

CITY COUNCIL BUDGET RETREAT

CITY COUNCIL WORK SESSION
THURSDAY
APRIL 21 & 22, 2022

FLAGSTAFF AQUAPLEX
1702 NORTH FOURTH STREET
8:30 A.M.

All City Council Meetings are live streamed on the city's website
(<https://www.flagstaff.az.gov/1461/Streaming-City-Council-Meetings>)

*****PUBLIC COMMENT*****

Verbal public comments may be given through a virtual public comment platform or in-person

If you want to provide a verbal comment during the Council Meeting, use the link below to join the virtual public comment room.

VIRTUAL PUBLIC COMMENT WAITING ROOM

Written comments may be submitted to publiccomment@flagstaffaz.gov. All comments submitted via email will be considered written comments and will be documented into the record as such.

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. ROLL CALL

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

MAYOR DEASY
VICE MAYOR SWEET
COUNCILMEMBER ASLAN
COUNCILMEMBER MCCARTHY

COUNCILMEMBER SALAS
COUNCILMEMBER SHIMONI

3. Pledge of Allegiance, Mission Statement, and Land Acknowledgement

MISSION STATEMENT

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

LAND ACKNOWLEDGEMENT

The Flagstaff City Council humbly acknowledges the ancestral homelands of this area's Indigenous nations and original stewards. These lands, still inhabited by Native descendants, border mountains sacred to Indigenous peoples. We honor them, their legacies, their traditions, and their continued contributions. We celebrate their past, present, and future generations who will forever know this place as home.

4. City Council FY 2022-23 Budget Retreat

STAFF RECOMMENDED ACTION:

Present City Manager's Recommended Budget for the Fiscal Year 2022-2023 and receive Council direction.

5. Public Participation

6. Adjournment

CERTIFICATE OF POSTING OF NOTICE

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

Dated this _____ day of _____, 2022.

Stacy Saltzburg, MMC, City Clerk

CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council
From: Rick Tadder, Management Services Director
Co-Submitter: Budget Team
Date: 04/18/2022
Meeting Date: 04/21/2022



TITLE

City Council FY 2022-23 Budget Retreat

STAFF RECOMMENDED ACTION:

Present City Manager's Recommended Budget for the Fiscal Year 2022-2023 and receive Council direction.

EXECUTIVE SUMMARY:

The budget for the City of Flagstaff is the policy document that reflects the goals and objectives of the City Council. The April 21 & 22 retreat will be the fourth of four City Council budget retreats for the upcoming FY 2022-23 budget adoption. This special meeting is set for staff to present the City Manager's Recommended Budget. The main goal of the retreat is for the City Council to review and provide final direction on the FY 2022-23 City Budget.

INFORMATION:

Executive Agenda - April 21 - 22, 2022

1. Welcome and Overview
2. Budget Timeline and Approach
3. Revenue Update
4. Investing in Employees
5. Employee Advisory Committee
6. New Budget Appropriations
7. Priority Based Budget
8. Federal Funding
9. November 2022 Ballot Measures
10. Division Updates
11. Capital Improvement Program (CIP)
12. Council Parking Lot (Adds and Deletes) Discussion
13. Review and Confirm Council Direction

Attached to the staff summary are several documents to help the discussion including a Detailed Agenda, Presentation and the Draft FY 2022-23 Budget Book.

Attachments: Budget Retreat Agenda
Presentation

Color of Money

Priority Based Budgeting Priorities and Objectives

Carbon Neutrality Category List

Draft FY 2022-23 Budget Book

Community Request - CATs Mobile Outreach Bus

Community Request - High Country Humane Letters

Community Request - Flagstaff Trails Initiative April

Community Request - Elevate Pre-K

Community Request - Lowell ADC

Division Impacts to PBB

City Council Budget Retreat

April 21st – 22nd, 2022

Detailed Agenda

Day 1: April 21, 2022 (*Please bring your favorite coffee or tea mug to the retreat with you.*)

Time	Duration (min)	Topic	Staff
8:00am		Aquaplex Conference Room Open	
8:30am	15	Welcome and Overview <ul style="list-style-type: none"> Agenda 	Greg Clifton Julie Lancaster
8:45am	30	Budget Timeline, Budget Approach and Color of Money Revenue Updates	Rick Tadder
9:15am	45	Investing in Employees Update <ul style="list-style-type: none"> Staffing Updates Trends Recruitment Efforts 	Jeanie Gallagher Brandi Suda Heidi Hansen
10:00am	30	Break – Something Fun – COF 10	Heidi Hansen Julie Lancaster
10:30am	30	Investing in Employees Update (Continued) <ul style="list-style-type: none"> Compensation and Benefits Employee Advisory Committee (EAC)	Jeanie Gallagher Brandi Suda Jared Wotasik
11:00am	45	New Budget Appropriations <ul style="list-style-type: none"> Total Budget Requests General Fund: Summary, Employee Investments and Infrastructure Carbon Neutrality Plan 	Rick Tadder Nicole Antonopoulos
11:45am	30	Priority Based Budget <ul style="list-style-type: none"> Priority Based Budget Process Recommended/Approved Requests by Quartile Insights and Next Steps 	Chris Rhode
12:15pm	30	Lunch	
12:45pm	45	Federal Funding <ul style="list-style-type: none"> New Applications Earmark Funds 	Stacey Brechler-Knaggs Sarah Langley
1:30pm	15	November 2022 Ballot Measures	Shannon Anderson
1:45pm	75	Division Updates: <ul style="list-style-type: none"> Intro City Manager Human Resources Information Technology City Attorney 	Greg Clifton Brandi Suda CJ Perry Sterling Solomon
3:00pm	15	Public Participation and Wrap Up	

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

City Council Budget Retreat

April 21st – 22nd, 2022

Detailed Agenda

Day 2: April 22, 2022

Time	Duration (min)	Topic	Staff
8:00am		Aquaplex Conference Room Open	
8:30am	15	Opening and Overview	Greg Clifton Julie Lancaster
8:45am	75	Division Updates: <ul style="list-style-type: none"> • Municipal Court • Management Services • Fire • Police 	Jessica Cortes Rick Tadder Mark Gaillard Dan Musselman
10:00am	30	Break – COF 10	
10:30am	90	Division Updates: <ul style="list-style-type: none"> • Community Development • Public Works • Economic Vitality • Water Services • Engineering and Capital Improvements 	Dan Folke Scott Overton Heidi Hansen Andy Bertelsen Rick Barrett
12:00pm	30	Lunch	
12:30pm	40	Division Updates: <ul style="list-style-type: none"> • Parks, Recreation, Open Space and Events • Non-Departmental 	Rebecca Sayers Rick Tadder
1:10pm	80	Capital Improvement Program (CIP) <ul style="list-style-type: none"> • Summary • Unfunded Capital Improvements • Council Follow-up 	Rick Barrett Greg Clifton
2:30pm	15	Public Participation	
2:45pm	15	COF Break	
3:00pm	60	Council Parking Lot (Adds/Deletes) and Discussion	Greg Clifton
4:00pm	30	Review and Confirm Council Direction	Greg Clifton

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



The
Budget Team
CITY OF FLAGSTAFF



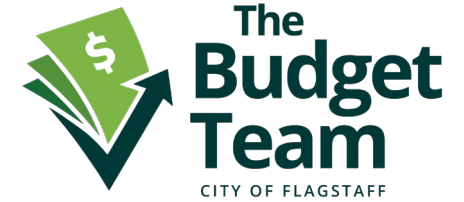
Budget Retreat

April 21 & 22, 2022



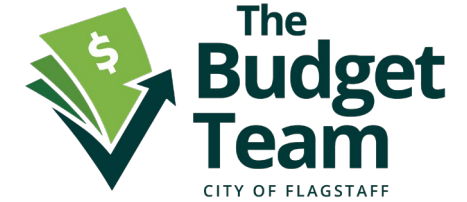
Welcome and Overview

Retreat Protocol



- Think high level
- Complex process with multiple components
- Great amount of staff discussion to get here
- No problem solving, but rather building framework
- Inclusive but succinct
- Stay on track

Agenda - Day 1



- Budget Timeline and Approach
- Revenue Updates
- Employee Advisory Committee (EAC)
- Investing in Employees Update
- New Budget Appropriations
- Priority Based Budget
- Federal Funding
- November 2022 Ballot Measures
- Division Updates

Agenda – Day 2



- Division Updates
- Capital Improvement Program
- Council Parking Lot/ Adds and Deletes Discussion

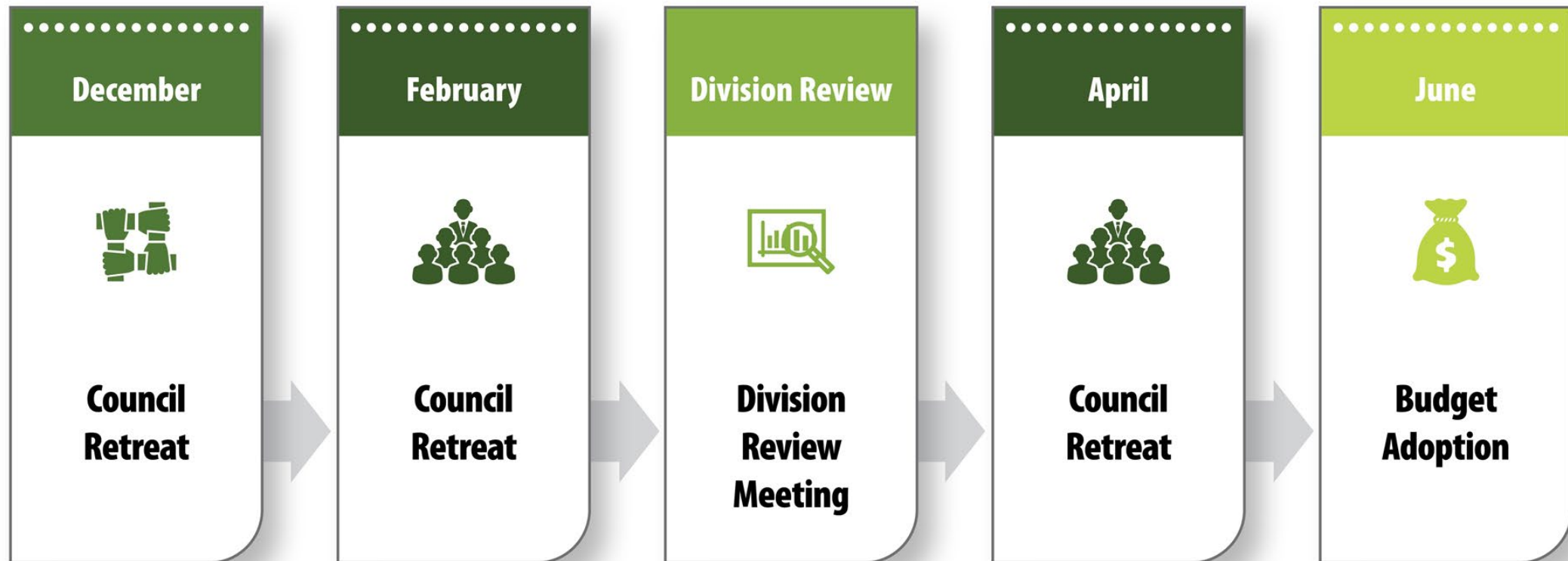


The
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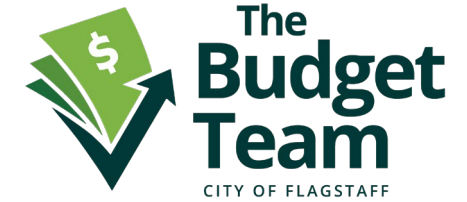


Budget Timeline and Approach

Budget Timeline

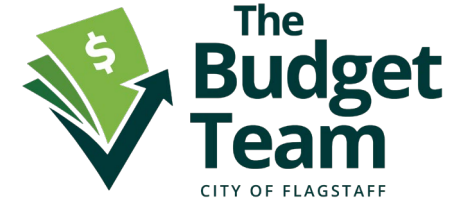


Budget Approach




- ✓ Compensation and benefits
- ✓ Basic services and operational needs
 - ✓ Transitioning 25% of ongoing operational needs funded one-time to ongoing funded
- ✓ Infrastructure needs
- ✓ Key Community Priorities and Objectives (Priority Based Budget)
- ✓ Carbon Neutrality Plan (CNP)

Color of Money



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

Color of Money



Color of Money – Fund Accounting

Many of the City's revenues are restricted and can only be spent on specific functions or expenditures. Fund accounting is used to ensure proper tracking of those revenues and related expenditures.

City fiscal policies require that each fund must be balanced on an ongoing basis for a minimum of five years. In addition, each fund must maintain a minimum fund balance. Minimum fund balance is required to ensure liquidity and cash flow as well as provide financial stability should the City experience declining operating revenues. Minimum fund balance amounts vary by fund and range from 10% to 25% of operating revenues.

Below is background information on the various City's funds and their restricted revenues.

Special Revenue Funds

Used to account for revenues derived from specific taxes or other earmarked revenue sources. They are usually required by statute, charter provision, or ordinance to finance a particular function or activity.

- Library – Secondary property tax and general fund transfer
- HURF (Streets) – Gasoline tax
- Transportation tax – 1.281% sales tax
 - » Transportation Improvements (.426%)
 - » Road Repair & Street Safety (.33%)
 - » Transit (.295%)
 - » Route 66 to Butler Overpass (.23%)
- BBB tax – 2.0% tax on bed, board & beverage
 - » Beautification (.40%)
 - » Economic Development (.19%)
 - » Arts & Science (.15%)
 - » Tourism (.60%)
 - » Recreation (.66%)
- ParkFlag
- Housing & Community Services – Grants

Enterprise Funds


Self-supporting thru User Fees adopted by ordinance such as Water/Wastewater/Trash billings, Rent and Airport lease and fees.

- Water
- Wastewater
- Reclaim
- Stormwater
- Sustainability and Environmental Management
- Airport
- Solid Waste
- Flagstaff Housing Authority

Capital Project Funds

Used to account for major capital acquisition separate from ongoing operations

- Restricted Funding Sources - Voter Approved Bonds, Grants, Third Party Restricted Fees
- General Obligation Bond Projects:
 - » FUTS/Open Space
 - » Watershed Protection
 - » Courthouse
 - » USGS campus expansion



Continued ... Color of Money – Fund Accounting

Debt Service Funds

Used to account for the accumulation of resources and payments of the long-term debt

- Restricted revenues
 - » General obligation bond fund – Secondary Property Tax

General Fund

Accounts for all revenues and expenditures used to finance the traditional services associated with a municipal government that are not accounted for in other funds and most revenues are unrestricted.

- In other words...everything else

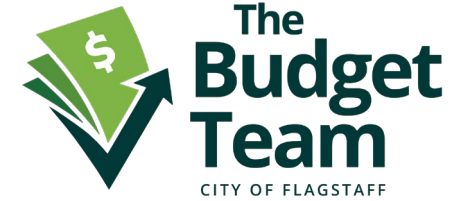
General Fund Revenues include:

- 1% City Sales Tax
- Franchise Tax
- Primary Property Tax
- State Shared Revenue (Sales, Income, Vehicle Tax)
- Licenses and Permits
- Fines and Forfeitures
- User Fees-Charges for Services
- CD, Recreation, Police, Fire, Cemetery



Revenue Updates

Revenue Update – General Fund

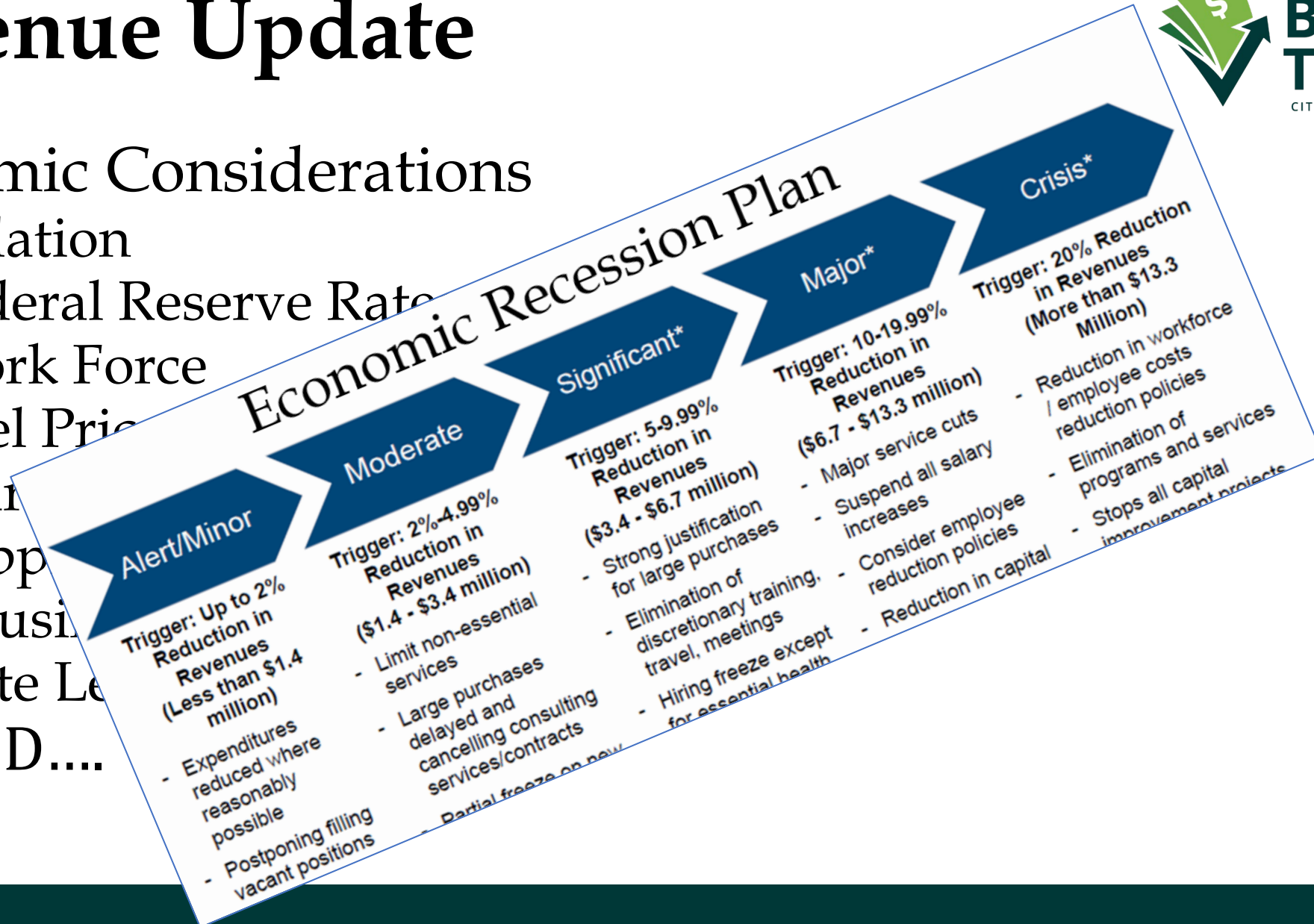


- Last update provided at February retreat
- Activity for February continued growth
- Sales tax activity for March 3% decline over prior year
- Stressed tested to 1% decline versus 2% growth
- Recommend maintaining February revenue projections plus census allocation increases
- Exception: State Shared Sales Tax - \$2.6M one-time

Revenue Update

Economic Considerations

- Inflation
- Federal Reserve Rate
- Work Force
- Fuel Price
- War
- Supply
- Housing
- State Le
- AND....

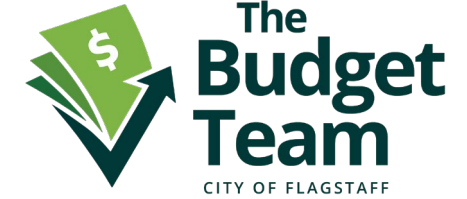


Revenue Update – General Fund



City Sales Tax Revenues					
Category	FY 2021-22 Budget	FY 2021-22 Estimate	FY 2022-23 Budget	Change Budget to Budget	% Change Budget to Budget
Utilities	\$ 1,026,000	\$ 1,063,000	\$ 1,073,600	\$ 47,600	5%
Telecom	150,000	146,000	146,000	(4,000)	-3%
Restaurants/Bars	2,899,400	3,232,000	3,296,600	397,200	14%
Amusements	69,700	74,000	99,900	30,200	43%
Commercial Rental	1,098,000	1,066,000	1,087,300	(10,700)	-1%
Personal Property Rental (TPP)	667,800	755,000	770,100	102,300	15%
Construction Contracting	1,886,400	2,230,000	2,118,500	232,100	12%
Retail	11,681,500	13,390,000	13,657,800	1,976,300	17%
Marketplace Retail	826,200	1,002,000	1,022,000	195,800	24%
Hotel/Motel	1,492,300	1,743,000	1,777,900	285,600	19%
Miscellaneous	102,300	96,000	97,800	(4,500)	-4%
Use Tax	1,663,800	1,777,000	1,794,800	131,000	8%
City Sales Tax 1% Totals	\$ 23,563,400	\$ 26,574,000	\$ 26,942,300	\$ 3,378,900	14%
		13%		14%	

Revenue Update – General Fund



State Shared Revenues					
Category	FY 2021-22 Budget	FY 2021-22 Estimate	FY 2022-23 Budget	Change Budget to Budget	% Change Budget to Budget
State Shared Sales Tax	\$ 8,285,200	\$ 9,800,000	\$ 9,894,000	\$ 1,608,800	19%
State Shared Urban Revenue	\$ 9,790,000	\$ 10,075,700	\$ 13,735,500	\$ 3,945,500	40%
Auto Lieu	\$ 3,718,300	\$ 3,876,000	\$ 3,876,000	\$ 157,700	4%
State Shared Totals	\$ 21,793,500	\$ 23,751,700	\$ 27,505,500	\$ 5,712,000	26%
		9%	16%	26%	

Revenue Update



Other Funds

- BBB
- Highway User Revenues
- Water Services

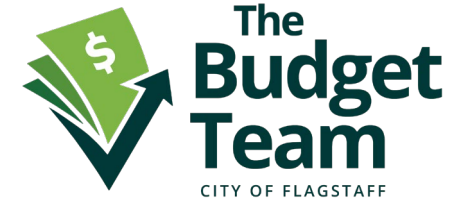


The
Budget Team
CITY OF FLAGSTAFF



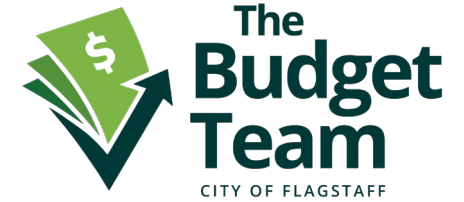
Investing in Employees

Staffing Increases



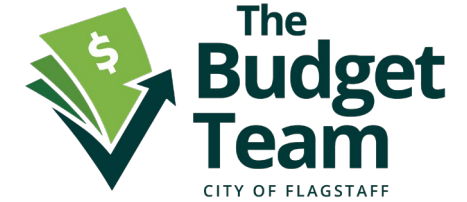
- General Fund
 - Human Resources Analyst - Recruitment (1.0 FTE) – Human Resources
 - IT Administrator (1.0 FTE) – IT Business Systems
 - IT Analyst (1.0 FTE) – IT Cyber Security Analyst
 - Emergency Management Administrator (1.0 FTE) – Management Services
 - Grants and Contracts Administrator (1.0 FTE) – Management Services
 - Business Systems Analyst (1.0 FTE) – Public Works
 - Project Manager (1.0 FTE) – Public Works

Staffing Increases



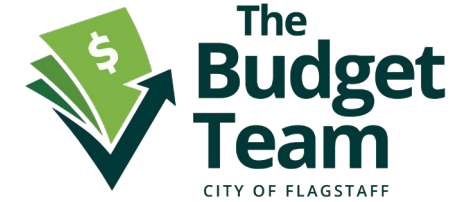
- General Fund (Continued)
 - Transportation Technician (.48 FTE) – Transportation
 - Parks and Recreation Director (1.0 FTE) – Parks, Recreation, Open Space and Events
 - Open Space Coordinator (1.0 FTE) – Parks, Recreation, Open Space and Events
- Beautification and Arts and Science
 - Art Collections and Beautification Administrator (1.0 FTE)
- Water Services
 - Operation Technology Systems Specialist (1.0 FTE)
 - Water Services Operator (1.0 FTE)

Staffing Increases



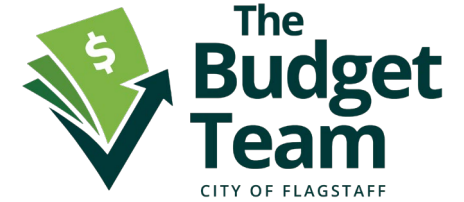
- Solid Waste
 - Administrative Specialist (.50 FTE)
- Sustainability
 - Resilience Analyst (1.0 FTE)
- Flagstaff Housing Authority
 - Housing Navigator (1.0 FTE) – General Fund 25%

Reclassifications



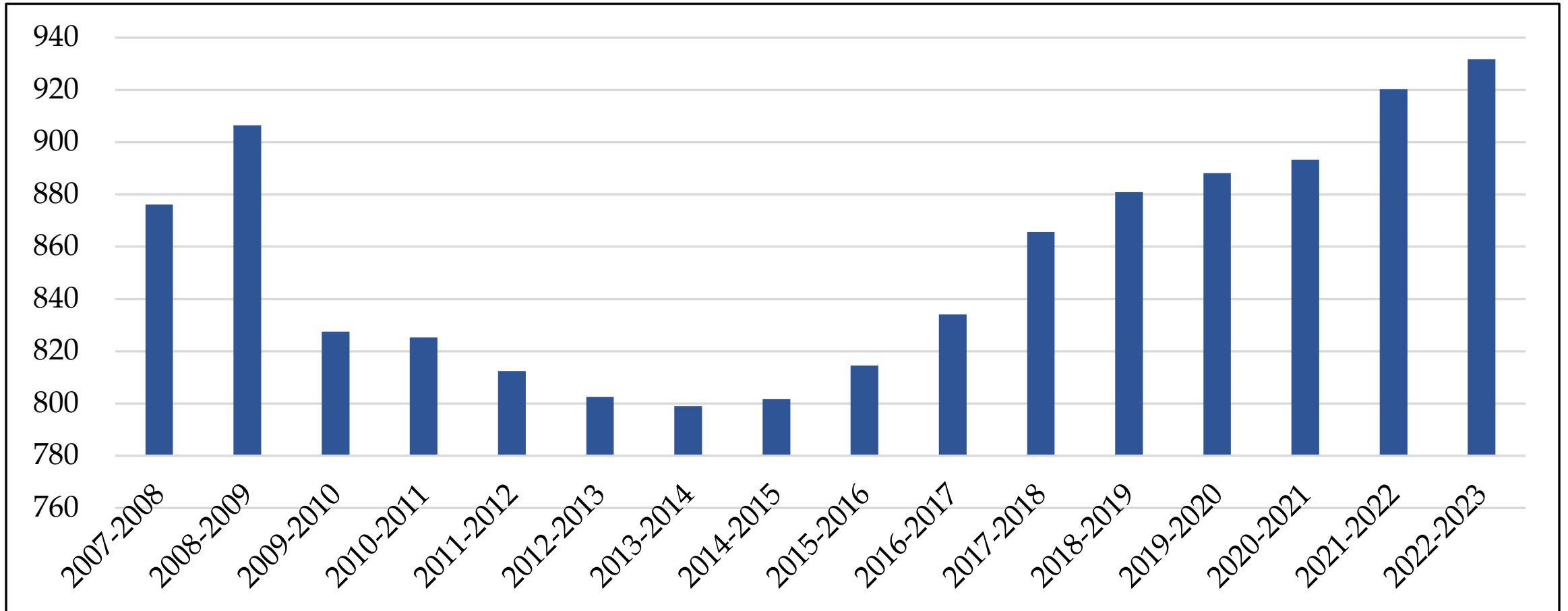
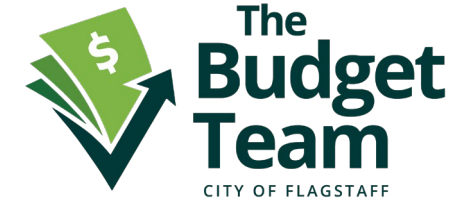
- General Fund
 - 10 positions
 - Includes 2 positions within Dispatch
- Library
 - 2 positions
- Solid Waste
 - 1 position
- Sustainability
 - 1 position

Reorganizations



- City Manager's Office (pending Council ordinance approval)
 - City Clerk's Office from Section to Division
 - Sustainability from Section to Division
- Management Services
 - Grants and Contracts from Program to Section
 - Add Emergency Management responsibility
- Community Development
 - Building, Safety and Code Compliance from Program to Section

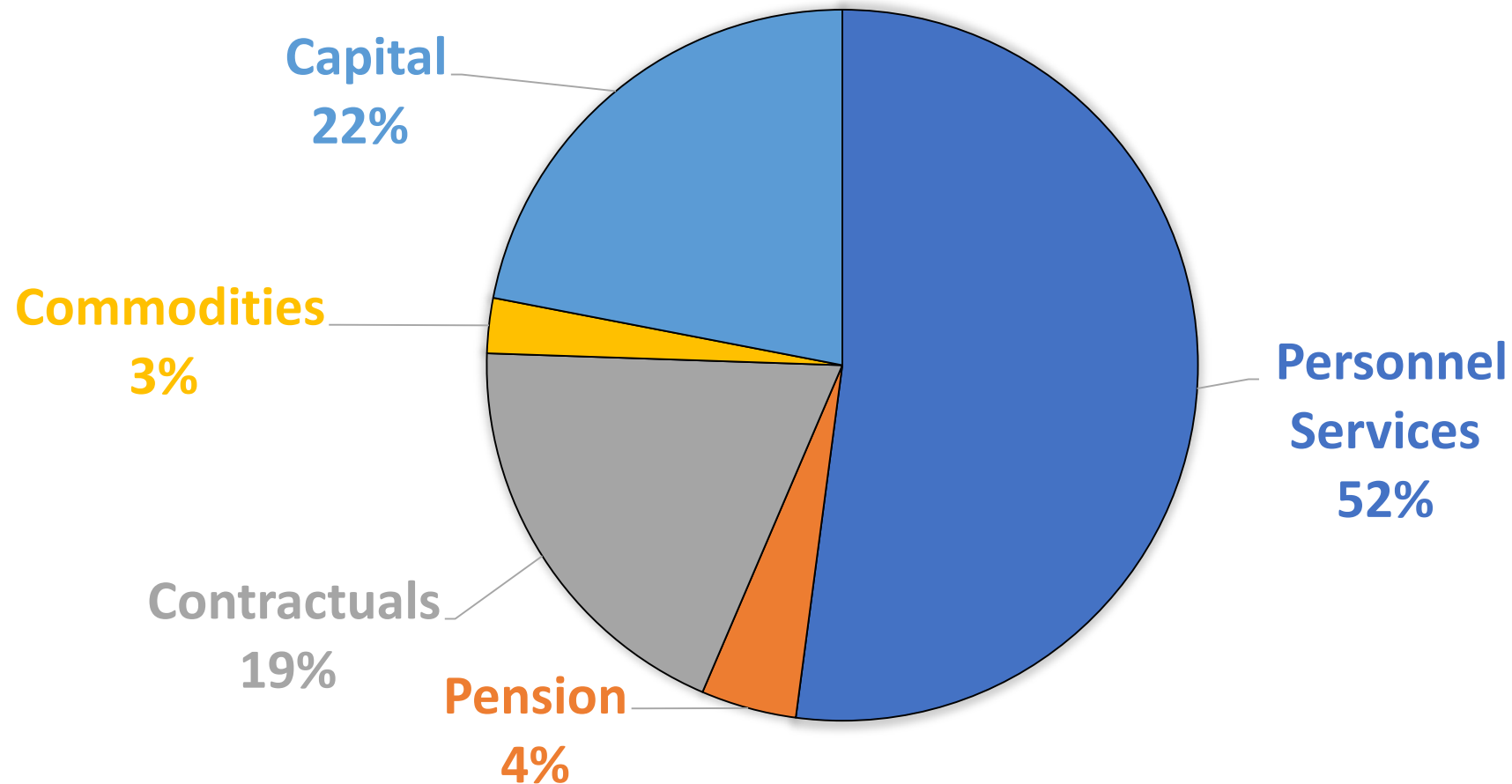
Staffing History (Full-time Equivalents)



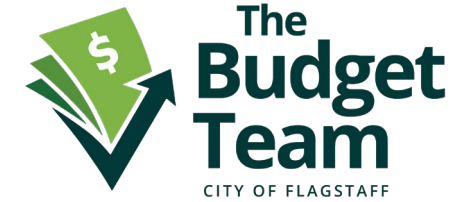
FY 2022-2023 Proposed Budget by Category



General Fund Expenditure Budget



Retention Trends – Turnover Comparison

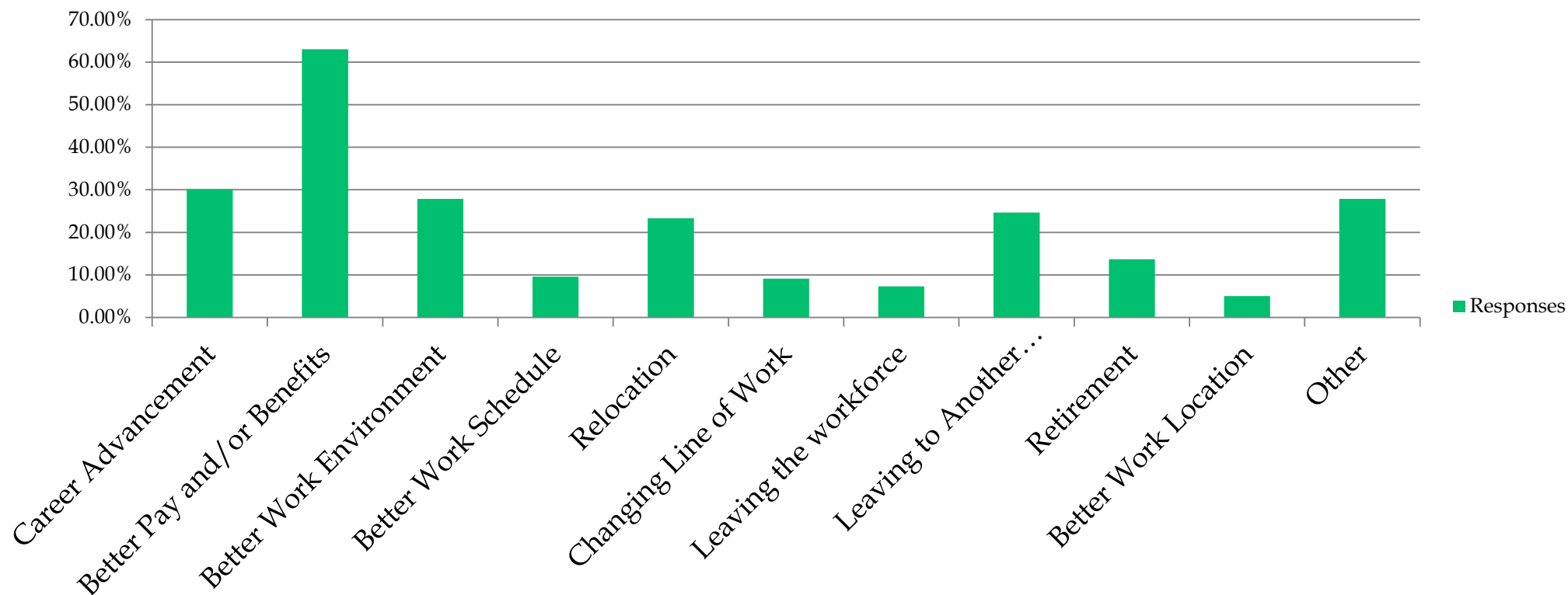


	Calendar Year 2019	Calendar Year 2020	Calendar Year 2021
Total Separations	108	124	177
Retirements	25	23	26
Voluntary/Involuntary	74	84	151
Total Turnover Percentage	12.16%	17.44%	24.10%
Bureau of Labor Statistics: State/Local Rate	18.00%	19.10%	18.70%
Temporary/Contract Separations	108	211	193
Vacancy Rate	10.1%	12.01%	17.07%

Retention Trends – Exit Interview Summary

- Better Pay and/or Benefits continues to be the dominant reason

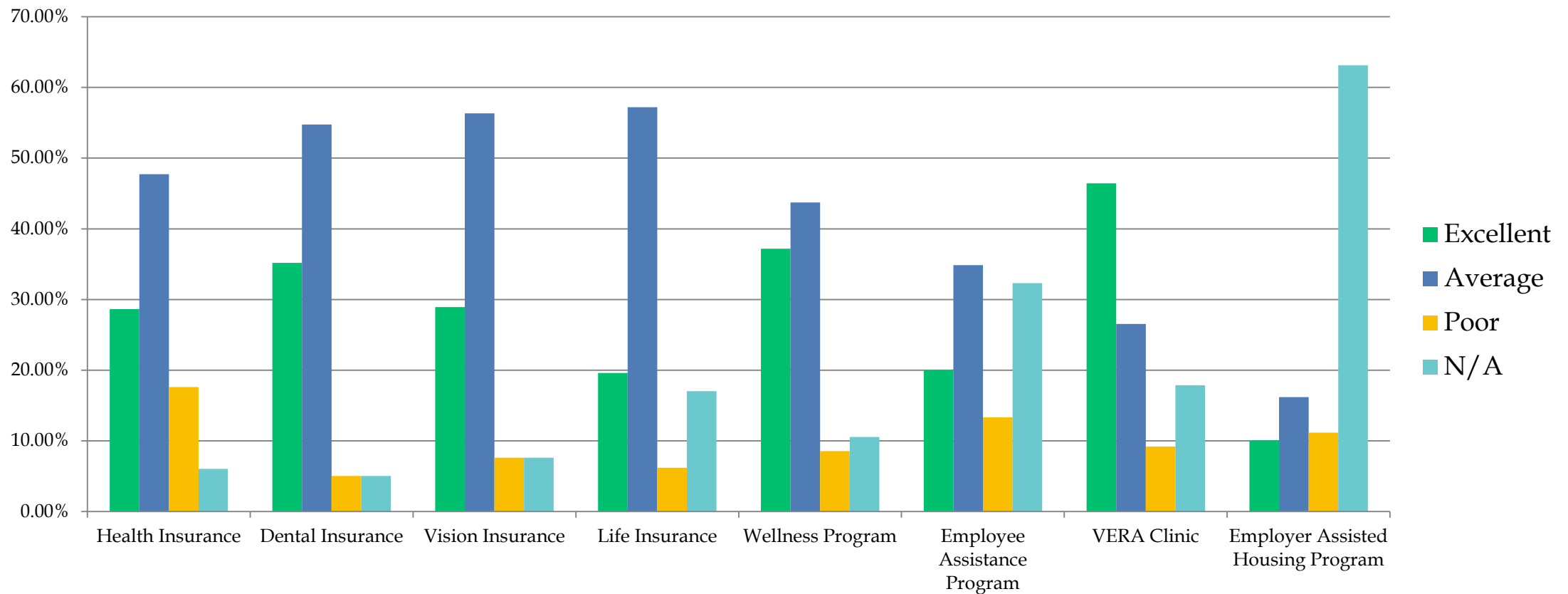
Primary Reason(s) for Leaving the City of Flagstaff Workforce –
Calendar Year 2021



*Compensation Plan changes July-November 2021

Retention Trends – Exit Interview Summary

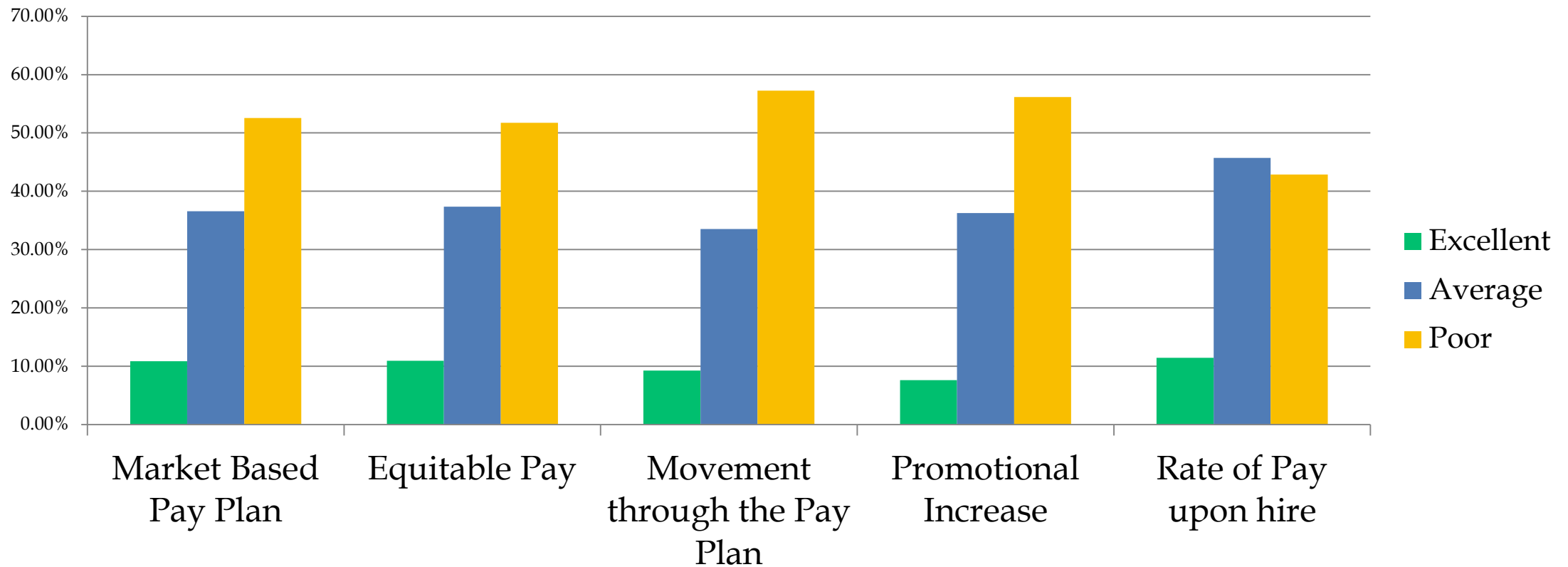
Please rate the following employee benefits – Calendar Year 2021



Retention Trends – Exit Interview Summary



Employee Compensation – Calendar Year 2021



*Compensation Plan changes July-November 2021

Attraction Trends

Recruitment

- 2019: 189 Hires 56 internal (30%)/133 external
- 2020: 155 Hires 25 internal (16%)/130 external
- 2021: 290 Hires 103 internal (35%)/187 external

Declined Offers have Decreased!

- 2019 = 32 (17%), Reason because of another offer = 10
- 2020 = 17 (11%), Reason because of another offer = 5
- 2021 = 14 (5%), Reason because of another offer = 2

Recruitment Efforts



 **EMERGENCY ALERT** City enters Phase 3 of COVID reopening
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 **CITY OF FLAGSTAFF** COVID-19 GOVERNMENT RESIDENTS BUSINESSES VISITORS I WANT TO

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



266 days of sunshine





COOL CAREERS.
COOL PEOPLE. COOL MOUNTAINS.

<input checked="" type="checkbox"/> State Retirement	<input checked="" type="checkbox"/> Four Seasons
<input checked="" type="checkbox"/> Healthcare Benefits	<input checked="" type="checkbox"/> Outdoor Adventure (it's epic!)
<input checked="" type="checkbox"/> 11 Paid Holidays (that's not a typo)	<input checked="" type="checkbox"/> Diverse Population
<input checked="" type="checkbox"/> Vacation Package	<input checked="" type="checkbox"/> Great Schools
<input checked="" type="checkbox"/> First-Time Homebuyer Assistance	<input checked="" type="checkbox"/> Mountain Town Vibe
<input checked="" type="checkbox"/> Paid Parental Leave	<input checked="" type="checkbox"/> Smile More

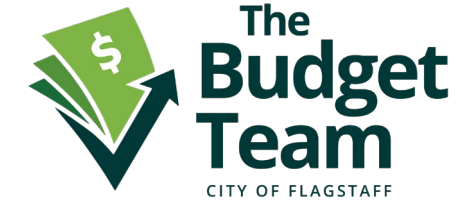
We check all the boxes.
Apply at FlagstaffCityCareers.com

Video 

Recruitment Efforts



Recruitment Efforts



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About us

Flagstaff, Arizona is located in the southwestern United States at the intersection of Interstate 17 and Interstate 40, and is the largest city in northern Arizona. The city is also the regional center and county seat for Coconino County, the second largest county in the 48 contiguous states.

The City of Flagstaff became a town in 1884 and incorporated as a city in 1928. Currently comprising of just over 64 square miles, Flagstaff is nestled at the base of the San Francisco Peaks (the highest mountain range in the state - with Humphreys Peak at 12,633 feet (3,850m) and is surrounded by one of the largest pine forests on earth. Flagstaff drew its name from a very tall pine tree made into a flagpole in 1876 to celebrate our nation's centennial on July 4, 1876.

At nearly 7,000 feet, Flagstaff is also one of the highest elevation cities in the United States, which helps make the city a year-round mecca for visitors.

Website <http://www.flagstaff.az.gov/>

City of Flagstaff
1,934 followers
3d

The City is hiring for an Assistant City Attorney! There is one vacancy to fill and placement will be based on the candidate's qualifications.

Closing: 4/8/2022 12:00 AM Arizona

For more information: <https://loom.ly/joqWASs>

Assistant City Attorney position open

Applications due by April 8

CITY OF FLAGSTAFF

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City of Flagstaff | Flagstaff, Arizona, United States

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Description

Below is the job description for a Assistant City Attorney I. To view job descriptions for Assistant City Attorney II and III, please click the links below. You only need to submit one application to be considered for all levels of the position.

Assistant City Attorney I
https://career.coege.com/employees/career_spec/assistant_cities_specification.cfm?ClassSpecID=1411049

Assistant City Attorney II
https://career.coege.com/employees/career_spec/assistant_cities_specification.cfm?ClassSpecID=1411050

Performs professional legal work assisting the City Attorney and City Prosecutor with researching and drafting ordinances and legal memoranda, enforcing ordinances and resolutions, processing misdemeanors in City Court, and advising City staff, consulting with the City Prosecutor, City Council, City Manager's Office and External Stakeholders as assigned.

Employees of this class in the Prosecution section will be under the direct supervision of the City Prosecutor, and are expected to exercise a great degree of independence, initiative, and professional expertise in the day-to-day prosecution of misdemeanor cases before the Flagstaff Municipal Court and the research functions of criminal law. An important aspect of this position is preparing and properly representing the city/state in misdemeanor trials as well as providing training, consultation and advice to less experienced prosecutors, to police officers, support staff and other internal and external stakeholders as needed.

- Handles all phases of prosecuting criminal misdemeanor cases, including City Code violation cases, and some civil traffic cases, before the Flagstaff Municipal Court.

Job Information

Job ID: 62340748

Location: Flagstaff, Arizona, United States
Flagstaff, Arizona, United States, AZ Flagstaff

Company Name: City of Flagstaff

Position Title: Assistant City Attorney (I, II, or III)

Job Function: Attorney

Job Type: Full Time

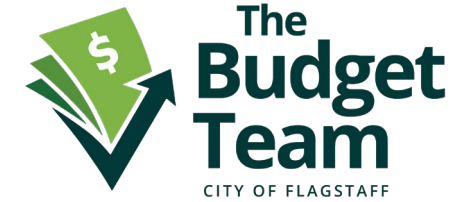
Job Duration: Indefinite

Min Education: Juris Doctorate

Min Experience: 7-10 Years

Currently advertising the open Assistant City Attorney position on this professional association site: 30-day listing, premium position, elevated search, will be sent via email to the Bar's 18,000 legal professional membership.

Recruitment Efforts



Next Steps:

- Continue to run radio, print, and digital spots locally, regionally and nationally
- Continue to update our COF website
- Photography completed – format photos and use them in all advertising
- Video shot – get it ready for real time
- Continue to work with TEAM FLAGSTAFF to recruit the finest and best



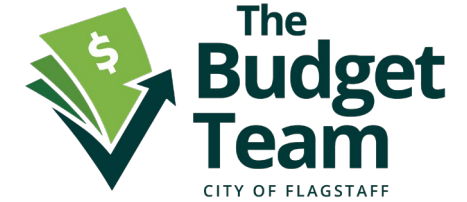
Break

Budget Approach

Compensation and Benefits

- ✓ Focus on taking care of current employees
- ✓ Merits are funded
- ✓ Continue to provide a market-based pay structure
- ✓ Minimum wage will be adjusted for Consumer Price Index (CPI)
- ✓ Exploring opportunities to increase benefit coverage contributions
- ✓ Maintain General Fund sixty-day salary sweeps to fund benefits and compensation efforts

Benefit Recommendations



- Medical Insurance
 - Moving to 3-Tiered Plan
 - Employee
 - Employee +1 (new)
 - Employee + Family
 - Improved Cost Share for All Employees
 - Every employee with City insurance will see a reduction in cost
 - Competitive rate for employees to cover dependents
 - On Par with Other Public Agencies
 - 72%/28% cost share for Employee+1 and +Family coverage
 - Increase employer contribution to Health Savings Accounts for HDHP Plan
- **\$1.07 Million**

Compensation Recommendations



- Merit
 - Regular Pay Plan 3%
 - Step increases in Step Plans
 - \$2,057,000
- Minimum Wage Adjustment
 - 7% increase
 - IMPLEMENT EARLY: July 10, 2022 versus January 1, 2023
 - New Minimum Wage: \$16.60/hour
 - Impacts >200 employees in Regular Pay Plan, 179 in Temp Pay Plan
 - \$451,000
 - If August CPI greater than 7%, further adjustment January 1, 2023

CPI Adjustment Employee Examples



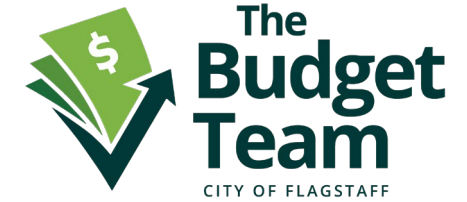
- Library Clerk
 - Current Pay Range 00R - \$16.22/hour
 - Move to New 06R – 7% CPI new rate = \$17.45(\$1.23/ hour increase)
 - 3% merit on anniversary – new rate = \$17.98
 - Total FY 2023 increase of \$1.76/hour (over 10%)
- Administrative Specialist
 - Current Pay Range 10R - \$20.76/hour
 - Move to New 11R – 7% CPI new rate = \$21.91/hour (\$1.15/hour increase)
 - 3% merit on anniversary – new rate = \$22.57/hour
 - Total FY 2023 increase of \$1.81 (almost 9%)

Compensation Recommendations



- Market Adjustment Fund
 - \$143,000
- Compression Adjustments
 - Regular Pay Plan
 - Pay Range 20R and above (Ranges not impacted by the CPI adjustment)
 - Police Step Plan
 - Officer and Sergeant
 - Fire Step Plan
 - Airport Rescue Firefighters, Firefighter, Engineer, Captain
 - \$706,000

Total Employee Investment



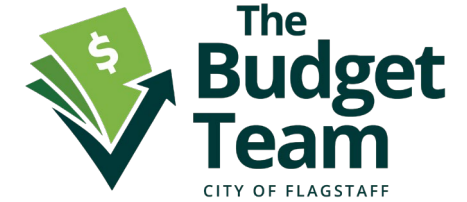
- Compensation and Benefits
 - Merit
 - Minimum Wage Adjustment
 - Market Adjustment Fund
 - Compression Adjustments
 - Medical Insurance Cost Sharing
- *\$4.8 Million (with ERE)*

Employee Quote: "We again want to thank you, the HR folks, and budget for following through on things. We will never be able to express our gratitude for what the entire pay plan correction has done for us. Single greatest improvement that I've heard from all of the long-time guys. ...But I can tell you that the ship has been righted in a huge way with what you ALL have done. Not just for the fire department, but the city as a whole."



Employee Advisory Committee

EAC Budget Recommendations



- Deep appreciation and support for the Benefit and Compensation Recommendations for the FY 2022-2023 budget.
- The initial recommendation of the EAC was for a 5% Cost of Living Adjustment (COLA) and for the City to absorb the medical insurance increase.
- The proposed recommendations provide a much more holistic approach addressing a broader area of need and provide long-term improvements versus one-time.
- These recommendations will have a significant impact on retention as well as recruitment.
- Demonstrates Council and Leadership's stated commitment for making employee compensation a priority.



The
Budget Team
CITY OF FLAGSTAFF



New Budget Appropriations

Summary – Total Budget Requests

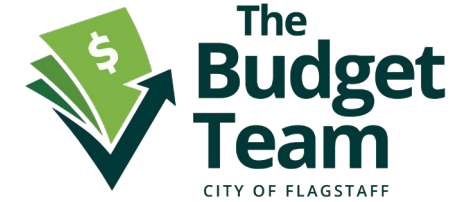


Total General Fund Budget Requests	Ongoing	One-Time
Personnel (excludes merits and employee benefits)	\$ 2,643,295	\$ 788,678
Other Budget Requests	6,874,678	6,033,845
Total Requests	\$ 9,517,973	\$ 6,822,523

Total All Other Budget Requests	Ongoing	One-Time
Personnel (excludes merits and employee benefits)	\$ 1,099,006	\$ 167,900
Other Budget Requests	5,015,059	6,614,650
Total Requests	\$ 6,114,065	\$ 6,782,550

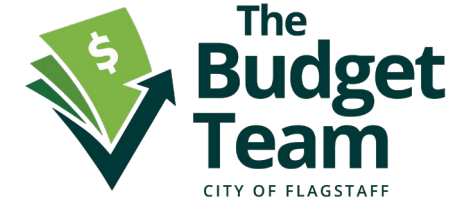
Total All Funds	\$ 15,632,038	\$ 13,605,073
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Employee Investments – GF



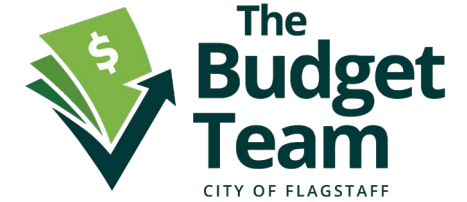
Summary of Employee Investments – General Fund	Ongoing
Merit	\$ 1,600,000
Minimum Wage	319,300
Market Adjustments	170,200
Compression Adjustments	813,300
Medical and Dental Insurance	704,200
Total Employee Investments	\$ 3,607,000

Infrastructure – General Fund



Summary of Infrastructure – General Fund	One-Time
Fleet – Fire	\$ 4,600,000
Fleet – Parks	200,000
Fleet – Police	500,000
Facilities - Facility Improvements	355,000
Information Technology - Fiber Projects	500,000
Information Technology - Infrastructure	579,000
Public Safety Communication Equipment	2,600,000
Total Infrastructure	\$ 9,334,000

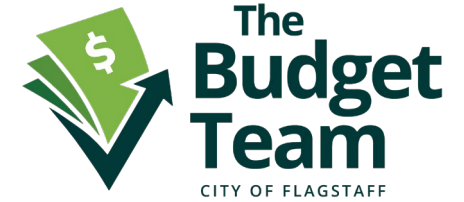
Summary – General Fund



Summary – General Fund	Ongoing	One-Time
Available FY 2022-2023 – February Retreat	\$ 3,000,000	\$ 10,500,000
Revised Revenue Projections	690,000	2,848,900
Funding Set Aside (Merits –ongoing)	1,800,000	1,005,000
Total Available FY 2022-2023	5,490,000	14,353,900
Approved Budget Requests and Fixed Costs		
Investing in Employees	3,607,000	0
Infrastructure Investments	0	9,334,000
All Other Approved Budget Requests (Net)	1,843,500	2,314,200
Support for Other Funds	0	1,148,700
FY 2023-2024 Set Aside for Facilities, Fleet and IT	0	1,200,000
Total Available	\$ 39,500	\$ 357,000

No Primary Property Tax levy increase, except new construction.

An Investment in Our Future: Carbon Neutrality



The risk and cost of inaction will be far greater than the cost of action.

1. Staff were asked to consider funding requests through the lens of the Carbon Neutrality Plan
2. The benefit of this process
 - Keeping the City accountable
 - Understanding the City's investment
 - Education and capacity building
3. Analysis
 - **Aligns** with Carbon Neutrality Plan
 - **Advances** the Carbon Neutrality Plan



Carbon Neutrality

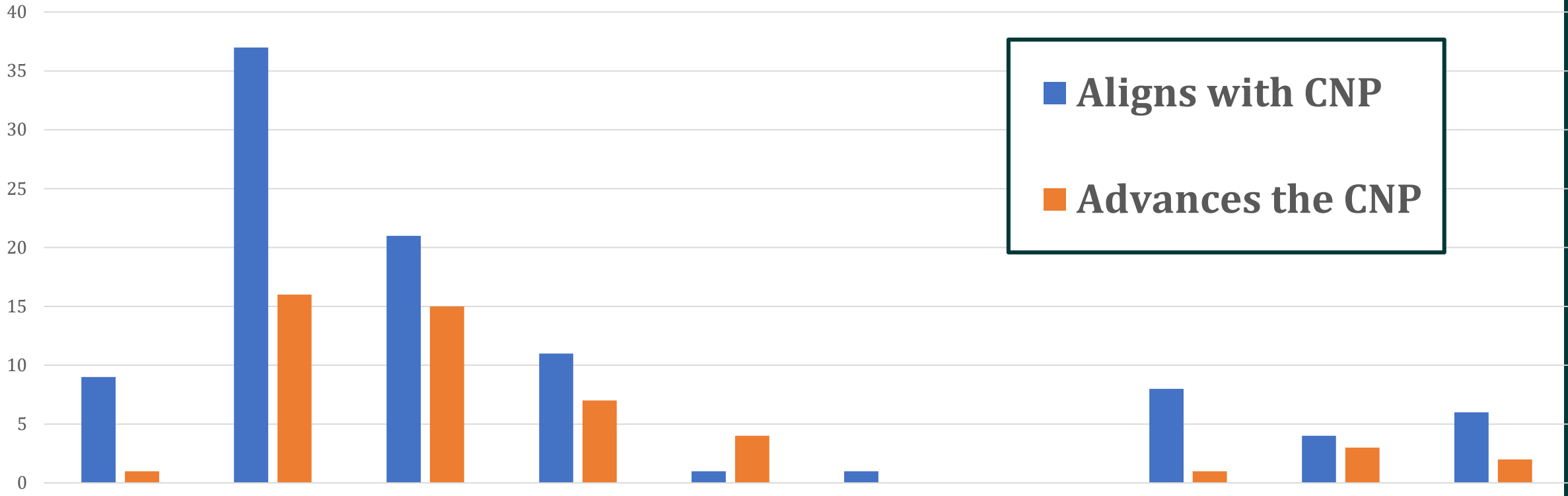
CNP Alignment and Advancement by Target Area

of related & funded budget requests

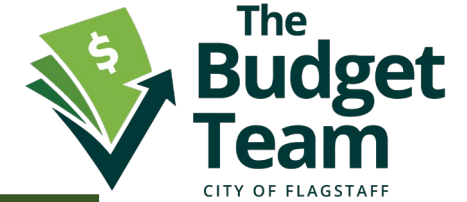


Emissions Reductions Community Resilience Equitable Systems Decreased Dependence on Cars Electric Mobility Clean Electricity Fuel Switching Reducing Building Energy Use Sustainable Consumption & Waste Carbon Dioxide Removal

CNP Target Areas

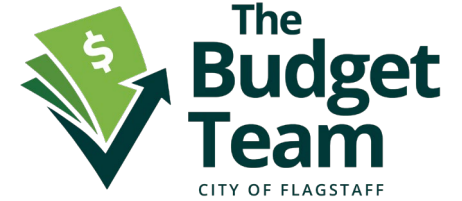


CNP New Investments



CNP Target Area	27 Requests
Emissions Reductions	1
Community Resilience	6
Equitable Systems	6
Decreased Dependence on Cars	7
Electric Mobility	3
Clean Electricity	0
Fuel Switching	0
Reducing Building Energy Use	1
Sustainable Consumption & Waste	2
Carbon Dioxide Removal	1
Total CNP New Investments	\$ 2,063,297

Examples of Requests that *Advance* the CNP: **Equity**



- Housing Plan review of city codes, processes, and fees for cost-saving strategies
- Developer Incentives for Affordable Housing Creation
- Increased joint meetings with Indigenous partners
- Wood stove rebate pilot that incentivizes upgrades to stoves that use 30% less wood & burn cleaner

Examples of Requests that *Advance* the CNP: **Resilience**



- Jointly-funded C-aquifer monitoring
- Annual flood mitigation
- Ongoing flood mitigation alert network maintenance
- Software to support scenario planning and hybrid public engagement (Regional Plan Update)

Examples of Requests that *Advance* the CNP: **Mitigation**



- Land Availability and Suitability Assessment
- Replenish funds for the Sustainable Automotive Sales tax rebate program
- Expanded Use of Right of Way Funding
- Employee EcoPass Program
- Aquaplex EV Charging Stations – subscription service
- Funds to include a Carbon Removal prize category for the Innovate Waste Challenge in perpetuity.
- Two DC fast electric EV charging stations. Enables rapid EV charging and supports visitation.

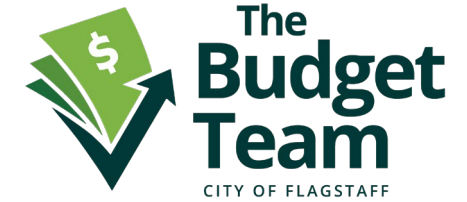


The
Budget Team
CITY OF FLAGSTAFF



Priority Based Budget

Priority Based Budget Process



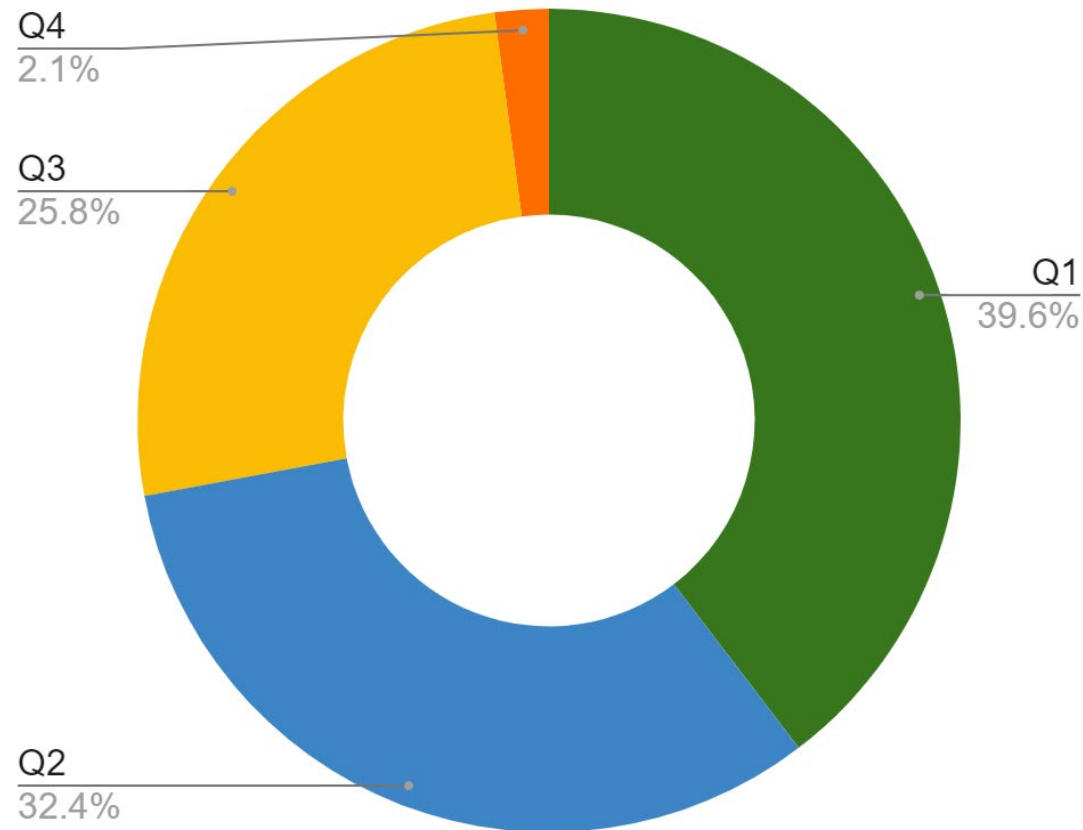
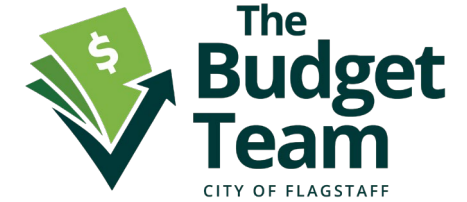
- Program Inventory
 - Governance
 - Community
- Program Costing
- Program Scoring
 - Based on Priorities and Objectives
- Budget Requests – Using new software functionality

CITY OF FLAGSTAFF

Key Community Priorities



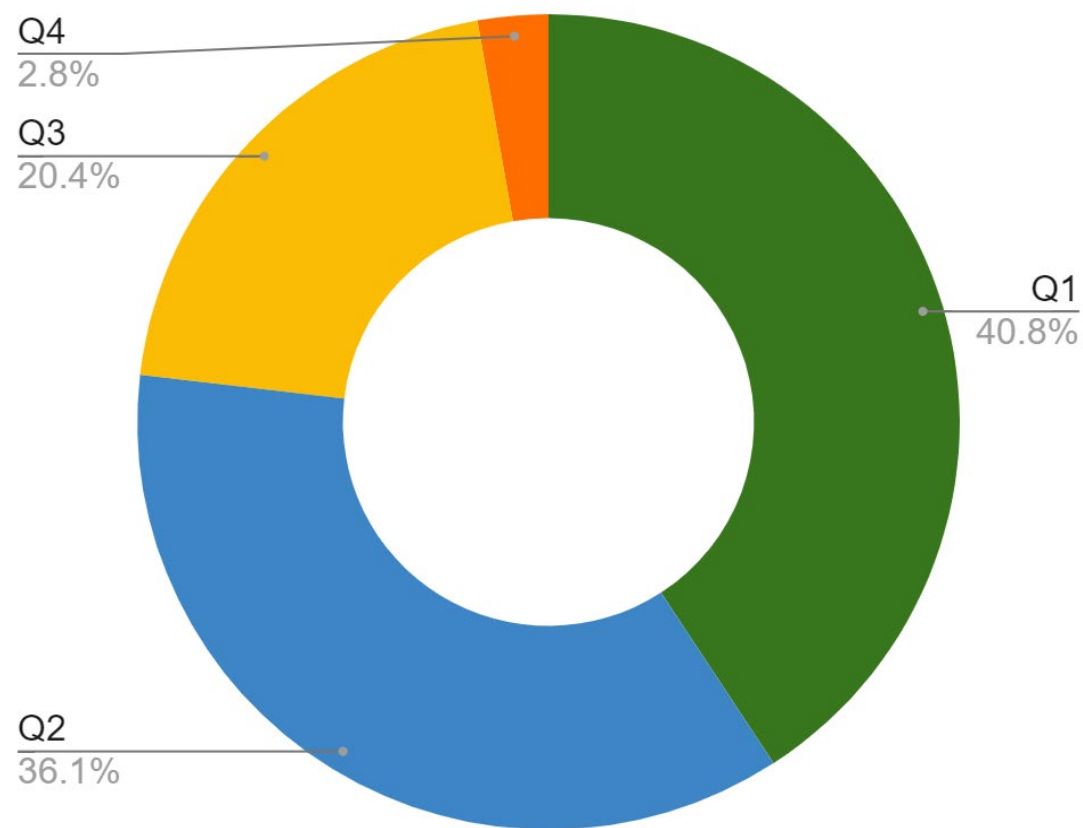
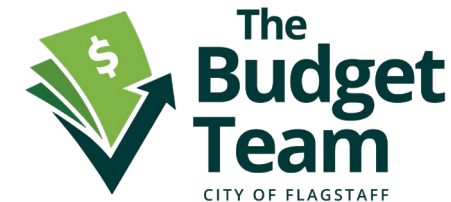
Operating Requests by Quartile



Quartile	Total Requested	Percent
Quartile 1	\$ 10,228,135	39.6%
Quartile 2	8,424,447	32.4%
Quartile 3	6,702,904	25.8%
Quartile 4	552,581	2.1%
Total	\$ 25,908,067	100%

*Excludes capital

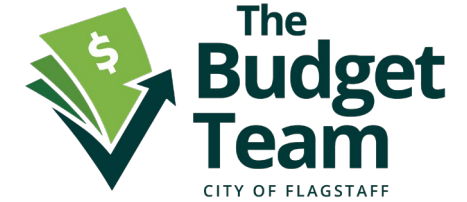
Recommendations by Quartile



Quartile	Total Recommended	Percent
Quartile 1	\$ 7,229,420	40.8%
Quartile 2	6,390,996	36.1%
Quartile 3	3,614,332	20.4%
Quartile 4	490,424	2.8%
Total	\$ 17,725,172	100%

*Excludes capital

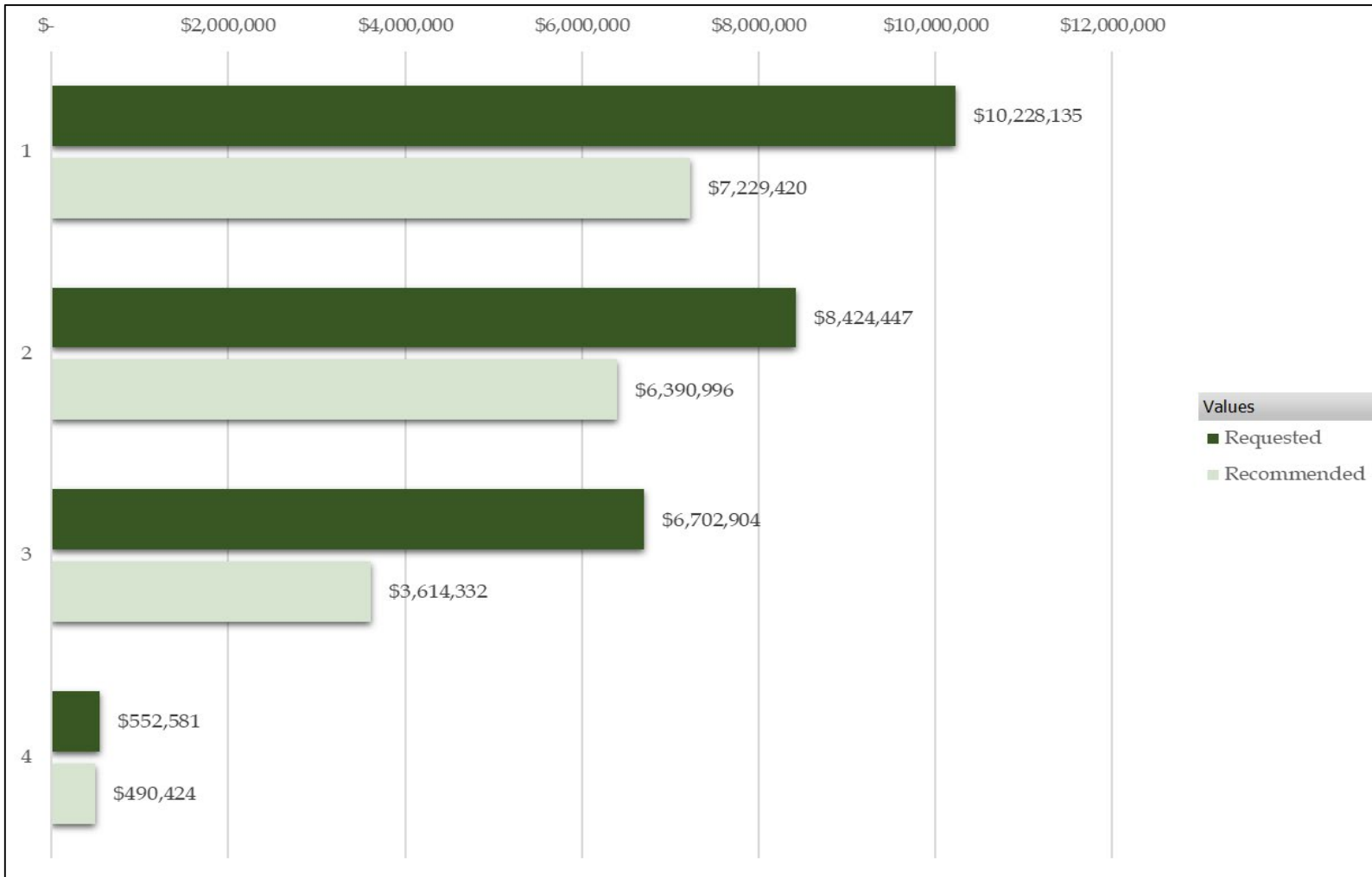
Requests & Recommendations



Quartile	Total Requested	Total Recommended	Percent Approved
Quartile 1	\$ 10,228,135	\$ 7,229,420	70.3%
Quartile 2	8,424,447	6,390,996	75.9%
Quartile 3	6,702,904	3,614,332	53.9%
Quartile 4	552,581	490,424	88.8%
Total	\$ 25,908,067	\$ 17,725,172	68.3%

*Excludes capital

Total Budget Requests* – All Funds



Total Requested:
\$25,908,067

Total Recommended:
\$17,725,173

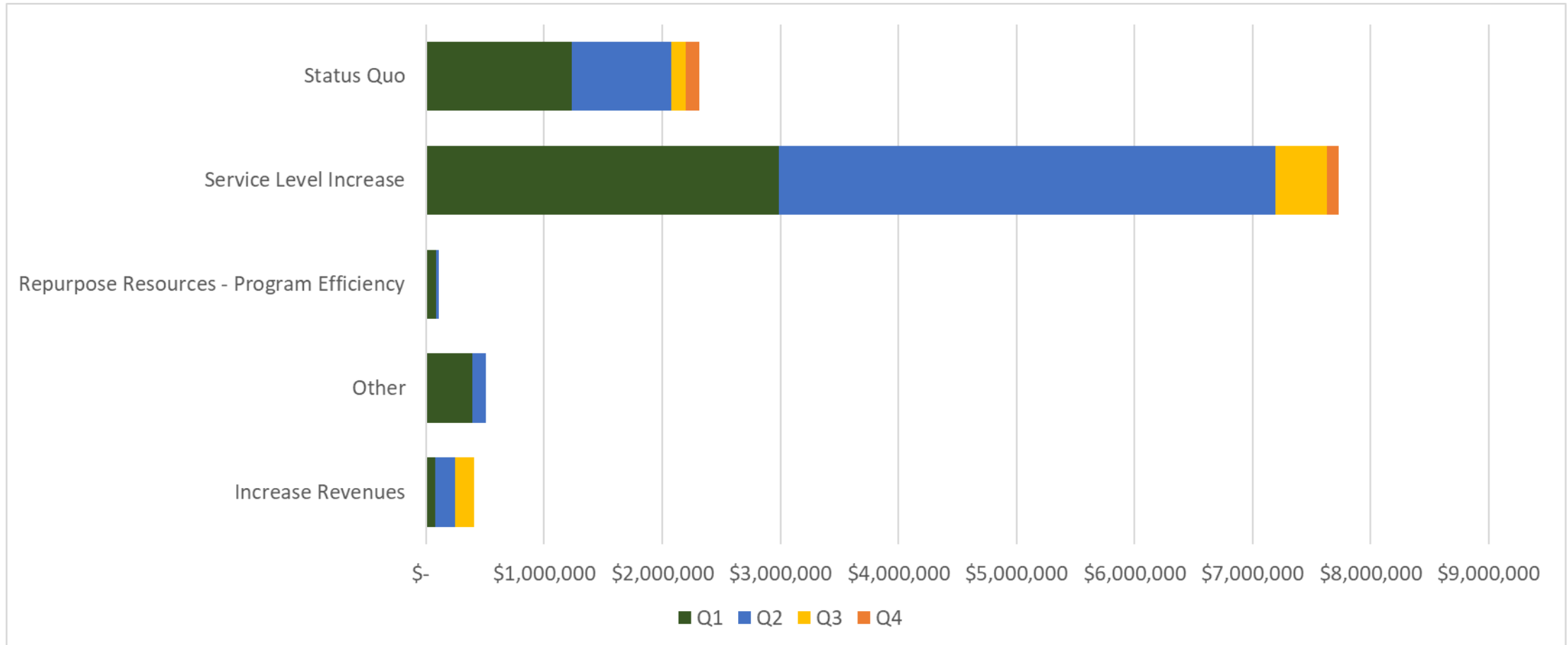
*Excludes capital

Recommended Requests in Q4

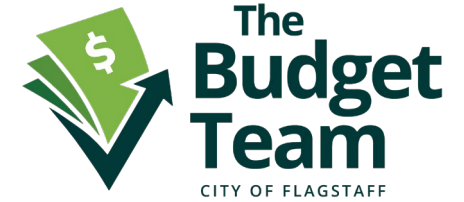


- PD Recruit Housing & Meals at POST
- Code and Ordinance codification
- Training, Communications & safety for Aircraft Rescue & Firefighting
- Increase in Utilities for Airport

Insights



Next Steps



- Continued partnership with ResourceX to develop the Budgeting Tools
- Organization discussion on Success and Challenges
- Improve interface for PBB Users
- Enhanced reporting within software
- Further development of Insights



Lunch



Federal Funding

Federal Funding Acronyms



- BIL – Bipartisan Infrastructure Law
- FEMA – Federal Emergency Management Agency
- DEMA – Department of Emergency Management and Military Affairs
- FMA – Flood Mitigation Assistance
- BRIC – Building Resilient Infrastructure and Communities
- HMGP – Hazard Mitigation Grant Program
- DFFM – Department of Forestry and Fire Management
- FHWA – Federal Highway Administration
- BOR – Bureau of Reclamation
- WIFA – Water Infrastructure Finance Authority
- EPA – Environmental Protection Agency
- EDA – Economic Development Administration
- HUD – Housing and Urban Development
- Army Corp – Army Corp of Engineers
- USDOT – U.S. Department of Transportation
- FAA – Federal Aviation Administration

Flooding, Grants, BIL

FLOOD EMERGENCY WORK

- DEMA, Emergency and Permanent Work: Museum and Flagstaff Area Flooding - \$4M
- DFFM, Landfill Fees: Debris Removal Dumping Fees - \$456,586
- DFFM, Reimbursement for Emergency Work: Museum Area Work - \$415,331
- FHWA, Emergency Road Repair: Spruce Wash & Linda Vista, Fanning Intersection - \$40,000

FLOOD MITIGATION

- DEMA, Pre-Disaster: FUTS Low Water Crossing - \$26,000
- DFFM, Museum Flooding Equipment: Swift Water Rescue, Loader, Combo Truck, Mini Excavator, Message Board, Barricades, Jersey Barriers, & more - \$1.5M
- DEMA BRIC, South Mt. Elden: Detention/Retention Basins - \$2M
- DEMA BRIC, Linda Vista Culvert: Culvert Upsizing - \$1.1M



FLOOD MITIGATION CONTINUED

- DEMA, HMGP Lower Spruce/Switzer Wash: Channel Resiliency - \$185,000
- DEMA, HMGP Cedar Avenue Crossing: Dual Box Culvert - \$1.1M
- DEMA HMGP Spruce Wash Cedar to Arroyo Seco: Channel Upsizing - \$8M
- DEMA HMGP Sunnyside Neighborhood: Upsize Stormwater Conveyance - \$2.6M
- DEMA HMGP Rio de Flag Water Reclamation Plant: Backup Generators - \$2.8M



ENVIRONMENTAL INFRASTRUCTURE

- Army Corp, Downtown Flood Lateral Tunnel: Storm Drain System West Santa Fe - \$1.2M
- Army Corp, Killip Inlet at Ponderosa Park: Open Channel Construction - \$1.5M
- FY 23 Application Not Available will Pursue

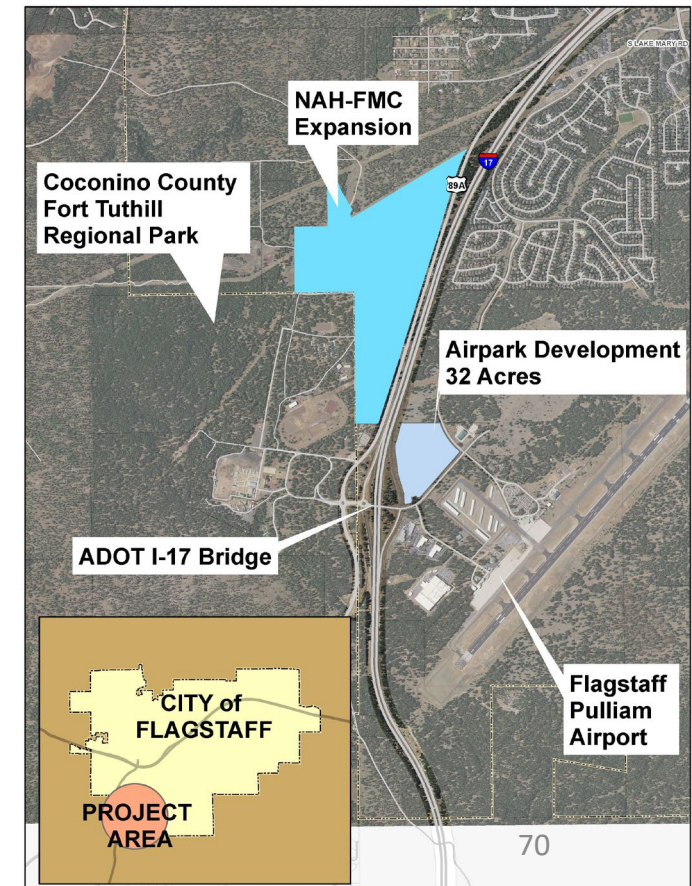


WATER AND WASTEWATER

- BOR, FY23 WaterSMART Drought Response: Water Efficiency & Drought Resiliency, **Wildcat Hill Reclamation Plant Flowdiversion**
- BOR, FY23 WaterSMART Water Reclamation & Reuse: Reclamation Plant Expansion, Recycled Water System
- WIFA Loans: Inner Basin Raw Waterline Design, North Reservoir Filtration Plant Design, Upper Lake Mary Raw Waterline Design

ECONOMIC DEVELOPMENT

- EDA, FY23 I-17 Airport Interchange Bridge Widening & Road Improvements - \$15M
- EDA, FY23 Airport Industrial/Commercial Park Public Improvements - \$35M



BIPARTISAN INFRASTRUCTURE LAW (BIL)

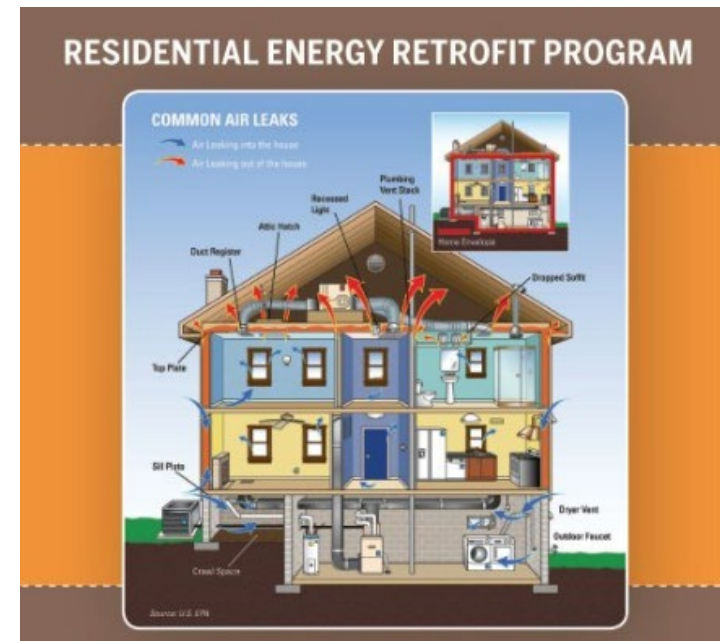
- USDOT Multimodal Project Discretionary Grant: Downtown Mile - \$30M
- FAA Airport Infrastructure Grant: Snow Removal Equipment Building - \$24M
- FAA Airport Terminal Program: Accessibility & Service Animal Relief Area - \$350,000
- FAA Airport Terminal Program: Terminal Expansion - \$3.7M



Earmarks

FY 2022 COMMUNITY DIRECTED SPENDING/EARMARKS

- EPA Flagstaff Watershed Protection Project: Forest Resource Information & Analysis - \$3.5M
- HUD Home Energy Retrofit: Retrofit Program for Low-Income & Vulnerable Families - \$750,000



Earmarks

Submitted FY23 Community Directed Spending Requests

Prescribed fire training exchange	\$750K	Upper Lake Mary water pipeline rehabilitation	\$2M	Facilities maintenance building	\$4M
Timber stand improvement	\$750K	Inner Basin pipeline rehabilitation	\$2M	La Plaza Vieja phase 2	\$700K
Open access fiber conduit system	\$1.5M	Healthy and affordable homes (energy retrofits)	\$3M	Fourth-Cedar-Lockett roundabout	\$1.75M
Museum post-fire flood mitigation	\$1.5M	Carbon dioxide removal	\$2.5M	Beaver-Butler protected intersection	\$1M
Emergency radio equipment	\$1.5M	Affordable rental accessory dwelling units accelerator	\$1.5M	Increasing affordable rental housing	\$1M
Emergency communications center expansion	\$1.5M				

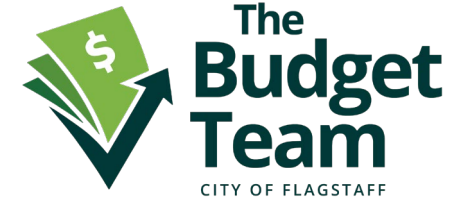


**The
Budget Team**
CITY OF FLAGSTAFF



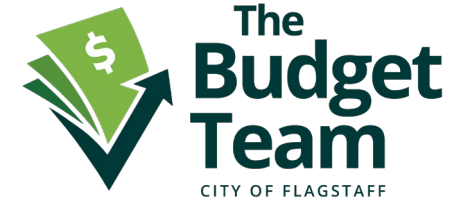
November 2022 Ballot Measures

November 2022 Ballot Measures



- Following Council majority direction from April 2021
- Committee considering potential bond measures
 - Public Safety Infrastructure
 - Stormwater and Wastewater Infrastructure
 - Housing
 - Climate Action

November 2022 Ballot Measures



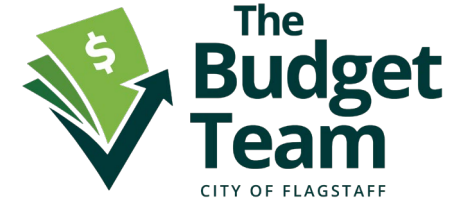
- Timeline

- Finished presentations to Citizen Bond Committee members March 3rd
- Conducted tours of Wildcat and Rio de Flag for committee members of plant operations
- Committee members' feedback about bond projects reviewed on April 7th
- Community survey feedback will be shared with Committee on April 14th
- Committee will draft bond recommendations through May 12th
- Recommendations to City Council on June 7th



Division Updates

Division Updates



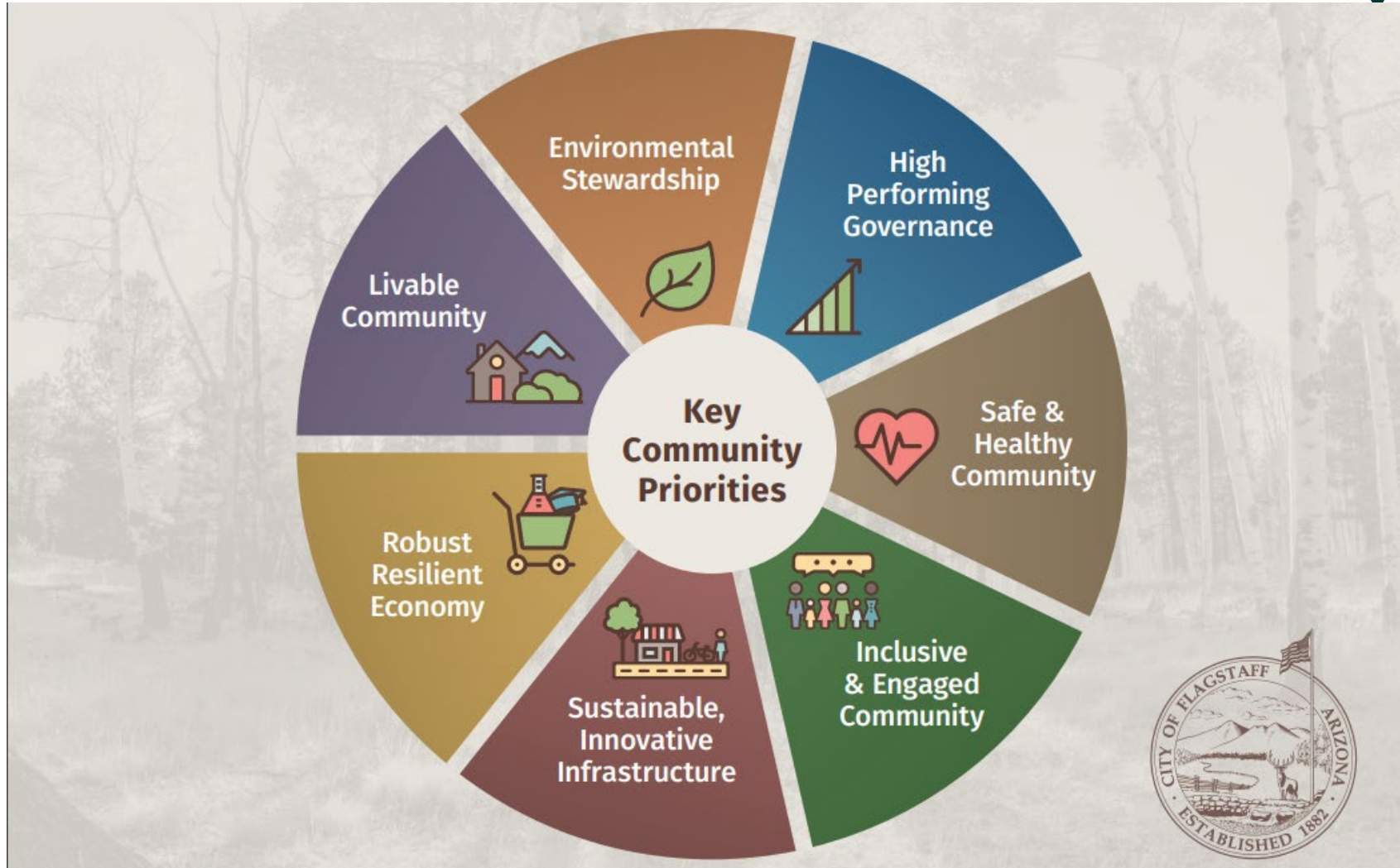
Budget Direction

- Alignment with Priority Based Budget
- Staff presented requests in priority levels

Presentation include:

- Summary of approved budget requests and new personnel
- PBB Chart of Requested and Approved
- Highlights of a few approved requests
- Key Community Priorities

