

CITY COUNCIL BUDGET RETREAT
AGENDA

CITY COUNCIL BUDGET RETREAT
FRIDAY
APRIL 28, 2023

AQUAPLEX
1702 NORTH FOURTH ST
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 Retreat, use the link below to join the virtual public comment room.

VIRTUAL PUBLIC COMMENT

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 DAGGETT
VICE MAYOR ASLAN
COUNCILMEMBER HARRIS
COUNCILMEMBER HOUSE

COUNCILMEMBER MATTHEWS
COUNCILMEMBER MCCARTHY
COUNCILMEMBER SWEET

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 2023-24 Budget Retreat

Present City Manager's Recommended Budget for the Fiscal Year 2023-2024 and receive Council direction.

5. Public Comment

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 _____, 2023.

Stacy Saltzburg, MMC, City Clerk

CITY OF FLAGSTAFF STAFF SUMMARY REPORT

To: The Honorable Mayor and Council
From: Stacy Saltzburg, City Clerk
Date: 04/25/2023
Meeting Date: 04/28/2023



TITLE:

City Council FY 2023-24 Budget Retreat

DESIRED OUTCOME:

Present City Manager's Recommended Budget for the Fiscal Year 2023-2024 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. This retreat 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 2023-24 City Budget.

INFORMATION:

Attached to the staff summary are several documents to help the discussion including a Detailed Agenda, Presentation and the Draft FY 2023-24 Budget Book.

Attachments: [Detailed Agenda](#)
 [Budget Retreat Presentation](#)
 [Color of Money](#)
 [Unfunded Capital Improvements FY24](#)
 [Priority Based Budget Requests by Program](#)
 [Draft FY23-24 Budget Book](#)

City Council Budget Retreat

April 27 – 28, 2023

Detailed Agenda

Day 1: April 27, 2023

Time	Duration (min)	Topic	Staff
8:30am	15	Welcome and Overview <ul style="list-style-type: none"> Retreat Protocol Agenda 	Greg Clifton Katie Wittekind
8:45am	10	Budget Timeline and Approach	Heidi Derryberry
8:55am	20	Revenue Updates	Rick Tadder
9:15am	60	Investing in Employees Update <ul style="list-style-type: none"> Staffing Updates Trends Recruitment Efforts Compensation and Benefits 	Randy Tracy Heidi Hansen
10:15am	15	Break	
10:30am	15	Investing in Employees Update - Continued <ul style="list-style-type: none"> Employee Advisory Committee (EAC) 	Jared Wotasik
10:45am	45	New Budget Appropriations <ul style="list-style-type: none"> Summary - Total Budget Requests General Fund Summary – Budget Requests by Quartile 	Brandi Suda
11:30am	30	Lunch	
12:00pm	120	New Budget Appropriations - Continued <ul style="list-style-type: none"> Highlights of Recommended Budget Requests <ul style="list-style-type: none"> ➤ Quartile 1 ➤ Quartile 2 ➤ Quartile 3 ➤ Quartile 4 	Mark Gaillard Shannon Jones Nicole Antonopoulos Dan Musselman Scott Overton Randy Tracy
2:00pm	15	FIKA	
2:15pm	45	New Budget Appropriations - Continued <ul style="list-style-type: none"> Service Partners Carbon Neutrality Plan 	Rick Tadder Greg Clifton Nicole Antonopoulos
3:00pm	30	Capital Improvement Program (CIP) <ul style="list-style-type: none"> Summary Capital Improvement Program Retreat Follow-up 	Paul Mood Greg Clifton
3:30pm	15	Public Participation	

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

City Council Budget Retreat

April 27 – 28, 2023

Detailed Agenda

Day 2: April 28, 2023

Time	Duration (min)	Topic	Staff
8:30am	15	Opening and Overview	Greg Clifton Katie Wittekind
8:45am	75	Key Community Priorities: <ul style="list-style-type: none"> High Performing Governance Safe & Healthy Community Inclusive & Engaged Community Sustainable, Innovative Infrastructure Robust Resilient Economy 	Shannon Anderson CJ Perry Dan Folke Stacy Saltzburg Rebecca Sayer Heidi Hansen
10:00am	15	Break	
10:15am	30	Key Community Priorities – Continued <ul style="list-style-type: none"> Livable Community Environmental Stewardship 	Paul Mood Nicole Antonopoulos
10:45am	45	Future Planning <ul style="list-style-type: none"> Unfunded Capital Improvements Highlights of Unfunded Items 	Paul Mood Greg Clifton Mark Gaillard Rick Tadder Dan Musselman Scott Overton Rebecca Sayers Michelle McNulty Patrick Brown Amy Hagin Robert Wallace Heidi Hansen Shannon Jones Nicole Antonopoulos
11:30am	30	Lunch	
12:00pm	45	Financial Planning for Future Considerations <ul style="list-style-type: none"> General Fund Highway User Revenue Fund Water Services Revenue Toolbox 	Rick Tadder Scott Overton Shannon Jones
12:45pm	45	Ballot Measures Discussion <ul style="list-style-type: none"> General Obligation Bond Opportunities Expenditure Limitation Bed, Board and Beverage (BBB) Tax 	Rick Tadder Shannon Anderson Heidi Hansen
1:30pm	30	Priority Based Budget <ul style="list-style-type: none"> Next Steps Priorities and Objectives 	Chris Rhode
2:00pm	15	Public Participation	
2:15pm	15	FIKA	
2:30pm	60	Council Parking Lot (Adds/Deletes) and Discussion	Greg Clifton
3:30pm	30	Review and Confirm Council Direction	Greg Clifton

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



Budget Retreat

April 27th & 28th, 2023



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
- Investing in Employees Update
- New Budget Appropriations
- Capital Improvement Program

Agenda - Day 2



- Opening and Overview
- Key Community Priorities
- Future Planning
- Financial Planning for Future Considerations
- Ballot Measures Discussion
- Priority Based Budget
- Council Parking Lot (Adds/Deletes) and Discussion

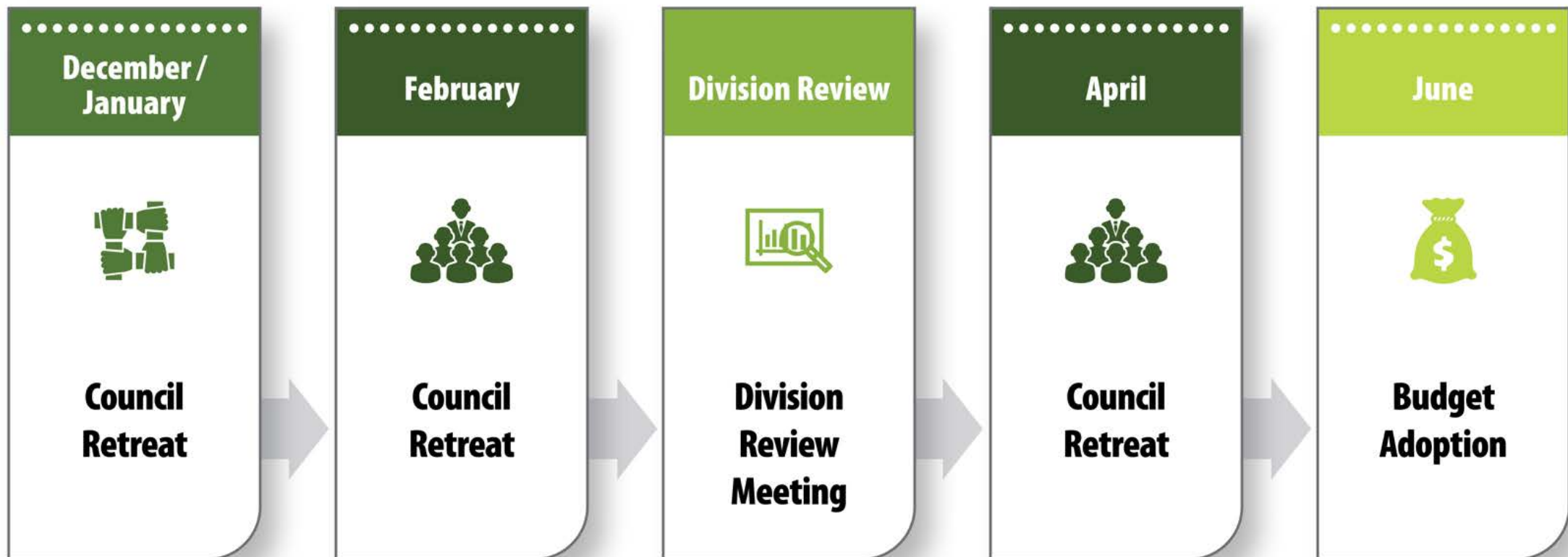


The
Budget Team
CITY OF FLAGSTAFF



Budget Timeline and Approach

Budget Timeline




Budget Approach



- 😊 Compensation and benefits
- 😊 Key Community Priorities and Objectives
- 😊 Basic services and operational needs
 - 😞 Transitioning 50% of ongoing operational needs funded one-time to ongoing funded
- 😊 Infrastructure needs
- 😊 Carbon Neutrality Plan (CNP)

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.

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

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

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

Used to account for major capital acquisition separate from ongoing operations

<ul style="list-style-type: none"> Restricted Funding Sources - Voter Approved Bonds, Grants, Third Party Restricted Fees 	<ul style="list-style-type: none"> General Obligation Bond Projects: <ul style="list-style-type: none"> FUTS/Open Space Watershed Protection Courthouse USGS campus expansion
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Continued ... Color of Money – Fund Accounting

Debt Service Funds

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

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

General Fund

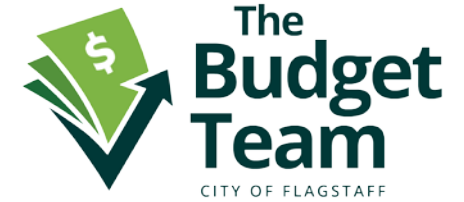
Accounts for all revenues and expenditures used to finance the traditional services associated with a municipal government that are not accounted for in other funds and most revenues are unrestricted.

- In other words...everything else

General Fund Revenues include:

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

Color of Money



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

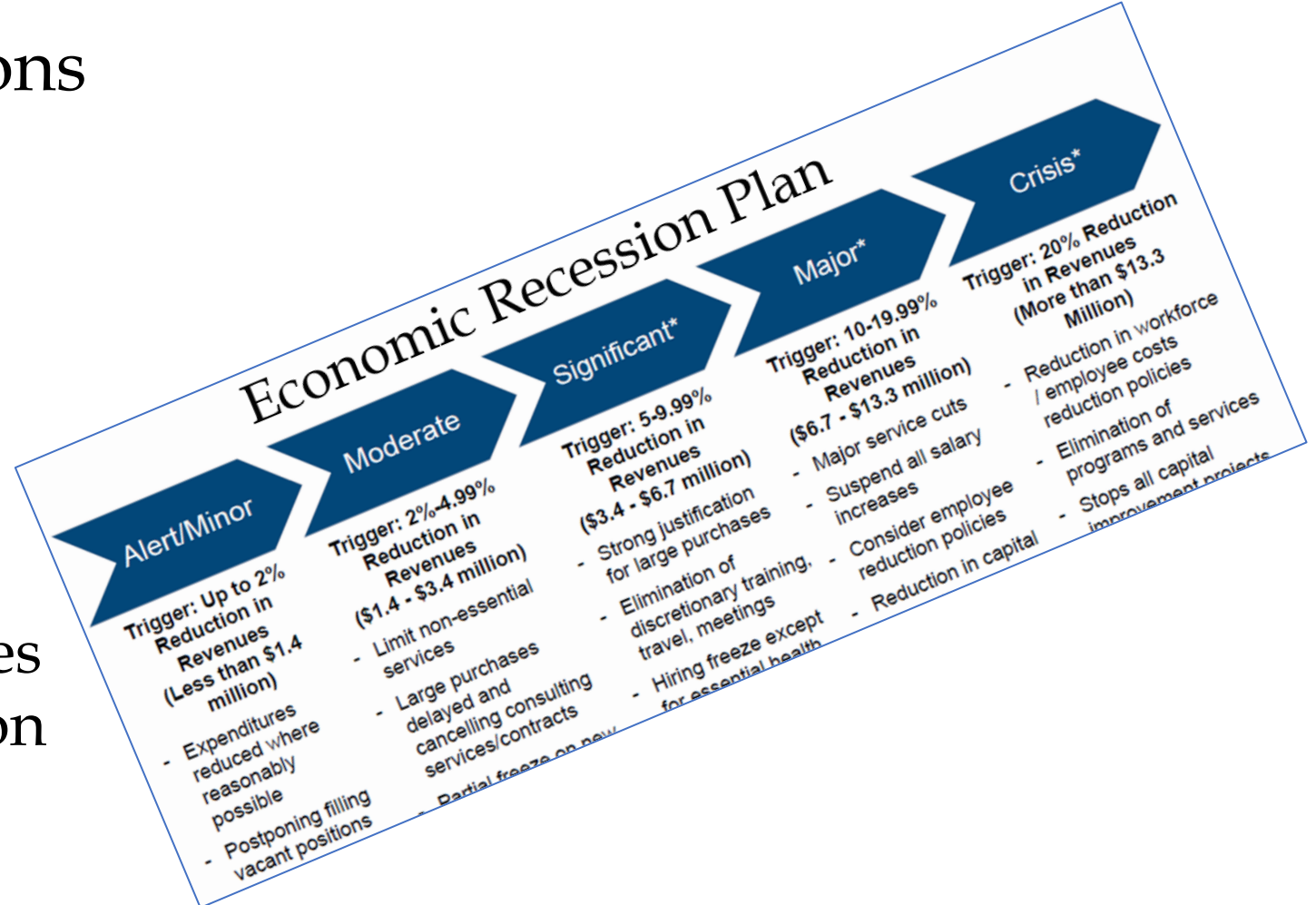


Revenue Updates

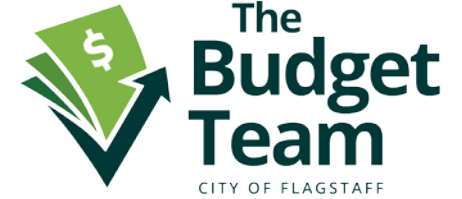
Revenue Update

Economic Considerations

- Recession likely
- Inflation continues
- Federal Reserve rates
- Debt ceiling
- Workforce
- Fuel prices
- War in Ukraine
- Supply chain improves
- State legislative session
- AND....



Revenue Update – General Fund



- Last update provided at February retreat
- Activity for February and March continued growth
- Some categories saw decreases in last three months
 - Amusements, construction contracting, retail
- Projected slight decline from projected to FY 2023-2024 budgeted, then slow growth following year
- Recommend maintaining February revenue projections

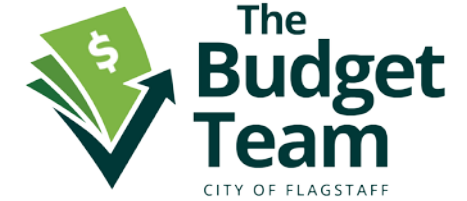
Revenue Update – General Fund



City General Sales Tax Revenue

Category	FY 2021-22	FY 2022-23	FY 2022-23	FY 2023-24	\$ Change	% Change
	Actual	Budget	Estimate	Budget	Budget to Budget	Budget to Budget
Utilities	\$ 1,140,596	\$ 1,073,600	\$ 1,160,000	\$ 1,136,800	\$ 63,200	6%
Telecom	136,997	146,000	130,000	127,400	(18,600)	-13%
Restaurants/Bars	3,649,070	3,296,600	3,800,000	3,724,000	427,400	13%
Amusements	89,964	99,900	100,000	102,000	2,100	2%
Commercial Rental	1,147,011	1,087,300	1,280,000	1,254,400	167,100	15%
Personal Property Rental	819,159	770,100	890,000	872,200	102,100	13%
Construction Contracting	2,412,364	2,118,500	2,850,000	2,736,000	617,500	29%
Retail	14,319,420	13,657,800	14,400,000	14,112,000	454,200	3%
Marketplace Retail	1,039,064	1,022,000	1,160,000	1,136,800	114,800	11%
Hotel/Motel/STR	2,073,966	1,777,900	2,090,000	2,048,200	270,300	15%
Miscellaneous	107,107	97,800	103,000	100,900	3,100	3%
Use Tax	1,937,747	1,794,800	2,020,000	1,979,600	184,800	10%
City Sales Tax 1% Totals	\$ 28,872,465	\$ 26,942,300	\$ 29,983,000	\$ 29,330,300	\$ 2,388,000	9%

Revenue Update – General Fund



State Shared Revenues

Category	FY 2021-22	FY 2022-23	FY 2022-23	FY 2023-24	\$ Change	% Change
	Actual	Budget	Estimate	Budget	Budget to Budget	Budget to Budget
State Shared Sales Tax	\$ 10,855,221	\$ 10,403,000	\$ 11,000,000	\$ 10,780,000	\$ 377,000	4%
State Shared Urban Revenue	10,075,723	14,800,000	14,605,000	18,119,900	3,319,900	22%
Auto Lieu	4,148,649	4,011,000	4,100,000	3,977,000	(34,000)	-1%
State Shared Totals	\$ 25,079,593	\$ 29,214,000	\$ 29,705,000	\$ 32,876,900	\$ 3,662,900	13%



The
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CITY OF FLAGSTAFF



Investing in Employees

Staffing Increases



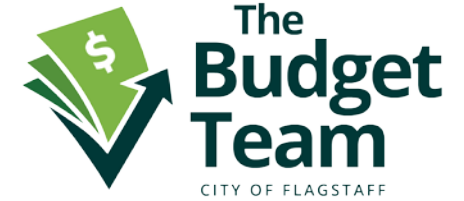
- General Fund
 - Human Resources Senior Analyst (1.0 FTE) – Human Resources
 - IT Supervisor (1.0 FTE) – Information Technology
 - Management Analyst (1.0 FTE) – Management Services
 - Finance Specialist (0.5 FTE) – Management Services
 - Accountant Senior (1.0 FTE) - Management Services
 - Administrative Specialist (1.0 FTE) – Management Services
 - Fire Captain (1.0 FTE) – Fire
 - Police Aides (3.0 FTE) – Facilities
 - Housing Planner (1.0 FTE) – Community Development

Staffing Increases



- Water Services
 - Water Services Operations Section Director (1.0 FTE)
 - Project Manager Senior Lead (1.0 FTE)
 - Water Services OT Administrator (1.0 FTE)
 - Water Services Operator (2.0 FTE)
 - Water Services Supervisor (1.0 FTE)
- Solid Waste
 - Equipment Operator I (1.0 FTE)

Staffing Increases



- Sustainability
 - Sustainability Coordinator I (1.0 FTE)
- Airport
 - Maintenance Worker I (1.0 FTE)
- Flagstaff Housing Authority
 - Housing Navigator (1.0 FTE) – General Fund 25%

Staffing Increases



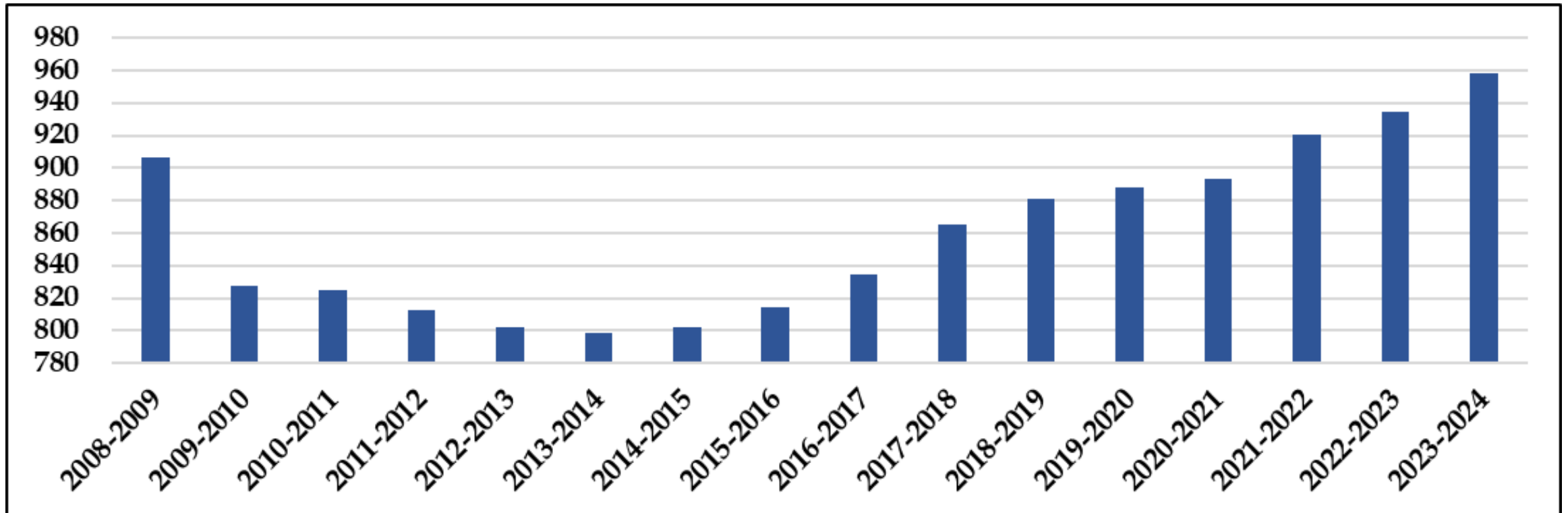
- General Fund (Continued)
 - Maintenance Technician III (1.0 FTE) – Public Works
 - Mechanic II (1.0 FTE) – Public Works
 - Transportation Planner (1.0 FTE) - City Engineering
 - Park Ranger (1.0 FTE) - Parks, Recreation, Open Space & Events
- Library
 - Information Technology Analyst (1.0 FTE) - County Library
 - Library Cataloger (1.0 FTE) - County Library
 - Marketing Specialist (1.0 FTE) - County Library

Reclassifications



- General Fund
 - 9 positions
- Stormwater
 - 1 position
- Solid Waste
 - 1 position
- Sustainability
 - 3 positions
- Airport
 - 1 position

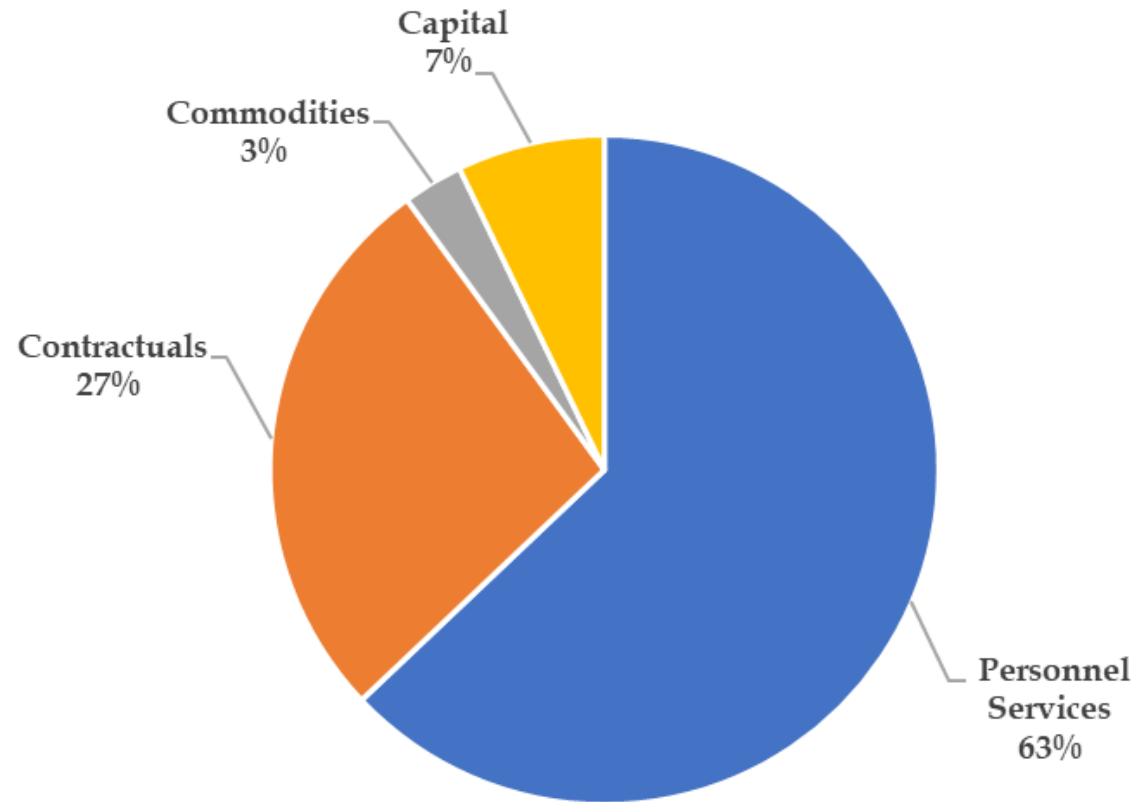
Staffing History (Full-time Equivalents)



FY 2023-2024 Proposed Budget by Category



General Fund Expenditure Budget



Retention Trends – Turnover Comparison

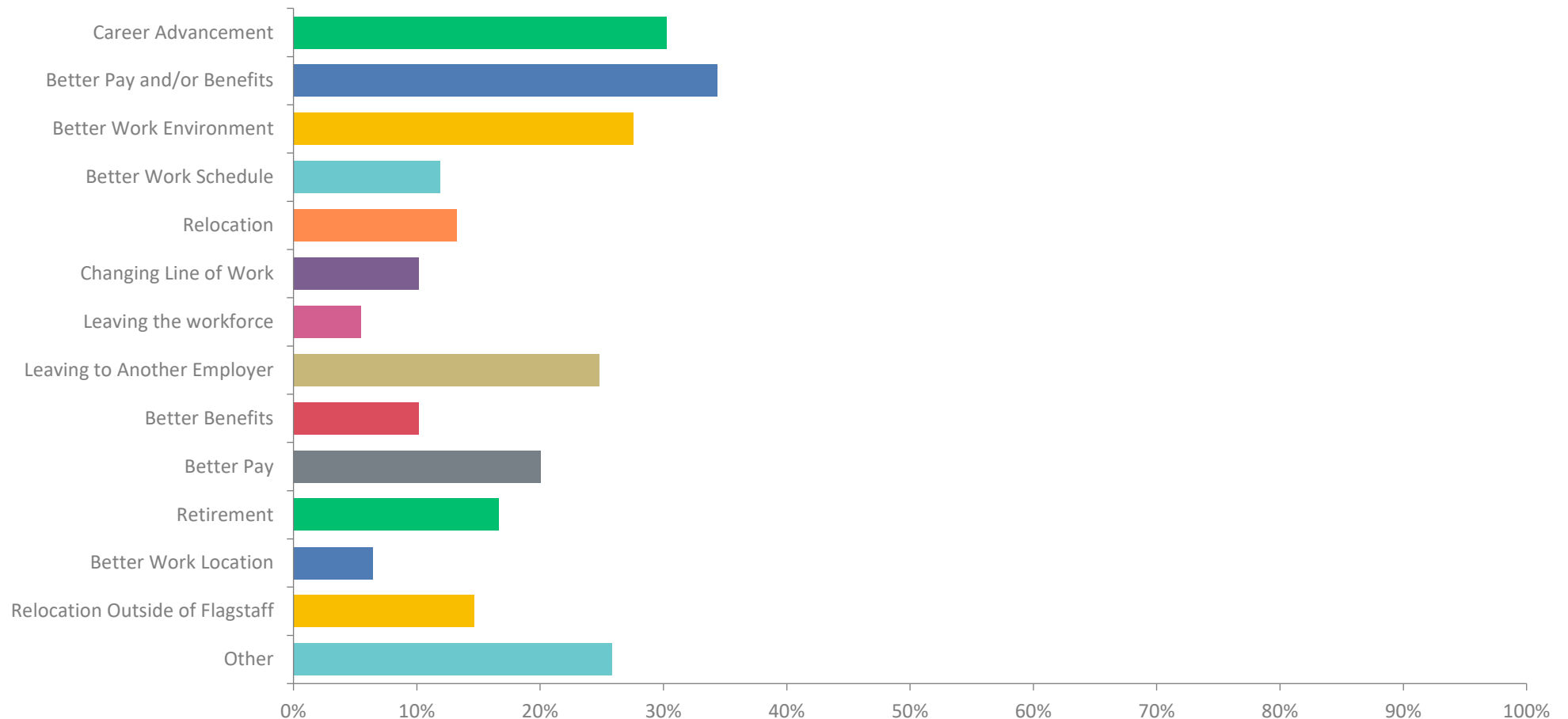
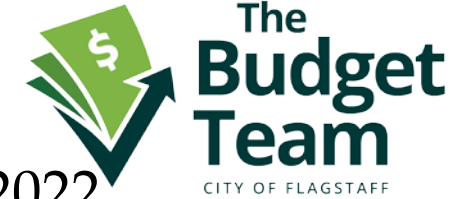


	Calendar Year 2020	Calendar Year 2021	Calendar Year 2022
Total Separations	124	177	178
Retirements	23	26	27
Voluntary/Involuntary	84	151	148
Total Turnover Percentage	17.44%	24.10%	24.76%
Bureau of Labor Statistics: State/Local Rate	19.10%	18.70%	18.8%
Temporary/Contract Separations	211	193	193
Vacancy Rate	12.01%	17.07%	15.54%

Retention Trends – Exit Interview Summary

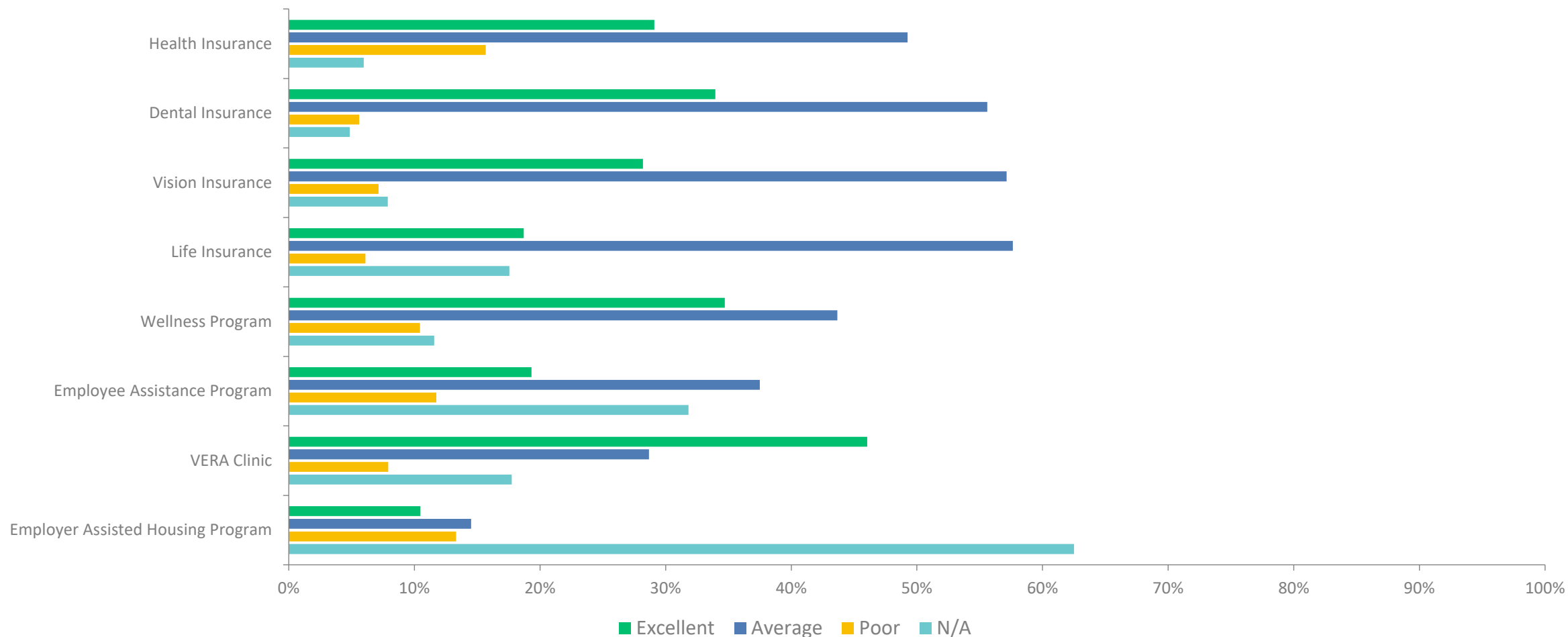
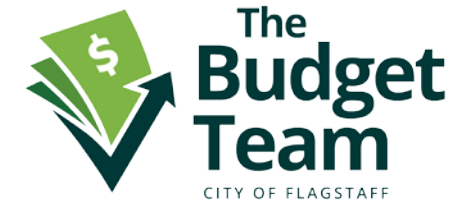
Better pay and/or benefits continues to be the dominant reason

Primary reason(s) for leaving the City of Flagstaff workforce – CY 2022



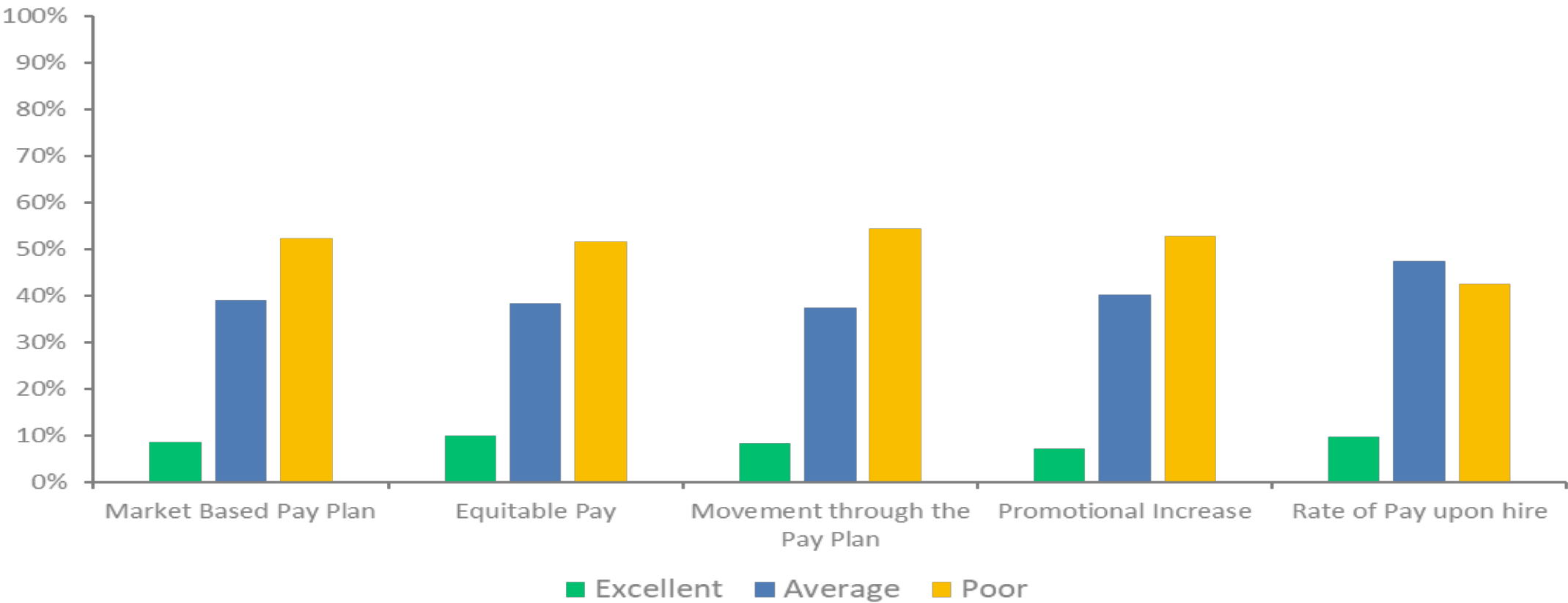
Retention Trends – Exit Interview Summary

Please rate the following employee benefits - CY 2022



Retention Trends – Exit Interview Summary

Employee Compensation – CY 2022



Attraction Trends

Recruitment – Positions Filled

- 2020: 155 - 25 internal (16%)/130 external
- 2021: 290 - 103 internal (35%)/187 external
- 2022: 349 - 84 internal (23%)/265 external

Declined Offers have increased

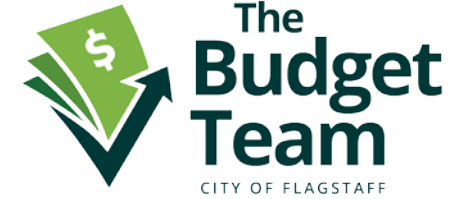
- 2020 = 17 (11%), Reason because of another offer = 5
- 2021 = 14 (5%), Reason because of another offer = 2
- 2022* = 98 (28%)
 - 38 accepted another offer (a few of these accepted other City of Flagstaff positions)
 - 20 declined due to salary
 - 12 declined due to cost of living/lack of housing
 - 26 declined for other reason
 - 2 declined due to cost of benefits

*Reporting for offer declinations was refined for the 2022 year to improve accuracy in addition to changes in the recruitment world

Recruitment Efforts

Continued to run radio, print, and digital spots locally, regionally and nationally

- Handshake
- Coconino Community College
- Arizona Daily Sun
- Navajo Hopi Observer
- Flagstaff Business News
- Mountain Line
- Harkins Theatres
- KAFF Radio
- Linked In
- Social Media



**Good Business
Requires Good People.**

ARE YOU HIRING?

ARE YOU LOOKING FOR GOOD PEOPLE? Advertise your employment opportunities in the Flagstaff Business News Local Employment Section (Sponsored by **FLAGSTAFFCITYCAREERS.COM**)

- Reach up 40,000 people per month with your employment ad!
- Receive 50 percent off your hiring ad as a courtesy sponsorship from the City of Flagstaff
- Cost \$199 per month with a 3-month commitment

Please contact FBN:
Amy@Flagstaffbusinessnews.com or
602-909-3910 for more information



Recruitment Efforts

- [Marketing Video](#) created by the CVB
- First annual City of Flagstaff job fair
- Creation of Employee Referral Program (pending implementation)
- Email signature created
- Job specific brochures created

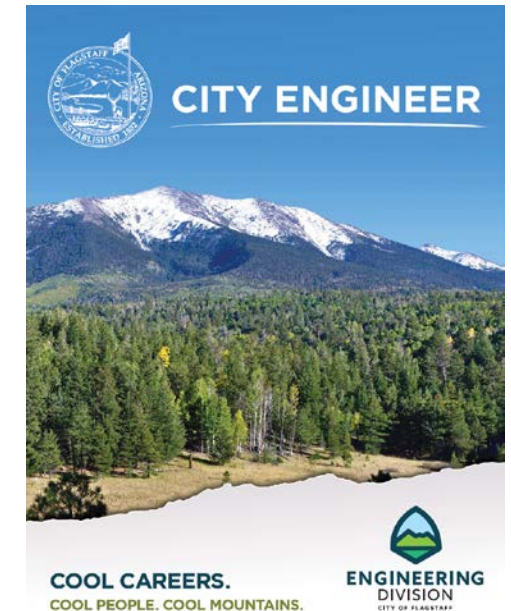
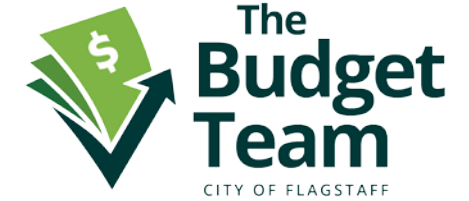


COOL CAREERS.
COOL PEOPLE. COOL MOUNTAINS.



COOL CAREERS.
APPLY NOW!

The image shows two promotional materials for a job fair. The top poster is titled 'Job Fair Schedule' and lists three sessions: 'HOW TO STAND OUT AS AN INTERNAL APPLICANT (OPEN TO COF EMPLOYEES ONLY)' from 12:30 - 1:15 PM, 'CREATING A RESUME AND COVER LETTER' from 1:30 - 2:15 PM, and 'USING MICROSOFT TEAMS FOR INTERVIEWS' from 2:30 - 3:15 PM. The bottom poster is titled 'City of Flagstaff Job Fair' and provides details for Friday, April 14th, 2023, from 12:00pm to 5:00pm at the Downtown Library. It lists activities such as seeing current job openings, learning how to create a resume and cover letter, speaking with city department members, and signing up for personalized resume and cover letter help. Both posters feature the 'COOL CAREERS. COOL PEOPLE. COOL MOUNTAINS.' slogan and the City of Flagstaff logo.

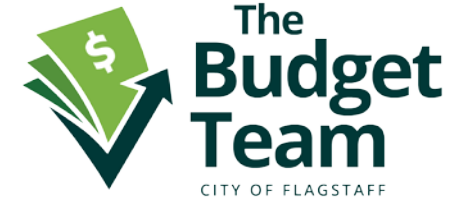


Budget Approach

Compensation and Benefits

- ✓ Merits are funded, implement pay for performance
- ✓ Implement potential adjustments to the pay plans based on market data
- ✓ Minimum wage adjustments based on Consumer Price Index (CPI)
- ✓ Maintain cost share levels for benefit coverage contributions

Benefit Recommendations



- No Changes to benefit plan options
- Medical premiums increased
 - 6% for the Buy Up Plan
 - 5.5% for the Base plan
 - 5% for the High Deductible Health Plan
- Cost share for all employees
 - City covers:
 - 100% for base plan employee only coverage if they participate in the wellness program
 - 72% of the base plan family/employee +1 plan and applied the subsidy amount to the remaining plans
- **Cost: \$509,000**

Compensation Recommendations



- Merit - \$2.5 M
 - Budgeted and planned in all five year plans
 - Transition to Pay for Performance (PFP) 2%-4% depending on evaluation Rating after July 1, 2023 for regular pay plan
 - Step increases for all step pay plans
- City's Starting Wage Adjustment
 - New starting wage - \$18.00 (05R), collapse/eliminate 04R
 - IMPLEMENT EARLY: July 1, 2023 versus January 1, 2024
 - Regular Plan: (04R to 25R) \$600,000
 - Temp Pay Plan: \$91,000
 - **Total: \$691,000**

Compensation Recommendations



Market Adjustment

- Regular Pay Plan 30R and up: \$976,000
- Police Step Pay Plan: \$1,071,000
- Water Services Step Pay Plan: \$72,000
- Fire Step Pay Plan: \$567,000

Total: \$2,686,000

Ongoing Market Adjustment Review

- \$170,000

Total Employee Investment



- ✓ Merits up to 4% in Regular Pay Plan and step increase for all Step pay plans
- ✓ Starting Pay Adjustments
 - ✓ Starting wage \$18.00
 - ✓ Eliminated 04R
 - ✓ Impacts 05R to 25R ranges
- ✓ Market adjustments in 30R and up, Fire, Police and Water plans
- ✓ Maintain ongoing market adjustment review
- ✓ Maintain improved cost share for all medical plans
- Total recommended compensation and benefits commitment: \$6.5 Million (with employee related expenses)



Break



Employee Advisory Committee

Input on Compensation/Benefits



- Impact of inflation and market trends on wages
- Minimum wage impact
- Pay for performance program
- Maintain cost share levels for benefit coverage contributions

Impact of Inflation, Market Trends, and Minimum Wage



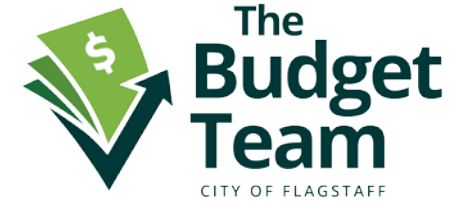
- July 9, 2023, new starting wage of \$18.00
- Additional adjustments were made to the lower ranges to help those most closely impacted by the large increase in minimum wage (10R thru 25R)
- Strategic market adjustments for positions facing recruitment and retention challenges
- Between pay plan adjustments and market adjustments all employees to receive a minimum of a 3% increase
- Ongoing commitment to market adjustments to ensure that our market based pay plans stay competitive

Pay for Performance



- Pay for Performance system has been created for FY 2023-2024
- Employees in the regular pay plan can now earn up to a 4% merit increase on the annual evaluation date

Benefits



- No changes to benefit plan options
- Medical premiums increased but cost share for all employees remained the same ratio
- The City will cover 72% of the base family/employee +1 plan while the employee will cover the remaining 28%



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)	\$ 4,884,711	\$ 598,266
Other Budget Requests	5,895,036	9,673,782
Total Requests	\$ 10,779,747	\$ 10,272,048

Total All Other Budget Requests	Ongoing	One-Time
Personnel (excludes merits and employee benefits)	\$ 1,752,913	\$ 17,727
Other Budget Requests	6,380,683	8,387,720
Total Requests	\$ 8,133,596	\$ 8,405,447

Total All Funds	\$ 18,913,343	\$ 18,677,495
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Employee Investments – General Fund



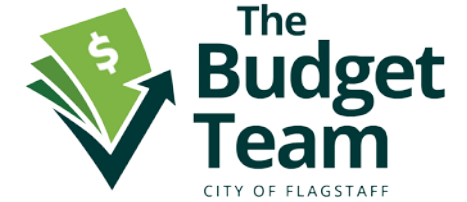
Summary of Employee Investments – General Fund	Ongoing
Merit – Pay for Performance	\$ 2,055,000
Starting Wage Pay Plan Adjustments	475,000
Ongoing Market Adjustments	170,000
Market/Pay Plan Adjustments	2,310,000
Medical Insurance	329,000
Total Employee Investments	\$ 5,339,000

Infrastructure – General Fund



Summary of Infrastructure – General Fund	One-Time
Fleet	\$ 400,000
Facilities - Facility Improvements	400,000
Information Technology - Fiber Projects	500,000
Information Technology - Infrastructure	489,000
Carbon Neutrality (NORESO) projects	3,100,000
Total Infrastructure	\$ 4,889,000

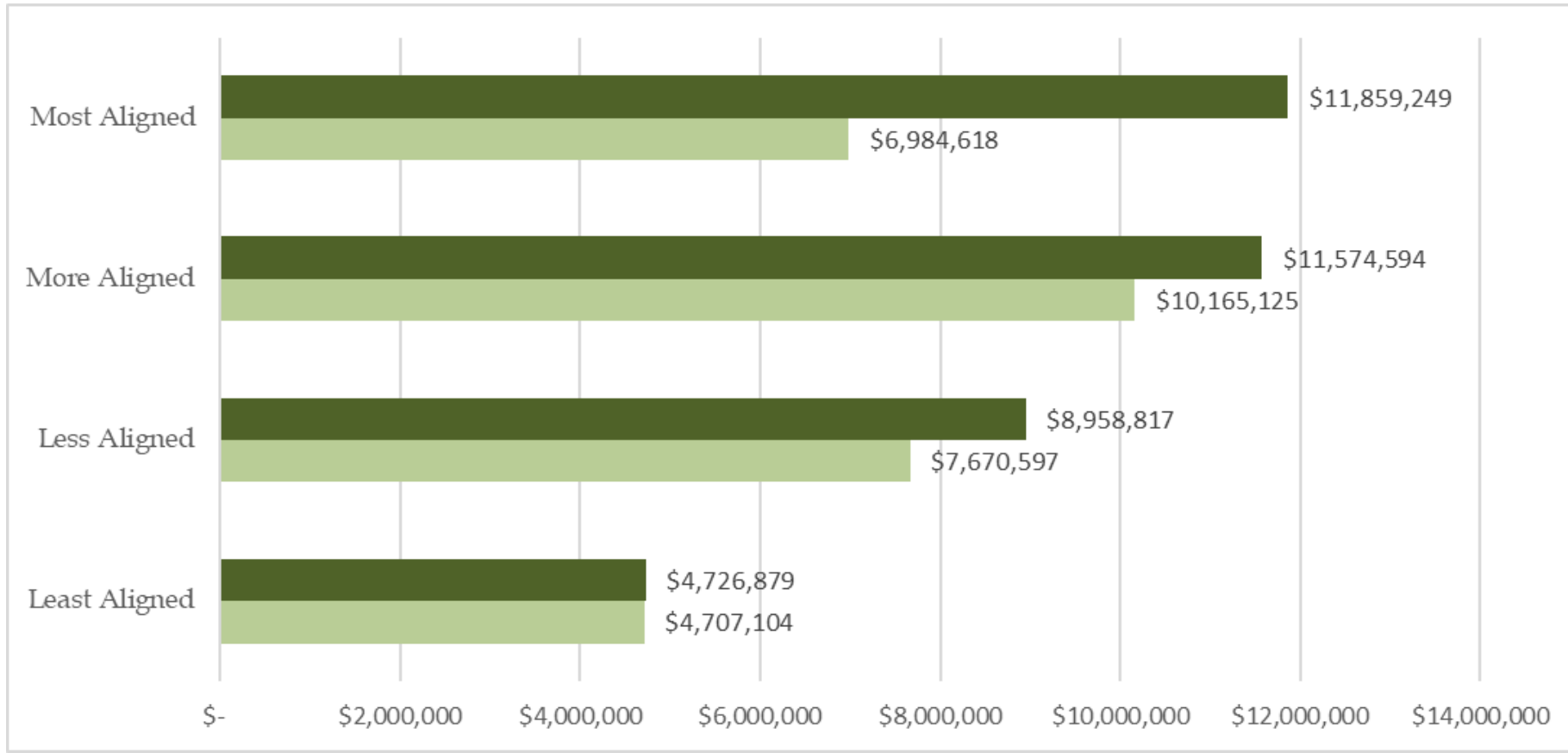
Summary – General Fund



Summary – General Fund	Ongoing	One-Time
Available FY 2023-2024 – February Retreat	\$ 4,665,000	\$ 20,045,000
PSPRS Contingency and other projected FY2023 savings	0	3,174,000
Funding Set Aside (Merits –ongoing)	1,725,000	800,000
Total Available FY 2023-2024	6,390,000	24,019,000
Approved Budget Requests and Fixed Costs		
Investing in Employees	5,339,000	0
Infrastructure Investments	0	4,889,000
All Other Approved Budget Requests (Net)	1,037,000	7,414,000
Support for Other Funds	0	9,230,000
FY 2024-2025 Set Aside for Capital Reserve	0	2,500,000
Total Available	\$ 14,000	\$ (14,000)

No Primary Property Tax levy increase, except new construction.

Total Budget Requests* - All Funds

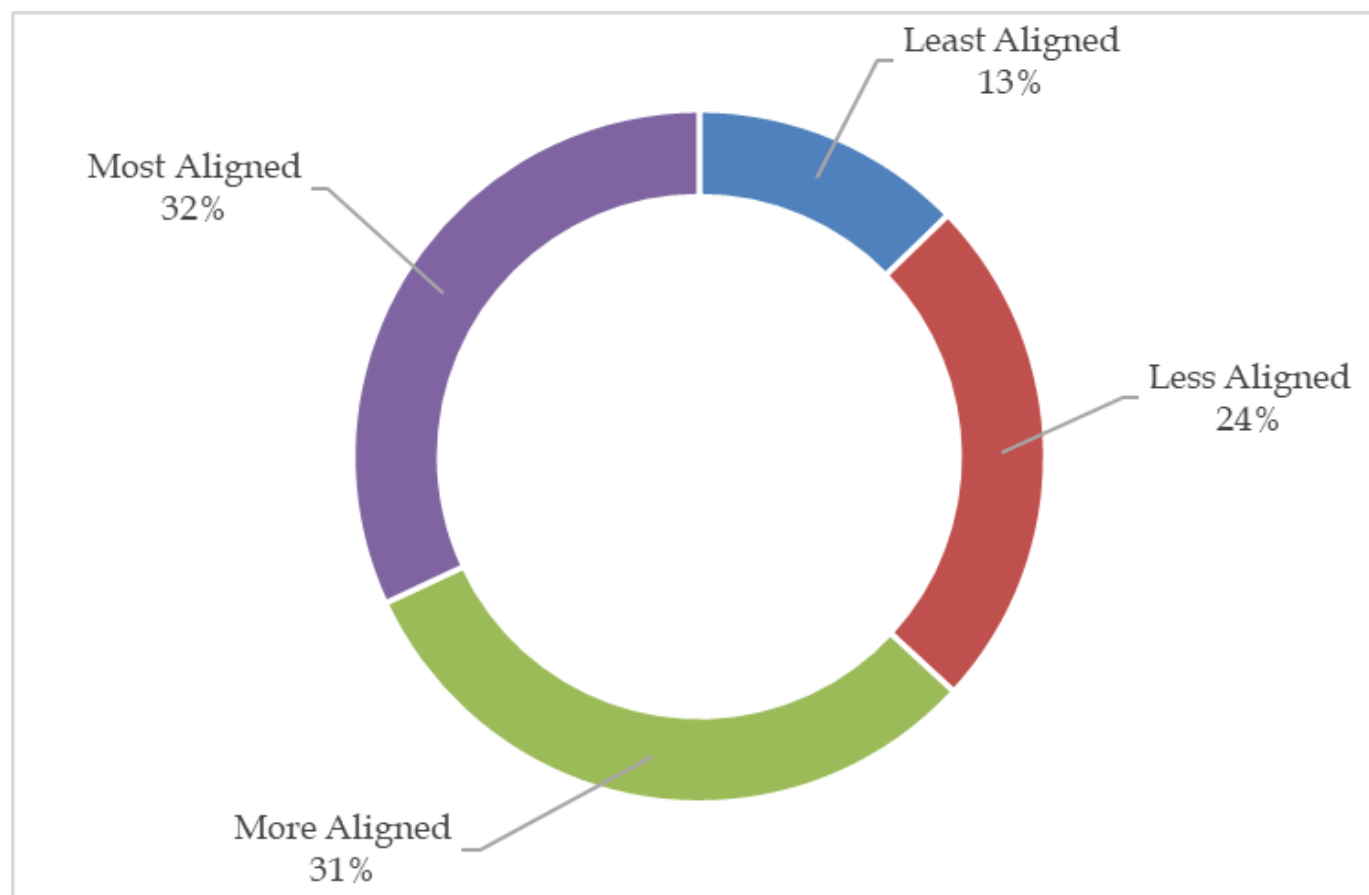


Total Requested:
\$37,117,539

Total Recommended:
\$29,527,444

*Excludes grants, capital and reclassifications

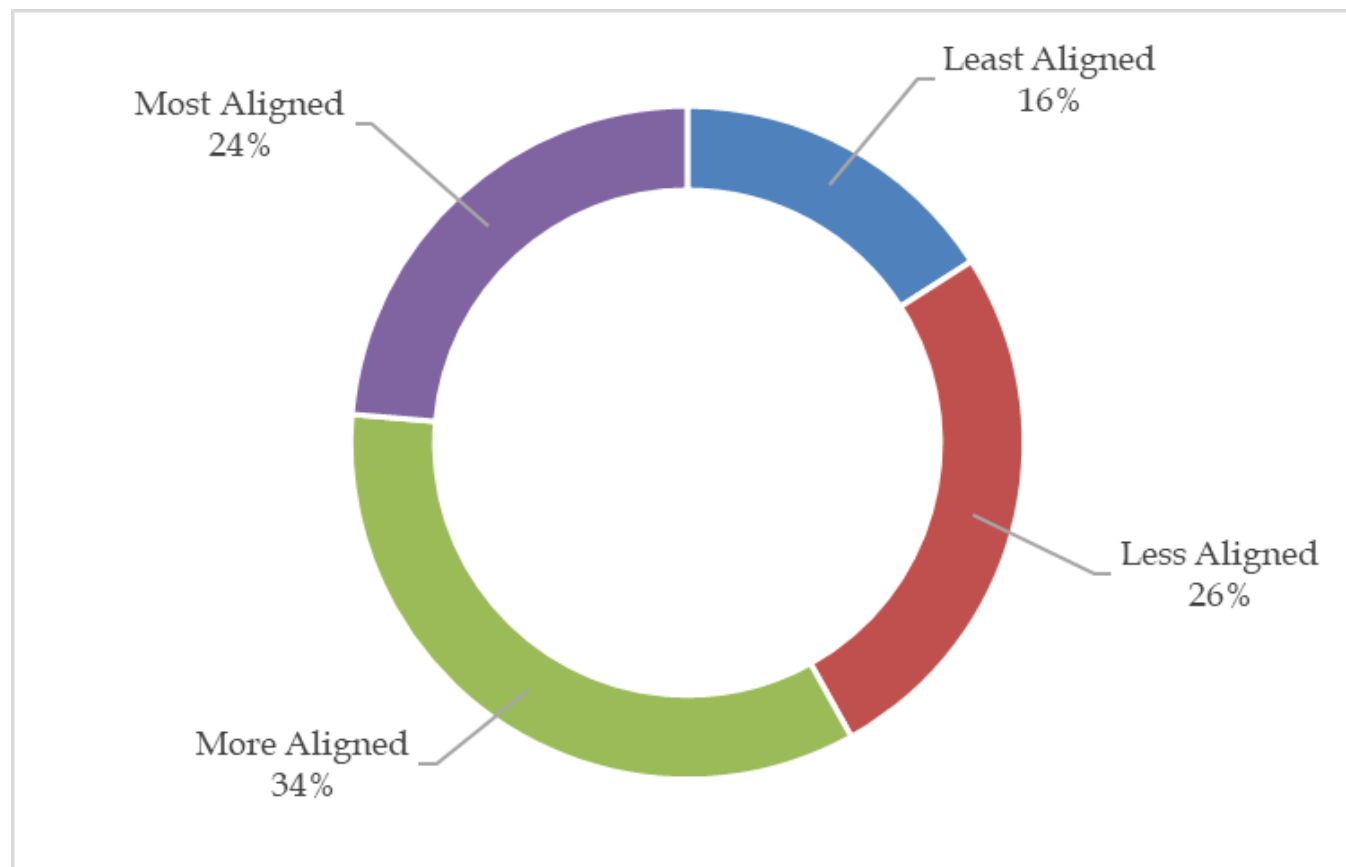
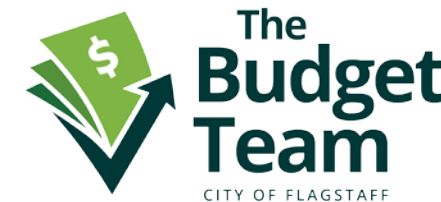
Operating Requests by Quartile



Quartile	Total Requested
Most Aligned	\$ 11,859,249
More Aligned	11,574,594
Less Aligned	8,958,817
Least Aligned	4,726,879
Total	\$ 37,119,539

*Excludes grants, capital and reclassifications

Recommendations by Quartile



Quartile	Total Recommended
Most Aligned	\$ 6,984,618
More Aligned	10,165,125
Less Aligned	7,670,597
Least Aligned	4,707,104
Total	\$ 29,527,444

*Excludes grants, capital and reclassifications

Requests and Recommendations



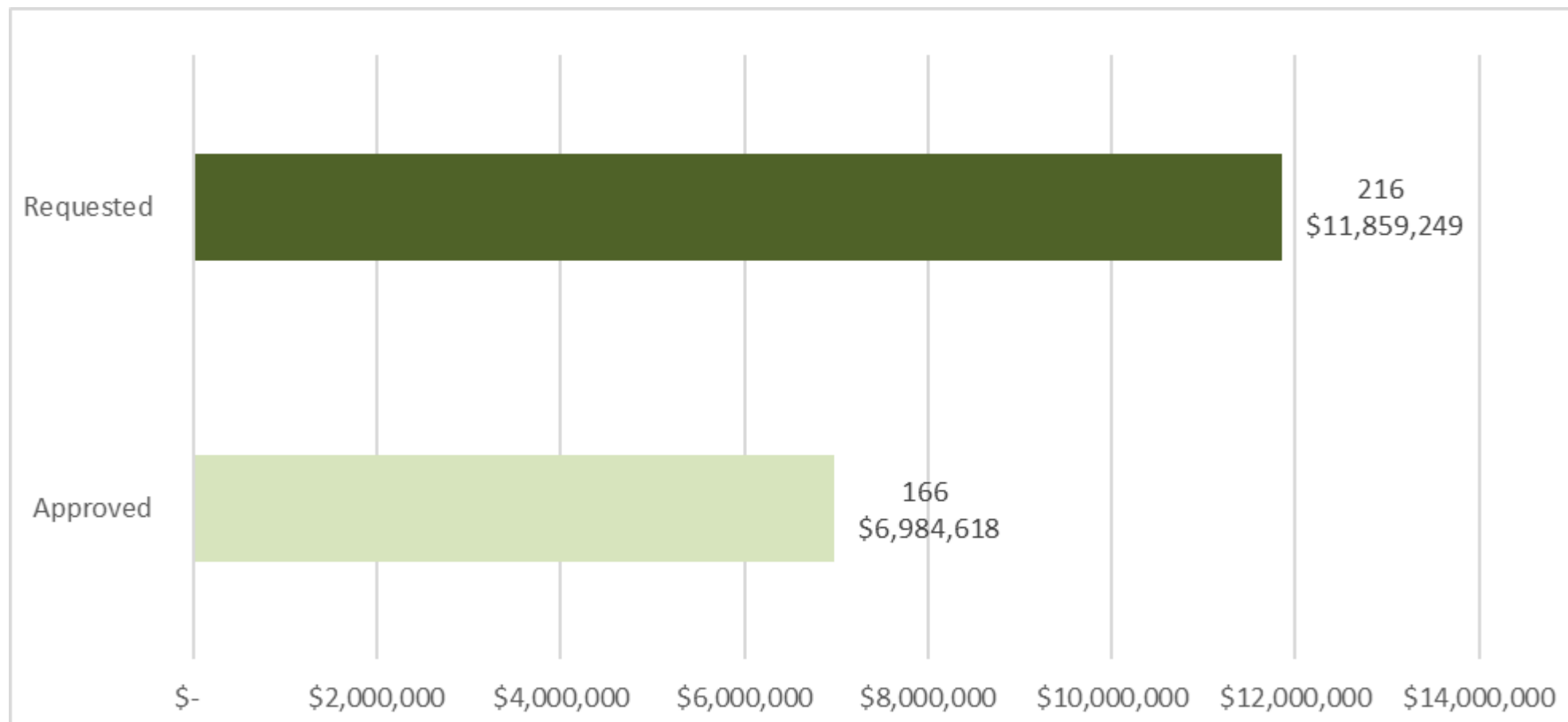
Quartile	Total Requested	Total Recommended	Percent Approved
Most Aligned	\$ 11,859,249	\$ 6,984,618	59%
More Aligned	11,574,594	10,165,125	88%
Less Aligned	8,958,817	7,670,597	86%
Least Aligned	4,726,879	4,707,104	100%
Total	\$ 37,119,539	\$ 29,527,444	80%

*Excludes capital



Lunch

Quartile 1 – Most Aligned

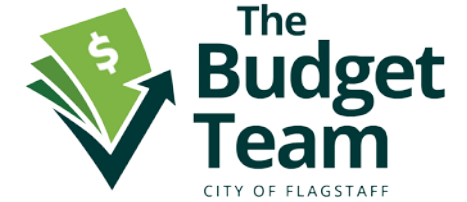









Quartile 1 – Most Aligned



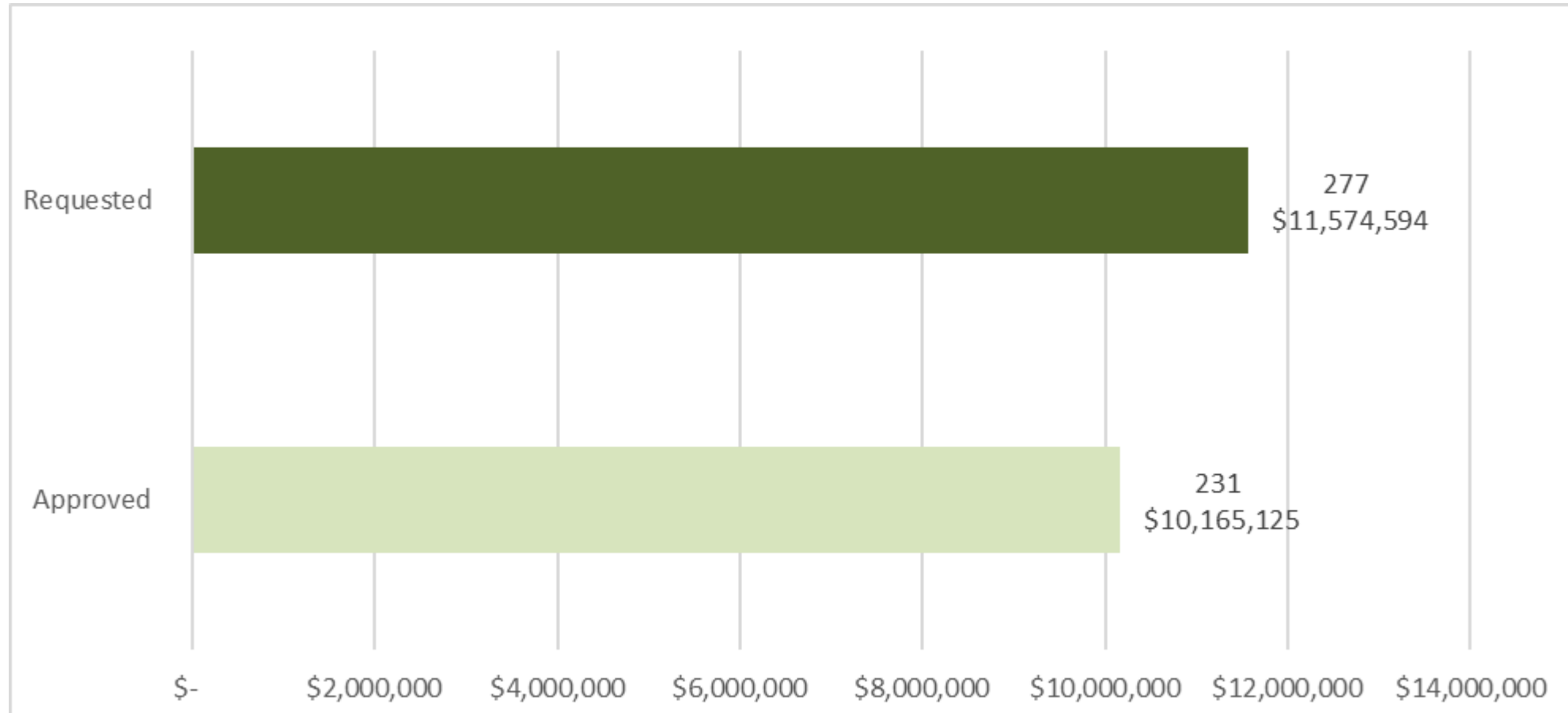
Highlights of Recommended Requests By Priority Based Budget Program	Color of Money			Ongoing	One-Time
Budget Development and Monitoring		\$		\$ 156,903	\$ 56,439
Emergency Management		\$		36,359	170,100
Fire Suppression		\$		26,288	174,875
Fire All-Risk/Catastrophic Emergency		\$		5,258	228,602
Floodplain Management/Emergency Flood Response		\$		367,616	6,185
Grant Management		\$		87,074	6,809
Infrastructure Management		\$		14,400	835,607

Quartile 1 – Most Aligned














Highlights of Recommended Requests By Priority Based Budget Program	Color of Money	Ongoing	One-Time
Medical Response		\$ 71,153	\$ 232,442
Public Housing: Residential Property Maintenance		125,670	0
Stormwater Infrastructure Maintenance		229,089	1,806,185
Traffic Systems Management		114,353	11,000
Water Services Capital Project Delivery		132,151	5,185
Water Services Computerized Remote/Monitoring		106,375	109,815
Wildfire Management		10,515	65,251

Quartile 2 – More Aligned

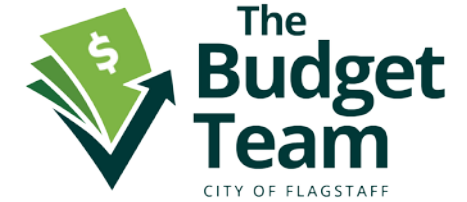








Quartile 2 – More Aligned



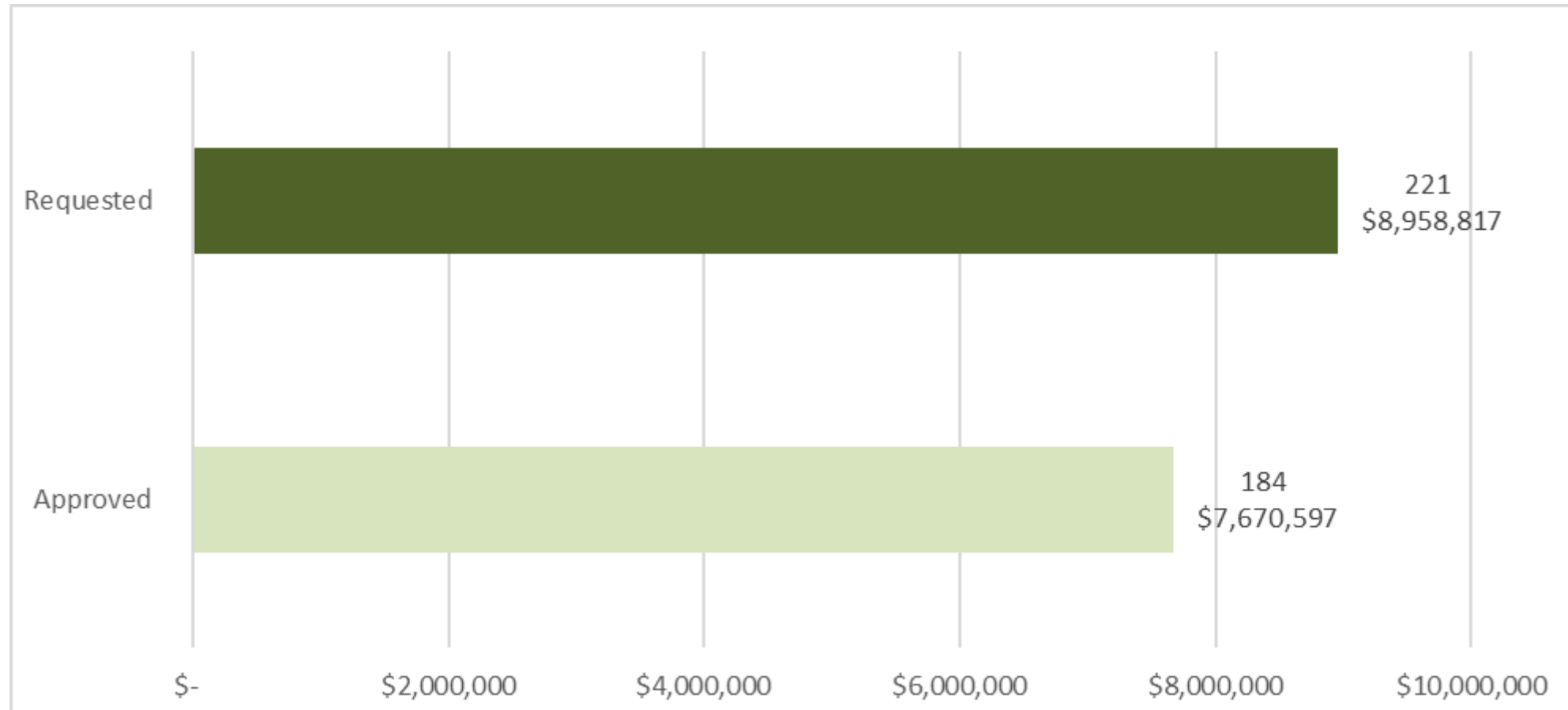
Highlights of Recommended Requests By Priority Based Budget Program	Color of Money	Ongoing	One-Time
911 Communications Regional Call Taking/Dispatch		\$ 0	\$ 216,382
Affordable Housing Unit Creation		122,934	130,100
BBB/Right of Way/Streetscape Maintenance	 	0	14,599
Business Retention and Expansion		80,000	74,257
City Facility Inspection and Maintenance	 	0	363,900
Climate Action	 	0	4,461,520
Community Climate Change	 	0	358,711

Quartile 2 – More Aligned











Highlights of Recommended Requests By Priority Based Budget Program	Color of Money			Ongoing	One-Time
Community Policing				\$ 0	\$ 208,681
CVB Community Programming				62,743	135,816
Criminal Investigations				0	230,164
Emergency and Non Emergency Uniform Response				0	550,486
Recruitment				92,201	32,109
Stormwater Public Education and Outreach				105,800	50,185

Quartile 3 – Less Aligned

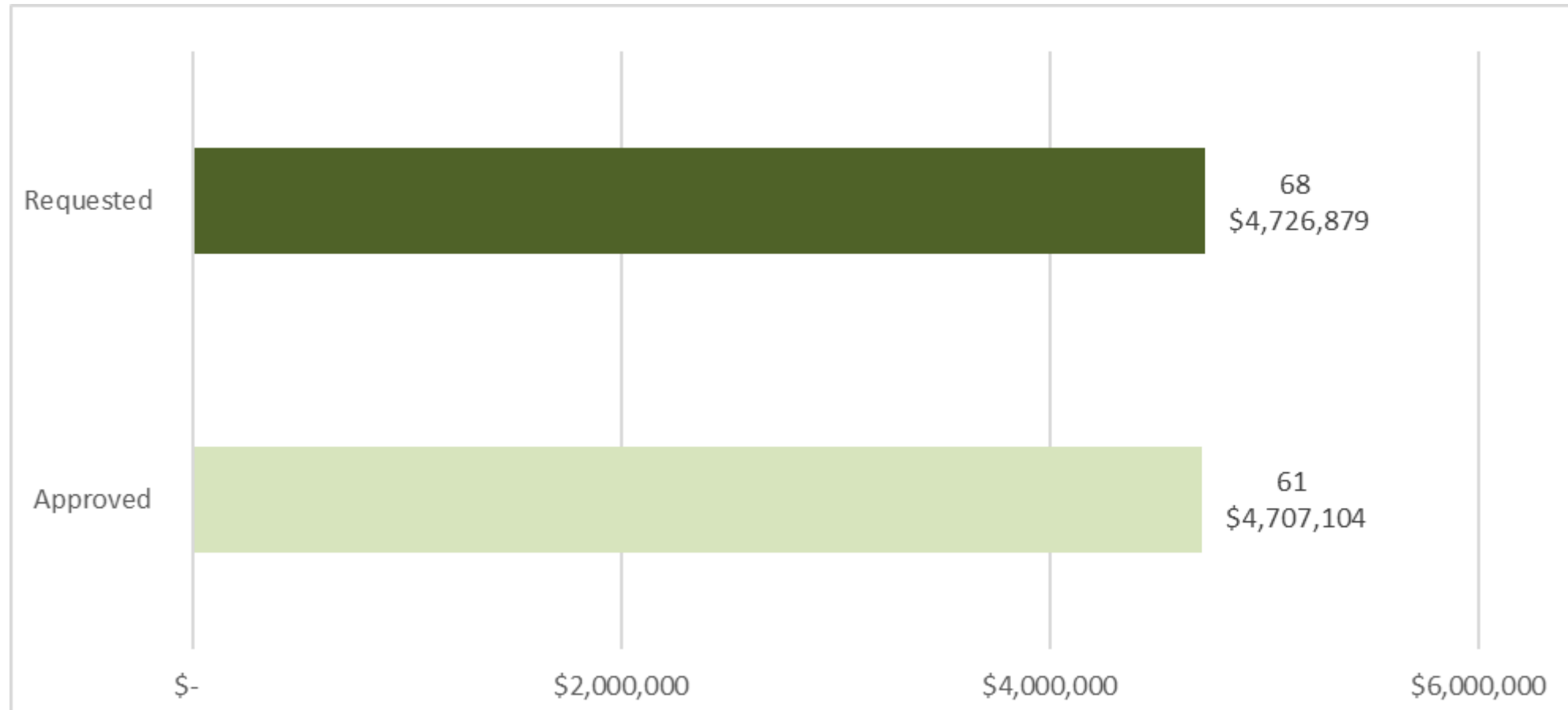


Quartile 3 – Less Aligned







Highlights of Recommended Requests By Priority Based Budget Program	Color of Money	Ongoing	One-Time
Alternate Response		\$ 105,152	\$ 208,000
Art and Science Community Funding		10,833	230,000
City Facilities Security and Access Control		218,154	100,000
Domestic Markets		32,933	237,618
Facility Equipment Repair and Maintenance	 	80,155	372,171
Police Emergency Response Team		0	293,887
Service Partner Contracts		0	497,448

Quartile 4 – Least Aligned



Quartile 4 – Least Aligned

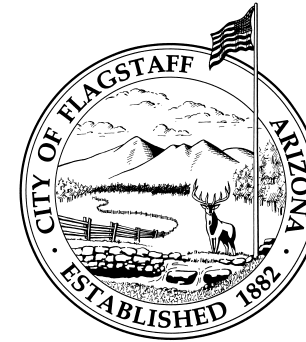


Highlights of Recommended Requests By Priority Based Budget Program	Color of Money	Ongoing	One-Time
Airport Facility and Building Maintenance		\$ 69,254	\$ 4,023,182
Pavement Management		0	250,000
Police Recruiting and Hiring		0	140,668
Title Research/Review		0	30,000



The Budget Team

CITY OF FLAGSTAFF

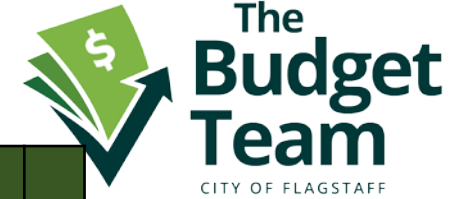


FIKA

Something fun, sweet, caffeinated, & stress-free



Service Partner Contracts



General Fund Contracts			
Agencies	FY 2022-2023 Adopted	FY 2023-2024 Proposed	
United Way	\$ 293,750	\$ 293,750	
FACTS	272,319	272,319	
Humane Society	417,390	430,160	*
Victim Witness	41,304	41,304	
Coalition for Children and Youth	19,669	19,669	
NACASA	18,627	22,000	*
Weed & Seed	5,503	5,503	
Boys & Girls Club	35,000	35,000	
Shelter Winter Overflow	25,000	-0-	
Shelter Services	-0-	100,000	*
Black Lived Experience	49,900	49,900	
Elevate Pre-K	25,000	-0-	
Lowell Discovery Center	35,000	-0-	
Mobile Outreach Bus	37,500	-0-	

Service Partner Contracts



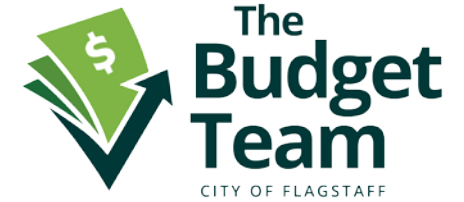
- NACASA funding increase request of \$3,373
- High Country Humane (City/County IGA)
 - Funding to match County's agreement in price and CPI adjustments
 - CPI Adjustment \$12,770
 - Does Council want to extend the contract the same term as the County?
- Shelter Services operations support - \$100,000
- Consideration of 5% increase to existing Service Partner Contract
 - Approximately \$36,100 (Unfunded)

Carbon Neutrality Plan

An Investment in Our Future

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:
 - Accountability
 - Understanding the City's investment
 - Education and capacity building
3. Analysis
 - How requests align with Carbon Neutrality Plan
 - New funding that advances the CNP



Carbon Neutrality



Neighborhoods

Community Resilience

Equitable Systems

Decreased
Dependence on Cars

Housing for All

Inclusive Recreation

Energy

Electric Mobility

Clean Electricity

Building Fuel
Switching

Consumption

Reduced Building
Energy Use

Sustainable
Consumption

Water Security

Commitments

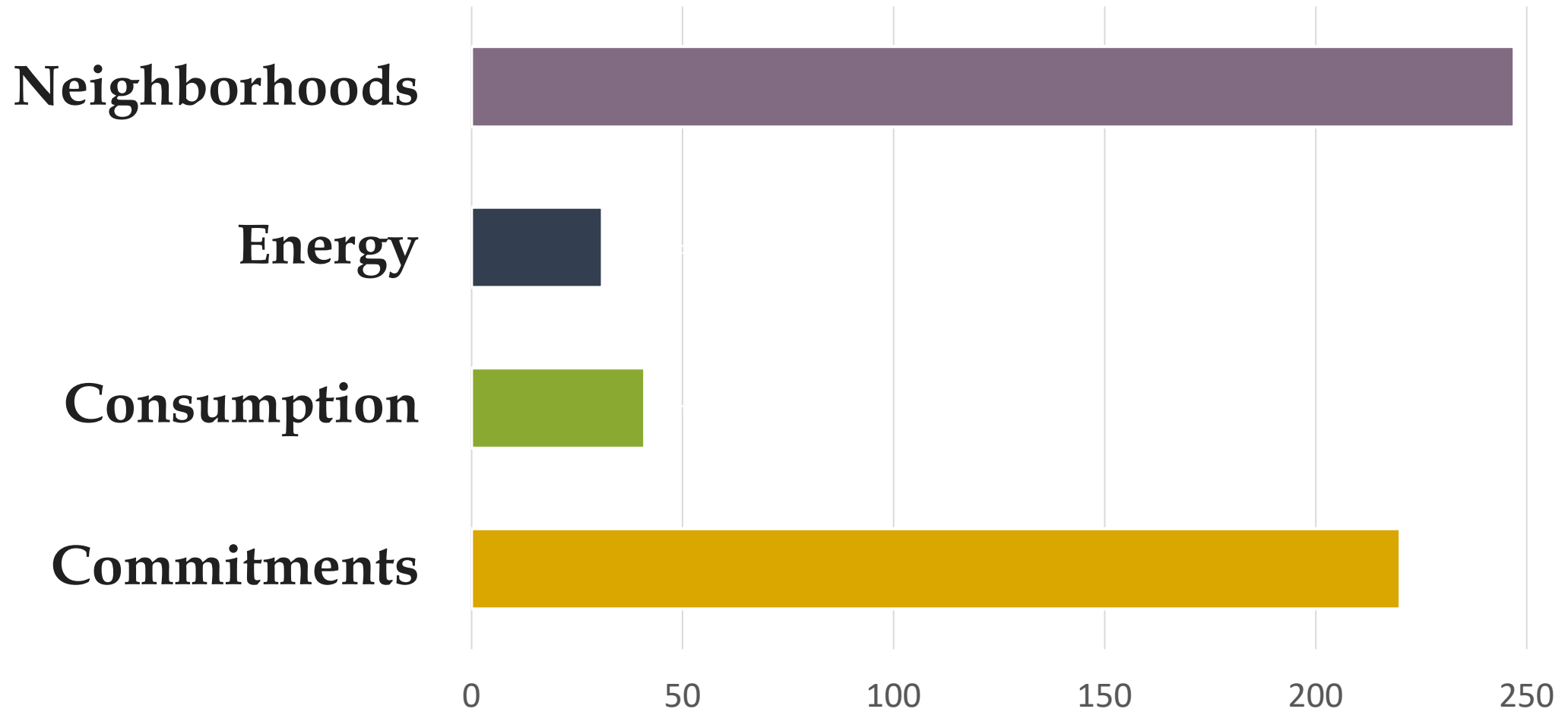
Healthy Forests
and Open Spaces

Health and Safety

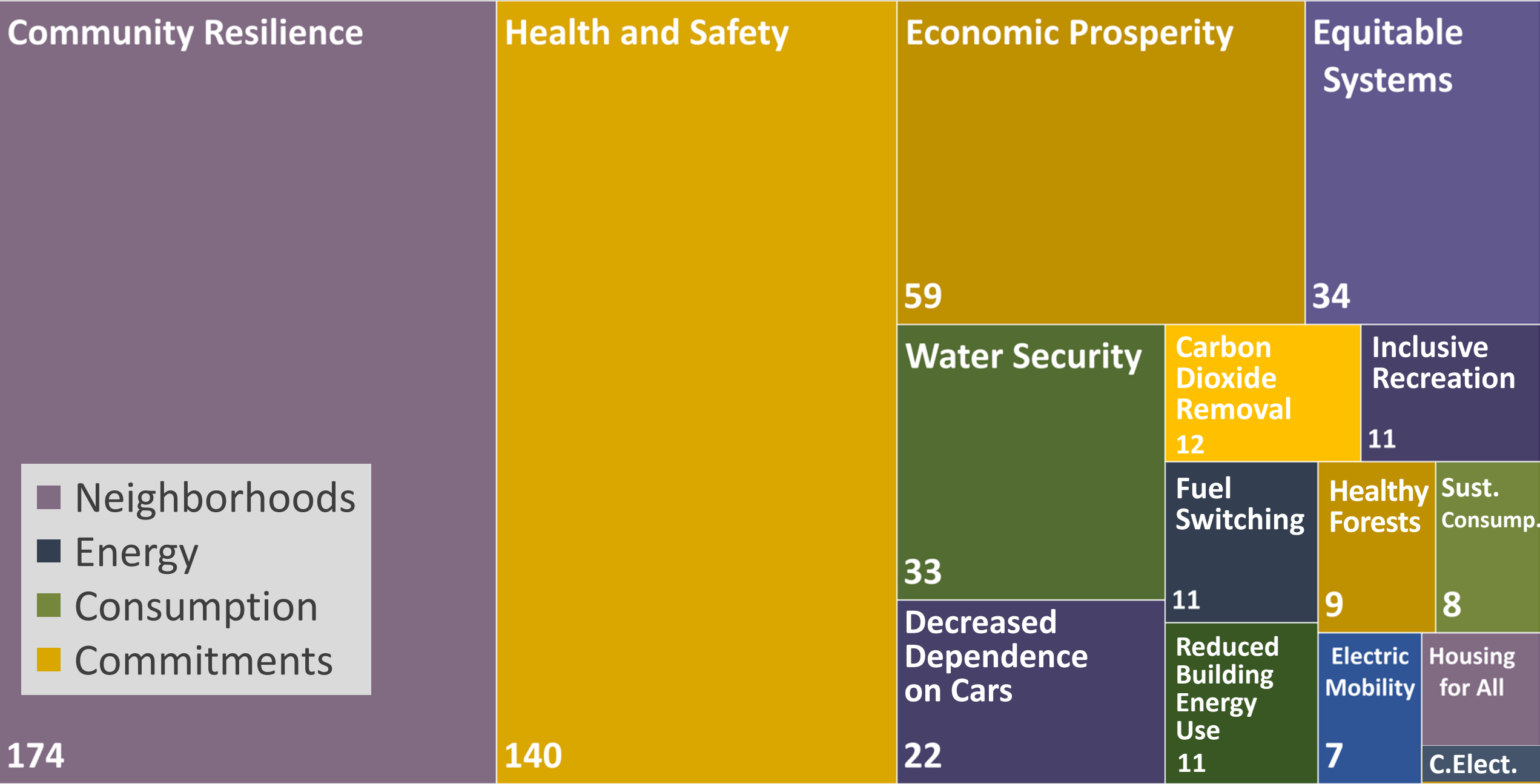
Economic Prosperity

Carbon Dioxide
Removal

Funded Budget Requests by CNP Priorities



Approved Budget Items by CNP Target Area



CNP Investments



\$9,300,000 in funded budget requests advance the CNP

This includes the following large requests:

- \$4,400,000 NORESO Energy Conservation Project
- \$1,000,000 Water Rights legal fees
- \$850,000 HUD Funding
- \$200,000 Pre-season flood mitigation
- Water Services Operator, Transportation Planner, Housing Planner, CARE Unit Administrative Captain, housing and tuition for police academy recruits, portable restroom rentals

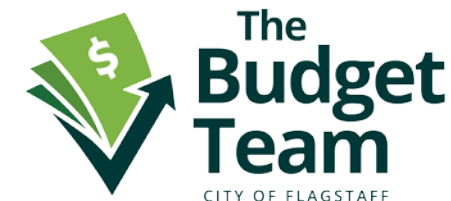


The
Budget Team
CITY OF FLAGSTAFF



Capital Improvement Program

Summary



Program	FY 2022-23 Estimate	FY 2023-24 Budget	FY 2025-28 Projection
General Government	\$ 22,178,986	\$ 30,351,164	\$ 133,221,749
Streets/Transportation	43,591,330	69,159,304	256,940,105
BBB	3,548,247	2,974,000	15,561,919
Water Services	47,614,931	46,704,734	86,970,436
Solid Waste	6,495,671	4,100,000	10,350,000
Airport	4,934,453	14,525,500	44,105,622
Total	\$ 128,363,618	\$ 167,814,702	\$547,149,831

Capital Retreat Follow-Up



- City is embarking upon several years of significant capital projects
- Obligated expenditures over this year and next is near \$300M
- Staff will do its part to ensure transparency
- Council support will be needed to ensure timely deliverables as budgeted
- Staff capacity will be strained
- These projects, upon completion, will be significant milestones for Flagstaff



