\$212	\$82	\$294

CURRENT DEVELOPMENT FEES

Flagstaff currently charges development fees to residential development based on the type of unit: single family or multi-family. For nonresidential development, Flagstaff currently charges development fees based on three development types: industrial / flex, commercial / retail, and office / institutional. Shown below, Figure 3 includes current development fees.

Figure 3: Current Development Fees

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total
Single Family	\$366	\$182	\$548
Multi-Family	\$342	\$170	\$512

Nonresidential Development	Fees per Square Foot		
Development Type	Fire	Police	Total
Industrial Flex	\$0.08	\$0.03	\$0.11
Commercial	\$0.59	\$0.29	\$0.88
Office	\$0.23	\$0.11	\$0.34

DIFFERENCE BETWEEN PROPOSED AND CURRENT DEVELOPMENT FEES

The differences between the proposed and current development fees are displayed below in Figure 4.

Figure 4: Difference Between Proposed and Current Development Fees

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total
Single-Family Units			
0-1 Bedrooms	\$412	\$203	\$615
2 Bedrooms	\$526	\$260	\$786
3 Bedrooms	\$705	\$349	\$1,054
4+ Bedrooms	\$991	\$490	\$1,481
Multi-Family Units			
0-1 Bedrooms	\$301	\$149	\$450
2 Bedrooms	\$554	\$274	\$828
3+ Bedrooms	\$1,010	\$500	\$1,510

Nonresidential Development	Fees per Square Foot		
Development Type	Fire	Police	Total
Industrial / Flex	\$0.32	\$0.07	\$0.39
Commercial / Retail	\$0.22	\$0.49	\$0.71
Office / Institutional	\$0.80	\$0.19	\$0.99
Hotel (per room)	N/A	N/A	N/A
Nursing Home (per bed)	N/A	N/A	N/A
Assisted Living (per bed)	N/A	N/A	N/A

FIRE FACILITIES IIP

ARS § 9-463.05 (T)(7)(f) defines the facilities and assets that can be included in the Fire Facilities IIP:

“Fire and police facilities, including all appurtenances, equipment and vehicles. Fire and police facilities do not include a facility or portion of a facility that is used to replace services that were once provided elsewhere in the municipality, vehicles and equipment used to provide administrative services, helicopters or airplanes or a facility that is used for training police and firefighters from more than one station or substation.”

The Fire Facilities IIP includes components for facilities, apparatus, communications equipment, and the cost of preparing the Fire Facilities IIP and related Development Fee Report. The incremental expansion methodology is used for facilities, apparatus, and communications equipment. A plan-based methodology is used for the Development Fee Report.

Service Area

Flagstaff’s Fire Department strives to provide a uniform response time citywide, and its fire stations operate as an integrated network. The service area for the Fire Facilities IIP is citywide.

Proportionate Share

ARS § 9-463.05 (B)(3) states that the development fee shall not exceed a proportionate share of the cost of necessary public services needed to accommodate new development. The Fire Facilities IIP and development fees are assessed on both residential and nonresidential development based on functional population shown in Figure F1. Based on 2015 functional population data, residential development accounts for approximately 67 percent of functional population and nonresidential development is responsible for the remaining 33 percent.

Figure F1: Proportionate Share

Demand Units in 2015				
Residential			Demand Hours/Day	Person Hours
Population	59,640			
Residents Not Working	29,181		20	583,628
Employed Residents	30,459			
Employed in Flagstaff	19,842		14	277,788
Employed outside Flagstaff	10,617		14	148,638
Residential Subtotal				1,010,054
Residential Share				67%
Nonresidential				
Non-working Residents	29,181		4	116,726
Jobs Located in Flagstaff	37,109			
Residents Employed in Flagstaff	19,842		10	198,420
Non-Resident Workers (inflow commuters)	17,267		10	172,670
Nonresidential Subtotal				487,816
Nonresidential Share				33%
Total				1,497,870

Source: U.S. Census Bureau, OnTheMap 6.1.1 Application and LEHD Origin-Destination Employment Statistics.

RATIO OF SERVICE UNIT TO DEVELOPMENT UNIT

ARS § 9-463.05(E)(4) requires:

“A table establishing the specific level or quantity of use, consumption, generation or discharge of a service unit for each category of necessary public services or facility expansions and an equivalency or conversion table establishing the ratio of a service unit to various types of land uses, including residential, commercial and industrial.”

Figure F2 displays the demand indicators for residential and nonresidential land uses. For residential development, the table displays persons per household based on unit type and number of bedrooms. For nonresidential development, the table displays the number of jobs per thousand square feet of floor area.

Figure F2: Ratio of Service Unit to Development Unit

Development Type	Persons per Household ¹
Single Family	
0-1 Bedrooms	1.91
2 Bedrooms	2.19
3 Bedrooms	2.63
4+ Bedrooms	3.33
Multi-Family	
0-1 Bedrooms	1.58
2 Bedrooms	2.20
3+ Bedrooms	3.32

Development Type	Jobs per 1,000 Sq Ft ¹
Industrial / Flex	1.16
Commercial / Retail	2.34
Office / Institutional	2.97
Hotel (per room)	0.58
Nursing Home (per bed)	1.05
Assisted Living (per bed)	0.61

1. See Land Use Assumptions

ANALYSIS OF CAPACITY, USAGE, AND COSTS OF EXISTING PUBLIC SERVICES

ARS § 9-463.05(E)(1) requires:

“A description of the existing necessary public services in the service area and the costs to upgrade, update, improve, expand, correct or replace those necessary public services to meet existing needs and usage and stricter safety, efficiency, environmental or regulatory standards, which shall be prepared by qualified professionals licensed in this state, as applicable.”

ARS § 9-463.05(E)(2) requires:

“An analysis of the total capacity, the level of current usage and commitments for usage of capacity of the existing necessary public services, which shall be prepared by qualified professionals licensed in this state, as applicable.”

Facilities – Incremental Expansion

The City of Flagstaff plans to expand its current inventory of fire facilities to serve future development. Shown below in Figure F3, Flagstaff's existing fire facilities include 55,500 square feet. Functional population provides the proportionate share of demand for fire facilities from residential and nonresidential development. Flagstaff's existing level of service for residential development is 0.4909 square feet per person (55,500 square feet X 67 percent residential share / 75,756 persons). The nonresidential level of service is 0.4146 square feet per job (55,500 square feet X 33 percent nonresidential share / 44,172 jobs).

Based on estimates provided by Flagstaff's Fire Department, construction of a 10,000-square-foot fire station will cost \$4.635 million and land acquisition will cost \$500,000 for approximately two acres – this results in a facility cost of \$514 per square foot. The cost is \$252.05 per person (0.4909 square feet per person X \$514 per square foot) and \$212.91 per job (0.4146 square feet per job X \$514 per square foot).

Figure F3: Existing Facilities Level of Service

Description	Square Feet
Station 1	8,000
Station 2	10,000
Station 3	10,000
Station 4	6,500
Station 5	8,000
Station 6	8,000
Wildfire Crew Station	2,000
Administrative Offices	3,000
Total	55,500

Cost Allocation Factors	
Planned Station Cost	\$5,135,000
Planned Station Square Feet	10,000
Cost per Square Foot	\$514

Level-of-Service (LOS) Standards	
Existing Square Feet	55,500
Residential	
Residential Share	67%
2019 Peak Population	75,756
Square Feet per Person	0.4909
Cost per Person	\$252.05
Nonresidential	
Nonresidential Share	33%
2019 Jobs	44,172
Square Feet per Job	0.4146
Cost per Job	\$212.91

Source: Flagstaff Fire Department

Apparatus – Incremental Expansion

Development fees will be used to expand Flagstaff's fleet of fire apparatus. The current inventory includes 42 units with a total replacement cost of \$15,736,000 – the average cost per unit is \$374,667. Flagstaff's existing LOS for residential development is 0.0004 units per person (42 units X 67 percent residential share / 75,756 persons). The nonresidential level of service is 0.0003 units per job (42 units X 33 percent nonresidential share / 44,172 jobs). The cost is \$139.17 per person (0.0004 units per person X \$374,667 per unit) and \$117.56 per job (0.0003 units per job X \$374,667 per unit).

Figure F4: Existing Apparatus Level of Service

Description	Units	Unit Cost ¹	Replacement Cost
3/4-Ton 4x4 Truck (WFM)	3	\$90,000	\$270,000
3/4-Ton 4x4 Truck (RTC)	2	\$80,000	\$160,000
Aerial Truck (Quint Ladder)	2	\$1,345,000	\$2,690,000
4x4 SUV-Tahoe (BC/DC)	3	\$62,500	\$187,500
Rescue Vehicle	2	\$300,000	\$600,000
Engine Type 6	4	\$210,000	\$840,000
1/2-Ton 2WD Truck	1	\$30,000	\$30,000
Engine Type 1	8	\$780,000	\$6,240,000
4x4 SUV CRR	7	\$47,500	\$332,500
1-Ton 4x4 Rescue Truck	1	\$90,000	\$90,000
Engine Type 3	3	\$430,000	\$1,290,000
Water Tender Type 2	2	\$415,000	\$830,000
HAZMAT Truck	1	\$675,000	\$675,000
Heavy Rescue	1	\$925,000	\$925,000
UTV	2	\$18,000	\$36,000
SCBA Packs/Bottles ²			\$540,000
Total	42	\$374,667	\$15,736,000

1. Includes the cost of equipment

2. Includes 90 SCBA packs/bottles with cost allocated to all apparatus

Cost Allocation Factors	
Average Cost per Unit	\$374,667

Level-of-Service (LOS) Standards	
Existing Units	42
Residential	
Residential Share	67%
2019 Peak Population	75,756
Units per Person	0.0004
Cost per Person	\$139.17
Nonresidential	
Nonresidential Share	33%
2019 Jobs	44,172
Units per Job	0.0003
Cost per Job	\$117.56

Source: Flagstaff Fire Department

Communications Equipment – Incremental Expansion

Flagstaff will use development fees to expand its inventory of communications equipment. The current inventory includes 235 units with a total replacement cost of \$1,587,500. The average cost for communications equipment is \$6,755 per unit.

As previously discussed, functional population is used to allocate the proportionate share of demand to residential and nonresidential development. Flagstaff's existing LOS for residential development is 0.0021 units per person (235 units X 67 percent residential share / 75,756 persons). The nonresidential level of service is 0.0018 units per job (235 units X 33 percent nonresidential share / 44,172 jobs). The cost is \$14.04 per person (0.0021 units per person X \$6,755 per unit) and \$11.86 per job (0.0018 units per job X \$6,755 per unit).

Figure F5: Existing Communications Equipment Level of Service

Description	Units	Unit Cost	Replacement Cost
Portable Radios 800mhz	100	\$8,000	\$800,000
Wildland VHF Radios	60	\$2,500	\$150,000
Mobile Radios 800mhz/VHF	75	\$8,500	\$637,500
Total	235	\$6,755	\$1,587,500

Cost Allocation Factors	
Average Cost per Unit	\$6,755

Level-of-Service (LOS) Standards	
Existing Units	235
Residential	
Residential Share	67%
2019 Peak Population	75,756
Units per Person	0.0021
Cost per Person	\$14.04
Nonresidential	
Nonresidential Share	33%
2019 Jobs	44,172
Units per Job	0.0018
Cost per Job	\$11.86

Source: Flagstaff Fire Department

IIP and Development Fee Report – Plan-Based

The cost to prepare the Fire Facilities IIP and development fees totals \$22,500. Flagstaff plans to update its report every five years. Based on this cost, proportionate share, and five-year projections of new residential and nonresidential development from the *Land Use Assumptions* document, the cost is \$2.25 per person and \$4.54 per job.

Figure F6: IIP and Development Fee Report

Necessary Public Service	Cost	Proportionate Share		Demand Unit	5-Year Increase	Cost per Demand Unit
Fire	\$22,500	Residential	67%	Peak Population	6,706	\$2.25
		Nonresidential	33%	Jobs	1,635	\$4.54
Police	\$22,250	Residential	66%	Peak Population	6,706	\$2.19
		Nonresidential	34%	Vehicle Trips	5,854	\$1.29
Total	\$44,750					

FIRE FACILITIES INFRASTRUCTURE IMPROVEMENTS PLAN

The Flagstaff Fire Department identified necessary public services that are eligible for Fire Facilities development fees. These improvements, shown in Figure F7, total \$13,295,000 and a portion of this total can be funded with development fees.

Figure F7: Fire Facilities Infrastructure Improvements Plan

Description	Units	Total Cost
Fire Station 7 - Building & Equipment	10,000 sq ft	\$4,635,000
Fire Station 7 - Land	2 acres	\$500,000
Fire Station 8 - Building & Equipment	10,000 sq ft	\$4,635,000
Fire Station 8 - Land	2 acres	\$500,000
Type 1 Engine ¹	1	\$780,000
Quint ¹	1	\$1,345,000
Rescue ¹	1	\$300,000
Type 3 Engine ¹	1	\$430,000
SCBAs (Quint, Engine, Rescue)	10	\$60,000
Type 1 Engine Radios	5	\$35,000
Quint Radios	5	\$35,000
Rescue Radios	5	\$40,000
Total		\$13,295,000

Source: Flagstaff Fire Department

1. Includes equipment

PROJECTED DEMAND FOR SERVICES AND COSTS

ARS § 9-463.05(E)(5) requires:

“The total number of projected service units necessitated by and attributable to new development in the service area based on the approved land use assumptions and calculated pursuant to generally accepted engineering and planning criteria.”

ARS § 9-463.05(E)(6) requires:

“The projected demand for necessary public services or facility expansions required by new service units for a period not to exceed ten years.”

Facilities

Shown in Figure F8, Flagstaff’s peak population is projected to increase by 13,412 persons by 2029, and employment is projected to increase by 3,270 jobs during the same period. Using the 2019 LOS, future residential development will demand 6,584 additional square feet of fire facilities (13,412 additional persons X 0.4909 square feet per person), and future nonresidential development will demand 1,356 additional square feet of fire facilities (3,270 additional jobs X 0.4146 square feet per job). Based on demand for 7,939 square feet of new fire facilities and an average cost of \$514 per square foot, the growth-related expenditure on facilities is \$4,076,760.

Figure F8: Projected Demand for Facilities

Type of Infrastructure	Level of Service	Demand Unit	Cost per Sq. Ft.
Facilities	0.4909 Square Feet	per Person	\$514
	0.4146 Square Feet	per Job	

Demand for Facilities					
Year	Peak Population	Jobs	Residential	Nonresidential	Total
2019	75,756	44,172	37,185	18,315	55,500
2020	77,097	44,499	37,843	18,451	56,294
2021	78,438	44,826	38,502	18,586	57,088
2022	79,780	45,153	39,160	18,722	57,882
2023	81,121	45,480	39,818	18,857	58,676
2024	82,462	45,807	40,477	18,993	59,470
2025	83,803	46,134	41,135	19,128	60,263
2026	85,145	46,461	41,793	19,264	61,057
2027	86,486	46,788	42,452	19,400	61,851
2028	87,827	47,115	43,110	19,535	62,645
2029	89,168	47,441	43,769	19,671	63,439
10-Yr Increase	13,412	3,270	6,584	1,356	7,939

Growth-Related Expenditures	\$3,380,637	\$696,124	\$4,076,760
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Apparatus

Shown in Figure F9, peak population is projected to increase by 13,412 persons citywide by 2029, and citywide employment is projected to increase by 3,270 jobs during the same period. Using the 2019 LOS, future residential development generates demand for five additional apparatus (0.0004 units per person X 13,412 additional persons), and future nonresidential development generates demand for one additional apparatus (0.0003 units per job X 3,270 additional jobs). The 10-year demand for additional apparatus equals six units at a cost of \$2,251,747.

Figure F9: Projected Demand for Apparatus

Type of Infrastructure	Level of Service	Demand Unit	Cost per Unit
Apparatus	0.0004 Units	per Person	\$374,667
	0.0003 Units	per Job	

Demand for Apparatus					
Year	Peak Population	Jobs	Residential	Nonresidential	Total
2019	75,756	44,172	28.1	13.9	42.0
2020	77,097	44,499	28.6	14.0	42.6
2021	78,438	44,826	29.1	14.1	43.2
2022	79,780	45,153	29.6	14.2	43.8
2023	81,121	45,480	30.1	14.3	44.4
2024	82,462	45,807	30.6	14.4	45.0
2025	83,803	46,134	31.1	14.5	45.6
2026	85,145	46,461	31.6	14.6	46.2
2027	86,486	46,788	32.1	14.7	46.8
2028	87,827	47,115	32.6	14.8	47.4
2029	89,168	47,441	33.1	14.9	48.0
10-Yr Increase	13,412	3,270	5.0	1.0	6.0

Growth-Related Expenditures	\$1,865,840	\$385,907	\$2,251,747
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Communications Equipment

Shown in Figure F10, peak population is projected to increase by 13,412 persons citywide by 2029, and citywide employment is projected to increase by 3,270 jobs during the same period. Using the 2019 LOS, future residential development generates demand for 27.9 additional units (0.0021 units per person X 13,412 additional persons), and future nonresidential development generates demand for 5.7 additional units (0.0018 units per job X 3,270 additional jobs). The 10-year demand for additional communications equipment equals 33.6 units at a cost of \$227,114.

Figure F10: Projected Demand for Communications Equipment

Type of Infrastructure	Level of Service	Demand Unit	Cost per Unit
Communications Equipment	0.0021 Units	per Person	\$6,755
	0.0018 Units	per Job	

Demand for Communications Equipment					
Year	Peak Population	Jobs	Residential	Nonresidential	Total
2019	75,756	44,172	157.5	77.6	235.0
2020	77,097	44,499	160.2	78.1	238.4
2021	78,438	44,826	163.0	78.7	241.7
2022	79,780	45,153	165.8	79.3	245.1
2023	81,121	45,480	168.6	79.8	248.4
2024	82,462	45,807	171.4	80.4	251.8
2025	83,803	46,134	174.2	81.0	255.2
2026	85,145	46,461	177.0	81.6	258.5
2027	86,486	46,788	179.8	82.1	261.9
2028	87,827	47,115	182.5	82.7	265.3
2029	89,168	47,441	185.3	83.3	268.6
10-Yr Increase	13,412	3,270	27.9	5.7	33.6

Growth-Related Expenditures	\$188,338	\$38,776	\$227,114
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FIRE FACILITIES DEVELOPMENT FEES

Infrastructure components and cost factors for Fire Facilities are summarized in the upper portion of Figure F11. The cost per service unit for Fire Facilities is \$407.51 per person and \$346.87 per job.

Fire Facilities development fees for residential development are assessed according to the number of persons per household, based on unit type and number of bedrooms. For a single-family unit with three bedrooms, the fee of \$1,071 is calculated using a cost per service unit of \$407.51 per person multiplied by a demand unit of 2.63 persons per household.

Nonresidential development fees are calculated using jobs as the service unit. The fee of \$0.81 per square foot of commercial development is derived from a cost per service unit of \$346.87 per job, multiplied by a demand unit of 2.34 jobs per 1,000 square feet, divided by 1,000.

Figure F11: Schedule of Fire Facilities Development Fees

Fee Component	Cost per Person	Cost per Job
Facilities	\$252.05	\$212.91
Apparatus	\$139.17	\$117.56
Communications Equipment	\$14.04	\$11.86
Development Fee Report	\$2.25	\$4.54
Total	\$407.51	\$346.87

Residential Development	Fees per Unit			
Development Type	Persons per Household ¹	Proposed Fees	Current Fees	Change
Single-Family Units				
0-1 Bedrooms	1.91	\$778	\$366	\$412
2 Bedrooms	2.19	\$892	\$366	\$526
3 Bedrooms	2.63	\$1,071	\$366	\$705
4+ Bedrooms	3.33	\$1,357	\$366	\$991
Multi-Family Units				
0-1 Bedrooms	1.58	\$643	\$342	\$301
2 Bedrooms	2.20	\$896	\$342	\$554
3+ Bedrooms	3.32	\$1,352	\$342	\$1,010

Nonresidential Development	Fees per Square Foot			
Development Type	Jobs per 1,000 Sq Ft ¹	Proposed Fees	Current Fees	Change
Industrial / Flex	1.16	\$0.40	\$0.08	\$0.32
Commercial / Retail	2.34	\$0.81	\$0.59	\$0.22
Office / Institutional	2.97	\$1.03	\$0.23	\$0.80
Hotel (per room)	0.58	\$202	N/A	N/A
Nursing Home (per bed)	1.05	\$364	N/A	N/A
Assisted Living (per bed)	0.61	\$212	N/A	N/A

1. See Land Use Assumptions

FIRE FACILITIES DEVELOPMENT FEE REVENUE

A revenue credit/offset is not necessary for Fire Facilities development fees, because costs generated by projected development exceed revenues generated by projected development. Appendix A contains the forecast of revenues required by Arizona's Enabling Legislation (ARS § 9-463.05(E)(7)).

Projected fee revenue shown in Figure F12 is based on the development projections in the *Land Use Assumptions* document and the updated Fire Facilities development fees. If development occurs faster than projected, the demand for infrastructure will increase along with development fee revenue. If development occurs slower than projected, the demand for infrastructure will decrease and development fee revenue will decrease at a similar rate. Projected development fee revenue is \$6,578,077 over the next 10 years, and the projected growth-related cost of fire infrastructure is \$6,578,121.

Figure F12: Projected Fire Facilities Development Fee Revenue

		Fee Component				Growth Share		Existing Share		Total	
		Facilities				\$4,076,760		\$0		\$4,076,760	
		Apparatus				\$2,251,747		\$0		\$2,251,747	
		Communications Equipment				\$227,114		\$0		\$227,114	
		Development Fee Report				\$22,500		\$0		\$22,500	
		Total				\$6,578,121		\$0		\$6,578,121	

		Single Family \$1,083 per unit	Multi-Family \$868 per unit	Ind / Flex \$0.40 per Sq Ft	Comm / Retail \$0.81 per Sq Ft	Office / Inst \$1.03 per Sq Ft
Year		Hsg Unit	Hsg Unit	KSF	KSF	KSF
Base	2019	14,441	12,565	4,987	7,360	5,344
Year 1	2020	14,705	12,865	4,992	7,434	5,394
Year 2	2021	14,969	13,165	4,997	7,508	5,444
Year 3	2022	15,233	13,465	5,002	7,582	5,494
Year 4	2023	15,497	13,765	5,007	7,655	5,544
Year 5	2024	15,761	14,065	5,012	7,729	5,594
Year 6	2025	16,025	14,365	5,017	7,803	5,644
Year 7	2026	16,289	14,665	5,022	7,877	5,694
Year 8	2027	16,553	14,965	5,027	7,950	5,744
Year 9	2028	16,817	15,265	5,032	8,024	5,794
Year 10	2029	17,081	15,565	5,037	8,098	5,844
10-Year Increase		2,640	3,000	50	737	500
Projected Revenue		\$2,853,830	\$2,596,829	\$20,113	\$595,457	\$511,847

Projected Fee Revenue	\$6,578,077
Total Expenditures	\$6,578,121

POLICE FACILITIES IIP

ARS § 9-463.05 (T)(7)(f) defines the facilities and assets that can be included in the Police Facilities IIP:

“Fire and police facilities, including all appurtenances, equipment and vehicles. Fire and police facilities do not include a facility or portion of a facility that is used to replace services that were once provided elsewhere in the municipality, vehicles and equipment used to provide administrative services, helicopters or airplanes or a facility that is used for training firefighters or officers from more than one station or substation.”

The Police Facilities IIP includes components for facilities, vehicles, communications equipment, and the cost of preparing the Police Facilities IIP and related Development Fee Report. The incremental expansion methodology, based on the current level of service, is used for facilities, vehicles, and communications equipment. A plan-based methodology is used for the Development Fee Report.

Service Area

Flagstaff’s Police Department strives to provide a uniform response time citywide. The service area for the Police Facilities IIP is citywide.

Proportionate Share

ARS § 9-463.05 (B)(3) states that the development fee shall not exceed a proportionate share of the cost of necessary public services needed to accommodate new development. The Police Facilities IIP and development fees are assessed on both residential and nonresidential development based calls for service shown in Figure P1. Based on 2015-2018 calls for service data, residential development accounts for approximately 66 percent of demand for police services and nonresidential development is responsible for the remaining 34 percent.

Figure P1: Proportionate Share

Year	Residential	Nonresidential
2015	63%	37%
2016	72%	28%
2017	65%	35%
2018	64%	36%
Average	66%	34%

Source: Flagstaff Police Department

RATIO OF SERVICE UNIT TO DEVELOPMENT UNIT

ARS § 9-463.05(E)(4) requires:

“A table establishing the specific level or quantity of use, consumption, generation or discharge of a service unit for each category of necessary public services or facility expansions and an equivalency or conversion table establishing the ratio of a service unit to various types of land uses, including residential, commercial and industrial.”