Key Community Priorities





Carbon Neutrality



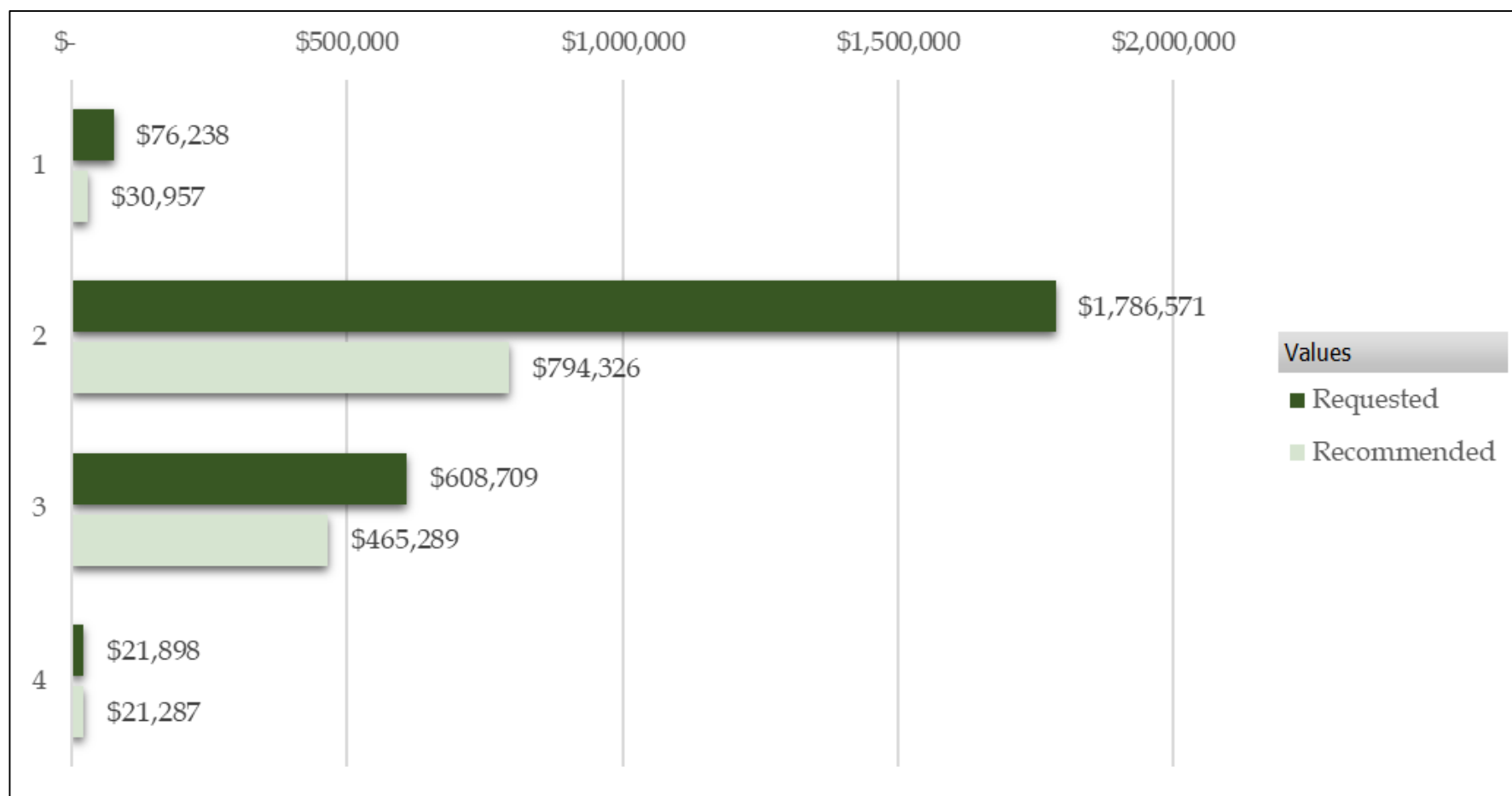
**City
Manager**

Total Approved Budget Requests
and New Personnel:

\$1,311,859

(Plus Compensation, Merit and
Benefit Increases)

Approved Requests by PBB Quartile



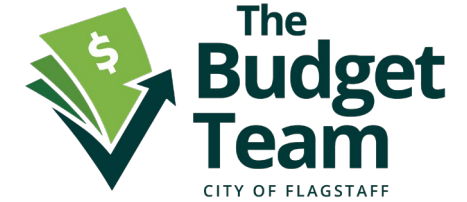
*Excludes capital

Highlights of Approved Budget Requests



Highlights of Approved Requests By Priority Based Budget Program	Quartile	Ongoing	One-Time
Election Management	3	\$ 611	\$ 400,056
Community Climate Change Adaptation, Resilience, and Mobilization	2	27,610	297,580
Climate Action	2	82,173	211,000
Intergovernmental Affairs	2	2,270	66,498
Communications	2	7,700	42,500

Key Community Priorities



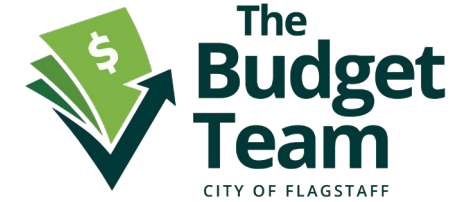
High Performing Governance

- Added City Clerk Administrative Specialist to improve workflow and operations
- Advanced Priority Based Budgeting, new budgeter tool for requests
- Incorporated the Carbon Neutrality Plan information into the Staff Summary
- Regional Plan Amendment to align the Flagstaff Regional Plan with the Carbon Neutrality Plan

Safe & Healthy Community

- Enhanced communication products for Museum post-fire flooding
- Make A Difference Day to help those impacted in the Museum Fire flooding
- Partnered with the Flagstaff Police Department and Hazardous Products Center to host two Drop-off Days

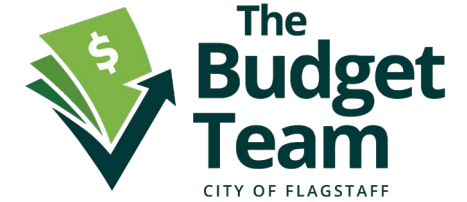
Key Community Priorities



Inclusive & Engaged Community

- Added a Community Engagement Specialist to support Public Affairs
- Expanded the City's social media presence to Instagram and NextDoor
- Created communication outputs to increase awareness of the Citizen Bond Committee
- Continued to refine and improve the City's platform to host hybrid Council meetings
- Developed Climate Advisory Groups (Youth, Business, and Equity) to bring local voices into climate action and decision-making
- Distributed \$50,000 in Neighborhood Sustainability Grants to eleven community projects
- Trained 15 community members to be Flagstaff Sustainability Leaders during an 8-week intensive course

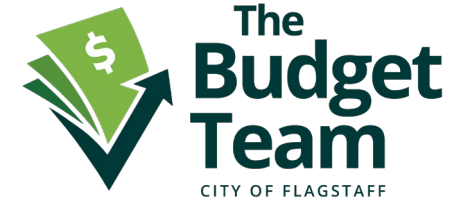
Key Community Priorities



Sustainable, Innovative Infrastructure

- Worked with the City's lobbyist to secure millions of dollars in federal funding for sustainable infrastructure
- The Residential Food Scraps Drop-off pilot diverted 15,000 pounds of food waste from the landfill
- Secured a \$100,000 grant from MetroPlan for training and tool development to support Flagstaff's transportation transformation
- Selected Noresco as the Energy Services Company to conduct energy conservation audits of all municipal facilities

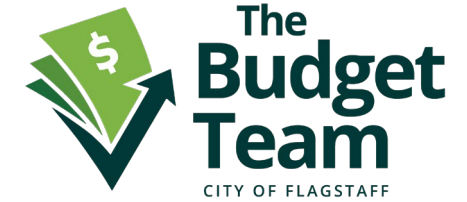
Key Community Priorities



Livable Community

- Created communications products to highlight the work of the Neighborhood Liaison
- Facilitated the Indigenous Commission in creating a Land Acknowledgement that is now read at the beginning of all City Council meetings
- Rented 92% of the community garden plots at Bonito, Izabel, and Southside community gardens.
- Coordinated clean-up efforts of 111 miles of trails and avenues
- Led six Home Energy Efficiency Workshops for community members.
- Hosted two Fix-it Clinics where volunteers fixed items saving 789 pounds of waste from the landfill

Key Community Priorities



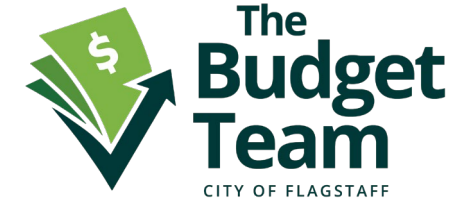
Environmental Stewardship

- Completed a second year as a signatory of the Mayor's Monarch Pledge

Resilient and Robust Economy

- Distributed all Energy Rebate Funds for FY 2021-2022 and began providing an Income Qualified Rebate Supplement for lower-income households
- Hosted Flagstaff's first Ride and Drive Electric Car Guest Drive event with APS
- Partnered with Economic Vitality and Moonshot to host the Moonshot Innovate Waste and Carbon Neutrality Challenge

City Manager



Council Discussion



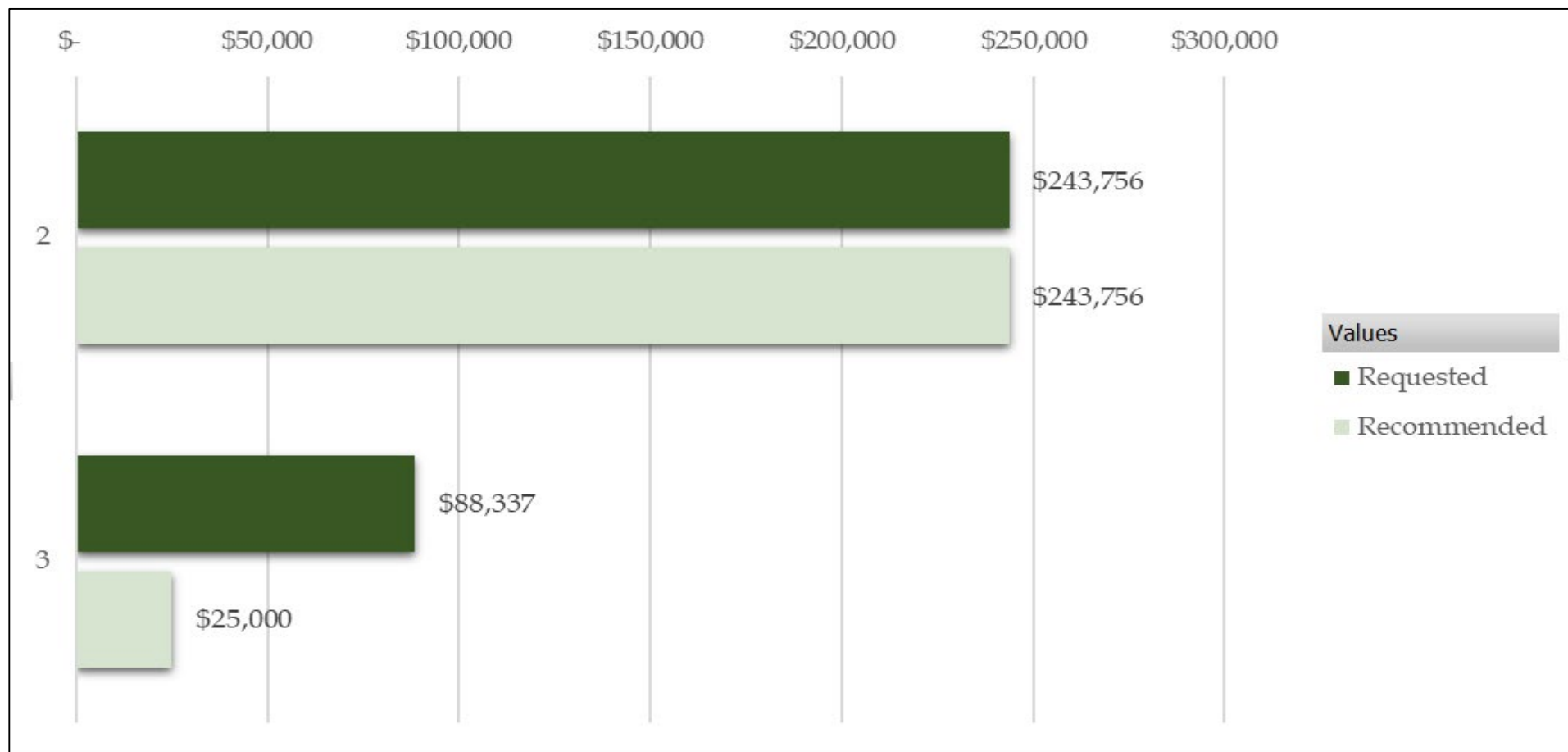
Human Resources

Total Approved Budget Requests
and New Personnel:

\$268,756

(Plus Compensation, Merit and
Benefit Increases)

Approved Requests by PBB Quartile



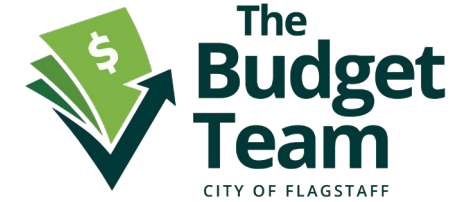
*Excludes capital

Highlights of Approved Budget Requests



Highlights of Approved Requests By Priority Based Budget Program	Quartile	Ongoing	One-Time
Recruitment	2	\$ 132,668	\$ 600
Employee Development and Training	2	0	68,458
Performance Management Program	2	2,645	27,332
Risk Management Safety and Claim Mitigation	3	0	25,000
Human Resources Compliance	2	0	9,500

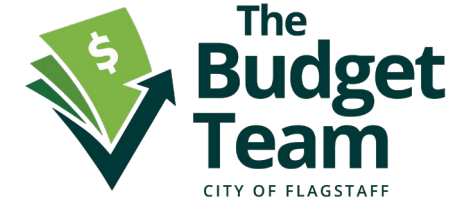
Key Community Priorities



High Performing Governance

- Recruitment
 - Innovative outreach partnership with Economic Vitality
 - NeoGov online platform for applicants, employees and hiring leaders
 - Electronic fingerprints
- Benefits
 - Wellness programs
 - Online enrollment platform
 - HR Manager, leaves management platform
 - Northern Arizona Public Benefits Trust (NAPEBT)

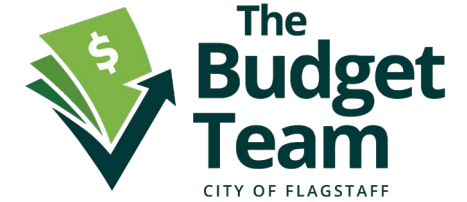
Key Community Priorities



High Performing Governance

- Performance Management
 - NeoGov PERFORM platform
 - Performance Evaluations
 - Employee development
 - Track check-ins between employee and leader throughout the year
- Learning and Development
 - NeoGov LEARN platform
 - Support career enrichment and development
 - Compliance training
 - Tuition Assistance

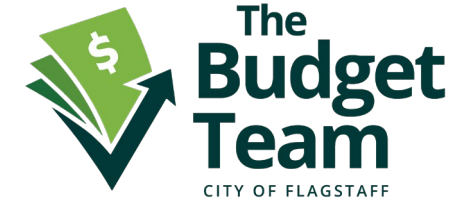
Key Community Priorities



High Performing Governance

- Compensation
 - Competitive compensation structure and philosophy
 - Market benchmark pay ranges
 - Key organizational priority
- Technology
 - Enhance services, access to information and efficiency
 - NeoGov Suite

Human Resources



Council Discussion



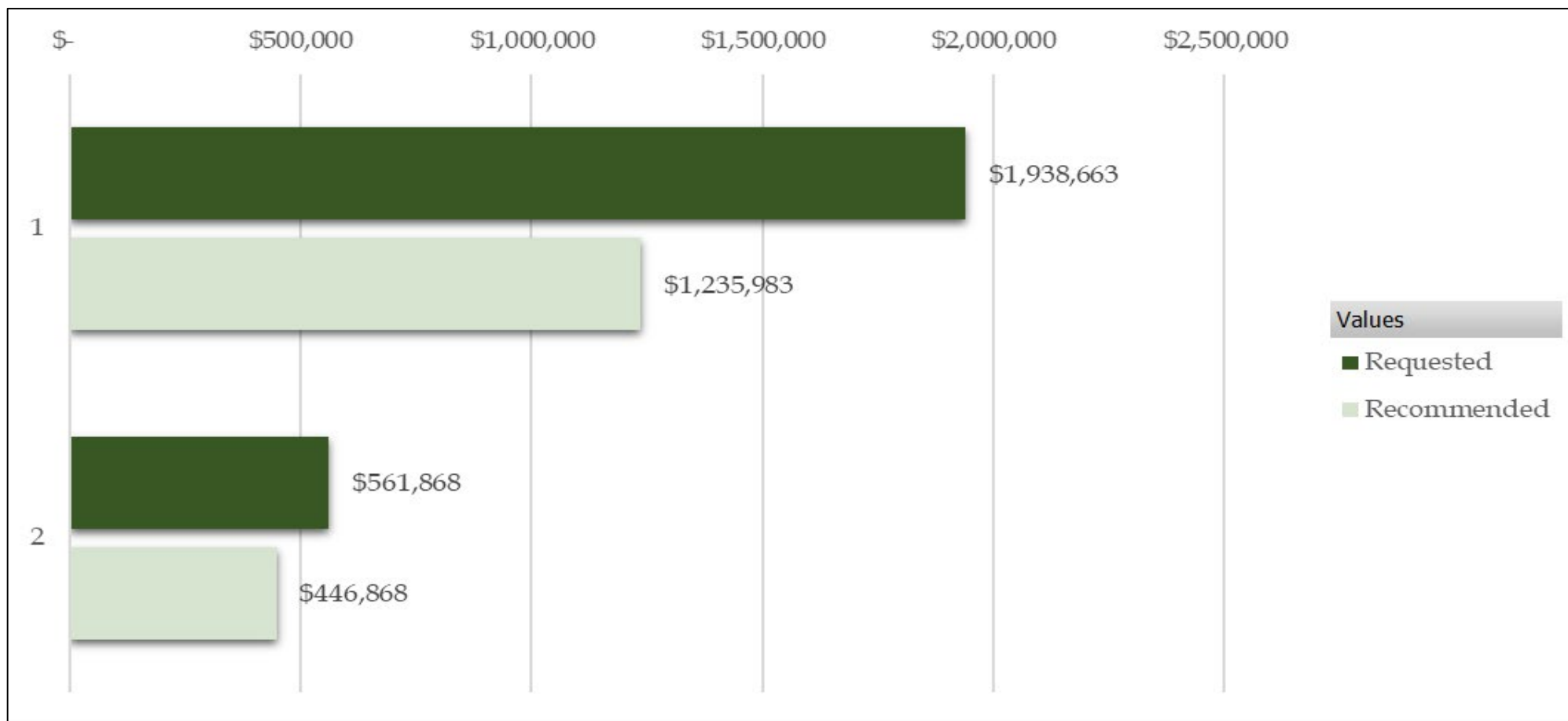
Information Technology

Total Approved Budget Requests
and New Personnel:

\$2,182,851

(Plus Compensation, Merit and
Benefit Increases)

Approved Requests by PBB Quartile



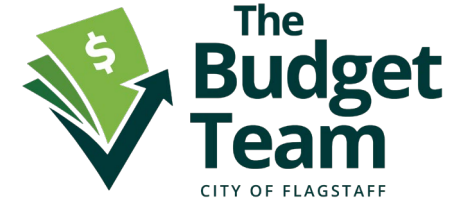
*Excludes capital

Highlights of Approved Budget Requests



Highlights of Approved Requests By Priority Based Budget Program	Quartile	Ongoing	One-Time
Enterprise Application Management	1	\$ 118,027	\$ 371,005
Network Management	1	2,434	590,358
Systems Management	1	173,503	74,979
IT Security Management	2	109,788	130,000
Desktop Management and Support	2	3,500	203,580

Key Community Priorities



High Performing Governance

- Focus on improving staff efficiencies through technology
- Continued overhaul of our aging network infrastructure
- Fiber project
- Transition staff to a hybrid work environment including conference room upgrades and office technology enhancements

Information Technology



Council Discussion



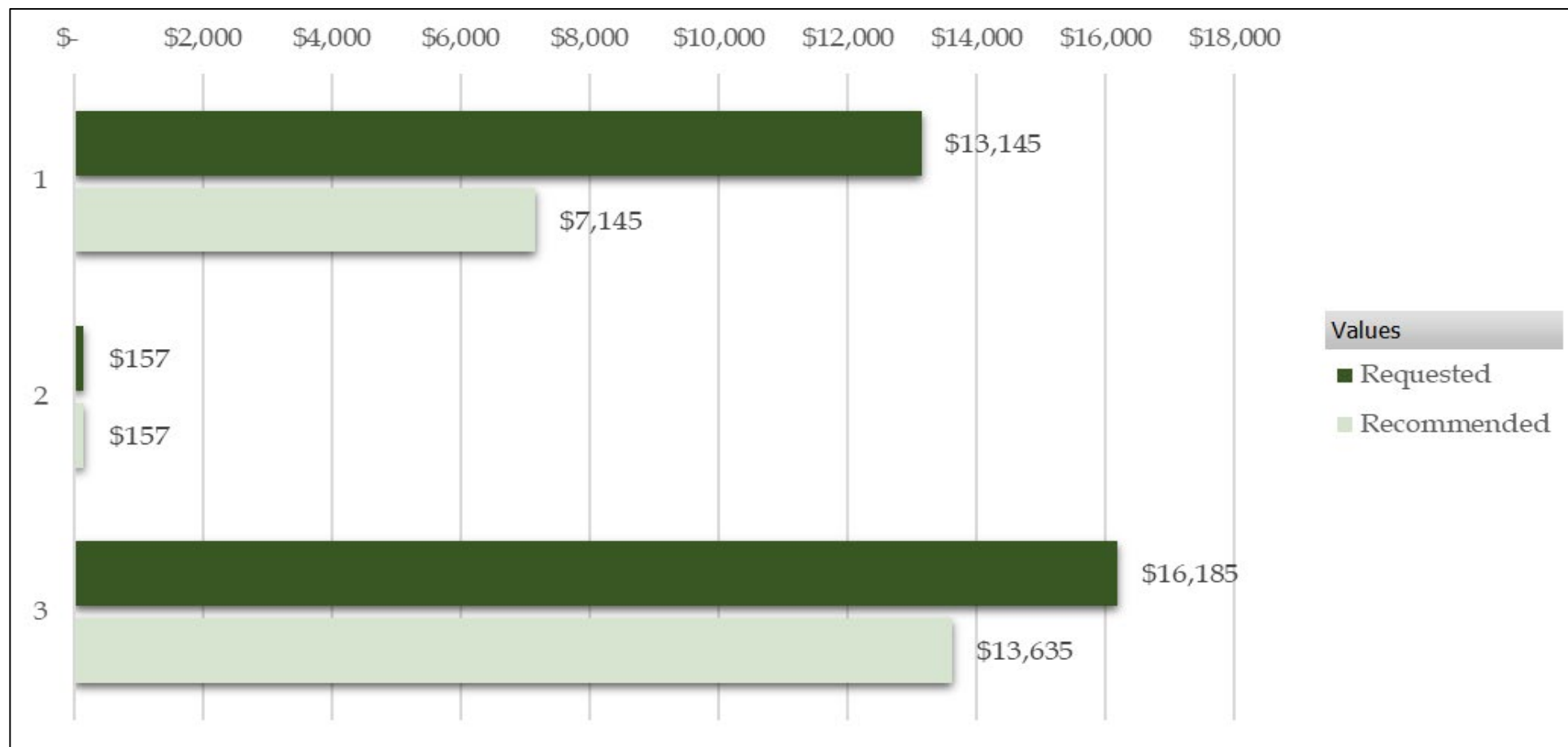
**City
Attorney**

Total Approved Budget Requests
and New Personnel:

\$20,937

(Plus Compensation, Merit and
Benefit Increases)

Approved Requests by PBB Quartile



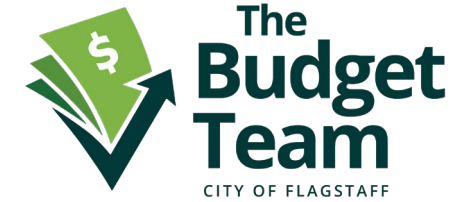
*Excludes capital

Highlights of Approved Budget Requests



Highlights of Approved Requests By Priority Based Budget Program	Quartile	Ongoing	One-Time
Misdemeanor Prosecutions	3	\$ 750	\$ 10,635
Legal Advice Staff / Council	1	0	7,040
Pre-Rule 11 Diversion	3	0	2,250

Key Community Priorities



High Performing Governance

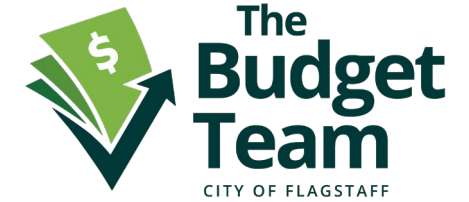
- Draft, negotiate, and/or review all City contracts, deeds, easements, leases, etc., for approval
- Assist with public records requests and records production
- Provide legal advice to City staff, City Council, and boards and commissions
- Assist divisions in drafting new ordinances and administrative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

Key Community Priorities

Safe & Healthy Community

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

City Attorney



Council Discussion



The
Budget Team
CITY OF FLAGSTAFF



Public Participation



Day 1 WrapUp



The
Budget Team
CITY OF FLAGSTAFF



Day 2

Opening and Overview



Division Updates



The
Budget Team
CITY OF FLAGSTAFF



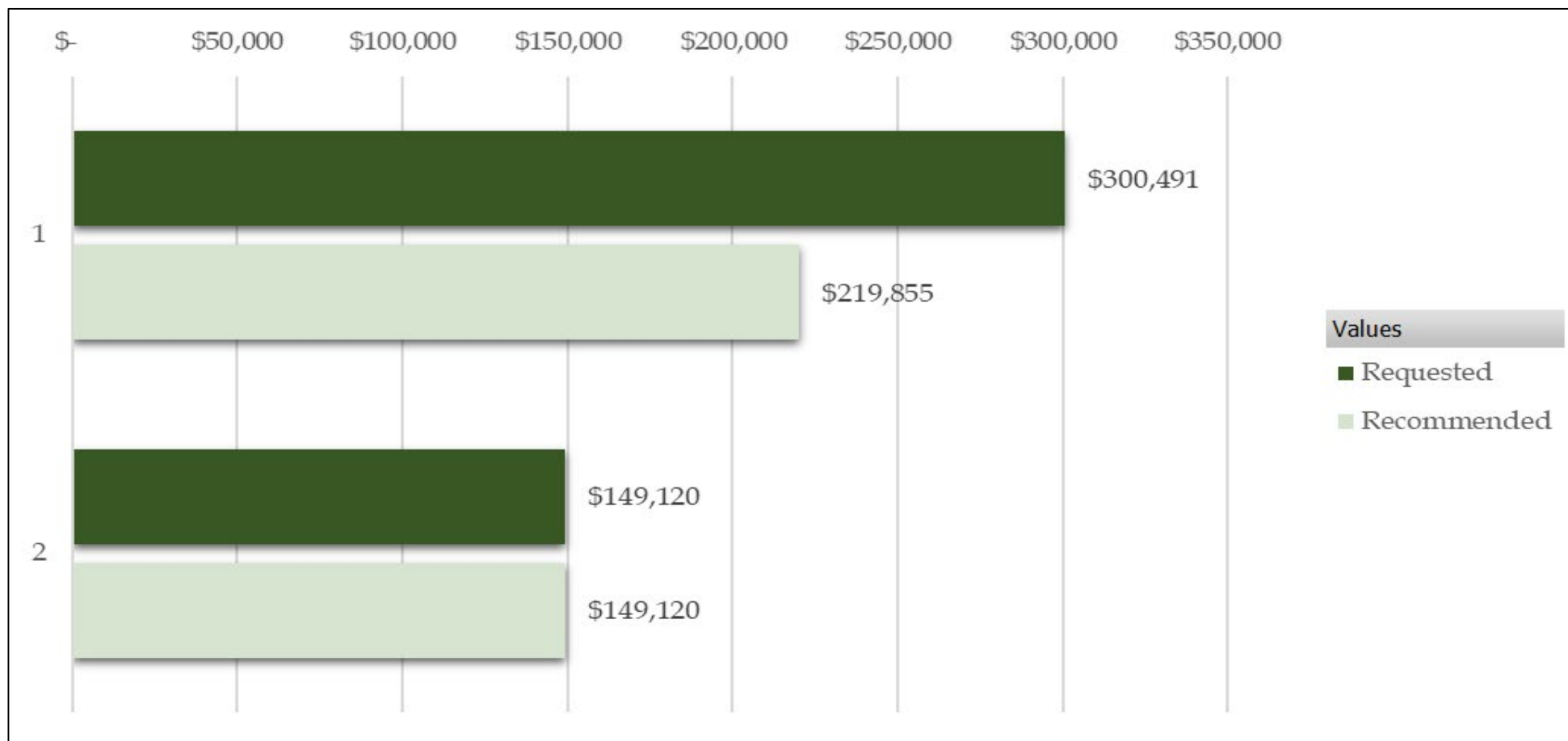
Municipal Court

Total Approved Budget Requests
and New Personnel:

\$368,975

(Plus Compensation, Merit and
Benefit Increases)

Approved Requests by PBB Quartile



*Excludes capital

Highlights of Approved Budget Requests



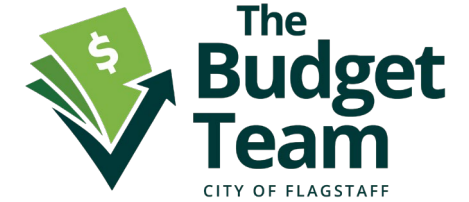
Highlights of Approved Requests By Priority Based Budget Program	Quartile	Ongoing	One-Time
Court Support Services	2	\$ 14,760	\$ 134,360
Court Appointed Counsel - Public Defender Contract	1	18,843	107,452
Judicial Services	1	0	50,000
Court Case Processing	1	43,560	0

Key Community Priorities

High Performing Governance

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

Municipal Court



Council Discussion



**The
Budget Team**
CITY OF FLAGSTAFF



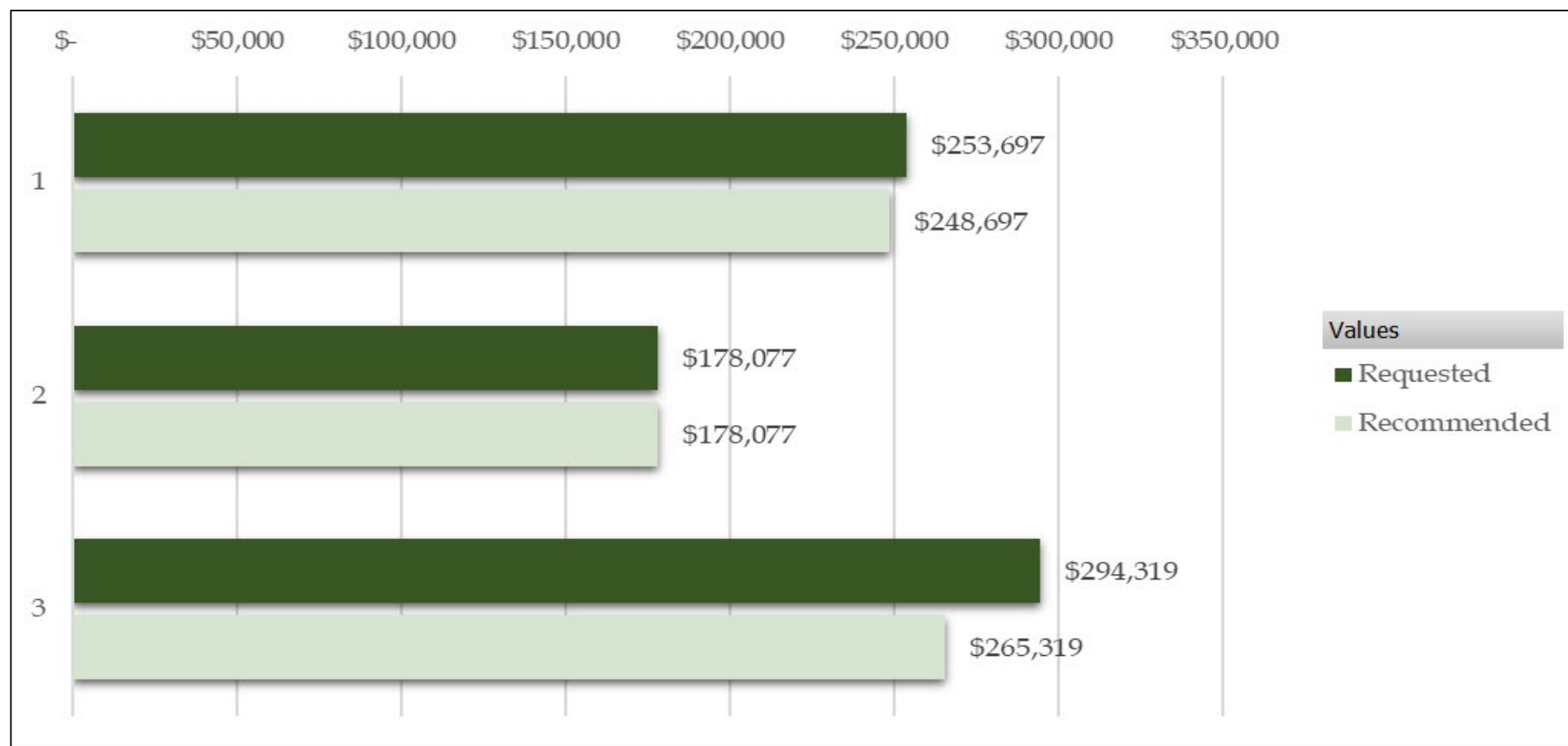
Management Services

Total Approved Budget Requests
and New Personnel:

\$692,093

(Plus Compensation, Merit and
Benefit Increases)

Approved Requests by PBB Quartile



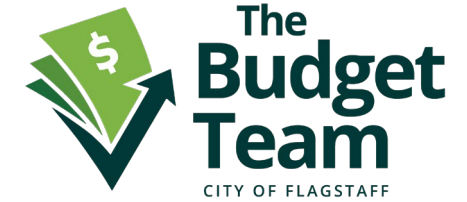
*Excludes capital

Highlights of Approved Budget Requests



Highlights of Approved Requests By Priority Based Budget Program	Quartile	Ongoing	One-Time
Payroll Processing and Reporting	2	\$ 0	\$ 177,500
Cash Receipting	3	219	159,781
Contract Management	1	84,176	0
Grant Management	1	80,242	0
Procurement	1	50,665	0

Key Community Priorities



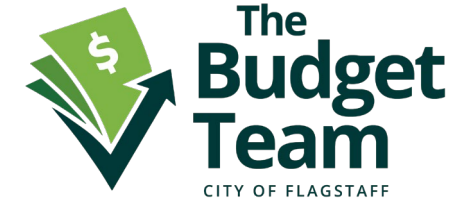
High Performing Governance and Environmental Stewardship

- Currently implementing an automated time entry system
- All formal procurements are managed electronically
- Municipal Billing and Miscellaneous Accounts Receivable customers may receive electronic billing and pay online
- Partnering with NORESO for meter replacement program

High Performing Governance

- Extremely successful Grants Management Program
- Budget and financial report awards for 27 consecutive years
- 11 consecutive year for the national procurement award

Management Services



Council Discussion



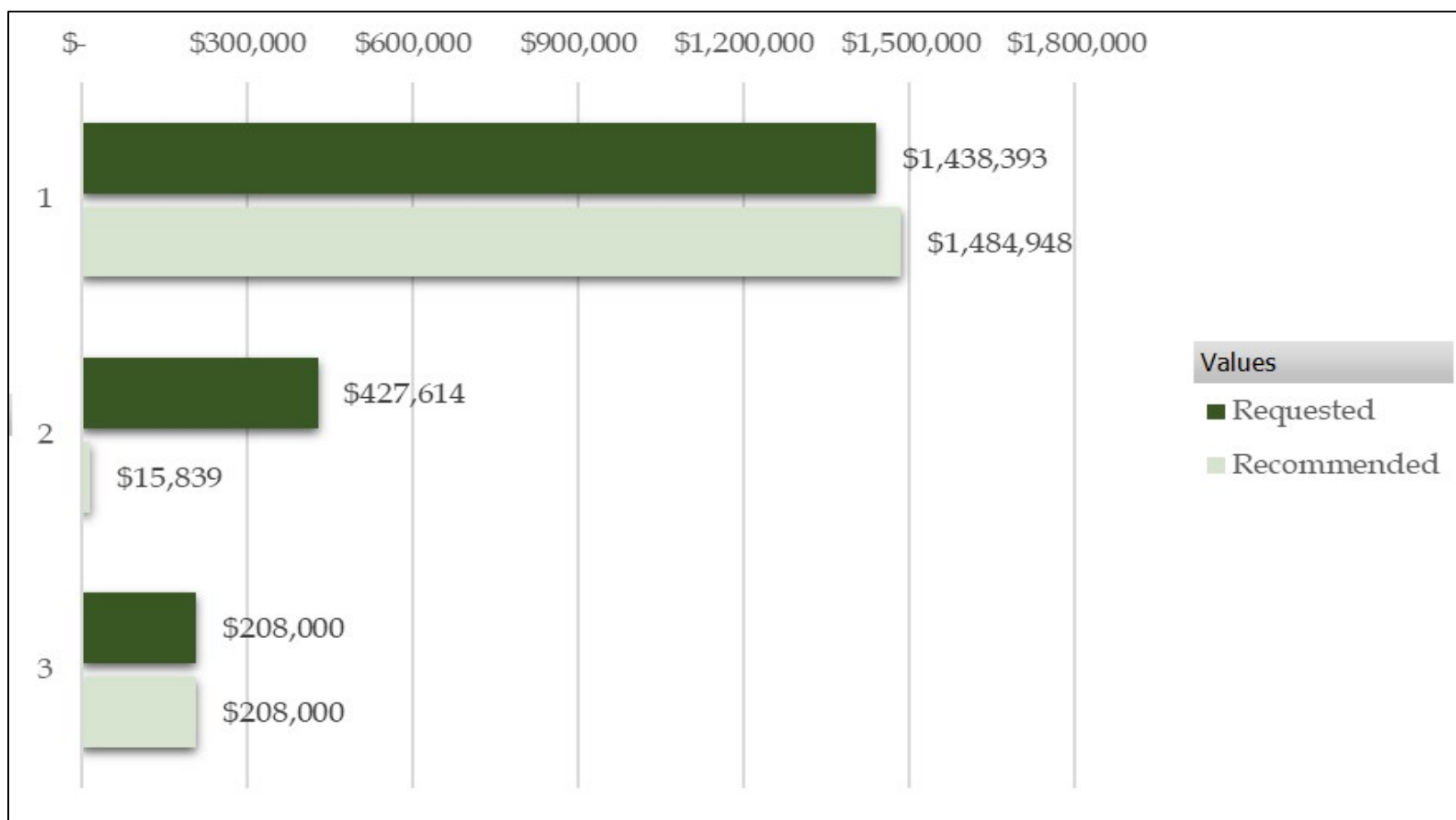
Fire

Total Approved Budget Requests
and New Personnel:

\$6,433,787

(Plus Compensation, Merit and
Benefit Increases)

Approved Requests by PBB Quartile



*Excludes capital

Highlights of Approved Budget Requests



Highlights of Approved Requests By Priority Based Budget Program	Quartile	Ongoing	One-Time
Medical Response	1	\$ 3,357	\$ 665,000
Fire, All-Risk and Catastrophic Emergency Management/Preparedness	1	1,679	550,000
Fire Suppression	1	43,894	210,500
Alternative Response	3	0	208,000
Standard of Cover and Quality Assurance	2	15,839	0

Key Community Priorities

Safe & Healthy Community

- Regional Training Coordinator, add a full-time 24-7 rescue unit, equipment replacement, increased funding for EMS equipment, special operations certification training

High Performing Governance

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

Inclusive & Engaged Community

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

Environmental Stewardship

- Approved sustainable funding for the wildfire management, funding for hazard tree removal, reorganized wildfire management to a more efficient configuration

Fire



Council Discussion



**The
Budget Team**
CITY OF FLAGSTAFF



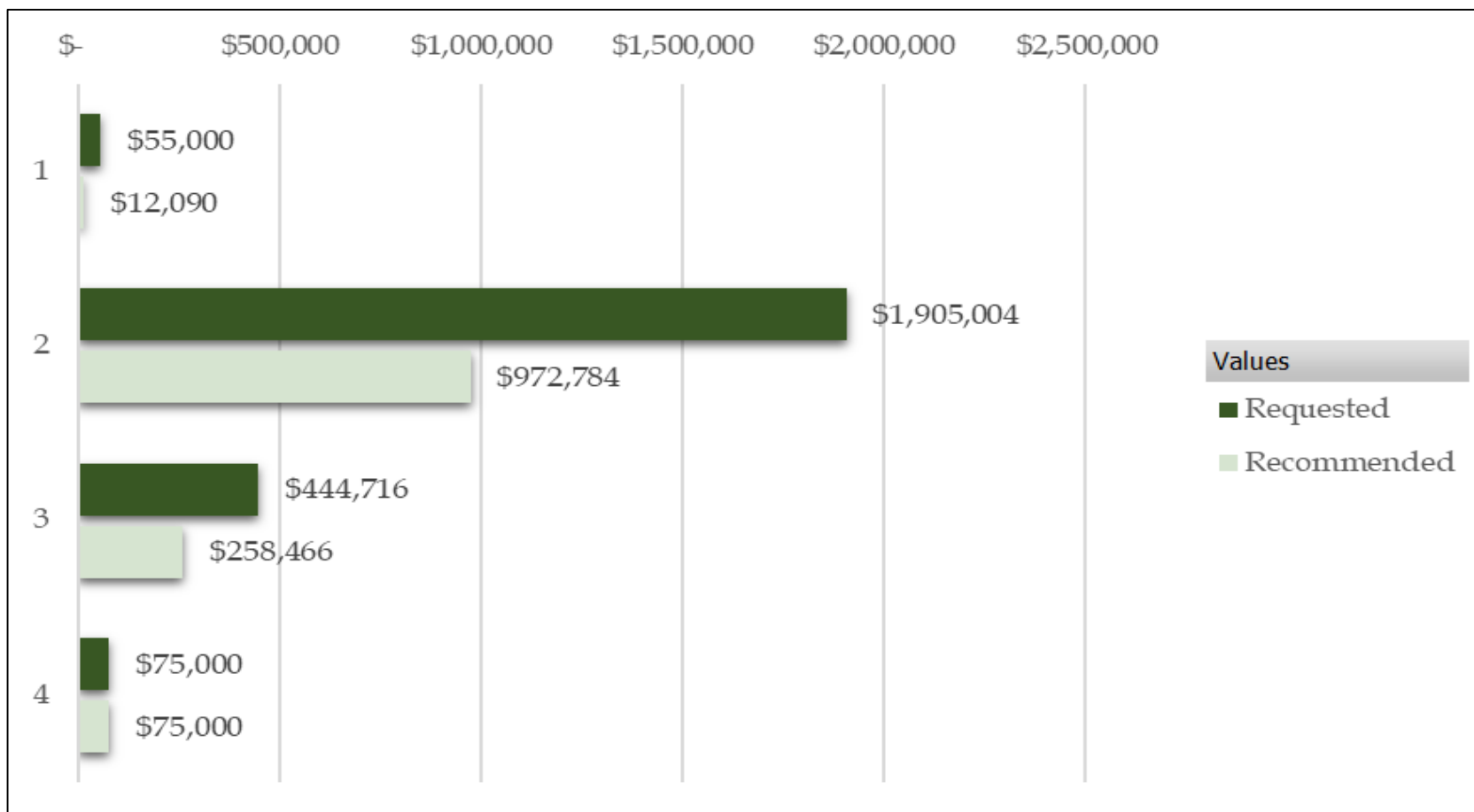
Police

Total Approved Budget Requests
and New Personnel:

\$2,033,340

(Plus Compensation, Merit and
Benefit Increases)

Approved Requests by PBB Quartile



*Excludes capital

Highlights of Approved Budget Requests



Highlights of Approved Requests By Priority Based Budget Program	Quartile	Ongoing	One-Time
Emergency and Non-Emergency Uniform Response	2	\$ 50,188	\$ 574,568
911 Communications Regional Call Taking and Dispatch	2	26,810	181,478
Evidence and Property Management	3	2,688	125,667
Police Emergency Response Team	3	25,188	65,799
Criminal Investigations	2	2,688	71,198

Key Community Priorities

High Performing Governance

- Emergency and non-emergency uniform response
 - Increased overtime budget, replacement of expired bulletproof vests, body camera program

Sustainable, Innovative Infrastructure

- 911 communications regional call taking dispatch
 - Radio system maintenance, backup power supply for server room

Inclusive & Engaged Community

- Police training
 - Lexipol training policies and virtual reality training platform

Police



Council Discussion



Break



**The
Budget Team**
CITY OF FLAGSTAFF



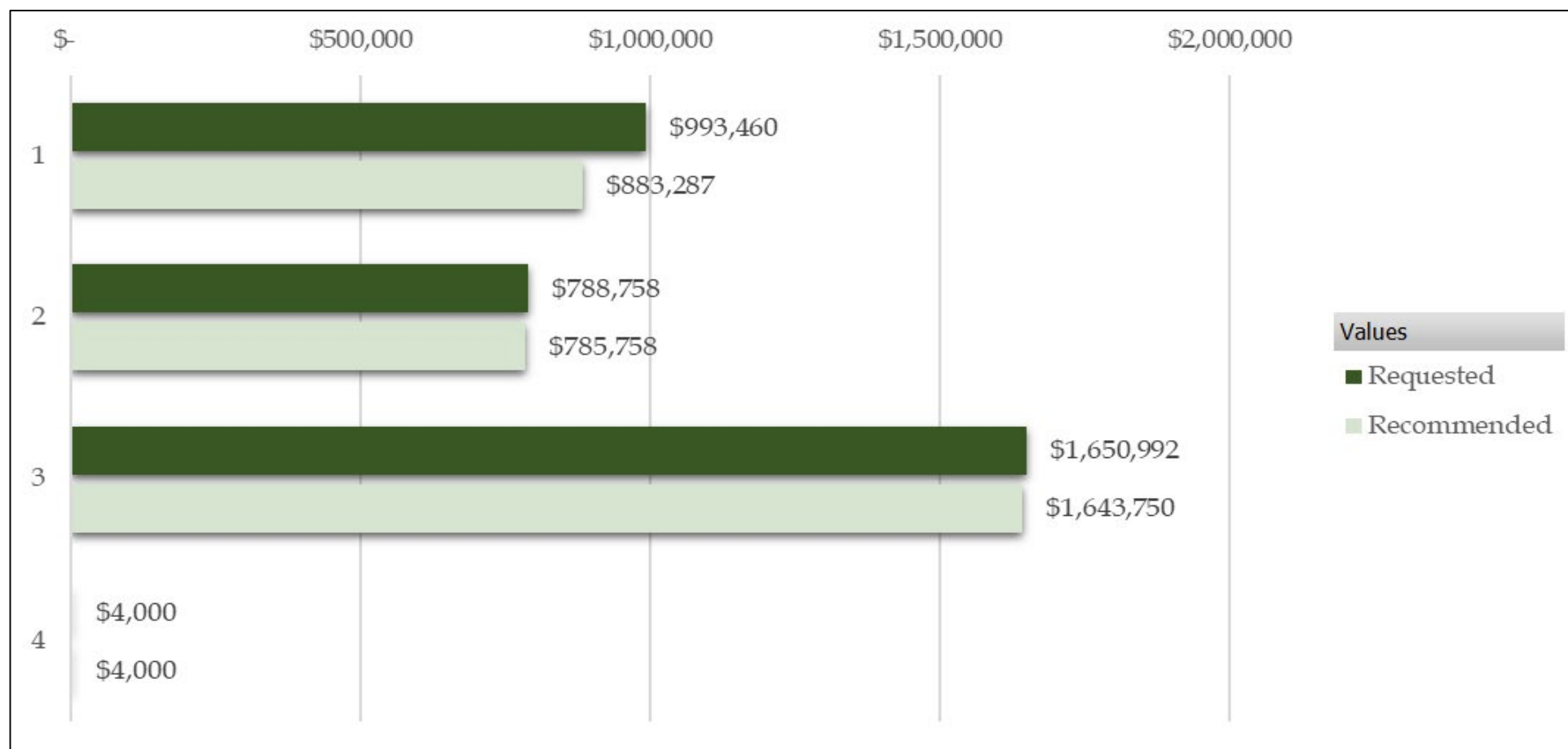
Community Development

Total Approved Budget Requests
and New Personnel:

\$3,316,795

(Plus Compensation, Merit and
Benefit Increases)

Approved Requests by PBB Quartile



*Excludes capital

Highlights of Approved Budget Requests



Highlights of Approved Requests By Priority Based Budget Program	Quartile	Ongoing	One-Time
Direct Rental Assistance	3	\$ 1,636,550	\$ 0
Affordable Housing Unit Creation	2	0	460,000
Community Development Block Grant Management	1	0	325,000
Zoning and Subdivision Code Management	1	0	250,810
Plan / Permit / Project Review	2	13,649	206,000

Key Community Priorities

High Performing Governance

- Citizen's Access Portal – development and permit review
- Contract services

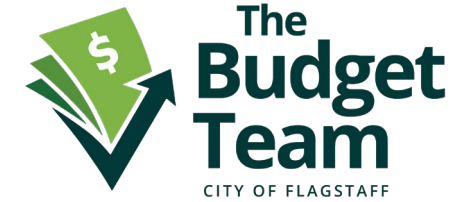
Safe & Healthy Community

- Building Safety and Code Compliance

Inclusive & Engaged Community

- Regional Plan update collaborative process and facilitation
- Facilitation Services (non-Regional Plan)

Key Community Priorities



Livable Community

- Real Estate services
- Regional Plan update scenario planning
- Housing Emergency
- 10-year Housing Plan implementation
 - Consultant review of codes, process and fees
- Community Homebuyer Assistance Program (CHAP)
- Employer Assisted Housing (EAH)
- Affordable Housing Developer Incentives
- Flagstaff Housing Authority
 - Maintenance
 - Housing Assistance Payments and Vouchers

Key Community Priorities

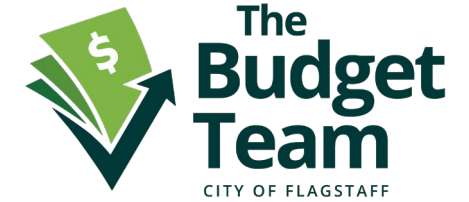
Robust Resilient Economy

- Land Availability and Suitability Assessment

Environmental Stewardship

- Dark Sky Specialist
- Implementation of Zoning and Building Codes

Community Development



Council Discussion



The
Budget Team

CITY OF FLAGSTAFF



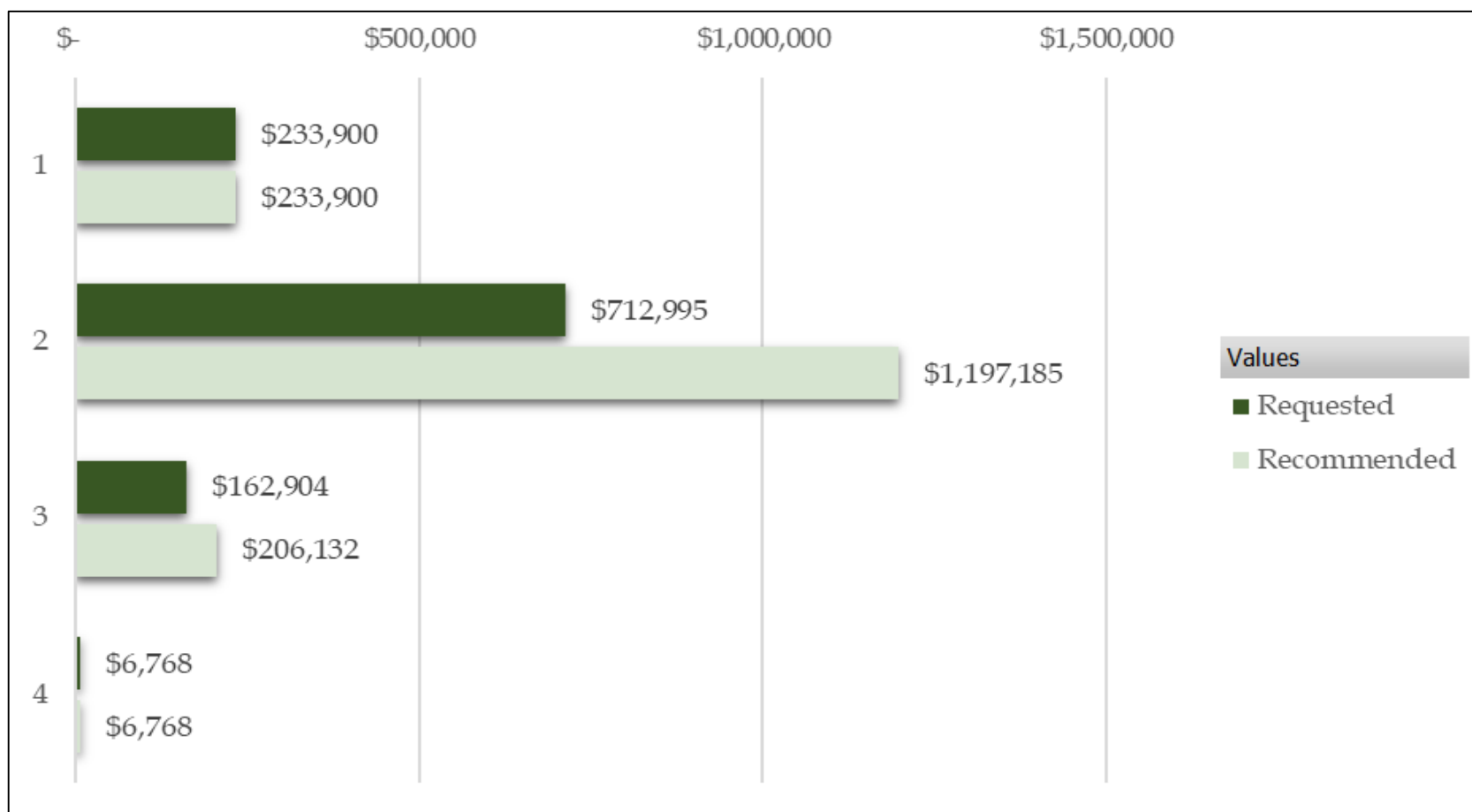
Public Works

Total Approved Budget Requests
and New Personnel:

\$2,363,985

(Plus Compensation, Merit and
Benefit Increases)

Approved Requests by PBB Quartile



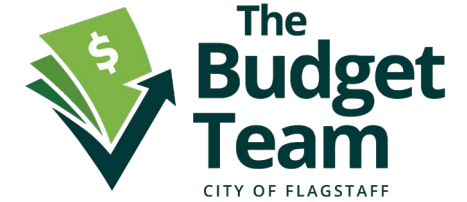
*Excludes capital

Highlights of Approved Budget Requests



Highlights of Approved Requests By Priority Based Budget Program	Quartile	Ongoing	One-Time
Emergency Building Repairs	2	\$ 0	\$ 500,000
City Facility Inspection and Maintenance	2	0	355,000
Public Works Safety	2	219,576	0

Key Community Priorities



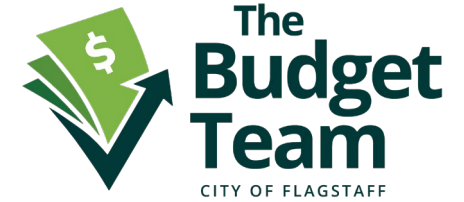
Environmental Stewardship

- Solid Waste has partnered with an environmental services consultant to assist in the transition of the Material Recovery Facility (MRF) to a transfer station.
- Electrification of fleet is evaluating all the latest technology and implantation in various sections and programming

Sustainable, Innovative Infrastructure

- Sequence D excavation is complete, final design of the lining and cell infrastructure is underway
- Landfill road
 - National Environmental Protection Act (NEPA) study will conclude by late summer
 - Final design and construction is expected Spring 2023

Key Community Priorities



Safe & Healthy Community

- Enhanced community response efforts to Museum post wildfire flooding
 - Completed feasibility and modeling work
 - Killip regional detention basins delivered prior to summer of 2022
 - Established stronger roles with emergency operations and incident management teams
 - Secured equipment to improve response to events
 - Sweeper, loader, traffic control, siren system

Public Works



Council Discussion



The
Budget Team
CITY OF FLAGSTAFF



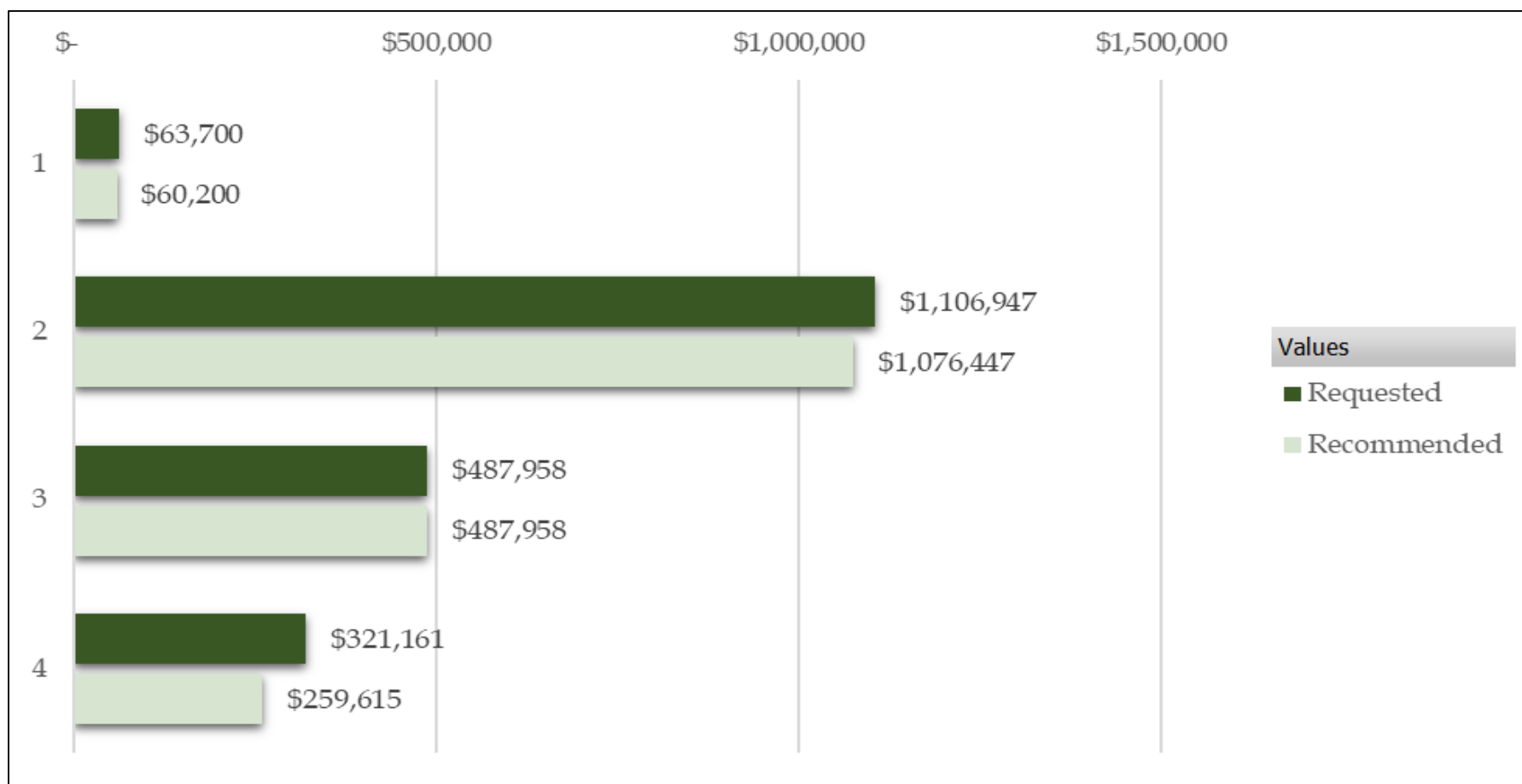
Economic Vitality

Total Approved Budget Requests
and New Personnel:

\$2,284,220

(Plus Compensation, Merit and
Benefit Increases)

Approved Requests by PBB Quartile



*Excludes capital

Highlights of Approved Budget Requests



Highlights of Approved Requests By Priority Based Budget Program	Quartile	Ongoing	One-Time
Domestic Markets	2	\$ 62,500	\$ 368,500
Airport Parking and Street Maintenance	2	40,000	120,117
Facility and Building Maintenance	4	0	154,115
Business Retention and Expansion	2	0	70,000
Business Attraction	2	0	45,000

Key Community Priorities

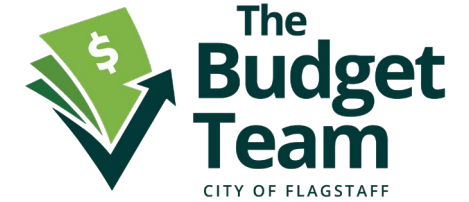
Robust and Resilient Economy

- Business incentives for attraction, retention, and expansion
- Economic Development Master Plan
- Airport maintenance
- Tourism marketing expanded
 - Fire safety, Winter Wonderland, 4th of July changes and more

Sustainable, Innovative Infrastructure

- Library ADA project completion
- Airport projects – hold room expansion and scheduling work

Economic Vitality



Council Discussion



**The
Budget Team**
CITY OF FLAGSTAFF



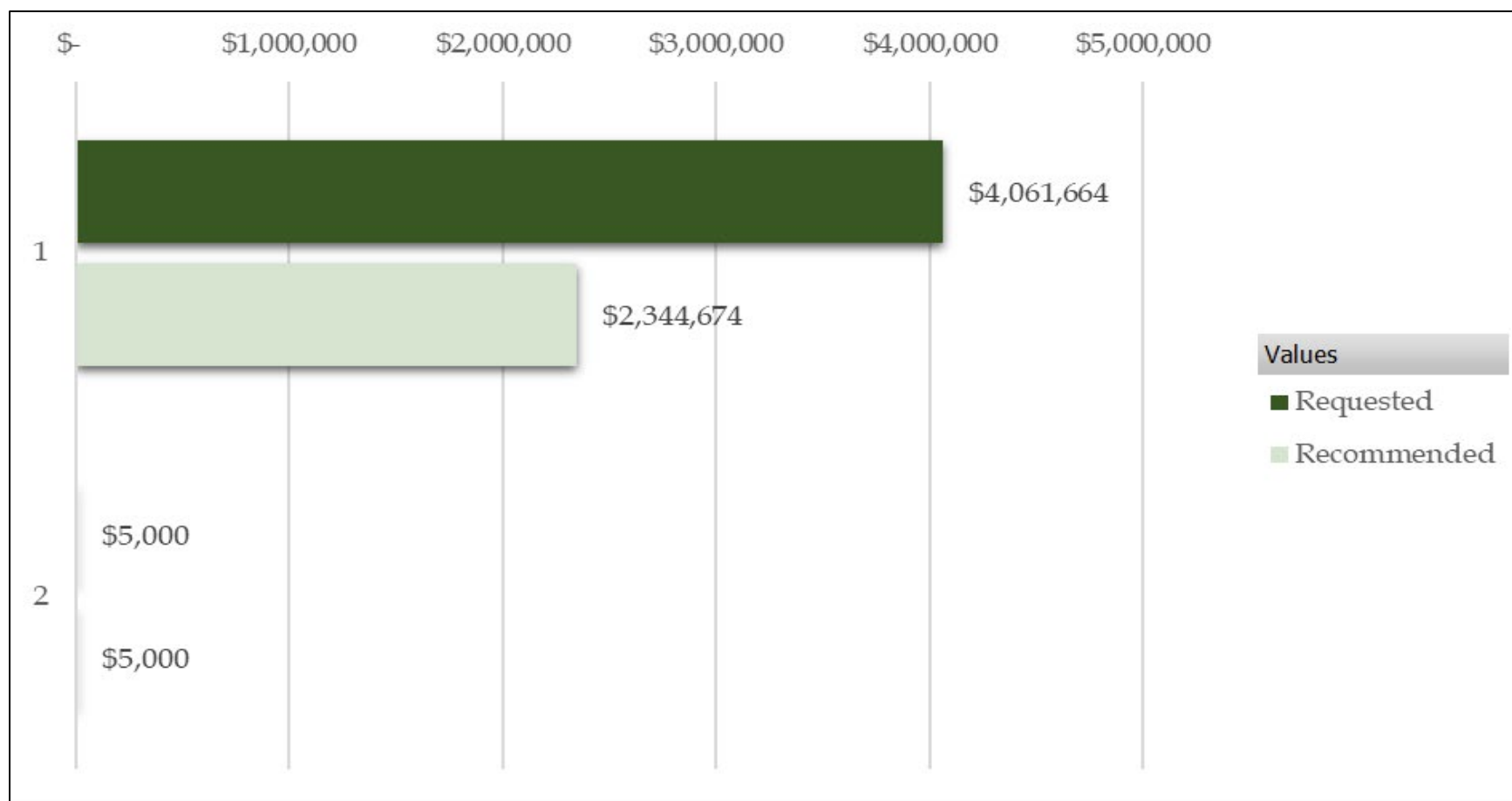
Water Services

Total Approved Budget Requests
and New Personnel:

\$2,784,674

(Plus Compensation, Merit and
Benefit Increases)

Approved Requests by PBB Quartile



*Excludes capital

Highlights of Approved Budget Requests



Highlights of Approved Requests By Priority Based Budget Program	Quartile	Ongoing	One-Time
Floodplain Management and Emergency Flood Response	1	\$ 0	\$ 328,400
Water Services Computerized Remote Control and Monitoring	1	88,337	155,000
Wildcat Hill Water Reclamation Plant Operations and Maintenance	1	91,877	120,000
Wells Groundwater Production, Operations and Maintenance	1	150,000	10,000

Key Community Priorities

High Performing Governance

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

Safe and Healthy Community

- Watershed investment and stormwater maintenance are added protections to community

Inclusive and Engaged Community

- Strong water conservation ethic; communications program efforts

Key Community Priorities

Sustainable, Innovative Infrastructure

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

Environmental Stewardship

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

Water Services



Council Discussion



**The
Budget Team**
CITY OF FLAGSTAFF



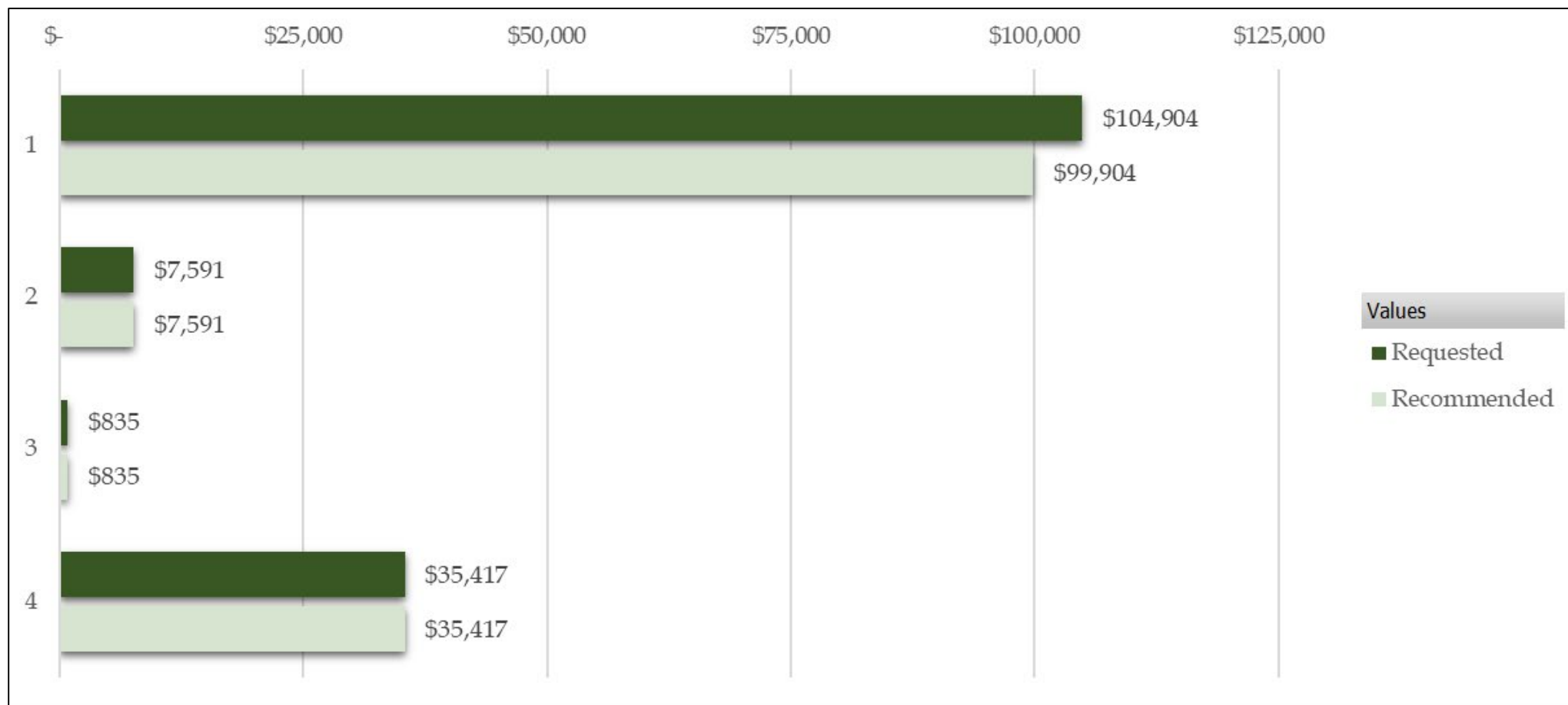
Engineering and Capital Improvements

Total Approved Budget Requests
and New Personnel:

\$143,748

(Plus Compensation, Merit and
Benefit Increases)

Approved Requests by PBB Quartile



*Excludes capital

Highlights of Approved Budget Requests



Highlights of Approved Requests By Priority Based Budget Program	Quartile	Ongoing	One-Time
Traffic Systems Management	1	\$ 19,100	\$ 59,300
Intra-divisional Engineering Assistance and Support	4	417	35,000
Engineering Plan/Permit Review	2	5,175	21,000
Engineering Design and Construction Standards Development	1	1,252	0
Planning Discretionary Review	1	1,252	0
Plan / Permit / Project Review	2	1,252	0

Key Community Priorities

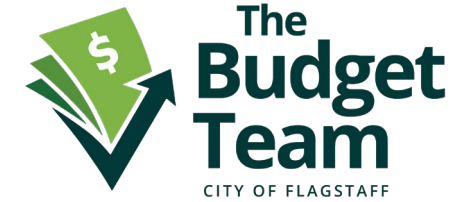
High Performing Governance

- Ensure well trained, team oriented staff
- Adhere to budget/program
- Consistent objective communication
- Records retention

Inclusive and Engaged Community

- Enhance community outreach and engagement opportunities
- Released the Active Transportation Master Plan for public review
- Coordinate use of right-of-way with Franchise Utility Companies
- Inter-agency relationships
 - ADOT, NAU, MetroPlan, Mountain Line, Flagstaff Unified School District, Coconino County and BNSF Railway

Key Community Priorities



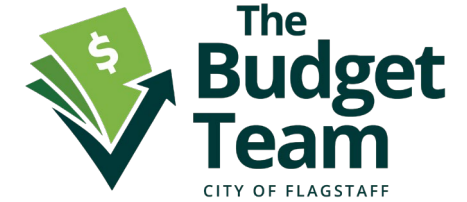
Safe and Healthy Community

- Electronic plan review and permitting
- 352 permits issued
- 13,954/3,114 inspections/tests performed (coordinate with private sector)
 - Very low amount of warranty work
- Ensure safety on all projects in the right-of-way
- Coordinate with Police Department for neighborhood traffic safety enforcement
- Fair and consistent administration of the Engineering Standards
 - Ensures well-built, long-lasting infrastructure
- Completed 59 studies and work orders to enhance the transportation system

Robust Resilient Economy

- Work with consultants and contractors to improve our Engineering Standards
- Participated in the Chamber of Commerce's development listening tour

Key Community Priorities



Sustainable, Innovative Infrastructure

- Operate 56 traffic signals and pedestrian actuated crossings
- Worked to identify and submit an Intelligent Traffic Systems grant
- Capital Projects Delivery
 - 419 & 420 Transportation projects
 - Replacement of aging infrastructure (water/sewer)
 - 6 projects in FY21-22, 9 projects in FY22-23
- Continue facilitation of the capital planning process and five-year capital program to assure the most effective allocation of the City's capital resources

Environmental Stewardship

- Rio de Flag flood control project
- Dark Skies street lighting
- Museum Fire Flood Mitigation

Key Community Priorities



Livable Community

- Establish a Right-of-Way Lane/Sidewalk Use Policy
- Align Engineering Standards with Regional Plan, Carbon Neutrality Plan and Active Transportation Master Plan
- Capital Projects Delivery
 - Road Repair & Street Safety (nearing completion)
 - Replacement of aging infrastructure (water/sewer)
 - Continue delivery of bicycle/pedestrian projects
 - Beautification
- Support Transportation Commission
 - Bicycle Advisory Committee
 - Pedestrian Advisory Committee

Engineering and Capital Improvements



Council Discussion



Lunch



**The
Budget Team**
CITY OF FLAGSTAFF



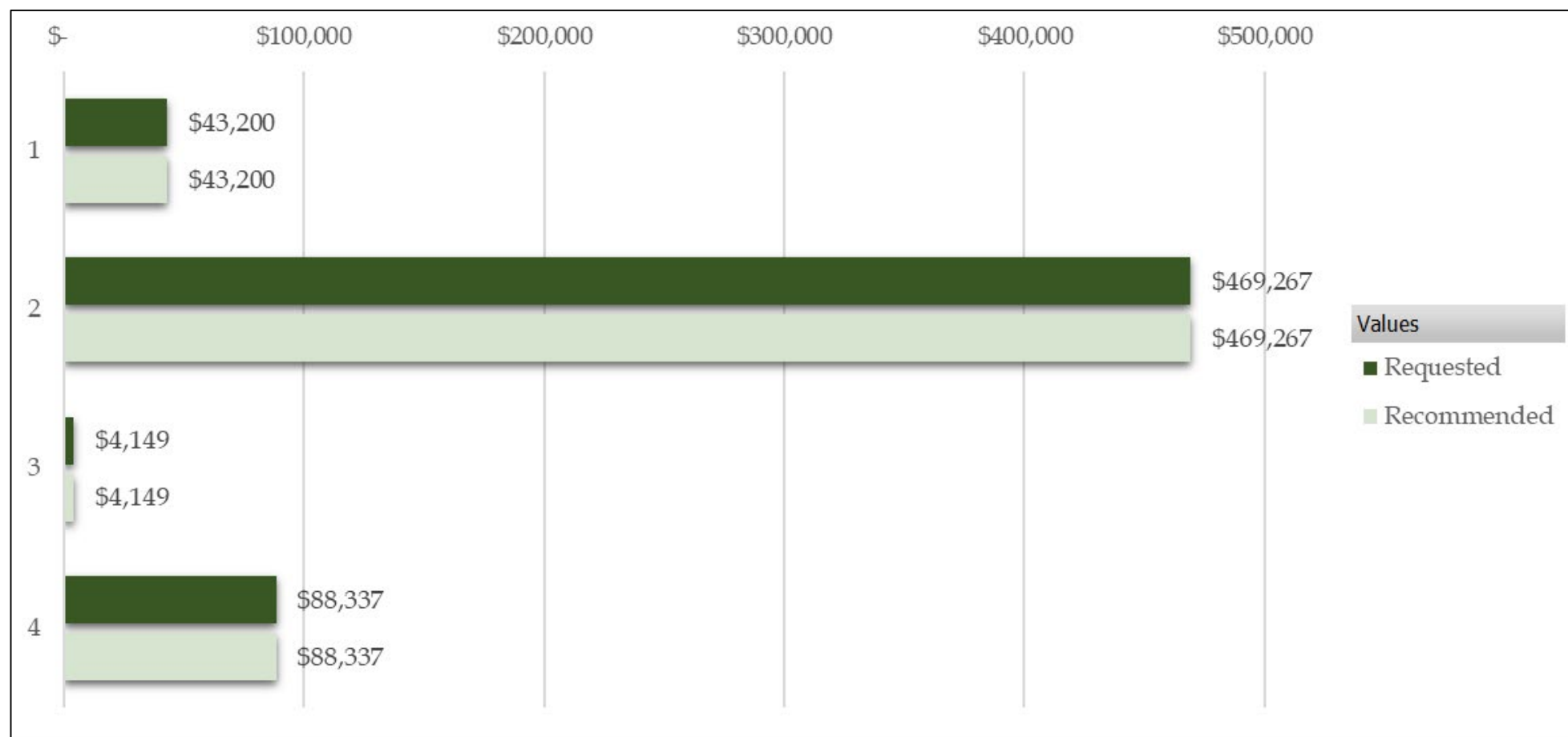
Parks, Recreation, Open Space and Events

Total Approved Budget Requests
and New Personnel:

\$804,953

(Plus Compensation, Merit and
Benefit Increases)

Approved Requests by PBB Quartile



*Excludes capital

Highlights of Approved Budget Requests



Highlights of Approved Requests By Priority Based Budget Program	Quartile	Ongoing	One-Time
Park Grounds Maintenance	2	\$ 110,891	\$ 167,350
Fitness and Aquatic Center Operations and Management	2	78,783	118,200
Open Space Management and Maintenance	2	61,157	7,500
Open Space Planning	3	24,389	0
Open Space Education	3	19,511	0

Key Community Priorities

High Performing Governance

- Serve the public through high customer service with our recreation centers and public lands (parks and open space)
- Encouraging public participation in the Thorpe Park Annex planning and the Observatory Mesa area trail and access plan

Safe and Healthy Community

- PROSE sponsors health and wellness by providing indoor and outdoor recreation, athletic and events opportunities, and multi-modal transportation (FUTS) that are community essential services

Key Community Priorities

Inclusive and Engaged Community

- Engaging indigenous public participation in the Thorpe Park Annex planning and future community events

Sustainable, Innovative Infrastructure

- Continued operational excellence with organic compounds for park grounds and open spaces
- Providing effective management of the FUTS through a grant at Buffalo Park making the trail accessible for all

Key Community Priorities

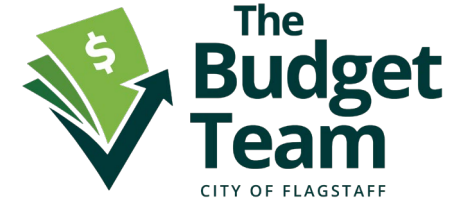
Robust Resilient Economy

- By providing athletic and event opportunities on City owned properties, PROSE strengthens responsible tourism opportunities

Livable Community

- Through 4 recreation centers, 700-acres of maintained park grounds and over 3,000-acres of open space, PROSE amenities and activities promotes a healthy lifestyle in our community

Key Community Priorities



Environmental Stewardship

- PROSE naturally promotes, protects and enhances a healthy, sustainable environment; trending examples are forest thinning in open spaces and park grounds and water conservation with a smart irrigation system

Parks, Recreation, Open Space and Events



Council Discussion



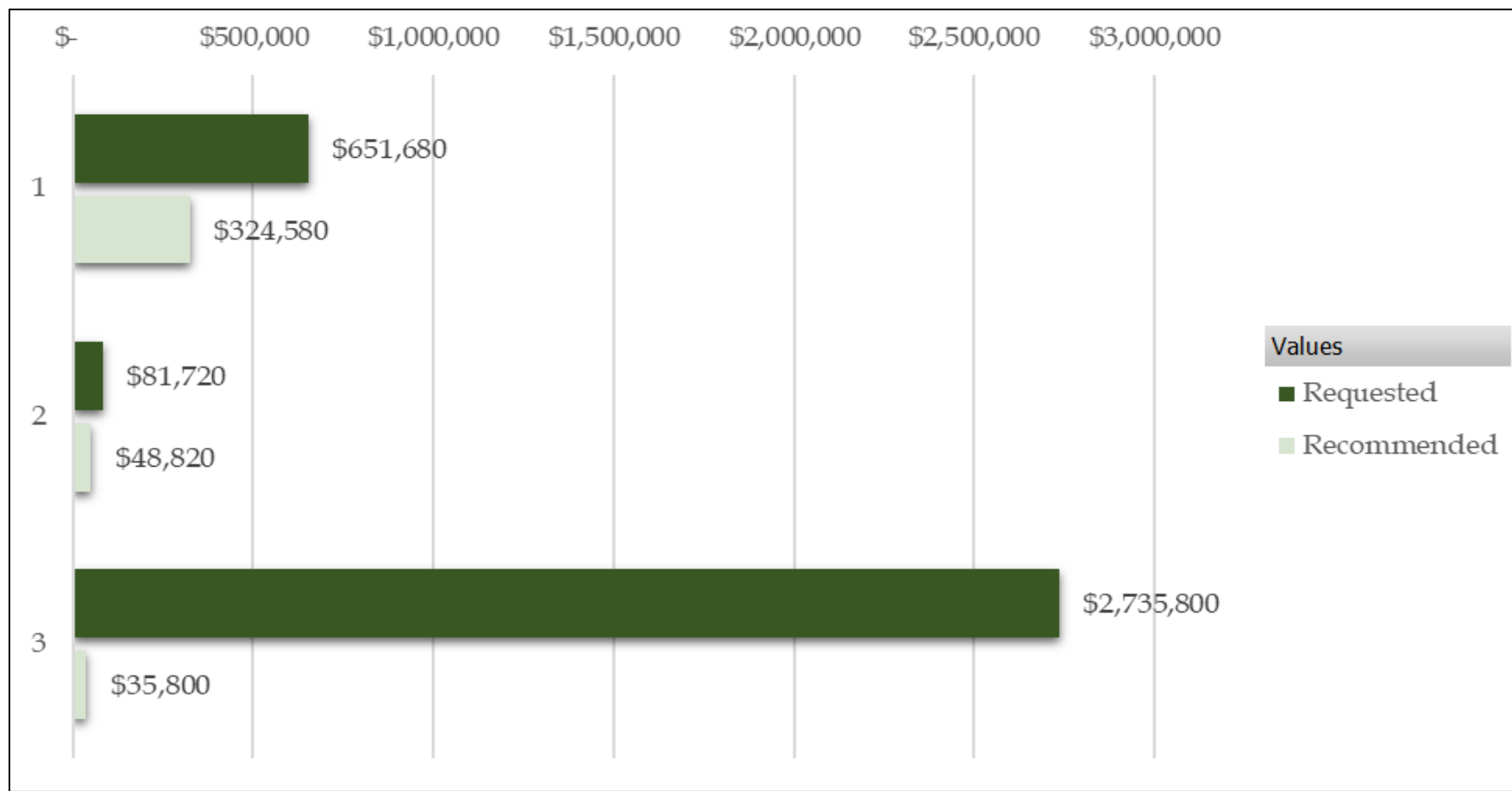
Non- Departmental

Total Approved Budget Requests
and New Personnel:

\$409,200

(Plus Compensation, Merit and
Benefit Increases)

Approved Requests by PBB Quartile



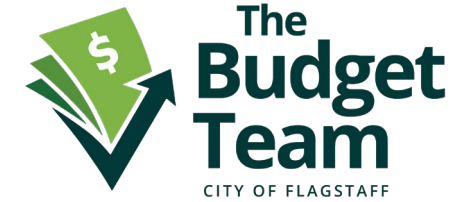
*Excludes capital

Highlights of Approved Budget Requests



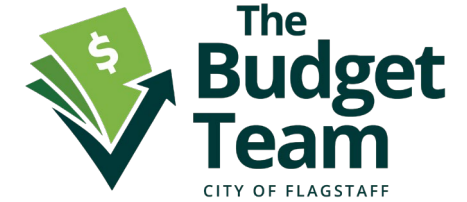
Highlights of Approved Requests By Priority Based Budget Program	Quartile	Ongoing	One-Time
Council Meetings and Work Sessions	1	5,500	34,175
Audit and Annual Comprehensive Financial Report (ACFR) Preparation	3	17,000	15,000
Budget Development and Monitoring	1	0	30,000
Service Partner Contracts – Non-Departmental	1	\$ 58,000	\$ 196,905

Current Service Partner Contracts



General Fund Contracts	FY 2021-22 Adopted			FY 2022-23 Proposed		
AGENCIES	Ongoing	One-Time	Total	Ongoing	One-Time	Total
United Way	\$ 222,750	\$ 71,000	\$ 293,750	\$ 222,750	\$ 71,000	\$ 293,750
FACTS	247,319	25,000	272,319	247,319	25,000	272,319
Humane Society	161,985	130,905	292,890	161,985	130,905	292,890
Victim Witness	41,304	-	41,304	41,304	-	41,304
Coalition for Children and Youth	19,669	-	19,669	19,669	-	19,669
NACASA	15,627	3,000	18,627	15,627	3,000	18,627
Weed & Seed	5,503	-	5,503	5,503	-	5,503
Boys & Girls Club	-	25,000	25,000	-	-	-
Shelter Overflow	-	25,000	25,000	-	25,000	25,000
Shelter Services	-	50,000	50,000	-	-	-
Launch Flagstaff-3 Years	-	70,000	70,000	-	-	-
<i>Total</i>	\$ 714,157	\$ 399,905	\$ 1,114,062	\$ 714,157	\$ 254,905	\$ 969,062

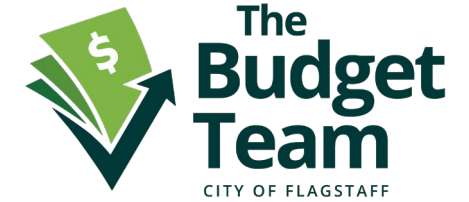
Service Partner Requests



Unfunded requests

- Black Lived Experience 3rd Year - \$49,900
- CATs Mobile Outreach Bus - \$37,500 (plus \$37,000 FY 2021-22)
- High Country Humane (City/County IGA) – Up to \$324,500
- Flagstaff Trails Initiative - \$5,000 to \$10,000
- Elevate Pre-K - \$25,000
- Boys and Girls Club – No request, currently restructuring license
- Lowell Observatory Astronomy Discovery Center - \$50,000

Non-Departmental



Council Discussion

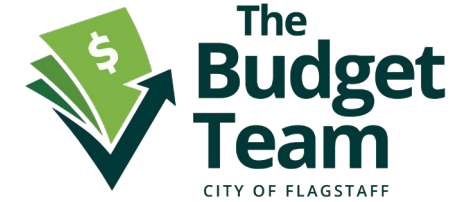


The
Budget Team
CITY OF FLAGSTAFF



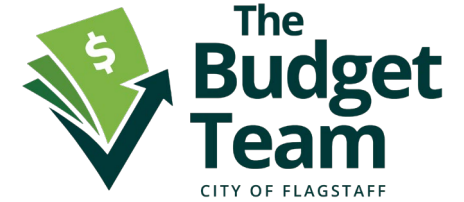
Capital Improvement Program

Summary



Program	FY 2021-22 Estimate		FY 2022-23 Budget		FY 2024-27 Projection
General Government	\$	12,982,244	\$	15,776,954	\$53,131,000
Streets/Transportation		61,805,546		42,472,781	161,131,091
BBB		4,668,379		2,374,000	7,032,300
Water Services		23,489,461		50,672,932	86,159,894
Solid Waste		6,097,080		4,825,000	2,845,000
Airport		6,171,396		32,918,537	29,650,400
Total	\$	115,214,106	\$	149,040,204	\$339,949,685

Updates from March Retreat



- Carryover items
 - FY2022-2023 allocation of \$550K for conceptual design to seek grants
 - Riordan Ranch Street Bikeway
 - Phase III Protected Bike Lanes (extend Butler to Ponderosa Parkway)
 - Butler Protected Intersections (Beaver and San Francisco)
 - Wastewater Treatment Capacity
 - Projects addressing capacity are being advanced in the budget

Unfunded Capital Improvements



- Information Technology - \$14M
- Fire Department - \$11.6M
- Police Department - \$8.3M
- Flagstaff Housing Authority - \$18M
- Municipal Facilities - \$10.9M
- Parks - \$119M
- Recreation - \$37.4M
- Open Space - \$66.8M

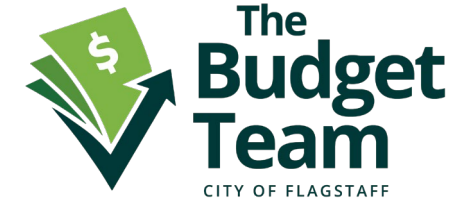
- Parking - \$25M
- Airport - \$25M
- Library - \$31.1M
- Drinking Water - \$298.3M
- Wastewater - \$251.2M
- Wastewater Collection/Reclaim Distribution - \$5.6M
- Reclaim - \$29.3M
- Stormwater - \$58.1M
- Transportation - \$394.1M

Council Follow-up



- Criteria to Prioritize Projects
 - Council Homework from March 31st Retreat

Capital Improvement Program



Council Discussion



The
Budget Team
CITY OF FLAGSTAFF



Public Participation



Break



**The
Budget Team**
CITY OF FLAGSTAFF



Council Parking Lot Adds/Deletes Discussion



Review and Confirm Council Direction



The Budget Team

CITY OF FLAGSTAFF



Color of Money – Fund Accounting

Many of the City's revenues are restricted and can only be spent on specific functions or expenditures. Fund accounting is used to ensure proper tracking of those revenues and related expenditures.

City fiscal policies require that each fund must be balanced on an ongoing basis for a minimum of five years. In addition, each fund must maintain a minimum fund balance. Minimum fund balance is required to ensure liquidity and cash flow as well as provide financial stability should the City experience declining operating revenues. Minimum fund balance amounts vary by fund and range from 10% to 25% of operating revenues.

Below is background information on the various City's funds and their restricted revenues.



Special Revenue Funds

Used to account for revenues derived from specific taxes or other earmarked revenue sources. They are usually required by statute, charter provision, or ordinance to finance a particular function or activity.

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



Enterprise Funds

Self-supporting thru User Fees adopted by ordinance such as Water/Wastewater/Trash billings, Rent and Airport lease and fees.

- | | |
|---|---|
| <ul style="list-style-type: none">• Water• Wastewater• Reclaim• Stormwater | <ul style="list-style-type: none">• Sustainability and Environmental Management• Airport• Solid Waste• Flagstaff Housing Authority |
|---|---|



Capital Project Funds

Used to account for major capital acquisition separate from ongoing operations

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



Continued ... **Color of Money** – Fund Accounting



Debt Service Funds

Used to account for the accumulation of resources and payments of the long-term debt

- **Restricted revenues**
 - » **General obligation bond fund – Secondary Property Tax**



General Fund

Accounts for all revenues and expenditures used to finance the traditional services associated with a municipal government that are not accounted for in other funds and most revenues are unrestricted.