The
Budget Team
CITY OF FLAGSTAFF



Public Participation



Day 1 Wrap Up



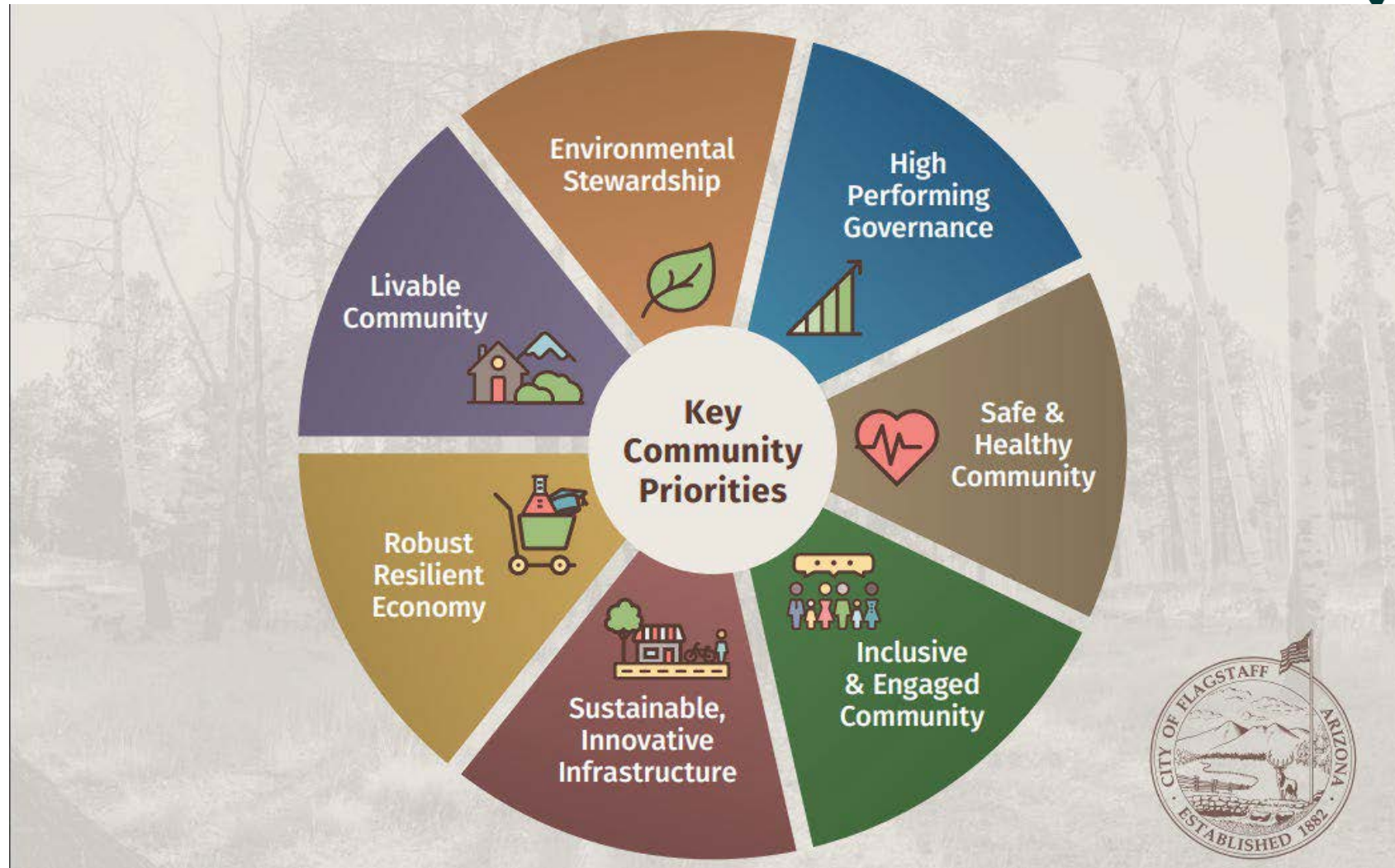
Day 2

Opening and Overview

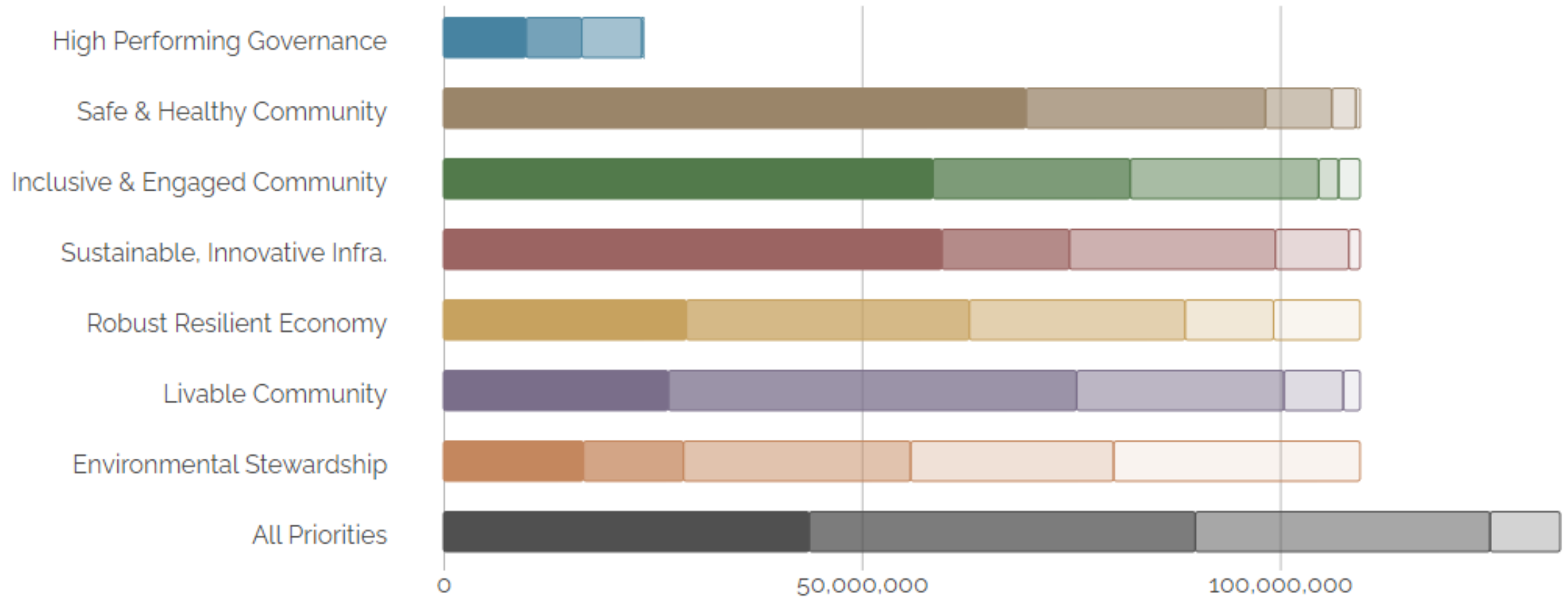


Key Community Priorities

Key Community Priorities



Key Community Priorities - FY 2022-2023 Base Budget



High Performing Governance



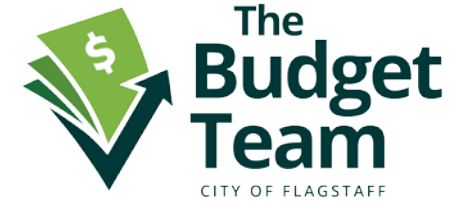
- Digital transformation by modernizing aging software systems
- Enhanced data driven court case management efforts
- Implement electronic warrant and validation processes
- Resume contact with leaders within Indigenous nations
- Successfully implemented fourth year of priority-based budgeting
- Managing numerous grants to enhance the City's fiscal stability, increase efficiency and effective
- Implementing OnBase for contracts to encourage public trust through transparency and accessibility
- Implementing an automated time entry system

High Performing Governance



- Currently revising, updating and enhancing procurement policies and procedures
- Compensation funding for pay for performance merits, step plan merits and market adjustments
- Enhanced training and professional development
- Successfully received regional grants to support better response, efficiencies and partnership in the region
- For emergency and non-emergency response, upgrading emergency vehicle equipment and radio system components
- Provided acquisition services for a range of transportation, stormwater and capital projects

High Performing Governance



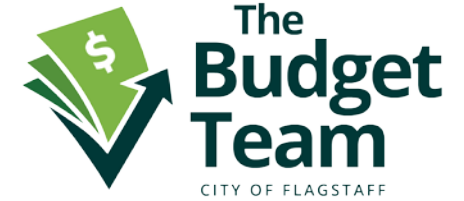
- Public portal available for development and application submittals
- Public housing and voucher programs application process and waiting list management, interviews and referrals
- Project planning, development, execution, monitoring, and closing of projects associated with infrastructure and services
- Fleet coordinates the Fleet Management Committee, acquisition of rolling stock, and the general maintenance of 800+ vehicles and pieces of equipment, increased funding for replacements
- Assisted the tourism sector in rebounding from the pandemic and FY 2021-2022 was the highest Bed, Board and Beverage (BBB) tax collection ever

High Performing Governance



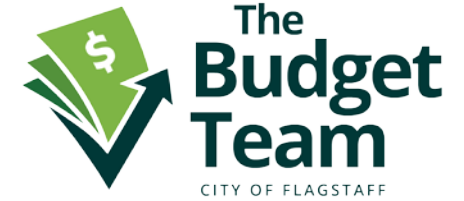
- Water Services, City Engineering and Human Resources/Risk Management leadership transitions
- New planning efforts to provide clear and focused direction into the future
- Public trust through enhanced transparency, accessibility and use of the City's public participation policy
- Fiscal efficiency and effectiveness by supplementing budgets with grants resulting in:
 - Buffalo Park accessibility
 - Picture Canyon restoration/trails
 - Observatory Mesa invasive weed mitigation

High Performing Governance



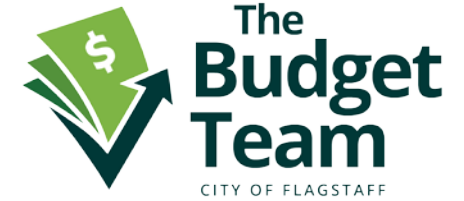
- Launched the Four Corners Carbon Coalition to spark market transformation in carbon dioxide removal ~ the coalition awarded funding for the world's first project using carbon removed from the atmosphere to produce ultra-low carbon concrete at the Block-Lite masonry facility
- Launched a citywide electricity rate optimization study, to identify cost savings in utility account rate plans
- Updated the Municipal Sustainable Building Resolution to incorporate City priorities around resilience, housing, and carbon neutrality
- Received an Urban Agriculture and Innovative Production grant to fund the region's first comprehensive food systems assessment and food action plan

Safe and Healthy Community



- Provide emergency management services with resources, staff and training to support the community's needs
- Schultz Creek basin, channel stabilization and Highway 180 culvert projects to ensure community safety from flooding
- CARE Program funding, equipment and new van
- Replaced aged out safety equipment and continued making strides in fleet replacements
- Code and Dark Sky compliance performs regular patrols/monitors for ongoing and active code violations, performs graffiti removal and enforces specialized compliance focusing on outdoor lighting

Safe and Healthy Community



- Community Development Block Grant (CDBG) funds affordable housing, homelessness, neighborhood revitalization and workforce development
- Police aides at City facilities to help reduce misbehavior and ensure staff and patrons feel safe
- Delivered effective messaging to key drive markets on snow play, fire, flooding and forest safety
- Complete lead and copper rule revisions and requirements
- Preventative maintenance investment in the wastewater collection system and facilities

Safe and Healthy Community



- Operation and maintenance of twenty-four real-time flood alert gauges
- Perform thorough reviews of civil construction plans to ensure new infrastructure is designed and constructed in compliance with applicable codes and engineering standards
- Review and approve transportation impact analyses (TIAs) associated with land development

Safe and Healthy Community

- Promote health and wellness for everyone in Flagstaff
 - Guided hikes in open space/natural areas
 - Adult and youth recreational sports leagues
 - Active and passive recreation opportunities in parks
 - Safe, fun, and cultural connections through events
- The Incident Management Team hosted five volunteer events, engaging nearly 250 volunteers who contributed nearly 1,000 service hours to help community members refresh sandbags to protect more than 40 homes
- Grant funded programming that provides high efficiency particulate air (HEPA) air purification units to community members at high risk during poor air quality days



Inclusive and Engaged Community



- Successful bond and candidate elections
- Improved videography, digital services and increased staffing
- Submitted an Environmental Justice Government to Government grant to assist underserved and disadvantaged for the Flagstaff Regional Resilience project
- CARE Captain to oversee the new program and to be the Emergency Medical Services liaison to internal and community partners
- Increased social media platforms and presence for information flow and recruitment

Inclusive and Engaged Community



- Advance social equity and justice through crime victim notification and survey software and project alert in schools
- Regional Plan update is engaging the community in a variety of visioning and scenario planning events
- Neighborhood specific plans engage residents to plan the future of neighborhoods and develop policies that guide future growth
- 10 Year Housing Plan has an eighteen month implementation plan
- Snow plowing operations responded to an extraordinary winter season to remove snow and ice from downtown and select areas within the City

Inclusive and Engaged Community



- Pavement management process of planning the maintenance and repair of the roadway network
- Facility tenant improvements for existing buildings and workspaces
- Implementing new Airport website with real-time flight information and updates
- Consumer-facing marketing with Flagstaff Local Your Actions Matter

Inclusive and Engaged Community



- Create community engagement through
 - Outreach and education programs
 - Lead and Copper Rule revision and requirement
 - Water, Wastewater and Reclaimed Water Rate study
 - Water Reclamation Facility Master Plan
 - Increased Stormwater preparedness and response, increased staffing
- Enhanced community outreach to engage residents, business owners, etc. during design and construction of capital projects to get feedback and respond as needed

Inclusive and Engaged Community



- Partner with outside agencies:
 - Arizona Department of Transportation
 - Coconino County
 - Mountain Line
 - MetroPlan
 - Northern Arizona University
 - Flagstaff Unified School District and other schools
 - BNSF Railway
 - U.S. Army Corps of Engineers
- Park amenities, recreation programming and Open Space trail planning are focused on being inclusive and accessible to all

Inclusive and Engaged Community



- PROSE planning actively engages the local community to provide the amenities and activities residents want to see
- Hosted a nine-week Sustainability Leaders course, which included classes on transportation, energy, sustainable food systems, waste diversion, and other climate action topics
- Supported the Flagstaff Unified School District in climate planning and goals by participating in climate action advisory committee



Inclusive and Engaged Community



- Supported Northern Arizona University on its climate action plan task force assisting to chart a path forward to achieve carbon neutrality by 2030

Sustainable, Innovative Infrastructure



- Fiber funding to improve connectivity across the community
- Public outreach for recycling programs with multi-family housing managers
- Received Nationally Significant Multimodal Freight and Highway (INFRA) grant for the Downtown Mile
- Submitted for grants for the Airport Snow Removal Equipment Building (SREB) and Rebuilding American Infrastructure with Sustainability and Equity (RAISE) for Beulah Complete Streets
- Replaced all mobile data computers in Fire units to assist with City Information Technology oversight and connectivity with the 911 dispatch center

Sustainable, Innovative Infrastructure



- Improvements to computer aided dispatch consoles, internet cabling parking lot and crisis negotiations equipment
- Community Development Block Grant (CDBG) funds have completed neighborhood revitalization projects including bicycle and pedestrian infrastructure
- Acquisition of property rights for transportation, stormwater and capital improvement projects
- Replacing City vehicles with electric and hybrid options
- Significant repairs and updates to the NACET campus

Sustainable, Innovative Infrastructure



- Improve our supervisory control and data acquisition (SCADA) system by continuing to update legacy equipment, standardizing new equipment and decreasing downtime of equipment failure
- Complete improvements to Inner Basin water system
- Complete groundwater yield and recovery assessment
- Update City codes, ordinances and engineering standards to align with the Carbon Neutrality Plan, Active Transportation Master Plan (ATMP), etc.
- Conduct traffic studies and order associated improvements to ensure safe traffic operations
- Utilizing stormwater infrastructure as recreation amenities

Sustainable, Innovative Infrastructure



- Community garden space at Hal Jensen Recreation Center
- Pollinator gardens and growing our own plants
- Flagstaff Urban Trails System (FUTS) maintenance for alternate transportation
- Electric mower purchase and other electrified equipment to reduce emissions and noise pollution
- Drainage Improvements
 - Rio de Flag
 - Spruce Wash drainage corridor
 - Highway 180 box culvert



Sustainable, Innovative Infrastructure



- Review and update as needed the rate structure for Water Services
- Completed a citywide energy audit and initiated Phase 1 of a comprehensive energy conservation initiative that will begin with lighting and weatherization upgrades at key facilities
- Partnered with APS Take Charge AZ program to install 18 electric vehicle charging stations at four separate facilities (Aquaplex, City Hall, Flagstaff Airport, and Visitors Center)
- The Residential Food Scrap Drop-off pilot program diverted over 20,000 pounds of food waste and opened two new drop-off locations at the Aquaplex and Bow and Arrow Park

Robust Resilient Economy



- Multilingual advertisements for minimum wage materials
- Provided and managed the American Rescue Plan Act (ARPA) funds to small business's and for aid to tourism to support workforce development programs
- Partner with agencies to identify opportunities for joint purchasing to leverage combined purchasing power
- Secured grant funding for forest restoration projects
- Affordable housing creation by managing the affordable housing incentive program, support low income housing tax credit (LIHTC) applications, and managing City land trust

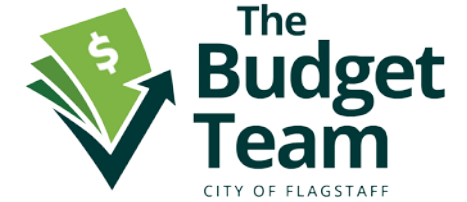
Robust Resilient Economy



- Manage neighborhood and specific plans that create policies and standards for healthy places people want to live
- Interdivision staff (IDS) development review team rechartering establishing reviewers, process and procedures and training staff
- Installation of Airport paid parking program
- Lease of Airport 31.45 acres for business development



Robust Resilient Economy



- Funding for economic development oriented non-profits that were impacted by COVID-19
- Identify and implement workforce development strategies
- Encourages safe and responsible visitation that in turn creates an economic impact for our residents and businesses
- Coordinate with County, State, and Federal agencies for pre and post-fire community flood mitigation and preparedness
- Recreational opportunities and events draw visitors and locals who then contribute to the local economy

Robust Resilient Economy

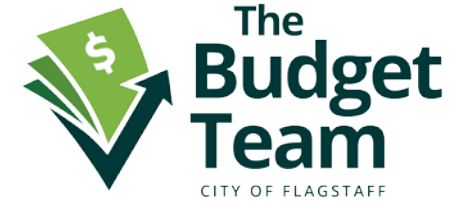


- Sports tournaments like softball (adult and youth) and this year's Professional Disc Golf Masters tournament, and signature events like the Winter Wonderland Tree Lighting draw tourists to Flagstaff who stay in hotels, eat in restaurants, and shop in local stores
- Awarded \$50,000 in Neighborhood Sustainability micro grants to inspire creative projects that enhance community sustainability and to foster partnerships that promote sustainable and healthy lifestyles
- Completed nearly one megawatt of residential solar installations through Solar United Neighbors bringing the community closer to the 2030 target of 10 megawatts



Break

Livable Community



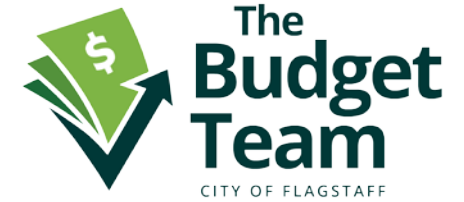
- Increased community engagement through additional community outreach platforms
- Relationship building through the Neighborhood Liaison
- Museum Flood and Pipeline West Flood community awareness
- Provided and managed the American Rescue Plan Act (ARPA) funds to support affordable housing
- Implementation of Proposition 442 housing bond funds by creating rental and home ownership opportunities
- Implementation of the 10-Year Housing Plan
- Airport will continue to recruit new air service and new destinations

Livable Community



- Expansion of funding to arts, science and culture non-profits through Creative Flagstaff
- Expansion of Beautification in Action grants program
- Promote safe and accessible snow play areas and manages the City/County hotline
- Operate and maintain the drinking water system to provide sustainable and high-quality water to the community
- Operate and maintain a sanitary sewer system to protect the environment and water resources
- Operate and maintain a stormwater system that minimizes community impact from a runoff event

Livable Community



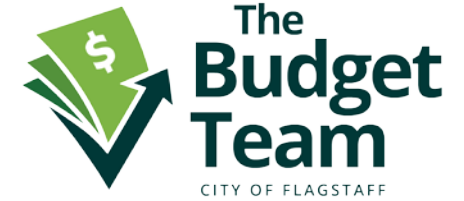
- Implement income-qualifying homeowner leak repair and fixture efficiency program
- Capital Projects Delivery
 - Replacement of aging infrastructure (asphalt, water and sewer)
 - Bike and pedestrian improvements
 - Transportation improvements with ATMP components
- Supports a healthy lifestyle through Open Space and exceeded 100,000 visitors in 2022
- FUTS travelers exceeded 215,000 in 2022 (for select sections of trail)

Livable Community

- Dedicated a position to outdoor education for Open Space
- Launched the Community Resilience Project, a monthly workshop and dialogue series that works with residents to promote individual and community resilience to climate change
- Coordinated clean-up efforts on over 100 miles of trails and avenues, collecting 600 bags of trash and recycling. These efforts supported nearly 1,000 volunteers contributing nearly 1,800 service hours

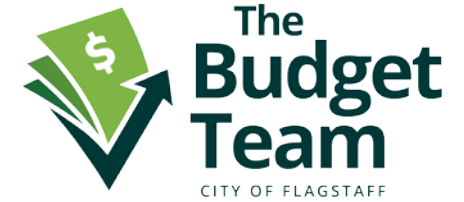


Livable Community



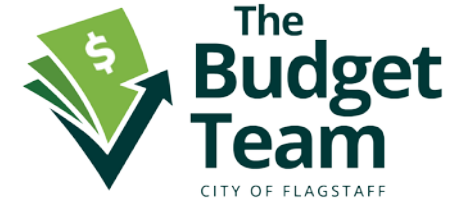
- Rented all community garden plots at the Bonito, Izabel, and Southside Community Gardens
- Hosted the first Expert Composter Certification course ~ the five-week program provided residents with the skills needed to become effective composters, educators, and climate action advocates within their community

Environmental Stewardship



- Partnering with NORESO for facility weatherization, lighting, irrigation, and electric vehicle stations
- Wildfire Management supports year-round forest treatment projects while enhancing local, state and federal partnerships
- Rotate out fossil fuel vehicles for hybrids and electric models where feasible
- Heritage Preservation processes promote preservation and reuse of existing buildings for housing and economic purposes
- Regional Plan Update sets Citywide policies and priorities for the conservation of natural resources based on best available science and data as well as input from community members and expert feedback

Environmental Stewardship



- Environmental assessment of the airport property for future projects as well as purchase of land to protect runway safety areas
- Replenished the Innovate Waste Challenge, the Sustainable Automotive Tax Credit, and the Adaptive Reuse Program
- Conducts clean-up days and has programming around donating to the Flagstaff Trails Initiative
- Reducing carbon footprint through efficiency projects and resource reuse for water infrastructure

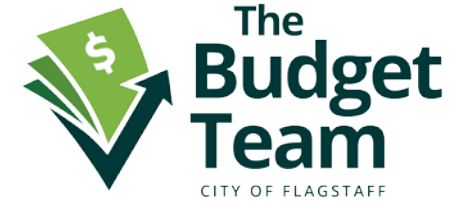


Environmental Stewardship



- Implementing Water Conservation Strategic Plan
- Replacement of existing street lights with dark sky compliant light fixtures
- Partnering with APS the City is powering operations with 100% carbon-free electricity through the Green Power Partners program and be ahead of schedule to meet its 2025 goal to use 100% renewable electricity for municipal operations
- Incentivize residential and commercial water conservation through rebate programs

Environmental Stewardship



- Distributed \$30,000 in grant funding to a community based organization to employ unsheltered community members for litter abatement
- Launched the Stream Stewards program, which facilitates litter clean ups, debris removal, and invasive species removal from the Rio de Flag. 118 volunteers, contributed over 3,300 service hours helping maintain sections of the Rio de Flag



Future Planning

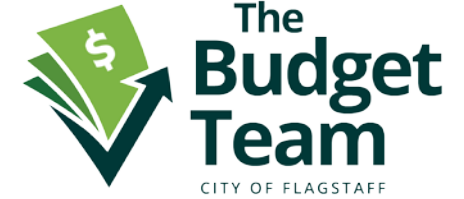
Unfunded Capital Improvements



- Information Technology - \$14M
- Fire Department - \$25.8M
- Police Department - \$8.3M
- Flagstaff Housing Authority - \$18M
- Municipal Facilities - \$10.9M
- Parks - \$89.2M
- Recreation - \$35.6M
- Open Space - \$66.8M
- Parking - \$20M

- Airport - \$25M
- Library - \$30M
- Drinking Water - \$297.9M
- Wastewater - \$238.2M
- Wastewater Collection/Reclaim Distribution - \$5.6M
- Reclaim - \$29.3M
- Stormwater - \$74.6M
- Transportation - \$461.1M

Fire Department Facility Projects



- Fire Stations
 - New Fire Station to address the John Wesley Powell growth corridor
 - Relocation of Fire Station #6 to address the NAH hospital impacts
- Additional Projects
 - New Fire Administration space (possibly in conjunction with a new Fire Station) to relieve space constraints at City Hall
 - Expansion projects at existing fire stations to accommodate apparatus and staffing needs responding to growth
 - Completion of Fire Training Facility
 - Wild Fire Management Operations

Police Facility Expansion



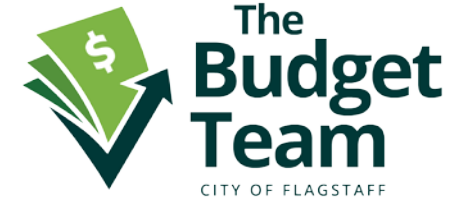
- Need for a large garage with three storage bays:
 - Storage for the Bomb Truck, Incident Command Vehicle and the SWAT Rescue truck
 - Garage needs to be on site or close proximity to Police Station
 - Benefits:
 - Flexible vehicle bay for vehicle search warrants during inclement weather
 - Faster response times to emergencies
 - Better security

Sunnyside STEAM/ Neighborhood Facility

- Sunnyside STEAM/Neighborhood Facility
 - Community process
 - Final design
 - Construction documents
- Foundation for Senior Living
 - Parking/affordable housing project
 - Partially funded
- Old Courthouse Property
 - Procurement process to follow



Facilities Capital Renewal



Larger capital renewal projects are difficult to fund ~ a large bundling of city wide projects could address the most significant needs and most expensive types.

- City wide major life cycle projects and capital renewal
- Building envelopes – roofs, windows and siding replacements
- Parking lots, landscaping and common areas
- Renovation and interior upgrades for best use of space and efficiencies

City Storage

- Loss of City space for storage
- City industrial and surplus storage
 - Holiday displays, property surplus and furnishings
 - Attic stock, bulk products and maintenance inventory
- Specialized vehicle storage
 - Mobile Library buses
 - Fire apparatus
 - Graffiti Buster van
 - Weather sensitive equipment
- Workforce materials for sustainability, open space, parks and recreation and many other programs citywide

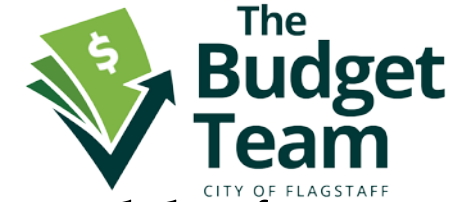
Old Courthouse Site Redevelopment



- Identified in the Downtown Vision Plan as a catalyst site
- Mixed use redevelopment opportunity – commercial, residential, parking
- Requires a formal solicitation
- Property could be sold or developed in partnership



Girls Softball Complex

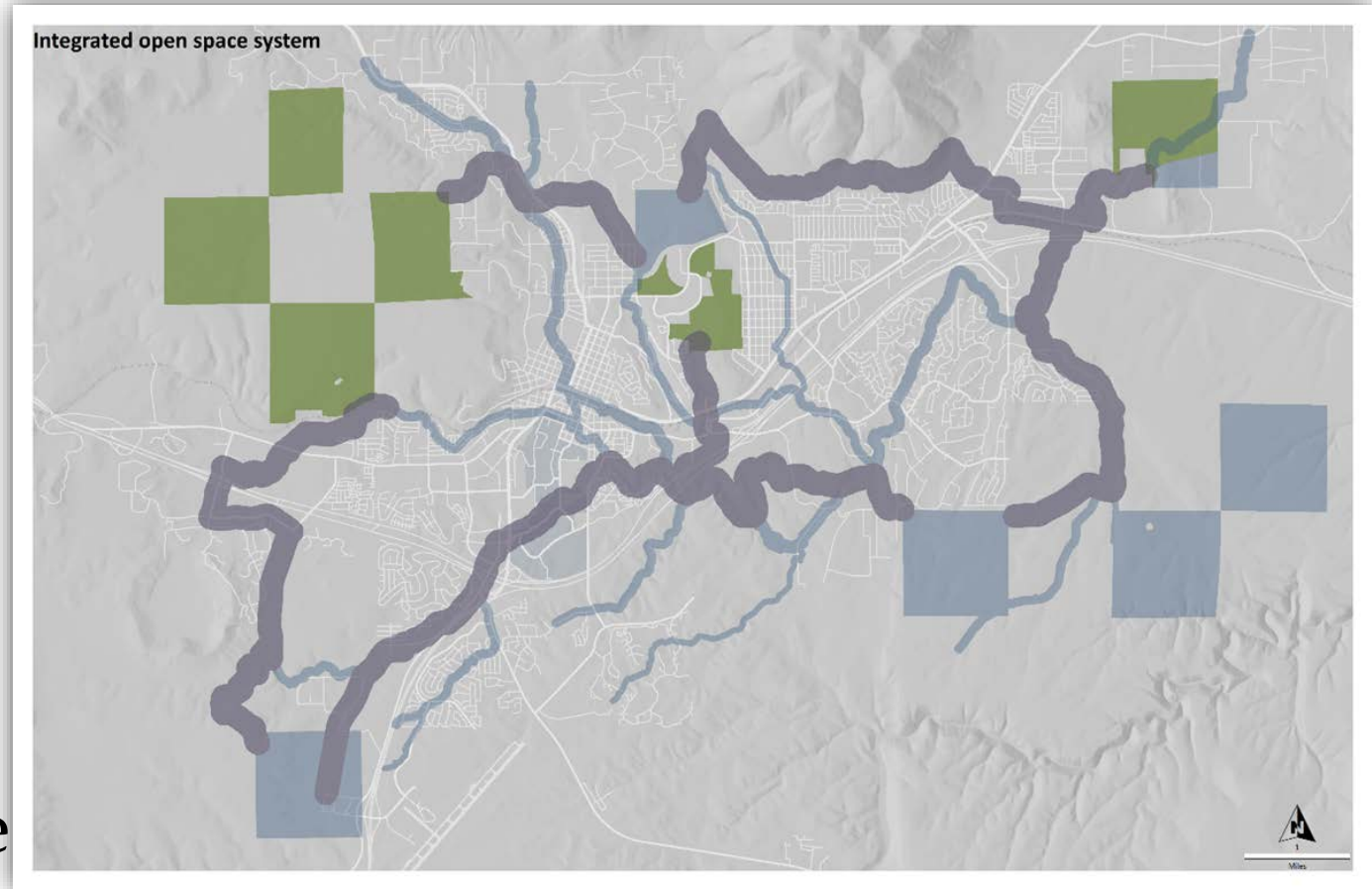


- Design-Build of girls/youth softball complex at Continental Park
- Achieves ecotourism and fulfills a large vacancy in the system
- Promotes Safe and Healthy Community



Acquisition of Open Space

- Land acquisition for neighborhood connectors and access points
- Achieves fair and equitable distribution and access to community natural areas
- Promotes healthy lifestyle
- Protection of cultural, viewshed, environmental, and wildlife resources



East Flagstaff Library

- Currently, we lease 10,000 square feet from Coconino Community College (CCC)
- Lease is expiring July 2024
- CCC has expressed a desire to take the space back for their programming
- Staff is asking about a lease extension so we have time to look for other space
- Ideally, we'd like to double our space as we have outgrown this location



Water Services Resiliency

Upper Lake Mary Raw Water Pipeline Rehabilitation

- \$22,000,000



This would replace the 1960 wire wrapped concrete cylinder pipe that can no longer be repaired

Expansion and Enhancement of Water Services



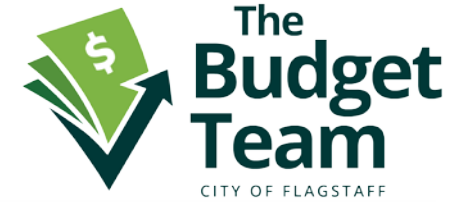
Inner Basin Rehabilitation

- North Reservoir Treatment Plant
 - Including laterals - \$4,600,000



This compliments the pipeline repair work currently funded by Department of Forestry and Fire Management (DFFM) ~ can work with local focus groups to provide support for this measure

Expansion and Enhancement of Water Services

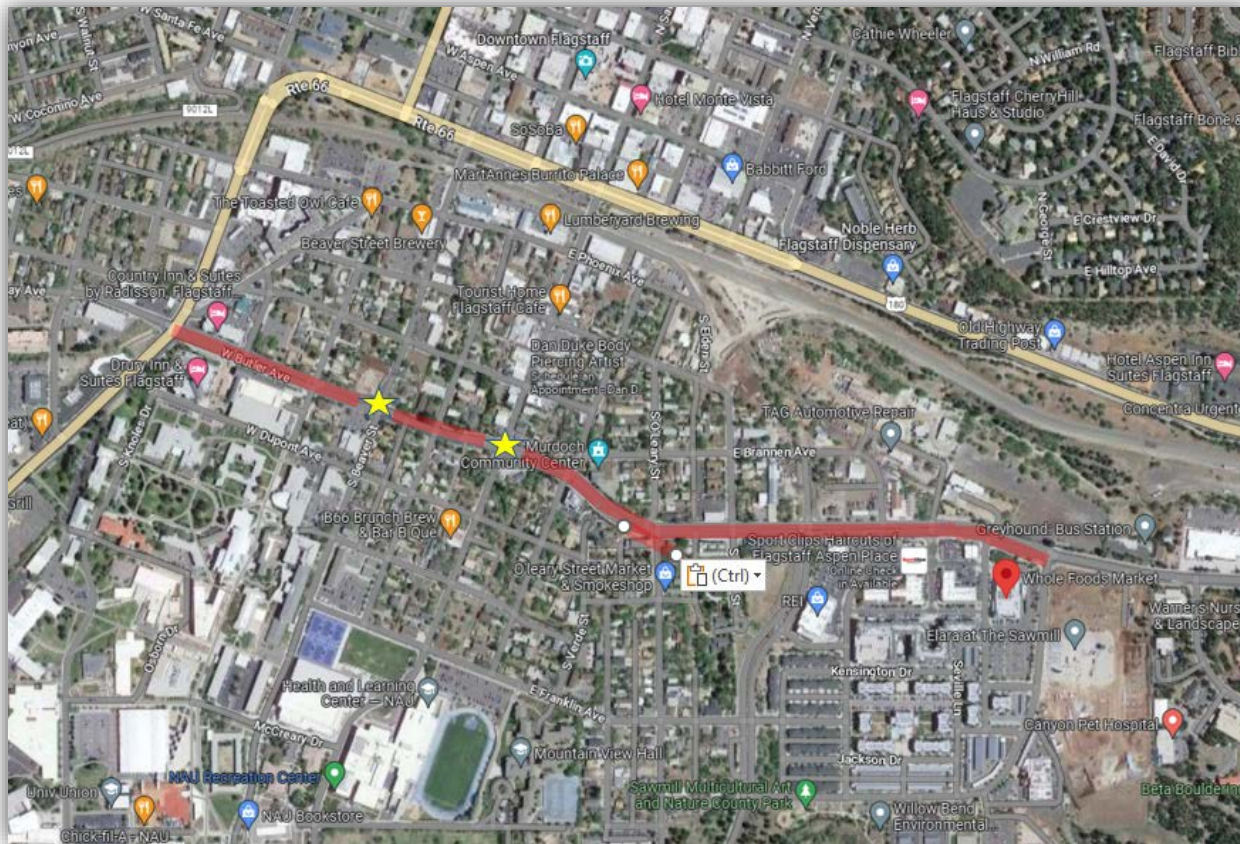


Water Reclamation

- Flagstaff Interceptor
 - Butler to Wildcat Hill Reclamation Facility - \$5,900,000
- Wastewater Treatment Plant Enhancement and Expansion
 - Design and construction - \$220,000,000

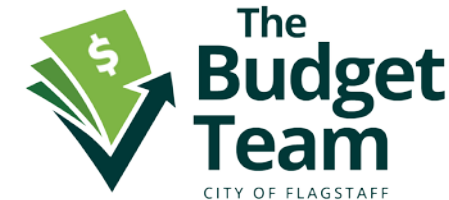


Butler Avenel "Complete Street"

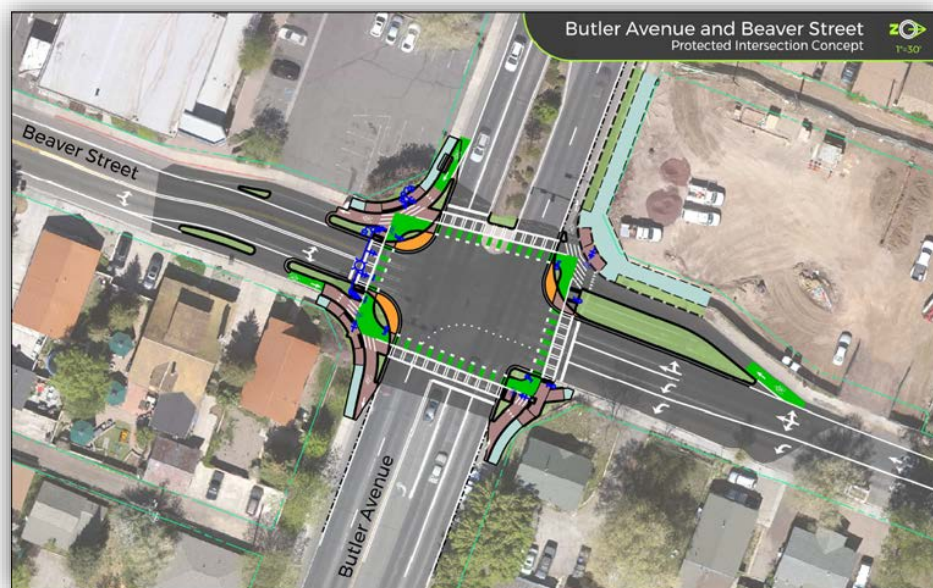


- Raised bike/pedestrian pathways from Milton Road to Sawmill Road
- Protected intersections at Butler Street and San Francisco Street
- Protected intersection 15% concept plans have been completed
- Consultant is preparing 15% conceptual plans and for Butler Avenue raised bike/pedestrian pathways
- \$10 million estimated rough project cost

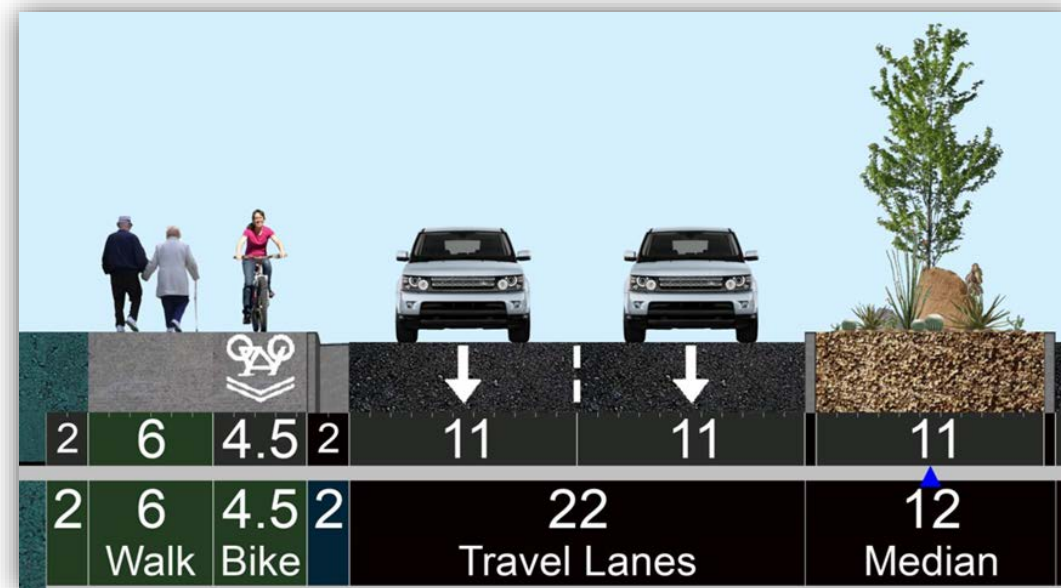
Butler Avenue "Complete Street"



- Butler Avenue "Complete Street" (Milton Road to Sawmill Road)
- Protected intersections at Butler Street and San Francisco Street

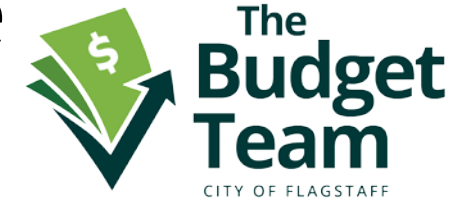


Protected intersection 15% Concept



Raised bike and pedestrian pathways

Lone Tree Realignment & Interchange (Paul)



- 2006 Lone Tree Corridor Study (Route 66 to JW Powell)
- Realignment and I-40 Interchange in Flagstaff Regional Plan 2030
- New gateway to the community and entry to downtown Flagstaff
- Provides enhanced regional mobility, improves local traffic circulation, provides Active Transportation Master Plan and transit components.
- Estimated Cost of \$122,000,000

Carbon Neutrality

Healthy and
Efficient
Homes

Energy
Independence
Initiative

Safe and
Accessible
Bike and
Pedestrian
Infrastructure

Community
Health and
Resilience
Initiative

Accessory
Dwelling
Units Infill
Accelerator

Healthy
Homes and
Stoves

Community
Electric
Mobility

Northern
Arizona Food
Systems
Support

Carbon Neutrality



Healthy and Efficient Homes	\$15.5 million	<p>Increase home health, safety, affordability, and energy-efficiency through:</p> <ol style="list-style-type: none">1) 500 deep energy retrofits for low-income families2) Expanded rebates for energy efficiency upgrades3) Loan guarantee and interest buy-down program4) Workforce development <p><i>Current funding: \$20,000 annually – rebates for home energy efficiency upgrades</i></p>
Energy Independence Initiative	\$ 10 million	Solar and battery microgrid systems at emergency response facilities – police, fire, airport.

Carbon Neutrality



Safe and Accessible Bike and Pedestrian Infrastructure

\$ 30 million

Construct safe biking and walking infrastructure to fulfill the goals of Active Transportation Master Plan (ATMP). Includes pedestrian crossings, primary bikeways, new FUTS trails, protected bike lanes.

Current funding: \$34.5 Million from Proposition 419 and the First-last mile grant.

Community Health and Resilience Initiative

\$ 2 million

- 1) Create **Community Resilience Hubs** by retrofitting existing COF recreation facilities with advanced air filtering, solar panels and battery back-up systems. Neighborhood-based Hubs will provide refuges and resources in emergencies big and small.
- 2) Expand the **HEPA filtration system grant program**. Breathing-impaired and smoke-sensitive residents will receive filters to assist on unhealthy air days, which are becoming more frequent.

Carbon Neutrality



Accelerating high efficiency residential structures	\$ 1.5 million	<p>Accelerate the construction of high efficiency/carbon neutral dwelling units.</p> <p>1. Incentives for new Accessory Dwelling Units (ADUs) that provide affordable and energy-efficient rental housing. This will increase the availability of housing in existing neighborhoods through financial incentives and pre-approved plan sets for small, energy-efficient homes.</p> <p>2. Incentives for new single family and multi-family structures to build to the highest efficiency/carbon neutral dwelling units.</p>
Healthy Homes and Stoves	\$ 0.75 million	<p>1,500 woodstove rebates to assist residents with the purchase of EPA-certified wood stoves.</p> <p>These stoves are more energy-efficient, require 33% less wood for the same heat, and improve air quality. Stove upgrades will lead to cleaner air in homes and in neighborhoods and will help residents save money on fuel.</p>

Carbon Neutrality



**Community
Electric
Mobility**

\$ 2
million

- 1) **Launch Flagstaff bike share.** A City-operated bike share system will provide affordable and convenient transportation to Flagstaff residents and visitors. Bike share can reduce reliance on vehicles, complement transit, and help manage congestion.
- 2) **Subscription Electric Vehicle-Sharing Program** in Flagstaff Housing Authority neighborhoods. Enables as-needed car access while drastically reducing costs from private vehicle ownership. 15 vehicles and charging infrastructure across three sites.

**Northern
Arizona Food
Systems
Support**

\$ 3
million

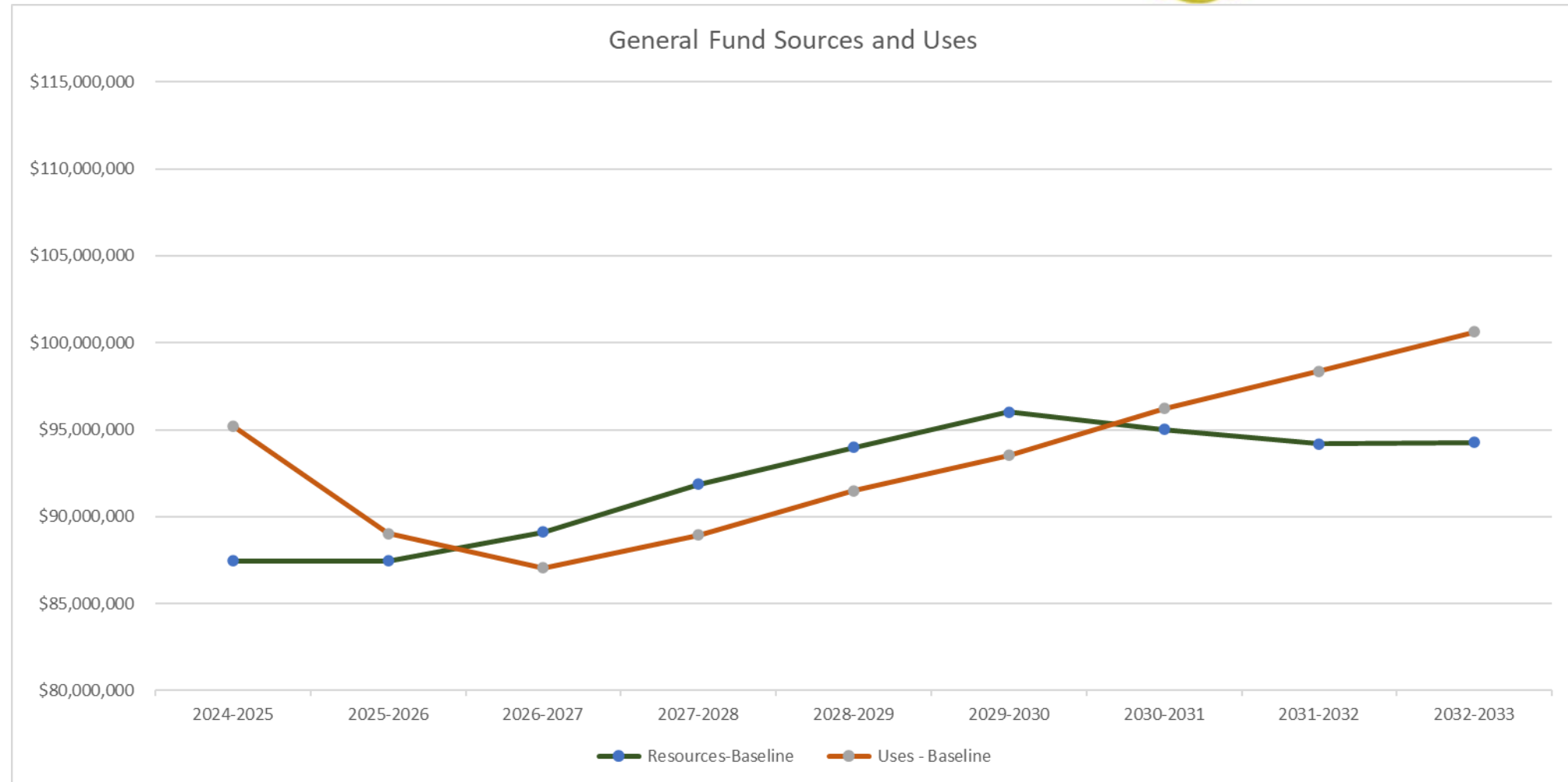
Launch a **multi-pronged initiative to increase food security and resilience**. Develop community gardens, indoor community greenhouses, and a regional commissary kitchen. Provide business development and food-to-market assistance to local farm and food businesses.

Current funding: \$16,500 annually - for current food initiatives



Financial Planning for Future Considerations

General Fund 10-Year Plan Sources and Uses

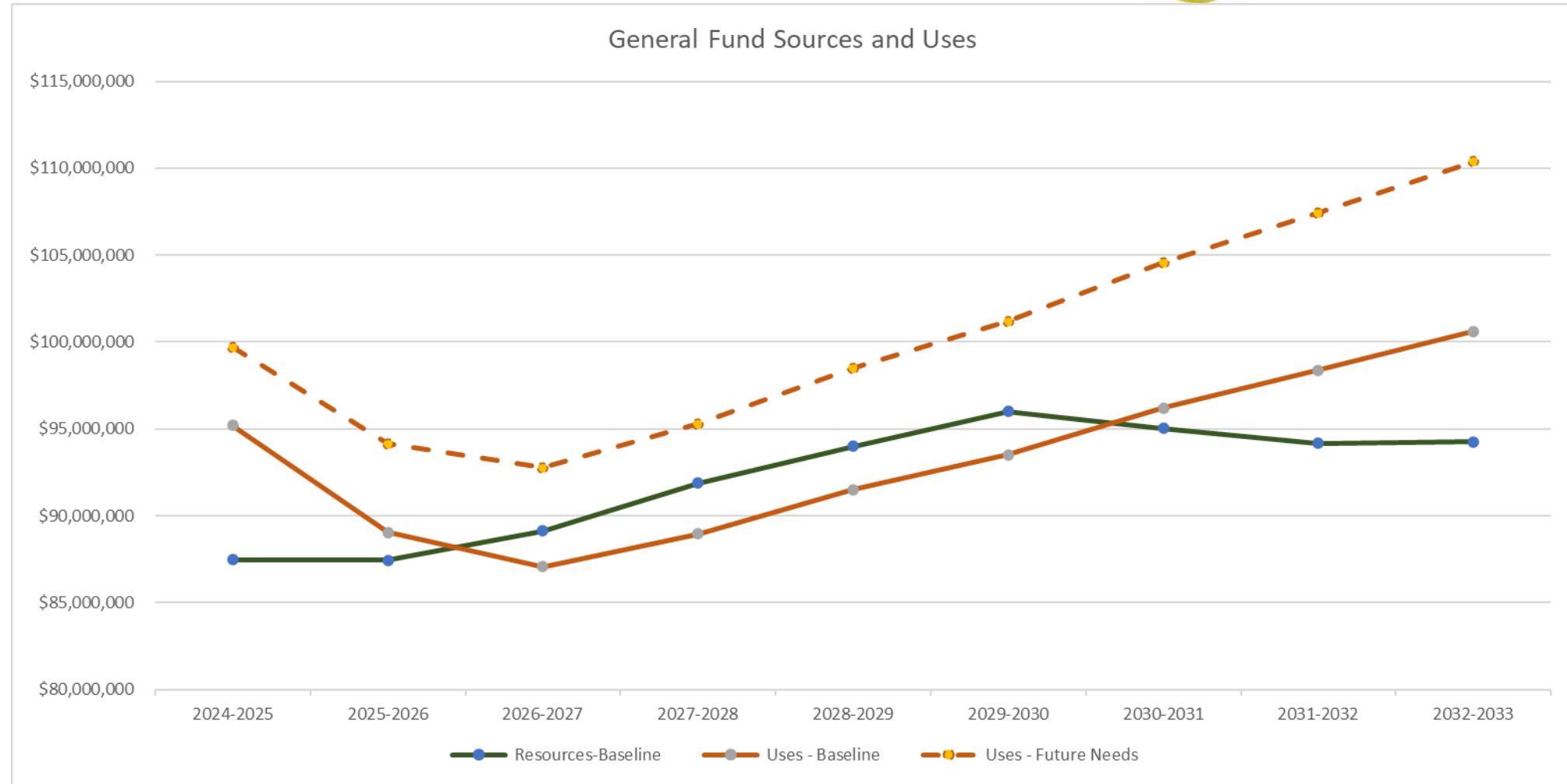


General Fund Funding

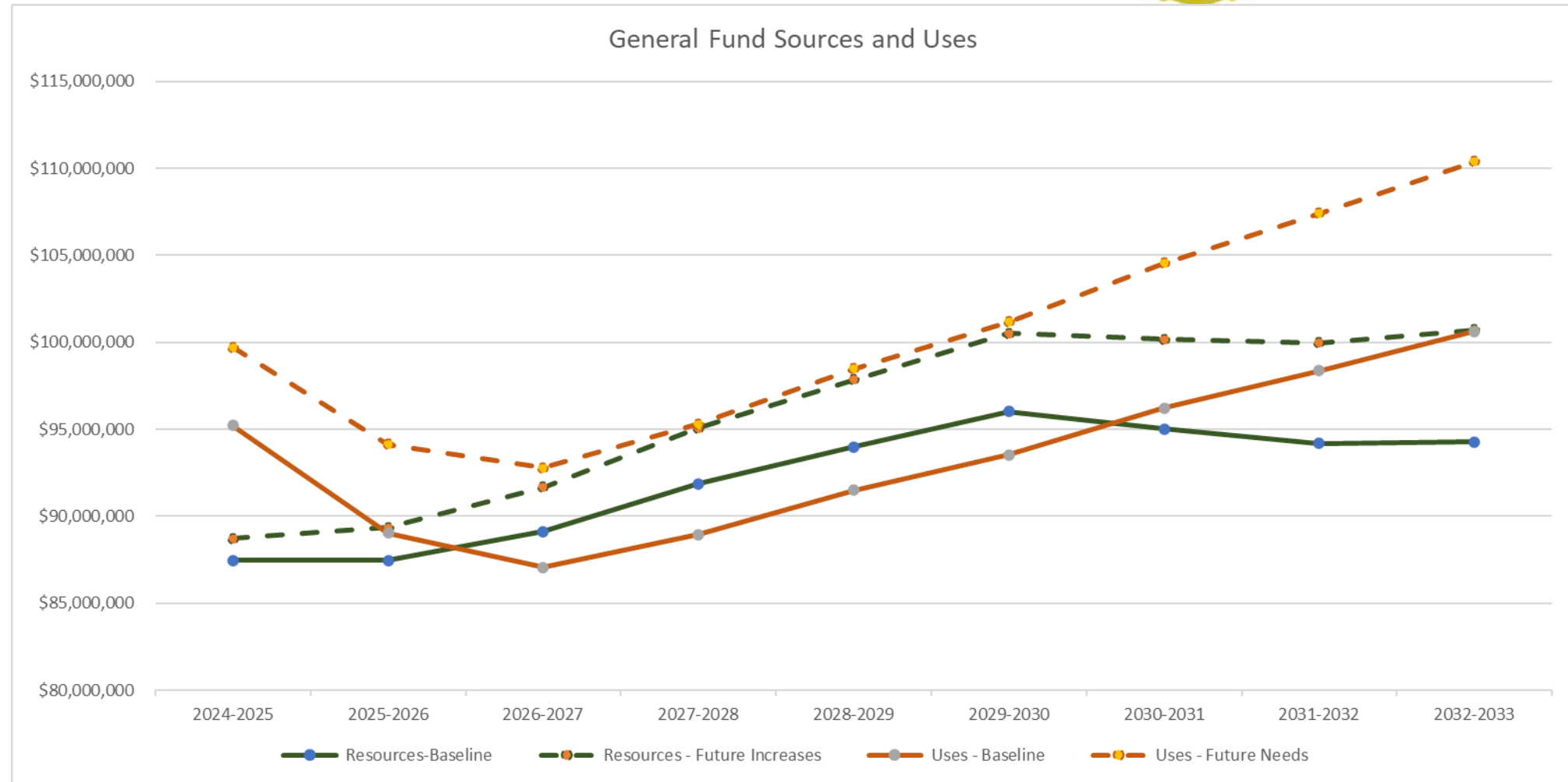


- Ongoing funding needed to support core services and growth
 - Investing in people through compensation and benefits
 - Merits are budgeted, no future market adjustments or insurance increase
 - Ongoing requests funded with one-time revenue is a growing concern
 - Seeing similar issues across other funds like Sustainability, Water Services and Library
 - Inflation in operating costs
 - No built in growth in the plan
 - Maintenance and operations for capital projects
 - Addressing as new projects come on line versus reserving future resources
 - Additional staffing to support growth
 - 34 staffing request for this budget cycle not approved and future needs
 - Infrastructure resource needs
 - Resource needs facility maintenance, fleet replacement and IT software/hardware

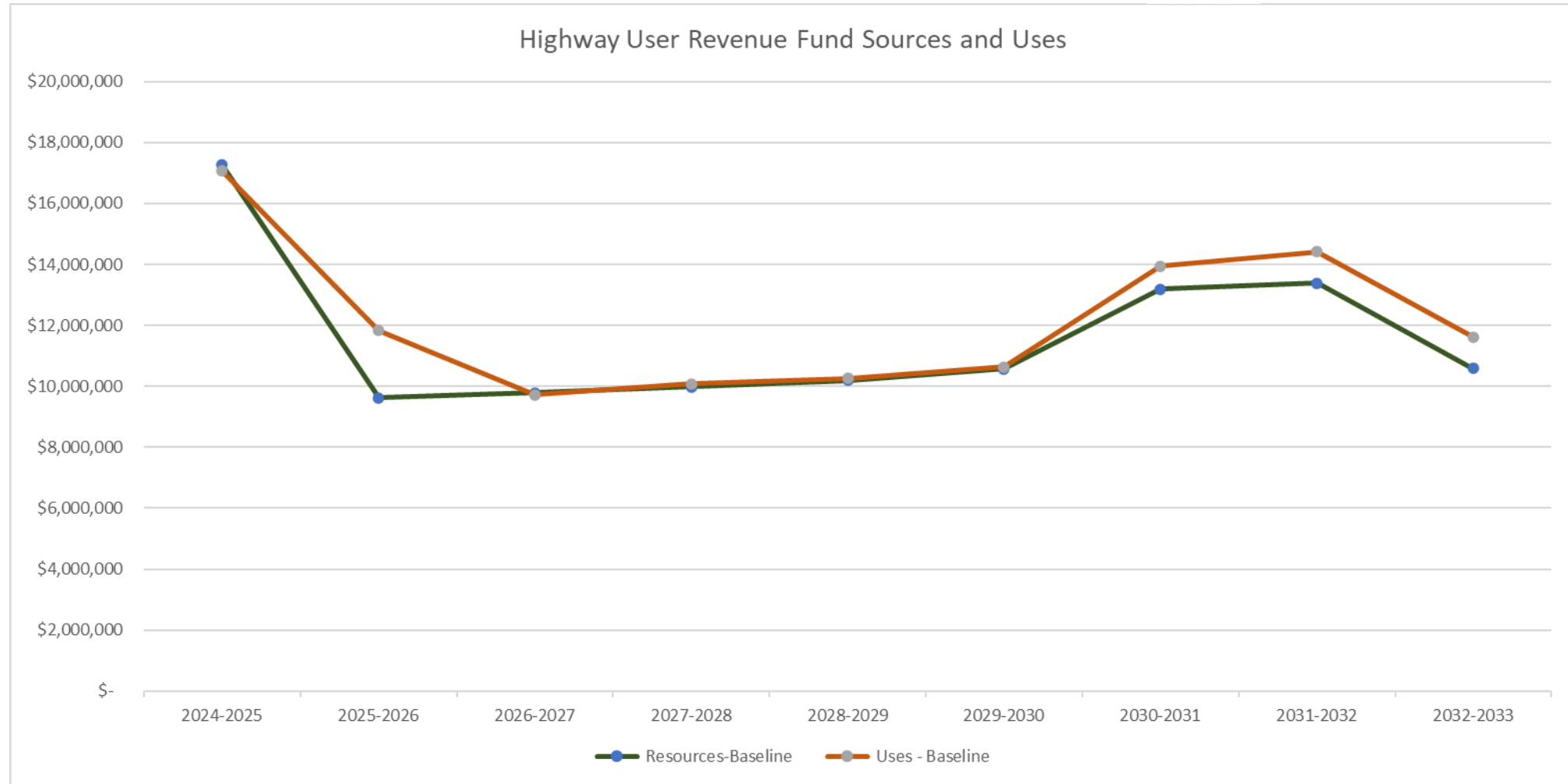
General Fund 10-Year Plan Future Sources and Uses



General Fund 10-Year Plan Future Sources and Uses



HURF Fund 10-Year Plan Sources and Uses



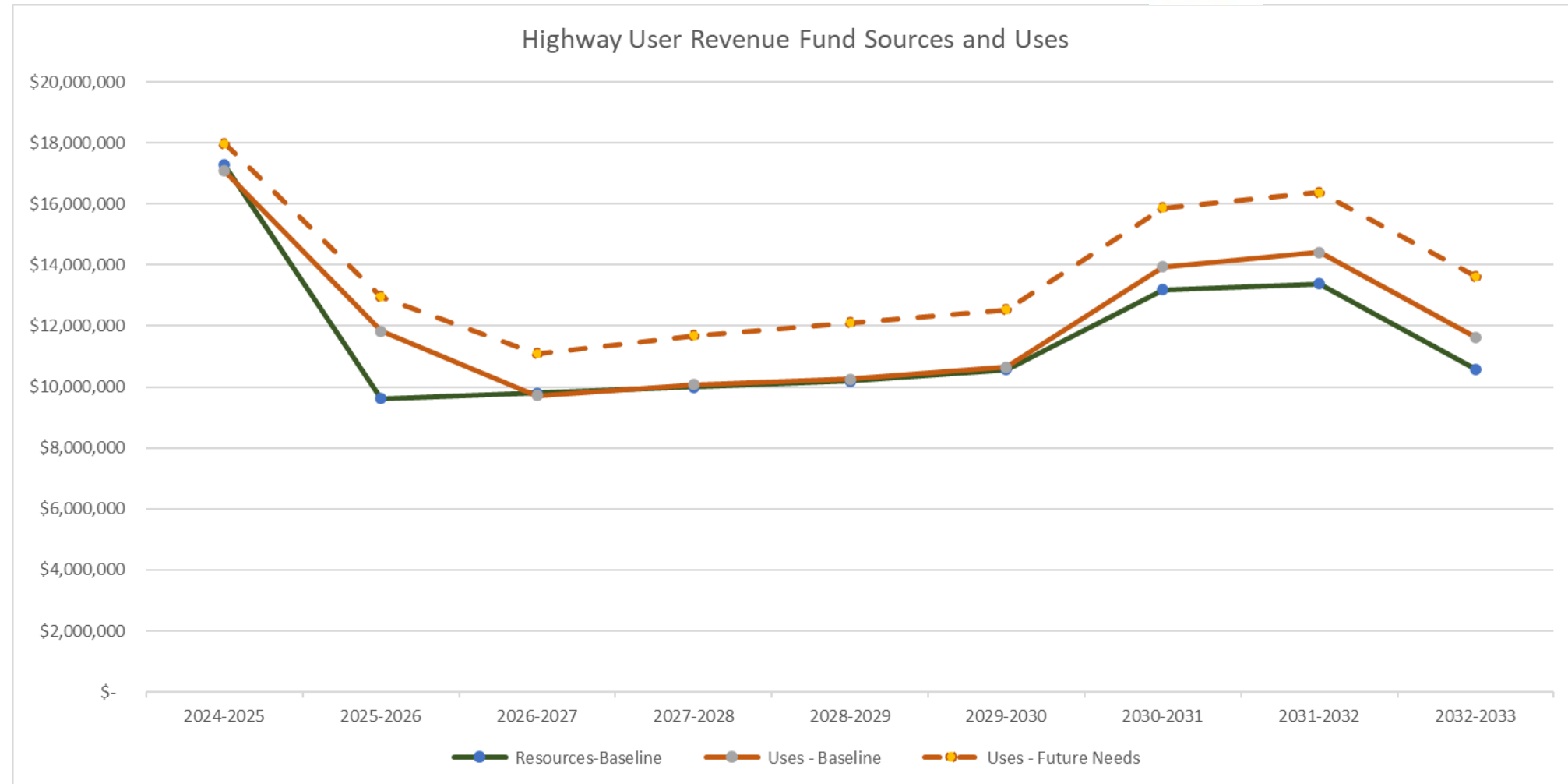
HURF Funding



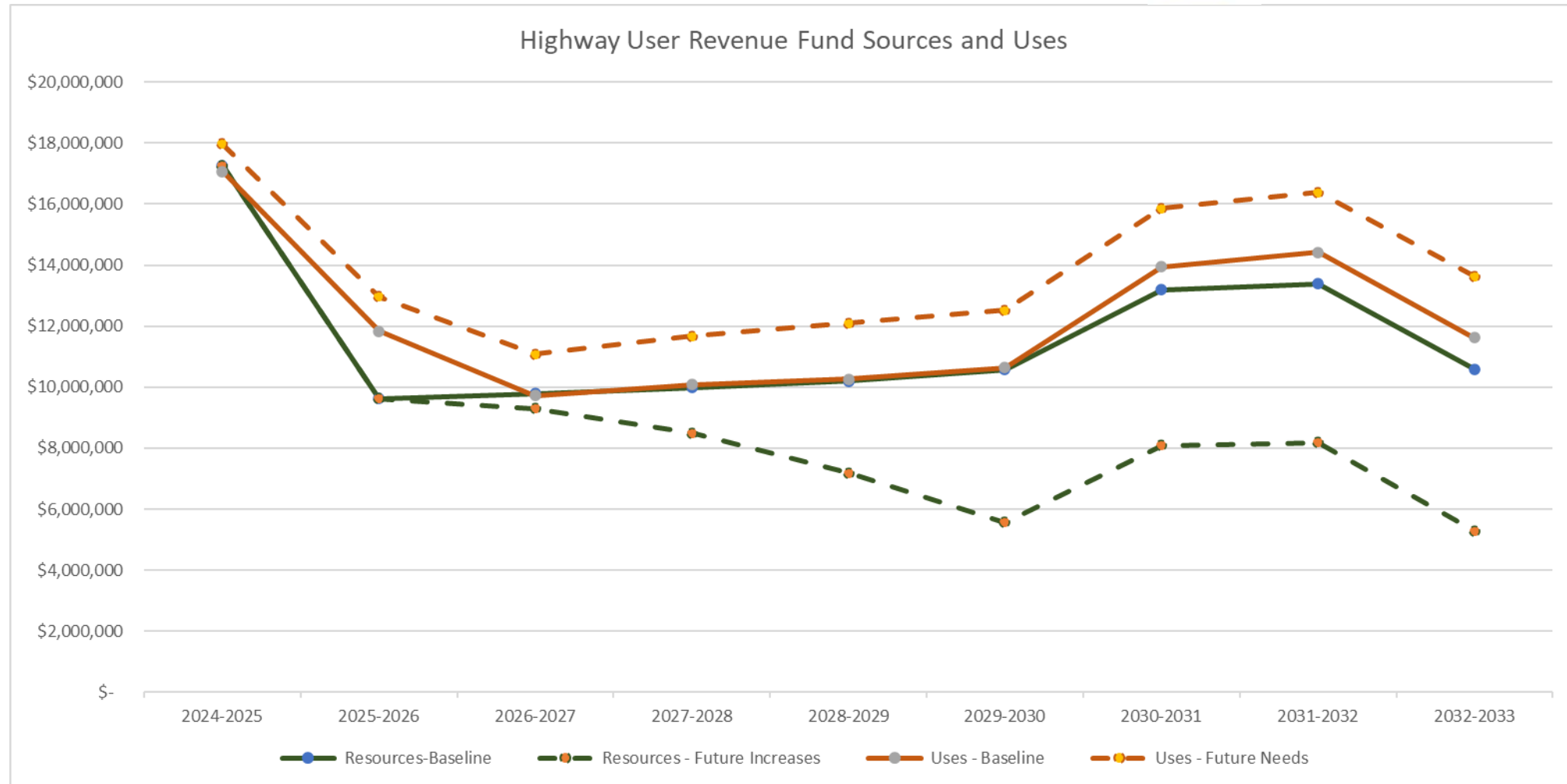
Gas tax is limited to federal rate per gallon and has not been adjusted since the early 90's

- The maintenance and operations is outpacing the on-going growth of the fund
- Fuel efficient vehicles and electric vehicle market share impacts
- Growing infrastructure of bike/ped without the funding of ongoing maintenance and operations
- Cost inflation for products and contracted service is resulting in less lane miles maintained annually
- Community expectations exceed the resources of the HURF fund and meet the maintenance obligations of existing infrastructure

HURF Fund 10-Year Plan Future Sources and Uses

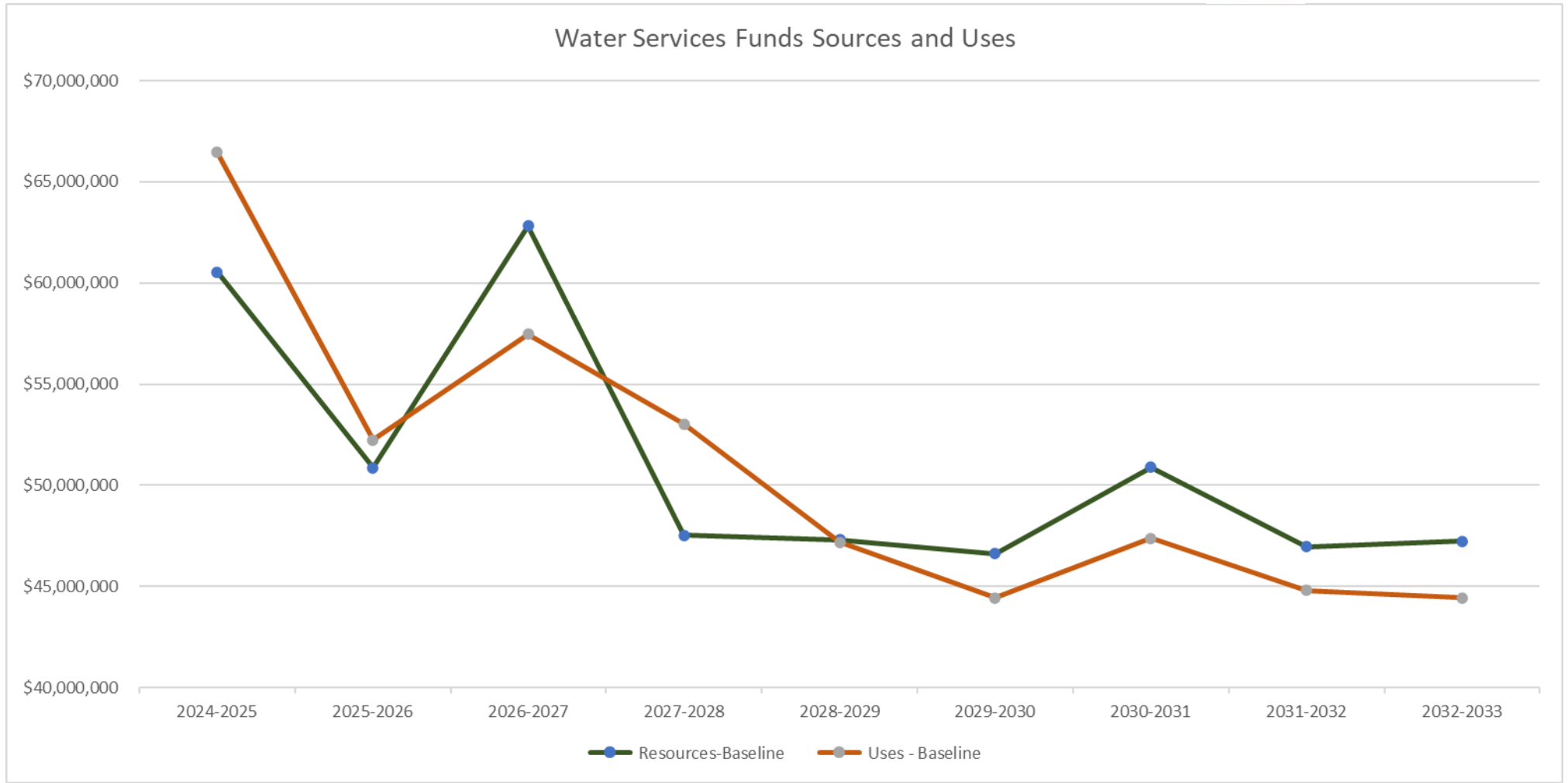


HURF Fund 10-Year Plan Future Sources and Uses



Water Service Funds 10-Year Plan

Sources and Uses



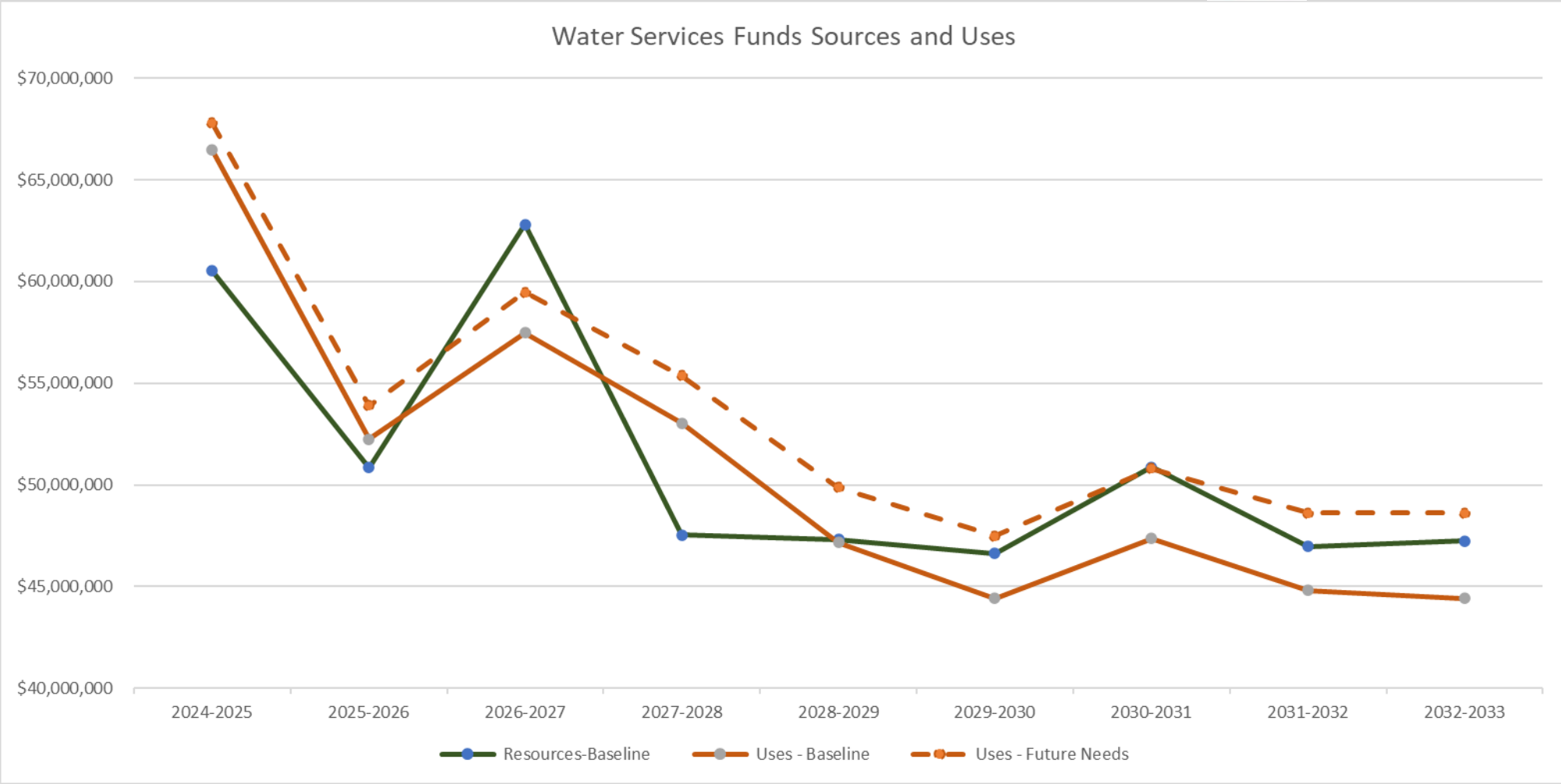
Water Services Funding



- Significant cost increases for parts, materials, and chemicals used to treat and deliver water
- Integrating technology into capital projects and existing facilities and these components have a relatively short life cycle and require specialized updates and support
- Able to fund six new positions, however little capacity for new positions in the future
- Excessive capital needs and initiatives are taxing all resources and causing maintenance program to be deferred
- Rates no longer keeping pace with cost of service; rate study underway

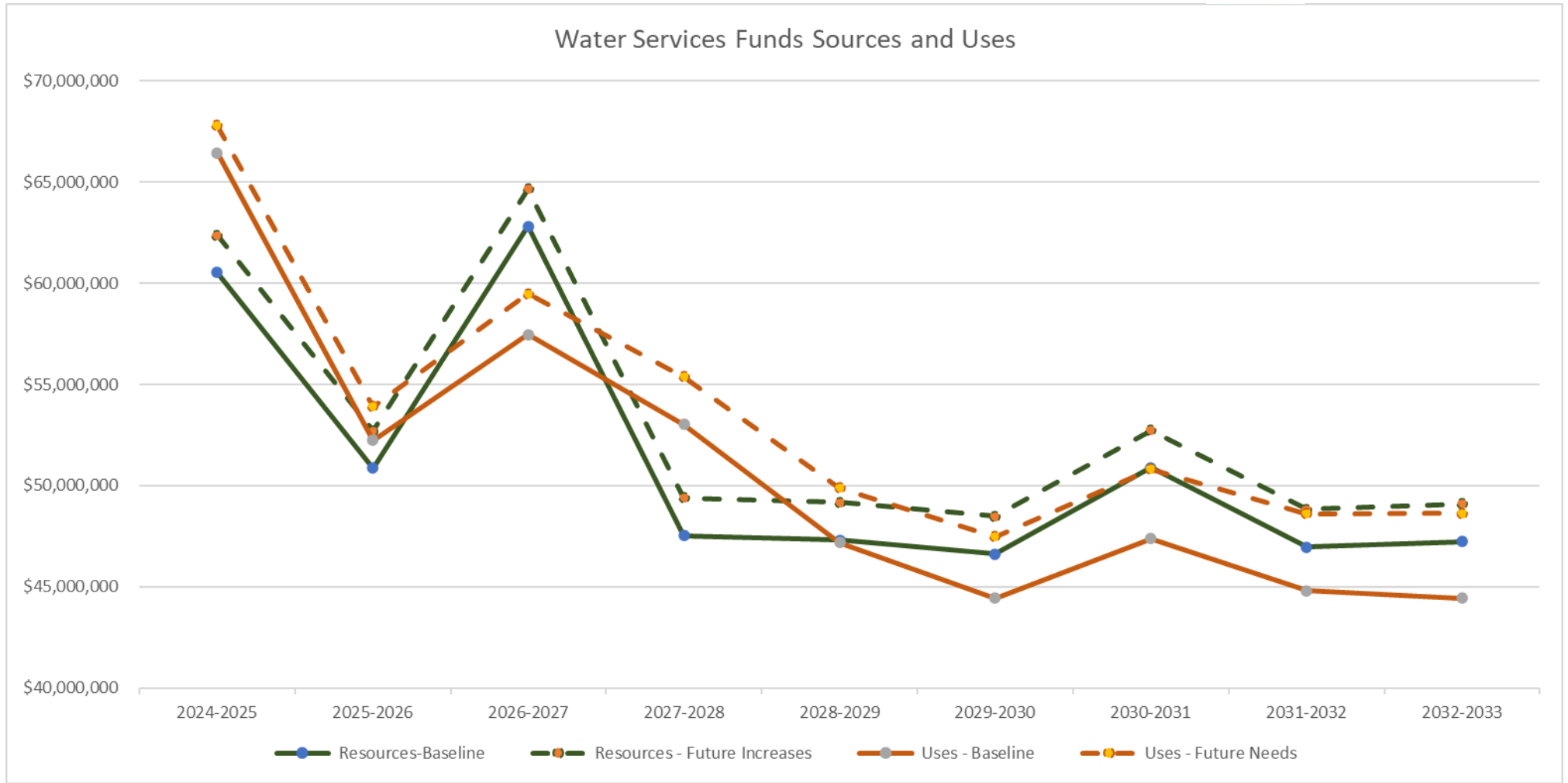
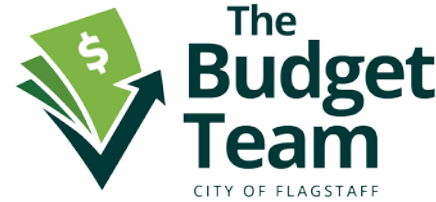
Water Service Funds 10-Year Plan

Future Sources and Uses



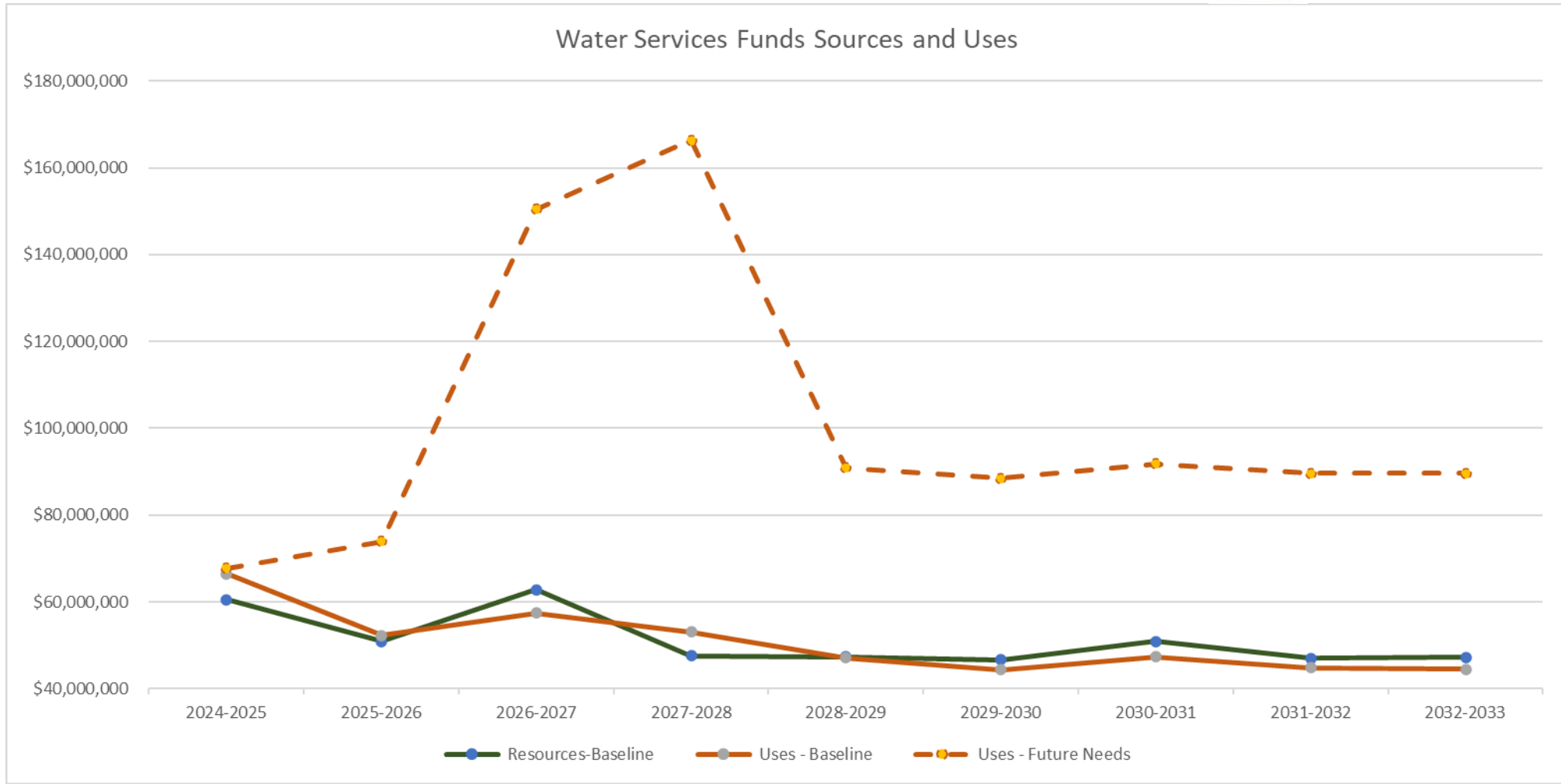
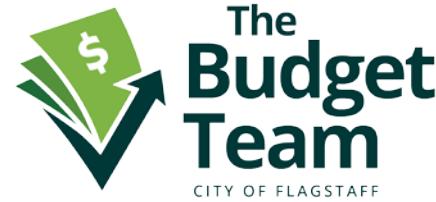
Water Service Funds 10-Year Plan

Future Sources and Uses



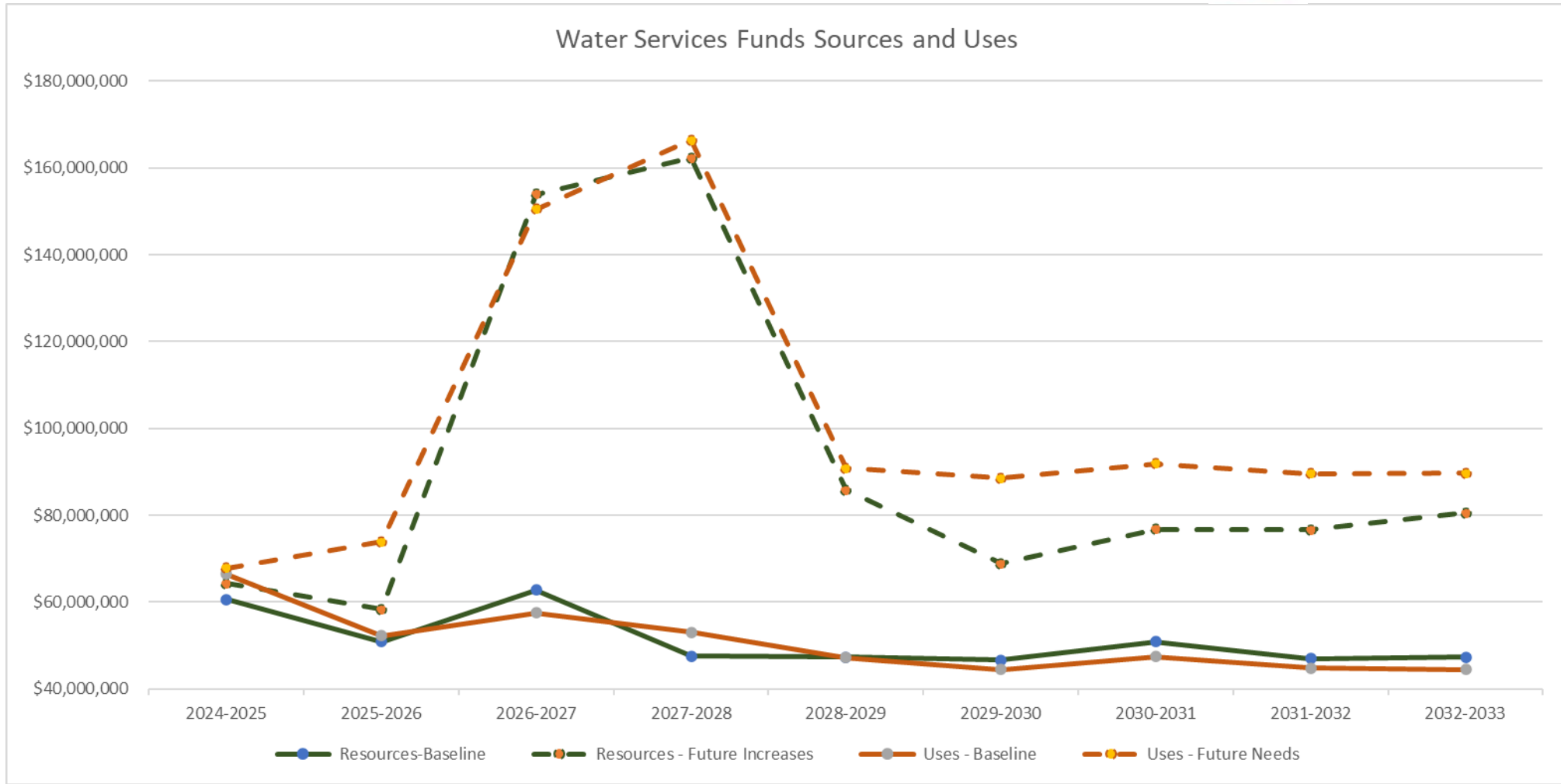
Water Service Funds 10-Year Plan

Future Sources and Uses



Water Service Funds 10-Year Plan

Future Sources and Uses





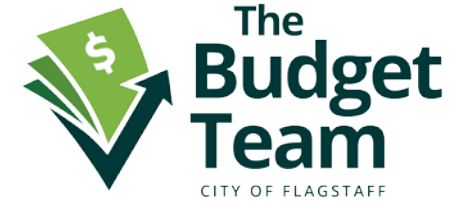
Revenue Toolbox

Revenue Toolbox



- User Fees
 - Need statutory authorization from State
 - City may charge user fees for cost of providing a service from the people who benefit
 - Must be reasonably related to recovering costs of providing the service
 - Citywide Cost Recovery Policy in the works
 - Examples: plans review, permits, admissions, ramada rentals, special events applications, fingerprinting, liquor license, parking fees