Figure P2 displays the demand indicators for residential and nonresidential land uses. For residential development, the table displays the persons per household based on unit type and number of bedrooms. For nonresidential development, the table displays the number of vehicle trips generated per thousand square feet of floor area.

Figure P2: Ratio of Service Unit to Development Unit

Development Type	Persons per Household ¹
Single Family	
0-1 Bedrooms	1.91
2 Bedrooms	2.19
3 Bedrooms	2.63
4+ Bedrooms	3.33
Multi-Family	
0-1 Bedrooms	1.58
2 Bedrooms	2.20
3+ Bedrooms	3.32

Development Type	AWVTE per 1,000 Sq Ft ¹	Trip Adjustment	AWVT per 1,000 Sq Ft ¹
Industrial / Flex	3.37	50%	1.69
Commercial / Retail	37.75	33%	12.46
Office / Institutional	9.74	50%	4.87
Hotel (per room)	8.36	50%	4.18
Nursing Home (per bed)	3.06	50%	1.53
Assisted Living (per bed)	2.60	50%	1.30

1. See Land Use Assumptions

ANALYSIS OF CAPACITY, USAGE, AND COSTS OF EXISTING PUBLIC SERVICES

ARS § 9-463.05(E)(1) requires:

“A description of the existing necessary public services in the service area and the costs to upgrade, update, improve, expand, correct or replace those necessary public services to meet existing needs and usage and stricter safety, efficiency, environmental or regulatory standards, which shall be prepared by qualified professionals licensed in this state, as applicable.”

ARS § 9-463.05(E)(2) requires:

“An analysis of the total capacity, the level of current usage and commitments for usage of capacity of the existing necessary public services, which shall be prepared by qualified professionals licensed in this state, as applicable.”

Facilities – Incremental Expansion

Flagstaff plans to use development fees to expand its current inventory of police facilities. Shown below in Figure P3, Flagstaff’s existing police facilities include 43,172 square feet.

Calls for service provide the proportionate share of demand for police facilities from residential and nonresidential development. Flagstaff’s existing level of service for residential development is 0.3761 square feet per person (43,172 square feet X 66 percent residential share / 75,756 persons). The nonresidential level of service is 0.1164 square feet per vehicle trip (43,172 square feet X 34 percent / 126,120 vehicle trips). Using estimates for the planned LEAF expansion, the cost is \$375 per square foot (\$3,000,000 / 8,000 square feet). The cost is \$141.05 per person (0.3761 square feet per person X \$375 per square foot) and \$43.64 per vehicle trip (0.1323 square feet per vehicle trip X \$375 per square foot).

Figure P3: Existing Facilities Level of Service

Description	Square Feet
LEAF Facility	31,148
Commerce Warehouse	9,000
Southside Substation	64
Sunnyside Substation	400
Pod Storage	2,560
Total	43,172

Cost Allocation Factors	
Cost per Square Foot	\$375

Level-of-Service (LOS) Standards	
Existing Square Feet	43,172
Residential	
Residential Share	66%
2019 Peak Population	75,756
Square Feet per Person	0.3761
Cost per Person	\$141.05
Nonresidential	
Nonresidential Share	34%
2019 Vehicle Trips	126,120
Square Feet per Vehicle Trip	0.1164
Cost per Vehicle Trip	\$43.64

Source: Flagstaff Police Department

Vehicles – Incremental Expansion

Development fees will be used to expand Flagstaff’s inventory of police vehicles. Figure P4 lists the current vehicles used by Flagstaff’s Police Department – 91 units with a replacement cost of \$4,491,898, or \$49,362 per unit. Calls for service are used to allocate the proportionate share of demand to residential and nonresidential development. The level of service for residential development is 0.0008 units per person (91 units X 66 percent residential share / 75,756 persons). The nonresidential level of service is 0.0002 units per vehicle trip (91 units X 34 percent nonresidential share / 126,120 vehicle trips). The cost is \$39.13 per person (\$49,362 per unit X 0.0008 units per person) and \$12.11 per vehicle trip (\$49,362 per unit X 0.0002 units per vehicle trip).

Figure P4: Existing Vehicles Level of Service

Description	Units	Unit Cost ¹	Replacement Cost
Patrol Sedans	42	\$60,000	\$2,520,000
Patrol Motorcycles	6	\$35,000	\$210,000
Patrol Motorcycle Trainer	3	\$11,480	\$34,440
Patrol Truck 4X4	1	\$28,594	\$28,594
Prisoner Transport Van	1	\$44,220	\$44,220
Patrol Surveillance Van	1	\$40,000	\$40,000
Bomb Squad Vehicle	1	\$176,028	\$176,028
Bomb Squad Trailer	1	\$85,038	\$85,038
SWAT Armored Vehicle	1	\$295,000	\$295,000
DUI Van	1	\$60,377	\$60,377
Radar/Sign Board Trailer	3	\$25,511	\$76,533
Full Service Sedan	23	\$29,000	\$667,000
Street Crimes Task Force Vehicle	4	\$36,779	\$147,116
Utility Trailer	1	\$3,720	\$3,720
Animal Control Truck 4X4	2	\$51,916	\$103,832
Total	91	\$49,362	\$4,491,898

1. Includes the cost of equipment

Cost Allocation Factors	
Average Cost per Unit	\$49,362

Level-of-Service (LOS) Standards	
Existing Units	91
Residential	
Residential Share	66%
2019 Peak Population	75,756
Units per Person	0.0008
Cost per Person	\$39.13
Nonresidential	
Nonresidential Share	34%
2019 Vehicle Trips	126,120
Units per Vehicle Trip	0.0002
Cost per Vehicle Trip	\$12.11

Source: Flagstaff Police Department

Communications Equipment – Incremental Expansion

Flagstaff will use development fees to expand its inventory of communications equipment. The current inventory includes 247 units with a total replacement cost of \$2,257,500. The average cost for communications equipment is \$9,140 per unit.

Calls for service are used to allocate the proportionate share of demand to residential and nonresidential development. Flagstaff's existing level of service for residential development is 0.0022 units per person (247 units X 66 percent residential share / 75,756 persons). The nonresidential level of service is 0.0007 units per vehicle trip (247 units X 34 percent nonresidential share / 126,120 vehicle trips). The cost is \$19.67 per person (\$9,140 per unit X 0.0022 units per person) and \$6.09 per vehicle trip (\$9,140 per unit X 0.0007 units per vehicle trip).

Figure P5: Existing Communications Equipment Level of Service

Description	Units	Unit Cost	Replacement Cost
Portable Radios 800mhz	154	\$8,000	\$1,232,000
Mobile Radios 800mhz/VHF	83	\$8,500	\$705,500
Dispatch Consoles	10	\$32,000	\$320,000
Total	247	\$9,140	\$2,257,500

Cost Allocation Factors	
Average Cost per Unit	\$9,140

Level-of-Service (LOS) Standards	
Existing Units	247
Residential	
Residential Share	66%
2019 Peak Population	75,756
Units per Person	0.0022
Cost per Person	\$19.67
Nonresidential	
Nonresidential Share	34%
2019 Vehicle Trips	126,120
Units per Vehicle Trip	0.0007
Cost per Vehicle Trip	\$6.09

Source: Flagstaff Police Department

Development Fee Report – Plan-Based

The cost to prepare the Police Facilities IIP and related Development Fee Report totals \$22,250. Flagstaff plans to update its report every five years. Based on this cost, proportionate share, and five-year projections of new residential and nonresidential development from the *Land Use Assumptions* document, the cost is \$2.19 per person and \$1.29 per vehicle trip.

Figure P6: IIP and Development Fee Report

Necessary Public Service	Cost	Proportionate Share		Demand Unit	5-Year Increase	Cost per Demand Unit
Fire	\$22,500	Residential	67%	Peak Population	6,706	\$2.25
		Nonresidential	33%	Jobs	1,635	\$4.54
Police	\$22,250	Residential	66%	Peak Population	6,706	\$2.19
		Nonresidential	34%	Vehicle Trips	5,854	\$1.29
Total	\$44,750					

POLICE FACILITIES INFRASTRUCTURE IMPROVEMENTS PLAN

The Flagstaff Police Department identified necessary public services that are eligible for Police Facilities development fees. These improvements, shown in Figure P7, total \$7,540,000 and a portion of this total can be funded with development fees.

Figure P7: Police Facilities Infrastructure Improvements Plan

Description	Units	Total Cost
Metal Building on Commerce Site		\$3,000,000
Dispatch Expansion		\$600,000
LEAF Expansion		\$3,000,000
Patrol Vehicles	10	\$600,000
Patrol Motorcycles	4	\$140,000
Portable Radios 800mhz	25	\$200,000
Mobile Radios 800mhz/VHF	10	\$85,000
Dispatch Consoles	2	\$64,000
Total		\$7,540,000

Source: Flagstaff Police Department

PROJECTED DEMAND FOR SERVICES AND COSTS

ARS § 9-463.05(E)(5) requires:

“The total number of projected service units necessitated by and attributable to new development in the service area based on the approved land use assumptions and calculated pursuant to generally accepted engineering and planning criteria.”

ARS § 9-463.05(E)(6) requires:

“The projected demand for necessary public services or facility expansions required by new service units for a period not to exceed ten years.”

Facilities

Over the next 10 years, Flagstaff’s peak population is projected to increase by 13,412 persons and nonresidential vehicle trips are projected to increase by 11,707. Using the 2019 LOS standards shown at the top of Figure P8, future residential development generates demand for 5,045 additional square feet of police facilities (0.3761 square feet per person X 13,412 additional persons), and future nonresidential development generates demand for 1,363 additional square feet of police facilities (0.1164 square feet per vehicle trip X 11,707 additional vehicle trips). The 10-year demand for additional police facilities equals 6,407 square feet at a cost of \$2,407,719.

Figure P8: Projected Demand for Facilities

Type of Infrastructure	Level of Service	Demand Unit	Cost per Sq. Ft.
Facilities	0.3761 Square Feet	per Person	\$375
	0.1164 Square Feet	per Vehicle Trip	

Demand for Facilities					
Year	Peak Population	Vehicle Trips	Residential	Nonresidential	Total
2019	75,756	126,120	28,494	14,678	43,172
2020	77,097	127,290	28,998	14,815	43,813
2021	78,438	128,461	29,502	14,951	44,453
2022	79,780	129,632	30,007	15,087	45,094
2023	81,121	130,803	30,511	15,223	45,735
2024	82,462	131,973	31,016	15,360	46,376
2025	83,803	133,144	31,520	15,496	47,016
2026	85,145	134,315	32,025	15,632	47,657
2027	86,486	135,485	32,529	15,769	48,298
2028	87,827	136,656	33,034	15,905	48,939
2029	89,168	137,827	33,538	16,041	49,579
10-Yr Increase	13,412	11,707	5,045	1,363	6,407

Growth-Related Expenditures	\$1,891,767	\$510,952	\$2,402,719
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Vehicles

Shown in Figure P9, peak population is projected to increase by 13,12 persons by 2029, and nonresidential vehicle trips will increase by 11,707 trips during the same period. Using the 2019 LOS standards shown in Figure P9, future residential development generates demand for 10.6 additional units (0.0008 units per person X 13,412 additional persons), and future nonresidential development generates demand for 2.9 additional units (0.0002 units per vehicle trip X 11,707 additional vehicle trips). The 10-year demand for additional police vehicles equals 13.5 units at a cost of \$666,652.

Figure P9: Projected Demand for Vehicles

Type of Infrastructure	Level of Service	Demand Unit	Cost per Unit
Vehicles	0.0008 Units	per Person	\$49,362
	0.0002 Units	per Vehicle Trip	

Demand for Vehicles					
Year	Peak Population	Vehicle Trips	Residential	Nonresidential	Total
2019	75,756	126,120	60.1	30.9	91.0
2020	77,097	127,290	61.1	31.2	92.4
2021	78,438	128,461	62.2	31.5	93.7
2022	79,780	129,632	63.3	31.8	95.1
2023	81,121	130,803	64.3	32.1	96.4
2024	82,462	131,973	65.4	32.4	97.8
2025	83,803	133,144	66.4	32.7	99.1
2026	85,145	134,315	67.5	33.0	100.5
2027	86,486	135,485	68.6	33.2	101.8
2028	87,827	136,656	69.6	33.5	103.2
2029	89,168	137,827	70.7	33.8	104.5
10-Yr Increase	13,412	11,707	10.6	2.9	13.5

Growth-Related Expenditures	\$524,885	\$141,767	\$666,652
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Communications Equipment

Shown in Figure P10, peak population is projected to increase by 13,12 persons by 2029, and nonresidential vehicle trips will increase by 11,707 trips during the same period. Using the 2019 LOS standards shown in Figure P10, future residential development generates demand for 28.9 additional units (0.0022 units per person X 13,412 additional persons), and future nonresidential development generates demand for 7.8 additional units (0.0007 units per vehicle trip X 11,707 additional vehicle trips). The 10-year demand for additional communications equipment equals 36.7 units at a cost of \$335,041.

Figure P10: Projected Demand for Communications Equipment

Type of Infrastructure	Level of Service	Demand Unit	Cost per Unit
Communications Equipment	0.0022 Units	per Person	\$9,140
	0.0007 Units	per Vehicle Trip	

Demand for Communications Equipment					
Year	Peak Population	Vehicle Trips	Residential	Nonresidential	Total
2019	75,756	126,120	163.0	84.0	247.0
2020	77,097	127,290	165.9	84.8	250.7
2021	78,438	128,461	168.8	85.5	254.3
2022	79,780	129,632	171.7	86.3	258.0
2023	81,121	130,803	174.6	87.1	261.7
2024	82,462	131,973	177.5	87.9	265.3
2025	83,803	133,144	180.3	88.7	269.0
2026	85,145	134,315	183.2	89.4	272.7
2027	86,486	135,485	186.1	90.2	276.3
2028	87,827	136,656	189.0	91.0	280.0
2029	89,168	137,827	191.9	91.8	283.7
10-Yr Increase	13,412	11,707	28.9	7.8	36.7

Growth-Related Expenditures	\$263,792	\$71,248	\$335,041
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POLICE FACILITIES DEVELOPMENT FEES

Police Facilities Development Fees

Infrastructure components and cost factors for Police Facilities are summarized in the upper portion of Figure P11. The cost per service unit for Police Facilities is \$202.04 per person and \$63.13 per vehicle trip.

Police Facilities development fees for residential development are assessed according to the number of persons per household, based on unit type and number of bedrooms. For a single-family unit with three bedrooms, the fee of \$531 is calculated using a cost per service unit of \$202.04 per person multiplied by a demand unit of 2.63 persons per household.

Nonresidential development fees are calculated using vehicle trips as the service unit. The fee of \$0.78 per square foot of commercial development is derived from a cost per service unit of \$63.13 per vehicle trip, multiplied by a demand unit of 12.46 vehicle trips per 1,000 square feet, divided by 1,000.

Figure P11: Schedule of Police Facilities Development Fees

Fee Component	Cost per Person	Cost per Veh Trip
Facilities	\$141.05	\$43.64
Vehicles	\$39.13	\$12.11
Communications Equipment	\$19.67	\$6.09
Development Fee Report	\$2.19	\$1.29
Total	\$202.04	\$63.13

Residential Development	Fees per Unit			
Development Type	Persons per Household ¹	Proposed Fees	Current Fees	Change
Single-Family Units				
0-1 Bedrooms	1.91	\$385	\$182	\$203
2 Bedrooms	2.19	\$442	\$182	\$260
3 Bedrooms	2.63	\$531	\$182	\$349
4+ Bedrooms	3.33	\$672	\$182	\$490
Multi-Family Units				
0-1 Bedrooms	1.58	\$319	\$170	\$149
2 Bedrooms	2.20	\$444	\$170	\$274
3+ Bedrooms	3.32	\$670	\$170	\$500

Nonresidential Development	Fees per Square Foot			
Development Type	AWVT per 1,000 Sq Ft ¹	Proposed Fees	Current Fees	Change
Industrial / Flex	1.69	\$0.10	\$0.03	\$0.07
Commercial / Retail	12.46	\$0.78	\$0.29	\$0.49
Office / Institutional	4.87	\$0.30	\$0.11	\$0.19
Hotel (per room)	4.18	\$263	N/A	N/A
Nursing Home (per bed)	1.53	\$96	N/A	N/A
Assisted Living (per bed)	1.30	\$82	N/A	N/A

1. See Land Use Assumptions

POLICE FACILITIES DEVELOPMENT FEE REVENUE

A revenue credit/offset is not necessary for Police Facilities development fees, because costs generated by projected development exceed revenues generated by projected development. Appendix A contains the forecast of revenues required by Arizona's Enabling Legislation (ARS § 9-463.05(E)(7)).

Projected fee revenue shown in Figure P12 is based on the development projections in the *Land Use Assumptions* document and the updated Police Facilities development fees. If development occurs faster than projected, the demand for infrastructure will increase along with development fee revenue. If development occurs slower than projected, the demand for infrastructure will decrease and development fee revenue will decrease at a similar rate. Projected development fee revenue is \$3,426,662 over the next 10 years, and the projected growth-related cost of police infrastructure is \$3,426,662.

Figure P12: Projected Revenue from Police Facilities Development Fees

		Fee Component	Growth Share	Existing Share	Total
		Facilities	\$2,402,719	\$0	\$2,402,719
		Vehicles	\$666,652	\$0	\$666,652
		Communications Equipment	\$335,041	\$0	\$335,041
		Development Fee Report	\$22,250	\$0	\$22,250
		Total	\$3,426,662	\$0	\$3,426,662

		Single Family \$537 per unit	Multi-Family \$430 per unit	Ind / Flex \$0.10 per Sq Ft	Comm / Retail \$0.78 per Sq Ft	Office / Inst \$0.30 per Sq Ft
Year		Hsg Unit	Hsg Unit	KSF	KSF	KSF
Base	2019	14,441	12,565	4,987	7,360	5,344
Year 1	2020	14,705	12,865	4,992	7,434	5,394
Year 2	2021	14,969	13,165	4,997	7,508	5,444
Year 3	2022	15,233	13,465	5,002	7,582	5,494
Year 4	2023	15,497	13,765	5,007	7,655	5,544
Year 5	2024	15,761	14,065	5,012	7,729	5,594
Year 6	2025	16,025	14,365	5,017	7,803	5,644
Year 7	2026	16,289	14,665	5,022	7,877	5,694
Year 8	2027	16,553	14,965	5,027	7,950	5,744
Year 9	2028	16,817	15,265	5,032	8,024	5,794
Year 10	2029	17,081	15,565	5,037	8,098	5,844
10-Year Increase		2,640	3,000	50	737	500
Projected Revenue		\$1,411,103	\$1,284,026	\$5,307	\$574,015	\$152,211

Projected Fee Revenue	\$3,426,662
Total Expenditures	\$3,426,662

APPENDIX A: FORECAST OF REVENUES OTHER THAN FEES

ARS § 9-463.05(E)(7) requires:

“A forecast of revenues generated by new service units other than development fees, which shall include estimated state-shared revenue, highway users revenue, federal revenue, ad valorem property taxes, construction contracting or similar excise taxes and the capital recovery portion of utility fees attributable to development based on the approved land use assumptions, and a plan to include these contributions in determining the extent of the burden imposed by the development as required in subsection B, paragraph 12 of this section.”

ARS § 9-463.05(B)(12) states,

“The municipality shall forecast the contribution to be made in the future in cash or by taxes, fees, assessments or other sources of revenue derived from the property owner towards the capital costs of the necessary public service covered by the development fee and shall include these contributions in determining the extent of the burden imposed by the development. Beginning August 1, 2014, for purposes of calculating the required offset to development fees pursuant to this subsection, if a municipality imposes a construction contracting or similar excise tax rate in excess of the percentage amount of the transaction privilege tax rate imposed on the majority of other transaction privilege tax classifications, the entire excess portion of the construction contracting or similar excise tax shall be treated as a contribution to the capital costs of necessary public services provided to development for which development fees are assessed, unless the excess portion was already taken into account for such purpose pursuant to this subsection.”

REVENUE PROJECTIONS

Flagstaff does not have a higher than normal construction excise tax rate; therefore, the required offset described above is not applicable. The required forecast of non-development fee revenue from identified sources that can be attributed to future development over the next 10 years is summarized below. These funds are available for capital investments; however, the City of Flagstaff directs these revenues to non-development fee eligible capital needs including maintenance, repair, and replacement.

Only revenue generated by future development that is dedicated to growth-related capital improvements needs to be considered in determining the extent of the burden imposed by future development. Offsets against development fees are warranted in the following cases: (1) future development will be paying taxes or fees used to retire debt on existing facilities serving existing development; (2) future development will be paying taxes or fees used to fund an existing deficiency, or (3) future development will be paying taxes or fees that are dedicated to be used for growth-related improvements. The analysis provided in this report did not identify the need for offsets against the fees. Projected revenues generated by future development are shown below.

Figure A1: Revenue Projections of Future Development

Revenue Source	2017	2018	2019	2020	2021	2022	2023	2024
Primary Property Taxes	\$5,707,178	\$6,171,607	\$6,707,510	\$6,776,500	\$7,024,405	\$7,287,311	\$7,550,217	\$7,813,122
Secondary Property Taxes	\$5,879,357	\$6,271,311	\$6,733,265	\$7,268,436	\$7,358,820	\$7,671,830	\$7,984,840	\$8,297,850
City Sales Tax	\$19,226,470	\$21,079,067	\$21,493,997	\$21,881,468	\$23,011,773	\$23,847,818	\$24,683,863	\$25,519,908
State Sales Tax	\$6,445,302	\$6,868,398	\$7,100,000	\$7,182,893	\$7,492,603	\$7,732,277	\$7,971,950	\$8,211,624
State Income Tax	\$8,603,145	\$8,850,877	\$8,716,221	\$9,451,184	\$9,547,842	\$9,818,552	\$10,089,263	\$10,359,974

Source: For 2017 - 2020, Flagstaff Budgets, FY2017 - FY2020; for 2021 - 2024, TischlerBise trend analysis.

The figure below includes per capita revenues for the previous three years and per capita revenue projections for the next five years – all per capita revenues are shown in 2019 dollars. As shown, the annual revenue generated over the next five years will remain relatively flat. These funds are available for capital investments; however, the City of Flagstaff directs these revenues to non-development fee eligible capital needs including maintenance, repair, and replacement.

Figure A2: Per Capita Revenue Projections, 2019 Dollars

Revenue Source	2017	2018	2019	2020	2021	2022	2023	2024
Primary Property Taxes	\$51.19	\$52.97	\$55.93	\$54.94	\$55.57	\$56.20	\$56.84	\$57.47
Secondary Property Taxes	\$52.73	\$53.82	\$56.14	\$55.59	\$56.17	\$56.76	\$57.34	\$57.93
City Sales Tax	\$172.44	\$180.91	\$179.22	\$183.41	\$186.12	\$188.83	\$191.54	\$194.25
State Sales Tax	\$57.81	\$58.95	\$59.20	\$59.68	\$60.17	\$60.66	\$61.15	\$61.64
State Income Tax	\$77.16	\$75.96	\$72.68	\$74.08	\$73.79	\$73.49	\$73.19	\$72.90
Total General Fund Revenues	\$411.33	\$422.60	\$423.18	\$427.69	\$431.81	\$435.94	\$440.06	\$444.19

Source: For 2017 - 2020, Flagstaff Budgets, FY2017 - FY2020 adjusted to 2019 dollars; for 2021 - 2024, TischlerBise trend analysis in 2019 dollars.

U.S. Department of Commerce, Bureau of Economic Analysis, GDP 2017 - 2019.

APPENDIX B: PROFESSIONAL SERVICES

As stated in Arizona’s development fee enabling legislation, “a municipality may assess development fees to offset costs to the municipality associated with providing necessary public services to a development, including the costs of infrastructure, improvements, real property, engineering and architectural services, financing and professional services required for the preparation or revision of a development fee pursuant to this section, including the relevant portion of the infrastructure improvements plan” (see ARS § 9-463.05.A). Because development fees must be updated at least every five years, the cost of professional services is allocated to the projected increase in service units, over five years (see Figure B1). Qualified professionals must develop the IIP, using generally accepted engineering and planning practices. A qualified professional is defined as “a professional engineer, surveyor, financial analyst or planner providing services within the scope of the person's license, education or experience”.

Figure B1: Cost of Professional Services

Necessary Public Service	Cost	Proportionate Share		Demand Unit	5-Year Increase	Cost per Demand Unit
Fire	\$22,500	Residential	67%	Peak Population	6,706	\$2.25
		Nonresidential	33%	Jobs	1,635	\$4.54
Police	\$22,250	Residential	66%	Peak Population	6,706	\$2.19
		Nonresidential	34%	Vehicle Trips	5,854	\$1.29
Total	\$44,750					

APPENDIX C: LAND USE ASSUMPTIONS

The estimates and projections of residential and nonresidential development in this Land Use Assumptions document are for areas within the boundaries of the City of Flagstaff. The map in Appendix E illustrates the area within the Flagstaff Development Fee Service Area.