- **In other words,...everything else**

General Fund Revenues include:

- **1% City Sales Tax**
- **Franchise Tax**
- **Primary Property Tax**
- **State Shared Revenue (Sales, Income, Vehicle Tax)**
- **Licenses and Permits**
- **Fines and Forfeitures**
- **User Fees-Charges for Services**
- **CD, Recreation, Police, Fire, Cemetery**

CITY OF FLAGSTAFF








Key Community Priorities



CITY OF FLAGSTAFF

Priority Based Budgeting Priorities and Objectives



 High Performing Governance	 Safe & Healthy Community	 Inclusive & Engaged Community	 Sustainable, Innovative Infrastructure	 Robust Resilient Economy	 Livable Community	 Environmental Stewardship
Serve the public by providing high quality customer service	Enhance community engagement & strengthen relationships between the community & public safety services	Foster community pride & civic engagement by increasing opportunities for public involvement, in line with best practices & legal requirements	Deliver outstanding services to residents through a healthy, well maintained infrastructure system	Support & strengthen a more robust, diverse, & sustainable economy in ways that reflect community values & provides for affordable housing opportunities	Create a welcoming community through partnerships, resilient neighborhoods, & civic engagement	Promote, protect & enhance a healthy, sustainable environment & its natural resources
Foster community-wide clear & consistent communication strategies & products	Support social services, community partners & housing opportunities	Advance social equity & social justice in Flagstaff by supporting social services	Utilize existing long-range plan(s) that identify the community's future infrastructure needs & all associated costs	Maintain & enhance an equitable & effective business recruitment, retention, & expansion program throughout the community	Provide amenities & activities that support a healthy lifestyle	Engage community members through education & volunteer opportunities
Encourage public trust through transparency, accessibility & use of the City's public participation policy	Provide alternative responses, resources & programs, inclusive of mental health & other services	Facilitate & foster diversity & inclusivity, including support of anti-racist policies & practices	Provide effective management of and infrastructure for all modes of transportation	Enhance understanding between the development community, the City & Flagstaff residents	Support regional partners which provide equitable & inclusive educational opportunities for Flagstaff residents of all ages	Implement sustainable building practices, enhance waste diversion programs, alternative energy programs & multi-modal transportation options
Enhance the organization's fiscal stability & increase efficiency & effectiveness	Provide public safety services with resources, staff & training responsive to the community's needs	Enhance community involvement, education & regional partnerships to strengthen the level of public trust	Facilitate & develop carbon-neutral energy opportunities	Attract employers that provide high quality jobs & have a low impact on infrastructure & natural resources	Actively support attainable & affordable housing through City projects & opportunities with developers	Increase the private sector's participation in environmental stewardship efforts
Implement innovative local government programs, new ideas & best practices; be recognized as a model for others to follow	Promote physical health through providing recreation opportunities, parks, open space & multiple transportation options	Ensure city facilities, services, & programs are accessible for all residents & representative of Flagstaff's diverse community	Support the community's social infrastructure needs; assist those partner organizations that provide services the City does not	Enhance the community's workforce development programs & improve partnerships with higher education institutions & the private & public sectors	Support diverse employment opportunities that provide residents with a living wage	Implement, maintain & further the Climate Action & Adaptation Plan (CAAP) with awareness of social inequities
Be an employer of choice through inclusive recruitment & by providing employees with the necessary tools, training, support & compensation	Ensure the built environment is safe through the use of consistent standards, rules & regulations, & land use practices	Promote environmental justice & the fair distribution of environmental benefits		Embrace & invest in responsible tourism opportunities to promote economic development	Achieve a well-maintained community through comprehensive & equitable code compliance, & development that is compatible with community values	Strengthen Flagstaff's resilience to climate change impacts on built, natural, economic, health, & social systems

Staff Summary: Flagstaff Carbon Neutrality Plan Strategies

Target Areas	Strategies	
Carbon neutrality goal.	CNP-1	Reduces greenhouse emissions from City operations.
	CNP-2	Leads to reduced greenhouse gas emissions in the community.
Community Resilience	CR-1:	Ensure all mitigation actions improve Flagstaff's ability to adapt to the future.
-	CR-2:	Strengthen existing community systems to create resilience to both short-term shocks and long-term change.
Equitable Systems	ES-1:	Incorporate equity as a foundational element of every climate action the City develops and implements.
	ES-2:	Proactively engage community members on an ongoing basis.
	ES-3:	Design targeted climate policies and programs to serve vulnerable communities first.
	ES-4:	Actively seek to recognize past harms, repair trust, and build deeper relationships with community members.
Decreased Dependence on Cars	DD-1:	Encourage vibrancy, appropriate density, and attainability in existing neighborhoods, so that more residents live within walking distance of their daily needs.
	DD-2:	Create inclusive networks for walking and biking that are continuous, attractive, safe, comprehensive, and convenient for people of all ages.
	DD-3:	Encourage Flagstaff residents and visitors to walk, bike, roll and take the bus.
	DD-4:	Transform transportation policies and planning to incorporate greenhouse gas emissions analysis and reduce dependence on driving.
	DD-5:	Invest in comprehensive and equitable transit.
	DD-6:	Proactively invest to protect Flagstaff's clean air status.
Electric Mobility	EM-1:	Advance the electrification of buses across Flagstaff.
	EM-2:	Welcome electric micro-mobility devices as legitimate, healthy, affordable, and low-carbon modes of transportation.
	EM-3:	Support residents, businesses and institutions in the transition to electric vehicles.
Clean Electricity	CE-1:	Produce 100% renewable electricity to cover all City of Flagstaff municipal electricity needs.
	CE-2:	Increase renewable energy installations and usage in new buildings.
	CE-3:	Support solar installations on existing residential and commercial buildings.
Building Fuel Switching	FS-1:	Reduce or remove natural gas usage in municipal buildings
	FS-2:	Encourage new buildings to rely on the electric grid as their main energy source.
	FS-3:	Support fuel switching in existing residential and commercial buildings.
	FS-4:	Provide training and education on fuel switching.

Staff Summary: Flagstaff Carbon Neutrality Plan Strategies

Target Areas	Strategies
Reduced Building Energy Use	BE-1: Achieve net zero energy City of Flagstaff facilities.
	BE-2: By 2030, require new homes in Flagstaff to be net zero energy homes.
	BE-3: Reduce energy use in existing buildings.
Sustainable consumption and waste management	MM-1: Manage emissions from the Cinder Lake Landfill.
	MM-2: Encourage sustainable consumption.
	MM-3: Divert more waste from the landfill.
	MM-4: Reduce organic waste going to the landfill and feed hungry people.
Carbon Dioxide Removal	CD-1: Develop a portfolio of local and regional carbon dioxide removal initiatives to meet Flagstaff's commitment to carbon neutrality.
	CD-2: If local carbon dioxide removal projects are insufficient, obtain high-quality carbon offsets and CO2 Removal Certificates (CORCs).

Annual Budget and Financial Plan

Fiscal Year 2022-2023

City of Flagstaff, Arizona



City Council

Paul Deasy, Mayor

Miranda Sweet, Vice-Mayor

Austin Aslan

Jim McCarthy

Regina Salas

Adam Shimoni

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Flagstaff
Arizona**

For the Fiscal Year Beginning

July 01, 2021

Christopher P. Morill

Executive Director

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User's Guide

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

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

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

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

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

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

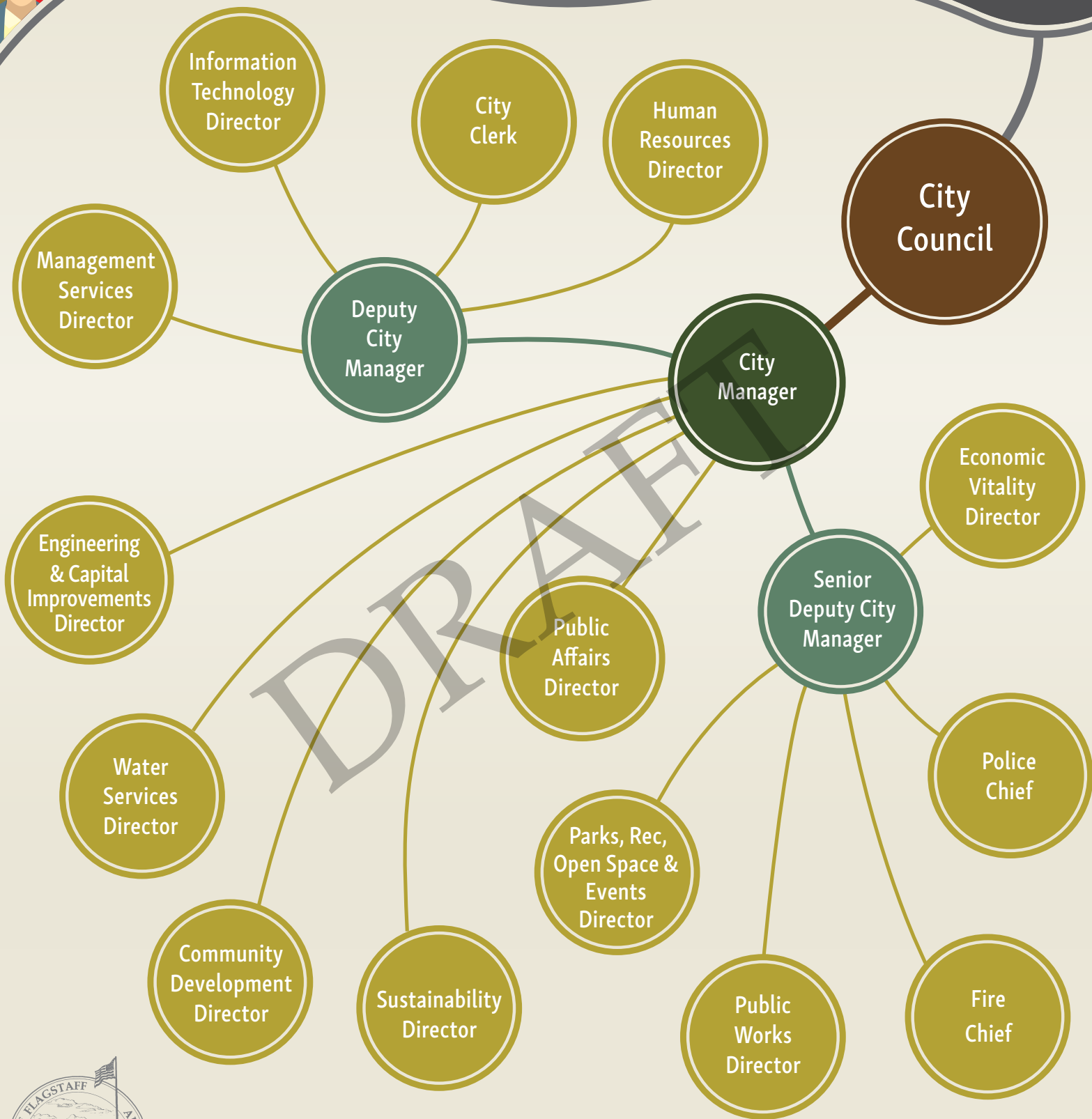
Division Detail - Each operating division summary provides a description, goals and objectives, major accomplishments of the current fiscal year, performance indicators, expenditure history and budget, commentary on significant changes and sources of funding.

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

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

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

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





The City of Flagstaff

Service at a Higher Elevation

Mission

To protect and enhance the quality of life for all.

Vision

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

Values

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



The City of Flagstaff

Council Results and Definitions

Approved by the Flagstaff City Council November 2020

High Performing Governance

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

Safe & Healthy Community

- Enhance community engagement and strengthen relationships between the community and public safety services
- Support social services community partners and housing opportunities
- Provide alternative responses, resources and programs, inclusive mental health and other services
- Provide public safety services with resources, staff and training responsive to the community's needs
- Promote physical health through providing recreation opportunities, parks, open space and multiple transportation options
- Ensure the built environment is safe through the use of consistent standards, rules and regulations, and land use practices

Inclusive & Engaged Community

- Foster community pride and civic engagement by increasing opportunities for public involvement, in line with best practices and legal requirements
- Advance social equality and social justice in Flagstaff by supporting social services
- Facilitate and foster diversity and inclusivity, including support of anti-racist policies and practices
- Enhance community involvement, education and regional partnerships to strengthen the level of public trust
- Ensure city facilities, services, and programs are accessible for all residents and representative of Flagstaff's diverse community
- Promote environmental justice and the fair distribution of environmental benefits

Sustainable, Innovative Infrastructure

- Deliver outstanding services to residents through a healthy, well maintained infrastructure system
- Utilize existing long-range plan(s) that identify the community's future infrastructure needs and all associated costs
- Provide effective management of and infrastructure for all modes of transportation
- Facilitate and develop carbon-neutral energy opportunities

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

Robust Resilient Economy

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

Livable Community

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

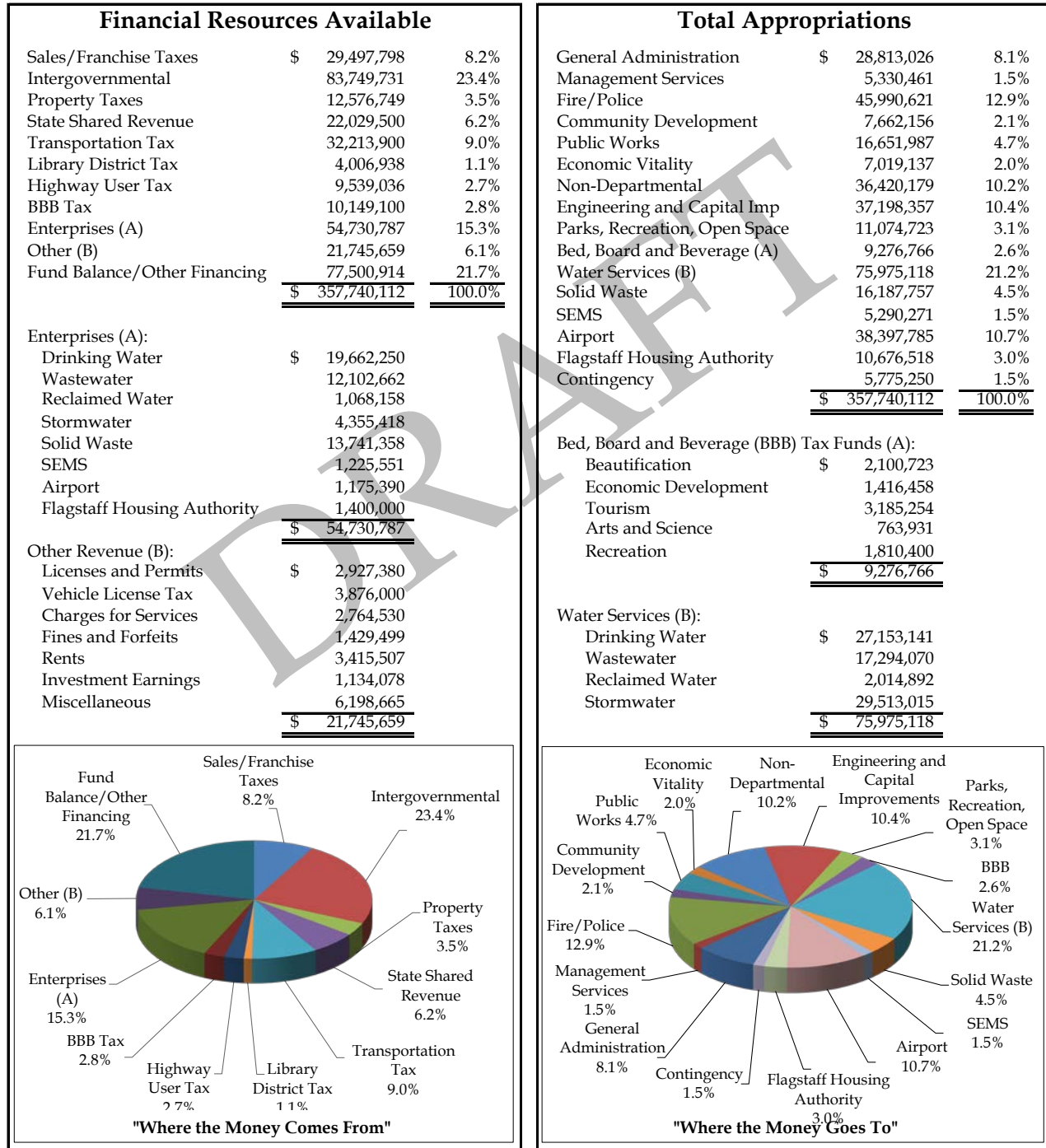
Environmental Stewardship

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

Budget Overview

The City of Flagstaff FY 2022-2023 Financial Plan presents a fiscally sound and balanced budget that maintains the integrity of the City's financial condition while still meeting the service level demands of a community that expects quality services. The Financial Plan balances not only financially, but also equally as important, balances the allocation of resources among operating requirements, capital needs, debt burden and strong reserves for future needs and contingencies.

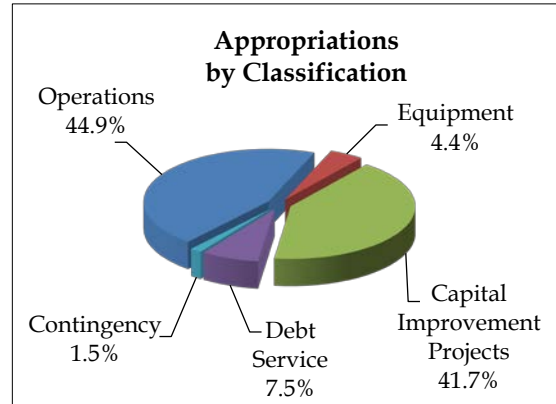
This section briefly describes the documents *Format and Process*; *Assumptions and Strategies* which formed the working parameters of the budget development; *Fund Summaries*; highlights of *Appropriations*, *Revenues* and *Capital Improvements Plan (CIP)*; and *Debt Structure*, which are the operating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



The following graphs depict total appropriations for the FY 2022-2023 budget by major classifications and types.

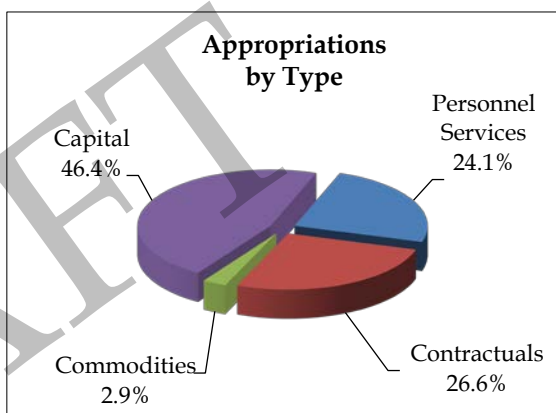
Appropriations by Classification

Operations	\$ 160,584,879
Equipment	15,597,000
Capital Improvement Projects	149,040,204
Debt Service	26,742,779
Contingency	5,775,250
\$	357,740,112



Appropriations by Type

Personnel Services	\$ 86,204,998
Contractuals	95,161,364
Commodities	10,338,733
Capital	166,035,017
\$	357,740,112



Operating Expenditures by Division

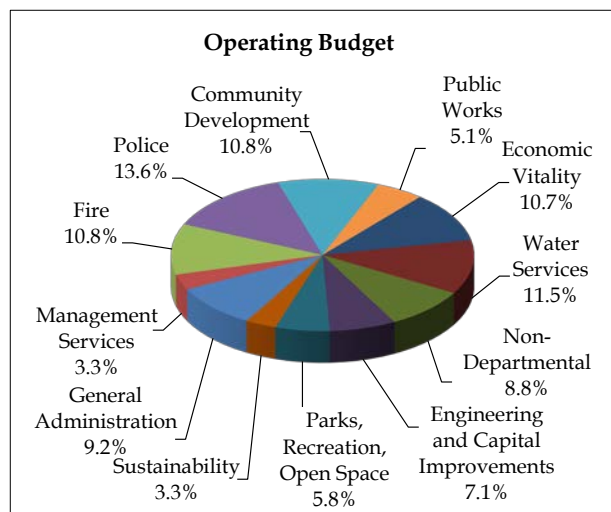
City operations include traditional municipal services that citizens expect local government to provide. Operating expenditures exclude capital improvements, capital equipment, debt service and reserves. The division budgets are presented to include section budgets and divisional responsibilities as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

Operating Budget *

General Administration	\$ 14,813,026
Management Services	5,330,461
Fire	17,277,036
Police	21,768,585
Community Development	17,348,674
Public Works	8,133,775
Economic Vitality	17,107,673
Water Services	18,480,551
Non-Departmental	14,185,878
Engineering and Capital Improvements	11,458,826
Parks, Recreation, Open Space	9,390,123
Sustainability	5,290,271
\$	160,584,879

* Exclusive of Debt Service

\$	26,742,779
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General Administration activities comprise 9.2% of the budget (\$14.8 million). The services within General Administration provide for the overall management and administration of the City, as well as enforcement of municipal laws through legal support and the courts. This group consists of City Manager, Human Resources, Information Technology, City Attorney, Flagstaff Municipal Court and City Clerk.

Management Services comprises 3.3% of the operating budget (\$5.3 million). The division encompasses those activities that provide administrative support and services including Purchasing, Revenue, Finance and Grants, Contracts and Emergency Management.

Fire Department services comprise 10.8% of the operating budget (\$17.3 million) excluding the debt service requirements of approximately (\$217,000). The division's public safety programs provide both personal safety in the community with proactive attention to preventable disasters and sense of well-being through timely emergency response.

Police Department activities comprise 13.6% of the operating budget (\$21.8 million). Public safety programs provide personal safety in the community by promoting a community free of crime and assured response in emergency situations.

Community Development comprises 10.8% of the operating budget (\$17.3 million). The services in this division include Administration, Planning and Development Services, Housing, Community Redevelopment Services, Flagstaff Housing Authority and Building Safety and Code Compliance. The services provided by this division meet the current needs of the community and planning for the future.

Public Works activities comprise 5.1% of the operating budget (\$8.1 million) excluding the debt service requirements for solid waste of approximately (\$216,000). The services provided include solid waste operations, maintenance of all public facilities and public infrastructure including streets and fleet services.

Economic Vitality activities comprise 10.7% of the operating budget (\$17.1 million) excluding debt service requirements for Airport of approximately (\$232,000), Business Incubator of approximately (\$248,000) and Parking District of approximately (\$115,000). The division includes the following sections: Library, Community Investment, Tourism and Visitor Center, Airport, Arts and Science, Urban Design, Streetscape, Parking District and Economic Development.

Water Services comprise 11.5% of the operating budget (\$18.5 million), excluding \$6.0 million in debt service requirements. There is one administrative section responsible for management of Drinking Water, Wastewater, Reclaimed Water and Stormwater activities. Drinking water, wastewater and reclaimed operations provide services that promote a clean and healthy community by providing a safe water supply and proper waste disposal.

Non-Departmental operations comprise 8.8% of the budget (\$14.2 million) exclusive of \$19.7 million in debt service requirements. The Council and Commission, Transit and Non-departmental budgets account for expenditures that benefit City operations.

Engineering and Capital Improvements comprises 7.1% of the operating budget (\$11.5 million). The services in this division include Engineering and Capital Improvements.

Parks, Recreation, Open Space and Events comprises 5.8% of the operating budget (\$9.4 million). The services in this division include Parks, Recreation and Open Space management.

Sustainability comprises 3.3% of the operating budget (\$5.3 million). The services in this division include Sustainability and Environmental Management.

Budget Format and Process

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

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

Format

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

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

Categories presented are:

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

Fund, Division and Section Structure

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

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

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

The following table represents the structure for the City.

Relationship Between Funds, Divisions and Sections

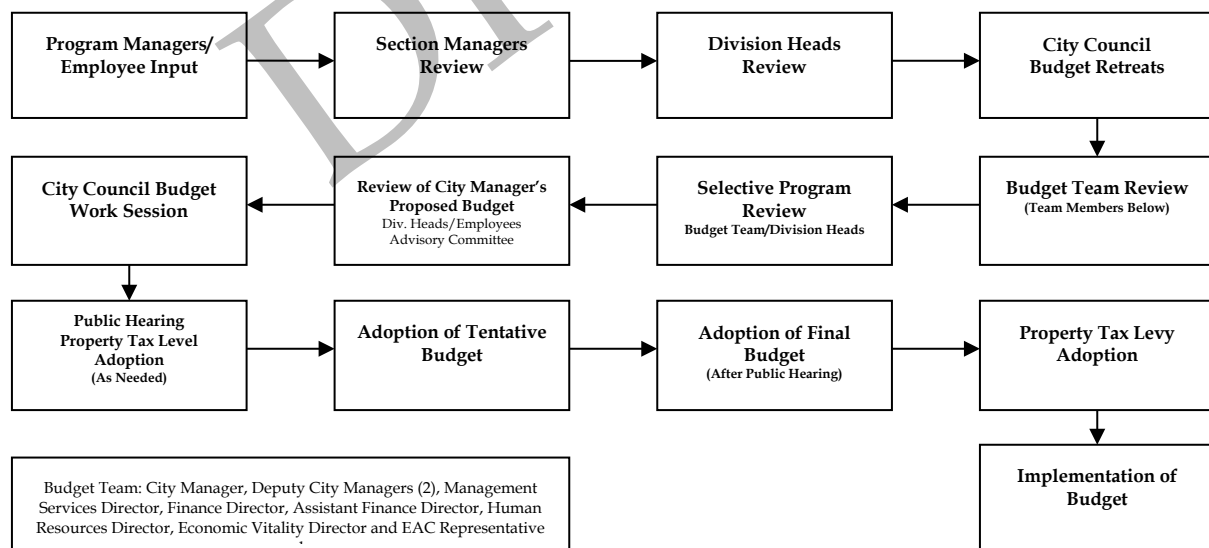
Fund Type	Fund	Division	Section
Governmental	(All Modified Accrual Accounting)		
General	General *	City Manager	City Manager
		Human Resources	Human Resources
		Risk Management	Risk Management
		Information Technology	Information Technology
		City Attorney	Legal
		Municipal Court	Municipal Court
		Management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

Relationship Between Funds, Divisions and Sections			
Fund Type	Fund	Division	Section
Governmental (All Modified Accrual Accounting)			
Debt Service	GO Bond Fund	Non-Departmental	Debt Service
	Secondary Property Tax	Non-Departmental	Debt Service
	Pension Bonds*	Non-Departmental	Debt Service
Permanent	Perpetual Care	Non-Departmental	Perpetual Care
Capital Projects	GO Capital Projects Fund*	Non-Departmental	Core Services Facility Flagstaff Watershed Protection
	Non-GO Bond Capital Project Fund*	Non-Departmental	Capital Project Court Facility
Proprietary (All Modified Accrual Accounting)			
Enterprise	Water Services*	Water Services	Water Services Administration
			Water Production
			Water Distribution
			Water Resource Management
			Engineering Services
			Regulatory Compliance
			SCADA
			Water Capital
			Wastewater Treatment - Wildcat Plant
			Wastewater Treatment - Rio Plant
	Solid Waste*	Public Works	Wastewater Collection
			Industrial Wastewater Monitoring
	Sustainability and Environmental Mgmt *	Public Works	Wastewater Capital Improvements
			Reclaimed Water
	Airport	Economic Vitality	Reclaimed Capital
			Stormwater
	Flagstaff Housing Authority	Community Development	Stormwater Capital
			Solid Waste - Landfill
	Sustainability and Environmental Mgmt *	Public Works	Solid Waste - Collections
			Solid Waste - Capital Improvements
	Airport	Economic Vitality	Sustainability
			Environmental Management
	Flagstaff Housing Authority	Community Development	Airport Operations
			Airport Capital Projects
	Flagstaff Housing Authority	Community Development	Flagstaff Housing Authority

* Major Funds based on the FY 2020-2021 CAFR

Process

Budget Process Flowchart:



Presentation:

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

Budget Calendar

September 30	Budget Team Retreat
November 29	Budget Module Available
January 10	Final Budget System Input
February 3-4	Council Budget Retreat
February 22 to March 11	Review with Division Directors and the Budget Team
April 21 - 22	Council Study Sessions Proposed Budget Available to Public
June 7	Tentative Budget Hearing (Public) and Tentative Budget Adoption
June 21	Final Budget Hearing and Final Budget Adoption
June 21	Property Tax Levy (1st Reading)
July 5	Property Tax Levy Adoption

Review and Approval:

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

The proposed budget is presented to Council for tentative adoption on or before the third Monday in July. One public hearing is held on the content of the budget. Final adoption will occur on June 21, 2022. State law requires the operating budget to be all-inclusive. Therefore, the budget includes provisions for contingent revenues and expenditures that cannot be accurately determined when the budget is adopted (e.g., grants). The Resolution adopting the annual budget requires Council authorization for any expenditure from contingencies as well as transfer of budget authority between divisions.

Adoption:

The City operates under the State Expenditure Limitation with a permanent adjustment to the base. Alternative [Home Rule] Expenditure Control municipalities require voter approval every four years.

The City received voter approval in the November 2020 general election for a third adjustment to the expenditure limitation base. This permanent adjustment was effective for the FY 2021-2022 budget year.

The City Manager's Proposed Budget reflects the total funds appropriated (\$357,740,112). Certain exclusions are allowed by the state [e.g., bond proceeds, debt service, grants] in computing the Expenditure Limitation (\$211,134,938) and this total cannot be exceeded.

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

Fund Summaries

General Fund

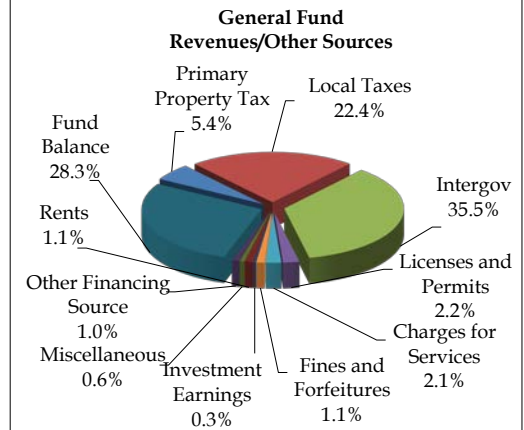
The General Fund includes all City operations, except enterprise activities which are to be self-sustaining, e.g., Water Services, Solid Waste, Sustainability and Environmental Management, Airport, Flagstaff Housing Authority, and activities funded from a special revenue source dedicated to that activity.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

Total resources available for expenditures for FY 2022-2023 are \$131.8 million including the estimated beginning fund balance of \$43.5 million. A substantial portion of General Fund resources come from the following revenue categories: local sales taxes, franchise taxes and intergovernmental revenues. Specific detail including comparative data is shown in Schedule C of the Financial Summaries section and a more detailed review of major revenue categories, including historical trend information, is provided following the fund summaries.

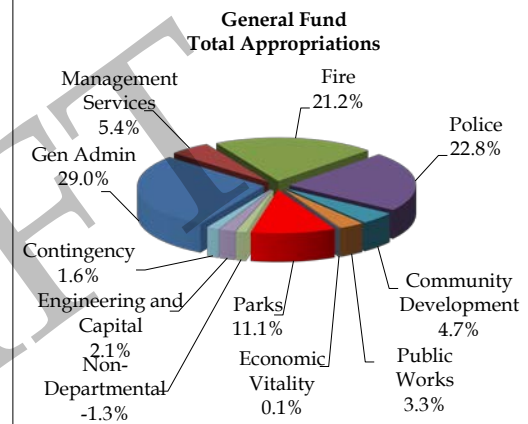
General Fund revenue/other sources compared to the year-end estimates are expected to decrease by 0.5%. Overall revenues continue to grow at a slow to moderate pace. Fund balance has decreased compared to FY 2021-2022 due to the completion of several projects and one-time expenditures anticipated in FY 2022-2023.

General Fund total appropriations compared to year-end estimates have increased by 11.7%. The General Fund ongoing revenues and expenses are structurally balanced in the five-year plan. Unrestricted fund balance is estimated at a minimum of 20.0% of operating revenues over the next five years. Restricted fund balance is estimated at \$7.3 million at the end of FY 2022-2023. The financial position of the General Fund remains balanced.

Revenues/Other Sources	Estimated 2021-2022	Budget 2022-2023
Primary Property Tax	\$ 7,016,000	7,066,000
Local Taxes	29,106,798	29,497,798
Intergovernmental (Grants)	6,341,087	19,802,373
Intergovernmental (Other)	24,906,118	27,004,218
Licenses and Permits	3,240,880	2,927,380
Charges for Services	2,218,891	2,764,530
Fines and Forfeitures	1,145,194	1,429,499
Rents	1,154,008	1,494,258
Investment Earnings	417,665	412,465
Miscellaneous	821,350	823,014
Other Financing Source	-	1,300,000
Fund Balance, Net of Transfers	56,107,100	37,302,002
	<u>\$ 132,475,091</u>	<u>131,823,537</u>



Appropriations	Estimated 2021-2022	Budget 2022-2023
General Administration	\$ 16,816,843	28,813,026
Management Services	5,002,102	5,330,461
Fire	17,502,520	21,103,573
Police	21,887,143	22,697,585
Community Development	4,581,233	4,690,033
Public Works	11,875,599	3,259,412
Economic Vitality	202,834	133,819
Non-Departmental	4,919,750	(1,278,367)
Engineering and Capital Improvements	1,999,513	2,058,376
Parks, Recreation, Open Space	2,415,943	11,074,723
Contingency	1,772,810	1,524,000
	<u>\$ 88,976,290</u>	<u>99,406,641</u>



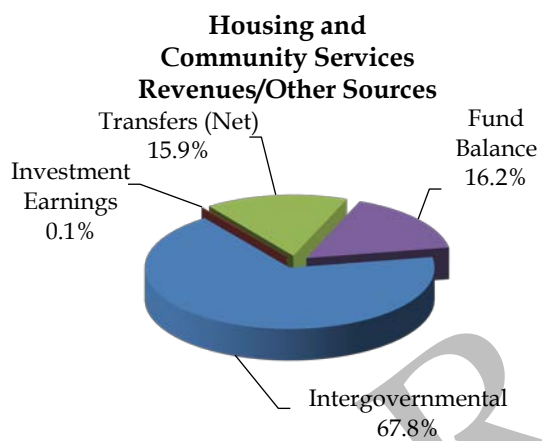
Special Revenue Funds

Housing and Community Services Fund

This fund finances activities in conjunction with the CDBG program and affordable housing activities. There is \$3.0 million appropriated to this activity for FY 2022-2023. Expenditures in this fund include \$780,000 in State Housing grants and \$1,424,685 in CDBG grants.

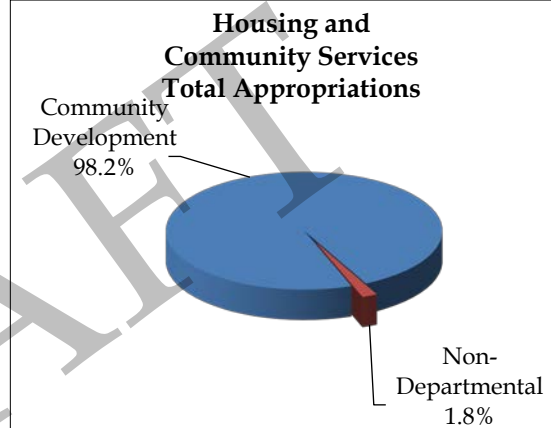
Revenues/Other Sources

Intergovernmental	\$ 2,204,685
Investment Earnings	4,000
Transfers (Net)	518,669
Fund Balance	528,362
	\$ 3,255,716



Appropriations

Community Development	\$ 2,963,358
Non-Departmental	55,000
	\$ 3,018,358



COVID Relief Fund

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

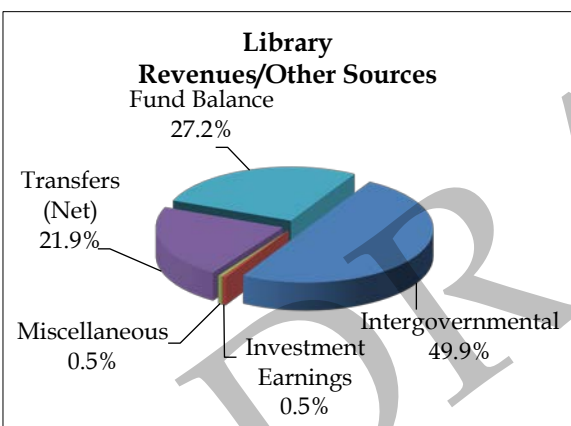
Library Fund

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

Approximately \$4.1 million of the funding for library operations comes from the library district tax, with an additional amount as a pass-through to district libraries. An additional \$1.7 million of funding is a transfer from the General Fund, and \$66,500 from the Tourism Fund, to further support the Flagstaff libraries.

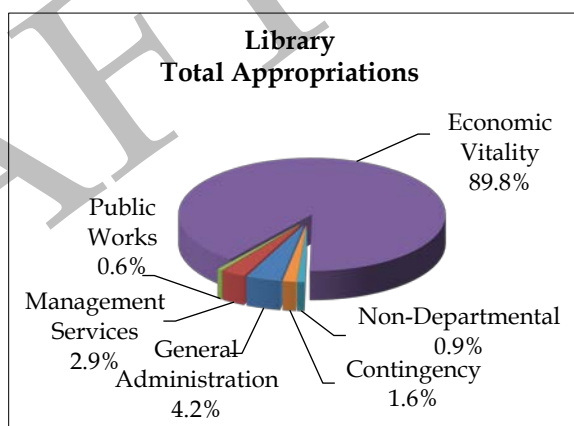
Revenues/Other Sources

Intergovernmental	\$	4,106,938
Investment Earnings		39,727
Miscellaneous		41,000
Transfers (Net)		1,792,813
Fund Balance		2,245,690
	\$	<u>8,226,168</u>



Appropriations

General Administration	\$	258,836
Management Services		178,535
Public Works		38,055
Economic Vitality		5,586,821
Non-Departmental		58,784
Contingency		100,000
	\$	<u>6,221,031</u>



Highway User Revenue Fund

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

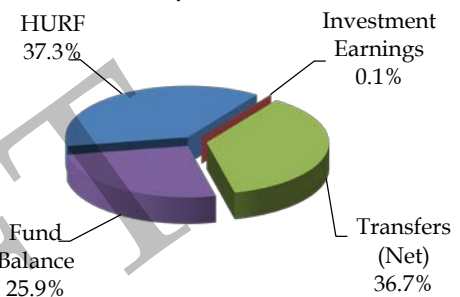
HURF revenues have seen steady growth over the past eight years as fuel prices fell and the economy experienced slow continuous growth. For FY 2022-2023 and future years revenues are expected to steadily increase.

Appropriations total approximately \$19.2 million in FY 2022-2023 which includes streets operation as well as the annual pavement maintenance program, sidewalk program and other street related projects.

Revenues/Other Sources

HURF	\$ 9,539,036
Investment Earnings	33,000
Transfers (Net)	9,373,250
Fund Balance	6,636,344
	<u>\$ 25,581,630</u>

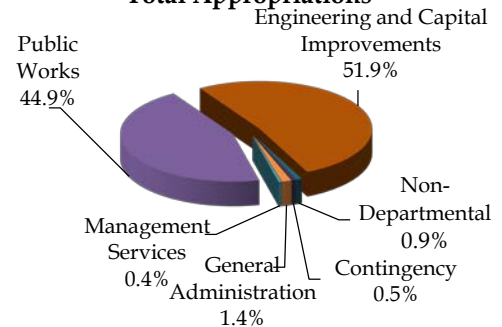
Highway User Revenue Fund Revenues/Other Sources



Appropriations

General Administration	\$ 266,757
Management Services	74,102
Public Works	8,595,249
Economic Vitality	209
Engineering and Capital Improvements	9,934,109
Non-Departmental	181,374
Contingency	100,000
	<u>\$ 19,151,800</u>

Highway User Revenue Fund Total Appropriations

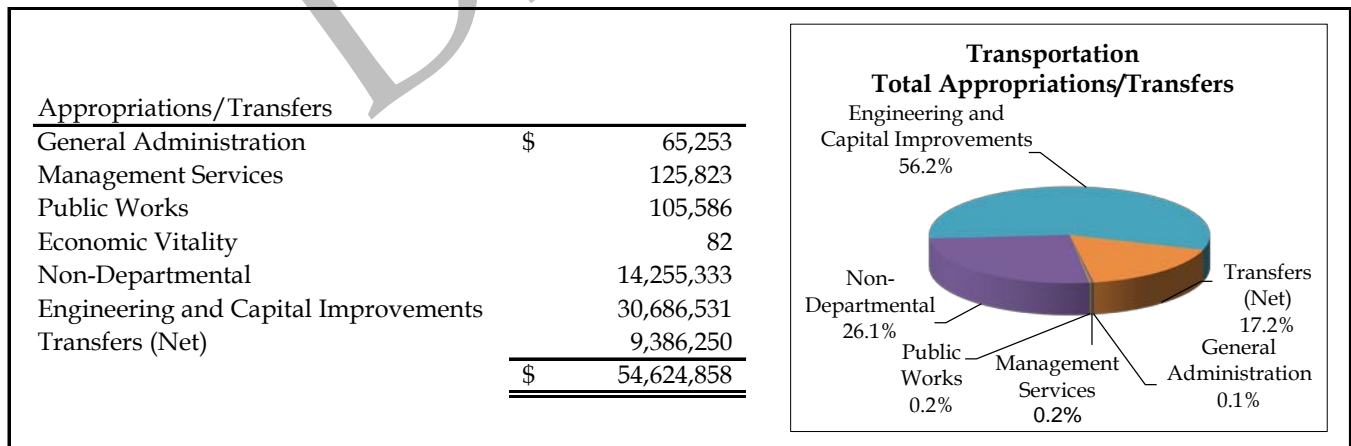
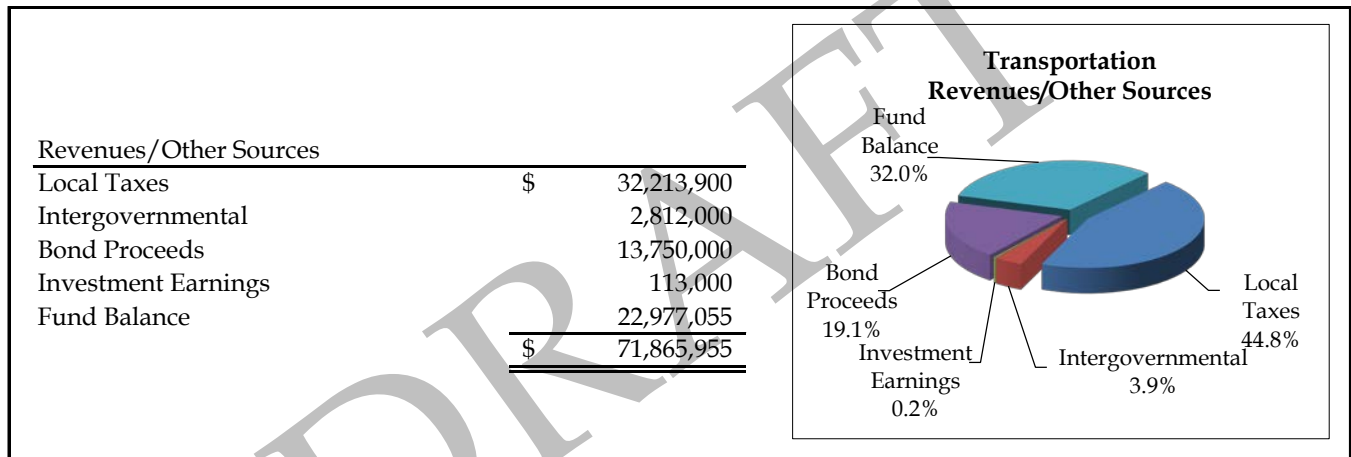


Transportation Fund

The Transportation Fund was formed as a result of voter authorization to increase sales taxes to support transportation related issues. In FY 2014-2015, voters approved a tax for road repair and street safety. In FY 2015-2016, voters approved an extension of the transit tax. In FY 2018-2019, voters approved an additional tax for the Lone Tree Overpass and extended the Roadway, Pedestrian, Bicycle and Safety improvements.

Projects	Voter Authorization	Valid Through	Rate	FY 2022-2023 Revenues
Transit Service Enhancements	FY 2015-2016	FY 2029-2030	0.295	\$ 7,418,500
Road Repair and Street Safety	FY 2014-2015	FY 2034-2035	0.330	8,298,700
Lone Tree Overpass	FY 2018-2019	FY 2038-2039	0.230	5,783,900
Roadway, Pedestrian, Bicycle and Safety	FY 2018-2019	FY 2039-2040	0.426	10,712,800
Total			1.281	\$ 32,213,900

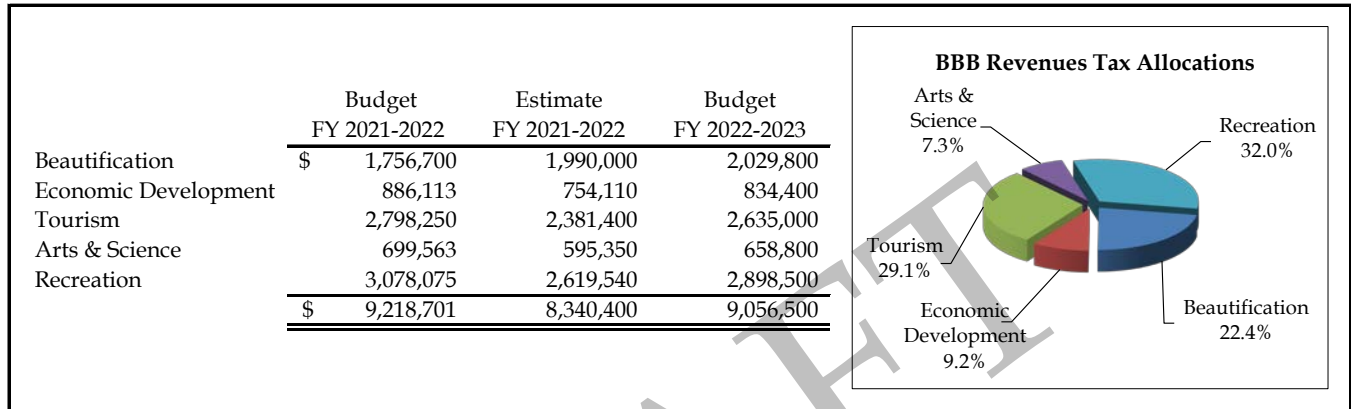
Appropriations total \$54.6 million in FY 2022-2023. Appropriations include \$11.6 million for transit operations and capital projects, \$2.7 million for debt service, \$1.6 million for road repair and street safety projects, \$3.5 million for Lone Tree overpass and \$20.6 million for roadway, pedestrian, bicycle, and safety improvements.



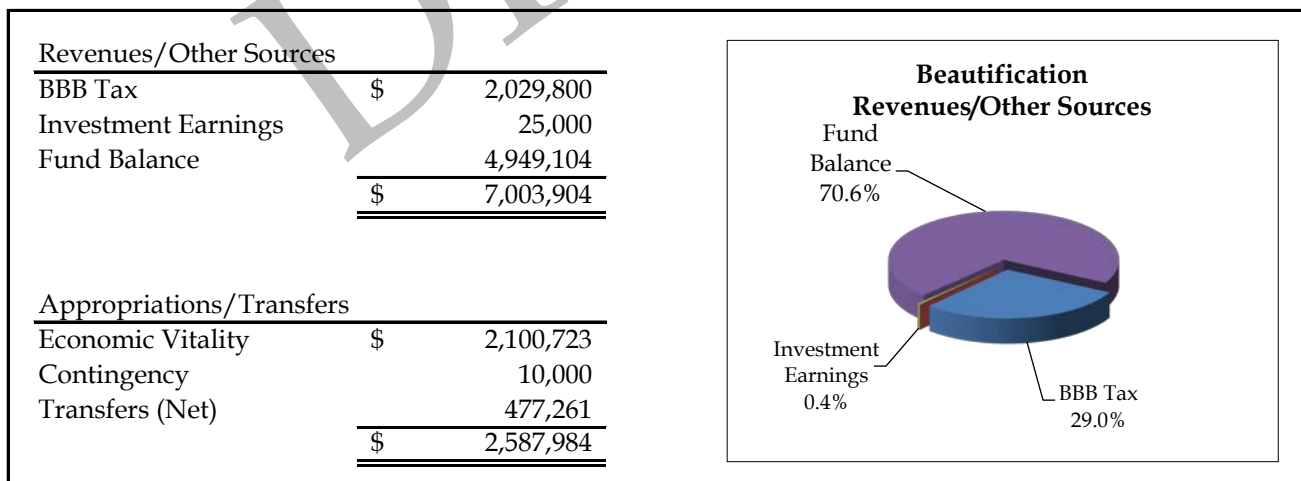
Bed, Board and Beverage (BBB) Fund

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

Revenue for FY 2022-2023 is projected to increase over FY 2021-2022 estimates. Activities funded with the revenues have made operating adjustments necessary to reflect a balanced budget to the increased sales tax receipts and these changes are reflected within each five-year plan.

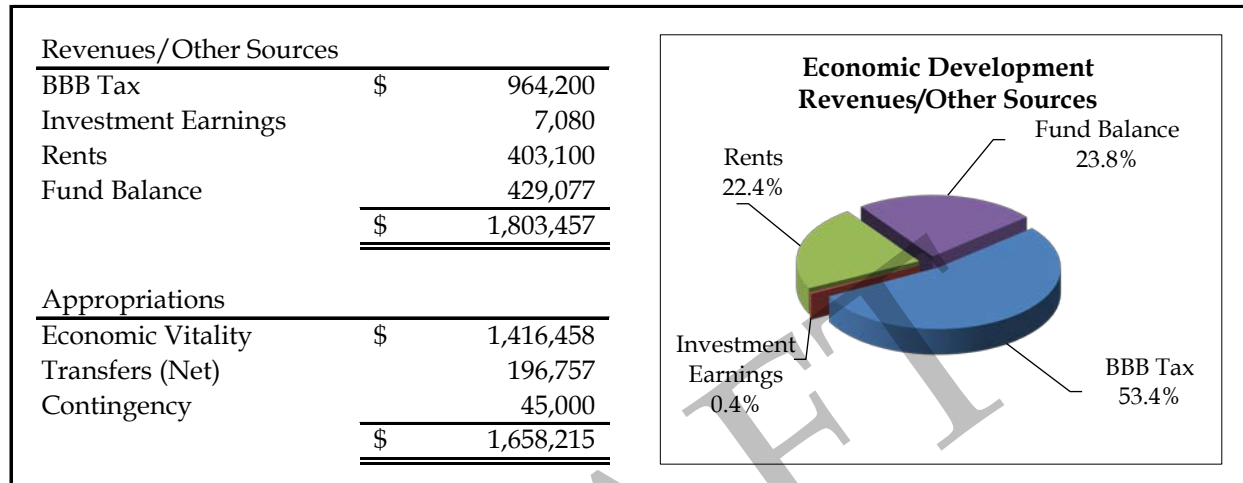


Beautification Fund: Total resources available for the Beautification Fund activities amount to \$7.0 million. Expenditures from this fund are primarily for beautification operations and capital improvements in streetscape projects. Some of the major projects include the Phoenix Parking Plaza (Parking Hub), library entrance art base and the Fourth Street/Lockett roundabout beautification project. A full project listing is available in the CIP section. The \$477,261 net transfers include transfers to the General Fund which is used primarily for the maintenance of streetscapes and a transfer to Sustainability and Environmental Management for litter control efforts.

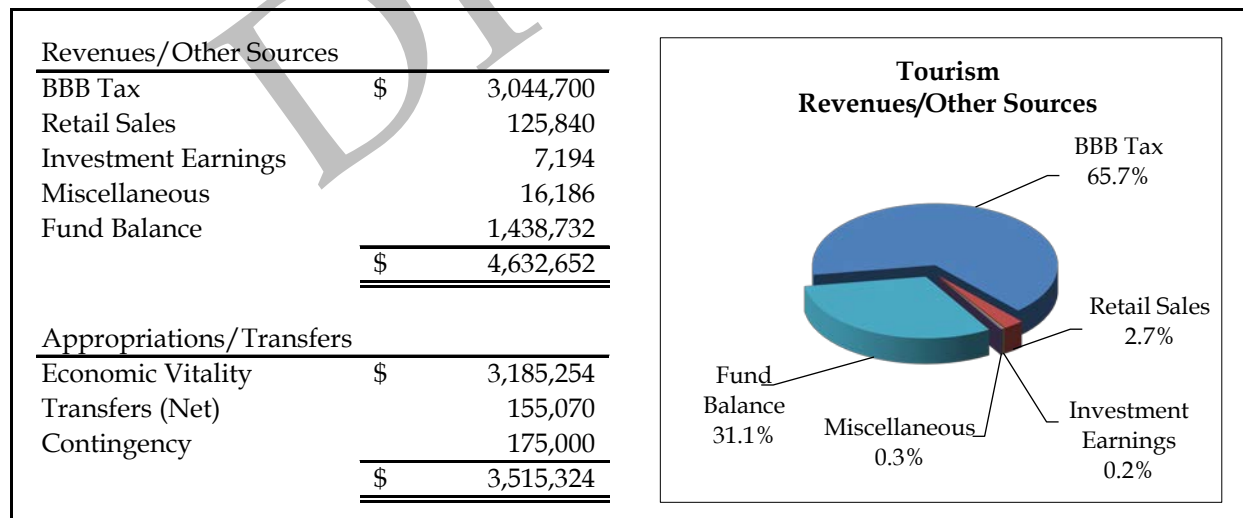


Economic Development Fund: This fund focuses on business retention and attraction as well as workforce development. In addition, the City funds the Business Incubation Program and the Innovation Mesa Business Accelerator program, structured to allow university professors and local entrepreneurs to work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

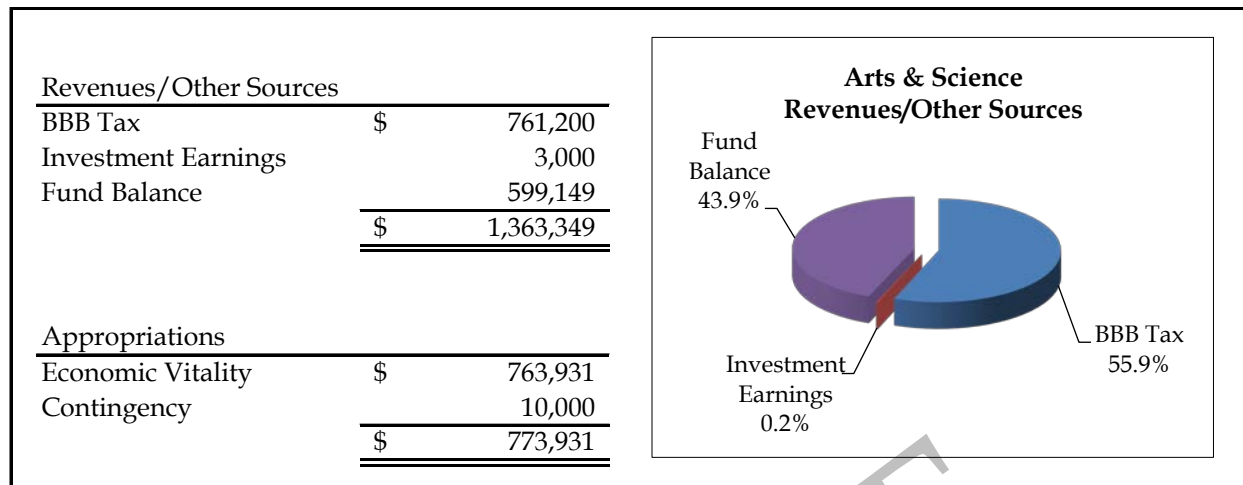
The City will continue to seek targeted industries to relocate to the community. Those industries will be complementary to existing businesses or will be supportive of community goals. Total revenues and other sources available are approximately \$1.8 million, of which \$964,200 is from the BBB dedicated tax for economic development, lease revenue of \$403,100 and fund balance of \$429,077.



Tourism Fund: Total resources available in FY 2022-2023 are approximately \$4.6 million, of which an estimated \$3.0 million is from the BBB tax. The total appropriations are approximately \$3.5 million, which includes \$2.6 million for Tourism. Tourism includes General Administration, Marketing, Sales, Public Relations and the Film Office. The Visitors Center programs account for \$580,723 of the total. The Visitor Center programs include the Visitor Center (including the gift shop) and Train Station Operations.

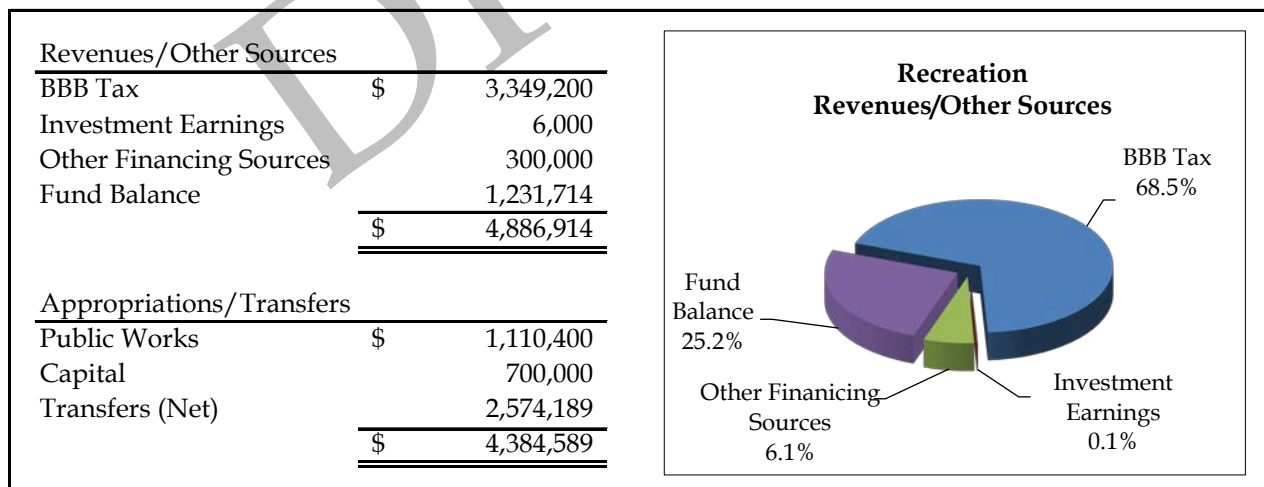


Arts and Science Fund: Total revenues and other sources available for Arts and Science activities are approximately \$1.4 million, including estimated revenues from the BBB tax of \$761,200. Expenditures include public art for \$172,623 and service partner contracts for \$502,590.



Recreation Fund: Total resources available for recreation activities are approximately \$4.9 million, including estimated revenues from the BBB tax of \$3.3 million

There are total appropriations in the amount of approximately \$4.4 million in FY 2022-2023 for Recreation Fund activities and projects. Per discussion with City Council in the spring 1996 retreat, Council concluded this funding should support the expansion of existing facilities and the associated maintenance. Over the past several years, the City Council has re-examined the use of these funds. In FY 2022-2023, City has directed \$954,844 to fund recreational programming, \$1.6 million to fund FUTS maintenance, recreation fields operation and maintenance and \$1.5 million for a west-side park project. These are funded via a transfer to the General Fund. Additionally, operational and capital improvement project money has been allocated with \$700,000 for sports courts, \$100,000 to the Thorpe Park Annex, \$200,000 to the master plan and \$200,000 to deferred maintenance projects.



Parking District Fund

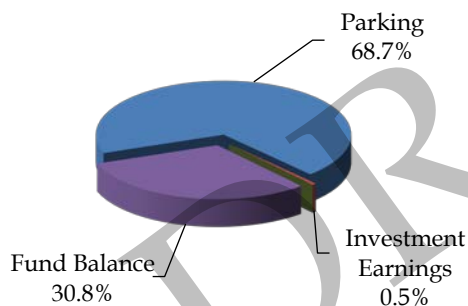
The Parking District Fund was created in FY 2016-2017. City Ordinance 2016-05 was approved by City Council and created a special revenue fund for revenue generated by the implementation of the Comprehensive Parking Management Program. Of the revenue generated in this fund, 20% is reserved for acquisition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

The revenue and other sources for FY 2022-2023 include \$1.2 million in parking revenues. Total appropriations for the fund are approximately \$1.4 million which includes \$842,844 for operations, \$340,954 for capital and property acquisition and \$115,025 for debt service.

Revenues/Other Sources

Parking	\$	1,225,907
Investment Earnings		8,200
Fund Balance		548,990
	\$	<u>1,783,097</u>

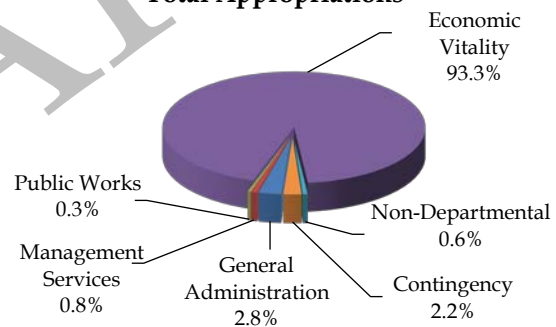
**Parking District
Revenues/Other Sources**



Appropriations

General Administration	\$	38,566
Management Services		10,771
Public Works		3,860
Economic Vitality		1,298,753
Non-Departmental		7,909
Contingency		30,000
	\$	<u>1,389,859</u>

**Parking District
Total Appropriations**



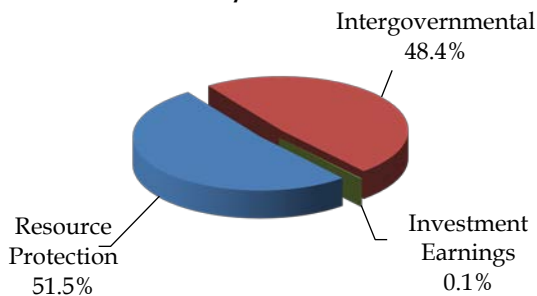
Water Resource & Infrastructure Protection Fund

In FY 2019-2020, City Council approved the creation of the Water Resource Protection Fee. This fee will fund the Wildland Fire Management program which was previously funded by the Flagstaff Watershed Protection Project bond. The revenue for FY 2022-2023 includes \$1.3 million in Water Resource Protection Fees and \$1.2 million in federal grants. Total appropriations for the fund are approximately \$2.5 million which is for operations of this program.

Revenues/Other Sources

Resource Protection	\$	1,277,380
Intergovernmental		1,200,000
Investment Earnings		5,000
Fund Balance		927,627
	\$	<u>3,410,007</u>

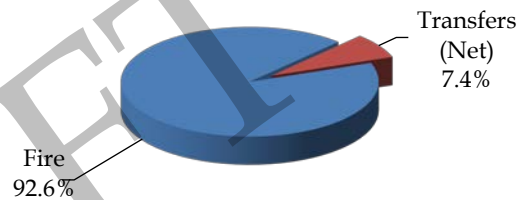
Water Resource & Infrastructure Revenues/Other Sources



Appropriations/Transfers

Fire	\$	2,295,851
Transfers (Net)		183,957
	\$	<u>2,479,808</u>

Water Resource & Infrastructure Total Appropriations/Transfers



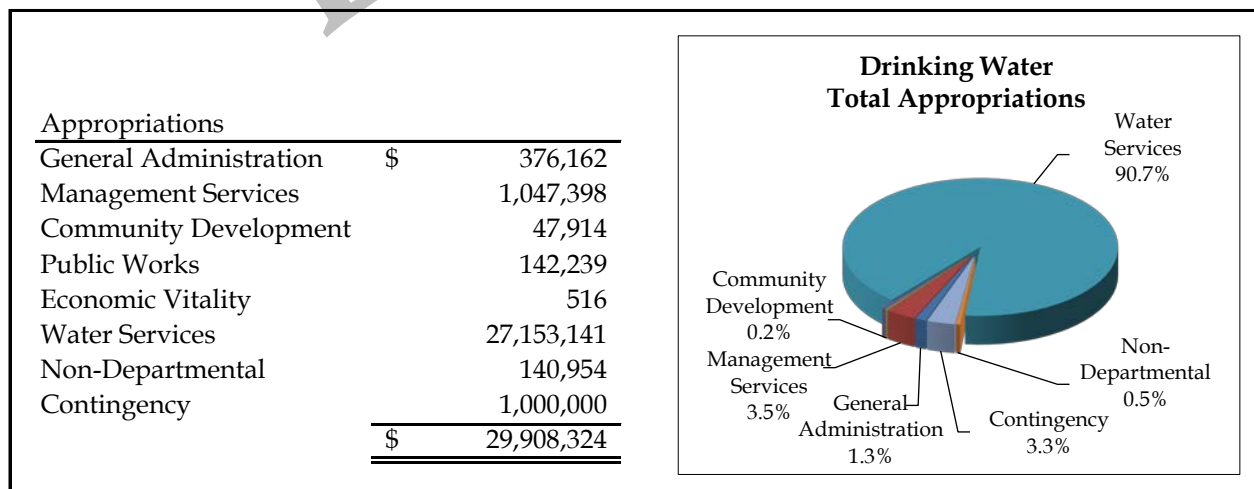
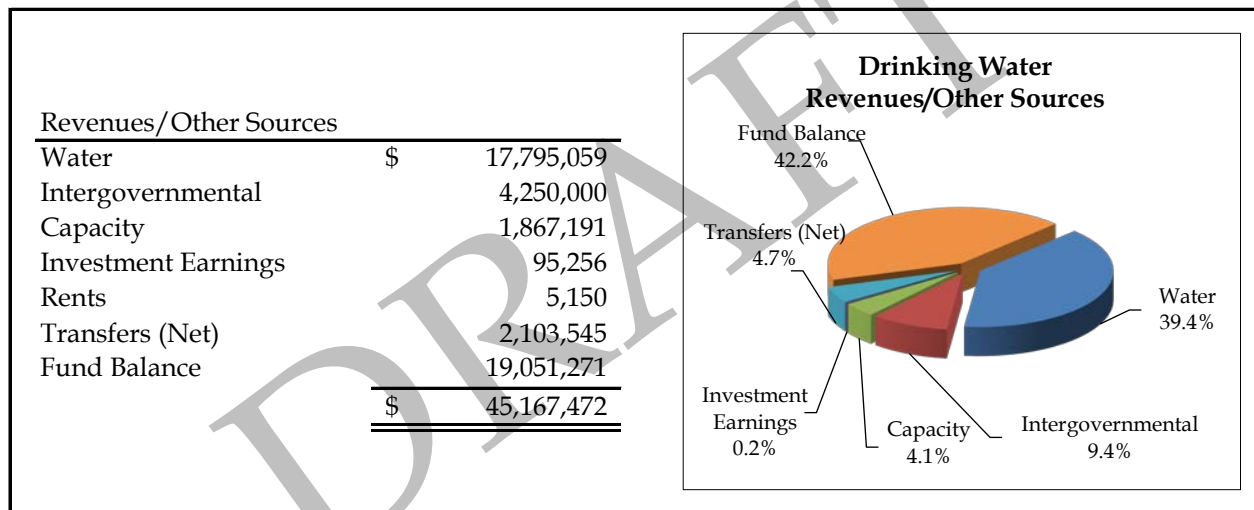
Enterprise Funds

Water Services Funds

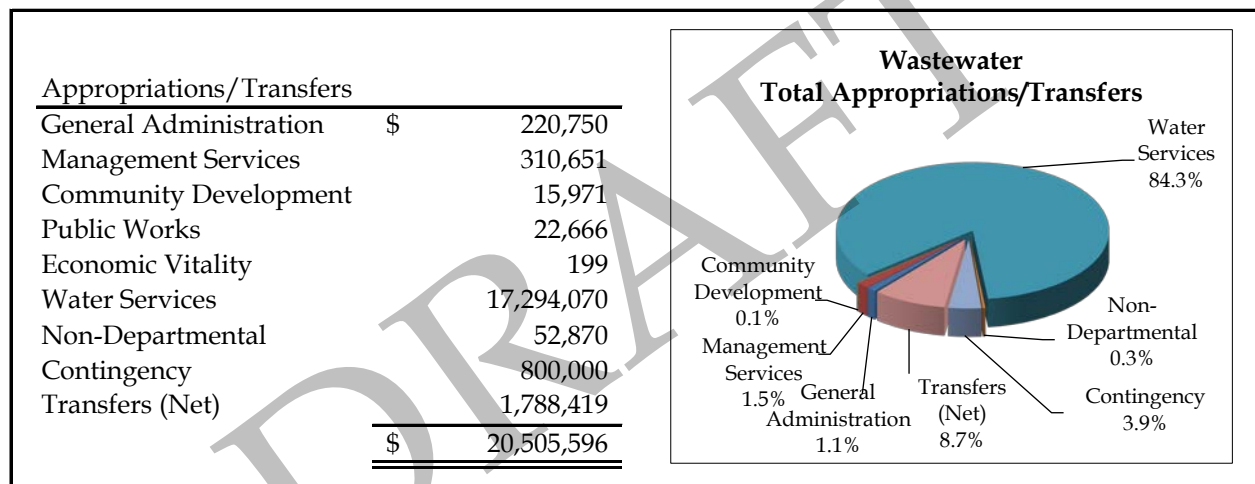
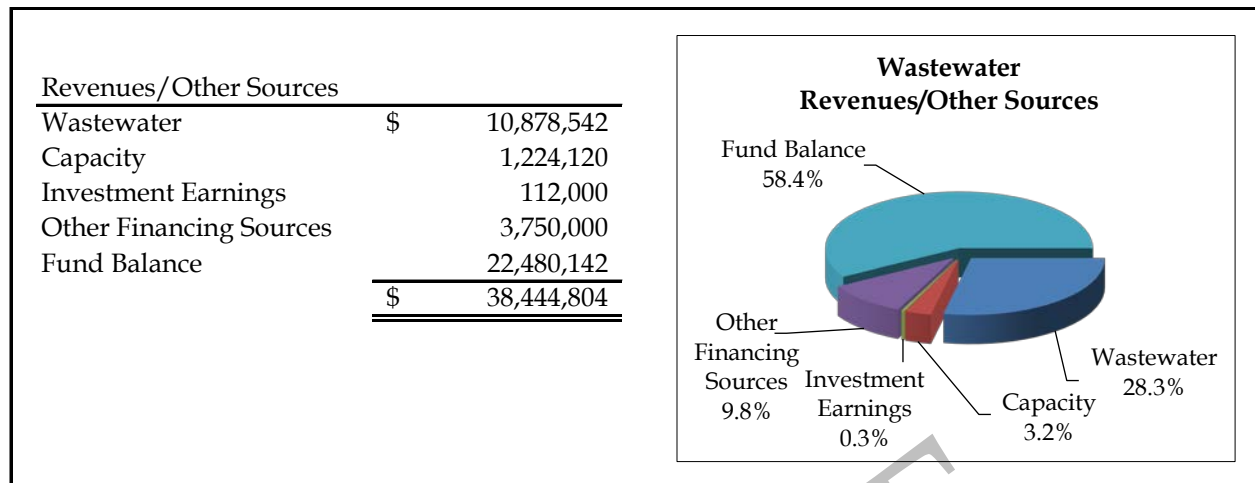
Water Services includes Drinking Water, Wastewater, Reclaimed Water and Stormwater Funds. These Enterprise funds are operated as self-sustaining operations with user fees and charges based on a "cost-of-service" methodology. The rate model determines the minimum revenue requirements needed to support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

The City contracted for a rate model update in FY 2015-2016 which identified a need to increase water, wastewater and stormwater rates. The Council was presented with the recommended increases in the spring of 2016. Each January 1, until 2020, there were scheduled increases of 4.4% for water and 7.0% for wastewater. Stormwater had a significant increase effective July 1, 2019. Water Services is currently in the early stages of a new rate model update.

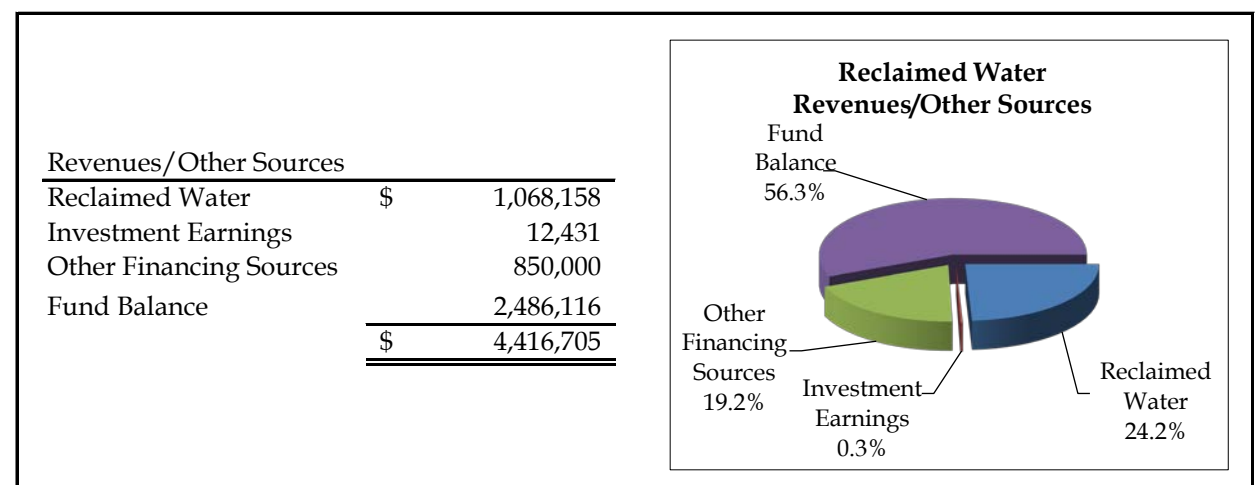
Drinking Water: Total appropriations relating to direct costs for the water operations are approximately \$29.9 million. Water fees are the major source of revenue supporting water operations. Revenue estimates total approximately \$17.8 million for water sales.



Wastewater: Total appropriations and transfers relating to the direct costs for the wastewater operations are approximately \$20.5 million. Wastewater (sewer) fees are the major source of revenue supporting wastewater operations. Revenue estimates total approximately \$10.9 million in wastewater charges.



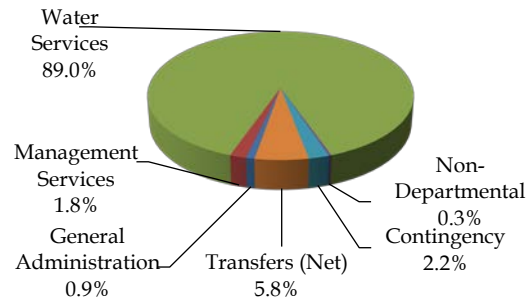
Reclaimed Water: Total appropriations and transfers related to the direct cost for the reclaimed water operations are \$2.3 million. Reclaimed water usage fees are the major source of revenue supporting these operations. Revenue estimates total \$1.1 million in reclaimed water charges.



Appropriations/Transfers

General Administration	\$	20,082
Management Services		40,665
Economic Vitality		19
Water Services		2,014,892
Non-Departmental		6,241
Contingency		50,000
Transfers (Net)		132,227
	\$	<u>2,264,126</u>

Reclaimed Water Total Appropriations/Transfers



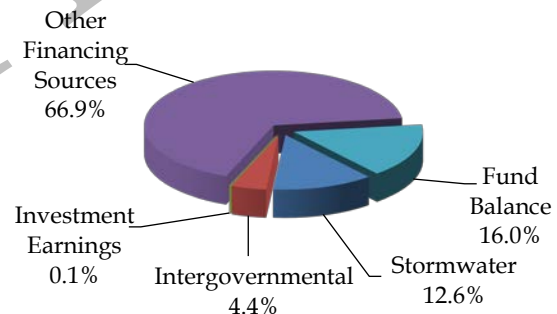
Stormwater: The Stormwater Fund was initiated as a response to enhanced National Pollutant Discharge Elimination System (NPDES) Stormwater requirements affecting all communities with populations greater than 50,000 as of March 2003. The City of Flagstaff worked with consultants to design a program that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

Revenues and other sources available total approximately \$34.3 million for FY 2022-2023. Total appropriations of \$30.2 million include general drainage maintenance, Killip retention basin, Rio de Flag, Linda Vista and Cedar Avenue culver upsizing.

Revenues/Other Sources

Stormwater	\$	4,325,248
Intergovernmental		1,500,000
User Fees		29,232
Permits		938
Investment Earnings		27,355
Other Financing Sources		22,900,000
Fund Balance		5,471,083
	\$	<u>34,253,856</u>

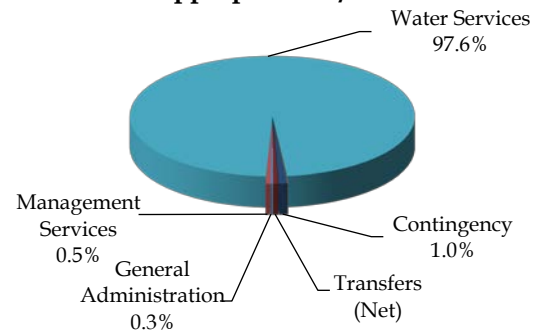
Stormwater Revenues/Other Sources



Appropriations/Transfers

General Administration	\$	80,605
Management Services		139,298
Public Works		503
Economic Vitality		35
Water Services		29,513,015
Non-Departmental		11,456
Contingency		300,000
Transfers (Net)		182,899
	\$	<u>30,227,811</u>

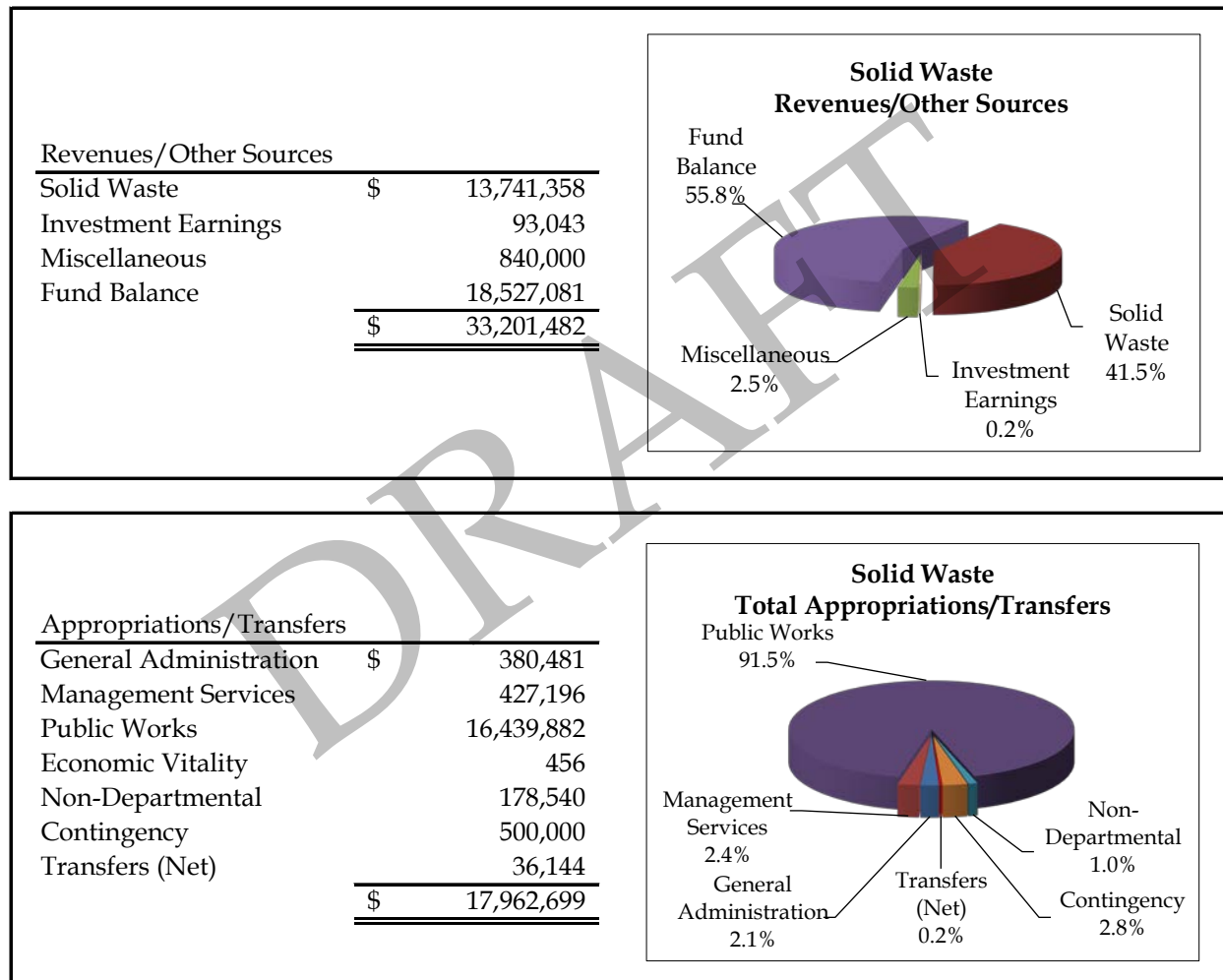
Stormwater Total Appropriations/Transfers



Solid Waste Fund

Total financial sources available are approximately \$33.2 million. User fees are the major revenue source of solid waste disposal operations. The user fees are comprised of eight major customer services areas (residential sanitation, curbside recycling, commercial sanitation, hoist and haul, landfill dumping, inert materials pit, commercial recycling and hazardous waste) with different rates for each category based on cost of service.

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

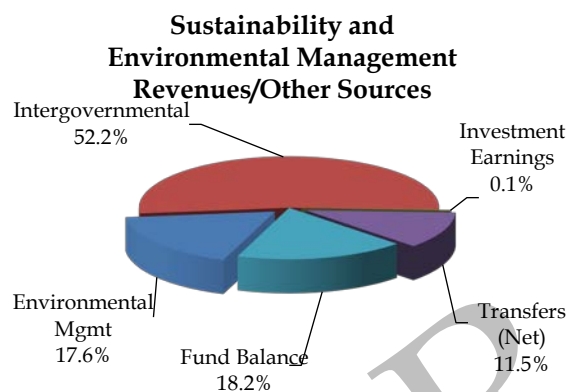


Sustainability and Environmental Management Fund

Total revenues and other sources available are approximately \$6.9 million. The Environmental Management Fee, a user fee, is the major revenue source of the Sustainability and Environmental Management Services (SEMS) operations. This fee is based on cost of operations. The Materials Management program is partially funded by Solid Waste.

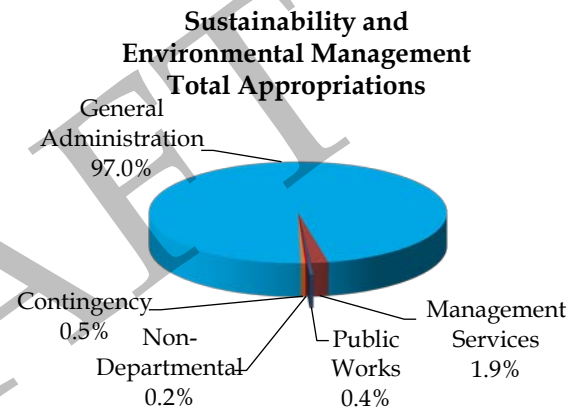
Revenues/Other Sources

Environmental Mgmt	\$	1,225,551
Intergovernmental		3,605,000
Investment Earnings		6,000
Transfers (Net)		789,263
Fund Balance		1,251,059
	\$	<u>6,876,873</u>



Appropriations

General Administration	\$	5,388,267
Management Services		105,088
Public Works		24,382
Economic Vitality		37
Non-Departmental		10,581
Contingency		30,000
	\$	<u>5,558,355</u>

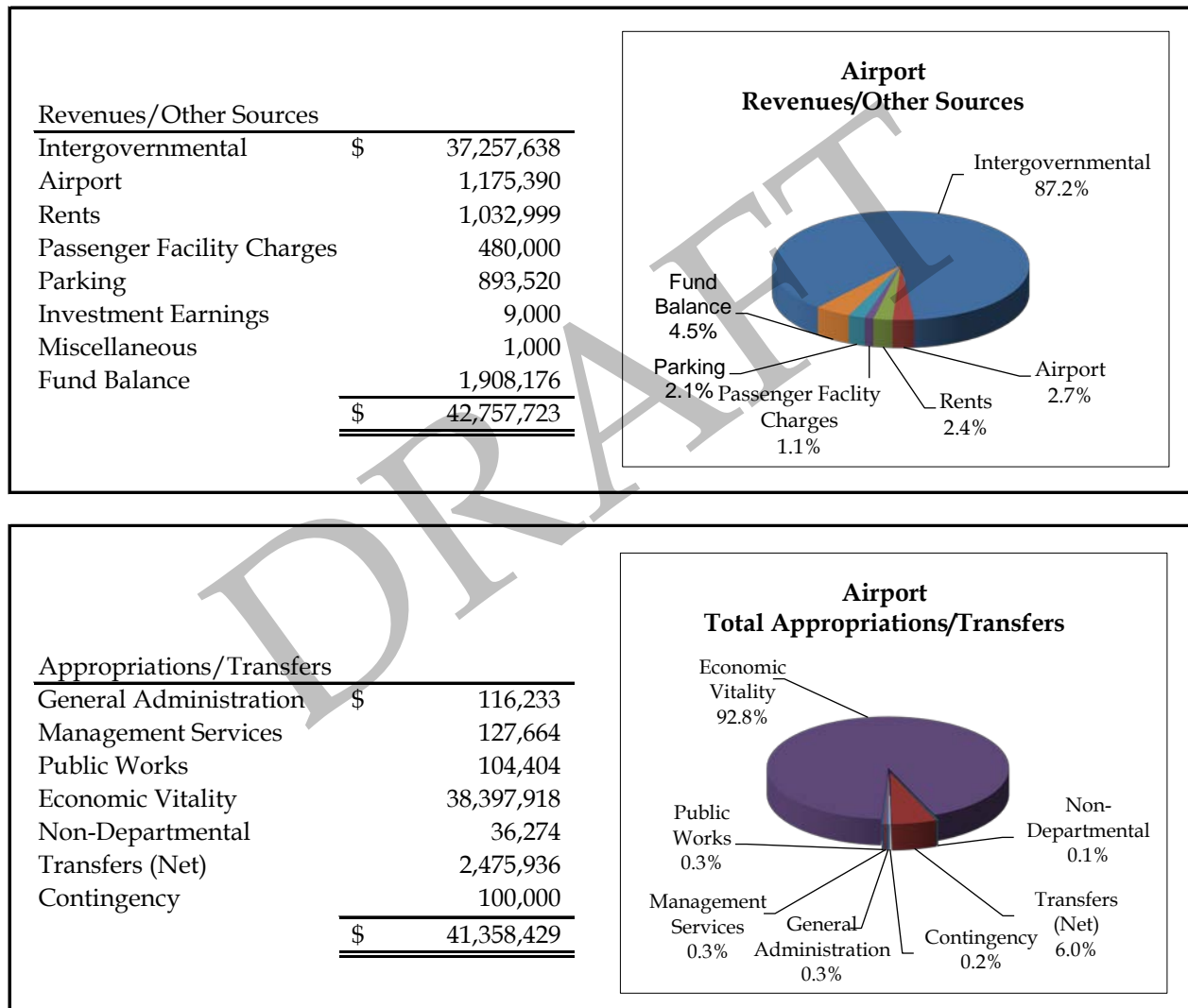


Airport Fund

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

Total revenues and other sources available are approximately \$42.8 million. All revenues generated by the airport will be expended for the capital or operating costs of the airport, the local airport system, or other local facilities which are owned or operated by the owner or operator of the airport and directly related to the actual transportation of passengers or property.

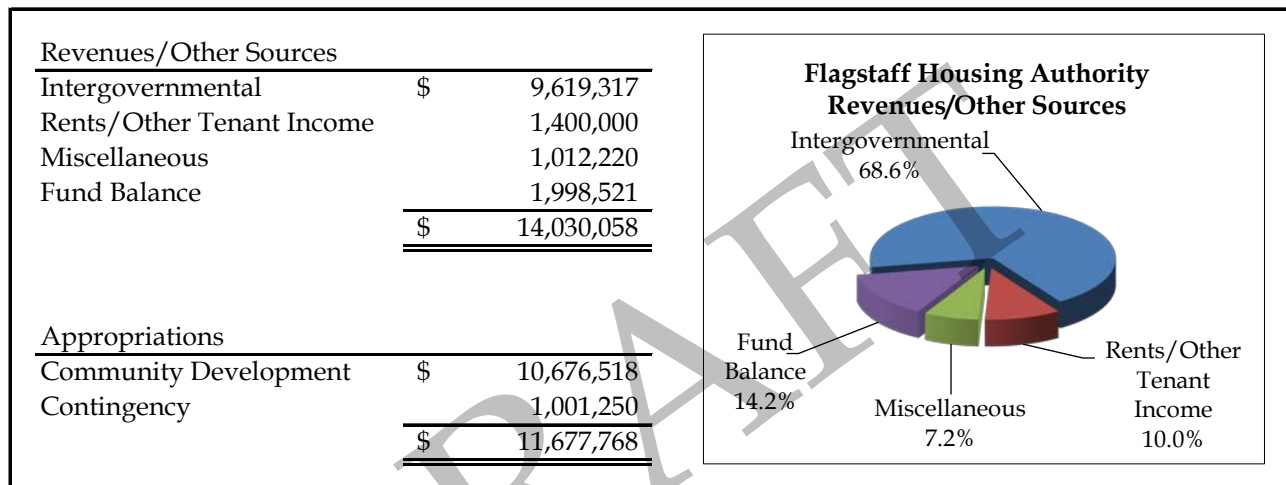
Total appropriations related to the direct cost for the airport operations are approximately \$41.4 million. Airport related fees and the CARES grant are the major source of revenue supporting operations while grant funding opportunities from FAA and ADOT contribute to capital projects and purchases.



Flagstaff Housing Authority

The Flagstaff Housing Authority (FHA) owns and operates 265 units of low-income public housing, manages 80 units of low-income housing and administers 508 Section 8 Housing Choice Vouchers, which include 333 Regular S8 Voucher, 106 VASH Vouchers, 29 EHV Vouchers and 40 Mainstream Vouchers. FHA also administers twelve housing vouchers for seriously mentally ill persons.

Total financial resources are approximately \$14.0 million. Intergovernmental revenue from the US Department of Housing and Urban Development comprises 68.6% of funding, or \$9.6 million. Rental income represents rent charges based on resident family income per Federal regulations. Miscellaneous income is primarily pass-through and administrative fee income for Housing Choice Vouchers which the Housing Authority administers locally for other housing agencies and management of Flagstaff Housing Corporation. These portable vouchers are under HUD contract with other housing agencies, and FHA administers the vouchers locally, for which FHA earns an administrative fee.



Five-Year Projections by Fund

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

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

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

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

General

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

The General Fund balance is projected to decrease by 25% as the City is currently funding several projects with fund balance and non-recurring revenues. The General Fund will maintain a minimum fund balance of 20%. A 15% fund balance is considered sufficient for the General Fund.

Housing and Community Services

This fund is primarily used to track revenues and expenditures related to Community Development Block Grants and other housing grants. The block grants are an entitlement to the City and are expected to stay level over the next five years. The City currently expects to receive State housing grants every year. This fund's balance is projected to decrease by 55% as the City is currently funding several housing projects.

Library

The forecast for the Library fund shows the ability to fund ongoing operations costs with funding from the City, through revenue transfers, and the County through an IGA. The Library fund balance decreases by 11% due to planned one-time library entrance renovations and funding for security guards.

Highway User Revenue

This fund is devoted to the maintenance, improvement and construction of street-related items. The fund first matches ongoing revenues with ongoing maintenance and then plans out the capital equipment and improvements. Several capital improvements include portions that are funded through revenue transfers from other funds. The five-year plan shows the ability to balance ongoing and one-time expenditures while maintaining an adequate fund balance. The HURF fund balance decreases by 3% due to several planned operating purchases and capital projects.

Transportation Fund

The Transportation Fund was formed as a result of voter authorization to increase sales taxes to support transportation related issues. The Transportation fund balance is estimated to decrease 25% in FY 2022-2023 due to the completion of several capital projects.

Beautification

The primary source for this fund is BBB taxes. This fund generally accounts for capital projects related to streetscapes. It is an ongoing effort to balance the number of projects within the availability of revenues. This five-year plan shows how it is accomplished. In FY 2022-2023, the Beautification fund balance decreases by 11% due to planned expenditures for the completion of various capital projects.

Economic Development

This fund is balanced with ongoing revenues from BBB taxes, lease revenues and General Fund transfers. Ongoing expenditures support many efforts focused on business attraction, retention, work force development, the Business Incubator and Accelerator. The Economic Development fund balance decreases by 66% due to planned expenditures for the completion of various projects.

Tourism

This fund is balanced with ongoing revenues from BBB taxes, retail sales and lease revenue. Ongoing expenditures are related to tourism promotion and visitor center services. Based on projected revenue, this fund can maintain existing operation levels. The Tourism fund balance decreases by 22% due to reductions in anticipated American Rescue Plan Act funding.

Arts and Science

This fund is balanced with ongoing revenues from BBB taxes and has ongoing expenditures related to service partner contracts for projects related to awareness of arts and science in the community. The Arts and Science fund balance decreases by 2% due to planned capital art projects for FY 2022-2023.

Recreation - BBB

This fund is used for capital improvements to City and school recreational parks and fields. In addition, maintenance costs related to the improved parks and fields, maintenance of FUTS trails and recreation programming are funded with ongoing revenues. The Recreation - BBB fund balance decreased by 59% due to capital expenditures for sports courts, the Thorpe Park Annex, the master plan and deferred maintenance projects.

ParkFlag - Parking District

This fund was established in FY 2016-2017 to account for the collection of revenue and tracking of expenditures for the downtown parking district. The ParkFlag fund balance decreased by 28% in FY 2022-2023 mainly due to reduced revenues, resulting in a lowered fund balance. This was a Council-directed change to make parking free during the COVID-19 pandemic.