Revenue Toolbox



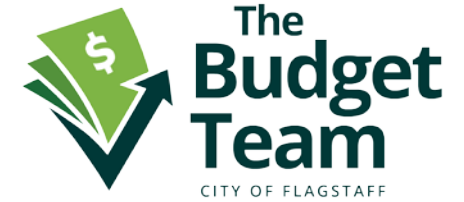
- Rates
 - Generally set on a consumption base
 - Tends to be more inclusive of cost recovery to deliver the service or program; operation and maintenance, debt service, capital additions and replacement, overhead
 - Customer classes may have varying rates based on impact
 - Most common for Enterprise Funds
- State Shared Revenues
 - Sales Tax, Income Tax, Auto Lieu, HURF

Revenue Toolbox



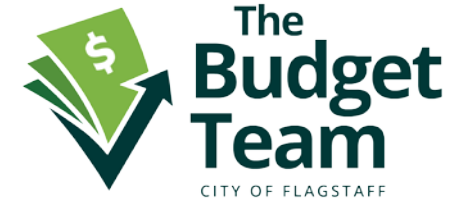
- Primary Property Tax
 - Rate adopted by City Council to impose a levy
 - State restrictions on annual increase in levy 2%
 - FY 2023-2024 capacity is up to 8%, \$590,336 levy increase
- Secondary Property Tax
 - Voters must authorize using secondary property tax
 - Only used to pay general obligation bond debt
 - Rate must match the current amount of debt service requirements
 - State limits total general obligation debt outstanding
- Voter approved Transaction Privilege Taxes (Sales Tax)
 - Information in the next section

Revenue Toolbox



- Debt Options
 - Require a future resource to pay obligations
 - Revenue obligations
 - Only sales tax backed bonds require voter approval
 - Backed by various tax and fee revenues
 - Business Incubator, Water, Wastewater, and Road Repair and Street Safety
- Certificates of Participation
 - No voter authorization required
 - Pledges assets of the City, lease purchase agreements
 - Payment resources vary
 - Core Services Facility, Courthouse, Public Safety Pensions

Revenue Toolbox



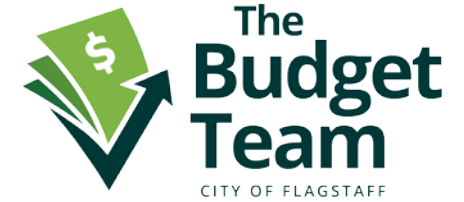
- Debt Options
 - Loans
 - No voter authorization required, unless using secondary property tax
 - Water Infrastructure Finance Authority of Arizona (WIFA)
 - Water, Wastewater and Stormwater
 - Capital Leases
 - No voter authorization required
 - Purchase of equipment and smaller capital improvements
 - Solar equipment, copier, parking kiosks, airport hangars
 - Special Improvement District Bonds
 - No voter authorization required
 - Development tool for delivering major infrastructure enhancements
 - Obligation to pay is on the property owners, based on benefits
 - Backed with the full faith of the City, default issues
 - Downtown, Aspen Place, possible John Wesley Powell

Revenue Toolbox



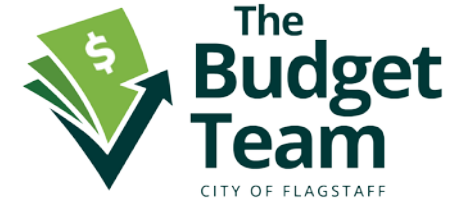
- Development Fees (Impact Fees)
 - Public Safety renewed in Fall 2020
 - Revisit every five years to address new growth and evaluate
 - Development growth model and Infrastructure improvement plan
 - Study budgeted for \$75,000 on integrating development agreements into impact fees
 - Other areas allowed are libraries, parks, recreation facilities, street facilities, water, wastewater, stormwater
- Capacity Fees
 - Fees allowed for Water, Wastewater and Stormwater infrastructure growth

Revenue Toolbox



- Grants
 - Many levels of grants: Federal, State, County, Local, and Foundations
 - Federal grants broken out by various federal agencies
 - State matching grants programs, such as Arizona Department of Transportation (ADOT) Aeronautics, ADOT AZ SMART Program
 - Can be formula, entitlements or competitive
 - Often require local matches
 - Generally not used for ongoing programs, prefer funding projects
 - FY 2021-2022 reported \$22.4M federal and \$3.8M state and local

Revenue Toolbox



- State and Federal Appropriations
 - Annual legislative budget processes
 - Congressionally directed spending vs competitive appropriation
 - Funds for Stormwater, Forest Health, Sustainability, Public Safety
 - Arizona Environmental Infrastructure Program through the U.S. Army Corp of Engineers
 - Federal and State lobbyist advocacy and provide grant application congressional letters of support



The
Budget Team
CITY OF FLAGSTAFF



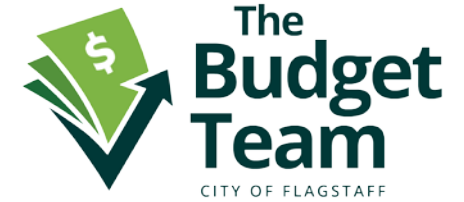
Ballot Measures Discussion

General Obligation (GO) Bonds



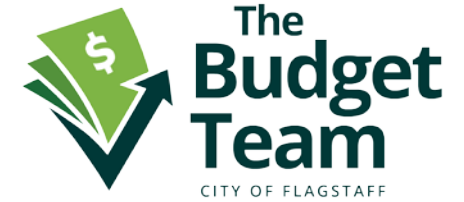
- What are GO Bonds
- Secondary Property Tax
- Legal Limits
- City Policy
- Tax Capacity
- Impacts

What are GO Bonds



- General obligation bonds (GO Bonds) are a debt financing option for cities
- For the city to issue GO bonds, we must receive voter approval
- The City may levy a secondary property tax for payment

Secondary Property Tax



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

Legal Limits

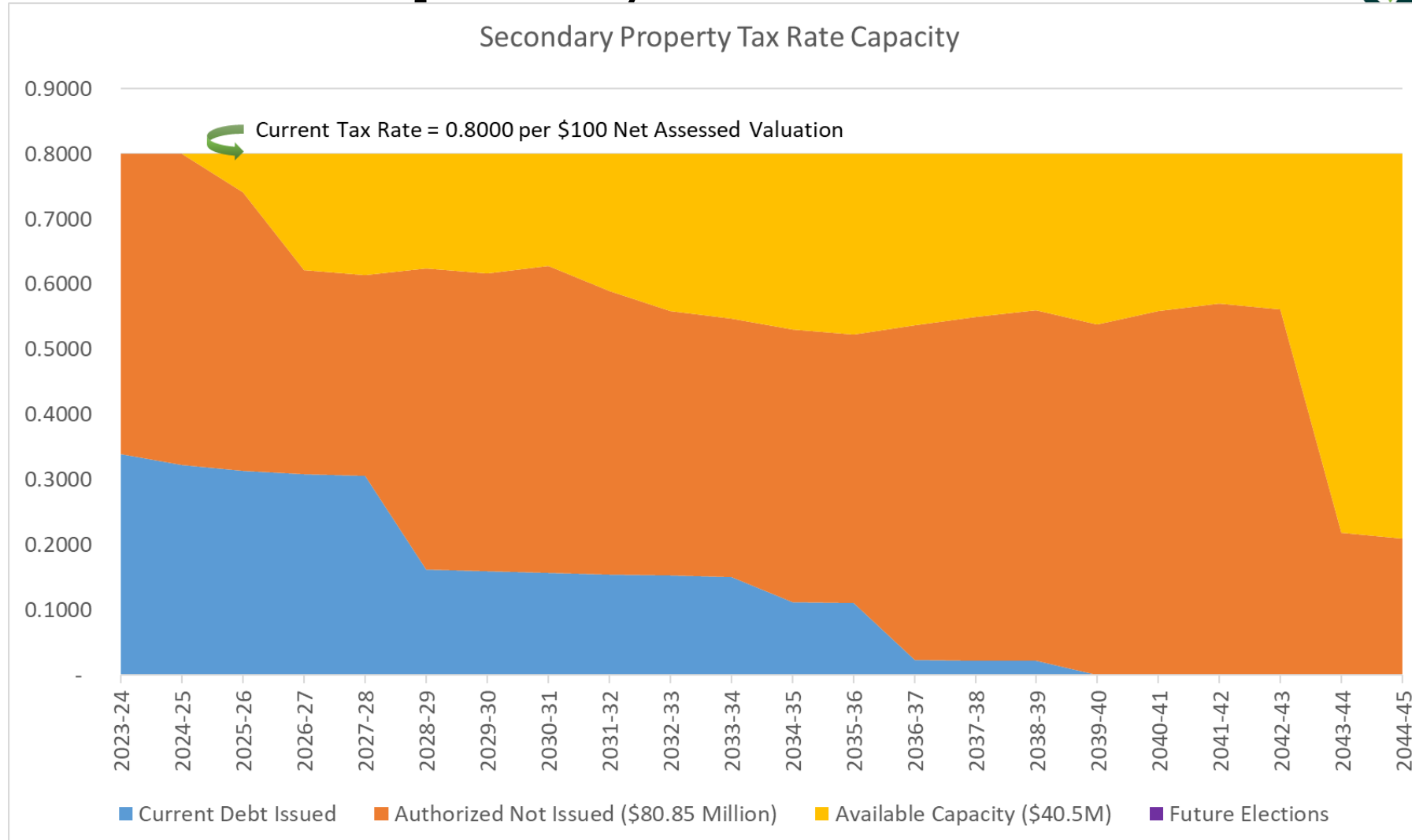
- State statute and assessed valuation
- 20% Limitation: water, sewer, artificial lighting, parks, open space, recreational facilities, public safety, law enforcement, fire and emergency services and street and transportation facilities
 - Bond capacity in this limitation = \$245M, less current outstanding
- 6% Limitation: (i.e. Housing, Climate Action)
 - Everything else
 - Currently no issuance under this limitation
 - Bond capacity in this limitation = \$73M, less current outstanding

City Policy Limits

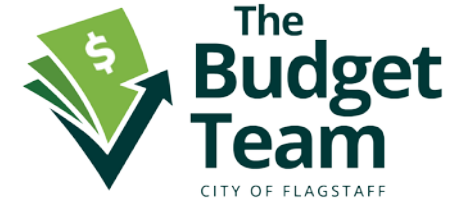


- Current policy tax rate not to exceed 0.8000 per \$100 of net assessed valuation (NAV)
 - This is based on promises made during the November 2022 election
 - The City allowed to go above this rate for purpose of paying debt
- Based on current projection of NAV
 - Estimated total capacity \$40.5M under current rate policy
 - Remaining capacity through FY 2044-2045
- Additional tax rate of 0.1000 per \$100 of NAV
 - Provides an estimated additional capacity of \$17M through FY 2044-2045

Tax Rate Capacity



Tax Payer Impacts



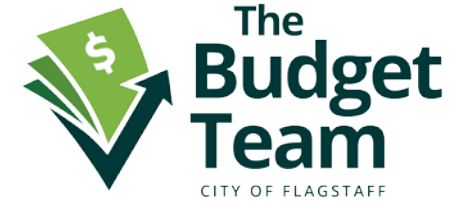
- City policy maintains a steady tax rate for the term of the bonds
- Annual levy per property will increase or decrease based on net assessed valuations provided by the County
- State maximum allowed valuation increase is capped at 5%

Expenditure Limitation



- Established by legislation in 1980
- Places a limitation on how much cities are allowed to spend each year
 - Adjusted annually by inflation and population growth
- An increase in the expenditure limitation does not increase the City revenues but provides the City with the authorization to spend the revenues that are being collected as promised
- Flagstaff permanently adjusted the State imposed expenditure limitation in 1988, 2006, 2020
- If a city exceeds their allowed expenditure limitation without authorization, State income taxes are withheld

Expenditure Limitation



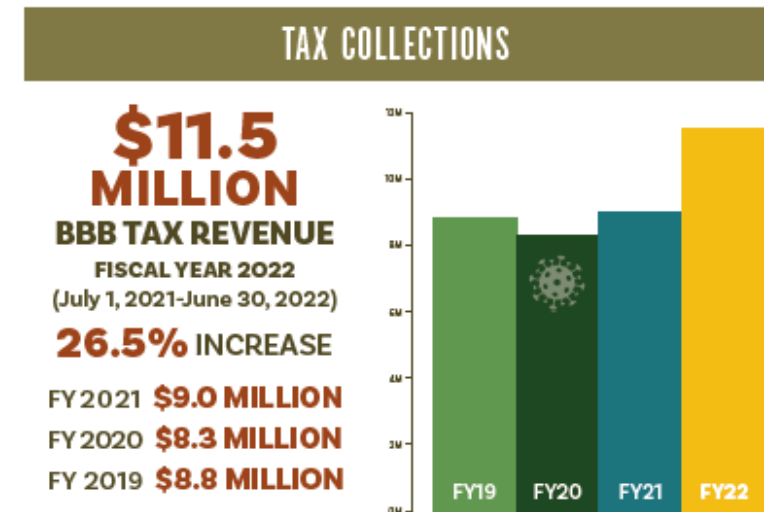
- Maintaining a budget below the expenditure limit has been challenging.
- Growing cash balances:
 - Due to COVID-19 pandemic
 - Timing of capital projects
- FY 2023-2024 expenditure limit: \$231,868,073
- FY 2023-2024 budget before carryforwards: \$406,457,017
 - Exclusions: \$204,129,014 (grants, debt funded, debt service etc.)
 - Budget subject to expenditure limit: \$202,328,003

Voter Approved TPT Taxes

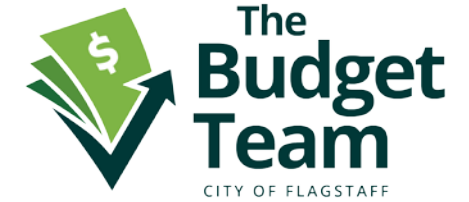
- General Transaction Privilege Tax (Sales Tax) - 1.0%
 - Extended by voters Nov 2020, expires 6/30/2035
- Transportation Tax – 0.429%
 - Initial voter approval May 2000, initially separate measures
 - Combined and extended by voters Nov 2018, expires 6/30/2041
- Transit Tax – 0.295%
 - Initial voter approval May 2000, expanded and approved May 2008
 - Extended by voters Nov 2016, expires 6/30/2030
- Road Repair and Street Safety – 0.330%
 - Approved by voters Nov 2014, expires 12/31/2034
- Lone Tree Overpass – 0.230%
 - Approved by voters Nov 2018, expires 6/30/2039

Bed, Board and Beverage Tax

- Bed, Board and Beverage Tax
 - Originally approved by voters in 1998
 - Renewed by voter in 2011 and Sunsets in March 31, 2028
 - 2% tax on lodging and restaurants
 - Currently funds Arts & Sciences, Beautification, Economic Development, Parks & Recreation, and Tourism
 - Revisit with voters in November 2024



Bed, Board and Beverage Tax



- Leading up to the vote, BBB sub-committee will create a local marketing/advertising campaign to educate the public on the importance of the renewal
- BBB Logo User Guide Created
- BBB Video will be updated
- Advertising in print, digital, and social will be created



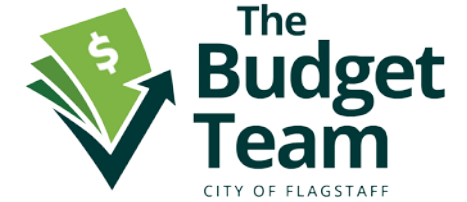


The
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CITY OF FLAGSTAFF



Priority Based Budget

Priorities and Objectives



- Council approved first Priorities and Objectives in November 2019
- Amended following public outreach in November 2020
- Important to revisit priorities periodically
 - Evolving community needs
 - Opportunity for stakeholder input
 - Organizational changes

CITY OF FLAGSTAFF

Key Community Priorities



CITY OF FLAGSTAFF

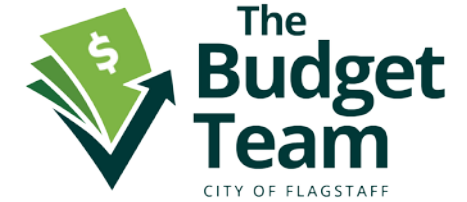
Priority Based Budgeting Priorities and Objectives



 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

THE OBJECTIVES LISTED IN THIS DOCUMENT WERE APPROVED BY COUNCIL ON NOVEMBER 10, 2020.

Possible Approaches



Amend Existing Priorities

- Quicker and less labor intensive
- Can build off strengths of existing priorities
- Existing organizational knowledge
- Would allow for refinement

Start From Scratch

- Larger undertaking by Council and staff
- Allows for reimagination of community priorities
- Unrestricted dialogue on community needs
- Could produce larger changes to priorities

Possible Processes



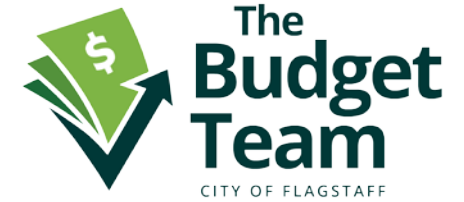
Community to Council

- Allows more unrestricted and broad input from community
- Could increase participation and community ownership
- Council can amend priorities based on community feedback

Council to Community

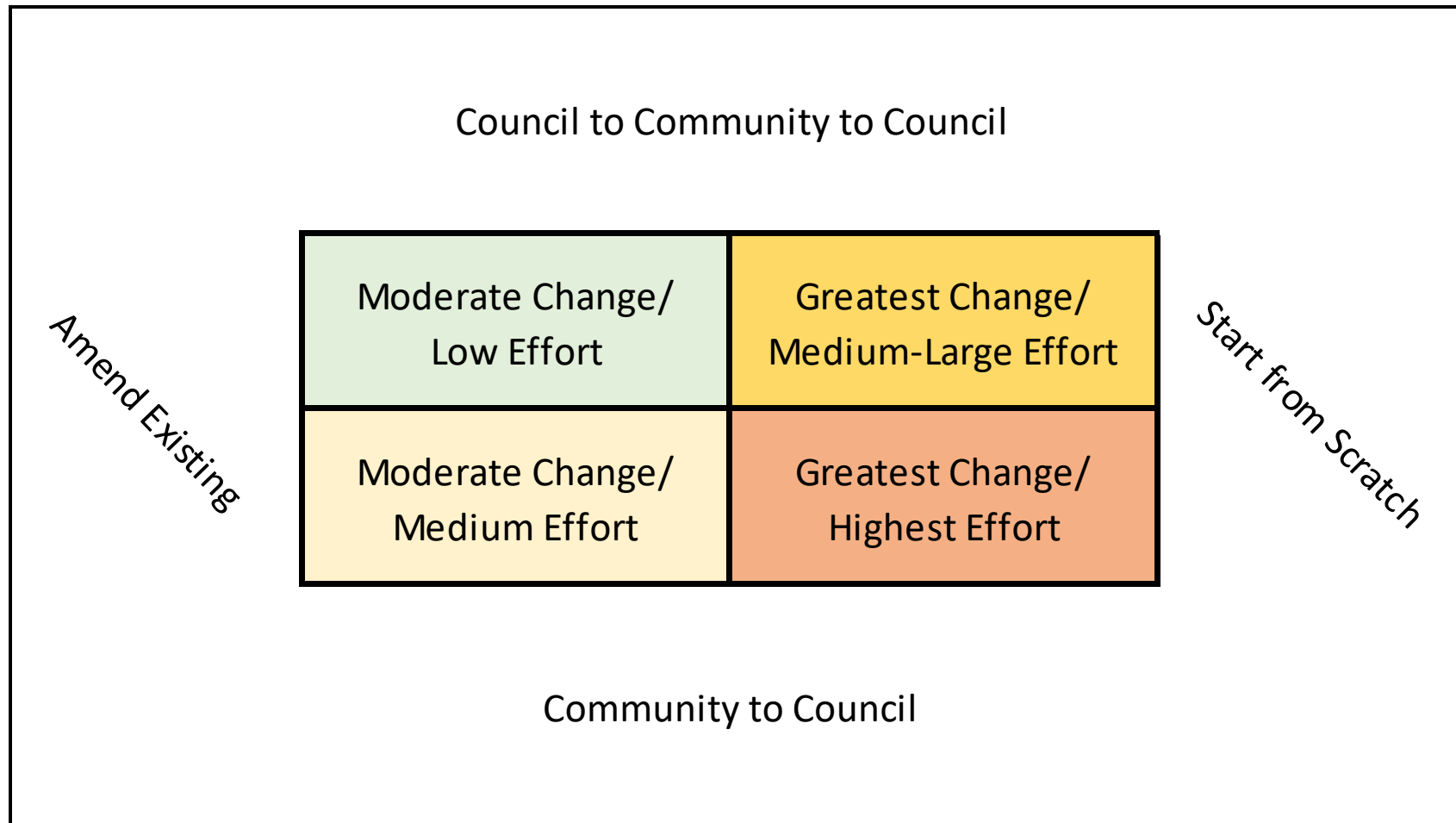
- Council can set broad ideas and parameters before public input
 - Public input would be more focused
- Early input on more mundane City needs
- Would come back to council after community for finalization

Outreach



- In-person open houses
- On-line forums
- Social and conventional media
- Engage community partners and citizens

Council Direction





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Public Participation



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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• Water Resource & Infrastructure Protection• 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• General Obligation Bond Projects:<ul style="list-style-type: none">» FUTS/Open Space» Watershed Protection | <ul style="list-style-type: none">» Courthouse» Prop 441 & 442 (Infrastructure & Housing)• 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**
 - » **Pension Bond Fund - Transfers from General Fund, Water Resource & Infrastructure Protection Fund & Airport**



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
Unfunded Capital Improvements
Fiscal Year 2023-2024

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	\$ 14,000,000
	<hr/> 14,000,000

Fire Department

Station 1 - Bunk Dorm Room Additions + 1 bathroom	200,000
Station 2 - Bunk Dorm Rooms Additions + 1 bathroom	200,000
Station 3 - Bunk Dorm Rooms Additions + 1 bathroom	200,000
Training Center - Fire Garage Facilities for Active Vehicle Storage	575,000
Battalion Chief Living Quarters and Office (interim before Station 7)	375,000
Station 2 - Concrete Re-design and Replacement (Back Driveway)	250,000
Station 2 - Phase 2 Rock Wall Erosion Control Measures	750,000
Station 4 - Facility Replacement (Excluding Land)	4,750,000
JW Powell - Station 7 Planning and Engineering - 6-8 acre Campus	12,000,000
JW Powell - Admin Offices	2,000,000
JW Powell - Wildland Wildfire Management Station	2,000,000
Training Center Facility Improvements	1,500,000
Signal Pre-emption	965,000
	<hr/> 25,765,000

Police Department

Station 7 - (Fire/Police) Shared Facility - (Per JWP Specific Plan Study)	1,000,000
Metal Building on Commerce Site Eastside Sub-Station (2nd Building)	3,000,000
Dispatch Expansion	600,000
Police Administration Facility Expansion	2,650,000
Roof Replacement (LEAF)	1,000,000
	<hr/> 8,250,000

Flagstaff Housing Authority

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

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
	<hr/> 10,850,000

Total General Government	76,865,000
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City of Flagstaff
Unfunded Capital Improvements
Fiscal Year 2023-2024

Parks, Recreation, Open Space and Events (PROSE)

Parks

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 Girls Softball Complex)	20,000,000
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
Splash Pad Development	500,000
Tennis Courts Development	300,000
Thorpe Park Annex Planning, Design and Development	5,000,000
Wheeler Park Electrical Repairs	120,000
	89,170,000

Recreation

Aquaplex Expansion - 25 Meter Pool	8,000,000
Aquaplex Kids Club Outdoor Play Area	60,000
Competitive Lap Pool - 50 Meter	20,000,000
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
	35,560,000

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 Fort Tuthill)	11,500,000
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 McMillian Mesa to Walnut Canyon)	8,400,000
	66,825,000

Total PROSE 191,555,000

City of Flagstaff
Unfunded Capital Improvements
Fiscal Year 2023-2024

Economic Vitality

Parking

Additional Downtown District Parking Inventory	\$ 20,000,000
	<u>20,000,000</u>

Airport Capital

Multi-level Airport Paid Parking Garage	25,000,000
Hangar	TBD
	<u>25,000,000</u>

Library

New Eastside Library Building	30,000,000
	<u>30,000,000</u>

Total Economic Vitality 75,000,000

Water Services

Drinking Water

North Reservoir Treatment Plant	1,200,000
Main Tank Rehabilitation	1,200,000
Christmas Tree Tank Rehabilitation	500,000
Paradise Tank Rehabilitation	500,000
Red Gap Ranch Pipeline 100% Design	12,000,000
Red Gap Ranch Pipeline Construction	260,000,000
Lake Mary Raw Water Pipeline	16,000,000
Woody Mountain Powerline Burial	1,500,000
Bonito Load Out Station	750,000
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 Treatment Plant Chlorine Dioxide Generator Replacement	200,000
Tuthill Booster Station Rehabilitation	300,000
	<u>297,900,000</u>

Wastewater

Rio de Flag WRP Projects	
Anoxic Mixer	550,000
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
Headworks Motor Control Center (MCC) and Rehab	2,372,439
Rio MCC	3,600,000
Septage/Grease Station	5,400,000
	<u>238,204,439</u>

Wastewater Collection/Reclaim Distribution

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

City of Flagstaff
Unfunded Capital Improvements
Fiscal Year 2023-2024

Reclaim	
Recharge and Recovery Project	\$ 500,000
Water System Expansion - Westside	4,500,000
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 and County Yard Flow Monitoring Stations	450,000
Bushmaster Booster Station, Pump and Automatic Valve	500,000
Rio Reclaim Distribution System upgrades	350,000
Reclaim Meter and 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 Drive Area)	1,600,000
Fanning Wash Channel Capacity Improvements	2,600,000
South Mount Elden Flood Mitigation	3,000,000
Spruce Wash Tunnel Between Killip and Route 66	40,000,000
Hospital Hill Storm Drains	1,125,000
Mobile Haven Drainage Ditch Improvement	1,050,000
Mobile Haven Drainage Ditch Improvement	450,000
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
Mead Lane street drainage improvement	2,000,000
Rio de Flag culvert improvements near Flag Mall	8,000,000
	<hr/> 74,575,000
Total Water Services	
	645,529,439
City Engineering	
Transportation	
J. Wesley Powell Blvd - Pine Canyon to 4th Street	27,433,100
Yale/Plaza Way/Metz Walk Backage Road	3,000,000
Sunnyside Neighborhood Improvements	4,900,000
Riordan Ranch Street Backage Road	2,000,000
Lone Tree - Pine Knoll to JWP (Corridor Study I-40 Traffic Interchange)	78,000,000
Steves Boulevard / Lakin Realignment	1,550,000
Milton Road Corridor Improvements (ADOT Partnership)	44,603,600
Woody Mountain Loop - Route 66 to I-40	22,190,000
I-40/Woody Mountain Road Traffic Interchange	57,154,000
East Butler Avenue Extension to Section 20	15,000,000
Empire Avenue Extension to East Route 66	10,700,000
Ponderosa Parkway Extension (Route 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
Bicycle and Pedestrian Projects from Active Transportation Master Plan	67,000,000
	<hr/> 461,137,530
Total Engineering and Capital Improvements	
	461,137,530
Total Unfunded Projects	
	\$ 1,450,086,969

City of Flagstaff
Priority Based Budget Recommended by Program
FY 2023-2024

Quartile	Program Name	Ongoing	One-time	Total
Q1 - Most Aligned	Budget Development and Monitoring	\$ 156,903	\$ 56,439	\$ 213,343
Q1 - Most Aligned	Community Development Block Grant Management		100	100
Q1 - Most Aligned	Council Meetings and Work Sessions		44,998	44,998
Q1 - Most Aligned	Court Appointed Counsel - Public Defender Contract		116,025	116,025
Q1 - Most Aligned	Court Case Processing		25,962	25,962
Q1 - Most Aligned	Drinking Water Regulatory Lab		5,995	5,995
Q1 - Most Aligned	Emergency Management	36,359	170,100	206,459
Q1 - Most Aligned	Enterprise Software Management		675,600	675,600
Q1 - Most Aligned	Fire Hydrant & Valve Maintenance		6,983	6,983
Q1 - Most Aligned	Fire Suppression		174,875	174,875
Q1 - Most Aligned	Fire, All-Risk and Catastrophic Emergency Management/Preparedness		228,602	228,602
Q1 - Most Aligned	Floodplain Management and Emergency flood response	367,616	6,185	373,801
Q1 - Most Aligned	Grant Management	87,074	6,809	93,883
Q1 - Most Aligned	Housing and Urban Development Fiscal Responsibility		100	100
Q1 - Most Aligned	Hybrid Work Services		100,000	100,000
Q1 - Most Aligned	Infrastructure Management	14,400	835,607	850,008
Q1 - Most Aligned	Judicial Services		3,401	3,401
Q1 - Most Aligned	Legal Advice Staff / Council		23,949	23,949
Q1 - Most Aligned	Medical Response	23,835	232,442	256,277
Q1 - Most Aligned	Ordinance and Policy Management		70	70
Q1 - Most Aligned	Potable Water Distribution System		9,999	9,999
Q1 - Most Aligned	Procurement		4,549	4,549
Q1 - Most Aligned	Public Housing: Residential Property Maintenance	125,670		125,670
Q1 - Most Aligned	Reclaimed Program Monitoring and planning		17,685	17,685
Q1 - Most Aligned	Reclaimed Water Reclamation Plant Operations & Maintenance		30,185	30,185
Q1 - Most Aligned	Reclaimed Water Tanks - Distribution Operations and Storage		17,685	17,685
Q1 - Most Aligned	Regional Plan Update and Management		9,429	9,429
Q1 - Most Aligned	Regulatory Industrial Pretreatment		13,285	13,285
Q1 - Most Aligned	Reservoir and Booster Station Operation & Maintenance		7,435	7,435
Q1 - Most Aligned	Rio De Flag Water Reclamation Plant Facility Monitoring and Planning		12,332	12,332
Q1 - Most Aligned	RioÂ de FlagÂ Water Reclamation Plant - Operations and Maintenance		45,987	45,987
Q1 - Most Aligned	Section 1983 - Claims and Litigation		1,770	1,770
Q1 - Most Aligned	Section 8 Inspections		8,559	8,559
Q1 - Most Aligned	Stormwater Development Review - Drainage, Planning, Civil and Construct	3,337	5,185	8,522
Q1 - Most Aligned	Stormwater Development Review - Permits	350	5,185	5,535
Q1 - Most Aligned	Stormwater Drainage Master Planning	77,000	5,185	82,185
Q1 - Most Aligned	Stormwater Infrastructure Maintenance	229,089	1,806,185	2,035,274
Q1 - Most Aligned	Stormwater Regulatory Compliance Investigations and Inspections	6,400	6,185	12,585
Q1 - Most Aligned	Surface Water Production, Operations, Maintenance & Admin.		21,028	21,028
Q1 - Most Aligned	Technology, CAD & Dispatching		64,597	64,597
Q1 - Most Aligned	Traffic Systems Management	114,353	11,000	125,353
Q1 - Most Aligned	Wastewater and Reclaimed Water Regulatory Lab		7,210	7,210
Q1 - Most Aligned	Wastewater Collections Maintenance & Repair		5,185	5,185
Q1 - Most Aligned	Wastewater Collections System		5,185	5,185
Q1 - Most Aligned	Water Distribution Main and Line Repair		7,126	7,126
Q1 - Most Aligned	Water Resources - Professional Services Oversight		115,185	115,185
Q1 - Most Aligned	Water Resources Management, Monitoring, and Planning		5,185	5,185
Q1 - Most Aligned	Water Services - Geographic Information Systems		5,185	5,185
Q1 - Most Aligned	Water Services Capital Budget		5,185	5,185
Q1 - Most Aligned	Water Services Capital Project Delivery	132,151	5,185	137,336
Q1 - Most Aligned	Water Services Computerized Remote Control and Monitoring	106,375	109,815	216,190
Q1 - Most Aligned	Water Services Information Systems		74,055	74,055
Q1 - Most Aligned	Water Services infrastructure asset condition and risk assessment		5,185	5,185
Q1 - Most Aligned	Water Services Oversight & Facility	164,124	10,185	174,309
Q1 - Most Aligned	Water Services Regulatory Compliance		23,410	23,410
Q1 - Most Aligned	Wells Groundwater Production, Operations and Maintenance		61,935	61,935
Q1 - Most Aligned	Wildcat Hill Water Reclamation Plant Monitoring and Planning		5,185	5,185
Q1 - Most Aligned	Wildcat Hill Water Reclamation Plant Operations and Maintenance		5,185	5,185
Q1 - Most Aligned	Wildfire Management		65,251	65,251
Q1 - Most Aligned	Zoning and Subdivision Code Management		1,054	1,054
Q2 - More Aligned	911 Communications Regional Call Taking and Dispatch		216,382	216,382
Q2 - More Aligned	Affordable Housing Unit Creation	122,934	130,100	253,034
Q2 - More Aligned	Aircraft Rescue & Firefighting		115,487	115,487
Q2 - More Aligned	Airfield Maintenance		17,067	17,067

City of Flagstaff
Priority Based Budget Recommended by Program
FY 2023-2024

Quartile	Program Name	Ongoing	One-time	Total
Q2 - More Aligned	Airport Airfield Snow and Ice Control		77,334	77,334
Q2 - More Aligned	Airport Long Range Planning		778	778
Q2 - More Aligned	Airport Security Plan & Access Control		1,245	1,245
Q2 - More Aligned	Anti-Litter	38,171	74,069	112,240
Q2 - More Aligned	Bed Board and Beverage/Right of Way/Streetscape Maintenance		14,599	14,599
Q2 - More Aligned	Blue Stake - Water Services Utilities		6,268	6,268
Q2 - More Aligned	Boards and Commissions		823	823
Q2 - More Aligned	Business Retention and Expansion	80,000	74,257	154,257
Q2 - More Aligned	Capital Projects Delivery (Beautification)	84,334	50,000	134,334
Q2 - More Aligned	City Facility Inspection and Maintenance		363,900	363,900
Q2 - More Aligned	Claims/Litigation Counsel		1,770	1,770
Q2 - More Aligned	Classification and Compensation Management		9,748	9,748
Q2 - More Aligned	Climate Action		4,461,520	4,461,520
Q2 - More Aligned	Code Compliance	3,825	14,625	18,450
Q2 - More Aligned	Collections		5,446	5,446
Q2 - More Aligned	Communications		26,600	26,600
Q2 - More Aligned	Community Climate Change Adaptation, Resilience, and Mobilization		358,711	358,711
Q2 - More Aligned	Community Events Operations and Management		437	437
Q2 - More Aligned	Community Investment Outreach		17,778	17,778
Q2 - More Aligned	Community Policing		208,681	208,681
Q2 - More Aligned	Community Relations		9,679	9,679
Q2 - More Aligned	Community Waste Minimization		76,278	76,278
Q2 - More Aligned	Contract Preparation and Review		70	70
Q2 - More Aligned	Convention and Visitors Bureau Community Programming	62,743	135,816	198,560
Q2 - More Aligned	Court Enforcement		42,932	42,932
Q2 - More Aligned	Court Support Services		81,065	81,065
Q2 - More Aligned	Creative Services	4,171	40,726	44,898
Q2 - More Aligned	Criminal Investigations		230,164	230,164
Q2 - More Aligned	Cyber-Security Management		100,000	100,000
Q2 - More Aligned	Desktop Support	106,381	203,581	309,962
Q2 - More Aligned	Emergency and Non Emergency Uniform Response		550,486	550,486
Q2 - More Aligned	Employee Benefits		58,672	58,672
Q2 - More Aligned	Employee Development and Training		74,823	74,823
Q2 - More Aligned	Employee Relations		1,937	1,937
Q2 - More Aligned	Employment Policies, Procedures and Directives	30,734	845	31,579
Q2 - More Aligned	Financial Systems Management	15,956	727	16,683
Q2 - More Aligned	Fire Code Enforcement		3,715	3,715
Q2 - More Aligned	Fitness and Aquatic Center Operations and Management		86,353	86,353
Q2 - More Aligned	Goal Setting and Strategic Planning		26,228	26,228
Q2 - More Aligned	Historic / Heritage Preservation		10,000	10,000
Q2 - More Aligned	Housing Community Information and Referrals		100	100
Q2 - More Aligned	Housing Grant Management		100	100
Q2 - More Aligned	Human Resources Compliance		7,845	7,845
Q2 - More Aligned	Indigenous Relations		5,000	5,000
Q2 - More Aligned	Inspections		1,200	1,200
Q2 - More Aligned	Intergovernmental Affairs		138,638	138,638
Q2 - More Aligned	Long-Term Housing Assistance Management		22,100	22,100
Q2 - More Aligned	Management & Maintenance		7,500	7,500
Q2 - More Aligned	Municipal Services Rate Study Assistance		358	358
Q2 - More Aligned	Park Grounds Maintenance	29,682	101,070	130,752
Q2 - More Aligned	Parking Enforcement		71,250	71,250
Q2 - More Aligned	Parking Infrastructure Management		31,250	31,250
Q2 - More Aligned	Payroll Processing and Reporting		225,934	225,934
Q2 - More Aligned	Performance Management Program		30,440	30,440
Q2 - More Aligned	Plan / Permit / Project Review		303,392	303,392
Q2 - More Aligned	Playground Safety		2,083	2,083
Q2 - More Aligned	Public Housing Leasing Activities	30,000		30,000
Q2 - More Aligned	Public Safety Legal Advice		70	70
Q2 - More Aligned	Reclaimed Water Distribution System		6,268	6,268
Q2 - More Aligned	Recreation Program Operations and Management		1,334	1,334
Q2 - More Aligned	Recruitment	92,201	32,109	124,309
Q2 - More Aligned	Residential Recycle Collections		75,000	75,000
Q2 - More Aligned	Rethink Waste		32,008	32,008
Q2 - More Aligned	Section 8 Client Management		38,516	38,516

City of Flagstaff
Priority Based Budget Recommended by Program
FY 2023-2024

Quartile	Program Name	Ongoing	One-time	Total
Q2 - More Aligned	Section 8 Recertifications		29,957	29,957
Q2 - More Aligned	Section 8 Voucher Issuance		8,559	8,559
Q2 - More Aligned	Snow Operations	9,894	8,351	18,245
Q2 - More Aligned	Standard of Cover & Quality Assurance		17,852	17,852
Q2 - More Aligned	Stormwater Public Education and Outreach	105,800	50,185	155,985
Q2 - More Aligned	Sustainable Food Systems		12,693	12,693
Q2 - More Aligned	Trails and Paths Maintenance	14,841	1,535	16,376
Q2 - More Aligned	Trash Refuse, Restroom Cleaning	44,523	10,928	55,451
Q2 - More Aligned	Visitor Center Concierge service	1,615		1,615
Q2 - More Aligned	Water Conservation Code Enforcement		5,185	5,185
Q2 - More Aligned	Water Conservation Education and Community Outreach		5,185	5,185
Q2 - More Aligned	Water Conservation Efficiency Programs		5,185	5,185
Q2 - More Aligned	Water Meter Maintenance		16,421	16,421
Q3 - Less Aligned	Accounts Payable Processing and Maintenance	40,078		40,078
Q3 - Less Aligned	Adopt an Avenue and Adopt a FUTS	38,171	38,353	76,523
Q3 - Less Aligned	Airport Parking and Street Maintenance		35,788	35,788
Q3 - Less Aligned	Alternative Response	105,152	208,000	313,152
Q3 - Less Aligned	Art and Science Community Funding	10,833	230,000	240,833
Q3 - Less Aligned	Art Maintenance and Collections Management	833		833
Q3 - Less Aligned	Athletics Operations and Management		1,220	1,220
Q3 - Less Aligned	Audit and Comprehensive Annual Financial Report (CAFR) Preparation	10,638	46,780	57,418
Q3 - Less Aligned	Beautification existing project maintenance	40,833		40,833
Q3 - Less Aligned	Beautification In Action Grants	55,833		55,833
Q3 - Less Aligned	Billing		59,443	59,443
Q3 - Less Aligned	Body Cameras		236,804	236,804
Q3 - Less Aligned	Business Attraction	25,000	55,743	80,743
Q3 - Less Aligned	Business License Management	36,810	786	37,596
Q3 - Less Aligned	Business Licensing Policy and Compliance		358	358
Q3 - Less Aligned	Capital Project Delivery - Parks		2,523	2,523
Q3 - Less Aligned	Capital Project Delivery (Arts and Sciences)	33,833		33,833
Q3 - Less Aligned	Cash and Investment Management		699	699
Q3 - Less Aligned	Cash Receipting		122,451	122,451
Q3 - Less Aligned	Cemetery Grounds Maintenance		52,413	52,413
Q3 - Less Aligned	Cemetery Interments/Services		2,521	2,521
Q3 - Less Aligned	City Facilities Security and Access Control	218,154	100,000	318,154
Q3 - Less Aligned	Commercial Recycle Collections		75,000	75,000
Q3 - Less Aligned	Community Beautification Programs		220	220
Q3 - Less Aligned	Community Event Coordination	2,519		2,519
Q3 - Less Aligned	Council Support and Preparation for Public Meetings		35,837	35,837
Q3 - Less Aligned	Direct Rental Assistance	851,000		851,000
Q3 - Less Aligned	Domestic Markets	32,933	237,618	270,551
Q3 - Less Aligned	Economic Analysis		29,722	29,722
Q3 - Less Aligned	Education and Behavior Change Events and Campaigns		65,256	65,256
Q3 - Less Aligned	Election Management		290,837	290,837
Q3 - Less Aligned	Evidence and Property Management		138,723	138,723
Q3 - Less Aligned	Facility Equipment Repair and Maintenance	80,155	372,171	452,326
Q3 - Less Aligned	Fire Public Education		2,477	2,477
Q3 - Less Aligned	Fleet Airfield Equipment Maintenance		55,789	55,789
Q3 - Less Aligned	Fleet Preventative Maintenance		15,437	15,437
Q3 - Less Aligned	Fleet Repair	80,155	42,624	122,779
Q3 - Less Aligned	Gang Enforcement Taskforce		7,400	7,400
Q3 - Less Aligned	HR Technology Systems Management (HRIS)		9,748	9,748
Q3 - Less Aligned	Human Resources Customer Service		820	820
Q3 - Less Aligned	Ice Rink Operations and Management		24,468	24,468
Q3 - Less Aligned	Incident & Patient Care Report Management		6,191	6,191
Q3 - Less Aligned	Incubation and Acceleration Business Support		45,000	45,000
Q3 - Less Aligned	Internal Controls and Policies		10	10
Q3 - Less Aligned	Landfill - Landfill/Hazardous Products Center Compliance	69,254		69,254
Q3 - Less Aligned	Library - County IGA Partnership	272,660	675,000	947,660
Q3 - Less Aligned	Licensing		823	823
Q3 - Less Aligned	Mail/Copy Center Operations		90	90
Q3 - Less Aligned	Media Relations	33,648	18,032	51,680
Q3 - Less Aligned	Meeting and Conventions	8,002	45,655	53,657
Q3 - Less Aligned	Mental Health Crisis Intervention Team		7,400	7,400

City of Flagstaff
Priority Based Budget Recommended by Program
FY 2023-2024

Quartile	Program Name	Ongoing	One-time	Total
Q3 - Less Aligned	Misdemeanor Prosecutions		37,249	37,249
Q3 - Less Aligned	Operations Inspection Requirements		467	467
Q3 - Less Aligned	Parking Management		38,900	38,900
Q3 - Less Aligned	Police Aide		21,313	21,313
Q3 - Less Aligned	Police Emergency Response Team		293,887	293,887
Q3 - Less Aligned	Police Internal Affairs		23,292	23,292
Q3 - Less Aligned	Police Records Management		118,840	118,840
Q3 - Less Aligned	Police Training		14,668	14,668
Q3 - Less Aligned	Pre-Rule 11 Diversion		4,500	4,500
Q3 - Less Aligned	Procurement Card P Card Management and Compliance		2,185	2,185
Q3 - Less Aligned	Public Records Requests		823	823
Q3 - Less Aligned	Public Works Safety		3,787	3,787
Q3 - Less Aligned	Records & Data Management		1,158	1,158
Q3 - Less Aligned	Senior Center Operation and Management		1,867	1,867
Q3 - Less Aligned	Service Partner Contracts	55,000	25,000	80,000
Q3 - Less Aligned	Service Partner Contracts - Non Departmental		497,448	497,448
Q3 - Less Aligned	Social Media	1,523	22,695	24,218
Q3 - Less Aligned	Support for Partner Recreation and Park Organizations		217	217
Q3 - Less Aligned	Town and Gown		37,219	37,219
Q3 - Less Aligned	Transaction Privilege Tax Monitoring		19,934	19,934
Q3 - Less Aligned	Water Meter Billing Services		717	717
Q3 - Less Aligned	Water Services Legal Fees		1,005,185	1,005,185
Q4 - Least Aligned	Aircraft Hangars		685	685
Q4 - Least Aligned	Airport Property Management Leasing and Rentals		80,410	80,410
Q4 - Least Aligned	CD Personnel		7,000	7,000
Q4 - Least Aligned	Code and Ordinance Codification		8,395	8,395
Q4 - Least Aligned	Employee Development and Training		11,707	11,707
Q4 - Least Aligned	Facility & Building Maintenance	69,254	4,023,182	4,092,436
Q4 - Least Aligned	General Administration		7,185	7,185
Q4 - Least Aligned	General Ledger Maintenance and Reconciliation	26,594	50	26,644
Q4 - Least Aligned	Gift Shop/Retail Sales	1,067		1,067
Q4 - Least Aligned	Honor Guard		7,400	7,400
Q4 - Least Aligned	International Markets	7,979	22,960	30,939
Q4 - Least Aligned	Non-Ranking Debt Service & Capital Funds		5,185	5,185
Q4 - Least Aligned	Pavement Management		250,000	250,000
Q4 - Least Aligned	Police Recruiting and Hiring		140,668	140,668
Q4 - Least Aligned	Public Relations and Airport Promotions		3,112	3,112
Q4 - Least Aligned	Street Tree Maintenance		4,272	4,272
Q4 - Least Aligned	Title Research / Review		30,000	30,000

Annual Budget and Financial Plan

Fiscal Year 2023-2024

City of Flagstaff, Arizona



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Austin Aslan, Vice-Mayor

Deborah Harris

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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, 2022

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.

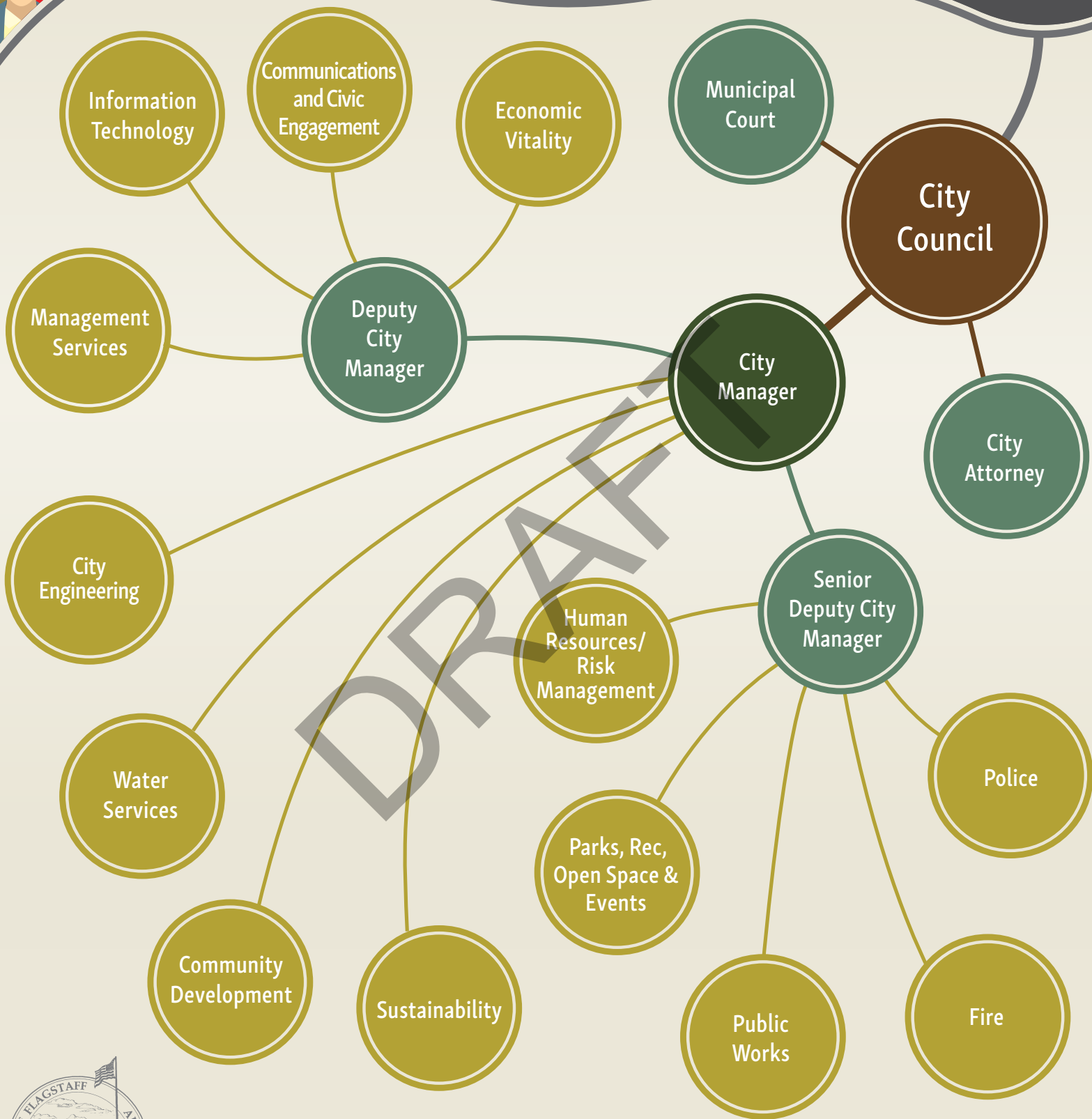
Division Detail - Each operating division summary provides a description, goals and objectives, major accomplishments of the current fiscal year, performance indicators, expenditure history, budget, commentary on significant changes, and sources of funding.

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 section, 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*

Key Community Priorities and Objectives

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, and 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 provide 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 2023-2024 Financial Plan presents a fiscally sound and balanced budget that maintains the integrity of the City's financial condition while still meeting the service level demands of a community that expects quality services. The Financial Plan balances not only financially, but also equally as important, balances the allocation of resources among operating requirements, capital needs, debt burden and strong reserves for future needs and contingencies.

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

Financial Resources Available

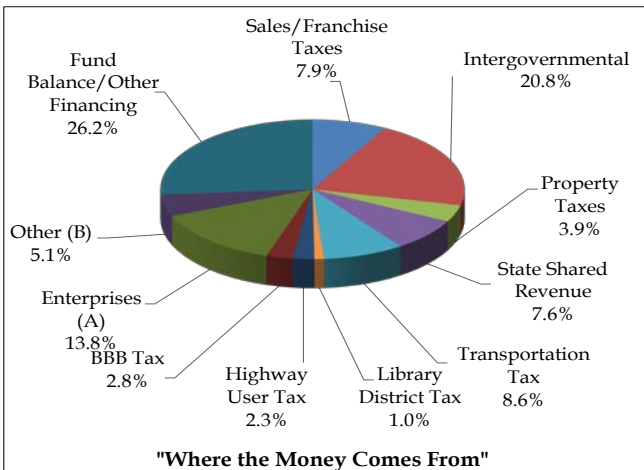
Sales/Franchise Taxes	\$	32,188,500	7.9%
Intergovernmental		84,465,313	20.8%
Property Taxes		15,792,303	3.9%
State Shared Revenue		31,007,300	7.6%
Transportation Tax		35,109,300	8.6%
Library District Tax		4,081,723	1.0%
Highway User Tax		9,212,000	2.3%
BBB Tax		11,544,400	2.8%
Enterprises (A)		56,171,157	13.8%
Other (B)		20,688,924	5.1%
Fund Balance/Other Financing		106,196,097	26.2%
	\$	406,457,017	100.0%

Enterprises (A):

Drinking Water	\$	18,922,907
Wastewater		11,835,133
Reclaimed Water		1,021,539
Stormwater		5,285,890
Solid Waste		14,546,081
SEMS		1,286,587
Airport		1,573,020
Flagstaff Housing Authority		1,700,000
	\$	56,171,157

Other Revenue (B):

Licenses and Permits	\$	3,049,885
Vehicle License Tax		3,977,000
Charges for Services		3,310,730
Fines and Forfeits		795,005
Rents		2,412,071
Investment Earnings		1,833,004
Miscellaneous		5,311,229
	\$	20,688,924



Total Appropriations

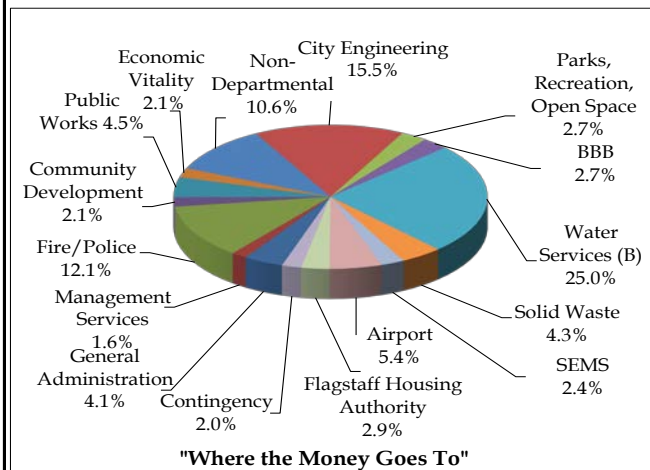
General Administration	\$	16,556,618	4.1%
Management Services		6,436,524	1.6%
Fire/Police		49,288,634	12.1%
Community Development		8,373,657	2.1%
Public Works		18,458,127	4.5%
Economic Vitality		8,629,721	2.1%
Non-Departmental		43,103,588	10.6%
City Engineering		63,151,369	15.5%
Parks, Recreation, Open Space		11,101,540	2.7%
Bed, Board and Beverage (A)		10,888,232	2.7%
Water Services (B)		101,600,351	25.0%
Solid Waste		17,578,562	4.3%
SEMS		9,718,810	2.4%
Airport		22,019,406	5.4%
Flagstaff Housing Authority		11,611,628	2.9%
Contingency		7,940,250	2.0%
	\$	406,457,017	100.0%

Bed, Board and Beverage (BBB) Tax Funds (A):

Beautification	\$	2,775,532
Economic Development		1,833,816
Tourism		3,922,041
Arts and Science		1,096,443
Recreation		1,260,400
	\$	10,888,232

Water Services (B):

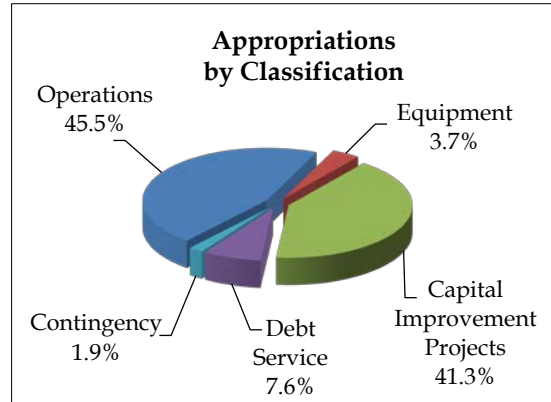
Drinking Water	\$	37,503,577
Wastewater		31,256,479
Reclaimed Water		3,489,316
Stormwater		29,350,979
	\$	101,600,351



The following graphs depict total appropriations for the FY 2023-2024 budget by major classifications and types.

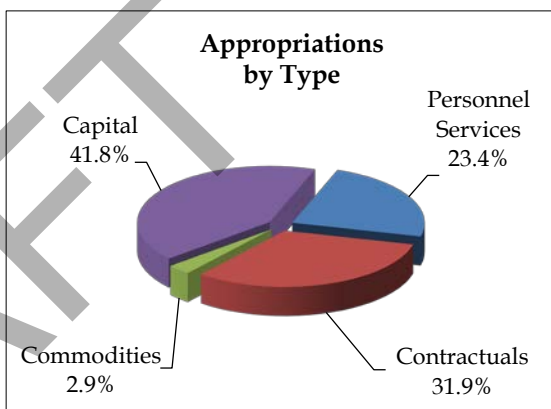
Appropriations by Classification

Operations	\$ 184,890,955
Equipment	15,113,547
Capital Improvement Projects	167,814,702
Debt Service	30,697,563
Contingency	7,940,250
\$	406,457,017



Appropriations by Type

Personnel Services	\$ 95,048,751
Contractuals	129,699,407
Commodities	11,749,173
Capital	169,959,686
\$	406,457,017

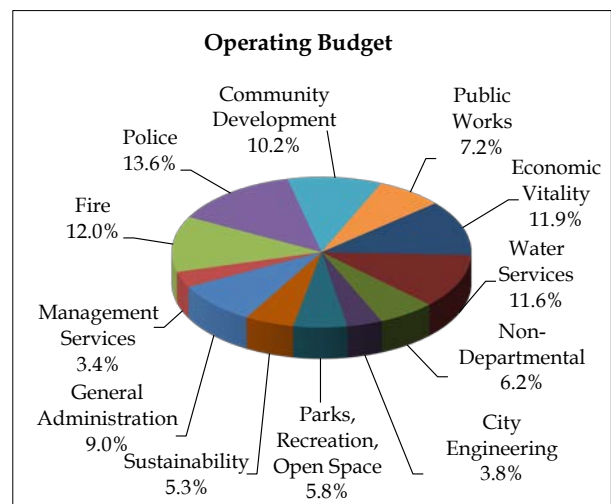


Operating Expenditures by Division

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	\$ 16,556,618
Management Services	6,361,524
Fire	22,103,469
Police	25,100,165
Community Development	18,865,285
Public Works	13,343,895
Economic Vitality	21,979,667
Water Services	21,441,403
Non-Departmental	11,536,114
City Engineering	7,082,065
Parks, Recreation, Open Space	10,801,940
Sustainability	9,718,810
\$	184,890,955
* Exclusive of Debt Service	\$ 30,697,563



General Administration activities comprise 9.0% of the budget (\$16.6 million). The services within General Administration provide for the overall management and administration of the City, as well as enforcement of municipal laws through legal support and the courts. This group consists of City Manager, Human Resources, Information Technology, City Attorney, Flagstaff Municipal Court, and City Clerk.

Management Services comprises 3.4% of the operating budget (\$6.4 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 12.0% of the operating budget (\$22.1 million). The division's public safety programs provide both personal safety in the community with proactive attention to preventable disasters and sense of well-being through timely emergency response.

Police Department activities comprise 13.6% of the operating budget (\$25.1 million). Public safety programs provide personal safety in the community by promoting a community free of crime and assured response in emergency situations.

Community Development comprises 10.2% of the operating budget (\$18.9 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 7.2% of the operating budget (\$13.3 million) excluding the debt service requirements for solid waste of approximately (\$218,000). The services provided include solid waste operations, maintenance of all public facilities and public infrastructure including streets and fleet services.

Economic Vitality activities comprise 11.9% of the operating budget (\$22.0 million) excluding debt service requirements for Airport of approximately (\$232,000), Business Incubator of approximately (\$246,000) 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 11.6% of the operating budget (\$21.4 million), excluding \$7.5 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 6.2% of the budget (\$11.5 million) exclusive of \$22.4 million in debt service requirements. The Council and Commission, Transit and Non-departmental budgets account for expenditures that benefit City operations.

City Engineering comprises 3.8% of the operating budget (\$7.1 million). The services in this division include Engineering and Capital Improvements.

Parks, Recreation, Open Space and Events comprises 5.8% of the operating budget (\$10.8 million). The services in this division include Parks, Recreation and Open Space management.

Sustainability comprises 5.3% of the operating budget (\$9.7 million) excluding (\$232,000) in debt service requirements. 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

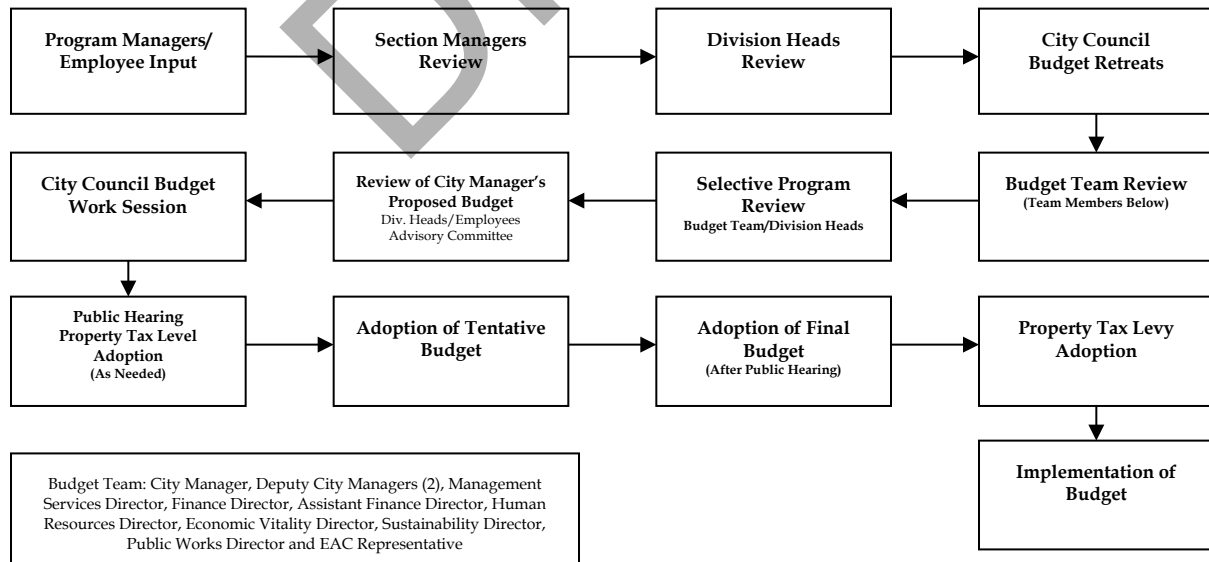
Fund Type	Fund	Division	Section
Governmental	(All Modified Accrual Accounting)		
General	General *	City Manager	City Manager
		Human Resources	Human Resources
		Risk Management	Risk Management
		Information Technology	Information Technology
		City Attorney	Legal
		Municipal Court	Municipal Court
		City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

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

* Major Funds based on the FY 2021-2022 CAFR

Process

Budget Process Flowchart:



Presentation:

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

Budget Calendar

October 28	Budget Team Retreat
November 28	Budget Module Available
January 10	Final Budget System Input
January 20	Council Budget Retreat
February 2-3	Council Budget Retreat
February 21 to March 10	Review with Division Directors and the Budget Team
April 7	Capital Improvement Retreat
April 27 - 28	Council Study Sessions Proposed Budget Available to Public
June 6	Tentative Budget Hearing (Public) and Tentative Budget Adoption
June 20	Final Budget Hearing and Final Budget Adoption
June 20	Property Tax Levy (1st Reading)
July 3	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 20, 2023. 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 (\$406,457,017). Certain exclusions are allowed by the state [e.g., bond proceeds, debt service, grants] in computing the Expenditure Limitation (\$231,868,073) 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

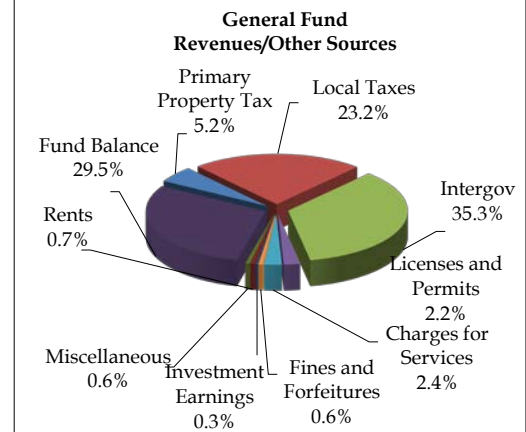
The General Fund includes all City operations, except enterprise activities which are to be self-sustaining, e.g., Water Services, Solid Waste, Sustainability and Environmental Management, Airport, Flagstaff Housing Authority, and activities funded from a special revenue source dedicated to that activity. 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 2023-2024 are \$136.7 million including the estimated beginning fund balance of \$40.2 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.

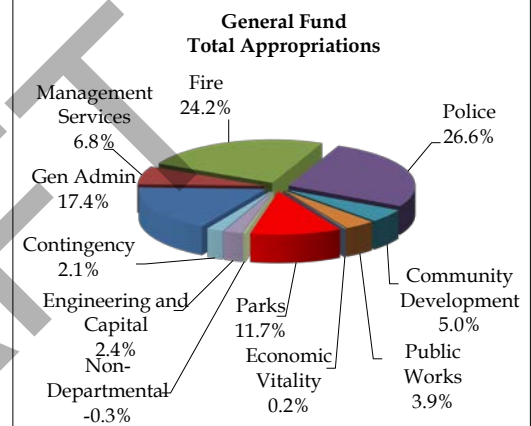
General Fund revenue/other sources compared to the year-end estimates are expected to decrease by 18.4%. Overall revenues continue to grow at a slow to moderate pace. Fund balance has decreased compared to FY 2022-2023 due to the completion of several projects and one-time expenditures anticipated in FY 2023-2024.

General Fund total appropriations compared to year-end estimates have decreased by 21.2%. 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 \$14.8 million at the end of FY 2023-2024. The financial position of the General Fund remains balanced.

Revenues/Other Sources	Estimated 2022-2023	Budget 2023-2024
Primary Property Tax	\$ 7,066,000	7,116,000
Local Taxes	32,373,000	31,729,500
Intergovernmental (Grants)	20,213,319	12,838,587
Intergovernmental (Other)	31,374,169	35,443,300
Licenses and Permits	3,927,380	3,049,885
Charges for Services	2,450,530	3,310,730
Fines and Forfeitures	789,530	795,005
Rents	1,654,569	994,825
Investment Earnings	425,984	403,758
Miscellaneous	958,394	824,693
Fund Balance, Net of Transfers	66,306,733	40,241,088
	<u>\$ 167,539,608</u>	<u>136,747,371</u>



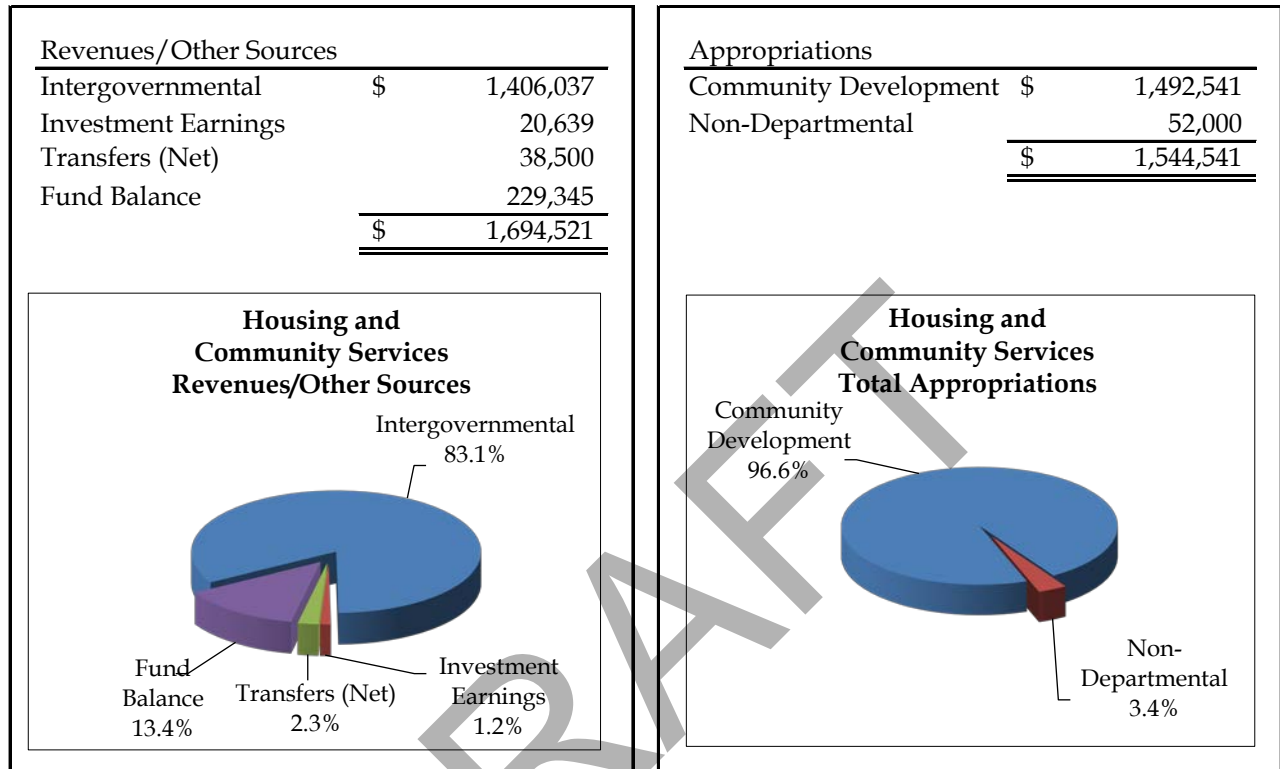
Appropriations	Estimated 2022-2023	Budget 2023-2024
General Administration	\$ 32,676,034	16,556,618
Management Services	5,684,459	6,436,524
Fire	23,479,846	23,065,347
Police	24,025,033	25,350,165
Community Development	5,019,306	4,722,650
Public Works	5,175,721	3,715,010
Economic Vitality	258,918	184,531
Non-Departmental	8,224,262	(254,761)
Engineering and Capital Improvements	2,124,281	2,274,865
Parks, Recreation, Open Space	11,083,668	11,101,540
Contingency	2,928,060	1,989,000
	<u>\$ 120,679,588</u>	<u>95,141,489</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 \$1.5 million appropriated to this activity for FY 2023-2024. Expenditures in this fund include \$780,000 in State Housing grants and \$626,037 in CDBG grants.



COVID Relief Fund

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

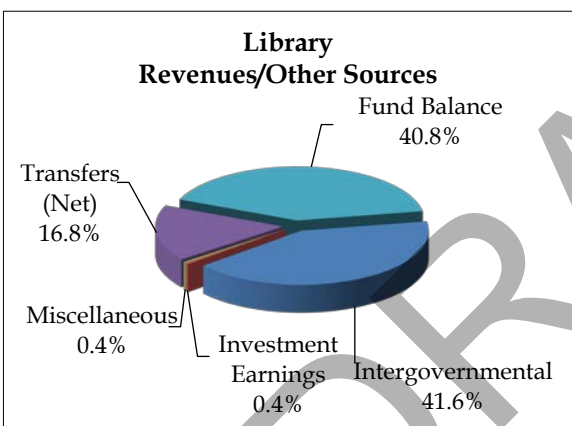
Library Fund

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

Approximately \$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 \$1.6 million of funding is a transfer from the General Fund, and \$66,500 from the Tourism Fund, to further support the Flagstaff libraries.

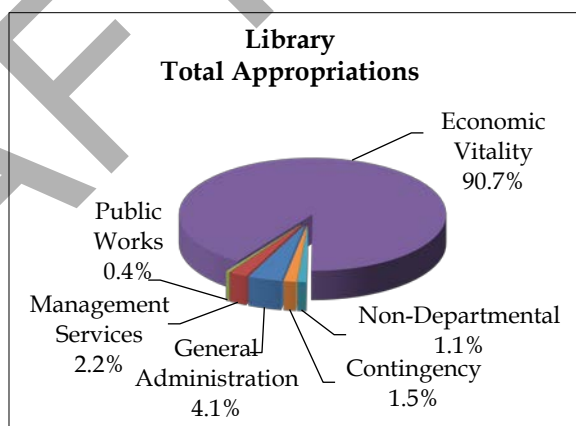
Revenues/Other Sources

Intergovernmental	\$	4,156,723
Investment Earnings		39,926
Miscellaneous		41,000
Transfers (Net)		1,662,813
Fund Balance		4,080,066
	\$	<u>9,980,528</u>



Appropriations

General Administration	\$	287,533
Management Services		155,107
Public Works		29,614
Economic Vitality		6,322,354
Non-Departmental		75,859
Contingency		100,000
	\$	<u>6,970,467</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.

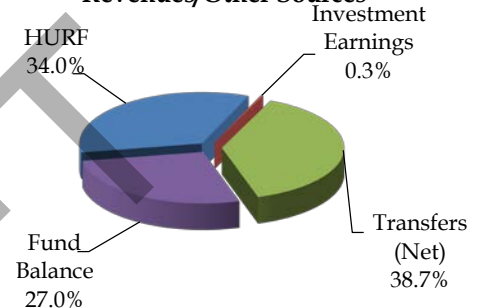
HURF revenues have seen steady growth in prior years however during the prior year HURF revenue remained flat due mostly to higher gas prices during the first half of the year. For FY 2023-2024 revenue is expected to decrease and then in future years revenues are expected to steadily increase.

Appropriations total approximately \$21.0 million in FY 2023-2024 which includes streets operation as well as the annual pavement maintenance program, sidewalk program and other street related projects.

Revenues/Other Sources

HURF	\$ 9,212,000
Investment Earnings	73,000
Transfers (Net)	10,487,000
Fund Balance	7,306,745
	<u>\$ 27,078,745</u>

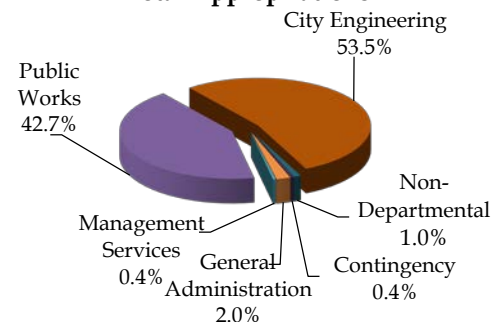
Highway User Revenue Fund Revenues/Other Sources



Appropriations

General Administration	\$ 419,339
Management Services	82,681
Public Works	8,941,804
City Engineering	11,216,699
Non-Departmental	207,830
Contingency	100,000
	<u>\$ 20,968,353</u>

Highway User Revenue Fund Total Appropriations

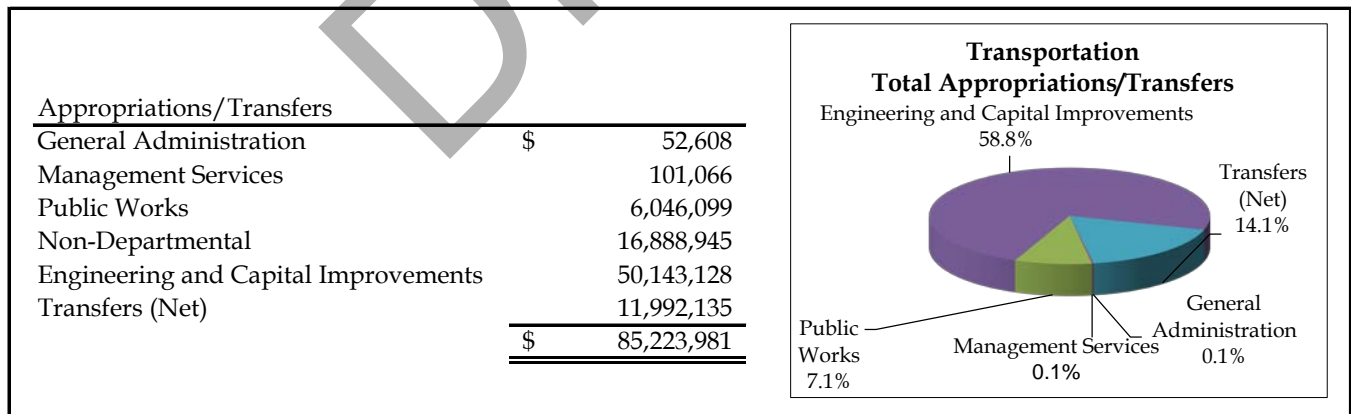
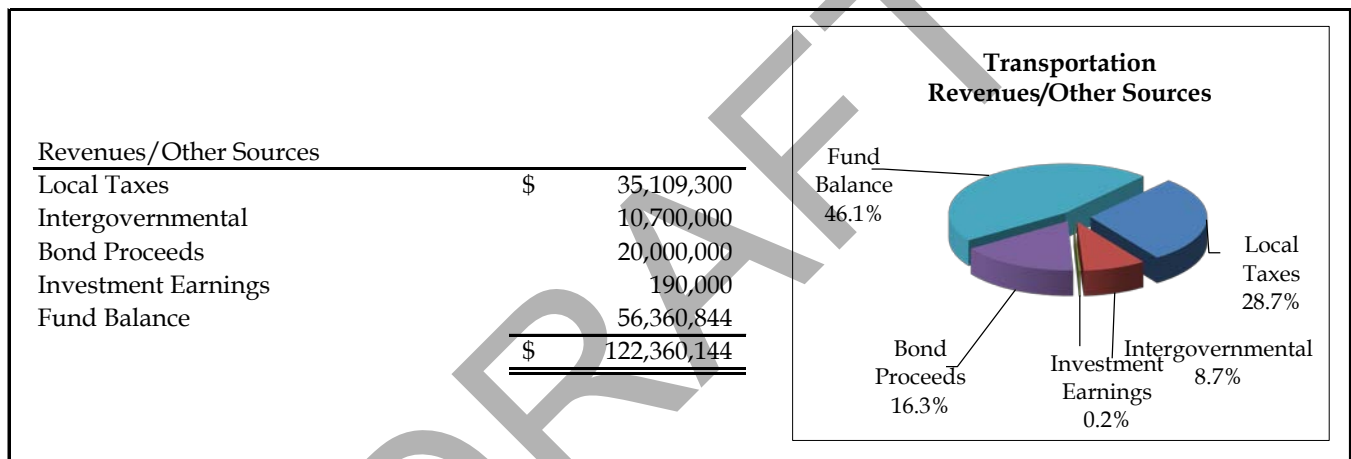


Transportation Fund

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 2023-2024 Revenues
Transit Service Enhancements	FY 2015-2016	FY 2029-2030	0.295	\$ 8,085,300
Road Repair and Street Safety	FY 2014-2015	FY 2034-2035	0.330	9,044,500
Lone Tree Overpass	FY 2018-2019	FY 2038-2039	0.230	6,303,800
Roadway, Pedestrian, Bicycle and Safety	FY 2018-2019	FY 2039-2040	0.426	11,675,700
Total			1.281	\$ 35,109,300

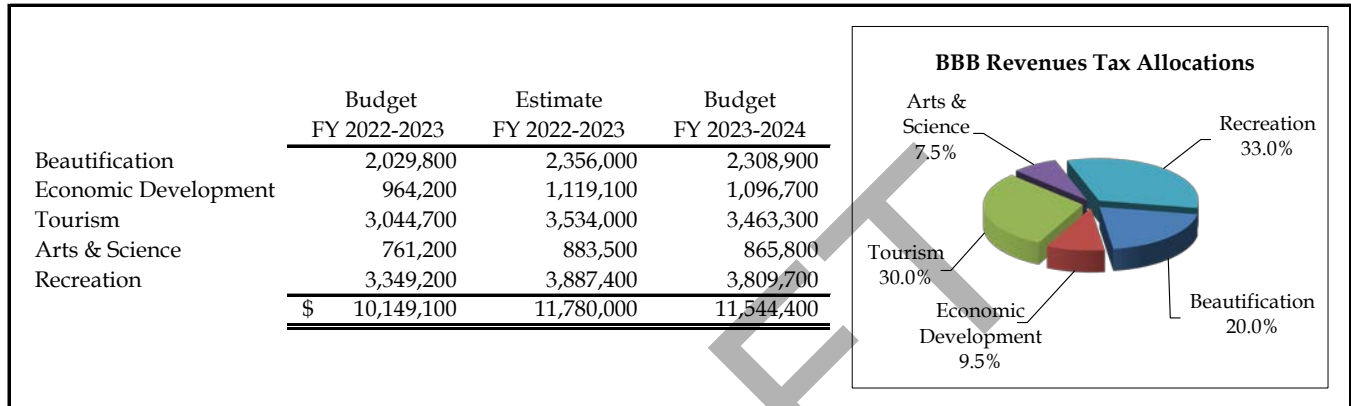
Appropriations total \$73.2 million in FY 2023-2024. Appropriations include \$9.2 million for transit operations and capital projects, \$7.7 million for debt service, \$6.0 million for road repair and street safety projects, \$29.3 million for Lone Tree overpass and \$20.8 million for roadway, pedestrian, bicycle, and safety improvements.



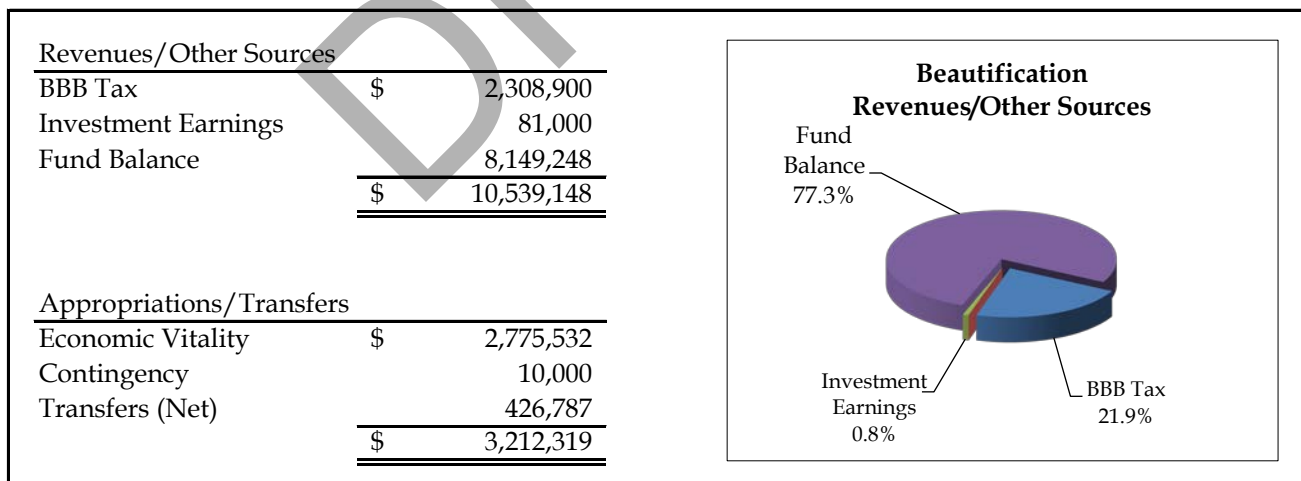
Bed, Board and Beverage (BBB) Fund

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 2023-2024 is projected to increase over FY 2022-2023 budget. 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.

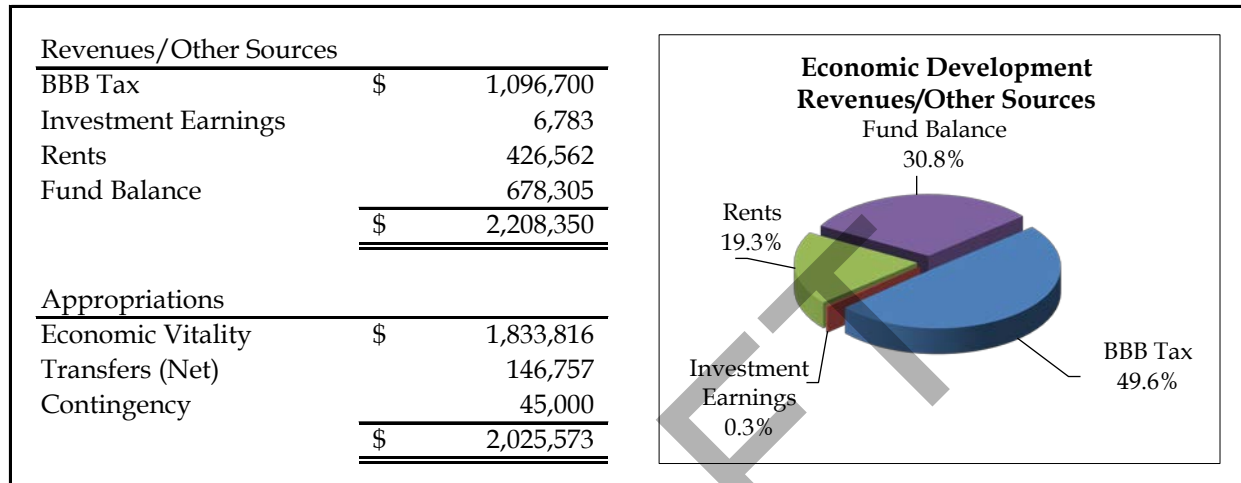


Beautification Fund: Total resources available for the Beautification Fund activities amount to \$10.5 million. Expenditures from this fund are primarily for beautification operations and capital improvements in streetscape projects. Some of the major projects include the Switzer Canyon Roundabout, Lone Tree Overpass, and the Phoenix Parking Plaza (Parking Hub). A full project listing is available in the CIP section. The \$426,787 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.