Arizona's Development Fee Act requires the preparation of Land Use Assumptions, which are defined in Arizona Revised Statutes § 9-463.05(T)(6) as:

“projections of changes in land uses, densities, intensities and population for a specified service area over a period of at least ten years and pursuant to the General Plan of the municipality.”

The City of Flagstaff, Arizona, retained TischlerBise to analyze the impacts of development on its capital facilities and to calculate development impact fees based on that analysis. TischlerBise prepared current demographic estimates and future development projections for both residential and nonresidential development used in the Infrastructure Improvements Plan (IIP) and calculation of the development fees. Current demographic data estimates for 2019 are used in calculating levels of service (LOS) provided to existing development in the City of Flagstaff. Arizona's Enabling Legislation requires fees to be updated at least every five years and limits the IIP to a maximum of 10 years.

SUMMARY OF GROWTH INDICATORS

Key land use assumptions for the City of Flagstaff development fee study are population, housing units, and employment projections. TischlerBise uses housing unit estimates provided by Flagstaff's Planning Department for the 2019 base year estimate. For 2019 population estimates, the analysis combines 2018 population estimates published by Arizona's Office of Economic Opportunity and converts 2018 housing unit increases to population using persons per household factors. For nonresidential development, the analysis adjusts 2018 Esri Business Analyst Online employment estimates to the 2019 base year using Coconino County Tax Assessor data. The 2010-2018 average annual nonresidential floor area growth by industry sector, according to Coconino County Tax Assessor data, provides the nonresidential floor area projection for each year beyond the 2019 base year. The nonresidential floor area projections are converted into jobs based on floor area ratios published by the Institute of Transportation Engineers. Three nonresidential development prototypes are discussed further below (see Figure C6 and related text). The projections contained in this document provide the foundation for the Development Fee Report. These metrics are the service units and demand indicators used in the Development Fee Report.

Development projections are summarized in Figure C13. These projections will be used to estimate development fee revenue and to indicate the anticipated need for growth-related infrastructure. However, development fee methodologies are designed to reduce sensitivity to development projections in the determination of the proportionate share fee amounts. If actual development is slower than projected, fee revenue will decline, but so will the need for growth-related infrastructure. In contrast, if development is faster than anticipated, Flagstaff will receive an increase in fee revenue, but will also need to accelerate infrastructure improvements to keep pace with the actual rate of development.

During the next 10 years, citywide development projections indicate an average increase of approximately 560 housing units per year and approximately 130,000 square feet of nonresidential floor area per year.

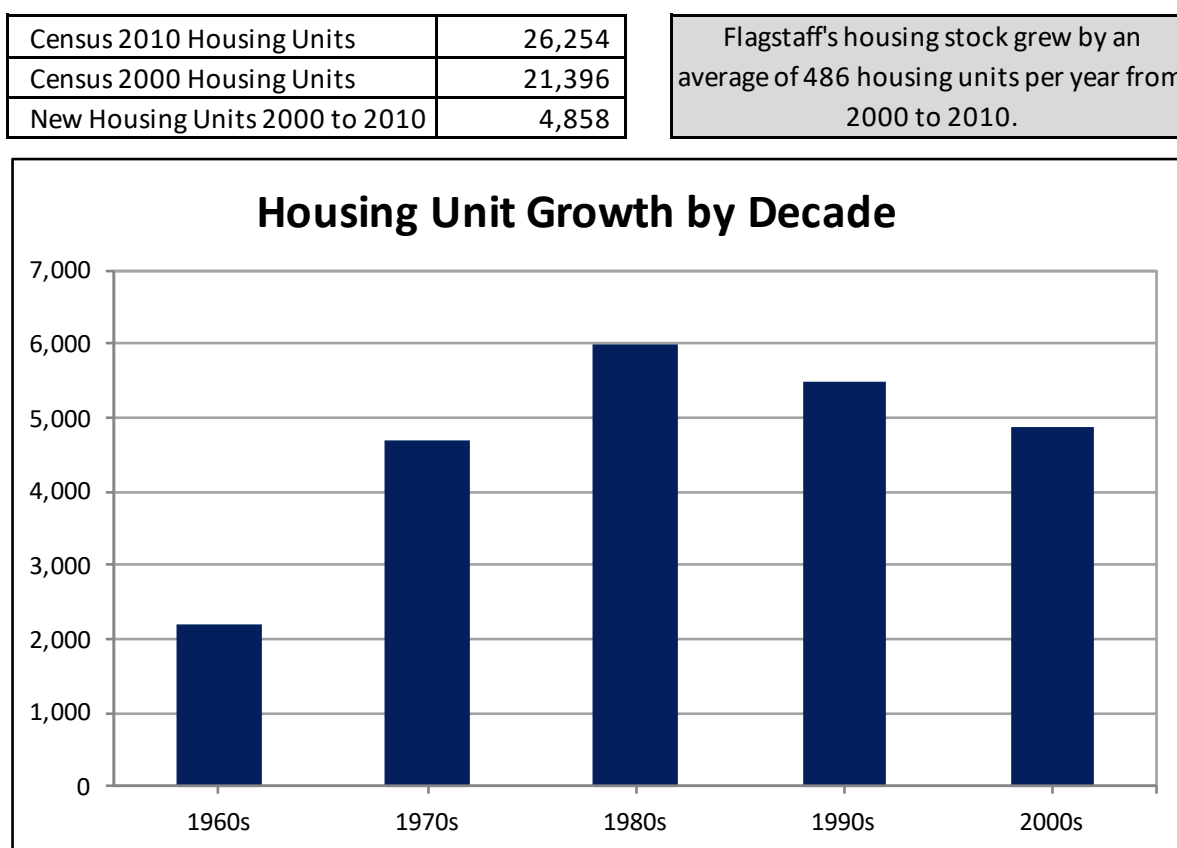
RESIDENTIAL DEVELOPMENT

Current estimates and future projections of residential development are detailed in this section including population and housing units by type.

Recent Residential Construction

Development fees require an analysis of current levels of service. For residential development, current levels of service are determined using estimates of population and housing units. Shown below, Figure C1 indicates the estimated number of housing units added by decade according to data obtained from the U.S. Census Bureau. Flagstaff experienced strong growth in the 1980s and 1990s. From 2000 to 2010, housing inventory increased by an average of 486 units per year.

Figure C1: Housing Units by Decade



Source: U.S. Census Bureau, Census 2010 Summary File 1, Census 2000 Summary File 1, 2013-2017 5-Year American Community Survey (for 1990s and earlier, adjusted to yield total units in 2000).

Household Size

According to the U.S. Census Bureau, a household is a housing unit occupied by year-round residents. Development fees often use per capita standards and persons per housing unit (PPHU) or persons per household (PPH) to derive proportionate share fee amounts. When PPHU is used in the fee calculations, infrastructure standards are derived using year-round population. When PPH is used in the fee calculations, the development fee methodology assumes a higher percentage of housing units will be occupied, thus requiring seasonal or peak population to be used when deriving infrastructure standards. TischlerBise recommends that development fees for residential development in Flagstaff be imposed according to the number of persons per household.

Occupancy calculations require data on population and the types of units by structure. The 2010 census did not obtain detailed information using a “long-form” questionnaire. Instead, the U.S. Census Bureau switched to a continuous monthly mailing of surveys, known as the American Community Survey (ACS), which has limitations due to sample-size constraints. For example, data on detached housing units are now combined with attached single units (commonly known as townhouses). For development fees in Flagstaff, detached stick-built units, attached units (commonly known as townhouses, which share a common sidewall, but are constructed on an individual parcel of land), and mobile homes are included in the “Single-Family Units” category. The second residential category includes duplexes and all other structures with two or more units on an individual parcel of land. This category is referred to as “Multi-Family Units.”

Based on American Community Survey 2013-2017 5-Year Estimates, single-family units average 2.66 persons per household and multi-family units average 2.13 persons per household.

Figure C2: Persons per Household

Housing Type	Persons	Households	Persons per Household	Housing Units	Persons per Housing Unit	Housing Mix	Vacancy Rate
Single-Family Units ¹	40,421	15,188	2.66	17,230	2.35	63.7%	11.90%
Multi-Family Units ²	18,033	8,477	2.13	9,826	1.84	36.3%	13.70%
Total	58,454	23,665	2.47	27,056	2.16	100.0%	12.50%

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates, Tables B25024, B25032, B25033.

1. Includes detached, attached (i.e. townhouses), and mobile home units.

2. Includes dwellings in structures with two or more units.

Occupancy by Unit Type and Bedrooms

Development fees must be proportionate to the demand for infrastructure. Because occupancy per housing unit has a strong, positive correlation to the number of bedrooms, TischlerBise recommends residential fee schedules that increase by unit size. Custom tabulations of demographic data by bedroom range can be created from individual survey responses provided by the U.S. Census Bureau in files known as Public Use Microdata Samples (PUMS). PUMS files are only available for areas of at least 100,000 persons with Flagstaff included in Public Use Microdata Area (PUMA) 0400.

Single-Family Occupancy by Bedroom Range

Cells shaded yellow below are single-family unit survey results for PUMA 0400. Unadjusted persons per household factors, derived from PUMS data for the PUMA listed above, are adjusted downward to match the single-family unit control total for Flagstaff (2.66), as shown in Figure C3. Adjusted persons per household factors for single-family units are shaded in gray and range from 1.91 persons per household for units with less than two bedrooms to 3.33 persons per household for units with four or more bedrooms.

Figure C3: Single-Family Unit Occupancy by Bedroom Range

Bedroom Range	Persons ¹	Households ¹	Unadjusted PPH	Adjusted PPH ²
0-1	4,959	2,460	2.02	1.91
2	17,810	7,716	2.31	2.19
3	51,778	18,672	2.77	2.63
4+	31,227	8,905	3.51	3.33
Total	105,774	37,753	2.80	2.66

1. American Community Survey, Public Use Microdata Sample for AZ PUMA 0400 (2013-2017 5-Year Estimates).

2. Adjusted multipliers are scaled to make the average PUMS values match single-family control totals for Flagstaff (2.66), based on American Community Survey 2013-2017 5-Year Estimates.

Multi-Family Occupancy by Bedroom Range

Cells shaded yellow below are multi-family unit survey results for PUMA 0400. Unadjusted persons per household factors, derived from PUMS data for the PUMA listed above, are adjusted downward to match the multi-family unit control total for Flagstaff (2.13), as shown in Figure C4. Adjusted persons per household factors for multi-family units are shaded in gray and range from 1.58 persons per household for units with less than two bedrooms to 3.32 persons per household for units with three or more bedrooms.

Figure C4: Multi-Family Unit Occupancy by Bedroom Range

Bedroom Range	Persons ¹	Households ¹	Unadjusted PPH	Adjusted PPH ²
0-1	5,669	3,721	1.52	1.58
2	9,912	4,671	2.12	2.20
3+	4,622	1,443	3.20	3.32
Total	20,203	9,835	2.05	2.13

1. American Community Survey, Public Use Microdata Sample for AZ PUMA 0400 (2013-2017 5-Year Estimates).

2. Adjusted multipliers are scaled to make the average PUMS values match multi-family control totals for Flagstaff (2.13), based on American Community Survey 2013-2017 5-Year Estimates.

Residential Estimates

Flagstaff's Planning Department estimates there were 14,441 single-family housing units and 12,565 multi-family housing units in 2019. To estimate the 2019 population, the analysis first uses the 2018 Arizona Office of Economic Opportunity population estimate of 74,736 persons. Next, TischlerBise applies occupancy factors shown in Figure C2 to 2018 residential building permit data – 377 single-family permits and eight multi-family permits. This results in a 2019 population estimate of 75,756 (74,736 population in 2018 + (377 single-family units X 2.66 persons per household) + (8 multi-family units X 2.13 persons per household) = 75,756 population in 2019).

Residential Projections

Based on single-family residential permits from 2015 through 2018, the analysis projects single-family housing units at 264 units per year. For multi-family housing units, Flagstaff's Planning Department recommends 300 housing units per year – slightly more than the 2015 through 2018 average of 228 per year. To project population, TischlerBise applies occupancy factors shown in Figure C2 to projected housing units. For this study, it is assumed that the household size will remain constant. Based on a 10-year housing unit increase of 2,640 single-family units and 3,000 multi-family units, the associated 10-year population growth equals 13,412 persons ((2,640 single-family units X 2.66 persons per household) + (3,000 multi-family units X 2.13 persons per household)).

Population and housing unit projections are used to illustrate the possible future pace of service demands, revenues, and expenditures. To the extent these factors change, the projected need for infrastructure will also change. If development occurs at a more rapid rate than projected, the demand for infrastructure will increase at a corresponding rate. If development occurs at a slower rate than is projected, the demand for infrastructure will also decrease.

Figure C5: Residential Development Projections

	2019	2020	2021	2022	2023	2024	2029	10-Year
	Base Year	1	2	3	4	5	10	Increase
Population	75,756	77,097	78,438	79,780	81,121	82,462	89,168	13,412
Housing Units								
Single Family	14,441	14,705	14,969	15,233	15,497	15,761	17,081	2,640
Multi-Family	12,565	12,865	13,165	13,465	13,765	14,065	15,565	3,000
Total Housing Units	27,006	27,570	28,134	28,698	29,262	29,826	32,646	5,640

NONRESIDENTIAL DEVELOPMENT

Current estimates and future projections of nonresidential development are detailed in this section including jobs and nonresidential floor area.

Nonresidential Estimates

In addition to data on residential development, the calculation of development fees requires data on employment (number of jobs) and nonresidential square footage in Flagstaff. TischlerBise uses the term “jobs” to refer to employment by place of work. TischlerBise uses Esri Business Analyst Online for 2018 employment estimates and Coconino County Tax Assessor data for 2018 floor area estimates.

Figure C6: 2018 Employment and Floor Area Estimates

Nonresidential Category	2018 Jobs ¹	Percent of Total Jobs	Square Feet per Job	2018 Estimated Floor Area ²	Jobs per 1,000 Sq. Ft.
Industrial / Flex ³	5,352	12%	931	4,981,849	1.07
Commercial / Retail ⁴	13,949	32%	522	7,286,729	1.91
Office / Institutional ⁵	24,544	56%	216	5,293,656	4.64
Total	43,845	100%		17,562,234	

1. Esri Business Analyst Online, Business Summary (2018)
2. Coconino County Tax Assessor
3. Major sectors are Wholesale Trade and Manufacturing
4. Major sectors are Retail Trade and Food Services
5. Major sectors are Health Care and Public Administration

Based on Coconino County Tax Assessor data from 2010 through 2018, industrial development grew by 5,040 square feet per year, commercial/retail development grew by 73,741 square feet per year, office development grew by 12,676 square feet per year, and institutional development grew by 37,343 square feet per year. To estimate floor area in 2019, TischlerBise adds the average annual floor area increase to the 2018 floor area estimates in Figure C6. For 2019, TischlerBise estimates Flagstaff has approximately 17.69 million square feet of nonresidential floor area and 44,172 jobs.

Figure C7: 2019 Employment and Floor Area Estimates

Nonresidential Category	2019 Jobs ¹	Percent of Total Jobs	Square Feet per Job	2019 Estimated Floor Area ²	Jobs per 1,000 Sq. Ft.
Industrial / Flex ³	5,358	12%	931	4,986,889	1.07
Commercial / Retail ⁴	14,122	32%	521	7,360,470	1.92
Office / Institutional ⁵	24,692	56%	216	5,343,675	4.62
Total	44,172	100%		17,691,034	2.50

1. TischlerBise calculation based on 2018 Esri Business Analyst Online estimates
2. TischlerBise calculation based on Coconino County Tax Assessor data
3. Major sectors are Wholesale Trade and Manufacturing
4. Major sectors are Retail Trade and Food Services
5. Major sectors are Health Care and Public Administration

Nonresidential Square Footage Estimates

TischlerBise uses 2017 Institute of Transportation Engineers (ITE) employment multipliers as a proxy for future nonresidential floor area (Figure C8). The prototype for industrial development is industrial park (ITE 130) with an average of 864 square feet per employee. For commercial development, a shopping center (ITE 820) is a reasonable proxy with 427 square feet per employee. The prototype for office / institutional development is general office (ITE 710) with an average of 337 square feet per job.

Figure C8: Institute of Transportation Engineers, Employee and Building Area Ratios

ITE Code	Land Use / Size	Demand Unit	Wkdy Trip Ends Per Dmd Unit ¹	Wkdy Trip Ends Per Employee ¹	Emp Per Dmd Unit	Sq Ft Per Emp
110	Light Industrial	1,000 Sq Ft	4.96	3.05	1.63	615
130	Industrial Park	1,000 Sq Ft	3.37	2.91	1.16	864
140	Manufacturing	1,000 Sq Ft	3.93	2.47	1.59	628
150	Warehousing	1,000 Sq Ft	1.74	5.05	0.34	2,902
254	Assisted Living	bed	2.60	4.24	0.61	na
310	Hotel	room	8.36	14.34	0.58	na
520	Elementary School	1,000 Sq Ft	19.52	21.00	0.93	1,076
530	High School	1,000 Sq Ft	14.07	22.25	0.63	1,581
565	Day Care	student	4.09	21.38	0.19	na
610	Hospital	1,000 Sq Ft	10.72	3.79	2.83	354
620	Nursing Home	bed	3.06	2.91	1.05	na
710	General Office (average size)	1,000 Sq Ft	9.74	3.28	2.97	337
715	Single Tenant Office	1,000 Sq Ft	11.25	3.77	2.98	335
720	Medical-Dental Office	1,000 Sq Ft	34.80	8.70	4.00	250
730	Government Office	1,000 Sq Ft	22.59	7.45	3.03	330
820	Shopping Center (average size)	1,000 Sq Ft	37.75	16.11	2.34	427

1. Trip Generation, Institute of Transportation Engineers, 10th Edition (2017).

Nonresidential Projections

Future nonresidential development is projected based on 2010 through 2018 Coconino County Tax Assessor data. For each year beyond the 2019 base year, industrial development increases by 5,040 square feet per year, commercial/retail development increases by 73,741 square feet per year, office development increases by 12,676 square feet per year, and institutional development increases by 37,343 square feet per year.

To project employment, TischlerBise applies employment multipliers shown in Figure C8 to the projected floor area. For example, the industrial floor area increase of 5,040 square feet per year results in an employment increase of approximately six industrial jobs per year (5,040 square feet / 864 square feet per employee). Over the next 10 years, Flagstaff is projected to gain 3,270 jobs and 1.29 million square feet of nonresidential floor area.

Figure C9: Nonresidential Development Projections

	2019	2020	2021	2022	2023	2024	2029	10-Year
	Base Year	1	2	3	4	5	10	Increase
Employment								
Industrial / Flex	5,358	5,364	5,370	5,375	5,381	5,387	5,416	58
Commercial / Retail	14,122	14,294	14,467	14,640	14,812	14,985	15,849	1,727
Office / Institutional	24,692	24,841	24,989	25,138	25,286	25,435	26,177	1,484
Total Employment	44,172	44,499	44,826	45,153	45,480	45,807	47,441	3,270
Nonres. Floor Area (x1,000)								
Industrial / Flex	4,987	4,992	4,997	5,002	5,007	5,012	5,037	50
Commercial / Retail	7,360	7,434	7,508	7,582	7,655	7,729	8,098	737
Office / Institutional	5,344	5,394	5,444	5,494	5,544	5,594	5,844	500
Total Nonres. Floor Area	17,691	17,820	17,949	18,077	18,206	18,335	18,979	1,288

AVERAGE WEEKDAY VEHICLE TRIPS

Average Weekday Vehicle Trips are used as a measure of demand by land use. Vehicle trips are estimated using average weekday vehicle trip ends from the reference book, *Trip Generation, 10th Edition*, published by the ITE in 2017. A vehicle trip end represents a vehicle entering or exiting a development (as if a traffic counter were placed across a driveway).

Trip Rate Adjustments

To calculate road development fees, trip generation rates require an adjustment factor to avoid double counting each trip at both the origin and destination points. Therefore, the basic trip adjustment factor is 50 percent. As discussed further below, the development impact fee methodology includes additional adjustments to make the fees proportionate to the infrastructure demand for particular types of development.

Commuter Trip Adjustment

Residential development has a larger trip adjustment factor of 55 percent to account for commuters leaving Flagstaff for work. According to the 2009 National Household Travel Survey (see Table 30) weekday work trips are typically 31 percent of production trips (i.e., all out-bound trips, which are 50 percent of all trip ends). As shown in Figure C10, the U.S. Census Bureau's OnTheMap web application indicates that 35 percent of resident workers traveled outside of Flagstaff for work in 2015. In combination, these factors ($0.31 \times 0.50 \times 0.35 = 0.05$) support the additional five percent allocation of trips to residential development.

Figure C10: Commuter Trip Adjustment

Trip Adjustment Factor for Commuters ¹	
Employed Residents	30,459
Residents Living and Working in Flagstaff	19,842
Residents Commuting Outside Flagstaff for Work	10,617
Percent Commuting out of Flagstaff	35%
Additional Production Trips ²	5%
Residential Trip Adjustment Factor	55%

1. U.S. Census Bureau, OnTheMap Application (version 6.1.1) and LEHD Origin-Destination Employment Statistics, 2015.

2. According to the National Household Travel Survey (2009)*, published in December 2011 (see Table 30), home-based work trips are typically 30.99 percent of "production" trips, in other words, out-bound trips (which are 50 percent of all trip ends). Also, LED OnTheMap data from 2015 indicate that 35 percent of Flagstaff's workers travel outside the city for work. In combination, these factors ($0.3099 \times 0.50 \times 0.35 = 0.05$) account for 5 percent of additional production trips. The total adjustment factor for residential includes attraction trips (50 percent of trip ends) plus the journey-to-work commuting adjustment (5 percent of production trips) for a total of 55 percent.

*<http://nhts.ornl.gov/publications.shtml> ; Summary of Travel Trends - Table "Daily Travel Statistics by Weekday vs. Weekend"

Adjustment for Pass-By Trips

For commercial development, the trip adjustment factor is less than 50 percent because this type of development attracts vehicles as they pass by on arterial and collector roads. For example, when someone stops at a convenience store on the way home from work, the convenience store is not the primary destination. For the average shopping center, ITE data indicate 34 percent of the vehicles that enter are passing by on their way to some other primary destination. The remaining 66 percent of attraction trips have the commercial site as their primary destination. Because attraction trips are half of all trips, the trip adjustment factor is 66 percent multiplied by 50 percent, or approximately 33 percent of the trip ends.

Nonresidential Vehicle Trips Ends

ITE publishes national average weekday trip generation rates for many types of development. For industrial / flex development, industrial park (ITE 130) is the prototype for future development, generating 3.37 trip ends per 1,000 square feet on an average weekday. For future commercial / retail development, an average size shopping center (ITE 820) is a reasonable proxy with 37.75 trip ends per 1,000 square feet. For future office / institutional development, an general office (ITE 710) is a reasonable proxy with 9.74 trip ends per 1,000 square feet.

Figure A11: Institute of Transportation Engineers, Average Weekday Vehicle Trip Ends

ITE Code	Land Use / Size	Demand Unit	Wkdy Trip Ends Per Dmd Unit ¹	Wkdy Trip Ends Per Employee ¹	Emp Per Dmd Unit	Sq Ft Per Emp
110	Light Industrial	1,000 Sq Ft	4.96	3.05	1.63	615
130	Industrial Park	1,000 Sq Ft	3.37	2.91	1.16	864
140	Manufacturing	1,000 Sq Ft	3.93	2.47	1.59	628
150	Warehousing	1,000 Sq Ft	1.74	5.05	0.34	2,902
254	Assisted Living	bed	2.60	4.24	0.61	na
310	Hotel	room	8.36	14.34	0.58	na
520	Elementary School	1,000 Sq Ft	19.52	21.00	0.93	1,076
530	High School	1,000 Sq Ft	14.07	22.25	0.63	1,581
565	Day Care	student	4.09	21.38	0.19	na
610	Hospital	1,000 Sq Ft	10.72	3.79	2.83	354
620	Nursing Home	bed	3.06	2.91	1.05	na
710	General Office (average size)	1,000 Sq Ft	9.74	3.28	2.97	337
715	Single Tenant Office	1,000 Sq Ft	11.25	3.77	2.98	335
720	Medical-Dental Office	1,000 Sq Ft	34.80	8.70	4.00	250
730	Government Office	1,000 Sq Ft	22.59	7.45	3.03	330
820	Shopping Center (average size)	1,000 Sq Ft	37.75	16.11	2.34	427

1. Trip Generation, Institute of Transportation Engineers, 10th Edition (2017).

Residential Vehicle Trip Ends

ITE publishes vehicle trip generation rates for residential development. Based on the 10th Edition of Trip Generation (2017) the national average for single-family units is 9.44 (ITE 210) average weekday vehicle trip ends per dwelling. Multi-family residential development generates 5.44 (ITE 221) average weekday vehicle trip ends per dwelling.