Water Resource & Infrastructure Protection

This fund was established to account for the collection of the Water Resource Protection Fee and tracking of expenditures related to the Wildland Fire Management program. The Water Resource and Infrastructure Protection fund balance is estimated to remain relatively flat for FY 2022-2023.

General Obligation Bond

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

Secondary Property Tax

This fund represents the collection of secondary property tax revenue and the subsequent transfer to service the related debt as it becomes due. The five-year projection uses the current assessed valuation figures from the County to estimate property taxes that will be available for debt service expenditures. The projection assumes additional voter authorization will be issued in the future within the existing tax rate. This allows the City to smooth long-term secondary property tax rates, so a level tax rate is maintained from year-to-year. The Secondary Property Tax fund balance decreased by 25% as the City debt service requirements decreased.

Pension Bond

This fund is set up for repayment of bonds issued to pay of the City's unfunded public safety pension liability. This five-year plan shows the City is meeting the requirements for future debt service payments. The Pension Bond fund increased by 1.0% as the reserve fund begins to earn investment earnings.

Perpetual Care

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

Capital Projects Bond

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

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

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

Drinking Water

As a City enterprise fund, this fund is managed on a self-sustaining basis. The five-year projections show that ongoing expenditures, capital improvements and debt service requirements are being met with user fees, fund balance, grants, bonds and interest earnings. In addition to the five-year projections, the City uses a rate model to balance future operations and capital requirements with anticipated revenues over a ten-year period. The Drinking Water fund balance decreases by 20% in FY 2022-2023 due to a large, planned investment in capital projects.

Wastewater

As a City enterprise fund, this fund is managed on a self-sustaining basis. The five-year projections show that ongoing expenditures, capital improvements and debt service requirements are being met with user fees, fund balance, grants, bonds and interest earnings. In addition to the five-year projections, the City uses a rate model to balance future operations and capital requirements with anticipated revenues over a ten-year period. The Wastewater fund balance decreases by 20% in FY 2022-2023 due to planned investment in capital projects.

Reclaimed Water

As a City enterprise fund, this fund is managed on a self-sustaining basis. The five-year projections show that ongoing expenditures, capital improvements and debt service requirements are being met with user fees, fund balance, grants, bonds and interest earnings. In addition to the five-year projections, the City uses a rate model to balance future operations and capital requirements with anticipated revenues over a ten-year period. The Reclaimed Water fund balance decreases by 13% in FY 2022-2023 due to planned investment in capital projects.

Stormwater

The Stormwater fund oversees City issues related to drainage and associated federal requirements. Ongoing operating expenditures are paid for with stormwater revenues and user fees. In addition to the five-year projections, the City uses a rate model to balance future operations and capital requirements with anticipated revenues over a ten-year period. The rate increase will self-fund capital improvements and increase inspection efforts as required by National Pollutant Discharge Elimination System (NPDES). The Stormwater fund balance decreases by 26% in FY 2022-2023 due to planned investment in capital projects.

Solid Waste

This enterprise fund is self-sustaining through user fees. The five-year projection anticipates a growth rate of 2%. This coincides with ongoing operations, capital needs and revised service levels for all operations. Included in the five-year projection is the anticipated funding to cover the landfill closure and post-closure costs at the end of the useful life of the landfill and the related increase of user fees that will coincide with the construction of a new cell. The Solid Waste fund anticipates a 18% decrease in fund balance due to planned capital projects.

Sustainability and Environmental Management

This enterprise fund is self-sustaining through user fees and revenue transfers. The five-year projection anticipates a growth rate of 1%. This coincides with ongoing operations and revised service levels for all operations. The fund anticipates a 5% increase for FY 2022-2023.

Airport

This enterprise fund is responsible for the operations of the Flagstaff Pulliam Airport. Most of the revenues are grants related to continued expansion and capital improvements, operating expenditures at the airport and lease revenues. The capital improvement plan is based on annual updates coordinated with the FAA and ADOT. The Airport fund balance anticipates a decrease of 27% in FY 2022-2023 due to the completion of several maintenance projects and the parking lot project.

Flagstaff Housing Authority

While the Flagstaff Housing Authority (FHA) has operated for many years, it was recently determined that it should be reported as a distinct City fund. The FHA manages Housing and Urban Development (HUD) Section 8 and other voucher programs as well as public housing for City residents. The five-year plan indicates most of the funding is grant-related. Due to increased intergovernmental revenues in FY 2022-2023, the City anticipates the FHA fund balance to increase by 18%.

Revenues

All Funds

Federal and State Grants

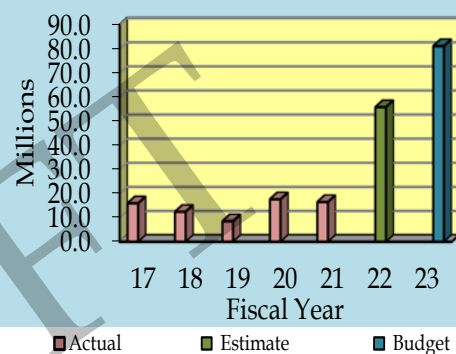
Description: Federal and State agencies and foundations provide various operating and capital grants. These grants have numerous requirements and restrictions that must be adhered to. Most grants are awarded in a competitive application process and others are entitlement based. Grants can vary significantly from year to year because of the nature and availability of grants. Capital grants tend to be one-time grants. Operating grants may cover multiple years or may be applied for year after year if funding is available.

Projects funded by Federal and State grants in FY 2022-2023 include public safety; housing and community services; street, transportation and trails improvements; wildfire remediation projects; stormwater management projects; and Airport improvements. In addition, the City has several large, ongoing federal grants for Community Development, Section 8, and Low-Income Public Housing (See Schedule C-1 for details). In FY 2019-2020, the City received \$18.1 million in Airport CARES grant funding and \$8.6 million in public safety. In addition, the City anticipates receiving \$15.2 million in American Rescue Plan Act funding.

Federal and State Grants

FY	Amount	% Change
16-17	\$ 15,946,150	20.2%
17-18	12,421,663	-22.1%
18-19	8,495,241	-31.6%
19-20	17,632,679	107.6%
20-21	16,492,628	-6.5%
21-22	55,830,120	238.5%
22-23	81,151,013	45.4%

Federal and State Grants



General Fund

Property Tax Receipts Current, Primary

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

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

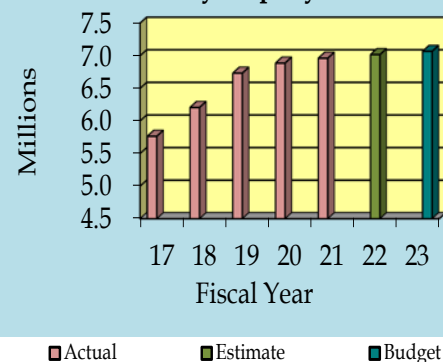
Receipts from primary property taxes levied by the City are deposited in the General Fund. No restrictions on usage apply to the primary property tax. State statute limits the annual increase in levy to 2% plus the amount generated by construction. For FY 2012-2013 through FY 2016-2017 Council voted to keep the levy flat plus new construction. In FY 2017-2018 and FY 2018-2019, the levy increase was approved for 7% each year for a total of 14%. In FY 2019-2020, the levy was increased 2%.

Primary property taxes generally change on an annual basis for two reasons: new construction added to the tax rolls and the reassessment of existing property. New construction added \$13.0 million dollars to the assessed valuation and existing primary property tax values increased by 4.7%. The increase in FY 2022-2023 is related to new construction.

Primary Property Tax

FY	Amount	% Change
16-17	\$ 5,764,349	2.0%
17-18	6,205,826	7.7%
18-19	6,731,508	8.5%
19-20	6,885,856	2.3%
20-21	6,961,062	1.1%
21-22	7,016,000	0.8%
22-23	7,066,000	0.7%

Primary Property Tax



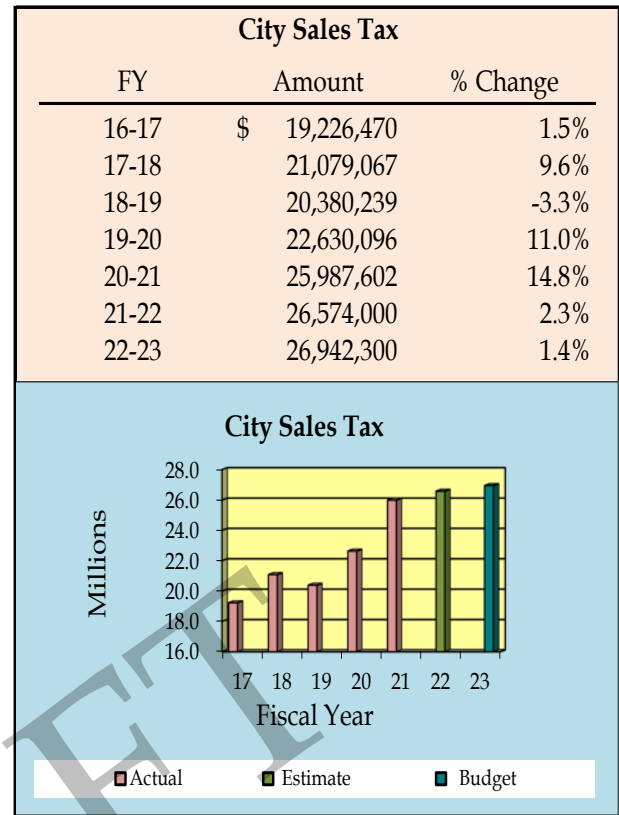
City Sales Tax (Transaction Privilege Tax)

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

Tax currently sunsets November 2024.

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

Annual increases point to the slow yet steady continued economic recovery. The State of Arizona began collecting sales tax on behalf of all cities on January 1, 2017. In FY 2018-2019, the City experienced a small decline in revenue, however, sales tax revenues rebounded in FY 2019-2020. FY 2020-2021 saw significant growth with moderate increases in revenues in FY 2021-2022 and FY 2022-2023 expected.

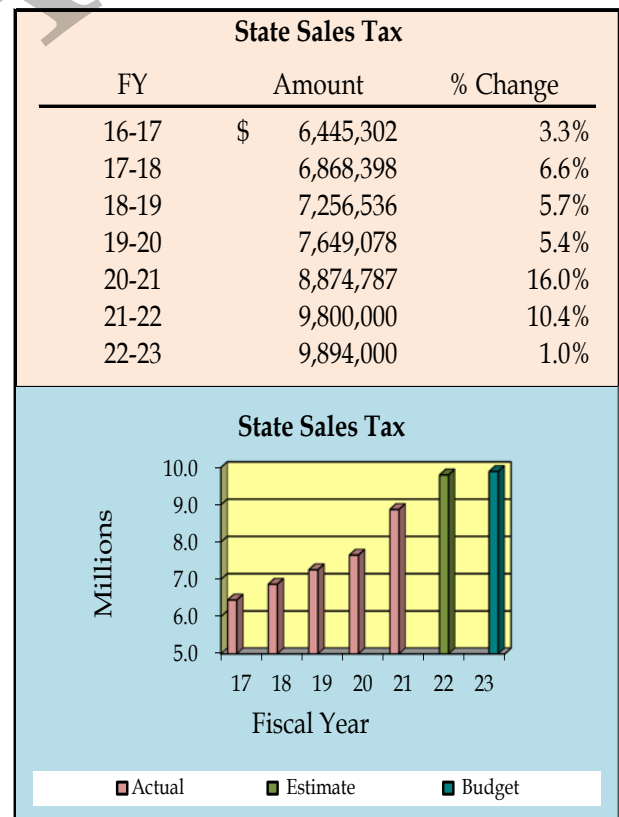


State Sales Tax

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

Description: A 0.5% portion of the 5% state sales tax collected is divided among the State's cities and towns based on population. These revenues can be used for any municipal purpose and, therefore, are deposited in the General Fund to support activities and services provided by the general government.

Effective FY 2016-2017, the state adjusts the proportionate share of state population based on annual estimates provided by the Census Bureau. The FY 2019-2020 share was 1.298% and FY 2020-2021 is 1.297%. FY 2022-2023 is estimated to remain relatively flat.

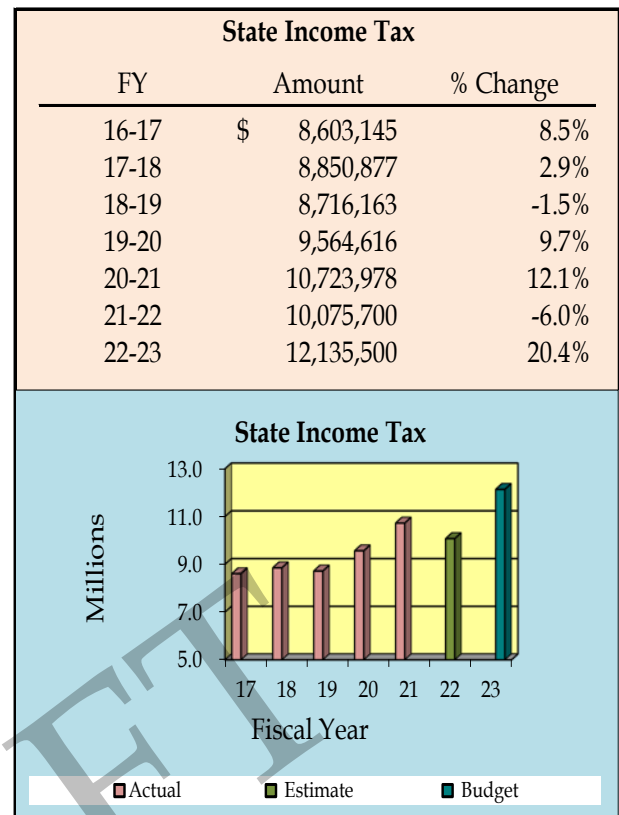


State Income Tax (Revenue Sharing)

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

Description: Arizona cities share in 15.8% of the State income tax collected based on the proportional share of population of the cities and towns as reported in the 2010 Census. Effective FY 2016-2017, the state now adjusts our proportionate share of state population based on annual estimates provided by the Census Bureau. A two-year lag exists between the year of distribution and collection and the reporting year for which the income tax returns are filed. Therefore, little variance is expected between amounts estimated in the budget and actual receipts. Because revenues can be used for any municipal purpose, funds received are deposited in the General Fund to support the services and activities of the general government.

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



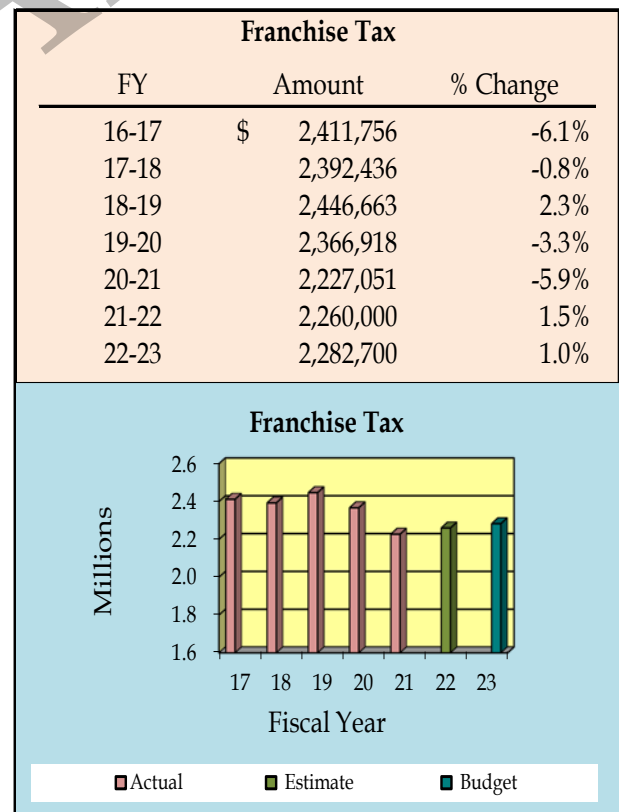
Franchise Tax

Legal Authority: Flagstaff Charter and City Code Article XII.

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

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

Most declines in revenues related to warmer winter weather thus reducing the revenues from natural gas franchise taxes. In FY 2016-2017 and FY 2017-2018 most categories were down. FY 2019-2020 is down due to declines in the electric portion of the franchise tax. The estimated decline in FY 2020-2021 is due to the COVID-19 pandemic with less businesses being open and operating at lower capacities. We expect a rebound in FY 2021-2022.

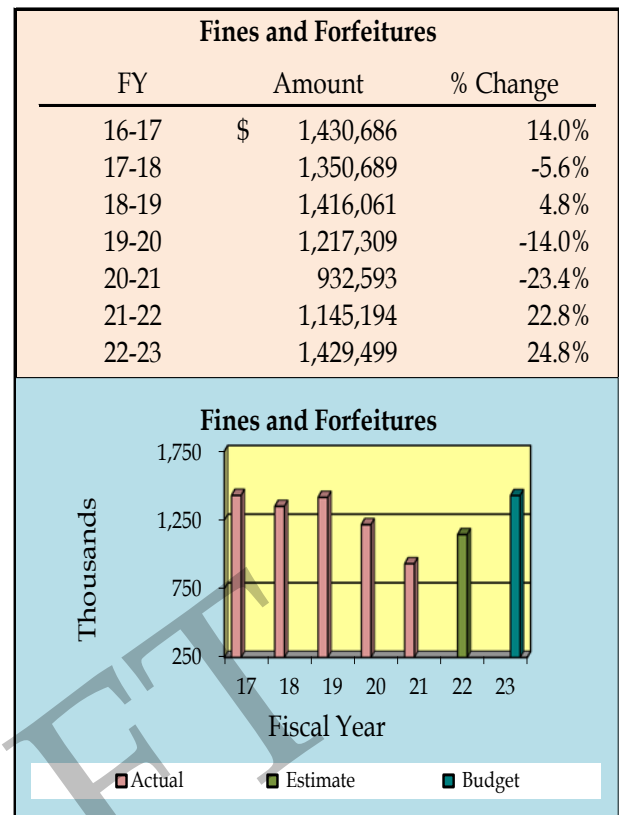


Fines and Forfeitures

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

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

Revenues vary on an annual basis dependent upon the mix of criminal and civil cases handled by the court system in any year as well as the fee structure in place at the time of the case. The allocation of the fines is prescribed by the Superior Court, usually annually, and/or the Flagstaff Municipal Court (dependent upon the type of case). The significant decrease in FY 2020-21 was due to the inability to adjudicate in-person cases because of the COVID-19 pandemic. With the hiring of a magistrate, revenues increased in FY 2021-2022 and are expected to increase further in FY 2022-2023.

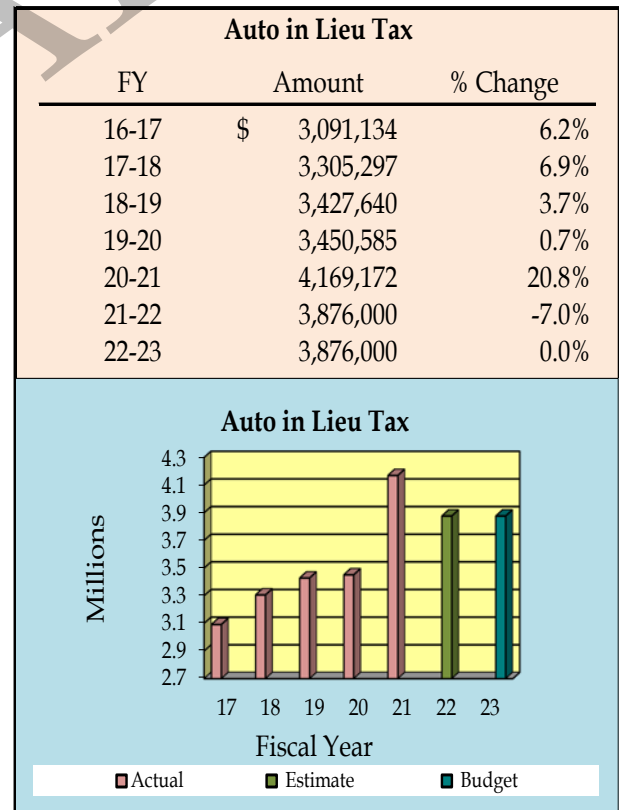


Auto in Lieu Tax

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

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

Auto in Lieu tax is received on a declining scale over a five-year period based on the automobile value until it stabilizes at the depreciated amount. Revenues have been steadily increasing since FY 2015-2016. We are anticipating a 11.1% increase in FY 2020-2021 followed by a 3% decline in FY 2021-2022.



Special Revenue Funds

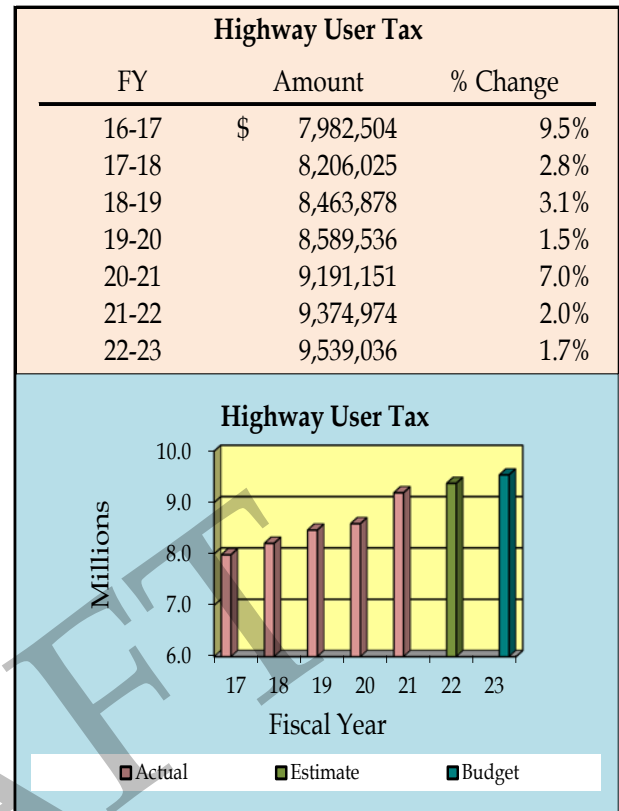
Highway User Revenue Fund

Highway User Tax

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

Description: The proceeds from the State-shared motor vehicle fuel tax (currently 16 cents per gallon, of which cities and towns share in 13 cents per gallon) are distributed by the State to cities and towns by a compromise formula. 50% of the distribution is based on point of origin for the sale of gasoline. The remaining 50% is based on population in proportion to total population for incorporated towns and cities.

The City has experienced continual growth in HURF revenues since FY 2015-2016.



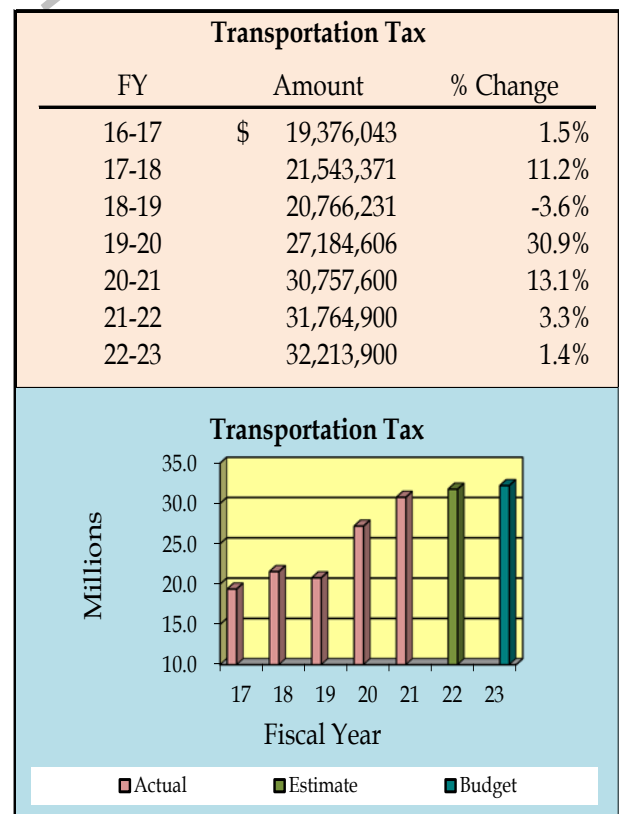
Transportation Tax

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

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

The large increase in FY 2019-2020 was due to the increase in the tax rate for the Lone Tree Overpass. The City anticipates moderate growth in FY 2022-2023.

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



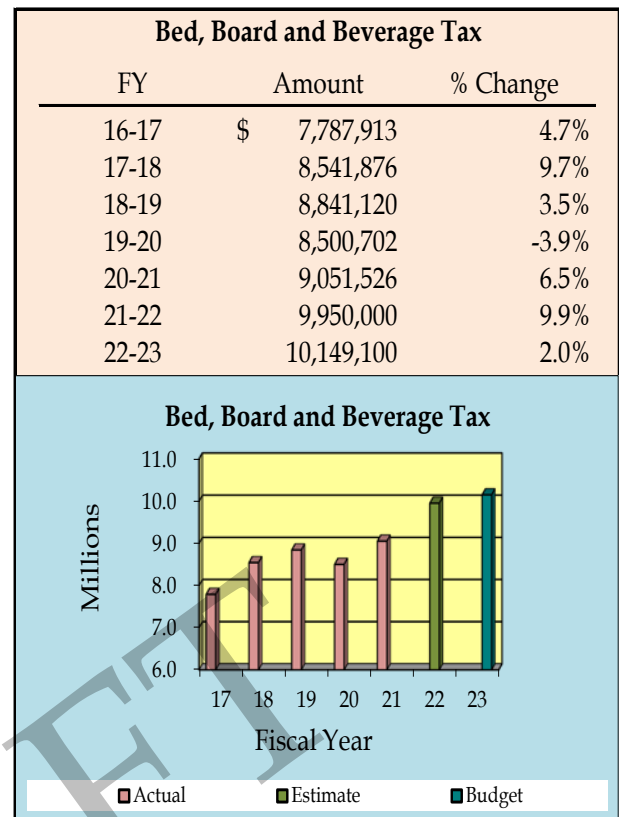
Bed, Board and Beverage Funds

Bed, Board and Beverage Tax

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

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

Restaurants, bars and hotels were closed, or capacity was limited for extended periods during the COVID-19 pandemic. Revenues initially dipped during this period, rebounding in the subsequent years. This demonstrates the strength of tourism in Northern Arizona. The ability to rebound in a time of crisis indicates the funds used toward targeted tourism are paying off.



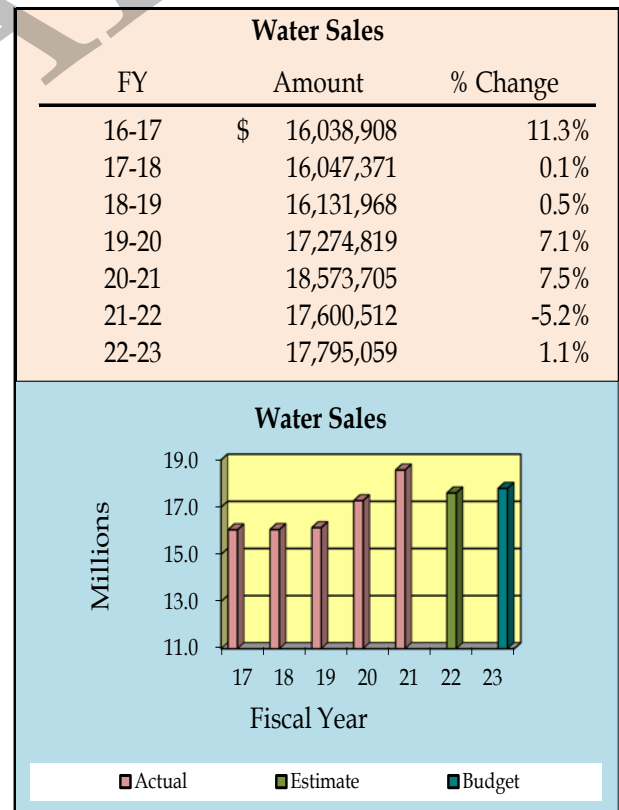
Enterprise Funds

Drinking Water Sales

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

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

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

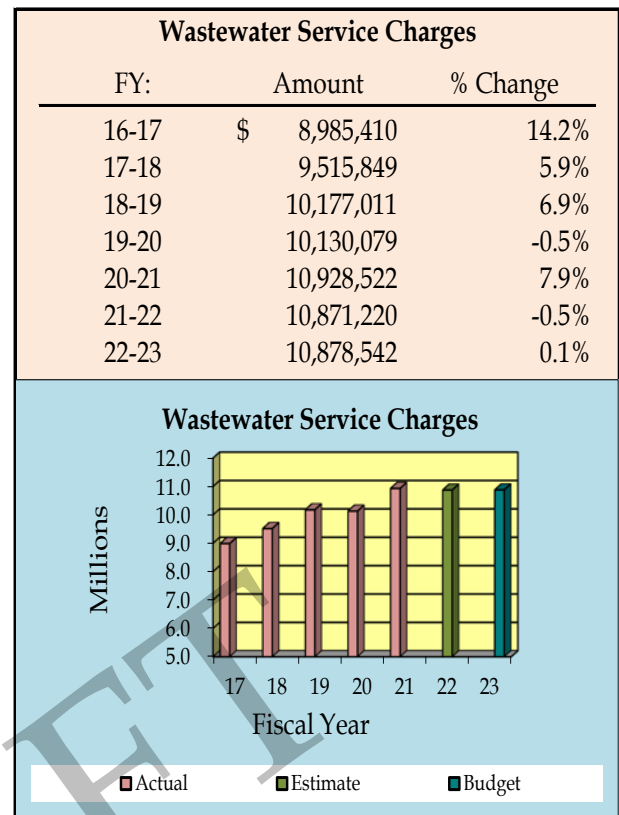


Wastewater Service Charges

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

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

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



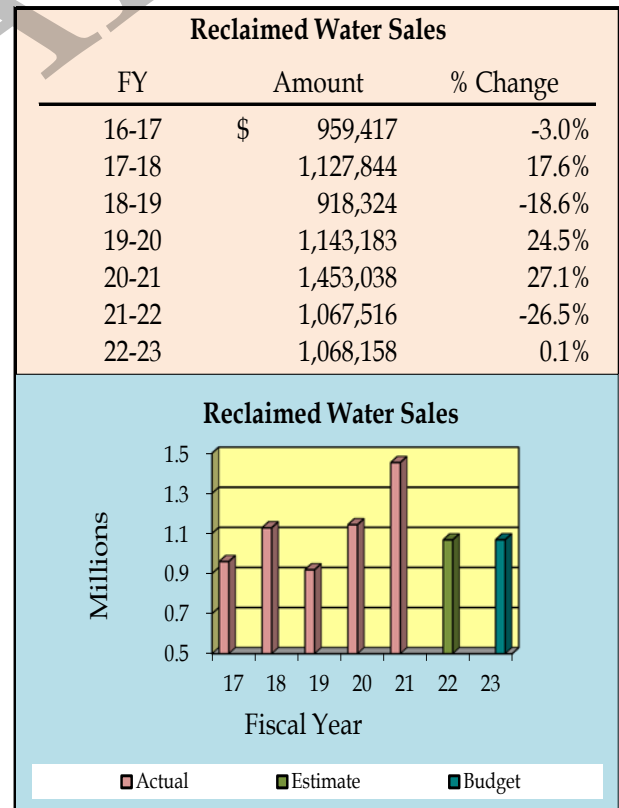
Reclaimed Water Sales

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

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

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

The decrease of 19% in reclaimed water sales for FY 2018-2019 is the result of decreased demands due to an adjustment in the City customer base, resolution of outstanding accounts, and weather shifts which affect demand. The increase in FY 2019-2020 and FY 2020-2021 was mainly due to the rate increase and growth due to weather shifts.

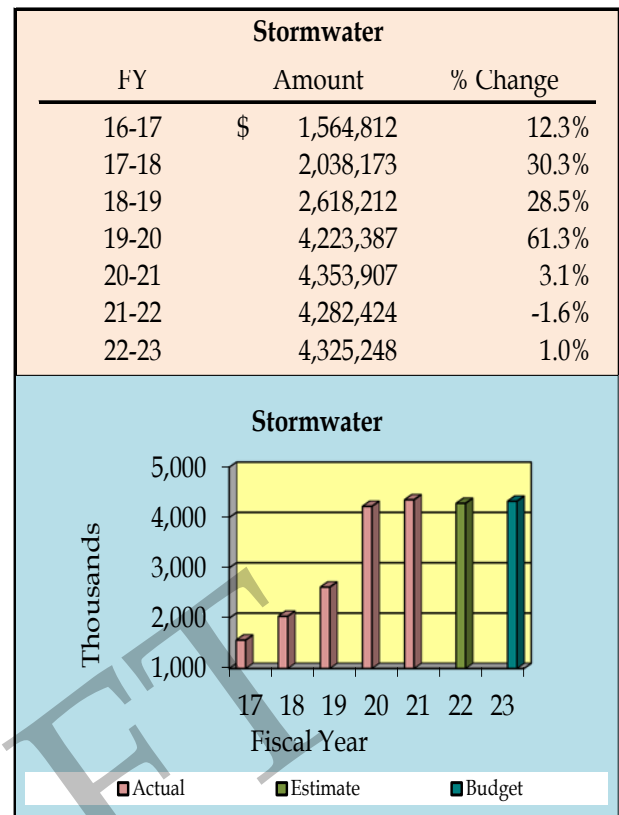


Stormwater

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

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

City Council adopted new rates in FY 2018-2019 which went into effect on July 1, 2019. This increased the rate to the level of \$3.74 per ERU.

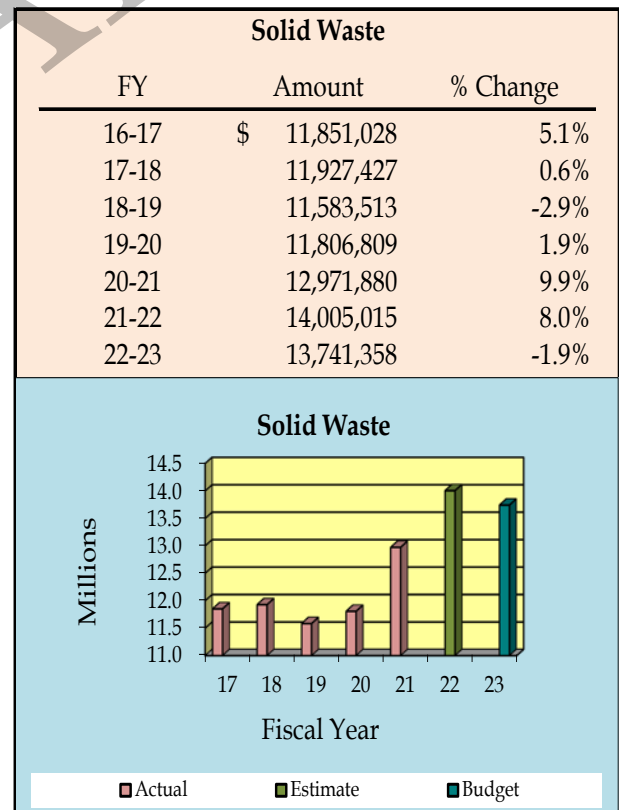


Solid Waste

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

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

The decrease in revenues in FY 2018-2019 is related to the SCA plant closure and decrease in Landfill tonnage. The FY 2020-2021 and FY 2021-2022 increases are due to a rate increase in residential collection charges and moderate growth. Landfill revenue was higher than expected in FY 2021-2022 due to a stormwater flood response project and are expected to return to normal in FY 2022-2023.

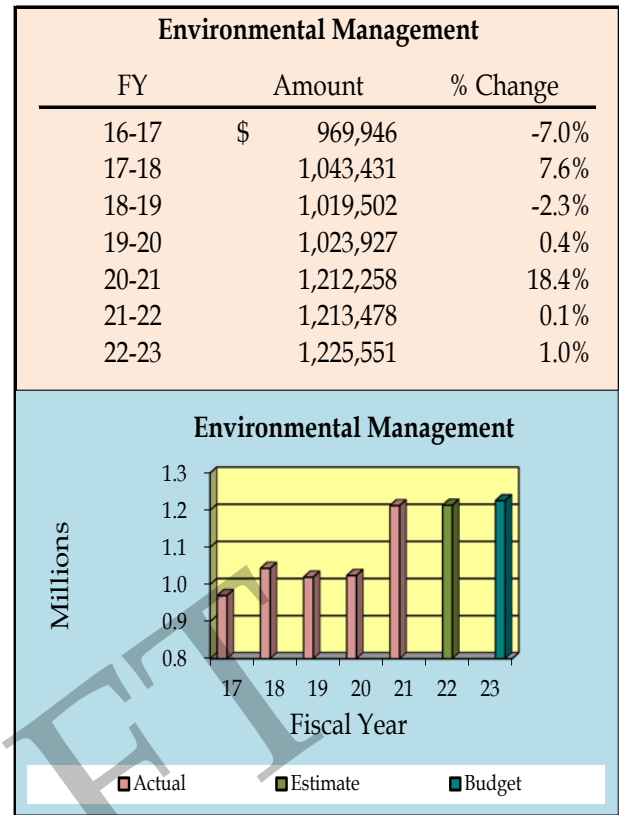


Sustainability and Environmental Management

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

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

The FY 2021-2022 increase is due to the change in rate structure. The slight increase in revenues for FY 2022-2023 is related to projected growth.

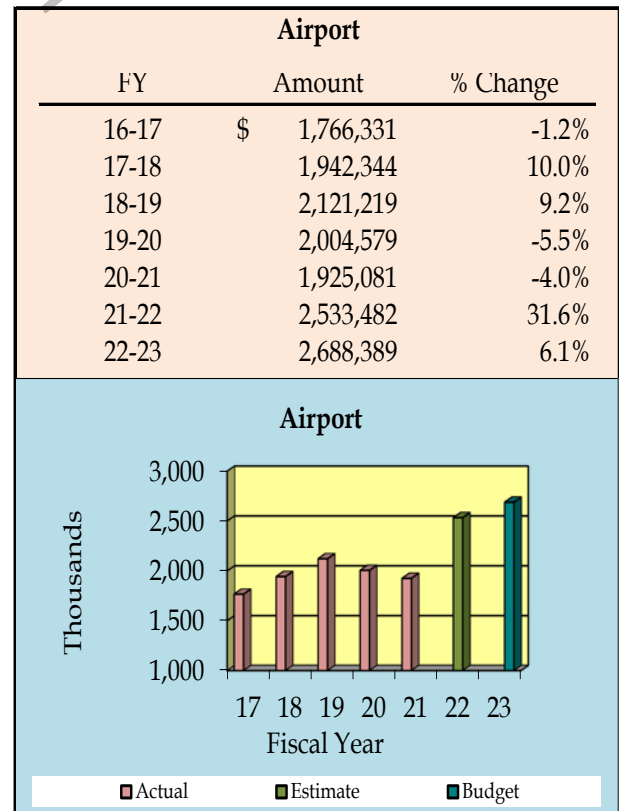


Airport

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

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

Revenues are conservatively estimated reflecting ground leases transition, hangar executive box vacancies and lower volume fuel flowage fees. With additional flights and additional destinations, the airport has seen significant increases in operating revenues since FY 2017-2018. The expectation is that the Airport operational revenues will continue to see moderate growth as the airport operations continue to grow. The significant decrease in FY 2020-2021 is due to the COVID-19 pandemic which drastically reduced flights and passengers as well as Council approved rent abatements for tenants of the airport.

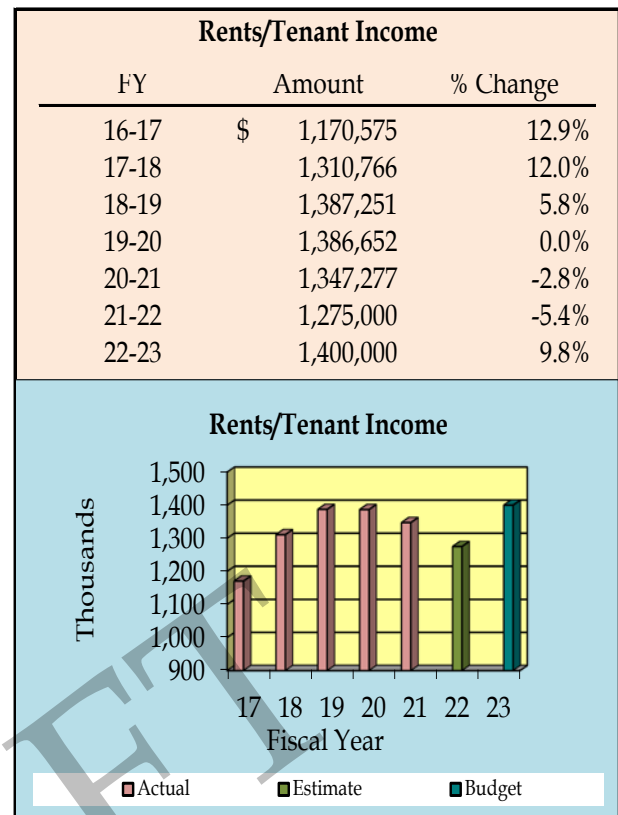


Housing Authority

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

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

Residents may choose between flat rent and rent that is income based. Rent is projected to increase in FY 2022-2023.



Capital Budget

Relationship Between Operating and Capital Budget

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

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

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

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

BBB projects will have a significant impact on operating budget requirements. Streetscape maintenance will require an ongoing level of effort to maintain landscaping. Greater consideration is being given to design and maintenance

requirements for future streetscape projects to keep maintenance costs as low as possible. The completion of several parks' projects constructed in conjunction with the Parks and Recreation bond program require a major increase in the Parks maintenance budget. City Council has determined that any increased maintenance costs associated with such bond projects will be paid for from BBB funds. Staff has balanced construction maintenance responsibilities and funding sources in the Parks and Recreation Bond program.

Capital Improvement Plan

What is a Capital Improvement Plan?

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

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

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

What does a CIP provide?

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

FY 2022-2023 Capital Improvement Plan

The City's budget for FY 2022-2023 includes capital improvement projects totaling \$149 million. Project funding includes approximately \$54.0 million in grants and \$41.2 million in general obligation (GO) bonds, revenue bonds and capital leases for FUTS/Open Space Land Acquisition and others approved by the voters in the 2004, 2010, 2012 and 2016 General Elections. In the May 2004 General Election, the citizens of Flagstaff authorized the City to proceed with ten new projects totaling \$155.2 million. These projects are being phased in over a several-year period

with debt being issued in conjunction with the timing of each project. In the November 2010 General Elections, the citizens of Flagstaff authorized the City to proceed with two new projects totaling \$21.2 million. In the November 2012 General Elections, the citizens of Flagstaff authorized the City to proceed with two new projects totaling \$24.0 million. In the November 2016 General Elections, the citizens of Flagstaff authorized the City to proceed with one new project totaling \$12.0 million. Each project will be discussed below in its appropriate fund. Project listings are available in the Capital Improvement section of this book.

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

General Government – Eight projects are scheduled for FY 2022-2023 for a total of \$44.0 million. Major projects include Information Technology fiber, Thorpe Park restrooms, Pickleball Courts, the John Wesley Powell Study and the Library project to make the front entry ADA compliant.

Streets/Transportation – The City currently has 700 miles of paved streets, 13 miles of alleys, 3 miles of unpaved streets and approximately 59 miles of trails. Four major programs are funded in the CIP for the City's streets and related infrastructure. These include an annual maintenance program of chip seal and overlay to extend the useful life of the existing street system; a streets/arterial improvement program to bring streets into current standards or widen to meet existing and anticipated traffic flow patterns; a roadway, pedestrian and bicycle program; and capital projects. There is a total of thirty-one Streets/Transportation projects scheduled at a budgeted cost of \$42.4 million. Transportation Tax is funding \$30.6 million and HURF and other revenues are funding \$11.7 million.

Bed, Board and Beverage (BBB) – Three categories make up the BBB Funds Capital Projects for FY 2022-2023. Arts and Science includes six projects at a budgeted cost of \$169,000. Recreation includes two projects at a budgeted cost of \$800,000. Beautification includes ten projects at a budgeted cost of \$1.4 million. Major projects include the Fourth Street and Lockett Roundabout, the Library entryway, the Phoenix Parking Plaza, Sports Courts at Bushmaster Park and the Thorpe Park Annex.

Water Services – Major projects for water, wastewater, reclaimed water, and stormwater include Lake Mary Flocculations, the Rio de Flag Flood Control Project, the new digester at Wildcat, Wildcat expansion, 8" Bottleneck replacement, Killip Retention Basin and the Rio de Flag Downtown Mile. Forty-one projects are scheduled at a total budget of \$50.6 million for FY 2022-2023.

Solid Waste – Six projects are scheduled for a budgeted cost of \$4.8 million in FY 2022-2023. The projects include Excavation of Cell D, the Landfill Road Infrastructure Project, the Materials Recovery Facility and the excavation of a new cell.

Airport – Seven major projects for the airport include an environmental assessment, land acquisition, Runway Rehab and infrastructure grant projects at a budgeted cost of \$32.9 million for FY 2022-2023.

Capital Plan Implications

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

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

Utility Rate Structure: The City contracts with an outside agency to review the Water and Wastewater rate structure and provide a new rate modeling program. The most recent rate study was completed in FY 2015-2016. This rate model provides for major capital improvements, additional bond funding and increased operating costs. The rate model demonstrated a need for a rate increase which was approved by City Council with an effective date of July 1, 2016. Rates will increase annually for five years. The next rate study began in FY 2021-2022.

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

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

DRAFT

City of Flagstaff
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2022-2023

The final opportunity for public input on the City of Flagstaff Fiscal Year 2022-2023 budget will occur on June 21, 2022 at the 3:00 PM City Council meeting. In-person audiences have been suspended until further notice - public participation comments can be submitted to publiccomment@flagstaffaz.gov. The budget may be reviewed at the City of Flagstaff in the City Clerks Office, 211 West Aspen Avenue, Flagstaff, AZ 86001 or the official website 'flagstaffaz.gov' or by request.

Fiscal Year	S c h	Funds							Total All Funds
		General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Permanent Fund	Enterprise Funds	Internal Service Funds	
2022	Adopted/Adjusted Budgeted Expenditures/Expenses*	84,806,756	119,155,119	16,586,292	39,992,545	0	128,277,922	0	388,818,634
2022	Actual Expenditures/Expenses**	88,976,290	110,306,694	16,586,292	9,958,535	0	106,730,694	0	332,558,505
2023	Fund Balance/Net Position at July 1***	43,498,801	42,511,844	22,056,548	0	390,260	73,173,449	0	181,630,902
2023	Primary Property Tax Levy	7,133,686	0	0	0		0	0	7,133,686
2023	Secondary Property Tax Levy	0	0	5,443,063	0		0	0	5,443,063
2023	Estimated Revenues Other than Property Taxes	86,087,849	65,866,273	111,000	0	14,611	115,582,716	0	267,662,449
2023	Other Financing Sources	1,300,000	13,730,000	0	0	0	27,500,000	0	42,530,000
2023	Other Financing (Uses)	0	0	0	0	0	0	0	0
2023	Interfund Transfers In	5,703,207	12,020,134	16,643,215	10,500	0	2,956,378	0	37,333,434
2023	Interfund Transfers (Out)	11,900,006	13,308,886	7,445,347	0	0	4,679,195	0	37,333,434
2023	Reduction for Amounts Not Available								
Less:	Amounts for Future Debt Retirement								0
									0
									0
									0
2023	Total Financial Resources Available	131,823,537	120,839,365	36,808,479	10,500	404,871	214,533,348	0	504,420,100
2023	Budgeted Expenditures/Expenses	99,406,641	86,832,273	16,643,215	10,500	0	154,847,483	0	357,740,112

Expenditure Limitation Comparison		2022	2023
1. Budgeted Expenditures/Expenses		\$ 388,818,634	\$ 357,740,112
2. Add/Subtract: Estimated Net Reconciling Items		0	0
3. Budgeted Expenditures/Expenses Adjusted for Reconciling Items		388,818,634	357,740,112
4. Less: Estimated Exclusions		191,167,222	179,028,819
5. Amount Subject to the Expenditure Limitation		\$ 197,651,412	\$ 178,711,293
6. EEC Expenditure Limitation		\$ 197,894,246	\$ 211,134,988

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

- * Includes expenditure/expense adjustments approved in the current year from Schedule E.
 ** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.
 *** Amounts on this line represent fund balance/net position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

City of Flagstaff
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2022-2023

	Unreserved Fund Balance/ Retained Earnings at 7/1/2022	Estimated Revenues and Other Financing Sources 2022-2023	Interfund Transfers 2022-2023		Total Financial Resources Available 2022-2023	Operations	Capital Outlay (Equip./CIP)	Debt Service	Reserves/ Contingencies	Total Appropriations 2022-2023	Fund Balance 6/30/2023
			In	Out							
General Fund	\$ 43,498,801	94,521,535	5,703,207	(11,900,006)	131,823,537	72,433,318	24,921,500	527,823	1,524,000	99,406,641	32,416,896
Special Revenue Funds:											
Housing and Comm Svcs											
COVID Relief	528,362	2,208,685	518,669	-	3,255,716	3,018,358	-	-	-	3,018,358	237,358
Library	2,245,690	4,187,665	1,792,813	-	8,226,168	5,921,031	200,000	-	100,000	6,221,031	2,005,137
Highway User Revenue	6,636,344	9,572,036	9,386,250	(13,000)	25,581,630	6,045,550	13,006,250	-	100,000	19,151,800	6,429,830
Transportation	22,977,055	48,888,900	75,402	(9,461,652)	62,479,705	11,827,814	30,686,531	2,724,263	-	45,238,608	17,241,097
Flagstaff Urban Trails	-	-	-	-	-	-	-	-	-	-	-
Beautification	4,949,104	2,054,800	-	(477,261)	6,526,643	683,723	1,417,000	-	10,000	2,110,723	4,415,920
Economic Development	429,077	1,374,380	247,000	(443,757)	1,606,700	1,168,095	-	248,363	45,000	1,461,458	145,242
Tourism	1,438,732	3,193,920	-	(155,070)	4,477,582	3,185,254	-	-	175,000	3,360,254	1,117,328
Arts and Science	599,149	764,200	-	-	1,363,349	594,931	169,000	-	10,000	775,931	589,418
Recreation	1,231,714	3,655,200	-	(2,574,189)	2,312,725	10,400	1,800,000	-	-	1,810,400	502,325
Parking District	548,990	1,234,107	-	-	1,783,097	903,880	340,954	115,025	30,000	1,389,859	393,238
Water Res & Infra Protection	927,627	2,482,380	-	(183,957)	3,226,050	2,195,851	100,000	-	-	2,295,851	930,199
Debt Service Funds:											
GO Bonds	-	-	7,445,347	-	7,445,347	-	-	7,445,347	-	7,445,347	-
Secondary Property Tax	7,733,163	5,482,063	-	(7,445,347)	5,769,879	-	-	-	-	-	5,769,879
Pension Debt Service	14,323,385	72,000	9,197,868	-	23,593,253	-	-	9,197,868	-	9,197,868	14,395,385
Permanent Funds:											
Perpetual Care	390,260	14,611	-	-	404,871	-	-	-	-	-	404,871
Capital Project Funds:											
Non GO Bonds	-	-	10,500	-	10,500	-	10,500	-	-	10,500	-
GO Bonds	-	-	-	-	-	-	-	-	-	-	-
Enterprise Funds:											
Drinking Water	19,051,271	24,012,656	2,103,545	-	45,167,472	13,661,638	12,895,503	2,351,183	1,000,000	29,908,324	15,259,148
Wastewater	22,480,142	15,964,662	-	(1,788,419)	36,656,385	5,411,796	10,372,429	2,132,952	800,000	18,717,177	17,939,208
Reclaimed Water	2,486,116	1,930,589	-	(132,227)	4,284,478	506,899	1,575,000	-	50,000	2,131,899	2,152,579
Stormwater	5,471,083	28,782,773	-	(182,899)	34,070,957	1,577,412	26,615,000	1,552,500	300,000	30,044,912	4,026,045
Solid Waste	18,527,081	14,674,401	63,570	(99,714)	33,165,338	10,726,836	6,484,000	215,719	500,000	17,926,555	15,238,783
Sustainability and Env Mgmt	1,251,059	4,836,551	789,263	-	6,876,873	5,528,355	-	-	30,000	5,558,355	1,318,518
Airport	1,908,176	40,849,547	-	(2,475,936)	40,281,787	5,497,220	33,053,537	231,736	100,000	38,882,493	1,399,294
Flagstaff Housing Authority	1,998,521	12,031,537	-	-	14,030,058	9,686,518	990,000	-	1,001,250	11,677,768	2,352,290
Total All Funds	\$ 181,630,902	322,789,198	37,333,434	(37,333,434)	504,420,100	160,584,879	164,637,204	26,742,779	5,775,250	357,740,112	146,679,988

City of Flagstaff
Expenditure Limitation and
Tax Levy Information
Fiscal Year 2022-2023

	Estimate* FY 2021-2022	Budget FY 2022-2023
Expenditure Limitation [Economic Estimates Commission]		\$ 211,134,938
Total Estimated Expenditures Subject to Expenditure Limitation		
1. Maximum Allowable Primary Property Tax Levy [ARS 42-17051.A] rev 6/06 HB 2876	\$ 7,322,717	\$ 7,569,668
2. Amount Received from Primary Property Taxation in FY 2020-2021 in Excess of the Sum of that Year's Maximum Allowable Primary Property Tax Levy [ARS 42-17102.A.18]	\$ -	
3. Property Tax Levy Amounts		
A. Primary Property Taxes	\$ 7,038,663	\$ 7,133,686
B. Secondary Property Taxes	7,835,974	5,443,063
C. Total Property Tax Levy Amount	\$ 14,874,637	\$ 12,576,749
4. Property Taxes Collected (Estimated)		
A. Primary Property Taxes:		
(1) FY 2020-2021 Levy	\$ 6,938,663	
(2) Prior Years' Levies	100,000	
(3) Total Primary Property Taxes Collected	7,038,663	
B. Secondary Property Taxes:		
(1) FY 2020-2021 Levy	7,835,974	
(2) Total Secondary Property Taxes Collected	7,835,974	
C. Total Property Taxes Collected	\$ 14,874,637	
5. Property Tax Rates		
A. City of Flagstaff Tax Rate:		
(1) Primary Property Tax Rate	0.7186	0.6954
(2) Secondary Property Tax Rate	0.8000	0.5557
(3) Total City Tax Rate	1.5186	1.2511

B. Special Assessment District Tax Rates:

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

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

City of Flagstaff
Summary by Fund of Revenues Other Than Property Taxes
Fiscal Years 2021-2022 and 2022-2023
(With Actuals for Fiscal Year 2020-2021)

Source of Revenues	Actual Revenues 2020-2021	Budgeted Revenues 2021-2022	Estimated Revenues 2021-2022	Budgeted Revenues 2022-2023	Change (Bdgt-Bdgt)	% Change
General Fund						
Local Taxes						
City Sales Tax	\$ 25,987,602	23,563,400	26,574,000	26,942,300	3,378,900	14.34%
Franchise Tax	2,227,051	2,447,298	2,260,000	2,282,700	(164,598)	(6.73%)
Excise Tax	135,438	272,798	272,798	272,798	-	0.00%
Licenses and Permits						
Business Licenses	28,676	30,000	30,000	30,000	-	0.00%
Building Permits	3,517,030	1,868,100	2,214,000	1,900,000	31,900	1.71%
Other Licenses and Permits	1,629,550	996,880	996,880	997,380	500	0.05%
Intergovernmental						
State Income Tax Sharing	10,723,978	9,790,000	10,075,700	12,135,500	2,345,500	23.96%
State Shared Sales Tax	8,874,787	8,285,200	9,800,000	9,894,000	1,608,800	19.42%
Auto Lieu Tax	4,169,172	3,718,300	3,876,000	3,876,000	157,700	4.24%
Federal Grants	1,130,718	3,269,668	3,269,668	16,738,716	13,469,048	411.94%
State/Local Grants	1,200,444	3,071,419	3,071,419	3,063,657	(7,762)	(0.25%)
Local Intergovernmental Agreements	1,204,117	1,154,418	1,154,418	1,098,718	(55,700)	(4.82%)
Charges for Services						
Community Development	1,278,201	745,500	745,500	745,000	(500)	(0.07%)
Parks and Recreation	132,668	542,870	542,870	1,082,870	540,000	99.47%
Public Safety	840,369	745,780	745,780	750,097	4,317	0.58%
Cemetery/General Government	277,879	184,741	184,741	186,563	1,822	0.99%
Fines and Forfeits	932,593	1,145,194	1,145,194	1,429,499	284,305	24.83%
Rents	1,094,906	1,154,008	1,154,008	1,494,258	340,250	29.48%
Investment Earnings	909,804	372,426	417,665	412,465	40,039	10.75%
Miscellaneous	1,005,100	275,187	821,350	755,328	480,141	174.48%
Total General Fund	67,300,083	63,633,187	69,351,991	86,087,849	22,454,662	35.29%
Special Revenue Funds						
Housing and Community Services Fund						
Intergovernmental						
Federal Grants	1,365,160	2,315,356	1,118,803	1,424,685	(890,671)	(38.47%)
State Grants	-	900,000	900,000	780,000	(120,000)	(13.33%)
Investment Earnings	8,827	4,000	5,077	4,000	-	0.00%
Miscellaneous	993,228	-	342,962	-	-	0.00%
Total Housing and Comm Svcs Fund	2,367,215	3,219,356	2,366,842	2,208,685	(1,010,671)	(31.39%)
COVID Relief Fund						
Intergovernmental						
Federal Grants	1,934,046	15,238,257	15,238,257	-	(15,238,257)	(100.00%)
Total COVID Relief Fund	1,934,046	15,238,257	15,238,257	-	(15,238,257)	(100.00%)
Library Fund						
Intergovernmental						
Federal Grants	41,120	45,000	45,000	100,000	55,000	122.22%
State/Local Grants	25,000	-	-	-	-	0.00%
Library District Taxes	3,837,589	3,836,302	3,836,302	4,006,938	170,636	4.45%
Miscellaneous	35,779	41,000	41,000	41,000	-	0.00%
Investment Earnings	66,165	39,529	39,529	39,727	198	0.50%
Total Library Fund	4,005,653	3,961,831	3,961,831	4,187,665	225,834	5.70%
Highway User Revenue Fund						
Intergovernmental						
Highway User Tax	9,191,151	8,556,425	9,374,974	9,539,036	982,611	11.48%
Licenses and Permits	157,743	-	-	-	-	0.00%

City of Flagstaff
Summary by Fund of Revenues Other Than Property Taxes
Fiscal Years 2021-2022 and 2022-2023
(With Actuals for Fiscal Year 2020-2021)

Source of Revenues	Actual Revenues 2020-2021	Budgeted Revenues 2021-2022	Estimated Revenues 2021-2022	Budgeted Revenues 2022-2023	Change (Bdgt-Bdgt)	% Change
Highway User Revenue Fund - Continued						
Marijuana Excise Tax	\$ -	80,000	-	-	(80,000)	(100.00%)
Investment Earnings	53,836	40,000	46,000	33,000	(7,000)	(17.50%)
Miscellaneous	95,319	1,790,000	1,790,000	-	(1,790,000)	(100.00%)
Total Highway User Revenue Fund	9,498,049	10,466,425	11,210,974	9,572,036	(894,389)	(8.55%)
Transportation Fund						
Transportation Tax	30,757,600	28,053,400	31,764,900	32,213,900	4,160,500	14.83%
Intergovernmental						
Federal Grants	-	6,041,624	3,473,699	2,812,000	(3,229,624)	(53.46%)
State/Local Grants	-	100,000	100,000	-	(100,000)	(100.00%)
Investment Earnings	379,586	239,000	251,000	113,000	(126,000)	(52.72%)
Miscellaneous	274,067	546,458	546,458	-	(546,458)	(100.00%)
Total Transportation Fund	31,411,253	34,980,482	36,136,057	35,138,900	158,418	0.45%
FUTS Fund						
Investment Earnings	19,698	8,000	8,000	-	(8,000)	(100.00%)
Total FUTS Fund	19,698	8,000	8,000	-	(8,000)	(100.00%)
Beautification Fund						
BBB Tax	1,809,530	1,756,700	1,990,000	2,029,800	273,100	15.55%
Intergovernmental						
Federal Grants	-	50,000	50,000	-	(50,000)	(100.00%)
Investment Earnings	65,593	38,000	38,000	25,000	(13,000)	(34.21%)
Miscellaneous	3,575	-	-	-	-	0.00%
Total Beautification Fund	1,878,698	1,844,700	2,078,000	2,054,800	210,100	11.39%
Economic Development Fund						
BBB Tax	860,205	834,400	945,250	964,200	129,800	15.56%
Investment Earnings	4,371	6,437	8,172	7,080	643	9.99%
Rents	321,090	380,686	380,686	403,100	22,414	5.89%
Miscellaneous	50	-	-	-	-	0.00%
Total Economic Development Fund	1,185,716	1,221,523	1,334,108	1,374,380	152,857	12.51%
Tourism Fund						
BBB Tax	2,716,233	2,635,000	2,985,000	3,044,700	409,700	15.55%
Retail Sales	121,860	124,594	124,594	125,840	1,246	1.00%
Investment Earnings	9,393	2,778	2,778	7,194	4,416	158.96%
Miscellaneous	17,980	16,026	16,026	16,186	160	1.00%
Total Tourism Fund	2,865,466	2,778,398	3,128,398	3,193,920	415,522	14.96%
Arts and Science Fund						
BBB Tax	678,089	658,800	746,250	761,200	102,400	15.54%
Investment Earnings	7,371	4,000	4,000	3,000	(1,000)	(25.00%)
Total Arts and Science Fund	685,460	662,800	750,250	764,200	101,400	15.30%
Recreation - BBB Fund						
BBB Tax	2,987,469	2,898,500	3,283,500	3,349,200	450,700	15.55%
Intergovernmental						
State Grants	-	-	-	300,000	300,000	100.00%
Investment Earnings	7,298	5,000	5,000	6,000	1,000	20.00%
Total Recreation - BBB Fund	2,994,767	2,903,500	3,288,500	3,655,200	751,700	25.89%

City of Flagstaff
Summary by Fund of Revenues Other Than Property Taxes
Fiscal Years 2021-2022 and 2022-2023
(With Actuals for Fiscal Year 2020-2021)

Source of Revenues	Actual Revenues 2020-2021	Budgeted Revenues 2021-2022	Estimated Revenues 2021-2022	Budgeted Revenues 2022-2023	Change (Bdgt-Bdgt)	% Change
Parking District Fund						
Parking	\$ 357,090	1,230,850	1,202,850	1,225,907	(4,943)	(0.40%)
Investment Earnings	10,836	13,800	7,000	8,200	(5,600)	(40.58%)
Miscellaneous	1,136	-	-	-	-	0.00%
Total Parking District Fund	369,062	1,244,650	1,209,850	1,234,107	(10,543)	(0.85%)
Water Resource and Infrastructure Protection Fund						
Water Resource Protection Fee	1,240,175	1,228,220	1,239,000	1,277,380	49,160	4.00%
Intergovernmental						
Federal Grants	3,863	-	-	1,200,000	1,200,000	100.00%
State/Local Grants	5,000	-	-	-	-	0.00%
Investment Earnings	2,145	3,000	3,000	5,000	2,000	66.67%
Total WRIP Fund	1,251,183	1,231,220	1,242,000	2,482,380	1,251,160	101.62%
Total Special Revenue Funds	60,466,266	79,761,142	81,953,067	65,866,273	(13,894,869)	(17.42%)
Debt Service Funds						
Secondary Property Tax Fund						
Investment Earnings	24,642	36,000	36,000	39,000	3,000	8.33%
Total Secondary Property Tax Fund	24,642	36,000	36,000	39,000	3,000	8.33%
Pension Debt Service Fund						
Investment Earnings	12,445	71,000	71,000	72,000	72,000	101.41%
Total Pension Debt Service Fund	12,445	71,000	71,000	72,000	72,000	101.41%
Total Debt Service Funds	37,087	107,000	107,000	111,000	75,000	70.09%
Permanent Funds						
Perpetual Care Fund						
Contributions	19,910	10,082	10,082	10,284	202	2.00%
Investment Earnings	3,181	4,284	4,284	4,327	43	1.00%
Total Perpetual Care Fund	23,091	14,366	14,366	14,611	245	1.71%
Total Permanent Funds	23,091	14,366	14,366	14,611	245	1.71%
Capital Project Funds						
Non GO Bonds Projects Fund						
Real Estate Proceeds	-	2,000,000	2,000,000	-	(2,000,000)	(100.00%)
Intergovernmental						
State Grants	30,000	-	-	-	-	0.00%
Investment Earnings	6,122	-	-	-	-	0.00%
Total Non GO Bonds Projects Fund	36,122	2,000,000	2,000,000	-	(2,000,000)	(100.00%)
GO Bonds Projects Fund						
Intergovernmental						
Federal Grants	108,774	-	94,350	-	-	0.00%
State Grants	137,233	601,676	562,767	-	(601,676)	(100.00%)
Investment Earnings	4,640	-	-	-	-	0.00%
Total GO Bonds Projects Fund	250,647	601,676	657,117	-	(601,676)	(100.00%)
Total Capital Project Funds	286,769	2,601,676	2,657,117	-	(2,601,676)	(100.00%)

City of Flagstaff
Summary by Fund of Revenues Other Than Property Taxes
Fiscal Years 2021-2022 and 2022-2023
(With Actuals for Fiscal Year 2020-2021)

Source of Revenues	Actual Revenues 2020-2021	Budgeted Revenues 2021-2022	Estimated Revenues 2021-2022	Budgeted Revenues 2022-2023	Change (Bdgt-Bdgt)	% Change
Enterprise Funds						
Drinking Water Fund						
Intergovernmental						
Federal Grants	\$ -	-	-	4,250,000	4,250,000	100.00%
Water Fees	20,493,491	18,939,698	19,449,216	19,662,250	722,552	3.82%
Investment Earnings	235,473	134,424	124,727	95,256	(39,168)	(29.14%)
Rents	20,000	5,150	5,150	5,150	-	0.00%
Miscellaneous	36,865	-	3,900	-	-	0%
Total Drinking Water Fund	20,785,829	19,079,272	19,582,993	24,012,656	4,933,384	25.86%
Wastewater Fund						
Wastewater Fees	14,005,043	11,981,398	12,724,150	12,102,662	121,264	1.01%
Investment Earnings	165,549	202,857	145,000	112,000	(90,857)	(44.79%)
Miscellaneous	189,327	-	28,696	-	-	0.00%
Total Wastewater Fund	14,359,919	12,184,255	12,897,846	12,214,662	30,407	0.25%
Reclaimed Water Fund						
Reclaimed Water Fees	1,453,038	1,046,439	1,067,516	1,068,158	21,719	2.08%
Investment Earnings	16,088	9,933	12,341	12,431	2,498	25.15%
Total Reclaimed Water Fund	1,469,126	1,056,372	1,079,857	1,080,589	24,217	2.29%
Stormwater Fund						
Intergovernmental						
Federal Grants	47,122	1,480,630	7,332,932	1,500,000	19,370	1.31%
State Grants	82,721	-	-	-	-	0.00%
Stormwater Fees	4,415,057	4,311,858	4,311,858	4,355,418	43,560	1.01%
Investment Earnings	3,870	-	-	27,355	27,355	100.00%
Total Stormwater Fund	4,548,770	5,792,488	11,644,790	5,882,773	90,285	1.56%
Solid Waste Fund						
Solid Waste	12,971,880	13,053,187	14,005,015	13,741,358	688,171	5.27%
Investment Earnings	106,988	81,821	81,821	93,043	11,222	13.72%
Sale of Property	26,500	-	-	-	-	0.00%
Miscellaneous	8,124	840,000	850,000	840,000	-	0.00%
Total Solid Waste Fund	13,113,492	13,975,008	14,936,836	14,674,401	699,393	5.00%
Sustainability and Environmental Management Fund						
Intergovernmental						
Federal Grants	2,851	-	-	3,500,000	3,500,000	100.00%
State Grants	12,146	-	-	105,000	105,000	100.00%
Environmental Services	1,212,258	1,213,478	1,213,478	1,225,551	12,073	0.99%
Investment Earnings	7,152	5,000	5,000	6,000	1,000	20.00%
Miscellaneous	100	-	-	-	-	0.00%
Total Sustainability and Env Mgmt Fund	1,234,507	1,218,478	1,218,478	4,836,551	3,618,073	296.93%
Airport Fund						
Intergovernmental						
Federal Grants	3,949,750	20,746,132	11,983,775	34,846,168	14,100,036	67.96%
State Grants	70,791	1,847,392	1,450,369	2,411,470	564,078	30.53%
Airport	958,392	1,158,025	1,645,137	1,175,390	17,365	1.50%
Rents	966,689	1,407,096	888,345	1,512,999	105,903	7.53%
Parking	-	-	200,000	893,520	893,520	100.00%
Investment Earnings	12,982	7,000	8,000	9,000	2,000	28.57%
Miscellaneous	635	1,000	16	1,000	-	0.00%
Total Airport Fund	5,959,239	25,166,645	16,175,642	40,849,547	15,682,902	62.32%

City of Flagstaff
Summary by Fund of Revenues Other Than Property Taxes
Fiscal Years 2021-2022 and 2022-2023
(With Actuals for Fiscal Year 2020-2021)

Source of Revenues	Actual Revenues 2020-2021	Budgeted Revenues 2021-2022	Estimated Revenues 2021-2022	Budgeted Revenues 2022-2023	Change (Bdgt-Bdgt)	% Change
Flagstaff Housing Authority Fund						
Intergovernmental						
Federal Grants	\$ 6,384,752	8,140,331	7,139,081	9,619,317	1,478,986	18.17%
Rents and Other Tenant Income	1,347,277	1,275,000	1,275,000	1,400,000	125,000	9.80%
Miscellaneous	1,020,295	395,012	399,196	1,012,220	617,208	156.25%
Total Flagstaff Housing Authority Fund	8,752,324	9,810,343	8,813,277	12,031,537	2,221,194	22.64%
Total Enterprise Funds	70,223,206	88,282,861	86,349,719	115,582,716	27,299,855	30.92%
Total Revenues	\$ 198,336,502	234,400,232	240,433,260	267,662,449	33,333,217	14.22%

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City of Flagstaff
Schedule of Grant Revenues
Fiscal Year 2022-2023

Project Name	Budgeted Revenues 2021-2022	Estimated Revenues 2021-2022	Budgeted Revenues 2022-2023	City Match 2022-2023	Budgeted Grant Reimb %	Funding
General Fund						
<i>Information Technology:</i>						
Fiber/Broadband	\$ 800,000	800,000	-	-	80%	S
Fiber/Broadband	-	-	4,500,000	-	100%	F
Fiber/Broadband (ARPA Match)	-	-	9,000,000	1,000,000	90%	F
<i>Legal:</i>						
AZ Attorney Generals Office - Victims Rights	5,600	5,600	5,400	-	100%	S
<i>Court:</i>						
ACESF	13,910	13,910	-	-	100%	S
County - Information Systems Technician	110,600	110,600	110,600	-	100%	L
County - Interpreter	28,800	28,800	28,800	-	100%	L
County - Trainer	52,500	52,500	52,500	-	100%	L
TCPF/State JCEF - Court Training Officer	25,000	25,000	25,000	-	100%	S
<i>Fire:</i>						
AFG - Ballistic Vests	630,000	630,000	225,000	25,000	90%	F
AFG - Prevention	27,000	27,000	180,000	20,000	90%	F
AFG - Quint	1,260,000	1,260,000	495,000	55,000	90%	F
AFG - SAFER	487,924	487,924	454,068	-	100%	F
AZ DFFM - Fuels Reduction Private Property	90,000	90,000	-	-	90%	F/S
AZ DFFM - Wildfire Treatment	360,000	360,000	-	-	90%	F/S
Tribal Gaming	360,000	360,000	360,000	40,000	90%	L
GOHS - Extraction Equipment	-	-	45,000	5,000	90%	F
DFFM 202 - Wildfire Treatment	-	-	360,000	40,000	90%	F
WFHF - Flag Fuels Reduction-Priv Prop	-	-	450,000	50,000	90%	F
<i>Police:</i>						
ACJC - Metro (NAZ Street Crimes Task Force)	124,628	124,628	171,378	-	100%	F/S
ADOR - AZ 911	502,000	502,000	550,000	-	100%	S
ADOR - AZ 911 - Text to 911	25,414	25,414	-	-	100%	S
ATF - SLOT Overtime	16,542	16,542	-	-	100%	F/S
AZDOHS - Emergency Response Equipment	100,000	100,000	-	-	100%	F/S
AZDOHS - Tactical Robot	50,000	50,000	-	-	100%	F/S
DOJ - Bullet Proof Vest Program	20,000	20,000	10,000	10,000	50%	F
DOJ - Edward Byrne Memorial JAG - Overtime	42,751	42,751	30,000	-	100%	F
DPS - Statewide GIITEM	107,976	107,976	157,461	52,487	75%	S
Dream Court Grant	4,351	4,351	-	-	100%	L
FBI - Northern Arizona Gang Taskforce	127,000	127,000	-	-	100%	S
GOHS - DUI Abatement	40,000	40,000	45,000	-	100%	F/S
GOHS - DUI Enforcement	45,000	45,000	45,000	-	100%	F/S
GOHS - Equipment	128,823	128,823	-	-	100%	F/S
GOHS - Youth Alcohol	30,000	30,000	-	-	100%	F/S
NPS - Dispatch Services	10,000	10,000	5,000	-	100%	F
Police Grants	56,588	56,588	-	-	100%	S
PSN - Gang Prevention	75,000	75,000	-	-	100%	F
RICO - Metro	186,942	186,942	149,956	-	100%	S
RICO - Officers	55,451	55,451	243,090	-	100%	S
RICO - Police Equipment	122,210	122,210	-	-	100%	S
US Marshals - Service Grant	15,000	15,000	-	-	100%	F
ADOA 911 GIS	-	-	120,050	-	100%	S
6092 - AZ Internet Crimes Child	-	-	20,000	-	100%	F
<i>Police - Continued:</i>						

City of Flagstaff
Schedule of Grant Revenues
Fiscal Year 2022-2023

Project Name	Budgeted Revenues 2021-2022	Estimated Revenues 2021-2022	Budgeted Revenues 2022-2023	City Match 2022-2023	Budgeted Grant Reimb %	Funding
6279 : US Marshals Service Grant	\$ -	-	15,000	-	100%	F
Unknown Grants Placeholder	-	-	200,000	-	100%	F
Future Grants Placeholder	-	-	300,000	-	100%	F
Future AZDOHS Grant	-	-	50,000	-	100%	F
<i>Parks:</i>						
Open Space Grants	54,077	54,077	-	-	100%	S
Buffalo Accessibility Improvement	150,000	150,000	1,075,000	-	100%	S
Heritage Fund - Environmental Education	-	-	50,000	5,500	90%	S
Heritage Fund - Environmental Education	-	-	50,000	5,500	90%	S
Open Space Coordinator	-	-	20,000	15,000	57%	S
Picture Canyon Trail Restoration Project	-	-	128,270	4,500	81%	F/S
Picture Canyon Trail Restoration Project	-	-	25,800	-	100%	L
Safety and Environmental Education	-	-	10,000	570	95%	S
Picture Canyon Malapai Fund Grant	-	-	40,000	-	100%	S
Subtotal	6,341,087	6,341,087	19,802,373	1,328,557		
Housing and Community Services						
ADOH - Home Grant	450,000	450,000	450,000	-	100%	F/S
ADOH - Owner Occupied Housing Rehab	450,000	450,000	330,000	110,000	75%	F/S
HUD - CDBG Entitlement	2,315,356	1,118,803	1,424,685	-	100%	F
Subtotal	3,215,356	2,018,803	2,204,685	110,000		
COVID Relief						
American Rescue Plan	15,238,257	15,238,257	-	-	100%	F
Subtotal	15,238,257	15,238,257	-	-		
Library						
LSTA	45,000	45,000	100,000	-	100%	F/S
Subtotal	45,000	45,000	100,000	-		
Transportation						
First/Last Mile grant	2,704,000	136,075	2,812,000	-	100%	F
FUTS State Parks Trails Grant	100,000	100,000	-	-	100%	S
HSIP - Lockett/Fourth Roundabout	1,837,624	1,837,624	-	-	100%	F
Transportation Technology ATMCTD	1,500,000	1,500,000	-	-	100%	F
Subtotal	6,141,624	3,573,699	2,812,000	-		
Beautification Fund						
National Endowment for the Arts	50,000	50,000	-	-	100%	F
Subtotal	50,000	50,000	-	-		
Capital Projects						
AZ DFFM - Museum Fire	412,676	562,767	-	-	90%	F/S
AZ DFFM - Observatory Mesa Fuels Reduction	189,000	94,350	-	-	78%	S
Subtotal	601,676	657,117	-	-		

City of Flagstaff
Schedule of Grant Revenues
Fiscal Year 2022-2023

Project Name	Budgeted Revenues 2021-2022	Estimated Revenues 2021-2022	Budgeted Revenues 2022-2023	City Match 2022-2023	Budgeted Grant Reimb %	Funding
Drinking Water						
Radio Read Meter Replacements	\$ -	-	1,000,000	-	100%	S
Lake Mary Sedimentation Basins	-	-	3,250,000	-	100%	S
Subtotal	-	-	4,250,000	-		
Stormwater						
FEMA - 2018 Cooperating Technical Partners	132,932	132,932	-	-	100%	F
Rio de Flag Restoration	1,347,698	-	-	-	75%	S
Museum Flood Mitigation	-	7,200,000	-	-	100%	S
Killip Retention Basin	-	-	1,500,000	-	100%	S
Subtotal	1,480,630	7,332,932	1,500,000	-		
Sustainability and Environmental Management						
Potential IIJA/BBB to fund climate action.	-	-	3,500,000	-	100%	F
MetroPlan minigrant for climate action	-	-	100,000	-	100%	S
APS community grant for climate action	-	-	5,000	-	100%	L
Subtotal	-	-	3,605,000	-		
Airport						
AIP 44 - Design Equipment Building - ADOT	39,412	-	-	-	5%	S
AIP 44 - Design Equipment Building - FAA	802,875	806,254	-	-	91%	F
AIP 45 - COVID 19 - FAA	10,175,205	8,694,487	4,245,829	-	100%	S
AIP 46 - Airport Coronavirus Response - FAA	1,444,012	1,444,012	-	-	100%	S
ARPA Operating Grant			1,994,063	-	100%	F
Airport Drainage Improvements - ADOT	17,880	17,869	-	-	5%	S
Airport Drainage Improvements - FAA	364,240	364,022	-	-	91%	F
Design Apron Taxiway W - ADOT	720,000	720,000	-	-	90%	S
Equipment Building - Construction - ADOT	357,600	-	1,107,698	1,107,699	5%	S
Equipment Building - Construction - FAA	7,284,800	-	22,565,325	-	91%	F
Environmental Assessment - ADOT	675,000	675,000	-	-	5%	S
Land Acquisition - ADOT	37,500	37,500	100,000	100,000	5%	S
Land Acquisition - FAA	675,000	675,000	1,800,000	-	91%	F
ADOT Future Projects	-	-	1,137,015	126,335	91%	F
Infrastructure Grant - FAA	-	-	1,359,934	134,499	91%	F
Infrastructure Grant - ADOT	-	-	66,757	66,757	91%	F
Bipartisan Infrastructure Law 2022 Grant	-	-	1,481,017	-	100%	F
Bipartisan Infrastructure Law 2023 Grant	-	-	1,400,000	-	100%	F
Subtotal	22,593,524	13,434,144	37,257,638	1,535,290		
Flagstaff Housing Authority						
Low Income Public Housing	1,870,631	1,870,631	2,138,667	-	100%	F
Section 8/MRO SRO	6,269,700	5,268,450	7,480,650	-	100%	F
Subtotal	8,140,331	7,139,081	9,619,317	-		
	\$ 63,847,485	55,830,120	81,151,013	2,973,847		

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

City of Flagstaff
Summary by Funding of Other Financing Sources
and Interfund Transfers
Fiscal Year 2022-2023

Fund	Proceeds from Other Financing Sources	Interfund Transfers	
		In	Out
General Fund	\$ 1,300,000	5,703,207	11,900,006
Special Revenue Funds			
Library	-	1,792,813	-
Highway User Revenue	-	9,386,250	13,000
Transportation	13,750,000	75,402	9,461,652
Beautification	-	-	477,261
Economic Development	-	247,000	443,757
Tourism	-	-	155,070
Recreation	-	-	2,574,189
Housing and Community Services	-	518,669	-
Water Resource and Infrastructure Protection	-	-	183,957
Total Special Revenue Funds	<u>13,750,000</u>	<u>12,020,134</u>	<u>13,308,886</u>
Debt Service Funds			
General Obligation Bonds	-	7,445,347	-
Secondary Property Tax	-	-	7,445,347
Pension Debt Service	-	9,197,868	-
Total Debt Service Funds	<u>-</u>	<u>16,643,215</u>	<u>7,445,347</u>
Capital Project Funds			
Non General Obligation Bond Funded Projects	-	10,500	-
Total Capital Projects Funds	<u>-</u>	<u>10,500</u>	<u>-</u>
Enterprise Funds			
Drinking Water	-	2,103,545	-
Wastewater	3,750,000	-	1,788,419
Reclaimed Water	850,000	-	132,227
Stormwater	22,900,000	-	182,899
Solid Waste	-	63,570	99,714
Sustainability and Environmental Management	-	789,263	-
Airport	-	-	2,475,936
Total Enterprise Funds	<u>27,500,000</u>	<u>2,956,378</u>	<u>4,679,195</u>
Total All Funds	<u>\$ 42,550,000</u>	<u>37,333,434</u>	<u>37,333,434</u>

City of Flagstaff
Schedule of Transfers
Fiscal Year 2022-2023

Transfer To:	Transfer From:	Amount	Comments
General Fund	Highway User Fund	13,000	Right of way maintenance
General Fund	Beautification Fund	390,261	Streetscape maintenance on BBB funded projects
General Fund	Beautification Fund	57,000	Right of way and median maintenance
General Fund	Economic Development Fund	443,757	Accelerator debt service
General Fund	Tourism Fund	25,000	Support for community-wide events
General Fund	Recreation Fund	255,078	Contribution to the maintenance of FUTS
General Fund	Recreation Fund	1,364,267	Field maintenance for recreation bond projects
General Fund	Recreation Fund	954,844	Operation of recreation programs
General Fund	Airport	2,200,000	Loan repayment
	Total	\$ 5,703,207	
Library Fund	General Fund	1,726,313	Library operational and capital support
Library Fund	Tourism Fund	66,500	Library operational support
	Total	\$ 1,792,813	
Highway User Revenue Fund	Transportation Fund	1,585,136	Street improvement projects
Highway User Revenue Fund	Transportation Fund	7,579,801	Street improvement projects
Highway User Revenue Fund	Transportation Fund	221,313	Safety improvement projects
	Total	\$ 9,386,250	
Transportation Fund	4th Street Overpass	75,402	Street improvement projects
	Total	\$ 75,402	
Economic Development Fund	General Fund	247,000	Incubator debt service
	Total	\$ 247,000	
Housing and Community Services	General Fund	18,669	Administrative expenses
Housing and Community Services	General Fund	500,000	Housing emergency
	Total	\$ 518,669	
General Obligation Bond Fund	Secondary Property Tax Fund	7,445,347	Repayment of general obligation bonds
	Total	\$ 7,445,347	
Pension Bond Fund	General Fund	8,737,975	Pension debt service
Pension Bond Fund	WRIP Fund	183,957	Pension debt service
Pension Bond Fund	Airport Fund	275,936	Pension debt service
	Total	\$ 9,197,868	
Capital Project Fund	General Fund	10,500	USGS facility
	Total	\$ 10,500	
Drinking Water Fund	Wastewater Fund	1,788,419	Operational support
Drinking Water Fund	Reclaimed Water Fund	132,227	Operational support
Drinking Water Fund	Stormwater Fund	182,899	Operational support
	Total	\$ 2,103,545	
Sustainability and Environmental Management Fund	General Fund	500,000	Climate emergency
Sustainability and Environmental Management Fund	General Fund	159,549	Operational support
Sustainability and Environmental Management Fund	Beautification Fund	30,000	Litter control support
Sustainability and Environmental Management Fund	Solid Waste	99,714	Environmental Management program support
	Total	\$ 789,263	

City of Flagstaff
Schedule of Transfers
Fiscal Year 2022-2023

Transfer To:	Transfer From:	Amount	Comments
Solid Waste Fund	Tourism Fund	63,570	Downtown trash and recycling collection
	Total	\$ 63,570	
	Total Transfers	\$ 37,333,434	

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City of Flagstaff
Summary by Division of Expenditures/Expenses within Each Fund
Comparison of Fiscal Year 2021-2022 and 2022-2023
(With Actual for Fiscal Year 2020-2021)

Fund/Division	Actual Expenditures/ Expenses 2020-2021	Adopted Budgeted Expenditures/ Expenses 2021-2022	Estimated Expenditures/ Expenses 2021-2022	Proposed Budgeted Expenditures/ Expenses 2022-2023	Change (Budget-Budget)	% Change
General Fund						
General Administration	\$ 11,378,043	16,816,843	16,816,843	28,813,026	11,996,183	71.3%
Management Services	4,057,286	5,002,102	5,002,102	5,330,461	328,359	6.6%
Fire	11,215,001	17,488,590	17,502,520	21,103,573	3,614,983	20.7%
Police	18,916,316	21,887,143	21,887,143	22,697,585	810,442	3.7%
Community Development	5,197,943	4,581,233	4,581,233	4,690,033	108,800	2.4%
Public Works	7,456,505	14,978,665	14,986,128	3,259,412	(11,719,253)	(78.2%)
Economic Vitality	119,599	202,834	202,834	133,819	(69,015)	(34.0%)
Non-Departmental	(2,519,050)	(1,346,977)	4,225,164	(1,278,367)	68,610	(5.1%)
Engineering and Capital Improvements	-	1,999,513	1,999,513	2,058,376	58,863	2.9%
Parks, Recreation, Open Space & Events	-	-	-	11,074,723	11,074,723	100.0%
Contingency	24,006	3,196,810	1,772,810	1,524,000	(1,672,810)	(52.3%)
Total General Fund	55,845,649	84,806,756	88,976,290	99,406,641	14,599,885	17.2%
Special Revenue Funds						
Housing and Community Service Fund						
Community Development	1,865,395	4,971,337	4,022,777	2,972,123	(1,999,214)	(40.2%)
Non-Departmental	68,877	48,668	48,668	46,235	(2,433)	(5.0%)
	1,934,272	5,020,005	4,071,445	3,018,358	(2,001,647)	(39.9%)
COVID Relief Fund						
Fire	889,748	-	-	-	-	100.0%
Police	1,044,298	-	-	-	-	100.0%
Non-Departmental	-	6,171,965	5,238,257	-	(6,171,965)	(100.0%)
	1,934,046	6,171,965	5,238,257	-	(6,171,965)	(100.0%)
Library Fund						
General Administration	184,047	272,459	272,459	272,459	-	0.0%
Management Services	209,713	187,931	187,931	187,931	-	0.0%
Public Works	43,397	40,058	40,058	40,058	-	0.0%
Economic Vitality	4,394,792	7,495,180	7,435,180	5,586,833	(1,908,347)	(25.5%)
Non-Departmental	71,752	61,878	61,878	33,750	(28,128)	(45.5%)
Contingency	-	100,000	-	100,000	-	0.0%
	4,903,701	8,157,506	7,997,506	6,221,031	(1,936,475)	(23.7%)
Highway User Revenue Fund						
General Administration	138,764	280,797	280,797	280,797	-	0.0%
Management Services	201,018	78,002	78,002	78,002	-	0.0%
Community Development	1,468,024	-	-	-	(9,439,638)	(100.0%)
Public Works	8,568,321	12,177,155	12,334,126	8,605,916	(3,571,239)	(29.3%)
Economic Vitality	2,706	220	220	220	-	0.0%
Non-Departmental	126,879	190,920	190,920	190,920	-	0.0%
Engineering and Capital Improvements	-	9,439,638	9,439,638	9,895,945	456,307	4.8%
Contingency	-	100,000	-	100,000	-	0.0%
	10,505,712	22,266,732	22,323,703	19,151,800	(3,114,932)	(14.0%)
Transportation Fund						
General Administration	72,462	68,686	68,686	68,686	-	0.0%
Management Services	188,863	132,446	132,446	132,446	-	0.0%
Community Development	9,042,855	-	-	-	-	100.0%
Public Works	2,061,427	1,293,477	1,221,857	5,040,406	3,746,929	289.7%
Economic Vitality	748	86	86	86	-	0.0%
Non-Departmental	7,498,961	9,579,751	9,247,949	14,243,253	4,663,502	48.7%
Engineering and Capital Improvements	-	50,918,527	46,482,821	25,753,731	(25,164,796)	(49.4%)
	18,865,316	61,992,973	57,153,845	45,238,608	(16,754,365)	(27.0%)
FUTS Fund						
Community Development	1,162,550	-	-	-	-	100.0%
	1,162,550	-	-	-	-	100.0%

City of Flagstaff
Summary by Division of Expenditures/Expenses within Each Fund
Comparison of Fiscal Year 2021-2022 and 2022-2023
(With Actual for Fiscal Year 2020-2021)

Fund/Division	Actual Expenditures/ Expenses 2020-2021	Adopted Budgeted Expenditures/ Expenses 2021-2022	Estimated Expenditures/ Expenses 2021-2022	Proposed Budgeted Expenditures/ Expenses 2022-2023	Change (Budget-Budget)	% Change
Beautification Fund						
Economic Vitality	\$ 525,508	6,127,867	4,704,867	2,100,723	(4,027,144)	(65.7%)
Contingency	-	10,000	-	10,000	-	0.0%
	525,508	6,137,867	4,704,867	2,110,723	(4,027,144)	(65.6%)
Economic Development Fund						
Economic Vitality	1,162,765	1,742,551	1,628,551	1,416,458	(326,093)	(18.7%)
Contingency	-	45,000	-	45,000	-	0.0%
	1,162,765	1,787,551	1,628,551	1,461,458	(326,093)	(18.2%)
Tourism Fund						100.0%
Economic Vitality	2,314,873	3,156,284	3,156,284	3,185,254	28,970	0.9%
Contingency	-	50,000	-	175,000	125,000	250.0%
	2,314,873	3,206,284	3,156,284	3,360,254	153,970	4.8%
Arts and Science Fund						
Economic Vitality	623,631	1,340,007	1,114,007	763,931	(576,076)	(43.0%)
Contingency	-	10,000	-	10,000	-	0.0%
	623,631	1,350,007	1,114,007	773,931	(576,076)	(42.7%)
Recreation Fund						
Parks, Recreation, Open Space & Events	-	-	-	1,810,400	1,810,400	100.0%
Public Works	10,358	10,400	10,400	-	(10,400)	(100.0%)
	10,358	10,400	10,400	1,810,400	1,800,000	17,307.7%
Parking District Fund						
General Administration	23,519	40,596	40,596	40,596	-	0.0%
Management Services	27,366	11,338	11,338	11,338	-	0.0%
Public Works	567	4,063	4,063	4,063	-	0.0%
Economic Vitality	572,447	2,014,028	1,898,028	1,298,755	(715,273)	(35.5%)
Non-Departmental	10,367	8,325	8,325	5,107	(3,218)	(38.7%)
Contingency	-	30,000	-	30,000	-	0.0%
	634,266	2,108,350	1,962,350	1,389,859	(718,491)	(34.1%)
Water Resource & Infrastructure Protection Fund						
General Administration	-	-	-	70,643	70,643	100.0%
Management Services	-	-	-	19,731	19,731	100.0%
Fire	363,568	945,479	945,479	2,189,463	1,243,984	131.6%
Public Works	-	-	-	7,071	7,071	100.0%
Economic Vitality	-	-	-	56	56	100.0%
Non-Departmental	-	-	-	8,887	8,887	100.0%
	363,568	945,479	945,479	2,295,851	1,350,372	142.8%
Total Special Revenue Funds	44,940,566	119,155,119	110,306,694	86,832,273	(32,322,846)	(27.1%)
Debt Service Funds						
General Obligation Bonds Fund						
Non-Departmental	7,303,370	7,388,402	7,388,402	7,445,347	56,945	0.8%
	7,303,370	7,388,402	7,388,402	7,445,347	56,945	0.8%
Pension Debt Service Fund						
Non-Departmental	120,578,514	9,197,890	9,197,890	9,197,868	(22)	(0.0%)
	120,578,514	9,197,890	9,197,890	9,197,868	(22)	(0.0%)
Total Debt Service Funds	127,881,884	16,586,292	16,586,292	16,643,215	56,923	0.3%