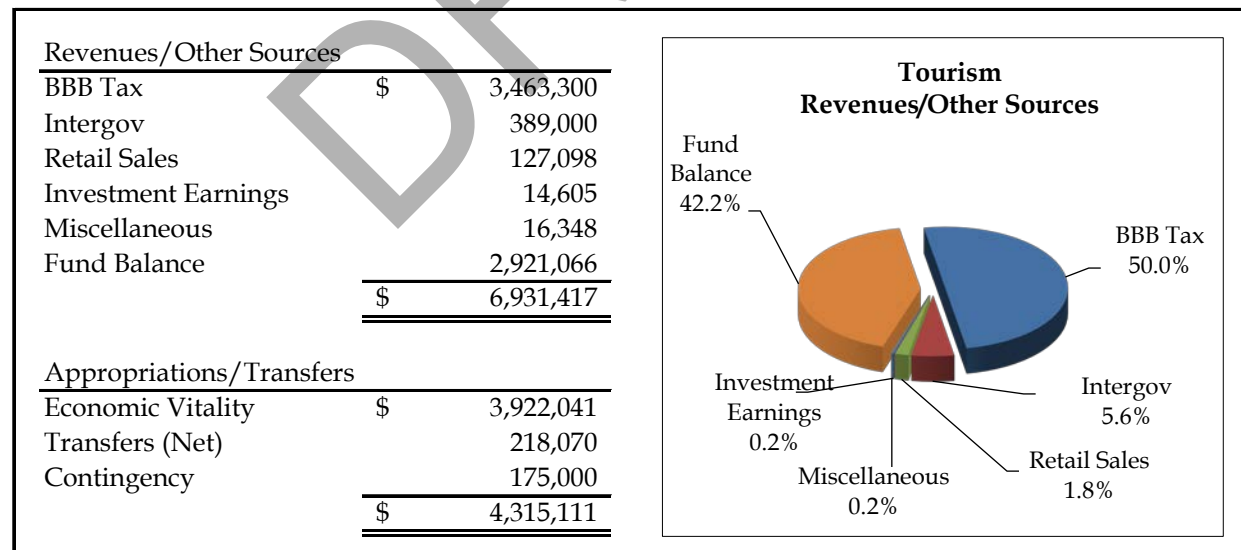


Economic Development Fund: This fund focuses on business retention and attraction as well as workforce development. In addition, the City funds the Business Incubation Program and the Innovation Mesa Business Accelerator program, structured to allow university professors and local entrepreneurs to work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

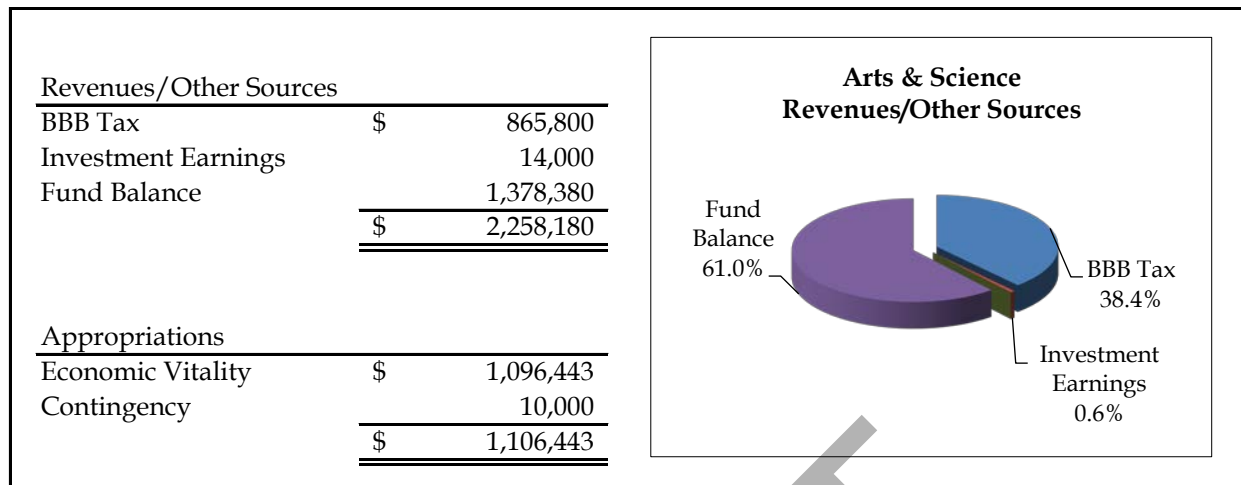
The City will continue to seek targeted industries to relocate to the community. Those industries will be complementary to existing businesses or will be supportive of community goals. Total revenues and other sources available are approximately \$2.2 million, of which 1,096,700 is from the BBB dedicated tax for economic development, lease revenue of 426,562 and fund balance of 678,305.



Tourism Fund: Total resources available in FY 2023-2024 are approximately \$7 million, of which an estimated \$3.46 million is from the BBB tax. The total appropriations are approximately \$4.3 million, which includes \$3.0 million for Tourism. Tourism includes General Administration, Marketing, Sales, Public Relations, and the Film Office. The Visitors Center programs account for \$540,128 of the total. The Visitor Center programs include the Visitor Center (including the gift shop) and Train Station Operations.

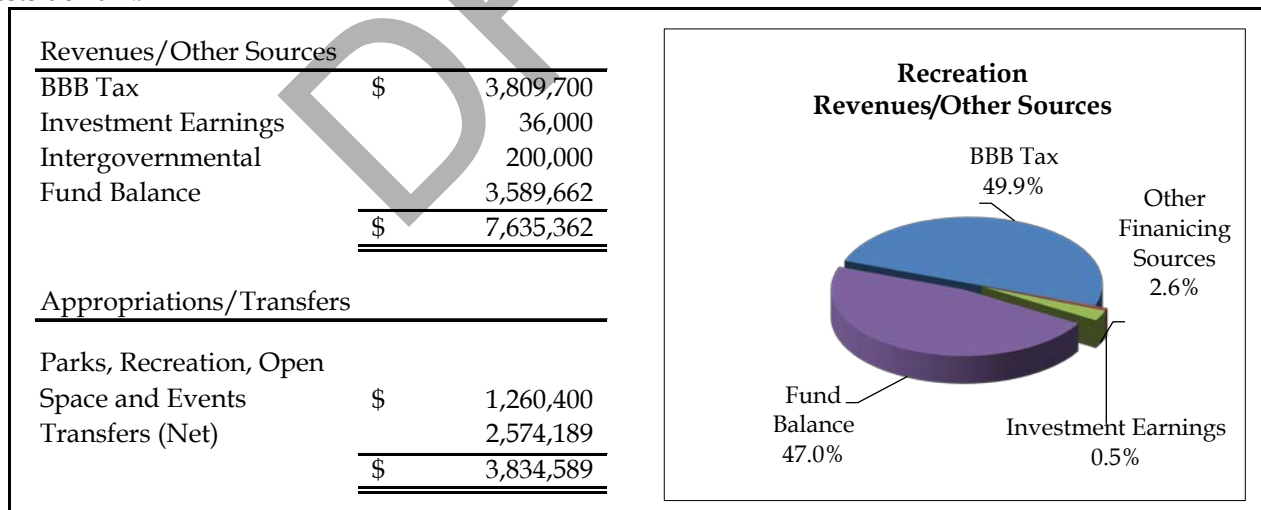


Arts and Science Fund: Total revenues and other sources available for Arts and Science activities are approximately \$2.3 million, including estimated revenues from the BBB tax of \$865,800. Expenditures include public art for \$220,000 and service partner contracts for \$742,590.



Recreation Fund: Total resources available for recreation activities are approximately \$7.6 million, including estimated revenues from the BBB tax of \$3.8 million.

There are total appropriations in the amount of approximately \$3.8 million in FY 2023-2024 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 2023-2024, City has directed \$954,844 to fund recreational programming and \$1.6 million to fund FUTS maintenance, recreation fields operation and maintenance. These are funded via a transfer to the General Fund. Additionally, operational and capital improvement project money has been allocated \$200,000 for deferred maintenance, \$150,000 for play structure replacement, \$250,000 for Heritage Square restrooms, \$300,000 for Ponderosa Park reconstruction and \$350,000 for Westside Park.



Parking District Fund

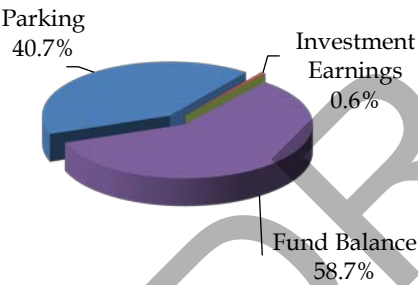
The Parking District Fund was created in FY 2016-2017. City Ordinance 2016-05 was approved by City Council and created a special revenue fund for revenue generated by the implementation of the Comprehensive Parking Management Program. Of the revenue generated in this fund, 20% is reserved for acquisition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

The revenue and other sources for FY 2023-2024 include \$1.25 million in parking revenues. Total appropriations for the fund are approximately \$2.2 million which includes \$2.1 million for parking operations and capital and a contingency for \$30,000.

Revenues/Other Sources

Parking	\$	1,250,175
Investment Earnings		18,000
Fund Balance		1,799,060
	\$	<u>3,067,235</u>

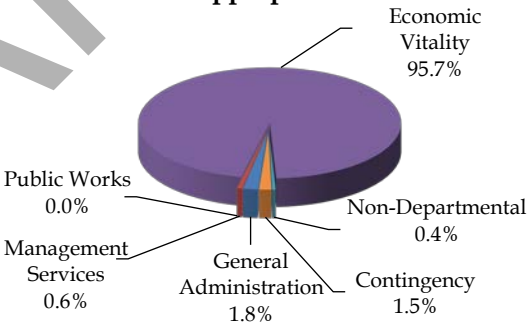
**Parking District
Revenues/Other Sources**



Appropriations

General Administration	\$	40,227
Management Services		13,873
Public Works		428
Economic Vitality		2,122,836
Non-Departmental		8,587
Contingency		30,000
	\$	<u>2,215,951</u>

**Parking District
Total Appropriations**



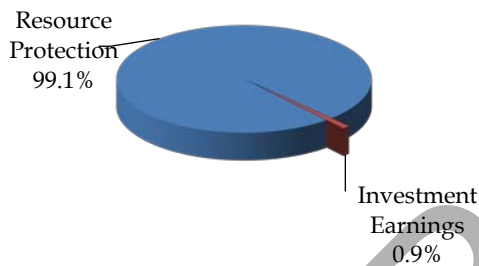
Water Resource & Infrastructure Protection Fund

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 2023-2024 includes \$1.3 million in Water Resource Protection Fees. Total appropriations for the fund are approximately \$1.1 million which is for operations of this program.

Revenues/Other Sources

Resource Protection	\$	1,290,154
Investment Earnings		12,000
Fund Balance		1,151,900
	\$	<u>2,454,054</u>

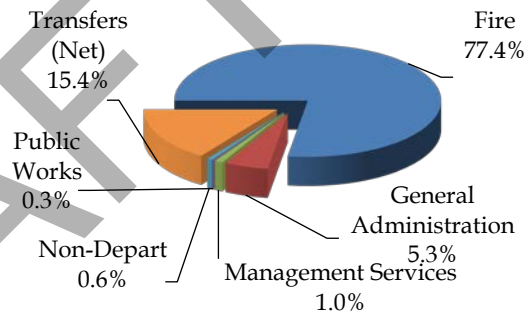
Water Resource & Infrastructure Revenues/Other Sources



Appropriations/Transfers

Fire	\$	873,122
General Administration		59,725
Management Services	\$	11,219
Public Works	\$	3,288
Non-Depart	\$	6,710
Transfers (Net)		174,134
	\$	<u>1,128,198</u>

Water Resource & Infrastructure Total Appropriations/Transfers



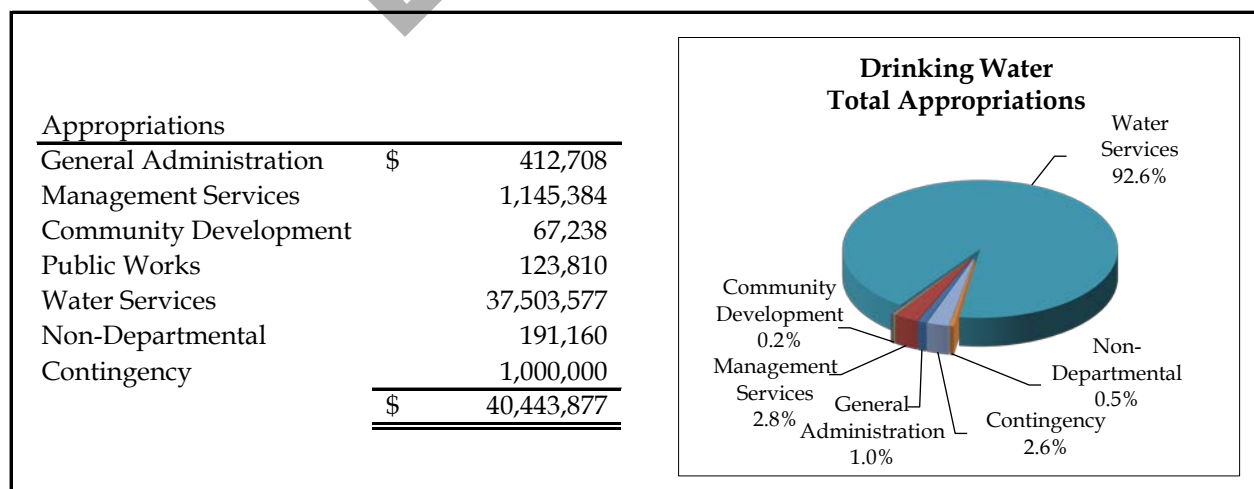
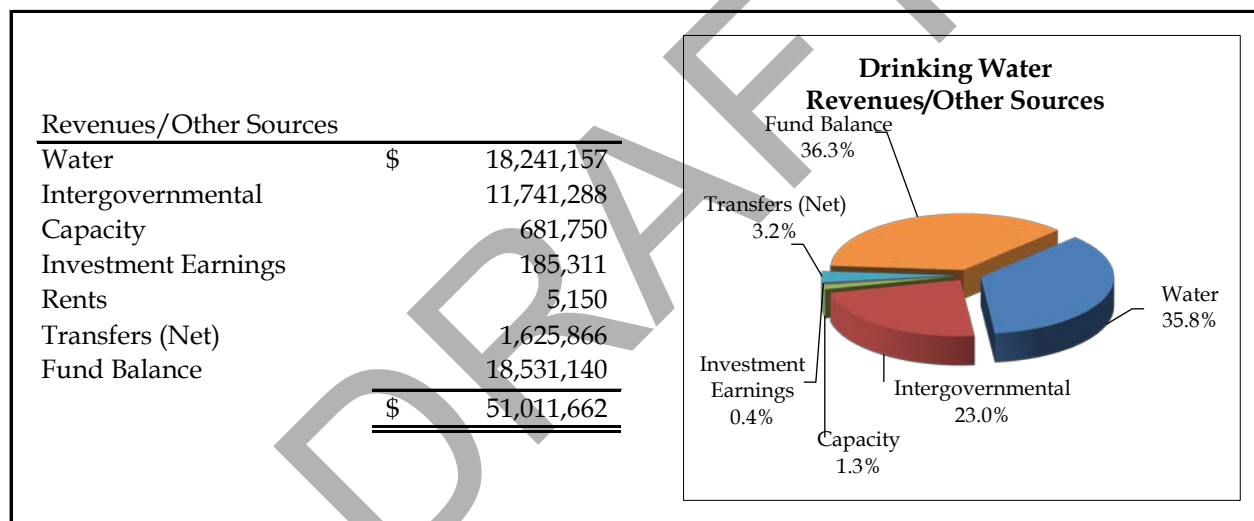
Enterprise Funds

Water Services Funds

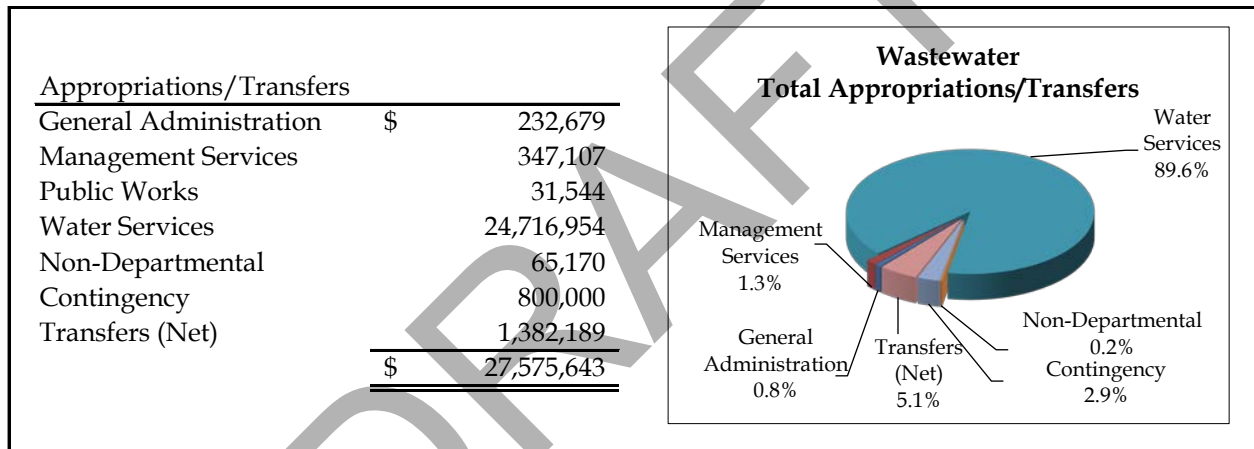
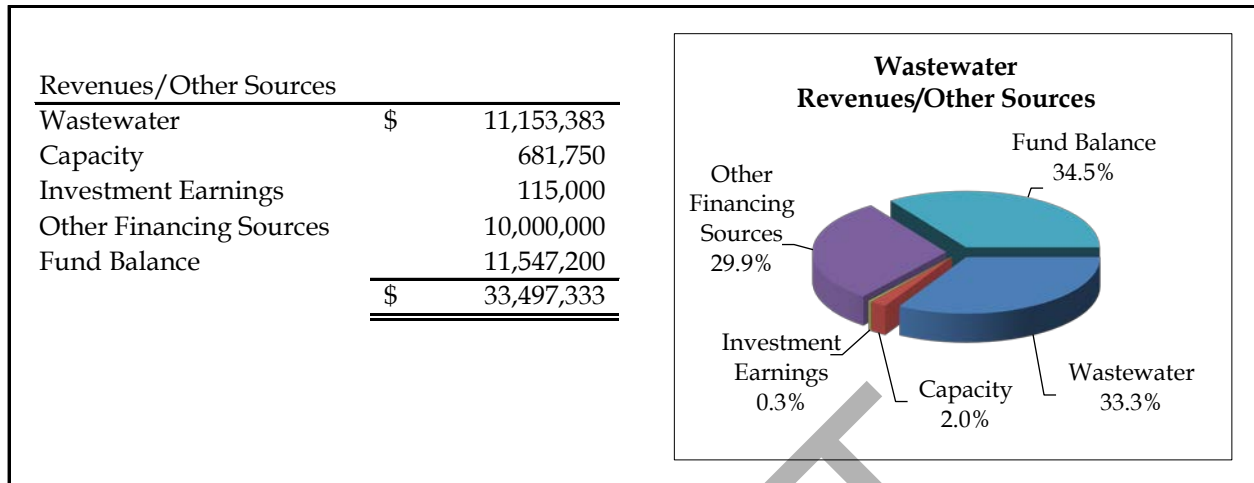
Water Services includes Drinking Water, Wastewater, Reclaimed Water, and Stormwater Funds. These Enterprise funds are operated as self-sustaining operations with user fees and charges based on a "cost-of-service" methodology. The rate model determines the minimum revenue requirements needed to support operations including operating and maintenance costs; capital improvements considered routine in nature; principal 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 rate increase effective April 1, 2023, with scheduled increases of 12% annually through FY2027-2028. Water Services is currently in the early stages of a new rate model update for drinking water, wastewater, and reclaimed water

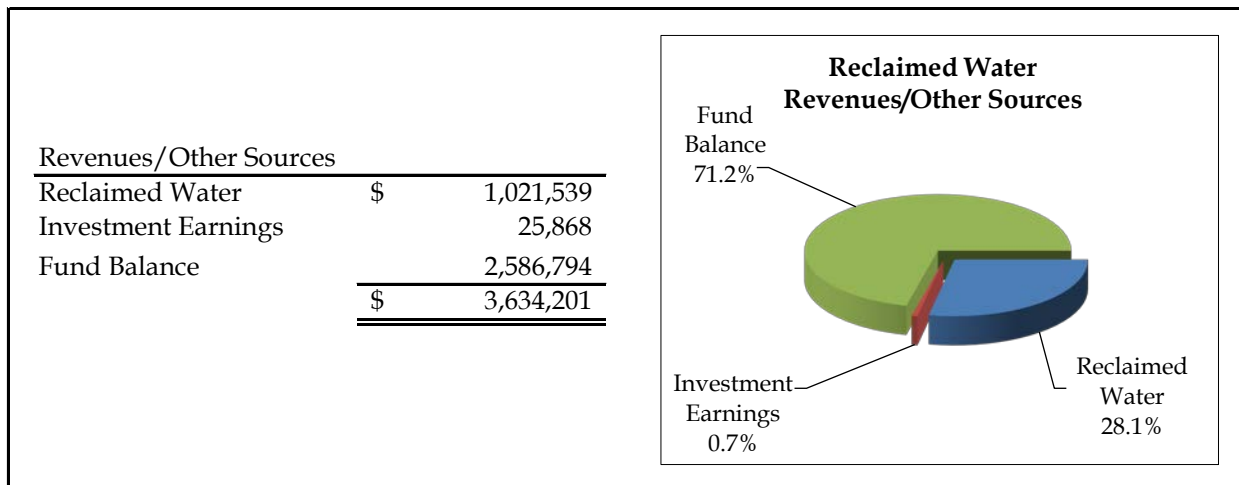
Drinking Water: Total appropriations relating to direct costs for the water operations are approximately \$40.4 million. Water fees are the major source of revenue supporting water operations. Revenue estimates total approximately \$18.2 million for water sales.



Wastewater: Total appropriations and transfers relating to the direct costs for the wastewater operations are approximately \$27.6 million. Wastewater (sewer) fees are the major source of revenue supporting wastewater operations. Revenue estimates total approximately \$11.1 million in wastewater charges.



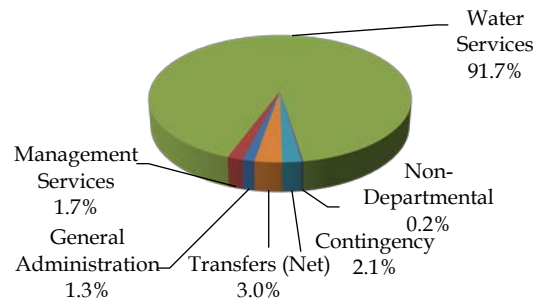
Reclaimed Water: Total appropriations and transfers related to the direct cost for the reclaimed water operations are \$2.4 million. Reclaimed water usage fees are the major source of revenue supporting these operations. Revenue estimates total \$1.0 million in reclaimed water charges.



Appropriations/Transfers

General Administration	\$	31,658
Management Services		41,417
Water Services		2,223,241
Non-Departmental		5,325
Contingency		50,000
Transfers (Net)		73,941
	\$	<u>2,425,582</u>

Reclaimed Water Total Appropriations/Transfers



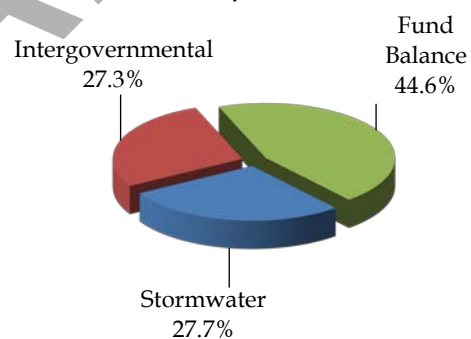
Stormwater: The Stormwater Fund was initiated as a response to enhanced National Pollutant Discharge Elimination System (NPDES) Stormwater requirements affecting all communities with populations greater than 50,000 as of March 2003. The City of Flagstaff worked with consultants to design a program that 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 \$19.4 million for FY 2023-2024. Total appropriations of \$16.2 million include general drainage maintenance, pre-season flood mitigation, Schultz Creek at 180 capital improvement project and stabilization maintenance, spot improvements, and Spruce Wash Resiliency project.

Revenues/Other Sources

Stormwater	\$	5,372,929
Intergovernmental		5,285,890
Investment Earnings		86,424
Fund Balance		8,642,375
	\$	<u>19,387,618</u>

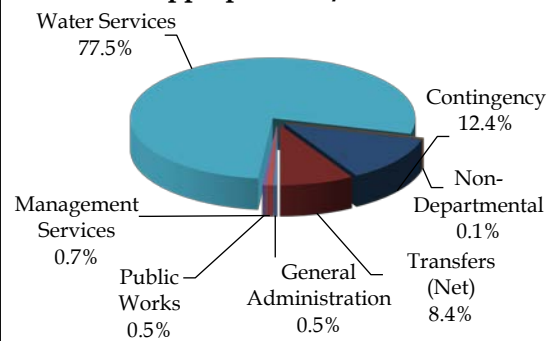
Stormwater Revenues/Other Sources



Appropriations/Transfers

General Administration	\$	73,404
Management Services		113,422
Community Development		2,150
Public Works		75,755
Water Services		12,538,501
Non-Departmental		10,493
Contingency		2,000,000
Transfers (Net)		1,361,532
	\$	<u>16,175,257</u>

Stormwater Total Appropriations/Transfers



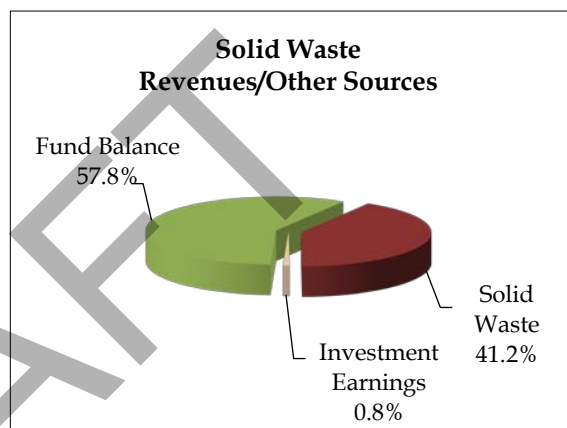
Solid Waste Fund

Total financial sources available are approximately \$35.2 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.

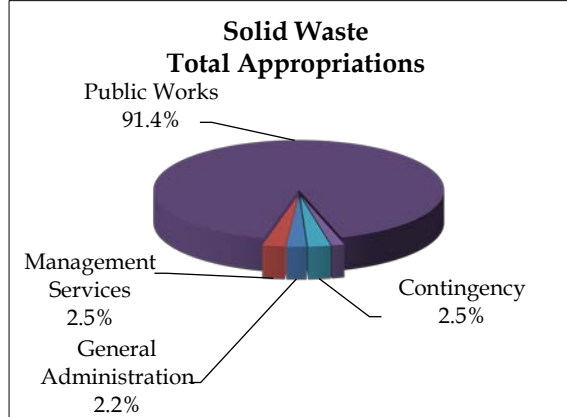
Revenues/Other Sources

Solid Waste	\$	14,546,081
Investment Earnings		294,563
Fund Balance		20,381,987
Transfers (Net)		17,229
	\$	<u>35,239,860</u>



Appropriations

General Administration	\$	431,718
Management Services		489,313
Public Works		17,820,770
Non-Departmental		265,314
Contingency		500,000
	\$	<u>19,507,115</u>

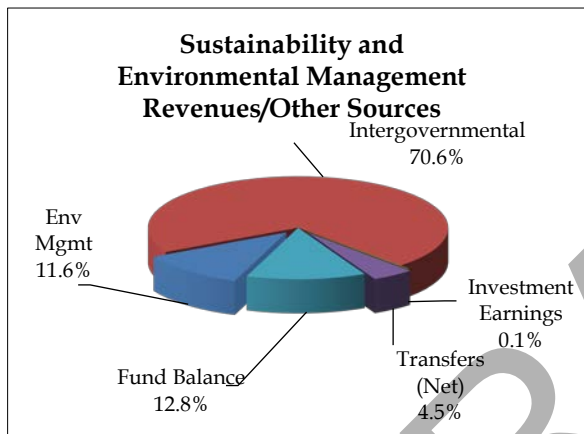


Sustainability and Environmental Management Fund

Total revenues and other sources available are approximately \$10.9 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.

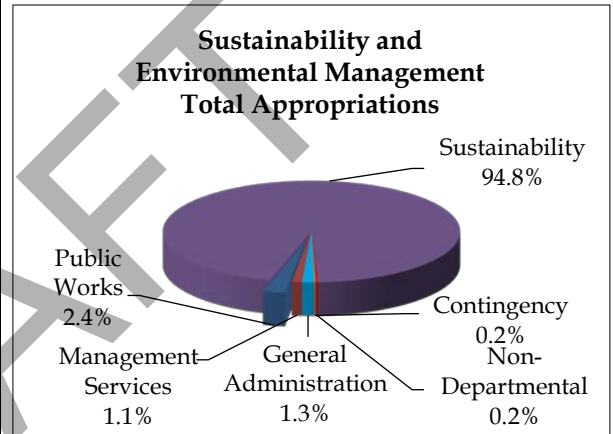
Revenues/Other Sources

Env Mgmt	\$	1,286,587
Intergovernmental		7,733,018
Investment Earnings		14,000
Transfers (Net)		486,173
Fund Balance		1,397,868
	\$	<u>10,917,646</u>



Appropriations

General Administration	\$	130,926
Management Services		109,331
Public Works		236,261
Sustainability		9,488,668
Non-Departmental		15,233
Contingency		30,000
	\$	<u>10,010,419</u>

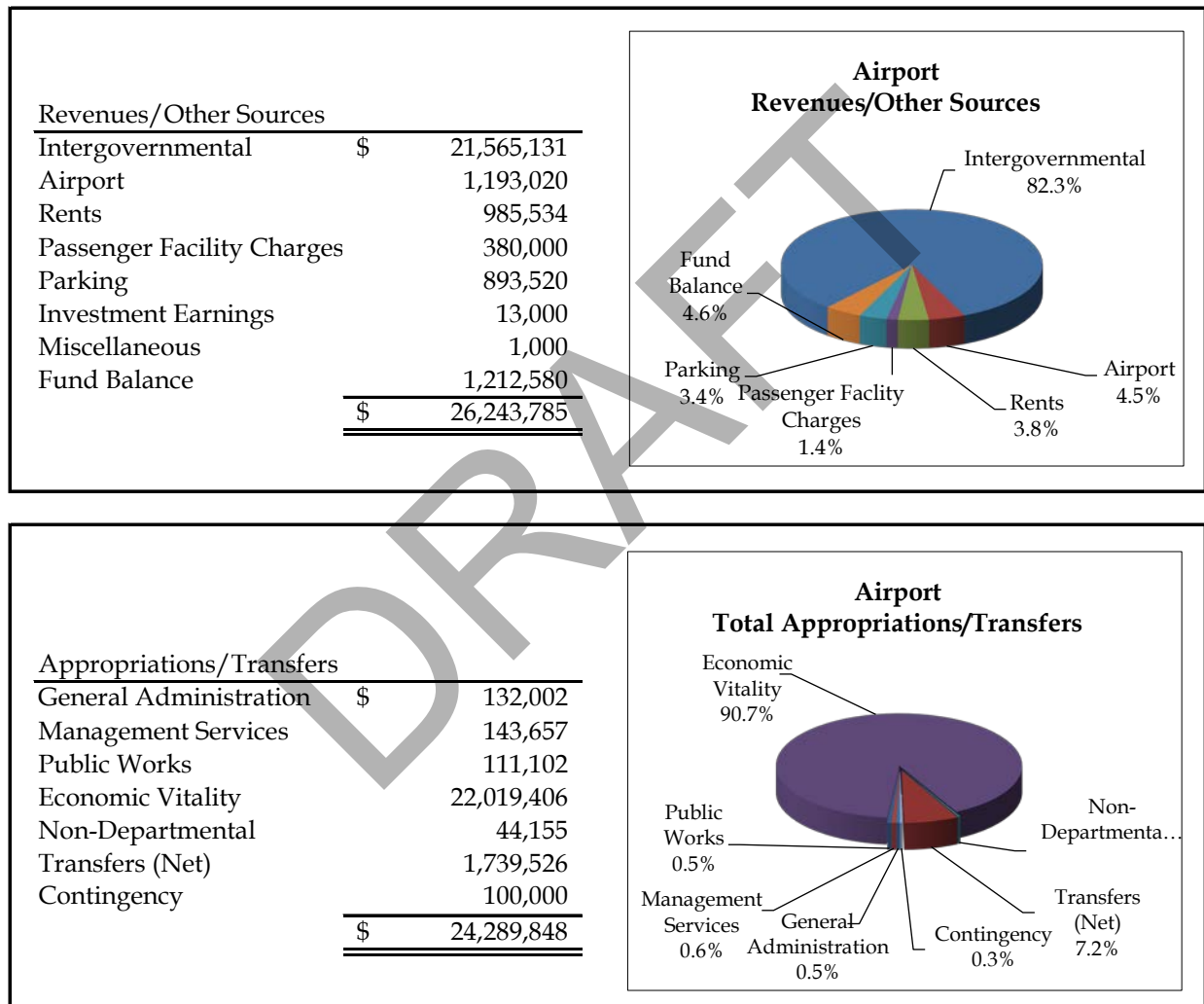


Airport Fund

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 and Dallas/Fort Worth.

Total revenues and other sources available are approximately \$26.2 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.

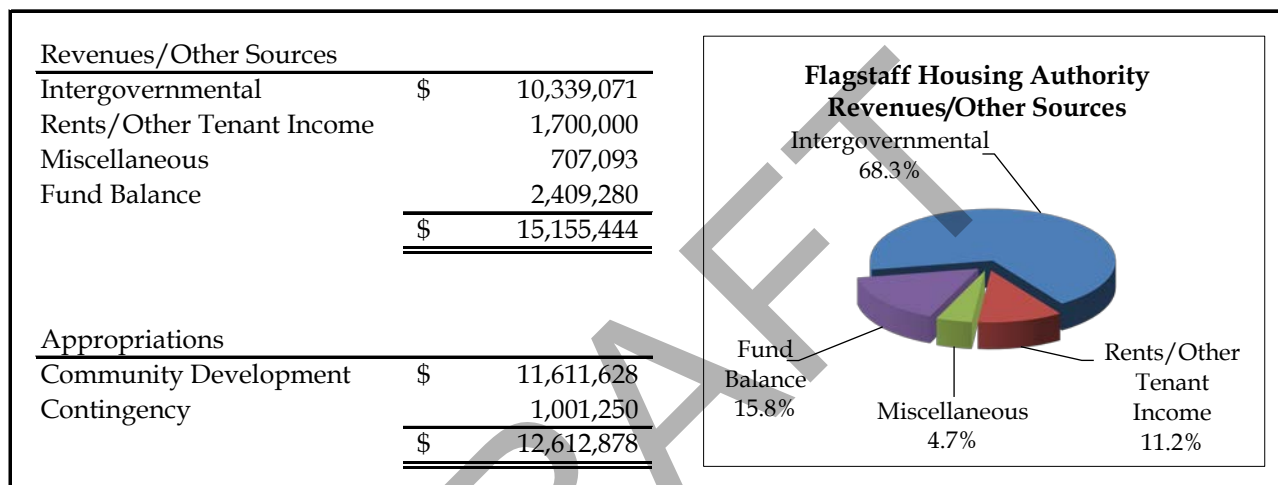
Total appropriations related to the direct cost for the airport operations are approximately \$24.3 million. Airport related fees and the CARES grant are the major source of revenue supporting operations while grant funding opportunities from FAA and ADOT contribute to capital projects and purchases.



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 517 Section 8 Housing Choice Vouchers, which include 342 Regular S8 Vouchers, 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 \$15.2 million. Intergovernmental revenue from the US Department of Housing and Urban Development comprises 68.3% of funding, or \$10.3 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 11% as the City is currently funding several projects or purchases with fund balance and non-recurring revenues. The General Fund will maintain a minimum unrestricted 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 35% 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 26% due to increased personnel costs and county-wide projects.

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 16% due to a new work order system and lower revenue than expected.

Transportation Fund

The Transportation Fund was formed because of voter authorization to increase sales taxes to support transportation related issues. The Transportation fund balance is estimated to decrease 34% in FY 2023-2024 due to the completion of several large 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 2023-2024, the Beautification fund balance decreases by 10% due to 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 decreased by 73% due to slightly lower revenue and higher, overall operating expenditures.

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 10% due to one-time planned expenditures.

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 16% due to planned capital art projects.

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 increased by 6% due to a timing of planned capital expenditures.

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 53% in FY 2023-2024 mainly due to the addition of \$1 million in capital as a placeholder for land or property acquisition.

Water Resource & Infrastructure Protection

This fund was established to account for the collection of the Water Resource Protection Fee and tracking of expenditures related to the Wildland Fire Management program. The Water Resource and Infrastructure Protection fund balance is estimated to increase by 15% due to a reduction in capital and a decrease in operating expenditures.

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 payment of debt service related to voter authorized General Obligation bonds. The five-year projection uses the current assessed valuation figures from the County to estimate property taxes that will be available for debt service expenditures. The projection assumes additional voter authorization will be issued in the future within the existing tax rate. This allows the City to smooth long-term secondary property tax rates, so a level tax rate is maintained from year-to-year. The Secondary Property Tax fund balance increased by 40% as the City debt service requirements increased.

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 increased by 4% as contributions are continuing to be 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, in November 2016 one additional project was approved by the voters. In November 2022, two propositions were 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 43% in FY 2023-2024 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 49% in FY 2023-2024 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 54% in FY 2023-2024 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 63% in FY 2023-2024 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 23% 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 35% decrease for FY 2023-2024 due to planned one-time expenditures.

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 an increase of 61% in FY 2023-2024 due to the CARES and ARPA grants funding airport operation to help build fund balance.

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 2023-2024, the City anticipates the FHA fund balance to increase by 6%.

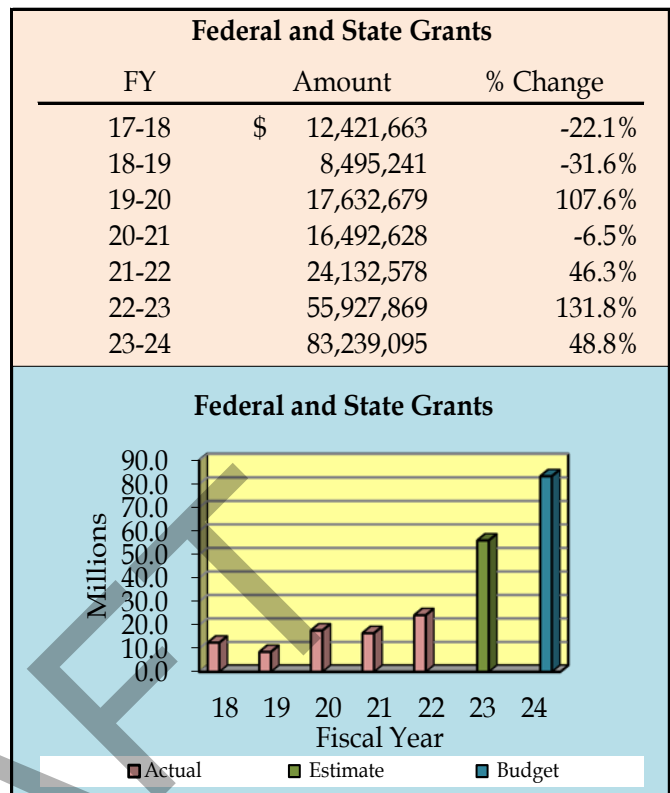
Revenues

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 2023-2024 include public safety; housing and community services; street, transportation, and trails improvements; wildfire remediation projects; stormwater management projects; climate action; 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 and in FY 2021-2022, the City received \$15.2 million in American Rescue Plan Act funding.



General Fund

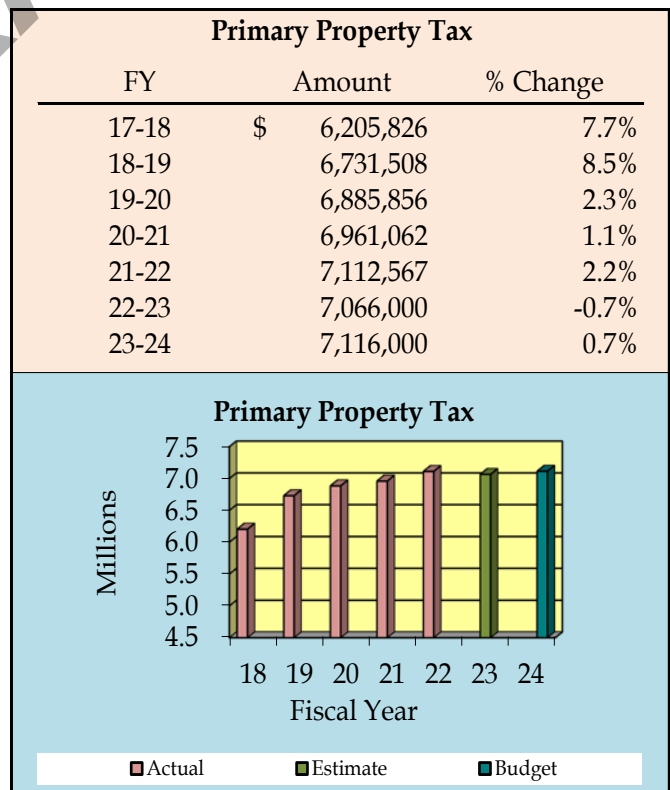
Property Tax Receipts Current, Primary

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

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

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. 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%. FY 2020-2021 through 2023-2024 have a flat levy.

Primary property taxes generally change on an annual basis for new construction added to the tax rolls and reassessment of existing property. New construction added \$3.8 million dollars to the assessed valuation and existing primary property tax values increased by 4.8%.



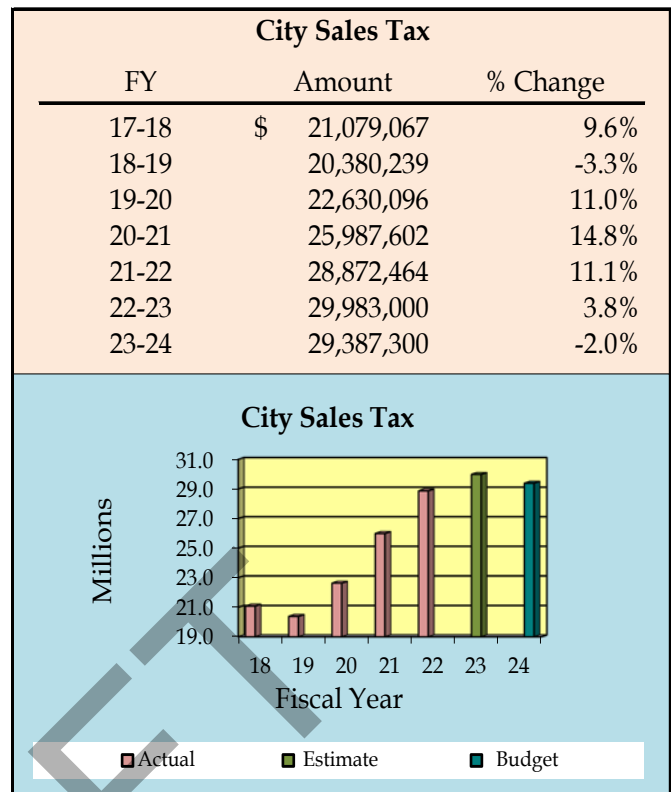
City Sales Tax (Transaction Privilege Tax)

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

Tax currently sunsets June 2035.

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.

In FY 2018-2019, the City experienced a small decline in revenue, however, sales tax revenues rebounded in FY 2019-2020. FY 2020-2021 and FY2021-2022 saw significant growth due to quick recovery from COVID-19 Pandemic and significant inflation with moderate projected increases in revenues in FY 2022-2023 and minor decline in FY 2023-2024 is projected for a potential recession.

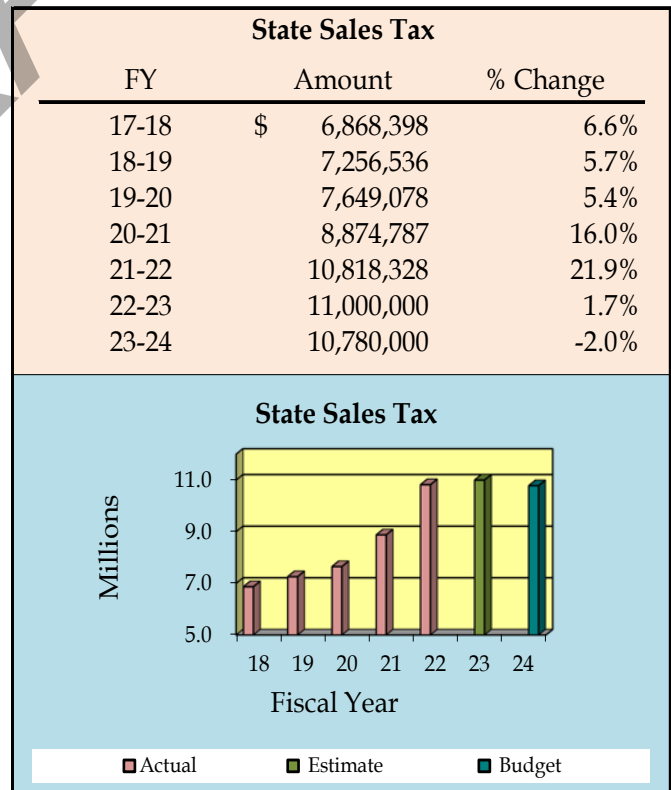


State Sales Tax

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. FY 2020-2021 and FY 2021-2022 saw significant growth due to quick recovery from COVID-19 Pandemic and significant inflation with minor projected increases in revenues in FY 2022-2023. FY 2023-2024 is estimated to decline slightly due to a potential recession.



State Income Tax (Revenue Sharing)

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

Description: Arizona cities share in 15% 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 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. Beginning in FY 2023-2024, the fund consists of an amount equal to eighteen percent of the net proceeds of the state income taxes for the fiscal year two years preceding the current fiscal year. 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 decrease in FY 2021-2022 is due to the COVID-19 pandemic and a time extension for income tax returns. Revenues rebounded in FY 2022-2023 following the pandemic. FY 2023-2024 projected revenue increase is due to an increase in the city share of state income taxes from 15% to 18%.

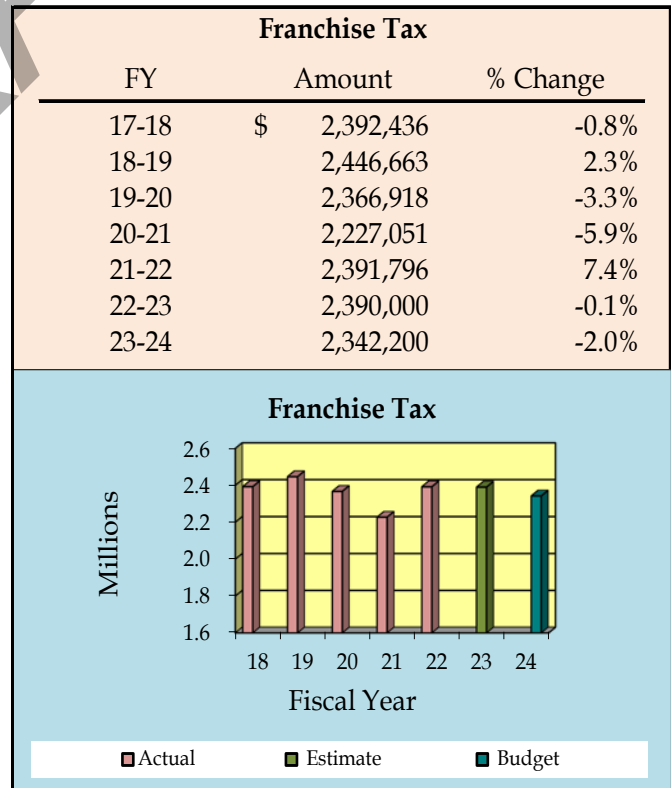
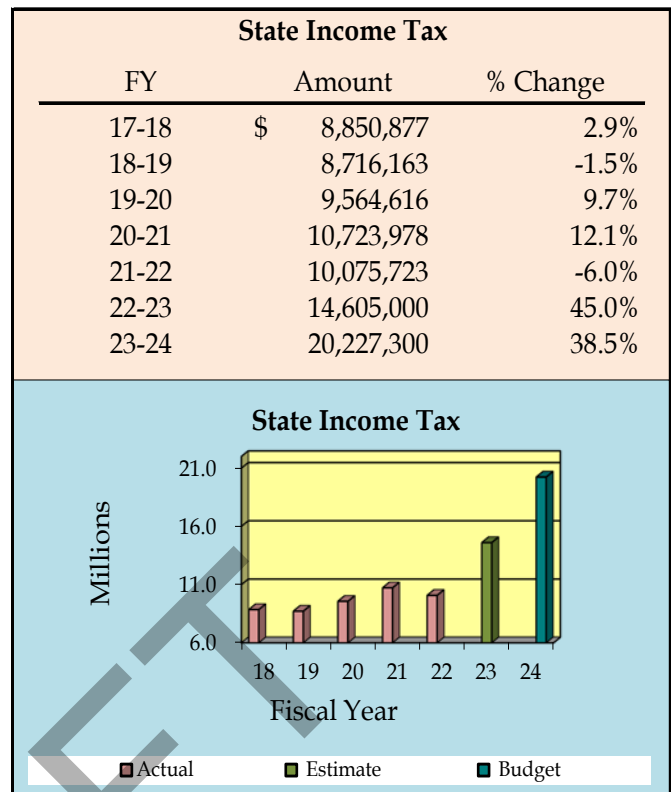
Franchise Tax

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. FY 2019-2020 is down due to declines in the electric portion of the franchise tax. The decline in FY 2020-2021 is due to the COVID-19 pandemic with less businesses being open and operating at lower capacities. The revenue rebound in FY 2021-2022, and we expect minor declines in FY 2022-2023 and FY 2023-2024 due to a potential recession.

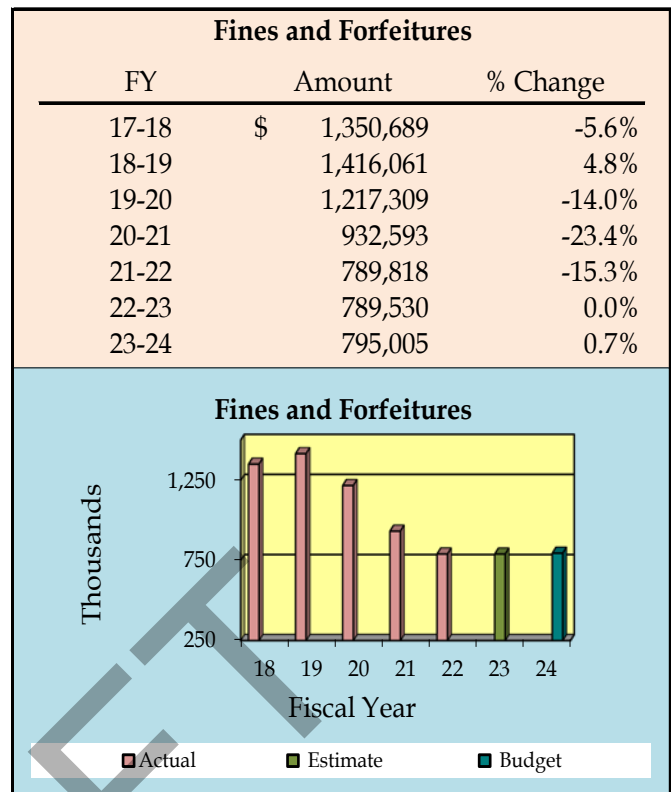


Fines and Forfeitures

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 2019-2020 and FY 2020-21 was due to the inability to adjudicate in-person cases because of the COVID-19 pandemic. This revenue has not recovered, and we do not expect them to recover in FY2022-2023 and FY2023-2024 as how and when fines are assessed has shifted.

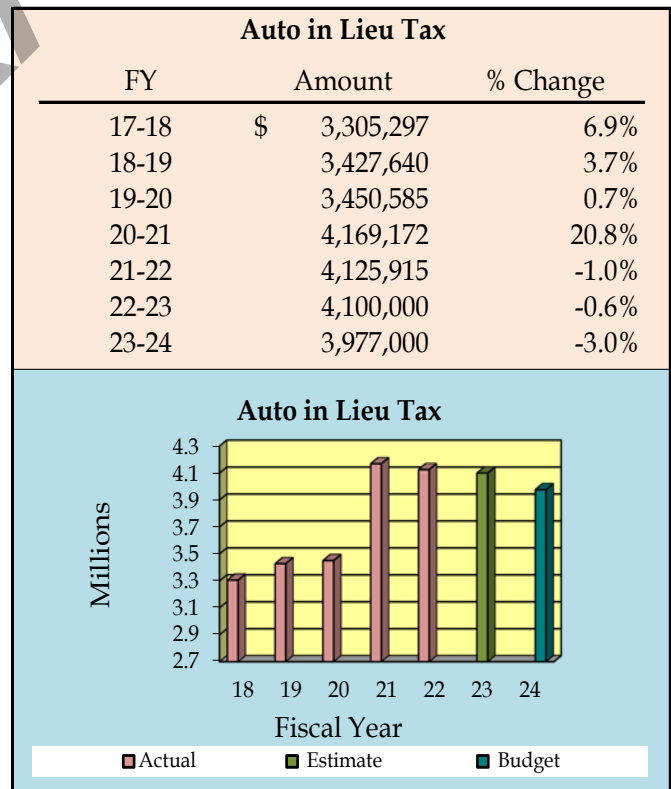


Auto in Lieu Tax

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 from FY 2017-2018 to FY 2020-2021. We are experienced and anticipating relatively flat revenue the last two years followed by a 3% decline in FY 2023-2024.



Special Revenue Funds

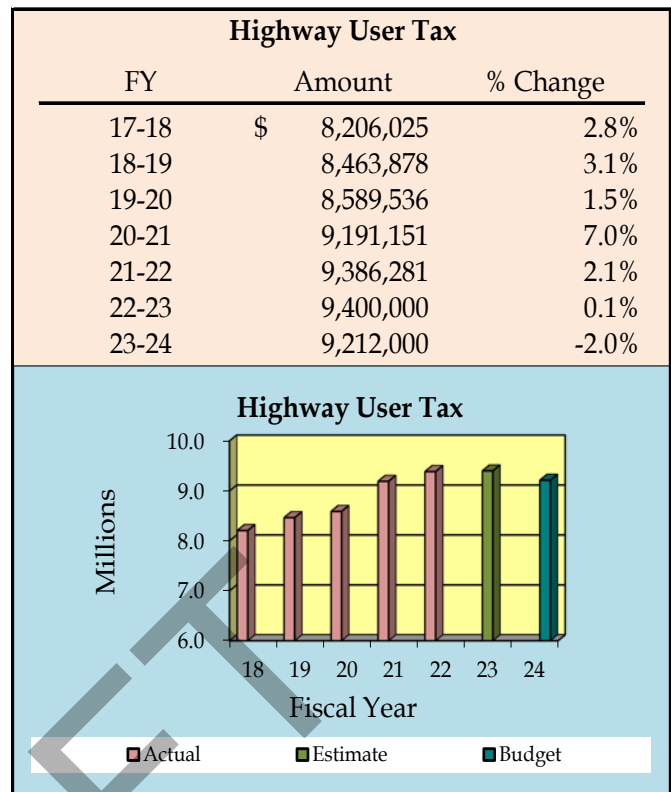
Highway User Revenue Fund

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 2017-2018. During FY 2022-2023 HURF revenue remained flat due to higher gas prices during the first half of the year driving down demand.



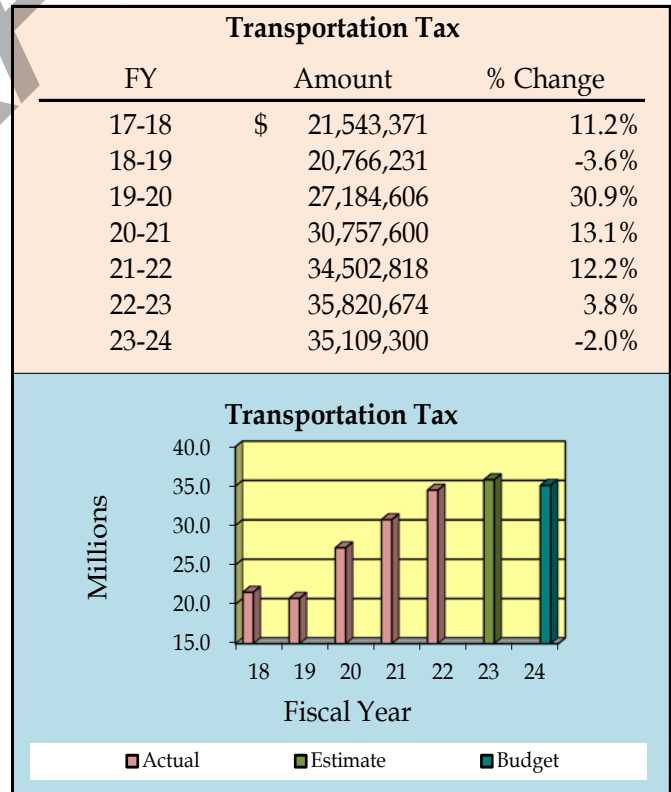
Transportation Tax

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 a slight decline FY 2023-2024 due to possible recession.

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.

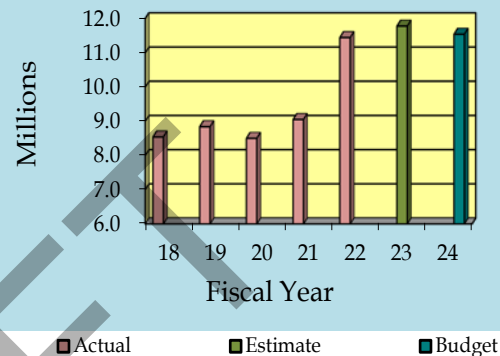
Description: An additional city sales tax of 2% is charged on the services of hotels, restaurants, and bars. The City has designated these revenues for the purposes of enhancing beautification, tourism, economic development, recreation, and arts and sciences.

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. Post-Covid recovery and high inflation has contributed to significant growth in FY2021-2022. Post-Covid revenue are projected to continue to stay relatively flat.

Bed, Board and Beverage Tax

FY	Amount	% Change
17-18	\$ 8,541,876	9.7%
18-19	8,841,120	3.5%
19-20	8,500,702	-3.9%
20-21	9,051,526	6.5%
21-22	11,446,072	26.5%
22-23	11,780,000	2.9%
23-24	11,544,400	-2.0%

Bed, Board and Beverage Tax



Enterprise Funds

Drinking Water Sales

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

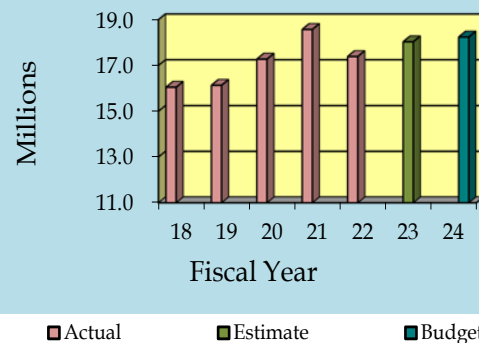
Description: The principal revenue for operating and managing the City's drinking water system is derived from rates and charges for water services. Monthly water bills consist of 1) a base charge based on meter size and 2) a charge based on actual water consumption by customer class. Most single-family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

The rates for each customer class were reviewed in FY 2015-2016 using an outside consultant. Drinking water rates were increased on July 1, 2016, and with January 1st increases effective each year until 2020. A rate study is anticipated to be completed in FY 2023-2024.

Water Sales

FY	Amount	% Change
17-18	\$ 16,047,371	0.1%
18-19	16,131,968	0.5%
19-20	17,274,819	7.1%
20-21	18,573,705	7.5%
21-22	17,391,374	-6.4%
22-23	18,032,688	3.7%
23-24	18,241,157	1.2%

Water Sales

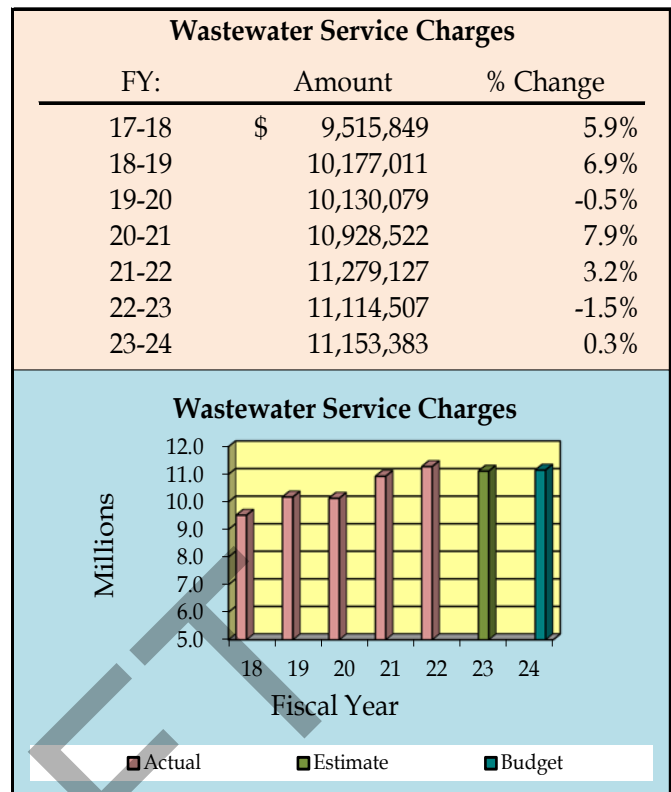


Wastewater Service Charges

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

Description: The principal 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 with January 1st increases effective each year until 2020. A rate study is anticipated to be completed in FY 2023-2024.



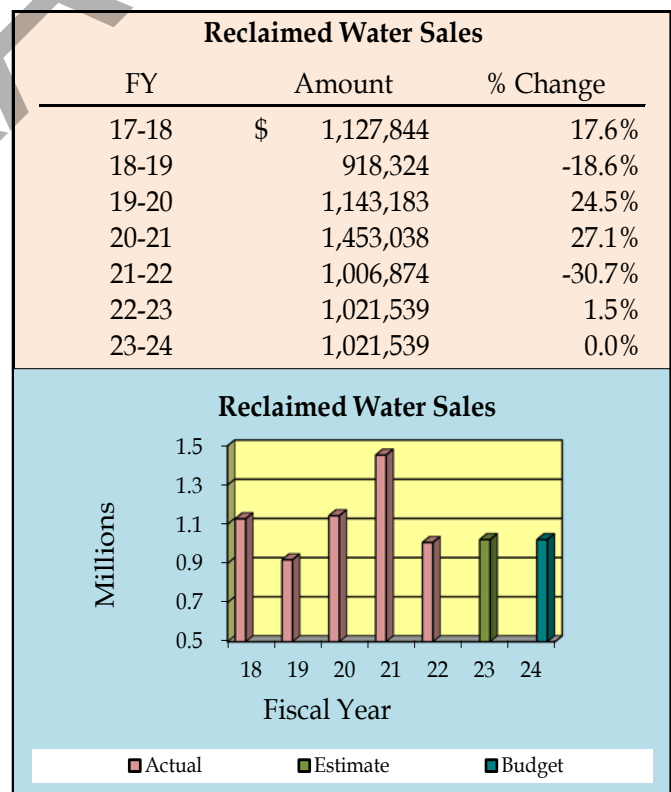
Reclaimed Water Sales

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

Description: The principal 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. The increase in FY 2019-2020 and FY 2020-2021 was mainly due to the rate increase and growth due to weather shifts. The decrease of 30.7% in FY 2021-2022 is due reduced use by a commercial customer and increased spring snow in 2022.

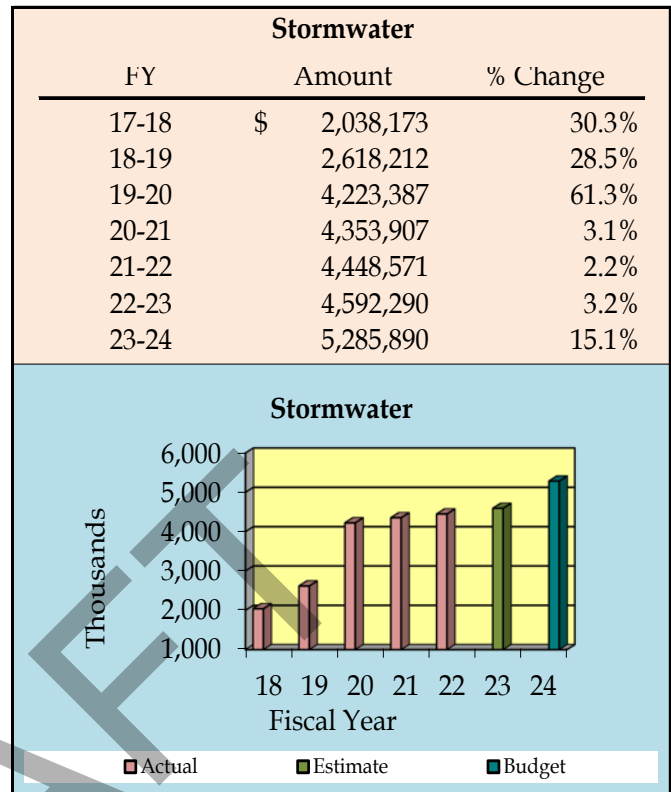


Stormwater

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 except for a maximum cap on residential.

City Council adopted new rates in FY 2022-2023 which went into effect on April 1, 2023. This increased the rate to the level of \$4.19 per ERU in 2023 with a 12% increase every January through 2028.

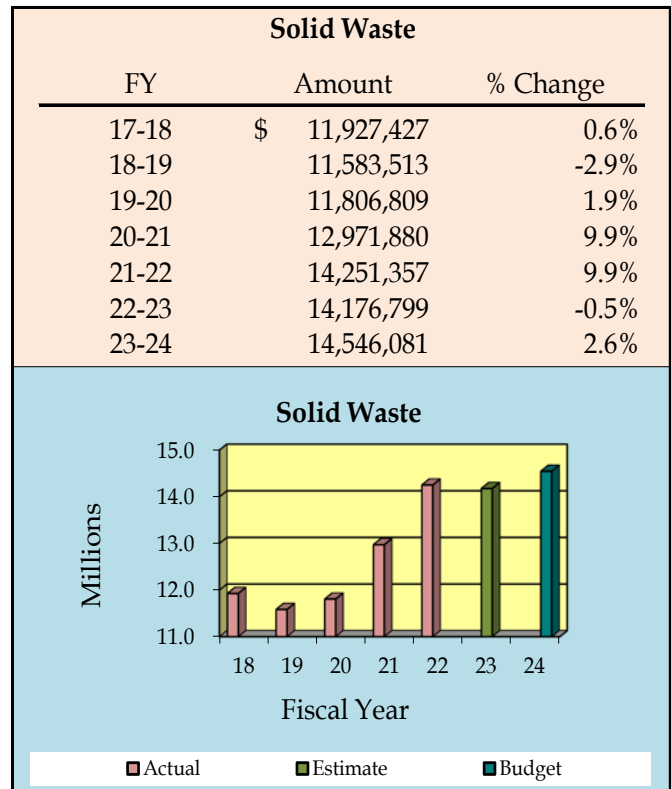


Solid Waste

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 has stayed relatively flat since then with a 2.6% growth expectation for FY 23-24.

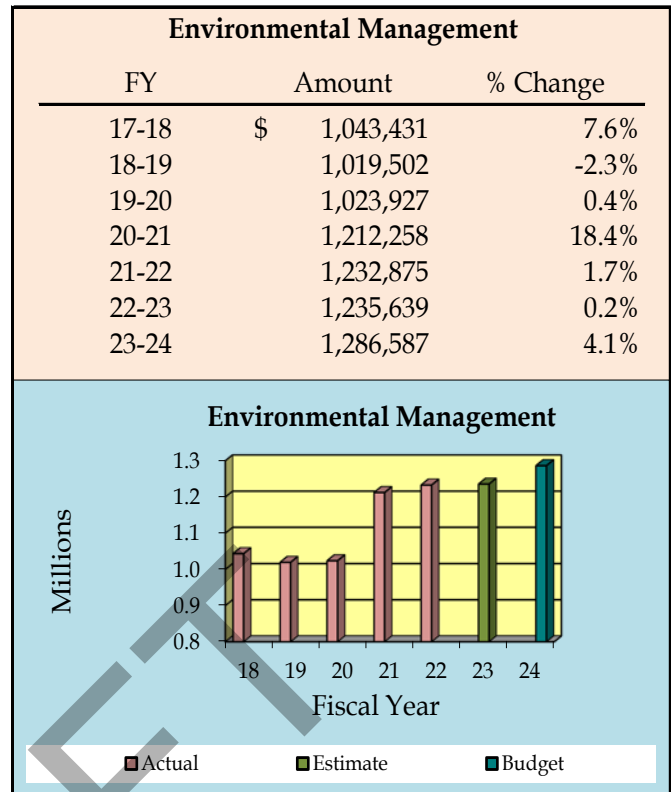


Sustainability and Environmental Management

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 increase in FY20-21 was the result of restructuring the environmental service fee rate. Steady growth is projected from FY 21-22 into the future because of the continued growth in population for the City of Flagstaff.

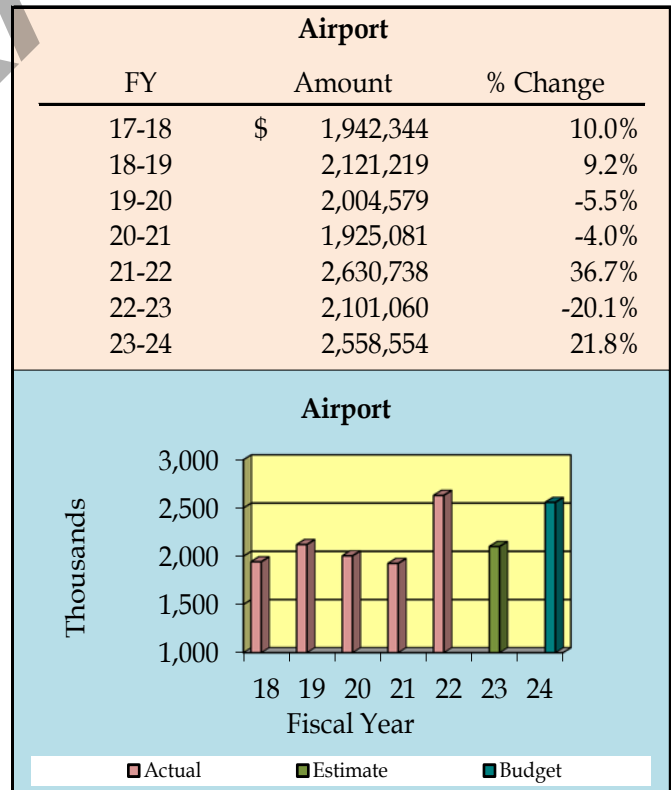


Airport

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.

With additional flights and additional destinations, the airport saw significant increases in FY 2017-2018 and FY 2018-2019. The significant decrease in FY 2019-2020 and FY 2020-2021 was due to the COVID-19 pandemic which drastically reduced flights and passengers as well as Council approved rent abatements for tenants of the airport. The significant decrease in FY 2022-2023 was due to the termination of service by United Airlines.

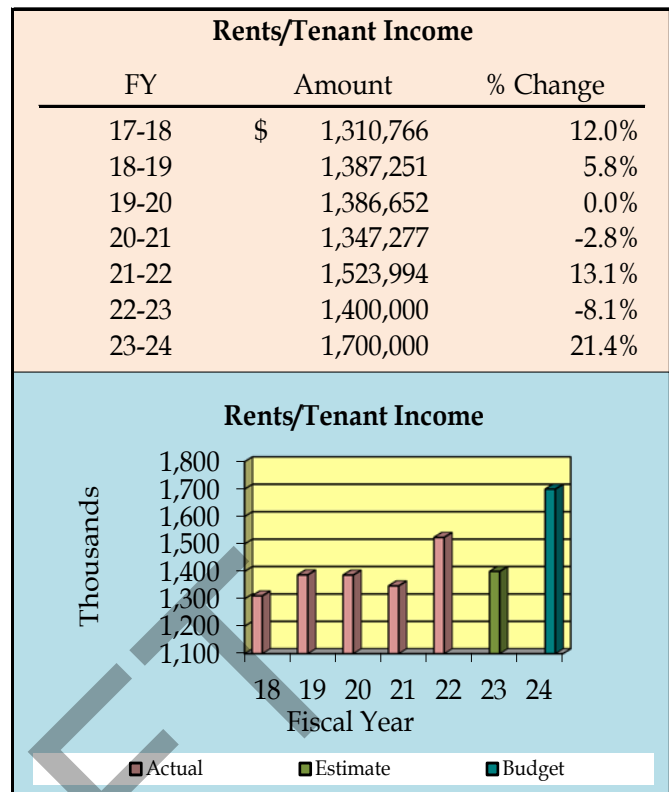


Housing Authority

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 2023-2024.



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 capital 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 2023-2024 Capital Improvement Plan

The City's budget for FY 2023-2024 includes capital improvement projects totaling \$167.8 million. Project funding includes approximately \$42.0 million in grants and \$53.3 million in general obligation (GO) bonds as approved by the voters in the 2004, 2012, 2016, and 2022 General Elections, revenue bonds and other debt. 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 2012 General Elections, the citizens of Flagstaff authorized the City to proceed with two new projects totaling \$24.0 million which is mostly completed. In the November 2016 General

Elections, the citizens of Flagstaff authorized the City to proceed with one new project totaling \$12.0 million which is mostly completed. In the November 2022 General Elections, the citizens of Flagstaff authorized the City to proceed with several stormwater and wastewater projects totaling \$54.0 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 – Twenty projects are scheduled for FY 2023-2024 for a total of \$30.4 million. Major projects and equipment include Downtown Mile, Cedar-Linda Vista Channel, Grandview project, The Wedge, Wildcat Digesters, Wildcat Pumps, and Wildcat Co-Generation.

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-two Streets/Transportation projects scheduled at a budgeted cost of \$69.1 million. Transportation Tax is funding \$36.1 million and HURF, grants and other sources are funding \$33.0 million.

Bed, Board and Beverage (BBB) – Three categories make up the BBB Funds Capital Projects for FY 2023-2024. Arts and Science includes six projects at a budgeted cost of \$220,000. Recreation includes three projects at a budgeted cost of \$900,000. Beautification includes sixteen projects at a budgeted cost of \$1.8 million. Major projects include the Lone Tree Overpass, Downtown Green, Switzer Canyon Roundabout, Heritage Square Restroom, and Ponderosa Park Reconstruction.

Water Services – Major projects for water, wastewater, reclaimed water, and stormwater include Rio Flood Control Project Waterline Replacement, Switzer Canyon Line Phase 4, Inner Basin Waterline, Rio Solids Treatment, Lake Mary Flocculations, Schultz Creek at Highway 180, and Rio de Flag Sewer Relocations. Thirty-one projects are scheduled at a total budget of \$46.7 million for FY 2023-2024.

Solid Waste - Three projects are scheduled for a budgeted cost of \$4.1 million in FY 2023-2024. The projects include Phase II: Excavation of Cell D, the Materials Recovery Facility, and the Litter Control Perimeter Fence.

Airport – Five major projects for the airport include Snow Removal Equipment Building, Bipartisan Infrastructure Law Grant 2022 and 2023, land acquisition, and upgrade perimeter access road phase I at a budgeted cost of \$14.5 million for FY 2023-2024.

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.

Secondary Property Tax: This debt is related to 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, \$1.1 million remaining from November 1996 voter approved debt of \$8.2 million, and November 2022 in the amount of \$55.1 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 2022-2023.

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 2023-2024

The final opportunity for public input on the City of Flagstaff Fiscal Year 2023-2024 budget will occur on June 20, 2023 at the 3:00 PM City Council meeting
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 "flagstaff.az.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		
2023	Adopted/ Adjusted Budgeted Expenditures/Expenses*	121,529,793	152,815,463	17,500,376	49,108,067	0	199,934,096	0	540,887,795	
2023	Actual Expenditures/Expenses**	120,679,588	93,324,248	17,500,376	7,378,673	0	127,113,896	0	365,996,781	
2024	Fund Balance/Net Position at July 1***	46,860,020	87,644,621	22,214,592	3,776,102	405,274	66,709,224	0	227,609,833	
2024	Primary Property Tax Levy	7,158,501	0	0	0		0	0	7,158,501	
2024	Secondary Property Tax Levy	0	0	8,633,802	0		0	0	8,633,802	
2024	Estimated Revenues Other than Property Taxes	89,347,782	76,374,750	184,000	2,298,485	14,543	116,249,057	0	284,468,617	
2024	Other Financing Sources	0	20,000,000	0	25,491,504	0	10,000,000	0	55,491,504	
2024	Other Financing (Uses)	0	0	0	0	0	0	0	0	
2024	Interfund Transfers In	4,881,059	13,048,313	14,309,013	3,683,931	0	2,301,096	0	38,223,412	
2024	Interfund Transfers (Out)	11,499,991	16,392,072	5,602,333	0	0	4,729,016	0	38,223,412	
2024	Reduction for Amounts Not Available									
Less:	Amounts for Future Debt Retirement								0	
									0	
									0	
									0	
2024	Total Financial Resources Available	136,747,371	180,675,612	39,739,074	35,250,022	419,817	190,530,361	0	583,362,257	
2024	Budgeted Expenditures/Expenses	95,141,489	117,013,454	14,309,013	31,509,630	0	148,483,431	0	406,457,017	

Expenditure Limitation Comparison	
1. Budgeted Expenditures/Expenses	20232024
2. Add/Subtract: Estimated Net Reconciling Items	\$540,887,795\$406,457,017
3. Budgeted Expenditures/Expenses Adjusted for Reconciling Items	00
4. Less: Estimated Exclusions	540,887,795406,457,017
5. Amount Subject to the Expenditure Limitation	330,007,849204,129,014
6. EFC Expenditure Limitation	\$210,879,946\$202,328,003
	\$211,134,938\$231,868,073

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 2023-2024

	Unreserved Fund Balance/ Retained Earnings at 7/1/2023	Estimated Revenues and Other Financing Sources 2023-2024	Interfund Transfers		Total Financial Resources Available 2023-2024	Capital Outlay (Equip/CIP)	Debt Service	Reserves/ Contingencies	Total Appropriations 2023-2024	Fund Balance 6/30/2024
			2023-2024							
			In	Out						
General Fund	\$ 46,860,020	96,506,283	4,881,059	(11,499,991)	136,747,371	7,723,547	313,565	1,989,000	95,141,489	41,605,882
Special Revenue Funds:										
Housing and Comm Services	229,345	1,426,676	38,500	-	1,694,521	-	-	-	1,544,541	149,980
COVID Relief	-	-	-	-	-	-	-	-	-	-
Library	4,080,066	4,237,649	1,662,813	-	9,980,528	-	-	100,000	6,970,467	3,010,061
Highway User Revenue	7,306,745	9,285,000	10,800,000	(313,000)	27,078,745	14,270,000	-	100,000	20,968,353	6,110,392
Transportation	56,360,844	65,999,300	300,000	(12,292,135)	110,368,009	56,009,304	7,788,263	-	73,231,846	37,136,163
Beautification	8,149,248	2,389,900	-	(426,787)	10,112,361	1,854,000	-	10,000	2,785,532	7,326,829
Economic Development	678,305	1,530,045	247,000	(393,757)	2,061,593	-	246,031	45,000	1,878,816	182,777
Tourism	2,921,066	4,010,351	-	(218,070)	6,713,347	-	-	175,000	4,097,041	2,616,306
Arts and Science	1,378,380	879,800	-	-	2,258,180	220,000	-	10,000	1,106,443	1,151,737
Recreation	3,589,662	4,045,700	-	(2,574,189)	5,061,173	1,250,000	-	-	1,260,400	3,800,773
Parking District	1,799,060	1,268,175	-	-	3,067,235	1,065,000	115,025	30,000	2,215,951	851,284
Water Res & Infra Protection	1,151,900	1,302,154	-	(174,134)	2,279,920	-	-	-	954,064	1,325,856
Debt Service Funds:										
GO Bonds	-	-	5,602,333	-	5,602,333	-	5,602,333	-	5,602,333	-
Secondary Property Tax	7,635,075	8,671,802	-	(5,602,333)	10,704,544	-	-	-	-	10,704,544
Pension Debt Service	14,579,517	146,000	8,706,680	-	23,432,197	-	8,706,680	-	8,706,680	14,725,517
Permanent Funds:										
Perpetual Care	405,274	14,543	-	-	419,817	-	-	-	-	419,817
Capital Project Funds:										
Non GO Bonds	3,765,392	1,013,445	3,683,931	-	8,462,768	4,722,376	-	-	4,722,376	3,740,392
GO Bonds	10,710	26,776,544	-	-	26,787,254	24,628,788	-	-	26,787,254	-
Enterprise Funds:										
Drinking Water	18,531,140	30,854,656	1,688,353	-	51,074,149	23,217,539	1,849,504	1,000,000	40,443,877	10,630,272
Wastewater	11,547,200	21,950,133	-	(1,430,790)	32,066,543	16,905,000	2,982,450	800,000	26,193,454	5,873,089
Reclaimed Water	2,586,794	1,047,407	-	(80,884)	3,553,317	1,675,000	-	50,000	2,351,641	1,201,676
Stormwater	8,642,375	10,745,243	-	(1,368,475)	18,019,143	6,267,195	2,644,182	2,000,000	14,813,725	3,205,418
Solid Waste	20,381,987	14,840,644	126,570	(109,341)	35,239,860	7,605,000	217,794	500,000	19,507,115	15,732,745
Sustainability and Env Mgmt	1,397,868	9,033,605	486,173	-	10,917,646	-	-	30,000	10,010,419	907,227
Airport	1,212,580	25,031,205	-	(1,739,526)	24,504,259	14,525,500	231,736	100,000	22,550,322	1,953,937
Flagstaff Housing Authority	2,409,280	12,746,164	-	-	15,155,444	990,000	-	1,001,250	12,612,878	2,542,566
Total All Funds	\$ 227,609,833	355,752,424	38,223,412	(38,223,412)	583,362,257	182,928,249	30,697,563	7,940,250	406,457,017	176,905,240

City of Flagstaff
Expenditure Limitation and
Tax Levy Information
Fiscal Year 2023-2024

	Estimate* FY 2022-2023	Budget FY 2023-2024
Expenditure Limitation [Economic Estimates Commission]		\$ 231,868,073
Total Estimated Expenditures Subject to Expenditure Limitation		
1. Maximum Allowable Primary Property Tax Levy [ARS 42-17051.A] rev 6/06 HB 2876	\$ 7,569,668	\$ 7,748,837
2. Amount Received from Primary Property Taxation in FY 2022-2023 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	\$ 7,133,686	\$ 7,158,501
B. Secondary Property Taxes	8,206,714	8,633,802
C. Total Property Tax Levy Amount	\$ 15,340,400	\$ 15,792,303
4. Property Taxes Collected (Estimated)		
A. Primary Property Taxes:		
(1) FY 2022-2023 Levy	\$ 7,033,686	
(2) Prior Years' Levies	100,000	
(3) Total Primary Property Taxes Collected	7,133,686	
B. Secondary Property Taxes:		
(1) FY 2022-2023 Levy	8,206,714	
(2) Total Secondary Property Taxes Collected	8,206,714	
C. Total Property Taxes Collected	\$ 15,340,400	
5. Property Tax Rates		
A. City of Flagstaff Tax Rate:		
(1) Primary Property Tax Rate	0.6954	0.6633
(2) Secondary Property Tax Rate	0.8000	0.8000
(3) Total City Tax Rate	1.4954	1.4633

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 2022-2023 and 2023-2024
(With Actuals for Fiscal Year 2021-2022)

Source of Revenues	Actual Revenues 2021-2022	Budgeted Revenues 2022-2023	Estimated Revenues 2022-2023	Budgeted Revenues 2023-2024	Change (Bdgt-Bdgt)	% Change
General Fund						
Local Taxes						
City Sales Tax	\$ 28,872,464	26,942,300	29,983,000	29,387,300	2,445,000	9.07%
Franchise Tax	2,391,796	2,282,700	2,390,000	2,342,200	59,500	2.61%
Excise Tax	446,253	272,798	450,000	459,000	186,202	68.26%
Licenses and Permits						
Business Licenses	31,526	30,000	30,000	30,000	-	0.00%
Building Permits	3,033,227	1,900,000	2,400,000	1,862,000	(38,000)	(2.00)%
Other Licenses and Permits	2,283,212	997,380	1,497,380	1,157,885	160,505	16.09%
Intergovernmental						
State Income Tax Sharing	10,075,723	14,800,000	14,605,000	20,227,300	5,427,300	36.67%
State Shared Sales Tax	10,818,328	10,403,000	11,000,000	10,780,000	377,000	3.62%
Auto Lieu Tax	4,125,915	4,011,000	4,100,000	3,977,000	(34,000)	(0.85)%
Federal Grants	890,897	17,177,243	17,177,243	9,720,445	(7,456,798)	(43.41)%
State/Local Grants	1,500,765	3,988,076	3,036,076	1,891,924	(2,096,152)	(52.56)%
Local Intergovernmental Agreements	1,282,310	1,098,718	1,219,169	1,226,218	127,500	11.60%
Charges for Services						
Community Development	1,420,286	745,000	745,000	745,000	-	0.00%
Parks and Recreation	794,503	1,082,870	1,082,870	1,622,870	540,000	49.87%
Public Safety	1,064,965	750,097	436,097	754,457	4,360	0.58%
Cemetery/General Government	277,325	186,563	186,563	188,403	1,840	0.99%
Fines and Forfeits	789,818	1,429,499	789,530	795,005	(634,494)	(44.39)%
Rents	1,143,415	1,654,569	1,654,569	994,825	(659,744)	(39.87)%
Investment Earnings	400,345	423,171	425,984	403,758	(19,413)	(4.59)%
Miscellaneous	2,379,105	755,328	958,394	782,192	26,864	3.56%
Total General Fund	74,022,178	90,930,312	94,166,875	89,347,782	(1,582,530)	(1.74)%
Special Revenue Funds						
Housing and Community Services Fund						
Intergovernmental						
Federal Grants	825,887	2,553,991	1,794,368	626,037	(1,927,954)	(75.49)%
State Grants	-	780,000	-	780,000	-	0.00%
Investment Earnings	6,753	4,000	20,435	20,639	16,639	415.98%
Miscellaneous	247,204	-	145,977	-	-	0.00%
Total Housing and Comm Svcs Fund	1,079,844	3,337,991	1,960,780	1,426,676	(1,911,315)	(57.26)%
COVID Relief Fund						
Intergovernmental						
Federal Grants	10,218,692	-	3,034,124	-	-	0.00%
Total COVID Relief Fund	10,218,692	-	3,034,124	-	-	0.00%
Library Fund						
Intergovernmental						
Federal Grants	22,333	100,000	100,000	75,000	(25,000)	(25.00)%
State/Local Grants	75,000	-	-	-	-	0.00%
Library District Taxes	3,708,383	4,006,938	3,940,020	4,081,723	74,785	1.87%
Miscellaneous	58,015	41,000	39,727	39,926	(1,074)	(2.62)%
Investment Earnings	26,236	39,727	27,700	41,000	1,273	3.20%
Total Library Fund	3,889,967	4,187,665	4,107,447	4,237,649	49,984	1.19%
Highway User Revenue Fund						
Intergovernmental						
Highway User Tax	10,389,369	9,539,036	9,400,000	9,212,000	(327,036)	(3.43)%
Licenses and Permits	409,929	-	-	-	-	0.00%
Investment Earnings	55,536	55,000	108,396	73,000	18,000	32.73%

City of Flagstaff
Summary by Fund of Revenues Other Than Property Taxes
Fiscal Years 2022-2023 and 2023-2024
(With Actuals for Fiscal Year 2021-2022)

Source of Revenues	Actual Revenues 2021-2022	Budgeted Revenues 2022-2023	Estimated Revenues 2022-2023	Budgeted Revenues 2023-2024	Change (Bdgt-Bdgt)	% Change
Highway User Revenue Fund (Continued)						
Miscellaneous	\$ 164,674	3,440,000	3,340,000	-	(3,440,000)	(100.00%)
Total Highway User Revenue Fund	11,019,508	13,034,036	12,848,396	9,285,000	(3,749,036)	(28.76%)
Transportation Fund						
Transportation Tax	34,502,818	32,213,900	35,820,674	35,109,300	2,895,400	8.99%
Intergovernmental						
Federal Grants	-	6,285,699	3,337,624	10,700,000	4,414,301	70.23%
Investment Earnings	318,301	258,000	587,000	190,000	(68,000)	(26.36%)
Miscellaneous	207,441	546,458	546,458	-	(546,458)	(100.00%)
Total Transportation Fund	35,028,560	39,304,057	40,291,756	45,999,300	6,695,243	17.03%
Beautification Fund						
BBB Tax	2,288,234	2,029,800	2,356,000	2,308,900	279,100	13.75%
Investment Earnings	51,105	44,000	81,200	81,000	37,000	84.09%
Miscellaneous	82,690	-	-	-	-	0.00%
Total Beautification Fund	2,422,029	2,073,800	2,437,200	2,389,900	316,100	15.24%
Economic Development Fund						
BBB Tax	1,087,769	964,200	1,119,100	1,096,700	132,500	13.74%
Investment Earnings	4,186	11,677	28,025	6,783	(4,894)	(41.91%)
Rents	436,748	403,100	403,100	426,562	23,462	5.82%
Miscellaneous	40,314	-	-	-	-	0.00%
Total Economic Development Fund	1,569,017	1,378,977	1,550,225	1,530,045	151,068	10.96%
Tourism Fund						
BBB Tax	3,434,802	3,044,700	3,534,000	3,463,300	418,600	13.75%
Intergovernmental						
Federal Grants	-	-	-	389,000	389,000	100.00%
Retail Sales	203,391	125,840	125,840	127,098	1,258	1.00%
Investment Earnings	12,886	7,594	20,000	14,605	7,011	92.32%
Miscellaneous	138,665	16,186	16,186	16,348	162	1.00%
Total Tourism Fund	3,789,744	3,194,320	3,696,026	4,010,351	816,031	25.55%
Arts and Science Fund						
BBB Tax	857,475	761,200	883,500	865,800	104,600	13.74%
Investment Earnings	5,895	5,000	10,000	14,000	9,000	180.00%
Miscellaneous	30,155	-	25,000	-	-	0.00%
Total Arts and Science Fund	893,525	766,200	918,500	879,800	113,600	14.83%
Recreation Fund						
BBB Tax	3,777,792	3,349,200	3,887,400	3,809,700	460,500	13.75%
Intergovernmental						
State Grants	-	300,000	300,000	200,000	(100,000)	(33.33%)
Investment Earnings	8,659	6,000	26,705	36,000	30,000	500.00%
Miscellaneous	132,680	-	-	-	-	0.00%
Total Recreation Fund	3,919,131	3,655,200	4,214,105	4,045,700	390,500	10.68%
Parking District Fund						
Parking	1,110,298	1,225,907	1,225,907	1,250,175	24,268	1.98%
Investment Earnings	7,433	24,000	16,710	18,000	(6,000)	(25.00%)
Miscellaneous	372	-	-	-	-	0.00%
Total Parking District Fund	1,118,103	1,249,907	1,242,617	1,268,175	18,268	1.46%
Water Resource and Infrastructure Protection (WRIP) Fund						
Water Resource Protection Fee	1,114,689	1,277,380	1,277,380	1,290,154	12,774	1.00%
Intergovernmental						