FUNCTIONAL POPULATION

TischlerBise recommends functional population to allocate the cost of certain facilities to residential and nonresidential development. As shown in Figure C12, functional population accounts for people living and working in a jurisdiction. OnTheMap is a web-based mapping and reporting application that shows where workers are employed and where they live. It describes geographic patterns of jobs by their employment locations and residential locations as well as the connections between the two locations. OnTheMap was developed through a unique partnership between the U.S. Census Bureau and its Local Employment Dynamics (LED) partner states.

Residents who do not work are assigned 20 hours per day to residential development and four hours per day to nonresidential development (annualized averages). Residents who work in Flagstaff are assigned 14 hours to residential development and 10 hours to nonresidential development. Residents who work outside Flagstaff are assigned 14 hours to residential development. Inflow commuters are assigned 10 hours to nonresidential development. Based on 2015 functional population data for Flagstaff, residential development accounts for 67 percent of functional population while nonresidential development accounts for the remaining 33 percent.

Figure C12: Functional Population

Demand Units in 2015				
Residential			Demand Hours/Day	Person Hours
Population	59,640			
Residents Not Working	29,181		20	583,628
Employed Residents	30,459			
Employed in Flagstaff	19,842		14	277,788
Employed outside Flagstaff	10,617		14	148,638
Residential Subtotal				1,010,054
Residential Share				67%
Nonresidential				
Non-working Residents	29,181		4	116,726
Jobs Located in Flagstaff	37,109			
Residents Employed in Flagstaff	19,842		10	198,420
Non-Resident Workers (inflow commuters)	17,267		10	172,670
Nonresidential Subtotal				487,816
Nonresidential Share				33%
Total				1,497,870

Source: U.S. Census Bureau, OnTheMap 6.1.1 Application and LEHD Origin-Destination Employment Statistics.

DEVELOPMENT PROJECTIONS

Provided below is a summary of citywide development projections used in the development fee study. Base year estimates for 2019 are used in the development fee calculations. Development projections are used to illustrate a possible future pace of demand for service units and cash flows resulting from revenues and expenditures associated with those demands.

Figure C13: Development Projections Summary

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10-Year
	Base Year	1	2	3	4	5	6	7	8	9	10	Increase
Population	75,756	77,097	78,438	79,780	81,121	82,462	83,803	85,145	86,486	87,827	89,168	13,412
Housing Units												
Single Family	14,441	14,705	14,969	15,233	15,497	15,761	16,025	16,289	16,553	16,817	17,081	2,640
Multi-Family	12,565	12,865	13,165	13,465	13,765	14,065	14,365	14,665	14,965	15,265	15,565	3,000
Total Housing Units	27,006	27,570	28,134	28,698	29,262	29,826	30,390	30,954	31,518	32,082	32,646	5,640
Employment												
Industrial / Flex	5,358	5,364	5,370	5,375	5,381	5,387	5,393	5,399	5,405	5,410	5,416	58
Commercial / Retail	14,122	14,294	14,467	14,640	14,812	14,985	15,158	15,331	15,503	15,676	15,849	1,727
Office / Institutional	24,692	24,841	24,989	25,138	25,286	25,435	25,583	25,731	25,880	26,028	26,177	1,484
Total Employment	44,172	44,499	44,826	45,153	45,480	45,807	46,134	46,461	46,788	47,115	47,441	3,270
Nonres. Floor Area (x1,000)												
Industrial / Flex	4,987	4,992	4,997	5,002	5,007	5,012	5,017	5,022	5,027	5,032	5,037	50
Commercial / Retail	7,360	7,434	7,508	7,582	7,655	7,729	7,803	7,877	7,950	8,024	8,098	737
Office / Institutional	5,344	5,394	5,444	5,494	5,544	5,594	5,644	5,694	5,744	5,794	5,844	500
Total Nonres. Floor Area	17,691	17,820	17,949	18,077	18,206	18,335	18,464	18,593	18,721	18,850	18,979	1,288

APPENDIX D: LAND USE DEFINITIONS

RESIDENTIAL DEVELOPMENT

As discussed below, residential development categories are based on data from the U.S. Census Bureau, American Community Survey. Flagstaff will collect development fees from all new residential units. One-time development fees are determined by site capacity (i.e. number of residential units).

Single-Family Units:

1. **Single-family detached** is a one-unit structure detached from any other house, that is, with open space on all four sides. Such structures are considered detached even if they have an adjoining shed or garage. A one-family house that contains a business is considered detached as long as the building has open space on all four sides.
2. **Single-family attached (townhouse)** is a one-unit structure that has one or more walls extending from ground to roof separating it from adjoining structures. In row houses (sometimes called townhouses), double houses, or houses attached to nonresidential structures, each house is a separate, attached structure if the dividing or common wall goes from ground to roof.
3. **Mobile home** includes both occupied and vacant mobile homes, to which no permanent rooms have been added. Mobile homes used only for business purposes or for extra sleeping space and mobile homes for sale on a dealer's lot, at the factory, or in storage are not counted in the housing inventory.

Multi-Family Units:

1. **2+ units (duplexes and apartments)** are units in structures containing two or more housing units, further categorized as units in structures with “2, 3 or 4, 5 to 9, 10 to 19, 20 to 49, and 50 or more apartments.”
2. **Boat, RV, Van, Etc.** includes any living quarters occupied as a housing unit that does not fit the other categories (e.g., houseboats, railroad cars, campers, and vans). Recreational vehicles, boats, vans, railroad cars, and the like are included only if they are occupied as a current place of residence.

NONRESIDENTIAL DEVELOPMENT

The proposed general nonresidential development categories (defined below) can be used for all new construction within Flagstaff. Nonresidential development categories represent general groups of land uses that share similar average weekday vehicle trip generation rates and employment densities (i.e., jobs per thousand square feet of floor area).

Assisted Living: An assisted living complex is a residential setting that provides either routine general protective oversight or assistance with activities necessary for independent living to mentally or physically limited persons. It commonly has separate living quarters for residents. Its services typically include dining, housekeeping, social and physical activities, medication administration, and transportation.

Commercial / Retail: Establishments primarily selling merchandise, eating/drinking places, and entertainment uses. By way of example, *Commercial* includes shopping centers, supermarkets, pharmacies, restaurants, bars, nightclubs, automobile dealerships, and movie theaters, hotels, and motels.

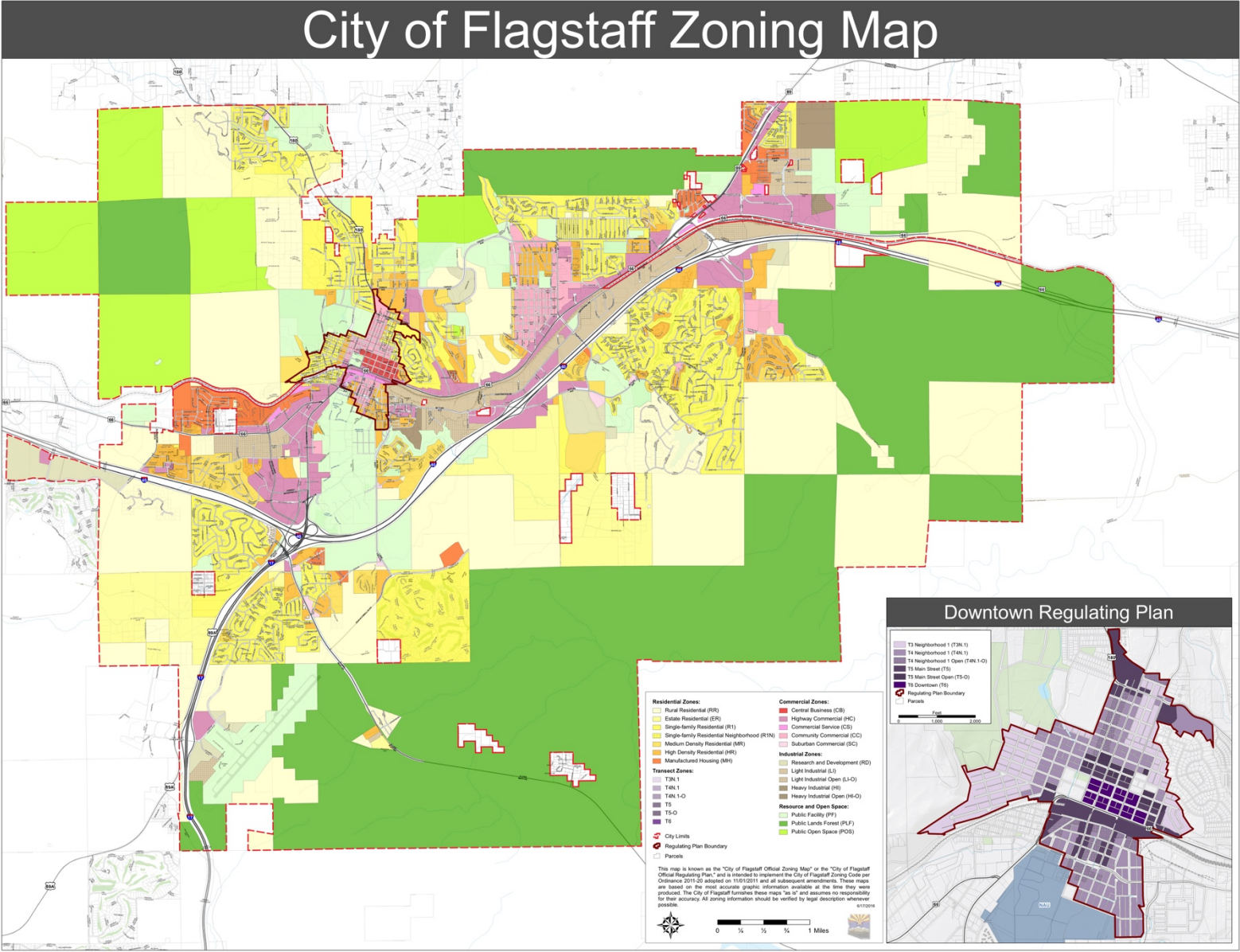
Hotel: A hotel is a place of lodging that provides sleeping accommodations and supporting facilities such as restaurants, cocktail lounges, meeting and banquet rooms or convention facilities, limited recreational facilities (pool, fitness room), and/or other retail and service shops.

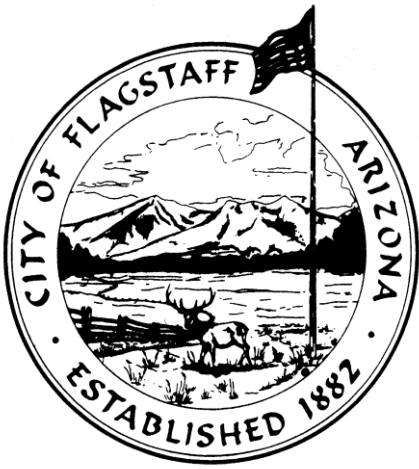
Industrial / Flex: Establishments primarily engaged in the production, transportation, or storage of goods. By way of example, *Industrial* includes manufacturing plants, distribution warehouses, trucking companies, utility substations, power generation facilities, and telecommunications buildings.

Nursing Home: A nursing home is any facility whose primary function is to provide care for persons who are unable to care for themselves. Examples of such facilities include rest homes and chronic care and convalescent homes. Skilled nurses and nursing aides are present 24 hours a day at these sites.

Office / Institutional: Establishments providing management, administrative, professional, or business services, personal and health care services, public and quasi-public buildings providing educational, social assistance, or religious services. By way of example, *Office / Institutional* includes banks, business offices, hospitals, medical offices, veterinarian clinics, schools, universities, churches, daycare facilities, and government buildings.

APPENDIX E: DEVELOPMENT FEE SERVICE AREA MAP





FLAGSTAFF POLICE DEPARTMENT

911 SAWMILL RD • FLAGSTAFF, ARIZONA 86001 • (928) 779-3646

ADMIN FAX (928)213-3372

TDD 1-800-842-4681



Chief of Police
Kevin D. Treadway

MEMO #: 20-032

MEMORANDUM

TO: Planning Director Tiffany Antol

FROM: Chief Treadway and Deputy Chief Musselman

DATE: May 5th, 2020

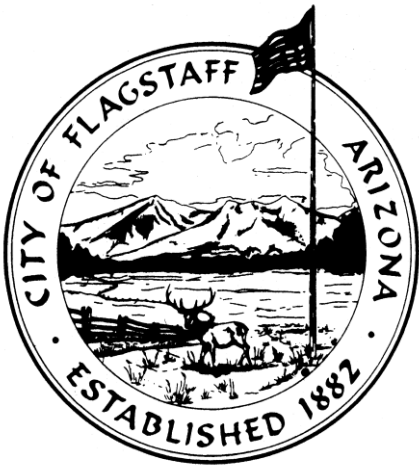
SUBJ: Development Fees related to the Police Department

The Flagstaff Police Department prides itself on the high level of service we provide to the community. Our agency goes the extra mile in many areas to help serve our citizens. Some of these services include funeral escorts, private property collision reports, standing by to keep the peace, and motorist assists. We have reviewed the most recent Land Use Assumptions, Infrastructure Improvements Plan, and Draft Development Fee Report dated April 7th, 2020. That report projects that our community will continue to grow. It looks at our current facility space, number of vehicles in use, and amount of communications equipment we are using to support our current level of service.

Based on the study and projected growth over the next ten years, we will need an additional 14 vehicles, 6,400 square feet of facilities and 37 more pieces of communication equipment, just to maintain our current level of service. The cost for these additional needs is estimated at 3.4 million dollars over the next ten years. We would like to advocate for setting appropriate fees to help cover the cost of this growth. Consider the following points:

- Growth will happen and if we do not have impact fees, to assist with the cost of growth, our current level of service for existing citizens will be diminished as the officers and resources are spread thinner and thinner to cover more newer developments and new neighborhoods.

- These impact fees lessen the burden on our general fund. The demand will still come in the ten-year period, and we will still need the space, equipment. Without development fees we will be relying entirely on the general fund to pay for these resources.



FLAGSTAFF POLICE DEPARTMENT

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TDD 1-800-842-4681



Chief of Police
Kevin D. Treadway

-Development fees cannot pay for employee salaries and likely we will need new staff positions to maintain our existing level of service with the new growth. New positions would be paid for out of the general fund, so in effect the existing pre-growth tax base will still be somewhat subsidizing growth through these additional positions.

-In the past we have used development fees to pay to expand our evidence storage, due to population growth and needing more space for evidence. We have purchased vehicles out of impact fees when we add positions that are tied to growth, most recently for our Police Aide Program.

-We received less support this year in our needed budget requests than we did in the previous year, from the general fund, and we have some big projects on the horizon which will need larger financial resources. Our Axon Body-worn camera contract, LEAF facility capital improvements (new HVAC units, Roof Seal), and re-paving our parking lot are all estimated to cost several hundred thousand dollars.

-We are currently in need of expanding our dispatch center and our evidence vault, both of which we will be seeking to use development fees to pay for.

In conclusion we would like to advocate that growth (via appropriately set development fees) pay for the estimated public safety capital expenses related to the growth itself. This will free up some capacity in our general fund for our day to day ongoing expenses we are dependent on the general fund to cover.



MEMORANDUM

TO: ***Tiffany Antol, Planning Director***

Via: ***Mark Gaillard, Fire Chief***

FROM: ***Mark Wilson, Deputy Fire Chief***

SUBJECT: ***Development Fees related to the Fire Department***

DATE: ***06-17-20***

The Flagstaff Fire Department has worked extremely hard to ensure we are doing everything we can to protect and serve our community on average of 14,500 times a year. These 911 requests continue to increase annually and are simply summed up by, we aim to provide excellent “All-Risk” services to the members and visitors of our community.

Based on the most recent Land Use Assumptions, Infrastructure Improvements Plan, and Draft Development Fee Report dated April 7th, 2020, it clearly projects that our community will continue to see increased growth. As this growth increases, so do our responses, needs, and even more important, it often changes our overall response risks based on the elevated type facilities growth we continue to see. The study projects 10-year growth and corresponding fire service needs to cost an estimated 6.5 million dollars in order to maintain current service levels.

We continue to see growth happen and we feel the ability to capture these increased costs for service should be through appropriate and necessary development fee structures and not burdened solely on the current tax base and limited general funds. For the past several years we have faced ongoing structural funding deficits due to the lack of general funds to support the increases in growth and demand as an organization. As result, we strongly advocate for implementing an accurate development fee process to meet these new risks, increased costs and general growth demands.

Proposed Fees

Residential Development	Fees per Unit			Current %
Development Type	Fire	Police	Total	of Proposed
Single Family	\$1,083	\$537	\$1,620	34%
Multi-Family	\$868	\$430	\$1,298	39%

Residential Development	Fees per Unit			Current %
Development Type	Fire	Police	Total	of Proposed
Single-Family Units				Single-Family
0-1 Bedrooms	\$778	\$385	\$1,163	47%
2 Bedrooms	\$892	\$442	\$1,334	41%
3 Bedrooms	\$1,071	\$531	\$1,602	34%
4+ Bedrooms	\$1,357	\$672	\$2,029	27%
Multi-Family Units				Multi-Family
0-1 Bedrooms	\$643	\$319	\$962	53%
2 Bedrooms	\$896	\$444	\$1,340	38%
3+ Bedrooms	\$1,352	\$670	\$2,022	25%

Nonresidential Development	Fees per Square Foot			Current %
Development Type	Fire	Police	Total	of Proposed
Industrial / Flex	\$0.40	\$0.10	\$0.50	22%
Commercial / Retail	\$0.81	\$0.78	\$1.59	55%
Office / Institutional	\$1.03	\$0.30	\$1.33	26%
Hotel (per room)	\$202	\$263	\$465	
Nursing Home (per bed)	\$364	\$96	\$460	
Assisted Living (per bed)	\$212	\$82	\$294	

Current Fees

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total
Single Family	\$366	\$182	\$548
Multi-Family	\$342	\$170	\$512

Nonresidential Development	Fees per Square Foot		
Development Type	Fire	Police	Total
Industrial Flex	\$0.08	\$0.03	\$0.11
Commercial	\$0.59	\$0.29	\$0.88
Office	\$0.23	\$0.11	\$0.34

Difference Between Proposed and Current Fees

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total

Single Family	\$717	\$355	\$1,072
Multi-Family	\$526	\$260	\$786

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total
Single-Family Units			
0-1 Bedrooms	\$412	\$203	\$615
2 Bedrooms	\$526	\$260	\$786
3 Bedrooms	\$705	\$349	\$1,054
4+ Bedrooms	\$991	\$490	\$1,481
Multi-Family Units			
0-1 Bedrooms	\$301	\$149	\$450
2 Bedrooms	\$554	\$274	\$828
3+ Bedrooms	\$1,010	\$500	\$1,510

Nonresidential Development	Fees per Square Foot		
Development Type	Fire	Police	Total
Industrial / Flex	\$0.32	\$0.07	\$0.39
Commercial / Retail	\$0.22	\$0.49	\$0.71
Office / Institutional	\$0.80	\$0.19	\$0.99
Hotel (per room)	N/A	N/A	N/A
Nursing Home (per bed)	N/A	N/A	N/A
Assisted Living (per bed)	N/A	N/A	N/A

Fee Component	Total
Fire	
Facilities	\$4,076,760
Apparatus	\$2,251,747
Communications Equipment	\$227,114
Development Fee Report	\$22,500
Subtotal - Fire	\$6,578,121
Police	
Facilities	\$2,402,719
Vehicles	\$666,652
Communications Equipment	\$335,041
Development Fee Report	\$22,250
Subtotal - Police	\$3,426,662
Total	\$10,004,783

Proposed Share**22%**

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total
Single Family	\$238	\$118	\$356
Multi-Family	\$191	\$95	\$286

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total
Single-Family Units			
0-1 Bedrooms	\$171	\$85	\$256
2 Bedrooms	\$196	\$97	\$293
3 Bedrooms	\$236	\$117	\$352
4+ Bedrooms	\$299	\$148	\$446
Multi-Family Units			
0-1 Bedrooms	\$141	\$70	\$212
2 Bedrooms	\$197	\$98	\$295
3+ Bedrooms	\$297	\$147	\$445

Nonresidential Development	Fees per Square Foot		
Development Type	Fire	Police	Total
Industrial / Flex	\$0.09	\$0.02	\$0.11
Commercial / Retail	\$0.18	\$0.17	\$0.35
Office / Institutional	\$0.23	\$0.07	\$0.29
Hotel (per room)	\$44	\$58	\$102
Nursing Home (per bed)	\$80	\$21	\$101
Assisted Living (per bed)	\$47	\$18	\$65

Current Fees

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total
Single Family	\$366	\$182	\$548
Multi-Family	\$342	\$170	\$512

Nonresidential Development	Fees per Square Foot		
Development Type	Fire	Police	Total
Industrial Flex	\$0.08	\$0.03	\$0.11
Commercial	\$0.59	\$0.29	\$0.88
Office	\$0.23	\$0.11	\$0.34

Difference Between 22% Fees and Current Fees

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total

Single Family	(\$128)	(\$64)	(\$192)
Multi-Family	(\$151)	(\$75)	(\$226)

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total
Single-Family Units			
0-1 Bedrooms	(\$195)	(\$97)	(\$292)
2 Bedrooms	(\$170)	(\$85)	(\$255)
3 Bedrooms	(\$130)	(\$65)	(\$196)
4+ Bedrooms	(\$67)	(\$34)	(\$102)
Multi-Family Units			
0-1 Bedrooms	(\$201)	(\$100)	(\$300)
2 Bedrooms	(\$145)	(\$72)	(\$217)
3+ Bedrooms	(\$45)	(\$23)	(\$67)

Nonresidential Development	Fees per Square Foot		
Development Type	Fire	Police	Total
Industrial / Flex	\$0.01	(\$0.01)	\$0.00
Commercial / Retail	(\$0.41)	(\$0.12)	(\$0.53)
Office / Institutional	(\$0.00)	(\$0.04)	(\$0.05)
Hotel (per room)	N/A	N/A	N/A
Nursing Home (per bed)	N/A	N/A	N/A
Assisted Living (per bed)	N/A	N/A	N/A

Projected Revenue for 22% Fees

Fee Component	Total	Adopted	Remainder
Fire			
Facilities	\$4,076,760	\$896,887	\$3,179,873
Apparatus	\$2,251,747	\$495,384	\$1,756,362
Communications Equipment	\$227,114	\$49,965	\$177,149
Development Fee Report	\$22,500	\$4,950	\$17,550
Subtotal - Fire	\$6,578,121	\$1,447,187	\$5,130,934
Police			
Facilities	\$2,402,719	\$528,598	\$1,874,121
Vehicles	\$666,652	\$146,664	\$519,989
Communications Equipment	\$335,041	\$73,709	\$261,332
Development Fee Report	\$22,250	\$4,895	\$17,355
Subtotal - Police	\$3,426,662	\$753,866	\$2,672,796
Total	\$10,004,783	\$2,201,052	\$7,803,731

Proposed Share**26%**

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total
Single Family	\$282	\$140	\$421
Multi-Family	\$226	\$112	\$337

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total
Single-Family Units			
0-1 Bedrooms	\$202	\$100	\$302
2 Bedrooms	\$232	\$115	\$347
3 Bedrooms	\$278	\$138	\$417
4+ Bedrooms	\$353	\$175	\$528
Multi-Family Units			
0-1 Bedrooms	\$167	\$83	\$250
2 Bedrooms	\$233	\$115	\$348
3+ Bedrooms	\$352	\$174	\$526

Nonresidential Development	Fees per Square Foot		
Development Type	Fire	Police	Total
Industrial / Flex	\$0.10	\$0.03	\$0.13
Commercial / Retail	\$0.21	\$0.20	\$0.41
Office / Institutional	\$0.27	\$0.08	\$0.35
Hotel (per room)	\$53	\$68	\$121
Nursing Home (per bed)	\$95	\$25	\$120
Assisted Living (per bed)	\$55	\$21	\$76

Current Fees

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total
Single Family	\$366	\$182	\$548
Multi-Family	\$342	\$170	\$512

Nonresidential Development	Fees per Square Foot		
Development Type	Fire	Police	Total
Industrial Flex	\$0.08	\$0.03	\$0.11
Commercial	\$0.59	\$0.29	\$0.88
Office	\$0.23	\$0.11	\$0.34

Difference Between 26% Fees and Current Fees

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total

Single Family	(\$84)	(\$42)	(\$127)
Multi-Family	(\$116)	(\$58)	(\$175)

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total
Single-Family Units			
0-1 Bedrooms	(\$164)	(\$82)	(\$246)
2 Bedrooms	(\$134)	(\$67)	(\$201)
3 Bedrooms	(\$88)	(\$44)	(\$131)
4+ Bedrooms	(\$13)	(\$7)	(\$20)
Multi-Family Units			
0-1 Bedrooms	(\$175)	(\$87)	(\$262)
2 Bedrooms	(\$109)	(\$55)	(\$164)
3+ Bedrooms	\$10	\$4	\$14