City of Flagstaff
Summary by Division of Expenditures/Expenses within Each Fund
Comparison of Fiscal Year 2021-2022 and 2022-2023
(With Actual for Fiscal Year 2020-2021)

Fund/Division	Actual Expenditures/ Expenses 2020-2021	Adopted Budgeted Expenditures/ Expenses 2021-2022	Estimated Expenditures/ Expenses 2021-2022	Proposed Budgeted Expenditures/ Expenses 2022-2023	Change (Budget-Budget)	% Change
Capital Project Funds						
Non GO Bond Funded Projects Fund						
Non-Departmental	\$ 5,624,628	34,303,906	4,247,557	10,500	(34,293,406)	(100.0%)
	5,624,628	34,303,906	4,247,557	10,500	(34,293,406)	(100.0%)
GO Bonds Funded Projects Fund						
Non-Departmental	1,143,971	5,688,639	5,710,978	-	(5,688,639)	(100.0%)
	1,143,971	5,688,639	5,710,978	-	(5,688,639)	(100.0%)
Total Capital Project Funds	6,768,599	39,992,545	9,958,535	10,500	(39,982,045)	(100.0%)
Enterprise Funds						
Drinking Water Fund						
General Administration	253,035	395,960	395,960	395,960	-	0.0%
Management Services	1,190,547	1,102,524	1,102,524	1,102,524	-	0.0%
Community Development	-	50,436	50,436	50,436	-	0.0%
Public Works	105,173	149,725	149,725	149,725	-	0.0%
Economic Vitality	5,640	543	543	543	-	0.0%
Water Services	20,465,940	36,955,509	25,439,179	27,153,141	(9,802,368)	(26.5%)
Non-Departmental	157,666	148,373	148,373	55,995	(92,378)	(62.3%)
Contingency	-	1,000,000	-	1,000,000	-	0.0%
	22,178,001	39,803,070	27,286,740	29,908,324	(9,894,746)	(24.9%)
Wastewater Fund						
General Administration	241,162	232,368	232,368	232,368	-	0.0%
Management Services	360,381	327,001	327,001	327,001	-	0.0%
Community Development	-	16,812	16,812	16,812	-	0.0%
Public Works	19,939	23,859	23,859	23,859	-	0.0%
Economic Vitality	2,383	209	209	209	-	0.0%
Water Services	5,707,606	16,580,973	11,645,890	17,294,070	713,097	4.3%
Non-Departmental	65,901	55,653	55,653	22,858	(32,795)	(58.9%)
Contingency	-	800,000	-	800,000	-	0.0%
	6,397,372	18,036,875	12,301,792	18,717,177	680,302	3.8%
Reclaimed Water Fund						
General Administration	28,900	21,139	21,139	21,139	-	0.0%
Management Services	32,038	42,806	42,806	42,806	-	0.0%
Economic Vitality	240	20	20	20	-	0.0%
Water Services	647,286	1,779,601	865,592	2,014,892	235,291	13.2%
Non-Departmental	8,161	6,569	6,569	3,042	(3,527)	(53.7%)
Contingency	-	50,000	-	50,000	-	0.0%
	716,625	1,900,135	936,126	2,131,899	231,764	12.2%
Stormwater Fund						
General Administration	23,285	84,847	84,847	72,642	(12,205)	(14.4%)
Management Services	119,602	146,630	146,630	146,630	-	0.0%
Public Works	108	529	529	529	-	0.0%
Economic Vitality	397	37	37	37	-	0.0%
Water Services	17,211,272	10,813,591	19,760,278	29,513,015	18,699,424	172.9%
Non-Departmental	13,450	12,059	12,059	12,059	-	0.0%
Contingency	-	300,000	-	300,000	-	0.0%
	17,368,114	11,357,693	20,004,380	30,044,912	18,687,219	164.5%
Solid Waste Fund						
General Administration	238,034	400,506	400,506	400,506	-	0.0%
Management Services	583,165	449,680	449,680	449,680	-	0.0%
Public Works	11,640,371	17,994,694	17,994,694	16,453,152	(1,541,542)	(8.6%)

City of Flagstaff
Summary by Division of Expenditures/Expenses within Each Fund
Comparison of Fiscal Year 2021-2022 and 2022-2023
(With Actual for Fiscal Year 2020-2021)

Fund/Division	Actual Expenditures/ Expenses 2020-2021	Adopted Budgeted Expenditures/ Expenses 2021-2022	Estimated Expenditures/ Expenses 2021-2022	Proposed Budgeted Expenditures/ Expenses 2022-2023	Change (Budget-Budget)	% Change
Solid Waste Fund - Continued						
Economic Vitality	\$ 5,332	480	480	480	-	0.0%
Non-Departmental	177,790	187,937	187,937	122,737	(65,200)	(34.7%)
Contingency	-	500,000	-	500,000	-	0.0%
	12,644,692	19,533,297	19,033,297	17,926,555	(1,606,742)	(8.2%)
Sustainability and Environmental Management Fund						
General Administration	28,022	1,970,635	2,195,635	90,623	(1,880,012)	(95.4%)
Management Services	112,275	110,619	110,619	110,619	-	0.0%
Public Works	897,632	25,665	25,665	156,438	130,773	509.5%
Economic Vitality	444	39	39	39	-	0.0%
Non-Departmental	15,465	11,138	11,138	11,138	-	0.0%
Sustainability	-	-	-	5,159,498	5,159,498	100.0%
Contingency	-	30,000	-	30,000	-	0.0%
	1,053,838	2,148,096	2,343,096	5,558,355	3,410,259	158.8%
Airport Fund						
General Administration	57,956	122,351	122,351	122,351	-	0.0%
Management Services	168,268	134,383	134,383	134,383	-	0.0%
Public Works	76,177	109,899	109,899	109,899	-	0.0%
Economic Vitality	5,984,828	25,201,385	15,629,142	38,397,925	13,196,540	52.4%
Non-Departmental	29,338	38,183	38,183	17,935	(20,248)	(53.0%)
Contingency	-	100,000	-	100,000	-	0.0%
	6,316,567	25,706,201	16,033,958	38,882,493	13,176,292	51.3%
Flagstaff Housing Authority Fund						
Community Development	8,354,956	8,791,305	8,791,305	10,676,518	1,885,213	21.4%
Contingency	-	1,001,250	-	1,001,250	-	0.0%
	8,354,956	9,792,555	8,791,305	11,677,768	1,885,213	19.3%
Total Enterprise Funds	75,030,165	128,277,922	106,730,694	154,847,483	26,569,561	20.7%
Total All Funds	\$ 310,466,863	388,818,634	332,558,505	357,740,112	(31,078,522)	(8.0%)

City of Flagstaff
Budget by Division and Section
Comparison of Fiscal Year 2021-2022 and 2022-2023
(With Actual for Fiscal Year 2020-2021)

Division/Section	Actual Expenditures/ Expenses 2020-2021	Adopted Budgeted Expenditures/ Expenses 2021-2022	Estimated Expenditures/ Expenses 2021-2022	Proposed Budgeted Expenditures/ Expenses 2022-2023	Change (Budget-Budget)	% Change
General Administration						
City Manager	\$ 1,815,932	2,350,515	2,350,515	1,787,719	(562,796)	(23.9%)
City Clerk	-	-	-	862,574	862,574	100.0%
Human Resources	875,091	1,176,290	1,176,290	1,261,326	85,036	7.2%
Risk Management	209,867	280,232	280,232	280,453	221	0.1%
Information Technology	3,107,771	6,896,507	6,896,507	18,283,375	11,386,868	165.1%
City Attorney	2,032,092	2,204,138	2,204,138	2,411,643	207,505	9.4%
Flagstaff Municipal Court	3,337,290	3,909,161	3,909,161	3,925,936	16,775	0.4%
Sustainability	791,189	1,756,422	1,981,422	-	(1,756,422)	(100.0%)
Environmental Management	-	111,059	111,059	-	(111,059)	(100.0%)
	12,169,232	18,684,324	18,909,324	28,813,026	10,128,702	54.2%
Management Services						
Management Services Administration	270,226	305,350	305,350	320,169	14,819	4.9%
Purchasing	902,799	999,197	999,197	1,220,408	221,211	22.1%
Grants, Contracts and Emergency Management	-	-	-	128,034	128,034	100.0%
Revenue	1,499,024	2,036,704	2,036,704	2,136,277	99,573	4.9%
Finance	1,385,237	1,660,851	1,660,851	1,525,573	(135,278)	(8.1%)
	4,057,286	5,002,102	5,002,102	5,330,461	328,359	6.6%
Fire						
Fire Operations	11,362,967	13,975,389	13,989,319	18,299,505	4,324,116	30.9%
Fire Grants	741,782	3,513,201	3,513,201	2,804,068	(709,133)	(20.2%)
Fire Watershed Protection	363,568	945,479	945,479	2,189,463	1,243,984	131.6%
	12,468,317	18,434,069	18,447,999	23,293,036	4,858,967	26.4%
Police						
Police Operations	18,555,389	19,498,534	19,498,534	20,468,538	970,004	5.0%
Police Grants	1,405,225	2,388,609	2,388,609	2,229,047	(159,562)	(6.7%)
	19,960,614	21,887,143	21,887,143	22,697,585	810,442	3.7%
Community Development						
Community Development Administration	361,084	412,545	412,545	502,392	89,847	21.8%
Engineering	1,600,684	-	-	-	-	100.0%
Capital Improvements	(164,231)	-	-	-	-	100.0%
Planning and Development Services	3,003,202	3,692,681	3,692,681	1,986,697	(1,705,984)	(46.2%)
Building Safety and Code Compliance	-	-	-	1,778,622	1,778,622	100.0%
Housing	397,204	476,007	476,007	422,322	(53,685)	(11.3%)
Community Housing Services	276,652	1,804,649	1,804,649	813,673	(990,976)	(54.9%)
Community Housing Grants	-	900,000	900,000	780,000	(120,000)	(13.3%)
CDBG Grants	1,588,743	2,266,688	1,318,128	1,378,450	(888,238)	(39.2%)
Transportation CIP	1,957,989	-	-	-	-	100.0%
Road Repair Construction	5,660,883	-	-	-	-	100.0%
Street Widening Projects	1,415,932	-	-	-	-	100.0%
Street Operations	30,082	-	-	-	-	100.0%
Bicycle and Pedestrian Projects	654,932	-	-	-	-	100.0%
General Transportation Improvements	261,782	-	-	-	-	100.0%
Flagstaff Urban Trails System	1,162,550	-	-	-	-	100.0%
Flagstaff Housing Authority	8,354,956	8,791,305	8,791,305	10,676,518	1,885,213	21.4%
Metro Planning Organization	-	-	-	-	-	100.0%
	26,562,444	18,343,875	17,395,315	18,338,674	(5,201)	(0.0%)
Public Works						
Public Works Administration	172,887	71,217	71,217	210,608	139,391	195.7%
Public Facilities Maintenance	1,264,054	2,634,009	2,634,009	1,697,842	(936,167)	(35.5%)
USGS Facilities	586,908	939,873	939,873	1,279,562	339,689	36.1%
Fleet Services	25,149	650,528	657,991	71,400	(579,128)	(89.0%)
Parks	3,181,394	5,865,790	5,865,790	-	(5,865,790)	(100.0%)
Recreation	2,232,958	4,571,833	4,571,833	-	(4,571,833)	(100.0%)
Open Space	(6,845)	245,415	245,415	-	(245,415)	(100.0%)
Street Maintenance and Repairs	5,700,242	6,529,188	6,775,255	5,992,575	(536,613)	(8.2%)
Street Construction and Reconstruction	2,719,321	5,434,626	5,345,530	2,400,000	(3,034,626)	(55.8%)
Road Repair Pavement Preservation	2,021,620	1,253,071	1,181,451	5,000,000	3,746,929	299.0%
Landfill	2,847,232	9,084,176	9,084,176	8,074,212	(1,009,964)	(11.1%)

City of Flagstaff
Budget by Division and Section
Comparison of Fiscal Year 2021-2022 and 2022-2023
(With Actual for Fiscal Year 2020-2021)

Division/Section	Actual Expenditures/ Expenses 2020-2021	Adopted Budgeted Expenditures/ Expenses 2021-2022	Estimated Expenditures/ Expenses 2021-2022	Proposed Budgeted Expenditures/ Expenses 2022-2023	Change (Budget-Budget)	% Change
Public Works - Continued						
Collections	\$ 7,904,355	8,425,554	8,425,554	7,897,826	(527,728)	(6.3%)
Solid Waste Debt Service	668,661	219,569	219,569	215,719	(3,850)	(1.8%)
Environmental Management	75,612	-	-	-	-	100.0%
Recreation - BBB	10,358	10,400	10,400	-	(10,400)	(100.0%)
	29,403,906	45,935,249	46,028,063	32,839,744	(13,095,505)	(28.5%)
Economic Vitality						
Library City Direct	3,347,459	5,545,473	5,485,473	4,318,224	(1,227,249)	(22.1%)
Library County Direct	577,166	665,480	665,480	679,328	13,848	2.1%
Library County Indirect Shared Services	400,827	1,238,989	1,238,989	489,043	(749,946)	(60.5%)
Library Grants	66,745	45,000	45,000	100,000	55,000	122.2%
Community Investment	119,599	202,834	202,834	133,819	(69,015)	(34.0%)
Beautification	349,586	625,863	625,863	683,723	57,860	9.2%
Beautification - Capital Improvements	175,922	5,502,004	4,079,004	1,417,000	(4,085,004)	(74.2%)
Economic Development	915,711	1,492,070	1,378,070	1,168,095	(323,975)	(21.7%)
Economic Development Debt Service	247,054	250,481	250,481	248,363	(2,118)	(0.8%)
Tourism	1,949,772	2,586,269	2,586,269	2,605,531	19,262	0.7%
Visitor Services	365,101	570,015	570,015	579,723	9,708	1.7%
Arts and Science	623,631	1,340,007	1,114,007	763,931	(576,076)	(43.0%)
Parking District	457,038	1,898,971	1,782,971	1,183,698	(715,273)	(37.7%)
Parking District Debt Service	115,025	115,025	115,025	115,025	-	0.0%
Airport	5,751,998	24,969,509	15,397,266	38,166,049	13,196,540	52.9%
Airport Debt Service	231,736	231,736	231,736	231,736	-	0.0%
	15,694,370	47,279,726	35,768,483	52,883,288	5,603,562	11.9%
Water Services						
Administration	2,381,160	2,301,815	2,301,815	2,118,921	(182,894)	(7.9%)
Water Production	3,372,146	5,251,468	5,251,468	4,150,277	(1,101,191)	(21.0%)
Water Distribution	2,180,815	2,464,024	2,464,024	2,360,038	(103,986)	(4.2%)
Water Resource Management	592,993	703,298	703,298	578,809	(124,489)	(17.7%)
Engineering Services	423,103	584,531	584,531	509,155	(75,376)	(12.9%)
Regulatory Compliance	1,005,228	1,099,164	1,099,164	1,234,561	135,397	12.3%
SCADA Information Systems	753,973	1,063,768	1,063,768	1,054,694	(9,074)	(0.9%)
Wastewater Treatment - Wildcat	1,842,568	3,029,059	3,029,059	2,266,308	(762,751)	(25.2%)
Wastewater Treatment - Rio Plant	1,103,367	1,262,328	1,262,328	1,249,693	(12,635)	(1.0%)
Wastewater Collection	982,313	1,257,982	1,257,982	1,472,688	214,706	17.1%
Reclaim Water	355,340	615,592	615,592	574,892	(40,700)	(6.6%)
Stormwater	821,285	3,008,815	9,561,885	1,345,515	(1,663,300)	(55.3%)
Drinking Water Capital Improvements	7,439,023	21,049,257	9,532,927	12,795,503	(8,253,754)	(39.2%)
Wastewater Capital Improvements	884,950	8,870,724	3,935,641	10,172,429	1,301,705	14.7%
Reclaim Water Capital Improvements	291,946	1,164,009	250,000	1,440,000	275,991	23.7%
Stormwater Capital Improvements	16,389,987	6,599,776	9,935,893	26,615,000	20,015,224	303.3%
Drinking Water Debt Service	2,317,499	2,438,184	2,438,184	2,351,183	(87,001)	(3.6%)
Wastewater Debt Service	894,408	2,160,880	2,160,880	2,132,952	(27,928)	(1.3%)
Stormwater Debt Service	-	1,205,000	262,500	1,552,500	347,500	28.8%
	44,032,104	66,129,674	57,710,939	75,975,118	9,845,444	14.9%
Non-Departmental						
Council and Commissions	445,373	441,000	441,000	471,058	30,058	6.8%
Non-Departmental	3,187,587	11,109,776	15,748,209	4,543,654	(6,566,122)	(59.1%)
Transit	3,776,645	8,059,031	7,727,229	11,499,666	3,440,635	42.7%
GO Bond Funded Projects	1,143,971	5,688,639	5,710,978	-	(5,688,639)	(100.0%)
GO Bond Debt Service	7,303,370	7,388,402	7,388,402	7,445,347	56,945	0.8%
Non GO Bond Funded Projects	5,624,628	34,303,906	4,247,557	10,500	(34,293,406)	(100.0%)
4th Street Debt Service	2,210,013	-	-	-	-	100.0%
Road Repair Debt Service	1,485,538	1,487,663	1,487,663	1,486,763	(900)	(0.1%)
Roadway, Pedestrian, Bicycle & Safety De	-	-	-	1,237,500	1,237,500	100.0%
Pension Debt Service	120,578,514	9,197,890	9,197,890	9,197,868	(22)	(0.0%)
Facility Improvement Debt	338,945	342,121	342,121	527,823	185,702	54.3%
	146,094,584	78,018,428	52,291,049	36,420,179	(41,598,249)	(53.3%)

City of Flagstaff
Budget by Division and Section
Comparison of Fiscal Year 2021-2022 and 2022-2023
(With Actual for Fiscal Year 2020-2021)

Division/Section	Actual Expenditures/ Expenses 2020-2021	Adopted Budgeted Expenditures/ Expenses 2021-2022	Estimated Expenditures/ Expenses 2021-2022	Proposed Budgeted Expenditures/ Expenses 2022-2023	Change (Budget-Budget)	% Change
Engineering and Capital Improvements						
Engineering	\$ -	2,143,009	2,143,009	2,171,735	28,726	1.3%
Capital Improvement	-	(143,496)	(143,496)	(113,359)	30,137	(21.0%)
Transportation CIP	-	17,558,725	17,558,725	12,895,350	(4,663,375)	(26.6%)
Road Repair Construction	-	12,718,149	12,718,149	1,583,146	(11,135,003)	(87.6%)
New Street Projects	-	-	-	295,500	295,500	100.0%
Street Widening Projects	-	8,371,118	6,966,515	3,014,000	(5,357,118)	(64.0%)
Street Operations	-	8,817,117	8,811,235	3,427,685	(5,389,432)	(61.1%)
Bicycle and Pedestrian Projects	-	10,209,052	7,348,255	5,160,000	(5,049,052)	(49.5%)
General Transportation Improvements	-	2,107,310	1,942,886	8,764,300	6,656,990	315.9%
	-	61,780,984	57,345,278	37,198,357	(24,582,627)	
Parks, Recreation, Open Space & Events						
Parks	-	-	-	5,559,323	5,559,323	100.0%
Recreation	-	-	-	4,920,750	4,920,750	100.0%
Open Space	-	-	-	594,650	594,650	100.0%
Recreation - BBB	-	-	-	1,810,400	1,810,400	100.0%
	-	-	-	12,885,123	12,885,123	100.0%
Sustainability						
Sustainability	-	-	-	5,159,498	5,159,498	100.0%
Environmental Management	-	-	-	130,773	130,773	100.0%
	-	-	-	5,290,271	5,290,271	100.0%
Reserves/Contingencies	24,006	7,323,060	1,772,810	5,775,250	(1,547,810)	(21.1%)
Grand Total	\$ 310,466,863	\$ 388,818,634	\$ 332,558,505	\$ 357,740,112	\$ (31,078,522)	(8.0%)

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

City of Flagstaff
Budget Summary by Division of Expenditures
Comparison of Fiscal Year 2021-2022 and 2022-2023
(With Actual for Fiscal Year 2020-2021)

Division/Fund	Actual Expenditures/ Expenses 2020-2021	Adopted Budgeted Expenditures/ Expenses 2021-2022	Estimated Expenditures/ Expenses * 2021-2022	Proposed Budgeted Expenditures/ Expenses 2022-2023	Change (Budget-Budget)	% Change
General Administration						
General Fund	\$ 11,378,043	16,816,843	16,816,843	28,813,026	11,996,183	71.3%
Library	184,047	272,459	272,459	272,459	-	0.0%
HURF	138,764	280,797	280,797	280,797	-	0.0%
Transportation	72,462	68,686	68,686	68,686	-	0.0%
Parking District	23,519	40,596	40,596	40,596	-	0.0%
Drinking Water	253,035	395,960	395,960	395,960	-	0.0%
Wastewater	241,162	232,368	232,368	232,368	-	0.0%
Reclaimed Water	28,900	21,139	21,139	21,139	-	0.0%
Stormwater	23,285	84,847	84,847	72,642	(12,205)	(14.4%)
Solid Waste	238,034	400,506	400,506	400,506	-	0.0%
Sustainability and Environmental Mgmt	28,022	1,970,635	2,195,635	90,623	(1,880,012)	(95.4%)
Airport	57,956	122,351	122,351	122,351	-	0.0%
	12,667,229	20,707,187	20,932,187	30,881,796	10,174,609	49.1%
Community Development						
General Fund	5,197,943	4,581,233	4,581,233	4,690,033	108,800	2.4%
HURF	1,468,024	9,439,638	9,439,638	-	(9,439,638)	(100.0%)
Transportation	9,042,855	-	-	-	-	100.0%
FUTS	1,162,550	-	-	-	-	100.0%
Housing and Community Services	1,865,395	4,971,337	4,022,777	2,972,123	(1,999,214)	(40.2%)
Drinking Water	-	50,436	50,436	50,436	-	0.0%
Wastewater	-	16,812	16,812	16,812	-	0.0%
Flagstaff Housing Authority	8,354,956	8,791,305	8,791,305	10,676,518	1,885,213	21.4%
	27,091,723	27,850,761	26,902,201	18,405,922	(9,444,839)	(33.9%)
Management Services						
General Fund	4,057,286	5,002,102	5,002,102	5,330,461	328,359	6.6%
Library	209,713	187,931	187,931	187,931	-	0.0%
HURF	201,018	78,002	78,002	78,002	-	0.0%
Transportation	188,863	132,446	132,446	132,446	-	0.0%
Parking District	27,366	11,338	11,338	11,338	-	0.0%
Drinking Water	1,190,547	1,102,524	1,102,524	1,102,524	-	0.0%
Wastewater	360,381	327,001	327,001	327,001	-	0.0%
Reclaimed Water	32,038	42,806	42,806	42,806	-	0.0%
Stormwater	119,602	146,630	146,630	146,630	-	0.0%
Solid Waste	583,165	449,680	449,680	449,680	-	0.0%
Sustainability and Environmental Mgmt	112,275	110,619	110,619	110,619	-	0.0%
Airport	168,268	134,383	134,383	134,383	-	0.0%
	7,250,522	7,725,462	7,725,462	8,073,552	348,090	4.5%
Fire						
General Fund	11,215,001	17,488,590	17,502,520	21,103,573	3,614,983	20.7%
COVID Relief Fund	889,748	-	-	-	-	100.0%
Water Resource & Infrastructure Fund	363,568	945,479	945,479	2,189,463	1,243,984	131.6%
	12,468,317	18,434,069	18,447,999	23,293,036	4,858,967	26.4%
Police						
General Fund	18,916,316	21,887,143	21,887,143	22,697,585	810,442	3.7%
COVID Relief Fund	1,044,298	-	-	-	-	100.0%
	19,960,614	21,887,143	21,887,143	22,697,585	810,442	3.7%
Public Works						
General Fund	7,456,505	14,978,665	14,986,128	3,259,412	(11,719,253)	(78.2%)
Library	43,397	40,058	40,058	40,058	-	0.0%
HURF	8,568,321	12,177,155	12,334,126	8,605,916	(3,571,239)	(29.3%)
Transportation	2,061,427	1,293,477	1,221,857	5,040,406	3,746,929	289.7%
Recreation	10,358	10,400	10,400	-	(10,400)	(100.0%)
Parking District	567	4,063	4,063	4,063	-	0.0%

City of Flagstaff
Budget Summary by Division of Expenditures
Comparison of Fiscal Year 2021-2022 and 2022-2023
(With Actual for Fiscal Year 2020-2021)

Division/Fund	Actual Expenditures/ Expenses 2020-2021	Adopted Budgeted Expenditures/ Expenses 2021-2022	Estimated Expenditures/ Expenses * 2021-2022	Proposed Budgeted Expenditures/ Expenses 2022-2023	Change (Budget-Budget)	% Change
Public Works - Continued						
Drinking Water	\$ 105,173	149,725	149,725	149,725	-	0.0%
Wastewater	19,939	23,859	23,859	23,859	-	0.0%
Stormwater	108	529	529	529	-	0.0%
Solid Waste	11,640,371	17,994,694	17,994,694	16,453,152	(1,541,542)	(8.6%)
Sustainability and Environmental Mgmt	897,632	25,665	25,665	156,438	130,773	509.5%
Airport	76,177	109,899	109,899	109,899	-	0.0%
	30,879,975	46,808,189	46,901,003	33,850,528	(12,957,661)	(27.7%)
Economic Vitality						
General Fund	119,599	202,834	202,834	133,819	(69,015)	(34.0%)
Library	4,394,792	7,495,180	7,435,180	5,586,833	(1,908,347)	(25.5%)
HURF	2,706	220	220	220	-	0.0%
Transportation	748	86	86	86	-	0.0%
Beautification	525,508	6,127,867	4,704,867	2,100,723	(4,027,144)	(65.7%)
Economic Development	1,162,765	1,742,551	1,628,551	1,416,458	(326,093)	(18.7%)
Tourism	2,314,873	3,156,284	3,156,284	3,185,254	28,970	0.9%
Arts and Science	623,631	1,340,007	1,114,007	763,931	(576,076)	(43.0%)
Parking District	572,447	2,014,028	1,898,028	1,298,755	(715,273)	(35.5%)
Drinking Water	5,640	543	543	543	-	0.0%
Wastewater	2,383	209	209	209	-	0.0%
Reclaimed Water	240	20	20	20	-	0.0%
Stormwater	397	37	37	37	-	0.0%
Solid Waste	5,332	480	480	480	-	0.0%
Sustainability and Environmental Mgmt	444	39	39	39	-	0.0%
Airport	5,984,828	25,201,385	15,629,142	38,397,925	13,196,540	52.4%
	15,716,333	47,281,770	35,770,527	52,885,388	5,603,618	11.9%
Water Services						
Drinking Water	20,465,940	36,955,509	25,439,179	27,153,141	(9,802,368)	(26.5%)
Wastewater	5,707,606	16,580,973	11,645,890	17,294,070	713,097	4.3%
Reclaimed Water	647,286	1,779,601	865,592	2,014,892	235,291	13.2%
Stormwater	17,211,272	10,813,591	19,760,278	29,513,015	18,699,424	172.9%
	44,032,104	66,129,674	57,710,939	75,975,118	9,845,444	14.9%
Non-Departmental						
General Fund	(2,519,050)	(1,346,977)	4,225,164	(1,278,367)	68,610	(5.1%)
COVID Relief Fund	-	6,171,965	5,238,257	-	(6,171,965)	(100.0%)
Library	71,752	61,878	61,878	33,750	(28,128)	(45.5%)
HURF	126,879	190,920	190,920	190,920	-	0.0%
Transportation	7,498,961	9,579,751	9,247,949	14,243,253	4,663,502	48.7%
Housing and Community Services	68,877	48,668	48,668	46,235	(2,433)	(5.0%)
Parking District	10,367	8,325	8,325	5,107	(3,218)	(38.7%)
General Obligation Bonds	7,303,370	7,388,402	7,388,402	7,445,347	56,945	0.8%
Pension Debt Service Fund	120,578,514	9,197,890	9,197,890	9,197,868	(22)	(0.0%)
GO Bond Funded Projects	1,143,971	5,688,639	5,710,978	-	(5,688,639)	(100.0%)
Non GO Bond Funded Projects	5,624,628	34,303,906	4,247,557	10,500	(34,293,406)	(100.0%)
Drinking Water	157,666	148,373	148,373	55,995	(92,378)	(62.3%)
Wastewater	65,901	55,653	55,653	22,858	(32,795)	(58.9%)
Reclaimed Water	8,161	6,569	6,569	3,042	(3,527)	(53.7%)
Stormwater	13,450	12,059	12,059	12,059	-	0.0%
Solid Waste	177,790	187,937	187,937	122,737	(65,200)	(34.7%)
Sustainability and Environmental Mgmt	15,465	11,138	11,138	11,138	-	0.0%
Airport	29,338	38,183	38,183	17,935	(20,248)	(53.0%)
	140,376,040	71,753,279	46,025,900	30,149,264	(41,604,015)	(58.0%)
Engineering and Capital Improvements						
General Fund	-	1,999,513	1,999,513	2,058,376	58,863	2.9%
HURF	-	9,439,638	9,439,638	9,895,945	456,307	4.8%

City of Flagstaff
Budget Summary by Division of Expenditures
Comparison of Fiscal Year 2021-2022 and 2022-2023
(With Actual for Fiscal Year 2020-2021)

Division/Fund	Actual Expenditures/ Expenses 2020-2021	Adopted Budgeted Expenditures/ Expenses 2021-2022	Estimated Expenditures/ Expenses * 2021-2022	Proposed Budgeted Expenditures/ Expenses 2022-2023	Change (Budget-Budget)	% Change
Engineering and Capital Improvements - Continued						
Transportation	\$ -	41,478,889	37,043,183	25,753,731	(15,725,158)	(37.9%)
	-	52,918,040	48,482,334	37,708,052	(15,209,988)	(28.7%)
Parks, Recreation, Open Space & Events						
General Fund	-	-	-	11,074,723	11,074,723	100.0%
BBB-Recreation	-	-	-	1,810,400	1,810,400	100.0%
	-	-	-	12,885,123	12,885,123	100.0%
Sustainability						
Sustainability and Environmental Mgmt	-	-	-	5,159,498	5,159,498	100.0%
	-	-	-	5,159,498	5,159,498	100.0%
Reserves/Contingencies						
General Fund	24,006	3,196,810	1,772,810	1,524,000	(1,672,810)	(52.3%)
Library	-	100,000	-	100,000	-	0.0%
HURF	-	100,000	-	100,000	-	0.0%
Beautification	-	10,000	-	10,000	-	0.0%
Economic Development	-	45,000	-	45,000	-	0.0%
Tourism	-	50,000	-	175,000	125,000	250.0%
Arts and Science	-	10,000	-	10,000	-	0.0%
Parking District	-	30,000	-	30,000	-	0.0%
Drinking Water	-	1,000,000	-	1,000,000	-	0.0%
Wastewater	-	800,000	-	800,000	-	0.0%
Reclaimed Water	-	50,000	-	50,000	-	0.0%
Stormwater	-	300,000	-	300,000	-	0.0%
Solid Waste	-	500,000	-	500,000	-	0.0%
Sustainability and Environmental Mgmt	-	30,000	-	30,000	-	0.0%
Airport	-	100,000	-	100,000	-	0.0%
Flagstaff Housing Authority	-	1,001,250	-	1,001,250	-	0.0%
	24,006	7,323,060	1,772,810	5,775,250	(1,547,810)	(21.1%)
All Funds Total	\$ 310,466,863	388,818,634	332,558,505	357,740,112	(31,078,522)	(8.0%)

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

City of Flagstaff
Summary of Operating Capital
Fiscal Year 2022-2023

Sect #	Section	Operating Capital	Budget 2022-2023
General Fund			
051	Fire	Quint Fire Truck	\$ 2,000,000
		Type 1 Engine	625,000
		Rescue Vehicle	74,000
		Utility Vehicle	25,000
		Type 1 Engine (1/2 Payment)	375,000
		Quint Fire Truck	2,000,000
052	Fire Grants	Safety Equipment	50,000
		Quint Fire Truck	550,000
061	Police	Virtual Reality Training Platform	135,000
		Replacement Vehicles	525,000
		Hybrid Patrol Vehicles	168,000
		Incident Command Retrofit	80,000
		Evidence Refrigerator - Warehouse	21,000
102	Engineering	Electric Vehicle	53,000
155	Parks	FUTS Railing	15,000
		Playground Equipment - Grant	150,000
		Hybrid Truck	45,000
		Replacement Vehicles	200,000
156	Recreation	Equipment	55,000
402	Non-Departmental	Infrastructure Reserves - Set Aside	2,500,000
		General Fund Total	9,646,000
Highway User Revenue Fund			
161	Street Maintenance	Dump Truck	300,000
		Front End Loader	300,000
		Level 3 Charging Station	100,000
		Six Wheel Dump Truck	250,000
		Transport Trailer	140,000
		Electric Vehicle (2)	130,000
		Highway User Revenue Fund Total	1,220,000
BBB - Beautification Fund			
212	Beautification	Traffic Signal Boxes	12,000
		BBB - Beautification Fund Total	12,000
BBB - Recreation Fund			
158	Recreation Projects - BBB	Master Plan	200,000
		Parks/Open Space - Grant	600,000
		Deferred Maintenance Projects	200,000
		BBB - Recreation Fund Total	1,000,000
Parking District Fund			
231	Parking District	Kiosk Replacement	10,000
		License Plate Reader	40,000
		Parking District Fund Total	50,000
Water Resource and Infrastructure Protection Fund			
053	Fire Watershed Protection	Replacement Vehicle	55,000
		Equipment Replacement	45,000
		Water Resource and Infrastructure Protection Fund Total	100,000
Drinking Water Fund			
303	Water Distribution	Vacuum Trailer	100,000
370	Water Capital Improvements	Water System Master Plan	150,000
		Drinking Water Fund Total	250,000

City of Flagstaff
Summary of Operating Capital
Fiscal Year 2022-2023

Sect #	Section	Operating Capital	Budget 2022-2023
Wastewater Fund			
313	Wastewater Collection	Combo Truck	\$ 200,000
375	Wastewater Capital Improvements	Master Plan	200,000
		Wastewater Fund Total	<u>400,000</u>
Reclaimed Water Fund			
321	Reclaimed Water Distribution	Engineering for Station at Rio de Flag Plant	36,000
		Actuator Valve for Rio de Flag Bootster Station	99,000
		Reclaimed Water Fund Total	<u>135,000</u>
Solid Waste Fund			
165	Solid Waste - Landfill	Stormwater Infrastructure for Landfill	5,000
		GPS Software and Design Software	19,000
		Lidar Flyover	10,000
		Rate Study	80,000
		Landfill Fencing	60,000
		Annual Set-Aside	100,000
		Dust Control	10,000
		Landfill Cover Tarp System	15,000
		Materials Recovery Facility Consulting	80,000
		Truck	30,000
		Hurricane Water Pump	75,000
		Soil Rock Screener	250,000
166	Solid Waste - Collections	Vehicle	40,000
		Electric Vehicle	65,000
		Fork Lift	20,000
		Vehicle	40,000
		Bin Maintenance Trailer	20,000
		Side Loader	320,000
		Commercial Front Loader	320,000
		Charging Station for Electric Vehicles - CORE	100,000
		Solid Waste Fund Total	<u>1,659,000</u>
Airport Fund			
221	Airport	Skid Steer Replacement	25,000
		Pickup Truck	55,000
		Command Vehicle	55,000
		Airport Fund Total	<u>135,000</u>
Public Housing Fund			
109	Building Improvements	FHA Dwelling Units Improvements	990,000
		Public Housing Fund Total	<u>990,000</u>
		Total	<u><u>\$ 15,597,000</u></u>

City of Flagstaff
Summary of Capital Improvement Program
2022-2023

Sect #	Section	Project	Budget 2022-2023
General Fund			
014	Information Technology	Fiber	\$ 14,000,000
155	Parks	Thorpe Park Restrooms	230,000
		Pickleball Courts - Grant	1,000,000
402	Non-Departmental	John Wesley Powell Study	45,500
		General Fund Total	15,275,500
Library Fund			
035	City Library	Front Entry ADA Compliance	200,000
		Library Fund Total	200,000
Highway User Revenue Fund			
162	Street Construction	Minor Transportation Improvements	100,000
		Sidewalk Replacement Program	200,000
		Overlay - Annual Streets Maintenance	2,100,000
112	Transportation	Beulah Extension/University Realignment Street	9,164,937
		Beulah Extension/University Realignment Safety	221,313
		Highway User Revenue Fund Total	11,786,250
Transportation Fund			
112	Transportation	Lone Tree Railroad Overpass	3,500,000
116	Road Repair Construction	Coconino Estates	1,564,346
117	New Street Projects	John Wesley Powell Extension Phase 1 and 2	295,500
118	Street Widening Projects	Butler Avenue Widening	1,364,000
		Lone Tree (Butler)	1,650,000
119	Streets Operations	Traffic Signal Program	87,685
		Corridor Study	125,000
		Fourth Street - Lockett Roundabout	1,500,000
		Intersection Improvements	300,000
		Dark Sky Lighting	1,300,000
		Country Club/Oakmont	115,000
120	Bicycle and Pedestrian Projects	Foxglenn Trail	160,000
		Single Track Forest Access	64,000
		Bikeway Spot Improvements	40,000
120	Bicycle and Pedestrian Projects	Bike Routes	80,000
		Fourth Street Sidewalks	228,000
		Planning and Programming	143,000
		FUTS Spot Improvements	400,000
		Butler Avenue and O'Leary Crossing	450,000
		Mountain View Access	30,000
		First Mile/Last Mile Bike and Pedestrian Grant	3,515,000
		FUTS Reserve	50,000
121	General Improvements	Reserve for Improvements	100,000
		General and Partnering Opportunities	8,500,000
		Traffic Engineering	125,000
163	Road Repair Pavement Preservation	Pavement Overlay Program	5,000,000
		Transportation Fund Total	30,686,531
BBB - Beautification Fund			
212	Capital Improvements	Library Entry (Art Base)	375,000
		Phoenix Parking Plaza	225,000
		Aspen Bike and Pedestrian Enhancements	25,000
		ADOT Sites	100,000
		Beautification - Route 66 and Ponderosa	30,000
		Airport Parking Lot	30,000
		Fourth Street/Lockett Roundabout	150,000
		Expanded Use of Right-of-Way	25,000
		Lone Tree Overpass	50,000
		Future Projects	395,000
		BBB - Beautification Fund Total	1,405,000

City of Flagstaff
Summary of Capital Improvement Program
2022-2023

Sect #	Section	Project	Budget 2022-2023
BBB - Arts and Science Fund			
216	Artwork Projects	Indigenous Representation	\$ 25,000
		Contingency for Future Projects	49,000
		Flagstaff Art Festival	50,000
		Artwork at Transportation Center	35,000
		Mural Initiative/ Alley Improvements	10,000
		BBB - Arts and Science Fund Total	169,000
BBB - Recreation Fund			
158	BBB Rec Misc. Projects	Sports Courts	700,000
		Thorpe Park Annex	100,000
		BBB - Recreation Fund	800,000
Parking District Fund			
231	Parking	Southside Curbs	40,000
		Property Acquisition	250,954
		Parking District Fund Total	290,954
Drinking Water Fund			
370	Water Capital Projects	Rio Flood Control Project Waterline Replacement	1,000,000
		Aging Water Infrastructure Replacement	200,000
		Water Vault/PRV Replacements	150,000
		Radio Read Meter Replacements	1,000,000
		Reserve for Improvements	300,000
		New Well and Pumphouse	65,503
		Coconino Estates - Bundle #4	1,000,000
		Lake Mary Flocculations	3,250,000
		Lake Mary Land Acquisition	3,000,000
		Switzer Canyon Line Ph. 4	1,500,000
		Water Energy Efficiency Upgrades	100,000
		1st Ave TREX Waterline Replace	250,000
		Fort Tuthill Well	800,000
		SCADA Well Upgrades	30,000
		Drinking Water Fund Total	12,645,503
Wastewater Fund			
375	Wastewater Capital	Energy Efficiency Program	500,000
		SCADA Upgrades	200,000
		Aging Sewer Infrastructure Replacements	100,000
		Reserve for Improvements	300,000
		Rio de Flag Sewer Relocations	1,000,000
		Wildcat New Digester #3 and #4	1,750,000
		First Ave/Rt. 66 Sewer Replacement	500,000
		Wildcat Expansion Design-Conceptual Design	1,000,000
		Wildcat Headworks	872,429
		Rio Clarifier Rebuild	250,000
		Rio Flow Diversion	250,000
		Headworks Rehab	1,500,000
		Rio de Flag Bar Screen Rehab	1,000,000
		Rio de Flag Influent Grit Removal	750,000
		Wastewater Fund Total	9,972,429
Reclaimed Water Fund			
380	Reclaimed Water Capital Projects	8" Bottleneck - Replacement	500,000
		Rate Study-Reclaimed Portion	25,000
		Reclaim Water Meters and Vaults	25,000
		Rio de Flag Reclaimed Pump Valve Actuators	40,000
		Buffalo Park Chlorine Bldg. Upgrade	100,000
		Rio Pressure Reg. Valve Station - Raise/Relocate	750,000
		Reclaimed Water Fund Total	1,440,000

City of Flagstaff
Summary of Capital Improvement Program
2022-2023

Sect #	Section	Project	Budget 2022-2023
Stormwater Fund			
385	Stormwater Capital Projects	Rio de Flag Downtown Mile	\$ 2,000,000
		Stormwater Capital Reserve	50,000
		Spot Improvements	165,000
		Reserve for Improvements	21,000,000
		Killip Retention Basin	1,500,000
		Linda Vista Culvert Upsizing	1,300,000
		Cedar Avenue Culvert Upsizing	600,000
		Stormwater Fund Total	26,615,000
Solid Waste Fund			
165	Solid Waste - Landfill	Design and Permitting for Cell D Preparation	50,000
		Excavation of New Cell	375,000
		Construction of Landfill Cells	250,000
		Materials Recovery Facility	200,000
		Water Pumping Infrastructure	50,000
		Landfill Road Infrastructure Project	3,900,000
		Solid Waste Fund Total	4,825,000
Airport Fund			
222	Airport Capital Projects	Multi-Use Building Construction	24,780,722
		Land Acquisition	2,000,000
		Runway Rehab	1,263,350
		Infrastructure Grant	1,493,448
		Environmental Assessment	500,000
		Bipartisan Infrastructure Law Grant 2022	1,481,017
		Bipartisan Infrastructure Law Grant 2023	1,400,000
		Airport Fund Total	32,918,537
Non-GO Capital Project Bond Fund			
422	USGS Office Building	USGS Buildings	10,500
		Non-GO Capital Project Bond Fund Total	10,500
		Total	\$ 149,040,204

City of Flagstaff
Debt Service Requirements
Fiscal Year 2022-2023

	Original Issue	Outstanding 7/1/22	Principal	Interest	Fiscal Charges	Total Requirements
General Fund						
Capital Lease - Renewable Energy Equipment	\$ 1,014,557	488,247	76,014	13,084	-	89,098
Certificates of Participation - Courthouse	3,845,000	3,640,000	105,000	115,725	1,000	221,725
<i>Proposed: Quint</i>	1,300,000	-	165,000	52,000	-	217,000
	6,159,557	4,128,247	346,014	180,809	1,000	527,823
Road Repair and Street Safety Fund						
Revenue Bonds - Series 2016 Road Repair	8,930,000	6,535,000	515,000	251,100	900	767,000
Revenue Bonds - Series 2018 Road Repair	10,000,000	8,600,000	400,000	318,513	1,250	719,763
	18,930,000	15,135,000	915,000	569,613	2,150	1,486,763
Roadway, Pedestrian, Bicycle and Safety Improvements						
<i>Proposed: Transportation</i>	13,750,000	-	-	1,237,500	-	1,237,500
	13,750,000	-	-	1,237,500	-	1,237,500
Economic Development Fund						
GADA Revenue Bonds - Series 2010A Incubator	3,370,000	1,820,000	170,000	77,863	500	248,363
	3,370,000	1,820,000	170,000	77,863	500	248,363
Parking District Fund						
Capital Lease - Parking Meters	1,000,000	481,998	101,780	13,245	-	115,025
	1,000,000	481,998	101,780	13,245	-	115,025
General Obligation Bond Fund						
Series 2013 - Capital Projects	11,460,000	5,990,000	760,000	196,850	1,600	958,450
Series 2014A - Capital Projects	6,600,000	4,790,000	285,000	187,750	500	473,250
Series 2016 - Capital Projects	16,105,000	13,110,000	655,000	511,300	500	1,166,800
Series 2020 - Courthouse/Public Safety	11,090,000	9,835,000	4,175,000	355,775	500	4,531,275
Series 2020 - WIFA - FWPP	5,000,000	4,778,464	225,685	17,403	69,984	313,072
Arbitrage	-	-	-	-	2,500	2,500
	50,255,000	38,503,464	6,100,685	1,269,078	75,584	7,445,347
Pension Debt Service Fund						
Certificates of Participation - Pension	131,000,000	123,125,000	6,295,000	2,900,368	2,500	9,197,868
	131,000,000	123,125,000	6,295,000	2,900,368	2,500	9,197,868
Drinking Water Fund						
WIFA - 2008 Well Production	8,500,000	3,714,257	472,980	80,336	52,167	605,483
WIFA - 2009 Red Gap Pipeline	2,100,000	996,451	111,611	15,168	14,110	140,889
WIFA - 2010 Sinagua Well Improvements	775,000	109,178	12,319	1,447	1,545	15,311
WIFA - 2010 Fort Tuthill Well Improvements	594,951	247,369	28,366	2,215	3,498	34,079
WIFA - 2010 Local Aquifer Study	1,100,000	516,538	59,231	4,626	7,304	71,161
GO - 2011 Red Gap Shallow Well	1,633,933	936,467	81,298	14,369	13,437	109,104
Revenue Bonds - 2017 Refunding	6,389,858	4,362,120	950,728	49,061	675	1,000,464
Revenue Bonds - 2019 Projects	5,044,710	4,392,077	271,055	102,584	1,053	374,692
	26,138,452	15,274,457	1,987,588	269,806	93,789	2,351,183
Wastewater Fund						
Capital Lease - Renewable Energy Equipment	1,936,443	931,892	145,086	24,973	-	170,059
Revenue Bonds - 2017 Refunding	10,739,142	7,512,880	1,413,272	163,730	675	1,577,677
Revenue Bonds - 2019 Projects	4,540,290	3,952,923	243,945	92,324	947	337,216
<i>Proposed: Wastewater</i>	3,750,000	-	-	48,000	-	48,000
	20,965,875	12,397,695	1,802,303	329,027	1,622	2,132,952
Reclaimed Water Fund						
<i>Proposed: Reclaimed</i>	850,000	-	-	-	-	-
	850,000	-	-	-	-	-
Stormwater Fund						
<i>Proposed: Rio de Flag</i>	18,000,000	-	1,250,000	-	2,500	1,252,500
<i>Proposed: Stormwater</i>	4,900,000	-	300,000	-	-	300,000
	22,900,000	-	1,550,000	-	2,500	1,552,500
Solid Waste Fund						
Certificates of Participation - Core Services	3,880,000	3,610,000	95,000	119,219	1,500	215,719
	3,880,000	3,610,000	95,000	119,219	1,500	215,719
Airport Fund						
Capital Lease - Hangars	2,782,598	533,801	204,743	26,993	-	231,736
	2,782,598	533,801	204,743	26,993	-	231,736
Total Debt Service Requirements						
	\$ 301,131,482	215,009,662	19,568,113	6,993,521	181,145	26,742,779

City of Flagstaff
General Fund
Five Year Plan 2023-2027

Sources of Funds		Actual 2020-2021	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Fund Balance		\$ 43,166,102	44,999,542	57,093,185	43,498,801	32,416,896	31,929,973	32,056,290	32,439,393
Revenues									
Taxes									
Property Tax		6,961,062	7,017,500	7,016,000	7,066,000	7,116,000	7,166,000	7,216,000	7,266,000
Sales Tax		25,987,602	23,563,400	26,574,000	26,942,300	27,753,200	28,586,000	29,443,500	28,560,400
Franchise Fees		2,227,051	2,447,298	2,260,000	2,282,700	2,305,600	2,328,700	2,352,000	2,281,500
Intergovernmental									
State Shared Sales Tax		8,874,787	8,285,200	9,800,000	9,894,000	10,190,800	10,496,500	10,811,400	10,487,100
State Shared Income Tax		10,723,978	9,790,000	10,075,700	12,135,500	11,501,600	11,960,900	12,406,400	12,779,100
Auto Lieu Tax		4,169,172	3,718,300	3,876,000	3,876,000	3,992,300	4,112,100	4,235,500	4,108,400
Excise Tax		135,438	272,798	272,798	272,798	272,798	272,798	272,798	272,798
Federal Grants		1,130,718	3,269,668	3,269,668	16,738,716	625,446	171,378	171,378	171,378
State/Local Grants		1,200,444	3,071,419	3,071,419	3,063,657	587,407	587,407	587,407	587,407
Other IGA		1,204,117	1,154,418	1,154,418	1,098,718	1,091,218	1,091,218	1,091,218	1,091,218
Licenses and Permits									
Business Licenses		28,676	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Building Permits		3,517,030	1,868,100	2,214,000	1,900,000	1,919,000	1,938,200	1,957,600	1,957,600
Other Licenses and Permits		1,629,550	996,880	996,880	997,380	997,885	998,395	998,910	999,430
Charges for Services									
Community Development		1,278,201	745,500	745,500	745,000	745,000	745,000	745,000	745,000
Parks and Recreation		132,668	542,870	542,870	1,082,870	1,622,870	1,622,870	1,622,870	1,622,870
Public Safety		840,369	745,780	745,780	750,097	754,457	758,862	763,312	767,804
Cemetery/General Government		277,879	184,741	184,741	186,563	188,403	190,262	192,140	194,036
Fines and Forfeitures									
Court Fines		490,145	476,301	476,301	712,475	719,600	726,797	734,065	741,406
Other Fines and Forfeitures		442,448	668,893	668,893	717,024	720,376	723,762	727,182	730,635
Other									
Rents		1,094,906	1,154,008	1,154,008	1,494,258	994,825	995,398	995,976	996,560
Investment Earnings		909,804	372,426	417,665	412,465	411,640	413,566	415,511	417,476
Miscellaneous		1,005,100	296,350	821,350	823,014	824,693	826,389	828,102	829,833
Other Financing Sources		-	-	-	1,300,000	-	-	-	-
Total Revenues		74,261,145	70,671,850	76,367,991	94,521,535	75,365,118	76,742,502	78,598,269	77,637,951
Transfers In									
American Rescue Plan		-	4,423,509	10,000,000	-	-	-	-	-
HURF		13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Beautification		451,882	469,872	469,872	447,261	447,261	447,261	447,261	447,261
Economic Development		243,757	343,757	343,757	443,757	443,757	311,236	-	-
Tourism		25,000	-	-	25,000	25,000	25,000	25,000	25,000
Recreation - BBB		2,299,347	4,096,439	4,096,439	2,574,189	2,574,189	2,574,189	2,574,189	2,574,189
Parking District		96,349	-	-	-	-	-	-	-
Special Assessment		122,989	-	-	-	-	-	-	-
Drinking Water		87,272	84,945	84,945	-	-	-	-	-
Airport		-	2,350,000	2,350,000	2,200,000	-	-	-	-
Capital Projects		30,075	-	-	-	-	-	-	-
Total Transfers In		3,369,671	11,781,522	17,358,013	5,703,207	3,503,207	3,370,686	3,059,450	3,059,450
Total Revenues and Transfers In		77,630,816	82,453,372	93,726,004	100,224,742	78,868,325	80,113,188	81,657,719	80,697,401
Total Sources of Funds		120,796,918	127,452,914	150,819,189	143,723,543	111,285,221	112,043,161	113,714,009	113,136,794

City of Flagstaff
General Fund
Five Year Plan 2023-2027

	Actual 2020-2021	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Uses of Funds								
Operating Expenditures								
General Administration	11,246,582	14,816,843	14,816,843	14,813,026	12,554,277	12,854,277	12,554,277	12,854,277
Management Services	4,057,286	5,002,102	5,002,102	5,330,461	4,910,240	4,910,240	4,910,240	4,910,240
Community Development	5,197,943	4,538,233	4,538,233	4,690,033	3,984,033	3,984,033	3,984,033	3,984,033
Fire	11,181,122	14,548,028	14,548,028	15,404,573	12,013,073	12,049,005	12,049,005	12,049,005
Police	18,844,486	21,006,228	21,006,228	21,768,585	18,949,705	18,949,705	18,949,705	18,949,705
Public Works	7,249,907	11,875,599	11,875,599	3,259,412	2,298,638	2,298,638	2,298,638	2,298,638
Economic Vitality	119,599	202,834	202,834	133,819	133,819	133,819	133,819	133,819
Engineering and Capital Improvements	-	1,952,513	1,952,513	2,005,376	1,890,076	1,890,076	1,890,076	1,890,076
Parks, Recreation, Open Space and Events	-	-	-	9,379,723	8,706,903	8,706,903	8,706,903	8,706,903
Non-Departmental	3,356,469	5,336,666	10,348,850	2,422,977	2,111,577	2,111,577	2,111,577	2,111,577
Contingency	24,006	3,196,810	1,772,810	1,524,000	2,514,000	2,514,000	2,514,000	625,000
Less: Indirect Charges	(6,490,955)	(7,067,909)	(7,067,909)	(6,774,667)	(6,764,514)	(6,764,514)	(6,814,514)	(6,864,514)
Total Operating Expenditures	54,786,445	75,407,947	78,996,131	73,957,318	63,301,827	63,637,759	63,287,759	61,648,759
Debt Service								
Leases - Energy	87,742	91,703	91,703	89,098	95,275	95,275	95,275	95,275
Leases - Fire Equipment	29,824	27,340	27,340	217,000	217,000	217,000	217,000	217,000
Certificates of Participation	221,379	223,078	223,078	221,725	221,725	221,725	221,725	221,725
Total Debt Service	338,945	342,121	342,121	527,823	534,000	534,000	534,000	534,000
Future Uses								
Total Ongoing	-	-	-	-	1,650,000	3,350,000	5,101,000	6,905,000
Total One-Time	-	-	-	-	1,008,000	800,000	800,000	800,000
Total Future Uses	-	-	-	-	2,658,000	4,150,000	5,901,000	7,705,000
Capital Expenditures								
Fleet	75,580	3,732,038	3,753,431	6,170,000	765,000	765,000	765,000	765,000
Operating	226,727	1,460,549	1,984,549	3,476,000	1,510,000	310,000	310,000	310,000
Capital Improvement Projects	417,952	3,864,101	3,900,058	15,275,500	-	-	-	-
Total Capital Expenditures	720,259	9,056,688	9,638,038	24,921,500	2,275,000	1,075,000	1,075,000	1,075,000
Total Expenditures	55,845,649	84,806,756	88,976,290	99,406,641	68,768,827	69,396,759	70,797,759	70,962,759
Transfers Out								
Housing and Community Services	-	753,000	753,000	500,000	-	-	-	-
Library	1,557,710	1,596,313	1,596,313	1,726,313	1,596,313	1,596,313	1,596,313	1,596,313
HURF	-	-	475,000	-	-	-	-	-
Economic Development	247,000	472,000	572,000	247,000	247,000	247,000	247,000	247,000
Tourism Fund	-	-	125,000	-	-	-	-	-
BBB-Recreation Fund	-	-	370,000	-	-	-	-	-
Parking District	-	-	272,316	-	-	-	-	-
Pension Debt Service	3,623,711	8,737,995	8,737,996	8,737,975	8,271,347	8,270,039	8,271,783	8,269,576
Environmental Management	170,767	925,708	1,150,708	659,549	164,335	164,335	164,335	164,335
Airport	1,884,501	2,781,222	2,665,499	-	307,425	312,425	197,425	197,425
Flagstaff Housing Authority	-	-	-	18,669	-	-	-	-
Capital Projects	374,395	3,718,482	1,626,266	10,500	-	-	-	-
Total Transfers Out	7,858,084	18,984,720	18,344,098	11,900,006	10,586,420	10,590,112	10,476,856	10,474,649
Excess Revenues Over Expenditures	13,927,083	(21,338,104)	(13,594,384)	(11,081,905)	(486,922)	126,317	383,104	(740,007)
Total Uses of Funds	63,703,733	103,791,476	107,320,388	111,306,647	79,355,247	79,986,871	81,274,615	81,437,408
Ending Fund Balance	\$ 57,093,185	23,661,438	43,498,801	32,416,896	31,929,973	32,056,290	32,439,393	31,699,386

City of Flagstaff
Housing and Community Services Fund
Five Year Plan 2023-2027

Sources of Funds	Actual 2020-2021	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Fund Balance								
Revenues								
Intergovernmental								
Investment Earnings								
Miscellaneous								
Total Revenues								
Transfers In								
General Fund								
Total Transfers In								
Total Sources of Funds								
Uses of Funds								
Expenditures								
Operating								
Total Expenditures								
Total Uses of Funds								
Ending Fund Balance								

City of Flagstaff
COVID Relief
Five Year Plan 2023-2027

	Actual 2020-2021	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Sources of Funds								
Beginning Fund Balance								
\$	-	-	-	-	-	-	-	-
Revenues								
Grants and entitlements	1,934,046	15,238,257	15,238,257	-	-	-	-	-
Total Revenues	1,934,046	15,238,257	15,238,257	-	-	-	-	-
Total Sources of Funds	1,934,046	15,238,257	15,238,257	-	-	-	-	-
Uses of Funds								
Expenditures								
Operating	1,934,046	6,171,965	5,238,257	-	-	-	-	-
Total Expenditures	1,934,046	6,171,965	5,238,257	-	-	-	-	-
Transfers Out								
General Fund	-	4,423,509	10,000,000	-	-	-	-	-
HURF	-	986,611	-	-	-	-	-	-
Beautification	-	450,800	-	-	-	-	-	-
Economic Development	-	214,175	-	-	-	-	-	-
Tourism	-	670,000	-	-	-	-	-	-
Arts and Science	-	169,075	-	-	-	-	-	-
Recreation	-	743,750	-	-	-	-	-	-
Parking	-	1,408,372	-	-	-	-	-	-
Total Transfers Out	-	9,066,292	10,000,000	-	-	-	-	-
Total Uses of Funds	1,934,046	15,238,257	15,238,257	-	-	-	-	-
Ending Fund Balance								
\$	-	-	-	-	-	-	-	-

City of Flagstaff
Library Fund
Five Year Plan 2023-2027

	Actual 2020-2021	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Sources of Funds								
Beginning Fund Balance	\$ 3,958,265	5,331,941	4,685,052	2,245,690	2,005,137	1,991,244	1,942,584	1,857,676
Revenues								
Intergovernmental	3,903,709	3,881,302	3,881,302	4,106,938	4,106,544	4,208,629	4,313,254	4,420,482
Investment Earnings	35,779	39,529	39,529	39,727	39,926	40,126	40,327	40,529
Miscellaneous	66,165	41,000	41,000	41,000	41,000	41,000	41,000	41,000
Total Revenues	4,005,653	3,961,831	3,961,831	4,187,665	4,187,470	4,289,755	4,394,581	4,502,011
Transfers In								
Tourism	66,500	-	-	66,500	66,500	66,500	66,500	66,500
Beautification	625	-	-	-	-	-	-	-
General Fund	1,557,710	1,596,313	1,596,313	1,726,313	1,596,313	1,596,313	1,596,313	1,596,313
Total Transfers In	1,624,835	1,596,313	1,596,313	1,792,813	1,662,813	1,662,813	1,662,813	1,662,813
Total Sources of Funds	9,588,753	10,890,085	10,243,196	8,226,168	7,855,420	7,943,812	7,999,977	8,022,501
Uses of Funds								
Expenditures								
Indirect	511,504	562,564	562,564	534,436	547,797	561,492	575,529	589,917
Library City Direct	3,095,548	4,067,083	4,067,083	4,118,224	4,123,677	4,221,995	4,323,263	4,427,569
Library County	577,167	665,480	665,480	679,328	697,454	716,101	735,286	755,023
Library Grants	66,745	45,000	45,000	100,000	-	-	-	-
County Wide Projects and Growth	400,827	1,238,989	1,238,989	489,043	495,248	501,640	508,223	515,004
Capital	251,910	1,478,390	1,418,390	200,000	-	-	-	-
Contingency	-	100,000	-	100,000	-	-	-	-
Total Expenditures	4,903,701	8,157,506	7,997,506	6,221,031	5,864,176	6,001,228	6,142,301	6,287,513
Total Uses of Funds	4,903,701	8,157,506	7,997,506	6,221,031	5,864,176	6,001,228	6,142,301	6,287,513
Ending Fund Balance	\$ 4,685,052	2,732,579	2,245,690	2,005,137	1,991,244	1,942,584	1,857,676	1,734,988

City of Flagstaff
Highway User Revenue Fund
Five Year Plan 2023-2027

Sources of Funds		Actual 2020-2021	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Fund Balance		\$ 9,406,047	7,940,543	9,224,129	6,636,344	6,429,830	7,050,905	7,700,459	6,101,267
Revenues									
Taxes		-	80,000	-	-	-	-	-	-
Grants and entitlements		9,191,151	8,556,425	9,374,974	9,539,036	9,705,969	9,875,823	10,048,650	9,747,191
Licenses and Permits		157,743	-	-	-	-	-	-	-
Investment Earnings		53,836	40,000	46,000	33,000	32,000	35,000	39,000	31,000
Contributions		52,795	1,790,000	1,790,000	-	-	-	-	-
Miscellaneous		42,524	-	-	-	-	-	-	-
Total Revenues		9,498,049	10,466,425	11,210,974	9,572,036	9,737,969	9,910,823	10,087,650	9,778,191
Transfers In									
General Fund		-	-	475,000	-	-	-	-	-
Transportation		938,745	8,562,944	8,562,944	9,386,250	-	-	-	-
COVID Relief		-	986,611	-	-	-	-	-	-
Total Transfers in		938,745	9,549,555	9,037,944	9,386,250	-	-	-	-
Total Sources of Funds		19,842,841	27,956,523	29,473,047	25,594,630	16,167,799	16,961,728	17,788,109	15,879,458
Uses of Funds									
Expenditures									
Indirect		1,147,404	1,339,974	1,339,974	1,272,975	1,304,799	1,337,419	1,370,854	1,405,125
Operating		4,126,623	5,009,188	5,009,188	4,772,575	4,799,095	4,910,850	5,025,636	5,143,541
Capital		5,231,685	15,817,570	15,974,541	13,006,250	3,000,000	3,000,000	5,277,352	3,000,000
Contingency		-	100,000	-	100,000	-	-	-	-
Total Expenditures		10,505,712	22,266,732	22,323,703	19,151,800	9,103,894	9,248,269	11,673,842	9,548,666
Transfers Out									
General Fund		13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Capital Projects		100,000	500,000	500,000	-	-	-	-	-
Total Transfers Out		113,000	513,000	513,000	13,000	13,000	13,000	13,000	13,000
Total Uses of Funds		10,618,712	22,779,732	22,836,703	19,164,800	9,116,894	9,261,269	11,686,842	9,561,666
Ending Fund Balance		\$ 9,224,129	5,176,791	6,636,344	6,429,830	7,050,905	7,700,459	6,101,267	6,317,792

City of Flagstaff
Transportation Fund
Five Year Plan 2023-2027

	Actual 2020-2021	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Sources of Funds								
Beginning Fund Balance	\$ 39,265,578	48,394,615	50,906,900	22,977,055	17,241,097	18,380,172	13,855,899	16,787,411
Revenues								
Taxes	30,757,600	28,053,400	31,764,900	32,213,900	33,183,900	34,179,500	35,204,900	34,148,800
Grants	-	6,141,624	3,573,699	2,812,000	632,800	1,955,200	-	-
Bond Proceeds		-	-	13,750,000	1,950,000	15,650,000	29,100,000	14,200,000
Investment Earnings	379,586	239,000	251,000	113,000	86,000	92,000	69,000	84,000
Miscellaneous	274,067	546,458	546,458	-	-	-	-	-
Total Revenues	31,411,253	34,980,482	36,136,057	48,888,900	35,852,700	51,876,700	64,373,900	48,432,800
Transfers In								
FMPO	34,130	-	-	-	-	-	-	-
FUTS	-	2,648,052	2,650,887	-	-	-	-	-
Transportation	-	3,470,933	3,239,741	75,402	-	-	-	-
Total Transfers In	34,130	6,118,985	5,890,628	75,402	-	-	-	-
Total Sources of Funds	70,710,961	89,494,082	92,933,585	71,941,357	53,093,797	70,256,872	78,229,799	65,220,211
Uses of Funds								
Expenditures								
Operating	3,879,973	8,126,231	7,794,429	11,566,866	5,495,156	5,631,517	5,771,277	5,914,521
Indirect	328,645	274,681	274,681	260,948	267,471	274,158	281,013	288,038
Capital	10,961,147	52,104,398	47,597,072	30,686,531	26,050,685	46,047,685	48,099,685	29,055,684
Total Expenditures	15,169,765	60,505,310	55,666,182	42,514,345	31,813,312	51,953,360	54,151,975	35,258,243
Transfers Out								
HURF	938,745	8,562,944	8,562,944	9,386,250	-	-	-	-
Transportation	-	3,470,933	3,239,741	75,402	-	-	-	-
FUTS	-	1,000,000	1,000,000	-	-	-	-	-
Total Transfers Out	938,745	13,033,877	12,802,685	9,461,652	-	-	-	-
Debt Service	3,695,551	1,487,663	1,487,663	2,724,263	2,900,313	4,447,613	7,290,413	8,571,513
Total Uses of Funds	19,804,061	75,026,850	69,956,530	54,700,260	34,713,625	56,400,973	61,442,388	43,829,756
Ending Fund Balance	\$ 50,906,900	14,467,232	22,977,055	17,241,097	18,380,172	13,855,899	16,787,411	21,390,455

City of Flagstaff
Flagstaff Urban Trails Fund
Five Year Plan 2023-2027

	Actual 2020-2021	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Sources of Funds								
Beginning Fund Balance	\$ 2,785,739	1,640,052	1,642,887	-	-	-	-	-
Revenues								
Investment Earnings	19,698	8,000	8,000	-	-	-	-	-
Total Revenues	19,698	8,000	8,000	-	-	-	-	-
Transfers In								
Transportation	-	1,000,000	1,000,000	-	-	-	-	-
Total Transfers In	-	1,000,000	1,000,000	-	-	-	-	-
Total Sources of Funds	2,805,437	2,648,052	2,650,887	-	-	-	-	-
Uses of Funds								
Expenditures								
Capital	1,162,550	-	-	-	-	-	-	-
Total Expenditures	1,162,550	-	-	-	-	-	-	-
Transfers Out								
Transportation	-	2,648,052	2,650,887	-	-	-	-	-
Total Transfers Out	-	2,648,052	2,650,887	-	-	-	-	-
Total Uses of Funds	1,162,550	2,648,052	2,650,887	-	-	-	-	-
Ending Fund Balance	\$ 1,642,887	-	-	-	-	-	-	-

City of Flagstaff
Beautification Fund
Five Year Plan 2023-2027

	Actual 2020-2021	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Sources of Funds								
Beginning Fund Balance	\$ 7,205,160	7,665,244	8,075,843	4,949,104	4,415,920	3,921,617	3,244,174	2,853,555
Revenues								
BBB Tax	1,809,530	1,756,700	1,990,000	2,029,800	2,090,700	2,153,400	2,218,000	2,151,400
Intergovernmental	-	50,000	50,000	-	-	-	-	-
Investment Earnings	65,593	38,000	38,000	25,000	22,000	20,000	16,000	14,000
Miscellaneous	3,575	-	-	-	-	-	-	-
Total Revenues	1,878,698	1,844,700	2,078,000	2,054,800	2,112,700	2,173,400	2,234,000	2,165,400
Transfers In								
COVID Relief	-	450,800	-	-	-	-	-	-
Total Transfers In	-	450,800	-	-	-	-	-	-
Total Sources of Funds	9,083,858	9,960,744	10,153,843	7,003,904	6,528,620	6,095,017	5,478,174	5,018,955
Uses of Funds								
Expenditures								
Operating	349,585	625,863	625,863	683,723	647,985	657,525	667,351	677,472
Capital	175,923	5,502,004	4,079,004	1,417,000	1,472,000	1,696,300	1,450,000	1,800,000
Contingency	-	10,000	-	10,000	-	-	-	-
Total Expenditures	525,508	6,137,867	4,704,867	2,110,723	2,119,985	2,353,825	2,117,351	2,477,472
Transfers Out								
General Fund	451,882	469,872	469,872	447,261	457,018	467,018	477,268	487,775
Library	625	-	-	-	-	-	-	-
SEMS	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Total Transfers Out	482,507	499,872	499,872	477,261	487,018	497,018	507,268	517,775
Total Uses of Funds	1,008,015	6,637,739	5,204,739	2,587,984	2,607,003	2,850,843	2,624,619	2,995,247
Ending Fund Balance	\$ 8,075,843	3,323,005	4,949,104	4,415,920	3,921,617	3,244,174	2,853,555	2,023,708

City of Flagstaff
Economic Development Fund
Five Year Plan 2023-2027

Sources of Funds	Actual 2020-2021	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Fund Balance	\$ 469,083	390,141	495,277	429,077	145,242	131,416	274,663	757,165
Revenues								
BBB Tax	860,205	834,400	945,250	964,200	993,100	1,022,900	1,053,600	1,021,900
Investment Earnings	4,371	6,437	8,172	7,080	2,396	2,168	4,532	12,493
Rents	321,090	380,686	380,686	403,100	426,562	439,073	446,634	454,247
Miscellaneous	50	-	-	-	-	-	-	-
Total Revenues	1,185,716	1,221,523	1,334,108	1,374,380	1,422,058	1,464,141	1,504,766	1,488,640
Transfers In								
General Fund	247,000	472,000	572,000	247,000	247,000	247,000	247,000	247,000
COVID Relief	-	214,175	-	-	-	-	-	-
Total Transfers In	247,000	686,175	572,000	247,000	247,000	247,000	247,000	247,000
Total Sources of Funds	1,901,799	2,297,839	2,401,385	2,050,457	1,814,300	1,842,557	2,026,429	2,492,805
Uses of Funds								
Expenditures								
Operating	915,711	1,492,070	1,378,070	1,168,095	993,096	1,008,277	1,023,851	1,039,824
Contingency	-	45,000	-	45,000	-	-	-	-
Total Expenditures	915,711	1,537,070	1,378,070	1,213,095	993,096	1,008,277	1,023,851	1,039,824
Debt Service								
Debt Service	247,054	250,481	250,481	248,363	246,031	248,381	245,413	246,750
Total Debt Service	247,054	250,481	250,481	248,363	246,031	248,381	245,413	246,750
Transfers Out								
General Fund	243,757	343,757	343,757	443,757	443,757	311,236	-	-
Total Transfers Out	243,757	343,757	343,757	443,757	443,757	311,236	-	-
Total Uses of Funds	1,406,522	2,131,308	1,972,308	1,905,215	1,682,884	1,567,894	1,269,264	1,286,574
Ending Fund Balance	\$ 495,277	166,531	429,077	145,242	131,416	274,663	757,165	1,206,231

City of Flagstaff
Tourism Fund
Five Year Plan 2023-2027

	Actual 2020-2021	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Sources of Funds								
Beginning Fund Balance	\$ 946,095	555,521	1,341,618	1,438,732	1,117,328	1,410,576	1,729,021	2,073,712
Revenues								
BBB Tax	2,716,233	2,635,000	2,985,000	3,044,700	3,136,000	3,230,100	3,327,000	3,227,200
Retail Sales	121,860	124,594	124,594	125,840	127,098	128,369	129,653	130,950
Investment Earnings	9,393	2,778	2,778	7,194	5,587	7,053	8,645	10,369
Miscellaneous	17,980	16,026	16,026	16,186	16,348	16,511	16,676	16,843
Total Revenues	2,865,466	2,778,398	3,128,398	3,193,920	3,285,033	3,382,033	3,481,974	3,385,362
Transfers In								
General Fund	-	-	125,000	-	-	-	-	-
COVID Relief	-	670,000	-	-	-	-	-	-
Total Transfers In	-	670,000	125,000	-	-	-	-	-
Total Sources of Funds	3,811,561	4,003,919	4,595,016	4,632,652	4,402,361	4,792,609	5,210,995	5,459,074
Uses of Funds								
Expenditures								
Operating	2,314,873	3,076,284	3,076,284	3,185,254	2,836,715	2,908,518	2,982,213	3,057,851
Capital	-	80,000	80,000	-	-	-	-	-
Contingency	-	50,000	-	175,000	-	-	-	-
Total Expenditures	2,314,873	3,206,284	3,156,284	3,360,254	2,836,715	2,908,518	2,982,213	3,057,851
Transfers Out								
Library	66,500	-	-	66,500	66,500	66,500	66,500	66,500
General Fund	25,000	-	-	25,000	25,000	25,000	25,000	25,000
Solid Waste	63,570	-	-	63,570	63,570	63,570	63,570	63,570
Total Transfers Out	155,070	-	-	155,070	155,070	155,070	155,070	155,070
Total Uses of Funds	2,469,943	3,206,284	3,156,284	3,515,324	2,991,785	3,063,588	3,137,283	3,212,921
Ending Fund Balance	\$ 1,341,618	797,635	1,438,732	1,117,328	1,410,576	1,729,021	2,073,712	2,246,153

City of Flagstaff
Arts and Science Fund
Five Year Plan 2023-2027

	Actual 2020-2021	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Sources of Funds								
Beginning Fund Balance	\$ 901,077	865,150	962,906	599,149	589,418	643,730	703,504	825,252
Revenues								
BBB Tax	678,089	658,800	746,250	761,200	784,000	807,500	831,800	806,800
Investment Earnings	7,371	4,000	4,000	3,000	3,000	3,000	4,000	4,000
Total Revenues	685,460	662,800	750,250	764,200	787,000	810,500	835,800	810,800
Transfers In								
COVID Relief	-	169,075	-	-	-	-	-	-
Total Transfers In	-	169,075	-	-	-	-	-	-
Total Sources of Funds	1,586,537	1,697,025	1,713,156	1,363,349	1,376,418	1,454,230	1,539,304	1,636,052
Uses of Funds								
Expenditures								
Operating	557,345	624,632	524,632	594,931	607,688	620,726	634,052	647,672
Capital	66,286	715,375	589,375	169,000	125,000	130,000	80,000	279,000
Contingency	-	10,000	-	10,000	-	-	-	-
Total Expenditures	623,631	1,350,007	1,114,007	773,931	732,688	750,726	714,052	926,672
Total Uses of Funds	623,631	1,350,007	1,114,007	773,931	732,688	750,726	714,052	926,672
Ending Fund Balance	\$ 962,906	347,018	599,149	589,418	643,730	703,504	825,252	709,380

City of Flagstaff
Recreation Fund
Five Year Plan 2023-2027

Sources of Funds		Actual 2020-2021	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Fund Balance		\$ 994,991	1,118,334	1,680,053	1,231,714	502,325	870,336	1,342,847	1,924,958
Revenues									
BBB Tax		2,987,469	2,898,500	3,283,500	3,349,200	3,449,600	3,553,100	3,659,700	3,549,900
Investment Earnings		7,298	5,000	5,000	6,000	3,000	4,000	7,000	10,000
Other Financing Sources		-	-	-	300,000	300,000	300,000	300,000	300,000
Total Revenues		2,994,767	2,903,500	3,288,500	3,655,200	3,752,600	3,857,100	3,966,700	3,859,900
Transfers In									
COVID Relief		-	743,750	-	-	-	-	-	-
General Fund		-	-	370,000	-	-	-	-	-
Total Transfers In		-	743,750	370,000	-	-	-	-	-
Total Sources of Funds		3,989,758	4,765,584	5,338,553	4,886,914	4,254,925	4,727,436	5,309,547	5,784,858
Uses of Funds									
Expenditures									
Operating		10,358	10,400	10,400	10,400	10,400	10,400	10,400	10,400
Capital		-	-	-	1,800,000	800,000	800,000	800,000	800,000
Total Expenditures		10,358	10,400	10,400	1,810,400	810,400	810,400	810,400	810,400
Transfers Out									
General Fund		2,299,347	4,096,439	4,096,439	2,574,189	2,574,189	2,574,189	2,574,189	2,574,189
Total Transfers Out		2,299,347	4,096,439	4,096,439	2,574,189	2,574,189	2,574,189	2,574,189	2,574,189
Total Uses of Funds		2,309,705	4,106,839	4,106,839	4,384,589	3,384,589	3,384,589	3,384,589	3,384,589
Ending Fund Balance		\$ 1,680,053	658,745	1,231,714	502,325	870,336	1,342,847	1,924,958	2,400,269

City of Flagstaff
Parking District Fund
Five Year Plan 2023-2027

	Actual 2020-2021	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Sources of Funds								
Beginning Fund Balance	\$ 1,390,727	920,440	1,029,174	548,990	393,238	570,910	761,111	963,997
Revenues								
Parking	357,090	1,230,850	1,202,850	1,225,907	1,250,175	1,274,925	1,300,166	1,325,908
Investment Earnings	10,836	13,800	7,000	8,200	5,900	8,600	11,400	14,500
Miscellaneous	1,136	-	-	-	-	-	-	-
Total Revenues	369,062	1,244,650	1,209,850	1,234,107	1,256,075	1,283,525	1,311,566	1,340,408
Transfers In								
COVID Relief	-	1,408,372	-	-	-	-	-	-
General Fund	-	-	272,316	-	-	-	-	-
Total Transfers In	-	1,408,372	272,316	-	-	-	-	-
Total Sources of Funds	1,759,789	3,573,462	2,511,340	1,783,097	1,649,313	1,854,435	2,072,677	2,304,405
Uses of Funds								
Expenditures								
Operating	457,038	807,135	731,135	842,744	851,019	864,693	878,777	893,284
Indirect	62,203	64,354	64,354	61,136	62,359	63,606	64,878	66,176
Capital	-	1,091,836	1,051,836	340,954	50,000	50,000	50,000	10,000
Contingency	-	30,000	-	30,000	-	-	-	-
Total Expenditures	519,241	1,993,325	1,847,325	1,274,834	963,378	978,299	993,655	969,460
Debt Service								
Debt Service	115,025	115,025	115,025	115,025	115,025	115,025	115,025	57,513
Total Debt Service	115,025	115,025	115,025	115,025	115,025	115,025	115,025	57,513
Transfers Out								
General Fund	96,349	-	-	-	-	-	-	-
Total Transfers Out	96,349	-	-	-	-	-	-	-
Total Uses of Funds	730,615	2,108,350	1,962,350	1,389,859	1,078,403	1,093,324	1,108,680	1,026,973
Ending Fund Balance	\$ 1,029,174	1,465,112	548,990	393,238	570,910	761,111	963,997	1,277,433

City of Flagstaff
Water Resource and Infrastructure Protection Fund
Five Year Plan 2023-2027

	Actual 2020-2021	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Sources of Funds								
Beginning Fund Balance	\$ -	563,299	815,064	927,627	930,199	914,624	882,887	833,231
Revenues								
Water Resource Protection Fee	1,240,175	1,228,220	1,239,000	1,277,380	1,290,154	1,303,056	1,316,087	1,329,248
Intergovernmental	8,863	-	-	1,200,000	-	-	-	-
Investment Earnings	2,145	3,000	3,000	5,000	5,000	5,000	4,000	4,000
Total Revenues	1,251,183	1,231,220	1,242,000	2,482,380	1,295,154	1,308,056	1,320,087	1,333,248
Total Sources of Funds	1,251,183	1,794,519	2,057,064	3,410,007	2,225,353	2,222,680	2,202,974	2,166,479
Uses of Funds								
Expenditures								
Operating	363,568	945,479	945,479	2,089,463	927,547	953,913	981,032	1,008,924
Indirect	-	-	-	106,388	109,048	111,774	114,568	117,432
Capital	-	-	-	100,000	100,000	100,000	100,000	100,000
Total Expenditures	363,568	945,479	945,479	2,295,851	1,136,595	1,165,687	1,195,600	1,226,356
Transfers Out								
Pension Debt Service	72,551	183,958	183,958	183,957	174,134	174,106	174,143	174,096
Total Transfers Out	72,551	183,958	183,958	183,957	174,134	174,106	174,143	174,096
Total Uses of Funds	436,119	1,129,437	1,129,437	2,479,808	1,310,729	1,339,793	1,369,743	1,400,452
Ending Fund Balance	\$ 815,064	665,082	927,627	930,199	914,624	882,887	833,231	766,027

City of Flagstaff
General Obligation Bond Fund
Five Year Plan 2023-2027

	Actual 2020-2021	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Sources of Funds								
Beginning Fund Balance	\$ -	-	-	-	-	-	-	-
Transfers In								
Secondary Property Tax	7,303,370	7,388,402	7,388,402	7,445,347	5,603,783	3,622,217	3,611,276	3,608,772
Total Transfers In	7,303,370	7,388,402	7,388,402	7,445,347	5,603,783	3,622,217	3,611,276	3,608,772
Total Sources of Funds	7,303,370	7,388,402	7,388,402	7,445,347	5,603,783	3,622,217	3,611,276	3,608,772
Uses of Funds								
Debt Service								
Debt Service	7,303,370	7,388,402	7,388,402	7,445,347	5,603,783	3,622,217	3,611,276	3,608,772
Total Debt Service	7,303,370	7,388,402	7,388,402	7,445,347	5,603,783	3,622,217	3,611,276	3,608,772
Total Uses of Funds	7,303,370	7,388,402	7,388,402	7,445,347	5,603,783	3,622,217	3,611,276	3,608,772
Ending Fund Balance	\$ -	-	-	-	-	-	-	-

City of Flagstaff
Secondary Property Tax Fund
Five Year Plan 2023-2027

Sources of Funds	Actual 2020-2021	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Fund Balance	\$ 7,142,642	7,274,913	7,249,591	7,733,163	5,769,879	5,638,159	5,615,187	3,683,342
Revenues								
Secondary Property Taxes	7,385,677	7,835,974	7,835,974	5,443,063	5,443,063	3,571,245	1,651,431	3,630,563
Investment Earnings	24,642	36,000	36,000	39,000	29,000	28,000	28,000	18,000
Total Revenues	7,410,319	7,871,974	7,871,974	5,482,063	5,472,063	3,599,245	1,679,431	3,648,563
Total Sources of Funds	14,552,961	15,146,887	15,121,565	13,215,226	11,241,942	9,237,404	7,294,618	7,331,905
Uses of Funds								
Transfers Out								
GO Bonds	7,303,370	7,388,402	7,388,402	7,445,347	5,603,783	3,622,217	3,611,276	3,608,772
Total Transfers Out	7,303,370	7,388,402	7,388,402	7,445,347	5,603,783	3,622,217	3,611,276	3,608,772
Total Uses of Funds	7,303,370	7,388,402	7,388,402	7,445,347	5,603,783	3,622,217	3,611,276	3,608,772
Ending Fund Balance	\$ 7,249,591	7,758,485	7,733,163	5,769,879	5,638,159	5,615,187	3,683,342	3,723,133

City of Flagstaff
Pension Debt Service Fund
Five Year Plan 2023-2027

Sources of Funds	Actual 2020-2021	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Fund Balance	\$ -	14,239,000	14,252,384	14,323,385	14,395,385	14,467,386	14,539,387	14,612,388
Revenues								
Investment Earnings	12,445	71,000	71,000	72,000	72,000	72,000	73,000	73,000
Other Financing Sources	131,000,000	-	-	-	-	-	-	-
Total Revenues	131,012,445	71,000	71,000	72,000	72,000	72,000	73,000	73,000
Transfers In								
General Fund	3,623,711	8,737,995	8,737,996	8,737,975	8,271,347	8,270,039	8,271,783	8,269,576
Water Resource Protection Fund	72,551	183,958	183,958	183,957	174,134	174,106	174,143	174,096
Airport	122,191	275,937	275,937	275,936	261,200	261,159	261,214	261,145
Total Transfers In	3,818,453	9,197,890	9,197,891	9,197,868	8,706,681	8,705,304	8,707,140	8,704,817
Total Sources of Funds	134,830,898	23,507,890	23,521,275	23,593,253	23,174,066	23,244,690	23,319,527	23,390,205
Uses of Funds								
Expenditures								
Operating	116,758,811	-	-	-	-	-	-	-
Total Expenditures	116,758,811	-	-	-	-	-	-	-
Debt Service	3,819,703	9,197,890	9,197,890	9,197,868	8,706,680	8,705,303	8,707,139	8,704,817
Total Uses of Funds	120,578,514	9,197,890	9,197,890	9,197,868	8,706,680	8,705,303	8,707,139	8,704,817
Ending Fund Balance	\$ 14,252,384	14,310,000	14,323,385	14,395,385	14,467,386	14,539,387	14,612,388	14,685,388

City of Flagstaff
Perpetual Care Fund
Five Year Plan 2023-2027

	Actual 2020-2021	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Sources of Funds								
Beginning Fund Balance	\$ 352,803	366,929	375,894	390,260	404,871	419,731	434,845	450,217
Revenues								
Contributions	19,910	10,082	10,082	10,284	10,490	10,700	10,914	11,132
Investment Earnings	3,181	4,284	4,284	4,327	4,370	4,414	4,458	4,503
Total Revenues	23,091	14,366	14,366	14,611	14,860	15,114	15,372	15,635
Total Sources of Funds	375,894	381,295	14,366	404,871	419,731	434,845	450,217	465,852
Uses of Funds								
Expenditures								
Operating	-	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-	-
Total Uses of Funds	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 375,894	381,295	390,260	404,871	419,731	434,845	450,217	465,852

City of Flagstaff
Capital Projects Fund
Non-GO Bond Funded Projects
Five Year Plan 2023-2027

	Actual 2020-2021	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Sources of Funds								
Beginning Fund Balance	\$ 5,835,477	685,424	621,291	-	-	-	-	-
Revenues	30,000	-	-	-	-	-	-	-
Grants	-	2,000,000	2,000,000	-	-	-	-	-
Real Estate Proceeds	6,122	-	-	-	-	-	-	-
Investment Earnings	-	27,900,000	-	-	-	-	-	-
Other Financing Sources	36,122	29,900,000	2,000,000	-	37,900,000	10,000,000	5,061,000	50,000
Total Revenues					37,900,000	10,000,000	5,061,000	50,000
Transfers In								
General Fund	374,395	3,718,482	1,626,266	10,500	-	-	-	-
Total Transfers In	374,395	3,718,482	1,626,266	10,500	-	-	-	-
Total Sources of Funds	6,245,994	34,303,906	4,247,557	10,500	37,900,000	10,000,000	5,061,000	50,000
Uses of Funds								
Expenditures								
Capital	5,624,628	34,303,906	4,247,557	10,500	37,900,000	10,000,000	5,061,000	50,000
Total Expenditures	5,624,628	34,303,906	4,247,557	10,500	37,900,000	10,000,000	5,061,000	50,000
Transfers Out								
General Fund	75	-	-	-	-	-	-	-
Total Transfers In	75	-	-	-	-	-	-	-
Total Uses of Funds	5,624,703	34,303,906	4,247,557	10,500	37,900,000	10,000,000	5,061,000	50,000
Ending Fund Balance	\$ 621,291	-	-	-	-	-	-	-

City of Flagstaff
Capital Projects Fund
GO Bond Funded Projects
Five Year Plan 2023-2027

	Actual 2020-2021	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Sources of Funds								
Beginning Fund Balance	\$ (622,815)	4,586,963	1,648,798	-	-	-	-	-
Revenues								
Intergovernmental	246,007	601,676	657,117	-	-	-	-	-
Investment Earnings	4,640	-	-	-	-	-	-	-
Other Financing Sources	3,094,937	-	2,905,063	-	-	-	-	-
Total Revenues	3,345,584	601,676	3,562,180	-	-	-	-	-
Transfers In								
HURF	100,000	500,000	500,000	-	-	-	-	-
Total Transfers In	100,000	500,000	500,000	-	-	-	-	-
Total Sources of Funds	2,822,769	5,688,639	5,710,978	-	-	-	-	-
Uses of Funds								
Expenditures								
Operating	579,848	3,368,104	3,403,185	-	-	-	-	-
Capital	564,123	2,320,535	2,307,793	-	-	-	-	-
Total Expenditures	1,143,971	5,688,639	5,710,978	-	-	-	-	-
Transfers Out								
General Fund	30,000	-	-	-	-	-	-	-
Total Transfers Out	30,000	-	-	-	-	-	-	-
Total Uses of Funds	1,173,971	5,688,639	5,710,978	-	-	-	-	-
Ending Fund Balance	\$ 1,648,798	-	-	-	-	-	-	-

City of Flagstaff
Drinking Water Fund
Five Year Plan 2023-2027

	Actual 2020-2021	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Sources of Funds								
Beginning Fund Balance	\$ 25,368,278	26,884,740	24,945,469	19,051,271	15,259,148	13,567,957	12,226,004	11,370,649
Revenues								
Intergovernmental	-	-	-	4,250,000	1,375,000	1,500,000	-	875,000
Drinking Water	18,573,705	17,090,994	17,600,512	17,795,059	17,971,964	18,150,637	18,331,097	18,513,363
Capacity Fees	1,919,786	1,848,704	1,848,704	1,867,191	1,885,863	1,904,722	1,961,864	2,020,720
Investment Earnings	235,473	134,424	124,727	95,256	76,296	67,840	61,130	56,853
Rents	20,000	5,150	5,150	5,150	5,150	5,150	5,150	5,150
Miscellaneous	36,865	-	3,900	-	-	-	-	-
Total Revenues	20,785,829	19,079,272	19,582,993	24,012,656	21,314,273	21,628,349	20,359,241	21,471,086
Transfers In								
Wastewater	1,007,427	1,798,013	1,757,246	1,788,419	1,474,622	1,561,598	1,620,485	1,528,171
Reclaimed Water	42,927	138,228	125,861	132,227	95,884	87,562	81,612	68,328
Stormwater	6,281	7,146	11,387	182,899	118,898	144,239	133,780	167,655
Total Transfers In	1,056,635	1,943,387	1,894,494	2,103,545	1,689,404	1,793,399	1,835,877	1,764,154
Total Sources of Funds	47,210,742	47,907,399	46,422,956	45,167,472	38,262,825	36,989,705	34,421,122	34,605,889
Uses of Funds								
Expenditures								
Operating	10,571,483	11,763,669	11,763,669	11,906,455	10,866,200	11,084,200	11,307,500	11,536,800
Indirect	1,712,061	1,847,561	1,847,561	1,755,183	1,772,700	1,790,400	1,808,300	1,826,400
Capital	7,576,958	22,753,656	11,237,326	12,895,503	10,085,750	10,119,750	8,169,750	9,569,750
Contingency	-	1,000,000	-	1,000,000	-	-	-	-
Total Expenditures	19,860,502	37,364,886	24,848,556	27,557,141	22,724,650	22,994,350	21,285,550	22,932,950
Debt Service	2,317,499	2,438,184	2,438,184	2,351,183	1,970,218	1,769,351	1,764,923	1,766,669
Total Debt Service	2,317,499	2,438,184	2,438,184	2,351,183	1,970,218	1,769,351	1,764,923	1,766,669
Transfers Out								
General Fund	87,272	84,945	84,945	-	-	-	-	-
Total Transfers Out	87,272	84,945	84,945	-	-	-	-	-
Total Uses of Funds	22,265,273	39,888,015	27,371,685	29,908,324	24,694,868	24,763,701	23,050,473	24,699,619
Ending Fund Balance	\$ 24,945,469	8,019,384	19,051,271	15,259,148	13,567,957	12,226,004	11,370,649	9,906,270