City of Flagstaff
Summary by Fund of Revenues Other Than Property Taxes
Fiscal Years 2022-2023 and 2023-2024
(With Actuals for Fiscal Year 2021-2022)

Source of Revenues	Actual Revenues 2021-2022	Budgeted Revenues 2022-2023	Estimated Revenues 2022-2023	Budgeted Revenues 2023-2024	Change (Bdgt-Bdgt)	% Change
Water Resource and Infrastructure Protection (WRIP) Fund - Continued						
Federal Grants	\$ 9,618	1,200,000	1,200,000	-	(1,200,000)	(100.00%)
Investment Earnings	5,416	5,000	12,248	12,000	7,000	140.00%
Total WRIP Fund	1,129,723	2,482,380	2,489,628	1,302,154	(1,180,226)	(47.54%)
Total Special Revenue Funds	76,077,843	74,664,533	78,790,804	76,374,750	1,710,217	2.29%
Debt Service Funds						
Secondary Property Tax Fund						
Investment Earnings	18,175	39,000	8,575	38,000	(1,000)	(2.56%)
Total Secondary Property Tax Fund	18,175	39,000	8,575	38,000	(1,000)	(2.56%)
Pension Debt Service Fund						
Investment Earnings	27,262	72,000	299,870	146,000	74,000	102.78%
Total Pension Debt Service Fund	27,262	72,000	299,870	146,000	74,000	102.78%
Total Debt Service Funds	45,437	111,000	308,445	184,000	73,000	65.77%
Permanent Funds						
Perpetual Care Fund						
Contributions	12,790	10,284	10,284	10,490	206	2.00%
Investment Earnings	2,288	4,327	4,018	4,053	(274)	(6.33%)
Total Perpetual Care Fund	15,078	14,611	14,302	14,543	(68)	(0.47%)
Total Permanent Funds	15,078	14,611	14,302	14,543	(68)	(0.47%)
Capital Project Funds						
Non GO Bonds Projects Fund						
Real Estate Proceeds	-	2,000,000	2,000,000	-	(2,000,000)	(100.00%)
Intergovernmental						
Federal Grants	-	-	499,000	570,212	570,212	100.00%
Miscellaneous	2,500	-	250,000	193,233	193,233	100.00%
Total Non GO Bonds Projects Fund	2,500	2,000,000	2,749,000	763,445	(1,429,788)	(71.49%)
GO Bonds Projects Fund						
Intergovernmental						
Federal Grants	59,406	66,892	66,892	1,535,040	1,468,148	2,194.80%
State Grants	488,285	193,121	193,121	-	(193,121)	(100.00%)
Investment Earnings	5,506	-	-	-	-	0.00%
Total GO Bonds Projects Fund	553,197	260,013	260,013	1,535,040	1,275,027	490.37%
Total Capital Projects Funds	555,697	2,260,013	3,009,013	2,298,485	(154,761)	(6.85%)
Enterprise Funds						
Drinking Water Fund						
Intergovernmental						
Federal Grants	38,753	4,250,000	-	11,741,288	7,491,288	176.27%
Water Fees	18,599,155	19,662,250	18,707,688	18,922,907	(739,343)	(3.76%)
Investment Earnings	158,683	138,186	388,000	185,311	47,125	34.10%
Rents	16,772	5,150	20,000	5,150	-	0.00%
Miscellaneous	15,704	-	-	-	-	0%
Total Drinking Water Fund	18,829,067	24,055,586	19,115,688	30,854,656	6,799,070	28.26%

City of Flagstaff
Summary by Fund of Revenues Other Than Property Taxes
Fiscal Years 2022-2023 and 2023-2024
(With Actuals for Fiscal Year 2021-2022)

Source of Revenues	Actual Revenues 2021-2022	Budgeted Revenues 2022-2023	Estimated Revenues 2022-2023	Budgeted Revenues 2023-2024	Change (Bdgt-Bdgt)	% Change
Wastewater Fund						
Wastewater Fees	\$ 12,489,772	12,102,662	11,789,507	11,835,133	(267,529)	(2.21%)
Investment Earnings	141,258	128,000	355,000	115,000	(13,000)	(10.16%)
Miscellaneous	121,235	-	60,939	-	-	0.00%
Total Wastewater Fund	12,752,265	12,230,662	12,205,446	11,950,133	(280,529)	(2.29%)
Reclaimed Water Fund						
Reclaimed Water Fees	1,006,874	1,068,158	1,021,539	1,021,539	(46,619)	(4.36%)
Investment Earnings	13,886	13,860	43,022	25,868	12,008	86.64%
Total Reclaimed Water Fund	1,020,760	1,082,018	1,064,561	1,047,407	(34,611)	(3.20%)
Stormwater Fund						
Intergovernmental						
Federal Grants	45,173	1,500,000	1,487,975	572,929	(927,071)	(61.80%)
State Grants	541,194	-	1,391,952	4,800,000	4,800,000	100.00%
Stormwater Fees	4,448,571	4,355,418	4,592,290	5,285,890	930,472	21.36%
Investment Earnings	-	65,051	-	86,424	21,373	32.86%
Total Stormwater Fund	5,034,938	5,920,469	7,472,217	10,745,243	4,824,774	81.49%
Solid Waste Fund						
Solid Waste	14,251,357	13,741,358	14,176,799	14,546,081	804,723	5.86%
Investment Earnings	96,386	118,139	356,707	294,563	176,424	149.34%
Miscellaneous	70,296	1,680,000	1,680,000	-	(1,680,000)	(100.00%)
Total Solid Waste Fund	14,418,039	15,539,497	16,213,506	14,840,644	(698,853)	(4.50%)
Sustainability and Environmental Management Fund						
Intergovernmental						
Federal Grants	-	3,500,000	3,500,000	7,000,018	3,500,018	100.00%
State Grants	3,000	105,000	105,000	733,000	628,000	598.10%
Environmental Services	1,232,875	1,225,551	1,235,639	1,286,587	61,036	4.98%
Investment Earnings	7,430	10,000	18,500	14,000	4,000	40.00%
Miscellaneous	6,644	-	-	-	-	0.00%
Total Sustainability and Env Mgmt Fund	1,249,949	4,840,551	4,859,139	9,033,605	4,193,054	86.62%
Airport Fund						
Intergovernmental						
Federal Grants	2,774,994	39,027,557	7,954,278	18,418,431	(20,609,126)	(52.81%)
State Grants	166,693	3,878,069	2,132,149	3,146,700	(731,369)	(18.86%)
Airport	1,670,321	1,655,390	1,167,180	1,573,020	(82,370)	(4.98%)
Rents	960,417	1,032,999	933,880	985,534	(47,465)	(4.59%)
Parking	-	893,520	74,460	893,520	-	0.00%
Investment Earnings	7,601	10,000	20,328	13,000	3,000	30.00%
Miscellaneous	291	1,000	1,000	1,000	-	0.00%
Total Airport Fund	5,580,317	46,498,535	12,283,275	25,031,205	(21,467,330)	(46.17%)
Flagstaff Housing Authority Fund						
Intergovernmental						
Federal Grants	6,471,888	9,619,317	8,618,067	10,339,071	719,754	7.48%
Rents and Other Tenant Income	1,523,994	1,400,000	1,400,000	1,700,000	300,000	21.43%
Miscellaneous	814,187	1,014,599	1,014,599	707,093	(307,506)	(30.31%)
Total Flagstaff Housing Authority Fund	8,810,069	12,033,916	11,032,666	12,746,164	712,248	5.92%
Total Enterprise Funds	67,695,404	122,201,234	84,246,498	116,249,057	(5,952,177)	(4.87%)
Total Revenues	\$ 218,411,637	290,181,703	260,535,937	284,468,617	(5,906,319)	(2.04%)

City of Flagstaff
Schedule of Grant Revenues
Fiscal Year 2023-2024

Project Name	Budgeted Revenues 2022-2023	Estimated Revenues 2022-2023	Budgeted Revenues 2023-2024	City Match 2023-2024	Budgeted Grant Reimb %	Funding
General Fund						
<i>Information Technology:</i>						
Fiber/Broadband	\$ 800,000	800,000	-	-	80%	S
Fiber/Broadband	4,500,000	4,500,000	-	-	100%	F
Fiber/Broadband	9,000,000	9,000,000	-	-	90%	F
<i>Legal:</i>						
AZ Attorney Generals Office - Victims Rights	5,400	5,400	5,700	-	100%	S
<i>Management Services:</i>						
Emergency Management Grant	-	-	150,000	50,000	75%	S
Emergency Operation Plan	-	-	75,000	-	100%	S
<i>Court:</i>						
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	225,000	225,000	-	-	90%	F
AFG - Prevention	180,000	180,000	-	-	90%	F
AFG - Quint	495,000	495,000	-	-	90%	F
AFG - Radio Equipment	-	-	675,000	75,000	90%	F/S
AFG - SAFER	455,059	455,059	2,705,059	300,562	90%	F
AFG - Safety Equipment	-	-	495,000	55,000	90%	F/S
AFG - Training	-	-	405,000	45,000	90%	F/S
AZ Dept of Homeland Security	-	-	180,000	20,000	90%	F/S
DFFM - Wildfire Treatment	360,000	360,000	100,000	25,000	80%	F
Federal Community Project Grant	-	-	3,325,000	175,000	95%	F/S
GOHS - Extraction Equipment	45,000	45,000	-	-	90%	F
Miscellaneous Grant Opportunities	-	-	180,000	20,000	90%	F/S
Tribal Gaming	360,000	360,000	-	-	90%	L
WFHF - Fuels Reduction Private Property	450,000	450,000	-	-	90%	F
<i>Police:</i>						
ACJC - Metro (NAZ Street Crimes Task Force)	171,378	171,378	330,068	110,023	75%	F/S
ADOA - AZ911 - GIS	120,050	120,050	-	-	100%	S
ADOR - AZ 911	550,000	550,000	550,000	-	100%	S
ADOR - AZ 911 - Text to 911	9,454	9,454	-	-	100%	S
ATF - SLOT Overtime	33,567	33,567	-	-	100%	F/S
AZDOHS - Emergency Response Equipment	88,000	88,000	-	-	100%	F/S
AZ Internet Crimes Against Children	20,000	20,000	-	-	100%	F
COPS Hiring	-	-	375,000	125,000	75%	F
DOJ - Bullet Proof Vest Program	17,573	17,573	10,000	10,000	50%	F
DOJ - Edward Byrne Memorial JAG - Overtime	72,751	72,751	30,000	-	100%	F
DPS - Statewide GIITEM	220,426	220,426	121,188	40,396	75%	S
FBI - Safe Trails Taskforce	66,722	66,722	75,000	-	100%	S
GOHS - DUI Abatement	45,000	45,000	-	-	100%	F/S
GOHS - DUI Enforcement	45,000	45,000	45,000	-	100%	F/S
GOHS - Equipment	125,559	125,559	-	-	100%	F/S
GOHS - Youth Alcohol	45,000	45,000	45,000	-	100%	F/S
NPS - Dispatch Services	5,000	5,000	5,000	-	100%	F
Police Grants	550,000	550,000	-	-	100%	S
Potential Police Grants - Miscellaneous	-	-	262,500	87,500	75%	S
PSN - Gang Prevention	13,364	13,364	-	-	100%	F
RICO - Metro	149,956	149,956	180,000	-	100%	S
RICO - Officers	243,090	243,090	68,604	-	100%	S
US Marshals - Service Grant	30,000	30,000	15,000	-	100%	F

City of Flagstaff
Schedule of Grant Revenues
Fiscal Year 2023-2024

Project Name	Budgeted Revenues 2022-2023	Estimated Revenues 2022-2023	Budgeted Revenues 2023-2024	City Match 2023-2024	Budgeted Grant Reimb %	Funding
<i>Parks, Recreation, Open Space and Events:</i>						
Buffalo Accessibility Improvement	\$ 1,127,000	175,000	-	-	100%	S
Heritage Fund - Environmental Education	100,000	100,000	-	-	90%	S
Invasive Plant - Federal Bipartisan Infr. Law	-	-	100,350	11,150	90%	S
Kahtoola for the People	-	-	8,000	-	100%	L
Land and Water Conservation Fund	-	-	772,000	772,000	50%	F/S
McMillan Mesa Interpretive Signs	-	-	10,000	570	94%	S
Obs. Mesa Invasive Plant Prevention & Control	-	-	97,000	11,260	90%	S
Open Space Coordinator	20,000	20,000	-	-	57%	S
Picture Canyon Malapai Fund Grant	40,000	40,000	-	-	100%	S
Picture Canyon Trail Restoration Project	128,270	128,270	-	-	81%	F/S
Picture Canyon Trail Restoration Project	25,800	25,800	-	-	100%	L
Safety and Environmental Education	10,000	10,000	-	-	0%	S
Subtotal	21,165,319	20,213,319	11,612,369	1,933,461		
<i>Housing and Community Services Fund</i>						
ADOH - Home Grant	450,000	-	450,000	-	100%	F/S
ADOH - Owner Occupied Housing Rehab	330,000	-	330,000	-	100%	F/S
HUD - CDBG Entitlement	2,553,991	1,794,368	626,037	-	100%	F
Subtotal	3,333,991	1,794,368	1,406,037	-		
<i>COVID Relief Fund</i>						
American Rescue Plan	-	3,034,124	-	-	100%	F
Subtotal	-	3,034,124	-	-		
<i>Library Fund</i>						
Library State Grant-in-Aid Funds	-	-	25,000	-	100%	S
LSTA	100,000	100,000	50,000	-	100%	F/S
Subtotal	100,000	100,000	75,000	-		
<i>Transportation Fund</i>						
CDBG - La Plaza Vieja Traffic Calming	-	-	700,000	-	100%	F
First/Last Mile grant	2,948,075	-	-	-	100%	F
HSIP - Lockett/Fourth Roundabout	1,837,624	1,837,624	-	-	100%	F
Southwest RAISE	-	-	10,000,000	-	100%	F
Transportation Technology ATMCTD	1,500,000	1,500,000	-	-	100%	F
Subtotal	6,285,699	3,337,624	10,700,000	-		
<i>Tourism Fund</i>						
Discover Flagstaff AOT VAI Marketing	-	-	147,500	29,500	83%	F
Discover Flagstaff AOT VAI Regional Marketing	-	-	192,500	38,500	83%	F
Discover Flagstaff AOT VAI Restaurants	-	-	49,000	-	100%	F
Subtotal	-	-	389,000	38,500		
<i>Recreation Fund</i>						
Parks/Open Space Grant	300,000	300,000	-	-	50%	S
Ponderosa Park Reconstruction	-	-	200,000	100,000	66%	S
Subtotal	300,000	300,000	200,000	100,000		
<i>Water Resource and Infrastructure Protection (WRIP) Fund</i>						
Prescribed Fire - Flagstaff Ranger District	1,200,000	1,200,000	-	100,000	66%	S
Subtotal	1,200,000	1,200,000	-	100,000		

City of Flagstaff
Schedule of Grant Revenues
Fiscal Year 2023-2024

Project Name	Budgeted Revenues 2022-2023	Estimated Revenues 2022-2023	Budgeted Revenues 2023-2024	City Match 2023-2024	Budgeted Grant Reimb %	Funding
Non- GO Bond Projects Fund						
Downtown Mile	\$ -	499,000	570,212	412,912	58%	F
Subtotal	-	499,000	570,212	412,912		
GO Bond Projects Fund						
AZ DFFM - Midway Project	193,121	193,121	-	-	90%	F/S
AZ DFFM - Picture Canyon Project	66,892	66,892	-	-	78%	S
Dortha/ Arroyo Seco Grant	-	-	900,000	100,000	90%	F
EI Grant - Killip Inlet	-	-	225,000	75,000	75%	F
HMGP 4524 for Rio Generators	-	-	410,040	45,560	90%	F
Subtotal	260,013	260,013	1,535,040	220,560		
Drinking Water Fund						
DFFM - Inner Basin Waterline	-	-	8,053,788	-	100%	S
Lake Mary Sedimentation Basins	3,250,000	-	3,187,500	-	100%	F
Radio Read Meter Replacements	1,000,000	-	500,000	-	100%	F
Subtotal	4,250,000	-	11,741,288	-		
Stormwater Fund						
AZ Flood Mitigation	-	-	1,800,000	-	100%	S
DFFM Operating Equipment	-	623,911	-	-	100%	S
FEMA - Spruce Wash Resiliency	-	-	100,340	33,447	75%	F
Highway 180 Culvert	-	-	3,000,000	-	100%	S
Killip Retention Basin	1,500,000	-	-	-	100%	S
NCRS - Schultz Creek Basins	-	2,256,016	-	-	100%	F/S
NCRS - Schultz Creek Stabilization	-	-	472,589	157,530	75%	F
Subtotal	1,500,000	2,879,927	5,372,929	190,977		
Sustainability and Environmental Management Fund						
APS Community Grant for Climate Action	5,000	5,000	2,000	-	100%	L
ARPA for Climate Action	-	-	88,657	-	100%	F
Community Direct Spending for Climate Action	-	-	4,000,000	-	100%	F
DOE Renewable Energy	-	-	250,000	-	100%	F
DOE Resilient & Efficient Building	-	-	50,000	-	100%	F
DOT Transportation Infrastructure	-	-	250,000	-	100%	F
EcoAmerican Climate Leadership	-	-	10,000	-	100%	L
EPA Climate Resilience	-	-	1,000,000	-	100%	F
Fire Adapted Communities Learning Network	-	-	5,000	-	100%	L
HUD Climate Action program	-	-	300,000	-	100%	F
IIJA/BBB to Fund Climate Action	3,500,000	3,500,000	-	-	100%	F
Local Funding for Community Stewards	-	-	50,000	-	100%	L
MetroPlan Minigrant for Climate Action	100,000	100,000	-	-	100%	S
SWIFR Sustainable Consumption	-	-	1,000,000	-	100%	F
SWIFR Sustainable Consumption	-	-	666,000	-	100%	S
USDA Sustainable Food Systems	-	-	61,361	-	100%	F
Subtotal	3,605,000	3,605,000	7,733,018	-		
Airport Fund						
ACRGP Operating Grant	-	255,000	1,189,012	-	100%	F
ADOT Future Projects	1,137,015	1,273,842	-	-	90%	F
AIP 44 - Design Equipment Building - ADOT	22,687	-	-	-	5%	S
AIP 44 - Design Equipment Building - FAA	462,173	617,124	-	-	91%	F
AIP 45 - COVID 19 - FAA	7,057,560	6,702,154	5,609,836	-	100%	S
Airport Drainage Improvements - ADOT	11,412	183,307	-	20,367	90%	S
Airport Drainage Improvements - FAA	232,485	-	-	-	91%	F

City of Flagstaff
Schedule of Grant Revenues
Fiscal Year 2023-2024

Project Name	Budgeted Revenues 2022-2023	Estimated Revenues 2022-2023	Budgeted Revenues 2023-2024	City Match 2023-2024	Budgeted Grant Reimb %	Funding
Airport Fund - Continued						
ARPA Operating Grant	\$ 1,994,063	380,000	1,056,258	-	100%	F
Bipartisan Infrastructure Law 2022 Grant	1,481,017	-	408,975	21,525	95%	F
Bipartisan Infrastructure Law 2023 Grant	1,400,000	-	137,750	7,250	95%	F
Design Apron Taxiway W - ADOT	720,000	-	-	-	90%	S
Equipment Building - Construction - ADOT	1,107,698	-	491,700	-	5%	S
Equipment Building - Construction - FAA	22,565,325	-	10,016,600	491,700	91%	F
Environmental Assessment - ADOT	675,000	675,000	-	-	90%	S
Infrastructure Grant - ADOT	66,757	-	-	-	5%	F
Infrastructure Grant - FAA	1,359,934	-	-	-	91%	F
Land Acquisition - ADOT	137,500	-	-	-	5%	S
Land Acquisition - FAA	2,475,000	-	2,475,000	275,000	91%	F
Upgrade Perimeter Access Rd Phase I - ADOT	-	-	180,000	20,000	90%	S
Subtotal	42,905,626	10,086,427	21,565,131	835,842		
Flagstaff Housing Authority Fund						
Low Income Public Housing	2,138,667	2,138,667	1,939,921	-	100%	F
Section 8/MRO SRO	7,480,650	6,479,400	8,399,150	-	100%	F
Subtotal	9,619,317	8,618,067	10,339,071	-		
	\$ 94,524,965	55,927,869	83,239,095	3,219,340		

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 2023-2024

Fund	Proceeds from Other Financing Sources	Interfund Transfers	
		In	Out
General Fund	\$ -	4,881,059	11,499,991
Special Revenue Funds			
Library	-	1,662,813	-
Highway User Revenue	-	10,800,000	313,000
Transportation	20,000,000	300,000	12,292,135
Beautification	-	-	426,787
Economic Development	-	247,000	393,757
Tourism	-	-	218,070
Recreation	-	-	2,574,189
Housing and Community Services	-	38,500	-
Water Resource and Infrastructure Protection	-	-	174,134
Total Special Revenue Funds	20,000,000	13,048,313	16,392,072
Debt Service Funds			
General Obligation Bonds	-	5,602,333	-
Secondary Property Tax	-	-	5,602,333
Pension Debt Service	-	8,706,680	-
Total Debt Service Funds	-	14,309,013	5,602,333
Capital Project Funds			
Non General Obligation Bond Funded Projects	250,000	3,683,931	-
General Obligation Bond Funded Projects	25,241,504	-	-
Total Capital Projects Funds	25,491,504	3,683,931	-
Enterprise Funds			
Drinking Water	-	1,688,353	-
Wastewater	10,000,000	-	1,430,790
Reclaimed Water	-	-	80,884
Stormwater	-	-	1,368,475
Solid Waste	-	126,570	109,341
Sustainability and Environmental Management	-	486,173	-
Airport	-	-	1,739,526
Total Enterprise Funds	10,000,000	2,301,096	4,729,016
Total All Funds	\$ 55,491,504	38,223,412	38,223,412

City of Flagstaff
Schedule of Transfers
Fiscal Year 2023-2024

Transfer To:	Transfer From:	Amount	Comments
General Fund	Highway User Fund	13,000	Right of way maintenance
General Fund	Beautification Fund	339,787	Streetscape maintenance on BBB funded projects
General Fund	Beautification Fund	57,000	Right of way and median maintenance
General Fund	Economic Development Fund	393,757	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	1,478,326	Loan repayment
	Total	\$ 4,881,059	
Housing and Community Services	General Fund	38,500	Affordable housing incentives
	Total	\$ 38,500	
Library Fund	General Fund	1,596,313	Library operational and capital support
Library Fund	Tourism Fund	66,500	Library operational support
	Total	\$ 1,662,813	
Highway User Revenue Fund	Transportation Fund	10,800,000	Street improvement projects
	Total	\$ 10,800,000	
Transportation Fund	Highway User Fund	300,000	Street improvement projects
	Total	\$ 300,000	
Economic Development Fund	General Fund	247,000	Incubator debt service
	Total	\$ 247,000	
General Obligation Bond Fund	Secondary Property Tax Fund	5,602,333	Repayment of general obligation bonds
	Total	\$ 5,602,333	
Pension Bond Fund	General Fund	8,271,346	Pension debt service
Pension Bond Fund	WRIP Fund	174,134	Pension debt service
Pension Bond Fund	Airport Fund	261,200	Pension debt service
	Total	\$ 8,706,680	
Capital Project Fund	General Fund	1,000,000	USGS facility
Capital Project Fund	Transportation	1,492,135	Downtown Mile project
Capital Project Fund	Stormwater Fund	1,191,796	Downtown Mile project
	Total	\$ 3,683,931	
Drinking Water Fund	Wastewater Fund	1,430,790	Operational support
Drinking Water Fund	Reclaimed Water Fund	80,884	Operational support
Drinking Water Fund	Stormwater Fund	176,679	Operational support
	Total	\$ 1,688,353	
Sustainability and Environmental Management Fund	General Fund	346,832	Operational support
Sustainability and Environmental Management Fund	Beautification Fund	30,000	Litter control support
Sustainability and Environmental Management Fund	Solid Waste	109,341	Environmental Management program support
	Total	\$ 486,173	
Solid Waste Fund	Tourism Fund	126,570	Downtown trash and recycling collection
	Total	\$ 126,570	
	Total Transfers	\$ 38,223,412	

City of Flagstaff
Summary by Division of Expenditures/Expenses within Each Fund
Comparison of Fiscal Year 2022-2023 and 2023-2024
(With Actual for Fiscal Year 2021-2022)

Fund/Division	Actual Expenditures/ Expenses 2021-2022	Adopted Budgeted Expenditures/ Expenses 2022-2023	Estimated Expenditures/ Expenses 2022-2023	Proposed Budgeted Expenditures/ Expenses 2023-2024	Change (Budget-Budget)	% Change
General Fund						
General Administration	\$ 12,413,239	32,676,034	32,676,034	16,556,618	(16,119,416)	(49.3%)
Management Services	4,244,831	5,684,459	5,684,459	6,436,524	752,065	13.2%
Fire	12,602,690	21,912,503	23,479,846	23,065,347	1,152,844	5.3%
Police	20,318,055	24,025,033	24,025,033	25,350,165	1,325,132	5.5%
Community Development	3,870,456	5,019,306	5,019,306	4,722,650	(296,656)	(5.9%)
Public Works	8,857,421	5,157,021	5,175,721	3,715,010	(1,442,011)	(28.0%)
Economic Vitality	112,290	258,918	258,918	184,531	(74,387)	(28.7%)
Non-Departmental	(2,684,659)	8,362,818	8,224,262	(254,761)	(8,617,579)	(103.0%)
City Engineering	1,728,714	2,124,281	2,124,281	2,274,865	150,584	7.1%
Parks, Recreation, Open Space & Events	-	13,381,360	11,083,668	11,101,540	(2,279,820)	(17.0%)
Contingency	37,890	2,928,060	2,928,060	1,989,000	(939,060)	(32.1%)
Total General Fund	61,500,927	121,529,793	120,679,588	95,141,489	(26,388,304)	(21.7%)
Special Revenue Funds						
Housing and Community Service Fund						
Community Development	956,389	5,913,035	4,494,364	1,492,541	(4,420,494)	(74.8%)
Non-Departmental	65,925	46,235	46,235	52,000	5,765	12.5%
	1,022,314	5,959,270	4,540,599	1,544,541	(4,414,729)	(74.1%)
COVID Relief Fund						
Non-Departmental	218,692	3,118,516	3,034,124	-	(3,118,516)	(100.0%)
	218,692	3,118,516	3,034,124	-	(3,118,516)	(100.0%)
Library Fund						
General Administration	272,459	280,520	280,520	287,533	7,013	2.5%
Management Services	187,931	151,324	151,324	155,107	3,783	2.5%
Public Works	40,058	28,892	28,892	29,614	722	2.5%
Economic Vitality	4,816,757	7,174,059	6,080,937	6,322,354	(851,705)	(11.9%)
Non-Departmental	61,878	74,008	74,008	75,859	1,851	2.5%
Contingency	-	100,000	-	100,000	-	0.0%
	5,379,083	7,808,803	6,615,681	6,970,467	(838,336)	(10.7%)
Highway User Revenue Fund						
General Administration	280,797	409,111	409,111	419,339	10,228	2.5%
Management Services	78,002	80,664	80,664	82,681	2,017	2.5%
Community Development	576,694	-	-	-	-	0.0%
Public Works	7,534,121	14,382,887	14,382,887	8,941,804	(5,441,083)	(37.8%)
Economic Vitality	220	-	-	-	-	0.0%
Non-Departmental	190,920	202,761	202,761	207,830	5,069	2.5%
City Engineering	499,618	23,712,129	6,043,130	11,216,699	(12,495,430)	(52.7%)
Contingency	-	100,000	-	100,000	-	0.0%
	9,160,372	38,887,552	21,118,553	20,968,353	(17,919,199)	(46.1%)
Transportation Fund						
General Administration	68,686	51,325	51,325	52,608	1,283	2.5%
Management Services	132,446	98,601	98,601	101,066	2,465	2.5%
Public Works	1,198,329	5,100,717	5,100,717	6,046,099	945,382	18.5%
Economic Vitality	86	-	-	-	-	0.0%
Non-Departmental	7,443,788	14,347,388	12,440,613	16,888,945	2,541,557	17.7%
City Engineering	14,403,118	58,363,165	26,095,676	50,143,128	(8,220,037)	(14.1%)
	23,246,453	77,961,196	43,786,932	73,231,846	(4,729,350)	(6.1%)
Beautification Fund						
Economic Vitality	556,363	6,054,099	3,260,480	2,775,532	(3,278,567)	(54.2%)
Contingency	-	10,000	-	10,000	-	0.0%
	556,363	6,064,099	3,260,480	2,785,532	(3,278,567)	(54.1%)
						0.0%
Economic Development Fund						
Economic Vitality	1,227,470	1,745,230	1,745,230	1,833,816	88,586	5.1%
Contingency	-	45,000	45,000	45,000	-	0.0%
	1,227,470	1,790,230	1,790,230	1,878,816	88,586	4.9%

City of Flagstaff
Summary by Division of Expenditures/Expenses within Each Fund
Comparison of Fiscal Year 2022-2023 and 2023-2024
(With Actual for Fiscal Year 2021-2022)

Fund/Division	Actual Expenditures/ Expenses 2021-2022	Adopted Budgeted Expenditures/ Expenses 2022-2023	Estimated Expenditures/ Expenses 2022-2023	Proposed Budgeted Expenditures/ Expenses 2023-2024	Change (Budget-Budget)	% Change
Tourism Fund						
Economic Vitality	\$ 2,604,803	3,271,449	3,271,449	3,922,041	650,592	19.9%
Contingency	-	175,000	-	175,000	-	0.0%
	2,604,803	3,446,449	3,271,449	4,097,041	650,592	18.9%
Arts and Science Fund						
Economic Vitality	588,872	1,258,679	807,679	1,096,443	(162,236)	(12.9%)
Contingency	-	10,000	-	10,000	-	0.0%
	588,872	1,268,679	807,679	1,106,443	(162,236)	(12.8%)
Recreation Fund						
Parks, Recreation, Open Space & Events	-	1,810,400	1,731,042	1,260,400	(550,000)	(30.4%)
	-	1,810,400	1,731,042	1,260,400	(550,000)	(30.4%)
Parking District Fund						
General Administration	40,596	39,437	39,437	40,227	790	2.0%
Management Services	11,338	13,601	13,601	13,873	272	2.0%
Public Works	4,063	420	420	428	8	1.9%
Economic Vitality	685,217	2,354,524	1,051,734	2,122,836	(231,688)	(9.8%)
Non-Departmental	8,325	8,419	8,419	8,587	168	2.0%
Contingency	-	30,000	-	30,000	-	0.0%
	749,539	2,446,401	1,113,611	2,215,951	(230,450)	(9.4%)
Water Resource and Infrastructure Protection Fund						
General Administration	-	58,268	58,268	59,725	1,457	2.5%
Management Services	-	10,945	10,945	11,219	274	2.5%
Fire	660,782	2,174,900	2,174,900	873,122	(1,301,778)	(59.9%)
Public Works	-	3,208	3,208	3,288	80	2.5%
Non-Departmental	-	6,547	6,547	6,710	163	2.5%
	660,782	2,253,868	2,253,868	954,064	(1,299,804)	(57.7%)
Total Special Revenue Funds	45,414,743	152,815,463	93,324,248	117,013,454	(35,802,009)	(23.4%)
Debt Service Funds						
General Obligation Bonds Fund						
Non-Departmental	7,348,949	8,302,508	8,302,508	5,602,333	(2,700,175)	(32.5%)
	7,348,949	8,302,508	8,302,508	5,602,333	(2,700,175)	(32.5%)
Pension Debt Service Fund						
Non-Departmental	9,195,390	9,197,868	9,197,868	8,706,680	(491,188)	(5.3%)
	9,195,390	9,197,868	9,197,868	8,706,680	(491,188)	(5.3%)
Total Debt Service Funds	16,544,339	17,500,376	17,500,376	14,309,013	(3,191,363)	(18.2%)
Capital Project Funds						
Non GO Bond Funded Projects Fund						
Non-Departmental	460,578	4,458,057	1,829,500	4,722,376	264,319	5.9%
	460,578	4,458,057	1,829,500	4,722,376	264,319	5.9%
GO Bonds Funded Projects Fund						
Community Development	-	-	-	2,158,466	2,158,466	100.0%
Water Services	-	-	962,959	24,618,078	24,618,078	100.0%
Non-Departmental	1,208,092	44,650,010	4,586,214	10,710	(44,639,300)	(100.0%)
	1,208,092	44,650,010	5,549,173	26,787,254	(17,862,756)	(40.0%)
Total Capital Project Funds	1,668,670	49,108,067	7,378,673	31,509,630	(17,598,437)	(35.8%)
Enterprise Funds						
Drinking Water Fund						
General Administration	395,960	408,622	408,622	412,708	4,086	1.0%

City of Flagstaff
Summary by Division of Expenditures/Expenses within Each Fund
Comparison of Fiscal Year 2022-2023 and 2023-2024
(With Actual for Fiscal Year 2021-2022)

Fund/Division	Actual Expenditures/ Expenses 2021-2022	Adopted Budgeted Expenditures/ Expenses 2022-2023	Estimated Expenditures/ Expenses 2022-2023	Proposed Budgeted Expenditures/ Expenses 2023-2024	Change (Budget-Budget)	% Change
Drinking Water Fund - Continued						
Management Services	\$ 1,102,524	1,134,086	1,134,086	1,145,384	11,298	1.0%
Community Development	50,436	66,572	66,572	67,238	666	1.0%
Public Works	149,725	122,584	122,584	123,810	1,226	1.0%
Economic Vitality	543	-	-	-	-	0.0%
Water Services	22,627,960	35,705,179	25,628,515	37,503,577	1,798,398	5.0%
Non-Departmental	148,373	189,267	189,267	191,160	1,893	1.0%
Contingency	-	1,000,000	-	1,000,000	-	0.0%
	24,475,521	38,626,310	27,549,646	40,443,877	1,817,567	4.7%
Wastewater Fund						
General Administration	232,368	230,375	230,375	232,679	2,304	1.0%
Management Services	327,001	343,692	343,692	347,107	3,415	1.0%
Community Development	16,812	-	-	-	-	0.0%
Public Works	23,859	31,232	31,232	31,544	312	1.0%
Economic Vitality	209	-	-	-	-	0.0%
Water Services	8,982,351	32,290,176	24,248,397	24,716,954	(7,573,222)	(23.5%)
Non-Departmental	55,653	64,525	64,525	65,170	645	1.0%
Contingency	-	800,000	-	800,000	-	0.0%
	9,638,253	33,760,000	24,918,221	26,193,454	(7,566,546)	(22.4%)
Reclaimed Water Fund						
General Administration	21,139	31,345	31,345	31,658	313	1.0%
Management Services	42,806	40,969	40,969	41,417	448	1.1%
Economic Vitality	20	-	-	-	-	0.0%
Water Services	482,988	2,300,344	1,235,344	2,223,241	(77,103)	(3.4%)
Non-Departmental	6,569	5,272	5,272	5,325	53	1.0%
Contingency	-	50,000	-	50,000	-	0.0%
	553,522	2,427,930	1,312,930	2,351,641	(76,289)	(3.1%)
Stormwater Fund						
General Administration	84,847	71,614	71,614	73,404	1,790	2.5%
Management Services	146,630	110,656	110,656	113,422	2,766	2.5%
Community Development	-	73,907	73,907	75,755	1,848	2.5%
Public Works	529	2,098	2,098	2,150	52	2.5%
Economic Vitality	37	-	-	-	-	0.0%
Water Services	7,924,638	37,375,898	24,032,709	12,538,501	(24,837,397)	(66.5%)
Non-Departmental	12,059	10,236	10,236	10,493	257	2.5%
Contingency	-	300,000	300,000	2,000,000	1,700,000	566.7%
	8,168,740	37,944,409	24,601,220	14,813,725	(23,130,684)	(61.0%)
Solid Waste Fund						
General Administration	400,506	421,188	421,188	431,718	10,530	2.5%
Management Services	449,680	477,379	477,379	489,313	11,934	2.5%
Public Works	11,637,972	22,480,088	19,058,775	17,820,770	(4,659,318)	(20.7%)
Economic Vitality	480	-	-	-	-	0.0%
Non-Departmental	187,937	258,843	258,843	265,314	6,471	2.5%
Contingency	-	500,000	-	500,000	-	0.0%
	12,676,575	24,137,498	20,216,185	19,507,115	(4,630,383)	(19.2%)
Sustainability and Environmental Management Fund						
General Administration	1,108,971	127,733	127,733	130,926	3,193	2.5%
Management Services	110,619	106,664	106,664	109,331	2,667	2.5%
Public Works	25,665	137,982	137,982	236,261	98,279	71.2%
Economic Vitality	39	-	-	-	-	0.0%
Non-Departmental	11,138	14,861	14,861	15,233	372	2.5%
Sustainability	-	6,175,947	5,825,947	9,488,668	3,662,721	59.3%
Contingency	-	30,000	-	30,000	-	0.0%
	1,256,432	6,593,187	6,213,187	10,010,419	3,417,232	51.8%
Airport Fund						
General Administration	122,351	128,782	128,782	132,002	3,220	2.5%
Management Services	134,383	140,153	140,153	143,657	3,504	2.5%

City of Flagstaff
 Summary by Division of Expenditures/Expenses within Each Fund
 Comparison of Fiscal Year 2022-2023 and 2023-2024
 (With Actual for Fiscal Year 2021-2022)

Fund/Division	Actual Expenditures/ Expenses 2021-2022	Adopted Budgeted Expenditures/ Expenses 2022-2023	Estimated Expenditures/ Expenses 2022-2023	Proposed Budgeted Expenditures/ Expenses 2023-2024	Change (Budget-Budget)	% Change
Airport Fund - Continued						
Public Works	\$ 109,899	108,393	108,393	111,102	2,709	2.5%
Economic Vitality	5,399,076	44,236,676	11,195,671	22,019,406	(22,217,270)	(50.2%)
Non-Departmental	38,183	43,078	43,078	44,155	1,077	2.5%
Contingency	-	100,000	-	100,000	-	0.0%
	5,803,892	44,757,082	11,616,077	22,550,322	(22,206,760)	(49.6%)
Flagstaff Housing Authority Fund						
Community Development	8,728,273	10,686,430	10,686,430	11,611,628	925,198	8.7%
Contingency	-	1,001,250	-	1,001,250	-	0.0%
	8,728,273	11,687,680	10,686,430	12,612,878	925,198	7.9%
Total Enterprise Funds	71,301,208	199,934,096	127,113,896	148,483,431	(51,450,665)	(25.7%)
Total All Funds	\$ 196,429,887	540,887,795	365,996,781	406,457,017	(134,430,778)	(24.9%)

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City of Flagstaff
Budget by Division and Section
Comparison of Fiscal Year 2022-2023 and 2023-2024
(With Actual for Fiscal Year 2021-2022)

Division/Section	Actual Expenditures/ Expenses 2021-2022	Adopted Budgeted Expenditures/ Expenses 2022-2023	Estimated Expenditures/ Expenses 2022-2023	Proposed Budgeted Expenditures/ Expenses 2023-2024	Change (Budget-Budget)	% Change
General Administration						
City Manager	\$ 1,832,853	1,880,760	1,880,760	800,088	(1,080,672)	(57.5%)
City Clerk	-	869,065	869,065	1,941,426	1,072,361	123.4%
Human Resources	1,068,943	1,322,357	1,322,357	1,570,343	247,986	18.8%
Risk Management	249,157	281,444	281,444	249,182	(32,262)	(11.5%)
Information Technology	3,613,663	21,877,173	21,877,173	5,247,552	(16,629,621)	(76.0%)
City Attorney	2,215,597	2,425,776	2,425,776	2,626,332	200,556	8.3%
Flagstaff Municipal Court	3,433,026	4,019,459	4,019,459	4,121,695	102,236	2.5%
Sustainability	945,187	-	-	-	-	0.0%
Environmental Management	60,630	-	-	-	-	0.0%
	13,419,056	32,676,034	32,676,034	16,556,618	(16,119,416)	(49.3%)
Management Services						
Management Services Administration	70,820	322,152	322,152	455,531	133,379	41.4%
Purchasing	1,186,643	736,601	736,601	749,667	13,066	1.8%
Grants, Contracts and Emergency Management	1,025	615,146	615,146	1,142,463	527,317	85.7%
Revenue	1,620,851	2,282,013	2,282,013	2,248,112	(33,901)	(1.5%)
Finance	1,365,492	1,728,547	1,728,547	1,840,751	112,204	6.5%
	4,244,831	5,684,459	5,684,459	6,436,524	752,065	13.2%
Fire						
Fire Operations	12,164,658	19,107,444	20,674,787	14,263,209	(4,844,235)	(25.4%)
Fire Grants	438,032	2,805,059	2,805,059	8,802,138	5,997,079	213.8%
Fire Watershed Protection	660,782	2,174,900	2,174,900	873,122	(1,301,778)	(59.9%)
	13,263,472	24,087,403	25,654,746	23,938,469	(148,934)	(0.6%)
Police						
Police Operations	18,713,206	21,103,226	21,103,226	22,841,125	1,737,899	8.2%
Police Grants	1,604,849	2,921,807	2,921,807	2,509,040	(412,767)	(14.1%)
	20,318,055	24,025,033	24,025,033	25,350,165	1,325,132	5.5%
Community Development						
Community Development Administration	398,967	504,375	504,375	496,711	(7,664)	(1.5%)
Planning and Development Services	3,057,855	2,230,684	2,284,921	1,592,884	(637,800)	(28.6%)
Building Safety and Code Compliance	5,176	1,838,807	1,784,570	2,164,831	326,024	17.7%
Housing	408,458	445,440	445,440	468,224	22,784	5.1%
Community Housing Services	90,226	2,625,279	2,616,454	138,504	(2,486,775)	(94.7%)
Community Housing Grants	-	780,000	-	780,000	-	0.0%
CDBG Grants	866,163	2,507,756	1,877,910	574,037	(1,933,719)	(77.1%)
GO Bond Funded Projects	-	-	-	2,158,466	2,158,466	100.0%
Flagstaff Housing Authority	8,728,273	10,686,430	10,686,430	11,611,628	925,198	8.7%
	13,555,118	21,618,771	20,200,100	19,985,285	(1,633,486)	(7.6%)
Public Works						
Public Works Administration	181,358	212,789	212,789	215,946	3,157	1.5%
Public Facilities Maintenance	980,515	2,890,831	2,890,831	2,702,503	(188,328)	(6.5%)
USGS Facilities	506,986	1,439,873	1,439,873	779,562	(660,311)	(45.9%)
Fleet Services	(20,488)	613,528	632,228	16,999	(596,529)	(97.2%)
Parks	3,461,393	-	-	-	-	0.0%
Recreation	3,589,676	-	-	-	-	0.0%
Open Space	157,981	-	-	-	-	0.0%
Street Maintenance and Repairs	6,371,746	7,253,529	7,253,529	6,393,117	(860,412)	(11.9%)
Street Construction and Reconstruction	949,034	6,935,517	6,935,517	2,350,000	(4,585,517)	(66.1%)
Road Repair Pavement Preservation	1,157,923	5,055,742	5,055,742	6,000,000	944,258	18.7%
Landfill	3,601,189	3,512,632	2,912,632	3,998,338	485,706	13.8%
Collections	7,388,641	9,411,860	9,198,453	9,187,430	(224,430)	(2.4%)
Solid Waste - Capital Improvements	164,178	9,103,577	6,495,671	4,175,000	(4,928,577)	(54.1%)
Solid Waste Debt Service	218,569	215,719	215,719	217,794	2,075	1.0%
	28,708,701	46,645,597	43,242,984	36,036,689	(10,608,908)	(22.7%)
Economic Vitality						
Library City Direct	3,647,825	5,900,731	4,810,166	4,117,295	(1,783,436)	(30.2%)
Library County Direct	761,537	682,302	684,477	684,444	2,142	0.3%
Library County Indirect Shared Services	305,092	491,026	491,026	1,445,615	954,589	194.4%
Library Grants	102,065	100,000	95,268	75,000	(25,000)	(25.0%)

City of Flagstaff
Budget by Division and Section
Comparison of Fiscal Year 2022-2023 and 2023-2024
(With Actual for Fiscal Year 2021-2022)

Division/Section	Actual Expenditures/ Expenses 2021-2022	Adopted Budgeted Expenditures/ Expenses 2022-2023	Estimated Expenditures/ Expenses 2022-2023	Proposed Budgeted Expenditures/ Expenses 2023-2024	Change (Budget-Budget)	% Change
Economic Vitality - Continued						
Community Investment	\$ 112,290	258,918	258,918	184,531	(74,387)	(28.7%)
Beautification - BBB	313,985	790,615	790,615	921,532	130,917	16.6%
Beautification - Capital Improvements - BBB	242,378	5,263,484	2,469,865	1,854,000	(3,409,484)	(64.8%)
Economic Development - BBB	977,022	1,496,867	1,496,867	1,587,785	90,918	6.1%
Economic Development Debt Service - BBB	250,448	248,363	248,363	246,031	(2,332)	(0.9%)
Tourism - BBB	2,172,862	2,610,735	2,610,735	3,381,913	771,178	29.5%
Visitor Services	431,941	660,714	660,714	540,128	(120,586)	(18.3%)
Arts and Science - BBB	588,872	1,258,679	807,679	1,096,443	(162,236)	(12.9%)
Parking District	570,160	2,239,499	936,709	2,007,811	(231,688)	(10.3%)
Parking District Debt Service	115,025	115,025	115,025	115,025	-	0.0%
Airport	5,167,200	44,004,940	10,963,935	21,787,670	(22,217,270)	(50.5%)
Airport Debt Service	231,736	231,736	231,736	231,736	-	0.0%
	15,990,438	66,353,634	27,672,098	40,276,959	(26,076,675)	(39.3%)
Water Services						
Administration	2,662,600	1,992,432	1,992,432	2,301,339	308,907	15.5%
Water Production	4,026,038	5,080,177	4,903,780	4,236,342	(843,835)	(16.6%)
Water Distribution	2,078,468	2,724,079	2,364,499	2,255,617	(468,462)	(17.2%)
Water Resource Management	504,663	706,291	706,291	716,585	10,294	1.5%
Engineering Services	411,310	505,838	505,838	635,277	129,439	25.6%
Regulatory Compliance	907,872	1,239,518	1,239,518	1,220,877	(18,641)	(1.5%)
SCADA Information Systems	622,840	1,424,755	1,131,908	1,195,497	(229,258)	(16.1%)
Wastewater Treatment - Wildcat	1,940,058	3,015,242	3,139,811	2,263,086	(752,156)	(24.9%)
Wastewater Treatment - Rio Plant	1,254,613	1,290,982	1,290,982	1,266,075	(24,907)	(1.9%)
Wastewater Collection	812,539	1,477,149	1,604,149	1,755,343	278,194	18.8%
Reclaim Water	395,399	676,911	676,911	633,241	(43,670)	(6.5%)
Stormwater	1,373,026	1,349,480	3,286,720	3,672,124	2,322,644	172.1%
Drinking Water Capital Improvements	4,092,254	19,733,025	10,485,185	23,092,539	3,359,514	17.0%
Wastewater Capital Improvements	2,814,761	24,421,851	16,128,503	16,450,000	(7,971,851)	(32.6%)
Reclaim Water Capital Improvements	87,589	1,623,433	558,433	1,590,000	(33,433)	(2.1%)
Stormwater Capital Improvements	6,551,612	33,891,639	20,442,810	6,222,195	(27,669,444)	(81.6%)
GO Bond Funded Projects	-	-	962,959	24,618,078	24,618,078	100.0%
Drinking Water Debt Service	7,321,915	2,299,064	2,299,064	1,849,504	(449,560)	(19.6%)
Wastewater Debt Service	2,160,380	2,084,952	2,084,952	2,982,450	897,498	43.0%
Stormwater Debt Service	-	2,134,779	303,179	2,644,182	509,403	23.9%
	40,017,937	107,671,597	76,107,924	101,600,351	(6,071,246)	(5.6%)
Non-Departmental						
Council and Commissions	419,164	472,049	550,493	662,543	190,494	40.4%
Non-Departmental	3,857,614	17,776,722	17,692,330	6,211,019	(11,565,703)	(65.1%)
Transit	5,920,568	11,298,398	10,939,623	9,086,099	(2,212,299)	(19.6%)
GO Bond Funded Projects	1,208,092	44,650,010	4,586,214	10,710	(44,639,300)	(100.0%)
GO Bond Debt Service	7,348,949	8,302,508	8,302,508	5,602,333	(2,700,175)	(32.5%)
Non GO Bond Funded Projects	460,578	4,458,057	245,500	1,275,000	(3,183,057)	(71.4%)
Road Repair Debt Service	1,490,163	1,486,763	1,486,763	7,788,263	6,301,500	423.8%
Roadway, Pedestrian, Bicycle & Safety Debt Serv.	-	1,548,000	-	-	(1,548,000)	(100.0%)
Downtown Mile	-	-	1,584,000	3,447,376	3,447,376	100.0%
Pension Debt Service	9,195,390	9,197,868	9,197,868	8,706,680	(491,188)	(5.3%)
Facility Improvement Debt	342,421	527,823	310,823	313,565	(214,258)	(40.6%)
	30,242,939	99,718,198	54,896,122	43,103,588	(56,614,610)	(56.8%)
City Engineering						
Engineering	1,883,870	2,231,692	2,231,692	2,401,930	170,238	7.6%
Capital Improvements	(155,156)	(107,411)	(107,411)	(127,065)	(19,654)	18.3%
Transportation CIP	5,250,217	33,000,429	13,046,932	40,065,719	7,065,290	21.4%
Road Repair Construction	7,741,268	6,506,575	6,506,575	18,800	(6,487,775)	(99.7%)
New Street Projects	-	295,500	295,500	1,000,000	704,500	238.4%
Street Widening Projects	497,415	8,538,342	1,114,000	1,950,000	(6,588,342)	(77.2%)
Street Operations	50,252	12,163,973	8,930,093	13,452,685	1,288,712	10.6%
Bicycle and Pedestrian Projects	1,126,456	10,594,565	1,230,019	4,125,000	(6,469,565)	(61.1%)
Street Improvements	5,296	-	-	-	-	0.0%
Safety Improvements	607	-	-	-	-	0.0%
General Transportation Improvements	231,225	10,504,375	544,152	264,300	(10,240,075)	(97.5%)
	16,631,450	83,728,040	33,791,552	63,151,369	(20,576,671)	(24.6%)

City of Flagstaff
 Budget by Division and Section
 Comparison of Fiscal Year 2022-2023 and 2023-2024
 (With Actual for Fiscal Year 2021-2022)

Division/Section	Actual Expenditures/ Expenses 2021-2022	Adopted Budgeted Expenditures/ Expenses 2022-2023	Estimated Expenditures/ Expenses 2022-2023	Proposed Budgeted Expenditures/ Expenses 2023-2024	Change (Budget-Budget)	% Change
Parks, Recreation, Open Space & Events						
Parks	\$ -	7,540,732	5,243,040	4,320,398	(3,220,334)	(42.7%)
Recreation	-	5,199,839	5,199,839	4,765,218	(434,621)	(8.4%)
Open Space	-	640,789	640,789	2,015,924	1,375,135	214.6%
Recreation - BBB	-	1,810,400	1,731,042	1,260,400	(550,000)	(30.4%)
	-	15,191,760	12,814,710	12,361,940	(2,829,820)	(18.6%)
Sustainability						
Sustainability	-	6,175,947	5,825,947	9,488,668	3,312,721	53.6%
Environmental Management	-	132,012	132,012	230,142	98,130	74.3%
	-	6,307,959	5,957,959	9,718,810	3,410,851	54.1%
Reserves/Contingencies	37,890	7,179,310	3,273,060	7,940,250	760,940	10.6%
Grand Total	\$ 196,429,887	540,887,795	365,996,781	406,457,017	(134,430,778)	(24.9%)

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.

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City of Flagstaff
Budget Summary by Division of Expenditures
Comparison of Fiscal Year 2022-2023 and 2023-2024
(With Actual for Fiscal Year 2021-2022)

Division/Fund	Actual Expenditures/ Expenses 2021-2022	Adopted Budgeted Expenditures/ Expenses 2022-2023	Estimated Expenditures/ Expenses * 2022-2023	Proposed Budgeted Expenditures/ Expenses 2023-2024	Change (Budget-Budget)	% Change
General Administration						
General Fund	\$ 12,413,239	32,676,034	32,676,034	16,556,618	(16,119,416)	(49.3%)
Library	272,459	280,520	280,520	287,533	7,013	2.5%
HURF	280,797	409,111	409,111	419,339	10,228	2.5%
Transportation	68,686	51,325	51,325	52,608	1,283	2.5%
Parking District	40,596	39,437	39,437	40,227	790	2.0%
Drinking Water	395,960	408,622	408,622	412,708	4,086	1.0%
Wastewater	232,368	230,375	230,375	232,679	2,304	1.0%
Reclaimed Water	21,139	31,345	31,345	31,658	313	1.0%
Stormwater	84,847	71,614	71,614	73,404	1,790	2.5%
Solid Waste	400,506	421,188	421,188	431,718	10,530	2.5%
Sustainability and Environmental Mgmt	1,108,971	127,733	127,733	130,926	3,193	2.5%
Airport	122,351	128,782	128,782	132,002	3,220	2.5%
	15,441,919	34,934,354	34,934,354	18,861,145	(16,073,209)	(46.0%)
Community Development						
General Fund	3,870,456	5,019,306	5,019,306	4,722,650	(296,656)	(5.9%)
HURF	576,694	-	-	-	-	0.0%
Housing and Community Services	956,389	5,913,035	4,494,364	1,492,541	(4,420,494)	(74.8%)
GO Bonds Funded Projects Fund	-	-	-	2,158,466	2,158,466	100.0%
Drinking Water	50,436	66,572	66,572	67,238	666	1.0%
Wastewater	16,812	-	-	-	-	0.0%
Stormwater	-	73,907	73,907	75,755	1,848	2.5%
Flagstaff Housing Authority	8,728,273	10,686,430	10,686,430	11,611,628	925,198	8.7%
	14,199,060	21,759,250	20,340,579	20,128,278	(1,630,972)	(7.5%)
Management Services						
General Fund	4,244,831	5,684,459	5,684,459	6,436,524	752,065	13.2%
Library	187,931	151,324	151,324	155,107	3,783	2.5%
HURF	78,002	80,664	80,664	82,681	2,017	2.5%
Transportation	132,446	98,601	98,601	101,066	2,465	2.5%
Parking District	11,338	13,601	13,601	13,873	272	2.0%
Drinking Water	1,102,524	1,134,086	1,134,086	1,145,384	11,298	1.0%
Wastewater	327,001	343,692	343,692	347,107	3,415	1.0%
Reclaimed Water	42,806	40,969	40,969	41,417	448	1.1%
Stormwater	146,630	110,656	110,656	113,422	2,766	2.5%
Solid Waste	449,680	477,379	477,379	489,313	11,934	2.5%
Sustainability and Environmental Mgmt	110,619	106,664	106,664	109,331	2,667	2.5%
Airport	134,383	140,153	140,153	143,657	3,504	2.5%
	6,968,191	8,393,193	8,393,193	9,190,101	796,908	9.5%
Fire						
General Fund	12,602,690	21,912,503	23,479,846	23,065,347	1,152,844	5.3%
Water Resource & Infrastructure Fund	660,782	2,174,900	2,174,900	873,122	(1,301,778)	(59.9%)
	13,263,472	24,087,403	25,654,746	23,938,469	(148,934)	(0.6%)
Police						
General Fund	20,318,055	24,025,033	24,025,033	25,350,165	1,325,132	5.5%
	20,318,055	24,025,033	24,025,033	25,350,165	1,325,132	5.5%
Public Works						
General Fund	8,857,421	5,157,021	5,175,721	3,715,010	(1,442,011)	(28.0%)
Library	40,058	28,892	28,892	29,614	722	2.5%
HURF	7,534,121	14,382,887	14,382,887	8,941,804	(5,441,083)	(37.8%)
Transportation	1,198,329	5,100,717	5,100,717	6,046,099	945,382	18.5%
Parking District	4,063	420	420	428	8	1.9%
Drinking Water	149,725	122,584	122,584	123,810	1,226	1.0%
Wastewater	23,859	31,232	31,232	31,544	312	1.0%
Stormwater	529	2,098	2,098	2,150	52	2.5%
Solid Waste	11,637,972	22,480,088	19,058,775	17,820,770	(4,659,318)	(20.7%)

City of Flagstaff
Budget Summary by Division of Expenditures
Comparison of Fiscal Year 2022-2023 and 2023-2024
(With Actual for Fiscal Year 2021-2022)

Division/Fund	Actual Expenditures/ Expenses 2021-2022	Adopted Budgeted Expenditures/ Expenses 2022-2023	Estimated Expenditures/ Expenses * 2022-2023	Proposed Budgeted Expenditures/ Expenses 2023-2024	Change (Budget-Budget)	% Change
Public Works - Continued						
Sustainability and Environmental Mgmt	\$ 25,665	137,982	137,982	236,261	98,279	71.2%
Airport	109,899	108,393	108,393	111,102	2,709	2.5%
	29,581,641	47,555,522	44,152,909	37,061,880	(10,493,642)	(22.1%)
Economic Vitality						
General Fund	112,290	258,918	258,918	184,531	(74,387)	(28.7%)
Library	4,816,757	7,174,059	6,080,937	6,322,354	(851,705)	(11.9%)
HURF	220	-	-	-	-	0.0%
Transportation	86	-	-	-	-	0.0%
Beautification	556,363	6,054,099	3,260,480	2,775,532	(3,278,567)	(54.2%)
Economic Development	1,227,470	1,745,230	1,745,230	1,833,816	88,586	5.1%
Tourism	2,604,803	3,271,449	3,271,449	3,922,041	650,592	19.9%
Arts and Science	588,872	1,258,679	807,679	1,096,443	(162,236)	(12.9%)
Parking District	685,217	2,354,524	1,051,734	2,122,836	(231,688)	(9.8%)
Drinking Water	543	-	-	-	-	0.0%
Wastewater	209	-	-	-	-	0.0%
Reclaimed Water	20	-	-	-	-	0.0%
Stormwater	37	-	-	-	-	0.0%
Solid Waste	480	-	-	-	-	0.0%
Sustainability and Environmental Mgmt	39	-	-	-	-	0.0%
Airport	5,399,076	44,236,676	11,195,671	22,019,406	(22,217,270)	(50.2%)
	15,992,482	66,353,634	27,672,098	40,276,959	(26,076,675)	(39.3%)
Water Services						
GO Bonds Funded Projects Fund	-	-	962,959	24,618,078	24,618,078	100.0%
Drinking Water	22,627,960	35,705,179	25,628,515	37,503,577	1,798,398	5.0%
Wastewater	8,982,351	32,290,176	24,248,397	24,716,954	(7,573,222)	(23.5%)
Reclaimed Water	482,988	2,300,344	1,235,344	2,223,241	(77,103)	(3.4%)
Stormwater	7,924,638	37,375,898	24,032,709	12,538,501	(24,837,397)	(66.5%)
	40,017,937	107,671,597	76,107,924	101,600,351	(6,071,246)	(5.6%)
Non-Departmental						
General Fund	(2,684,659)	8,362,818	8,224,262	(254,761)	(8,617,579)	(103.0%)
COVID Relief Fund	218,692	3,118,516	3,034,124	-	(3,118,516)	(100.0%)
Library	61,878	74,008	74,008	75,859	1,851	2.5%
HURF	190,920	202,761	202,761	207,830	5,069	2.5%
Transportation	7,443,788	14,347,388	12,440,613	16,888,945	2,541,557	17.7%
Housing and Community Services	65,925	46,235	46,235	52,000	5,765	12.5%
Parking District	8,325	8,419	8,419	8,587	168	2.0%
General Obligation Bonds	7,348,949	8,302,508	8,302,508	5,602,333	(2,700,175)	(32.5%)
Pension Debt Service Fund	9,195,390	9,197,868	9,197,868	8,706,680	(491,188)	(5.3%)
GO Bond Funded Projects	1,208,092	44,650,010	4,586,214	10,710	(44,639,300)	(100.0%)
Non GO Bond Funded Projects	460,578	4,458,057	1,829,500	4,722,376	264,319	5.9%
Drinking Water	148,373	189,267	189,267	191,160	1,893	1.0%
Wastewater	55,653	64,525	64,525	65,170	645	1.0%
Reclaimed Water	6,569	5,272	5,272	5,325	53	1.0%
Stormwater	12,059	10,236	10,236	10,493	257	2.5%
Solid Waste	187,937	258,843	258,843	265,314	6,471	2.5%
Sustainability and Environmental Mgmt	11,138	14,861	14,861	15,233	372	2.5%
Airport	38,183	43,078	43,078	44,155	1,077	2.5%
	23,977,790	93,361,217	48,539,141	36,624,119	(56,737,098)	(60.8%)
City Engineering						
General Fund	1,728,714	2,124,281	2,124,281	2,274,865	150,584	7.1%
HURF	499,618	23,712,129	6,043,130	11,216,699	(12,495,430)	(52.7%)
Transportation	14,403,118.00	58,363,165	26,095,676	50,143,128	(8,220,037)	(14.1%)
	16,631,450	84,199,575	34,263,087	63,634,692	(20,564,883)	(24.4%)

City of Flagstaff
Budget Summary by Division of Expenditures
Comparison of Fiscal Year 2022-2023 and 2023-2024
(With Actual for Fiscal Year 2021-2022)

Division/Fund	Actual Expenditures/ Expenses 2021-2022	Adopted Budgeted Expenditures/ Expenses 2022-2023	Estimated Expenditures/ Expenses * 2022-2023	Proposed Budgeted Expenditures/ Expenses 2023-2024	Change (Budget-Budget)	% Change
Parks, Recreation, Open Space & Events						
General Fund	\$ -	13,381,360	11,083,668	11,101,540	(2,279,820)	(17.0%)
BBB-Recreation	-	1,810,400	1,731,042	1,260,400	(550,000)	(30.4%)
	-	15,191,760	12,814,710	12,361,940	(2,829,820)	(18.6%)
Sustainability						
Sustainability and Environmental Mgmt	-	6,175,947	5,825,947	9,488,668	3,312,721	53.6%
	-	6,175,947	5,825,947	9,488,668	3,312,721	53.6%
Reserves/Contingencies						
General Fund	37,890	2,928,060	2,928,060	1,989,000	(939,060)	(32.1%)
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	45,000	-	0.0%
Tourism	-	175,000	-	175,000	-	0.0%
Arts and Science	-	10,000	-	10,000	-	0.0%
Parking District	-	30,000	-	30,000	-	0.0%
Drinking Water	-	1,000,000	-	1,000,000	-	0.0%
Wastewater	-	800,000	-	800,000	-	0.0%
Reclaimed Water	-	50,000	-	50,000	-	0.0%
Stormwater	-	300,000	300,000	2,000,000	1,700,000	566.7%
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%
	37,890	7,179,310	3,273,060	7,940,250	760,940	10.6%
All Funds Total	\$ 196,429,887	540,887,795	365,996,781	406,457,017	(134,430,778)	(24.9%)

*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 2023-2024

Sect #	Section	Operating Capital	Budget 2023-2024
General Fund			
039	Grants, Contracts & Emergency Mgm	Emergency Management Vehicle	\$ 75,000
051	Fire	Type 1 Engine Replacement	425,000
		Replacement Vehicles (3)	110,000
052	Fire Grants	Fire Equipment	750,000
		Fire Vehicles	550,000
061	Police	Replacement Vehicles (4)	200,000
		Police Aide Vehicle	50,000
102	Engineering	Replacement Vehicle	60,000
122	Building Safety	Replacement Vehicles (3)	130,000
152	Facility Maintenance	Replacement Vehicles (4)	200,000
		Misc Facility Improvements	400,000
155	Parks	Bushmaster Park Skate Park Fence Renovation	45,000
		Continental Park Tot Lot Project	50,000
		McMillan Park Backstop at Basketball Court	5,000
		Park & FUTS - Benches, Fountains, Bike Stations	25,000
		Thorpe Park Multi-Purpose Entrances and Gate	25,000
		Flagpoles - Thorpe Complex & La Plaza Vieja	10,000
		Parks Shop Entrance Gate and Keypad	25,000
		Kinlani Yard Storage Bins	15,000
		Thorpe Park New Grills	20,000
		Park and FUTS Signage Upgrades	35,000
156	Recreation	Youth Sports System at Hal Jensen Rec Center	20,000
		Aquaplex Wall Exercise Equipment/Program	10,000
		Noise Reduction - Dining Hall at Joe C Montoya	13,000
		Skating Supplies, Sharpener at Jay Lively	10,000
		Recreation Contingency	2,000
201	Community Investment	Replacement Vehicle	40,000
402	Non-Departmental	NORESCO Projects	4,423,547
		General Fund Total	7,723,547
Highway User Revenue Fund			
161	Street Maintenance	Replacement Sweeper	250,000
		Replacement 1-Ton Vehicles (3)	330,000
		6 Wheel Dump Truck	320,000
		Backhoe	220,000
		Highway User Revenue Fund Total	1,120,000
Recreation Fund			
158	Recreation Projects	Deferred Maintenance Projects	200,000
		Play Structure Replacement	150,000
		Recreation Fund Total	350,000
Parking District Fund			
231	Parking District	ParkFlag Vehicle	65,000
		Parking District Fund Total	65,000
Drinking Water Fund			
300	Water Distribution	Bearjaw Conference Room Upgrades	5,000
307	SCADA Information Systems	New SCADA Servers	60,000
		New SCADA Microwave Network Link	20,000
		Camera & Door Migration (2)	40,000
370	Water Capital Improvements	UPM Cold Patch Storage Building at East Shop	300,000
		Concrete Rehab for Main Tank at Lake Mary	150,000
		Rehab Kinlani Tank & Booster Forebay	150,000
		Drinking Water Fund Total	725,000

City of Flagstaff
Summary of Operating Capital
Fiscal Year 2023-2024

Sect #	Section	Operating Capital	Budget 2023-2024
Wastewater Fund			
312	Wastewater Collection	Meeting Room Upgrade at Rio	\$ 5,000
313	Wastewater Collection	Camel Vac Truck for Collections	450,000
		Wastewater Fund Total	455,000
Reclaimed Water Fund			
321	Reclaimed Water Distribution	Reclaim Pump #1 at Wildcat	30,000
		Booster Pump #1/#3 Modifications at Wildcat	20,000
		Skid for Chlorine Pumps at Rio	35,000
		Weir Gate Improvements	50,000
		Reclaimed Water Fund Total	135,000
Stormwater Fund			
331	Stormwater	Vehicle Replacement	45,000
		Stormwater Fund Total	45,000
Solid Waste Fund			
165	Solid Waste - Landfill	Replacement Trash Compactor	885,000
		Undercarriage Rebuild for Caterpillar	65,000
		Rebuild of Caterpillar 966H Front End Loader	200,000
		Replacement of John Deere Motor Grader	50,000
		GPS Equipment for New Trash Compactor	150,000
166	Solid Waste - Collections	Replacement Side Loaders (2)	826,000
		Replacement Rear Loader	330,000
		Vehicle Replacements (3)	204,000
		Replacement Front Load	400,000
		Replacement Roll-Off Truck	320,000
167	Solid Waste - Capital Improvements	Stormwater Infrastructure	5,000
		Landfill Tarp Cover System	15,000
		Aerial Survey	10,000
		Tier II Air Quality Measurement	45,000
		Solid Waste Fund Total	3,505,000
Public Housing Fund			
109	Building Improvements	Dwelling Units Improvements	990,000
		Public Housing Fund Total	990,000
		Total	\$ 15,113,547

City of Flagstaff
Summary of Capital Improvement Program
2023-2024

Sect #	Section	Project	Budget 2023-2024
Highway User Revenue Fund			
112	Transportation	Beulah Extension/University Realignment	\$ 10,800,000
162	Street Construction	Minor Transportation Improvements	50,000
		Sidewalk Replacement Program	200,000
		Overlay - Annual Streets Maintenance	2,100,000
		Highway User Revenue Fund Total	13,150,000
Transportation Fund			
112	Transportation	Lone Tree Railroad Overpass	29,256,619
116	Road Repair Construction	Pavement Overlay	6,000,000
117	New Street Projects	John Wesley Powell Extension Phase 1 and 2	500,000
		4th Street Extension - Phase I and II	500,000
118	Street Widening Projects	Butler-Fourth Improvements	1,950,000
119	Streets Operations	Traffic Signal Program	87,685
		Fourth Street - Lockett Roundabout	1,975,000
		Intersection Improvements	50,000
		Quiet Zone Modifications	100,000
		Dark Sky Lighting	500,000
		Boulder Pointe Traffic Calming	40,000
		Southwest RAISE Grant	10,000,000
		La Plaza Vieja Traffic Calming	700,000
120	Bicycle and Pedestrian Projects	General Planning	146,000
		FUTS Reserve	50,000
		Foxglenn Trail	10,000
		Butler Avenue and O'Leary Crossing	45,000
		Switzer Canyon	2,300,000
		FUTS Asphalt Repair	250,000
		Vision Zero Action Plan	250,000
		Bow and Arrow Trail Tunnel	450,000
		Yale Street Sidewalks	81,000
		Bike Lane Striping Program	150,000
		Country Club Advisory Lanes	65,000
		Bicycle Projects	241,000
		Pedestrian Projects	87,000
121	General Improvements	Reserve for Improvements	100,000
		Traffic Engineering	125,000
		Transportation Fund Total	56,009,304
Beautification Fund			
212	Capital Improvements	Southside Greenspace	14,000
		Phoenix - San Francisco to Mikes Pike	75,000
		Phoenix Parking Plaza	100,000
		Aspen Bike and Pedestrian Enhancements	55,000
		ADOT Beautification	90,000
		Mural Initiative/Alley Improvements	50,000
		Indigenous Representation Base	25,000
		Lone Tree Overpass	500,000
		Downtown Green	200,000
		Butler Avenue Improvements Roundabout	5,000
		Beautification - Housing	5,000
		Lone Tree: Pine Knoll to John Wesley Powell	5,000
		Downtown Mile Underpasses	5,000
		Switzer Canyon Roundabout	250,000
		Playground Beautification	25,000
		Rio de Flag	50,000
		Future Projects	400,000
		Beautification Fund Total	1,854,000

City of Flagstaff
Summary of Capital Improvement Program
2023-2024

Sect #	Section	Project	Budget 2023-2024
Arts and Science Fund			
216	Artwork Projects	Flagstaff Art Festival	\$ 50,000
		Neighborhood Plans Art Projects	60,000
		Indigenous Representation	50,000
		Artwork at Transportation Center	5,000
		FUTS Trail Sculpture	5,000
		Contingency for Future Projects	50,000
		Arts and Science Fund Total	220,000
Recreation Fund			
158	BBB Rec Misc. Projects	Heritage Square Restroom	250,000
		Ponderosa Park Reconstruction	300,000
		West Side Park Project	350,000
		Recreation Fund	900,000
Parking District Fund			
231	Parking	Property Acquisition	1,000,000
		Parking District Fund Total	1,000,000
Drinking Water Fund			
370	Water Capital Projects	Rio Flood Control Project Waterline Replacement	1,725,000
		Aging Water Infrastructure Replacement	200,000
		Water Vault/PRV Replacements	200,000
		Radio Read Meter Replacements	800,000
		Reserve for Improvements	300,000
		Lake Mary Flocculations	4,250,000
		Solier Waterline 12" Upsizing	2,100,000
		Switzer Canyon Line Phase 4	3,954,648
		Water Energy Efficiency Upgrades	100,000
		SCADA Well Upgrades	30,000
		Beulah/University Waterline	404,103
		Inner Basin - Waterline	8,178,788
		Zone B Storage	50,000
		Lake Mary Dam Repairs	150,000
		Lake Mary Raw Water Pipeline	50,000
		Drinking Water Fund Total	22,492,539
Wastewater Fund			
375	Wastewater Capital	Reserve for Improvements	300,000
		Rio de Flag Sewer Relocations	3,300,000
		Rio Solids Treatment	10,000,000
		Beulah/University Sewer Extension	300,000
		Country Club Interceptor to Wildcat	300,000
		Sewer Collection Assessments	50,000
		Wildcat Roof Replacement	1,000,000
		Wildcat UV Disinfection	500,000
		Facility Master Plan Update	700,000
		Wastewater Fund Total	16,450,000
Reclaimed Water Fund			
380	Reclaimed Water Capital Projects	8" Bottleneck - Replacement	1,500,000
		Rio de Flag Reclaimed Pump Valve Actuators	40,000
		Reclaimed Water Fund Total	1,540,000
Stormwater Fund			
385	Stormwater Capital Projects	Stormwater Capital Reserve	209,000
		Spot Improvements	156,000
		Spruce Wash Resiliency	133,787
		Schultz Creek at Highway 180	5,093,290
		Schultz Creek Stabilization	630,118
		Stormwater Fund Total	6,222,195

City of Flagstaff
Summary of Capital Improvement Program
2023-2024

Sect #	Section	Project	Budget 2023-2024
Solid Waste Fund			
165	Solid Waste - Landfill	Materials Recovery Facility Construction	\$ 550,000
		Phase II: Cell D Excavation/Preparation	3,000,000
		Litter Control Perimeter Fence	550,000
		Solid Waste Fund Total	4,100,000
Airport Fund			
222	Airport Capital Projects	Snow Removal Equipment Building	11,000,000
		Land Acquisition	2,750,000
		Bipartisan Infrastructure Law Grant 2022	430,500
		Bipartisan Infrastructure Law Grant 2023	145,000
		Upgrade Perimeter Access Road Phase I	200,000
		Airport Fund Total	14,525,500
Non-GO Capital Project Bond Fund			
422	USGS Office Building	Building Renovations	1,250,000
426	Courthouse	Courthouse Parking Structure	25,000
427	Downtown Mile	Downtown Mile	3,447,376
		Non-GO Capital Project Bond Fund Total	4,722,376
GO Capital Project Bond Fund			
421	GO Capital Project Bond	FUTS Land Acquisition	10,710
375	Wastewater Capital Improvements	Wildcat Digesters	1,750,000
		Wildcat Pumps	2,500,000
		Wildcat Co-Generation	3,000,000
		Generators	455,600
		Turbo Blowers	100,000
385	Stormwater Capital Improvements	Arroyo Seco Inlet	64,980
		Arroyo Seco-Dortha Channel	990,807
		Dortha/ Arroyo Seco Grant	1,000,000
		Cedar Crossing	71,000
		Cedar-Linda Vista Channel	2,510,000
		Linda Vista Crossing	267,165
		Grandview	5,665,206
		Killip Inlet	300,000
		Parkway Basins	50,000
		The Wedge	5,893,320
		GO Capital Project Bond Fund Total	24,628,788
Total			\$ 167,814,702

City of Flagstaff
Debt Service Requirements
Fiscal Year 2023-2024

	Original Issue	Outstanding 7/1/23	Principal	Interest	Fiscal Charges	Total Requirements
General Fund						
Capital Lease - Renewable Energy Equipment	\$ 1,014,557	412,233	78,962	10,853	-	89,815
Certificates of Participation - Courthouse	3,845,000	3,535,000	110,000	112,500	1,250	223,750
<i>Proposed: USGS</i>	250,000	-	-	-	-	-
	5,109,557	3,947,233	188,962	123,353	1,250	313,565
Road Repair and Street Safety Fund						
Revenue Bonds - Series 2016 Road Repair	8,930,000	6,020,000	540,000	230,000	900	770,900
Revenue Bonds - Series 2018 Road Repair	10,000,000	8,200,000	410,000	302,313	1,250	713,563
	18,930,000	14,220,000	950,000	532,313	2,150	1,484,463
Lone Tree Overpass						
<i>Proposed: Lone Tree Overpass</i>	20,000,000	-	-	6,301,300	2,500	6,303,800
	20,000,000	-	-	6,301,300	2,500	6,303,800
Economic Development Fund						
GADA Revenue Bonds - Series 2010A Incubator	3,370,000	1,650,000	175,000	70,531	500	246,031
	3,370,000	1,650,000	175,000	70,531	500	246,031
Parking District Fund						
Capital Lease - Parking Meters	1,000,000	380,218	104,753	10,272	-	115,025
	1,000,000	380,218	104,753	10,272	-	115,025
General Obligation Bond Fund						
Series 2013 - Capital Projects	11,460,000	5,230,000	790,000	165,850	1,600	957,450
Series 2014A - Capital Projects	6,600,000	4,505,000	300,000	174,550	500	475,050
Series 2016 - Capital Projects	16,105,000	12,455,000	680,000	484,600	300	1,164,900
Series 2020 - Courthouse/Public Safety	11,090,000	5,660,000	2,500,000	188,900	500	2,689,400
Series 2020 - WIFA - FWPP	5,000,000	4,552,779	229,912	16,553	66,568	313,033
<i>Proposed: 2022 Bond Projects</i>	25,241,504	-	-	-	-	-
Arbitrage	-	-	-	-	2,500	2,500
	75,496,504	32,402,779	4,499,912	1,030,453	71,968	5,602,333
Pension Debt Service Fund						
Certificates of Participation - Pension	131,000,000	116,830,000	5,865,000	2,839,180	2,500	8,706,680
	131,000,000	116,830,000	5,865,000	2,839,180	2,500	8,706,680
Drinking Water Fund						
WIFA - 2010 Fort Tuthill Well Improvements	594,951	219,003	29,061	1,942	3,067	34,070
WIFA - 2010 Local Aquifer Study	1,100,000	457,307	60,683	4,056	6,404	71,143
Revenue Bonds - 2017 Refunding	6,389,858	1,990,019	484,450	34,781	313	519,544
Revenue Bonds - 2019 Projects	5,044,710	4,121,086	378,950	94,752	1,053	474,755
Revenue Bonds - 2022 Refunding	4,930,000	4,280,000	649,000	98,492	2,500	749,992
	18,059,519	11,067,415	1,602,144	234,023	13,337	1,849,504
Wastewater Fund						
Capital Lease - Renewable Energy Equipment	1,936,443	786,806	150,712	20,715	-	171,427
Revenue Bonds - 2017 Refunding	10,739,142	7,520,981	1,447,550	135,264	937	1,583,751
Revenue Bonds - 2019 Projects	4,540,290	3,708,914	341,050	85,275	947	427,272
<i>Proposed: Wastewater Projects</i>	10,000,000	-	-	800,000	-	800,000
	27,215,875	12,016,701	1,939,312	1,041,254	1,884	2,982,450
Stormwater Fund						
Revenue Bonds - Series 2022	4,092,000	3,858,000	213,000	100,165	2,500	315,665
WIFA - Series 2022 Projects	19,000,000	19,000,000	542,969	222,120	280,928	1,046,017
<i>Proposed: Stormwater Projects</i>	16,000,000	-	-	1,280,000	2,500	1,282,500
	39,092,000	22,858,000	755,969	1,602,285	285,928	2,644,182
Solid Waste Fund						
Certificates of Participation - Core Services	3,880,000	3,515,000	100,000	116,294	1,500	217,794
	3,880,000	3,515,000	100,000	116,294	1,500	217,794
Airport Fund						
Capital Lease - Hangars	2,782,598	329,058	216,337	15,399	-	231,736
	2,782,598	329,058	216,337	15,399	-	231,736
Total Debt Service Requirements						
	\$ 345,936,053	219,216,404	16,397,389	13,916,657	383,517	30,697,563

City of Flagstaff
General Fund
Five Year Plan 2024-2028

	Actual 2021-2022	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Sources of Funds								
Beginning Fund Balance	\$ 57,093,185	62,133,123	74,585,609	46,860,020	41,605,882	33,860,695	32,273,697	34,325,026
Revenues								
Taxes								
Property Tax	7,112,567	7,066,000	7,066,000	7,116,000	7,166,000	7,216,000	7,266,000	7,316,000
Sales Tax	28,872,464	26,942,300	29,983,000	29,387,300	29,919,100	30,816,900	31,741,500	32,693,700
Franchise Fees	2,391,796	2,282,700	2,390,000	2,342,200	2,365,600	2,389,400	2,413,300	2,437,300
Intergovernmental								
State Shared Sales Tax	10,818,328	10,403,000	11,000,000	10,780,000	10,995,600	11,325,500	11,665,300	12,015,300
State Shared Income Tax	10,075,723	14,800,000	14,605,000	20,227,300	16,973,370	15,776,270	16,011,580	17,206,800
Auto Lieu Tax	4,125,915	4,011,000	4,100,000	3,977,000	4,056,500	4,178,200	4,303,500	4,432,600
Excise Tax	446,253	272,798	450,000	459,000	468,200	482,200	496,700	511,600
Federal Grants	890,897	17,177,243	17,177,243	9,720,445	191,036	191,036	191,036	191,036
State/Local Grants	1,500,765	3,988,076	3,036,076	1,891,924	1,110,724	1,110,724	1,110,724	1,110,724
Other IGA	1,282,310	1,098,718	1,219,169	1,226,218	1,226,218	1,226,218	1,226,218	1,226,218
Licenses and Permits								
Business Licenses	31,526	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Building Permits	3,033,227	1,900,000	2,400,000	1,862,000	1,862,000	1,862,000	1,880,600	1,899,400
Other Licenses and Permits	2,283,212	997,380	1,497,380	1,157,885	1,158,395	1,158,910	1,159,430	1,159,956
Charges for Services								
Community Development	1,420,286	745,000	745,000	745,000	745,000	745,000	745,000	745,000
Parks and Recreation	794,503	1,082,870	1,082,870	1,622,870	1,622,870	1,622,870	1,622,870	1,622,870
Public Safety	1,064,965	750,097	436,097	754,457	758,862	763,312	767,804	772,343
Cemetery/General Government	277,325	186,563	186,563	188,403	190,262	192,140	194,036	195,952
Fines and Forfeitures								
Court Fines	402,255	712,475	407,500	411,575	415,691	419,848	424,046	428,286
Other Fines and Forfeitures	387,563	717,024	382,030	383,430	384,845	386,274	387,716	389,172
Other								
Rents	1,143,415	1,654,569	1,654,569	994,825	995,398	995,976	996,560	997,150
Investment Earnings	400,345	423,171	425,984	403,758	413,026	417,135	421,287	425,479
Miscellaneous	2,379,105	823,014	958,394	824,693	826,389	828,102	829,833	831,582
Other Financing Sources	-	1,300,000	-	-	-	-	-	-
Total Revenues	81,134,745	99,363,998	101,232,875	96,506,283	83,875,086	84,134,015	85,885,040	88,638,468
Transfers In								
COVID Relief	10,000,000	-	-	-	-	-	-	-
HURF	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Beautification	447,351	458,392	458,392	396,787	396,787	396,787	396,787	396,787
Economic Development	-	393,757	737,514	393,757	217,300	82,275	-	-
Tourism	-	25,000	25,000	25,000	53,694	53,694	53,694	53,694
Recreation - BBB	2,288,396	2,574,189	2,574,189	2,574,189	2,574,189	2,574,189	2,574,189	2,574,189
Drinking Water	53,120	-	-	-	96,473	96,473	96,473	96,473
Wastewater	-	-	-	-	75,457	75,457	75,457	75,457
Environmental Services	-	-	-	-	86,737	-	-	-
Sustainability and Environmental Mgm	-	-	-	-	54,384	-	-	-
Airport	2,350,000	2,200,000	-	1,478,326	-	-	-	-
Total Transfers In	15,151,867	5,664,338	3,808,095	4,881,059	3,592,213	3,316,067	3,233,792	3,233,792
Total Revenues and Transfers In	96,286,612	105,028,336	105,040,970	101,387,342	87,467,299	87,450,082	89,118,832	91,872,260
Total Sources of Funds	153,379,797	167,161,459	179,626,579	148,247,362	129,073,181	121,310,777	121,392,529	126,197,286

City of Flagstaff
General Fund
Five Year Plan 2024-2028

	Actual 2021-2022	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Uses of Funds								
Operating Expenditures								
General Administration	\$ 12,413,239	16,506,034	16,506,034	16,556,618	13,801,450	13,501,450	13,801,450	13,501,450
Management Services	4,244,831	5,684,459	5,684,459	6,361,524	5,841,451	5,841,451	5,841,451	5,841,451
Community Development	3,870,456	4,965,069	4,965,069	4,592,650	4,216,549	4,216,549	4,216,549	4,216,549
Fire	12,419,438	15,914,827	15,914,827	21,230,347	13,276,209	13,276,209	13,276,209	13,276,209
Police	19,989,004	22,726,460	22,726,460	25,100,165	21,540,304	21,540,304	21,540,304	21,540,304
Public Works	8,508,190	4,506,898	4,506,898	3,115,010	2,631,551	2,631,551	2,631,551	2,631,551
Economic Vitality	112,290	258,918	258,918	144,531	144,531	144,531	144,531	144,531
City Engineering	1,728,714	2,024,281	2,024,281	2,214,865	2,183,865	2,183,865	2,183,865	2,183,865
Parks, Recreation, Open Space and Events	-	9,620,759	9,620,759	10,791,540	8,670,483	8,670,483	8,670,483	8,670,483
Non-Departmental	4,017,692	9,954,486	10,032,930	2,450,015	1,903,836	1,982,280	1,982,280	1,982,280
Contingency	37,890	2,928,060	2,928,060	1,989,000	2,514,000	625,000	625,000	625,000
Less: Indirect Charges	(7,085,166)	(7,304,025)	(7,304,025)	(7,441,888)	(7,502,106)	(7,502,106)	(7,502,106)	(7,502,106)
Total Operating Expenditures	60,256,578	87,786,226	87,864,670	87,104,377	69,222,123	69,000,567	67,411,567	67,111,567
Debt Service								
Leases - Energy	92,003	89,098	89,098	91,840	91,840	91,840	91,840	91,840
Leases - Fire Equipment	27,340	217,000	-	-	-	-	-	-
Certificates of Participation	223,078	221,725	221,725	221,725	221,725	221,725	221,725	221,725
Total Debt Service	342,421	527,823	310,823	313,565	313,565	313,565	313,565	313,565
Future Uses								
Total Ongoing	-	-	-	-	2,093,000	4,146,000	6,261,000	8,440,000
Total One-Time	-	-	-	-	7,000,000	1,500,000	1,500,000	1,500,000
Total Future Uses	-	-	-	-	9,093,000	5,646,000	7,761,000	9,940,000
Capital Expenditures								
Fleet	525,225	7,382,826	8,955,615	2,590,000	765,000	765,000	765,000	765,000
Operating	306,498	6,588,242	6,588,242	310,000	3,210,000	2,810,000	310,000	310,000
Capital Improvement Projects	70,205	19,244,676	16,960,238	4,823,547	-	-	-	-
Total Capital Expenditures	901,928	33,215,744	32,504,095	7,723,547	3,975,000	3,575,000	1,075,000	1,075,000
Total Expenditures	61,500,927	121,529,793	120,679,588	95,141,489	82,603,688	78,535,132	76,561,132	78,440,132
Transfers Out								
Housing and Community Services	753,000	518,669	518,669	38,500	-	-	-	-
Library	1,596,313	1,726,313	1,726,313	1,596,313	1,596,313	1,596,313	1,596,313	1,596,313
HURF	475,000	-	-	-	-	-	-	-
Economic Development	572,000	247,000	247,000	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	8,735,621	8,737,975	8,737,975	8,271,346	8,270,039	8,271,783	8,269,576	8,271,452
Environmental Management	813,007	996,514	646,514	346,832	183,021	189,427	196,057	202,919
Airport	1,943,825	-	-	-	312,425	197,425	197,425	197,425
Capital Projects	1,637,179	210,500	210,500	1,000,000	2,000,000	-	-	-
Total Transfers Out	17,293,261	12,436,971	12,086,971	11,499,991	12,608,798	10,501,948	10,506,371	10,515,109
Excess Revenues Over Expenditures	17,492,424	(28,938,428)	(27,725,589)	(5,254,138)	(7,745,187)	(1,586,998)	2,051,329	2,917,019
Total Uses of Funds	78,794,188	133,966,764	132,766,559	106,641,480	95,212,486	89,037,080	87,067,503	88,955,241
Ending Fund Balance	\$ 74,585,609	33,194,695	46,860,020	41,605,882	33,860,695	32,273,697	34,325,026	37,242,045