Nonresidential Development	Fees per Square Foot		
Development Type	Fire	Police	Total
Industrial / Flex	\$0.02	(\$0.00)	\$0.02
Commercial / Retail	(\$0.38)	(\$0.09)	(\$0.47)
Office / Institutional	\$0.04	(\$0.03)	\$0.01
Hotel (per room)	N/A	N/A	N/A
Nursing Home (per bed)	N/A	N/A	N/A
Assisted Living (per bed)	N/A	N/A	N/A

Projected Revenue for 26% Fees

Fee Component	Total	Adopted	Remainder
Fire			
Facilities	\$4,076,760	\$1,059,958	\$3,016,803
Apparatus	\$2,251,747	\$585,454	\$1,666,293
Communications Equipment	\$227,114	\$59,050	\$168,064
Development Fee Report	\$22,500	\$5,850	\$16,650
Subtotal - Fire	\$6,578,121	\$1,710,311	\$4,867,809
Police			
Facilities	\$2,402,719	\$624,707	\$1,778,012
Vehicles	\$666,652	\$173,330	\$493,323
Communications Equipment	\$335,041	\$87,111	\$247,930
Development Fee Report	\$22,250	\$5,785	\$16,465
Subtotal - Police	\$3,426,662	\$890,932	\$2,535,730
Total	\$10,004,783	\$2,601,244	\$7,403,539

Proposed Share**34%**

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total
Single Family	\$368	\$183	\$551
Multi-Family	\$295	\$146	\$441

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total
Single-Family Units			
0-1 Bedrooms	\$265	\$131	\$395
2 Bedrooms	\$303	\$150	\$454
3 Bedrooms	\$364	\$181	\$545
4+ Bedrooms	\$461	\$228	\$690
Multi-Family Units			
0-1 Bedrooms	\$219	\$108	\$327
2 Bedrooms	\$305	\$151	\$456
3+ Bedrooms	\$460	\$228	\$687

Nonresidential Development	Fees per Square Foot		
Development Type	Fire	Police	Total
Industrial / Flex	\$0.14	\$0.03	\$0.17
Commercial / Retail	\$0.28	\$0.27	\$0.54
Office / Institutional	\$0.35	\$0.10	\$0.45
Hotel (per room)	\$69	\$89	\$158
Nursing Home (per bed)	\$124	\$33	\$156
Assisted Living (per bed)	\$72	\$28	\$100

Current Fees

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total
Single Family	\$366	\$182	\$548
Multi-Family	\$342	\$170	\$512

Nonresidential Development	Fees per Square Foot		
Development Type	Fire	Police	Total
Industrial Flex	\$0.08	\$0.03	\$0.11
Commercial	\$0.59	\$0.29	\$0.88
Office	\$0.23	\$0.11	\$0.34

Difference Between 34% Fees and Current Fees

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total

Single Family	\$2	\$1	\$3
Multi-Family	(\$47)	(\$24)	(\$71)

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total
Single-Family Units			
0-1 Bedrooms	(\$101)	(\$51)	(\$153)
2 Bedrooms	(\$63)	(\$32)	(\$94)
3 Bedrooms	(\$2)	(\$1)	(\$3)
4+ Bedrooms	\$95	\$46	\$142
Multi-Family Units			
0-1 Bedrooms	(\$123)	(\$62)	(\$185)
2 Bedrooms	(\$37)	(\$19)	(\$56)
3+ Bedrooms	\$118	\$58	\$175

Nonresidential Development	Fees per Square Foot		
Development Type	Fire	Police	Total
Industrial / Flex	\$0.06	\$0.00	\$0.06
Commercial / Retail	(\$0.31)	(\$0.02)	(\$0.34)
Office / Institutional	\$0.12	(\$0.01)	\$0.11
Hotel (per room)	N/A	N/A	N/A
Nursing Home (per bed)	N/A	N/A	N/A
Assisted Living (per bed)	N/A	N/A	N/A

Projected Revenue for 34% Fees

Fee Component	Total	Adopted	Remainder
Fire			
Facilities	\$4,076,760	\$1,386,099	\$2,690,662
Apparatus	\$2,251,747	\$765,594	\$1,486,153
Communications Equipment	\$227,114	\$77,219	\$149,895
Development Fee Report	\$22,500	\$7,650	\$14,850
Subtotal - Fire	\$6,578,121	\$2,236,561	\$4,341,560
Police			
Facilities	\$2,402,719	\$816,924	\$1,585,795
Vehicles	\$666,652	\$226,662	\$439,991
Communications Equipment	\$335,041	\$113,914	\$221,127
Development Fee Report	\$22,250	\$7,565	\$14,685
Subtotal - Police	\$3,426,662	\$1,165,065	\$2,261,597
Total	\$10,004,783	\$3,401,626	\$6,603,157

Proposed Share**39%**

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total
Single Family	\$422	\$209	\$632
Multi-Family	\$339	\$168	\$506

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total
Single-Family Units			
0-1 Bedrooms	\$303	\$150	\$454
2 Bedrooms	\$348	\$172	\$520
3 Bedrooms	\$418	\$207	\$625
4+ Bedrooms	\$529	\$262	\$791
Multi-Family Units			
0-1 Bedrooms	\$251	\$124	\$375
2 Bedrooms	\$349	\$173	\$523
3+ Bedrooms	\$527	\$261	\$789

Nonresidential Development	Fees per Square Foot		
Development Type	Fire	Police	Total
Industrial / Flex	\$0.16	\$0.04	\$0.20
Commercial / Retail	\$0.32	\$0.30	\$0.62
Office / Institutional	\$0.40	\$0.12	\$0.52
Hotel (per room)	\$79	\$103	\$181
Nursing Home (per bed)	\$142	\$37	\$179
Assisted Living (per bed)	\$83	\$32	\$115

Current Fees

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total
Single Family	\$366	\$182	\$548
Multi-Family	\$342	\$170	\$512

Nonresidential Development	Fees per Square Foot		
Development Type	Fire	Police	Total
Industrial Flex	\$0.08	\$0.03	\$0.11
Commercial	\$0.59	\$0.29	\$0.88
Office	\$0.23	\$0.11	\$0.34

Difference Between 39% Fees and Current Fees

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total

Single Family	\$56	\$27	\$84
Multi-Family	(\$3)	(\$2)	(\$6)

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total
Single-Family Units			
0-1 Bedrooms	(\$63)	(\$32)	(\$94)
2 Bedrooms	(\$18)	(\$10)	(\$28)
3 Bedrooms	\$52	\$25	\$77
4+ Bedrooms	\$163	\$80	\$243
Multi-Family Units			
0-1 Bedrooms	(\$91)	(\$46)	(\$137)
2 Bedrooms	\$7	\$3	\$11
3+ Bedrooms	\$185	\$91	\$277

Nonresidential Development	Fees per Square Foot		
Development Type	Fire	Police	Total
Industrial / Flex	\$0.08	\$0.01	\$0.09
Commercial / Retail	(\$0.27)	\$0.01	(\$0.26)
Office / Institutional	\$0.17	\$0.01	\$0.18
Hotel (per room)	N/A	N/A	N/A
Nursing Home (per bed)	N/A	N/A	N/A
Assisted Living (per bed)	N/A	N/A	N/A

Projected Revenue for 39% Fees

Fee Component	Total	Adopted	Remainder
Fire			
Facilities	\$4,076,760	\$1,589,937	\$2,486,824
Apparatus	\$2,251,747	\$878,181	\$1,373,565
Communications Equipment	\$227,114	\$88,574	\$138,539
Development Fee Report	\$22,500	\$8,775	\$13,725
Subtotal - Fire	\$6,578,121	\$2,565,467	\$4,012,654
Police			
Facilities	\$2,402,719	\$937,060	\$1,465,659
Vehicles	\$666,652	\$259,994	\$406,658
Communications Equipment	\$335,041	\$130,666	\$204,375
Development Fee Report	\$22,250	\$8,678	\$13,573
Subtotal - Police	\$3,426,662	\$1,336,398	\$2,090,264
Total	\$10,004,783	\$3,901,865	\$6,102,917

Proposed Share**55%**

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total
Single Family	\$596	\$295	\$891
Multi-Family	\$477	\$237	\$714

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total
Single-Family Units			
0-1 Bedrooms	\$428	\$212	\$640
2 Bedrooms	\$491	\$243	\$734
3 Bedrooms	\$589	\$292	\$881
4+ Bedrooms	\$746	\$370	\$1,116
Multi-Family Units			
0-1 Bedrooms	\$354	\$175	\$529
2 Bedrooms	\$493	\$244	\$737
3+ Bedrooms	\$744	\$369	\$1,112

Nonresidential Development	Fees per Square Foot		
Development Type	Fire	Police	Total
Industrial / Flex	\$0.22	\$0.06	\$0.28
Commercial / Retail	\$0.45	\$0.43	\$0.87
Office / Institutional	\$0.57	\$0.17	\$0.73
Hotel (per room)	\$111	\$145	\$256
Nursing Home (per bed)	\$200	\$53	\$253
Assisted Living (per bed)	\$117	\$45	\$162

Current Fees

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total
Single Family	\$366	\$182	\$548
Multi-Family	\$342	\$170	\$512

Nonresidential Development	Fees per Square Foot		
Development Type	Fire	Police	Total
Industrial Flex	\$0.08	\$0.03	\$0.11
Commercial	\$0.59	\$0.29	\$0.88
Office	\$0.23	\$0.11	\$0.34

Difference Between 55% Fees and Current Fees

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total

Single Family	\$230	\$113	\$343
Multi-Family	\$135	\$67	\$202

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total
Single-Family Units			
0-1 Bedrooms	\$62	\$30	\$92
2 Bedrooms	\$125	\$61	\$186
3 Bedrooms	\$223	\$110	\$333
4+ Bedrooms	\$380	\$188	\$568
Multi-Family Units			
0-1 Bedrooms	\$12	\$5	\$17
2 Bedrooms	\$151	\$74	\$225
3+ Bedrooms	\$402	\$199	\$600

Nonresidential Development	Fees per Square Foot		
Development Type	Fire	Police	Total
Industrial / Flex	\$0.14	\$0.03	\$0.17
Commercial / Retail	(\$0.14)	\$0.14	(\$0.01)
Office / Institutional	\$0.34	\$0.06	\$0.39
Hotel (per room)	N/A	N/A	N/A
Nursing Home (per bed)	N/A	N/A	N/A
Assisted Living (per bed)	N/A	N/A	N/A

Projected Revenue for 55% Fees

Fee Component	Total	Adopted	Remainder
Fire			
Facilities	\$4,076,760	\$2,242,218	\$1,834,542
Apparatus	\$2,251,747	\$1,238,461	\$1,013,286
Communications Equipment	\$227,114	\$124,913	\$102,201
Development Fee Report	\$22,500	\$12,375	\$10,125
Subtotal - Fire	\$6,578,121	\$3,617,966	\$2,960,154
Police			
Facilities	\$2,402,719	\$1,321,495	\$1,081,224
Vehicles	\$666,652	\$366,659	\$299,994
Communications Equipment	\$335,041	\$184,272	\$150,768
Development Fee Report	\$22,250	\$12,238	\$10,013
Subtotal - Police	\$3,426,662	\$1,884,664	\$1,541,998
Total	\$10,004,783	\$5,502,630	\$4,502,152

Proposed Fees

Residential Development	Fees per Unit			
Development Type	Fire	Police	Total	Current
Single Family	\$1,083	\$537	\$1,620	\$548
Multi-Family	\$868	\$430	\$1,298	\$512

Residential Development	Fees per Unit			
Development Type	Fire	Police	Total	Current
Single-Family Units				
0-1 Bedrooms	\$778	\$385	\$1,163	\$548
2 Bedrooms	\$892	\$442	\$1,334	\$548
3 Bedrooms	\$1,071	\$531	\$1,602	\$548
4+ Bedrooms	\$1,357	\$672	\$2,029	\$548
Multi-Family Units				
0-1 Bedrooms	\$643	\$319	\$962	\$512
2 Bedrooms	\$896	\$444	\$1,340	\$512
3+ Bedrooms	\$1,352	\$670	\$2,022	\$512

Nonresidential Development	Fees per Square Foot			
Development Type	Fire	Police	Total	Current
Industrial / Flex	\$0.40	\$0.10	\$0.50	\$0.11
Commercial / Retail	\$0.81	\$0.78	\$1.59	\$0.88
Office / Institutional	\$1.03	\$0.30	\$1.33	\$0.34
Hotel (per room)	\$202	\$263	\$465	N/A
Nursing Home (per bed)	\$364	\$96	\$460	N/A
Assisted Living (per bed)	\$212	\$82	\$294	N/A

Current Fees

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total
Single Family	\$366	\$182	\$548
Multi-Family	\$342	\$170	\$512

Nonresidential Development	Fees per Square Foot		
Development Type	Fire	Police	Total
Industrial Flex	\$0.08	\$0.03	\$0.11
Commercial	\$0.59	\$0.29	\$0.88
Office	\$0.23	\$0.11	\$0.34

Difference Between Proposed and Current Fees

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total

Single Family	\$717	\$355	\$1,072
Multi-Family	\$526	\$260	\$786

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total
Single-Family Units			
0-1 Bedrooms	\$412	\$203	\$615
2 Bedrooms	\$526	\$260	\$786
3 Bedrooms	\$705	\$349	\$1,054
4+ Bedrooms	\$991	\$490	\$1,481
Multi-Family Units			
0-1 Bedrooms	\$301	\$149	\$450
2 Bedrooms	\$554	\$274	\$828
3+ Bedrooms	\$1,010	\$500	\$1,510

Nonresidential Development	Fees per Square Foot		
Development Type	Fire	Police	Total
Industrial / Flex	\$0.32	\$0.07	\$0.39
Commercial / Retail	\$0.22	\$0.49	\$0.71
Office / Institutional	\$0.80	\$0.19	\$0.99
Hotel (per room)	N/A	N/A	N/A
Nursing Home (per bed)	N/A	N/A	N/A
Assisted Living (per bed)	N/A	N/A	N/A

Difference	Current % of Proposed
\$1,072	34%
\$786	39%

Difference	Current % of Proposed
	Single-Family
\$615	47%
\$786	41%
\$1,054	34%
\$1,481	27%
	Multi-Family
\$450	53%
\$828	38%
\$1,510	25%

Difference	Current % of Proposed
\$0.39	22%
\$0.71	55%
\$0.99	26%
N/A	
N/A	
N/A	

Proposed Share

22%

Residential Development	
Development Type	Fire
Single Family	\$238
Multi-Family	\$191

Residential Development	
Development Type	Fire
Single-Family Units	
0-1 Bedrooms	\$171
2 Bedrooms	\$196
3 Bedrooms	\$236
4+ Bedrooms	\$299
Multi-Family Units	
0-1 Bedrooms	\$141
2 Bedrooms	\$197
3+ Bedrooms	\$297

Nonresidential Development	
Development Type	Fire
Industrial / Flex	\$0.09
Commercial / Retail	\$0.18
Office / Institutional	\$0.23
Hotel (per room)	\$44
Nursing Home (per bed)	\$80
Assisted Living (per bed)	\$47

Projected Revenue for 22% Fees

Fee Component	Total
Fire	
Facilities	\$4,076,760
Apparatus	\$2,251,747
Communications Equipment	\$227,114
Development Fee Report	\$22,500
Subtotal - Fire	\$6,578,121
Police	
Facilities	\$2,402,719
Vehicles	\$666,652
Communications Equipment	\$335,041
Development Fee Report	\$22,250
Subtotal - Police	\$3,426,662
Total	\$10,004,783

1

Proposed Share

Fees per Unit			
Police	Total	Current	Difference
\$118	\$356	\$548	(\$192)
\$95	\$286	\$512	(\$226)

Fees per Unit			
Police	Total	Current	Difference
\$85	\$256	\$548	(\$292)
\$97	\$293	\$548	(\$255)
\$117	\$352	\$548	(\$196)
\$148	\$446	\$548	(\$102)
\$70	\$212	\$512	(\$300)
\$98	\$295	\$512	(\$217)
\$147	\$445	\$512	(\$67)

Fees per Square Foot			
Police	Total	Current	Difference
\$0.02	\$0.11	\$0.11	\$0.00
\$0.17	\$0.35	\$0.88	(\$0.53)
\$0.07	\$0.29	\$0.34	(\$0.05)
\$58	\$102	N/A	N/A
\$21	\$101	N/A	N/A
\$18	\$65	N/A	N/A

Residential Development
Development Type
Single Family
Multi-Family

Residential Development
Development Type
Single-Family Units
0-1 Bedrooms
2 Bedrooms
3 Bedrooms
4+ Bedrooms
Multi-Family Units
0-1 Bedrooms
2 Bedrooms
3+ Bedrooms

Nonresidential Development
Development Type
Industrial / Flex
Commercial / Retail
Office / Institutional
Hotel (per room)
Nursing Home (per bed)
Assisted Living (per bed)

Adopted	Remainder
\$896,887	\$3,179,873
\$495,384	\$1,756,362
\$49,965	\$177,149
\$4,950	\$17,550
\$1,447,187	\$5,130,934
\$528,598	\$1,874,121
\$146,664	\$519,989
\$73,709	\$261,332
\$4,895	\$17,355
\$753,866	\$2,672,796
\$2,201,052	\$7,803,731

Projected Revenue for 26%

Fee Component
Facilities
Apparatus
Communications Equipment
Development Fee Report
Subtotal - Fire
Facilities
Vehicles
Communications Equipment
Development Fee Report
Subtotal - Police
Total

26%

Fees per Unit				
Fire	Police	Total	Current	Difference
\$282	\$140	\$421	\$548	(\$127)
\$226	\$112	\$337	\$512	(\$175)

Fees per Unit				
Fire	Police	Total	Current	Difference
\$202	\$100	\$302	\$548	(\$246)
\$232	\$115	\$347	\$548	(\$201)
\$278	\$138	\$417	\$548	(\$131)
\$353	\$175	\$528	\$548	(\$20)
\$167	\$83	\$250	\$512	(\$262)
\$233	\$115	\$348	\$512	(\$164)
\$352	\$174	\$526	\$512	\$14

Fees per Square Foot				
Fire	Police	Total	Current	Difference
\$0.10	\$0.03	\$0.13	\$0.11	\$0.02
\$0.21	\$0.20	\$0.41	\$0.88	(\$0.47)
\$0.27	\$0.08	\$0.35	\$0.34	\$0.01
\$53	\$68	\$121	N/A	N/A
\$95	\$25	\$120	N/A	N/A
\$55	\$21	\$76	N/A	N/A

Fees

Total	Adopted	Remainder
Fire		
\$4,076,760	\$1,059,958	\$3,016,803
\$2,251,747	\$585,454	\$1,666,293
\$227,114	\$59,050	\$168,064
\$22,500	\$5,850	\$16,650
\$6,578,121	\$1,710,311	\$4,867,809
Police		
\$2,402,719	\$624,707	\$1,778,012
\$666,652	\$173,330	\$493,323
\$335,041	\$87,111	\$247,930
\$22,250	\$5,785	\$16,465
\$3,426,662	\$890,932	\$2,535,730
\$10,004,783	\$2,601,244	\$7,403,539

Proposed Share**34%**

Residential Development	Fees per Unit				
Development Type	Fire	Police	Total	Current	Difference
Single Family	\$368	\$183	\$551	\$548	\$3
Multi-Family	\$295	\$146	\$441	\$512	(\$71)

Residential Development	Fees per Unit				
Development Type	Fire	Police	Total	Current	Difference
Single-Family Units					
0-1 Bedrooms	\$265	\$131	\$395	\$548	(\$153)
2 Bedrooms	\$303	\$150	\$454	\$548	(\$94)
3 Bedrooms	\$364	\$181	\$545	\$548	(\$3)
4+ Bedrooms	\$461	\$228	\$690	\$548	\$142
Multi-Family Units					
0-1 Bedrooms	\$219	\$108	\$327	\$512	(\$185)
2 Bedrooms	\$305	\$151	\$456	\$512	(\$56)
3+ Bedrooms	\$460	\$228	\$687	\$512	\$175

Nonresidential Development	Fees per Square Foot				
Development Type	Fire	Police	Total	Current	Difference
Industrial / Flex	\$0.14	\$0.03	\$0.17	\$0.11	\$0.06
Commercial / Retail	\$0.28	\$0.27	\$0.54	\$0.88	(\$0.34)
Office / Institutional	\$0.35	\$0.10	\$0.45	\$0.34	\$0.11
Hotel (per room)	\$69	\$89	\$158	N/A	N/A
Nursing Home (per bed)	\$124	\$33	\$156	N/A	N/A
Assisted Living (per bed)	\$72	\$28	\$100	N/A	N/A

Projected Revenue for 34% Fees

Fee Component	Total	Adopted	Remainder
Fire			
Facilities	\$4,076,760	\$1,386,099	\$2,690,662
Apparatus	\$2,251,747	\$765,594	\$1,486,153
Communications Equipment	\$227,114	\$77,219	\$149,895
Development Fee Report	\$22,500	\$7,650	\$14,850
Subtotal - Fire	\$6,578,121	\$2,236,561	\$4,341,560
Police			
Facilities	\$2,402,719	\$816,924	\$1,585,795
Vehicles	\$666,652	\$226,662	\$439,991
Communications Equipment	\$335,041	\$113,914	\$221,127
Development Fee Report	\$22,250	\$7,565	\$14,685
Subtotal - Police	\$3,426,662	\$1,165,065	\$2,261,597
Total	\$10,004,783	\$3,401,626	\$6,603,157

Proposed Share**39%**

Residential Development	Fees per Unit			
Development Type	Fire	Police	Total	Current
Single Family	\$422	\$209	\$632	\$548
Multi-Family	\$339	\$168	\$506	\$512

Residential Development	Fees per Unit			
Development Type	Fire	Police	Total	Current
Single-Family Units				
0-1 Bedrooms	\$303	\$150	\$454	\$548
2 Bedrooms	\$348	\$172	\$520	\$548
3 Bedrooms	\$418	\$207	\$625	\$548
4+ Bedrooms	\$529	\$262	\$791	\$548
Multi-Family Units				
0-1 Bedrooms	\$251	\$124	\$375	\$512
2 Bedrooms	\$349	\$173	\$523	\$512
3+ Bedrooms	\$527	\$261	\$789	\$512

Nonresidential Development	Fees per Square Foot			
Development Type	Fire	Police	Total	Current
Industrial / Flex	\$0.16	\$0.04	\$0.20	\$0.11
Commercial / Retail	\$0.32	\$0.30	\$0.62	\$0.88
Office / Institutional	\$0.40	\$0.12	\$0.52	\$0.34
Hotel (per room)	\$79	\$103	\$181	N/A
Nursing Home (per bed)	\$142	\$37	\$179	N/A
Assisted Living (per bed)	\$83	\$32	\$115	N/A

Projected Revenue for 39% Fees

Fee Component	Total	Adopted	Remainder
Fire			
Facilities	\$4,076,760	\$1,589,937	\$2,486,824
Apparatus	\$2,251,747	\$878,181	\$1,373,565
Communications Equipment	\$227,114	\$88,574	\$138,539
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Vehicles	\$666,652	\$259,994	\$406,658
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Subtotal - Police	\$3,426,662	\$1,336,398	\$2,090,264
Total	\$10,004,783	\$3,901,865	\$6,102,917

Proposed Share**55%**

Difference
\$84
(\$6)

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total
Single Family	\$596	\$295	\$891
Multi-Family	\$477	\$237	\$714

Difference
(\$94)
(\$28)
\$77
\$243
(\$137)
\$11
\$277

Residential Development	Fees per Unit		
Development Type	Fire	Police	Total
Single-Family Units			
0-1 Bedrooms	\$428	\$212	\$640
2 Bedrooms	\$491	\$243	\$734
3 Bedrooms	\$589	\$292	\$881
4+ Bedrooms	\$746	\$370	\$1,116
Multi-Family Units			
0-1 Bedrooms	\$354	\$175	\$529
2 Bedrooms	\$493	\$244	\$737
3+ Bedrooms	\$744	\$369	\$1,112

Difference
\$0.09
(\$0.26)
\$0.18
N/A
N/A
N/A

Nonresidential Development	Fees per Square Foot		
Development Type	Fire	Police	Total
Industrial / Flex	\$0.22	\$0.06	\$0.28
Commercial / Retail	\$0.45	\$0.43	\$0.87
Office / Institutional	\$0.57	\$0.17	\$0.73
Hotel (per room)	\$111	\$145	\$256
Nursing Home (per bed)	\$200	\$53	\$253
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Projected Revenue for 55% Fees