City of Flagstaff
Wastewater Fund
Five Year Plan 2023-2027

	Actual 2020-2021	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Sources of Funds								
Beginning Fund Balance	\$ 16,686,214	20,285,709	23,641,334	22,480,142	17,939,208	16,164,022	10,433,461	3,251,586
Revenues								
Wastewater	10,928,522	10,769,398	10,871,220	10,878,542	10,987,281	11,097,109	11,208,033	11,320,067
Capacity Fees	3,076,521	1,212,000	1,852,930	1,224,120	1,236,361	1,248,725	1,286,187	1,324,773
Investment Earnings	165,549	202,857	145,000	112,000	90,000	81,000	52,000	16,000
Miscellaneous	189,327	-	28,696	-	-	-	-	-
Other Financing Sources	-	-	-	3,750,000	2,788,779	4,100,000	1,000,000	1,500,000
Total Revenues	14,359,919	12,184,255	12,897,846	15,964,662	15,102,421	16,526,834	13,546,220	14,160,840
Total Sources of Funds	31,046,133	32,469,964	36,539,180	38,444,804	33,041,629	32,690,856	23,979,681	17,412,426
Uses of Funds								
Expenditures								
Operating	3,908,169	4,736,752	4,736,752	4,788,689	4,612,500	4,699,400	4,788,600	4,879,800
Indirect	689,766	655,902	655,902	623,107	629,300	635,600	642,000	648,400
Capital	905,029	9,683,341	4,748,258	10,372,429	7,755,894	12,812,000	11,062,000	4,462,000
Contingency	-	800,000	-	800,000	-	-	-	-
Total Expenditures	5,502,964	15,875,995	10,140,912	16,584,225	12,997,694	18,147,000	16,492,600	9,990,200
Debt Service	894,408	2,160,880	2,160,880	2,132,952	2,405,291	2,548,797	2,615,010	2,731,664
Total Debt Service	894,408	2,160,880	2,160,880	2,132,952	2,405,291	2,548,797	2,615,010	2,731,664
Transfers Out								
Drinking Water	1,007,427	1,798,013	1,757,246	1,788,419	1,474,622	1,561,598	1,620,485	1,528,171
Total Transfers Out	1,007,427	1,798,013	1,757,246	1,788,419	1,474,622	1,561,598	1,620,485	1,528,171
Total Uses of Funds	7,404,799	19,834,888	14,059,038	20,505,596	16,877,607	22,257,395	20,728,095	14,250,035
Ending Fund Balance	\$ 23,641,334	12,635,076	22,480,142	17,939,208	16,164,022	10,433,461	3,251,586	3,162,391

City of Flagstaff
Reclaimed Water Fund
Five Year Plan 2023-2027

	Actual 2020-2021	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Sources of Funds								
Beginning Fund Balance	\$ 1,758,672	1,986,685	2,468,246	2,486,116	2,152,579	1,839,816	1,929,911	1,985,407
Revenues								
Reclaimed Water	1,453,038	1,046,439	1,067,516	1,068,158	1,068,158	1,068,158	1,068,158	1,068,158
Investment Earnings	16,088	9,933	12,341	12,431	10,763	9,199	9,650	9,927
Other Financing Sources	-	-	-	850,000	1,000,000	1,500,000	900,000	-
Total Revenues	1,469,126	1,056,372	1,079,857	1,930,589	2,078,921	2,577,357	1,977,808	1,078,085
Total Sources of Funds	3,227,798	3,043,057	3,548,103	4,416,705	4,231,500	4,417,173	3,907,719	3,063,492
Uses of Funds								
Expenditures								
Operating	355,340	600,592	600,592	439,892	448,100	456,300	464,600	473,100
Indirect Costs	69,339	70,534	70,534	67,007	67,700	68,400	69,100	69,800
Capital	291,946	1,179,009	265,000	1,575,000	1,700,000	1,675,000	1,035,000	360,000
Contingency	-	50,000	-	50,000	-	-	-	-
Total Expenditures	716,625	1,900,135	936,126	2,131,899	2,215,800	2,199,700	1,568,700	902,900
Debt Service	-	-	-	-	80,000	200,000	272,000	272,000
Total Debt Service	-	-	-	-	80,000	200,000	272,000	272,000
Transfers Out								
Drinking Water	42,927	138,228	125,861	132,227	95,884	87,562	81,612	68,328
Total Transfers Out	42,927	138,228	125,861	132,227	95,884	87,562	81,612	68,328
Total Uses of Funds	759,552	2,038,363	1,061,987	2,264,126	2,391,684	2,487,262	1,922,312	1,243,228
Ending Fund Balance	\$ 2,468,246	1,004,694	2,486,116	2,152,579	1,839,816	1,929,911	1,985,407	1,820,264

City of Flagstaff
Stormwater Fund
Five Year Plan 2023-2027

	Actual 2020-2021	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Sources of Funds								
Beginning Fund Balance	\$ 2,667,685	(10,136,653)	(10,157,940)	5,471,083	4,026,045	3,200,109	2,456,601	2,144,284
Revenues								
Intergovernmental	129,843	1,480,630	7,332,932	1,500,000	900,000	2,850,000	1,913,000	1,988,000
Stormwater	4,353,907	4,282,424	4,282,424	4,325,248	4,368,500	4,412,185	4,456,307	4,500,870
User Fees	60,340	28,519	28,519	29,232	29,963	30,712	31,480	32,267
Permits	810	915	915	938	961	985	1,010	1,035
Investment Earnings	3,870	-	-	27,355	20,130	16,001	12,283	10,721
Other Financing Sources	-	18,000,000	24,000,000	22,900,000	-	-	-	-
Total Revenues	4,548,770	23,792,488	35,644,790	28,782,773	5,319,554	7,309,883	6,414,080	6,532,893
Total Sources of Funds	7,216,455	13,655,835	25,486,850	34,253,856	9,345,599	10,509,992	8,870,681	8,677,177
Uses of Funds								
Expenditures								
Operating	821,285	1,211,885	9,561,885	1,345,515	1,011,398	1,038,016	1,065,390	1,093,542
Indirect	156,842	244,102	244,102	231,897	237,694	243,636	249,727	255,970
Capital	16,389,987	8,396,706	9,935,893	26,615,000	2,025,000	3,875,000	2,525,000	2,775,000
Contingency	-	300,000	-	300,000	-	-	-	-
Total Expenditures	17,368,114	10,152,693	19,741,880	28,492,412	3,274,092	5,156,652	3,840,117	4,124,512
Debt Service	-	1,205,000	262,500	1,552,500	2,752,500	2,752,500	2,752,500	2,752,500
Transfers Out								
Drinking Water	6,281	7,146	11,387	182,899	118,898	144,239	133,780	167,655
Total Transfers Out	6,281	7,146	11,387	182,899	118,898	144,239	133,780	167,655
Total Uses of Funds	17,374,395	11,364,839	20,015,767	30,227,811	6,145,490	8,053,391	6,726,397	7,044,667
Ending Fund Balance	\$ (10,157,940)	2,290,996	5,471,083	4,026,045	3,200,109	2,456,601	2,144,284	1,632,510

City of Flagstaff
Solid Waste Fund
Five Year Plan 2023-2027

	Actual 2020-2021	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Sources of Funds								
Beginning Fund Balance	\$ 22,292,007	21,494,195	22,724,377	18,527,081	15,238,783	15,640,683	17,174,724	19,078,829
Revenues								
Solid Waste	12,971,880	13,053,187	14,005,015	13,741,358	14,299,012	15,002,856	15,530,082	15,835,155
Investment Earnings	106,988	81,821	81,821	93,043	76,173	78,306	99,208	110,374
Miscellaneous	8,124	840,000	850,000	840,000	-	-	-	-
Total Revenues	13,113,492	13,975,008	14,936,836	14,674,401	14,375,185	15,081,162	15,629,290	15,945,529
Transfers In								
Tourism	63,570	-	-	63,570	63,570	63,570	63,570	63,570
Total Transfers In	63,570	-	-	63,570	63,570	63,570	63,570	63,570
Total Sources of Funds	35,469,069	35,469,203	37,661,213	33,265,052	29,677,538	30,785,415	32,867,584	35,087,928
Uses of Funds								
Expenditures								
Operating	9,096,452	9,280,545	9,280,545	9,488,038	9,457,938	9,741,464	10,033,499	10,334,294
Indirect	1,224,444	1,303,998	1,303,998	1,238,798	1,269,768	1,301,512	1,334,050	1,367,401
Capital	1,655,135	8,229,185	8,229,185	6,484,000	2,990,000	2,245,000	2,100,000	1,905,000
Contingency	-	500,000	-	500,000	-	-	-	-
Total Expenditures	11,976,031	19,313,728	18,813,728	17,710,836	13,717,706	13,287,976	13,467,549	13,606,695
Debt Service	668,661	219,569	219,569	215,719	217,794	219,719	216,569	218,344
Transfers Out:								
SEMS	100,000	100,835	100,835	99,714	101,355	102,996	104,637	106,278
Total Transfers Out	100,000	100,835	100,835	99,714	101,355	102,996	104,637	106,278
Total Uses of Funds	12,744,692	19,634,132	19,134,132	18,026,269	14,036,855	13,610,691	13,788,755	13,931,317
Ending Fund Balance	\$ 22,724,377	15,835,071	18,527,081	15,238,783	15,640,683	17,174,724	19,078,829	21,156,611

City of Flagstaff
Sustainability and Environmental Management Fund
Five Year Plan 2023-2027

	Actual 2020-2021	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Sources of Funds								
Beginning Fund Balance	\$ 612,698	1,088,077	1,094,134	1,251,059	1,318,518	1,454,455	1,574,531	1,679,066
Revenues								
Environmental Management	1,212,258	1,213,478	1,213,478	1,225,551	1,237,745	1,250,061	1,262,500	1,275,063
Intergovernmental	14,997	-	-	3,605,000	-	-	-	-
Investment Earnings	7,152	5,000	5,000	6,000	7,000	7,000	8,000	8,000
Miscellaneous	100	-	-	-	-	-	-	-
Total Revenues	1,234,507	1,218,478	1,218,478	4,836,551	1,244,745	1,257,061	1,270,500	1,283,063
Transfers In								
General Fund	170,767	925,708	1,150,708	659,549	164,335	169,265	174,343	179,573
Beautification	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Solid Waste	100,000	100,835	100,835	99,714	101,355	102,996	104,637	106,278
Total Transfers In	300,767	1,056,543	1,281,543	789,263	295,690	302,261	308,980	315,851
Total Sources of Funds	2,147,972	3,363,098	3,594,155	6,876,873	2,858,953	3,013,777	3,154,011	3,277,980
Uses of Funds								
Expenditures								
Operating	866,757	1,517,481	1,742,481	5,290,271	1,160,462	1,189,109	1,218,555	1,248,820
Indirect	187,037	250,615	250,615	238,084	244,036	250,137	256,390	262,800
Capital	44	350,000	350,000	-	-	-	-	-
Contingency	-	30,000	-	30,000	-	-	-	-
Total Expenditures	1,053,838	2,148,096	2,343,096	5,558,355	1,404,498	1,439,246	1,474,945	1,511,620
Total Uses of Funds	1,053,838	2,148,096	2,343,096	5,558,355	1,404,498	1,439,246	1,474,945	1,511,620
Ending Fund Balance	\$ 1,094,134	1,215,002	1,251,059	1,318,518	1,454,455	1,574,531	1,679,066	1,766,360

City of Flagstaff
Airport Fund
Five Year Plan 2023-2027

	Actual 2020-2021	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Sources of Funds								
Beginning Fund Balance	\$ 321,948	1,443,843	1,726,930	1,908,176	1,399,294	2,325,754	1,927,751	2,476,660
Revenues								
Intergovernmental	4,020,541	22,593,524	13,434,144	37,257,638	18,429,399	5,005,300	477,650	5,254,532
Airport	958,392	1,158,025	1,645,137	1,175,390	1,193,020	1,210,920	1,229,080	1,229,080
Rents	590,964	927,096	845,526	1,032,999	1,050,467	1,068,269	1,086,418	1,092,852
Passenger Facility Charges	375,725	480,000	42,819	480,000	480,000	480,000	480,000	480,000
Parking	-	-	200,000	893,520	986,960	1,083,320	1,103,760	1,124,200
Investment Earnings	12,982	7,000	8,000	9,000	7,000	13,000	11,000	12,000
Miscellaneous	635	1,000	16	1,000	1,000	1,000	1,000	1,000
Total Revenues	5,959,239	25,166,645	16,175,642	40,849,547	22,147,846	8,861,809	4,388,908	9,193,664
Transfers In								
General Fund	1,884,501	2,781,222	2,665,499	-	-	-	-	-
Total Transfers In	1,884,501	2,781,222	2,665,499	-	-	-	-	-
Total Sources of Funds	8,165,688	29,391,710	20,568,071	42,757,723	23,547,140	11,187,563	6,316,659	11,670,324
Uses of Funds								
Expenditures								
Operating	2,094,345	10,316,588	8,935,870	5,112,512	2,554,124	2,608,601	2,664,496	2,670,083
Indirect Costs	332,833	404,956	404,956	384,708	394,326	404,184	414,289	414,289
Capital	3,657,653	14,652,921	6,461,396	33,053,537	17,780,000	5,870,000	500,000	5,500,400
Contingency	-	100,000	-	100,000	-	-	-	-
Total Expenditures	6,084,831	25,474,465	15,802,222	38,650,757	20,728,450	8,882,785	3,578,785	8,584,772
Debt Service								
Debt Service	231,736	231,736	231,736	231,736	231,736	115,868	-	-
Total Debt Service	231,736	231,736	231,736	231,736	231,736	115,868	-	-
Transfers Out								
General Fund	-	2,350,000	2,350,000	2,200,000	-	-	-	-
Debt Service - Pension	122,191	275,937	275,937	275,936	261,200	261,159	261,214	261,145
Total Transfers Out	122,191	2,625,937	2,625,937	2,475,936	261,200	261,159	261,214	261,145
Total Uses of Funds	6,438,758	28,332,138	18,659,895	41,358,429	21,221,386	9,259,812	3,839,999	8,845,917
Ending Fund Balance	\$ 1,726,930	1,059,572	1,908,176	1,399,294	2,325,754	1,927,751	2,476,660	2,824,407

City of Flagstaff
Flagstaff Housing Authority
Five Year Plan 2023-2027

	Actual 2020 - 2021	Budget 2021 - 2022	Estimate 2021 - 2022	Budget 2022 - 2023	2023-2024	2024-2025	2025 - 2026	2026 - 2027
Sources of Funds								
Beginning Fund Balance	\$ 1,579,181	1,635,446	1,976,549	1,998,521	2,352,290	2,295,701	3,043,108	3,858,110
Revenues								
Intergovernmental	6,384,752	8,140,331	7,139,081	9,619,317	8,238,000	8,382,405	8,529,735	8,680,053
Rents and Other Tenant Income	1,347,277	1,275,000	1,275,000	1,400,000	1,470,000	1,543,500	1,620,675	1,701,709
Miscellaneous	1,020,295	395,012	399,196	1,012,220	1,022,342	1,032,567	1,042,894	1,053,323
Total Revenue	8,752,324	9,810,343	8,813,277	12,031,537	10,730,342	10,958,472	11,193,304	11,435,085
Total Sources of Funds	10,331,505	11,445,789	10,789,826	14,030,058	13,082,632	13,254,173	14,236,412	15,293,195
Uses of Funds								
Departments								
Low Income Public Housing	2,144,511	2,137,528	2,137,528	2,204,912	2,226,766	2,248,900	2,271,390	2,294,104
Section 8, MRO, SRO and VASH	5,097,490	5,308,441	5,308,441	7,047,278	7,131,494	7,269,108	7,409,424	7,552,497
Non-HUD Program	46,616	62,140	62,140	48,108	48,589	49,074	49,564	50,059
FHC Pass Thru	359,100	293,196	293,196	386,220	390,082	393,983	397,924	401,903
Contingency	-	1,001,250	-	1,001,250	-	-	-	-
Total Expenditures	7,647,717	8,802,555	7,801,305	10,687,768	9,796,931	9,961,065	10,128,302	10,298,563
Capital Expenditures	707,239	990,000	990,000	990,000	990,000	250,000	250,000	250,000
Total Uses of Funds	8,354,956	9,792,555	8,791,305	11,677,768	10,786,931	10,211,065	10,378,302	10,548,563
Ending Fund Balance	\$ 1,976,549	1,653,234	1,998,521	2,352,290	2,295,701	3,043,108	3,858,110	4,744,632

Mission

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

The mission of the **Public Affairs Section** is to enhance public transparency and accessibility of City activities and foster clear, consistent communication with the public; assist the Mayor, City Council and all City departments with community outreach related to events, activities and issues related to the City and encourage public engagement. Public Affairs also includes Intergovernmental Affairs and the Office of Labor Standards.

Program Description

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

The **Public Affairs Director** provides broad organizational support to the City of Flagstaff on all matters related to outreach, community relations, intergovernmental affairs, special projects and labor standards. Specifically, areas include:

- **Communications** – Providing accurate and proactive information regarding any City matters
 - **Intergovernmental Affairs** – furthers Council's state and federal priorities through legislative efforts
 - **Neighborhood Liaison** – joint position shared by City and Northern Arizona University to improve relationships and address concerns of long-time residents and students
 - **Coordinator** for Indigenous Initiatives – City position to improve Indigenous and non-Indigenous relationships
 - **Office of Labor Standards** - monitors compliance by investigating underpaid wages, unpaid wages and retaliation complaints while developing strategic enforcement and innovative policies to assist in enforcement practices.
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Section 011 - City Manager					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 1,418,780	\$ 1,666,889	\$ 1,666,889	\$ 1,335,137	\$ (331,752)
Contractuals	389,918	658,680	658,680	438,736	(219,944)
Commodities	7,234	24,946	24,946	13,846	(11,100)
Total	\$ 1,815,932	\$ 2,350,515	\$ 2,350,515	\$ 1,787,719	\$ (562,796)
Expenditures by Program:					
General Administration	\$ 1,097,065	\$ 1,490,880	\$ 1,490,880	\$ 1,579,479	\$ 88,599
Public Information	277	-	-	-	-
Customer Service	27,349	138,724	138,724	70,620	(68,104)
City Clerk	320,079	432,781	432,781	-	(432,781)
Elections	259,392	150,000	150,000	-	(150,000)
Minimum Wage Compliance	3,395	24,800	24,800	17,300	(7,500)
Indigenous	76,962	81,030	81,030	84,577	3,547
Neighborhood Liaison	31,413	32,300	32,300	35,743	3,443
Total	\$ 1,815,932	\$ 2,350,515	\$ 2,350,515	\$ 1,787,719	\$ (562,796)
Source of Funding:					
General Fund				\$ 1,348,983	
Library Fund				73,713	
Highway User Revenue Fund				55,597	
Transportation Fund				2,023	
Parking District Fund				7,705	
Water Services Fund				151,134	
Stormwater Fund				12,348	
Solid Waste Fund				91,951	
SEMS Fund				12,333	
Airport Fund				31,932	
				\$ 1,787,719	
Commentary:					
The City Manager section operating budget has decreased by 24%. There are no capital expenditures. The Personnel Services decrease of 20% is mainly due to the City Clerk and Elections programs moving to the new City Clerk division, offset by increases for merits and benefits. The Contractuals decrease of 33% is mainly due to the City Clerk and Elections programs moving to the new City Clerk division, offset by increases to a feasibility study for fire, increased postage for outreach and professional development. Commodities decrease of 44% are mainly due to the City Clerk and Elections programs moving to the new City Clerk division. There is no major capital (>\$10,000).					

Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Administrative Specialist	0	0	1	(1)	0
City Clerk	1	1	1	(1)	0
City Manager	1	1	1	0	1
City Records Coordinator	1	1	1	(1)	0
Community Engagement Specialist	0	0	1	0	1
Coordinator for Indigenous Initiatives	1	1	1	0	1
Deputy City Clerk	1	1	1	(1)	0
Deputy City Manager	2	2	1	0	1
Executive Assistant I	1	1	1	0	1
Executive Assistant III	1	1	1	0	1
Management Analyst	2	2	2	0	2
Public Affairs Director	1	1	1	0	1
Senior Deputy City Manager	0	0	1	0	1
Total	12	12	14	(4)	10

Section 011 - City Manager	
New Personnel:	None
Capital:	None

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Mission

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

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

Program Description

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

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

Section 012 - Human Resources					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 739,515	\$ 888,937	\$ 888,937	\$ 1,041,971	\$ 153,034
Contractuals	85,862	216,611	216,611	153,572	(63,039)
Commodities	49,713	70,742	70,742	65,783	(4,959)
Total	\$ 875,090	\$ 1,176,290	\$ 1,176,290	\$ 1,261,326	\$ 85,036
Expenditures by Program:					
General Administration	\$ 636,004	\$ 631,009	\$ 631,009	\$ 489,116	\$ (141,893)
Recruitment and Selection	52,581	192,939	192,939	386,540	193,601
Benefits	133,223	140,294	140,294	154,533	14,239
Compensation and Classification	880	1,100	1,100	88,543	87,443
Employee Training and Counseling	52,385	206,752	206,752	138,398	(68,354)
Diversity Awareness	17	908	908	908	-
Disability Awareness	-	3,288	3,288	3,288	-
Total	\$ 875,090	\$ 1,176,290	\$ 1,176,290	\$ 1,261,326	\$ 85,036
Source of Funding:					
General Fund				\$ 963,917	
Library Fund				63,456	
Highway User Revenue Fund				39,627	
Parking District Fund				7,431	
Water Services Fund				94,016	
Stormwater Fund				8,670	
Solid Waste Fund				58,212	
SEMS Fund				10,515	
Airport Fund				15,482	
				\$ 1,261,326	
Commentary:					
The Human Resources operating budget has increased by 7%. There are no capital expenditures. The personnel services increase of 17% is mainly due to merits and benefit increases as well as the addition of 1.0 FTE Human Resources Analyst. Contractuals decrease of 29% is mainly due to a prior year one-time expenditure for a compensation study. Commodities decreases of 7% are mainly due to prior year one-time expenditures for copying and printing. There is no major capital (>\$10,000).					

Authorized Personnel/Positions:		Current		Changes	Proposed
Title	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023
Administrative Specialist	1	1	1	0	1
Human Resources Analyst	3	3	3	1	4
Human Resources and Risk Management Directo	1	1	1	0	1
Human Resources Generalist	2	2	2	0	2
Human Resources Manager	2	2	2	0	2
Human Resources Recruiter	1	1	1	0	1
Total	10	10	10	1	11

New Personnel:					
Title	FTE	Total \$ 2022-2023	Potential Offset	Net Cost 2022-2023	Future Cost
Human Resources Analyst	1	\$ 107,404	\$ -	\$ 107,404	\$ 107,404

Capital:	None
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Section 013 - Risk Management					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 203,856	\$ 250,705	\$ 250,705	\$ 250,926	\$ 221
Contractuals	4,430	24,461	24,461	25,193	732
Commodities	1,581	5,066	5,066	4,334	(732)
Total	\$ 209,867	\$ 280,232	\$ 280,232	\$ 280,453	\$ 221
Expenditures by Program:					
General Administration	\$ 209,867	\$ 280,232	\$ 280,232	\$ 280,453	\$ 221
Total	\$ 209,867	\$ 280,232	\$ 280,232	\$ 280,453	\$ 221
Source of Funding:					
General Fund				\$ 205,070	
Library Fund				12,095	
Highway User Revenue Fund				9,015	
Transportation Fund				1,741	
Parking District Fund				1,500	
Water Services Fund				26,370	
Stormwater Fund				1,734	
Solid Waste Fund				16,349	
SEMS Fund				1,990	
Airport Fund				4,589	
				\$ 280,453	
Commentary:					
The Risk Management operating budget has remained flat year over year. There are no capital expenditures. The personnel services remained flat year over year. Merits, benefit and contracted personnel service increase are offset by a prior year one-time retirement payout. Contractuals increase of 3% is due to reallocation of base budget from commodities. Commodities decreases of 14% are due to the reallocation of base budget to contractuals. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023
Risk Management Director	1	1	1	0	1
Risk Management Specialist	1	1	1	0	1
Total	2	2	2	0	2

New Personnel:	None
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Capital:	None
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Mission

Our purpose is to provide you the secure tools to make your job easier tomorrow than it was today.

Program Description

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

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Section 014 - Information Technology					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 1,501,937	\$ 1,857,370	\$ 1,857,370	\$ 2,102,433	\$ 245,063
Contractuals	789,490	1,148,105	1,148,105	1,053,268	(94,837)
Commodities	684,883	1,891,032	1,891,032	1,127,674	(763,358)
Capital	131,461	2,000,000	2,000,000	14,000,000	12,000,000
Total	\$ 3,107,771	\$ 6,896,507	\$ 6,896,507	\$ 18,283,375	\$ 11,386,868
Expenditures by Program:					
General Administration	\$ 375,417	\$ 427,052	\$ 427,052	\$ 322,767	\$ (104,285)
Applications	681,367	911,136	911,136	1,189,828	278,692
Systems	256,556	252,270	252,270	253,219	949
Services	353,699	595,346	595,346	677,049	81,703
Network	367,946	782,009	782,009	728,420	(53,589)
GIS	526,999	568,614	568,614	413,410	(155,204)
IT Non Departmental	332,773	991,320	991,320	327,903	(663,417)
Telecom	53,583	30,500	30,500	163,374	132,874
Security	159,431	338,260	338,260	207,405	(130,855)
IT Fiber Grant	-	2,000,000	2,000,000	14,000,000	12,000,000
Total	\$ 3,107,771	\$ 6,896,507	\$ 6,896,507	\$ 18,283,375	\$ 11,386,868
Source of Funding:					
General Fund				\$ 17,533,157	
Library Fund				76,869	
Highway User Revenue Fund				131,744	
Parking District Fund				17,405	
Water Services Fund				220,933	
Stormwater Fund				54,597	
Solid Waste Fund				136,343	
SEMS Fund				70,373	
Airport Fund				41,954	
				\$ 18,283,375	
Commentary:					
The Information Technology operating budget has decreased by 13%. There are capital expenditures of \$14,000,000, resulting in an overall net increase of 165%. The personnel services increase of 13% is mainly due to merits and benefit increases as well as the addition of 1.0 FTE IT Administrator and 1.0 FTE IT Analyst. The contractuals decrease of 8% is mainly due to prior year one-time expenditures for computer equipment maintenance, licensing and streaming services. Commodities decreased by 40% and is mainly due to prior year one-time expenditures for computer equipment, software purchases and network security. There is major capital (>\$10,000) which includes fiber projects (\$14,000,000).					

Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
IT Administrator	4	5	6	1	7
IT Analyst	4	3	4	1	5
IT Director	1	1	1	0	1
IT Information Security Officer	1	1	1	(1)	0
IT Manager	4	4	3	0	3
IT Deputy Director	0	0	1	0	1
IT Specialist	2	2	2	0	2
IT Technician	1	1	1	0	1
Total	17	17	19	1	20

Section 014 - Information Technology					
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New Personnel:					
Title	FTE	Total \$ 2022-2023	Potential Offset	Net Cost 2022-2023	Future Cost
IT Administrator	1	\$ 114,168	\$ -	\$ 114,168	\$ 114,168
IT Analyst	1	107,404	31,440	75,964	75,964

Capital:	
Description	Amount
Fiber Projects	\$ 14,000,000
	<u>\$ 14,000,000</u>

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Mission

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

Program Description

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

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Section 015 - City Attorney					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 1,966,292	\$ 2,128,985	\$ 2,128,985	\$ 2,326,253	\$ 197,268
Contractuals	41,882	44,158	44,158	53,403	9,245
Commodities	23,918	30,995	30,995	31,987	992
Total	\$ 2,032,092	\$ 2,204,138	\$ 2,204,138	\$ 2,411,643	\$ 207,505
Expenditures by Program:					
General Administration	\$ 163,359	\$ 166,800	\$ 166,800	\$ 170,454	\$ 3,654
Council and Department Support	1,022,169	1,048,799	1,048,799	1,120,453	71,654
Police Court	822,540	982,939	982,939	1,115,336	132,397
Victim's Rights Grant	-	5,600	5,600	5,400	(200)
ACJC COVID Emergency Grant	24,024	-	-	-	-
Total	\$ 2,032,092	\$ 2,204,138	\$ 2,204,138	\$ 2,411,643	\$ 207,505
Source of Funding:					
	General Fund			\$ 1,950,526	
	Library Fund			46,326	
	Highway User Revenue Fund			44,814	
	Transportation Fund			64,922	
	Parking District Fund			6,555	
	Water Services Fund			157,014	
	Stormwater Fund			7,498	
	Solid Waste Fund			97,651	
	SEMS Fund			7,943	
	Airport Fund			28,394	
				\$ 2,411,643	
Commentary:					
The City Attorney's operating budget has increased by 9%. There are no capital expenditures. The personnel services increase of 9% is mainly due to merits and benefit increases as well as impacts from the compensation study implementation. Contractuals increase of 21% is mainly due to increases for registration and travel. Commodities increase of 3% is mainly due to subscription fees. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023
Administrative Specialist	3	4	4	0	4
Administrative Specialist Lead Worker	1	1	0	0	0
Assistant City Attorney I	3	4	0	0	0
Assistant City Attorney III	0	0	4	0	4
City Attorney	1	1	1	0	1
City Prosecutor	1	1	1	0	1
Deputy City Attorney	1	1	1	0	1
Executive Assistant	0	1	0	0	0
Executive Assistant I	0	0	1	0	1
Executive Assistant II	0	0	1	0	1
Legal Assistant	1	0	0	0	0
Senior Assistant City Attorney I	4	4	0	0	0
Senior Assistant City Attorney III	0	0	4	0	4
Water Attorney	1	1	1	0	1
Total	16	18	18	0	18

New Personnel:	None
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Capital:	None
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Mission

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

Program Description

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

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Section 016 - Municipal Court					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 2,318,970	\$ 2,664,420	\$ 2,664,420	\$ 2,684,780	\$ 20,360
Contractuals	958,609	1,123,136	1,123,136	1,133,461	10,325
Commodities	59,711	121,605	121,605	107,695	(13,910)
Total	\$ 3,337,290	\$ 3,909,161	\$ 3,909,161	\$ 3,925,936	\$ 16,775
Expenditures by Program:					
General Administration	\$ 950,545	\$ 1,147,189	\$ 1,147,189	\$ 1,010,935	\$ (136,254)
Court Services	765,531	796,138	796,138	950,863	154,725
Record Management	63,798	69,748	69,748	3,590	(66,158)
Court Enforcement	438,645	551,761	551,761	587,594	35,833
Warrant Division	301,100	339,855	339,855	352,971	13,116
Court Operations	256,411	345,871	345,871	403,339	57,468
Judicial Services	552,938	644,689	644,689	616,644	(28,045)
Court Security Imp COVID-19 Grant	8,322	13,910	13,910	-	(13,910)
Total	\$ 3,337,290	\$ 3,909,161	\$ 3,909,161	\$ 3,925,936	\$ 16,775
Source of Funding:					
General Fund				\$ 3,925,936	
				\$ 3,925,936	
Commentary:					
The Municipal Court operating budget has remained relatively flat. There are no capital expenditures. The personnel services increase of 1% is mainly due to merit and benefit increases offset by the completion of a grant. The contractuals remained relatively flat. Commodities decreased by 11% mainly due to the completion of a grant. There is no major capital (>\$10,000).					

Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Administrative Assistant	3	3	0	0	0
Collection Specialist	3	3	3	0	3
Court Administrator	1	1	1	0	1
Court Assistant	0	0	3	0	3
Court Finance Specialist	0.8	0.8	0.8	0	0.8
Court Information Systems Coordinator	2	2	2	0	2
Court Interpreter	1	1	1	0	1
Court Judicial Specialist	8.25	8.25	0	0	0
Court Judicial Specialist I	0	0	2	0	1.75
Court Judicial Specialist II	0	0	7	0	6.5
Court Training Specialist	1	1	1	0	1
Deputy Court Administrator	2	2	2	0	2
Jury Services Specialist	1	1	1	0	1
Magistrate	2	2	2	0	2
On-Call Magistrate	0.5	0.5	0.5	0	0.5
Presiding Magistrate	1	1	1	0	1
Probation Service Officer	1	1	1	0	1
Warrant Officer	2	2	2	0	2
Total	29.55	29.55	29.55	0	29.55

New Personnel:	None
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Capital:	None
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Mission

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

Program Description

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

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Section 017 - City Clerk Division					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ -	\$ -	\$ -	\$ 384,729	\$ 384,729
Contractuals	-	-	-	467,245	467,245
Commodities	-	-	-	10,600	10,600
Total	\$ -	\$ -	\$ -	\$ 862,574	\$ 862,574
Expenditures by Program:					
City Clerk	\$ -	\$ -	\$ -	\$ 462,574	\$ 462,574
Elections	-	-	-	400,000	400,000
Total	\$ -	\$ -	\$ -	\$ 862,574	\$ 862,574
Source of Funding:					
General Fund				\$ 862,574	
				\$ 862,574	
Commentary:					
The City Clerk division is new in FY 2022-2023. Comparing the program year over year, the City Clerk operating budget has increased by 48%. There are no capital expenditures. The personnel services increase of 11% is mainly due to the reorganization of the program to a division, merits and benefit increases. The contractuals increase of 107% is mainly due to a one-time increase for elections. Commodities remained flat. There is no major capital.					

Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Administrative Specialist	0	0	0	1	1
City Clerk	0	0	0	1	1
City Records Coordinator	0	0	0	1	1
Deputy City Clerk	0	0	0	1	1
Total	0	0	0	4	4

New Personnel:	None
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Capital:	None
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Mission

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

Program Description

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

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Section 031 - Management Services					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 266,500	\$ 292,076	\$ 292,076	\$ 306,895	\$ 14,819
Contractuals	3,566	12,274	12,274	12,274	-
Commodities	160	1,000	1,000	1,000	-
Total	\$ 270,226	\$ 305,350	\$ 305,350	\$ 320,169	\$ 14,819
Expenditures by Program:					
General Administration	\$ 270,226	\$ 305,350	\$ 305,350	\$ 320,169	\$ 14,819
Total	\$ 270,226	\$ 305,350	\$ 305,350	\$ 320,169	\$ 14,819
Source of Funding:					
General Fund				\$ 320,169	
				\$ 320,169	
Commentary:					
The Management Services operating budget has increased by 5%. There are no capital expenditures. The personnel services increase of 5% is mainly due to a merits and benefit increases. Contractuals and commodities remained flat year over year. There is no major capital (>\$10,000).					

Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Management Services Director	1	1	1	0	1
Financial Systems Analyst	1	1	1	0	1
Total	2	2	2	0	2

New Personnel:	None
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Capital:	None
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Mission

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

Program Description

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

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Section 032 - Purchasing					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 854,949	\$ 949,373	\$ 949,373	\$ 701,435	\$ (247,938)
Contractuals	20,558	30,289	30,289	11,627	(18,662)
Commodities	27,292	19,535	19,535	16,600	(2,935)
Total	\$ 902,799	\$ 999,197	\$ 999,197	\$ 729,662	\$ (269,535)
Expenditures by Program:					
General Administration	\$ 122	\$ -	\$ -	\$ -	\$ -
Purchasing	552,018	648,855	648,855	729,662	80,807
Warehouse	12,465	-	-	-	-
Grants and Contracts Management	338,194	350,342	350,342	-	(350,342)
Total	\$ 902,799	\$ 999,197	\$ 999,197	\$ 729,662	\$ (269,535)
Source of Funding:					
General Fund				\$ 387,556	
Library Fund				68,329	
Highway User Revenue Fund				13,245	
Transportation Fund				43,839	
Parking District Fund				5,706	
Water Services Fund				74,138	
Stormwater Fund				27,346	
Solid Waste Fund				16,892	
SEMS Fund				39,045	
Airport Fund				53,566	
				\$ 729,662	
Commentary:					
The Purchasing operating budget has decreased by 27%. There are no capital expenditures. The personnel services decrease of 26% is mainly due merit and benefit increases offset by the Grants and Contracts Management program moving to the new Grants, Contracts and Emergency Management section. Contractuals decrease of 62% is mainly due to the Grants and Contracts Management program moving to the new Grants, Contracts and Emergency Management section. Commodities decrease of 15% is mainly due to the Grants and Contracts Management program moving to the new Grants, Contracts and Emergency Management section. There is no major capital (>\$10,000).					

Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Administrative Specialist	1	1	1	0	1
Buyer	1	1	2	0	2
Contract Specialist	1	1	1	(1)	0
Finance Clerk	1	0	0	0	0
Grants and Contracts Assistant	0	1	1	(1)	0
Grants and Contracts Manager	1	1	1	(1)	0
Grants Specialist	1	1	1	(1)	0
Purchasing Director	1	1	1	0	1
Purchasing Manager	1	1	1	0	1
Procurement Specialist	2	2	0	0	0
Procurement Specialist Senior	0	0	2	0	2
Total	10	10	11	(4)	7

New Personnel:	None
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Capital:	None
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Mission

The mission of the Revenue section is to ensure the City is accurately billing and collecting City revenues and to ensure that customers and the City are complying with all applicable local, state and federal rules and regulations.

Program Description

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

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Section 033 - Revenue					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 1,070,890	\$ 1,436,006	\$ 1,436,006	\$ 1,603,185	\$ 167,179
Contractuals	414,624	443,114	443,114	559,114	116,000
Commodities	13,509	157,584	157,584	(26,022)	(183,606)
Total	\$ 1,499,023	\$ 2,036,704	\$ 2,036,704	\$ 2,136,277	\$ 99,573
Expenditures by Program:					
General Administration	\$ 72,673	\$ 437,338	\$ 437,338	\$ 387,159	\$ (50,179)
Auditing	13,657	-	-	-	-
Customer Service	701,931	788,629	788,629	893,278	104,649
Billing and Collections	349,110	360,807	360,807	391,041	30,234
Print and Mail Services	242	-	-	-	-
Meter Services	326,914	339,615	339,615	375,976	36,361
Copy Mail Center	34,496	110,315	110,315	1,887	(108,428)
Licensing	-	-	-	86,936	86,936
Total	\$ 1,499,023	\$ 2,036,704	\$ 2,036,704	\$ 2,136,277	\$ 99,573
Source of Funding:					
General Fund				\$ 315,450	
Library Fund				8,090	
Highway User Revenue Fund				5,849	
Transportation Fund				49,945	
Parking District Fund				516	
Water Services Fund				1,215,807	
Stormwater Fund				106,043	
Solid Waste Fund				366,590	
SEMS Fund				27,259	
Airport Fund				40,728	
				\$ 2,136,277	
Commentary:					
The Revenue operating budget has increased by 5%. There are no capital expenditures. The personnel services increase of 12% is mainly due to a merits and benefit increases. Contractuals increase of 26% is mainly due to an increase in credit card fees associated with municipal bill processing and a one-time expenditure for miscellaneous services. Commodities decrease of 117% is mainly due to prior year one-time expenditures for computer software, computer equipment and the copy center reserve. There is no major capital (>\$10,000).					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023
Administrative Specialist	6	5	0	0	0
Billing and Collections Manager	1	1	1	0	1
Billing Specialist	2	2	2	0	2
Collections Specialist	1	1	1	0	1
Customer Services Manager	1	1	1	0	1
Customer Service Representative I	0	0	2	0	2
Customer Service Representative Senior	0	0	3	0	3
Customer Services Supervisor	1	1	1	0	1
Finance Specialist	1	1	1	0	1
Licensing Specialist	0	1	1	0	1
Meter Technician I	2	2	2	0	2
Meter Technician II	2	2	2	0	2
Meter Technician Supervisor	1	1	1	0	1
Revenue Analyst/Auditor	0	1	1	0	1
Revenue Director	1	1	1	0	1
Total	19	20	20	0	20

New Personnel:	None
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Capital:	None
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Mission

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

Program Description

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

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Section 034 - Finance					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 1,345,251	\$ 1,593,591	\$ 1,593,591	\$ 1,432,073	\$ (161,518)
Contractuals	33,416	38,805	38,805	65,045	26,240
Commodities	6,571	28,455	28,455	28,455	-
Total	\$ 1,385,238	\$ 1,660,851	\$ 1,660,851	\$ 1,525,573	\$ (135,278)
Expenditures by Program:					
General Administration	\$ 134,203	\$ 162,881	\$ 162,881	\$ 147,797	\$ (15,084)
Accounting	654,654	732,915	732,915	793,483	60,568
Payroll	502,837	662,328	662,328	508,934	(153,394)
Accounts Payable	93,516	102,727	102,727	75,359	(27,368)
Grants Management	28	-	-	-	-
Total	\$ 1,385,238	\$ 1,660,851	\$ 1,660,851	\$ 1,525,573	\$ (135,278)
Source of Funding:					
General Fund				\$ 965,146	
Library Fund				111,512	
Highway User Revenue Fund				58,908	
Transportation Fund				38,662	
Parking District Fund				5,116	
Water Services Fund				182,386	
Stormwater Fund				13,241	
Solid Waste Fund				66,198	
SEMS Fund				44,315	
Airport Fund				40,089	
				\$ 1,525,573	
Commentary:					
The Finance operating budget has decreased by 8%. There are no capital expenditures. The personnel services decrease of 10% is mainly due merits and benefit increases offset by a decrease in contracted personnel services. Contractuals increase of 68% is mainly due to one-time expenditures for GASB87 lease implementation. Commodities remained flat year over year. There is no major capital (>\$10,000).					

Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Accountant	4	4	2	0	2
Accountant Senior	0	0	2	0	2
Accounts Specialist	1	1	0	0	0
Assistant Finance Director	1	1	1	0	1
Assistant Finance Manager	1	1	1	0	1
Finance Clerk	2	2	2	0	2
Finance Director	1	1	1	0	1
Finance Specialist	1	1	2	0	2
Finance Specialist (Temp)	0.5	0.5	0.5	0	0.5
Payroll Coordinator	1	1	1	0	1
Payroll Manager	1	1	1	0	1
Payroll Specialist	2	1	1	0	1
Total	15.25	14.5	14.5	0	14.5

New Personnel:	None
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Capital:	None
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Mission

The mission of the **Grants, Contracts and Emergency Management section** is to support the goals and objectives of the City by delivering consistent and professional grants and contract management support to all employees in accordance with all applicable local, state, and federal rules and regulations while maintaining the highest ethical standards.

Program Description

The objective of the **Grants, Contracts and Emergency Management section** is to provide centralized Grants, Contracts and Emergency Management programs support by maximizing value for City dollars spent, successful grant management of funds received and assuring contractual adherence, and Emergency Management coordination for preparedness, response, recovery, and mitigation efforts. Grant management is accomplished by providing pre and post award management, complying with grant requirements and reporting for city-wide grants. Contractual adherence is accomplished by actively cataloging, monitoring, and tracking all city-wide contracts to ensure milestones and deadlines are met and revenues are captured. Provide emergency management to assist in emergency planning, training, analysis, and readiness for all city divisions.

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Section 039 - Grants, Contracts and Emergency Management					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ -	\$ -	\$ -	\$ 597,160	\$ 597,160
Contractuals	-	-	-	18,662	18,662
Commodities	-	-	-	2,958	2,958
Total	\$ -	\$ -	\$ -	\$ 618,780	\$ 618,780
Expenditures by Program:					
Grants and Contracts Management	\$ -	\$ -	\$ -	\$ 512,366	\$ 512,366
Emergency Management	-	-	-	106,414	106,414
Total	\$ -	\$ -	\$ -	\$ 618,780	\$ 618,780
Source of Funding:					
General Fund				\$ 618,780	
				\$ 618,780	
Commentary:					
The Grants, Contracts and Emergency Management section is a new section in FY 2022-2023. There are no capital expenditures. The personnel services increased mainly due to merit and benefit increases as well as the addition of 1.0 FTE Emergency Management Administrator and 1.0 FTE Grants and Contracts Administrator. Contractuals and commodities remained flat year over year. There is no major capital (>\$10,000).					
Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Emergency Management Administrator	0	0	0	1	1
Grants and Contracts Administrator	0	0	0	1	1
Grants and Contracts Specialist	0	0	0	3	3
Grants, Contracts and Emergency Management Director	0	0	0	1	1
Total	0	0	0	6	6
New Personnel:					
Title	FTE	Total \$ \$0	Potential Offset	Net Cost \$0	Future Cost
Emergency Management Administrator	1	\$ 107,404	\$ -	\$ 107,404	\$ 107,404
Grants and Contracts Administrator	1	107,404	-	107,404	107,404
Capital:					
None					

Mission

Ensuring exceptional customer service to the community, visitors, and surrounding region.

Vision

Dedicated to life safety and fire protections services.

Program Description

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

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Section 051 - Fire Operations					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 9,346,921	\$ 10,540,641	\$ 10,540,641	\$ 10,471,970	\$ (68,671)
Contractuals	372,517	1,299,300	1,299,300	1,769,649	470,349
Commodities	719,902	944,886	944,886	958,886	14,000
Capital	33,880	1,190,562	1,204,492	5,099,000	3,908,438
Total	\$ 10,473,220	\$ 13,975,389	\$ 13,989,319	\$ 18,299,505	\$ 4,324,116
Expenditures by Program:					
General Administration	\$ 918,284	\$ 1,191,977	\$ 1,191,977	\$ 913,381	\$ (278,596)
Fire Prevention	204,481	184,222	184,222	308,982	124,760
Training	69,275	103,141	103,141	248,298	145,157
Fire Suppression	9,282,638	11,392,630	11,406,560	15,884,149	4,491,519
Wildland Fire	(1,458)	-	-	-	-
Alternate Response Unit	-	1,103,419	1,103,419	944,695	(158,724)
Total	\$ 10,473,220	\$ 13,975,389	\$ 13,989,319	\$ 18,299,505	\$ 4,324,116
Source of Funding:					
General Fund				\$ 18,299,505	
				\$ 18,299,505	
Commentary:					
The Fire Operations operating budget has increased by 3%. There are capital expenditures of \$5,099,000, resulting in an overall net increase of 31%. The personnel services decreased 1% mainly due to merits, benefit increases and compression adjustments, offset by a decrease in Public Safety Pension Retirement System (PSPRS) costs as a result of the unfunded liability being paid off. The contractuals increase of 36% is primarily due to one-time medical equipment replacements. Commodities remained relatively flat. There is major capital (>\$10,000) which includes the purchase of two Quints (\$4,000,000), one type 1 fire engine (\$1,000,000), one rescue vehicle (\$74,000) and other equipment (\$25,000).					

Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Administrative Specialist	2	2	1	0	1
Assistant Fire Marshal	0	0	1	0	1
Deputy Fire Chief	3	3	3	0	3
Fire Battalion Chief	3	3	3	0	3
Fire Captain	21	21	24	0	24
Fire Chief	1	1	1	0	1
Fire Engineer	21	21	21	0	21
Fire Fighter	30	36	36	0	36
Fire Inspector	2	2	1	0	1
Management Analyst	0	0	1	0	1
Regional Fire Training Coordinator	1	1	1	0	1
Wildland Fire Firewise Specialist	1	0	0	0	0
Wildland Fire Manager	1	0	0	0	0
Wildland Fire Supervisor	1	0	0	0	0
Wildland Forest Health Supervisor	1	0	0	0	0
Total	88	90	93	0	93
Note: Fire is approved for thirty-nine paramedic positions between Fire Fighter, Captain and Engineer.					

New Personnel:	None
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Capital:	
Description	Amount
Quint (2)	\$ 4,000,000
Type 1 Fire Engine	1,000,000
Rescue Vehicle	74,000
Other Equipment	25,000
	\$ 5,099,000

Section 052 - Fire Grants					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 826,164	\$ 483,201	\$ 483,201	\$ 454,068	\$ (29,133)
Contractuals	331,858	930,000	930,000	1,500,000	570,000
Commodities	473,509	700,000	700,000	250,000	(450,000)
Capital	-	1,400,000	1,400,000	600,000	(800,000)
Total	\$ 1,631,531	\$ 3,513,201	\$ 3,513,201	\$ 2,804,068	\$ (709,133)
Expenditures by Program:					
General Wildfire Response	\$ (1,230,631)	\$ -	\$ -	\$ -	\$ -
AZ Homeland Security	7,780	-	-	-	-
SAFER	259,780	483,201	483,201	454,068	(29,133)
NAU GFFP Thinning	3,043	-	-	-	-
Misc Fire Reimburseables	937,179	-	-	-	-
Fire-GOHS-2019 EM-007 Emerg Med Svcs Extric Equip	-	-	-	50,000	50,000
Fire - Tribal Gaming	-	400,000	400,000	400,000	-
Fire - DFFM 2020 AZ-State Funded	-	400,000	400,000	400,000	-
Fire - AFG 2020 Quint - Fleet	-	1,400,000	1,400,000	550,000	(850,000)
Fire - AFG 2020 Equip Safety Vests	-	700,000	700,000	250,000	(450,000)
Fire - AFG 2020 Prevention	-	30,000	30,000	200,000	170,000
Fire - WFHF 18-203 #1 Flag Fuels Reduction-Priv Prop	33,808	-	-	500,000	500,000
Fire - WFHF 15-212#2 Flag Fuels Reduction Priv Prop	-	100,000	100,000	-	(100,000)
AZ Cares Public Safety	889,748	-	-	-	-
Fire - FEMA - AFG - Regional Training	197,599	-	-	-	-
Fire - FEMA - AFG Breathing Apparatus	516,000	-	-	-	-
Fire - FEMA - AFG COVID PPE	17,225	-	-	-	-
Total	\$ 1,631,531	\$ 3,513,201	\$ 3,513,201	\$ 2,804,068	\$ (709,133)
Source of Funding:					
General Fund				\$ 2,804,068	
				\$ 2,804,068	
Commentary:					
The Fire Grants operating budget has increased by 4%. There are capital expenditures of \$600,000, resulting in an overall net decrease of 20%. The personnel services decrease of 6% is mainly due to merits and benefit increases, offset by a decrease in Public Safety Pension Retirement System (PSPRS) costs as a result of the unfunded liability being paid off. The contractuals increase of 61% is mainly due to one-time funding to support local and regional projects. Commodities decreased by 64% and is mainly due to prior year one-time expenditures for new safety equipment. There is major capital (>\$10,000) which includes the purchase of one Quint (\$550,000) and safety equipment (\$50,000).					

Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Fire Fighter	6	0	6	0	6
Total	6	0	6	0	6

New Personnel:	None
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Capital:	
Description	Amount
Emergency Medical Extraction Equipment	\$ 550,000
Safety Equipment	50,000
	\$ 600,000

Section 053 - Fire Watershed Protection					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 302,922	\$ 798,829	\$ -	\$ 757,813	\$ (41,016)
Contractuals	8,434	44,800	-	1,229,800	1,185,000
Commodities	52,212	101,850	-	101,850	-
Capital	-	-	-	100,000	100,000
Total	\$ 363,568	\$ 945,479	\$ -	\$ 2,189,463	\$ 1,243,984
Expenditures by Program:					
Fire Watershed Protection	\$ 354,704	\$ 945,479	\$ -	\$ 989,463	\$ 43,984
Fire Grants	-	-	-	1,200,000	1,200,000
Adapted Learning Communities Network	8,864	-	-	-	-
Total	\$ 363,568	\$ 945,479	\$ -	\$ 2,189,463	\$ 1,243,984
Source of Funding:					
Water Resource and Infrastructure Protection Fund				\$ 2,189,463	
				\$ 2,189,463	
Commentary:					
The Fire Watershed Protection operating budget has increased by 121%. There are capital expenditures of \$100,000, resulting in an overall net increase of 132%. The personnel services decrease of 5% is mainly due to merits and benefit increases, offset by a decrease in Public Safety Pension Retirement System (PSPRS) costs as a result of the unfunded liability being paid off. The contractuals increase of 2,645% is mainly due to one-time grant funding for fire survey work. Commodities remained flat year over year. There is major capital (>\$10,000) which includes the purchase of one vehicle replacement (\$55,000) and miscellaneous equipment replacement (\$45,000).					

Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Fire Battalion Chief	0	0	1	0	1
Fire Captain	0	0	1	0	1
Fire Engineer	0	0	1	0	1
Wildland Firewise Specialist	0	1	1	0	1
Wildland Fire Crew Member	0	0	4	(1)	3
Wildland Fire Crew Member Senior	0	0	1	0	1
Wildland Fire Manager	0	1	0	0	0
Wildland Fire Supervisor	0	1	0	0	0
Wildland Forest Health Supervisor	0	1	1	0	1
Total	0	4	10	(1)	9

New Personnel:	None
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Capital:	
Description	Amount
Vehicle Replacement	\$ 55,000
Equipment Replacement	45,000
	\$ 100,000

Mission

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

Vision

We Value Life - Preserving life is our highest priority.

We Value the Constitution - It provides equal and enforceable standards for all.

We Value Integrity - We recognize integrity as the basis for mutual respect and trust.

We Value Service - By providing exemplary service we enhance our credibility and establish trust with the community.

We Value Quality of Life - We value our role in promoting an environment that enables people to preserve or enhance their quality of life through a partnership of shared responsibility and trust.

Program Description

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

Section 061 - Police Operations					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 14,499,265	\$ 15,600,516	\$ 15,600,516	\$ 16,833,312	\$ 1,232,796
Contractuals	2,323,674	2,272,923	2,272,923	2,136,738	(136,185)
Commodities	616,323	914,180	914,180	590,488	(323,692)
Capital	71,830	710,915	710,915	908,000	197,085
Total	\$ 17,511,092	\$ 19,498,534	\$ 19,498,534	\$ 20,468,538	\$ 970,004
Expenditures by Program:					
General Administration	\$ 1,763,888	\$ 2,701,416	\$ 2,701,416	\$ 2,901,371	\$ 199,955
Patrol	9,518,641	9,761,843	9,761,843	10,921,169	1,159,326
Detectives	1,983,908	1,759,933	1,759,933	1,902,690	142,757
Records	711,087	989,662	989,662	919,093	(70,569)
Communications	2,671,348	3,465,759	3,465,759	2,880,908	(584,851)
Special Services	695,385	627,616	627,616	743,090	115,474
Crime and Prevention Training	166,835	192,305	192,305	200,217	7,912
Total	\$ 17,511,092	\$ 19,498,534	\$ 19,498,534	\$ 20,468,538	\$ 970,004
Source of Funding:					
General Fund				\$ 20,468,538	
				\$ 20,468,538	
Commentary:					
The Police Operations operating budget has increased by 4%. There are capital expenditures, resulting in an overall net increase of 5%. The personnel services increase of 8% is mainly due to merits, benefit increases and compression adjustments. Contractuals decrease of 6% is mainly due to prior year one-time expenditures for building and heating and cooling maintenance projects. Commodities decrease of 35% is mainly due to prior year one-time expenditures for computer equipment and the voice over internet program upgrade project. There is major capital (>\$10,000) for this section which includes the replacement of sixteen vehicles (\$693,000), AXON training platform (\$135,000) and incident command vehicle retrofits (\$80,000).					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023
Administrative Specialist	13	13	3	0	3
Animal Control Officer	2	2	2	0	2
Deputy Police Chief	2	2	2	0	2
Evidence Technician	2	2	2	0	2
Police Aides	3	3	3	0	3
Police Chief	1	1	1	0	1
Police Communications Manager	1	1	1	0	1
Police Corporal/Detective	19	19	0	0	0
Police Crime Analyst	1	1	1	0	1
Police Emergency Communication Specialist	24	24	24	0	24
Police Emergency Communication Supervisor	6	6	6	0	6
Police Lieutenant	4	4	4	0	4
Police Officer	72	73	94	0	94
Police Records Lead	0	0	1	0	1
Police Records Supervisor	1	1	1	0	1
Police Records Technician	0	0	9	0	9
Police Sergeant	14	14	14	0	14
Police Special Services Supervisor	1	1	1	0	1
Police Support Services Manager	1	1	1	0	1
Property Control Coordinator	1	1	1	0	1
Police Training Coordinator	1	1	1	0	1
Total	169	170	172	0	172

New Personnel:	None
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Section 061 - Police Operations	
Capital:	
Description	Amount
Vehicle Replacements (16)	\$ 693,000
AXON Training Platform	135,000
Incident Command Vehicles Retrofit	80,000
	<u>\$ 908,000</u>

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Section 062 - Police Grants					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 1,475,868	\$ 611,596	\$ 611,596	\$ 555,997	\$ (55,599)
Contractuals	629,426	646,414	646,414	1,083,050	436,636
Commodities	341,236	960,599	960,599	590,000	(370,599)
Capital	2,992	170,000	170,000	-	(170,000)
Total	\$ 2,449,522	\$ 2,388,609	\$ 2,388,609	\$ 2,229,047	\$ (159,562)
Expenditures by Program:					
Metro Grant	\$ 272,773	\$ 311,902	\$ 311,902	\$ 428,446	\$ 116,544
COPS Hiring Grant	142,685	-	-	-	-
RICO Funds for Police	78,793	56,423	56,423	243,090	186,667
Law Enforcement Officer Reimbursement	10,243	-	-	-	-
GOHS - DUI Enforcement	30,605	273,823	273,823	90,000	(183,823)
RICO/METRO Overtime	45,860	-	-	-	-
Bullet Proof Vest	11,623	20,000	20,000	20,000	-
Homeland Security "SLOT" Overtime	12,881	75,000	75,000	-	(75,000)
Dispatch Services Agreement (NPS)	-	10,000	10,000	5,000	(5,000)
Statewide Gang Task Force(GITEM)	-	229,554	229,554	157,461	(72,093)
10-AZ Home Land Security	-	100,000	100,000	-	(100,000)
AZ Internet Crimes Child	8,572	-	-	20,000	20,000
Edward Byrne Memorial (JAG)	25,761	42,751	42,751	30,000	(12,751)
FY 14 NA Gang Task Force OT	31,572	127,000	127,000	-	(127,000)
RICO-Metro Equipment	90,435	-	-	-	-
RICO-PD Equipment	-	122,210	122,210	-	(122,210)
ATF SLOT Overtime	1,911	41,542	41,542	-	(41,542)
NG 911	508,616	502,000	502,000	550,000	48,000
Text to 911	7,337	25,414	25,414	-	(25,414)
COPS Dream Court	290	4,351	4,351	-	(4,351)
Police Grants	-	200,805	200,805	550,000	349,195
US Marshals Service Grant	12,828	15,000	15,000	15,000	-
ACJC COVID Emergency Grant	32,985	40,500	40,500	-	(40,500)
Community Policing Microgrant - PD	22,669	88,696	88,696	-	(88,696)
AGO - Officer Safety Equipment	31,000	31,000	31,000	-	(31,000)
AZ Cares Public Safety	1,044,298	-	-	-	-
Police - 100 Club Mobile Field Control	20,387	638	638	-	(638)
GSTEP Enforcement-2021-PTS-021	5,398	-	-	-	-
AZDOHS Tactical Robot 200103-02	-	70,000	70,000	-	(70,000)
ADOA 911 GIS	-	-	-	120,050	120,050
Total	\$ 2,449,522	\$ 2,388,609	\$ 2,388,609	\$ 2,229,047	\$ (159,562)
Source of Funding:					
General Fund				\$ 2,229,047	
				\$ 2,229,047	
Commentary:					
Police grants are, in nature, one-time revenues and expenditures as grant funding opportunities arise.					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023
Administrative Specialist	1	1	1	0	1
Police Officer	5	5	3	0	3
Police Sergeant	1	1	1	0	1
Total	7	7	5	0	5

New Personnel:	None
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Capital:	None
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Mission

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

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

Program Description

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

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

Section 101 - Community Development Administration					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 356,714	\$ 420,056	\$ 420,056	\$ 484,903	\$ 64,847
Contractuals	19,877	44,487	44,487	69,487	25,000
Commodities	(15,507)	(51,998)	(51,998)	(51,998)	-
Total	\$ 361,084	\$ 412,545	\$ 412,545	\$ 502,392	\$ 89,847
Expenditures by Program:					
Property Management	\$ 155,149	\$ 128,281	\$ 128,281	\$ 128,036	\$ (245)
General Administration	205,935	284,264	284,264	374,356	90,092
Total	\$ 361,084	\$ 412,545	\$ 412,545	\$ 502,392	\$ 89,847
Source of Funding:					
General Fund				\$ 502,392	
				\$ 502,392	
Commentary:					
The Community Development Administration operating budget has increased by 22%. There are no capital expenditures. The personnel services increase of 15% is mainly due to merit and benefit increases as well as a vacant position budgeted at midpoint. Contractuals increase of 56% is mainly due to facilitation services. Commodities remained flat year over year. There is no major capital (>\$10,000).					

Authorized Personnel/Positions:		Current		Changes	Proposed
Title	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023
Administrative Specialist	1	1	1	0	1
Community Development Director	1	1	1	0	1
Real Estate Manager	1	1	1	0	1
Real Estate Specialist	1	1	1	0	1
Total	4	4	4	0	4

New Personnel:	None
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Capital:	None
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Mission

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

Program Description

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

The **Current Planning Program** is responsible for education, administration and implementation of the adopted Zoning Code and Flagstaff Regional Plan 2030. The program provides single point of contact service to both our clients and our various customers by coordinating City wide conditions and comments through the Inter-Divisional Staff meetings. Current Planning provides customer service to external and internal clients and is the information hub to the Community Development division for all activities that are funneled through the front counter. The front counter receives and disseminates various applications, reviews applications for completeness, provides direct customer support to all, issues permits and reviews applications such as site plans, rezoning and subdivision plats.

The **Comprehensive Planning and Heritage Preservation Program** is responsible for engaging the community to participate in developing long-range plans for the preservation and growth of a sustainable Flagstaff through the creation, adoption and implementation of the Regional Plan and Neighborhood Specific Plans. It also provides technical assistance to City divisions and other government agencies to implement the Regional Plan and execute the duties of Flagstaff as a Certified Local Government under the National Historic Preservation Act. Coordination of the Regional Plan with other City Code updates and the review of development applications is also a priority. This program is also the United States Census contact for the City.

The **Building Safety and Code Compliance Program** is responsible for the education, administration, and enforcement of the provisions of the various International model codes and energy code and adopting changes to Title 4 of City Code for building code amendments regulating construction. This program is also tasked with upholding and ensuring that all City Codes are complied with and followed. The codes enforced include those in zoning, public way and property, police regulation, health and sanitation, business regulations and building regulations. This program consists of a plan review group that reviews both residential and commercial construction plans, and an inspection group which conducts on-site inspections to ensure compliance with applicable codes and ordinances, to abate life safety hazards and unsanitary conditions, and to facilitate future development in the City of Flagstaff. Staff provides our clients with the highest level of progressive interpretation of requirements which assist in problem solving to achieve the clients' goals for timely issuance of construction permits and project completion.

The **Zoning Code Program** is responsible for administering and maintaining a contemporary Zoning and Subdivision Code; incorporating modifications to the codes to promote the implementation of the goals and policies of the Flagstaff Regional Plan and specific plans; and engaging the community to participate in the code modification process. Also, the program coordinates with and provides technical assistance to other City programs with development related codes and policies. Coordinating with other City programs in the enforcement and compliance of the Zoning and Subdivision Code and assisting with modifications and development of the Regional Plan and Specific Plans are also Zoning Code Program priorities.

Section 104 - Planning and Development Services					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 2,417,142	\$ 2,803,040	\$ 2,803,040	\$ 1,480,082	\$ (1,322,958)
Contractuals	543,886	777,270	777,270	471,625	(305,645)
Commodities	42,174	69,371	69,371	34,990	(34,381)
Capital	-	43,000	43,000	-	(43,000)
Total	\$ 3,003,202	\$ 3,692,681	\$ 3,692,681	\$ 1,986,697	\$ (1,705,984)
Expenditures by Program:					
General Administration	\$ 246,644	\$ 297,387	\$ 297,387	\$ 503,678	\$ 206,291
Advanced Planning	351,409	409,893	409,893	524,562	114,669
Building Inspection	1,387,805	1,436,345	1,436,345	-	(1,436,345)
Current Planning	690,317	900,053	900,053	958,457	58,404
Code Compliance	144,701	323,754	323,754	-	(323,754)
Code Compliance-SEMS	159,171	207,783	207,783	-	(207,783)
Zoning Code	10,692	107,466	107,466	-	(107,466)
Sunnyside Historic Preservation Grant	12,463	10,000	10,000	-	(10,000)
Total	\$ 3,003,202	\$ 3,692,681	\$ 3,692,681	\$ 1,986,697	\$ (1,705,984)
Source of Funding:					
General Fund				\$ 1,986,697	
				\$ 1,986,697	
Commentary:					
The Planning and Development Services operating budget has decreased by 46%. There are no capital expenditures. The personnel services decrease of 47% is mainly due to merit, benefit increases, and a temporary over hire offset by the Building Safety and Code Compliance programs reorganization to a section. Contractuals decreases of 39% are mainly due to a land availability and suitability assessment and regional plan consulting services, offset by the Building and Safety and Code Compliance programs reorganization to a section. Commodities decreases of 50% are mainly due to the Building Safety and Code Compliance programs reorganization to a section. There is no major capital (>\$10,000).					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023
Administrative Specialist	1	1	1	0	1
Associate Planner	2	2	2	0	2
Building Inspection Manager	1	1	1	(1)	0
Building Inspector	7	7	7	(7)	0
Building Official	1	1	1	(1)	0
Building Permit Technician	1	1	1	(1)	0
Building Plans Examiner	3	3	3	(3)	0
Code Compliance Manager	1	1	1	(1)	0
Code Compliance Officer I	1	1	1	(1)	0
Code Compliance Officer II	2	2	2	(2)	0
Comprehensive/Neighborhood Planning Mgr	1	1	1	0	1
Current Planning Manager	1	1	1	0	1
Development Services Manager	1	1	1	0	1
Development Services Specialist	1	1	1	0	1
Neighborhood Planner	1	1	1	0	1
Planner	0	0	2	0	2
Planner Senior	0	0	2	0	2
Planning Development Manager	4	4	0	0	0
Planning Director	1	1	1	0	1
Zoning Code Manager	1	1	1	0	1
Total	31	31	31	(17)	14

New Personnel:	None
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Capital:	None
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Mission

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

Program Description

The Housing section administers the Community Development Block Grant Entitlement Program; provides technical assistance to non-profits in the community seeking Federal or State funding to provide services for low or moderate income members of the community; designs and implements new affordable housing programs as funding allows, such as the Community Land Trust Program; works with the greater housing community to develop City policies encouraging private sector solutions for affordable housing; works to encourage development of affordable housing not related to policy; provides information to the community and City Council as requested on affordable and workforce housing issues; and facilitates public participation or provides support for numerous community planning processes and documents.

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Section 105 - Housing					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 386,688	\$ 411,176	\$ 411,176	\$ 395,618	\$ (15,558)
Contractuals	11,246	59,785	59,785	21,658	(38,127)
Commodities	(730)	5,046	5,046	5,046	-
Total	\$ 397,204	\$ 476,007	\$ 476,007	\$ 422,322	\$ (53,685)
Expenditures by Program:					
General Administration	\$ 394,804	\$ 470,907	\$ 470,907	\$ 417,222	\$ (53,685)
Land Trust	2,400	5,100	5,100	5,100	-
Total	\$ 397,204	\$ 476,007	\$ 476,007	\$ 422,322	\$ (53,685)
Source of Funding:					
General Fund				\$ 422,322	
				\$ 422,322	
Commentary:					
The Housing operating budget has decreased by 11%. There are no capital expenditures. The personnel services decrease of 4% is mainly due to a merits and benefit increases offset by a change in payroll distribution. The contractuals decrease of 64% is mainly due to prior year one-time expenditures for the implementation of a public outreach campaign for affordable housing creation and education on emerging housing models. Commodities remained flat year over year. There is no major capital (>\$10,000).					

Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Affordable Housing Development Coordinator	1	0	0	0	0
Assistant Housing Director	0	0	1	0	1
Housing Analyst	1	1	1	0	1
Housing and Grants Administrator	1	1	1	0	1
Housing Director	1	1	1	0	1
Housing Manager	1	1	0	0	0
Housing Project Manager	0.42	1	1	0	1
Housing Rehabilitation Specialist	1	1	0	0	0
Housing Specialist	1	1	1	0	1
Total	7.42	7	6	0	6

New Personnel:	None
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Capital:	None
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Section 106 - Community Housing Services					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ -	\$ -	\$ -	\$ 18,669	\$ 18,669
Contractuals	276,652	1,804,649	1,804,649	795,004	(1,009,645)
Total	\$ 276,652	\$ 1,804,649	\$ 1,804,649	\$ 813,673	\$ (990,976)
Expenditures by Program:					
General Administration	\$ 1,669	\$ 1,006,000	\$ 1,006,000	\$ 388,669	\$ (617,331)
Revolving Loan - General Fund	182,453	185,745	185,745	250,001	64,256
Affordable Housing Incentives	23,055	309,425	309,425	100,001	(209,424)
Affordable Housing Development	-	163,822	163,822	1	(163,821)
Affordable Housing Opportunities /Land Acquisition	2,725	74,044	74,044	1	(74,043)
COF Employer Assistance Housing	66,750	65,613	65,613	75,000	9,387
Total	\$ 276,652	\$ 1,804,649	\$ 1,804,649	\$ 813,673	\$ (990,976)
Source of Funding:					
Housing and Community Services Fund				\$ 813,673	
				\$ 813,673	
Commentary:					
The Community Housing Services operating budget has decreased by 56%. There are no capital expenditures. The increase of 100% for personnel services is due to 25% of the Housing Navigator position. The contractuals decrease of 56% is mainly due to prior year one-time expenditures for homebuyer assistance, employer assisted housing and incentives for developers to create affordable housing. There are no commodities or major capital (>\$10,000).					
Authorized Personnel/Positions: None					
New Personnel: None					
Capital: None					

Section 107 - Community Housing Grants					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Contractuals	\$ -	\$ 900,000	\$ 900,000	\$ 780,000	\$ (120,000)
Total	\$ -	\$ 900,000	\$ 900,000	\$ 780,000	\$ (120,000)
Expenditures by Program:					
AZ Housing Trust Funds	\$ -	\$ 450,000	\$ 450,000	\$ 330,000	\$ (120,000)
Home Grant Rehab	-	450,000	450,000	450,000	-
Total	\$ -	\$ 900,000	\$ 900,000	\$ 780,000	\$ (120,000)
Source of Funding:					
Housing and Community Services Fund				\$ 780,000	
				\$ 780,000	
Commentary:					
The Community Housing Grants operating budget has decreased by 13%. The contractuals decrease of 13% is mainly due to a decrease in Arizona Housing Trust Fund grants. There are no personnel, commodity or capital expenditures.					
Authorized Personnel/Positions: None					
New Personnel: None					
Capital: None					

Section 108 - Community Development Block Grants					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 78,186	\$ 88,953	\$ 88,953	\$ 87,493	\$ (1,460)
Contractuals	1,508,168	2,169,340	1,220,780	1,274,297	(895,043)
Commodities	3,241	8,395	8,395	7,895	(500)
Total	\$ 1,589,595	\$ 2,266,688	\$ 1,318,128	\$ 1,369,685	\$ (897,003)
Expenditures by Program:					
CDBG Entitlement Administration	\$ 82,006	\$ 105,739	\$ 105,739	\$ 104,279	\$ (1,460)
CDBG Public Improvement	-	157,433	157,433	-	(157,433)
CDBG Housing Rehab	2,723	-	-	307,875	307,875
CDBG Miscellaneous Projects	676,562	1,505,917	829,355	498,214	(1,007,703)
CDBG Economic Development	4,010	32,240	28,231	84,338	52,098
CDBG Public Facility	527,058	244,400	36,411	-	(244,400)
CDBG Housing Stabilization	40,775	120,556	160,556	349,979	229,423
CDBG Public Facility Ops	256,461	100,403	403	25,000	(75,403)
Total	\$ 1,589,595	\$ 2,266,688	\$ 1,318,128	\$ 1,369,685	\$ (897,003)
Source of Funding:					
Housing and Community Services Fund				\$ 1,369,685	
				\$ 1,369,685	
Commentary:					
The Community Development Block Grants operating budget has decreased by 40%. There are no capital expenditures. The personnel services decrease of 2% is mainly due to merits and benefit increases, offset by payroll distribution changes. The contractuals decrease of 41% is mainly due to decreases in new housing projects. Commodities decreased by 6% and is mainly due to a prior year one-time purchase of computer software. There is no major capital (>\$10,000).					
Authorized Personnel/Positions: None					
New Personnel: None					
Capital: None					

Section 109 - Flagstaff Housing Authority					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ (1,575)	\$ 1,908,290	\$ 1,908,290	\$ 2,085,703	\$ 177,413
Contractuals	22	5,777,345	5,777,345	7,485,145	1,707,800
Commodities	1,553	115,670	115,670	115,670	-
Capital	-	990,000	990,000	990,000	-
Total	\$ -	\$ 8,791,305	\$ 8,791,305	\$ 10,676,518	\$ 1,885,213
Expenditures by Program:					
Non-Hud Programs	\$ -	\$ 62,140	\$ 62,140	\$ 48,108	\$ (14,032)
FHC Pass Through-Administration	-	165,612	165,612	161,122	(4,490)
FHC Pass Through-Maintenance	-	127,584	127,584	225,098	97,514
Public Housing East - Administration	-	688,003	688,003	587,127	(100,876)
Public Housing East - Maintenance	-	425,193	425,193	378,130	(47,063)
Public Housing West - Administration	-	603,116	603,116	723,022	119,906
Public Housing West - Maintenance	-	331,179	331,179	414,175	82,996
Capital Fund Program East	-	720,037	720,037	732,458	12,421
Capital Fund Program West	-	360,000	360,000	360,000	-
Section 8 Vouchers	-	5,243,041	5,243,041	6,852,829	1,609,788
SRO-Single Room Occupancy	-	32,700	32,700	32,700	-
MRO-Mod Rehab Occupancy	-	32,700	32,700	32,700	-
FHA Mainstream Voucher	-	-	-	22,291	22,291.00
Emergency Housing Voucher	-	-	-	106,758	106,758.00
Total	\$ -	\$ 8,791,305	\$ 8,791,305	\$ 10,676,518	\$ 1,885,213
Source of Funding:					
Flagstaff Housing Authority Fund				\$ 10,676,518	
				\$ 10,676,518	
Commentary:					
The Flagstaff Housing Authority operating budget has increased by 24%. There are capital expenditures of \$990,000, resulting in an overall net increase of 21%. The personnel services increase of 9% is mainly due to merits and benefit increases as well as a portion of the Housing Navigator position. The contractuals increase of 30% is mainly due to an increase in Section 8 voucher assistance payments. Commodities remained flat year over year. There is major capital (>\$10,000) which includes housing related projects (\$990,000).					

Authorized Personnel/Positions: Title	Actual 2019-2020	Actual 2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Administrative Specialist	2	2	2	0	2
Assistant Housing Director	0	0	1	0	1
Housing Manager	3	3	3	0	3
Housing Navigator	0	0	1	0	1
Finance Manager	1	1	0	0	0
Finance Specialist	0.8	1	1	0	1
Housing Occupancy Specialist	0	0	1	0	1
Housing Services Specialist	5	5	3	0	3
Housing Services Specialist Lead	0	0	2	0	2
Maintenance Coordinator	1	1	0	0	0
Maintenance Inspector	0	0	1	0	1
Maintenance Lead Worker	2	2	3	0	3
Maintenance Worker	7	7	0	0	0
Maintenance Worker I	0	0	3	0	3
Maintenance Worker II	0	0	3	0	3
Total	21.80	22	24	0	24

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

Section 122 - Building Safety and Code Compliance					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ -	\$ -	\$ -	\$ 1,497,016	\$ 1,497,016
Contractuals	-	-	-	246,575	246,575
Commodities	-	-	-	35,031	35,031
Total	\$ -	\$ -	\$ -	\$ 1,778,622	\$ 1,778,622
Expenditures by Program:					
Building Inspection	\$ -	\$ -	\$ -	\$ 1,402,284	\$ 1,402,284
Code Compliance	-	-	-	165,359	165,359
Code Compliance-SEMS	-	-	-	210,979	210,979
Total	\$ -	\$ -	\$ -	\$ 1,778,622	\$ 1,778,622
Source of Funding:					
General Fund				\$ 1,778,622	
				\$ 1,778,622	
Commentary:					
The Building Safety and Code Compliance programs were reorganized to a section in FY 2022-2023. The personnel services increases are mainly due to merits, benefit increases and a reclassification due to the reorganization. Contractuals and commodities were relatively flat year over year. There is no major capital (>\$10,000).					

Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Building Inspection Manager	0	0	0	1	1
Building Inspector	0	0	0	7	7
Building Official	0	0	0	1	1
Building Permit Technician	0	0	0	1	1
Building Plans Examiner	0	0	0	3	3
Code Compliance Manager	0	0	0	1	1
Code Compliance Officer I	0	0	0	1	1
Code Compliance Officer II	0	0	0	2	2
Total	0	0	0	17	17

New Personnel:	None
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Capital:	None
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Mission

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

Program Description

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

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Section 151 - Public Works Administration					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 161,856	\$ 162,343	\$ 162,343	\$ 302,336	\$ 139,993
Contractuals	1,766	3,753	3,753	3,151	(602)
Commodities	9,265	(94,879)	(94,879)	(94,879)	-
Total	\$ 172,887	\$ 71,217	\$ 71,217	\$ 210,608	\$ 139,391
Expenditures by Program:					
General Administration	\$ 172,887	\$ 71,217	\$ 71,217	\$ 210,608	\$ 139,391
Total	\$ 172,887	\$ 71,217	\$ 71,217	\$ 210,608	\$ 139,391
Source of Funding:					
General Fund				\$ 73,873	
Highway User Revenue Fund				42,536	
Transportation Fund				39,807	
SEMS Fund				12,681	
Airport Fund				41,711	
				\$ 210,608	
Commentary:					
The Public Works Administration operating budget has increased by 196%. There are no capital expenditures. The personnel services increase of 86% is mainly due to merits and benefit increases, as well as the addition of a 1.0 FTE Business Systems Analyst and 1.0 FTE Project Manager. The contractuals decrease of 16% is mainly due to prior year one-time travel costs. Commodities remained flat year over year. There is no major capital (>\$10,000).					

Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Business Systems Analyst	0	0	0	1	1
Project Manager	1	1	0	1	1
Project Manager Senior	0	0	1	0	1
Public Works Director	1	1	1	0	1
Public Works Section Director	1	1	1	0	1
Total	3	3	3	2	5

New Personnel:					
Title	FTE	Total \$ 2019-2020	Potential Offset	Net Cost 2019-2020	Future Cost
Business Systems Analyst	1	\$ 107,404	\$ -	\$ 107,404	\$ 107,404
Project Manager	1	107,404	-	107,404	107,404

Capital:	None
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Mission

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

Program Description

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

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Section 152 - Facility Maintenance					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 677,479	\$ 999,643	\$ 999,643	\$ 1,047,432	\$ 47,789
Contractuals	466,019	1,880,851	1,880,851	933,490	(947,361)
Commodities	(115,382)	(283,080)	(283,080)	(283,080)	-
Capital	235,938	36,595	36,595	-	(36,595)
Total	\$ 1,264,054	\$ 2,634,009	\$ 2,634,009	\$ 1,697,842	\$ (936,167)
Expenditures by Program:					
General Administration	\$ 476,434	\$ 570,741	\$ 570,741	\$ 604,435	\$ 33,694
Custodial Service	70,538	125,288	125,288	111,288	(14,000)
Structural & Other Maintenance	324,141	1,270,204	1,270,204	654,310	(615,894)
City Hall	234,763	321,909	321,909	299,409	(22,500)
Catastrophic Set Aside	131,386	133,424	133,424	28,400	(105,024)
Prosecutor's Bldg	16,877	-	-	-	-
Phoenix Building	9,915	-	-	-	-
City Leased Property Maintenance	-	212,443	212,443	-	(212,443)
Total	\$ 1,264,054	\$ 2,634,009	\$ 2,634,009	\$ 1,697,842	\$ (936,167)
Source of Funding:					
General Fund				\$ 1,466,530	
Library Fund				38,154	
Highway User Revenue Fund				6,033	
Parking District Fund				3,580	
Water Services Fund				136,709	
Solid Waste Fund				23,017	
SEMS Fund				11,399	
Airport Fund				12,420	
				\$ 1,697,842	
Commentary:					
The Facility Maintenance operating budget has decreased by 35%. There are no capital expenditures. The personnel services increase of 5% is mainly due to merits and benefit increases. The contractuals decrease of 50% is mainly due to a decrease in one-time expenditures for structural and maintenance expenses. Commodities remained flat year over year. There is no major capital (>\$10,000).					

Authorized Personnel/Positions:		Current		Changes	Proposed
Title	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023
Environmental Specialist	1	1	1	0	1
Facility Maintenance Manager	1	1	1	0	1
Facilities Maintenance Superintendent	1	1	1	0	1
Maintenance Technician I	0	0	3	0	3
Maintenance Technician II	0	0	4	0	4
Maintenance Technician III	0	0	2	0	2
Maintenance Technician (Temp)	0	0	0.5	0	0.5
Maintenance Worker	9.5	8.5	0	0	0
Maintenance Worker Lead Worker	0	1	0	0	0
Total	12.5	12.5	12.5	0	12.5

New Personnel:	None
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Capital:	None
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Mission

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

Program Description

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

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Section 153 - USGS Campus					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Contractuals	\$ 558,335	\$ 873,960	\$ 873,960	\$ 1,213,649	\$ 339,689
Commodities	28,573	65,913	65,913	65,913	-
Total	\$ 586,908	\$ 939,873	\$ 939,873	\$ 1,279,562	\$ 339,689
Expenditures by Program:					
General Administration	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000
Maintenance Building 3	73,250	183,420	183,420	183,420	-
Maintenance Building 4	142,650	260,533	260,533	260,533	-
Maintenance Building 5	38,877	50,045	50,045	50,045	-
Maintenance Building 6	332,131	445,875	445,875	285,564	(160,311)
Total	\$ 586,908	\$ 939,873	\$ 939,873	\$ 1,279,562	\$ 339,689
Source of Funding:					
General Fund				1,279,562	
				\$ 1,279,562	
Commentary:					
The USGS Campus operating budget has increased by 36%. There are no personnel or capital expenditures. The contractals increase of 39% is mainly due to one-time building upgrade/maintenance expenditures. Commodities remained flat year over year. There is no major capital (>\$10,000).					
Authorized Personnel/Positions: None					
New Personnel: None					
Capital: None					

Mission

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

Program Description

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

The Fleet Management Committee consists of line workers and supervisors representing City divisions and sections that develop and implement policies and procedures for fleet operations. This committee reviews and approves all motorized vehicle and equipment purchases. All new equipment/vehicle acquisitions must support the City's Climate Action and Adaptation Plan (CAAP) if readily available.

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Section 154 - Fleet Management					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 247,492	\$ 213,044	\$ 213,044	\$ 261,376	\$ 48,332
Contractuals	137,359	126,693	126,693	142,621	15,928
Commodities	(408,132)	(339,737)	(339,737)	(332,597)	7,140
Capital	48,430	650,528	657,991	-	(650,528)
Total	\$ 25,149	\$ 650,528	\$ 657,991	\$ 71,400	\$ (579,128)
Expenditures by Program:					
General Administration	\$ (91,424)	\$ 50,651	\$ 50,651	\$ 78,531	\$ 27,880
Inventory Management	139,055	150,826	150,826	173,916	23,090
Prevention Maintenance	119,872	371,044	371,044	245,096	(125,948)
Vehicle Repair	(275,477)	(473,269)	(473,269)	(523,955)	(50,686)
Pool Vehicles - City Hall	7,800	42,500	42,500	5,500	(37,000)
Pool Vehicles - Shop	1,816	4,400	4,400	4,400	-
Other Shop Work	88,992	90,848	90,848	87,912	(2,936)
Catastrophic/Major Repair Funding	34,515	413,528	420,991	-	(413,528)
Total	\$ 25,149	\$ 650,528	\$ 657,991	\$ 71,400	\$ (579,128)
Source of Funding:					
General Fund				\$ (382,146)	
Library Fund				1,904	
Highway User Revenue Fund				152,695	
Parking District				483	
Water Services Fund				36,875	
Stormwater Fund				529	
Solid Waste Fund				242,378	
SEMS Fund				59	
Airport Fund				18,623	
				\$ 71,400	
Commentary:					
The Fleet Management operating budget is a zero base budget meaning the section expects to recover ongoing operating expenditures plus administrative overhead through charges for services, markups on parts and fuel and environmental disposal fees. The current shop rate varies per hour based on the type of equipment and does not cover one-time and capital requests. The personnel services increase of 23% is mainly due to merits, benefit increases, a one-time retirement payout and a percentage of the new Business Systems Analyst. Contractuals increase of 13% is mainly due to utility expenditure increases. Commodities increases of 2% are mainly due to the purchase of two computer work stations. There is no major capital (>\$10,000).					

Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Buyer	1	1	1	0	1
Fleet Services Specialist	1	1	1	0	1
Mechanic I	2	3	3	0	3
Mechanic II	4	4	4	0	4
Mechanic Assistant/Lube Technician	1	1	1	0	1
Mechanic Lead Worker	1	1	1	0	1
Parts Specialist	1	1	1	0	1
Public Works Manager	1	1	1	0	1
Public Works Supervisor	1	1	1	0	1
Welder Technician	1	1	1	0	1
Total	14	15	15	0	15

New Personnel:	None
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Capital:	None
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Mission

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

Program Description

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

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Section 161 - Street Maintenance					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 2,473,132	\$ 2,957,000	\$ 2,957,000	\$ 3,143,434	\$ 186,434
Contractuals	637,644	1,050,558	1,050,558	813,500	(237,058)
Commodities	1,019,519	1,001,630	1,001,630	815,641	(185,989)
Capital	1,573,619	1,520,000	1,766,067	1,220,000	(300,000)
Total	\$ 5,703,914	\$ 6,529,188	\$ 6,775,255	\$ 5,992,575	\$ (536,613)
Expenditures by Program:					
General Administration	\$ 583,271	\$ 570,861	\$ 570,861	\$ 642,882	\$ 72,021
Street Cleaning	322,120	729,436	729,436	229,813	(499,623)
Snow Control	1,175,979	925,481	925,481	1,035,893	110,412
Sign, Signal, Mark & Light	485,563	842,442	842,442	378,951	(463,491)
Street Maintenance	2,395,773	2,326,308	2,572,375	2,769,652	443,344
Drainage-way Maintenance	25,848	-	-	-	-
Streetlights	372,089	540,770	540,770	540,770	-
Traffic Signal Maintenance	324,871	593,890	593,890	394,614	(199,276)
Autopark Association Fees	18,400	-	-	-	-
Total	\$ 5,703,914	\$ 6,529,188	\$ 6,775,255	\$ 5,992,575	\$ (536,613)
Source of Funding:					
Highway User Revenue Fund				\$ 5,992,575	
				\$ 5,992,575	
Commentary:					
The Street Maintenance operating budget has decreased by 5%. There are capital expenditures, resulting in an overall net decrease of 8%. The personnel services increase of 6% is mainly due to merit and benefit increases as well as a percentage of the Business Systems Analyst position that is charged to streets. Contractuals decrease of 23% is mainly due to prior year one-time expenditures for signal testing equipment maintenance and travel expenditures. Commodities decreases of 19% are mainly due to prior year one-time expenditures for street repair materials, street lighting and signal equipment, and signs and markings materials. There is major capital (>\$10,000) for this section which includes a two dump trucks (\$550,000), front end loader (\$300,000), charging station (\$100,000), transport trailer (\$140,000) and two electric vehicles (\$130,000).					

Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Administrative Specialist	1	1	1	0	1
Equipment Operators	15	15	0	0	0
Street Operations Technician (Temp)	3.52	1.27	1.27	0	1.27
Maintenance Worker	6	8	0	0	0
Public Works Manager	1	1	1	0	1
Public Works Section Director	1	1	1	0	1
Public Works Supervisor	3	4	4	0	4
Street Operations Technician I	0	0	8	0	8
Street Operations Technician II	0	0	8	0	8
Street Operations Technician III	0	0	9	0	9
Traffic Signal Technician I	0	0	1	0	1
Traffic Signal Technician II	1	1	1	0	1
Total	31.52	32.27	35.27	0	35.27

New Personnel:	None
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Capital:	
Description	Amount
Dump Truck (2)	\$ 550,000
Front End Loader	300,000
Level 3 Charging Station	100,000
Transport Trailer	140,000
Electric Vehicle (2)	130,000
	<u>1,220,000</u>

Mission

To provide the community with affordable, efficient and sustainable comprehensive solid waste solutions.

Solid Waste Section Core Values:

- Safety
- Integrity
- Customer Service
- Be a Great Place to Work

Program Description

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

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Section 165 - Solid Waste - Landfill					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 1,396,375	\$ 1,481,312	\$ 1,481,312	\$ 1,621,117	\$ 139,805
Contractuals	899,336	476,120	476,120	462,369	(13,751)
Commodities	447,034	418,826	418,826	431,726	12,900
Capital	221,325	6,707,918	6,707,918	5,559,000	(1,148,918)
Total	\$ 2,964,070	\$ 9,084,176	\$ 9,084,176	\$ 8,074,212	\$ (1,009,964)
Expenditures by Program:					
General Administration	\$ 294,508	\$ 383,056	\$ 383,056	\$ 357,422	\$ (25,634)
Sanitary Landfill	2,187,599	8,192,964	8,192,964	7,169,047	(1,023,917)
Landfill Outside Contract	39,618	25,405	25,405	27,289	1,884
Hazardous Product Center (Landfill)	442,345	482,751	482,751	520,454	37,703
Total	\$ 2,964,070	\$ 9,084,176	\$ 9,084,176	\$ 8,074,212	\$ (1,009,964)
Source of Funding:					
Solid Waste Fund				\$ 8,074,212	
				\$ 8,074,212	
Commentary:					
The Solid Waste - Landfill operating budget has increased by 6%. There are capital expenditures of \$5,559,000, resulting in an overall net decrease of 11%. The personnel services increase of 9% is mainly due to the reclassification of a position to full-time, merits and benefit increases. The contractuals decrease of 3% is mainly due to the transfer of money to a commodities account to assist with the purchase of containment boxes for e-waste. Commodities increased by 3% mainly due to money being moved from a contractuals account for the purchase containment boxes for e-waste. There is major capital (>\$10,000) which includes the design and construction of cell D (\$675,000), materials recovery facility planning and construction (\$280,000), water infrastructure (\$125,000), landfill road infrastructure (\$3,900,000), stormwater infrastructure (\$5,000), software (\$19,000), lidar flyover (\$10,000), rate study (\$80,000), fencing (\$60,000), set-aside (\$100,000), dust control (\$10,000), tarp system (\$15,000), replacement truck (\$30,000) and a soil rock screener (\$250,000).					

Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Administrative Assistant	1	1	1	(1)	0
Administrative Specialist	2	2	2	1	3
Equipment Operator	4	4	0	0	0
Equipment Operator III	0	0	4	0	4
Landfill Environmental Assistant	2	2	2	0	2
Landfill Environmental Program Specialist	1	1	1	0	1
Project Manager	2	2	1	0	1
Project Manager Senior	0	0	1	0	1
Public Works Manager	1	1	1	0	1
Public Works Section Director	1	1	1	0	1
Public Works Supervisor	1	1	1	0	1
Solid Waste Lead Worker	1	1	1	0	1
Total	15.5	15.5	15.5	0.5	16

New Personnel:	None
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Section 165 - Solid Waste - Landfill	
Capital:	
Description	Amount
Design/Construction of Cell D	\$ 675,000
Materials Recovery Facility	280,000
Water Infrastructure	125,000
Landfill Road Infrastructure	3,900,000
Stormwater Infrastructure	5,000
GPS Software and Design Software	19,000
Lidar Flyover	10,000
Rate Study	80,000
Fencing	60,000
Annual Set-Aside	100,000
Dust Control	10,000
Cover Tarp System	15,000
Replacement Truck	30,000
Soil Rock Screener	250,000
	<u>\$ 5,559,000</u>

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Section 166 - Solid Waste - Collections					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 2,522,453	\$ 2,572,286	\$ 2,572,286	\$ 2,690,584	\$ 118,298
Contractuals	3,171,341	3,223,330	3,223,330	3,178,271	(45,059)
Commodities	1,251,968	1,108,671	1,108,671	1,103,971	(4,700)
Capital	-	1,521,267	1,521,267	925,000	(596,267)
Total	\$ 6,945,762	\$ 8,425,554	\$ 8,425,554	\$ 7,897,826	\$ (527,728)
Expenditures by Program:					
General Administration	\$ 372,360	\$ 489,563	\$ 489,563	\$ 500,695	\$ 11,132
Residential Collection	2,243,263	2,803,454	2,803,454	2,899,695	96,241
Bin Maintenance - Residential	89,158	91,447	91,447	141,864	50,417
Recycling Curbside Collection	1,053,056	962,900	962,900	887,737	(75,163)
Commercial Collection	2,297,091	2,877,568	2,877,568	2,119,076	(758,492)
Bin Maintenance - Commercial	79,650	109,444	109,444	123,358	13,914
Commercial Recycling	631,192	785,964	785,964	829,930	43,966
Commercial Sales	-	7,000	7,000	7,000	-
Hoist & Haul	179,992	298,214	298,214	388,471	90,257
Total	\$ 6,945,762	\$ 8,425,554	\$ 8,425,554	\$ 7,897,826	\$ (527,728)
Source of Funding:					
Solid Waste Fund				\$ 7,897,826	
				\$ 7,897,826	
Commentary:					
The Solid Waste - Collections operating budget has increased by 1%. There are capital expenditures, resulting in an overall net decrease of 6%. The personnel services increase of 5% is mainly due to merits and benefit increases. The contractuals decrease of 1% is mainly due to the elimination of a one-time expenditure for the rental of a vehicle. Commodities remained relatively flat. There is major capital (>\$10,000) which includes the purchase of three replacement vehicles (\$145,000), fork lift (\$20,000), trailer (\$20,000), side loader (\$320,000), front loader (\$320,000) and a charging station (\$100,000).					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023
Administrative Specialist	2	2	2	0	2
Customer Relations Supervisor	1	1	0	0	0
Equipment Operator	23	23	0	0	0
Equipment Operator I	0	0	3	0	3
Equipment Operator II	0	0	9	0	9
Equipment Operator III	0	0	11	0	11
Program Assistant	0.5	0.5	1	0	1
Public Works Manager	1	1	1	0	1
Public Works Supervisor	2	2	2	0	2
Solid Waste Lead Worker	2	2	2	0	2
Total	31.5	31.5	31	0	31

New Personnel:	None
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Capital:	
Description	Amount
Vehicle Replacements (3)	\$ 145,000
Fork Lift	20,000
Bin Maintenance Trailer	20,000
Side Loader	320,000
Commercial Front Loader	320,000
Level 3 Charging Station	100,000
	\$ 925,000

Mission

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

Program Description

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

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Section 035 - Library City Direct					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 2,422,988	\$ 2,936,933	\$ 2,936,933	\$ 3,181,780	\$ 244,847
Contractuals	480,713	559,085	559,085	500,185	(58,900)
Commodities	356,438	571,065	571,065	436,259	(134,806)
Capital	87,318	1,478,390	1,478,390	200,000	(1,278,390)
Total	\$ 3,347,457	\$ 5,545,473	\$ 5,545,473	\$ 4,318,224	\$ (1,227,249)
Expenditures by Program:					
General Administration	\$ 745,542	\$ 2,224,572	\$ 2,224,572	\$ 959,042	\$ (1,265,530)
Technical Services	721,103	909,498	909,498	896,160	(13,338)
Public Services	1,317,276	1,657,093	1,657,093	1,748,368	91,275
East Flag Library	550,464	715,775	715,775	679,119	(36,656)
Main Library Automation	12,960	22,070	22,070	22,070	-
PALSmobile Flagstaff Funded	112	16,465	16,465	13,465	(3,000)
Total	\$ 3,347,457	\$ 5,545,473	\$ 5,545,473	\$ 4,318,224	\$ (1,227,249)
Source of Funding:					
Library Fund				\$ 4,318,224	
				\$ 4,318,224	
Commentary:					
The Library City Direct operating budget increased 1%. There are capital expenditures, resulting in an overall net decrease of 22%. The personnel services increase of 8% is mainly due to merit and benefit increases. Contractuals decrease of 11% is mainly due to ongoing base budget reductions in various accounts. Commodities decrease of 24% is mainly due to decreased one-time expenditures for circulated materials and ongoing base budget reductions in various accounts. There is major capital (>\$10,000) which includes the front entry project (\$200,000).					

Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Administrative Specialist	2	2	2	0	2
Collections Specialist	1	1	1	0	1
Deputy Library Director	2	2	2	0	2
Executive Assistant II	1	1	1	0	1
IT Analyst	1	1	1	0	1
Librarian	3	3	3	0	3
Library Assistant	0	0	0	8.5	8.5
Library Assistant (Temp)	0	0	0	4.8	4.8
Library Clerk	7	7	7	(7)	0
Library Clerk (Temp)	3.07	3.07	3.55	(3.55)	0
Library Director	1	1	1	0	1
Library Page	1.5	1.5	1.5	(1.5)	0
Library Page (Temp)	1.25	1.25	1.25	(1.25)	0
Library Specialist	12.55	12.55	12.55	0	12.55
Library Specialist (Temp)	3.18	3.18	3.18	0	3.18
Library Supervisor	5	5	5	0	5
Network Administrator	1	1	1	0	1
Total	45.55	45.55	46.03	0	46.03

New Personnel:	None
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Capital:	
Description	Amount
Front Entry Project	\$ 200,000
	<u>\$ 200,000</u>

Section 036/037- Library County					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 630,132	\$ 710,695	\$ 710,695	\$ 773,512	\$ 62,817
Contractuals	81,237	888,626	888,626	107,411	(781,215)
Commodities	263,764	305,148	305,148	287,448	(17,700)
Capital	2,860	-	-	-	-
Total	\$ 977,993	\$ 1,904,469	\$ 1,904,469	\$ 1,168,371	\$ (736,098)
Expenditures by Program:					
County Jail	\$ 90,666	\$ 95,586	\$ 95,586	\$ 103,314	\$ 7,728
County Bookmobile	22,799	103,910	103,910	113,068	9,158
Forest Lakes Library	87,089	94,491	94,491	86,537	(7,954)
Tuba City Library	248,323	257,032	257,032	261,750	4,718
Supai Library	1,980	5,367	5,367	5,367	-
Grand Canyon	126,309	109,094	109,094	109,292	198
County-wide Projects	400,827	1,238,989	1,238,989	489,043	(749,946)
Total	\$ 977,993	\$ 1,904,469	\$ 1,904,469	\$ 1,168,371	\$ (736,098)
Source of Funding:					
Library Fund				\$ 1,168,371	
				\$ 1,168,371	
Commentary:					
The Library County operating budget decreased 39%. There are no capital expenditures. The personnel services increase of 9% is mainly due to merit, benefit and minimum wage increases. Contractuals decrease of 88% is mainly due to one-time expenditures for service partner contracts in the previous fiscal year. Commodities decrease of 6% is mainly due to one-time expenditures for county growth funds in the previous fiscal year. There is no major capital (>\$10,000).					

Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Application Support Specialist II	1	1	1	0	1
Librarian	1	1	1	0	1
Library Assistant	0	0	0	1	1
Library Assistant (Temp)	0	0	0	1	1
Library Clerk	1	1	1	(1)	0
Library Clerk (Temp)	1	1	1	(1)	0
Library IT Manager	1	1	1	0	1
Library Specialist	2	2	2	0	2
Library Specialist (Temp)	0.09	0.09	0.09	0	0.09
Library Supervisor	3	3	3	0	3
Total	9.73	9.73	9.73	0	9.73

New Personnel:	None
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Capital:	None
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Section 038 - Library Grants and County Wide Projects					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 1,074	\$ -	\$ -	\$ -	\$ -
Contractuals	3,387	-	-	-	-
Commodities	62,284	45,000	45,000	100,000	55,000
Total	\$ 66,745	\$ 45,000	\$ 45,000	\$ 100,000	\$ 55,000
Expenditures by Program:					
Library LSTA FY2018	\$ -	\$ 45,000	\$ 45,000	\$ 100,000	\$ 55,000
Library-Indigenous Library Materials for Education Among Loc	2,671	-	-	-	-
Library Rapid Response Grant	10,000	-	-	-	-
CARES Act Expanded - Accoutrements	2,277	-	-	-	-
LSTA Xeriscape Garden Tuba City	5,539	-	-	-	-
Library Wi-Fi Expansion	18,739	-	-	-	-
Library - State Grant-in-Aid (SGIA) FY 2021	25,000	-	-	-	-
Library - Beautification in Action Grant (BIA)	625	-	-	-	-
Library - CARES Expanded	1,894	-	-	-	-
Total	\$ 66,745	\$ 45,000	\$ 45,000	\$ 100,000	\$ 55,000
Source of Funding:					
Library Fund				\$ 100,000	
				\$ 100,000	
Commentary:					
Library grants are, in nature, one-time revenues and expenditures as grant funding opportunities arise.					
Authorized Personnel/Positions: None					
New Personnel: None					
Capital: None					

Mission

Enhancing the prosperity, long-term viability, and resilience of our community.

Program Description

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

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Section 201 - Community Investment					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 120,874	\$ 97,258	\$ 97,258	\$ 103,243	\$ 5,985
Contractuals	(5,495)	94,326	94,326	19,326	(75,000)
Commodities	4,220	11,250	11,250	11,250	-
Total	\$ 119,599	\$ 202,834	\$ 202,834	\$ 133,819	\$ (69,015)
Expenditures by Program:					
General Administration	\$ 89,253	\$ 202,834	\$ 202,834	\$ 133,819	\$ (69,015)
Reinvestment and Economic Development	30,346	-	-	-	-
Total	\$ 119,599	\$ 202,834	\$ 202,834	\$ 133,819	\$ (69,015)
Source of Funding:					
General Fund				\$ 131,775	
Library Fund				238	
Highway User Revenue Fund				220	
Transportation Fund				86	
Parking District Fund				32	
Water Services Fund				772	
Stormwater Fund				37	
Solid Waste Fund				480	
SEMS Fund				39	
Airport Fund				140	
				\$ 133,819	
Commentary:					
The Community Investment operating budget has decreased by 34%. There are no capital expenditures. The personnel services increase of 6% is mainly due to merits and benefit increases. The addition of 1.0 Art Collections and Beautification Administrator position is funded by Beautification and Arts and Science. The contractuals decrease of 80% is mainly due to prior year one-time expenditures for a Business One-Stop Shop (BOSS) program. Commodities remained flat year over year. There is no major capital (>\$10,000).					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023
Administrative Specialist	1	1	1	0	1
Art Collections & Beautification Administrator	0	0	0	1	1
Beautification, Arts and Science Manager	1	1	1	0	1
Beautification, Arts and Science Project Admin	1	1	1	0	1
Community Investment Director	1	1	1	0	1
Economic Vitality Director	1	1	1	0	1
Total	5	5	5	1	6

New Personnel:					
Title	FTE	Total \$ 2019-2020	Potential Offset	Net Cost 2019-2020	Future Cost
Art Collections & Beautification Administrator	1	\$ 107,404	\$ -	\$ 107,404	\$ 107,404

Capital:	None
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Mission

In partnership with Flagstaff citizens, protect and enhance the quality of life through beautification of the built and natural environment.

We envision Flagstaff branded and enhanced by its unique identity of authentic local character, where the built and natural environment are respectfully integrated and contextual with one another, and where our diverse culture and our rich history remain central to the sense of place. Serving the sense of well-being for residents and visitors alike, this aesthetic is welcoming, educating, accessible and enduring.

Program Description

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

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Section 211 - Beautification					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 180,071	\$ 186,663	\$ 186,663	\$ 280,023	\$ 93,360
Contractuals	140,642	308,700	308,700	318,200	9,500
Commodities	28,872	130,500	130,500	85,500	(45,000)
Total	\$ 349,585	\$ 625,863	\$ 625,863	\$ 683,723	\$ 57,860
Expenditures by Program:					
General Administration	\$ 193,775	\$ 207,863	\$ 207,863	\$ 349,223	\$ 141,360
Commission	296	2,500	2,500	4,500	2,000
Special Projects and Unprogrammed Work	70,889	215,000	215,000	165,000	(50,000)
Beautification Grant Program	84,625	200,500	200,500	165,000	(35,500)
Total	\$ 349,585	\$ 625,863	\$ 625,863	\$ 683,723	\$ 57,860
Source of Funding:					
Beautification Fund				\$ 683,723	
				\$ 683,723	
Commentary:					
The Beautification operating budget has increased by 9%. There are no capital expenditures. The personnel services increase of 50% is mainly due to merits and benefits increases as well as the partial funding for the new Art Collections and Beautification Administrator position. Contractuals increase of 3% is mainly due to one-time expenditures for capital project consultants. Commodities decrease of 34% is mainly due to a reduction in horticultural supplies funding for prior year one-time expenditures. There are no major capital (>\$10,000).					

Authorized Personnel/Positions:	None
New Personnel:	None
Capital:	None

Section 213 - Economic Development					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 213,458	\$ 271,486	\$ 271,486	\$ 279,776	\$ 8,290
Contractuals	642,336	1,194,689	1,080,689	863,424	(331,265)
Commodities	59,918	25,895	25,895	24,895	(1,000)
Total	\$ 915,712	\$ 1,492,070	\$ 1,378,070	\$ 1,168,095	\$ (323,975)
Expenditures by Program:					
General Administration	\$ 192,973	\$ 431,930	\$ 431,930	\$ 237,107	\$ (194,823)
Incubator	297,574	302,005	302,005	314,005	12,000
Service Partner Agencies	5,928	5,928	5,928	5,928	-
Business Retention & Expansion	130,047	321,797	207,797	184,387	(137,410)
Business Attraction	89,383	199,526	199,526	162,784	(36,742)
Business Accelerator - Innovation Mesa	199,807	230,884	230,884	263,884	33,000
Total	\$ 915,712	\$ 1,492,070	\$ 1,378,070	\$ 1,168,095	\$ (323,975)
Source of Funding:					
Economic Development Fund				\$ 1,168,095	
				\$ 1,168,095	
Commentary:					
The Economic Development operating budget has decreased by 22%. There are no capital expenditures. The personnel services increase of 3% is mainly due to merits and benefit increases. The contractuals decrease of 28% is mainly due to prior year one-time expenditures for business retention and expansion incentives and an Economic Development plan. Commodities decreased by 4% and is mainly due to a decrease in promotional materials. There is no major capital (>\$10,000).					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023
Business Attraction Manager	1	1	1	0	1
Business Retention and Expansion Manager	1	1	1	0	1
Total	2	2	2	0	2

New Personnel:	None
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Capital:	None
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Mission

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

Vision

Flagstaff is recognized as the destination for all seasons.

Program Description

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

Section 214 - Tourism					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 989,192	\$ 1,045,703	\$ 1,045,703	\$ 1,110,925	\$ 65,222
Contractuals	843,383	1,373,598	1,003,598	1,327,638	(45,960)
Commodities	117,197	166,968	166,968	166,968	-
Total	\$ 1,949,772	\$ 2,586,269	\$ 2,216,269	\$ 2,605,531	\$ 19,262
Expenditures by Program:					
General Administration	\$ 1,043,047	\$ 1,173,725	\$ 1,173,725	\$ 1,250,947	\$ 77,222
Marketing and Promotion	835,299	1,263,069	893,069	1,200,109	(62,960)
Sales	44,906	90,425	90,425	95,425	5,000
Public Relations	25,570	57,700	57,700	57,700	-
Film Office	950	1,350	1,350	1,350	-
Total	\$ 1,949,772	\$ 2,586,269	\$ 2,216,269	\$ 2,605,531	\$ 19,262
Source of Funding:					
Tourism Fund				\$ 2,605,531	
				\$ 2,605,531	
Commentary:					
The Tourism operating budget has increased by 1%. There are no capital expenditures. The personnel services increase of 6% is mainly due to merits and benefit increases. Contractuals decrease of 3% is mainly due to prior year one-time funded expenditures related to American Rescue Plan Act funds. Commodities remained flat year over year. There is no major capital (>\$10,000).					

Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Administrative Specialist	1	1	1	0	1
Creative Services Manager	1	1	1	0	1
Creative Services Specialist	3	3	3	0	3
CVB Communication Specialist	1	1	1	0	1
CVB Director	1	1	1	0	1
International Travel and Trade Manager	1	1	1	0	1
Marketing and Media Relations Manager	1	1	1	0	1
Marketing Specialist	1	1	1	0	1
Sales Specialist	1	1	1	0	1
Total	11	11	11	0	11

New Personnel:	None
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Capital:	None
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Mission

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

Vision

Flagstaff Visitor Center is recognized for providing exceptional visitor services.

Program Description

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

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Section 215 - Visitor Services					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 243,389	\$ 326,877	\$ 326,877	\$ 366,585	\$ 39,708
Contractuals	99,655	123,986	123,986	173,986	50,000
Commodities	22,057	39,152	39,152	39,152	-
Capital	-	80,000	80,000	-	(80,000)
Total	\$ 365,101	\$ 570,015	\$ 570,015	\$ 579,723	\$ 9,708
Expenditures by Program:					
General Administration	\$ 271,810	\$ 456,082	\$ 456,082	\$ 415,790	\$ (40,292)
Train Station Operations	93,291	113,933	113,933	163,933	50,000
Total	\$ 365,101	\$ 570,015	\$ 570,015	\$ 579,723	\$ 9,708
Source of Funding:					
Tourism Fund				\$ 579,723	
				\$ 579,723	
Commentary:					
The Visitor Services operating budget has increased by 18%. There are no capital expenditures. The personnel services increase of 12% is mainly due to merits, benefit increases and minimum wage adjustments. The contractuals increase of 40% is mainly due to an increase in one-time expenditures to replace heat mats in alleys. Commodities remained flat year over year. There are no major capital (>\$10,000).					

Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Administrative Assistant (Temp)	1.65	1.65	1.65	0	1.65
Administrative Specialist	2.5	3.5	0	0	0
Visitor Center Manager	1	1	1	0	1
Visitor Services Specialist	0	0	3	0	3
Visitor Services Specialist (Temp)	0	0	1	0	0.5
Total	5.15	6.15	6.15	0	6.15

New Personnel:	None
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Capital:	None
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Mission

In partnership with Flagstaff citizens, protect and enhance the quality of life through beautification of the built and natural environment.

We envision Flagstaff branded and enhanced by its unique identity of authentic local character, where the built and natural environment are respectfully integrated and contextual with one another, and where our diverse culture and our rich history remain central to the sense of place. Serving the sense of well-being for residents and visitors alike, this aesthetic is welcoming, educating, accessible and enduring.

Program Description

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

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Section 216 - Arts and Science					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 60,346	\$ 62,538	\$ 62,538	\$ 86,837	\$ 24,299
Contractuals	496,998	558,971	458,971	504,971	(54,000)
Commodities	3,238	3,123	3,123	3,123	-
Capital	63,048	715,375	589,375	169,000	(546,375)
Total	\$ 623,630	\$ 1,340,007	\$ 1,114,007	\$ 763,931	\$ (576,076)
Expenditures by Program:					
General	\$ 63,984	\$ 164,419	\$ 164,419	\$ 88,718	\$ (75,701)
Public Artwork	66,286	718,998	492,998	172,623	(546,375)
Service Partner Agencies	401,381	360,000	360,000	400,000	40,000
FCP Administration	91,979	96,590	96,590	102,590	6,000
Total	\$ 623,630	\$ 1,340,007	\$ 1,114,007	\$ 763,931	\$ (576,076)
Source of Funding:					
Arts and Science Fund				\$ 763,931	
				\$ 763,931	
Commentary:					
The Arts and Science operating budget has decreased by 5%. There are capital expenditures of \$169,000, resulting in an overall net decrease of 43%. The personnel services increase of 39% is mainly due to the partial funding of the new Art Collections and Beautification Administrator position. The contractuals decrease of 10% is mainly due to a reduction in anticipated American Rescue Plan Act funding. Commodities remained flat year over year. Major capital (>\$10,000) includes various art projects (\$120,000) and a contingency for future projects (\$49,000).					
Authorized Personnel/Positions: None					
New Personnel: None					
Capital:					
Description	Amount				
Artwork Transportation Center	\$ 35,000				
Flagstaff Art Festival Support	50,000				
Indigenous Representation	25,000				
Arizona Mural Initiative	10,000				
Contingency for Future Projects	49,000				
	\$ 169,000				

Mission

Flagstaff Airport is dedicated to providing quality air service to meet the ever-growing transportation needs of northern Arizona.

Program Description

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

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Section 221 - Airport					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 1,521,832	\$ 1,318,557	\$ 1,318,557	\$ 1,460,068	\$ 141,511
Contractuals	496,834	6,827,895	5,447,177	856,549	(5,971,346)
Commodities	427,758	2,170,136	2,170,136	801,832	(1,368,304)
Capital	-	90,000	90,000	2,129,063	2,039,063
Total	\$ 2,446,424	\$ 10,406,588	\$ 9,025,870	\$ 5,247,512	\$ (5,159,076)
Expenditures by Program:					
General Administration	\$ 1,299,757	\$ 1,162,857	\$ 1,162,857	\$ 1,451,888	\$ 289,031
Safety and Security	195,293	160,431	160,431	307,004	146,573
Snow Control	110,712	230,191	230,191	171,649	(58,542)
Maintenance Buildings & Grounds	543,338	6,809,038	5,428,320	579,265	(6,229,773)
Maintenance Runway & Taxiway	77,099	260,059	260,059	215,643	(44,416)
Airport TSA	220,225	340,000	340,000	340,000	-
Airport Parking Lot	-	-	-	188,000	188,000
Airport Coronavirus Response Grant Program	-	1,444,012	1,444,012	-	(1,444,012)
ARPA Operational Costs	-	-	-	1,994,063	1,994,063
Total	\$ 2,446,424	\$ 10,406,588	\$ 9,025,870	\$ 5,247,512	\$ (5,159,076)
Source of Funding:					
Airport Fund				\$ 5,247,512	
				\$ 5,247,512	
Commentary:					
The Airport operating budget has decreased by 70%. There are capital expenditures, resulting in an overall net decrease of 50%. The personnel services increase of 11% is mainly due to merit and benefit increases as well as a mid-year addition of an Airport Communications Manager in FY 2021-2022. Contractuals decrease of 87% is mainly due to one-time expenditures for maintenance in the prior year. Commodities decrease of 63% is mainly due to one-time expenditures for maintenance supplies and the ramp drainage project from the prior year. Major capital (>\$10,000) includes the replacement of a bobcat skid steer (\$25,000), two replacement vehicles (\$110,000) and various maintenance projects (\$1,994,063).					

Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Administrative Specialist	1	1	1	0	1
Airport Communications Manager	0	0	1	0	1
Airport Director	1	1	1	0	1
Airport Program Manager	1	1	1	0	1
Airport Operations/ARFF Lead Worker	0	3	3	0	3
Airport Operations/ARFF Specialist	9	6	6	0	6
Airport Operations/ARFF Manager	1	1	1	0	1
Airport Parking Aide	1	0	0	0	0
Maintenance Worker (Temp)	0.5	0.5	0.5	0	0.5
Total	14.5	13.5	14.5	0	14.5

New Personnel:	None
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Capital:	
Description	Amount
Bobcat Skid Steer	\$ 25,000
Replacement Vehicles (2)	110,000
Various Maintenance Projects	1,994,063
	\$ 2,129,063

Mission

To provide a fair and balanced parking system that enhances parking inventory while creating a benefit for the community.

Program Description

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

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Section 231 - ParkFlag					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 247,930	\$ 394,911	\$ 318,911	\$ 511,316	\$ 116,405
Contractuals	50,404	191,122	191,122	174,122	(17,000)
Commodities	158,704	221,102	221,102	157,306	(63,796)
Capital	-	1,091,836	1,051,836	340,954	(750,882)
Total	\$ 457,038	\$ 1,898,971	\$ 1,782,971	\$ 1,183,698	\$ (715,273)
Expenditures by Program:					
General Administration	\$ 290,583	\$ 1,627,469	\$ 1,551,469	\$ 857,196	\$ (770,273)
Parking Compliance	123,060	127,378	127,378	172,378	45,000
Metering and Permits	43,395	100,374	100,374	100,374	-
Parking Facilities	-	3,750	3,750	3,750	-
Parking District Capital	-	40,000	-	50,000	10,000
Total	\$ 457,038	\$ 1,898,971	\$ 1,782,971	\$ 1,183,698	\$ (715,273)
Source of Funding:					
Parking District Fund				\$ 1,183,698	
				\$ 1,183,698	
Commentary:					
The Parking District operating budget has increased by 4%. There are capital expenditures, resulting in an overall net decrease of 38%. The personnel services increase of 29% is mainly due to merits, benefit increases and a mid-year addition of 1.0 FTE Parking Aide for the Airport parking program. The contractuals decrease of 9% is mainly due to an ongoing base budget reduction. Commodities decreased by 29% and is mainly due to a work order offset for the Airport Parking Aide. There is major capital (>\$10,000) which includes a license plate reader (\$40,000), set-aside for property acquisition (\$250,954), kiosk replacement (\$10,000) and street and curb projects (\$40,000).					
Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Parking Manager	1	1	1	0	1
Parking Aide	5	4	5	0	5
Parking Aide Lead	1	1	1	0	1
Total	7	6	7	0	7
New Personnel: None					
Capital:					
Description	Amount				
Property Acquisition	\$ 250,954				
License Plate Reader	40,000				
Kiosk Replacement	10,000				
Street Curb and Gutter	40,000				
	\$ 340,954				

Mission

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

Program Description

Core functions of the Water Services division include Operations, Engineering, Water Resources Management, Water Conservation, Industrial Waste and Backflow Prevention, Stormwater Management and Regulatory Compliance. Operations is a comprehensive program that includes such diverse functions as water production, water distribution, wastewater collection, wastewater treatment, reclaimed water distribution and booster stations.

The division also administers the following programs and commissions: Safety Program, Water Commission, and the City Change Order Committee. Water Services is a liaison with numerous outside agencies and organizations including Arizona Department of Environmental Quality (ADEQ), Arizona Department of Water Resources (ADWR), Northern Arizona Municipal Water Users Association, U.S. Forest Service (USFS), Coconino Plateau Watershed Partnership and the National Park Service/U.S. Forest Service Lake Mary Watershed Planning Group. In addition, staff review proposed State and Federal water legislation and provide input to Council and Legislators. Water Services asset management includes using an enterprise level Geographic Information System (GIS) linked to a computerized maintenance management system to maintain up-to-date infrastructure inventory and maintenance records. Water Services engineering evaluates capital improvement needs including prioritization and provides project management engineering services for capital improvement projects. Water Services staff maintain hydraulic computer models of the City's water, sewer and reclaimed infrastructure and use these tools to evaluate the needs of new development and anticipated future growth in conjunction with the Regional Plan. Staff also research customer, staff and City Council inquiries and follow up on complaints. Water Services staff provide water quality regulatory permit administration for various Federal (USEPA) and State (ADEQ) programs including Safe Drinking Water Act, Clean Water Act, National Pollutant Discharge Elimination System (NPDES), Arizona Aquifer Protection Permit (APP), Water Reuse, Emergency Operations and Safety Programs as required. Within the Water Services division, the Stormwater Management section is responsible for Floodplain Administration as detailed in Title 12 Floodplain Regulations.

Section 300 - Water Services Administration					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 421,377	\$ 609,287	\$ 609,287	\$ 633,786	\$ 24,499
Contractuals	1,934,644	1,674,628	1,674,628	1,341,254	(333,374)
Commodities	20,034	17,900	17,900	16,400	(1,500)
Total	\$ 2,376,055	\$ 2,301,815	\$ 2,301,815	\$ 1,991,440	\$ (310,375)
Expenditures by Program:					
General Administration	\$ 2,243,973	\$ 2,164,195	\$ 2,164,195	\$ 1,850,043	\$ (314,152)
Water Commission	48	1,080	1,080	1,080	-
Operations Management	132,034	136,540	136,540	140,317	3,777
Total	\$ 2,376,055	\$ 2,301,815	\$ 2,301,815	\$ 1,991,440	\$ (310,375)
Source of Funding:					
Water Services Fund				\$ 1,991,440	
				\$ 1,991,440	
Commentary:					
The Water Service Administration operating budget has decreased by 13%. There are no capital expenditures. The personnel services increase of 4% is mainly due to merit and benefit increases. Contractuals decrease of 20% is mainly due to a decrease in one-time legal fees. Commodities decrease of 8% is mainly due to a base budget reallocation to reclass the Communications Aide to a full-time position. There is no major capital (>\$10,000).					

Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Administrative Specialist	2	2	2	0	2
Communications Aide	0.71	0.96	1	0	1
Water Services Director	1	1	1	0	1
Water Services Management Analyst	1	1	1	0	1
Water Services Operations Section Director	1	1	1	0	1
Total	5.71	5.96	6	0	6

New Personnel:	None
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Capital:	None
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Mission

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

Program Description

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

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Section 301 - Water Production					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 711,875	\$ 741,132	\$ 741,132	\$ 881,396	\$ 140,264
Contractuals	2,340,113	2,937,122	2,937,122	2,715,139	(221,983)
Commodities	311,351	541,242	541,242	553,742	12,500
Capital	-	1,031,972	1,031,972	-	(1,031,972)
Total	\$ 3,363,339	\$ 5,251,468	\$ 5,251,468	\$ 4,150,277	\$ (1,101,191)
Expenditures by Program:					
General Administration	\$ 225,239	\$ 375,331	\$ 375,331	\$ 241,763	\$ (133,568)
Lake Mary Water Treatment Operation	985,259	1,435,088	1,435,088	1,314,562	(120,526)
Buildings and Grounds Maintenance	838	-	-	-	-
Local Wells	989,749	1,882,427	1,882,427	1,154,749	(727,678)
Lake Mary Wellfield	322,043	422,878	422,878	319,578	(103,300)
Woody Mountain Wellfield	612,542	764,276	764,276	827,273	62,997
Reservoirs	82,822	62,313	62,313	70,310	7,997
Inner Basin Maintenance	57,563	205,474	205,474	115,361	(90,113)
Red Gap Ranch Operation & Mgmt	15,694	25,409	25,409	25,409	-
Booster Station Administration	13,767	21,068	21,068	22,568	1,500
Zone A - RFP	1,574	1,250	1,250	1,250	-
Kinlani	2,404	2,225	2,225	2,225	-
University Highlands #1	5,347	5,045	5,045	5,045	-
Airport Booster	823	1,645	1,645	1,645	-
Amberwood Booster	4,490	6,336	6,336	6,336	-
Railroad Springs Booster	26,239	25,184	25,184	25,184	-
Inner Basin Pipeline Maintenance	16,946	15,519	15,519	17,019	1,500
Total	\$ 3,363,339	\$ 5,251,468	\$ 5,251,468	\$ 4,150,277	\$ (1,101,191)
Source of Funding:					
Water Services Fund				\$ 4,150,277	
				\$ 4,150,277	
Commentary:					
The Water Production operating budget has decreased by 2%. There are no capital expenditures. The personnel services increase of 19% is mainly due to merit and benefit increases and a one-time retirement payout. Contractuals decreases of 8% are mainly due to prior year one-time expenditures for the optimization study and Lake Mary Treatment Plant maintenance items. Commodities increase of 2% is mainly due to increased equipment maintenance. There is no major capital (>\$10,000).					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023
Maintenance Worker (Temp)	0.23	0.23	0.23	0	0.23
MSW Operations	4	4	0	0	0
MSW Maintenance	2	2	0	0	0
Water Services Manager	1	1	1	0	1
Water Services Operator	0	0	6	0	6
Water Services Supervisor	2	2	2	0	2
Water Services SCADA Administrator	0	0	0	0	0
Total	9.23	9.23	9.23	0	9.23

New Personnel:	None
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Capital:	None
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Mission

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

Program Description

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

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Section 303 - Water Distribution					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 1,401,166	\$ 1,395,617	\$ 1,395,617	\$ 1,515,961	\$ 120,344
Contractuals	263,621	232,413	232,413	252,413	20,000
Commodities	390,644	456,414	456,414	491,664	35,250
Capital	-	379,580	379,580	100,000	(279,580)
Total	\$ 2,055,431	\$ 2,464,024	\$ 2,464,024	\$ 2,360,038	\$ (103,986)
Expenditures by Program:					
General Administration	\$ 151,165	\$ 213,379	\$ 213,379	\$ 211,438	\$ (1,941)
Water System Maintenance & Operation	357,675	627,721	627,721	399,191	(228,530)
Main & Service Line Repair	615,517	508,303	508,303	644,878	136,575
Main Ext. - Fire Hydrant & Valve	43,388	39,613	39,613	41,074	1,461
Valve & Fire Hydrant Maintenance	239,464	381,041	381,041	277,583	(103,458)
Meter Installation	491,201	546,088	546,088	627,964	81,876
Meter Repair and Testing	112,307	105,162	105,162	114,995	9,833
Blue Stake	44,714	42,717	42,717	42,915	198
Total	\$ 2,055,431	\$ 2,464,024	\$ 2,464,024	\$ 2,360,038	\$ (103,986)
Source of Funding:					
Water Services Fund				\$ 2,360,038	
				\$ 2,360,038	
Commentary:					
The Water Distribution operating budget has increased 8%. There are capital expenditures, resulting in an overall net decrease of 4%. The personnel services increase of 9% is mainly due to merit and benefit increases. Contractuals increase of 9% is mainly due to maintenance on the heating, vent and air conditioning unit at the East Side shop. Commodities increase of 8% is mainly due to replacement of traffic control equipment, fire hydrant maintenance supplies, and water meter boxes. Major capital (>\$10,000) includes the replacement of a vacuum trailer (\$100,000).					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023
MSW - Water Services Tech	14	14	0	0	0
Water Services Operator	0	0	14	0	14
Water Services Supervisor	1	1	1	0	1
Water/Sewer Utility Locator	1	1	1	0	1
Total	16	16	16	0	16

New Personnel:	None
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Capital:	
Description	Amount
Vacuum Trailer	\$ 100,000
	\$ 100,000

Mission

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

Program Description

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

Core functions of the Water Conservation Program are to administer the non-residential and residential water rebate and consult programs, coordinate educational activities including the annual Project WET Water Festival, the annual Arizona's Water Awareness Month each April, organize community workshops, staff booths at water and science events throughout the year and track performance of our programs. One permanent staff and two to four temporary water conservation enforcement staff are supervised by the Water Conservation Program Manager, who together coordinate the program.

Section 304 - Water Resource Management					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 257,245	\$ 355,998	\$ 355,998	\$ 369,490	\$ 13,492
Contractuals	312,855	310,750	310,750	290,250	(20,500)
Commodities	21,657	36,550	36,550	46,550	10,000
Total	\$ 591,757	\$ 703,298	\$ 703,298	\$ 706,290	\$ 2,992
Expenditures by Program:					
General Administration	\$ 106,204	\$ 145,241	\$ 145,241	\$ 151,092	\$ 5,851
Water Resources	264,383	140,250	140,250	156,250	16,000
Water Conservation	217,370	417,807	417,807	398,948	(18,859)
Newman Canyon Stream Gauge	3,800	-	-	-	-
Total	\$ 591,757	\$ 703,298	\$ 703,298	\$ 706,290	\$ 2,992
Source of Funding:					
Water Services Fund				\$ 706,290	
				\$ 706,290	
Commentary:					
The Water Resource Management operating budget has remained flat. There are no capital expenditures. The personnel services increase of 4% is mainly due to merit and benefit increases. Contractuals decrease of 7% is mainly due to a prior year one-time expenditure for non revenue water program management offset by increases for monitoring expenditures. Commodities increase of 27% is mainly due to a base budget reallocation from contractuals for fixture equipment for the retrofit program. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Water Conservation Enforcement Aide (Temp)	1	1	1.49	0	1.49
Water Conservation Specialist	1	1	1	0	1
Water Resources Technician (Temp)	0.48	0.48	0.48	0	0.48
Water Services Manager	1	1	1	0	1
Water Services Program Manager	1	1	1	0	1
Total	4.48	4.97	4.97	0	4.97

New Personnel:	None
Capital:	None

Mission

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

Program Description

Core functions of the Water Services Engineering section include project management of the Capital Improvement Program (CIP), asset management, new development, plan review and GIS database administration, system installation and maintenance.

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

Section 305 - Water Services Engineering					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 339,430	\$ 403,232	\$ 403,232	\$ 342,521	\$ (60,711)
Contractuals	64,310	170,859	170,859	156,194	(14,665)
Commodities	25,529	10,440	10,440	10,440	-
Total	\$ 429,269	\$ 584,531	\$ 584,531	\$ 509,155	\$ (75,376)
Expenditures by Program:					
General Administration	\$ 411,277	\$ 509,886	\$ 509,886	\$ 503,855	\$ (6,031)
GIS-Utilities	17,992	74,645	74,645	5,300.00	(69,345)
Total	\$ 429,269	\$ 584,531	\$ 584,531	\$ 509,155	\$ (75,376)
Source of Funding:					
Water Services Fund				\$ 509,155	
				\$ 509,155	
Commentary:					
The Water Services Engineering operating budget has decreased 13%. There are no capital expenditures. The personnel services decrease of 15% is mainly due to merit and benefit increases offset by payroll distribution changes. Contractuals decrease of 9% is mainly due to a decrease to base budget due to hiring new staff over the 12% budget into the range. Commodities remained flat year over year. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Water Services GIS Specialist	1	0	0	0	0
Project Manager	1	1	1	0	1
Water Services Engineering Manager	1	0	0	0	0
Water Services Engineering Director	0	1	1	0	1
Water Services Plan Reviewer	1	1	1	0	1
Total	4	3	3	0	3

New Personnel:	None
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Capital:	None
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Mission

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

Program Description

Core functions of the Regulatory Compliance section include sampling, testing, documenting, and reporting the quality of the City's water, wastewater, reclaimed water and industrial pretreatment and backflow systems as directed under state and federal regulations and permits. The functions of the drinking water program include addressing complaints and sampling all sources and the distribution system to assure the system is safe and meets all regulatory requirements. The functions of the water reclamation program include sampling our system to assure we meet required treatment, do not contribute pollutants to the environment, and keep all permits up to date and current. The functions of pretreatment program include permitting, sampling and inspecting regulated industries to assure the integrity of our collection system and water reclamation plants; inspecting restaurant interceptors to avoid sanitary sewer overflows and maintaining a cross connection program to protect our drinking water system. The Section manages two State licensed laboratories, administers the Multi-Sector General Permit (MSGP) at the Wildcat Hill and Rio de Flag Wastewater Reclamation Plants, and works with state and federal regulatory agencies to keep all permits up to date.

The Regulatory Compliance section represents the City by maintaining relationships with other professionals in the water and environmental compliance field by participating in or hosting meetings and workshops. We are a liaison with numerous outside agencies and organizations that include the United States Environmental Protection Agency (USEPA), Arizona Department of Environmental Quality (ADEQ), Arizona Department of Water Resources (ADWR) and Environmental Laboratory Advisory Committee. In addition, staff review proposed water quality legislation and provide input to State Agencies, City Council and Legislators. Staff also provides water quality regulatory permit administration for all programs within the Regulatory Compliance Section for various Federal (USEPA) and State (ADEQ) programs including Safe Drinking Water Act, Clean Water Act, Clean Air Act, National Pollutant Discharge Elimination System (NPDES), Arizona Pollutant Discharge Elimination System (AZPDES), Arizona Aquifer Protection Permit (APP), Reclaimed Water Permit, and the Multi-Sector General Permit (MSGP).

Section 306 - Regulatory Compliance					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 778,436	\$ 786,888	\$ 786,888	\$ 927,457	\$ 140,569
Contractuals	118,476	211,764	211,764	206,592	(5,172)
Commodities	82,050	100,512	100,512	100,512	-
Total	\$ 978,962	\$ 1,099,164	\$ 1,099,164	\$ 1,234,561	\$ 135,397
Expenditures by Program:					
General Administration	\$ 118,518	\$ 133,881	\$ 133,881	\$ 140,266	\$ 6,385
Water Regulatory and Lab Services	221,561	266,744	266,744	302,755	36,011
Wastewater Regulatory and Lab Services	329,106	338,188	338,188	396,805	58,617
Reclaim Water Regulatory and Lab Services	1,500	104	104	104	-
Stormwater Regulatory and Lab Services	5,500	10,000	10,000	10,000	-
Industrial Waste Administration	302,777	350,247	350,247	384,631	34,384
Total	\$ 978,962	\$ 1,099,164	\$ 1,099,164	\$ 1,234,561	\$ 135,397
Source of Funding:					
Water Services Fund				\$ 1,234,561	
				\$ 1,234,561	
Commentary:					
The Regulatory Compliance operating budget has increased 12%. There are no capital expenditures. The personnel services increase of 18% is mainly due to merit and benefit increases as well as a one-time retirement payout. Contractuals decreased 2% mainly due to base budget reductions due to a mid-year rezone. Commodities remained flat year over year. There is no major capital (>\$10,000) for this section.					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023
Industrial Pretreat Inspector	2	2	2	0	2
Industrial Pretreat Supervisor	1	1	1	0	1
MSW - Laboratory	3	3	0	0	0
Water Services Manager	1	1	1	0	1
Water Services Operator	0	0	3	0	3
Water Services Supervisor	2	2	2	0	2
Total	9	9	9	0	9

New Personnel:	None
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Capital:	None
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Mission

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

Program Description

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

- Develops and implements applications, databases, scripts, and hardware that allows for collecting, analyzing, storing and display of control systems within SCADA, GIS, CMMS, Water Usage, and other data to allow Water Services Division to make data-driven decisions.
 - Collaborates with City IT to develop innovative solutions to improve efficiency through technology.
 - Maintains security software and databases for all Water Services facilities, including cameras and door access, to improve safety of the work environment for all Water Services employees.
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Section 307 - SCADA Information Systems					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 377,039	\$ 466,036	\$ 466,036	\$ 670,809	\$ 204,773
Contractuals	143,953	122,660	122,660	222,660	100,000
Commodities	126,648	182,225	182,225	161,225	(21,000)
Capital	-	292,847	292,847	-	(292,847)
Total	\$ 647,640	\$ 1,063,768	\$ 1,063,768	\$ 1,054,694	\$ (9,074)
Expenditures by Program:					
SCADA Tracking	\$ 298,171	\$ 642,985	\$ 642,985	\$ 697,532	\$ 54,547
IIOT - Field Devices	-	-	-	17,000	17,000
Physical Security	-	-	-	3,000	3,000
Water Services Info Systems	182,480	128,157	128,157	151,438	23,281
Wildcat SCADA	134,282	230,776	230,776	153,874	(76,902)
Reclaimed SCADA	20,601	53,250	53,250	23,250	(30,000)
Rio SCADA	12,106	8,600	8,600	8,600	-
Total	\$ 647,640	\$ 1,063,768	\$ 1,063,768	\$ 1,054,694	\$ (9,074)
Source of Funding:					
Water Services Fund				\$ 1,054,694	
				\$ 1,054,694	
Commentary:					
The SCADA Information Systems operating budget has increased 37%. There are no capital expenditures. The personnel services increase of 44% is mainly due to merit and benefit increases as well as the addition of 1.0 FTE Operation Technology Systems Specialist. Contractuals increase of 82% is mainly due to various SCADA system upgrades and wi-fi expansion. Commodities decrease of 12% is mainly due to prior year one-time expenditures for vulnerability management and centripetal gateways offset by various types of computer equipment and computer software expenditures. There is no major capital (>\$10,000).					

Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Operation Technology Systems Specialist	0	0	0	1	1
Water Services IS Administrator	2	1	1	0	1
Water Services Analyst	0	0	3	0	3
Water Services GIS Specialist	0	1	1	0	1
Water Services Manager	0	1	1	0	1
Water Services Supervisor	2	3	0	0	0
Total	4	6	6	1	7

New Personnel:					
Title	FTE	Total \$ 2022-2023	Potential Offset	Net Cost 2022-2023	Future Cost
Operation Technology Systems Specialist	1	\$ 89,795	\$ -	\$ 89,795	\$ 89,795

Capital:	None
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Mission

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

Program Description

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

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Section 311 - Wastewater Treatment - Wildcat					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 588,851	\$ 533,267	\$ 533,267	\$ 628,966	\$ 95,699
Contractuals	866,415	1,144,934	1,144,934	1,099,600	(45,334)
Commodities	427,391	622,742	622,742	537,742	(85,000)
Capital	2,955	728,116	728,116	-	(728,116)
Total	\$ 1,885,612	\$ 3,029,059	\$ 3,029,059	\$ 2,266,308	\$ (762,751)
Expenditures by Program:					
General Administration	\$ 158,238	\$ 813,028	\$ 813,028	\$ 160,577	\$ (652,451)
Plant Operations	1,098,628	1,205,746	1,205,746	1,223,492	17,746
Plant Maintenance	309,215	582,451	582,451	585,224	2,773
Septage Collection	20,505	36,150	36,150	16,150	(20,000)
WH Rio Maintenance	5,160	121,700	121,700	1,700	(120,000)
Solids Handling	293,866	269,984	269,984	279,165	9,181
Total	\$ 1,885,612	\$ 3,029,059	\$ 3,029,059	\$ 2,266,308	\$ (762,751)
Source of Funding:					
Water Services Fund				\$ 2,266,308	
				\$ 2,266,308	
Commentary:					
The Wastewater Treatment - Wildcat operating budget has decreased 2%. There are no capital expenditures. The personnel services increase is mainly due to merit and benefit increases , a one-time retirement payout as well as the addition of 1.0 FTE Water Services Operator. Contractuals decrease of 4% is mainly due to prior year one-time expenditures for a switchgear assessment, building maintenance and odor control maintenance offset by fiber and conduit and heating, ventilation and air conditioning maintenance for the server room. Commodities decrease of 14% is mainly due to prior year one-time vehicle hydraulic repairs offset by increased repair costs. There is no major capital (>\$10,000).					
Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
MSW - Maintenance	2	0	0	0	0
MSW - Operations	4	4	0	0	0
Water Services Manager	1	1	1	0	1
Water Services Operator	0	0	4	1	5
Water Services Supervisor	3	2	2	0	2
Total	10	7	7	1	8
New Personnel:					
Title	FTE	Total \$ 2022-2023	Potential Offset	Net Cost 2022-2023	Future Cost
Water Services Operator	1	\$ 56,877	\$ -	\$ 56,877	\$ 56,877
Capital:					
None					

Mission

To provide wastewater treatment and produce Class A+ reclaimed water quality that exceeds all Federal, State and reuse requirements in a safe and cost-effective manner. To submit all required regulatory reports on time without exception.

Program Description

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

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Section 312 - Wastewater Treatment - Rio Plant					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 489,031	\$ 532,267	\$ 532,267	\$ 564,133	\$ 31,866
Contractuals	450,188	568,518	568,518	593,518	25,000
Commodities	146,836	77,042	77,042	92,042	15,000
Capital	5,499	84,501	84,501	-	(84,501)
Total	\$ 1,091,554	\$ 1,262,328	\$ 1,262,328	\$ 1,249,693	\$ (12,635)
Expenditures by Program:					
General Administration	\$ 197,311	\$ 282,537	\$ 282,537	\$ 206,346	\$ (76,191)
Plant Operations	498,182	457,093	457,093	477,665	20,572
Plant Maintenance	396,061	522,698	522,698	565,682	42,984
Total	\$ 1,091,554	\$ 1,262,328	\$ 1,262,328	\$ 1,249,693	\$ (12,635)
Source of Funding:					
Water Services Fund				\$ 1,249,693	
				\$ 1,249,693	
Commentary:					
The Wastewater Treatment - Rio Plant operating budget has increased 6%. There are no capital expenditures. The personnel services increase of 6% is mainly due to merit and benefit increases. Contractuals increase of 4% is mainly due to utility increases, fiber and conduit project, and heating, ventilation and air conditioning repairs. Commodities increase of 19% is due to an increase in operating supplies. There is no major capital (>\$10,000).					
Authorized Personnel/Positions:					
Positions Authorized in Section 311 (Treatment - Wildcat)					
Capital:					
None					

Mission

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

Program Description

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

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Section 313 - Wastewater Collection					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 622,893	\$ 798,763	\$ 798,763	\$ 813,469	\$ 14,706
Contractuals	120,038	239,880	239,880	239,880	-
Commodities	120,105	219,339	219,339	219,339	-
Capital	-	-	-	200,000	200,000
Total	\$ 863,036	\$ 1,257,982	\$ 1,257,982	\$ 1,472,688	\$ 214,706
Expenditures by Program:					
General Administration	\$ 204,439	\$ 304,239	\$ 304,239	\$ 507,081	\$ 202,842
Service Connections	52,296	61,903	61,903	63,319	1,416
Preventive Maintenance	343,995	416,035	416,035	421,349	5,314
TV Inspect and Hydro Clean	140,883	190,051	190,051	193,416	3,365
Corrective Maintenance	121,423	285,754	285,754	287,523	1,769
Total	\$ 863,036	\$ 1,257,982	\$ 1,257,982	\$ 1,472,688	\$ 214,706
Source of Funding:					
Water Services Fund				\$ 1,472,688	
				\$ 1,472,688	
Commentary:					
The Wastewater Collection operating budget has increased 1%. There are capital expenditures, resulting in an overall increase of 17%. The personnel services increase of 2% is mainly due to merit and benefit increases. Contractuals and commodities remained flat year over year. Major capital (>\$10,000) includes a combo truck (\$200,000).					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023
MSW- Water Services Technician	8	8	0	0	0
Water Services Operator	0	0	10	0	10
Water Services Supervisor	1	1	1	0	1
Total	9	9	11	0	11

New Personnel:	None
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Capital:	
Description	Amount
Combo Truck	\$ 200,000
	\$ 200,000

Mission

To deliver to customers Class A+ reclaimed water quality that exceeds all Federal, State and reuse requirements in a safe and cost-effective manner. To submit all required regulatory reports on time without exception.

Program Description

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

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Section 321 - Reclaimed Water					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 153,480	\$ 169,070	\$ 169,070	\$ 183,370	\$ 14,300
Contractuals	127,608	264,850	264,850	89,850	(175,000)
Commodities	53,994	166,672	166,672	166,672	-
Capital	43,589	15,000	15,000	135,000	120,000
Total	\$ 378,671	\$ 615,592	\$ 615,592	\$ 574,892	\$ (40,700)
Expenditures by Program:					
Reclaimed Distribution	\$ 14,439	\$ 8,650	\$ 8,650	\$ 49,013	\$ 40,363
Reclaimed Production-Wildcat	266,451	460,531	460,531	392,031	(68,500)
Reclaimed Production-Rio	97,781	146,411	146,411	133,848	(12,563)
Total	\$ 378,671	\$ 615,592	\$ 615,592	\$ 574,892	\$ (40,700)
Source of Funding:					
Water Services Fund				\$ 574,892	
				\$ 574,892	
Commentary:					
The Reclaimed Water operating budget has decreased 27%. There are capital expenditures, resulting in an overall decrease of 7%. The personnel services increase of 8% is mainly due to merit and benefit increases as well as a percentage of the Water Services Operator position. Contractuals decrease of 2% is mainly due to prior year one-time expenditures for reclaim system modeling services, SCADA tie ins, and infrastructure maintenance. Commodities remained flat year over year. Major capital (>\$10,000) includes design engineering for relocating influent station (\$36,000) and an actuator (\$99,000).					
Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023
MSW - Operations	1	1	0	0	0
MSW - Maintenance	1	3	0	0	0
Water Services Operator	0	0	4	0	4
Water Services Supervisor	1	2	2	0	2
Total	3	6	6	0	6
New Personnel:					
None					
Capital:					
Description	Amount				
Engineering for Relocating Influent Station	\$ 36,000				
Actuator	99,000				
	\$ 135,000				

Mission

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

Program Description

The Stormwater section includes Administration, Utility Management, Engineering/Hydrology Technical Support, Master Planning, Data Collection, Field Inspection and Plan Review Components.

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Section 331 - Stormwater					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 565,113	\$ 688,452	\$ 688,452	\$ 777,514	\$ 89,062
Contractuals	170,126	486,329	8,836,329	538,397	52,068
Commodities	19,928	37,104	37,104	29,604	(7,500)
Capital	15,655	1,796,930	1,796,930	-	(1,796,930)
Total	\$ 770,822	\$ 3,008,815	\$ 11,358,815	\$ 1,345,515	\$ (1,663,300)
Expenditures by Program:					
General Administration	\$ 163,729	\$ 180,012	\$ 530,012	\$ 186,722	\$ 6,710
Master Planning	16	93,089	93,089	58,089	(35,000)
Operations	88,684	-	-	-	-
Development Review	83,871	115,867	115,867	126,402	10,535
Inspections, Investigations & Monitoring	45,332	68,525	68,525	89,292	20,767
Floodplain Management	47,120	117,426	117,426	451,397	333,971
Open Channel & Infrastructure Maintenance	182,756	308,886	8,308,886	218,797	(90,089)
Drainage Maintenance	112,192	195,148	195,148	214,816	19,668
Rio de Flag Restoration	-	1,796,930	1,796,930	-	(1,796,930)
FEMA Flood Hazard Mitigation Studies	47,122	132,932	132,932	-	(132,932)
Total	\$ 770,822	\$ 3,008,815	\$ 11,358,815	\$ 1,345,515	\$ (1,663,300)
Source of Funding:					
Stormwater Fund				\$ 1,345,515	
				\$ 1,345,515	
Commentary:					
The Stormwater operating budget has increased 11%. There are no capital expenditures. The personnel services increase of 13% is mainly due to merit and benefit increases. Contractuals increase of 11% is mainly due to prior year one-time expenditures for consulting services, infrastructure maintenance offset by a flood mitigation alert network and annual flood mitigation. Commodities decrease of 20% is mainly due to a prior year one-time expenditure for small tools. There is no major capital (>\$10,000).					

Authorized Personnel/Positions:		Current		Changes	Proposed
Title	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023
MSW- Water Services Technician	0	2	0	0	0
Project Manager	3	3	1	0	1
Project Manager Senior	0	0	3	0	3
Water Services Manager	1	1	1	0	1
Watershed Specialist	1	1	0	0	0
Total	5	7	5	0	5

New Personnel:	None
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Capital:	None
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Mission

The mission of the City of Flagstaff is to enhance the quality of life of its citizens while supporting the values of the community.

Program Description

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

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Section 401 - Council and Commissions					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 378,473	\$ 371,690	\$ 371,690	\$ 388,192	\$ 16,502
Contractuals	53,271	64,165	64,165	76,721	12,556
Commodities	13,629	5,145	5,145	6,145	1,000
Total	\$ 445,373	\$ 441,000	\$ 441,000	\$ 471,058	\$ 30,058
Expenditures by Program:					
General Administration	\$ 445,373	\$ 441,000	\$ 441,000	\$ 471,058	\$ 30,058
Total	\$ 445,373	\$ 441,000	\$ 441,000	\$ 471,058	\$ 30,058
Source of Funding:					
General Fund				\$ 363,329	
Library Fund				11,184	
Highway User Revenue Fund				8,600	
Transportation Fund				11,745	
Parking District Fund				1,258	
Water Services Fund				40,907	
Stormwater Fund				3,833	
Solid Waste Fund				21,134	
SEMS Fund				1,524	
Airport Fund				7,544	
				\$ 471,058	
Commentary:					
The Council and Commissions operating budget has increased by 7%. There are no capital expenditures. The personnel services increase of 4% is mainly due to benefit increases. The contractuals increase of 20% is mainly due to a travel increase for the Mayor and City Council. Commodities increased by 19% mainly due to an increased food budget. There is no major capital (>\$10,000).					
Authorized Personnel/Positions: None					
New Personnel: None					
Capital: None					

Program Description

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

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Section 402 - Non-Departmental					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 115,560,517	\$ (525,000)	\$ (525,000)	\$ (132,330)	\$ 392,670
Contractuals	3,963,072	11,544,161	16,556,345	2,036,179	(9,507,982)
Commodities	104,366	48,770	48,770	68,570	19,800
Capital	219,543	41,845	601,802	2,525,000	2,483,155
Total	\$ 119,847,498	\$ 11,109,776	\$ 16,681,917	\$ 4,497,419	\$ (6,612,357)
Expenditures by Program:					
General Administration	\$ 117,544,096	\$ 6,998,217	\$ 12,534,401	\$ 2,572,605	\$ (4,425,612)
Service Partner Agencies	1,137,769	1,200,262	1,200,262	969,062	(231,200)
Employee Benefits	38,940	93,620	93,620	18,320	(75,300)
Insurance	715,192	2,315,192	2,315,192	715,192	(1,600,000)
Consultants	129,582	460,340	460,340	176,740	(283,600)
Redevelopment	5,428	-	-	-	-
John Wesley Powell Study	276,491	42,145	78,102	45,500	3,355
Total	\$ 119,847,498	\$ 11,109,776	\$ 16,681,917	\$ 4,497,419	\$ (6,612,357)
Source of Funding:					
General Fund				\$ 4,048,901	
Library Fund				50,694	
Highway User Revenue Fund				48,743	
Transportation Fund				19,098	
Parking District Fund				7,067	
Water Services Fund				169,688	
Stormwater Fund				8,226	
Solid Waste Fund				104,749	
SEMS Fund				9,614	
Airport Fund				30,639	
				\$ 4,497,419	
Commentary:					
The Non-Departmental operating budget has decreased 82%. There are capital expenditures, resulting in an overall decrease of 60%. Personnel Services decreased 75% due to continuation of the 60-day salary savings offset by regular pay plan compression and market adjustments. Contractual decrease of 82% are mainly due to prior year one-time expenditures for the public safety CARES funding. Commodities increase of 41% is mainly due to the JW Powell specific plan. Major capital (>\$10,000) includes infrastructure reserve (\$2,500,000) and JW Powell specific plan (\$25,000).					
Authorized Personnel/Positions: None					
New Personnel: None					
Capital:					
Description	Amount				
Infrastructure Reserve	\$ 2,500,000				
JW Powell Specific Plan	25,000				
	\$ 2,525,000				

Mission

Getting you where you want to go. Our Vision: To create the finest transportation experience, making Mountain Line services an excellent choice for Northern Arizona communities.

Program Description

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

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Section 404 - Transit					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Contractuals	\$ 3,766,825	\$ 8,059,031	\$ 7,727,229	\$ 11,499,666	\$ 3,440,635
Total	\$ 3,766,825	\$ 8,059,031	\$ 7,727,229	\$ 11,499,666	\$ 3,440,635
Expenditures by Program:					
Transit Contribution	\$ 3,766,825	\$ 8,059,031	\$ 7,727,229	\$ 11,499,666	\$ 3,440,635
Total	\$ 3,766,825	\$ 8,059,031	\$ 7,727,229	\$ 11,499,666	\$ 3,440,635
Source of Funding:					
Transportation Fund				\$ 11,499,666	
				\$ 11,499,666	
Commentary:					
The Transit operating budget has increased 43% over the prior year budget. The City contracts with NAIPTA to run the Transit System and contributes monthly to the system based on the budget appropriated by the NAIPTA Board and the City Council.					
Authorized Personnel/Positions:		None			
New Personnel:		None			
Capital:		None			

Mission

QUALITY – VALUE – COMPLIANCE: a highly skilled and diverse division whose collective knowledge, expertise and experience ensures delivery of quality infrastructure and safe and efficient operations of multimodal transportation systems that provide public value and are in compliance with publicly adopted policies and goals.

Program Description

The Engineering section is made up of four programs: Capital Improvements (see Section 103), Transportation Engineering, Development Engineering and Engineering Inspection and Testing.

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Section 102 - Engineering					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 1,649,477	\$ 2,106,803	\$ 2,106,803	\$ 2,100,529	\$ (6,274)
Contractuals	199,420	293,502	293,502	325,002	31,500
Commodities	(250,507)	(304,296)	(304,296)	(306,796)	(2,500)
Capital	2,294	47,000	47,000	53,000	6,000
Total	\$ 1,600,684	\$ 2,143,009	\$ 2,143,009	\$ 2,171,735	\$ 28,726
Expenditures by Program:					
General Administration	\$ 211,294	\$ 366,000	\$ 366,000	\$ 256,147	\$ (109,853)
Transportation Engineering	313,549	458,494	458,494	562,595	104,101
Development Engineering	514,938	605,424	605,424	629,450	24,026
Public Works Inspection	560,903	713,091	713,091	723,543	10,452
Total	\$ 1,600,684	\$ 2,143,009	\$ 2,143,009	\$ 2,171,735	\$ 28,726
Source of Funding:					
General Fund				\$ 1,595,041	
Highway User Revenue Fund				576,694	
				\$ 2,171,735	
Commentary:					
The Engineering operating budget has increased by 1%. There are capital expenditures, resulting in an overall net increase of 1%. The personnel services remained relatively flat year over year. This was the result of merit and benefit increases offset by a one-time retirement payout. Contractuals increase of 11% is mainly due to expenditures for public outreach for engineering standards amendments. Commodities increases of 1% are mainly due to a prior year one-time expenditure for other equipment. There is major capital (>\$10,000) for this section which includes the replacement of one vehicle (\$53,000).					

Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Administrative Specialist	1	1	1	0	1
City Engineer	1	1	1	0	1
Construction Inspector	5	5	5	0	5
Construction Manager	1	1	1	0	1
Development Engineer	1	1	1	0	1
Engineering Specialist	1	1	1	0	1
Project Manager	8	9	2	0	2
Project Manager Senior	0	0	2	0	2
Traffic Engineer	1	1	1	0	1
Transportation Engineer Associate	0	0	1	0	1
Transportation Engineer Senior	0	0	2	0	2
Transportation Planner	0	0	1	0	1
Transportation Planner Senior	0	0	1	0	1
Transportation Technician (Temp)	0	0	0.48	0	0.48
Total	19	20	20.48	0	20.48

New Personnel:	None
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Capital:	
Description	Amount
Vehicle Replacement	\$ 53,000
	\$ 53,000

Mission

The Capital Improvements Program provides for the delivery of high-quality community projects that improve the quality of life for the citizens of Flagstaff through the efficient management of public resources.

Program Description

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

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Section 103 - Capital Improvements					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 925,101	\$ 1,061,696	\$ 1,061,696	\$ 1,091,833	\$ 30,137
Contractuals	13,683	16,983	16,983	16,983	-
Commodities	(1,103,015)	(1,222,175)	(1,222,175)	(1,222,175)	-
Total	\$ (164,231)	\$ (143,496)	\$ (143,496)	\$ (113,359)	\$ 30,137
Expenditures by Program:					
General Administration	\$ 18,230	\$ 32,983	\$ 32,983	\$ 26,883	\$ (6,100)
Capital Improvement Engineering	(230,827)	(176,479)	(176,479)	(140,242)	36,237
5 Year Capital Program Development	48,366	-	-	-	-
Total	\$ (164,231)	\$ (143,496)	\$ (143,496)	\$ (113,359)	\$ 30,137
Source of Funding:					
General Fund				\$ (113,359)	
				\$ (113,359)	
Commentary:					
The Capital Improvements operating budget has decreased by 21%. There are no capital expenditures. The personnel services increase of 3% is mainly due to merit and benefit increases. Contractuals and commodities remained flat year over year. There is no major capital (>\$10,000).					

Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Capital Improvements Engineer	1	1	1	0	1
Project Manager	8	8	3	0	3
Project Manager Senior	0	0	3	0	3
Project Manager Senior Lead	0	0	2	0	2
Total	9	9	9	0	9

New Personnel:	None
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Capital:	None
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Mission

Parks

Providing exceptional facilities and grounds, which are safe and aesthetically pleasing for the community, to pursue family-oriented and recreational activities that promote a healthy lifestyle.

Cemetery

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

Program Description

Parks

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

Cemetery

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

Section 155 - Parks					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 1,981,268	\$ 2,300,243	\$ 2,300,243	\$ 2,533,192	\$ 232,949
Contractuals	652,201	933,979	933,979	808,563	(125,416)
Commodities	395,747	582,568	582,568	567,568	(15,000)
Capital	152,178	2,049,000	2,049,000	1,650,000	(399,000)
Total	\$ 3,181,394	\$ 5,865,790	\$ 5,865,790	\$ 5,559,323	\$ (306,467)
Expenditures by Program:					
General Administration	\$ 108,293	\$ 384,303	\$ 384,303	\$ 204,675	\$ (179,628)
Park Grounds Maintenance	532,733	798,166	798,166	1,140,012	341,846
Park Buildings and Facility Maintenance	13,830	31,313	31,313	35,735	4,422
BBB - Streetscape/Median Maintenance	394,882	412,872	412,872	401,392	(11,480)
Right-of-Way/ Median	81,302	97,994	97,994	121,240	23,246
FUTS Trail System	144,630	255,078	255,078	284,931	29,853
Heritage Square Maintenance	47,872	64,708	64,708	44,341	(20,367)
BBB Recreation Fields	1,388,356	3,101,726	3,101,726	1,686,980	(1,414,746)
Downtown/Plaza Maintenance	25,543	4,028	4,028	3,059	(969)
Non-Park Grounds and Landscapes	162,035	186,424	186,424	182,522	(3,902)
Cemetery	281,918	327,178	327,178	304,436	(22,742)
Parks Grants	-	202,000	202,000	1,150,000	948,000
Total	\$ 3,181,394	\$ 5,865,790	\$ 5,865,790	\$ 5,559,323	\$ (306,467)
Source of Funding:					
General Fund				\$ 5,559,323	
				\$ 5,559,323	
Commentary:					
The Parks operating budget has increased by 2%. There are capital expenditures, resulting in an overall net decrease of 5%. The personnel services increase of 10% is mainly due to merits, benefit and minimum wage increases. The contractuals decrease of 13% is mainly due to the movement of the master plan to the BBB - Rec account, offset by an increase in portable toilet rentals. Commodities decreased by 3% and is mainly due to the elimination of a prior year one-time expenditure for the purchase of picnic tables at Heritage Square. There is major capital (>\$10,000) which includes the construction of restrooms at Thorpe Park (\$230,000), weed abatement (\$10,000), railing (\$15,000), replacement vehicles (\$245,000), playground equipment (\$150,000) and sports courts (\$1,000,000).					

Authorized Personnel/Positions:		Current		Changes	Proposed
Title	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023
Parks Maintenance Worker	22	22	12	0	12
Parks Maintenance Worker (Temp)	7.67	7.67	7.67	0	7.67
Parks Technician	0	0	10	0	10
Parks Manager	1	1	1	0	1
Parks Supervisor	4	4	4	0	4
Total	34.67	34.67	34.67	0	34.67

New Personnel:	None
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Capital:	
Description	Amount
Thorpe Park Restrooms	\$ 230,000
Open Space Weed Abatement	10,000
FUTS Railing	15,000
Replacement Vehicles	245,000
Grant Playground Equipment	150,000
Grant - Sport Courts	1,000,000
	\$ 1,650,000

Mission

Enhancing our community through people, parks, and programs.

Program Description

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

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Section 156 - Recreation					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 1,538,967	\$ 3,021,258	\$ 3,021,258	\$ 3,632,162	\$ 610,904
Contractuals	519,988	869,298	869,298	892,298	23,000
Commodities	168,013	347,290	347,290	341,290	(6,000)
Capital	5,990	333,987	333,987	55,000	(278,987)
Total	\$ 2,232,958	\$ 4,571,833	\$ 4,571,833	\$ 4,920,750	\$ 348,917
Expenditures by Program:					
General Administration	\$ 390,953	\$ 544,191	\$ 544,191	\$ 698,314	\$ 154,123
Community Events	80,342	238,708	238,708	225,622	(13,086)
Adult Athletics	194,139	379,705	379,705	453,498	73,793
Jay Lively Activity Center	472,392	666,477	666,477	703,879	37,402
Aquaplex	737,677	2,102,213	2,102,213	2,202,247	100,034
Joe C Montoya Community and Sr Center	212,956	285,245	285,245	319,782	34,537
Hal Jensen Recreation Center	122,450	259,366	259,366	297,408	38,042
Cogdill Recreation Center	19,912	20,000	20,000	20,000	-
Murdock Center	667	-	-	-	-
Siler Homes After School Program	1,470	75,928	75,928	-	(75,928)
Total	\$ 2,232,958	\$ 4,571,833	\$ 4,571,833	\$ 4,920,750	\$ 348,917
Source of Funding:					
General Fund				\$ 4,920,750	
				\$ 4,920,750	
Commentary:					
The Recreation operating budget has increased by 15%. There are capital expenditures, resulting in an overall net increase of 8%. The personnel services increase of 20% is mainly due to the addition of 1.0 FTE Parks and Recreation Director, one-time retirement payouts, merits and benefit increases. The contractuals increase of 3% is mainly due to an increase in custodial costs. Commodities decreased by 2% and is mainly due to the elimination of the Siler Homes program. There is major capital (>\$10,000) which includes the purchase of a snow thrower (\$5,000), replacement equipment at various recreation centers (\$43,000) and contingency (\$7,000).					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023
Administrative Specialist	2	2	2	0	2
Head Lifeguard	2	2	2	0	2
Parks and Recreation Director	0	0	0	1	1
Parks, Recreation, Open Space & Events Director	0	0	1	0	1
Public Works Section Director	1	1	0	0	0
Recreation Coordinator	9	9	0	0	0
Recreation Coordinator I	0	0	5	0	5
Recreation Coordinator II	0	0	4	0	4
Recreation Manager	1	1	1	0	1
Recreation Program Assistant	0.5	0.5	0.5	0	0.5
Recreation Supervisor	5	5	5	0	5
Recreation Temporaries	38.68	38.68	38.68	(0.63)	38.05
Total	59.18	59.18	59.18	0.37	59.55

New Personnel:					
Title	FTE	Total \$ 2022-2023	Potential Offset	Net Cost 2022-2023	Future Cost
Parks and Recreation Director	1	\$ 146,631	\$ (28,503)	\$ 118,128	\$ 118,128

Capital:	
Description	Amount
Replacement Equipment	\$ 43,000
Snow thrower for Jay Lively Activity Center	5,000
Recreation contingency	7,000
	\$ 55,000

Mission

Protect and restore Flagstaff's natural, cultural, and scenic resources to enhance recreation and educational opportunities for residents and visitors.

Program Description

The Open Space program aims to create a livable community where residents can access protected and preserved natural areas. This mission is reflected in the goals of the program. The program contributes to greater well-being among Flagstaff residents through the following efforts:

- Protect the region's ecological health and preserve historic and cultural resources
- Implement an integrated, connected open space system
- Protect and properly manage sensitive plant and animal communities
- Protect the scenic quality and undeveloped nature of open space
- Preserve the cultural, historical, geological, and archaeological integrity of the Flagstaff area
- Manage vegetative communities by maintaining and encouraging desirable native species, restoring degraded areas, and controlling undesirable exotic species
- Protect wildlife habitat by maintaining natural food, cover, nesting sites, resting areas, and habitat effectiveness
- Provide passive outdoor recreation opportunities which do not adversely impact sensitive resources
- Act as a good neighbor for adjacent landowners
- Identify/develop a secure funding source for maintenance, management, and acquisition
- Provide opportunities for environmental and cultural interpretation to the public (interpretive signs, guided tours)
- Foster partnerships with agencies, businesses and organizations surrounding youth engagement
- Engaging volunteers to keep our open space, trails, and waterways in the best shape
- Investigate perennial opportunities for Rio de Flag

Program staff develops and implements policies, projects, and programming to maintain open space and its unique resources, provide community members with equal access, and foster educational experiences that stimulate inspiration, stewardship, and familiarity. The program builds on principles of environmental protection, community health, and economic support. Programming supports these principles to maintain open space as a feature of Flagstaff's character and attraction, supports the region's quality of life, protects the region's ecological health, supports current and future economic development, and preserves historic and cultural resources.

Section 159 - Open Space					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ (6,845)	\$ 95,782	\$ 95,782	\$ 344,780	\$ 248,998
Contractuals	-	113,477	113,477	246,670	133,193
Commodities	-	3,200	3,200	3,200	-
Capital	-	32,956	32,956	-	(32,956)
Total	\$ (6,845)	\$ 245,415	\$ 245,415	\$ 594,650	\$ 349,235
Expenditures by Program:					
Open Space Maintenance-SEMS	\$ (6,845)	\$ 155,382	\$ 155,382	\$ 554,650	\$ 399,268
AFG Observatory Mesa	-	32,956	32,956	-	(32,956)
Kahtoola	-	4,077	4,077	-	(4,077)
McMillan Mesa Tree Removal	-	3,000	3,000	-	(3,000)
Open Space Grants	-	50,000	50,000	-	(50,000)
Picture Canyon Malapai	-	-	-	40,000	40,000
Total	\$ (6,845)	\$ 245,415	\$ 245,415	\$ 594,650	\$ 349,235
Source of Funding:					
General Fund				\$ 594,650	
				\$ 594,650	
Commentary:					
The Open Space operating budget has increased by 180%. There are no capital expenditures. The personnel services increase of 260% is mainly due to the addition of 1.0 FTE Open Space Coordinator, merits and benefit increases. The contractuals increase of 117% is mainly due to a potential grant and an increase to the ongoing base budget to manage and maintain open spaces. Commodities remained flat year over year. There is no major capital) (>\$10,000).					
Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Open Space Coordinator	0	0	0	1	1
Open Space Specialist	0	1	1	(1)	0
Open Space Supervisor	0	0	0	1	1
Total	0	1	1	1	2
New Personnel:					
Title	FTE	Total \$ 2022-2023	Potential Offset	Net Cost 2022-2023	Future Cost
Open Space Coordinator	1	\$ 89,795	\$ -	\$ 89,795	\$ 89,795
Capital:					
None					

Mission

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

Program Description

The Sustainability section's mission is to create a livable and low-impact community. This mission is reflected in the goals of the section's program areas. The section contributes to greater well-being among Flagstaff residents through the following efforts:

- Reducing the impacts of Flagstaff's waste and material consumption
- Preparing the Flagstaff community and City operations for long-term climate changes and ensuing impacts on the Flagstaff community
- Protecting Flagstaff's ecological health and preserving historic and cultural resources
- Engaging volunteers to keep Flagstaff's neighborhoods, trails, parks, and streets litter-free
- Facilitating energy efficiency measures across the Flagstaff community and City government operations
- Increasing access to local, healthy, and affordable food throughout the Flagstaff community

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

Section 170 - Sustainability					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 573,449	\$ 505,973	\$ 505,973	\$ 728,091	\$ 222,118
Contractuals	163,593	841,430	1,066,430	4,175,110	3,333,680
Commodities	61,400	59,019	59,019	256,297	197,278
Capital	44	350,000	350,000	-	(350,000)
Total	\$ 798,486	\$ 1,756,422	\$ 1,981,422	\$ 5,159,498	\$ 3,403,076
Expenditures by Program:					
Sustainability	\$ 508,283	\$ 1,060,773	\$ 1,060,773	\$ 641,422	\$ (419,351)
Energy Contracts	20,000	370,000	370,000	20,000	(350,000)
Open Space Maintenance	115,711	-	-	-	-
Community Stewards	12,755	42,509	42,509	47,109	4,600
Materials Management	71,492	124,268	124,268	105,546	(18,722)
Climate and Energy	41,014	158,872	158,872	3,685,872	3,527,000
Non-EMF Sustainability Programing	-	-	225,000	659,549	659,549
AFG Observatory Mesa	44	-	-	-	-
Kahtoola	146	-	-	-	-
Invasive Plant Program	(1)	-	-	-	-
McMillan Mesa Tree Removal	9,042	-	-	-	-
Open Space National Trust Historic Preservation	10,000	-	-	-	-
Leadership in Community Resilience	10,000	-	-	-	-
Total	\$ 798,486	\$ 1,756,422	\$ 1,981,422	\$ 5,159,498	\$ 3,403,076
Source of Funding:					
SEMS Fund				\$ 5,159,498	
				\$ 5,159,498	
Commentary:					
The Sustainability operating budget has increased by 267%. There are no capital expenditures. The personnel services increase of 44% is mainly due to merits and benefit increases, as well as the addition of 1.0 FTE for a Resilience Analyst. The contractuals increase of 396% is mainly due to an increase in funding related to climate action. Commodities increased by 334% and is mainly due to one-time funding for two electric vehicle charging stations. There is no major capital (>\$10,000).					

Authorized Personnel/Positions:					
Title	2019-2020	2020-2021	Current 2021-2022	Changes 2022-2023	Proposed 2022-2023
Administrative Assistant	0	1	0	0	0
Climate and Energy Analyst	0	0	1	0	1
Climate and Energy Coordinator	1	1	0	0	0
Climate Engagement Coordinator	0.49	0.49	1	0	1
Climate Program Manager	0	0	1	0	1
Open Space Specialist	1	0	0	0	0
Resilience Analyst	0	0	0	1	1
Sustainability Coordinator	0	0	1	0	1
Sustainability Director	1	1	1	0	1
Sustainability Specialist	2	2	1	0	1
Waste Reduction and Food Systems Coordinator	1	1	1	0	1
Total	6.49	6.49	7	1	8

New Personnel:					
Title	FTE	Total \$ 2022-2023	Potential Offset	Net Cost 2022-2023	Future Cost
Resilience Analyst	1	\$ 84,736	\$ -	\$ 84,736	\$ 84,736

Capital:	None
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Section 171 - Environmental Management					
Expenditures by Category:					
	Actual Expenditures 2020-2021	Adopted Budget 2021-2022	Estimated Expenditures 2021-2022	Proposed Budget 2022-2023	Budget-Budget Variance
Personnel Services	\$ 72,489	\$ 79,998	\$ 79,998	\$ 99,712	\$ 19,714
Contractuals	2,420	24,555	24,555	24,555	-
Commodities	703	6,506	6,506	6,506	-
Total	\$ 75,612	\$ 111,059	\$ 111,059	\$ 130,773	\$ 19,714
Expenditures by Program:					
Environmental Management	\$ 75,612	\$ 111,059	\$ 111,059	\$ 130,773	\$ 19,714
Total	\$ 75,612	\$ 111,059	\$ 111,059	\$ 130,773	\$ 19,714
Source of Funding:					
SEMS Fund				\$ 130,773	
				\$ 130,773	
Commentary:					
The Environmental Management operating budget has increased by 18%. There are no capital expenditures. The personnel services increase of 25% is mainly due to merits and benefit increases. Contractuals and commodities remained flat year over year. There is no major capital (>\$10,000).					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023
Volunteer and Event Coordinator	1	1	1	0	1
Total	1	1	1	0	1

New Personnel:	None
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Capital:	None
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City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2022-2023 - Fiscal Year 2026-2027

	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Total Plan
Beginning Balance	\$ -	-	-	-	-	-	-	-
Resources								
Debt	47,872,431	10,326,639	41,260,500	43,638,779	31,250,000	36,061,000	15,750,000	178,286,918
Grants	18,715,931	8,419,344	54,079,746	19,430,480	11,310,500	2,390,650	8,117,532	103,748,252
Pay-as-you-go	109,008,242	96,468,123	53,699,958	43,228,320	52,008,485	44,301,387	32,462,552	322,168,825
Total Resources	175,596,604	115,214,106	149,040,204	106,297,579	94,568,985	82,753,037	56,330,084	604,203,995
Expenditures								
General Government	43,055,378	12,982,244	15,776,954	37,940,000	10,040,000	5,101,000	50,000	81,890,198
Streets/Transportation	66,401,968	61,805,546	42,472,781	28,450,685	48,447,685	52,777,037	31,455,684	265,409,418
Arts and Science (BBB)	715,375	589,375	169,000	125,000	130,000	80,000	279,000	1,372,375
Recreation (BBB)	-	-	800,000	-	-	-	-	800,000
Beautification (BBB)	5,492,004	4,079,004	1,405,000	1,472,000	1,696,300	1,450,000	1,800,000	11,902,304
Drinking Water	20,899,257	9,382,927	12,645,503	9,596,000	9,780,000	7,830,000	9,230,000	58,464,430
Wastewater	8,870,724	3,935,641	9,972,429	7,343,894	12,400,000	10,500,000	4,050,000	48,201,964
Reclaimed Water	1,164,009	250,000	1,440,000	1,565,000	1,540,000	900,000	225,000	5,920,000
Stormwater	8,381,706	9,920,893	26,615,000	2,025,000	3,875,000	2,525,000	2,775,000	47,735,893
Solid Waste	6,253,262	6,097,080	4,825,000	-	790,000	1,090,000	965,000	13,767,080
Airport	14,362,921	6,171,396	32,918,537	17,780,000	5,870,000	500,000	5,500,400	68,740,333
Total Expenditures	175,596,604	115,214,106	149,040,204	106,297,579	94,568,985	82,753,037	56,330,084	604,203,995
Ending Balance	\$ -	-	-	-	-	-	-	-

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2022-2023 - Fiscal Year 2026-2027

	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Total Plan
General Government								
General Fund								
Fiber	\$ 2,000,000	2,000,000	14,000,000	-	-	-	-	16,000,000
West Complex Little League Imp	37,000	37,000	-	-	-	-	-	37,000
Buffalo Accessibility Parking	202,000	202,000	-	-	-	-	-	202,000
Thorpe Park Restrooms	-	-	230,000	-	-	-	-	230,000
Pickleball Courts (Grant)	-	-	1,000,000	-	-	-	-	1,000,000
Cemetery Columbarium	50,000	50,000	-	-	-	-	-	50,000
West Side Park Project	1,500,000	1,500,000	-	-	-	-	-	1,500,000
Observatory Mesa	32,956	32,956	-	-	-	-	-	32,956
John Wesley Powell Study	42,145	78,102	45,500	-	-	-	-	123,602
Library								
Front Entry ADA Compliance	100,000	100,000	200,000	-	-	-	-	300,000
Window Replacement	1,000,000	1,000,000	-	-	-	-	-	1,000,000
Front Door Replacement	25,000	25,000	-	-	-	-	-	25,000
Parking District Fund								
Property Acquisition	1,051,836	1,051,836	250,954	-	-	-	-	1,302,790
Southside Curbs	40,000	-	40,000	40,000	40,000	40,000	-	160,000
Sustainability								
Red Gap Ranch Photovoltaic	350,000	350,000	-	-	-	-	-	350,000
Capital Projects Bond Funded								
Non GO Bond Projects								
Courthouse Parking Structure	5,957,842	3,861,842	-	-	-	-	-	3,861,842
Courthouse	446,064	385,715	-	-	-	-	-	385,715
USGS Buildings	27,900,000	-	10,500	37,900,000	10,000,000	5,061,000	50,000	53,021,500
GO Bond Projects								
Sweeper Bay Expansion	232,223	216,253	-	-	-	-	-	216,253
FUTS/Open Space Land	2,088,312	2,091,540	-	-	-	-	-	2,091,540
Total General Government	\$ 43,055,378	12,982,244	15,776,954	37,940,000	10,040,000	5,101,000	50,000	81,890,198

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2022-2023 - Fiscal Year 2026-2027

	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Total Plan
General Government								
Debt	29,872,431	1,972,431	10,500	37,900,000	10,000,000	5,061,000	50,000	
Pay as You Go	11,632,947	9,459,813	1,266,454	40,000	40,000	40,000	-	
Grant	1,550,000	1,550,000	14,500,000	-	-	-	-	

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2022-2023 - Fiscal Year 2026-2027

	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Total Plan
Streets / Transportation								
Streets - HURF								
Reserve for Improvements	\$ 50,000	620,000	-	50,000	50,000	50,000	50,000	820,000
Minor Transportation Imp.	50,000	50,000	100,000	50,000	50,000	50,000	50,000	350,000
Sidewalk Replacement Program	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Overlay - Annual Street Mnctce	3,444,626	2,785,530	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	13,285,530
Dirt Road Construction	-	-	-	-	-	2,277,352	-	2,277,352
Sunnyside	1,690,000	1,690,000	-	-	-	-	-	1,690,000
Transportation Tax Funded								
Safety Improvements								
Beulah Extension	-	-	221,313	-	-	-	-	221,313
Switzer/Turq. Roundabout	76,941	76,941	-	-	-	-	-	76,941
San Fran/Franklin Signal	400,000	400,000	-	-	-	-	-	400,000
La Plaza Vieja Traffic Imp.	228,537	228,537	-	-	-	-	-	228,537
Street Improvements								
Beulah/University Realign	7,355,616	7,355,616	9,164,937	-	-	-	-	16,520,553
Solier Ave/Fanning	250,000	250,000	-	-	-	-	-	250,000
Transportation Master Plan	142,150	142,150	-	-	-	-	-	142,150
Southside Curbs	265,008	265,008	-	-	-	-	-	265,008
Major Road Reconstruction	144,692	144,692	-	-	-	-	-	144,692
Road Repair and Street Safety								
Pavement Overlay Program	1,253,071	1,181,451	5,000,000	6,000,000	6,500,000	7,000,000	7,000,000	32,681,451
Pullium Drive	-	-	-	-	1,500,000	-	-	1,500,000
Utility Replacements/Overlay	31,793	31,793	-	-	-	-	-	31,793
West Flagstaff Improvements	3,259,480	3,259,480	-	-	-	-	-	3,259,480
Coconino Estates	9,408,076	9,408,076	1,564,346	-	-	-	-	10,972,422
Lone Tree Railroad Overpass								
Lone Tree Railroad Overpass	8,686,681	8,686,681	3,500,000	8,000,000	25,000,000	25,000,000	-	70,186,681
Roadway, Pedestrian, Bicycle and Safety Improvements								
New Street Projects								
JWP Extension - Ph. 1 and 2	-	-	295,500	-	-	-	-	295,500
JWP - Lake Mary/ Airport	-	-	-	-	502,000	7,000,000	7,000,000	14,502,000
Street Widening Projects								
Butler Avenue Widening	5,294,076	5,294,076	1,364,000	5,056,000	4,500,000	-	-	16,214,076
4th Street Reconstruction	2,827,042	1,422,439	-	-	-	-	-	1,422,439

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2022-2023 - Fiscal Year 2026-2027

	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Total Plan
Streets / Transportation								
Street Widening Projects Cont.								
Lone Tree-Butler/Pine Knoll	\$ 250,000	250,000	1,650,000	1,000,000	2,000,000	5,000,000	2,000,000	11,900,000
Lone Tree-Pine Knoll/IWP	-	-	-	-	-	-	10,000,000	10,000,000
Street Operations								
Signal and Traffic Mgmt.	334,000	334,000	87,685	87,685	87,685	87,685	87,684	772,424
Traffic Technology Grant	3,000,000	3,000,000	-	-	-	-	-	3,000,000
Lockett/4th Roundabout	1,868,437	1,864,155	1,500,000	-	-	-	-	3,364,155
Intersection Improvements	155,800	154,200	300,000	50,000	470,000	50,000	300,000	1,324,200
Quiet Zone Modifications	608,880	608,880	-	-	-	-	-	608,880
Dark Sky Lighting	2,600,000	2,600,000	1,300,000	1,300,000	1,300,000	1,000,000	500,000	8,000,000
Neighborhood Plans	250,000	250,000	-	-	250,000	-	-	500,000
West Route 66 (ADOT)	-	-	-	1,350,000	-	1,350,000	-	2,700,000
Corridor Studies	-	-	125,000	-	125,000	-	-	250,000
Country Club/Oakmont	-	-	115,000	500,000	500,000	-	-	1,115,000
Bicycle and Pedestrian Projects								
General Planning	140,000	140,000	143,000	146,000	149,000	152,000	155,000	885,000
FUTS Reserve	-	-	50,000	50,000	50,000	50,000	50,000	250,000
Flagstaff Urban Trail System								
Foxglenn Trail	-	-	160,000	1,000,000	-	-	-	1,160,000
Spot Improvements	400,000	400,000	400,000	-	-	-	-	800,000
Single Track/Forest	50,000	50,000	64,000	105,000	109,000	-	-	328,000
Mountain View Access	109,000	109,000	30,000	-	-	-	-	139,000
Fort Valley Plaza Access	30,000	30,000	-	-	-	30,000	-	60,000
Brannen Access	-	-	-	-	-	-	-	80,000
Sawmill Trail	-	-	-	-	80,000	-	-	105,000
High Country Trail	-	-	-	-	105,000	-	-	205,000
Linda Vista Trail	-	-	-	-	-	205,000	-	250,000
Marshall Trail	-	-	-	-	-	-	-	520,000
Route 66 Trail	-	-	-	-	-	250,000	520,000	250,000
Sidewalks								
Fourth Street Sidewalks	-	-	228,000	-	-	-	-	228,000
Yale Street Sidewalks	-	-	-	81,000	-	-	-	81,000

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2022-2023 - Fiscal Year 2026-2027

	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Total Plan
Streets / Transportation								
Bikeways								
Bikeway Spot Improve	\$ -	-	40,000	-	-	-	-	40,000
Bike Routes	-	-	80,000	-	-	-	-	80,000
Stripe Shoulders	-	-	-	78,000	-	-	-	78,000
Kendrick Street	-	-	-	118,000	-	-	-	118,000
Southside	-	-	-	-	61,000	-	-	61,000
Florence Street	-	-	-	-	56,000	-	-	56,000
Presidio	-	-	-	48,000	-	-	-	48,000
McConnell Drive	-	-	-	-	34,000	-	-	34,000
Country Club	-	-	-	65,000	-	-	-	65,000
Highway 180	-	-	-	-	-	-	468,000	468,000
Enhance Beacon Crossings								
Butler Avenue at O'Leary	-	-	450,000	-	-	-	-	450,000
Humphreys Street at Fine	-	-	-	-	-	-	450,000	450,000
Bonito Street at FUTS	-	-	-	-	-	-	300,000	300,000
Woodlands Village FUTS	-	-	-	-	-	450,000	-	450,000
Signage Program	120,000	120,000	-	-	-	-	-	120,000
Cedar Trail	35,000	35,000	-	-	-	-	-	35,000
Switzer Canyon Trail	1,500,000	1,500,000	-	-	-	-	-	1,500,000
Florence/Walnut Trail	2,648,052	2,648,052	-	-	-	-	-	2,648,052
Future Trails Grant	100,000	100,000	-	-	-	-	-	100,000
Coconino Est. Sidewalks	500,000	183,602	-	-	-	-	-	183,602
Sidewalk Infill Program	1,217,000	985,094	-	-	-	-	-	985,094
Sinclair Canyon FUTS	80,000	80,000	-	-	-	-	-	80,000
Protected Bike Lanes	-	797,413	-	-	-	-	-	797,413
First/Last Mile Grant								
Bike Lane Striping	250,000	-	386,000	56,000	-	-	-	442,000
Sidewalk Projects	700,000	170,094	2,440,000	547,000	552,000	-	-	3,709,094
Protected Bike Lanes	1,000,000	-	-	-	-	-	-	-
Bikeway Signing	80,000	-	220,000	-	-	-	-	220,000
Beacon Crossings	1,350,000	-	-	-	1,775,000	-	-	1,775,000
Bikeway Enhancements	-	-	427,000	188,000	117,000	-	-	732,000
Bicycle Parking	-	-	42,000	-	-	-	-	42,000
General Imp and Partnerships								

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2022-2023 - Fiscal Year 2026-2027

	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Total Plan
Streets / Transportation								
Reserve for Improvements	\$ 193,010	157,746	100,000	100,000	100,000	100,000	100,000	657,746
HSIP Program	150,000	150,000	-	-	-	-	-	150,000
General/Partnering Opp.	1,500,000	1,470,840	8,500,000	-	-	-	-	9,970,840
Traffic Engineering	125,000	125,000	125,000	125,000	125,000	125,000	125,000	750,000
Total Streets / Transportation	\$ 66,401,968	61,805,546	42,472,781	28,450,685	48,447,685	52,777,037	31,455,684	265,409,418
Debt	-	-	13,750,000	1,950,000	15,650,000	29,100,000	14,200,000	
Pay as you go	60,260,344	58,231,847	25,910,781	25,867,885	30,842,485	23,677,037	17,255,684	
Grant	6,141,624	3,573,699	2,812,000	632,800	1,955,200	-	-	

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2022-2023 - Fiscal Year 2026-2027