City of Flagstaff
Housing and Community Services Fund
Five Year Plan 2024-2028

Sources of Funds	Actual 2021-2022	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Beginning Fund Balance	\$ 1,479,965	2,285,572	2,290,495	229,345	149,980	170,722	191,568	212,518
Revenues								
Intergovernmental	825,887	3,333,991	1,794,368	1,406,037	1,345,000	1,345,000	1,345,000	1,345,000
Investment Earnings	6,753	4,000	20,435	20,639	20,742	20,846	20,950	21,055
Miscellaneous	247,204	-	145,977	-	-	-	-	-
Total Revenues	1,079,844	3,337,991	1,960,780	1,426,676	1,365,742	1,365,846	1,365,950	1,366,055
Transfers In								
General Fund	753,000	518,669	518,669	38,500	-	-	-	-
Total Transfers In	753,000	518,669	518,669	38,500	-	-	-	-
Total Sources of Funds	3,312,809	6,142,232	4,769,944	1,694,521	1,515,722	1,536,568	1,557,518	1,578,573
Uses of Funds								
Expenditures								
Operating	1,022,314	5,959,270	4,540,599	1,544,541	1,345,000	1,345,000	1,345,000	1,345,000
Total Expenditures	1,022,314	5,959,270	4,540,599	1,544,541	1,345,000	1,345,000	1,345,000	1,345,000
Total Uses of Funds	1,022,314	5,959,270	4,540,599	1,544,541	1,345,000	1,345,000	1,345,000	1,345,000
Ending Fund Balance	\$ 2,290,495	182,962	229,345	149,980	170,722	191,568	212,518	233,573

City of Flagstaff
COVID Relief Fund
Five Year Plan 2024-2028

	Actual 2021-2022	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Sources of Funds								
Beginning Fund Balance	\$ -	3,118,516	-	-	-	-	-	-
Revenues								
Grants and entitlements	10,218,692	-	3,034,124	-	-	-	-	-
Total Revenues	10,218,692	-	3,034,124	-	-	-	-	-
Total Sources of Funds	10,218,692	3,118,516	3,034,124	-	-	-	-	-
Uses of Funds								
Expenditures								
Operating	218,692	3,118,516	3,034,124	-	-	-	-	-
Total Expenditures	218,692	3,118,516	3,034,124	-	-	-	-	-
Transfers Out								
General Fund	10,000,000	-	-	-	-	-	-	-
Total Transfers Out	10,000,000	-	-	-	-	-	-	-
Total Uses of Funds	10,218,692	3,118,516	3,034,124	-	-	-	-	-
Ending Fund Balance	\$ -	-	-	-	-	-	-	-

City of Flagstaff
Library Fund
Five Year Plan 2024-2028

	Actual 2021-2022	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Sources of Funds								
Beginning Fund Balance	\$ 4,685,052	3,764,301	4,795,487	4,080,066	3,010,061	1,714,272	1,396,676	1,057,192
Revenues								
Intergovernmental	3,805,716	4,106,938	4,040,020	4,156,723	4,229,356	4,382,655	4,541,840	4,707,138
Investment Earnings	26,236	39,727	39,727	39,926	40,126	40,327	40,529	40,732
Miscellaneous	58,015	41,000	27,700	41,000	41,000	41,000	41,000	41,000
Total Revenues	3,889,967	4,187,665	4,107,447	4,237,649	4,310,482	4,463,982	4,623,369	4,788,870
Transfers In								
Tourism	3,238	66,500	66,500	66,500	66,500	66,500	66,500	66,500
General Fund	1,596,313	1,726,313	1,726,313	1,596,313	1,596,313	1,596,313	1,596,313	1,596,313
Total Transfers In	1,599,551	1,792,813	1,792,813	1,662,813	1,662,813	1,662,813	1,662,813	1,662,813
Total Sources of Funds	10,174,570	9,744,779	10,695,747	9,980,528	8,983,356	7,841,067	7,682,858	7,508,875
Uses of Funds								
Expenditures								
Indirect	562,564	534,744	534,744	548,113	561,816	575,861	590,258	605,014
Library City Direct	3,604,175	4,230,341	4,139,776	4,117,295	4,234,898	4,356,616	4,482,594	4,612,981
Library County	573,634	682,302	684,477	684,444	705,583	727,434	750,022	773,371
Library Grants	102,065	100,000	95,268	75,000	-	-	-	-
County Wide Projects and Growth	492,995	491,026	491,026	1,445,615	742,595	760,288	778,600	797,553
Capital	43,650	1,670,390	670,390	-	1,000,000	-	-	-
Contingency	-	100,000	-	100,000	-	-	-	-
Total Expenditures	5,379,083	7,808,803	6,615,681	6,970,467	7,244,892	6,420,199	6,601,474	6,788,919
Transfers Out								
General Fund	-	-	-	-	24,192	24,192	24,192	24,192
Total Transfers Out	-	-	-	-	24,192	24,192	24,192	24,192
Total Uses of Funds	5,379,083	7,808,803	6,615,681	6,970,467	7,269,084	6,444,391	6,625,666	6,813,111
Ending Fund Balance	\$ 4,795,487	1,935,976	4,080,066	3,010,061	1,714,272	1,396,676	1,057,192	695,764

City of Flagstaff
Highway User Revenue Fund
Five Year Plan 2024-2028

Sources of Funds		Actual 2021-2022	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Beginning Fund Balance		\$ 9,220,499	10,929,928	11,603,308	7,306,745	6,110,392	6,300,861	4,087,828	4,161,797
Revenues									
Grants and entitlements		10,389,369	9,539,036	9,400,000	9,212,000	9,396,240	9,584,165	9,775,848	9,971,365
Licenses and Permits		409,929	-	-	-	-	-	-	-
Investment Earnings		55,536	55,000	108,396	73,000	31,000	32,000	20,000	21,000
Contributions		65,994	3,440,000	3,340,000	-	-	-	-	-
Miscellaneous		98,680	-	-	-	-	-	-	-
Total Revenues		11,019,508	13,034,036	12,848,396	9,285,000	9,427,240	9,616,165	9,795,848	9,992,365
Transfers In									
General Fund		475,000	-	-	-	-	-	-	-
Transportation		499,618	21,355,593	3,986,594	10,800,000	7,839,900	-	-	-
Total Transfers in		974,618	21,355,593	3,986,594	10,800,000	7,839,900	-	-	-
Total Sources of Funds		21,214,625	45,319,557	28,438,298	27,391,745	23,377,532	15,917,026	13,883,676	14,154,162
Uses of Funds									
Expenditures									
Indirect		1,339,974	1,292,913	1,292,913	1,325,236	1,358,367	1,392,326	1,427,134	1,462,812
Operating		5,142,231	4,975,462	4,975,462	5,273,117	5,115,404	5,246,520	5,381,745	5,699,495
Capital		2,678,167	32,519,177	14,850,178	14,270,000	10,589,900	5,177,352	2,900,000	2,900,000
Contingency		-	100,000	-	100,000	-	-	-	-
Total Expenditures		9,160,372	38,887,552	21,118,553	20,968,353	17,063,671	11,816,198	9,708,879	10,062,307
Transfers Out									
General Fund		13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Transportation		-	-	-	300,000	-	-	-	-
Capital Projects		437,945	-	-	-	-	-	-	-
Total Transfers Out		450,945	13,000	13,000	313,000	13,000	13,000	13,000	13,000
Total Uses of Funds		9,611,317	38,900,552	21,131,553	21,281,353	17,076,671	11,829,198	9,721,879	10,075,307
Ending Fund Balance		\$ 11,603,308	6,419,005	7,306,745	6,110,392	6,300,861	4,087,828	4,161,797	4,078,855

City of Flagstaff
Transportation Fund
Five Year Plan 2024-2028

Sources of Funds		Actual 2021-2022	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Beginning Fund Balance		\$ 50,906,900	63,283,654	63,842,614	56,360,844	37,136,163	15,586,385	14,345,614	16,842,708
Revenues									
Taxes		34,502,818	32,213,900	35,820,674	35,109,300	35,739,900	36,812,100	37,916,700	39,054,100
Grants		-	6,285,699	3,337,624	10,700,000	22,425,000	12,575,000	-	-
Bond Proceeds		-	17,200,000	-	20,000,000	56,500,000	55,000,000	-	-
Investment Earnings		318,301	258,000	587,000	190,000	186,000	78,000	71,000	84,000
Miscellaneous		207,441	546,458	546,458	-	100,000	3,923,657	5,394,765	5,394,765
Total Revenues		35,028,560	56,504,057	40,291,756	65,999,300	114,950,900	108,388,757	43,382,465	44,532,865
Transfers In									
FUTS		2,653,225	-	-	-	-	-	-	-
HURF		-	-	-	300,000	-	-	-	-
Total Transfers In		2,653,225	-	-	300,000	-	-	-	-
Total Sources of Funds		88,588,685	119,787,711	104,134,370	122,660,144	152,087,063	123,975,142	57,728,079	61,375,573
Uses of Funds									
Expenditures									
Indirect		274,681	274,127	274,127	280,980	288,005	295,205	302,585	310,150
Operating		5,958,446	11,365,598	11,006,823	9,153,299	6,419,430	6,579,087	6,742,726	6,910,447
Capital		15,523,163	63,286,708	31,019,219	56,009,304	110,899,984	87,875,067	18,798,684	19,649,118
Total Expenditures		21,756,290	74,926,433	42,300,169	65,443,583	117,607,419	94,749,359	25,843,995	26,869,715
Transfers Out									
HURF		499,618	21,355,593	3,986,594	10,800,000	7,839,900	-	-	-
FUTS		1,000,000	-	-	-	-	-	-	-
Capital Projects		-	-	-	1,492,135	1,397,746	2,332,256	2,292,063	2,231,771
Total Transfers Out		1,499,618	21,355,593	3,986,594	12,292,135	9,237,646	2,332,256	2,292,063	2,231,771
Debt Service		1,490,163	3,034,763	1,486,763	7,788,263	9,655,613	12,547,913	12,749,313	12,950,013
Total Uses of Funds		24,746,071	99,316,789	47,773,526	85,523,981	136,500,678	109,629,528	40,885,371	42,051,499
Ending Fund Balance		\$ 63,842,614	20,470,922	56,360,844	37,136,163	15,586,385	14,345,614	16,842,708	19,324,074

City of Flagstaff
Beautification Fund
Five Year Plan 2024-2028

	Actual 2021-2022	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Sources of Funds								
Beginning Fund Balance	\$ 8,075,843	8,908,369	9,460,920	8,149,248	7,326,829	4,109,120	3,259,416	2,317,750
Revenues								
BBB Tax	2,288,234	2,029,800	2,356,000	2,308,900	2,355,100	2,425,800	2,498,600	2,573,500
Investment Earnings	51,105	45,000	81,200	81,000	37,000	21,000	16,000	12,000
Miscellaneous	82,690	-	-	-	-	-	-	-
Total Revenues	2,422,029	2,074,800	2,437,200	2,389,900	2,392,100	2,446,800	2,514,600	2,585,500
Total Sources of Funds	10,497,872	10,983,169	11,898,120	10,539,148	9,718,929	6,555,920	5,774,016	4,903,250
Uses of Funds								
Expenditures								
Operating	313,985	790,615	790,615	921,532	883,427	895,696	908,352	921,407
Capital	242,378	5,263,484	2,469,865	1,854,000	4,291,100	1,956,819	2,095,000	725,000
Contingency	-	10,000	-	10,000	-	-	-	-
Total Expenditures	556,363	6,064,099	3,260,480	2,785,532	5,174,527	2,852,515	3,003,352	1,646,407
Transfers Out								
General Fund	447,351	458,392	458,392	396,787	405,282	413,989	422,914	432,062
Library	3,238	-	-	-	-	-	-	-
SEMS	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Total Transfers Out	480,589	488,392	488,392	426,787	435,282	443,989	452,914	462,062
Total Uses of Funds	1,036,952	6,552,491	3,748,872	3,212,319	5,609,809	3,296,504	3,456,266	2,108,469
Ending Fund Balance	\$ 9,460,920	4,430,678	8,149,248	7,326,829	4,109,120	3,259,416	2,317,750	2,794,781

City of Flagstaff
Economic Development Fund
Five Year Plan 2024-2028

	Actual 2021-2022	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Sources of Funds								
Beginning Fund Balance	\$ 495,277	707,700	1,408,824	678,305	182,777	337,446	651,330	1,068,746
Revenues								
BBB Tax	1,087,769	964,200	1,119,100	1,096,700	1,118,700	1,152,200	1,186,800	1,222,400
Investment Earnings	4,186	11,677	28,025	6,783	914	1,687	3,257	5,344
Rents	436,748	403,100	403,100	426,562	439,073	446,634	454,247	461,912
Miscellaneous	40,314	-	-	-	-	-	-	-
Total Revenues	1,569,017	1,378,977	1,550,225	1,530,045	1,558,687	1,600,521	1,644,304	1,689,656
Transfers In								
General Fund	572,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000
Total Transfers In	572,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000
Total Sources of Funds	2,636,294	2,333,677	3,206,049	2,455,350	1,988,464	2,184,967	2,542,634	3,005,402
Uses of Funds								
Expenditures								
Operating	977,022	1,496,867	1,496,867	1,587,785	1,185,337	1,205,949	1,227,138	1,248,922
Contingency	-	45,000	45,000	45,000	-	-	-	-
Total Expenditures	977,022	1,541,867	1,541,867	1,632,785	1,185,337	1,205,949	1,227,138	1,248,922
Debt Service								
Debt Service	250,448	248,363	248,363	246,031	248,381	245,413	246,750	247,269
Total Debt Service	250,448	248,363	248,363	246,031	248,381	245,413	246,750	247,269
Transfers Out								
General Fund	-	393,757	737,514	393,757	217,300	82,275	-	-
Total Transfers Out	-	393,757	737,514	393,757	217,300	82,275	-	-
Total Uses of Funds	1,227,470	2,183,987	2,527,744	2,272,573	1,651,018	1,533,637	1,473,888	1,496,191
Ending Fund Balance	\$ 1,408,824	149,690	678,305	182,777	337,446	651,330	1,068,746	1,509,211

City of Flagstaff
Tourism Fund
Five Year Plan 2024-2028

	Actual 2021-2022	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Sources of Funds								
Beginning Fund Balance	\$ 1,341,618	1,518,732	2,651,559	2,921,066	2,616,306	2,966,896	3,369,221	3,795,489
Revenues								
BBB Tax	3,434,802	3,044,700	3,534,000	3,463,300	3,532,600	3,638,600	3,747,800	3,860,300
Federal Grants	(32)	-	-	389,000	-	-	-	-
Retail Sales	203,391	125,840	125,840	127,098	128,369	129,653	130,950	132,260
Investment Earnings	12,886	7,594	20,000	14,605	13,082	14,834	16,846	18,977
Miscellaneous	138,697	16,186	16,186	16,348	16,511	16,676	16,843	17,011
Total Revenues	3,789,744	3,194,320	3,696,026	4,010,351	3,690,562	3,799,763	3,912,439	4,028,548
Transfers In								
General Fund	125,000	-	-	-	-	-	-	-
Total Transfers In	125,000	-	-	-	-	-	-	-
Total Sources of Funds	5,256,362	4,713,052	6,347,585	6,931,417	6,306,868	6,766,659	7,281,660	7,824,037
Uses of Funds								
Expenditures								
Operating	2,604,803	3,191,449	3,191,449	3,922,041	3,093,208	3,179,368	3,268,101	3,359,490
Capital	-	80,000	80,000	-	-	-	-	-
Contingency	-	175,000	-	175,000	-	-	-	-
Total Expenditures	2,604,803	3,446,449	3,271,449	4,097,041	3,093,208	3,179,368	3,268,101	3,359,490
Transfers Out								
Library	-	66,500	66,500	66,500	66,500	66,500	66,500	66,500
General Fund	-	25,000	25,000	25,000	53,694	25,000	25,000	25,000
Solid Waste	-	63,570	63,570	126,570	126,570	126,570	126,570	126,570
Total Transfers Out	-	155,070	155,070	218,070	246,764	218,070	218,070	218,070
Total Uses of Funds	2,604,803	3,601,519	3,426,519	4,315,111	3,339,972	3,397,438	3,486,171	3,577,560
Ending Fund Balance	\$ 2,651,559	1,111,533	2,921,066	2,616,306	2,966,896	3,369,221	3,795,489	4,246,477

City of Flagstaff
Arts and Science Fund
Five Year Plan 2024-2028

	Actual 2021-2022	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Sources of Funds								
Beginning Fund Balance	\$ 962,906	1,093,649	1,267,559	1,378,380	1,151,737	967,217	1,001,587	1,074,307
Revenues								
BBB Tax	857,475	761,200	883,500	865,800	883,200	909,700	937,000	965,100
Investment Earnings	5,895	5,000	10,000	14,000	6,000	5,000	5,000	5,000
Miscellaneous	30,155	-	25,000	-	-	-	-	-
Total Revenues	893,525	766,200	918,500	879,800	889,200	914,700	942,000	970,100
Total Sources of Funds	1,856,431	1,859,849	2,186,059	2,258,180	2,040,937	1,881,917	1,943,587	2,044,407
Uses of Funds								
Expenditures								
Operating	513,786	595,179	595,179	876,443	660,720	675,330	690,281	705,582
Capital	75,086	663,500	212,500	220,000	413,000	205,000	179,000	255,000
Contingency	-	10,000	-	10,000	-	-	-	-
Total Expenditures	588,872	1,268,679	807,679	1,106,443	1,073,720	880,330	869,281	960,582
Total Uses of Funds	588,872	1,268,679	807,679	1,106,443	1,073,720	880,330	869,281	960,582
Ending Fund Balance	\$ 1,267,559	591,170	1,378,380	1,151,737	967,217	1,001,587	1,074,307	1,083,825

City of Flagstaff
Recreation Fund
Five Year Plan 2024-2028

Sources of Funds	Actual 2021-2022	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Beginning Fund Balance	\$ 1,680,053	1,231,714	3,680,788	3,589,662	3,800,773	3,310,766	3,395,359	3,100,052
Revenues								
Intergovernmental Revenue								
BBB Tax	3,777,792	3,349,200	3,887,400	3,809,700	3,885,900	4,002,500	4,122,600	4,246,300
Intergovernmental	-	300,000	300,000	200,000	-	-	-	-
Investment Earnings	8,659	6,000	26,705	36,000	19,000	17,000	17,000	16,000
Miscellaneous	132,680	-	-	-	-	-	-	-
Total Revenues	3,919,131	3,655,200	4,214,105	4,045,700	3,904,900	4,019,500	4,139,600	4,262,300
Transfers In								
General Fund	370,000	-	-	-	-	-	-	-
Total Transfers In	370,000	-	-	-	-	-	-	-
Total Sources of Funds	5,969,184	4,886,914	7,894,893	7,635,362	7,705,673	7,330,266	7,534,959	7,362,352
Uses of Funds								
Expenditures								
Operating	-	10,400	10,400	10,400	10,400	10,400	10,400	10,400
Capital	-	1,800,000	1,720,642	1,250,000	1,810,000	1,350,000	1,850,000	1,850,000
Total Expenditures	-	1,810,400	1,731,042	1,260,400	1,820,400	1,360,400	1,860,400	1,860,400
Transfers Out								
General Fund	2,288,396	2,574,189	2,574,189	2,574,189	2,574,507	2,574,507	2,574,507	2,574,507
Total Transfers Out	2,288,396	2,574,189	2,574,189	2,574,189	2,574,507	2,574,507	2,574,507	2,574,507
Total Uses of Funds	2,288,396	4,384,589	4,305,231	3,834,589	4,394,907	3,934,907	4,434,907	4,434,907
Ending Fund Balance	\$ 3,680,788	502,325	3,589,662	3,800,773	3,310,766	3,395,359	3,100,052	2,927,445

City of Flagstaff
Parking District Fund
Five Year Plan 2024-2028

Sources of Funds		Actual 2021-2022	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Beginning Fund Balance		\$ 1,029,174	1,600,826	1,670,054	1,799,060	851,284	981,799	1,123,623	1,370,075
Revenues									
Parking		1,110,298	1,225,907	1,225,907	1,250,175	1,274,925	1,300,166	1,325,908	1,352,161
Intergovernmental	(9)		-	-	-	-	-	-	-
Investment Earnings	7,433		24,000	16,710	18,000	8,500	14,700	16,900	20,600
Miscellaneous	381		-	-	-	-	-	-	-
Total Revenues		1,118,103	1,249,907	1,242,617	1,268,175	1,283,425	1,314,866	1,342,808	1,372,761
Transfers In									
General Fund		272,316	-	-	-	-	-	-	-
Total Transfers In		272,316	-	-	-	-	-	-	-
Total Sources of Funds		2,419,593	2,850,733	2,912,671	3,067,235	2,134,709	2,296,665	2,466,431	2,742,836
Uses of Funds									
Expenditures									
Indirect		64,354	61,877	61,877	63,115	64,377	65,665	66,978	68,318
Operating		570,160	846,709	846,709	942,811	923,508	942,352	961,866	982,075
Capital		-	1,392,790	90,000	1,065,000	50,000	50,000	10,000	10,000
Contingency		-	30,000	-	30,000	-	-	-	-
Total Expenditures		634,514	2,331,376	998,586	2,100,926	1,037,885	1,058,017	1,038,844	1,060,393
Debt Service									
Debt Service		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	57,513	-
Total Uses of Funds		749,539	2,446,401	1,113,611	2,215,951	1,152,910	1,173,042	1,096,357	1,060,393
Ending Fund Balance		\$ 1,670,054	404,332	1,799,060	851,284	981,799	1,123,623	1,370,075	1,682,443

City of Flagstaff
Water Resource and Infrastructure Protection Fund
Five Year Plan 2024-2028

	Actual 2021-2022	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Sources of Funds								
Beginning Fund Balance	\$ 815,064	927,627	1,100,097	1,151,900	1,325,856	1,407,399	1,470,576	1,514,545
Revenues								
Water Resource Protection Fee	1,114,689	1,277,380	1,277,380	1,290,154	1,303,056	1,316,087	1,329,248	1,342,540
Intergovernmental	9,618	1,200,000	1,200,000	-	-	-	-	-
Investment Earnings	5,416	5,000	12,248	12,000	7,000	7,000	7,000	8,000
Total Revenues	1,129,723	2,482,380	2,489,628	1,302,154	1,310,056	1,323,087	1,336,248	1,350,540
Total Sources of Funds	1,944,787	3,410,007	3,589,725	2,454,054	2,635,912	2,730,486	2,806,824	2,865,085
Uses of Funds								
Expenditures								
Indirect	-	78,968	78,968	80,942	82,966	85,040	87,166	89,345
Operating	660,782	2,074,900	2,074,900	873,122	901,441	930,727	961,017	992,344
Capital	-	100,000	100,000	-	70,000	70,000	70,000	70,000
Total Expenditures	660,782	2,253,868	2,253,868	954,064	1,054,407	1,085,767	1,118,183	1,151,689
Transfers Out								
Pension Debt Service	183,908	183,957	183,957	174,134	174,106	174,143	174,096	174,136
Total Transfers Out	183,908	183,957	183,957	174,134	174,106	174,143	174,096	174,136
Total Uses of Funds	844,690	2,437,825	2,437,825	1,128,198	1,228,513	1,259,910	1,292,279	1,325,825
Ending Fund Balance	\$ 1,100,097	972,182	1,151,900	1,325,856	1,407,399	1,470,576	1,514,545	1,539,260

City of Flagstaff
General Obligation Bond Fund
Five Year Plan 2024-2028

	Actual 2021-2022	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Sources of Funds								
Beginning Fund Balance	\$ -	-	-	-	-	-	-	-
Transfers In								
Secondary Property Tax	7,348,949	8,302,508	8,302,508	5,602,333	10,122,217	9,111,276	9,308,772	9,704,541
Total Transfers In	7,348,949	8,302,508	8,302,508	5,602,333	10,122,217	9,111,276	9,308,772	9,704,541
Total Sources of Funds	7,348,949	8,302,508	8,302,508	5,602,333	10,122,217	9,111,276	9,308,772	9,704,541
Uses of Funds								
Debt Service								
Debt Service	7,348,949	8,302,508	8,302,508	5,602,333	10,122,217	9,111,276	9,308,772	9,704,541
Total Debt Service	7,348,949	8,302,508	8,302,508	5,602,333	10,122,217	9,111,276	9,308,772	9,704,541
Total Uses of Funds	7,348,949	8,302,508	8,302,508	5,602,333	10,122,217	9,111,276	9,308,772	9,704,541
Ending Fund Balance	\$ -	-	-	-	-	-	-	-

City of Flagstaff
Secondary Property Tax Fund
Five Year Plan 2024-2028

Sources of Funds	Actual 2021-2022	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Beginning Fund Balance	\$ 7,249,591	7,733,163	7,722,294	7,635,075	10,704,544	9,658,650	9,978,590	10,478,362
Revenues								
Secondary Property Taxes	7,803,477	8,206,714	8,206,714	8,633,802	9,022,323	9,383,216	9,758,544	10,148,886
Investment Earnings	18,175	39,000	8,575	38,000	54,000	48,000	50,000	52,000
Total Revenues	7,821,652	8,245,714	8,215,289	8,671,802	9,076,323	9,431,216	9,808,544	10,200,886
Total Sources of Funds	15,071,243	15,978,877	15,937,583	16,306,877	19,780,867	19,089,866	19,787,134	20,679,248
Uses of Funds								
Transfers Out								
GO Bonds	7,348,949	8,302,508	8,302,508	5,602,333	10,122,217	9,111,276	9,308,772	9,704,541
Total Transfers Out	7,348,949	8,302,508	8,302,508	5,602,333	10,122,217	9,111,276	9,308,772	9,704,541
Total Uses of Funds	7,348,949	8,302,508	8,302,508	5,602,333	10,122,217	9,111,276	9,308,772	9,704,541
Ending Fund Balance	\$ 7,722,294	7,676,369	7,635,075	10,704,544	9,658,650	9,978,590	10,478,362	10,974,707

City of Flagstaff
Pension Debt Service Fund
Five Year Plan 2024-2028

Sources of Funds		Actual 2021-2022	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Beginning Fund Balance		\$ 14,252,384	14,323,384	14,279,647	14,579,517	14,725,517	14,799,517	14,873,517	14,947,517
Revenues									
Investment Earnings		27,262	72,000	299,870	146,000	74,000	74,000	74,000	75,000
Total Revenues		27,262	72,000	299,870	146,000	74,000	74,000	74,000	75,000
Transfers In									
General Fund		8,735,621	8,737,975	8,737,975	8,271,346	8,270,038	8,271,782	8,269,576	8,271,452
Water Resource Protection Fund		183,908	183,957	183,957	174,134	174,106	174,143	174,096	174,136
Airport		275,862	275,936	275,936	261,200	261,159	261,214	261,145	261,204
Total Transfers In		9,195,391	9,197,868	9,197,868	8,706,680	8,705,303	8,707,139	8,704,817	8,706,792
Total Sources of Funds		23,475,037	23,593,252	23,777,385	23,432,197	23,504,820	23,580,656	23,652,334	23,729,309
Uses of Funds									
Debt Service		9,195,390	9,197,868	9,197,868	8,706,680	8,705,303	8,707,139	8,704,817	8,706,792
Total Uses of Funds		9,195,390	9,197,868	9,197,868	8,706,680	8,705,303	8,707,139	8,704,817	8,706,792
Ending Fund Balance		\$ 14,279,647	14,395,384	14,579,517	14,725,517	14,799,517	14,873,517	14,947,517	15,022,517

City of Flagstaff
Perpetual Care Fund
Five Year Plan 2024-2028

	Actual 2021-2022	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Sources of Funds								
Beginning Fund Balance	\$ 375,894	390,260	390,972	405,274	419,817	432,616	445,693	459,053
Revenues								
Contributions	12,790	10,284	10,284	10,490	10,700	10,914	11,132	11,355
Investment Earnings	2,288	4,327	4,018	4,053	2,099	2,163	2,228	2,295
Total Revenues	15,078	14,611	14,302	14,543	12,799	13,077	13,360	13,650
Total Sources of Funds	390,972	404,871	405,274	419,817	432,616	445,693	459,053	472,703
Uses of Funds								
Expenditures								
Operating	-	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-	-
Total Uses of Funds	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 390,972	404,871	405,274	419,817	432,616	445,693	459,053	472,703

City of Flagstaff
Capital Projects Fund
Non-GO Bond Funded Projects
Five Year Plan 2024-2028

	Actual 2021-2022	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Sources of Funds								
Beginning Fund Balance	\$ 621,291	2,247,557	1,800,392	3,765,392	3,740,392	-	-	-
Revenues								
Intergovernmental	-	-	499,000	570,212	4,009,934	6,690,911	6,575,600	6,402,634
Real Estate Proceeds	-	2,000,000	2,000,000	-	-	-	-	-
Miscellaneous	2,500	-	250,000	193,233	1,358,881	2,267,407	2,228,330	2,169,716
Other Financing Sources	-	-	-	250,000	47,450,000	5,061,000	50,000	-
Total Revenues	2,500	2,000,000	2,749,000	1,013,445	52,837,815	14,019,318	8,853,930	8,572,350
Transfers In								
General Fund	1,637,179	210,500	210,500	1,000,000	2,000,000	-	-	-
Transportation	-	-	-	1,492,135	1,397,746	2,332,256	2,292,063	2,231,771
Stormwater	-	-	835,000	1,191,796	188,439	314,426	309,007	300,879
Total Transfers In	1,637,179	210,500	1,045,500	3,683,931	3,586,185	2,646,682	2,601,070	2,532,650
Total Sources of Funds	2,260,970	4,458,057	5,594,892	8,462,768	60,164,392	16,666,000	11,455,000	11,105,000
Uses of Funds								
Expenditures								
Capital	460,578	4,458,057	1,829,500	4,722,376	60,164,392	16,666,000	11,455,000	11,105,000
Total Expenditures	460,578	4,458,057	1,829,500	4,722,376	60,164,392	16,666,000	11,455,000	11,105,000
Total Uses of Funds	460,578	4,458,057	1,829,500	4,722,376	60,164,392	16,666,000	11,455,000	11,105,000
Ending Fund Balance	\$ 1,800,392	-	3,765,392	3,740,392	-	-	-	-

City of Flagstaff
Capital Projects Fund
GO Bond Funded Projects
Five Year Plan 2024-2028

	Actual 2021-2022	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Sources of Funds								
Beginning Fund Balance	\$ 1,648,798	2,086,289	1,516,130	10,710	-	-	-	-
Revenues								
Intergovernmental	547,691	260,013	260,013	1,535,040	2,895,000	920,610	-	-
Investment Earnings	5,506	-	-	-	-	-	-	-
Other Financing Sources	84,282	42,303,708	3,783,740	25,241,504	23,177,002	9,264,252	9,145,550	4,166,351
Total Revenues	637,479	42,563,721	4,043,753	26,776,544	26,072,002	10,184,862	9,145,550	4,166,351
Transfers In								
HURF	437,945	-	-	-	-	-	-	-
Total Transfers In	437,945	-	-	-	-	-	-	-
Total Sources of Funds	2,724,222	44,650,010	5,559,883	26,787,254	26,072,002	10,184,862	9,145,550	4,166,351
Uses of Funds								
Expenditures								
Operating	1,053,894	2,563,721	2,499,925	2,158,466	3,150,040	2,155,291	4,160,726	4,166,351
Capital	154,198	42,086,289	3,049,248	24,628,788	22,921,962	8,029,571	4,984,824	-
Total Expenditures	1,208,092	44,650,010	5,549,173	26,787,254	26,072,002	10,184,862	9,145,550	4,166,351
Total Uses of Funds	1,208,092	44,650,010	5,549,173	26,787,254	26,072,002	10,184,862	9,145,550	4,166,351
Ending Fund Balance	\$ 1,516,130	-	10,710	-	-	-	-	-

City of Flagstaff
Drinking Water Fund
Five Year Plan 2024-2028

	Actual 2021-2022	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Sources of Funds								
Beginning Fund Balance	\$ 24,945,469	27,637,218	25,351,987	18,531,140	10,567,785	5,295,774	6,311,009	6,273,247
Revenues								
Intergovernmental	38,753	4,250,000	-	11,741,288	9,991,288	-	1,500,000	1,500,000
Drinking Water	17,391,374	17,795,059	18,032,688	18,241,157	18,422,268	18,605,191	18,789,944	18,976,542
Capacity Fees	1,207,781	1,867,191	675,000	681,750	688,568	709,225	730,502	752,417
Investment Earnings	158,683	138,186	388,000	185,311	52,839	26,479	31,555	31,366
Rents	16,772	5,150	20,000	5,150	5,150	5,150	5,150	5,150
Miscellaneous	15,704	-	-	-	-	-	-	-
Other Financing Sources	4,930,000	-	-	-	3,500,000	4,900,000	5,500,000	-
Total Revenues	23,759,067	24,055,586	19,115,688	30,854,656	32,660,113	24,246,045	26,557,151	21,265,475
Transfers In								
Wastewater	1,052,358	1,802,079	1,443,013	1,382,189	1,358,692	1,475,528	1,379,878	1,448,912
Reclaimed Water	49,030	114,230	51,291	73,941	93,371	97,121	69,493	63,671
Stormwater	74,704	208,117	118,807	169,736	87,551	160,007	302,556	386,202
Total Transfers In	1,176,092	2,124,426	1,613,111	1,625,866	1,539,614	1,732,656	1,751,927	1,898,785
Total Sources of Funds	49,880,628	53,817,230	46,080,786	51,011,662	44,767,512	31,274,475	34,620,087	29,437,507
Uses of Funds								
Expenditures								
Indirect	1,847,561	1,921,131	1,921,131	1,940,300	1,959,700	1,979,300	1,999,100	2,019,100
Operating	10,725,707	12,744,266	12,744,266	12,436,534	11,384,307	11,647,933	11,919,439	12,199,082
Capital	4,580,338	20,661,849	10,585,185	23,217,539	24,102,162	8,923,374	11,573,374	7,063,374
Contingency	-	1,000,000	-	1,000,000	-	-	-	-
Total Expenditures	17,153,606	36,327,246	25,250,582	38,594,373	37,446,169	22,550,607	25,491,913	21,281,556
Debt Service	7,321,915	2,299,064	2,299,064	1,849,504	1,929,096	2,316,386	2,758,454	2,394,665
Total Debt Service	7,321,915	2,299,064	2,299,064	1,849,504	1,929,096	2,316,386	2,758,454	2,394,665
Transfers Out								
General Fund	53,120	-	-	-	96,473	96,473	96,473	96,473
Total Transfers Out	53,120	-	-	-	96,473	96,473	96,473	96,473
Total Uses of Funds	24,528,641	38,626,310	27,549,646	40,443,877	39,471,738	24,963,466	28,346,840	23,772,694
Ending Fund Balance	\$ 25,351,987	15,190,920	18,531,140	10,567,785	5,295,774	6,311,009	6,273,247	5,664,813

City of Flagstaff
Wastewater Fund
Five Year Plan 2024-2028

	Actual 2021-2022	Budget					Budget				
		Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028			
Sources of Funds											
Beginning Fund Balance	\$ 23,641,334	25,617,539	25,702,988	11,547,200	5,921,690	5,246,486	4,025,259	4,596,528			
Revenues											
Intergovernmental	(2,694)	-	-	-	-	-	-	-			
Wastewater	11,279,127	10,878,542	11,114,507	11,153,383	11,264,864	11,377,460	11,491,182	11,606,041			
Capacity Fees	1,210,645	1,224,120	675,000	681,750	688,568	709,225	730,502	752,417			
Investment Earnings	141,258	128,000	355,000	115,000	30,000	26,000	20,000	23,000			
Miscellaneous	123,929	-	60,939	-	-	-	-	-			
Other Financing Sources	-	4,150,000	-	10,000,000	4,000,000	2,746,000	1,500,000	1,300,000			
Total Revenues	12,752,265	16,380,662	12,205,446	21,950,133	15,983,432	14,858,685	13,741,684	13,681,458			
Total Sources of Funds	36,393,599	41,998,201	37,908,434	33,497,333	21,905,122	20,105,171	17,766,943	18,277,986			
Uses of Funds											
Expenditures											
Indirect	655,902	669,824	669,824	676,500	683,265	690,098	696,999	703,969			
Operating	3,899,346	5,196,275	5,296,275	4,829,504	4,711,527	4,812,241	4,915,839	5,022,414			
Capital	2,922,625	25,008,949	16,867,170	16,905,000	6,712,000	5,703,000	2,662,000	2,892,000			
Contingency	-	800,000	-	800,000	-	-	-	-			
Total Expenditures	7,477,873	31,675,048	22,833,269	23,211,004	12,106,792	11,205,339	8,274,838	8,618,383			
Debt Service	2,160,380	2,084,952	2,084,952	2,982,450	3,117,695	3,323,588	3,440,242	3,658,251			
Total Debt Service	2,160,380	2,084,952	2,084,952	2,982,450	3,117,695	3,323,588	3,440,242	3,658,251			
Transfers Out											
Drinking Water	1,052,358	1,802,079	1,443,013	1,382,189	1,358,692	1,475,528	1,379,878	1,448,912			
General Fund	-	-	-	-	75,457	75,457	75,457	75,457			
Total Transfers Out	1,052,358	1,802,079	1,443,013	1,382,189	1,434,149	1,550,985	1,455,335	1,524,369			
Total Uses of Funds	10,690,611	35,562,079	26,361,234	27,575,643	16,658,636	16,079,912	13,170,415	13,801,003			
Ending Fund Balance	\$ 25,702,988	6,436,122	11,547,200	5,921,690	5,246,486	4,025,259	4,596,528	4,476,983			

Council Review Draft
Annual Financial Plan

Actual		Budget	Estimate	Budget	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
2021-2022	2022-2023	2022-2023	2022-2023	2023-2024					
Sources of Funds									
Beginning Fund Balance									
\$	2,468,246	2,772,060	2,886,454	2,586,794		1,208,619	1,111,129	299,074	214,982
Revenues									
Reclaimed Water	1,006,874	1,068,158	1,021,539	1,021,539		1,021,539	1,021,539	1,021,539	1,021,539
Investment Earnings	13,886	13,860	43,022	25,868		6,043	5,556	1,495	1,075
Other Financing Sources	-	850,000	-	-		1,500,000	-	-	-
Total Revenues	1,020,760	1,932,018	1,064,561	1,047,407		2,527,582	1,027,095	1,023,034	1,022,614
Total Sources of Funds									
3,489,006	4,704,078	3,951,015	3,634,201			3,736,201	2,138,224	1,322,108	1,237,596
Uses of Funds									
Expenditures									
Indirect Costs	70,534	77,586	77,586	78,400		79,184	79,976	80,776	81,584
Operating	356,091	530,784	530,784	548,241		457,517	467,053	476,857	486,940
Capital	126,897	1,769,560	704,560	1,675,000		1,875,000	1,075,000	360,000	135,000
Contingency	-	50,000	-	50,000		-	-	-	-
Total Expenditures	553,522	2,427,930	1,312,930	2,351,641		2,411,701	1,622,029	917,633	703,524
Debt Service	-	-	-	-		120,000	120,000	120,000	120,000
Total Debt Service	-	-	-	-		120,000	120,000	120,000	120,000
Transfers Out									
Drinking Water	49,030	114,230	51,291	73,941		93,371	97,121	69,493	63,671
Total Transfers Out	49,030	114,230	51,291	73,941		93,371	97,121	69,493	63,671
Total Uses of Funds									
602,552	2,542,160	1,364,221	2,425,582			2,625,072	1,839,150	1,107,126	887,195
Ending Fund Balance									
\$	2,886,454	2,161,918	2,586,794	1,208,619		1,111,129	299,074	214,982	350,401

City of Flagstaff
Stormwater Fund
Five Year Plan 2024-2028

	Actual 2021-2022	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Sources of Funds								
Beginning Fund Balance	\$ (10,158,309)	13,010,222	(9,274,815)	8,642,375	3,212,361	3,321,858	2,955,683	7,841,587
Revenues								
Intergovernmental	586,367	1,500,000	2,879,927	5,372,929	1,825,995	2,227,937	3,088,322	1,000,000
Stormwater	4,448,571	4,355,418	4,592,290	5,285,890	5,973,266	6,750,766	7,630,212	8,624,978
Investment Earnings	-	65,051	-	86,424	16,062	16,609	14,778	39,208
Other Financing Sources	4,092,000	22,900,000	36,000,000	-	-	-	9,000,000	-
Total Revenues	9,126,938	28,820,469	43,472,217	10,745,243	7,815,323	8,995,312	19,733,312	9,664,186
Total Sources of Funds	(1,031,371)	41,830,691	34,197,402	19,387,618	11,027,684	12,317,170	22,688,995	17,505,773
Uses of Funds								
Expenditures								
Indirect	244,102	268,511	268,511	275,224	282,105	289,158	296,387	303,797
Operating	1,373,026	1,349,480	2,682,480	3,627,124	1,876,438	1,930,354	1,985,921	2,043,193
Capital	6,551,612	33,891,639	21,047,050	6,267,195	828,061	2,224,412	6,790,674	7,172,501
Contingency	-	300,000	300,000	2,000,000	1,800,000	1,800,000	1,800,000	1,000,000
Total Expenditures	8,168,740	35,809,630	24,298,041	12,169,543	4,786,604	6,243,924	10,872,982	10,519,491
Debt Service	-	2,134,779	303,179	2,644,182	2,643,232	2,643,130	3,362,863	3,362,430
Transfers Out								
Drinking Water	74,704	208,117	118,807	169,736	87,551	160,007	302,556	386,202
Capital Projects	-	-	835,000	1,191,796	188,439	314,426	309,007	300,879
Total Transfers Out	74,704	208,117	953,807	1,361,532	275,990	474,433	611,563	687,081
Total Uses of Funds	8,243,444	38,152,526	25,555,027	16,175,257	7,705,826	9,361,487	14,847,408	14,569,002
Ending Fund Balance	\$ (9,274,815)	3,678,165	8,642,375	3,212,361	3,321,858	2,955,683	7,841,587	2,936,771

City of Flagstaff
Solid Waste Fund
Five Year Plan 2024-2028

	Actual 2021-2022	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Sources of Funds								
Beginning Fund Balance	\$ 22,724,376	23,686,665	24,420,810	20,381,987	15,732,745	17,203,430	17,627,534	15,870,913
Revenues								
Solid Waste	14,251,357	13,741,358	14,176,799	14,546,081	15,201,667	15,744,264	16,056,782	16,375,526
Investment Earnings	96,386	118,139	356,707	294,563	304,386	168,476	172,595	79,717
Miscellaneous	70,296	1,680,000	1,680,000	-	-	-	-	-
Total Revenues	14,418,039	15,539,497	16,213,506	14,840,644	15,506,053	15,912,740	16,229,377	16,455,243
Transfers In								
Tourism	-	63,570	63,570	126,570	126,570	126,570	126,570	126,570
Total Transfers In	-	63,570	63,570	126,570	126,570	126,570	126,570	126,570
Total Sources of Funds	37,142,415	39,289,732	40,697,886	35,349,201	31,365,368	33,242,740	33,983,481	32,452,726
Uses of Funds								
Expenditures								
Indirect	1,303,998	1,393,710	1,393,710	1,428,553	1,464,267	1,500,874	1,538,396	1,576,856
Operating	10,954,499	9,505,386	9,505,386	9,755,768	9,794,623	10,013,841	10,239,495	10,471,803
Capital	199,509	12,522,683	9,101,370	7,605,000	2,485,000	3,770,000	6,000,000	3,805,000
Contingency	-	500,000	-	500,000	-	-	-	-
Total Expenditures	12,458,006	23,921,779	20,000,466	19,289,321	13,743,890	15,284,715	17,777,891	15,853,659
Debt Service	218,569	215,719	215,719	217,794	219,719	216,569	218,344	215,044
Transfers Out:								
General Fund	-	-	-	-	86,737	-	-	-
SEMS	45,030	99,714	99,714	109,341	111,592	113,922	116,333	118,829
Total Transfers Out	45,030	99,714	99,714	109,341	198,329	113,922	116,333	118,829
Total Uses of Funds	12,721,605	24,237,212	20,315,899	19,616,456	14,161,938	15,615,206	18,112,568	16,187,532
Ending Fund Balance	\$ 24,420,810	15,052,520	20,381,987	15,732,745	17,203,430	17,627,534	15,870,913	16,265,194

City of Flagstaff
Sustainability and Environmental Management Fund
Five Year Plan 2024-2028

Sources of Funds		Actual 2021-2022	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Beginning Fund Balance		\$ 1,094,134	1,936,309	1,975,688	1,397,868	907,227	888,039	901,073	893,299
Revenues									
Environmental Management		1,232,875	1,225,551	1,235,639	1,286,587	1,302,364	1,318,650	1,335,489	1,352,935
Intergovernmental		3,000	3,605,000	3,605,000	7,733,018	4,106,724	-	-	-
Investment Earnings		7,430	10,000	18,500	14,000	5,000	4,000	5,000	4,000
Miscellaneous		6,644	-	-	-	-	-	-	-
Total Revenues		1,249,949	4,840,551	4,859,139	9,033,605	5,414,088	1,322,650	1,340,489	1,356,935
Transfers In									
General Fund		813,007	996,514	646,514	346,832	183,021	189,427	196,057	202,919
Beautification		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Solid Waste		45,030	99,714	99,714	109,341	111,592	113,922	116,333	118,829
Total Transfers In		888,037	1,126,228	776,228	486,173	324,613	333,349	342,390	351,748
Total Sources of Funds		3,232,120	7,903,088	7,611,055	10,917,646	6,645,928	2,544,038	2,583,952	2,601,982
Uses of Funds									
Expenditures									
Indirect		250,615	255,228	255,228	261,609	268,149	274,853	281,724	288,767
Operating		1,005,817	5,957,959	5,957,959	9,718,810	5,435,356	1,368,112	1,408,929	1,451,131
Capital		-	350,000	-	-	-	-	-	-
Contingency		-	30,000	-	30,000	-	-	-	-
Total Expenditures		1,256,432	6,593,187	6,213,187	10,010,419	5,703,505	1,642,965	1,690,653	1,739,898
Transfers Out									
General Fund		-	-	-	-	54,384	-	-	-
Total Transfers Out		-	-	-	-	54,384	-	-	-
Total Uses of Funds		1,256,432	6,593,187	6,213,187	10,010,419	5,757,889	1,642,965	1,690,653	1,739,898
Ending Fund Balance		\$ 1,975,688	1,309,901	1,397,868	907,227	888,039	901,073	893,299	862,084

City of Flagstaff
Airport Fund
Detailed Five Year Plan 2024-2028

	Actual 2021-2022	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Sources of Funds								
Beginning Fund Balance	\$ 1,726,930	2,112,089	821,318	1,212,580	1,953,937	723,965	842,661	740,305
Revenues								
Intergovernmental	2,941,687	42,905,626	10,086,427	21,565,131	33,267,848	450,000	5,254,532	2,961,430
Airport	1,627,497	1,175,390	1,124,361	1,193,020	1,210,920	1,229,080	1,247,520	1,247,520
Rents	960,417	1,032,999	933,880	985,534	1,002,324	1,019,455	1,036,915	2,442,489
Passenger Facility Charges	42,824	480,000	42,819	380,000	380,000	380,000	380,000	380,000
Parking	-	893,520	74,460	893,520	986,960	1,083,320	1,103,760	1,124,200
Investment Earnings	7,601	10,000	20,328	13,000	10,000	4,000	5,000	3,000
Miscellaneous	291	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Total Revenues	5,580,317	46,498,535	12,283,275	25,031,205	36,859,052	4,166,855	9,028,727	8,159,639
Transfers In								
General Fund	1,943,825	-	-	-	-	-	-	-
Total Transfers In	1,943,825	-	-	-	-	-	-	-
Total Sources of Funds	9,251,072	48,610,624	13,104,593	26,243,785	38,812,989	4,890,820	9,871,388	8,899,944
Uses of Funds								
Expenditures								
Indirect Costs	404,956	420,406	420,406	430,916	441,689	452,731	464,049	464,049
Operating	2,989,054	7,598,545	5,604,482	7,262,170	2,765,085	2,834,214	2,905,489	2,911,063
Capital	2,178,146	36,406,395	5,359,453	14,525,500	34,505,222	500,000	5,500,400	3,600,000
Contingency	-	100,000	-	100,000	-	-	-	-
Total Expenditures	5,572,156	44,525,346	11,384,341	22,318,586	37,711,996	3,786,945	8,869,938	6,975,112
Debt Service								
Debt Service	231,736	231,736	231,736	231,736	115,869	-	-	-
Total Debt Service	231,736	231,736	231,736	231,736	115,869	-	-	-
Transfers Out								
General Fund	2,350,000	2,200,000	-	1,478,326	-	-	-	-
Debt Service - Pension	275,862	275,936	275,936	261,200	261,159	261,214	261,145	261,204
Total Transfers Out	2,625,862	2,475,936	275,936	1,739,526	261,159	261,214	261,145	261,204
Total Uses of Funds	8,429,754	47,233,018	11,892,013	24,289,848	38,089,024	4,048,159	9,131,083	7,236,316
Ending Fund Balance	\$ 821,318	1,377,606	1,212,580	1,953,937	723,965	842,661	740,305	1,663,628

City of Flagstaff
Flagstaff Housing Authority
Five Year Plan 2024-2028

	Actual 2021 - 2022	Budget 2022 - 2023	Estimate 2022 - 2023	Budget 2023 - 2024	2024 - 2025	2025 - 2026	2026 - 2027	2027 - 2028
Sources of Funds								
Beginning Fund Balance	\$ 1,981,248	1,998,521	2,063,044	2,409,280	2,542,566	2,842,873	3,229,862	3,709,068
Revenues								
Intergovernmental	6,471,888	9,619,317	8,618,067	10,339,071	9,577,806	9,825,451	10,081,054	10,344,926
Rents and Other Tenant Income	1,523,994	1,400,000	1,400,000	1,700,000	1,785,000	1,874,250	1,967,963	2,066,361
Miscellaneous	814,187	1,014,599	1,014,599	707,093	715,531	724,105	732,817	741,670
Total Revenue	8,810,069	12,033,916	11,032,666	12,746,164	12,078,337	12,423,806	12,781,834	13,152,957
Total Sources of Funds	10,791,317	14,032,437	13,095,710	15,155,444	14,620,903	15,266,679	16,011,696	16,862,025
Uses of Funds								
Departments								
Low Income Public Housing	2,255,944	2,211,385	2,211,385	2,443,933	2,483,114	2,523,202	2,564,225	2,606,210
Section 8, MRO, SRO and VASH	5,442,942	7,048,338	7,048,338	7,837,715	7,908,895	8,068,903	8,232,219	8,398,913
Non-HUD Program	33,626	48,108	48,108	133,887	137,200	140,615	144,136	147,767
FHC Pass Thru	273,664	388,599	388,599	206,093	209,321	212,622	215,999	219,453
Contingency	-	1,001,250	-	1,001,250	-	-	-	-
Total Expenditures	8,006,176	10,697,680	9,696,430	11,622,878	10,738,530	10,945,342	11,156,579	11,372,343
Capital Expenditures	722,097	990,000	990,000	990,000	1,039,500	1,091,475	1,146,049	1,203,351
Total Uses of Funds	8,728,273	11,687,680	10,686,430	12,612,878	11,778,030	12,036,817	12,302,628	12,575,694
Ending Fund Balance	\$ 2,063,044	2,344,757	2,409,280	2,542,566	2,842,873	3,229,862	3,709,068	4,286,331

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 program** 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 is 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 practice
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Section 011 - City Manager					
Expenditures by Category:					
	Actual Expenditures 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 1,179,748	\$ 1,349,720	\$ 1,349,720	\$ 757,326	\$ (592,394)
Contractuals	245,742	517,194	517,194	20,177	(497,017)
Commodities	12,378	13,846	13,846	-	(13,846)
Capital	6,565	-	-	-	-
Total	\$ 1,444,433	\$ 1,880,760	\$ 1,880,760	\$ 777,503	\$ (1,103,257)
Expenditures by Program:					
General Administration	\$ 1,257,577	\$ 1,665,020	\$ 1,665,020	\$ 777,503	\$ (887,517)
Communications	64,996	70,620	70,620	-	(70,620)
Minimum Wage Compliance	11,394	24,800	24,800	-	(24,800)
Indigenous	78,023	84,577	84,577	-	(84,577)
Neighborhood Liaison	32,443	35,743	35,743	-	(35,743)
Total	\$ 1,444,433	\$ 1,880,760	\$ 1,880,760	\$ 777,503	\$ (1,103,257)
Source of Funding:					
General Fund				\$ 449,668	
Library Fund				53,473	
Highway User Revenue Fund				43,300	
Parking District Fund				4,341	
Water Resource and Infrastructure Protection				5,613	
Water Services Fund				107,195	
Stormwater Fund				7,349	
Solid Waste Fund				68,611	
SEMS Fund				11,309	
Airport Fund				26,644	
				\$ 777,503	
Commentary:					
The City Manager operating budget has decreased by 59%. There are no capital expenditures. The personnel services decrease of 44% is mainly due to Public Affairs moving to City Clerk, offset by merits, market adjustments, and benefit increases. The contractuals decrease of 96% is mainly due to Public Affairs moving to City Clerk. Commodities decreased by 100% due to Public Affairs moving to City Clerk. There is no major capital (>\$5,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Administrative Specialist	0	1	0	0	0
City Clerk	1	1	0	0	0
City Manager	1	1	1	0	1
City Records Coordinator	1	1	0	0	0
Community Engagement Specialist	0	1	0	0	0
Coordinator for Indigenous Initiatives	1	1	0	0	0
Deputy City Clerk	1	1	0	0	0
Deputy City Manager	2	1	1	0	1
Executive Assistant I	1	1	0	0	0
Executive Assistant to Mayor and Council	1	1	0	0	0
Management Analyst	2	2	0	0	0
Public Affairs Director	1	1	0	0	0
Senior Deputy City Manager	0	1	1	0	1
Total	12	14	3	0	3

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.

Program Description

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

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Section 012 - Human Resources					
Expenditures by Category:					
	Actual Expenditures 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 833,977	\$ 1,044,945	\$ 1,044,945	\$ 1,242,051	\$ 197,106
Contractuals	178,020	206,629	206,629	251,071	44,442
Commodities	56,947	70,783	70,783	77,221	6,438
Total	\$ 1,068,944	\$ 1,322,357	\$ 1,322,357	\$ 1,570,343	\$ 247,986
Expenditures by Program:					
General Administration	\$ 502,915	\$ 502,116	\$ 502,116	\$ 658,815	\$ 156,699
Recruitment and Selection	210,949	389,514	389,514	246,994	(142,520)
Benefits	148,301	152,833	152,833	279,551	126,718
Compensation and Classification	77,253	88,543	88,543	126,668	38,125
Employee Training and Counseling	129,524	185,155	185,155	254,169	69,014
Diversity Awareness	2	908	908	708	(200)
Disability Awareness	-	3,288	3,288	3,438	150
Total	\$ 1,068,944	\$ 1,322,357	\$ 1,322,357	\$ 1,570,343	\$ 247,986
Source of Funding:					
General Fund				\$ 1,270,902	
Library Fund				62,738	
Highway User Revenue Fund				40,914	
Parking District Fund				7,022	
Water Resource and Infrastructure Protection				11,703	
Water Services Fund				90,395	
Stormwater Fund				6,063	
Solid Waste Fund				55,588	
SEMS Fund				9,362	
Airport Fund				15,656	
				\$ 1,570,343	
Commentary:					
The Human Resources operating budget has increased by 19%. There are no capital expenditures. The personnel services increase of 19% is mainly due to merits, market adjustments, and benefit increases, as well as the addition of 1.0 FTE Human Resources Senior Analyst. The contractuals increase of 22% is mainly due to an increase for City Manager awards and key work anniversaries, LinkedIn Recruiter, increased training, and increased tuition assistance. Commodities increased by 9% mainly due to one-time expenditures for NeoGov Insight and Perform. There is no major capital (>\$5,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Administrative Specialist	1	1	1	0	1
Classification and Compensation Program Manager	0	0	1	0	1
Human Resources Analyst	3	3	3	0	3
Human Resources and Risk Management Director	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
Human Resources Senior Analyst	0	0	0	1	1
Total	10	10	11	1	12

New Personnel:					
Title	FTE	Total \$ 2023-2024	Potential Offset	Net Cost 2023-2024	Future Cost
Human Resources Senior Analyst	1	\$ 118,408	\$ -	\$ 118,408	\$ 118,408

Capital:	None
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Mission

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

Risk Management is responsible for the identification, control, and finance of risk in order to protect the City's human, financial, and physical assets. The protection and well-being of employees and the public is of utmost priority. Risks are assessed for probability cost and impact and matched with loss control techniques to reduce the likelihood of loss and mitigate the potential costs in the event of an occurrence. Identified risks in the four major categories: strategic, operational, financial and hazard are either self-retained or transferred through contract language or the purchase of insurance. Claims against the City are investigated and managed within the self-insured retention level and referred to insurers as outlined in purchased insurance policies. Losses are carefully tracked to identify trends and areas where loss control measures can be improved to positively impact future operations and the purchase of future insurance. A variety of services are provided to City staff including risk assessments, loss control site reviews, safety training, contract, and policy review. Human, financial, and physical resources provide us with the tools to accomplish the City's mission of service to the public.

Section 013 - Risk Management					
Expenditures by Category:					
	Actual Expenditures 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 225,433	\$ 251,917	\$ 251,917	\$ 219,648	\$ (32,269)
Contractuals	16,073	25,193	25,193	25,200	7
Commodities	7,650	4,334	4,334	4,334	-
Total	\$ 249,156	\$ 281,444	\$ 281,444	\$ 249,182	\$ (32,262)
Expenditures by Program:					
General Administration	\$ 249,156	\$ 281,444	\$ 281,444	\$ 249,182	\$ (32,262)
Total	\$ 249,156	\$ 281,444	\$ 281,444	\$ 249,182	\$ (32,262)
Source of Funding:					
General Fund				\$ 173,421	
Library Fund				12,018	
Highway User Revenue Fund				9,151	
Transportation Fund				923	
Parking District Fund				1,332	
Water Resource and Infrastructure Protection				1,738	
Water Services Fund				26,175	
Stormwater Fund				1,290	
Solid Waste Fund				16,714	
SEMS Fund				2,000	
Airport Fund				4,420	
				\$ 249,182	
Commentary:					
The Risk Management operating budget has decreased by 11%. There are no capital expenditures. The personnel services decrease of 13% is mainly due to a reduced benefit expense, offset by merits, market adjustments, and benefit increases. Contractuals and commodities remained relatively flat. There is no major capital (>\$5,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 1,658,156	\$ 2,111,355	\$ 2,111,355	\$ 2,345,805	\$ 234,450
Contractuals	844,107	1,367,520	1,367,520	1,330,881	(36,639)
Commodities	1,077,440	2,228,298	2,228,298	1,570,866	(657,432)
Capital	33,963	16,170,000	16,170,000	-	(16,170,000)
Total	\$ 3,613,666	\$ 21,877,173	\$ 21,877,173	\$ 5,247,552	\$ (16,629,621)
Expenditures by Program:					
General Administration	\$ 376,381	\$ 377,607	\$ 377,607	\$ 489,495	\$ 111,888
Applications	603,150	1,298,750	1,298,750	1,247,838	(50,912)
Systems	309,989	270,837	270,837	608,781	337,944
Services	510,880	723,049	723,049	761,716	38,667
Network	493,677	1,330,302	1,330,302	919,337	(410,965)
GIS	587,375	413,410	413,410	445,641	32,231
IT Non Departmental	539,986	933,027	933,027	392,303	(540,724)
Telecom	52,043	167,144	167,144	171,026	3,882
Security	140,185	363,047	363,047	211,415	(151,632)
IT Fiber Grant	-	16,000,000	16,000,000	-	(16,000,000)
Total	\$ 3,613,666	\$ 21,877,173	\$ 21,877,173	\$ 5,247,552	\$ (16,629,621)
Source of Funding:					
General Fund				\$ 4,233,327	
Library Fund				92,333	
Highway User Revenue Fund				260,580	
Parking District Fund				19,857	
Water Resource and Infrastructure Protection				33,094	
Water Services Fund				257,605	
Stormwater Fund				49,413	
Solid Waste Fund				157,198	
SEMS Fund				93,391	
Airport Fund				50,754	
				\$ 5,247,552	
Commentary:					
The Information Technology operating budget has decreased by 8%. There are no capital expenditures, resulting in overall decrease of 76%. The personnel services increase of 11% is mainly due to merits, market adjustments and benefit increases as well as the addition of 1.0 FTE IT Supervisor. The contractuals decrease of 3% is mainly due to a reduction of one-time expenditures for computer equipment maintenance, licensing, and streaming services. Commodities decreased by 30% and is mainly due to one-time expenditures for computer equipment, software purchases, and network security. There is no major capital (>\$5,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
IT Administrator	5	6	7	0	7
IT Analyst	3	4	5	0	5
IT Deputy Director	0	1	1	0	1
IT Director	1	1	1	0	1
IT Information Security Officer	1	1	0	0	0
IT Manager	4	3	3	0	3
IT Specialist	2	2	2	0	2
IT Supervisor	0	0	0	1	1
IT Technician	1	1	1	0	1
Total	17	19	20	1	21

New Personnel:					
Title	FTE	Total \$ 2023-2024	Potential Offset	Net Cost 2023-2024	Future Cost
IT Supervisor - Help Desk	1	\$ 106,376	\$ -	\$ 106,376	\$ 106,376

Capital:	None
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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:				Proposed Budget 2023-2024	Budget-Budget Variance
	Actual Expenditures 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023		
Personnel Services	\$ 2,148,321	\$ 2,340,386	\$ 2,340,386	\$ 2,491,367	\$ 150,981
Contractuals	39,993	53,403	53,403	87,085	33,682
Commodities	27,282	31,987	31,987	47,880	15,893
Total	\$ 2,215,596	\$ 2,425,776	\$ 2,425,776	\$ 2,626,332	\$ 200,556
Expenditures by Program:					
General Administration	\$ 160,137	\$ 170,454	\$ 170,454	\$ 201,285	\$ 30,831
Council and Department Support	1,066,334	1,120,453	1,120,453	1,221,584	101,131
Police Court	971,589	1,129,469	1,129,469	1,197,763	68,294
Victim's Rights Grant	-	5,400	5,400	5,700	300
ACJC COVID Emergency Grant	17,536	-	-	-	-
Total	\$ 2,215,596	\$ 2,425,776	\$ 2,425,776	\$ 2,626,332	\$ 200,556
Source of Funding:					
General Fund				\$ 2,175,504	
Library Fund				45,852	
Highway User Revenue Fund				44,384	
Transportation Fund				49,294	
Parking District Fund				5,321	
Water Resource and Infrastructure Protection				4,091	
Water Services Fund				157,223	
Stormwater Fund				5,980	
Solid Waste Fund				103,287	
SEMS Fund				9,316	
Airport Fund				26,080	
				\$ 2,626,332	
Commentary:					
The City Attorney's operating budget has increased by 8%. There are no capital expenditures. The personnel services increase of 6% is mainly due to merits, market adjustments and benefit increases. Contractuals increase of 63% is mainly due to increases for registration and travel. Commodities increase of 50% is mainly due to subscription fees and software upgrades. There is no major capital (>\$5,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Administrative Specialist	4	0	0	0	0
Administrative Specialist Lead Worker	1	0	0	0	0
Assistant City Attorney I	4	0	0	0	0
Assistant City Attorney III	0	4	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	1	0	0	0	0
Executive Assistant I	0	1	1	0	1
Executive Assistant II	0	1	1	0	1
Legal Specialist	0	2	2	0	2
Senior Assistant City Attorney I	4	0	0	0	0
Senior Assistant City Attorney III	0	4	4	0	4
Victim Services Specialist	0	2	2	0	2
Water Attorney	1	1	1	0	1
Total	18	18	18	0	18

Section 015 - City Attorney

New Personnel:

None

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 misdemeanors, 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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 2,267,664	\$ 2,778,303	\$ 2,778,303	\$ 2,851,957	\$ 73,654
Contractuals	1,104,988	1,133,461	1,133,461	1,209,453	75,992
Commodities	60,377	107,695	107,695	60,285	(47,410)
Total	\$ 3,433,029	\$ 4,019,459	\$ 4,019,459	\$ 4,121,695	\$ 102,236
Expenditures by Program:					
General Administration	\$ 1,032,803	\$ 1,010,935	\$ 1,010,935	\$ 1,058,670	\$ 47,735
Court Services	798,896	963,750	963,750	1,295,600	331,850
Record Management	16,511	3,590	3,590	1,000	(2,590)
Court Enforcement	399,460	587,594	587,594	457,949	(129,645)
Warrant Division	302,604	352,971	352,971	270,229	(82,742)
Court Operations	270,123	403,339	403,339	395,343	(7,996)
Judicial Services	594,295	697,280	697,280	642,904	(54,376)
ACJC COVID Emergency Grant	18,337	-	-	-	-
Total	\$ 3,433,029	\$ 4,019,459	\$ 4,019,459	\$ 4,121,695	\$ 102,236
Source of Funding:					
General Fund				\$ 4,121,695	
				\$ 4,121,695	
Commentary:					
The Municipal Court operating budget has increased by 3%. There are no capital expenditures. The personnel services increase of 3% is mainly due to merits, market adjustments, and benefit increases. The contractuals increase of 7% is due to an increase in custodial fees, utility fees, and an increase to the public defender contract. Commodities decreased by 44% mainly due to the reallocation of work order charges to contractual accounts. There is no major capital (>\$5,000).					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2020-2021	2021-2022	2022-2023	2023-2024	2023-2024
Administrative Assistant	3	0	0	0	0
Collection Specialist	3	3	2	0	2
Court Administrator	1	1	1	0	1
Court Assistant	0	3	3	0	3
Court Generalist	0	0	2	0	2
Court Finance Specialist	1	1	1	0	1
Court Information Systems Coordinator	2	2	2	0	2
Court Interpreter	1	1	1	0	1
Court Judicial Specialist	8	0	0	0	0
Court Judicial Specialist I	0	2	2	0	2
Court Judicial Specialist II	0	7	6	0	6
Court Judicial Specialist III	0	0	2	0	2
Court Training Specialist	1	1	1	0	1
Deputy Court Administrator	2	2	2	0	2
Jury Services Specialist	1	1	0	0	0
Magistrate	2	2	2	0	2
On-Call Magistrate	1	1	1	0	1
Presiding Magistrate	1	1	1	0	1
Probation Service Specialist	1	1	1	0	1
Warrant Officer	2	2	1	0	1
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.

The **Public Affairs Section** 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 is 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 017 - City Clerk					
Expenditures by Category:					
	Actual Expenditures 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ -	\$ 385,720	\$ 385,720	\$ 1,069,350	\$ 683,630
Contractuals	-	472,745	472,745	870,715	397,970
Commodities	-	10,600	10,600	23,946	13,346
Total	\$ -	\$ 869,065	\$ 869,065	\$ 1,964,011	\$ 1,094,946
Expenditures by Program:					
Communications	\$ -	\$ -	\$ -	\$ 74,370	\$ 74,370
City Clerk	-	469,065	469,065	484,114	15,049
Elections	-	400,000	400,000	290,000	(110,000)
Minimum Wage Compliance	-	-	-	39,885	39,885
Indigenous	-	-	-	47,720	47,720
Neighborhood Liaison	-	-	-	1,500	1,500
Public Affairs	-	-	-	1,026,422	1,026,422
Total	\$ -	\$ 869,065	\$ 869,065	\$ 1,964,011	\$ 89,419
Source of Funding:					
General Fund				\$ 1,873,781	
Library Fund				14,106	
Highway User Revenue Fund				10,782	
Transportation Fund				1,108	
Parking District Fund				1,564	
Water Resource and Infrastructure Protection				2,029	
Water Services Fund				31,749	
Stormwater Fund				1,519	
Solid Waste Fund				19,790	
SEMS Fund				2,355	
Airport Fund				5,228	
				\$ 1,964,011	
Commentary:					
The City Clerk operating budget has increased by 126%. There are no capital expenditures. The personnel services increase of 177% is mainly due to merits, market adjustments and benefit increases as well as the Public Affairs program moving to City Clerk. The contractuals increase of 84% is mainly due to the Public Affairs program moving to City Clerk. Commodities increased by 126% mainly due to the Public Affairs program moving to City Clerk. There is no major capital (>\$5,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Administrative Specialist	0	0	1	0	1
City Clerk	0	0	1	0	1
City Records Coordinator	0	0	1	0	1
Community Engagement Specialist	0	0	1	0	1
Coordinator for Indigenous Initiatives	0	0	1	0	1
Deputy City Clerk	0	0	1	0	1
Digital Media Specialist	0	0	1	0	1
Executive Assistant I	0	0	1	0	1
Executive Assistant to Mayor and Council	0	0	1	0	1
Management Analyst	0	0	1	0	1
Public Affairs Director	0	0	1	0	1
Total	0	0	11	0	11

Section 017 - City Clerk

New Personnel: None

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, Finance, and Grants, Contracts and Emergency Management 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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 67,728	\$ 308,878	\$ 308,878	\$ 442,248	\$ 133,370
Contractuals	2,432	12,274	12,274	12,283	9
Commodities	660	1,000	1,000	1,000	-
Total	\$ 70,820	\$ 322,152	\$ 322,152	\$ 455,531	\$ 133,379
Expenditures by Program:					
General Administration	\$ 70,820	\$ 322,152	\$ 322,152	\$ 455,531	\$ 133,379
Total	\$ 70,820	\$ 322,152	\$ 322,152	\$ 455,531	\$ 133,379
Source of Funding:					
General Fund				\$ 455,531	
				\$ 455,531	
Commentary:					
The Management Services operating budget has increased by 41%. There are no capital expenditures. The personnel services increase of 43% is mainly due to merits, market adjustments and benefit increases, as well as the addition of 1.0 FTE Management Analyst. Contractuals and commodities have remained flat year over year. There is no major capital (>\$5,000).					
Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Business Systems Analyst	1	1	1	0	1
Management Analyst	0	0	0	1	1
Management Services Director	1	1	1	0	1
Total	2	2	2	1	3
New Personnel:					
Title	FTE	Total \$ 2023-2024	Potential Offset	Net Cost 2023-2024	Future Cost
Management Analyst	1	\$ 114,353	\$ -	\$ 114,353	\$ 114,353
Capital:					
None					

Mission

The mission of the Purchasing section is to support the goals and objectives of the City by delivering consistent and professional procurement and management support 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 that support all City operations by maximizing value for City dollars spent, vendor management, and assuring contractual adherence. 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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 734,792	\$ 708,374	\$ 708,374	\$ 715,740	\$ 7,366
Contractuals	15,079	11,627	11,627	17,327	5,700
Commodities	31,389	16,600	16,600	16,600	-
Total	\$ 781,260	\$ 736,601	\$ 736,601	\$ 749,667	\$ 13,066
Expenditures by Program:					
General Administration	\$ 1	\$ -	\$ -	\$ -	\$ -
Purchasing	768,176	736,601	736,601	749,667	13,066
Warehouse	12,732	-	-	-	-
Grants and Contracts Management	351	-	-	-	-
Total	\$ 781,260	\$ 736,601	\$ 736,601	\$ 749,667	\$ 13,066
Source of Funding:					
General Fund				\$ 382,387	
Library Fund				33,828	
Highway User Revenue Fund				12,026	
Transportation Fund				42,010	
Parking District Fund				8,711	
Water Resource and Infrastructure Protection				4,876	
Water Services Fund				126,140	
Stormwater Fund				29,929	
Solid Waste Fund				28,849	
SEMS Fund				28,046	
Airport Fund				52,865	
				\$ 749,667	
Commentary:					
The Purchasing operating budget has increased by 2%. There are no capital expenditures. The personnel services increase of 1% is mainly due to merits, market adjustments, and benefit increases. The contractuals increase of 49% is mainly due to higher costs of travel, increases in training registrations, and additional training funds. Commodities have remained flat year over year. There is no major capital (>\$5,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Administrative Specialist	1	1	1	0	1
Buyer	1	2	2	0	2
Contract Specialist	1	1	0	0	0
Grants and Contracts Assistant	1	1	0	0	0
Grants and Contracts Manager	1	1	0	0	0
Grants Specialist	1	1	0	0	0
Purchasing Director	1	1	1	0	1
Purchasing Manager	1	1	1	0	1
Procurement Specialist	2	0	0	0	0
Procurement Specialist Senior	0	2	2	0	2
Total	10	11	7	0	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, customer call center, and business licensing. Meter Services is responsible for meter reading and service orders including activations, terminations, and billing check reads. 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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 1,126,690	\$ 1,612,107	\$ 1,612,107	\$ 1,670,191	\$ 58,084
Contractuals	485,773	559,114	559,114	570,333	11,219
Commodities	8,390	110,792	110,792	7,588	(103,204)
Total	\$ 1,620,853	\$ 2,282,013	\$ 2,282,013	\$ 2,248,112	\$ (33,901)
Expenditures by Program:					
General Administration	\$ 110,570	\$ 404,033	\$ 404,033	\$ 472,101	\$ 68,068
Customer Service	802,827	928,200	928,200	872,350	(55,850)
Billing and Collections	368,419	391,041	391,041	386,770	(4,271)
Meter Services	305,375	375,976	375,976	399,677	23,701
Copy Mail Center	16,258	95,827	95,827	8,303	(87,524)
Licensing	17,404	86,936	86,936	108,911	21,975
Total	\$ 1,620,853	\$ 2,282,013	\$ 2,282,013	\$ 2,248,112	\$ (33,901)
Source of Funding:					
General Fund				\$ 484,023	
Library Fund				6,194	
Highway User Revenue Fund				6,073	
Transportation Fund				26,962	
Parking District Fund				440	
Water Resource and Infrastructure Protection				338	
Water Services Fund				1,204,988	
Stormwater Fund				71,307	
Solid Waste Fund				376,631	
SEMS Fund				30,251	
Airport Fund				40,905	
				\$ 2,248,112	
Commentary:					
The Revenue operating budget has decreased by 1%. There are no capital expenditures. The personnel services increase of 4% is mainly due to merits, market adjustments, and benefit increases. The contractuals increase of 2% is mainly due to a sales tax search program. Commodities decreased by 93% mainly due to software that was funded one-time in prior fiscal year and annual software for short-term rentals. There is no major capital (>\$5,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Administrative Specialist	5	0	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 Service Manager	1	1	1	0	1
Customer Service Representative I	0	2	2	0	2
Customer Service Representative Senior	0	3	3	0	3
Customer Service Supervisor	1	1	1	0	1
Finance Specialist	1	1	1	0	1
Licensing Specialist	1	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	1	1	1	0	1
Revenue Director	1	1	1	0	1
Total	20	20	20	0	20

Section 033 - Revenue	
New Personnel:	None
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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 1,310,069	\$ 1,435,047	\$ 1,435,047	\$ 1,709,903	\$ 274,856
Contractuals	42,406	265,045	265,045	50,505	(214,540)
Commodities	13,017	28,455	28,455	80,343	51,888
Total	\$ 1,365,492	\$ 1,728,547	\$ 1,728,547	\$ 1,840,751	\$ 112,204
Expenditures by Program:					
General Administration	\$ 82,445	\$ 147,797	\$ 147,797	\$ 160,602	\$ 12,805
Accounting	733,318	796,457	796,457	1,019,764	223,307
Payroll	460,449	708,934	708,934	569,188	(139,746)
Accounts Payable	89,280	75,359	75,359	91,197	15,838
Total	\$ 1,365,492	\$ 1,728,547	\$ 1,728,547	\$ 1,840,751	\$ 112,204
Source of Funding:					
General Fund				\$ 1,263,386	
Library Fund				111,302	
Highway User Revenue Fund				62,565	
Transportation Fund				29,629	
Parking District Fund				4,450	
Water Resource and Infrastructure Protection				5,731	
Water Services Fund				187,619	
Stormwater Fund				9,420	
Solid Waste Fund				71,899	
SEMS Fund				48,367	
Airport Fund				46,383	
				\$ 1,840,751	
Commentary:					
The Finance operating budget has increased by 6%. There are no capital expenditures. The personnel services increase of 19% is mainly due to merits, market adjustments, and benefit increases, as well as the addition of 1.0 FTE Accountant Senior and 1.0 FTE Finance Specialist offset by .5 FTE Finance Specialist (Temp). The contractuals decrease of 81% is mainly due to a contract to configure Harris HR/PR system that was funded one-time in prior fiscal year. Commodities increased by 182% mainly due to Kronos annual maintenance. There is no major capital (>\$5,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Accountant	4	2	2	0	2
Accountant Senior	0	2	2	1	3
Accounts Specialist	1	0	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	2	2	1	3
Finance Specialist (Temp)	0.5	0.5	0.5	(0.5)	0
Payroll Coordinator	1	1	1	0	1
Payroll Manager	1	1	1	0	1
Payroll Specialist	1	1	1	0	1
Total	14.5	14.5	14.5	1.5	16

New Personnel:					
Title	FTE	Total \$ 2023-2024	Potential Offset	Net Cost 2023-2024	Future Cost
Accountant Senior	1	\$ 106,376	\$ -	\$ 106,376	\$ 106,376
Finance Specialist	1	80,155	31,370	48,785	48,785

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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Management Services – Grants, Contracts, and Emergency Management

Section 039 - Grants, Contracts and Emergency Management					
Expenditures by Category:					
	Actual Expenditures 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 1,025	\$ 593,526	\$ 593,526	\$ 747,605	\$ 154,079
Contractuals	-	18,662	18,662	307,000	288,338
Commodities	-	2,958	2,958	12,858	9,900
Capital	-	-	-	75,000	75,000
Total	\$ 1,025	\$ 615,146	\$ 615,146	\$ 1,142,463	\$ 527,317
Expenditures by Program:					
Grants and Contracts Management	\$ -	\$ 507,741	\$ 507,741	\$ 522,911	\$ 15,170
Emergency Management	1,025	107,405	107,405	344,552	237,147
DFFM - Emergency	-	-	-	75,000	75,000
GCEM Grants	-	-	-	200,000	200,000
Total	\$ 1,025	\$ 615,146	\$ 615,146	\$ 1,142,463	\$ 527,317
Source of Funding:					
General Fund				\$ 1,142,463	
				\$ 1,142,463	
Commentary:					
The Grants, Contracts, and Emergency Management operating budget has increased by 74%. There are capital expenditures of \$75,000, resulting in an overall net increase of 86%. The personnel services increase of 26% is mainly due to merits, market adjustments, and benefit increases, as well as the addition of 1.0 FTE Administrative Specialist. The contractuals increase 1,545% is mainly due to an emergency management consultant for an emergency operations plan, additional travel and training, and potential grants. Commodities increased 335% mainly due to one-time expenditures for supplies, status/situation boards, medical/sanitary supplies, clothing and vehicle fuel and parts. There is major capital (>\$5,000) which includes a new vehicle (\$75,000).					
Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Administrative Specialist	0	0	0	1	1
Emergency Program Manager	0	0	1	0	1
Grants and Contracts Manager	0	0	1	0	1
Grants and Contracts Specialist	0	0	3	0	3
Grants, Contracts and Emergency Management Director	0	0	1	0	1
Total	0	0	6	1	7
New Personnel:					
Title	FTE	Total \$ \$0	Potential Offset	Net Cost \$0	Future Cost
Administrative Specialist	1	\$ 72,718	\$ -	\$ 72,718	\$ 72,718
Capital:					
Description	Amount				
Emergency Management Vehicle	\$ 75,000				
	\$ 75,000				

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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 10,251,419	\$ 10,570,632	\$ 10,570,632	\$ 11,485,174	\$ 914,542
Contractuals	733,351	1,998,300	1,998,300	1,480,149	(518,151)
Commodities	994,035	1,140,836	1,140,836	762,886	(377,950)
Capital	185,855	5,397,676	6,965,019	535,000	(4,862,676)
Total	\$ 12,164,660	\$ 19,107,444	\$ 20,674,787	\$ 14,263,209	\$ (4,844,235)
Expenditures by Program:					
General Administration	\$ 971,505	\$ 913,381	\$ 913,381	\$ 1,120,957	\$ 207,576
Fire Prevention	197,304	308,982	308,982	282,398	(26,584)
Training	114,302	248,298	248,298	156,404	(91,894)
Fire Suppression	10,447,898	16,300,323	17,867,666	11,581,651	(4,718,672)
Alternate Response Unit	433,651	1,336,460	1,336,460	1,121,799	(214,661)
Total	\$ 12,164,660	\$ 19,107,444	\$ 20,674,787	\$ 14,263,209	\$ (4,844,235)
Source of Funding:					
General Fund				\$ 14,263,209	
				\$ 14,263,209	
Commentary:					
The Fire Operations operating budget has remained relatively flat year over year. There are capital expenditures, resulting in an overall net decrease of 25%. The personnel services increase of 9% is mainly due to merits, market adjustments and benefit increases as well as the addition of 1.0 FTE Fire Captain (CARES Unit). The contractuals decrease of 26% is primarily due to a reduction of one-time medical equipment expenditures. Commodities decreased by 33% and is mainly due to a reduction of one-time expenditures. There is major capital (>\$5,000) which includes a Type 1 apparatus (\$425,000) and three replacement vehicles (\$110,000).					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2020-2021	2021-2022	2022-2023	2023-2024	2023-2024
Administrative Specialist	2	1	1	0	1
Assistant Fire Marshal	0	1	1	0	1
Deputy Fire Chief	3	3	3	0	3
Fire Battalion Chief	3	3	4	0	4
Fire Captain	21	24	24	1	25
Fire Chief	1	1	1	0	1
Fire Engineer	21	21	21	0	21
Fire Fighter	36	36	36	0	36
Fire Inspector	2	1	1	0	1
Management Analyst	0	1	1	0	1
Regional Fire Training Coordinator	1	1	0	0	0
Wildland Fire Firewise Specialist	0	0	0	0	0
Wildland Fire Manager	0	0	0	0	0
Wildland Fire Supervisor	0	0	0	0	0
Wildland Forest Health Supervisor	0	0	0	0	0
Total	90	93	93	1	94
Note: Fire is approved for forty-five paramedic positions between Fire Fighter, Captain, and Engineer.					

New Personnel:					
Title:	FTE	Total 2023-2024	Potential Offset	Net Cost 2023-2024	Future Cost
Fire Captain (CARE Unit)	1	\$ 105,152	\$ -	\$ 105,152	\$ 105,152

Capital:	
Description	Amount
Type 1 Apparatus	\$ 425,000
Replacement Vehicles (3)	110,000
	\$ 535,000

Section 052 - Fire Grants					
Expenditures by Category:					
	Actual Expenditures 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 271,103	\$ 455,059	\$ 455,059	\$ 752,138	\$ 297,079
Contractuals	140,223	1,500,000	1,500,000	6,550,000	5,050,000
Commodities	11,427	250,000	250,000	200,000	(50,000)
Capital	15,281	550,000	550,000	1,300,000	750,000
Total	\$ 438,034	\$ 2,755,059	\$ 2,755,059	\$ 8,802,138	\$ 6,047,079
Expenditures by Program:					
General Wildfire Response	\$ (547,101)	\$ -	\$ -	\$ -	\$ -
SAFER	276,528	455,059	455,059	552,138	97,079
NAU GFFP Thinning	2,333	-	-	-	-
Misc Fire Reimbursables	479,632	-	-	200,000	200,000
2016 IGA Forest Stewardship Plan	-	-	-	3,500,000	3,500,000
Fire-Haz Mat Meters FY16-Realloc Grant	-	-	-	750,000	750,000
Fire - Tribal Gaming	-	400,000	400,000	100,000	(300,000)
Fire - DFFM 2020 AZ-State Funded	15,147	400,000	400,000	450,000	50,000
Fire - AFG 2020 Quint - Fleet	-	550,000	550,000	550,000	-
Fire - AFG 2020 Equip Safety Vests	-	250,000	250,000	-	(250,000)
Fire - AFG 2020 Prevention	-	200,000	200,000	-	(200,000)
Fire - AZ-100 Club Safety Equipment	-	-	-	200,000	200,000
Fire - WFHF 18-203 #1 Flag Fuels Reduction	25,570	500,000	500,000	2,500,000	2,000,000
Fire - FEMA - AFG - Regional Training	74,413	-	-	-	-
Fire - FEMA - AFG COVID PPE	39,625	-	-	-	-
Fire - HMEP Haz-Mat Training	1,735	-	-	-	-
Fire - IAFC Trex Event	21,146	-	-	-	-
Fire - Firehouse Subs Public Safety Foundation	33,725	-	-	-	-
DFFM - Emergency	15,281	-	-	-	-
Total	\$ 438,034	\$ 2,755,059	\$ 2,755,059	\$ 8,802,138	\$ 6,047,079
Source of Funding:					
General Fund				\$ 8,802,138	
				\$ 8,802,138	
Commentary:					
The Fire Grants operating budget has increased by 240%. There are capital expenditures, resulting in an overall net increase of 219%. The personnel services increase of 65% is mainly due to merits, market adjustments and benefit increases. The contractuals increase of 337% is mainly due to one-time funding to support local and regional projects. Commodities decreased by 20% and is mainly due to a reduction in one-time expenditures for new safety equipment. There is major capital (>\$5,000) which includes one Quint (\$550,000) and safety equipment (\$550,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Fire Fighter	0	6	6	0	6
Total	0	6	6	0	6

New Personnel:	None
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Capital:	
Description	Amount
Fire Equipment	\$ 750,000
Fire Equipment	550,000
	\$ 1,300,000

Section 053 - Fire Watershed Protection					
Expenditures by Category:					
	Actual Expenditures 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 592,628	\$ 743,250	\$ 743,250	\$ 783,472	\$ 40,222
Contractuals	31,420	1,229,800	1,229,800	19,800	(1,210,000)
Commodities	35,234	101,850	101,850	69,850	(32,000)
Capital	-	100,000	100,000	-	(100,000)
Total	\$ 659,282	\$ 2,174,900	\$ 2,174,900	\$ 873,122	\$ (1,301,778)
Expenditures by Program:					
Fire Watershed Protection	\$ 648,219	\$ 974,900	\$ 974,900	\$ 873,122	\$ (101,778)
Fire Grants	-	1,200,000	1,200,000	-	(1,200,000)
Fire - WRTC 428-21-114-FAC Learning Network	1,445	-	-	-	-
Fire-DFFM NFHF 21-202 Healthy Forest Initiative	9,618	-	-	-	-
Total	\$ 659,282	\$ 2,174,900	\$ 2,174,900	\$ 873,122	\$ (1,301,778)
Source of Funding:					
Water Resource and Infrastructure Protection Fund				\$ 873,122	
				\$ 873,122	
Commentary:					
The Fire Watershed Protection operating budget has decreased by 58%. There are no capital expenditures, resulting in an overall decrease of 60%. The personnel services increase of 5% is mainly due to merits, market adjustments and benefit increases. The contractuals decrease of 98% is mainly due to one-time grant funding for fire survey work. The commodities decrease of 31% is mainly due to a reduction in equipment and related expenditures. There is no major capital (>\$5,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Community Risk Reduction Specialist	1	1	1	0	1
Fire Battalion Chief	0	1	1	0	1
Fire Fighter	0	0	2	0	2
Wildland Fire Operations Captain	0	1	1	0	1
Wildland Fire Operations Engineer	0	1	2	0	2
Wildland Fire Crew Member	0	3	0	0	0
Wildland Fire Crew Member Senior	0	1	0	0	0
Wildland Fire Manager	1	0	0	0	0
Wildland Fire Supervisor	1	0	0	0	0
Wildland Forest Health Supervisor	1	1	1	0	1
Total	4	9	8	0	8

New Personnel:	None
Capital:	None

Mission

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

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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 15,780,940	\$ 16,890,809	\$ 16,890,809	\$ 19,116,356	\$ 2,225,547
Contractuals	2,156,738	2,232,738	2,232,738	2,856,771	624,033
Commodities	620,287	790,106	790,106	617,998	(172,108)
Capital	155,235	1,189,573	1,189,573	250,000	(939,573)
Total	\$ 18,713,200	\$ 21,103,226	\$ 21,103,226	\$ 22,841,125	\$ 1,737,899
Expenditures by Program:					
General Administration	\$ 1,737,407	\$ 2,997,371	\$ 2,997,371	\$ 3,052,001	\$ 54,630
Patrol	9,997,945	11,271,857	11,271,857	11,769,875	498,018
Detectives	2,135,642	1,902,690	1,902,690	2,180,509	277,819
Records	774,723	1,107,093	1,107,093	973,126	(133,967)
Communications	3,169,954	2,880,908	2,880,908	3,943,992	1,063,084
Special Services	705,299	743,090	743,090	703,824	(39,266)
Crime and Prevention Training	192,230	200,217	200,217	217,798	17,581
Total	\$ 18,713,200	\$ 21,103,226	\$ 21,103,226	\$ 22,841,125	\$ 1,737,899
Source of Funding:					
General Fund				\$ 22,841,125	
				\$ 22,841,125	
Commentary:					
<p>The Police operating budget has increased by 13%. There are capital expenditures of \$250,000, resulting in an overall net increase of 8%. The personnel services increase of 13% is mainly due to merits, market adjustments and benefit increases, as well as the addition of 3.0 FTE Police Aides. The contractuals increase of 28% is mainly due to computer automated dispatch console equipment replacements, victim notification software, AXON Investigate, radio system maintenance, body camera and taser yearly maintenance. Commodities decreased by 22% mainly due to a server replacement that was funded one-time in prior fiscal year. There is major capital (>\$5,000) which includes four replacement vehicles (\$200,000) and one new vehicle (\$50,000).</p>					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Administrative Specialist	13	3	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	3	6
Police Chief	1	1	1	0	1
Police Communications Manager	1	1	1	0	1
Police Corporal/Detective	19	0	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	73	94	94	0	94
Police Records Lead	0	1	1	0	1
Police Records Supervisor	1	1	1	0	1
Police Records Technician	0	9	9	0	9
Police Sergeant	14	14	15	0	15
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	170	172	173	3	176

Section 061 - Police Operations					
New Personnel:					
Title	FTE	Total 2023-2024	Potential Offset	Net Cost 2023-2024	Future Cost
Police Aide	3	\$ 218,154	\$ -	\$ 218,154	\$ 218,154

Capital:	
Description	Amount
Vehicle Replacements (4)	\$ 200,000
Police Aide for City Facilities Vehicle	50,000
	<u>\$ 250,000</u>

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Section 062 - Police Grants					
Expenditures by Category:					
	Actual Expenditures 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 278,803	\$ 559,962	\$ 559,962	\$ 1,101,040	\$ 541,078
Contractuals	781,999	1,214,714	1,214,714	943,000	(271,714)
Commodities	299,448	1,059,131	1,059,131	465,000	(594,131)
Capital	63,855	88,000	88,000	-	(88,000)
Total	\$ 1,424,105	\$ 2,921,807	\$ 2,921,807	\$ 2,509,040	\$ (412,767)
Expenditures by Program:					
Metro Grant	\$ 204,757	\$ 428,446	\$ 428,446	\$ 446,075	\$ 17,629
COPS Hiring Grant	67,792	-	-	500,000	500,000
RICO Funds for Police	245,129	365,300	365,300	250,920	(114,380)
GOHS - DUI Enforcement	26,812	260,559	260,559	-	(260,559)
Bullet Proof Vest	8,987	35,147	35,147	20,000	(15,147)
Dispatch Services Agreement (NPS)	-	5,000	5,000	5,000	-
10-AZ Home Land Security	-	88,000	88,000	-	(88,000)
AZ Internet Crimes Child	3,494	20,000	20,000	-	(20,000)
Edward Byrne Memorial (JAG)	33,965	72,751	72,751	30,000	(42,751)
FBI Safe Trails Task Force	19,759	66,722	66,722	75,000	8,278
ATF SLOT Overtime	4,570	33,567	33,567	-	(33,567)
NG 911	491,950	550,000	550,000	550,000	-
Text to 911	10,842	9,454	9,454	-	(9,454)
COPS Dream Court	4,351	-	-	-	-
GOHS AZ TraCS Implementation Project	32,538	-	-	-	-
Police Grants	-	550,000	550,000	350,000	(200,000)
US Marshals Service Grant	16,885	30,000	30,000	15,000	(15,000)
ACJC COVID Emergency Grant	32,473	-	-	-	-
Community Policing Microgrant - PD	25,490	53,021	53,021	-	(53,021)
GOHS - Accident Investigation	1,185	-	-	-	-
GOHS - Youth Alcohol	-	-	-	45,000	45,000
GOHS - DUI Enforcement OT	-	-	-	45,000	45,000
Total	\$ 1,424,105	\$ 2,921,807	\$ 2,921,807	\$ 2,509,040	\$ (412,767)
Source of Funding:					
General Fund				\$ 2,509,040	
				\$ 2,509,040	
Commentary:					
Police grants are, in nature, one-time revenues and expenditures as grant funding opportunities arise.					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Administrative Specialist	1	1	1	0	1
Police Officer	5	3	3	0	3
Police Sergeant	1	1	1	0	1
Total	7	5	5	0	5

New Personnel:	None
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Capital:	None
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Community Development

Mission

We build community together, provide service with integrity and honor the diverse heritage of Flagstaff.