Fee Component	Total	Adopted	Remainder
Fire			
Facilities	\$4,076,760	\$2,242,218	\$1,834,542
Apparatus	\$2,251,747	\$1,238,461	\$1,013,286
Communications Equipment	\$227,114	\$124,913	\$102,201
Development Fee Report	\$22,500	\$12,375	\$10,125
Subtotal - Fire	\$6,578,121	\$3,617,966	\$2,960,154
Police			
Facilities	\$2,402,719	\$1,321,495	\$1,081,224
Vehicles	\$666,652	\$366,659	\$299,994
Communications Equipment	\$335,041	\$184,272	\$150,768
Development Fee Report	\$22,250	\$12,238	\$10,013
Subtotal - Police	\$3,426,662	\$1,884,664	\$1,541,998
Total	\$10,004,783	\$5,502,630	\$4,502,152

Current	Difference
\$548	\$343
\$512	\$202

Current	Difference
\$548	\$92
\$548	\$186
\$548	\$333
\$548	\$568
\$512	\$17
\$512	\$225
\$512	\$600

it		
	Current	Difference
	\$0.11	\$0.17
	\$0.88	(\$0.01)
	\$0.34	\$0.39
	N/A	N/A
	N/A	N/A
	N/A	N/A

Proposed Share

100%

Single-Family	Fire	Library	Parks and Recreational	Police	Street	Other
Peoria	\$1,047	\$0	\$1,412	\$677	\$7,559	\$0
Goodyear - South	\$971	\$0	\$2,255	\$820	\$3,330	\$0
Avondale	\$775	\$119	\$1,497	\$832	\$3,171	\$0
Goodyear - North	\$911	\$0	\$1,375	\$820	\$2,669	\$0
Buckeye - Central	\$1,060	\$289	\$1,915	\$842	\$300	\$0
Surprise	\$789	\$0	\$1,845	\$385	\$0	\$235
Buckeye - North	\$1,060	\$289	\$684	\$842	\$300	\$0
Oro Valley (Existing)	\$0	\$0	\$856	\$310	\$1,990	\$0
Oro Valley (Proposed)	\$0	\$0	\$1,054	\$283	\$1,660	\$0
Yuma	\$324	\$0	\$1,003	\$359	\$862	\$24
Buckeye - Festival Ranch	\$498	\$289	\$684	\$842	\$0	\$0
Prescott	\$291	\$0	\$0	\$328	\$1,040	\$0
Flagstaff, AZ (Option 2)	\$1,083	\$0	\$0	\$537	\$0	\$0
Flagstaff, AZ (Option 1)	\$1,071	\$0	\$0	\$531	\$0	\$0
Flagstaff, AZ (Existing)	\$182	\$0	\$0	\$366	\$0	\$0

Represents single-family unit with 3 bedrooms and 2,200 square feet

Option 1: 3-bedroom single-family unit

Option 2: Average single-family unit

Multi-Family	Fire	Library	Parks and Recreational	Police	Street	Other
Peoria	\$715	\$0	\$960	\$462	\$4,525	\$0
Goodyear - South	\$728	\$0	\$1,690	\$616	\$2,582	\$0
Goodyear - North	\$682	\$0	\$1,030	\$616	\$2,069	\$0
Avondale	\$519	\$80	\$1,002	\$557	\$1,649	\$0
Buckeye - Central	\$828	\$225	\$1,496	\$658	\$173	\$0
Buckeye - North	\$828	\$225	\$534	\$658	\$173	\$0
Surprise	\$481	\$0	\$1,227	\$235	\$0	\$143
Oro Valley (Existing)	\$0	\$0	\$599	\$215	\$1,231	\$0
Yuma	\$226	\$0	\$699	\$250	\$765	\$17
Oro Valley (Proposed)	\$0	\$0	\$762	\$204	\$870	\$0
Buckeye - Festival Ranch	\$389	\$225	\$534	\$658	\$0	\$0
Flagstaff, AZ (Option 1)	\$896	\$0	\$0	\$444	\$0	\$0
Flagstaff, AZ (Option 2)	\$868	\$0	\$0	\$430	\$0	\$0
Prescott	\$187	\$0	\$0	\$212	\$672	\$0
Flagstaff, AZ (Existing)	\$170	\$0	\$0	\$342	\$0	\$0

Represents multi-family unit with 2 bedrooms and 1,000 square feet

Option 1: 2-bedroom multi-family unit

Option 2: Average multi-family unit

Commercial

50,000 square feet

Commercial/Retail 50,000 sq ft	Fire	Library	Parks and Recreational	Police	Street	Other
Peoria	\$57,350	\$0	\$6,350	\$37,050	\$479,350	\$0
Avondale	\$39,000	\$4,500	\$27,000	\$41,500	\$165,500	\$0
Goodyear - North	\$23,350	\$0	\$1,450	\$21,450	\$181,050	\$0
Goodyear - South	\$23,350	\$0	\$1,450	\$21,450	\$181,050	\$0
Oro Valley (Proposed)	\$0	\$0	\$27,900	\$34,000	\$128,350	\$0
Buckeye - Central	\$58,400	\$4,800	\$28,650	\$66,150	\$16,850	\$0
Prescott	\$14,000	\$0	\$0	\$36,000	\$116,500	\$0
Buckeye - North	\$58,400	\$4,800	\$12,600	\$66,150	\$16,850	\$0
Oro Valley (Existing)	\$0	\$0	\$0	\$22,350	\$120,600	\$0
Buckeye - Festival Ranch	\$28,400	\$4,800	\$12,600	\$66,150	\$0	\$0
Yuma	\$26,000	\$0	\$0	\$27,500	\$42,000	\$500
Surprise	\$43,800	\$0	\$1,600	\$21,350	\$0	\$13,050
Flagstaff, AZ (Proposed)	\$40,500	\$0	\$0	\$39,000	\$0	\$0
Flagstaff, AZ (Existing)	\$29,500	\$0	\$0	\$14,500	\$0	\$0

Office **50,000** square feet

Office 50,000 sq ft	Fire	Library	Parks and Recreational	Police	Street	Other
Peoria	\$35,200	\$0	\$10,600	\$22,750	\$204,750	\$0
Goodyear - South	\$45,950	\$0	\$12,350	\$37,550	\$105,950	\$0
Goodyear - North	\$40,800	\$0	\$2,500	\$37,550	\$84,900	\$0
Buckeye - Central	\$74,150	\$6,050	\$36,350	\$25,850	\$7,300	\$0
Avondale	\$15,500	\$5,500	\$34,000	\$16,000	\$71,500	\$0
Buckeye - North	\$74,150	\$6,050	\$16,000	\$25,850	\$7,300	\$0
Oro Valley (Existing)	\$0	\$0	\$0	\$7,800	\$91,100	\$0
Oro Valley (Proposed)	\$0	\$0	\$35,400	\$13,000	\$48,900	\$0
Buckeye - Festival Ranch	\$36,050	\$6,050	\$16,000	\$25,850	\$0	\$0
Prescott	\$17,500	\$0	\$0	\$14,000	\$50,500	\$0
Flagstaff, AZ (Proposed)	\$51,500	\$0	\$0	\$15,000	\$0	\$0
Yuma	\$43,000	\$0	\$0	\$11,000	\$4,500	\$500
Surprise	\$24,850	\$0	\$3,700	\$12,150	\$0	\$7,400
Flagstaff, AZ (Existing)	\$11,500	\$0	\$0	\$5,500	\$0	\$0

Industrial **50,000** square feet

Industrial 50,000 sq ft	Fire	Library	Parks and Recreational	Police	Street	Other
Peoria	\$5,550	\$0	\$700	\$3,600	\$181,050	\$0
Goodyear - South	\$20,400	\$0	\$5,500	\$16,650	\$18,900	\$0
Oro Valley (Existing)	\$0	\$0	\$0	\$3,250	\$49,150	\$0
Goodyear - North	\$18,100	\$0	\$1,150	\$16,650	\$15,150	\$0
Oro Valley (Proposed)	\$0	\$0	\$19,450	\$6,500	\$24,900	\$0
Prescott	\$9,500	\$0	\$0	\$7,000	\$25,500	\$0

Yuma	\$30,000	\$0	\$0	\$7,000	\$500	\$500
Flagstaff, AZ (Proposed)	\$20,000	\$0	\$0	\$5,000	\$0	\$0
Avondale	\$2,500	\$500	\$4,000	\$3,000	\$12,500	\$0
Buckeye - Central	\$8,500	\$700	\$4,150	\$4,600	\$1,300	\$0
Buckeye - North	\$8,500	\$700	\$1,850	\$4,600	\$1,300	\$0
Surprise	\$8,300	\$0	\$1,600	\$4,050	\$0	\$2,450
Buckeye - Festival Ranch	\$4,150	\$700	\$1,850	\$4,600	\$0	\$0
Flagstaff, AZ (Existing)	\$4,000	\$0	\$0	\$1,500	\$0	\$0

Total
\$10,695
\$7,376
\$6,394
\$5,775
\$4,406
\$3,254
\$3,175
\$3,156
\$2,997
\$2,572
\$2,313
\$1,659
\$1,620
\$1,602
\$548

Total
\$6,662
\$5,616
\$4,397
\$3,807
\$3,380
\$2,418
\$2,086
\$2,045
\$1,957
\$1,836
\$1,806
\$1,340
\$1,298
\$1,071
\$512

Total	
\$580,100	\$11.60
\$277,500	\$5.55
\$227,300	\$4.55
\$227,300	\$4.55
\$190,250	\$3.81
\$174,850	\$3.50
\$166,500	\$3.33
\$158,800	\$3.18
\$142,950	\$2.86
\$111,950	\$2.24
\$96,000	\$1.92
\$79,800	\$1.60
\$79,500	\$1.59
\$44,000	\$0.88

Total	
\$273,300	\$5.47
\$201,800	\$4.04
\$165,750	\$3.32
\$149,700	\$2.99
\$142,500	\$2.85
\$129,350	\$2.59
\$98,900	\$1.98
\$97,300	\$1.95
\$83,950	\$1.68
\$82,000	\$1.64
\$66,500	\$1.33
\$59,000	\$1.18
\$48,100	\$0.96
\$17,000	\$0.34

Total	
\$190,900	\$3.82
\$61,450	\$1.23
\$52,400	\$1.05
\$51,050	\$1.02
\$50,850	\$1.02
\$42,000	\$0.84

\$38,000	\$0.76
\$25,000	\$0.50
\$22,500	\$0.45
\$19,250	\$0.39
\$16,950	\$0.34
\$16,400	\$0.33
\$11,300	\$0.23
\$5,500	\$0.11

CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council

From: Stacey Brechler-Knaggs, Grants and Contracts Manager

Co-Submitter: Heidi Hansen, Economic Vitality Director

Co-Submitter: Barney Helmick

Date: 06/03/2020

Meeting Date: 06/30/2020



TITLE

Consideration of the Federal Aviation Administration (FAA) CARES Act Grant Award Funding Plan for the Flagstaff Airport.

STAFF RECOMMENDED ACTION:

Accept the Flagstaff Airport CARES Act Grant Funding Plan as recommended by city staff for the grant award amount of **\$18,134,294** for operational costs over 4 years.

FUNDING PLAN

Personnel	\$7,833,503
Operations	\$3,609,739
Operating Equipment and Maintenance	\$6,691,052

Personnel includes: Airport Personnel, Police Law Enforcement Officers, Airport Business Manager, and Project Engineer Labor

Operations includes: Contractuals, Commodities, and Debt Service

Operating Equipment and Maintenance includes: Rolling Stock (Fleet), Snow Removal Equipment (City Match), Operating Equipment and Maintenance, which includes Hanger Improvements (\$250,000 per year for four years) and the Climate Action and Adaption Plan (CAAP) improvements (\$75,000 per year).

EXECUTIVE SUMMARY:

On May 19, 2020, the City Council accepted the Federal Aviation Administration (FAA) grant offer for operating costs, such as personnel, operations, equipment, and maintenance. These funds help offset the impacts of declining revenues at the Flagstaff Airport and reduce the airport need for General Fund support.

This funding will help us pay for Personnel, Airfield Maintenance, Building Maintenance, Parking and Street Maintenance, Aircraft Hanger Improvements, Equipment and the Climate Action and Adaption Plan (CAAP) items.

There are a number of projects identified in the Operating Equipment and Maintenance category (\$6.9M), the completion of the various projects will be completed following our local procurement rules. Contracts

for all projects exceeding the \$50,000 cost threshold will be presented to council for approval.

Specific Grant Conditions to be aware of are as follows;

- Period of Performance - The grant funds may be used for expenses incurred no earlier than January 20, 2020 and ending four (4 years) or (1,460 calendar days) from the date of acceptance.
- Employee Retention - Airport agrees to continue to employ, through December 31, 2020, at least 90 percent of the number of individuals employed (after making adjustments for retirements or voluntary employee separations) by the airport as of March 27, 2020.
- Special Conditions for vehicle equipment maintenance, replacement, and acquisition for airport use only.

INFORMATION:

The \$18.1 million CARES Act grant award the Flagstaff Airport received was derived from the fact we offer commercial airline service. Our commercial service is met through our airline partners, American and United Airlines and involves the increase in overall enplanements we currently experienced and hope to experience in the future. Other smaller airports in Arizona, that only have general aviation activity, also received monies but they were not in the realm of millions. With that said, it is important to note that having this commercial service currently helped the Flagstaff Airport with achieving a larger grant amount. The Flagstaff Airport plays a critical role in offering a multi-modal transportation system in our community for both leisure and business travel.

On June 11th, the FAA CARES Act Grant Funding Plan was presented and approved by the Airport Commission. In addition, the City Manager approved, along with input from the Airport Commission, to defer Hanger Rental Rate increases until July 1, 2021.

Attachments: [FAA CARES Grant Presentation](#)
 [FAA CARES Funding Plan Spreadsheet](#)

Flagstaff Airport

\$18.1 million grant recommendations





Flagstaff Airport Grant Uses



Recommendations include:

- **Personnel**
- **Operations**
 - Contractuals
 - Commodities
 - Debt Service
- **Operating Equipment and Maintenance**



Personnel



- Airport Personnel including Airport Rescue Fire Fighters (ARFF) (12.5 FTEs)
 - \$5,690,978
- Police Law Enforcement Officer (LEO) (4 FTEs)
 - \$1,809,071
- New position: Airport Business Manager
 - \$333,454

TOTAL PERSONNEL:
\$7,833,503 over 4 years





Operations



- Contractuals (utilities, custodial, travel and training, ongoing maintenance etc.):
 - \$2,101,521
- Commodities (fuel, parts, safety supplies, pavement repairs & materials etc.):
 - \$581,274
- Debt Service:
 - \$926,944

TOTAL OPERATIONS:
\$3,609,739 over 4 years





Operating Equipment & Maintenance



- Operating Equipment & Deferred Maintenance/Repairs:
 - \$6,454,450
 - Hangar Imp. \$1M (\$250,000/yr.)
 - CAAP \$300,000 (\$75,000/yr.)
- Snow Removal Equipment:
 - \$133,646 (City's match)
- Rolling Stock - Truck replacement:
 - \$102,956



TOTAL OPERATING EQUIPMENT & MAINTENANCE:
\$6,691,052 over 4 years



Flagstaff Airport Grant Uses



Example projects:

- Hangar / Shade Improvements
 - Annual preventative maintenance on large bifold doors
 - Complete gutter and snow bar replacement
 - Some large door thresholds
 - Fix roof leaks and seal vents on Alpha hangers
 - Repair X-box heaters and insulation
 - Exterior and Interior lighting replacement
- Airfield and Building Maintenance
- Street and Parking Maintenance
- Fleet Airfield Equipment Maintenance

Questions?

THANK YOU
FOR
**'ALWAYS FLYING
FLAGSTAFF
FIRST!'**



City of Flagstaff - FAA COVID Funds

Budget - \$18,134,294

Budget Category					
A. Personnel		B. Operating		C. Operating Equipment and Maintenance	
Grant Description	Budget Total	Grant Description	Budget Total	Grant Description	Budget Total
Airport Personnel (2/1/20-6/30/20)	\$546,562	Contractuals (2/1/20-6/30/20)	\$655,850	Rolling Stock (Fleet) - FY 2020	\$102,956
Airport Personnel (7/1/20-6/30/21)	1,379,820	Contractuals (7/1/20-6/30/21)	387,753	Snow Removal Equipment (Match) - FY 2021	133,646
Airport Personnel (7/1/21-6/30/22)	1,421,215	Contractuals (7/1/21-6/30/22)	399,386	Airport Climate Action and Adaption Plan (CAAP) - FY 2021	75,000
Airport Personnel (7/1/22-6/30/23)	1,463,851	Contractuals (7/1/22-6/30/23)	411,368	Airport Climate Action and Adaption Plan (CAAP) - FY 2022	75,000
Airport Personnel (7/1/23-1/31/24)	879,530	Contractuals (7/1/23-1/31/24)	247,164	Airport Climate Action and Adaption Plan (CAAP) - FY 2023	75,000
Police LEO (4) (2/1/20 - 6/30/20)	181,853	Commodities (2/1/20-6/30/20)	24,172	Airport Climate Action and Adaption Plan (CAAP) - FY 2024	75,000
Police LEO (4) (7/1/20 - 6/30/21)	436,448	Commodities (7/1/20-6/30/21)	149,424	Hangar Improvements - FY 2021	250,000
Police LEO (4) (7/1/21 - 6/30/22)	449,541	Commodities (7/1/21-6/30/22)	153,907	Hangar Improvements - FY 2022	250,000
Police LEO (4) (7/1/22 - 6/30/23)	463,027	Commodities (7/1/22-6/30/23)	158,524	Hangar Improvements - FY 2023	250,000
Police LEO (4) (7/1/23 - 1/31/24)	278,202	Commodities (7/1/23-1/31/24)	95,247	Hangar Improvements - FY 2024	250,000
Airport Business Manager (7/1/20 - 6/30/21)	89,438	Debt Service (2/1/20 - 6/30/20)	115,868	Operating Equipment and Maintenance - FY 2021	612,850
Airport Business Manager (7/1/21 - 6/30/22)	92,121	Debt Service (7/1/20 - 6/30/21)	231,736	Operating Equipment and Maintenance - FY 2022	2,110,985
Airport Business Manager (7/1/22 - 6/30/23)	94,885	Debt Service (7/1/21 - 6/30/22)	231,736	Operating Equipment and Maintenance - FY 2023	2,109,065
Airport Business Manager (7/1/23 - 1/31/24)	57,010	Debt Service (7/1/22 - 6/30/23)	231,736	Operating Equipment and Maintenance - FY 2024	321,550
		Debt Service (7/1/23 - 1/31/24)	115,868		
Personnel Subtotal =	\$7,833,503	Operating Subtotal =	\$3,609,739	Operating Equip. & Maint. Subtotal =	\$6,691,052
Total Project Costs = \$18,134,294					

CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council
From: Erin Young, Water Resources Manager
Co-Submitter: Ryan Roberts
Date: 06/01/2020
Meeting Date: 06/30/2020



TITLE

Water Resources Master Plan Update - Reclaimed Water Component & Selection of Stakeholder Committee

STAFF RECOMMENDED ACTION:

Information only.

EXECUTIVE SUMMARY:

Staff will provide an update on the Reclaimed Water component of the Water Resources Master Plan. Staff is using the Reclaimed Water Master Plan as an opportunity to build and educate an informed community group on reclaimed water issues. Staff is securing a Reclaimed Water Stakeholder Committee of 10 community members with a goal for a balanced and representative group of all in Flagstaff. Led by a facilitator and our consultant, Brown & Caldwell, the Committee is tasked with narrowing down seven reclaimed-water management options to four options for inclusion into the Water Resources Master Plan.

The final work of the Citizens Committee will be brought back in front of Council as a recommendation on the four options to be included in the final Water Resources Master Plan.

Staff will be looking to Council for its input and direction on this proposed process.

INFORMATION:

Reclaimed water use has made a significant impact in reducing potable water use for most of the high-volume outdoor water demands in Flagstaff since the system was expanded in the mid 1990's. Roughly two-thirds of our recycled water each year does not come back into Flagstaff's system as a water resource benefit to the community. The remaining volume of water averages about 4,000 acre-feet per year. To put this in perspective the community uses about 10,000 acre-feet of both potable and reclaimed water each year. This water is available in all but the dry months of the year, May and June being the peak season for reclaimed water demand.

Staff retained Brown and Caldwell to assist the City in narrowing down seven options for managing Flagstaff's excess reclaimed water to four options for inclusion into the Water Resources Master Plan (reviewing options against water conservation and Red Gap Ranch). With reclaimed water as an important and valuable resource to the Flagstaff community, it is appropriate to have informed community members provide their assessment of options for expanding the use of the resource. The

benefit and cost to the community of each alternative come with their share of complexities and considerations that are operational and economical in nature, including whether the development of a water quality standard beyond regulations is necessary for some of the options. Brown and Caldwell will lead a stakeholder process with the objective to narrow down the following list of options into four scenarios that will be carried into the Water Resources Master Plan:

- current and future opportunities for expanding the reclaimed distribution system – referred to as direct reuse
- aquifer recharge through a managed recharge permit (streambed recharge) – a form of indirect potable reuse with or without advanced treatment
- aquifer recharge through a constructed recharge permit (groundwater recharge wells) – a form of indirect potable reuse with or without advanced treatment
- pipeline to Upper Lake Mary – a form of indirect potable reuse with advanced treatment
- drinking water – direct potable reuse with advanced treatment and purification

The objective of this project is not to identify one single path forward, but various options for reclaimed water at this time, nor will current uses of reclaimed water be discussed. Rather this effort is to develop community-specific guidance on water management options as input into the Water Resources Master Plan.

The Committee will be provided materials ahead of time to prepare for in-depth analysis and discussion on reclaimed water topics including considerations on water budgeting, operations and infrastructure, water quality, economics, and public input. The minimum commitment is four hours a month for 6 months. The committee must attend two half-day workshops (likely virtual), and other meetings as requested by the committee, with the goal to provide a recommendation to staff at the end of the second workshop. Staff will schedule other meetings between the two workshops to address topics identified for deeper discussion by the stakeholders in order to make a recommendation.

Staff is soliciting applications to serve on the Reclaimed Water Stakeholder Committee due in July. Applications will be reviewed by a team of city staff for a recommendation for approval by the Water Commission at the August meeting. Staff is targeting a committee of 10 individuals that demonstrate an ability to provide un-biased technical review and recommendations that are best for the community as a whole. To apply, applicants must be residents of the City and submit a short essay describing their interest in the topic, ability to meet criteria, and their representation of the community. They must be able to commit to a minimum of 4 hours of reading or meeting attendance once a month during a six-month time period beginning in September or October 2020.