	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Total Plan
Water Services								
Drinking Water								
Rio de Flag Flood Control Project	\$ 1,200,000	-	1,000,000	1,000,000	400,000	400,000	400,000	3,200,000
Aging Water Infra. Replacements	100,000	100,000	200,000	200,000	1,500,000	2,500,000	2,500,000	7,000,000
Water Vault/PRV Replacements	136,799	136,799	150,000	150,000	150,000	150,000	150,000	886,799
Radio Read Meter Replacements	300,000	300,000	1,000,000	800,000	300,000	300,000	300,000	3,000,000
Reserve for Improvements	300,000	150,000	300,000	300,000	300,000	300,000	300,000	1,650,000
Water Rate Study	187,000	187,000	-	75,000	-	-	-	262,000
Future Water Rights - Red Gap	110,819	110,819	-	-	-	-	-	110,819
Rt. 66 Waterline Improvement	1,646,123	1,395,346	-	-	-	-	-	1,395,346
New Well and Pumphouse	1,840,503	175,000	65,503	1,600,000	2,000,000	1,500,000	1,800,000	7,140,503
Coconino Estates - Bundle #4	2,537,000	2,537,000	1,000,000	-	-	-	-	3,537,000
Lake Mary Flocculations	376,838	376,838	3,250,000	-	-	-	-	6,876,838
Solieri Waterline 12" Upsizing	1,306,176	1,306,176	-	-	-	-	-	1,306,176
Lake Mary Land Acquisition	3,000,000	-	3,000,000	-	-	-	-	3,000,000
McAllister Well Design	150,000	150,000	-	-	-	-	-	150,000
Switzer Canyon Line Ph. 4	1,666,000	500,000	1,500,000	1,166,000	-	-	-	3,166,000
Switzer Canyon Line Ph. 5	-	-	-	-	1,800,000	1,000,000	-	2,800,000
Fort Tuthill Waterline Loop Ph. 2	2,000,000	-	-	-	750,000	-	-	750,000
Water Energy Efficiency Upgrades	200,000	-	100,000	100,000	100,000	100,000	100,000	500,000
Summit Waterline Replacement	543,435	543,435	-	-	-	-	-	543,435
Phoenix Ave Bridge Waterline	116,520	116,520	-	-	-	-	-	116,520
Industrial Dr Waterline Replace	1,135,000	1,135,000	-	-	-	-	-	1,135,000
1st Ave TREN Waterline Replace	-	-	250,000	-	-	-	-	250,000
Bonito Load Out Station	159,050	-	-	-	-	-	-	-
Fourth Street Reconstruction	142,994	142,994	-	-	-	-	-	142,994
Fort Tuthill Well	1,745,000	20,000	800,000	925,000	-	-	-	1,745,000
SCADA Well Upgrades	-	-	30,000	30,000	30,000	30,000	30,000	150,000
Red Gap Ranch ROW Survey	-	-	-	150,000	-	-	-	150,000
Red Gap Ranch Water Study	-	-	-	-	400,000	-	-	400,000
Red Gap Ranch Environ Impact	-	-	-	-	-	-	-	500,000
Red Gap Ranch ROW Acquisition	-	-	-	-	-	-	1,000,000	1,000,000
Red Gap Ranch Geotechnical	-	-	-	-	-	-	500,000	500,000
Railroad Springs #1 Repaint	-	-	-	-	-	-	-	300,000
JW Powell Waterline Oversize	-	-	-	-	1,150,000	1,150,000	1,150,000	2,300,000
Cheshire Tank Expansion	-	-	-	-	-	-	500,000	500,000
Lake Mary Raw Pipeline Rehab	-	-	-	-	2,000,000	-	-	2,000,000
	20,899,257	9,382,927	12,645,503	9,596,000	9,780,000	7,830,000	9,230,000	58,464,430

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2022-2023 - Fiscal Year 2026-2027

	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Total Plan
Water Services								
Wastewater								
Energy Efficiency Program	\$ 428,441	428,441	500,000	-	-	-	-	928,441
SCADA Upgrades	-	-	200,000	-	-	-	-	200,000
Aging Sewer Infra. Replacements	100,000	100,000	100,000	100,000	100,000	620,000	1,300,000	2,320,000
Reserve for Improvements	300,000	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Rio de Flag Sewer Relocations	1,200,000	-	1,000,000	1,000,000	400,000	400,000	400,000	3,200,000
Wildcat - New Digester #3 & #4	2,693,894	12,000	1,750,000	3,943,894	5,500,000	5,000,000	-	16,205,894
First Ave./Rt. 66 Sewer Replace	340,000	24,200	500,000	-	-	-	-	524,200
Wildcat Expansion Design	50,000	50,000	1,000,000	-	-	-	-	1,050,000
Wildcat - Headworks MCC	872,429	-	872,429	-	-	-	-	872,429
Rio Clarifier Rebuild	750,000	750,000	250,000	-	-	-	-	1,000,000
Rio Flow Diversion	600,000	600,000	250,000	2,000,000	3,000,000	-	-	5,850,000
Headworks Rehab	-	-	1,500,000	-	-	-	-	1,500,000
Rio Two Bar Screens	-	-	1,000,000	-	-	-	-	1,000,000
Rio Influent Grit Removal	-	-	750,000	-	-	-	-	750,000
Reclaimed Water	8,870,724	3,935,641	9,972,429	7,343,894	12,400,000	10,500,000	4,050,000	48,201,964
8" Bottleneck - Reclaimed Line	1,014,009	100,000	500,000	1,500,000	1,500,000	900,000	-	4,500,000
Rate Study - Reclaimed Portion	-	-	25,000	-	-	-	25,000	50,000
Reclaim Water Meters/Vaults	150,000	150,000	25,000	25,000	-	-	-	200,000
Rio Reclaimed Pump Valve	-	-	40,000	40,000	40,000	-	-	120,000
Buffalo Park Chlorine Building	-	-	100,000	-	-	-	-	100,000
Rio IP PRV Station - Relocate	-	-	750,000	-	-	-	-	750,000
Stormwater	1,164,009	250,000	1,440,000	1,565,000	1,540,000	900,000	225,000	5,920,000
Rio de Flag	2,354,208	2,354,208	-	-	-	-	-	2,354,208
Downtown Mile	-	-	2,000,000	-	-	-	-	2,000,000
Side Drain Lateral Downtown	-	-	-	-	-	500,000	700,000	1,200,000
Stormwater Capital Reserve	200,000	-	50,000	200,000	200,000	-	-	450,000
Spot Improvements	336,775	336,775	165,000	75,000	75,000	75,000	75,000	801,775
Wildwood Drainage Project	413,443	413,443	-	-	-	-	-	413,443
Reserve for Future Improvements	-	-	21,000,000	-	-	-	-	21,000,000
Phoenix Ave Bridge Construct	1,481,429	1,000,000	-	-	-	-	-	1,000,000
Stevens Blvd. Wash at Soliere	542,928	-	-	-	-	500,000	500,000	1,000,000
Columbia Circle	-	-	-	-	-	-	750,000	750,000

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2022-2023 - Fiscal Year 2026-2027

	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Total Plan
Water Services								
Stormwater Continued								
Spruce Avenue Wash Dortha	\$ 639,526	2,800,000	-	-	-	-	-	2,800,000
Spruce Wash Resil.-4th/Butler	16,467	16,467	-	750,000	750,000	-	-	1,516,467
Killip Retention Basin	600,000	3,000,000	1,500,000	-	-	-	-	4,500,000
Rio de Flag Restoration	1,796,930	-	-	-	-	-	-	-
Fanning Drive Wash at Rt. 66	-	-	-	-	600,000	700,000	700,000	2,000,000
Fanning Wash at Steves Blvd	-	-	-	-	-	-	50,000	50,000
Solier Avenue/Fanning Wash	-	-	-	1,000,000	-	-	-	1,000,000
Paradise Road Drainage Imp.	-	-	-	-	750,000	750,000	-	1,500,000
Switzer Canyon Flood Detention	-	-	-	-	1,500,000	-	-	1,500,000
Linda Vista Culvert Upsizing	-	-	1,300,000	-	-	-	-	1,300,000
Cedar Avenue Culvert Upsizing	-	-	600,000	-	-	-	-	600,000
	8,381,706	9,920,893	26,615,000	2,025,000	3,875,000	2,525,000	2,775,000	47,735,893
Total Water Services	\$ 39,315,696	23,489,461	50,672,932	20,529,894	27,595,000	21,755,000	16,280,000	160,322,287

Debt	18,000,000	8,354,208	27,500,000	3,788,779	5,600,000	1,900,000	1,500,000
Pay as you go	21,315,696	15,135,253	17,422,932	14,466,115	17,645,000	17,942,000	11,917,000
Grant	-	-	5,750,000	2,275,000	4,350,000	1,913,000	2,863,000

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2022-2023 - Fiscal Year 2026-2027

	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Total Plan
BBB Funds								
Arts and Science								
Airport Murals	\$ 2,000	-	-	-	-	-	-	-
Flagstaff Art Festival Support	-	-	50,000	-	-	-	-	50,000
ArtWins temporary sculpture	10,000	10,000	-	-	-	-	-	10,000
Courthouse Art Piece	13,500	13,500	-	-	-	-	-	13,500
Moon Landing Sculpture/ Art	24,000	-	-	-	-	-	24,000	24,000
Santa Fe Pluto Sculpture	100,000	-	-	-	-	-	100,000	100,000
Mural Initiative/ Alley Art Imp.	98,000	98,000	10,000	-	-	-	-	108,000
NAIPTA Bus Wraps	25,000	25,000	-	-	-	-	-	25,000
Library Art Piece	65,000	65,000	-	-	-	-	-	65,000
Neighborhood Plans Art Projects	50,000	50,000	-	-	-	-	-	50,000
Eastside Neighborhoods	35,000	35,000	-	-	-	-	-	35,000
Indigenous Representation	100,000	100,000	25,000	25,000	50,000	-	-	200,000
Traffic Boxes	3,875	3,875	-	-	-	-	-	3,875
Indoor Art	10,000	10,000	-	-	-	-	-	10,000
Mural/ Rock Wall - Railroad	-	-	-	-	-	-	75,000	75,000
Artwork at Transportation Ctr.	-	-	35,000	-	-	-	-	35,000
Rio de Flag Artwork	-	-	-	15,000	80,000	80,000	80,000	255,000
Contingency for Future Projects	179,000	179,000	49,000	85,000	-	-	-	313,000
	715,375	589,375	169,000	125,000	130,000	80,000	279,000	1,372,375
Recreation BBB								
Sports Courts	-	-	700,000	-	-	-	-	700,000
Thorpe Park Annex	-	-	100,000	-	-	-	-	100,000
	-	-	800,000	-	-	-	-	800,000
Beautification								
City Hall Lawn	350,000	350,000	-	-	-	-	-	350,000
North Edge - Milton/ Route 66	-	-	-	-	311,300	-	-	311,300
Train Station Platform	356,819	356,819	-	-	-	-	-	356,819
Urban Forest	100,000	100,000	-	-	-	-	-	100,000
Downtown Green	100,000	-	-	-	-	-	-	200,000
Downtown Tree Wells	200,000	200,000	-	200,000	-	-	-	200,000
Buffalo Park Parking	345,000	345,000	-	-	-	-	-	345,000

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2022-2023 - Fiscal Year 2026-2027

	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Total Plan
BBB Funds								
Beautification - Continued								
Rt. 66-S. Edge: Fanning to Rt. 66	\$ 233,000	233,000	-	-	-	-	-	233,000
La Plaza Vieja Park	-	-	-	-	200,000	-	-	200,000
Library Entry (Art Base)	312,000	312,000	375,000	-	-	-	-	687,000
Downtown Paver Redo	320,000	320,000	-	-	-	-	-	320,000
Southside Green Space	100,000	100,000	-	-	-	-	-	100,000
Phoenix-San Fran to Mikes Pike	175,000	175,000	-	-	-	-	-	175,000
Phoenix Parking Plaza	245,000	245,000	225,000	-	-	-	-	470,000
Milton and Butler Drainage	250,000	-	-	-	250,000	-	-	250,000
McAllister Rt. 66 Interp Plaza	12,450	12,450	-	-	-	-	-	12,450
Route 66 Interpretive Trail	268,855	268,855	-	-	-	-	-	268,855
Holiday Decorations	18,880	18,880	-	-	-	-	-	18,880
Flowers and Flagpoles	50,000	50,000	-	-	-	-	-	50,000
Aspen Bike/Ped Enhancements	74,000	74,000	-	25,000	-	-	-	124,000
Switzer Canyon Roundabout	122,000	-	25,000	122,000	-	-	375,000	122,000
Lunar Landing Plaza	375,000	-	-	-	-	-	-	375,000
ADOT Sites	175,000	175,000	100,000	25,000	-	-	-	300,000
ADOT Beautification	90,000	90,000	-	-	-	-	-	90,000
Eastside Neighborhood Beaut.	250,000	-	-	-	-	250,000	-	250,000
School Walkways	88,000	88,000	-	-	-	-	-	88,000
Pluto Piece	-	-	-	-	-	125,000	-	125,000
Mural Initiative	90,000	90,000	-	-	-	-	-	90,000
Playground Beautification	-	-	-	100,000	-	-	-	100,000
Beautification-Rt. 66/Ponderosa	-	-	30,000	-	-	-	-	30,000
Beautification-Rt. 66/Verde	60,000	-	-	-	60,000	-	-	60,000
Indigenous Representation Base	275,000	275,000	-	-	-	-	-	275,000
Rio de Flag	-	-	-	500,000	500,000	500,000	-	2,000,000
Airport Parking Lot	100,000	100,000	-	-	-	-	-	100,000
4th Street/Lockett Roundabout	-	-	30,000	-	-	-	-	30,000
Saturn Gates	-	-	150,000	-	-	-	-	150,000
Expanded Use of Right-of-Way	40,000	40,000	-	-	-	50,000	-	65,000
Phone Booth Library	20,000	20,000	25,000	-	-	-	-	20,000
Vacant Space Activation	20,000	-	-	-	-	-	-	-
Traffic Signal Boxes	10,000	-	-	-	-	-	-	-
Frances Short Pond Master Plan	176,000	-	-	-	-	-	-	-
Beautification - Continued								
Our Town Grant	\$ 50,000	-	-	-	-	-	-	-
Lone Tree Overpass	-	-	50,000	-	-	-	-	50,000
Fourth Street Bridge (Phase 2)	-	-	-	-	300,000	-	-	300,000
Pedestrian and Bike Safety	-	-	-	25,000	-	-	-	25,000
Future Projects	40,000	40,000	395,000	500,000	500,000	500,000	500,000	2,435,000
Total BBB Funds	5,492,004	4,079,004	1,405,000	1,472,000	1,696,300	1,450,000	1,800,000	11,902,304
	\$ 6,207,379	4,668,379	2,374,000	1,597,000	1,826,300	1,530,000	2,079,000	14,074,679

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2022-2023 - Fiscal Year 2026-2027

	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Total Plan
BBB Funds								
Debt	-	-	-	-	-	-	-	-
Pay as you go	6,157,379	4,668,379	2,374,000	1,597,000	1,826,300	1,530,000	2,079,000	
Grant	50,000	-	-	-	-	-	-	-

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2022-2023 - Fiscal Year 2026-2027

	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Total Plan
Solid Waste								
Design/Permits - Cell D Prep	\$ 100,000	95,000	50,000	-	-	-	-	145,000
Excavation of Cell D	2,525,000	2,525,000	375,000	-	-	-	-	2,900,000
Construction of Landfill Cells	-	-	250,000	-	250,000	250,000	750,000	1,500,000
Methane Gas Collection Wells	-	-	-	-	325,000	625,000	-	950,000
Materials Recovery Fac. Const.	-	-	200,000	-	-	-	-	200,000
Water Pumping Infrastructure	-	-	50,000	-	-	-	-	50,000
South Borrow Pit Design	32,110	32,110	-	-	-	-	-	32,110
Scale House Remodel	11,152	11,152	-	-	-	-	-	11,152
NEPA Review	300,000	300,000	-	-	-	-	-	300,000
Landfill Entrance/Parking Lot	35,000	35,000	-	-	-	-	-	35,000
Landfill Cap	-	-	-	-	215,000	215,000	215,000	645,000
Landfill Rd Infrastructure Proj								
Water	1,800,000	1,800,000	-	-	-	-	-	1,800,000
On-Site Well	150,000	130,377	-	-	-	-	-	130,377
Power	-	-	600,000	-	-	-	-	600,000
Roadway	1,300,000	1,168,441	300,000	-	-	-	-	1,468,441
Stormwater	-	-	3,000,000	-	-	-	-	3,000,000
Total Solid Waste	\$ 6,253,262	6,097,080	4,825,000	-	790,000	1,090,000	965,000	13,767,080

Debt	-	-	-	-	-	-
Pay as you go	6,253,262	6,097,080	4,825,000	-	790,000	1,090,000
Grants				-	-	-

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2022-2023 - Fiscal Year 2026-2027

	Budget 2021-2022	Estimate 2021-2022	Budget 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Total Plan
Airport								
Airport Drainage Imp - Design	\$ 400,000	399,761	-	-	-	-	-	399,761
Multi-Use Equip Building - Design	881,699	806,254	-	-	-	-	-	806,254
Parking Improvements	2,781,222	2,665,381	-	-	-	-	-	2,665,381
Multi-Use Building - Construct	8,000,000	-	24,780,722	-	-	-	-	24,780,722
Land Acquisition	750,000	750,000	2,000,000	-	-	-	-	2,750,000
Taxiway - Apron W - Design	800,000	800,000	-	-	-	-	-	800,000
Taxiway W-Rehab and Relocate	-	-	-	11,500,000	-	-	-	11,500,000
Land Safety Area 60 Acres	-	-	-	2,000,000	-	-	-	2,000,000
Taxiway A Rehabilitate	-	-	-	-	1,000,000	-	-	1,000,000
Perimeter Service Road Rehab	-	-	-	-	4,500,000	-	-	4,500,000
Rehab Runway 3-21	-	-	-	1,400,000	-	-	-	1,400,000
Taxiway - Rehabilitate	-	-	-	-	-	500,000	-	500,000
Terminal Construct/Expand	-	-	-	2,100,000	-	-	4,400,400	6,500,400
FAA Entitlement-Unidentified Proj	-	-	-	-	-	-	1,100,000	1,100,000
ADOT Future - Runway Rehab	-	-	1,263,350	400,000	-	-	-	1,663,350
ADOT Environmental Assess.	750,000	750,000	-	-	-	-	-	750,000
FAA AIP Infrastructure	-	-	1,493,448	-	-	-	-	1,493,448
FAA AIP Infrastructure Law 2022	-	-	1,481,017	-	-	-	-	1,481,017
FAA AIP Infrastructure Law 2023	-	-	1,400,000	-	-	-	-	1,400,000
Parking Lot Improvements	-	-	500,000	380,000	370,000	-	-	1,250,000
Total Airport	\$ 14,362,921	6,171,396	32,918,537	17,780,000	5,870,000	500,000	5,500,400	68,740,333

Debt	-	-	-	-	-	-	-
Pay as you go	3,388,614	2,875,751	1,900,791	1,257,320	864,700	22,350	245,868
Grant	10,974,307	3,295,645	31,017,746	16,522,680	5,005,300	477,650	5,254,532

City of Flagstaff
Unfunded Capital Improvements
Fiscal Year 2022-2023

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

General Government

Information Technology

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

Fire Department

Sta. 1 - Fire Garage Facilities for Active Vehicle Storage	360,000
Sta. 2 - Fire Garage Facilities for Active Vehicle Storage	360,000
Training Ctr - Fire Garage Facilities for Active Vehicle Storage	360,000
Sta. 2 - Concrete re-design and replacement (back driveway)	250,000
Sta. 2 - Shot Crete for rock wall erosion protection	750,000
Sta. 4 - Facility replacement (not land)	2,750,000
Sta. 7 - Planning and Engineering/Station Costs (JW Powell Blvd area)	3,500,000
Training Center Facility Improvements (structure)	1,500,000
Training Center Ground Improvements	800,000
Signal Pre-emption	965,000
	<u>11,595,000</u>

Police Department

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

Flagstaff Housing Authority

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

Municipal Facilities

Public Works Building 4 - Facilities/Parks Division Facility	4,000,000
Records Storage Facility	250,000
City Hall Main Entry Redesign	500,000
Mogollon Yard Decommission/Remediation	600,000
Repurposing of Decommissioned City Facilities	TBD
Downtown Connection Center Parking Structure	TBD
Old Courthouse Redevelopment Parking	TBD
Courthouse Parking	5,500,000
	<u>10,850,000</u>

Total General Government 62,695,000

City of Flagstaff
Unfunded Capital Improvements
Fiscal Year 2022-2023

Parks, Recreation, Open Space and Events (PROSE)

Parks

Buffalo Park Improvements	\$ 1,350,000
Buffalo Park Parking Lot Improvements	300,000
Cemetery Entrance at Lone Tree	850,000
Cemetery Roadway Repair and Replacement	350,000
Cemetery Veterans Section Expansion and Cremains Plots	200,000
Cheshire Park Improvements - Expansion	3,500,000
Christensen Park Development	7,000,000
Clay Basin Park Development	13,750,000
Continental Regional Park Development (includes a girls softball complex)	50,000,000
Field Lighting Upgrade to LED	750,000
FUTS Asphalt Repair and Replace Program (9 miles)	6,500,000
Lake Mary Regional Park Development	30,000,000
Parks Playground Replacement - Old Inventory	1,200,000
Pickleball Courts Development	700,000
Splash Pad Development	500,000
Tennis Courts Development	300,000
Thorpe Park Annex Planning, Design and Development	1,600,000
Wheeler Park Electrical Repairs	120,000
	118,970,000

Recreation

Aquaplex Expansion - 25 Meter Pool	8,000,000
Aquaplex Kids Club Outdoor Play Area	60,000
Aquaplex Facility Capital Maintenance	875,000
Competitive Lap Pool - 50 Meter	20,000,000
Facility Capital Repair	1,000,000
Jay Lively Cooling Tower Replacement	500,000
Jay Lively Chiller Replacement	500,000
Joe C Montoya Expansion	500,000
Snow Play Area	6,000,000
Jay Lively Second Sheet of Ice	TBD
Special Events Facility/Venue	TBD
	37,435,000

Open Space

Picture Canyon Improvements	1,300,000
McMillan Mesa Improvements	200,000
Observatory Mesa Improvements	200,000
Schultz Creek Improvements	25,000
Observatory Mesa Trail Plan Implementation	2,500,000
Property Acquisition to preserve additional sensitive areas and add connectivity:	
Walnut Canyon Regional Preserve (Sections 22, 28, 30)	22,000,000
Priority Connector 1A (Walnut Canyon to Ft. Tuthill)	11,500,000

City of Flagstaff
Unfunded Capital Improvements
Fiscal Year 2022-2023

Open Space (continued)

Priority Connector 1C (Observatory Mesa to McMillan Mesa)	\$ 5,100,000
Priority Connector 1D (Picture Canyon to Walnut Canyon)	6,100,000
Priority Connector 1E (Observatory Mesa to Fort Tuthill)	9,500,000
Priority Connector 1F (Inner-city McMillan Mesa to Walnut Canyon)	8,400,000
	66,825,000

Total PROSE 223,230,000

Economic Vitality

Parking

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

Airport Capital

Multi-level Airport Paid Parking Garage	25,000,000
Hangar	TBD
	25,000,000

Library

Library Windows	TBD
Library Broiler	TBD
New Eastside Library Building	30,000,000
Downtown Library Front Doors	75,000
Downtown Library Front Entrance Project	733,000
Grand Canyon Community Library Renovation	250,000
	31,058,000

Total Economic Vitality 81,058,000

Water Services

Drinking Water

North Reservoir Treatment Plant	1,200,000
Main Tank Rehabilitation	1,200,000
Christmas Tree Tank Rehabilitation	500,000
Paradise Tank Rehabilitation	500,000
Red Gap Ranch Pipeline 100% Design	12,000,000
Red Gap Ranch Pipeline Construction	260,000,000
Lake Mary Raw Water Pipeline	16,000,000
Woody Mountain Powerline Burial	1,500,000
Bonito Load Out Station	750,000
TRAX Spruce Wash First Ave WL Replacement	300,000
Bathymetry study – lake sedimentation volume	90,000
Kinlani Tank Rehabilitation	100,000
Inner Basin Diesel Engine Replacements (IB#9, IB#11, IB#14)	150,000
Flow Meter Replacements	500,000
Inner Basin Pipeline Assessment/Design	500,000
Inner Basin Pipeline Rehabilitation	2,500,000
Lake Mary Water Treatment Plant Chlorine Dioxide Generator Replace	200,000
Tuthill Booster Station Rehabilitation	300,000
	298,290,000

City of Flagstaff
Unfunded Capital Improvements
Fiscal Year 2022-2023

Wastewater

Rio de Flag WRP Projects	
Rio WRP-Anoxic Mixer	\$ 550,000
Rio Generators and Transfer Switch	2,100,000
Rio Small Turbo Blowers	1,440,000
Rio Influent Grit Removal	750,000
Wildcat Hill WRP Projects	
Improve Baffling and Weirs at Secondary Clarifiers	480,000
Add Post Anoxic Zone	2,152,000
Add Initial Anaerobic Zone	2,400,000
Replace All Three Anoxic Mixers on IFAS	500,000
Wastewater Treatment Plant Expansion - Design and Construction	220,000,000
Co-Gen Replacement	4,500,000
Wildcat Hill (WCH) Primary Effluent Pump Station	5,000,000
WCH Headworks Motor Control Center (MCC) and Rehab	2,372,439
Rio MCC	3,600,000
WCH Septage/Grease Station	5,400,000
	<hr/>
	251,244,439

Wastewater Collection/Reclaim Distribution

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

Reclaim

Reclaim Recharge and Recovery Project	500,000
Reclaim Water System Expansion - Westside	4,500,000
Reclaimed Water Line Loop - Foxglenn Park to Continental/WCH	12,800,000
Buffalo Park Chlorine Building Upgrade	2,100,000
Rio IP PRV Station Relocate	750,000
8" Bottleneck- additional funds	1,500,000
WCH Reclaim Pump Station Upgrade	4,500,000
Rio Reclaim Booster Pump Station - Upgrades	600,000
Master Radio Tower- Rio de Flag	200,000
Cemex & County Yard Flow Monitoring Stations	450,000
Bushmaster Booster Sta, Pump and Automatic Valve	500,000
Rio Reclaim Distribution System upgrades	350,000
Reclaim Meter & Vault Upgrades (Program)	500,000
	<hr/>
	29,250,000

Stormwater

West Street Wash Storm Sewer	5,600,000
Switzer Canyon Wash Upper Reach	5,400,000
Switzer Canyon Wash Lower Reach (Huntington Dr. Area)	1,600,000
Fanning Wash Channel Capacity Improvements	2,600,000
Linda Vista Culvert Upsizing	1,300,000
South Mount Elden Flood Mitigation	3,000,000
Cedar Avenue Culvert Upsizing	1,200,000
Spruce Wash Channel Improvements	22,000,000
Arroyo Seco - Ponderosa Park Drainage	1,500,000
Spruce Wash Tunnel Between Killip and Rte. 66	6,000,000
Dortha to Arroyo Seco Tunnel	1,500,000
Hospital Hill Storm Drains	1,125,000
Mobile Haven Drainage Ditch Improvement	1,050,000
Shadow Mountain - Monte Vista Drainage Improvement	450,000

City of Flagstaff
Unfunded Capital Improvements
Fiscal Year 2022-2023

Stormwater (continued)

Darleen Drive Drainage Improvement	\$ 225,000
Smokerise Neighborhood Drainage Improvements	750,000
University Heights Drainage Improvements	2,250,000
Leroux Avenue at Rio de Flag Low Water Crossing	525,000
	<hr/> 58,075,000

Total Water Services 642,459,439

Engineering and Capital Improvements

Transportation

J. Wesley Powell Blvd - Pine Canyon to 4th St (Property Owner Contrib.)	27,433,100
Yale/Plaza Way/Metz Walk Backage Rd.	3,000,000
Sunnyside Neighborhood Improvements	4,900,000
Riordan Ranch St. Backage Rd.	2,000,000
Lone Tree - Pine Knoll to JWP (Corridor Study I-40 Traffic Interchange)	78,000,000
Steves Blvd. / Lakin Realignment	1,550,000
Milton Rd. Corridor Improvements (ADOT Partnership)	44,603,600
Woody Mtn Loop - Rt. 66 to I-40	22,190,000
I-40/Woody Mtn Rd Traffic Interchange	57,154,000
East Butler Ave Extension to Section 20	15,000,000
Empire Ave Extension to East Rt. 66	10,700,000
Ponderosa Parkway Extension (Rt. 66 to the north)	9,753,000
Linda Vista Extension (Fanning to Kaspar)	9,872,000
Sidewalks (58 miles with \$6.2 million funded)	15,439,830
FUTS Trails (76.7 miles with \$6.9 million funded)	22,732,000
Enhanced Crossings (59 missing with \$6.2 million funded)	12,690,000
Bridges and Tunnels (49 missing with \$8.2 million funded)	57,120,000
	<hr/> 394,137,530

Total Engineering and Capital Improvements 394,137,530

Total Unfunded Projects \$ 1,403,579,969

City of Flagstaff
Authorized Personnel/Position Summary

Section	2018-2019	2019-2020	2020-2021	2021-2022	Add/Delete 2022-2023	Adopted 2022-2023
City Manager						
Administrative Specialist	0	0	0	1	(1)	0
City Clerk	1	1	1	1	(1)	0
City Manager	1	1	1	1	0	1
City Records Coordinator	1	1	1	1	(1)	0
Communications Manager	1	0	0	0	0	0
Community Engagement Specialist	0	0	0	1	0	1
Coordinator for Indigenous Initiatives	0	1	1	1	0	1
Deputy City Clerk	1	1	1	1	(1)	0
Deputy City Manager	2	2	2	1	0	1
Executive Assistant I	1	1	1	1	0	1
Executive Assistant III	0	1	1	1	0	1
Intern	0.25	0	0	0	0	0
Labor Standards Manager	1	0	0	0	0	0
Management Analyst	2	2	2	2	0	2
Public Affairs Director	0	1	1	1	0	1
Senior Deputy City Manager	0	0	0	1	0	1
Total	11.25	12	12	14	(4)	10
Human Resources						
Administrative Specialist	1	1	1	1	0	1
Human Resources Analyst	3	3	3	3	1	4
Human Resources and Risk Management Director	1	1	1	1	0	1
Human Resources Generalist	1	2	2	2	0	2
Human Resources Manager	1	2	2	2	0	2
Human Resources Recruiter	1	1	1	1	0	1
Human Resources Recruitment Specialist	1	0	0	0	0	0
Human Resources Supervisor	1	0	0	0	0	0
Total	10	10	10	10	1	11
Risk Management						
Risk Management Director	1	1	1	1	0	1
Risk Management Specialist	1	1	1	1	0	1
Total	2	2	2	2	0	2
Information Technology						
IT Administrator	3	4	5	6	1	7
IT Analyst	6	4	3	4	1	5
IT Deputy Director	0	0	0	1	0	1
IT Director	1	1	1	1	0	1
IT Information Security Officer	0	1	1	1	(1)	0
IT Manager	4	4	4	3	0	3
IT Specialist	1	2	2	2	0	2
IT Technician	1	1	1	1	0	1
Total	16	17	17	19	1	20
City Attorney						
Administrative Specialist	3	3	4	4	0	4
Administrative Specialist Lead Worker	1	1	1	0	0	0
Assistant City Attorney I	3	3	4	0	0	0
Assistant City Attorney III	0	0	0	4	0	4
City Attorney	1	1	1	1	0	1
City Prosecutor	1	1	1	1	0	1
Deputy City Attorney	1	1	1	1	0	1
Executive Assistant	0	0	1	0	0	0

City of Flagstaff
Authorized Personnel/Position Summary

Section	2018-2019	2019-2020	2020-2021	2021-2022	Add/Delete 2022-2023	Adopted 2022-2023
City Attorney (Continued)						
Executive Assistant I	0	0	0	1	0	1
Executive Assistant II	0	0	0	1	0	1
Legal Assistant	1	1	0	0	0	0
Senior Assistant City Attorney I	4	4	4	0	0	0
Senior Assistant City Attorney III	0	0	0	4	0	4
Water Attorney	0	1	1	1	0	1
Total	15	16	18	18	0	18
Municipal Court						
Administrative Assistant	3	3	3	0	0	0
Collection Specialist	3	3	3	3	0	3
Court Administrator	1	1	1	1	0	1
Court Assistant	0	0	0	3	0	3
Court Finance Specialist	0.8	0.8	0.8	0.8	0	0.8
Court Information Systems Coordinator	2	2	2	2	0	2
Court Interpreter	1	1	1	1	0	1
Court Judicial Specialist	8.25	8.25	8.25	0	0	0
Court Judicial Specialist I	0	0	0	1.75	0	1.75
Court Judicial Specialist II	0	0	0	6.5	0	6.5
Court Training Specialist	1	1	1	1	0	1
Deputy Court Administrator	2	2	2	2	0	2
Jury Services Specialist	1	1	1	1	0	1
Magistrate	2	2	2	2	0	2
On-Call Magistrate	0.5	0.5	0.5	0.5	0	0.5
Presiding Magistrate	1	1	1	1	0	1
Probation Service Officer	1	1	1	1	0	1
Warrant Officer	2	2	2	2	0	2
Total	29.55	29.55	29.55	29.55	0	29.55
City Clerk						
Administrative Specialist	0	0	0	0	1	1
City Clerk	0	0	0	0	1	1
City Records Coordinator	0	0	0	0	1	1
Deputy City Clerk	0	0	0	0	1	1
Total	0	0	0	0	4	4
Management Services						
Financial Systems Analyst	1	1	1	1	0	1
Management Services Director	1	1	1	1	0	1
Total	2	2	2	2	0	2
Purchasing						
Administrative Specialist	1	1	1	1	0	1
Buyer	1	1	1	2	0	2
Contract Specialist	1	1	1	1	(1)	0
Finance Clerk	1	1	0	0	0	0
Grants and Contracts Assistant	0	0	1	1	(1)	0
Grants and Contracts Manager	1	1	1	1	(1)	0
Grants Specialist	1	1	1	1	(1)	0
Purchasing Director	1	1	1	1	0	1
Purchasing Manager	1	1	1	1	0	1
Procurement Specialist	2	2	2	0	0	0
Procurement Specialist Senior	0	0	0	2	0	2
Total	10	10	10	11	(4)	7

City of Flagstaff
Authorized Personnel/Position Summary

Section	2018-2019	2019-2020	2020-2021	2021-2022	Add/Delete 2022-2023	Adopted 2022-2023
Revenue						
Administrative Specialist	6	6	5	0	0	0
Billing and Collections Manager	1	1	1	1	0	1
Billing Specialist	2	2	2	2	0	2
Collections Specialist	1	1	1	1	0	1
Customer Services Manager	1	1	1	1	0	1
Customer Service Representative I	0	0	0	2	0	2
Customer Service Representative Senior	0	0	0	3	0	3
Customer Services Supervisor	1	1	1	1	0	1
Finance Specialist	1	1	1	1	0	1
Licensing Specialist	0	0	1	1	0	1
Meter Technician I	2	2	2	2	0	2
Meter Technician II	2	2	2	2	0	2
Meter Technician Supervisor	1	1	1	1	0	1
Revenue Analyst/Auditor	0	0	1	1	0	1
Revenue Director	1	1	1	1	0	1
Total	19	19	20	20	0	20
Finance						
Accountant	4	4	4	2	0	2
Accountant Senior	0	0	0	2	0	2
Accounts Specialist	1	1	1	0	0	0
Assistant Finance Director	1	1	1	1	0	1
Assistant Finance Manager	1	1	1	1	0	1
Finance Clerk	2	2	2	2	0	2
Finance Director	1	1	1	1	0	1
Finance Specialist	1	1	1	2	0	2
Finance Specialist (Temp)	0.5	0.5	0.5	0.5	0	0.5
Payroll Coordinator	1	1	1	1	0	1
Payroll Manager	1	1	1	1	0	1
Payroll Specialist	1	1.75	1	1	0	1
Total	14.5	15.25	14.5	14.5	0	14.5
Grants, Contracts and Emergency Management						
Emergency Management Administrator	0	0	0	0	1	1
Grants and Contracts Administrator	0	0	0	0	1	1
Grants and Contracts Specialist	0	0	0	0	3	3
Grants, Contracts and Emergency Management Director	0	0	0	0	1	1
Total	0	0	0	0	6	6
Fire Operations						
Administrative Specialist	2	2	2	1	0	1
Assistant Fire Marshal	0	0	0	1	0	1
Deputy Fire Chief	3	3	3	3	0	3
Fire Battalion Chief	3	3	3	3	0	3
Fire Captain	21	21	21	24	0	24
Fire Chief	1	1	1	1	0	1
Fire Engineer	21	21	21	21	0	21
Fire Fighter	30	30	36	36	0	36
Fire Inspector	2	2	2	1	0	1
FWPP Operations Specialist	1	0	0	0	0	0
Management Analyst	0	0	0	1	0	1
Regional Fire Training Coordinator	1	1	1	1	0	1
Wildland Fire Firewise Specialist	1	1	0	0	0	0

City of Flagstaff
Authorized Personnel/Position Summary

Section	2018-2019	2019-2020	2020-2021	2021-2022	Add/Delete 2022-2023	Adopted 2022-2023
Fire Operations (Continued)						
Wildland Fire Manager	1	1	0	0	0	0
Wildland Fire Supervisor	1	1	0	0	0	0
Wildland Forest Health Supervisor	0	1	0	0	0	0
Total	88	88	90	93	0	93
Fire Grants						
Fire Fighter	6	6	0	6	0	6
Total	6	6	0	6	0	6
Water Resource & Infrastructure Protection						
Fire Battalion Chief	0	0	0	1	0	1
Fire Captain	0	0	0	1	0	1
Fire Engineer	0	0	0	1	0	1
Wildland Firewise Specialist	0	0	1	1	0	1
Wildland Fire Crew Member	0	0	0	4	(1)	3
Wildland Fire Crew Member Senior	0	0	0	1	0	1
Wildland Fire Manager	0	0	1	0	0	0
Wildland Fire Supervisor	0	0	1	0	0	0
Wildland Forest Health Supervisor	0	0	1	1	0	1
Total	0	0	4	10	(1)	9
Police Operations						
Administrative Specialist	13	13	13	3	0	3
Animal Control Officer	2	2	2	2	0	2
Deputy Police Chief	2	2	2	2	0	2
Evidence Technician	2	2	2	2	0	2
Police Aides	3	3	3	3	0	3
Police Chief	1	1	1	1	0	1
Police Communications Manager	1	1	1	1	0	1
Police Corporal/Detective	19	19	19	0	0	0
Police Crime Analyst	1	1	1	1	0	1
Police Emergency Communication Specialist	24	24	24	24	0	24
Police Emergency Communication Supervisor	6	6	6	6	0	6
Police Lieutenant	4	4	4	4	0	4
Police Officer	72	72	73	94	0	94
Police Records Lead	0	0	0	1	0	1
Police Records Supervisor	1	1	1	1	0	1
Police Records Technician	0	0	0	9	0	9
Police Sergeant	14	14	14	14	0	14
Police Special Services Supervisor	1	1	1	1	0	1
Police Support Services Manager	1	1	1	1	0	1
Property Control Coordinator	1	1	1	1	0	1
Police Training Coordinator	1	1	1	1	0	1
Total	169	169	170	172	0	172
Police Grants						
Administrative Specialist	1	1	1	1	0	1
Police Officer	5	5	5	3	0	3
Police Sergeant	1	1	1	1	0	1
Total	7	7	7	5	0	5
Community Development Administration						
Administrative Specialist	0	1	1	1	0	1
Administrative Specialist Lead Worker	1	0	0	0	0	0

City of Flagstaff
Authorized Personnel/Position Summary

Section	2018-2019	2019-2020	2020-2021	2021-2022	Add/Delete 2022-2023	Adopted 2022-2023
Community Development Administration (Continued)						
Community Development Director	1	1	1	1	0	1
Real Estate Manager	1	1	1	1	0	1
Real Estate Specialist	0	1	1	1	0	1
Total	3	4	4	4	0	4
Planning and Development						
Administrative Specialist	1	1	1	1	0	1
Associate Planner	2	2	2	2	0	2
Building Inspection Manager	1	1	1	1	(1)	0
Building Inspector	7	7	7	7	(7)	0
Building Official	1	1	1	1	(1)	0
Building Permit Technician	1	1	1	1	(1)	0
Building Plans Examiner	3	3	3	3	(3)	0
Code Compliance Manager	1	1	1	1	(1)	0
Code Compliance Officer I	1	1	1	1	(1)	0
Code Compliance Officer II	1	2	2	2	(2)	0
Comprehensive/Neighborhood Planning Mgr	1	1	1	1	0	1
Current Planning Manager	1	1	1	1	0	1
Development Services Manager	1	1	1	1	0	1
Development Services Specialist	1	1	1	1	0	1
Neighborhood Planner	0	1	1	1	0	1
Planner	0	0	0	2	0	2
Planner Senior	0	0	0	2	0	2
Planning Development Manager	4	4	4	0	0	0
Planning Director	1	1	1	1	0	1
Zoning Code Manager	1	1	1	1	0	1
Total	29	31	31	31	(17)	14
Housing						
Affordable Housing Development Coordinator	0	1	0	0	0	0
Assistant Housing Director	0	0	0	1	0	1
Housing Analyst	1	1	1	1	0	1
Housing and Grants Administrator	1	1	1	1	0	1
Housing Director	1	1	1	1	0	1
Housing Manager	1	1	1	0	0	0
Housing Project Manager	1	0.42	1	1	0	1
Housing Rehabilitation Specialist	1	1	1	0	0	0
Housing Specialist	1	1	1	1	0	1
Total	7	7.42	7	6	0	6
Flagstaff Housing Authority						
Administrative Assistant	0.48	0	0	0	0	0
Administrative Specialist	1	2	2	2	0	2
Assistant Housing Director	0	0	0	1	0	1
Housing Manager	3	3	3	3	0	3
Housing Navigator	0	0	0	1	0	1
Finance Manager	1	1	1	0	0	0
Finance Specialist	0.8	0.8	1	1	0	1
Housing Occupancy Specialist	0	0	0	1	0	1
Housing Services Specialist	5	5	5	3	0	3
Housing Services Specialist Lead	0	0	0	2	0	2
Maintenance Coordinator	1	1	1	0	0	0
Maintenance Inspector	0	0	0	1	0	1
Maintenance Lead Worker	2	2	2	3	0	3

City of Flagstaff
Authorized Personnel/Position Summary

Section	2018-2019	2019-2020	2020-2021	2021-2022	Add/Delete 2022-2023	Adopted 2022-2023
Flagstaff Housing Authority (Continued)						
Maintenance Worker	7	7	7	0	0	0
Maintenance Worker I	0	0	0	3	0	3
Maintenance Worker II	0	0	0	3	0	3
Total	21.28	21.8	22	24	0	24
Flagstaff Metropolitan Planning Organization						
Administrative Specialist	0.5	0	0	0	0	0
Finance Specialist	0	1	0	0	0	0
FMPO Director	1	1	0	0	0	0
Intern	0.38	0.38	0	0	0	0
Metropolitan Planning Organization Manager	1	1	0	0	0	0
Project Manager	1	1	0	0	0	0
Total	3.88	4.38	0	0	0	0
Building Safety and Code Compliance						
Building Inspection Manager	0	0	0	0	1	1
Building Inspector	0	0	0	0	7	7
Building Official	0	0	0	0	1	1
Building Permit Technician	0	0	0	0	1	1
Building Plans Examiner	0	0	0	0	3	3
Code Compliance Manager	0	0	0	0	1	1
Code Compliance Officer I	0	0	0	0	1	1
Code Compliance Officer II	0	0	0	0	2	2
Total	0	0	0	0	17	17
Public Works Administration						
Business Systems Analyst	0	0	0	0	1	1
Project Manager	1	1	1	0	1	1
Project Manager Senior	0	0	0	1	0	1
Public Works Director	1	1	1	1	0	1
Public Works Section Director	0	1	1	1	0	1
Total	2	3	3	3	2	5
Facilities Maintenance						
Environmental Specialist	0	1	1	1	0	1
Facility Maintenance Manager	1	1	1	1	0	1
Facilities Maintenance Superintendent	1	1	1	1	0	1
Maintenance Technician I	0	0	0	3	0	3
Maintenance Technician II	0	0	0	4	0	4
Maintenance Technician III	0	0	0	2	0	2
Maintenance Technician (Temp)	0	0	0	0.5	0	0.5
Maintenance Worker	9.5	9.5	8.5	0	0	0
Maintenance Worker Lead Worker	0	0	1	0	0	0
Total	11.5	12.5	12.5	12.5	0	12.5
Fleet Management						
Buyer	1	1	1	1	0	1
Fleet Services Specialist	1	1	1	1	0	1
Mechanic I	2	2	3	3	0	3
Mechanic II	4	4	4	4	0	4
Mechanic Assistant/Lube Technician	1	1	1	1	0	1
Mechanic Lead Worker	1	1	1	1	0	1
Parts Specialist	1	1	1	1	0	1
Public Works Manager	1	1	1	1	0	1

City of Flagstaff
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Section	2018-2019	2019-2020	2020-2021	2021-2022	Add/Delete 2022-2023	Adopted 2022-2023
Fleet Management (Continued)						
Public Works Supervisor	1	1	1	1	0	1
Welder Technician	1	1	1	1	0	1
Total	14	14	15	15	0	15
Street Maintenance and Repairs						
Administrative Specialist	2	1	1	1	0	1
Equipment Operators	15	15	15	0	0	0
Intern	0.5	0	0	0	0	0
Maintenance Worker	6	6	8	0	0	0
Public Works Manager	1	1	1	1	0	1
Public Works Section Director	1	1	1	1	0	1
Public Works Supervisor	3	3	4	4	0	4
Street Operations Technician I	0	0	0	8	0	8
Street Operations Technician II	0	0	0	8	0	8
Street Operations Technician III	0	0	0	9	0	9
Street Operations Technician (Temp)	3.52	3.52	1.27	1.27	0	1.27
Traffic Signal Technician I	0	0	0	1	0	1
Traffic Signal Technician II	1	1	1	1	0	1
Total	33.02	31.52	32.27	35.27	0	35.27
Solid Waste - Landfill						
Administrative Assistant	0	0.5	0.5	0.5	(0.5)	0
Administrative Specialist	2	2	2	2	1	3
Equipment Operator	4	4	4	0	0	0
Equipment Operator III	0	0	0	4	0	4
Landfill Environmental Aide	0.5	0	0	0	0	0
Landfill Environmental Assistant	2	2	2	2	0	2
Landfill Environmental Program Specialist	1	1	1	1	0	1
Project Manager	2	2	2	1	0	1
Project Manager Senior	0	0	0	1	0	1
Public Works Manager	1	1	1	1	0	1
Public Works Section Director	1	1	1	1	0	1
Public Works Supervisor	1	1	1	1	0	1
Solid Waste Lead Worker	1	1	1	1	0	1
Total	15.5	15.5	15.5	15.5	0.5	16
Solid Waste - Collections						
Administrative Specialist	2	2	2	2	0	2
Customer Relations Supervisor	1	1	1	0	0	0
Equipment Operator	23	23	23	0	0	0
Equipment Operator I	0	0	0	3	0	3
Equipment Operator II	0	0	0	9	0	9
Equipment Operator III	0	0	0	11	0	11
Program Assistant	0.5	0.5	0.5	1	0	1
Public Works Manager	1	1	1	1	0	1
Public Works Supervisor	2	2	2	2	0	2
Solid Waste Lead Worker	2	2	2	2	0	2
Total	31.5	31.5	31.5	31	0	31
Library - City						
Administrative Specialist	2	2	2	2	0	2
Collections Specialist	1	1	1	1	0	1
Deputy Library Director	2	2	2	2	0	2
Executive Assistant II	1	1	1	1	0	1

City of Flagstaff
Authorized Personnel/Position Summary

Section	2018-2019	2019-2020	2020-2021	2021-2022	Add/Delete 2022-2023	Adopted 2022-2023
Library - City (Continued)						
IT Analyst	1	1	1	1	0	1
Librarian	2	3	3	3	0	3
Library Assistant	0	0	0	0	8.5	8.5
Library Assistant (Temp)	0	0	0	0	4.8	4.8
Library Clerk	7	7	7	7	(7)	0
Library Clerk (Temp)	3.07	3.07	3.07	3.55	(3.55)	0
Library Director	1	1	1	1	0	1
Library Page	1.5	1.5	1.5	1.5	(1.5)	0
Library Page (Temp)	1.25	1.25	1.25	1.25	(1.25)	0
Library Specialist	13.55	12.55	12.55	12.55	0	12.55
Library Specialist (Temp)	3.18	3.18	3.18	3.18	0	3.18
Library Supervisor	5	5	5	5	0	5
Network Administrator	1	1	1	1	0	1
Total	45.55	45.55	45.55	46.03	0	46.03
Library - County						
Application Support Specialist II	1	1	1	1	0	1
Librarian	1	1	1	1	0	1
Library Assistant	0	0	0	0	0.63	0.63
Library Assistant (Temp)	0	0	0	0	0.88	0.88
Library Clerk	0.63	0.63	0.63	0.63	(0.63)	0
Library Clerk (Temp)	0.88	0.88	0.88	0.88	(0.88)	0
Library IT Manager	1	1	1	1	0	1
Library Specialist	2.25	2.25	2.25	2.25	0	2.25
Library Specialist (Temp)	0.09	0.09	0.09	0.09	0	0.09
Library Supervisor	2.88	2.88	2.88	2.88	0	2.88
Total	9.73	9.73	9.73	9.73	0	9.73
Community Investment						
Administrative Specialist	1	1	1	1	0	1
Art Collections & Beautification Administrator	0	0	0	0	1	1
Beautification, Arts and Science Manager	1	1	1	1	0	1
Beautification, Arts and Science Project Admin	1	1	1	1	0	1
Community Investment Director	1	1	1	1	0	1
Economic Vitality Director	1	1	1	1	0	1
Total	5	5	5	5	1	6
Economic Development						
Business Attraction Manager	1	1	1	1	0	1
Business Retention and Expansion Manager	1	1	1	1	0	1
Total	2	2	2	2	0	2
Tourism						
Administrative Specialist	1	1	1	1	0	1
Creative Services Manager	1	1	1	1	0	1
Creative Services Specialist	3	3	3	3	0	3
CVB Communication Specialist	1	1	1	1	0	1
CVB Director	1	1	1	1	0	1
International Travel and Trade Manager	1	1	1	1	0	1
Marketing and Media Relations Manager	1	1	1	1	0	1
Marketing Specialist	0	1	1	1	0	1
Sales Specialist	1	1	1	1	0	1
Total	10	11	11	11	0	11

City of Flagstaff
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Section	2018-2019	2019-2020	2020-2021	2021-2022	Add/Delete 2022-2023	Adopted 2022-2023
Visitor Services						
Administrative Assistant (Temp)	1.65	1.65	1.65	1.65	0	1.65
Administrative Specialist	2.5	2.5	3.5	0	0	0
Visitor Center Manager	1	1	1	1	0	1
Visitor Services Specialist	0	0	0	3	0	3
Visitor Services Specialist (Temp)	0	0	0	0.5	0	0.5
Total	5.15	5.15	6.15	6.15	0	6.15
Airport Operations						
Administrative Specialist	1	1	1	1	0	1
Airport Communications Manager	0	0	0	1	0	1
Airport Director	1	1	1	1	0	1
Airport Program Manager	1	1	1	1	0	1
Airport Operations/ARFF Lead Worker	0	0	3	3	0	3
Airport Operations/ARFF Specialist	9	9	6	6	0	6
Airport Operations/ARFF Manager	1	1	1	1	0	1
Airport Parking Aide	1	1	0	0	0	0
Maintenance Worker (Temp)	0.5	0.5	0.5	0.5	0	0.5
Total	14.5	14.5	13.5	14.5	0	14.5
Parking District						
Parking Manager	1	1	1	1	0	1
Parking Aide	5	5	4	5	0	5
Parking Aide Lead	1	1	1	1	0	1
	7	7	6	7	0	7
Water Services Administration						
Administrative Specialist	2	2	2	2	0	2
Communications Aide	0.23	0.71	0.96	1	0	1
Water Services Director	1	1	1	1	0	1
Water Services Management Analyst	1	1	1	1	0	1
Water Services Operations Section Director	1	1	1	1	0	1
Total	5.23	5.71	5.96	6	0	6
Water Production						
Maintenance Worker (Temp)	0.23	0.23	0.23	0.23	0	0.23
MSW Operations	4	4	4	0	0	0
MSW Maintenance	2	2	2	0	0	0
Water Services Manager	1	1	1	1	0	1
Water Services Operator	0	0	0	6	0	6
Water Services Supervisor	3	2	2	2	0	2
Water Services SCADA Administrator	1	0	0	0	0	0
Total	11.23	9.23	9.23	9.23	0	9.23
Water Distribution						
MSW - Water Services Tech	14	14	14	0	0	0
Water Services Operator	0	0	0	14	0	14
Water Services Supervisor	1	1	1	1	0	1
Water/Sewer Utility Locator	1	1	1	1	0	1
Total	16	16	16	16	0	16
Water Resource Management						
Water Conservation Enforcement Aide (Temp)	1	1	1.49	1.49	0	1.49
Water Conservation Specialist	1	1	1	1	0	1
Water Resources Technician (Temp)	0	0.48	0.48	0.48	0	0.48

City of Flagstaff
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Section	2018-2019	2019-2020	2020-2021	2021-2022	Add/Delete 2022-2023	Adopted 2022-2023
Water Resource Management (Continued)						
Water Services Manager	1	1	1	1	0	1
Water Services Program Manager	1	1	1	1	0	1
Total	4	4.48	4.97	4.97	0	4.97
Water Services Engineering						
Water Services GIS Specialist	1	1	0	0	0	0
IT Administrator	1	0	0	0	0	0
Project Manager	1	1	1	1	0	1
Water Services Engineering Manager	1	1	0	0	0	0
Water Services Engineering Director	0	0	1	1	0	1
Water Services Plan Reviewer	1	1	1	1	0	1
Total	5	4	3	3	0	3
Regulatory Compliance						
Industrial Pretreat Inspector	2	2	2	2	0	2
Industrial Pretreat Supervisor	1	1	1	1	0	1
MSW - Laboratory	3	3	3	0	0	0
Water Services Manager	1	1	1	1	0	1
Water Services Operator	0	0	0	3	0	3
Water Services Supervisor	2	2	2	2	0	2
Total	9	9	9	9	0	9
SCADA Information Systems						
Operation Technology Systems Specialist	0	0	0	0	1	1
Water Services IS Administrator	0	2	1	1	0	1
Water Services Analyst	0	0	0	3	0	3
Water Services GIS Specialist	0	0	1	1	0	1
Water Services Manager	0	0	1	1	0	1
Water Services Supervisor	0	2	3	0	0	0
Total	0	4	6	6	1	7
Wastewater Treatment						
MSW - Maintenance	2	2	0	0	0	0
MSW - Operations	5	4	4	0	0	0
Water Services Manager	1	1	1	1	0	1
Water Services Operator	0	0	0	4	1	5
Water Services Supervisor	3	3	2	2	0	2
Total	11	10	7	7	1	8
Wastewater Collection						
MSW- Water Services Technician	8	8	8	0	0	0
Water Services Operator	0	0	0	10	0	10
Water Services Supervisor	1	1	1	1	0	1
Total	9	9	9	11	0	11
Reclaimed Water						
MSW - Operations	1	1	1	0	0	0
MSW - Maintenance	1	1	3	0	0	0
Water Services Operator	0	0	0	4	0	4
Water Services Supervisor	1	1	2	2	0	2
Total	3	3	6	6	0	6
Stormwater						
Intern	0.5	0	0	0	0	0

City of Flagstaff
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Section	2018-2019	2019-2020	2020-2021	2021-2022	Add/Delete 2022-2023	Adopted 2022-2023
Stormwater (Continued)						
MSW- Water Services Technician	0	0	2	0	0	0
Project Manager	3	3	3	1	0	1
Project Manager Senior	0	0	0	3	0	3
Water Services Manager	1	1	1	1	0	1
Watershed Specialist	1	1	1	0	0	0
Total	5.5	5	7	5	0	5
Engineering						
Administrative Specialist	1	1	1	1	0	1
City Engineer	1	1	1	1	0	1
Construction Inspector	4	5	5	5	0	5
Construction Manager	1	1	1	1	0	1
Development Engineer	1	1	1	1	0	1
Engineering Specialist	1	1	1	1	0	1
Intern	0.5	0	0	0	0	0
Project Manager	8	8	9	2	0	2
Project Manager Senior	0	0	0	2	0	2
Senior Construction Inspector	1	0	0	0	0	0
Traffic Engineer	1	1	1	1	0	1
Transportation Engineer Associate	0	0	0	1	0	1
Transportation Engineer Senior	0	0	0	2	0	2
Transportation Planner	0	0	0	1	0	1
Transportation Planner Senior	0	0	0	1	0	1
Transportation Technician (Temp)	0	0	0	0.48	0	0.48
Total	19.5	19	20	20.48	0	20.48
Capital Improvements						
Capital Improvements Engineer	1	1	1	1	0	1
Project Manager	8	8	8	3	0	3
Project Manager Senior	0	0	0	3	0	3
Project Manager Senior Lead	0	0	0	2	0	2
Total	9	9	9	9	0	9
Parks						
Parks Maintenance Worker	22	22	22	12	0	12
Parks Maintenance Worker (Temp)	7.67	7.67	7.67	7.67	0	7.67
Parks Technician	0	0	0	10	0	10
Parks Manager	1	1	1	1	0	1
Parks Supervisor	4	4	4	4	0	4
Total	34.67	34.67	34.67	34.67	0	34.67
Recreation						
Administrative Specialist	2	2	2	2	0	2
Head Lifeguard	2	2	2	2	0	2
Intern	0.25	0	0	0	0	0
Parks and Recreation Director	0	0	0	0	1	1
Parks, Recreation, Open Space & Events Director	0	0	0	1	0	1
Public Works Section Director	1	1	1	0	0	0
Recreation Coordinator	9	9	9	0	0	0
Recreation Coordinator I	0	0	0	5	0	5
Recreation Coordinator II	0	0	0	4	0	4
Recreation Manager	1	1	1	1	0	1
Recreation Program Assistant	0.5	0.5	0.5	0.5	0	0.5
Recreation Supervisor	5	5	5	5	0	5

City of Flagstaff
Authorized Personnel/Position Summary

Section	2018-2019	2019-2020	2020-2021	2021-2022	Add/Delete 2022-2023	Adopted 2022-2023
Recreation (Continued)						
Recreation Temporaries	39.08	38.68	38.68	38.68	(0.63)	38.05
Total	59.83	59.18	59.18	59.18	0.37	59.55
Open Space						
Open Space Coordinator	0	0	0	0	1	1
Open Space Specialist	0	0	1	1	(1)	0
Open Space Supervisor	0	0	0	0	1	1
Total	0	0	1	1	1	2
Sustainability						
Administrative Assistant	0	0	1	0	0	0
Climate and Energy Analyst	0	0	0	1	0	1
Climate and Energy Coordinator	0	1	1	0	0	0
Climate Engagement Coordinator	0	0.49	0.49	1	0	1
Climate Program Manager	0	0	0	1	0	1
Environmental Program Manager	1	0	0	0	0	0
Environmental Technician	1	0	0	0	0	0
Open Space Specialist	1	1	0	0	0	0
Public Works Section Director	1	0	0	0	0	0
Resilience Analyst	0	0	0	0	1	1
Sustainability Coordinator	0	0	0	1	0	1
Sustainability Director	0	1	1	1	0	1
Sustainability Manager	1	0	0	0	0	0
Sustainability Specialist	2	2	2	1	0	1
Volunteer and Event Coordinator	1	1	1	1	0	1
Waste Reduction and Food Systems Coordinator	0	1	1	1	0	1
Zero Waste Coordinator	1	0	0	0	0	0
Total	9	7.49	7.49	8	1	9
Grand Total	880.87	888.11	893.25	920.26	10.9	931.13

From: wendy.white@swcej.org
To: [Shannon Anderson](#)
Subject: CATs Mobile Outreach Bus
Date: Thursday, December 9, 2021 8:35:36 PM

You don't often get email from wendy.white@swcej.org. [Learn why this is important](#)

Shannon,

This is a follow up to our conversation about the Community Assistance Teams of Flagstaff mobile outreach/day drop in bus and our request for collaboration with the City to operate it.

The bus is a 40' Blue Bird school bus which will be equipped with one bathroom that includes one handwashing sink, one toilet and one shower. The plumbing will be set up as an RV and self contained. We will have a generator and solar panels as well as a connection for outside electrical source (ie: an RV extension cord) The gas mileage is about 9 miles per gallon so we would like to keep drive distance to a minimum. We anticipate parking the bus at different locations around the city on different days based on a schedule to be developed.

Water and Waste

Fresh Water: The bus will be equipped with a 200 gallon fresh water tank. We expect to be able to provide up to 20 showers per day and will need a source to fill the tank daily.

Grey Water: The bus will be equipped with 140 gallon grey water tank. We would like to be able to dispose of grey water (from the shower and the bathroom sink) directly into the storm drains. In San Francisco, and other cities, other non-profit street shower buses are allowed to do this. If not, we will need to dispose of the grey water through an RV or other waste dump station.

Black Waste: The bus will be equipped with a 42 gallon black waste tank. We are not sure whether it will need to be dumped daily or every couple of days. In either event we will need an RV type waste dump to dispose of it that has hose water near by to flush and clean.

Parking

There are two different parking needs. One will be overnight parking when the bus is not in use. The old public works yard would be convenient and has plenty of space. In order to prevent the plumbing from freezing in the winter months we would like to be able to connect to an external electrical power source to run a small heater overnight so will need parking that is close to a wall outlet and permission to use it. While we are installing the plumbing system to reduce the chance of freezing and will be draining the tanks at the end of the day, being able to keep the bus heated at above freezing temperatures will be important to our success. If there is some other parking location in town that can accommodate the bus overnight we are not set on the public works yard-that just seemed like a logical place.

Day time- The plan is to park at different locations on different days around the city. The Murdoch Center has asked us to park there on one or two days a week. Although their parking lot is big enough to park the bus it may be easier to park on the street (Brannen) in front of the center rather than getting into their tight parking lot. The street in front is paid parking and we ask for a waiver of the fees to park there. We are searching for other locations to park that a 40' bus can access and where it will not impede traffic or be considered a hazard or nuisance. We may need to request permission to park at other locations and will advise you if we want to park along a public street.

Operational Funding

We estimate that our minimum operational costs will be about \$75,000, almost all of that would be payroll to

hire one full time manager/supervisor and to pay a stipend to a person or persons to drive the bus to and from its off duty location to its operational location. We are working with the NAU Social Work department to establish a volunteer internship program and will use community volunteers to staff the bus. The bus will be CATs mobile office as well so there will be no rental costs. Non payroll costs include DMV registration, automobile and commercial, cleaning supplies, hygiene supplies, laundry fuel, propane, dump fees, virtual phone number, website, repairs and maintenance, and miscellaneous supplies. Non payroll related costs are estimated to be \$15,000 and payroll would make up the rest.

We intend to start serving the public in January which means that we will need approximately \$37,500 to operate through the end of the City's 2022 fiscal year. We would like to ask that the City contribute up to \$37,000 in this fiscal year from discretionary funds and additional funding for the next fiscal year. We will also seeking be funding from Coconino County and elsewhere, including public donations.

Non-profit status- We are incorporated as an Arizona not for profit corporation. We applied for 501(c)(3) recognition in September 2021. It takes the IRS 180 days to process non-profit applications so we will not hear back until mid-March. In the meantime we do have a fiscal sponsor that is a recognized 501(c)(3) if that is necessary for our requests.

Our Board of Directors-At the moment, our board of directors consists of myself, Darrell Marks and Professor Amber Abila, LCSW(NAU Department of Social Work). We do have Bylaws and are actively seeking other Board members. As you are likely aware, I am an attorney and was the founder of Flagstaff Shelter Services as well as the first Coconino Criminal Justice Coordinating Council coordinator. Darrell is an Indigenous activist who is intimately connected to the Indigenous communities in Flagstaff and on the Navajo reservation and works full time as the Indigenous student advisor at Flagstaff High School. Professor Abila previously worked at the Guidance Center and for Terros and will be our volunteer coordinator and trainer. She is an Assistant Clinical Professor at NAU and the faculty advisor for the NAU Social Work Club. We recognize the challenges of our undertaking but are committed to providing a holistic, non-judgmental service to unsheltered and in crisis Flagstaff residents and visitors by meeting them where they are-on the streets of Flagstaff.

Please let me know what the next steps are to obtain the collaboration of the City.

Sincerely,

Wendy White,
Community Assistance Teams of Flagstaff
928-699-1786 (personal cell phone)
www.cats-of-flagstaff.org



HIGH COUNTRY HUMANE

Operated by Paw Placement of No. Arizona
A non-profit, 501(c)(3) organization
Tax ID # 45-2912962
11665 N. Highway 89 • Flagstaff, AZ 86004
928-526-0742
www.HighCountryHumane.org

January 21, 2022

Liz Olson
Executive Director

Board of Directors

Kenneth R. Lamm,
Chairman of the Board
Mindy Riesenberg, Co-Chair
Liz Bohlke, Treasurer
Mandy Metzger, Secretary
Diane Jarvis,
President Emerita/Director
Dr. Toni Barnes, Director
Brenda Carter, Director
Becky Daggett, Director
Joanne Keene, Director
Kimberly Ott, Director
Sam Wheeler, Director

Advisory Committee

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Cheryl Blume
Dr. Cheryl Dyer
Rich Gottschammer
Shannon Gottschammer
Winnie Hanseth
Moran Henn
Mark Lamberson
Mike Loven
Cindy May
Dr. Loretta Mayer
Molly Munger
Steve Peru
Pamela Tharp

Mr. Greg Clifton
City Manager
City of Flagstaff
219 East Cherry Ave.
Flagstaff, AZ 86001

Dear Mr. Clifton,

Happy and Prosperous New Year! It has been a pleasure to partner with you. Thank you for your trust in us and support in 2021. We are looking forward to a new year filled with new opportunities and continued success at High Country Humane.

I would like to provide you with a summary of our year in review. We, as a team, are proud to share this information with you in celebration of disease treatment, the many lives saved, and dedication to the mission of serving the pets and community members of the City of Flagstaff and Coconino County at High Country Humane.

Shelter Statistics: 2021(contractd services)

Intakes: 3533

These animals came through the shelter as a stray, owner surrender, hospital hold, arrest hold, bite quarantine or other. This is a 21% increase over the previous year by 609 animals.

Adoptions: 2,310

This was an 11% increase over last year with adoption fees ranging from \$0 - \$250 per animal. Included in each adoption fee is a basic intake exam, core vaccines, de-wormer, spay/neuter, microchip & free registration, medical care if needed and housing at HCH.

Live Release Rate: 97.8%

Live Release or placement is defined as the number of all pets who are adopted, rescued, transferred to another shelter or returned to their owners after being lost. The national average is 35%.

Length of Stay: Dogs 15 Days, Cats 26 Days

Length of stay (LOS) is increasingly recognized as a critical factor in shelter management, with implications for animal health, well-being, sheltering costs, and ultimately a shelter's capacity to save lives. Multiple studies have identified LOS as the most significant risk factor for illness in shelter dogs and cats.

Capacity for Care: 145 Animals Onsite, 2,500 Animals Per Year

Many times this year we were over capacity at HCH, taking in more than 1,000 animals over our limit before the end of 2021. Animals were being housed in bathrooms and other areas that were not designed for such housing. Our capacity for care is an ongoing discussion and how we can help reduce the number of homeless and unwanted animals in Coconino County as it seems this number continues to rise each year.

Disease Treatment/Care: 1,410 Animals, 5,400 Treatments

This number continues to rise each year along with the intake number. 1,410 animals were treated for 5,400 different diseases, some which are very contagious such as Parvo, Mange, Ringworm, and Upper Respiratory Disease.

Foster: 597 Families & 1,454 Animals

Pet fostering provides temporary care to shelter animals when the shelter is full, animals are too young/unhealthy to go up for adoption. Fostering also helps to reduce the number of animals onsite, which allows us to care for the animals onsite in a healthier and less stressful environment.

Transfer: 465 Animals

We have proactively transferred 465 animals out to other shelters, in and out of state. We continue to grow these partnerships that allow us to manage the occupancy at the shelter.

Public Service: 2021 (funded by donations, grants, and private partnerships)

Vaccine Clinic: 1,090 Animals

We host a vaccine clinic at the shelter twice per month, offering over 60 pets, at each clinic, low cost vaccines and microchips.

Food Bank: 3,136 Animals & 475 Families

We provide cat and dog food at a monthly food bank and throughout the month as needed for low income members of our community.

Low Cost Vet Appointments: 1,054 Clients

In 2021 we saw over 1,000 pets and their families when they could not afford vet care at local veterinary offices. Low cost care is provided to families to help them keep and care for their pets, versus having to surrender them to the shelter.

Public Spay/Neuter: 690 Surgeries

We were unable to keep the Public Low Cost Spay & Neuter clinic open and have had to close it during various times due to the high occupancy onsite. We are seeing over 90 shelter spay & neuter surgeries a week with one veterinarian on staff, Dr. Carly Bennett. With that in mind, we were still able to perform 690 public spay & neuter surgeries to low income families in Coconino County.

We remain committed in our fundraising efforts. In 2021 we were able to raise over \$610,000 through grants and donations.

Going into 2022 we are committed to find ways to mitigate the trend of an increasing number of animals coming into the shelter. Below is an outline of our plan in 2022 to address these challenges.

- ◆ Hiring a second Veterinarian and supporting staff to allow us to keep the public clinic opened year round. This will get more animals spayed/neutered to decrease the population.
- ◆ Continue to increase our transfer partners in and out of state. We have been accepted into the ASPCA transfer program which will start this spring and we will be able to transfer out animals on a more consistently to shelters out-of-state without utilizing shelter resources.
- ◆ Continue to seek ways, working with the County, to determine how we might renovate the building to increase the capacity as well as provide an area for disease control which would include an isolation ward.

Going into our 4th year we have learned a lot and have gathered solid data to make informed decisions. We are so grateful to the community and all our partners that support us in so many ways. If you would like to come by for a tour I would love to take you! I am available at your convenience to set that up. My email and personal cell phone are listed below.

Thank you again for your support and encouragement in 2021, we are looking forward to a wonderful 2022 together.

Sincerely,



Liz Olson
Executive Director
High Country Humane
928-526-0742
lolson@highcountryhumane.org



HIGH COUNTRY HUMANE

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January 29, 2022

Liz Olson
Executive Director

Mr. Greg Clifton
City Manager
City of Flagstaff
211 W Aspen Ave.
Flagstaff, AZ 86001

Board of Directors

Kenneth R. Lamm,
Board Chair
Mindy Riesenber, Vice-Chair
Liz Bohlke, Treasurer
Mandy Metzger, Secretary
Diane Jarvis,
President Emerita/Director
Ali Applin, Director
Brenda Carter, Director
Becky Daggett, Director
Joanne Keene, Director
Brian Landauer, Director
Kimberly Ott, Director
Kelly Teeselink, Director
Sam Wheeler, Director

Mr. Steve Peru
County Manager
Coconino County
110 E Cherry Ave.
Flagstaff, AZ 86001

Dear Mr. Clifton and Mr. Peru,

This letter is a follow-up to our previous discussions regarding High Country Humane's (HCH) additional funding request and contract extension. We are asking a total yearly increase of \$590,000 beginning fiscal year 2023.

The Board of Directors of High Country Humane could not be prouder of what we have accomplished together in the past three years. We are especially appreciative to Coconino County and the City of Flagstaff for their unwavering support during these initial three years.

Advisory Committee

Dr. Toni Barnes
Cheryl Blume
Dr. Cheryl Dyer
Winnie Hanseth
Mark Lamberson
Mike Loven
Cindy May
Dr. Loretta Mayer
Molly Munger
Pamela Tharp

The response from our County and City communities to volunteer at the shelter doing laundry, walking dogs, feeding kittens, landscaping and fostering (over 597 fosters in 2021) has been beyond all of our expectations. The 2021 data includes 3,553 intakes (strays and owner surrenders) as per the contract. In addition to support services of 1,090 vaccines, 1,054 low cost HCH veterinarian appointments, 690 public spay/neuter procedures, 317 trap neuter return (TNR), we distributed dog/cat food to 475 families for a total of 7,179 community contacts. This is truly an unprecedented number of interactions during this COVID crisis.

Given this, several times in the past few years we have had to reach out to you, our partners, for assistance. We had no idea that diseases, that

impact the health and safety of our communities were so prominent and would require greater resources than those provided for in the contract. The community, thankfully, has responded with significant financial contributions that have helped to fund the shortfall.

There is a critical need to address over-population and disease control in our communities by expanding our low-cost vet clinic and hiring an additional veterinarian and support staff. This will allow us to have continual low-cost vaccine and spay/neuter services available.

In addition, we are working on a draft ten (10) year strategic plan which envisions renovating the facility and adding a disease-control isolation intake wing. We anticipate the renovation and acquisition will require a capital campaign and would be phased in over time. We look forward to future conversations about the facility and program expansion. In the meantime, we will continue to raise funding with a goal of \$1 million per year.

We hope the County and City see the value and commitment of HCH and the positive impacts we have had on animals and citizens of our communities. We look forward to meeting with you to discuss HCH's additional funding request and proposed contract extension.

Sincerely,

A handwritten signature in black ink, appearing to read "Ken Lamm", with a long, sweeping horizontal line extending to the right.

Ken Lamm
Board Chair
High Country Humane
928-779-7296
lammfcf@gmail.com

cc:
Kim Musselman
Eve Wolters
Patrick Brown
Mandy Metzger
Sam Wheeler
Liz Bohlke

Rick Tadder

Subject: RE: Flagstaff Trails Initiative funding

From: Debbie McMahon

Sent: Wednesday, April 13, 2022 1:06 PM

To: Mayor and Council <council@flagstaffaz.gov>

Subject: Flagstaff Trails Initiative funding

April 13, 2022

Council Members,

I would like to reach out to you as the President of the Board of the [Flagstaff Trails Initiative](#) (FTI) to request the city to continue it's partnership with our non-profit organization.

The Flagstaff Trails Initiative, with other partners and organizations, created, through public process, the [Flagstaff Regional Trails Strategy](#) which was endorsed by Flagstaff City council in 2019. In late 2021, the council donated \$7,500 of funds for FY 2021 to FTI to assist the non-profit in developing and implementing the FRTS. FTI has come a long way since our presentation, here are some examples:

- Creation of a 7 member Board of Directors
- Achieved 501c3 tax status
- Organizing and coordinating a quarterly Regional Trails Coordination meeting, with partners both governmental and non-governmental involved in trails in the Flagstaff area. May 18, 2022 will be the first the first such meeting since 2020.
- Updated FTI website
 - Now includes a resource page for visitors to town
 - Links to volunteer opportunities with Flagstaff Biking Organization (FBO), US Forest Service (USFS) and the City of Flagstaff
 - Have a Facebook page with links to FBO, USFS
- Received a \$9,000 SEE grant from Arizona State Parks to...
 - Print trail etiquette signage for trailheads in the area
 - Establish a Trail Academy curriculum and volunteer events to help with backlogged trail maintenance needs
 - Will be hosting two Trail Academy events for students 13-17 year of age, one in May and one in June, 2022.
- Partnership with Discover Flagstaff to develop a cohesive image and marketing campaign for trails and trail tourism in Flagstaff.

FTI is reaching out to the City Council to ask for your continued support of taking Flagstaff's trail system from good to extraordinary. We hope the City can maintain its current level of support with a \$5,000 - \$10,000 donation to the organization.

Thank you for your time and service. If you have any questions, please reach out to me via phone or e-mail.

Regards

Debbie McMahon

Flagstaff Trails Initiative

928-707-0610

Flagdebbie1952@gmail.com



To the City of Flagstaff Councilmembers,

We are grateful for the support of providing the seed money for Elevate PreK, an initiative created from through the collaborative action of LAUNCH Flagstaff as a shared strategy for improving quality and access to high quality early learning experiences for children.

As we near the completion of year one of the pilot program, we are beginning to set out on meeting our third goal of identifying a sustainable funding pathway to ensure all four-year-olds have access to high quality early learning, so that the community as a whole can benefit from this program. After consulting with other Arizona cities who have similar initiatives, as well as other models across the nation, we will be hiring a consultant to form a coalition with a local committee of stakeholders who can provide input on goals and outcomes desired, influence program-design, and complete a cost-model analysis to determine a funding goal.

We are asking the city to be a contributor to this work, knowing that having a comprehensive plan will benefit the city in making decisions about supporting children and families. We are requesting the city to invest \$25,000 towards this two-year project in conjunction with funds from the Wharton Foundation and Coconino County. Our leveraged resources will allow us to have a greater impact on building a program that provides the social and economic supports needed to benefit Flagstaff's future.

I look forward to hearing back from the city about our continued partnership.

With thanks,

A handwritten signature in dark ink, appearing to read "Rebecca Cirzan", written in a cursive style.

Rebecca Cirzan

Elevate PreK Coordinator, Candelen



1400 W Mars Hill Rd, Flagstaff, AZ 86001-4499 | USA
lowell.edu | 928.774.3358

April 18, 2022

Mr. Greg Clifton, Manager
City of Flagstaff
211 W. Aspen
Flagstaff, AZ 86001

Dear Greg,

We broke ground for the Kemper and Ethel Marley Foundation Astronomy Discovery Center on June 26, 2021. We have raised \$33.5 million for this 40,000 square foot facility. Due to pandemic supply issues, our construction costs have increased far beyond the original \$38 million budget. We expect the budget to escalate closer to \$50 - \$52 million.

Key features that will make this a world-class astronomy destination include:

- The Universe Theater, an immersive experience that combines elements of IMAX and planetaria with innovative LED screen technology;
- The Dark Sky Planetarium, open to northern Arizona's famously dark night skies;
- Interactive astronomy exhibits in two galleries: the Curiosity Zone for children ages 1 - 8 and an astronomy gallery for ages 9 - 99.

Senator Wendy Rogers and Representative Walt Blackman both approached us last year with offers to help get State ARPA funds to complete the project. To make a long story short, SB1029, which is a request for \$19.6M from ARPA funds to completely wrap up the project, is now in the State "budget box." Gov. Ducey will ultimately have to approve and sign the request, since authority to distribute ARPA funds rests with him.

The governor's staff, some senators, and Debbie Johnson at AOT have *all* advised us it will be a great help in budget negotiations if we can show local support for the project. To that end, we are asking the City of Flagstaff for \$50,000 toward the Astronomy Discovery Center.

Our vision is for Lowell Observatory to be the premier public astronomy destination in the world. Thank you for helping us achieve this goal.

Sincerely,

Jeffrey Hall
Executive Director

Division Impacts to Key Community Priorities:

CITY MANAGER:

High Performing Governance

- Hired and onboarded the City Clerk Administrative Specialist to improve workflow and operations
- Successfully completed the third year of Priority Based Budgeting, utilizing the new PBB Budgeter tool to incorporate new budget requests into the PBB process
- In collaboration with the Clerk's office, Carbon Neutrality Plan information is now incorporated into the Staff Summary template, improving transparency and data tracking
- Brought forward a major Regional Plan Amendment to align the Flagstaff Regional Plan with the Carbon Neutrality Plan
- Flagstaff was recognized as an A-List City by the CDP, an international non-profit, for its commitment to and work on climate action



Safe & Healthy Community

- Created numerous communications products for residents impacted by Museum post-fire flooding, including a dedicated website, e-newsletters, and mailers
- Co-hosted with Stormwater three pre-monsoon and post-monsoon debris clean-up events in Flagstaff watersheds
- Organized Make a Difference Day in collaboration with Stormwater, Open Space, and Coconino County to help those impacted in the Museum Fire flooding area by removing debris on properties
- Partnered with the Flagstaff Police Department and Hazardous Products Center to host two Drop-off Days. The event diverted 19,000 pounds of e-waste, medical waste, paper shredding, and hazardous items from the landfill

Inclusive & Engaged Community

- Hired and onboarded a Community Engagement Specialist who is dedicated to increasing the City's presence on social media, improve our website and produce high-quality videos
- Expanded the City's social media presence to Instagram and NextDoor to reach a broader audience
- Created communication outputs including videos, print and online ads to increase awareness of the Citizen Bond Committee

- Continued to refine and improve the City's platform to host hybrid Council meetings, allowing for both in person and online public participation
- Developed Climate Advisory Groups (Youth, Business, and Equity) to bring local voices into climate action and decision-making
- Distributed \$50,000 in Neighborhood Sustainability Grants to eleven community projects focusing on either climate action, food systems, waste reduction, building energy, public health, or transportation
- Hosted Climate Ambassadors trainings workshops to provide the knowledge, tools, and resources to discuss climate change and inspire action in the community
- Trained 15 community members to be Flagstaff Sustainability Leaders during an 8-week intensive course; participants learned about climate engagement, electrification, land use planning, and other sustainability topics

Sustainable, Innovative Infrastructure

- Worked with the City's lobbyist to secure millions of dollars in federal funding for sustainable infrastructure, including flood mitigation, bike and pedestrian projects and much-needed equipment
- The Residential Food Scraps Drop-off pilot diverted 15,000 pounds of food waste from the landfill. In total, 388 households participated in the program
- Secured a \$100,000 grant from MetroPlan for training and tool development to support Flagstaff's transportation transformation, incorporating greenhouse gasses and new strategies into transportation planning and engineering (trainings are scheduled for May 3rd and 4th)
- Completed a formal Request for Proposals and selected Noresco as the Energy Services Company to conduct energy conservation audits of all municipal facilities; initial site audits have concluded, recommended energy conservation measures will be presented for consideration, and if approved financing will be secured to implement measures

Livable Community

- Created communications products to highlight the work of the Neighborhood Liaison, including a high-quality video and an online training module for students living off campus
- Facilitated the Indigenous Commission in creating a Land Acknowledgement that is now read at the beginning of all City Council meetings
- Rented 92% of the community garden plots at Bonito, Isabel, and Southside community gardens. Engaged 133 gardeners and hosted 18 volunteer events
- Coordinated clean-up efforts of 111 miles of trails and avenues, with more than 1,200 volunteers donating 1,500 hours of their time and collecting over 900 bags of trash and recycling
- Led six Home Energy Efficiency Workshops for community members. Attendees were provided with supplies to make their homes more energy and water-efficient

- Hosted two Fix-it Clinics where volunteers fixed items such as lamps, toaster ovens, clothing, and bikes for free, saving 789 pounds of waste from the landfill

Environmental Stewardship

- Completed a second year as a signatory of the Mayor's Monarch Pledge; the actions taken to help save the monarch butterfly this year have been centered around the implementation of a sustainably built greenhouse to assist with the propagation and growth of several species of pollinator-friendly plants including milkweed, hundreds of plants were implemented this past spring throughout City parks with the help of Parks staff

Resilient and Robust Economy

- Distributed all Energy Rebate Funds for FY 2021-2022; added rebates for electric heat pumps and wood stoves to this year's eligible upgrades and began providing an Income Qualified Rebate Supplement for lower-income households
- Hosted Flagstaff's first Ride and Drive Electric Car Guest Drive event with APS; participants could drive an electric vehicle without the pressure to purchase and the event resulted in 198 test drives
- Partnered with Economic Vitality and Moonshot to host the Moonshot Innovate Waste and Carbon Neutrality Challenge

HUMAN RESOURCES:

High Performing Governance

- Recruitment
 - Innovative outreach partnership with Economic Vitality
 - NeoGov online platform for applicants, employees and hiring leaders
 - Electronic fingerprints
- Benefits
 - Wellness programs
 - Online enrollment platform
 - HR Manager, leaves management platform
 - Northern Arizona Public Benefits Trust (NAPEBT)
- Performance Management
 - NeoGov PERFORM platform
 - Performance Evaluations
 - Employee development

- Track check-ins between employee and leader throughout the year
- Learning and Development
 - NeoGov LEARN platform
 - Support career enrichment and development
 - Compliance training
- Tuition Assistance
- Compensation
 - Competitive compensation structure and philosophy
 - Market benchmarks pay ranges
 - Key organizational priority
 - Technology
 - Enhance services, access to information and efficiency
 - NeoGov Suite

INFORMATION TECHNOLOGY:

High Performing Governance

- Focus on improving staff efficiencies through technology
- Continued overhaul of our aging network infrastructure
- Fiber project
- Transition staff to a hybrid work environment including conference room upgrades and office technology enhancements

CITY ATTORNEY'S OFFICE:

High Performing Governance

- Draft, negotiate, and/or review all City contracts, deeds, easements, leases, etc., for approval
- Assist with public records requests and records production
- Provide legal advice to City staff, City Council, and boards and commissions
- Assist divisions in drafting new ordinances and administrative policies, as well as revising and amending existing ordinances and policies

- Negotiate, mediate, and litigate in-house when able, and as required, any claims and litigation by or against the City of Flagstaff (may be in conjunction with outside counsel)
- Represent City in Section 1983 claims/litigation in-house when able (may be in conjunction with outside counsel)

Safe & Healthy Community

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

MUNICIPAL COURT:

High Performing Governance

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

MANAGEMENT SERVICES:

High Performing Governance and Environmental Stewardship

- Currently implementing an automated time entry system
- All formal procurements are managed electronically
- Municipal Billing and Miscellaneous Accounts Receivable customers may receive electronic billing and pay online
- Partnering with NORESCO for meter replacement program

High Performing Governance

- Extremely successful Grants Management Program
- Budget and financial report awards for 27 consecutive years
- 11 consecutive years for the national procurement award

FIRE:

Safe & Healthy Community

- Regional Training Coordinator, add a full-time 24-7 rescue unit, equipment replacement, increased funding for EMS equipment, special operations certification training

High Performing Governance

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

Inclusive & Engaged Community

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

Environmental Stewardship

- Approved new fee-based process to sustain the wildfire management section ongoing, funding for hazard tree removal, reorganized wildfire management to a more efficient (smaller) year-round configuration

POLICE:

High Performing Governance

- Emergency and non-emergency uniform response
 - Increased overtime budget, replacement of expired bulletproof vests, body camera program

Sustainable, Innovative Infrastructure

- 911 communications regional call taking dispatch
 - Radio system maintenance, backup power supply for server room

Inclusive & Engaged Community

- Police training
 - Lexipol training policies and virtual reality training platform

COMMUNITY DEVELOPMENT:

High Performing Governance

- Citizen's Access Portal – development and permit review
- Contract services

Safe & Healthy Community

- Building Safety and Code Compliance

Inclusive & Engaged Community

- Regional Plan update collaborative process and facilitation
- Facilitation Services (non-Regional Plan)

Robust Resilient Economy

- Land Availability and Suitability Assessment

Livable Community

- Real Estate services
- Regional Plan update scenario planning
- Housing Emergency
- 10-year Housing Plan implementation
- Consultant review of codes, process, and fees

- Community Homebuyer Assistance Program (CHAP)
- Employer Assisted Housing (EAH)
- Affordable Housing Developer Incentives
- Flagstaff Housing Authority
 - Maintenance
 - Housing Assistance Payments and Vouchers

Environmental Stewardship

- Dark Sky Specialist
- Implementation of Zoning and Building Codes

PUBLIC WORKS:

Environmental Stewardship

- Solid Waste has partnered with an environmental services consultant to assist in the transition of the Material Recovery Facility (MRF) to a transfer station.
- Electrification of fleet is evaluating all the latest technology and implantation in various sections and programming

Sustainable, Innovative Infrastructure

- Sequence D excavation is complete, final design of the lining and cell infrastructure is underway
- Landfill road
 - National Environmental Protection Act (NEPA) study will conclude by late summer
 - Final design and construction are expected Spring 2023

Safe & Healthy Community

- Enhanced community response efforts to Museum post wildfire flooding
 - Completed feasibility and modeling work
 - Killip regional detention basins delivered prior to summer of 2022
 - Established stronger roles with emergency operations and incident management teams
 - Secured equipment to improve response to events
 - Sweeper, loader, traffic control, siren system

ECONOMIC VITALITY:

Robust and Resilient Economy

- Business incentives for attraction, retention, and expansion
- Economic Development Master Plan
- Airport maintenance and infrastructure upgrades
- Tourism marketing expanded
 - Fire safety, Winter Wonderland, 4th of July changes and more

Sustainable, Innovative Infrastructure

- Library ADA project completion
- Airport projects – hold room expansion and scheduling areas

WATER SERVICES:

High Performing Governance

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

Safe and Healthy Community

- Watershed investment and stormwater maintenance are added protections to community

Inclusive and Engaged Community

- Strong water conservation ethic; communications program efforts

Sustainable, Innovative Infrastructure

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

Environmental Stewardship

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

ENGINEERING AND CAPITAL IMPROVEMENTS:

High Performing Governance

- Ensure well trained, team oriented staff
- Adhere to budget/program

- Consistent objective communication
- Records retention

Inclusive and Engaged Community

- Enhance community outreach and engagement opportunities
- Released the Active Transportation Master Plan for public review
- Coordinate use of right-of-way with Franchise Utility Companies
- Inter-agency relationships
 - ADOT, NAU, MetroPlan, Mountain Line, Flagstaff Unified School District, Coconino County and BNSF Railway

Safe and Healthy Community

- Electronic plan review and permitting
- 352 permits issued
- 13,954/3,114 inspections/tests performed (coordinate with private sector)
 - Very low amount of warranty work
- Ensure safety on all projects in the right-of-way
- Coordinate with Police Department for neighborhood traffic safety enforcement
- Fair and consistent administration of the Engineering Standards
 - Ensures well-built, long-lasting infrastructure
- Completed 59 studies and work orders to enhance the transportation system

Robust Resilient Economy

- Work with consultants and contractors to improve our Engineering Standards
- Participated in the Chamber of Commerce's development listening tour

Sustainable, Innovative Infrastructure

- Operate 56 traffic signals and pedestrian actuated crossings
- Worked to identify and submit an Intelligent Traffic Systems grant
- Capital Projects Delivery
 - 419 & 420 Transportation projects
 - Replacement of aging infrastructure (water/sewer)
 - 6 projects in FY21-22

- 9 projects in FY22-23
- Continue facilitation of the capital planning process and five-year capital program to assure the most effective allocation of the City's capital resources

Environmental Stewardship

- Rio de Flag flood control project
- Dark Skies Street lighting
- Museum Fire Flood Mitigation

Livable Community

- Establish a Right-of-Way Lane/Sidewalk Use Policy
- Align Engineering Standards with Regional Plan, Carbon Neutrality Plan and Active Transportation Master Plan
- Capital Projects Delivery
 - Road Repair & Street Safety (nearing completion)
 - Replacement of aging infrastructure (water/sewer)
 - Continue delivery of bicycle/pedestrian projects
 - Beautification
- Support Transportation Commission
 - Bicycle Advisory Committee
 - Pedestrian Advisory Committee

PARKS, RECREATION, & OPEN SPACE:

High Performing Governance

- Serve the public through high customer service with our recreation centers and public lands (parks and open space)
- Encouraging public participation in the Thorpe Park Annex planning and the Observatory Mesa area trail and access plan

Safe and Healthy Community

- PROSE sponsors health and wellness by providing indoor and outdoor recreation, athletic and events opportunities, and multi-modal transportation (FUTS) that are community essential services

Inclusive and Engaged Community

- Engaging indigenous public participation in the Thorpe Park Annex planning and future community events

Sustainable, Innovative Infrastructure

- Continued operational excellence with organic compounds for park grounds and open spaces
- Providing effective management of the FUTS through a grant at Buffalo Park making the trail accessible for all

Robust Resilient Economy

- By providing athletic and event opportunities on City owned properties, PROSE strengthens responsible tourism opportunities

Livable Community

- Through 4 recreation centers, 700-acres of maintained park grounds and over 3,000-acres of open space, PROSE amenities and activities promotes a healthy lifestyle in our community

Environmental Stewardship

- PROSE naturally promotes, protects and enhances a healthy, sustainable environment; trending examples are forest thinning in open spaces and park grounds and water conservation with a smart irrigation system