Vision

Champion a vibrant, equitable, sustainable, and safe community for today and future generations

Values

Collaboration, Community Focused, Integrity, Service, Teamwork

The mission of the **Real Estate program** 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 for the division, which includes the Real Estate program, Building Safety & Code Compliance section, the Housing section, and Planning and Development Services section. The Housing section includes the Flagstaff Housing Authority. Community Development Administration assists with program delivery, budget, recruitment, and personnel, and works with internal and external partners on collaborative process and projects.

The **Real Estate program** 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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 382,612	\$ 486,886	\$ 486,886	\$ 471,213	\$ (15,673)
Contractuals	30,541	69,487	69,487	77,496	8,009
Commodities	(14,183)	(51,998)	(51,998)	(51,998)	-
Total	\$ 398,970	\$ 504,375	\$ 504,375	\$ 496,711	\$ (7,664)
Expenditures by Program:					
Property Management	\$ 166,956	\$ 128,036	\$ 128,036	\$ 174,259	\$ 46,223
General Administration	232,014	376,339	376,339	322,452	(53,887)
Total	\$ 398,970	\$ 504,375	\$ 504,375	\$ 496,711	\$ (7,664)
Source of Funding:					
General Fund				\$ 356,232	
Water Services Fund				66,572	
Stormwater				73,907	
				\$ 496,711	
Commentary:					
The Community Development Administration operating budget has decreased by 2%. There are no capital expenditures. The personnel services decrease of 3% is mainly due to merits, market adjustments, and benefit increases, offset by a previously vacant position which benefits came in lower than budgeted. Contractuals increase of 12% is mainly due to title/appraisal reports and real estate services. Commodities remained flat year over year. There is no major capital (>\$5,000).					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2020-2021	2021-2022	2022-2023	2023-2024	2023-2024
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 for land use entitlements. It is also 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 and Subdivision Codes. 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 and Subdivision 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 staff are responsible for review and approval of various planning applications such as site plans, conditional use permits, zoning map amendments, and subdivision plats. Current Planning provides customer service to external and internal clients through a planner of the day, answering general planning and development questions.

The **Comprehensive Planning and Neighborhood Planning 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, Native American Grave Protection and Repatriation Act, etc. 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 **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.

The **Development Services Program** is responsible for the first contact with the public and to provide customer service internally and externally for the Community Development and Engineering Divisions. Development Services coordinates the permitting processes across multiple disciplines ensuring accuracy and efficiency including acceptance, completeness review, routing to various divisions for review, payment, and issuance. The program also maintains and updates the Innoprise ComDev module permit tracking software updating as users, policies or procedures change.

Section 104 - Planning and Development Services					
Expenditures by Category:					
	Actual Expenditures 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 1,177,575	\$ 1,487,021	\$ 1,487,021	\$ 1,530,639	\$ 43,618
Contractuals	95,875	706,673	706,673	37,055	(669,618)
Commodities	20,527	36,990	36,990	25,190	(11,800)
Total	\$ 1,293,977	\$ 2,230,684	\$ 2,230,684	\$ 1,592,884	\$ (637,800)
Expenditures by Program:					
General Administration	\$ 224,602	\$ 503,678	\$ 503,678	\$ 271,566	\$ (232,112)
Advanced Planning	302,183	610,510	610,510	339,470	(271,040)
Building Inspection	1,722	-	-	-	-
Current Planning	734,340	965,396	965,396	981,848	16,452
Code Compliance	19,787	151,100	151,100	-	(151,100)
Sunnyside Historic Context - Fed Historic Preserv	11,343	-	-	-	-
Total	\$ 1,293,977	\$ 2,230,684	\$ 2,230,684	\$ 1,592,884	\$ (637,800)
Source of Funding:					
General Fund				\$ 1,592,884	
				\$ 1,592,884	
Commentary:					
The Planning and Development Services operating budget has decreased by 29%. There are no capital expenditures. The personnel services increase of 3% is mainly due to merits, market adjustments, and benefit increases. Contractuals decreases of 95% are mainly due to one-time expenditures budgeted in the prior year. Commodities decreases of 32% are mainly due to one-time expenditures budgeted in the prior year. There is no major capital (>\$5,000).					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2020-2021	2021-2022	2022-2023	2023-2024	2023-2024
Administrative Specialist	1	1	1	0	1
Associate Planner	2	2	2	0	2
Building Inspection Manager	1	1	0	0	0
Building Inspector	7	7	0	0	0
Building Official	1	1	0	0	0
Building Permit Technician	1	1	0	0	0
Building Plans Examiner	3	3	0	0	0
Code Compliance Manager	1	1	0	0	0
Code Compliance Officer I	1	1	0	0	0
Code Compliance Officer II	2	2	0	0	0
Comprehensive/Neighborhood Planning Manage	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	(1)	0
Planner	0	2	2	0	2
Planner Senior	0	2	2	1	3
Planning Development Manager	4	0	0	0	0
Planning Director	1	1	1	0	1
Zoning Code Manager	1	1	1	0	1
Total	31	31	14	0	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, 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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 392,936	\$ 396,609	\$ 396,609	\$ 585,886	\$ 189,277
Contractuals	13,102	43,785	43,785	2,022,258	1,978,473
Commodities	2,419	5,046	5,046	27,046	22,000
Total	\$ 408,457	\$ 445,440	\$ 445,440	\$ 2,635,190	\$ 2,189,750
Expenditures by Program:					
General Administration	\$ 405,237	\$ 440,340	\$ 440,340	\$ 630,090	\$ 189,750
Land Trust	3,220	5,100	5,100	5,100	-
Rental Incentives	-	-	-	2,000,000	2,000,000
Total	\$ 408,457	\$ 445,440	\$ 445,440	\$ 2,635,190	\$ 189,750
Source of Funding:					
General Fund				\$ 2,635,190	
				\$ 2,635,190	
Commentary:					
The Housing operating budget has increased by 492%. There are no capital expenditures. The personnel services increase of 48% is mainly due to merits, market adjustments, and benefit increases, as well as the addition of 1.0 FTE Housing Planner and the reclassification of 1.0 FTE from Housing Analyst to Housing Manager. The contractuals increase of 4,519% is mainly due to \$2,000,000 for down payment and rental assistance from bond proceeds. Commodities increased by 436% mainly due to the addition of grant management software. There is no major capital (>\$5,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Assistant Housing Director	0	1	1	0	1
Housing Analyst	1	1	1	(1)	0
Housing and Grants Administrator	1	1	1	0	1
Housing Director	1	1	1	0	1
Housing Manager	1	0	0	1	1
Housing Planner	0	0	0	1	1
Housing Program Manager	1	1	1	0	1
Housing Rehabilitation Specialist	1	0	0	0	0
Housing Specialist	1	1	1	0	1
Total	7	6	6	1	7

New Personnel:					
Title	FTE	Total \$ 2023-2024	Potential Offset	Net Cost 2023-2024	Future Cost
Housing Planner	1	\$ 122,934	\$ -	\$ 122,934	\$ 122,934

Capital:	None
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Section 106 - Community Housing Services					
Expenditures by Category:					
	Actual Expenditures 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ -	\$ 18,669	\$ 18,669	\$ -	\$ (18,669)
Contractuals	85,203	2,606,610	2,606,610	130,004	(2,476,606)
Commodities	914	-	-	-	-
Total	\$ 86,117	\$ 2,625,279	\$ 2,625,279	\$ 130,004	\$ (2,495,275)
Expenditures by Program:					
General Administration	\$ 2,428	\$ 1,392,030	\$ 1,392,030	\$ -	\$ (1,392,030)
Revolving Loan - General Fund	41,250	394,495	394,495	1	(394,494)
Affordable Housing Incentives	3,239	396,280	396,280	130,001	(266,279)
Affordable Housing Development	-	163,822	163,822	1	(163,821)
Affordable Housing Opportunities / Land Acquisition	5,450	69,689	69,689	1	(69,688)
COF Employer Assistance Housing	33,750	208,963	208,963	-	(208,963)
Total	\$ 86,117	\$ 2,625,279	\$ 2,625,279	\$ 130,004	\$ (2,495,275)
Source of Funding:					
Housing and Community Services Fund				\$ 130,004	
				\$ 130,004	
Commentary:					
The Community Housing Services operating budget has decreased by 95%. There are no capital expenditures. The personnel services decrease of 100% is due to a payroll distribution change for the Housing Navigator position. The contractuals decrease of 95% is mainly due to prior year one-time expenditures for homebuyer assistance, employer assisted housing, and incentives for developers to create affordable housing. There is no major capital (>\$5,000).					
Authorized Personnel/Positions: None					
New Personnel: None					
Capital: None					

Section 107 - Community Housing Grants					
Expenditures by Category:	Actual Expenditures 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Contractuals	\$ -	\$ 780,000	\$ 780,000	\$ 780,000	\$ -
Total	\$ -	\$ 780,000	\$ 780,000	\$ 780,000	\$ -
Expenditures by Program:					
AZ Housing Trust Funds	\$ -	\$ 330,000	\$ 330,000	\$ 330,000	\$ -
Home Grant Rehab	-	450,000	450,000	450,000	-
Total	\$ -	\$ 780,000	\$ 780,000	\$ 780,000	\$ -
Source of Funding:	Housing and Community Services Fund			\$ 780,000	
				\$ 780,000	
Commentary:	The Community Housing Grants operating budget has remained flat year over year. There are not capital expenditures. The contractuals have remained flat year over year. There is no major capital (>\$5,000).				
Authorized Personnel/Positions:	None				
New Personnel:	None				
Capital:	None				

Section 108 - Community Development Block Grants					
Expenditures by Category:					
	Actual Expenditures 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 84,035	\$ 87,493	\$ 87,493	\$ 95,251	\$ 7,758
Contractuals	787,770	2,403,603	2,403,603	477,200	(1,926,403)
Commodities	931	7,895	7,895	1,586	(6,309)
Total	\$ 872,736	\$ 2,498,991	\$ 2,498,991	\$ 574,037	\$ (1,924,954)
Expenditures by Program:					
CDBG Entitlement Administration	\$ 88,475	\$ 104,279	\$ 104,279	\$ 106,037	\$ 1,758
CDBG Public Improvement	157,433	-	-	-	-
CDBG Housing Rehab	-	307,875	307,875	-	(307,875)
CDBG Miscellaneous Projects	167,632	1,832,064	1,832,064	468,000	(1,364,064)
CDBG Economic Development	38,165	92,206	92,206	-	(92,206)
CDBG Public Facility	23,200	11,211	11,211	-	(11,211)
CDBG Housing Stabilization	397,831	126,356	126,356	-	(126,356)
CDBG Public Facility Ops	-	25,000	25,000	-	(25,000)
Total	\$ 872,736	\$ 2,498,991	\$ 2,498,991	\$ 574,037	\$ (1,924,954)
Source of Funding:					
Housing and Community Services Fund				\$ 574,037	
				\$ 574,037	
Commentary:					
The Community Development Block Grants operating budget has decreased by 77%. There are no capital expenditures. The personnel services increase of 9% is mainly due to merits, market adjustments, and benefit increases. The contractuals decrease of 80% is mainly due to decreases in new housing projects funded one-time in the previous year. Commodities decreased by 80% and is mainly due to a prior year one-time item for grant administration. There is no major capital (>\$5,000).					
Authorized Personnel/Positions: None					
New Personnel: None					
Capital: None					

Mission

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

Program Description

The Flagstaff Housing Authority owns and manages 265 units of low-income public housing, administers 333 Section 8 Housing Choice Vouchers, 106 VASH Vouchers for Veterans, 40 Mainstream vouchers for households with a disabled adult, 29 Emergency Housing Vouchers, and several Foster Youth Initiative (FYI) Vouchers for youth aging out of the State foster care system. We partner with the Veterans Administration (VA) on the VASH program and with the State Department of Child Safety on the FYI program. The Housing Authority also manages Clark Homes, a Section 8 new construction development with 80 units of low-income housing and provides twelve Section 8 Certificates for the seriously mentally ill, in partnership with the Guidance Center.

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Section 109 - Flagstaff Housing Authority					
Expenditures by Category:					
	Actual Expenditures 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 6	\$ 2,095,615	\$ 2,095,615	\$ 2,064,893	\$ (30,722)
Contractuals	-	7,485,145	7,485,145	8,425,065	939,920
Commodities	-	115,670	115,670	131,670	16,000.00
Capital	-	990,000	990,000	990,000	-
Total	\$ 6	\$ 10,686,430	\$ 10,686,430	\$ 11,611,628	\$ 925,198
Expenditures by Program:					
Non-Hud Programs	\$ 1	\$ 48,108	\$ 48,108	\$ 133,887	\$ 85,779
FHC Pass Through-Administration	1	163,501	163,501	77,038	(86,463)
FHC Pass Through-Maintenance	1	225,098	225,098	129,055	(96,043)
Public Housing East - Administration	-	587,127	587,127	765,031	177,904
Public Housing East - Maintenance	1	378,130	378,130	424,602	46,472
Public Housing West - Administration	1	723,022	723,022	682,748	(40,274)
Public Housing West - Maintenance	2	420,648	420,648	320,262	(100,386)
Capital Fund Program East	-	732,458	732,458	826,526	94,068
Capital Fund Program West	-	360,000	360,000	414,764	54,764.00
Section 8 Vouchers	1	6,853,810	6,853,810	7,700,926	847,116
SRO-Single Room Occupancy	-	32,700	32,700	32,700	-
MRO-Mod Rehab Occupancy	-	32,700	32,700	32,700	-
FHA Mainstream Voucher	(2)	22,370	22,370	31,189	8,819.00
Emergency Housing Voucher	-	106,758	106,758	40,200	(66,558.00)
Total	\$ 6	\$ 10,686,430	\$ 10,686,430	\$ 11,611,628	\$ 925,198
Source of Funding:					
Flagstaff Housing Authority Fund				\$ 11,611,628	
				\$ 11,611,628	
Commentary:					
The Flagstaff Housing Authority operating budget has increased by 10%. There are capital expenditures, resulting in an overall net increase of 9%. The personnel services decrease of 1% is mainly due to merits, market adjustments, and benefit increases, as well as a change in funding distribution of the Housing Navigator position. The contractuals increase of 13% is mainly due to an increase in Section 8 voucher assistance payments. Commodities increased by 14% mainly due to ongoing increases for building structure materials and supplies. There is major capital (>\$5,000) which includes housing related improvement projects (\$990,000).					

Authorized Personnel/Positions:	Actual 2020-2021	Actual 2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Title					
Administrative Specialist	2	2	2	0	2
Assistant Housing Director	0	1	1	0	1
Housing Manager	3	3	3	0	3
Housing Navigator	0	1	1	0	1
Finance Manager	1	0	0	0	0
Finance Specialist	1.0	1	1	0	1
Housing Occupancy Specialist	0	1	1	0	1
Housing Services Specialist	5	3	3	0	3
Housing Services Specialist Lead	0	2	2	0	2
Maintenance Coordinator	1	0	0	0	0
Maintenance Inspector	0	1	1	0	1
Maintenance Lead Worker	2	3	3	0	3
Maintenance Worker	7	0	0	0	0
Maintenance Worker I	0	3	3	0	3
Maintenance Worker II	0	3	3	0	3
Total	22.00	24	24	0	24

Section 109 - Flagstaff Housing Authority	
New Personnel:	None

Capital:	
Description	Amount
Housing Related Projects	\$ 990,000
	<u>\$ 990,000</u>

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Mission

The mission of the **Building Safety and Code Compliance** section is to protect the lives and safety of the residents and visitors in the built environment of the City of Flagstaff, and to enhance the quality of life, housing, economic prosperity citywide.

Vision

Champion a vibrant, equitable, sustainable, and safe community for today and future generations

Values

Collaboration, Community Focused, Integrity, Service, Teamwork

Program Description

The **Building Safety and Code Compliance** section is responsible for working closely with construction industry applicants, City staff, and stakeholders to process and issue building permit applications for residential and commercial construction, and to enforce the Flagstaff Municipal Code. The program advises, guides, and assists clients to achieve compliance with the building, plumbing, mechanical, electrical, energy code, dark sky compliance, zoning codes, and local and State law.

Section 122 - Building Safety and Code Compliance					
Expenditures by Category:					
	Actual Expenditures 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ -	\$ 1,502,964	\$ 1,502,964	\$ 1,639,721	\$ 136,757
Contractuals	5,176	246,575	246,575	349,629	103,054
Commodities	-	35,031	35,031	45,481	10,450
Capital	-	54,237	54,237	130,000	75,763
Total	\$ 5,176	\$ 1,838,807	\$ 1,838,807	\$ 2,164,831	\$ 239,811
Expenditures by Program:					
Building Inspection	\$ 2,887	\$ 1,462,469	\$ 1,462,469	\$ 1,667,238	\$ 204,769
Code Compliance	2,289	165,359	165,359	258,555	93,196
Code Compliance-SEMS	-	210,979	210,979	239,038	28,059
Total	\$ 5,176	\$ 1,838,807	\$ 1,838,807	\$ 2,164,831	\$ 326,024
Source of Funding:					
General Fund				\$ 2,164,831	
				\$ 2,164,831	
Commentary:					
The Building Safety and Code Compliance operating budget has increased by 14%. There are capital expenditures, resulting in an overall increase of 13%. The personnel services increase of 9% is mainly due to merits, market adjustments, and benefit increases. The contractuals increase of 42% is mainly due to an increase in third party plan review and inspection services, advertising, and property abatements. Commodities increased by 30% mainly due to graffiti abatement increases and a subscriptions for electronic building code. There is major capital (>\$5,000) which includes the replacement of three vehicles (\$130,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Building Inspection Manager	0	0	1	0	1
Building Inspector	0	0	7	0	7
Building Official	0	0	1	0	1
Building Permit Technician	0	0	1	0	1
Building Plans Examiner	0	0	3	0	3
Code Compliance Manager	0	0	1	0	1
Code Compliance Officer I	0	0	1	0	1
Code Compliance Officer II	0	0	2	0	2
Total	0	0	17	0	17

New Personnel:	None
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Capital:	
Description	Amount
Vehicle Replacements (3)	\$ 130,000
	\$ 130,000

Mission

Public Works Administration provides strategic planning and leadership for Streets, Solid Waste, Facilities Maintenance, Public Works Engineering, and Fleet Services. The essential services are highly visible to both our internal and external customers. In addition to the regular operations of Public Works, the division often supports natural disaster response efforts and community emergency incidents.

Program Description

Public Works Administration provides leadership and strategic direction for Solid Waste, Streets Maintenance, Fleet Maintenance, Facility Maintenance, and Public Works Engineering.

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Section 151 - Public Works Administration					
Expenditures by Category:					
	Actual Expenditures 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 164,136	\$ 304,517	\$ 304,517	\$ 289,380	\$ (15,137)
Contractuals	1,043	3,151	3,151	18,945	15,794
Commodities	16,181	(94,879)	(94,879)	(92,379)	2,500
Total	\$ 181,360	\$ 212,789	\$ 212,789	\$ 215,946	\$ 3,157
Expenditures by Program:					
General Administration	\$ 181,360	\$ 212,789	\$ 212,789	\$ 215,946	\$ 3,157
Total	\$ 181,360	\$ 212,789	\$ 212,789	\$ 215,946	\$ 3,157
Source of Funding:					
General Fund				\$ 66,114	
Highway User Revenue Fund				58,254	
Transportation Fund				44,975	
Airport Fund				46,603	
				\$ 215,946	
Commentary:					
The Public Works Administration operating budget has increased by 1%. There are no capital expenditures. The personnel services decrease of 5% is mainly due to merits, market adjustments, and benefit increases, offset by filling vacant positions previously budgeted at a higher salary/benefit amount. The contractuals increase of 501% is mainly due to one-time travel costs. Commodities decreased by 3% mainly due to one-time office supplies. There is no major capital (>\$5,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Business Systems Analyst	0	0	1	0	1
Project Manager	1	0	1	0	1
Project Manager Senior	0	1	1	0	1
Public Works Director	1	1	1	0	1
Public Works Section Director	1	1	1	0	1
Total	3	3	5	0	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

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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 683,095	\$ 1,053,826	\$ 1,053,826	\$ 1,399,786	\$ 345,960
Contractuals	385,760	2,083,490	2,083,490	1,088,626	(994,864)
Commodities	(118,152)	(283,080)	(283,080)	14,091	297,171
Capital	29,811	36,595	36,595	200,000	163,405
Total	\$ 980,514	\$ 2,890,831	\$ 2,890,831	\$ 2,702,503	\$ (188,328)
Expenditures by Program:					
General Administration	\$ 484,356	\$ 647,424	\$ 647,424	\$ 1,452,705	\$ 805,281
Custodial Service	58,703	111,288	111,288	111,288	-
Structural & Other Maintenance	167,520	1,604,310	1,604,310	809,446	(794,864)
City Hall	251,783	299,409	299,409	300,664	1,255
Catastrophic Set Aside	4,913	28,400	28,400	28,400	-
Phoenix Building	11,489	-	-	-	-
City Leased Property Maintenance	1,750	200,000	200,000	-	(200,000)
Total	\$ 980,514	\$ 2,890,831	\$ 2,890,831	\$ 2,702,503	\$ (188,328)
Source of Funding:					
General Fund				\$ 2,503,678	
Library Fund				27,436	
Parking District Fund				226	
Water Services Fund				106,412	
Stormwater Fund				788	
Solid Waste Fund				13,359	
SEMS Fund				5,422	
Airport Fund				45,182	
				\$ 2,702,503	
Commentary:					
The Facility Maintenance operating budget has decreased by 12%. There are capital expenditures, resulting in an overall net decrease of 7%. The personnel services increase of 33% is mainly due to merits, market adjustments, and benefit increases, as well as the addition of 1.0 FTE Maintenance Technician III. The contractuals decrease of 48% is mainly due to prior year one-time expenditures for structural and maintenance expenses. Commodities decreased by 105% mainly due to one-time expenditures for computer software and supplies. There is major capital (>\$5,000) which includes the replacement of four vehicles (\$200,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
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	3	3	0	3
Maintenance Technician II	0	4	4	0	4
Maintenance Technician III	0	2	2	1	3
Maintenance Technician (Temp)	0	0.5	0.5	0	0.5
Maintenance Worker	8.5	0	0	0	0
Maintenance Worker Lead Worker	1	0	0	0	0
Total	12.5	12.5	12.5	1	13.5

New Personnel:					
Title	FTE	Total \$ 2023-2024	Potential Offset	Net Cost 2023-2024	Future Cost
Maintenance Technician III	1	\$ 80,155	\$ -	\$ 80,155	\$ 80,155

Section 152 - Facility Maintenance	
Capital:	None
Description	Amount
Vehicle replacement (4)	\$ 200,000
	\$ 200,000

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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.

Section 153 - USGS Campus					
Expenditures by Category:					
	Actual Expenditures 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Contractuals	\$ 478,590	\$ 1,373,960	\$ 1,373,960	\$ 713,649	\$ (660,311)
Commodities	28,395	65,913	65,913	65,913	-
Total	\$ 506,985	\$ 1,439,873	\$ 1,439,873	\$ 779,562	\$ (660,311)
Expenditures by Program:					
General Administration	\$ -	\$ 500,000	\$ 500,000	\$ -	\$ (500,000)
Maintenance Building 3	87,182	183,420	183,420	183,420	-
Maintenance Building 4	162,160	260,533	260,533	260,533	-
Maintenance Building 5	34,288	50,045	50,045	50,045	-
Maintenance Building 6	223,355	445,875	445,875	285,564	(160,311)
Total	\$ 506,985	\$ 1,439,873	\$ 1,439,873	\$ 779,562	\$ (660,311)
Source of Funding:					
General Fund				\$ 779,562	
				\$ 779,562	
Commentary:					
The USGS Campus operating budget has decreased by 46%. There are no capital expenditures. The contractuals decrease of 48% is mainly due to prior year one-time building upgrade and maintenance expenditures. Commodities remained flat year over year. There is no major capital (>\$5,000).					

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 all City sections by maintaining and repairing City-owned vehicles, trucks, machines, generators, and heavy equipment. Additionally, Fleet Services manages a parts warehouse that maintains adequate inventories of all parts commonly needed to maintain and repair the City's fleet and oversees and manages the city's fuel station and associated supplies. Fleet coordinates and monitors the evaluation, replacement, purchasing, fuel usage, and utilization of the City's fleet with the goal of maximizing vehicle and equipment life, retaining/repurposing units when economically feasible, and replacing units that have met or exceeded their useful life.

The Fleet Management Committee is a diverse group of City staff consisting of line workers, supervisors, and managers that represent City divisions and sections in order to develop and implement policies and procedures for fleet operations and fleet replacement needs. This committee reviews and approves all motorized vehicle and equipment replacements and additions prior to budget and Council authorization. All new equipment/vehicle acquisitions must consider purchases that support the City's Carbon Neutrality Plan (CNP).

Section 154 - Fleet Management					
Expenditures by Category:					
	Actual Expenditures 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 314,175	\$ 189,976	\$ 189,976	\$ 192,010	\$ 2,034
Contractuals	158,373	142,621	142,621	155,226	12,605
Commodities	(518,800)	(332,597)	(332,597)	(330,237)	2,360
Capital	25,763	613,528	632,228	-	(613,528)
Total	\$ (20,489)	\$ 613,528	\$ 632,228	\$ 16,999	\$ (596,529)
Expenditures by Program:					
General Administration	\$ (193,086)	\$ 78,531	\$ 78,531	\$ (19,066)	\$ (97,597)
Maintenance Building 6	122,714	173,916	173,916	161,212	(12,704)
Prevention Maintenance	178,153	445,096	456,333	248,704	(196,392)
Vehicle Repair	(265,455)	(595,355)	(595,355)	(476,501)	118,854
Pool Vehicles - City Hall	36,806	5,500	5,500	5,500	-
Pool Vehicles - Shop	5,501	4,400	4,400	4,400	-
Other Shop Work	94,878	87,912	87,912	92,750	4,838
Catastrophic/Major Repair Funding	-	413,528	420,991	-	(413,528)
Total	\$ (20,489)	\$ 613,528	\$ 632,228	\$ 16,999	\$ (596,529)
Source of Funding:					
General Fund				\$ (412,257)	
Library Fund				1,456	
Highway User Revenue Fund				135,587	
Parking District				194	
Water Resource and Infrastructure Protection				3,208	
Water Services Fund				47,404	
Stormwater Fund				1,310	
Solid Waste Fund				222,941	
SEMS Fund				548	
Airport Fund				16,608	
				\$ 16,999	
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. There are no capital expenditures. The personnel services increase of 1% is mainly due to merits, market adjustments and benefit increases, as well as the addition of 1.0 FTE Mechanic II. The contractuals increase of 9% is mainly due to utility expenditures. Commodities decreased by 1% mainly due to computer workstations purchased in the prior year. There is no major capital (>\$5,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Buyer	1	1	1	0	1
Fleet Services Specialist	1	1	1	0	1
Mechanic I	3	3	3	0	3
Mechanic II	4	4	4	1	5
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	15	15	15	1	16

New Personnel:					
Title	FTE	Total \$ 2023-2024	Potential Offset	Net Cost 2023-2024	Future Cost
Mechanic II	1	\$ 80,155	\$ -	\$ 80,155	\$ 80,155

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 streetlight inspections.

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Section 161 - Street Maintenance					
Expenditures by Category:					
	Actual Expenditures 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 2,772,403	\$ 3,156,321	\$ 3,156,321	\$ 3,393,314	\$ 236,993
Contractuals	980,826	1,003,500	1,003,500	814,162	(189,338)
Commodities	1,389,004	815,641	815,641	1,065,641	250,000
Capital	1,229,515	2,278,067	2,278,067	1,120,000	(1,158,067)
Total	\$ 6,371,748	\$ 7,253,529	\$ 7,253,529	\$ 6,393,117	\$ (860,412)
Expenditures by Program:					
General Administration	\$ 518,569	\$ 652,882	\$ 652,882	\$ 640,770	\$ (12,112)
Street Cleaning	887,401	229,813	229,813	538,262	308,449
Snow Control	447,484	1,335,893	1,335,893	1,198,337	(137,556)
Sign, Signal, Mark & Light	675,339	458,951	458,951	615,438	156,487
Street Maintenance	2,296,550	3,460,606	3,460,606	2,536,096	(924,510)
Drainage-way Maintenance	21,403	-	-	-	-
Streetlights	541,249	540,770	540,770	540,770	-
Traffic Signal Maintenance	431,427	574,614	574,614	323,444	(251,170)
Autopark Association Fees	18,400	-	-	-	-
DFFM - Emergency	533,926	-	-	-	-
Total	\$ 6,371,748	\$ 7,253,529	\$ 7,253,529	\$ 6,393,117	\$ (860,412)
Source of Funding:					
Highway User Revenue Fund				\$ 6,393,117	
				\$ 6,393,117	
Commentary:					
The Street Maintenance operating budget has increased by 6%. There are capital expenditures, resulting in an overall net decrease of 12%. The personnel services increase of 8% is mainly due to merits, market adjustments and benefit increases. The contractuals decrease of 19% is mainly due to charging stations that were purchased during the prior year. Commodities increased by 31% and is mainly due to a new work order management system. There is major capital (>\$5,000) which includes electric sweeper (\$250,000), three replacement vehicles (\$330,000), dump truck (\$320,000), and backhoe (\$220,000).					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2020-2021	2021-2022	2022-2023	2023-2024	2023-2024
Administrative Specialist	1	1	1	0	1
Equipment Operators	15	0	0	0	0
Maintenance Worker	8	0	0	0	0
Public Works Manager	1	1	1	0	1
Public Works Section Director	1	1	1	0	1
Public Works Supervisor	4	4	4	0	4
Street Light Technician II	0	0	2	0	2
Street Operations Technician I	0	8	8	0	8
Street Operations Technician II	0	8	8	0	8
Street Operations Technician III	0	9	9	0	9
Street Operations Technician (Temp)	1	1	1	0	1
Traffic Signal Technician I	0	1	1	0	1
Traffic Signal Technician II	1	1	1	0	1
Total	32.27	35.27	37.27	0	37.27

New Personnel:	None
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Capital:	
Description	Amount
Sweeper	\$ 250,000
Replacement Vehicles (3)	330,000
Dump Truck	320,000
Backhoe	220,000
	\$ 1,120,000

Mission

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

Core Values:

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

Program Description

The Solid Waste Section provides essential services to 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 implementation of additional waste diversion and recycling programs to sustain landfill resources and protect human health and the environment.

The Solid Waste Section manages the operations of the Cinder Lake Landfill, Hazardous Products Center (HPC), and the collection of residential and commercial solid waste and recycling and oversees the City's Materials Recovery Facility (MRF) that is operated under contract with Norton Environmental, Inc. (Norton). The Norton contract expires on September 30, 2023, and the City is in the process of evaluating the operation to support transitioning the facility into a regional recycling transfer station.

Section 165 - Solid Waste - Landfill					
Expenditures by Category:			Proposed	Budget-Budget	
	Actual Expenditures 2021-2022	Adopted Budget 2022-2023	Expenditures 2022-2023	Budget 2023-2024	Variance
Personnel Services	\$ 260,409	\$ 1,624,537	\$ 1,624,537	\$ 1,754,039	\$ 129,502
Contractuals	1,798,833	462,369	462,369	462,573	204
Commodities	500,917	431,726	431,726	431,726	-
Capital	95,067	994,000	394,000	1,350,000	356,000
Total	\$ 2,655,226	\$ 3,512,632	\$ 2,912,632	\$ 3,998,338	\$ 485,706
Expenditures by Program:					
General Administration	\$ (861,118)	\$ 357,422	\$ 357,422	\$ 262,152	\$ (95,270)
Sanitary Landfill	3,056,763	2,607,467	2,007,467	3,248,460	640,993
Landfill Outside Contract	26,952	27,289	27,289	11,908	(15,381)
Hazardous Product Center (Landfill)	432,629	520,454	520,454	475,818	(44,636)
Total	\$ 2,655,226	\$ 3,512,632	\$ 2,912,632	\$ 3,998,338	\$ 485,706
Source of Funding:					
Solid Waste Fund			\$ 3,998,338		
			\$ 3,998,338		
Commentary:					
The Solid Waste - Landfill operating budget has increased by 5%. There are capital expenditures, resulting in an overall net increase of 14%. The personnel services increase of 8% is mainly due to merits, market adjustments, benefit increases and the reclassification of 1.0 FTE Administrative Specialist to a Administrative Specialist Lead. The contractuals and commodities remained relatively flat year over year. There is major capital (>\$5,000) including a replacement trash compactor (\$885,000), undercarriage rebuild (\$65,000), front-end rebuild (\$200,000), grader rebuild (\$50,000) and compactor equipment (\$150,000).					

Authorized Personnel/Positions:		Current	Changes	Proposed
Title	2020-2021	2021-2022	2022-2023	2023-2024
Administrative Assistant	1	1	0	0
Administrative Specialist	2	2	3	2
Administrative Specialist Lead	0	0	0	1
Equipment Operator	4	0	0	0
Equipment Operator I	0	0	0	1
Equipment Operator III	0	4	4	4
Landfill Environmental Assistant	2	2	2	2
Landfill Environmental Program Specialist	1	1	1	1
Project Manager	2	1	1	1
Project Manager Senior	0	1	1	1
Public Works Manager	1	1	1	1
Public Works Section Director	1	1	1	1
Public Works Supervisor	1	1	1	1
Solid Waste Lead Worker	1	1	1	1
Total	15.5	15.5	16	17

New Personnel:					
Title	FTE	Total \$ 2023-2024	Potential Offset	Net Cost 2023-2024	Future Cost
Equipment Operator I	1	\$ 69,254	\$ 69,254	\$ -	\$ -

Capital:	
Description	Amount
Replacement Trash Compactor	\$ 885,000
Undercarriage Rebuild Caterpillar	65,000
Front-End Rebuild Caterpillar	200,000
Grader Rebuild John Deere	50,000
Trash Compactor GPS Equipment	150,000
	\$ 1,350,000

Section 166 - Solid Waste - Collections					
Expenditures by Category:					
	Actual Expenditures 2021-2022	Adopted Budget 2022-2023	Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 2,624,413	\$ 2,704,512	\$ 2,704,512	\$ 2,947,333	\$ 242,821
Contractuals	3,140,460	3,178,271	3,178,271	3,056,126	(122,145)
Commodities	1,592,678	1,103,971	1,103,971	1,103,971	-
Capital	-	2,425,106	2,211,698	2,080,000	(345,106)
Total	\$ 7,357,551	\$ 9,411,860	\$ 9,198,452	\$ 9,187,430	\$ (224,430)
Expenditures by Program:					
General Administration	\$ 374,730	\$ 500,695	\$ 500,695	\$ 593,806	\$ 93,111
Residential Collection	2,299,695	3,422,393	3,208,985	3,955,065	532,672
Bin Maintenance - Residential	114,634	141,864	141,864	113,691	(28,173)
Recycling Curbside Collection	1,093,803	887,737	887,737	811,176	(76,561)
Commercial Collection	2,406,755	3,110,412	3,110,412	2,218,914	(891,498)
Bin Maintenance - Commercial	166,802	123,358	123,358	88,597	(34,761)
Commercial Recycling	668,703	829,930	829,930	765,991	(63,939)
Commercial Sales	-	7,000	7,000	7,000	-
Hoist & Haul	232,429	388,471	388,471	633,190	244,719
Total	\$ 7,357,551	\$ 9,411,860	\$ 9,198,452	\$ 9,187,430	\$ (224,430)
Source of Funding:					
Solid Waste Fund				\$ 9,187,430	
				\$ 9,187,430	
Commentary:					
The Solid Waste - Collections operating budget has increased by 2%. There are capital expenditures, resulting in an overall net decrease of 2%. The personnel services increase of 9% is mainly due to merits, market adjustments and benefit increases. The contractuals decrease of 4% is mainly due to the elimination of a one-time expenditure for the rental of a vehicle. Commodities remained flat year over year. There is major capital (>\$5,000) which includes two automated side loaders (\$826,000), one rear loader (\$330,000), three vehicle replacements (\$204,000), one front load collection truck (\$400,000), and one roll-off truck (\$320,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Administrative Specialist	2	2	2	0	2
Customer Relations Supervisor	1	0	0	0	0
Equipment Operator	23	0	0	0	0
Equipment Operator I	0	3	3	0	3
Equipment Operator II	0	9	9	0	9
Equipment Operator III	0	11	11	0	11
Program Assistant	0.5	1	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	31	0	31

New Personnel:	None
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Capital:	
Description	Amount
Automated Side Loader (x2)	\$ 826,000
Replace Rear Loader	330,000
Replacement Vehicles (3)	204,000
Front Load Collection Truck	400,000
Roll-Off Truck	320,000
	\$ 2,080,000

Mission

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

Program Description

The libraries provide an inclusive and welcoming environment that connects people to opportunities and strengthens our community. They provide access to free print and digital materials including books, movies, magazines, vocational and educational tests, and more. The libraries provide 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 libraries enhance 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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 2,686,093	\$ 3,193,676	\$ 3,093,676	\$ 3,360,051	\$ 166,375
Contractuals	812,590	500,185	508,710	411,622	(88,563)
Commodities	459,110	536,480	537,390	345,622	(190,858)
Capital	43,650	1,670,390	670,390	-	(1,670,390)
Total	\$ 4,001,443	\$ 5,900,731	\$ 4,810,166	\$ 4,117,295	\$ (1,783,436)
Expenditures by Program:					
General Administration	\$ 694,603	\$ 2,429,432	\$ 1,446,432	\$ 648,590	\$ (1,780,842)
Technical Services	818,286	962,281	953,806	838,431	(123,850)
Public Services	1,454,272	1,760,264	1,660,264	1,872,830	112,566
East Flag Library	1,016,687	713,219	713,219	731,944	18,725
Main Library Automation	17,054	22,070	22,980	17,250	(4,820)
PALSmobile Flagstaff Funded	541	13,465	13,465	8,250	(5,215)
Total	\$ 4,001,443	\$ 5,900,731	\$ 4,810,166	\$ 4,117,295	\$ (1,783,436)
Source of Funding:					
Library Fund				\$ 4,117,295	
				\$ 4,117,295	
Commentary:					
The Library City Direct operating budget decreased by 3%. There are no capital expenditures. The personnel services increase of 5% is mainly due to merits, market adjustments, and benefit increases. The contractuals decrease of 18% is mainly due to one-time expenditures approved in the prior budget. Commodities decreased 36% mainly due to decreased one-time expenditures for circulated materials and other one-time expenditures in the prior year. There is no major capital (>\$5,000).					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2020-2021	2021-2022	2022-2023	2023-2024	2023-2024
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 Clerk	7	7	7	0	7
Library Clerk (Temp)	3.07	3.55	3.55	0	3.55
Library Director	1	1	1	0	1
Library Page	1.5	1.5	1.5	0	1.5
Library Page (Temp)	1.25	1.25	1.25	0	1.25
Library Specialist	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	46.03	46.03	0	46.03

New Personnel:	None
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Capital:	None
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Section 036/037- Library County					
Expenditures by Category:					
	Actual Expenditures 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 646,371	\$ 778,469	\$ 778,469	\$ 1,060,200	\$ 281,731
Contractuals	103,387	107,411	107,411	737,296	629,885
Commodities	141,793	287,448	289,623	332,563	45,115
Capital	175,078	-	-	-	-
Total	\$ 1,066,629	\$ 1,173,328	\$ 1,175,503	\$ 2,130,059	\$ 956,731
Expenditures by Program:					
County Jail	\$ 93,195	\$ 103,314	\$ 103,314	\$ 95,796	\$ (7,518)
County Bookmobile	14,634	113,068	113,068	112,781	(287)
Forest Lakes Library	85,248	89,511	89,511	90,796	1,285
Tuba City Library	262,955	261,750	263,925	276,196	14,446
Supai Library	2,048	5,367	5,367	5,367	-
Grand Canyon	115,555	109,292	109,292	103,508	(5,784)
County-wide Projects	492,994	491,026	491,026	1,445,615	954,589
Total	\$ 1,066,629	\$ 1,173,328	\$ 1,175,503	\$ 2,130,059	\$ 956,731
Source of Funding:					
Library Fund				\$ 2,130,059	
				\$ 2,130,059	
Commentary:					
The Library County operating budget increased 82%. There are no capital expenditures. The personnel services increase of 36% is mainly due to merits, market adjustments, and benefit increases, as well as the addition of 1.0 FTE IT Analyst, 1.0 FTE Library Cataloger, and 1.0 FTE Marketing Specialist. The contractuals increase of 586% is mainly due to one-time expenditures for service partner contracts. Commodities increased by 16% mainly due to base budget reallocations for circulated material and subscriptions. There is no major capital (>\$5,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Application Support Specialist II	1	1	1	0	1
IT Analyst	0	0	0	1	1
Librarian	1	1	1	0	1
Library Cataloger	0	0	0	1	1
Library Clerk	0.63	0.63	0.63	0	0.63
Library Clerk (Temp)	0.88	0.88	0.88	0	0.88
Library IT Manager	1	1	1	0	1
Library Specialist	2.25	2.25	2.25	0	2.25
Library Specialist (Temp)	0.09	0.09	0.09	0	0.09
Library Supervisor	2.88	2.88	2.88	0	2.88
Marketing Specialist	0	0	0	1	1
Total	9.73	9.73	9.73	3	12.73

New Personnel:					
Title	FTE	Total \$ 2023-2024	Potential Offset	Net Cost 2023-2024	Future Cost
IT Analyst	1	\$ 111,417	\$ -	\$ 111,417	\$ 111,417
Library Cataloger	1	78,279	-	78,279	78,279
Marketing Specialist	1	88,658	-	88,658	88,658

Capital:	None
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Section 038 - Library Grants and County Wide Projects					
Expenditures by Category:					
	Actual Expenditures 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Contractuals	\$ 4,088	\$ -	\$ -	\$ -	\$ -
Commodities	47,976	100,000	95,268	75,000	(25,000)
Capital	50,000	-	-	-	-
Total	\$ 102,064	\$ 100,000	\$ 95,268	\$ 75,000	\$ (25,000)
Expenditures by Program:					
Library LSTA FY2018	\$ -	\$ 100,000	\$ 95,268	\$ 75,000	\$ (25,000)
CARES Act Expanded - Accoutrements	1,723	-	-	-	-
CARES Act Expanded - Security Cameras	4,000	-	-	-	-
LSTA Xeriscape Garden Tuba City	1,461	-	-	-	-
Library - Beautification in Action Grant (BIA)	3,237	-	-	-	-
Library - ARPA Grant	13,109	-	-	-	-
Library - CARES Expanded	2,106	-	-	-	-
Library - SGIA	75,000	-	-	-	-
LSTA - Specialty Items Checkout	1,428	-	-	-	-
Total	\$ 102,064	\$ 100,000	\$ 95,268	\$ 75,000	\$ (25,000)
Source of Funding:					
Library Fund				\$ 75,000	
				\$ 75,000	
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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 96,163	\$ 103,342	\$ 103,342	\$ 114,316	\$ 10,974
Contractuals	9,547	144,326	144,326	18,965	(125,361)
Commodities	6,581	11,250	11,250	11,250	-
Capital	-	-	-	40,000	40,000
Total	\$ 112,291	\$ 258,918	\$ 258,918	\$ 184,531	\$ (74,387)
Expenditures by Program:					
General Administration	\$ 112,291	\$ 258,918	\$ 258,918	\$ 184,531	\$ (74,387)
Total	\$ 112,291	\$ 258,918	\$ 258,918	\$ 184,531	\$ (74,387)
Source of Funding:					
General Fund				\$ 184,531	
				\$ 184,531	
Commentary:					
The Community Investment operating budget has decreased by 44%. There are capital expenditures, resulting in an overall decrease of 29%. The personnel services increase of 11% is mainly due to merits, market adjustments and benefit increases as well as a reclassification of 1.0 FTE Administrative Specialist to a Executive Assistant I. The contractuals decrease of 87% is mainly due to a general reduction of expenditures. Commodities remained flat year over year. There is major capital (>\$5,000) which includes a one vehicle (\$40,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Administrative Specialist	1	1	1	(1)	0
Art Collections & Beautification Coordinator	0	0	1	0	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
Executive Assistant I	0	0	0	1	1
Total	5	5	6	0	6

New Personnel:	None
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Capital:	
Description	Amount
Hybrid / EV Replacement	\$ 40,000
	\$ 40,000

Section 213 - Economic Development					
Expenditures by Category:					
	Actual Expenditures 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 269,225	\$ 279,925	\$ 279,925	\$ 303,508	\$ 23,583
Contractuals	670,634	1,192,047	1,192,047	1,259,382	67,335
Commodities	37,165	24,895	24,895	24,895	-
Total	\$ 977,024	\$ 1,496,867	\$ 1,496,867	\$ 1,587,785	\$ 90,918
Expenditures by Program:					
General Administration	\$ 202,979	\$ 401,256	\$ 401,256	\$ 381,738	\$ (19,518)
Incubator	296,084	314,005	314,005	314,005	-
Service Partner Agencies	5,928	5,928	5,928	30,928	25,000
Business Retention & Expansion	157,205	254,010	254,010	199,088	(54,922)
Business Attraction	113,999	257,784	257,784	209,142	(48,642)
Business Accelerator - Innovation Mesa	200,829	263,884	263,884	452,884	189,000
Total	\$ 977,024	\$ 1,496,867	\$ 1,496,867	\$ 1,587,785	\$ 90,918
Source of Funding:					
Economic Development Fund				\$ 1,587,785	
				\$ 1,587,785	
Commentary:					
The Economic Development operating budget has increased by 6%. There are no capital expenditures. The personnel services increase of 8% is mainly due to merits, market adjustments and benefit increases. The contractuals increased by 6% mainly due to an increase in building and structure maintenance. Commodities remained flat year over year. There is no major capital (>\$5,000).					
Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Business Attraction Manager	1	1	1	0	1
Business Retention and Expansion Manager	1	1	1	0	1
Total	2	2	2	0	2
New Personnel:					
None					
Capital:					
None					

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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 183,424	\$ 280,915	\$ 280,915	\$ 291,192	\$ 10,277
Contractuals	89,131	324,200	324,200	524,840	200,640
Commodities	41,430	185,500	185,500	80,500	(105,000)
Capital	-	-	-	25,000	25,000
Total	\$ 313,985	\$ 790,615	\$ 790,615	\$ 921,532	\$ 130,917
Expenditures by Program:					
General Administration	\$ 191,437	\$ 350,115	\$ 350,115	\$ 506,032	\$ 155,917
Commission	2,155	4,500	4,500	5,500	1,000
Special Projects and Unprogrammed Work	83,088	265,000	265,000	190,000	(75,000)
Beautification Grant Program	37,305	171,000	171,000	220,000	49,000
Total	\$ 313,985	\$ 790,615	\$ 790,615	\$ 921,532	\$ 130,917
Source of Funding:					
Beautification Fund				\$ 921,532	
				\$ 921,532	
Commentary:					
The Beautification operating budget has increased by 13%. There are capital expenditures, resulting in an overall net increase of 17%. The personnel services increase of 4% is mainly due to merits, market adjustments and benefit increases. The contractuals increase of 62% is mainly due to funding for educational outreach and ongoing maintenance of beautification projects. Commodities decreased by 57% mainly due to a reduction in horticultural supplies that were funded one-time in the prior fiscal year. There is major capital (>\$5,000) which includes expanded use of right of way projects (\$25,000).					
Authorized Personnel/Positions: None					
New Personnel: None					
Capital:					
Description	Amount				
Expanded Use of Right of Way	\$ 25,000				
	\$ 25,000				

Mission

Discover Flagstaff increases visitation and visitor spend through responsible marketing, advertising, direct sales, and other programing. This is done by utilizing data-driven strategies and tactics which inspires and motivates year-round visitation benefiting the community economically and socially.

Vision

Flagstaff is globally recognized as a unique four-seasons hub to Northern Arizona’s eight national parks and monuments—including the Grand Canyon National Park. This economically thriving and environmentally conscious mountain town borders the country’s largest Native American reservation and is known for uplifting the region’s cultural diversity. Enveloped in the world’s largest contiguous Ponderosa Pine Forest, Flagstaff is celebrated for its contributions to science, astronomy, culture, natural preservation, and a welcoming community with immersive awe-inspiring experiences for all.

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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 1,052,390	\$ 1,116,129	\$ 1,116,129	\$ 1,193,195	\$ 77,066
Contractuals	968,315	1,327,638	1,327,638	2,010,750	683,112
Commodities	152,157	166,968	166,968	177,968	11,000
Total	\$ 2,172,862	\$ 2,610,735	\$ 2,610,735	\$ 3,381,913	\$ 771,178
Expenditures by Program:					
General Administration	\$ 1,138,568	\$ 1,256,151	\$ 1,256,151	\$ 1,332,329	\$ 76,178
Marketing and Promotion	913,375	1,200,109	1,200,109	1,465,109	265,000
Sales	73,807	95,425	95,425	105,425	10,000
Public Relations	47,112	57,700	57,700	63,700	6,000
Film Office	-	1,350	1,350	26,350	25,000
Regional Partnership - VAI Marketing	-	-	-	192,500	192,500
VAI Marketing	-	-	-	147,500	147,500
Tourism Grants - Misc	-	-	-	49,000	49,000
Total	\$ 2,172,862	\$ 2,610,735	\$ 2,610,735	\$ 3,381,913	\$ 382,178
Source of Funding:					
Tourism Fund				\$ 3,381,913	
				\$ 3,381,913	
Commentary:					
The Tourism operating budget has increased by 30%. There are no capital expenditures. The personnel services increase of 7% is mainly due to merits, market adjustments and benefit increases. The contractuals increase of 51% is mainly due to funding for additional advertising and memberships. Commodities increased by 7% mainly due to additional copying and printing. There is no major capital (>\$5,000).					
Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
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					
Capital:					
None					

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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 280,781	\$ 367,576	\$ 367,576	\$ 371,790	\$ 4,214
Contractuals	111,399	173,986	173,986	125,186	(48,800)
Commodities	39,759	39,152	39,152	43,152	4,000
Capital	-	80,000	80,000	-	(80,000)
Total	\$ 431,939	\$ 660,714	\$ 660,714	\$ 540,128	\$ (120,586)
Expenditures by Program:					
General Administration	\$ 331,828	\$ 496,781	\$ 496,781	\$ 426,195	\$ (70,586)
Train Station Operations	100,111	163,933	163,933	113,933	(50,000)
Total	\$ 431,939	\$ 660,714	\$ 660,714	\$ 540,128	\$ (120,586)
Source of Funding:					
Tourism Fund				\$ 540,128	
				\$ 540,128	
Commentary:					
The Visitor Services operating budget has decreased by 7%. There are no capital expenditures, resulting in an overall net decrease of 18%. The personnel services increase of 1% is mainly due to merits, market adjustments and benefit increases. The contractuals decrease of 28% is mainly due to replacing heat mats in the alley that were funded one-time in the prior fiscal year. Commodities increased by 10% mainly due to additional printing materials for events. There is no major capital (>\$5,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Visitor Services Assistant (Temp)	1.65	1.65	1.65	0	1.65
Administrative Specialist	3.5	0	0	0	0
Visitor Center Manager	1	1	1	0	1
Visitor Services Specialist	0	3	3	0	3
Visitor Services Specialist (Temp)	0	0.5	0.5	0	0.5
Total	6.15	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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 61,249	\$ 87,085	\$ 87,085	\$ 90,530	\$ 3,445
Contractuals	452,539	504,971	504,971	782,790	277,819
Commodities	-	3,123	3,123	3,123	-
Capital	75,086	663,500	212,500	220,000	(443,500)
Total	\$ 588,874	\$ 1,258,679	\$ 807,679	\$ 1,096,443	\$ (162,236)
Expenditures by Program:					
General	\$ 61,395	\$ 88,966	\$ 88,966	\$ 130,230	\$ 41,264
Public Artwork	75,086	667,123	216,123	218,623	(448,500)
Service Partner Agencies	396,031	400,000	400,000	630,000	230,000
FCP Administration	56,362	102,590	102,590	112,590	10,000
FUTS Trail Sculptures	-	-	-	5,000	5,000
Total	\$ 588,874	\$ 1,258,679	\$ 807,679	\$ 1,096,443	\$ (162,236)
Source of Funding:					
Arts and Science Fund				\$ 1,096,443	
				\$ 1,096,443	
Commentary:					
The Arts & Science operating budget has increased by 47%. There are capital expenditures, resulting in an overall net decrease of 13%. The personnel services increase of 4% is mainly due to merits, market adjustments and benefit increases. The contractuals increase of 55% is mainly due to new grant funding for Creative Flagstaff Arts and Science projects. Commodities have remained flat year over year. There is major capital (>\$5,000) which includes Neighborhood Plans art projects (\$60,000), Flagstaff Arts Festival support (\$50,000), indigenous representation (\$50,000), artwork at the transportation center (\$5,000), trail sculpture (\$5,000) and contingency for projects (\$50,000).					
Authorized Personnel/Positions: None					
New Personnel: None					
Capital:					
Description	Amount				
Neighborhood Plans Art Projects	\$ 60,000				
Flagstaff Art Festival Support	50,000				
Indigenous Representation	50,000				
Artwork at Transportation Center	5,000				
FUTS Trail Sculpture	5,000				
Contingency for Future Projects	50,000				
	\$ 220,000				

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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ (989,622)	\$ 1,457,116	\$ 1,457,116	\$ 1,620,868	\$ 163,752
Contractuals	1,091,718	3,295,534	3,295,534	4,822,070	1,526,536
Commodities	602,746	851,832	851,832	819,232	(32,600)
Capital	-	2,219,063	2,219,063	-	(2,219,063)
Total	\$ 704,842	\$ 7,823,545	\$ 7,823,545	\$ 7,262,170	\$ (561,375)
Expenditures by Program:					
General Administration	\$ (1,078,647)	\$ 1,448,936	\$ 1,448,936	\$ 1,509,368	\$ 60,432
Safety and Security	155,653	307,004	307,004	246,443	(60,561)
Snow Control	178,700	261,649	261,649	155,135	(106,514)
Maintenance Buildings & Grounds	904,981	3,018,250	3,018,250	4,596,889	1,578,639
Maintenance Runway & Taxiway	147,514	265,643	265,643	220,335	(45,308)
Airport TSA	268,282	340,000	340,000	340,000	-
Airport Parking Lot	-	188,000	188,000	194,000	6,000
Coronavirus Addendum Concessions	25,672	-	-	-	-
ARPA Operational Costs	-	1,994,063	1,994,063	-	(1,994,063)
FAA ARG 50 Concessions Rent Relief Grant	102,687	-	-	-	-
Total	\$ 704,842	\$ 7,823,545	\$ 7,823,545	\$ 7,262,170	\$ (561,375)
Source of Funding:					
Airport Fund				\$ 7,262,170	
				\$ 7,262,170	
Commentary:					
The Airport operating budget has increased by 30%. There are no capital expenditures, resulting in an overall net decrease of 7%. The personnel services increase of 11% is mainly due to merits, market adjustments, and benefit increases, as well as the addition of 1.0 FTE Maintenance Worker I. The contractuals increase of 46% is mainly due to one-time expenditures for maintenance. Commodities decreased by 4% mainly due to one-time expenditures for maintenance supplies and equipment from the prior year. There is no major capital (>\$5,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Administrative Specialist	1	1	1	0	1
Airport Communications Manager	0	1	1	0	1
Airport Director	1	1	1	0	1
Airport Program Manager	1	1	1	0	1
Airport Operations/ ARFF Battalion Chief	0	0	0	1	1
Airport Operations/ ARFF Lead Worker	3	3	3	0	3
Airport Operations/ ARFF Specialist	6	6	6	0	6
Airport Operations/ ARFF Manager	1	1	1	(1)	0
Airport Operations Technician (Temp)	1	1	1	0	1
Airport Parking Aide	0	0	0	0	0
Maintenance Worker I	0	0	0	1	1
Total	13.5	14.5	14.5	1	15.5

New Personnel:					
Title	FTE	Total \$ 2023-2024	Potential Offset	Net Cost 2023-2024	Future Cost
Maintenance Worker I	1	\$ 69,254	\$ -	\$ 69,254	\$ 69,254

Capital:	None
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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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 258,924	\$ 515,281	\$ 515,281	\$ 578,883	\$ 63,602
Contractuals	357,933	174,122	174,122	211,622	37,500
Commodities	164,199	157,306	157,306	152,306	(5,000)
Capital	-	1,392,790	90,000	1,065,000	(327,790)
Total	\$ 781,056	\$ 2,239,499	\$ 936,709	\$ 2,007,811	\$ (231,688)
Expenditures by Program:					
General Administration	\$ 611,159	\$ 1,912,997	\$ 610,207	\$ 1,776,309	\$ (136,688)
Parking Compliance	118,453	172,378	132,378	127,378	(45,000)
Metering and Permits	51,444	100,374	100,374	100,374	-
Parking Facilities	-	3,750	3,750	3,750	-
Parking District Capital	-	50,000	90,000	-	(50,000)
Total	\$ 781,056	\$ 2,239,499	\$ 936,709	\$ 2,007,811	\$ (231,688)
Source of Funding:					
Parking District Fund				\$ 2,007,811	
				\$ 2,007,811	
Commentary:					
The Parking District operating budget has increased by 11%. There are capital expenditures, resulting in an overall net decrease of 10%. The personnel services increase of 12% is mainly due to merits, market adjustments and benefit increases. The contractuals increase of 22% is mainly due to an increase in maintenance, rents, training and travel. The commodities decrease of 3% is due to a reduction in parking compliance software expenditures. There is major capital (>\$5,000) which includes a new vehicle (\$65,000) and property acquisition (\$1,000,000).					
Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Parking Manager	1	1	1	0	1
Parking Aide	4	5	5	0	5
Parking Aide Lead	1	1	1	0	1
Total	6	7	7	0	7
New Personnel:					
None					
Capital:					
Description	Amount				
Property Acquisition	\$	1,000,000			
New Vehicle		65,000			
	\$	1,065,000			

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 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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 778,353	\$ 634,778	\$ 634,778	802,478	\$ 167,700
Contractuals	2,024,787	1,341,254	1,341,254	1,338,602	(2,652)
Commodities	7,317	16,400	16,400	16,400	-
Capital	2,172	-	-	5,000	5,000
Total	\$ 2,812,629	\$ 1,992,432	\$ 1,992,432	\$ 2,162,480	\$ 170,048
Expenditures by Program:					
General Administration	\$ 2,688,829	\$ 1,851,035	\$ 1,851,035	\$ 1,857,457	\$ 6,422
Water Commission	767	1,080	1,080	1,080	-
Operations Management	123,033	140,317	140,317	303,943	163,626
Total	\$ 2,812,629	\$ 1,992,432	\$ 1,992,432	\$ 2,162,480	\$ 170,048
Source of Funding:					
Water Services Fund				\$ 2,162,480	
				\$ 2,162,480	
Commentary:					
The Water Service Administration operating budget has increased by 8%. There are capital expenditures, resulting in a net increase of 9%. The personnel services increase of 26% is mainly due to merits, market adjustments, and benefit increases, as well as the addition of a 1.0 FTE Water Services Operations Section Director. Contractuals and commodities remained relatively flat year over year. There is major capital (>\$5,000) which includes meeting room upgrades (\$5,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Administrative Specialist	2	2	2	0	2
Communications Aide	0.96	1	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	1	2
Total	5.96	6	6	1	7

New Personnel:					
Title	FTE	Total \$ Proposed	Potential Offset	Net Cost Proposed	Future Cost
Water Services Operations Section Director	1	\$ 151,971	\$ -	\$ 151,971	\$ 151,971

Capital:	
Description	Amount
Bearjaw Meeting Room Upgrades	\$ 5,000

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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 802,713	\$ 883,378	\$ 883,378	\$ 917,961	\$ 34,583
Contractuals	2,393,612	3,466,660	3,466,660	2,764,639	(702,021)
Commodities	217,435	553,742	553,742	553,742	-
Capital	8,769	176,397	-	-	(176,397)
Total	\$ 3,422,529	\$ 5,080,177	\$ 4,903,780	\$ 4,236,342	\$ (843,835)
Expenditures by Program:					
Lake Mary Water Treatment Operation	\$ 198,058	\$ 391,763	\$ 316,763	\$ 278,885	\$ (112,878)
Buildings and Grounds Maintenance	901,206	1,893,065	1,893,065	1,326,393	(566,672)
Equipment Maintenance	246	-	-	-	-
SCADA Tracking	9	-	-	-	-
Local Wells	101	-	-	-	-
Lake Mary Wellfield	1,026,157	1,154,749	1,154,749	1,204,172	49,423
Woody Mountain Wellfield	353,351	420,975	319,578	319,001	(101,974)
Reservoirs	730,358	827,273	827,273	816,696	(10,577)
Inner Basin Maintenance	77,726	70,310	70,310	69,733	(577)
Red Gap Ranch Operation & Mgmt	44,164	215,361	215,361	115,356	(100,005)
Booster Station Administration	16,519	25,409	25,409	25,409	-
Zone A - RFP	14,325	22,568	22,568	22,281	(287)
Kinlani	8	1,250	1,250	1,250	-
University Highlands #1	2,434	2,225	2,225	2,225	-
Airport Booster	9,381	5,045	5,045	5,045	-
Amberwood Booster	807	1,645	1,645	1,645	-
Railroad Springs Booster	4,891	6,336	6,336	6,336	-
Inner Basin Pipeline Maintenance	23,429	25,184	25,184	25,184	-
SubTotal : 301 : Water Production	19,359	17,019	17,019	16,731	(288.00)
Total	\$ 3,422,529	\$ 5,080,177	\$ 4,903,780	\$ 4,236,342	\$ (843,547)
Source of Funding:					
Water Services Fund				\$ 4,236,342	
				\$ 4,236,342	
Commentary:					
The Water Production operating budget has decreased by 14%. There are no capital expenditures. The personnel services increase of 4% is mainly due to merits, market adjustments, and benefit increases. Contractuals decrease of 20% are mainly due prior year one-time expenditures for the groundwater optimization study, dam maintenance, Continental well upgrades, Inner Basin water line roadwork, and maintenance of the wash-water storage tower at the Lake Mary Water Treatment Plant. Commodities remained flat year over year. There is no major capital (>\$5,000).					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2020-2021	2021-2022	2022-2023	2023-2024	2023-2024
Maintenance Worker (Temp)	0.23	0.23	0.23	0	0.23
MSW Operations	4	0	0	0	0
MSW Maintenance	2	0	0	0	0
Water Services Manager	1	1	1	0	1
Water Services Operator	0	6	6	0	6
Water Services Supervisor	2	2	2	0	2
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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 1,458,289	\$ 1,520,422	\$ 1,520,422	\$ 1,509,240	\$ (11,182)
Contractuals	210,796	252,413	252,413	240,413	(12,000)
Commodities	350,149	491,664	491,664	505,964	14,300
Capital	-	459,580	100,000	-	(459,580)
Total	\$ 2,019,234	\$ 2,724,079	\$ 2,364,499	\$ 2,255,617	\$ (468,462)
Expenditures by Program:					
General Administration	\$ 53,968	\$ 211,438	\$ 211,438	\$ 215,505	\$ 4,067
Water System Maintenance & Operation	419,277	653,771	399,191	402,452	(251,319)
Main & Service Line Repair	589,794	649,339	649,339	558,734	(90,605)
Main Ext. - Fire Hydrant & Valve	41,627	41,074	41,074	41,027	(47)
Valve & Fire Hydrant Maintenance	265,995	382,583	277,583	275,836	(106,747)
Meter Installation	491,951	627,964	627,964	602,726	(25,238)
Meter Repair and Testing	126,133	114,995	114,995	113,596	(1,399)
Blue Stake	30,489	42,915	42,915	45,741	2,826
Total	\$ 2,019,234	\$ 2,724,079	\$ 2,364,499	\$ 2,255,617	\$ (468,462)
Source of Funding:					
Water Services Fund				\$ 2,255,617	
				\$ 2,255,617	
Commentary:					
The Water Distribution operating budget remained relatively flat year over year. There are no capital expenditures, resulting in an overall decrease of 17%. The personnel services decrease of 1% is mainly due to merits, market adjustments and benefit increases, offset by filling vacant positions at lower rates/benefits than budgeted. Contractuals decrease of 5% is mainly due to prior year one-time expenditures for building maintenance. Commodities increase of 3% is mainly due to equipment. There is no major capital (>\$5,000).					
Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
MSW - Water Services Tech	14	0	0	0	0
Water Services Operator	0	14	14	0	14
Water Services Supervisor	1	1	1	0	1
Water/Sewer Utility Locator	1	1	1	0	1
Total	16	16	16	0	16
New Personnel:					
None					
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 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, Arizona WaterReuse 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 largely defined by the City Council-approved Water Conservation Strategic Plan and include administering the non-residential and residential water rebate and consult programs, coordinating educational activities including the annual Project WET Water Festival, the annual Arizona's Water Awareness Month each April, organizing community workshops, staffing booths at water and science events throughout the year and tracking performance of our programs. The Strategic Plan includes pursuing policy updates to improve water efficiency in building and landscaping codes. 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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 228,637	\$ 369,491	\$ 369,491	408,644	\$ 39,153
Contractuals	241,119	290,250	290,250	400,250	110,000
Commodities	37,322	46,550	46,550	46,550	-
Total	\$ 507,078	\$ 706,291	\$ 706,291	\$ 855,444	\$ 149,153
Expenditures by Program:					
General Administration	\$ 31,936	\$ 151,093	\$ 151,093	\$ 144,559	\$ (6,534)
Water Resources	126,576	156,250	156,250	266,250	110,000
Water Conservation	309,380	398,948	398,948	444,635	45,687
WS-NPS-Grant Analyze Surface Hydrology	36,336	-	-	-	-
Newman Canyon Stream Gauge	2,850	-	-	-	-
Total	\$ 507,078	\$ 706,291	\$ 706,291	\$ 855,444	\$ 149,153
Source of Funding:					
Water Services Fund				\$ 855,444	
				\$ 855,444	
Commentary:					
The Water Resource Management operating budget has increased by 21%. There are no capital expenditures. The personnel services increase of 11% is mainly due to merits, market adjustments and benefit increases. Contractuals increase of 38% is mainly due to the one-time approval of the Upper Lake Mary bathymetry and water quality data collection at Red Gap Ranch. Commodities remained flat year over year. There is no major capital (>\$5,000).					
Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
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	4.97	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 Arizona Department of Environmental Quality (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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 237,328	\$ 344,504	\$ 344,504	\$ 473,943	\$ 129,439
Contractuals	71,560	152,494	152,494	152,494	-
Commodities	26,658	8,840	8,840	8,840	-
Total	\$ 335,546	\$ 505,838	\$ 505,838	\$ 635,277	\$ 129,439
Expenditures by Program:					
General Administration	\$ 335,546	\$ 505,838	\$ 505,838	\$ 635,277	\$ 129,439
Total	\$ 335,546	\$ 505,838	\$ 505,838	\$ 635,277	\$ 129,439
Source of Funding:					
Water Services Fund				\$ 635,277	
				\$ 635,277	
Commentary:					
The Water Services Engineering operating budget has increased by 26%. There are no capital expenditures. The personnel services increase of 38% is mainly due to merits, market adjustments, and benefit increases, as well as the addition of 1.0 FTE Project Manager Senior Lead position. Contractuals and commodities remained flat year over year. There is no major capital (>\$5,000).					
Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Water Services GIS Specialist	0	0	0	0	0
Project Manager	1	1	1	0	1
Project Manager Senior Lead	0	0	0	1	1
Water Services Engineering Manager	0	0	0	0	0
Water Services Engineering Director	1	1	1	0	1
Water Services Plan Reviewer	1	1	1	0	1
Total	3	3	3	1	4
New Personnel:					
Title	FTE	Total \$ Budget	Potential Offset	Net Cost Budget	Future Cost
Project Manager Senior Lead	1	\$ 125,919	\$ -	\$ 125,919	\$ 125,919
Capital:					
None					

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	Adopted	Estimated
			Expenditures	Budget	Expenditures
			2021-2022	2022-2023	2022-2023
Personnel Services	\$	716,698	\$	932,414	\$ 932,414
Contractuals		117,598		206,592	206,592
Commodities		72,603		100,512	100,512
Total	\$	906,899	\$	1,239,518	\$ 1,239,518
Expenditures by Program:					
General Administration	\$	159,161	\$	140,266	\$ 140,266
Water Regulatory and Lab Services		249,154		302,755	302,755
Wastewater Regulatory and Lab Services		161,661		396,805	396,805
Reclaim Water Regulatory and Lab Services		1,000		104	104
Stormwater Regulatory and Lab Services		5,115		10,000	10,000
Industrial Waste Administration		330,808		389,588	389,588
Total	\$	906,899	\$	1,239,518	\$ 1,239,518
Source of Funding:			Water Services Fund		
				\$	1,220,877
				\$	1,220,877
Commentary:					
The Regulatory Compliance operating budget has decreased by 2%. There are no capital expenditures. The personnel services decrease of 5% is mainly due to a reduction in workers compensation benefits, offset by merits, market adjustments, and benefit increases. Contractuals increased 14% mainly due to an increase to Arizona Department of Environmental Quality permit costs. Commodities remained flat year over year. There is no major capital (>\$5,000).					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2020-2021	2021-2022	2022-2023	2023-2024	2023-2024
Industrial Pretreat Inspector	2	2	2	0	2
Laboratory Technician	0	0	3	0	3
MSW - Laboratory	3	0	0	0	0
Water Services Manager	1	1	1	0	1
Water Services Operator	0	3	0	0	0
Water Services Program Manager	1	1	1	0	1
Water Services Supervisor	2	2	2	0	2
Total	9	9	9	0	9

New Personnel:	None
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Capital:	None
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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, Geographic Information System (GIS), Computerized Maintenance Management System (CMMS), water usage, and other data to allow Water Services division to make data-driven decisions
 - Collaborates with City Information Technology (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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 415,975	\$ 672,792	\$ 672,792	\$ 806,812	\$ 134,020
Contractuals	84,852	226,360	226,360	115,860	(110,500)
Commodities	126,404	232,756	232,756	152,825	(79,931)
Capital	-	292,847	-	120,000	(172,847)
Total	\$ 627,231	\$ 1,424,755	\$ 1,131,908	\$ 1,195,497	\$ (229,258)
Expenditures by Program:					
SCADA Tracking	\$ 281,972	\$ 1,062,293	\$ 769,446	\$ 653,251	\$ (409,042)
GIS-Utilities	99	5,300	5,300	5,300	-
I/IOT - Field Devices	-	17,000	17,000	3,000	(14,000)
Physical Security	-	3,000	3,000	43,000	40,000
Water Services Info Systems	133,932	151,438	151,438	297,166	145,728
Wildcat SCADA	154,209	153,874	153,874	161,930	8,056
Reclaimed SCADA	44,565	23,250	23,250	23,250	-
Rio SCADA	12,454	8,600	8,600	8,600	-
Total	\$ 627,231	\$ 1,424,755	\$ 1,131,908	\$ 1,195,497	\$ (229,258)
Source of Funding:					
Water Services Fund				\$ 1,195,497	
				\$ 1,195,497	
Commentary:					
The SCADA Information Systems operating budget has decreased by 5%. There are capital expenditures, resulting in an overall net decrease of 16%. The personnel services increase of 20% is mainly due to merits, market adjustments, and benefit increases, as well as the addition of 1.0 FTE Water Services Operation Technology Administrator. Contractuals decrease of 49% is mainly due to prior year one-time expenditures including two microwave links for the master radio sites, industrial switches, radios, upgrades to four remote SCADA sites, hardware services to segregate from Information Technology, and wi-fi expansion in facilities. Commodities decrease of 34% 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 major capital (>\$5,000) which includes SCADA servers (\$60,000), microwave network (\$20,000), and camera/door migration (\$40,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Operation Technology Systems Specialist	0	0	1	0	1
Water Services IS Administrator	1	1	1	0	1
Water Services OT Administrator	0	0	0	1	1
Water Services Analyst	0	3	3	0	3
Water Services SCADA/IS Specialist	1	1	1	0	1
Water Services Manager	1	1	1	0	1
Water Services Supervisor	3	0	0	0	0
Total	6	6	7	1	8

New Personnel:					
Title	FTE	Total \$ Proposed	Potential Offset	Net Cost Proposed	Future Cost
Water Services OT Administrator	1	\$ 104,916	\$ -	\$ 104,916	\$ 104,916

Capital:	
Description	Amount
SCADA Server	\$ 60,000
Microwave Network	20,000
Camera/Door Migration	40,000
	\$ 120,000

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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 4,356	\$ 633,724	\$ 633,724	\$ 572,794	\$ (60,930)
Contractuals	837,272	1,361,678	1,361,678	1,052,550	(309,128)
Commodities	535,917	657,742	757,742	637,742	(20,000)
Capital	19,507	362,098	501,107	-	(362,098)
Total	\$ 1,397,052	\$ 3,015,242	\$ 3,254,251	\$ 2,263,086	\$ (752,156)
Expenditures by Program:					
General Administration	\$ (373,582)	\$ 553,200	\$ 692,209	\$ 184,802	\$ (368,398)
Plant Operations	1,156,913	1,228,250	1,328,250	1,325,514	97,264
Plant Maintenance	308,011	816,777	816,777	410,906	(405,871)
Septage Collection	18,806	16,150	16,150	16,150	-
WH Rio Maintenance	62	121,700	121,700	1,700	(120,000)
Solids Handling	286,842	279,165	279,165	324,014	44,849
Total	\$ 1,397,052	\$ 3,015,242	\$ 3,254,251	\$ 2,263,086	\$ (752,156)
Source of Funding:					
Water Services Fund				\$ 2,263,086	
				\$ 2,263,086	
Commentary:					
The Wastewater Treatment - Wildcat operating budget has decreased 15%. There are no capital expenditures, resulting in an overall decrease of 25%. The personnel services decrease of 10% is mainly due to merits, market adjustments and benefit increases, offset by actual benefit costs changes and payroll distribution changes. Contractuals decrease of 23% is mainly due to prior year one-time expenditures which included fiber and conduit to support SCADA, odor control media replacement, heating, ventilation and colling for the server room, building maintenance, and electrical switchgear assessment. Commodities decrease of 3% is mainly due to prior year one-time expenditures for a front end loader, offset increased chemicals and operating supplies. There is no major capital (>\$5,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
MSW - Operations	4	0	0	0	0
Water Services Manager	1	1	1	0	1
Water Services Operator	0	2	4	0	4
Water Services Supervisor	2	2	2	0	2
Total	7	5	7	0	7

New Personnel:	None
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Capital:	None
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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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 484,671	\$ 565,422	\$ 565,422	\$ 652,565	\$ 87,143
Contractuals	487,718	608,518	608,518	516,468	(92,050)
Commodities	195,161	92,042	92,042	92,042	-
Capital	20,360	25,000	110,560	5,000	(20,000)
Total	\$ 1,187,910	\$ 1,290,982	\$ 1,376,542	\$ 1,266,075	\$ (24,907)
Expenditures by Program:					
General Administration	\$ 151,818	\$ 231,346	\$ 206,346	\$ 238,594	\$ 7,248
Plant Operations	450,896	477,665	477,665	476,345	(1,320)
Plant Maintenance	585,196	581,971	692,531	551,136	(30,835)
Total	\$ 1,187,910	\$ 1,290,982	\$ 1,376,542	\$ 1,266,075	\$ (24,907)
Source of Funding:					
Water Services Fund				\$ 1,266,075	
				\$ 1,266,075	
Commentary:					
<p>The Wastewater Treatment - Rio Plant operating budget has remained relatively flat year over year. There are capital expenditures, resulting in an overall net decrease of 2%. The personnel services increase of 15% is mainly due to merits, market adjustments, and benefit increases. Contractuals decrease of 15% is mainly due previous year one-time expenditures for heating, ventilation and cooling for the server room, pump rebuilds and a fiber and conduit installation, offset by utility increases and Arizona Department of Environmental Quality permit increases. Commodities remained flat year over year. There is major capital (>\$5,000) which includes conference room upgrades (\$5,000).</p>					
Authorized Personnel/Positions:					
Positions Authorized in Section 311 (Treatment - Wildcat)					
Capital:					
Description	Amount				
Rio Meeting Room Upgrade	\$ 5,000				
	\$ 5,000				

Mission

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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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 617,738	\$ 817,930	\$ 817,930	\$ 846,124	\$ 28,194
Contractuals	120,435	239,880	239,880	239,880	-
Commodities	127,222	219,339	219,339	219,339	-
Capital	-	200,000	127,000	450,000	250,000
Total	\$ 865,395	\$ 1,477,149	\$ 1,404,149	\$ 1,755,343	\$ 278,194
Expenditures by Program:					
General Administration	\$ 207,018	\$ 507,081	\$ 434,081	\$ 318,288	\$ (188,793)
Service Connections	61,286	63,319	63,319	64,879	1,560
Preventive Maintenance	311,813	425,810	425,810	885,751	459,941
TV Inspect and Hydro Clean	140,321	193,416	193,416	196,952	3,536
Corrective Maintenance	144,957	287,523	287,523	289,473	1,950
Total	\$ 865,395	\$ 1,477,149	\$ 1,404,149	\$ 1,755,343	\$ 278,194
Source of Funding:					
Water Services Fund				\$ 1,755,343	
				\$ 1,755,343	
Commentary:					
The Wastewater Collection operating budget has increased 2%. There are capital expenditures, resulting in an overall increase of 19%. The personnel services increase of 3% is mainly due to merits, market adjustments and benefit increases. Contractuals and commodities remained flat year over year. There is major capital (>\$5,000) which includes a collections truck (\$450,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
MSW- Water Services Technician	8	0	0	0	0
Water Services Operator	0	10	10	(2)	8
Water Services Supervisor	1	1	1	0	1
Total	9	11	11	(2)	9

New Personnel:	None
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Capital:	
Description	Amount
Collections Truck	\$ 450,000
	\$ 450,000

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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 160,201	\$ 184,262	\$ 184,262	\$ 191,719	\$ 7,457
Contractuals	146,376	179,850	179,850	139,850	(40,000)
Commodities	63,585	166,672	166,672	216,672	50,000
Capital	7,884	146,127	146,127	85,000	(61,127)
Total	\$ 378,046	\$ 676,911	\$ 676,911	\$ 633,241	\$ (43,670)
Expenditures by Program:					
Reclaimed Distribution	\$ 15,558	\$ 49,013	\$ 49,013	\$ 6,550	\$ (42,463)
Reclaimed Production-Wildcat	291,896	482,923	482,923	358,977	(123,946)
Reclaimed Production-Rio	70,592	144,975	144,975	267,714	122,739
Total	\$ 378,046	\$ 676,911	\$ 676,911	\$ 633,241	\$ (43,670)
Source of Funding:					
Water Services Fund				\$ 633,241	
				\$ 633,241	
Commentary:					
The Reclaimed Water operating budget has increased 3%. There are capital expenditures, resulting in an overall net decrease of 6%. The personnel services increase of 4% is mainly due to merits, market adjustments, and benefit increases. Contractuals decrease of 22% is mainly due to prior year one-time expenditures for SCADA tie ins, and infrastructure maintenance. Commodities increased by 30% mainly due to increased cost for chemicals and parts. There is major capital (>\$5,000) which includes a skid for chlorine pumps at the Rio facility (\$35,000), reclaim pump improvements (\$30,000), and booster pump (\$20,000).					
Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
MSW - Operations	1	0	0	0	0
MSW - Maintenance	3	0	0	0	0
Water Services Operator	0	6	5	0	5
Water Services Supervisor	2	2	2	0	2
Total	6	8	7	0	7
New Personnel: None					
Capital:					
Description	Amount				
Skid for Chlorine Pump	\$	35,000			
Reclaim Pump Improvements		30,000			
Booster Pump		20,000			
	\$	85,000			

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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 609,164	\$ 781,479	\$ 781,479	\$ 1,055,523	\$ 274,044
Contractuals	666,220	538,397	1,871,397	2,453,897	1,915,500
Commodities	135,045	29,604	29,604	117,704	88,100
Capital	-	-	604,240	45,000	45,000
Total	\$ 1,410,429	\$ 1,349,480	\$ 3,286,720	\$ 3,672,124	\$ 2,322,644
Expenditures by Program:					
General Administration	\$ 302,362	\$ 186,722	\$ 281,722	\$ 355,159	\$ 168,437
Master Planning	230,775	58,089	408,089	120,089	62,000
Operations	24,285	-	25,000	-	-
Development Review	111,992	126,402	126,402	137,591	11,189
Inspections, Investigations & Monitoring	67,913	89,292	89,292	104,360	15,068
Floodplain Management	48,247	451,397	123,797	123,517	(327,880)
Open Channel & Infrastructure Maintenance	138,419	218,797	218,797	285,338	66,541
Drainage Maintenance	229,924	218,781	218,781	2,291,070	2,072,289
Pre-Season Flood Mitigation	61,847	-	327,600	255,000	255,000
FEMA Flood Hazard Mitigation Studies	45,203	-	92,000	-	-
DFFM - Emergency	149,462	-	1,375,240	-	-
Total	\$ 1,410,429	\$ 1,349,480	\$ 3,286,720	\$ 3,672,124	\$ 2,322,644
Source of Funding:					
Stormwater Fund				\$ 3,672,124	
				\$ 3,672,124	
Commentary:					
The Stormwater operating budget has increased 169%. There are capital expenditures, resulting in an overall net increase of 172%. The personnel services increase of 35% is mainly due to merits, market adjustments, and benefit increases, as well as the addition of 2.0 FTE Water Services Operators and 1.0 FTE Water Services Supervisor. Contractuals increase of 356% is mainly due to stormwater maintenance contractual work. Commodities increase of 298% is mainly due to the increase in tools and equipment. There is major capital (>\$5,000) which includes one vehicle (\$45,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
MSW- Water Services Technician	2	0	0	0	0
Project Manager	3	1	1	0	1
Project Manager Senior	0	3	3	(1)	2
Water Services Manager	1	1	1	0	1
Water Services Operator	0	0	0	4	4
Water Services Supervisor	0	0	0	1	1
Watershed Specialist	1	0	0	0	0
Total	7	5	5	4	9

New Personnel:					
Title	FTE	Total \$ Budget	Potential Offset	Net Cost Budget	Future Cost
Water Services Operator	2	\$ 137,848	\$ -	\$ 137,848	\$ 137,848
Water Services Supervisor	1	106,175	-	106,175	106,175

Capital:	
Description	Amount
Truck	\$ 45,000
	\$ 45,000

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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 379,072	\$ 389,183	\$ 467,627	\$ 568,594	\$ 179,411
Contractuals	35,129	76,721	76,721	87,804	11,083
Commodities	4,963	6,145	6,145	6,145	-
Total	\$ 419,164	\$ 472,049	\$ 550,493	\$ 662,543	\$ 190,494
Expenditures by Program:					
General Administration	\$ 419,164	\$ 472,049	\$ 550,493	\$ 662,543	\$ 190,494
Total	\$ 419,164	\$ 472,049	\$ 550,493	\$ 662,543	\$ 190,494
Source of Funding:					
General Fund				\$ 558,499	
Library Fund				10,698	
Highway User Revenue Fund				9,449	
Transportation Fund				1,947	
Parking District Fund				1,133	
Water Resource and Infrastructure Protection				871	
Water Services Fund				44,476	
Stormwater Fund				1,966	
Solid Waste Fund				24,330	
SEMS Fund				1,983	
Airport Fund				7,191	
				\$ 662,543	
Commentary:					
The Council and Commissions operating budget has increased by 40%. There are no capital expenditures. The personnel services increase of 46% is mainly due to approved salary and benefit increases. The contractuals increase of 14% is mainly due to travel increases. Commodities remained flat year over year. There is no major capital (>\$5,000).					
Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Councilmember	6	6	6	0	6
Mayor	1	1	1	0	1
	<u>7</u>	<u>7</u>	<u>7</u>	<u>0</u>	<u>7</u>
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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 711,167	\$ (132,330)	\$ (132,330)	\$ (600,000)	\$ (467,670)
Contractuals	2,936,158	12,667,213	12,582,571	2,348,472	(10,318,741)
Commodities	89,220	86,570	86,820	39,000	(47,570)
Capital	41,242	5,164,034	5,164,034	4,423,547	(740,487)
Total	\$ 3,777,787	\$ 17,785,487	\$ 17,701,095	\$ 6,211,019	\$ (11,574,468)
Expenditures by Program:					
General Administration	\$ 667,641	\$ 5,191,505	\$ 5,191,505	\$ (392,065)	\$ (5,583,570)
Service Partner Agencies	1,109,318	1,108,562	1,108,562	1,269,605	161,043
Employee Benefits	45,639	18,320	18,320	9,000	(9,320)
Insurance	715,192	2,315,192	2,315,192	715,192	(1,600,000)
Consultants	228,216	463,640	463,640	185,740	(277,900)
John Wesley Powell Study	93,089	102,568	102,568	-	(102,568)
NORESCO Energy Projects	-	-	-	4,423,547	4,423,547
ARPA - CLFRF Coronavirus Local Fiscal Recover	918,692	8,585,700	8,501,308	-	(8,585,700)
Total	\$ 3,777,787	\$ 17,785,487	\$ 17,701,095	\$ 6,211,019	\$ (2,988,768)
Source of Funding:					
General Fund				\$ 5,648,924	
Library Fund				63,310	
Highway User Revenue Fund				61,006	
Transportation Fund				12,280	
Parking District Fund				7,286	
Water Resource and Infrastructure Protection				5,676	
Water Services Fund				214,588	
Stormwater Fund				8,270	
Solid Waste Fund				140,914	
SEMS Fund				12,878	
Airport Fund				35,887	
				\$ 6,211,019	
Commentary:					
The Non-Departmental operating budget has decreased by 86%. There are capital expenditures, resulting in an overall decrease of 65%. Personnel services increased 353% due to continuation of the 60-day salary savings. Contractuals decrease of 81% is mainly due to prior year one-time expenditures related to American Rescue Plan Act (ARPA) funds, offset by increases for service partner contracts. Commodities decrease of 55% is mainly due to John Wesley Powell Study completion. There is major capital (>\$5,000) which includes Noresco Phase 1 Projects (\$4,423,547).					