Attachments: Presentation

Reclaimed Water Master Plan Update

Erin Young, Water Resources Manager
June 30, 2020





Tonight's Update



- Presentation is about a process, not solutions, regarding the future use of reclaimed water
- This is an opportunity to build an educated public
- Come back to commissions and council with results for four reclaimed water scenarios will be incorporated into the Water Resources Master Plan



RWMP Objective

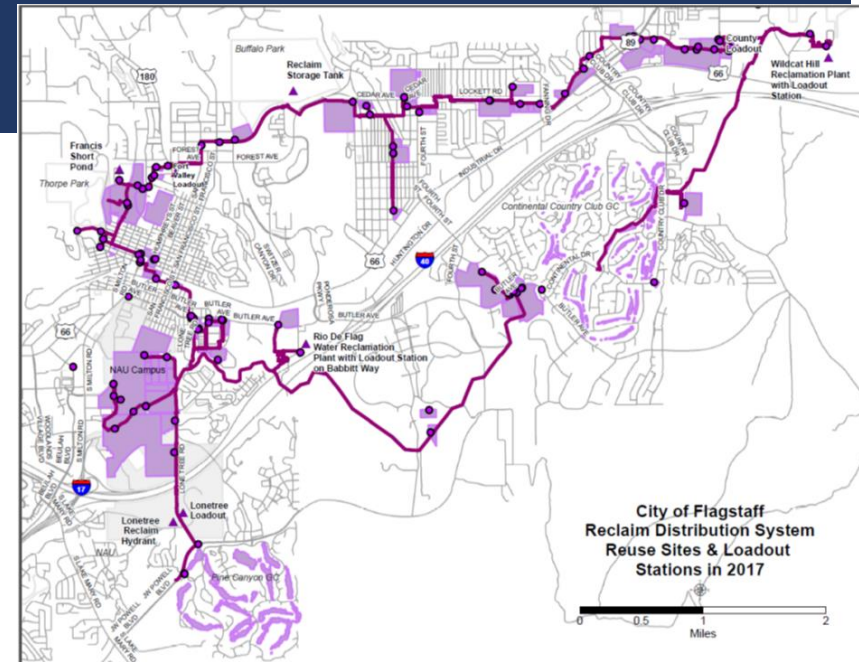
develop community-specific guidance on water management options for the City's uncommitted reclaimed water

these options will be incorporated into the Water Resources Master Plan



MANAGEMENT OPTIONS - Carollo Supply Alternatives Report (2017)

- Direct reuse opportunities to expand the reclaimed distribution system
- Aquifer recharge through streambed recharge
 - With and without advanced treatment
- Aquifer recharge through groundwater recharge wells
 - With and without advanced treatment
- Augmentation of Upper Lake Mary
- Direct Potable Reuse

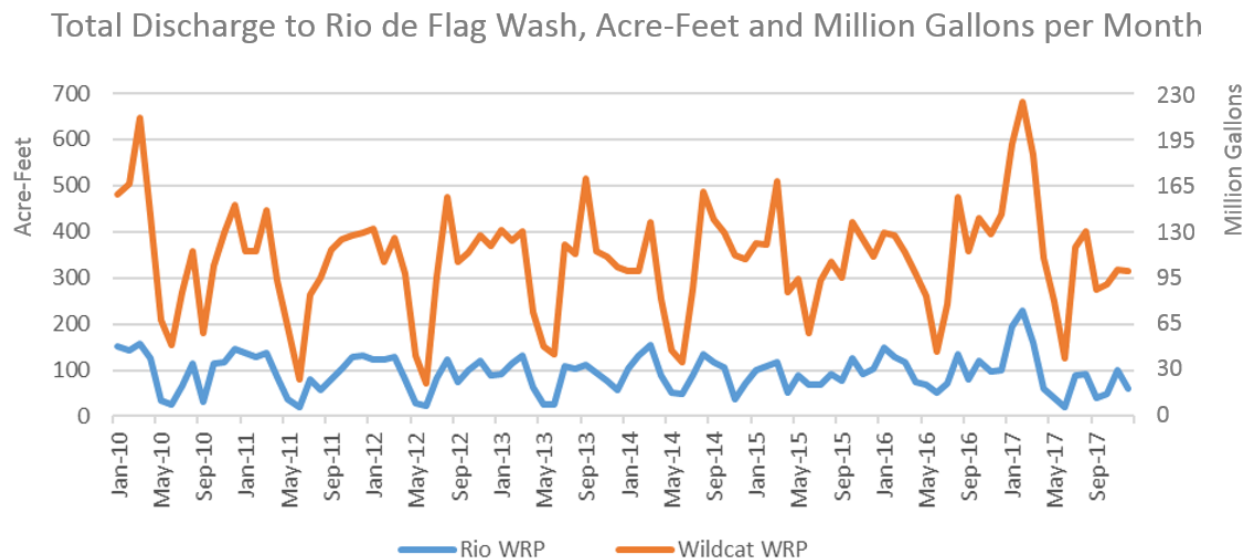




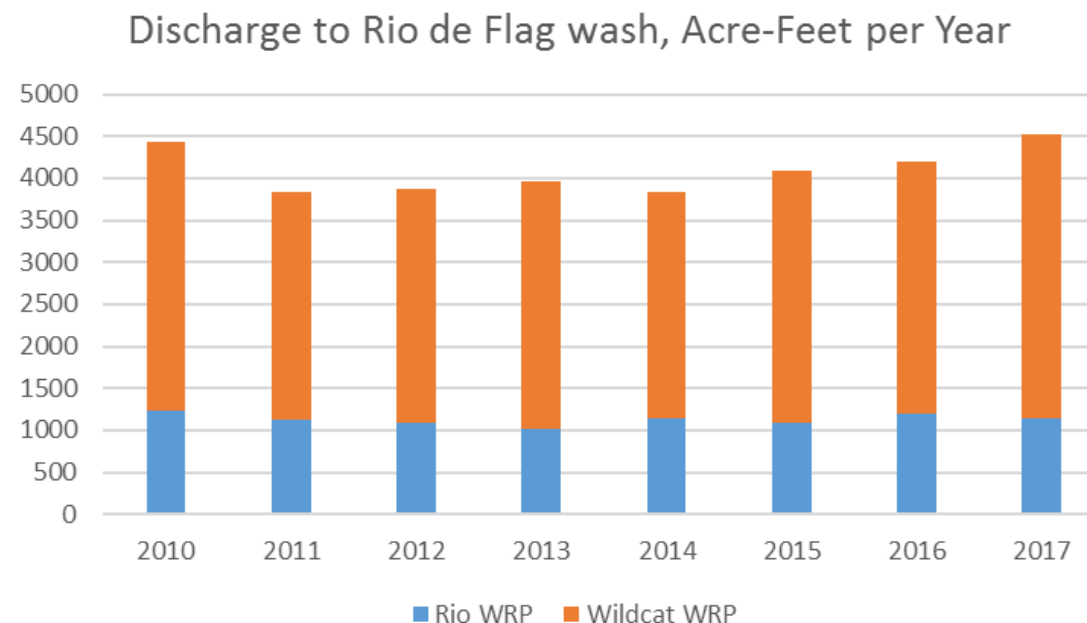
Reclaimed Water Available



How much water “uncommitted”?



Seasonal variation limits applications that require continuous new demand: very little water is available in May and June to an excess of 150 million gallons a month in the cooler months



On an annual basis, from 3,500 to 4,500 acre-feet of water is available each year for recycling back into the community.



WRMP Scope of Work

a multi-pronged approach to inform the City of favorable alternatives for the best and highest use of reclaimed water

- **Phase 1 – Compile information for review and discussion at stakeholder meetings**
- **Phase 2 – Lead stakeholder meetings**
- **Phase 3 – Report results for inclusion into Water Resources Master Plan**



**WATER RESOURCES
& CONSERVATION**





Phase 1 – Compile data

Compile information for review and discussion at stakeholder meetings

- reclaimed water balances
- operations and infrastructure considerations
- economics and costs of all options
- categorization of existing water quality data
- public perceptions



Aquifer seepage study 3/19/2020. Allen Haden, Natural Channel Design, documents the 1,000 gallons-per-minute release of reclaimed water at Lonetree at Bow & Arrows Wash.

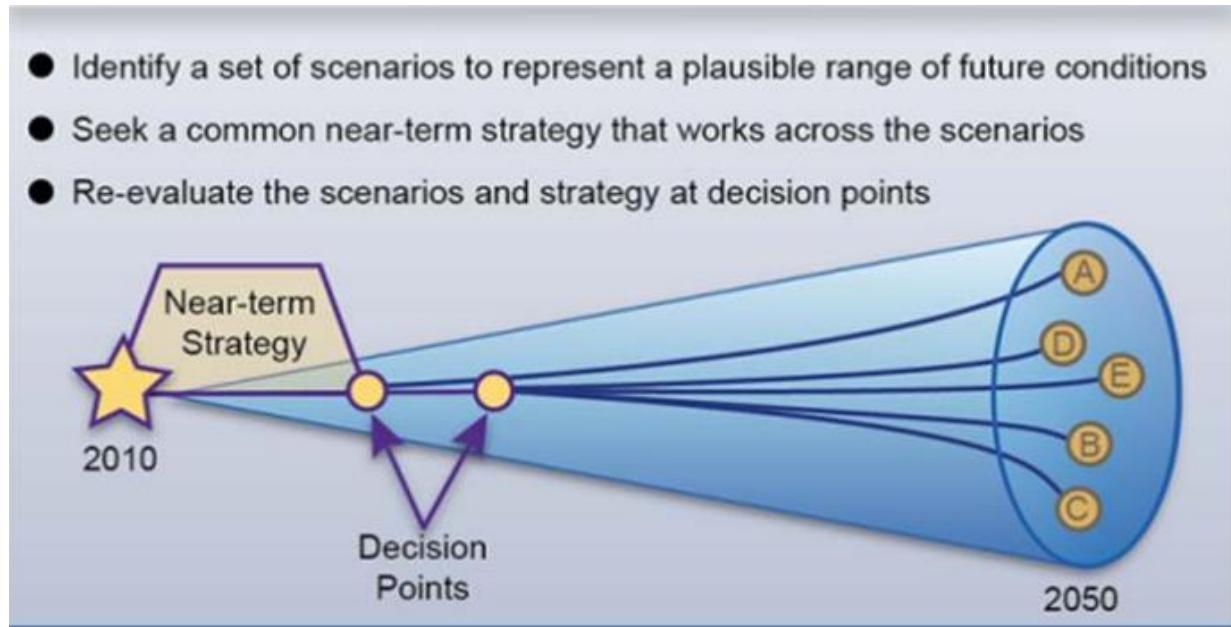


Phase 2 – Stakeholder Meetings

Objective - develop community-specific water management guidance on reclaimed water expansion options

- review general background information
- review data compilations from B&C & WWR
- discuss and identify four scenarios for expansion of reclaimed water use for Water Resources Master Plan

Water resource scenario planning – develop water demand futures and identify water sources



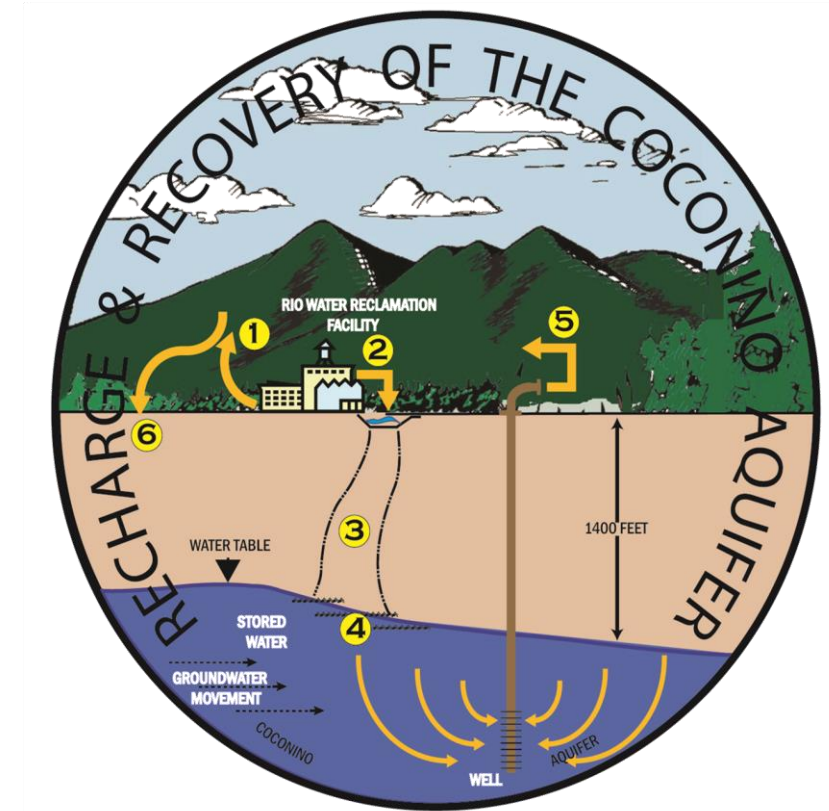
From previous Water Resources Master Plan Presentations to Commission and Council



Phase 2 – Stakeholder Meetings

Stakeholder meeting format

- Conduct two half day workshops with consultants & the stakeholders
 - first workshop will cover background information and gain an understanding of community values regarding reclaimed water and water quality
 - second workshop will be for development of alternatives
- Additional meetings as necessary
- Formal recommendation of four options





Phase 3 – Reporting Results

Technical Memorandum, Presentations, Policy recommendations

- B&C: reclaimed water balances, water quality data and literature reviews
- B&C: Summarize findings from stakeholder group workshops group regarding **water quality risks, standards and reclaimed water strategies**
- WWR: Recommend **key considerations and policy topics that City Council and rate consultants should consider** when establishing reclaimed water rates.
- WWR: Recommend next steps for incorporating baseline data and analysis into more sophisticated decision support models, and for **applying the information in the city's land use policy-making.**



Solicitation of Applicants

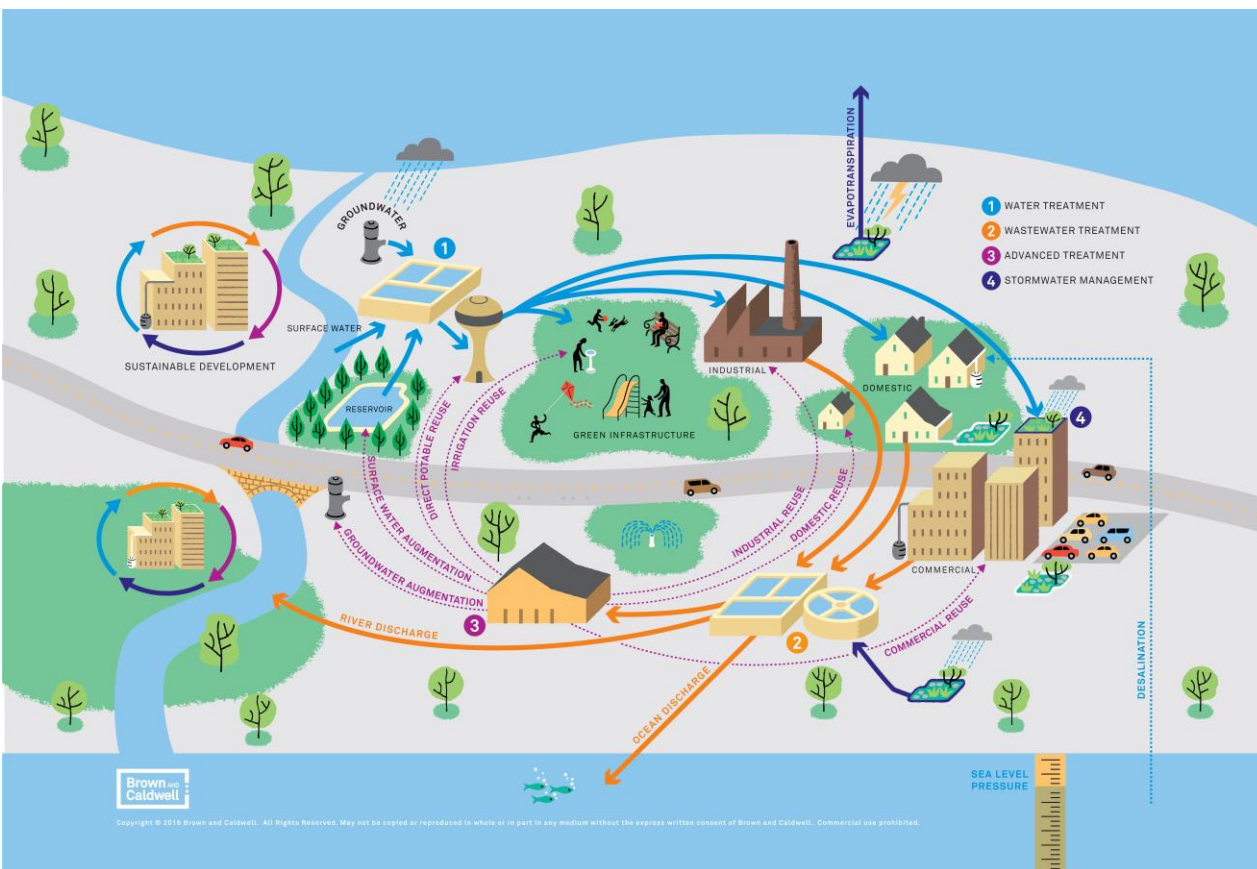
Build an educated and informed group that understand the issues and carry the message

- **Commitment from Stakeholders ~4 hours a month for 6 months**
- **Stakeholder Committee Selection – looking for applications to narrow to ~10 individuals**
 - **Engineering Consultants**
 - **Field Experts**
 - **Large Customers**
 - **Public**
 - **Sustainability Commission**
 - **Water Commission**



Co-benefits of RWMP

Numerous goals, policies, plans will benefit



- Council Goals (Water Conservation, Climate Change, Environmental & Natural Resources, Economic Development)
- Regional Plan Goals (Water Resources, Climate Change)
- Provide direction to Water Services, Economic Vitality, Community Development, Parks - on expansion of reclaimed water system
- Alignment with climate and sustainability initiatives
- Provides guidance on the value of reclaimed water in the community

Thank you

Erin Young – Water Resources
Manager



CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council
From: Jack Fitchett, Management Analyst
Date: 06/23/2020
Meeting Date: 06/30/2020



TITLE

Business Attraction Incentive Policies

STAFF RECOMMENDED ACTION:

Seek Council comment and direction on the three business attraction policies. Any edits/suggestions will be incorporated into the policies and brought back to Council during the meeting on July 7, 2020.

EXECUTIVE SUMMARY:

Sustainable Automotive Sales Tax Rebate: This incentive offers purchasers of a new or used fuel efficient vehicle a rebate on a portion of the City's sales tax (TPT).

- All Electric Vehicle: 2% rebate of the city transaction privilege tax (TPT) for any new or used vehicle purchased within the City of Flagstaff.
- Hybrid / Plug-in Electric Hybrid Vehicle: 1.5% rebate of the city TPT for any new or used vehicle purchased within the City of Flagstaff with a city fuel economy of 40 MPG or higher.
- Fuel Efficient Vehicle: 0.5% rebate of the city TPT for any new or used vehicle purchased within the City of Flagstaff with a city fuel economy of 35 MPG or higher.
- Income Based: An additional \$250 may be made available to use towards the City's TPT for individuals that make less than \$50,000 per year.

Job Creation Incentive: Businesses that are locating to Flagstaff may be eligible for up to \$15,000 in reimbursement funds. These businesses must meet the specified criteria; business locating within Flagstaff City limits, will create ten (10) new full-time permanent jobs, and have a higher median salary/hourly rate for those new positions within the target sector. If these criteria are met, the business may apply for the available funds to use for relocation expenses, work related training, and other work force development uses.

Development Reinvestment Incentive: Businesses that are locating to Flagstaff that meet the necessary criteria; i.e. business locating within Flagstaff City limits, will create ten (10) new full-time permanent jobs, and have a higher median salary/hourly rate for those new positions within the target sector. This incentive would allow new businesses to request reimbursement for development that provides a public benefit. The funds for this incentive would be generated by the city's construction sales tax, and a portion would be made available for reimbursement to businesses that complete public improvements while developing their new site. Some possible uses are, beautification improvements, public roadways and lighting, stormwater infrastructure, etc.

INFORMATION:

Sustainable Automotive Sales Tax Rebate: This program has been funded in the FY-2020-21 budget and has \$20,000 available to use towards this incentive. The City of Flagstaff will rebate part of the local tax paid for purchases of fuel-efficient automotive vehicles. The current local transaction privilege (sales) tax rate on purchase of vehicles is 2.281%. This policy is a revamp of a former policy that was implemented in 2010. The increased availability of electric and sustainable vehicles, coupled with an increased awareness and want to mitigate climate change from our community, is partially why staff is giving reinvesting this policy. Additionally, there have been several discussions over the last year where this idea was discussed by stakeholders, such as, Economic Collaborative of Northern Arizona (ECoNA), the Flagstaff Auto Park Owner's Association, the Flagstaff Chamber of Commerce, and several Council members. This policy helps to further advance the Climate Action Adaptation Plan (CAAP) and will also help our local automotive dealers, by incentivizing vehicle purchases that occur in Flagstaff city limits.

Job Creation Incentive: This program has been funded in the FY-2020-21 budget and has \$75,000 available to use towards this incentive. This incentive was reviewed, and staff received feedback from multiple community partners and stakeholders. The purpose of this incentive is to give Flagstaff an edge when recruiting new businesses to our community. This incentive coupled with incentives from the Arizona Commerce Authority (ACA), Coconino County, and other economic development tools will help give flagstaff an edge when recruiting business from key industry sectors. This incentive is designed to help attract business in the bio medical, manufacturing, healthcare, software development and other similar key sectors. This incentive is not designed for the retail or lodging sectors as these businesses normally tend to follow when there is an increase in the economic base of a city. The maximum reimbursement one business may receive is \$15,000.

Development Reinvestment Incentive:

Option 1: This program will be funded using a percentage of the City's unrestricted (general fund) construction sales tax associated with new development. Qualifying businesses that meet the minimum criteria may apply for reimbursements associated with project improvements. These improvements must be directly tied to development that creates added public benefit. Examples of some improvements could be beautification projects, public roadways and lighting, stormwater infrastructure, etc. The currently proposed funding mechanism would allocate 0.5% of the unrestricted construction sales tax for these uses. This incentive is designed to help attract business in the bio medical, manufacturing, healthcare, software development and other similar key sectors. This incentive is not designed for the retail or lodging sectors as these businesses normally tend to follow when there is an increase in the economic base of a city.

Ex) A business is constructing a \$1,000,000 project. This would generate \$5,000 in available funds that could be utilized for qualified improvements. For projects this size, \$5000 may not appear to be a large sum of money, but there have been instances when a business has been asked to add minor elements to their design. Such as landscaping components, entryways to our Flagstaff Urban Trail System, dark sky lighting, etc.

Option 2: Qualifying businesses that meet the minimum criteria may apply for reimbursements associated with the job creation incentive. This option would allow for additional monies to be made available for business that exceed the \$15,000 limit for reimbursement. The funding mechanism is the same and would be generated from a portion of the City's construction sales tax (0.5%).

Attachments: [Auto Sales Rebate](#)
 [Job Creation Policy](#)
 [Development Reinvestment Policy](#)

Presentation

City of Flagstaff

Sustainable Automotive Rebate Program



Goal: The City of Flagstaff seeks to promote purchases of fuel-efficient automotive vehicles to reduce air pollution, further the Climate Action and Adaptation Plan (CAAP), and to support local automotive dealers.

Rebates Available:

The City of Flagstaff will rebate part of the local tax paid for purchases of fuel-efficient automotive vehicles. The current local transaction privilege (sales) tax rate on purchase of vehicles is 2.281%. (If the vehicle is purchased for out-of-state use, the local use tax rate of 2.281% is paid in lieu of sales tax).

All Electric Vehicles: **2.0%** of the local sales or use tax rate for any new or used vehicle purchased within the City of Flagstaff. Effective tax rate will be .281% after rebate.

Hybrid / Plug-in Electric Hybrid Vehicles: **1.5%** of the sales or use tax rate for any new or used vehicle purchased within the City of Flagstaff boundaries that has a city fuel economy of **40 MPG** or higher according to standards established by the U.S. Environmental Protection Agency (EPA). Effective tax rate will be .781% after rebate.

Fuel-Efficient Vehicles: **0.5%** of the local sales or use tax rate for any new or used vehicle purchased within the City of Flagstaff boundaries that has a city fuel economy of **35 MPG** or higher according to standards established by the U.S. Environmental Protection Agency (EPA). Effective tax rate will be 1.781% after rebate.

Income-Based: For individuals earning less than \$50,000 in adjusted gross income per year, and for couples filing a joint return earning less than \$50,000 in adjusted gross income per year, up to \$250 but not to exceed the total local tax paid for the vehicle that fits within the above-mentioned categories. To apply for this incentive the applicant will need to provide a tax return for the prior calendar year.

Example: Applicant has an adjusted gross income of less than \$50,000. Applicant has purchased \$10,000 fuel-efficient vehicle, and paid local tax to dealership of 2.281% (\$228). Dealership remits tax to state. Upon approval of rebate claim, \$228 will be rebated.

Criteria:

- Must be sold by a **qualified dealer**, “A seller of motor vehicles within the City of Flagstaff that has a state and local transaction privilege tax license for the sale of motor vehicles.”
- Must be purchased by a **qualified purchaser**, “Registered owner of the fuel-efficient vehicle.”
- Eligible for rebate while funding lasts and if the purchase was made after the program’s effective start date.
- Limit of one rebate per household per year. Limit of five rebates per commercial account.

Submittals: Please fill the out the attached rebate application and submit the completed form to the City of Flagstaff’s _____ (Revenue/EV) section. If you have any questions, please contact the Interim Business Attraction Manager, Jack Fitchett at jack.fitchett@flagstaffaz.gov

City of Flagstaff Business Attraction Job Creation Incentive Program



City of Flagstaff's Economic Development Program Mission: Enhancing prosperity, long-term viability, and resilience of our community.

The City of Flagstaff is interested in attracting sustainable companies that will provide high quality, career oriented, opportunities for its residents that further commerce in the region. As part of these efforts, the City is providing economic incentives to meet its goal of attracting businesses to the following key industries:

- ❖ Astronomy
- ❖ Bioscience & Healthcare
- ❖ Education
- ❖ Environmental Technology
- ❖ Manufacturing
- ❖ Research and Development
- ❖ Software and Information Based Technology

Business Attraction Job Creation Incentive – The City may allocate up to \$15,000 to a new business creating jobs in Flagstaff, subject to available fund balance and review of the submittal packet. Businesses may apply for this incentive to receive reimbursement for the following qualifying expenses:

- a. Employee Relocation Expenses
- b. Job Related Training
- c. Workforce Development

Criteria: All submittals will be reviewed by staff to determine if the business meets the minimum criteria to be eligible for City incentives:

1. Must be locating this business within City limits. New businesses may apply for this incentive if they located to Flagstaff within the last 60 days.
2. Must be one of the key industries identified by the City.
3. Must create a minimum of ten (10) new permanent full-time jobs, where the position's salary exceeds the Coconino County median wage for the specified position (<https://www.bls.gov/bls/blswage.htm>).

Submittals: Any potential employer that is interested in applying for the available incentives must submit the following information. Any business interested in applying for the available funds must submit the following information to the Business Attraction Office at the City of Flagstaff between August 1st and August 31st. If all funds are not awarded in this initial time frame, the City may open another submittal timeframe for potential employers to apply.