Authorized Personnel/Positions:	None
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New Personnel:	None
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Capital:	
Description	Amount
Noresco Phase 1 Project	\$ 4,423,547
	<u>\$ 4,423,547</u>

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).

Section 404 - Transit					
Expenditures by Category:					
	Actual Expenditures 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Contractuals	\$ 5,920,568	\$ 11,298,398	\$ 11,298,398	\$ 9,086,099	\$ (2,212,299)
Total	\$ 5,920,568	\$ 11,298,398	\$ 11,298,398	\$ 9,086,099	\$ (2,212,299)
Expenditures by Program:					
Transit Contribution	\$ 5,920,568	\$ 11,298,398	\$ 11,298,398	\$ 9,086,099	\$ (2,212,299)
Total	\$ 5,920,568	\$ 11,298,398	\$ 11,298,398	\$ 9,086,099	\$ (2,212,299)
Source of Funding:					
Transportation Fund				\$ 9,086,099	
				\$ 9,086,099	
Commentary:					
The Transit operating budget has decreased 20% 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 following publicly adopted policies and goals.

Program Description

The City Engineering division is comprised of two sections: Engineering and Capital Improvements (see Section 103) and, two programs, Development Engineering and Transportation Engineering.

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Section 102 - Engineering					
Expenditures by Category:					
	Actual Expenditures 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 1,866,543	\$ 2,105,486	\$ 2,105,486	\$ 2,361,542	\$ 256,056
Contractuals	208,174	333,002	333,002	281,464	(51,538)
Commodities	(190,842)	(306,796)	(306,796)	(301,076)	5,720
Capital	-	100,000	100,000	60,000	(40,000)
Total	\$ 1,883,875	\$ 2,231,692	\$ 2,231,692	\$ 2,401,930	\$ 170,238
Expenditures by Program:					
General Administration	\$ 301,353	\$ 256,147	\$ 256,147	\$ 246,420	\$ (9,727)
Transportation Engineering	426,589	562,595	562,595	656,438	93,843
Development Engineering	516,063	642,407	642,407	704,044	61,637
Public Works Inspection	639,870	770,543	770,543	795,028	24,485
Total	\$ 1,883,875	\$ 2,231,692	\$ 2,231,692	\$ 2,401,930	\$ 170,238
Source of Funding:					
General Fund				\$ 1,930,395	
Highway User Revenue Fund				406,536	
Transportation Fund				64,999	
				\$ 2,401,930	
Commentary:					
The Engineering operating budget has increased by 10%. There are capital expenditures, resulting in an overall net increase of 8%. The personnel services increase of 12% is mainly due to merits, market adjustments and benefit increases, as well as the addition of 1.0 FTE Transportation Planner. The contractuals decrease of 15% is mainly due to expenditures for public outreach for engineering standards amendments in the prior year. Commodities decreased by 2% mainly due to equipment purchases in the prior year. There is major capital (>\$5,000) which includes one replacement (\$60,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
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	9	2	2	0	2
Project Manager Senior	0	2	2	0	2
Traffic Engineer	1	1	1	0	1
Transportation Engineer Associate	0	1	1	0	1
Transportation Engineer Senior	0	2	2	0	2
Transportation Planner	0	1	1	1	2
Transportation Planner Senior	0	1	1	0	1
Transportation Technician (Temp)	0	0	0.48	0	0.48
Total	20	20	20.48	1	21.48

New Personnel:					
Title	FTE	Total \$ 2023-2024	Potential Offset	Net Cost 2023-2024	Future Cost
Transportation Planner	1	\$ 114,353	\$ -	\$ 114,353	\$ 114,353

Capital:	
Description	Amount
Vehicle Replacement	\$ 60,000
	<u>\$ 60,000</u>

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 section coordinates the development of the City's Five-Year Capital Plan and delivers City capital improvements projects. The section 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.

Section 103 - Capital Improvements					
Expenditures by Category:	Actual Expenditures 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 836,667	\$ 1,097,781	\$ 1,097,781	\$ 1,161,091	\$ 63,310
Contractuals	5,923	16,983	16,983	17,769	786
Commodities	(997,745)	(1,222,175)	(1,222,175)	(1,305,925)	(83,750)
Total	\$ (155,155)	\$ (107,411)	\$ (107,411)	\$ (127,065)	\$ (19,654)
Expenditures by Program:					
General Administration	\$ 10,539	\$ 26,883	\$ 26,883	\$ 28,919	\$ 2,036
Capital Improvement Engineering	(176,311)	(134,294)	(134,294)	(155,984)	(21,690)
5 Year Capital Program Development	10,617	-	-	-	-
Total	\$ (155,155)	\$ (107,411)	\$ (107,411)	\$ (127,065)	\$ (19,654)
Source of Funding:					
General Fund				\$ (127,065)	
				\$ (127,065)	
Commentary:					
The Capital Improvements operating budget has increased by 18%. There are no capital expenditures. The personnel services increase of 6% is mainly due to merits, market adjustments and benefit increases. The contractuals increase of 5% is mainly due increases in memberships, registrations, education and training. Commodities decreased by 7% mainly due to increased work order charge outs. There is no capital greater than (\$5,000).					

Authorized Personnel/Positions:	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Title					
Capital Improvements Engineer	1	1	1	0	1
Project Manager	8	3	3	0	3
Project Manager Senior	0	3	3	0	3
Project Manager Senior Lead	0	2	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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ -	\$ 2,539,636	\$ 2,539,636	\$ 2,630,499	\$ 90,863
Contractuals	-	1,019,563	1,019,563	867,331	(152,232)
Commodities	-	567,568	567,568	567,568	-
Capital	-	3,413,965	1,116,273	255,000	(3,158,965)
Total	\$ -	\$ 7,540,732	\$ 5,243,040	\$ 4,320,398	\$ (3,220,334)
Expenditures by Program:					
General Administration	\$ -	\$ 515,675	\$ 515,675	\$ 237,475	\$ (278,200)
Park Grounds Maintenance	-	1,155,198	1,197,307	992,771	(162,427)
Park Buildings and Facility Maintenance	-	35,735	35,735	35,781	46
BBB - Streetscape/Median Maintenance	-	401,392	401,392	339,787	(61,605)
Right-of-Way/ Median	-	121,240	121,240	127,717	6,477
FUTS Trail System	-	284,931	284,931	298,457	13,526
Heritage Square Maintenance	-	44,341	44,341	48,466	4,125
BBB Recreation Fields	-	3,240,203	1,716,949	1,661,112	(1,579,091)
Downtown/Plaza Maintenance	-	3,059	3,059	6,190	3,131
Non-Park Grounds and Landscapes	-	182,522	182,522	200,003	17,481
Parks Grants	-	1,202,000	385,453	-	(1,202,000)
Total	\$ -	\$ 7,540,732	\$ 5,243,040	\$ 4,320,398	\$ (3,220,334)
Source of Funding:					
General Fund				\$ 4,320,398	
				\$ 4,320,398	
Commentary:					
The Parks operating budget has decreased by 1%. There are capital expenditures, resulting in an overall net decrease of 43%. The personnel services increase of 4% is mainly due to merits, market adjustments and benefit increases and the addition of 1.0 FTE Park Ranger offset by 2.28 FTE Parks Maintenance Worker Temps. The contractuals decrease of 15% is mainly due to a reduction in maintenance related expenditures. Commodities remained flat year over year. There is major capital (>\$5,000) which includes Thorpe Park gate addition (\$25,000), Thorpe complex flagpoles (\$10,000), Parks shop entrance gate and keypad (\$25,000), Kinlani yard storage bins (\$15,000), Thorpe Park replacement grills (\$20,000), Parks and FUTS signage upgrades (\$35,000), Bushmaster skate park fence renovation (\$45,000), Continental Park tot lot project (\$50,000), McMillan Park basketball court backstops (\$5,000), and Parks and FUTS furnishings (\$25,000).					
Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Park Ranger	0	0	0	1	1
Parks Maintenance Worker	22	12	12	0	12
Parks Maintenance Worker (Temp)	7.67	7.67	7.67	(2.28)	5.39
Parks Technician	0	10	10	0	10
Parks Manager	1	1	1	0	1
Parks Supervisor	4	4	4	0	4
Total	34.67	34.67	34.67	(1.28)	33.39
New Personnel:					
Description	FTE	Total \$ 2023-2024	Potential Offset	Net Cost 2023-2024	Future Cost
Park Ranger	1	\$ 98,939	\$ 98,939	\$ -	\$ -

Section 155 - Parks	
Capital:	
Description	Amount
Thorpe Park Gate	\$ 25,000
Thorpe Complex Flagpoles	10,000
Parks Shop Gate and Keypad	25,000
Kinlani Yard Storage	15,000
Thorpe Park Grills	20,000
Park and FUTS Signage Upgrade	35,000
Bushmaster Skate Park Fence	45,000
Continental Park Tot Lot	50,000
McMillan Park Backstop B-Ball Court	5,000
Park and FUTS Furnishings	25,000
Total	<u>\$ 255,000</u>

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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, and the Joe C. Montoya Community and Senior Center. The Community Events and Marketing program 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 and permits many local and out of town sport organizations to utilize local fields for leagues and tournaments. The section prides itself on providing meaningful activities and programs for everyone regardless of income or ability.

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Section 156 - Recreation					
Expenditures by Category:					
	Actual Expenditures 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ -	\$ 3,642,571	\$ 3,642,571	\$ 3,450,672	\$ (191,899)
Contractuals	-	892,298	892,298	917,381	25,083
Commodities	-	341,290	341,290	342,165	875
Capital	-	323,680	323,680	55,000	(268,680)
Total	\$ -	\$ 5,199,839	\$ 5,199,839	\$ 4,765,218	\$ (434,621)
Expenditures by Program:					
General Administration	\$ -	\$ 716,994	\$ 716,994	\$ 728,973	\$ 11,979
Community Events	-	225,622	225,622	230,971	5,349
Adult Athletics	-	453,498	453,498	403,456	(50,042)
Jay Lively Activity Center	-	703,879	703,879	697,443	(6,436)
Aquaplex	-	2,462,656	2,462,656	2,083,098	(379,558)
Joe C Montoya Community and Sr Center	-	319,782	319,782	309,077	(10,705)
Hal Jensen Recreation Center	-	297,408	297,408	292,200	(5,208)
Cogdill Recreation Center	-	20,000	20,000	20,000	-
Total	\$ -	\$ 5,199,839	\$ 5,199,839	\$ 4,765,218	\$ (434,621)
Source of Funding:					
General Fund				\$ 4,765,218	
				\$ 4,765,218	
Commentary:					
The Recreation operating budget has decreased 3%. There are capital expenditures, resulting in an overall net decrease of 8%. The personnel services decrease of 5% is mainly due to merits, market adjustments and benefit increases, offset by temporary position budgets that were overstated in the prior year. The contractuals increase of 3% is mainly due to increased costs related to building and structural maintenance as well as an increase in utility costs. Commodities remained relatively flat. There is major capital (>\$5,000) which includes implementing an E-Sports stem at Hal Jensen (\$20,000), wall equipment (\$10,000), noise reducing walls in the dining hall of Joe C Montoya (\$13,000), ice skating supplies and blade sharpener (\$10,000), and Recreation contingency (\$2,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Administrative Specialist	2	2	2	0	2
Head Lifeguard	2	2	2	0	2
Assistant Parks and Recreation Director	0	0	1	0	1
Parks, Recreation, Open Space & Events Director	0	1	1	0	1
Public Works Section Director	1	0	0	0	0
Recreation Coordinator	9	0	0	0	0
Recreation Coordinator I	0	5	5	0	5
Recreation Coordinator II	0	4	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	37.67	0	37.67
Total	59.18	59.18	59.17	0	59.17

New Personnel:	None
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Capital:	
Description	Amount
E-Sports System Hal Jensen	\$ 20,000
Wall Equipment/Program	10,000
Noise Reducing Walls Joe C Montoya	13,000
Skating Supplies and Sharpener	10,000
Recreation Contingency	2,000
	\$ 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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ -	\$ 346,763	\$ 346,763	\$ 192,994	\$ (153,769)
Contractuals	-	257,870	257,870	1,819,730	1,561,860
Commodities	-	3,200	3,200	3,200	-
Capital	-	32,956	32,956	-	(32,956)
Total	\$ -	\$ 640,789	\$ 640,789	\$ 2,015,924	\$ 1,375,135
Expenditures by Program:					
Open Space Maintenance	\$ -	\$ 567,833	\$ 567,833	\$ 233,594	\$ (334,239)
AFG Observatory Mesa	-	32,956	32,956	-	(32,956)
Kahtoola	-	-	-	8,000	8,000
Open Space Grants	-	-	-	1,774,330	1,774,330
Picture Canyon Malapai	-	40,000	40,000	-	(40,000)
Total	\$ -	\$ 640,789	\$ 640,789	\$ 2,015,924	\$ 1,375,135
Source of Funding:					
General Fund				\$ 2,015,924	
				\$ 2,015,924	
Commentary:					
The Open Space operating budget has increased by 232%. There are no capital expenditures, resulting in an overall increase of 215%. The personnel services decrease of 44% is mainly due to a reduction in contracted personnel services. The contractuals increase of 606% is mainly due to a potential grant opportunity for land acquisition, open space maintenance. Commodities remained flat year over year. There is no major capital (>\$5,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Open Space Coordinator	0	0	2	0	2
Open Space Specialist	1	1	0	0	0
Open Space Supervisor	0	0	1	0	1
Total	1	1	3	0	3

New Personnel:	None
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Capital:	None
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Mission

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

Program Description

The Sustainability divisions mission is to create a livable and low-impact community. This mission is reflected in the goals of the divisions program areas. The division 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 and climate action measures across the Flagstaff community and City government operations
- Increasing access to local, healthy, and affordable food throughout the Flagstaff community

Division staff develops and implements policies, projects, and programming to enhance municipal and community-wide sustainability. The division 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 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ (162,166)	\$ 699,590	\$ 699,590	\$ 934,218	\$ 234,628
Contractuals	13,053	4,175,110	4,175,110	8,459,409	4,284,299
Commodities	-	256,297	256,297	95,041	(161,256)
Total	\$ (149,113)	\$ 5,130,997	\$ 5,130,997	\$ 9,488,668	\$ 4,357,671
Expenditures by Program:					
Sustainability	\$ (162,166)	\$ 630,956	\$ 630,956	\$ 767,847	\$ 136,891
Energy Contracts	13,053	20,000	20,000	20,000	-
Community Stewards	-	47,109	47,109	141,753	94,644
Materials Management	-	105,546	105,546	184,546	79,000
Climate and Energy	-	3,685,872	3,685,872	294,672	(3,391,200)
Non-EMF Sustainability Programing	-	641,514	641,514	346,832	(294,682)
Sustainability Grants - Misc	-	-	-	7,733,018	7,733,018
Total	\$ (149,113)	\$ 5,130,997	\$ 5,130,997	\$ 9,488,668	\$ 4,357,671
Source of Funding:					
SEMS Fund				\$ 9,488,668	
				\$ 9,488,668	
Commentary:					
The Sustainability operating budget has increased by 85%. There are no capital expenditures. The personnel services increase of 34% is mainly due to merits, market adjustments and benefit increases as well as the addition of 1.0 FTE Sustainability Coordinator I. The contractuals increase of 103% is mainly due to an increase in funding related to climate action. Commodities decreased by 63% mainly due to one-time funding for two electric vehicle charging stations in the prior year. There is no major capital (>\$5,000).					

Authorized Personnel/Positions:					
Title	2020-2021	2021-2022	Current 2022-2023	Changes 2023-2024	Proposed 2023-2024
Administrative Assistant	1	0	0	0	0
Assistant Sustainability Director	0	0	0	1	1
Climate and Energy Coordinator	1	0	0	0	0
Climate Engagement Coordinator	0.49	0	0	0	0
Climate Program Manager	0	1	1	(1)	0
Sustainability Analyst	0	1	3	0	3
Sustainability Coordinator I	0	3	1	1	2
Sustainability Coordinator II	0	0	1	0	1
Sustainability Director	1	1	1	0	1
Sustainability Specialist	2	2	2	(1)	1
Sustainability Supervisor	0	0	0	2	2
Volunteer and Event Coordinator	1	1	1	(1)	0
Waste Reduction and Food Systems Coordinator	1	0	0	0	0
Total	7.49	9	10	1	11

New Personnel:					
Title	FTE	Total \$ 2023-2024	Potential Offset	Net Cost 2023-2024	Future Cost
Sustainability Coordinator I	1	\$ 76,341	\$ -	\$ 76,341	\$ 76,341

Capital:	None
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Section 171 - Environmental Management					
Expenditures by Category:					
	Actual Expenditures 2021-2022	Adopted Budget 2022-2023	Estimated Expenditures 2022-2023	Proposed Budget 2023-2024	Budget-Budget Variance
Personnel Services	\$ 453	\$ 100,951	\$ 100,951	\$ 199,081	\$ 98,130
Contractuals	-	24,555	24,555	24,555	-
Commodities	-	6,506	6,506	6,506	-
Total	\$ 453	\$ 132,012	\$ 132,012	\$ 230,142	\$ 98,130
Expenditures by Program:					
Environmental Management	\$ 453	\$ 132,012	\$ 132,012	\$ 230,142	\$ 98,130
Total	\$ 453	\$ 132,012	\$ 132,012	\$ 230,142	\$ 98,130
Source of Funding:					
SEMS Fund				\$ 230,142	
				\$ 230,142	
Commentary:					
The Environmental Management operating budget has increased by 74%. There are no capital expenditures. The personnel services increase of 97% is mainly due to merits, market adjustments and benefit increases as well as changes in payroll distributions. Contractuals and commodities remained flat year over year. There is no major capital (>\$5,000).					
Authorized Personnel/Positions: None					
New Personnel: None					
Capital: None					

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2023-2024 - Fiscal Year 2027-2028

	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Total Plan
Beginning Balance	\$ -	-	-	-	-	-	-	-
Resources								
Debt	87,186,289	17,523,855	53,333,038	130,791,962	74,815,961	21,034,824	1,300,000	298,799,640
Grants	61,640,772	23,316,913	42,029,494	72,065,925	21,064,458	13,956,204	10,864,064	183,297,058
Pay-as-you-go	143,909,713	87,522,850	72,452,170	73,411,522	44,514,802	37,027,554	46,302,555	361,231,453
Total Resources	292,736,774	128,363,618	167,814,702	276,269,409	140,395,221	72,018,582	58,466,619	843,328,151
Expenditures								
General Government	67,781,812	22,178,986	30,351,164	80,941,354	24,735,571	16,439,824	11,105,000	185,751,899
Streets/Transportation	93,527,818	43,591,330	69,159,304	121,139,884	92,552,419	21,198,684	22,049,118	369,690,739
Arts and Science (BBB)	663,500	212,500	220,000	413,000	205,000	179,000	255,000	1,484,500
Recreation (BBB)	800,000	920,642	900,000	1,460,000	1,000,000	1,500,000	1,500,000	7,280,642
Beautification (BBB)	5,208,724	2,415,105	1,854,000	4,273,100	1,956,819	2,095,000	725,000	13,319,024
Drinking Water	19,733,025	10,485,185	22,492,539	23,868,788	8,690,000	11,340,000	6,830,000	83,706,512
Wastewater	24,421,851	16,128,503	16,450,000	6,300,000	5,291,000	2,250,000	2,480,000	48,899,503
Reclaimed Water	1,623,433	558,433	1,540,000	1,740,000	940,000	225,000	-	5,003,433
Stormwater	33,891,639	20,442,810	6,222,195	828,061	2,224,412	6,790,674	7,172,501	43,680,653
Solid Waste	9,103,577	6,495,671	4,100,000	800,000	2,300,000	4,500,000	2,750,000	20,945,671
Airport	35,981,395	4,934,453	14,525,500	34,505,222	500,000	5,500,400	3,600,000	63,565,575
Total Expenditures	292,736,774	128,363,618	167,814,702	276,269,409	140,395,221	72,018,582	58,466,619	843,328,151
Ending Balance	\$ -	-	-	-	-	-	-	-

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2023-2024 - Fiscal Year 2027-2028

	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Total Plan
General Government								
General Fund								
Fiber	\$ 16,170,000	16,170,000	-	-	-	-	-	16,170,000
Buffalo Park Accessibility	52,000	235,453	-	-	-	-	-	235,453
Thorpe Park Restrooms	245,186	287,295	-	-	-	-	-	287,295
Pickleball Courts	1,000,000	-	-	-	-	-	-	-
Cemetery Columbarium	50,000	50,000	-	-	-	-	-	50,000
West Side Park Project	1,510,000	-	-	-	-	-	-	-
Thorpe Park Annex	100,000	100,000	-	-	-	-	-	100,000
Observatory Mesa	32,956	32,956	-	-	-	-	-	32,956
John Wesley Powell Study	84,534	84,534	-	-	-	-	-	84,534
Library								
Front Entry ADA Compliance	300,000	300,000	-	-	-	-	-	300,000
Parking District Fund								
Property Acquisition	1,302,790	-	1,000,000	-	-	-	-	1,000,000
Southside Curbs	40,000	40,000	-	40,000	40,000	-	-	120,000
Sustainability								
Red Gap Ranch Photovoltaic	350,000	-	-	-	-	-	-	-
Capital Projects Funds								
Non GO Bond Projects								
Courthouse Parking Structure	3,861,842	-	25,000	3,759,392	-	-	-	3,784,392
Courthouse	385,715	35,000	-	-	-	-	-	35,000
USGS Buildings	210,500	210,500	1,250,000	49,450,000	5,061,000	50,000	-	56,021,500
Downtown Mile	-	1,584,000	3,447,376	6,955,000	11,605,000	11,405,000	11,105,000	46,101,376
GO Bond Projects								
FUTS/Open Space Land	2,086,289	2,086,289	10,710	-	-	-	-	2,096,999
Ballot Initiative	40,000,000	-	-	-	-	-	-	-
Proposition 441								
Arroyo Seco Inlet	-	47,010	64,980	1,590,400	125,334	-	-	1,827,724
Arroyo Seco-Dortha Channel	-	40,803	990,807	728,000	125,334	-	-	1,884,944
Dortha/ Arroyo Seco Grant	-	-	1,000,000	1,000,000	-	-	-	2,000,000
Cedar Crossing	-	63,630	71,000	40,000	125,335	-	-	299,965
Cedar-Linda Vista Channel	-	125,275	2,510,000	2,430,000	125,334	-	-	5,190,609
Linda Vista Crossing	-	158,842	267,165	1,430,000	125,334	-	-	1,981,341
Grandview	-	271,175	5,665,206	40,000	-	-	-	5,976,381

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2023-2024 - Fiscal Year 2027-2028

	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Total Plan
General Government								
Proposition 441 - Continued								
Killip Inlet	\$ -	-	300,000	1,700,000	-	-	-	2,000,000
Parkway Basins	-	-	50,000	-	-	-	-	50,000
The Wedge	-	133,716	5,893,320	2,062,000	-	-	-	8,089,036
Wildcat Digesters	-	55,176	1,750,000	3,983,894	5,540,000	4,984,824	-	16,313,894
Wildcat Pumps	-	-	2,500,000	2,500,000	-	-	-	5,000,000
Wildcat Co-Generation	-	67,332	3,000,000	1,932,668	-	-	-	5,000,000
Generators	-	-	455,600	800,000	1,022,900	-	-	2,278,500
Turbo Blowers	-	-	100,000	500,000	840,000	-	-	1,440,000
Total General Government	\$ 67,781,812	22,178,986	30,351,164	80,941,354	24,735,571	16,439,824	11,105,000	185,751,899
Debt	42,086,289	3,049,248	23,333,038	65,291,962	12,169,961	5,034,824	-	
Pay as You Go	9,944,453	4,155,738	4,912,874	8,744,458	4,954,089	4,829,400	4,702,366	
Grant	15,751,070	14,974,000	2,105,252	6,904,934	7,611,521	6,575,600	6,402,634	

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2023-2024 - Fiscal Year 2027-2028

	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Total Plan
Streets / Transportation								
Streets - HURF								
Reserve for Improvements	\$ -	-	-	50,000	50,000	50,000	50,000	200,000
Minor Transportation Improvements	147,500	147,500	50,000	50,000	50,000	50,000	50,000	397,500
Sidewalk Replacement Program	400,000	400,000	200,000	200,000	200,000	200,000	200,000	1,400,000
Annual Street Maintenance	4,698,017	4,698,017	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	15,198,017
Dirt Road Construction	-	-	-	-	2,277,352	-	-	2,277,352
Sunnyside	1,690,000	1,690,000	-	-	-	-	-	1,690,000
Transportation Tax Funded								
Beulah Extension	22,139,900	5,600,000	10,800,000	7,839,900	-	-	-	24,239,900
Switzer/Turquoise Roundabout	76,941	5,000	-	-	-	-	-	5,000
San Fran/Franklin Signal	400,000	-	-	-	-	-	-	-
La Plaza Vieja Traffic Improvements	31,594	31,594	-	-	-	-	-	31,594
Solier Avenue/Fanning	250,000	-	-	-	-	-	-	-
Transportation Master Plan	142,150	-	-	-	-	-	-	-
Southside Curbs	265,008	-	-	-	-	-	-	-
Road Repair and Street Safety								
Pavement Overlay Program	5,055,742	5,055,742	6,000,000	7,775,000	7,775,000	7,775,000	7,775,000	42,155,742
Pullium Drive	-	-	-	1,500,000	-	-	-	1,500,000
Grandview	-	-	-	1,500,000	1,500,000	-	-	3,000,000
Utility Replacements/Overlay	28,269	28,269	-	-	-	-	1,000,000	1,028,269
Coconino Estates	6,459,506	6,459,506	-	-	-	-	-	6,459,506
Lone Tree Railroad Overpass								
Lone Tree Railroad Overpass	9,685,736	7,401,238	29,256,619	37,184,000	30,284,000	84,000	-	104,209,857
Roadway, Pedestrian, Bicycle and Safety Improvements								
New Street Projects								
4th Street Extension - Phase I & II	-	-	500,000	10,000,000	11,266,000	-	-	21,766,000
JWP Extension - Phase I & II	295,500	295,500	500,000	10,000,000	12,690,375	-	-	23,485,875
Street Widening Projects								
Butler -Fourth Improvements	6,638,342	500,000	1,950,000	12,000,000	3,386,342	-	-	17,836,342
Lone Tree-Butler/O'Leary	1,900,000	614,000	-	-	-	3,172,000	7,108,000	10,894,000
Lone Tree-O'Leary/Pine Knoll	-	-	-	-	-	1,906,000	1,000,000	2,906,000
Street Operations								
Signal and Traffic Management	421,685	421,685	87,685	87,685	87,685	87,684	87,684	860,108
San Francisco/Franklin Signal	-	-	-	400,000	-	-	-	400,000
Solier-Fanning Wash Crossing	-	-	-	250,000	-	-	-	250,000
Transportation Master Plan	-	-	-	250,000	-	-	-	250,000

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2023-2024 - Fiscal Year 2027-2028

	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Total Plan
Streets / Transportation								
Street Operations - Continued								
Southside Curbs	\$ -	-	-	-	265,008	-	-	265,008
Lockett/Fourth Street Roundabout	3,363,608	3,363,608	1,975,000	-	-	-	-	5,338,608
Intersection Improvements	379,800	-	50,000	470,000	50,000	300,000	50,000	920,000
Quiet Zone Modifications	608,880	100,000	100,000	508,880	-	-	-	708,880
Dark Sky Lighting	3,900,000	1,300,000	500,000	1,300,000	1,000,000	1,300,000	-	5,400,000
Neighborhood Plans	250,000	250,000	-	-	-	250,000	-	500,000
West Route 66	-	-	-	1,350,000	-	1,350,000	-	2,700,000
Corridor Studies	125,000	-	-	125,000	-	-	-	125,000
Boulder Pointe Traffic Calming	-	379,800	40,000	-	-	-	-	419,800
Traffic Technology Grant	3,000,000	3,000,000	-	-	-	-	-	3,000,000
Country Club/Oakmont	115,000	115,000	-	500,000	600,000	-	-	1,215,000
Southwest RAISE Grant	-	-	10,000,000	22,425,000	16,498,657	-	-	48,923,657
La Plaza Vieja Traffic Calming	-	-	700,000	-	-	-	-	700,000
Bicycle and Ped Projects								
General Planning	143,000	143,000	146,000	149,000	152,000	155,000	158,000	903,000
FUTS Reserve	50,000	50,000	50,000	50,000	50,000	50,000	760,434	1,010,434
Project Pre-design	550,000	350,000	-	200,000	-	-	-	550,000
FUTS Asphalt Repair	-	-	250,000	250,000	250,000	250,000	250,000	1,250,000
Vision Zero Action Plan	-	-	250,000	-	-	-	-	250,000
Flagstaff Urban Trail System								
Cedar Trail	35,000	35,000	-	-	-	-	-	35,000
Switzer Canyon Trail	1,500,000	100,000	2,300,000	-	-	-	-	2,400,000
Florence/Walnut Trail	2,648,052	-	-	-	-	-	-	-
Foxglenn Trail	10,000	-	10,000	140,000	1,122,000	-	-	1,272,000
Spot Improvements	375,000	100,000	-	275,000	-	-	-	375,000
Single Track/Forest	114,000	-	-	50,000	-	154,000	70,000	274,000
Mountain View Access	139,000	-	-	139,000	-	320,000	-	459,000
Fort Valley Plaza Access	-	-	-	-	-	34,000	-	34,000
Bow and Arrow Trail Tunnel	-	-	450,000	-	-	-	-	450,000
Brannen Access	-	-	-	-	88,000	-	-	88,000
Sawmill Trail	-	-	-	-	115,000	-	-	115,000
High Country Trail	-	-	-	-	-	226,000	-	226,000
Linda Vista Trail	-	-	-	-	-	-	280,000	280,000
Route 66 Trail	-	-	-	-	-	-	268,000	268,000
Sidewalks								
Sidewalk Infill Program	350,000	-	-	350,000	104,000	310,000	-	764,000

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2023-2024 - Fiscal Year 2027-2028

	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Total Plan
Streets / Transportation								
Sidewalks - Continued								
Fourth Street Sidewalks	\$ 228,000	100,000	-	128,000	-	-	-	228,000
Yale Street Sidewalks	-	-	81,000	-	-	-	-	81,000
Bikeways								
Signage Program	117,419	50,000	-	167,419	80,000	-	-	297,419
Bike Lane Striping Program	-	-	150,000	105,000	-	-	-	255,000
Sinclair Ridge FUTS	80,000	80,000	-	-	-	-	-	80,000
Bikeway Spot Improvements	40,000	40,000	-	-	-	-	-	40,000
Bike Routes	80,000	80,000	-	-	-	-	-	80,000
Country Club Advisory Lanes	-	-	65,000	-	-	-	-	65,000
Bicycle Boulevard	-	-	-	118,000	48,000	117,000	-	283,000
Lynch Cummings Bikeway	-	-	-	-	-	-	85,000	85,000
McConnell Drive	-	-	-	-	-	-	37,000	37,000
Enhance Beacon Crossings								
Butler Avenue at O'Leary	450,000	100,000	45,000	350,000	-	-	-	495,000
Humphreys Street at Fine	-	-	-	-	-	-	495,000	495,000
Woodlands Village FUTS	-	-	-	-	-	495,000	-	495,000
First/Last Mile Grant								
Bicycle Projects	-	1,010	241,000	173,000	-	-	-	415,010
Pedestrian Projects	-	1,009	87,000	405,000	238,000	238,000	-	969,009
Bike Lane Striping	386,000	-	-	-	-	-	-	-
Sidewalk Projects	2,610,094	-	-	-	-	-	-	-
Bikeway Signing	220,000	-	-	-	-	-	-	-
Bikeway Enhancements	427,000	-	-	-	-	-	-	-
Bicycle Parking	42,000	-	-	-	-	-	-	-
General Imp and Partnerships								
Reserve for Improvements	257,746	257,746	100,000	100,000	100,000	100,000	100,000	757,746
HSIP Program	122,106	122,106	-	-	-	-	-	122,106
General/ Partnering Opportunities	9,960,223	-	-	-	-	-	-	-
Traffic Engineering	125,000	125,000	125,000	125,000	125,000	125,000	125,000	750,000
Total Streets / Transportation	\$ 93,527,818	43,591,330	69,159,304	121,139,884	92,552,419	21,198,684	22,049,118	369,690,739

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2023-2024 - Fiscal Year 2027-2028

	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Total Plan
BBB Funds								
Beautification								
City Hall Lawn	\$ 350,000	-	-	350,000	-	-	-	350,000
North Edge - Milton/Route 66	-	-	-	311,300	-	-	-	311,300
Train Station Platform	356,819	-	-	100,000	256,819	-	-	356,819
Urban Forest	100,000	-	-	100,000	-	-	-	100,000
Downtown Green	-	-	200,000	-	-	-	-	200,000
Downtown Tree Wells	200,000	50,000	-	150,000	-	-	-	200,000
Buffalo Park Parking	345,000	-	-	-	-	345,000	-	345,000
Route 66 South Edge/Fanning	223,900	223,900	-	-	-	-	-	223,900
La Plaza Vieja Park	-	-	-	-	200,000	-	-	200,000
Library Entry (Art Base)	739,000	739,000	-	-	-	-	-	739,000
Downtown Paver Redo	320,000	-	-	320,000	-	-	-	320,000
Southside Green Space	100,000	100,000	14,000	-	-	-	-	114,000
Phoenix-San Francisco to Mikes Pike	175,000	-	75,000	100,000	-	-	-	175,000
Phoenix Parking Plaza	470,000	470,000	100,000	-	-	25,000	-	595,000
Milton and Butler Drainage	-	-	-	-	250,000	-	-	250,000
McAllister Route 66 Interpretive	-	-	-	-	-	-	50,000	50,000
Route 66 Interpretive Trail	243,855	243,855	-	50,000	-	-	-	293,855
Aspen Bike/Ped Enhancements	70,800	70,800	55,000	-	-	-	-	125,800
Switzer Canyon Roundabout	-	-	250,000	-	-	-	-	250,000
Lunar Landing Plaza	-	-	-	-	-	375,000	-	375,000
ADOT Sites	273,800	-	-	273,800	-	-	-	273,800
ADOT Beautification	90,000	-	90,000	-	-	-	-	90,000
Eastside Neighborhoods	-	-	-	-	-	250,000	-	250,000
School Walkways	88,000	-	-	88,000	-	-	-	88,000
Pluto Piece	-	-	-	-	-	-	125,000	125,000
Mural Initiative	90,000	-	50,000	40,000	-	-	-	90,000
Playground Beautification	-	-	25,000	75,000	-	-	-	100,000
Beautification - Route 66/Ponderosa	30,000	-	-	30,000	-	-	-	30,000
Beautification - Route 66/Verde	-	-	-	60,000	-	-	-	60,000
Indigenous Representation Base	275,000	-	25,000	250,000	-	-	-	275,000
Rio de Flag	-	-	50,000	500,000	500,000	500,000	-	1,550,000
Airport Parking Lot	55,000	55,000	-	-	-	-	-	55,000
Fourth Street/Lockett Roundabout	150,000	-	-	250,000	-	-	-	250,000
Saturn Gates	-	-	-	-	-	-	50,000	50,000
Expanded Use of Right-of-Way	88,550	88,550	-	-	-	-	-	88,550
Lone Tree Overpass	50,000	50,000	900,000	250,000	-	-	-	1,200,000

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2023-2024 - Fiscal Year 2027-2028

	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Total Plan
BBB Funds								
Beautification - Continued								
Fourth Street Bridge (Phase 2)	\$ -	-	-	300,000	-	-	-	300,000
Pedestrian and Bike Safety	-	-	-	25,000	-	-	-	25,000
Butler Roundabout Improvements	-	-	5,000	-	250,000	-	-	255,000
Beautification - Housing	-	-	5,000	50,000	-	-	-	55,000
Lone Tree: Pine Knoll to JWP	-	-	5,000	-	-	100,000	-	105,000
Downtown Mile: Underpasses	-	-	5,000	100,000	-	-	-	105,000
Phone Booth Library	20,000	20,000	-	-	-	-	-	20,000
Future Projects	304,000	304,000	-	500,000	500,000	500,000	500,000	2,304,000
	5,208,724	2,415,105	1,854,000	4,273,100	1,956,819	2,095,000	725,000	13,319,024
Arts and Science								
Flagstaff Art Festival Support	50,000	50,000	50,000	-	-	-	-	100,000
Courthouse Mosaic	2,500	2,500	-	-	-	-	-	2,500
Moon Landing Sculpture/ Art	-	-	-	-	-	24,000	-	24,000
Santa Fe Pluto Sculpture	-	-	-	-	-	-	100,000	100,000
Mural Initiative/ Alley Art	108,000	-	-	183,000	-	-	-	183,000
Library Art Piece	20,000	20,000	-	-	-	-	-	20,000
Neighborhood Plans Art Projects	50,000	-	60,000	-	-	-	-	60,000
Eastside Neighborhoods	35,000	5,000	-	30,000	-	-	-	35,000
Indigenous Representation	125,000	125,000	50,000	50,000	50,000	50,000	50,000	375,000
Indoor Art	10,000	-	-	10,000	-	-	-	10,000
Artwork at Transportation Center	35,000	10,000	5,000	25,000	5,000	5,000	5,000	55,000
Rio de Flag Artwork	-	-	-	65,000	50,000	50,000	-	165,000
FUTS Trail Sculpture	-	-	5,000	-	50,000	-	50,000	105,000
Contingency for Future Projects	228,000	-	50,000	50,000	50,000	50,000	50,000	250,000
	663,500	212,500	220,000	413,000	205,000	179,000	255,000	1,484,500
Recreation BBB								
Heritage Square Restroom	-	-	250,000	-	-	-	-	250,000
Ponderosa Park Reconstruction	-	-	300,000	-	-	-	-	300,000
Hal Jensen HVAC in Gym	-	-	-	100,000	-	-	-	100,000
Cheshire Park Expansion	-	-	-	-	1,000,000	-	-	1,000,000
Continental Park Expansion	-	-	-	-	-	1,500,000	1,500,000	3,000,000
Sports Courts	700,000	920,642	-	-	-	-	-	920,642
Thorpe Park Annex	100,000	-	-	200,000	-	-	-	200,000
West Side Park Project	-	-	350,000	1,160,000	-	-	-	1,510,000

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2023-2024 - Fiscal Year 2027-2028

	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Total Plan
BBB Funds								
Recreation BBB - Continued								
	\$ 800,000	920,642	900,000	1,460,000	1,000,000	1,500,000	1,500,000	7,280,642
Total BBB Funds	\$ 6,672,224	3,548,247	2,974,000	6,146,100	3,161,819	3,774,000	2,480,000	22,084,166
Debt	-	-	-	-	-	-	-	-
Pay as you go	6,672,224	3,548,247	2,774,000	6,146,100	3,161,819	3,774,000	2,480,000	
Grant	-	-	200,000	-	-	-	-	-

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2023-2024 - Fiscal Year 2027-2028

	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Total Plan
Water Services								
Drinking Water								
Beulah/University Waterline	\$ -	-	404,103	-	-	-	-	404,103
Rio de Flag Flood Control Project	1,000,000	-	1,725,000	-	550,000	-	-	2,275,000
Aging Water Infra. Replacements	200,000	200,000	200,000	200,000	200,000	200,000	900,000	1,900,000
Water Vault/PRV Replacements	275,535	275,535	200,000	200,000	200,000	200,000	200,000	1,275,535
Radio Read Meter Replacements	1,046,760	300,000	800,000	1,300,000	300,000	300,000	300,000	3,300,000
Reserve for Improvements	300,000	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Water System Master Plan	150,000	150,000	-	-	-	-	-	150,000
Water Rate Study	187,000	187,000	-	-	-	-	-	187,000
Future Water Rights - Red Gap	45,012	320,941	-	-	-	-	-	320,941
Rt. 66 Waterline Improvement	1,280,177	307,405	-	-	-	-	-	307,405
New Well and Pumphouse	148,619	148,619	-	-	2,400,000	-	2,800,000	5,348,619
Coconino Estates - Bundle #4	2,816,489	2,816,489	-	-	-	-	-	2,816,489
Lake Mary Flocculations	3,626,727	200,000	4,250,000	3,430,000	-	-	-	7,880,000
Soliere Waterline 12" Upsizing	1,306,176	1,306,176	2,100,000	-	-	-	-	3,406,176
Lake Mary Land Acquisition	3,000,000	-	-	3,000,000	-	-	-	3,000,000
McAllister Well Design	148,912	148,912	-	-	-	-	-	148,912
Switzer Canyon Line Phase 4	1,977,912	1,977,912	3,954,648	1,210,000	10,000	10,000	-	7,162,560
Switzer Canyon Line Phase 5	-	-	-	500,000	2,500,000	4,000,000	-	7,000,000
Water Energy Efficiency Upgrades	100,000	-	100,000	100,000	100,000	100,000	100,000	500,000
Summit Waterline Replacement	291,902	55,050	-	-	-	-	-	55,050
Phoenix Ave Bridge Waterline	45,658	5,000	-	-	-	-	-	5,000
Industrial Drive Waterline Replace	556,146	556,146	-	-	-	-	-	556,146
Water Resources Master Plan	150,000	150,000	-	-	-	-	-	150,000
1st Ave Waterline Replacement	250,000	250,000	-	-	-	-	-	250,000
Fort Tuthill Well	800,000	800,000	-	3,320,000	-	-	-	4,120,000
Inner Basin - Waterline	-	-	8,178,788	8,178,788	-	-	-	16,357,576
Inner Basin - Schultz/Reservoir	-	-	-	-	-	200,000	-	200,000
Inner Basin - Spring Box/Collection	-	-	-	-	-	-	200,000	200,000
Zone B Storage	-	-	50,000	-	-	500,000	500,000	1,050,000
Lake Mary Dam Repairs	-	-	150,000	-	-	-	-	150,000
Red Gap Hydrogeologic Study	-	-	-	300,000	-	-	-	300,000
SCADA Well Upgrades	30,000	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Red Gap Ranch ROW Survey	-	-	-	150,000	-	-	-	150,000
Red Gap Ranch Water Study	-	-	-	-	400,000	-	-	400,000
JW Powell Waterline Oversize	-	-	-	1,150,000	1,150,000	-	-	2,300,000

City of Flagstaff
Capital Improvement Program Summary
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	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Total Plan
Water Services								
Drinking Water - Continued								
Lake Mary Raw Water Pipeline	\$ -	-	50,000	500,000	450,000	5,000,000	-	6,000,000
Woody Mountain Wellfield	-	-	-	-	-	-	1,500,000	1,500,000
Fort Valley Shopping Center	-	-	-	-	100,000	500,000	-	600,000
	19,733,025	10,485,185	22,492,539	23,868,788	8,690,000	11,340,000	6,830,000	83,706,512
Wastewater								
Beulah/University Sewer Extension	-	-	300,000	-	-	-	-	300,000
Master Plan	200,000	-	-	-	-	400,000	-	400,000
Energy Efficiency Program	917,875	599,608	-	-	-	-	-	599,608
SCADA Upgrades	200,000	-	-	-	-	-	-	-
Rio Two Bar Screens	1,000,000	609,917	-	-	-	-	-	609,917
Aging Sewer Replacements	100,000	-	-	-	1,000,000	-	1,000,000	2,000,000
Reserve for Improvements	300,000	113,852	300,000	300,000	300,000	300,000	300,000	1,613,852
Rio de Flag Sewer Relocations	1,000,000	-	3,300,000	-	945,000	-	-	4,245,000
Coconino Estates - Bundle #4	883,315	883,315	-	-	-	-	-	883,315
Sewer Rate Study	25,000	25,000	-	-	-	50,000	-	75,000
Wildcat - New Digester #3 & #4	1,750,000	-	-	-	-	-	-	-
Wildcat Gen Bacher Rebuild	124,172	-	-	-	-	-	-	-
First Ave/Route 66 Sewer Replace	524,200	524,200	-	-	-	-	-	524,200
Country Club Interceptor to Wildcat	-	-	300,000	-	-	-	-	300,000
Wildcat Primary Pump Station	95,000	-	-	-	-	-	-	-
Wildcat Expansion Design	1,050,000	-	-	-	-	-	-	-
Wildcat - Headworks Motor Control	872,429	-	-	-	-	-	-	-
Rio Clarifier Rebuild	429,860	72,611	-	-	-	-	-	72,611
Rio Solids Treatment	12,700,000	12,700,000	10,000,000	2,000,000	-	-	-	24,700,000
Sewer Collection AIR Assessments	-	-	50,000	-	-	-	-	50,000
Wildcat New Electric/Fiber Upgrade	-	-	-	2,000,000	1,246,000	-	-	3,246,000
Wildcat Roof Replacement	-	-	1,000,000	2,000,000	-	-	-	3,000,000
Wildcat UV Disinfection	-	-	500,000	-	-	-	-	500,000
Rio Main Motor Control Centers	-	-	-	-	300,000	-	-	300,000
BNSF Sewer Relocations	-	500,000	-	-	-	-	-	500,000
Facility Master Plan Update	-	100,000	700,000	-	-	-	-	800,000
Headworks Rehab	1,500,000	-	-	-	1,500,000	1,500,000	-	3,000,000
East Industrial Sewer Improvements	-	-	-	-	-	-	520,000	520,000
Sunnyside Trunk Upsizing	-	-	-	-	-	-	260,000	260,000
Ponderosa Parkway/McMillan Mesa	-	-	-	-	-	-	400,000	400,000

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2023-2024 - Fiscal Year 2027-2028

	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Total Plan
Water Services								
Wastewater - Continued								
Rio Influent Grit Removal	\$ 750,000	-	-	-	-	-	-	-
	24,421,851	16,128,503	16,450,000	6,300,000	5,291,000	2,250,000	2,480,000	48,899,503
Reclaimed Water								
8" Bottleneck - Reclaimed Line	533,433	33,433	1,500,000	1,500,000	900,000	-	-	3,933,433
Rio Reclaim Water PRV Relocate	-	-	-	-	-	200,000	-	200,000
Rate Study - Reclaimed Portion	25,000	25,000	-	-	-	25,000	-	50,000
Reclaim Water Meters/Vaults	175,000	-	-	200,000	-	-	-	200,000
Rio Reclaimed Pump Valve	40,000	-	40,000	40,000	40,000	-	-	120,000
BNSF Reclaimed Relocations	-	500,000	-	-	-	-	-	500,000
Buffalo Park Chlorine Building	100,000	-	-	-	-	-	-	-
Rio IP PRV Station - Relocate	750,000	-	-	-	-	-	-	-
	1,623,433	558,433	1,540,000	1,740,000	940,000	225,000	-	5,003,433
Stormwater								
Rio de Flag	2,085,744	1,932,797	-	-	-	-	-	1,932,797
Downtown Mile	2,000,000	-	-	-	-	-	-	-
Side Drain Lateral Santa Fe Ave	-	-	-	-	570,583	834,763	-	1,405,346
Stormwater Capital Reserve	50,000	50,000	209,000	218,405	218,405	218,405	218,405	1,132,620
Spot Improvements	165,000	165,000	156,000	150,000	150,000	150,000	150,000	921,000
Wildwood Drainage Project	413,443	-	-	413,443	-	-	-	413,443
Reserve for Future Improvements	21,000,000	14,474,607	-	-	-	-	-	14,474,607
Phoenix Ave Bridge Construct	122,425	10,284	-	-	-	-	-	10,284
Steves Boulevard Wash at Soliere	-	-	-	-	570,583	596,259	-	1,166,842
Columbia Circle	-	-	-	-	-	-	894,389	894,389
Spruce Avenue Wash Dortha	2,715,281	1,210,005	-	-	-	-	-	1,210,005
Spruce Wash Resiliency 4th/Butler	14,815	14,815	133,787	46,213	-	-	-	194,815
Killip Retention Basin	3,424,931	163,679	-	-	-	-	-	163,679
Shultz Creek Basins	-	2,295,123	-	-	-	-	-	2,295,123
Schultz Creek at Highway 180	-	126,500	5,093,290	-	-	-	-	5,219,790
Schultz Creek Stabilization	-	-	630,118	-	-	-	-	630,118
Fanning Drive Wash at Rt. 66	-	-	-	-	655,215	798,816	834,763	2,288,794
Fanning Wash at Steves Blvd	-	-	-	-	59,626	934,636	976,695	1,970,957
Switzer Canyon Flood Detention	-	-	-	-	-	-	1,638,038	1,638,038
Fanning Wash Channel Capacity	-	-	-	-	-	1,419,633	1,483,516	2,903,149
Linda Vista Culvert Upsizing	1,300,000	-	-	-	-	-	-	-
Cedar Avenue Culvert Upsizing	600,000	-	-	-	-	-	-	-

City of Flagstaff
Capital Improvement Program Summary
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	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Total Plan
Water Services								
Stormwater - Continued								
Mobile Haven Drainage Ditch	\$ -	-	-	-	-	1,252,145	-	1,252,145
Smokerise Neighborhood Drain	-	-	-	-	-	-	976,695	976,695
Shadow Mtn/Monte Vista Drainage	-	-	-	-	-	586,017	-	586,017
	\$ 33,891,639	20,442,810	6,222,195	828,061	2,224,412	6,790,674	7,172,501	43,680,653
Total Water Services	\$ 79,669,948	47,614,931	46,704,734	32,736,849	17,145,412	20,605,674	16,482,501	181,290,101

Debt	27,900,000	14,474,607	10,000,000	9,000,000	7,646,000	16,000,000	1,300,000
Pay as you go	46,019,948	30,884,308	21,390,517	13,710,901	9,071,475	2,479,602	13,682,501
Grant	5,750,000	2,256,016	15,314,217	10,025,948	427,937	2,126,072	1,500,000

City of Flagstaff
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	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Total Plan
Solid Waste								
Design/Permits - Cell D Preparation	\$ 114,080	114,080	-	-	-	-	-	114,080
Excavation of Cell	1,069,481	1,069,481	-	-	-	-	-	1,069,481
Construction of Landfill Cells	250,000	250,000	-	-	-	-	-	250,000
Phase II: Cell D Excavation/Prep	-	-	3,000,000	-	-	-	-	3,000,000
Phase III: Cell D Excavation/Prep	-	-	-	-	-	2,500,000	2,500,000	5,000,000
Litter Ctrl Perimeter Fence	-	-	550,000	550,000	-	-	-	1,100,000
Stormwater Infrastructure	-	-	-	100,000	-	500,000	250,000	850,000
MRF Construction	200,000	200,000	550,000	-	-	-	-	750,000
Water Pumping Infrastructure	50,000	-	-	-	-	-	-	-
South Borrow Pit Design	32,110	32,110	-	-	-	-	-	32,110
Scale House Remodel	11,152	-	-	-	-	-	-	-
NEPA Review	226,754	80,000	-	-	-	-	-	80,000
Landfill Road								
Water	1,800,000	-	-	-	-	-	-	-
On-Site Well	150,000	150,000	-	-	1,800,000	-	-	1,950,000
Water On-Site Infrastructure	-	-	-	-	-	1,000,000	-	1,000,000
Power	600,000	-	-	-	-	-	-	-
Roadway	4,300,000	4,300,000	-	-	-	-	-	4,300,000
Stormwater	300,000	300,000	-	-	-	-	-	300,000
Core Services - Barn	-	-	-	150,000	500,000	500,000	-	1,150,000
Total Solid Waste	\$ 9,103,577	6,495,671	4,100,000	800,000	2,300,000	4,500,000	2,750,000	20,945,671

Debt

Pay as you go

Grants

-	-	-	-	-	-	-	-
9,103,577	6,495,671	4,100,000	800,000	2,300,000	4,500,000	2,750,000	
-	-	-	-	-	-	-	-

City of Flagstaff
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	Budget 2022-2023	Estimate 2022-2023	Budget 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Total Plan
Airport								
Airport Drainage Imp - Design	\$ 255,310	203,674	-	-	-	-	-	203,674
Snow Removal Equipment Building	25,288,270	715,399	11,000,000	13,780,722	-	-	-	25,496,121
Parking Improvements	-	1,050,000	-	-	-	-	-	1,050,000
Land Acquisition	2,750,000	-	2,750,000	-	-	-	-	2,750,000
Taxiway - Apron W - Design	800,000	800,000	-	-	-	-	-	800,000
Taxiway W - Rehab and Relocate	-	-	-	11,650,000	-	-	-	11,650,000
Land Safety Area 60 Acres	-	-	-	-	-	-	2,000,000	2,000,000
Taxiway A Rehabilitate	-	-	-	1,000,000	-	-	-	1,000,000
Upgrade Perimeter Access Rd Phase I	-	-	200,000	2,000,000	-	-	-	2,200,000
Perimeter Service Road Rehab	-	-	-	2,200,000	-	-	-	2,200,000
Taxiway - Rehabilitate	-	-	-	-	500,000	-	-	500,000
Terminal Construct/Expansion	-	-	-	-	-	4,400,400	-	4,400,400
FAA Entitlement	-	-	-	-	-	1,100,000	1,100,000	2,200,000
ADOT Future - Runway Rehab	1,263,350	1,415,380	-	-	-	-	-	1,415,380
ADOT Environmental Assessment	750,000	750,000	-	-	-	-	-	750,000
FAA AIP Infrastructure	1,493,448	-	-	-	-	-	-	-
FAA AIP Infrastructure Law 2022	1,481,017	-	430,500	3,874,500	-	-	-	4,305,000
FAA AIP Infrastructure Law 2023	1,400,000	-	145,000	-	-	-	-	145,000
Parking Lot Improvements	500,000	-	-	-	-	-	500,000	500,000
Total Airport	\$ 35,981,395	4,934,453	14,525,500	34,505,222	500,000	5,500,400	3,600,000	63,565,575
Debt	-	-	-	-	-	-	-	
Pay as you go	2,127,392	2,185,180	815,475	1,795,179	50,000	245,868	638,570	
Grant	33,854,003	2,749,273	13,710,025	32,710,043	450,000	5,254,532	2,961,430	

City of Flagstaff
Unfunded Capital Improvements
Fiscal Year 2023-2024

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

Fire Department

Station 1 - Bunk Dorm Room Additions + 1 bathroom	200,000
Station 2 - Bunk Dorm Rooms Additions + 1 bathroom	200,000
Station 3 - Bunk Dorm Rooms Additions + 1 bathroom	200,000
Training Center - Fire Garage Facilities for Active Vehicle Storage	575,000
Battalion Chief Living Quarters and Office (interim before Station 7)	375,000
Station 2 - Concrete Re-design and Replacement (Back Driveway)	250,000
Station 2 - Phase 2 Rock Wall Erosion Control Measures	750,000
Station 4 - Facility Replacement (Excluding Land)	4,750,000
JW Powell - Station 7 Planning and Engineering - 6-8 acre Campus	12,000,000
JW Powell - Admin Offices	2,000,000
JW Powell - Wildland Wildfire Management Station	2,000,000
Training Center Facility Improvements	1,500,000
Signal Pre-emption	965,000
	<u>25,765,000</u>

Police Department

Station 7 - (Fire/Police) Shared Facility - (Per JWP Specific Plan Study)	1,000,000
Metal Building on Commerce Site Eastside Sub-Station (2nd Building)	3,000,000
Dispatch Expansion	600,000
Police Administration 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 76,865,000

City of Flagstaff
Unfunded Capital Improvements
Fiscal Year 2023-2024

Parks, Recreation, Open Space and Events (PROSE)

Parks	
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 Girls Softball Complex)	20,000,000
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
Splash Pad Development	500,000
Tennis Courts Development	300,000
Thorpe Park Annex Planning, Design and Development	5,000,000
Wheeler Park Electrical Repairs	120,000
	<hr/>
	89,170,000
Recreation	
Aquaplex Expansion - 25 Meter Pool	8,000,000
Aquaplex Kids Club Outdoor Play Area	60,000
Competitive Lap Pool - 50 Meter	20,000,000
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
	<hr/>
	35,560,000
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 Fort Tuthill)	11,500,000
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 McMillian Mesa to Walnut Canyon)	8,400,000
	<hr/>
	66,825,000
Total PROSE	
	191,555,000

**City of Flagstaff
Unfunded Capital Improvements
Fiscal Year 2023-2024**

Economic Vitality

Parking

Additional Downtown District Parking Inventory	\$ 20,000,000
	<u>20,000,000</u>

Airport Capital

Multi-level Airport Paid Parking Garage	25,000,000
Hangar	TBD
	<u>25,000,000</u>

Library

New Eastside Library Building	30,000,000
	<u>30,000,000</u>

Total Economic Vitality 75,000,000

Water Services

Drinking Water

North Reservoir Treatment Plant	1,200,000
Main Tank Rehabilitation	1,200,000
Christmas Tree Tank Rehabilitation	500,000
Paradise Tank Rehabilitation	500,000
Red Gap Ranch Pipeline 100% Design	12,000,000
Red Gap Ranch Pipeline Construction	260,000,000
Lake Mary Raw Water Pipeline	16,000,000
Woody Mountain Powerline Burial	1,500,000
Bonito Load Out Station	750,000
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 Treatment Plant Chlorine Dioxide Generator Replacement	200,000
Tuthill Booster Station Rehabilitation	300,000
	<u>297,900,000</u>

Wastewater

Rio de Flag WRP Projects	
Anoxic Mixer	550,000
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
Headworks Motor Control Center (MCC) and Rehab	2,372,439
Rio MCC	3,600,000
Septage/Grease Station	5,400,000
	<u>238,204,439</u>

Wastewater Collection/Reclaim Distribution

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

City of Flagstaff
Unfunded Capital Improvements
Fiscal Year 2023-2024

Reclaim	
Recharge and Recovery Project	\$ 500,000
Water System Expansion - Westside	4,500,000
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 and County Yard Flow Monitoring Stations	450,000
Bushmaster Booster Station, Pump and Automatic Valve	500,000
Rio Reclaim Distribution System upgrades	350,000
Reclaim Meter and 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 Drive Area)	1,600,000
Fanning Wash Channel Capacity Improvements	2,600,000
South Mount Elden Flood Mitigation	3,000,000
Spruce Wash Tunnel Between Killip and Route 66	40,000,000
Hospital Hill Storm Drains	1,125,000
Mobile Haven Drainage Ditch Improvement	1,050,000
Mobile Haven Drainage Ditch Improvement	450,000
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
Mead Lane street drainage improvement	2,000,000
Rio de Flag culvert improvements near Flag Mall	8,000,000
	<hr/> 74,575,000
Total Water Services	
	645,529,439
City Engineering	
Transportation	
J. Wesley Powell Blvd - Pine Canyon to 4th Street	27,433,100
Yale/Plaza Way/Metz Walk Backage Road	3,000,000
Sunnyside Neighborhood Improvements	4,900,000
Riordan Ranch Street Backage Road	2,000,000
Lone Tree - Pine Knoll to JWP (Corridor Study I-40 Traffic Interchange)	78,000,000
Steves Boulevard / Lakin Realignment	1,550,000
Milton Road Corridor Improvements (ADOT Partnership)	44,603,600
Woody Mountain Loop - Route 66 to I-40	22,190,000
I-40/Woody Mountain Road Traffic Interchange	57,154,000
East Butler Avenue Extension to Section 20	15,000,000
Empire Avenue Extension to East Route 66	10,700,000
Ponderosa Parkway Extension (Route 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
Bicycle and Pedestrian Projects from Active Transportation Master Plan	67,000,000
	<hr/> 461,137,530
Total Engineering and Capital Improvements	
	461,137,530
Total Unfunded Projects	
	\$ 1,450,086,969

City of Flagstaff
Authorized Personnel/Position Summary

Section	2019-2020	2020-2021	2021-2022	2022-2023	Add/Delete 2023-2024	Adopted 2023-2024
City Manager						
Administrative Specialist	0	0	1	0	0	0
City Clerk	1	1	1	0	0	0
City Manager	1	1	1	1	0	1
City Records Coordinator	1	1	1	0	0	0
Community Engagement Specialist	0	0	1	0	0	0
Coordinator for Indigenous Initiatives	1	1	1	0	0	0
Deputy City Clerk	1	1	1	0	0	0
Deputy City Manager	2	2	1	1	0	1
Executive Assistant I	1	1	1	0	0	0
Executive Assistant to Mayor and Council	1	1	1	0	0	0
Management Analyst	2	2	2	0	0	0
Public Affairs Director	1	1	1	0	0	0
Senior Deputy City Manager	0	0	1	1	0	1
Total	12	12	14	3	0	3
Human Resources						
Administrative Specialist	1	1	1	1	0	1
Classification and Compensation Program Manager	0	0	0	1	0	1
Human Resources Analyst	3	3	3	3	0	3
Human Resources and Risk Management Director	1	1	1	1	0	1
Human Resources Generalist	2	2	2	2	0	2
Human Resources Manager	2	2	2	2	0	2
Human Resources Recruiter	1	1	1	1	0	1
Human Resources Senior Analyst	0	0	0	0	1	1
Total	10	10	10	11	1	12
Risk Management						
Risk Management Director	1	1	1	1	0	1
Risk Management Specialist	1	1	1	1	0	1
Total	2	2	2	2	0	2
Information Technology						
IT Administrator	4	5	6	7	0	7
IT Analyst	4	3	4	5	0	5
IT Deputy Director	0	0	1	1	0	1
IT Director	1	1	1	1	0	1
IT Information Security Officer	1	1	1	0	0	0
IT Manager	4	4	3	3	0	3
IT Specialist	2	2	2	2	0	2
IT Supervisor	0	0	0	0	1	1
IT Technician	1	1	1	1	0	1
Total	17	17	19	20	1	21
City Attorney						
Administrative Specialist	3	4	0	0	0	0
Administrative Specialist Lead Worker	1	1	0	0	0	0
Assistant City Attorney I	3	4	0	0	0	0
Assistant City Attorney III	0	0	4	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	1	0	0	0	0
Executive Assistant I	0	0	1	1	0	1
Executive Assistant II	0	0	1	1	0	1
Legal Assistant	1	0	0	0	0	0
Legal Specialist	0	0	2	2	0	2
Senior Assistant City Attorney I	4	4	0	0	0	0
Senior Assistant City Attorney III	0	0	4	4	0	4

City of Flagstaff
Authorized Personnel/Position Summary

Section	2019-2020	2020-2021	2021-2022	2022-2023	Add/Delete 2023-2024	Adopted 2023-2024
City Attorney - Continued						
Victim Services Specialist	0	0	2	2	0	2
Water Attorney	1	1	1	1	0	1
Total	16	18	18	18	0	18
Municipal Court						
Administrative Assistant	3	3	0	0	0	0
Collection Specialist	3	3	3	2	0	2
Court Administrator	1	1	1	1	0	1
Court Assistant	0	0	3	3	0	3
Court Generalist	0	0	0	2	0	2
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	0	0	0	0
Court Judicial Specialist I	0	0	1.75	1.75	0	1.75
Court Judicial Specialist II	0	0	6.5	5.5	0	5.5
Court Judicial Specialist III	0	0	0	2	0	2
Court Training Specialist	1	1	1	1	0	1
Deputy Court Administrator	2	2	2	2	0	2
Jury Services Specialist	1	1	1	0	0	0
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 Specialist	1	1	1	1	0	1
Warrant Officer	2	2	2	1	0	1
Total	29.55	29.55	29.55	29.55	0	29.55
City Clerk						
Administrative Specialist	0	0	0	1	0	1
City Clerk	0	0	0	1	0	1
City Records Coordinator	0	0	0	1	0	1
Community Engagement Specialist	0	0	0	1	0	1
Coordinator for Indigenous Initiatives	0	0	0	1	0	1
Deputy City Clerk	0	0	0	1	0	1
Digital Media Specialist	0	0	0	1	0	1
Executive Assistant I	0	0	0	1	0	1
Executive Assistant to Mayor and Council	0	0	0	1	0	1
Management Analyst	0	0	0	1	0	1
Public Affairs Director	0	0	0	1	0	1
Total	0	0	0	11	0	11
Management Services						
Business Systems Analyst	1	1	1	1	0	1
Management Analyst	0	0	0	0	1	1
Management Services Director	1	1	1	1	0	1
Total	2	2	2	2	1	3
Purchasing						
Administrative Specialist	1	1	1	1	0	1
Buyer	1	1	2	2	0	2
Contract Specialist	1	1	1	0	0	0
Finance Clerk	1	0	0	0	0	0
Grants and Contracts Assistant	0	1	1	0	0	0
Grants and Contracts Manager	1	1	1	0	0	0
Grants Specialist	1	1	1	0	0	0
Purchasing Director	1	1	1	1	0	1
Purchasing Manager	1	1	1	1	0	1
Procurement Specialist	2	2	0	0	0	0

City of Flagstaff
Authorized Personnel/Position Summary

Section	2019-2020	2020-2021	2021-2022	2022-2023	Add/Delete 2023-2024	Adopted 2023-2024
Purchasing - Continued						
Procurement Specialist Senior	0	0	2	2	0	2
Total	10	10	11	7	0	7
Revenue						
Administrative Specialist	6	5	0	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 Service Manager	1	1	1	1	0	1
Customer Service Representative I	0	0	2	2	0	2
Customer Service Representative Senior	0	0	3	3	0	3
Customer Service Supervisor	1	1	1	1	0	1
Finance Specialist	1	1	1	1	0	1
Licensing Specialist	0	1	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	1	1	1	0	1
Revenue Director	1	1	1	1	0	1
Total	19	20	20	20	0	20
Finance						
Accountant	4	4	2	2	0	2
Accountant Senior	0	0	2	2	1	3
Accounts Specialist	1	1	0	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	2	2	1	3
Finance Specialist (Temp)	0.5	0.5	0.5	0.5	(0.5)	0
Payroll Coordinator	1	1	1	1	0	1
Payroll Manager	1	1	1	1	0	1
Payroll Specialist	1.75	1	1	1	0	1
Total	15.25	14.5	14.5	14.5	1.5	16
Grants, Contracts and Emergency Management						
Administrative Specialist	0	0	0	0	1	1
Emergency Program Manager	0	0	0	1	0	1
Grants and Contracts Manager	0	0	0	1	0	1
Grants and Contracts Specialist	0	0	0	3	0	3
Grants, Contracts and Emergency Management Director	0	0	0	1	0	1
Total	0	0	0	6	1	7
Fire Operations						
Administrative Specialist	2	2	1	1	0	1
Assistant Fire Marshal	0	0	1	1	0	1
Deputy Fire Chief	3	3	3	3	0	3
Fire Battalion Chief	3	3	3	4	0	4
Fire Captain	21	21	24	24	1	25
Fire Chief	1	1	1	1	0	1
Fire Engineer	21	21	21	21	0	21
Fire Fighter	30	36	36	36	0	36
Fire Inspector	2	2	1	1	0	1
Management Analyst	0	0	1	1	0	1
Regional Fire Training Coordinator	1	1	1	0	0	0
Wildland Fire Firewise Specialist	1	0	0	0	0	0
Wildland Fire Manager	1	0	0	0	0	0

City of Flagstaff
Authorized Personnel/Position Summary

Section	2019-2020	2020-2021	2021-2022	2022-2023	Add/Delete 2023-2024	Adopted 2023-2024
Fire Operations - Continued						
Wildland Fire Supervisor	1	0	0	0	0	0
Wildland Forest Health Supervisor	1	0	0	0	0	0
Total	88	90	93	93	1	94
Fire Grants						
Fire Fighter	6	0	6	6	0	6
Total	6	0	6	6	0	6
Water Resource & Infrastructure Protection						
Community Risk Reduction Specialist	0	1	1	1	0	1
Fire Battalion Chief	0	0	1	1	0	1
Fire Fighter	0	0	0	2	0	2
Wildland Fire Operations Captain	0	0	1	1	0	1
Wildland Fire Operations Engineer	0	0	1	2	0	2
Wildland Fire Crew Member	0	0	3	0	0	0
Wildland Fire Crew Member Senior	0	0	1	0	0	0
Wildland Fire Manager	0	1	0	0	0	0
Wildland Fire Supervisor	0	1	0	0	0	0
Wildland Forest Health Supervisor	0	1	1	1	0	1
Total	0	4	9	8	0	8
Police Operations						
Administrative Specialist	13	13	3	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	3	6
Police Chief	1	1	1	1	0	1
Police Communications Manager	1	1	1	1	0	1
Police Corporal/Detective	19	19	0	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	73	94	94	0	94
Police Records Lead	0	0	1	1	0	1
Police Records Supervisor	1	1	1	1	0	1
Police Records Technician	0	0	9	9	0	9
Police Sergeant	14	14	14	15	0	15
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	170	172	173	3	176
Police Grants						
Administrative Specialist	1	1	1	1	0	1
Police Officer	5	5	3	3	0	3
Police Sergeant	1	1	1	1	0	1
Total	7	7	5	5	0	5
Community Development Administration						
Administrative Specialist	1	1	1	1	0	1
Community Development Director	1	1	1	1	0	1
Real Estate Manager	1	1	1	1	0	1
Real Estate Specialist	1	1	1	1	0	1
Total	4	4	4	4	0	4

City of Flagstaff
Authorized Personnel/Position Summary

Section	2019-2020	2020-2021	2021-2022	2022-2023	Add/Delete 2023-2024	Adopted 2023-2024
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	0	0	0
Building Inspector	7	7	7	0	0	0
Building Official	1	1	1	0	0	0
Building Permit Technician	1	1	1	0	0	0
Building Plans Examiner	3	3	3	0	0	0
Code Compliance Manager	1	1	1	0	0	0
Code Compliance Officer I	1	1	1	0	0	0
Code Compliance Officer II	2	2	2	0	0	0
Comprehensive/Neighborhood Planning Manager	1	1	1	1	0	1
Current Planning Manager	1	1	1	1	0	1
Development Services Manager	1	1	1	1	0	1
Development Services Specialist	1	1	1	1	0	1
Neighborhood Planner	1	1	1	1	(1)	0
Planner	0	0	2	2	0	2
Planner Senior	0	0	2	2	1	3
Planning Development Manager	4	4	0	0	0	0
Planning Director	1	1	1	1	0	1
Zoning Code Manager	1	1	1	1	0	1
Total	31	31	31	14	0	14
Housing						
Affordable Housing Development Coordinator	1	0	0	0	0	0
Assistant Housing Director	0	0	1	1	0	1
Housing Analyst	1	1	1	1	(1)	0
Housing and Grants Administrator	1	1	1	1	0	1
Housing Director	1	1	1	1	0	1
Housing Manager	1	1	0	0	1	1
Housing Planner	0	0	0	0	1	1
Housing Program Manager	0.42	1	1	1	0	1
Housing Rehabilitation Specialist	1	1	0	0	0	0
Housing Specialist	1	1	1	1	0	1
Total	7.42	7	6	6	1	7
Flagstaff Housing Authority						
Administrative Specialist	2	2	2	2	0	2
Assistant Housing Director	0	0	1	1	0	1
Housing Manager	3	3	3	3	0	3
Housing Navigator	0	0	1	1	0	1
Finance Manager	1	1	0	0	0	0
Finance Specialist	0.8	1	1	1	0	1
Housing Occupancy Specialist	0	0	1	1	0	1
Housing Services Specialist	5	5	3	3	0	3
Housing Services Specialist Lead	0	0	2	2	0	2
Maintenance Coordinator	1	1	0	0	0	0
Maintenance Inspector	0	0	1	1	0	1
Maintenance Lead Worker	2	2	3	3	0	3
Maintenance Worker	7	7	0	0	0	0
Maintenance Worker I	0	0	3	3	0	3
Maintenance Worker II	0	0	3	3	0	3
Total	21.8	22	24	24	0	24
Flagstaff Metropolitan Planning Organization						
Finance Specialist	1	0	0	0	0	0
FMPO Director	1	0	0	0	0	0
Intern	0.38	0	0	0	0	0
Metropolitan Planning Organization Manager	1	0	0	0	0	0

City of Flagstaff
Authorized Personnel/Position Summary

Section	2019-2020	2020-2021	2021-2022	2022-2023	Add/Delete 2023-2024	Adopted 2023-2024
Flagstaff Metropolitan Planning Organization - Continued						
Project Manager	1	0	0	0	0	0
Total	4.38	0	0	0	0	0
Building Safety and Code Compliance						
Building Inspection Manager	0	0	0	1	0	1
Building Inspector	0	0	0	7	0	7
Building Official	0	0	0	1	0	1
Building Permit Technician	0	0	0	1	0	1
Building Plans Examiner	0	0	0	3	0	3
Code Compliance Manager	0	0	0	1	0	1
Code Compliance Officer I	0	0	0	1	0	1
Code Compliance Officer II	0	0	0	2	0	2
Total	0	0	0	17	0	17
Public Works Administration						
Business Systems Analyst	0	0	0	1	0	1
Project Manager	1	1	0	1	0	1
Project Manager Senior	0	0	1	1	0	1
Public Works Director	1	1	1	1	0	1
Public Works Section Director	1	1	1	1	0	1
Total	3	3	3	5	0	5
Facilities Maintenance						
Environmental Specialist	1	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	3	3	0	3
Maintenance Technician II	0	0	4	4	0	4
Maintenance Technician III	0	0	2	2	1	3
Maintenance Technician (Temp)	0	0	0.5	0.5	0	0.5
Maintenance Worker	9.5	8.5	0	0	0	0
Maintenance Worker Lead Worker	0	1	0	0	0	0
Total	12.5	12.5	12.5	12.5	1	13.5
Fleet Management						
Buyer	1	1	1	1	0	1
Fleet Services Specialist	1	1	1	1	0	1
Mechanic I	2	3	3	3	0	3
Mechanic II	4	4	4	4	1	5
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
Public Works Supervisor	1	1	1	1	0	1
Welder Technician	1	1	1	1	0	1
Total	14	15	15	15	1	16
Street Maintenance and Repairs						
Administrative Specialist	1	1	1	1	0	1
Equipment Operators	15	15	0	0	0	0
Maintenance Worker	6	8	0	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	4	4	4	0	4
Street Light Technician II	0	0	0	2	0	2
Street Operations Technician I	0	0	8	8	0	8
Street Operations Technician II	0	0	8	8	0	8
Street Operations Technician III	0	0	9	9	0	9
Street Operations Technician (Temp)	3.52	1.27	1.27	1.27	0	1.27

City of Flagstaff
Authorized Personnel/Position Summary

Section	2019-2020	2020-2021	2021-2022	2022-2023	Add/Delete 2023-2024	Adopted 2023-2024
Street Maintenance and Repairs - Continued						
Traffic Signal Technician I	0	0	1	1	0	1
Traffic Signal Technician II	1	1	1	1	0	1
Total	31.52	32.27	35.27	37.27	0	37.27
Solid Waste - Landfill						
Administrative Assistant	0.5	0.5	0.5	0	0	0
Administrative Specialist	2	2	2	3	(1)	2
Administrative Specialist Lead	0	0	0	0	1	1
Equipment Operator	4	4	0	0	0	0
Equipment Operator I	0	0	0	0	1	1
Equipment Operator III	0	0	4	4	0	4
Landfill Environmental Assistant	2	2	2	2	0	2
Landfill Environmental Program Specialist	1	1	1	1	0	1
Project Manager	2	2	1	1	0	1
Project Manager Senior	0	0	1	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	16	1	17
Solid Waste - Collections						
Administrative Specialist	2	2	2	2	0	2
Customer Relations Supervisor	1	1	0	0	0	0
Equipment Operator	23	23	0	0	0	0
Equipment Operator I	0	0	3	3	0	3
Equipment Operator II	0	0	9	9	0	9
Equipment Operator III	0	0	11	11	0	11
Program Assistant	0.5	0.5	1	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	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
IT Analyst	1	1	1	1	0	1
Librarian	3	3	3	3	0	3
Library Clerk	7	7	7	7	0	7
Library Clerk (Temp)	3.07	3.07	3.55	3.55	0	3.55
Library Director	1	1	1	1	0	1
Library Page	1.5	1.5	1.5	1.5	0	1.5
Library Page (Temp)	1.25	1.25	1.25	1.25	0	1.25
Library Specialist	12.55	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	46.03	46.03	0	46.03
Library - County						
Application Support Specialist II	1	1	1	1	0	1
IT Analyst	0	0	0	0	1	1
Librarian	1	1	1	1	0	1
Library Cataloger	0	0	0	0	1	1
Library Clerk	0.63	0.63	0.63	0.63	0	0.63

City of Flagstaff
Authorized Personnel/Position Summary

Section	2019-2020	2020-2021	2021-2022	2022-2023	Add/Delete 2023-2024	Adopted 2023-2024
Library - County						
Library Clerk (Temp)	0.88	0.88	0.88	0.88	0	0.88
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
Marketing Specialist	0	0	0	0	1	1
Total	9.73	9.73	9.73	9.73	3	12.73
Community Investment						
Administrative Specialist	1	1	1	1	(1)	0
Art Collections & Beautification Coordinator	0	0	0	1	0	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
Executive Assistant I	0	0	0	0	1	1
Total	5	5	5	6	0	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	1	1	1	1	0	1
Sales Specialist	1	1	1	1	0	1
Total	11	11	11	11	0	11
Visitor Services						
Administrative Specialist	2.5	3.5	0	0	0	0
Visitor Center Manager	1	1	1	1	0	1
Visitor Services Assistant (Temp)	1.65	1.65	1.65	1.65	0	1.65
Visitor Services Specialist	0	0	3	3	0	3
Visitor Services Specialist (Temp)	0	0	0.5	0.5	0	0.5
Total	5.15	6.15	6.15	6.15	0	6.15
Airport Operations						
Administrative Specialist	1	1	1	1	0	1
Airport Communications Manager	0	0	1	1	0	1
Airport Director	1	1	1	1	0	1
Airport Program Manager	1	1	1	1	0	1
Airport Operations/ARFF Battalion Chief	0	0	0	0	1	1
Airport Operations/ARFF Lead Worker	0	3	3	3	0	3
Airport Operations/ARFF Specialist	9	6	6	6	0	6
Airport Operations/ARFF Manager	1	1	1	1	(1)	0
Airport Operations Technician (Temp)	0.5	0.5	0.5	0.5	0	0.5
Airport Parking Aide	1	0	0	0	0	0
Maintenance Worker I	0	0	0	0	1	1
Total	14.5	13.5	14.5	14.5	1	15.5

City of Flagstaff
Authorized Personnel/Position Summary

Section	2019-2020	2020-2021	2021-2022	2022-2023	Add/Delete 2023-2024	Adopted 2023-2024
Parking District						
Parking Manager	1	1	1	1	0	1
Parking Aide	5	4	5	5	0	5
Parking Aide Lead	1	1	1	1	0	1
	<u>7</u>	<u>6</u>	<u>7</u>	<u>7</u>	<u>0</u>	<u>7</u>
Water Services Administration						
Administrative Specialist	2	2	2	2	0	2
Communications Aide	0.71	0.96	1	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	1	2
Total	<u>5.71</u>	<u>5.96</u>	<u>6</u>	<u>6</u>	<u>1</u>	<u>7</u>
Water Production						
Maintenance Worker (Temp)	0.23	0.23	0.23	0.23	0	0.23
MSW Operations	4	4	0	0	0	0
MSW Maintenance	2	2	0	0	0	0
Water Services Manager	1	1	1	1	0	1
Water Services Operator	0	0	6	6	0	6
Water Services Supervisor	2	2	2	2	0	2
Total	<u>9.23</u>	<u>9.23</u>	<u>9.23</u>	<u>9.23</u>	<u>0</u>	<u>9.23</u>
Water Distribution						
MSW - Water Services Tech	14	14	0	0	0	0
Water Services Operator	0	0	14	14	0	14
Water Services Supervisor	1	1	1	1	0	1
Water/Sewer Utility Locator	1	1	1	1	0	1
Total	<u>16</u>	<u>16</u>	<u>16</u>	<u>16</u>	<u>0</u>	<u>16</u>
Water Resource Management						
Water Conservation Enforcement Aide (Temp)	1	1.49	1.49	1.49	0	1.49
Water Conservation Specialist	1	1	1	1	0	1
Water Resources Technician (Temp)	0.48	0.48	0.48	0.48	0	0.48
Water Services Manager	1	1	1	1	0	1
Water Services Program Manager	1	1	1	1	0	1
Total	<u>4.48</u>	<u>4.97</u>	<u>4.97</u>	<u>4.97</u>	<u>0</u>	<u>4.97</u>
Water Services Engineering						
Water Services GIS Specialist	1	0	0	0	0	0
Project Manager	1	1	1	1	0	1
Project Manager Senior Lead	0	0	0	0	1	1
Water Services Engineering Manager	1	0	0	0	0	0
Water Services Engineering Director	0	1	1	1	0	1
Water Services Plan Reviewer	1	1	1	1	0	1
Total	<u>4</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>1</u>	<u>4</u>
Regulatory Compliance						
Industrial Pretreat Inspector	2	2	2	2	0	2
Laboratory Technician	0	0	0	3	0	3
MSW - Laboratory	3	3	0	0	0	0
Water Services Manager	1	1	1	1	0	1
Water Services Operator	0	0	3	0	0	0
Water Services Program Manager	1	1	1	1	0	1
Water Services Supervisor	2	2	2	2	0	2
Total	<u>9</u>	<u>9</u>	<u>9</u>	<u>9</u>	<u>0</u>	<u>9</u>
SCADA Information Systems						
Operation Technology Systems Specialist	0	0	0	1	0	1

City of Flagstaff
Authorized Personnel/Position Summary

Section	2019-2020	2020-2021	2021-2022	2022-2023	Add/Delete 2023-2024	Adopted 2023-2024
SCADA Information Systems - Continued						
Water Services IS Administrator	2	1	1	1	0	1
Water Services OT Administrator	0	0	0	0	1	1
Water Services Analyst	0	0	3	3	0	3
Water Services SCADA/IS Specialist	0	1	1	1	0	1
Water Services Manager	0	1	1	1	0	1
Water Services Supervisor	2	3	0	0	0	0
Total	4	6	6	7	1	8
Wastewater Treatment						
MSW - Maintenance	2	0	0	0	0	0
MSW - Operations	4	4	0	0	0	0
Water Services Manager	1	1	1	1	0	1
Water Services Operator	0	0	2	4	0	4
Water Services Supervisor	3	2	2	2	0	2
Total	10	7	5	7	0	7
Wastewater Collection						
MSW- Water Services Technician	8	8	0	0	0	0
Water Services Operator	0	0	10	10	(2)	8
Water Services Supervisor	1	1	1	1	0	1
Total	9	9	11	11	(2)	9
Reclaimed Water						
MSW - Operations	1	1	0	0	0	0
MSW - Maintenance	1	3	0	0	0	0
Water Services Operator	0	0	6	5	0	5
Water Services Supervisor	1	2	2	2	0	2
Total	3	6	8	7	0	7
Stormwater						
MSW- Water Services Technician	0	2	0	0	0	0
Project Manager	3	3	1	1	0	1
Project Manager Senior	0	0	3	3	(1)	2
Water Services Manager	1	1	1	1	0	1
Water Services Operator	0	0	0	0	4	4
Water Services Supervisor	0	0	0	0	1	1
Watershed Specialist	1	1	0	0	0	0
Total	5	7	5	5	4	9
Council						
Councilmember	6	6	6	6	0	6
Mayor	1	1	1	1	0	1
Total	7	7	7	7	0	7
Engineering						
Administrative Specialist	1	1	1	1	0	1
City Engineer	1	1	1	1	0	1
Construction Inspector	5	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
Project Manager	8	9	2	2	0	2
Project Manager Senior	0	0	2	2	0	2
Traffic Engineer	1	1	1	1	0	1
Transportation Engineer Associate	0	0	1	1	0	1
Transportation Engineer Senior	0	0	2	2	0	2
Transportation Planner	0	0	1	1	1	2
Transportation Planner Senior	0	0	1	1	0	1

City of Flagstaff
Authorized Personnel/Position Summary

Section	2019-2020	2020-2021	2021-2022	2022-2023	Add/Delete 2023-2024	Adopted 2023-2024
Engineering - Continued						
Transportation Technician (Temp)	0	0	0.48	0.48	0	0.48
Total	19	20	20.48	20.48	1	21.48
Capital Improvements						
Capital Improvements Engineer	1	1	1	1	0	1
Project Manager	8	8	3	3	0	3
Project Manager Senior	0	0	3	3	0	3
Project Manager Senior Lead	0	0	2	2	0	2
Total	9	9	9	9	0	9
Parks						
Park Ranger	0	0	0	0	1	1
Parks Maintenance Worker	22	22	12	12	0	12
Parks Maintenance Worker (Temp)	7.67	7.67	7.67	7.67	(2.28)	5.39
Parks Technician	0	0	10	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	(1.28)	33.39
Recreation						
Administrative Specialist	2	2	2	2	0	2
Head Lifeguard	2	2	2	2	0	2
Assistant Parks and Recreation Director	0	0	0	1	0	1
Parks, Recreation, Open Space & Events Director	0	0	1	1	0	1
Public Works Section Director	1	1	0	0	0	0
Recreation Coordinator	9	9	0	0	0	0
Recreation Coordinator I	0	0	5	5	0	5
Recreation Coordinator II	0	0	4	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
Recreation Temporaries	38.68	38.68	38.68	37.67	0	37.67
Total	59.18	59.18	59.18	59.17	0	59.17
Open Space						
Open Space Coordinator	0	0	0	2	0	2
Open Space Specialist	0	1	1	0	0	0
Open Space Supervisor	0	0	0	1	0	1
Total	0	1	1	3	0	3
Sustainability						
Administrative Assistant	0	1	0	0	0	0
Assistant Sustainability Director	0	0	0	0	1	1
Climate and Energy Coordinator	1	1	0	0	0	0
Climate Engagement Coordinator	0.49	0.49	0	0	0	0
Climate Program Manager	0	0	1	1	(1)	0
Open Space Specialist	1	0	0	0	0	0
Sustainability Analyst	0	0	1	3	0	3
Sustainability Coordinator I	0	0	3	1	1	2
Sustainability Coordinator II	0	0	0	1	0	1
Sustainability Director	1	1	1	1	0	1
Sustainability Specialist	2	2	2	2	(1)	1
Sustainability Supervisor	0	0	0	0	2	2
Volunteer and Event Coordinator	1	1	1	1	(1)	0
Waste Reduction and Food Systems Coordinator	1	1	0	0	0	0
Total	7.49	7.49	9	10	1	11
Grand Total	895.11	900.25	927.26	941.75	23.22	964.97