1. Written narrative of the venture which includes:

- a. Explanation of how all necessary criteria will be met.
 - b. What City incentives you are applying for and how these incentives will be used to strengthen your ability to locate to Flagstaff.
 - c. General proposal of how incentive funds will be used.
 - d. If incentive is not received how will this impact your ability to locate to Flagstaff.
2. Budget, schedule and business plan for the potential venture.
3. A narrative of the impact of the applicant's businesses relative to water and energy usage, and to the community waste stream (this does not need to be elaborate).
4. A description of any proposed direct benefits to the community (not just applicant's business) such as infrastructure, workforce development opportunities for residents or students, volunteer work, or some other benefit that the business is able to offer to the community (this does not need to be elaborate).
5. An accounting of the applicant's private investment relative to the requested grant (Can be submitted confidentially).

Please submit all proposals for incentive requests to the City's Interim Business Attraction Manager Jack Fitchett at jack.fitchett@flagstaffaz.gov

Economic Vitality staff and various city offices will review and rank applications. Each complete application will be ranked based upon an overall tally of available points for three separate criteria:

Wages (20pts): A comparison of the wages of the jobs being created relative to the Coconino County median wage and relative to the average sector wage.

Environmental Impact (30pts): A narrative of the impact of the applicant's businesses relative impacts to water and energy usage, and to the community waste stream;

Direct Community Benefit (50pts): A description of any proposed direct benefits to the community (not just the applicant's business) such as infrastructure, workforce development opportunities for residents or students, volunteer work, or some other direct benefit that the business is providing to the community;

The review team will determine awards based upon the final rank and consideration of each application.

The annual funding for this policy is \$75,000. The maximum awarded grant amount is \$15,000. The review team will determine the number of awards based upon the final rank and consideration of each application. Any unused program funds may be carried forward into the next budget year to fund more ventures.

Successful applicant may then request reimbursement for approved uses. A successful applicant may be reimbursed for a variety of approved uses but will not exceed the \$15,000 limit.

City of Flagstaff Development Reinvestment Incentive



**CHOOSE
FLAGSTAFF**

City of Flagstaff's Economic Development Program Mission: Enhancing prosperity, long-term viability, and resilience of our community.

The City of Flagstaff is interested in attracting sustainable companies that will provide high quality, career oriented, opportunities for its residents that further commerce in the region. As part of these efforts, the City is providing economic incentives to meet its goal of attracting businesses to the following key industries:

- ❖ Astronomy
- ❖ Bioscience & Healthcare
- ❖ Education
- ❖ Environmental Technology
- ❖ Manufacturing
- ❖ Research and Development
- ❖ Software and Information Based Technology

Development Reinvestment Incentive –A new business in Flagstaff may receive a refund or credit for local construction contracting taxes paid for constructing new improvements or renovations. This refund or credit must be used to pay for public infrastructure or to meet City requirements (see below).

The amount of the refund or credit will be equal to the amount of a 0.5% local sales rate on construction contracting for improvements for the new business locating in Flagstaff. The local sales tax rate is currently 2.281%. The construction contracting tax is found in Sections 3-15-004-0415, 0416, and 0417 of the City Code, as amended by state laws. For example; assuming \$1,000,000 million-dollar project taxable value, the business may receive a refund or credit for up to \$5,000 of construction contracting taxes paid for a project.

The business must use the refund or credit to pay for public infrastructure required for the project, meet specific requirements as outlined in City code, or make modifications that would improve the energy efficiency of the site. Some of these improvements may include the following, but are not limited to:

- ❖ Beautification Improvements
- ❖ Code Required Landscaping
- ❖ Dark Sky Code Compliance
- ❖ Energy Efficiency Items
- ❖ On-Site Stormwater Infrastructure
- ❖ Public Drainage and Floodplain
- ❖ Public Roads and Lighting
- ❖ Public Water and Wastewater

Criteria: All submittals will be reviewed by staff to determine if potential employers meet the minimum criteria to be eligible for City incentives:

1. Must be performing referenced construction within City limits.
2. Must be one of the key industries identified by the City.
3. Must create a minimum of ten (10) new permanent full-time jobs, where the position's salary exceeds the Coconino County median wage for the specified position (<https://www.bls.gov/bls/blswage.htm>).

Submittals: Any business that is interested in applying for the available incentives must submit the following information.

1. Written narrative of the venture which includes:
 - a. Explanation of how all necessary criteria will be met.
 - b. What City incentives you are applying for and how these incentives will be used to strengthen your ability to locate to Flagstaff.
 - c. General proposal of how incentive funds will be used.
 - d. If incentive is not received how will this impact your ability to locate to Flagstaff.
2. Budget, schedule and business plan for the potential venture.
3. A narrative of the impact of the applicant's businesses relative to water and energy usage, and to the community waste stream (this does not need to be elaborate).
4. A description of any proposed direct benefits to the community (not just applicant's business) such as infrastructure, workforce development opportunities for residents or students, volunteer work, or some other benefit that the business is able to offer to the community (this does not need to be elaborate).
5. An accounting of the applicant's private investment relative to the requested grant (Can be submitted confidentially).

Please submit all proposals for incentive requests to the City's Interim Business Attraction Manager Jack Fitchett at jack.fitchett@flagstaffaz.gov

Economic Vitality staff and various city offices will review and rank applications. Each complete application will be ranked based upon an overall tally of available points for three separate criteria:

Wages (20pts): A comparison of the wages of the jobs being created relative to the Coconino County median wage and relative to the average sector wage.

Environmental Impact (30pts): A narrative of the impact of the applicant's businesses relative impacts to water and energy usage, and to the community waste stream.

Direct Community Benefit (50pts): A description of any proposed direct benefits to the community (not just the applicant's business) such as infrastructure, workforce development opportunities for residents or students, volunteer work, or some other direct benefit that the business is providing to the community.

The review team will determine awards based on each application.

Potential Business Attraction Policies

Jack Fitchett: Interim Business Attraction Manager





Overview

Three policies to consider:

- Sustainable Automotive Sales Tax Rebate
- Job Creation Incentive
- Development Reinvestment Incentive (Three Options)



Background

- These policies will help provide economic diversification within the City by focusing on key industry sectors.
- Further advances the City's economic development capabilities and will give additional tools to recruit new businesses to our community.
- Will provide much needed assistance to businesses that have been affected by the COVID-19 pandemic.



Sustainable Automotive Sales Tax Rebate

- Culmination of many conversations with community stakeholders.
- This incentive offers purchasers of a new or used electric or fuel-efficient vehicle a rebate on a portion of City's transaction privilege tax (TPT).
- Furthers the Climate Action and Adaptation Plan (CAAP) and assists local automotive dealers by incentivizing sustainable vehicle purchases in Flagstaff.
- Currently funded in the FY-21 budget with \$20,000 available in economic development funds (BBB).



Sustainable Automotive Sales Tax Rebate

- **All Electric Vehicle:** 2% rebate of the city transaction privilege tax (TPT) for any new or used vehicle purchased within the City of Flagstaff.
- **Hybrid / Plug-in Electric Hybrid Vehicle:** 1.5% rebate of the city TPT for any new or used vehicle purchased within the City of Flagstaff with a city fuel economy of 40 MPG or higher.
- **Fuel Efficient Vehicle:** 0.5% rebate of the city TPT for any new or used vehicle purchased within the City of Flagstaff with a city fuel economy of 35 MPG or higher.
- **Income Based:** An additional \$250 may be made available to use towards the remaining local sales tax, for individuals that make less than \$50,000 per year.



Sustainable Automotive Sales Tax Rebate

Criteria

- Must be sold by a qualified dealer: A seller of motor vehicles within the City of Flagstaff that has a city TPT license for the sale of motor vehicles.
- Must be purchased by a qualified purchaser: Registered owner of the fuel-efficient vehicle.
- Limit of one rebate per household per year. Limit of five rebates per commercial account.



Sustainable Automotive Sales Tax Rebate

Council: Questions, Comments, Direction?

- Limit of rebates – Household (1) vs Commercial (5)
- Other Items



Business Attraction Job Creation Incentive

- This incentive offers qualifying new businesses the ability to apply for reimbursement for certain expenses;
 - Relocation expenses
 - Job related trainings
 - Workforce development
- Currently funded in the FY-21 budget with \$75,000 available in economic development funds.
- Gives the City's Economic Development Team an additional tool to recruit new business to our community.



Business Attraction Job Creation Incentive

Criteria

- Business must be locating within City limits. New businesses may apply for this incentive, if they located to Flagstaff within the last 30 days of the resolution's start date.
- Must be one of the key industries identified by the City.
- Must create a minimum of ten (10) new permanent full-time jobs, where the position's salary exceeds the Coconino County median wage for the specified position.



Business Attraction Job Creation Incentive

Key Industry Sectors (Why?)

- Astronomy
 - Bioscience & Healthcare
 - Education
 - Environmental Technology
 - Manufacturing
 - Research and Development
 - Software and Information Based Technology
- These sectors have been targeted areas for the City of Flagstaff over the last several years. These industries provide needed economic diversification to our community and make Flagstaff less dependent on tourism.
 - Additionally, these sectors generate high wage jobs that strengthen the economic base of Flagstaff and therefore compliment other sectors, i.e. retail, hospitality, lodging. These sectors will support existing industries within the City as well.



Business Attraction Job Creation Incentive

Council: Questions, Comments, Direction?



Business Attraction Development Reinvestment Incentive



- This incentive offers qualifying new businesses the ability to apply for reimbursement for certain expenses related to site improvements that provide public benefit.
- This incentive would be funded using a portion of the City's unrestricted construction sales tax (0.5%). The sales tax from these projects currently credit the General Fund.
- Gives the City's Economic Development Team an additional tool to recruit new business to our community.



Business Attraction Development Reinvestment Incentive



Criteria

- Must be locating this business within City limits. New businesses may apply for this incentive, if they located to Flagstaff within the last 30 days of the resolution's start date.
- Must be one of the key industries identified by the City.
- Must create a minimum of ten (10) new permanent full-time jobs, where the position's salary exceeds the Coconino County median wage for the specified position.



Option 1

- A portion of the construction sales tax would become available for reimbursement (0.5%) for improvements that provide public benefit.
- Ex) A \$1,000,000 development would generate \$5,000 in available funds that could be allocated for the below uses;
 - Beautification improvements
 - Code required landscaping
 - Dark sky code compliance
 - Energy efficiency items
 - Public drainage, stormwater and floodplain
 - Public roads and lighting
 - Public water and wastewater



Option 2

- Some stakeholder feedback has stated that this may not be a meaningful amount of money to provide infrastructure improvements.
- An alternate option would be to allow qualifying businesses to use these funds to further uses outlined in the Job Creation Incentive if they exceed the \$15,000 limit.



Comparison

- **Option 1:** Implement the policy using the currently proposed reimbursable expenses (Improvements that create public benefit).
- **Option 2:** Change the reimbursable expenses to match the Job Creation incentive (Relocation expenses, related job trainings, workforce development). Would be used to supplement businesses that exceed the \$15,000 maximum set in the Job Creation Incentive.



Business Attraction Development Reinvestment Incentive



Council: Questions, Comments, Direction?

Option 1: Implement the policy using the currently proposed reimbursable expenses (Improvements that create public benefit).

Option 2: Change the reimbursable expenses to match the Job Creation incentive (Relocation expenses, related job trainings, workforce development).

Option 3: Council does not wish to divert resources from the General Fund at this time.

Questions?



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FLAGSTAFF
THE CITY OF INNOVATION

Jack Fitchett

Interim Business Attraction Manager

Jack.Fitchett@flagstaffaz.gov

**CITY OF FLAGSTAFF
STAFF SUMMARY REPORT**

To: The Honorable Mayor and Council
From: Stacy Saltzburg, City Clerk
Co-Submitter: Brad Hill, Water Services Director-Retired
Date: 06/26/2020
Meeting Date: 06/30/2020



TITLE:

Discussion: Reasonable Restrictions on the Use of Potable Water

DESIRED OUTCOME:

Discussion and Possible Direction

EXECUTIVE SUMMARY:

Councilmember Aslan requested a Future Agenda Item Request to discuss reasonable restrictions on the uses of potable water, which was supported by the required number of Council members.

INFORMATION:

Please see the attached Memo with information and staff's suggestion on a potential path forward Council may want to consider.

Attachments: Potable Water Use Lakes Bill



WATER SERVICES DIVISION

Administration



Date: June 18, 2020
To: Flagstaff City Council
From: Brad Hill, R.G., Retired – Water Services Director
Re: Councilmember Aslan's FAIR – June 30, 2020
Reasonable Restrictions on Potable Water Use

Last week Councilmember Aslan and myself discussed his upcoming FAIR Item at the June 30th City Council meeting regarding what reasonable restrictions on potable water could the City implement? I was requested to provide the entire City Council with an overview of what we discussed and staff's recommendation on a proposed solution that the entire Council may want to consider.

City Code 7-03-001-0014 E.2.c - Strategy Level II Water Emergency states that "No Person shall use potable water for filling ornamental fountains, artificial ponds and streams". However, the City Council may want to consider prohibiting the filling of recreational or amenity lakes using potable water outright and not just during a Stage II Water Emergency? I suggested to Councilmember Aslan that Council may want to discuss what the Arizona Department of Water Resources adopted in 1987, known at that time as the Lakes Bill. That Bill was adopted into Statute as A.R.S. §45-132 which I have provided the complete language below in this Memo.

In general, A.R.S. §45-132 prohibits the filling of bodies of water for landscape, scenic or recreational purposes unless it is filled with effluent (i.e., recycled water) or stormwater, etc. This prohibition only applies within the large urban parts of our State, known as Active Management Areas and does not apply to the rest of the State including the City of Flagstaff. I have highlighted in yellow those sections of the Statute that at a minimum the City should look at and consider whether it wants to adopt these concepts into City Code.

Depending upon Council's direction, I am willing to assist in anyway.

§45-132. Filling large bodies of water for landscape, scenic or recreational purposes prohibited; exceptions; preemption

A. Except as provided in subsection B of this section, in an active management area established under chapter 2 of this title, a person shall not use any water for the purpose of filling or refilling all or a portion of a body of water.

B. This section does not apply to a body of water if any of the following applies:

Water – Wastewater – Reclaimed Water – Stormwater

Administration Offices
2323 N. Walgreens St., Suite 1
Flagstaff, Arizona 86004

1. The body of water was filled before January 1, 1987. If the surface area of the body of water is increased on or after January 1, 1987, this exception does not apply to the quantity of water that is added.

2. The director has determined that substantial capital investment has been made in the physical on-site construction of the body of water before January 1, 1987. If the surface area of the body of water is increased after it is initially filled, this exception does not apply to the quantity of water that is added.

3. The body of water is located in a recreational facility that is open to the public and owned or operated by the United States, this state, a city, town or county, a flood control district established under title 48, chapter 21 or a multi-county water conservation district established under title 48, chapter 22.

4. The body of water is filled and refilled exclusively with any one or any combination of the following:

(a) Effluent.

(b) Storm water runoff that is not subject to appropriation under section 45-141.

(c) Poor quality water used pursuant to a permit issued under subsections C and D of this section.

(d) Groundwater withdrawn pursuant to a drainage water withdrawal permit issued under section 45-519.

(e) Groundwater withdrawn in the first year of a temporary dewatering permit issued under section 45-518.

(f) Groundwater withdrawn as part of a remedial action under title 49, chapter 2, article 5, including mitigation of a nonhazardous release undertaken pursuant to an order issued by the department of environmental quality pursuant to section 49-286.

(g) Water used pursuant to a permit for interim water use issued under section 45-133.

(h) Surface water except central Arizona project water that, as determined by the director, physically occurs at such times, in such quantities or under such other circumstances that it cannot be physically captured and beneficially used by any other holder of an appropriative right.

5. The body of water is an integral part of a golf course that complies with any applicable conservation requirements in the management plan for the active management area adopted under chapter 2, article 9 of this title.

6. The body of water is unsealed and is an integral part of an underground storage facility for which the director has issued a permit under chapter 3.1 of this title.

7. The body of water is a swimming pool that is owned and operated by a hotel, motel, country club or resort and has a surface area equal to or less than forty-three thousand five hundred sixty square feet. If a hotel, motel, country club or resort has more than one swimming pool, only one of those swimming pools may have a surface area greater than twelve thousand three hundred twenty square feet.

C. A person who seeks to use poor quality groundwater to fill or refill all or a portion of a body of water shall apply to the director for a permit to use the groundwater for that purpose. The director may issue a permit if the applicant demonstrates that all of the following apply:

1. The applicant otherwise has a right to use the proposed source of groundwater for the proposed purpose.

2. The groundwater because of its poor quality cannot be used for another beneficial purpose at the present time and it is not economically feasible to treat and transport the groundwater and use it for another beneficial purpose.

3. The withdrawal of the groundwater is consistent with the management plan and achievement of the management goal for the active management area.

D. A permit issued pursuant to subsection C of this section may be issued for a period of up to thirty-five years. The director shall determine the duration of the permit on the basis of the estimated life of the source of poor quality groundwater and the potential for future beneficial use. The director shall monitor the use of groundwater pursuant to the permit and shall terminate the permit if any of the conditions for issuance of the permit no longer applies. A permit may be renewed subject to the same criteria used in granting the original permit.

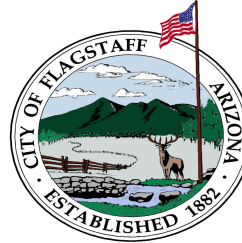
E. This section preempts all municipal and county laws, charters, ordinances, rules and regulations relating to the use of any water to fill or refill all or a portion of a body of water, except that this section does not preempt a law, charter, ordinance, rule or regulation that has previously been adopted, passed or enacted or is subsequently adopted, passed or enacted if the law, charter, ordinance, rule or regulation is more restrictive than this section.

c: Shane Dille, Deputy City Manager
 Ryan Roberts, P.E., Acting Water Services Director

CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council
From: Stacy Saltzburg, City Clerk
Date: 06/25/2020
Meeting Date: 06/30/2020



TITLE

Citizen Petition - Fair Voting for Flagstaff (Ranked Choice Voting)

STAFF RECOMMENDED ACTION:

Council Discussion

EXECUTIVE SUMMARY:

Citizen Petition #2019-03 was received on October 28, 2019, asking the Flagstaff City Council to "implement a more fair election system, called Ranked Choice Voting."

Council's Future Agenda Item Request (F.A.I.R.) discussion on November 20, 2019 advanced the petition to a future agenda for discussion and possible direction by the City Council.

INFORMATION:

The citizen petition referenced website www.fairvote.org for more information.

According to www.fairchoice.org

Ranked choice voting (RCV) describes voting systems that allow voters to rank candidates in order of preference, and then uses those rankings to elect candidates who best represent their constituents.

RCV is straightforward for voters: rank candidates in order of choice. Voters can rank as many candidates as they want, without fear that ranking others will hurt the chances of their favorite candidate.

How the votes are counted depends on whether RCV is used to elect a single office, like a mayor or governor, or whether it is used to elect more than one position at once, like an at-large city council or a state legislature elected in a multi-winner district.

RCV for Single-Winner Offices (also known as Instant Runoff Voting / IRV)

For a single office, like for a mayor or governor, RCV helps to elect a candidate who reflects a majority of voters in a single election even when several viable candidates are in the race. It does this by counting the votes in rounds.

Voters pick a first-choice candidate and have the option to rank backup candidates in order of their choice: second, third, and so on. If a candidate receives more than half of the first choices, that candidate wins, just like in any other election. However, if there is no majority winner after counting first choices, the race is decided by an "instant runoff." The candidate with the fewest votes is eliminated, and voters

who picked that candidate as 'number 1' will have their votes count for their next choice. This process continues until a candidate wins with more than half of the votes.

RCV for Multi-Winner Elections (also known as Single Transferable Vote / STV)

Ranked choice voting can be used in multi-winner elections, like a city council elected at-large, a state legislature elected in a multi-winner district, or even the US House of Representatives.

Multi-winner RCV is a fair representation voting system, meaning it gives like-minded voters the chance to win legislative seats in proportion to their share of the population.

With multi-winner ranked choice voting, candidates who receive a certain share of votes will be elected; this share of votes is called the threshold. The threshold is intended to be the smallest number which guarantees that no more candidates can reach the threshold than the number of seats to be filled.

A candidate who reaches the threshold is elected, and any excess votes over the threshold are then counted for the voters' second choices. Then, after excess votes are counted, the candidate with the fewest votes is eliminated and voters who picked that candidate as 'number 1' will have their votes count for their next choice. This process continues until all seats are filled.

CITY OF FLAGSTAFF CONSIDERATIONS:

Ranked Choice Voting is not a form of voting supported by Arizona Election Law.

Shifting to Ranked Choice Voting would require a Charter change.

Ranked Choice Voting may compromise our contract with Coconino County Elections and the City of Flagstaff would be responsible for conducting our own elections. Conducting our own election would require purchasing our own election equipment, hiring additional staff, and facilitating all election operations previously performed by the County.

Attachments: Citizen Petition 2019-03

PETITION TO FLAGSTAFF CITY COUNCIL
Pursuant to Flagstaff City Charter Article II Section 17
and Flagstaff City Code Title I Chapter 12



Pursuant to the Flagstaff City Charter and the City Code, any citizen (resident) of the City may present a written petition to the City Manager, signed by a minimum of 25 citizens from the City of Flagstaff, which shall be presented to the City Council.

Title of Issue: Fair Voting for Flagstaff

Action Requested: I am petitioning to implement a more fair election system, called Ranked Choice Voting (RCV).
This method of voting is innovative and has proven to be more just, to encourage diversity, &
will be reflective of our vibrant community. For more information go to www.fairvote.com

Printed Name of Submitter: Stephen Nuño-Pérez, PhD
(Submitter must also sign below and complete information)

Contact Information: 626-379-7461, stephennunoperez@gmail.com
(PHONE NUMBER AND/OR E-MAIL ADDRESS)

PETITION SIGNATURES

DATE SIGNED	PRINTED NAME	RESIDENCE ADDRESS	SIGNATURE
9.12.19	Stephen Nuño	2545 E. Heidi Loop	
9-12-19	Carie Steele	3751 S Wild West Trl.	
9-12-19	Paul Lenz	3805 N. Zurich St.	
9-12-19	Haley Creighton	9 W. University Dr.	
9.13.19	Faith Moore		
9.13.19	Faith Moore	2609 Heidi Loop	
9/16/19	Emily Cope	705 N. San Francisco St	
9/16/19	Regina Wolff	1220 E Linda St Dr Flagstaff 86001	
9/16/19	Shelli Dea	212 W ELM AVE STE 1 FLAGSTAFF, AZ 86001	
9/16/19	Christine Zeller	624 2413 W Pack Trail Dr Flagstaff AZ 86001	

RECEIVED BY CITY OF FLAGSTAFF		
DATE RECEIVED	BY	COUNCIL MEETING DATE
10/28/19	Stacy Saltzburg, City Clerk	11/19/19

PETITION TO FLAGSTAFF CITY COUNCIL (Continued)

TITLE OF ISSUE: Fair Voting for Flagstaff

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DATE SIGNED	PRINTED NAME	RESIDENCE ADDRESS	SIGNATURE
9-16-19	Laura Fox	1401 W Navajo Dr	Laura Fox
9-16-19	ELIZABETH HAMILL	900 N. Curling Snake	Elizabeth Hamill
9-16-19	MAKENZIE NUNO	3628 S. PIMA	Makenzie Nuno
9-25-19	Yvonne Luna	434 N. Moriah Dr.	Yvonne Luna
10/8/19	Makenzie Kai Samsen	215 W Phoenix Ave Apt. 511	Makenzie Kai Samsen
10/8/19	Jacob Carter	1350 S. Knoles Dr. 303H	Jacob Carter
10/8/19	Solomon Jones	305 E McConde 1143060	Solomon Jones
10/9/19	Jaime Palma	1350 S Knoles Dr #201	Jaime Palma
10/9/19	Paul Sturmer	923 W. University Ave #228	Paul Sturmer
10/9/19	Emily McDougall	1200 S. Beaver St.	Emily McDougall
10/9/19	Sophia Capalby	1200 S. Beaver St.	Sophia Capalby
10/9/19	Calli Jones	3325 S. Andrea Dr	Calli Jones
10/9/19	Logan Purvance	Tinsley Hall	Logan Purvance
10/9/19	Sam Manning	Gabbaldon Hall	Sam Manning
10/9/19	Nick Hall	Raymond Hall	Nick Hall
10/9/19	Kaden Seward	Gabbaldon Hall	Kaden Seward
10/9/19	Zachary Owens	Honors College	Zachary Owens
10/11/19	Shannah Redmon	5155 E Bluejay Lane Flagstaff AZ 86004	Shannah Redmon
10/13/19	Sage Taylor	3400 S. Lake Mary Rd. Apt. 20204	Sage Taylor